

CITY OF SALISBURY
WORK SESSION
APRIL 25, 2011

Present

Council President Terry E. Cohen
Councilwoman Eugenie P. Shields

Council Vice President Deborah S. Campbell
Councilwoman Laura Mitchell

Councilman Timothy K. Spies

In Attendance

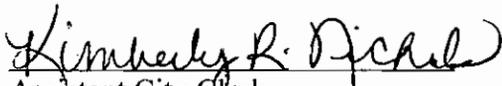
City Clerk Brenda Colegrove, MMC and Assistant City Clerk Kim Nichols, CMC

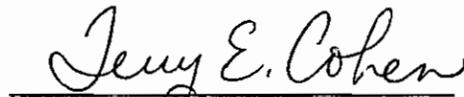
The City Council convened in a work session in Conference Room 306 in the Government Office Building at 1:30 p.m.

Council members discussed each of their priorities and also reviewed Mayor Ireton's list of topics that he would like to be considered. Copies of the lists are attached and made a part of these minutes. Other topics discussed for upcoming work sessions included the following:

- Opening meetings with prayer
- Neighborhood Legislation
- Tenants Bill of Rights
- Crime Free Lease Addendum (removing misdemeanors)
- Council Rules of Order
- Scheduling a time for public comments for certain topics
- Reinstating fund raising ability of Salisbury Fire Department volunteers
- Using an hour prior to or following Council meetings to discuss a topic in work session to help with backlog
- Charter amendments
- Inmate labor

The work session adjourned at 3:30 p.m.


Assistant City Clerk


Council President

New Council President Discussion

- Bricks
- Linens
- Election Districts
- Bateman/Onley Road
- 3x's
- Crime Free Lease Addendum
- Tenants Bill of Rights
- Code Update
- Towing
- Health Care for Council
- Fire House # 16
- Katie Weisner Appointment
- Receivership Policy
- WWTP Public Update
- Land Bank Authority
- Subdivision Ordinance
- Annexation Funds (Policy)
- Annexation Fees (Policy)
- Storm Water Utility/Development Fees
- Annexations
- Events for Council President

TERRY C.

Council Operations

Compliance with Open Meetings (Minutes)

Changes to Standing Rules of Order

Rescinding Code of Conduct?

Scheduling

Agenda setting

Lord's Prayer issue

Contractual involvement (see below in "budget, financial & governmental")

Communications

Budget, Financial & Governmental Operations

Role of council with contract oversight/requirements

Status of contract signatories (old code may have had accountability heirarchy that does not exist now -- leave as is or change to increase accountability?)

Balancing contract oversight with allowing administrative functions to proceed smoothly.

How to prevent contract problems in the future (questions from business community)

Review of property contracts

(e.g., 801 -803 Main Street, Ullman, etc.)

Any former decisions desired to rescind, alter, etc.?

(e.g., CDBG, insurance, property dispositions, noise, etc.)

Charter Review Committee

Line Item vs Program Budget

Continue joint Finance and Procurement Departments?

Legal expenses -- different options for reducing, controlling

Bidding Insurance (now a budget item)

LLC Disclosure

Windfall leveraging/disposition (e.g., Annexation exactions)

New State Ethics rules (changes locals will have to make)

Update on Litigation

Refund policies (e.g., water refund policy)

Information Leaks Investigation

Infrastructure issues

Bonded indebtedness, payoffs, leases, reducing debt

Ambulance – re-enterprising the fund

Fire service agreement

Fire service – fee based?

Differential – OR finding cooperative arrangements with county

Parks to NSCC?

Zoo – admission?

Recycling – how to support

Sustainable public vs. privatized

Revenue Identification

Stormwater utility discussion

Crime/Police Operations

Parse out crime vs. housing in Safe Streets proposal

Be ready for Safe Streets 2 mayor has referred to

Follow up on Crime Task Force Matrix – what needs legislative attention

Input from Police Chief – resources, funding needed, personnel needs

Towing Ordinance

Service Centers and Community Outreach

Crime-Free Housing Program training

Answering Metropolitan Police concerns

Constituent concerns about crimes in neighborhoods

Constituent concerns/ideas about relationships with police (e.g., response to reported drug dealing)

Housing

Revising inspection law and program to close loopholes

Inspection entry

Livability standards?

Requiring written leases for all

HBAA revisions, policies, composition, mission

Landlord/Tenant board?

Explanations for people about occupancy laws/scenarios

Tenant Protections a la Albuquerque

Closure to Safe Streets proposals related to housing

Tenants Rights Addendum (on file, ready for inspection)

Crime Free Lease Addendum

Illegal Conversions and/or Amortization

Chronic Nuisance Abatement

Prostitution

Inspections

Addressing Delinquent Owner timelines and penalties

Multi-family vs. scattered site fees, inspections, etc.

Vacant housing/property problems/liened properties/cosmetic-blight issues

Economic Development

Ombudsman for running permit gauntlet

Water/Sewer rate structure

Paving policies

Annexation changes

Stimulating economic development -- policies, outreach
Attracting specific companies/industries we want
Support for local small business
Implementing small business preference program

Other Entities

Expectations/support SWED
Poplar Hill Mansion issues
PAC14
Urban Salisbury
Salisbury Neighborhood Housing
Other?

Things That Upset Citizens (most are administrative, but are there things council can do to help, whether by funding, calling for outsourcing, public education and constituent service, etc.)

Parking Meters that keep taking money past time limit
Mildew notices in mid-February
Business complaints
Poor snow plowing, damage by plows
Street lights being out and not being replaced
Trash blowing around town/street sweeping concerns
Parking problems downtown
Parking problems at street corners

DEBBIE C

Line item budget

Review and revision of Rules of Order including allowing public comment at work sessions

Tenant Protection bill

TIF update

Review of status of implementation of Internal Services efficiency audit (should be done with budget)

Charter review

Review and potential revision of NSCC inspection legislation

PAC 14 funding Ordinance

Discussion regarding what to do with parcels that were not surplus, but were sold

LLC disclosure when conducting business with city

W. Main St. properties

Getting out in front of liens on properties

Water shut offs – how to increase payment and lessen shut offs to reduce costs

Board-ups/ Board up model from seminar

Quarterly or semi-annual recycling days like in Europe to encourage less reusable items from going to the landfill

Working with SU to have them publish regulations at beginning of school year so that they have an opportunity to be aware of the laws most likely to impact them (for instance tenant protection, noise, etc.)

Discuss whether or not noise violations should be decriminalized

Discuss charter of HBAA

Discuss whether or not P&Z board for city should be separate or combined with county

Exploring the possibility of a cooperative program with local Universities and college that would have students (biology for instance) working at the zoo for class credits. I have queried a couple of students about this and the response was that they would pay to participate in such a program if designed as credit work. There is a potential to get much more done if this cooperative model could work, while perhaps generating some revenue to support the zoo and it might also become a flagship model for the schools and the zoo.

Revisit the proposal to work with the Community Foundation on developer contributions.

Conflict of Interest disclosure for elected officials and senior staff

Discuss use of CDBG funds to see if the new council is supportive of the LotW demo

The following is a list of focus items from my perspective. Obviously, it is not all inclusive but represents the some of the things I feel we should focus on. Some items made the list because they can, and should be, dealt with expeditiously for constituent service and/or community safety reasons. Other items have more far reaching implications. The order in which these items are listed is not particularly symbolic of their importance. I do realize that some items are beyond the Council's purview, but I list them here because I feel that many of them may require our assistance in securing funding or approving the departments' efforts.

General Governance

- Establish a requirement that the public receive at least 7 days advance notice for all Council meetings unless a true emergency—one that puts the health and safety of the public or real property at risk—can be clearly demonstrated.
- Establish regular (ideally monthly) public forums to openly discuss upcoming agenda items to gather public input & ideas as well as ask and answer questions related to the issues under consideration. The hope is to reach resolution of issues more effectively and efficiently by getting additional input early in the process.
- Request training/assistance from the Center for Conflict Resolution at Salisbury University
- Form a Citizens' Project Review Panel/Board: This panel would consist of volunteers from various professions and areas of interest (i.e. engineers, architects, accountants, biologists, environmentalists, etc.) on a volunteer basis. The group would review major project proposals and provide evaluation and feedback to the City Council and staff in much the same way as paid consultants would, but at no cost to the City. There are many retirees, faculty, and others in our community who I believe would welcome the opportunity to be involved in safeguarding the City's interests.
- Set a schedule for review of possible revisions of City Codes as recommended by department heads. A review each section of the City Code has been undertaken by the department heads responsible for enforcement of or adherence to each section. Council should establish a schedule to begin reviewing the resultant recommendations once the FY12 budget process is complete.
- Institute proactive and creative marketing plan to aggressively seek businesses willing to relocate in Salisbury, and work to bring the moves to fruition.

Financial

- Refund request for 1022 Sumac Circle (such requests should be addressed without delay)
- Ordinance - 2nd reading - adoption of FY12 Budget – from pending list
- Ordinance - 2nd reading - adoption of water and sewer rates – from pending list
- Request monthly, rather than quarterly, financial results report
- Review of policy on water/sewer bill refund – from pending list
- Comprehensive connection fees (timing/scheduling) – from pending list

- Create an enterprise fund for the Ambulance services and dedicate the earned revenues to replacing the existing fleet and then maintaining the equipment on a 4-5 year replacement rotation.
- Consider feasibility of outsourcing garbage collection and/or explore cost saving ideas – we are currently recouping only 58% of the cost of service from direct billings.
- Encourage the use of local vendors and service providers for city contracts, where possible, to keep our tax dollars local. The multiplier effect of the money being spent and re-spent within our community will enhance our business and our revenues.

Community

- Neighborhood Legislative Package – examine, revise as needed, and finalize the disposition of each piece of the package.
- Disposition Agreement with Coastal Venture Properties, LLC for old Fire Station #16 – from pending list
- Discussion on what we want the Downtown to look like; what have other cities/towns done – from pending list, but also an acute interest of mine.
 - Determine the return on our investment and the advisability of continued funding of programs meant to further the Downtown revitalization or require measureable objectives by which to determine their success.
- Authorize and fund the installation of sidewalks at the entrance of the Harbor Pointe community for the safety of the residents and establish a special tax district to refund half the cost as previously agreed. I think it is important to resolve this issue for safety reasons but also to terminate the endless loop of inaction on this project.
- Facilitate agreements that allow the use of inmate labor, or that of persons required to perform community service to reduce the cost of services such as park cleanup, storm drain cleaning, snow shoveling, etc.

Public Safety

- Fund the establishment of a bridge between the Police, Fire/EMS, and NSCC (COMSTAT, MDT/AVL, COMCATE) on-board computer systems and databases to provide accurate real-time information to personnel responding to any city residence for the safety of our staff and constituents.

Police

- Increase bike patrols including, but not limited to the Church St, Doverdale, and Presidents Streets areas.
- Reopen existing neighborhood substations and evaluate the need for additional substations.
- Explore acquisition of grant funding to establish a K-9 unit. We currently rely on the

availability of other jurisdictions to provide this service for the City. However, there have been recent incidences of unmet need due to the lack of availability. Having a resident K-9 unit would improve the safety and efficiency of the City police.

- Consider using decibel readers and establishing quantitative, more objective, criteria for noise level statutes. The current “Unreasonably Loud” standard is very subjective with standards of “necessary for convenient hearing for the persons who are in the room”, and “plainly audible from a distance of fifty (50) feet”.
- Address police retention issues: Ideas performance recognition-rewards, incentives for home ownership within the City, educational incentives for officers and immediate family (requires cooperative agreements with local institutions of higher education-perhaps at State level).

Fire/EMS

- Dedicate the earned revenues from Ambulance services to replacing the existing fleet and then maintaining the equipment on a 4-5 year replacement rotation which is equal to the approximate useful life of an ambulance given the City’s usage.
 - FY2012 revenue from ambulance services is \$1,450,000.
 - The Fire/EMS calls for service ratio is 30/70, respectively.
 - The Fire Department is not a revenue generation source so no revenue comparison can be made.
- Investigate in-house billing for ambulance services.
- Provide the legislative authority for the Fire/EMS Department to require and retain fees for accident reports requested by insurance companies and other interested parties. (All payments received are currently returned as the SFD is not authorized to collect such payments. The Police Department garners \$13,000 per year for accident reports.)
- Facilitate agreements that encourage cooperative training, purchasing, equipment sharing, etc. with other area Fire/EMS departments. Chief Simpson has made great strides in his short tenure at SFD and the Council should endeavor to recognize and support the furtherance of those efforts.

NSCC

- Investigate the purchase of graffiti removal equipment through the Safe Streets Grant. It is crucial that graffiti, particularly gang related graffiti, is removed as soon as possible—ideally within hours—to prevent establishment of “territories” and to reduce interactions and retaliations between rival gangs. Currently, the property owner is notified and given up to 7 days to remove the markings themselves, and at their own expense. The proposed equipment would reduce the removal time and cost.
- Establish requirement to notify property owners of violations more quickly, i.e. email to provide ample response time. Traditional mail service can delay the notification

beyond the date by which action is required.

- Establish a bridge between the Police, Fire/EMS, and NSCC on-board computer systems and databases to provide accurate real-time information to personnel responding to any city residence for the safety of our staff and constituents.
- Take caution to avoid performance measures that equate to, or could be construed as quotas. For example, "Increase corrective action letter effort (caseload) by 10%; ...".
- Facilitate agreements that allow the use of inmate labor, or that of persons required to perform community service to reduce the cost of services such as grass cutting, graffiti removal, boarding up houses, snow shoveling, etc.

Public Works/Infrastructure

- Establish a rotational cycle for repaving all City streets and an operating income stream to fund the same. Include 10 year maintenance agreement in all paving contracts to assure the quality of the materials and workmanship provided: (542 City streets)
- Resolve the issues with the Onley Road/Bateman Street/S. Division Street project.
- Establish a policy that directs insurance or restitution proceeds for damage to City property to be used for the sole purpose of repairing the same.
- Establish the capability to receive notifications via text message for street light outages and the like.
- Authorize fines to DPL for failure to rectify street light outages after 3 notices or within X days of initial notice. Typically a \$50 fine per occurrence is applied.
- Investigate the use of solar powered area lighting and/or street lights.
- Establish policy of collecting a "paving impact" fee in lieu of actually repaving a street as a condition of construction in cases where the pavement is not disturbed and does not require immediate repaving. Funds would be used for future repaving efforts.
- Facilitate agreements that allow the use of inmate labor, or that of persons required to perform community service to reduce the cost of services such as grass cutting, graffiti removal, boarding up houses, snow shoveling, etc.

Building, Permitting, & Inspections

- Require City adherence to plans and permits once the City has signed off on and permits are issued. This is to address the complaints that plans are approved and permits issued and then additional conditions or requirements are imposed before final inspections and the C of O is issued.
- Support efforts to automate the permitting process online.
- Endeavor to work in tandem with the County to coordinate inspections and related functions to reduce redundancy and improve customer service.

Community Development

- Secure funding or reprogram existing funding to complete demolition of houses

throughout the city which are slated for eradication.

- Facilitate organizations or groups such as the Boys & Girls Club in securing locations and funding to establish more youth activities to abate gang involvement.

Brenda Colegrove

From: sshields820@aol.com
Sent: Thursday, April 21, 2011 2:05 PM
To: Brenda Colegrove
Subject: Priorities

1. Stay on the PAC 14 Board
2. Crime Free Lease Addendum take out the misdemeanors so we can move on
3. Harbor Point Sidewalk get that off our plate
4. look at all pending agenda items to see what can be finalized to get those moving
5. *Udon Service Dismiss*

Brenda Colegrove

From: TIMOTHY SPIES [tspies@cavtel.net]
Sent: Thursday, April 21, 2011 9:30 AM
To: Brenda Colegrove
Subject: My initial short list of council tasks

1. Reinstate fundraising ability of SFD volunteer cadre, including that of the auxiliary, if applicable.
Objective: significant decrease in city equipment/vehicle/etc. expenditures by way of volunteer force purchase and donation to city. One particular and longstanding savings might be accomplished by the purchase and installation of solar panels at Station 16. These may pay for themselves in several years and offer significant energy savings over their lifetimes.
Council action: change regs/charter to accomplish, with input of SFD and Mayor.

2. Reexamine current city election regulations and request purge of voter registration rolls.
Objective: improve fairness of elections, facilitate determination of actual number and demographics of voters by eliminating hundreds obviously no longer residing here or living.
Council action: initially, review regs and investigate mechanism for periodic purging of voter rolls.

3. Review board and commission makeup for relevance and intent. Example: more than one landlord sits on Board of Housing Appeals when apparent intent was that only one sit on board, regardless of other qualifications.
Objective: improve board and commission makeup to reflect true intent of composition.
Council action: review board and commission makeup, change wording as appropriate.

4. Review and revise council's rules of behavior.
Objective: improve language and intent to facilitate improved constituent-interested party-council interaction.
Council action: review and revise.

5. Review and tweak currently proposed Safe Streets Neighborhood Legislation in a more timely manner, starting with Tenants' Bill of Rights, then Crime Free Lease Addendum.
Objective: decrease crime through proactive measures, give landlords and tenants the ability to all play by the same rules so that they may resolve difficulties without administrative intervention.
Council action: review, adjust and enact legislation.

6. Investigate current city practices regarding residential leaf disposal and determine whether or not alternative practices may mitigate the costs to the city.
Objective: decrease the hundreds of trips to the landfill (man hours, fuel, vehicle wear and tear) and promote tried and true method of residential leaf disposal.
Council action: work with Mayor and Public Works to determine feasibility and cost savings.

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Prayers/Invocations Before Council Meetings

City **Prayer, Pledge or Not**

Town of Hurlock	Pledge of Allegiance followed by prayer given by various religious leaders, pastors, ministers or herself
Town of Charlestown	Pledge of Allegiance only
City of College Park	Begins meetings with moment of silent meditation (standing) followed by the Pledge of Allegiance
Upper Marlboro	Recites only the Pledge of Allegiance before meetings and work sessions
Laurel	The city's Chaplain opens with prayer then the Pledge of Allegiance is recited
City of Seat Pleasant	Prayer is said before work sessions and all Council meetings by a different person each time (usually one of the elected officials or a minister if one is in the audience.
City of Greenbelt	Meetings begin with moment of silence in memory of deceased residents, former residents, etc. followed by Pledge of Allegiance. No prayer.
Town of Somerset	No pledge or prayer
Town of Elkton	Pledge of Allegiance only
Ocean City	Follows what MD Legislature has done. Someone from the various churches, temples and synagogues offers the prayer before the Council meetings. They are permitted to pray without limitations on the content. If designated priest or rabbi doesn't show up, Lord's Prayer is recited.
Chesapeake City	Recites the Pledge of Allegiance before meetings, P & Z and work sessions, no prayer
Smithsburg	Recites the Pledge of Allegiance before meetings, no prayers. Does moment of silence for appropriate times
Town of Delmar	Recites the Pledge of Allegiance before meetings, no prayers
Indian Head	Moment of silence only
City of Fruitland	Councilor Gloria Ortiz is a minister and prays when in attendance. Otherwise, the Lord's Prayer is recited.
Town of Easton	Each Council member prays on a rotating schedule followed by the Pledge of Allegiance
City of Aberdeen	Pledge of Allegiance and rotates pastors, priests, etc. to say opening prayer. If not present, the Mayor prays
Garrett Park	No pledge or prayer
Sykesville	Pledge of Allegiance then moment of silence
Town of New Windsor	Pledge of Allegiance only
Town of Denton	Observes moment of silence only when the community or State has had something impact it. Recites Pledge of Allegiance before regular meetings only.
Chesapeake Beach	Pledge of Allegiance only
City of District Heights	Pledge of Allegiance only (at meetings not work sessions)
Takoma Park	No pledge or prayer
Mount Airy	Pledge of Allegiance only
Annapolis	Invocation (rotated by Alderman) and pledge
Cambridge	Moment of silence and pledge
Rockville	Pledge of Allegiance only
Frederick	Pledge and invocation (different faiths alternated or one of the Alderman)
Hyattsville	Pledge of Allegiance only