

**CITY OF SALISBURY  
GOAL SETTING SESSION  
DECEMBER 4, 2015**

Present

Mayor Jacob R. Day, Council President John R. Heath, Council Vice President Laura Mitchell (arrived 12:30 p.m.), Councilwoman April Jackson, Councilman James Ireton, Jr. (left 12:15 p.m.), Councilman Muir Boda

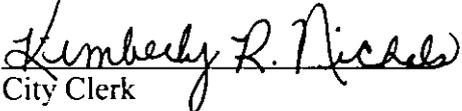
In Attendance

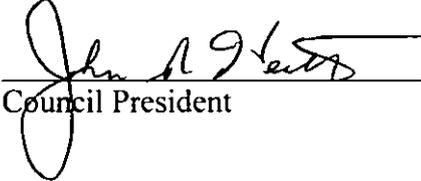
Delegate Carl Anderton, Facilitator Michelle Ennis, City Administrator Tom Stevenson, Assistant City Administrator Julia Glanz, City Clerk Kim Nichols, Police Chief Barbara Duncan, Human Resources Manager Jeanne Loyd, Fire Chief Rick Hoppes, Public Information Officer Chris Demone, Public Works Director Mike Moulds, Community Development Director Deborah Stam, IT Director Bill Garrett, Zoo Director Ralph Piland, Internal Services Director Keith Cordrey, Business Development Specialist Laura Kordzikowski, Neighborhood Services and Code Compliance Director Susan Phillips, Deputy Director Planning & Zoning Lori Carter, members of the press and the public.

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The City Council convened in a goal setting session from 9.00 a.m. to 4:00 p.m. in the Worcester Room of the Commons Building at Salisbury University. Council members, community leaders, City staff members and citizens participated in numerous discussion exercises that lead to the creation of City values and the eventual identification of City priorities.

Michelle Ennis of Tri Community Mediation facilitation the goal setting session. Attached is the summary prepared by Ms. Ennis, and is included as part of the minutes.

  
City Clerk

  
Council President

**Notes from Salisbury Goal Setting Session**  
**Friday, December 4<sup>th</sup>, 2015**  
**9:00 a.m. – 4:00 p.m.**  
**Worcester Room, Commons, Salisbury University**

This working document reflects the topics, values, and ideas generated during the goal-setting session attended by Salisbury City Council members, the Mayor, civic leaders, and other community members. Michele Ennis and her team from Tri Community Mediation facilitated the day-long session.

The topics and values tracked during the conversation circles represent the things that participants feel are important, necessary, and in some cases missing from critical conversations about the city of Salisbury. If a topic did not make it onto the “short list” for further brainstorming, or a specific idea resulting from brainstorming was not selected, it is worth noting that these were and are important and there is need and interest in addressing them down the road.

Because of the finite amount of time in the day, and in an effort to support clarity and focus, our process design included giving people a limited number of tools for selection of goals. Given the finite amount of time and the limited tools, the day could be likened to the limited resources we have, and how overwhelming it can feel when considering all of the good things we want for Salisbury. This day was intended to have many of the concerned voices, particularly those charged with the responsibility for navigation, determine where to head first.

**Agenda**

Welcome, Preview, & Introductions

Preview

Breakfast & Timeline

Gathering: Name & “Something I love about Salisbury is...”

Conversation Circles

Topics/Value Tracker

Lunch

Timeline Check In

Breakouts & Brainstorm

Consensus Building

Next Steps/Evaluations

Closing

**Topics/Values Tracker (and number of stickers placed next to each)**

**Topics & Values Selected for Initial Brainstorming:**

- A. Address heroin problem locally and statewide (6)
- B. Health of Wicomico River and ponds for recreation and health (8)
- C. Salisbury as Economic and Arts Hub of the Eastern Shore (7)
- D. Academically Competitive School System (7)
- E. Economic Development (6)
- F. Community Policing (8)

**Other Topics & Values:**

- Work on areas where there is opportunity for collaboration with the county (6 – *the group decided that this is a goal that will be woven into other goals*)
- Brand through focus on strength and marketing (5)
- Accessible transportation (5)
- Neighborhood preservation (4)
- Secure city funding to achieve goals (4)
- Maintain and improve public works as a gateway to economic development foundation through infrastructure (4)
- Youth development (4)
- Recreational centers for youth (4)
- Racial unity (4)
- Invest in education to enhance labor pool (3)
- Maintain focus on education through accessibility, equality and prioritization (3)
- Increase homeownership (3)
- Increase involvement of/by people we are trying to serve and engage in decision making and planning processes (3)
- Support sustainability of area businesses (3)
- Focus on infrastructure as economic catalyst for jobs (3)
- Create a more tax friendly environment to attract business development (2)
- Discipline and respect in schools (2)
- Re-entry opportunities in community (2)
- Maintain and develop affordable accessible inclusive and diverse opportunities (2)
- Utilize new and emerging technology in growth of city (2)
- Lower crime rates (2)
- Increase capacity of city services (2)
- Connect resources for increased awareness and accessibility to reduce poverty and addiction, and increase housing (2)
- Identify resources to enhance quality of life programming (2)
- Address public concern about crime for accuracy and to reflect current trends (2)
- Create greater employment for students interested in technology (1)
- Re-purpose vacant buildings to increase growth, development, & aesthetic, and decrease crime (1)
- Improve life safety in structures (1)
- Focus on at risk kids (1)
- Affordable housing (1)
- Increase manufacturing jobs (1)
- Cleanliness of city (1)
- City Corps like Peace Corps with preference for city jobs (1)
- Increase efficiency in city programs (1)
- Community pride and engagement (1)
- Increase tax base (1)
- Homeless population compliance and noncompliance (1)
- Learning opportunities for parents (1)

- Build on technology to attract nationally known companies (1)
- Focused and involved parenting (1)
- Incentivize industry (1)
- Focus on downtown's development economically and through community (1)
- Highlight Salisbury's downtown as an attraction (1)
- Focus on city for growth and development and work out from there (1)
- Fair and affordable taxes (1)
- Increase economic prosperity without racial distinction/divide (1)
- Examine impact of regulations on movement and growth (1)
- Employment opportunities (1)
- Decrease gap in incomes (1)
- Increase technology programs to create competitive schools and students (1)
- Activities for youth and young adults
- Possibility of curfew, its implementation and implications for youth
- Streamline emergency services for the city
- Create a stronger base for internet industry
- Thriving "minitropolis" from inside out
- Appeal to defense industry
- Accessible services to invisible residents
- Provide recreational activities throughout community that are affordable and accessible
- Increase shared understanding of challenges throughout all demographics for workforce development
- Multigenerational educational opportunities K-lifelong learning
- Maintain interest in all levels of education as providers and recipients
- Community safety impacted by global and national events
- Generate financial sustainability
- Focus on positive changes city wide
- Improve public school system
- Attract talent through programs and industry
- Students learning downtown
- Increase job skills experientially
- Safety
- Equality
- Behavioral health
- City addresses directly concerns for behavioral health proactively
- Focus on financial stability for the senior population
- Highly accessible, diverse opportunities for community honoring individuals' self determination
- Family friendly city
- Reduce poverty
- Retain students as city residents and workforce
- Increase property values
- Improve cost of living – affordability
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**Color code:**

- Green: It needs to happen now
- Yellow: It needs to happen but is not a first pick
- Blue: I like the idea but I need more information

**A: Address Heroin Problem Locally and Statewide**

- Addiction education in schools.
- Increase accessibility to treatment.
- Make Narcan accessible.
- Prosecute heroin distribution network like you would a murder.
- Check in with people in halfway houses.
- Adopt a heroin distribution strategy within our policy structure.
- Educate parents on sign of use.
- Make nasal spray Narcan accessible.
- Educate people on proper disposal of used medications/narcotics (don't flush, trash, or leave in medicine cabinet).
- Fast track treatment.
- Encourage state to enforce health parity/addiction equity (pay same for bronchitis as addiction).
- Provide training for anyone administering medications.
- Train all city staff.
- Train & equip all city staff in use of Narcan.
- Inform city residents what to look for when purchasing and using heroin.
- Tighten restrictions on doctors' ability to prescribe opiates.
- Do not lower age for eligibility to receive prescription.
- Have a long-term treatment facility on the Eastern Shore.
- Shut down big Pharma.
- Make big Pharma pay.
- Monitor physicians.
- Provide drugs.
- Provide needle exchange programs.
- Maintain funding for medically assisted treatment programs.
- Create tougher laws.
- Create longer sentences for people pushing poison.
- Develop a regional strategy to work with Lower Delaware.
- Recover & Re-entry programs.
- Get clarity on how we respond to drug addicts and how we treat drug dealers.
- Develop separate and distinct plans to deal with addicts and dealers.
- Leverage and maximize national programs and ensure that we are getting maximum use out of them.
- Use data to establish a baseline.
- Base the road forward on where we are now.
- If you see something, say something.
- Educate kids earlier and annually.
- Bring in former addicts to speak in schools.

- Use scared straight programs.
- Parents, schools, churches, and community organizations together educate kids.
- Acknowledge addiction throughout community in all peoples regardless of age, race, gender, income, education, and ethnicity.
- Take people who are willing to hand stuff over and ask for help – have an advocate (health or law enforcement) assigned to them and assist in getting help rather than getting arrested.
- Find programs in other cities that are effectively addressing the heroin problem.
- Connect people in transition with resources.

**B: Health of Wicomico River and Ponds for Recreation and Health**

- Support best management practices to prevent pollution of streams and runoff. ○○○○○○○○○○○
- Ban plastic bags. ○○○○○
- Promote environmentally protective landscaping. ○○○○○
- More experiential learning in the school. ○○○
- Providing community with “fish eye” view of river bed. ○○
- Provide education on proper disposal of medicines and other toxic materials. ○○ ○
- More accessibility to the river. ○○
- Increase launch site to the river. ○
- Marketing the river and promoting river activities. ○
- Enhance knowledge to the community about their impact on the water. ○
- Increase wolf cutouts. ○
- More promotion of the river. ○
- Developing high impact low cost strategies. ○
- Increase recreational business of the river. ○
- Address impact of the river on septic systems.
- Provide incentives for pervious surfaces.
- Provide education in school about the river and life cycle.
- Skimmer/ trash wheel to keep the river clean.
- Using watershed signs.
- Informing the public of the amount of trash collected by the trash wheel.
- Re-examine parking requirements to reduce runoff from impervious surfaces.
- Provide incentives for onsite treatment of runoff for existing properties of impervious surface.
- Littering fines for property owners bordering the waters.
- Provide education on proper fertilization acts.

**C: Salisbury as Economic and Arts Hub of the Eastern Shore**

- Regaining events that have been lost: ●●●●●○
  - Salisbury Festival
  - Chicken Festival
- Privatize liquor sales. ●●●●○
- Branding the city & downtown. ●●
- Centralizing market for county and city. ●○○
- Use wifi and large 1G fiber downtown as an opportunity to attract high end tech business. ●○○
- Continue river walk development with amphitheater. ●○○
- Promote successes of businesses here. ●○
- Creating a marketing niche that attracts performers. ●○
- Increasing and retaining restaurant venues. ●
- North prong development. ●
- Central community calendar for events. ●
- Collaboration between city & county to reduce cost an incentive for artist and performers. ○○○○
- Provide events for all demographics. ○
- Enhance communication to all citizens. ○
- Promoting. ○
- Maintain events locally.
- Nigh life events.
- Museum, paintings.
- Concert.
- Provide a comprehensive branding for events.
- Forming an event planner committee.
- Forming an event planner promoter.
- Adapt a downtown master plan.
- Have a standalone events and market organization (private).
- Government should not run the stand alone.
- Access funding of government for events and marketing of city
- Develop a strategy to retain the student of S.U., UMES and Wor-Wic to stay here (stop the brain drain).
- Provide venues for performance, arts, and sports.
- Dual purpose space with restaurant.
- Making city more walk and bike friendly.
- More cooperative liquor board.
- Street festivals.
- Block parties.
- Training young people to continue Salisbury's legacy.

## D: Academically Competitive School System

- Non-traditional pathways to successful careers. ● ●
- Make parents feel welcomed to interact with teachers and administration. ● ○ ○
- Parents are responsible for kids' behavior. ●
- Improve student scoring on PARCC testing. ●
- Increase graduation rate ●
- Remove the tax cap. ○ ○ ○
- Strong arts and music program. ○ ○ ○
- Smaller Classrooms. ○ ○
- Have career days starting in elementary schools. ○ ○ ○
- Addressing truancy. ○
- Teaching collaborative behaviors. ○
- Teaching cooperative behaviors. ○
- Teaching entrepreneurship. ○
- Explore charter schools. ○
- More technical training in lower grades. ○
- Remove stigma from not pursuing college. ○
- Engaged Parents. ○
- Modern technology. ○
- Computerized classrooms. ○
- Increase respect and discipline. ○ ○ ○
- More STEM. ○ ○
- Classes/education on local government. ○
- Anti-bullying programs. ○
- Provide access to existing entrepreneurial career resources and centers. ○
- Modern Facilities.
- Advanced technology.
- Lower student to teacher ratio.
- More environmentally beautiful schools.
- More governmental programs in schools.
- More greenery on school grounds.
- Opportunities for community service connections.
- Connecting truant students and their families with resources.
- Attendance mediation program.
- Schools connect personally with parents.
- Career coaching.
- More students going to college.
- Create an environment conducive to learning.
- Less DOJ involvement in schools.
- Schools involve parents more.





- Make sure technology can support policing efforts.
- Be careful about Big Brother watching.
- Choose how to create safety.
- Balance safety and privacy.
- Officers catch kids doing good.
- Community members reach out to officers.
- Residents learn how to respond when pulled over.
- Residents turn car lights off before officer approaches.
- Officers offer support to single family homes.
- Officers play ball with kids.
- Look out for our police officers.
- Have an activity selected by kids and families to interact with officers (i.e. playing ball, picnic).
- Communities police their own neighborhoods.
- Teach communities to police their own neighborhoods.
- Offer mentoring through Big Bother/Big Sister program.
- Post last year's and current year's stats on signs throughout neighborhoods.
- Provide positive feedback to adults and residents when doing right.
- Let people know about safety commercial and residential home security surveys.
- Give out BK coupons.
- Have speed awareness signs that celebrate drivers doing the speed limit.
- Have signage telling the number of kids in neighborhood.
- Post signs saying "this many...can't spare any..."
- Post "drive like your child lives here."
- Research areas of need to create safety awareness for kids (i.e. Deaf child lives here).
- Have policeman's ball.
- Change mindset of young people – in terms of service to others.
- Sell a child ticket with each adult ticket.