

CITY OF SALISBURY  
WORK SESSION  
FEBRUARY 5, 2024

Public Officials Present

Council President D'Shawn M. Doughty	Mayor Randolph J. Taylor
Vice President Angela M. Blake	Council member April R. Jackson
Council member Michele Gregory (via Zoom)	Council member Sharon C. Dashiell

In Attendance

City Administrator Andy Kitzrow, Deputy City Administrator John Tull, Director of Communications (Comms) Shawn Yonker, Department of Infrastructure & Development (DID) Director Rick Baldwin, Sustainability Specialist Dylan Laconich, Fire Chief Rob Frampton, Deputy Chief Chris O'Barsky, Fire Marshal Eric Cramer, Assistant City Clerk Julie English, Executive Administrative Assistant Jessie Turner, City Attorney Ashley Bosché, City Clerk Kim Nichols and members of the public.

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On February 5, 2024 the Salisbury City Council convened at 4:30 p.m. in Work Session in Council Chambers of SBY Headquarters, located at 115 S. Division Street. The following is a synopsis of the items discussed.

**ZenCity Community Engagement Platform demonstration**

City Administrator Andy Kitzrow and Comms Director Shawn Yonker joined Council along with ZenCity Representative Alon Maor who joined via Zoom to demonstrate ZenCity 360. With ZenCity used by 80 cities on the East Coast, he explained how the platform could help Salisbury with priorities, promote data driven decisions, enhance inclusiveness for City residents and save the City time on how to hear from the residents. He gave examples of a similar sized city and demonstrated a high-level tour of ZenCity.

Ms. Dashiell said the program was great, but she wanted to use everything available to be more creative with the talent on staff to pursue every avenue to communicate plans ahead of time, and to see how that worked before taking this on. Ms. Jackson said they needed to reconsider because she did not see the value in this.

Mr. Kitzrow said he heard this as Council's recommendation for Comms to do more (mine the data, set up the surveys, and provide the analysis). Ms. Dashiell said the public would become familiar with and know that was how the City communicated. If it did not work, we could consider this platform next year. Ms. Gregory was concerned because the City just had difficulty meeting regular trash pickups due to tightened belts. She suggested revisiting this after the budget and acknowledged Comms was doing an immense amount of work already with limited staff. This was wanted but not needed.

President Doughty noticed the platform was heavily focused on Facebook, Instagram and social media analytics. He knew that tool was readily available and asked Mr. Yonker if it was being utilized. Mr. Kitzrow said the funds would come from another account not utilized and it would not impact next year's budget because this would be a one-year PILOT. What was demonstrated could not be replicated by the current staff. If Council wanted transparency and community engagement anywhere close to this level, it would cost. Because of the size and scope of ZenCity, they were able to leverage more resources. He said Council's decision was surprising based on the last conversation.

President Doughty thought that Council wanted to see what would happen in the next months after gathering the data. Mr. Maor said that what would be accomplished would work from a plan customized to the City's needs. This could not be gathered without the platform because it was pulled from social media, radio, blogs, and any other resources.

Mayor Taylor said most of the Council Meeting attendees were retired. Working people could easily tap into this and we would receive a larger pool of respondents on specific topics. He thought it was an segway into more transparency. Ms. Dashiell said she did not disagree with anything presented or what Mayor Taylor said, but thought it was should be put on hold and considered at a later date.

President Doughty asked Mr. Yonker to gather any data from the resources we currently had and wanted to know the involvement and kind of interactions we had on our website. If residents were not currently using the mechanisms we had right now, then he asked what would be different with this platform. Council needed this data in order to decide.

Council reached unanimous consensus to hold off on the project for the time being.

### **Presentation- Survey Data for Transportation Preferences on Salisbury's West Side**

Ryan Weaver, Salisbury University Interdisciplinary Studies & Nonprofit Leadership Alliance and SU Presidential Citizen Scholars LaMaree James, Stephora Alberi and Andersen Herman joined Council to provide the survey data. The presentation has been attached and made part of the minutes.

Mayor Taylor asked what the "west side" referred to and Mr. Weaver answered the point was for it to be interpreted by the respondent. The west side was interpreted differently and the City and County blended there. Everyone had their opinion on where it was. Salisbury meant a lot of things to many people and they intended to blur those lines.

Mr. Weaver invited everyone to the PACE Showcase.

Ms. Jackson asked how far the students went down Jersey Road and they discussed how far they went into the City. She asked about the survey and the students explained it was mostly online using a QR code. She asked how they knew if they lived on the west side, which was one of the questions on the survey, including their frequency of visits.

Council agreed the presentation was very impressive. Mr. Weaver would return to Council in the near future with his students to present on Community Policing.

One member of the public provided the following comments on the first two presentations:

- The second presentation was why we did not need the first presentation.
- We had the local talent to pull the information that ZenCity would pull.
- Thought the survey data provided by the students was very good.
- If we got an independent agency involved, cost was a concern. The greatest concern was that data could be gained. A lot of information had to be presented many times before any kind of reasonable public response was received. Asked how it would be known if someone answering a survey was a Salisbury resident.
- It looked official but the City did not need it.

**Budget amendment to reallocate funds from the Main Street Master Plan project to serve as match to the Transportation Alternative Program – Salisbury Citywide Bikeways Design Project**

DID Director Rick Baldwin discussed the local match to the Transportation Alternative Program (TAP) grant which was for design of the remaining 8.9 bikeways throughout the City. The \$149,256.00 match would come from funds no longer needed for the Main Street Master Plan Project, which was completed. The amount of the grant was \$597,024 and would cover 80% of the cost of design, traffic studies and associated signal plans. The total project was valued at \$746,280.00 and was a Not-to-Exceed value. Any funds not utilized would be returned to MDOT and the Reserve as appropriate. After the funds were expended, the local and state monies served as a match towards the Safe Streets For All Grant. The final additional leverage would be \$3.7 million in federal dollars.

Ms. Dashiell asked where the 8.9 miles of bike lanes were designated. Mr. Baldwin said they would complete the network in the Master Plan.

Mr. Kitzrow said the plan included the possibility of expanding the network on City streets and would forward the Bikeways Master Plan and the full application to Council.

President Doughty asked what the implications would be to the City if they did not match the funds. Mr. Baldwin said if we did not provide the local grant match, we would be returning the \$597,000 to the State. Mr. Kitzrow added that not having the local match of the \$750,000 meant that the \$5 million in federal funding we received from Safe Streets For All specifically for the construction of bike lanes was unusable.

Five members of the public provided the following comments:

- Speaker was not a city resident but was a member of BPAC and running and biking clubs in and around Salisbury. People on bikes stop and spend more money at retail businesses along the way. Biking also benefits workforce transportation.

- Bicycles and pedestrians make up 14 percent of all traffic fatalities. The federal funding per person and bicyclist projects was approximately 2%. \$5 million was a lot of money to bring to the table to help out. Commuter and recreational cycling in Iowa generated more than \$400 million in economic activity. He provided economic activity stats for bicycling.
- Speaker was involved in bike advocacy in Salisbury since 2012 and said we should be proud as they made great headway for taking something that we never had before a decade ago and think how we wanted to address bikes in our community. He heard in the presentation earlier that 64% of people on the West Side did not think it was safe to ride bikes in the community. The City staff have professionalized how we want to do bike paths and he supported the investment.
- Speaker liked biking and appreciated safety and security. The lanes constructed on Fitzwater Street were an obstruction to safety particularly those in front of her residence. Her driveway was turned into public parking. She asked that some of the funds be used towards fixing the obstruction. There were so many accidents caused by the obstruction in front of her house, so please reconfigure this.
- Speaker supported the bike lanes and informed Council that Salisbury had the most robust and comprehensive bike plan. She was proud to live in the community. Please continue supporting bicycle and pedestrian safety.

Ms. Jackson agreed with Ms. Siggers that the obstruction should be moved. She had to park in a business parking lot rather than on her own property. Mr. Baldwin said there were earlier designs in the process of being corrected and Fitzwater was on the agenda.

Mayor Taylor said everyone supported the bicycle and pedestrian streets. The issues were with designs incompatible with vehicular traffic. Detail to their planning was key.

Council reached unanimous consensus to advance the legislation to legislative agenda.

### **Accepting Community Foundation of the Eastern Shore grant for SWIFT**

Deputy Chief Chris O’Barsky explained the \$1,500.00 grant from the Community Foundation of the Eastern Shore was for the SWIFT program for transportation needs.

Ms. Blake said the program was wonderful. (President Doughty left the room at 5:45 p.m. and returned at 5:46 p.m.)

Council reached unanimous consensus to advance the legislation to legislative agenda.

### **Ordinance to amend Chapter 15.24, “Housing Standards”, to clarify Fire and Life Safety Provisions regarding the Fire Marshal**

Fire Marshal Cramer explained many years ago the City adopted a Life Safety and Fire Prevention Code when there was no Fire Marshal. The ordinance cleaned up the Code.

Ms. Blake asked where in the code would she find parking in fire lanes, and Mr. Cramer said it was not included in the legislation but may be brought forward in the near future.

Council reached unanimous consensus to advance the legislation to legislative agenda.

### **Council Rules of Order and Code of Conduct**

Council's review began with the Council Rules. Ms. Blake reported on a variety of similar publications including MML's publication to understand the executive and administrative branches, Council orientation, and Council Code of Conduct adopted on April 28, 2014. They needed to consolidate the document.

President Doughty expressed he wanted to review the cursory items to make it their own in detail. Ms. Dashiell asked if they could review it to add their input to the document dated 2014, and to consolidate the final document. Mr. Doughty discussed the goal setting session he wanted to schedule. The following is a synopsis of Council's discussion of the Rules:

#### **Item #2- ATTENDANCE AND PARTICIPATION AT COUNCIL MEETINGS**

Referring to "shall be physically present to vote in person," Ms. Dashiell asked if those in "virtual" should be able to vote. Ms. Gregory said that Council had tweaked the Electronic Participation legislation during Covid and with her situation right now with family it was impossible to attend in person. It was also for the elderly and handicapped to participate. Ms. Blake thought the Zoom option was fine and requested a legal opinion on voting in Closed Session. Ms. Bosché said they never voted in Closed Sessions.

Ms. Blake restated that Zoom would be appropriate for voting if it was a regular session, but for closed sessions they had to be present in person.

#### **Item #4 AGENDAS-**

B. Mr. Doughty asked the Clerks to work on the "distribution of supporting materials" to make sure it was workable.

C. Mr. Doughty said they could go into a deeper dive about placing an item on the agenda and removed "in writing" and insert "emailed or electronic submission."

D. Ms. Dashiell thought members of the public should be able to address the Council on items even if they were not on the agenda and wondered why it was removed from the 2007 version. She thought it should be put back in because she thought they should be allowed to do that. Mayor Taylor thought it was excluded because the same people were coming to meetings bringing up the same discussion points. She thought if someone brought something forward, it should be acknowledged and Mayor Taylor and Ms. Jackson agreed with that. If something was presented and discussed, it was respectful to have an update on that topic to acknowledge it didn't get thrown away. Mr. Kitzrow remarked that the agendas were allowing Administration and Council comments, not comments, but added that he could easily expand on what was being discussed with updates in that section of the agenda. Administration would be agreeable.

Ms. Dashiell asked if they would go through Ms. Nichols to have updates placed on the agenda. Mr. Kitzrow said that it could be requested during a meeting or Work Session, and if need be they could report back the next meeting.

#### **Item #5 CONDUCT OF REGULAR MEETINGS**

Ms. Dashiell was informed that Council members were on their cell phones during meetings. Ms. Blake said it may appear like they were but they could be taking notes or answering emails. Ms. Gregory said she had to use her phone when her laptop was not charged and recalled the incident and apologized at the time. President Doughty wanted to ensure the public knew they were in full attention, and a quick glance was likely fine.

E. President Doughty wanted to ensure they were not speaking over each other, and allowed people called to speak without outside comments. He added “A Council member recognized for a specific purpose shall limit remarks to that purpose.”

G- Mr. Kitzrow assumed it extended to “designee.” (May call upon the City Solicitor, City Clerk, any City Department Head “or their designee”- whoever the expert was.

#### **#6 PUBLIC INPUT**

B. Council reached consensus to continue stating their name, if a resident, and organization they were representing, for the record. Add this to #8 Work Sessions.

D. Ms. Blake addressed disrespectful emails from the community. There had to be a way to address people’s tone, and she said this did a great job “in person.” Ms. Gregory said under the First Amendment, since Council was elected, they could say anything they wanted, except hate crime level remarks. Unfortunately, that was the nature of the job.

Ms. Blake asked what the measurement was for that before someone was dismissed for what they said versus an email. How could something be said in public cause one to be asked to leave, but if said in email was allowed. She did not think it should be both ways and thought they should consult Legal about it.

Ms. Jackson was hesitant to respond to all emails. If the comments were made in person they were disrespectful and disruptive. President Doughty asked Legal and Ms. Bosche said it should be discussed in a Special Meeting. Before anyone was asked to leave they would get a warning and it would have to rise to a level where it was infringing on someone’s rights. She did not know how to police an email once it was sent. Ms. Jackson said unless emails were threatening in nature, she did not see where they were an issue. President Doughty added this to the list of items to be further discussed.

F. Ms. Dashiell thought when someone was presenting to Council, it should not be about looking at the timer, but was a matter of discretionary time. She discussed when the Homes for Recovery had about ten speakers and it dragged on. People did not come here to drag things on, but what people shared had value. President Doughty agreed, but said three minutes was a long time but if more time was needed to get their points across they should be allowed to. Mr. Kitzrow pointed out the word “may” was used in the Rules,

giving President Doughty the freedom to increase the time limit should he be inclined. Ms. Bosché said there was discretion in the way the Rules were written but cautioned Council to be careful in that we were not allowing one way and not the other. President Doughty noted that the time limits should be further discussed. Mr. Kitzrow read the portion of F. that stated that questions posed by a citizen during the public comments portion would be logged and tracked by the City Clerk, who would forward the questions to the City Administrator for a response. It did not require answers in real time. President Doughty would see that it was added to the one-pager that residents may be answered on comments after time was taken to compile correct answers/responses.

**Item #7 VOTING AND MAKING OF MOTIONS** – no comments

**Item #8 WORK SESSION MEETINGS**

President Doughty said they would include the comments about the remarks.

**Item #9 CLOSED SESSION MEETINGS**

Ms. Dashiell said there was a discussion about the minutes from a Closed Session meeting before she was elected and wondered if there was a timeline the public should be aware of when the minutes would be released. It was determined they could be released but they were not. Ms. Blake asked Ms. Bosché to confirm that Closed Session minutes would never be released to the public at all, and Ms. Bosché confirmed Council had the right to waive privilege. If the minutes contained Attorney-Client privilege, they could at a minimum redact the privileged section, depending on what the document looked like. Generally, Closed Session minutes were not released. Mr. Kitzrow asked if it would be determined by a Council vote, and Ms. Bosché confirmed there would be a vote to release the minutes. Mayor Taylor added that in this case the Board determined the Council acted inappropriately and gave them the option to release the minutes.

**Item #10 PROCEDURES FOR SECURITY AT COUNCIL MEETINGS**

Mr. Kitzrow commented on disruptive disturbances and thought how they were handled should be considered.

**Item #11. USE OF COUNCIL TRAVEL AND TRAINING BUDGET**

President Doughty read B. and asked for Council's opinion on obtaining approval by Council regarding travel reimbursement. Ms. Jackson did not think they should have to ask the rest of Council, but President Doughty wanted to further discuss it. Ms. Blake noted the orientation booklet had an outline of the travel policy.

Correction in B- add "be" on the third line.

C. Should be determined and discussed by Council.

Two members of the public provided the following comments:

- The timer should start after speaker gave their name and where they lived.
- Council should report on the last board or committee meeting they attended.

- The Closed Session minutes were in violation of the OMA and it was a recommendation that they be released. She thought they should be released.
- Speaker reviewed the Council Council’s rules. If the public was allowed to comment, you could not cut them off unless they were disruptive or nasty.
- Suggested comments be allowed from the public on Council meeting items.
- Had some Roberts Rules notes but many bodies did not follow them.
- Closed Session minutes could be voted to be released.
- Before Covid, a quorum had to be present in person. It should be included in the rules, not the Charter. If something happened, the rules could be suspended. It was good for the body to be assembled in one place so the public could attend.

**ADMINISTRATION AND COUNCIL COMMENTS**

Mr. Kitzrow said that meetings could be held whenever the City Council determined.

Mayor Taylor was glad they were making progress on the transparency component and appreciated President Doughty’s efforts to sharpen the rules.

Ms. Gregory appreciated the Zoom option as she was still attending meetings from home. Two family members werer hospitalized in January and she would need to Zoom into meetings the rest of the month. Remember to wear your masks and wash your hands.

Ms. Jackson asked everyone to protect themselves and others. Covid and flu viruses were circulating and she had been under the weather since January.

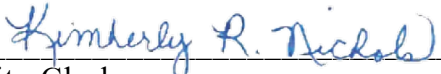
Ms. Dashiell thought they were moving forward in a positive manner. President Doughty’s idea of holding a Council retreat was a good idea. She welcomed any forum or open meeting with the public to share open dialogue.


Ms. Blake asked those healthy enough to donate blood or plasma and to please consider being an organ donor.

President Doughty wished everyone a happy Black History Month and encouraged everyone to learn about the rich culture on the Eastern Shore. He would be attending the Leadership Academy at the Junior Achievement on February 6. He sent his regards to the family of Ms. Cindy Anno, his former magnet teacher who recently passed away.

**Adjournment**

With no further business to discuss, President Doughty adjourned the Work Session at 6:50 p.m.

  
 \_\_\_\_\_  
 City Clerk

  
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 Council President



# { PCS 2024 COHORT }

CITY COUNCIL MEETING



## ROAD SAFETY PROJECT

Stephora Cesar-Alberi (Junior, Henson), Andersen Herman (Junior, Henson), LaMaree James (Senior, Fulton) with Prof. Ryan Weaver (Lecturer, PACE/IDIS)

**PRESIDENTIAL CITIZEN  
SCHOLARS PROGRAM**



PCS PROGRAM



# INTRODUCTION:



## PCS DIRECTOR

RYAN WEAVER



## PCS SCHOLARS

STEPHORA CESAR-ALBERI, ANDERSEN HERMAN, LAMAREE JAMES





# { PRESIDENTIAL CITIZEN SCHOLARS PROGRAM }

THE PRESIDENTIAL CITIZEN SCHOLARS PROGRAM AT SALISBURY UNIVERSITY PREPARES STUDENTS TO BE INTERDISCIPLINARY COMMUNITY LEADERS THROUGH CIVIC SCHOLARSHIP AND COMMUNITY ACTION.



# { PRESIDENTIAL CITIZEN SCHOLARS PROGRAM }

THE PCS PROGRAM BUILDS ON SALISBURY UNIVERSITY'S MISSION AND HIGHEST PURPOSE: "TO EMPOWER STUDENTS WITH KNOWLEDGE, SKILLS, AND CORE VALUES THAT CONTRIBUTE TO LIFELONG LEARNING AND ACTIVE CITIZENSHIP IN A DEMOCRATIC SOCIETY."



# { PRESIDENTIAL CITIZEN SCHOLARS PROGRAM }

## Mission

Salisbury University is a premier comprehensive Maryland public university offering excellent, affordable education in undergraduate liberal arts, sciences, business, nursing, health sciences, social work, and education and applied master's and doctoral programs. Our highest purpose is to empower our students with the knowledge, skills, and core values that contribute to active citizenship, gainful employment, and life-long learning in a democratic society and interdependent world.

Salisbury University cultivates and sustains a superior learning community where students, faculty, and staff are viewed as learners, teachers/scholars, and facilitators, and where a commitment to excellence



# ROAD SAFETY PROJECT



Stephora Cesar-Alberi (Junior, Henson), Andersen Herman (Junior, Henson), LaMaree James (Senior, Fulton)

## RESEARCH

We are partnering with the City of Salisbury's Department of Transportation on behalf of *Vision Zero* to research road safety on the West side of Salisbury.

## COLLECT

Our IRB-approved survey (Protocol #239) was shared in three languages to target two of the underserved communities in Salisbury, specifically the Haitian and LatinX communities.

## ANALYZE

We closed the survey in December 2023 and completed an initial data analysis. While our initial goal was 500 responses, we are grateful that we were able to collect **273** responses.

## IMPLEMENT

We are prepared to work with Mr. White and Prof. Weaver to implement the feedback received from the survey into infrastructure design on the West side of Salisbury.

## MISSION

The mission of our Presidential Citizen Scholars (PCS) Capstone Project is to investigate road safety on the West Side of Salisbury in collaboration with the City of Salisbury. We will work to implement the feedback received from the survey into infrastructure design funded by the City's *Vision Zero* grant to benefit the marginalized community on the West side of Salisbury, MD.

PCS PROGRAM

# ROAD SURVEY: 3 LANGUAGES



**ROAD SURVEY**

Salisbury MARYLAND



PLEASE SCAN THIS CODE TO GIVE FEEDBACK ABOUT ROAD SAFETY ON THE WEST SIDE OF SALISBURY (MD) OR GO TO:  
[HTTPS://TINYURL.COM/SBYROADS](https://tinyurl.com/sbyroads)



PCS PRESIDENTIAL CITIZEN SCHOLARS PROGRAM

Salisbury UNIVERSITY PACE Institute for Public Affairs and Civic Engagement at Salisbury University

**SONDAJ SOU WOUT**

Salisbury MARYLAND



TANPRI SKANE KÒD SA POU BAY REYAKSYON W SOU SEKIRITE WOUT YO NAN PATI LWÈS SALISBURY (MD) YO OSWA ALE NAN:  
[HTTPS://TINYURL.COM/SBYROADS](https://tinyurl.com/sbyroads)



PCS PRESIDENTIAL CITIZEN SCHOLARS PROGRAM

Salisbury UNIVERSITY PACE Institute for Public Affairs and Civic Engagement at Salisbury University

**ENCUESTA DE CAMINOS**

Salisbury MARYLAND



ESCANEE ESTE CÓDIGO PARA DAR SU OPINIÓN SOBRE LA SEGURIDAD VIAL EN EL LADO OESTE DE SALISBURY (MD) O VAYA A:  
[HTTPS://TINYURL.COM/SBYROADS](https://tinyurl.com/sbyroads)



PCS PRESIDENTIAL CITIZEN SCHOLARS PROGRAM

Salisbury UNIVERSITY PACE Institute for Public Affairs and Civic Engagement at Salisbury University



# ROAD SAFETY PROJECT



Scholars collecting survey responses at ThirdFriday (October 2023)



PCS PROGRAM

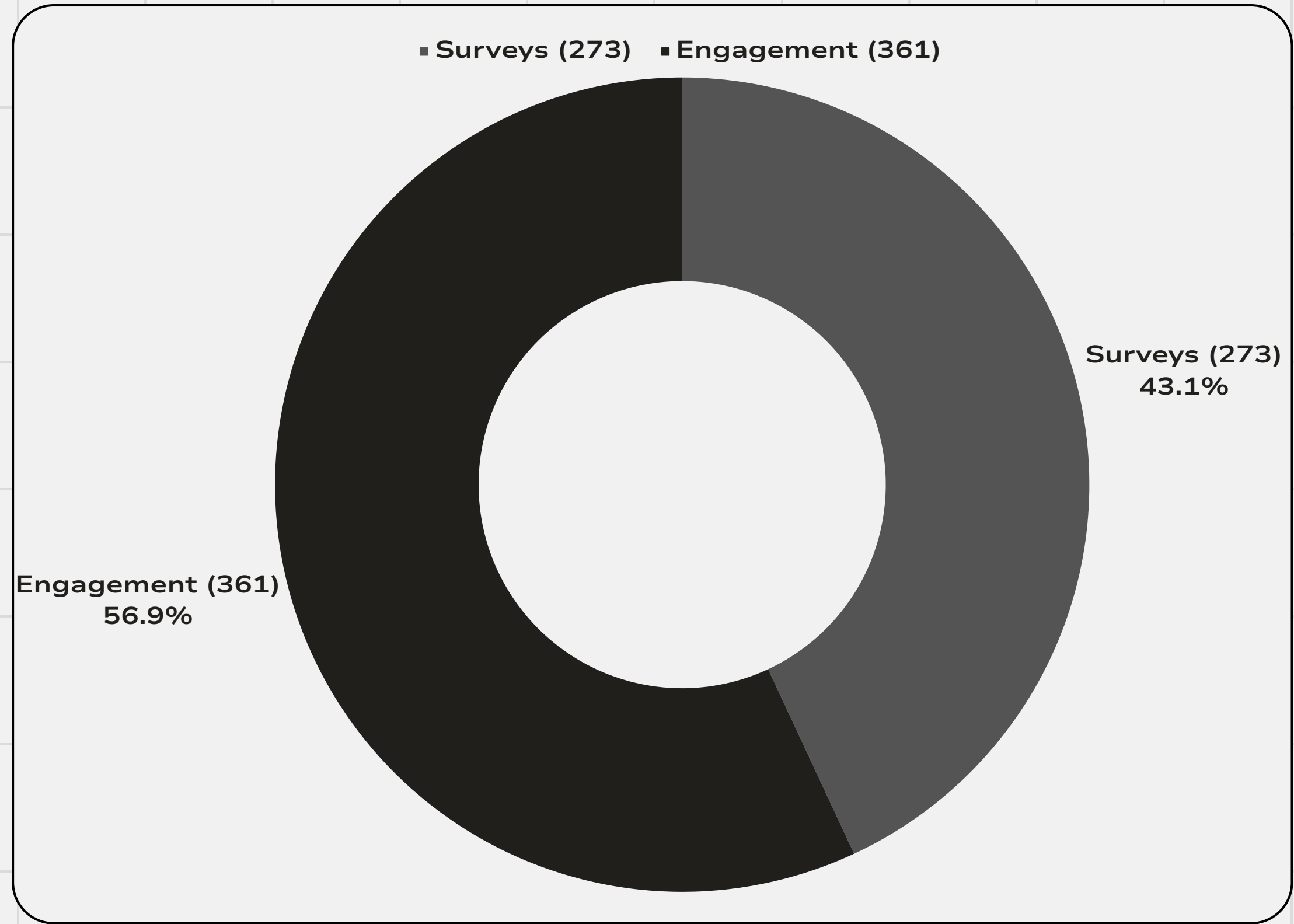






# ROAD SAFETY SURVEY TOTAL ENGAGEMENT

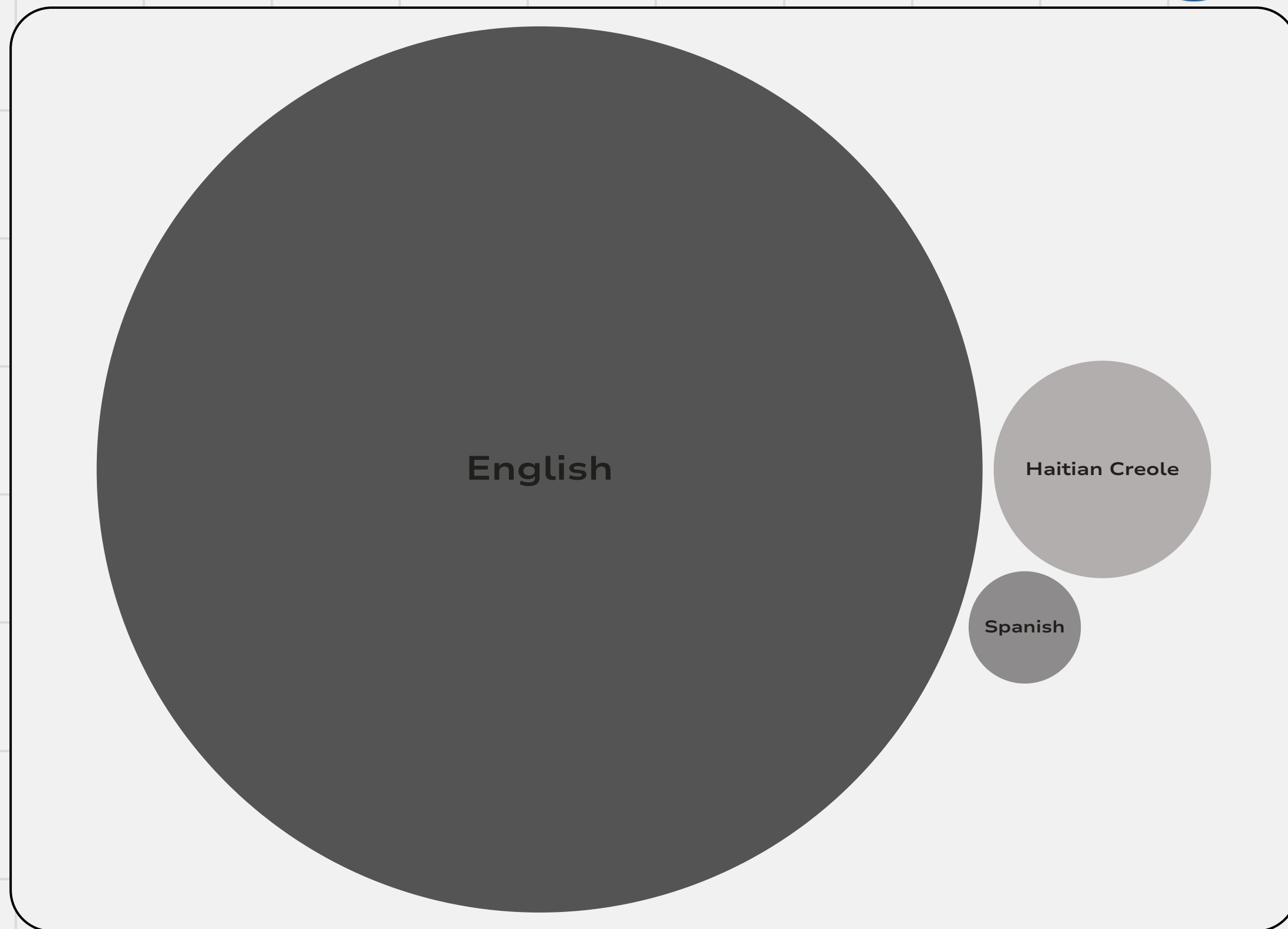
The Road Safety survey received 634 total unique “clicks” with 273 surveys submitted through the Qualtrics platform where we hosted the survey.





# ROAD SAFETY SURVEY OUTREACH

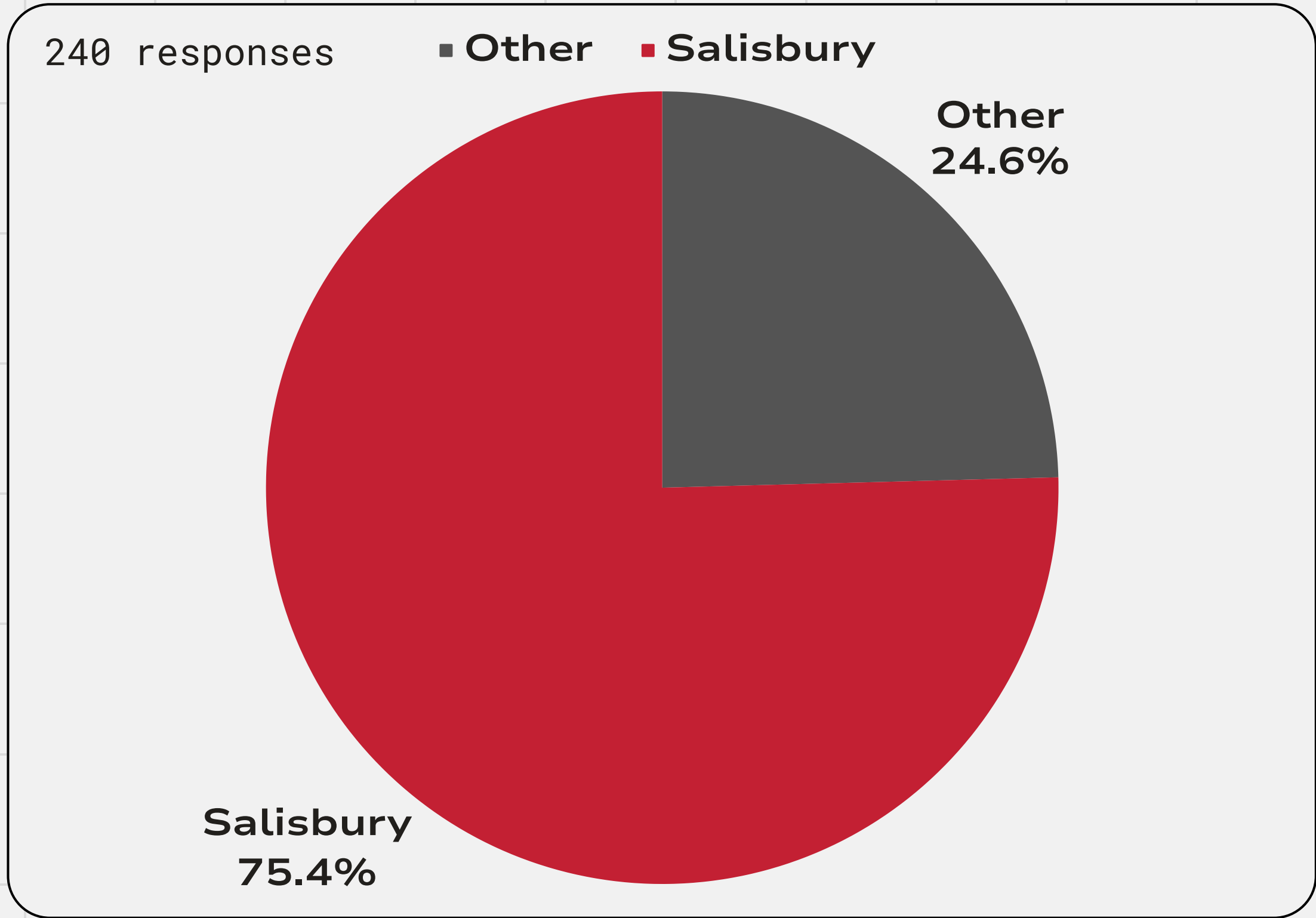
The Road Safety survey received 268 total surveys in three languages: Haitian Creole (15), Spanish (4), and English (249).





# WHERE IS YOUR PLACE OF RESIDENCE?

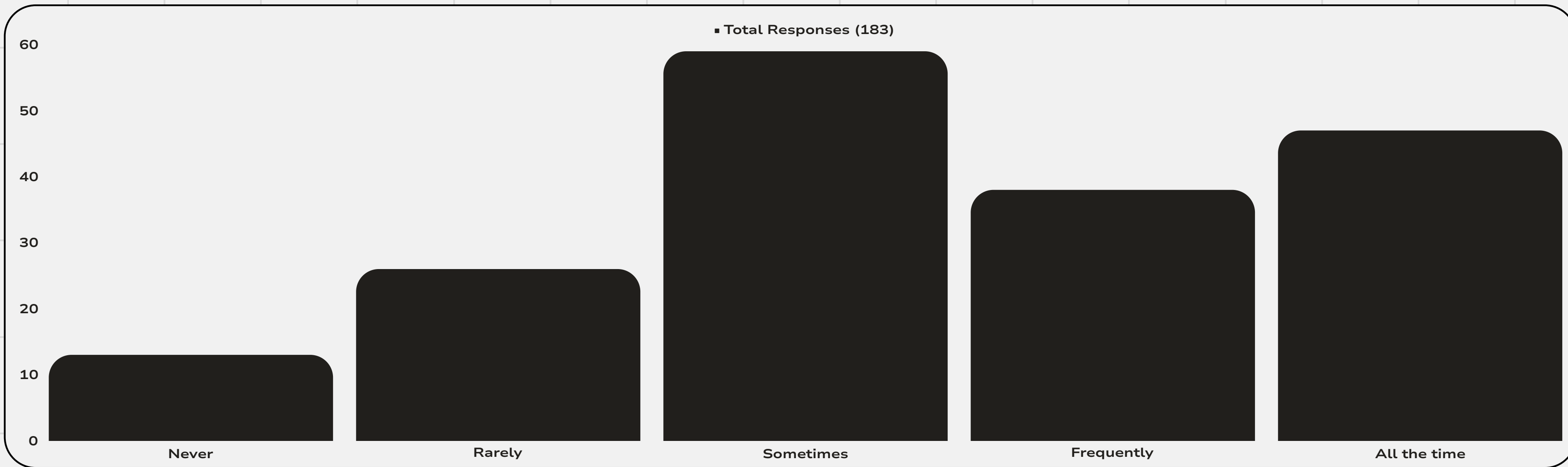
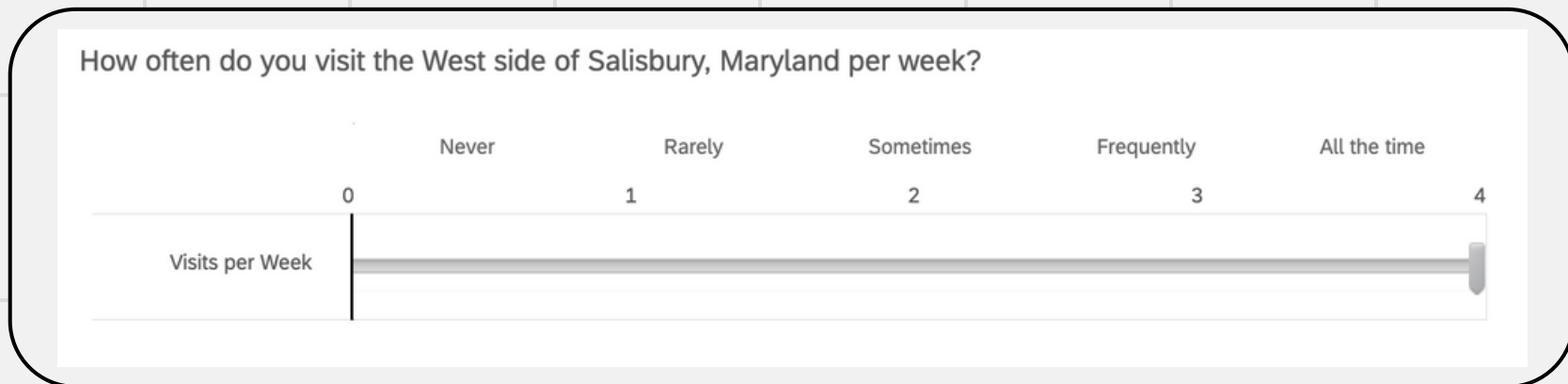
The first survey question was: "Where is your place of residence?"



# FREQUENCY OF VISITS:



“How often do you visit the West side of Salisbury, Maryland per week?”



# PERSONAL TRANSPORTATION:



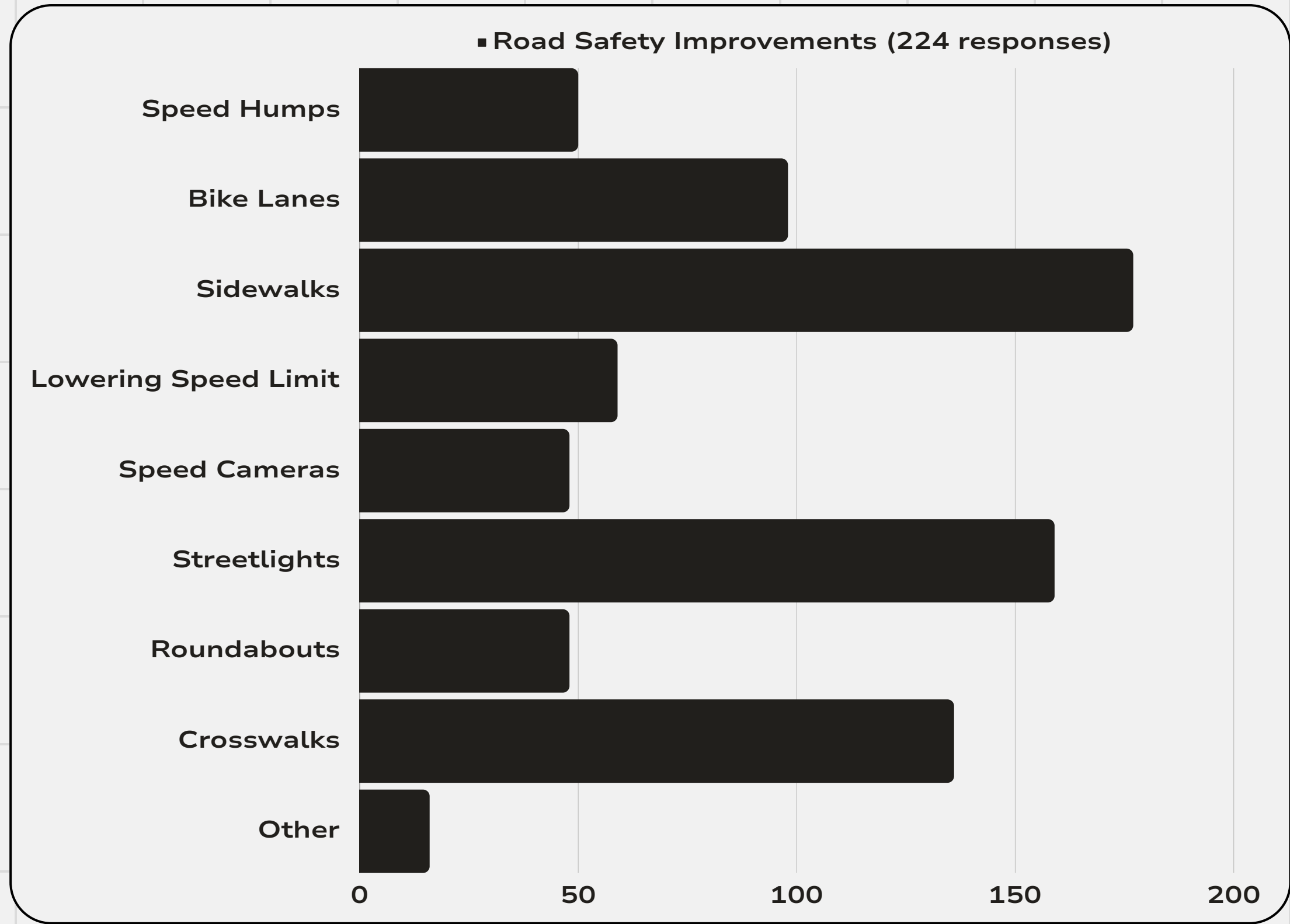
“Generally, what is your most common form of personal transportation?”





# ROAD SAFETY ON THE WEST SIDE OF SALISBURY

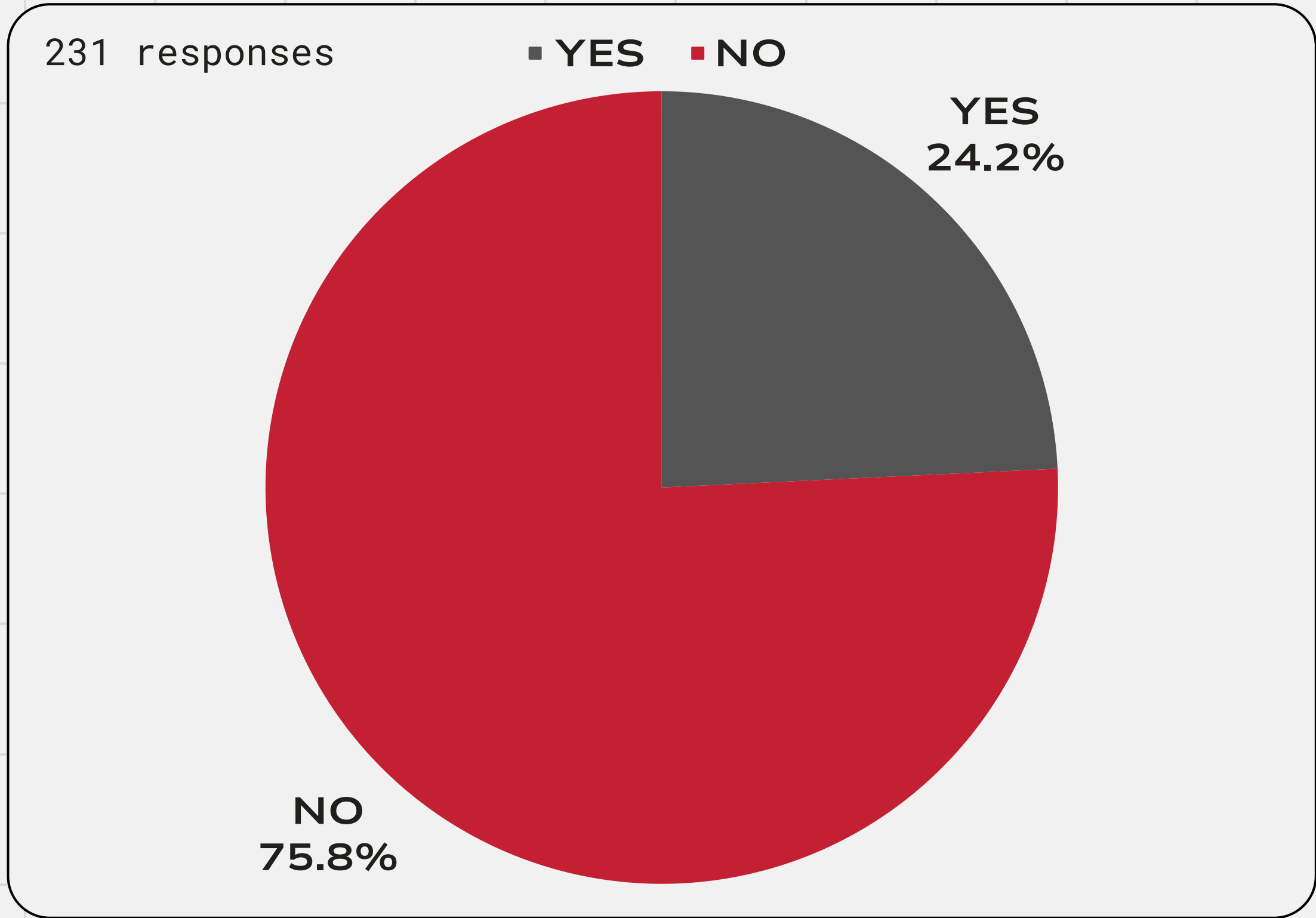
In our survey, we ask:  
“Which of the following would you like to see applied to improve road safety by calming traffic on the West side of Salisbury?”





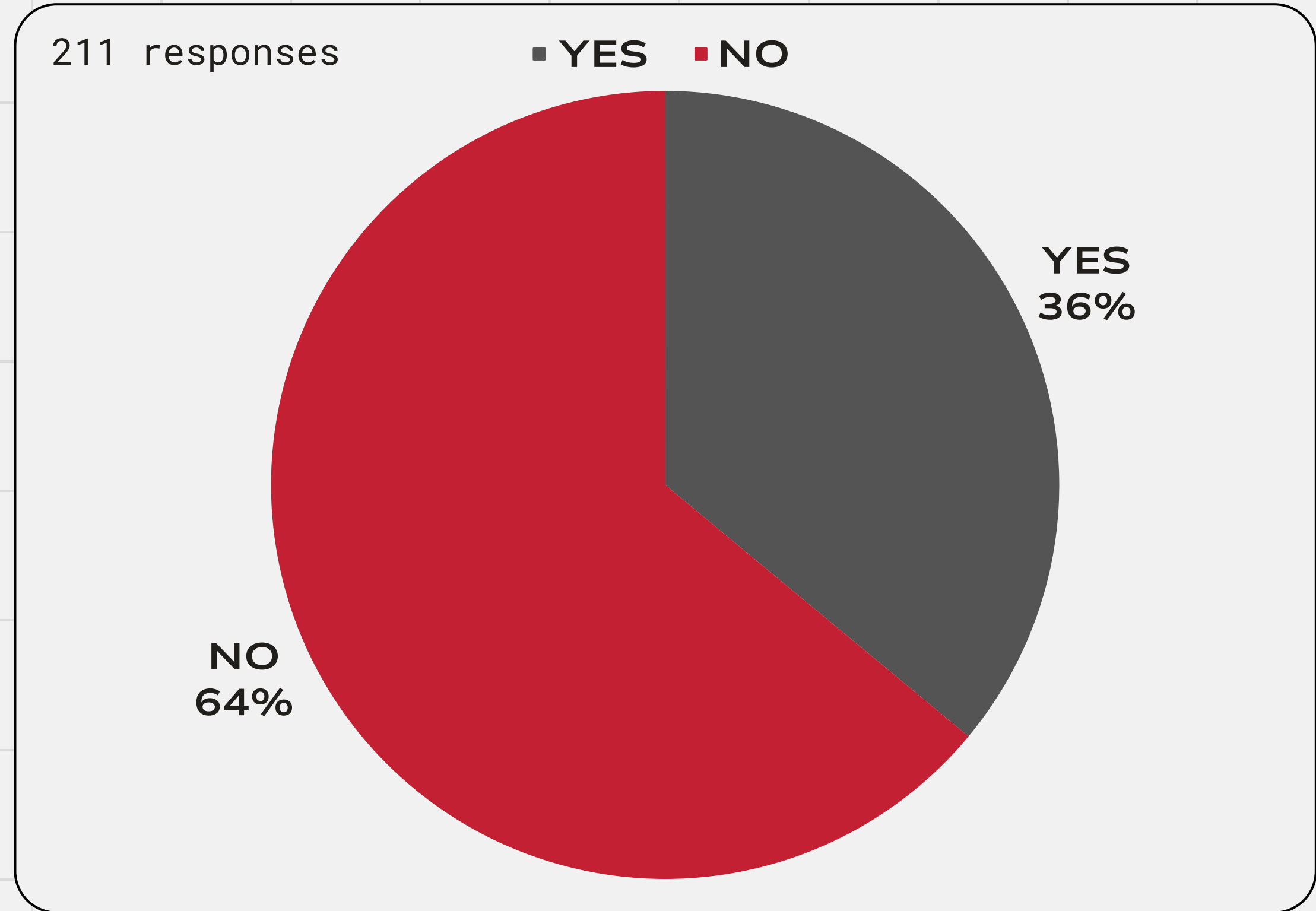
# ARE ROADS SAFE FOR WALKING?

In our survey, we ask:  
“Do you believe the roads on the West side of Salisbury are safe for individuals who walk in the area?”



# ARE ROADS SAFE FOR BIKING?

In our survey, we ask:  
“Do you believe the roads on the West side of Salisbury are safe for individuals who bike in the area?”

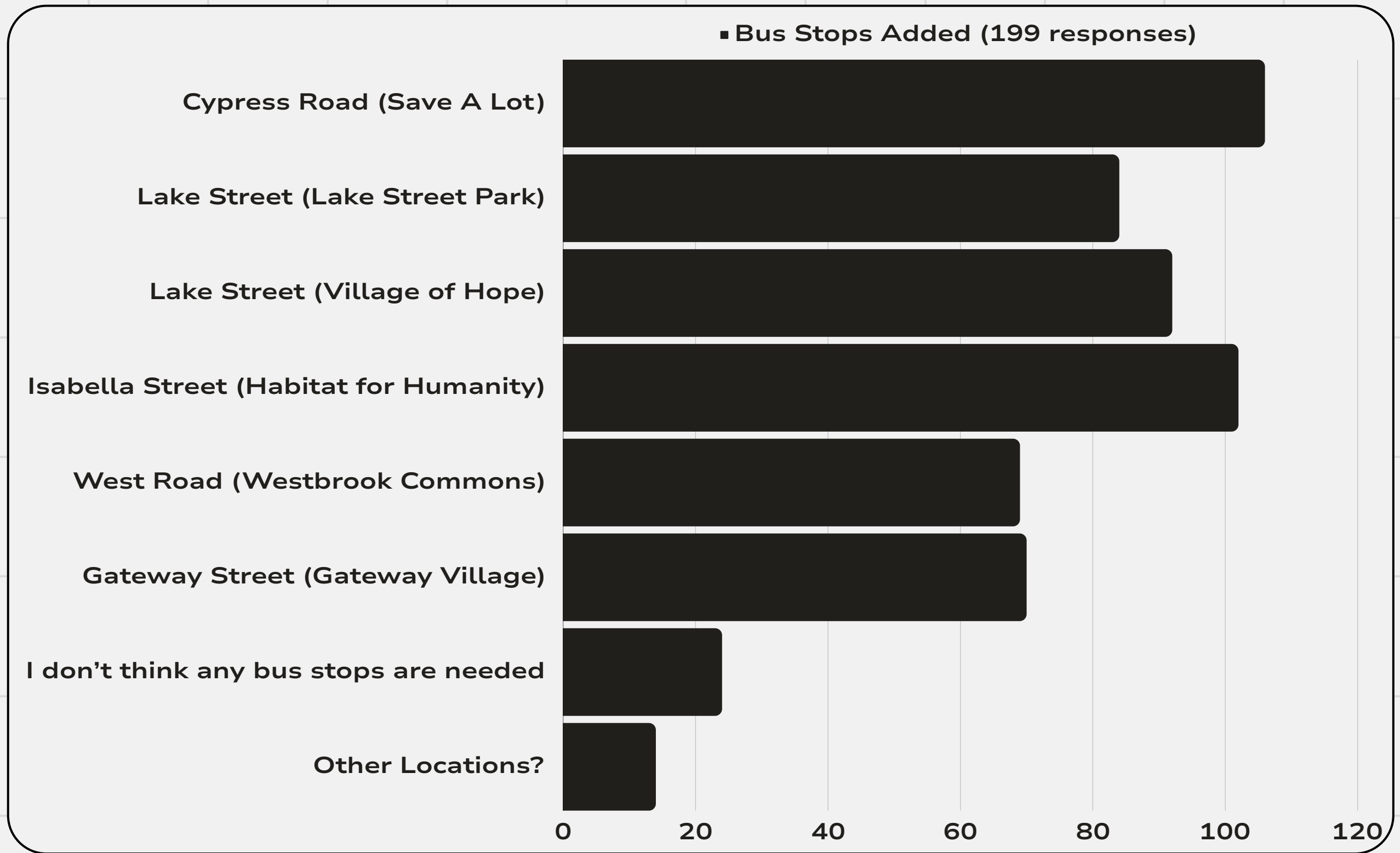






# ROAD SAFETY ON THE WEST SIDE OF SALISBURY

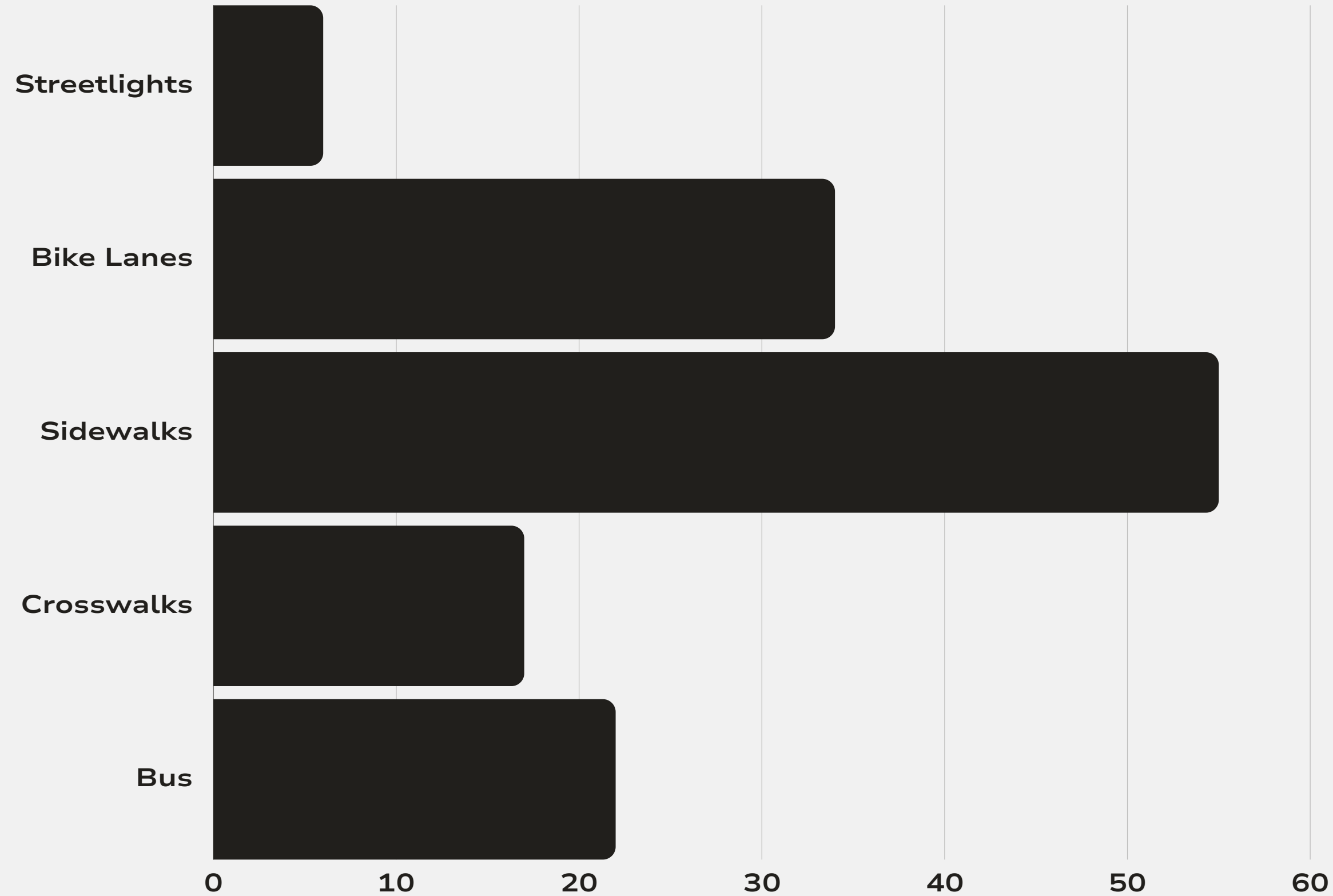
In our survey, we ask:  
“Where would you like  
to see a bus stop  
added on the West side  
of Salisbury?”



# QUALITATIVE MENTIONS:



■ Key Words / Phrases in Qualitative Responses



# PAGE SHOWCASE

SPRING 2024

April 25th @ Guerrieri Academic Commons



PRESIDENTIAL CITIZEN  
SCHOLARS PROGRAM



PCS PROGRAM



# THANK YOU

SPRING 2024

We would like to thank William White (Transportation Manager, City of Salisbury), Jon Wilson (Transportation Project Manager, City of Salisbury), Salisbury City Council Members (Council President Doughty, Council Vice President Blake, Councilwoman Jackson, Councilwoman Dashiell, Councilwoman Gregory), Rev. Roosevelt Toussaint (Senior Pastor at Word of Life Center), Sara Heim (Assistant Director, ShoreCorps/Americorps at SU), Prof. Ryan Weaver (Lecturer), Dr. Sandy Pope (Director, PACE), and President Carolyn Lepre (Salisbury University)



PRESIDENTIAL CITIZEN  
SCHOLARS PROGRAM



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