



# City of Greensboro

Melvin Municipal Building  
300 W. Washington Street  
Greensboro, NC 27401

## Meeting Minutes - Final City Council Special Meeting

Friday, February 9, 2018

9:00 AM

ACC Hall of Champions Boardroom

**February 8, 2018 1:00 - 5:00 p.m.**

**February 9, 2018 9 a.m. - 4:00 p.m.**

This City Council meeting of the City of Greensboro was called to order at 9:08 a.m. on the above date in the ACC Hall of Champions Boardroom of the Greensboro Coliseum Special Events Center with the following members present:

Mayor Nancy Vaughan, Mayor Pro-Tem Yvonne J. Johnson, Councilmember Marikay Abuzuaiter, Councilmember Sharon M. Hightower, Councilmember Nancy Hoffmann, Councilmember Michelle Kennedy, Councilmember Justin Outling, Councilmember Tammi Thurm and Councilmember Goldie F. Wells.

Also present were City Manager Jim Westmoreland, City Attorney Tom Carruthers, City Clerk Elizabeth H. Richardson and Deputy City Clerk Angela R. Lord.

### **I. Council Discussion Items**

#### **1. [ID 18-0060](#)**

##### Council Discussion Items

- a. Poverty
- b. Housing
- c. Transit/Transportation
- d. Economic Development/Work Force Development
- e. M/WBE Program and Disparity Study
- f. Public Safety/Crime
- g. City Communications and Marketing
- h. City Boards/Commissions

City Manager Jim Westmoreland welcomed everyone; spoke to the agenda for the day; and introduced United Way President and CEO Michelle Gethers-Clark for an update.

Ms. Gethers-Clark made a PowerPoint Presentation (PPP); stated that Greensboro had 30% more poverty than the average City in the country; spoke to the Self-Sufficiency Standard for North Carolina 2017 Report; emphasized the

need to put together programs and solutions to resolve the issue; provided the working definition of self-sufficiency; voiced the challenges of rising costs for housing and child care; and provided an overview of the calculation formula for inflation measurement. Ms. Gethers-Clark explained the sufficiency metric for 100 counties within North Carolina; that families making less than \$35,000 could not meet their basic needs; provided a comparison of the self-sufficiency standard and poverty; self-sufficiency calculation comparison of five family types; emphasized that minimum wage earners remained at the poverty level; and voiced the importance of economic development to achieve higher median wages.

Councilmember Kennedy asked Ms. Gethers-Clark to explain what happened as persons moved up the dollar per hour range.

Ms. Gethers-Clark provided an overview of the Guilford County Benefits Cliff Example that included SNAP Benefits, Child Care Assistance for 6+ and Infants/children under 6, Health Insurance for children; housing vouchers; tax reductions; spoke to the challenge for families to save; and to the impact should persons receive any increase in their hourly wages. Ms. Gethers-Clark emphasized that sometimes the support was removed before a family was financially stable; spoke to reasons why some persons felt it was not beneficial for them to be employed; outlined solutions that United Way was working on to build an anti-poverty strategy; provided information on the Family Justice Center who handled long term case management; voiced the importance in providing services under one roof; for non-profits to communicate and share information; highlighted what families could achieve; and provided an overview of charts provided in the PPP.

Discussion took place regarding wage issues; a bridge period; creative solutions; the four pillars to get persons to financial stability; barriers to employment; programs for persons to obtain their General Equivalency Diplomas (GEDs); training that provided on-site childcare; and a reference to the use of Goodwill and Stepup for job training services, financial literacy, and assistance with mental health issues.

Ms. Gethers-Clark provided an overview of the census track that was used; identified build out opportunities for the strategies to come together; provided a list of zip codes that the group would focus on; stated that 96% of the families they were working with had gone through a job readiness format; would be working with Work Force Development for employment; and spoke to working with youth as they were contributing to the household. Ms. Gethers-Clark left the meeting at 9:49 a.m.

City Manager Westmoreland spoke to the City's connection to reduce poverty; and introduced Neighborhood Development Director Stan Wilson for a Housing update.

Mr. Wilson made a PPP that provided an overview of City Housing Programs; the Neighborhood Development Departmental budget; federal funding received by the City; 2016 Housing Bond Programs that were approved; details and a breakdown of funding allocations; and funding that had been committed and spent to date.

Councilmember Kennedy interjected that the various entities involved in the decision making had not yet met to make a final decision with regard to funding allocations.

Councilmember Outling inquired as to where and how the funding prioritization was made; how the initial allocation had been determined; voiced that he did not remember a discussion before Council; stated that the conversations should begin with Council rather than staff; and suggested Council play a leadership role to solve and prioritize the housing issues.

Discussion took place regarding Housing Bond discussions during the budget cycle; a five year plan for the allocation; lack of a Council discussion; community meetings that had taken place; and the need to discuss the Council role at another time.

Mr. Wilson informed Council that the programs would come back to them for approval; provided an overview of the allocation of the 2008 Housing Bonds; the Nussbaum Housing Partnership Fund allocations; reviewed the Homeless Services provided; the number of Code Enforcement cases, demolitions, and outcomes for the 2017 calendar year;

efficiency improvements given to Housing Inspectors; Housing Our Community goals; and provided a list of the Neighborhood Development FY 16-17 Accomplishments.

Discussion ensued regarding the need to resolve the workforce housing initiative; the broad spectrum that the administrative costs covered which included outreach and frontline workers in the community; and the importance of affordable housing.

Councilmember Outling inquired about the actual goal and success matrix for the City; asked for an explanation of what the different allocation buckets looked like; voiced the need for staff to provide regular updates; requested that figures for the actual return on what the City spent be provided to assist with a discussion on a Council level; and for Council to hold a discussion with regard to the funding allocations.

City Manager Westmoreland advised that staff would provide an update on the Code Enforcement amendments; thanked Council for the discussion; spoke to subcomponents, new initiatives; and program proposals that staff was currently working on.

Mayor Pro-Tem Johnson left the meeting at 10:08 a.m. and returned at 10:11 a.m.

Discussion took place regarding the process for Council to obtain information; code compliance repair; the need for historical data; the process being staff driven; Council providing leadership and having knowledge of what the funding was allocated for; and opportunities for Council involvement in the process going forward.

City Manager Westmoreland recognized Greensboro Transportation Director Adam Fischer for the Transit/Transportation update.

Mr. Fischer made a PPP; spoke to the transit industry trend; provided the history, timeline and service enhancements for the Greensboro Transit Authority (GTA); addressed the decrease in HEAT Service due to alternative transit options; provided an overview of the paratransit service; emphasized that Greensboro had the most diverse transit service in the area; provided a comparison of ridership trends with sister cities; referenced Charlotte's sales tax which had allowed them to expand their services; stated staff was looking at federal funds to assist in the replacement of aging buses; and spoke to the possible upgrade to and maintenance costs for hybrid vehicles. Mr. Fischer outlined the benefits of battery-electric vehicles; development of a frequent circulator route between the Koury Convention Center and Downtown; the process for property acquisition for additional bus shelters; and the number of proposed new shelters that would coincide with sidewalk projects.

Discussion took place regarding the size comparison of battery-electric and regular buses; process for installation of new bus shelters; and the route system developed in Houston to increase transportation efficiency.

Mr. Fischer addressed traditional corridor routes coming through the Depot; researching updating routes and cross town connectors; tweaking existing routes; mobility hubs; spoke to the Envision Greensboro Smart Corridor/Gate City Boulevard Plan; Limebike usage; working with partners to develop a Mobility Greensboro 2040: Draft Network Plan; and next steps. Mr. Fischer provided an overview of a new paratransit service that was similar to Uber; spoke to the technical requirements of said service; and thanked Council for their continued support.

Mayor Vaughan declared a recess at 10:38 a.m. Council reconvened at 10:50 a.m. with all members in attendance except Councilmember Hightower.

City Manager Westmoreland introduced Workforce Development Director Lillian Plummer for an update.

Ms. Plummer made a PPP; recognized Assistant Director Chris Rivera; outlined and provided the history of the Guilford County Workforce Development Consortium; the purpose of the Workforce Innovation and Opportunity Act (WIOA); the work of employees at the NCWorks Career Centers in Greensboro and High Point; provided an overview of the formation of Triad Works to support regional initiatives; and spoke to the makeup of the board.

Councilmember Hightower returned to the meeting at 10:57 a.m.

Ms. Plummer explained the operation of the countywide program; provided an overview of the demographic makeup of the persons they served; activities provided by the career centers to enhance education; job training to assist in job placement; highlighted the Center's accelerated, employment assistance and young adult services; and explained the work of the business services unit. Ms. Plummer outlined the services provided to those persons that had been out of the job market for a while; efforts to provide training for specialized requests by area businesses; spoke to the process to reach persons located in high unemployment areas; efforts to get the displaced workers employed; and highlighted job fairs that they assisted with.

Mayor Vaughan spoke to their work when Cone Denim closed a plant recently.

Ms. Plummer explained the funding process for WIOA; spoke to the carryover amounts; variance from year to year; and explained the process for calculating the figures.

Councilmember Outling requested clarification on the process for budgeting and the carryover.

Ms. Plummer confirmed that they were in line with state regulations; and that they currently had a 20% carryover rate. Ms. Plummer emphasized the Program Year 2017-18 goals; stated the group wanted to make an impact on those living at the poverty level; increase the process from bringing people into the system as well as moving them through the system; provided the definition of long term unemployment which was longer than 13 weeks; voiced the need to reach disengaged persons who had dropped out of the system; and emphasized the need for assistance with childcare costs for persons going through the program.

Mayor Pro-Tem Johnson asked about the training process for companies seeking a trained workforce.

Ms. Plummer provided an overview of that process; and added that they provide funding assistance for those persons attending area community colleges.

Discussion took place regarding reaching out to areas of high unemployment; working with families; role of the Family Success Center; focusing on the training rather than the barriers; the need for welders; the role of the restoration academy in working with ex-offenders; focus on specific job training to meet the needs of area businesses; limited funding resources; prioritization on skills for occupational clusters; and encouragement of businesses to contribute to training programs.

City Manager Westmoreland thanked Ms. Plummer; spoke to the initiatives; and to the value of the programs and the job opportunities.

Ms. Plummer invited Council to visit the NCWorks Career Center.

Councilmember Wells mentioned the work of NC Works in assisting the area youth.

Assistant City Manager Barbara Harris provided an update on the status of the Minority/Women and Business Enterprise (M/WBE) Disparity Study; and stated the final draft would not be finalized until after the consultants had made a presentation to Council which was scheduled for a work session on March 6th. Assistant City Manager Harris informed Council that a copy of the draft report had been sent to the M/WBE Coordinating Committee who was scheduled to meet on February 26th.

Councilmember Hightower voiced concerns with the need to hear recommendations from the Coordinating Committee as they did the work on a daily basis.

Mayor Pro-Tem Johnson voiced the need to have a discussion on how to bring resolution to the issues; voiced concern with continued disparity; and expressed that she hoped to see a difference in the next several years.

City Manager Westmoreland stated the Council had expressed the desire to have conversations regarding the membership/makeup of boards and commissions; better define the role of the board members and Council liaisons; and asked if there were specific issues Council wished to discuss.

Mayor Vaughan stated the resolution adopted 18 months ago provided to Council needed to be updated; voiced concern that the same people served on boards and commissions; the need to encourage citizens to become involved; stated she had provided Council with a copy of the liaison list; asked Council to provide their names next to the boards that they currently served as liaison for; and asked for Council comments.

Councilmember Hightower voiced the need to have the members go through a more in depth training process that included ethics; and provide a better explanation of what members' roles were.

Mayor Vaughan spoke to the need for an orientation for the boards.

Council discussed the need for board members to go through the board chair for staff requests; preventing a board member who was removed from a board due to a violation of the rules from serving in another capacity; appointments being the discretion of Council; and other concerns of Council.

City Manager Westmoreland stated he understood that this might be a topic that Council wanted staff to assist with developing more consistent operational standards for the boards; and possibly changing the number of members.

Discussion took place regarding a prior reduction to the membership of some boards; the need for a more equitable distribution among the districts; to address attendance; asking staff for their recommendations; and the need for succession planning on certain boards to ensure continuity.

Councilmember Abuzuaiter stated that the Solid Waste Commission needed to be added to the liaison list.

Mayor Vaughan requested that Workforce Development also be added to the list.

Councilmember Abuzuaiter addressed concerns with absences; lack of participation of members; possibly changing meeting times; rotation and term limits for liaisons; and Council having an understanding of the role of the liaisons.

City Manager Westmoreland recognized Police Chief Wayne Scott for an update.

Police Chief Scott made a PPP; spoke to the attendance and number of volunteers as a result of the Safer City Summit that took place on February 5th; informed Council that commercial robberies had increased both in the City and across the south as a result of persons carrying less cash; highlighted the number of firearms police had seized in 2017; stated there had been seven opioid deaths in January; and highlighted new programs in the department that would focus on youth.

Councilmember Thurm left the meeting at 11:50 a.m. and returned at 12:04 p.m.

Mayor Vaughan left the meeting at 11:54 a.m. and returned at 11:56 a.m.

Police Chief Scott announced the formation of a City gang initiative; spoke to the expansion of the Community Watch Program; provided an overview of why the former gang unit had been disassembled by former Police Chief Miller; emphasized the need for street officers to know their communities; and stated there would be a zero tolerance policy.

Councilmember Wells voiced concern with interaction between officers and the community; and with the number of murders.

Police Chief Scott responded that the officers would assist to help develop community initiatives against gangs.

Councilmember Outling asked for clarification that police would be focusing on the specific acts rather than individuals being part of a gang which would reduce the likelihood of profiling.

Police Chief Scott referenced the state law raising the level of law enforcement approach to gangs; the number of guns that had been taken off the streets; and expressed that the department had worked hard to build equity and trust within the community. Police Chief Scott outlined the process for judges setting bail; spoke to the change to the bail bond system; to persons meeting their bail; stated that the public safety sector might need to request a change in state law; and added that he had been in conversation with the US Attorney regarding the issue.

Discussion took place regarding why persons joined gangs; human trafficking; addressing crime in poverty areas; and reorganization within the department.

Mayor Vaughan declared a recess at 12:17 p.m.

## **II. Working Lunch**

### **2. [ID 18-0061](#)**

#### Working Lunch

- a. Overview of GSO Coliseum Events and Plans for 2018
- b. Overview of 2018 State Legislative Session and Legislative Agenda Development

Council reconvened at 12:35 p.m. with all members in attendance except Councilmember Kennedy.

City Manager Westmoreland recognized Coliseum Director Matt Brown for an update.

Mr. Brown made a PPP; provided an update on the construction status for the Steven Tanger Center for the Performing Arts; upcoming events and concerts that would be taking place at the Greensboro Coliseum Complex; spoke to major performers that would be coming to the region; provided an overview and renderings of the 4th pool to be constructed at the Aquatic Center; proposed improvements to the Coliseum facility and for the last phase of the former Canada Dry Warehouse building; addressed funding for the proposed improvements; provided an overview for the use of the hotel/motel tax as well as funding from Ticketmaster and Spectra; and highlighted the opportunity to bring volleyball tournaments to the Coliseum.

Councilmember Kennedy returned to the meeting at 12:54 p.m.

City Manager Westmoreland recognized City Attorney Tom Carruthers for an update.

City Attorney Carruthers introduced Johnny Tillett and Jillian Totman from the McGuire Woods Consulting firm who served as lobbyists for the City.

Mr. Tillett provided a handout to Council outlining the members of the firm; and explained the services provided on behalf of the City.

City Attorney Carruthers referenced the past legislation with regard to the firewall requirement for property located in Downtown; spoke to the relationship with the consultant; and stated the Legislative Session was scheduled to start on May 16th.

Mr. Tillett and Ms. Totman provided an overview and highlighted several of the bills handled in the 2017 session; explained the role of their research assistant; and spoke to the body worn camera legislation.

Mr. Tillett provided an overview of bills the firm would handle during the short session; and confirmed staff were at the Legislature on a daily basis.

City Attorney Carruthers provided a PPP outlining the legislation the City would be seeking during the 2018 short session; and provided an update on the status of the bills.

Discussion took place regarding the bail bond issue; amended legislation for body worn cameras; makeup and role of the Police Citizens Review Board (PCRB); timing for Council review of the Jared Jones body worn camera footage; and the findings of the PCRB.

City Attorney Carruthers provided an update on the Jared Jones matter; asked if Council still wished to review the video; spoke to the status of the case; and emphasized that the video that was over three hours long would need to be reviewed in closed session.

Councilmember Outling voiced concern with not upholding the PCRB process; and Council going behind the PCRB decision in order to view the body worn camera footage.

Discussion continued regarding the PCRB process not working; the need for Council to be able to discuss any video they had viewed; if there were additional pending cases to go before the PCRB; and confirmation that the PCRB was still a working committee.

City Attorney Carruthers explained the process used for filing the motion with Judge Bray; provided an overview of the events that took place in the Jared Jones incident; spoke to the state legal requirements regarding retention of body worn camera footage by the Police Department; the appeals process to the PCRB; and confirmed a special meeting would need to be called for Council to view the video.

City Manager Westmoreland advised that staff would request an amendment to Judge Bray's order; and would report back to Council with a possible date for Council to review the video compilation that was reviewed by the PCRB.

Councilmember Hightower emphasized she still wished to view the video.

Mayor Vaughan declared a recess at 1:34 p.m. Council reconvened with all members in attendance at 1:40 p.m.

### **III. City Council 2018 Priority Setting Session**

#### **3. [ID 18-0062](#)**

##### City Council 2018 Priority Setting Session

- a. Overview of Priority Setting Session Process
- b. City Council Review, Discussion and Ranking of 2018 Priorities

City Manager Westmoreland recognized Communications Director Carla Banks for an update.

Mayor Pro-Tem Johnson left the meeting at 1:40 p.m. and returned at 1:48 p.m.

Ms. Banks made a PPP providing an overview of the communications and marketing process for the City; highlighted the various publications that the City advertised in to showcase its assets; platforms and activity of Greensboro Television Network (GTN); provided an overview of the City's new website; use of electronic and social media; and the role of the Contact Center. Ms. Banks explained the services and assistance the Communications Department could provide to Council; the development of a new City Guide; and spoke to additional efforts the City used to provide its story to the public.

Discussion took place regarding communication with Spanish speaking residents; challenges in getting the cultural community engaged; assistance provided to Councilmember Wells during her recent District 2 Community meeting; and the need to educate the public on the services provided by the City.

City Manager Westmoreland provided a handout that provided an overview of the statistics for the individual council districts, requested by Councilmember Wells.

City Manager Westmoreland stated this was the time to begin generating Council's priorities for 2018; asked Council to consider three to five goals and priorities from a global perspective; and recognized Water Resources Business Center Manager Kim Sowell and Communications Specialist Sarah Healy to facilitate the discussion.

Ms. Sowell asked Council to name their top three goals/priorities for the upcoming year.

Mayor Pro-Tem Johnson asked that Council think about using resources the City had rather than adding to the budget.

City Manager Westmoreland spoke to the City's budget resources; and stated he would bring Council an update in the near future.

Mayor Pro-Tem Johnson stated her goals were reducing poverty; and creating jobs.

Councilmember Outling voiced that his goals were increased Code Enforcement to bring buildings out of disrepair, add staff to increase City's authority to upgrade properties both residential and non-residential; and to maintain funding commitments for parks during the budget process with specific focus on the Battleground Parks District.

Councilmember Hoffmann stated that her goals focused on Downtown construction and economic development; building new parking decks; Downtown Streetscape improvements; utilization of the \$25 million in bond funding; implementation of a Commercial Building Code; and funding for Parks and Recreation, in particular, the Cultural Arts Center with a need to maintain the City's assets.

Councilmember Kennedy added that her goals were to integrate and share services between Workforce Development and Housing without creating additional debt; improved communication delivery to the public; voiced the need to keep the community informed; and creation of a robust communication plan that was proactive and spanned the entire spectrum.



Mayor Vaughan stated that her goals included economic development in a broader context; capitalization of the City's assets; the need to brand the City in order to do a better job of telling our story both locally and nationally; and the need for leveraging the City's assets.

Councilmember Abuzuaiter emphasized that the poverty issue needed to be addressed; the need for improved outreach to let the community know about the services the City provides; and improved infrastructure.

Councilmember Thurm voiced the need for a combination of affordable housing and economic development; increased Code Enforcement; and improved communication with a focus on spending time to be in front of the important issues and to be transparent.

Councilmember Wells stated her goals were focused on reducing poverty and increased affordable housing; improved M/WBE program and process; reduction of crime; and to provide hope and a sense of power to the community.

Councilmember Hightower reiterated the need for an improved M/WBE program and investment in local companies; increased affordable housing throughout the community; and requested that additional resources be allocated into the community.

Ms. Sowell outlined the process for the placement of the numbered dots provided to them on the printed goals based on the initiative they thought was most important.

City Manager Westmoreland referenced the \$4 million deficit previously mentioned by Budget Director Larry Davis; emphasized that staff did not yet have full revenue information; that staff would look at how Council's priorities fit into the organization; and stated he would come back with an update at the work session on March 20th.

Councilmember Thurm suggested that Council prioritize by initiative and internal work product types; and suggested that Council may want to place important priorities that did not have a budget impact in a separate bucket.

City Manager Westmoreland stated that staff would categorize the higher priority items listed; and suggest ways that Council could address non-budgetary priorities.

Councilmember Hoffmann voiced the need to make the appropriate investment in the City to ensure that the City retained and grew existing businesses while attracting new ones; spoke to the impact of job creation on the other issues brought up by Council; and to the asset of having a good workforce.

Mayor Pro-Tem Johnson emphasized that more in-depth steps would be needed to create jobs.

Council discussed the goals/priorities provided by the group according to the number of dots and point value assigned to the following goals:

GOAL	#DOTS	POINT VALUE
1. Reduced Poverty	8	32
2. Affordable Housing	8	25
3. Code Enforcement	6	18
4. M/WBE	6	14
5. Workforce Development	4	11
6. Parks and Recreation	3	10
7. Reduced Crime	3	10
8. Public Safety	3	6
9. Transportation	3	5
10. Budget	1	4

City Manager Westmoreland provided an overview of the priorities Council wished to address; spoke to issues regarding code enforcement; to what was currently on the books; and stated staff would research how to reprioritize increased enforcement as well as new code development and implementation. City Manager Westmoreland referenced the focus on Minimum Housing; stated staff would capture the higher level objectives; and ask for Council feedback.

Councilmember Kennedy requested that amendments to the code enforcement items have impact during the penalty phase; and spoke to the multiple layers currently in place.

City Manager Westmoreland asked that if a Councilmember's point was not listed, to please let him know.

Mayor Pro-Tem Johnson requested that Council take the two top categories first as a group; that City Manager Westmoreland bring them to Council verbally so that they could have a discussion amongst themselves rather than receiving something in writing; and suggested that Council have a dialogue with one another.

City Manager Westmoreland stated he would bring an update to Council on their priorities at a future work session.

Councilmember Kennedy emphasized the need for a conversation among staff about increasing communication deficiencies that members of Council had identified; and asked that the internal non-budgetary issues also be brought back to Council.

City Manager Westmoreland assured Council that he was committed to improving communication; and would develop an improved strategy for doing so.

Councilmember Hightower voiced concerns with low staffing in some departments; requested that the Inspections Department hire additional inspectors; and spoke to how all the points fit together to bring resolution to multiple issues raised today.

Mayor Pro-Tem Johnson suggested that crime and public safety be grouped together.

Councilmember Wells voiced the importance of the City message to the public; and voiced concern with being placed on 'hold' status when calling the Contact Center.

Councilmember Outling stated he hoped Council accomplished three important items this year; and suggested that Council focus and dedicate time to the top goals and priority areas identified by City Manager Westmoreland.

(Copies of the PowerPoint Presentations and the handout are filed in Exhibit Drawer A, Exhibit No. 4, which is hereby referred to and made a part of these minutes.)

#### **IV. Next Steps**

##### **4. [ID 18-0063](#)**

##### Next Steps

- a. Review of Staff Follow-up Actions - City Manager Westmoreland
- b. Closing Remarks - Mayor Vaughan

City Manager Westmoreland stated he would provide an update to Council at an upcoming work session.

**V. Adjournment**

Moved by Mayor Pro-Tem Johnson, seconded by Councilmember Outling, to adjourn the meeting. The motion carried by voice vote.

THE CITY COUNCIL ADJOURNED AT 3:15 P.M.

ELIZABETH H. RICHARDSON  
CITY CLERK

NANCY VAUGHAN  
MAYOR