Office of the City Manager
City of Greensboro

GREENSBORO

March 11, 2011

TO: Mayor and Members of Council

FROM: Rashad M. Young, City Manager

SUBJECT: Items for Your Information

Contact Center Feedback
Attached is the weekly report generated by our Contact Center for the week of 2/28/11 – 3/6/11.

March 15, 2011, City Council Meeting

- Agenda #22, Greensboro - Jamestown Annexation Agreement: Attached is a memorandum from Planning and Community Development Interim Director, Sue Schwartz, dated March 10, 2011, providing additional background for the four items related to the Greensboro / Jamestown Annexation Agreement.
- Agenda Item #27, Solid Waste Disposal RFP: Preliminary Evaluation Report: Attached is information that HDR plans to present to Council related to the proposals received for Solid Waste disposal. Also, attached is an updated Budget / Landfill Calendar that was provided to Council on Tuesday, March 8, 2011.
- Addendum: Based on Councilmembers Matheny and Wade's recommendation, attached is a draft resolution regarding the Legislative approval process concerning Boards and Commissions. Staff will bring this forward as an addendum to the City Council agenda.

Redistricting Update
Staff has completed the analysis of the 2010 Census data. United States Supreme Court decisions appear to support that if the variance between the districts with the lowest and highest population volume is 10% or less, that does not appear to be a violation of the 14th Amendment. The variance in the case of Greensboro is 9.2%. The greatest variance exists between Districts 4 and 5. In addition, other Department of Justice district boundary requirements are being met, including maintaining two majority-minority districts. Although the City has experienced population increase, that increase has been at a uniform rate.

The City Council may elect to redistrict to reduce existing variance to create a more even balance between districts. Attached is a map of the current districts' boundaries.

All-In Economic Development Costs
As a follow-up to a request from Council at the 2011 Council Retreat, attached is the all-in costs for Economic Development for the current Fiscal Year 2010-2011.

Board of Adjustments
As a follow-up to a request made by Councilmember Wade, at the March 1, 2011 City Council meeting, the attached memorandum from Planning and Community Development Interim Director, Sue Schwartz, and Interim Zoning Administrator, Mike Kirkman, dated March 8, 2011, provides additional background related to the Board of Adjustments process and compares the City's fee to that of other jurisdictions.

Commercial Signage within Public Rights-of-Way
As a follow-up to a question posed by Mayor Pro-Tem Vaughan at the March 1, 2011 City Council Meeting, attached is a memorandum from Planning and Community Development Interim Zoning Administrator, Mike Kirkman, dated March 8, 2011, providing more detail about the signs allowed on the public right-of-way.

Monthly Libraries Incident and Usage Report
Attached is a memorandum from Sandy Neerman, Director of Libraries, dated March 9, 2011, providing February's Incident and Usage Reports. Also, included is an update on the implementation of filtering of the internet in the Libraries children's areas, as well as the Wi-Fi connection, per Council's directive on October 19, 2010.

Development Services Article
Attached is an article that appeared in the *IndustryWeek* publication on March 7, 2011, by *Josh Cable*, regarding the City's Development Services Center.

Grants
Attached is a list of grants for which the City intends to apply that do not require a match. Under the policy adopted by City Council, grants that do not require a match are not required to receive formal Council action.

Public Affairs Department
Contact Center Weekly Report
Week of 2/28/11 - 3/6/11

Contact Center
5041 calls answered this week

Top 5 calls by area

Water Resources	Field Operations	All others
Balance Inquiry– 1230	Bulk Guidelines – 123	Police/Watch Operations – 256
General Info – 206	No Service/Garbage – 52	Landfill/Transfer/HHW – 130
New Sign up – 204	No Service/Yard Waste – 47	Courts/Sheriff – 65
Pay by Phone – 130	General Info – 40	Privilege License – 32
Cut-on/Same Day – 106	Collection Day– 38	P&R/Administration – 31

Comments

We received a total of **2** comments this week:

Field Operations – 2 comments:

- Caller states she is very happy with city services, trash service is great. The truck that comes through her neighborhood has done a very good job with cans in park area. Loose leaf pick up and snow removal from city streets was the best ever. Thanks for a job well done.

- Comment from resident about Solid Waste no longer picking up cardboard boxes – I am sure it is one of the ways to cut costs. However, not too long ago you went from picking up recycling every week to every other week. That is fine but every 2 weeks my bin is already full with smaller items that we recycle. Believe me there is NO way we are going to get the large cardboard boxes into those bins, even if we cut them up. My neighbor across the street will not be able to get those boxes in his car. Unfortunately, people do not go out of their way to recycle unless it is easy. I am sure you will be finding a lot more recycled items in the trash containers. I am fortunate to have a large van to haul this but for those with smaller vehicles, it will be a much greater problem.

Overall

Calls for Parks and Recreation Administration increased last week. Calls about bulk collection also increased. Otherwise, we received the normal mix of calls with call volume remaining steady through the end of the week.

Department of Planning and Community Development
City of Greensboro

GREENSBORO

March 10, 2011

TO: Andy Scott, Assistant City Manager

FROM: Sue Schwartz FAICP, Interim Director

SUBJECT: Greensboro/Jamestown Annexation Agreement

Background
On the March 15, 2011 City Council meeting agenda, there are four items related to the Greensboro/Jamestown Annexation Agreement. Council is being asked to approve changes to the agreement and to the Comprehensive Plan to better reflect the proposed development patterns. This memo aims to provide additional background related to those agenda items to help further clarify the request for Council action.

An annexation agreement is a legal agreement that defines territory that each participating municipality may *not* annex within a specific timeframe. The agreement sets limits on each municipality's future annexation into an area, thus establishing its potential future jurisdiction.

The agreement, however, does not obligate a municipality to undertake annexations. Several benefits spring from this type of agreement:

1. Municipalities can efficiently plan and provide municipal services, including water and sewer;
2. They promote the orderly and logical extension of municipal boundaries; and
3. They reduce uncertainty among property owners and public and private development interests.

North Carolina General Statutes authorize municipalities to enter into agreements for up to 30 years. Once the annexation agreement is adopted, participating municipalities may amend the agreement.

In addition to being able to provide city services to a site, another important factor determining logical annexation agreement lines is ensuring that property on both sides of a roadway are in the same jurisdiction and that a single ownership tracts is entirely within the same jurisdiction, whenever possible. One important factor in amending the line within an agreement is to shift properties, or a combination of properties, so that the resultant area is roughly comparable in tax value.

Greensboro / Jamestown Annexation Agreement
The City of Greensboro and the Town of Jamestown entered into an annexation agreement in March of 1991. That agreement was later amended in September of 1993 to reflect additional land secured for the Grandover Development. The amended agreement is due to expire on December 20, 2018.

Over the years, there have been changes made to the boundary of parcels; developers have changed their development designs, streets have shifted and NCDOT has fine tuned the location of the new High Point Road in close proximity to the line contained within the agreement. The new 30-year agreement changes the line so that several tracts that are now split between the two jurisdictions fall entirely within one jurisdiction.

The majority of the change is located in the vicinity of the intersection of High Point Road and Guilford College Road. The development pattern and alignment of High Point Road/Guilford College Road has changed since the boundary of the agreement was created in 1991. The revised boundaries are an attempt to address those changes and create a boundary so that, when developed, the entire boundary of a particular development would be located in one jurisdiction or the other.

These changes were initiated by the Koury Corporation, who is the developer of Grandover. The new agreement is the result of many conversations between Greensboro staff, with consultation with the City's legal staff, and Jamestown staff. Jamestown has agreed to these changes and it will also be presented to their Town Council on March 15, 2011 for approval.

SS

Office of the City Manager
City of Greensboro

GREENSBORO

March 11, 2011

TO: Rashad M. Young, City Manager

FROM: Robert W. Morgan, Deputy City Manager

SUBJECT: Solid Waste RFP#11-695 Evaluation Summary

Attached is the Evaluation Summary spreadsheet for Solid Waste RFP#11-695, as prepared by HDR. This information will be discussed at the March 15, 2011 City Council meeting.

The first two pages provide a completeness checklist as it relates to the proposal submissions. All required elements of the RFP are listed on the left side of the attached document with a "yes" or "no" marked for each respondent. For the last chapter - Chapter 19 – Cost of Service – HDR refers the reader to the individual summary pages for each respondent.

After the checklist, the following pages are one or two page summaries for each proposal, listed in alphabetical order by company. Each summary starts with a one or two sentence explanation of the company and their primary waste management strategy. Next is a bullet list of key elements of their proposal, followed by a brief explanation of any options proposed. Next is a financial summary of the Price Forms (Chapter 19 from each proposal), then any financial alternatives proposed, concluding with a list of notes specific to each proposal.

While HDR included the raw pricing information, it is not possible to compare one offering to another without using a pro-forma, which HDR will develop next. For example, Advanced Disposal has a low price escalated at CPI while Waste Industries has a higher price that is fixed for the term of the contract as long as that term exceeds 15 years. The pro-forma will give an "apples-to-apples" comparison of the financial offerings.

RWM/ns
Attachment

Request for Proposals #11-695
Municipal Solid Waste Management Services
Proposal Evaluation

Submittal Requirement / Vendor	Advanced Disposal Services Carolinas, LLC	Carolina Energy Development, LLC	Gate City Waste Services, LLC	Republic Services	Waste Industries	Waste Management
No exceptions to terms and conditions.	No Exceptions	No Exceptions	No Exceptions	No Exceptions	No Exceptions	See Note 11
No limits, restrictions, or qualifications to proposal.	See Note 7	See Note 4	See Note 12	See Note 5	See Note 1	See Note 1
Corrections signed and initialed by proposer.	Not Applicable	Not Applicable	Not Applicable	Not Applicable	Not Applicable	Not Applicable
Attended Pre-Proposal Conference.	Yes	Yes	Yes	Yes	Yes	Yes
Original signatures provided.	Yes	Yes	Yes	Yes	Yes	Yes
Statement that proposal will remain valid for at least 180 days.	No	Yes	Yes	No	Yes	Yes
Organized in chapters per Table 3-1.	Yes	Yes	Yes	Yes	Yes	Yes
Chapter 1 - Letter of Intent						
• Signed Letter of Intent included.	Yes	Yes	Yes	Yes	Yes	Yes[1]
Chapter 2 - Proposer's Statement of Organization						
• Qualification Form 1 submitted.	Yes	Yes	Yes	Yes	Yes	Yes
Chapter 3 - Staffing						
• Qualification Form 2 submitted.	No[1]	No[1]	Yes	Yes	Yes	Yes
• Organizational chart submitted.	No[2]	Yes	Yes	Yes	Yes	Yes[2]
• Narrative description of duties.	No	Yes	Yes	Yes	No	No
• Resumes of key staff.	Yes	Yes	Yes	Yes	Yes	Yes
Chapter 4 - Experience						
• Qualification Form 3 submitted.	Yes	Yes[2]	Yes	Yes	Yes	Yes
• Comparable Project No. 1	Yes	Yes	Yes[1]	Yes	Yes	Yes
• Comparable Project No. 2	Yes	Yes	Yes[1]	Yes	Yes	Yes
• Comparable Project No. 3	Yes	Yes	Yes[1]	Yes	Yes	Yes
Chapter 5 - Master Plan/Approach						See Note 3
• Transition from current contract for out-of-county waste disposal.	Yes	Yes	Yes	No	Yes	No
• Utilization of City's current properties or assets.	Yes	Yes	Yes	Yes	Yes	Yes
• Long term diversion.	Yes	Yes	No[2]	Yes	Yes	Yes
• Schedule for implementation.	Yes	Yes[3]	Yes[3]	Yes	Yes	No
• Cost proposal.	Yes	Yes	Yes	Yes	Yes	Yes
• Alternative options provided.	Yes	No	Yes	Yes	No	Yes
Chapter 6 - Financial Stability and Statement					See Note 2	
• Statement of financial stability.	No	Yes	Yes[4]	Yes		No
• Copy of annual financial report provided.	Yes	No	No	No[1]		Yes
• Copy of latest audited financial statement provided.	Yes	No	No[5]	No[1]		No[4]
Chapter 7 - Financing Plan						
• Description of anticipated method of funding.	Yes[3]	Yes	Yes	No[2]	Yes	Yes[5]
Chapter 8 - Implementation Schedule						
• Schedule submitted.	Yes	Yes	Yes[6]	Yes	Yes	No[6]
Chapter 9 - Customer Service Procedures						
Procedures submitted.	Yes	Yes[5]	Yes	Yes	Yes	Yes

Submittal Requirement / Vendor	Advanced Disposal Services Carolinas, LLC	Carolina Energy Development, LLC	Gate City Waste Services, LLC	Republic Services	Waste Industries	Waste Management
Chapter 10 - Litigation History						
• History provided.	Yes[4]	Yes[6]	Yes	Yes	Yes	Yes
Chapter 11 - Bonding Company Commitment						
• Irrevocable letter of commitment provided from bonding company.	Yes	No[7]	Yes[7]	Yes	Yes	Yes
Chapter 12 - Insurance Requirement						
• Proof of ability to provide insurance provided.	Yes[5]	No[8]	No	Yes[3]	Yes[3]	Yes
Chapter 13 - Criminal Convictions/Environmental Violations						
• Summary of criminal convictions within the last 10 years provided.	Yes	Yes	Yes	Yes	No[4]	Yes
• Summary of environmental violations within last 5 years.	Yes[6]	Yes	Yes[8]	Yes	Yes	Yes[7]
Chapter 14 - Proposer's Non-Collusion Certification						
• Qualification Form 5 submitted.	Yes	Yes	Yes	Yes	Yes	No[8]
Chapter 15 - Independence Affidavit						
• List and description of relationships with City provided.	Yes	Yes	Yes	Yes	Yes	No
Chapter 16 - Drug-Free Workplace Certification						
• Qualification Form 6 submitted.	Yes	Yes	Yes	Yes	Yes	No[9]
Chapter 17 - Addenda						
• Qualification Form 7 submitted.	Yes	Yes	Yes	Yes	Yes	Yes
Chapter 18 - Certification of Accuracy of Proposal						
• Qualification Form 8 submitted.	Yes	Yes	Yes	Yes	Yes	No[8]
Chapter 19 - Cost for Service						See Note 10
• See individual summary sheets for the respective proposer						

NOTES: See individual summary sheets for the respective proposer.

Advanced Disposal Services Carolinas, LLC

Project Approach Summary

- Advanced Disposal Services Carolinas, LLC (Advanced Disposal) is a wholly owned subsidiary of Advanced Disposal Services, Inc. Advanced Disposal operates facilities including waste collections, transfer stations and landfills serving nearly 800,000 customers in the southeast.
- Advanced Disposal's primary offering includes reopening the White Street landfill facility to full scale MSW operation and conversion of the City's transfer station to a Materials Recovery Facility (MRF) for recovery and processing of recyclables. Other key elements of their proposal are listed below.

Key Elements

- ADS to operate landfill for City.
- Redirect all haulers to White Street Landfill.
- Re-permit transfer station to a single stream MRF and resident drop-off center. City to own and ADS will operate.
- Continue resident convenience center services at transfer station.
- Expand MSW and C&D disposal areas at landfill.
- Establish mitigation fund for betterment of community.

Option 1 - Disposal at White Street, Convert Transfer Station to MRF

- Permit 15,000,000 cy of MSW airspace at White Street landfill.
- Include lump sum payment to City and annual land lease fee to City after successful permitting of landfill.
- Reduced MSW disposal rate of $28/ton to city (includes $2/ton state fee).
- ADS to permit and build up to $2,000,000 community recreation facility on landfill property.
- ADS to operate the gate and C&D landfill for City. ADS will assume future C&D cell construction costs. City to expand C&D landfill a minimum of 2,000,000 cy.
- ADS to operate the gate and yard waste processing/composting operation and provide revenue sharing with City.
- ADS to assume cost of permitting and converting transfer station to MRF for City's, Guilford County, and third party recyclables. ADS will enter into revenue sharing agreement with City.
- Grant 100% (Option A) or 60% (Option B) of landfill gas to ADS.
- *See numerous assumptions for this option listed in Section 20 of proposal.*

Option 2 - Privatization of Residential and Commercial Services.

- *No further details provided in proposal.*

Chapter 19 - Cost for Service

Price Form 1 - Service Fee[8]

City-Delivered Annual Tonnage	Fixed Component	Variable Component	Pass Through Component	Total Per Incoming Ton
0 – 60,000	Stated as "No Bid"	Stated as "No Bid"	Stated as "No Bid"	Stated as "No Bid"
60,001 – 150,000	Stated as "No Bid"	Stated as "No Bid"	Stated as "No Bid"	Stated as "No Bid"
150,001 – 250,000	--	10.88	--	10.88
250,001 and greater	--	10.28	--	10.28

- Contractor's preferred method of variable adjustment: Annually, 100% of Southeast CPI-W

Advanced Disposal Services Carolinas, LLC

Price Form 2 - Other Financial Incentives[9]

• Lease Payment:	Yes, $20,000 per month for MRF
• Host Fee:	No
• Revenue Sharing:	50% for compost sold; 28% for recyclables sold
• Other Proposed Financial Incentives:	Purchase City equipment; negotiated airspace utilization goal

Price Form 3 - Certification of Cost Form Provided

Alternative Proposal #1

- 50% - 70% revenue sharing on MRF net sales proceeds.
- 50% revenue sharing on yard waste/composting revenue sales proceeds.
- $17,898,527 lump sum payment upon attaining a non-appealable permit for an additional 15 million cubic yards of MSW airspace.
- $28/ton (includes $2/ton state fee) MSW disposal fee for City.
- $8.97/ton contractor fee to ADS from City for operating C&D landfill. City retains all gate receipts and applicable state fee.
- $18.58/ton contractor fee to ADS from City for operating yard waste/composting facility. City retains all gate receipts and applicable state fee.
- $70/ton contractor fee to ADS from City for processing recyclables at MRF.
- $650,000 a year (Option A) or $260,000 a year (Option B) in landfill gas to energy proceeds upon expiration of existing contract(s).
- $2,000,000 community recreation facility located on landfill property.
- $1,000,000 a year lease payment for life of expanded MSW site.
- $30,000 a year lease payment for MRF facility (converted transfer station).
- *See numerous conditions for Alternative Proposal #1 in Section 20 of Submittal.*

NOTES: Advanced Disposal Services Carolinas, LLC

1. Qualification Form 2 not submitted but resumes for various staff were provided.
2. No organization chart provided for ADS personnel.
3. Stated form of financing is cash.
4. History indicates no lawsuits against Advanced Disposal Services Carolina, LLC but does not mention parent company.
5. Information provided does not meet all requirements in RFP.
6. History states no environmental violations for Advanced Disposal Services Carolina, LLC but does not mention parent company.
7. Price Form 1 notes City is responsible for state of NC fees.
8. Assumes City will convert transfer station to MRF.
9. Other Financial Incentives are for ADS's base proposal. ADS included alternative proposal under Price Form 2.

Carolina Energy Development, LLC

Project Approach Summary

- Carolina Energy Development (CED), LLC is a company formed in 2010 as a project developer represented by a team of partners including International Environmental Solutions (IES) providing the pyrolysis technology, Synagro Technologies as the project operator, and Myrick Construction of Greensboro as the proposed general contractor for facility construction.
- CED's primary offering includes conversion of the City's transfer station to house three (3) 200 ton per day IES advanced pyrolysis system units. Other key elements of their proposal are listed below.

Key Elements

- Propose 600 tpd Advanced Pyrolysis System to be constructed at Burnt Poplar Road transfer station site.
- Public-Private partnership.
- Privately financed.
- Produce 10.5 MWH of renewable energy using steam turbine.
- Would require extension of existing disposal contracts until facility could be constructed (18 to 24 months).
- Maintain transfer station for out-of-city waste. May be able to construct larger pyrolysis facility (1,000 - 1200 tpd) for out-of-city waste but would require larger site.
- Possibly develop 2.45 MW solar PV farm on 17 acres of landfill area.
- Would require drying of waste to 20% moisture content.
- Possible need to construct mini-MRF to extract recyclables before processing.
- Would require waste shredding.
- Will require disposal of inert materials and carbon char.
- Will require auxiliary burner fueled by natural gas or fuel oil to maintain temperature for low colorific value wastes.
- CED would not take over operations of the transfer station unless the City would want that to happen.
- Management of residuals from process not addressed.

Chapter 19 - Cost for Service

Price Form 1 - Service Fee

City-Delivered Annual Tonnage	Fixed Component	Variable Component	Pass Through Component	Total Per Incoming Ton
0 – 60,000	--	$40.00	--	$40.00
60,001 – 150,000	--	$40.00	--	$40.00
150,001 – 250,000	--	$40.00	--	$40.00
250,001 and greater	--	$40.00	--	$40.00

- Contractor's preferred method of variable adjustment: Annually after first 3 years, 100% CPI

Price Form 2 - Other Financial Incentives

- Lease Payment: Yes, but no amount given.
- Host Fee: No
- Revenue Sharing: See Note 9
- Other Proposed Financial Incentives: No

Price Form 3 - Certification of Cost Form Provided.

Carolina Energy Development, LLC

NOTES: Carolina Energy Development, LLC

1. Qualifications were submitted but not Qualification Form 2.
2. Experience listed were for projects in various states of development and did not represent fully operational facilities at the tonnage anticipated by the City.
3. Schedule of implementation provided in Chapter 8.
4. Chapter 8 states it is assumed transfer station is already provided with all required utilities, existing drainage system complies with relevant statutory requirements, site is suitable for supporting required construction, and existing access routes are suitable for proposed traffic.
5. CED states the customer would be the City and CED does not proposed to take over operations of the transfer station unless the City would want that to happen.
6. Litigation history is for CED but does not mention any of the partners.
7. Provided bonding letter for construction company partner only.
8. Insurance certificate provided for construction partner but does not meet requirements of RFP. Letter from SYNAGRO indicates proof of insurance will be provided prior to award of contract.
9. No revenue sharing offered unless grants are obtained or if a larger facility is built for out-of-city waste.

Gate City Waste Services, LLC

Project Approach Summary

- Gate City Waste Services, LLC is a project-specific company formed in March 2011 in order to respond to the City's RFP. The company is comprised of MRR Southern as principal with WCA of the Carolinas as the proposed service provider. DH Griffin of Greensboro is one of the parent companies of MRR Southern. WCA of the Carolinas is a wholly owned subsidiary of WCA Waste Corporation headquartered in Houston, Texas.
- Gate City's primary offering includes reopening the White Street landfill facility to full scale MSW operation. Other key elements of their proposal are listed below.

Key Elements

Basic Services Proposal

- Resume full scale operation of White Street Landfill.
- Close Burnt Poplar Road transfer station, possibly convert to curbside recyclable processing facility.
- Changing sideslopes of landfill to 3:1.
- Implementing leachate recirculation.
- Evaluation of vertical expansion of Phase II C&D landfill.
- Alternate final closure plan for Phase II.
- Permit Phase IV of landfill.
- Lease City's current solid waste equipment for 12 months with option to purchase.
- No waste conversion technology proposed.
- Proposal to temporarily relocate landfill entrance road to lessen impact upon area residents until construction of Cone Boulevard extension or Nealtown/Cone Boulevard extension to White Street.

Option 1 - Assistance with Infrastructure Improvements (Nealtown Road/Cone Blvd. Extension)

- Offer to fund payment of interest (only) on the bond following construction of the road extensions by the City.

Option 2 - Operation of Burnt Poplar Road Transfer Station

- Option to use Burnt Poplar Road transfer station for 5 years until completion of Nealtown Road/Cone Boulevard extension to reduce traffic impact near landfill.
- Requires all City controlled residential and commercial collections to be delivered to the facility.

Option 3 - Fund, Install and Operate Mechanized C&D Recycling Facility

- Currently not economically feasible to install a mechanized system. Only feasible if market conditions recover and annual C&D tonnages exceed 60,000.

Chapter 19 - Cost for Service

Price Form 1 - Service Fee[9]

City-Delivered Annual Tonnage	Fixed Component	Variable Component	Pass Through Component	Total Per Incoming Ton
0 – 60,000	Stated as "Not Applicable"	Stated as "Not Applicable"	Stated as "Not Applicable"	Stated as "Not Applicable"
60,001 – 150,000	--	$22.00	$2.00	$24.00
150,001 – 250,000	--	$22.00	$2.00	$24.00
250,001 and greater	Stated as "Not Applicable"	Stated as "Not Applicable"	Stated as "Not Applicable"	Stated as "Not Applicable"

- Contractor's preferred method of variable adjustment: Annually, 100% of CPI

Gate City Waste Services, LLC

Price Form 2 - Other Financial Incentives

- Lease Payment: No
- Host Fee: $2.00/ton[10]
- Revenue Sharing: Yes[11]
- Other Proposed Financial Incentives: No

Price Form 3 - Certification of Cost Form Provided.

NOTES: Gate City Waste Services, LLC

1. Lists only 3 WCA Waste Corp. owned landfills as experience. No information provided for work with municipalities. No information for cost of work provided.
2. No long term diversion proposed. Pyrolysis named as a potential option in the future.
3. Schedule of implementation provided in Chapter 8.
4. Statement of financial stability provided but contains little information.
5. Statement indicates Gate City Waste Services, LLC is a newly formed company, therefore WCA Waste Corporation's most recent 10Q was submitted. 10Q does not appear to be audited.
6. Implementation schedule includes note about increasing landfill service area.
7. Bonding letter does not specifically address contract and accept the requirements and conditions of the performance bond form.
8. No criminal convictions were listed but several regulatory actions were provide.
9. Costs shown represent Basic Services Proposal. Optional forms include $3.00/ton service fee for infrastructure improvements, $12.00/ton service fee for operation of Burnt Poplar Road Transfer Station, and $15.00/ton service fee for operating a C&D recycling facility.
10. Host fee would apply to all non-City controlled waste disposed at landfill up to 400,000 tons annually. Would increase to $2.50/ton over 400,000 tons annually. Host fee would be subject to CPI adjustment.
11. Revenue sharing proposed for unutilized landfill gas from Phase 3 and gas from future Phase 4. Subject to feasibility study after contract is awarded.
12. Chapter 19 of proposal states services proposed are predicated upon issuance of a 30-yr contract by the City with a provision for early termination in the event that facility airspace is depleted. Assumes state disposal tax of $2.00/ton will remain.
13. All proposed per ton costs provided are subject to a fuel surcharge. Disposal rates are only applicable to City controlled/delivered waste.

Republic Services

Project Approach Summary

- Republic Services of North Carolina, LLC (Republic) is a wholly owned subsidiary of Republic Services, Inc. headquartered in Phoenix, Arizona. Republic is the second largest provider of services in the solid waste industry serving approximately 13 million customers.
- Republic's primary offering includes continuing to dispose of the City's waste at Republic's Uwharrie landfill in Montgomery County. Other options offered include operating the City's transfer station and managing the hauling to the Uwharrie facility, or receiving the City's waste at Republic's transfer station located off Bishop Road in Greensboro and hauling to Uwharrie, allowing the City to decommission or repurpose its transfer station. Other key elements of their proposal are listed below.

Key Elements

Option 1 - Disposal Only

- Mirrors current disposal service agreement with City.
- Includes rate reduction of $ 0.84/ton.
- City responsible for contracting hauling services.
- City would continue transfer station operations.
- City would continue processing C&D debris, yard waste, and wastewater treatment sludge at White Street Landfill.

Option 2 - Load, Haul, and Disposal services from the City's Transfer Station

- Continue transfer of waste to out-of-county facility.
- Republic to include loading and transportation of waste.
- Load waste at City Transfer Station to Uwharrie Landfill.
- City would continue to pay for permitting, utilities, scales, leachate removal, debt service, facility and equipment maintenance.
- City would continue to process C&D waste, yard waste, and wastewater treatment sludge at White Street Landfill.

Option 3 - Load, Haul, and Disposal services from Republic's Bishop Rd. Transfer Station

- Decommission City's transfer station.
- Use Republic's Bishop Rd. transfer station.
- Transfer waste to Uwharrie Landfill.
- Possibly convert City transfer station to MRF.
- City responsible for bringing all City waste to Bishop Road transfer station and agree not to allow the City transfer station to be used for transfer of MSW for the term of the contract.

Chapter 19 - Cost for Service

Price Form 1 - Service Fee

Option #1

City-Delivered Annual Tonnage	Fixed Component	Variable Component	Pass Through Component	Total Per Incoming Ton
0 – 60,000	--	$23.50	$2.00	$25.50
60,001 – 150,000	--	$23.50	$2.00	$25.50
150,001 – 250,000	--	$23.50	$2.00	$25.50
250,001 and greater	--	$23.50	$2.00	$25.50

- Contractor's preferred method of variable adjustment: Annually, 100% CPI - All Urban Consumers[4]

Republic Services

Option #2

City-Delivered Annual Tonnage	Fixed Component	Variable Component	Pass Through Component	Total Per Incoming Ton
0 – 60,000	--	$38.80	$2.00	$40.80
60,001 – 150,000	--	$38.80	$2.00	$40.80
150,001 – 250,000	--	$36.85	$2.00	$38.85
250,001 and greater	--	$36.68	$2.00	$38.68

- Contractor's preferred method of variable adjustment: Annually, 100% CPI - All Urban Consumers[4]

Option #3

City-Delivered Annual Tonnage	Fixed Component	Variable Component	Pass Through Component	Total Per Incoming Ton
0 – 60,000	--	$33.58	$2.00	$35.58
60,001 – 150,000	--	$33.58	$2.00	$35.58
150,001 – 250,000	--	$33.58	$2.00	$35.58
250,001 and greater	--	$33.58	$2.00	$35.58

- Contractor's preferred method of variable adjustment: Annually, 100% CPI - All Urban Consumers[4]

Price Form 2 - Other Financial Incentives

- Lease Payment: No
- Host Fee: No
- Revenue Sharing: No
- Other Proposed Financial Incentives: No

Price Form 3 - Certification of Cost Form Provided

NOTES: Republic Services

1. Submittal indicates that the 2008 Annual Report is included, but the report was not found.
2. Republic states financing plan is not applicable to proposal and states Republic already has assets and equipment to perform the proposed services.
3. Information provided does not meet all of the requirements in RFP.
4. Add fuel surcharge adjusted monthly based on Department of Energy Index - Lower Atlantic Region, Index Price - Established Base Rate x % Variable Rate.
5. See Republic assumptions in Project Approach Summary.

Waste Industries

Project Approach Summary

- Waste Industries is a North Carolina company headquartered in Raleigh with facilities ranging from transfer stations and collection companies to landfills serving approximately 1 million customers.
- Waste Industries primary offering includes reopening the White Street landfill facility to full scale MSW operation. Other key elements of their proposal are listed below.

Key Elements

- Reopen White Street Landfill to MSW disposal and redesign landfill footprint.
- Proposes to accept MSW, C&D, yard waste and special wastes at landfill.
- Encourages local officials to extend Nealtown Road to and extended Cone Boulevard to significantly reduce truck traffic in the neighborhoods.
- Encourages relocation of landfill entrance closer to I-840 loop.
- Meet with neighborhood representatives and residents to discuss changes.
- Establish community advisory group.
- Proposes to implement a C&D waste sorting program at the landfill to remove recyclables.
- Proposes partnership with City, community, and local colleges to develop a "New Technology" Research and Development Center at the landfill.

Chapter 19 - Cost for Service

Price Form 1 - Service Fee

City-Delivered Annual Tonnage	Fixed Component	Variable Component	Pass Through Component	Total Per Incoming Ton
0 – 60,000	Stated as "No Bid"	Stated as "No Bid"	Stated as "No Bid"	Stated as "No Bid"
60,001 – 150,000	Stated as "No Bid"	Stated as "No Bid"	Stated as "No Bid"	Stated as "No Bid"
150,001 – 250,000	$15.00	NA	$2.00	$17.00
250,001 and greater	$15.00	NA	$2.00	$17.00

- Contractor's preferred method of variable adjustment: Fixed rates provided

Price Form 2 - Other Financial Incentives

- Lease Payment: No
- Host Fee: $3.00/ton[5]
- Revenue Sharing: No
- Other Proposed Financial Incentives: No

Price Form 3 - Certification of Cost Form Provided.

NOTES: Waste Industries

1. Letter of intent assumes City will agree all of its solid waste to the landfill for recycling or disposal and will require any subcontractor utilized to collect residential or government waste to also dispose of this waste at the White Street Landfill.
2. Assumes company will operate the scale house and maintain control of the disposal rate for all waste delivered to the landfill not collected by City. WI would retain all revenue generated from recyclables.
3. WM provided City with confidential financial information that was not reviewed as part of the evaluation.
4. Submittal includes statement that WI does not carry professional liability insurance since they do not perform professional services. WI proposes professional liability insurance be provided by organizations providing those services.
5. No statement was provided indicating there were no criminal convictions.
6. Host fee applies for all tons that exceed 284,000 per year.

Waste Management

Project Approach Summary

- Waste Management of the Carolinas, Inc. (Waste Management) is a wholly owned subsidiary of Waste Management, Inc. headquartered in Houston, Texas, the largest waste management company in North America serving nearly 20 millions customers.
- Waste Management offers a suite of potential services including: 1) constructing an expansion to their closed Kernersville MSW landfill facility on land owned by Waste Management within Guilford County, 2) reopening the White Street landfill facility to full scale MSW operation, 3) Waste-to-Energy services using Waste Management's Wheelabrator company, or 4) building and operating a materials recovery facility (MRF) for recovery and processing of recyclables. Other key elements of their proposal are listed below.

Key Elements

- Available services are presented but a detailed master plan/approach as requested in the RFP was not provided.

Chapter 19 - Cost for Service

Price Form 1 - Service Fee (Not Submitted)

City-Delivered Annual Tonnage	Fixed Component	Variable Component	Pass Through Component	Total Per Incoming Ton
0 – 60,000	--	--	--	--
60,001 – 150,000	--	--	--	--
150,001 – 250,000	--	--	--	--
250,001 and greater	--	--	--	--

- Contractor's preferred method of variable adjustment:

Price Form 2 - Other Financial Incentives (Not Submitted)

- Lease Payment:
- Host Fee:
- Revenue Sharing:
- Other Proposed Financial Incentives:

Price Form 3 - Certification of Cost Form (Not Submitted)

NOTES: Waste Management

1. Letter of intent indicates proposal is for informational purposes only and not as an offer to be accepted by the City to form a binding contract.
2. Organization chart appears to reflect existing structure for Winston-Salem hauling and is not specific to the current RFP.
3. The Master Plan/Approach submitted is very general and not specific to the requirements of the RFP.
4. Copy of 2009 annual report provided but not copy of 2010 report.
5. Very minimal information provided.
6. WI states implementation schedule will be submitted during final selection process.
7. On condemnation court action listed. Note indicates "Employment and Labor matters not included".
8. Form provided but not filled out.
9. Form provided but not signed.
10. General cost graphs for various technologies are presented but cost forms requested in RFP were not provided.
11. Many instances where requirements of RFP were not followed.

FY 2011-2012 City Council
Budget / Solid Waste Proposal Calendar

Below is a timeline for the upcoming budget and solid waste proposal activities for Council.

Date	Activity	Location
Monday, March 21, 2011 6:00pm – 8:00pm	District 4 Community Budget Meeting	Lindley Recreation Center
Tuesday, March 22, 2011 3:00pm – 6:00pm	Council Work Session: Solid Waste Proposal Contractors Interviews	Plaza Level Conference Room, MMOB
Saturday, March 26, 2011 10:00am to Noon	District 1 Community Budget Meeting	Brown Recreation Center
Thursday, March 31, 2011 5:30 pm	Tentative Work Session: Back-up Date for Solid Waste Proposal Contractor Interviews	Plaza Level Conference Room, MMOB
Monday, April 4, 2011 6:00pm – 8:00pm	District 2 Community Budget Meeting	Eastern Division Police Station
Tuesday, April 5, 2011 3:00pm – 5:00pm	Special Council Work Session: Water Resources Fund Budget and Capital Plan	Plaza Level Conference Room, MMOB
Monday, April 11, 2011 6:00pm – 8:00pm	District 3 Community Budget Meeting	Natural Science Center
Tuesday, April 19, 2011 3:00pm - 5:00pm 5:30pm	Special Council Work Session providing a FY 11-12 budget preparation update Final Solid Waste Evaluation Report to Council during City Council Meeting	Plaza Level Conference Room, MMOB Council Chambers
Tuesday, April 26, 2011 3:00pm – 6:00pm	Council Work Session: Solid Waste Proposal Deliberation	Plaza Level Conference Room, MMOB
Thursday, April 28, 2011 6:30pm – 8:30pm	District 5 Community Budget Meeting	Trotter Recreation Center
Thursday, May 12, 2011 6:30pm – 8:30pm	District 5 Community Budget Meeting	Oak Ridge Meadows Club House, 5400 Sportime Pl.
Tuesday, May 17, 2011 5:30pm	Manager Presents Recommended Budget during City Council Meeting	Council Chambers
Tuesday, June 7, 2011 5:30pm	Council holds Public hearing on the Proposed Budget during City Council Meeting and Approves Solid Waste Agreement	Council Chambers
Tuesday, June 21, 2011 5:30pm	Council adopts Annual Budget Ordinance during City Council Meeting	Council Chambers

Items in **RED** are dates regarding the Solid Waste RFP process.

Items in **BLACK** are dates regarding the FY 10-11 Budget process.

3.11.11
MM

RESOLUTION ADOPTING THE LEGISLATIVE APPROVAL PROCESS CONCERNING BOARDS AND COMMISSIONS

WHEREAS, City Council seeks to influence state and federal government officials to pursue initiatives in the best interest of the City of Greensboro;

WHEREAS, City Council has delegated the ability to deal with certain matters of local interest to various Boards and Commissions; and

WHEREAS, in the opinion of the City Council the City's legislative and political activities will be more effective if Boards and Commissions coordinate their efforts with the City Council.

NOW, THEREFORE, BE IT RESOLVED BY THE CITY COUNCIL OF THE CITY OF GREENSBORO:

That any member of a City Board or Commission shall notify the City Council by submitting a letter of intent to the Mayor at least three (3) days prior to any effort to influence a state or federal government official or employee concerning matters within their official duties. A member's failure to comply with this notice shall constitute good cause to remove the member from his or her appointment.

THE FOREGOING RESOLUTION WAS ADOPTED
BY THE CITY COUNCIL OF THE CITY OF
GREENSBORO ON THE 15TH DAY OF MARCH, 2011.

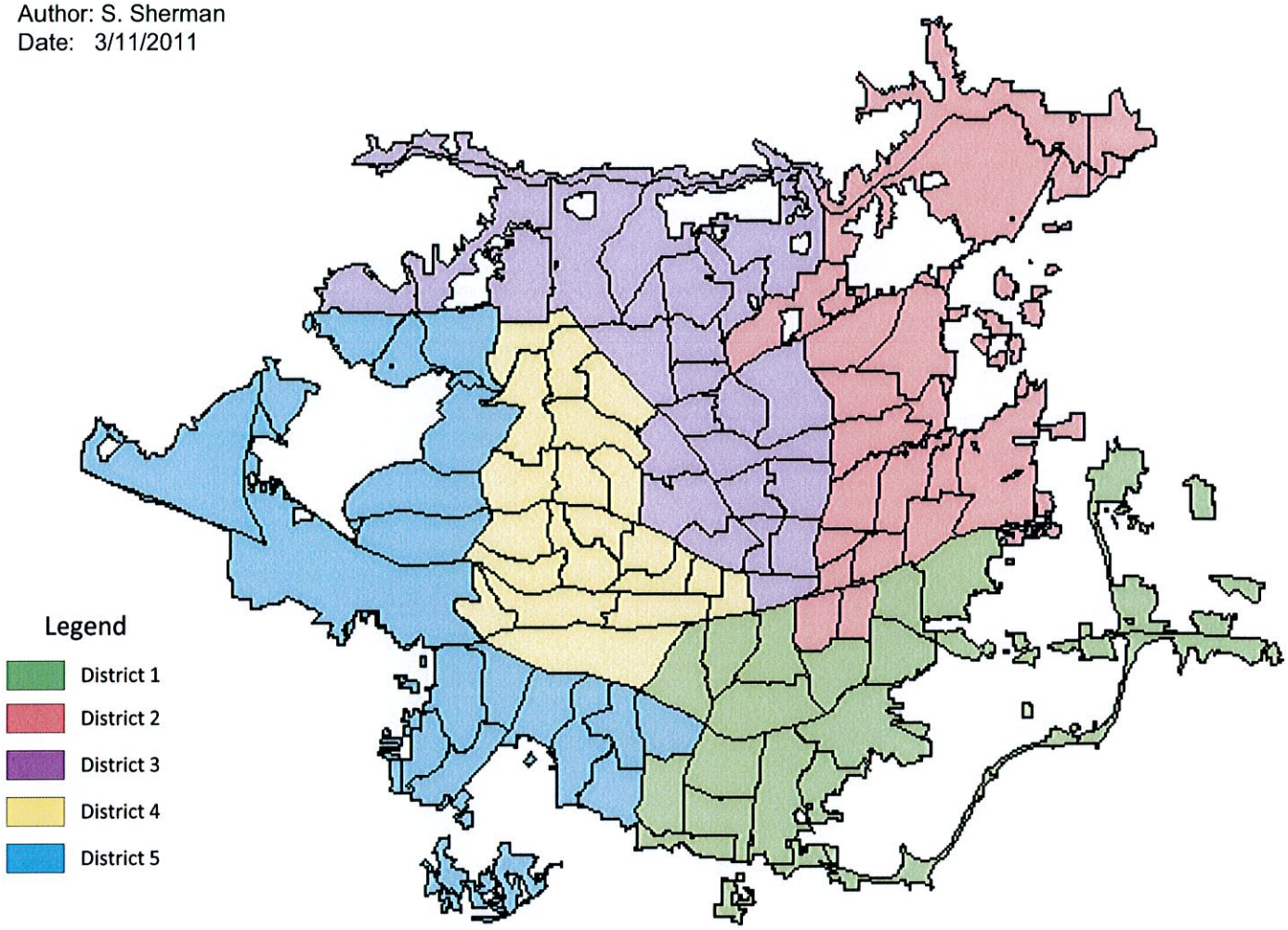
APPROVED AS TO FORM

CITY CLERK

CHIEF DEPUTY CITY ATTORNEY

Plan: Current District Boundaries

Author: S. Sherman
Date: 3/11/2011



District	Total	White	Black	Am Indian	Asian	Hawaiian	Other	Multiple	Variance
1	53,103	16.8%	72.0%	0.7%	2.8%	0.1%	4.8%	2.8%	-1.3%
2	52,692	21.1	67.7	0.5	3.8	0.0	4.1	2.7	-2.0%
3	55,560	76.6	16.0	0.3	3.6	0.0	1.3	2.1	+3.3%
4	51,309	71.2	19.2	0.5	3.1	0.1	3.5	2.4	-4.6%
5	56,233	54.8	29.6	0.5	6.5	0.1	5.4	3.1	+4.6%
Total	268,897	48.3%	40.7%	0.5%	4.0%	0.1%	3.8%	2.6%	9.2%

Comments:

All-In Economic Development Costs

	FY 10-11 Budget
Incentives	1,135,231
Economic Development Office	
Salary + Benefits	87,916
M&O	4,807
Sub-Total	92,723
M/WBE Office	
Salary + Benefits	186,572
M&O	45,114
Sub-Total	231,686
Outside Agencies	
Greensboro Partnership	200,000
East Market Street Development Corp.	40,000
Downtown Greensboro, Inc.	
*City Projects (Hanging Baskets, etc)	155,000
*Admin. Costs	90,000
Piedmont Triad Partnership	37,200
Sub-Total	522,200
TOTAL	1,981,840

Planning and Community Development
City of Greensboro

GREENSBORO

March 8, 2011

TO: Rashad Young, City Manager

FROM: Sue Schwartz, FAICP, Interim Director
Mike Kirkman, AICP, Interim Zoning Administrator

SUBJECT: Filing Fee for Board of Adjustment (BOA) and appeal process for Notice of Violation (NOV)

Background
The City's Board of Adjustment is established to provide a means to request relief from some aspect of the development ordinance based on unique circumstances that are different from other places in the city. In evaluating requests, the Board must determine if a hardship exists that is:

- directly related to unique circumstances for the applicant's property;
- was not a result of actions taken by the applicant; and
- the application of the specific ordinance requirements create a hardship that does not allow reasonable use of the applicant's property.

The Board of Adjustment is also charged with hearing appeals of staff's interpretation and enforcement of the development ordinance, including Notices of Violation issued by staff.

Fees
The filing fee for any item that comes before the Board of Adjustment is $160.00. As Board of Adjustment hearings are publicly advertised (as required by State law) the filing fee covers a portion of the cost to publish advertised notice, produce and distribute meeting materials and to have official minutes produced for each meeting. It does not include any expenses related to the staff time needed to prepare information for each case or the preparation of verbatim transcripts for any Board of Adjustment decision that is further appealed to superior court. Additional expenses are also incurred if a case must be continued from its originally scheduled hearing date for any reason. As a point of comparison, staff requested information on filing fees for Board of Adjustment items from a number of other NC jurisdictions. Based on the responses provided, Greensboro's filing fee is below the range of many other jurisdictions in the state, including Charlotte, Raleigh, Durham, Wilmington and Winston-Salem; with fees elsewhere ranging from $200 -$1700 depending on the item considered.

Notice of Violation Process
When staff receives a complaint, it is investigated. If found to be in violation of the ordinance, a Notice of Violation (NOV) is issued by the City by way of a letter and that letter includes the specific section of the ordinance related to the violation.

After the NOV is Issued

1. The person or group receiving the notice has 15 days to address the issue.
2. If the issue is resolved within those 15 days (and many NOVs are resolved within that timeframe), no further action occurs.
3. If the issue cannot or will not be corrected by the person receiving the violation, then the NOV can be appealed to the Board of Adjustment by the end of the 15-day period.
4. If no appeal is filed and the issue is not resolved, the City is authorized to begin assessing civil penalties at that point until there is a resolution.

We would be happy to provide additional information and address any other related questions as needed.

SS/mk

Planning and Community Development
City of Greensboro

GREENSBORO

March 8, 2011

TO: Rashad Young, City Manager

FROM: Mike Kirkman, AICP, Interim Zoning Administrator

SUBJECT: Prohibition of commercial signage within public rights-of-way

Background
Public rights-of-way are areas that allow the city the right to install and maintain public infrastructure and any other improvements of general benefit to the public. Public rights-of-way are either permanently dedicated to the city or established through some form of easement agreement, with compensation granted to the private property owner for use of this property.

Signs Allowed Within Public Rights-of-Way
As outlined in Article 14 of the City's Land Development Ordinance, commercial signage is prohibited in all public rights-of-way. The prohibition of commercial signs within public rights-of-way is designed to promote public safety by limiting the potential for sight obstructions along the roadway and to enhance the overall appearance and function of these roadways and is something the city has had in place for decades. For the public safety reasons cited, it is common among municipalities throughout North Carolina. Currently the only signs exempt from this prohibition are governmental signs that are used for informational or public safety purposes and temporary off-site directional real estate signs approved by separate City Council action.

Signs Allowed Outside Public Rights-of-Way
Under Article 14 of the development ordinance, a variety of freestanding signs (any sign not attached to a structure) may be constructed anywhere on private property, including directly adjacent to, but not within, any portion of the public right-of-way. Signs may be built with or without a permit depending on the type of sign. However all signs are subject to standards related to spacing, height, size, illumination and number based on the type of sign and the applicable zoning district. Signs that are built without a required permit or do not meet the appropriate standards are considered illegal, regardless of whether they are placed within a public rights-of-way or on private property.

Please let me know if you have any questions or need additional information.

MK

Libraries
City of Greensboro

GREENSBORO

March 9, 2011

TO: Rashad M. Young, City Manager

FROM: Sandy Neerman, Library Director

SUBJECT: February Internet Usage Report

Please find attached the Library Incident Report for February 1 – February 28 and the Internet Usage Report for February 1 – February 28.

On February 28, 2011, the Library completed implementation of City Council's October 19, 2010, directive (…to filter the internet in Children's areas and for children 17 and under). WiFi is also filtered. For all computer areas and for all users, the bandwidth shaping technology is in place.

SN/pcs
Attachment

cc: Denise Turner, Assistant City Manager

219 N. Church Street, PO Box 3178, Greensboro, NC 27402-3178 336-373-2474

Greensboro Public Library
Library Incident Report by Category
February, 2011 Monthly Report

Incidents by Category	Central Library	Benjamin Branch	Glenwood Branch	Hemphill Branch	Kathleen Edwards Family Branch	McGirt-Horton Branch	Vance-Chavis Branch	Total no. of Incidents	Total no. of Bans
Assault	1	0	0	0	0	0	1	2	1
Alcohol	1	0	0	0	0	0	0	1	1
Communicating Threat	0	0	0	0	0	0	0	0	0
Computer Misuse	0	0	1	0	0	0	0	1	0
Customer Complaint	0	0	0	0	0	0	0	0	0
Disorderly Conduct	7	0	0	0	0	2	1	10	7
Drug Paraphernalia	0	0	0	0	0	0	0	0	0
Eating	1	0	0	0	0	0	0	1	1
Fire	0	0	0	0	0	0	0	0	0
Indecent Behavior	1	0	0	0	0	0	0	1	1
Littering	0	0	0	0	0	0	0	0	0
Loitering	0	0	0	0	0	0	0	0	0
Lost Property	1	0	0	0	0	0	0	1	0
Medical	0	0	0	0	0	0	0	0	0
Missing Person	0	0	0	0	0	0	0	0	0
Panhandling	0	0	0	0	0	0	0	0	0
Pornography	1	0	0	0	0	0	0	1	1
Potential Problem	3	0	0	0	0	0	0	3	1
Sleeping	11	0	0	0	0	0	0	11	11
Smoking	0	0	0	0	0	0	0	0	0
Theft	5	0	0	0	0	1	1	7	3
Trespassing	3	0	0	0	0	0	0	3	2
Unattended Child	0	0	0	0	0	0	0	0	0
Vandalism	1	0	0	0	0	0	0	1	0
Weapons	0	0	0	0	0	0	0	0	0
Warrant	0	0	0	0	0	0	0	0	0
Other	0	0	0	1	0	1	0	2	0
Grand Total	36	0	1	1	0	4	3	45	29

Greensboro Public Library Internet Usage Statistics
9:00 am 2/1/2011 – 9:00 pm 2/28/2011

Background Information:

- Number of overall web hits – 100% of web hits for the period in question – 91,774,802

- Number of hits on the porn category – (percent)
  41,854 (.05%) five hundredths of one percent

- Number of Computer Users
  38,529

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Greensboro Strives to Put the Service in Development Services

City aims to speed development approvals by having all planning services under one roof.

Monday, March 07, 2011
By *Josh Cable* When it comes to industrial expansion or relocation projects, Greensboro, N.C., Assistant City Manager of Economic Development Andy Scott has learned that time is of the essence.

"If we can do anything on our end to reduce the amount of time and the trouble and expense of the review process, it's something to our benefit, because that makes us more competitive with other locations," Scott says.

The city had that objective in mind when it established the Greensboro Development Services Center earlier this year. The center consolidates the city's key technical-review, permitting and building-inspections staff members from three separate buildings into one.

Staff members from every department needed to approve a development plan are available Monday through Friday mornings to review sketch plans and hold technical-review committee meetings.

"Any day that you have an issue, between 8 in the morning and noon, you can go to development services and all of the relevant departments are represented and you can be heard," Scott explains. "So instead of just having once-a-week [plan] submission, we have a rolling submission."

Thanks to the one-stop approval structure, a review process that previously might have taken a month or more can be completed in a matter of days, according to the city.

"What we were looking for was, 'How do we take some of the

pain and uncertainty out of the review process for the builder, the developer or the property owner?'" Scott explains. '"How do we make it more efficient, how do we have fewer people touch the plan, and how do we get better decisions faster?'"

Andy Scott: The city wanted to take "some of the pain and uncertainty out of the review process."

The upgrades to the development-approval process go beyond the fact that previously siloed city staff members now are under one roof.

Coinciding with the new centralized facility, the city now offers:

- Pre-development meetings that allow any interested party to obtain zoning information on how a piece of property can be developed for commercial or residential construction.
- Electronic plan submission and review. Thanks to an interactive whiteboard with touch-screen technology, city staff members can project, review and edit a developer's plan on-screen, so a developer can leave the meeting with a revised plan in hand.

The electronic process also means developers no longer have to submit 14 copies of multiple pages, which was the average number for development plans, Scott adds.

"Developers and engineers pretty much agree that it cost about $700 in reproduction costs to do that," Scott explains. "By moving to electronic-plans transfer, we save a lot of time and a lot of energy and lot of trees."

Cross-training to Boost Efficiency

Scott points out that the city already had "very aggressive" goals in place for its technical review committee and building-plan reviews "but chose not to change those in the first year [of the new center] because we didn't want people to feel pressured."

"We wanted them to learn the system," Scott says.

Long-term, though, the city aims "to get even more aggressive with our turnaround times, because ultimately the test of this is more efficiency on our end and better turnaround times on the customer's end," he says.

One way that the city will try to boost efficiency is by cross-training employees.

"One of the other issues that we had when we were more siloed, and I'll use planning as an example because I know more about that than some of the others, we had individual silos within the silo," says Scott, who served as the city's director of Housing and Community Development (now the Department of Planning and Community Development) from 1993 to early 2009. "So if your job to review plans was landscaping, you did landscaping. And then for zoning, you passed it onto

somebody else, and for setbacks you passed it on to yet another person. So in planning you might have three or four different people look at the same plan.

"Our goal is to do enough cross-training that 75% of the time one person from planning, one person from transportation, one or two at most from water resources, would look at the plan."

The city also hopes that the centralized work environment will promote collaboration among those involved in the development-approval process.

"Having all these folks working together on a daily basis and getting to know each other and each other's issues instead of being in separate offices spread across the city, that's making better problem-solvers of them," Scott says.

Reputation Matters

With the new Development Services Center, city officials hope to make it easier for contractors and residents to do business with the city. And that, hopefully, will make a positive impact on Greensboro's economic development efforts.

"There's a small stable of economic development consultants who control the majority of industrial relocation, and you generally pick up a reputation for being a good place to work with or not," Scott says. "And anything we can do to enhance that is just that much more helpful."

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GREENSBORO

CITY OF GREENSBORO GRANT APPLICATIONS

Granting Agency	Description of Purpose	Amount Requested	Department Requesting Funding
National Institute of Justice	Funding to assist with solving cold cases with DNA	$65,812	Police Department
Office of Juvenile Justice and Delinquency Prevention	Comprehensive Anti-Gang Strategies and Programs (Hope Project)	$750,000	Parks and Recreation Department
North Carolina Housing Finance Agency	Single Family Rehab Program	$200,000	Planning and Community Development Department

*This list does not represent grants that require Council approval