



February 25, 2011

TO: Mayor and Members of Council
FROM: Rashad M. Young, City Manager
SUBJECT: Items for Your Information

Feedback Needed from Council

- In-Person Early Voting Sites
- City Council Budget Calendar

Contact Center Feedback

Attached is the weekly report generated by our Contact Center for the week of 2/14/11 – 2/20/11.

Status of Budget for FY 2011/2012

Attached is a memorandum from me, dated February 25, 2011, providing the progress of the FY 2011-2012 budget preparation.

FY 2011/2012 City Council Budget Calendar

Attached is a timeline for the upcoming budget meetings involving Council. A Special Council Work Session in April will need to be scheduled to provide a general overview of the FY 11-12 budget presentation. There are three dates and times to choose, though the April 5, 2011, at 3:00 pm is before the City Council Meeting. Betsey Richardson, City Clerk, will get with you regarding your preferred day and time.

Tax Rate/User Fee Analysis and Property Value Comparison

Attached is a memorandum from Nelsie Smith, Assistant to the City Manager, dated February 24, 2011, regarding two different analyses the City has completed, aimed at understanding the relative cost for services, as well as the value of our tax base, compared to our peer North Carolina communities. The comparative cities used in the analyses are Charlotte, Durham, Raleigh and Winston-Salem.

In-Person Early Voting Sites

Attached is a memorandum from Betsey Richardson, City Clerk, dated February 24, 2011, asking Council to provide feedback if the additional five in-person voting locations are desired by Council. The cost is \$5,000 per site. Betsey Richardson, City Clerk, will follow-up with Council to seek your input.

Water and Sewer Extension

At the request of the City Council, attached is a memorandum from Deputy City Manager, Bob Morgan, dated February 25, 2011, regarding the City's current water/sewer extension policy, which requires applicants for City water/sewer to be annexed. Staff recommends we continue our current policy.

2011 Legislative Agenda Online

The City Council's 2011 State Legislative Agenda is available online at <http://www.greensboro-nc.gov/citygovernment/council>.

Greensboro Farmer's Curb Market RFP Review Committee

Attached is a memorandum from Greg Jackson, Director of Parks and Recreation Department, dated February 24, 2011, regarding the citizens that are participating in the review process for the Greensboro Farmer's Curb Market Request for Proposals (RFP). The names were provided by Councilmembers. The committee will meet on March 2 at 5 pm in the Blair-Richmond Conference Room, at The Learning Center.

FY2011 – 2012 Merit Increase Program

Attached is a memorandum that I sent to all employees on February 14, 2011, regarding an overview of the challenges facing the FY 11/12 budget and addressing our approach to the Merit Program.

Downtown Greensboro's Responsible Hospitality Institute Report

Attached is a memorandum from Tom Taylor, Chair, and Ed Wolverton, President of Downtown Greensboro, Inc, dated February 24, 2011, regarding a site visit of downtown Greensboro with staff from the Responsible Hospitality Institute (RHI). The report from RHI providing several observations and recommendations to better manage downtown nightlife is also attached.

Piedmont Triad International Airport Passenger Traffic Continues to Take Off

Attached is an article from the *High Point Enterprise*, regarding the boost in air travel at PTI Airport during the month of January 2011, due in large part to the U.S. Figure Skating Championships that were held in Greensboro. Also mentioned in the article are projects PTI Airport is taking to attract businesses to its property.

Loose Leaves at White Street Landfill

Attached is a memorandum from Dale Wyrick, Director of Field Operations, dated February 24, 2011, requesting permission for disposal of excessive loose leaves from the Compost Facility at the White Street Landfill, at no cost to the City. I gave Mr. Wyrick the approval to move forward on this disposal option.

**Public Affairs Department
Contact Center Weekly Report
Week of 2/14/11 - 2/20/11**

Contact Center

4277 calls answered this week

Top 5 calls by area

Water Resources

Balance Inquiry – 886
New Sign up – 194
General Info – 163
Cutoff Requests – 94
Constr. & Maint. – 80

Field Operations

Bulk Guidelines – 111
No Service/Garbage – 47
Repair Can/Garbage – 42
Dead Animal Pickup – 40
No Service/Recycling – 37

All others

Police/Watch Operations – 275
Landfill/Transfer/HHW – 115
Courts/Sheriff – 87
Sign Violations/Non-Res. – 44
Privilege License – 31

Comments

We received a total of **3** comments this week:

Engineering and Inspections – 1 comment:

- Customer wants to thank us for getting the yard cleaned up at an address.

Public Affairs – 1 comment:

- Excerpt from an online chat session: “Love this chat feature for questions like this! So progressive of Greensboro!!”

Water Resources – 1 comment:

- Given the increasing evidence that fluoride is a poisonous ion, and that consumption of fluoridated water causes many health problems, I question the wisdom of fluoridating our water supply.

Overall

Calls about dead animals and non-residential sign violations increased last week. Otherwise, we received the normal mix of calls.



February 25, 2011

TO: Mayor and Members of City Council

FROM: Rashad M. Young, City Manager

Re: Progress on FY 2011-2012 Budget

We are working hard in developing recommendations to present to you for the FY2011-2012 budget. Department heads have been meeting in teams to work on specific reduction recommendations as well as developing work plans that align with our five overarching goals. The City Manager's Office, the Department of Budget & Evaluation, and the Department of Finance & Administrative Services are also working on several initiatives that will hopefully help us in achieving our budget objectives.

This memorandum is to provide you with an update on the various items we are pursuing:

- Revenue Enhancements
 - A Revenue Team has been created with staff from a cross-section of departments to develop ideas on how to enhance the revenues that the City receives. Council will be provided more detail as we determine the viable options for recommendation, which will include a legal review and an analysis of the estimated revenue.
 - The Fire Department is exploring an option—we are calling a micro-business—whereby we sell our fire truck maintenance services to other smaller jurisdictions at a rate that would be mutually beneficial to both entities. As this develops, we will also look to see if there are other opportunities for this with our other City services.
- Incentive Programs
 - Staff is exploring a process called Bid-to-Goal (BTG) which is a strategic alternative to full privatization. BTG allows public sector competition for services along with private companies, which full privatization does not usually support. The BTG process also provides for incentive payouts to employees for any savings that are realized greater than the established competitive cost level. Our analysis of this concept continues and we are currently exploring two service areas that may be candidates for a trial/demonstration of this process.
 - At the request of Council, staff is also exploring an incentive, or gain-sharing opportunity, for departments/employees as it relates to their management of the budget. The analysis of this is ongoing and I will provide an update on this in the coming months.
- Collection Efforts—A Collections Team has been created to look at current revenues and provide options for improving the City's collection rate. A RFP is being developed to

contract with a collection agent to assist with the collection of delinquent water/sewer revenues, parking fines, street and sidewalk assessments, and miscellaneous billings. It is anticipated that this vendor would be on board on July 1, 2011.

- Outside Agency Funding—On Wednesday, February 23, 2011, all outside agencies that receive City funding were sent an application to complete by March 31, 2011 that outlines how the money that they are requesting from the City helps to achieve the goals of the City as laid out in the MAP (Management, Accountability, and Performance) Plan. Council received a copy of the information distributed to the outside agencies in the February 11, 2011 IFYI.
- Budget to Actual Expenditures—Staff of the Budget & Evaluation Department is working with individual departments to review each line item of the budget to determine if any budgetary reduction could occur by reviewing actual expenditures of prior years to the current budget figures.

Although preliminary, I wanted you to be aware of the various efforts that we are engaging in to meet our financial challenges. I commend our staff for their hard work as their work to date has been outstanding. We will continue to share with you our ideas and progress on these and other initiatives throughout the process. A separate memorandum, outlining the dates for community meetings and Work Sessions with City Council regarding the budget is forthcoming.

Please let me know if you have any further questions or concerns.

RMY/nls

cc: Bob Morgan, Deputy City Manager
Nelsie Smith, Assistant to the City Manager
Larry Davis, Director, Budget & Evaluation
Rick Lusk, Director, Fiscal & Administrative Services

FY 2011-2012 City Council Budget Calendar

Below is a timeline for the upcoming budget activities for Council.

Date	Activity	Location
Thursday, March 10, 2011 6:00pm – 8:00pm	District 2 Community Budget Meeting	Maple Street Police Substation
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: Water Resources Fund Budget and Capital Plan	Plaza Level Conference Room, MMOB
Saturday, March 26, 2011 10:00am to Noon	District 1 Community Budget Meeting	Brown Recreation Center
Monday, April 4, 2011 – anytime or Tuesday, April 5, 2011 @ 3pm (before Council Mtg.) or Tuesday, April 12, 2011 @ 3pm	Special Council Work Session providing a FY 11-12 budget preparation update. <i>Betsey Richardson will poll Council to determine best date/time.</i>	Plaza Level Conference Room, MMOB
Monday, April 11, 2011 6:00pm – 8:00pm	District 3 Community Budget Meeting	Natural Science Center
In May (TBD)	District 5 Community Budget Meeting	TBD
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	Council Chambers
Tuesday, June 21, 2011 5:30pm	Council adopts Annual Budget Ordinance during City Council Meeting	Council Chambers

Office of the City Manager
City of Greensboro



February 24, 2011

TO: Rashad M. Young, City Manager
FROM: Nelsie Smith, Assistant to the City Manager
SUBJECT: Tax Rate/User Fee Analysis and Property Value Comparison

The Budget and Evaluation Department completed two different analyses aimed at understanding the relative cost for service as compared to our peer North Carolina communities, as well as, the value of our tax base as it compares to our peers. The analyses are attached and the cities included for comparative purposes are Charlotte, Durham, Raleigh and Winston-Salem.

The conclusion drawn from these reports is that when comparing the City property tax rate alone to other jurisdictions, the City has the highest tax burden. However, when you compare the tax rate and service fee burden of a resident of Greensboro—including all City and County levied taxes and fees—to that of our peer cities, we fall in the middle of our peer group behind Durham and Charlotte.

Additionally, the analysis shows that Greensboro's tax base is growing the slowest among our peers and it takes a higher tax rate to generate the same amount of property tax revenue in Greensboro than in Raleigh and Charlotte.

Please let me know if you have any further questions or concerns.

NLS/mm
Attachment

cc: Robert Morgan, Deputy City Manager
Larry Davis, Director, Budget & Evaluation Department

**Property Tax Rates and Selected User Fees for
Major North Carolina Cities
FY 2010-2011**

In order to effectively compare the cost of services provided, the City of Greensboro periodically compares its tax rate and major service fees to those charged in other cities in North Carolina. It is important to include user fees in addition to the property tax rate due to the increasing practice of charging fees to provide major services. Examples of these fees include water and sewer rates, solid waste and recycling fees, stormwater fees, and motor vehicle license fees. For the purpose of this comparison, data has been collected from Charlotte, Durham, Greensboro, Raleigh, and Winston-Salem.

The analysis concludes that the financial impact to a Greensboro/Guilford County resident becomes slightly more favorable (when compared to peer cities) when the overall costs (taxes and fees) of government services within the community are included rather than just looking at the City property tax rate alone. It is important to note this is largely due to the fact that the City of Greensboro is the only city that operates and funds a public library system, as this service is provided by the county for the other peer cities; the City's water system has favorable rates when compared to the other cities; and, the City does not charge a separate solid waste fee. Furthermore, while Greensboro ranks as highest cost when looking only at city property taxes, it ranks third highest when appropriate county taxes and common user fees are included in the analysis. However, it is notable that the gap between Durham, the most expensive community, and Greensboro is increasing: FY 09-10 showed a gap of only \$12 while the same comparison for FY 10-11 is now \$106.

City Taxes and Fees Compared to Peer Cities (for FY 10-11)

City Property Tax	\$ 687.90	\$ 827.85	\$ 948.75	\$ 560.25	\$ 712.50
Average Annual Water/Sewer Bill*	\$ 440.16	\$ 534.72	\$ 416.40	\$ 438.12	\$ 296.16
Annual Solid Waste Services Bill	\$ 45.00	\$ 60.00	\$ -	\$ 123.60	\$ 60.00
Annual Stormwater Fee**	\$ 104.16	\$ 59.04	\$ 32.40	\$ 48.00	\$ 54.00
Annual Motor Vehicle License Fees***	\$ 60.00	\$ 30.00	\$ 20.00	\$ 60.00	\$ 30.00
TOTAL CITY TAXES AND FEES	\$ 1,337.22	\$ 1,511.61	\$ 1,417.55	\$ 1,229.97	\$ 1,152.66

*Based on City of Greensboro State of NC Rate Comparison, March 2010; Avg. monthly bill for 6 units of consumption

**Fee based 2,000 + sq. ft. of impervious surface area.

***Estimate is based on assumption of two vehicles.

Note: Greensboro Libraries represent approximately 3.75 cents on the tax rate. If library costs are excluded from the comparison, this would drop Greensboro's overall cost for services to \$1,362; still maintaining the second highest expense behind Durham at \$1,511 but reducing the gap with Charlotte to only \$25.

City and County Taxes and Fees Compared to Peer Cities/Counties (for FY 10-11)

Charlotte/Mecklenburg	\$ 0.4586	\$ 0.8387	\$ 1.2973	\$ 1.946	\$ 1,946
Durham/Durham	\$ 0.5519	\$ 0.7459	\$ 1.2978	\$ 1,947	\$ 1,947
Greensboro/Guilford	\$ 0.6325	\$ 0.7374	\$ 1.3699	\$ 2,055	\$ 2,055
Raleigh/Wake	\$ 0.3735	\$ 0.5340	\$ 0.9075	\$ 1,361	\$ 1,361
Winston-Salem/Forsyth	\$ 0.4750	\$ 0.6740	\$ 1.1490	\$ 1,724	\$ 1,724
Combined Property Taxes	\$ 1,946	\$ 1,947	\$ 2,055	\$ 1,361	\$ 1,724
Water/Sewer Charges	\$ 440	\$ 535	\$ 416	\$ 438	\$ 296
Other Fees	\$ 209	\$ 149	\$ 52	\$ 232	\$ 144
TOTAL TAXES AND FEES	\$ 2,595	\$ 2,630	\$ 2,524	\$ 2,031	\$ 2,164

Property Value Comparison for Major North Carolina Cities

As a means of effectively evaluating the City of Greensboro's growth rate, an analysis comparing its assessed valuation per square mile to other cities in North Carolina has been completed for FY 2009-2010 and compared to FY 2006-2007. The analysis includes a comparison of the assessed value of all taxable property, population and square miles of Greensboro to Winston-Salem, Durham, Raleigh and Charlotte.

The following tables list the actual assessed valuation per square mile for FY 2006-2007 and FY 2009-2010 for the comparison cities. Greensboro's available property valuation, measured both in terms of per capita and per square mile, is low compared to peer cities. The City of Greensboro has experienced an increase in both its population and square mileage of 8% respectively since FY 2006-2007 but the assessed value of all taxable property per a square mile has only increased by 2.5%. Comparison cities have seen increases of 7-42%.

All other things equal, cities with lower valuations must rely on higher tax rates to generate the same amount of revenue. As shown below, a penny on the tax rate for Greensboro generates significantly less property tax revenue than Raleigh and Charlotte. It should be noted that three of the peer cities experienced a property revaluation during the time period evaluated. Greensboro and Charlotte will experience revaluations in 2012. However, preliminary indications are that Greensboro's valuation growth as a result of the 2012 revaluation will be minimal.

2006-07

City	Assessed Value	Population	Valuation per Capita	Square Miles	Valuation per Square Mile
Winston-Salem	\$ 18,864,398,487	221,014	\$ 85,353.86	133.2	\$ 141,603,352
Durham	\$ 17,131,529,646	212,568	\$ 80,593.17	104.0	\$ 164,789,627
Raleigh	\$ 34,916,833,332	367,995	\$ 94,883.99	139.9	\$ 249,530,718
Charlotte	\$ 67,250,148,956	658,848	\$ 102,072.33	280.5	\$ 239,750,977

2009-10

City	Assessed Value	Population	Valuation per Capita	Square Miles	Valuation per Square Mile	Year of Revaluation
Winston-Salem	\$ 21,512,023,323	235,075	\$ 91,511.32	133.7	\$ 160,909,741	2004
Durham	\$ 22,396,393,035	225,404	\$ 99,361.12	106.6	\$ 210,058,085	2009
Raleigh	\$ 49,891,478,700	392,083	\$ 127,247.24	141.0	\$ 353,840,274	2008
Charlotte	\$ 77,217,661,984	756,912	\$ 102,016.70	299.0	\$ 258,253,050	2004

City	Penny on Tax Rate
Greensboro	\$2,386,119
Winston-Salem	\$2,108,178
Durham	\$2,194,847
Raleigh	\$4,889,365
Charlotte	\$7,567,331

Winston-Salem	13.63%
Durham	27.47%
Raleigh	41.80%
Charlotte	7.72%

Office of the City Clerk
City of Greensboro



February 24, 2011

TO: Rashad Young, City Manager
FROM: Betsey Richardson, City Clerk *BR*
SUBJECT: In-Person Early Voting Sites

I have spoken with George Gilbert at the Guilford County Board of Elections Office regarding the in-person early voting sites used in the Municipal Elections. The sites listed on the attached schedule have been used for the last five elections, are equitable to service all voters, and cost approximately \$5,000 per site. The Board of Elections has exclusive authority to select where the sites are located and the minimum number of additional sites is five. Mr. Gilbert has requested that the City advise him, at its earliest convenience, if it will utilize the additional in-person early voting schedule for the 2011 Municipal Elections. The two sites that will be used and the five additional sites are attached for your review. I have also attached the invoice from the 2009 Municipal Elections outlining the breakdown of the total cost of \$384,264.68.

Please let me know if you need any additional information and if you would like for me to contact Mr. Gilbert to let him know the City's decision on the in-person early voting site schedule for the 2011 Municipal Elections.

BR
Attachments

cc: George Gilbert, Guilford County Board of Elections

**GUILFORD COUNTY
IN-PERSON EARLY VOTING SCHEDULES
FOR THE
NOVEMBER 3, 2009
MUNICIPAL ELECTIONS**

**2 OFFICE SITES
DATES, TIMES AND LOCATIONS:**

Thursday & Friday	October 15 & 16	8:00 a.m.-5:00 p.m.
Monday – Friday	October 19 - 23	8:00 a.m.-5:00 p.m.
Monday – Friday	October 26 – 30	8:00 a.m.-5:00 p.m.

Old Courthouse - Blue Room
301 W. Market Street
1st Floor, Blue Room
Greensboro, NC

High Point Elections Office
505 E. Green Drive
Room #103
High Point, NC

**5 ADDITIONAL SITES
DATES, TIMES AND LOCATIONS:**

(Authorized by G.S. 227.2(g))

Saturday	October 24	10:00 a.m.-3:00 p.m.
Monday – Friday	October 26 – 30	10:00 a.m.-6:30 p.m.
Saturday	October 31	10:00 a.m.-1:00 p.m.

Ag Center (Barn)
3309 Burlington Road
Greensboro, NC

Brown Recreation Center
302 E. Vandalia Road
Greensboro, NC

Bur-Mil Club- Clubhouse
5834 Bur-Mil Club Road
Greensboro, NC

Craft Recreation Center
3911 Yanceyville Street
Greensboro, NC

Leonard Recreation Center
6324 Ballinger Road
Greensboro, NC



**ELECTION DAY IS
TUESDAY, NOVEMBER 3
VOTING WILL BE HELD AT THE
POLLING PLACES
FROM
6:30 A.M. TO 7:30 P.M.**

Guilford County Board of Elections:

**Greensboro 641-3936
High Point 845-7895**



**GUILFORD COUNTY
BOARD OF ELECTIONS**

**ELECTION CHARGES FOR
MUNICIPAL ELECTIONS -- 2009**

Greensboro Primary -- October 2009

Advertising	\$ 5,693.05
Set-up/Test Database	\$ 4,228.88
Set-up/Test/Transport Machines	\$ 19,787.39
Elections Staff--Prep/Absentee/EI Day/Post	\$ 36,057.51
Polling place rental/Custodial Asst.	\$ 300.00
Precinct Officials	\$ 79,399.00
Early Voting Officials	\$ 7,281.66
Other Outside Labor	\$ 2,050.85
Poll Consolidation Notices (1,614)	\$ 661.74
Printing and supplies	\$ 15,922.91
Telephones	\$ 1,582.85
October Primary	\$ 172,965.84

Greensboro Election -- November 2009

Advertising	\$ 2,369.59
Set-up/Test Database	\$ 5,328.37
Set-up/Test/Transport Machines	\$ 14,759.43
Elections Staff--Prep/Absentee/EI Day/Post	\$ 54,219.66
Polling place rental/Custodial Asst.	\$ 400.00
Precinct Officials	\$ 88,858.50
Early Voting Officials	\$ 22,149.57
Other Outside Labor	\$ 7,390.33
Printing and supplies	\$ 14,392.67
Telephones	\$ 1,430.73
November Election	\$ 211,298.84

Total Cost--Please Pay-----> \$ 384,264.68

Make check payable to:
Guilford County Board of Elections

2/25/2010



February 25, 2011

TO: Rashad M. Young, City Manager

FROM: Bob Morgan, Deputy City Manager

SUBJECT: Water and Sewer Extensions

At the February 15, 2011, City Council meeting, the City Council asked the City Manger to look at a policy that requires applicants for City water and sewer to be immediately annexed. This is the current policy of the City of High Point. The Water and Sewer service area adopted by the City Council includes approximately 124 square miles, about 8 square miles less than the incorporated area. Presently the City has approximately 249 miles of waterlines and 200 miles of sewer mains outside the city limits serving nearly 6,000 accounts. Recognizing the size of this service area suggests that implementing the proposed annexation policy could be costly or could restrict growth.

The City's current policy of requiring an applicant to petition for annexation for water and sewer service allows the city to set the timeline for the annexation and allow the free market to dictate the pace of development. This allows the City to extend services in a methodical manner and as the City can afford to extend these services. The City currently has hundreds of such petitions, which have not been executed. At this time, there is no proposed legislation that would affect this policy of voluntary annexation. However, we are still waiting for a court ruling on the City's appeal on the Millstream annexation case.

In addition to the annexation question, it is also of importance to the City as to how areas outside the City develop. It is essential that these areas develop in accordance with the comprehensive plan using City development standards so urban services can be extended in a cost effective manner. With the termination of the City County Water and Sewer Agreement, there is no agreement between the jurisdictions for joint review of development projects. However, the current petition for water and sewer contractually obligates the applicant to meet all City development requirements. If these areas are allowed to develop in a rural manner extension of services in the future could be costly and fragmented. Eventually this would become an issue for the County if these areas were not suitable for annexation. The county is already seeing a demand for full time fire service outside City limits.

The City staff has rewritten the policy for extending water and sewer lines outside the corporate limits but has not brought it to Council. The City is waiting for resolution of the termination of the water and sewer agreement with the County. Based upon the letter recently received from the County Manger, it will be sixty days before the City receives a response to its letter about the termination agreement and voluntary extension of Extra-Territorial Jurisdiction (ETJ).

In summary, the current policy of requiring a voluntary annexation petition along with the extension of utilities meets the intent of City Council's desire for annexation but allows the City time to prepare for logical extension of services to these areas when appropriate. As stated in the City's letter to the County about the termination agreement, it is important to both jurisdictions to resolve these issues related to the extension of water and sewer and development review in a timely manner in order not to hinder future economic growth.

BM/mm

cc: Allan Williams, Director of Water Resources

Parks & Recreation Department
City of Greensboro



February 24, 2011

TO: Denise Turner, Assistant City Manager

FROM: Greg Jackson, Director

SUBJECT: Greensboro Farmers' Curb Market RFP Review Committee

We have contacted the individual citizens provided by council members. The following citizens have confirmed their participation to review the proposals submitted to operate the Greensboro Farmers' Curb Market: Violet Landreth, Jace Ralls, Denny Crowe, John O'Sullivan and Galen Oliver.

This committee will meet on March 2 at 5 p.m. in the Blair Richmond Conference room, located at The Learning Center, 1001 4th Street. The Learning Center doors lock at 5 p.m., however we will have staff present to let committee members and the public in until 5:30 p.m. The initial meeting will be to review the RFP with the committee members, to provide a framework for evaluating the proposals and to distribute hard copies of the proposals to committee members for their review. We will schedule a subsequent follow up meeting to short list the proposals for formal interviews. We anticipate that the committee will be prepared to make a recommendation to the Parks and Recreation Commission and to City Council in April.

Please let me know if you have any questions about this review process.

GJ/lt

Office of the City Manager
City of Greensboro



February 14, 2011

TO: All Employees
FROM: Rashad M. Young, City Manager 
SUBJECT: FY2011-12 Merit Increase Program

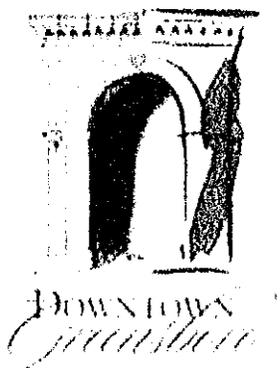
The economic downturn continues to affect the City's budget as it has for the past two fiscal years. We are working hard to help offset the challenges that lie ahead in coping with an estimated \$7 million budgetary gap for FY2011-12. This gap could potentially be worsened by changes in funding at the state and county levels. In anticipation of this possibility, the Council has requested we submit a budget that accounts for an \$18 million revenue shortfall. As a first step, we have directed department heads to identify possible reductions to their budgets in the next fiscal year by an additional 7 percent over the current FY 10-11 budget.

In addition, while it would be preferred to provide merit increases in FY2011-12, that possibility is uncertain at this stage. As we prepare the Manager's Recommend Budget for Council's consideration, I will continue to explore whether a merit increase program is feasible in light of the developing economic forecast. We certainly understand the pressures created for you and your families if the merit increases are postponed for yet another cycle. We sincerely appreciate your continued commitment and truly value your contributions to the City of Greensboro.

We are closely examining everything that we do to manage the City in a fiscally responsible manner and deliver our services to the community efficiently and effectively. The drive for high quality services at the lowest possible cost will increasingly dominate government operations, as it has for governments and businesses locally and statewide.

Please know how much we appreciate all of your efforts, which are helping us navigate through these difficult times together. I will continue to communicate with you as we progress through this budget season.

RMY/ch



MEMORANDUM

To: Rashad Young, City Manager
From: Tom Taylor, Chair
Ed Wolverton, President
Date: February 24, 2011
Re: Responsible Hospitality Institute Report

Downtown Greensboro Inc.
122 North Elm Street
Suite 609
Greensboro, NC 27401
Phone (336) 379-0060
Fax (336) 379-0106
www.downtowngreensboro.net

Board of Directors

Gary Brame
Robert T. (Bob) Braswell
Kimberly R. Brown
Chester Brown, III
Michael F. Bumpass
Frank J. Burton
Bruce Cantrell
Dawn Chaney
Seth Coker
Ramidele Demerson
Derek Ellington
Henri Fourrier
Jim Hoffman
George House
Milton Kern
Al Leonard, Jr.
John Lomax
Dan Lynch
Donald Moore
Tom Phillion
Ron Pittman
Thomas Routh
Michael Schiltan
Susan S. Schwartz
Sam Simpson
Jeremy Spidell
Tom Taylor
Sam Tucker

Ex Officio Members

Brenda Jones Fox
William Knight
Betty Cone
Mike Winstead, Jr.
Rashad Young

Ed Wolverton, President & CEO
Lee Mortensen, Vice President
Kate Phillips, CFO
Debbie Curran, Sr. Associate
Vickie Hall, Communications
Associate

DGI recently hosted a site visit from the Responsible Hospitality Institute (RHI). This specialized consulting firm works with cities across the world to help assess and manage the nighttime entertainment districts. As part of the visit, RHI staff conducted a late night tour of Downtown clubs and held a community workshop to examine issues and spur discussion about specific issues and concerns. RHI then issued a report on the visit that is included with this memo.

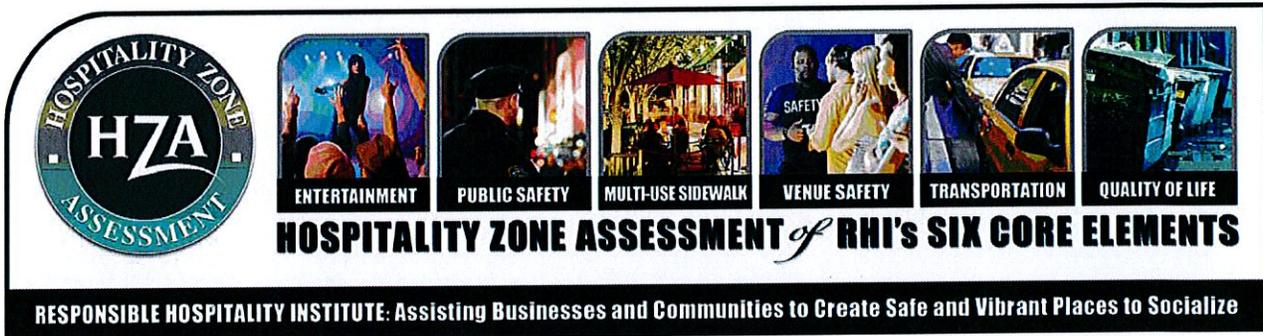
The RHI workshop attracted approximately 70 people including property owners, business owners, nightclub owners, law enforcement officers, media and others. The report includes several observations and recommendations including:

- Complimenting the community on actions we have taken over the past few years to manage nightlife in Downtown.
- Pointing to best practices from other cities that we should consider implementing. The report specifically mentioned Gainesville, Florida; Seattle, Washington; San Diego, California and others.
- Facilitating more stakeholder consensus about the role of the nighttime economy in our economic development efforts.
- Provisions to consider in a potential Entertainment License to improve accountability of club owners, enhance safety of employees and patrons and city-wide applicability.

DGI will continue working with City leaders and Downtown stakeholders to identify and recommend solutions to better manage nightlife. We will also examine issues from a comprehensive viewpoint to insure that potential policies and recommendations are appropriate and responsible.

Feel free to contact us if you have any questions or comments about the RHI report. Thank you.

cc: Mike Speedling
Ken Miller



MOBILIZE STAKEHOLDERS SEMINAR

Monday, February 7, 2011 - Greensboro, North Carolina

HIGHLIGHTS

In February 2011, Jim Peters, President, Responsible Hospitality Institute (RHI) conducted a late-night tour of Greensboro, NC's hospitality zone and presented RHI's Mobilize Stakeholders Seminar on Hospitality Zone Development. This event was hosted by the Greensboro Downtown Incorporated.

Note: The seminar generated considerable information on Greensboro's nighttime economy, yet there was limited time to engage in a full discussion. There is an opportunity for a more expansive process with greater stakeholder representation to enhance insights, resources and to develop a more comprehensive implementation plan.

Summary

Greensboro is at a unique transition point on the verge of opportunity. Between 1940 and 1970, downtown Greensboro was a thriving center for retail, dining, office and entertainment, yet the city entered a period of decline when the economy base shifted away from manufacturing. Retailers moved into nearby shopping malls and residents moved into suburban housing. In the past decade, however, Greensboro entered a period of renaissance. Downtown Greensboro Incorporated, as well as invested community members, served as a catalyst for the reemergence of downtown as a destination for the arts, theater, events, restaurants and nightlife. City center residential is now prime real estate for both the Millennial and Baby Boomer generations who seek proximity to downtown's amenities and vibrant social offerings.

Significant progress has been achieved, yet challenges that were not initially anticipated or planned from the mix of uses downtown now require effective management strategies. Many public safety and quality of life issues have already started to alleviate impacts and better manage behavior. Due to limited publicity of safety accomplishments thus far or prevailing perceptions of downtown from years past, a broader market of clientele is inhibited from patronizing downtown. Further, the conflicting perceptions about the value of nightlife on the part of decision makers has led to stymied evolution of what could be an important economic engine to spur further revitalization.

A systematic and streamlined process to address impacts will be key to ensuring that nightlife activity is well managed, while its potential is not undermined. The city can benefit greatly from convening its current base of engaged stakeholders on a regular basis to address the economic, quality of life and safety impacts of nightlife in a coordinated manner. Future zoning and code updates will need to take into consideration a balance of these three factors.

Greensboro has a thriving platform to build from. Yet, as stated during the seminar, "You can't reach your destination unless you know where you want to go." Charting the future evolution and vision of downtown Greensboro will be the next frontier to explore.

The purpose of the seminar was to present a more structured approach to planning, managing and policing hospitality zones. RHI's experience and research of other cities' strategies were also identified and suggested where relevant for strategic management of nightlife venues. This report is a summary of the highlights of the open forum among participants that sought to identify gaps and opportunities, and suggest strategies to better manage nightlife and sociability.

What follows is a summary of comments and observations made by individuals participating in the seminar and based on the hospitality zone tour. This summary is based upon preliminary discussions and has not been verified or reflect the sponsors of this project.

PRELIMINARY RECOMMENDATIONS

The following are preliminary recommendations based upon discussion during the seminar and RHI's experience.

General Actions

- **Governance Strategies:**
 - If an entertainment permit process is developed, integrate systems into this process with designated agencies to monitor compliance of permit regulations and enforcement for non-compliance.
 - Convene nightlife venue owners and managers to first identify best practices that could be adopted without regulation, and then those which will require regulation.
 - Establish a hospitality zone liaison role that can identify and coordinate services needed for the nighttime economy. Regulations or voluntary agreements require monitoring and evaluation on a regular basis to assure compliance or identify potential resources required for maintenance.
 - Engage law enforcement agencies in the planning, license and review process for development projects so that Crime Prevention Through Environmental Design (CPTED) principles and other insights and potential impact of compliance agencies can be recommended early on and incorporated into the design.
- **Public Safety:**
 - A proposal was raised to close streets to car traffic, but not discussed thoroughly. Several notable cases exist of this strategy creating a negative impact on the hospitality zone, such as in Austin, TX and Tampa, FL. In both cases, the street became a "party" for late-night revelers, and noise levels tend to increase. Tampa (Ybor City) reopened the street with broader sidewalks, more seating for pedestrians, and altered traffic flow.
 - To better manage panhandling, review San Diego, CA's model for partnering law enforcement with social services to address challenges with homeless populations.
 - Review Seattle, WA's model for a code compliance team, operating on two levels. A "tactical team" with police, fire, health, planning, alcohol regulatory, etc. meet regularly to identify emerging risks, conduct early assistance interventions, and for more problematic situations, enhanced enforcement. A "strategic team" includes higher level administrative staff from the same agencies, the economic development office, mayor's office and city council office to review and develop policy and resource allocation.
 - Review Edmonton, AB's social marketing campaign which targeted young adult males with messaging that discouraged violence and aggression in nightlife. The "Be a Lover Not a Fighter" campaign was built using input from patrons and university students. Integrating public service messaging, posters, and social media shifted the focus of male behavior.

- Venue Safety
 - Review Gainesville, FL's policy for addressing underage drinking in venues and subsequent consequences for venues. Instead of banning under 21 from entertainment venues, permits were issued, and repeat minor in possession citations led to the "loss" of the privilege. This reverse incentive increased compliance and reduced minor in possession violations.
 - Research best practices and seek expert advice on ideal security to patron occupancy ratios, which may vary depending on availability of food service, size of the venue, etc. The ratio can vary, though a common figure is 1 staff per 50 occupancy in larger venues. Sometimes this ratio is increased if an event is known to appeal to a higher risk crowd is expected, or lowered for a venue with a low risk. Besides the staff ratio, many jurisdictions are requiring specialized security background checks and training, and use of technology such as ID scanners and CCTV.
- Multi-Use Sidewalk
 - Put forth an initiative to renovate facades and storefronts to attract new retailers downtown and close gaps in vitality due to vacancies.
 - In order to address the "dead zone" created by nightlife venues sitting empty during the day, consider instituting a new condition that requires nightlife venues to operate some form of daytime activity, such as dining, daytime entertainment, retail front, etc. Another option is to ensure that future venues are not placed in such close proximity as to exacerbate the negative impact on daytime street vitality.
 - Prior to instituting restrictions that may lead to the closure of nightlife businesses, anticipate the consequences. Nightlife venues occupy a large amount of square footage and storefront space that may be difficult for property owners to lease.
- Transportation:
 - Parking Deck Enhancements:
 - Publicize safety of parking decks to dispel negative perceptions.
 - Establish a regular, roving parking monitor to reinforce the perception of safety.
 - Increase wayfinding and user-friendliness by incorporating better interior signage as to where elevators are located, and which floors to use for different amenities.
 - Utilize a shuttle to transport people from downtown venues to their parking spot.
 - Consider revising the taxi license process to increase the number of cabs and establish standards for quality of service and vehicles used.
- Quality of Life
 - Develop standards for outdoor sound amplification and outdoor seating on sidewalks and rooftops that take into consideration proximity to existing residential units. It would be beneficial to also develop standards for new housing development proposed for locations with existing commercial uses to ensure appropriate sound mitigation measures are taken in the construction phase. Ultimately, a mediator may need to be designated to resolve conflicts of this type.

SIX ELEMENTS FOR A SUCCESSFUL HOSPITALITY ZONE

There are six core elements generally associated with an active and successful hospitality zone. Overall there was a great deal of consensus about issues, resources and gaps from the seminar discussion.



Entertainment

Progressive cities nurture dining and entertainment opportunities for diverse ages, lifestyles and cultures. Support mechanisms include incentives for business development and retention, as well as assessments of nightlife's economic value and contributions.

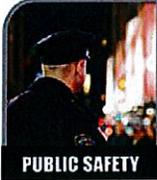
Entertainment in Greensboro

Accomplishments

- The zoning prohibition was eliminated, allowing the organic growth of dining and entertainment on Elm Street. The number of restaurants on Elm Street grew from two in 1997 to nineteen in Feb 2011. The number of nightlife venues on Elm Street grew from zero in 1997 to eight today. Total capacity of fourteen nightlife venues downtown is currently 4,909.

Current Status & Issues to Address

- **Sociability Options:** A mix of experiences is offered for a broad range of ages, ethnicities, income levels and cultures. Documentation of these options and publicity about downtown as a destination for diverse sociability options could enhance the image and spur a broader market of patrons, creating more responsible "eyes and ears" on the street, and establish greater potential for other retail and office activity.
- **Music:** Venues offer mostly DJ music, whereas live music is limited in supply, yet high in quality. Building upon strengths to expand more live music through calendar of events, recognition of local musicians in media, pairing musicians with non-nightlife venue businesses for late afternoon and evening entertainment options are some ways to enhance what exists.
- **College Students:** A potential market for future outreach, the total student population surrounding Greensboro is approximately 29,000. Despite the availability of shuttles to connect students to downtown amenities, the college age population does not typically dine, shop or socialize downtown.
- **Retail:** There is an opportunity to energize downtown by attracting more diverse retail for the daytime and nighttime markets to offer broader entertainment and shopping opportunities.
- **Media:** The media has a tendency to report more negative stories about downtown rather than positive ones. When incidents occur, highlight some positives as well as negatives. For instance "*With more than 6,000 people socializing in downtown this Saturday, police reported only seven minor incidents requiring call for service.*"



Public Safety

Public safety in hospitality zones requires a continuum of collaborative partnerships, from licensing and permitting to enforcement and regulatory agencies. Communication among safety, businesses and residents is key to reducing risk.

Public Safety in Greensboro

Accomplishments

- Pilot surveillance cameras were installed on Elm Street in 2009.
- **Police Presence:** Security patrols operate in the Greene Street and the Davie Street Decks, as well as both on foot and on segway in the main streets of the hospitality zone. These initiatives have significantly increased safety presence at night.
- **Police Efficiency Response Vehicles ("Paddy Wagons")** are now in operation. They are staffed with reserve (non-sworn) officers to reduce operating costs and to ensure that nighttime patrol officers (sworn) will not be taken off the street to process arrests. Previously, nighttime officers were forced to spend up to 1.5hrs in processing time, which created a disincentive to enforce minor offenses (e.g. public urination).
- **Curfew ordinance** for minors was established at 11:00pm.
- **Loitering** is prohibited in public garages and within 50 feet of an alcohol permit holder. Fine amount was also increased.

Current Status & Issues to Address

- **Public safety incidents:** There have been four to five notable public safety incidents involving firearms where nightlife patrons were wounded or threatened by violence since October 2010.
- **Negative perceptions of safety** remain an obstacle to attracting a broader clientele downtown.
- **Closing Elm Street to car traffic** is currently being considered as a strategy to manage crowds. Greensboro stakeholders should weigh this option carefully, as other cities that have implemented street closures have experienced increased noise impacts and crowd management challenges.
- **A citywide entertainment permit** is under development to set standards and conditions for operation of nightlife venues. Feedback is encouraged from the downtown community, including those who would fall into the requirements to discover what changes could be implemented through voluntary action or training, rather than just through regulation.



Venue Safety

With greater demand for nightlife, there is increased pressure for licensed beverage businesses to prevent sales and service to underage and intoxicated persons, as well as assure the safety of patrons inside venues and as they exit.

Venue Safety in Greensboro

Accomplishments

- Venue safety staff has increased monitoring in/out of venues. Door staff is vigilant about ID-checking and some implement pat-downs of patrons.
- Some engaged property owners institute a “two strikes rule” in their lease agreement, where if the police are called two times, the venue’s lease is revoked.

Current Status & Issues to Address

- 18-20 year olds are allowed entry into nightlife venues and are distinguished by wristbands.
- Opportunity for use of technological tools such as ID scanners to further assist in identification and flagging of problem patrons, as well as greater communication with other venues.
- Improved communication with compliance agencies could be facilitated with regular forums and meetings.



Multi-use Sidewalk

Hospitality zone vitality often extends to the streets and sidewalks through outdoor dining, street entertainment, public markets and vendor shopping. Balancing pedestrian flow and safety with ADA rules, panhandling management and lighting to connect pathways is critical to success.

Multi-use Sidewalk in Greensboro

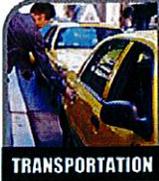
Accomplishments

- Sidewalk dining ordinance allows businesses to operate outdoor dining. A sidewalk dining limit was established to require that outdoor dining activities cease at 1:00a.m. instead of the previous 3:00a.m.
- Bike square created to encourage greater use of bicycles.
- Panhandling prohibitions in/near parking facilities, ATMs and sidewalk dining significantly curb incidents of aggressive panhandling.
- Push cart vending regulations were enacted to specify locations for vending that allow for easy access to/egress from nightlife venues without blocking entrances and exits.
- Removed benches and moved pay stations in Downtowner Park to discourage loitering.

Current Status & Issues to Address

- Sidewalks are narrow on Elm Street and would not easily accommodate space for crowds to support street entertainment or busking activity. Alternative locations may be considered to draw or connect pockets of street vitality.
- Panhandling: Although incidents from aggressive panhandlers have been greatly reduced, restaurants still report that panhandlers enter venues requesting leftovers from patrons. Further, women still report being approached by panhandlers and catcallers from cars while they enjoy sidewalk dining. Continued enforcement will be necessary to fully address this issue.

- **Dead Zones:** Some gaps in lighting were identified from bulbs that burned out between clusters of activity and entertainment. During the day, nightlife venues appear to be vacant, alongside other retail vacancies, negatively impacting the appearance of sidewalk vitality.



Transportation

Planning for a comprehensive network of transportation services such as “safe ride” programs, taxi stands and extended public transportation hours, can help cities ensure safer and more efficient access to and egress from hospitality zones, and reduce impaired driving.

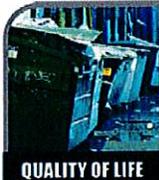
Transportation in Greensboro

Accomplishments

- Free nighttime parking is available in all parking decks.
- On-street motorcycle parking restrictions prohibit more than one motorcycle per parking spot.
- Increased fines for overcrowding serve as a disincentive to exceeding occupancy limits.

Current Status & Issues to Address

- Personal automobile is by far the most preferred method of transportation.
- Taxis are available and taxi stands established, yet there are reports of low standards for quality of vehicles and drivers. Also current licensing has a limit on cabs, which should be revisited and with improvements for operating standards.
- **Parking decks** are well lit and patrolled on a frequent basis, yet perceptions remain that they are unsafe. People have been observed to congregate in parking decks to drink prior to entering nightlife venues. These “parking parties” are also attended by underage persons who cannot drink within nightlife venues.
- **Higher Education Area Transit (HEAT):** Provides public transportation via mini-bus until 3:00 a.m., yet there is not a great deal of public awareness about this resource.



Quality of Life

Mixed-use development places residents and commercial businesses in close proximity, often resulting in conflicts about noise, trash, vandalism, fights and public urination. Coordinated approaches to set community standards and hold patrons accountable for behavior can prevent or address impacts to residents and visitors.

Quality of Life in Greensboro

Accomplishments

- Noise ordinance provisions include vehicles cruising.
- **Venues** complied with suggestions to address noise complaints by relocating outdoor speakers, thus alleviating impacts.
- **Trash management and pick-up schedules** are not current requirements of development project plans in the central business district, whereas they are required in suburban areas.

Current Status & Issues to Address

- **Noise:** Some noise issues remain from patrons exiting venues and emanating from rooftop activities.
- **Monitoring of compliance** is required, with a designated liaison to mediate conflict resolution. Adopting more specific standards for outdoor seating, outdoor entertainment, outdoor amplified entertainment, and hours of each of these could improve understanding by businesses, residents, and between them.

[print](#)

PTIA passenger traffic continues to take off

by Paul B. Johnson

02.22.11 - 10:33 pm

GREENSBORO – Thanks for the boost, U.S. Figure Skating Championships.

Last month's ice skating competition at the Greensboro Coliseum helped Piedmont Triad International Airport post one of its best months for passenger traffic during January in more than three years. January's passenger boardings also marked the sixth consecutive month of increases after the Great Recession caused monthly declines for two years.

The number of passengers boardings flights totaled 63,229 last month, up 14 percent from the 55,331 during January 2010. PTIA Executive Director Kevin Baker attributes the strong month in part to the U.S. Figure Skating Championships, which drew fans from across the country during the last week of January.

Attendance for the championships totaled 110,787 during nine days of competition, according to Greensboro Coliseum figures.

The passenger increase last month and since August also relates to the general improvement in the overall economy, Baker reported during the monthly meeting of the Piedmont Triad Airport Authority Tuesday.

The airport already is preparing for its next major influx of out-of-town travelers – the spring High Point Market, which takes place April 2-7.

The airport also is laying the groundwork for new businesses that could locate on its property to take advantage of proximity to PTIA.

The airport collaborated with the city of Greensboro to install water and sewer line extensions to tracts on the west and east sides of the airport property.

The contract price of the project is \$1.28 million. The goal of the utility project is to have sites ready if a company picks PTIA for a location.

The airport authority, PTIA's governing board, went into closed session at the end of its meeting to discuss in private the possible location or expansion of a business. The discussion included possible economic incentives, according to a motion that allowed the closed session as an exception to the N.C. Open Meetings Law. The airport authority didn't take any action following the closed session.

pjohnson@hpe.com | 888-3528

© hpe.com 2011



February 24, 2011

TO: Rashad M. Young, City Manager
FROM: Dale Wyrick, P.E., Director of Field Operations
SUBJECT: Loose Leaves at White Street Landfill

This memo is to request permission for disposal of excessive loose leaves from the Compost Facility at the White Street Landfill.

Background

The Compost Facility at the White Street Landfill currently has approximately 31,000 tons of leaves stored on site – roughly 3 years of collected loose leaves. Traditionally, we have stored about 10,000 tons of leaves at the facility due to available space and capacity. Since 1995, these loose leaves were given away to anyone willing to haul them from the facility as this product is not used in the manufacturing process for compost and mulch. This practice was stopped mid-2010 per order of the Director of Environmental Services. The Compost Operations Supervisor has requested that he be allowed to give these leaves away in order to reduce the surplus at the facility which is a fire and safety hazard.

Recommended Action

I would like to reinstate the practice of giving away excess loose leaves to anyone willing to haul them away at no cost to the city. We currently have an interested vendor willing to load and haul these leaves away at no charge to the city. The end result is a win-win for both parties. We'd like to allow this vendor and other interested parties to proceed immediately upon your approval.

If further is required, please advise.

DW

cc: Bob Morgan, Deputy City Manager