



February 18, 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 2/7/11 – 2/13/11.

February 22, 2011 Work Session

- **Reorganization of the Greensboro Police Department:** Attached is a memorandum from Kenneth Miller, Chief of Police dated February 9, 2011, providing background on the reorganization of the Police Department, as well as the presentation that will be presented at the work session.
- **Greensboro Partnership Update:** Greensboro Partnership is preparing a presentation for the work session. We will forward it to you as soon as it is available.

Water and Sewer Extension Agreement: County's Response

Attached is a letter from County Manager Brenda Jones Fox, dated February 16, 2011, providing a response to a letter that I sent on January 28, 2011, regarding the proposed next steps related to the dissolution of the Water and Sewer Extension Agreement. Both letters are attached.

New Program Established to Assist Small Business Owners with Fair Employment Laws

The City's Human Relations Department (HRD) and Commission (HRC) have launched a new initiative to assist small business owners with creating a sustainable workforce. The "Partnering with Business" initiative provides free training and education on fair employment laws and other consulting services. Services provided through the initiative include training, consultation, and mediation. The focus is for HRD and HRC to educate employers and small business owners in an effort to overcome or prevent employment law issues. For more information, or to schedule an appointment with an HRD representative, contact HRD's Robert Nunn at 336-373-2038.

Purpose Built Communities

Attached is a memorandum from Dyan Arkin, Senior Planner with the Department of Planning and Community Development, dated February 18, 2011, regarding the City exploring the possibility of forging a partnership with Purpose Built Communities (PBC) of Atlanta for revitalization in the South English Street area of Willow Oaks.

City Unveils Hybrid Buses

The City of Greensboro's newest sustainability effort will be on display Thursday, March 3, 2011, with the unveiling of Greensboro Transit Authority's (GTA) new hybrid buses. The special ceremony is set for 2 pm at Barber Park, 1500 Dans Rd. Attached is an invitation to the event.

Unlike a standard diesel bus, which uses 100% engine power to move, GTA's new hybrids use electricity stored in rooftop batteries for propulsion at lower speeds found on most city streets. As the bus gains momentum, the propulsion is provided by a calculated mixture of electric and engine power. When finally reaching highway speeds, the bus then relies solely on the engine for propulsion, which is where the motor offers optimal fuel efficiency.

Three new hybrid buses will begin service in March and will be easily recognizable by the low profile battery hump on the back third of the rooftop. The hybrid buses come in various service sizes, but GTA's buses are 40 feet long, five feet longer than its current diesel fleet, to provide much-needed additional capacity on high-use routes and during peak commuting hours. Like all of GTA's newer buses, the hybrids will offer a convenient kneeling feature, bicycle racks, wheelchair accessibility, and various safety cameras.

Zoning Commission Meeting Results

Attached are the results of the Zoning Commission Meeting held on February 14, 2011.

**Public Affairs Department
Contact Center Weekly Report
Week of 2/7/11 - 2/13/11**

Contact Center

4803 calls answered this week

Top 5 calls by area

Water Resources

Balance Inquiry – 1284

New Sign up – 204

General Info – 180

Pay by Phone – 121

Cutoff Requests – 112

Field Operations

Bulk Guidelines – 86

Repair Can/Garbage – 46

No Service/Garbage – 38

Pothole Repair – 37

General Info – 35

All others

Police/Watch Operations – 271

Landfill/Transfer/HHW – 97

Courts/Sheriff – 89

Police Records – 43

Privilege License – 42

Comments

We received a total of 2 comments this week:

Field Operations – 2 comments:

- Customer states he looks forward to the times he calls the city because he gets the chance to thank the crews that do the leaf collection. Caller mentioned that the city is always so very helpful when he calls.

- How do you expect residents to recycle when you only pick up every other week? You expect all of the things to be in the recycling bins but there is no room! I work full time and have three kids. I do not have time to take all of the recycles that do not fit in the brown container to a recycling facility. Please reconsider picking up the recycling every week like it used to be. Thank you.

Overall

Calls about potholes increased last week. Call volume remained steady through the end of the week.



February 9, 2011

TO: Rashad Young, City Manager
Michael Speedling, Assistant City Manager

FROM: Kenneth C. Miller, Chief of Police

SUBJECT: Reorganization of the Greensboro Police Department

Over the past several months, the Greensboro Police Department has examined itself in respect to its operating philosophy, service delivery and engagement with the community it serves. The department's reorganization is predicated upon redeveloped mission and core values statements, a desire to enhance community trust, what are known to be best practices in policing, and an approach that would be cost neutral or provide sustained savings of any type. Under this framework, department staff worked through an assessment of functions and structure with the following objectives in mind:

- Enhance our proactive capacity to continue to reduce/prevent crime;
- Create a neighborhood focus and improve interactions at the neighborhood level;
- Promote of collaborative problem-solving with our communities and other service providers to prevent crime and improve quality of life;
- Promote effective strategies to address repeat and serious criminal offenders;
- Maintain responsiveness to citizen service calls without such calls dominating police resource utilization;
- Reduction of overtime expenses associated with unbalanced distribution of employees-to-workload.

This document describes the proposed changes, expected service delivery improvements, costs and anticipated savings.

Mission and Policing Strategies

Throughout fall and winter 2010, the department met to develop new guiding principles. When the draft was completed, it was circulated for feedback throughout City government, in the media, on our Website, and at all of several community-wide forums. With that work being complete, our new mission (attached) is to prevent crime and improve each neighborhood through innovative, proactive policing, and by developing effective problem-solving strategies and community partnerships. We intend to operate with the core values of honesty, integrity, stewardship, respect, trust and accountability. In assessing our functions and structure against these principles and the reorganization objectives, we determined that we must reconsider the patrol service delivery model, emphasize both reactive and proactive service needs and capacities, and align investigative and support functions to best serve the interests of neighborhood-based crime reduction/prevention.

There are a few contemporary policing models that are both popular and effective. And, although they are often implemented as single dominant philosophies or models of policing, we believe they are best implemented as complimentary strategies. These include predictive, intelligence-led and problem-solving policing. Predictive policing embodies the work made famous through Chief Bill Bratton's CompStat initiative. Although primarily an accountability mechanism, CompStat measures suppression efforts predicated on keeping abreast of where and when crime is happening and flooding those areas with task-oriented officers when the crime is expected to occur. Intelligence-led policing focuses on those offenders and networks of offenders who create the greatest safety risks to a community and prioritizing primarily enforcement and prosecution attention on them. Problem-solving policing focuses on understanding the conditions that cause crime to occur where it is happening and crafting partnerships and strategies to mitigate such conditions and therefore prevent crime from occurring. Problem-solving policing examines not only offender activities, but also the roles of place, time and victim behavior in identifying underlying drivers of crime. All three strategies are technology and data analysis intensive and reliant, and effective problem-solving requires the greatest level of interaction and planning with community residents and other service providers.

As police professionals debate what to call a blended model, many have referred to it as the New Community Oriented Policing. This label refers to the blending of enhanced technological decision making tools available to police with the recognition that police must continue to interact with their individual community stakeholders to effectively prevent crime, improve quality of life and enhance community trust in police. Whatever name we select for this approach in Greensboro, our adoption of this blended model places us at the forefront of the movement.

Key Restructuring Change

Patrol Support Bureau

- Incorporates Watch Commander, Watch Operations, and Telephone Reporting Unit under one command;
- Supervises the Facility Security contract and staff
- Watch Commanders reduced from 4 to 3 lieutenants, covering 6pm-6am hours only. During the day, division commanders or their respective lieutenants will be available and responsive for incident command purposes.

Patrol Divisions—Generally

To meet the restructuring objectives, staff began with our single greatest priority – patrol divisions. In examining patrol performance, we recognized a need to shift from a 'generalist' to a 'split-force' staffing configuration. In a generalist configuration, officers handle citizen service calls dispatched over the radio *and* handle all proactive policing assignments, including working with communities and other service providers to solve problems that lead to crime and quality of life concerns. In a split-force configuration, each patrol division staff is separated into *two functional stacks* –one that handles citizen service calls and one that focuses completely on proactive policing and community engagement to solve problems that lead to crime and quality of life concerns. There are two primary reasons for this approach: first, effective problem solving and crime suppression require dedicated proactive time that is otherwise entirely unpredictable when officers must also answer citizen service calls; and secondly, the generalist configuration generally produces radio driven outcomes –that is, officers tend respond primarily

to the dispatch traffic via the radio. By managing the interests separately, we can most effectively measure and staff the true sizing needs of the reactive force and appropriately improve and assess our proactive capacities and size them in a way that meets community needs.

GPD proposes to add a second lieutenant to each patrol division to enable it to best manage both the reactive and proactive functions. In this manner, command personnel will be responsible for managing staff availability and focus. The reactive side will focus on maintaining effective response times and addressing citizen service calls. The proactive side will focus on suppression and collaborative problem-solving. Each side of patrol operations will have a greater sense of purpose and planned direction, resulting in more effective and efficient deployment of patrol resources. Patrol district sizing will be determined by workload dimensions rather than the current method of equivalent staff sizing.

All divisions retained their core Community Resource teams. These teams are critical to the communications linkages with our neighborhoods and their leadership. It is a function that serves to connect police resources to community needs and helps us manage our relationships.

Currently, patrol is staffed with 391 sworn staff. The restructuring proposal increases that number to 441 sworn staff, including the addition of the 30 new grant funded positions. The result is staffing plan that we believe matches reactive force size to 911-driven workload, and creates an estimated proactive capacity of 31%. While this is short of the 40% we desire to achieve, we believe that efforts to better manage deployments, schedules, and time on other tasks will help us better assess the true proactive capacity of the patrol force.

Central Division

- Add two 12-officer Center City Resource Team squads to cover nighttime nightclub related monitoring and enforcement;
 - Eliminates CCRT related annual overtime expenditures of \$130K;
 - Evening proactive and problem-oriented policing efforts;
- Add one 9-officer Community Resource Team for proactive and problem-oriented policing initiatives;
- Includes 60 CFS officers;
- Sworn staffing increases from 103 to 120 personnel.

Southern Division

- Adds two 8-officer Community Resource Teams for proactive and problem-oriented policing initiatives;
- Includes 72 CFS officers;
- Sworn staffing increases from 96 to 112 personnel.

Western Division

- Adds two 6-officer Community Resource Teams for proactive and problem-oriented policing initiatives;
- Includes 56 CFS officers;
- Sworn staffing decreases from 94 to 92 personnel.

Eastern Division

- Adds two 8-officer Community Resource Teams for proactive and problem-oriented policing initiatives;
- Includes 72 CFS officers;
- Sworn staffing increases from 96 to 112 personnel.

Investigations Bureau

Staff reviewed the Investigative Bureau with the goal of reducing the level of specialization, better support of Patrol operations, and increasing evening availability to reduce overtime expenditures. As a result, the Investigative Support Division (ISD) was eliminated and its staff rotated to other functions in Criminal Investigations Division, Vice and Narcotics or Patrol.

Criminal Investigations Division

Criminal Investigations currently handles all follow-up investigations on every crime. The resulting workload forces detectives to attend to many cases with no solvability factors. Additionally, many such cases are minor in severity and can effectively be followed-up upon by patrol officers, so we will begin assigning many of these cases back to patrol officers. Typically, cases with low or no solvability factors are not solved until a subject is taken into custody for a different offense and he or she confesses to the unsolved crime.

- Add one lieutenant to separate violent and property crimes and balance excessive workload at that level.
- Create a homicide cold-case function to continue examining aged homicides to increase closures. Two detectives – one from Homicide and one from ISD.
- Add a criminal apprehension team to support rapid apprehensions of violent and priority offenders in both Investigations and Patrol.
 - This unit's function will free up time detectives and field officers spend searching for suspects, allowing them to remain focused on their primary functions;
 - The function and its partnership with the US Marshal Service adds resources and equipment accessibility that will create a high impact team;
 - Move 6 officers from ISD; combine one Violent Fugitive Task Force Officer.
- Divide Property Crimes into three squads (A, B, PM).
 - PM Investigations will cover hours of 1730-0430, reducing overtime hours associated with call-back to major crimes by an estimated 38% or \$27,922;
 - Maintains after-hours detective presence to assist in immediate follow-up to leads in major crimes and improve case closure rates;
 - Detectives will carry property crimes case load as Squads A & B will.

Vice & Narcotics

Vice and Narcotics is resembles its prior configuration with the exception of the creation of the Criminal Intelligence and Gang Enforcement Section. This section combined from separate and larger functions in ISD. The number of staff was reduced. Task Force officers were shifted from ISD. About two years ago, the GPD added the Tactical Narcotics Team (two squads of 8 sworn employees). These squads work field drug investigations and provide the patrol divisions with support they need and desire from a dedicated street-drug

enforcement unit. The TNT operates under V&N, but functions at the direction of patrol divisions.

Support Bureau

The Support Bureau houses many of the organizational functions that do not cleanly fit within other bureau structures or that require some degree of centralization or specialization to ensure the greatest levels of coordination and service delivery. It is comprised of Special Operations Division, Operational Support Division and the Forensic and Evidence Services Division.

Special Operations Division

- Retained the Traffic Safety Unit to manage fatality and interstate collision investigations, and reconstruction investigations;
- Dismantled a 5-officer hit & run collision follow-up investigation squad and rotated three positions back to Patrol and two to Operational Support;
- Rotated responsibility and supervision for all tactical Special Teams and Mobile Command Post from ISD to SOD.

Operational Support Division

- Retained all nine PNRD officers
- Added a second School Resource sergeant to provide better supervision of 16 School Resource Officers, and provide support to the development of a truancy program in partnership with Guilford County Schools;
- Dismantled the Warrant Squad and established the Priority Offender Program with the same number of sworn staff – one sergeant and five officers.
- Added two Arrest Processing officers to facilitate intake of arrestees that must be managed by officers. This function will significantly reduce out-of-service time for officers making arrests, as one officer can manage a number of arrestees in custody at the jail. Additionally, GPD will make use of its Reserve Officers to augment this function on weekend nights.

Management Bureau

The Management Bureau houses the budgeting, personnel, planning and training functions of the department. It is largely comprised of non-sworn personnel. Several years ago, the department eliminated its Planning & Research function. I believe it is a mistake for a police organization of GPD's size to operate without this function, as it unnecessarily burdens non-planning staff with the administrative business of research, planning, accreditation and reporting functions. Additionally, it creates a lack of consistency in the administrative work of the department.

Research, Planning and Analysis Division

- Add one captain from ISD;
- Add one sergeant;
- Incorporate the Crime Analysis Unit into this unit (4 Analysts)

Office of the Chief

There are no staffing changes.

Costs

The cost for promoting an additional three lieutenants [\$26,930.10] and two sergeants [\$51,445 (five total sergeants)] is \$78,375.10. A reduction of twelve corporals [\$57,862] reduces the position cost coverage to \$20,513.10. Overtime savings calculations include \$130,000 for nighttime nightclub functions and \$27,922 in anticipated savings from reduced frequency of detective callouts, for a total overtime savings of \$157,922 annually. The total cost offset between promotional costs and overtime savings is \$137,408.90.

Patrol Staffing Formula

We revisited the department's patrol staffing formula to properly assess how staffing needs were calculated. We divided the formula into industry accepted categories that are measurable and independently manageable, knowing that in the coming years we could expect to do more with less. These categories and their descriptions are as follows:

- Shift Relief Factor. A shift relief factor accounts for all benefit time anticipated and it predicated on past benefit time taken. This includes vacation, holiday and sick leave, as well as medical, military and other types of sanctioned leave.
- Administrative Time. Administrative time is a calculation that provides for duty time that is consumed in Line-up, in meetings, and provides required time for bathroom and lunch breaks.
- Citizen Service Calls. All officer initiated calls were removed from this calculation except those that one could reasonably expect to generate a call from a citizen (eg. collisions, disabled motorists, burglary alarms, assaults, etc.). Total hours spent on citizen service calls was calculated.
- Proactive Time. Proactive time is a subjective category that helps a department size its patrol force in a way that best meets its proactive and prevention model. Police agencies typically try to size their proactive strength at 30-50% of the force necessary to handle the citizen service calls after shift relief and administrative time factors are considered. For example, High Point PD staffs at the 50% proactive level. In the GPD, our goal would be to achieve a 40% proactive level to meet our proactive approach.

By calculating the citizen-generated workload and backing out shift relief and administrative time, we can largely conclude how many officers we must field to handle the reactive workload. Factoring in response times is less scientific for police departments than perhaps fire departments, as police are infrequently stationary, often respond to calls outside of their assigned zones and may be away from an assigned zone for an extended period of time. By splitting the reactive and proactive forces, we can better evaluate and manage our reactive force and its sizing to best minimize 'call swarming' as well as the burden that 911 places on the overall patrol force.

KM

Greensboro Police Department

**Disciplinary Policy Changes
and
Reorganization Plan**

February 15, 2011

Chief Ken Miller

Greensboro Police Department

Discipline

Greensboro Police Department

Disciplinary Framework and Core Changes

- **Goals:**
 - Create a disciplinary program that is fair and consistent to employees;
 - promote a well-managed and disciplined workforce.
- **Fundamentals:**
 - Employees have an opportunity to be heard before allegations are adjudicated or discipline is administered;
 - Employees may request an independent chain of command review for just cause;
 - No cross examination of colleagues by accused employees;
 - No right to legal representation in process or hearing.

Greensboro Police Department

Disciplinary Framework and Core Changes

- **Adds a Disciplinary Philosophy:**
 - Governs the application of all disciplinary action;
 - Assesses aggravating and mitigating actions;
 - Applied consistently by all who recommend discipline;
 - Considers-
 - Motivation of employee
 - Degree of harm
 - Intentionality of error
 - Experience
 - Past record
- **Investigative Processes:**
 - Reduced to 60 calendar days
 - Internal Affairs standardized formatting

Greensboro Police Department

Disciplinary Framework and Core Changes

- **Conduct Rules:**
 - Isolates specific behaviors to promote a better understanding of what is happening where within the GPD;
 - Adds conduct rules for use of force, arrest/search/seizure, and driving –
 - High Liability and dangerous events;
 - Enables managers to quickly assess emerging issues/trends in these high liability/dangerous areas.
 - Core restructuring consistent with automation needs

Greensboro Police Department

Reorganization

Greensboro Police Department

Mission and Core Values Review

- **Established New Mission and Core Values**
 - **Mission:** GPD will prevent crime and improve each neighborhood through innovative, proactive policing, and by developing effective problem-solving strategies and community partnerships;
 - **Core Values:**
 - Honesty
 - Integrity
 - Stewardship
 - Respect
 - Trust
 - Accountability

Greensboro Police Department

Reorganization Process and Objectives

- **Examined – against mission and values:**
 - Operating philosophy
 - Service delivery
 - Community engagement
- **Reorganization Objectives:**
 - Enhance proactive policing capacity
 - Neighborhood focus
 - Improve capacity for collaborative problem-solving
 - Better address serious/repeat offenders
 - Maintain responsiveness without 911 dominating police resource utilization
 - Reduce overtime costs
 - Cost neutrality for reorganization

Greensboro Police Department

Policing Strategies

- **Dominant Policing Models:**
 - Predictive Policing
 - Intelligence-Led Policing
 - Problem-Oriented Policing
- **The New Community Oriented Policing:**
 - Blending of these policing models;
 - Technology enhances timeliness and accuracy of decisions for strategies and resource utilization;
 - Police must interact with community stakeholders to effectively address crime and quality of life concerns.

Greensboro Police Department

Restructuring of Patrol Operations

- **Staffing Approach:**
 - Shift to 'Split Force' patrol division staffing model
 - Dedicated reactive 911 response force
 - Dedicated proactive problem-solving force
 - Increases availability to effectively solve problems
 - Reduces radio-driven focus and dominance on activities
 - Improve ability to manage/measure field staffing needs
 - Goal of 40% proactive capacity in each patrol division
 - Patrol staff reallocation plan achieves 31% proactive capacity.

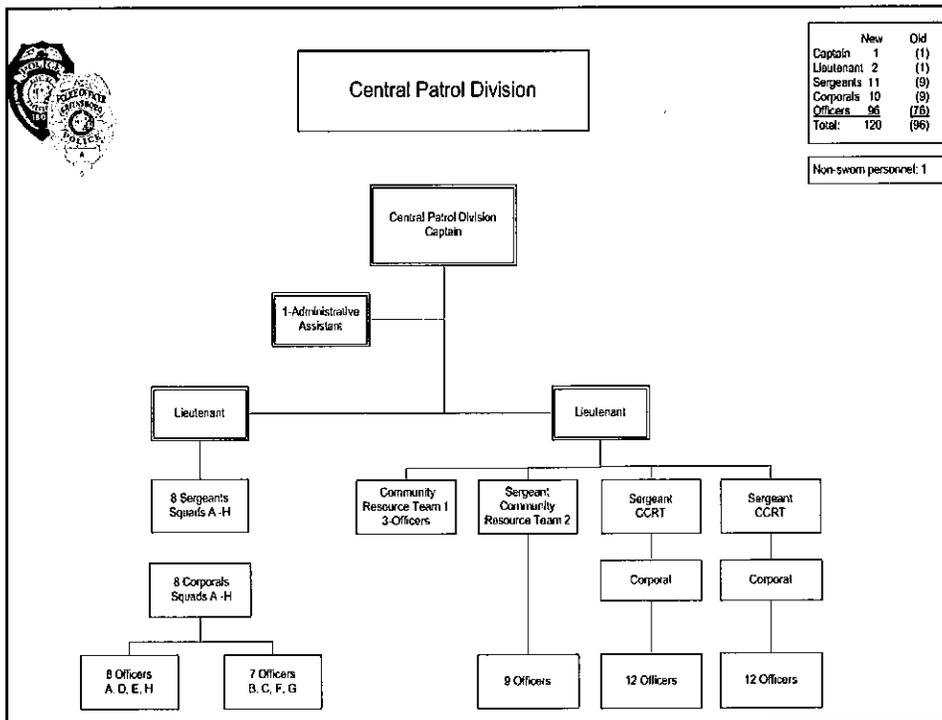
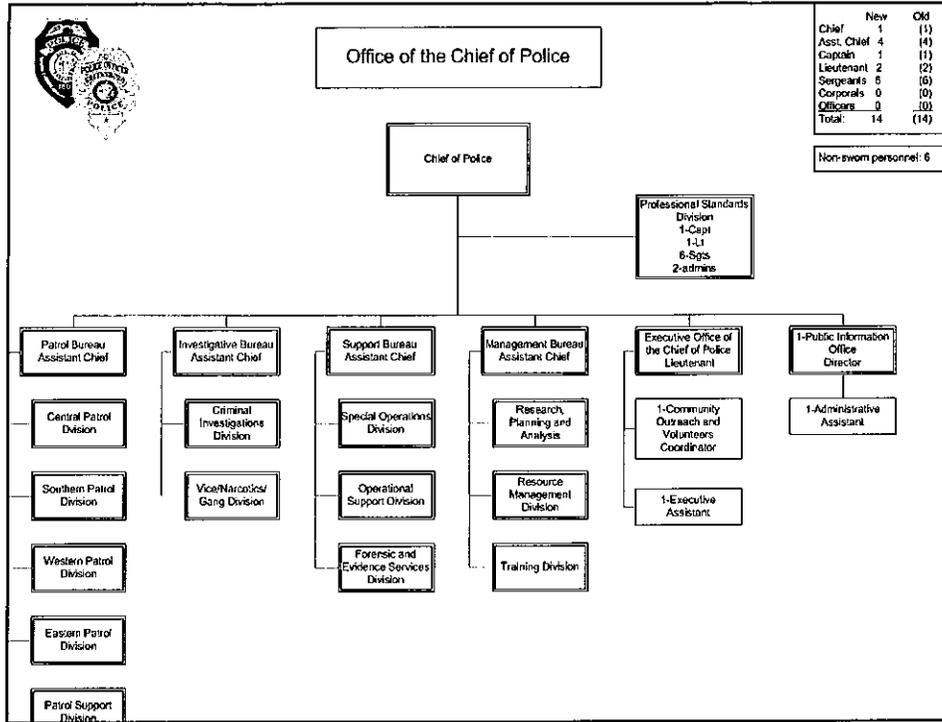
Greensboro Police Department

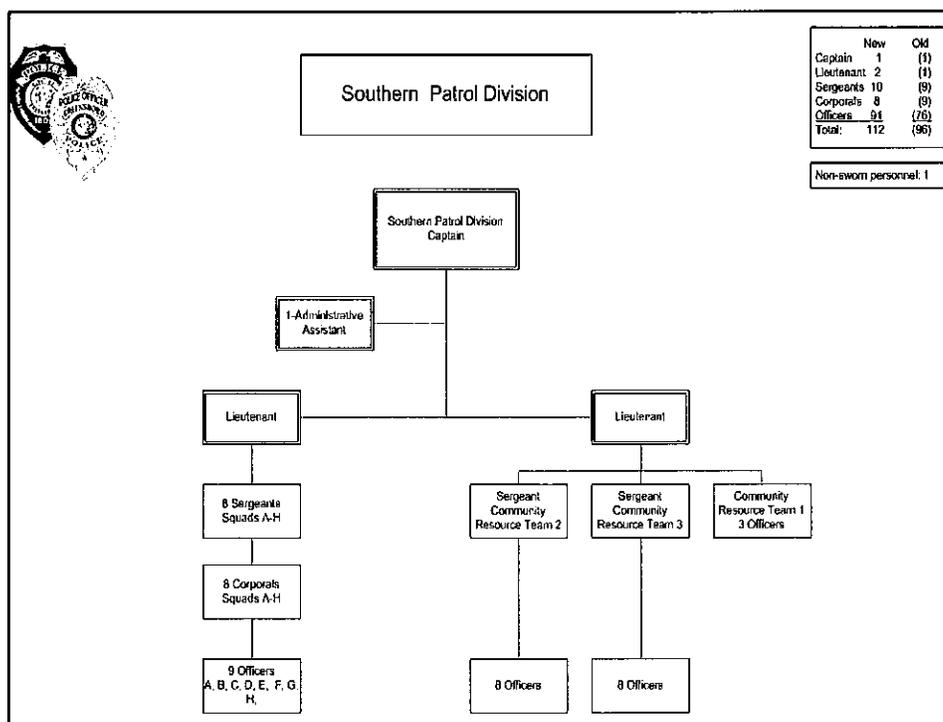
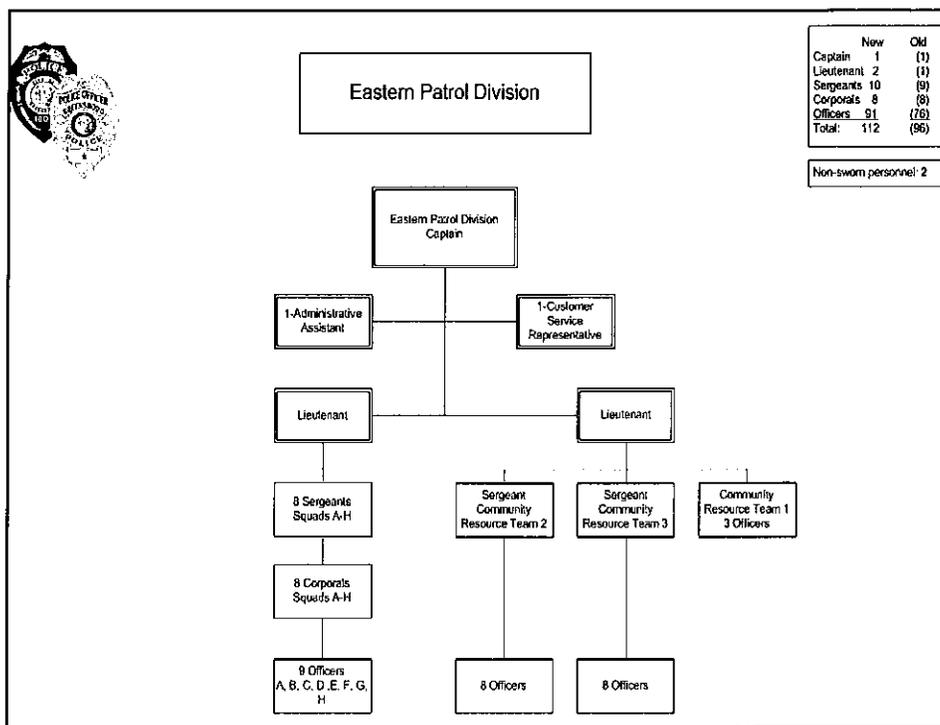
Reorganization: Other Core Changes

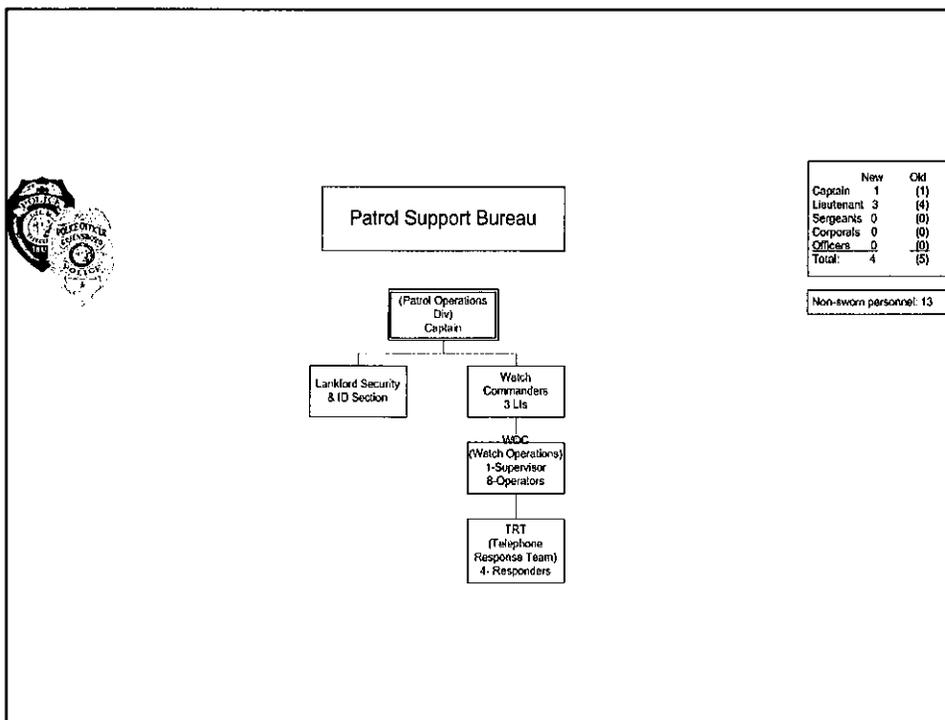
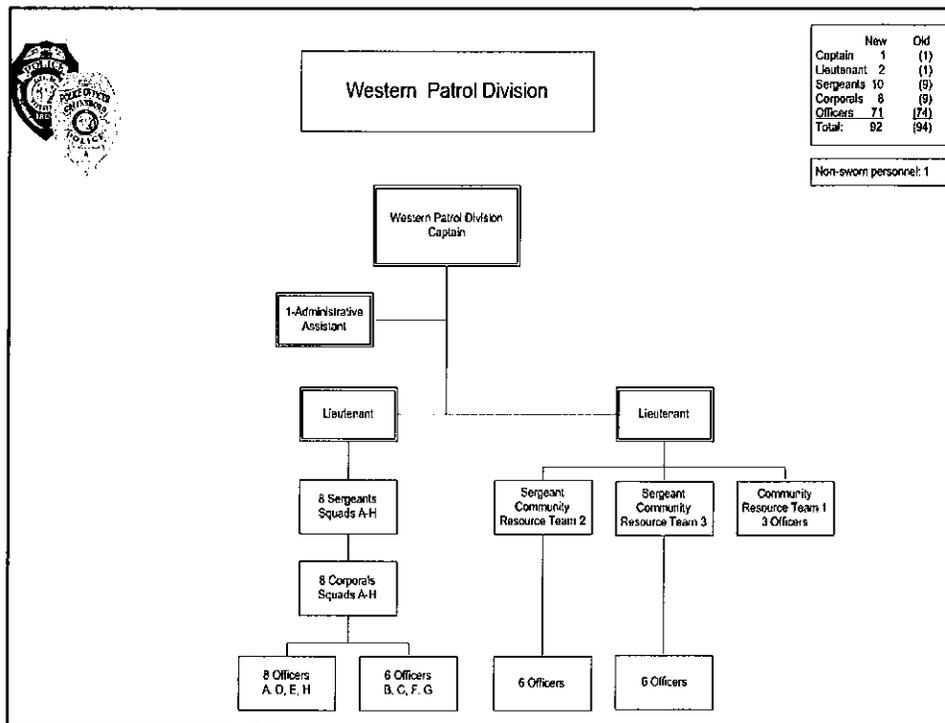
- **Changes in Patrol:**
 - Added 19 current officer positions to Patrol
 - Community Resource Teams retained/expanded
 - Police Neighborhood Resource Centers (PNRC) retained
 - Division staffing levels dictated by workload
 - Added a second lieutenant to each patrol division
 - One to manage reactive performance/staff
 - One to manage proactive performance/staff
- Eliminated the Investigative Support Division
- Added a Priority Offender Unit
- Added a Research, Planning & Analysis function

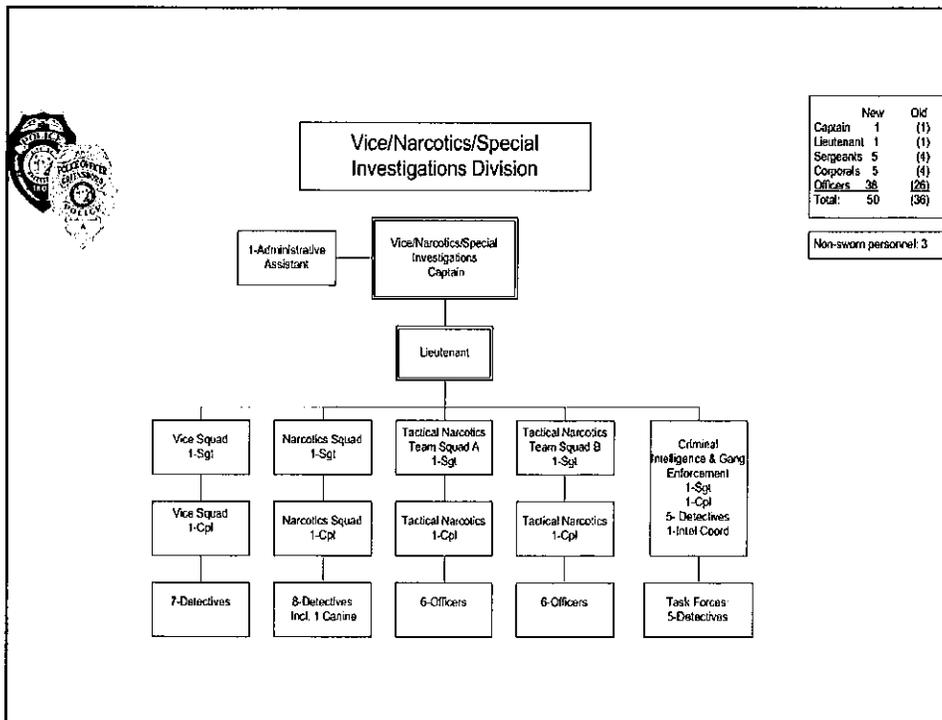
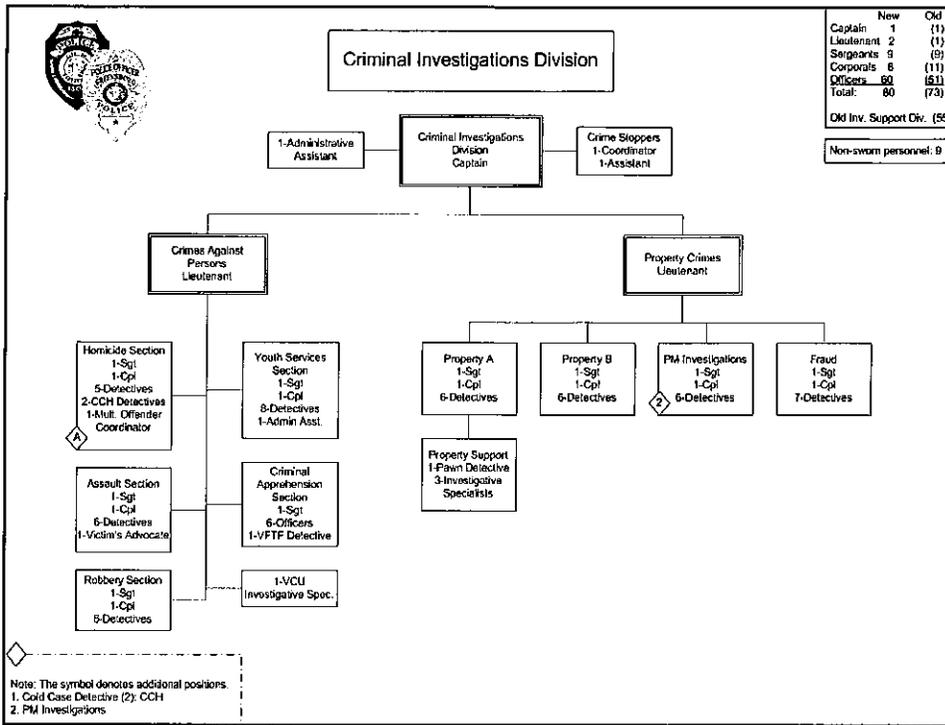
Greensboro Police Department

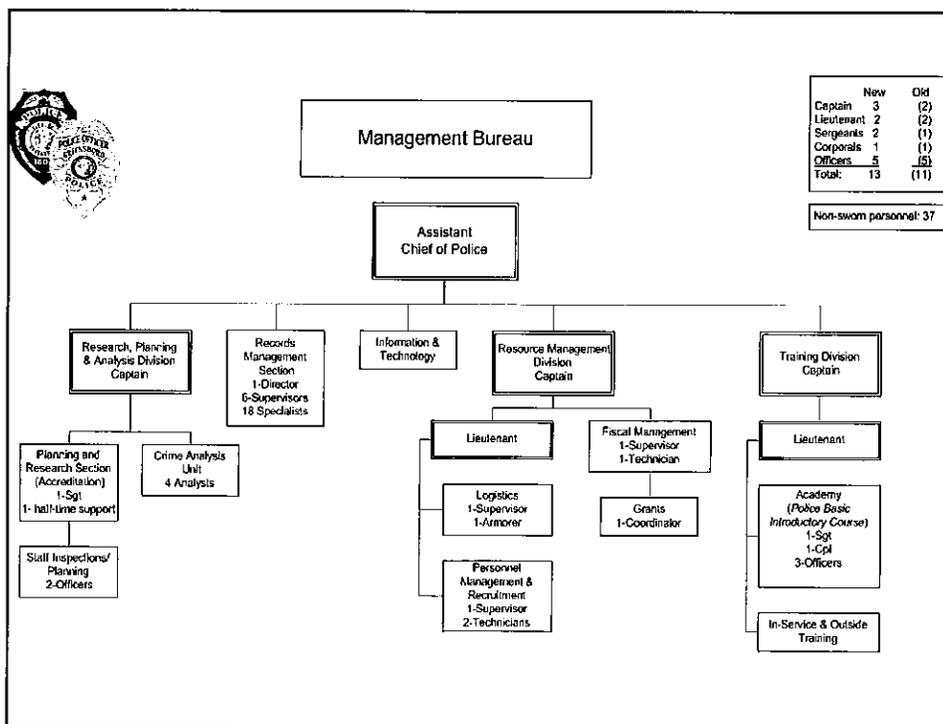
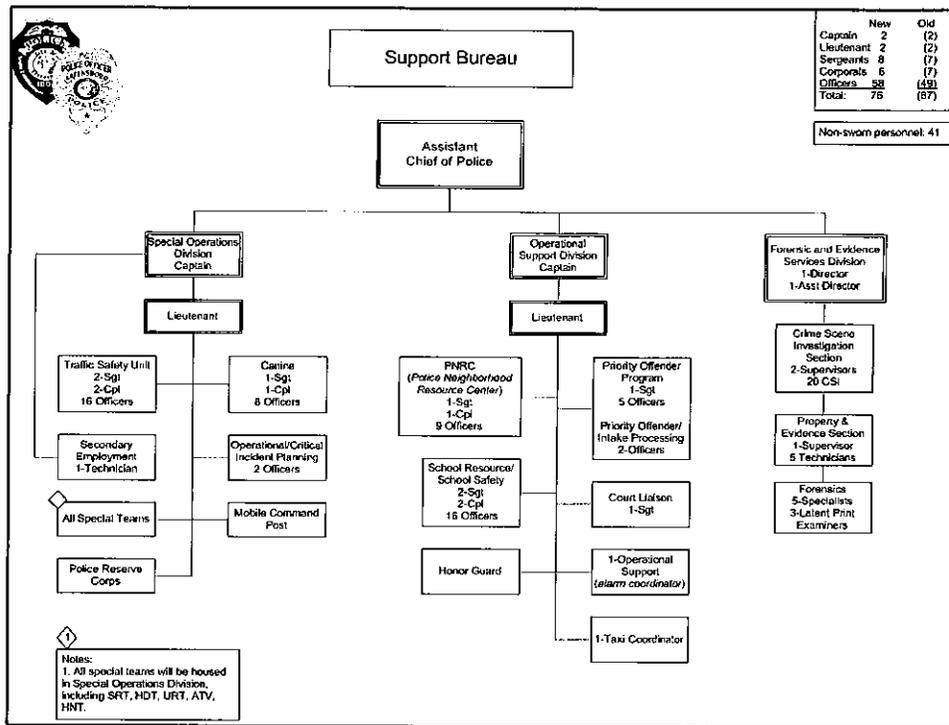
Organizational Charts











Greensboro Police Department

Disciplinary Policy Changes and Reorganization Plan

February 15, 2011

Chief Ken Miller

BRENDA JONES FOX
County Manager



RECEIVED

FEB 16 2011

City Manager's Office

GUILFORD COUNTY
ADMINISTRATIVE OFFICES

February 16, 2011

Rashad M. Young, City Manager
City of Greensboro
300 West Washington Street
Greensboro, NC 27401

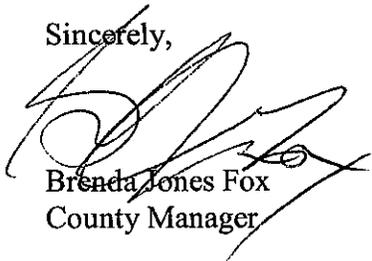
RE: Water and Sewer Agreement

Dear Mr. Young:

Your letter requesting a response to the City's proposal to use the ETJ for developments requesting extension of water and sewer outside the City limits was received in our office January 28, 2011. In your letter, you also identified certain remaining issues including projects that will be paid from the Trust Fund, joint developments projects and the "One Stop Shop" initiated by the City for development review. The County agrees a prompt resolution to the projects listed is necessary.

The issues will be discussed with the Board of Commissioners and you should receive a response within the next 60 days. Of course, respective staff from both City and County will discuss this matter as we work through these issues. Please have Mayor William Knight contact Melvin "Skip" Alston, Board of County Commissioners Chairman should additional information be required or there are questions.

Sincerely,



Brenda Jones Fox
County Manager

cc: Sharisse Fuller, Assistant County Manager/HR Director
Mark Payne, County Attorney



January 28, 2011

Brenda Jones Fox, County Manager
Guilford County Administrative Offices
301 West Market Street
P.O. Box 3427
Greensboro, NC 27402

Dear Ms. Fox: *Brenda,*

As you are aware, effective January 1, 2011, the City County Water and Sewer Extension Agreement was dissolved; however, we have not reached agreement on the terms of termination. We believe it is important to the economic development of both the County and City to reach resolution quickly. In addition to the issue of which projects will be paid out of the Trust Fund, the issue of joint development review is unresolved. Contained within the Water and Sewer Extension Agreement was a process for joint review of developments in the County's jurisdiction receiving water and sewer services. With the termination of the agreement, there is no process for joint review.

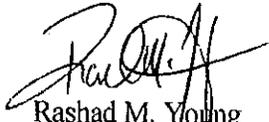
As you are also aware, the City has initiated a "One Stop Shop" for development services. It certainly is early in the process but reviews from the local development community have been excellent. At our last meeting about termination of the agreement, we proposed a process where a developer requesting water and sewer for a development outside the City would petition the County for Greensboro Extraterritorial Jurisdiction (ETJ) for their development. This is as was done for the Grandover development. This process would allow the developer to take advantage of City's utilities as well as its "One Stop Shop" development review process. We believe this approach will be a great incentive to develop in Greensboro and Guilford County and this approach will reduce demand for County resources for development review.

We believe that this approach is beneficial to both governmental jurisdictions, provides for efficient services to the public, and has the opportunity to enhance our economic development efforts. If this matter is left unresolved, this would result in a cumbersome and onerous process for developers at minimum or this could serve to be a limiting factor for development in Guilford County, as we may have to inform developers requesting city utilities for projects outside the City to request annexation for their development.

In order to expedite the development process, we again would ask you to respond to our proposal to use ETJ for developments requesting extension of water and sewer, which lies outside the City. Resolving this issue as part of the termination agreement will provide clarity of process to the development community.

Thank you in advance for your quick response.

Sincerely,



Rashad M. Young
City Manager

RMY/rm

cc: Mayor and Members of Council
Robert Morgan, Deputy City Manager
Andrew Scott, Assistant City Manager
Rita Danish, City Attorney
Allan Williams, Water Resources



February 18, 2011

TO: Andy Scott, Assistant City Manager

FROM: Dyan Arkin, Senior Planner

SUBJECT: Purpose Built Communities Model for Revitalization in the
Willow Oaks/South English Street Neighborhoods

Purpose Built Communities (PBC) of Atlanta is a not-for-profit organization that offers free assistance to local lead organizations to develop strategies and partnerships needed to effectively address issues that trap neighborhoods and their residents in intergenerational poverty. PBC initiatives differ from traditional community development models because of their holistic nature and typically include radically improved cradle-to-college educational opportunities, mixed income housing, youth and adult development programs, jobs and job training, and commercial investment.

Carol Naughton, senior vice president with Purpose Built Communities, was the keynote speaker at yesterday's Housing Summit 2011 and shared success stories from East Lake Village. Once enmeshed in poverty and virtually devoid of hope, the revitalized community now includes affordable and market-rate apartments; Atlanta's first public charter school; a public, 18-hole golf course; year-round golf instruction and life skills programs for area children; an early education and family center; and the East Lake Family YMCA.

A group of interested parties, including the Greensboro Housing Coalition, City of Greensboro, Guilford County Schools and their partners, elected officials, foundations, private property owners in the area, neighborhood representatives, and non-profit agencies, have been exploring the possibility of forging a partnership for revitalization in the South English Street area of Willow Oaks using the holistic PBC model.

A core working group defined a potential study area boundary that includes a portion of the designated Willow Oaks redevelopment area as well as a larger area that includes assets, such as Hampton School, parks and recreation areas, as well as areas of need. Committees have been formed to collect local data related to the four "pillars" of revitalization, as defined by PBC: Cradle to College Pipeline, Mixed Income Housing, Identified Lead Organization, and Community Services. The group is also preparing a Community Engagement Plan. It is anticipated that neighborhood focus groups and community visioning meetings will begin this spring.

C: Sue Schwartz, Interim Director, P&CD
Barbara Harris, Development Division Manager, P&CD



*You are invited to participate in the
City of Greensboro's latest sustainability effort...
the launch of Greensboro Transit Authority's first*

Diesel-Electric Hybrid Bus

Thursday, March 3, 2011, 2:00 pm
Barber Park - 1500 Dans Road

*Please RSVP by Friday, February 25 336.373.4178
or faythe.johnson@greensboro-nc.gov*

New Hybrid Bus Features:

- Combines conventional internal combustion engine propulsion with an electric propulsion system
- Rooftop batteries capture and store braking energy
- 40-foot length offers greater passenger capacity
- Reduces CO₂ and NO_x emissions
- Made in the USA

ZONING COMMISSION RESULTS

MEETING OF FEBRUARY 14, 2011

AGENDA ITEM	REQUEST/LOCATION	PROPOSED USE <small>* (Not binding if not stated as a condition)</small>	ACTION/VOTE	STAFF RECOMMENDATION	STATUS	SPEAKERS
Z-11-01-001	R-5 to CD-C-N	Retail sales and service	Approved	Approval	Final (unless appealed)	3 for; 0 opposed
	2401 Lawndale Drive Robin L. Moore		9 to 0			
Z-11-01-002	CD-C-H to CD-C-M	All uses allowed in the C-M zoning district except shooting ranges, all eating and drinking establishments with drive-through facilities, bars, nightclubs, and brewpubs, convenience stores with fuel pumps, sexually oriented businesses, automobile towing and storage services and agricultural uses.	Withdrawn	Approval	Withdrawn	1 for; 0 opposed
	3515 and 3519 North Elm Street Tom James for North Elm Investors, LLC		9 to 0			
Z-11-01-003	County AG to City R-3	All uses allowed in the R-3 zoning district	Favorable Recommendation	Approval	March 1, 2011 City Council Meeting	1 for; 0 opposed
	1416 Bridgepoint Road City of Greensboro for Miracle Deliverance United Holy Church		9 to 0			
Z-11-01-004	County AG/County HB to City PI	All uses allowed in the PI zoning district	Favorable Recommendation	Approval	March 1, 2011 City Council Meeting	1 for; 0 opposed
	3205 East Lee Street City of Greensboro for State of North Carolina		9 to 0			
Z-11-01-005	County HB to City C-M	All uses allowed in the C-M zoning district	Favorable Recommendation	Approval	March 1, 2011 City Council Meeting	1 for; 0 opposed
	3105-3113 Cedar Park Road City of Greensboro for Guilford Square Developers, LLC, et al		9 to 0			
Z-11-01-006	County LI to City LI	All uses allowed in the LI zoning district	Favorable Recommendation	Approval	March 1, 2011 City Council Meeting	1 for; 0 opposed
	3123 Cedar Park Road City of Greensboro for Schwartz Properties, LLC		9 to 0			

ZONING COMMISSION RESULTS

MEETING OF FEBRUARY 14, 2011

AGENDA ITEM	REQUEST/LOCATION	PROPOSED USE <small>*(Not binding if not stated as a condition)</small>	ACTION/VOTE	STAFF RECOMMENDATION	STATUS	SPEAKERS
Z-10-09-005	CD-R-5 to CD-P1	Elementary school	Withdrawn <small>(Request for a 60-day continuance was denied by a 6-3 vote)</small>	Approval	Withdrawn	1 for; 1 opposed
	North of Stewart Mill Road, south of Millstream Road, east of AT&T Drive and west of Creek Road Guilford County Board of Education for Atlas NC I SPE, LLC					
Z-11-02-001	R-3 to CD-RM-8	Assisted living facility	Approved	Approval	Final <small>(unless appealed)</small>	4 for; 2 opposed
	A portion (north) of 369 Air Harbor Road					
	Guilford AL Investors for Christ Community Church ARP, Inc					
Z-11-02-002	County AG/County RS-40 to City CD-RM-8	Assisted living facility	Favorable Recommendation	Approval	March 1, 2011 City Council Meeting	4 for; 2 opposed
	A portion (south) of 369 Air Harbor Road					
	Guilford AL Investors for Christ Community Church ARP, Inc					

If you have any questions about these results, please contact Frederick Boateng or Mike Kirkman at 336-373-4649