



November 19, 2010

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 11/8/10 – 11/14/10.

November 23, 2010 Work Session

Attached are the presentations that will be discussed at the November 23, 2010, City Council Work Session:

- 1) 1st Quarter Budget Update
- 2) Discussion of Sidewalk Installation Regulations for Industrial Parks
- 3) Curb and Gutter Assessment Policy and Recommendation

City Council Retreat

The City Council and City Staff Retreat is scheduled for the evening of January 21 thru the afternoon of the 22nd, (time to be determined) and is being held at the Golf and Conference Center at Bryan Park. Staff is beginning to develop the agenda for this meeting and needs input from City Council on the agenda development. Are there any City Council members who would be willing to assist with the agenda preparation for the retreat? If so, please contact Betsey Richardson, City Clerk, at (336) 373-2397.

Request for Proposals for Farmers' Curb Market

Attached is a memorandum from Greg Jackson, Director of Parks and Recreation, dated November 19, 2010, providing a timeline for the Request for Proposals (RFP) for the City's Farmers' Curb Market as directed by Council at the July 27, 2010, Work Session. In addition, a draft of the proposed RFP has been included and is slated to be issued December 1, 2010. Staff is requesting Council's input regarding potential members to appoint to a 5-member committee that would evaluate the RFP responses. Please contact Greg Jackson with your input regarding committee members and any questions / concerns regarding the RFP at greg.jackson@greensboro-nc.gov or (336) 373-2559.

Downtown Curfew

On Tuesday, November 16, 2010, City Council adopted a downtown curfew. The curfew applies to those under the age of eighteen. This curfew is in effect between the hours of 11 pm and 6 am in the Central Business District. The agenda provides for this new law to be a permanent part of the City Code. However, Council by amendment decided to place a 1 year "sunset" on this provision, as a result this new law will take effect January 1, 2011, and shall "sunset" or end on December 31, 2011.

Water Bills

As a follow-up to a question asked by Councilmember Mary Rakestraw at the November 16, 2010, City Council Meeting regarding how the City charges customers for the cost for mailing water bills. The Water Resources Department provided the following information: The Water Resources Department sends audited billing files to an outside contractor who prints and mails the bills. The cost of the billing operation is part of the operations budget of the Water and Sewer Enterprise. On the water bill a customer receives, there is a billing and availability charge for both water and sewer in addition to the consumption charges. This charge was instituted in 2000 when the City began its conservation program and removed the minimum usage charge. The billing and availability charge is a fixed charge based on the meter size and all revenue goes to support not only the cost of billing but also general utility costs (it is considered operating revenue of the system). The billing and availability charge is a common charge in most utility systems and helps to mitigate the fluctuation of the volume-based consumption charge. This charge will also be reduced for City residents by 3%. If you have any questions, please call Allan Williams, Director of Water Resources at (336) 373-2055.

Consolidate Citywide Youth Program

As a follow-up to a request made by Councilmember Dianne Bellamy-Small at the November 16, 2010, City Council Meeting regarding consolidating the citywide youth programs, evaluating the efficiency of money spent, and encouraging participation in future teen youth summit, attached is a memorandum from Greg Jackson, Director of Parks and Recreation. Included is an update on the consolidation of the citywide youth program.

City's Holiday Schedule

Attached is a media release on the City's services schedule for the upcoming holidays on November 25th and 26th.

City's Compensation Study

Attached is a memorandum from Michael Speedling, Assistant City Manager, dated November 19, 2010, providing an overview of the City's compensation study and the change to the salary structure control point. Also attached is a memorandum from Joseph Marro, Compensation/HRIS Manager, dated November 16, 2010, explaining the impact of the salary structure control point adjustments, which go into effect January 1, 2011.

**Public Affairs Department
Contact Center Weekly Report
Week of 11/08/10 - 11/14/10**

Contact Center

5543 calls answered this week

Top 5 calls by area

Water Resources

Balance Inquiry – 1516

New Signup – 196

General Info – 142

Cutoff – 134

Cut-on/Same day – 134

Field Operations

Holiday Schedule – 219

Bulk Guidelines – 121

Loose Leaf Guidelines – 96

No Service/Garbage – 54

EOW Recycling – 46

All others

Police/Watch Operations – 299

Landfill/Transfer/HHW – 130

Holidays/Openings/Closings - 82

Courts/Sheriff - 67

Police Records – 57

Comments

We received a total of **5** comments this week:

Field Operations – 2 comments:

- Caller states it is a real problem when the city cannot give a specific date when leaves will be removed.
- Caller complaint that the leaf pick up is not done often enough.
- Customer wants to thank the yard waste crew. She called on Monday about not getting service on Friday. She states that within 10 minutes after the call, someone was there to pick up her limbs. She said we do a wonderful job and deserve a raise.

Public Affairs – 2 comments:

- Suggestion: please list email address next to name and telephone of city officials to enable persons to contact them without using the phone or US mail. Thanks.
- Caller wanted to mention that he feels it is ridiculous that the City's website asks you to choose a language and then provides a list in which he could not find English.

Overall

Calls about loose leaf collection and calls relating to the water bill changes remained steady last week. Calls about Veterans Day also increased as customers wanted to know if the City was open and if the trash collection schedule was going to change in light of the holiday. Customers were happy to know we were open. Otherwise, we received the normal mix of calls.



City Council Briefing

General Fund, July – September 2010
Three-Month Revenue and Expenditure Update
Greensboro City Council Work Session
November 23, 2010

1

Summary

- Through the First Quarter of 2010, actual revenue collected compared to budget is meeting revenue projections
 - Total revenue collected is \$95.1 million or 37.0% of the amended General Fund budget of \$257.4 million
- Through the First Quarter of 2010, expenditures and transfers equal \$53.5 million or 20.8% of budget
- Economic stimulus opportunities are being pursued aggressively



2

FY 10-11 General Fund Overview – As of September 30, 2010 REVENUES

- FY 10-11 Estimated Assessed Valuation of \$24.64 billion (1.0% growth rate)
 - Continues to reflect slowdown in economic activity
 - Tax base increased by 0.7% in FY 09-10 to \$24.35 billion
 - AV growth averaged 3.2% over past five years, including 2008 annexation
 - Net of 2008 annexation, AV growth averaged 2.4% annually over past five years



3

FY 10-11 General Fund Overview – As of September 30, 2010 REVENUES

- Property tax revenue through September is \$84.5 million, or 57.7% of the \$146.3 million budget
 - September 1 (1% payment discount date)
 - 94% projected collection by Jan. 6 due date
 - Estimated 98% collection rate for FY 10-11, comparable to past three fiscal years
 - Property tax revenue is expected to meet budget estimate



4

FY 10-11 General Fund Overview – As of September 30, 2010

REVENUES

- Sales tax revenue is budgeted at \$38.4 million
 - 1st Monthly (July) Payment Due October 15
 - Monthly distributions from the State lag by 3 months after the month revenue is earned
 - Received the FY 10-11 sales tax hold harmless payment of \$1.4 million on August 10
 - Baseline sales tax collections of 2.1% growth are meeting projections
 - Growth in sales tax collections in second half of year will depend on general economic improvement



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FY 10-11 General Fund Overview – As of September 30, 2010

REVENUES

- Utility tax revenue is budgeted at \$18.3 million
 - 1st Quarterly Payment Due December 15
 - Quarterly distributions from the State lag by 3 months after the quarter revenue is earned
 - 1st, 2nd, 3rd & 4th quarter payments due December 2010 & March, June & September 2011
 - Utility tax revenues are expected to meet budget estimates



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FY 10-11 General Fund Overview – As of September 30, 2010 REVENUES

- Beer & Wine tax revenue is budgeted at \$1.18 million
 - The annual payment is distributed May 31, 2011
 - FY 10-11 State budget restored the 2/3 reduction in the FY 09-10 Beer & Wine tax distribution of \$764,243
 - This tax revenue is expected to meet budget estimate (revenue for the period April 1, 2010 to March 31, 2011)



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FY 10-11 General Fund Overview – As of September 30, 2010 REVENUES

- ABC Board Profit Distribution is budgeted at \$2.68 million
 - 1st Quarterly Payment Due November 2010
 - 1st, 2nd, 3rd & 4th quarter payments due November 2010 and February, May & August 2011
 - The ABC Board Profit Distribution has included a \$100,000 per quarter deduction since the last quarter of FY 06-07 to include working capital and provide for future expansion & capital improvements; during FY 09-10 the Board withheld an additional \$347,000 to retire debt
 - Projected 2011 revenue of \$3.08 million was reduced by \$400,000 for a net tax payment budgeted at \$2.68 million



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FY 10-11 General Fund Overview – As of September 30, 2010 REVENUES

- Other Revenue Collections
 - Privilege Licenses – Annual license fees are due July 1; business activity has continued to slow with revenue collected to date of \$2.69 million or 84.6% of budget of \$3.18 million
 - Building Permit Fees – 3 months revenue of \$498,000 is 27.2% of budget of \$1.8 million with revenue 14.2% higher than the 1st quarter of FY 09-10
 - Waste/Trash Collection Fees – 3 months revenue of \$1.67 million is 25.6% of budget of \$6.49 million with revenue 10.4% lower than the 1st quarter of FY 09-10
 - Other revenue – 3 months revenue of \$4.38 million is 5.2% below budget ; however, intergovernmental payments (including the County's Library payment) represent most of the difference



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FY 10-11 General Fund Overview – As of September 30, 2010 EXPENDITURES

- Salary costs totaled \$27.90 million, or 25.9% of the total \$107.9 million budget
 - Salary costs for FY 09-10 were \$27.35 million, or 24.9% of the total \$109.8 million budget
 - FY 10-11 first quarter salary costs are 2.0% greater than FY 09-10 first quarter salary costs
 - Fire Department salary costs are 6.4% higher in the first quarter due to merger of county district station 13 and hiring for the Vandalia FS.
- Benefits costs totaled \$8.80 million, or 21.6% of the \$40.73 million budget
 - Benefit costs were \$867,000, or 10.9%, higher than in FY 09-10
 - A required increase in the state retirement system contribution (almost \$500,000 greater through the first quarter) is the main cost increase generator



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FY 10-11 General Fund Overview – As of September 30, 2010 EXPENDITURES

- Maintenance and Operating (M&O) expenditures (excluding transfers) of \$16.57 million are 20.8% of the revised M/O budget
 - FY 09-10 first quarter expenditures of \$15.61 million were 19.7% of the revised FY 09-10 budget
 - FY 10-11 M&O costs are running 6.2% ahead of last year, mainly due to the timing of some supplies purchases and increased early year efforts in signal maintenance and pavement maintenance
 - Electricity costs for the first quarter are 2.3% lower than for the same period last year

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General Fund Year-to-date Financial Performance as of September 30

	2010 YTD			2011 YTD		Amended FY 2010-11 Budget	Actual Collected
	(9/30/09)	(9/30/10)	%	Actual	Change		
Revenues	Actual	Actual	%	Actual	Change	Budget	%
Property Tax	86,291,461	84,474,007	-2.1%	146,279,620		146,279,620	57.7%
Sales Tax/Hold Harmless Payments	1,180,020	1,410,317	19.5%	38,363,885		38,363,885	3.7%
Utility Taxes	0	0	0.0%	18,294,345		18,294,345	0.0%
Beer & Wine ABC System Profit Distrib	0	0	0.0%	3,861,500		3,861,500	0.0%
Privilege Licenses	2,936,065	2,694,169	-8.2%	3,184,000		3,184,000	84.6%
Building Permit Fees	436,631	498,685	14.2%	1,832,268		1,832,268	27.2%
Waste/Trash Collection	1,853,303	1,660,387	-10.4%	6,488,000		6,488,000	25.0%
Other Revenue	3,276,531	4,379,247	33.7%	22,132,640		22,132,640	19.8%
Total Revenues	95,974,011	95,116,812	-0.9%	240,436,258		240,436,258	39.6%
Transfers In from Other Funds	0	0	0.0%	9,370,639		9,370,639	0.0%
Appropriated Fund Balance	0	0	0.0%	7,571,109		7,571,109	0.0%
Total Revenue, Transfers and Appropriated Fund Balance	95,974,011	95,116,812	-0.9%	257,378,006		257,378,006	37.0%
Expenditures							Actual % Spent
Personnel (Salaries & Benefits)	35,287,440	36,697,445	4.0%	148,640,980		148,640,980	24.7%
Maint. & Operations	15,657,172	16,618,249	6.1%	79,869,502		79,869,502	20.8%
Capital Outlay	28,159	55,334	43.6%	1,042,422		1,042,422	53.1%
Total Expenditures	51,042,771	53,371,088	4.6%	228,614,724		228,614,724	23.3%
Transfers Out to Other Funds	4,783	185,022	3768.3%	28,765,282		28,765,282	0.6%
Total Expenditures and Transfers	51,047,554	53,556,110	4.9%	257,378,006		257,378,006	20.8%
Revenues Over Expenditures & Net Transfers	44,926,457	41,560,702	-7.5%	0		0	



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FY 10-11 Enterprise Funds – As of September 30, 2010

- Major Enterprise Funds are operating within general revenue and expense projections for the year. Some highlights:
 - Solid Waste Management – First quarter private construction/demolition debris revenue of \$426,000 is well ahead of last year's first quarter revenue of \$290,000. Private hauling revenue at the transfer station (\$697,000) is 4.6% greater than last year's first quarter revenue
 - Coliseum Fund – The operating deficit through first quarter FY 10-11 is \$586,200, which is \$143,200, or about 19.6% lower than the FY 09-10 first quarter deficit
- Special Revenue Fund
 - First quarter Hotel/Motel tax collections of \$493,000 are about 3.2% higher than the same period for FY 09-10



City Council Briefing

Questions ??

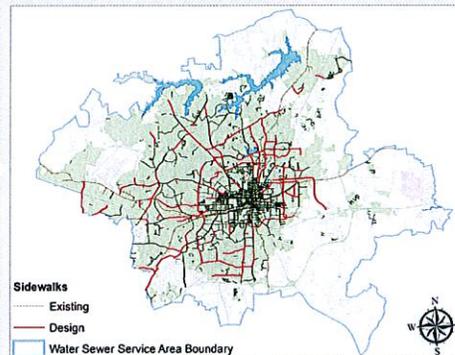




Sidewalk Ordinance & Industrial Parks

City Council Work Session
November 23, 2010

Presented By:
Greensboro Department of Transportation



Walkability Policy



Create a more Walkable Greensboro

- Ongoing Sidewalk Construction
- Pedestrian Safety Measures
- Sidewalk Ordinance





Sidewalk Investment



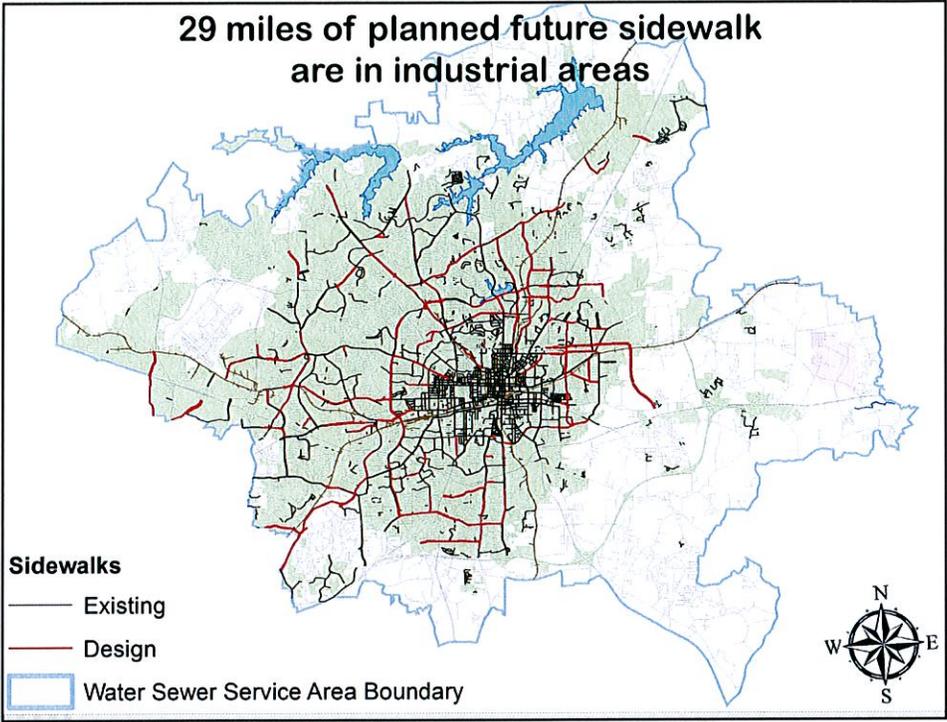
- **Currently there are 321 miles of streets with sidewalks in Greensboro**
 - **Sidewalks Built since 2003:**
 - **City/State: 38 miles**
 - **Developers: 30 miles**

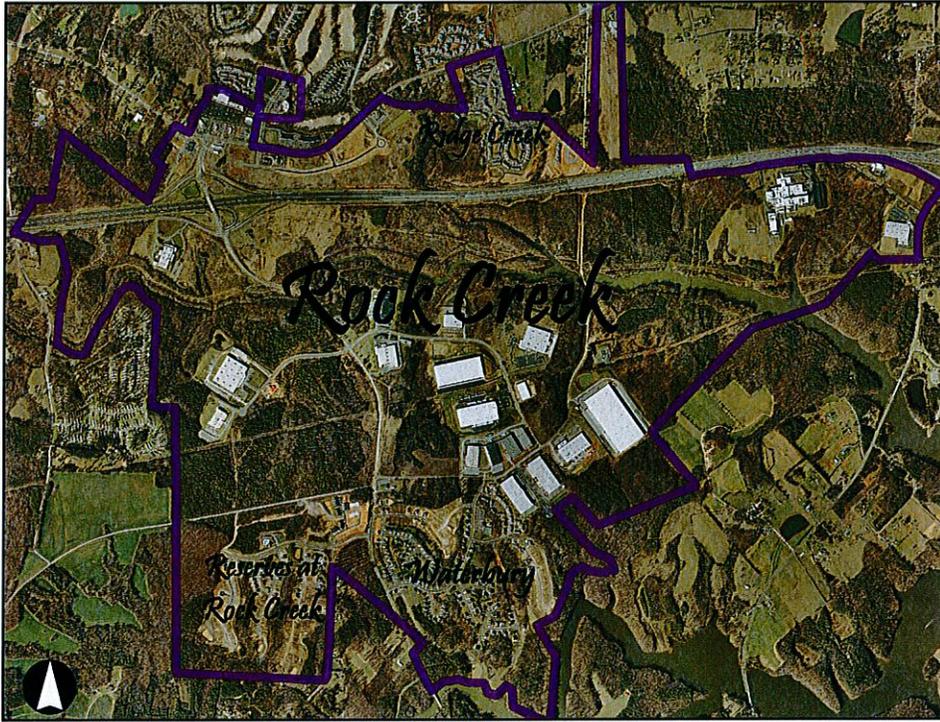


Sidewalk Needs

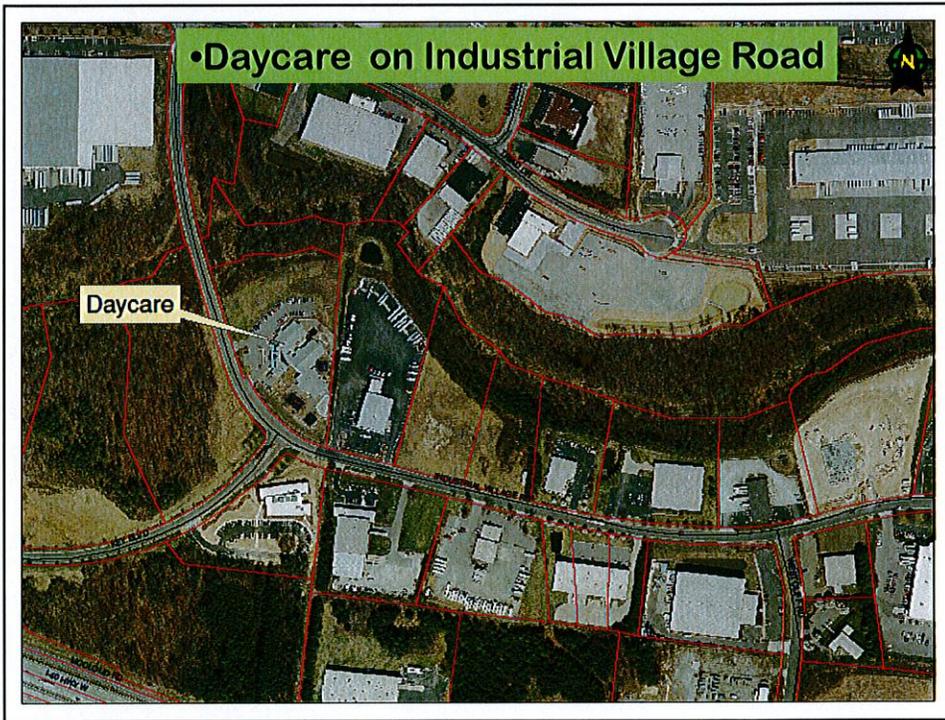
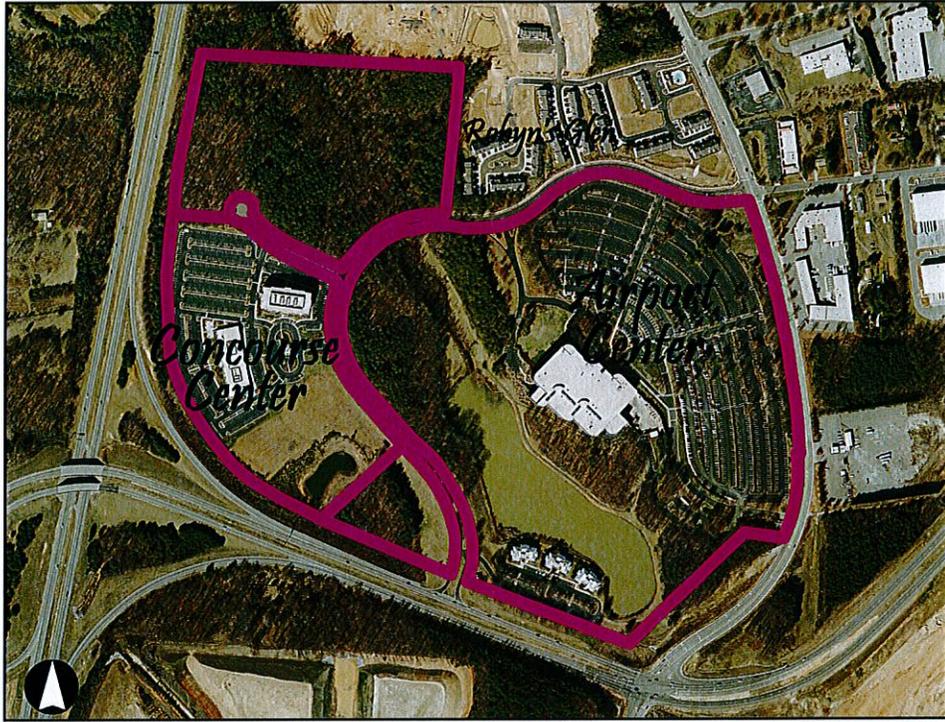


- **There are 780 miles of streets where sidewalks do not exist**
- **The City is planning to build 100 miles of sidewalk in the next 10 years**
- **16.5 miles of sidewalk will be constructed in the next 18 months**

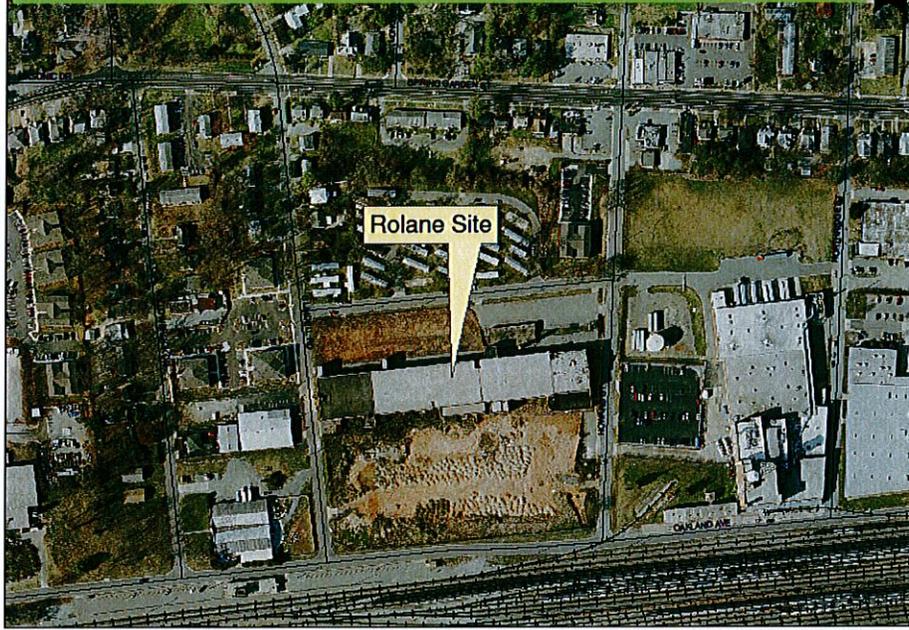




Airport Center Drive



•Proposed Mixed Use Residential Development



Proposed LDO Revision

Article 9 General Development Standards: 30-0-10 Sidewalks



The underlined language is new language that would be added to this section of the ordinance.

- (F) Sidewalks are not required along new and existing local and collector streets within industrial parks located outside of the city limits and served by City water and/or sewer, where the following conditions are found by the Transportation Director to exist:
- 1) The proposed development is within an area mostly consisting of existing industrial development where no sidewalks are presents.
 - 2) The character, size and density of the developments are such that pedestrian demand is expected to be limited and
 - 3) No transit service or greenway route exists or is planned in that location.
- (G) Where sidewalks are not required to be provided, the developer shall provide a graded area without obstructions, located adjacent to the right-of-way and sufficient to allow for future sidewalk construction meeting City standards. This graded area will be keep free from landscaping (shrubs, trees, fences, walls, etc.), including landscaping that would otherwise be required by ordinance. A sidewalk easement will be conveyed to the City where required to insufficient right-of-way.



Proposed Industrial Park Definition

Article 15 Definitions: 30-15-10 Terms Beginning with "I"



Industrial Park Definition

An area of platted development with industrial uses comprised of one (1) or more buildings containing unrelated and separately operated uses occupying individual sites, which are interrelated by the utilization of a combination of common facilities, such as driveway entrances, public or private street network, parking areas, maintenance and other services.



LDO Amendment Summary



- Sidewalks generally warranted in Industrial Parks
- Flexibility needed in some cases
- Current ordinance provides some flexibility
- Revisions could provide additional flexibility
- Recommend inclusion of a definition and a where-no-sidewalks present clause

Curb & Gutter Assessment Review



Lindley Road



South Elm-Eugene Street

City Council Work Session
November 23, 2010

Legal Issues

- Governed by State Law and City Charter
- City may assess for various infrastructure
- Water/sewer & curb/gutter are assessed
- Sidewalk improvements are not assessed
- City has the option to assess or not
- City policy must be uniform

Mechanics of Curb & Gutter Assessment

- Projects may be City-initiated on the basis of public necessity, or initiated by property owner petitions
- Affected property owners are notified and City Council authorizes the Project at a Public Hearing with intent to assess for Curb & Gutter
- After the project is complete City Council holds a public hearing to authorize Curb & Gutter assessment
- Property owners may pay by lump sum
- Property owners may pay in installments for a period of up to 10 years with interest

Community Concerns

- Affected property owners often do not recognize the value added by the curb & gutter
- Right-of-way is purchased from the property owner in advance of assessment
- Sidewalk requests where curb and gutter are required are typically not pursued due to assessment requirement

Public Necessity Projects with Curb & Gutter Installation

Table 1
Construction is Complete
City Council has Authorized Final Assessments/Payments are in progress

	Assessment	ROW Payments	Construction Cost	Recovery
New Garden Road Ph 1	\$158,657	\$214,663	\$2,948,339	5.4%
S. Elm – Eugene Street	\$118,008	\$478,630	\$2,685,558	4.4%
Total	\$276,665	\$693,293	\$5,633,897	4.9%

Public Necessity Projects with Curb & Gutter Installation

Table 2
Construction is Complete
Projects Authorized with Intent to Assess
City Council Has Not Authorized Final Assessment

	Estimated Assessment	ROW Payments	Construction Cost	Recovery
Hilltop Road	\$254,453	\$562,522	\$4,213,937	6.0%
Franklin Boulevard	\$296,336	\$320,057	\$2,614,240	11.3%
Total	\$550,789	\$885,579	\$6,828,177	8.1%

Public Necessity Projects with Curb & Gutter Installation

Table 3
Under Construction
City Council Has Authorized Project with Intent to Assess

	Estimated Assessment	ROW Payments	Construction Cost	Recovery
New Garden Rd. Ph II	\$140,000	\$1,118,213	\$4,668,000	3%
Lake Jeanette Road	\$168,735	\$696,794	\$3,064,242	5.5%
Hornaday Road	\$86,705	\$167,779	\$1,800,000	4.8%
Total	\$395,440	\$1,982,786	\$9,532,242	4.1%

City Resource Issues

- City staff time & cost impacts
 - Estimated 1650 staff hours / year
 - Estimated \$33,000 worth of staff time / year
 - Hours and costs spread between departments
- City revenue from assessment
 - \$396,486 currently in repayment
 - \$571,080 in assessments pending on completed projects
 - \$715,503 in future assessments from projects still in the preconstruction project stage

Trade Offs

- Curb and Gutter assessments help to offset the cost of the improvements
- Assessments for Curb and Gutter can erode project support
- Curb and Gutter must be installed and must be assessed for some needed sidewalk projects



Policy Choices

1. Continue current policy and assess adjacent property owners for street improvements where new curb & gutter is installed.
2. Discontinue the policy to assess for street improvements initiated by the City for public necessity which involve the installation of curb and gutter. This option would still assess those projects where the City received petitions.
 - Table 1 projects would continue with assessments
 - City Council already approved the assessment roll and payments are being made
 - Table 2 & 3 projects would not be assessed
 - City Council has not yet approved the assessment roll
3. Continue curb & gutter assessments except where the main purpose of curb & gutter installation is the construction of sidewalks.

**Parks and Recreation Department
City of Greensboro**



November 19, 2010

TO: Rashad Young, City Manager

FROM: Greg Jackson, Director

SUBJECT: Greensboro Farmers' Curb Market Request for Proposal

As directed by City Council at the work session on July 27, staff has drafted a Request for Proposal (RFP), seeking an individual or organization to manage the Greensboro Farmers' Curb Market. Proposals will be accepted to manage the market as either a local or open market. Proposals will be evaluated on the criteria as outlined in the RFP, including the financial benefits to the City. The department will seek to have a contract in place before April 15, 2011. This will provide the department and the new vendor two and a half months to transition the market over by the end of the fiscal year. Key dates for the RFP process are as follows and subject to change:

Request for Proposal published.....	December 1, 2010
Mandatory pre-proposal meeting	December 9, 2010
Final day for inquiries	January 7, 2011
Proposal due date	January 14, 2011
Qualified short-list announced	February 4, 2011
Committee interviews	February 18, 2011
Committee recommendation to Parks & Recreation Commission..	March 9, 2011
Recommendation to City Council	March 15, 2011
Contract negotiations.....	March 16, 2011
Contract award	April 15, 2011
Transition period with staff and contracted vendor.....	April 16-June 30, 2011
Market under contract management.....	July 1, 2011

To ensure an open selection process, staff recommends establishing a 5-person committee to review the proposals. If you agree with this direction, we would like input from City Council of members for this committee. We will also provide recommendations including a prominent public figure, such as a former mayor, to lead the review committee. We will seek input from the North Carolina Cooperative Extension and the North Carolina State Department of Agriculture and Consumer Services in developing recommendations. Administration Division Manager Dan Maxson will serve as staff liaison to the committee.

Please let me know if you have any questions or concerns as we finalize the RFP for release on Wednesday, December 1.

GJ

Attachment: Draft RFP

cc: Denise Turner, Assistant City Manager
Dan Maxson, Administration Division Manager

One Governmental Plaza, PO Box 3136, Greensboro, NC 27402-3136 (336) 373-CITY (2489)

DRAFT

**CITY OF GREENSBORO, NORTH CAROLINA
PARKS & RECREATION DEPARTMENT**

**REQUEST FOR PROPOSALS (RFP) FOR
“Greensboro Farmers’ Curb Market Management”**

The City of Greensboro desires to receive innovative proposals for the management and operation of the Greensboro Farmer’s Curb Market (hereinafter referred to as the Market) located at 501 Yanceyville Street, Greensboro, North Carolina.

All interested operators are invited to submit six written copies and one electronic version of your proposal in accordance with the enclosed specifications. Proposals are to be delivered in person or special courier or the U. S. Postal Service to

Dan Maxson, Administrative Services Manager
Greensboro Parks and Recreation Department
1001 4th Street
Greensboro, NC 27405
dan.maxson@greensboro-nc.gov

All inquiries and questions regarding this RFP shall be submitted in writing to the above address. The City shall not be responsible for any oral instructions made by an employee(s) of the City in regard to this RFP.

The City of Greensboro is not responsible for any cost incurred in the development and submittal of a proposal.

Published: December 1, 2010

Submittal Deadline: 5:00 p.m. EST, Friday, January 14, 2011

The City of Greensboro reserves the right to reject any or all proposals. Bidders must comply with nondiscrimination provisions. The City is an equal opportunity agency and invites small and minority contractors to bid.

Background

The City of Greensboro is located in central piedmont North Carolina. It was incorporated as a town in 1808 and is the county seat of Guilford County. The City currently covers a land area of 131.75 square miles. Our city population exceeds 250,000 with a culturally diverse community.

The history of the Market has been traced to 1874. Its rich history and tradition makes it one of the busiest places in the City on Saturday mornings. The Greensboro Parks & Recreation Department (hereinafter referred to as the Department) has managed the Market since 1995. The Market currently has 162 spaces (see Attachment A for table layout) or tables that are rented on an annual basis. In cases when an annual vendor does not attend a particular day the space may be rented to a daily vendor. Currently, there are 63 annual or permanent vendors occupying the 162 spaces. Of these 46 are farmers, 7 are crafters, and 10 are bakers. Of the approved 103 daily vendors 58 are farmers, 26 are crafters and 19 are bakers.

The Department, the Parks and Recreation Commission, City Manager, and the City Council wish to continue supporting local agriculture at the Market through a partnership with a private operator that will be responsible for the daily operation and management of the Market.

General Expectations and Conditions

- The area managed by the operator shall include the main Market, one office near the Homeland Avenue entrance, 2 storage rooms, walk-in cooler, small adjacent room (room 3), and on market days the Lindsay Street and Homeland Avenue parking lots.
- The Department shall pay heating and electrical utility bills for the Market.
- The operator shall be responsible for keeping the areas under their responsibility clean, in good working order, and safe at all times.
- Except for damage resulting from actions of the market manager, market events or market patrons, the Department shall make all repairs to the electrical systems, ventilation and heating systems, roofs, exterior walls, glass, structural components, and parking lots.
- During the transition period, the Market Coordinator shall prepare a list of all tangible property that is to be included in an agreement. The operator is expected to maintain such equipment at its expense unless otherwise agreed upon.
- The operator will be required to maintain general liability insurance at levels determined by the City, listing the City as an additional insured. In addition, Workers' Compensation insurance will be required if market management has employees. Copies of insurance certificates must be provided to the Department.
- Any improvement of \$5,000 or more planned by the operator shall require advance written approval by the Department.
- The initial agreement with the operator shall be for a three year period with an option for two-one year extensions.
- Pursuant to General Statutes of North Carolina, all responses to this request are considered to be a public record and shall be made available to the public.

FORMAT OF THE SUBMITTED PROPOSAL

Cover Letter

- Respondents must provide a one page letter summarizing their vision for the Market, qualifications, and the reason why the respondent should be selected. The proposal must be signed and dated by an individual authorized to enter into a binding agreement.

Qualifications

- Organizations or teams with qualified specialists or consultants responding to this RFP must demonstrate verifiable experience and knowledge in the operation of a farmers' market and in agriculture.
- Qualifications of each individual along with names, addresses, telephone numbers, and email addresses must be included in the proposal.
- A narrative history of the organization and/or team including its experience with farmers' markets, relationships with vendors and customers, any experience with selling produce and related products.
- Experience with private-public partnerships.
- Statement of financial condition providing capacity to operate the Market.

Management and Operations

Proposals shall reference and address the operator's goals and objectives for managing the Market.

At a minimum, proposals should address the following elements:

1. Ratio of farmers, bakers and craft vendors.
2. Days and hours of operation.
3. Innovative programming celebrating and reinforcing agriculture as well as maximizing building usage including but not limited to special events.
4. Opportunities for public information and education regarding healthy food production.
5. A partnership with the City of Greensboro that affords financial viability for both parties.
6. Describe how the Market will be managed with detailed plans.
7. Describe a plan to encourage and receive customer and vendor input in the operations and management of the Market.
8. Provide an organizational chart.
9. Provide performance measures.

Market Improvements

Narrative describing possible site or Market improvements

Presentation

It is requested that all proposals including supplemental information are bound in a 3-ring binder. Include Table of Contents and number pages consecutively. Electronic version may be provided on a disk or flash drive. Proposals will not be returned.

FORMAL SUBMISSION INSTRUCTIONS

Proposals must be submitted by 5:00 pm EST Friday, January 14, 2011 to:

Dan Maxson, Administrative Services Manager
Greensboro Parks and Recreation Department
1001 4th Street
Greensboro, NC 27405
dan.maxson@greensboro-nc.gov

***Faxed copies will not be accepted. Late proposals will not be accepted. Proposals must be clearly marked on the outside as “Greensboro Farmers Curb Market RFP Response”.**

Proposal Scoring - Evaluation and Negotiation

This RFP is designed to provide the Department with the ability to make a determination of which respondent will best satisfy the requirements as set forth. Each proposal will be evaluated against the exact same set of criteria, and will be provided a “score” for each category in the evaluation. An evaluation team will use the following criteria to evaluate all proposals.

Note: not all criteria will be equally weighted.

Proposal will be scored on the following criteria

- Experience and knowledge of farmer’s markets and agriculture (15 points)
- Experience in public/private partnerships (5 points)
- Approach to managing and maintaining Market (25 points)
- Number of days and hours of Market (5 points)
- Improvements planned for the Market (10 points)
- Marketing and Promotions Plan (10 points)
- Plan for receiving citizen and vendor input in the management and operations of the Market (10 points)
- Specific benefits to the Department and City (15 points)
- Proposal’s completeness and adherence to required format (5 points)

Mandatory Pre-Proposal Meeting

Proposals will only be accepted from respondents who attend a pre-proposal meeting scheduled for Thursday, December 9, 2010 at 1:00 p.m. at the Market.

Acceptance or Rejection

The Department, at its sole discretion, reserves the right to accept or reject any and all proposals received. The existence of this RFP shall not, in any way, obligate the City to take any action regarding any response submitted by a respondent to this request.

Expenses

Any costs incurred by respondents in preparing a proposal are solely the responsibility of the respondent. In addition, finalists asked to provide an onsite presentation shall be responsible for the costs associated with that process.

RFP Questions

In order to provide information and clarity to ensure you are able to submit the most comprehensive proposal, we welcome any and all questions. Questions or requests may be submitted to dan.maxson@greensboro-nc.gov. A copy of all questions and their associated responses will be emailed to all participants as they are received and addressed by the Department.

Interpretations and Addenda: If, during the RFP submission period, discrepancies, ambiguities, omissions, or is in doubt as to the meaning or intent of the proposal request, the City should be notified on or before January 7, 2011. No request for interpretation or clarification will be received or answered after this date. The City of Greensboro will not be responsible for oral interpretations or instructions during the proposal period. All responses will be written and may be shared with any or all other RFP respondents. Failure of any respondents to receive any addenda will not relieve the respondent of any obligation with respect to the proposal.

Formal Presentation and Contract Negotiation

Based upon an evaluation and final combined scores of all proposals, the Department may invite one to three finalists to make a formal presentation. These presentations will be arranged with selected finalists by the Department.

Responsibilities as Independent Contractor

Any personnel provided by the operator shall be considered to be personnel or agents of the operator. Under no circumstances will said personnel be considered to be agents or personnel of the Department.

Work assigned under the terms of this RFP cannot be reassigned, transferred or subcontracted without prior written approval of the Department and the City of Greensboro.

Schedule*

Request for Proposal published	December 1, 2010
Mandatory pre-proposal meeting	December 9, 2010
Final day for inquiries	January 7, 2011
Proposal due date	January 14, 2011
Qualified short-list announced	February 4, 2011
Committee interviews	February 18, 2011
Committee recommendation to Parks & Recreation Commission	March 9, 2011
Recommendation to City Council.....	March 15, 2011
Contract negotiations	March 16, 2011
Contract award	April 15, 2011
Transition period with staff and contracted vendor	April 16-June 30, 2011
Market under contract management.....	July 1, 2011

* Dates are approximate and are subject to change

- Attachments:
- A. Table Layout
 - B. Current Rules and Regulations
 - C. Current Vendor Application
 - D. Market Financial Summary for 2009-10
 - E. Current Vendor Advisory Committee By-Laws
 - F. Current Special Event Listing



November 18, 2010

TO: Denise Turner, Assistant City Manager
FROM: Greg Jackson, Director
SUBJECT: Youth Services Division Initiatives

As you are aware, we have recently hired Jenny Caviness as our new Youth Services Division manager to evaluate and oversee citywide programs and activities for youth. There are many City programs as well as not-for-profit and for profit organizations providing services to youth. A key responsibility of the Youth Services Division Manager is to evaluate City programs and to collaborate with other service providers to maximize human and financial resources.

The work plan for the Youth Services Division includes developing a comprehensive list of all local agencies that serve young people. Once service providers are identified, we will categorize the types of services each provides so that we can look for opportunities to collaborate. Staff will also evaluate if there are gaps in youth services that need to be addressed.

The Youth Services Division manager will work with other City departments to be sure that all age groups are included in year-round programming. Our in-house programs such as the Greensboro Youth Council, The Hope Project and Youth First will evaluate their existing programs and look for ways to increase youth participation.

Important to evaluating the success of any program is the ability to identify indicators of community impact. To this end, we will establish a process to review youth crime rates, program participation and graduation/drop-out rates on a regular basis and eventually develop goals for key indicators.

We are excited about these program initiatives to better serve our youth and enhance the quality of life in our community.

GJ/lt



GREENSBORO

**CITY OF GREENSBORO
FOR IMMEDIATE RELEASE**

Contact: Donnie Turlington
Phone: 336-373-3769

City Offices, Facilities and Services Take Thanksgiving Break

GREENSBORO, NC (November 18, 2010) – City of Greensboro offices and facilities are closed Thursday, November 25, and Friday, November 26, and City service schedules are altered.

The following details the changes in service and facility schedules:

- There is no trash/recycling collection on Thursday, November 25. Instead, Thursday's collection takes place Wednesday, November 24. Friday's collection remains the same.
- The White Street Landfill and Solid Waste Transfer Station are closed Thursday, November 25. Regular hours resume Friday, November 26.
- All branches of the Greensboro Public Library and the Greensboro Historical Museum are closed Thursday, November 25, and Friday, November 26. Regular facility hours resume Saturday, November 27.
- Greensboro Transit Authority's (GTA) HEAT operates on a limited service basis on Wednesday, November 24.
- GTA ID pictures are offered Wednesday, November 24, from 1-4 pm, and closed on Friday, November 26.
- GTA Bus and HEAT services will not operate on Thursday, November 25. SCAT will offer service to non-ambulatory dialysis patients from 5:15 am to 12 noon.
- On Friday, November 26, GTA service operates on a Saturday schedule (hourly from 6 am to 10 pm), SCAT service operates on a normal schedule and there is no

CareerExpress or HEAT service. All service, except HEAT, resumes on Saturday, November 27.

- On Sunday, November 28, GTA, SCAT and HEAT service operates on a normal schedule.

For more information, visit www.greensboro-nc.gov or call 336-373-CITY (2489).

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The City works with the community to improve the quality of life for residents through inclusion, diversity, and trust. As the seventh largest employer in Greensboro, the City has a professional staff of 2,800 employees who maintain the values of honesty, integrity, stewardship, and respect. The City is governed by a council-manager form of government with a mayor and eight council members. For more information on the City, visit www.greensboro-nc.gov or call 336-373-CITY (2489).



November 19, 2010

TO: Rashad M. Young, City Manager
FROM: Michael Speedling, Assistant City Manager
SUBJECT: City's Compensation Study

The pay compensation study will be a comprehensive review of all city pay and compensation issues internally and makes comparisons with other cities of comparable size in North Carolina. The cities selected will be what we have traditionally considered Greensboro's peer cities who we compete with for recruiting and retention of our employees. In an attempt to relieve some of the compression problems within the pay structure, we moved the existing control points within the salary structure. Historically the city has moved the control point annually. However, due to budgetary constraints the control point has not been adjusted for over five years. We recognize we will have to begin moving the control point regardless of what the study reveals so in order to begin moving it incrementally we made the first move this year.

As a critical part of the overall compensation study, it will be important for the consulting firm and staff to meet and brief Council members. The briefing will serve several purposes. We feel it is important for the Council to understand the methodology being utilized for the study and provide insight for any additional concerns or recommendations. We also want to insure the Council is provided periodic briefings on the progress and data collected so there will be a greater understanding of the project and results once the study is completed and ready for formal presentation to Council.

If you have any questions regarding this subject, please advise.

MS/mm



November 16, 2010

TO: Rashad Young, City Manager
FROM: Joseph Marro, Compensation/HRIS Manager
SUBJECT: Salary Structure Control Point Movement

We are moving forward with implementation of the salary structure control point adjustments, which are effective January 1, 2011. The five percent (5%) adjustment has been communicated to department directors along with detailed preliminary reports that identify affected employees.

The recommendation to adjust the structures was originally based on the following information:

- Standard compensation practice is to review salary structures on an annual basis and make adjustments, as necessary, based on competitive labor market practices. The City's salary structures are reviewed on a regular basis but have not been adjusted since 2005 due to decisions made during the annual budget process.
- According to World-at-Work* Salary Budget Surveys:

Year	Average Structure Adjustments (Government)	Average Structure Adjustments (All Industries)	City of Greensboro
2006 Actual	2.6%	2.6%	0%
2007 Actual	2.9%	2.6%	0%
2008 Actual	2.5%	2.5%	0%
2009 Actual	1.8%	1.5%	0%
2010 Actual	0.9%	1.2%	0%
2011 Projected	1.1%	2.0%	5% 1/1/2011
Totals	11.8%	12.3%	5%

* World-at-Work is a respected not-for-profit organization providing education and research focused on global human resources issues.

Short-term Impact:

Two outcomes will result from the upcoming salary structure adjustments. First, employees whose salaries fall below the minimum of the new salary ranges will have their salaries adjusted

to the new minimum. The following is a breakdown of those adjustments based on employees on the City payroll as of October 31:

- Total employees impacted: 155.
- Estimated increases will range from a low of \$13 to a high of \$3,763
- Employees whose salaries will be adjusted include both full time (138), and part time (17): and exempt (12) and non-exempt (143).
- Employees impacted by department:

Engineering/Inspections	2	Libraries	16
Environmental Svcs	1	Parks & Recreation	20
Executive	2	Planning	1
Field Operations	13	Police	18
Finance	8	Public Affairs	1
Guilford Metro 911	22	Transportation	5
Human Resources	2	War Memorial Coliseum	10
Information Technology	2	Water Resources	32

Secondly, when the City is once again financially able to approve merit increases for City employees, the adjusted salary ranges will benefit those employees receiving merits by increasing the amount against which the percentage of raise is calculated. Also benefitting will be those whose salary levels have been frozen at a compa ratio of 1.15 or higher. In addition, this will have a positive impact on the salaries of employees who receive promotions through a competitive process effective January 1 and beyond.

Long-term Strategy:

The City is partnering with Aon-Hewitt to conduct the Total Compensation Study. Results of that study will be made available by June 2011. Funding a comprehensive review of the City’s compensation programs was a challenge with today’s budget situation, and identifying additional long-term funding to implement the potential findings of such a review may present future financial pressures. However, the current economic climate provides a rare window of opportunity for the City to return to a competitive labor market position and better align pay strategies with organizational goals. The current economy (i.e., salary freezes, smaller merit budgets, and less aggressive structure movements in the labor markets) actually presents us with the ideal time to evaluate our total compensation philosophy, pay and benefits programs, and salary structures.

Aon-Hewitt has been meeting with our Compensation Advisory Committee and our Core Project Team to discuss the relevant labor markets in which the City competes for talent and our desired competitive position(s) against those markets. Those conversations, and data from the competitive labor market study, will result in recommendations that will ultimately shape the City’s compensation philosophy, with an objective of ‘*MAPping Rewards to Strategy.*’

JM/ch