



September 24, 2010

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

Contact Center Feedback

Attached is the weekly report generated by our Contact Center for the week of 9/13/10 – 9/20/10.

Presentation for the September 28th Work Session

- Attached is the FY 09-10 Fourth Quarter Budget PowerPoint Presentation
- Attached is the Management Accountability and Performance (MAP) plan PowerPoint Presentation
- Attached is the HDR PowerPoint Presentation on the landfill (Draft Only – revision could be made prior to work session on September 28, 2010)

Hilltop Park Potential Land Acquisition

As a follow-up to a request made by Councilmember Robbie Perkins at the September 7, 2010 City Council Meeting, attached is a memorandum from Greg Jackson, Director of Parks and Recreation, dated September 21, 2010, regarding the potential land acquisition at Hilltop Park, as well as developing future athletic fields with synthetic turf for this park.

US Department of Housing and Urban Development Press Release

Attached is a memorandum from Sue Schwartz, Interim Director of Housing and Community Development, dated September 23, 2010, announcing that the City of Greensboro was receiving over \$3 million from US Department of Housing and Urban Development (HUD) for affordable housing initiatives.

Cymphonix Software Version

The Greensboro Public Library is using Cymphonix software version 8.7.5.

Summer Park Program

As a follow-up to a request made by Councilmember Dianne Bellamy-Small attached is a memorandum from Greg Jackson, Director of Parks and Recreation, dated September 22, 2010, summarizing the 2010 Summer Neighborhood Playground Program.

Community Landfill Meeting

On September 23, 2010, the northeast community held a meeting regarding the landfill and the health studies. Attached is the PowerPoint presentation that was provided by the North Carolina Department of Health and Human Services. This meeting was video taped and copies are available through the City Clerk's office.

Better Building Budget Ordinance

Attached is a memorandum from Dan Curry, Manager of Community Sustainability, dated September 23, 2010, addressing questions and/or concerns raised during the September 21, 2010 City Council Meeting regarding the Better Building Budget Ordinance. The following three documents were sent to Mayor Knight and are available in the City Clerk's office if you would like a copy:

- Project – this is the narrative description section of our Better Buildings grant application to the Dept of Energy.
- Greensboro Assistance Agreement – this is the actual funding agreement signed by the Department of Energy.
- Special Terms and Conditions – attachment to the Assistance Agreement describing basic administrative and programmatic terms of the grant.

DGI Annual Report to Community

Downtown Greensboro, Inc (DGI) Annual Report to the Community "The Economic Value of Downtown" was held last Thursday, September 16, 2010. Their PowerPoint presentation, from this meeting, has been placed in your desk's inbox for your convenience, as it was too large to be included in this week's *Items for Your Information*. A copy can also be obtained in the City Clerk's office.

Mandated FCC Re-banding Contract

Attached is a memorandum from Wesley Reid, Director of Guilford Metro 9-1-1, dated September 15, 2010, regarding the mandatory Federal Communication Commission (FCC) authorizing Sprint/Nextel to manage and institute the move of certain frequencies in an effort to resolve interference. Due to this process, some equipment will need to be replaced or upgraded. The cost of this was anticipated to be \$3.7 million. However, through negotiations with Sprint/Nextel, they will replace the obsolete subscriber products for \$1.25 million.

October RUCO Board Meeting Changed

Attached is a press release regarding the October 7, 2010 Rental Unit Certificate Advisory Board (RUCO), meeting has been rescheduled to October 14, 2010, at 8:30 am.

Ordinance Enforcement Concerning Sexually Oriented Businesses

Attached is a memorandum from Jim Clark, Associate General Counsel, dated September 23, 2010, regarding ordinance enforcement concerning sexually oriented businesses (SOB), specifically the SOB at 4922 Mary Street.

Public Art Presentation

Attached is a letter from April Harris, Chair, United Arts Council of Greater Greensboro, dated September 24, 2010, providing an update for Council, as well as the 2007 Public Art resolution and background information on the Public Art Master Plan.

Veterans Day Holiday Impact

As a follow-up to a request made by Councilmember Danny Thompson, at the September 21, 2010 City Council meeting, attached is a memorandum from Connie Hammond, Director of Human

Resources, dated September 23, 2010, regarding the impact of payroll cost with adding Veteran's Day to the City Holiday schedule.

White Street Landfill Methane Gas Agreement with ITG

Attached is a memorandum from John Shoffner, Economic Development Manager, dated September 24, 2010, regarding the agreement with International Textiles Group (ITG), staff plans to present the ITG request at the October 19, 2010 City Council Meeting.

Greensboro Downtown Economic Development Strategy

Attached is a flyer from Downtown Greensboro, Action Greensboro, the City of Greensboro and Guilford County, regarding the public presentation of the Downtown Investment Strategy, Tuesday, September 28, 2010 from 5:30 to 6:30 pm at the International Civil Rights Center & Museum, Lower Level. Reservations required – please call 379-0060 ext. 21.

**Public Affairs Department
Contact Center Weekly Report
Week of 9/13/10 - 9/20/10**

Contact Center

5455 calls answered this week

Top 5 calls by area

Water Resources

Balance inquiry – 1190

Bill extension – 251

New customer - 218

General information – 126

Cutoff request - 126

Field Operations

No Service/Garbage – 105

Bulk Guidelines – 85

Repair Can/Garbage – 49

No service/bulk items - 44

No service/recycling - 41

All others

Police/Watch Operations – 392

Landfill/Transfer/HHW – 116

Courts/Sheriff – 83

Sign violations - 39

Tax Department - 37

Comments

We received a total of 3 comments this week:

Field Operations – 3 comments:

- Customer stating we are always courteous. She has been here 40 years. Her friends tell her how things are up north and they don't compare to the City of Greensboro. Appreciates all we do.
- Says the City does an excellent job. Solid waste is helpful and efficient and anytime she has needed to call, the city services reps are polite and efficient, and if something needs to be done, it is done.
- Customer on West Wendover wanted to report that we provided above and beyond service today. Provided exceptional service by cleaning up around the trash can.

Overall

The Contact Center had a busy week averaging over 1100 calls/day. Working with water customers to alert them to the changes that are coming with the October billing cycles, when they will no longer be able to have three open bills. Continuing to work with solid waste customers on the changes to bulk pickup.



City Council Briefing

4th Quarter FY 09-10 Budget Update
(July 1 through June 30 *unaudited*)
September 28, 2010

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Summary

- In FY 09-10, the City was below its original revenue targets in all revenue categories as the economy continued to slow through mid-year
- Positive revenue trends were sustained beginning in February 2010 for Sales Tax & Hotel/Motel Tax Collections
- Department spending slowed in the 2nd half of the fiscal year vs. the first six months



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General Fund Financial Performance for the Fiscal Year Ended June 30 (unaudited)						
Revenue	FY 2009 FYD	FY 2010 FYD	Var. %*	Amended		%
	06/30/09	06/30/10		FY 2009-10	FY 2009-10	
	Actual	Actual	Change	Budget	Actual	Collected
Property Tax	143,721,139	145,981,702	1.3%	140,549,800	145,981,702	99.3%
Sales Tax Hold Refund Payments	37,403,833	36,734,765	-2.0%	39,227,000	36,734,765	93.6%
Utility Taxes	18,195,814	18,555,170	2.2%	18,744,800	18,555,170	98.9%
Beer & Wine ABC System Profit Distrib	1,212,534	2,518,076	210%	3,316,700	2,318,026	69.9%
Privilege Licenses	3,266,671	3,316,740	4.0%	3,221,500	3,111,230	93.4%
Building Permit Fees	1,113,897	1,787,478	160%	2,172,000	1,787,478	82.3%
Waste/Trash Collection	6,966,794	6,955,680	-0.2%	6,915,000	6,955,680	100.6%
Other Revenue	33,639,936	22,528,064	-33%	23,018,200	22,928,064	99.6%
Total Revenues	239,178,563	237,177,145	-0.8%	242,868,727	237,177,145	97.7%
Transfers In From Other Funds	647,084	829,310	21%	820,310	820,310	100.0%
Appropriated Fund Balance	0	0	0.0%	6,544,541	0	0.0%
Total Revenues, Transfers and Appropriated Fund Balance	245,825,647	245,407,455	-0.2%	257,643,578	245,407,455	95.3%
Expenditures						
Personnel Salaries & Benefits	146,095,000	146,878,090	0.5%	148,549,800	146,878,090	98.9%
Materials & Operations	64,117,077	70,346,900	11%	70,492,210	70,346,900	99.8%
Capital Outlay	147,092	219,954	15%	373,184	219,954	59.0%
Total Expenditures	210,359,169	217,444,944	8.9%	219,415,214	217,444,944	99.1%
Transfers Out to Other Funds	29,251,674	22,501,177	-8.0%	29,660,330	22,501,177	75.9%
Total Expenditures and Transfers	247,716,146	246,728,118	-0.4%	257,643,578	246,728,118	95.7%
Revenues Over (Under) Expenditures and Net Transfers	1,109,501	(1,659,663)	-24.3%	0	(1,659,663)	

Notes:
Financial statements are unaudited and subject to adjustment.
The statement includes the Police & SO Fund which is reported with the General Fund in the Comprehensive Annual Financial Report.



FY 09-10 General Fund Overview

Unaudited Figures as of June 30, 2010

- Total revenue collected:
 - \$245.4 million representing 95.3% of the amended General Fund budget of \$257.6 million
- Total expenditures:
 - \$247.0 million representing 95.9% of budget
- Expenditures exceeded Revenues by \$1.55 million
 - Appropriated \$6.5 million in Fund Balance but only used \$1.55 million
 - Less than 3rd quarter estimate of \$1.72 million



FY 09-10 General Fund Revenue Overview

Unaudited Figures as of June 30, 2010



- FY 09-10 Estimated Assessed Valuation of \$24.42 billion
 - Tax base increased by 0.7% to \$24.35 billion in FY 09-10 with slowdown in economic activity
 - This figure is down from the 1.5% growth rate assumed for the Budget and the 1.0% assumed during the 3rd quarter report
 - AV growth averaged 3.2% over past five years, including 2008 annexation, or 2.4% net of 2008 annexation
- Property tax revenue equaled \$145.1 million or 99.3% of the \$146.0 million budget
 - 98.0% collection rate for taxes levied in FY 09-10; comparable to past two fiscal years
 - Approximately 99.3% of Property Tax is collected within 2 years of levy



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FY 09-10 General Fund Revenue Overview

Unaudited Figures as of June 30, 2010



- Sales tax revenue equaled \$36.7 million or 93.6% of the \$39.2 million budget
 - Sales tax collections continued to decline through January 2010 due to the recession; revenues were \$1.8 million or 4.8% less than the previous year
 - However, sales tax collections began to improve in February 2010; revenue from February to June 2010 increased 6.1% over February to June 2009
- Utility tax revenue equaled \$18.6 million or 98.9% of the \$18.8 million budget
 - Electric franchise tax revenue increased by 8.0% from the previous fiscal year
 - Natural Gas excise taxes were flat (from the previous fiscal year)
 - Sales taxes on Telecommunications declined by 4.0% (from the previous fiscal year)



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FY 09-10 General Fund Revenue Overview

Unaudited Figures as of June 30, 2010



- Beer & Wine tax revenue
 - The State budget, adopted in August 2009, included a reduction in the annual Beer & Wine tax distribution by 2/3 of actual FY 09-10 revenues (April 1, 2009 to March 31, 2010)
 - Projected revenue of \$1.2 million was reduced to \$400,468; actual tax collected equaled \$376,418 and was received May 2010
- ABC Board Profit Distribution equaled \$2.54 million or 88% of the \$2.9 million budget
 - ABC revenue fell 12% short of budget projections with an 8% decline in revenue from sales in the prior year
 - The ABC Board Profit Distribution included a \$100,000 per quarter deduction since FY 07-08 to increase working capital and provide for future expansion & capital improvements
 - Projected revenue of \$3.3 million was reduced by \$400,000 for a net tax payment budgeted at \$2.9 million



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FY 09-10 General Fund Revenue Overview

Unaudited Figures as of June 30, 2010



- Other Revenue Collections
 - Privilege Licenses – business activity has slowed with FY 09-10 revenue of \$3.12 million or 93.8% of the \$3.32 million budget
 - Building Permit Fees – revenue of \$1.8 million was 21.3% below the \$2.3 million budget with building activity significantly lower than projected
 - Waste/Trash Collection Fees – commercial activity declined and revenue of \$6.1 million was 12.4% below the \$6.9 million budget
 - Other Revenue – all other revenue of \$22.9 million was slightly under the \$23.0 million budget



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FY 09-10 General Fund Expenditure Overview

Unaudited Figures as of June 30, 2010



- Salary costs were approximately \$108.17 million, or 98.5% of the total \$109.8 million budget
 - Salary costs for FY 08-09 equaled \$108.2 million
- Benefits costs equaled \$38.7 million, or 99.9% of the \$38.75 million budget
 - Benefit costs were 2.1% greater than in FY 08-09
 - An increase in the health insurance fund contribution was partially offset by a reduction in workers' compensation fund contributions
- Maintenance and Operating (M&O) costs equaled \$70.25 million, or 88.97% of the \$78.96 million budget
 - M&O costs in FY 08-09 were 85.88% of the budget
 - M&O costs were 1.63% more in FY 09-10 than in FY 08-09



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FY 09-10 Other Fund Activity

Unaudited Figures as of June 30, 2010



- Major Enterprise Funds
 - Water Resources – revenues exceeded expenses by \$22.9 million, before transfers. After transfers to Capital Project Funds, revenues exceeded expenses by \$8.8 million, primarily due to lower than projected expenses (87.4% of budget)
 - Solid Waste Management – expenses exceeded revenues by \$3.4 million, before transfers. After transfers from the General Fund and to the Capital Project Fund, expenses exceeded revenues by \$774,000, reducing the available fund balance by that amount
 - Coliseum Fund - expenses exceeded revenues by \$2.25 million, before transfers. After the \$1.8 m transfer from the General Fund, expenses exceeded revenues by \$447,000, reducing the available Coliseum fund balance to approx. \$47,000
- Special Revenue Fund
 - Hotel/Motel tax collections began to improve in February 2010; Revenue for the five month period February to June 2010 increased 11.4% over the same period in 2009



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Performance Management: Let's Put Greensboro on the MAP

Rashad M. Young, City Manager
Presentation to City Council
September 28, 2010

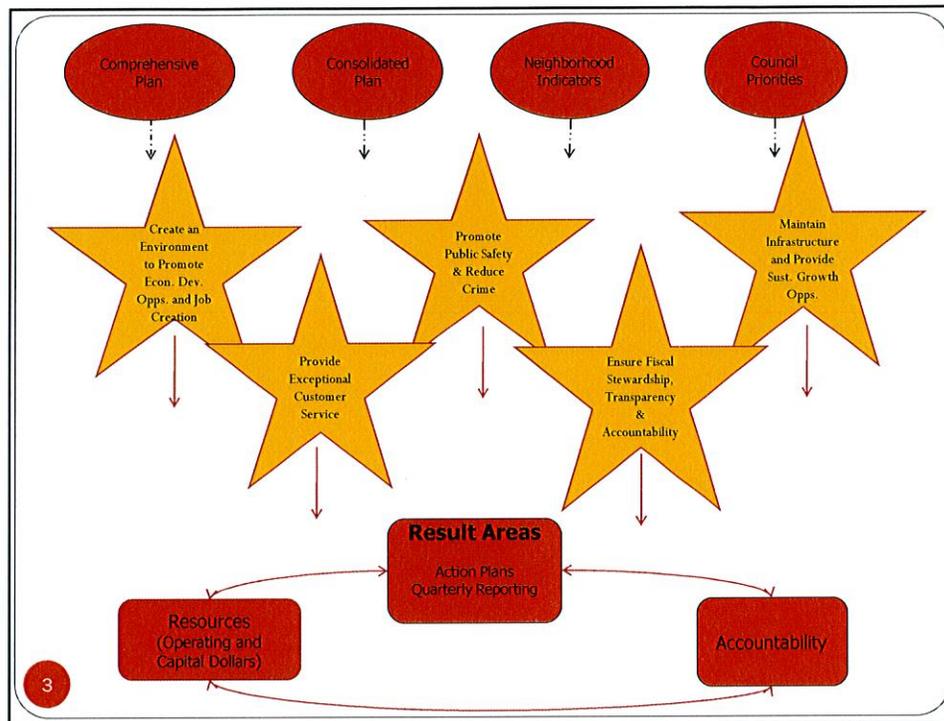


What is MAP?

MAP = Management, Accountability and Performance

Performance Management is a change for how we do business.

- It focuses on producing results that benefit the public.
- Gives the public confidence that we have produced those results.
- Makes government accountable for their actions because it provides a direct link to what is expected and what has actually occurred.
- Ensures that services and resources are aligned with desired results.



Changes in the CMO

- The CMO will begin reporting by Result Area when discussing strategy, budgeting, reporting, etc. rather than by Department.
- Each Result Area will:
 - Develop an annual work plan that will link the departmental work plans to the City goals and High Level Indicators.
 - Report Quarterly to the City Council by Result Area.

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Result Areas

- **Economic and Community Development (Andy)**
 - Planning and Community Development
 - Economic Development
 - Training And Employment Services
 - M/WBE Office
- **Infrastructure (Bob)**
 - Field Operations
 - Water Resources
 - Engineering & Inspections
 - Transportation
 - Environmental Services
 - Coliseum
- **Public Safety (Mike)**
 - Fire
 - Police
 - GM911
- **Culture, Recreation and Community Character (Denise)**
 - Library & Museums
 - Parks & Recreation
 - Public Affairs
 - Human Relations
- **General Government (Rashad leads/Nelsie coordinates)**
 - Legal (Rashad)
 - Clerk/Legislative (Rashad)
 - Human Resources (Mike)
 - Finance (Bob)
 - Budget & Evaluation (Bob)
 - Internal Audit (Bob)
 - Information Technology (Denise)

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High Level Indicators

- Indicators are high-level measures to help the City track its progress on meeting the Goals of the City.
- By monitoring these indicators, the City can learn the success/progress it is making towards the Goals.
- The indicators do not represent all possible indicators, but they represent what is most critical to meeting the goals.
- City Results Areas and Departments monitor more specific indicators that tie into the High Level Indicators.
 - High Level Indicators → Result Area Work Plans → Departmental Work Plans → Department-Specific Indicators

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Goal #3: Promote Public Safety & Reduce Crime

High Level Indicators

1. Crime Rate for Felony Offenses (Part I)
2. Juvenile Crime Rate (Part I and Part II)
3. % of felony offenses solved during year (of those created during that year)
4. % commercial property loss due to fire
5. % of residential fires contained to room origin
6. Response Time of High Priority emergency calls from call to arrival
7. % pulses recovered
8. % core competencies/accreditations met during Fiscal Year (includes Police, Fire, and GM-911)

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Goal #4: Provide Exceptional Customer Service and a Diverse City Government Workforce

High Level Indicators

1. Contact Center's call abandonment rate
2. % of Contact Center calls resulting in a work order completed or contacted within internal business standards
3. % of Public information requests responded to within 2 days or less
4. Ratio of City government employees (diversity breakdown) to overall City population (diversity breakdown)
5. Average hours spent on professional development per employee
6. Average number of days to process mission critical services (e.g. contracts, inspections, plan review, hiring, etc.)
7. Average daily attendance at City Libraries and Recreational Centers
8. % increase in City internet site visits and social media users

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Goal #5: Ensure Fiscal Stewardship, Transparency, & Accountability

High Level Indicators

1. % of capital projects completed during the Fiscal Year that were either on or under budget
2. % of total spending reduced due to timely payment of invoices (includes invoices, p-card and travel card purchases)
3. Maintenance of the City's General Obligation and Revenue Bond ratings
4. Ratio of City tax dollars used to leverage non-City tax dollars (Grants, Foundation dollars, etc.) for public purposes
5. Overall Collection Rate
6. % of audit findings resolved
7. Ratio of Actual Revenue Compared to Budgeted Revenue
8. Ratio of Actual Revenue to Actual Expenditures
9. \$ Saved in health insurance and workers compensation costs due to City Wellness and Safety programs

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Example of MAP Product

Goal: Maintain Infrastructure and Provide Sustainable Growth Opportunities

High Level Indicator: Pavement Condition Rating

Result Area: Infrastructure Work Plan

Strategies:

- Resurface 80% of roads within one year of City's resurfacing schedule
- Implement Bi-Ped Plan to improve pedestrian and bicycle safety
- Maintain and enhance traffic control infrastructure
- Complete street improvement projects on schedule

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Next Steps

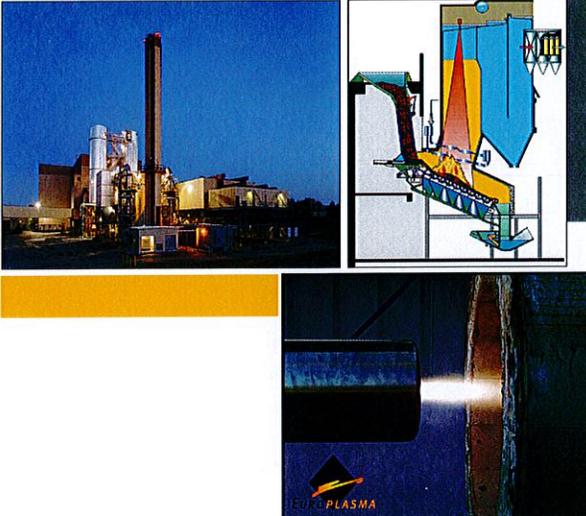
- Seek private funding to support a Citizen Survey reoccurring every three or four years. Results of this are important to:
 - Understand the public need
 - Determine if the City is meeting expectations and providing quality service
 - Modify High Level Indicators Accordingly
- Implement this process in February 2011
 - Develop the FY 2011-2012 Budget using this Framework
 - Begin reporting to City Council Quarterly by Results Areas and under this Framework
 - Website Enhancements

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Questions?

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**SOLID WASTE
TECHNOLOGY
INFORMATION
SESSION**



City of Greensboro

September 28, 2010

HDR

Presentation Overview

- Technology Overview
- International State of the Industry
- What other Municipalities are Doing
- Proven vs. Emerging Technologies
- Costs and Environmental Concerns
- Summary
- Next Steps

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Technology Overview

Biological Treatment

Process that utilizes chemical reactions to change the composition of the organic fraction of MSW

Thermal Treatment

Process that utilizes significant quantities of heat to change the composition of the organic fraction of MSW.

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Technology Overview

Biological Treatment

Examples of biological treatment technologies:

- Anaerobic Digestion
- Composting (does not generate energy)
- Hydrolysis

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Technology Overview

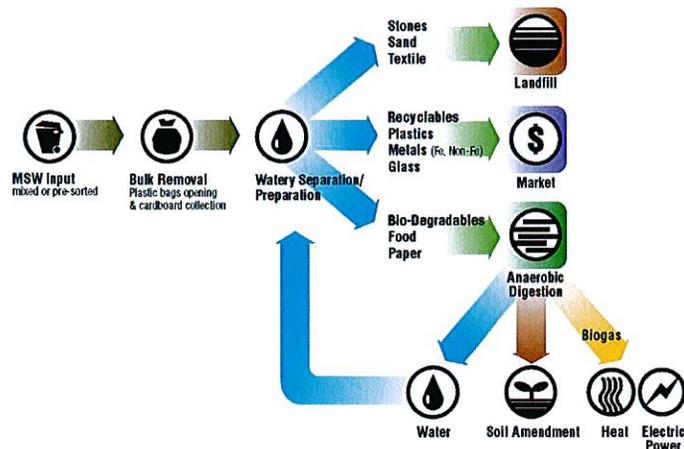
Biological Treatment:

- Advantages:
 - Produces methane gas that can be used to generate electricity, steam, hot water, and compostable “digestate”
 - Feedstock – Biodegradable MSW
- Disadvantages:
 - Compost product quality can be an issue with contaminants
 - Requires significant pre-processing of mixed waste (MSW)
 - Odor issues

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Technology Overview

Biological Treatment Process



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Technology Overview

Thermal Treatment

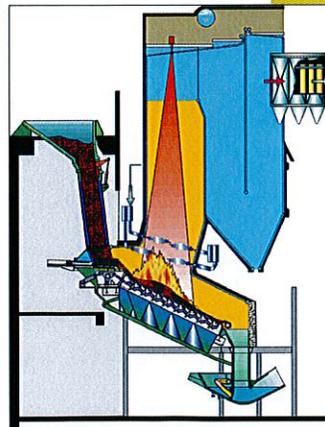
- Examples of Thermal Treatment Technologies:
 - Advanced Thermal Recycling (Municipal Waste Combustors)
 - Gasification
 - Steam Classification / Autoclave

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Technology Overview

- Types of MWCs:
 - Mass Burn Waterwall, Excess Air**
 - Rotary Waterwall, Excess Air
 - Refuse Derived Fuel Units
 - Modular Mass Burn, Starved Air
- Typically European Designed
 - Martin GmbH (Germany)
 - Von Roll (Switzerland)
 - Fisia Babcock (Italy)

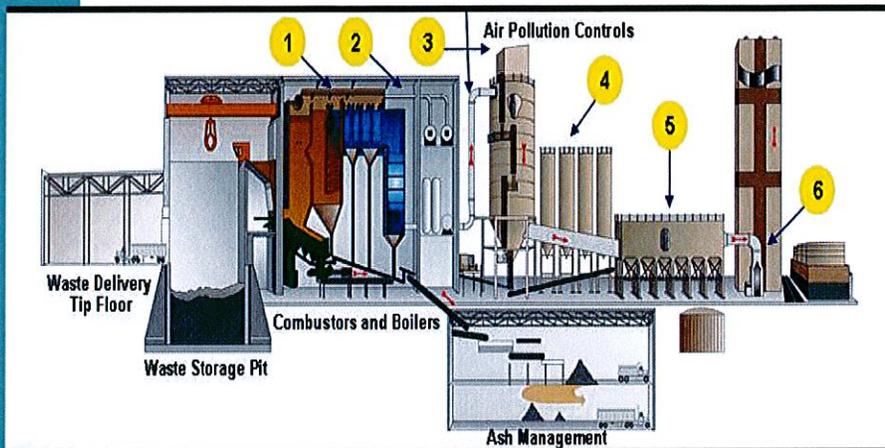
**Most Common in U.S.



Section View:
Mass Burn Waterwall unit (courtesy Martin GmbH)

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Technology Overview - MWCs



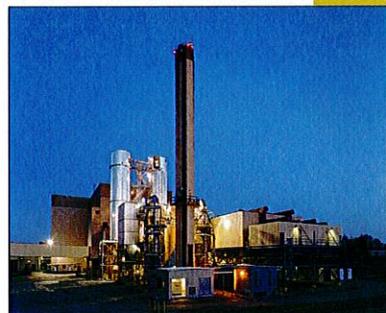
Pictured: I-95 Resource Recovery Facility, Fairfax County, VA

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Technology Overview

Municipal Waste Combustors

- Advantages:
 - Proven (+30 years experience in U.S.)
 - Reliable (avg. +90% availability)
 - Reduces GHG emissions
- Disadvantages:
 - Public Opposition to incineration
 - Cost



MacArthur Resource Recovery Facility, Islip, NY

Technology

HDR

Technology Overview

Technology

Types of Gasification Technologies:

- Gasification
- Plasma Arc
- Pyrolysis

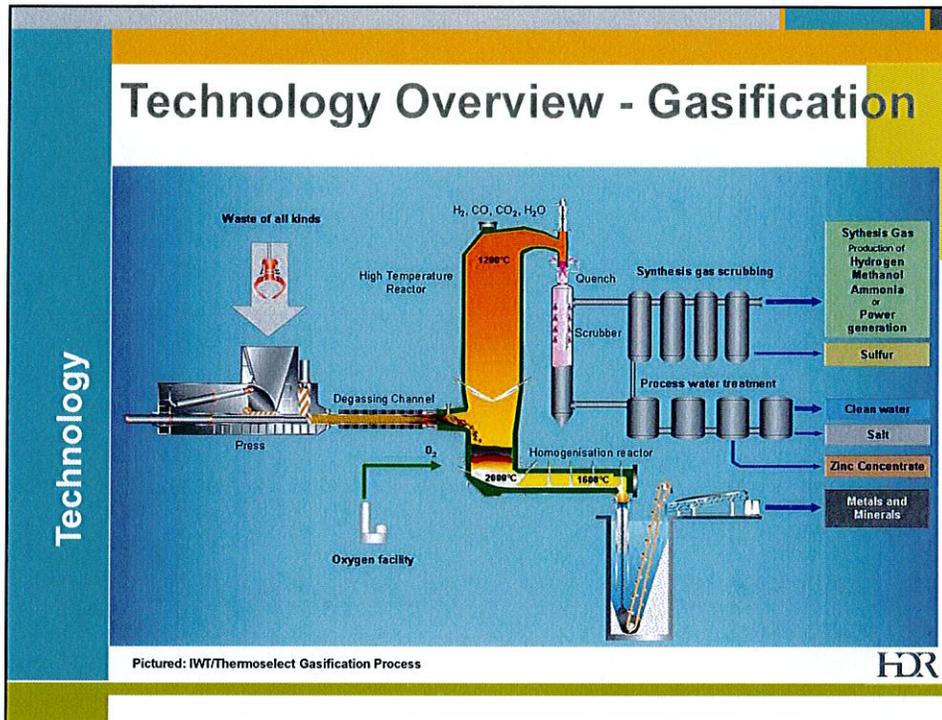
- **Design Principles:**
 - High temperature destruction of MSW without the presence of oxygen
 - Most require significant front-end processing of waste (e.g. size reduction, fuel components)
 - Generates Syngas, slag, metals, other marketable products

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Technology Overview

- **Advantages:**
 - Ash is melted and vitrified and rendered non-hazardous, much of which is sold as slag material
 - Air emissions reported to be well below permit limits of plants
 - Typically modular design – more cost effective for smaller waste streams
- **Disadvantages:**
 - Typically requires preprocessing of fuel
 - Works best with a more uniform and select feedstock (plastics, biomass, industrial waste)

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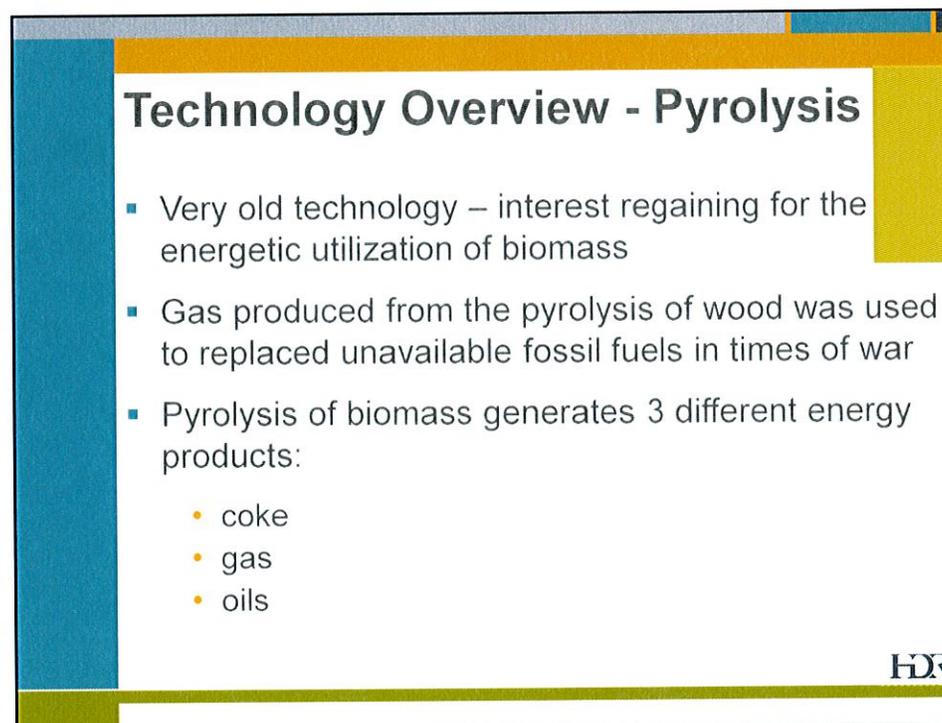
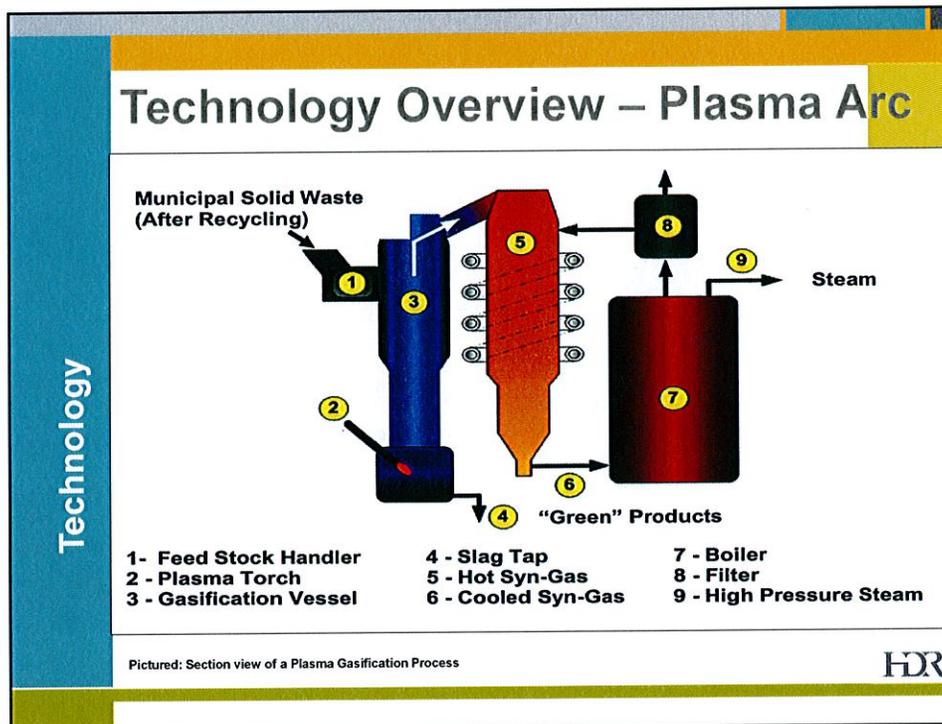
Technology Overview— Plasma Arc

Technology

- Design Principles:
 - Super high temperature destruction of MSW (> b/w 5,000°F-8,000°F) under sub-stoichiometric oxygen conditions
 - Uses Plasma torches located at bottom of reactor
 - Torch requires electricity to generate high temperatures
 - Generates Syngas, high-quality vitrified slag, other marketable products

Furnace

EUROPLASMA



Technology Overview - Pyrolysis

- **Advantages:**

- Produces gas
- Carbon filtration media
- Soil Amendment

- **Disadvantages:**

- Requires significant pre-processing of feedstock
- Requires significant input energy
- Market for by products

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Technology Overview – Steam Classification / Autoclave

- **Advantages:**

- Marketability of products
- Over 60% reduction in waste volume
- Cellulose recovery
- Ethanol production feedstock
- Digester feedstock for methane production
- Recyclables sold to locally and nationally
- Organics used in pulp production, composting or refuse derived

- **Disadvantages:**

- O&M requirements
- Downtime
- Energy consumption
- Cost
- Environmental concerns:
air emissions (VOCs),
water pollution

Rotating steam autoclave reaction vessel, 6'
diameter x 15' long, 2 ton capacity



International State of the Industry

Technology	US	World
Advanced Thermal Recycling	89	650
Gasification	0	38
Plasma Arc	0	1
Pyrolysis	0	12
Hydrolysis	0	0
Steam Classification / Autoclave	0	0
Anaerobic Digestion	0	29
Composting	12	Numerous

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International State of the Industry

- Biological Treatment – Predominantly in Europe
- Majority use food waste and yard waste
- 15 plants were installed between 1991 and 1995, with total capacity of about 200,000 tons
- The expected installed biowaste or MSW capacity by the end of 2010 will be about 6 million tons/year (tpy) divided over 200 plants in 17 European countries
- Germany is the leader in anaerobic digestion capacity

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International State of the Industry

- Biological Treatment:
Example: ArrowBio (Israel)

- Since Feb 2009 non segregated waste
- 100,000 tons per year of MSW
- 23,000 tons of compost product
- 19,000 tons of residue



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International State of the Industry

- Biological Treatment
Example: ArrowBio (Sydney Australia)

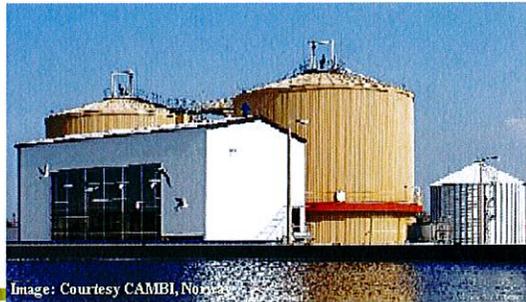
- Since February 2009 the plant receives non segregated waste
- 100,000 tons per year of MSW
- 23,000 tons of compost product
- 19,000 tons of residue



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International State of the Industry

- Biological Treatment
 - Example: Cambi, Norway
 - Initial Hydrolysis stage then 2-stage digester
 - Biogas produced for engine
 - Gas cleaned for town's buses



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International State of the Industry

- Biological Treatment
 - Example: Bassano del Grappa, Italy
 - 110,000 tons/yr of organic waste
 - Originally designed for MSW
 - Currently organics fraction only
 - Held for 35 days in 3 cylindrical digesters that are 3,139 cy
 - Used as compost or fertilizer



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International State of the Industry

Thermal Treatment:

- Advanced Thermal Recycling - MWCs
 - disposes of 13% of the nation's waste
 - 87 operating facilities in the US in 27 states
 - generation capacity in excess of 2,700 MW, or 16 million MWhrs of power annually
 - 650 operating facilities worldwide
 - Mass Burn requires little or no fuel preparation (except RDF)
 - RDF requires fuel processing, results in recovering some recyclables (metals)



U.S. WTE Plants by Technology Generating approx. 2,700 MWs

Technology	Operating Plants	Daily Design Capacity (TPD)	Annual Capacity ⁽¹⁾ (Million Tons)
Mass Burn	64	71,354	22.1
Modular	7	1,342	0.4
RDF – Processing & Combustion	12	15,428	4.8
RDF – Processing Only	2	6,075	1.9
RDF – Coal Combustion	2	4,592	1.4
Total U.S. Plants ⁽²⁾	87	98,791	30.6
WTE Facilities	83	92,716	28.7

(1) Annual Capacity equals daily tons per day (TPD) of design capacity multiplied by 365 (days/year) multiplied by 85 percent. Eighty-five percent of the design capacity is a typical system guarantee of annual facility throughput.

(2) Total Plants includes RDF Processing facilities that do not generate power on site.



International State of the Industry

Thermal Treatment

- Gasification (Gasification, Plasma Arc, Pyrolysis)
 - 0 commercial facilities operating in the US
 - 51 facilities operating worldwide
 - operational issues due to fuel feed system
 - requires significant front-end fuel processing
 - no extensive operation at full load
 - no long duration tests run (MSW)
 - minimal stack testing data released (MSW)

HDR

Gasification & Other Technology Facilities

Location	Technology	Capacity (TPD)	Waste Type			
			MSW	Industrial	Medical Waste	Sewage Sludge
Kawaguchi, Japan	Fluidized Bed Gasification/Ash Melting	420	X	X		
Kuznica, Poland	Gasification	3.5			X	
Fayetteville, AK	Gasification/Biosynthesis	1.5	X			
Romoland, CA	Pyrolysis/Syngas Blower	30	X			
Nagasaki, Japan	Pyrolysis + Gasification/Syngas Engines and Boiler	300	X			
Toyohashi, Japan	Pyrolysis + Gasification/Steam Turbine	400	X			
Kazusa, Japan	High Temperature Gasification	200	X			
Akita, Japan	High Temperature Gasification	400	X	X		X
Heanam, Korea	Gasification	20	X			
Gangjin, Korea	Gasification	25	X			
Bosung, Korea	Gasification	45	X			
Pyungshan, Korea	Gasification	25	X			
Hapchon, Korea	Gasification	20	X			

HDR

Information from "Evaluation of Emissions from Thermal Conversion Technologies Processing Municipal Solid Waste and Biomass" June 21, 2009 by University of California, Riverside

Plasma Arc Facilities

Location	Capacity (TPD)	MSW	WWTP Sludge	PSR	MSW Ash	Industrial	PCBs	Medical	Asbestos	Tannery	Fly Ash	Aluminum Dross	Catalytic Converters	Batteries	Munitions	Ammunition	Shipboard	Chemical Agents
Mihama-Mikata, Japan	28	X	X															
Utashina, Japan	300	X	X															
Kinuura Japan	50			X														
Kakogawa, Japan	30			X														
Shimonoseki, Japan	41			X														
Imizu, Japan	12			X														
Maizuru, Japan	6			X														
Iizuka, Japan	10				X													
Osaka, Japan	4					X												
Taipei, Taiwan	4					X							X					
Bordeaux, France	10			X														
Morcenx, France	22							X										
Bergen, NO	15								X									
Landskrona, SW	200									X								
Jonquiere, Canada	50										X							
Ottawa, Canada	85	X																
Anniston, AL	24											X						
Honolulu, HI	1						X											
Hawthorne, NV	10											X						
Alopc, WV	10													X				
U.S. Navy	7														X			
U.S. Army	10															X		

Information from presentation by Dr. Louis J. Circeo, "Plasma Arc Gasification of Municipal Solid Waste"

International State of the Industry

Thermal Treatment: Steam Classification / Autoclave

- 0 commercial facilities in US
- 0 facilities operating worldwide

- Three demo projects in U.S.:
 - Salinas Valley, CA
 - Twin Cities, MN
 - Anaheim, CA (closed)

- Converts MSW to sterilized organics and in-organics
- Inorganics can be further processed for recycling and diversion
- Organics used in pulp production, composting

HDR

Other Municipalities

- Biological
 - Cedar Grove Composting near Seattle, WA - energy equivalent to power 400 homes
 - 50,000 tons/yr food waste
 - 275,000 tons/yr yard waste
 - Los Angeles Department of Public Works
 - Convert 150 tons/day of post-recycled organic MSW
 - Products: biogas and compost
 - Boston area – Harvest Power developing techniques for turning organic waste into energy or fertilize.
 - City of San Jose, Calif., contracted with Harvest Power as part of a renewable-energy program
 - None of these facilities process MSW wastestream

HDR

Other Municipalities

Advanced Thermal Recycling

- Mass Burn
 - Olmsted County, MN (expansion)
 - Lee County, FL (expansion)
 - Hillsborough, FL (expansion)
 - York, PA (expansion)
 - Islip, NY (expansion)
 - Hempstead, NY (expansion)
 - Peel Region, Canada (expansion)
 - Alexandria, MN (expansion)
 - Durham Region, Canada (new facility)
 - Chester, SC (new facility)
 - Harford, County, MD (new facility)
 - Frederick County, MD (new facility)
 - City of LA, CA

HDR

Other Municipalities

- RDF
 - Honolulu, HI (expansion)
 - West Palm, FL (expansion)
 - Hartford, CT (expansion)
 - Mecklenburg County, NC (new facility)

HDR

Other Municipalities

- Gasification
 - St. Lucie Co., FL – FLDEP issues permit to construct 600 tpd plasma arc facility
 - LA County selects three technologies for demonstration
 - Ottawa, Canada (pilot – plasma arc)
- Hydrolysis
 - Lancaster, PA
- Pyrolysis
 - Romoland
 - San Diego
- Steam Classification / Autoclave
 - Salinas Valley, Ca.
 - St. Paul, MN
 - Anaheim, CA (closed)

HDR

Proven vs Emerging

- Commercially Proven:
 - Advanced Thermal Recycling (Waste-to-Energy)
 - Mass Burn
 - Refuse Derived Fuel (RDF)
- Less Commercially Proven :
 - MSW Composting
- Not Commercially Proven for MSW:
 - Pyrolysis (emerging)
 - Gasification (emerging)
 - Plasma Arc (emerging)
 - Anaerobic Digestion
 - Hydrolysis
 - Steam Classification / Autoclave

HDR

Cost and Environmental Concerns

Technology	Tipping Fee (\$/ton) New Facilities	Capital Costs (\$/ton/day Design Capacity)
Advanced Thermal Recycling	\$60 - \$150	\$150,000 – \$250,000
Gasification	\$300 (+/-)	\$275,000 (+/-)
Plasma Arc	\$300 (+)	\$275,000 (+)
Pyrolysis	\$300	\$200,000 - \$275,000 (+/-)
Hydrolysis	unknown	unknown
Steam Classification / Autoclave	\$85	\$40,000 (+/-)
Anaerobic Digestion	\$130 (+/-)	\$110,000 (+/-)
MSW Composting	\$40 - \$100	\$30,000 - \$60,000

Note: Tipping fees noted for advanced thermal recycling facilities are typical for municipality-developed facilities with contracted operations. Other fees provided were obtained from facility visit, discussions with operations, and internet information.

HDR

Some WTE Costs from Hawaii

Location	MSW Capacity TPD	Capital Cost at Location (\$1,000)	Net Cost \$/ton	Capital Costs (\$/ton/day Design Capacity)
Hawaii County, HI ⁽¹⁾	230	\$125.5M	135	\$545,000
Honolulu County, Hawaii ⁽²⁾	854	\$90.72	91	\$110,000
Maui County, HI ⁽³⁾	360	\$86 M	81	\$240,000

Source :

- 1) Big Island's Waste to Energy Plant Moves Forward, Advertiser Big Island Bureau, Kevin Dayton, April 2009
- 2) <http://www.brighterenergy.org/3754/news/bioenergy/302m-expansion-for-hawaii-energy-from-waste-plant/>
And <http://www.covantaholding.com/site/news-2009/december-21, 2009>
- 3) County of Maui, Integrated Solid Waste Management Plan, February, 2009, GBB



Cost and Environmental Concerns

Technology	Environmental Concern
Advanced Thermal Recycling	combustion emissions, ash disposal
Gasification	combustion emissions, byproduct use
Plasma Arc	combustion emissions, ash disposal
Pyrolysis	combustion emissions, ash disposal
Hydrolysis	combustion emissions, VOC emissions
Steam Classification / Autoclave	VOC emissions, wastewater treatment
Anaerobic Digestion	Odors, air emissions
MSW Composting	Odors, air emissions



Summary

- Advanced thermal recycling technologies such as mass burn and RDF are commercially proven at all ranges of processing capacity
- Expansions of existing MWCs are underway or in the planning phase; some greenfield development in US and Canada

HDR

Summary

- Alternative conversion technologies (gasification, plasma arc, pyrolysis) show promise, but currently have proved to be commercially viable for high BTU, homogeneous waste streams – not typical MSW
 - factual performance, emissions and cost data difficult to obtain
 - applicability of existing regulations to technology in many states not clear

HDR

Summary

- Public opposition exists with regard to any new facility development – NIMBY
- For all alternative technologies, capital and operational costs are higher than that for traditional landfill disposal

HDR

Next Steps

- Important Issues to Consider:
 1. Some proposed technologies not proven commercially at required capacity
 2. Experience and Financial viability of some proposers
 3. Conditions of the “deal” have not been established – No contract T&Cs, guarantees, pass-throughs, etc. provided
 4. The majority of the offers imply the use of the White Street facility property

HDR

Next Steps

1. Request sent to offerors for extension of proposal validity date
2. Policy decisions indentified previously need to be addressed
3. A detailed list of questions and request for information needs to be prepared for each proposal
4. Establish Evaluation Criteria
5. Apply criteria based on all information received and rank and short-list offerors
6. Interview short-listed firms and provide recommendation for negotiation

HDR

End

HDR

Parks and Recreation Department
City of Greensboro



September 21, 2010

TO: Rashad Young, City Manager

FROM: Greg Jackson, Director

SUBJECT: Hilltop Park Potential Land Acquisition

An appraisal on the 4 acre land parcel at 5309 Hilltop Road was completed in December 2009, which estimated the market value of the property and existing single family residence at \$560,000. Acquisition of this parcel would provide more flexibility in future expansion of the recreation center and provide additional land for expanding the parking lot.

Since the September 7, 2010 City Council meeting, Parks and Recreation has requested assistance from the Property Management Division to resume negotiations for acquisition of the parcel. The property owners/agent has been contacted; however, no additional information is currently available.

Both departments will work together to further discussions with the property owners and will continue to provide updates as progress occurs.

Per the comments at the City Council meeting, staff will pursue developing the future athletic fields at this park with synthetic turf as opposed to natural grass. This is a good suggestion that will allow for increased play on the fields and a lesser operating cost.

GJ/nm

cc: Denise Turner, Assistant City Manager
Nasha McCray, Planning and Project Development Division Manager
Tony Cox, Property Management Administrator

Housing and Community Development
City of Greensboro



September 23, 2010

TO: Rashad Young, City Manager
FROM: Sue Schwartz, Interim Director
SUBJECT: US Dept of Housing and Urban Development Press Release

On September 20, 2010, the US Department of Housing and Urban Development sent out the press release below announcing the City of Greensboro was receiving over \$3 million from HUD for affordable housing initiatives in the City. There has been some confusion in the media over this award. It is not a new or additional grant but rather announcing the Greensboro's annual entitlement allocation of Community Development Block Grant, HOME and Emergency Shelter Grant funds. The City Council approved the budget and annual plan for these funds on May 4, 2010. The following link is to the final plan document.

<http://www.greensboro-nc.gov/departments/hcd/funding/annualplan/default.htm>

Press Release e-mail text:

*From: HUD Public Affairs [mailto:joseph.j.phillips@hud.gov]
Sent: Monday, September 20, 2010 5:05 PM
To: DL-Ral-News14-RALDesk
Subject: HUD ANNOUNCES OVER \$3 MILLION IN COMMUNITY DEVELOPMENT AND AFFORDABLE HOUSING IN GREENSBORO*

*[http://portal.hud.gov/portal/page/portal/HUD/Images/HUD_logo2.png]HUD NEWS U.S.
Department of Housing and Urban Development – Edward Jennings, Jr., Region IV, Regional Administrator, Atlanta, Ga 30303
HUD No. GFO 10-20
FOR RELEASE
Chris Stearns
Monday
336-851-8064
September 20, 2010
<http://www.hud.gov/northcarolina>*

HUD ANNOUNCES OVER \$3 MILLION IN COMMUNITY DEVELOPMENT AND AFFORDABLE HOUSING IN GREENSBORO

GREENSBORO – U.S. Housing and Urban Development Secretary Shaun Donovan today announced the City of Greensboro will receive more than \$3 million to support community development and produce more affordable housing. HUD's annual funding will also help find homes for individuals and families living on the streets.

"This funding provides the building blocks needed to improve communities," said, Ed Jennings, Jr., HUD Region IV Southeast Regional Administrator. "Now, more than ever, these grants promote neighborhood development, produce affordable housing, and help extremely low-income persons find their place in their communities."

The funding announced today includes:

- \$2,081,527 in Community Development Block Grant (CDBG) funds;
 - \$1,805,600 in HOME Investment Partnerships (HOME) funding; and
 - \$84,405 in Emergency Shelter Grant (ESG).
- \$3,971,532 TOTAL

Since 1974, HUD's Community Development Block Grant (CDBG) Program<<http://www.hud.gov/offices/cpd/communitydevelopment/programs/entitlement/>> has provided approximately \$132 billion to state and local governments to target their own community development priorities. The rehabilitation of affordable housing and the improvement of public facilities have traditionally been the largest uses of CDBG although the program is also an important catalyst for job growth and business opportunities. Annual CDBG funds are distributed to communities according to a statutory formula based on a community's population, poverty, and age of its housing stock, and extent of overcrowded housing.

HOME (HOME Investment Partnerships Program<<http://www.hud.gov/offices/cpd/affordablehousing/programs/home/>> is the largest federal block grant to state and local governments designed exclusively to produce affordable housing for low-income families. Since 1992, more than 600 communities have completed nearly 950,000 affordable housing units, including 403,000 for new homebuyers. In addition, 224,000 tenants have received direct rental assistance.

Emergency Shelter Grants (ESG)<<http://www.hud.gov/offices/cpd/homeless/programs/esg/>> provides homeless persons with basic shelter and essential supportive services. It can assist with the operational costs of the shelter facility, and for the administration of the grant. ESG also provides short-term homeless prevention assistance to persons at imminent risk of losing their own housing due to eviction, foreclosure, or utility shutoffs.

###

SS

cc: Andy Scott, Assistant City Manager
Denise Turner, Assistant City Manager

**Parks and Recreation Department
City of Greensboro**



September 22, 2010

TO: Denise Turner, Assistant City Manager

FROM: Greg Jackson, Director

SUBJECT: Summer Neighborhood Playground Program 2010 Summary

This past summer, Greensboro Parks & Recreation provided the free neighborhood playground program at thirteen locations. Staff recorded how many children registered at each site and how many actually showed up each week. The attached spreadsheet summarizes weekly registration and actual attendance. Tuscaloosa Park was closed after five weeks due to low attendance and Ardmore Park was closed after week six because of staff shortages.

A key aspect of the neighborhood playground program is the summer food program. Each site provides a free lunch for the children, including those who are not registered. Children showing up only for lunch are not counted in the overall registration and attendance numbers. Staff will consider the lunch program and the following factors when developing a recommendation to either operate or close a summer playground site in 2011:

1. Attendance figures from summer 2010
2. Proximity of the playground site to a recreation center
3. Barriers between a playground site and a recreation center
4. Access to alternative sites for the summer food program
5. Ability to identify partners for the neighborhood playground

While staff believes transitioning children into the summer day camp program in recreation centers is a more viable option, attendance at several neighborhood playgrounds indicates that the program serves a definite need in some communities. The seven recreation centers in close proximity to the playground sites can take an additional 225 children per week into their summer day camp programs. Our goal is to diminish the financial obstacle for parents and encourage participation in the summer day camp program at recreation centers. Staff is working on a scholarship program that would create a sliding scale fee structure for summer day camp, based upon the family income and other factors. The goal of the sliding scale registration fee is to eliminate the fee as a barrier for a child to attend summer day camp.

On July 16 and September 16, Council member T. Diane Bellamy-Small and our staff met with faith-based leaders to discuss partnership opportunities. While no immediate partnerships developed from these meetings, staff became more aware of other programs within the community serving similar needs.

Staff recognizes the importance of the summer food program at all of these locations. For many of these children, this may be their only consistent meal of the day. Staff has received a list of the 2010 summer food program sites. For playgrounds that will be closed next year, staff will share alternative locations that children can attend to participate in the summer food program. It is also important to note that the recreation centers provide the summer food program to children attending summer day camps.

Staff will continue to work through various options and develop a recommendation for the future of this program. The goal is to finalize our plan prior to printing the 2011 spring-summer *Leisure* magazine, so information can be shared in time for parents to make informed decisions.

GJ

Attachment: Weekly Report Summary

cc: John Hughes, Youth & Community Programs Division Manager

2010 Summer Playground Weekly Attendance Report

	Week 1		Week 2		Week 3		Week 4		Week 5		Week 6		Week 7		Total	
	att.	reg.	Attendance	Registered												
Ardmore	79	21	110	4	134	10	53	2	73	6	40	0			489	43
Arlington	126	24	127	12	89	1	111	4	125	0	86	4	40	0	704	45
Carriage Hills	42	9	54	10	40	0	46	1	72	0	56	1	20	0	330	21
Sussman	241	42	191	13	137	0	123	1	140	0	122	0	85	3	1039	59
Hampton	55	5	133	26	70	18	117	4	155	0	113	10	115	2	758	65
Hannafor	185	38	172	8	53	3	104	5	85	1	108	3	103	0	810	58
E. White Oak	127	32	174	21	126	12	156	3	189	0	164	10	189	0	1125	78
Douglas	301	55	273	8	202	1	213	0	204	0	226	4	88	0	1507	68
Woodmere/Grant	58	21	149	20	153	5	105	3	230	0	190	24	70	4	955	77
Eastside	69	26	88	9	57	2	58	0	126	0	96	6	46	1	540	44
Kirkwood	71	30	76	22	35	0	26	3	18	0	25	7	49	6	300	68
Steelman	66	14	141	14	121	4	96	0	128	0	145	3	90	0	787	35
Tuscaloosa	18	14	28	10	19	4	17	11	17	0					99	39
Total	1438	331	1716	177	1236	60	1225	37	1562	7	1371	72	895	16	9443	700

■ summer playground program closed

Attended = Number of youths that attended with-in that week

Registered = Number of youths that registered that week

Youths only have to register once for the whole summer



Greensboro Cancer Cluster Investigation

Mina Shehee, PhD
North Carolina Department of Health and Human Services

Purpose

- Summary of 2009 Cancer Investigation

Overview of Cancer

- Cancer is common, more so than most people think -
 - It is estimated that 40% of North Carolinians will develop cancer; and
 - 1 in 2 men, and 1 in 3 women in their lifetime.



American Cancer Society Cancer Facts & Figures 2010
<http://www.cancer.com/cipart-9569.html>

Overview of Cancer

- Cancer is more likely to occur as we get older -
 - People are living longer.
 - Larger group of older people.

American Cancer Society Cancer Facts & Figures 2010

Overview of Cancer

- ③ Cancer is not a single disease.
- ③ Different types of cancer behave differently.
- ③ The same type of cancer can be caused by a combination of different factors.



American Cancer Society. Cancer Facts & Figures 2010
<http://www.cancer.com/cipart-9569.html>

Overview of Cancer

- ③ Cancer does not develop immediately -
 - ③ It can take years to decades to develop after contact with a cancer-causing agent.
 - ③ This delay between a possible contact and cancer makes it difficult to determine cause.

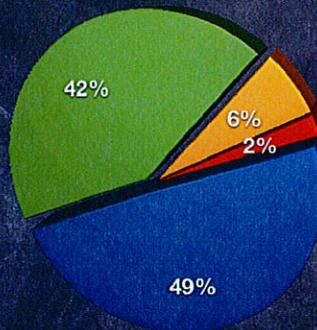
American Cancer Society. Cancer Facts & Figures 2010

Overview of Cancer

- Cancer has many different causes -
 - Different factors are involved.
 - Environmental factors make up the majority (75 – 80%)* of cancer cases.
 - Environmental chemical contaminants make up a small percentage.

American Cancer Society Cancer Facts & Figures 2010

Percentage of Cancer Environmental Risk Factors



- Tobacco Use
- Nutrition, Physical Activity, Obesity
- Contact with Pollutants - Work
- Contact with Pollutants - Nonwork

American Cancer Society Cancer Facts & Figures 2010 p. 50

Investigation

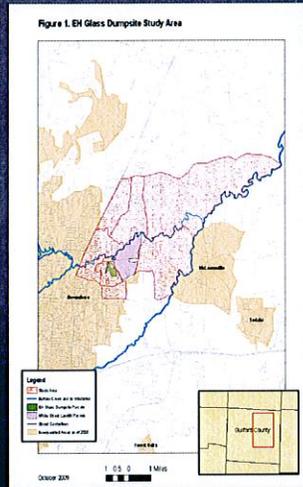
- Cancer concerns about the landfill sites - state was asked to assist.
- Staff from the North Carolina Central Cancer Registry (CCR) and the Occupational and Environmental Epidemiology (OEE) Branch worked together to define the study area, using available environmental data.

Investigation

- The study area is comprised of the US Census 2000 block groups that are adjacent and near the landfill sites.
- Census block group is a geographic unit containing census information and representing 600 - 3,000 people.
- White Street landfill parcels were not included, but the potential environmental impact areas of both EH Glass Landfill and White Street were taken into account.

Investigation

- ④ These block groups were chosen because they best represent the area of potential air or water exposure to any compounds released from the site.



Investigation

- ④ The total number of all cancer cases in the study area was compared with the expected number of cancer cases during the same time period.
- ④ The type of cancers used for the investigation were those that have been associated with landfill sites.

Investigation

- The expected number of cases was calculated by applying the age and gender-specific cancer incidence rates for the state to the age and gender-specific populations of the census block groups.
- Sums for the census block groups were then added to obtain the overall expected number for the study area.

Results

Observed and Expected Cases in Study Area, 1990-2006

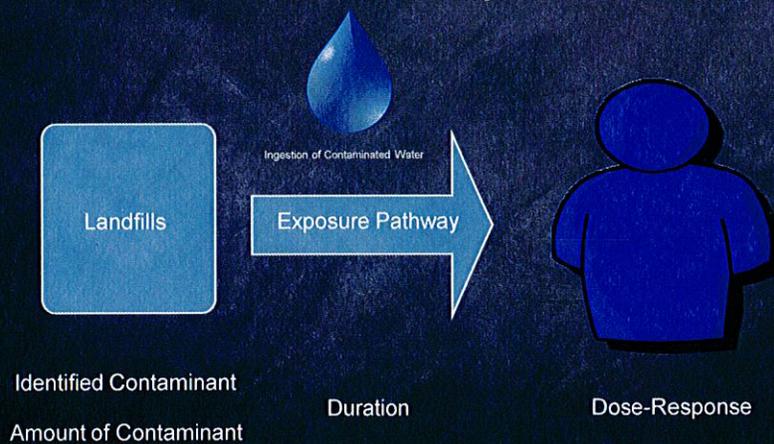
Type of Cancer	Observed	Expected	Observed/Expected	95% Confidence Interval (Lower, Upper)
Liver	*	*	*	*
Pancreas	27	14.90	1.81	(1.13 – 2.50)
Multiple Myeloma	13	6.39	2.03	(0.93 – 3.14)
Leukemia	17	13.85	1.23	(0.64 – 1.81)
Brain/CNS	22	16.15	1.36	(0.79 – 1.93)
Hodgkin Disease	*	*	*	*
NH - Lymphoma	27	25.98	1.04	(0.65 – 1.43)

- NOTE: Counts less than 5 and corresponding ratios are suppressed to protect confidentiality.
- The observed number of pancreatic cancer cases is 1.81 times higher than expected ($p < 0.05$).
- The observed cases for each of the other primary cancer sites are within the normal range.

Cause-and-Effect

- ⊗ By itself, an increase in pancreatic cancer rate does not imply that the landfill sites caused pancreatic cancer.
- ⊗ Establishing a definitive cause-and-effect relationship is often not possible.
- ⊗ There isn't an identified or isolated single potential exposure.
- ⊗ Difficult to reconstruct exposure histories.

Factors of Exposure



<http://www.ciker.com/clpart-9569.html>

What does this mean to me?

- Living near the landfill is not the likely reason for the observed increase in pancreatic cancer.
- Several reasons:
 - Review of epidemiologic studies list other types of cancers are more likely associated with landfill sites, not pancreatic cancer.

What does this mean to me?

- The community is not located in an area where contaminants would migrate towards ground or surface waters.
- Availability of municipal water.
- Set back distance of private drinking water wells.

Risk Factors for Pancreatic Cancer

- Age (55+);
- Gender (Men);
- Race (African-Americans);
- Family History;
- Presence of other diseases (diabetes, chronic pancreatitis, and cirrhosis of the liver);



American Cancer Society. Cancer Facts & Figures 2010
<http://www.aicr.com/part-9549.html>

Risk Factors for Pancreatic Cancer

- Tobacco Use;
 - Obesity;
 - Nutrition (red meat consumption?); and
 - Inactivity.
- Having a risk factor, or even several risk factors, does not mean that you will get the disease.

American Cancer Society. Cancer Facts & Figures 2010

Summary

- Cancer is common (1 out of 2 men, 1 out of 3 women) and is not usually caused by environmental chemical contamination (<2%).
- The rate of pancreatic cancer in the study area is greater than what would be expected in the state and in similar communities;
- Living near the landfill is not likely the reason for the observed increase in pancreatic cancer rate in the community.

Next Steps...

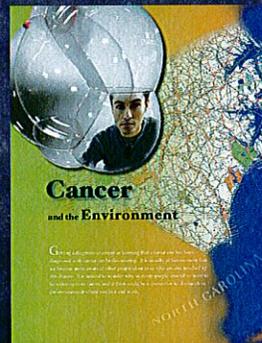
- Continue community awareness activities about pancreatic cancer and ways to reduce risk factors.
- Continue environmental monitoring of the landfill sites.
- Continue to address health concerns with your health care provider.

Next Steps...

- ④ Letter of Health Consultation will be written to summarize site background, purpose of cancer study, and exposure assessment.

Resources

- ④ OEE Cancer and the Environment brochure.
- ④ www.epi.state.nc.us/epi/oeo/hace/pdf/Hace_Cancer_Environ.pdf.



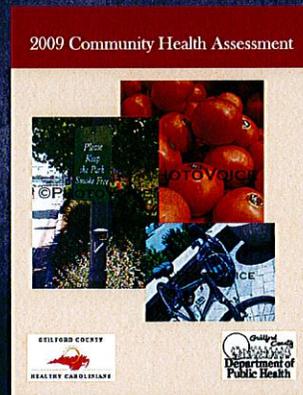
Resources

Cancer Facts & Figures 2010

- American Cancer Society information about pancreatic cancer and environmental risk factors.
- www.cancer.org

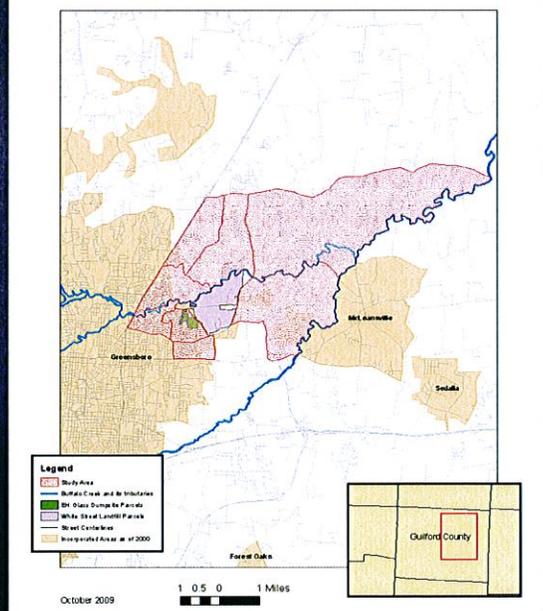
Resources

- Healthy Carolinians – Guilford County
- www.co.guilford.nc.us/publichealth



Questions

Figure 1. EH Glass Dumpsite Study Area



Office of the City Manager
City of Greensboro



September 24, 2010

TO: Denise Turner, Assistant City Manager

FROM: Dan Curry, AICP
Manager of Community Sustainability

SUBJECT: Additional Information about the BetterBuildings Program

The following information is in response to questions and comments from the City Council's discussion at the September 21, 2010 Council Meeting of the BetterBuildings Program. Financing options seem to be a main concern of the council. I want to address these questions first:

- **Are we required to provide loans?** In order to meet the Department of Energy leveraging requirements, Greensboro's program must leverage an additional \$25 million from other sources. Unless the City or other local entities can put up that amount of other funding, the program must collaborate with lenders to provide low cost financing to property owners.
- **Are any of the other BetterBuilding communities avoiding loans while meeting their match requirements?** All 25 grantees have loan products as part of their financing approach. Several do have additional leveraging sources such as utility district funds or other stimulus program funding but the primary method for achieving the required leverage in all of the BetterBuilding programs is private loan funds.
- **Does Greensboro have a track record in providing affordable loans to low and moderate income families?** The Greensboro Affordable Home Loan Initiative has provided over 1,300 loans allowing families to reside in better living conditions. Over 2,000 homeowners have received loans and deferred grants for repair and rehabilitation of their properties. Small businesses have also benefited through the City's Targeted Loan Pool Program.
- **Can leverage come from sources other than loans?** In addition to borrowed funds, we will be able to count as leverage things such as owner contributions, other public funds such as housing rehabilitation program funds, rebates offered by utilities and suppliers, and philanthropic contributions. Examples might be funds generated by an energy performance contract to undertake efficiency upgrades on university or public school buildings or affordable housing program funds that are used for efficiency upgrades to multi-family rental properties.

Purpose of the BetterBuildings Program

In passing the American Recovery and Reinvestment Act (ARRA), Congress established a clear intent to foster job creation, a reduction in fossil fuel use, and a pathway to a cleaner and more secure energy future. The Administration set a goal of reducing energy use by 40% in our existing building stock which would cut energy bills by \$40 billion annually. A number of programs were initiated or received increased funding that focused specifically on upgrading the energy efficiency of our existing building stock and changing Americans attitudes towards energy. The City of Greensboro benefited from three of these programs: the *Weatherization Assistance Program (WAP)* that provides no-cost energy efficiency improvements to low income households - this region is receiving enough funds to weatherize 600 homes annually; the *Energy Efficiency and Conservation Block Grant (EECBG) Formula Grants Program* - Greensboro received \$2.5 million to implement a wide range of community energy efficiency initiatives including retrofit of existing buildings throughout the City; and the *EECBG Competitive Grant - BetterBuildings Program* - providing funding to support energy efficiency upgrades and retrofit to commercial and non-commercial properties in east Greensboro. With this array of programs, communities receiving funding have a number of tools to serve all household income levels and building types.

Through a competitive RFP process for the BetterBuildings program, the Department of Energy sought out proposals that targeted funds to “high quality retrofits resulting in significant efficiency improvements to a large fraction of buildings within targeted neighborhoods, corridors and communities”. Greensboro’s proposal addresses this primary goal by focusing on an area of roughly 40 neighborhoods in east Greensboro.

How was the east Greensboro area selected for the BetterBuildings program?

To meet the Department of Energy’s desire for “whole-neighborhood retrofits”, and to target areas where households were likely to be paying higher portions of their disposable income on utility bills, a target area was selected that included 13 census tracts with a high concentration of older building stock and lower income populations. Greensboro’s implementation plan includes a pilot area, if it is determined during the pilot that there will not be enough property owners willing to undergo efficiency upgrades, the City can request approval from the Department of Energy to expand its target area.

In addition, east Greensboro was selected because there are already numerous partnership relationships with neighborhood associations in the east Greensboro area and active housing rehabilitation and repair programs.

What does Greensboro’s BetterBuildings Program Proposal entail?

Greensboro’s Energy Efficiency as a PATHWAY to Community Health and Wealth program approach will use a trained outreach team to educate property owners in the targeted area of east Greensboro about programs available to help them reduce energy usage, create healthier living

situations, and save money. Team members will assess which programs suit property owners best, based on their upgrade needs and financial circumstance.

There are three programs active in Greensboro that property owners would benefit from:

1. Outreach team initial no-cost direct install package items (funded by EECBG)
2. BetterBuildings Program
3. Weatherization Assistance Program (direct grant for homeowners)

The outreach teams' activities will include installation of an initial install package of basic energy efficiency upgrades, such as CFL light bulbs, water-saving showerheads and aerators, and more efficient and healthier HVAC filters to property owners free of charge.

Based on property owners' income levels and building needs, owners will have the choice of selecting from the array of energy efficiency financing options for further building upgrades or to stop after the installation of the no-cost package items.

Homeowners that qualify for the Weatherization Assistance Program would at this stage be referred to that Program for additional no-cost upgrades such as insulation, weather-stripping and caulking, and HVAC tune-ups.

If an owner chooses to undertake additional upgrades, the BetterBuildings Program will fund some or all of the cost of the energy efficiency assessment that will provide the owner with a listing of alternative cost-effective efficiency upgrades. Owners who choose to undertake more extensive energy efficiency upgrades, such as installing a new HVAC system, solar powered water heater or window replacement, will then be advised about financing options, including low-interest loans, rebates, tax incentives, etc. to make the upgrades as affordable as possible. Each owners upgrade package will be designed to result in monthly loan payments that are equal to or less than the anticipated monthly utility cost when no upgrade is performed – i.e. no net increase in the owners monthly cost.

The proposal also includes conducting a pilot evaluation in two neighborhoods. This will provide important feedback that will allow us to assess if the overall boundaries for the BetterBuildings program will provide enough property owners willing to undergo efficiency upgrades, if the boundaries will need to be expanded, and if other program modifications are necessary.

All property owners who participate in the program, whether it is through the no-cost direct install stage or through a more extensive upgrade, will experience numerous benefits from the BetterBuildings Program, including:

- Comfort – even simple weather-stripping and home maintenance education can result in living and workspaces that feel more comfortable and inviting.
- Health – improved air quality through air sealing and removal of hazardous conditions will improve occupant health and reduce instances of asthma related illnesses.
- Cost savings – owners will experience reductions in monthly utility bills ranging from 10-30% depending on the extent of efficiency upgrades the owner chooses to have installed.

Who will be eligible for assistance?

All property owners, including residential, commercial, institutional, industrial and governmental owners may apply for assistance.

Examples of Property Owners who could benefit from the BetterBuildings program:

1. A commercial property owner that recently purchased an older building downtown who wants to upgrade the air conditioning unit and windows to more energy efficient equipment.
2. A multi-unit property owner that offers mixed income housing wants to upgrade the kitchen equipment to more energy efficient equipment.
3. An individual homeowner in a working class-section of east Greensboro who needs to replace their water heater.
4. A school building in need of window upgrades.

Why would property owners want to take out loans for this type of work?

Most property owners do not have enough cash on hand to pay for energy efficiency upgrades and most are unsure or unaware of the potential health and environmental benefits of this type of upgrade project. Through the BetterBuildings Program, owners will have the ability to finance energy efficiency upgrades through lenders that will offer lower interest rates (targeted interest rate range is 5-7%) and longer terms (targeted term is up to 10 years) than normal market rates. At these rates and terms (roughly \$10/month/\$1,000 borrowed), monthly loan payments should be no more than the utility bill savings achieved so the owner should have no net increase in their monthly expenses while receiving a more comfortable, healthy and energy efficient home or workspace.

For homeowners who participate in the program, loans would be unsecured debt (no lien would be placed on the property). Therefore, owners would not have to worry about losing their property for failure to repay the loan.

Will these be City loans and will the City be responsible if owners do not make their loan payments?

The City will not be the loan provider and therefore not responsible for defaulted loans. A Request for Lender Proposals will be advertised and lenders selected that provide the most advantageous package of loan terms and services.

In order to achieve the interest rates and terms desired for these loan products, we anticipate that some of the BetterBuilding grant funds will be used to fund a Loan Loss Reserve Fund (LLRF) to provide additional security to lenders. The City would have no legal or financial obligation for

these loans and would not be subject to further recourse in the event losses exceed the amount of the LLRF.

How will contractors be selected and will they be from the local area?

We anticipate that this \$5 million BetterBuildings grant will leverage approximately \$25 million of work for contractors who will do the energy assessments and energy efficiency upgrades to the buildings. Contractors will be solicited through a Request for Qualifications process to identify those contractors who hold the necessary qualifications and capability to undertake this work.

Because of the nature of this work – mostly small-scale projects on a lot of individual properties – it is highly likely most of the work would be done by local contractors. Similar energy efficiency programs across the country that have been in operation long enough to have a track record have found that 80% or more of the work goes to local small companies who employ fewer than 20 employees.

Since this is an emerging industry and the Department of Energy seeks to “fundamentally and permanently transform the energy marketplace”, workforce training and business development services will be a key component of Greensboro’s approach. It is envisioned that many workers conducting the energy upgrades will be new or reentering the workforce. We are working with the Workforce Development office to ensure that training provided to workers is recognized as legitimate by local contractors. In this way a stronger local workforce for continuing this work will exist at the end of the initial 3 year grant term.

Other than the energy assessment and building upgrade work, what other contract opportunities are there through this program?

The City may issue Requests for Proposals for a number of services, including some or all of the following:

- **Communications Strategy Development**
- **Financial Packaging Services**
- **Workforce Training**
- **Community Outreach Training**
- **IT/software platform for data management and reporting**

When will the program be ready to launch and how can potential contractors and property owners submit applications?

The attached timeline shows major milestones and targets for implementation. We expect to select two pilot neighborhoods that will launch the program in early 2011. Before that time, numerous work processes will be underway to ensure we have a trained and ready workforce and a full set of program requirements, standards and protocols for undertaking the efficiency work.

We are already maintaining a contact list for property owners and contractors who contact our office with an interest in the program. The City Contact Center (373-2389) also handles call-ins for the program.

Are there other similar programs in existence around the country and what have been there experiences?

We are preparing an information sheet about several other energy efficiency programs in existence and will provide that summary as soon as it is completed.

BetterBuildings Program**Timeline Summary**

February 13, 2009	Congress passes ARRA stimulus bill
October 19, 2009	BetterBuildings Funding Opportunity Announced by DOE
November 17, 2009	Staff given direction to make application for BetterBuildings funding
December 14, 2009	Greensboro submits application for BetterBuildings funding
April 21, 2010	Vice President Biden announces Greensboro is one of 25 cities to receive BetterBuildings award
May 3-4, 2010	DOE strike team in Greensboro to negotiate Assistance Agreement
June 23, 2010	City receives executed Assistance Agreement from DOE
July 6-8, 2010	DOE-sponsored Grantee introductory workshop
September 21, 2010	Budget ordinance submitted to City Council for consideration

October 5, 2010	Budget ordinance item to be reviewed by City Council
October 2010	Issue RFP's for: <ul style="list-style-type: none"> - Communications Planning - Financial Packaging Complete program descriptions and contractor protocols
November 2010	Issue RFP's for: <ul style="list-style-type: none"> - Workforce Training - Outreach Training and Deployment - Measurement and Verification Services Hold contractor information sessions Issue request for contractor qualifications
December 2010	Select pilot neighborhoods Approve initial contractor pool
January 2011	City Council approval of financial agreements Begin outreach training in pilot neighborhoods
February 2011	Pilot neighborhood program launch (6-months)
August 2011	Transition to full program implementation
May 2013	3-year grant cycle ends

Guilford Metro 9-1-1
City of Greensboro



September 15, 2010

TO: Michael Speedling, Assistant City Manager
FROM: Wesley E. Reid, Guilford Metro 9-1-1 Director
SUBJECT: Mandated FCC Re-Banding Contract

The Federal Communication Commission (“FCC”) has authorized Sprint/Nextel to manage and institute the move of certain frequencies throughout the United States in an effort to resolve interference issues with public/private entities and agencies utilizing these frequencies of transmission. All Public Safety 800 MHz Communication System Frequency owners will be involved in the two-phase process and North Carolina falls into the timeline called “Wave 3.” Pursuant to the FCC order, Sprint/Nextel agrees to pay for all reconfiguration (also known as “re-banding”) costs in the minimum amount to provide comparable facilities.

The Technical Services Division of GM911 has been working on behalf of the City of Greensboro/Guilford County (owners/licensees) with internal/external departments and external third party vendors for almost five years. The process began with the “Lower 120” frequencies in hopes of reaching final agreement on all frequencies. Recently, a Frequency Reconfiguration Agreement (FRA) was reached between all parties. The agreement allows us to move forward to replace or retune certain elements of the infrastructure and subscriber products (mobiles/portable products). We anticipate the initial process of physically touching (re-banding) our over 5,700 subscribers to begin early in 2011 with the culmination of the entire process estimated at 2013.

Through the re-banding process, some equipment on our system will need to be replaced or upgraded. The FCC has set forth guidelines in which Sprint/Nextel is required to provide the comparable replacement or equivalent that may be upgraded. After review of all City/County equipment, the Greensboro Police Department was identified as most impacted in their subscriber product. This product was deemed replaceable, Sprint/Nextel will pay for the equivalent, and we will pay the necessary upgrade to meet the new standards of GPD subscriber product.

This effort helps partially address the equipment obsolescence issues facing the City of Greensboro. The current subscriber products being utilized by GPD are fourteen (14) years old. They will reach their end of service date in July 2011. The anticipated cost to replace these units is \$3,706,004 dollars. Through the negotiations with Sprint/Nextel and their mandate to provide comparable facilities at no cost, we will be able to replace the GPD obsolete subscriber products for \$1,250,000 dollars from our Technical Services Fund Balance.

WER/ms



GREENSBORO

**CITY OF GREENSBORO
FOR IMMEDIATE RELEASE**

Contact: Dan Reynolds
Phone: 336-373-2155

October RUCO Board Meeting Changed

GREENSBORO, NC (September 21, 2010) – The October 7th Rental Unit Certificate Advisory Board (RUCO), meeting has been cancelled. The RUCO board has rescheduled the meeting for October 14 at 8:30 am. Location for the meeting is at the Inspections office building, 1001 Fourth Street.

#

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).

Office of the City Attorney
City of Greensboro



September 23, 2010

TO: Rashad M. Young, City Manager

FROM: Jim Clark, Associate General Counsel

SUBJECT: Ordinance enforcement concerning 4922 Mary Street SOB

A question was raised as to why the City was not taking enforcement action against the SOB operations at 4922 Mary Street and what procedures apply to this case. Regarding the matter of enforcement, the City is unfortunately restrained from immediate enforcement because applicable North Carolina statutory law prevents enforcement until the appeals process is completed.

The procedural requirements, which restrain the City from immediate enforcement action to close the SOB activities at 4922 Mary Street, are set forth in N.C. General Statute section 160A-388. This statute specifies that the City is not free to immediately restrain activities while the owner's appeal is pending. An appeal by the owner stays all proceedings in furtherance of enforcement of the violations which are appealed, unless the officer from whom the appeal is taken certifies to the Board of Adjustment or Superior Court that, in his opinion, the violation causes imminent peril to life or property, or that a stay of enforcement would seriously interfere with the enforcement of the ordinance due to the transitory nature of the violation. The enforcement officer's opinion must be supported by facts, which substantiate the officer's certification.

Therefore, unless the case involves some form of imminent danger to citizens or property, or the violation is transitory, this statute prevents the City from obtaining immediate injunctive relief. In other words, the City usually must wait until the conclusion of a lawsuit to enforce its ordinances before it has the right to receive any monetary civil penalty or injunctive relief.

The remaining part of the Legal Department's answer concerns the procedures related to zoning enforcement.

Under N.C. General Statute, section 160A-388, a building owner in violation of our zoning ordinances or any dispute of a zoning enforcement officer's interpretation of an ordinance may be appealed to the Board of Adjustment. The Board sits as a quasi-judicial body, which is required to render a decision, based upon the law and must make specific findings of fact supporting its decision. A concurring vote of four-fifths of the members of the Board is required

in order to overturn a zoning enforcement officer's interpretation, a violation, or to obtain a variance.

If the Board does not decide the matter in favor of the owner, the owner has 30 days from receiving written notice to appeal the matter to the Guilford County Superior Court for review of the Board's decision. Under N.C. General Statute section 160A-393, this appellate review is in the nature of *certiorari*, which means that the Superior Court reviews the record of evidence before the Board but does not allow new evidence. The Superior Court can only overturn the Board's decision for the following reasons: 1) failure to make proper findings of fact; 2) the Board made an error of law in its decision; 3) the Board lacked sufficient evidence to reach its decision; 4) the Board failed to allow relevant evidence which it should have admitted; or 5) the Board rendered its decision arbitrarily and capriciously.

From the Guilford County Superior Court, the appellate process would continue to be a judicial review of the record and law at the level of the North Carolina Court of Appeals.

Concerning enforcement of the City's decision, the remedies available to the City include monetary civil penalties and various forms of compulsory relief. Under N.C. General Statute section 160A-389, the City may also restrain an owner from occupying a location or conducting business operations, construction and other activities. The City may also seek mandatory injunctive relief which mandates that the owner repair, correct or perform construction in order to bring a location into compliance with the zoning ordinance. Finally, the City may seek abatement of conditions, which could include the City conducting repairs on its own, or undertake demolition or removal of certain non-compliant conditions. In these circumstances, the City's cost of abatement usually becomes a lien upon the owner's property.

It is the practice of the City Attorney's office to review the facts of each case to determine if circumstances warrant seeking injunctive relief based upon the imminent harm to life or property standard, transitory nature of the violation or other form of irreparable harm, which may arise from a stay of enforcement.

In the case of the SOB currently in operation at 4922 Mary Street, the City Attorney's Office has undertaken a review of the specific facts of the case. The City Attorney's Office will work closely with the staff of the Planning Department to protect the City's interest in this case to the fullest extent permitted by the facts and law.

JAC

cc: Robert Morgan, Deputy City Manager
Denise Turner, Asst. City Manager
Andrew Scott, Asst. City Manager
Michael Speedling, Asst. City Manager
Becky Jo Peterson-Buie, Interim City Attorney
File



September 24, 2010

Greensboro City Council
300 W. Washington Street
Greensboro, NC 27401

Dear City Council:

Yesterday afternoon, Walker Sanders of the Community Foundation spoke at the unveiling of "Entrance to a Garden," a new temporary installation of public art from world renowned sculptor Dennis Oppenheim at Greensboro's own VF Corporation. According to Mr. Sanders, "Public art brings people from all across the community to a common place to share common experiences and expand possibilities in a community. It's about working together, understanding our differences and trying to move forward together as a community. Public art is a symbol of how we can do that." The United Arts Council of Greater Greensboro (UAC) couldn't agree more.

For 6 months, the UAC has been on and off City Council briefing agendas to deliver information to you about public art in Greensboro. In light of another retraction off of your agenda for next week's briefing session, I wanted to take this opportunity to bring you up-to-speed on Greensboro's public art collection and the actions that have and need to be taken in order to protect, maintain and ultimately grow the City's collection.

From 2003 – 2007, the UAC worked with a variety of community volunteers and nationally recognized public art consultants to develop a strategy for developing a successful public art program in Greensboro. In 2007, a resolution from Mayor Holliday charged the UAC with developing a public art program for the City that would increase community vitality, organize the administration of the program and manage public art projects. For the remainder of 2007 and throughout 2008, the UAC worked with a temporary Public Art Commission, jointly formed by City Council and the UAC, to develop this plan. The result was the *Action Plan for Greensboro's Public Art Program* that was presented and unanimously approved by Council in June 2009.

At that time, the initial steps to begin plan implementation called for the appointment of a permanent Public Art Commission, hiring a Public Art Manager, allocating funds to cover maintenance of the City's existing collection, and developing a formal process for accepting and maintaining new works.

With the current economic challenges, the UAC would like to propose to Council a revised set of next steps to begin implementation of the *Plan* for public art:

- Appoint a permanent Public Art Commission
- Defer hiring of Public Art Manager
- Appoint a contact for public art in the City Manager's office
- Develop a budget line item to maintain Greensboro's existing collection
- Assign maintenance to a specific department within the City
- Accept new works using contracts for the Coffee Cup Collaborative and Greene Street Parking public art as guides in the process

In closing, I would ask Council to consider these next steps and place Public Art on the agenda for the next briefing session so that the UAC may present and discuss with you how we may continue to move Public Art forward in Greensboro, despite financial challenges. Now is the perfect time to prepare for economic recovery and position Greensboro for future development.

Regards,

A handwritten signature in cursive script that reads "April Harris".

April Harris,
Chair, United Arts Council of Greater Greensboro Board of Directors

20

228-07
75-267

RESOLUTION APPROVING RECOMMENDATIONS TO LAUNCH A PUBLIC ART PROGRAM IN GREENSBORO

WHEREAS, public art is a recognized contributor to the vitality of cities across the nation;

WHEREAS, public art has taken root in Greensboro, but is lacking a centralized resource for implementation and management;

WHEREAS, the Greensboro Public Art committee was formed in 2003 as a small group of interested parties, led by the United Arts Council of Greater Greensboro, who wanted to create a structured public art program for Greensboro;

WHEREAS, after a series of community forums and research into other successful public art programs, this committee has formulated the attached Public Art Master Plan presented herewith this day for City Council approval.

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

That the recommendation to launch a public art program in Greensboro as set out in the Public Art Master Plan presented herewith this day is hereby approved.

The foregoing resolution was adopted by the City Council of the City of Greensboro, NC on

Oct 16, 2007
Quanita F. Cooper
City Clerk

Approved as to form

Law
City Attorney

Florence F. Hatter
10-16-07

Outline

Public Art Master Plan

Greensboro, NC

The Public Art Master Plan will include definitions, principles, procedures, guidelines, and recommendations for funding and placement. It will provide detailed steps for establishing and maintaining a Public Art Program. The following components will be included:

I. FRAMEWORK

a. Organizing Principles:

Why do communities invest in public art? Because public art helps to define place; it serves to make connections among people to their past, present, and future; public art engages imaginations; and it builds community.

b. Examples of Public Art:

- ◆ Sculpture, painting, etc. commissioned for a particular site
- ◆ Artwork that is part of the city's infrastructure (Pedestrian and vehicular bridges, streetscapes)
- ◆ Temporary artwork
- ◆ Functional objects (drinking fountains, gates, benches, bike racks, tree guards)

c. Inventory of Existing Public Art (with map)

Using existing lists and agreed-upon definitions, the master plan will include an inventory of the city's significant existing works of public art. This will help us determine what exists, how it needs to be maintained, and begin the site selection process.

d. Suggested Locations for Public Art

Suggested locations will be determined through a study of the inventory, the city's growth plans, and discussions with community leaders and neighborhoods. The plan will pinpoint numerous sites on a city map that would be logical and desirable for public art to be placed. Each recommendation will include descriptions of the possibilities that exist. The proposed locations for projects will cover a multi-year time period.

e. Structure and Administration:

Staffing: The requirements to ensure a successful implementation of the plan.

Funding Options: Several options, both public and private, for initiating and sustaining a public art program will be recommended, including funds specifically for operation and ongoing artwork maintenance.

Action Steps: A series of recommendations for action will be laid out with a timeline for completion. These recommendations will be intended as a guideline for the staff to carry out the program as planned.

II. POLICIES & PROCEDURES

a. Annual Planning Process for Budget & Site Selection

Including multi-year funding development for specific projects.

Greensboro Public Art Committee, June 2004

Artist Selection Processes

Artist selection will follow national standards. Peer panel review and process details will be outlined.

b. Community Involvement

Community input on an ongoing basis is essential to the success of the program.

Methods of engaging and sustaining public interest will be evaluated.

c. Communication & Planning

Input and information for this program will come from numerous sources. Paths of communication must be open and clear. This section will be instructive to staff in the ways to conduct a public art program that keeps funders as well as the general community apprised of current and future plans.

d. Documentation and Inventory

A tracking system and documentation for artworks that comprise the public art collection, including projects funded through both governmental and private sources.

e. Conservation & Maintenance

Recommendations on how to plan for the care and maintenance of our inventory of public art. This is to ensure that the investment value is protected and that public safety is assured.

f. Public Education

Opportunities for educating the public about public art and its importance for the community, including artist lectures, site tours, imagining sessions, slide presentations, and others.

g. Marketing & Promotion

Guidelines for ensuring that the general public and visitors can acquire current information on significant works and tour the collection easily. Brochures/maps should be available, and images should be provided on a regular basis to the various agencies that promote the city.

h. Gifts & Loans Guidelines

A set of procedures for an effective, fair, and consistent review of potential gifts and loans needs to be approved. These guidelines will help to ensure quality, as well as address any expected maintenance needs.

i. Guidelines for the Review & Disposition of Art

In addition to guidelines for reviewing gifts and loans, regulations pertaining to removing a piece of artwork from a public collection are also advisable. These regulations will establish a process that will be fair to funders, artists, and the community.



Greensboro Public Art

Recommendations to Launch a Public Art Program in Greensboro.
September 2007

The United Arts Council Public Art Committee seeks to establish a structured public art program for Greensboro. We ask that City Council:

1. **Assist with the formation of a Temporary Public Art Commission, who will**
 - o Complete policies and procedures for public art master plan
 - o Recommend a funding structure for public art
 - o Advise on public art projects already underway
 - o Transition into a permanent commission after 1-2 years

 2. **Endorse the Proposed Structure of the Public Art Program**
 - o The temporary Commission that will operate for 1-2 years.
 - o A Master Plan for public art that provides operating policies and procedures for the selection, placement, and maintenance of public art.
 - o A permanent Commission that implements the master plan, develops and funds new projects, and serves as an advocate for public art.
-

Greensboro Public Art Committee:

Pam Allen, United Arts Council of Greater Greensboro Board Member
Erik Beerbower, Artist & Entrepreneur
Jonathan Bush, Bank of America & Community Volunteer
Carla Copeland-Burns, Musician & Opus Resource Group Consultants
Stephanie Edwards, City of Greensboro, Parks & Recreation
Courtney Hemphill, City of Greensboro, Resource Development Coordinator
April Harris, City of Greensboro, Special Events Manager
Judy Morton, Action Greensboro
Mary Sertell, City of Greensboro, Urban Designer
Derrick Sides, Center for Visual Artists & Artist
Liz Summers, United Arts Council
Cheryl Stewart, Public Art Consultant
Doug Williams, NC A&T University
Anne Willson, Bricologe Festival / Piedmont Triad Cultural Development Coalition

Needs Statement

Public art is a recognized contributor to the vitality of cities across the nation. Public art has taken root in Greensboro, but haltingly due to the lack of a centralized resource for implementation and management. It is crucial to include it in the planning of Greensboro's future.



- **Tourism.** Our strong cultural and artistic community needs a public art master plan as an organizational tool in order to reach full potential as an asset of local tourism.
- **Neighborhood identity.** Residents are seeking to create positive identity and unity in value, and a master plan would facilitate public art as a viable solution to this need.
- **Funding.** Potential implementers of public art (foundations, municipal departments, and private companies) have often hesitated due to lack of the informational reference and guidelines that would be provided in a master plan.
- **Access for all.** Active redevelopment in downtown and other key areas need guidelines for appropriate integration of public art for feasibility and optimal civic participation/response. Greensboro holds much untapped potential for enhancement of the built environment through public art, and a master plan would help identify these opportunities.
- **Sustainability.** Installation and maintenance agreements would be facilitated by guidelines in the master plan, and are necessary to ensure responsible implementation and long-term sustainability.

Timeline and History of Greensboro Public Art Committee:

1. The Greensboro Public Art committee began in 2003 as a small group of interested parties who wanted to explore methods of making Public Art processes more collaborative in nature, promoting what Greensboro already has, facilitating projects, and involving the community more fully in the selection and care of its artwork.
2. In spring 2005, the group was awarded a grant from the NC Arts Council to explore and learn about Public Art programs and policies and to develop a strategy for developing a successful program for Greensboro.
3. In the 2005-2006 fiscal year, the committee held forums made possible with this funding. The committee engaged two nationally recognized Public Art consultants for two of the forums, "Public Art 101" and "Public Art Discussion".

"Public Art 101," November 1, 2005
Led by Public Art Consultant from the
New York Metropolitan Transit Authority, Wendy Feuer.

"Voice of our Community" Forums, held the week of April 3, 2006
5 public-input sessions held throughout Greensboro at public libraries.

"Public Art Discussion," Thursday, May 25, 2006
Featured nationally-recognized
Pennsylvania Public Art consultant, Renee Piechocki

4. The committee spent the next fiscal year working with the data compiled, developing an inventory of existing works, and planning the next steps. This document is the outcome.



Recommendation 1

Assist with the formation of a Temporary Public Art Commission

It is recommended that the City assist with establishing a temporary Public Art Commission that will operate under the purview of the United Arts Council, provide oversight for the first phases of the program, and fully develop the Master Plan for the Greensboro Public Art Program.

The temporary Commission should include developers, artists, City Council appointments, elected officials, appropriate city staff, foundation leaders, Arts Council representatives, landscape architects, and representatives from the Greensboro Public Art Committee.

At the conclusion of their work, the temporary commission would make recommendations to Council for the Permanent Commission and initial staffing.

It is estimated that this Commission would function for 1-2 years.

Recommendation 2

Endorse the proposed structure for Greensboro's Public Art Program

1. **Creation of a Temporary Art Commission.** Initially, the public art program will consist of a temporary art commission who is charged with completion of the master plan for public art.

Components of the master plan* will be:

Structure and administration of a public art program

Policies and procedures

Suggested locations

Requirements for community involvement

Funding sources for new projects

Inventory of the public art collection

Standards for maintenance

Resources and consideration for public art projects (i.e. Greenway)

**The complete outline of the plan is attached.*

2. **Creation of a Permanent Art Commission.** After the master plan is adopted by City Council, the temporary art commission will be replaced by a permanent commission who is charged with implementation of the plan. This group will advise the City on all matters related to the inclusion of Public Art in Greensboro and the implementation of the Master Plan.

Action Plan and Anticipated Timeline

Years 1-2: Temporary Commission will fully detail policies and procedures based on existing outline of needs for a Public Art Program and Master Plan. Funding sources recruited. Hold workshops about quality of built environment for developers, citizens, and city staff.

Year 3: Staff is in place, Permanent Commission begins. Funding sources recruited.

Years 4-5: Initial projects and first stages of the Public Art Program are implemented. Funding sources recruited.

Outcome

It is envisioned that the Greensboro Public Art Program will:

- provide a cultural fingerprint for our community
- contribute to the visual character and texture of the community
- foster and express the City's sense of spirit, ambition and pride
- clarify neighborhood identity/reflect diversity of the city
- enhance the congeniality and social nature of our public spaces
- encourage collaborative efforts between existing resources to creatively solve problems with vehicular/pedestrian traffic flow, seating, gathering or other infrastructure elements
- tell the story of our rich history
- provide opportunities for the strong body of artists in our region



Funding Sources for Public Art

Securing adequate funding is the cornerstone of any public art program. Aside from donations from private individuals and corporations, there are a number of approaches through which to garner financial support for art. These are:

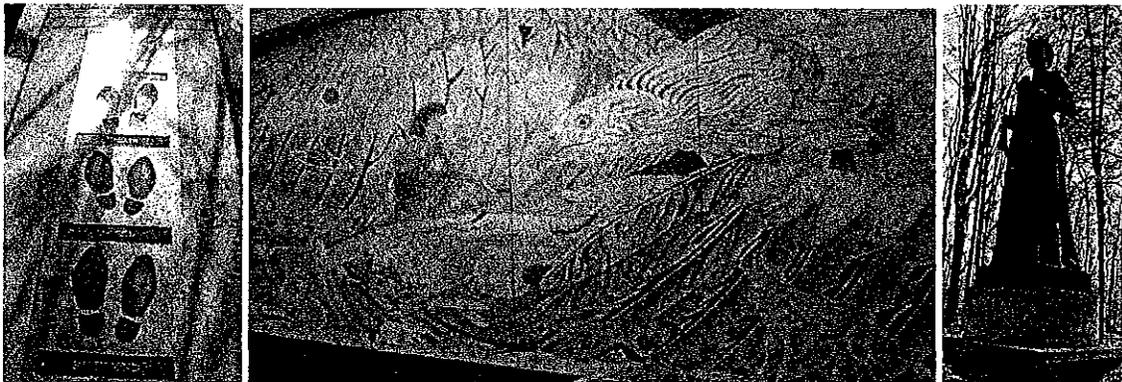
- **Public/Private Sector Collaborations.** The municipal and private partnership, Greensboro Beautiful, is a good example of a collaboration that already supports public art in Greensboro.
- **Percent- and Non-Percent-for-Art Programs**
 - A percent-for-art ordinance could mandate a percentage (usually .5 to 2) publicly funded capital improvement projects per year for public art.
 - Examples of non-percent for art programs are those which utilize funding sources such as hotel/motel taxes, general funds, lottery revenues and grants.
- **Soliciting Voluntary Participation from Developers.**
- **Alternate Funding Sources.** Examples are:
 - TIF (Tax increment financing) of vacant buildings for use by artists for housing and studios (Memphis, TN);
 - Neighborhood appeals;
 - Parking meter revenue;
 - Sales tax revenue,
 - Proceeds from the sale of city land;

How do we define Public Art?

A simple definition of public art/design is, "an artwork or element of design that is either temporarily or permanently located in a public space." Yet, the word "public" indicates community involvement, so public art/design also seeks to create and inspire relationships and communication. Perhaps public art can best be defined as "a form of collective community expression that enhances the built or natural environment."

Public art is not just one thing. Both the form and role of public art varies from community to community depending on demographics, culture, social climate, landscape, architecture and urban planning. Public art is often as much about urban design or social issues as it is about art.

“The vitality of a community is directly linked to the quality of its built and natural environments and to a positive community identity. Public art and design elements that define public space enhance the visual quality of the community by providing color and character. Imagine ordinary places and objects transformed into something extraordinary by the hand of an artist. Imagine a bench or bus stop that is unique, colorful and expressive of the neighborhood in which it is located. Imagine manhole covers, light fixtures or tree guards that are both functional yet have a character of their own. Imagine that, and you have an idea of how public art can enhance your community.” – Jeffrey York, NC Arts Council

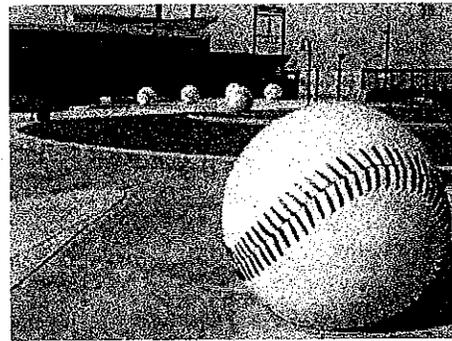
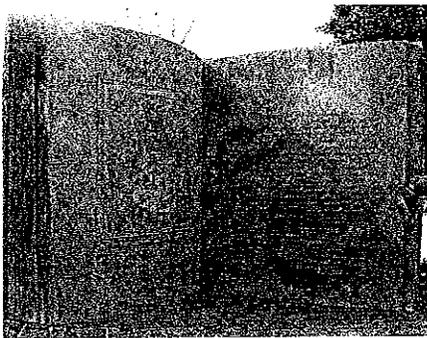


Public Art vs. Art in Public Spaces:

“It is important to distinguish between public art, which takes into account its site and other contextual issues, and art in public places. Simply placing a sculpture on a street corner is not the same as designing a sculpture specifically for that site by considering its audience, environmental conditions, the history of the site, etc. Regardless, art placed in public can still be quality art and offer the general public an art experience outside a museum or gallery setting.” – Jack Becker, founder and artistic director of FORECAST Public Artworks, March 2004 *Monograph*, a publication of Americans for the Arts.

Greensboro already has examples of Public Art and opportunities for future projects including:

- Works for Gateway Garden through Greensboro Beautiful including sculptures and a Sculpture/Icon that is visible from I40/85.
- Wayfinding Signs created through Downtown Greensboro and the United Arts Council.
- Center City Park, First Horizon Baseball Stadium
- Davie Street Parking Garage Mural
- "Art in the Air" Billboards throughout the Triad
- Downtown Streetscape
- NC Outdoor Sculpture Exhibition
- Greensboro Public Libraries featuring wide range of types of art at various branches.
- Greensboro Parks
- Public Art Endowment
- Coffee Cup Collaborative





September 23, 2010

TO: Michael Speedling, Assistant City Manager
FROM: Connie Hammond, Human Resources Director
SUBJECT: Average Daily Payroll Costs for the City of Greensboro

Per your request, our average daily payroll costs are as follows:

Total Employees*:	2,986
Total Average Daily Cost:	\$496,733.49
Average Cost/employee:	\$ 166.35

*Total Employees = Active Benefit-Eligible Employees excluding Council members and employees on Leave without Pay (LWOP).

Please be mindful that while this is the average daily payroll costs, these costs would **not be incremental** as a result of recognizing Veteran's day in the city. The incremental costs would be approximately \$63,400 per year. This incremental amount represents the costs of Overtime and shift differentials that would likely be paid to City employees.

Establishing Veteran's Day as a City holiday would better align the city with State as well as Guilford County Personnel Practices. We also believe that it lends itself to furthering our recruitment and retention goals. Even in these dire economic times, we have seen losses of some our more talented employees to smaller cities like High Point because of higher salaries and better benefits. We can expect that trend to accelerate when the economy rebounds.

CH

City Manager's Office
City of Greensboro



September 24, 2010

TO: Andrew S. Scott, Assistant City Manager
FROM: John Shoffner, Economic Development Manager
SUBJECT: White Street Landfill Methane Gas Agreement with ITG

City staff has been researching the appropriate methodology to fairly value the methane gas generated by decomposition of organic matter at the White Street landfill in light of a request from International Textiles Group to access the gas to help fuel the Greensboro White Oak manufacturing plant. Access to the methane gas has helped maintain the financial viability of the plant and resulted in the retention of local manufacturing jobs.

City staff has proposed using the Henry Hub natural gas spot price as of the date of the public hearing as a proxy for the value of the methane gas that would be transferred to the White Oak plant. Henry Hub is the pricing point for natural gas futures contracts traded on the New York Mercantile Exchange and for the North American natural gas market. The physical location of the Henry Hub is Erath, Louisiana.

The Henry Hub spot price was \$4.02 per million Btu "MMBtu" as of 9/22/10. The price is expected to average \$4.54 per MMBtu for all of 2010 and increase to \$4.76 MMBtu in 2011. The actual price may be more or less and is dependent on the recovery of industrial production, the weather, and supplies of natural gas.

City staff plans to present the ITG request to access the methane gas for the period of January 1, 2011 through December 31, 2011 at the October 19th City Council meeting. We will also share an analysis of the value of retaining the White Oak manufacturing jobs and the plant, as an ongoing concern in Greensboro, for consideration by Council, as a decision on the request is deliberated. Consideration of the request will be a public hearing item and citizens will have an opportunity to speak on the matter.

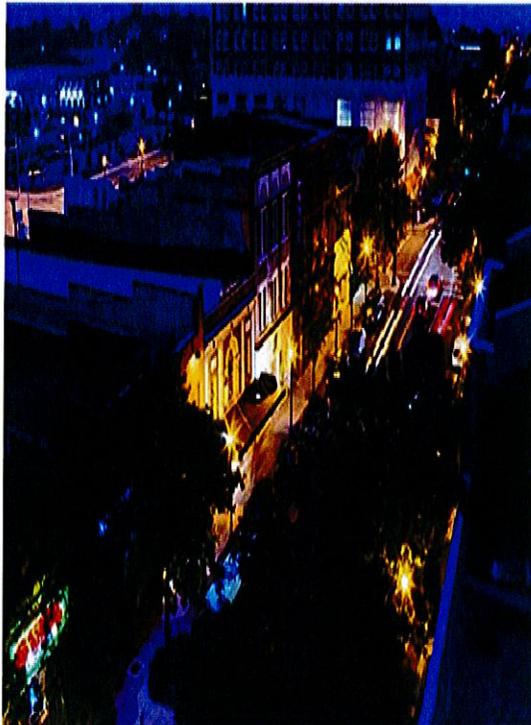
JS

Public Presentation - Final Recommendations:

Downtown Investment Strategy

International Civil Rights Center & Museum, Lower Level

Tuesday, September 28, 2010 - 5:30 to 6:30 p.m.



1. Generate **returns** to the public sector, including sales & property taxes
Projects should create direct or indirect benefits that translate to enhanced public sector revenues.



2. Attract providers of **high-quality jobs**
Projects should create a downtown that is attractive to a creative class of workers and employers, and that supports entrepreneurship.



3. Strengthen Greensboro's **brand**
Projects should improve perceptions of Greensboro as a pleasurable place to visit, work, live or invest, including bolstering the arts, entertainment, culture, and overall quality of life.

Greensboro Downtown Economic Development Strategy

HR&A
Analyse. Advise. Act

MOSER
MAYER
PHOENIX
ASSOCIATES, PA

Join Downtown Greensboro Incorporated, Action Greensboro, the City of Greensboro and Guilford County as we reveal and review six priority projects identified by stakeholders to propel Downtown's revitalization efforts over the next decade. Free and open to the public. Refreshments starting a 5:30. Program at 6:00 p.m.

Reservations required. Please call 379-0060 x 21 by September 24, 2010.