



August 20, 2010

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

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**Contact Center Feedback**

Attached is the weekly report generated by our Contact Center for the week of 8/9/10 – 8/15/10.

**Landfill Closure Cost**

Attached is a memorandum from Robert W. Morgan, Deputy City Manager, dated August 20, 2010 outlining the cost, timelines and funding options for the sections of the White Street Landfill that are required, per State regulations, to be closed.

**Presentation for August 24, 2010 Work Session on Solid Waste Disposal Options**

Attached is the PowerPoint presentation from HDR Consulting, that will be presented to Council at the August 24, 2010 Work Session related to long-term solid waste disposal options.

**Proposed Beaver Management Strategy**

Attached is a memorandum from Allan Williams, Director of Water Recourses, dated July 30, 2010, with a proposed management strategy for the ongoing beaver issue.

**Swearing in of Police Chief Ken Miller**

On September 1, 2010, the City of Greensboro will swear in the new Police Chief. The ceremony will be at the Coliseum's Special Events Center, Room 3, at 10:00am.

**High Point Road Design Funding**

City Staff reviewed the transportation-related bond projects that were under construction to determine if there was any flexibility to use funds from the Hornaday Road extension & bridge project to fund other priority projects. It was determined that \$1.6 million is available to use from this project's budget to be evenly split as follows:

- 1<sup>st</sup> phase of the Flemming-Horsepen Creek Connection Project (2000 Bond Project)
- High Point Road Streetscape Design (from the Coliseum to the Koury Convention Center)

**War Memorial Stadium Article**

The News & Record is scheduled to run an editorial on Sunday, August 22, 2010, by Allen Johnson regarding the War Memorial Stadium. City staff updated Council on this project in the July 30, 2010 IFYI.

### **Neighborhood Small Project Fund**

During the July 12, 2010 City Council meeting, City Staff was directed to reinstate the Neighborhood Small Projects Program with new direction that the \$100,000 in funding be divided equally among the five Council Districts. Changes to this program directed by Council will require revisions to the previous application process. Staff will begin this process by meeting with members from the Neighborhood Congress (on September 1, 2010) to seek comments regarding the new changes and input into the process revision. The proposed process for allocating these funds during FY 10-11 is outlined below:

- Mid-September 2010– Applications are made available to neighborhoods. Information will be mailed or e-mailed to the members of the Department of Housing and Community Development’s neighborhood database and will be posted on the front page of the City website. Prior to the submittal deadline, City Staff will present the revised program to the Neighborhood Congress and host at least one advertised informational meeting targeting the general public.
- November 30, 2010– Application submittal deadline.
- January-February 2011– Initial review will take place similar to the process. Staff will also confirm or adjust project cost estimates included in applications.
- March 2011– Review team will score projects similar to the previous process. However, projects will be ranked by district as opposed to the consolidated ranking.
- April 2011– Review Team recommendations will be presented to the Parks and Recreation Commission and the Planning Board for comment and/or recommendation.
- May 2011– Team recommendations will be presented to City Council.

It is anticipated that any one project greater than \$20,000 will be disqualified. Additionally, any funds remaining will be transferred to the Land Acquisition capital account as in years past. If Council has any questions or concerns about this program, please contact Larry Davis, Director of Budget and Evaluation, at 336-373-2582.

### **City Receives Grant through Carolina Blue Skies & Green Jobs Initiative**

The City’s Department of Finance Equipment Services Division received a grant for \$283,770 from the Carolina Blue Skies and Green Jobs Initiative. The grant will be used to purchase two Compressed Natural Gas (CNG) Refuse Trucks, one CNG Refueling Station, and five Hybrid Vehicles. The goal of this program is to achieve significant reductions in fuel and emissions by supporting the increased use of alternative-fuel vehicles, advanced technology vehicles, and the installation of a refueling infrastructure necessary to support advanced technology vehicles. The funding is provided by the U.S. Department of Energy (DOE).

**Public Affairs Department Contact Center Weekly Report  
Week of 8/9/10 - 8/15/10**

**Contact Center**

6465 calls answered this week

**Top 5 calls by area**

Water Resources

Balance Inquiry – 1224  
New Signup – 266  
General Info. – 171  
Bill Extension – 167  
Cutoff – 130

Field Operations

Solid Waste Changes – 598  
No Service/Garbage – 241  
Bulk/Recycle Calendar – 154  
No Service/Recycle – 95  
Bulk Guidelines– 87

All others

Police/Watch Operations – 309  
Landfill/Transfer/HHW – 121  
Courts/Sheriff – 100  
Police Records – 60  
Overgrown Lots – 53

**Comments**

We received a total of 5 comments this week:

**Engineering and Inspections – 1 comment**

- Caller thanked us for the fastest response imaginable responding to a call concerning erosion. Says in his entire life he has never seen customer service like he witnessed today. He stated that he called today and moments later he witnessed his concern being investigated. Caller asked that we see to it that this comment made it all the way to the top level of administration/city council.

**Field Operations – 4 comments**

- Caller said "I am very upset that bulk trash pickup has gone to every other week collection. What's next? Trash collection going to every other week next? You raised my rates and cut my services. When is the City Manager going to do something about this? I thought this was what he was hired for. Had this been in the private business sector, the City Manager and the City Council would all have been fired. All of you there get cost of living raises every year. I have friends that have not had a raise in 10 years. No wonder everybody is moving out of this town. I own my home and I pay over \$1300.00 a year in taxes and you are charging me more than Guilford County. If you can justify this then God bless you."
- Caller wishes to express his sincere appreciation of the city coming back promptly and picking up his trash.
- Caller states there should be no charge for second recycle can, charge does discourage recycling. Caller also thinks every other week recycling is a problem, should be weekly.
- Caller is happy with Solid Waste changes. "Thanks for the good job."

**Overall**

Calls about the Solid Waste changes increased significantly last week as we began the first week of the new collection schedule. Call volume was busy through the end of the week.



August 20, 2010

**TO:** Rashad M. Young, City Manager  
**FROM:** Robert W. Morgan, Deputy City Manager  
**SUBJECT:** Landfill Closure Financing Update

Certain areas within the White Street Landfill have to be closed over the next several years to comply with State regulations. The specific areas, closure timelines and estimated costs are summarized below:

- **Partial Closure of Construction & Demolition (C&D) Landfill, Phase II.**
  - o Phase II of the White Street C&D landfill began accepting waste in 1998 with an original permitted area of approximately 25± acres. The disposal area was eventually modified and permitted to encompass a total disposal area of 65± acres. The permit expires in 2013.
  - o Closure of 38± acres of the site will begin in FY 2010-11 and the remaining 27± acres is expected to be closed no later than the end of FY 2013-14.
    - Estimates for the partial closure costs of the 38± acres site, updated by HDR Engineering, Inc., July 2010, are **\$3,758,000**. This figure may be reduced if the State approves a demonstration project of an alternative closure method (an exposed membrane method) for approximately 15 acres, of the 38 acres.
    - City Staff estimates the closure costs of the remaining 27± acres to be approximately **\$2,211,000**.
    - Potential cost of the 65 acres is \$5,969,000
    - See the attached map for further details of the subject area.
  
- **Partial Closure of Municipal Solid Waste (MSW) Landfill, Phase III.**
  - o Phase III of the White Street MSW landfill is approximately 51± acres and began accepting municipal solid waste in 1997.
  - o The schedule of closure of approximately 21± acres of the Phase III landfill will be based on the approval of a permit modification by the State regulatory agency and implementation of the closure activities associated with the C&D Phase II project. The partial closure would be scheduled in compliance with State regulations and is not anticipated for several years.
    - Estimates for the partial closure costs of the 21± acre site, updated by HDR Engineering, Inc., July 2010, are **\$4,319,000**.
    - The closure of the remaining 30± acres is not required for several years and therefore is not included as part of this analysis.
    - See the attached map for further details of the subject area.
  
- **Total potential cost for Phase II and Phase III is \$10,288,000.**

**Summary of Project Costs & Funding Options:**

Solid Waste Capital Reserve & Operating Funds–  
Unreserved fund balance June 30, 2010 (Preliminary estimate – unaudited): \$ 6,512,000

***Landfill closures planned FY 10-11:***

Partial Closure of C&D Landfill, Phase II (*may be less if alternative closure method approved)	(38 acres)	(3,758,000)*
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***Future landfill closures (start date to be determined):***

Partial Closure of C&D Landfill, Phase II	(27 acres)	(2,211,000)
Partial Closure of MSW Landfill, Phase III	(21 acres)	<u>(4,319,000)</u>

**Estimated total closure costs for Phase II and Phase III** **(10,288,000)**

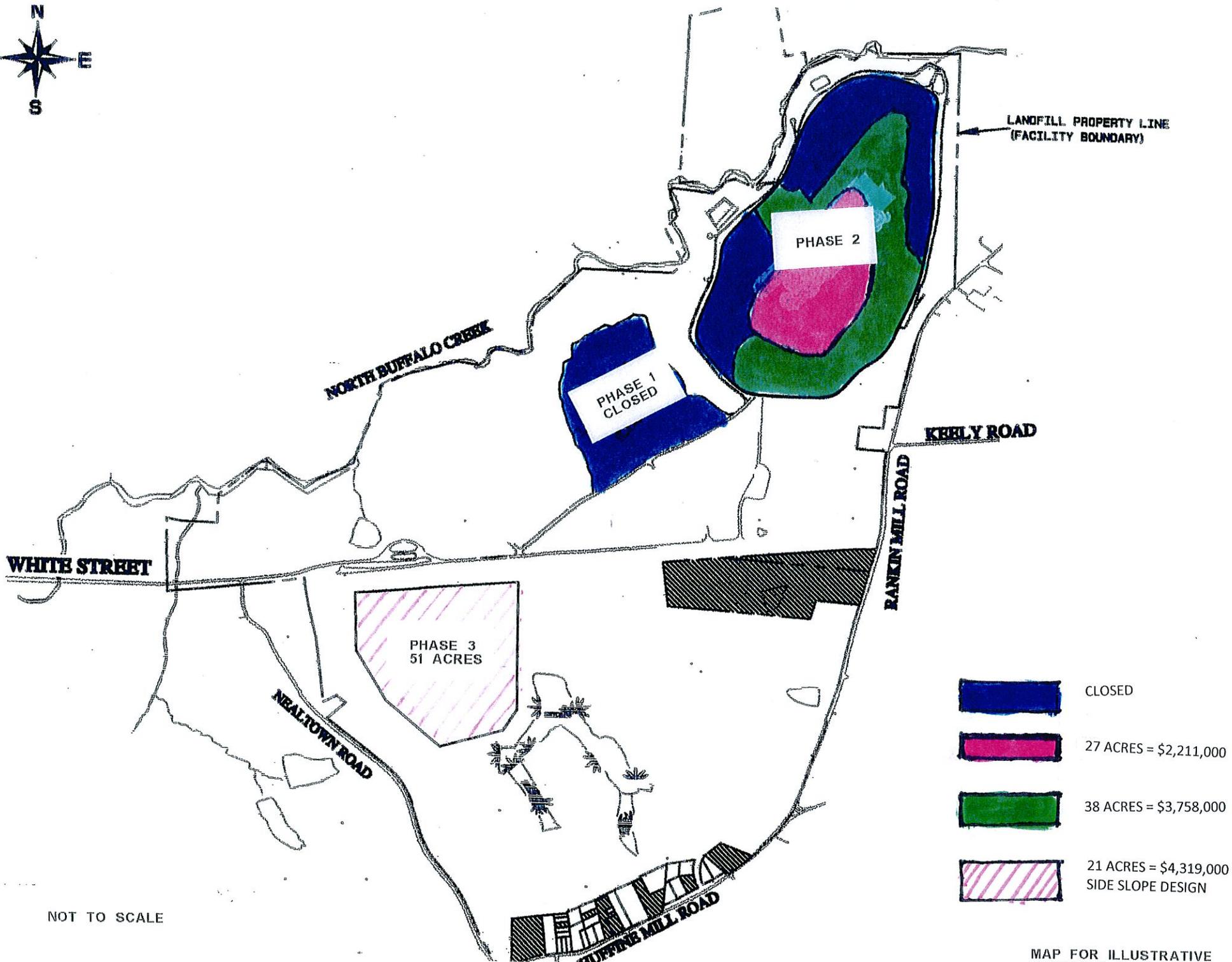
*Additional Project Funds Required* *( \$ 3,776,000)*

Funding options for the aggregate **\$10,288,000** in estimated landfill closure costs are as follows:

1. Available fund balances in the Solid Waste Management Capital Reserve and Operating Funds (\$6.5M) and additional General Fund transfers to the Solid Waste Management Capital Reserve Fund, or
2. Available fund balances in the Solid Waste Management Capital Reserve and Operating Funds (\$6.5M), additional General Fund transfers to Solid Waste Management Capital Reserve Fund, and issuance of Certificates of Participation, when needed, or
3. Available fund balances (\$6.5M), additional General Fund transfers to Solid Waste Management Capital Reserve Fund, and issuance of 2/3 Bonds (only available beginning FY 13-14 given current debt issuance and retirement schedules), when needed.

We are proceeding with meeting the requirements of NCDENR to commence closure activities of Phase II and plan to use available fund balances to begin this effort.

RL/nls  
Attachment



MAP FOR ILLUSTRATIVE PURPOSES ONLY

**LONG TERM SOLID WASTE MANAGEMENT  
INFRASTRUCTURE SYSTEM**

Proposal Evaluation  
August 24, 2010

**City of Greensboro**

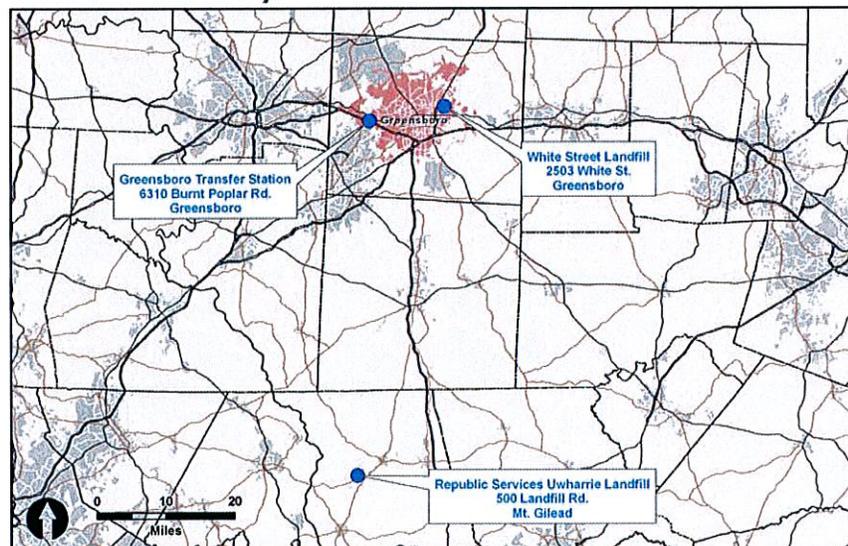
## Presentation Overview

- Current Solid Waste Disposal System (5 min.)
- Summary of Proposals Received (20 min.)
  - ▣ Landfill Based Proposals
  - ▣ Energy Conversion Based Proposals
  - ▣ Proposals with Both Landfill and Energy Conversion
- Discussion of Key Issues (10 min.)
  - ▣ Policy Decisions
  - ▣ Risk Tolerance
- Next Steps (5 min.)

## HDR Qualifications

- Founded in 1917
- Over 8000 Employee Owners with 185 Offices Nationwide, 170 Staff in the Carolinas
- Projects in All 50 States and More Than 40 Countries
- Leaders in Solid Waste Consulting – Ranked No. 1 in The Nation by Engineering News Record
- HDR's Solid Waste Practice Began in the 1970's with Energy Conversion Projects
- Have Provided Service to the City of Greensboro Since the 1980's
- Key Carolinas Staff:
  - ▣ Joe Reading, PE – Greensboro Project Manager Since 1994 and HDR's National Landfill Practice Leader
  - ▣ Bob Rella, PE – East Region Director of Waste Facilities, Experienced in Energy Conversion Technologies

## Current System



## White Street Landfill



### Current System FY 2009-2010

- Approx. 240,000 tons of MSW per year (125,000 collected by City fleet, 115,000 collected by private companies) is transferred through the City's Transfer Station, hauled, and disposed of at the Uwharrie Landfill in Montgomery County
- Transfer Waste (City Ops): \$4/ton = \$1M/Yr
- Haul (HiLCo Contract): \$13/ton = \$3.1M/Yr
- Dispose (Republic Contract): \$23/ton = \$5.5M/Yr
- Total Annual Cost (Approx): \$40/ton = \$9.6M/Yr

## Summary of the City's RFP

- RFP issued November 3, 2009
- Proposals received March 1, 2010
- City solicited proposals for the "design, financing, permitting, development, and operations of a long-term solid waste management infrastructure system"
- Open to "traditional and alternative waste disposal and processing technologies"
- General Evaluation Criteria – Proposed waste management strategy should:
  - Be permissible; meet zoning, comply with regulations;
  - Describe process, inputs, outputs, transportation, land area needs;
  - Engage immediately surrounding community;
  - Be proven technique; identify performance guarantees;
  - Demonstrate financial strength;
  - Be capable of managing 1,500 tons per day;
  - Demonstrate where applicable a regional implementation strategy.

## Proposals Received

- Advanced Disposal Services Carolinas, LLC
- CICO, LLC
- Herzog Environmental, Inc.
- MRR Southern, LLC
- Republic Services of NC, LLC
- Ulturnagen, LLC
- Waste Connections of North Carolina, Inc.
- Waste Industries, LLC
- Waste Management, Inc.

## Landfill Services Proposed

- Advanced Disposal Services Carolinas, LLC
- CICO, LLC
- Waste Connections of North Carolina, Inc.
- Waste Industries, LLC
- Waste Management, Inc.

## Energy Conversion Services Proposed

- CICO, LLC – International Environmental Systems (Pyrolysis)
- MRR Southern, LLC – Novo Technology (Mass Burn)
- Ulturnagen, LLC – Thermoselect (Gasification)
- Waste Connections of North Carolina, Inc. – Fulcrum Bioenergy (Ethanol)
- Waste Management, Inc.– Wheelabrator (Mass Burn)

## Definitions

- Gasification - A process that converts carbonaceous materials, such as coal, petroleum, biofuel, or biomass, into carbon monoxide and hydrogen by reacting the raw material, such as household waste, or compost at high temperatures with a controlled amount of oxygen and/or steam.
- Mass-Burn System - A municipal waste combustion technology in which solid waste is burned in a controlled system without prior sorting or processing.
- Pyrolysis - A form of incineration that chemically decomposes organic materials by heat in the absence of oxygen.
- Ethanol Production – A multistep process where waste is converted to synthesis gas by gasification and then the synthesis gas is converted to ethanol by an alcohol-synthesis process.<sup>1</sup>

	No Specific Option Proposed	White Street Landfill Only	Energy From Waste Only	Landfill/Energy From Waste	Materials Recovery / C&D Recycling	White Street Facility Used	Other Location Proposed	Revenue to City Discussed	Expanded Service Area	Community Involvement Discussed
Advanced Disposal		✓		✓	✓		✓	✓	✓	
CICO				✓	✓		✓			✓
Herzog	✓									
MRR Southern			✓		✓	✓				
Republic Services	✓									
Uturnagen			✓			?				
Waste Connections				✓		✓	✓	✓	✓	
Waste Industries		✓			✓	✓	✓	✓	✓	
Waste Management				✓	✓	✓		✓		

## Advanced Disposal Services Carolinas, LLC

- Expansion and operation of White Street facility
  - MSW Disposal
  - C&D Disposal
  - Yard Waste Processing
- Modification of transfer station to MRF
- Initial cash payment plus annual lease payment and revenue sharing
- Combination of disposal fees and operations fees
- Commit up to \$2,000,000 to community recreation facility
- Expand to 12 county service area

## CICO, LLC

- Expansion and operation of White Street facility
  - MSW Disposal
  - C&D Disposal and Recycling (50%)
  - Yard Waste/LCID Processing
- Phased implementation of Energy from Waste (pyrolysis) facility at White Street
- Royalty for sale of energy, surplus gas, boiler fuel plus host fee for waste outside of Guilford County
- Disposal fee for MSW, Yard Waste, and C&D
- Establish community organization funded at \$2/ton for waste landfilled

## Herzog Environmental, Inc.

- Provided Letter of Interest/Qualifications
- No specific options proposed

## MRR Southern, LLC

- Construct, Own and Operate 900 tons/day energy from waste facility (mass burn) off Bishop Road
- C&D materials processing (70% diversion by weight) facility with residue disposal at White Street Landfill
- Disposal fees to be negotiated

## Republic Services of NC, LLC

- Provided Letter of Interest
- Willing to negotiate extension to current disposal agreement

## Ulturnagen, LLC

- Approximate 2,000 tons/day energy from waste (gasification) facility to be located in the "Greensboro Energy Complex"
- Possible Public-Private partnership with City

## Waste Connections of North Carolina, Inc.

- Expansion and operation of White Street facility
  - ▣ MSW Disposal
  - ▣ C&D Disposal
- Increase service area to include 90-mile radius from White Street facility
- Phased implementation of energy (ethanol) from waste at White Street
- Phased disposal fees for MSW and C&D material
- Establish citizen's advisory committee funded at 50¢/ton for each ton generating revenue

## Waste Industries, LLC

- Expansion and operation of White Street facility
  - ▣ MSW Disposal
  - ▣ C&D Recycling (3 to 5%) and Disposal
- Increase service area to include 90-mile radius from White Street facility (NC only)
- City would continue to operate yard waste/composting program
- Initial cash payment plus royalty fees
- Disposal fee based on initial payment and royalty fee
- Establish community advisory group funded by contribution of \$100,000 per year
- Construction of 4 miles of nature trails and natural wildlife habitat park
- Redesign current scalehouse as environmental education center

## Waste Management of Carolinas, Inc.

- Offered a Menu of Management Strategies:
  - Expansion and operation of White Street Landfill
  - Expansion and operation of Piedmont Landfill
  - Development of energy from waste (mass burn) facility
  - Development of materials recovery facility
  - Service area to include City only, City/County or City/County/Surrounding Counties as desired by Greensboro
- Phase disposal fees depending on options implemented and service area

Potential Cost/Revenue to City	Advanced Disposal	CICO	Herzog	MRR Southern	Republic Services	Ultragen	Waste Connections	Waste Industries	Waste Management
Proposed Per Ton Fee for MSW Landfill Disposal	\$28	\$23					\$25 <sup>1</sup> \$28.50 <sup>2</sup>	\$30 <sup>3</sup> \$35 <sup>4</sup> \$37 <sup>5</sup>	\$18 - \$27 <sup>6</sup>
Annual Lease Payment for White Street Landfill	\$1,000,000								
Up-Front Payment to the City for White Street Landfill Expansion	\$17,898,527							\$15,000,000 <sup>3</sup> \$20,000,000 <sup>4</sup> \$25,000,000 <sup>5</sup>	
Proposed Per Ton Fee for MSW Disposal using Alternative Technology		\$30							\$40 - \$125 <sup>6</sup>
Proposed Per Ton Host/Royalty Fee								\$2.00 <sup>3</sup> \$1.50 <sup>4</sup> \$1.50 <sup>5</sup>	

Notes:  
<sup>1</sup> Phase III Operations  
<sup>2</sup> Expansion Area  
<sup>3</sup> \$15M Payment with \$30/ton Tip Fee and \$2/ton Royalty  
<sup>4</sup> \$20M Payment with \$35/ton Tip Fee and \$1.50/ton Royalty  
<sup>5</sup> \$25M Payment with \$37/ton Tip Fee and \$1.50/ton Royalty  
<sup>6</sup> Range taken from graph assuming approximately 240,000 to 500,000 tons per year

## Current System Cost Comparison

- Current Disposal Model Cost = Approx. \$10M/year
  - Over 25 year period = \$250M
- Landfilling\* (By City or outsourced) would result in approximately \$100M of cost savings

\*In-County Landfill (No waste transfer required)

## Key Issues

- Policy Decisions
  - Relative importance of cost of service
  - Future of White Street/community impact
  - City operation of White Street
  - Service area – Guilford County and beyond
  - Landfilling vs. Alternative Technology
- Risk Tolerance
  - Viability of proposed technologies – Commercially proven?
  - Experience of offerer
- Process Moving Forward
  - Level of detail necessary to screen proposals
  - Decision steps moving forward

## Key Issues, Con't.

- If Cost of Service is most important...
  - ▣ Consider Landfill based system at White Street with private operation or City operation
  - ▣ Consider expanding Service Area to yield host fee

## Key Issues, Con't.

- If Alternative Technology is most important, while minimizing cost of service...
  - ▣ Consider Landfill based system at White Street with future WTE facility
  - ▣ Consider expanding Service Area to yield host fee

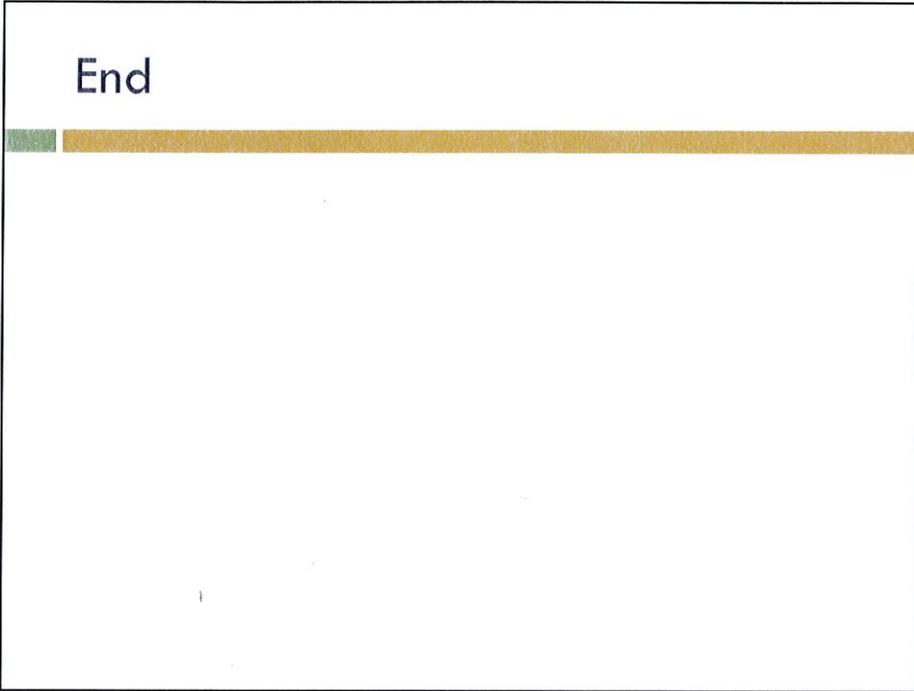
## Key Issues, Con't.

- If reopening White Street is not an option...
  - ▣ Consider Kernersville Landfill or one of the WTE offers, or
  - ▣ Continue out-of-County disposal

## Moving Forward...

- Get direction on as many key Policy and Risk issues as possible
- Consider benchmarking City operation of White Street if reopening it is an option
- If proceeding from current proposals:
  - ▣ Short list offers to as few as possible
  - ▣ Develop Request for Information from remaining candidates
  - ▣ Proceed to refine offers (including development of draft contract conditions)
  - ▣ Negotiate contract with preferred offerer
- If a second RFP is needed to proceed:
  - ▣ Develop new, more specific RFP with draft Terms and Conditions and resolicit
- Or, take no action on proposals and continue private disposal of MSW

End



Water Resources Department  
City of Greensboro



July 30, 2010

**TO:** Rashad M. Young, City Manager

**FROM:** Allan Williams, PE, Director  
Department of Water Resources

**SUBJECT:** Proposed Beaver Management Strategy

In light of the recent defeat of the proposed Senate Bill 1345: Greensboro/Relocation of Beavers, and the continuing problems associated with beavers, the Water Resources Department is submitting to your office for review a proposed management strategy for addressing the ongoing beaver issues throughout the jurisdictional limits.

AW/djp

Enclosure: Proposed Beaver Management Strategy

cc: Kenney McDowell, Senior Water Resource Manager

## **Proposed Beaver Management Strategy**

### **Background:**

Beavers and beaver activity has always been present in the City's stream corridors. They peacefully exist in many streams and floodplains around the watershed lakes and rural stream areas. In certain circumstances, beavers and their subsequent beaver dams have many beneficial wildlife and water quality benefits. As such, the City does not attempt to manage or disturb the beaver population in this natural setting. However, they inhabit urbanized areas as well, where they can sometimes cause any number of issues such as property damage to desirable trees and landscaping, contributing to stream bank erosion, blockages of culverts and storm drains resulting in public safety and flooding problems.

NCGS 113-291.6 and 15A NCAC 10B.0106 strictly prohibit the relocation of beavers. In the summer of 2010, Senate Bill 1345: Greensboro Relocation of Beavers was introduced but defeated in the legislative session. According to the NC Wildlife Commission, beavers are considered a nuisance species in all 100 counties in NC, and as such, authorized trappers are required by law to trap, humanely euthanize, or release the animal on the same property where it was captured. The only effective and sustainable management strategy for problematic beavers is trapping.

### **Proposed Maintenance Strategy:**

When beavers are reported or otherwise identified, the Stormwater Management Division will investigate to determine if the beavers are actually causing a problem such as property damage, flooding, or pose a public safety risk. The following escalating management strategy is being proposed:

1. If no problems are readily apparent, the beavers will be allowed to peacefully exist and the area will be monitored for continued activity.
2. If the problem or complaint is strictly about water level concerns, and not about property damage, public safety or flooding risk, a water level control device will be installed to address the concern and the area will be periodically monitored.
3. If the problem or complaint is property damage either from water level elevation or loss of desirable landscape (trees), the circumstances will be evaluated and a determination will be made to employ a water level control device and/or protect the trees with wire or other protective measures. If problems continue and if warranted, the City will hire a trapper to control the beaver population.
4. If the problem or complaint is about a blocked culvert or storm drain, the blockage will be removed and the structure monitored for continuing activity. If the culvert or storm drain poses a public safety hazard, and continues to be blocked by beaver activity, the City will hire a trapper to control the beaver population.

While the City does not advocate the trapping of beavers, the City also realizes that in some cases, trapping is the only sustainable management measure for the control of problematic beavers, especially in urban areas.