



Agenda

Greenville City Council

May 6, 2013
6:00 PM
City Council Chambers
200 West Fifth Street

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I. Call Meeting To Order

II. Invocation - Council Member Blackburn

III. Pledge of Allegiance

IV. Roll Call

V. Approval of Agenda

- **Public Comment Period**

The Public Comment Period is a period reserved for comments by the public. Items that were or are scheduled to be the subject of public hearings conducted at the same meeting or another meeting during the same week shall not be discussed. A total of 30 minutes is allocated with each individual being allowed no more than 3 minutes. Individuals who registered with the City Clerk to speak will speak in the order registered until the allocated 30 minutes expires. If time remains after all persons who registered have spoken, individuals who did not register will have an opportunity to speak until the allocated 30 minutes expires.

VI. Special Recognitions

- Greenville 10-Year-Old All Stars - State Basketball Champions

VII. Consent Agenda

1. Minutes from the March 4, 2013 City Council meeting
2. Ordinance enacting and adopting Supplement Number 2013-S4 to the City of Greenville Code of Ordinances (codification of adopted amendments by American Legal Publishing Corporation)

3. Resolution of intent to close a portion of East Rock Spring Road and the associated alley
4. Agreement with the North Carolina Department of Transportation for the installation of new pedestrian improvements at the north leg of the intersection of Evans Street and Arlington Boulevard as a part of the Green Mill Run Greenway project
5. Municipal agreement with the North Carolina Department of Transportation for landscape maintenance at the Firetower Road and Portertown Road roundabout
6. Resolution adopting a memorandum of understanding for the Greenville Urban Area Metropolitan Planning Organization (MPO) and appointment of the mayoral position of the City of Greenville as the elected representative to the MPO
7. Water capital project budget ordinance amendment for Greenville Utilities Commission's Tar River Available Water Supply Project
8. Series resolution for Greenville Utilities Commission's vehicles and heavy equipment purchases through installment financing
9. Report on contracts awarded

VIII. New Business

10. Presentations by Boards and Commissions
 - a. Planning and Zoning Commission
 - b. Redevelopment Commission
11. Greenville Economic Development Assessment Report
12. Presentation of the 2014-2016 Police Department Three-Year Strategic Plan
13. Video Surveillance Program Presentation
14. Approval of Sanitation plan and implementation
15. Amendment to the Neighborhood Advisory Board ordinance
16. Budget ordinance amendment #8 to the 2012-2013 City of Greenville budget (Ordinance #12-027), amendment to the Special Revenue Grant Fund (Ordinance #11-003), amendment to the Drew Steele Capital Project Fund (Ordinance #09-42), and amendment to the Dream Park Capital Project Fund (Ordinance #12-030)

IX. Review of May 9, 2013, City Council Agenda

X. Comments from Mayor and City Council

XI. City Manager's Report

XII. Closed Session

- To prevent the disclosure of information that is privileged or confidential pursuant to the law of this State or of the United States, or not considered a public record within the meaning of Chapter 132 of the General Statutes, said law rendering the information as privileged or confidential being the Open Meetings Law
- To discuss matters relating to the location or expansion of industries or other businesses in the area served by the public body

XIII. Adjournment



City of Greenville, North Carolina

Meeting Date: 5/6/2013
Time: 6:00 PM

Title of Item: Minutes from the March 4, 2013 City Council meeting

Explanation: **Abstract:** Review proposed minutes of the City Council meeting held on March 4, 2013 and consider for approval.

Explanation: Proposed minutes of the City Council meeting held on March 4, 2013 are presented for review and approval.

Fiscal Note: There is no direct cost.

Recommendation: Review and approve proposed minutes of the City Council meeting held on March 4, 2013.

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[Proposed_Minutes_of_March_4_2013_City_Council_Meeting_949534](#)

PROPOSED MINUTES
MEETING OF THE CITY COUNCIL
CITY OF GREENVILLE, NORTH CAROLINA
MONDAY, MARCH 4, 2013



The Greenville City Council met in a regular meeting on the above date at 6:00 PM in the City Council Chambers, third floor of City Hall, with Mayor Allen M. Thomas presiding. The meeting was called to order, followed by silent prayer led by Council Member Calvin Mercer and the Pledge of Allegiance to the flag.

Those Present:

Mayor Allen M. Thomas; Mayor Pro Tem Rose H. Glover; Council Member Marion Blackburn; Council Member Calvin R. Mercer; Council Member Max R. Joyner, Jr.; and Council Member Dennis J. Mitchell

Those Absent:

Council Member Kandie D. Smith

Also Present:

Barbara Lipscomb, City Manager; David A. Holec, City Attorney; Carol L. Barwick, City Clerk and Polly Jones, Deputy City Clerk

APPROVAL OF THE AGENDA

Motion was made by Council Member Blackburn and seconded by Council Member Joyner to approve the agenda. Motion carried unanimously.

PUBLIC COMMENT PERIOD

Charles "Chip" Pennington – 100 Hickory Street, Greenville, North Carolina

Mr. Pennington asked if high school students could attend the Citizens' Academy.

City Manager Lipscomb responded that she is unaware of any students ever attending the Citizens' Academy.

Mr. Pennington stated that perhaps high school students could learn about their City government by attending the Citizens' Academy. Also, he is upset about an article appearing in The Daily Reflector today about a shooting in Greenville. He is working with Director of Recreation and Parks Gary Fenton and will be talking to Chief Hassan Aden of the Police Department about a program that will get youth off the streets.



Byron Middleton – 529 Brighton Park Drive, Greenville, North Carolina

Minister Middleton of the New Covenant Community Church stated that he is supportive of others who are present to speak on the importance of prayer for not only the City but for the nation.

Tyrone Turnage – 2036 Turnage Lane, Greenville, North Carolina

Pastor Turnage recalled as a student of Nichols Elementary School how atheist Madelyn Murray O'Hare with a band of atheist believers was successful in eliminating Christians' ability to pray according to their belief. He appreciates the silent prayer led by Council Member Mercer, but he supports other Council Members who include "in the name of Jesus" at the end of their prayer. It will be uncomfortable having a Greenville City Council that wants him to participate in the Pledge of Allegiance to the flag, but does not want him to pray "in the name of Jesus".

Kenneth Battle – 1212 North Greene Street, Greenville, North Carolina

Reverend Battle stated that prayer is personal and important, but praying "in the name of Jesus" should not offend people. In a country as great as the United States and as evolved as society pretends to be, people should be able to pray in whatever name that they want without being accused of offending others.

James Sanders – 2730 Barefoot Road, Winterville, North Carolina

Mr. Sanders made comments about praying in private or openly, and he stated prayer and sharing the goodness of Jesus Christ changes things. It is not relevant to any case that anyone has the authority to tell any man that he cannot express himself and trying to control when and how he should pray offends him.

Martin Jones – No Address Given

Pastor Jones stated as a Korean War veteran, he remembers that during the depression in the 1930s and the beginning of World War II, people filled the churches and prayed because of their fear of losing our country and freedom. He wished that those people had served the church because of their love for God. Pastor Jones reminisced about his experiences of witnessing patriotism, and stated that presently, there are so many divisions and prayer may be banned out of everything. Therefore, he and other people should stand for their belief before losing all of their freedom.

Ada Taylor – No Address Given

Minister Taylor of Philipi Church of Christ stated that people have the right to religion and the right to serve the God of their choice or even Satan or a creature. To take prayer out of what is being done as a City is basically stating that the true and living God's guidance and instructions are not needed by this city. The City Council should continue to pray at their meetings and to respect those who call on the name of Jesus during their prayers.

Glen Williams – No Address Given

Pastor Williams stated that he was raised in a Christian atmosphere to fear God and that is why he is here today after serving in the military. When the bullets were flying in Vietnam,



there was no prejudice and the soldiers respected God, drank from the same canteen, and bandaged each other's wounds in order to live. There is an annual National Day of Prayer, and all should pray and continue to believe in what God has done for our country.

Marcella Camara – East Carolina University Junior

Ms. Camara stated that she and other students have an initiative to attend every City Council meeting to build relationships between the City of Greenville and the campus of East Carolina University. Students want to take on issues and initiatives related to both the campus and City as a whole. This is their first meeting and students will be attending consistently until the end of this semester and hopefully, these students will be setting a precedent for the next Student Government Association cycle.

Mayor Thomas stated that he remembers when the late Mayor Nancy Jenkins had a great tradition of having the East Carolina University Student Government Association president and representatives attend City Council meetings monthly to give a report of what was happening on campus. He would like to reinstitute that tradition with this City Council because it is very important to receive the students' input.

Franchine Pena – No Address Given

Ms. Pena stated that as an American and veteran, she feels that Americans have certain rights including freedom of speech and religion. She is an ordained minister, who knows no other name to pray in than Jesus, and Christians are tolerant of other religions and others should be tolerant of Christianity as well.

CONSENT AGENDA

City Manager Lipscomb introduced items on the Consent Agenda, reading out the title of each as follows:

- Minutes from a regular City Council meeting held on November 5, 2012
- Resolution of intent to close portions of Seventh Street (Resolution No. 014-13)
- Resolution abandoning an electric easement at 1049 Briley Road (Resolution No. 015-13)
- Installation of North Carolina Eastern Municipal Power Agency's (NCEMPA) Generator Station at Greenville Utilities Commission's Winterville Substation Site
- Sewer capital project budget ordinance amendment for Greenville Utilities Commission's Sanitary Sewer Outfall Rehabilitation Project, Phase III (Ordinance No. 13-008)



- Series resolution for refunding of Greenville Utilities Commission debt (Resolution No. 016-13)
- Supplemental agreement with the North Carolina Department of Transportation on construction of sidewalk along Charles Boulevard from Red Banks Road to Hyde Drive
- Contract award for the purchase of two transit buses
- Extension of Uptown Greenville Contract for Services

Motion was made by Council Member Joyner and seconded by Council Member Blackburn to approve the Consent Agenda. Motion carried unanimously.

NEW BUSINESS

PRESENTATIONS BY BOARDS AND COMMISSIONS

Affordable Housing Loan Committee

Chairman Lovella Perkins of the Affordable Housing Loan Committee gave the purpose of the Committee and the following accomplishments of the Committee from March 1, 2012 to March 4, 2013:

- I. Approved Down payment Assistance to six (6) homebuyers - \$71,850:
HOME Investment Partnership Program - \$26,000; 1992 Local Bond Fund - \$25,850;
and University Area Program - \$20,000
- II. Set Just Compensation for acquisition of properties in West Greenville 45-Block Area - \$188,580
- III. Approved Community Development Block Grant (CDBG) Public Service Category Funding

The following funds were awarded to local nonprofit organizations:

- Building Hope Community Life Center, Inc. - \$18,000 to support the ReCycle Workforce Training program.
- Center for Family Violence Prevention (Family Center) - \$25,000 to support the Enhanced Family Center Services.
- Center for Family Violence Prevention (Safe House) - \$25,000 to provide supportive services to Safe House clients who are in the Transitional Housing Program.



- Boys and Girls Club of Pitt County, Inc. - \$12,250 to continue the Triple Play Program which helps youth to get fit and have healthy lifestyles.
- Literacy Volunteers – Pitt County - \$14,200 to provide Adult Employment Services and Job Training.
- Greenville Police Athletic League (PAL) - \$13,500 to assist with transportation and admission costs.
- East Carolina University Lucille W. Gorham Intergenerational Community Center - \$3,000 for assistance with transportation, admission and contingency costs.

Community Housing Development Organization Activity:

- Conveyed two properties to Streets to Homes: 600 Ford Street and 414 Cadillac Street

IV. Reviewed the following required federal and local documents: Resale/Recapture Provision Update; 2012 Annual Action Plan Review; 2011-2012 Annual Report Review; 2011-2012 Consolidated Annual Performance Evaluation Report (CAPER) Review; and 2011-2012 Cumulative Report Review

V. Owner-Occupied Home Rehabilitations

- Thirty-three (33) files were reviewed for a formal application. Of those applications, twelve (12) were determined to be eligible for assistance. Currently, another twenty (20) files are being processed for a formal application.
- Eight (8) rehabs were completed and four (4) rehabs are in progress. There were twenty-one (21) that did not receive assistance, and those owners were either over income or had title issues (i.e. delinquent mortgages, delinquent property taxes, and IRS or State tax liens).
- Thirty-four (34) households were added to the waiting list. The waiting list currently consists of two hundred sixty-five (265) people and counting.

VI. Significant Upcoming Business

1. Community Development Week: April 1- 6, 2013
2. Recommend sub-recipient funding to City Council: April 10, 2013
3. Review of the 2013 -2018 Consolidated Plan and the 2013 -2014 Annual Action Plan.
4. Winslow Pointe Ribbon Cutting: March 20, 2013

Youth Council

Chairman Lorenzo Person of the Youth Council gave a brief description of the duties of the Youth Council and provided information regarding the activities and community service



projects that the Youth Council participated in 2012-2013. Mr. Person stated that the Family Support Network of Eastern North Carolina is an organization that facilitates the Peer Support Network and provides resources and information for families of children with special developmental, physical or medical needs, or who have experienced the death of a child. The Youth Council participated in their annual Festival of Trees project and raised \$150 for the organization. The Care Boxes for the Homeless Shelter has become an annual project. Last year, members presented the shelter with boxes of much needed items for the less fortunate. Recently, the Youth Council served as volunteers at the Science Fair, held at the Science and Technology Building located on the campus of ECU. The Science Fair was open to all school age children in eastern North Carolina. The Youth Council volunteered at the Love A Sea Turtle annual 10K/5K Trail Run and Nature Walk. Love A Sea Turtle is a nonprofit organization created by Casey Sokolovic, who is a member of the Youth Council. This event was held at the Time for Science Nature and Science Learning Center located in Ayden, North Carolina.

Mr. Person provided information regarding the Youth Council's upcoming events, stating the Youth Council in partnership with Special Olympics and J. H. Rose High School will assist in planning sporting events scheduled for April 16-17, 2013. This is an annual project of the Youth Council to volunteer to work with athletes with intellectual disabilities. The North Carolina Students Making a Difference is a project that the Youth Council would like to implement, especially on the local level that will showcase the positive side of young people in the community. National Childhood Obesity Awareness Month is September 2013. The Youth Council has been discussing ways to build awareness regarding the obesity epidemic that has affected local youth in an alarming fashion. Dr. David Holder met with the Youth Council several times regarding this issue and the Youth Council has developed an outline of possible events that could be implemented this year. Through its partnership with the Human Relations Council, hopefully, the Youth Council will be able to sponsor a 5K Walk/Run and create a proclamation for this event.

CONSIDERATION OF RETURNING TO A MORE TRANSPARENT BUDGET PROCESS THAT EQUALLY INVOLVES ALL MEMBERS OF THE COUNCIL AND MAYOR, AS WAS USED IN YEARS PRIOR TO 2012, AND ENDING THE PRACTICE OF NAMING A BUDGET SUBCOMMITTEE AS WAS USED IN 2012 - APPROVED

City Manager Lipscomb stated Council Member Mercer requested that this item be placed on the agenda. Budget meetings were held last year and staff felt erroneously that this was a budget subcommittee.

Mayor Thomas stated that he is unaware of the City having a budget subcommittee, and he thought that the City Council only had a committee for the budget process last year. According to the minutes of the April 12, 2012 City Council meeting, the City has a standing Audit Committee and that committee was used as a subcommittee for the budget process last year. The City Council does not currently have a budget subcommittee.



Council Member Mercer stated that if the consensus is that the City Council will not have this budget subcommittee this year, he will withdraw this item from the agenda. Technically, it was a budget committee which was a subset of the City Council. Motion was made by Council Member Joyner and seconded by Council Member Mitchell to withdraw this item from the agenda. Motion carried unanimously.

City Manager Lipscomb stated that the Joint Greenville Utilities Commission and City of Greenville Pay and Benefits meeting scheduled for March 25, 2013 should be rescheduled for April. Also, the two City Council Budget Committee meetings of March 18 and May 20, 2013 should be cancelled.

Motion was made by Council Member Joyner and seconded by Council Member Mitchell to approve schedule changes as stated by the City Manager. Motion carried unanimously.

REVIEW OF MARCH 7, 2013 CITY COUNCIL AGENDA

The Mayor and City Council reviewed the agenda for the March 7, 2013 City Council meeting.

City Manager Lipscomb stated that PIRHL Development, LLC would like to continue their request to April 11, 2013 for an amendment to the Future Land Use Plan Map. Also, a resolution supporting a legislative bill for revenue for roads will be added to the March 7, 2013 City Council agenda.

Council Member Mercer stated on behalf of Council Member Smith, he is asking that a resolution requesting that CSX Transportation, Inc. minimize freight train idling at night in residential areas be added to the March 7, 2013 City Council agenda.

Motion was made by Council Member Joyner and seconded by Council Member Mitchell to approve the agenda for the March 7, 2013 City Council meeting as amended. Motion carried unanimously.

COMMENTS BY MAYOR AND CITY COUNCIL

Mayor Thomas stated there were several comments made about the City Council and he providing invocations at City Council meetings. City Attorney Holec will make comments about a City Council policy for same.

City Attorney Holec stated that the Mayor and City Council have received a letter from an organization concerning their invocations given at the City Council meetings. City Attorney Holec provided the legal parameters that relate to invocations, stating the Establishment



Clause in the First Amendment to the United States Constitution prohibits the establishment of religion by the government. Basically, that means that in the context of legislative prayers that the government may not demonstrate a preference for one religious denomination, sect or creed over another. Prayer in governmental settings is subject to this constitutional provision. The reason being is because the proximity of prayer to official government business can create an atmosphere in which the government appears to prefer a particular denomination at the expense of others. There are decisions by the Supreme Court and also by the United States Court of Appeals for the Fourth Circuit which establishes the legal precedent which guides the City in this area.

In particular, there is a recent decision involving Forysth County, North Carolina. There are two main take-aways in connection with that. First, legislative prayer is legally acceptable. The City can have legislative prayer by the City Council. Invocations at the start of a legislative session can solemnize the legislative task, encourage participants to act on their noblest instincts, and foster the humility that recognition of a higher hand in human affairs can bring. The legislative prayer can bring together citizens of all backgrounds and encourage them to participate in the workings of their government.

The second rule established is that legislative prayer is required to be nonsectarian, which means not being associated with a particular religious denomination. Legislative prayers are required to be nonsectarian in both policy and practice, should be inclusive, and cannot advance any one faith or belief or disparage any other faith or belief. Prayers are considered sectarian if they are associated with a particular religious denomination. An example is when a prayer demonstrates a preference towards a Christian religion. One way that occurs is by containing explicit references to the Christian faith. An example is prayers to Jesus Christ or in Jesus' name. Those are considered sectarian prayers, and this practice or usage of those prayers in the legislative session, as far as the City Council, is contrary to the First Amendment of the United States Constitution's prohibition against the establishment of religion. In effect, this practice results in advancing or showing a preference towards a particular belief.

The City Council may have prayers in a legislative session. Prayers may be verbally stated and transmitted in speech or be in the form of a silent prayer or be in the form of meditation. Those are the constitutional provisions which relate to the City's legislative prayer. Those are established by the legal decisions of the courts which have jurisdiction over the actions of the City Council.

Mayor Thomas stated that the letter from the organization was in response to a concern received from an anonymous member of the community.

At the request of Mayor Thomas, City Attorney Holec read the following letter from the Freedom From Religion Foundation:



“COPY”

FREEDOM FROM RELIGION *foundation*

P.O. BOX 750 · MADISON, WI 53701 · (608) 256-8900 · WWW.FFRF.ORG

February 26, 2013

SENT VIA MAIL AND EMAIL:
anthomas@greenvillenc.gov

Mayor Allen Thomas
Greenville City Council
P.O. Box 7207
Greenville, NC 27835

Re: End Unconstitutional Prayers

Dear Mayor Thomas:

I am writing on behalf of the Freedom From Religion Foundation (“FFRF”) to object to the prayers that open Greenville City Council meetings. We received a complaint from a local resident. FFRF is a nationwide nonprofit organization with more than 19,000 members across the country including 400 in North Carolina and a state chapter, the Triangle Freethought Society. We work to protect the constitutional principle of separation of state and church.

It is our understanding that Greenville City Council meetings regularly open with Christian invocations. Prayers frequently include Christian references and conclude with “in Jesus’s name we pray” or “in your name we pray.” We understand that prayers are rotated among Council members and officials using their official titles. At the January 22nd meeting, the prayer officiant, Council Member Kandie Smith, concluded the invocation: “I ask for grace and mercy in the precious name of Jesus. Amen.”

First and foremost, prayer at government meetings is unnecessary, inappropriate, and divisive. Council members are free to pray privately or to worship on their own time in their own way. They do not need to worship on taxpayers’ time. The Council ought not to lend its power and prestige to religion, amounting to a governmental endorsement that excludes the 19% of the American population that is nonreligious.¹

Calling upon Council members and citizens to pray is coercive and beyond the authority of the government. Citizens are compelled to come before you on important civic matters and to participate in important decisions affecting their livelihood, their property, and quality of life. These citizens should not be made to feel offended or excluded because the local government they support with their taxes imposes religious rituals at civil government meetings. Local government should not be in the business of performing religious rituals, or exhorting all citizens, regardless of beliefs, to participate in a Christian prayer, or even asking citizens to show deference or obeisance to this ritual.

¹ “*Nones on the Rise: One-in-Five Adults Have No Religious Affiliation*,” Pew Research Center, The Pew Forum on Religion & Public Life (October 9, 2012), available at <http://www.pewforum.org/Unaffiliated/nones-on-the-rise.aspx>



Unconstitutional Sectarian Prayers

The City Council compounds the violation when the prayers are frequently to Jesus and/or a majority of the officiants are Christian. Sectarian prayers make religious minorities and nonbelievers feel like political outsiders in their own community, and show an unconstitutional governmental preference for Christianity over other faiths and for religion over non-religion.

The City Council invocations violate the Establishment Clause of the First Amendment. As the Council should be aware, the Fourth Circuit Court of Appeals, which has jurisdiction over North Carolina, ruled that prayers to Jesus during Forsyth County Commissioners meetings were unconstitutional. *Joyner v. Forsyth County, N.C.*, 653 F.3d 341, 349 (4th Cir. 2011), *cert. denied* 123 S. Ct. 1097 (2012). The court said, "Faith is as deeply important as it is deeply personal, and the government should not appear to suggest that some faiths have it wrong and others got it right." *Id.* at 349. The court explained:

To be sure, citizens in a robust democracy should expect to hear all manner of things that they do not like. But the First Amendment teaches that religious faith stands on a different footing from other forms of speech and observance. Because religious belief is so intimate and so central to our being, government advancement and effective endorsement of one faith carries a particular sting for citizens who hold devoutly to another. This is precisely the opposite of what legislative invocations should bring about. In other words, whatever the Council's intentions, its policy, as implemented, has led to exactly the kind of 'divisiveness the Establishment Clause seeks rightly to avoid.' *Id.* at 354-355 (quoting *Simpson v. Chesterfield County Bd. of Supr's*, 404 F.3d 276, 284 (4th Cir. 2005)).

The *Joyner* decision by the Fourth Circuit Court of Appeals is the fourth time that the court has spoken on the issue of legislative prayers. The court's decisions stress the impropriety of sectarian prayers. In *Wynne v. Town of Great Falls*, the court held that town council prayers referencing Jesus Christ violated the Establishment Clause. 376 F.3d 292 (4th Cir. 2004), *cert. denied*, 125 S.Ct. 2990 (2005). In *Simpson v. Chesterfield County Bd. of Supervisors*, the court found that a nonsectarian government prayer policy was constitutional, noting that the Council avoided the "forbidding character of sectarian invocations." 404 F.3d 276 (4th Cir. 2004) *cert. denied*, 126 S.Ct. 426 (2005). In *Turner v. Fredericksburg*, the court ruled that a policy excluding sectarian prayers did not violate a council member's First Amendment rights. 534 F.3d 352 (4th Cir. 2008), *cert. denied*, 129 S.Ct. 909 (2009).

The Establishment Clause exists precisely to limit government actions relating to religion and to maintain governmental neutrality on the subject of religion. According to the Supreme Court, "The defining principle of Establishment Clause jurisprudence is that the 'First Amendment mandates government neutrality between religion and religion, and between religion and nonreligion.'" *McCreary County v. ACLU*, 545 U.S. 844, 860 (2005) (quoting *Epperson v. Arkansas*, 393 U.S. 97, 104 (1968)). No government official has the "right" to abuse his or her governmental office, power or position to conduct a sectarian religious exercise at a government meeting. Private citizens, including governmental officials in their *personal capacities*, are free to practice their religion. That liberty is strengthened, rather than weakened, by keeping government out of the business of religion.



Fix the Problem

Official government prayers are divisive, unnecessary, and constitutionally problematic. The Greenville City Council would be in line with the Fourth Circuit and respect all citizens by removing prayers from government business. "When the government associates one set of religious beliefs with the state and identifies nonadherents as outsiders, it encroaches upon the individual's decision about whether and how to worship." *McCreary*, 545 U.S. at 833 (O'Connor, J., concurring). Council members and citizens may freely engage in prayer and religious practices outside of government meetings, which ensures that elected officials can exercise their religious freedom without violating the Constitution and are not abusing their civil office to promote personal religious views upon citizens.

In order to comply with the law and respect the freedom of conscience of all citizens, the Greenville City Council must, at a minimum, drop its sectarian devotional practices. The best policy is to remove prayer altogether, rather than to maintain a prayer practice that excludes and offends major segments of the population and is a liability that requires constant policing. We respectfully request a written response at your earliest convenience indicating what steps the Council is taking to assure compliance with the Constitution.

Sincerely,

A handwritten signature in black ink that reads "Patrick Elliott".

Patrick Elliott
Staff Attorney

PCE: tdb



Council Member Mitchell asked if not having a preference is a preference.

City Attorney Holec stated that not having a preference is not a preference as far as the constitutional review of this issue.

Mayor Thomas stated that chaplains serve and pray at the state and congressional level.

Council Member Mercer stated that it has always been his understanding that the Mayor and each Council Member conducted their invocation in their own way following certain guidelines. He offers a prayer of silence so that citizens can join in prayer or in whatever way is most meaningful for them. His faith is very important to him, and he has been involved with the study and practice of spirituality his whole life. It is painful that something as precious as prayer might be a cause for contention.

Council Member Mercer recited a proverb from the Old Testament that speaks of wisdom, Her ways are ways of pleasantness and all her paths are peace (Proverbs 3:17). He stated that another proverb speaks of a path that shines brighter and brighter until full day (Proverbs 4:18). That is his hope for this City Council and the City.

Mayor Pro-Tem Glover stated that as a minister she feels the same way about prayer as the ministers who spoke during the Public Comment Period. She grew up in the church and was taught to pray in the name of Jesus, and 19 percent of the City's population will not tell her what to do.

Mayor Thomas stated that the City Council and his focus is doing a good job serving the City with the matters that move Greenville forward. This issue was thrust on them and will be dealt with accordingly. Greenville is a community of faith significantly, and the City Council and he respects everyone's belief. This governing body is not doing anything different with the invocations than any previous City Councils of Greenville or Congress or the State legislature. The freedom of speech and expression matters. The traditional opening of the City Council meetings includes the roll call, invocation and the Pledge of Allegiance to the flag. Their invocations are not a script, and their response is diverse. There are times in life when you are confronted by situations and are measured. We are citizens of Greenville, North Carolina, and we are a community of faith, tolerance and diversity. He was raised to be appreciative and respectful of everyone's differences, but equally proud of whom he is and where he came from and everyone should respect that as well of others. While the City Council and he do not wear their beliefs on their sleeves, they are proud of who they are and of everyone that they represent. Mayor Thomas thanked everyone for their many thoughts when contacting them this week and everyone that spoke during the Public Comment Period.

The Mayor and Council Members made comments about past and future events.



CITY MANAGER'S REPORT

No comments were made by the City Manager.

ADJOURNMENT

Motion was made by Council Member Joyner and seconded by Council Member Blackburn to adjourn the meeting. Motion carried unanimously. Mayor Thomas declared the meeting adjourned at 7:09 p.m.

Respectfully Submitted

Polly Jones
Deputy City Clerk



City of Greenville, North Carolina

Meeting Date: 5/6/2013
Time: 6:00 PM

Title of Item: Ordinance enacting and adopting Supplement Number 2013-S4 to the City of Greenville Code of Ordinances (codification of adopted amendments by American Legal Publishing Corporation)

Explanation: **Abstract:** The City Council will consider adopting and enacting a supplement to the Code of Ordinances which incorporates all ordinances of a general and permanent nature adopted after December 8, 2011, and on or before December 13, 2012.

Explanation: In accordance with a Codification Agreement (Contract No. 1757) dated November 14, 2008, between the City of Greenville and the North Carolina League of Municipalities, along with its code contractor, American Legal Publishing Corporation, the Code of Ordinances was fully revised and updated to include all ordinances adopted through October 8, 2009. Subsequent to this initial revision and update, American Legal Publishing Corporation maintains the City Code by producing supplements to the printed version and hosting/updating an online version of the City Code

Supplement Number 2013-S4 incorporates all ordinances of a general and permanent nature enacted after December 8, 2011, and on or before December 13, 2012.

Fiscal Note: Total cost for production of Supplement Number 2013-S4 was \$2,129.

Recommendation: Adopt the ordinance enacting and adopting Supplement Number 2013-S4 to the City of Greenville's Code of Ordinances.

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Attachments / click to download

 [Ordinance adopting Supplement 2013 S4 to the Code of Ordinances 953148](#)

ORDINANCE NO. 13-_____

AN ORDINANCE ENACTING AND ADOPTING SUPPLEMENT NUMBER 2013-S4 TO
THE CODE OF ORDINANCES OF THE CITY OF GREENVILLE, NORTH CAROLINA

WHEREAS, American Legal Publishing Corporation of Cincinnati, Ohio, has completed Supplement Number 2013-S4 to the Code of Ordinances of the City of Greenville, North Carolina, which supplement contains all ordinances of a general and permanent nature enacted after December 8, 2011, and on or before December 13, 2012; and

WHEREAS, North Carolina General Statute 160A-77 empowers and authorizes the City of Greenville to adopt and issue a code of its ordinances in book form and to adopt supplements.

NOW, THEREFORE, BE IT ORDAINED BY THE CITY COUNCIL OF THE CITY OF GREENVILLE:

Section 1. That Supplement Number 2013-S4 to the Code of Ordinances of the City of Greenville, North Carolina, as submitted by American Legal Publishing Corporation of Cincinnati, Ohio, be and the same is hereby adopted by reference as if set out in its entirety.

Section 2. Such supplement shall be deemed published as of the day of its adoption and approval by the City Council of the City of Greenville, and the City Clerk of the City of Greenville, North Carolina, is hereby authorized and ordered to insert such supplement in the copy of the Code of Ordinances kept on file in the Office of the City Clerk.

Section 3. This ordinance shall become effective upon its adoption.

This the 6th day of May, 2013.

Allen M. Thomas, Mayor

ATTEST:

Carol L. Barwick, City Clerk



City of Greenville, North Carolina

Meeting Date: 5/6/2013
Time: 6:00 PM

Title of Item: Resolution of intent to close a portion of East Rock Spring Road and the associated alley

Explanation: **Abstract:** This item is to consider a petition to close a portion of East Rock Spring Road along with a section of a twenty (20) foot alley.

Explanation: The City received a petition from the State of North Carolina on behalf of East Carolina University, requesting the closure of a portion of East Rock Spring Road lying and being on the south side of Fourteenth Street, along with a section of a twenty (20) foot alley which extends from the terminus of East Rock Spring Road to the abandoned railroad spur track.

The petitioners are the owners of all of the property adjoining the street sections requested to be closed. There are no structures on the properties. A portion of the property is currently being used for parking; the remaining is maintained lawn. The university does not have immediate plans for the redevelopment of the property.

The petition has been reviewed by City staff and Greenville Utilities Commission with the following comments:

- 1) City staff recommends as a condition of the street closing a recombination map be submitted in accordance with the Subdivision Regulations.
- 2) Greenville Utilities has requested the placement of an easement over and upon the utilities that will remain in the closed street right-of-way. The petitioner and GUC are in the process of determining which utilities are to be abandoned and which are to remain.

The Planning and Zoning Commission unanimously voted to approve this request at their April 16, 2013 meeting.

Fiscal Note:


Upon adoption by City Council of a resolution to close the street, budgeted funds for the maintenance of this street section will no longer be required. The City will no longer receive Powell Bill funds for the closed street sections.

Recommendation:

Adopt the resolution of intent to close the requested portion of East Rock Spring Road and the associated alley.

Viewing Attachments Requires Adobe Acrobat. [Click here](#) to download.

Attachments / click to download

 [East Rock Spring Road Street Closing Map](#)

 [Resolution of Intent to close East Rock Springs Rd 953067](#)

RESOLUTION NO. _____
RESOLUTION OF THE CITY COUNCIL OF THE CITY OF GREENVILLE
DECLARING ITS INTENT TO CLOSE A PORTION OF
EAST ROCK SPRING ROAD AND A 20 FOOT WIDE ACCESS ALLEY

WHEREAS, the City Council intends to close said street, in accordance with the provisions of G.S. 160A-299;

THEREFORE, BE IT RESOLVED by the City Council of the City of Greenville, North Carolina, that it is the intent of the City Council to close said street right-of-way, more particularly described as follows:

To Wit: The 40 foot + wide right of way of the 1200 block of East Rock Spring Road and the 20 foot wide access alley as shown on that plat entitled "Street Closing Map For a Portion of East Rock Spring Road & Alley", prepared by Spruill & Associates Inc. and dated December 20, 2012.

Location: Lying and being situate in the City of Greenville, Greenville Township, Pitt County, North Carolina, and being located south of Fourteenth Street; being bounded on the north, east and south by Fourteenth Street and Lots 1 through 6, Block A and Lots 1 through 6, Block B of the T.W. Rivers Subdivision (Map Book 3, Page 128) and the Revised Map, T.W. Rivers Subdivision (Map Book 4, Page 23) as owned by the State of North Carolina; and on the west by the "College Spur Right of Way" as shown on the aforementioned Map Book 3, Page 128.

Description: Commencing at NC Geodetic Monument "Ficklen" having NC grid coordinates of N=206219.133 meters and E=758001.099 meters (NAD 83/2001); thence N 72°04'50" W 1087.54 feet to NC Geodetic Monument "Stadium" having NC grid coordinates of N=206321.118 meters and E=757685.711 meters (NAD 83/2001); thence N 22°08'21" W 378.93 feet to an iron pipe set at the intersection of the south right of way of Fourteenth Street with the eastern right of way return curve of East Rock Spring Road and being the POINT OF BEGINNING; thence from said beginning point and with the eastern right of way of East Rock Spring Road along the arc of a curve to the left having a radius of 15.00 feet, a central angle of 91°07'00", an arc length of 23.85 feet and a chord of S 71°19'12" W 21.42 feet to an iron pipe set; thence continuing with said eastern right of way the following course and distances: S 25°45'39" W 54.85 feet to an existing iron pipe and S 25°45'39" W 19.08 feet to an iron pipe set; thence with the arc of a curve to the right having a radius of 80.00 feet, a central angle 90°00'00", an arc length of 125.66 feet and a chord of S 70°45'39" W 113.14 feet to an iron pipe set on the southern right of way of East Rock Spring Road; thence with said southern right of way along the arc of a curve to the left having a radius of 511.19 feet, a central angle of 5°17'17", an arc length of 47.18 feet and a chord of N 63°56'03" W 47.16 feet to an iron pipe set; thence along the arc of a

curve to the left having a radius of 20.00 feet, a central angle of $54^{\circ}20'33''$, an arc length of 18.97 feet and a chord of S $86^{\circ}15'02''$ W 18.27 feet to an iron pipe set; thence along the arc of a curve to the right having a radius of 30.00 feet, a central angle of $143^{\circ}52'47''$, an arc length of 75.34 feet and a chord of N $48^{\circ}58'51''$ W 57.04 feet to a parker kalon nail set; thence along the arc of a curve to the left having a radius of 7.50 feet, a central angle of $94^{\circ}19'00''$, an arc length of 12.35 feet and a chord of N $24^{\circ}11'57''$ W 11.00 feet to a parker kalon nail set; thence along the arc of a curve to the left having a radius of 698.93 feet, a central angle $1^{\circ}32'12''$, an arc length of 18.75 feet and a chord of N $72^{\circ}07'33''$ W 18.75 feet to an iron pipe set; thence along the arc of a curve to the left having a radius of 698.93 feet, a central angle of $12^{\circ}22'19''$, an arc length of 150.92 feet and a chord of N $79^{\circ}04'49''$ W 150.63 feet to an existing iron pipe; thence N $85^{\circ}37'58''$ W 8.94 feet to an iron pipe set; thence along the arc of a curve to the left having a radius of 7.50 feet, a central angle of $9^{\circ}53'03''$, an arc length of 1.29 feet and a chord of S $89^{\circ}03'03''$ W 1.29 feet to an iron pipe set; thence along the arc of a curve to the left having a radius of 7.50 feet, a central angle of $53^{\circ}39'48''$, an arc length of 7.02 feet and a chord of S $57^{\circ}17'05''$ W 6.77 feet to an iron pipe set; thence along the arc of a curve to the right having a radius of 30.00 feet, a central angle of $8^{\circ}37'32''$, an arc length of 4.52 feet and a chord of S $34^{\circ}45'57''$ W 4.51 feet to an existing iron pipe; thence along the arc of a curve to the right having a radius of 30.00 feet, a central angle of $23^{\circ}35'36''$, an arc length of 12.35 feet and a chord of S $50^{\circ}52'31''$ W 12.27 feet to an iron pipe set; thence with the western terminus of the right of way of East Rock Spring Road and the eastern side of the "college spur right of way" as shown in Map Book 3, Page 128 along the arc of a curve to the right having a radius of 603.16 feet, a central angle of $5^{\circ}38'50''$, an arc length of 59.45 feet and a chord of N $22^{\circ}26'39''$ W 59.42 feet to an iron pipe set; thence with the northern right of way of East Rock Spring Road along the arc of a curve to the right having a radius of 30.00 feet, a central angle of $50^{\circ}51'16''$, an arc length 26.63 feet and a chord of S $81^{\circ}04'35''$ E 25.76 feet to an iron pipe set; thence along the arc of a curve to the right having a radius of 30.00 feet, a central angle of $30^{\circ}16'05''$, an arc length of 15.85 feet and a chord of S $40^{\circ}30'55''$ E 15.66 feet to an iron pipe set; thence along the arc of a curve to the left having a radius of 7.50 feet, a central angle of $60^{\circ}51'57''$, an arc length of 7.97 feet and a chord of S $55^{\circ}48'51''$ E 7.60 feet to an iron pipe set; thence S $85^{\circ}39'27''$ E 14.79 feet to an existing iron pipe; thence along the arc of a curve to the right having a radius of 718.93 feet, a central angle of $12^{\circ}02'59''$, an arc length of 151.20 feet and a chord of S $79^{\circ}02'36''$ E 150.92 feet to an existing railroad spike in a root; thence along the arc of a curve to the right having a radius of 718.93 feet, a central angle of $5^{\circ}25'20''$, an arc length of 68.04 feet and a chord of S $70^{\circ}18'26''$ E 68.01 feet to an existing iron pipe; thence along the arc of a curve to the right having a radius of 550.96 feet, a central angle of $8^{\circ}20'21''$, an arc length of 80.19 feet and a chord of S $65^{\circ}38'17''$ E 80.12 feet to a parker kalon nail set; thence along the arc of a curve to the left having a radius of 40.23 feet, a central angle of $90^{\circ}00'00''$, an arc length of

63.19 feet and a chord of N 70°45'39" E 56.90 feet to an iron pipe set on the western right of way of East Rock Spring Road; thence along said western right of way N 25°45'39" E 75.12 feet to an iron pipe set; thence along the arc of a curve to the left having a radius of 15.00 feet, a central angle of 89°42'34", an arc length of 23.49 feet and a chord of N 19°05'38" W 21.16 feet to an iron pipe set on the southern right of way of Fourteenth Street; thence with said southern right of way of Fourteenth Street along the arc of a curve to the right having a radius of 2409.69 feet, a central angle of 0°21'18", an arc length of 14.92 feet and a chord of S 63°46'16" E 14.92 feet to an existing iron pipe; thence continuing with the southern right of way of Fourteenth Street S 63°07'15" E 39.77 feet to an existing iron pipe and S 63°07'15" E 15.30 feet to the POINT OF BEGINNING containing 0.4144 acre and being a portion of East Rock Spring Road and Alley.

BE IT FURTHER RESOLVED that a public hearing will be held in the Council Chamber, City Hall, Greenville, North Carolina, on the 13th day of June, 2013, at 7:00 p.m., to consider the advisability of closing portions of the aforesaid street. At such public hearing, all objections and suggestions will be duly considered.

BE IT FURTHER RESOLVED that a copy of this resolution be published once a week for four (4) consecutive weeks in The Daily Reflector; that a copy of this resolution be sent by certified mail to the owners of property adjacent to the above described street, as shown on the County tax records, and that a copy of this resolution be posted in at least two (2) places along the portions of the street to be closed.

Duly adopted this the 6th day of May, 2013.

Allen M. Thomas, Mayor

ATTEST:

Carol L. Barwick, City Clerk

NOTES

- THIS IS A STREET CLOSING SURVEY FOR THE 1200 BLOCK OF EAST ROCK SPRING ROAD & ALLEY
- ALL DISTANCES SHOWN ARE HORIZONTAL FIELD DISTANCES; NO GRID FACTOR APPLIED
- THE COMBINED NC GRID FACTOR USED FOR COORDINATE CALCULATIONS IS 0.99989392
- AS PER FEMA FLOOD INSURANCE RATE MAP 3720468700, DATED JANUARY 2, 2004, THIS PROPERTY IS NOT LOCATED IN A SPECIAL FLOOD HAZARD AREA; LOCATED IN UNSHADED ZONE X
- THE LOCATION OF UNDERGROUND UTILITIES SHOWN HEREON ARE PLOTTED FROM ABOVE GROUND APPURTENANCES AND RECORD DRAWINGS; NO GUARANTEE IS MADE AS TO THEIR EXACT LOCATION
- CURVED LINES FROM A TO B AND FROM E TO F WERE CALCULATED FROM THE ORIGINAL SUBDIVISION MAP RECORDED AT MAP BOOK 3, PAGE 28
- THE LINES FROM B-C-D-A AND FROM E-G-F WERE CALCULATED FROM THE REVISED SUBDIVISION MAP RECORDED AT MAP BOOK 4, PAGE 23
- THIS PLAN HAS BEEN PREPARED WITHOUT THE BENEFIT OF A TITLE REPORT AND IS SUBJECT TO ANY AND ALL EASEMENTS, RIGHTS OF WAY, RESTRICTIVE COVENANTS OR OTHER TITLE MATTERS WHICH MAY BE OF RECORD AND NOT EXPRESSLY SHOWN HEREON

REFERENCES

- D.B. J-23, P. 627
- M.B. 4, P. 23
- M.B. 3, P. 128
- ORDERS & DECREES BOOK 11, P. 445-455
- PITTS COUNTY REGISTRY

STATE OF NORTH CAROLINA
D.B. 1458, P. 42
M.B. 3, P. 128

STATE OF NORTH CAROLINA
D.B. 1108, P. 625
M.B. 4, P. 23

T.W. RIVERS SUBDIVISION
M.B. 4, P. 23

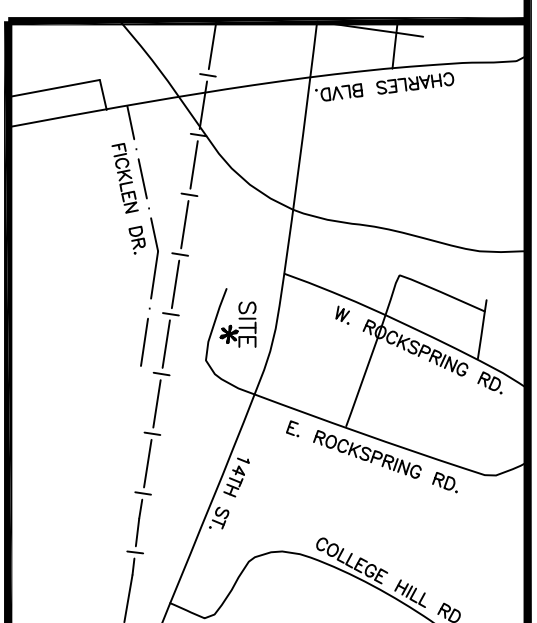
CURVE DATA

CURVE "a" TO "b"	CURVE "c" TO "d"	CURVE "e" TO "f"
R=511.19'	R=30.00'	R=7.50'
Δ=121°23'	Δ=173°05'	Δ=94°19'00"
L=121.10'	L=9.22'	L=12.35'
N 67°15'23"W	S 50°16'13"W	N 24°11'57"W
12.10'(CHORD)	9.19'(CHORD)	11.00'(CHORD)

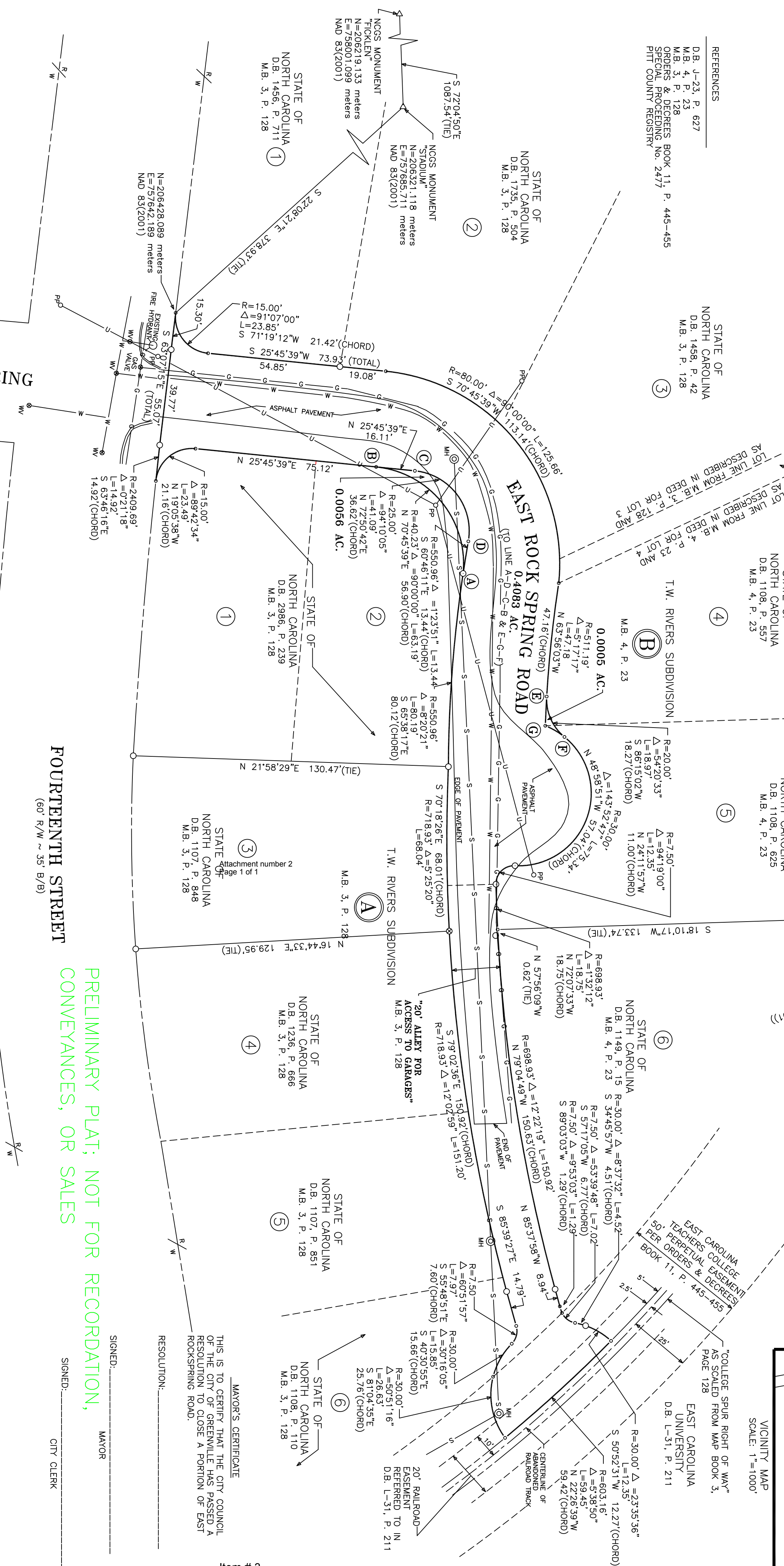
LEGEND

- EXISTING IRON PIPE
- ⊙ IRON PIPE SET
- ⊕ EXISTING IRON SHAFT
- ⊖ P.K. NAIL SET
- ⊗ EXISTING CONCRETE MONUMENT
- ⊘ EXISTING RAILROAD SPIKE IN ROOT
- SANITARY SEWER LINE
- WATER VALVE
- WATER LINE
- POWER POLE
- OVERHEAD UTILITY LINE
- GAS LINE
- MANHOLE
- RIGHT OF WAY

VICINITY MAP
SCALE: 1"=1000'



EAST CAROLINA PERPETUAL EASEMENT PER ORDERS & DECREES BOOK 11, P. 445-455
"COLLEGE SPUR RIGHT OF WAY" AS SCALED FROM MAP BOOK 3, PAGE 128
EAST CAROLINA UNIVERSITY
D.B. L-31, P. 211



ACREAGE SUMMARY

AREA WITHIN LINES A-D-C-B & E-G-F: 0.4093 AC.
 AREA WITHIN FIGURE A-B-C-D-A: 0.0056 AC.
 AREA WITHIN FIGURE E-F-G-E: 0.0005 AC.
 TOTAL AREA 0.4154 AC.

EAST ROCK SPRING ROAD

FOURTEENTH STREET
(60' R/W ~ 35' B/B)

I CERTIFY THAT THIS SURVEY IS A STREET CLOSURE SURVEY AND IS AN EXCEPTION TO THE DEFINITION OF A SUBDIVISION IN THE CITY OF GREENVILLE.

STEPHEN N. SPRULL L-2723
APPROVED: _____

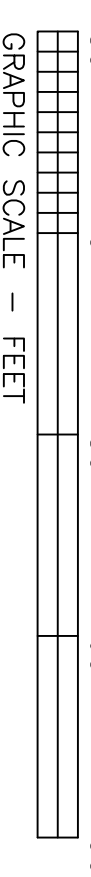
GREENVILLE SUBDIVISION ADMINISTRATOR

PRELIMINARY PLAT; NOT FOR RECORDATION, CONVEYANCES, OR SALES

MAYOR'S CERTIFICATE
THIS IS TO CERTIFY THAT THE CITY COUNCIL OF THE CITY OF GREENVILLE HAS PASSED A RESOLUTION TO CLOSE A PORTION OF EAST ROCKSPRING ROAD.
RESOLUTION: _____
SIGNED: _____ MAYOR
CITY CLERK

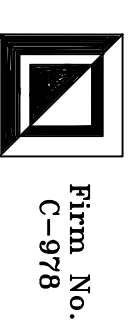
EAST ROCK SPRING ROAD and ALLEY

STREET CLOSING MAP FOR A PORTION OF
CITY OF GREENVILLE
GREENVILLE TOWNSHIP ~ PITTS COUNTY ~ NORTH CAROLINA
DATE: DECEMBER 20, 2012 SCALE: 1"=30'



Sprull & Associates Inc.

2747 East Tenth Street
Greenville, North Carolina 27858
(252) 757-1200



Firm No. C-978



City of Greenville, North Carolina

Meeting Date: 5/6/2013
Time: 6:00 PM

Title of Item: Agreement with the North Carolina Department of Transportation for the installation of new pedestrian improvements at the north leg of the intersection of Evans Street and Arlington Boulevard as a part of the Green Mill Run Greenway project

Explanation: Attached for City Council's consideration is a proposed municipal agreement with the North Carolina Department of Transportation (NCDOT) to install pedestrian improvements at the intersection of SR 1700 (Evans Street) and Arlington Boulevard as part of the Green Mill Run Greenway project. The work under this agreement will ultimately include the installation of pedestrian heads and push buttons at the north leg of Evans Street.

NCDOT's estimated cost for reviewing the plans and inspecting the signal work is \$3,500. The City is responsible for 100% of NCDOT's actual costs including administrative costs. The City will submit a check in the amount of \$3,500 to the NCDOT Division Engineer upon execution of this agreement by the City. If the costs exceed the amount of payment, the City shall reimburse NCDOT any underpayment within sixty (60) days of invoicing by NCDOT. If the actual costs are less than the estimate, NCDOT will reimburse the City's overpayment.

Fiscal Note: This project will be funded from the Green Mill Run Greenway project account.

Recommendation: Approve the attached municipal agreement with NCDOT for the installation of new pedestrian improvements at the intersection of Evans Street and Arlington Boulevard as part of the Green Mill Run Greenway project.

Attachments / click to download

 [Municipal Agreement for Green Mill Run Greenway](#)

NORTH CAROLINA
PITT COUNTY

TRAFFIC – REVIEW AND INSPECTION AGREEMENT

DATE: 3/8/2013

NORTH CAROLINA DEPARTMENT OF
TRANSPORTATION

AND

WBS Element: 36249.3242

CITY OF GREENVILLE

THIS AGREEMENT is made and entered into on the last date executed below, by and between the North Carolina Department of Transportation, an agency of the State of North Carolina, hereinafter referred to as the "Department" and the City of Greenville, hereinafter referred to as the "Municipality".

WITNESSETH:

WHEREAS, the Department and the Municipality propose to make certain traffic control improvements under said project in Pitt County; and,

WHEREAS, the Municipality has agreed to participate in the cost of the project as hereinafter set out.

NOW, THEREFORE, the parties hereto, each in consideration of the promises and undertakings of the other as herein provided, do hereby covenant and agree, each with the other, as follows:

SCOPE OF PROJECT

1. The Project consists of the upgrading the existing traffic signal on SR 1702 (Evans Street) at Arlington Boulevard to provide pedestrian heads and push buttons to cross the north leg of Evans Street as part of the Green Mill Run Greenway project (EB-4996).

DESIGN AND EQUIPMENT PROCUREMENT

2. Project plans and traffic signal designs shall be prepared by the Municipality, including electrical and programming details, (if applicable) metal poles with mast arm shop drawings, foundation designs, utility make-ready plans, communications cable routing plans, traffic signal coordination timing plans and Project Special Provisions (including, but not limited to: providing Synchro/TSPpd files and programming data sheets; coordination timing plans, graphics package, downloading coordination timing plans onto system cabinets and/or onto central computer). All work shall be performed in accordance with Departmental standards and specifications. Said

plans and design shall be submitted to the Department for review and approval prior to any work being performed by the Municipality. All work shall be done at no expense to the Department.

3. The Municipality, at no expense to the Department, shall purchase or furnish from stock all traffic signal equipment necessary for the traffic signal revision. Said equipment shall be in reasonably close conformity with the standards and specifications of equipment and materials used by the Department. The Department reserves the right to reject the use of any equipment and materials it deems functionally inferior.

UTILITIES AND RIGHT OF WAY

4. The Municipality, shall accomplish the relocation or adjustment of any and all utilities in conflict with the construction of the project. Said work shall be accomplished in a manner satisfactory to the Department, and without cost to the Department.
5. It is understood by the parties hereto that all work shall be contained within existing right of way. However, should it become necessary, the Municipality, shall provide any required right of way and/or construction easements at no cost or liability whatsoever to the Department. Acquisition of right of way shall be accomplished in accordance with State procedures. The Municipality, shall indemnify and save the Department harmless from any and all claims for damages that might arise on account of damage to public or private property and right of way acquisition, drainage, and construction easements for the construction of the project.

CONSTRUCTION

6. The Municipality, at no expense to the Department, shall enter into and administer the contract for the installation of all equipment and perform such other work as required on the project in accordance with the approved project plans, the NCDOT "Standard Specifications for Roads and Structures", January 2012, "Roadway Standard Drawings", January 2012 and any addendum, all local codes and ordinances, and the procedures set out herein below shall be followed:
 - A. No work shall be performed by the Municipality prior to approval of the traffic signal design by the Department.
 - B. Installation shall be done by a licensed electrical contractor familiar with traffic signal construction.

- C. All preliminary and construction engineering, supervision, and labor pertaining to the signal installation will be furnished by the Municipality.
 - D. The Department's Division Engineer shall have the right to inspect, sample or test, and approve or reject any materials or construction methods used during the construction of the project.
 - E. Upon completion of the project, and prior to final acceptance by the Department, the Municipality, will furnish to the Department's Division Engineer one (1) signal inventory control sheet and one (1) set of "Plan of Record" plans.
 - F. Prior to final acceptance by the Department, the Division Engineer shall have the right to make a final inspection of the completed work.
 - G. Failure on the part of the Municipality, to comply with any of these provisions will be grounds for the Department to terminate the project.
 - H. The Municipality, agrees to pursue the completion of the work covered by this Agreement as expeditiously as feasible and to complete all work within 180 Days of notice to proceed.
7. During installation of the signal equipment, the Department shall inspect the work being performed by the Municipality to ensure compliance with the project plans, the current NCDOT traffic signal specifications, and the terms of this Agreement.
8. The Municipality shall install thermoplastic pavement markings where pavement markings are required on the project.

FUNDING

9. The Municipality shall reimburse the Department one hundred percent (100%) of the actual cost of all work performed by the Department, including administrative costs. Based on the estimated costs, the Municipality shall submit a check for \$3,500 to the Department's Division Engineer upon execution of this Agreement by the Municipality. Upon completion of the project, if actual costs exceed the amount of payment, the Municipality shall reimburse the Department any underpayment within sixty (60) days of invoicing by the Department. If the actual cost of the work is less than \$3,500, the Department shall reimburse the Municipality any overpayment. The Department shall charge a late payment penalty and interest on any unpaid balance due in accordance with G.S. 147-86.23.

MAINTENANCE

10. Upon completion of the project, the Department shall own and control the traffic signal and maintenance will be accomplished in the same manner as maintenance of other state system signalized intersections.
11. In the event of damage to the metal poles, the Department shall install "in-kind" metal poles if funding is available from the damage claim or the Developer. However, if said funding is not available, the Department reserves the right to install wooden poles in lieu of metal poles (if applicable).

ADDITIONAL PROVISIONS

12. By Executive Order 24, issued by Governor Perdue, and N.C. G.S. § 133-32, it is unlawful for any vendor or contractor (i.e. architect, bidder, contractor, construction manager, design professional, engineer, landlord, offeror, seller, subcontractor, supplier, or vendor), to make gifts or to give favors to any State employee of the Governor's Cabinet Agencies (i.e., Administration, Commerce, Correction, Crime Control and Public Safety, Cultural Resources, Environment and Natural Resources, Health and Human Services, Juvenile Justice and Delinquency Prevention, Revenue, Transportation, and the Office of the Governor).

IT IS UNDERSTOOD AND AGREED that the approval of the project by the Department and the Municipality is subject to the conditions of this Agreement.

IN WITNESS WHEREOF, this Agreement has been executed, in duplicate, the day and year heretofore set out, on the part of the Department and the Municipality by authority duly given.

ATTEST: CITY OF GREENVILLE

BY: _____ BY: _____

TITLE: _____ TITLE: _____

DATE: _____

Approved by _____ of the local governing body of the City of Greenville as

attested to by the signature of Clerk of said governing body on _____ (Date)

N.C.G.S. § 133-32 and Executive Order 24 prohibit the offer to, or acceptance by, any State Employee of any gift from anyone with a contract with the State, or from any person seeking to do business with the State. By execution of any response in this procurement, you attest, for your entire organization and its employees or agents, that you are not aware that any such gift has been offered, accepted, or promised by any employees of your organization.

Federal Tax Identification Number

(SEAL)

Remittance Address:

City of Greenville

DEPARTMENT OF TRANSPORTATION

BY: _____
(CHIEF ENGINEER)

DATE: _____

PRESENTED TO BOARD OF TRANSPORTATION ITEM O: _____



City of Greenville, North Carolina

Meeting Date: 5/6/2013
Time: 6:00 PM

Title of Item: Municipal agreement with the North Carolina Department of Transportation for landscape maintenance at the Firetower Road and Portertown Road roundabout

Explanation: **Abstract:** The North Carolina Department of Transportation (NCDOT) has committed to beautify the roundabout area at the intersection of Portertown Road and Firetower Road with small shrubs, small trees, and seasonal flowering perennials. The City of Greenville is agreeing to maintain this beautification project once it is installed by NCDOT as a means to enhance the roadway and improve the image of our city. The cost of the project's installation is fully funded by NCDOT through Surface Transportation Improvement funds.

Explanation: The North Carolina Department of Transportation (NCDOT) has committed to a landscape beautification project for the Firetower Road and Portertown Road intersection within the roundabout area prior to the end of 2013. NCDOT requires the City of Greenville to sign a municipal agreement accepting maintenance of the installed landscape and turf within the project limits. The maintenance of this area will include litter clean-up, mowing, weed control, plant care, and periodic mulching. The cost of this maintenance will have an average estimated annual expense of \$3,000.

The proposed beautification project area is the circular pervious area within the roundabout and the present grassed intersection triangle where Firetower Road and Portertown Road meet. Perennials, small shrubs, and small ornamental trees will be planted at this location. The beautification project will enhance this roadway and the image of our city.

Fiscal Note: NCDOT will fund the installation cost of this project through Surface Transportation Improvement funds, and the City has no cost share.

The future cost of mowing and landscape maintenance is estimated at \$3,000 per year and will be incorporated into the existing Public Works Department

Buildings and Grounds Division budget.

Recommendation: City Council approve the municipal agreement with NCDOT for the maintenance of the Firetower Road and Portertown Road roundabout landscape enhancement project.

Viewing Attachments Requires Adobe Acrobat. [Click here](#) to download.

Attachments / click to download

 [Firetower and Portertown Roundabout Municipal Agreement](#)

NORTH CAROLINA
PITT COUNTY

LANDSCAPE AGREEMENT

DATE: 2/12/2013

NORTH CAROLINA DEPARTMENT OF
TRANSPORTATION

AND

WBS Elements: 45332.3.2

CFDA: 20.205

CITY OF GREENVILLE

THIS AGREEMENT is made and entered into on the last date executed below, by and between the North Carolina Department of Transportation, an agency of the State of North Carolina, hereinafter referred to as the "Department" and the City of Greenville, a municipal corporation, hereinafter referred to as the "Municipality."

WITNESSETH:

WHEREAS, Section 1113 of the Safe, Accountable, Flexible, Efficient Transportation Equity Act – A Legacy for Users (SAFETEA – LU), requires that the Surface Transportation Program funds be available for transportation enhancement activities in the Statewide Transportation Improvement Program; and,

WHEREAS, the Municipality has requested enhancement funding for certain landscape plantings; and,

WHEREAS, the Department has agreed to participate in the costs of said plantings, subject to conditions hereinafter set forth; and,

WHEREAS, the Department and the Municipality have also agreed to the maintenance of said plantings as hereinafter set out;

NOW, THEREFORE, the parties hereto, each in consideration of the promises and undertakings of the other as herein provided, do hereby covenant and agree, each with the other, as follows:

GENERAL PROVISIONS

COMPLIANCE WITH STATE/FEDERAL POLICY

The Municipality and/or its agent, including all contractors, subcontractors, or sub-recipients shall comply with all applicable Federal and State policies and procedures, stated both in this Agreement and in the Department's guidelines and procedures, including the *Local Programs Management Handbook*.

FAILURE TO COMPLY - CONSEQUENCES

Failure on the part of the Municipality to comply with any of the provisions of this Agreement will be grounds for the Department to terminate participation in the costs of the Project and, if applicable, seek repayment of any reimbursed funds.

SCOPE OF THE PROJECT

1. The Project consists of the installation of landscape plantings in the center of the roundabout and between the roundabout and slip ramp at the intersection of SR 1708 (Firetower Road) and SR 1726 (Portertown Road). The initial planting work will be performed by the Department, with the Municipality responsible for all subsequent maintenance, including mowing.

MAINTENANCE

2. Upon completion of the plantings, the Municipality shall assume responsibility for all maintenance and replacement of the landscape materials. Maintenance shall include, but not be limited to, the following: watering, mulching, pruning, fertilizing, weeding, pest control, mowing, and replacing plant materials. All costs of maintenance shall be borne by the Municipality.
3. The Municipality agrees to continually maintain all plantings in accordance with generally accepted horticultural practices. The Department shall have the right to periodically inspect the maintenance practices being utilized by the Municipality.
4. If the Department determines that the Municipality is not properly maintaining the plantings, the Department shall notify the Municipality. If proper maintenance is not performed by the Municipality within a reasonable time after notification, the Municipality agrees that the Department shall perform the necessary maintenance, or at the Department's option, shall return the planted area to a natural condition (i.e. seeded and mulched, etc.). It is further agreed that the costs of the restoration shall be reimbursed to the Department by the

12. The Municipality is solely responsible for all agreements, contracts, and work orders entered into or issued by the Municipality for this Project. The Department shall not be held liable by the Municipality for any expenses or obligations incurred for the Project except those specifically eligible for the federal funds and obligations as approved by the Department under the terms of this Agreement. The Department shall not reimburse the Municipality any costs that exceed the total federal funding at any time.

13. The Municipality will indemnify and hold harmless the Department, FHWA, and the State of North Carolina, their respective officers, directors, principals, employees, agents, successors, and assigns from and against any and all claims for damage and/or liability in connection with the project activities performed pursuant to this Agreement including construction of the Project. The Department shall not be responsible for any damages or claims for damages, which may be initiated by third parties.

14. If the Municipality decides to terminate the Project without the concurrence of the Department, the Municipality shall reimburse the Department one hundred percent (100%) of all costs expended by the Department and associated with the Project.

15. By Executive Order 24 and N.C. G.S. § 133-32, it is unlawful for any vendor or contractor (i.e. architect, bidder, contractor, construction manager, design professional, engineer, landlord, offeror, seller, subcontractor, supplier, or vendor), to make gifts or to give favors to any State employee of the Governor's Cabinet Agencies (i.e., Administration, Commerce, Correction, Crime Control and Public Safety, Cultural Resources, Environment and Natural Resources, Health and Human Services, Juvenile Justice and Delinquency Prevention, Revenue, Transportation, and the Office of the Governor).

IN WITNESS WHEREOF, this Agreement has been executed, in duplicate, the day and year heretofore set out, on the part of the Department and the Municipality by authority duly given.

WITNESS: CITY OF GREENVILLE

BY: _____ BY: _____

TITLE: _____ TITLE: _____

DATE: _____

N.C.G.S. § 133-32 and Executive Order 24 prohibit the offer to, or acceptance by, any State Employee of any gift from anyone with a contract with the State, or from any person seeking to do business with the State. By execution of any response in this procurement, you attest, for your entire organization and its employees or agents, that you are not aware that any such gift has been offered, accepted, or promised by any employees of your organization.

Approved by _____ of the local governing body of the City of Greenville

as attested to by the signature of Clerk _____ of said governing body on

_____ (Date)

This instrument has been pre-audited in the manner required by the Local Government Budget and Fiscal Control Act.

(SEAL)

(FINANCE OFFICER)

Federal Tax Identification Number

Remittance Address:
City of Greenville

DEPARTMENT OF TRANSPORTATION

BY: _____
(CHIEF ENGINEER)

DATE: _____

APPROVED BY BOARD OF TRANSPORTATION ITEM O: _____ (DATE)



City of Greenville, North Carolina

Meeting Date: 5/6/2013
Time: 6:00 PM

Title of Item: Resolution adopting a memorandum of understanding for the Greenville Urban Area Metropolitan Planning Organization (MPO) and appointment of the mayoral position of the City of Greenville as the elected representative to the MPO

Explanation: **Abstract:** The memorandum of understanding (MOU) formalizes the City's participation and involvement in transportation planning throughout the metropolitan area. Federal and State regulations require that MPO members re-adopt the MOU every 10 years to coincide with the Census. Staff also recommends the appointment of the mayoral position of the City of Greenville as the elected representative to the MPO.

Explanation: The MPO is a federally mandated transportation policy-making organization made up of representatives of local government and governmental transportation authorities. The MOU is a document signed by each MPO member which formally establishes the Greenville Urban Area MPO as an organization and describes its membership/voting procedures and the roles and responsibilities of the MPO and its members. NCDOT requires the MOU to be revised decennially after the Census Bureau revises the boundaries for each urbanized area. The Greenville Urban Area MPO is comprised of representatives from the City of Greenville, Pitt County, Town of Winterville, Town of Ayden, and Village of Simpson.

On April 15, 2013, the MPO's policy-making board adopted a revised MOU. The revised MOU makes changes that are specifically noted in the attachment and in bold type font in the document. There are no proposed changes to the voting or membership structure as it relates to the number of municipalities and jurisdictions involved in the MOU. There is an additional member (representative from Pitt County Area Transit) added to the MPO's Technical Coordinating Committee (TCC). The TCC is the committee that provides the general review, guidance, and coordination of the transportation planning process for the planning area and makes recommendations to the MPO's policy-making board.

The revised MOU must be approved by the governing board of each MPO member.

Summary of changes:

Membership changes to Technical Coordinating Committee (TCC)

NCDOT

Remove Public Transit Division

Replace with Division Planning Engineer

Transportation Planning Branch - decrease votes by 1 member

Pitt County

Add new voting member - Pitt Area Transit (PATs)

Remove County Engineer

Replace with Planner

Winterville

Remove Town Engineer

Replace with Town Manager

Greenville

Remove Transportation Planner

Replace with City Manager

Ayden - no changes (maintains Town Manager and Planner)

Simpson - no changes (maintains Mayor)

Other modifications

Alternate members may now be officially appointed. Elected officials (and their alternates) must be appointed by their respective governing body.

(Members and alternates must comply with ethics requirements as set out by State)

Formally states a yearly voting process for committee chair and vice-chairs.

Establish an attendance policy for TCC members. (After missing 2 meetings, the member is no longer counted towards quorum; the member is immediately reinstated upon appearance at a future meeting.)

Detail the cost-share agreement for the local share of the MPO operational costs.

Staff also recommends appointment of the mayoral position of the City of Greenville as the elected representative to the MPO policy making board.

Fiscal Note:

The costs associated with adoption of the memorandum of understanding are strictly related to the City's proportional cost share for staffing the MPO.

Recommendation:

Adopt the resolution adopting the memorandum of understanding and appoint

the mayoral position of the City of Greenville as the representative to the MPO policy making board.

Viewing Attachments Requires Adobe Acrobat. [Click here](#) to download.

Attachments / click to download

-  [MPO Organization Chart](#)
 -  [MPO Boundary Map](#)
 -  [MPO Memorandum of Understanding](#)
 -  [MOU_City_of_Greenville_adoption_resolution_953040](#)
-

RESOLUTION NO. _____
RESOLUTION ADOPTING A MEMORANDUM OF UNDERSTANDING FOR
CONTINUING, COOPERATIVE, AND COMPREHENSIVE TRANSPORTATION
PLANNING IN THE GREENVILLE URBAN AREA

WHEREAS, it is recognized that the proper and efficient movement of travel within and through the Greenville Urban Area is critical for orderly growth and development; and

WHEREAS, a Metropolitan Planning Organization establishes a cooperative, continuous, and comprehensive framework for making transportation investment decisions in cooperation with the State DOT and transit operators to insure that the transportation system is maintained on an efficient and economical basis commensurate with the public's health, safety, and welfare; and

WHEREAS, Section 134(a) of Title 23 of the United States Code states that Metropolitan Planning Organizations, in cooperation with the State, shall develop transportation plans and programs to provide for the development of transportation facilities (including pedestrian walkways and bicycle transportation facilities), which will function as an intermodal transportation system for the State, the metropolitan areas, and the nation; and

WHEREAS, there are a number of governmental jurisdictions within the region that have been authorized implementation and regulatory responsibilities for transportation planning by North Carolina General Statutes; and

WHEREAS, a Memorandum of Understanding has been prepared that sets forth the responsibilities and working arrangements for maintaining a continuing, comprehensive, and cooperative transportation planning process;

NOW, THEREFORE, BE IT RESOLVED that the City of Greenville hereby approves and adopts the Memorandum of Understanding of the Greenville Urban Area Metropolitan Planning Organization. Furthermore, the City of Greenville hereby recommends that the effective date of the adoption of the Memorandum of Understanding of the Greenville Urban Area Metropolitan Planning Organization be the date of approval and adoption by the last governing body to approve and adopt said memorandum.

ADOPTED this the ___ day of May, 2013.

Mayor Allen M. Thomas
City of Greenville

ATTEST:

Carol L. Barwick, City Clerk

Greenville Urban Area Metropolitan Planning Organization

TRANSPORTATION ADVISORY COMMITTEE MEMBERS

*Allen Thomas, Mayor
City of Greenville
Chairman*

*Jimmy Garris
Commissioner
Pitt County*

*Steve Tripp, Mayor
Town of Ayden
Vice Chairman*

*Doug Jackson, Mayor
Town of Winterville*

*David C. Boyd, Jr., Mayor
Village of Simpson*

*To be Determined
Board of Transportation
NCDOT*

*John F. Sullivan III
Federal Highway Administration
(non-voting)*

Membership as of April 15, 2013

TECHNICAL COORDINATING COMMITTEE MEMBERS

*Kevin Mulligan
Director of Public Works
City of Greenville
Chairman*

*Merrill Flood
Director of
Community Development
City of Greenville*

*Steven Mancuso
Transit Manager
City of Greenville*

*Scott P.M. Godefroy, P.E.
City Engineer
City of Greenville
TCC Chairman*

*Richard DiCesare, P.E., PTOE
City Traffic Engineer
City of Greenville*

*Barbara Lipscomb
City Manager
City of Greenville*

*James Rhodes, AICP
Planning Director
Pitt County*

*Jonas Hill
Planner
Pitt County*

*Alan Lilley
Planning Director
Town of Winterville
Vice Chairman*

*Terri Parker
Town Manager
Town of Winterville*

*Adam Mitchell
Town Manager
Town of Ayden*

*Brad Hufford
Community & Economic Planner
Town of Ayden*

*David C. Boyd, Jr.
Mayor
Village of Simpson*

*Neil Lassiter, PE
Division Engineer
NCDOT*

*Steve Hamilton, PE
Division Traffic Engineer
NCDOT*

*Representative
Pitt Area Transit*

*Brendan Merithew
Greenville MPO Coordinator
Transportation Planning Branch
NCDOT*

*Haywood Daughtry, PE, CPM
Eastern Region Mobility & Safety
Field Operations Engineer
NCDOT*

*Jeff Cabaniss
Division Planning Engineer
NCDOT*

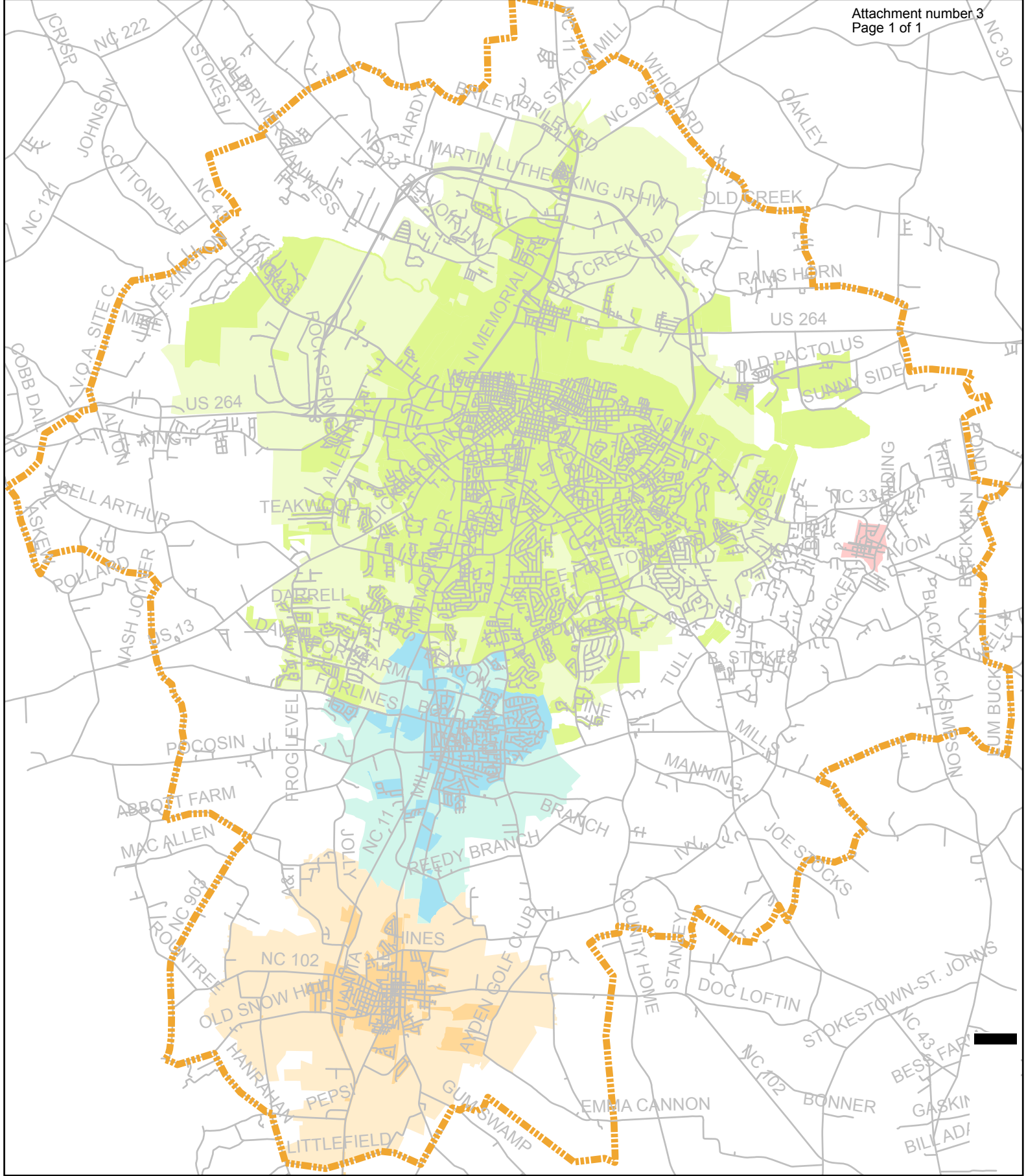
*Bryant Buck
Planning Director
Mid-East Commission*

*William Bagnell
Associate Vice Chancellor
Campus Operations
East Carolina University*

*(non-voting)--Bill Marley
Community Planner
Federal Highway Administration*

*(non-voting)--Representative
Public Transportation Division
NCDOT*

*(non-voting)--Representative
Mid-East RPO*



Legend

- MPO_Boundary
- Ayden Town Limits
- Greenville City Limits
- Winterville Town Limits
- Ayden ETJ
- Greenville ETJ
- Winterville ETJ
- Simpson Village Limits

Amended MEMORANDUM OF UNDERSTANDING
FOR
COOPERATIVE, COMPREHENSIVE, AND
CONTINUING TRANSPORTATION PLANNING

Between

THE CITY OF GREENVILLE, TOWN OF WINTERVILLE, TOWN OF AYDEN,
VILLAGE OF SIMPSON, COUNTY OF PITT, AND THE NORTH CAROLINA
DEPARTMENT OF TRANSPORTATION (NCDOT) in cooperation with
THE UNITED STATES DEPARTMENT OF TRANSPORTATION

WITNESSETH

THAT WHEREAS, THE CITY OF GREENVILLE, TOWN OF WINTERVILLE, TOWN OF AYDEN, VILLAGE OF SIMPSON, COUNTY OF PITT, AND THE NCDOT entered into a Memorandum of Understanding for Cooperative, Comprehensive, and Continuing Transportation Planning, last amended in July 2012, regarding the Greenville Urban Area Metropolitan Planning Organization (GUAMPO);

WHEREAS, each MPO is required to develop a comprehensive transportation plan in cooperation with NCDOT and in accordance with 23 U.S.C. 134, any subsequent amendments to that statute, and any implementing regulations; and

WHEREAS, it is the desire of these parties that all prior Memoranda of Understanding between the parties be superseded and replaced by this Memorandum of Understanding.

NOW THEREFORE the following Memorandum of Understanding is made:

SECTION 1: It is hereby agreed that the CITY OF GREENVILLE, TOWN OF WINTERVILLE, TOWN OF AYDEN, VILLAGE OF SIMPSON, COUNTY OF PITT, AND THE NORTH CAROLINA DEPARTMENT OF TRANSPORTATION in cooperation with the UNITED STATES DEPARTMENT OF TRANSPORTATION, will participate in a continuing transportation planning process with responsibilities and undertakings as related in the following paragraphs:

1. The area involved, the Greenville Urban Area Metropolitan Planning Area, will be the Greenville Urbanized Area as defined by the United States Department of Commerce, Bureau of the Census plus that area beyond the existing urbanized area boundary that is expected to become urban within a twenty year planning period. This area is hereinafter referred to as the Planning Area.
2. The continuing transportation planning process will be a cooperative one and all planning discussion will be reflective of and responsive to the comprehensive plans for growth and development of the Planning Area.

3. The continuing transportation planning process will be in accordance with the intent, procedures, and programs of Title VI of the Civil Rights Act of 1964, as amended.
4. The Planning Area may be periodically reassessed and revised in the light of new developments and data projections.
5. A Greenville Urban Area Transportation Advisory Committee, hereinafter referred to as the TAC, is hereby established with responsibility for serving as a forum for cooperative transportation planning and decision making for the Greenville Urban Area Metropolitan Planning Organization. The TAC is the policy board of the MPO. *By definition, in 23 U.S.C. (b) (2), the TAC is the Metropolitan Planning Organization.* The TAC shall consist of a representative appointed by member Boards of Local Government and a member of the North Carolina Board of Transportation. Additionally an alternate member may be appointed by member Boards of Local Government and the North Carolina Board of Transportation (BOT) may have an alternate BOT member. The TAC representative and the alternate member appointed by Boards of Local Government must be an elected official of the appointing Board of Local Government.
 - a. The TAC members shall have the responsibility for keeping their respective policy boards informed of the status and requirements of the transportation planning process; assisting in the dissemination and clarification of the decisions, inclinations, and policies of the local boards they represent; and ensuring meaningful public participation in the transportation planning process.

The membership and voting structure of the TAC is listed below:

Governmental Body	Weighted Votes	Regular Votes
City of Greenville	9	1
Pitt County	4	1
Town of Ayden	2	1
Town of Winterville	2	1
Village of Simpson	1	1
Department of Transportation	1	1
TOTAL	19	6

In addition, representatives from the following agency will serve as non-voting members of the TAC:

- Federal Highway Administration
- b. A majority vote of the voting members present and not excused from voting shall constitute approval of any motion, provided a quorum exists, with the exception that a voting member may invoke the weighted voting procedure on any motion prior to the motion being voted upon. When the weighted voting

- procedure is invoked, members of the TAC shall have votes as described above. When the weighted voting procedure is invoked, a majority of the weighted votes of the voting members present and not excused from voting shall constitute approval of any motion, provided a quorum exists. A majority vote of the weighted votes present shall constitute approval of any motion, provided a quorum exists. A failure to vote by a member who is present at the meeting or who has withdrawn without being excused by a majority vote of the remaining members present shall be recorded as an affirmative vote.
- c. Members will vote on matters pursuant to the authority granted by their respective governmental body. If a weighted vote is to be used, it must be called for prior to the vote by a member. Otherwise, each member has regular vote privileges.
 - d. Any member or alternate who does not attend two consecutive TAC meetings will not be included as part of the membership needed to obtain a quorum after the second meeting. Membership, however, is immediately reinstated by the presence of the most recently appointed member (or alternate) at any future meeting. A quorum is required for the transaction of all business, including conducting meetings or hearings, participating in deliberations, or voting upon or otherwise transacting the public business. A quorum consists of 51% of the members of the TAC, and applies to regular membership, not weighted vote. The TAC will meet as often as it is deemed necessary, appropriate and advisable. Proxy and/or absentee voting are not permitted in either voting procedure. In case of a tie vote in either voting procedure, the voting member of the larger municipality present will break the tie.
 - e. Notwithstanding the foregoing, when there is a vote upon a motion relating to any transportation project which does not involve a road that carries a U.S. or N.C. route designation and the project is totally contained within a single municipality's corporate limits or extraterritorial jurisdictional area (or in the case of the county, in its zoning jurisdiction), a vote on a motion relating to such project shall not be considered approved in the event the voting member of the municipality/ETJ or the county within which the project is totally contained votes against the motion.
 - f. Members of the TAC shall be designated by the governing board that they represent. Members may serve until either (1) their designation has been rescinded by the governing board they represent, (2) their governing board has designated a duly qualified replacement member, or (3) their membership on the governing board they represent has ceased.
6. The TAC shall meet as often as it is deemed appropriate and advisable, and shall elect a Chairman and Vice-Chairman based on a majority vote.
 7. The duties and responsibilities of the TAC are as follows:
 - a. The TAC, in cooperation with the State, shall be responsible for carrying out the urban transportation planning process specified by the U.S. Department of

- Transportation in 23 U.S.C. 134. It shall review, develop, and endorse the Planning Work Program (PWP), the Transportation Improvement Program (TIP) and the Metropolitan Transportation Plan (MTP) ;
- b. Review and approval of the Transportation Improvement Program (TIP) for multi-modal capital and operating expenditures and to ensure coordination between local and state capital and operating improvement programs;
 - c. Endorse, review and approval of the Comprehensive Transportation Plan (CTP). As required by the NCGS 136-66.2(d), any revision in the CTP must be jointly approved by the MPO and NCDOT;
 - d. The TAC, as required, shall review, approve, and endorse amendments to the Planning Work Program, the CTP, the LRTP and the Transportation Improvement Program;
 - e. The TAC shall have the responsibility for keeping boards of general purpose local government informed of the status and requirements of the transportation planning process; assisting in the dissemination and clarification of the decisions, inclinations, and policies of these boards; and ensuring meaningful citizen participation in the transportation planning process;
 - f. The TAC shall review, approve and endorse changes to the Federal-Aid Functional Classification System and MPO's Metropolitan Planning Area Boundary;
 - g. The TAC shall review, approve, and endorse a "Prospectus for Transportation Planning" which defines work tasks and responsibilities for the various agencies participating in the transportation planning process; and
 - h. The TAC shall review and approve related air quality planning in conformance with federal regulations if the Planning Area becomes non-attainment for air quality.
 - i. The representative from each general purpose local government on the TAC shall be responsible for instructing the clerk of his/ her local government to submit copies of minutes or resolutions to the secretary of the TAC when formal action involving any MPO plan is taken by his/her local government.
 - j. Any other duties identified as necessary to further facilitate the transportation planning process.
8. The Greenville City Council, Winterville Town Council, Ayden Town Council, Simpson Village Council, and Pitt County Board of Commissioners shall serve as the primary means for public input in the transportation planning process. Public input can also be obtained through other forums, public meetings, and public comment periods during TCC and TAC meetings.

9. A Technical Coordinating Committee, hereinafter referred to as the TCC, shall be established with the responsibility of general review, guidance and coordination of the transportation planning process for the planning area, and with the responsibility for making recommendations to the respective local and state governmental agencies and the TAC regarding any necessary actions relating to the continuing transportation planning process. Transportation Planning is a specialized field. In order to give the TAC access to the technical expertise necessary to meet the requirements of federal and state law the TCC shall be established with the responsibility for advising the TAC on the technical aspects of the transportation planning process, performing such technical analysis as are necessary to support transportation planning, and for making recommendations to the TAC and local and State governmental agencies any necessary actions relating to the continuing transportation planning process. The TCC shall be responsible for development, review, and recommendation for approval of the Comprehensive Transportation Plan, Prospectus, Transportation Improvement Program, Metropolitan Transportation Plan, and Federal-Aid Urban System and Urbanized Boundary. The TCC shall also be responsible for promoting citizen participation and preparing documentation reports of the MPO.

Membership of the TCC shall include technical representation from all local and state and federal government agencies directly related to and concerned with the transportation planning process for the GUAMPO planning area.

The TCC shall be comprised of the following members:

- a. Director of Public Works, City of Greenville;
- b. Director of Planning and Community Development, City of Greenville;
- c. City Engineer, City of Greenville;
- d. Transit Manager, City of Greenville;
- e. City Manager, City of Greenville;
- f. Traffic Engineer, City of Greenville;
- g. Planner, Town of Winterville;
- h. Town Manager, Town of Winterville;
- i. Town Manager, Town of Ayden;
- j. Town Planner, Town of Ayden;
- k. Representative, Village of Simpson;
- l. Director of Planning, Pitt County;
- m. Planner, Pitt County;
- n. Representative, Pitt Area Transit
- o. Representative, East Carolina University;
- p. Planning Director, Mid-East Commission;
- q. Division Engineer, North Carolina Department of Transportation;
- r. Division Traffic Engineer, North Carolina Department of Transportation;
- s. Regional Traffic Engineer, North Carolina Department of Transportation;
- t. Representative, Transportation Planning Branch, North Carolina Department of Transportation;
- u. Division Planning Engineer, North Carolina Department of Transportation

In addition, representatives from each of the following agencies will serve as non-

voting members of the TCC:

- v. Division Administrator, North Carolina Division, Federal Highway Administration, United States Department of Transportation (Advisory and non-voting member);
- w. Representative, Mid-East Rural Planning Organization (Advisory and non-voting member);
- x Representative, Public Transportation Division, North Carolina Department of Transportation

The TCC shall meet when it is deemed appropriate and advisable, and shall elect a Chairman and Vice Chairman annually.

10. The City of Greenville shall serve as the Lead Planning Agency. Administrative coordination for the TAC and the TCC will be provided by the City of Greenville. The Lead Planning Agency will be responsible for the following functions:
 - Providing a secretary for the TAC and the TCC
 - Arranging meetings and agendas.
 - Maintaining minutes and records.
 - Preparing a Prospectus and Planning Work Program.
 - Serving as custodian of all MPO plans and documents.
 - Monitoring the transportation planning process to insure its execution is in accordance with the MPO goals and objectives.
 - Performing other coordinating functions as assigned by the TAC from time to time.
 - Lead responsibility for structuring public involvement in the transportation planning process.
 - Preparation of the PL Expenditure Report and other grant management.
11. All transportation and related Federal Aid planning grant funds available to promote the cooperative transportation planning process will be expended in accordance with the Planning Work Program adopted by the TAC. Administration of funding in support of the transportation planning process on behalf of the TAC will be conducted by the City of Greenville which will execute appropriate agreements with funding agencies as provided by the Planning Work Program.
12. The Transportation Advisory Committee (TAC) and the Technical Coordinating Committee (TCC), as well as any established sub-committees are responsible for carrying out the provisions of North Carolina G.S. Chapter 143, Article 33C regarding open meetings, and Chapter 132 regarding public records. A quorum is required for transaction of all business, including conducting meetings or hearings, participating in deliberations, or voting upon or otherwise transacting public business. A quorum consists of 51% of the members of the TCC, excluding those who are considered inactive due to not attending two consecutive scheduled meetings of the TCC, in accordance with the provisions of the By-Laws, and applies to regular membership, not weighted vote. An alternate TCC or TAC member may be appointed to attend meetings should the member not be able to attend. Alternates should be identified by name on the meeting attendance log. Alternates

for TAC meetings must be elected officials. Vacant seats will not count against the quorum.

SECTION 2: It is further agreed that the subscribing agencies will have the following responsibilities, these responsibilities being those most logically assumed by several agencies:

City of Greenville

The City of Greenville shall serve as the Lead Planning Agency and will provide the staff of the MPO and a Secretary to the TAC and the TCC. As such, Staff will maintain the official records of the MPO and all state and federal reporting and budgetary requirements in cooperation with the North Carolina Department of Transportation staff. The City will further assist in the transportation planning process by providing planning assistance, data and inventories in accordance with the Planning Work Program. Additionally, the City shall coordinate zoning and subdivision approvals within its jurisdiction in accordance with the adopted Transportation Plan.

Town of Winterville

The Town of Winterville will assist in the transportation planning process by providing planning assistance, data and inventories in accordance with the Planning Work Program. Additionally, the Town shall coordinate zoning and subdivision approval within its jurisdiction in accordance with the adopted Transportation Plan.

Town of Ayden

The Town of Ayden will assist in the transportation planning process by providing planning assistance, data and inventories in accordance with the Planning Work Program. Additionally, the Town shall coordinate zoning and subdivision approval within its jurisdiction in accordance with the adopted Transportation Plan.

Pitt County

Pitt County will assist in the transportation planning process by providing planning assistance, data and inventories in accordance with the Planning Work Program. Additionally, Pitt County shall, to the extent allowed by State law, coordinate zoning and subdivision approval within its jurisdiction in accordance with the adopted Transportation Plan.

Village of Simpson

The Village of Simpson, with the assistance of Pitt County, will assist in the transportation planning process by providing planning assistance, data and inventories in accordance with the Planning Work Program. Additionally, the Village shall coordinate zoning and subdivision approval within its jurisdiction in accordance with the adopted Transportation Plan.

North Carolina Department of Transportation

The North Carolina Department of Transportation will assist in the transportation planning process by providing planning assistance, data and inventories in

accordance with the Planning Work Program. The Transportation Planning Branch will designate a Greenville Urban Area Coordinator to serve as Staff liaison and participant in the Greenville Urban Area MPO planning process. The Department, as permitted by existing State and Federal regulations, will provide assistance in the protection of necessary rights-of-way for those thoroughfares designated in the transportation plan.

SECTION 3: This Amended Memorandum of Understanding supersedes and replaces any prior memorandum(s) of understanding between the parties regarding the Greenville Urban Area MPO.

SECTION 4: Parties to this Memorandum of Understanding may terminate their participation in the continuing transportation planning process by given (30) days written notice to the other parties prior to the date of termination.

SECTION 5: It is further agreed that the CITY OF GREENVILLE, the TOWN OF WINTERVILLE, the TOWN OF AYDEN, the VILLAGE OF SIMPSON and PITT COUNTY will cost-share the local portion of the Metropolitan Planning Organization's operational costs in a proportionate manner, based upon each member community's population as noted in the 2010 Census. Cost-sharing will be implemented on a 3-year incrementally-increasing phase-in period, starting with fiscal year 11-12, being fully phased-in during FY 13-14 and continuing during subsequent fiscal years. Populations and associated percentage of MPO population to be used for cost-sharing shall be as follows:

Jurisdiction	2010 Census Population	Percentage of Total MPO Population
City of Greenville	84,554	63.54%
Town of Winterville	9,269	6.97%
Town of Ayden	4,932	3.71%
Village of Simpson	416	0.31%
Pitt County	33,898	25.47%

The cost sharing percentages for the local portion of the Metropolitan Planning Organization's operational costs shall be as follows:

Jurisdiction	FY11-12	FY12-13	FY13-14	FY14-15 and Subsequent Fiscal Years
Greenville	90.89%	81.77%	72.66%	63.54%
Winterville	1.74%	3.48%	5.22%	6.97%
Ayden	0.93%	1.85%	2.78%	3.71%
Simpson	0.08%	0.16%	0.23%	0.31%
Pitt County	6.37%	12.74%	19.11%	25.47%
Total	100%	100%	100%	100%

SECTION 6: the parties to this Memorandum of Understanding have been authorized by appropriate and proper resolutions to sign the same, the City of Greenville by its Mayor,

the Town of Winterville by its Mayor, the Town of Ayden by its Mayor, the Village of Simpson by its Mayor, Pitt County by its Chairman of the Board of Commissioners, and the Department of Transportation by the Secretary of Transportation.

This _____ of May, 2013.

(Seal)

City of Greenville

Carol L. Barwick, City Clerk

Allen M. Thomas, Mayor

APPROVED AS TO FORM:

BY: _____
David A. Holec, City Attorney, City of Greenville

PRE-AUDIT CERTIFICATION:

This instrument has been pre-audited in the manner required by the Local Government Budget and Fiscal Control Act.

BY: _____
Bernita W. Demery, CPA, Director of Financial Services

Account Number: N/A_____

Project Code (if applicable)_____

(Seal)

Town of Winterville

Jasman Smith, Town Clerk

Doug Jackson, Mayor

PRE-AUDIT CERTIFICATION:

This instrument has been pre-audited in the manner required by the Local Government Budget and Fiscal Control Act.

BY: _____
Anthony Bowers, Finance Director

(Seal)

Town of Ayden

Sherry Howell, Town Clerk

Steve Tripp, Mayor

PRE-AUDIT CERTIFICATION:

This instrument has been pre-audited in the manner required by the Local Government Budget and Fiscal Control Act.

BY: _____
Christopher M. Tucker, Finance Director

(Seal)

Village of Simpson

Sue Ellen Hill, Clerk/Finance Officer

David C. Boyd, Jr., Mayor

PRE-AUDIT CERTIFICATION:

This instrument has been pre-audited in the manner required by the Local Government Budget and Fiscal Control Act.

BY: _____
Sue Ellen Hill, Clerk/Finance Officer

(Seal)

Pitt County

Kimberly W. Hines, Clerk to the Board

Jimmy Garris, Chairman

APPROVED AS TO FORM:

BY: _____
Janis Gallagher, County Attorney

PRE-AUDIT CERTIFICATION:

This instrument has been pre-audited in the manner required by the Local Government Budget and Fiscal Control Act.

BY: _____
Duane Holder
Pitt County Finance Director

DEPARTMENT OF TRANSPORTATION

Date

By: _____
Secretary of Transportation



City of Greenville, North Carolina

Meeting Date: 5/6/2013
Time: 6:00 PM

Title of Item: Water capital project budget ordinance amendment for Greenville Utilities Commission's Tar River Available Water Supply Project

Explanation: **Abstract:** Greenville Utilities Commission (GUC) seeks to amend the capital project budget for the Tar River Available Water Supply Project, which addresses the available capacity of the Tar River for future water supply needs.

Explanation: On July 16, 2012, the GUC Board adopted and executed a resolution to enter into an agreement with the North Carolina Department of Environment and Natural Resources (NCDENR) to create a partnership under the HB609 process. The NC General Assembly passed Session Law 2011 – 374 (commonly known as House Bill 609) in 2011. One of the purposes of HB609 is to promote and enhance the cooperation and teamwork between NCDENR and units of local government in regards to water supply planning and water supply project implementation. Part I of this law instructed the NCDENR to (1) cooperate with units of local government in identification of water supply needs and appropriate water supply sources; and (2) be the principal State agency to cooperate with other State agencies, the United States Army Corps of Engineers and all other federal agencies or instrumentalities in the planning and development of water supply sources and water storage projects for the State.

HB609 provides a means for GUC to partner with NCDENR to provide a more efficient and effective approach to our water supply planning efforts. Rather than the historical relationship of GUC developing its plans and subsequently submitting them to the State for review, comment and subsequent approval, NCDENR has become an active and participating partner through the analyses and planning process. The timing for entering into this agreement with NCDENR was directly tied to GUC's current planning efforts, particularly the Tar River Available Water Supply Project which addresses the available capacity of the Tar River for future water supply. This project required a consultant to perform a complex engineering analysis that consists of (1) developing and interpreting results from a Tar Basin hydrologic model, (2) developing and interpreting a lower river hydrodynamic/water quality model, and (3) developing

and interpreting an aquatic habitat analysis model. Upon engaging NCDENR in our planning efforts, they have requested support and additional information that will require assistance from GUC's consultant that is outside of their original scope of work.

On April 18, 2013, the GUC Board of Commissioners adopted the amendment to the water capital project budget and recommends similar action by City Council.

Fiscal Note: No cost to the City.

Recommendation: Adopt the attached ordinance amending the water capital project budget ordinance for GUC's Tar River Available Water Supply Project

Viewing Attachments Requires Adobe Acrobat. [Click here](#) to download.

Attachments / click to download

 [Ordinance GUC Tar River Available Water Supply Amendment](#)

ORDINANCE NO. _____
AMENDING ORDINANCE NO. 11-007
FOR WATER CAPITAL PROJECT BUDGET
TAR RIVER AVAILABLE WATER SUPPLY PROJECT

THE CITY COUNCIL OF THE CITY OF GREENVILLE, NORTH CAROLINA, DOES ORDAIN:

Section 1. The Water Capital Project Budget is amended, so that as amended, it shall read as follows:

	Current Budget	Change	Proposed Revised
Revenue:			
Debt Financing	\$1,160,000	\$0	\$1,160,000
Fund Balance	\$0	\$110,000	\$110,000
Total Revenue	\$1,160,000	\$0	\$1,270,000
 Expenditures:			
Project Cost	\$1,160,000	\$110,000	\$1,270,000
Total Expenditures	\$1,160,000	\$110,000	\$1,270,000

Section 2. All ordinances and clauses of ordinances in conflict with this ordinance are hereby repealed.

Section 3. This ordinance shall become effective upon its adoption.

Adopted this the _____ day of _____, 2013.

Allen M. Thomas, Mayor

ATTEST:

Carol L. Barwick, City Clerk



City of Greenville, North Carolina

Meeting Date: 5/6/2013
Time: 6:00 PM

Title of Item: Series resolution for Greenville Utilities Commission's vehicles and heavy equipment purchases through installment financing

Explanation: **Abstract:** Greenville Utilities Commission (GUC) seeks to obtain financing to purchase vehicles and heavy equipment.

Explanation: At the outset of FY 2012-13, GUC planned to obtain an installment purchase loan for approximately \$880,300 to procure several pieces of vehicles and heavy equipment to sustain operations. After reevaluation, GUC increased the amount to approximately \$1,409,100. Bid proposals were received for the vehicles and equipment. On March 15, 2013, a Request for Proposals for a 36-month and a 59-month installment loan for \$1,359,397.44 was distributed to 21 banks. Ten (10) responses were received, and after evaluating the proposals, the 36-month installment financing proposal from Chase was determined to be the optimal fit for GUC. Chase's rate of interest is .88% for 36 months.

On April 18, 2013, the GUC Board of Commissioners adopted a series resolution for financing and recommends similar action by City Council.

Fiscal Note: No costs to the City.

Recommendation: Adopt attached series resolution for GUC's vehicles and heavy equipment purchases through installment financing

Attachments / click to download

 [Series Resolution](#)

*City
Installment Financing
2013*

A regular meeting of the City Council of the City of Greenville, North Carolina was held in the City Council Chamber at the City Hall in Greenville, North Carolina, the regular place of meeting, on May __, 2013 at 6:00 P.M.

Present: Mayor Allen M. Thomas, presiding, and Councilmembers

Absent: _____

* * * * *

Mayor Thomas introduced the following resolution, a copy of which had been provided to each Councilmember and which was read by its title:

RESOLUTION NO. 13-

SERIES RESOLUTION AUTHORIZING THE INCURRENCE OF ADDITIONAL INDEBTEDNESS THROUGH THE EXECUTION AND DELIVERY OF A MASTER LEASE PURCHASE AGREEMENT AS AMENDED TO REFLECT AN INSTALLMENT PURCHASE WITH JPMORGAN CHASE BANK, N.A. IN AN AMOUNT OF UP TO \$1,360,000 PURSUANT TO THE PROVISIONS OF SECTION 216 OF THE BOND ORDER ADOPTED BY THE CITY COUNCIL ON AUGUST 11, 1994, AMENDED AND RESTATED AS OF APRIL 13, 2000.

WHEREAS, in accordance with Chapter 861 of the 1992 Session Laws of North Carolina, the Greenville Utilities Commission, of the City of Greenville, North Carolina, a body politic duly chartered by the State of North Carolina, in Pitt County, North Carolina, (the "Commission") has been created for the proper management of the public utilities of the City of Greenville, North Carolina (the "City"), which includes an electric system, a natural gas system, a sanitary sewer system, and a water system (collectively, the "Combined Enterprise System") within and without the corporate limits of the City, with responsibility for the entire supervision and control of the management, operation, maintenance, improvement and extension of the public utilities; and

WHEREAS, the City Council of the City (the "City Council") on August 11, 1994 adopted a bond order on behalf of the Commission authorizing and securing Greenville Utilities

Commission Combined Enterprise System Revenue Bonds of the City, which order was amended and restated on April 13, 2000 (the “Order”); and

WHEREAS, Section 216 of the Order authorizes the incurrence or assumption of Additional Indebtedness (as defined in the Order) for any lawful purpose of the City related to the ownership or operation of the Combined Enterprise System; and

WHEREAS, the Commission and the City Council have determined that it is necessary to acquire certain equipment for the Combined Enterprise System, which equipment is described in Appendix A attached hereto; and

WHEREAS, the Commission and the City Council have determined to finance a portion of the cost of paying for such equipment by incurring Additional Indebtedness through the execution and delivery of a master lease-purchase agreement as amended to reflect an installment purchase, pursuant to Section 160A-20 of the General Statutes of North Carolina, with JPMorgan Chase Bank, N.A., referred to herein as the “2013 Installment Financing Agreement”; and

WHEREAS, the City Council has received information to the effect that the City will be able to satisfy the requirements of Section 216 of the Order with respect to the 2013 Installment Financing Agreement; and

WHEREAS, pursuant to Section 216 of the Order, the 2013 Installment Financing Agreement is to have such terms and provisions as may be provided by a series resolution to be adopted by the City Council prior to the incurrence of said Additional Indebtedness; and

WHEREAS, the Commission has adopted a resolution to the effect that it approves the provisions of this resolution and recommends to the City Council that the City Council adopt this series resolution authorizing and setting forth the terms and provisions of the 2013 Installment Financing Agreement;

NOW, THEREFORE, THE CITY COUNCIL OF THE CITY OF GREENVILLE, NORTH CAROLINA DOES HEREBY DETERMINE AND RESOLVE, as follows:

Section 1. Definitions. Capitalized words and terms used in this series resolution (this “Resolution”) and not otherwise defined herein shall have the meanings given to them in the Order.

Section 2. Authorization of the 2013 Installment Financing Agreement. (A) The 2013 Installment Financing Agreement. Pursuant to the Enabling Act and Section 216 of the Order, the City Council hereby authorizes the incurrence of Additional Indebtedness through the execution and delivery of the 2013 Installment Financing Agreement with JPMorgan Chase Bank, N.A. in a principal amount of up to \$1,360,000 for the purpose of providing funds, together with any other available funds, for (1) paying, or reimbursing the Commission and the City for paying for certain equipment described in Appendix A hereto and (2) paying expenses incidental and necessary or convenient thereto.

(B) 2013 Installment Financing Agreement Provisions. The 2013 Installment Financing Agreement shall be executed on such date, shall be effective as of such date, bear interest at the rate, shall be repaid, subject to prepayment, in the amounts and on the dates, all as hereinafter provided.

(C) Interest. Interest on the 2013 Installment Financing Agreement shall begin to accrue on the unpaid principal balance thereof from the date of execution of the 2013 Installment Financing Agreement and shall be payable annually on or before each interest payment date, determined pursuant to Section 3(C) hereof, until the principal balance of the 2013 Installment Financing Agreement is paid or prepaid in accordance with its terms.

(D) Principal. Principal on the 2013 Installment Financing Agreement shall be payable annually on or before each principal payment date, determined pursuant to Section 3(C) hereof, all as set forth in the 2013 Installment Financing Agreement.

(E) Prepayment of the 2013 Installment Financing Agreement. The 2013 Installment Financing Agreement shall be prepayable in accordance with its terms.

Section 3. Delegation and Standards. The City Council hereby delegates to any Authorized Officer of the Commission, the City Manager and the Director of Financial Services of the City, subject to the limitations contained herein, the power to determine and carry out the following with respect to the 2013 Installment Financing Agreement:

(A) Principal Amount. To determine the aggregate principal amount of the 2013 Installment Financing Agreement, such principal amount, up to \$1,360,000, to be sufficient for the purposes described in Section 2(A) of this Resolution;

(B) Interest Rates. To determine the interest rate on the 2013 Installment Financing Agreement, which interest rate shall not exceed 0.88% per annum.

(C) Repayment of the 2013 Installment Financing Agreement. To determine the interest payment dates and principal payment dates for the payment of the Installment Financing Agreement, such payment dates not to extend to 37 months or longer after the date of execution of the 2013 Installment Financing Agreement;

(D) Execution Date and Effective Date. To determine the date of execution of the 2013 Installment Financing Agreement and the effective date of the 2013 Installment Financing Agreement;

(E) Other Provisions. To determine any other provisions deemed advisable and not in conflict with the provisions of this Resolution or the Order.

Section 4. Series Certificate. The General Manager of the Commission, an Authorized Officer of the Commission, the City Manager or the Director of Financial Services of the City shall execute a certificate or certificates evidencing determinations or other actions taken pursuant to the authority granted in this Resolution, and any such certificate or certificates shall be conclusive evidence of the action taken.

Section 5. Form of the 2013 Installment Financing Agreement. The 2013 Installment Financing Agreement shall be substantially in the form attached hereto as Appendix B, with such variations, omissions and insertions as are required or permitted by this Resolution or the Order and the City Manager and the Director of Financial Services of the City each are hereby authorized to execute the 2013 Installment Financing Agreement, such execution to be conclusive evidence of the approval thereof by the City. In addition, the General Manager of the Commission or an Authorized Officer of the Commission is hereby authorized to signify their approval of the 2013 Installment Financing Agreement by the execution of an approval thereof, such execution to be conclusive evidence of the approval of the Commission.

Section 6. Method of Payment of the 2013 Installment Financing Agreement. All principal and interest on the 2013 Installment Financing Agreement shall be made payable as specified in the 2013 Installment Financing Agreement on or before each principal and interest payment date.

Section 7. Application of Proceeds of the 2013 Installment Financing Agreement. Moneys received by the City or the Commission pursuant to the 2013 Installment Financing Agreement shall be deposited as set forth in the 2013 Installment Financing Agreement for the benefit of the City and Commission to be used to pay costs described in Section 2(A) hereof.

Section 8. Application of Certain Revenues. In accordance with the provisions of Section 507 of the Order and after making the payments required by paragraphs (a) - (e) thereof, the Commission shall withdraw from the Operating Checking Account moneys held for the credit of the Appropriate Operating Funds in such amounts as shall be necessary for the purpose of making principal and interest payments on the 2013 Installment Financing Agreement.

Section 9. Authorization to City and Commission Officials. The officers, agents and employees of the City and the Commission are hereby authorized and directed to do all acts and things required of them by the provisions of the 2013 Installment Financing Agreement, the Order and this Resolution for the full, punctual and complete performance of the terms, covenants, provisions and agreements therein.

Section 10. Effective Date. This Resolution shall take effect immediately upon its adoption.

Adopted this the ____ day of May, 2013.

Allen M. Thomas
Mayor

[SEAL]

ATTEST:

Carol L. Barwick
City Clerk

APPENDIX A

EQUIPMENT

[Attach list]

Greenville Utilities Commission - 2013 Equipment Financing

Department	Agenda Item Description	Budget Amount	Unit Price	Tag Fee	Unit Price + Tax+Tag Fee	PO#	Vendor	Paid	Received
Electric	5-015 - 2 Ton Knuckle Boom Replacement	\$ 200,000.00	\$ 224,024.00		\$ 224,024.00	031536	A102130		
Electric	5-071 - 2 Ton Line Truck Replacement	\$ 220,000.00	\$ 214,700.75		\$ 214,700.75	031870	A102130		
Electric	5-166 - Unit 97 - 4x4 Crew Pickup 5-052	\$ 29,100.00	\$ 26,743.90	808.32	\$ 27,552.22	030983	C100183	306845/306574	Yes
Electric	5-289 - Plow/Backhoe Replacement 5-352	\$ 110,000.00	\$ 103,570.00		\$ 103,570.00	031882	D102800	308491	Yes
Electric	5-New - Mini Track Digger Derrick 5-353	\$ 150,000.00	\$ 141,100.00	373.50	\$ 141,473.50	031469	N100997	308711/308949	Yes
Electric	5-New Mini Track Bucket 5-354	\$ 140,000.00	\$ 130,317.83		\$ 130,317.83	031470	N100997	310162	Yes
Electric Total		\$ 849,100.00			\$ 841,638.30				
Meter	1-014 Replacement compact pickup - ext cab w/tool box & bed mat 1-128	\$ 20,500.00	\$ 19,711.60	597.35	\$ 20,308.95	032671	A102593	310959/310986	Yes
Meter	1-023 Replacement compact pickup - ext cab w/tool box & bed mat 1-146	\$ 20,500.00	\$ 19,711.60	597.35	\$ 20,308.95	032671	A102593	310959/310987	Yes
Meter	1-512 Replacement compact pickup - ext cab w/tool box & bed mat 1-166	\$ 20,500.00	\$ 19,711.60	597.35	\$ 20,308.95	032671	A102593	310959/310988	Yes
Meter	1-511 Replacement midsize SUV 4x4 (Cascade 1-081 Ford Ranger to new service worker & replace w/SUV for meter superintendent)	\$ 27,000.00	\$ 25,400.00		\$ 25,400.00	033137	C100183		
Meter Total		\$ 88,500.00			\$ 86,326.85				
Water	Valve truck (2-193) for Systems (replacement) 2-543	\$ 63,250.00	\$ 54,156.00	1,630.68	\$ 55,786.68	031126	P101550	309160/307752	Yes
Water	SUV for WTP Instrumentation Tech (new)	\$ 24,000.00	\$ 23,900.00		\$ 23,900.00	033139	C100183		
Water	1/2 ton Ext. Cab 4x4 Pick-up (2-025) for Inspector (replacement)	\$ 31,500.00	\$ 24,858.10		\$ 24,858.10	033049	C100183		
Water Total		\$ 118,750.00			\$ 104,544.78				
Sewer	WWTP 2-Ton Utility Truck: unit 3-032 (312) with liftmore crane and fixed generator (replacement) 3-070	\$ 125,450.00	\$ 119,031.00	1,006.00	\$ 120,037.00	031549	P101550	310735/309400	Yes
Sewer	SUV for WWTP (new)	\$ 24,000.00	\$ 23,900.00		\$ 23,900.00	033139	C100183		
Sewer	WWTP unit 3-200 ATV (Gator) (replacement)	\$ 7,000.00	\$ 7,184.80		\$ 7,184.80	033045	J100395		
Sewer Total		\$ 156,450.00			\$ 151,121.80				
Gas	2 Ton Dump Truck (4-002) 4-083	\$ 79,000.00	\$ 75,600.00	1,006.00	\$ 76,606.00	031600	P101550	310434/309401	Yes
Gas	1 Ton Utility Truck (4-094) 4-171	\$ 48,500.00	\$ 44,312.00	1,335.36	\$ 45,647.36	031077	P101550	308758/307077	Yes
Gas Total		\$ 127,500.00			\$ 122,253.36				
Energy Services	Replace Truck #1058 Andy Yakim 1-007	\$ 18,800.00	\$ 19,711.60	597.35	\$ 20,308.95	032669	A102593	310959/310985	Yes
		\$ 18,800.00			\$ 20,308.95				

Grand Total \$ 1,359,100.00 **\$ 1,326,194.04** Unit Price + Tax + Tag Fee
\$ 22,000.00
\$ 1,348,194.04
\$ (782,226.39) Amount Paid by GUC to Date
\$ 565,967.65 Remaining

APPENDIX B
FORM OF INSTALLMENT FINANCING AGREEMENT



This instrument has been preaudited in the manner required by the Local Government Budget and Fiscal Control Act.

Finance Officer

MASTER LEASE- PURCHASE AGREEMENT

Dated As of: _____

Lessee: CITY OF GREENVILLE

This Master Lease-Purchase Agreement together with all addenda (including the North Carolina Master Agreement Addendum), riders and attachments hereto, as the same may from time to time be amended, modified or supplemented ("Master Lease") is made and entered by and between **JPMORGAN CHASE BANK, N.A.** ("Lessor") and the lessee identified above ("Lessee") as approved by the **GREENVILLE UTILITIES COMMISSION** (the "Commission").

1. **LEASE OF EQUIPMENT.** Subject to the terms and conditions of this Master Lease, Lessor agrees to lease to Lessee, and Lessee agrees to lease from Lessor, all Equipment described in each Schedule signed from time to time by Lessee and Lessor.

2. **CERTAIN DEFINITIONS.** All terms defined in the Lease are equally applicable to both the singular and plural form of such terms. (a) "Schedule" means each Lease Schedule signed and delivered by Lessee and Lessor, together with all addenda, riders, attachments, certificates and exhibits thereto, as the same may from time to time be amended, modified or supplemented. Lessee and Lessor agree that each Schedule (except as expressly provided in said Schedule) incorporates by reference all of the terms and conditions of the Master Lease. (b) "Lease" means any one Schedule and this Master Lease as incorporated into said Schedule. (c) "Equipment" means the property described in each Schedule, together with all attachments, additions, accessions, parts, repairs, improvements, replacements and substitutions thereto. (d) "Lien" means any security interest, lien, mortgage, pledge, encumbrance, judgment, execution, attachment, warrant, writ, levy, other judicial process or claim of any nature whatsoever by or of any person. (e) "Bond Order" means the bond order adopted by the City Council of the Lessee on August 11, 1994 and amended and restated as of April 13, 2000. (f) "Net Receipts" means the net receipts of the Commission as defined in the Bond Order.

3. **LEASE TERM.** The term of the lease of the Equipment described in each Lease ("Lease Term") commences on the first date any of such Equipment is accepted by Lessee pursuant to Section 5 hereof or on the date specified in the Schedule for such Lease and, unless earlier terminated as expressly provided in the Lease, continues until Lessee's payment and performance in full of all of Lessee's obligations under the Lease.

4. RENT PAYMENTS.

4.1 For each Lease, Lessee agrees to pay to Lessor the rent payments in the amounts and at the times as set forth in the Payment Schedule attached to the Schedule ("Rent Payments"). A portion of each Rent Payment is paid as and represents the payment of interest as set forth in the Payment Schedule. Lessee acknowledges that its obligation to pay Rent Payments including interest therein accrues as of the Accrual Date stated in the Schedule or its Payment Schedule; provided, that no Rent Payment is due until Lessee accepts the Equipment under the Lease or the parties execute an escrow agreement. Rent Payments will be payable for the Lease Term in U.S. dollars, without notice or demand at the office of Lessor (or such other place as Lessor may designate from time to time in writing).

4.2 If Lessor receives any payment from Lessee later than ten (10) days from the due date, Lessee shall pay Lessor interest on such amount at a rate of five per cent (5%) per annum until paid, limited, however, to the maximum amount permitted by applicable law.

4.3 EXCEPT AS SPECIFICALLY PROVIDED IN SECTION 6 AND 25 HEREOF OR IN ANY WRITTEN MODIFICATION TO THE LEASE SIGNED BY LESSOR, THE OBLIGATION TO PAY RENT PAYMENTS UNDER EACH LEASE SHALL BE ABSOLUTE AND UNCONDITIONAL IN ALL EVENTS AND SHALL NOT BE SUBJECT TO ANY SETOFF, DEFENSE, COUNTERCLAIM, ABATEMENT OR RECOUPMENT FOR ANY REASON WHATSOEVER.

5. DELIVERY; ACCEPTANCE; FUNDING CONDITIONS.

5.1 Lessee shall arrange for the transportation, delivery and installation of all Equipment to the location specified in the Schedule ("Location") by Equipment suppliers ("Suppliers") selected by Lessee. Lessee shall pay all costs related thereto.

5.2 Lessee shall accept Equipment as soon as it has been delivered and is operational. Lessee shall evidence its acceptance of any Equipment by signing and delivering to Lessor the applicable Schedule. If Lessee signs and delivers a Schedule and if all Funding Conditions have been satisfied in full, then Lessor will pay or cause to be paid the costs of such Equipment as stated in the Schedule ("Purchase Price") to the applicable Supplier [or to the escrow account with _____ held for the benefit of the Lessee and the Greenville Utilities Commission for purposes of paying or reimbursing the costs of such Equipment.]

5.3 Lessor shall have no obligation to pay any Purchase Price unless all reasonable conditions established by Lessor ("Funding Conditions") have been satisfied, including, without limitation, the following: (a) Lessee has signed and delivered the Schedule and its Payment Schedule; (b) no Event of Default shall have occurred and be continuing; (c) no material adverse change shall have occurred in the financial condition of Lessee or any Supplier; (d) the Equipment is reasonably satisfactory to Lessor and is free and clear of any Liens (except Lessor's Liens); (e) all representations of Lessee in the Lease remain true, accurate and complete; and (f) Lessor has received all of the following documents, which shall be reasonably satisfactory, in form and substance, to Lessor: (1) evidence of insurance coverage required by the Lease; (2) an opinion of Lessee's counsel; (3) reasonably detailed invoices for the Equipment; (4) Uniform Commercial Code (UCC) financing statements; (5) copies of resolutions by Lessee's governing body authorizing the Lease and incumbency certificates for the person(s) who will sign the Lease; (6) such documents and certificates relating to the tax-exempt interest payable under the Lease (including, without limitation, IRS Form 8038G or 8038GC) as Lessor may request; and (7) such other documents and information previously identified by Lessor or otherwise reasonably requested by Lessor.

6. TERMINATION FOR GOVERNMENTAL NON-APPROPRIATIONS.

6.1 For each Lease, Lessee represents and warrants: that it has appropriated and budgeted the necessary funds to make all Rent Payments required pursuant to such Lease for the remainder of the fiscal year in which the Lease Term commences; and that it currently intends to make Rent Payments for the full Lease Term as scheduled in the applicable Payment Schedule if funds are appropriated for the Rent Payments in each succeeding fiscal year by its governing body. Without contractually committing itself to do so, Lessee reasonably believes that moneys in an amount sufficient to make all Rent Payments can and will lawfully be appropriated therefor. Lessee directs the person in charge of its budget requests to include the Rent Payments payable during each fiscal year in the budget request presented to Lessee's governing body for such fiscal year; provided, that Lessee's governing body retains authority to approve or reject any such budget request. All Rent Payments shall be payable out of the general funds of Lessee or out of other funds legally appropriated therefor. Lessor agrees that no Lease will be a general obligation of Lessee and no Lease shall constitute a pledge of either the full faith and credit of Lessee or the taxing power of Lessee.

6.2 If Lessee's governing body fails to appropriate sufficient funds in any fiscal year for Rent Payments or other payments due under a Lease and if other funds are not legally appropriated for such payments, then a "Non-Appropriation Event" shall be deemed to have occurred. If a Non-Appropriation Event occurs, then: (a) Lessee shall give Lessor immediate notice of such Non-Appropriation Event and provide written evidence of such failure by Lessee's governing body; (b) on the Return Date, Lessee shall return to Lessor all, but not less than all, of the Equipment covered by the affected Lease, at Lessee's sole expense, in accordance with Section 21 hereof; and (c) the affected Lease shall terminate on the Return Date without penalty to Lessee, provided, that Lessee shall pay all Rent Payments and other amounts payable under the affected Lease for which funds shall have been appropriated, provided further, that Lessee shall pay month-to-month rent at the rate set forth in the affected Lease for each month or part thereof that Lessee fails to return the Equipment under this Section 6.2. "Return Date" means the last day of the fiscal year for which appropriations were made for the Rent Payments due under a Lease.

7. LIMITATION ON WARRANTIES. LESSOR MAKES NO WARRANTY OR REPRESENTATION, EXPRESS OR IMPLIED, AS TO ANY MATTER WHATSOEVER, INCLUDING, WITHOUT LIMITATION, AS TO THE MERCHANTABILITY OR FITNESS FOR ANY PARTICULAR PURPOSE OF ANY OF THE EQUIPMENT OR AS TO THE VALUE, DESIGN, CONDITION, USE, CAPACITY OR DURABILITY OF ANY OF THE EQUIPMENT. For and during the Lease Term, Lessor hereby assigns to Lessee any manufacturer's or Supplier's product warranties, express or implied, applicable to any Equipment and Lessor authorizes Lessee to obtain the customary services furnished in connection with such warranties at Lessee's sole expense. Lessee agrees that (a) all Equipment will have been purchased by Lessor in accordance with Lessee's specifications from Suppliers selected by Lessee, (b) Lessor is not a manufacturer or dealer of any Equipment and has no liability for the delivery or installation of any Equipment, (c) Lessor assumes no obligation with respect to any manufacturer's or Supplier's product warranties or guaranties, (d) no manufacturer or Supplier or any representative of said parties is an agent of Lessor, and (e) any warranty, representation, guaranty or agreement made by any manufacturer or Supplier or any representative of said parties shall not be binding upon Lessor.

8. TITLE; SECURITY INTEREST.

8.1 Upon Lessee's acceptance of any Equipment under a Lease, title to the Equipment shall vest in Lessee, subject to Lessor's security interest therein and all of Lessor's other rights under such Lease including, without limitation, Sections 6, 20 and 21 hereof.

8.2 As collateral security for the Secured Obligations, Lessee hereby grants to Lessor a first priority security interest in any and all of the Equipment (now existing or hereafter acquired) and any and all proceeds thereof. Lessee agrees to execute and deliver to Lessor all necessary documents to evidence and perfect such security interest, including, without limitation, UCC financing statements and any amendments thereto.

8.3 "Secured Obligations" means Lessee's obligations to pay all Rent Payments and all other amounts due and payable under all present and future Leases and to perform and observe all covenants, agreements and conditions (direct or indirect, absolute or contingent, due or to become due, or existing or hereafter arising) of Lessee under all present and future Leases.

9. **PERSONAL PROPERTY.** All Equipment is and will remain personal property and will not be deemed to be affixed or attached to real estate or any building thereon.

10. **MAINTENANCE AND OPERATION.** Lessee agrees it shall, at its sole expense: (a) repair and maintain all Equipment in good condition and working order and supply and install all replacement parts or other devices when required to so maintain the Equipment or when required by applicable law or regulation, which parts or devices shall automatically become part of the Equipment; and (b) use and operate all Equipment in a careful manner in the normal course of its operations and only for the purposes for which it was designed in accordance with the manufacturer's warranty requirements, and comply with all laws and regulations relating to the Equipment. If any Equipment is customarily covered by a maintenance agreement, Lessee will furnish Lessor with a maintenance agreement by a party reasonably satisfactory to Lessor. No maintenance or other service for any Equipment will be provided by Lessor. Lessee will not make any alterations, additions or improvements ("Improvements") to any Equipment without Lessor's prior written consent unless the Improvements may be readily removed without damage to the operation, value or utility of such Equipment, but any such Improvements not removed prior to the termination of the applicable Lease shall automatically become part of the Equipment.

11. **LOCATION; INSPECTION.** Equipment will not be removed from, or if Equipment is rolling stock its permanent base will not be changed from, the Location without Lessor's prior written consent which will not be unreasonably withheld. Upon reasonable notice to Lessee, Lessor may enter the Location or elsewhere during normal business hours to inspect the Equipment.

12. LIENS, SUBLEASES AND TAXES.

12.1 Lessee shall keep all Equipment free and clear of all Liens except those Liens created under its Lease. Lessee shall not sublet or lend any Equipment or permit it to be used by anyone other than Lessee or Lessee's employees.

12.2 Lessee shall pay when due all Taxes which may now or hereafter be imposed upon any Equipment or its ownership, leasing, rental, sale, purchase, possession or use, upon any Lease or upon any Rent Payments or any other payments due under any Lease. If Lessee fails to pay such Taxes when due, Lessor shall have the right, but not the obligation, to pay such Taxes. If Lessor pays any such Taxes, then Lessee shall, upon demand, immediately reimburse Lessor therefor. "Taxes" means present and future taxes, levies, duties, assessments or other governmental charges that are not based on the net income of Lessor, whether they are assessed to or payable by Lessee or Lessor, including, without limitation (a) sales, use, excise, licensing, registration, titling, gross receipts, stamp and personal property taxes, and (b) interest, penalties or fines on any of the foregoing.

13. RISK OF LOSS.

13.1 Lessee bears the entire risk of loss, theft, damage or destruction of any Equipment in whole or in part from any reason whatsoever ("Casualty Loss"). No Casualty Loss to any Equipment shall relieve Lessee from the obligation to make any Rent Payments or to perform any other obligation under any Lease. Proceeds of any insurance recovery will be applied to Lessee's obligations under this Section 13.

13.2 If a Casualty Loss occurs to any Equipment, Lessee shall immediately notify Lessor of the same and Lessee shall, unless otherwise directed by Lessor, immediately repair the same.

13.3 If Lessor determines that any item of Equipment has suffered a Casualty Loss beyond repair ("Lost Equipment"), then Lessee shall either: (a) immediately replace the Lost Equipment with similar equipment in good repair, condition and working order free and clear of any Liens (except Lessor's Liens), in which event such replacement equipment shall automatically be Equipment

under the applicable Lease, and deliver to Lessor true and complete copies of the invoice or bill of sale covering the replacement equipment; or (b) on earlier of 60 days after the Casualty Loss or the next scheduled Rent Payment date, pay Lessor (i) all amounts owed by Lessee under the applicable Lease, including the Rent Payments due on or accrued through such date plus (ii) an amount equal to the Termination Value as of the Rent Payment date (or if the Casualty Loss payment is due between Rent Payment dates, then as of the Rent Payment date preceding the date that the Casualty Loss payment is due) set forth in the Payment Schedule to the applicable Lease. If Lessee is making such payment with respect to less than all of the Equipment under a Lease, then Lessor will provide Lessee with the pro rata amount of the Rent Payment and Termination Value to be paid by Lessee with respect to the Lost Equipment and a revised Payment Schedule.

13.4 To the extent not prohibited by State law, Lessee shall bear the risk of loss for, shall pay directly, and shall defend against any and all claims, liabilities, proceedings, actions, expenses (including reasonable attorney's fees), damages or losses arising under or related to any Equipment, including, but not limited to, the possession, ownership, lease, use or operation thereof. These obligations of Lessee shall survive any expiration or termination of any Lease. Lessee shall not bear the risk of loss of, nor pay for, any claims, liabilities, proceedings, actions, expenses (including attorney's fees), damages or losses which arise directly from events occurring after any Equipment has been returned by Lessee to Lessor in accordance with the terms of the applicable Lease or which arise directly from the gross negligence or willful misconduct of Lessor.

14. INSURANCE.

14.1 (a) Lessee at its sole expense shall at all times keep all Equipment insured against all Casualty Losses for an amount not less than the Termination Value of the Equipment. Proceeds of any such insurance covering damage or loss of any Equipment shall be payable to Lessor as loss payee. (b) Lessee at its sole expense shall at all times carry public liability and third party property damage insurance in amounts reasonably satisfactory to Lessor protecting Lessee and Lessor from liabilities for injuries to persons and damage to property of others relating in any way to any Equipment. Proceeds of any such public liability or property insurance shall be payable first to Lessor as additional insured to the extent of its liability, and then to Lessee.

14.2 All insurers shall be reasonably satisfactory to Lessor. Lessee shall promptly deliver to Lessor satisfactory evidence of required insurance coverage and all renewals and replacements thereof. Each insurance policy will require that the insurer give Lessor at least 30 days prior written notice of any cancellation of such policy and will require that Lessor's interests remain insured regardless of any act, error, misrepresentation, omission or neglect of Lessee. The insurance maintained by Lessee shall be primary without any right of contribution from insurance which may be maintained by Lessor.

15. **PREPAYMENT OPTION.** Upon thirty (30) days prior written notice by Lessee to Lessor, and so long as there is no Event of Default then existing, Lessee shall have the option to prepayment Lessee's obligations under a Lease on any Rent Payment due date by paying to Lessor all Rent Payments then due (including accrued interest, if any) for such Lease plus the Termination Value amount set forth on the Payment Schedule to such Lease for such date. Upon satisfaction by Lessee of such prepayment conditions, Lessor shall release its Lien on such Equipment and Lessee shall retain its title to such Equipment "AS-IS, WHERE-IS", without representation or warranty by Lessor, express or implied, except for a representation that such Equipment is free and clear of any Liens created by Lessor.

16. **LESSEE'S REPRESENTATIONS AND WARRANTIES.** With respect to each Lease and its Equipment, Lessee hereby represents and warrants to Lessor that: (a) Lessee has full power, authority and legal right to execute and deliver the Lease and to perform its obligations under the Lease, and all such actions have been duly authorized by appropriate findings and actions of Lessee's governing body; (b) the Lease has been duly executed and delivered by Lessee and constitutes a legal, valid and binding obligation of Lessee, enforceable in accordance with its terms; (c) the Lease is authorized under, and the authorization, execution and delivery of the Lease complies with, all applicable federal, state and local laws and regulations (including, but not limited to, all open meeting, public bidding and property acquisition laws) and all applicable judgments and court orders; (d) the execution, delivery and performance by Lessee of its obligations under the Lease will not result in a breach or violation of, nor constitute a default under, any agreement, lease or other instrument to which Lessee is a party or by which Lessee's properties may be bound or affected; (e) there is no pending, or to the best of Lessee's knowledge threatened, litigation of any nature which may have a material adverse effect on Lessee's ability to perform its obligations under the Lease; and (f) Lessee is a state, or a political subdivision thereof, as referred to in Section 103 of the Code, and Lessee's obligation under the Lease constitutes an enforceable obligation issued on behalf of a state or a political subdivision thereof.

17. **TAX COVENANTS.** Lessee hereby covenants and agrees that: (a) Lessee shall comply with all of the requirements of Section 149(a) and Section 149(e) of the Code, as the same may be amended from time to time, and such compliance shall include, but not be limited to, executing and filing Internal Revenue Form 8038G or 8038GC, as the case may be, and any other information statements reasonably requested by Lessor; (b) Lessee shall not do (or cause to be done) any act which will cause, or by omission of any act allow, any Lease to be an "arbitrage bond" within the meaning of Section 148(a) of the Code or any Lease to be a "private activity bond" within the meaning of Section 141(a) of the Code; and (c) Lessee shall not do (or cause to be done) any act which will cause, or

by omission of any act allow, the interest portion of any Rent Payments to be or become includable in gross income for Federal income taxation purposes under the Code.

18. ASSIGNMENT.

18.1 The Lessor may, at any time and from time to time, assign all or any part of its interest in any Lease or this Master Lease, including, without limitation, Lessor's rights to receive Rent Payments payable to Lessor hereunder, in accordance with this Section 18. Any assignment made by the Lessor or any subsequent assignee shall not purport to convey any greater interest or rights than those held by the Lessor pursuant to this Master Lease. The Lessor or its assignees may assign or reassign all or any part of this Master Lease, including the assignment or reassignment of any partial interest through the use of certificates evidencing participation interests in this Master Lease, or making this Master Lease part of a pool of obligations without the consent of the North Carolina Local Government Commission ("LGC"), so long as such assignment or reassignment is to (a) a bank, insurance company or similar institution or any other entity approved by the LGC; or (b) a trustee for the purpose of issuing certificates of participation or other forms of certificates evidencing an undivided interest in this Master Lease, provided such certificates are sold only to a bank, insurance company or similar financial institution or other entity approved by the LGC. Notwithstanding the foregoing, unless to an affiliate controlling, controlled by or under common control with Lessor, no assignment or reassignment of the Lessor's interest in this Master Lease shall be effective unless and until the Lessee shall receive notice of such assignment or reassignment disclosing the name and address of each such assignee.

18.2 Lessee shall not assign, transfer, pledge, hypothecate, nor grant any Lien on, nor otherwise dispose of, any Lease or any Equipment or any interest in any Lease or Equipment.

18.3 Lessor may assign its rights, title and interest in and to any Lease or any Equipment, and/or may grant or assign a security interest in any Lease and its Equipment, in whole or in part, to any party at any time. Any such assignee or lienholder (an "Assignee") shall have all of the rights of Lessor under the applicable Lease. **LESSEE AGREES NOT TO ASSERT AGAINST ANY ASSIGNEE ANY CLAIMS, ABATEMENTS, SETOFFS, COUNTERCLAIMS, RECOUPMENT OR ANY OTHER SIMILAR DEFENSES WHICH LESSEE MAY HAVE AGAINST LESSOR.** Unless otherwise agreed by Lessee in writing, any such assignment transaction shall not release Lessor from any of Lessor's obligations under the applicable Lease. An assignment or reassignment of any of Lessor's right, title or interest in a Lease or its Equipment shall be enforceable against Lessee only after Lessee receives a written notice of assignment which discloses the name and address of each such Assignee; provided, that such notice from Lessor to Lessee of any assignment shall not be so required if Lessor assigns a Lease to JPMORGAN CHASE & CO. or any of its direct or indirect subsidiaries. Lessee shall keep a complete and accurate record of all such assignments in the form necessary to comply with Section 149(a) of the Code and for such purpose, Lessee hereby appoints Lessor (or Lessor's designee) as the book entry and registration agent to keep a complete and accurate record of any and all assignments of any Lease. Lessee agrees to acknowledge in writing any such assignments if so requested.

18.4 Each Assignee of a Lease hereby agrees that: (a) the term Secured Obligations as used in Section 8.3 hereof is hereby amended to include and apply to all obligations of Lessee under the Assigned Leases and to exclude the obligations of Lessee under any Non-Assigned Leases; (b) said Assignee shall have no Lien on, nor any claim to, nor any interest of any kind in, any Non-Assigned Lease or any Equipment covered by any Non-Assigned Lease; and (c) Assignee shall exercise its rights, benefits and remedies as the assignee of Lessor (including, without limitation, the remedies under Section 20 of the Master Lease) solely with respect to the Assigned Leases. "Assigned Leases" means only those Leases which have been assigned to a single Assignee pursuant to a written agreement; and "Non-Assigned Leases" means all Leases excluding the Assigned Leases.

18.5 Subject to the foregoing, each Lease inures to the benefit of and is binding upon the heirs, executors, administrators, successors and assigns of the parties hereto.

19. EVENTS OF DEFAULT. For each Lease, "Event of Default" means the occurrence of any one or more of the following events as they may relate to such Lease: (a) Lessee fails to make any Rent Payment (or any other payment) as it becomes due in accordance with the terms of the Lease, and any such failure continues for ten (10) days after the due date thereof; (b) Lessee fails to perform or observe any of its obligations under Sections 12.1, 14 or 18.1 hereof; (c) Lessee fails to perform or observe any other covenant, condition or agreement to be performed or observed by it under the Lease and such failure is not cured within thirty (30) days after receipt of written notice thereof by Lessor; (d) any statement, representation or warranty made by Lessee in the Lease or in any writing delivered by Lessee pursuant thereto or in connection therewith proves at any time to have been false, misleading or erroneous in any material respect as of the time when made; (e) Lessee applies for or consents to the appointment of a receiver, trustee, conservator or liquidator of Lessee or of all or a substantial part of its assets, or a petition for relief is filed by Lessee under any federal or state bankruptcy, insolvency or similar law, or a petition in a proceeding under any federal or state bankruptcy, insolvency or similar law is filed against Lessee and is not dismissed within sixty (60) days thereafter; or (f) Lessee shall be in default under any other Lease or under any other financing agreement executed at any time with Lessor.

20. **REMEDIES.** If any Event of Default occurs, then Lessor may, at its option, exercise any one or more of the following remedies:

(a) Lessor may require Lessee to pay (and Lessee agrees that it shall pay) all amounts then currently due under all Leases and all remaining Rent Payments due under all Leases during the fiscal year in effect when the Event of Default occurs together with interest on such amounts at the rate of twelve percent (12%) per annum (but not to exceed the highest rate permitted by applicable law) from the date of Lessor's demand for such payment;

(b) Lessor may require Lessee to promptly return all Equipment under all or any of the Leases to Lessor in the manner set forth in Section 21 (and Lessee agrees that it shall so return the Equipment), or Lessor may, at its option, enter upon the premises where any Equipment is located and repossess any Equipment without demand or notice, without any court order or other process of law and without liability for any damage occasioned by such repossession;

(c) Lessor may sell, lease or otherwise dispose of any Equipment under all or any of the Leases, in whole or in part, in one or more public or private transactions, and if Lessor so disposes of any Equipment, then Lessor shall retain the entire proceeds of such disposition free of any claims of Lessee, provided, that if the net proceeds of the disposition of all the Equipment exceeds the applicable Termination Value of all the Schedules plus the amounts payable by Lessee under clause (a) above of this Section and under clause (f) below of this Section, then such excess amount shall be remitted by Lessor to Lessee;

(d) Lessor may terminate, cancel or rescind any Lease as to any and all Equipment;

(e) Lessor may exercise any other right, remedy or privilege which may be available to Lessor under applicable law or, by appropriate court action at law or in equity, Lessor may enforce any of Lessee's obligations under any Lease; and/or

(f) Lessor may require Lessee to pay (and Lessee agrees that it shall pay) all out-of-pocket costs and expenses incurred by Lessor as a result (directly or indirectly) of the Event of Default and/or of Lessor's actions under this section, including, without limitation, any attorney fees and expenses and any costs related to the repossession, safekeeping, storage, repair, reconditioning or disposition of any Equipment.

None of the above remedies is exclusive, but each is cumulative and in addition to any other remedy available to Lessor. Lessor's exercise of one or more remedies shall not preclude its exercise of any other remedy. No delay or failure on the part of Lessor to exercise any remedy under any Lease shall operate as a waiver thereof, nor as an acquiescence in any default, nor shall any single or partial exercise of any remedy preclude any other exercise thereof or the exercise of any other remedy. **NOTWITHSTANDING THE FOREGOING, NO DEFICIENCY JUDGMENT MAY BE RENDERED AGAINST THE LESSEE IN ANY ACTION FOR BREACH OF A CONTRACTUAL OBLIGATION UNDER THIS LEASE AND THE TAXING POWER OF THE LESSEE IS NOT AND MAY NOT BE PLEDGED DIRECTLY OR INDIRECTLY OR CONTINGENTLY TO SECURE ANY MONEYS DUE UNDER THIS LEASE.**

21. **RETURN OF EQUIPMENT.** If Lessor is entitled under the provisions of any Lease, including any termination thereof pursuant to Sections 6 or 20 of this Master Lease, to obtain possession of any Equipment or if Lessee is obligated at any time to return any Equipment, then (a) title to the Equipment shall vest in Lessor immediately upon Lessor's notice thereof to Lessee, and (b) Lessee shall, at its sole expense and risk, immediately de-install, disassemble, pack, crate, insure and return the Equipment to Lessor (all in accordance with applicable industry standards) at any location in the continental United States selected by Lessor. Such Equipment shall be in the same condition as when received by Lessee (reasonable wear, tear and depreciation resulting from normal and proper use excepted), shall be in good operating order and maintenance as required by the applicable Lease, shall be free and clear of any Liens (except Lessor's Lien) and shall comply with all applicable laws and regulations. Until Equipment is returned as required above, all terms of the applicable Lease shall remain in full force and effect including, without limitation, obligations to pay Rent Payments and to insure the Equipment. Lessee agrees to execute and deliver to Lessor all documents reasonably requested by Lessor to evidence the transfer of legal and beneficial title to such Equipment to Lessor and to evidence the termination of Lessee's interest in such Equipment.

22. **LAW GOVERNING.** Each Lease shall be governed by the laws of the state where Lessee is located (the "State").

23. **NOTICES.** Any notices and demands under or related to this document shall be in writing and delivered to the intended party at its address stated herein (if to Lessor 1111 Polaris Parkway, Suite 3A – OH1-1085, Columbus, Ohio 43240-2050, to the attention of the GNPH Operations Manager). Notice shall be deemed sufficiently given or made (a) upon receipt if delivered by hand, (b) on the Delivery Day after the day of deposit with a nationally recognized courier service, (c) on the third Delivery Day after the day of deposit in the United States mail, sent certified, postage prepaid with return receipt requested, and (d) only if to Lessee, on the third Delivery Day after the notice is deposited in the United States mail, postage prepaid. "Delivery Day" means a day other than a Saturday, a Sunday, or any other day on which national banking associations are authorized to be closed. Any party may change its

address for the purposes of the receipt of notices and demands by giving notice of such change in the manner provided in this provision.

24. **FINANCIAL INFORMATION.** As soon as they are available after their completion in each fiscal year of Lessee during any Lease Term, Lessee will deliver to Lessor upon Lessor's request the publicly available annual financial information of Lessee.

25. **UTILITIES COMMISSION.** Pursuant to a bond order adopted by the City Council of the Lessee on August 11, 1994, and amended and restated as of April 13, 2000 (the "Bond Order") and a series resolution adopted by the City Council of the Lessee on May __, 2013 the obligations of the Lessee to make Installment Payments and other payments under Article IV hereof is considered Additional Indebtedness (as defined in the Bond Order) and shall be paid after making the payments required by paragraph (a) – (e) of Section 507 of the Bond Order. Notwithstanding anything to the contrary herein, the obligation of the Lessee to make Rent Payments and other payments required in the Lease shall constitute a limited obligation payable from appropriations of the Net Receipts (as defined in the Bond Order hereinafter defined) of the Commission and shall not constitute a pledge of the faith and credit of the Lessee within the meaning of any constitutional debt limitation or as otherwise prohibited by the North Carolina Constitution. The Lessee, for the benefit of the Lessor, covenants to set or have the Commission set the rates, fees and charges of the Commission at such amounts to comply with the provisions of Section 501 of the Bond Order as such provisions may apply to the Lessor. The Lessor may prosecute an action or proceeding against the City or the Commission in any court or before any board or commission having jurisdiction to compel the Commission to revise such rates, fees and charges in accordance with the requirements of Section 501 of the Bond Order as such section may apply to the Lessor. The following terms shall have the following meanings:

26. **SECTION HEADINGS.** All section headings contained herein or in any Schedule are for convenience of reference only and do not define or limit the scope of any provision of any Lease.

27. **EXECUTION IN COUNTERPARTS.** Each Schedule to this Master Lease may be executed in several counterparts, each of which shall be deemed an original, but all of which shall be deemed one instrument. If more than one counterpart of each Schedule is executed by Lessee and Lessor, then only one may be marked "Lessor's Original" by Lessor. A security interest in any Schedule may be created through transfer and possession only of: the sole original of said Schedule if there is only one original; or the counterpart marked "Lessor's Original" if there are multiple counterparts of said Schedule.

28. **ENTIRE AGREEMENT; WRITTEN AMENDMENTS.** Each Lease, together with the exhibits, schedules and addenda attached thereto and made a part hereof and other attachments thereto constitute the entire agreement between the parties with respect to the lease of the Equipment covered thereby, and such Lease shall not be modified, amended, altered, or changed except with the written consent of Lessee and Lessor. Any provision of any Lease found to be prohibited by law shall be ineffective to the extent of such prohibition without invalidating the remainder of the Lease.

CITY OF GREENVILLE
(Lessee)

JPMORGAN CHASE BANK, N.A.
(Lessor)

By: _____

By: _____

Title: _____

Title: Authorized Officer

Approved by GREENVILLE UTILITIES COMMISSION

By: _____

Title: _____

After consideration of the foregoing resolution, Councilmember _____ moved the passage thereof, which motion was duly seconded by Councilmember _____, and the foregoing resolution was passed by the following vote:

Ayes: _____
_____.

Noes: _____.

* * * * *

I, Carol L. Barwick, City Clerk of the City of Greenville, North Carolina, DO HEREBY CERTIFY that the foregoing has been carefully copied from the recorded minutes of the City Council of said City at a meeting held on _____, 2013, said record having been made in Minute Book No. ___ of the minutes of said City Council, beginning at page ___ and ending at page ___, and is a true copy of so much of said proceedings of said City Council as relates in any way to the passage of the resolution described in said proceedings.

I DO HEREBY FURTHER CERTIFY that a schedule of regular meetings of said City Council, stating that regular meetings of said City Council are held in the City Council Chamber in the City Hall in Greenville, North Carolina on the second Thursday of each month, the Monday preceding the second Thursday of each month and the second Monday after such second Thursday at 7:00 P.M., has been on file in my office as of a date not less than seven days before the date of said meeting in accordance with G.S. §143-318.12.

WITNESS my hand and the official seal of said City, this ___ day of May, 2013.

City Clerk

[SEAL]



City of Greenville, North Carolina

Meeting Date: 5/6/2013
Time: 6:00 PM

Title of Item: Report on contracts awarded

Explanation: **Abstract:** The Director of Financial Services reports monthly the bids and/or contracts awarded over a certain dollar threshold by the Purchasing Manager and City Manager.

Explanation: The Director of Financial Services reports that the following contracts were awarded during the month of March 2013.

Date Awarded	Description	Vendor	Amount	M/WBE
3/15/13	Dream Park Site Work and Utilities	David Vaughn Construction	\$124,639.62	No
3/26/13	Labor and materials to Repair and Upgrade Existing Bus Wash System at Fleet Maintenance Facility	Cross Systems, Inc.	\$ 88,645.00	No

Fiscal Note: Funding for the Dream Park Site Work and Utilities contract was included in the 2012-2013 CIP budget for \$131,000. The total budget for the Dream Park is \$784,900.

Funding for the Bus Wash System, in the amount of \$90,000, was included in the 2012-2013 CIP budget.

Recommendation: That the contract award information be reflected in the City Council minutes.

Attachments / click to download

 [Bid Tabulation for Dream Park Site Work and Utilities](#)

 [Bid Tabulation-Bus Wash System](#)



P.O. Box 7207 | Greenville, NC 27835-7207 | tel .252-329- 4567 | fax 252-329-5062 | www.grpd.info

BIDS RECEIVED AT: Recreation and Parks
2000 Cedar Lane
Greenville, NC 27858

CIP Project: Dream Park Site Work & Utilities
Project Number: 154-6063-433.03-00

Date: March 1, 2013 Time: 5:00 p.m.

Bidder's Name	License#	Pre-Qualified				Base Bid (\$)	Bid Alternate	Bid Total	Notes
		5% Bid Bond	Acknowledged Addendum's)						
			MWBE Forms						
Carolina Earth Movers, Inc.	38881	N/A	N/A	✓	✓	\$168,860.00	\$11,330.00	\$180,190.00	
E.R.Lewis Construction Co., Inc.	8361	N/A	N/A	✓	✓	\$143,000.00	\$18,000.00	\$161,000.00	
WECC, Inc.	41383	N/A	N/A		✓	\$304,200.00	\$10,840.00	\$315,040.00	
Tripp Brothers, Inc.	52247	N/A	N/A	✓	✓	\$273,500.00	\$8,700.00	\$282,200.00	Did not acknowledge addendum #2
Hine Site Work, Inc.	52225	N/A	N/A	✓	✓	\$174,982.00	\$14,915.00	\$189,897.00	
Hollins Construction Services, Inc.	69730	N/A	N/A			\$352,000.00	\$21,000.00	\$373,000.00	Nonresponsive; failed to complete MWBE Forms. Did not acknowledge Addendum # 2
David Vaughn Construction of Pitt County, Inc.	57630	N/A	N/A	✓	✓	\$114,389.62	\$10,250.00	\$124,639.62	
Burney & Burney Construction Co., Inc.	30238	N/A	N/A	✓	✓	\$116,000.00	\$9,075.00	\$125,075.00	


Lamarco M. Morrison, Parks Planner

Date: 1-Mar-13


Steve Warner, Parks Facility Manager


Mark Gillespie, Parks Superintendent

BID TABULATION SHEET
City of Greenville, North Carolina
Public Works Department
Transit Division

Description: Bus Wash System Repair / Upgrade

Contractor	Address	Site Visit	Addendums	Bid Total					
Cross Systems, Inc	457 Bethel Hill School Rd Roxboro, NC 27574	Yes	N/A	\$88,645.00					

Devin Thompson - Building Facilities Coordinator



Date: 3/26/18



City of Greenville, North Carolina

Meeting Date: 5/6/2013
Time: 6:00 PM

Title of Item: Presentations by Boards and Commissions

- a. Planning and Zoning Commission
- b. Redevelopment Commission

Explanation: **Abstract:** Each City board and commission is scheduled to make an annual presentation at a regularly scheduled City Council meeting each year, and the presentations are spread throughout the year so that usually no more than three occur at any City Council meeting. The Planning and Zoning Commission and Redevelopment Commission are scheduled to make their annual presentations to City Council on May 6.

Explanation: Each City board and commission is scheduled to make an annual presentation at a regularly scheduled City Council meeting each year, and the presentations are spread throughout the year so that usually no more than three occur at any City Council meeting. The Planning and Zoning Commission and Redevelopment Commission are scheduled to make their annual presentations to City Council at the May 6, 2013, City Council meeting.

Fiscal Note: N/A

Recommendation: Hear the presentation by the Planning and Zoning Commission and Redevelopment Commission

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Attachments / click to download



City of Greenville, North Carolina

Meeting Date: 5/6/2013
Time: 6:00 PM

Title of Item: Greenville Economic Development Assessment Report


Explanation: **Abstract:** Presentation by Creative Economic Development Consulting CEO Crystal Morphis on findings from the City's Strategic Economic Development Assessment.

Explanation: Among the action items listed in the City of Greenville's adopted *Strategic Economic Plan* is to complete an analysis of the City's strengths, weaknesses, and opportunities for economic development, as well as to analyze the City's organizational readiness to pursue economic development projects and initiatives. Toward that end, the City hired Creative Economic Development Consulting in January 2013 to complete a city-wide targeted economic development assessment. This analysis will be used to more accurately target the City's recruitment efforts for business and industry. A copy of the draft report prepared by Creative Economic Development Consulting is included with this agenda item.

Fiscal Note: Creative Economic Development Consulting is under contract with the City of Greenville to complete the assessment for a fee of \$30,000. Funding for the study was made available from funds authorized by City Council for economic development activities. Some recommendations within the report will have fiscal impacts, but will be considered during future year budget development discussions.

Recommendation: Accept the report from Creative Economic Development Consulting. Staff will work with the City Council Economic Development Committee, local economic development partners, and the full City Council to prioritize action items related to the recommendations within the report.

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 [Economic Dev Assessment Report](#)



Economic Development Assessment

May 2013



Table of Contents

Executive Summary	2
Economic Development Goals	4
Assets & Challenges	5
Competitiveness: How Does Greenville Stack Up?	7
Target Industry Clusters	16
Recommendations to Improve Competitiveness	20
Appendices	
A: Economic and Demographic Data	38
B: Target Industry Cluster Methodology	60
C: Target Industry Cluster Profiles	64

Executive Summary

The City of Greenville has a new and evolving focus on economic development. The Office of Economic Development, within the Department of Community Development, was created in July 2012. One of the first questions for the new organization was: How does Greenville stack up against its competitors and, based on that assessment, where does Greenville need to focus its economic development efforts? The City engaged Creative Economic Development Consulting to answer those questions.

The Economic Development Assessment began with a review of Greenville's assets and challenges. Creative EDC met with city staff, partner agencies, and stakeholders to gather information and input. We also collaborated with North Star, a marketing firm engaged to re-brand the City. North Star gathered input and opinions from a vast array of community leaders and general citizens. This information was useful to our team's assessment.

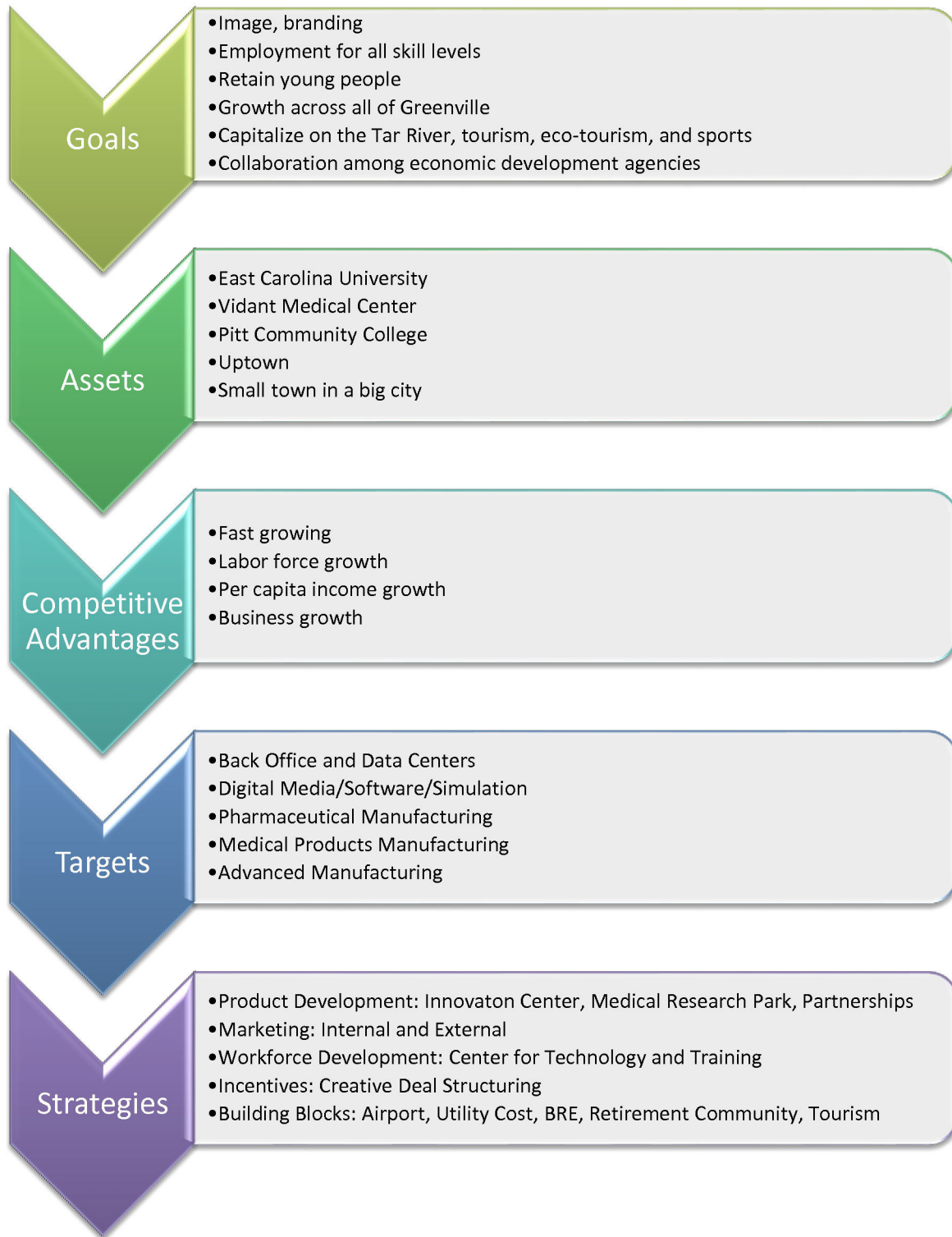
The next step in the study process was to benchmark Greenville against three competitor regions. Our team, with input from staff, selected Athens, GA; Johnson City, TN; and Lynchburg, VA. These three metropolitan statistical areas are similar to Greenville in size, location near metro areas, proximity to a major interstate, and home to a university with a medical program. Georgia, Tennessee, and Virginia are three of North Carolina's regular competitors for new and expanding business across all sectors. Each regularly ranks in the Top Ten Competitive States as ranked by Site Selection magazine – Virginia was number one in 2011.

Based on the results of the asset review and competitor benchmarking, Creative EDC's strategic partner Applied Marketing recommended five industry sectors that offer Greenville the best opportunities for recruitment. The purpose of target sectors is to focus the City's marketing and recruitment efforts - not to discourage other sectors from locating in the City. The marketing strategy discusses how to reach out to targets.

In order to leap frog its competitors, Greenville must be transformational. Simply trying to keep pace with the competition will never move Greenville ahead. The culmination of our research resulted in five key strategies for Greenville's economic development program: Product Development, Marketing, Workforce Development, Incentives, and Building Blocks. Creative EDC proposes transformational projects such as an Innovation Center where ECU is directly engaged with business; a medical research park where the asset of Vidant can be leveraged; and investments in product development where the City is an active partner.

The graphic on the next page summarizes the steps of this assessment process, findings, and resulting strategic recommendations. We encourage a reading of the full report to place this summary in context.

ECONOMIC DEVELOPMENT ASSESSMENT OVERVIEW



Economic Development Goals

Economic development has only recently been made a priority for Greenville. The Office of Economic Development is less than one year old. Even in its infancy, the organization has clearly defined goals from City Council and community leaders. The following are the key goals we heard from Greenville leaders.

- Greenville leadership sees the need to change the image of Greenville. The current rebranding study underway with North Star is an example. Challenges discussed at the beginning of this report include crime, remoteness, and access obstacles. Branding can help change the perception.
- Greenville's competitiveness is directly tied to talent. There is a talented pool of highly education and skilled workers. There is also a pool of low and unskilled workers. Creative EDC considered the diversity of workforce skill when recommending targets; thus, some targets are for low and semi-skilled workers such as the manufacturing of medical devices, fabricated metals, and machinery.
- One goal discussed in every conversation is the need to retain young people passing through East Carolina University. The target sectors such as pharmaceuticals, digital media, software, and simulation identified in this study will aid in that effort.
- The City is developing at a different pace in different locations. There are goals to ensure economic growth reaches all of Greenville. The West Greenville incubator project is on the drawing board and is exactly the type of project needed.
- Local leaders want to see the opportunity offered by the river and Town Common area realized. There are differing opinions on what the opportunity is and how it should be capitalized upon – but there is consensus that there is an opportunity in the City. This goal is in tandem with eco-tourism, sports development, and other amenities like greenways.
- Every person that had input into this study commented on the need for collaboration. There are many organizations involved in economic development. For the most part, roles are clear internally. However, to an outsider (customer of economic development services), the picture may not be so clear.

Creative EDC focused on the following areas to enhance competitiveness: Product Development, Marketing, Workforce Development, Incentives, and Building Blocks. The strategies align Greenville's goals with existing assets and opportunities as well as gaps that need to be filled, moving the city progressively beyond its comfort zone.

Assets & Challenges

Creative EDC met with groups of key stakeholders of Greenville's economic development efforts. Our team interviewed city officials, staff, partner agencies, and community leaders. We also collaborated with North Star, engaged by the City to facilitate a community branding process. The assets and challenges listed below reflect the views of community leaders. When we reviewed assets and challenges through a site selector's lens, we saw a slightly different picture.

ASSETS

The following asset list is not all encompassing. It reflects the most often cited assets related to economic development. Greenville has other assets that attract visitors, residents, and students.



East Carolina University Medical Campus

- East Carolina University (ECU)
- Vidant Medical Center
- Pitt Community College
- Uptown Greenville
- Location and access via highways
- Proximity to North Carolina beaches
- Friendly people
- Good place to retire
- Water resources
- Low cost of living
- Small town feel in a big city
- Growing arts and cultural programs
- Tar River
- Existing base of business and industry

From the perspective of this study, the key assets that offer Greenville a competitive advantage are ECU, Vidant, and Pitt Community College. Competitor communities have, or are developing, vibrant downtowns, amenities, and can match many of the assets listed above.

CHALLENGES

These challenges constrain the City's ability to recruit new business and retain existing business.

- Public education
- Remoteness of Eastern North Carolina
- Workforce skill
- Air service
- Nonprofit status of medical facilities
- Greenville needs a "break-through" moment
- Economic development product (sites and buildings)
- Low risk tolerance and change adverse
- High rate of joblessness in some areas of City and overall weak job growth
- Public transportation
- Previous development standards led to haphazard development
- Crime
- Lack of unity in the community

Of the challenges above, Creative EDC is most concerned with public education, workforce skill, lack of product, and access. All of these competitive weaknesses are addressed with strategies designed to improve the current state.

Competiveness: How Does Greenville Stack-Up?

SITE SELECTOR'S PERSPECTIVE

Creative EDC provides site selection services to companies. Through that experience, we have an understanding of how companies would view Greenville. We evaluated Greenville from the perspective of a prospective new company analyzing the area for a new location. The table on the next page summarizes our view of Greenville as a business location.

Area Development magazine publishes a survey of corporate executives on the most important site location factors. According to the most recent survey (right), the most important factors are availability of skilled labor, highway accessibility, low union profile, right-to-work state, and availability of advanced ICT (information and communications technology) services. We used this ranking, as well as our own experience, to rank Greenville.

FIGURE 29 Corporate Survey 2012*

Site selection factors	Very important %	Important %	Minor Consideration	Of No Importance %
Labor				
Availability of skilled labor	53.9	35.5	7.1	3.5
Availability of unskilled labor	10.0	32.9	33.6	23.6
Training programs	18.0	36.7	33.1	12.2
Labor costs	42.6	48.2	5.7	3.5
Low union profile	47.1	26.4	11.4	15.0
Right-to-work state	45.8	26.8	13.4	14.1
Transportation/Telecommunications				
Highway accessibility	57.0	33.1	6.3	3.5
Railroad service	27.1	16.5	21.2	35.3
Accessibility to major airport	17.4	35.5	30.4	16.7
Waterway or oceanport accessibility	5.9	14.0	25.0	55.1
Availability of advanced ICT services	49.3	35.8	11.4	3.6
Finance				
Availability of long-term financing	31.9	31.2	20.6	16.3
Corporate tax rate	35.7	43.6	11.4	9.3
Tax exemptions	32.6	42.8	15.2	9.4
State and local incentives	33.1	38.0	21.1	7.7
Other				
Available buildings	41.7	36.7	14.4	7.2
Available land	18.7	40.3	22.3	18.7
Occupancy or construction costs	35.3	47.5	11.5	5.8
Expedited or "fast-track" permitting	29.2	38.0	22.6	10.2
Raw materials availability	19.3	30.4	25.9	24.4
Energy availability and costs	35.3	46.0	12.2	6.5
Environmental regulations	31.2	39.9	18.8	10.1
Proximity to major markets	32.1	40.1	18.2	9.5
Proximity to suppliers	15.8	39.1	30.8	14.3
Inbound/outbound shipping costs	26.7	37.0	18.5	17.8
Proximity to technical college/training	15.3	35.0	27.7	21.9
Quality-of-life factors				
Climate	18.6	36.4	37.9	7.1
Housing availability	15.8	54.0	23.0	7.2
Housing costs	19.4	47.5	25.9	7.2
Healthcare facilities	19.4	50.4	25.2	5.0
Ratings of public schools	21.6	41.7	29.5	7.2
Cultural opportunities	10.8	38.1	41.0	10.1
Recreational opportunities	11.0	41.9	38.2	8.8
Colleges and universities in area	17.4	44.2	33.3	5.1
Low crime rate	31.4	47.9	18.6	2.1

*All figures are percentages and are rounded to the nearest tenth of a percent.

GREENVILLE RANKING OF SITE SELECTION FACTORS

	Advantage	Disadvantage	Neutral
Labor	√	√	
Training	√		
Education	√		√
Taxes/Finance		√	
Access/Transportation		√	
Utilities			√
Incentives			√
Real Estate		√	
Quality of Life	√		

- Pitt County’s labor is rated as both an advantage and a disadvantage depending upon the industry sector. There is a segment of the workforce that is highly educated, skilled, and talented. There is another segment of the workforce that lacks current skills and is not engaged in skills enhancement opportunities at Pitt Community College.
- Training is excellent at Pitt Community College. There are specialized programs in biotechnology, health sciences, fabrication, industrial technology, and others. This is a standout asset for Greenville.
- Education is an advantage (ECU) and a neutral (public schools). SAT scores were middle of the pack of comparable communities and lower than the state average.
- Taxes are a disadvantage because of the high state tax burden placed on companies in North Carolina. There is an effort in the current legislative session to lower the state tax burden.
- Access is a disadvantage. Residents state that Greenville is just over an hour from Raleigh. That may be true, but it is a long hour. The desolation of US 264 makes Greenville feel much more remote than it actually is. Limited air service is also an access issue.
- Utilities are neutral because there is good capacity and excellent service, but electric utility pricing is slightly higher than investor owned utilities in other parts of the state and in other states.
- The City’s adopted capital investment incentive policy is average among local governments in North Carolina. At this time, there are no standouts to the policy that show how Greenville could or would be aggressive in the recruitment process.
- The City of Greenville is product poor. Although there are quality business parks outside the City in Pitt County, there is a severe lack of buildings and sites for new and expanding business within the City limits.

- Quality of life in Greenville is good and getting better. The City has made, and continues to make, substantial investments in amenities, especially in the uptown area.

What can Greenville do to enhance its competitive position? We address workforce development, product development, utility cost, and incentives in the recommendations section. State taxes are not controlled by Greenville and access by highway is not going to change near-term so we do not address those. The need for expanded air service is addressed later. Many points made in the summary above are expanded upon later in the report and in Appendix A, data section.

COMPARABLE COMMUNITIES

Beyond our assessment of Greenville, it is important to understand how Greenville stacks up against competing communities.

Greenville was compared to three communities with similar economic, educational, and demographic climate. The communities are near metro areas but off a major interstate highway; they are each home to a university with medical programs; and they share economic similarities. One stand-out among the economic comparisons is the unemployment rate, Greenville's 10.7% in 2011 stood well above the others ranging from 7.3% to 8.9%.

- Athens-Clarke County, GA MSA
- Johnson City, TN MSA
- Lynchburg, VA MSA

Athens, GA is home to the University of Georgia. A new medical partnership between Georgia Regents University and the University of Georgia is bolstering the Public Health program. Athens lies about 75 miles northeast of Atlanta. With a metropolitan statistical area (MSA) population of approximately 192,000, it is comparable in size to the Greenville MSA. Athens and Clarke County have a unified government system that merged city and county government.

Johnson City, TN is approximately 100 miles northeast of Knoxville off I-81. It is home to East Tennessee State University and the Quillen College of Medicine. The Johnson City MSA population is about 199,000.

The Lynchburg MSA is the largest in the comparable group at approximately 252,000. Lynchburg is 60 miles east of Roanoke, accessed via state highways. Lynchburg College offers Master of Science in Nursing, Doctor of Physical Therapy, and will launch a Master of Science Physician Assistant program 2015. Nearby Liberty University has announced a new School of Osteopathic Medicine.



ATHENS-CLARKE COUNTY, GA

The Athens-Clarke County Economic Development Foundation is the lead economic development organization for the area. It is a partnership between the unified governments of Athens and Clarke County, Athens Chamber of Commerce, Athens-Clarke Economic Development Authority, and the University of Georgia. "The foundation's sole purpose is to attract and establish new businesses that will create additional jobs and import capital investment to Clarke County, Georgia."

www.athensbusiness.org

Economic Development Foundation, Inc.
Athens, GA - Clarke County

Enter Keywords **FIND**

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Home About Us Business Creation Business Expansion Quality of Life Resources Contact Us

ACC EDF

A public-private agency created to work with the Athens-Clarke County Unified Government, The Athens Industrial Development Authority, Economic Development Authority, and the University of Georgia in partnership and located in the Athens-Clarke Chamber of Commerce. This partnership promotes job creation and capital investment through the attraction of new businesses and existing business expansion.

Athens-Clarke County Facts At-A-Glance

Area Profile

Demographics

Major Employers

Labor and Workforce

Logistics & Infrastructure

Sites & Buildings

Taxes & Incentives

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Business Facilities' 2012 Deal Of The Year: Baxter BioPharma Complex in Georgia Takes Gold Posted by: BF Staff | Posted date: January 23, 2013| Baxter International's decision to make a \$1.3-billion investment in Georgia is the

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Athens Industrial Park

Athens-Clarke County Zoning

Drive Times - Athens & Southeast

Southeast Ports

International Air Access

Rail Lines

JOHNSON CITY, TN

Economic development in Johnson City, TN is led by the Washington County Economic Development Council. Its mission, “to enhance job growth and increase the tax base of Washington County by engaging the community and business leaders through nurturing existing businesses and actively recruiting new industries and commerce,” focuses on core elements of existing business and recruitment.

www.thewcedc.com

Doing Business Here Sites & Buildings Business Support Living Here News & Events About Us

WASHINGTON COUNTY
Tennessee
Economic Development Council Home

Experience the Splendor of Northeast Tennessee.

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Upscale apartments come to former Memorial Hospital

March 21, 2013 – It's one of Johnson City's most significant historic buildings, it gave birth to thousands of memories (and children), and it's getting a new lease on life that will bring new jobs and new residents to the downtown area. (Click headline or photo for more)

[Read More ...]

Cost-effective business climate, strategic location, excellent workforce

Chicago Philadelphia
Cincinnati Washington D.C.

Facebook Feed

Washington County Economic Development Council
624 Likes

Washington County Economic Development Council
<http://youtu.be/LV5Ps59qkM>
Check out this video report on a wonderful visit local leaders hosted for FWG, a German company that will start its U.S. operations with an office at ETSU's Innovation Lab and hopes to begin its first-ever production in the U.S. here locally within a couple of years.

Community Snapshot

LYNCHBURG, VA

The Lynchburg Office of Economic Development is a city economic development department. In Virginia, cities and counties are separate jurisdictions. Common in Virginia, Lynchburg has an Economic Development Authority that serves as an extension of the city program. As described on the city's website, "The Lynchburg Economic Development Authority, or LEDA, is a political subdivision of the Commonwealth of Virginia and serves as the incentive arm of the City of Lynchburg. But the LEDA takes a much more active role in economic development efforts than more passive, pass-through-oriented EDAs. LEDA actively pursues investment and development opportunities and elevates the economic development profile of the City."

www.lynchburgida.com

Lynchburg Virginia

Home About Available Properties Incentives & Programs Business Climate

Economic Development

Our Location

Existing Business

Relocating a Business

Start a Business

Latest News

- Lynchburg Store Owners See Growing Sunday Crowds
- Increase in City Inspections Mean an Economy Surge in Lynchburg
- Lynchburg wireless innovator named among top in state
- Increase in passenger traffic may help Lynchburg airport expand service
- Passenger Numbers Soaring at Lynchburg Regional

Welcome to Lynchburg!

Welcome to the City of Opportunity! Nestled in the foothills of the majestic Blue Ridge mountains, Lynchburg is a distinctive city with all the amenities and resources to live, learn, work, play...and prosper.

With over 3,900 businesses ranging from traditional mom-and-pop shops to headquarters of global corporations, Lynchburg is the commercial, cultural, entertainment, residential and retail hub of the Central Virginia region. Our broad-based economy, highly-skilled workforce and unparalleled quality of life have positioned Lynchburg among the cities leading the nation into the New Economy.

Lynchburg is rich in history and tradition, but don't let the stunning architecture, cobblestoned streets and Victorian-era neighborhoods fool you—beyond Lynchburg's historic façade are energetic, forward-thinking residents, a business community leading technological innovation and the fiber-optic bandwidth to deliver that innovation to the world. Just as happening as it is historic, Lynchburg matches the strength of its economy with spectacular offerings of arts, music and culture, all in a setting of splendid natural beauty.

Business and people prosper here. We invite you to find out why.

NOTABLE POINTS OF COMPARISON

We compared Greenville, Athens, Johnson City, and Lynchburg in a wide range of economic and demographic data. Below are some notable points of comparison between the MSAs. The full data set and research is found in Appendix A.

Greenville Stats	Greenville Relative to MSAs
24.1%	• Fastest growing MSA
20.6%	• Second fastest per capita income growth
97	• Highest cost of living
93,016	• Smallest labor force
20%	• Second fastest labor force growth
10.7%	• Highest unemployment rate
\$721	• Highest average weekly wage
1.1438	• Lowest business innovation index
17,224	• Lowest number of nonfarm businesses
25.35%	• Second fastest growth in nonfarm businesses
0.665	• Middle of the pack in entrepreneurship environment

The advantages Greenville has to offer relative to the comparable communities are growing MSA, growing labor force, workforce availability, and growth in business establishments. Drawbacks to the Greenville market include high cost of living, small labor force, high wages, and low innovation index. We note in the marketing section that Greenville should hang its marketing hat on labor given the data above.

Most site selection projects begin with a multi-state search. Several of the site selection criteria points analyzed in a search process are generated by state policy and are state business climate issues. Creative EDC compared business climate factors in North Carolina, Georgia, Tennessee, and Virginia. These are the states of the comparable communities, and, more importantly, these are states with which North Carolina regularly competes.

The raw data is found in Appendix A. Below, we show where North Carolina has advantages and deficits.

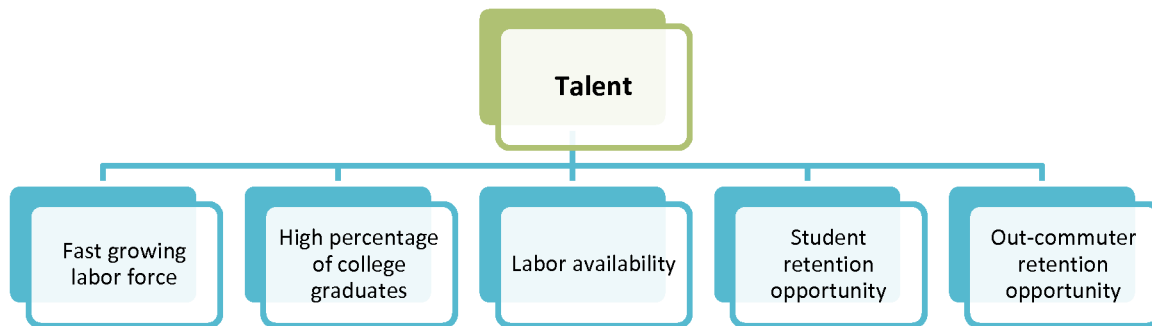
STATE COMPARISON

	NC	GA	TN	VA
Tax Environment		√		
Bond Rating	√	√	√	
Worker's Comp.				√
Unemployment Ins. Cost				√
New Business Starts		√		
Venture Capital				√
Federal R&D Funding				√
Electric Utility Cost	√			
Working Age Groups			√	
Educational Attainment		√		
Labor Force Size				√
Labor Force Availability	√			
Wages			√	
Income				√
Housing			√	

- North Carolina only has a clear advantage in lower electric utility cost and labor availability as measured by a higher unemployment rate. In Greenville specifically, the electric utility cost is likely not a clear advantage due to the relatively higher rates of public power.
- Virginia is a clear winner in business climate factors such as worker's compensation cost, unemployment insurance, venture capital, federal funding for research and development, and a higher per capita income.
- Tennessee's advantages are in a younger workforce, low wages, and affordable housing.
- Georgia has the lowest state tax burden, boasts the most business starts and has the highest educational attainment stats.

SUMMARY OF HOW GREENVILLE STACKS-UP

Greenville's key competitive advantage is talent. Transportation, access, cost of living, cost of electric utility, taxes, and other factors are either neutral or a disadvantage. Below is what we believe the marketing points of the labor force should be. Incorporate this into the marketing materials recommended later.



Target Industry Clusters

Creative EDC and strategic partner Applied Marketing Sciences assessed key target industry clusters for which Greenville has a competitive advantage. Our team used all of the data gathered in Appendix A, interviews with local business and community leaders, and national industry trends to determine those few sectors that offer the most opportunity for Greenville.

The purpose of the Target Industry Cluster Analysis is to review, identify, and validate promising industry sectors for the City of Greenville.

Based on our research and analysis, we recommend the following industries:

- Back office and data centers
- Digital media/software/simulation
- Pharmaceutical manufacturing
- Medical device manufacturing
- Advanced manufacturing

BACK OFFICE AND DATA CENTERS

Rationale for selecting this target include:

- Availability and access to labor (East Carolina University)
- Existing cluster of companies in the region
- Projected industry growth for the next five years

The Telemarketing and Call Centers industry is forecast to increase its revenue at an average annual rate of 3.6% to \$20.5 billion over the five years to 2017. The industry will benefit from a push by the Federal Communications Commission (FCC) to create telemarketing and call center jobs in the United States. Furthermore, increased demand in the retail sector, along with improving financial and insurance industries should drive greater demand for telemarketing companies' services. In 2013, revenue is expected to grow 3.6% as continued improvement in consumer spending and corporate profit boost demand for call center and telemarketing services.

In-bound call centers handle customer inquiries, technical support, and other higher value customer service. These jobs are higher paying than jobs in out-bound call centers. Outbound call centers are businesses such as telemarketers and these jobs require a lower skill level. It is our recommendation that Greenville focus on in-bound call centers due to the higher skill level and wages associated.

DIGITAL MEDIA/SOFTWARE/SIMULATION

This industry is a good fit for the city, due to the following:

- Programs and research at Eastern Carolina University in the area of simulation
- Pitt Community College offers a two-year program in Simulation and Game Development
- Strong medical community may be attractive to health-related software development

- High quality of life
- Strong industry growth expected over the near term

The overall Software Publishing industry will continue its strong financial performance in the five years to 2017, with industry revenue forecast to grow 2.2% annually on average to \$203.7 billion. Improving technology and falling hardware prices will continue making computers, cell phones, video games and ultimately software more accessible to more people. A major feature of the Obama administration's healthcare reform plan, passed in 2010, is tax incentives for health insurers and medical professionals to switch from paper- and folder-based record systems to digital records. In a wide range of industries, basic competence with software will likely become a prerequisite to employment. In 2013, industry revenue is projected to grow 3.7% to \$189.5 billion.

Revenue for the Design, Editing and Rendering Software Publishing industry (Simulation) is expected to increase at an annualized rate of 1.7% to \$10.6 billion during the five years to 2018, including revenue growth of 3.7% in 2014. This growth will be driven by the increasing importance of emerging technologies, including mass-market 3-D displays and low-cost 3-D printers, which will require more reliance on advanced design and rendering software. The emergence of low-cost 3-D printers, which are currently limited to rapid prototyping tasks at large manufacturers, will drive mass-market demand from hobbyists and small businesses for compatible CAD software.

PHARMACEUTICAL MANUFACTURING

- Existing cluster in the region
- Available and skilled labor
- Recent employment growth in the County
- Excellent education systems for training
- Strong growth expected, especially from generics sector

Pharmaceutical use varies by age and insurance status. Consequently, overall demographic shifts, notably an aging population, and healthcare reform's broadening of insurance coverage will likely expand drug sales over the five years to 2018. An estimated \$290.0 billion of pharmaceutical sales worldwide are at risk from patent expirations over the next five years, according to data from EvaluatePharma. The significant number of blockbuster drugs with expiring patents in upcoming years will hurt industry revenue; without a strong pipeline of chemical-based drugs to stimulate new product sales, companies have already begun to invest in new ways to generate revenue. Industry firms will particularly focus on specialty and biologic pharmaceuticals.

MEDICAL PRODUCTS MANUFACTURING

- Availability of labor
- Good fit for existing labor skills (low, medium, and high)
- Existing cluster base
- Strong industry growth expected over the near term

This target is recommended because it can capture low, medium, and high skilled workers. For example, a medical device manufacturer may have lower skilled assembly jobs, technical manufacturing jobs, as well as engineering jobs requiring higher skilled workers. Creative EDC learned through stakeholder engagement that employment for lower skilled workers is important and there are segments of this industry sector that serve that purpose.

Healthcare reform, increased regulation and maintaining quality will join an aging population, technological advancements and outsourcing as main factors influencing the Medical Device Manufacturing industry over the next five years. These divergent factors will lead to slightly weaker growth through the five years to 2017. Revenue is forecast to increase 5.5% in 2013 and grow by a lower average annual rate of 6.4% to \$88.2 billion during the five years to 2017.

The US population's changing demographics favor the industry though the majority of baby boomers are still a few years shy of reaching 65 years old. Still, a significant portion of this group will cross this threshold in the five years to 2017. This trend will result in average growth of nearly 3.1% per year for the demographic, which is considerably higher than the population at large and the historical average. Consequently, senior adults are projected to make up 14.9% of the population in 2017 compared with 13.2% in 2012 and about 12.4% from 1990 to 2005. Further medical innovations will expand the aging baby boomers' demographic. However, the contribution from this trend is projected to be slower than the past decade because advances are more incremental in nature and target increasingly specific ailments.

ADVANCED MANUFACTURING

- Availability of labor
- Good fit for existing labor skills (low, medium, and high)
- Proposed new training programs
- Existing cluster in the region

Beverages - This sector includes soda, bottle water, juice, and beer producers. The sectors that are projected to experience the most growth include juice producers and craft beer and microbreweries. Revenue within the juice industry is projected to grow at an average annual rate of 6.8% over the next five years. While craft beer and microbreweries make up a smaller portion of the brewery industry, we recommend that Greenville target this subsector. This is an area projected for growth and North Carolina has recently experienced growth within this subsector. Given Greenville's water support, this target could be capitalized upon today.

Fabricated Metals - Bolstered by a strong uptick in construction activity, the Structural Metal Product Manufacturing industry will continue its recovery in 2013. After years of declines and stagnant growth, revenue is expected to increase 6.1% in 2013. In the short-term, gains in residential, commercial and infrastructure-related construction will drive growth in 2013. Strong growth is forecast to continue through 2017 as the economy improves. In the five years to 2017, industry revenue is forecast to grow at an average annual rate of 3.8% to \$47.8 billion.

Industry recovery depends on demand from the residential and commercial construction industries as well as demand stemming from public infrastructure projects such as roads, bridges, tunnels and highways. Fortunately for the industry, construction activity is set to increase during the outlook period. Over the next five years, the value of residential construction is forecast to rise at an average annual rate of 12.3% while private, nonresidential construction will increase an average of 6.5% per year over the same period.

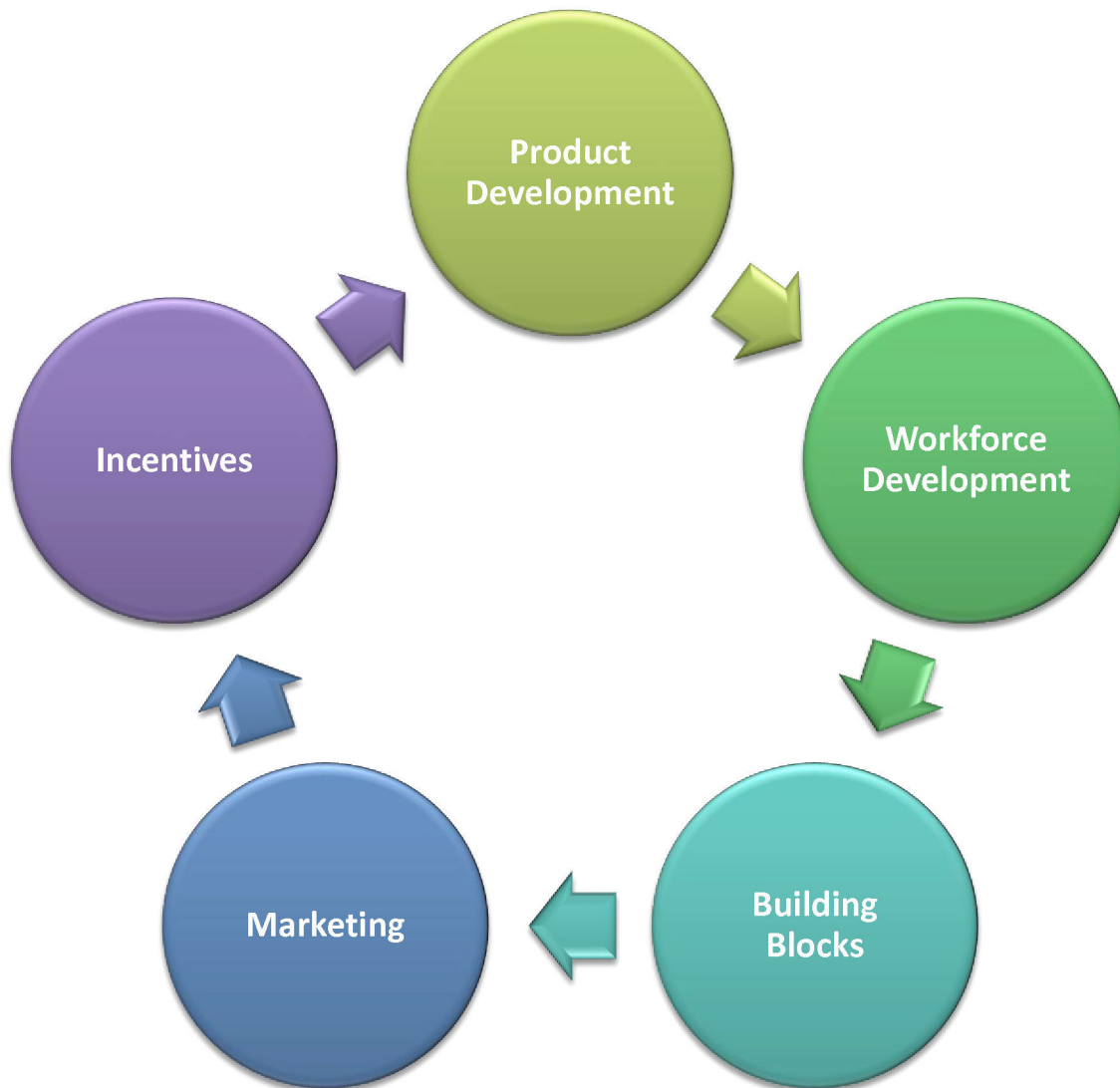
Machinery - Demand for the industry's heating, ventilation, air-conditioning and refrigeration (HVACR) products is forecast to increase during the next five years, especially as residential and nonresidential construction markets grow strongly early in the period. Concerns about climate change, energy consumption and the environment will drive the production of and stimulate demand for newer, environmentally friendly systems to replace less efficient ones. Meanwhile, stronger disposable incomes, facilitated by declines in unemployment, and growing corporate profit will further fuel replacement demand. As a result of these trends, industry revenue is projected to increase at an annualized rate of 2.1% and reach an estimated \$48.3 billion during the five years to 2018.

As with medical products manufacturing, there are segments of advance manufacturing that meet the need of low and medium skilled workers. Within both fabricated metals and machinery there could be warehousing, distribution, assembly, and other positions requiring low to medium skills. These sectors can serve a range of technical, skilled and unskilled workers.



Recommendations to Improve Greenville's Competitiveness

Strategies to Transform Greenville



Product Development

Area Development magazine's 27th Annual Survey of Corporate Executives notes the importance of quality sites and buildings. Seventy-eight percent said that available buildings were very important or important. "Moreover, when they are looking for available land for construction, 50 percent of Corporate Survey Respondents consider the existence of a shovel-ready or pre-certified site as very or somewhat important." Greenville falls short in both categories: buildings and sites.

Local to the Greenville market, Uptown Greenville relayed to the consulting team that the number one concern of business is lack of space. The need for space spans all business sectors.

BUILDINGS

Below are the buildings listed with the NC Department of Commerce as available within the City of Greenville. There are approximately 23 buildings listed with a Greenville address, but the five listed below are actually inside the City. There are likely other available buildings in Greenville; however, the Department of Commerce listing is a good snapshot.

The Flowers & Taylor Warehouse has low ceiling height of 12' at the eaves. The AccuLink and two new buildings in Woodridge Corporate Park have good ceiling height at 20'. The Hospital Professional Center is a small medical office. There is no building above 30,000 square feet available in the City.

Building Name	Sales Price	Lease Price	Square Feet	Former Use
Flowers & Taylor Warehousing #3	\$200,000	\$0.85	32,500	Plastics recycling
AccuLink	\$1,700,000	\$6.75	29,857	Office-production-warehouse
967 Woodridge Corporate Park	\$1,000,000	\$8.00	18,000	New unfinished space
975 Woodridge Corporate Park	\$850,000	\$8.00	18,000	New unfinished space
Hospital Professional Center		\$13.00	2,400	Medical office

Source: NC Department of Commerce

SITES

There are only two sites listed on the Department of Commerce website within the City of Greenville. Both are small sites (1.56 and 7.92 acres) within Woodridge Corporate Park. Asking price ranges from \$76,000/acre to approximately \$195,000/acre.

Name	City	County	Sales Price	Site Acres	Former Use
987 Woodridge Park	Greenville	Pitt	\$305,000	1.56	Farmland
Woodridge Corporate Park	Greenville	Pitt	\$600,000	7.92	Farmland

Source: NC Department of Commerce

PITT COUNTY PRODUCT

Pitt County does have quality business and industrial parks and a few quality available buildings. The recent report by Insite Consulting found that there were no viable industrial buildings in the County. The report from the Department of Commerce shows some large warehouse and manufacturing space with high ceilings.



In total, there are 28 buildings and 14 sites. There are a few large acreage sites/parks: Farmville Corporate Park (300 acres), Indigreen Corporate Park (380 acres), and LandsEast Industrial Park (788 acres). None of the sites is certified by the Department of Commerce.

PRODUCT DEVELOPMENT RECOMMENDATIONS

Innovation Center

Medical Research Park

Multi-Jurisdictional Park

Airport Development

Public-Private Partnerships

Short-Term Product Development

- Innovation Center – Greenville needs a foundational building block for entrepreneurship, university spin-out development, and business engagement. East Carolina University owns an 84,000 square-foot historic tobacco warehouse and 20 acres surrounding in the

downtown. The building offers an opportunity for collaboration between the University, Pitt Community College, health sciences, and the private sector. ECU is already doing the kind of collaboration and work that would go into an Innovation Center; it just needs a home, a hub of activity, and a place for synergy to occur. It needs space to transform the collaboration into an economic driver.

A good example of this type of Innovation Center is the Florida Innovation Hub at the University of Florida in Gainesville. From their website: “The Florida Innovation Hub was created to serve as catalyst for startup companies whose technologies emanated from laboratories at the University of Florida and throughout the state. Our mission is to provide them with the infrastructure, logistics and resources needed to get up and running effectively and efficiently. In doing so, the Innovation Hub hopes to help those companies and others bring research discoveries to the marketplace, creating additional jobs for Floridians.” In fact, the Innovation Hub is the center-piece building that will physically link the University of Florida campus and downtown Gainesville.

The ECU development could be a similar economic catalyst for Greenville. It could house prototyping of technologies developed at the University, start-up businesses, visiting professors who are working on solutions for business and industry, Pitt Community College training, and many other activities.

- Medical Research Park – There have been discussions among city, university, and healthcare leaders to develop a medical research park. Such a development would give the City much needed product for pharmaceutical manufacturing and medical products manufacturing in and near a research and healthcare environment.

The location and feasibility of a medical research park should be studied. Staff or contract consultants can focus the City’s efforts to identify and assess sites for a medical research park.

We recommend that the park be explored with public and private partners. One issue for the City is the lack of tax revenue from nonprofit healthcare facilities. There are examples of parks that house research facilities in a nonprofit facility surrounded by for-profit private investment. A nearby example is Danville, VA’s Cyber Park. It is anchored by the Institute for Advanced Learning and Research.

- Multi-Jurisdictional Parks – A multi-jurisdictional business park is just as the name implies, two or more local jurisdictions partnering in developing a business park. The jurisdictions can be composed of any unit of local government and can be funded with or without private partners. Multi-jurisdictional parks are sometimes called revenue sharing parks. These types of parks have been established between cities, counties, and private partners. The combination of partnerships is limitless. Multi-jurisdictional parks are formed as an economic development tool, which allows localities to create a marketable product in order to recruit new and retain expanding companies.

This concept is not new to Pitt County. LandsEast is an example of a revenue sharing park. It is a joint effort between Pitt and Martin Counties. Greenville could join with Pitt County and become an investor in a park outside its jurisdiction to enjoy the revenue benefits of a business park development.

A revenue sharing park would bring together the City and County efforts for product development and business recruitment.

- Airport Development – The airport owns approximately 70 acres that is currently underutilized. The airport will be updating its master plan soon. Greenville should be at the table to discuss opportunities to develop the 70 acres for business use, specifically, businesses that need air support services. Creative EDC's recommendation is to develop a conceptual development plan, assemble due diligence, and develop a marketing position for the acreage in partnership with the airport. Boosted by air traffic demands around Charlotte, the City of Monroe has developed a model airport growth plan that should be of interest to Greenville. However, federal cost sharing for airports nationwide has declined recently and the FAA projects to continue cutbacks.
- Public-Private Partnerships – Beyond the specific projects above, Greenville should become an aggressive partner in real estate development. There are as many ways to structure a public-private partnership development as one can imagine. Just to offer a few examples:
 - Economic development nonprofits are building buildings and leasing to tenants.
 - Nonprofits and local governments are partnering with the private sector in speculative building development by carrying interest, providing low cost financing, or free land.
 - In Virginia, cities are purchasing buildings in downtown, redeveloping, and recruiting a retailer, technology company, or other tenant.

Examples of the bulleted list above include Danville's purchase and redevelopment of buildings in the tobacco warehouse district. The second bullet could be a venture between the City, County, and a private developer to put a spec building in a new multi-jurisdictional park development. The Innovation Center project could be an example of the first bullet. The building is owned by ECU. They could lease part of the space to start-up businesses that are collaborating with the University.

- Short-Term Product Development – Most of the recommendations above are medium or long term projects. There is a deficit today that needs to be addressed. We recommend remaining flexible to capture opportunities.
 - Be open to purchasing buildings and leasing to prospects in order to close an important economic development deal.

- Have staff conduct a site and building assessment to identify needed enhancements to existing buildings or sites. For example, does a building need minor maintenance in order to show better?
- Identify under-utilized properties through the site and building assessment. Contacts with landowners may yield more available properties and/or properties that could be candidates for public-private partnerships.
- Through business retention and expansion efforts, identify lease terms of existing businesses who may not be renewing the lease. For example, an existing business may be using warehouse space and will no longer need the space once an expansion is finished. The vacated warehouse space represents an opportunity for recruitment.
- Survey existing businesses about unused space that offers potential to recruit a tenant or sub-lease. For example, an existing business may have multiple buildings on a campus and is not currently using one of the buildings.

Marketing

Greenville is probably a year or so away from launching an external marketing program. The information below provides a foundation for a targeted recruitment and external marketing program. However, before an external program is launched, it would be wise to spend some time and resources on internal marketing.

INTERNAL MARKETING

- Improve internal communication with partners by using systems like EPulse to share information about existing businesses. Pitt County Development Corporation (PCDC) has a proactive Business Retention and Expansion (BRE) program. Using the information they mine to support the City efforts, as well as the efforts of other partners, would allow for greater synergies.

Beyond the efforts of PCDC, Greenville should ramp up its BRE efforts to include companies not targeted by PCDC, gazelles within the City, and at-risk firms.

- Utilize social media to connect Greenville stakeholders and citizens to the economic development program. Social media is low cost and reaches a wide ranging audience. Greenville can make use of City resources to aid with social media.
- Improve the City's economic development website. We understand this is underway now. Insite Consulting's report has good information on what an economic development website should contain.

EXTERNAL MARKETING

When marketing to companies within the recommended industry sectors, we recommend a target marketing approach that focuses on those companies that are of size likely to indicate a significant expansion or relocation opportunity. We would further recommend focusing on companies that are likely to be in an expansion, consolidation or relocation mode based upon recently reported business events. These events include sales growth, employment growth, mergers and acquisitions, executive changes, new product announcements, etc. By focusing on these companies, Greenville can prioritize its marketing efforts to effectively target companies that are most likely to have an active project.

The table below outlines the estimated number of companies: 1) within the entire universe regardless of size; 2) within the target universe (minimum revenue and employment); and 3) within the target universe experiencing events likely to indicate a company with an expansion, relocation, or consolidation need.

Target Industry	Total Universe	Target Universe	Target Universe w/Growth and/or Events
Back Office and Call Centers	474,927	5,631	1,275
Digital Media/Software/Simulation	285,058	14,670	2,992
Pharmaceutical Manufacturing	16,989	1,145	299
Medical Device Manufacturing	31,608	853	181
Advanced Manufacturing	93,719	4,432	597
Total	902,301	26,731	5,344

We estimate that there are approximately 5,344 companies that Greenville, NC should consider for proactive targeting. We recommend a direct marketing approach that sets up meetings with decision-makers within the target universe of companies. This will give the opportunity for Greenville economic development staff to explain the benefits of a location within the region to companies that are most likely to be in an expansion mode. We recommend the following approaches:

MISSION TRIPS TO TARGET RICH REGIONS

The first approach is to develop mission trips in markets that have the greatest number of companies within the target industries. This target sector report defines geographic areas for mission trips. Staff will not be traveling blindly; rather, staff will be traveling to areas with a concentration of target sectors.

Depending on Greenville’s needs and budget, this may be four trips per year. For each trip, Greenville representatives would be meeting with around five to eight companies and/or site selectors representing projects within Greenville’s target industries.

Mission trips are often coordinated with other travel. Staff can add pre-set appointments to trade shows, state and regional marketing trips, or conferences. Extending a trip is a cost-effective way to conduct mission trips.

To give Greenville an idea of where the greatest number of prospects is clustered, we have provided two maps below.

NUMBER OF PROSPECTS BY STATE



The states with the greatest concentration of prospects are California, Virginia, Texas, New York, New Jersey, Illinois, Florida, Pennsylvania, Maryland and Massachusetts. These states should be considered when planning marketing mission trips. However, the map below further refines the geographic regions by metropolitan area, which will indicate which markets specifically have the greatest concentration of targeted prospects.

NUMBER OF PROSPECTS BY METRO



The metropolitan regions with the greatest number of prospects are Washington, DC; Boston, MA; New York, NY; Chicago, IL; Los Angeles, CA; San Jose, CA; and Atlanta, GA. We would recommend that Greenville focus marketing missions on these markets. We would also recommend focusing trips by region rather than individual market. For example, a trip to Southern California could include both San Jose and Los Angeles for the same trip. This will allow you to maximize your travel budget by meeting with as many prospects as possible.

NUMBER OF OFFICE PROSPECTS BY METRO



Because the greatest number of Greenville’s prospects is within the Back Office and Call Centers/Digital Media/Software/Simulation industries, we analyzed these prospects separately from industrial prospects. The metros with the greatest number of prospects include Washington DC, New York, NY, Chicago, IL, Boston, MA, San Jose, CA, Atlanta, GA, Los Angeles, CA and San Francisco, CA. We would recommend that Greenville, NC focus marketing missions on these markets.

NUMBER OF INDUSTRIAL PROSPECTS BY METRO



Metros with the greatest number of industrial prospects include: Boston, MA, San Diego, CA, Houston, TX, Los Angeles, CA and Chicago, IL. For industrial users, we would recommend that Greenville, NC focus marketing missions on these markets.

LEVERAGING PARTNERS

We recommend leveraging Greenville resources with activities of Pitt County, NC Department of Commerce, Eastern Region, and other regional economic development organizations. These agencies already provide external marketing support services that cover Pitt County and Greenville. Greenville should not duplicate these efforts but should, instead, utilize unique marketing opportunities not covered otherwise.

Greenville should focus on unique marketing activities such as:

- Electronic marketing through social media and other sources
- Host unique consultants and prospects in the local area
- Additional sales trips and consultant visits

- Niche trade shows not covered by other regional or state group
- Specialized marketing materials, website, and electronic marketing for the City

MARKETING MATERIALS

Along with the aforementioned branding and website development, a primary task within the next year should be to develop marketing materials. The Insite Consulting report lists ideas on marketing materials for the County. We suggest one-page front/back marketing briefs on each target sector using the information in this report to create a compelling message for Greenville. The Eastern Region has good examples of industry briefs/positioning documents that Greenville can use as templates.

In addition to target sector marketing briefs, Creative EDC recommends developing a professional document template that staff can use to drop in information to provide to prospects. A template usually includes a designed header/footer graphics. Greenville staff can tailor proposals for companies and prospects, print in-house, and deliver a professionally designed look.

Workforce Development

Pitt Community College (PCC) is a leading community college in North Carolina. Unlike in other parts of the state, where community colleges and universities may be at cross purposes, PCC has a great working relationship with the University. One good example of their partnership is Operation Re-Entry. It is a program to support veterans as they upgrade skills and re-enter the workforce. PCC leads the way helping veterans through the Career Readiness Certificate program, Six Sigma White Belt, and OSHA 10 training. The University is linked through Department of Defense funded research to develop new healthcare innovations. For example, the University has built games-based medical intervention programs serving veterans. The healthcare system is linked to the effort through the new VA clinic under construction.

Another standout in Pitt County is that the Community College is one of the first in the state to be a certified Work Ready Community. The College also has standout programs in health sciences, biotechnology, fabrication, and industrial technology.

We noted before, and reiterate here, talent should be the marketing message of Greenville.

WORKFORCE DEVELOPMENT RECOMMENDATIONS

Workforce Study

Talent Recruitment and Retention

Center for Technology and Training

- Workforce Study – Greenville’s wage information is skewed because of the University and hospital. The average weekly wage was the highest among the comparable communities. In communities where one or two companies drive up the average wage, a specific wage study is a good way to level the field. Labor is the number one concern of new and expanding companies; therefore, Greenville needs to paint a whole picture concerning workforce availability, skill, and cost. This is the key marketing point, and it needs data to back up the sales pitch. Creative EDC can refer a list of firms that do specialized workforce studies.
- Talent Recruitment and Retention – The Danville Regional Foundation started a new program that subsidizes not only the business rent of a new company in the River District but also provides a subsidy for residential rent in the District. The purpose is to encourage entrepreneurs to live and work in the City’s redeveloped downtown. Greenville should consider similar incentives to attract and retain entrepreneurs to Uptown. Programs like these encourage bright, young college students to stay in Greenville, start a business, and live in the City.

The University already has internship programs; however, the City should take an interest from an economic development perspective. Developing a web portal that matches students to local internships provides an opportunity to recruit that student to stay post-graduation. We recommend a collaborative review of ways to turn the University internship program into an economic tool for talent retention.

- Center for Technology and Training - Many communities in the Southeast are developing specialized training centers. York County, SC has the Center for Advanced Manufacturing. Danville, VA has the Regional Center for Advanced Technology and Training. Facilities like these have the ability to house specialized manufacturing equipment for training and prototyping. PCC planned to visit a similar facility in Florence, SC. Carteret County is another good example. They developed a marine trades training facility to provide skilled labor for the marine industry – a target cluster.

Creative EDC recommends that PCC focus a Center for Technology and Training on the core clusters identified here, which align with their core competencies: health sciences, medical manufacturing, advanced manufacturing, and a core competency of ECU, gaming and simulation. This venture could be coordinated with the Innovation Center concept or housed separately. Location would depend upon the space availability of the Innovation Center and overall vision for the facility. Greenville can visit facilities in

neighboring states, identify companies that could donate training equipment, and apply for grants.

Incentives

The City of Greenville adopted an incentive policy based on capital investment. The City has programs in place for façade improvement and a small business plan competition. The City has also discussed further support for small business through a small business loan pool and grants for neighborhood-serving retail establishments. We recommend the City approve additional support for small business. Below are some small business incentives offered by other cities.

The proposed Capital Investment Grant is typical among local governments in North Carolina. The incentive is a grant paid over a period of time. In Greenville’s proposed policy, the grant payment period is 3 – 5 years. That is a standard grant payment period in North Carolina. The Greenville grant would represent approximately 75% of net new tax revenue generated by the capital investment. Again, the percentage is a standard grant among local governments in North Carolina.

The proposed City policy does address catalytic projects in specified Economic Development Investment Zones. These projects may not meet general standards but are located with a geographic area of the City identified as needing catalysts to spur economic development.

INCENTIVE POLICY RECOMMENDATIONS

Incentives for Uptown

Creative Incentives

- Uptown Incentives - There has been growth in the area of non-traditional incentives in the last few years in North Carolina. By non-traditional, we are referring to incentives for non-industrial projects such as retail, small business, headquarters, and businesses that locate in downtowns and commercial districts. These types of incentives are designed to bring investment to a specific area, like Greenville’s Uptown. A few examples are:
 - Lincolnton has a Substantial Building Rehabilitation Grant to improve property and make it suitable for continued use.
 - The City of Gastonia’s downtown incentive grant is similar to traditional incentive grants for industrial development in that the grant is based on net new taxable investment. Separate from the City, Gastonia Downtown Development Corporation created a revolving loan program to spur development in downtown.
 - Hickory has a package of award-winning grants for vacant buildings, appearance, landscaping, and commercial revitalization.
 - Asheville’s Business Development Grant targets local, small business expansions and has a threshold investment level of \$250,000.

- Wilson encourages downtown investment through a Rent Incentive Grant (rent subsidy), Owner Occupied Building Incentive Grant, and a Downtown Loan Pool.
- The Danville Regional Foundation program mentioned earlier is another example of nontraditional incentives as it includes both business and residential rent subsidy in the River District.

- Creative Incentives – Site selection consultants see an incentive policy as a starting point for negotiations. Greenville should be prepared to go beyond the Capital Investment Grant for projects that meet specific economic development goals. However, we caution that more is not necessarily better. The key is to find out what is important to clients. Here are a few examples of creative incentives:
 - Some communities use product as incentive. For example, communities in Virginia buy industrial buildings and lease to companies at a below market rate.
 - Economic development nonprofits can build buildings and lease to companies at below market rate.
 - A nonprofit could borrow the full incentive grant amount, pay the company a smaller amount up front, repay the loan with the annual incentive grant payments, and withhold a small amount to cover interest.
 - Some grants can be made only to local governments, such as Golden LEAF grants. Communities in North Carolina have used grants such as these to offset an infrastructure cost which then allows the community to grant a higher amount for other project related costs.

A next step following the passage of the incentive policy is taking a look at best practices in incentives for downtown redevelopment, vacant buildings reuse, and small business development. Finally, be flexible with impactful projects and consider creative ways to use real estate in the incentive structure.

Building Blocks

The following are recommendations that will strengthen an existing asset or help bridge a gap. Creative EDC focused on foundational elements to enhance competitiveness. The items below are important to the overall economic development effort.

Utility Cost

Airport Service

Continuum of Care for Business

Certified Retirement Community

Recreation, Tourism, Sports

- Utility Cost – Pitt County Development Commission noted that one of the most often used points of elimination is utility cost. Investor-owned electric utilities have special economic development rate riders for large customers. Public power, for example, touts the ability to negotiate rates, but companies often want a rate sheet to review and will not go the extra step of negotiating. Greenville Utilities is an active partner in economic development. We recommend a review of how they can be more aggressive with electric rates and fees.

Greenville places in the middle of the pack on water and sewer costs compared to the benchmark communities. Generally, water rates are more competitive than sewer. Given Greenville's abundant supply, and a focus on water-intensive businesses, the City may want to conduct a specific study to show the cost efficiency of water and sewer. Natural gas rates are higher than other areas in North Carolina and specific research may be helpful here as well.

- Airport Service – Currently Pitt Greenville Airport has one carrier with six daily flights to Charlotte. Every leader in the community discussed the need for additional carriers and more flights. The airport has actively recruited carriers and lobbied for more flights; however, currently, economics are not on the side of Greenville. The airport has been aggressive and will continue to be.
- Continuum of Care for Business – Pitt County Development Commission has an active BRE program focused on manufacturers and large employers. There is currently no group responsible for a continuum of care for small business. There is the Chamber, Uptown, one of the incubators, and the City. We recommend defining the needs of small business and assigning responsibility to an agency that can provide continuous care as a business grows.
- Certified Retirement Community – North Carolina Department of Commerce has a Certified Retirement Community program that certifies that a location has amenities, housing, and services to support retirees. Some local leaders want to promote Greenville as a retirement location. We recommend looking into becoming a Certified Retirement Community because of the marketing exposure it could bring.
- Greenville has many opportunities related to outdoor recreation, eco-tourism, sports, Tar River, general tourism, greenways, BMX, and other activities that are all economic development. We do not want to overlook these opportunities even though this study is focused on the recruitment of a few key target clusters.

Special Note on Organization Structure

Greenville's assets of the University and Vidant Health can also be weaknesses. Collaboration among huge bureaucracies like a university, hospital, city, and county government can be challenging. Sometimes progress may be stalled because of the perceived need to have all partners at the table on every project. We suggest that sometimes progress can be made with a smaller, more nimble group. Do not partner to the point of stalling progress.

APPENDICES

Appendix A: Economic and Demographic Trends

POPULATION

	1990	2000	2010	% change 2000 to 2010
Greenville MSA	123,864	152,693	189,510	24.1%
Athens MSA	136,025	166,075	192,541	16%
Johnson City MSA	160,369	181,605	198,716	9.4%
Lynchburg MSA	206,226	228,616	252,634	10.5%

Sources: US Census 1990, 200, and 2010 (www.census.gov) Metropolitan and Micropolitan Statistical Areas

AGE DEMOGRAPHICS

Age Groups	Greenville MSA	Athens MSA	Johnson City MSA	Lynchburg MSA
0 - 4	6.5%	6.0%	5.4%	5.2%
5 - 9	6.1%	5.6%	5.0%	5.5%
10 - 14	6.3%	5.7%	6.4%	6.5%
15 - 19	9.1%	11.2%	6.5%	8.1%
20 - 24	12.2%	14.4%	7.4%	8.4%
25 - 29	7.4%	7.7%	6.1%	5.5%
30 - 34	6.6%	6.5%	5.9%	5.1%
35 - 39	5.9%	5.9%	6.6%	6.1%
40 - 44	6.6%	5.7%	7.0%	6.4%
45 - 49	6.5%	5.9%	7.3%	7.3%
50 - 54	6.3%	5.9%	7.2%	7.4%
55 - 59	5.6%	5.2%	7.0%	6.6%
60 - 64	4.6%	4.4%	6.3%	6.2%
65 - 69	3.1%	3.3%	4.9%	4.7%
70 - 74	2.6%	2.4%	4.0%	3.8%
75 - 79	1.9%	1.8%	2.9%	2.9%
80 - 84	1.4%	1.2%	2.2%	2.0%
85+	1.2%	1.2%	1.9%	2.1%

Source: US Census 2010 (www.census.gov) American Community Survey 5 year estimates 2007-2011

EDUCATION ATTAINMENT

	Greenville MSA	Athens MSA	Johnson City MSA	Lynchburg MSA
Less than 9 th grade	6.2%	5.3%	7.2%	6.0%
9 th to 12 th grade, no diploma	10.1%	11.5%	10.6%	10.4%
High School graduate (includes equivalency)	27.0%	25.4%	32.9%	32.9%
Some college, no degree	21.7%	18.5%	20.6%	21.7%
Associates degree	9.3%	5.0%	5.9%	6.7%
Bachelor degree	16.2%	17.8%	14.3%	14.6%
Graduate or professional degree or higher	9.6%	16.5%	8.6%	7.7%

Source: U.S. Census Bureau, 2007-2011 American Community Survey 5-Year Estimates (www.census.gov)

PER CAPITA INCOME

Area	2002	2003	2004	2005	2006	2007	2008	2009	2010	Growth
Athens-Clarke County, GA	\$24,342	\$24,940	\$25,591	\$27,290	\$28,308	\$29,546	\$31,011	\$30,027	\$30,647	20.6%
Greenville, NC	\$25,294	\$25,881	\$26,947	\$28,208	\$29,261	\$30,403	\$31,884	\$30,662	\$31,337	19.3%
Johnson City, TN	\$23,710	\$24,278	\$25,885	\$26,689	\$28,111	\$29,856	\$30,973	\$30,337	\$30,977	23.5%
Lynchburg, VA	\$26,461	\$27,075	\$28,240	\$29,181	\$30,934	\$32,173	\$33,194	\$32,036	\$32,218	17.9%

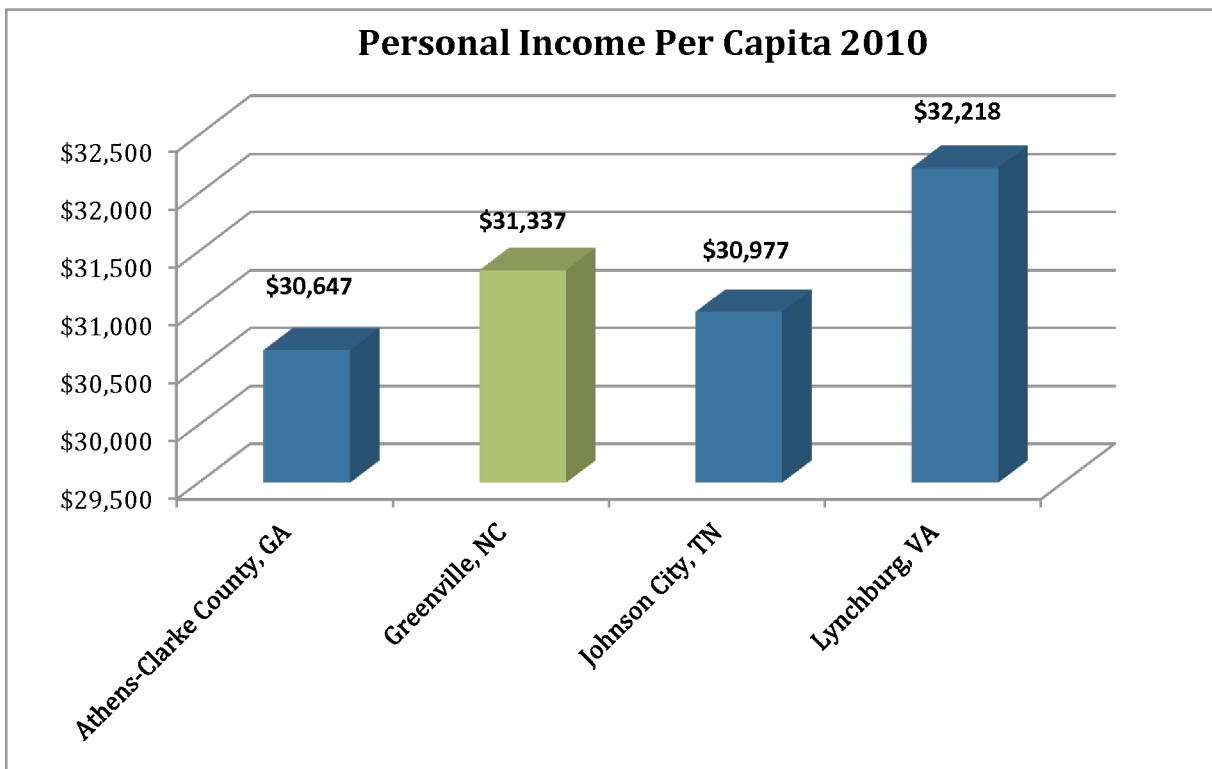
Source: Bureau of Economic Analysis, 2011 Annual (www.bea.gov) and City of Greenville Department of Research

Legend/Footnote: 2/ Per capita personal income was computed using Census Bureau midyear population estimates. Estimates for 2000-2010 reflect county population estimates available as of April 2012.

Note-- Virginia combination areas consist of one or two independent cities with 1980 populations of less than 100,000 combined with an adjacent county. The county name appears first, followed by the city name(s). Separate estimates for the jurisdictions making up the combination area are not available.

All state and local area dollar estimates are in current dollars (not adjusted for inflation).

Last updated: April 25, 2012 - new estimates for 2010; revised estimates for 2000-2009.



Source: Bureau of Economic Analysis, 2011 Annual (www.bea.gov) and City of Greenville Department of Research

MEDIAN HOME VALUES

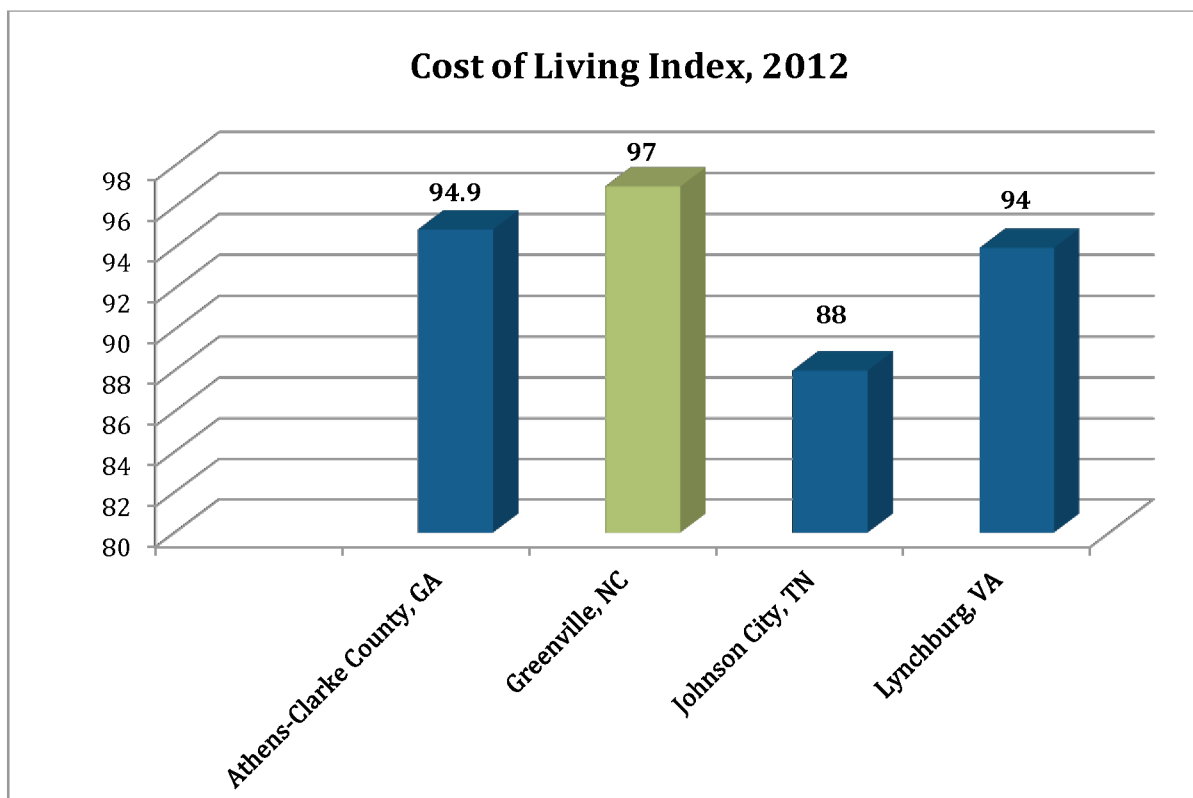
City	Median Home Value
Athens-Clarke County, GA	\$166,100
Greenville, NC	\$124,100
Johnson City, TN	\$123,700
Lynchburg, VA	\$157,300

Source: U.S. Census Bureau, 2007-2011 American Community Survey 5-Year Estimates

COST OF LIVING INDEX

City	Cost of Living Index
Athens-Clarke County, GA	94.9
Greenville, NC	97
Johnson City, TN	88
Lynchburg, VA	94

Source: Kiplinger; (http://www.kiplinger.com/tools/bestcities_sort/) and City of Greenville Department of Research



Source: Kiplinger; (http://www.kiplinger.com/tools/bestcities_sort/) and City of Greenville Department of Research

LABOR FORCE

	2000	2010	2012	% change 2000 to 2010
Greenville MSA	77,923	93,503	99,070	20%
Athens MSA	88,183	108,953	113,316	23.5%
Johnson City MSA	91,237	99,719	100,299	9.3%
Lynchburg MSA	114,074	125,868	120,835	10.3%

Source: Bureau of Labor Statistics: Civilian Laborforce and Unemployment by MSA

UNEMPLOYMENT RATE

	Greenville MSA	Athens MSA	Johnson City MSA	Lynchburg MSA
2012 Annual Average %	9.3%	6.7%	7.3%	6.7%

Source: Bureau of Labor Statistics: Civilian Laborforce and Unemployment by MSA

COMMUTING PATTERNS

Greenville/Pitt County

	In-Commuters	Out-Commuters
Beaufort	1,772	2,557
Craven	582	789
Edgecombe	826	830
Greene	439	1,978
Lenoir	1,872	1,420
Martin	472	1,619
Wilson	561	493

Source: US Census (www.census.gov) county-to-county worker flow files

EMPLOYMENT BY 2-DIGIT NAICS

	Greenville MSA	Athens MSA	Johnson City MSA	Lynchburg MSA
Ag	(D)	(D)	(D)	(D)
Mining	(D)	(D)	(D)	(D)
Utilities	(D)	(D)	(D)	(D)
Construction	4,405	4,047	5,442	(D)
Manufacturing	6,638	7,362	8,329	15,205
Wholesale Trade	,236	2,487 E	2,255 E	4,112 E
Retail Trade	10,456	10,799	12,029	15,792
Transportation and Warehousing	(D)	(D)	(D)	(D)
Information	1,072 E	903 E	2,072	1,382
Finance and Insurance	3,389	3,559	4,467	5,954
Real Estate, Rental, Leasing	3,264	4,225	3,142	5,563
Professional and Technical Services	3,056	5,001	3,429 E	7,369 E
Management of Companies and Enterprises	932	920	883 E	(D)
Administrative and Water Services	6,147	6,203	7516	(D)
Educational Services	1,514	1,975 E	(D)	(D)
Healthcare and Social Assistance	11,380	11,821 E	(D)	(D)
Arts, Entertainment and Recreation	(D)	2,101 E	1,273	(D)
Accommodation and Food Services	7,853 E	7,667 E	7,868	(D)
Other Services excluding Public Admin.	(D)	6,824	6,503	7,646
Public Admin.	26,215	28,164	18,377	15,208

Source: Bureau of Economic Analysis, 2011 Annual (www.bea.gov) and City of Greenville Department of Research
Legend / Footnotes:

Note-- The estimates for 2007-2010 are based on the 2007 NAICS. The estimates for 2011 forward are based on the 2012 NAICS.

Geographic Note-- Virginia combination areas consist of one or two independent cities with 1980 populations of less than 100,000 combined with an adjacent county. The county name appears first, followed by the city name(s). Separate estimates for the jurisdictions making up the combination area are not available.

(D) Not shown in order to avoid the disclosure of confidential information; estimates are included in higher level totals.

(E) The estimate shown here constitutes the major portion of the true estimate.

Greenville, NC

WAGES BY 2-DIGIT NAICS

	Greenville MSA	Athens MSA	Johnson City MSA	Lynchburg MSA
Ag	ND	\$759	\$595	ND
Mining	\$480	\$585	\$922	ND
Utilities	ND	ND	ND	ND
Construction	\$640	\$747	\$706	ND
Manufacturing	\$979	\$1,062	\$884	\$1,033
Wholesale Trade	\$797	ND	ND	ND
Retail Trade	\$457	\$433	\$444	\$404
Transportation and Warehousing	ND	\$729	\$739	\$740
Information	ND	\$709	\$784	\$824
Finance and Insurance	\$958	\$1,265	\$796	\$977
Real Estate, Rental, Leasing	\$510	\$528	\$535	\$587
Professional and Technical Services	\$1,001	\$839	ND	ND
Management of Companies and Enterprises	\$1,239	\$983	ND	ND
Administrative and Water Services	\$592	\$453	\$461	\$379
Educational Services	\$321	\$611	ND	\$678
Healthcare and Social Assistance	\$727	\$886	ND	\$765
Arts, Entertainment and Recreation	ND	\$439	\$504	ND
Accommodation and Food Services	ND	ND	\$253	ND
Other Services excluding Public Admin.	ND	\$491	\$436	\$473
Public Admin.	ND	ND	\$721	ND
Average Weekly Wage	\$721	\$715	\$670	\$712

Source: Bureau of Labor Statistics, Employment, Wages and Earnings, 2011 (www.bls.gov)

MAJOR EMPLOYERS**Top 25 Employers for Pitt County**

Rank	Company Name	Industry	Employment Range
1	Pitt County Memorial Hospital	Education and Health Services	1,000+
2	East Carolina University	Education and Health Services	1,000+
3	Pitt County Board Of Education	Education and Health Services	1,000+
4	City Of Greenville	Public Administration	1,000+
5	Pitt County	Public Administration	500-999
6	Dsm Pharmaceuticals, Inc	Manufacturing	500-999
7	Nacco Materials Handling Group Inc	Manufacturing	500-999
8	Pitt Community College	Education and Health Services	500-999
9	The Roberts Company Field Services	Manufacturing	500-999
10	Alliance One International Inc	Manufacturing	500-999
11	University Health Systems Of	Education and Health Services	500-999
12	Wal-Mart Associates Inc	Trade, Transportation, and Utilities	500-999
13	Uhs Physicians LLC	Professional and Business Services	500-999
14	Overtons Inc	Trade, Transportation, and Utilities	500-999
15	Covergys Customer Mgmt Group	Professional and Business Services	500-999
16	Physicians East Pa	Education and Health Services	500-999
17	Dixon Foods Group Inc	Leisure and Hospitality	500-999
18	Wells Fargo Bank Na (A Corp)	Financial Activities	500-999
19	Food Lion LLC	Trade, Transportation, and Utilities	500-999
20	Asmo Greenville Of North Carolina	Manufacturing	250-499
21	Facilico	Professional and Business Services	250-499
22	Greenville Utilities Commission	Trade, Transportation, and Utilities	250-499
24	Bojangles Famous Chicken & Biscuits	Leisure and Hospitality	250-499
24	Metrics Inc	Manufacturing	250-499
25	Dsm Dyneema LLC	Manufacturing	250-499

Source: NCESC – 25 largest employers by county, 2012 Q2 data (www.ncesc.com)

BUSINESS ESTABLISHMENT DATA

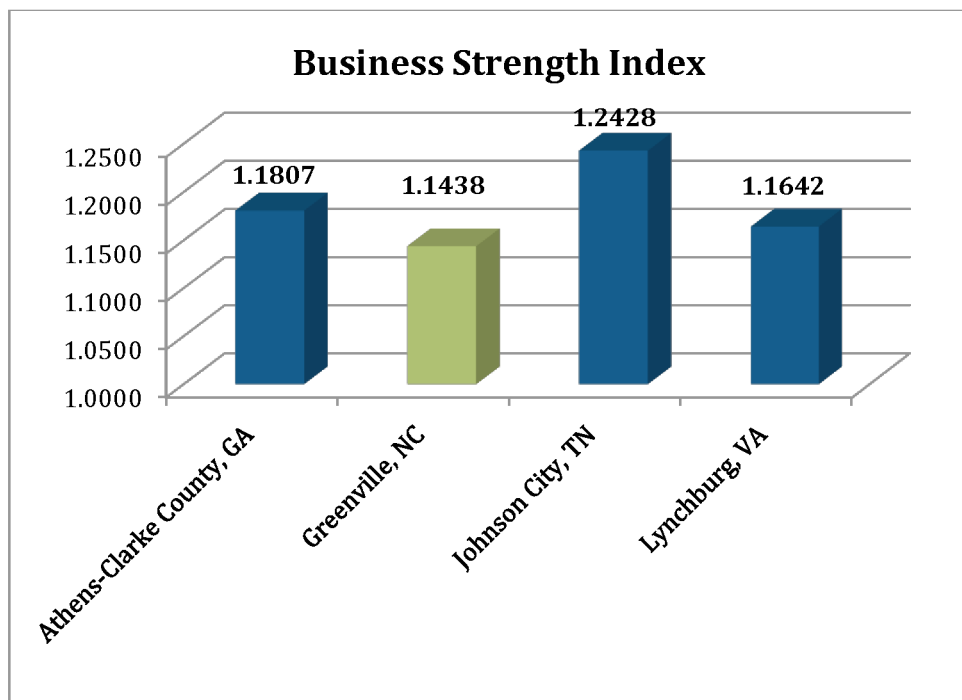
	Greenville MSA	Athens MSA	Johnson City MSA	Lynchburg MSA
Ag	11	11	4	53
Mining	4	17	4	6
Utilities	6	12	7	11
Construction	399	346	304	849
Manufacturing	98	144	172	289
Wholesale Trade	159	180	157	213
Retail Trade	658	717	694	945
Transportation and Warehousing	85	92	59	159
Information	67	64	66	90
Finance and Insurance	258	274	316	381
Real Estate, Rental, Leasing	183	270	156	283
Professional and Technical Services	341	480	284	511
Management of Companies and Enterprises	22	23	21	26
Administrative and Water Services	194	237	154	299
Educational Services	42	64	32	64
Healthcare and Social Assistance	534	550	471	544
Arts, Entertainment and Recreation	52	59	52	88
Accommodation and Food Services	355	417	381	440
Other Services excluding Public Admin.	337	429	497	749
Industries Not Classified	6	4	4	6

Source: US Census 2000 & 2010 County Business Patterns (www.censtats.census.gov)

INNOVATION INDEX RAW CALCULATIONS

	High Wage Employment	Employment per Square feet	Employment Diversity Index	Index
Athens-Clarke County, GA	0.3293	0.008957	0.842398122	1.1807
Greenville, NC	0.3075	0.008786	0.827524196	1.1438
Johnson City, TN	0.3669	0.007967	0.867885447	1.2428
Lynchburg, VA	0.3312	0.015111	0.81792089	1.1642

Sources: Bureau of Economic Analysis and the City of Greenville Department of Research



Sources: Bureau of Economic Analysis and the City of Greenville Department of Research

NUMBER OF NONFARM PROPRIETORS (NUMBER OF JOBS.)

Area	2002	2003	2004	2005	2006	2007	2008	2009	2010	Growth
Athens-Clarke County, GA	15,273	16,780	18,131	19,503	20,538	21,759	21,371	22,020	22,231	31.30%
Greenville, NC	12,857	13,481	14,417	15,539	16,163	17,282	17,010	17,123	17,224	25.35%
Johnson City, TN	15,994	16,561	17,820	18,682	19,309	20,406	19,428	19,277	19,151	16.48%
Lynchburg, VA	21,036	21,358	21,944	23,653	24,424	26,006	25,272	25,768	25,890	18.75%

Source: Bureau of Economic Analysis (www.bea.gov) and City of Greenville Department of Research

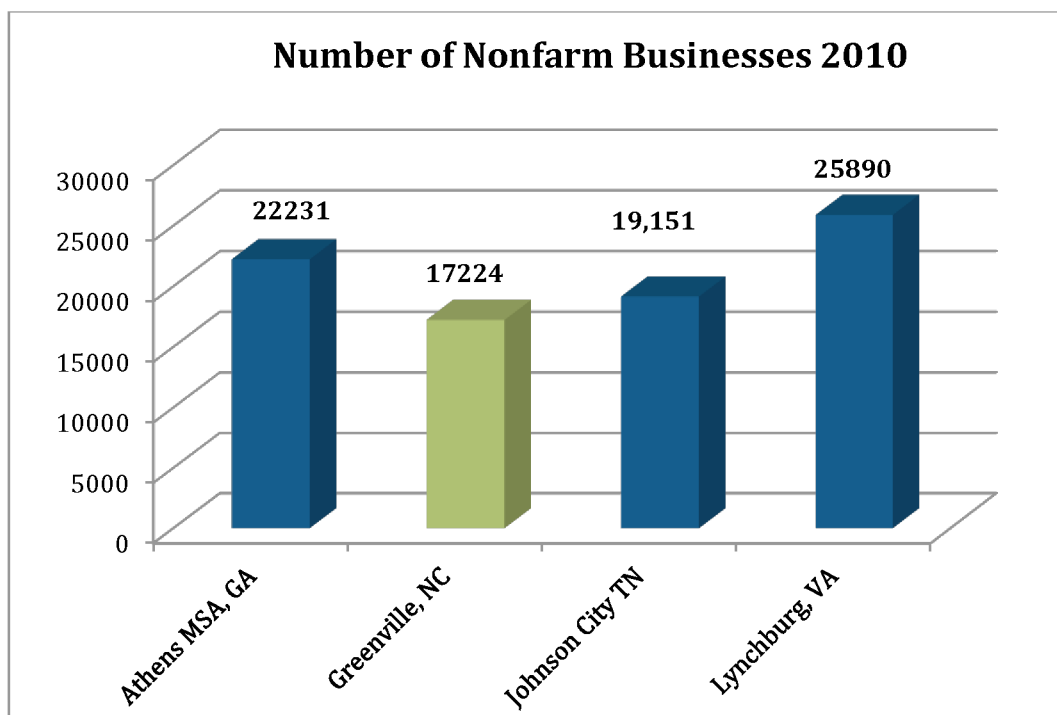
Legend / Footnotes:

5/ Excludes limited partners.

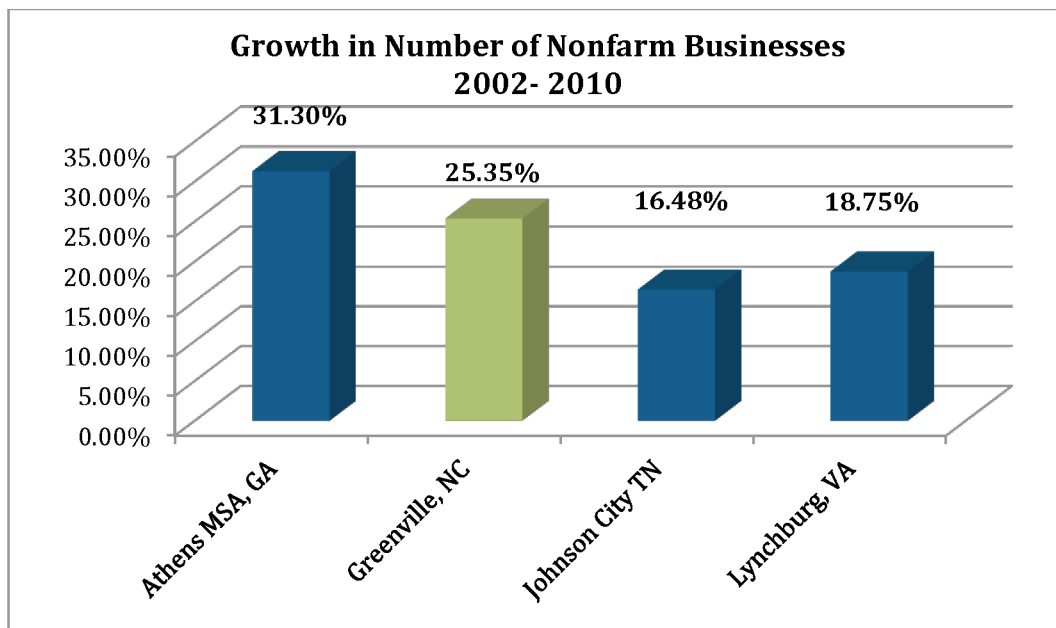
Note-- Virginia combination areas consist of one or two independent cities with 1980 populations of less than 100,000 combined with an adjacent county. The county name appears first, followed by the city name(s). Separate estimates for the jurisdictions making up the combination area are not available.

All state and local area dollar estimates are in current dollars (not adjusted for inflation).

Last updated: April 25, 2012 - new estimates for 2010; revised estimates for 2000-2009.



Source: Bureau of Economic Analysis (www.bea.gov) and City of Greenville Department of Research



Source: Bureau of Economic Analysis (www.bea.gov) and City of Greenville Department of Research

INDEX OF PROPRIETORS INCOME IN RELATION TO POPULATION

Area	2002	2003	2004	2005	2006	2007	2008	2009	2010
Athens-Clarke County, GA	65%	64%	56%	54%	63%	60%	57%	64%	61%
Greenville, NC	51%	50%	49%	47%	45%	51%	56%	60%	55%
Johnson City, TN	55%	53%	48%	46%	43%	46%	52%	57%	66%
Lynchburg, VA	52%	54%	48%	46%	46%	50%	63%	75%	129%

Source: Bureau of Economic Analysis (www.bea.gov) and City of Greenville Department of Research

**PRIVATE NONFARM EMPLOYMENT: PROFESSIONAL, SCIENTIFIC, AND TECHNICAL SERVICES
(NUMBER OF JOBS.)**

Area	2002	2003	2004	2005	2006	2007	2008	2009	2010	Per Capita
Athens-Clarke County, GA	4,151	4,386	4,696	4,844	4,966	5,212	5,260	5,151	5,231	0.05
Greenville, NC	2,683	2,750	2,980	3,065	3,126	3,131	3,052	3,018	3,024	0.04
Johnson City, TN	3,338	3,324	3,649	D	D	D	D	D	3,179	0.04
Lynchburg, VA*	D	D	D	D	7,001	7,441	D	D	7,441	0.12

Sources: Bureau of Economic Analysis (www.bea.gov) and City of Greenville Department of Research

Legend / Footnotes:

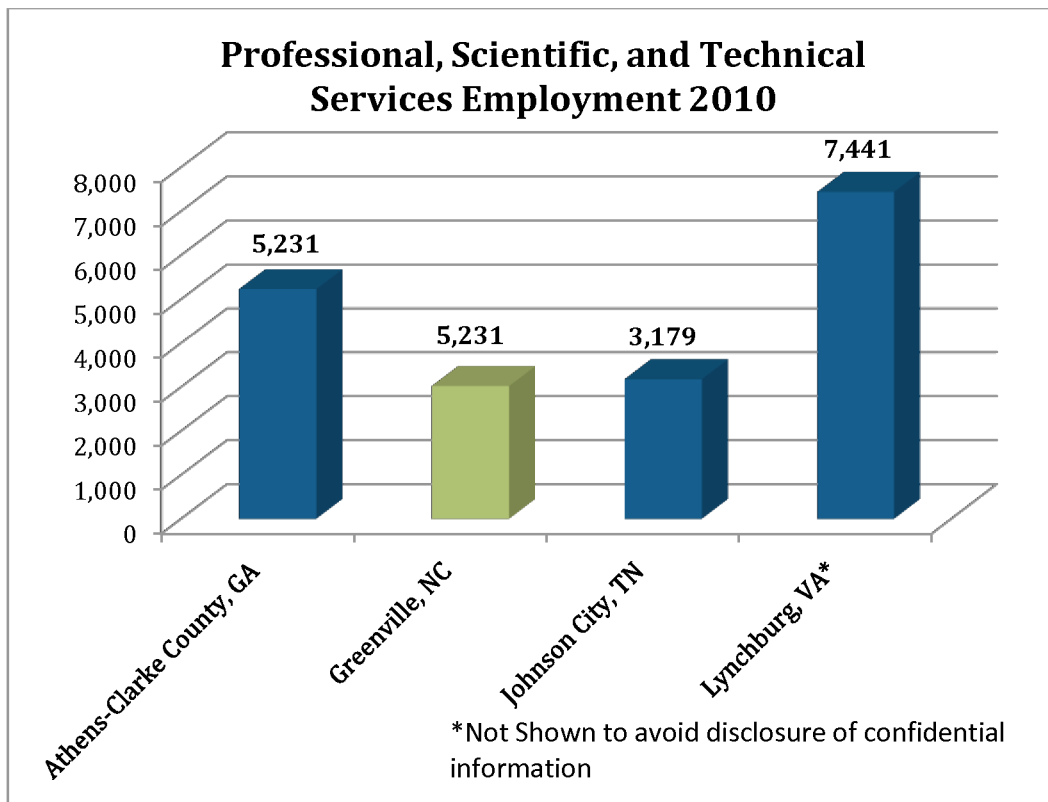
1/ The estimates of employment for 2001-2006 are based on the 2002 North American Industry Classification System (NAICS). The estimates for 2007 forward are based on the 2007 NAICS.

Geographic Note-- Virginia combination areas consist of one or two independent cities with 1980 populations of less than 100,000 combined with an adjacent county. The county name appears first, followed by the city name(s). Separate estimates for the jurisdictions making up the combination area are not available.

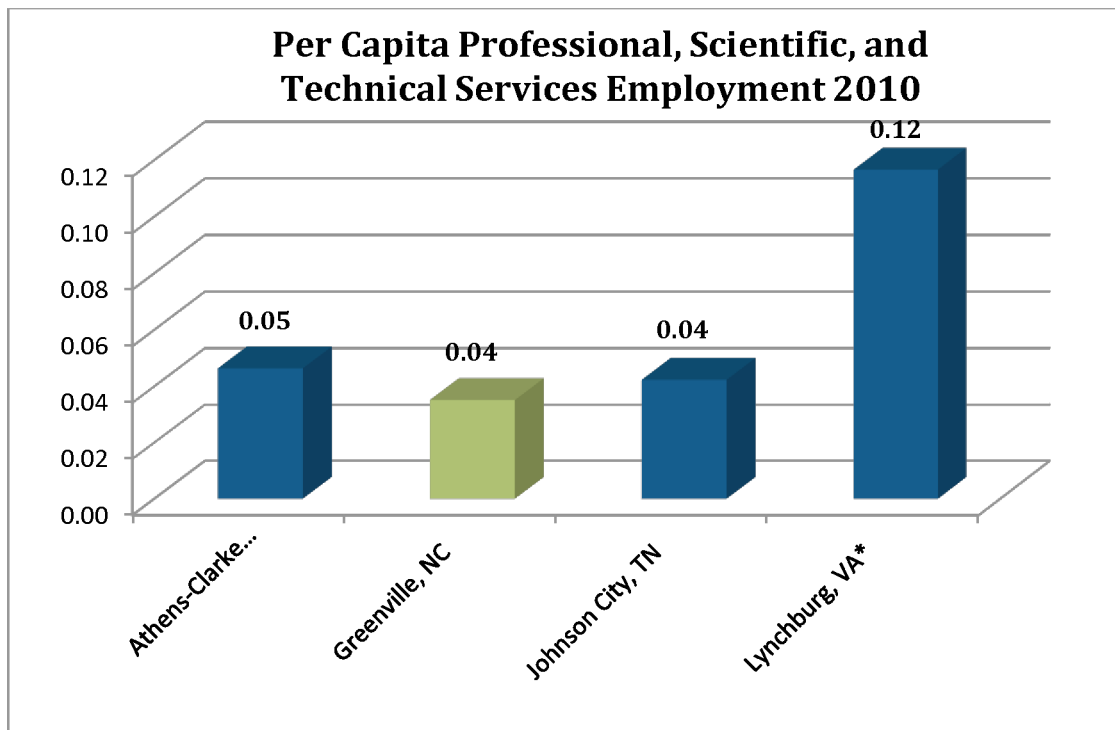
E The estimate shown here constitutes the major portion of the true estimate.

(D) Not shown to avoid disclosure of confidential information, but the estimates for this item are included in the totals.

Last updated: April 25, 2012 - new estimates for 2010; revised estimates for 2008-2009.



Sources: Bureau of Economic Analysis (www.bea.gov) and City of Greenville Department of Research



Sources: Bureau of Economic Analysis (www.bea.gov) and City of Greenville Department of Research

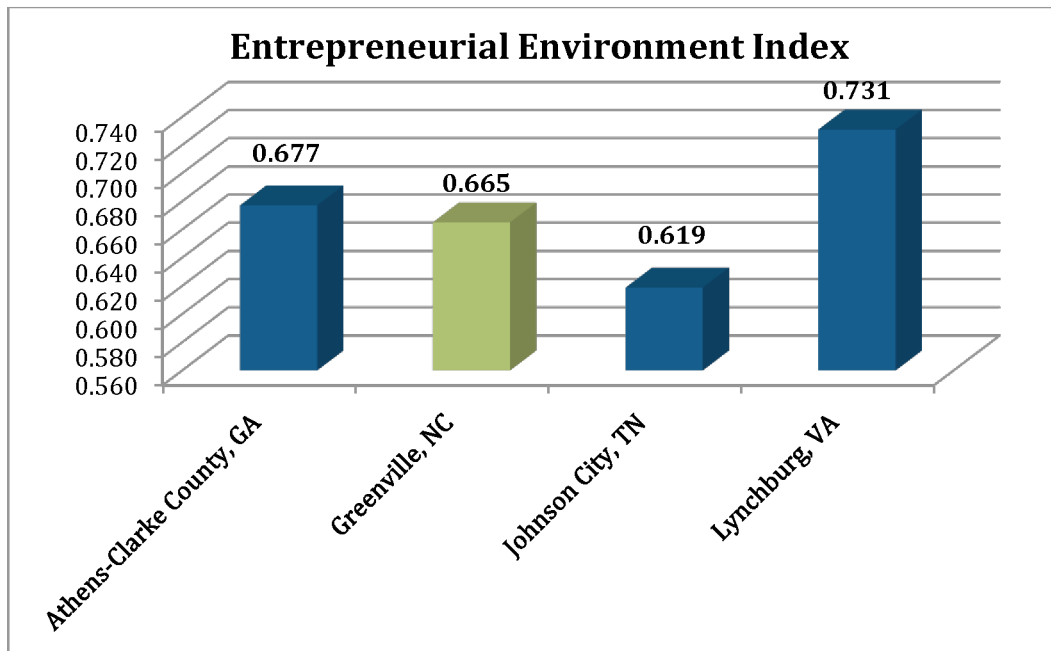
**NUMBER OF ESTABLISHMENTS WITH CORRESPONDING EMPLOYMENT CHANGE BY
EMPLOYMENT SIZE OF THE ENTERPRISE FOR EACH METROPOLITAN STATISTICAL AREA (MSA),
TOTALS: 2008-2009**

	Population	Initial Year			Establishment Births		Establishment Deaths	
		Number of Establishments	Employment	% Per Capita	Number of Establishments	Change in Employment	Number of Establishments	Change in Employment
Athens-Clarke County, GA	192,021	4,153	57,539	0.0216	369	2,673	514	-2,439
Greenville, NC	186,834	3,547	61,893	0.0190	312	3,278	373	-3,183
Johnson City, TN	197,698	3,684	68,265	0.0186	279	2,304	354	-2,700
Lynchburg, VA	251,441	5,805	99,369	0.0231	463	3,293	624	-3,076

SOURCE: 1989-2009 Business Information Tracking Series. For information on confidentiality protection, sampling error, non-sampling error, and definitions, see <http://www.census.gov/econ/sub/methodology.html>

	Weights	Athens-Clarke County, GA	Greenville, NC	Johnson City, TN	Lynchburg, VA
Births 1989-2009	X2	0.089	0.088	0.076	0.080
Number of businesses per 1,000 employees		0.022	0.019	0.019	0.023
Per capita income generated by self-employed proprietors		0.566611481	0.558017	0.524334	0.628090074
Business Entrepreneurial Index		0.677	0.665	0.619	0.731

Source: City of Greenville Department of Research



Source: City of Greenville Department of Research – calculation of Births 1989 – 2009 (weighted x2) plus number of businesses per 1,000 employees, and per capita income generated by self-employed proprietors.

Greenville, NC

PITT COUNTY LAYOFFS AND CLOSINGS

Effective Date	Company	Product	Affected	Reason	Event
01/06/2010	House of Screws, Inc.	Fasteners	4	Bankruptcy	Closing
02/01/2010	PIP Printing (Renescence)	Printing shop	7	Bankruptcy	Closing
02/18/2010	Peaden's Grill and Cafeteria	Restaurant	18	Fire	Closing
07/01/2010	Early Childhood Outreach	Special needs kids advocate	4	Economic conditions	Layoff
07/04/2010	Ham's Restaurant and Brewhouse	Restaurant	50	Economic conditions	Closing
07/14/2010	Golden Corral Grill/Buffer	Restaurant	52	Demolish/Re build	Closing
07/21/2010	Boli's on the Boulevard	Restaurant		Economic conditions	Closing
07/21/2010	Wendy's (S.W. Greenville Blvd.)	Restaurant	25	Underperformance	Closing
08/04/2010	Diviney's Bistro & Pizzeria	Restaurant	22	Bankruptcy	Closing
08/30/2010	Saena Thai House	Restaurant	5	Partnership dispute	Closing
09/17/2010	Wimpie's Steam Bar and Grill	Restaurant	17	Property redevelopment	Closing
12/31/2010	Kroger Food Stores	Grocery store	97	Not stated	Closing
01/31/2011	Woodworks Furniture	Furniture store		Owner's decision	Closing
03/15/2011	Henderix Barnhill Co	Construction		Bankruptcy	Closing
03/31/2011	Lane Bryant (Mall)	Womens apparel		Underperformance	Closing
03/31/2011	The Gap (Mall)	Clothing store		Expired lease	Closing
04/14/2011	Home Depot	Home center	96	Underperformance	Closing
05/01/2011	Saslows Inc (Mall)	Jewelry store		Expired lease	Closing
05/10/2011	Uncle Yammys Rib Shack	Restaurant		Owner's decision	Closing
07/01/2011	Old Mill Properties	Construction		Bankruptcy	Closing
07/01/2011	Sidus Financial LLC	Financial services	75	Restructuring	Layoff
07/26/2011	Door to Door of Pitt County	Transportation services		Bankruptcy	Closing
08/11/2011	Pirates Pub Inc	Restaurant		Bankruptcy	Closing
08/11/2011	Nance Properties	Car wash services		Bankruptcy	Closing
01/12/2012	Matthew Gaskill Homes	Construction		Bankruptcy	Closing
03/28/2012	Atlantic Grill	Restaurant		Owner's decision	Closing
05/14/2012	O'Charley's	Restaurant	65	Corporate decision	Closing
08/01/2012	Pro Golf Discount	Sporting goods store		Owner's decision	Closing

Greenville, NC

08/29/2012	Schlotsky's Deli	Restaurant		Owner's decision	Closing
08/31/2012	Bethel Family Medical Center	Medical clinic		Not enough funds	Closing
11/16/2012	Hostess Brands Inc	Commercial Bakery	9	Bankruptcy	Closing
12/14/2012	Anvil Knitwear Inc (Spectratex)	Clothing mfg	35	Owner's decision	

Source: North Carolina Employment Security Commission

NEW AND EXPANDING COMPANIES

Pitt County

Company	Location
One Source Communications	Greenville
Penco Storage Products	Greenville
Domtar	Pitt County
DSM	Pitt County
Cable Network Associates	Pitt County
Confidential Records Management	Pitt County
IOTO	Greenville
Pioneer Surgical	Greenville
Figure Technologies	Greenville
Game Theory Group	Pitt County
MX BioDevices	Greenville
LunaSee	Greenville

Source: City of Greenville & Pitt County Development Corporation

BUSINESS CLIMATE

Business Climate Indicators	NC	GA	TN	VA
Corporate Tax Rate (2011)	6.9	6.0	6.5	6.0
Individual Income Tax Rate (2011)	6.0 – 7.75	1.0 - 6.0	Div & Int Income	2.0 – 5.75
Per Capita State Tax (2006)	\$2,256	\$1,526	\$1,657	\$2,051
General Obligation Bond Rating - Standard/Poor's (2011)	Aaa/Stable	Aaa/Stable	Aaa/Stable	Aaa/Negative
State Mfg GDP (2010) in millions	\$72,338	\$38,452	\$35,313	\$32,406
State Service GDP (2010) in millions	\$292,225	\$307,669	\$185,614	\$332,361
Foreign Direct Investment (2010) in millions	\$24,905	\$28,950	\$25,943	\$17,163
Annual Avg. Worker's Comp Rate/\$100 (2010)	\$2.12	\$2.08	\$2.19	\$1.39
Annual Avg. Unemp. Ins. Cost/Worker (3Q2011)	\$241.18	\$219.29	\$299.06	\$205.50
Federal R&D Funding (2007) in millions	\$9,204	\$4,425	\$3,659	\$9,473
New Business Starts (2009)	41,631	52,077	15,373	39,288
Business Failures (2009)	46,609	60,326	18,651	42,483
Small Bus. Innovation Research Fund (2010) in millions	\$44,196	\$21,208	\$12,216	\$113,691
Total Venture Capital Investments (1Q2011-4Q2011) in millions	\$325,214	\$343,166	\$103,056	\$607,603
Avg. Ind. Electric Cost/KWh (2010) in cents	6.17	6.22	6.58	6.66
Avg. Ind. Nat. Gas Cost/1000cuft (2010)	\$8.12	\$6.69	\$6.22	Unknown

Source: NC Department of Commerce

LISTING OF UNIVERSITY DEGREES

East Carolina University

Thomas Harriot College of Arts and Sciences

African and African American Studies, B.A.
Anthropology, B.A., M.A.
Applied Atmospheric Science, B.S.
Biology, B.S., M.S.
Biomedical Physics, PhD
Biomedical Sciences, M.S.
Chemistry, B.A., B.S., M.S.
Classical Studies (See Multidisciplinary Studies)
Coastal Resources Management, PhD
Economics, B.A., B.S., MS (Applied and Resource Economics)
Foreign Languages, (See specific language.)
French, B.A., B.S. (Secondary Education)
Geographic Information Science and Technology, B.S.
Geography, B.A., B.S. (Applied Geography), M.A.
Geology, B.S., M.S.
German, B.A., B.S. (Secondary Education)
Hispanic Studies, B.A., B.S. (Education), M.A.T.
History, B.A., B.S. (Public History), MA (History), M.A. (Maritime Studies)
History Education, B.S., (Secondary Education), MAEd, M.A.T.
Interdisciplinary Biological Sciences, PhD
International Studies, M.A.
Maritime Studies, M.A.
Molecular Biology and Biotechnology, M.S.
Multidisciplinary Studies, B.A., B.S.
Neuroscience Studies (See Multidisciplinary Studies)
Philosophy, B.A.
Physics, B.A., B.S., B.S.AP (Applied Physics), MS (See Biomedical Physics)
Political Science, B.A., B.S., MPA (Public Administration), MS (Security Studies)
Psychology, B.A.
Psychology, Clinical, MA (See Health Psychology)
Psychology, General Theoretic, M.A.
Psychology, School, MA, C.A.S.
Psychology, Health, PhD
Religious Studies (See Multidisciplinary Studies)
Security Studies, M.S.
Sociology, B.A., B.S. (Applied Sociology), M.A.
Women's Studies, B.A.

College of Allied Health Sciences

Clinical Laboratory Science, B.S.
Audiology, AuD

Communication Sciences and Disorders, M.S., PhD
English, B.A., MA (See Technical and Professional Discourse)
Environmental Health, B.S., MSEH
Family and Community Services, B.S.
Family and Consumer Sciences
Education, B.S., MAEd, M.A.T.
Health Informatics and Information Management, M.S.
Health Information Management, B.S.
Health Psychology, PhD
Health Services Management, B.S.
Occupational Safety, M.S.
Occupational Therapy, M.S.O.T.
Physical Therapy, D.P.T.
Physician Assistant, M.S.
Public Health, M.P.H.
Public Health Studies, B.S.
Rehabilitation and Career Counseling, M.S.
Rehabilitation Counseling and Administration, PhD
Rehabilitation Services, B.S.
Speech and Hearing Sciences, B.S.
Substance Abuse and Clinical Counseling, M.S.

College of Business

Accounting, B.S.B.A., M.S.A.
Business Administration, B.S.B.A., MB.A.
Business Education, B.S.BE, MAEd
Business and Marketing Education, B.S.BE, M.A.T.
Finance, B.S.B.A.
Management, B.S.B.A.
Management Information Systems, B.S.B.A.
Marketing, B.S.B.A.
Marketing Education, MAEd
Public Administration, M.P.A.
Urban and Regional Planning, B.S.

College of Education

Adult Education, MAEd
Birth-Kindergarten (BK) Teacher Education, B.S., MAEd
Counselor Education, M.S.
Education, Secondary, (See academic subject.)
Educational Administration and Supervision, EdS
Educational Leadership, EdD
Elementary Education (K-6), B.S., MAEd, M.A.T.
English Education, B.S. (Secondary Education), MAEd, M.A.T.

Library Science, M.L.S.
Mathematics, B.A., B.S., M.A.
Mathematics, Secondary Education, B.S., MAEd
Middle Grades Education, B.S., MAEd, M.A.T.
Reading Education, MAEd
School Administration, M.S.A.
School Health Education, B.S.
School Psychology, C.A.S.
Science Education, B.S., M.A., MAEd, M.A.T.
Special Education (Behavioral/Emotional Licensure Area), MAEd
Special Education (Learning Disabilities Licensure Area), MAEd
Special Education (Low Incidence Disabilities Licensure Area), MAEd
Special Education Adapted Curriculum, B.S.
Special Education, General Curriculum, B.S.
Special Education, Intellectual Disabilities, MAEd
Teaching-MAT (See specific teaching area.)
Vocational Education, M.S.
Vocational Evaluation, M.S.

College of Fine Arts and Communication

Art, B.F.A., M.F.A.
Art Education, BFA, MAEd, M.A.T
Art History and Appreciation, B.A.
Communication, B.A., B.S., M.A .
Dance Education, B.F.A.
Dance Performance, B.F.A .
Music Education, B.M., M.M, M.A.T.
(Music) Performance, B.M., M.M.
(Music) Theory-Composition, B.M., M.M.
Music Therapy, B.M.
Theatre Arts, B.A., B.F.A.
Theatre Arts Education, B.F.A.

College of Health and Human Performance

Athletic Training, B.S., M.S.
Exercise Physiology, B.S.
Exercise and Sport Science, M.S.
Health Education, MA, MAEd, M.A.T.
Health Fitness Specialist, B.S.
Physical Education, B.S., MAEd, M.A.T.
Recreation and Park Administration, M.S.
Recreation and Park Management, B.S.
Recreational Therapy, B.S.
Recreational Therapy Administration, M.S.
Sports Studies, B.S.

College of Human Ecology

Child Development and Family Relations, M.S.
Child Life, B.S.
Criminal Justice, B.S., M.S.
Design, B.S.
Hospitality Management, B.S.
Interior Design, B.S.
Merchandising, B.S.
Nutrition, M.S.
Nutrition and Dietetics, B.S.
Social Work, B.S.W, M.S.W.
Sustainable Tourism, M.S.

College of nursing

Nursing, B.S.N, MSN, PhD

College of Technology and Computer Science

Computer Science, B.A., B.S., M.S.
Construction Management, B.S., M.C.M.
Engineering, B.S.
Industrial Distribution and Logistics, B.S.
Industrial Engineering Technology, B.S.
Industrial Technology, B.S.
Information and Computer Technology, B.S.
Information Technologies, B.S.BE
Instructional Technology, M..S
Instructional Technology Education, MAEd
Software Engineering, M.S.
Technical and Professional Discourse, PhD
Technology Systems, M.S.

School of Dental Medicine

Dental Medicine, D.M.D.

Brody School of Medicine

Anatomy and Cell Biology, PhD
Biochemistry, B.S.
Biochemistry and Molecular Biology, PhD
Bioenergetics and Exercise Science, PhD
Marriage and Family Therapy, M.S.
Medical Family Therapy, PhD
Medicine, MD (See B.S.OM catalog)
Microbiology and Immunology, PhD
Pathology (See Interdisciplinary Biological Sciences)
Pharmacology and Toxicology, PhD
Physiology, PhD

Source: East Carolina University (www.ecu.edu)

Lynchburg College

School of Business and Economics

Accounting, B.S.
Business Administration, B.S., MS
Economic Crime Prevention and Investigation, B.S.
Economics, B.S.
Management Marketing, B.S.

School Of Communication and the Arts

Art/Art Studies, B.A.
Communication Studies, B.S.
Music, B.A.
Drama/Theatre, B.A.

School of Education and Human Development

Teacher Education and Professional Development, B.S.
MEd in Counselor Education with specializations in clinical
mental health counseling and school counseling
MEd in Curriculum and instruction
MEd in Educational Leadership
MEd in Reading
MEd in Science Education
Med in Special Education
Education in Leadership Studies, PhD

School of Health Sciences and Human Performance

Athletic Training, B.S.
Exercise Physiology, B.S.
Health and Physical Education, B.S.
Bachelors in Health Promotion, B.S.
Nursing (RN, ASN, B.S.N, MSN)
Bachelors in Sport Management, B.S.
Physical Therapy, PhD

School of Humanities and Social Sciences

Criminology, B.S.
English, B.A., M.S.
French , B.A.
History, B.A., M.A.
International Relations, B.A.
Philosophy, B.A.
Political Science, B.S.
Religious Studies, B.A.
Sociology, B.S.
Spanish, B.A.

School of Sciences

Biology, B.S.
Biomedical Science, B.S.
Chemistry, B.S.
Computer Science, B.S.
Environmental Science, B.S.
Environmental Studies, B.S.
Mathematics, B.S.
Physics, B.S.
Psychology , B.S.
Dual Degree Engineering Program with Old Dominion and
University of VA
Pre-dental
Pre-medical
Pre-optometry
Pre-pharmacy
Pre-veterinary medicine

Source: Lynchburg College and Cappex (www.lynchburg.edu and www.cappex.com)

Liberty University

Accounting

Aeronautics

Commercial/Corporate
Military
Missions
Unmanned Aerial Systems

American Sign Language and Interpreting

Athletic Training

Biblical Studies

Biochemistry and Molecular Biology

Biology

Biomedical Sciences

Business Administration

Fashion Merchandising & Interiors

Fashion Merchandising
Interior Design

General Studies

Global Studies

Government

International Relations

Politics and Policy

Western Legal Traditions

Health Promotion

Certified Health Education Specialist (CHES)

Clinical

- Communications
- Economics
- Finance
- Financial Planning
- Human Resource Management
- International Business
- Marketing
- Project Management
- Business Management Information Systems**
- Accounting
- Application
- Data Networking
- Database
- Gaming Technologies
- Global Studies
- Information Assurance
- Intelligence
- Web Development
- Church Ministries**
- Adventure Leadership & Outdoor Ministry
- Pastoral Leadership
- Worship
- Women's Ministries
- Youth Ministries
- Cell and Molecular Biology**
- Cinematic Arts**
- Communication Studies**
- Advertising/Public Relations
- Digital Media
- Journalism
- Speech Communication
- Computer Science**
- Intelligence
- Criminal Justice**
- Elementary Education Integrated Studies**
- English
- Mathematics
- Science
- Social Science
- Spanish
- Engineering: Computer**
- Engineering: Electrical Intelligence**
- Engineering: Industrial and Systems**
- English**
- Environmental Biology**
- Exercise Science**
- Fitness Specialist
- Pre-Professional
- Family and Child Development**
- Family and Consumer Sciences**
- History**
- Interdisciplinary Studies**
- International Relations**
- International Politics and Policy
- Strategic Intelligence Studies
- Kinesiology**
- Health and Physical Education
- Health and Physical Education, Non-Licensure
- Mathematics**
- Music**
- Choral
- Instrumental
- Nursing (B.S.N.)**
- Pastoral Leadership & Biblical Exposition**
- Philosophy**
- Psychology**
- Counseling, Clinical or Research
- Counseling and Human Development
- Human Services
- Religious Studies**
- Biblical Languages
- Global Studies
- Jewish Studies
- New Testament
- Old Testament
- Theology and Apologetics
- Social Sciences**
- Special Education Integrated Studies**
- Spanish**
- Sport Management**
- Teaching English as a Second Language**
- Theatre Arts**
- Performance
- Production
- Studio and Digital Arts**
- Graphic Design
- Studio Art
- Web Technology & Design**
- Worship and Music Studies**
- Biblical Studies
- Business
- Christian Music Artist and Songwriter
- Music In World Cultures
- Pastoral Leadership
- Theatre Ministries
- Women's Ministries
- Worship Leadership
- Worship Technology
- Youth Ministry
- Zoology**

Source: Liberty University (www.liberty.edu)

University of Georgia

College of Agricultural and Environmental Sciences
Bachelor of Science in Agriculture (B.S.A.)

Bachelor of Science in Agricultural Engineering (B.S.A.E.)
Bachelor of Science in Applied Biotechnology (B.S.A.B.)

Bachelor of Science in Biological Engineering (B.S.B.E.)
Bachelor of Science in Environmental Sciences (B.S.E.S.)

College of Arts and Sciences

Bachelor of Arts (A.B.)
Bachelor of Science (B.S.)
Bachelor of Science in Chemistry (B.S. Chem.)
Bachelor of Fine Arts (B.F.A.)
Bachelor of Music (B. Mus.)

Terry College of Business

Bachelor of Business Administration (B.B.A.)

Odum School of Ecology

Bachelor of Science in Ecology (B.S.)

College of Education

Bachelor of Science in Education (B.S.Ed.)

College of Environment and Design

Bachelor of Landscape Architecture (B.L.A.)

College of Family and Consumer Sciences

Bachelor of Science in Family and Consumer Sciences
(B.S.F.C.S.)

D. B. Warnell School of Forestry and Natural Resources

Bachelor of Science in Forest Resources (B.S.F.R.)

**Henry W. Grady College of Journalism and Mass
Communication**

Source: University of Georgia (www.uga.edu)

Bachelor of Arts in Journalism (A.B.J.)

Institute of the Faculty of Engineering

Bachelor of Science in Biochemical Engineering (B.S.Bch.E.)
Bachelor of Science in Computer Systems Engineering
(B.S.C.S.E.)
Bachelor of Science in Environmental Engineering (B.S.
Env.E.)

School of Law

Juris Doctor (J.D.)

College of Pharmacy

Doctor of Pharmacy (Pharm.D.)

College of Public Health

Bachelor of Science in Environmental Health (B.S.E.H.)
Bachelor of Science in Health Promotion (B.S.H.P.)

School of Public and International Affairs

Bachelor of Arts in Political Science (A.B.)
Bachelor of Arts in International Affairs (A.B.)

School of Social Work

Bachelor of Social Work (B.S.W.)

College of Veterinary Medicine

Doctor of Veterinary Medicine (D.V.M.).

East Tennessee State University

Clemmer College of Education

Teacher Licensure programs, B.S.
Counselor Education/School Counseling and Guidance Services, MS
Early Childhood Education and Teaching, B.S., M.S., PhD
Educational Leadership and Administration, M.S., PhD
Educational/Instructional Media Design, M.S.
Elementary Education and Teaching, M.S.
Reading Teacher Education, M.S.
School Librarian/School Library Media Specialist, M.S.
Secondary Education and Teaching, M.S.
Special Education and Teaching, B.S., M.S.
Teacher Education and Professional Development, Specific Levels and Methods, Other, M.S.
Teacher Education, Multiple Levels, B.S., MS
Teaching English as a Second or Foreign Language/ESL Language Instructor, B.S., M..S
Health and Physical Education, B.S.
Sport and Fitness Administration/Management, B.S.

College of Arts and Sciences

Art/Art Studies, B.A.S, M.F.A.
Drama and Dramatics/Theatre Arts, B.A.
Interior Design, B.S.
Music, B.A.
Biology/Biological Sciences, B.S., M.S.
Biomedical Sciences, PhD
Criminal Justice/Law Enforcement Administration, B.A., B.S., M.S.
Forensic Science and Technology, B.S., M.S.
Child Development, B.S.
Family and Consumer Sciences/Human Sciences, B.S.
Gerontology, B.S., M.S.
Multi-/Interdisciplinary Studies, Other, B.S.
Communication Studies/Speech Communication and Rhetoric, B.S., M.S.
Mass Communication/Media Studies, B.A., B.S.
English Language and Literature, B.A., M.A.
Rhetoric and Composition, B.S.
Foreign Languages and Literatures, General History, B.A., B.S., M.A.
Public/Applied History and Archival Administration B.S.
General Studies, B.S., M.S.
Liberal Arts and Sciences/Liberal Studies, B.A., M.A.L.S.
Mathematics, B.S., M.S.
Philosophy, B.A., B.S.
Chemistry, B.S., M.S.
Geology/Earth Science, General, B.S.

Physics, B.S.
Clinical Psychology, B.A., B.S., M.S., PhD
Psychology, B.A., B.S., M.A., M.S., PhD
Human Services,, B.S.
Social Work, B.A., B.S., M.S.W.
Anthropology, B.A.
Economics, B.S.
Geography, B.S.
International Relations and Affairs, B.A.
Political Science and Government, B.A., B.S.
Sociology, B.A., M.A.
Women's Studies, B.A.

College of Business and Technology

Accounting, B.S., M.Acc
Business Administration and Management, B.S., M.S.
Business/Managerial Economics, B.S.
Entrepreneurship/Entrepreneurial Studies, B.S., M.S.
Finance, B.B.A.
Marketing/Marketing Management, B.B.A.
Non-Profit/Public/Organizational Management, B.B.A.
City/Urban, Community and Regional Planning, MPA
Animation, Interactive Technology, Video Graphics and Special Effects, B.S.
Computer and Information Sciences, B.S., M.S.
Engineering Technology, B.S.
Surveying Technology/Surveying, B.S.

College of Clinical and Rehabilitative Health Sciences

Audiology/Audiologist and Hearing Sciences , PhD
Audiology/Audiologist and Speech-Language Pathology/Pathologist, M.S.
Dental Hygiene/Hygienist, B.S.
Health Professions and Related Clinical Sciences, B.S., M.S.
Physical Therapy/Therapist, PhD

College of Nursing

Nursing Science (M.S., PhD)
Nursing/Registered Nurse (RN, ASN, B.S.N, MSN, RODP)

College of Public Health

Public Health, B.S., M.P.H., PhD
Health/Health Care Administration/Management, B.S., M.S.
Environmental Health, B.S., M.P.H.
Epidemiology, B.S., M.P.H., PhD
Biostatistics, B.S., M.P.H.

Greenville, NC

Gatton College of Pharmacy
Pharmacy, PhD

Quillen College of Medicine
Medicine, M.D., M.P.H., PhD/M.S.

Source: East Tennessee State University and Cappex (www.etsu.edu and www.cppex.com)

APPENDIX B: Target Industry Cluster Methodology

ANALYSIS OF EXISTING PITT COUNTY, NC BUSINESSES:

Using US Bureau of Labor Statistics (BLS) data, we evaluated Pitt County existing businesses. Based on this analysis, the County's largest sector, aside from retail, is healthcare, social assistance (9,115 jobs), accommodation and food service (7,496 jobs) and manufacturing (6,087 jobs).

Annual Industry Distribution of Jobs and Avg. Wage in 2010 (by Major NAICS Sector)	Establishments	Jobs	Pct. Dist.	Annual Avg. Wage
Total Covered Employment and Wages	3,820	69,832	100.00%	\$38,032
Private	3,689	48,552	69.50%	\$32,989
Agri., forestry, hunting	75	D	D	D
Mining	3	D	D	D
Construction	360	2,384	3.40%	\$33,486
Manufacturing	108	6,087	8.70%	\$51,801
Wholesale trade	192	1,695	2.40%	\$42,750
Retail trade	598	8,393	12.00%	\$23,977
Transportation, warehousing	88	891	1.30%	\$38,082
Utilities	11	498	0.70%	\$53,268
Information	49	909	1.30%	\$38,513
Finance and Insurance	252	1,807	2.60%	\$50,296
Real Estate, rental, leasing	172	627	0.90%	\$26,362
Professional, technical services	359	1,518	2.20%	\$52,588
Mgmt. of companies, enterprises	23	758	1.10%	\$66,526
Administrative, waste services	213	4,098	5.90%	\$31,020
Educational services	72	499	0.70%	\$16,677
Health care, social assistance	481	9,115	13.10%	\$38,871
Arts, entertainment, recreation	57	605	0.90%	\$17,336
Accommodation and food services	332	7,496	10.70%	\$12,332
Other services, exc. public admin.	325	1,296	1.90%	\$24,073
Public administration	52	3,225	4.60%	\$43,074

Source: US Bureau of Labor Statistics(BLS) and STATS America

Note: Average wage may not match published numbers due to rounding.

COMPARISON OF PITT COUNTY TO NORTH CAROLINA AND THE US

We analyzed the distribution of business by major NAICS sectors to compare and contrast Pitt County with North Carolina and the US as a whole. Of note, Pitt County has a higher concentration of retail trade and accommodation and food service as compared with both North Carolina and the US average.

Industry Distribution of Jobs: % Distribution in 2010	United States	North Carolina	Pitt County, NC
Private	83.6%	82.3%	69.5%
Agri., forestry, hunting	0.9%	0.7%	NA
Mining	0.6%	0.1%	NA
Construction	4.4%	4.5%	3.4%
Manufacturing	9.1%	11.3%	8.7%
Wholesale trade	4.3%	4.4%	2.4%
Retail trade	11.4%	11.7%	12.0%
Transportation, warehousing	3.9%	3.3%	1.3%
Utilities	0.6%	0.3%	0.7%
Information	2.2%	1.8%	1.3%
Finance and Insurance	4.3%	3.9%	2.6%
Real Estate, rental, leasing	1.5%	1.2%	0.9%
Professional, technical services	6.0%	5.0%	2.2%
Mgmt. of companies, enterprises	1.5%	2.0%	1.1%
Administrative, waste services	6.0%	6.5%	5.9%
Educational services	9.3%	9.6%	0.7%
Health care, social assistance	14.2%	14.5%	13.1%
Arts, entertainment, recreation	1.8%	1.5%	0.9%
Accommodation and food services	8.9%	9.0%	10.7%
Other services, exc. public admin.	3.4%	2.5%	1.9%
Public Administration	5.7%	6.2%	4.6%
Private	83.6%	82.3%	69.5%

Source: US Bureau of Labor Statistics(BLS) and STATS America

Note: Average wage may not match published numbers due to rounding.

MANUFACTURING ANALYSIS

We further analyzed existing manufacturing business in the County by 3-digit NAICS code. Based on the analysis, the vast majority of Pitt County's manufacturing is found in chemical manufacturing. It should also be noted that the County has experienced losses in manufacturing employment between 2006 and 2011. However, this is certainly not unique to the County, but rather, reflective of the recession that hit the US during the timeframe represented. However, a few sectors also added jobs, including textile product mills and miscellaneous manufacturing.

3-Digit NAICS	Description	2006 Emp	2011 Emp	Emp Change	Percentage Change
311	Food mfg	NA	95	NA	NA
313	Textile mills	466	128	-338	-72.53%
314	Textile product mills	204	217	13	6.37%
323	Printing and related support activities	160	50	-110	-68.75%
325	Chemical mfg	1,186	1,578	392	33.05%
326	Plastics mfg	NA	36	NA	NA
327	Nonmetallic mineral product mfg	99	64	-35	-35.35%
332	Fabricated metals mfg	838	729	-109	-13.01%
333	Machinery mfg	NA	740	NA	NA
336	Transportation equipment mfg	762	NA	NA	NA
339	Miscellaneous mfg	165	315	150	90.91%

Source: US Bureau of Labor Statistics(BLS)

INFORMATION, FINANCE AND INSURANCE, AND PROFESSIONAL, TECHNICAL SERVICES ANALYSIS

We further analyzed existing information, finance and insurance and professional, technical services businesses by 3-digit NAICS code. Based on the analysis, the vast majority of Pitt County's employment is found in administrative and support services. However, the credit intermediation and related industry added the most jobs over this period.

3-Digit NAICS	Description	2006 Emp	2011 Emp	Emp Change	Percentage Change
512	Motion picture and sound recording	NA	116	NA	NA
515	Broadcasting, except Internet	97	94	-3	-3.09%
517	Telecommunications	606	437	-169	-27.89%
518	Data processing, hosting and related	38	17	-21	-55.26%
522	Credit intermediation and related	1,177	1,362	185	15.72%
523	Securities, commodity contracts, investments	123	153	30	24.39%
524	Insurance carriers and related	326	273	-53	-43.09%
525	Funds, trusts, and other financial vehicles	56	NA	NA	NA
531	Real estate	448	463	15	3.35%
541	Professional and technical services	1,649	1,518	-131	-7.94%
551	Management of companies and enterprises	752	758	6	0.80%
561	Administrative and support services	4,054	4,037	-17	-0.42%
562	Waste management and remediation services	99	61	-38	-38.38%

Source: US Bureau of Labor Statistics (BLS)

Appendix C: Target Industry Cluster Profiles

BACK OFFICE AND CALL CENTERS

Definition

Firms in this industry provide a variety of support through the consolidation and centralization of multiple services such as inbound customer service support, financial processing, human resources, etc.

Primary NAICS Codes

56111 Human Resources & Benefits Administration
56142 Telemarketing & Call Centers
51821 Data Processing, Hosting and Related Services

Secondary NAICS Codes

5241 Insurance Carriers
5223 Activities Related to Credit Intermediation
52211 Commercial Banking

Representative Companies

- ⊙ Convergys
- ⊙ West Corporation
- ⊙ Hewlett Packard
- ⊙ IBM

Industry Vitals

NAICS	Description	Revenue (\$bn)	Profit (\$bn)	Annual Growth 07-12 (%)	Annual Growth 12-17 (%)	Revenue per Employee (\$'000)	Wages % of Revenue	Emp. per Estab.	Average Wage (\$)
56111	Human Resources & Benefits Administration	59.2	7.3	0.6	3.6	83.70	63.14	2.91	52,847.85
56142	Telemarketing & Call Centers	17.2	.95	-1.7	3.6	36.37	62.68	29.02	22,794.22
52411a	Life Insurance & Annuities	904.4	42.5	-2.6	3.4	2,626.52	3.52	42.24	92,466.16
52411b	Health & Medical Insurance	707.4	28.3	2.8	5.1	1,780.11	4.48	98.12	79,770.10
52412	Property, Casualty and Direct Insurance	496.4	62.1	-2.4	0.4	777.36	10.36	30.45	80,551.62

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52413	Reinsurance Carriers	37.6	9.2	1.7	1.1	2,100.14	5.53	27.30	116,051.45
51821	Data Processing & Hosting Services	81.3	9.8	2.4	3.1	376.55	18.71	4.09	70,454.31
52232	Credit Card Processing	46.5	5.3	0.4	4.2	381.02	16.42	27.12	62,580.47
52211	Commercial Banking	613.5	120.9	2.0	5.2	314.47	26.34	22.59	82,834.12

Key External Drivers for the Industry

- ⊙ Corporate profit
 - As corporate profits rises, clients are able to increase their spending on telemarketing services, which increasing industry revenue. Currently, corporate profits are increasing, which lead to greater demand.
- ⊙ Outsourcing
 - To save on labor, many companies within this industry outsource their contracts overseas. Outsourcing is expected to remain steady.
- ⊙ Private investment in computers and software
 - Telecommunications, IT and software companies account for a large portion of industry revenue. An increase in private investment will boost industry demand. Currently, this driver is increasing.
- ⊙ Demand from finance and insurance
 - Finance and insurance companies use call centers for inbound customer service, card service and debt collection. As a result, increasing demand in the finance and insurance sector will boost industry demand. This driver is increasing.
- ⊙ Demand from ecommerce and online auctions
 - Nearly a fifth of industry revenue comes from this sector. This driver is increasing.

Competitive Landscape/Key Success Factors

- ⊙ Ability to quickly adapt new technology
- ⊙ Ability to provide services in diverse locations
- ⊙ Provision of superior sales service
- ⊙ Access to a multi-skilled and flexible workforce
- ⊙ Having a large supply contract

Prospect Counts

NAICS Code	Industry	Total Universe.	Target Universe (500+emps or \$20m+ sales)	Target Universe w/Growth and/or Events
56111	Human Resources & Benefits Administration	246,385	1,010	196
56142	Telemarketing & Call Centers	15,924	131	35
52411	Life, Health and Medical Insurance	20,481	856	149
52412	Property, Casualty and Direct Insurance	37,289	810	122
52413	Reinsurance Carriers	242	31	5
51821	Data Processing & Hosting Service	34,228	252	57
52232	Credit Card Processing	14,524	95	23
52211	Commercial Banking	105,646	2,446	686
Total		474,719	5,631	1,275

Outlook

The Telemarketing and Call Centers industry is forecast to increase its revenue at an average annual rate of 3.6% to \$20.5 billion over the five years to 2017. The industry will benefit from a push by the Federal Communications Commission (FCC) to create telemarketing and call center jobs in the United States. Furthermore, increased demand in the retail sector, along with improving financial and insurance industries should drive greater demand for telemarketing companies' services. In 2013, revenue is expected to grow 3.6% as continued improvement in consumer spending and corporate profit boost demand for call center and telemarketing services.

Improved conditions in key downstream industries are expected to foster growth for the Telemarketing and Call Centers industry over the next five years. Operators will benefit from a continued rise in corporate profit, which is forecast to rise at an annual average rate of 4.5% in the five years to 2017 as the broader economy continues its recovery. An increase in corporate profit leads major clients such as AT&T and DIRECTV to spend on telemarketers in an effort to solicit new business. Clients' efforts to grow customer bases will be aided by rising consumer spending, forecast to rise at an annualized rate of 2.8% during the five years to 2017. As clients acquire more customers they will have a greater need for call centers to provide customer service.

Over the past five years, firms in this industry have increasingly relied on broadband technology, which allows industry employees to easily work from home. The increasing use of home-based agents is expected to continue during the five years to 2017, aided by the operations of the FCC. Furthermore, industry operators will increasingly rely on cloud-based systems that enable industry operators to host data on servers and only charge clients for what services or applications their customers use, providing cost savings that can be passed on to clients.

Sources: IBISWorld Industry Reports and Dun & Bradstreet

DIGITAL MEDIA/SOFTWARE/SIMULATION

Definition

Companies within this industry design develop and publish software for a variety industries, including video game, health and medical, financial, insurance software, etc.

51121 Software Publishers
51211 Motion Picture and Video Industries
54151 IT Consulting

Representative Companies

- ⊙ IBM
- ⊙ Hewlett Packard
- ⊙ Microsoft
- ⊙ Oracle

Industry Vitals

NAICS	Description	Revenue (\$bn)	Profit (\$bn)	Annual Growth 07-12 (%)	Annual Growth 12-17 (%)	Revenue per Employee (\$'000)	Wages % of Revenue	Emp. per Estab.	Average Wage (\$)
51121	Software Publishers	182.7	53.7	4.5	2.2	439.82	30.60	16.11	134,563.90
51211	Motion Picture & Video Industries	30.5	2.2	-1.4	1.2	365.85	19.41	13.05	71,022.18
54151	IT Consulting	327.5	24.6	3.3	3.0	189.32	41.71	3.85	78,964.53

Key External Drivers for the Industry

- ⊙ Private investment in computers and software
 - Most software is purchased in conjunction with hardware, and software licenses are often tied to the number of computers on which the software is installed. As companies invest in new equipment there is often a direct correlation to an increased software revenues. This drive is expected in increase in 2013, due to increased demand.
- ⊙ Government consumption and investment
 - Government is a major purchaser of software so increases and cutbacks in government spending will impact the industry. For 2013, government spending is likely to be cut which will lower demand for software used by government.
- ⊙ Per capita disposable income

- Software is a voluntary purchase for most consumers. Thus industry revenue is affected by changes in disposable income. For the next several months, disposable incomes are likely to increase which should have a positive impact on industry demand.
- Demand from video games
 - Video game is a thriving subcategory of software publishing. Increased sales of video game consoles drive higher software growth. This driver is expected to on the increase in 2013.
- Percentage of households with at least one computer
 - Most software is designed to run on personal computers (PCs). A higher rate of PC ownership translates to a larger market for software. As this percentage climbs higher, demand for software will increase. This driver is expected to increase slowly during 2013.

Competitive Landscape/Key Success Factors

- Undertaking technical research and development
- Protection of patents
- Access to highly skilled workforce
- Access to the latest available and most efficient technology and techniques
- Effective marketing
- Having a high profile in the market

Prospect Counts

NAICS Code	Industry	Total Universe	Target Universe (25+emps or \$10m+ sales)	Target Universe w/Growth and/or Events
51121	Software Publishers	33,478	1,738	357
51211	Motion Picture and Video Industries	59,871	877	89
54151	IT Consulting	191,709	12,055	2,546
Total		285,058	14,670	2,992

Outlook

The Software Publishing industry will continue its strong financial performance in the five years to 2017, with industry revenue forecast to grow 2.2% annually on average to \$203.7 billion. Improving technology and falling hardware prices will continue making computers, cell phones, video games and ultimately software more accessible to more people. A major feature of the Obama administration's healthcare reform plan, passed in 2010, is tax incentives for health insurers and medical professionals to switch from paper- and folder-based record systems to digital records. In a wide range of industries, basic competence with software will likely become a prerequisite to employment. In 2013, industry revenue is projected to grow 3.7% to \$189.5 billion.

While improving technology and falling hardware prices will bring the digital world to the masses, they will also change the landscape of software publishing. Software publishers and technology companies are anticipating an accelerated move toward cloud computing, in which storage and computing tasks are handled by networked machines (often servers in a data center owned by the service provider) rather than at the point of consumption. This technology will

greatly expand software capabilities on platforms that were previously limited by hardware sizes, particularly of mobile phones. Businesses and consumers alike have already embraced cloud computing services, such as Google's Gmail and Salesforce.com's customer relationship management (CRM) platform. This shift will favor the industry's major players who have the resources to make the large-scale hardware purchases necessary to run a cloud computing service. This trend is expected to drive industry consolidation, with the number of firms projected to fall 0.9% annually on average in the next five years, down to 18,885 enterprises in 2017.

The traditional software publishing business model, in which publishers periodically release new software versions for customers to purchase, is being replaced by a host of alternative models. Subscription-based business models, including software as a service (SaaS) and cloud computing, produce more stable cash flows than the traditional develop-and-release format. Furthermore, SaaS-type business models improve security by allowing the software publisher to release incremental updates that install automatically; with traditional antivirus programs, security is compromised because users have to install updates themselves, which they often fail to do.

In some software product niches, open-source software (OSS) will become the norm in the next five years. OSS is software that makes the underlying programming code available to users so that they can read it, make changes to it and build new versions. Growth in revenue from OSS will lag behind the growth in distribution of OSS because distribution of OSS is often free, resulting in an accentuated displacement of proprietary software. OSS, such as the Linux operating system, will threaten some proprietary software, such as Windows, but will also promote interoperability and new software developments. For instance, Sun Microsystems, a major developer of open-source systems, recently entered into an agreement with Microsoft that was intended to enable greater interoperability between the two companies' products. Legal requirements are forcing Microsoft to unbundle application software from its PC operating system and to offer interoperability information on its PC operating system to competitors. Increased use of OSS will help bring web and software content into the living room, where interoperability is a major concern due to variations in equipment used.

Design, Editing and Rendering Software (Simulation)

Revenue for the Design, Editing and Rendering Software Publishing industry is expected to increase at an annualized rate of 1.7% to \$10.6 billion during the five years to 2018, including revenue growth of 3.7% in 2014. This growth will be driven by the increasing importance of emerging technologies, including mass-market 3-D displays and low-cost 3-D printers, which will require more reliance on advanced design and rendering software. The emergence of low-cost 3-D printers, which are currently limited to rapid prototyping tasks at large manufacturers, will drive mass-market demand from hobbyists and small businesses for compatible CAD software. In the shorter term, the commercialization of 3-D TVs and video game systems will spark customer demand for entertainment content that takes advantage of these new features. Content producers, from video game developers to film studios, are expected to increase their software investments substantially in anticipation, driving revenue growth through 2014.

Over the next five years, 3-D printers, which combine the power of sophisticated inkjet printer technology, materials science and CAD software to rapidly produce custom objects, will increasingly become common sights in small businesses and hobbyists' garages. Automobile and aerospace manufacturers already use these devices in their product development processes, where they accelerate the turnaround time for prototype production. Cheaper 3-D printers will enable small businesses and hobbyists to create custom objects and products that would be prohibitively expensive to produce using traditional manufacturing technologies. For example, furniture designers could create a unique table or chair, even one with geometries that are impossible to replicate by traditional means. This technology will increase demand for compatible 3-D CAD software to make designs.

Sources: IBISWorld Industry Reports and Dun & Bradstreet

PHARMACEUTICAL MANUFACTURING

Definition

Firms in this industry manufacture pharmaceutical products.

32541 Pharmaceutical Mfg

32562 Cosmetic & Beauty Products Mfg

Representative Companies

- ⊙ Merck and Co., Inc.
- ⊙ Pfizer, Inc.
- ⊙ Amgen
- ⊙ Johnson & Johnson
- ⊙ Teva Pharmaceutical Industries
- ⊙ Actavis, Inc.
- ⊙ Sandoz, Ltd.
- ⊙ The Proctor & Gamble Company
- ⊙ Unilever

Industry Vitals

NAICS	Description	Revenue (\$bn)	Profit (\$bn)	Annual Growth Past 5 Years (%)	Annual Growth Next 5 Years (%)	Revenue per Employee (\$'000)	Wages % of Revenue	Emp. per Estab.	Average Wage (\$)
32541a	Brand Name Pharma Mfg	160.6	32.3	-2.3	1.9	880.8	12.7	155	111,750.10
32541b	Generic Pharma Mfg	52.8	7.8	5.4	6.3	688.7	11.5	57.7	79,483.60
32541c	Vitamin & Supplement Mfg	29.2	4.4	2.6	3.9	585.2	8.1	27.0	47,198.40
32562	Cosmetic & Beauty Prdt Mfg	56.6	6.1	1.6	3.3	1,007.0	5.6	29.2	56,434.60

Key External Drivers for the Industry

- ⊙ Federal funding for Medicare and Medicaid
 - Prescription drug coverage is offered to everyone with Medicare. Similarly, all states currently provide coverage for outpatient prescription drugs to all categorically eligible individuals and most other enrollees within their Medicaid programs. As Medicare and Medicaid funding increases, industry products become more affordable for consumers who gain prescription drug coverage. As a result, demand for brand name pharmaceuticals and medicine increases. Federal funding for Medicare

- and Medicaid is expected to increase strongly in 2013, representing an opportunity for the industry.
- ⊙ Median age of the population
 - More than 90.0% of seniors and 58.0% of all adults rely on a prescription medicine on a regular basis, according to the Agency for Healthcare Research and Quality. Typically, older individuals are more likely to contract illnesses and age-related diseases. As the US population ages, more people will demand industry products for treatment. The median age of the US population is expected to increase slowly during 2013.
 - ⊙ Number of people with private health insurance
 - Private health insurance can provide coverage for prescription drugs. As private health insurance increases, industry products become more affordable for consumers who gain prescription drug coverage. As a result, demand for brand-name pharmaceuticals increases. The number of people with private health insurance is expected to increase slowly during 2013.
 - ⊙ Regulation for the Brand Name Pharmaceutical Manufacturing Industry
 - The industry is subject to many regulations, with numerous governmental policies influencing the manufacturing, pricing and marketing of industry products. Heightened compliance requirements place additional budgetary pressures on industry operators, reducing the average profit margin. Industry regulation is expected to increase slowly during 2013, posing a threat to the industry.
 - ⊙ Research and development expenditure
 - Brand name pharmaceutical manufacturers' expenditure on research and development (R&D) correlates to the number of new drugs released. In the private sector, R&D is complemented by health-related research funded by the public sector – most of it through the National Institutes of Health (NIH). As R&D increases, the industry has more opportunities to discover products that generate revenue. R&D expenditure is expected to increase slowly during 2013.

Competitive Landscape/Key Success Factors

- ⊙ Establishment of brand names
- ⊙ Undertaking pharmaceutical and medicine R&D
- ⊙ Degree of globalization in the firm
- ⊙ Control of distribution arrangements
- ⊙ Ability to alter goods and services produced in favor of market conditions
- ⊙ Undertaking generic pharmaceutical and medicine research and development
- ⊙ Control of ingredient development

Prospect Counts

NAICS Code	Industry	Total Universe.	Target Universe (100+emps or \$10m+ sales)	Target Universe w/Growth and/or events
32541	Pharmaceutical Mfg	12,488	931	267
32562	Cosmetic & Beauty Products Mfg	4,501	214	32
Total		16,989	1,145	299

Outlook

Pharmaceutical use varies by age and insurance status. Consequently, overall demographic shifts, notably an aging population, and healthcare reform's broadening of insurance coverage will likely expand drug sales over the five years to 2018. During this period, forecasted revenue in the Brand Name Pharmaceutical Manufacturing industry will increase 1.9% per year on average to \$176.7 billion. Revenue is projected to perform well in 2014 due to expanded health insurance coverage, growing 1.1% over the year. However, employment cuts are anticipated to continue through 2018 as the industry persists with consolidation, albeit at a slowing pace, and cost-cutting efforts. During the next five years, the number of employees is projected to decrease at an average annual rate of 0.1% to 181,619, while the number of enterprises is anticipated to fall an average 0.2% per year to 906.

An estimated \$290.0 billion of pharmaceutical sales worldwide are at risk from patent expirations over the next five years, according to data from EvaluatePharma. The significant number of blockbuster drugs with expiring patents in upcoming years will hurt industry revenue; without a strong pipeline of chemical-based drugs to stimulate new product sales, companies have already begun to invest in new ways to generate revenue. Industry firms will particularly focus on specialty and biologic pharmaceuticals.

The Generic Pharmaceutical Manufacturing industry has positive prospects, with revenue forecast to grow at an average annual rate of 6.3% during the five years to 2017 to reach \$71.7 billion. This rate will outpace sales growth from 2007 to 2012, with growth in 2013 projected to be at 7.9%. The rapidly aging population and increasing pressure from insurance firms to cut healthcare costs will continue to drive the US generics market. More notably, the patent cliff will cause a host of blockbuster brand-name drugs to lose patent protection, opening the market to generic versions. Healthcare reform will largely benefit the industry, particularly in the area of biosimilars. Biosimilars is a term used to describe officially approved new versions of existing pharmaceutical products after patent expiration.

In 2012 and beyond, the generic wave will continue, but the most pronounced effects of the patent cliff will be felt in 2012 and 2013. Lipitor and Plavix lost patent protection in 2011 and a number of other blockbuster drugs will follow: drugs representing an estimated \$140.0 billion in current sales will lose patent protection over the next five years. These patent expirations will likely provide additional generic product opportunities.

Despite the 12-year exclusivity period established by the 2010 healthcare reform, the biosimilars market is too good of an opportunity to pass up for most generics companies. This market is also likely to attract specialists and large pharmaceutical companies with expertise in biologic products seeking to develop slightly differentiated generic versions. While biosimilars will be low contributors to the growth of the generics market through 2017, they will be a long-lasting investment as they continue to become part of the innovator market over time.

Sources: IBISWorld Industry Reports and Dun & Bradstreet

MEDICAL DEVICE MANUFACTURING

Definition

Firms in this industry manufacture products in the following sectors: communication equipment, semiconductors (primarily solar panel) and medical equipment.

33911 Medical Instrument & Supply Mfg

Representative Companies

- ⊙ Medtronic
- ⊙ General Electric Company
- ⊙ St. Jude Medical

Industry Vitals

NAICS	Description	Revenue (\$bn)	Profit (\$bn)	Annual Growth Past 5 Years (%)	Annual Growth Next 5 Years (%)	Revenue per Employee (\$'000)	Wages % of Revenue	Emp. per Estab.	Average Wage (\$)
33911a	Medical Instrument Mfg	106.6	9.0	5.9	4.1	344.1	18.7	16.4	64,352.70
33911b	Glasses & Contact Lens Mfg	6.2	.9	0.4	4.0	279.8	18.9	38.9	52,841.40

Key External Drivers for the Industry

- ⊙ Number of physician visits
 - Hospitals are one of the industry's major markets. As such, when more individuals visit physicians, demand for medical devices increases. This driver is expected to increase during 2012, resulting in a potential opportunity for the industry.
- ⊙ Federal funding for Medicare and Medicaid
 - Health coverage is an important determining factor when patients and doctors choose among various treatment options. Medicare coverage is particularly significant in that it directly affects how much patients have to pay for industry products and how much operators will receive in payments from Medicare. This driver is expected to decrease slowly during 2012 and is a potential threat for the industry.
- ⊙ Number of adults aged 65 and older
 - The US population is aging rapidly, and greater life expectancy has increased the incidence of age-related illnesses. An aging population means that demand for medical treatments will increase. This driver is expected to increase over the short term.
- ⊙ Total health expenditure

- Public healthcare funding increases the income available for replacing equipment and supplies, contributing to demand for industry goods. This driver is expected to increase over the short term.
- ⊙ Number of people with private health insurance
 - Private health insurance provides insured patients with a larger choice of doctors and better ability to pay for healthcare services. As the number of people with private health insurance rises, demand for medical equipment and supplies increases. This driver is expected to increase slowly over 2012.
- ⊙ Price of plastic materials and resin
 - Many medical instruments and supplies use plastic injection molding techniques, making plastic a significant input into production. As the cost of plastic rises, industry profitability will suffer if manufacturers are not able to increase the price of goods sold. This driver is expected to increase slowly over 2012, potentially threatening the industry.

Competitive Landscape/Key Success Factors

- ⊙ Access to highly skilled workforce
- ⊙ Access to the latest technology
- ⊙ Establishment of export markets
- ⊙ Economies of scale
- ⊙ Having contacts within key markets
- ⊙ Undertaking technical research and development
- ⊙ Having a good reputation

Prospect Counts

NAICS Code	Industry	Total Universe.	Target Universe (100+emps or \$10m+ sales)	Target Universe w/Growth and/or events
33911	Medical Instrument and Supply Mfg	31,608	853	181
Total		31,608	853	181

Outlook

Healthcare reform, increased regulation and maintaining quality will join an aging population, technological advancements and outsourcing as main factors influencing the Medical Device Manufacturing industry over the next five years. These divergent factors will lead to slightly weaker growth through the five years to 2017. Revenue is forecast to increase 5.5% in 2013 and grow by a lower average annual rate of 6.4% to \$88.2 billion during the five years to 2017.

The US population's changing demographics favor the industry, though the majority of baby boomers are still a few years shy of reaching 65 years old. Still, a significant portion of this group will cross this threshold in the five years to 2017. This trend will result in average growth of nearly 3.1% per year for the demographic, which is considerably higher than the population at large and the historical average. Consequently, senior adults are projected to make up 14.9% of

the population in 2017 compared with 13.2% in 2012 and about 12.4% from 1990 to 2005. Further medical innovations will expand the aging baby boomers' demographic. However, the contribution from this trend is projected to be slower than the past decade because advances are more incremental in nature and target increasingly specific ailments.

The Patient Protection and Affordable Care Act (PPACA) of 2010 has created a degree of uncertainty for medical device companies. The reform has tightened the pricing environment for these companies and may pressure pricing across the board, while the proposed tax on device companies is expected to hurt profitability. However, the act may benefit the industry, as it aims to reduce the number of uninsured people.

On the positive side, US healthcare reform seeks to expand coverage to a broader range of patients. In part, the act accomplishes this expansion through a significant loosening of the eligibility criteria for enrollment in Medicaid. As a result, more people will have access to healthcare, boosting the number of physician visits and enhancing demand for medical services and some devices.

On the negative side, the act includes new taxes that apply to medical device manufacturers and other healthcare providers. The medical device fee will take effect on January 1, 2013, and medical device manufacturers will be required to pay 2.3% of the sales price for such devices as an industry fee. The medical device fee applies to all manufacturers, regardless of size and revenue, so it is projected to significantly affect smaller players' profit margins. Overall, the industry's profit margin as a percentage of revenue is forecast to fall to 8.5% in 2017, down from 9.0% in 2012.

A final negative aspect contained within the 2010 reform includes the Physician Payment Sunshine Act. The act is expected to increase costs and possibly reduce revenue because it requires covered manufacturers that make a payment or other transfer of value to a physician, such as consulting fees, payments for clinical trial participation or charitable donations, to report such payments annually in electronic form. Some small payments and other payment types are exempt from the disclosure obligations. The increased costs of monitoring such activity and accurately reporting it is a concern for the industry.

Sources: IBISWorld Industry Reports and Dun & Bradstreet

ADVANCED MANUFACTURING**Definition**

Firms in this industry manufacture products in the following sectors: fabricated metals and machinery.

31211 Beverages
 31212 Breweries
 33231 Structural Metal Mfg
 33232 Sheet Metal, Window & Door Mfg
 33271 Machine Shop Services
 33341 Heating & Air Conditioning Equipment
 33351 Metalworking Machinery Mfg
 33392 Forklift & Conveyor Mfg
 33399 Power Tools & Other General Purpose Machinery Mfg

Representative Companies

- ⊙ The Nucor Corporation
- ⊙ Johnson Controls
- ⊙ Toyota Industries Corporation

Industry Vitals

NAICS	Description	Revenue (\$bn)	Profit (\$bn)	Annual Growth Past 5 Years (%)	Annual Growth Next 5 Years (%)	Revenue per Employee (\$'000)	Wages % of Revenue	Emp. per Estab.	Average Wage (\$)
33231	Structural Metal Mfg	39.6	1.5	-4.8	3.8	256.8	18.0	28.3	46,259.70
33232	Sheet Metal, Door, etc. Mfg.	41.7	1.9	-2.7	3.9	228.7	19.2	22.2	43,957.30
33271	Machine Shop Services	35.7	2.4	-2.2	1.8	164.6	32.8	11.0	54,000.30
33341	HVAC Equipment Mfg.	43.6	9.4	-0.2	2.1	326.3	13.3	70.8	43,256.80
33351	Metalworking Machry. Mfg.	29.8	3.8	-1.2	2.1	221.5	26.7	18.9	59,197.20
33392	Forklift & Conveyor Mfg.	33.6	7.9	2.1	4.1	463.9	12.4	46.5	57,675.50
33399	Power Tools & Other Mfg.	41.8	7.5	0.6	2.4	356.0	18.0	32.9	63,937.60

Key External Drivers for the Industry (Metal Fabrication)

- ⊙ Value of private nonresidential construction

- Nonresidential construction spurs demand for metal structures and components, such as airlocks, baffles, bins, casings, chutes, covers, culverts, ducting, flumes, hoppers, liners, pipes, smokestacks and sterilizing chambers. These structures and systems are used in commercial, industrial and public construction projects. This driver is expected to increase in 2013.
- ⊙ Value of residential construction
 - Residential construction activity drives demand for structural metal components for use in building materials, particularly in large multifamily construction projects. This driver is expected to increase significantly during 2013, representing a potential opportunity for the industry. Total health expenditure
- ⊙ World price of steel
 - The domestic price of metals, a major input cost for this industry, influences the cost and availability of products manufactured. In times of high demand, higher steel prices can generally be passed down to customers in the form of higher prices. However, with demand mostly weak from the recession over the past five years, higher steel prices negatively affected profitability. While this driver is expected to increase in 2013, the price hike will coincide with a significant pick-up in demand from the construction sector. Price of plastic materials and resin
- ⊙ World price of aluminum
 - The price of aluminum, like steel, is affected by global demand and supply trends. This price influences the cost and availability of products produced. In times of high demand, rising aluminum costs can be passed down to customers in the form of higher prices. However, with weak demand from the recession over the past five years, higher aluminum prices have hurt profitability and negatively affected the industry. This driver is expected to remain stagnant during 2013.

Key External Drivers for the Industry (Machinery)

- ⊙ Value of private nonresidential construction
 - Product demand is linked to new building construction, so demand moves roughly in line with construction markets. The nonresidential building construction market relies on government expenditure and private corporate investment, so rising spending from those markets increases demand for this industry. The value of private nonresidential construction is expected to increase during 2013. Consumer spending
- ⊙ Value of residential construction
 - Residential construction is a key market for industry products because new homes are typically built with related systems. An increase in housing construction boosts demand for industry products. The value of residential construction is expected to increase during 2013 and represents a potential opportunity for the industry. Electronic power consumption
- ⊙ World price of steel

- Changes in the price and availability of metals influence the cost of manufacturing ventilation, heating and air-conditioning products, with higher input prices increasing the cost of production. Steel prices are expected to increase during 2013 and pose a potential threat to the industry.
- ⊙ Demand from transportation and warehousing
 - Conveyor systems, forklifts and hoists are used to load freight for sea, air, road and rail transportation. An increase in demand for this type of freight increases demand for this industry's equipment. Demand from transportation and warehousing is expected to increase during 2013.
- ⊙ Demand from manufacturing
 - Manufacturers use conveyor belts and forklift equipment to produce goods. As manufacturing activity increases, demand for new or replacement conveyor belts and forklift equipment also increases. Demand from manufacturing is expected to increase slowly during 2013, thus presenting a potential opportunity for the industry.

Competitive Landscape/Key Success Factors (Beverages)

- ⊙ Market research and understanding
- ⊙ Economies of scope
- ⊙ Control of distribution arrangements
- ⊙ Establishment of brand names
- ⊙ Economies of scale

Competitive Landscape/Key Success Factors (Metal Fabrication)

- ⊙ Availability of resources
- ⊙ Ability to vary services to suit different needs
- ⊙ Having a diverse range of clients
- ⊙ Economies of scale
- ⊙ Proximity to key markets

Competitive Landscape/Key Success Factors (Machinery)

- ⊙ Having a diverse range of clients
- ⊙ Availability of resources
- ⊙ Ability to vary services to suit different needs
- ⊙ Ability to accommodate environmental requirements
- ⊙ Control of distribution arrangements
- ⊙ Establishment of brand names

Prospect Counts

NAICS Code	Industry	Total Universe.	Target Universe (100+emps or \$10m+ sales) or (25+emps or \$2.5m+ sales for bev. & brews.)	Target Universe w/Growth and/or events
31211	Beverages	4,199	560	36

Greenville, NC

31212	Breweries	1,720	208	23
33231	Structural Metal Mfg	14,412	839	128
33232	Sheet Metal, Door, etc. Mfg	13,567	708	85
33271	Machine Shop Services	25,655	459	93
33341	HVAC Equipment Mfg	4,877	369	47
33351	Metalworking Machinery Mfg	10,977	333	43
33392	Forklift & Conveyor Mfg	4,984	350	43
33399	Power Tools & Other Mfg	13,328	606	99
Total		93,719	4,432	597

Outlook (Beverages)

For soda, industry revenue will decline as consumers continue to switch away from high-calorie, sugary drinks. Downstream demand from retailers is also expected to stagnate as a result. During the five years to 2018, industry revenue will decrease at a slower annual average rate of 1.0% to total \$16.7 billion. In 2014, revenue is estimated to decline 1.0% as macroeconomic conditions slowly recover but consumers stick to healthier habits. Although companies are expected to boost marketing spending to stimulate demand for soda, strong brand loyalty will also enable mainstream producers to continue significant markup practices.

Of the subsectors within beverages, the juice production industry is expected to see the greatest growth. The good news is that projected job growth will cause consumer spending to rebound, especially on pricier drinks. Of particular note to this industry, impulse purchases in convenience stores are anticipated to grow in line with rising consumer sentiment. As successful brands continue expanding their market reach, revenue is forecast to increase at an average annual rate of 6.8% to \$31.7 billion in the five years to 2018, including growth of 3.3% in 2014. At the same time, improving consumer sentiment and steady brand recognition will give a boost to profit margins. As a result, profit (earnings before interest and taxes) is forecast to expand to 6.2% of industry revenue by 2018.

On the other hand, beer is expected to attract a smaller share of the demand for alcoholic beverages over the five years to 2017 as consumers continue to switch to alternative alcoholic beverages. Competition from substitutes like spirits and wine is anticipated to slow revenue growth, despite robust demand in the craft and premium beer segments. Including initial growth of 3.3% in 2013, the Breweries industry's revenue is forecast to increase an average 1.0% per year to \$28.7 billion in the five years to 2017. Growth within the beer sector is expected to come from the craft and microbrewery subsector.

Outlook (Fabricated Metals)

Bolstered by a strong uptick in construction activity, the Structural Metal Product Manufacturing industry will continue its recovery in 2013. After years of declines and stagnant growth, revenue is expected to increase 6.1% in 2013. In the short-term, gains in residential, commercial and infrastructure-related construction will drive growth in 2013. Strong growth is forecast to continue through 2017, as the economy improves. In the five years to 2017, industry revenue is forecast to grow at an average annual rate of 3.8% to \$47.8 billion.

Industry recovery depends on demand from the residential and commercial construction industries, as well as demand stemming from public infrastructure projects, such as roads, bridges, tunnels and highways. Fortunately for the industry, construction activity is set to increase during the outlook period. Over the next five years, the value of residential construction is forecast to rise at an average annual rate of 12.3%, while private, nonresidential construction will increase an average of 6.5% per year over the same period. While looming budget cuts from federal, state and local governments will take shape in the coming years, demand from infrastructure-related construction will remain somewhat consistent. While most of the money for infrastructure projects in the American Recovery and Reinvestment Act has been spent, those investments will continue. The Moving Ahead for Progress in the 21st Century Act (MAP-21), which was signed into law in July of 2012, designates \$105.0 billion toward transportation and infrastructure projects over the next two years. MAP-21 and other similar bills will help to prevent a loss of demand for public construction projects that could occur as the result of looming budget cuts at the federal, state and local levels. The increased demand will spur new facilities and reopen previously closed plants. It is anticipated that the number of establishments will grow at an average annual rate of 2.3% to 6,109 plants over the five years to 2017. With more plants set to open, the industry will need to hire additional workers. Employment is forecast to grow an average of 2.2% per year over the outlook period to 172,020 employees.

Outlook (Machinery)

Demand for the industry's heating, ventilation, air-conditioning and refrigeration (HVACR) products is forecast to increase during the next five years, especially as residential and nonresidential construction markets grow strongly early in the period. Concerns about climate change, energy consumption and the environment will drive the production of and stimulate demand for newer, environmentally friendly systems to replace less efficient ones. Meanwhile, stronger disposable incomes, facilitated by declines in unemployment, and growing corporate profit will further fuel replacement demand. As a result of these trends, industry revenue is projected to increase at an annualized rate of 2.1% and reach an estimated \$48.3 billion during the five years to 2018.

As the economy continues to recover through 2017, the Forklift and Conveyor Manufacturing industry is also set to benefit from stronger demand in downstream freight and manufacturing markets. Toward the end of the five-year period, continued weakness in the US dollar will likely support exports, and industry manufacturers will experience moderate revenue growth. Revenue is forecast to increase at an annualized rate of 4.1% and total an estimated \$41.0 billion by 2017, including an increase of 8.8% in 2013.

Other trends in materials management include equipment that uses multiple modes of transport (e.g. truck-rail-truck), high growth in airfreight and technologies that automatically track goods throughout the supply chain. These trends will provide niche opportunities to introduce innovative material-handling systems. Additionally, the trend of outsourcing logistics to specialist transport companies is forecast to continue. The anticipated boost to capacity utilization may also reduce demand for some types of material-handling equipment.

Sources: IBISWorld Industry Reports and Dun & Bradstreet



City of Greenville, North Carolina

Meeting Date: 5/6/2013
Time: 6:00 PM

Title of Item: Presentation of the 2014-2016 Police Department Three-Year Strategic Plan

Explanation: **Abstract:** The Police Department has developed a three-year strategic plan to be implemented on January 1, 2014. The plan encompasses six major goal sets and provides action items for each goal. Each January during the life of the plan will serve as an evaluation period.

Explanation: Beginning in March 2013, the Police Department began development of a three-year strategic plan designed to guide operations and provide accountability at all levels of the Department. A cross-section of the Department and the community were involved in development of a new mission statement for the Police Department as well as value statements. These value statements became an integral part of the design of each goal and accompanying action items.


Fiscal Note: Expenditures associated with the three-year strategic plan will be included in the operational budget established by the Police Department, approved by the City Manager, and voted on by City Council.

Recommendation: A strategic plan helps ensure that operations of the agency remain on task and that concerns of the community are addressed. This three-year strategic plan has goals that are established to provide accountability of assignment and allow for evaluation of efforts by all personnel. The staff of the Police Department recommend that this plan be supported for adoption and implementation by the Police Department beginning January 1, 2014.

Attachments / click to download

 [2014-2016 GPD Strategic Plan](#)

 [Crime Stats Graph](#)

 [Code Enforcement Districts Map](#)

Greenville Police Department

A World- Class Law Enforcement Agency



Strategic Plan 2014-2016

The Greenville Police Department exists to enhance public safety and quality of life, in partnership with ALL people in OUR community, by preventing crime with honor and integrity.

Message from Our Chief of Police, Hassan Aden



I am proud to present the Greenville Police Department's Community Policing Strategic Plan for 2014-2016. When I became Chief of Police I committed to three things that I think are critical to improving our Community Policing effort in Greenville:

- Building better relationships between the Police Department and the community. We must particularly build relationships with communities that may not traditionally have had access to our agency. An explicit focus will go toward working with our at-risk youth.
- Organizing our resources to achieve maximum impact on crime reduction and increased quality of life. We will accomplish this by working with chronic offenders through a Focused Deterrence Strategy, as well as comprehensively addressing crime hotspots to prevent and reduce crime and disorder.
- Developing and mentoring our personnel. We are fortunate to have an incredibly talented staff. In order to maintain and increase our effectiveness; a strong focus has to go toward career development strategies, training and mentoring. We recognize that our most important resource is our employees.

These commitments have expanded to encompass six department goals that will guide our actions and focus through the next three years. This Community Strategic Plan is a "live" document with a regular review in the spring of each year to ensure that our goals are still relevant and meaningful. The live document status will also allow for new and emerging priority matters to be addressed within the plan's lifetime.

We have set our planning horizon to three years and our focus is on goals that are more strategic in nature. As we report back to the community, you will see it change – new goals and action items will emerge out of our discussions with the communities we serve.

One of the most innovative things about this Community Strategic Plan is in how it was developed. In March of 2013, we held a retreat which was professionally facilitated and included members of the communities we serve. These citizens worked with police employees to develop a new mission for the Greenville Police Department, as well as creating our goals for the three years-the inclusion of citizens in this process is indeed revolutionary and unprecedented. This process underscores our commitment to a new model of community policing that is effective, inclusive and transparent. The goals and actions in this plan will be delivered to you with the qualities that we hold most dear: Integrity, fairness, honesty, excellence, transparency and compassion. These values are part of every decision I make as Greenville's chief of police.

We created this Community Strategic Plan as a roadmap to guide us through the necessary steps to ensure that Greenville remains a vibrant, safe and healthy city for all that live, work and play.


Item # 12



The Strategic Plan Process

Deputy Chief Ted Sauls

The Greenville Police Department began development of a three-year strategic plan on March 9, 2013 when a group of officers and citizens came together to discuss needs of the police department and needs of the citizens of Greenville. This unprecedented gathering culminated into the implementation of a mission that includes ownership from both the police and the community. It further led to the creation of this document through participation from all levels of the department.

Strategic Planning is necessary to enable our department to manage organizational change and focus attention on needed resources and issues that citizens find most important. This level of cooperation with citizens in mission development and strategic planning is outside the norm for most law enforcement agencies and is a first for the Greenville Police Department in the development of the 2014-2016 Strategic Plan.

The following community stakeholders were included in the process to include:

- The City of Greenville Neighborhood Advisory Board
- East Carolina University
- The City of Greenville Human Relations Council
- The Southern Christian Leadership Conference (SCLC)
- Vidant Medical Center
- Uptown Greenville
- The Greenville Area Property Manager's Association (GAPMA)
- National Association for the Advancement of Colored People (NAACP)
- Certain Hope Ministries
- The Chamber of Commerce

Some of the concerns expressed by stakeholders were similar to those expressed by various community groups during previous outreach efforts. Matters involving at risk youth, property crimes, gang activity and traffic safety concerns topped the list from the strategic planning session. These safety concerns, along with possible solution strategies, were discussed in the development of the following six department goals.

1. Leadership and Ethics
2. Optimizing Organizational Structure
3. Crime Reduction
4. Traffic Safety
5. Community Engagement
6. Technology/Equipment Needs

Goal statements were then created for each of the six goals. From the development of goal statements staff members were able to create action items designed to accomplish the various goals. Establishing a timeline ensures that the action items are completed, eliminate redundancy and provide accountability.

Leadership and Ethics Goal

Goal Statement

We will develop ethical leaders at all levels of the agency by providing an infrastructure that values honesty, integrity and ethical decision-making in our daily work. This is essential in order to provide high quality police service and truly become a community oriented police agency.

Through these actions, we will promote and encourage decision making, initiative, creative problem solving and enhanced trust throughout the department and within our community.

Public trust in law enforcement agencies to perform their responsibilities in an ethical manner is essential to effective crime control and community policing. Ethical law enforcement agencies are more effective, because the application of community policing helps build mutual respect and trust between police and citizens. Ethics and integrity and community policing are attributes of the high-performing, successful law enforcement agency.

Effective crime control requires a collaborative working relationship between law enforcement and the communities that they are sworn to serve and protect. A culture of police integrity is essential in building respect and trust and, in turn, mutual respect and trust between police and citizens is essential to effective crime fighting.

We can accomplish this goal:

- Through succession planning and mentoring all of our employees.
- Through effective training and career development of employees at all levels of the department.
- Through effective recruitment, designed to attract qualified and diverse applicants.

Succession planning is the process of identifying and preparing suitable employees through mentoring, training and job rotation, to replace key players within an organization as those key players leave their positions for retirement, advancement and attrition. During the next three years, we will place an emphasis on ethics, leadership, and diversity training for all employees in order to create and retain a highly-skilled and diverse workforce.

Leadership and Ethics Strategies	Responsible	Timeline
1. Develop a Succession Plan/Policy to include provisions for Recruitment, Promotion and Mentoring.	Administrative Services Bureau	February 2015
2. Develop and implement a Career Development Program	Administrative Services Bureau	On Going
3. Redevelop supervisor responsibilities and priorities through training and education	Administrative Services Bureau	December 2014
4. Update Recruitment Plan	Administrative Services Bureau	June 2014
5. Develop a Training Matrix for supervisory personnel	Administrative Services Bureau	January 2015



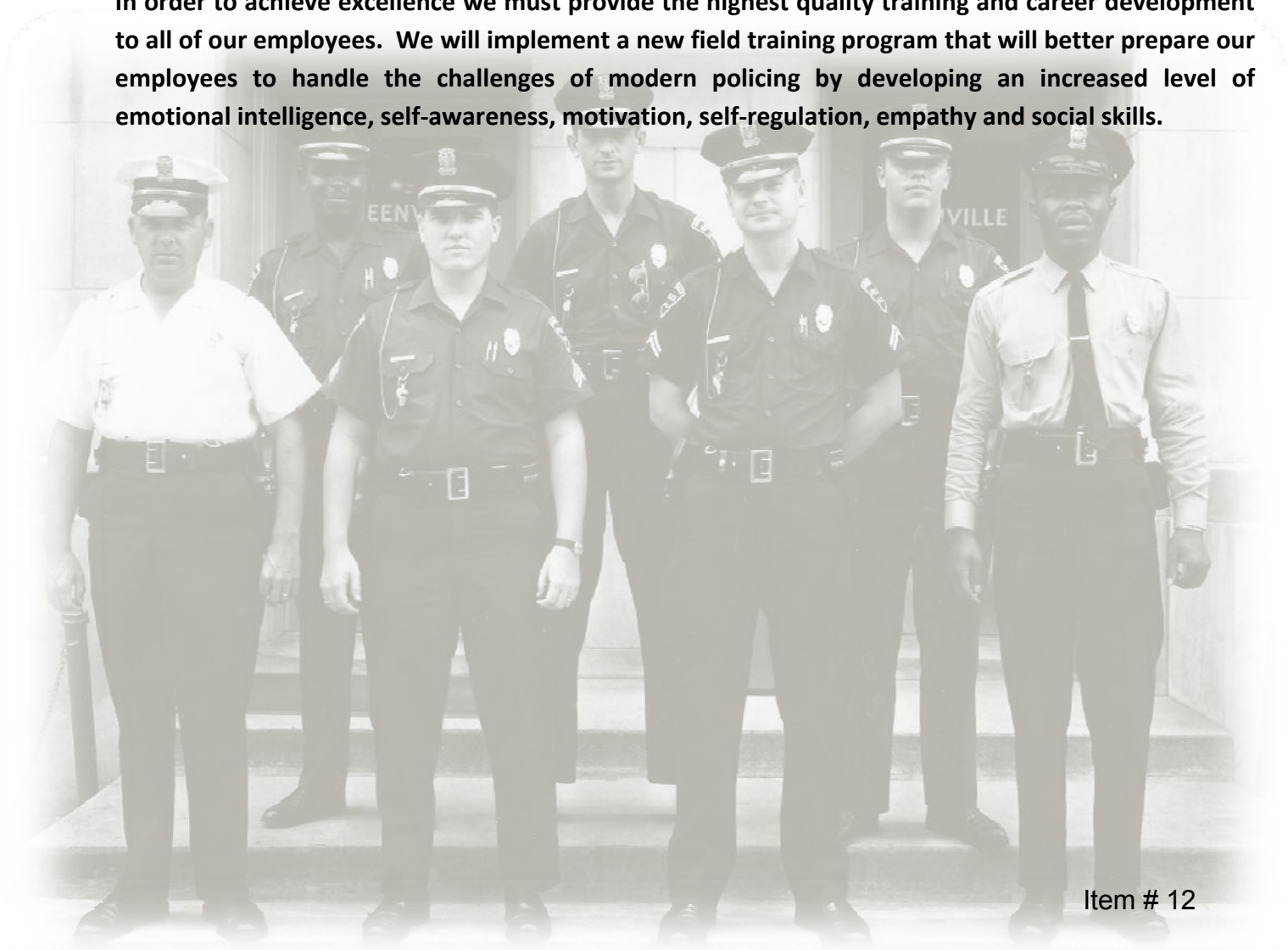
Optimizing Organizational Structure

Goal Statement

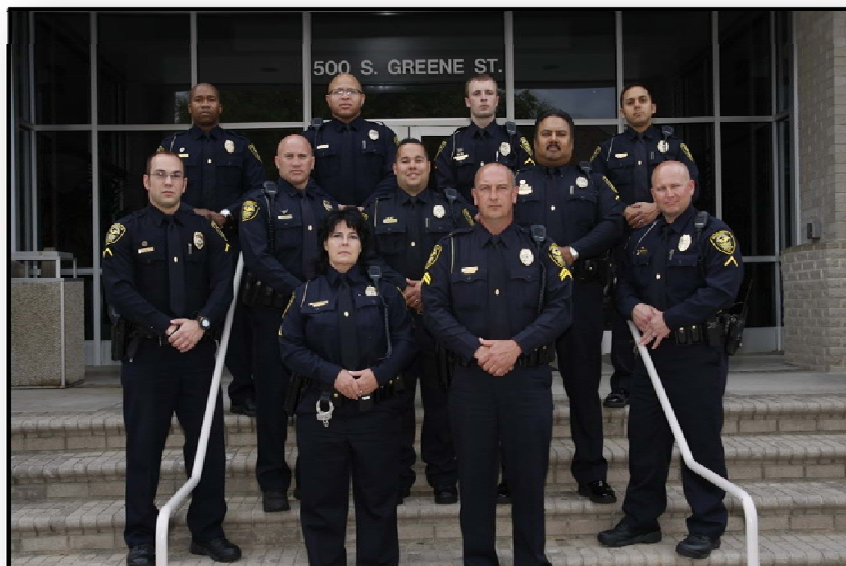
We will regularly review our organizational structure to ensure the most effective distribution of resources.

Historically the police department has deployed patrol officers based upon shifts. The districts within these shifts were determined by numerous time-related variables. To fully implement a successful deployment strategy, geography must be used as a basis for deployment and not time. Geographic “zones” will be determined by analyzing data such as calls for service, crime densities and response times. By changing from a time-based deployment to a geographic deployment, command staff can identify and utilize more resources to combat crime-related issues. Since many of our crime issues are geography specific and not time specific, it is advantageous for the police department to change to this type of deployment.

In order to achieve excellence we must provide the highest quality training and career development to all of our employees. We will implement a new field training program that will better prepare our employees to handle the challenges of modern policing by developing an increased level of emotional intelligence, self-awareness, motivation, self-regulation, empathy and social skills.



Optimizing Organizational Structure	Responsible	Timeline
1. Review Deployment Structure <ul style="list-style-type: none"> • Are the right people in the right place? • Review Duration of Rotating Shifts 	Chief of Police	On Going
2. Institute Patrol Training Program to replace current Field Training Program	Administrative Services Bureau	December 2015
3. Civilianization of Applicable Positions	Chief of Police	On Going
4. Work with Information Technology to develop new geographic zones.	Deputy Chief of Police	January 2014
5. Reorganization of Code Enforcement Division	Administrative Services Bureau	June 2014
6. Establish a Civil Disturbance Unit	Deputy Chief of Police	January 2015
7. Assess needs for current and future substations	Chief of Police	On Going



Crime Reduction

Goal Statement

Our crime reduction strategies will be based on proactive and forward thinking, evidence-based approaches. Data-driven priorities, as well as community-oriented response plans will be established to reduce crime and increase the quality of life in the City of Greenville.

The crime rates in the City of Greenville are influenced by a number of factors:

- Greenville is the center of social, cultural and economic activity for Eastern North Carolina, attracting people from a number of surrounding communities.
- Several large thoroughfares provide easy access city-wide.
- Greenville's crime rate is driven by property crimes rather than violent crimes.
- Greenville's downtown boasts a significant number of clubs concentrated in a small geographic area.
- Greenville's population grows significantly during daytime hours.

The Greenville Police Department provides services for more than 85,000 residents and is at the center of a Metropolitan Statistical Area of more than 180,000. The Greenville Police Department understands its role in creating a safe environment to further economic development and create a community of distinction.

The Greenville Police Department has adopted a data driven approach to reducing crime. Through data analysis, resources will be guided efficiently and accurately.

We will work with residents, property owners and managers and businesses to increase awareness of crime prevention techniques. Crime Prevention through Environmental Design (CPTED) is one such technique. The Greenville Police Department will deploy certified CPTED officers to assist citizens and businesses in making their properties safer and harder to victimize.

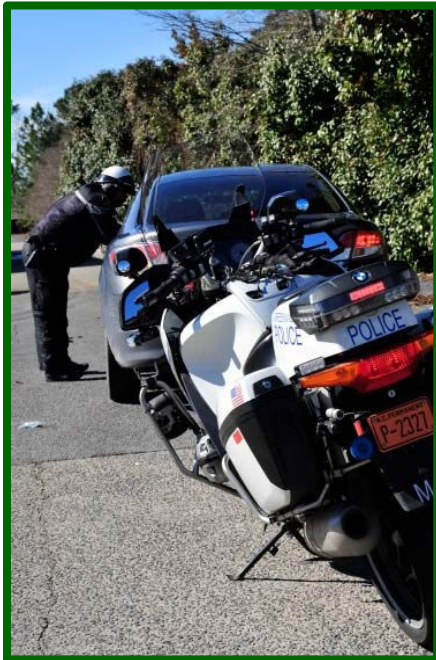


Crime Reduction	Responsible	Timeline
1. Reduce crime by 3% during first year of Strategic Plan	Chief of Police	December 2014
2. Adjust Law Enforcement Strategies to address changing city dynamics 1. Develop a geographic zone approach and deployment of officers 2. Create a unit to address Center City needs	Deputy Chief of Police	May 2014
3. Increase our capacity to offer Crime Prevention Through Environmental Design (CPTED) assessments	Field Operations Bureau	On Going
4. Crime Reduction Initiative Area (CRIIA) also known as Hot Spots Policing	Criminal Investigations Bureau	On Going
5. Increase Bicycle Patrol Deployment <ul style="list-style-type: none"> • Greenway • Center-City • Mobile use by officers in the Field Operations Bureau 	Field Operations Bureau	On Going
6. Implement department-wide Data Driven Approach to Crime and Traffic Safety (DDACTS) program	Field Operations Bureau	In Progress June 2014

Traffic Safety

Goal Statement

We will improve the safety of our streets, highways, and sidewalks by addressing vehicular crashes and motor vehicle law violations through education, awareness and enforcement. These efforts will be concentrated in high crash locations as indicated by data. In cooperation with traffic engineers we will examine unsafe intersections and roadways in order to improve safety through design.



Traffic safety continues to be a top concern for our community. The traffic goals in this Strategic Plan are designed to educate the motoring public about high-crash areas and driving behaviors that increase vehicle and pedestrian safety.

The Greenville Police Department will implement Data-Driven Approach to Crime and Traffic Safety (DDACTS) which will identify high-crash locations as well as educate the motoring public about enforcement efforts. The goal of our education and enforcement is to obtain voluntary compliance to traffic laws and ordinances.

As a department, it is imperative that we utilize every resource available to reduce crashes and increase traffic safety. The Greenville Police Department utilizes traffic and engineering surveys, smart trailers, the media, social media and innovative resources in our efforts to reduce crashes and to make Greenville a safer place to walk, bike and drive.



Traffic Safety	Responsible	Timeline
1. Reduce traffic crashes by 10% over the life of the Strategic Plan	Field Operations Bureau	December 2016 With an annual Review
2. Implement department-wide Data Driven Approach to Crime and Traffic Safety (DDACTS) program.	Field Operations Bureau	In Progress Initial Review June 2014
3. Deploy Light Detection and Ranging (LIDAR) Speed Measuring Instruments and License Plate Recognition System (LPRs)	Field Operations Bureau	In Progress Initial Review March 2014
4. Research and recommend feasibility of a Jay Walking Statute to effectively reduce pedestrian vehicle accidents	Deputy Chief	January 2015
5. Host four DWI Checkpoints per year	Field Operations Bureau	On Going
6. Provide periodic Public Service Announcements and Public Awareness Campaigns	Public Information Officer	On Going



Community Engagement

Goal Statement

The Greenville Police Department is dedicated to enhancing relationships with community-based organizations and the citizens. We will maintain meaningful relationships within all of our communities and continue to keep our community-oriented programs and crime prevention efforts open and accessible to all of our citizens.

Our Community Engagement initiatives will continue to empower the citizens through outreach efforts such as our Civic Liaison Program and Citizens and Youth Police Academies. We understand working side by side with our community is our first line of defense in creating a safe environment in which to live, work and play.

When community stakeholders discuss strategies for enhancing community engagement and public safety, the subject of foot patrols inevitably arises. Sometimes deemed old fashioned by the rank and file, foot patrols are effective not only as a means of curbing crime in neighborhoods, enhancing community partnerships, and keeping officers in touch with local activity.

The Greenville Police Department will continue to foster positive relationships with all of our local media outlets. We recognize the importance of traditional and emerging social media. We will publicize our successes and hold ourselves accountable for our failures. We will further these efforts by utilizing periodic Public Service Announcements.

We will continue to foster relationships with our local schools and area youth by increasing the number of positive contacts with law enforcement officers. Sworn officers and civilian employees from the Greenville Police Department will serve as mentors at schools within the City of Greenville.



Community Engagement	Responsible	Timeline
1. Maximize use of social media to deliver information to citizens city-wide	Public Information Officer	On Going
2. Create a periodic Public Service Announcement in partnership with local media outlets	Public Information Officer	On Going
3. Formalize the Adopt-A-School Program in order to assign officers to each school within the city limits	Criminal Investigations Bureau	June 2014
4. Provide multiple aspects of Community Education <ul style="list-style-type: none"> • Citizen’s Police Academy • Youth Citizen’s Police Academy 	Administrative Services Bureau	January and September Annually
5. Develop a Civic Liaison Program	Administrative Services Bureau	On Going



Item # 12

Technology/Equipment Needs

Goal Statement

Information Technology (IT) systems play an integral part in our ability to address criminal activity. It is therefore important that the Greenville Police Department maintain the most current IT platform possible. The Greenville Police Department will keep pace with technological advances and will seek new IT solutions on a regular basis in order to provide the highest level of service.

The Greenville Police Department understands that current and emerging technology creates the ability to perform law enforcement duties in ways that were not possible just a few years ago. We will continually evaluate our technology needs. The deployment of mobile data terminals (MDT) and license plate readers (LPR) will be increased. The data collected by the LPR will be utilized to further reduce crime facilitated by the use of vehicles.

We will continue to work with City IT and the Department of Public Works to determine the best use for technology such as video surveillance and lighting enhancements to lower crime in our Crime Reduction Initiative Areas. We will also seek to protect our video surveillance infrastructure by requesting regular maintenance.

This strategic planning process highlighted some critical department needs in order to keep our officers safe as they perform their duties. We will seek to expand the patrol rifle program and replace our current aging department issued handguns. To expand on our community policing efforts we will increase the deployment of bicycle officers throughout the city.

Technology and Equipment Needs	Responsible	Timeline
1. Increase our LPR infrastructure	Field Operations Bureau	On Going
2. Increase use of fuel-efficient vehicles in specific assignments <ul style="list-style-type: none"> • Administration • Staff • Parking Enforcement • Code Enforcement • Animal Control 	Administrative Services Bureau	On Going
3. Expand the Department's Rifle Program	Deputy Chief of Police	October 2014
4. Replace aging handguns	Deputy Chief of Police	July 2016
5. Expand the Department's Bicycle Program	Field Operations Bureau	On Going



Item # 12



Greenville Police Department

500 South Greene Street

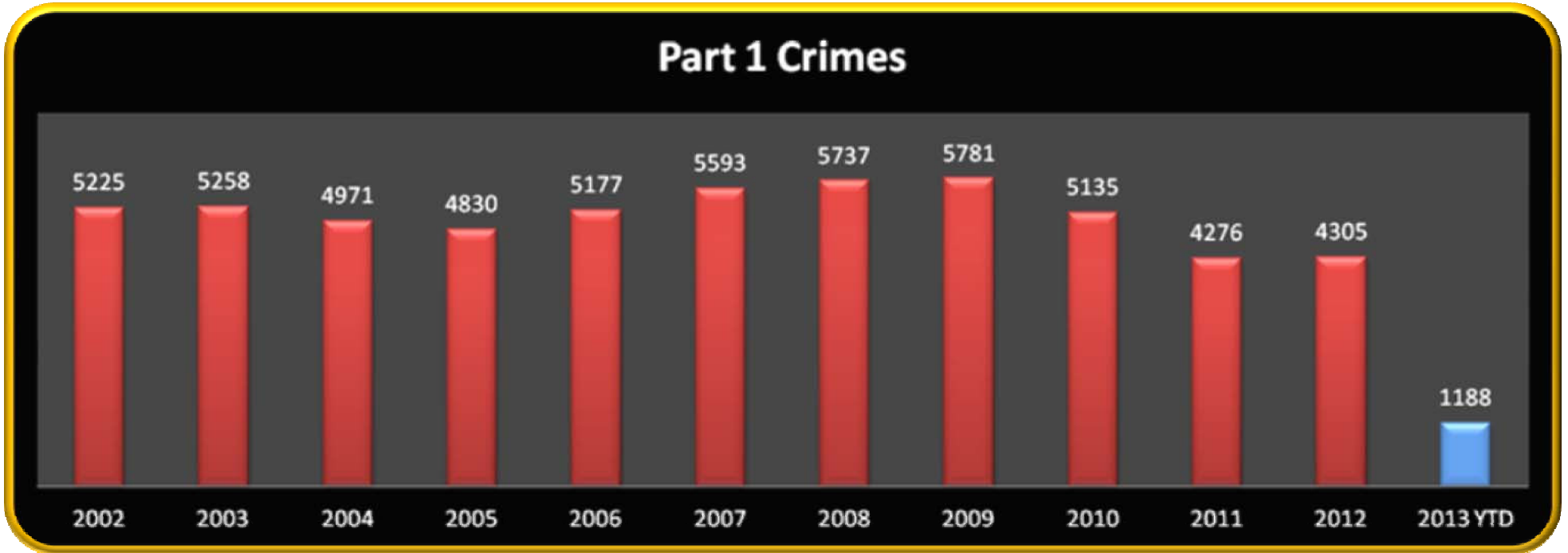
Greenville, NC 27834

Phone: 252-329-4315

www.greenvillenc.gov

Part I Crime Comparison

2002 – 2012 with 2013 Year-to-Date

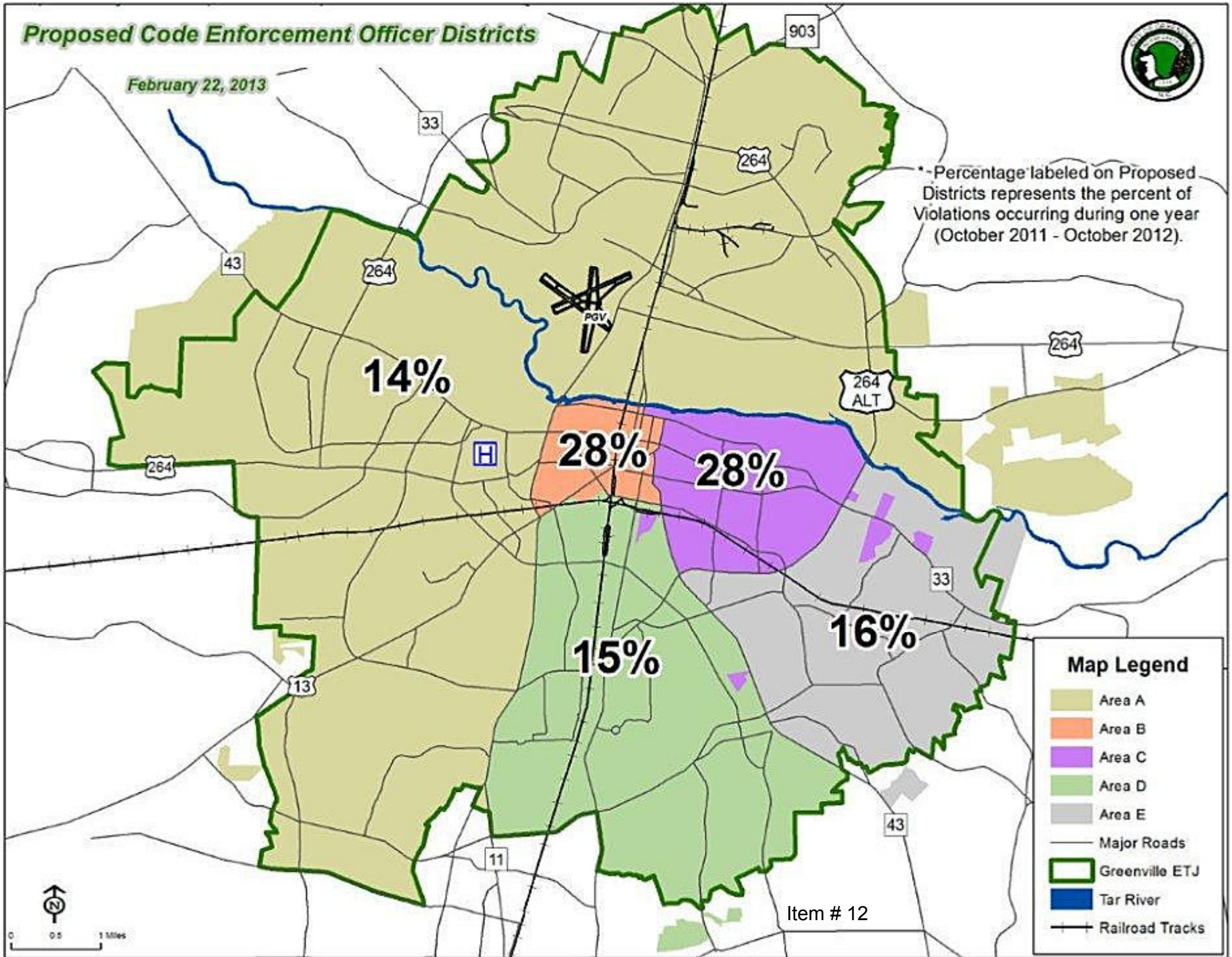


Proposed Code Enforcement Officer Districts

February 22, 2013



* - Percentage labeled on Proposed Districts represents the percent of Violations occurring during one year (October 2011 - October 2012).



Item # 12

Map Legend

- Area A
- Area B
- Area C
- Area D
- Area E
- Major Roads
- Greenville ETJ
- Tar River
- Railroad Tracks



City of Greenville, North Carolina

Meeting Date: 5/6/2013
Time: 6:00 PM

Title of Item: Video Surveillance Program Presentation

Explanation: **Abstract:** City Council's adopted strategic goals include two action items related to public safety as follows: Goal 9: Identify specific geographic areas throughout the city with significantly high incidents of crime and nuisance activity that may be deterred through the installation of public safety security cameras, and Goal 10: Work with Police Department to further expand video surveillance in the downtown area of Greenville. In an effort to meet these directives, staff from multiple City departments have worked over the past eight months to identify locations where they felt surveillance cameras would most effectively benefit public safety. Staff will present a video surveillance program, including the program's background, process for identifying additional needs, and proposed use of FY 14 funding, to City Council for approval.

Explanation: Since 2007, the City has made a major investment in video surveillance cameras, which has aided the Police Department in their efforts to solve various instances of crime and aided officers in the monitoring of events and high crime areas. Most of the City's cameras have been installed outside, but cameras are also installed in several City facilities. The cost of infrastructure to link the cameras to the camera recording system at City Hall has been a large portion of the dollars expended to date. In the FY13 budget and FY14 financial plan, \$150,000 was placed in each year's Capital Improvements Plan to expand the presence of video surveillance cameras. In addition, a committee was formed from several City departments to develop a priority list of locations where they felt surveillance cameras would benefit the enforcement of public safety. The committee included representatives from the departments of Police, Community Development, Recreation and Parks, Public Works, and Information Technology. The committee identified 62 locations that would benefit from the installation of some type of video surveillance camera. Some of the locations were close to existing City infrastructure (fiber optic cabling), allowing cameras to be installed with little cost beyond the cost of the camera. Other locations would need infrastructure installed to connect to the City's network to allow for the recording and storage of the video.

Cameras were purchased and installed in the downtown area that were at the top of the priority list and were most economical to install. The Merchant's Alley project had four cameras installed, but was an expensive venture. Conduit and fiber optic cabling had to be installed in the alley to connect the cameras to the City's network. GUC was involved to connect the fiber optic cable through their manhole system connecting the cameras to City Hall.

The recording system in the Information Technology computer center had to be expanded to allow space for the cameras to record to. The recording system maintains 30 days of recorded video. Recording video from 182 cameras for 30 days requires software, servers, camera license, and storage devices. Each camera added to the system requires a license and disk space for 30 days of storage. When cameras are added to the recording system, IT staff are there to insure the camera installation is performed correctly and the viewing angle of the camera is maximized. The camera is attached to the recording system, and access is provided to the Police Department for viewing.

Thus far during FY13, 18 cameras have been installed in various areas downtown and other pertinent locations around the City at a cost of \$109,000. This includes the cost of cameras, installation, fiber optic cable, miscellaneous supplies, etc. The project for this year will be complete with the installation of cameras at the Dream Park and the City Pool area. There is no infrastructure near the Dream Park so fiber optic cabling will need to be installed.

The proposed plan for FY14 funding includes \$50,000 devoted to system maintenance; \$50,000 to new camera installation; and, at the direction of the Police Department, \$50,000 for improved lighting.

Fiscal Note: Funds are available in the FY13 budget (\$150,000) and in the FY14 financial plan (\$150,000).

Recommendation: Approval of the video surveillance program, including proposed FY14 expenditures, as provided.

Viewing Attachments Requires Adobe Acrobat. [Click here](#) to download.

Attachments / click to download

 [Video Surveillance Presentation](#)



CITY OF GREENVILLE, NC

Video Surveillance Program



Video Surveillance Program

2 City Council Action Items associated with Public Safety:

1. Identify specific geographic areas throughout the city with significantly high incidents of crime and nuisance activity that may be deterred through the installation of public safety security cameras
2. Work with the Police Department to further expand video surveillance in the downtown area of Greenville



CITY OF GREENVILLE, NC

Video Surveillance Program

The City Council approved \$150,000 per year of CIP funding for

- FY2012-2013
- FY2013-2014



CITY OF GREENVILLE, NC

A Video Surveillance Committee was formed consisting of personnel from the following areas:

- Greenville Police Department
- Community Development Department
- Recreation and Parks Department
- Public Works Department
- Information Technology Department



CITY OF GREENVILLE, NC

The Video Surveillance Committee met to determine areas of concern, future growth and to identify areas for increased video surveillance and new areas to cover.

A comprehensive list was created and prioritized by the committee.

Camera locations are selected based upon possible criminal activity areas, and ingress/egress routes on areas for monitoring. Direct neighborhood monitoring is not utilized due to possible violations of citizen privacy.



CITY OF GREENVILLE, NC

GPD does not employ full 24/7 monitor access of the cameras due the current workload of the dispatchers.

During times of possible high crime activity periodic observations may take place (as an example - Uptown Greenville on weekends).

In the event of a reported incident the dispatchers will monitor cameras in the immediate vicinity of the incident as well as any cameras along the egress routes.

Camera Surveillance footage is utilized in post incident investigations and also utilized in court proceedings.



CITY OF GREENVILLE, NC

Current Status –

182 Cameras

Dollars Spent Prior to 07/2012

\$698,272

62 Additional Cameras have been
Identified by the Video Surveillance
Committee

18 have been installed this year



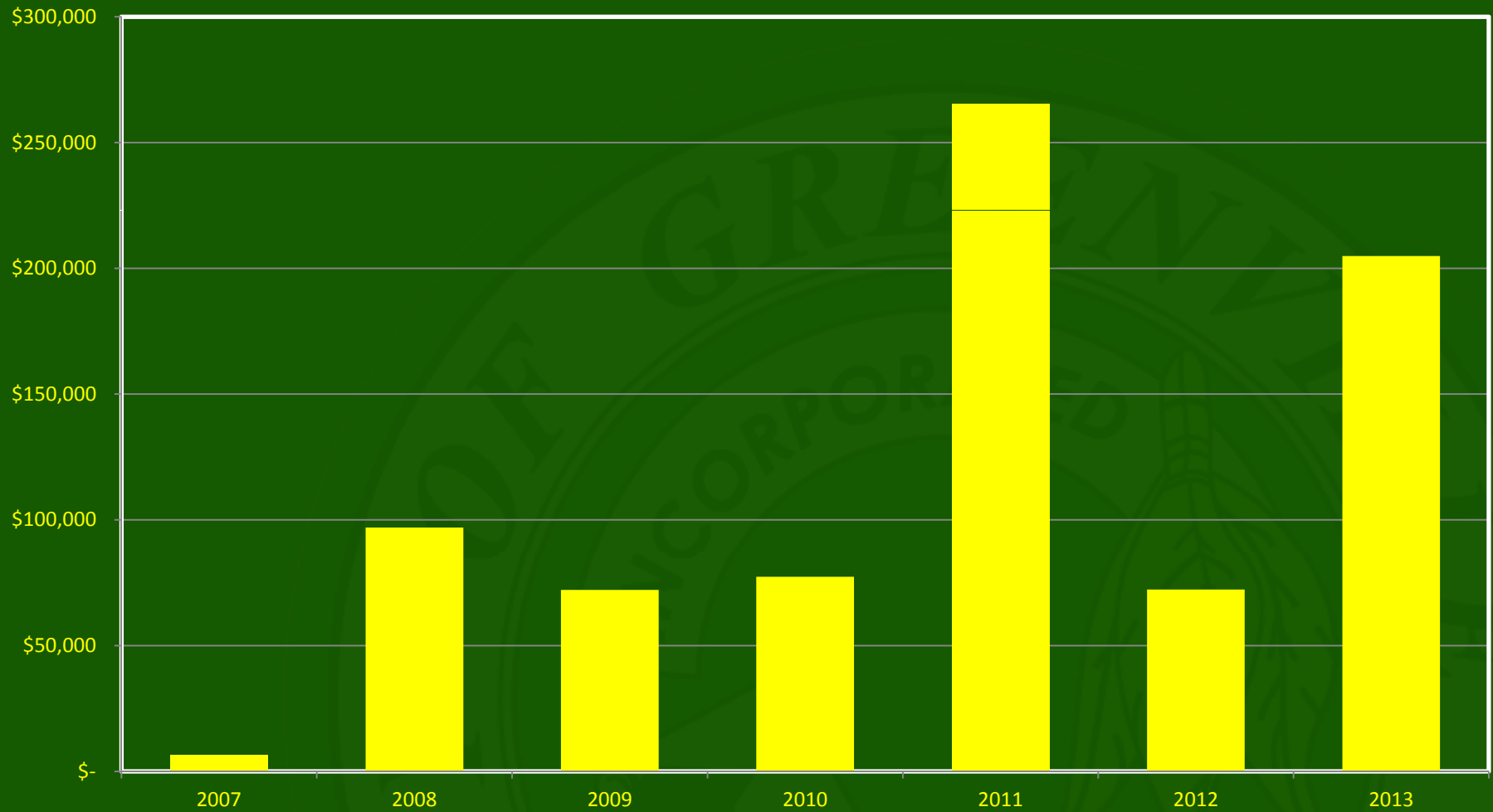
CITY OF GREENVILLE, NC

Cost History Graphics



CITY OF GREENVILLE, NC

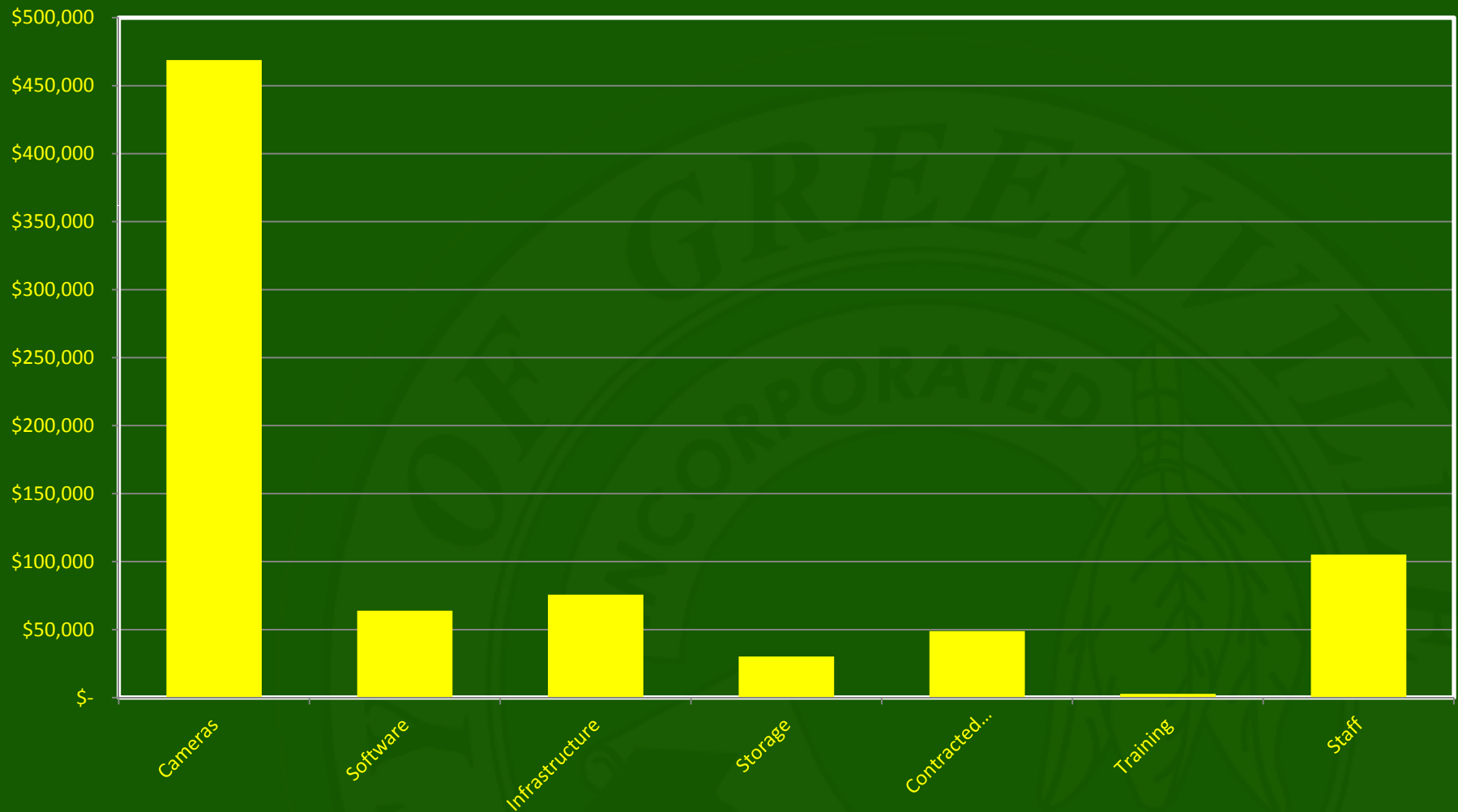
Yearly Totals





CITY OF GREENVILLE, NC

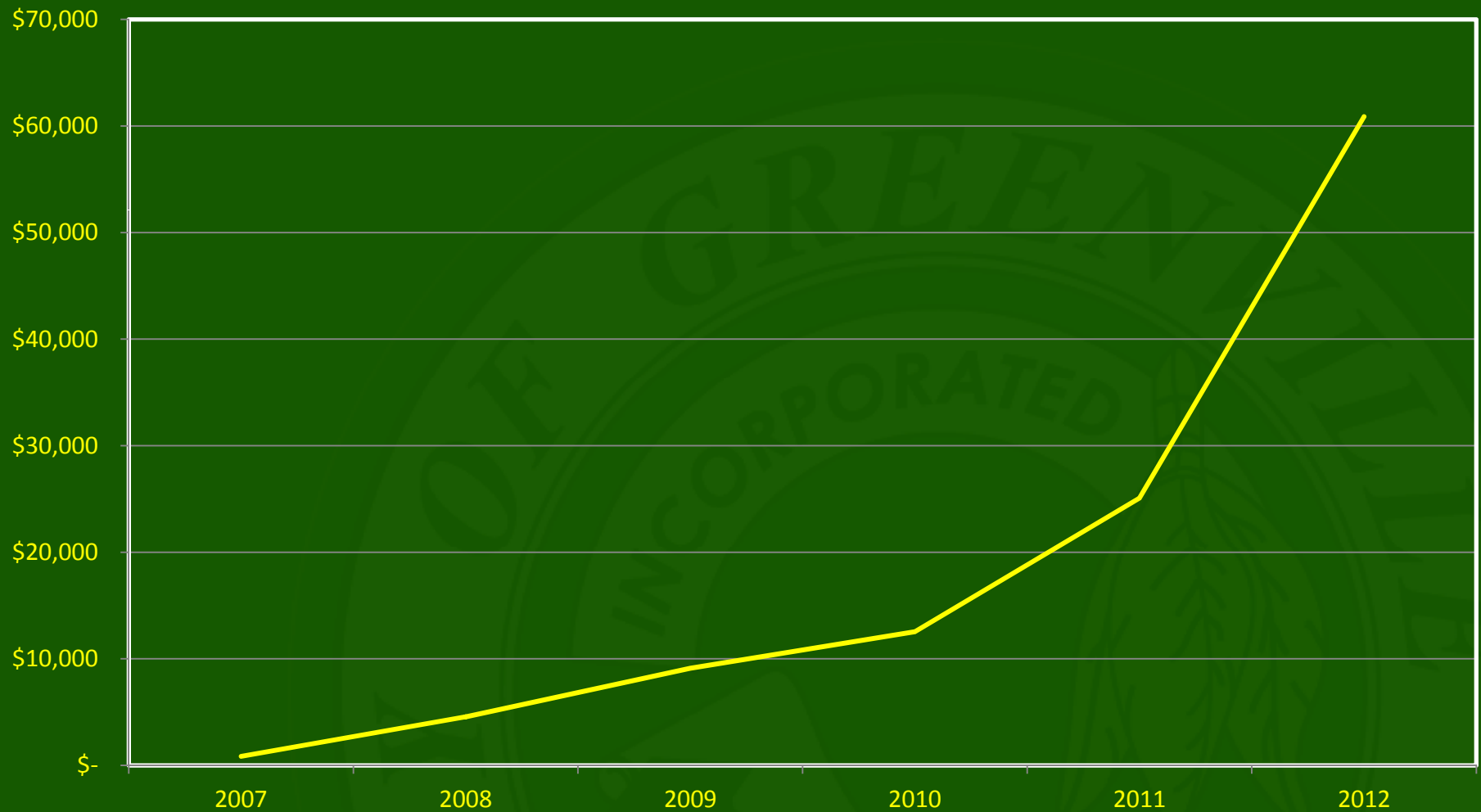
Spending by Category





CITY OF GREENVILLE, NC

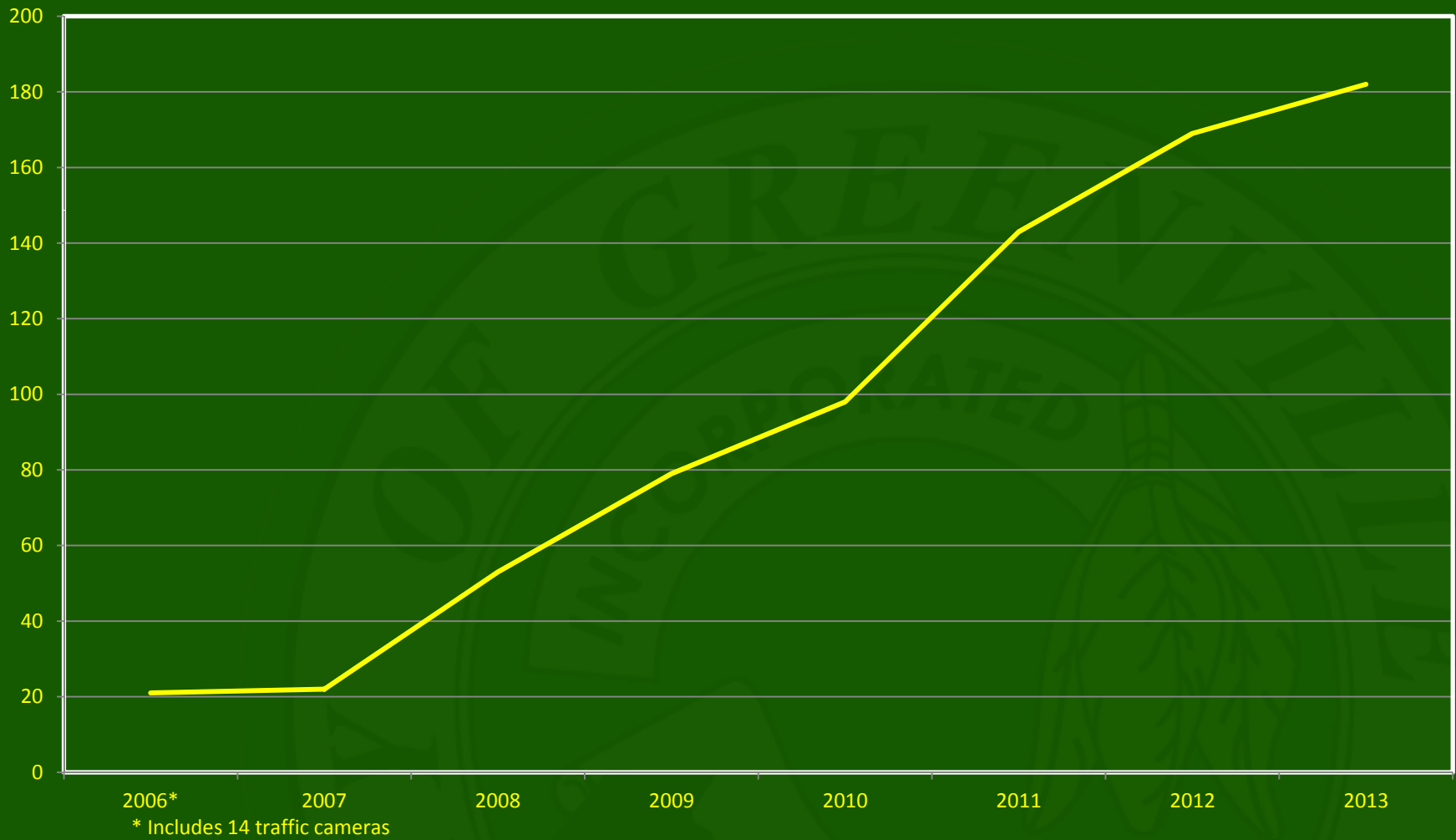
Staff Cost By Year





CITY OF GREENVILLE, NC

Cameras By Year





Goal Task List/Action Items

Task	Status
➤ Cost History of Current Environment	Complete
➤ GUC Coordination Meeting	Complete
➤ Identify camera locations	Complete
➤ Prioritize List of Camera	Complete
➤ GUC Pole Attachment Agreement	Complete
➤ GUC Fiber Use Agreement	Complete
➤ Elm Street Park (Web cam)	Complete
➤ Merchant's Alley (4)	Complete
➤ 5th & Cotanche South	Complete
➤ 5th & Reade West	Complete
➤ 4th & Cotanche South	Complete
➤ 4th & Reade North	Complete
➤ 4th & Evans North	Complete
➤ 4th & Evans South	Complete



CITY OF GREENVILLE, NC

Goal Task List/Action Items

Task	Status
➤ Greenville Blvd/Hooker	Complete
➤ Greenville Blvd/Landmark	Complete
➤ Memorial/3 rd Street	Complete
➤ Memorial/5th Street	Complete
➤ 14 th /Farmville Blvd	Complete
➤ 14 th /Chestnut	Complete
➤ 14 th /Dickinson	Complete
➤ COG/DOT MOU Fiber Usage	Pending
➤ Dream Park (2)	Pending Approval on Fiber Install
➤ Guy Smith Stadium (2)	Pending Approval on Fiber Install
➤ City Pool (2)	Pending Approval on Fiber Install



CITY OF GREENVILLE, NC

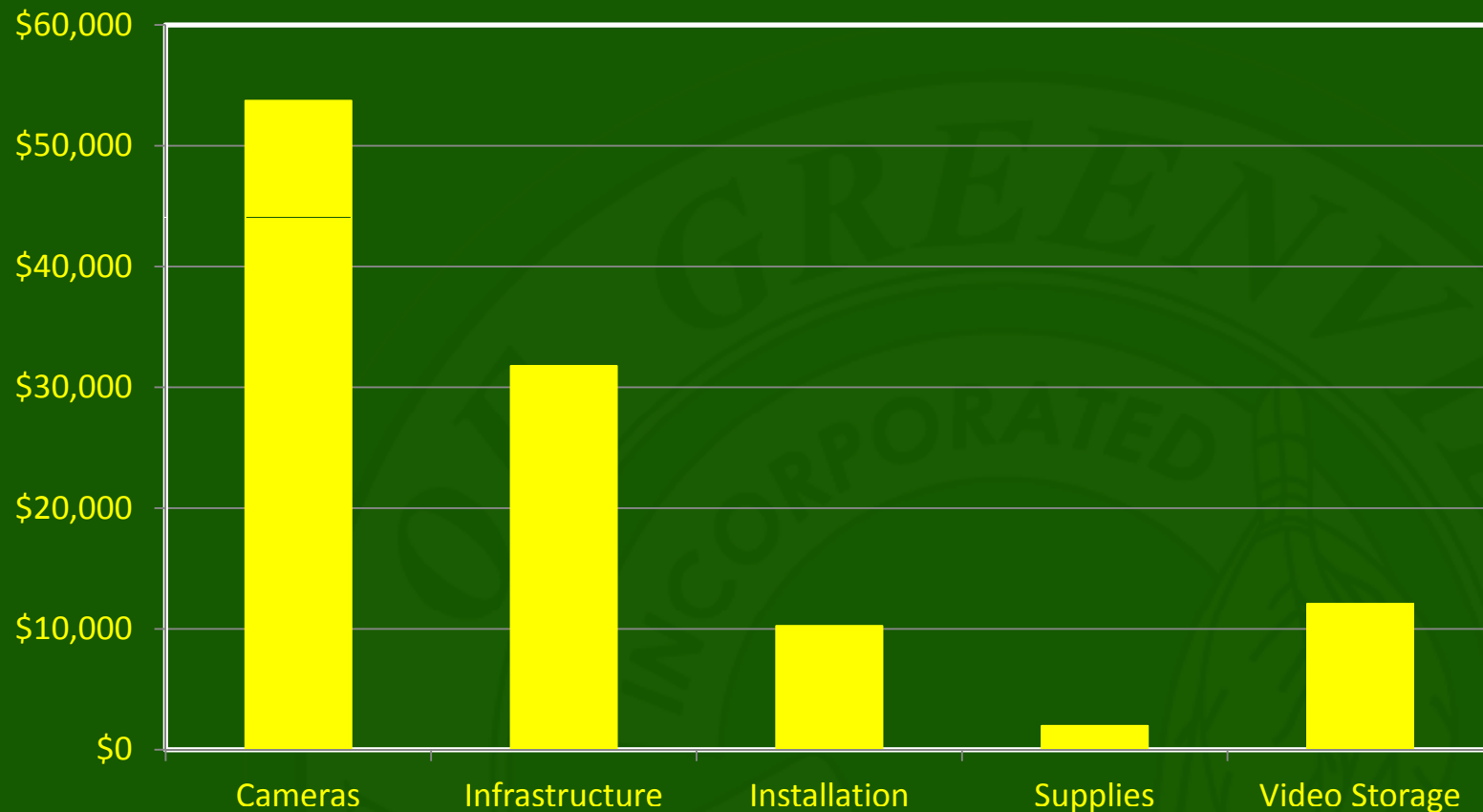
Goal Task List/Action Items

Task	Status
➤ Thomas Foreman Park (3)	Pending
➤ South Greenville Park	Pending
➤ Utilizing Current Years funding	Ongoing
➤ Cost Estimate for further installations	Ongoing



CITY OF GREENVILLE, NC

Expenditures of \$150,000 Budget



Total Expenditures to Date \$ 109,823



Other Goal Task items

- Define skill sets and scope for a contractor to provide ongoing installation, maintenance and support.
- Comprehensive analysis of video surveillance environment to develop a budgetary estimate for ongoing contingencies
- Develop an ongoing budget for life cycle replacement



CITY OF GREENVILLE, NC

Overview of Current Camera Infrastructure

163 of the existing 182 cameras currently installed are utilizing existing infrastructure.

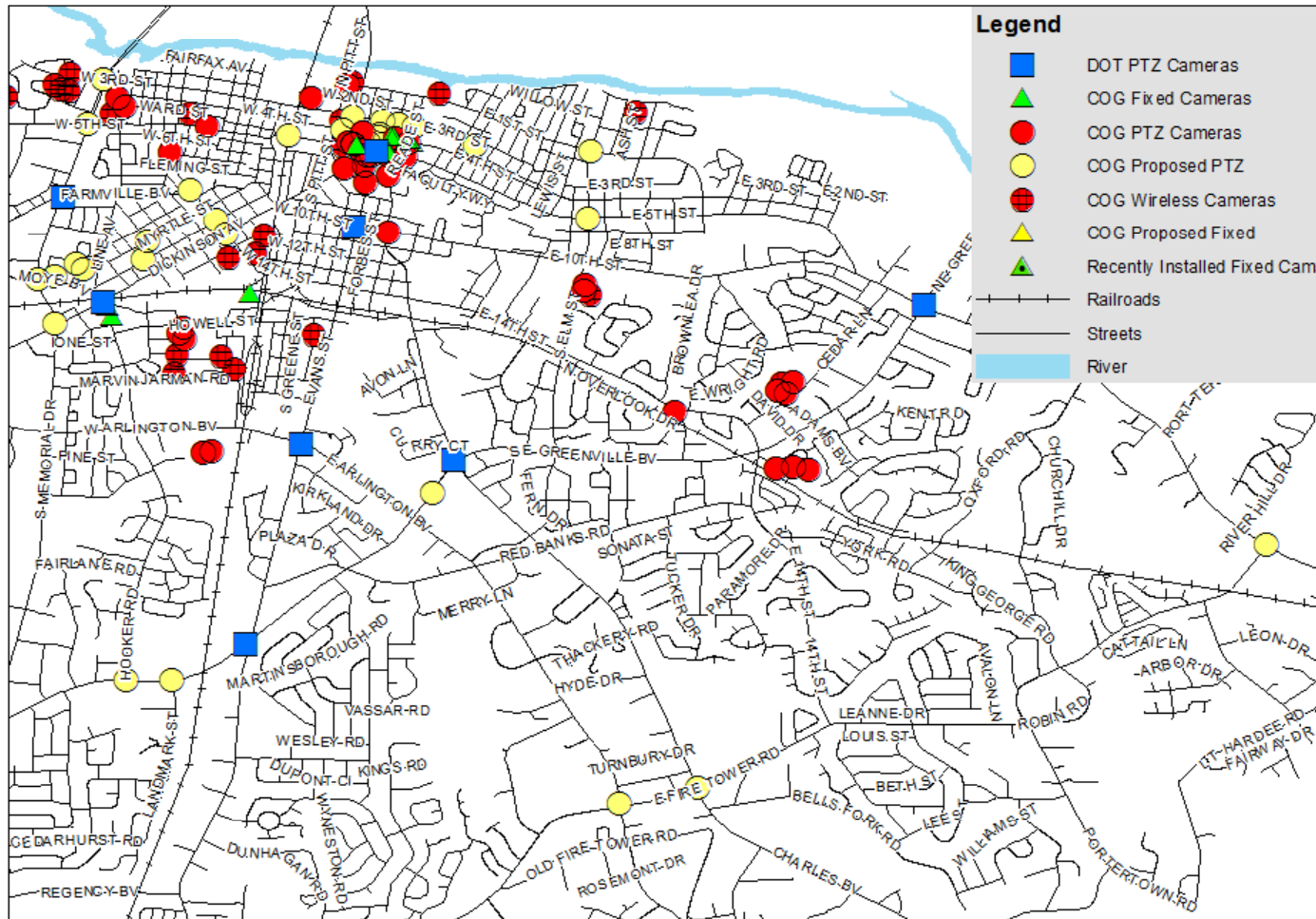
The infrastructure cost of Merchant's Alley was approximately \$33,000 (fiber, conduit, handholes).

The infrastructure cost of the last 4 cameras installed in the Uptown area was \$300.



CITY OF GREENVILLE, NC

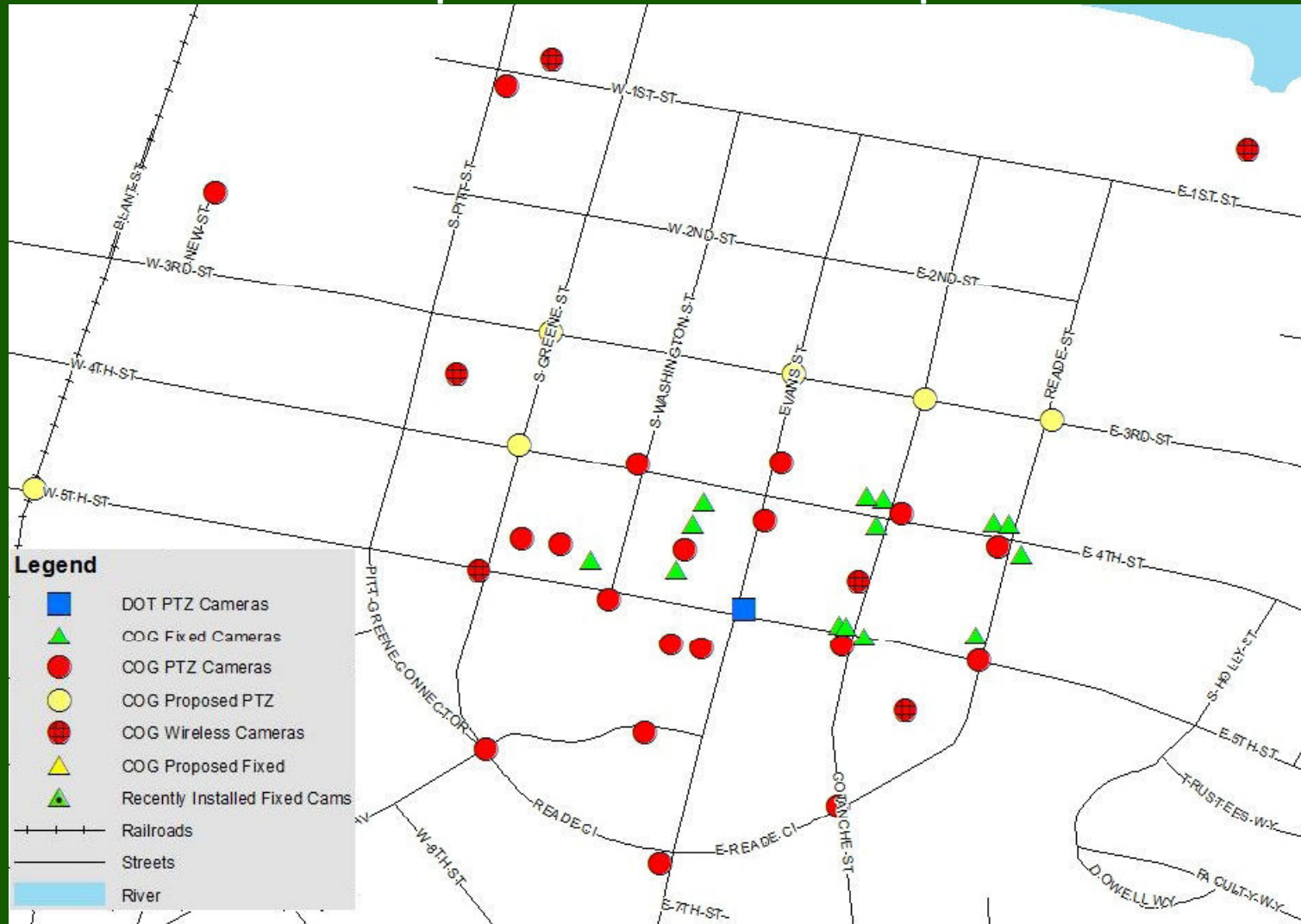
Camera Map





CITY OF GREENVILLE, NC

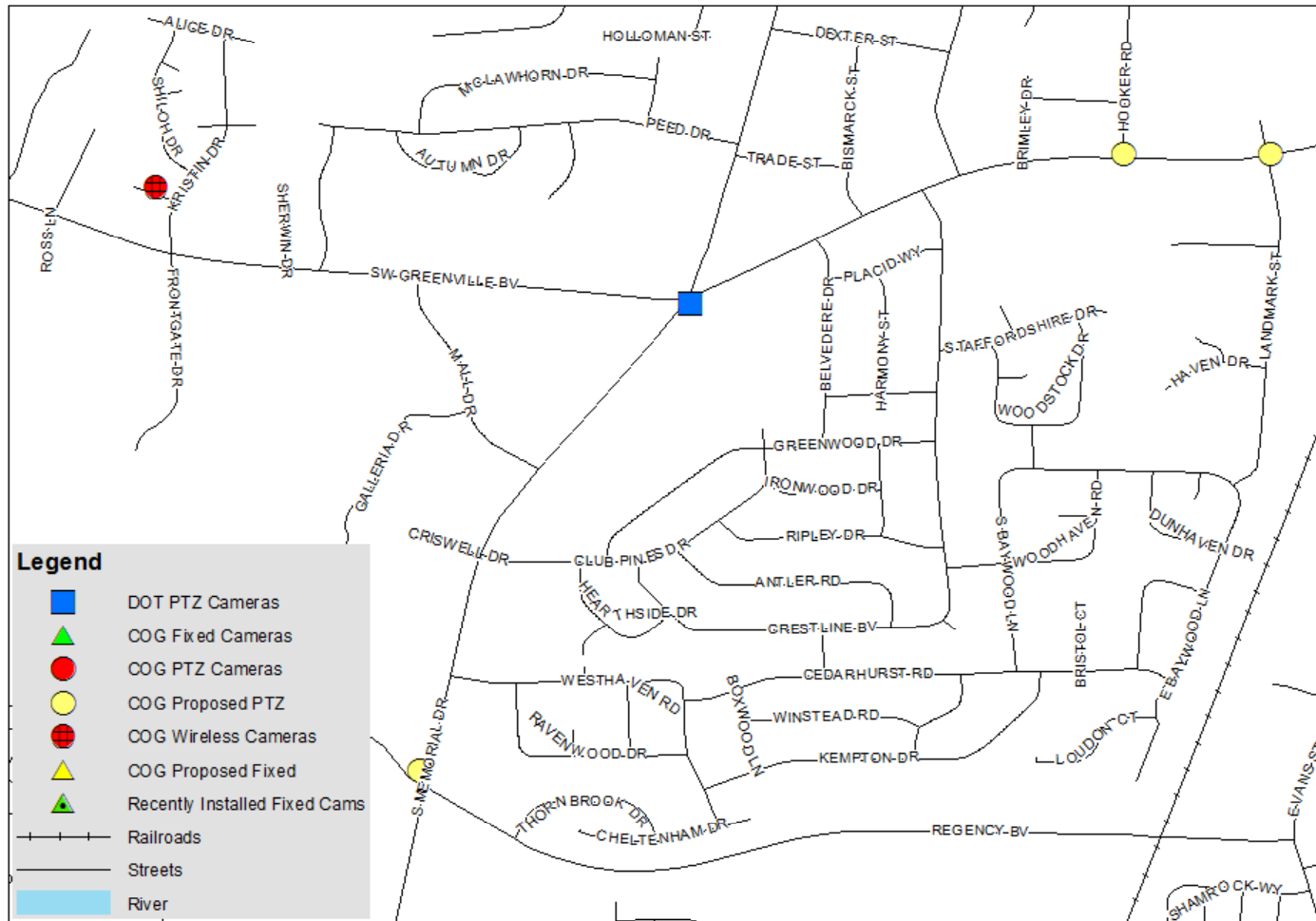
Uptown Camera Map





CITY OF GREENVILLE, NC

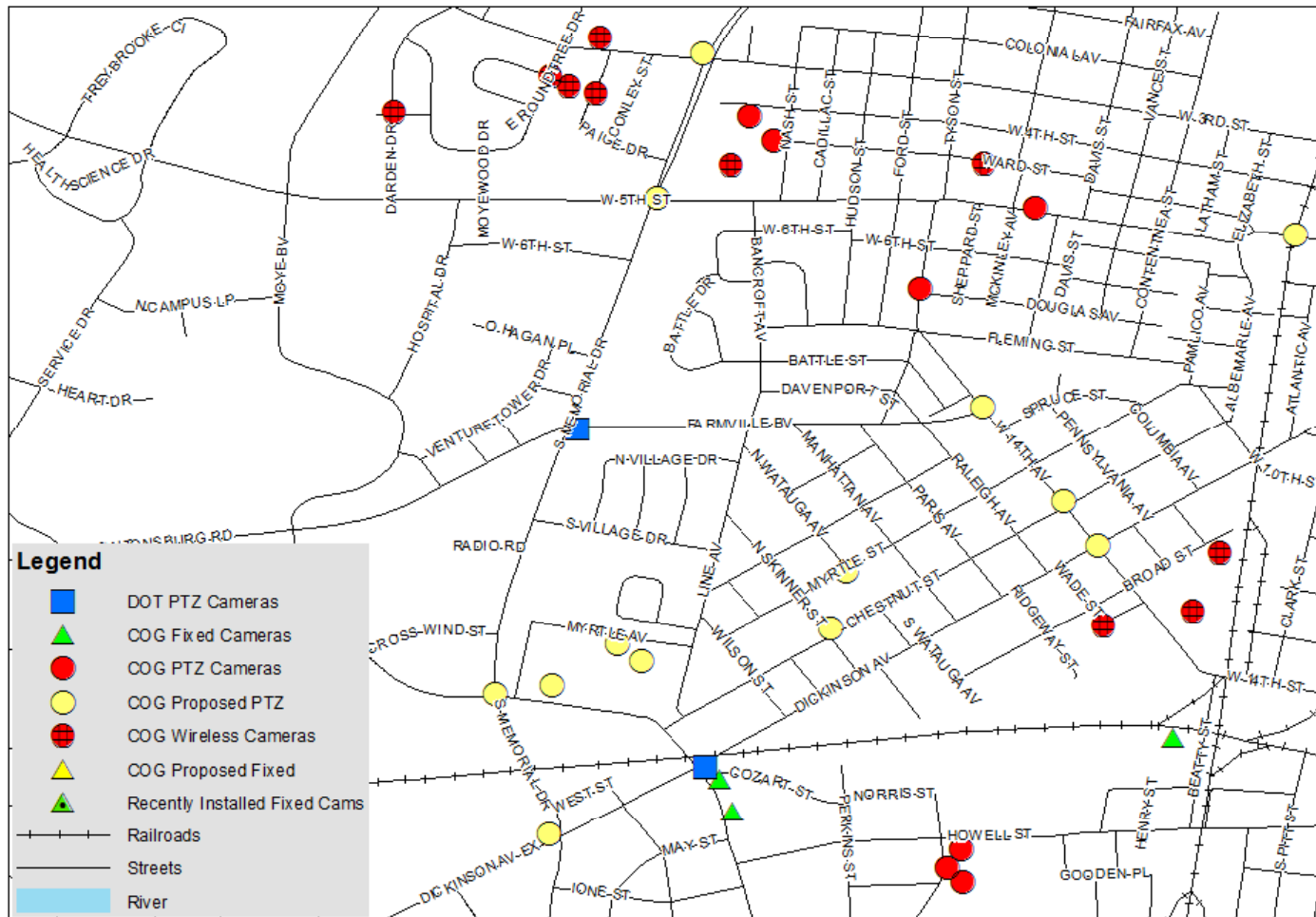
Walmart Area Camera Map





CITY OF GREENVILLE, NC

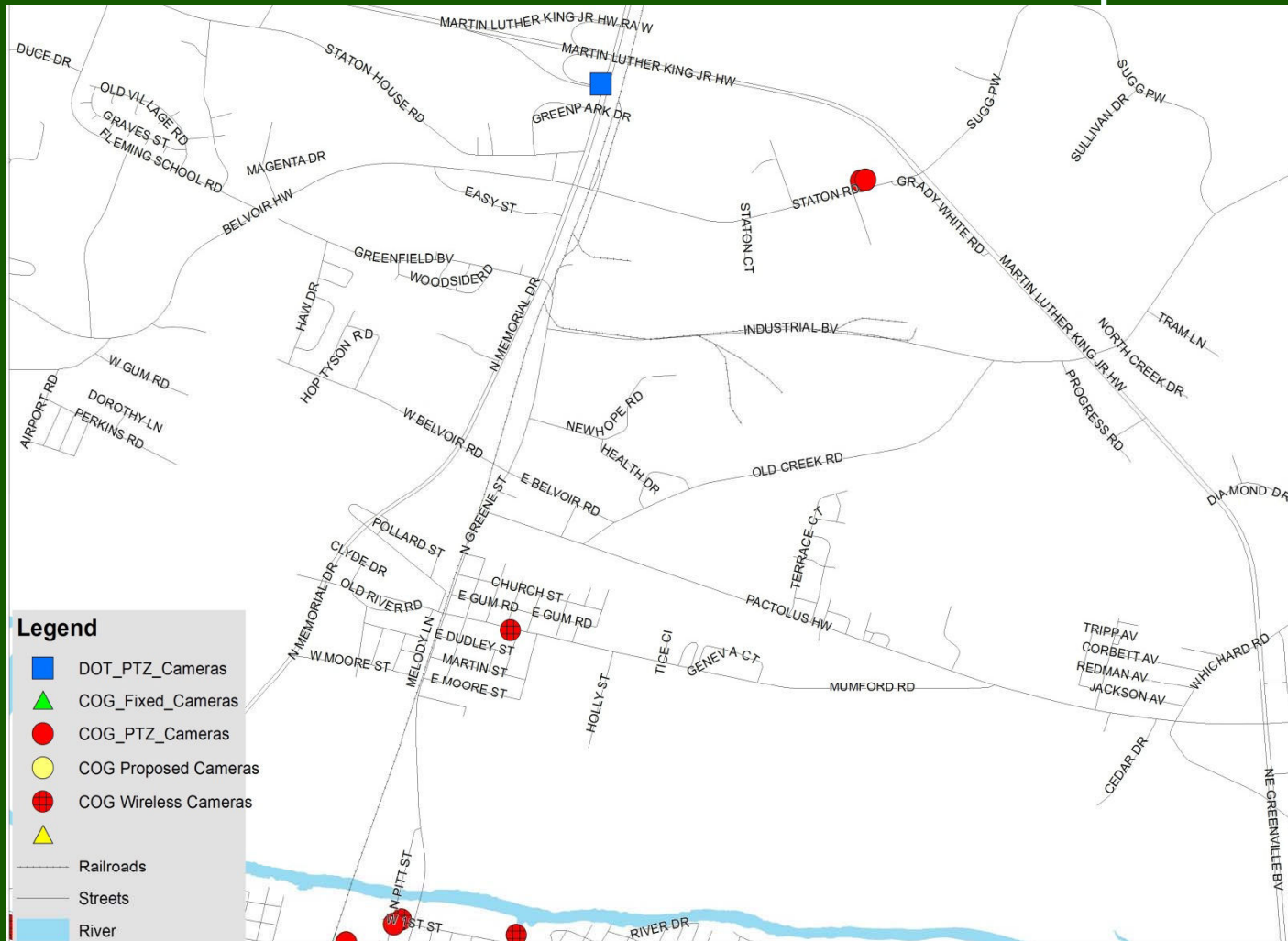
West Greenville Camera Map





CITY OF GREENVILLE, NC

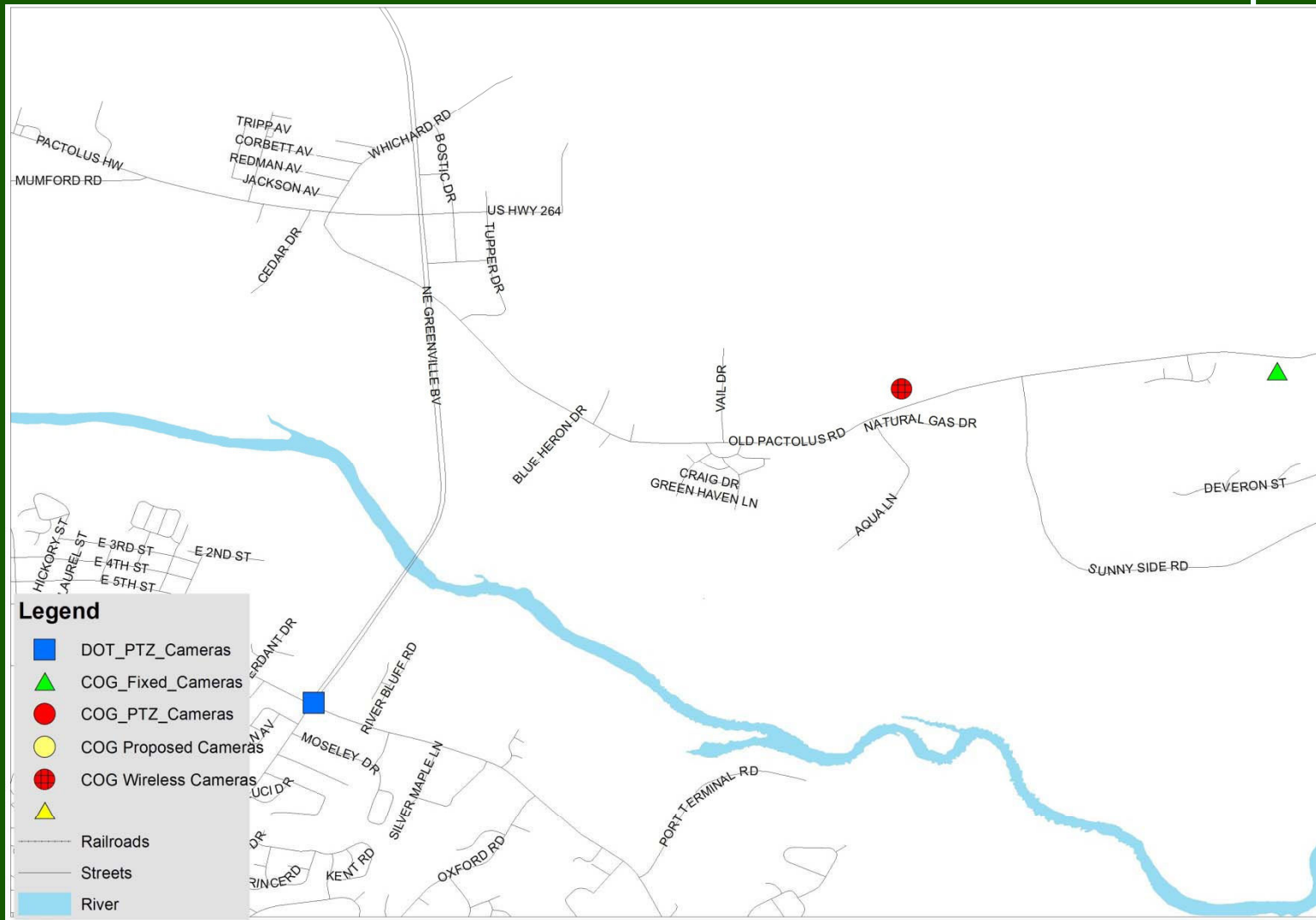
North Greenville Camera Map





CITY OF GREENVILLE, NC

North Greenville – Bradford Creek Camera Map





CITY OF GREENVILLE, NC

Looking Forward to 2013/2014

- Utilize \$150,000 CIP Budget
 - Maintenance of existing 182 cameras - \$50,000
 - Continue installation of priority cameras - \$50,000
 - Shift to priority lighting needs identified by Police Department - \$50,000
- Police identified 34 sites for additional cameras
- Remaining camera installs will be based upon those that are less expensive to install
- More expensive camera installs will be in future years based on available budget



CITY OF GREENVILLE, NC

Questions?



City of Greenville, North Carolina

Meeting Date: 5/6/2013
Time: 6:00 PM

Title of Item: Approval of Sanitation plan and implementation

Explanation: **Abstract:** The five-year Sanitation plan involves curbside collection, refuse service changes, purchase of automated trucks, and fee increases to eliminate fund transfers from the General Fund. The plan is designed for increased safety for employees and to allow Sanitation to operate as an enterprise fund.

Explanation: On December 3, 2012, and March 7, 2013, presentations on the proposed plan were given to City Council during workshops. Modifications have since been made to the plan to address the questions and concerns identified during those presentations.

Fiscal Note: The Sanitation fund has operated at a deficit for the last two fiscal years. The Sanitation fund will require General Fund transfers for fiscal year 2013 and fiscal year 2014. To begin operating as an enterprise fund, staff has proposed a plan to provide more efficient and cost effective City Sanitation services.

Recommendation: Approve the five-year Sanitation plan and authorize the City Manager to move forward with implementation

Viewing Attachments Requires Adobe Acrobat. [Click here](#) to download.

Attachments / click to download

- [Early Retirement Plan](#)
- [PowerPoint Presentation](#)
- [Sanitation_Report_1_of_2_933076](#)

 [Sanitation Report Appendix A 941911](#)

 [Summary of NC Cities Survey re Sanitation 941896](#)

City of Greenville
Five Year Plan to Provide More Efficient and
Cost Effective City Sanitation Service

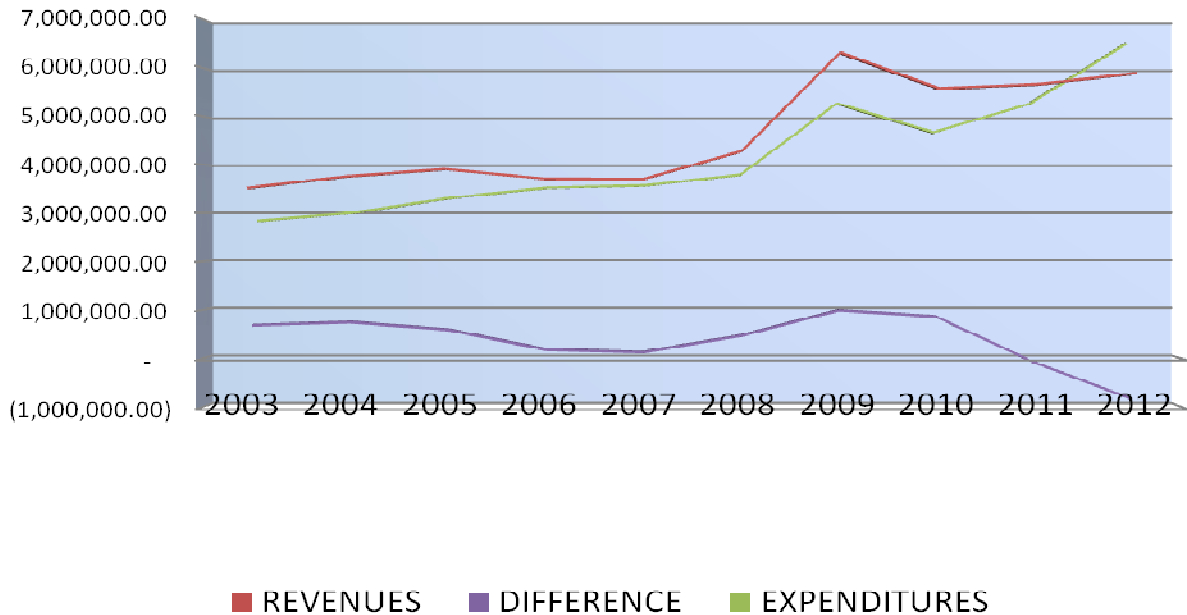
Contents:

- Section I. Report Purpose – Page 1
- Section II. Overview of Current Sanitation Operations – Page 3
- Section III. Refuse Collection – Page 12
- Section IV. Recycling Collection – Page 19
- Section V. Yard Waste Collection – Page 22
- Section VI. Plan Implementation Tables – Page 23
- Section VII. Employee Transition Plan – Page 24
- Section VIII. Fiscal Analysis – Page 26
- Appendix A: Performance and Cost Comparison Data from North Carolina
Local Government Performance Measurement Project (i.e.
Benchmarking Study)
- Appendix B: Survey of Refuse Fees from Select Cities (November 2012)
- Appendix C: Draft Voluntary Early Retirement Incentive Program

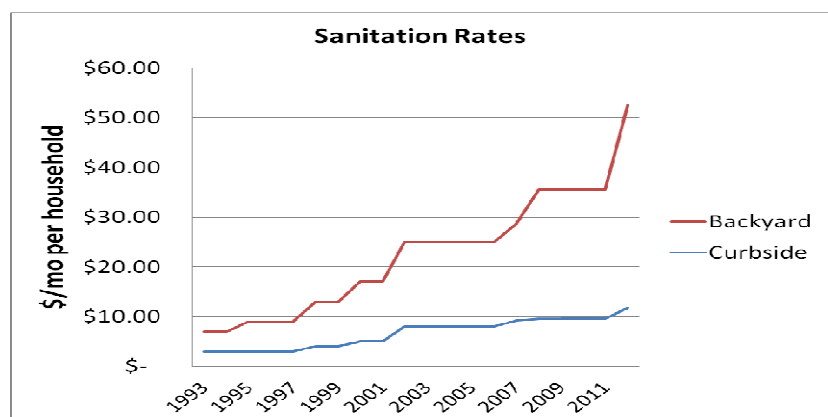
Report Updated by the City of Greenville
City Manager’s Office, Public Works Department,
Financial Services Department and Human Resources Department
May 1, 2013

Section I. Purpose

The City's Sanitation Fund is designated as an enterprise fund and, as such, it is intended to be fiscally self supporting. The fund has operated at a deficit, as depicted below, the past two fiscal years with a loss of \$86,915 in FY 10-11 and a loss of \$844,383 in FY 11-12.



During the FY 12-13 and FY 13-14 biennial budget development process, the City identified two primary reasons for the fund's operational deficits. First, the rates had not been adjusted during the previous four years, while the cost for service provision had risen substantially during the same period. Second, the City continues to utilize an inefficient service delivery system (i.e. backyard service and manual collection) at a time when many of our peer communities have implemented, or are in the process of implementing, automated service delivery systems. As a result of these circumstances, the need for substantial rate increases in FY 12-13 and FY 13-14 to ensure that the fund's revenues would cover expenses was recognized.



City Council approved a limited rate increase for FY 12-13 and no additional increase in FY 13-14 (see Table 1 for approved Sanitation Rates). The approved budget included an operational subsidy in the form of a transfer from the General Fund totaling \$139,163 in FY 12-13 and \$439,200 in FY 13-14. In addition to this transfer, the General Fund will absorb an estimated \$749,000 in indirect costs that are not charged to the Sanitation Fund.

Table 1. Sanitation Rates

Service Type	FY 12 Rate (Per Month)	FY 13 Rate (Per Month)	*FY 14 Rate
Curbside (Basic)	\$9.60	\$11.75	\$11.75
Backyard (Premium)	\$26.00	\$40.80	\$40.80
Multi-Family	\$9.57	\$11.75	\$11.75

*FY 14 rate based on approved financial plan.

It was the general consensus of City Council during this year’s budget development process that changes are needed in how sanitation services are provided so as to avoid substantial future rate increases and continued subsidies from the General Fund. To this end, it was determined that an evaluation of sanitation services be conducted and that a plan for providing more efficient and cost effective sanitation service be developed and presented to City Council.

As such, the purpose of this report is to outline a five-year plan that transitions the City’s current manual collection processes to automated and semi-automated processes that will result in a service delivery system that will:

1. Continue providing high levels of customer service while utilizing industry best practices which will increase operational efficiencies and minimize injuries to City personnel;
2. Ensure that the Sanitation Fund operates as an enterprise fund, requiring no direct subsidy from the General Fund;
3. Better define service levels for various sanitation services;
4. Provide mechanisms for customers that need service levels greater than the defined service levels to pay additional fees for additional services; and
5. Ensure that the costs of services for customers are minimized to the greatest extent practicable.

There are inherent advantages to automated collection of solid waste for both residents and municipalities:

For Residents

- Convenient and easy method for residents to dispose of trash.
- Wheeled containers are safer, easier and more maneuverable for residents because there is no lifting of heavy trash cans.
- The containers keep rodents and pets out of trash cans as a result of the lids. Trash is less susceptible to being wind-blown due to the lids as well.
- Cleaner neighborhoods with no litter on streets after pickup.

For Municipality

- Reduced Employee injuries and less time missed by injured employees
- Lower turnover rate of employees
- Reduced Workmen's Compensation Claims
- Improved collection and efficiency which will lead to reduced costs
- Cleaner neighborhoods with no litter on streets after pickup.

Section II: Current Sanitation Operations

The Sanitation Division provides residential refuse services to the citizens of Greenville. The array and frequency of services are delivered in a manner that ensures public health risks are minimized, the City remains aesthetically pleasing, rules and regulations are abided by, and meets the Division's service goals.

The Sanitation Division has 72 full time positions authorized. Currently, 68 of those positions are filled. The Division has a Superintendent, three route Supervisors, seven Crew Leader II's, 17 Crew Leader I's, 38 Refuse Collectors, one Recycling Coordinator and a Pest Control Officer.

The Sanitation Division has 46 pieces of equipment. The fleet is comprised of 18 rear loaders, seven front loaders, six knuckle booms, six leaf collectors, eight pick-up trucks, and one car. Only diesel and gasoline fuels are used to power the Division's vehicles. All of the Division's vehicles and equipment were in compliance with federal exhaust emissions guidelines at their time of purchase. Compliance with emission standards has resulted in higher equipment cost. The fleet consists of equipment that is less than ten years old and is used to provide services described in this report.

Four of the pick-up trucks are assigned to the supervisors for various field services including supervision of route collect, one is assigned to the Pesticide Officer for mosquito and rodent

control activities, one is assigned to a Refuse Collector for roll out cart delivery, and one is used to pull the Division's two recycling trailers to special events and used in the Christmas parade. One pick-up serves as back-up and for picking up missed collections.

The Sanitation Division's only car is assigned to the Recycling Coordinator. It is used for Keep Greenville Beautiful activities and other recycling duties.

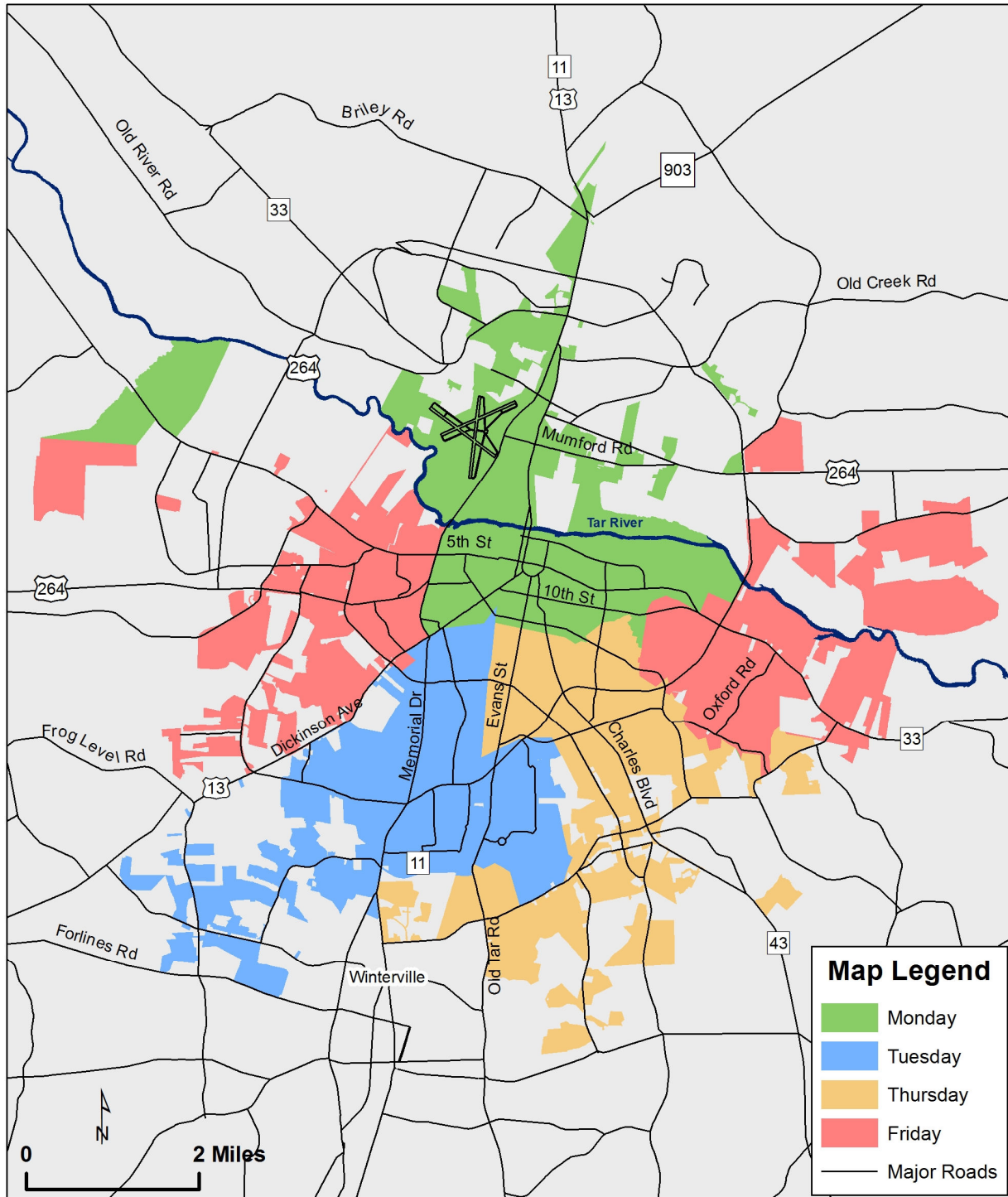
Refuse Collection

Collection Routing

Regular refuse collection, recycling collection, and yard waste collection occurs four days per week (Monday, Tuesday, Thursday and Friday). Multi-family bulky item collection and additional yard waste services are provided city-wide on Wednesdays. Figure 1 below depicts the daily routes within the city.

Sanitation has traditionally offered two service options for single family residences premium (backyard) and basic (curbside). City Council modified the service provisions by eliminating the option for new customers to choose premium service effective July 1, 2012, and by requiring all existing premium service customers to switch to basic service by July 1, 2017. As such, all new customers are required to have curbside service and must purchase a roll-out cart for the basic (curbside) refuse service. The Sanitation Division currently provides weekly refuse collection to approximately 3,154 premium (backyard) service customers, 14,595 basic (curbside) service customers, and 20,242 multi-family customers. These account numbers are reported as of December 2012. The number of premium services has decreased from 5,425 to 3,154 in the course of a year or approximately a 42% reduction.

Figure 1. Regular Sanitation Collection Routes



Greenville is the last of North Carolina's ten largest cities that still offers backyard collections. Since manual collection processes are utilized, the City has a high number of Sanitation employees per collection points compared to the other municipalities participating in the North Carolina Local Government Performance Measurement Project (See Appendix A). Additionally the predominantly manual collection service leads to more frequent injuries (back and slips/trips/falls) and higher occurrences of workman's compensation.



Example of Excessive Refuse – Premium (backyard)

Single Family Refuse Collection

There are currently eight rear loaders and twenty-four employees assigned to this collection sector on Monday, Tuesday, Thursday, and Friday. They provide the basic (curbside) collection, premium (backyard) collection, and curbside bulky trash collection on a weekly basis. The basic (curbside) customers utilize curbside carts that are purchased from the City and that fit the rear loaders' cart tipper. Premium (backyard) service customers are allowed to have up to three 32- gallon containers located in their backyard. Refuse collectors travel to the rear of the homes pulling a crew cart to empty the resident's garbage cans and then transporting the garbage back to the truck. The City also offers a special service option to customers that provide documentation that they are physically unable to transport their container(s) to the curbside. The City provides backyard collection to these customers at the basic (curbside) rate.

Identified Inefficiencies in the Current Single Family Refuse Collection System

- Labor intensive / manual collection process currently employed (three-man crews);
- Combination of collection points (rear yard and curbside);
- Lack of standardization for collection containers;
- No limitation on the volume (number of containers) for curbside customers;
- Fee for service is not tied to volume (number of containers) and



Example of Excessive Refuse – Basic (curbside)

- Weekly collection of bulky items using labor intensive / manual collection process (three man crews).

The Federal Government reported in 2012 that the waste/recycling collection workers have the 4th highest injury rate in the United States. This increased by 30% in 2010 and 2011. The proposed modifications will layout a collection plan that will not only increase operational efficiencies but greatly reduce the occurrence of injuries associated with lifting and slip/trips and falls. Figure 2 presents the injuries sustained, missed days as a result as well as the cost to the department for these workplace injuries.



Figure 2 – Sanitation Injuries

Public Works - Sanitation Division

Workmen's Compensation Claims and Injuries

	Year	Total # of cases w/ job restrictions	Total # days away from work	Total # days of restricted duty	Total # Injuries	% Claims Belonging to Sanitation	Incurred	% Cost Belonging to Sanitation
Sanitation	2012	6	119	239	16	52%	\$168,979.00	76%
PW Dept	2012	9	208	285	31		\$222,683.44	
Sanitation	2011	6	17	125	11	38%	\$7,356.93	20%
PW Dept	2011	11	47	211	29		\$37,589.29	
Sanitation	2010	6	7	57	13	52%	\$5,653.71	48%
PW Dept	2010	7	20	61	25		\$11,699.81	
Sanitation	2009	8	3	107	14	48%	\$59,040.91	85%
PW Dept	2009	15	3	154	29		\$69,113.74	
Sanitation	2008	6	3	370	13	42%	\$13,016.88	12%
PW Dept	2008	14	113	746	31		\$110,720.23	

Multi-family Refuse Collection

Multi-family units use dumpsters for refuse disposal. Front loader trucks with two person crews are used to empty multi-family residential dumpsters, City facilities and Greenville Utility Commission (GUC). The trucks have a 40 cubic yard capacity.

The City's multi-family refuse collection is provided by eight employees using four front loader dumpster trucks. This service is provided using two person crews. The refuse collector assigned to the crew is responsible for backing assistance and the disposal/pick-up of discarded items left on dumpster pads. The current fleet of front-end loaders has some front loaders equipped with rear view cameras. These mechanisms assist with backing,

exiting, and servicing urban areas and traditional neighborhoods which typically have more narrow streets/alleys and can be more difficult to maneuver. Most dumpster collections in other municipalities, both private and public, are performed by the driver only. City standards require that all discarded items be placed inside the dumpster and not left on the dumpster pad. The standard practice has traditionally been for the refuse collectors to manually pick-up any items left around the dumpster and put them in the dumpster.

Identified Inefficiencies

- Utilization of two person crews.
- City allows debris to be placed around the dumpster.



Recycling

General recycling collection uses three person crews and 25 cubic yard rear loader trucks. Recycling is collected from single family residences, multi-family residential properties, three City recycling drop off sites, schools within the City limits, and other City buildings.

Recycling collection for white goods (i.e. appliances) and electronics (i.e. computers, televisions, etc.) is collected on a call-in basis, and no fees are charged for collection. All white goods with refrigerants are taken to the Allen Road Transfer Station. Non-refrigerant containing appliances are disposed of at a local metal recycler. Pick-up trucks are used for white good collection, electronic recycling, and missed service calls.

The City's recycling collection service has twelve employees and uses four rear loader trucks. Premium (backyard) refuse service includes backyard recycling collection. The City collects comingled recycling materials on the same day as refuse collection. Increased recycling participation, coupled with the city's population growth, has led to significantly greater volumes of recyclable collections than in previous years. This increased work load has placed great demands on current crews, and it is anticipated that a fifth rear loader truck and three additional employees will be needed within the next two years unless a more efficient collection system is implemented.

Identified Inefficiencies

- Labor intensive collection process currently employed (three man crews using rear loader trucks).
- Combination of collection points (rear yard and curbside).
- Lack of standardization for collection containers.

Yard Waste

The knuckle boom trucks operate with two person crews and are used to collect yard waste from single family homes and multi-family units. Truck bodies range between 22 and 30 cubic yard capacity.

Loose leaf collection services are provided weekly November – February (the peak loose leaf season). Part-time drivers and temporary employees are utilized for loose leaf collection. Residents are allowed to place loose leaves behind the curb for collection. These leaf trucks utilize vacuum apparatus to collect the loose leaf piles.



The Sanitation Division uses twelve employees and six knuckle boom trucks, operating as two person crews, to collect yard waste from city residences. Yard waste is scheduled to be collected the same day as refuse and recycling. The use of knuckle boom trucks has encouraged residents to put out enormous piles of yard waste, typically consisting of limbs, logs and brush. Additionally, many private landscape contractors perform large projects and leave excessive amounts of yard waste debris by the curb for the City to collect.

Currently, if a resident containerizes yard waste, the crew must dump the container or bag contents on a hard surface and use the grapple to collect the yard waste. The trucks are not made for the collection of containerized yard waste. Knuckle boom trucks also have limited compaction ability, and having no restrictions on the amount of yard waste a resident places at the curb makes the planning of routes and workloads



very difficult. This results in residents often complaining about the timeliness of scheduled yard waste collection. Once yard waste service levels become better defined, improved planning will allow more predictable and efficient service delivery.

Identified Inefficiencies

- Lack of limitations on volumes to be collected.
- No standard for how debris should be placed at the curb (customers are permitted to leave debris in any manner they desire).
- Knuckle boom trucks do not allow for compaction, leading to increased trips to the landfill for emptying.
- Current system does not allow for the efficient collection of containerized yard waste.
- Current practice requires staff time to rake area after collection by knuckle boom.

Each of the City's identified inefficiencies has led to a higher cost of performing the work associated with sanitation collection and disposal. The City of Greenville is the 10th largest City in North Carolina and is the last of the 15 largest cities to convert to an automated collection system. By not converting our system to an automated collection system the City will incur a deficit in the enterprise fund of nearly \$19 million by the year 2020. With this in mind the City is proposing a more efficient means of collecting and disposing of residential and multi-family waste and recycling.



Section III: Proposed Automated Waste Collection

Automated side-load trucks were first implemented in the 1970s. The goal of automation was to minimize worker injuries associated with the repetitive and strenuous nature of residential solid waste collection. Since this time thousand of public agencies have moved from the traditional rear-load method of waste collection to an automated system.

In an automated collection system, residents have a standardized container where they place their waste. The container is then placed at the curb by the resident on their collection day. During waste collection the driver will position the collection vehicle beside the cart.

From inside the temperature controlled cab, the driver will use the controls to maneuver a side-mounted collection arm to pick up the container and place the



contents into the vehicle. The driver then uses the arm to return the container to its original location. The entire collection route can be serviced by the driver. This eliminates the manual labor that leads to frequent injuries, employee turnover as well as extra costs. Additionally crew productivity is increased. An automated system will allow the City to make twice as many stops in a day with one-third the manpower.

The following modifications are proposed for the City's waste collection system:

Single Family Refuse Collection

Replace the eight rear loader trucks utilizing three-man crews with three single operator fully automated trucks and two semi-automated trucks utilizing two man crews. The net result of this modification will include three fewer trucks and 16 fewer personnel assigned to weekly routes. Operational modifications proposed to accommodate and/or supplement this transition include:

1. Standardized Roll-Out Carts

The City will purchase and issue roll-out carts to basic customers that do not currently have carts compatible for automated collection. There are many types and styles of carts being used throughout the City. As such not all carts currently being used for basic (curbside) refuse service can be utilized for automated collection. Carts purchased from the City within the last 10 years are compatible with automated collection. Carts previously purchased from the City and in good working order will be replaced by the City. It is estimated that the City will provide 4000 carts, suitable for automation, to our customers. Cart performance affects the speed and efficiency of collection routes, the safety of sanitation employees, and the ability to prevent litter. Technology has improved the information that can be gathered from carts through Radio Frequency Identification (RFID) tags and web-based software management.

Refuse collectors will walk to the backyard for premium (backyard) customers until this service is discontinued on June 30, 2017. It should be noted that the transition of premium (backyard) accounts to basic (curbside) accounts is occurring more quickly than originally anticipated. In 2012 there was a 42% reduction in premium customers.

The residents of Greenville purchase their roll out cart for basic (curbside) refuse service and special services. Most of North Carolina's cities provide their residents with roll-out carts for both recycling and garbage disposal.



Example of City Approved Roll-Out Cart

Benefits / Rationale

- Standardized carts are critical to transitioning to automated and semi-automated collection;
- Allows Public Works to optimize the collection routes as the current configuration was based on historical backyard collection locations.

- Eliminates heavy lifting currently required to service premium (backyard) customers, thus reducing work-related injuries and their associated costs (June 30, 2017):
- Eliminates the injuries associated with crew cart use;
- Ensures that all carts have appropriate lids attached which, when used properly, will reduce water infiltration and litter spilling onto the streets and private property;
- Saves time as the refuse collectors would no longer be required to remove and replace lids or lift and empty different styles of containers.

2. Volume-Based Pricing

The City will define the amount of refuse to be collected during a scheduled weekly collection as one roll-out cart (96-gallon capacity). If the customer generates additional refuse, they will need to purchase one or more additional roll-out carts (\$75 each) and pay an additional monthly fee for this additional service (\$5.00 per month). The City currently charges a single rate regardless of the amount of refuse generated (i.e. the same basic rate whether the customer uses one 96-gallon roll-out cart or if they use four 96 gallon roll out carts).

Benefits/Rationale

- Fees are more aligned with the customer's service usage;
- Average consumers are not subsidizing those that generate the most refuse;
- Provides incentive to recycle;
- Potential for additional revenues.

3. Bulky Item Collection / Sofas, Mattresses, Furniture

Currently, bulky refuse is placed at the curb for collection every week. Most collections are performed manually and with rear loader trucks. This current practice is not compatible with automated side loaders; thus, a separate collection method is needed.

The City proposes to utilize knuckle-boom trucks for bulky item collection on a call-for-service



basis. The service day for bulky item pick-up will be Wednesday. Residents will be required to call and schedule bulky item pick-up prior to that Wednesdays. Residents will be allowed 4 cubic yards of bulky items (about the size of a regular pick-up truck bed or approx. 6-ft L by 6-ft H by 4-ft W container) at no additional cost. Collection of more than 4 cubic yards will require a special collection fee of \$25.00 for each additional 4 cubic yards.

Benefits / Rationale

- Fees are aligned with the customer’s service usage (volume based pricing);
- *Use of knuckle-booms will reduce heavy lifting by employees;*
- Citizens can always utilize the Allen Road Transfer Station in addition to City service for no additional charge.



Table 2 presents the implementation plan for automated single family refuse collection. The chart below provides a summary of that table.

Single Family Criteira	2012 Current Program	2017 Automated Program
Staffing	24	7
Vehicles	8	5
Collection Frequency	1 x week	1 x week

Table 2: Implementation Plan for Single Family Refuse Collection Modifications

FY 2012 – 2013	FY 2013 - 2014	FY 2014 – 2015	FY 2015 - 2016	FY 2016 - 2017
<p>Collection Mechanism</p> <ul style="list-style-type: none"> 8 rear loader trucks utilizing 3-man crews <p>Note: Reduction of 1 Crew/Truck by April 1, 2013 is expected</p>	<p>Collection Mechanism</p> <ul style="list-style-type: none"> 5 rear loader trucks utilizing 3 man-crews 2 single-operator automated trucks <p>Note: 2 automated trucks to be in service effective January 2014.</p>	<p>Collection Mechanism</p> <ul style="list-style-type: none"> 3 rear loader trucks utilizing 3-man crews 4 single-operator automated trucks <p>Note: 2 automated trucks to be in service effective July 2014.</p>	<p>Collection Mechanism</p> <ul style="list-style-type: none"> 1 rear loader truck utilizing 3 man crew 2 automated 2-person crew side-loader trucks 3 single-operator automated trucks 	<p>Collection Mechanism</p> <ul style="list-style-type: none"> 2 automated 2-person crew side-loader trucks 3 single-operator automated trucks
<p>Route Personnel</p> <ul style="list-style-type: none"> 7 Crew Leaders (Drivers) 14 Refuse Collectors 	<p>Route Personnel</p> <ul style="list-style-type: none"> 7 Crew Leaders (Drivers) 10 Refuse Collectors 	<p>Route Personnel</p> <ul style="list-style-type: none"> 7 Crew Leaders (Drivers) 6 Refuse Collectors 	<p>Route Personnel</p> <ul style="list-style-type: none"> 6 Crew Leaders (Drivers) 4 Refuse Collectors 	<p>Route Personnel</p> <ul style="list-style-type: none"> 5 Crew Leaders (Drivers) 2 Refuse Collectors
<p>Action</p> <ul style="list-style-type: none"> Issue RFP and accept formal bids for 1 single-operator automated truck and 1 automated 2-person side-loader truck (March 2013) Hire consultant to maximize sanitation routes (March 2013) Incorporate Mobile 311 to assist with bulky item collection (Jan. 2014) Proposed refuse fee adjustment for single family residences 	<p>Action</p> <ul style="list-style-type: none"> Put into service 2-single operator automated trucks (January 2014) Issue RFP and accept formal bids for 2-single operator automated trucks (July 2013) Implement new routing to accommodate automated trucks (January 2014) Purchase and deliver roll-out carts that are compatible with automated collection (January 2014) Proposed refuse fee adjustment for single family residences 	<p>Action</p> <ul style="list-style-type: none"> Put into service 2 single-operator automated trucks (July 2014) Issue RFP and accept formal bids for 2 automated 2-person side-loader trucks (July 2014) Proposed refuse fee adjustment for single family residences 	<p>Action</p> <ul style="list-style-type: none"> Put into service 2 automated 2-person crew side-loader trucks (July 2015) Issue RFP and accept formal bids for 2 single-operator automated trucks to be placed in the reserve fleet (July 2015) Proposed refuse fee adjustment for single family residences 	<p>Action</p> <ul style="list-style-type: none"> Notify remaining premium (backyard) service customers that all service will be curbside effective July 1, 2017 Proposed refuse fee adjustment for single family residences
<p>Fiscal Impact</p> <p><u>Anticipated Costs</u></p> <ul style="list-style-type: none"> Purchase of 2 automated trucks (\$520,000) Routing software consultant (~\$30,000) 	<p>Fiscal Impact</p> <p><u>Anticipated Costs</u></p> <ul style="list-style-type: none"> Purchase of 2 automated trucks (\$550,000) Refuse cart purchase, assembly and delivery (6,000 carts \$300,000) 	<p>Fiscal Impact</p> <p><u>Anticipated Costs</u></p> <ul style="list-style-type: none"> Purchase of 2 automated trucks (\$550,000) 	<p>Fiscal Impact</p> <p><u>Anticipated Costs</u></p> <ul style="list-style-type: none"> Purchase of 2 automated trucks as back-up vehicles (\$550,000) 	<p>Fiscal Impact</p> <p><u>Anticipated Costs</u></p> <ul style="list-style-type: none"> None
<p>Anticipated Savings/Revenues</p> <ul style="list-style-type: none"> Reduction of 3 FTE for 1/4 year @ 43,900 per year (\$32,925) 	<p>Anticipated Savings/Revenues</p> <ul style="list-style-type: none"> Reduction of 3 FTE for full year and 4 FTE for 1/2 year @ \$43,900 per year (\$219,500) Surplus 2 rear loader trucks (\$15,000) 	<p>Anticipated Savings/Revenues</p> <ul style="list-style-type: none"> Reduction of 11 FTE for full year @ \$43,900 per year (\$482,900) Surplus 2 rear loader trucks (\$15,000) 	<p>Anticipated Savings/Revenues</p> <ul style="list-style-type: none"> Reduction of 14 FTE for full year @ \$43,900 per year (\$614,600) Surplus 2 rear loader trucks (\$15,000) 	<p>Anticipated Savings/Revenues</p> <ul style="list-style-type: none"> Reduction of 17 FTE for full year @ \$43,900 per year (\$746,300) Surplus 2 rear loader trucks (\$15,000)

Multi-Family Refuse Collection

Proposed Modifications

Actively enforce the requirement that all refuse be placed into the dumpster. Utilize four single-operator front loader dumpster trucks for collection. Also make available one refuse collector that will float among the four trucks to assist with backing in more urban areas. The net result of this modification will include three fewer personnel assigned to weekly routes.

Benefits / Rationale

- Increased collection efficiency;
- Costs savings due to workforce reduction.

Table 3 presents the implementation plan for automated single family refuse collection. The chart below provides a summary of that table.

Multi Family Criteira	2012 Current Program	2017 Automated Program
Staffing	8	5
Vehicles	4	4
Collection Frequency	1 x week	1 x week

Table 3: Implementation Table for Multi-Family Refuse Collection Modifications

FY 2012 – 2013	FY 2013 - 2014	FY 2014 - 2015	FY 2015 - 2016	FY 2016 – 2017
Collection Mechanism	Collection Mechanism	Collection Mechanism	Collection Mechanism	Collection Mechanism
<ul style="list-style-type: none"> 4 Front loaders utilizing 2-person crews 	<ul style="list-style-type: none"> 4 front loaders with single operators and one floating Refuse Collector 	<ul style="list-style-type: none"> 4 front loaders with single operators and one floating Refuse Collector 	<ul style="list-style-type: none"> 4 front loaders with single operators and one floating Refuse Collector 	<ul style="list-style-type: none"> 4 front loaders with single operators and one floating Refuse Collector
Personnel	Personnel	Personnel	Personnel	Personnel
<ul style="list-style-type: none"> 4 Crew Leaders 4 Refuse Collectors 	<ul style="list-style-type: none"> 4 Crew Leaders 1 Refuse Collector 	<ul style="list-style-type: none"> 4 Crew Leaders 1 Refuse Collector 	<ul style="list-style-type: none"> 4 Crew Leaders 1 Refuse Collector 	<ul style="list-style-type: none"> 4 Crew Leaders 1 Refuse Collector
Action	Action	Action	Action	Action
<ul style="list-style-type: none"> Develop Routes with Routing software Education and notice to all multi-family property managers / owners that all refuse (bags, clothes) is required to be in the dumpster for collection (April 2013 through January 2014) Bulky items will be collected weekly by call-in for service appointments Address site distance / backing issues associated with dumpster locations where feasible Proposed refuse fee adjustment for multi-family residences 	<ul style="list-style-type: none"> Shift from 4 two-person crews to 4 single operators with one Refuse Collector to float among routes to assist with backing maneuvers Continue education efforts Proposed refuse fee adjustment for multi-family residences 	<ul style="list-style-type: none"> Study alternative fuels for savings Proposed refuse fee adjustment for multi-family residences 	<ul style="list-style-type: none"> Study alternative fuels for savings Proposed refuse fee adjustment for multi-family residences 	<ul style="list-style-type: none"> Study alternative fuels for savings Proposed refuse fee adjustment for multi-family residences
Fiscal Impact	Fiscal Impact	Fiscal Impact	Fiscal Impact	Fiscal Impact
Anticipated Costs	Anticipated Costs	Anticipated Costs	Anticipated Costs	Anticipated Costs
<ul style="list-style-type: none"> Printing education materials, direct mailing and dumpster stickers (\$1,000) 	<ul style="list-style-type: none"> (\$0) 	<ul style="list-style-type: none"> (\$0) 	<ul style="list-style-type: none"> (\$0) 	<ul style="list-style-type: none"> (\$0)
Anticipated Savings/Revenues	Anticipated Savings/Revenues	Anticipated Savings/Revenues	Anticipated Savings/Revenues	Anticipated Savings/Revenues
<ul style="list-style-type: none"> None 	<ul style="list-style-type: none"> Reduction of 3 FTE for 1/2 year @\$43,900 (\$65,850) Fuel savings from routing efficiency 	<ul style="list-style-type: none"> Reduction of 3 FTE for 1 year @\$43,900 (\$131,700) Fuel savings from routing efficiency 	<ul style="list-style-type: none"> Reduction of 3 FTE for 1 year @\$43,900 (\$131,700) Fuel savings from routing efficiency 	<ul style="list-style-type: none"> Reduction of 3 FTE for 1 year @\$43,900 (\$131,700) Fuel savings from routing efficiency

Section IV: Recycling Collection

Proposed Modifications

Replace the four rear loader trucks utilizing three-man crews with three single operator fully automated trucks and two semi-automated trucks utilizing two-man crews. The net result of this modification will include five fewer personnel assigned to weekly routes. Operational modifications proposed to accommodate and/or supplement this transition include:

1. Standardized Roll-Out Carts

The City will purchase and issue recycling roll-out carts to all customers.

2. Require That All Recycling be Collected at Curbside

Curbside recycling collection is mandated by all of the other benchmark cities and is recognized throughout the solid waste industry as a best management practice. Currently, the City collects recycling for all premium (backyard) service customers in the backyard. The proposed approach



requires that all customers except special service customers bring recycling material to the curbside for automated / semi-automated collection.

Benefits / Rationale

- Helps maintain recycling collection without additional personnel;
- Standardized carts are critical to transitioning to automated and semi-automated collection;
- Provides an avenue for the City to own all carts used in collection process ensuring compatibility with collection equipment;
- Allows the City to apply for grants to help pay for residential curbside recycling carts. The Sanitation Division has applied for a \$75,000 grant from the State of North Carolina for curbside recycling carts.
- Eliminates the need for approximately 12 crew carts and associated modifications required to rear loader tipping mechanisms which are currently needed to service premium (backyard) customers;
- Eliminates injuries associated with crew cart use;

- Many cities have reported increased recycling participation when roll-out carts are provided to residents and this is supported by state government’s grants to provide roll out carts for curbside collection.

Table 4 presents the implementation plan for automated single family refuse collection. The chart below provides a summary of that table.

Recycling Criteira	2012 Current Program	2017 Automated Program
Staffing	12	7
Vehicles	4	5
Collection Frequency	1 x week	1 x week

Table 4: Implementation Table for Recycling Collection Modifications

FY 2012 – 2013	FY 2013 - 2014	FY 2014 - 2015	FY 2015 - 2016	FY 2016 - 2017
Collection Mechanism	Collection Mechanism	Collection Mechanism	Collection Mechanism	Collection Mechanism
<ul style="list-style-type: none"> 4 rear loader trucks utilizing 3-man crews 	<ul style="list-style-type: none"> 3 rear loader trucks utilizing 3-man crews 2 single operator automated trucks Note: 2 automated trucks to be in service effective January 2014 	<ul style="list-style-type: none"> 3 rear loader trucks utilizing 3-man crews 2 single-operator automated trucks 	<ul style="list-style-type: none"> 1 rear loader truck utilizing 3-man crew 4 single-operator automated trucks Note: 2 automated trucks to be in service effective January 2015 	<ul style="list-style-type: none"> 2- 2-person side loader trucks 3 single-operator automated trucks Note – 1 2-person side loader automated truck to be in service effective July 2016
Personnel	Personnel	Personnel	Personnel	Personnel
<ul style="list-style-type: none"> 4 Crew Leaders (Drivers) 8 Refuse Collectors 	<ul style="list-style-type: none"> 5 Crew Leaders (Drivers) 6 Refuse Collectors 	<ul style="list-style-type: none"> 5 Crew Leaders (Drivers) 6 Refuse Collectors 	<ul style="list-style-type: none"> 5 Crew Leaders (Drivers) 2 Refuse Collectors 	<ul style="list-style-type: none"> 5 Crew Leaders (Drivers) 2 Refuse Collectors
Action	Action	Action	Action	Action
<ul style="list-style-type: none"> Issue RFP and accept formal bids for 1 single operator automated trucks and 1 2-person crew side loader truck January 2014 (March 2013) February 2013 submitted application for State Recycling roll out cart grant (\$75,000) Issue RFP and accept formal bids for assembly and delivery of 17,000 recycling carts (95/65-gallon) (delivery prior to October 2013) 	<ul style="list-style-type: none"> Issue RFP and accept formal bids for 1 single operator automated truck and 1 2-person crew side loader truck (July 2013 reserve fleet) Implement automated routes Reduction of 2 Refuse Collectors and addition of one Crew Leader 	<ul style="list-style-type: none"> Issue RFP and accept formal bids for 1 single operator automated truck and 1 2-person crew side loader truck January 2014 (\$550,000) 	Promote recycling	<ul style="list-style-type: none"> Promote recycling
Fiscal Impact	Fiscal Impact	Fiscal Impact	Fiscal Impact	Fiscal Impact
<u>Anticipated Costs</u> <ul style="list-style-type: none"> Purchase, assemble and delivery of 17,000 recycling carts (\$890,000) Purchase of 2 automated trucks (\$520,000) 	<u>Anticipated Costs</u> <ul style="list-style-type: none"> Purchase of 1 single operator automated truck and 1 2-person crew side loader truck (\$550,000) 	<u>Anticipated Costs</u> <ul style="list-style-type: none"> Purchase of 1 single operator automated truck and 1 2-person crew side loader truck (\$550,000) 	<u>Anticipated Costs</u> <ul style="list-style-type: none"> None 	<u>Anticipated Costs</u> <ul style="list-style-type: none"> \$ (0)
<u>Anticipated Savings/Revenues</u> <ul style="list-style-type: none"> City to accept cart maintenance and replacement Refuse fee adjusted for single family residences 	<u>Anticipated Savings/Revenues</u> <ul style="list-style-type: none"> Reduction of 1 FTE for ½ year @\$43,900 per year (\$21,950) Surplus 1 rear loader truck (\$7,500) 	<u>Anticipated Savings/Revenues</u> <ul style="list-style-type: none"> Reduction of 1 FTE for full year @ \$43,900 per year (\$43,900) 	<u>Anticipated Savings/Revenues</u> <ul style="list-style-type: none"> Reduction of 4 FTE for ½ year @ \$43,900 per year (\$87,800) and 1 FTE for 1 year @ \$43,900 per year (\$43,900) Surplus 2 rear loader trucks (\$15,000) 	<u>Anticipated Savings/Revenues</u> <ul style="list-style-type: none"> Reduction of 5 FTE for full year @ \$43,900 per year (\$219,500) Surplus 2 rear loader trucks (\$15,000)

Section V: Yard Waste Collection

Proposed Modifications

A common yard waste collection practice among the benchmark cities is to limit the amount of yard waste collected on the resident's service day. Staff recommends limiting residential yard waste collection to 4 cubic yards (regular bed of a pick-up truck) per week for a single family residence. The 4 cubic yards limit will not apply to leaves during yard waste collection from November to February.

Encourage residents to use biodegradable bags for yard waste, to bundled limbs, and require limbs be placed at the curb not exceed six feet in length. The City will collect 4 cubic yards (6 ft x 6 ft x 4 ft container or standard size pick-up truck bed) of yard waste per week from a single family home. Yard Waste in excess of 4 cubic yards will require a special collection fee of \$25 for each additional 4 cubic yards of yard waste. Residents should call and schedule collection of yard waste in excess of 4 cubic yards. The modifications to this collection are presented in Table 5.

Benefits / Rationale

- Increased ability to maintain service schedule;
- Fuel savings;
- Greater efficiency;
- Reduced equipment maintenance cost.
- Potential for increased revenue.

Loose Leaf Collection

The City's loose leaf collection operates from November to February each year. The City uses up to 18 temporary employees to provide this service utilizing leaf vacuum trucks during this peak period. Outside of the peak leaf season, loose leaves are either collected using knuckle boom trucks or special trips are made with leaf vacuum trucks.

Proposed Modifications

Continue loose leaf collection using vacuum trucks during peak months (November through February). During non-peak months, encourage loose leaves and grass clippings be bagged in biodegradable bags for collection.

Benefits / Rationale

- Makes yard waste collection more efficient during the months that loose leaves are not collected with vacuum truck.

Section VI: Plan Implementation Table

Table 5: Implementation Table for Yard Waste / Bulky Item Collection Modifications

FY 2012 – 2013	FY 2013 - 2014	FY 2014 - 2015	FY 2015 - 2016	FY 2016 - 2017
Collection Mechanism	Collection Mechanism	Collection Mechanism	Collection Mechanism	Collection Mechanism
<ul style="list-style-type: none"> 7 Knuckle boom trucks utilizing 2 person-crews 	<ul style="list-style-type: none"> 7 Knuckle boom trucks utilizing 2 person-crews 	<ul style="list-style-type: none"> 7 Knuckle boom trucks utilizing 2-person crews 	<ul style="list-style-type: none"> 7 Knuckle boom trucks utilizing 2-person crews 	<ul style="list-style-type: none"> 7 Knuckle boom trucks utilizing 2-person crews
Personnel	Personnel	Personnel	Personnel	Personnel
<ul style="list-style-type: none"> 7 Crew leaders (Drivers) 7 Refuse Collectors 	<ul style="list-style-type: none"> 7 Crew leaders (Drivers) 7 Refuse Collectors 	<ul style="list-style-type: none"> 7 Crew leaders (Drivers) 7 Refuse Collectors 	<ul style="list-style-type: none"> 7 Crew Leaders (Drivers) 7 Refuse Collectors 	<ul style="list-style-type: none"> 7 Crew Leaders (Drivers) 7 Refuse Collectors
Action	Action	Action	Action	Action
<ul style="list-style-type: none"> Citizen education for biodegradable bagging, bundling of yard waste and bulky item collection by call-in for Wednesday collection (GTV, newspapers, direct mail flyers) Set new parameters for yard waste quantities Yard Waste Recycling Promotion Use Mobile 311 system to enhance collection efficiency 	<ul style="list-style-type: none"> Citizen education Incorporate residential bulky item collection within the yard waste system Implement standards for yard waste quantities Issue RFP and accept formal bids for 1 knuckle boom truck (Reserve Fleet) (July 2013) 	<ul style="list-style-type: none"> Citizen education Knuckle boom for residential bulky item collection Yard Waste / Composting Recycling Promotion 	<ul style="list-style-type: none"> Citizen education Yard Waste / Composting Recycling Promotion 	<ul style="list-style-type: none"> Citizen education Yard Waste / Composting Promotion
Fiscal Impact	Fiscal Impact	Fiscal Impact	Fiscal Impact	Fiscal Impact
<u>Anticipated Costs</u> <ul style="list-style-type: none"> Printed Material (\$500) 	<u>Anticipated Costs</u> <ul style="list-style-type: none"> Purchase of 1 knuckle boom truck for reserve fleet (\$150,000) 	<u>Anticipated Costs</u> <ul style="list-style-type: none"> (\$0) 	<u>Anticipated Costs</u> <ul style="list-style-type: none"> (\$0) 	<u>Anticipated Costs</u> <ul style="list-style-type: none"> (\$0)
<u>Anticipated Savings/Revenues</u> <ul style="list-style-type: none"> Fuel savings by routing to specific collection points resulting from call-in for collection of bulky items 	<u>Anticipated Savings/Revenues</u> <ul style="list-style-type: none"> Fuel savings by routing to specific collection points for bulky item collection on Wednesday 	<u>Anticipated Savings/Revenues</u> <ul style="list-style-type: none"> Fuel savings by routing to specific collection points 	<u>Anticipated Savings/Revenues</u> <ul style="list-style-type: none"> Fuel savings by routing to specific collection points Yard waste special collection fee 	<u>Anticipated Savings/Revenues</u> <ul style="list-style-type: none"> Fuel savings by routing to specific collection points Yard waste special collection fee

Section VII: Employee Transition Plan

Automated sanitation collection utilizes technology to provide greater efficiency to the collection process. As such, changing from a manual collection process to an automated / semi-automated collection process will result in the Sanitation Division needing 25 fewer Refuse Collectors over the next five years (See Section III, herein). Recognizing that the City organization’s greatest asset is its human capital / employees, staff has evaluated how best to address this proposed reduction in staffing.

Sanitation Division	2012	2017
	Current Program	Automated Program
Staffing	68 (72 authorized)	47
Vehicles	46	40
Collection Frequency	1 x week	1 x week

Historic personnel trends for employees of the Sanitation Division and for other positions requiring similar skill sets to Refuse Collectors have been reviewed. Staff has also reviewed the division’s personnel service records to identify those employees with the requisite combination of years of service and age to qualify for retirement. Based on this analysis, staff estimates that the following opportunities will exist to address the proposed reduction in staffing:

1. Full Retirement

Staff estimates that **four** sanitation employees will retire with full benefits over the next five years. This estimate includes Refuse Collector, Crew Leader I, and Crew Leader II positions.

2. Early Retirement

Staff estimates that **five** sanitation employees will take early retirement with the incentive plan outlined in Appendix C of this report. This estimate assumes that just less than 50% of those eligible for early retirement will do so with the proposed incentive plan. This estimate includes Refuse Collector, Crew Leader I, and Crew Leader II positions.

3. Reassignment to other City Positions

It is estimated that there will be the opportunity to reassign **twelve** sanitation employees to other vacant City positions over the next five years. This estimate includes Refuse Collector, Crew Leader I, and Crew Leader II positions.

4. Freezing Vacant Positions

The Sanitation Division currently has **four** Refuse Collector positions unfilled. These positions will remain unfilled to assist in implementing the proposed reduction in staffing.

The approach outlined above would accommodate all Sanitation personnel without any being terminated due to personnel reductions; however, there is no guarantee that:

- Those eligible for full retirement will do so;
- Those eligible for early retirement will utilize the proposed incentive and do so;
- Attrition within the division and for other positions requiring similar skill sets will continue at historic rates.

Section VIII: Fiscal Analysis of Automated Collection

The greatest cost associated with transitioning to an automated/semi-automated collection system comes in the form of vehicles. Automated/semi-automated vehicles cost approximately \$260,000 each. Rear loader trucks traditionally utilized for single family refuse and recycling collection cost approximately \$145,000 each.

The plan to transition to an automated/semi-automated collection system is based on a five-year implementation schedule; however, fleet modifications will occur over eight-years to accommodate the purchase of back-up vehicles. The difference between the budgeted contributions to the Vehicle Replacement Fund over the eight-year period and the increased cost of the modified fleet totals \$1.4 million. Staff recommends that the Vehicle Replacement Fund cover this deficit as it has sufficient funds to do so with a current balance of \$7.2 million, has increased fund balance each year since it was created in 2007, and includes an initial General Fund contribution of \$2.5 million. This is a one-time contribution from the Vehicle Replacement Fund as future Sanitation Fund budgets will be adjusted to pay the increased “rent” for the more expensive vehicles.

While the transition to an automated/semi-automated collection system will provide greater efficiency and lead to cost savings, it will not, in and of itself, balance the Sanitation Fund. It will significantly reduce the deficit in the Sanitation fund but the fund will still be operating with a deficit. As illustrated in Table 6 a 7-yr rate increase is requested with a total amount of four dollars and seventy-five cents over that time frame.

Tables 7, 8 and 9, below, depict financial projections for the Sanitation Fund through FY 2020 under three different scenarios. Table 7 projections assume no changes in service delivery and no rate increases. This scenario will result in a cumulative operational loss of approximately \$18.1 million from 2013 to 2020. Table 8 presents projections assuming changing to an automated system while holding the monthly rate steady through 2020. This shows that the cumulative deficit will be approximately \$11.2 million without a rate increase. This represents a savings of nearly \$7 million from the current plan but is still not sustainable. Table 9 projections assume implementation of the service delivery modifications proposed by this plan with the rate increases as depicted in Table 6, below.

When the County’s tipping fee is added to the rate a resident will be paying about \$22.50/month for solid waste collection in 2020 as presented in the Automated Waste Collection section (Section III) of this report and as presented in Table 9.

Table 6. Proposed Rate Increases Through 2020

Fiscal Year	Proposed Rate Increase	% Increase (Based on Basic and Multi-Family)	Proposed Monthly Rate
2014	\$1.50	12.8%	\$13.25
2015	\$1.25	9.4%	\$14.50
2016	\$.75	5.2%	\$15.25
2017	\$.50	3.3%	\$15.75
2018	\$.25	1.6%	\$16.00
2019	\$.25	1.6%	\$16.25
2020	\$.25	1.5%	\$16.50

* FY 13 monthly rate is \$11.75 for basic (curbside) and multi-family customers.

Table 7. Sanitation Fund Financial Projections Through 2020: No Changes in Service Delivery and No Rate Increases

SANITATION FUND REVENUE HISTORY AND PROJECTIONS
No Change in Process and No Change in Fee

	2012	2013	2013 Projection Based on 1/31/2013	2014	2015	2016	2017	2018	2019	2020
	ACTUAL	ADJUSTED BUDGET	No new trucks	ADJUSTED PLAN Based on Projections for FY 2013	PROJECTIONS	PROJECTIONS	PROJECTIONS	PROJECTIONS	PROJECTIONS	PROJECTIONS
TOTAL REVENUES	5,789,597	7,335,212	6,528,879	6,441,622	5,993,686	5,866,273	5,861,364	5,909,243	5,947,656	5,996,099
Operating-	6,214,703	6,926,678	6,608,573	7,317,405	7,539,004	7,794,500	8,034,924	9,172,742	9,417,261	9,679,310
Capital Improvement-	192,593	303,614	303,614	320,000	-	-	-	-	-	-
Transfer Out (Debt/Others)-	226,686	104,920	104,920	104,920	-	-	-	-	-	-
TOTAL EXPENSE	\$ 6,633,982	\$ 7,335,212	\$ 7,017,107	\$ 7,742,325	\$ 7,539,004	\$ 7,794,500	\$ 8,034,924	\$ 9,172,742	\$ 9,417,261	\$ 9,679,310
<i>Total Annual Net (Loss)/Income</i>	\$ (844,384)	\$ -	\$ (488,228)	\$ (1,300,702)	\$ (1,545,318)	\$ (1,928,227)	\$ (2,173,560)	\$ (3,263,499)	\$ (3,469,605)	\$ (3,683,212)
<i>Total Cumulative Net (Loss)/Income</i>	\$ (214,522)		(702,750)	(2,003,452)	(3,548,770)	(5,476,997)	(7,650,557)	(10,914,056)	(14,383,662)	(18,066,873)

Table 7, above, demonstrates that the continued use of the current collection system with no rate increases would result in increasing large annual deficits from FY 14 – FY 20, with a FY 20 net loss of \$3.7 million and a total cumulative fund loss of \$18.1 million. Cost will take a noticeable increase in fiscal year 2018, when the full allocation of indirect costs will be charged to the fund to illustrate full costs for the Sanitation Fund.

Table 8. Sanitation Fund Financial Projections Through 2020: Includes Implementation of Proposed Service Modifications and No Rate Increases

SANITATION FUND REVENUE HISTORY AND PROJECTIONS

Change in Process No Fee Change

	2012	2013	2013 Projection Based on 1/31/2013	2014	2015	2016	2017	2018	2019	2020
	ACTUAL	ADJUSTED BUDGET	No new trucks	ADJUSTED PLAN Based on Projections for FY 2013	PROJECTIONS	PROJECTIONS	PROJECTIONS	PROJECTIONS	PROJECTIONS	PROJECTIONS
TOTAL REVENUE	5,789,597	7,335,212	7,793,879	6,455,674	5,950,366	5,819,901	5,691,867	5,736,557	5,781,145	5,828,513
Operating-	6,214,703	6,926,678	6,607,148	7,062,858	6,873,458	6,909,572	6,830,236	7,295,271	7,555,685	7,751,305
Capital Improvement-	192,593	303,614	1,493,614	150,000	-	-	-	-	180,000	-
Transfer Out (Debt/ Others)-	226,686	104,920	-	269,875	166,608	168,279	169,966	171,670	173,391	175,129
TOTAL EXPENSE	\$ 6,633,982	\$ 7,335,212	\$ 8,100,762	\$ 7,482,733	\$ 7,040,066	\$ 7,077,851	\$ 7,000,202	\$ 7,466,941	\$ 7,909,076	\$ 7,926,434
Total Annual Net (Loss)/Income	\$ (844,384)	\$ -	\$ (306,883)	\$ (1,027,059)	\$ (1,089,701)	\$ (1,257,950)	\$ (1,308,335)	\$ (1,730,384)	\$ (2,127,930)	\$ (2,097,921)
Total Cumulative Net (Loss)/Income	\$ (214,522)	\$ (521,405)	\$ (1,548,464)	\$ (2,638,165)	\$ (3,896,114)	\$ (5,204,449)	\$ (6,934,833)	\$ (9,062,763)	\$ (11,160,684)	

Table 8, above, demonstrates the recommended combination of service delivery modifications with no rate increases would result in increasing large annual deficits from FY 14 – FY 20, with a FY 20 net loss of \$2.1 million and a total cumulative fund loss of \$11.2 million. With no fee increases the Sanitation fund will continue to be in debt to the General Fund by the 11.2 million mentioned above. With the service modifications, costs will take a noticeable increase in fiscal year 2018, when the full allocation of indirect costs should be charged to the fund to illustrate full costs for the Sanitation Fund. However, these projected costs have been reduced by approximately 34% based on personnel changes.

Table 9. Sanitation Fund Financial Projections Through 2020: Includes Implementation of Proposed Service Delivery Modifications

SANITATION FUND REVENUE HISTORY AND PROJECTIONS
Change in Process - Recommended Fee increase

This model will illustrate what it will take to breakeven by year 2020; while maintaining a reserve of 8%

				1.50	1.25	0.75	0.50	0.25	0.25	0.25
	2012	2013	2013 Projection Based on 1/31/2013	2014	2015	2016	2017	2018	2019	2020
	ACTUAL	ADJUSTED BUDGET	No new trucks	ADJUSTED PLAN Based on Projections for FY 2013	PROJECTIONS	PROJECTIONS	PROJECTIONS	PROJECTIONS	PROJECTIONS	PROJECTIONS
TOTAL REVENUES	5,789,597	7,335,212	7,793,879	7,142,613	7,219,580	7,447,846	7,566,886	7,744,324	7,923,590	8,107,600
Operating	6,214,703	6,926,678	6,607,148	7,062,858	6,873,458	6,909,572	6,830,236	7,295,271	7,555,685	7,751,305
Capital Improvement	192,593	303,614	1,493,614	150,000	-	-	-	-	180,000	-
Transfer Out (Debt/Others)	226,686	104,920	104,920	269,875	166,608	168,279	169,966	171,670	173,391	175,129
TOTAL EXPENSE	\$ 6,633,982	\$ 7,335,212	\$ 8,205,682	\$ 7,482,733	\$ 7,040,066	\$ 7,077,851	\$ 7,000,202	\$ 7,466,941	\$ 7,909,076	\$ 7,926,434
Total Annual Net (Loss) /Income	\$ (844,384)	\$ -	\$ (411,803)	\$ (340,120)	\$ 179,514	\$ 369,995	\$ 566,684	\$ 277,383	\$ 14,514	\$ 181,166
Total Cumulative Net (Loss)/Income	\$ (214,522)		(626,325)	(966,445)	(786,931)	(416,936)	149,749	427,132	441,646	622,812

Table 9, above, demonstrates the recommended combination of service delivery modifications and rate increases. This projection would result in manageable annual deficits through 2014, with the fund recognizing annual surpluses from FY 15 through FY 20. It is anticipated that the cumulative fund balance would be positive beginning FY 17. This cumulative fund balance is expected to increase to a reserve of approximately one month (8%) of operations by FY20. The Sanitation Fund will have a cumulative debt owed to the General Fund of \$966,445, of which the fund can begin to pay back in FY2015.

Potential Opportunities

It should be noted that other communities that pay tipping fees at landfills have decreased costs by encouraging and /or incentivizing recycling. Based upon this model, increased recycling leads to less waste sent to the landfills, resulting in less tipping fees paid by the cities. In most instances, cities receive revenues from their recycling partners based upon the volume of recyclable material transferred. The City will continue to look into this potential revenue source. It should be understood that these opportunities will be limited unless Pitt County and/or ECVC, the City's depositories for refuse and recycling materials, modify their current arrangements with the City (i.e. the City does not pay tipping fees at the landfill because the County bills all County households directly for this service and ECVC does not pay the City for the volume of recyclable materials transferred to their facility).

Pay-As-You –Throw - In communities with pay-as-you-throw programs (PAYT) also known as unit pricing or variable-rate pricing, residents are charged for the collection of solid waste based on the amount they throw away. This creates a direct economic incentive to recycle more and to generate less waste.

Traditionally, residents pay for waste collection through property taxes or a fixed fee, regardless of how much—or how little—trash they generate. Pay-As-You-throw (PAYT) breaks with tradition by treating trash services just like electricity, gas, and other utilities. Households pay a variable rate depending on the amount of service they use.

Most communities with PAYT charge residents a fee for each bag or can of waste they generate. In a small number of communities, residents are billed based on the weight of their trash. Either way, these programs are simple and fair. The less individuals throw away, the less they pay. The proposal to convert to an automated collection system does incorporate PAYT methods into the refuse and recycling aspects of collection. There are over 60 PAYT communities in North Carolina presently.

Compressed Natural Gas - As fuel prices continue to rise, our costs associated with solid waste collection will also rise. The City has met with Greenville Utilities Commission and other vendors to discuss the potential of locating a Compressed Natural Gas (CNG) facility at the Public Work's location. Locating a facility here would enable the City to begin to convert our fleet to CNG vehicles and enjoy the benefits of significantly lower fuel rates.

Yard Waste – The City will continue to evaluate potential savings in the collection of yard waste and look to move towards an automated collection system that incorporates the elements of PAYT.

APPENDIX A: Performance and Cost Comparison Data from North Carolina Local Government Performance Measurement Project (i.e. Benchmarking Study)

Greenville, like many other North Carolina municipalities, is continually looking for ways to improve efficiency and effectiveness related to the delivery of municipal services. To this end, the city has participated in the North Carolina Local Government Performance Measurement Project over the past several years. As part of this collaborative project with the UNC School of Government and 13 other municipalities, performance and costs data for multiple municipal service have been compiled.

Portions of the data provided in the project's most recent report, including data for fiscal year 2010 – 2011, are summarized below. This data provides the opportunity for quantitative comparisons of performance measures associated with residential refuse collection, household recycling, and yard waste / leaf collection.

Table 1. Benchmark Community Profiles

City or Town	City / Town 2010 Census Population	State Population Rank	County / Primary County
Apex	37,486	22	Wake
Asheville	83,393	11	Buncombe
Burlington	49,963	17	Alamance and Guilford
Cary	135,234	7	Wake
Charlotte	731,424	1	Mecklenburg
Concord	79,066	12	Cabarrus
Greensboro	269,666	3	Guilford
Greenville	84,554	10	Pitt
Hickory	40,010	21	Catawba
High Point	104,371	9	Guilford
Salisbury	33,663	24	Rowan
Wilmington	106,476	8	New Hanover
Wilson	49,167	18	Wilson
Winston-Salem	229,617	4	Forsyth

Table 2: Residential Refuse Collection Data

City or Town	Normal Coll. Location	Coll. Pts	Tons Collected	Weekly Routes	% Contracted	Crew Size	City FTE Positions	Packers	Automated Trucks
Apex	Curbside	11,432	11,580	13	100%	Contracted	N/A	N/A	N/A
Asheville	Curbside	29,150	23,734	33	0%	1&3 person	13.5	1	7
Burlington	Curbside	17,854	13,285	27	0%	1&2 person	8.9	1	5
Cary	Curbside	43,637	30,562	48	0%	1&4 person	29	2	10
Charlotte	Curbside	211,613	172,111	310	0%	1&2 person	77	7	55
Concord	Curbside	27,676	23,757	38	100%	Contracted	1.9	(Contracted) 8	N/A
Greensboro	Curbside	80,251	55,698	86	0%	1&2 person	26.17	3	23
Greenville	Curbside & BY	17,431	28,287	32	0%	3 person	27	8	0
Hickory	Curbside	12,100	9,306	15	0%	1&2 person	4.25	2	3
High Point	Curbside	35,544	25,490	38	0%	1&3 person	26	1.5	8
Salisbury	Curbside	10,817	9,320	15	0%	1&2 person	10	7	0
Wilmington	Curbside	28,371	28,834	36	0%	2&3 person	34	13	0
Wilson	Curbside	17,900	18,545	17	0%	1&3 person	11	2	5
Winston-Salem	Curbside	76,064	50,269	128	0%	3 person	96	29	3

Table 2 Notes:

1. Data provided for FY 2010 – 2011.
2. Data includes regularly scheduled collection of household refuse from residential premises and other locations, including small businesses, using containers small enough that residents and/or workers can move or lift them manually. The service excludes collection of waste from dumpsters. Transportation of refuse to a landfill or transfer station is included, but the disposal of refuse and tipping costs are excluded.

Figure 1. Tons Collected per Collection Point

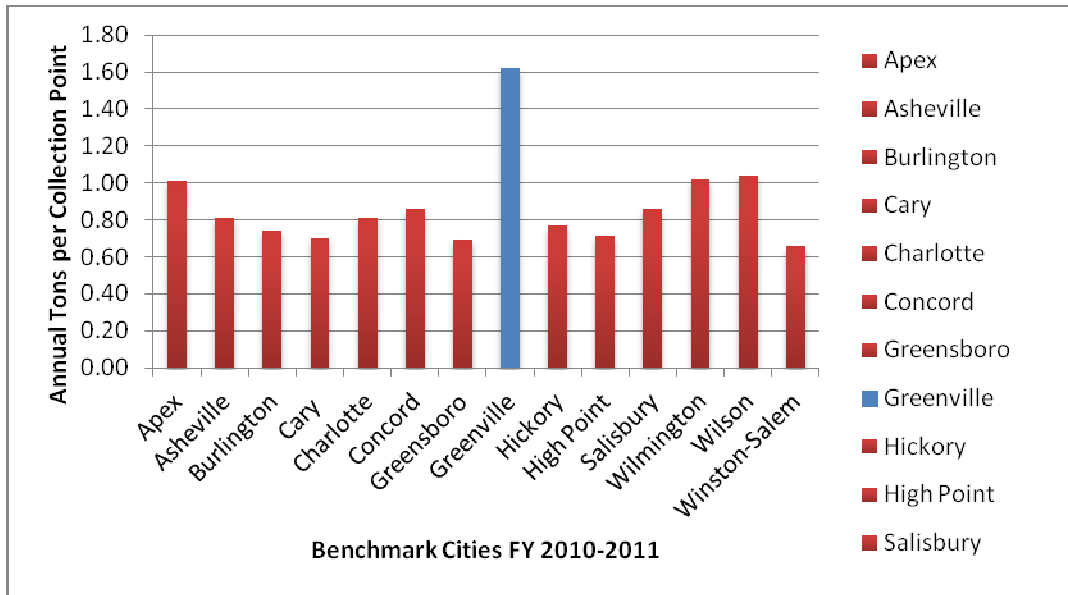


Figure 2. Collection Points per FTE

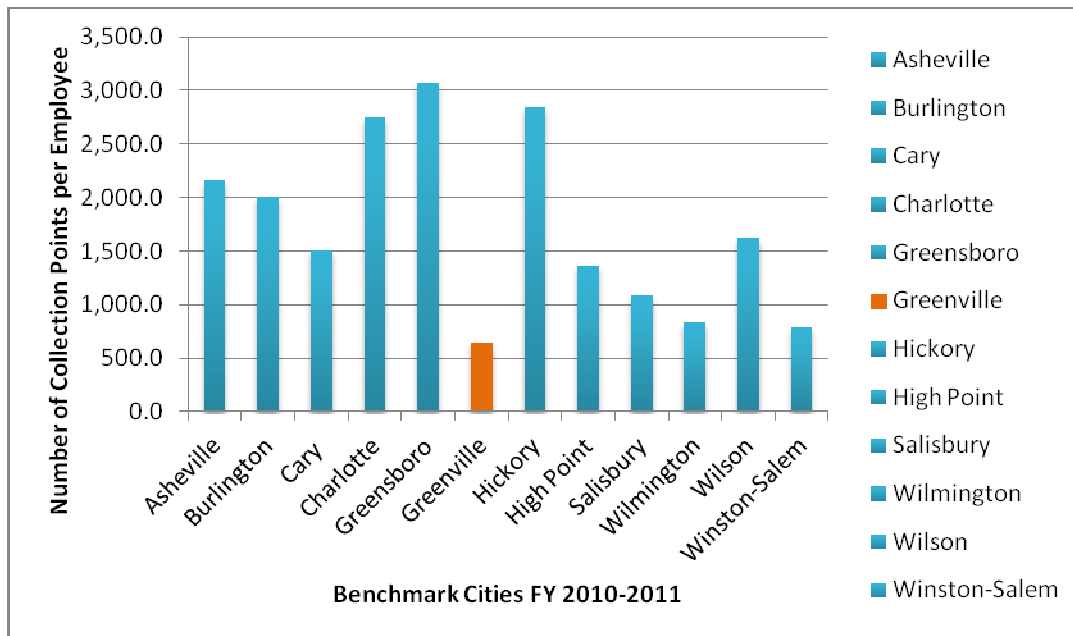


Table 3. Household Recycling Collection Data

City or Town	Collection Frequency	Sorted at curb	Collection Points	Tons Collected	% waste diverted from landfill	% Contracted	FTE Positions
Apex	1 x week	No	12,082	3,634	24%	100%	0
Asheville	1 x 2 weeks	Yes	27,597	6,662	22%	98%	0
Burlington	1 x 2 weeks	Yes	17,854	2,084	14%	99%	0
Cary	1 x 2 weeks	Yes	44,754	11,154	27%	0%	12
Charlotte	1 x 2 weeks	Yes	207,738	41,770	20%	100%	0
Concord	1 x week	No	27,676	3,579	13%	100%	1.5
Greensboro	1 x 2 weeks	No	80,251	18,269	25%	0%	15
Greenville	1 x week	No	17,431	3,599	11%	0%	15
Hickory	1 x week	Yes	12,100	1,787	16%	70%	0.5
High Point	1 x 2 weeks	No	35,544	8,816	26%	0%	3
Salisbury	1 x week	Yes	10,427	929	9%	100%	0
Wilmington	1 x week	No	16,974	5,253	15%	0%	10.25
Wilson	1 x week	No	19,900	1,468	7%	0%	6
Winston-Salem	1 x week	Yes	76,064	10,947	18%	100%	0

Table 3 Notes:

1. Data provided for FY 2010 – 2011.
2. Data includes both curbside collection and processing of household recyclable materials from residences and other drop-off locations. The service excludes collection of commercial recycling.

Figure 3. Percentage of Waste Diverted from Landfill by Recycling Collection

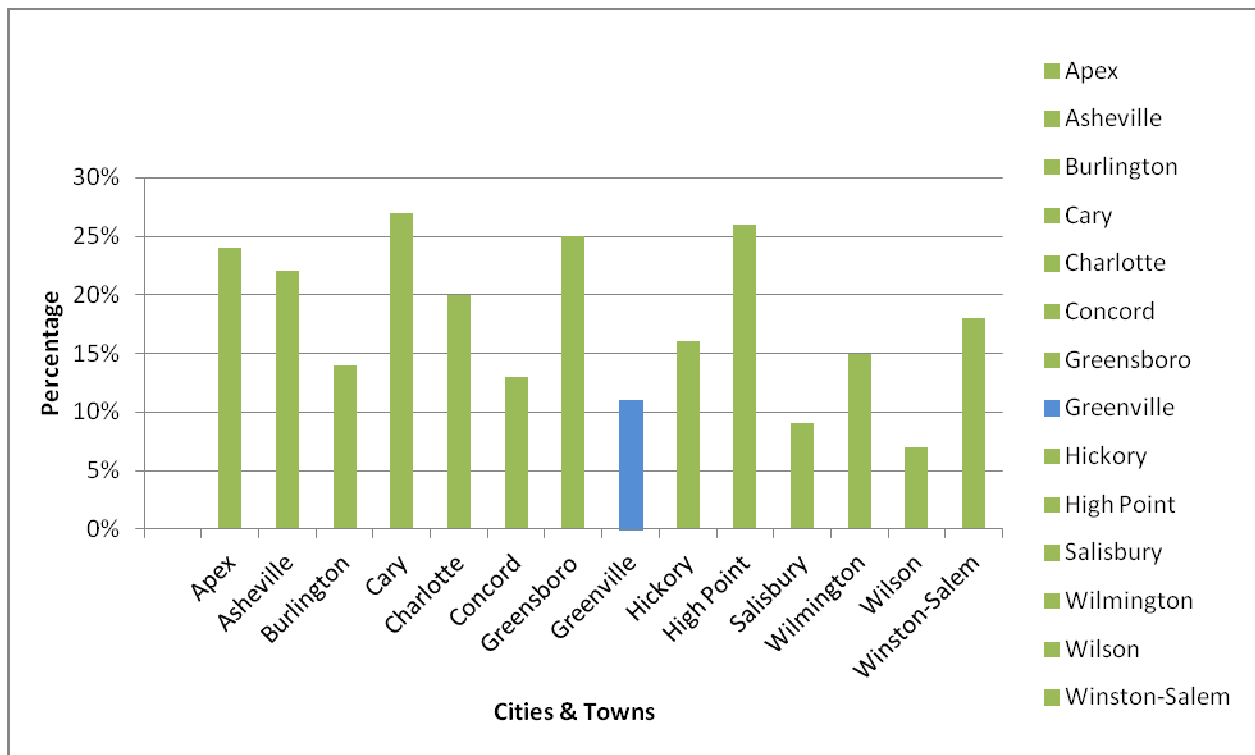


Table 4. Yard Waste / Leaf Collection Data

City or Town	Yard Waste Collection		Seasonal Loose Leaf Collection	Collection Points	Tons Collected		FTE Positions
	Location	Frequency			Yard Waste	Loose Leaves	
Apex	Curbside	1 x week	NA	11,337	4,944	NA	10.25
Asheville	Curbside	2 x month	2 sweeps	29,150	6,364	2,502	17.8
Burlington	Curbside	1 x week	4 sweeps	17,854	5,292	2,998	14.32
Cary	Curbside	1 x week	2 sweeps	43,637	13,394	3,160	26.9
Charlotte	Curbside	1 x week	NA	207,738	51,503	NA	77
Concord	Curbside	1 x week	3 sweeps	27,676	6,489	1,767	24.6
Greensboro	Curbside	1 x week	2 sweeps	80,251	15,568	9,306	41.2
Greenville	Curbside	1 x week	1 x week	20,000	21,000		20.75
Hickory	Curbside	1 x week	2 sweeps	12,100	3,522	2,903	9.75
High Point	Curbside	1 x week	2 sweeps	35,544	5,407	1,700	15.5
Salisbury	Curbside	1 x week	1 x 3 weeks	12,000	4,650	4,890	7
Wilmington	Curbside	1 x week	NA	27,583	11,598	NA	21.6
Wilson	Curbside	1 x week	1 x 3 weeks	19,900	6,958	1,435	15.5
Winston-Salem	Curbside	1 x week	Yard Waste Cart 1 x week; Brush every 10 days	14,040 for yard waste cart; 76,064 for other	23,544	13,450	84.96

Table 4 Notes:

1. Data provided for FY 2010 – 2011.
2. Data includes both regularly scheduled and special collection of yard waste and leaves. Yard waste and leaves may be bagged, placed in containers, or loose.
3. City of Greenville data related to tons collected is provided for combined collection (yard waste and loose leaves). Separate data on tons collected is not available.

APPENDIX B: Survey of Refuse Fees from Select Cities (November 2012 / Updated February 2012)

Municipality	Rate / Frequency	Collection Method	Recycling Rate / Frequency	Yard Waste Rate / Frequency	Bulky Items Rate / Frequency	Enterprise / Subsidized
Pitt County:						
Greenville*	\$11.75/month (\$17.67 including annual fee) Collected weekly	Semi-automated Manual	Included Collected weekly	Included Collected weekly	Included Collected weekly	Enterprise, but subsidized by GF
Ayden*	\$11.50/month (\$17.42 including annual fee) Collected weekly	Semi-automated	Included Collected weekly	Included Collected weekly	Included Collected weekly	Subsidized by GF
Farmville* (contracts w/Waste Ind)	\$18.00/month (\$23.92 including annual fee) Collected weekly	Semi-automated	Included Collected bi-weekly	N/C (if fits in cart) Collected weekly	\$15 1 st load \$50 2 nd load pre-pay; call schedule	Subsidized by GF
Winterville* (contracts w/Waste Ind)	\$11.50/month per container (\$17.42 including annual fee) Collected weekly	Semi-automated	Included Collected weekly	Included Collected weekly	Included Collected weekly	Subsidized by GF
Eastern NC:						
Goldsboro	\$22.00/month Collected weekly	Automated	Included (mandatory) Collected bi-weekly	Included Collected bi-weekly	\$5: up to 3 items \$10: 4 to 6 items Call to schedule	
Kinston	\$22.50/month Collected weekly	Automated	Included Collected monthly	Included Collected weekly	Included Collected weekly	100% Enterprise
Rocky Mount	\$9.75/month Collected weekly	Semi-automated	\$2.25(SF) \$1.25(MF) Collected bi-weekly	Included Collected weekly	Included Collected weekly	Subsidized by GF
Wilson	\$17.50/month Collected weekly	Automated	Included Collected weekly	Included Collected weekly	Included Call to schedule	Subsidized by GF
Other NC Towns:						
Asheville	N/C (taxes) Collected weekly	Automated	\$3.50/month Collected bi-weekly	Included Collected 2x month	Included Call to schedule	General Fund
Burlington	\$3.71/month Collected weekly	Automated	\$2.29/month Collected bi-weekly	Included <3cu yds Collected weekly	Included <3cu yds Collected weekly	Subsidized by GF
Cary	\$14.00/month Collected weekly	Automated	Included Collected bi-weekly	Included Collected weekly	\$13 1 st item \$7 ea adtl. item Call to schedule	Subsidized by GF
Gastonia	\$4.00/cart/month (max 4 carts) Collected weekly	Automated	Included Collected bi-weekly	Included Collected weekly	\$15 < 99 lbs. \$25 > 100 lbs. Call to schedule	General Fund
Hickory	\$14.00/month Collected weekly	Automated	Included Collected weekly	Included Collected weekly	Included Collected weekly	General Fund and Enterprise

* All rates provided include collection and disposal (landfill) fees except those located in Pitt County. Pitt County residents pay \$71 annually to Pitt County for the disposal component of the service. As such, the total monthly municipal cost to customers is provided as well as the rate including the prorated share of the \$71 fee (\$5.92 monthly).

APPENDIX C: Draft Voluntary Early Retirement Incentive Program

PURPOSE

The purpose of the Early Retirement Incentive Program is to provide a retirement incentive to eligible employees who are eligible to retire under the North Carolina Local Governmental Employees' Retirement System (LGERS) with either unreduced or reduced service retirement benefits.

This Program is completely **voluntary**. Eligible employees will not be coerced or pressured to retire or to take advantage of this benefit. Employees with concerns relating to this process are encouraged to contact the Director of Human Resources.

PROCEDURE

Eligibility Requirements:

To be eligible for the Voluntary Early Retirement Incentive Program, participants must meet all requirements listed below:

- Be a regular, full-time employee in the job classification of Refuse Collector, Sanitation Crew Leader I, or Sanitation Crew Leader II;
- Meet the qualifications for service retirement (unreduced benefits) or early retirement (reduced benefits) under the LGERS;
- Elect to retire under the LGERS with an effective date of no later than January 1, 2014;
- Complete and sign the election and release form and submit to the Human Resources Department by October 1, 2013. Eligible employees who voluntarily elect to participate in the Program are required to execute and submit the election and release form to the Human Resources Department and have seven calendar days to revoke their election and release and withdraw from the Program, resulting in the eligible employee not being qualified for program incentive;
- Make an appointment and meet with Human Resources before September 1, 2013 to complete the LGERS retirement application.

Eligibility Requirements under LGERS:

To qualify for service retirement (unreduced benefits) under LGERS, local government general employees must have:

- Attained at least age 65 and completed at least 5 years of creditable service,
- Attained at least age 60 and completed at least 25 years of creditable service, or
- Completed 30 years of creditable service, at any age.

To qualify for early retirement (reduced benefits) under LGERS, local government general employees must have:

- Attained at least age 50 and completed 20 years of creditable service, or
- Attained at least age 60 and completed 5 years of creditable service.

Creditable service determination may include current accumulated sick leave and other service which is allowed as creditable service under LGERS such as time purchased/carried from prior system employment and purchase of military service credit.

Program Incentive:

Eligible employees who are eligible to retire under the LGERS and elect to retire with an effective date of no later than January 1, 2014 shall receive a one-time lump sum payment of \$25,000. The lump-sum payment will be paid as a separate check within thirty (30) days following the effective date of retirement and will be subject to normal statutory deductions. Such payment will not be considered in the final compensation amount used for the calculation of retirement benefits as LGERS rules do not allow this type of lump sum payment to be included in the benefits calculation formula to increase monthly retirement benefits.

Payment for accrued vacation and longevity will be handled in accordance with City policy and procedures and will be in addition to the lump sum payment. Eligible employees who retire under this Program will be eligible for group health and hospitalization insurance in accordance with applicable City policy.

Other Provisions:

- Employees will be given at least 45 days written notice of the program prior to the initial deadline to submit an election and release form.
- Employees are advised and encouraged to consult with their private attorney and/or financial consultant before participating in this Program and signing the form. This Program does not set a maximum age limit for participation, nor are any incentives based upon age.
- This Program does not alter any benefits or requirements of the LGERS.
- Participating retiring employees will not be eligible for rehire into regular, full-time positions with the City.
- This Program may be modified or terminated by the City at any time. In the event of a modification or termination of this Program, existing agreements with participants will be honored.



5.6.2013

City Council



Five Year Plan to provide More Efficient and Cost Effective City Sanitation Service



Sanitation Enterprise Fund

Enterprise Fund – Fund that provides goods or services to the public for a fee that makes the entity self-supporting

What is that Service?

Collection and Disposal of Refuse,
Recyclables, Yard Waste and Bulky Items



Solution: Automated Waste Collection

Advantages:

- Reduced Employee Injuries by Eliminating Heavy Lifting
- Lower Employee Turnover Rate
- Increased Productivity
- Improved Collection Efficiency and Reduced Costs
- Reduced Workmen's Comp Claims and Insurance Premiums
- Cleaner Neighborhoods



Single Family Refuse

- New Efficient Routes
- Safer collection, reduce refuse collector exposure to injury
- Bulky Waste moved to Mechanical Collection
- Over five years reduction in routes from 8 to 5





Automated Collection Needs

- Carts for automation
- Convert routes to automated collection
- Optimize routing with GPS systems





CITY OF GREENVILLE, NC

CITY COUNCIL MEETING

Multi-Family

- Shift from two person crews
- Assign refuse collector(s) to assist with backing of the front loaders
- Work with owners and property managers to have residents place refuse in the dumpster





CITY OF GREENVILLE, NC

CITY COUNCIL MEETING

Recycling

- Issue all single family residences a curbside recycling roll-out cart
- Collect all recycling at curbside
- Recycling is expected to increase significantly
- Collection same day as garbage collection





Yard Waste Collection

- Efficiency through scheduling large piles for collection
- Residents are assessed a fee for yard waste exceeding 4 cubic yards
- Promote composting, grass-cycling
- Enforce Ordinance that requires Contractors to remove yard waste as part of their job





Sanitation Enterprise Fund

2017 Operations

Waste Area	Vehicle Type	Vehicles	Personnel	Collection Freq.
MSW	Side Loader	5	7	Weekly
Multi-Family	Front-loader	4	5	Weekly
Recycling	Side Loader	5	7	Weekly
Yard Waste	Knuckle-boom	7	14	Weekly



Comparison Table

Sanitation 2013

- 72 Authorized employees
- 32 Refuse Routes
- 16 Recycling Routes
- 4 Multi-family Routes
- Premium and Basic service
- Special Services

Sanitation 2017

- 47 Authorized Employees
- 20 Refuse Routes
- 20 Recycling Routes
- 4 Multi-Family Routes
- Automated Collection
- Special Services



Staff Transition

Full Retirement*

- 4 employees retire in 5 years

Early Retirement*

- 5 early retirement over 5 years

Reassignment

- 12 positions

Freeze Vacant Positions

- 4 positions currently vacant

* Propose a Voluntary Retirement Incentive Program



Employee Incentives

- City's Tuition Reimbursement
- Skill Building Training-Offered by City
- Positions will be advertised for internal transfer and promotions with preference to sanitation employees
- Onsite - GED
- Consultant – Reverend Kenneth Battle



Fiscal Impacts

- Change in Equipment to Automated Collection = Higher Upfront Costs
- Equipment Purchase – Through Vehicle Replacement Fund
 - 18 rear-loaders replaced by 14 side-loaders
 - 7 front-loaders remain in fleet
 - Increase knuckle boom type from 7 to 8 trucks
 - 17,000 recycling carts and 4,000 refuse carts

Approx Equipment Cost = \$5M over 5 years



Fiscal Impacts

- Required: \$4.75 increase over 7 years

Year	Proposed Rate Increase	Proposed Monthly Rate
2014	\$1.50	\$13.25
2015	\$1.25	
2016	\$0.75	
2017	\$0.50	
2018	\$0.25	
2019	\$0.25	
2020	\$0.25	\$16.50

- This creates a balanced fund with a reserve of 8% in year 2020 (8% = 1 month operating)



Fiscal Impacts

- Switching to Automated Collection from Manual will save \$7 Million by 2020
- Assuming no change in rate we would still operate from a deficit



Summary

- Fund Become Self Supporting
- Indirect Cost are Covered
- Reduced Risk of on the Job Injury
- Projected fee Increases Minimized
- More Efficient Division





City of Greenville, North Carolina

Meeting Date: 5/6/2013
Time: 6:00 PM

Title of Item: Amendment to the Neighborhood Advisory Board ordinance

Explanation: **Abstract:** City Council directed at a previous meeting that an amendment be prepared for Council consideration which will require that the Neighborhood Associations which participate in the Neighborhood Advisory Board be inclusive in their membership requirements and which will allow a neighborhood to have more than one Neighborhood Association which participates in the Neighborhood Advisory Board. The inclusiveness in membership requirement involves property owners and renters. City Council also directed that the Neighborhood Advisory Board is to review the proposed amendment.

Explanation: At its April 8, 2013, meeting, City Council directed that an amendment for Council consideration be prepared which would (1) add an additional requirement for a Neighborhood Association to participate as Liaison Members and Board Members of the Neighborhood Advisory Board that the Neighborhood Advisory Board is required to be inclusive and (2) delete the limitation that there be only one Neighborhood Association per neighborhood. Council also directed that this amendment is to be reviewed by the Neighborhood Advisory Board.

The amendment proposed is an amendment to the definition of a Neighborhood Association contained in Section 2-3-81 of the Greenville City Code.

Below is the following:

- 1) Current definition of Neighborhood Association within Section 2-3-81 of the City Code.
- 2) Draft amendment labeled as Option One which provides that residents (including residents who are property owners and residents who are renters) are to be allowed to be full and equal members of the Neighborhood Association commencing immediately when the resident starts to reside in the

neighborhood. The added language is shown in bold, underlined and the stricken language is shown by strike-through.

3) Draft amendment labeled as Option Two which provides that property owners and residents (including residents who are renters) are to be allowed to be full and equal members of the Neighborhood Association commencing immediately when the property owner assumes ownership and when the resident starts to reside in the neighborhood. The added language is shown in bold, underlined and the stricken language is shown by strike-through. The language which is different in Option 2 from Option 1 is shown in bold, underlined and italicized.

* * * *

CURRENT DEFINITION WITHIN SECTION 2-3-81

Neighborhood association. An organized group of residents within a specific neighborhood within the corporate limits of the city and that operates under a formal association bylaws, holds at least two board or membership meetings a year, has elected officers, maintains records of meetings, maintains an association membership roster, and has placed on file with the Neighborhood Liaison/Ombudsman a current set of bylaws and amendments and a list of current officers. There shall be only one neighborhood association for each neighborhood.

OPTION ONE - Inclusiveness of Residents (Including Property Owners and Renters)

Neighborhood association. An organized group of residents within a specific neighborhood within the corporate limits of the city and that **is inclusive in its membership**, operates under a formal association bylaws, holds at least two board or membership meetings a year, has elected officers, maintains records of meetings, maintains an association membership roster, and has placed on file with the Neighborhood Liaison/Ombudsman a current set of bylaws and amendments and a list of current officers. **A Neighborhood Association is inclusive in its membership when it (1) allows all residents living in the neighborhood, including residents who are property owners and residents who are renters, to participate in the Neighborhood Association as full and equal members commencing immediately when the resident starts to reside in the neighborhood and (2) does not have any different standards for property owners and renters in eligibility requirements, voting rights, dues levels, or any other matter relating to membership. Notwithstanding the foregoing, a Neighborhood Association may, without adversely impacting its status of being inclusive in its membership, (1) limit membership to persons who are eighteen (18) years or older, (2) limit the right of members to vote to one (1) person or another number of persons for each dwelling unit, and/or (3) require the payment of dues, fees, and other charges by all members provided that the required total payment for a member shall be no more than \$50 annually.** ~~There shall be only one neighborhood association for each~~

~~neighborhood.~~

OPTION TWO - Inclusiveness of Residents (Including Renters) and Property Owners

Neighborhood association. An organized group of residents ***and property owners*** within a specific neighborhood within the corporate limits of the city and that is inclusive in its membership, operates under a formal association bylaws, holds at least two board or membership meetings a year, has elected officers, maintains records of meetings, maintains an association membership roster, and has placed on file with the Neighborhood Liaison/Ombudsman a current set of bylaws and amendments and a list of current officers. **A Neighborhood Association is inclusive in its membership when it (1) allows all property owners owning property in the neighborhood and all residents living in the neighborhood, including residents who are renters, to participate in the Neighborhood Association as full and equal members commencing immediately when the property owner assumes ownership and the resident starts to reside in the neighborhood and (2) does not have any different standards for property owners and renters in eligibility requirements, voting rights, dues levels, or any other matter relating to membership. Notwithstanding the foregoing, a Neighborhood Association may, without adversely impacting its status of being inclusive in its membership, (1) limit membership to persons who are eighteen (18) years or older, (2) limit the right of members to vote to one (1) person or another number of persons for each dwelling unit with a resident having priority when determining who may vote, and/or (3) require the payment of dues, fees, and other charges by all members provided that the required total payment for a member shall be no more than \$50 annually. There shall be only one neighborhood association for each neighborhood.**

The Neighborhood Advisory Board scheduled a special meeting for Tuesday, April 30, 2013, to review the draft amendments. At the conclusion of this meeting, the Neighborhood Advisory Board approved a motion to request that City Council allow the Neighborhood Advisory Board three months to develop a plan for inclusivity.

In order to allow Neighborhood Associations the opportunity to consider any amendments necessary to comply with the inclusiveness requirement contained in the ordinance, each optional ordinance has a delayed effective date of July 1, 2013.

Fiscal Note:

There is no fiscal impact as a result of the ordinance change.


Recommendation:


If City Council determines to amend the requirements for Neighborhood

Associations to participate in the Neighborhood Advisory Board, it may do so by approving one of the attached ordinances.

Viewing Attachments Requires Adobe Acrobat. [Click here](#) to download.

Attachments / click to download

 [Opt. 1 Draft Ordinance Amendment to Neighborhood Advisory Board 952855](#)

 [Opt. 2 Draft Ordinance Amendment to Neighborhood Advisory Board 952856](#)

OPTION ONE - Inclusiveness of Residents (Including Property Owners and Renters)

ORDINANCE NO. 13 -
ORDINANCE AMENDING THE DEFINITION OF A NEIGHBORHOOD ASSOCIATION
CONTAINED IN SECTION 2-3-81 OF THE GREENVILLE CITY CODE

The City Council of the City of Greenville, North Carolina, does hereby ordain:

Section 1. That Section 2-3-81 of the Code of Ordinances, City of Greenville, be and is hereby amended by rewriting the definition of Neighborhood Association contained in said section so that it shall read as follows:

Neighborhood association. An organized group of residents within a specific neighborhood within the corporate limits of the city and that is inclusive in its membership, operates under a formal association bylaws, holds at least two board or membership meetings a year, has elected officers, maintains records of meetings, maintains an association membership roster, and has placed on file with the Neighborhood Liaison/Ombudsman a current set of bylaws and amendments and a list of current officers. A Neighborhood Association is inclusive in its membership when it (1) allows all residents living in the neighborhood, including residents who are property owners and residents who are renters, to participate in the Neighborhood Association as full and equal members commencing immediately when the resident starts to reside in the neighborhood and (2) does not have any different standards for property owners and renters in eligibility requirements, voting rights, dues levels, or any other matter relating to membership. Notwithstanding the foregoing, a Neighborhood Association may, without adversely impacting its status of being inclusive in its membership, (1) limit membership to persons who are eighteen (18) years or older, (2) limit the right of members to vote to one (1) person or another number of persons for each dwelling unit, and/or (3) require the payment of dues, fees, and other charges by all members provided that the required total payment for a member shall be no more than \$50 annually.

Section 2. All ordinances or parts of ordinances in conflict herewith are hereby repealed to the extent of such conflict.

Section 3. Any part or provision of this ordinance found by a court of competent jurisdiction to be in violation of the Constitution or laws of the United States or North Carolina is hereby deemed severable and shall not affect the validity of the remaining provisions of the ordinance.

Section 4. This ordinance shall become effective on July 1, 2013.

This the 6th day of May, 2013.

Allen M. Thomas, Mayor

ATTEST:

Carol L. Barwick, City Clerk

OPTION TWO - Inclusiveness of Residents (Including Renters) and Property Owners

ORDINANCE NO. 13 -
ORDINANCE AMENDING THE DEFINITION OF A NEIGHBORHOOD ASSOCIATION
CONTAINED IN SECTION 2-3-81 OF THE GREENVILLE CITY CODE

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Section 4. This ordinance shall become effective on July 1, 2013.

This the 6th day of May, 2013.

Allen M. Thomas, Mayor

ATTEST:

Carol L. Barwick, City Clerk



City of Greenville, North Carolina

Meeting Date: 5/6/2013
Time: 6:00 PM

Title of Item: Budget ordinance amendment #8 to the 2012-2013 City of Greenville budget (Ordinance #12-027), amendment to the Special Revenue Grant Fund (Ordinance #11-003), amendment to the Drew Steele Capital Project Fund (Ordinance #09-42), and amendment to the Dream Park Capital Project Fund (Ordinance #12-030)

Explanation: **Abstract:** The budget amendment is for City Council to review and approve proposed changes to the adopted 2012-2013 budget that have been submitted for approval by the departments.

Explanation: Attached for consideration at the May 6, 2013, City Council meeting is an ordinance amending the 2012-2013 budget (Ordinance #12-027), the Special Revenue Grant Fund (Ordinance #11-003), the Drew Steele Capital Project Fund (Ordinance #09-42), and the Dream Park Capital Project Fund (Ordinance #12-030). For ease of reference, a footnote has been added to each line item of the budget ordinance amendment, which corresponds to the explanation below:

A To appropriate Federal Forfeiture funds to purchase Cannondale Law Enforcement bikes with lights and equipment bags, to replace the police bicycle fleet (\$31,349).

B To appropriate Federal Forfeiture funds to purchase an electric motorcycle primarily to patrol greenways and special events (\$16,449).

C To appropriate fund balance for funds that were approved as part of the fiscal year 2014 Plan budget for Recreation and Parks key standardization. These funds will be used to complete the Eppes Gym renovation project (\$45,000).

D To appropriate funds for the Building Reuse Restoration Grant, that will pass through the City of Greenville, for construction of a facility expansion at One Source Communications. The City is responsible for a 5% match, which will be absorbed within the Community Development Department budget (\$250,000).

E To appropriate funds reimbursed to the City of Greenville by homeowners who received funding from the Lead Based Paint Grant but later sold their homes to the

State of North Carolina as part of the 10th Street Connector Project. HUD has provided the City of Greenville approval to receive these funds and use them on lead based paint elimination projects (\$80,000).

F To update the annual budget for Sheppard Memorial Library for adjustments that have occurred during the year. These adjustments were approved by the Library's Board of Trustees at their March 20th meeting (\$5,536).

G To appropriate the transfer of funds from the Drew Steele Capital Project Fund to the Dream Park Capital Project Fund to complete the Memorial Plaza (\$25,000).

Fiscal Note:

The budget ordinance amendment affects the following funds: increases the General Fund by \$342,798; increases the Special Revenue Grant Fund by \$80,000; increases the Sheppard Memorial Library Budget by \$5,536; and increases the Dream Park Capital Project Fund by \$25,000.

<u>Fund Name</u>	<u>Original /Amended Budget</u>	<u>Proposed Amendment</u>	<u>Amended Budget 5/6/2013</u>
General	\$ 77,920,152	\$ 342,798	\$ 78,262,950
Special Revenue Grant	\$ 1,073,446	\$ 80,000	\$ 1,153,446
Sheppard Memorial Library	\$ 2,339,629	\$ 5,536	\$ 2,345,165
Dream Park Capital Project	\$ 784,841	\$ 25,000	\$ 809,841

Recommendation:

Approve budget ordinance amendment #8 to the 2012-2013 City of Greenville budget (Ordinance #12-027), amendment to the Special Revenue Grant Fund (Ordinance #11-003), amendment to the Drew Steele Capital Project Fund (Ordinance #09-42), and amendment to the Dream Park Capital Project Fund (Ordinance #12-030)

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 [Budget Amendment FY 2012_2013_932360](#)

ORDINANCE NO. -
CITY OF GREENVILLE, NORTH CAROLINA
Ordinance (#8) Amending the 2012-2013 Budget (Ordinance No. 12-027), Amending the
the Special Revenue Grant Fund (Ordinance No. 11-003), Amending the Drew Steele Capital Project
Fund (Ordinance No. 09-42), and Amending the Dream Park Capital Project Fund (Ordinance No. 12-030)

THE CITY COUNCIL OF THE CITY OF GREENVILLE, NORTH CAROLINA , DOES ORDAIN:

Section I: Estimated Revenues and Appropriations. **General Fund**, of Ordinance 12-027, is hereby amended by increasing estimated revenues and appropriations in the amount indicated:

	ORIGINAL 2012-2013 BUDGET		#8 Amended 5/6/13	Total Amendments		Amended 2012-2013 Budget
ESTIMATED REVENUES						
Property Tax	\$ 29,312,043		\$ -	\$ -		\$ 29,312,043
Sales Tax	14,611,439		-	-		14,611,439
Utilities Franchise Tax	5,540,166		-	-		5,540,166
Other Unrestricted Intergov't Revenue	2,739,598		-	-		2,739,598
Powell Bill	2,157,640		-	-		2,157,640
Restricted Intergov't Revenues	1,006,337	A,B,D	297,798	619,871		1,626,208
Privilege License	627,800		-	-		627,800
Other Licenses, Permits and Fees	4,118,755		-	-		4,118,755
Rescue Service Transport	3,062,835		-	-		3,062,835
Other Sales & Services	921,707		-	-		921,707
Other Revenues	397,449		-	-		397,449
Interest on Investments	1,768,922		-	-		1,768,922
Transfers In GUC	5,952,192		-	-		5,952,192
Other Financing Sources	404,920		-	70,000		474,920
Appropriated Fund Balance	4,480,238	C	45,000	471,038		4,951,276
TOTAL REVENUES	\$ 77,102,041		\$ 342,798	\$ 1,160,909		\$ 78,262,950
APPROPRIATIONS						
Mayor/City Council	\$ 308,647		\$ -	\$ -		\$ 308,647
City Manager	1,210,711		-	80,307		1,291,018
City Clerk	271,798		-	-		271,798
City Attorney	446,673		-	-		446,673
Human Resources	2,512,101		-	6,391		2,518,492
Information Technology	2,965,501		-	-		2,965,501
Fire/Rescue	13,364,981		-	68,194		13,433,175
Financial Services	2,352,946		-	1,396		2,354,342
Recreation & Parks	7,264,287		-	148,485		7,412,772
Police	22,675,599	A,B	47,798	233,032		22,908,631
Public Works	10,276,600		-	43,864		10,320,464
Community Development	1,698,394		-	111,493		1,809,887
OPEB	300,000		-	-		300,000
Contingency	181,871		-	(40,431)		141,440
Indirect Cost Reimbursement	(1,014,572)		-	-		(1,014,572)
Capital Improvements	6,293,123	C,D	295,000	(208,631)		6,084,492
Total Appropriations	\$ 71,108,660		\$ 342,798	\$ 444,100		\$ 71,552,760
OTHER FINANCING SOURCES						
Debt Service	\$ 4,041,455		\$ -	\$ -		\$ 4,041,455
Transfers to Other Funds	1,951,926		-	716,809		2,668,735
	\$ 5,993,381		\$ -	\$ 716,809		\$ 6,710,190
TOTAL APPROPRIATIONS	\$ 77,102,041		\$ 342,798	\$ 1,160,909		\$ 78,262,950

Section II: Estimated Revenues and Appropriations. **Special Revenue Grant Fund**, of Ordinance 11-003, is hereby amended by increasing estimated revenues and appropriations in the amount indicated:

	ADJUSTED BUDGET		Amended 5/6/13	Total Amendments	Amended 2012-2013 Budget
ESTIMATED REVENUES					
Special Fed/State/Loc Grant	\$ 608,501	E	\$ 80,000	\$ 465,659	\$ 1,074,160
Transfer from General Fund	50,536		-	28,750	79,286
TOTAL REVENUES	\$ 659,037	\$ -	\$ 80,000	\$ 494,409	\$ 1,153,446
APPROPRIATIONS					
Personnel	\$ -		\$ -	\$ 22,000	\$ 22,000
Operating	399,255	E	80,000	444,572	843,827
Capital Outlay	259,782		-	27,837	287,619
Total Expenditures	\$ 659,037		\$ 80,000	\$ 494,409	\$ 1,153,446
TOTAL APPROPRIATIONS	\$ 659,037		\$ 80,000	\$ 494,409	\$ 1,153,446

Section III: Estimated Revenues and Appropriations. **Sheppard Memorial Library Budget**, of Ordinance 12-027, is hereby amended by increasing estimated revenues and appropriations in the amount indicated:

	ORIGINAL 2012-2013 BUDGET		Amended 5/6/13	Total Amendments	Amended 2012-2013 Budget
ESTIMATED REVENUES					
City of Greenville	\$ 1,110,180		\$ -	\$ -	\$ 1,110,180
Pitt County	530,091		-	-	530,091
Other Local Governments	191,851	F	290	290	192,141
State Aid/Desk Receipts	305,612	F	(4,533)	(4,533)	301,079
Other Revenues	87,448	F	9,779	9,779	97,227
Appropriated Fund Balance	114,447		-	-	114,447
TOTAL REVENUES	\$ 2,339,629		\$ 5,536	\$ 5,536	\$ 2,345,165
APPROPRIATIONS					
Sheppard Memorial Library	\$ 2,339,629	F	\$ 5,536	5,536	\$ 2,345,165
Total Expenditures	\$ 2,339,629	\$ -	\$ 5,536	\$ 5,536	\$ 2,345,165
TOTAL APPROPRIATIONS	\$ 2,339,629		\$ 5,536	\$ 5,536	\$ 2,345,165

Section IV: Estimated Revenues and Appropriations. **Drew Steele Capital Project Fund**, of Ordinance 09-42, is hereby amended by increasing estimated revenues and appropriations in the amount indicated:

	ADJUSTED BUDGET		Amended 5/6/13	Total Amendments	Amended 2012-2013 Budget
ESTIMATED REVENUES					
Spec State/Fed/Loc Grant	\$ 500,000		\$ -	\$ -	\$ 500,000
Donations	500,000		-	-	500,000
Transfer from General Fund	467,349		-	-	467,349
TOTAL REVENUES	\$ 1,467,349		\$ -	\$ -	\$ 1,467,349
APPROPRIATIONS					
Contingency	\$ 43,869		\$ -	\$ -	\$ 43,869
Construction	1,156,849		-	-	1,156,849
Demolition	187,880	G	\$ (25,000)	(25,000)	162,880
Engineering	78,751		-	-	78,751
Transfer to Dream Park Capital Project	-	G	25,000	25,000	25,000
Total Expenditures	\$ 1,467,349	\$ -	\$ -	\$ -	\$ 1,467,349
TOTAL APPROPRIATIONS	\$ 1,467,349		\$ -	\$ -	\$ 1,467,349

Section V: Estimated Revenues and Appropriations. **Dream Park Capital Project Fund**, of Ordinance 12-030, is hereby amended by increasing estimated revenues and appropriations in the amount indicated:

	ADJUSTED BUDGET	Amended 5/6/13	Total Amendments	Amended 2012-2013 Budget
<u>ESTIMATED REVENUES</u>				
Transfer from Capital Reserve	\$ 250,000	\$ -	\$ -	\$ 250,000
Transfer from General Fund	534,841	-	-	534,841
Transfer from Drew Steele Capital Project	-	G 25,000	25,000	25,000
TOTAL REVENUES	\$ 784,841	\$ 25,000	\$ 25,000	\$ 809,841
<u>APPROPRIATIONS</u>				
Contingency	\$ 51,723	\$ -	\$ -	51,723
Construction	701,896	G 25,000	25,000	726,896
Design	31,222	-	-	31,222
Total Expenditures	\$ 784,841	\$ -	\$ 25,000	\$ 809,841
TOTAL APPROPRIATIONS	\$ 784,841	\$ 25,000	\$ 25,000	\$ 809,841

Section VI: All ordinances and clauses of ordinances in conflict with this ordinance are hereby repealed.

Section VII: This ordinance will become effective upon its adoption.

Adopted this 6th day of May, 2013.

Allen M. Thomas, Mayor

ATTEST:

Carol L. Barwick, City Clerk