

Community facilities and services are the backbone of a community and are often one of the measures used to assess its quality of life and livability. The ability for a community to provide desired facilities and services will ultimately impact its potential for growth in the future. Proper planning enables a community or region to eliminate additional and unnecessary costs that typically come from reactionary responses due to an unforeseen long-term demand or failure to improve and maintain the current facilities and services.

The provision for facilities and services normally requires capital investments by the community that are funded through municipal budgets (local tax base) or through the implementation of user fees. Communities must consider whether it is more cost effective to provide the services themselves or have private providers do this on a contractual basis. Some of the advantages of utilizing public agencies are their ability to secure long-term financing for projects and their capability of planning for contingencies. Therefore, the type, quality and quantity of facilities and services being provided by the community or region is most often a compromise of the resident's ability or interest in paying for it. Once it has been determined by a community or region to provide a particular facility or service, it is important to consider where they are provided in relation to the current and future development they are intended to serve.

In order to identify the future needs of the community, an inventory and analysis of the community facilities and services being provided was conducted and is found in this section of the comprehensive plan.

A. Existing Conditions

Administration:

The Commonwealth of Pennsylvania presently has many forms of municipal governments that are responsible for the day-to-day activities within their respective borders. These forms of government include counties, cities, townships boroughs and home rule municipalities and their responsibilities include the provision of public safety/emergency services, garbage collection, sewage collection/treatment, repair and maintenance of local roads (including snow removal), code enforcement and local planning and zoning.

The municipality of Greenville operates under the Borough Council governmental structure. A dominant council that maintains broad powers in order to implement policy characterizes this form of government. The mayor in this government is considered a "weak executive" who oversees the daily operations of the police department. Greenville Borough Council is comprised of seven councilpersons and a mayor. Borough Council meets on the second Tuesday of every month at 6:30 PM in the municipal building. The municipal building is located at 125 Main Street in Greenville and is open to the public for regular business hours Monday through Friday between 8:00 AM and 4:30



Greenville Municipal Building (Mackin Photo, 2003)

PM. The borough maintains a manager, Public Works Department, Police Department, Fire Department, and Zoning / Code Enforcement Office. In 2003, the borough operated on a budget of \$3,182,373.89 with a debt service of \$461,629.00.

In 2002, Borough Council requested that the Pennsylvania Department of Community and Economic Development (DCED) recognize Greenville as a distressed municipality under the Municipalities Financial Recovery Act, Act 47 of 1987, as amended. On May 8, 2002, the Secretary of DCED declared Greenville to be a financially distressed municipality. As a result, Resource Development and Management, Inc. was appointed Greenville's Act 47 Coordinator and a Recovery Plan for the Borough of Greenville was developed.

Hempfield Township operates under the Board of Supervisors governmental structure. The Board of Supervisors is comprised of three elected officials who oversee the daily operations of the township. Hempfield Township Board of Supervisors meets on the first Tuesday of every month at 7:30 PM in the municipal building. The municipal building is located at 278 South Mercer Street in Hempfield Township and is open to the public for regular business hours Monday through Friday between 8:30 AM and 4:30 PM. The township maintains a Street Department, Police Department, Volunteer Fire Department, and Zoning Office. In 2003, the township operated a budget of \$1,229,118.00.

Water:

The Greenville Municipal Water Authority provides water service to approximately 3,300 customers in Greenville Borough, Hempfield Township, and West Salem Township. Their offices are located at 44 Clinton Street and their plant is located at 45 South Water Street in Greenville Borough. Staff includes three office employees, four plant employees, and four distribution employees. The Authority has a service capacity of 2.0 million gallons per day (MGD) filtration plant with a tap in fee of \$1,050.00 and a \$2.9 million debt service. The average cost to consumers is approximately \$65 / bi-monthly, which does not include sewage costs.

Plans for expansion of water lines in Hempfield Township are in the design stage for areas along Eighth Avenue, Donation Road, and Mehard Avenue. Other plans include accepting bids to have the water tower painted, upgrading the main lines around Thiel College, and the continual upgrades of lines for fire protection and the treatment plant.

Sewage:

The Greenville Sanitary Authority provides sewage service to 3,419 residential and 318 commercial customers in Greenville Borough, Hempfield Township, and West Salem Township. The office is located in the Greenville Borough municipal building, the plant is located at 183 Hamburg Road in Hempfield Township and staff includes five full-time employees. There is a \$1200 sewer capacity replacement fee and a \$300 tap in fee. The Authority has a debt service of \$33,847 / month. Sewage cost to the consumer is based upon the added sewage cost of 70 percent of the total water consumption for each household, which averages to a total of 110.50 / bi-monthly for water and sewage service.

There are no plans to expand the treatment plant and there is a slow expansion of service area in both Hempfield and West Salem Townships. Future rehabilitation of the collection system will be needed.

Although the Authority provides service to Hempfield Township, the Hempfield Township Municipal Authority owns the sewer lines in the township and performs the needed repairs to those lines. The Hempfield Township Municipal Authority office is located at 278 South Mercer Street in Hempfield Township. The Hempfield Municipal Authority serves approximately 1019 customers and there is a \$1700 tap in fee per EDU (\$1200 Greenville; \$500 Hempfield).

There are no current plans to expand services in Hempfield Township; the Authority expands only as developers require. Future improvements include investigating the elimination of pump station and on-going infiltration and inflow (I & I) monitoring and repairs as necessary.

Refuse:

Tri-County Industries is the sole garbage hauler for Greenville Borough and provides services to a portion of Hempfield Township. Refuse is collected curbside Monday through Friday for residential areas in Greenville, Monday through Saturday for commercial areas in Greenville, and twice a week in Hempfield Township. Monthly charges are \$9 / month in Greenville Borough and \$12 / month in Hempfield Township.

Recycling:

Recycling services for Greenville Borough are also provided by Tri-County Industries. There is mandatory curbside recycling throughout the borough. Costs are included in the monthly garbage bill. Items that are recycled include newspapers, glass, cans, and plastic.

There is no mandatory recycling program in Hempfield Township. A drop-off center is located at the Wal-Mart on Hadley Road in the township 24 hours / day, 7 days / week. This service is provided through Mercer County.

Public Works:

The Greenville Borough Public Works Department is responsible for the planning and directing the operations, construction and maintenance of borough owned: streets (30.9 miles), curbs (50 miles), sidewalks (one mile), storm sewers (35 miles), parking lots (11), traffic signals, signs, buildings, equipment, facilities and properties owned by the borough, including the airport. In addition to providing winter maintenance and sweeping of borough streets, the department has a contract with the Commonwealth of Pennsylvania to provide these services on the state routes within the borough. The department was recently reduced from 11 full-time maintenance persons to six full-time staff, including the Superintendent, and part-time help varies according to season and budget constraints. The department does not have a plan for acquiring new equipment or a road maintenance plan in place. The Greenville Public Works Department works closely with Hempfield Township, West Salem Township and Greene Township in the trade of equipment and provision of services.

Hempfield Township has a maintenance crew that provides general maintenance for all township roads, curbs, signs, buildings, equipment, facilities and properties owned by the township,

including the Hempfield Township Municipal Park. All 27.53 miles of township roads are paved and the township also provides winter maintenance their roads. Although no plan is in place for acquiring new equipment, they do have a road maintenance plan that includes resealing one-third of all township roads every year. Table 5-1 lists all equipment owned by both of the Public Works Departments.

Table 5-1: Public Works Department Equipment

Greenville Borough		Hempfield Township	
1986	C20 Custom Del Pickup #8	1977	International Bucket Truck
1999	F350XL Pickup #2	1986	Ford F-350 4x4 Pickup Truck with Snow Plow and Ash Spreader
1989	Ford Super Duty Dump Truck #4	1962	Galion 303 Powered Road Grader
1999	Ford 550 Super Dump Truck #3	1987	Massey Ferguson MF50E Tractor with Front End Loader, Side Mounted Flail Mower, Rear Mounted Flail Mower and Rotary Ditcher
1994	Ford F350 Pickup #1	1989	Chausse 170 Gallon Tar Kettle Model TPS 170
1995	Ford F Series Dump Truck #6	1992	LeeBoy 300T Roller with Transport Package
1994	Tympco 600 R72 Street Sweeper #7	1992	Woods 2855-D 18 H.P Mow-N-Machine (pivotal mower)
1994	John Deere Rear Sweeper Engine	1995	Chevrolet K31003 4x4 One Ton Dump Truck with Galion 150 USD Dump Body, Western 9' Snow Plow with Elkin Auger Spinner Spreader
1992	Ford 710 Leaf Loader #E8	1996	Ford F-250 HD 4x4 Pickup Truck with Western UP-80 Snow Plow and Hiway Hyd-Spreader
1992	Wood Chuck Wood Chipper #E7	1996	Gravelly Promaster 400 4x4 Tractor with Out Front 72" Mower Deck
1991	Case 580K Backhoe #E1	1998	John Deere 310SE with Backhoe and Front End Loader with Wain Roy Swinger Coupler and Wain Roay 24" and 48" Buckets
2001	Stile FS85 Brush Cutter	1999	Navistar 4x2 Cab and Chassis w/Mark II Dump Body by Henderson
1999	Ford 710 Leaf Loader #E9	1999	Stihl TS760 Asphalt and Concrete Cutting Machine
1990	Mauldin Road Roller #E5	1999	Troy Built 34343 33" Cut Walk-Behind Mower
1995	Highway Super P Salt Spreader	2000	Grasshopper Mower 52" Cut
1999	#2 Truck Fisher 8' Snow Plow		
1999	#3 Truck Fisher 9' Snow Plow		
1999	Bobcat 873 Skid Loader		
1999	Troy Built Snow Blower		
1984	Diamond 8' Snow Plow		
2002	24" Cold Planer for Bobcat		
2003	GMC C8C042 Dump Truck #5		

Code Enforcement & Zoning:

To ensure that growth and development occurs in an orderly manner, both the borough and the township have adopted land use controls including a zoning ordinance and subdivision and land development ordinance (SALDO). The Greenville Borough Zoning Ordinance was adopted in 1998 and most recently amended in 2000. The borough has nine zoning classifications including three residential districts, one residential / medical district that incorporates uses related to the hospital and other medical facilities, one commercial / residential district, one central business district, one light manufacturing district, one industrial district, and a public institutional district that incorporates uses related to the university. These zoning districts are described in more detail in Chapter 9 of this plan.

The Greenville Borough Zoning and Code Enforcement Office is responsible for building permits, inspections of construction sites, review of site and construction plans, inspection of rental properties, licensing of landlords, and enforcement of all building and zoning ordinances. Staffing for the Greenville Code Enforcement Office includes a full-time Code Enforcement and Zoning Officer and a part-time Code Enforcement and Zoning Officer.

Through interviews with the Greenville code enforcement office, the most common complaints received are regarding property maintenance issues, such as trash, high grass, abandoned vehicles, etc. The bulk of the officers' time is spent on these issues and not enough time is spent on building preventative upkeep issues. Interior repairs are common tenant complaints. Another problem is the amount of absentee homeowners and landlords. The officers can issue fines however if no one is found, no one can be taken to court to correct the problem. Enforcing codes along municipal boundaries has been cited as an issue, due to the lack of consistent codes across municipal boundaries.

The Hempfield Township Zoning Ordinance was adopted in August of 2001 and most recently amended in 2002. The township is divided into six (6) zoning districts: rural residential and agricultural, single family residential, multi-family residential, commercial, industrial, and a mixed use zone. These zoning districts are described in more detail in Chapter 9 of this plan.

Hempfield Township employs a part-time Zoning Officer, whose hours vary according to need, and contracts with a private entity to provide code enforcement. The Hempfield Township Zoning Hearing Board has approximately four to five hearings per year or as needed. The majority of zoning issues that are presented to the Zoning Hearing Board are special exceptions. The general nature of the zoning applications are for new garages, porches, fences, signs and for new housing. Almost all are granted and the few that were not were for variances. Through interviews with the zoning officer, the residents for the most part are satisfied with the zoning ordinance and understand the need for it. The officer doesn't receive very many complaints and there are no land use conflicts with Greenville Borough and the surrounding townships do not have any zoning in place.

As required by the Pennsylvania Municipalities Planning Code (MPC), both Greenville Borough Council and Hempfield Board of Supervisors have appointed Zoning Hearing Boards to ensure that the application and administration of the zoning ordinances are fair and equitable. The boards also preside over hearings involving appeals of the zoning officers' decisions, the

granting of variances for certain hardships imposed by the ordinances, and applications for special exceptions.

Greenville Borough and Hempfield Township also have Planning Commissions, comprised of five to seven members who are appointed by the respective governing body. The Planning Commissions' responsibilities are to oversee the development of the Comprehensive Plan as well as assume the responsibilities of those prescribed for Planning Agencies found in Article II of the MPC.

Police:

Both Greenville Borough and Hempfield Township provide their own full-time police departments. The Greenville / West Salem Police Department is located in the municipal building at 125 Main Street in Greenville Borough. Their service area is approximately 44 square miles, which includes Greenville Borough and West Salem Township. Greenville provides 24-hour police protection to West Salem Township for an annual contract fee. The department operated on an annual budget of \$601,000 in 2002, which is approximately 18% of the total budget. Staff consists of 11 full-time officers, 3 part-time officers, and a full-time secretary. Salaries range from \$10.38 / hour for part-time officer to \$20.68 for full-time officer.

The Greenville / West Salem Police Department works cooperatively with the Hempfield Township police Department and cosponsors community-oriented programs such as D.A.R.E., bike patrol, and the Neighborhood Watch Program in addition, the departments provide a school resource officer to Greenville Area School District.

In 2002, the department received 11,546 calls for police services in Greenville Borough, of which 820 were criminal complaints, 38 were dog calls, 42 for vehicle lockouts, 22 for a funeral escorts, and 485 calls were to assist other law enforcement agencies. Officers made 596 criminal arrests, issued 540 traffic citations and held 405 prisoners. There were also 1,473 calls for police services in West Salem Township, 2,952 patrols, 101 accidents, 211 traffic stops, 13 dog calls, and 12 fire calls. The majority of complaints the department receives are related to theft, criminal mischief, and alcohol-related complaints.

Greenville Borough		Hempfield Township	
2000	Police Cruiser (<i>fair</i>)	2001	Ford Crown Victoria Police Cruiser – unmarked (<i>fair</i>)
2001	Police Cruiser (<i>good</i>)	2002	Ford Crown Victoria Police Cruiser – equipped with MDTs (<i>good</i>)
2002	Police Cruiser (<i>good</i>)	2003	Ford Crown Victoria Police Cruiser – equipped with MDTs (<i>excellent</i>)
2003	Police Cruiser (<i>good</i>)		
	3 Bicycles		

Through interviews with the police department, the biggest threats to providing services facing the department were identified as Act 47 funding cuts, consolidation with other police departments, and the loss of manpower through consolidation. Current facilities were cited as being inadequate for department needs. The municipal building was built in 1939 and has outdated electric, heat and water facilities. The department also has seven (7) holding cells, which are now a part of a regional lock-up run by Mercer County Council of Governments (COG).

Hempfield Township Police Department is located within the Hempfield Township municipal building. The department has a service area of approximately 23 miles, which includes Hempfield Township and Sugar Grove Township. Hempfield provides 24-hour police protection to Sugar Grove for an annual contract fee. The department operated on an annual budget of \$505,540 in 2002, which is approximately 41% of the township's total budget. Staff consists of six (6) full-time officers, one (1) part-time officer, and one (1) full-time and one (1) part-time secretary.

In 2002, the department responded to 2,279 incidences in Hempfield Township and Sugar Grove Township. While the majority of these incidences were to assist other agencies (374), other included the investigation of suspicious activity (233), animal related calls (187), family/neighbor disputes (171), accidents (163), and respond to alarms (158). The majority of criminal activity is theft, vandalism, and alcohol related activity.

Through interviews with the Hempfield Township Police Department, the biggest threats to the department are similar to that of Greenville: lack of funding, budget constraints, lack of manpower, and consolidation with other departments. Facilities were cited as being inadequate due to lack of sufficient space and age of building.

Fire Protection Services:

Greenville Borough has a long history of offering fire protection services to the community. It was in 1849 that Greenville organized a fire company complete with a hand-operated pumper. The fire company was put to the test in January of 1873 when 35 buildings caught fire resulting in the near devastation of Main Street. In 1986 the average number of calls was 219 and in 2002 the Greenville Fire Department averaged 580 annually. In the mid 1970's, the Greenville Fire Department became proactive and initiated a building inspection program for over 300 public buildings.

Since 1994, the Greenville Fire Department has been reduced from 24 firefighters to 14 firefighters. Eight firefighters left the department for personal reasons such as leaving the area or work and family obligations. Two firefighters were students at Thiel College who graduated and moved from the area. In 1991, with 24 firefighters, Greenville Borough received only 2.95 points (out of a possible 15+ points) for available firefighters from the Insurance Service Office (ISO). Today the Greenville Fire Department employs seven (7) full-time paid firefighters and seven (7) volunteers. Greenville firefighters are required to be certified Emergency Medical Technicians (EMT) and State Certified Firefighters. All firefighters must pass an annual agility test.

The Greenville Fire Department has the third best Insurance Service Office (ISO) rating in Mercer County as a class five (5) fire department. In 2003, Greenville Fire Department responded to 677 alarms, arriving on scene in an average of three (3) minutes. The department saved property worth \$1,631,000 in 2002 while only \$121,850 in property was damaged from fire.

Funding is provided through the Greenville Borough Tax Base and from relief association foreign fire tax. In 2002, the department operated on an annual budget of \$264,908, which comprises 8.6 percent of the borough's total annual budget. Hourly wages range from \$7.34 to \$10.99 for employees. The borough also pays each qualifying volunteer firefighter a quarterly stipend. Their service area is Greenville Borough and automatic response for surrounding municipalities for building fires. Services provided by the department include fire suppression, emergency medical service (EMS), hazardous material response, motor vehicle extrication, rescue, monitor carbon monoxide, mutual aid, fire prevention, enforce fire codes with annual fire inspections, review new building plans, witness fire drills, public education, fleet maintenance, and traffic light maintenance.

The Greenville Fire Department is located at 111 East Avenue in a new facility that was constructed in 2000. The location of the new fire station is more centrally located in the service area and is now within the 1.5 miles of the built upon areas of the Borough as required by the Insurance Service Office (ISO). The location of the old fire station did not meet this requirement which resulted in a 25% penalty on the 1991 ISO survey. There is an equipment maintenance plan in place and the department cited the need to replace the 1966 Ladder Truck. The lack of firefighters, volunteers in particular, was listed as the biggest threat facing the department. Several areas in the borough were listed as locations posing a hindrance due to the lack of hydrants.



Greenville Fire Truck (Mackin Photo, 2004)

A Mutual Aid Agreement exists between the following fire departments in the region:

- | | |
|-----------------|----------------------|
| 1. Greenville | 7. Clark |
| 2. Hempfield | 8. East Fallowfield |
| 2. West Salem | 9. Hartstown |
| 3. Transfer | 10. South Pymatuning |
| 4. Shakelyville | 11. Stoneboro |
| 5. Jamestown | 12. Sandy Lake |
| 6. Fredonia | 13. Hermitage |

Table 5-3 lists all equipment owned by both the Greenville and Hempfield fire departments.

Table 5-3: Fire Department Equipment

Greenville Borough		Hempfield Township	
2000	Engine 96 Pumper (new)	1983	Ford Fire Truck
1985	Engine 96-2 Pumper (poor)	1991	GMC Fire Truck
1966	Ladder 96, 85' Aerial (poor)	1992	Dodge Brush Truck
1999	GMC Suburban Squad 96 (good)	2001	GMC Tanker
1996	Crown Victoria Car 96 (poor)	1979	Dodge 1 Ton Rescue Truck
		1972	Ford / FMC Pumper w/Telesquirt

The Hempfield Volunteer Fire and Rescue Department (VFRD), established in 1962 by charter, provides fire protection services to Hempfield Township and Sugar Grove Township. The Hempfield VFRD has been very active in the community and sponsored the building of a social-emergency center in the township. Funding sources include fundraisers, the Annual Fund Drive, private donations and Hempfield Township tax base as the Township pays for the fire departments utilities, vehicle insurance, workmen's compensation insurance, grounds maintenance at the fire station and funds emergency vehicle purchases. The Hempfield VFRD has two fire stations in Hempfield Township, one of which is at the Municipal Building on South Mercer Street where a pumper is housed. The Hempfield VFRD has between 10 to 15 members who are actual firefighters, while the other members serve only in a social capacity. In 2003, Hempfield Volunteer Fire Department responded to 287 alarms.

Hempfield VFRD provides a Quick Response Service (QRS) Unit as well as offers classroom and training facilities on site. A Community Hurst Tool is also shared between the Hempfield VFRD, Greenville, Fredonia and Transfer fire departments and the equipment is stored in Hempfield Township. The biggest concern facing the Hempfield VFRD is upgrading equipment and lack of active volunteers.



Hempfield Township VFRD Station One (Mackin Photo, 2004)

The Greenville and Hempfield Fire Departments have a history of working together in a cooperative manner. Both fire departments are on automatic response for each other for large building fires. Some firefighters are members of both departments. They have jointly purchased equipment, jointly applied for grants, jointly maintain a repeater radio system, and periodically hold joint training sessions in each department's protection area. Hempfield members have joined the Greenville Fire Department Fitness Club and utilize the fitness equipment at the Greenville Fire Station almost on a daily basis.

Emergency Medical Service (EMS):

Life Force is the sole provider of EMS to northern Mercer County 24 hours a day, seven days a week. Its emergency response area includes Greenville, Hempfield, West Salem, and Pymatuning and in addition to ambulance services, Life Force provides para transit, wheelchair services, and non-emergency services to the entire county. Life Force has two stations, one at 35 Sixth Avenue in Hempfield Township (Greenville Station) and another in Sandy Lake, and have six ambulances and four para transit vehicles at the Greenville Station. Staff is comprised of 49 total employees: 14 full-time and 35 part-time. ALS (paramedics and emergency medical technicians) employees respond to all emergencies 24 hours a day, 7 days a week. Life Force receives approximately 450 calls per month and 80 of those are emergencies. Of the 450, approximately 100 are for Greenville and Hempfield, with 30 of those being emergency calls.

Greenville Fire Department QRS are automatically dispatched on priority 1 and 2 medical calls in the borough, while the ambulance also responds on priority 3 medical calls. Hempfield VFRD has a QRS that responds only by request from the ambulance service. Both Hempfield and Greenville Fire Departments cite concerns of ambulance availability and response times, which can be 30-40 minutes.

Hospitals:

In April of 1992, the Greenville Regional Hospital and Shenango Valley Medical Center merged to form the Horizon Hospital System. In September of 1998, the hospital merged with the University of Pittsburgh Medical Center and became UPMC Horizon. UPMC Horizon employs more than 1200 people and has a medical staff of approximately 200 physicians.

The Greenville facility is located at 110 North Main Street in Greenville Borough and has 142 beds, including 25 skilled nursing beds. The hospital has a regional primary service area population of 250,000 that encompasses parts of seven counties in Northwestern Pennsylvania and Northeastern Ohio. Medical staff is available in neurosurgery, general/vascular surgery, plastic surgery, orthopedics, rheumatology, endocrinology, pulmonary medicine, ophthalmology, oncology/hematology, invasive cardiology, infectious diseases, and virtually all other major specialties..



UPMC Horizon (Mackin Photo, 2003)

The Shenango Valley facility is located in Farrell, and is a 76-bed facility, including 11 skilled nursing beds. This facility has a strong primary care orientation and is approved and accredited by the American Osteopathic Association (AOA) for internships and residencies in family practice, internal medicine, general surgery and a joint residency program in orthopedics.

Religious Institutions:

From early on, the Greenville Region has held strong religious convictions as evidenced by records kept that portray religious services occurring along the riverbanks prior to the building of any church. In 1802, the United Presbyterian Congregation utilized a tavern as their place of worship before construction of their present day church. Today both Greenville Borough and Hempfield Township have a variety of religious denominations present, as shown in Table 5-4.

Table 5-4: Religious Institutions	
Greenville Borough	Hempfield Township
First Baptist Church—60 Shenango Street	Christian Missionary Alliance Church—63 Conneaut Lake Road
St. Clement's Episcopal Church—103 Clinton Street	Word of Life Christian Center—127 Wasser Road
Holy Trinity Lutheran Church—1 Trinity Place	First Christian Church of Greenville—1328 Fredonia Road
Church of the Nazarene—94 Columbia Avenue	Grace Baptist Church—101 Donation Road
Greenville Christian Assembly—111 Main Street	Bethel Life Worship Center—246 S. Mercer Street
Hillside Presbyterian Church—2 N. High Street	
First Presbyterian Church—323 Main Street	
Salvation Army—288 Main Street	
Zion's Reformed Church—260 Main Street	
Calvary United Methodist Church—44 S. Mercer Street	
First United Methodist Church—73 Clinton Street	
Good Shepard Center, Inc.—144-146 Main Street	
New Apostolic Church of N. America—80 1/2 Stewart Avenue	
St. Michael's Church & Elementary School—85 North High Street	

Senior Services:

St. Paul Homes is located at 339 East Jamestown Road / PA Route 58 in West Salem Township, across from the Greenville Sports Complex. St. Paul Homes is a non-profit continuing care retirement community open to people of all faiths and offers a continuum of care to residents. Originally founded in 1867 as a country home for orphans of Civil War Veterans, St. Paul Homes began providing health care to seniors in 1927. The retirement community covers 622 acres and includes a chapel, a beauty shop, and a gift shop. Independent living is offered at the Cottage Colony homes and apartments while assisted living is offered in The Ridgewood at St. Paul Homes. The facility is expanding with the construction of additional homes to meet an increased demand.

Libraries:

The Greenville Area Public Library, located at 330 Main Street in Greenville Borough, is the only library located in the project area. The library is open Monday through Saturday and may be contacted at 724-588-5490.

Radio Stations:

In 1959, two brothers founded the Greenville Broadcasting Company with the launching of WGRP AM 940. In 1965, WGRP FM was added to the airwaves and offered identical programming. This dual programming ended in 1985 when WGRP was changed to WEXC FM 107 complete with separate staff and programming.

Public Schools:

The Greenville Area School District includes residents from Greenville Borough, Hempfield Township and Sugar Grove Township. Three school facilities comprise the Greenville Area School District – Hempfield Elementary School, East Elementary School, and the Greenville High School.

- Hempfield Elementary – located on Fredonia Road in Hempfield Township. All students in the district in grades Kindergarten through Third attend Hempfield Elementary. An average of 517 students are enrolled annually.
- East Elementary – located on East Avenue in Greenville Borough. All students in grades 4-6 attend East Elementary. An average of 381 students are enrolled annually.
- Greenville High School – located at 9 Donation Road in Hempfield Township. All students in the district in grades 7 – 12 attend Greenville High School.



Greenville High School (Mackin Photo (2004))

Table 5-5 compares Greenville Area High School with neighboring high schools and to the Pennsylvania Public Schools. 68% of students in Greenville High School are college bound, the highest of the four schools and only slightly lower than that of Pennsylvania. 72% are post-secondary bound, which is again the highest of the four schools and only slightly lower than Pennsylvania.

Table 5-5: High School Comparison for Greater Greenville Area

	<i>Greenville Area H.S.</i>	<i>Reynolds H.S.</i>	<i>Jamestown Area H.S.</i>	<i>Commodore Perry H.S.</i>	<i>Pennsylvania Public Schools</i>
Actual Enrollment (2001-02)	539	475	229	242	861,830
Projected Enrollment (2007-08)	533	502	263	227	N/A
Projected Enrollment (2012-13)	502	427	252	167	N/A
% of Students Low-Income (2001-02)	29.0%	37.6%	32.7%	22.0%	30.9%
Dropout Rate (2000-01)	2.2%	0.9%	0.6%	0.6%	2.2%
Total College Bound (2000-01)	68.0%	54.3%	63.3%	51.8%	70.3%
Total Post- Secondary Bound (2000-01)	72.0%	60.5%	67.3%	58.9%	73.3%

Source: Pennsylvania Department of Education

As far as physical improvements to the school facilities are concerned, Hempfield Elementary and Greenville High School have been recently renovated and no other improvements are planned. School officials stated that there is a need to renovate East Elementary, however no formal plans are in place.

In 1970, the Mercer County Area Vocation-Technical School was created and in August of 1992, the name of the school was changed to Mercer County Career Center (MCCC). MCCC is located in Mercer Borough at 776 Greenville Road on PA Route 58. MCCC is an extension of the ten participating public school districts in Mercer County and their tax dollars help support the Career Center.

The ten (of the existing twelve) Mercer County school districts included under the agreement to create the Mercer County Career Center include:

- Greenville
- Grove City
- Jamestown
- Mercer
- Sharpsville
- Commodore Perry
- Hermitage
- Lakeview
- Reynolds
- West Middlesex

The Mission of MCCC is to “equip students with marketable skills through effective career and technical education.” Five hundred students from the twelve public high schools of Mercer County attend the Mercer County Career Center. There are fourteen programs available to students who attend MCCC: Auto Body, Auto Mechanics, Business Marketing & Technology, Building Trades, Carpentry, Computer & Office Technology, Cosmetology, Culinary Arts, Diesel Mechanics, Electrical Technology, Health Care Careers Academy, Machine Tool Technology, Personal Care, and Protective Services (<http://www.mccc.onlinecommunity.com/>)

Higher Education:

Located at 75 College Avenue in Greenville Borough, Thiel College is located in a predominantly residential area covering approximately 150 acres. Originally founded as Thiel Hall in Monaca, Pennsylvania in 1866 as a co-educational institution and chartered by the Commonwealth in 1870, Thiel moved to Greenville in 1871. Thiel is a small liberal arts, sciences and professional studies institution that has ties to the Evangelical Lutheran Church of America.

Operating on an annual budget of \$19,524,900, enrollment in 2002 was 1,279 (72% of students are Pennsylvania residents). There are 100 faculty in 20 academic departments that forms a faculty / student ratio of 15:1. Thiel is aggressively increasing their enrollment and has a targeted enrollment of 1,500 students by academic year 2003—2004.

In 1999, the firm Performa was commissioned by Thiel College to complete a Campus Opportunity Assessment as well as a Campus Master Plan and Implementation Plan. The Campus Opportunity Assessment was completed to identify issues and goals associated with the college and identify recommendations concerning the facilities to be used, which was then the basis for developing the Campus Master Plan and Implementation Plan. The Campus Opportunity Assessment identified the need to develop a strong working partnership with the borough of Greenville, surrounding neighbors, and other institutions. Some of the recommendations contained in the assessment include:

- Invite the community to campus for “town hall” meetings once per semester to familiarize them with what is happening on campus and to discuss any issues that may need attention from either perspective.
- Develop a “Speakers Bureau” guide for media and public relations purposes. Distribute the guide to the Greenville Chamber of Commerce, local and regional media sources, and service clubs/volunteer organizations.

The Executive Summary of the Campus Master Plan and Implementation Plan lists four imperatives as the “key drivers that should guide decision making and prioritization at the College and form the foundation of all planning efforts.”

1. “Thiel College must be “stakeholder friendly.” Thiel must have a service orientation in all aspects of the College’s operation and environment, as well as having a continual awareness of students’ needs in the context of competitive rationality.
2. “Thiel College must promote the identity and image of the institution. The identity of the institution includes the target market that Thiel intends to affect.”

3. “Thiel College must maintain, advance, and promote its academic programs. To achieve this, the College must continue to hire and retain quality faculty, build a prepared student body, and provide a quality environment.”
4. “Thiel College should create a vibrant campus and community life that is focused on students. This vibrant campus life should create a sense of community and participation among all campus constituencies, and be based on collaboration and open communication. The College seeks to foster intellectual and cultural relationships with the community and region to help this effort.”

Based upon these imperatives, the Executive Cabinet at Thiel College developed and ranked the top 10 campus needs, listed in priority order, beginning with the most important.

1. Improve campus infrastructure
2. Improve “customer-service” on campus
3. Provide adequate and appropriate types of residential space on campus
4. Increase the quantity of “good students” on campus
5. Provide adequate technological capabilities on campus
6. Promote the identity and improve the image of Thiel College
7. Improve the aesthetic quality of the campus
8. Develop and implement the tools to guide the future of the Thiel College
9. Provide adequate and appropriately sized, configured and equipped instructional space on campus
10. Provide appropriate quantities and types of student activities and recreation for students on campus

Using the imperatives and the top 10 campus needs as the foundation for the development of the Master Plan, the plan listed several major issues that were identified and analyzed which would affect future plans of the College, as summarized below.

- The campus appears to have enough land to provide for the current student population as well as the projected five-year growth to approximately 1,400 students. However, in the event of major long-term enrollment growth to as many as 2,500 students, the College will have to intensively develop their existing land as well as acquire new land to accommodate the needs of a larger campus.
- Legal issues affect much of the land on the West and North campuses and these issues were a significant factor in developing workable master plan scenarios.
- Critical parcels of land not owned by the College but are surrounded by College-owned property are located on College and Packard Avenues. If the College could acquire these parcels (currently single-family residences), linkages between the Central campus, north and west campuses could be improved as well as allow for additional vehicular and pedestrian access opportunities.
- A strategic acquisition plan is needed for additional parcels located at the border of Thiel campus that would allow for housing expansion or provide a buffer area between campus and the community.

- Although PA Route 58—College Avenue and PA Route 18—Packard Avenue/Conneaut Lake Road divide the campus, the relocation of the highways is unlikely and planning must utilize these roadways in their existing locations
- Thiel College residence halls are 30 to 55 years old and in need of corrective maintenance work on the existing buildings is needed along with furniture replacement in the halls.
- Thiel College should develop a target theme for architecture of new construction and renovation and a set of design standards should developed and implemented

The implementation plan contained the preferred scenario of the Campus Master Plan, as outlined below:

- Residence Hall Renovations
- Demolition of existing housing
- New residence halls located on west campus
- New residential community located on the northeast edge of the central campus
- New student residential community located on north campus
- Academic center renovation
- Renovate Passavant Center / temporary theatre relocation
- New performing arts and fine arts center—includes a chapel, proscenium theatre, costume shop, scene shop, green room, dressing room, offices, classroom, fine arts studios, practice / rehearsal rooms, storage, and music library
- New alumni / advancement center
- Roth Hall renovations
- Bookstore demolition
- New public safety building
- Renovate Rissell-Beeghly Gymnasium
- New indoor and outdoor athletic complex
- New recreation / wellness center
- Renovate Livingston Hall
- College Avenue and Packard Avenue improvements—includes creating a College Boulevard along College Avenue on Thiel-owned property and altering Packard Avenue to make it pedestrian friendly
- Construct a new Carillon and Brother Martin's Walk Plaza

The presence of Thiel College is an asset to the Greenville—Hempfield community. Although not in the immediate project area, other higher learning institutions that are located nearby in Mercer County include Grove City College, The Pennsylvania State – Shenango Campus, and Westminster College.

B. Analysis of Existing Conditions

The abundance of quality community facilities and services within Greenville Borough and Hempfield Township has been identified as an asset to the community throughout the planning process. In the community imaging exercise (CIE) conducted at a public meeting during the planning process, Greenville High School scored the highest as a positive image, Thiel College ranked fifth, and UPMC Horizon came in tenth (out of a possible 80). However there are several issues that should be addressed by Greenville Borough and Hempfield Township in order to continue providing quality community amenities.

As a financially distressed municipality, Greenville Borough has to address financial concerns and follow through with the recommendations set forth in the Recovery Plan for the Borough of Greenville. The borough is charged with the difficult task of reducing spending while maintaining the provision of quality services to its residents.

Hempfield Township is not financially distressed and has no such budget restrictions. Throughout the planning process, residents of Hempfield Township raised concerns over the idea of a merger between Greenville Borough and Hempfield Township.

The idea of a merger between municipalities is often not a popular one as residents have ties to their municipality and may feel that they will lose out by merging. Although it is not a recommendation of this plan to consider merger or consolidation at this time, in the future the municipalities may want to investigate the benefits or detriments that such an act would have on each community. If that interest should arise there are several tool that can be used to facilitate the discussion.

The Municipal Consolidation or Merger Act, Act 90 of 1994, partially implements the constitutional mandate for uniform boundary change legislation by providing statutory procedures for the merger or consolidation of two or more municipalities. A merger is “the combination of two or more municipalities which results in the termination of existence of all but one of the municipalities to be merged with the surviving municipality absorbing and assuming jurisdiction over the municipalities which have been terminated.” Consolidation is “the combination of two or more municipalities which results in the termination of the existence of each of the municipalities to be consolidated and the creation of a new municipality which assumes jurisdiction over all of the municipalities which have been terminated.” A consolidation or merger may be commenced either through a joint agreement of the governing bodies approved by ordinance or through the initiative of electors (DCED, 1999).

Water

The Greenville Municipal Water Authority provides water service to Greenville Borough, Hempfield Township, and West Salem Township. Throughout the planning process, residents expressed concerns over the availability of water, quality of water, and cost of service. In the public survey, 36% of respondents cited water / sewer as an issue that officials should focus on, coming second only to redeveloping vacant industrial sites. An ongoing public debate has been over the potential sale of the water authority to an independent private company. Many residents

feel that the sale of the authority would relieve the borough of a portion of its debt and increase the water quality.

In interviews with Municipal Authority officials, it was stated that although there have been mechanical failures in the past, the water quality is very good and meets all state requirements and standards. Future plans include the upgrade of the main lines around Thiel College and extensions in Hempfield Township to 8th Avenue, Donation Road, and Mehard Avenue.

To address service concern, the Greenville Fire Department sent a letter to the Authority in 2003 asking for the extension project in Hempfield Township to include areas in Greenville Borough currently without fire hydrant protection. The following sites have no fire hydrants nor water main lines: East Greenville Drive, Manor View Drive, News Street, Argus Street, and Valley View Drive. The fire department also suggested that a fire hydrant on this system be located at the Greenville High School to provide more water for fire protection. The closest fire hydrant flows at 480 gallons per minute while the needed flow for the high school is over 4,000 gallons per minute.

Interviews with representatives from Thiel College stated that the existing water system significantly inhibits the growth of the College. Interviews with College Officials indicated that the lack of water pressure and availability limits growth. With the upgrades planned for the water main lines around the campus, the Authority hopes to correct this problem and provide adequate service.

While there have been mechanical failures in the past within the system, the water quality is very good and meets state requirements. The source of water is the Shenango River.

The Municipal Authority of the Borough of Greenville (created under Ordinance #450 on February 17, 1942) has adopted rules and regulations that govern the furnishing of water service in the borough and the surrounding region (latest adoption date February 15, 2002). The rules and regulations are made a part of each contract for every customer that receives water from the authority. Included within this document are guidelines for making application for water service, locating meters, providing fire protection and the use of hydrants, and extending water lines.

According to plant personnel, the maximum capacity for providing water to customers in Greenville and Hempfield is two (2) million gallons per day. The average daily use is presently between 900,000 and 1,000,000 gallons per day and this is based on a sixteen (16) hour pumping schedule. This figure has been decreasing over the years due to the loss of population and industry within the region.

The municipal authority uses an average for residential customers of 2000 gallons per person per billing cycle. The billing cycle is calculated every two months. The average family of three would be anticipated to use 6000 gallons for the two month billing cycle which equates to approximately 100 gallons per day per household. Commercial and industrial customers are approximated on a case-by-case basis.

Although there are some issues remaining to be resolved within the system, the water availability is about 50% of capacity. In Section 6 (Housing) of the plan, the potential for the development for new housing units is between 1,416 – 1,958 units. This figure is based on the land zoned single family and multi family residential. If the total build out occurred, these additional units would account for an increase of 141,600 – 195,800 gallons per day which is still well short of the approximately 1,000,000 gallons per day of capacity available. Section 9 (Economy) of the plan addresses the potential for commercial and industrial development within Greenville and Hempfield. Our analysis has identified approximately 37.8 acres classified as vacant commercial or vacant industrial in Greenville Borough and approximately 72.6 acres classified as vacant commercial or vacant industrial in Hempfield Township. Even with this development potential, the present water capacity is sufficient to handle the anticipated growth in the region.

As stated within the scope of work and the Pennsylvania Municipalities Planning Code, the Greenville – Hempfield Joint Comprehensive Plan includes the provision for a reliable supply of water that considers the availability of current and future water resources as well as the proposed uses and limitations. Presently there are no mining or commercial agricultural activities that will have a negative impact on the water resources as specified in the MPC. If future activities within Greenville or Hempfield include lawful activities such as the extraction of minerals or commercial agriculture production, any impacts to water supply sources will be replaced in accordance with the statutes regulating mineral extraction that specify replacement and restoration of water supplies affected by such activities.

The plan has been reviewed for consistency with the Pennsylvania State Water Plan and any applicable water resources plans adopted by a river basin commission. Act 220 known, as “The Water Resources Planning Act”, requires the Department of Environmental Protection to conduct a statewide water withdrawal and use registration and reporting program. Act 220, as amended on November 25, 2002, establishes a water resource planning policy for the Commonwealth of Pennsylvania. The information gathered from this program will be used to update the State Water Plan, identify Critical Water Planning Areas and develop Critical Area Resource Plans.

The State Water Plan is a policy and guide for water resources. Its main goal is to provide information, prioritize issues and provide recommendations to guide municipalities, counties and state agencies. The plan is NOT legally binding.

Major components of this legislation are summarized below: (Retrieved online 06-28-04)
<http://www.dep.state.pa.us/dep/deputate/watermgt/wc/subjects/WaterResources/docs/WaterResourcesExecutiveSummary.htm>)

The Act requires the Pennsylvania Department of Environmental Protection to complete an update of the State Water Plan in five years (from the date of the act) and have updates every five years thereafter. A Statewide Water Resources Committee will establish planning guidelines and policies and a formal review process of the updated State Water Plan. Six regional water resources committees (Mercer County is located in the Ohio River Basin Planning Committee) will be established. These committees will provide the regional components of the State water plan and identify critical area resource plans.

The Act requires that water systems that exceed 10,000 gallons a day must register and report their water use to DEP (no fees will be assessed to register or report). Alternative regulations will be developed for water users with withdrawals between 10,000 and 50,000 gallons and there will be no metering of homeowner wells. Critical Water Planning Areas will be identified on a multi-municipal watershed basis, where the demand for water exceeds, or is projected to exceed, available supplies.

Once established, Critical Water Planning Areas would serve as the planning boundary for the creation of a more detailed Critical Area Resource Plan or "water budget" for that area. Critical Area Resource plans will be submitted for review and comment to the Official Planning Agency and governing body of each municipality in the identified area prior to final recommendation. The Critical Area Resource Plans will be developed under the guidance of the regional committees in conjunction with a watershed advisory committee. The plans will include a water availability evaluation, assess water quality and water quantity issues, and identify existing and potential adverse impacts on water resources uses.

In addition to the above planning processes, the Act establishes a voluntary water conservation program, a technical assistance program, and provides grants to fund water resource education.

A summary of the proposed projects needed to improve the present water system to meet the anticipated growth scenario is located below. The proposed extensions are depicted in Figure 5-1: Infrastructure. The complete table is

A. Township line / Columbia Avenue to Methodist Road	\$ 402,506.50
B. Columbia Avenue / Methodist Road to PA 58 Stoneybrook Estates	\$ 531,855.50
C. PA 58 to Fredonia Road with an east extension to Gibson Road with a west extension to Mehard Drive	\$ 406,923.00
i. West Extension	\$159,296.50
ii. East Extension	\$218,163.00
D. Fredonia Road to PA 358 / Hadley Road	\$ 734,409.50
Total	\$2,453,154.50

Sewer

The Greenville Sanitary Authority provides sewage services to Greenville Borough, Hempfield Township and West Salem Township. Hempfield Township Municipal Authority is a separate authority whose service capacity is tied into the Greenville Treatment Plant capacity, however they own their own lines and do their own repairs. There are no plans to expand the treatment plant however there is a slow expansion of the service area in Hempfield Township and West Salem Township.

As is the case with the water authority, there has also been discussion of the sale and privatization of the sewage authority. Interviews with representatives from the Sanitary Authority stated that they have low indebtedness; low rates and can continue to maintain the low rates, as well as the capacity for expansion. They would prefer to remain an operating authority,

although other options include a leaseback authority where it is leased back to the borough for operation.

The Greenville Sanitary Authority has future plans to update sewer line maps from the existing paper copies to a digital data base system. Other plans include implementing a maintenance program and obtaining television equipment to help prioritize and begin a replacement program for lines within the borough. Sewer lines in Greenville Borough are old and specific areas that have been identified for maintenance and replacement include the following locations: North Third Street – replacement of old lines; East Ohio Street – address overflow into the river; and, locations throughout the east side of the borough are in need of maintenance to clean tree roots out of the sewer lines. Future service area expansions include providing service to Hadley Road and the outlying areas of Hempfield Township. Hempfield Township Municipal Authority is currently investigating the need to eliminate the pump station and on-going infiltration and inflow monitoring and repair.

The present plant capacity to treat sewage at the Greenville plant is 11.25 million gallons per day (mgd) and is using a slip streaming process that allows it to fully treat approximately 6.25 mgd of the waste it receives. The sewer system is a sanitary system only and during very rainy periods it is infiltrated with storm water that causes the plant to exceed its capacity according to the Pennsylvania Department of Environmental Protection.

The DEP has rated the Greenville Treatment Plant for 2.8 mgd of daily flow and presently there is approximately 2.0 mgd flowing into the facility to be treated. It was stated during the interview with personnel at the plant that the facility can be re-rated to 3.8 mgd through the DEP if found to be warranted.

The amount of capacity presently available for future residential, commercial and industrial growth is about 800,000 gallons per day. In discussions with plant personnel, the Equivalent Dwelling Unit (EDU) rating for a new system is between 300 – 350 gallons per day for a new home. The authority engineer establishes the EDU rate for new commercial and industrial customers on an individual basis.

As stated in Section 6 (Housing) of the plan, the potential for the development for new housing units is between 1,416 – 1,958 units based on the land zoned single family and multi family residential. If the full development potential was realized, the additional units would account for an increase of 495,600 – 685,300 gallons per day which is less than the approximately 800,000 gallons per day of capacity available. Again, stating figures from Section 9 (Economy) of the plan, our analysis has identified approximately 37.8 acres classified as vacant commercial or vacant industrial in Greenville Borough and approximately 72.6 acres classified as vacant commercial or vacant industrial in Hempfield Township. Even with this development potential, the present sewer water capacity is sufficient to handle the anticipated growth in the region.

A summary of the proposed projects needed to improve the present sewage system to meet the anticipated growth scenario is located below. The proposed extensions are depicted in Figure 5-1: Infrastructure. The complete table is

A. Township line / Columbia Avenue to Methodist Road	\$326,796.80
B. B. Columbia Avenue / Methodist Road to PA 58 Stoneybrook Estates	\$398,622.40
C. PA 58 to Fredonia Road	\$310,292.40
D. Fredonia Road to PA 358 / Hadley Road	\$595,997.00
E. Hadley Road to Donation Road	\$110,836.00
Total	\$1,742,545.20

Public Works

As noted, Greenville borough maintains a Public Works Department while the Hempfield Township Supervisors and maintenance crew are responsible for road maintenance. According to the public survey, 69% respondents felt that the existing road network in both Greenville Borough and Hempfield Township was in good condition, 10% had no opinion, and 22% felt it was not in good condition. When asked what the most important transportation issues was, 31% responded public transportation; 30% said the need for better maintenance; 20% would like more pedestrian / bicycle facilities; 10% said better winter maintenance; 9% had other needs; and 5% felt there was a need for more roads.

As stated earlier, Hempfield Township has both a road maintenance plan and a winter maintenance plan in place. The only road improvement project planned is to level and pave St. Glory Road in 2004.

Greenville Borough has 30.9 miles of borough roads and all but .29 miles of road are improved surfaces. The Public Works Department does not have a road maintenance plan in place. They contract out to provide winter maintenance and street sweeping of the state routes within the borough. There are no road improvement projects planned, although a complete renovation of South High Street is needed. Interviews with representatives of the department cited a new maintenance building as their top priority. The current building contains asbestos and is not structurally sound. Threats to the department include the lack of funding and lack of manpower. The Public Works Department also cited the need for the borough to install a Geographic Information System (GIS) whereby the sewer lines could be digitally recorded so the maintenance workers would know the location of all the sewers.

Code Enforcement

Property maintenance was an important issue that was raised throughout the planning process. In the public survey, respondents were questioned about their perceptions regarding the appearance of the community and about issues related to property maintenance. Overwhelmingly, the respondents stated that they did not find the appearance of downtown Greenville pleasing; 67% compared to 18% that found it pleasing, with 16% of no opinion.

When asked about the appearance of Hempfield Township, the responses was completely the opposite: 75% felt it was pleasing compared to only 7% that thought it was not, with 18% of no opinion.

In response to whether or not they would support additional building codes, 75% answered yes while 13% said no (10% were of no opinion). 44% of all respondents cited the appearance of their community as the factor they liked least about their community, second only to the lack of jobs (77%). 21% of respondents felt that officials should focus on property maintenance issues as a priority, which came in third behind the redevelopment of vacant industrial sites and water / sewer.

Act 45, the Uniform Construction Code (UCC), will govern all building codes across the Commonwealth. Under Act 45, local municipalities will be mandated to adopt the UCC and determine how it will be administered and enforced. Municipalities can decide if they will “opt in” and administer and enforce the UCC themselves (or, through a third-party agency) or if they will “opt out”, in which case the Department of Labor and Industry (Department of L&I) will be responsible for administration and enforcement. Although some municipalities currently have building code ordinances, unless these meet and/or exceed UCC requirements, the existing codes will become null and void.

As Act 45 will govern new construction and will significantly impact the way construction activities are regulated, it is strongly recommended that the municipality complete a thorough review of Act 45 and its corresponding implications. Should the municipality decide to retain local control the following options are available to administer and enforce the UCC:

- Utilize municipal employees
- Contract with a third-party agency
- Contract with another municipality
- Utilize an inter-governmental agreement with one or more municipalities to jointly administer a codes program
- Enter into an agreement with the Department of L&I (certain criteria exist for this option which limit the allowable structures for this alternative to apply)

The Department of Community and Economic Development (DCED) and Department of L&I are offering incentives to municipalities to choose the intergovernmental option, including funding incentives and different requirements for establishing the required UCC appeals board. Act 45 outlines the specifics relating to the appeals board, however it should be noted that eligible members must be knowledgeable about construction standards and building codes. As this requirement may place certain hardship filling the required slots on the board, municipalities may fill the position with a person who resides outside of the municipality.

Implications to municipalities that “opt in” include identifying the appropriate person to administer and enforce the UCC, provide certification and ongoing training, and establish the UCC Appeals Board. If a municipality would “opt out”, non-residential construction compliance would be provided by the Department of L&I, while one and two family residential construction

compliance will be the responsibility of the property owner (and completed by a certified third-party agency).

The borough currently enforces a building code that meets UCC standards. Although the borough does not have as rigorous and formal a process, officials have determined that the municipality will continue to conduct its own enforcement. The UCC will mainly effect additions to homes and changes in occupancy, rather than new structures in the borough, as there is not much room for new development. However, to meet residents desires for improved community appearances, it would behoove the borough to consider entering into an intergovernmental partnership with the surrounding municipalities to address property maintenance issues.

Police

Greenville and Hempfield maintain full-time police departments. The Greenville / West Salem Police Department provides service to both Greenville Borough and West Salem Township. In interviews with the department, they cited limited manpower as the biggest concern. There are only 10 full-time officers that provide service to 10,000 people in 44 square miles. The department has received a \$20,000 grant for new mobile data transmitters (MDT) for the cruisers as well as \$5,000 from State Representative Wilt's office to install a dish. Needs of the department include updating both hardware and software, installing the Justice Network System (JNET), and a C-Net program.

Currently, the borough is renovating the municipal building, which houses the police department, however the department lacks adequate space within the building. Thiel College owns property on College Avenue at the corner of PA Routes 58 / 18 and has plans to construct a new building to house their police department. The Thiel College Police Department has approached Greenville regarding this plan and would like to share the facility with the Greenville / West Salem police. The college would assume a larger portion of the cost for the building and each department would remain distinctly independent. It is recommended that the borough and college continue discussion and explore the costs and practicality further.

Thiel College and the borough have established a partnership and Thiel contracts Greenville for off-hours dispatching (4pm – 7pm) as well as pays for the calibration of stopwatches and speed traps (painted lines on the roads) near Passavant Center so the Greenville police can issue speeding citations.

Hempfield Township Police Department provides service to Hempfield Township and Sugar Grove Township, through a contract. Similar to Greenville, interviews with the department revealed that the biggest concern facing the department is limited manpower. Other concerns are the age and size of the current facility and lack of funding.

A Mutual Aid Agreement exists between Greenville, Hempfield, and all surrounding municipalities' police departments and the departments have a good working relationship.

As the lack of funding is a concern that has an impact on the continuation of programs offered. Communities That Care started a program with a \$150,000 grant that places a school resource

officer in the school district, which is supplied by the Greenville / West Salem Police Department. However this is the last year for the grant and they are unsure of whether or not the program will continue. DARE is jointly run through Hempfield and Greenville police departments. Hempfield provides two officers and Greenville provides one. To date, the program has been working well between the departments, however the funding for DARE has been cut in half. It is recommended that the borough and township seek funding for the continuation of these community programs.

Both departments cited the lack of manpower and the need for a detective as limiting the ability to provide adequate criminal investigation. It is recommended that Greenville / West Salem, Hempfield, and Pymatuning investigate the possibility of hiring a detective to work for all three departments.

Due to the declining level of financial support and the continued rise of equipment and service costs, many municipalities are forming partnerships to continue providing the level of response that residents have grown accustomed to receiving. The following are options available for service providers who may want to work together.

- A merger involves the combining of two or more departments with one retaining its original name.
- Consolidation happens when one or more departments join together to form a new company with a new name.
- Regionalization occurs when one or more departments combine specific resources to share services/costs while retaining their own identities.

Recognizing that Greenville / West Salem Police Department and the Hempfield Township Police Department work collaboratively now, they may want to investigate the feasibility of regionalizing more services. In August of 2002, a meeting was held in Greenville with representatives from Greenville, West Salem, Pymatuning, Hempfield and Sugar Grove to discuss the issue of a regional or consolidated police force.

In interviews with both Greenville and Hempfield, neither department is opposed to regionalization, however both have significant concerns. There is a concern that the quality of service will decline due to officers having to patrol larger areas. Greenville / West Salem respond to approximately 1,081 calls per month, while Hempfield responds to 2,279 calls per year in Hempfield and Sugar Grove. There are concerns that there will be less of a police presence in the townships since most of the calls originate in Greenville.

The Recovery Plan for Greenville Borough recommends that the “borough shall aggressively pursue a regional approach to police services and shall approach adjacent municipalities to determine interest in a feasibility study of regional policing. Upon a determination of those municipalities interested in participating in the study, the borough shall seek assistance from DCED to undertake a study of the feasibility of a consolidated regional department for the borough and surrounding municipalities.” It is recommended that the borough and surrounding townships move forward with their preliminary discussions to investigate the benefits and

detriments of a regional police force for each municipality and corresponding police departments by approaching DCED to fund a regional police force feasibility study.

Fire Protection Services:

The Greenville Borough Fire Department is a combination full-time paid department and part-time volunteer department while Hempfield operates a strictly volunteer department. Greenville has seven full-time paid positions and seven volunteer firefighters. Hempfield has 10-15 volunteer firefighters, although the average turnout to a fire alarm is 7 to 12. Both departments cited the lack of volunteers as their top concerns.

The Recovery Plan for Greenville recommends the following:

- The borough should begin to reduce paid personnel through attrition.
- The borough should increase its efforts to develop a revitalized volunteer force with neighboring municipalities and actively recruit Thiel College students and residents. Incentives to increase recruitment should be identified and pursued.
- At the conclusion of this recovery period and the current fire contract, the borough should consider a reduction to a paid chief and an assistant chief, with the rest of the force to be volunteer.

If the borough were to reduce the number of paid firefighters, it would have to aggressively pursue the recruitment of volunteers. Some reasons contributing to the lack of volunteers can be attributed to the increasing number of households with two working parents, more stringent training requirements adding to the hours required, and the extent of fundraising required to run an efficient department. Both Hempfield and Greenville have used Thiel College students in the past as volunteers which has worked out as best as could be expected due to their limited availability. Both departments feel that Thiel College students can only serve in a limited capacity, mostly as “seasonal supplements” to the local regular firefighters due to College students returning to their hometowns during the year for holidays, breaks, summer vacation and college graduation. College students are also not available during class times and most often do not have a vehicle for answering alarms.

Interviews with representatives of both Greenville and Hempfield fire departments revealed that the other major issue is the need to replace outdated equipment. Upgrading equipment is the biggest problem facing Hempfield currently and Greenville cited the need to replace their 1966 Ladder Truck. Since Greenville and Hempfield are both a part of a Mutual Aid Agreement with seven other municipalities, it offers an excellent opportunity to establish a coordinated plan for the purchase and replacement of equipment. This effort could be coordinated through the Mercer County Regional Council of Governments (COG) or directly between the interested municipalities. Municipal funding for such purchases can also be planned and coordinated, with municipal shares allocated on a combination of population and assessed property values.

Emergency Medical Services:

As the sole ambulance provider to the project area, Life Force responds to approximately 100 calls to Greenville and Hempfield and of those, 30 are emergencies. Interviews with representatives from Life Force reported that they have no major concerns in terms of provision

of service to Greenville and Hempfield. The steep grade near the Williamson Road bridge poses a problem, however the ambulance takes a detour around the area and response time is not slowed.

Interviews with Greenville Fire Department revealed that there may be a 20-30 minute wait for an ambulance in the borough. The fire department dispatches a quick response service (QRS) to the scene and most often arrives before the ambulance. As a result, the department feels that it would be beneficial to the borough to start its own ambulance company. Items needed for startup include an ambulance (costs would be approximately \$25,000—\$30,000 for a used ambulance and \$150,000 for a new one), additional equipment (\$10,000+), a part-time emergency medical technician (EMT), and an increase in shift coverage to a two-man shift / three shifts per day. Interviews with Hempfield Township VFRD revealed that they also have concerns with ambulance availability and supports the idea of Greenville Fire Department starting an ambulance service.

As a private company, Life Force is a \$1.5 million operation and although it receives assistance through its membership program, which generates approximately \$25,000 / year, it relies almost solely on call volume for funding. If Greenville Fire Department would start their own ambulance service, there are concerns regarding call volume and a shortage of qualified paramedics to staff the services. With only 30 emergency calls in Greenville a month, the money made from call volume would not be enough to sustain the service in Greenville. Interviews with Life Force also revealed that there is a paramedic shortage in Pennsylvania and it is difficult now to employ qualified paramedics. Life Force works cooperatively with Jamestown EMS to staff paramedics on BLS and is concerned that competing providers would not be in the communities' best interest. Meetings are taking place between Life Force and Greenville Fire Department and it is recommended these discussions continue. The borough will need to weigh the cost / benefit of providing its own ambulance service and look into shared services.

Hospitals

In the Community Imaging Exercise (CIE) held at the November 2003 public meeting, the UPMC Horizon facility in Greenville ranked tenth, out of 80, in terms of positive images in the community. Throughout the public participation process, UPMC Horizon was repeatedly listed as one of the strengths of the community and region. Residents feel that the hospital is an asset to the community and can be a draw for future residents and employers. UPMC Horizon would not reveal any future plans it has for the Greenville facility. However it is strongly recommended that municipal officials attempt to begin long range planning efforts with the hospital administration.

Public Schools:

The Greenville Area School District recently completed significant renovations to its high school and Hempfield Elementary and facilities have been identified as adequate for expected population trends. School officials indicated that East Elementary is in need of renovation, although there are no plans in place at this time.

Throughout the public participation process, residents of Greenville and Hempfield repeatedly identified the school district as a strength in the community. In the CIE that was conducted at the December 2003 public meeting, a photograph of the high school ranked first in terms of

positive images, which were taken in and around the community. Residents expressed the need to build upon the quality education that its students receive and capitalize on the availability of skilled workers.

In the 2000-2001 school year, 72% of Greenville High School students were post-secondary bound, of that 68% were college bound. When compared to the surrounding high schools, these figures were more than 5%, at times as much as 15%, higher than their counterparts. When compared to Pennsylvania public schools, Greenville High School compared rather evenly. The borough and the township need to focus on retaining their high school graduates and providing quality jobs that will entice them to return to the area upon graduation from post secondary institutions.

The Mercer County Career Center offers alternative education to high school students from participating school districts. Approximately 500 students attend MCCC and of those, 58 are from Greenville High School.

Higher Education:

The presence of Thiel College can be a valuable asset to the surrounding community. During the public participation process residents expressed their support of the university's presence in the community. In the CIE, two photographs of Thiel College ranked fourth and fifth. However, concerns were raised regarding the "town/gown" relationship and many residents expressed their desire to foster a better relationship between the borough and Thiel. 13% of the respondents to the public survey indicated that officials should focus on their relationship with Thiel College. Elected officials need to be aware of these concerns as well as future planning efforts of the college, particularly as related to recreation, housing and transportation issues.

The benefits associated with Thiel College outweigh the negatives, however officials must not become complacent and sit back while decisions are made that will have long lasting ramifications to the borough's land use. It is strongly recommended that officials establish a formal committee to address the future plans of the college as listed in the Master Plan. With a judicious and cooperative stance, the borough and the township could capitalize on what the college is planning.

For instance, the college desires to become an educational and cultural center in the region. Thiel is already home to Greenville Symphony Orchestra and future plans include cultural and recreational amenities that could be utilized by community residents. The proposed construction of an indoor and outdoor athletic complex would provide recreational outlets for residents, however the borough and the township need to work with the college to eliminate duplicated efforts. Interviews with college officials have stated that that the college is willing to collaborate with the borough in the construction of a natatorium (indoor swimming pool complex) near the Greenville Pool. Also, the borough should coordinate future transportation improvements with the college so that they could potentially be used as a way to alleviate traffic congestion and improve vehicular access within the borough. By working with college officials, the borough could improve its road system at less cost.

Another consideration is the potential for shared services. The college provides many services to its campus locations such as law enforcement. Such services could be shared with the borough as a way to alleviate some demands placed upon the surrounding municipalities. As stated earlier, the college plans to construct a new public safety building and have already proposed to share this facility with the Greenville Police Department. This would solve the issues and concerns borough police have with their current building and the college would assume the majority of the cost burden of the new facility.

Much has been done to improve the town/gown relationship over the years and municipal leaders should be commended. But, the bottom line is that elected officials are only limited by their imagination and willingness to open negotiations with the college. It is imperative that the borough continues to work with the college and incorporate college related plans into future planning of the municipality. The college has recognized the need to develop a better working relationship and true partnership with surrounding municipalities and institutions, in particular, Greenville Borough. The borough needs to make an effort to develop these plans into fruition and coordinate all future planning efforts with the surrounding townships and Thiel College. Only by coordinating efforts can the borough fully realize the potential and prosperity that Thiel College can bring to the region.

COMMUNITY FACILITIES IMPLEMENTATION MATRIX			
GOAL: Intermunicipally plan for future infrastructure improvements focusing on water and sewer services			
Strategies	Responsible Party	Potential Partners	Funding Sources
Implement the recommendations contained in the 2002 Recovery Plan	Greenville Borough	Mercer County Regional Planning Commission, Surrounding Municipalities, Local Government Academy	Governor’s Center for Local Government Services (DCED), Municipal Training Program (DCED), USDA, PA Rural Water Association, Northeast Rural Community Assistance Program, PA Public Utility Commission, The Pennsylvania Small Towns Environment Program (PENN STEP/DEP)
Establish a joint working group to address infrastructure needs	Greenville Borough Council & Hempfield Township Supervisors		
Charge the joint working group with investigating ownership options for the water and sewage systems	Greenville Borough Council & Hempfield Township Supervisors		
Obtain funding to digitize mapping for water and sewer lines	Greenville Borough Council & Hempfield Township Supervisors		
Coordinate with Mercer County to implement a Geographic Information System database for water and sewer infrastructure	Greenville Borough Council & Hempfield Township Supervisors	Mercer County Regional Planning Commission	Small Water Systems Consolidation Construction Grant Program (DEP), Stormwater Planning and Management (DEP), Growing Greener (DEP/DCNR), PENNVEST, Verification for Water and Wastewater Treatment Plant Operators (DEP), Water and Waste Disposal Grants and Loans Programs (USDA), Small Water Systems Regionalization Grant Program (DEP), Formation of Water Authorities Grant Program (DEP), Act 339 Sewage Treatment Plant Operation Grants (DEP)
Complete water line extensions to provide adequate water flow and install fire hydrants to the Greenville Area High School, East Greenville Drive, Manor View Dr., News St., Argus St., and Valley View Dr., as per the recommendations of the Greenville FD (07, 25, 2003)	Greenville Borough	Hempfield Township, Greenville Fire Dept., Mercer County Regional Planning Commission	
Develop criteria to replace aging water and sewer line and apply for funding to implement a intermunicipal replacement plan	Greenville Borough Council & Hempfield Township Supervisors	Mercer County Regional Planning Commission, Local Government Academy	

COMMUNITY FACILITIES IMPLEMENTATION MATRIX			
GOAL: Promote the "College Town" as a marketing concept and work to include future improvement projects in municipal planning efforts			
Strategies	Responsible Party	Potential Partners	Funding Sources
Establish a Town/Gown Committee comprised of borough & township officials, college representatives, and citizens	Greenville Borough Council, Hempfield Township Supervisors, Chamber of Commerce & Thiel College		
Charge the Town/Gown Committee with developing a marketing campaign in partnership with the Chamber of Commerce and College	Greenville Borough Council, Hempfield Township Supervisors, Chamber of Commerce & Thiel College		
Identify projects planned by the college that will impact land use in the region	Town Gown Committee		
Prepare a list of activities/facilities/services that could potentially be "shared" by the college and surrounding communities (police, recreation, walking trails, transportation improvements)	Town Gown Committee		
GOAL: Continue to provide effective and efficient public safety services to community residents			
Begin negotiations to establish a cooperative police force that would include Greenville, Hempfield, Sugar Grove and West Salem.	Greenville Borough Council & Hempfield Township Supervisors	Pa State Association of Boroughs, PA State Association of Township Supervisors, Surrounding Municipalities, Local Government Academy, Governor's Center for Local Government Services	Local Government Capital Projects Loan Program, Regional Police Assistance Grant Program, Rural Community Fire Protections, Shared Municipal Services, Volunteer Firefighter's Relief Association, Volunteer Loan Assistance Program
Begin negotiations to establish a cooperative fire department between Greenville and Hempfield	Greenville Borough Council & Hempfield Township Supervisors		

COMMUNITY FACILITIES IMPLEMENTATION MATRIX			
GOAL: Continue to provide effective and efficient public safety services to community residents (continued)			
Strategies	Responsible Party	Potential Partners	Funding Sources
Investigate the feasibility of implementing the recommendations contained in 2002 Recovery Plan for Greenville Borough regarding the provision of public safety services	Greenville Borough Council & Hempfield Township Supervisors	Pa State Association of Boroughs, PA State Association of Township Supervisors, Surrounding Municipalities, Local Government Academy, Governor's Center for Local Government Services	Local Government Capital Projects Loan Program, Regional Police Assistance Grant Program, Rural Community Fire Protections, Shared Municipal Services, Volunteer Firefighter's Relief Association, Volunteer Loan Assistance Program
Meet with Thiel College to explore the feasibility of a shared police facility	Greenville Borough Council, Hempfield Township Supervisors & Thiel College		
Improve the efficiency and accountability of the police dept. by investing in technological advances such as video and computer systems and software	Greenville Borough Council & Hempfield Township Supervisors		
Coordinate with the Greenville Area School District and Communities That Care officials regarding the DARE program and the School Resource Officer to continue these programs	Greenville Borough Council, Hempfield Township Supervisors & School District		
Identify funding opportunities to establish a joint criminal investigation team	Greenville Borough Council & Hempfield Township Supervisors		
Establish a committee to determine the feasibility of a intermunicipal public works department	Greenville Borough Council & Hempfield Township Supervisors		