

hello.  
hello.  
hello.

## Agency Overview

### **Henderson Shapiro, Inc. dba Henderson Shapiro Peck**

1875 Old Alabama Road, Building 900, Suite 910  
Roswell, GA 30076

Seth Gordon: [sgordon@hendersonshapiro.com](mailto:sgordon@hendersonshapiro.com)  
Debbi Shapiro: [debshapiro@hendersonshapiro.com](mailto:debshapiro@hendersonshapiro.com)  
Karen Latta: [klatta@hendersonshapiro.com](mailto:klatta@hendersonshapiro.com)



Cage Code: 99CU3  
UEI: VWNGFENVXJB5  
DUNS: 825236433

**Henderson  
Shapiro, Inc.**



## What we do

Strategy

Marketing

Branding

Design and Content

Interactive/Digital

Advertising Campaigns

Media Planning and Buying

Public Relations

Trade Shows and Events

Research

## Who we do it for

Agriculture

Building and Construction

Community

Corporate

Education

Financial

Healthcare

Hospitality

Non Profit

Technology



Henderson  
Shapiro, Inc.

**hsp**  
Marketing

connecting corporate

# values



Henderson  
Shapiro, Inc.



# Connecting corporate values

corporate






Design & Production for  
In-Store Marketing


Collateral  
Signage

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**Everyone gets a free Samsung Galaxy S22.**

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Ask an expert for details.

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say thanks to the  
mom in your life.**

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PRO AI 0422 07380 Ea

Strategy, Concepting,  
Messaging and Design

Collateral  
Publications  
Infographics

**Opening Up!**  
Quick Guide to Popular Styles in Doors

**Madison**  
Single-Panel Doors  
*Clean & Chic*

**Two-Panel**  
Doors  
*Timeless & Flexible*

**Colored**  
Slabs  
*Fun & Stylish*

**Standard...**

**1 day** Many doors in standard sizes **ship overnight!**

**...or Custom?**

**5 days** Sized & prepped to **your specs!**

**HARDWARE**

**HD SUPPLY**  
FACILITIES MAINTENANCE

**YOUR RESOURCE FOR EVERYTHING HARDWARE AND MORE**

[hdsupplysolutions.com/hardware](https://hdsupplysolutions.com/hardware)

## Added Services That Lead to Your Success

**Let Us Handle the Installation**  
Trust HD Supply to provide reliable, high-quality, cost-effective labor. We provide general contracting and on-demand installation of plumbing products. Benefit from our extensive network of carefully-screened installation experts. All of our contractors are licensed, background checked and insured. Services include brand name plumbing systems and equipment, one-year installation warranties and 410A conversions.

**Expert Product Support**  
Call us when you're stuck on a tough installation, have a question about your plumbing system, need assistance finding a repair part, or need help on any other maintenance job. Our highly skilled associates have an average of 20 years of experience in property maintenance and repair and can provide advice, troubleshooting, product specifications, part numbers and more.

## To Rekey, or Not to Rekey

If you replace 100 locks per year, you would save the following amount of time by rekeying:

- **2,700 minutes**—that's 45 hours...more than 5 full days with Kwikset Deadbolt
- **1,500 minutes**—25 hours...3 full days with Shield Security

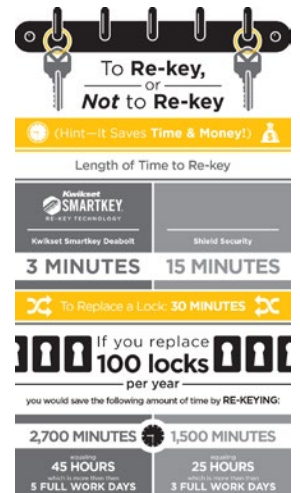
### Proven Reliability

HD Supply products are tested to meet the highest standards for performance and reliability. We also have all of your rekeying tools and blank keys. Shop our top brands and styles and rely on next day delivery.

### Complete Keying Services

HD Supply provides custom keying services to meet your property needs. All of our stocked residential and commercial locksets (individually keyed, non-mastered, non-smartkey) are available to fit your keying requirements. Save time and money with HD Supply keying services—eliminating the need for a locksmith and on-site fees. Services include:

- Keying alike
- Keying alike in groups
- Keying to a specific key code
- Master keying
- Grand master keying
- Key cutting



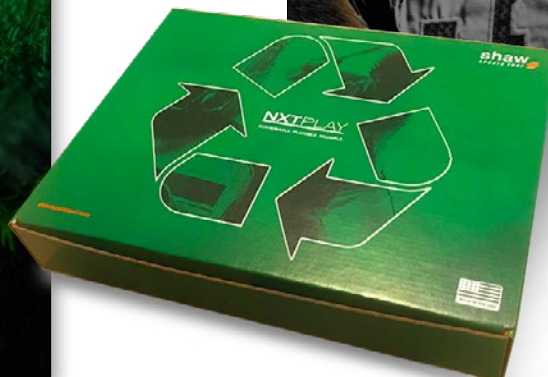
## Save Energy Costs With Extensive Choices For Weatherstripping

Find the right weatherstrip to seal gaps below exterior doors at HD Supply. Premium door weatherstrips are anodized aluminum and vinyl products tested to ASTM air infiltration requirements. Sealing the gaps below exterior doors can save up to 15 percent in heating and cooling costs—saving potentially hundreds of dollars annually per household or unit.



Strategy, Messaging and Design

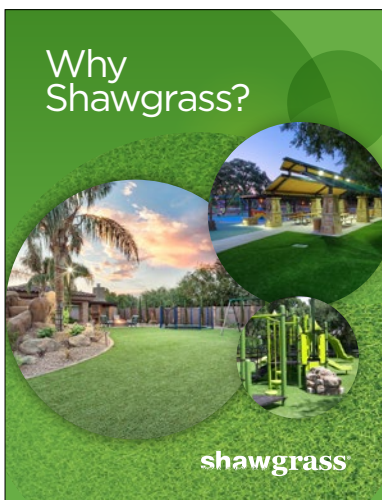
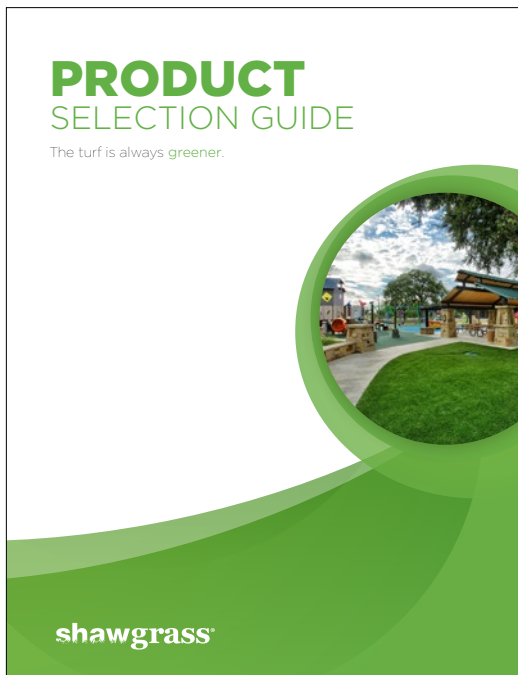
- Advertising
- Branding
- Product Naming
- Collateral
- Product Launches
- Video
- Trade Shows
- Social Media
- Emails
- Newsletters



# shawgrass®

Strategy, Concepting,  
Messaging and Design

Branding  
Logo Development  
Advertising  
Collateral  
Product Launches  
Spec Sheets  
Social Media





Concepting, Messaging, Design,  
Translation and Motion Graphics

Collateral  
Point of Purchase  
Signage  
Direct Mail  
Packaging

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WARNING LABELS.

Visit us at ACS Booth #2366

Georgia-Pacific Chemicals is meeting today's environmental concerns with a new portfolio offering including lower bisphenol A, lower free formaldehyde and lower phenolic monomer resins. These new products may enable users to meet new regulatory and labeling challenges.

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**GP Georgia-Pacific Chemicals**

PRODUCTS RESEARCH & DEVELOPMENT COLLABORATIONS ABOUT NEWS & EVENTS CONTACT US CAREERS

**CREATING BONDS THAT LAST**



Concepting, Messaging, Design and HTML Development

Advertising  
Product Naming  
Collateral  
Trade Shows



Visit us at The Pizza Expo  
August 17-19, 2021  
Las Vegas Convention Center  
Booth #XXXX

## Safety first. Quality, also first.

Two things go hand in hand with our pizza boxes. The safety of your pizza is our main concern, but it's the quality of our boxes that achieves it. We adhere to the strictest quality and food safety standards with materials sourced from, and boxes manufactured right here in North America. Available through distributors nationwide.



[westrock.com/pizza](http://westrock.com/pizza)  
[pizzaboxes@westrock.com](mailto:pizzaboxes@westrock.com)

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- DiamondTop™ Solid fully bleached linerboard
- DiamondTop™ 1C single-coated white top linerboard
- DiamondTop™ 2C double-coated solid bleached linerboard

**Featherweight™ Liner and Medium**  
Lightweight linerboard and corrugating medium solutions that are true heavy hitters.

**EnduraLiner™ and EnduraFlute™**  
A complete range of standard and High Performance linerboard and corrugating medium grades.

**HyPerform™ Liner\***  
Linerboard that meets demanding strength requirements at lighter basis weights.  
\*Available in both American markets

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WestRock is a leading paper and packaging company committed to our customers in North America and around the globe. Decades of delivering as promised are part of every grade we produce. With multiple containerboard production facilities, our breadth and scale ensure you get the product you need, when you need it, regardless of market conditions.

A group of five construction professionals, including men and women, are gathered on a rooftop construction site. They are wearing hard hats and safety vests, and are looking at a set of blueprints held by one of the men. In the background, a city skyline is visible under a clear blue sky, with a large construction crane extending across the top right of the frame.

shaping the  
**world**  
of building and construction

Henderson  
Shapiro, Inc.

**hsp**  
Marketing

# Shaping the world of building and construction

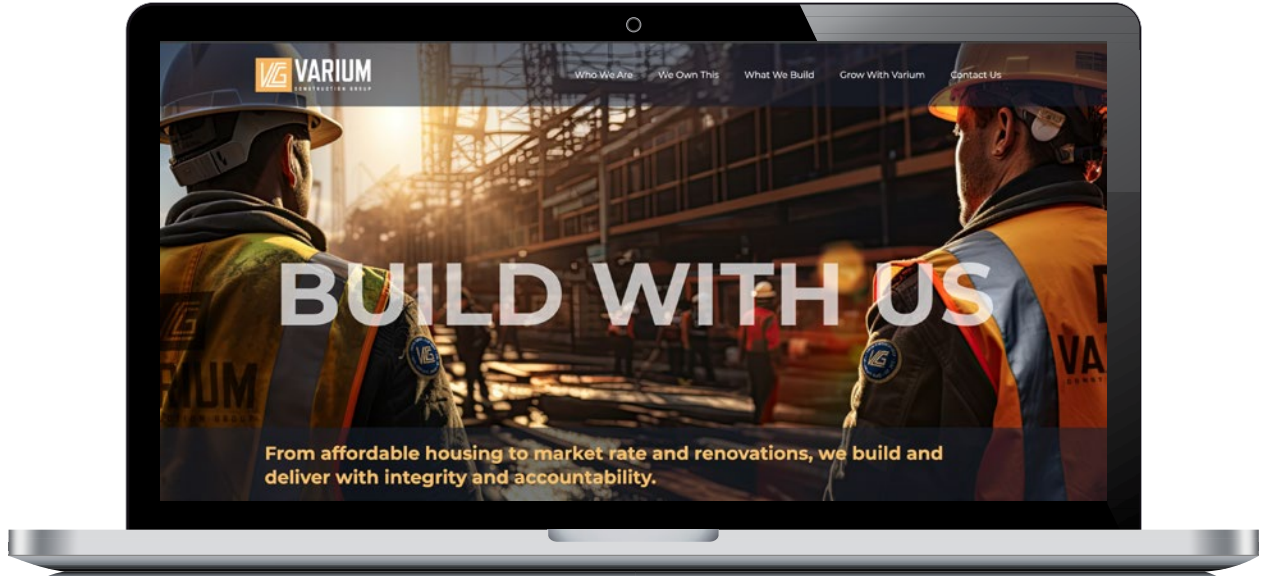
## building and construction





Strategy, Concepting,  
Messaging and Design

Logo Design  
Collateral  
Identity  
Website  
Trade Show



# BUILD WITH US

From affordable housing to market rate and renovations, we build and deliver with integrity and accountability.



## WHO WE ARE

**MORE THAN \$1B  
IN MULTIFAMILY  
CONSTRUCTION  
DELIVERED  
SINCE 2012**

Varium Construction Group (VCG) is an Atlanta-based general contracting firm focused on multifamily construction ranging from affordable housing (including LIHTC) to market-rate communities and renovation work. With more than \$1B in multifamily construction delivered since 2012, VCG is a relationship-driven partner approaching every project with an emphasis on integrity and accountability in delivery.

A defining part of VCG's identity is our 100% employee-owned (ESOP) structure, implemented in January 2022, which reinforces a shared responsibility for success throughout the organization. VCG fosters an open-door, collaborative environment where we strive to contribute value to every community we touch by building homes, outlasting.



# HAPPY HOLIDAYS



FROM YOUR FRIENDS AT



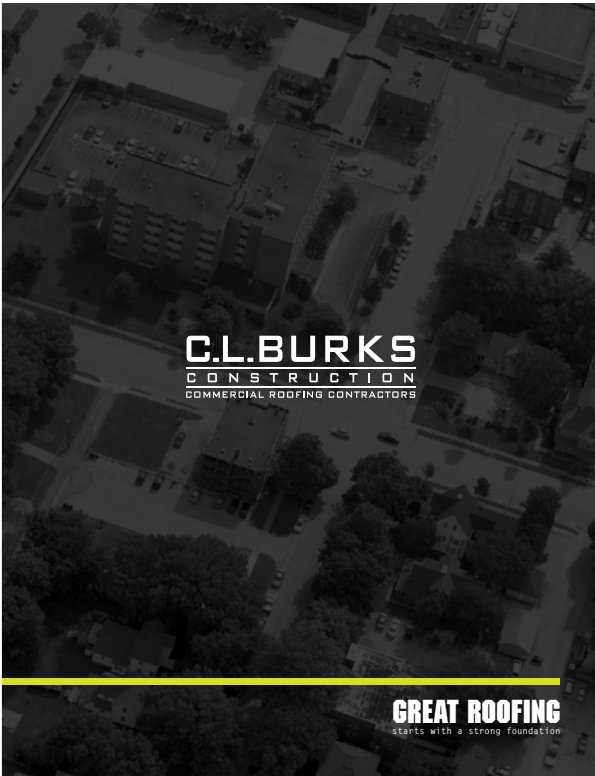
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# C.L.BURKS

CONSTRUCTION  
COMMERCIAL ROOFING CONTRACTORS

Strategy, Concepting,  
Messaging and Design

Branding  
Collateral  
Identity  
Trade Show



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# C.L.BURKS

COMMERCIAL ROOFING

The Southeast's Leading  
Commercial Roofing Company

**GREAT ROOFING**  
starts with a strong foundation

## WHO IS CL BURKS?

CL Burks is a full-service commercial roofing company with a focus on re-roofing and waterproofing high-value facilities. We are family owned and have deep tradition and stability, but we are also on the cutting edge of new developments in the industry. Our special blend of great customer-focused service, a top-quality product and highly skilled workers sets us apart.

## WHAT DO WE BELIEVE?

We believe in high quality work at a competitive price with minimal disruption to your business always accompanied with high-touch service. We see a better way to protect and care for your building; it's called partnership. We don't offer a typical client/vendor relationship rather a partnership to oversee and protect the value of your investment.



**C.L.BURKS**  
COMMERCIAL ROOFING CONTRACTORS



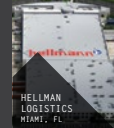
**QUALIFIED ROOFING SPECIALISTS**  
AT YOUR SERVICE

## SERVICES

- ▶ Re-roofing
- ▶ Waterproofing
- ▶ New Construction
- ▶ Deck Replacement
- ▶ Roof Maintenance & Repairs

## INDUSTRIES WE SERVE

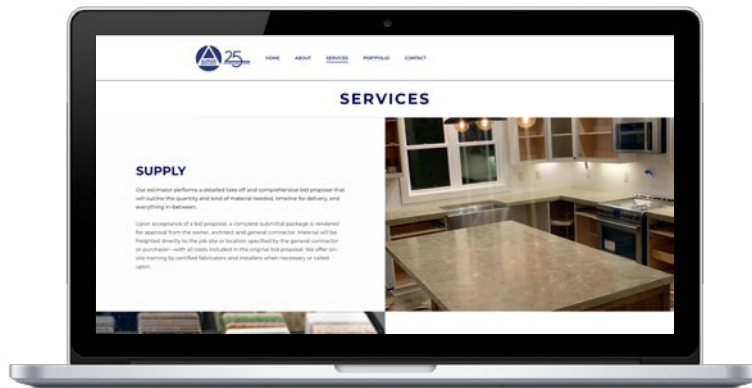
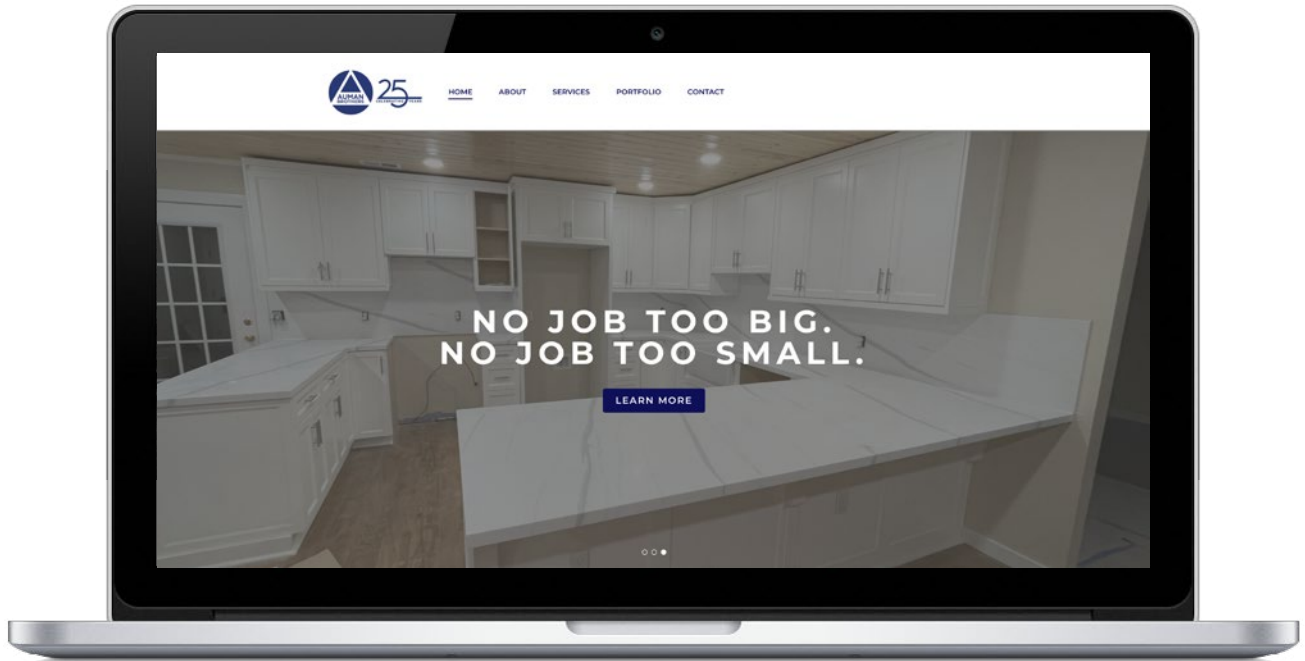
- ▶ Industrial/Manufacturing
- ▶ Commercial offices
- ▶ Healthcare Facilities
- ▶ Multi-Family
- ▶ Retail Property
- ▶ Cold Storage





Concepting, Messaging,  
Design and HTML Development

Branding  
Website



Design and HTML Development

Collateral  
Website





**APPLICATIONS:**

- Kitchen and Bath Cabinets
- Residential and Commercial Furniture
- Interior Stained and UV Panels
- Wrapped Moulding

**FEATURES:**

- Ready to stain and finish (no sanding required)
- Can be roll laminated or wrapped
- FSC certified
- Consistent "A" grade veneer

**BENEFITS:**

- Accepts most stain types
- Easily integrates into existing finishing operations
- Direct replacement for hardwood veneer in most applications
- Natural look and feel
- Readily available in multiple species
- Supports ESG initiatives
- Reduces waste
- Lightfast
- Formaldehyde free



**For more information:**  
[www.kiriveneer.com](http://www.kiriveneer.com)

## PRODUCT TECH SHEET

PRODUCT	DESCRIPTION
<b>KIRI Veneer</b>	"A" Grade Paper Veneer
Example Components	Cabinet and Furniture End Panels, Center Panels on Shaker Style Doors, Drawer Bottoms, UV Cabinet Interiors, Flush Door Skins, Euro Cabinet Doors, Fixtures Industry, Closet Components, etc.
SPECIFICATIONS	
Technology	Patent Pending, Printed Paper Veneer utilizing 50 gsm base paper and multiple print and surface layers
Species	<b>Available:</b> Cherry, Maple <b>Under Development:</b> White Oak, Red Oak, Beech, Walnut, Alder, Birch, Teak
Core options	MDF, Particle Board, Veneer Core
Lamination	Can be roll laminated or contour wrapped to produce flat panels or various moulding profiles. Compatible with most industry standard adhesives including Hot Melt
Staining & Finishing ***	Tested Systems: UV Roll Coat, UV Spray, Dual Cure Spray, Conversion Varnish, Pre-Cat Lacquer, Water Based Urethane, Water Based Acrylic Varnish, Water Based Wiping Stain, Water Based Roll Coat, Solvent Based Spray Stain, Solvent Based Wiping Stain, UV Roll Coat Stain
Available Width	4ft = 50" (1270mm)

KIRI Veneer can be used to replace traditional hardwood veneer in most applications. KIRI Veneer uses a patent pending technology that allows paper to be transformed into a raw, unfinished veneer. This process incorporates multiple steps and layers to ensure the accurate depth, natural iridescence, and feel of hardwood veneer. KIRI Veneer requires subsequent coatings to be applied to the surface in order to achieve application appropriate chemical, stain, and scratch resistance properties. Due to the nature of the surface, KIRI Veneer may offer higher yields in coating coverage, thus allowing for lower application costs.

\*\*\*As of 8.1.22 not compatible with water based spray only stains\*\*\*

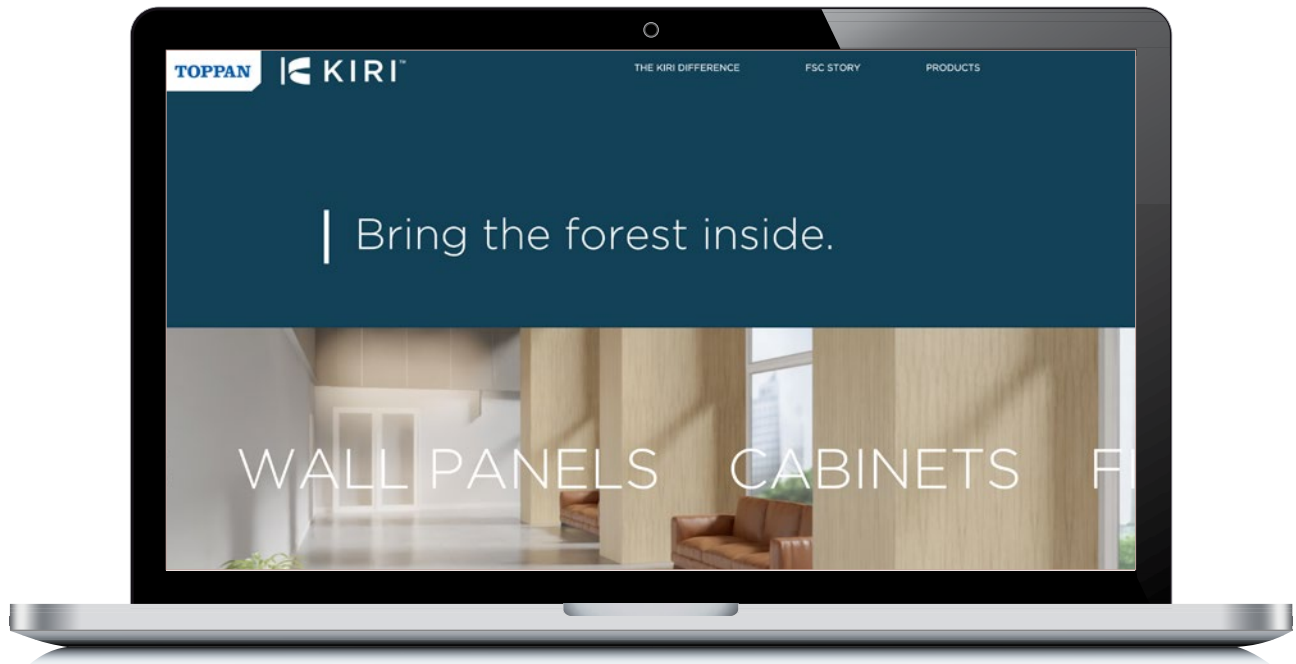
Manufacturer assumes no liability for use of this information which is intended to serve as a general guide.

It is the user's responsibility to verify product compliance with all applicable regulations or permits before proceeding with use. Always pretest finishing products to verify suitability to the desired use before proceeding with any application. Manufacturer makes no warranties, express or implied, including (but not limited to) warranties of merchantability and fitness for particular purposes. Manufacturer will not be liable for any incidental, consequential or special damages or losses derived, directly or indirectly, from or as a consequence of purchaser's use of this product.

Performance data is based upon laboratory testing, as applied under ideal laboratory conditions. Since substrate, environment and application are all significant factors in actual product performance, this information should serve only as a general guide.



**TOPPAN**  
TOPPAN INTERAMERICA, INC.



Concepting, Messaging, Design &  
HTML Development:

Advertising  
Collateral  
Trade Shows  
Signage  
Website  
Packaging

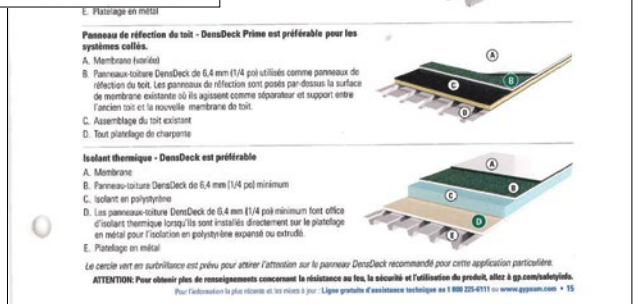
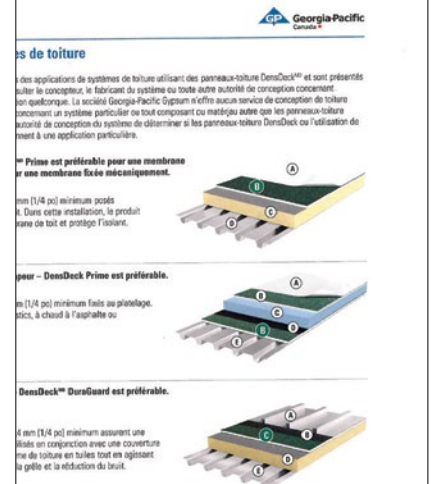
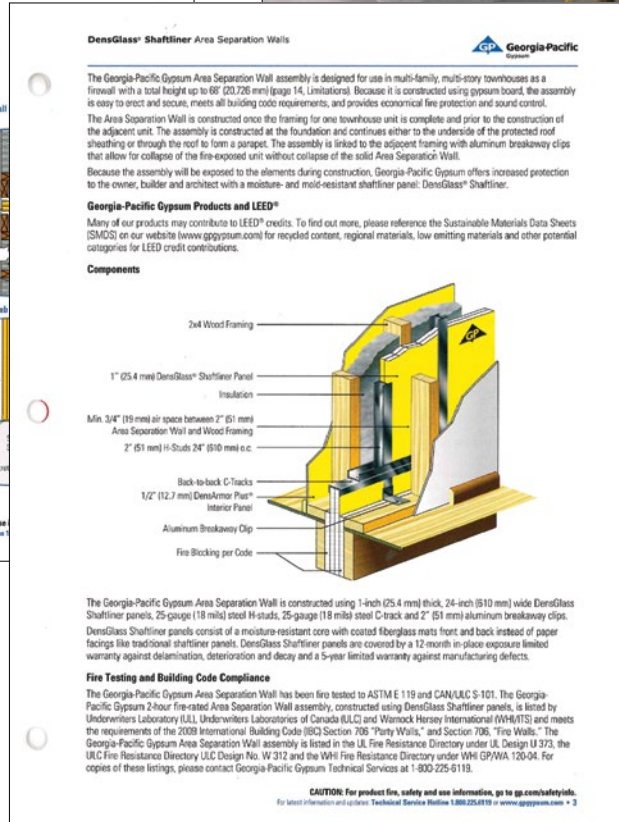
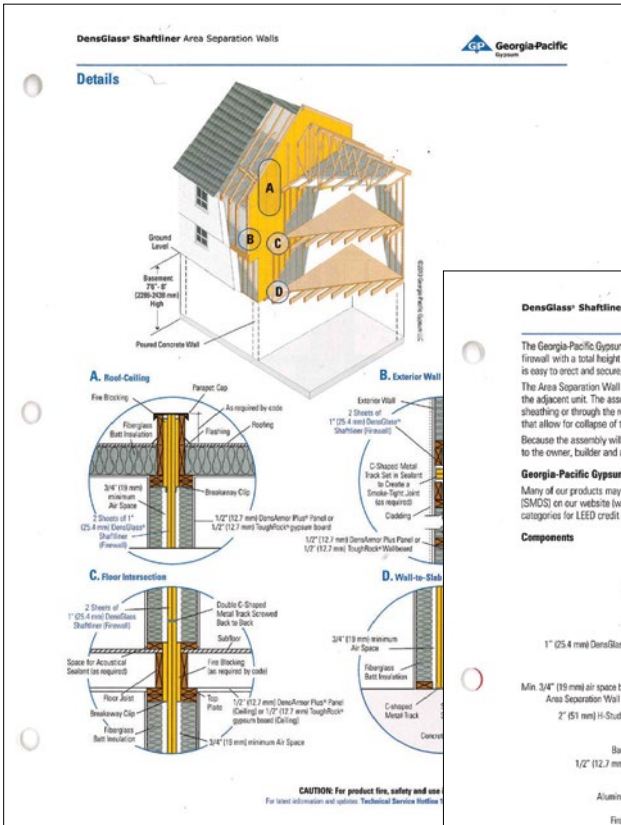
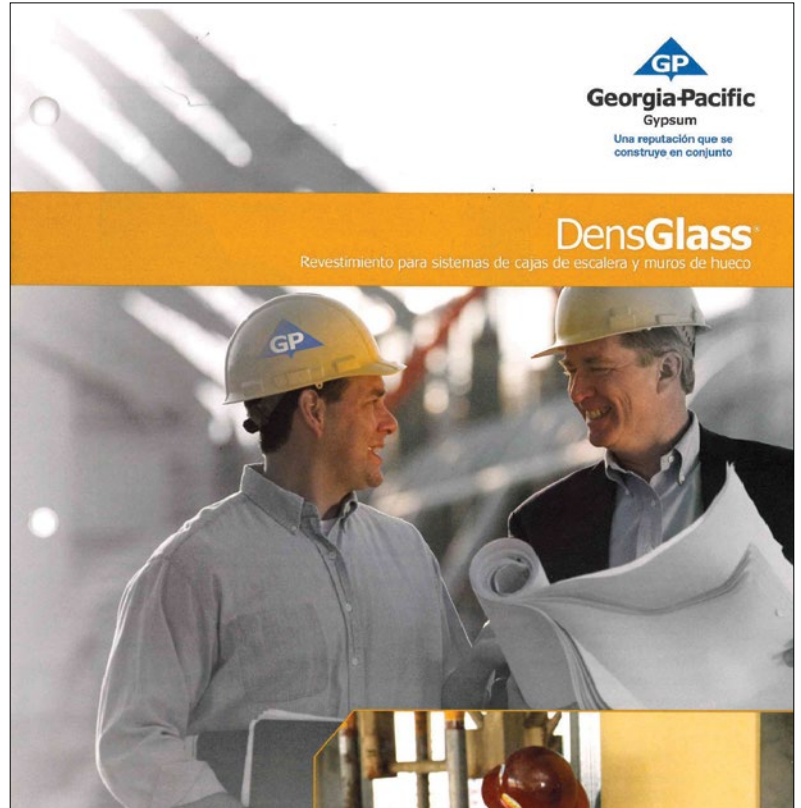


Concepting, Messaging, Design  
& Production

Collateral  
Technical Guides  
Trade Shows

**DensGlass**

Revestimiento para sistemas de cajas de escalera y muros de hueco





taking education

# higher

Henderson  
Shapiro, Inc.



# Taking education higher

## higher education



## lower education



## education support



Athletics Branding and Logo Development  
 University Brand Guidelines  
 University Brand Awareness Campaign  
 Student Recruitment Campaign



## Brand Standards

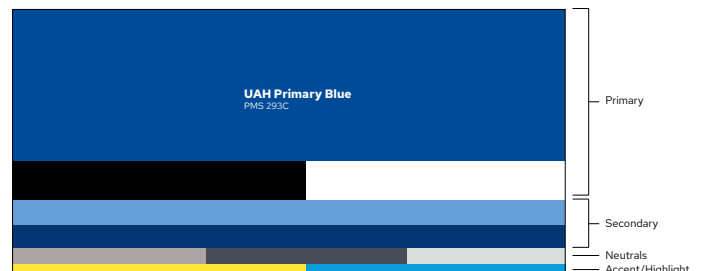
Version 1.0 July 2025



## UAH Institutional Logos



### Brand Colors



UAH Primary Blue PMS 293C CMYK: 100-69-0-4 RGB: 0-61-95 HEX: #0038a5	UAH Primary Black Process Black C CMYK: 0-0-100-100 RGB: 44-44-41 HEX: #2e2e29	UAH Primary White Process White C CMYK: 0-0-0-0 RGB: 255-255-255 HEX: #ffffff	UAH Baby Blue PMS 659C CMYK: 59-37-0-0 RGB: 123-164-219 HEX: #7ba4db	UAH Navy Blue PMS 288C CMYK: 100-80-6-32 RGB: 0-45-114 HEX: #002d72
UAH Warm Gray PMS Warm Gray 4C CMYK: 11-13-32-27 RGB: 187-177-167 HEX: #bb81a7	UAH Cool Gray PMS Cool Gray 9C CMYK: 40-35-50-66 RGB: 99-102-106 HEX: #757575	UAH Light Gray PMS 427C CMYK: 7-1-8-8 RGB: 229-229-229 HEX: #e5e5e5	UAH Accent Yellow PMS 155C CMYK: 0-45-87-0 RGB: 253-238-36 HEX: #f9b224	UAH Accent Cyan PMS Process Cyan C CMYK: 100-0-0-0 RGB: 0-159-223 HEX: #0099ff

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Athletics Branding and Logo Development  
University Brand Guidelines  
University Brand Awareness Campaign  
Student Recruitment Campaign



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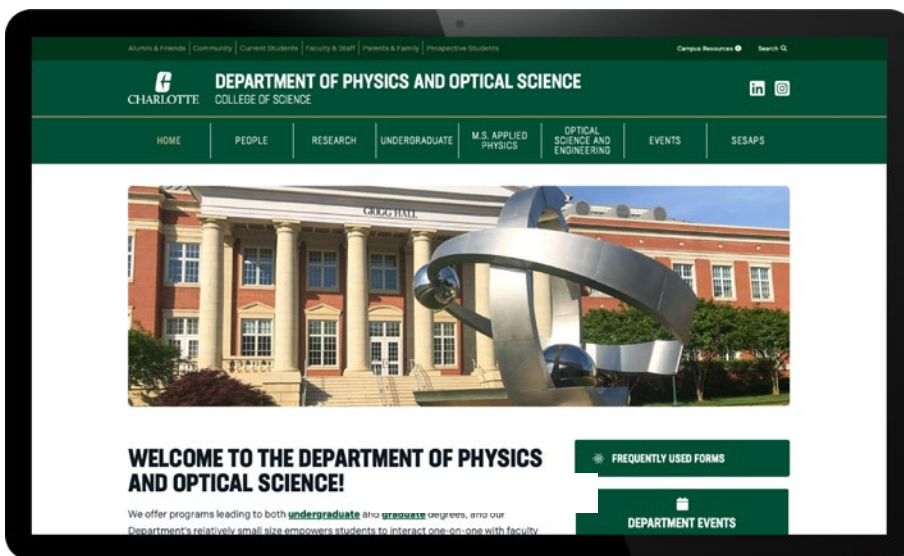
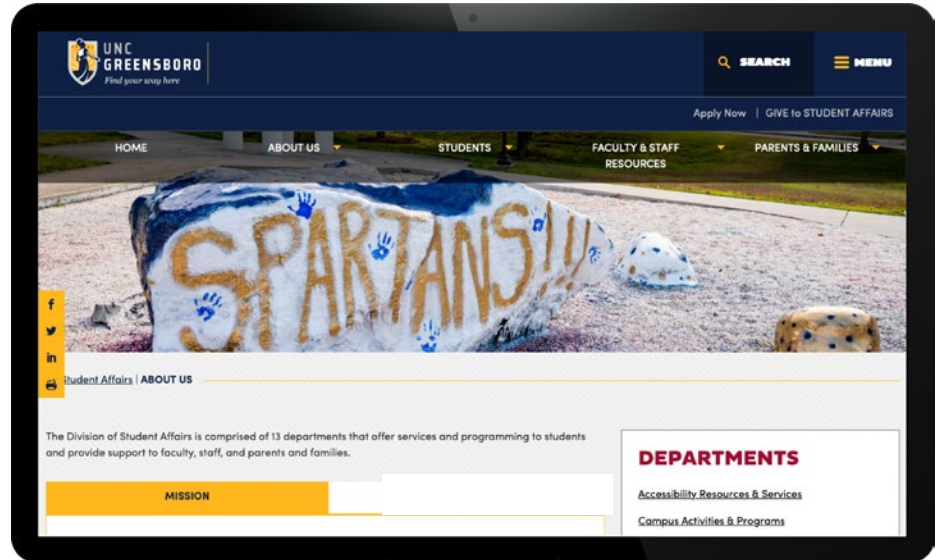


Website Migration for the following UNC system websites

UNC Charlotte Department of Physics and Optical Sciences

UNC Greensboro Student Success

UNC Greensboro Nursing School Website Migration





Strategy, Concepting,  
Messaging and Design

Recruiting Campaigns



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UNIVERSITY.

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OpEx trained and certified graduates can become employees that deliver extraordinary value to any company.

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"If you have a military background and are certified for Operational Excellence, you have an opportunity to spotlight your background and expertise to succeed and accelerate your future career."

**Sarah Hammond**  
HR Manager

SAINT-GOBAIN



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Branding  
Collateral  
POP  
Publications  
In-Store Materials

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**Critical thinking just became CRITICAL.**

  
education  
be smarter.

  
education  
be smarter.

We wrote the **book** on the **NEW, harder SAT.**

Your **“EARLY DECISION”** should be **preparing** for the **NEW, harder SAT.**

  
education  
be smarter.





Strategy, Concepting,  
Messaging and Design

Branding  
Collateral  
Publications  
Advertising  
Fundraising

# ANNUAL REPORT 2016-2017



**Success  
doesn't take  
summers off**

### Camps. Academics. Enrichment.

Our summer programs feature everything from math to leadership to athletics, including basketball, soccer and distance running. Visit [cottageschool.org](http://cottageschool.org) to learn more about our summer programs.

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Questions, email Parker Miller  
[pmiller@cottageschool.org](mailto:pmiller@cottageschool.org)



## Finally, an approach as unique as your student.

The Cottage School offers 4th-12th grade students an academic program that focuses on small class sizes, a collaborative community environment and a work based model that promotes self advocacy and fosters self-confidence for students with ADHD, anxiety or learning differences. Offering rolling admissions, post-graduation plans, and an incentive based learning model, TCS sits on a 23 acre wooded campus in Roswell, GA. **Visit [cottageschool.org](http://cottageschool.org) for more information.**



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to sharpen skills.**

Our summer camps give students the opportunity to develop academic skills, earn credits, learn new skills and get a head start on the upcoming year. Everything from math to leadership, including athletic programs where they can hone their skills or take on a new sport. Visit [cottageschool.com](http://cottageschool.com) to learn more about our summer programs.



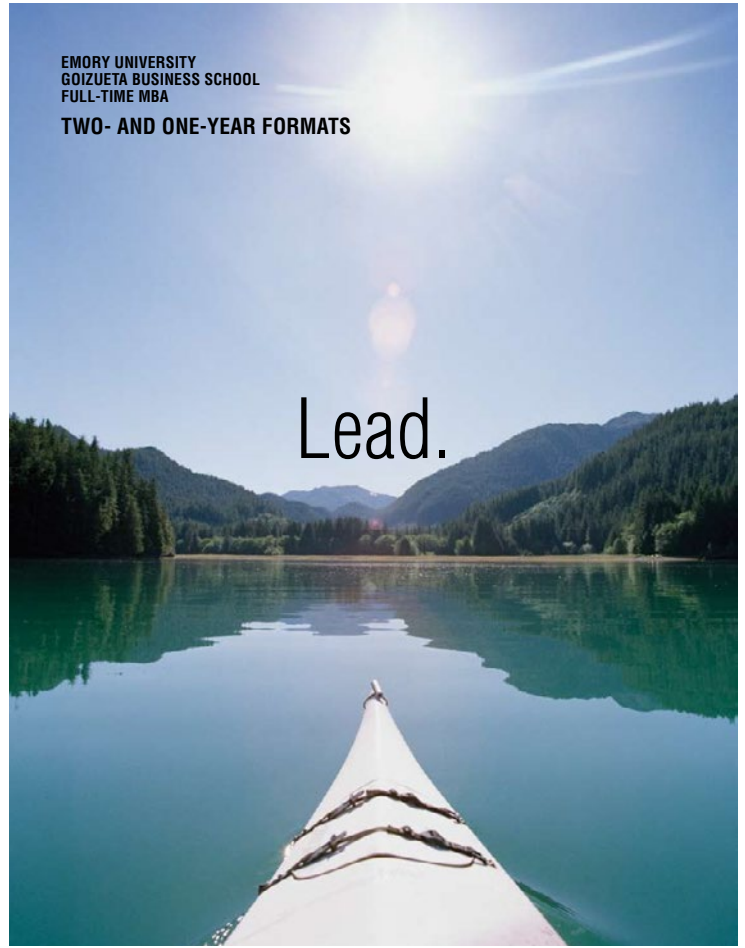
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**THE GOIZUETA EXPERIENCE**      **CORE VALUES**

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One of our most important Core Values – courage – is uniquely justified. As a new student, you can choose to participate in an exhilarating skydiving experience with your fellow classmates. By stepping into this air together at 10,000 feet, you build with the confidence of knowing there is no falling or being you can't recover.

**CORE VALUES** | [www.goizueta.emory.edu/corevalues](http://www.goizueta.emory.edu/corevalues)

**MATY FINNEY | TWO-YEAR MBA BS**  
International Georgia Institute of Technology graduate, former Georgia Consulting Club, Case Western Reserve University, and Emory University Business Leadership Associate, The News Dept

"I had the distinct pleasure and honor of being one of the seven members representing Goizueta's inaugural Core Values Council. Because of this, I had the unique opportunity to contribute to something that truly sets us apart from other MBA programs."

The Core Values Council focused our efforts on finding ways to integrate the Core Values into the entire Goizueta experience, and I feel we've left a worthwhile legacy for future classes to continue to build upon.

The seven Core Values – courage, integrity, accountability, open diversity, team, and community – are as much more than just words to us; they represent the values that our community should strive for everyday. It is not required by Goizueta's willingness to study and internally discover these ideals.

Although the idea of core values is certainly not new in itself, Goizueta's unique combination of these hold me so much closer to people and the community I would be representing myself with during the next two years – and for the rest of my career."

**SALIMA LUDHA | TWO-YEAR MBA BS**  
International Emory University graduate, former Student Activities, Graduate Business Association, Columbia Co-Chair, Wharton Weekend, Eastern Liaison, South Africa and Management Association, former Marketing Assistant, former Business School Tutor, Marketing Institute (Student of International Business)

"My two years at Goizueta allowed me to realize my true passion. By embracing and using the Core Values as a source of inspiration, I have able to view the graduate as a center – and feel that these ideals to support my endeavor along the way."

**RESEARCH**      **FULL-TIME MBA**

**KNOWLEDGE@EMORY**  
Knowledge@Emory is a twice-monthly online publication produced in collaboration with the Wharton School of the University of Pennsylvania. Publishing in-depth articles on current events and the latest business trends, Knowledge@Emory also includes original research, analysis, and commentary from Goizueta and Emory faculty.

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**CLAIRI PENDEL | ONE-YEAR MBA BS**  
International Emory University graduate, former Business School Technology Club, former Wharton Business Meeting Energy Goizueta

"One of the best perks of the program is the small size, you are a few names back with the faculty, the dean, and every member of the administration. Beyond a number of Goizueta you are integral part of a community that will be a part of your life for the duration of your career."

**CLAUDIA KOPF | ONE-YEAR MBA BS**  
International Emory University graduate, former Business School Technology Club, former Wharton Business Meeting Energy Goizueta

"This program supports the growth of students who go beyond standard job interviews and strive for continuous improvement in everything they do. This is the only kind of environment in which I truly feel at home. Whether working on opening your own company, expanding an existing company, or building your own startup, Goizueta has the solution."

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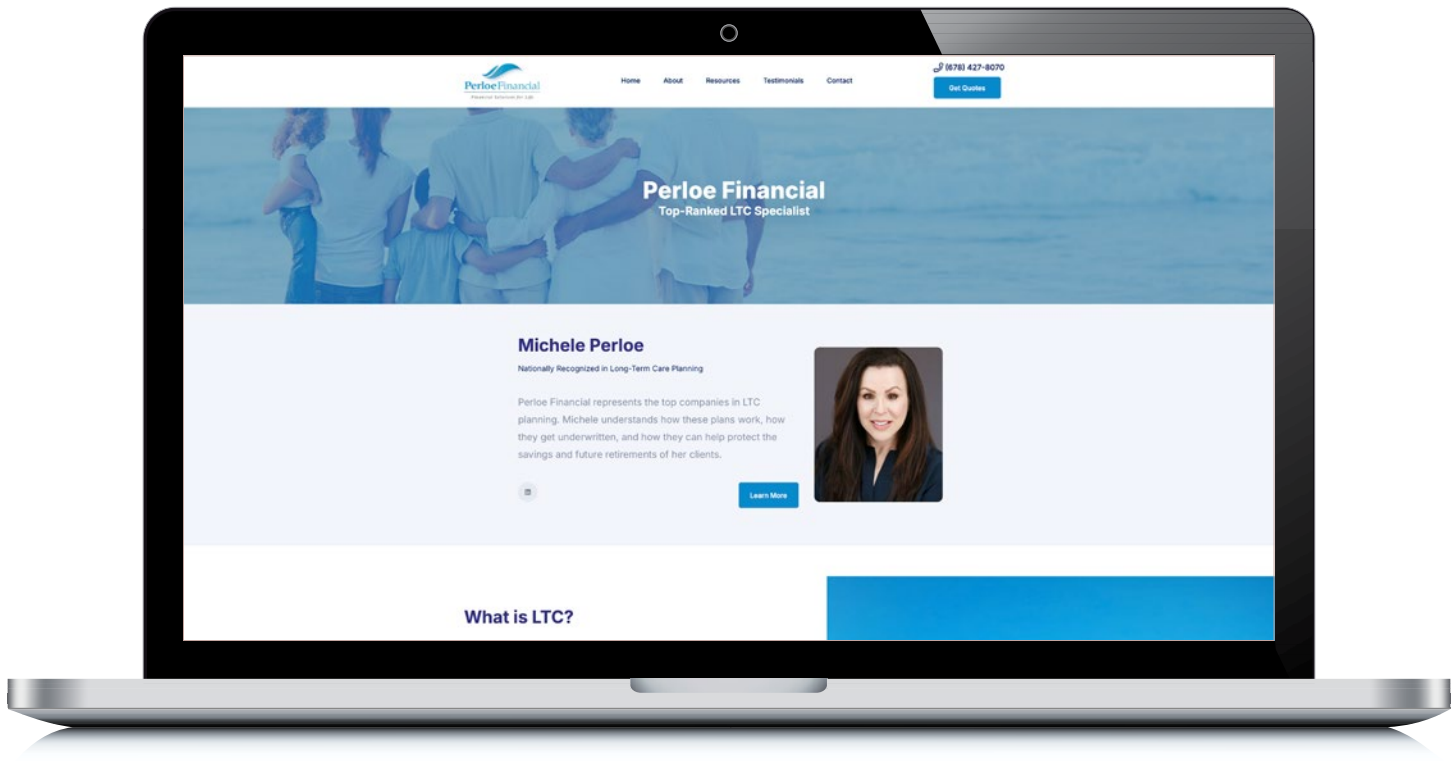
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**THE PRINCIPALS**  
Founders Mike Gorby and Mary Donne Peters have guided clients through the roller coaster ride that has been our economy for the past two decades: two recessions, a dot com boom and bust, a real estate explosion and implosion, bank failures, and countless courtroom victories. Throughout the journey they have closely adhered to the words of former President Jimmy Carter: "we must adjust to changing times and still hold to unchanging principles." We are honored to say that while we continue to embrace the energy and angst of start-up companies, many of our clients have been with us for more than twenty years.



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mgorby@lighthouseadr.com | mdpeters@lighthouseadr.com

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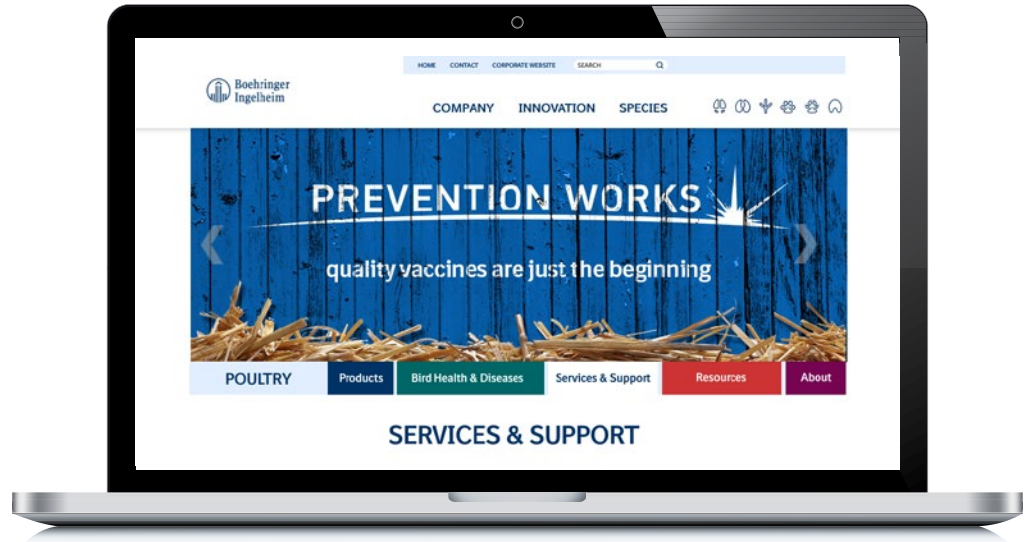
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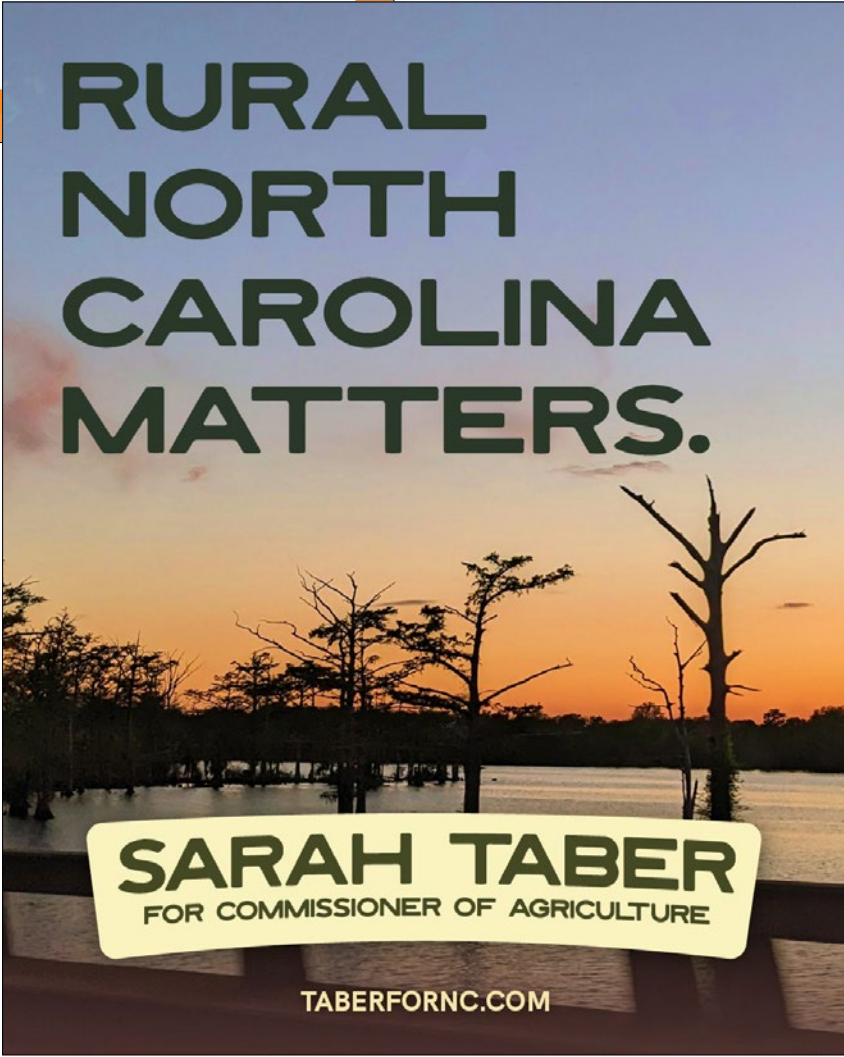
Learn how we can move NC agriculture forward at [TaberForNC.com](http://TaberForNC.com).

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<sup>1</sup> National Farmland Trust, 2017 USDA Farm Typology  
<sup>2</sup> US Bureau of Economic Analysis



# RURAL NORTH CAROLINA MATTERS.



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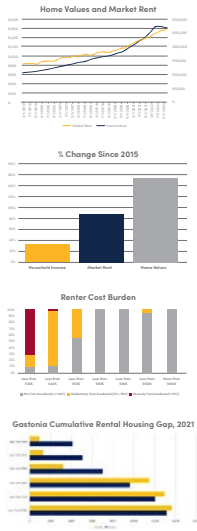


# CITY OF GASTONIA AFFORDABLE HOUSING PLAN



## INTRODUCTION

### The Housing Gap



There are naturally-occurring affordable homes in Gastonia, and housing resources and subsidies provided by federal, state, and local governments have made possible the creation of additional affordable homes, but it hasn't been enough. We see a boom in homebuilding, with thousands of new housing units added in recent years, but that hasn't been enough, either, and too many of those have been priced at the higher end of the rent and sale price spectrum than at the lower end where the need is greatest.

Meanwhile rents and home prices keep rising. The median rent grew from about \$625 per month in early 2015 to nearly \$1,600 per month in early 2023. The median home value followed a similar trajectory, rising from around \$105,000 in the first quarter of 2015 to \$270,000 today.

Incomes in Gastonia haven't kept pace with rents and home prices. The median household income of \$53,620 in 2022 represents only a 33% gain over 2015 income and significantly less than the North Carolina statewide median, while rents gained 85% and home prices 155% over that seven-year span.

As a result, many households find themselves "cost-burdened," meaning they have to spend more than 30% of their household income on rent or mortgage payments plus utilities. The number of cost-burdened households is a rough measure of the supply of affordable housing units. The need is great. Gastonia faces a gap of thousands of units affordable to households earning less than \$50,000 annually. The purpose of this Affordable Housing Plan is to help close the gap.

## COMMUNITY ENGAGEMENT

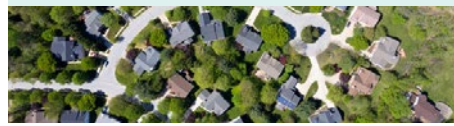
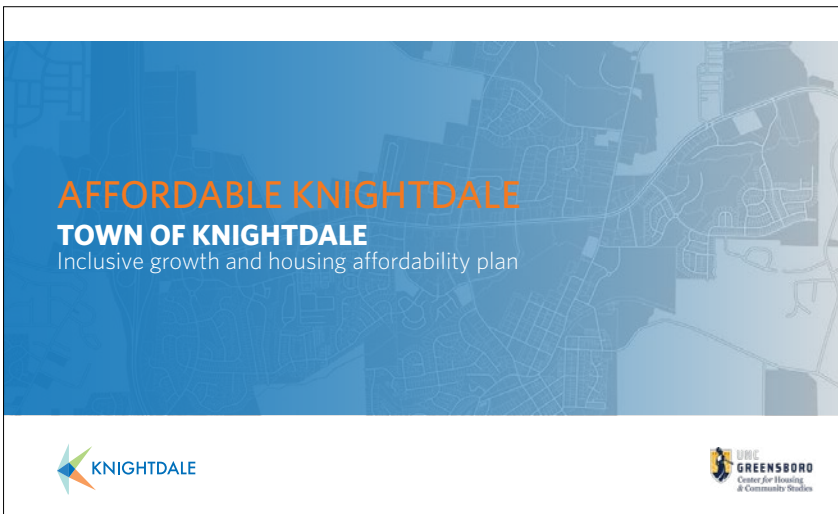
### Housing Needs – Housing Types

Just as homeownership is embedded in our aspiration to have a single-family home – it is the dominant housing type in Gastonia as frequently. "Single-family housing is the dominant housing type in Gastonia as frequently. "Single-family housing is the dominant housing type in Gastonia as frequently. "Single-family housing is the dominant housing type in Gastonia as frequently."

"As our density increases, as our population increases, we're definitely gonna have to educate our community and look at other housing sources, be it duplexes, quadruplexes, multi-family."

But apartments will have to play an important role for the people who participated in the community survey. At the same time, the need for units, not that old 1950s, 1960s public housing or you were low income, you'll be proud to live in."



In addition to apartments, many are saying "I need multi-family units as well as we agreed. A diversity of building types," he said. "I need multi-family units as well as we agreed. A diversity of building types," he said. "I need multi-family units as well as we agreed. A diversity of building types," he said.

# AFFORDABLE KNIGHTDALE

## TOWN OF KNIGHTDALE

Inclusive growth and housing affordability plan

### PLAN RECOMMENDATIONS

#### AFFORDABLE HOUSING TRUST FUND

**Housing**

Land Acquisition Policy, \$7 million in gap funding from the Apex, Housing Trust Fund in partnership with Wake County helped bring to reality the Broadstone Walk affordable housing development, providing 164 one-, two-, and three-bedroom units for households making 40% to 70% of the area median income.

**Established by Local Governments Everywhere.**

Over 800 local governments around the United States have established Affordable Housing Trust Funds, making them one of the most popular and successful tools of affordable housing planning. Here are three examples of housing developments made possible by Housing Trust Funds established by North Carolina cities and towns.

Moore Place in Charlotte is a supportive housing development with 120 apartments for men and women who were once chronically homeless. Charlotte's Housing Trust Fund provided a first round of support to Moore Place in 2010 for 85 units.

### THE HOUSING ECONOMY

#### KNIGHTDALE NEXT HOUSING DATA UPDATE


The KnightdaleNext 2035 Comprehensive Plan adopted in 2018 reported several housing indicators based on data drawn from the then most recent American Community Survey Five-Year Estimates. This page updates each of the five indicators to the 2022 estimates, revealing some very striking changes. The 2018 values are on the top row, the updated values on the second row. On the far left is the percentage of owner-occupied units for each home value bracket. The percentage of homes valued at \$50,000 or more has dropped from 54% to 51%. The next comparison shows an increase in the percentage of homes built since 2010 that are not for sale, rising from 14% to 16%. The third graph shows a modest increase in the single-family home share of housing units. The fourth indicator shows the change in the median income rate in Knightdale. Finally, on the right side of the page are three measures that show more than a doubling of median home value, first from the 2013 plan record, the updated ACS value from 2022, and HED, a current median sale price measure tracked by Knight Homes.

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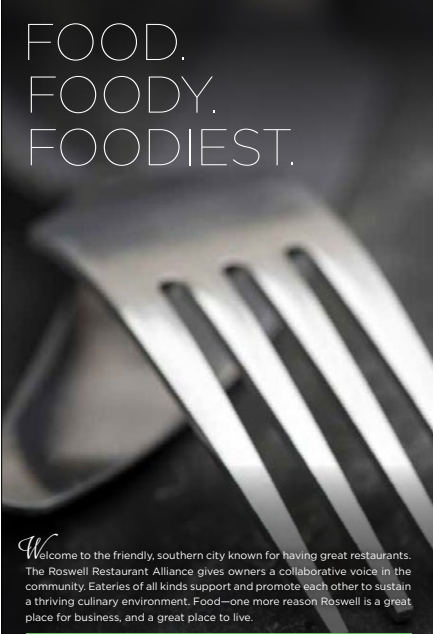
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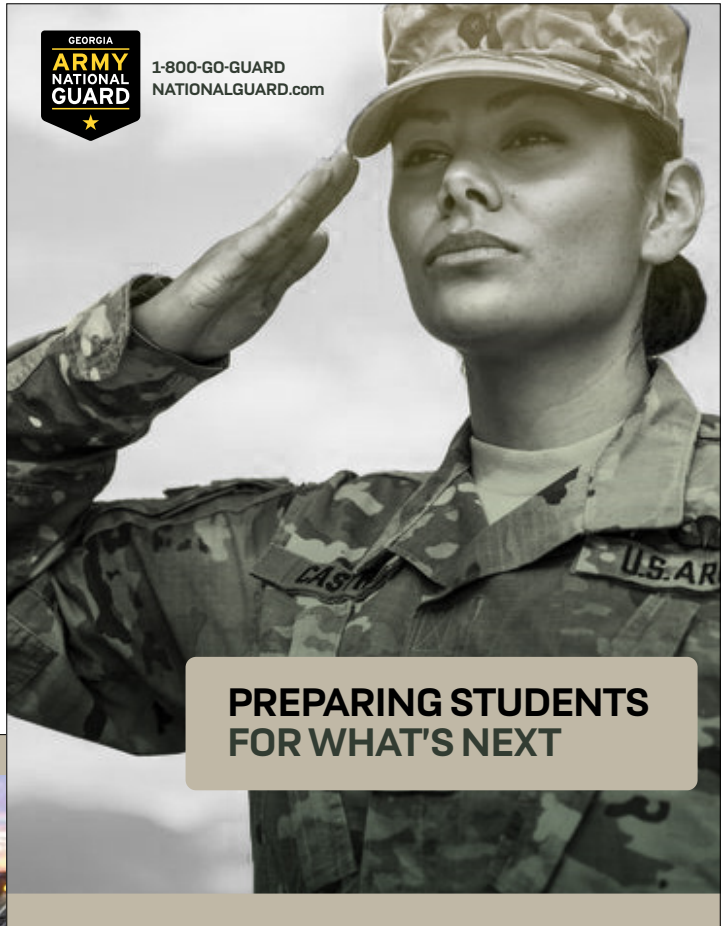
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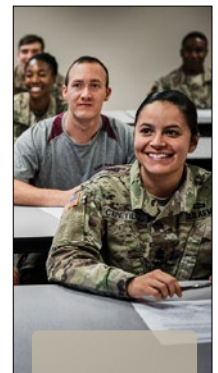
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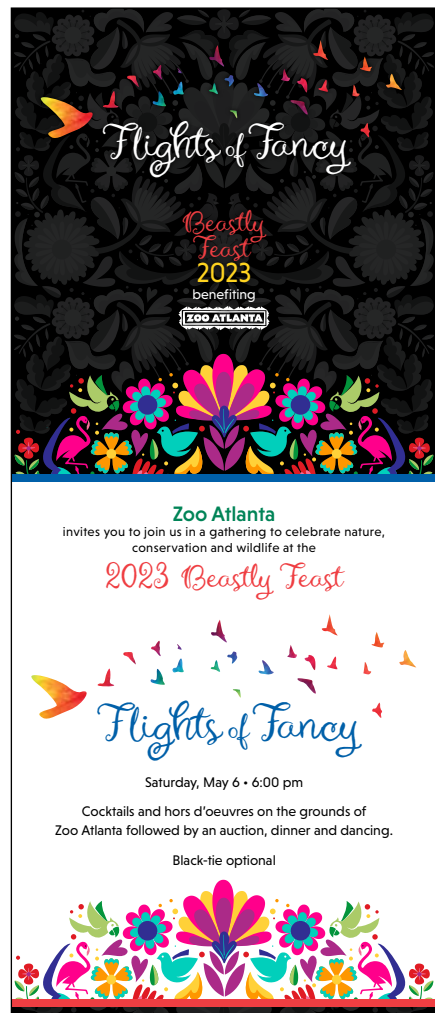
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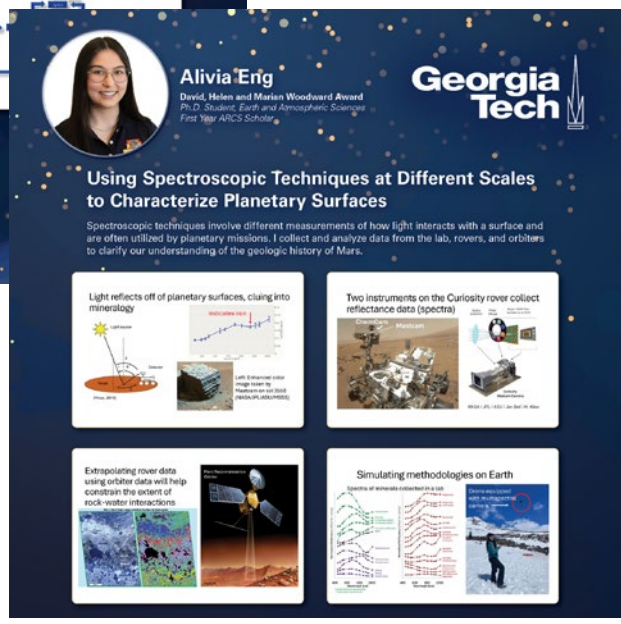
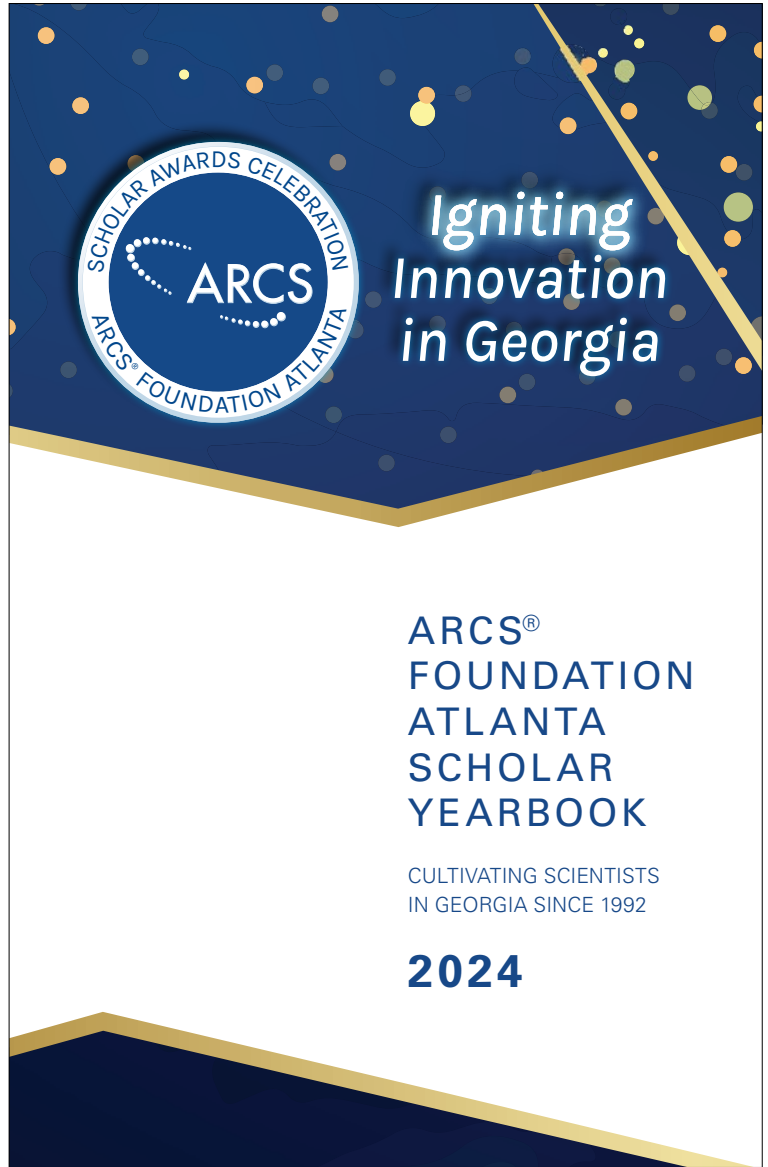
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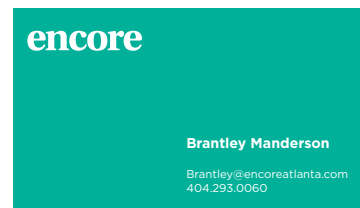
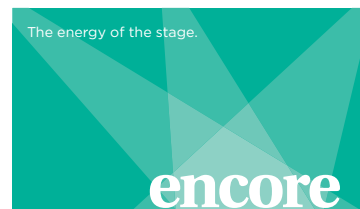
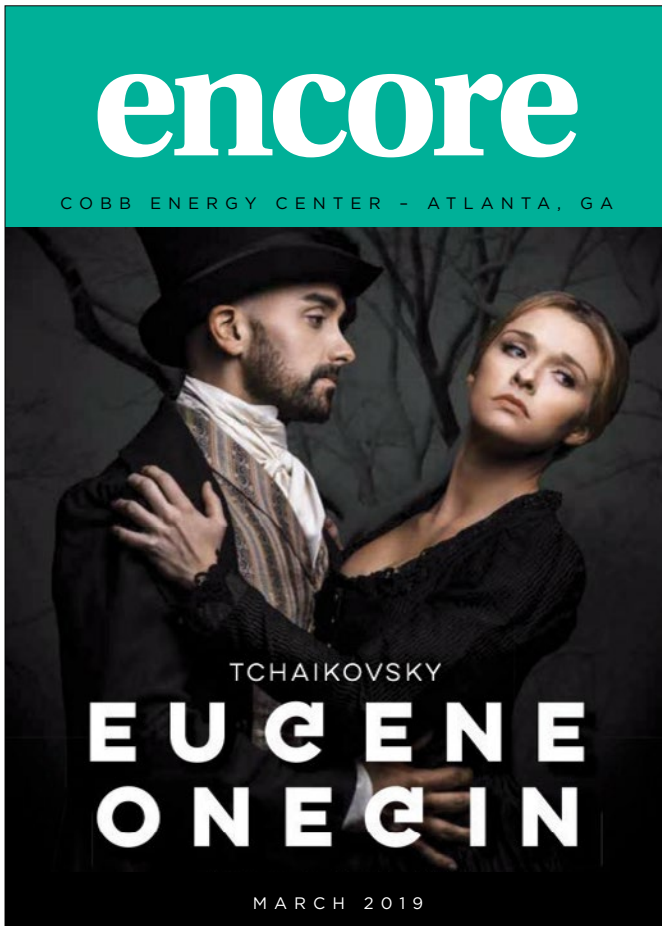
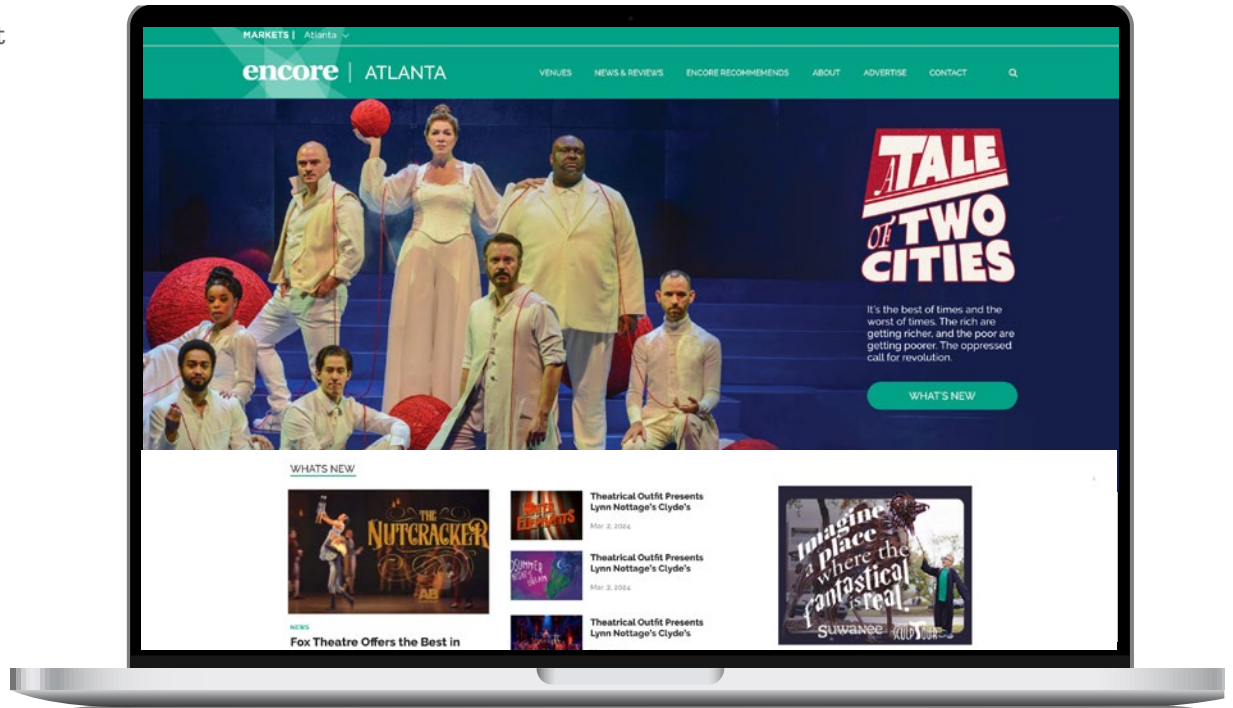
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# encore

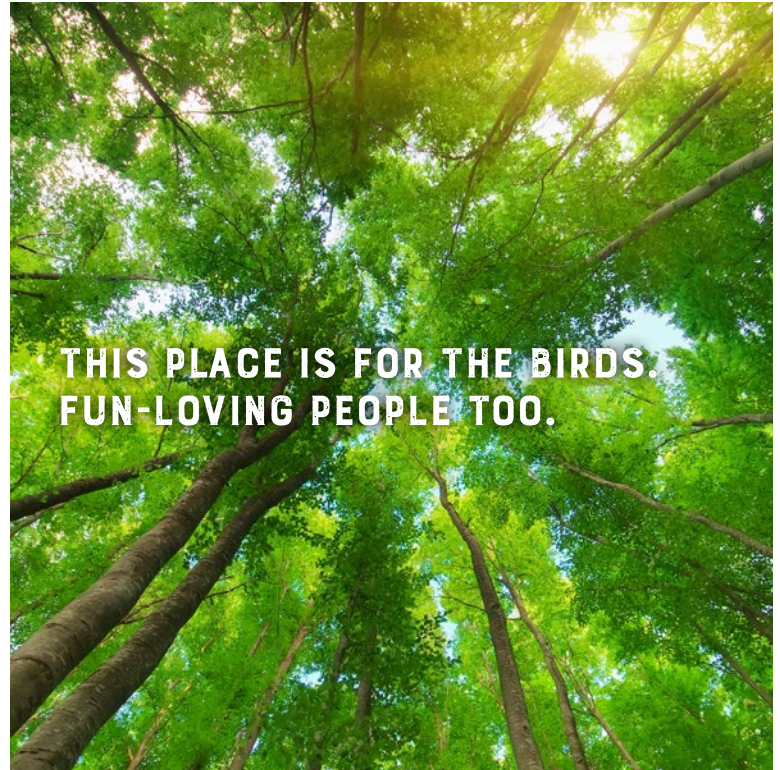
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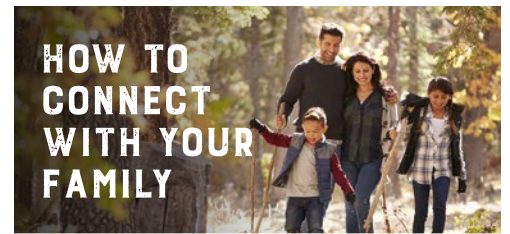


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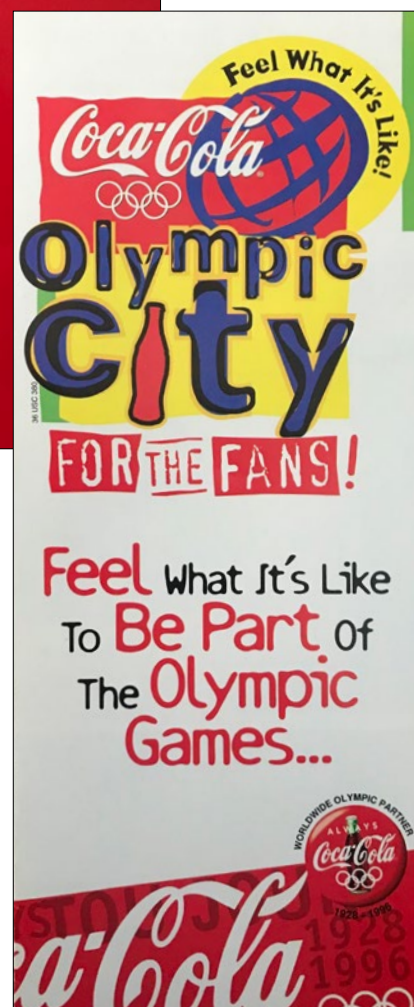
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- Meet & Greet with Frank
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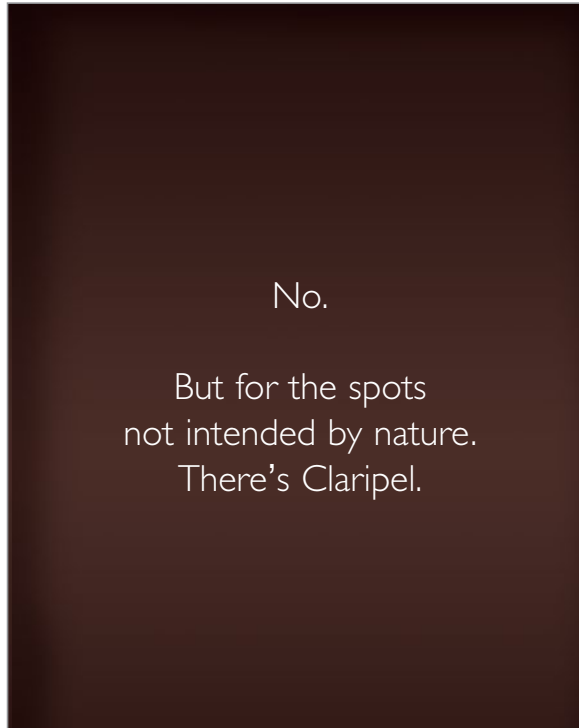
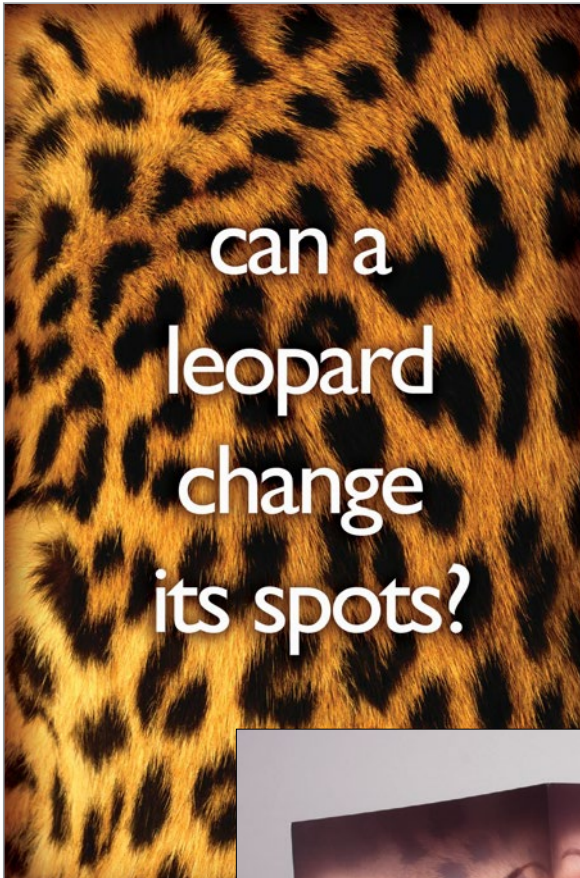
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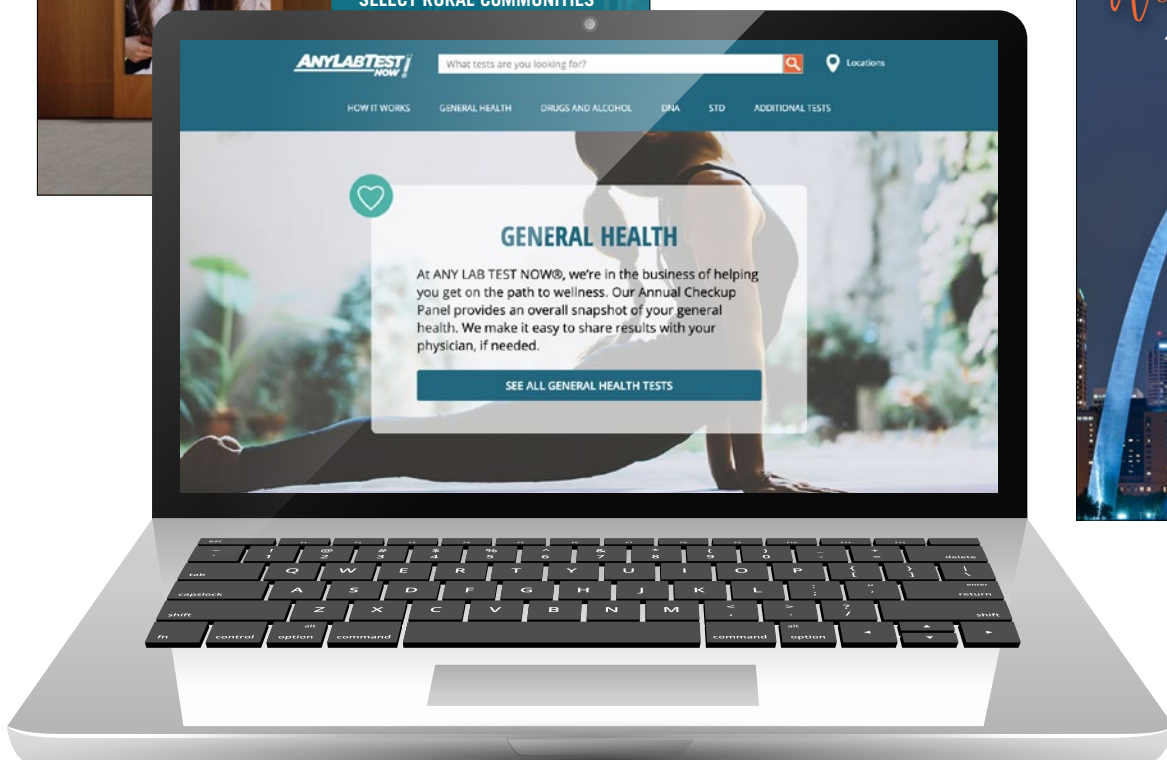
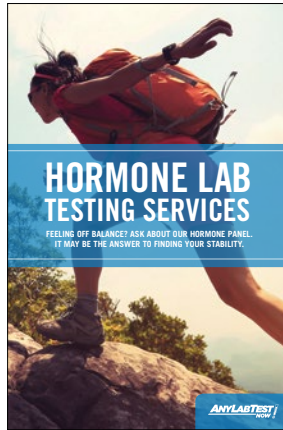
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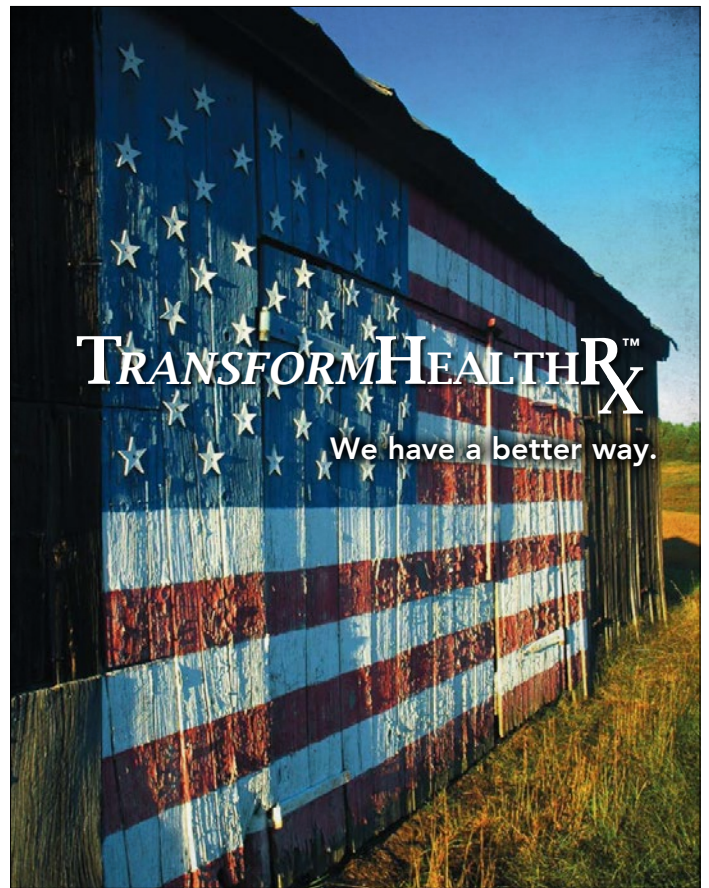
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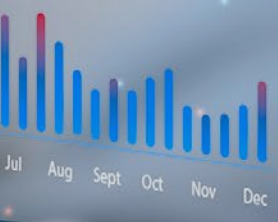
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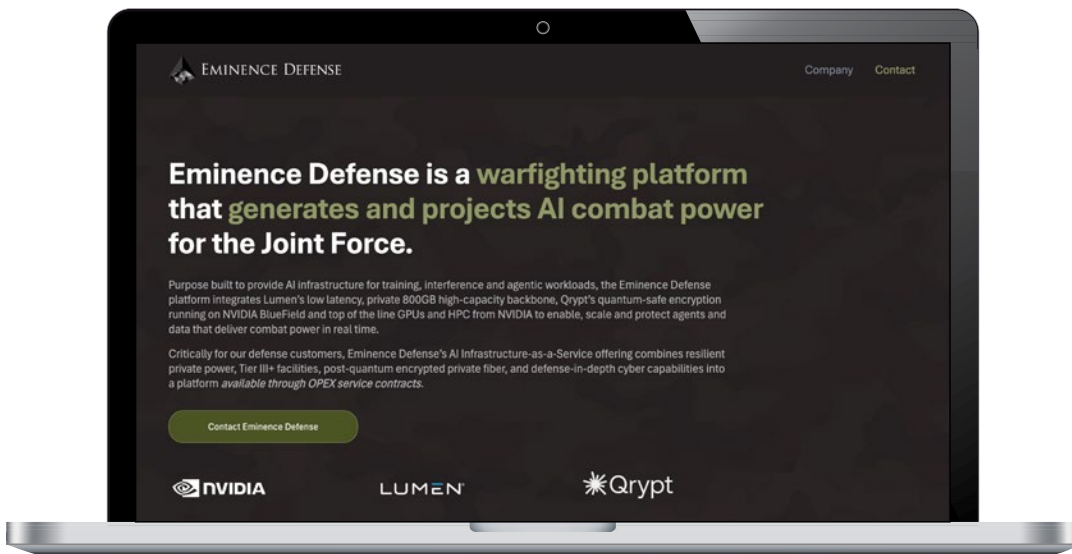
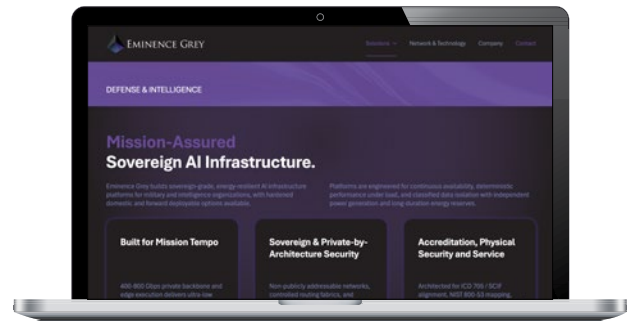
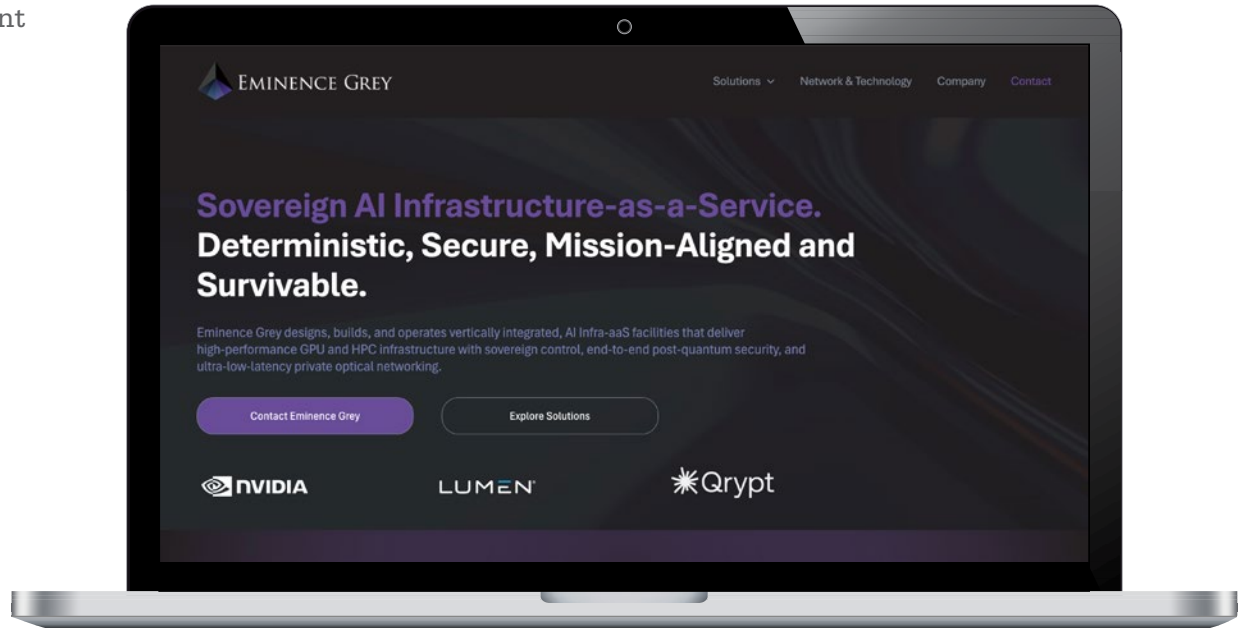
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Authors  
03/20/2025



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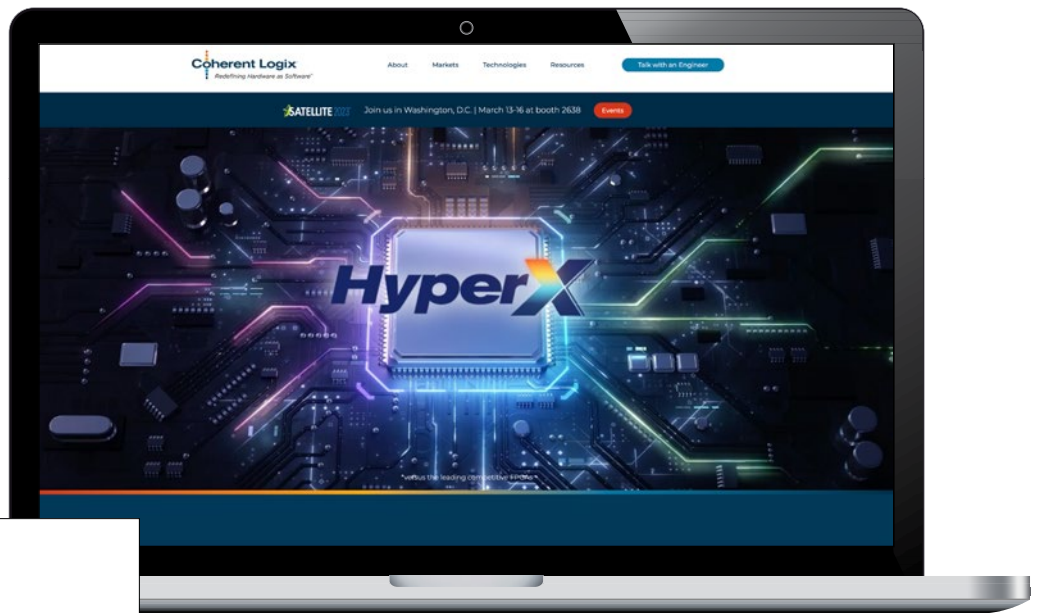
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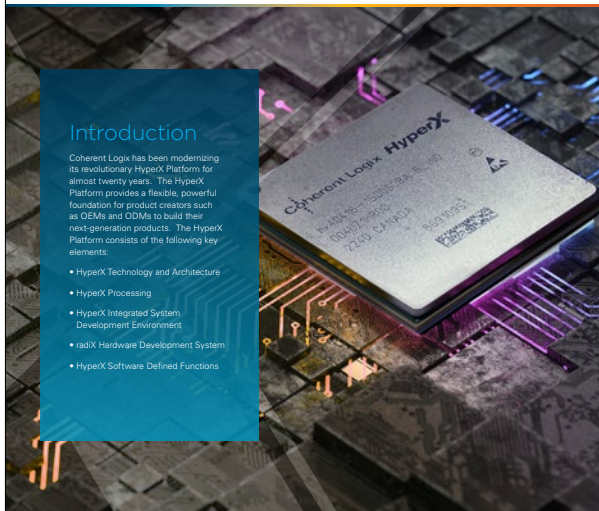
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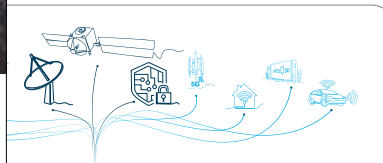
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### Introduction

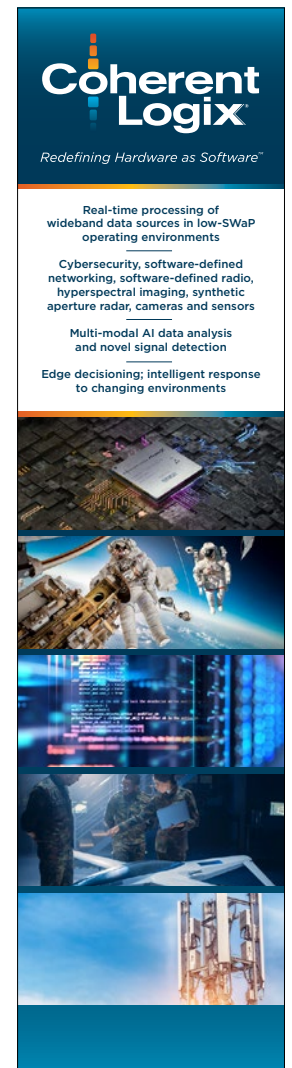
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## SPRAY VACCINATION OF POULTRY

By Héctor García, DVM, IMETA VTS Manager and Chien Nguyen, Global VTS Specialist



**This white paper explains the main characteristics and functionalities of spray vaccination and bio-devices for veterinary use in poultry. The content includes:**

1. What spray vaccination means?
2. Understanding droplet size
3. How to evaluate a spray vaccination bio-device?
4. Conclusions

---

### 1. What spray vaccination means?

Spray is the scattering of water droplets through the air. It is a method used to deliver vaccines effectively and efficiently to many chickens. During spray vaccination, water droplets meet the mucosa surfaces of the eyes, nares, mouth, oropharynx, and upper part of the trachea. The vaccine virus as well as respiratory field viruses replicate in these mucosa cells. With this action, the vaccine virus blocks field virus replication and stimulates the immune system, specifically cell-mediated immunity, and the in-situ production of, mostly but not exclusively, immunoglobulin A.



### 2. Understanding droplet size

#### A. Droplet size concept

Any given spray vaccination bio-device generates a range of droplet sizes known as droplet size distribution. Droplet size is normally referenced as the droplet diameter measured in microns ( $\mu\text{m}$ ). Droplet size distribution is reported in terms of Dv0.1, Dv0.5, and Dv0.9 categories related to the volume sprayed.<sup>6,7</sup> Dv0.1 is the droplet size at which 10% of the total spray volume is made up of droplets that are equal to or smaller than the given droplet size. At the other extreme, Dv0.9 is the droplet size at which 90% of the total spray volume is equal to or smaller than this given droplet size. Dv0.5 is the volume median diameter; it is the droplet size at which 50% of the sprayed volume is made up of larger drops and 50% of the volume is made up of smaller drops.

Another metric to consider is relative span (RS), which reflects the uniformity of the droplet sizes in the spray in relation to the volume median diameter. The RS formula is  $RS = (Dv0.9 - Dv0.1) / Dv0.5$ .

The smaller the RS value (>1.0) the lower the variance in droplet sizes and this translates to a more uniform spray. An RS value of 1.0 or less would be represented by a tight bell-shaped curve if the distribution were to be graphed.

A higher RS value (>1.0) indicates spray inconsistency can cause extremes in droplet size and make for a wide distribution.


The objective of spray vaccination is to reach the upper respiratory tract with small droplets (<3.7 microns) then these droplets merge in the trachea. A desirable bio-device is one that can produce droplets that reach the anterior parts of the trachea.

### B. Measuring droplet size


Spray droplets are measured in microns ( $\mu\text{m}$ ), which is the diameter of the droplet. For poultry, spray bio-devices are designed to reach droplets will decrease in size due to evaporation and smaller droplets. Equipment, such as the phase doppler interferometer, can accurately measure parameters like droplet size distribution.

### C. Other important physical characteristics of droplet size


When droplets are divided in half diameter, their number increases, the spray coverage will increase (and number of droplets must be correct). However, if droplets are too large, they will not reach the ground without reaching the target areas on the bird.



1 x 250  $\mu\text{m}$  microns



8 x 125  $\mu\text{m}$  microns



4 x 500

Figure 1. Division of the droplet by half results in eight-fold the quantity of droplets. Figure 2. Further division of droplets results in a further increase in quantity.

### 3. How to evaluate a spray vaccination bio-device

Bio-devices are evaluated by measuring the following:

<p><b>Engineering:</b></p> <ul style="list-style-type: none"> <li>• Droplet sizes</li> <li>• Droplet size distribution (Dv0.5, Dv0.1, Dv0.9)</li> <li>• Relative span</li> <li>• Percentages (amount) of droplet sizes</li> <li>• Coverage</li> <li>• Volume and consistency</li> </ul>	<ul style="list-style-type: none"> <li>• Usability           <ul style="list-style-type: none"> <li>- Ease of use</li> <li>- Ease of cleaning</li> <li>- Efficiency</li> <li>- Durability</li> </ul> </li> </ul>
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2 • SPRAY VACCINATION OF POULTRY



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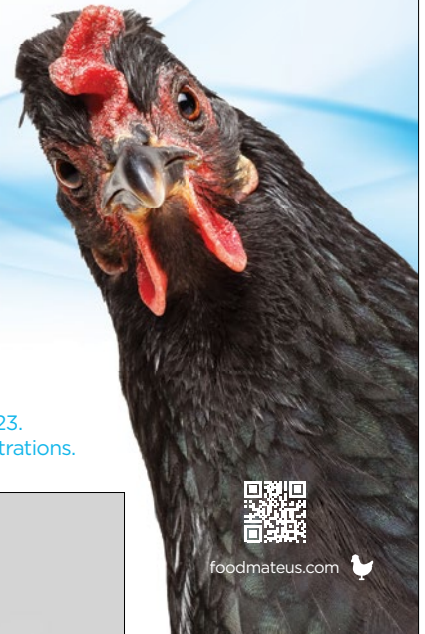
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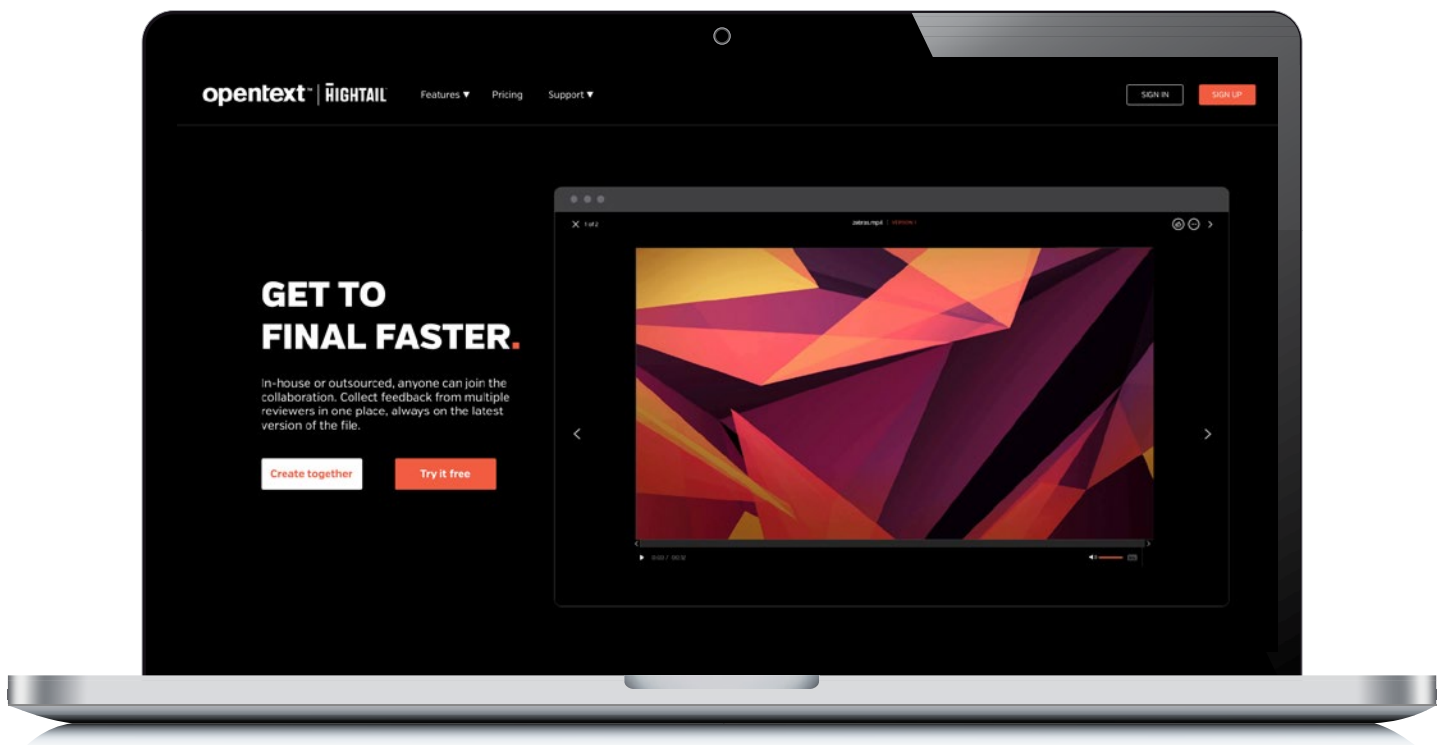
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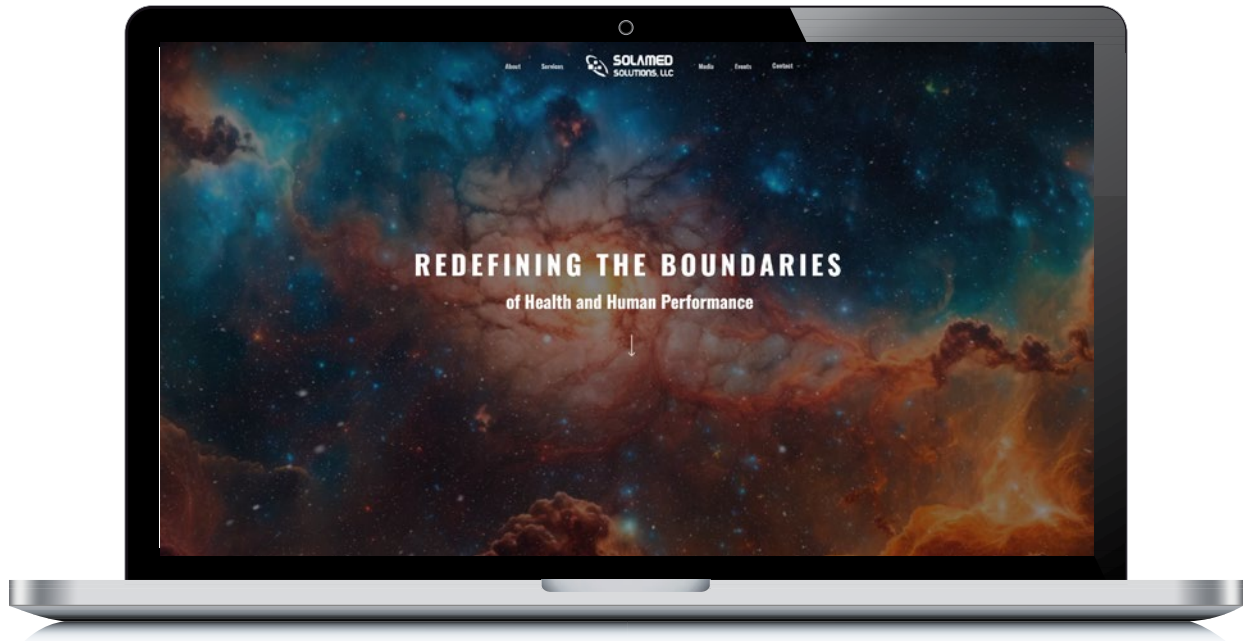
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**About Paul**

Paul Root Wolpe, PhD, is the Raymond Schinazi Distinguished Research Chair of Jewish Bioethics, Professor of Medicine, Pediatrics, Psychiatry, Sociology, and Neuroscience and Biological Behavior. After 17 years as the Director for the Center for Ethics at Emory University, he is now the Founding Director of Emory's Center for Peacebuilding and Conflict Transformation (PACT). A social scientist and ethicist by training, Dr. Wolpe spent 17 years as the first Senior Bioethicist for NASA. A thought leader nationally in ethics and president and fellow of several prestigious organizations, Dr. Wolpe is a founder of the field of neuroethics and was Editor-in-Chief of American Journal of Bioethics Neuroscience.

**Interview Topics**

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- Ethical issues of death in space

**Contact:**  
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