

NOTES

TO: Honorable Mayor and City Council Members
FROM: Ann E. Wall, City Manager
DATE: February 13, 2019
SUBJECT: Materials for Your Information

Please find attached the following materials for your information:

1. A memo from Charles Hayes, of the Office of Economic Development, regarding project updates
2. A memo from Leah Futrell, Director of Human Resources, regarding follow-up information on the topic of wellness incentives
3. A memo from Gary Fenton, Director of Recreation and Parks, regarding damage at the Community Pool and Summer hours
4. A memo from Mark Holtzman, Chief of Police, regarding crime trends from 2001-2018
5. A memo from Mark Holtzman, Chief of Police, regarding Citizen's Police Academy
6. A memo from Eric Griffin, Chief of Fire/Rescue, regarding F/R Assessment Recommendations and Implementation Plan Status

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Attachments

Memorandum

To: Ann E. Wall, City Manager
From: Charles Hayes, Office of Economic Development
Date: February 12, 2019
Subject: Office of Economic Development Project Updates

The Office of Economic Development, under the direction of City Manager, has been focusing on two major Economic Development Goals.

The following updates are provided to show the action steps being taken to accomplish these goals:

Certified Sites

The Office of Economic Development partnered with Creative Economic Development Consulting, LLC to evaluate fifteen staff-selected sites for suitability for Economic Development Partnership of North Carolina's North Carolina Certified Sites program. Crystal Morphis with Creative Economic Development Consulting, LLC, prioritized each site based on GIS review, site visits, and their site assessment tool.

Staff reviewed the report and selected two of the recommended sites for further assessment. In addition, staff identified one site not previously considered for further assessment. After a complete review staff is recommending two potential sites for certification consideration.

On February 7, 2019, staff met with the Timmons Group, a leader in assisting communities with the North Carolina Certified Sites program, to oversee the certification process for at least one of the two sites selected to be certified.

Staff will be presenting a full report to City Council on the site selected for certification once a review has been completed by the Timmons Group.

Marketing Materials

The Office of Economic Development has engaged Cyndy Falgout Marketing & Communications to assist the City in raising an awareness of the City of Greenville in the business community. Falgout Communications will create advertising and articles for business magazines and media, such as:

- Business North Carolina
- Triangle Business Journal
- Charlotte Business Journal
- Triad Business Journal

The advertisements will focus on raising the awareness of business opportunities in Greenville and raising the awareness of Greenville to the North Carolina business community. Businesses will be interviewed for stories showing the strength of the Greenville medical health assets, the strength of East Carolina University, the location of Greenville as the hub of the east.

Other Selected Ongoing Economic Development Initiatives:

The Imperial Site has been a focal point of recent and ongoing redevelopment and economic development plans and initiatives. In 2013 and 2016, the City accepted EPA Brownfields grants to complete assessment, clean-up, and remedial of petroleum contamination.

Since completion of the clean-up, the City has explored options for development of the Imperial Site. However, one noteworthy obstacle to marketing this site is preexisting structures. An application has been submitted to the North Carolina Office of Rural Economic Development for a Rural Demolition Program grant. Additionally, the City received an EPA Brownfields Grant in 2018 that will assist with the planning and predevelopment.

Staff is also assessing possibilities of a grant from the U.S. Economic Development Administration.

Staff will be presenting an update to City Council regarding this project.

The Small Business Plan Competition program was created in 2008 out of recommendations from the 2006 Center City-West Greenville Revitalization Plan. Its purpose is to provide an economic incentive to small business owners and other entrepreneurs that wish to create or expand small businesses within the Center City and West Greenville Redevelopment Areas.

The grant program is administered by the City's Redevelopment Commission and typically has two funding cycles held each year. Grant awards are typically distributed equally between the Center City and West Greenville revitalization areas and are usually

\$10,000 to \$15,000 per business. That amount has varied over the years depending on funding availability and the pool of applicants. The program is moving forward with its first cycle of 2019.

Seven applications were received on January 22nd. RDC Sub-Committee has completed reviewing the applications and interviewing the applicants. The RDC Sub-committee will make presentation to the City's Redevelopment Commission with recommendations for funding.

Memorandum

To: Ann E. Wall, City Manager
From: Leah B. Futrell, Director of Human Resources
Date: February 1, 2019
Subject: **Wellness Program Follow-up**



This Memorandum serves as a follow-up to the recent City Council Planning Session regarding Council Priority 9 – High Performing Organization, Action Step 4: Expand the City's Wellness program to enhance and maintain the optimal health of employees and retirees by increasing incentives.

As presented during the Planning Session, the wellness incentive was doubled effective January 1, 2018 from \$150 to \$300, allowing eligible employees and retirees to earn up to \$300 by participating in various well-being activities such as biometric and preventive care screenings and health coaching. A flyer outlining the wellness incentives is attached for reference.

In 2017, 237 employees and retirees participated in the Wellness program and earned a total of \$21,775. In 2018, when the annual incentive was doubled from \$150 to \$300 per participant, 548 employees and retirees participated in the Wellness program and earned a total of \$33,750, which represents a 131% increase in the number of participants and a 55% increase in the amount earned by participants. Although there was a significant increase in the number of participants in 2018 compared to 2017, many of the participants did not complete all of the wellness goals to receive the maximum reward of \$300. Thus, the continued focus not only will be on increasing the number of wellness participants, but also increasing the goals completed so that participants earn the maximum payout.

In addition to the wellness incentives, the Wellness program promotes the well-being of employees by offering a variety of activities and programs such as:

- **Wellness walks:** promotes physical activity and comradery among employees;
- **Lunch and learn:** promotes an open platform of information on various topics such as stress management and restful sleep;
- **Fruit campaigns:** promotes various fruits as healthy snack alternatives;
- **Holiday weight loss challenge:** promotes weight loss and weight maintenance ("maintain, don't gain") during the holiday season; and
- **Blood drives:** promotes the gift of life.

The Wellness program continues to evolve, keeping in mind the ultimate goal of enhancing and maintaining the optimal health of employees and retirees. Please let me know if you have any questions or require additional information.

Attachment

IT PAYS TO GET HEALTHY

GREENVILLE UTILITIES AND THE CITY



WELLNESS

The City & Utilities of Greenville, NC

Where wellness finds good company

ON JANUARY 1ST, START EARNING UP TO \$300

Greenville Utilities Commission and the City wants to help you get healthy and stay healthy. Earn up to \$300 between January 1st and December 31st, 2019 by participating in well-being activities

Wellness Goals	Goal Description	Goal Dates	Employee Award	Notes
Personal Health Analysis	Complete an online personalized health risk assessment	1/1/2019 – 12/31/2019	\$100	Must complete biometrics <u>AND</u> assessment for reward
Wellness Screening	Get a personalized biometric health screening			
Telephonic Health Coaching	Achieve a personal health goal (talk to a health coach)	1/1/2019 – 12/31/2019	\$100	May only earn <u>ONE</u> reward from this category
Onsite Clinic Health Coaching	Complete coaching sessions with onsite health coach	1/1/2019 – 12/31/2019	\$100	
Preventive Care	Complete my annual physical (preventive exam)	1/1/2019 – 12/31/2019	\$75	May only earn <u>ONE</u> reward from this category
	Complete my OB/GYN exam			
	Complete my Mammogram			
	Complete my Colon Cancer Screening			
	Complete my Cervical Cancer Screening			
	Complete my Prostate Cancer Screening			
Onsite Clinic Physical	Complete a physical at the onsite clinic	1/1/2019 – 12/31/2019	\$75	
Dental Screenings	Complete Annual Dental Screening	1/1/2019 – 12/31/2019	\$25	



If you have questions contact Kimberly Phelps at The City at 252-329-4496 or email KPhelps@greenvillenc.gov

Memo

To: Ann Wall, City Manager
From: Gary Fenton, Director of Recreation and Parks 
Date: February 13, 2019
Re: Damage at Community Pool, Summer Hours

During the latest monthly inspection of the Community Pool, major structural issues were identified associated with the facility's dive tank. On February 1st staff met with representatives from the Greenville Pool & Supply Company to assess the damage.

Most of the damage is near the pump house (controls the filter system for the main pool and the dive tank) and the pool deck near the south edge of the pool fencing. The concrete area between the pump house and dive tank, which includes filter lines, has been significantly damaged.

This damage, which can be seen in the photos that follow, is believed to be limited to the dive tank area of the pool, and was likely caused by the dive tank shell being pushed from below by the area's high water table. The resulting pressure, in combination with the pool's advanced age and leaks over time, finally caused failure in the adjacent concrete.

After assessing the damage, Greenville Pool has determined that the demolition of the dive tank is the only solution. Due to the age of the pool (about 47 years), and various leaks over many years, it will not be possible to make the dive tank operable. The main pool will still be able to operate without the dive tank after a few filter system modifications.

Staff are cautiously optimistic the pool can open for the summer season if demolition begins shortly, and are researching dive tank demolition costs and will then contract for those services.

The average life expectancy of an outdoor pool is 50 years, and given the age of the Community Pool, this project will be a bit precarious. However, our immediate priority is to open the main pool for the summer season, which is set to begin June 8th. Success will require working closely with the demolition contractor as well as Greenville Pool & Supply to ensure the pool's filter system is not damaged during the demolition process.

On a positive note, is our intention to extend public swim hours, which the loss of the dive tank will not impact. Staff are planning to have the pool open to the public the following times beginning June 8th:

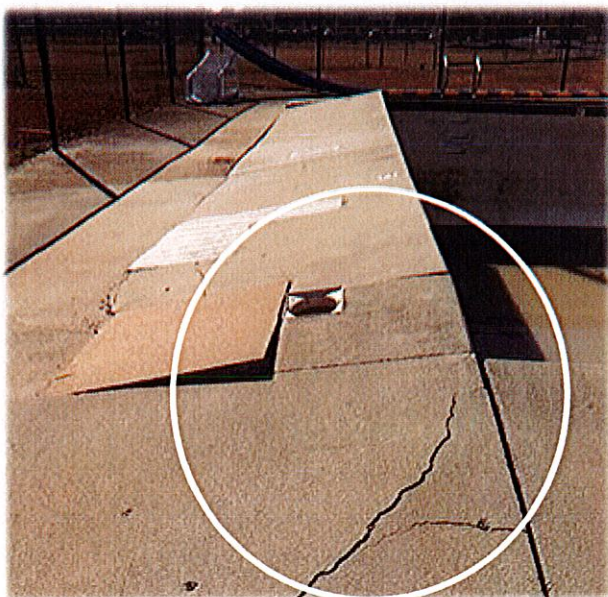
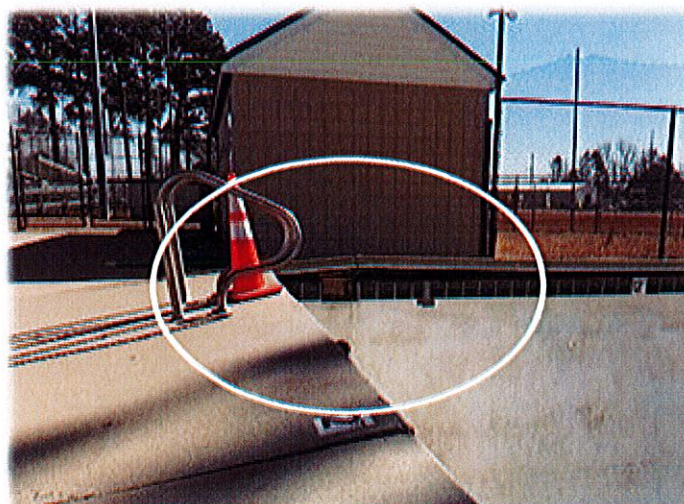
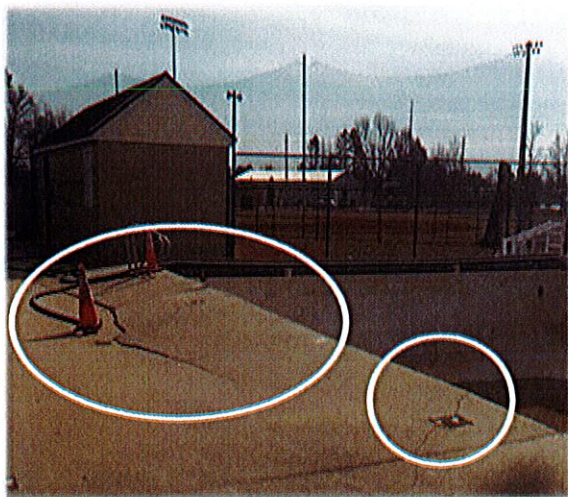
Monday	1:30pm – 5:00pm	
Tuesday	1:30pm – 7:00pm	(Two hours added)
Wednesday	1:30pm – 7:00pm	(Two hours added)
Thursday	1:30pm – 5:00pm	

Friday 1:30pm – 5:00pm
Saturday 11:00am – 4:00pm (One hour added)
Sunday 1:00pm – 5:00pm (Sunday opening is new for 2019.)

Scheduling of all activities within Guy Smith Park, where the Community Pool is located, is challenging due to the proximity of the pool to the baseball fields. Because of the potential for foul balls to enter the pool area, schedules must be managed cautiously. All groups using the park have been notified of the schedule change and baseball programs should not be negatively impacted by the additional pool hours.

Please let me know if there are any questions.

cc: Michael Cowin, Assistant City Manager





POLICE DEPARTMENT

Memorandum

To: Ms. Ann Wall, City Manager

From: Mark Holtzman, Chief of Police 

Date: February 13, 2019

Subject: Crime Trends

As we previously discussed, in reviewing the crime numbers since 2001, the historic view shows crime has been trending down while the population of Greenville has continued to grow. This trend, I believe, is due to the hard work of our officers and investigators and continued support of the many City Councils over the years.

Attached are multiple charts outlining crime rates from 2001 – 2018. These charts are also available for review on the Greenville Police Department's web page on the City of Greenville website.

Attachments

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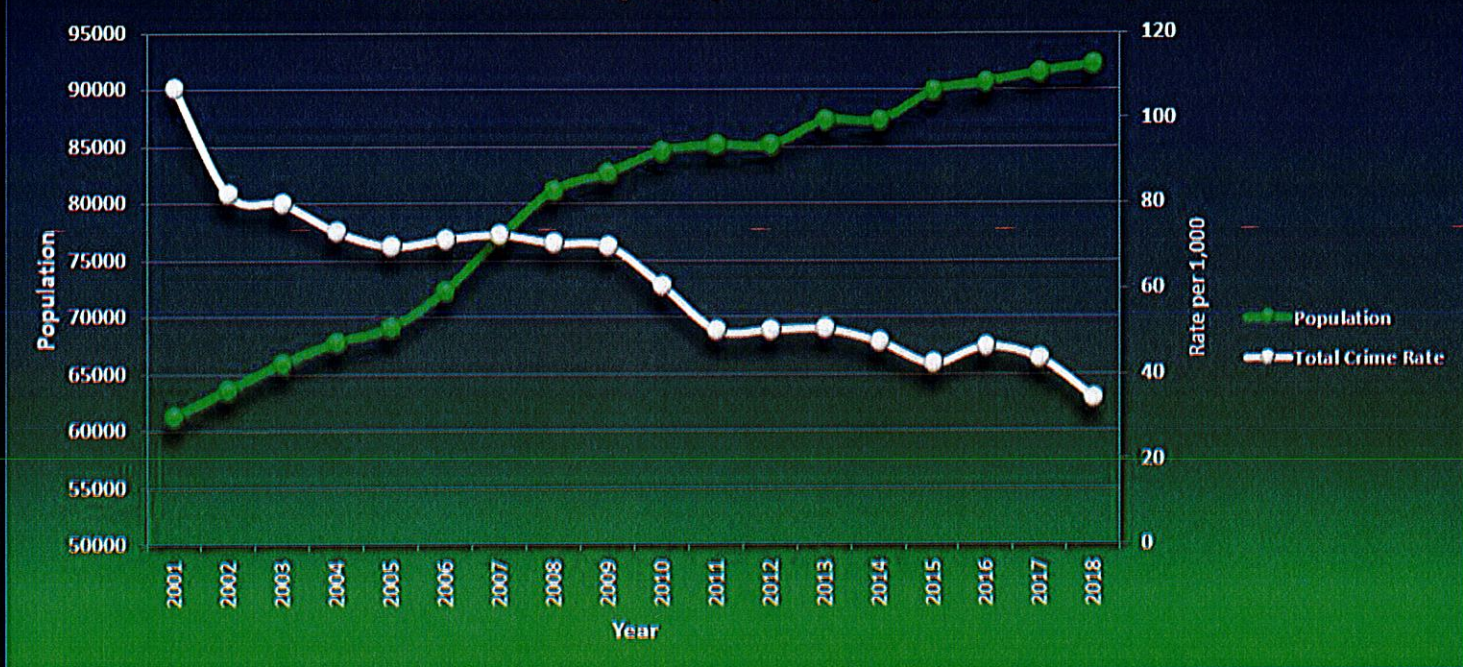
GPD Mission Statement

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

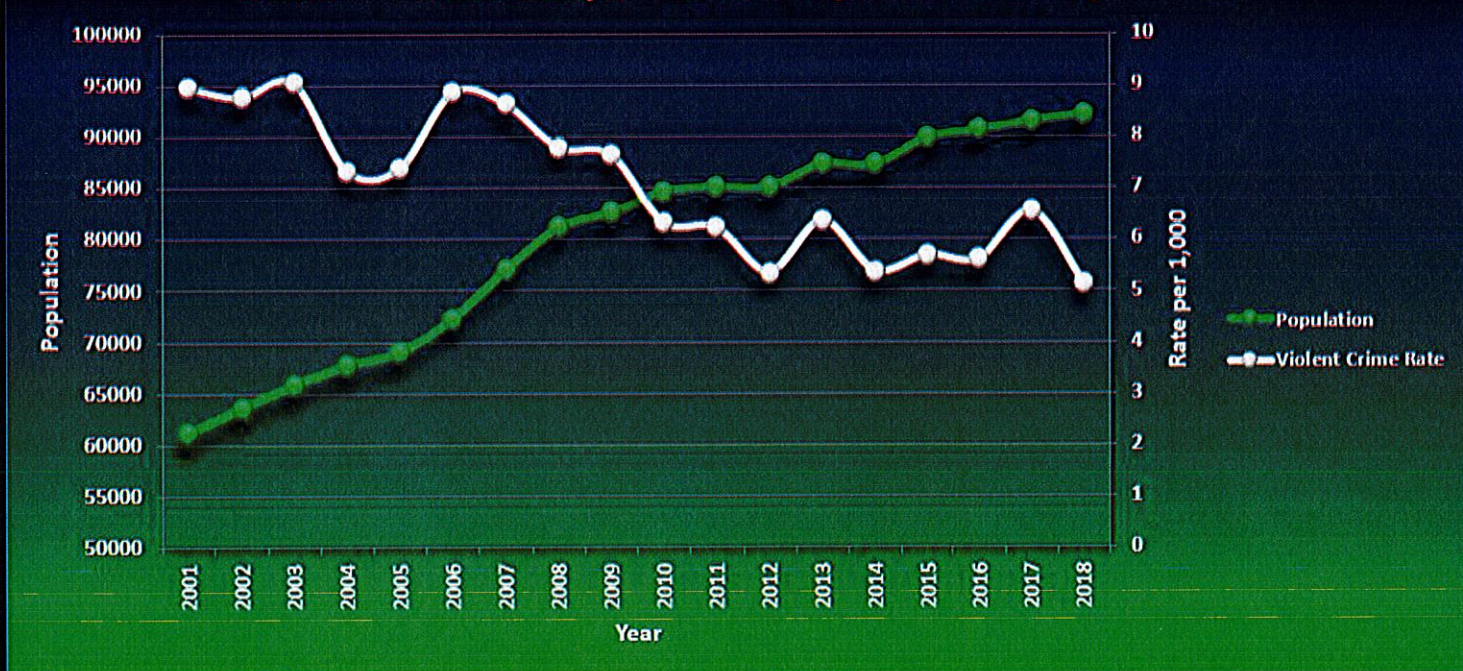
Greenville, NC Crime Rate 2001-2018

2018 statistics are preliminary and may (=/-) 0.5-1.0% pending adjustments, outstanding cases, etc.

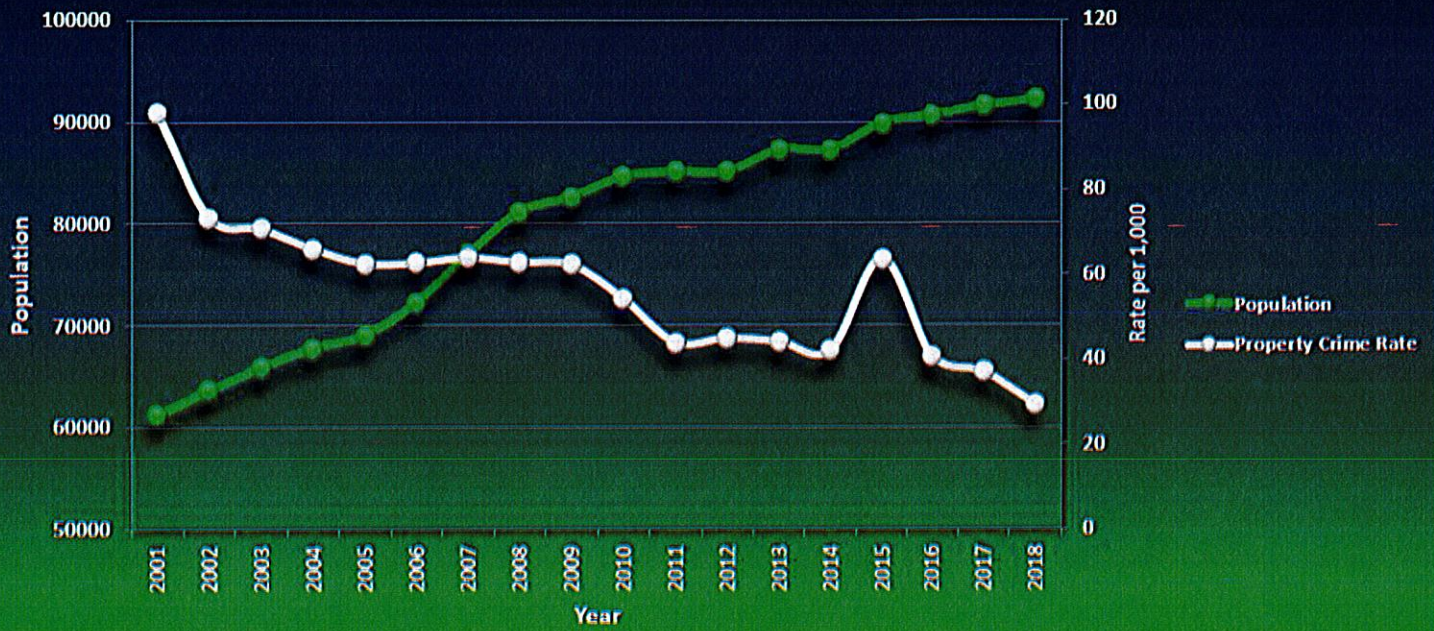
Total Part 1 Crime Rate per 1,000 People vs Total Population



Violent Crime Rate per 1,000 People vs Total Population



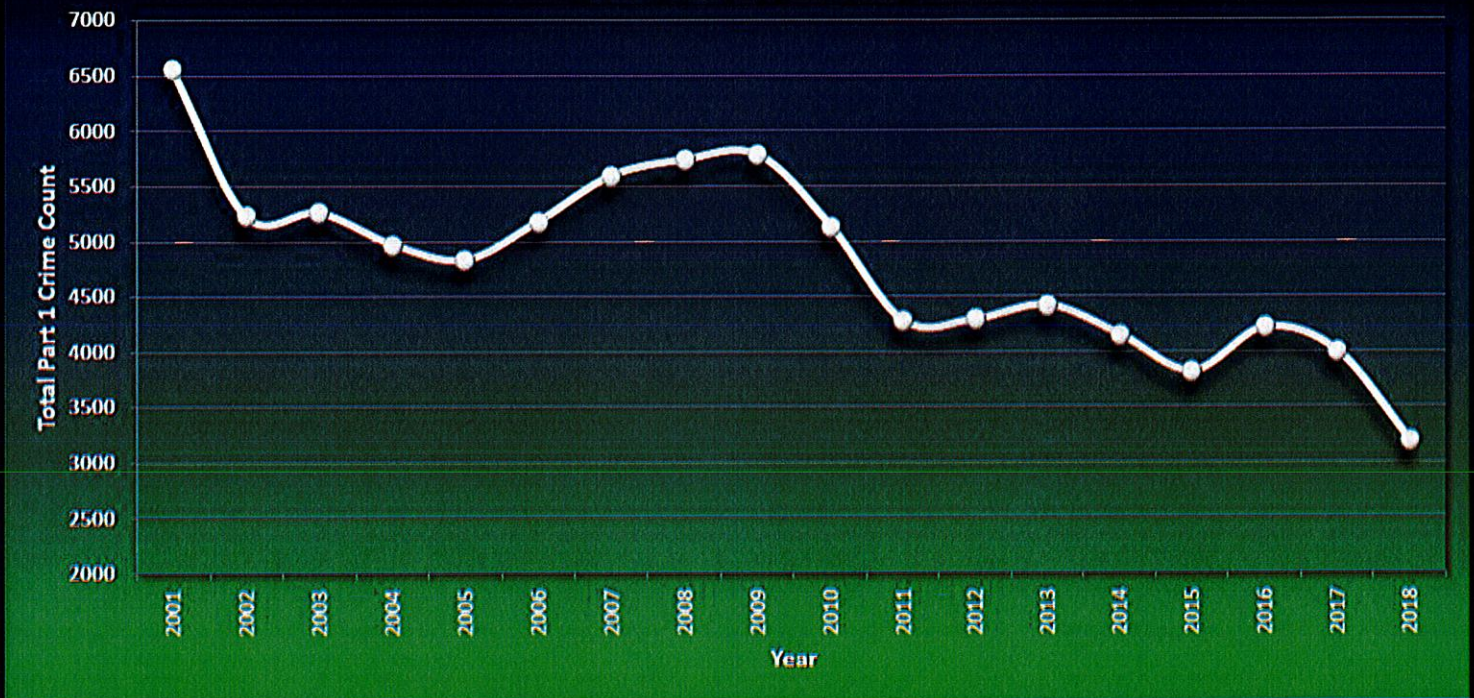
Property Crime Rate per 1,000 People vs Total Population



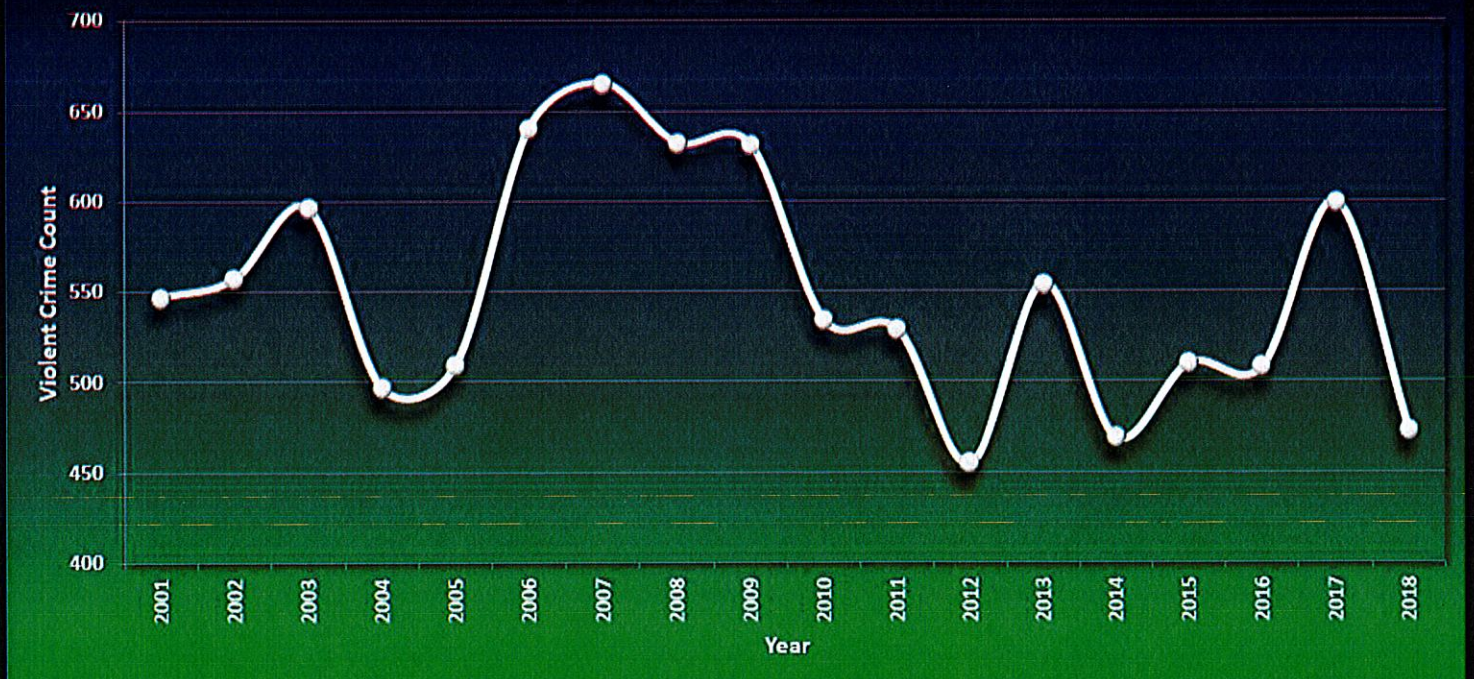
Greenville, NC Part 1 Crime 2001-2018

2018 statistics are preliminary and may (=/-) 0.5-1.0% pending adjustments, outstanding cases, etc.

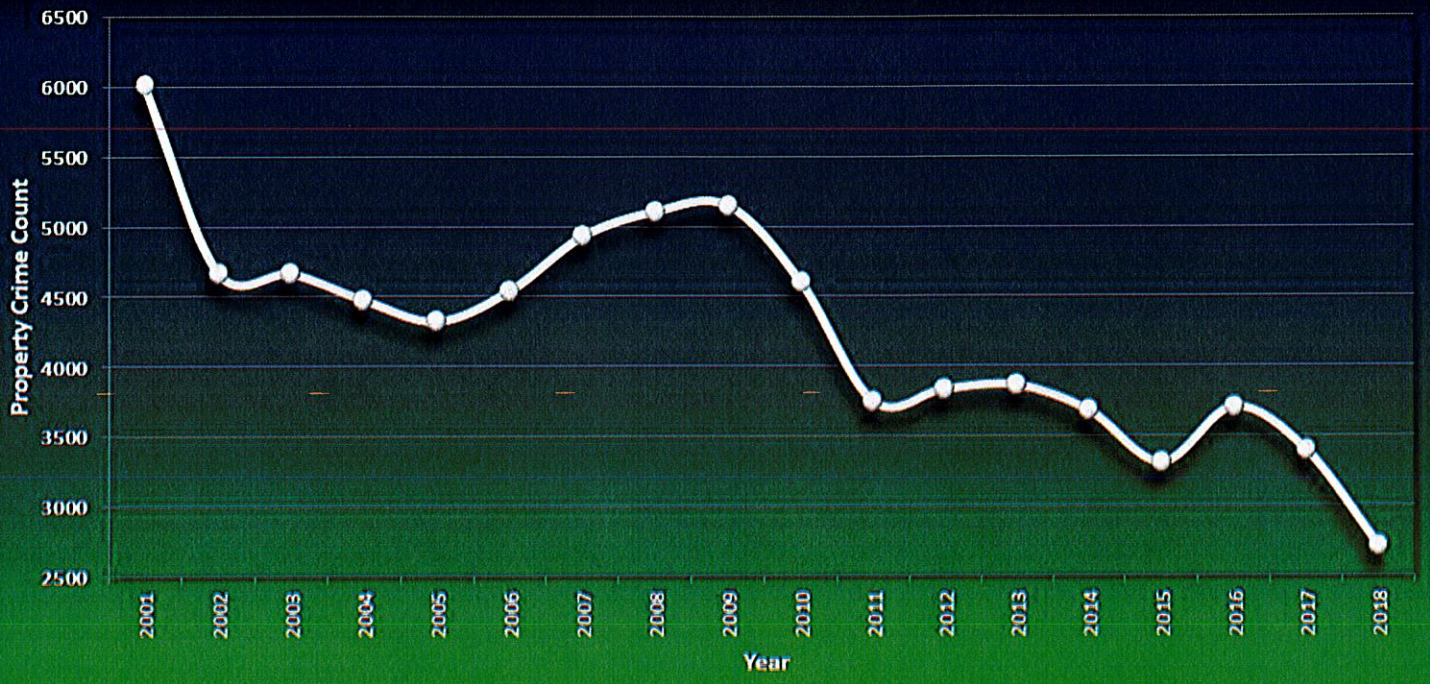
Total Part 1 Crimes




Part 1 Violent Crimes



Part 1 Property Crimes



Memorandum

To: Ann Wall, City Manager
From: Mark Holtzman, Chief of Police 
Date: February 11, 2019
Subject: Citizen's Police Academy

The Greenville Citizen's Police Academy (CPA) continues to be one of the most effective tools in showcasing multiple operations of the Greenville Police Department (GPD). More specifically, this program educates our community on police services, assist in recruiting those interested in working with the GPD, and establishes community stakeholders that assist in promoting the City's goals on crime and safety. As an example of the success of this program, four current GPD employees are recent "graduates" of CPA classes. Additionally, one former CPA student is actively working with GPD's recruiter to change professions and join GPD as a sworn police officer.

The program has evolved over the last 20 years from one annual class to now offering two classes each year with up to 30 citizens participating in each class. Each academy is 10 weeks in duration with classes usually held once a week from 6:00 pm to 7:30 pm. Due to the increased interest in the academy and based on feedback from participants, GPD will be offering our first day-time Citizen's Police Academy. Beginning on March 27, 2019, the next CPA class will be held from 12:00 pm to 1:30 pm. We hope by offering the academy during this time to reach more of the student population as well as business professionals who are interested in GPD and may require continuing education for various aspects of their employment.

Applications are now being accepted for the next session. Interested persons should apply online: <https://www.greenvillenc.gov/government/police/community-policing/citizens-police-academy-registration-form>.

For questions, contact Devinder Culver at dculver@greenvillenc.gov or 252-329-4180.

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GPD Mission Statement

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

Memorandum

To: Ann Wall, City Manager
From: Eric Griffin, Fire/Rescue Chief
Date: February 4, 2019
Subject: F/R Assessment Recommendations & Implementation Plans Status

Listed below is a status update on the progress made thus far towards the F/R Assessment Recommendations & Implementation Plan. The bulleted items in this memo are a brief description of the information located on the master document, under the status column. Please let me know if you have any questions or need additional information.

- HR is finalizing the work of the Compensation Committee. Final recommendations will be presented to the City Manager.
- F/R is posting data and informational videos on the internal Cognet site.
- The Professional Development Committee has met six times. Their main focus has been on reviewing career development policies and practices and developing a Professional Development Plan.
- The Professional Standards Committee has met six times. Their main focus has been on reviewing department policies, procedures, and practices to ensure that all practices are in line with policy and procedure.
- Job offers will be made to 20 new potential employees next week.
- Emotional Intelligence training for all supervisors is scheduled to begin the week of February 18th.
- A Peak time EMS unit is in service. It is operating mainly in the Medical District during peak demand hours each week.
- A diverse group of F/R staff completed the Strategic Plan Update on January 7, 2019.

FIRE/RESCUE ASSESSMENT

F/R ASSESSMENT RECOMMENDATIONS & IMPLEMENTATION PLANS

Recommendations	Implementation Plan	Timeline	Budgetary Implications	Responsible Party	Status
Increase use of cross-functional employee committees	Create multiple cross functional employee committees, (i.e.) Retention and engagement, compensation and benefits, professional development, etc.	Nov-18		F/R Chief	Compensation and Benefits Committee created and met 4 times. Professional Standards Committee met in November for the first time. Professional Development has formed and met for the first time in December. Both have 5 F/R employees on each committee with multiple ranks,
Create a Project Management Dashboard	Coordinate with the IT department to create, configure and implement a project dashboard that will be used to track and disseminate departmental information	Oct-18		F/R Chief	Met with IT in reference to dashboard to look at Cognet app and discuss use throughout the city on 9/27/18. Currently utilizing cognet as dashboard and data and staff meeting recordings are being posted monthly. Update: Monthly data reports and information videos are being posted on CogNet. Employees are sent a link to view this information each time it is updated.
	Analyze, develop and implement a new position of F/R Strategic Project Manager	Oct-18		F/R Chief	Met with HR, City Manager and Asst. City Manager to discuss option about Strategic Manager on 10/10/18; currently venting various options to bring a F/R Strategic Manager to perform this task. Dr. Angelene Brinkley is has been retained and is serving in the role as Strategic Project Manager and is forming and facilitating these meetings. Update: Dr. Brinkley continues to provide great leadership, support and direction for the staff committees.
Turnover	Revise and implement exit interview process	Sep-18		H/R	HR completed
Recruitment of New or Former Staff	Fire Officer 1 Employment Process	Fire Officer 1 Employment Process Application Period Physical Abilities Assessment Chief's Interview	Aug-18 08/24/18 - 09/05/18 Week of 09/17- 9/22	F/R and H/R	Ongoing; have identified 4 new F/R I which 2 are former employees. Offer should be within 1 week Re-hired 2 former employees in November 2018 and hired 2 previously trained employees in December.
		Back Ground Check and Screenings			
	Projected Start Date				
	Fire/Rescue Trainee Hiring Process	Written Test:	September 28, 2018, Saturday, September 29, 2018		

Recommendations	Implementation Plan	Timeline	Budgetary Implications	Responsible Party	Status
	Orientation Physical Performance Test	Thursday October 18, 2018 - Friday, October 19, 2018 ~ 8:00 a.m.-3:00 p.m.; October 21, 2018 ~ 8:00 a.m.-12:00 p.m.			
	Physical Performance Test	Friday, October 26, 2018 , Saturday, October 27, 2018		F/R and H/R	
	Panel Interview:	Week of November 12, 2018			
	Chiefs' Interview:	Week of December 3, 2018			
	Psychological Evaluation:	January 2 – January 8, 2019		H/R	

Recommendations	Implementation Plan	Timeline	Budgetary Implications	Responsible Party	Status
	Human Performance Lab (HPL) Evaluation: Week of January 14, 2019 Projected date of job offers –) Week of February 4, 2019 Projected start date of Fire/Rescue Training Academy:		Mar-19		
Retention of Current Staff	Create a city wide Retention and Engagement Committee to analyze, evaluate and make recommendations on retention and engagement of employees		Dec-18	City Manager Office and H/R	
Compensation and Incentives	Create a Compensation and Incentive Committee to evaluate and make recommendations pertaining to compensation, benefits and incentives		Sep-18	H/R Director	Compensation & Benefits Committee met on 10/10/18. • HR is continuing to work with the Compensation Committee, with the most recent meeting being held on November 29th. Much work has gone into the process which includes reviewing pay practices and compensation systems of other similar agencies. HR will continue to work with the committee over the next few weeks so that a recommendation can be presented to the City Manager by February 1, 2019 Update: Recommendations are ready and will be presented to the City Manager by the H/R Director
Leadership					
Increase Visibility of Senior Staff	Develop a regular schedule of visitation and rotation across shifts and stations		Oct-18	F/R Chief	Assessment Review - 7/31/18; held meeting for all F/R staff at River Park North on 9/10/18 and also gave updates at Command Staff Meeting on 10/1/18. Chief has had multiple informal discussions with various members of the dept. and scheduled meetings with Shift 1, Station 1 & 3. Fridays are designated days to meet with various shifts and stations.. Chief Griffin continues to meet with individual stations and staff.
Strengthen accountability of supervisors and line staff by evaluating performance standards against desired competencies	Create a Professional Standards Committee to evaluate performance standards against desired competencies		Nov-18	F/R Deputy Chief and H/R	Update: This committee is meeting regularly.

Recommendations	Implementation Plan	Timeline	Budgetary Implications	Responsible Party	Status
Communication and Emotional intelligence skills based training	Evaluate and make recommendations for implementation of communications and emotional intelligence training for supervisors	Dec-18		Professional Standards Committee	Met with HR staff to discuss the need to have emotional intelligence training on 10/8/18. Emotional Intelligence for Supervisors scheduled to begin in January 2019. Company Officer Prep Training is being held week of 12/3/18. Update: F/R Supervisor are scheduled to participate in an emotional intelligence assessment and training class the week of Feb. 18th
Communication	Increase opportunities and channels for two-way internal communication among all levels of leadership and line employees	Invite all staff to participate in prescheduled quarterly staff meetings	Sep-18	F/R Chief	Completed. Scheduled every quarter.
		Create and disseminate informational videos related to departmental information, activities and events	Oct-18	Strategic project Manager	Equipment has been purchased. Collected information is developing to start showing video related to departmental information. Update: Data reports and informational videos are being posted monthly on CogNet

Recommendations	Implementation Plan	Timeline	Budgetary Implications	Responsible Party	Status
Develop an effective inter-generational communication process	Develop and implement an inter-generational communication workshop	Dec-18		F/R Safety and Training BC and H/R	Met with HR Training Specialist to discuss development of intergenerational communication workshop
Communicate specific tactics used to carry out the Strategic Plan goals	Regularly update the department on progress towards strategic plan goals. Include updates in quarterly staff meetings and informational videos.	Oct-18		Accreditation Manager and F/R Chief	Ongoing. Site Team visit was completed the week of 11/11/18 and scheduled to sit before the commission in March 2019.
	Coordinate with a diverse group of employees during their participation in the annual update of the strategic plan	Nov-18		Accreditation Manager and F/R Chief	Update: A diverse group of F/R staff completed the Strategic Plan update in January 7, 2019.
Create a Staff Committee to review and revise department policies, procedures, protocols and standardize policy and procedure	Review and make recommendations on revisions to the department policies, procedures, protocols and standardize policy and procedure	Feb-19		Professional Standards Committee	Update: This committee is meeting regularly
Develop and communicate expectations for how policies and procedures are consistently interpreted and applied	Evaluate and make recommendations for supervisor training processes related to policies and procedures.	Jan-18		Professional Standards Committee	Update: This committee is meeting regularly
Proactively educate elected and appointed officials about GFRD	Develop and disseminate educational messaging and opportunities for elected and appointed officials	Jan-19		Life Safety Educator	
Engaging an independent survey contractor to solicit quality of GFR service data on a regular and on-going basis	Evaluate and make recommendations for independent survey contractor options	Feb-19		Deputy F/R Chief	

Recommendations	Implementation Plan	Timeline	Budgetary Implications	Responsible Party	Status
Career Development					
Create a Professional Development Plan	Professional Development Committee to evaluate rank structure, established qualifications, eligibility factors and advancement procedures for every position. Develop and make recommendations for a professional development plan for each position		Mar-19	Professional Development Committee	Update: The Professional Development Committee has met five times. The committee is reviewing career development policies and practices. They are actively developing a draft Professional Development Plan .
Require employees to develop a career action plan that is then reviewed, approved and incorporated into performance plans	Each employee will develop a career action plan that is reviewed and approved and becomes part of their annual evaluation		Jan-19	Shift BC	Update: Under development as part of the annual evaluation
Evaluate training reimbursement policies and procedures for required certifications	Professional Development Committee will evaluate training reimbursement policies and procedures for required certifications		Dec-18	Professional Development Committee and H/R	Met for the first time November 2018. Update: This committee is meeting weekly and this item is part of their overall discussion.
Employee recognition programs	Employee Recognition Committee will host a newly revamped, employee driven appreciation and recognition event		Sep-18	Employee Recognition Committee	Employee Appreciation Recognition Ceremony was held on 10/2/18 hosted by Hilton was well attended. Had 70+ employees and family members to attend.
Training					
Re-evaluate the continuing education and competency assessment of firefighters to determine if core and essential functions are consistently able to be met by all firefighters	Professional Development Committee will evaluate and make recommendations on how to establish a yearly firefighter evaluation process to ensure core and essential functions are consistently able to be met		Dec-18	Professional Development Committee	Met in December. Update: The committee is meeting weekly and this item is part of their overall discussion.
Include the involvement of the EMS Medical Director and faculty from Vidant in clinical education	Participate in the Pitt County Con-Ed Committee. Provide regular updates to staff		Sep-18	Shift Medic 1	Staff attending regular meetings
Institute a formalized progression process for new providers within the department in consultation with the Medical Director	Develop, establish and implement a formalized orientation process for new EMS providers		Nov-18	Professional Development Committee	Transferred F/R personnel to Training Division to develop a formalize orientation process
Consider instituting random, independent customer surveys for patients receiving care from GFR	Formalize a process and program for random, independent customer surveys for patients receiving care from GFR		Dec-18	Shift Medic 1	Currently collecting customer service surveys (average 30+ month). Evaluation of formalize process is ongoing; review at Command Staff meeting

Recommendations	Implementation Plan	Timeline	Budgetary Implications	Responsible Party	Status
Undertake a formal analysis of call volume demands and performance to develop a data-based evaluation of the deployment model (i.e. dispatch procedures) that ensures effective allocation of resources, evaluation of workload, and response	Deployment committee will evaluate and make recommendations pertaining to an independent consulting firm performing formal analysis of call volume demands and performance and develop a data-based evaluation of the deployment model	Jan-19		Deployment Committee	Update: Staff committee has met and a request for proposal is under development.
Conduct continual analyses utilizing demand, risk, and unit travel times at times of expansion and/or station replacement to ensure that service enhancements couldn't be realized with relocating existing stations as a first option	Conduct formal Station Location Analysis	Apr-19		F/R Chief	
Formalize a change management process to look at data prior to and after any operational change using a defined set of metrics	Develop and implement a formal change management administrative policy	Sep-18		F/R Deputy Chief	Ongoing; DC is currently working on this.
Operations Recommendations					
a) Workload Evaluate daily-minimum staffing level is a high priority for resources, especially with the Ladder/Tower Truck and Rescue Truck	Deployment Committee will evaluate and make recommendations for daily-minimum staffing levels	Nov-18		Deployment Committee	Update: Due to the high level of staff participation on other committees, this group has not been form. We anticipate the work of this committee to begin March 2019.
Evaluate peak demand staffing is also an important priority as a potential next step in strengthening the GFRD on-duty firefighter contingent with significant attention focused on current and future workload	Evaluate and make recommendations for peak demand staffing levels	Jan-19		Deployment Committee	Update: An additional ambulance was placed in service in December 2018 to provide additional service during peak demand.
b) Response Technology and Personnel Accountability					
(1) Work with the Pitt County 911 Communications Center to: (a) institute a performance measurement system benchmarked against national standards; and,	Deployment Committee to include Pitt County 911 will evaluate and make recommendations for a performance measurement system benchmarked against national standards			Deployment Committee	
(b) to deliver services at an agreed upon level of service.	Evaluate and make recommendations for level of service delivery from Pitt County 911	Jan-19		Deployment Committee	

Recommendations	Implementation Plan	Timeline	Budgetary Implications	Responsible Party	Status
Invest in advanced technology such as automatic vehicle location (AVL) on all fire department response apparatus in order to improve response times	Evaluate and make recommendations for advanced technology such as automatic vehicle location (AVL) on all fire department response apparatus	Jan-19		Deployment Committee	
Consider "auto-enroute" and "auto-arrive" technology to eliminate human interface with these priority time benchmarks	Evaluate and make recommendations for "auto-enroute" and "auto-arrive" technology			Deployment Committee	
Review and formally evaluate efficacy of "squads" given high call load. Ensure that unintended negative consequences regarding number of vehicles sent to lower acuity calls is abated	Review and formally evaluate efficacy of unit utilization	Jan-19		Deployment Committee	
Develop response configurations based on AMPDS coding	Evaluate and make recommendations for response configurations based on AMPDS coding	Jan-19		Deployment Committee	
Establish a hierarchy and/or clarify the hierarchy on medical responses	Evaluate and make recommendations for a hierarchy and/or clarify the hierarchy on medical responses	Jan-19		Deployment Committee	
c) Standard Cover Determine the expected level of service from GFRD and consistently evaluate the department against that stated level of service or standard of coverage	Evaluate the department against that stated level of service or standard of coverage	Oct-18		Accreditation Manager	Accreditation Peer Review is scheduled for 11/11/18 - 11/15/18. Onsite Visit with CPSE is in preparation to set before Commission (CFAI) in March 2019. Standards of cover is in place and extensive work has been completed within the last 3 years. Completed on 11/15/18
Consider submitting response data to "FIRECARES as a benchmarking source	Evaluate and make recommendations for submitting response data to "FIRECARES"	Nov-18		Accreditation Manager	Update: This item is under review as part of an overall analysis of the department's data software programs.
Provide an annual update of data analysis for departmental personnel and city management staff	Provide an annual update of data analysis for departmental personnel and city management staff	Jan-19		F/R Chief	Submitted fire data to NFIRS on a monthly basis. Currently working with IT to upgrade records management system in Image Trend to become NEMSIS v3 compliant