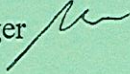


# NOTES

TO: Honorable Mayor and City Council Members

FROM: Michael Cowin, Assistant City Manager 

DATE: October 16, 2019

SUBJECT: Materials for Your Information

Please find attached the following materials for your information:

1. A flyer for the Movie in the Park hosted by the City of Greenville and United Way on Friday, October 18, 2019 at 5:30 p.m. at the Town Common
2. A memo from Mark Holtzman, Chief of Police, regarding Halloween preparations
3. A memo from Byron Hayes, Director of Financial Services, regarding the effects of switching to taxable financing
4. A memo from Eric Griffin, Fire/Rescue, regarding the F/R Assessment Recommendations and Implementation plans status

mc

Attachments

THE CITY OF GREENVILLE & UNITED WAY PRESENTS

NOW SHOWING:  
**COCO**

# MOVIE IN THE PARK

**FRIDAY, OCTOBER 18**

5:30 PM • MOVIE BEGINS AT 7:00 PM



**COMMUNITY FAIR BEGINS AT 5:30 PM!**

UNITED WAY OF PITT COUNTY  
STUDENT SUCCESS ACADEMY  
PARENTS FOR PUBLIC SCHOOLS  
OPERATION SUNSHINE  
THE FOOD BANK  
COUNCIL ON AGING  
GREENVILLE HOUSING AUTHORITY

REAL CRISIS  
LIFE OF NC STRIVE  
HYSTER-YALE  
VIDANT HEALTH  
NURSE-FAMILY PARTNERSHIP  
DSM DYNEEMA



**Greenville**  
NORTH CAROLINA

*Find yourself in good company®*



POLICE DEPARTMENT

## Memorandum

**To:** Ann Wall, City Manager

**From:** Mark Holtzman, Chief of Police 

**Date:** October 10, 2019

**Subject:** Halloween Preparations

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This year, Halloween festivities are planned in Uptown Greenville on Thursday, October 31. The Greenville Police Department wants to ensure this Halloween is a safe and enjoyable time for people of all ages. In order to facilitate this atmosphere, GPD officials invited uptown bar and business owners in the affected area to a meeting on October 2, 2019; plans were reviewed with the attendees and their questions, mainly concerning parking, were answered by GPD personnel. Additionally, a planning meeting is scheduled with ECU personnel and City officials on October 16, 2019.

### **CHECKING STATIONS**

Three checking stations are planned throughout downtown Greenville (see attached map) and will be in place from 9:00 p.m. until 1:30 a.m. These checking stations are optional; however, if someone does not wish to go through a checking station, they will not be allowed to enter the event area. For security reasons, no weapons (real or costume), anything that can be used as a weapon, or masks will be permitted in the designated event areas. The checking stations are anticipated to be located as follows:

- 5th and Reade
- 5th and Evans
- Cotanche near Parking Deck

### **ROAD CLOSURES**

Roads surrounding the event area will close at 5:00 p.m. on Wednesday, October 31 (see attached map).

### **PARKING**

The Five Points lot and the 4th Street Parking Deck will both be open for public parking this year.

### **SECURITY**

The Greenville Police Department has hired "Staff One" to work security at the downtown entrance points. Security staff will be dressed in identifying neon shirts and vests, similar to what one might be used to seeing at East Carolina University sporting events. This will allow for

Memo re: Halloween Preparations  
Page 2  
October 10, 2019

a smooth transition into the downtown area and free up emergency personnel to allow them to respond and be available for true emergency situations and calls for service. Extra police officers will still be stationed in the downtown area and throughout the city.

**NEIGHBORHOODS**

Officers will also be dispersed throughout the city to provide high-visibility patrols in neighborhoods known for a high volume of foot traffic during trick-or-treat hours.

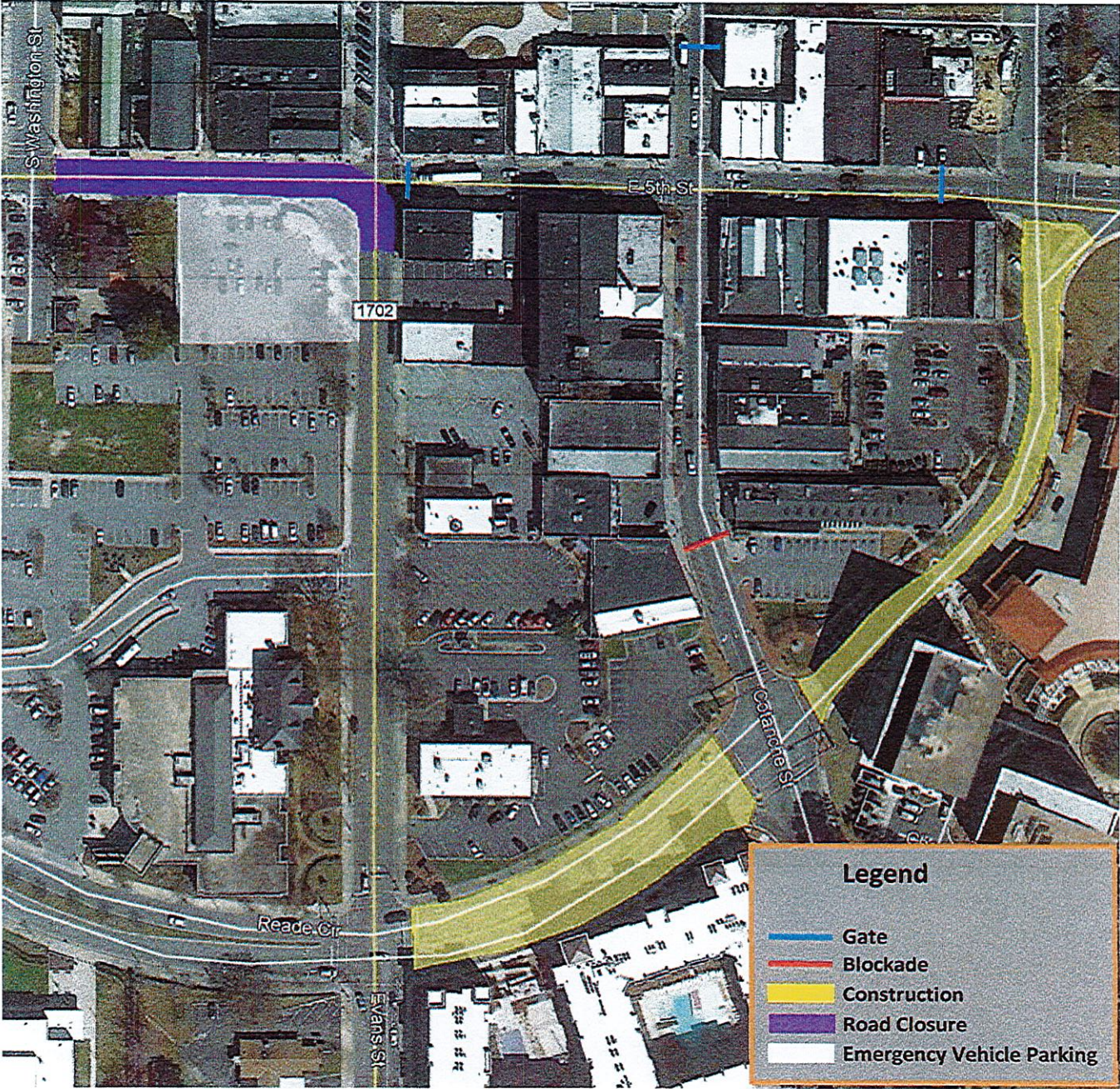
Attachment\*

*\*Noted locations on attached map are subject to slight adjustments due to ongoing construction in the downtown area*

***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.*

# Halloween 2019 Map





*Find yourself in good company*

## MEMORANDUM

**TO:** Ann Wall, City Manager  
**FROM:** Byron Hayes, Director of Financial Services *BH*  
**DATE:** October 16, 2019  
**SUBJECT:** Effect of Switching to Taxable Financing

In 2014 the City secured tax-exempt installment financing to build a parking deck in the uptown district. As a result of the tax-exempt status of the financing the City is under obligations regarding the use of the parking deck. The IRS does not allow tax-exempt financing when greater than 10% of the financing is for private use.

As the Uptown district grows, the City seeks to have greater flexibility regarding the use of the Parking Deck. In order to have greater flexibility the City is required to refinance the outstanding principal from the Parking Deck Installment Financing to taxable financing. The annual effect to the City will be an additional \$5,000 in debt service.

An estimated schedule of future payments is attached.

cc: Michael Cowin, Assistant City Manager  
Jacob Joyner, Financial Services Manager

SOURCES AND USES OF FUNDS

City of Greenville, NC - Refinancing Analysis  
 Refunding All of 2014 Parking Debt Deck - Level Savings

Dated Date 11/15/2019  
 Delivery Date 11/15/2019

Sources:

Bond Proceeds:	
Par Amount	3,165,112.53
Other Sources of Funds:	
Accrued Interest Contribution	46,861.25
	3,211,973.78

Uses:

Refunding Escrow Deposits:	
Cash Deposit	3,211,973.78
	3,211,973.78

SUMMARY OF REFUNDING RESULTS

City of Greenville, NC - Refinancing Analysis  
Refunding All of 2014 Parking Debt Deck - Level Savings

Dated Date	11/15/2019
Delivery Date	11/15/2019
Arbitrage yield	3.499679%
Escrow yield	0.000000%
Value of Negative Arbitrage	
Bond Par Amount	3,165,112.53
True Interest Cost	3.499679%
Net Interest Cost	3.500000%
All-In TIC	3.499679%
Average Coupon	3.500000%
Average Life	5.070
Par amount of refunded bonds	3,165,112.53
Average coupon of refunded bonds	3.250000%
Average life of refunded bonds	5.044
PV of prior debt to 11/15/2019 @ 3.499679%	3,176,539.80
Net PV Savings	-35,433.98
Percentage savings of refunded bonds	-1.119517%



SAVINGS

City of Greenville, NC - Refinancing Analysis  
Refunding All of 2014 Parking Debt Deck - Level Savings

Date	Prior Debt Service	Prior Receipts	Prior Net Cash Flow	Refunding Debt Service	Savings	Present Value to 11/15/2019 @ 3.4996787%
06/01/2020	269,451.03	46,861.25	222,589.78	220,510.00	2,079.78	2,047.16
06/01/2021	427,914.88		427,914.88	432,898.98	-4,984.10	-4,765.40
06/01/2022	417,086.87		417,086.87	422,070.97	-4,984.10	-4,602.90
06/01/2023	406,258.85		406,258.85	411,242.95	-4,984.10	-4,445.95
06/01/2024	395,430.84		395,430.84	400,414.94	-4,984.10	-4,294.34
06/01/2025	384,602.82		384,602.82	389,586.92	-4,984.10	-4,147.91
06/01/2026	373,774.80		373,774.80	378,758.90	-4,984.10	-4,006.47
06/01/2027	362,946.78		362,946.78	367,930.88	-4,984.10	-3,869.85
06/01/2028	352,118.77		352,118.77	357,102.87	-4,984.10	-3,737.89
06/01/2029	341,290.75		341,290.75	346,274.85	-4,984.10	-3,610.43
	3,730,876.39	46,861.25	3,684,015.14	3,726,792.26	-42,777.12	-35,433.98

Savings Summary

PV of savings from cash flow	-35,433.98
Net PV Savings	-35,433.98

SAVINGS

City of Greenville, NC - Refinancing Analysis  
Refunding All of 2014 Parking Debt Deck - Level Savings

Date	Prior Debt Service	Prior Receipts	Prior Net Cash Flow	Refunding Debt Service	Savings	Annual Savings	PV Factor	Present Value to 11/15/2019 @ 3.4996787%
11/15/2019		46,861.25	-46,861.25		-46,861.25		1.000000000	-46,861.25
12/01/2019	51,433.08		51,433.08		51,433.08		0.998459227	51,353.83
06/01/2020	218,017.95		218,017.95	220,510.00	-2,492.05	2,079.78	0.981288259	-2,445.42
12/01/2020	215,310.94		215,310.94	217,802.99	-2,492.05		0.964412588	-2,403.36
06/01/2021	212,603.94		212,603.94	215,095.99	-2,492.05	-4,984.10	0.947827136	-2,362.03
12/01/2021	209,896.94		209,896.94	212,388.99	-2,492.05		0.931526912	-2,321.41
06/01/2022	207,189.93		207,189.93	209,681.98	-2,492.05	-4,984.10	0.915507010	-2,281.49
12/01/2022	204,482.93		204,482.93	206,974.98	-2,492.05		0.899762610	-2,242.25
06/01/2023	201,775.92		201,775.92	204,267.97	-2,492.05	-4,984.10	0.884288974	-2,203.69
12/01/2023	199,068.92		199,068.92	201,560.97	-2,492.05		0.869081445	-2,165.79
06/01/2024	196,361.92		196,361.92	198,853.97	-2,492.05	-4,984.10	0.854135447	-2,128.55
12/01/2024	193,654.91		193,654.91	196,146.96	-2,492.05		0.839446482	-2,091.94
06/01/2025	190,947.91		190,947.91	193,439.96	-2,492.05	-4,984.10	0.825010130	-2,055.97
12/01/2025	188,240.90		188,240.90	190,732.95	-2,492.05		0.810822047	-2,020.61
06/01/2026	185,533.90		185,533.90	188,025.95	-2,492.05	-4,984.10	0.796877963	-1,985.86
12/01/2026	182,826.89		182,826.89	185,318.94	-2,492.05		0.783173681	-1,951.71
06/01/2027	180,119.89		180,119.89	182,611.94	-2,492.05	-4,984.10	0.769705079	-1,918.14
12/01/2027	177,412.89		177,412.89	179,904.94	-2,492.05		0.756468103	-1,885.16
06/01/2028	174,705.88		174,705.88	177,197.93	-2,492.05	-4,984.10	0.743458769	-1,852.74
12/01/2028	171,998.88		171,998.88	174,490.93	-2,492.05		0.730673162	-1,820.87
06/01/2029	169,291.87		169,291.87	171,783.92	-2,492.05	-4,984.10	0.718107436	-1,789.56
	3,730,876.39	46,861.25	3,684,015.14	3,726,792.26	-42,777.12	-42,777.12		-35,433.98

Savings Summary

PV of savings from cash flow	-35,433.98
Net PV Savings	-35,433.98

BOND SUMMARY STATISTICS

City of Greenville, NC - Refinancing Analysis  
Refunding All of 2014 Parking Debt Deck - Level Savings

Dated Date	11/15/2019
Delivery Date	11/15/2019
First Coupon	06/01/2020
Last Maturity	06/01/2029
Arbitrage Yield	3.499679%
True Interest Cost (TIC)	3.499679%
Net Interest Cost (NIC)	3.500000%
All-In TIC	3.499679%
Average Coupon	3.500000%
Average Life (years)	5.070
Weighted Average Maturity (years)	5.070
Duration of Issue (years)	4.580
Par Amount	3,165,112.53
Bond Proceeds	3,165,112.53
Total Interest	561,679.73
Net Interest	561,679.73
Total Debt Service	3,726,792.26
Maximum Annual Debt Service	432,898.98
Average Annual Debt Service	390,467.18
Underwriter's Fees (per \$1000)	
Average Takedown	
Other Fee	
Total Underwriter's Discount	
Bid Price	100.000000

Bond Component	Par Value	Price	Average Coupon	Average Life	Average Maturity Date	PV of 1 bp change
Bond Component	3,165,112.53	100.000	3.500%	5.070	12/09/2024	1,417.89
	3,165,112.53			5.070		1,417.89

	TIC	All-In TIC	Arbitrage Yield
Par Value	3,165,112.53	3,165,112.53	3,165,112.53
+ Accrued Interest			
+ Premium (Discount)			
- Underwriter's Discount			
- Cost of Issuance Expense			
- Other Amounts			
Target Value	3,165,112.53	3,165,112.53	3,165,112.53
Target Date	11/15/2019	11/15/2019	11/15/2019
Yield	3.499679%	3.499679%	3.499679%

BOND PRICING

City of Greenville, NC - Refinancing Analysis  
 Refunding All of 2014 Parking Debt Deck - Level Savings

Bond Component	Maturity Date	Amount	Rate	Yield	Price
Bond Component:					
	06/01/2020	160,197.02	3.500%	3.500%	100.000
	12/01/2020	165,216.97	3.500%	3.500%	100.000
	06/01/2021	165,401.27	3.500%	3.500%	100.000
	12/01/2021	165,588.79	3.500%	3.500%	100.000
	06/01/2022	165,779.58	3.500%	3.500%	100.000
	12/01/2022	165,973.72	3.500%	3.500%	100.000
	06/01/2023	166,171.25	3.500%	3.500%	100.000
	12/01/2023	166,372.25	3.500%	3.500%	100.000
	06/01/2024	166,576.77	3.500%	3.500%	100.000
	12/01/2024	166,784.85	3.500%	3.500%	100.000
	06/01/2025	166,996.58	3.500%	3.500%	100.000
	12/01/2025	167,212.01	3.500%	3.500%	100.000
	06/01/2026	167,431.22	3.500%	3.500%	100.000
	12/01/2026	167,654.26	3.500%	3.500%	100.000
	06/01/2027	167,881.21	3.500%	3.500%	100.000
	12/01/2027	168,112.13	3.500%	3.500%	100.000
	06/01/2028	168,347.08	3.500%	3.500%	100.000
	12/01/2028	168,586.16	3.500%	3.500%	100.000
	06/01/2029	168,829.41	3.500%	3.500%	100.000
		3,165,112.53			

Dated Date	11/15/2019	
Delivery Date	11/15/2019	
First Coupon	06/01/2020	
Par Amount	3,165,112.53	
Original Issue Discount		
Production	3,165,112.53	100.000000%
Underwriter's Discount		
Purchase Price	3,165,112.53	100.000000%
Accrued Interest		
Net Proceeds	3,165,112.53	

BOND DEBT SERVICE

City of Greenville, NC - Refinancing Analysis  
 Refunding All of 2014 Parking Debt Deck - Level Savings

Period Ending	Principal	Coupon	Interest	Debt Service
06/01/2020	160,197.02	3.500%	60,312.98	220,510.00
06/01/2021	330,618.24	3.500%	102,280.74	432,898.98
06/01/2022	331,368.37	3.500%	90,702.60	422,070.97
06/01/2023	332,144.97	3.500%	79,097.98	411,242.95
06/01/2024	332,949.02	3.500%	67,465.92	400,414.94
06/01/2025	333,781.43	3.500%	55,805.49	389,586.92
06/01/2026	334,643.23	3.500%	44,115.67	378,758.90
06/01/2027	335,535.47	3.500%	32,395.41	367,930.88
06/01/2028	336,459.21	3.500%	20,643.66	357,102.87
06/01/2029	337,415.57	3.500%	8,859.28	346,274.85
	3,165,112.53		561,679.73	3,726,792.26

BOND DEBT SERVICE

City of Greenville, NC - Refinancing Analysis  
 Refunding All of 2014 Parking Debt Deck - Level Savings

Period Ending	Principal	Coupon	Interest	Debt Service
06/01/2020	160,197.02	3.500%	60,312.98	220,510.00
12/01/2020	165,216.97	3.500%	52,586.02	217,802.99
06/01/2021	165,401.27	3.500%	49,694.72	215,095.99
12/01/2021	165,588.79	3.500%	46,800.20	212,388.99
06/01/2022	165,779.58	3.500%	43,902.40	209,681.98
12/01/2022	165,973.72	3.500%	41,001.26	206,974.98
06/01/2023	166,171.25	3.500%	38,096.72	204,267.97
12/01/2023	166,372.25	3.500%	35,188.72	201,560.97
06/01/2024	166,576.77	3.500%	32,277.20	198,853.97
12/01/2024	166,784.85	3.500%	29,362.11	196,146.96
06/01/2025	166,996.58	3.500%	26,443.38	193,439.96
12/01/2025	167,212.01	3.500%	23,520.94	190,732.95
06/01/2026	167,431.22	3.500%	20,594.73	188,025.95
12/01/2026	167,654.26	3.500%	17,664.68	185,318.94
06/01/2027	167,881.21	3.500%	14,730.73	182,611.94
12/01/2027	168,112.13	3.500%	11,792.81	179,904.94
06/01/2028	168,347.08	3.500%	8,850.85	177,197.93
12/01/2028	168,586.16	3.500%	5,904.77	174,490.93
06/01/2029	168,829.41	3.500%	2,954.51	171,783.92
	3,165,112.53		561,679.73	3,726,792.26

PRIOR BOND DEBT SERVICE

City of Greenville, NC - Refinancing Analysis  
Refunding All of 2014 Parking Debt Deck - Level Savings

Period Ending	Principal	Coupon	Interest	Debt Service
06/01/2020	166,584.87	3.250%	102,866.16	269,451.03
06/01/2021	333,169.74	3.250%	94,745.14	427,914.88
06/01/2022	333,169.74	3.250%	83,917.13	417,086.87
06/01/2023	333,169.74	3.250%	73,089.11	406,258.85
06/01/2024	333,169.74	3.250%	62,261.10	395,430.84
06/01/2025	333,169.74	3.250%	51,433.08	384,602.82
06/01/2026	333,169.74	3.250%	40,605.06	373,774.80
06/01/2027	333,169.74	3.250%	29,777.04	362,946.78
06/01/2028	333,169.74	3.250%	18,949.03	352,118.77
06/01/2029	333,169.74	3.250%	8,121.01	341,290.75
	3,165,112.53		565,763.86	3,730,876.39

SUMMARY OF BONDS REFUNDED

City of Greenville, NC - Refinancing Analysis  
Refunding All of 2014 Parking Debt Deck - Level Savings

Bond	Maturity Date	Interest Rate	Par Amount	Call Date	Call Price
IP 2014 - Parking Deck (without prepayment), IP20142:					
BOND	06/01/2020	3.250%	166,584.87	11/15/2019	100.000
	12/01/2020	3.250%	166,584.87	11/15/2019	100.000
	06/01/2021	3.250%	166,584.87	11/15/2019	100.000
	12/01/2021	3.250%	166,584.87	11/15/2019	100.000
	06/01/2022	3.250%	166,584.87	11/15/2019	100.000
	12/01/2022	3.250%	166,584.87	11/15/2019	100.000
	06/01/2023	3.250%	166,584.87	11/15/2019	100.000
	12/01/2023	3.250%	166,584.87	11/15/2019	100.000
	06/01/2024	3.250%	166,584.87	11/15/2019	100.000
	12/01/2024	3.250%	166,584.87	11/15/2019	100.000
	06/01/2025	3.250%	166,584.87	11/15/2019	100.000
	12/01/2025	3.250%	166,584.87	11/15/2019	100.000
	06/01/2026	3.250%	166,584.87	11/15/2019	100.000
	12/01/2026	3.250%	166,584.87	11/15/2019	100.000
	06/01/2027	3.250%	166,584.87	11/15/2019	100.000
	12/01/2027	3.250%	166,584.87	11/15/2019	100.000
	06/01/2028	3.250%	166,584.87	11/15/2019	100.000
	12/01/2028	3.250%	166,584.87	11/15/2019	100.000
	06/01/2029	3.250%	166,584.87	11/15/2019	100.000
			3,165,112.53		



ESCROW REQUIREMENTS

City of Greenville, NC - Refinancing Analysis  
Refunding All of 2014 Parking Debt Deck - Level Savings

Period Ending	Interest	Principal Redeemed	Total
11/15/2019	46,861.25	3,165,112.53	3,211,973.78
	46,861.25	3,165,112.53	3,211,973.78

ESCROW STATISTICS

City of Greenville, NC - Refinancing Analysis  
 Refunding All of 2014 Parking Debt Deck - Level Savings

Total Escrow Cost	Modified Duration (years)	Yield to Receipt Date	Yield to Disbursement Date	Perfect Escrow Cost	Value of Negative Arbitrage	Cost of Dead Time
Global Proceeds Escrow: 3,211,973.78				3,211,973.78		
3,211,973.78				3,211,973.78	0.00	0.00

Delivery date 11/15/2019  
 Arbitrage yield 3.499679%

UNREFUNDED BOND DEBT SERVICE

City of Greenville, NC - Refinancing Analysis  
Refunding All of 2014 Parking Debt Deck - Level Savings

Period Ending	Principal	Coupon	Interest	Debt Service
12/01/2019	166,584.87	3.250%	2,707	169,291.87
	166,584.87		2,707	169,291.87



## FIRE/RESCUE

**To:** Ann Wall, City Manager  
**From:** Eric Griffin, Fire/Rescue Chief  
**Date:** October 9, 2019  
**Subject:** F/R Assessment Recommendations & Implementation Plans Status

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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.

- The Compensation and Incentive Committee recommendations have been implemented.
- The Professional Development Committee has completed their work and recommendations have been presented.
- The Professional Standards Committee has completed their work and recommendations have been presented.
- The first session of emotional intelligence training for supervisors has been completed.
- The peak time EMS unit is in service. It is operating mainly in the Medical District during peak demand hours each week. Currently we are performing an evaluation of the unit's daily utilization time and staffing make-up.
- The Deployment Committee is currently being formed to begin the work on the related recommendations found in the report.
- The Intergenerational Communication workshop is under deployment.
- The station location analysis plan was reviewed and the current plan is accurate.
- A formalized orientation process for new EMS providers has been established and implemented.

## 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. <b>Update:</b> Complete
Create a Project Management Dashboard	<p>Coordinate with the IT department to create, configure and implement a project dashboard that will be used to track and disseminate departmental information</p> <p>Analyze, develop and implement a new position of F/R Strategic Project Manager</p>	<p>Oct-18</p> <p>Oct-18</p>		<p>F/R Chief</p> <p>F/R Chief</p>	<p>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. <b>Update:</b> 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.</p> <p>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. <b>Update:</b> Dr. Brinkley continues to provide great leadership, support and direction for the staff committees.</p>
Turnover	Revise and implement exit interview process	Sep-18		H/R	HR completed
Recruitment of New or Former Staff	Fire Officer 1 Employment Process	<p>Aug-18</p> <p>08/24/18 - 09/05/18</p> <p>Week of 09/17- 9/22</p>		F/R and H/R	<p>Ongoing; have identified 4 new F/R I which 2 are former employees. Offer should be within 1 week</p> <p>Re-hired 2 former employees in November 2018 and hired 2 previously trained employees in December.</p> <p><b>Update:</b> Job offers will be given to 20 potential employees the week of Feb. 11th</p> <p><b>Update:</b> Employees have graduated from the academy and are functioning members on shift. Complete</p>
	Back Ground Check and Screenings				
	Projected Start Date				

Recommendations	Implementation Plan	Timeline	Budgetary Implications	Responsible Party	Status
Fire/Rescue Trainee Hiring Process	<p>Written Test:</p> <p>Orientation Physical Performance Test</p> <p>Physical Performance Test</p> <p>Panel Interview:</p> <p>Chiefs' Interview:</p> <p>Psychological Evaluation:</p>	<p>September 28, 2018, Saturday, September 29, 2018</p> <p>Thursday October 18, 2018 - Friday, October 19, 2018 ~ 8:00 a.m.-3:00 p.m.;</p> <p>October 21, 2018 ~ 8:00 a.m.-12:00 p.m.</p> <p>Friday, October 26, 2018 , Saturday, October 27, 2018</p> <p>Week of November 12, 2018</p> <p>Week of December 3, 2018</p> <p>January 2 – January 8, 2019</p>		<p>F/R and H/R</p> <p>H/R</p>	

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 <b>Update:</b> Recommendations are ready and will be presented to the City Manager by the H/R Director. <b>Update:</b> Compensation incentive plan has been implemented.
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	<b>Update:</b> This committee is meeting regularly. <b>Update:</b> The Professional Development Committee work was completed on September 27, 2019 and recommendations given to the City Manager.

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. <b>Update:</b> F/R Supervisor are scheduled to participate in an emotional intelligence assessment and training class the week of Feb. 18th. <b>Update:</b> Complete
<b>Communication</b>					
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. <b>Update:</b> 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. <b>Update:</b> Completed 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	<b>Update: A diverse group of F/R staff completed the Strategic Plan update in January 7, 2019.</b>
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	<b>Update:</b> This committee is meeting regularly. <b>Update:</b> Professional Standards Committee work was completed on October 1, 2019 and recommendations given to the City Manager.
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	<b>Update:</b> This committee is meeting regularly. <b>Update:</b> Complete
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	

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<b>Career Development</b>					
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	<b>Update:</b> 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 . <b>Update:</b> Complete
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	<b>Update:</b> Under development as part of the annual evaluation. <b>Update:</b> Complete
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. <b>Update:</b> This committee is meeting weekly and this item is part of their overall discussion. <b>Update:</b> Complete
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. <b>Update:</b> Event was held September 2019
<b>Training</b>					
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. <b>Update:</b> The committee is meeting weekly and this item is part of their overall discussion. <b>Update:</b> Complete
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. <b>Update:</b> Complete, policy and procedures have been implemented
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

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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	<b>Update:</b> Staff committee has met and a request for proposal is under development. <b>Update:</b> Ongoing and under formation
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	<b>Update:</b> Complete
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. <b>Update:</b> Complete policy and procedure in place
<b>Operations Recommendations</b>					
<b>a) Workload</b>					
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	<b>Update:</b> 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. <b>Update:</b> Currently under formation
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	<b>Update:</b> An additional ambulance was placed in service in December 2018 to provide additional service during peak demand. <b>Update:</b> currently operating and under reevaluation of staffing and deployment matrix
<b>b) Response Technology and Personnel Accountability</b>					
(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	

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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	
<b>c) Standard Cover</b> 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	<b>Update:</b> This item is under review as part of an overall analysis of the department's data software programs. <b>Update:</b> Complete
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. <b>Update:</b> Complete