

10.6.14

City Council Meeting

Item 13: Presentations by Boards and Commissions

a. Greenville Bicycle and Pedestrian Commission

3rd Annual Bike and Pedestrian Counts

Gross Numbers (from 2 locations: Evans & 5th; City Dog Park)

- 2012: 50 bicyclists, 91 pedestrians, 4 skateboarders/rollerbladers
- 2013: 89 bicyclists, 1,168 pedestrians, 0 skateboarders/rollersbladers
- 2014: 85 bicyclists, 1,013 pedestrians, 13 skateboarders/rollerbladers

Special Designations

- Continued Walk-Friendly Community Designation application, which is awarded by the Pedestrian and Bicycle Information Center
- Partnered with Greenville Police Department to earn the Watch for Me NC designation and funding for Greenville

2014 Advisory Roles

- Partnering with NCDOT, City of Greenville, and ECU on the 10th Street Corridor study team
- Participated with consultants on the Tar River Legacy Plan
- Continued discussions and provided input on Greenville's proposed Commercial Sidewalk Ordinance

The Greenville Bicycle and Pedestrian Commission is positioned to provide input, attend meetings, and help transform City street improvements by proposing sharrows, bike lanes, and other improvements as feasible.

Item 13: Presentations by Boards and Commissions

b. Investment Advisory Committee

Purpose



October 6, 2014

Committees

Investment Advisory Committee

- Scott Below – Chairman
- Tilwanda Steinberg – Vice Chairman
- Cameron Evans – Secretary

City Council Liaison

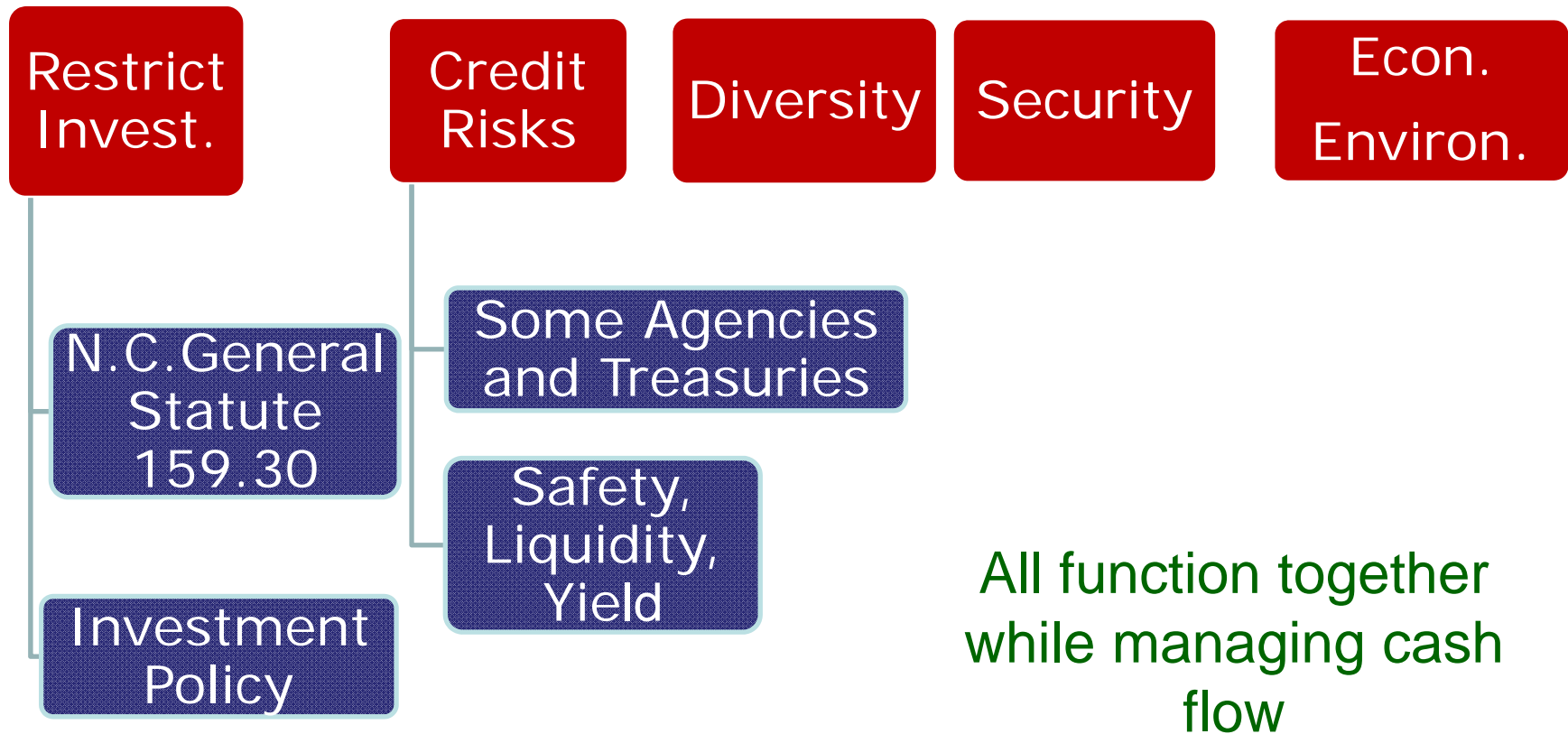
- Mayor Pro-Tem Calvin Mercer

Investment Committee

- Barbara Lipscomb – City Manager
- Christopher Padgett – Assistant City Manager
- Bernita Demery – Director of Financial Services
- Kimberly Branch – Financial Services Manager

October 6, 2014

Investment Considerations

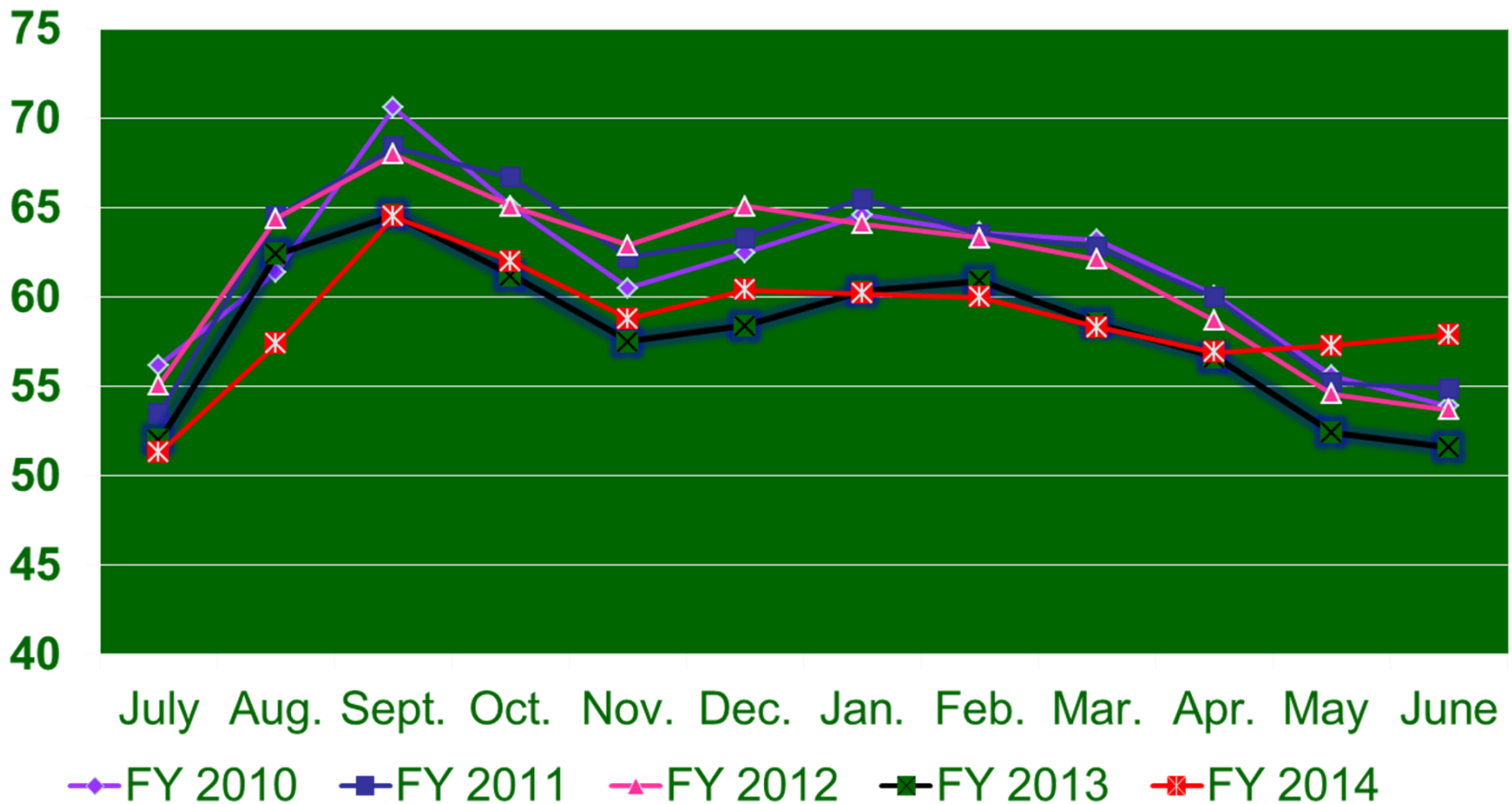


Objectives

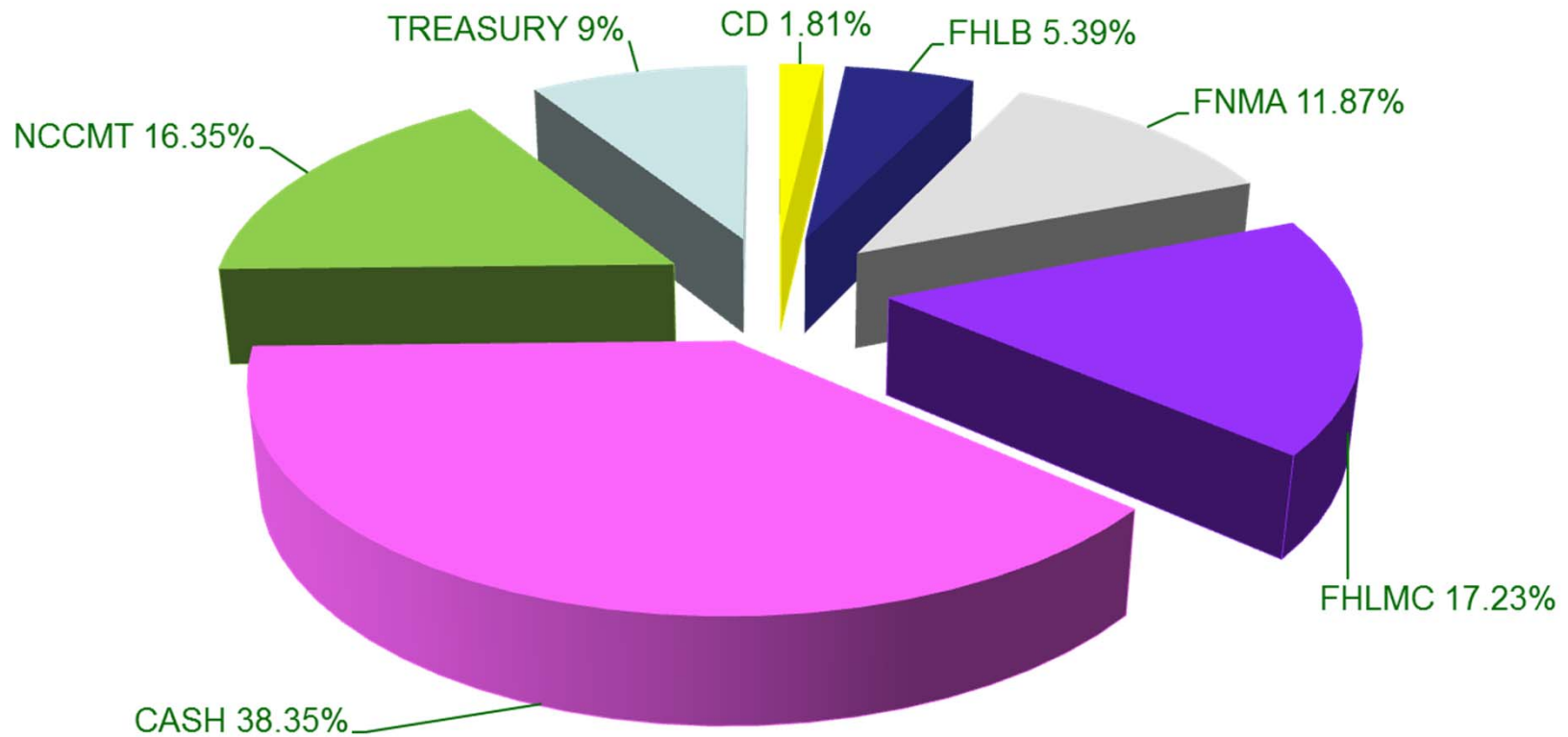
- **SYSTEMATIC APPROACH**
- **VOID OF SPECULATION**
- **MAXIMIZE EARNINGS**
- **PERFORMANCE EVALUATION**

October 6, 2014

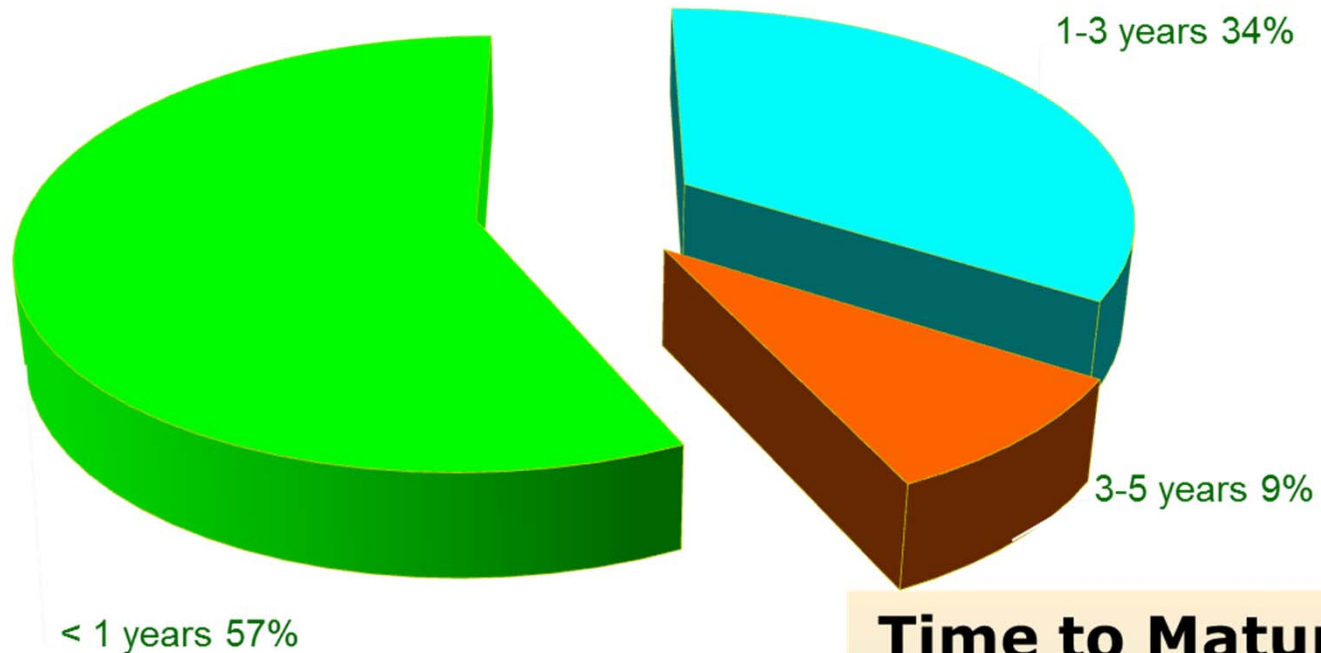
Five Year Cash Balance History



Portfolio Allocation



Portfolio by Maturity

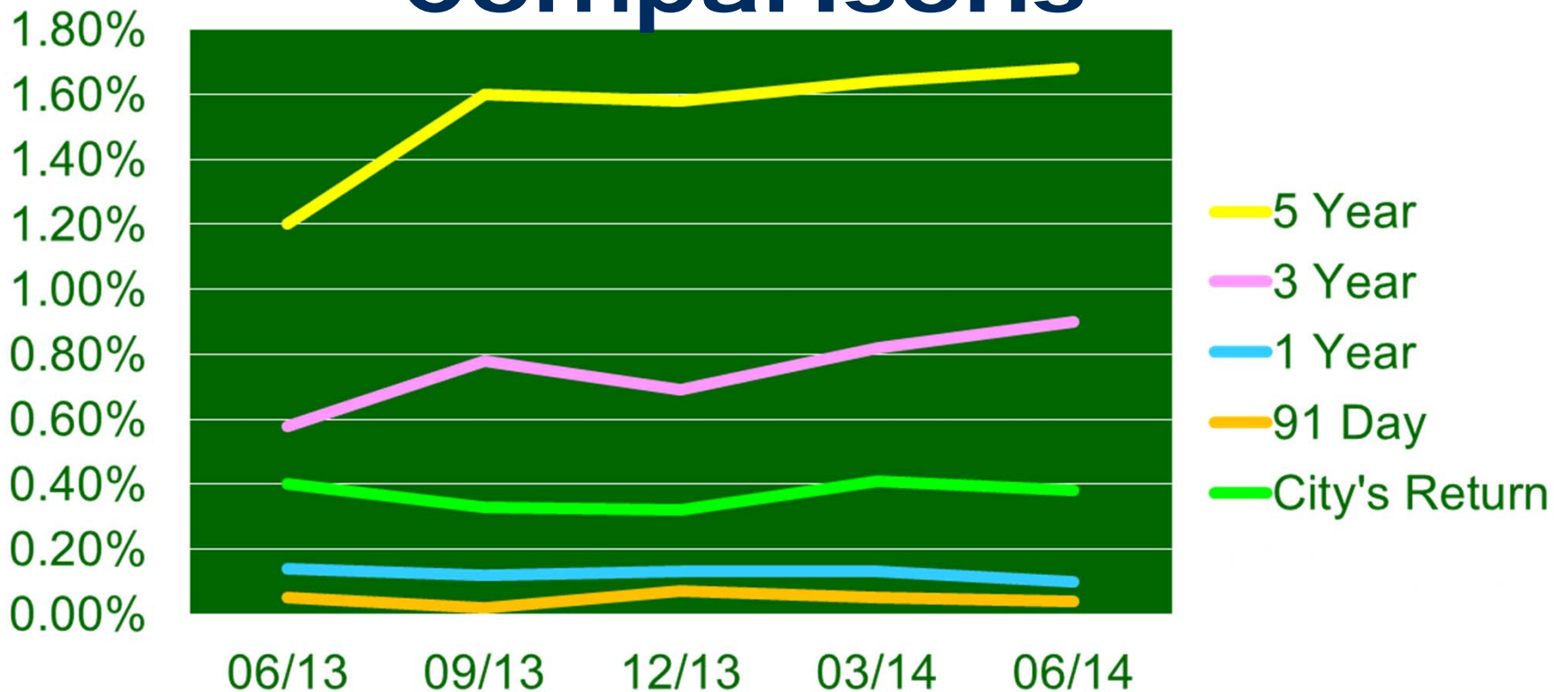


**Time to Maturity
- Percentage of
Portfolio**

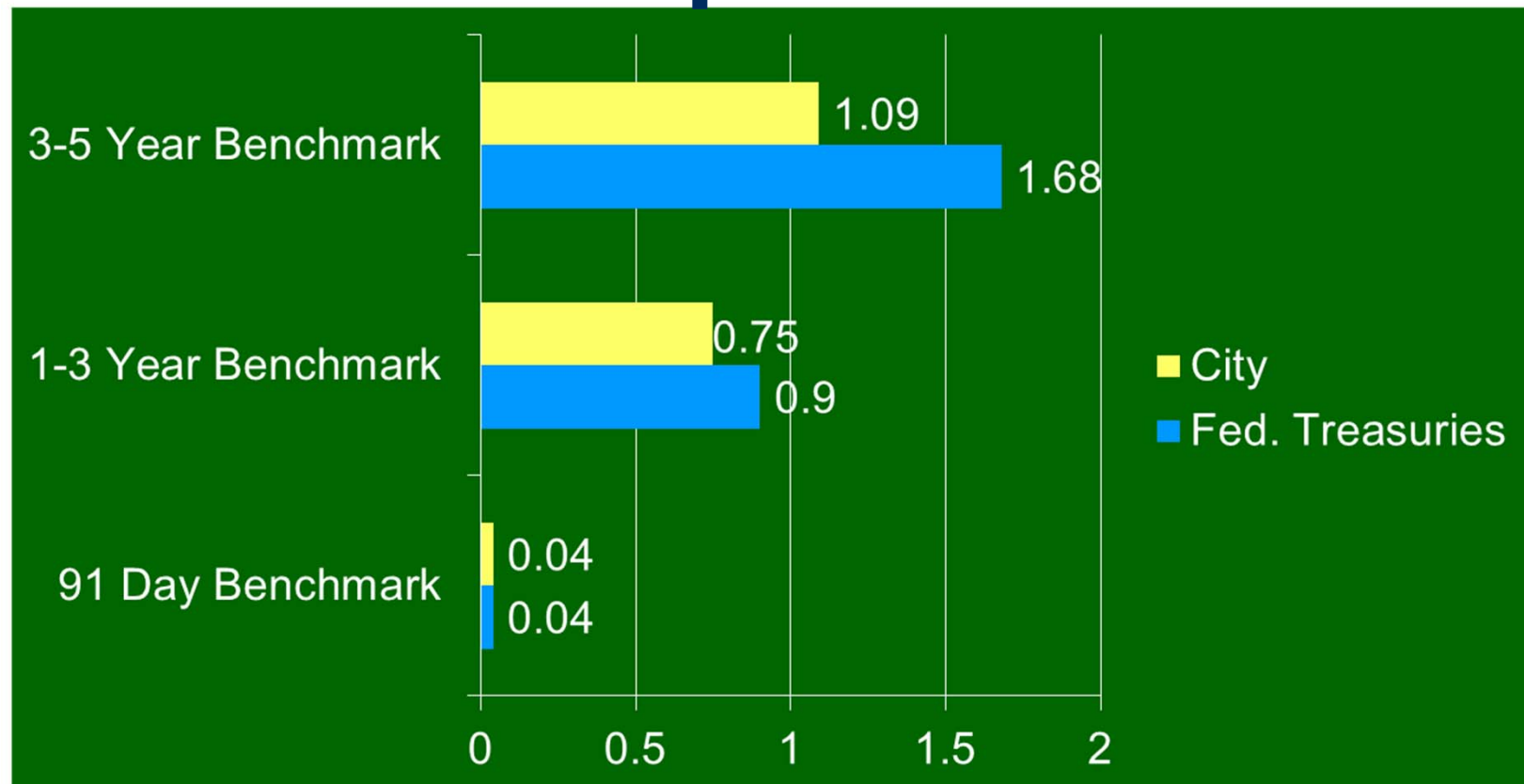
City of Greenville Rate Comparison

Investment Portfolio Update		
	<u>June 30, 2014</u>	<u>June 30, 2013</u>
Market	\$ 59.6 M	\$ 52.6 M
YTM Return @ Cost	.38%	.40%

City of Greenville Yield Quarterly T-Bill Rate Comparisons



City of Greenville YTM Comparison



Accomplishments

- Maintained a diverse Portfolio
- Transitioned long term investments into shorter terms
- Managed the investment of Bond proceeds

Considerations for 2015

- Continued diversification within restrictions
- Continued attention to yield while maintaining liquidity and safety
- Update Investment Policy

Item 14: Presentation from ICMA on Fire/Rescue Department Study

Operational Analysis

Fire and Emergency Medical Services

Greenville, North Carolina
October 6, 2014

ICMA





ICMA Project Staff

- Thomas J. Wieczorek, Director
- Leonard A. Matarese, Director, Research and Project Development
- Dov N. Chelst, Ph.D., Director of Quantitative Analysis
- Steven Knight, Ph.D., Senior Manager
- Joseph E. Pozzo, Senior Manager
- Gerry Hoetmer, Senior Associate
- Gang Wang, Ph.D., Senior Quantitative Analyst
- Sarita Vasudevan, Quantitative Analyst
- Dennis Kouba, Editor



Presentation Agenda

- Project Methodology
- Key ICMA Observations
- Data and Workload Analysis Overview
- Service Demand and Station Response Overview
- Transitional Staffing Considerations
- Questions



Project Methodology

- The project began with an analysis of fire department administrative, operational, and response data information.
- On-site analysis by the ICMA operations team.
- Data and Workload Analysis completed.
- Response and demand mapping completed.
- Additional communication with city staff for follow-up information and understanding of operations.
- Final report documents project work.



Purpose of Fire Operational Analysis

- Departmental efficiency studies have been an on-going city process-this report addresses the fire-rescue department.
- Provide information with supportive rationale for how the department may transition to alternative staffing and deployment models and expand services in the future.
- Generate recommendations that contemplate provision of the same or better levels of fire and EMS service.



Key ICMA Observations

- ICMA found the GFRD provides excellent service to the Greenville community, its citizens, businesses, and the region, and is respected by the community and city leadership.
- Department members are truly interested in and committed to serving the city to the best of their abilities.
- The Interim Fire Chief is engaged to address current and future issues, and is viewed by department personnel as a measure of consistency.



Key ICMA Observations

A need to implement certain fundamental organizational components to assist with decision making, planning, and administrative matters:

- Comprehensive strategic plan
- Community risk and vulnerability analysis
- Internal risk management plan
- Performance measurement benchmarking



Key ICMA Observations

- Strongly consider the Center for Public Safety Excellence (CPSE) accreditation program and conduct a self-assessment under the CPSE guidelines as a means toward overall organizational improvement.
- A need to review the use of overtime, including how it is calculated and applied to ensure consistency as it connects to the Fair Labor Standards Act (FLSA)



Key ICMA Observations

- Demand for service is highest in the central core of the city.
- Emergency Medical Services responses represent the largest percentage of calls for service. This is typical for fire departments across the country.
- There is an overstaffing of ambulance crews; thus our recommendation to reduce personnel staffing on ambulances from three to two as an efficiency measure and as a more effective use of staffing.
- The need for an additional ambulance during peak load times to reduce the workload of those 24-hour staffed ambulances.



Key ICMA Observations

- On average, the workload of fire units is not at a critical point where immediate action is necessary to close workload gaps.
- The data analysis in itself provides significant value to the city as the city now has a workload analysis from which to move forward with in future planning efforts.
- The city should be well-positioned to recruit and evaluate fire chief candidates based on the information and evaluation from this study.

ICMA has provided twenty-five recommendations to assist the city and the GFRD in addressing these and other observations discussed in the report.



What are the Drivers for Staffing and Deployment of Fire-EMS Resources?

- Fire Risk of the Community
- Call Demand
- Workload of Units
- Travel Times from Fire Stations
- NFPA Standards/OSHA Requirements/ISO
- EMS Demand
- Critical Tasking
- Ability to Fund
- Community Expectations



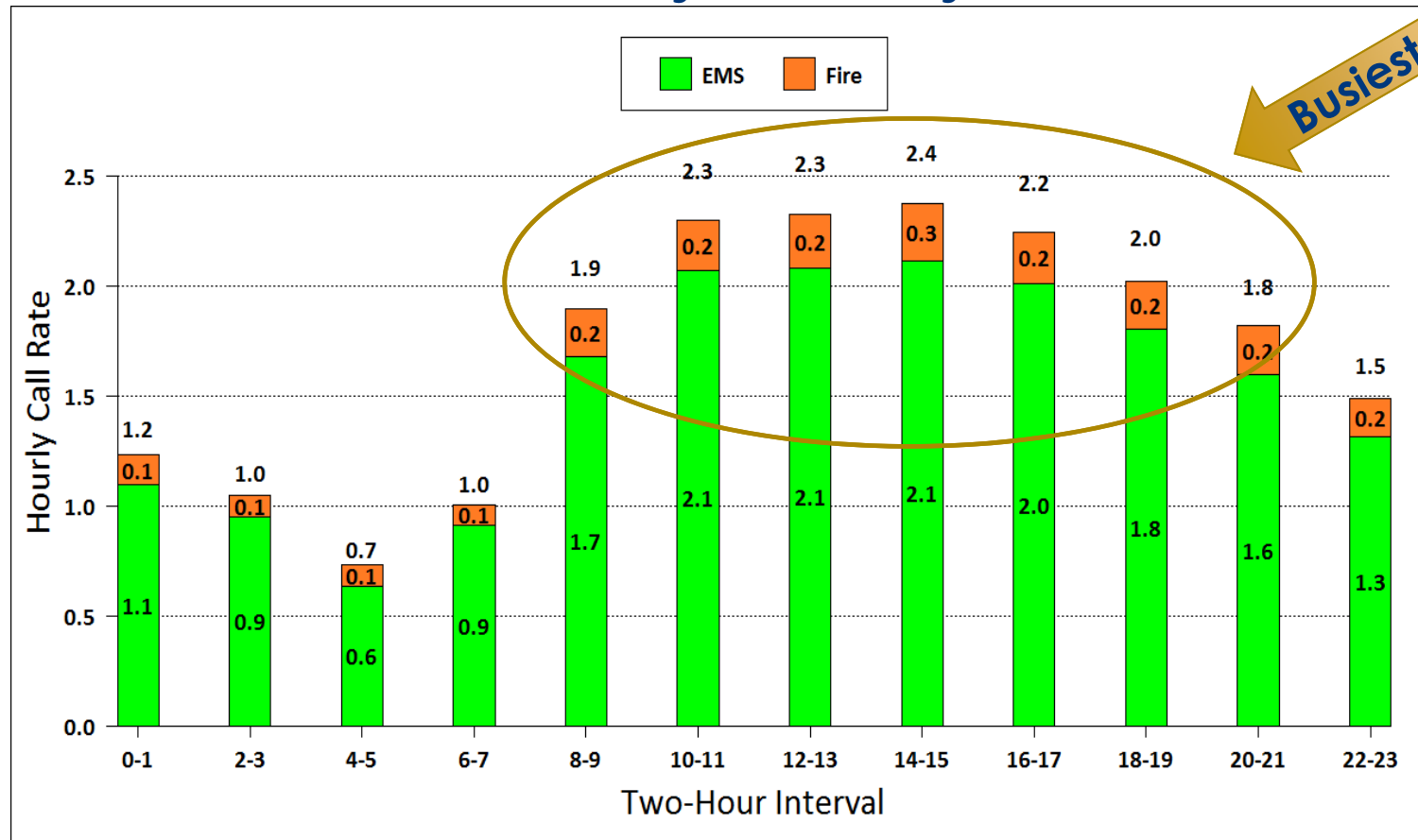
Data and Workload Analysis Overview

Call Type	Number of Calls	Calls per Day	Call Percentage
Cardiac and stroke	1,635	4.5	10.9
Seizure and unconsciousness	1,208	3.3	8.0
Breathing difficulty	1,399	3.8	9.3
Overdose and psychiatric	724	2.0	4.8
MVA	993	2.7	6.6
Fall and injury	2,080	5.7	13.8
Illness and other	5,290	14.5	35.1
EMS Total	13,329	36.5	88.6
Structure fire	135	0.4	0.9
Outside fire	116	0.3	0.8
Hazard	147	0.4	1.0
False alarm	970	2.7	6.4
Good intent	84	0.2	0.6
Public service	168	0.5	1.1
Fire Total	1,620	4.4	10.8
Canceled	102	0.3	0.7
Total	15,051	41.2	100.0



Data and Workload Analysis Overview

Calls by Hour of Day

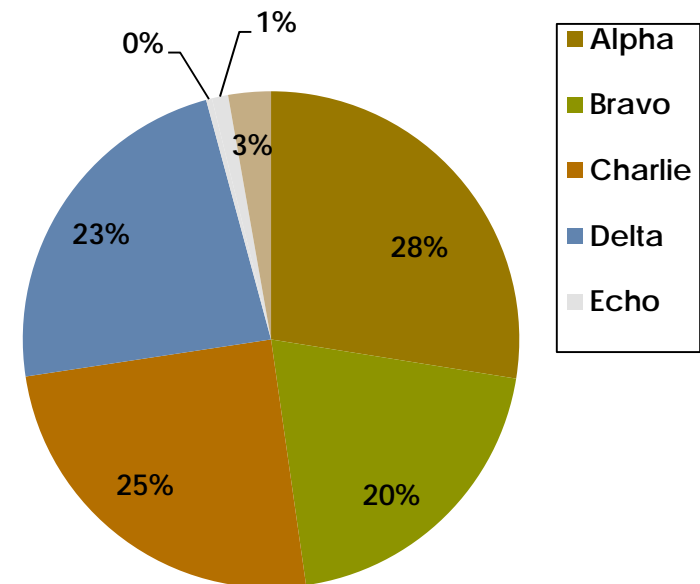




Data and Workload Analysis Overview

EMS Calls by EMD Determinant

EMD Determinant	Number of Calls	Calls per Day	Call Percentage
Alpha	3,669	10.1	27.5
Bravo	2,694	7.4	20.2
Charlie	3,315	9.1	24.9
Delta	3,090	8.5	23.2
Echo	51	0.1	0.4
Omega	141	0.4	1.1
Missing	369	1.0	2.8
EMS Total	13,329	36.5	100.0





Data and Workload Analysis Overview

Average Response Time

Call Type	Dispatch Time	Turnout Time	Travel Time	Response Time	Sample Size
Cardiac and stroke	0.6	1.1	4.9	6.7	1,529
Seizure and unconsciousness	0.7	1.1	4.9	6.7	1,098
Breathing difficulty	0.6	1.1	5.1	6.8	1,312
Overdose and psychiatric	0.7	1.2	7.7	9.6	632
MVA	1.2	1.0	4.0	6.1	876
Fall and injury	0.7	1.2	6.1	8.0	1,887
Illness and other	0.7	1.2	6.2	8.1	4,821
EMS Total	0.7	1.1	5.7	7.6	12,155
Structure fire	1.2	1.7	3.5	6.4	125
Outside fire	1.1	0.9	5.2	7.2	114
Hazard	1.2	1.1	5.3	7.6	141
False alarm	0.7	1.1	5.5	7.3	951
Good intent	1.2	1.3	4.8	7.2	81
Public service	0.9	0.7	5.1	6.8	150
Fire Total	0.9	1.1	5.2	7.2	1,562
Total	0.7	1.1	5.7	7.5	13,717



Data and Workload Analysis Overview

90th Percentile Response Time

Call Type	Dispatch Time	Turnout Time	Travel Time	Response Time	Sample Size
Cardiac and stroke	1.0	1.9	7.5	9.5	1,529
Seizure and unconsciousness	1.2	1.9	7.7	9.9	1,098
Breathing difficulty	1.0	1.9	7.9	10.0	1,312
Overdose and psychiatric	1.2	2.0	14.3	16.3	632
MVA	1.8	1.7	6.2	9.0	876
Fall and injury	1.2	2.0	10.3	12.6	1,887
Illness and other	1.2	1.9	10.1	12.2	4,821
EMS Total	1.2	1.9	9.5	11.7	12,155
Structure fire	2.1	3.1	6.0	8.9	125
Outside fire	1.6	1.6	8.2	10.5	114
Hazard	2.1	2.6	9.4	11.3	141
False alarm	1.2	2.1	8.4	10.7	951
Good intent	2.1	2.5	8.6	10.5	81
Public service	1.8	1.9	11.2	13.2	150
Fire Total	1.6	2.2	8.5	10.9	1,562
Total	1.2	2.0	9.4	11.6	13,717



Key ICMA Observations-Staffing

Unit Type	Number of Units	Staffing Per Unit	Minimum Number of Personnel per Shift	Total Personnel
Engine (Quint)	5	3	15	52.35
Pumper	1	3	3	10.47
Ambulances	5	3	15	52.35
Ambulance	1	2	2	6.98
Ambulance	1	3	This unit cross staffs Engine 4—personnel accounted for in Engine count above.	
Tower Ladder/Heavy Rescue	2-Cross-staffed	2	2	6.98
Medic 1 (EMS Specialist/Supervisor)	1	1	1	3.49
Battalion Chief	1	1	1	3.49
Current Deployment-Minimum Staffing	16		39	117
Staffing Multiplier	16		(1.16per position) = 45.37	136.11
Staffing Factor for Vacancies			6.37, 6.37, 6.37	Plus 19.11
Current Total Personnel Assigned to Operational Staffing				145
Adjusted Personnel Assigned to Operational Staffing Using Staffing Factor				136.11
Available Personnel				Plus 8.89

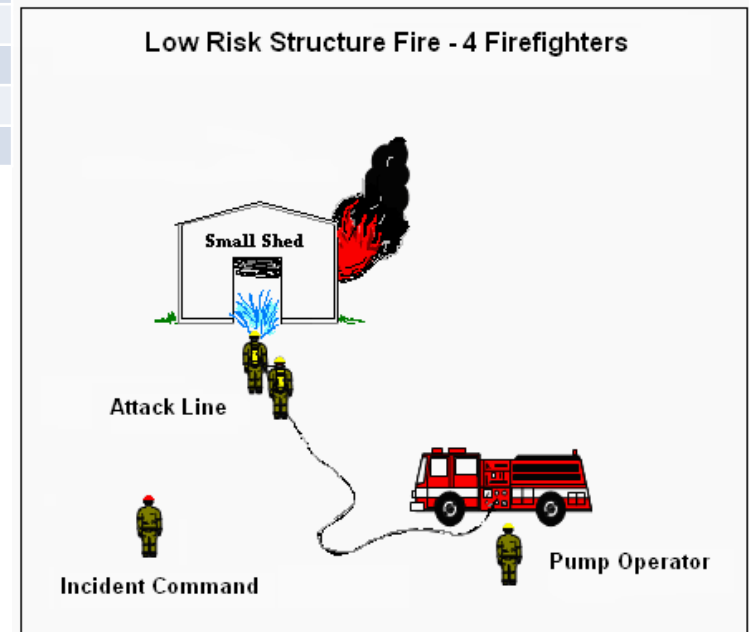
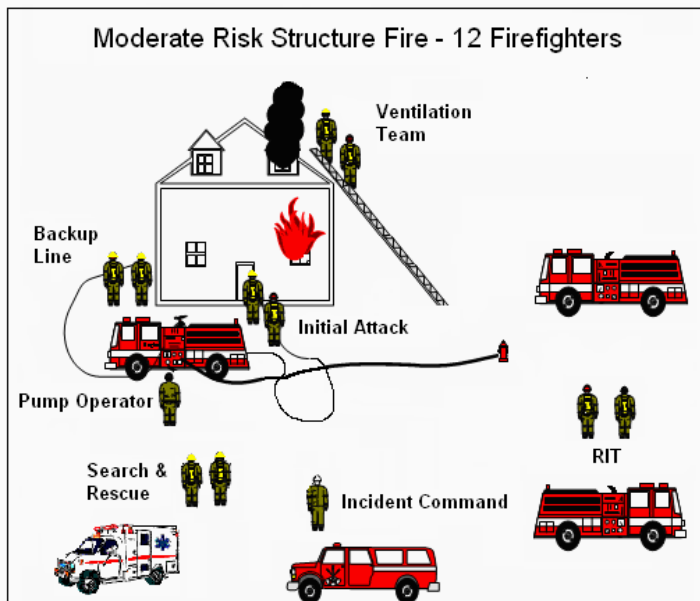
- It is recommended that Greenville utilize a relief staffing multiplier similar to the one presented in the report and better manage available leave positions.
- Maintaining the current minimum daily staffing of 39 is supported by ICMA.



Key ICMA Observations: FIRE

Staffing for Demand and Type of Call

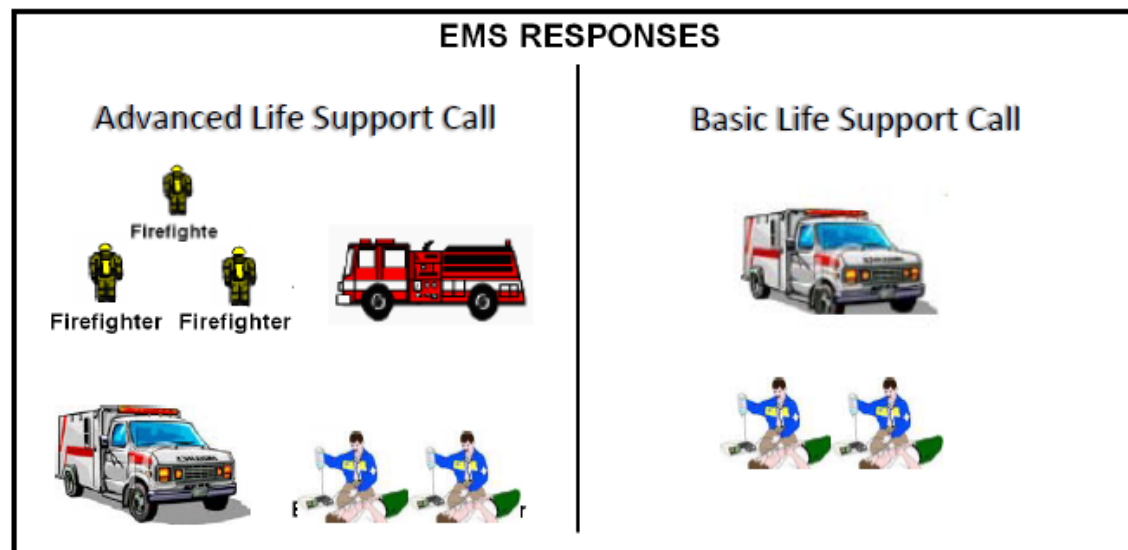
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Public service	168	0.5	1.1
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Key ICMA Observations: EMS Staffing for Demand and Type of Call

Call Type	Number of Calls	Calls per Day	Call Percentage
Cardiac and stroke	1,635	4.5	10.9
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Illness and other	5,290	14.5	35.1
EMS Total	13,329	36.5	88.6





Key ICMA Observations:

Staffing for Demand and Type of Call

- It is strongly recommended the GFRD complete a fire and community risk assessment. This assessment should be done in conjunction with the fire and EMS calls for service demand analysis provided in this report, along with the department's current effort to identify, plot, and analyze high-hazard risks.
- Greenville has a Public Protection Classification of three (3) as issued by the North Carolina Department of Insurance Office of State Fire Marshal indicating a response rating in the *upper one-third of the rating system*.
- It is recommended the transitional alternatives offered to increase effectiveness of EMS while utilizing efficiencies identified in this report be considered.



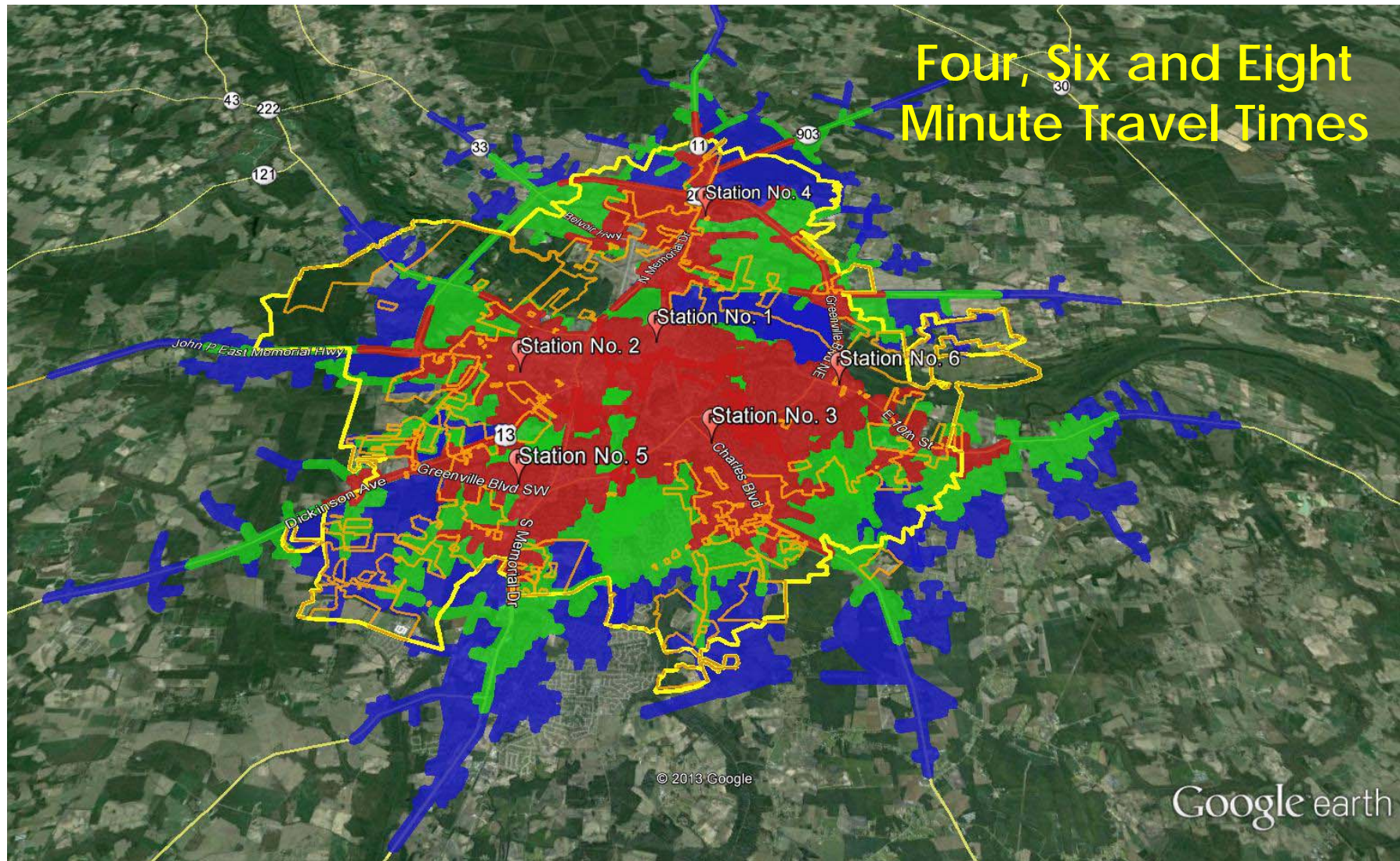
Key ICMA Observations:

Short Term Transitional Considerations

- Assign Ambulance 11 to Station 1 on a permanent 24/7 basis.
- Assign a peak load ambulance to Station 2 from 0800 to 2000 hours (utilizing reallocated resources as demonstrated in this report).
- Assign a peak load ambulance to Station 3 from 0800 to 2000 hours (utilizing reallocated resources as demonstrated in this report).
- Maintain Ambulance 4 as a part of the entire response system when the system reaches capacity and this resource is needed for response.
- As funding allows, acquire and implement automatic vehicle locator (AVL) capability for dispatching the closest unit.
- Manage the workload of the units and actively move peak units to cover gaps in coverage.



Key ICMA Observations: Travel Times





Key ICMA Observations:

Long Term Term Transitional Considerations

- Initially place only an EMS unit in service at the seventh station with a staffing of two (total needed is six plus the staffing factor). This is appropriate when reviewing current demand and risk.
- Consider utilizing another fire suppression/EMS transport vehicle in the seventh station as discussed above with a staffing of three as it will perform both fire and EMS services-OR



Deploy a Quint or pumper apparatus (minimum staffing of three) and an EMS transport ambulance (minimum staffing of two) from the seventh station.



Key ICMA Observations:

Long Term Term Transitional Considerations

- Review workload of peak load staffing units. Maintain their deployment schedule and location or reallocate staffing from one or both of these units to staff the seventh station if workload indicators are supportive.
- Follow the above deployment alternatives during the planning of, and the staffing and deployment models for the eighth station.
- If growth continues on the southwest side of the city, consideration should be given to consolidating services with a neighboring fire district. This creates efficiencies for both jurisdictions.



Key ICMA Observations:

- Regardless of EMS system design, what does remain is the possibility to reduce staffing on ambulances to two personnel without negatively impacting service.
- ICMA recognizes the need to have EMS supervision and supports the fire chief's proposal. The creation of these Medic One/Supervisor positions should be a planned measure to meet a more modern organizational structure that promotes supervision of all facets of the organization.
- Adding a position dedicated to plans review would improve the productivity and overall efficiency of the fire prevention function.
- It is strongly recommended the city and county emergency managers meet on a regular basis to openly discuss current and emerging emergency management issues, and as well the county emergency management director should be invited to and should participate in the city's emergency management exercises.



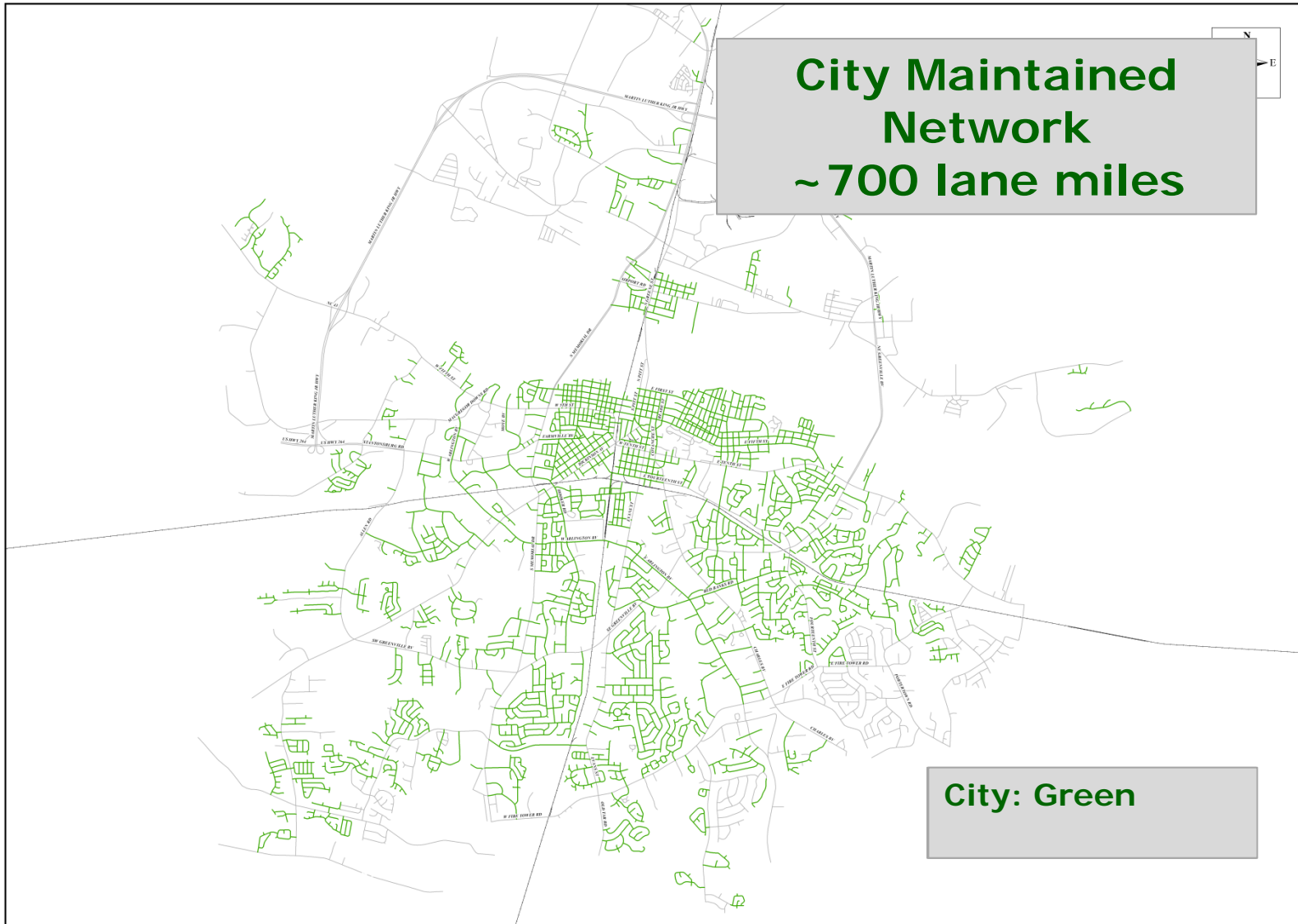
Key ICMA Observations:

- It is strongly recommended that the establishment a joint city/ county 911 communication center advisory board occur that focuses on current and emerging issues in emergency communications.
- The issues with the county 911 communications center are such that the city of Greenville may consider available funding, organizational options, and recent state legislation that enable the city to petition the county to establish a secondary PSAP service and an emergency communications center.

Item 16: Contract award for the 2014 Street Resurfacing Project

Background on Roadway Infrastructure

- City Streets – Approximately 700 lane miles
- Maintenance Responsibility – Public Works
- Road Resurfacing Required every 20-25 years
- Required Resurfacing= 30–35 Miles/Year
- \$2.5 Million/Year – Required for Resurfacing to Achieve a 20-25 Year Life



Current Funding for Roadways

- \$4.0 Million Approved by City Council
- \$1.3 Million Spent in FY14
- \$2.7 Million available for Improvements

Development of the 2014 Road Resurfacing Program

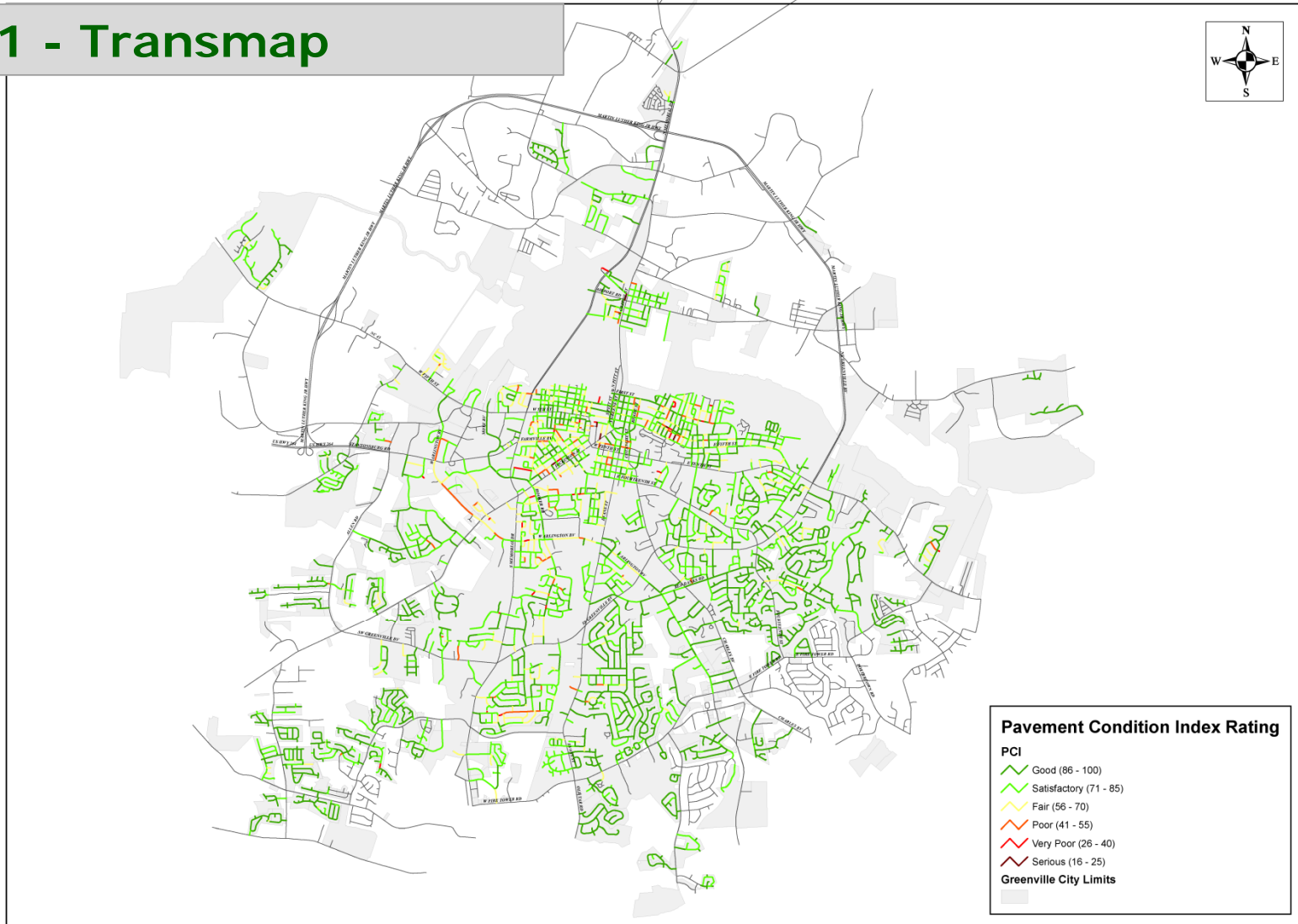
With the Transmap pavement evaluation phase complete, a project level evaluation of those roads listed in poor condition was undertaken. The evaluation included the following:

- Physical evaluation through field inspection and asphalt core samples.
- Estimation of sub-grade repairs.
- Evaluation of any needed storm drainage repairs/replacements.

Development of the 2014 Road Resurfacing Program

- GUC coordination of anticipated water, sewer, gas or electric repairs/replacements.
- Due to GUC's infrastructure age in the inner City core, roads in this area were excluded from this contract to allow time for GUC to inspect and schedule any anticipated repairs.

Step 1 - Transmap



Step 2 – Physical Inspection



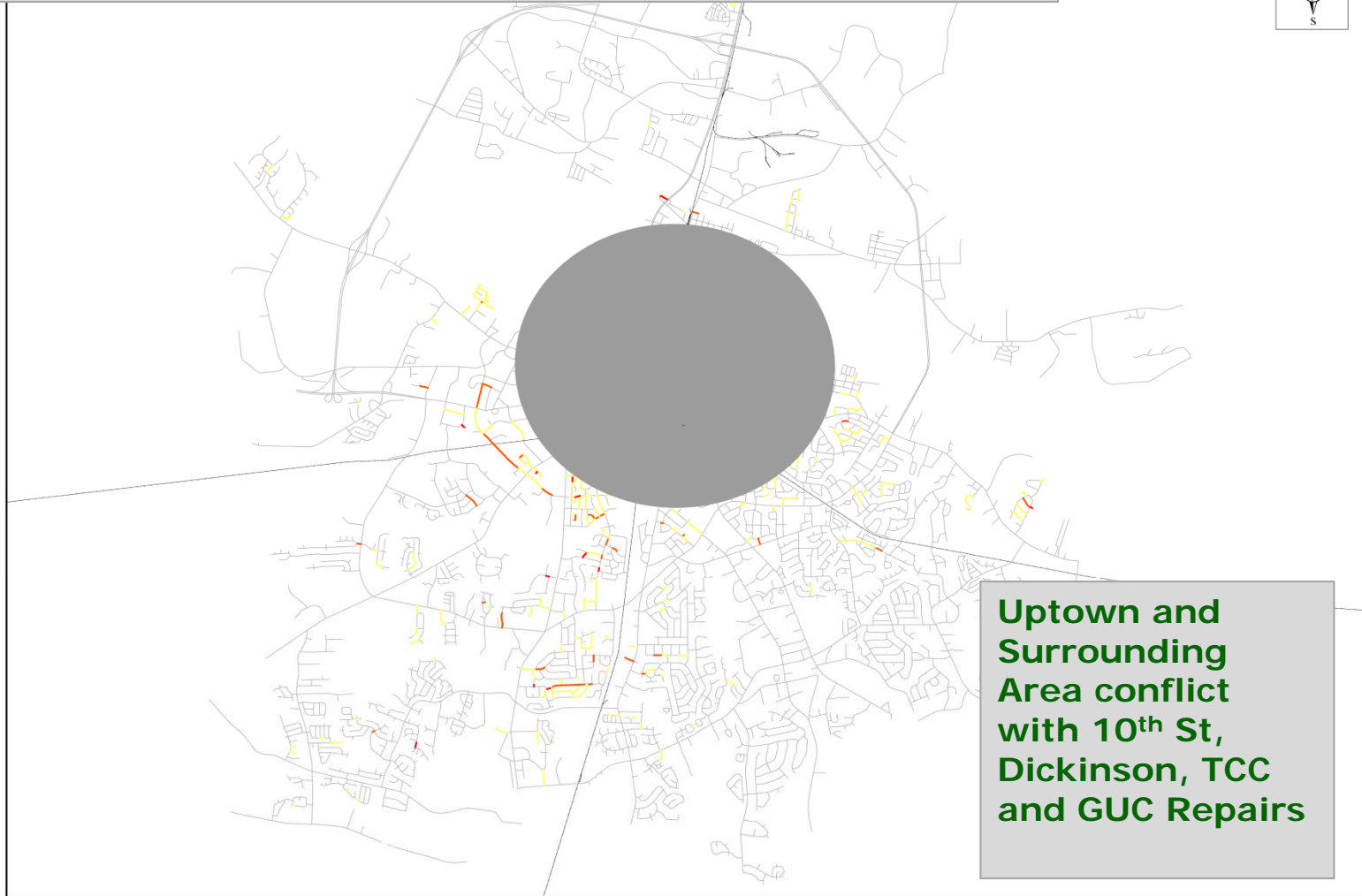
Martinsborough Road
PCI Rating = 82

Find yourself in good company

Step 2 cont'd– Physical Inspection

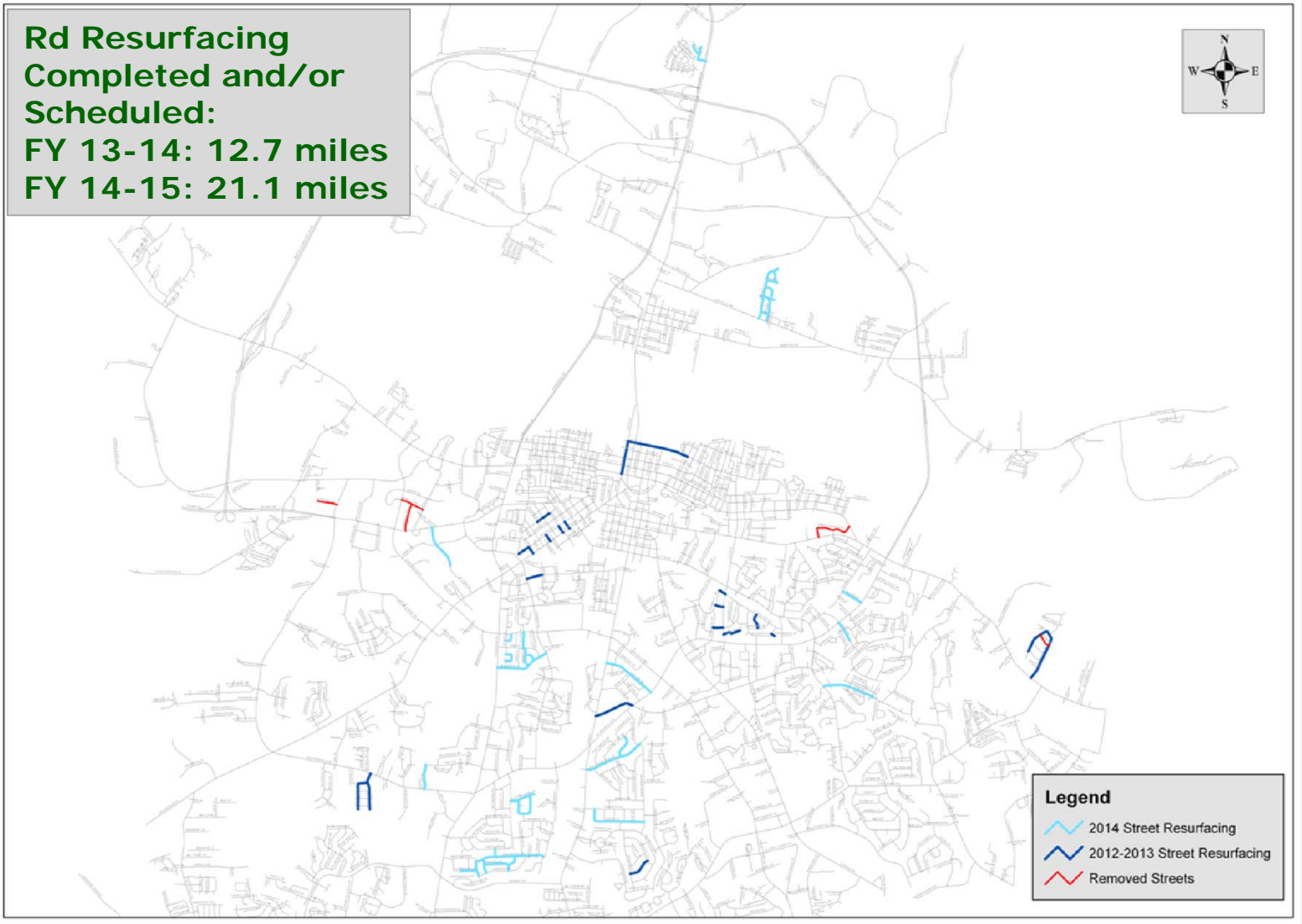


Step 3 – Coordinate with Utility Partners



Uptown and Surrounding Area conflict with 10th St, Dickinson, TCC and GUC Repairs

**Rd Resurfacing
Completed and/or
Scheduled:
FY 13-14: 12.7 miles
FY 14-15: 21.1 miles**



2014 Road Resurfacing Contract

- Two Bids received September 15, 2014 – Barnhill Contracting and S.T. Wooten
- Lowest Responsible Bid – Barnhill Contracting – Base Bid - \$1,798,772.00
- An alternative bid was received for base repair being part of the contract but it exceeded available budget.
- Subgrade or Base repairs will be done by the Street Maintenance Division.

Request

- Request is for approval of Barnhill Contracting's base bid in the amount of \$1,798,772.00 to include a 10% contingency for a total budget amount of \$1,978,649.20.
- Total Lane Miles to be resurfaced – 21.1
- Street Maintenance Division has begun work on subgrade (base) repair on streets just being overlaid as well as repairs/replacements of storm drain pipe and installation of needed ADA improvements.

Item 17: Funding for Site Ready Program

Greenville Site Ready Program

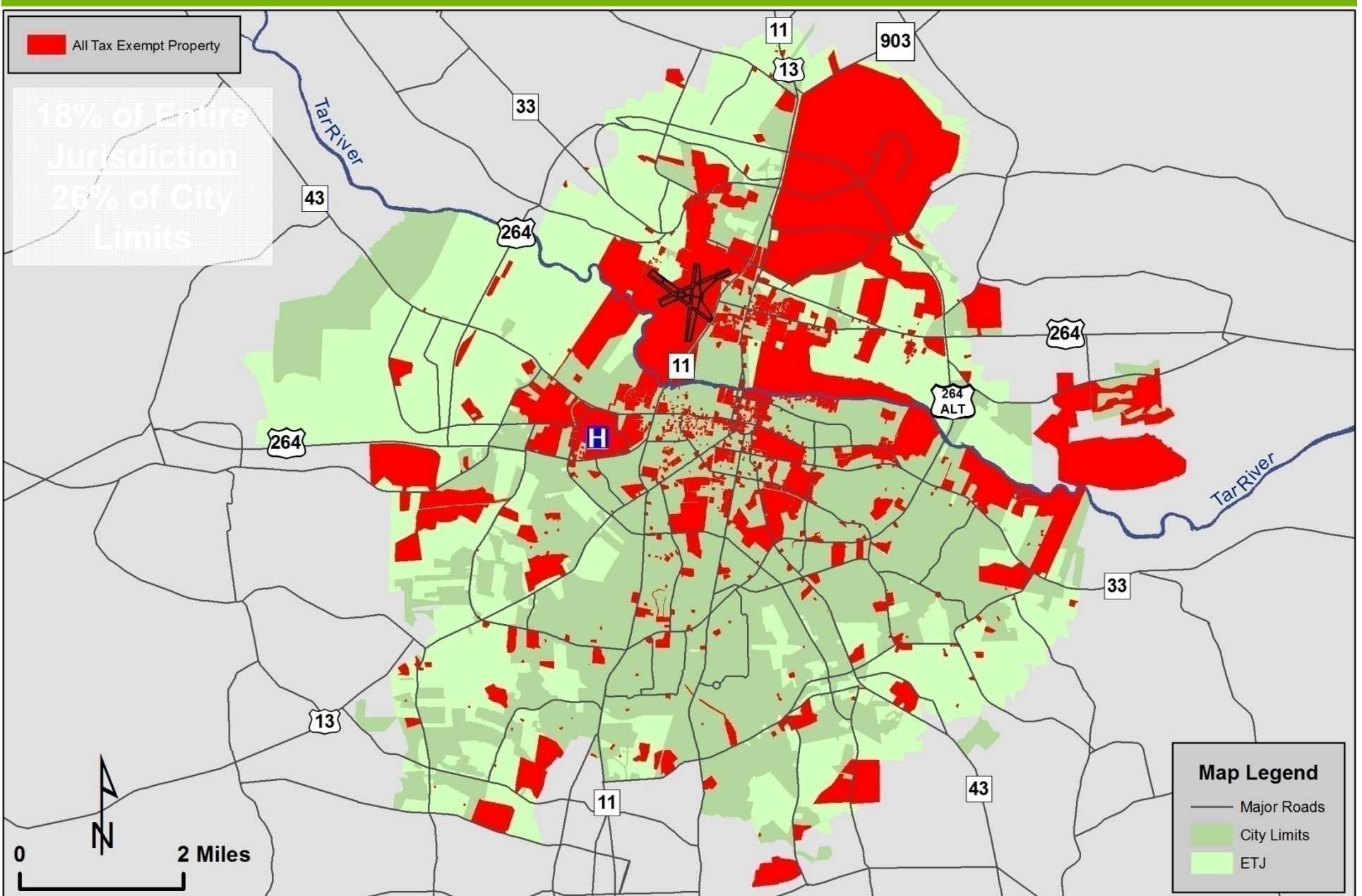


Find yourself in good company

Creating Development Ready Sites

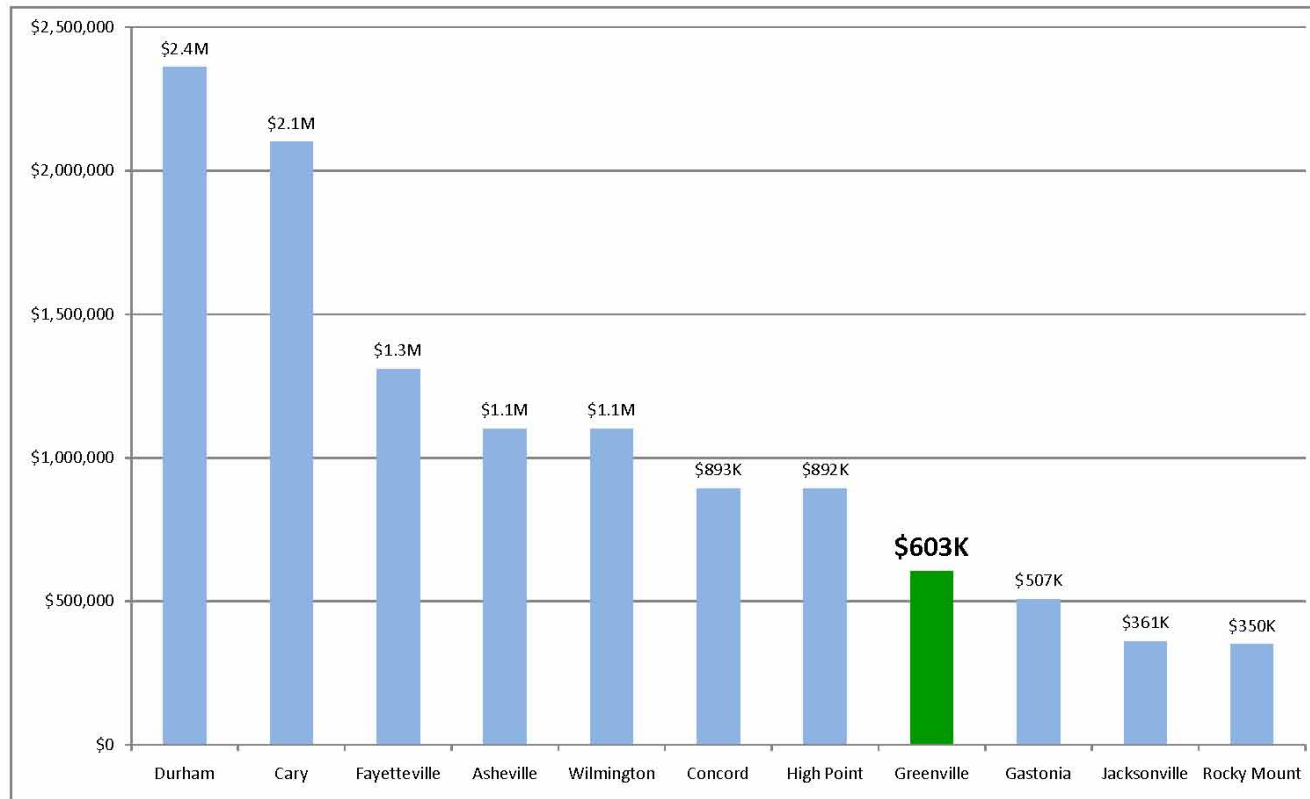
- ED SWOT's identified lack of sites as greatest weakness for Greenville.
- Availability of ready sites is one of top site location criteria.
- Typical ED projects looking for sites of 10-30 acres and buildings between 30,000 – 150,000 sq. ft.
- Only one such site in Greenville and no buildings.





Tax Exempt Properties	# of Parcels	Acres	Sq Miles	Total Tax Value
Airport Authority	6	698.93	1.09	\$13,106,164
City of Greenville	662	2263.97	3.54	\$73,048,003
East Carolina	181	724.52	1.13	\$516,613,974
Federal	19	23.02	0.04	\$7,912,523
Greenville Housing Authority	47	154.55	0.24	\$22,459,920
Greenville Utilities	35	385.71	0.60	\$32,571,066
Other Utility	31	42.86	0.07	\$12,742,250
Pitt Community College	4	4.24	0.01	\$1,953,580
Pitt County	65	734.30	1.15	\$143,516,199
Religious / Cemetery / Fraternal	239	545.34	0.85	\$143,348,411
State of NC	21	96.02	0.15	\$14,936,876
Vidant Medical	60	185.43	0.29	\$293,947,432
Totals	1370	5858.90	9.15	\$1,276,156,398

Value of One Cent on the Tax Rate in Annual Revenue



FY2013-2014 - Data collected by City of Greenville, NC - *Office of Economic Development*

Characteristics of a Ready Site

- Available for lease or purchase at established price.
- Site plan completed
- Environmental studies completed
- Geotechnical studies completed
- May have preliminary building plans including cost estimates
- May have utility and road infrastructure completed



READY SITE ON ARLINGTON BOULEVARD

Greenville Site Ready Program

- Program outline:
 - Low interest loan through RLF.
 - Loan secured by deed of trust or other appropriate personal guarantee.
 - Fixed interest rate at 50 basis points over (5) year Treasury bond rate, (currently 2.3%) interest compounded quarterly.
 - No principal or interest payments due until the earlier of date of land sale or five years.
 - Applications for eligible properties reviewed & scored by committee that includes GUC, COG, & other ED partners.
 - City Council will approve all loans.

Greenville Site Ready Program

- General requirements:
 - Property must remain for sale or lease during loan term at established sale price or lease rate.
 - Any sites not currently within the City-limits must be eligible for annexation and utility extension.
 - The site must hold or be eligible for reclassification to appropriate zoning category for commercial or industrial development.

Greenville Site Ready Program

Eligible Uses of Funding

Predevelopment Activity	Typical Cost	Notes
Boundary Survey	\$7,000	Assumes a 10-15 acre site
Site Plan	\$15,000	Assumes 10-15 acre site
Preliminary Building Plan (Industrial)	\$20,000	Assumes 50,000 sq. ft industrial structure
Preliminary Building Plan (Office)	\$25,000	Assumes 20,000 square foot office structure
Phase I Environmental Survey	\$3,500	Assumes a 10-15 acre site
Endangered Species Study	\$3,500	Assumes a 10-15 acre site
Wetlands Delineation	\$10,000	Assumes a 10-15 acre site
Geotechnical Evaluation	\$7,500	Assumes a 10-15 acre site

Staff Recommendation:

Staff recommends approval of funding in the amount of \$30,000 for the “Site Ready” program contingent upon City Council approval of the final program guidelines.