

NOTES

TO: Honorable Mayor and City Council Members
FROM: Ann E. Wall, City Manager
DATE: March 21, 2018
SUBJECT: Materials for Your Information


Please find attached the following materials for your information:

1. A memo from Leah Futrell, Director of Human Resources, regarding the 2017 Affirmative Action Program Annual Report
2. A memo from Christian Lockamy, Senior Economic Developer, regarding area economic development incentives
3. A memo from Christian Lockamy, Senior Economic Developer, regarding the Small Business Plan Competition
4. A memo from Jared Stalling, Economic Developer, regarding small business assistance

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Attachments

Memorandum

To: Ann E. Wall, City Manager
From: Leah B. Futrell, Director of Human Resources 
Date: February 15, 2018
Subject: **2017 Affirmative Action Program Annual Report**

The City of Greenville strives to recruit, hire, and retain a qualified and talented workforce reflective of our diverse community. The attached 2017 Affirmative Action Program Annual Report details the status of the City's efforts to be a leader in the community as an equal opportunity/affirmative action employer. This report also reflects the initiatives and activities taken by departments to further the goals of diversity and equal opportunity employment.

The City realized significant gains in the number of applicants for full-time positions compared to the previous year as follows:

- A 29% increase in the total number of applicants – from 4,330 in 2016 to 5,588 in 2017;
- A 30% increase in the total number of minority applicants – from 2,202 in 2016 to 2,867 in 2017; and
- A 6% increase in the total number of female applicants – from 1,901 in 2016 to 2,015 in 2017.

In 2017, 90 full-time employees were hired as a result of the City's recruitment efforts. Comparing 2017 to 2016, the number of minorities hired more than doubled, increasing by 118%. When comparing the number of females hired in 2017 to 2016, the rate of increase is an impressive 33%. Although many City departments had impressive gains with regard to minority and female hires, the Fire/Rescue Department continued its positive efforts in attracting and hiring minorities and females. Of the 20 Fire/Rescue personnel hired in 2017, 10 (50%) of the employees were minorities and/or female as follows: five (5) black males, four (4) black females, and one (1) white female. Over the past five years, diversity within the Fire/Rescue Department has steadily increased, with calendar year 2017 clearly representative of the strides that have been made towards diversity and inclusion.

The Police Department was also successful in attracting and hiring minorities and females in 2017. Four female police officers were hired (two black and two white) along with two black males. These gains are impressive given the relatively small pool of candidates for law enforcement positions and the various law enforcement agencies that are also seeking to hire from the same applicant pool. Additionally, these increases demonstrate that the City's inclusive recruitment methods and strategies to reach minorities and women and effectively encouraging them to apply have been successful.

After many years of loyal service to the City, 25 employees retired in 2017. As the City experiences increased retirements over the next few years due to "baby boomers" retiring, there will be an opportunity to further expand our recruitment efforts to fill the vacated positions.

The Affirmative Action Program is dedicated to the principle that through good-faith efforts, the City of Greenville will be an equal opportunity employer and strive to increase diversity in the employment and promotional opportunities at all levels of the City's workforce. Thank you for your commitment and support of the City's Affirmative Action Program.

Attachment

AFFIRMATIVE ACTION PROGRAM ANNUAL REPORT



CALENDAR YEAR 2017

City of Greenville
Affirmative Action Program Annual Report
January 1, 2017 – December 31, 2017

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**CITY OF GREENVILLE
2017 AFFIRMATIVE ACTION PROGRAM
ANNUAL REPORT**

I. INTRODUCTION

The following report summarizes the various actions and activities undertaken to develop a workforce that reflects the diversity of the Greenville community labor force. In accordance with federal laws and City policy, the City of Greenville does not discriminate in its hiring procedures because of the individual applicant's race, color, religion, gender, age, national origin, disability, sexual orientation, genetic information, gender identity/reassignment or expression, military or veteran status, or marital status. The City declares and reaffirms to its employees and to the public its firm commitment to the policy of fair employment practices based on qualifications and merit. The purpose of this report is to evaluate past efforts and to establish future commitments to this program.

II. UTILIZATION ANALYSIS

A. Pitt County Labor Force Information

(Population and labor force 16 years and over)

| | <u>2010</u> <u>Census</u> | <u>2000</u> <u>Census</u> | <u>%</u> <u>Change</u> |
|---|------------------------------|------------------------------|---------------------------|
| Labor force population | 91,486 | 69,419 | +32% |
| Percentage of Blacks in the population | 32.4% | 30.9% | +5% |
| Percentage of Black males in the labor force | 15.2% | 12.5% | +22% |
| Percentage of Black females in the labor force | 18.2% | 15.7% | +16% |
| Percentage of females in the population | 54.0% | 53.6% | +.7% |
| Percentage of females in the labor force | 49.9% | 49.2% | +1% |
| Percentage of other minorities in the labor force | 6.4% | 4.4% | +45% |

B. City of Greenville employment status for five years as of December 31

| | <u>2013</u> | <u>2014</u> | <u>2015</u> | <u>2016</u> | <u>2017</u> |
|-----------------------------------|-------------|-------------|-------------|-------------|-------------|
| 1. Filled full-time positions | 707 | 697 | 683 | 684 | 672 |
| 2. Percentage of Blacks | 32% | 31% | 31% | 29% | 29% |
| 3. Percentage of Black males | 25% | 23% | 23% | 23% | 22% |
| 4. Percentage of Black females | 7% | 8% | 8% | 6% | 7% |
| 5. Percentage of females | 20% | 20% | 20% | 20% | 21% |
| 6. Percentage of other minorities | 4% | 4% | 4% | 4% | 4% |

C. 2017 Applicant Information

| | | | |
|--|---|-------|----------------|
| 1. Total number of applicants* | = | 5,588 | |
| • Number of White applicants | = | 2,273 | (41% of total) |
| • Number of Black applicants | = | 2,610 | (47% of total) |
| • Number of non-Black minority applicants | = | 257 | (5% of total) |
| • Number of applicants who did not disclose race | = | 448 | (8% of total) |
| 2. Number of female applicants* | = | 2,015 | (36% of total) |

*for full-time positions

III. PROGRAM MONITORING

- A. In past years, workforce data analysis has identified efforts to increase the number of female and minority applicants in specific occupational fields such as engineering, information technology, and protective services where, historically, there has been a lack of diversity. The hiring of minorities and women in these fields continues to be challenging due to the highly competitive demand in the labor market. Additionally, occupations such as engineers, computer programmers, and firefighters have been nontraditional occupations for women. The U.S. Department of Labor defines a nontraditional occupation for women as one in which women comprise 25 percent or less of total employment. Nonetheless, the City will continue to make good faith efforts in recruiting and advertising to minorities and women to overcome barriers and increase the number of females and minorities in those specific occupational fields. Targeted recruitment efforts and an increase in the total applicant pool have been identified as a promising avenue to accomplish this goal.
- B. The following is a comparison of historical recruiting efforts. The number of applicants varies based on the number of openings and number of recruitment cycles per year.

| | <u>2013</u> | <u>2014</u> | <u>2015</u> | <u>2016</u> | <u>2017</u> | <u>5-Yr % Change</u> |
|---------------------------|-------------|-------------|-------------|-------------|-------------|--------------------------|
| Total applicants | 4,106 | 3,652 | 3,970 | 4,330 | 5,588 | +35% |
| Total black applicants | 1,495 | 1,527 | 1,502 | 1,984 | 2,610 | +75% |
| Black female applicants | 703 | 974 | 825 | 1,018 | 1,236 | +76% |
| Black male applicants | 792 | 553 | 664 | 939 | 1,374 | +73% |
| Female applicants | 1,367 | 1,808 | 1,570 | 1,901 | 2,015 | +47% |
| Total minority applicants | 1,666 | 1,708 | 1,687 | 2,202 | 2,867 | +71% |

**subgroups may not equal total due to some applicants electing not to disclose their race and/or gender.

- C. The attached Workforce/Applicant Analysis provides workforce composition and applicant data by department. The attached charts in Appendix B provide workforce composition data graphically and the breakdown of applicants, new hires, and promotions for the past two years.
- D. Appendix A, Analysis of EEO Job Categories, details the numbers and percentages of minorities and women in the eight EEO job categories, determined by the Equal Employment Opportunity Commission. All City of Greenville job titles are placed into one of these categories.

IV. ONGOING EFFORTS

- A. The following initiatives have been carried forth from the previous program:
1. Continue recruiting activities at colleges and universities in North Carolina with a significant minority enrollment. The Police and Fire/Rescue Departments participated in several college career fairs with an internal pool of employees attending various recruiting functions.
 2. Continue to solicit the assistance of minority and female employees in the recruitment and selection process. For example, the Human Resources Department continues to provide interviewer training to diverse interview panels in all of the City's departments. The training emphasizes effective and legal interviewing techniques. After completion of the interviewer training, employees serve on various interview panels for the City's hiring and promotion processes.

3. Continually analyze recruitment materials such as vacancy announcements to ensure alignment with job descriptions and that job requirements are set at the minimum level needed for hire.
4. Continue to utilize recruitment sources targeting minorities and females.
5. Evaluate photographic images of City work sites and programs to ensure they are consistent with workforce diversity efforts.
6. Review and continue to monitor the selection process for discriminatory biases or practices, whether unintentional or intentional.
7. Continue to provide equal opportunity to all employees for training, promotion, and special assignments.
8. Continue to ensure that each advertisement of a vacant position states in clear, distinguishable type that the City of Greenville is an equal opportunity/affirmative action employer.

V. ACCOMPLISHMENTS 2017

A. An analysis of the 2017 applicant pool shows the following:

1. Due to an increase in the number of recruitments during 2017, the City experienced a significant increase in the total number of applicants for full-time positions for 2017. The number of applicants increased by 29% from 2016 to 2017, from 4,330 applicants in 2016 to 5,588 in 2017.

Like 2016, the combined recruitments for the Police, Public Works, and Recreation and Parks Departments accounted for the majority of the applicant pool in 2017 - 63% of the applicant pool in 2017, compared to 57% of the applicant pool in 2016. The 63% allocation is further broken down as follows: 24% for the Police Department, 22% for the Public Works Department, and 17% for the Recreation and Parks Department.

The Police Department recruited for Police Officers and for several civilian positions such as Family Services Victims Advocate, Community Services Supervisor, Parking Control Officer, and Telecommunicator. In 2017, 55% of the applicants for full-time positions within the Police Department were minorities and 50% were females. As in previous years, the Police Department continued to attract a diverse group of applicants for sworn and civilian positions in 2017.

The Public Works Department recruited for various positions in 2017 including, but not limited to, Assistant Director of Public Works, Assistant Street Superintendent, Sanitation Operations Supervisor, Sanitation Crew Leader I, Engineering Assistant I, Quality Control Technician, and Heavy Equipment Operator. Sixty-four percent (64%) of the applicants identified as minorities and 8% identified as female. Compared to 2016, the percentage of minorities increased by 5%, while the percentage of females decreased by 17%. The downward shift in the percentage of female applicants is likely attributable to the types of positions recruited for in 2017, many of which are traditionally male-dominated occupations.

The Recreation and Parks Department attracted a diverse and large number of applicants for full-time positions such as Recreation Supervisor and Recreation Assistant, as well as for the new Marketing and Events Coordinator position. Other City departments such as the City Manager's Office, Human Resources Department, Community Development Department, and Financial Services Department also recruited for positions during 2017 that resulted in a diverse and large number of individuals applying for employment. As in previous years, the scope and methods of recruitment were reviewed in 2017 to ensure that prospective minority and female applicants are being reached and made aware of employment opportunities with the City of Greenville.

2. Citywide, the number of Black applicants grew significantly from 1,984 in 2016 to 2,610 in 2017, a 32% increase. The number of non-Black minority applicants increased by approximately 18% in 2017 compared to 2016. The number of female applicants grew from 1,901 in 2016 to 2,015 in 2017, a 6% increase. The City maintains a continuous focus on increasing diversity in the applicant pools of recruitments. For example, the Police and Fire/Rescue Departments utilize minority and female employees to serve as recruiters. Sharing their work experiences with prospective applicants, these employees engage in open and honest communication with prospective applicants regarding a career in public safety.
 3. During 2017, the City continued to attract a well-qualified and diverse applicant pool. Of the 5,588 applicants for full-time positions in 2017, 47% were Black, 5% were non-Black minorities, and 36% were female. These percentages are reflective of the diversity within the Pitt County labor force which consists of 32% Blacks, 6% non-Black minorities and 50% females, according to the 2010 US Census. The City will continue to expand its efforts to attract a diverse applicant pool by utilizing various recruitment options available for vacant positions.
- B. Ninety full-time employees were hired in 2017, compared to 75 full-time employees in 2016. Overall, 36% of new hires in 2017 were females compared to 32% of new hires in 2016. In total, 41% of new hires in 2017 were minorities compared to 23% of new hires in 2016. A breakdown of new hires by race and gender is shown below.

| | White <u>male</u> | White <u>female</u> | Black <u>male</u> | Black <u>female</u> | Non-Black Minority <u>male</u> | Non-Black Minority <u>female</u> |
|-------------|----------------------|------------------------|----------------------|------------------------|--------------------------------------|--|
| 2017 | 37 (41%) | 16 (18%) | 19 (21%) | 16 (18%) | 2 (2%) | 0 (0%) |
| 2016 | 40 (53%) | 18 (24%) | 9 (12%) | 3 (4%) | 2 (3%) | 3 (4%) |

- C. Fifty-three full time employees (approximately 8% of the full-time workforce) were promoted in 2017, compared to 49 full-time employees in 2016. Overall, 16% of promotions in 2017 were women and 36% were minorities, with the breakdown by race and gender as follows:

| | White <u>male</u> | White <u>female</u> | Black <u>male</u> | Black <u>female</u> | Non-Black Minority <u>male</u> | Non-Black Minority <u>female</u> |
|-------------|----------------------|------------------------|----------------------|------------------------|--------------------------------------|--|
| 2017 | 30 (57%) | 4 (8%) | 14 (26%) | 4 (8%) | 1 (2%) | 0 (0%) |
| 2016 | 31 (63%) | 3 (6%) | 11 (22%) | 2 (4%) | 1 (2%) | 1 (2%) |

- D. Retention of a diverse workforce is also a focus of this report. In 2017, the City had a total of 97 full-time employee separations (approximately 14% of the full-time workforce). Of these, 26% (25) were due to retirement and 11% (11) was due to discharge, disability, or death. Resignations made up the remainder of the separations, accounting for 63% (61). Females accounted for 16% (16) of the overall separations and 30% (29) were minorities.
- E. City departments continue to employ interns from colleges and universities in North Carolina. Internships provide students with professional work experience and exposure to employment with the City.
- F. Departmental Accomplishments:

City Attorney's Office:

- The City Council recruited for the City Attorney position in 2017. The vacancy was advertised in various media to attract a qualified and diverse applicant pool. The advertising venues included the North Carolina League of Municipalities, the

International City/County Management Association, the North Carolina Local Government Lawyers Listserv, online job boards, and other diverse recruitment sources. City Council appointed a black male as City Attorney.

City Clerk's Office:

- The City Clerk's Office experienced no new hires, promotions, transfers, or separations.

City Manager's Office:

The City Manager's Office employs a holistic approach to fostering and supporting a diverse workforce and community. Those efforts were manifested by the following activities in 2017:

- A. Ensured position vacancies were posted internally/externally for periods sufficiently long enough to provide traditionally under-represented job applicants a greater opportunity to seek employment with the City.
- B. Reviewed vacant positions, recruitment and retention strategies, hiring practices, and on-boarding processes to determine effectiveness and opportunities for improvement. Inspections, Police, and Fire/Rescue were areas of particular focus in 2017 as far as recruitment and retention strategies.
- C. Continued employee performance review process and merit pay program.
- D. Promoted workforce diversity through the appointment of project teams to ensure leadership opportunities are available to employees in all departments. Examples in 2017 included the Personnel Advisory Review Committee, City of Greenville United Way Campaign Committee, the Joint City/GUC Wellness Committee, and the MLK Day of Service Committee.
- E. Promoted employee development and retention internally through the following means:
 1. Met with new employees during orientation
 2. Continued to have an "open door policy" and met with employees to discuss issues of interest and/or concern
 3. Provided guidance, job tools/resources, and appropriate workspaces (relocating employees when feasible) to strengthen work teams and improve job performance
 4. Selected employees from various departments to attend the Greenville-Pitt County Chamber of Commerce Leadership Institute course and the UNC School of Government's Municipal Administration Course
 5. Supported the City's in-house training program including the Supervisory Training and Refresher (STAR) course
 6. Included budgetary funds to allow for staff to attend outside professional training and conferences
 7. Provided budgetary funds for the employee Educational Tuition Assistance Program and the Computer Purchase Program
 8. Posted information on COGNET, an internal City computer network communications tool, to enable more convenient access to information about City policies, procedures, and resources
 9. Held three Department/Division Heads meetings during the year to discuss various issues affecting the City organization and employees
 10. Provided free bus passes to employees to help with transportation issues
 11. Opened a new Employee Health Clinic in May 2017, which employees may utilize for illness, injury, biometric screenings, flu shots, and other services while on duty, which reduces time spent away from work and the costs to employees and the City
 12. Provided a variety of employee wellness programs and initiatives to educate them and encourage them to exercise and take steps to be healthy

13. Implemented new travel and employee expense reimbursement processes in Munis to provide a more efficient way of reimbursing employees for travel, safety shoes, and other expenses
 14. Implemented agreements between the City and new Fire/Rescue and Police trainees to get them to commit to staying on the job for a minimum number of years in order for the City to recoup the investment made in training them
 15. Attended Fire-Rescue Academy Graduation on July 8 and the Junior Fire Academy on July 15, as well as participating in the Fire-Rescue Pinning and Awards Ceremony on September 29 to recognize Fire-Rescue Department employees receiving promotions and awards
- F. Promoted employee recognition through the following:
1. Participated in the CDBG Week Opening Ceremonies and tour of CDBG activities on March 28
 2. Attended Law Enforcement Memorial Service on May 5
 3. Attended the National Public Works Week luncheon for Public Works employees on May 26
 4. Attended annual Fire/Rescue and Law Enforcement Appreciation Dinner on June 20
 5. Attended "Transitioning to Retirement" workshop on June 21 to recognize employees' service and their impending milestone event
 6. Attended employee service and retirement recognition events as well as Chamber Leadership Institute graduation and Municipal Administration Course graduation
 7. Recognized new hires, promotions, retirements, and achievements at Department/Division Head meetings
 8. Recognized various employee achievements and retiring employees at City Council meetings
 9. Presented certificates to those employees with perfect attendance for the 2017 calendar year and continued funding for the Attendance Incentive Program
- G. Continued the employment program for 18-24 year-olds participating in "Youth at Work", which provides employment, training, and educational activities to eligible youth who are low-income and have one or more barriers to employment. Participants were assigned to positions throughout City departments, including the City Manager's Office, and were provided GREAT bus passes if needed for transportation to their worksite.
- H. Worked with Pitt County Schools to develop local government sessions for students at J. H. Rose and D. H. Conley High Schools to provide information on City government, services, and opportunities
- I. Continued efforts with Pitt Community College, East Carolina University, the Lucille W. Gorham Inter-generational Community Center, and others on workforce development initiatives.
- J. Continued coordinating with Greenville Utilities Commission on pay and benefits issues to assist in attracting, fairly compensating, and retaining a quality and diverse workforce.
- K. Continued offering internships to college students to give them exposure and real experience with working in a local government environment.
- L. Continued conducting job interviews by Skype, which is more cost-effective and efficient and allows staff to include more candidates to interview.
- M. Developed programming that was cablecasted on the City of Greenville's government access channel, GTV-9, which promotes diversity and fosters an inclusive community.

- N. Continued providing funding for Greenville Public Access Television (GPAT), which provides an inclusive opportunity for all citizens and groups to develop programming for broadcast through local cable TV channel.
- O. Used various methods, including social media and advertising in *The East Carolinian* and *The Daily Reflector* and on local radio stations, to recruit diverse pool of applicants for the Citizens Academy and the City's boards and commissions as well as promote City events
- P. Participated in the following events which promoted diversity and inclusiveness:
 1. Community Unity Breakfast on Martin Luther King, Jr. Day on January 18
 2. Human Relations Council Annual Award Ceremony and Reception on February 25
 3. Human Relations Council Inclusive Community Breakfast on September 28
 4. Minority/Women Business Enterprise (MWBE) MED Week lunch on September 28
- Q. City Manager continued serving on the Pitt Community College Continuing Education Advisory Committee, which helps to ensure that students are obtaining the skills necessary to become valuable and productive members of the workforce.
- R. City Manager continued serving on the ECU MPA Advisory Board and met with MPA students when requested.
- S. City Manager continued membership in the National Forum for Black Public Administrators.
- T. Assistant City Manager served on ECU Urban Planning Advisory Board.
- U. Assistant City Manager served on Mid-East Commission, which promotes workforce development and other initiatives throughout the region
- V. Set up City booth at the annual ECU Merchants Fair in August and provided information on City organization, events, services, and job opportunities.
- W. Worked with other City representatives to evaluate professional services contracts to ensure vendors are supportive of the City's Affirmative Action Program (i.e. bank depository services, business application needs, software assessments).

Community Development:

- Conducted various recruitments for the positions of Director of Community Development, Senior Planner, and other professional positions.
- Advertised programs and workshops sponsored by the department through a variety of mainstream and minority media outlets including *The Daily Reflector*, *The Daily Drum*, and the WOOW radio station.
- Participated in the Youth@Work program as a sponsor employer by providing work experience opportunities to a Black female participant.
- The Housing Division engaged in several outreach programs within underserved communities such as housing fairs and homeownership programs.

Financial Services:

- Hired a black male for the position of MWBE Coordinator, three black females and one white female for positions within the Collections Division, and a white male for one of the newly created Financial Services Manager positions.
- Promoted a black male to one of the newly created Financial Services Manager positions.
- The Financial Services Director facilitated a workshop entitled "4 Generations in the Workplace: The Greatest Potential". The training was offered through the City's Human Resources Department to supervisory personnel participating in the

Supervisory Training and Refresher (STAR) program. The workshop was presented to recognize generational differences in communication styles, values, and social trends and to communicate in such a way as to bridge the gap between generational communication styles.

- The MWBE Coordinator hosted several events to promote diversity and inclusion such as the Minority and Women-Owned Businesses Mix-N-Meet and the Minority Enterprise Development (MED) Week.
- The MWBE Coordinator hosted a small business boot camp in conjunction with the Miller School of Entrepreneurship to help MWBE businesses develop and grow.
- The MWBE Coordinator hosted an art competition in celebration of MED Week designed to increase the influence of the surrounding communities in their local environments. The MWBE Coordinator also spoke at community luncheons and events about public contracting opportunities with the City of Greenville and business development opportunities.

Fire/Rescue:

- Conducted a recruitment and selection process for Fire/Rescue Officer and Trainee. A diverse slate of candidates was hired as follows: 4 black females, 1 white female, 5 black males, and 10 white males.
- Promoted three black males to the ranks of Captain, Lieutenant, and Fire/Rescue Officer II.
- Participated in the Dr. Martin Luther King, Jr. Celebration at St. John Missionary Baptist Church.
- Participated in the Intergenerational Community Center Family Day which introduced approximately 100 participants to fire safety and other fire/rescue related subjects.
- Participated in National Night Out activities/festivities throughout the City. Although National Night Out was created to increase awareness about police programs in communities, National Night Out allows Fire/Rescue personnel to interact with citizens and spotlight firefighting and emergency medical services as potential career choices.
- Partnered with the Salvation Army and other Pitt County agencies to deliver toys and food items to eligible citizens through Operation Santa Claus.
- Provided job placement opportunities to youth through the Youth@Work Program. The program provides eligible youth work experience and increases their knowledge of careers in firefighting and emergency medical services.
- Sponsored the fourth annual Jr. Fire Marshal Academy that included numerous minority participants and provided them and their families the opportunity to learn about fire/rescue careers as well as provided an opportunity for department members to interact with minority populations within the community.
- Sponsored over 25 employees to participate in the City's Supervisory Training and Refresher (STAR) program. This program consists of multiple classes completed over the course of several months and includes training related to inclusiveness and equal employment opportunity practices.
- Sponsored staff to attend the Greenville-Pitt County Chamber of Commerce Leadership Institute. This program connects many different business leaders throughout the community and promotes diversity, inclusiveness, and giving back to the community.
- Hosted the annual Fire-Rescue Chili Cook-off, partnering with local businesses and the United Way of Pitt County to raise funds to support many diverse programs and projects throughout the city and county. For 2017, more than \$1,500 was raised by holding this event.

Human Resources:

- Provided training on Equal Employment Opportunity and effective interviewing practices to employees who may serve on an interview panel as an assessor. In

accordance with the City's personnel policies, all individuals must receive this training before serving as an assessor on an interview panel to ensure that the City's Equal Employment Opportunity practices are followed and that selection processes are free from discriminatory biases or practices, whether unintentional or intentional.

- Spearheaded the Youth@Work program. Through the City's sponsorship of this program, youth who face barriers to employment were provided work experience with the City of Greenville to prepare them for future career success.
- Through partnership with the Youth@Work Program, two participants were assigned to work in the Human Resources Department. One participant gained full-time employment as a result of participating in the Youth@Work program.
- The Director of Human Resources was invited to speak to the Greenville Noon Rotary about the Youth@Work program. During the presentation, other employers were encouraged to utilize the Youth@Work program in order to expand the program.
- Partnered with Tompkins Consulting to provide diversity training. The purpose of the training was to promote diversity and inclusion as well as reinforce respect in the workplace.
- Promoted a black female to the position of Human Resources Manager.
- Partnered with STRIVE to provide opportunities to individuals who will be transitioning into the workforce.
- Participated in the STRIVE Job Fair that was held in January 2017 in honor of Dr. Martin Luther King, Jr.
- Posted all job openings--full-time, part-time, and seasonal--on the City's website and governmentjobs.com to reach a larger audience, including media sources that reach minorities and women to ensure that prospective applicants are informed of employment opportunities with the City of Greenville and have an opportunity to apply.
- Worked with departments to develop selection criteria that do not discriminate or tend to screen out women, minorities, and other protected class applicants.
- Made job descriptions available to applicants and to all involved in the screening and selection processes.
- Placed job opportunities advertisement, when appropriate, in minority news media and women's interest media.
- Posted promotional opportunities for employees before considering external candidates, when appropriate.
- Posted job vacancies for a minimum of two weeks. When appropriate, job vacancies were posted for longer periods to allow sufficient time to establish a qualified and diverse applicant pool.
- Assisted in recommending panel members for interview panels and provided technical assistance on interviewing and selection.
- Provided training on the City's performance management system. The performance management system is designed to ensure the accurate and consistent evaluation of employee performance throughout the organization and to identify specific employee development goals.
- Provided customer service training with an emphasis on respectful treatment of all customers.
- Required mandatory online training for all employees related to unlawful workplace harassment and workplace violence prevention.
- Assisted City departments with an increased number of hiring and promotional processes.
- Twenty-eight supervisors and managers enrolled in the 2017-2018 Supervisory Training and Refresher (STAR) program. The class is diverse in terms of gender and racial makeup. The STAR program is designed to help both new and experienced City supervisors and managers develop and enhance the knowledge, skills, and abilities required for successful supervision. The Program is a blend of the City's in-house training program, CAI's management development program,

ICMA's *Effective Supervisory Skill Building Training Course*, and course work through ECU's College of Business and the Pitt Community College Division of Continuing Education.

- The Director of Human Resources was invited to speak to students enrolled in leadership classes at East Carolina University's College of Business. The leadership courses are designed to instill students with teamwork skills and enhance their professional development.
- Provided reasonable accommodation to job applicants with disabilities when requested and appropriate.
- Recommended recruitment sources and strategies to departments to ensure that the widest possible range of applicants are informed of available positions and encouraged to apply.
- Assisted City Council with the recruitment process for City Attorney.

Information Technology:

- Partnered with East Carolina University and Pitt Community College to recruit interns to work within the IT Department Support Group. Interns assist the City's help desk staff by answering phone calls, troubleshooting problems, and following up with submitted service tickets. The department's internship program prepares students for full-time positions in the Information Technology field.
- During 2017, the IT department employed two black males and three white males as interns.

Police Department:

- Diverse recruitment teams attended job/career fairs at East Carolina University, Fayetteville State University, Elizabeth City State University, Appalachian State University, UNC-Asheville, Western Carolina University, North Carolina Central University, North Carolina A&T State University, Pitt Community College, Wayne Community College, Beaufort Community College, Martin Community College, Edgecombe Community College, and Lenoir Community College. Elizabeth City State University, North Carolina Central University, North Carolina A&T State University, and Fayetteville State University are historically black universities in North Carolina with a predominantly minority enrollment.
- Hired two black males, two black females, and two white females for Police Officer. Also hired a black female for the professional position of Family Services Victims Advocate.
- Promoted two black males, one Hispanic male, and one white male to Police Sergeant; one white male to Police Lieutenant; one black female and one white female to Police Lieutenant; and one white female to Family Services Victims Advocate.
- Participated in the Youth@Work program as a sponsor employer by providing work experience opportunities to minority youth.
- Participated in PirateFest, Latino Festival, National Night Out, and other public community events (Freeboot Friday, Umbrella Market, local charitable 5k's, etc.).
- Participated in various programs such as Cops and Barbers, Police Athletic League (PAL), Police Community Relations Committee (PCRC), Minority and Women's Business Enterprise (MWBE), North Carolina Law Enforcement Women's Association (NCLEWA), and the National Organization of Black Law Enforcement Executives (NOBLE).
- Offered the first Greenville Police Department's Police Academy to hire and pay for individuals to attend Basic Law Enforcement Training (BLET). This was promoted locally through direct outreach efforts with diverse groups.
- Developed recruitment videos designed to attract minorities and women to law enforcement.
- Promoted hiring/recruiting on a local radio station with an African American target audience.

Public Works:

- Promoted black males to Traffic Services Supervisor, Streets Supervisor, Traffic Signal Tech II, and various skilled positions such as Equipment Operator. Promoted a black female to the position of Sanitation Operations Supervisor, the first time a female has held the position.
- The Buildings and Grounds and Sanitation Divisions partnered with STRIVE to assist participants with gaining employment and becoming productive members of the workforce.
- Ensured advertisements for professional positions were widely advertised in diverse outlets.
- Continued to promote in-house training for employees. Training was offered on-site, as well as at other City facilities to accommodate employee work schedules and to promote an atmosphere of team building. These trainings were also held in an effort to increase employee job knowledge to prepare employees for career advancement.
- Partnered with Manpower and the Youth@Work Program for temporary labor, exposing participants to careers within Public Works. This exposure also served as a potential recruitment source for future vacancies.
- Enables residents to complete community service hours within the department which also exposed them to jobs within the department.
- Supported employee participation in courses and workshops to assist them with maintaining certifications and professional licenses at various levels throughout the department.
- Sponsored employees in the City's Supervisory Training and Refresher (STAR) Program.
- Encouraged employees to take advantage of the City's Employee Tuition Assistance Program which allows employees to receive funds upfront to pay for college tuition and related expenses.
- Participated in the MWBE Meet-and-Greet Program.
- Attended MWBE contractor orientation training held at City Hall.

Recreation and Parks:

- Promoted a black male to the position of Recreation Manager and a black female to the position of Recreation Supervisor.
- Participated in Youth@Work program to expose youth to career in recreation and parks.
- As with full-time positions, ensured diversity in interview panels when hiring for seasonal and summer positions.
- Posted job announcements on "Hire a Pirate" via East Carolina University's website.
- Recreation staff spoke to ECU classes nine (9) times to share employment and volunteer opportunities.
- Placed seasonal employment opportunities in *The East Carolinian* during the spring and fall.
- Worked with North Carolina High School Association to recruit adult basketball officials.
- Through the ECU Athletic Director's office, staff shared employment and volunteer opportunities with ECU student athletes.
- Worked with staff from the ECU intramurals office to recruit officials and scorekeepers for youth and adult programs.
- Worked with various staff at Pitt Community College to share employment and volunteer opportunities with students.
- Contacted former Recreation & Parks staff (e.g., retirees) about current employment opportunities.

- To promote diversity, staff contacted the area soccer booking agent and sought help recruiting officials and spreading the word about the City's adult indoor soccer league.
- Posted jobs online via greenvillenc.gov and in recreation centers.
- Offered internship opportunities in various facilities and program areas (Sports Connection, Eppes Recreation Center, South Greenville Recreation Center, Specialized Recreation, and Center for Arts and Crafts).
- Offered team building training for Recreation Division staff to better understand each other's strengths, weaknesses, and interests.

VI. PROGRAM FOR 2018

- A. As vacancies occur, the City of Greenville will strive to meet the following:
1. Make efforts to recruit a ratio of minority candidates that is representative of the makeup of the available workforce in the community.
 2. Increase the City of Greenville's total 2018 applicant pool compared to 2017 in order to provide a broader spectrum of applicants.
 3. Promote the recruitment, employment, and advancement of a diverse workforce, including gender, race, disability, religion, and sexual orientation.
 4. Continue to use the City's communication tools (e.g., website, GTV-9, Facebook, Twitter, YouTube, employee newsletter) to reinforce the City's commitment to diversity.
 5. Continue the internship recruitment program with local colleges to better serve City departments. Human Resources will continue to work with departments to post internship opportunities on the City's website, in addition to providing postings to college and university career centers.
 6. Continue focused recruitment efforts to attract, retain, and promote females and minorities within the organization. Some examples include:

City Manager's Office:

- Make efforts to recruit a ratio of women and minority candidates that is representative of the make-up of the Greenville metropolitan area.
- Create recruitment efforts to attract women and minorities to the City and departments when vacancies exist and to retain and promote women and minorities from within when applicable.
- Promote the recruitment, employment, and advancement of a diverse workforce, including gender, race, disability, religion, and sexual orientation.
- Continue participation and support of the City's MWBE program and participation in the Minority Business Roundtable.
- Continue to encourage diverse special project work team formation.
- Continue to use the City's communication tools (e.g. website, GTV-9, Facebook, Twitter, YouTube, employee newsletter) to reinforce the City's commitment to diversity.
- Continue to foster employment training opportunities through Project Tool-Up and the restaurant preparatory training to provide entry-level opportunities for minority and disadvantaged residents in the Greenville community.
- Continue supporting the City Council's adoption of the National League of Cities Inclusive Communities Program by working with the Community Development Department's Human Relations Officer and the Human Relations Council.
- Recruit MPA interns from a diverse pool of applicants from universities across the state

Fire/Rescue Department:

- Continue departmental diversity outreach by seeking the assistance of minority and female officers in the recruitment and selection process.

- Continue to build upon the department's marketing plan that includes the use of the Internet, television, radio, and other media outlets targeting minorities and other non-traditional Fire/Rescue candidates.
- Continue partnership with Pitt Community College to provide non-traditional Fire/Rescue candidates opportunities to receive firefighting and EMT certifications.

Financial Services Department:

- Host, sponsor and participate in numerous events to promote diversity including: hosting the Annual MWBE Mix-n-Meet and the 2018 MED Week.
- The MWBE Coordinator will continue to host the business skills boot-camp along with continued outreach to communities and public organizations.

Human Resources Department:

- Continue to identify and implement non-traditional recruitment sources to increase the number of qualified and diverse applicants applying for City positions.
- Continue to offer the City's supervisory/management training program (STAR) to a diverse group of employees to increase managerial efficacy.
- Continue to provide training on City personnel policies including Equal Employment Opportunity and harassment to employees.
- Continue to collaborate and build upon partnerships with Pitt Community College, the Workforce Innovation and Opportunity Act (WIOA) Youth@Work program, STRIVE, and other agencies that provide employment, education experiences, and essential skills training.

Information Technology Department:

- Continue to partner with local colleges for an intern recruitment program for the City and provide work experience opportunities in the IT field to members of diverse backgrounds.

Police Department:

- Continue to attend local and regional career fairs with increased potential for minority applicants.
- Continue to advertise employment vacancies in local/regional newspapers, on local minority radio stations, social media, and other online postings to attract a more inclusive pool of applicants.
- Continue building relationships with minority based churches and community leaders.
- Advertise vacancies with military DORS (Defense Outplacement Referral System) and TBB (Transition Bulletin Radio Board) website.
- Continue to develop more recruitment videos to attract minorities and women.

Public Works Department:

- Continue oversight of departmental hiring procedures to ensure a diverse representation candidate pool. Additionally, the department will advertise internally before considering external candidates when appropriate to support employee advancement.
- Continue to work with Human Resources to advertise positions in areas that increase the visibility of positions to female and minority candidates.
- Continue to offer equal employment training opportunities by participating in the STRIVE work training program.
- Continue promoting career advancement by encouraging employees to take advantage of the City's tuition reimbursement program to complete a two-and/or four-year degree.

- Continue to provide resources for employee educational opportunities in order to gain the skills needed for advancement.
- Promote departmental employment opportunities through monthly public works industry periodicals and on GREAT bus schedules.
- Continue to participate in the MWBE Mix-n-Meet and contractor's orientations.

Recreation and Parks Department:

- Continue to partner with local groups and advertising outlets to attract a diverse applicant pool such as: working with East Carolina University intramurals and Pitt Community College to recruit officials; presenting to diverse audiences at East Carolina University about job and volunteer opportunities; hosting summer camp job fairs; partnering with the North Carolina High School Association to recruit athletic staff; using social media to advertise for job opportunities; and attending the Pitt County Business Expo.
- Continue to offer various internships.
- Create a Docent Program for the new STEAM lab with minority youth that will act as a pipeline for future employment in the department and in the natural resources field.

VII. ACTION STEPS

In order to achieve its Affirmative Action Mission Statement, the City of Greenville will take the following steps.

- A. Continue to distribute recruitment brochures and flyers as follows:
 1. To any individual expressing an interest in employment with the Greenville Police Department in a sworn capacity or with the Greenville Fire/Rescue Department.
 2. To regional educational institutions sponsoring criminal justice degree programs, fire science technology, or liberal arts program.
 3. To local minority churches and social organizations.
 4. To military bases.
- B. Continue to advertise employment vacancies in local/regional newspapers and minority publications, radio stations identifying itself as an equal opportunity/affirmative action employer.
- C. After reviewing departmental data, it is recommended that the Greenville Police Department and the Greenville Fire/Rescue Department continue to attend job fairs prior to or during major recruitment efforts to promote the City as a progressive employer providing equal employment opportunities for all persons.
- D. Post vacancies for all departments on the City of Greenville website, providing continuous access to employees and members of the public and ensuring the widest possible dissemination of available job listings.
- E. Post vacancies on the Chamber of Commerce website where they are accessible to local businesses, the Young Professionals group, and the Minority Business Roundtable.
- F. Enhance recruiting efforts by attending more local and regional community events where prospective minority applicants may be present.

- G. Post vacancies on websites, publications and other media targeting minority and female candidates.
- H. Ensure job vacancy notices provide the position's full pay range in addition to starting or expected hiring range.
- I. Periodically advertise public safety vacancies on radio stations with predominantly minority/women listening audiences.
- J. Offer training opportunities for hiring managers so that they will fully understand the City's Affirmative Action policy and are effective in carrying it out.
- K. Where feasible, explore the creation of career development and/or mentoring programs to prepare employees for promotions.
- L. Recognize employees through performance reviews, service awards, and when appropriate and available, merit increases.
- M. Continue to promote workforce diversity through the appointment of project teams to ensure opportunities are available to employees.
- N. Continue to promote workforce development by (1) offering training opportunities to employees at all levels of the organization to help advance their knowledge, skills, and abilities; (2) selecting employees from various departments to attend the Municipal Administration Course at the UNC School of Government and the Greenville-Pitt County Chamber of Commerce Leadership Institute course; (3) supporting the City of Greenville's in-house training program; (4) budgeting funds to allow for staff to attend outside professional training and conferences; and (5) continuing to offer the Employee Tuition Assistance Program to employees.
- O. Continue to use various methods to recruit diverse pools of applicants for the Citizens Academy and the City's boards and commissions.
- P. Continue membership in the National Forum for Black Public Administrators and use this organization to post appropriate managerial and executive level vacancies.
- Q. Continue to identify other opportunities to promote the City's Affirmative Action Program.
- R. Continue to partner with East Carolina University and Pitt Community College to promote work study, internship, and volunteer opportunities including involvement in advisory committees.
- S. Continue to reach applicants from the community and within the City's workforce by posting vacancies in various City locations such as recreation facilities.
- T. Continue to ensure compliance with City policy with oversight of hiring and promotional processes with multiple layers of oversight.
- U. Continue to support efforts that foster workforce development, diversity, and inclusiveness by event participation.
- V. Continue to advertise, hold workshops and information sessions to inform the community of programs and services provided by the City.
- W. Continue involvement in ECU and PCC advisory committees.

- X. Continue participation in community events that foster workforce development, diversity, and inclusiveness.

VIII. BUDGET ESTIMATES

A. **Media advertisements**

| | |
|--|----------------|
| 1. Newspapers/publications/professional associations | \$25,500 |
| 2. Radio/TV | \$4,000 |
| 3. Job fairs | \$5,700 |
| 4. Recruitment brochures/flyers | \$4,000 |
| 5. Internet websites | <u>\$3,900</u> |
| Total | \$43,100 |

The above figures do not reflect the cost of postage or total hours spent preparing and disseminating literature and ads, nor the number of hours involved in attending job fairs.

IX. PROGRAM EVALUATION

This program will be evaluated in January, 2019 by the Human Resources Director to determine whether any issues need to be addressed or changed, with the final report submitted in February, 2019. Program strategies will be continued or revised as necessary to meet the City of Greenville's affirmative action mission statement.

City of Greenville
Workforce Analysis
As of 12/31/17

| | Total | Total White | | Total White Male | | Total White Female | | Total Black | | Total Black Male | | Total Black Female | | Total Female | | Total Non-Black Minority | |
|---|-------|-------------|------------|------------------|------------|--------------------|------------|-------------|------------|------------------|------------|--------------------|------------|--------------|------------|--------------------------|------------|
| | # | # | % of total | # | % of total | # | % of total | # | % of total | # | % of total | # | % of total | # | % of total | # | % of total |
| City Attorney | | | | | | | | | | | | | | | | | |
| Employees | 3 | 2 | 67% | 1 | 33% | 1 | 33% | 1 | 33% | 1 | 33% | 0 | 0% | 1 | 33% | 0 | 0% |
| Applicants | 16 | 12 | 75% | 8 | 50% | 4 | 25% | 2 | 13% | 1 | 6% | 1 | 6% | 5 | 31% | 0 | 0% |
| City Clerk | | | | | | | | | | | | | | | | | |
| Employees | 3 | 1 | 33% | 0 | 0% | 1 | 33% | 1 | 33% | 0 | 0% | 1 | 33% | 3 | 100% | 1 | 33% |
| Applicants | 0 | 0 | 0% | 0 | 0% | 0 | 0% | 0 | 0% | 0 | 0% | 0 | 0% | 0 | 0% | 0 | 0% |
| City Manager | | | | | | | | | | | | | | | | | |
| Employees | 13 | 9 | 69% | 5 | 38% | 4 | 31% | 4 | 31% | 3 | 23% | 1 | 8% | 5 | 38% | 0 | 0% |
| Applicants | 280 | 155 | 55% | 114 | 41% | 41 | 15% | 98 | 35% | 54 | 19% | 44 | 16% | 85 | 30% | 19 | 7% |
| Community Development | | | | | | | | | | | | | | | | | |
| Employees | 35 | 19 | 54% | 11 | 31% | 8 | 23% | 15 | 43% | 6 | 17% | 9 | 26% | 17 | 49% | 1 | 3% |
| Applicants | 467 | 111 | 24% | 153 | 33% | 58 | 12% | 218 | 47% | 94 | 20% | 124 | 27% | 182 | 39% | 18 | 4% |
| Financial Services | | | | | | | | | | | | | | | | | |
| Employees | 18 | 7 | 39% | 2 | 11% | 5 | 28% | 10 | 56% | 3 | 17% | 7 | 39% | 12 | 67% | 1 | 5% |
| Applicants | 508 | 152 | 30% | 26 | 5% | 126 | 25% | 320 | 63% | 30 | 6% | 290 | 57% | 416 | 82% | 22 | 4% |
| Fire/Rescue | | | | | | | | | | | | | | | | | |
| Employees | 134 | 106 | 79% | 99 | 74% | 7 | 5% | 25 | 19% | 20 | 15% | 5 | 4% | 12 | 9% | 3 | 2% |
| Applicants | 291 | 178 | 61% | 145 | 50% | 33 | 11% | 81 | 28% | 67 | 23% | 14 | 5% | 47 | 16% | 22 | 8% |
| Human Resources | | | | | | | | | | | | | | | | | |
| Employees | 8 | 5 | 63% | 1 | 13% | 4 | 50% | 3 | 38% | 0 | 0% | 3 | 38% | 7 | 87% | 0 | 0% |
| Applicants | 339 | 162 | 48% | 47 | 14% | 115 | 34% | 141 | 42% | 34 | 10% | 107 | 32% | 222 | 65% | 19 | 6% |
| Information Technology | | | | | | | | | | | | | | | | | |
| Employees | 17 | 11 | 65% | 5 | 29% | 6 | 35% | 5 | 29% | 4 | 24% | 1 | 6% | 7 | 41% | 1 | 6% |
| Applicants | 133 | 65 | 49% | 55 | 41% | 10 | 8% | 40 | 30% | 35 | 26% | 5 | 4% | 15 | 11% | 16 | 12% |
| Police | | | | | | | | | | | | | | | | | |
| Employees | 230 | 174 | 76% | 137 | 60% | 37 | 16% | 41 | 18% | 29 | 13% | 12 | 5% | 49 | 21% | 15 | 7% |
| Applicants | 1349 | 604 | 45% | 386 | 29% | 218 | 16% | 674 | 50% | 224 | 17% | 450 | 33% | 668 | 50% | 71 | 5% |
| Public Works | | | | | | | | | | | | | | | | | |
| Employees | 156 | 74 | 47% | 64 | 41% | 10 | 6% | 75 | 48% | 68 | 44% | 7 | 4% | 17 | 11% | 7 | 4% |
| Applicants | 1253 | 408 | 33% | 394 | 31% | 14 | 1% | 754 | 60% | 667 | 53% | 87 | 7% | 101 | 8% | 53 | 4% |
| Recreation and Parks | | | | | | | | | | | | | | | | | |
| Employees | 55 | 41 | 74% | 33 | 60% | 8 | 15% | 14 | 25% | 12 | 22% | 2 | 4% | 10 | 18% | 0 | 0% |
| Applicants | 952 | 426 | 45% | 266 | 28% | 160 | 17% | 282 | 30% | 168 | 18% | 114 | 12% | 274 | 29% | 17 | 2% |
| City of Greenville (all departments) | | | | | | | | | | | | | | | | | |
| Employees | 672 | 449 | 67% | 358 | 53% | 91 | 14% | 194 | 29% | 146 | 22% | 48 | 7% | 140 | 21% | 29 | 4% |
| Applicants | 5588 | 2273 | 41% | 1594 | 29% | 779 | 14% | 2610 | 47% | 1374 | 25% | 1236 | 22% | 2015 | 36% | 257 | 5% |

Note: Application total figures may not equal sums from category totals due to some applicants not disclosing gender and/or race

Appendix A: Analysis of EEO Job Categories For Calendar Year 2017

The following eight job categories have been established by the Equal Employment Opportunity Commission (EEOC) and are used by the City of Greenville. All City of Greenville job titles are placed into one of these categories.

1. Officials and Administrators

This group is of particular importance in affirmative action planning in that these employees exercise overall responsibility for execution of broad policies or direct individual departments or special phases of the City's operations. Positions in this category include City Manager, Assistant City Manager, City Attorney, City Clerk, and department heads. Persons in this category are generally at the upper end of the pay classification system. At the end of calendar year 2017, Officials and Administrators made up approximately 2% (12) of the City's 672 full-time employees. Females held 34% (4) of this category's positions and minorities held 42% (5) of the positions.

2. Professionals

Employees in this category are required to have specialized and theoretical knowledge which is usually acquired through college training or through work experience and other training which provides comparable knowledge. This category includes a variety of professions, such as systems analysts, engineers, Police Captains, and Fire/Rescue Captains. Professionals comprised approximately 12% (77) of the City's full-time employees. Females held 21 (28%) of all professional positions, while minorities held 13 (17%) of the positions.

3. Technicians

Employees in this category are required to have a combination of basic scientific or technical knowledge and manual skills which can be obtained through specialized post-secondary school education or through equivalent on-the-job training. Police Sergeants, Fire/Rescue Lieutenants, and Building Inspectors are among the occupations in this category. At the end of calendar year 2017, approximately 22% (154) of the City's workforce was classified as Technicians. Minorities comprised 24 (16%) of the positions held and 26 (17%) were female.

4. Protective Service Workers

Protective service workers accounted for the largest occupational category of employees, representing approximately 33% (219) of the City's full-time workforce. Employees in this category are entrusted with public safety, security, and protection from destructive forces. Police and Fire/Rescue Officers are among the occupations in this category. At the end of 2017, females comprised 26 (12%) of the positions while minorities held 70 (32%) of the positions.

5. Paraprofessionals

Employees in this category perform some of the duties of a professional or technician in a supportive role, which usually require less formal training and/or experience normally required for professional or technical status. Examples of paraprofessional positions include Recreation and Parks program assistants. There were 26 (4%) paraprofessionals at the end of 2017, of which 19 (73%) were female and 11 (42%) were minorities.

6. Administrative Support

This category consists of employees responsible for internal and external communication, recording and retrieval of data and/or information and other paperwork required in an office. Included in this category are Staff Support Specialists, Administrative Assistants, Telecommunicators, and Communications Technicians. Administrative support employees accounted for 57 (9%) of the total workforce in 2017. Females comprised 45 (76%) of the administrative support positions while minorities comprised 21 (36%).

7. Skilled Craft Workers

Skilled craft workers perform jobs which require special manual skill and a thorough and comprehensive knowledge of the processes involved in the work which is acquired through on-the-job training and experience or through apprenticeship or other formal training programs. Included in this occupational category are skilled Equipment Operators, Master Mechanics, and Welders. Of the 60 (9%) skilled craft workers at the end of 2017, minorities held 31 (52%) positions. There were no females employed in this category.

8. Service-Maintenance

Included in the Service-Maintenance category are positions such as Animal Protective Services Officers, Custodians, Laborers, Refuse Collectors, and Transit Drivers. These and other service-maintenance workers perform duties which result in or contribute to the comfort, convenience, hygiene, or safety of the general public or which contribute to the upkeep and care of buildings, facilities, or grounds of public property. There were 65 (10%) employees in this category at the end of 2017. Seven (11%) of this category were female and 48 (74%) were minorities.

EEO JOB CATEGORIES
Full-Time Employees
As of 12/31/17

| Job Category | ALL EMPLOYEES | | | RACE/ETHNIC CATEGORIES | | | | | | | | | |
|----------------------------|---------------|------|--------|------------------------|-----|----|-----|------|--------|-----|-----|-----|------|
| | | | | MALE | | | | | FEMALE | | | | |
| | Total | Male | Female | W | B | H | API | AIAN | W | B | H | API | AIAN |
| Officials & Administrators | 12 | 8 | 4 | 5 | 3 | 0 | 0 | 0 | 2 | 2 | 0 | 0 | 0 |
| | 2% | 67% | 34% | 42% | 25% | 0% | 0% | 0% | 17% | 17% | 0% | 0% | 0% |
| Professionals | 77 | 56 | 21 | 46 | 9 | 1 | 0 | 0 | 18 | 3 | 0 | 0 | 0 |
| | 12% | 73% | 28% | 60% | 12% | 2% | 0% | 0% | 24% | 4% | 0% | 0% | 0% |
| Technicians | 154 | 128 | 26 | 110 | 17 | 1 | 0 | 0 | 20 | 5 | 1 | 0 | 0 |
| | 22% | 80% | 17% | 72% | 11% | 1% | 0% | 0% | 13% | 4% | 1% | 0% | 0% |
| Protective Service Workers | 219 | 193 | 26 | 137 | 43 | 9 | 4 | 0 | 12 | 10 | 2 | 0 | 2 |
| | 33% | 89% | 12% | 63% | 20% | 5% | 2% | 0% | 6% | 5% | 1% | 0% | 1% |
| Paraprofessionals | 26 | 7 | 19 | 3 | 4 | 0 | 0 | 0 | 12 | 5 | 2 | 0 | 0 |
| | 4% | 27% | 73% | 12% | 16% | 0% | 0% | 0% | 47% | 20% | 8% | 0% | 0% |
| Administrative Support | 59 | 14 | 45 | 12 | 2 | 0 | 0 | 0 | 26 | 17 | 0 | 2 | 0 |
| | 9% | 25% | 76% | 21% | 4% | 0% | 0% | 0% | 43% | 30% | 0% | 4% | 0% |
| Skilled Craft Workers | 60 | 60 | 0 | 29 | 28 | 3 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | 9% | 97% | 0% | 47% | 45% | 5% | 0% | 0% | 0% | 0% | 0% | 0% | 0% |
| Service-Maintenance | 65 | 58 | 7 | 16 | 40 | 2 | 0 | 0 | 1 | 6 | 0 | 0 | 0 |
| | 10% | 87% | 11% | 25% | 62% | 3% | 0% | 0% | 2% | 10% | 0% | 0% | 0% |
| TOTAL | 672 | 524 | 148 | 358 | 146 | 16 | 4 | 0 | 91 | 48 | 5 | 2 | 2 |
| | 100% | 78% | 22% | 53% | 22% | 2% | <1% | 0% | 14% | 7% | <1% | <1% | <1% |

Race/Ethnic Categories:

White (not of Hispanic origin): All persons having origins in any of the original peoples of Europe, North Africa, or the Middle East.

Black (not of Hispanic origin): All persons having origins in any of the Black racial groups of Africa.

Hispanic: All persons of Mexican, Puerto Rican, Cuban, Central or South American, or other Spanish culture or origin, regardless of race.

Asian or Pacific Islander: All persons having origins in any of the original peoples of the Far East, Southeast Asia, the Indian Subcontinent, or the Pacific Islands.

American Indian or Alaskan Native: All persons having origins in any of the original peoples of North America, and who maintain cultural identification through tribal affiliation or community recognition.

2017 Workforce Composition by EEO Job Category – Net Change from 2016

| OFFICIALS & ADMINISTRATORS | | | |
|---------------------------------------|------------------|------------------|-------------------|
| | <i>Dec. 2016</i> | <i>Dec. 2017</i> | <i>Net Change</i> |
| Male | 9 | 8 | -1 |
| Female | 5 | 4 | -1 |
| Non-Minority | 8 | 7 | -1 |
| Minority | 6 | 5 | -1 |
| Black | 6 | 5 | -1 |
| Hispanic | 0 | 0 | 0 |
| Asian/PI | 0 | 0 | 0 |
| AI/AN | 0 | 0 | 0 |
| TOTALS | 14 | 12 | -2 |

| PARAPROFESSIONALS | | | |
|--------------------------|------------------|------------------|-------------------|
| | <i>Dec. 2016</i> | <i>Dec. 2017</i> | <i>Net Change</i> |
| Male | 10 | 7 | -3 |
| Female | 22 | 19 | -3 |
| Non-Minority | 21 | 15 | -6 |
| Minority | 11 | 11 | 0 |
| Black | 9 | 9 | 0 |
| Hispanic | 0 | 2 | +2 |
| Asian/PI | 1 | 0 | -1 |
| AI/AN | 1 | 0 | -1 |
| TOTALS | 32 | 26 | -6 |

| PROFESSIONALS | | | |
|----------------------|------------------|------------------|-------------------|
| | <i>Dec. 2016</i> | <i>Dec. 2017</i> | <i>Net Change</i> |
| Male | 53 | 56 | +3 |
| Female | 21 | 21 | 0 |
| Non-Minority | 60 | 64 | +4 |
| Minority | 14 | 13 | -1 |
| Black | 14 | 12 | -2 |
| Hispanic | 0 | 1 | +1 |
| Asian/PI | 0 | 0 | 0 |
| AI/AN | 0 | 0 | 0 |
| TOTALS | 74 | 77 | +3 |

| ADMINISTRATIVE SUPPORT | | | |
|-------------------------------|------------------|------------------|-------------------|
| | <i>Dec. 2016</i> | <i>Dec. 2017</i> | <i>Net Change</i> |
| Male | 12 | 14 | +2 |
| Female | 44 | 45 | +1 |
| Non-Minority | 38 | 38 | 0 |
| Minority | 18 | 21 | +3 |
| Black | 15 | 19 | +4 |
| Hispanic | 2 | 0 | -2 |
| Asian/PI | 1 | 2 | +1 |
| AI/AN | 0 | 0 | 0 |
| TOTALS | 56 | 59 | +3 |

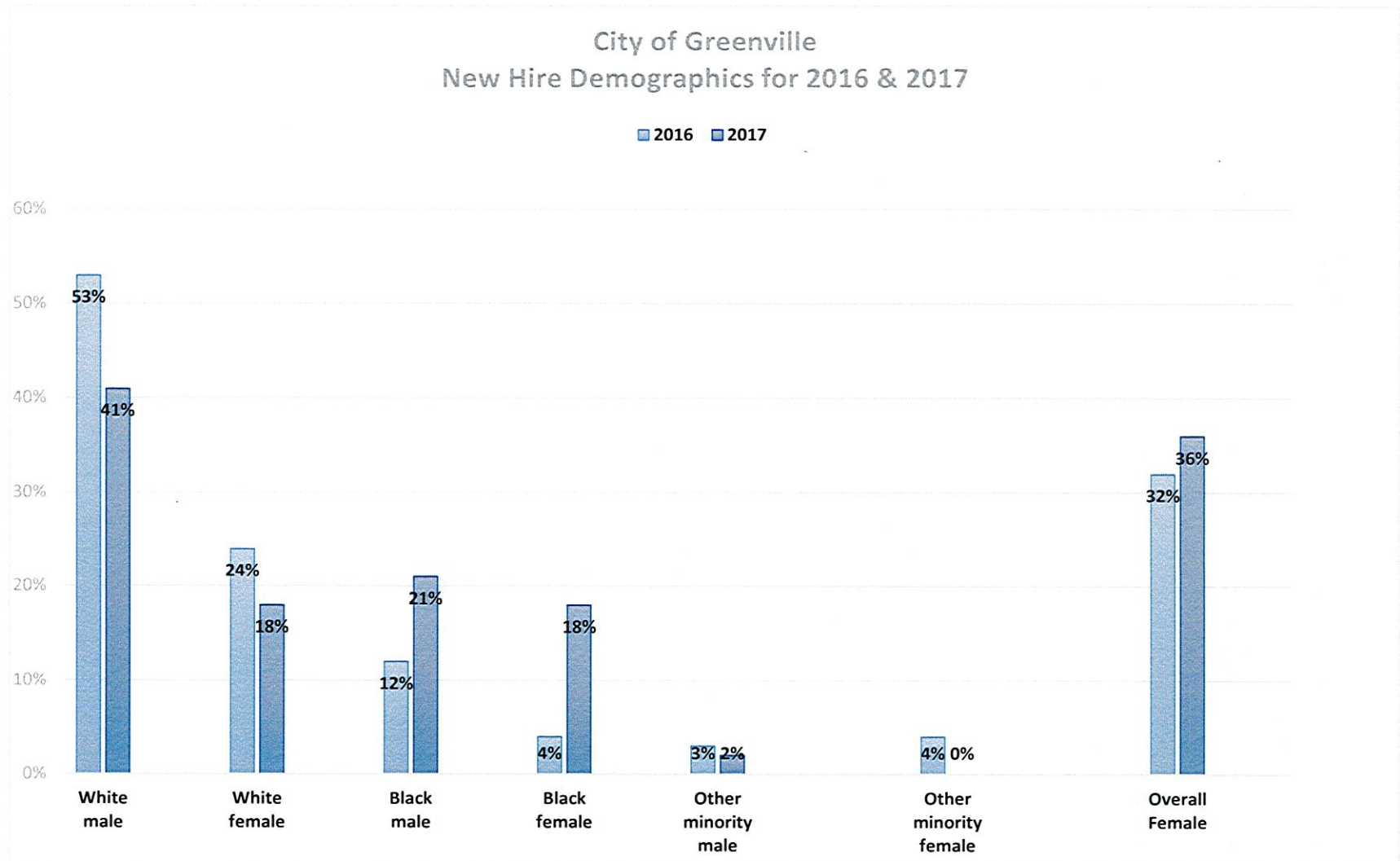
| TECHNICIANS | | | |
|--------------------|------------------|------------------|-------------------|
| | <i>Dec. 2016</i> | <i>Dec. 2017</i> | <i>Net Change</i> |
| Male | 133 | 128 | -5 |
| Female | 21 | 26 | +5 |
| Non-Minority | 121 | 130 | +9 |
| Minority | 33 | 24 | -9 |
| Black | 27 | 22 | -5 |
| Hispanic | 4 | 2 | -2 |
| Asian/PI | 1 | 0 | -1 |
| AI/AN | 1 | 0 | -1 |
| TOTALS | 154 | 154 | 0 |

| SKILLED CRAFT WORKERS | | | |
|------------------------------|------------------|------------------|-------------------|
| | <i>Dec. 2016</i> | <i>Dec. 2017</i> | <i>Net Change</i> |
| Male | 58 | 60 | +2 |
| Female | 0 | 0 | 0 |
| Non-Minority | 24 | 29 | +5 |
| Minority | 34 | 31 | -3 |
| Black | 32 | 28 | -4 |
| Hispanic | 2 | 3 | +1 |
| Asian/PI | 0 | 0 | 0 |
| AI/AN | 0 | 0 | 0 |
| TOTALS | 58 | 60 | +2 |

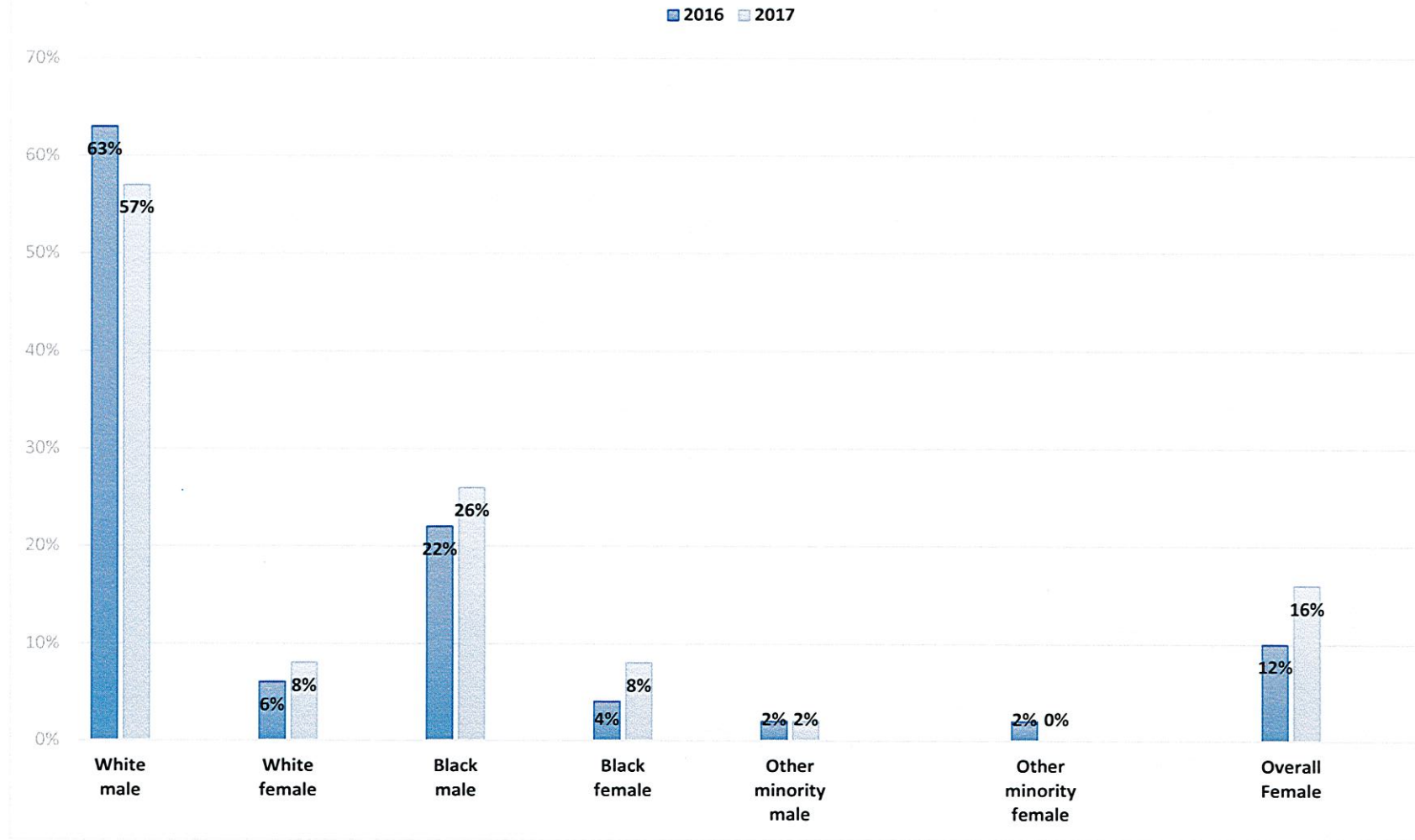
| PROTECTIVE SERVICE WORKERS | | | |
|-----------------------------------|------------------|------------------|-------------------|
| | <i>Dec. 2016</i> | <i>Dec. 2017</i> | <i>Net Change</i> |
| Male | 201 | 193 | -8 |
| Female | 18 | 26 | +8 |
| Non-Minority | 163 | 149 | -14 |
| Minority | 56 | 70 | +14 |
| Black | 39 | 53 | +14 |
| Hispanic | 13 | 11 | -2 |
| Asian/PI | 3 | 4 | +1 |
| AI/AN | 1 | 2 | +1 |
| TOTALS | 219 | 219 | 0 |

| SERVICE-MAINTENANCE | | | |
|----------------------------|------------------|------------------|-------------------|
| | <i>Dec. 2016</i> | <i>Dec. 2017</i> | <i>Net Change</i> |
| Male | 69 | 58 | -11 |
| Female | 8 | 7 | -1 |
| Non-Minority | 21 | 17 | -4 |
| Minority | 56 | 48 | -8 |
| Black | 56 | 46 | -10 |
| Hispanic | 0 | 2 | +2 |
| Asian/PI | 0 | 0 | 0 |
| AI/AN | 0 | 0 | 0 |
| TOTALS | 77 | 65 | -12 |

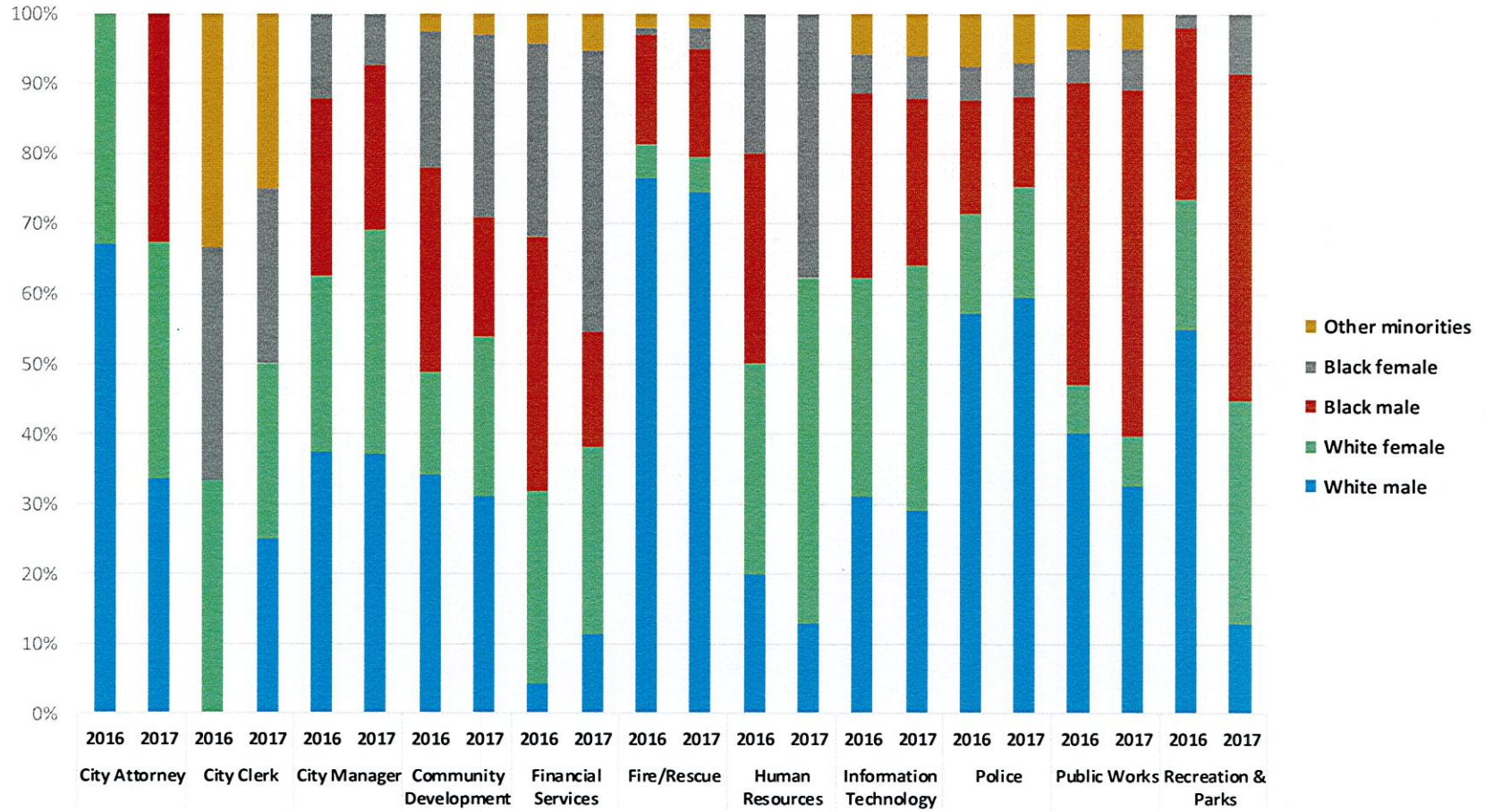
Appendix B: Charts



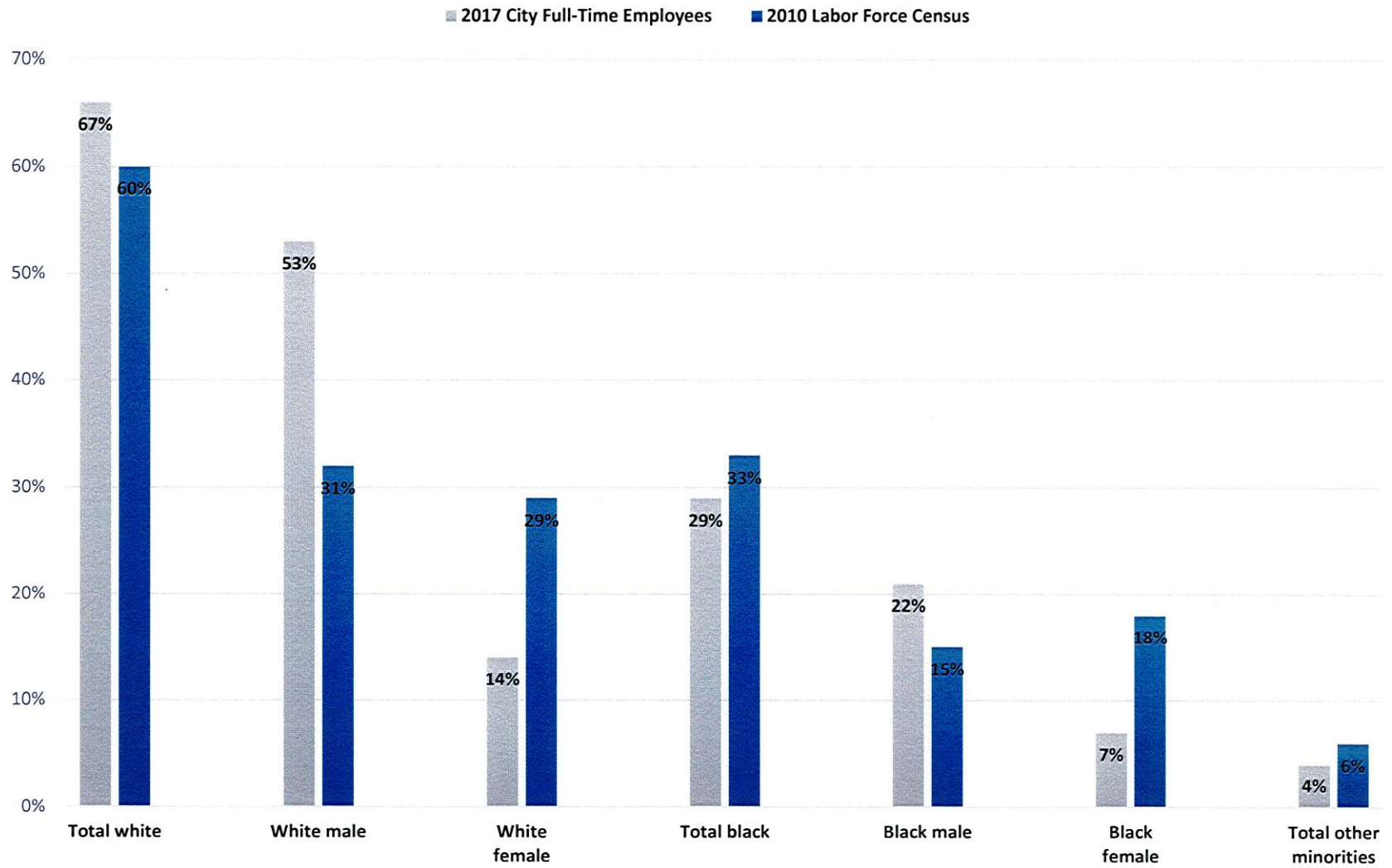
City of Greenville Employee Promotions Demographics for 2016 & 2017



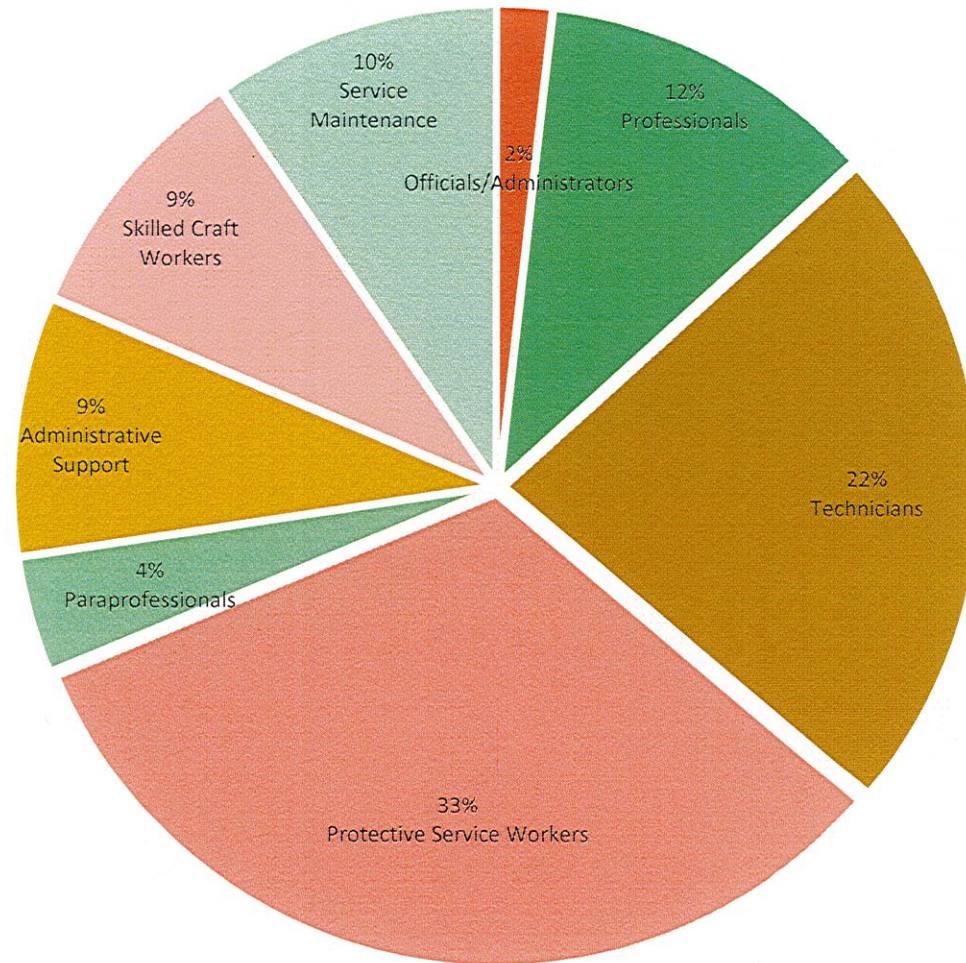
City of Greenville Departmental Workforce Analysis for 2016 & 2017



Comparison of City of Greenville Full-Time Employees Comparison to 2010 Pitt County Labor Force Census

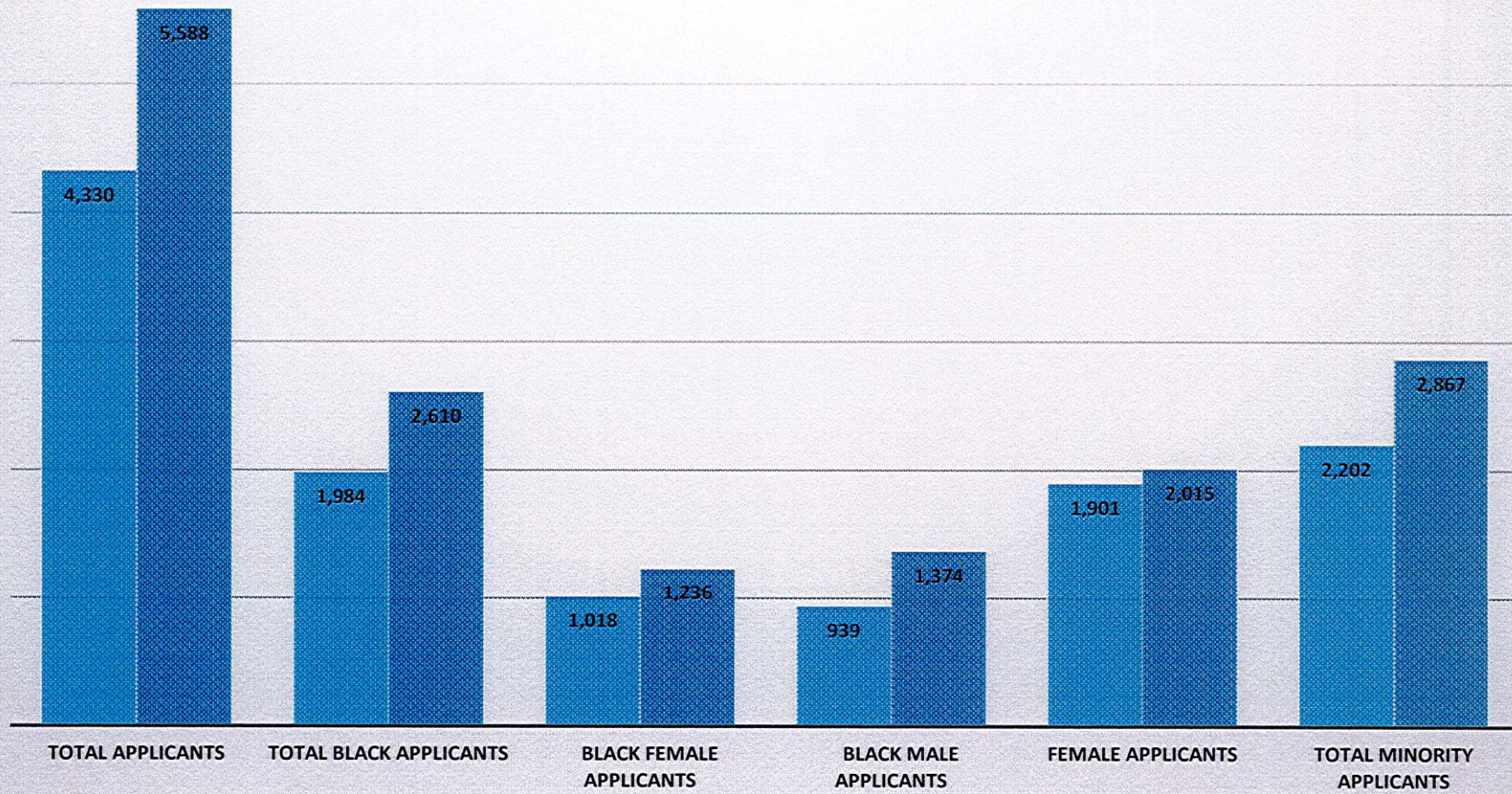


City of Greenville EEO Job Categories for 2017



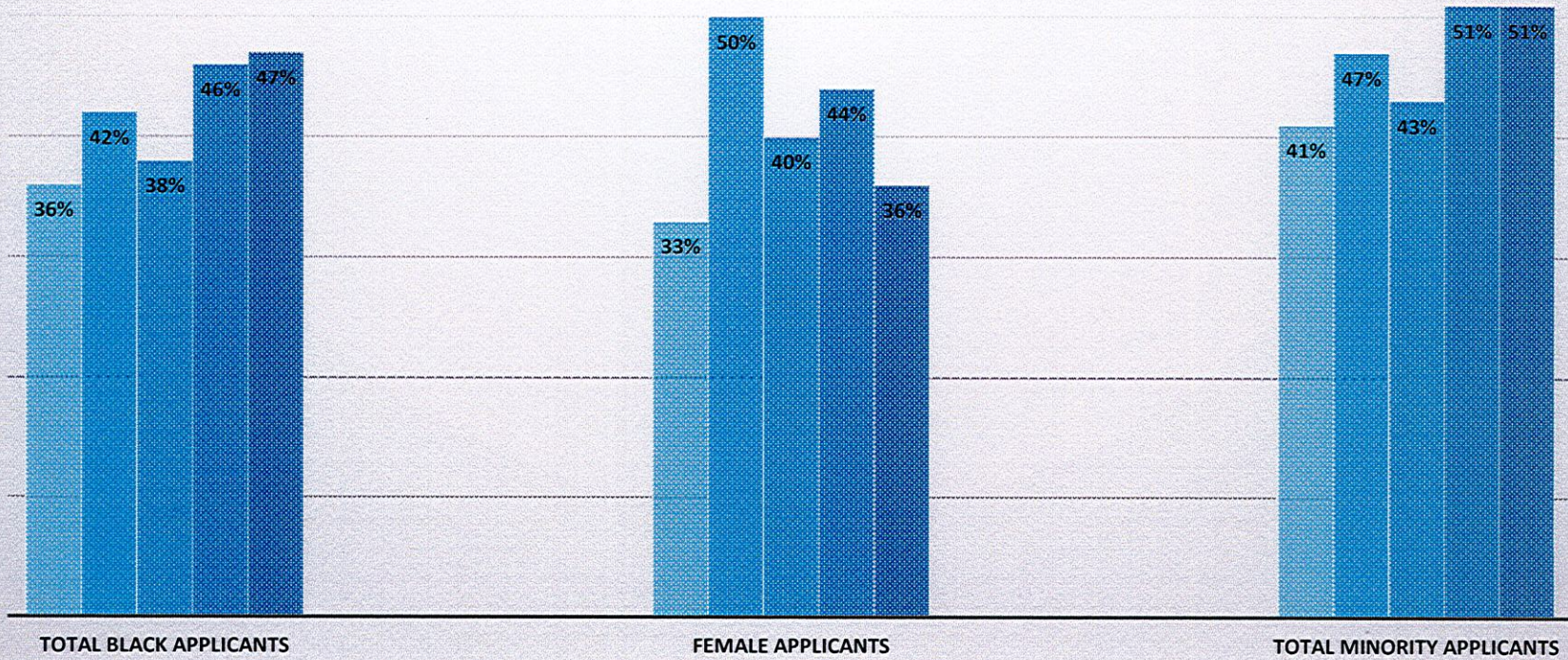
City of Greenville Applicant Demographics for 2016 & 2017

■ 2016 ■ 2017



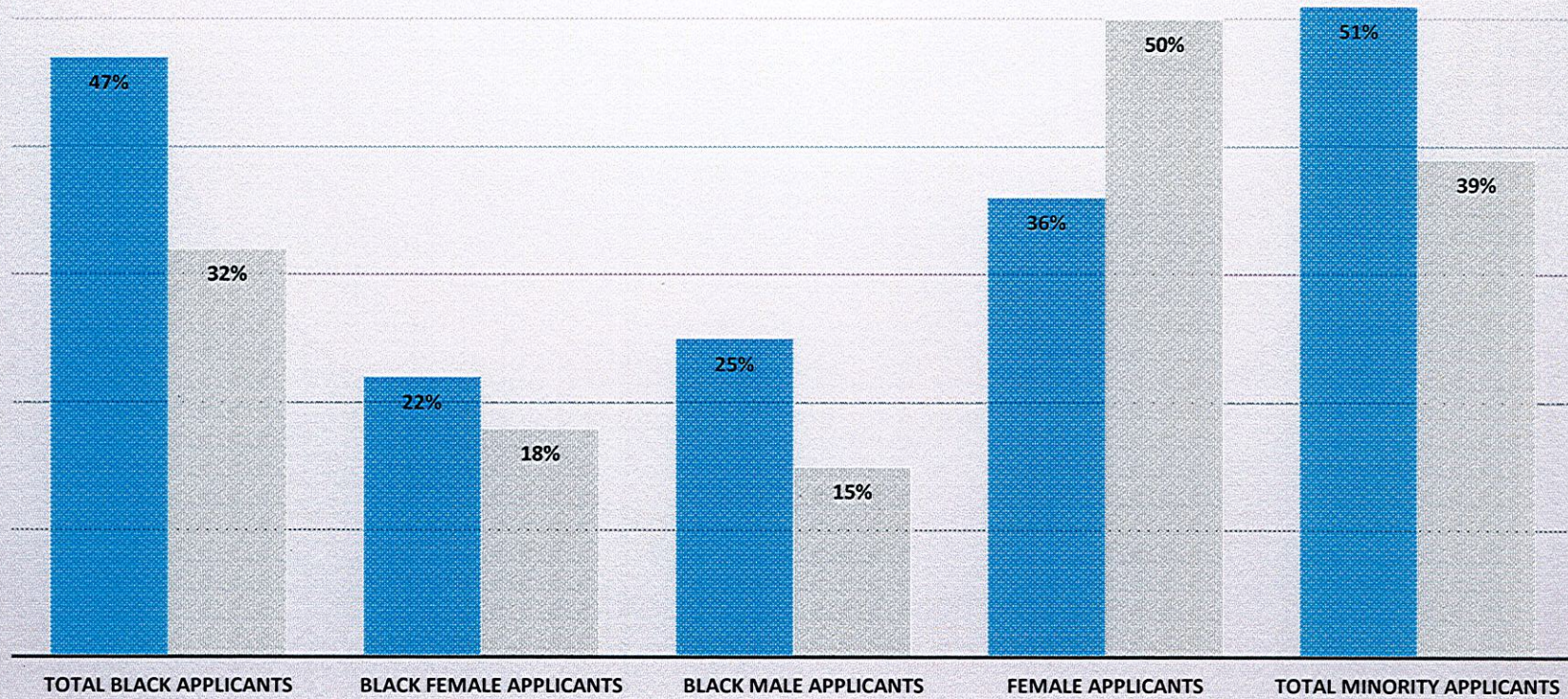
City of Greenville Demographic Percentages of Yearly Applicant Pools for 2013 - 2017

■ 2013 ■ 2014 ■ 2015 ■ 2016 ■ 2017



Comparison of City of Greenville Full-Time Applicants to Pitt County Labor Force Census

■ 2017 City Full-Time Applicants ■ 2010 Pitt County Census





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MEMORANDUM

TO: Ann Wall, City Manager
FROM: Christian Lockamy, Senior Economic Developer *CL*
DATE: March 20, 2018
SUBJECT: Area Economic Development Incentives (County and State)

At the City Council workshop on March 19, 2018, Mayor Connelly asked that City staff provide information on Pitt County and State of N.C. economic development incentives. The following list provides information on the incentives that are currently offered.

Pitt County

Economic Development Grant for Industrial Development – Performance-based grant intended to compliment any incentive program that may be offered by the State of N.C. or municipalities within Pitt County. The grant is based on the net increase in tax value for real property, machinery, and improvements above the base year prior to investment. This incentive is managed by the Pitt County Development Commission (PCDC) and is given on a case-by-case basis.

Water, Sewer, & Natural Gas Extensions - Provides financial assistance for utility extensions depending on funding availability. Grant will be equal to increase in ad valorem taxes for 5 years.

Railroad Lead Track Extensions - Funds the cost of extending railroad lead tracks to serve industrial sites (based upon the above stated formula) when the lead track can serve multiple sites.

Temporary Office Space - Provide temporary office space, if available, for intermittent use by corporate officials during construction/renovation of manufacturing/office facilities, at no cost to the company.

State of N.C.

County Development Tier Designations - The North Carolina Department of Commerce annually ranks the state's 100 counties based on economic well-being and assigns each a tier designation. The 40 most distressed counties are designated as Tier 1, the next 40 as Tier 2, and the 20 least distressed as Tier 3. This tier system is incorporated into various State programs to encourage economic activity in the less prosperous areas of the state. Pitt County is a Tier 2 County.

CDBG Demolition Grant - Provides funding for the demolition of vacant and dilapidated industrial buildings in Low to Moderate Income census tracts.

Rural Division of NC Commerce Demolition Program - Provides funding to local governments to support the demolition of vacant buildings to encourage site rehabilitation and availability for economic development purposes.

Utility Account Public Infrastructure - Provides grants to local governments for infrastructure improvements that are publicly owned and maintained. Project must lead to new full-time (FT) jobs.

Rural Division of NC Commerce Economic Infrastructure - Provides grants to local governments to assist with public infrastructure projects that will lead to new FT jobs. Includes broadband, city/county owned roads, and railroad spurs.

CDBG Building Reuse Program - Provides funding for renovation of vacant industrial and commercial buildings to companies creating new FT jobs. 60% of hires have to reside in Low to Moderate Income census tract.

Rural Division of NC Commerce Building Reuse Grant - Provides funding in Tier 1 or 2 counties for renovation of vacant buildings and expansion of an existing building. Grants are tied to new FT jobs.

NCDOC & NCDOT Joint Economic Development Program - Provides funding that will expedite commercial/industrial growth. Must result in creation of new FT jobs, or retaining existing ones.

NCDOT Rail Industrial Access Program - Provides funding to help construct or refurbish railroad spurs required by a new or expanding company. Intended to modernize railroad tracks to ensure effective and efficient freight deliveries.

Job Development Investment Grant (JDIG) - Performance-based, discretionary incentive program that provides cash grants directly to new and expanding companies to help offset the cost of locating or expanding a facility in the state. The amount of the grant is based on a percentage of the personal income tax withholdings associated with the new jobs.

The amount of a JDIG award is calculated by weighing a number of factors to determine its potential value, including the location of the project, the county tier designation, the number of net new jobs, the wages of the jobs compared to the county average wage, the level of investment and whether the industry is one of the state's targeted industry sectors. Grant funds are disbursed annually, for up to 12 years, to approved companies following the satisfaction of performance criteria set out in grant agreements.

This State tier system is incorporated into JDIG to encourage economic activity in the less prosperous areas of the state.

For projects located in a Tier 1 county:
100% of the annual grant is paid to the company.

For projects located in a Tier 2 county:

90% of the annual grant is paid to the company, and 10% is transferred to the Utility Account, a state program to fund infrastructure projects in Tier 1 and Tier 2 counties.

For projects located in a Tier 3 county:

75% of the annual grant is paid to the company, and 25% is transferred into the Utility Account.

JDIG also has a High-Yield Project (HYP) provision for any company that creates 1,750 jobs and invests \$500 million, which increases grant fund disbursements to up to 20 years.

Additionally, JDIG has a Transformative Project provision for any company that creates 5,000 jobs and invests \$4 billion, which increases grant fund disbursements to up to 25 years.

Basic Requirements for Eligibility:

In order for a project to be considered for JDIG, the following criteria must be met:

- The project must be competitive with locations outside North Carolina and remain competitive until the grant is formally awarded.
- The project results in a net increase in the company's employment in North Carolina. JDIG cannot be used to incent job retention.
- The project increases opportunities for employment and strengthens the state's economy.
- The project is consistent with the economic development goals of the state and of the area in which it is located.
- The project must meet the county average wage requirement.
- The grant must be necessary for the completion of the project in North Carolina.
- The benefits to the state outweigh the costs, rendering the grant appropriate for the project.
- The company must provide health insurance and pay at least 50% of the premiums for participating employees.
- The company must meet statutory occupational safety and environmental compliance requirements.
- For a project in a Tier 3 county, the local government(s) must provide incentives.

A five-member Economic Investment Committee (EIC) evaluates projects and makes decisions regarding JDIG awards. The North Carolina Department of Commerce administers the program on behalf of the EIC. Grant applicants are required to pay a \$10,000 nonrefundable fee with the submission of a completed application. Grant recipients are also required to pay an annual fee with the submission of each annual report, when filed with the Department of Commerce. The annual fee amount is the greater of \$2,500 or .03% of the grant amount awarded to the company. The amount of a grant associated with any specific position may not exceed \$6,500 in any year. North Carolina statute requires that the company maintain operations at the project location, or at another approved site in North Carolina, for at least 150% of the term of the grant.

One North Carolina Fund (ONCF) - The One North Carolina Fund (ONCF) is a discretionary cash-grant program that allows the Governor to respond quickly to competitive job-creation projects. The North Carolina Department of Commerce administers ONCF on behalf of the Governor. Awards are based on the number of jobs created, level of investment, location of the project, economic impact of the project and the importance of the project to the state and region.

The State tier system is incorporated into ONCF to encourage economic activity in the less prosperous areas of the state.

Awards are allocated to local governments as part of a negotiated challenge grant. By statute, ONCF requires that a local government provide an incentive to match the ONCF funding. The required local match depends on the tier designation of the county.

Funds awarded to a company must be used for:

- Installation or purchase of equipment
- Structural repairs, improvements or renovations of existing buildings
- Construction of or improvements to water, sewer, gas or electric utility distribution lines or associated equipment for existing buildings
- Construction of or improvements to water, sewer, gas or electric utility distribution lines or associated equipment for new or proposed buildings to be used for manufacturing and industrial operations

In a Tier 1 county, the local government must provide no less than one dollar for every three dollars provided by ONCF.

In a Tier 2 county, the local government must provide no less than one dollar for every two dollars provided by ONCF.

In a Tier 3 county, the local government must provide no less than one dollar for every one dollar provided by ONCF.

R&D Software Publishing Tax Exemption - Sales or repair of equipment in the physical, engineering, life sciences, and software publishing industry groups.

Data Center Tax Exemption - Provides infrastructure for hosting or data-processing services. \$75M in private funds have to be invested by company.

Historic Preservation Tax Credit - Provides tax credit to companies for the rehabilitation of income-producing historic properties. Company must invest \$10M.



Find yourself in good company

MEMORANDUM

TO: Ann Wall, City Manager
FROM: Christian Lockamy, Senior Economic Developer *CL*
DATE: March 20, 2018
RE: Notes to Council
SUBJECT: Small Business Plan Competition

At the City Council workshop on March 19, 2018, Councilman Litchfield asked that City Staff provide information on the success rate of the City's Small Business Plan Competition.

This 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 (RDC), and typically has two funding rounds that are held each year on July 1st and December 1st. 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.

There have been 38 recipients of the Small Business Plan Competition with 66% of the recipients still in business today (25 out of 38). Out of the 38 total businesses, 15 located in West Greenville (40%), and 23 located in the Center City (60%).

Of the remaining 25 businesses in existence today, 12 are located in West Greenville (48%), and 13 are located in the Center City (52%).

A list of the recipients is attached.

Attachment – Complete List of Small Business Plan Competition Recipients

City of Greenville List of Small Business Plan Competition Recipients

| Number | Business | Project Area | Grant Amount | Business Year | Business Closed |
|--------------|-------------------------------|-----------------|------------------|---------------|-----------------|
| 1 | Greenville Times | West Greenville | \$15,000 | 2008 | |
| 2 | Castillo Languages Services | Center City | \$15,000 | 2009 | |
| 3 | CynthRich Vending | West Greenville | \$15,000 | 2009 | |
| 4 | Dulcinea Wholesale | Center City | \$15,000 | 2009 | X |
| 5 | Gold Post Restaurant | West Greenville | \$15,000 | 2009 | |
| 6 | Nelson Arrington Completes | West Greenville | \$15,000 | 2009 | |
| 7 | Appogee | Center City | \$15,000 | 2010 | |
| 8 | Core Fitness and Wellness | Center City | \$15,000 | 2010 | X |
| 9 | Red, White, and Blue Cab | West Greenville | \$15,000 | 2010 | X |
| 10 | Winslow's Deli | Center City | \$30,000 | 2010 | |
| 11 | Blue Ox Games | West Greenville | \$15,000 | 2011 | |
| 12 | Copper and Vine | Center City | \$15,000 | 2011 | X |
| 13 | East Carolina Labor | West Greenville | \$15,000 | 2011 | |
| 14 | iTeach | Center City | \$15,000 | 2011 | X |
| 15 | The Scullery | Center City | \$15,000 | 2011 | |
| 16 | Vicki's Auto | West Greenville | \$15,000 | 2011 | X |
| 17 | La Bendicion Bakery | Center City | \$15,000 | 2012 | X |
| 18 | Tier 2 Technology | Center City | \$15,000 | 2012 | X |
| 19 | Art Avenue | Center City | \$15,000 | 2013 | X |
| 20 | Courtside | Center City | \$30,000 | 2013 | X |
| 21 | E-Audit | Center City | \$15,000 | 2013 | |
| 22 | Purple Blossom Yoga | Center City | \$15,000 | 2013 | |
| 23 | Campus Cookies | Center City | \$15,000 | 2014 | X |
| 24 | Cory Kennedy State Farm | Center City | \$30,000 | 2014 | |
| 25 | Crossfit Greenville | West Greenville | \$15,000 | 2014 | |
| 26 | DAP House | West Greenville | \$15,000 | 2014 | |
| 27 | Game Theory Group | Center City | \$15,000 | 2014 | |
| 28 | Trollingwood Brewery | West Greenville | \$15,000 | 2014 | |
| 29 | Wright School of Music | Center City | \$15,000 | 2014 | |
| 30 | Campus Corner | Center City | \$15,000 | 2015 | X |
| 31 | Laced Boutique | Center City | \$15,000 | 2015 | |
| 32 | Third Degree Signs (All Star) | West Greenville | \$15,000 | 2015 | X |
| 33 | Blackbeard Coffee Roasters | Center City | \$15,000 | 2016 | |
| 34 | MELT Fitness | West Greenville | \$15,000 | 2016 | |
| 35 | Art & Sole | Center City | \$10,000 | 2017 | |
| 36 | Ford & Shep | West Greenville | \$10,000 | 2017 | |
| 37 | Whirlygig Stage | West Greenville | \$20,000 | 2017 | |
| 38 | Riverside Recreation | Center City | \$10,000 | 2017 | |
| Total | | | \$605,000 | | |



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MEMORANDUM

TO: Ann Wall, City Manager
FROM: Jared Stalling, Economic Developer *JS*
DATE: March 21, 2018
SUBJECT: Small Business Assistance

At the City Council Planning Retreat in January 2018, City Council directed staff to explore options for supporting small businesses in the city. The discussion included communication strategies, navigating the City's permitting process, better marketing of existing area resources, etc.

Staff benchmarked various communities to see what strategies were offered. Several communities rose to the top of the list due to programs they have implemented, one of which is a program by the City of Rock Hill, SC, called "Open for Business". This program consists of a web portal that provides information on how to start a small business, how to navigate permitting/zoning, and how to find the specific help that applies to a variety of situations. Their website includes business start-up guides, how-to guides, checklists, and other information on how to access various support channels that are available to start-ups or existing small businesses.

City staff has begun to create a similar site that we are calling "Greenville Means Business". In order to populate the website with relevant information for our area, we have started discussions with community partners and internal City departments to better understand the logical order for how we provide information on our web portal. In many cases, the content already exists on a host of departmental and area partner websites, and our role is to consolidate those resources into one user-friendly, easy-to-navigate website that would provide context from the citizen or small business owner's point-of-view.

Staff has also developed a survey to be posted on social media and the City's website that will solicit feedback from the small business community and ask businesses to sign up to be included on a City mailing list. This mailing list will help inform the subscribers about area events, including upcoming small business roundtable discussions, resources, and other topics that may be of interest to small business owners.

Additionally, staff has discussed using a variety of media formats to bring attention to area businesses and existing resources. For example, GTV can be used to profile a small business of the month as well as feature video clips where area agencies (SBTDC, SBA, SBC, etc) are interviewed on various topics like how to write a business plan, how to market a business, and how to seek funding.

Staff will continue to update City Council on further initiatives to provide assistance to small businesses.