

NOTES

TO: Honorable Mayor and City Council Members
FROM: Ann E. Wall, City Manager
DATE: February 26, 2020
SUBJECT: Materials for Your Information

Please find attached the following materials for your information:

1. A memo from Eric Griffin, Fire/Rescue Chief, regarding an improved rating as a result of the North Carolina Department of Insurance inspection
2. A memo from Leah Futrell, Director of Human Resources, regarding the 2019 Affirmative Action report
3. A memo from Lisa Kirby, Director of Engineering, regarding the South Tar River Greenway phase 3a update
4. A memo from Byron Hayes, Director of Financial Services, regarding the Retirement Systems Division Letter and report on Pension Spiking

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Attachments

FIRE/RESCUE

MEMORANDUM

TO: Ann Wall, City Manager

FROM: Eric Griffin, Fire/Rescue Chief 

DATE: February 25, 2020

SUBJECT: North Carolina Department of Insurance Inspection Results

According to the North Carolina Department of Insurance (NCDOI), the Greenville Fire/Rescue Department (GFR) has achieved the highest rating the department has ever received during their recent inspection.

The North Carolina Response and Rating System ranges from 1 (highest) to 10 (not recognized as a certified fire department by the state). This multi-faceted inspection process is performed on most fire departments in the state. Upon completion of the inspection performed by the NCDOI officials, they concluded that GFR has improved from a Class 3 to a very high Class 2 rating.

NCDOI ratings show how well-protected the community is by the fire/rescue department. Higher ratings suggest that the department is overall better equipped to respond to fires in the community. Typically, higher ratings have significantly contributed to lower insurance rates for property owners.

NCDOI's inspection reaffirms that GFR continues to be a very efficient, effective, and high performing organization. These results clearly demonstrate GFR's commitment towards continuous improvement. During the inspection process, GFR staff gained a tremendous amount experience. Moving forward, the department is well positioned to pursue the best possible NCDOI rating of a Class 1 designation in the near future.

Memorandum

To: Ann E. Wall, City Manager

From: Leah B. Futrell, Director of Human Resources 

Date: February 11, 2020

Subject: **2019 Affirmative Action Program Annual Report**

Consistent with City Council's goal of building a high-performing, diverse organization, the City of Greenville continued to strengthen its diversity by recruiting, hiring, and retaining a qualified and talented workforce in 2019. The attached 2019 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.

Like 2018, 2019 continued to be a tight labor market for both private- and public-sector employers. The City, however, took proactive steps to attract diverse and well-qualified applicants. The City's recruitment strategy for skilled craft workers, for example, required bringing the job openings to the attention of those targeted for recruitment. The Public Works Department hosted its first onsite job fair which was very well attended and resulted in several hires. Additionally, the Human Resources Department used other tools to source a large number of diverse and qualified candidates which included, but were not limited to, billboard and radio advertising, social media outreach, and posting job announcements at businesses, restaurants, and other places frequented by skilled craft workers. The results of these efforts paid off in terms of the quality and quantity of applicants and new hires.

The City's two largest departments—Police and Fire/Rescue—made tremendous strides in hiring and promoting from a diverse candidate slate. The Police Department promoted two females—one black and one white—to the senior rank of Captain. Only two ranks—Police Major and Deputy Police Chief—separate the Police Captain rank from the Chief of Police rank. Additionally, five females were hired as sworn police officers during 2019. These promotions and hires illustrate the Police Department's progressive actions toward diversity and inclusion.

Likewise, the Fire/Rescue Department hired 43 Trainees during 2019. The Fire/Rescue Trainee position serves as the talent pipeline for developing men and women who have a passion for firefighting and emergency services. Of the 43 new hires, 47% were minorities and 19% were women. The Fire/Rescue Department also promoted a female to the traditionally male-dominated position of Fire Inspector.

The City strives to take diversity beyond the legal mandates and maintains an environment that is inclusive of all groups, thereby maximizing the potential of all employees. Moving forward, the City seeks to build upon its success in building a diverse and inclusive workforce. We will continue to embrace and affirm the diversity that exists within our community and among our employees.

Thank you for your continued commitment and support of the City's Affirmative Action Program.

Attachment

AFFIRMATIVE ACTION PROGRAM ANNUAL REPORT



CALENDAR YEAR 2019

City of Greenville
Affirmative Action Program Annual Report
January 1, 2019 – December 31, 2019

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**CITY OF GREENVILLE
2019 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)

	2010	2000	%
	<u>Census</u>	<u>Census</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>2015</u>	<u>2016</u>	<u>2017</u>	<u>2018</u>	<u>2019</u>
1. Filled full-time positions	683	684	672	697	720
2. Percentage of Blacks	31%	29%	29%	30%	30%
3. Percentage of Black males	23%	23%	22%	23%	22%
4. Percentage of Black females	8%	6%	7%	7%	7%
5. Percentage of females	20%	20%	21%	23%	23%
6. Percentage of other minorities	4%	4%	4%	4%	5%

C. 2019 Applicant Information

1. Total number of applicants*	=	6,857	
• Number of White applicants	=	2,796	(41% of total)
• Number of Black applicants	=	3,324	(48% of total)
• Number of non-Black minority applicants	=	434	(6% of total)
• Number of applicants who did not disclose race	=	303	(4% of total)
2. Number of female applicants*	=	2,623	(38% 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>2015</u>	<u>2016</u>	<u>2017</u>	<u>2018</u>	<u>2019</u>	<u>5-Yr % Change</u>
Total applicants	3,970	4,330	5,588	5,723	6,857	+73%
Total black applicants	1,502	1,984	2,610	2,725	3,324	+121%
Black female applicants	825	1,018	1,236	1,250	1,487	+80%
Black male applicants	664	939	1,374	1,475	1,837	+177%
Female applicants	1,570	1,901	2,015	2,236	2,623	+67%
Total minority applicants	1,687	2,202	2,867	3,017	3,758	+123%

**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 2019

A. An analysis of the 2019 applicant pool shows the following:

1. Compared to 2018, the City experienced a significant increase (20%) in the total number of applicants for 2019. The number of applicants increased from 5,723 in 2018 to 6,857 in 2019. The City continues to demonstrate a positive trend in its ability to attract applicants in terms of quality and quantity.

The combined recruitments of the Public Works, Police, Planning and Development Services, and Recreation and Parks Departments accounted for the majority of the applicant pool in 2019. The 68% applicant allocation is broken down as follows: 28% for the Public Works Department, 21% for the Police Department, and approximately 10% each for the Planning and Development Services and Recreation and Parks Departments.

The Public Works Department recruited for various positions in 2019, with many of the positions within the skilled craft workers job category which includes Construction Worker, Senior Construction Worker, Equipment Operator, and Heavy Equipment Operator. Given the robust labor market and the demand for skilled craft workers, the City was able to attract and hire qualified individuals for these difficult-to-fill positions. Recruitments for the Public Works Department also included, but were not limited to, Sanitation Crew Leader I, Transit Driver, and Transit Manager. Of the applicants who self-identified in 2019, 66% were minorities and 13% were female. Compared to 2018, the percentage of minority applicants increased significantly—by 43%—for positions within the Public Works Department. The increase is likely attributable to the recruitment strategies used in 2019 which included an on-site job fair, radio and television advertisements, and billboards (mobile, digital, and traditional) spread throughout the city announcing the City's need for skilled craft workers.

The Police Department recruited for Police Officers and a number of civilian positions such as Animal Protective Services Officer, Animal Protective Services Supervisor, Senior Parking Control Officer, and Telecommunicator. In 2019, 56% of the applicants were minorities and 39% were females. As in previous years, the Police Department continues to attract a diverse group of applicants for sworn and civilian positions.

The Planning and Development Services Department also successfully recruited for several positions such as Building Inspector, Chief Building Inspector, Lead Planner, GIS Technician II, and Neighborhood Liaison/Community Ombudsman. Fifty (50) percent of applicants were minorities and female applicants totaled 59% of the applicant pool.

The Recreation and Parks Department attracted a diverse applicant pool for positions such as Building Facilities Technician I, Parks Facilities Supervisor I, Parks Planner, Recreation Manager, and a number of Recreation Assistant positions. The newly established Engineering Department recruited for positions such as Civil Engineer I (Capital Projects), Civil Engineer II (Land Development), Engineering Assistant I, and Transportation Planner. Overall, 59% of applicants for positions within the Engineering Department were minorities and 37% of applicants were female. Other City departments such as Fire/Rescue, Human Resources, Financial Services, and Information Technology also recruited for positions during 2019 that attracted diverse applicants. Approaches to recruitment for 2019 continued to appeal to a diverse audience, attracting minority and female applicants.

2. The number of black applicants continued an upward trend, increasing by 22%, from 2,725 in 2018 to 3,324 in 2019. The number of non-Black minority applicants increased by approximately 49% in 2019 compared to 2018. The number of female applicants grew from 2,236 in 2018 to 2,623 in 2019, a 17% 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. In summary, the City continued to attract a well-qualified and diverse applicant pool in 2019. Of the 6,857 applicants for full-time positions, 48% were Black, 6% were non-Black minorities, and 38% 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. One hundred and two (102) full-time employees were hired in 2019, compared to 113 full-time employees in 2018. Overall, 25% of new hires in 2019 were females compared to 29% of new hires in 2018. In total, 36% of new hires in 2019 were minorities compared to 31% of new hires in 2018. A breakdown of new hires by race and gender is shown below.

	<u>White male</u>	<u>White female</u>	<u>Black male</u>	<u>Black female</u>	<u>Non-Black Minority male</u>	<u>Non-Black Minority female</u>
2019	49 (48%)	16 (16%)	24 (24%)	5 (5%)	4 (4%)	4 (4%)
2018	53 (47%)	25 (22%)	20 (18%)	8 (7%)	7 (6%)	0 (0%)

- C. Fifty-seven full-time employees (approximately 8% of the full-time workforce) were promoted in 2019, compared to 59 full-time employees in 2018. Overall, 19% of promotions in 2019 were women and 33% were minorities, with the breakdown by race and gender as follows:

	<u>White male</u>	<u>White female</u>	<u>Black male</u>	<u>Black female</u>	<u>Non-Black Minority male</u>	<u>Non-Black Minority female</u>
2019	35 (61%)	3 (5%)	10 (18%)	7 (12%)	1 (2%)	1 (2%)
2018	35 (59%)	7 (12%)	9 (15%)	3 (5%)	3 (5%)	2 (3%)

- D. Retention of a diverse workforce is also a focus of this report. In 2019, the City had a total of 96 full-time employee separations (approximately 13% of the full-time workforce). Of these, 27% (26) were due to retirement and 10% (10) were due to discharge, disability, or death.

Resignations made up the remainder of the separations, accounting for 63% (60). Females accounted for 24% (23) of the overall separations and 35% (34) 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 Attorney's Office experienced no new hires, promotions, transfers, or separations.

City Clerk's Office:

- Promoted a non-Black minority female to the position of City Clerk.
- Appointed a black female to serve as Interim City Clerk until the position was filled.
- Recruited for the position of Administrative Assistant due to the promotion of the former Administrative Assistant.

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 illustrated by the following activities in 2019:

A. Ensured position vacancies were posted internally/externally through appropriate means and 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 onboarding processes to determine effectiveness and opportunities for improvement.

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 2019 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 sessions each month
2. Continued efforts to get to know employees personally and professionally
3. Supported employees' work with visits to the field, including a whole day visiting Recreation and Parks and Public Works staff on August 7, participating in a ride-along with the Traffic Services Division staff on September 18 and Planning and Development Services Administrative and Housing Divisions staff on October 25
4. Attended Recreation and Parks Department All-Staff Meetings on January 30 and August 28, Engineering Department staff meeting on September 16, and Engineering Department retreat on November 13
5. Continued to have an "open door policy" and met with employees to discuss issues of interest and/or concern
6. Encouraged employees with special events such as Family Fun Day and Breakfast with the City Manager

7. Provided position reclassifications when warranted, job tools/resources, appropriate workspaces (relocating employees when feasible), and guidance to strengthen work teams and improve job performance
8. 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
9. Supported the City's in-house training program including the Supervisory Training and Refresher (STAR) course
10. Included budgetary funds to allow for staff to attend outside professional training and conferences
11. Provided budgetary funds for the employee Educational Tuition Assistance Program and the Computer Purchase Program
12. Posted information on COGNET, an internal City computer network communications tool, to enable more convenient access to information about City policies, procedures, and resources
13. Held four Department/Division Heads meetings during the year to discuss various issues affecting the City organization and employees
14. Provided free bus passes to employees to help with transportation issues
15. Continued to expand the Employee Health Clinic 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
16. Provided a variety of employee wellness programs and initiatives to educate them and encourage them to exercise and take steps to be healthy
17. Continued travel and employee expense reimbursement processes in Munis as an efficient way of reimbursing employees for travel, safety shoes, and other expenses
18. Attended Fire-Rescue Academy Graduation on September 13 and Police Department Field Training Graduation on October 23

F. Promoted employee recognition through the following:

1. Recognized new employees, promotions, and retirements as well as good work of City departments and employees at four quarterly Department/Division Head meetings
2. Held two semi-annual service award luncheons (June 19 and December 11) to recognize employees achieving milestone service anniversaries (5, 10, 15, 20, 25, 30, and 35 years of service with the City).
3. Held lunch on July 15 for IT Department in recognition of tremendous work they did during recovery from ransomware attack; also attended Collections Division lunch on April 18, Public Works Department luncheon on May 22 in recognition of Public Works Week, Fire-Rescue appreciation ceremony on September 17, IT customer service luncheon on October 10, and various departmental holiday luncheons and events
4. Recognized various employee achievements and retiring employees at City Council meetings
5. Attended the Minority/Women Business Enterprise Mix-n-Meet event on April 4 and the Minority Enterprise Development Week luncheon on September 27
6. Attended STAR kickoff on October 16
7. Attended Law Enforcement Memorial Service on May 10
8. Participated in National Night Out events with Police on August 6
9. Attended "Transitioning to Retirement" workshop on August 21 to recognize employees' service and their impending milestone event
10. Attended Police Department's quarterly recognition event on September 18, as well as other employee service and retirement recognition events in various departments throughout the year
11. Presented certificates to those employees with perfect attendance for the 2019 calendar year and continued funding for the Attendance Incentive Program

- G. 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
- H. Encouraged participation in the Chamber of Commerce's Grow Local program, through which area employers work with local high school students who are interested in job shadowing and learning more about their careers
- 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. Expanded the internship program to four positions in 2019.
- 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 Dr. Martin Luther King, Jr. Day on January 21; City was a sponsor
 2. Human Relations Council Annual Award Ceremony and Reception on February 23
 3. Human Relations Council Inclusive Community Breakfast on September 26
 4. Minority/Women Business Enterprise (MWBE) MED Week lunch on September 28
- Q. City Manager continued serving on the ECU MPA Advisory Board and met with MPA students when requested.
- R. Set up City booth at the annual ECU Merchants Fair in August and provided information on City organization, events, services, and job opportunities.
- S. Created recruiting posters and brochures for City departments
- T. City Manager worked with a citizen to plan and hold a session on local government for minority youth at City Hall on Saturday, May 18
- U. City Manager met with Latino business owners group on June 6 about City government
- V. Assistant City Manager participated in Eastern Elementary School Career Fair on April 9

- W. Coordinated having City vehicles and staff at South Greenville Elementary School on November 22
- X. Coordinated with the Pitt County Arts Council at Emerge to have them host a City employee's photography exhibit during the month of September, which featured City employees from various departments engaged in work activities and the community
- Y. Coordinated with the Chamber of Commerce to have CMO staff speak to the Young Professionals group on December 4
- Z. Development Services and Planning Director served on Mid-East Commission which promotes workforce development and other initiatives throughout the region

Engineering:

- A female was promoted as the City's first Director of Engineering/City Engineer.
- Reclassified a black male to the position of Traffic Services Manager.
- Offered training on-site as well as at other City facilities to accommodate employee's work schedules and promote an atmosphere to strengthen team building skills and enhance career development.
- Continued to participate in courses and workshops to maintain certifications and professional licenses at various levels throughout the department.
- Attended MWBE contractor orientation training.

Financial Services:

- Hired a black female to fill the position of Collections Technician II-EMS and a white female in the position of Collections Officer.
- 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 also hosted events for the NCDOT Division of Civil Rights.
- 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 provided sponsorships for a few local businesses to attend the Latino Festival. The MWBE Coordinator also spoke at community luncheons and events about public contracting opportunities with the City and business development opportunities.
- The MWBE Coordinator also worked with Junior Achievement as a mentor for aspiring student entrepreneurs.

Fire/Rescue:

- Hired 43 Fire/Rescue Officer Trainees. Of those hired, 8 (19%) were females (1 Hispanic, 2 black, and 5 white), 15 (35%) were black males, 2 (5%) were Hispanic males, and 18 (42%) were white males.
- Promoted a black male to the positions of Fire/Rescue Officer II and EMS Specialist, respectively, and a white female to the positions of Fire Inspector and Planning and Compliance Manager, respectively.
- Hired a part-time Recruitment and Retention Officer in order to provide greater outreach to the community.
- To recognize employees' accomplishments and retain employees, implemented pay incentives for employees who obtain Paramedic certifications for positions that do not require such, as well as implemented pay incentives for specific assignments (e.g., Acting Officer).
- Implemented EMS Squad Leader positions to recognize EMS Specialists in leadership roles and to serve as a career ladder.
- Participated in the Dr. Martin Luther King, Jr. Celebration at St. John Missionary Baptist Church.

- Introduced approximately 120 participants to fire safety and other fire/rescue related topics by participating in the Intergenerational Community Center Family Day.
- 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.
- Sponsored the sixth 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.
- Continued support of employees participating 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 attended the Greenville-Pitt County Chamber of Commerce Leadership Institute. This program strives to provide Greenville-Pitt County with a source of diverse leaders who are prepared and committed to serve the community.
- Raised funds for the United Way of Pitt County by hosting the annual Fire-Rescue Chili Cook-off. The United Way of Pitt County supports many diverse programs and projects throughout the city and county; more than \$2,600 was raised for 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.
- Assisted City departments, particularly Police and Fire/Rescue, with various recruitment and selection processes.
- Encouraged the Public Works Department to utilize mobile, digital, and traditional billboard advertising to reach a larger and more diverse prospective applicant pool.
- HR Director was invited to serve as a panelist at the International City/County Management Association "Women Leading Government" event in September. The event was held in Raleigh and addressed issues that women face in the workplace.
- HR Director collaborated monthly with Vidant Health management resulting in expansion of the services and staffing of the employee health clinic.
- Partnered with the Youth@Work Program through the Department of Labor for WIOA. A black female and two black males participated in the summer program.
- Participated in the career fair at Ayden-Grifton High School. The purpose of the career fair is to provide students with the opportunity to meet with local employers and receive information regarding available positions and the educational requirements that must be met in order to obtain employment.
- Attended various career/job fairs (e.g., part-time, full-time, industry specific) at Pitt Community College to expose students to employment opportunities with the City.
- Filled the position of HR Generalist with an American Indian/Alaska Native male and the position of Staff Support Specialist III with a Hispanic female.
- Hosted Financial Literacy Month in April. During the month, various events were facilitated by financial professionals for the financial wellness and education of employees. Events included free credit reports and consultation, financial panel discussions, and lunch-and-learns.
- Provided support staff for mock interviews for the "I Need a Job Workshop" sponsored by the Recreation and Parks Department in April. The workshop was

designed to help youth develop resumes, enhance interview skills, and bring awareness to all facets of the workforce.

- Participated in a hiring event for transitioning service members, reservists, and veterans in Jacksonville on June 5, 2019. Sponsored by North Carolina for Military Employment, applicants were pre-matched with employers to interview for vacant positions.
- Assisted with coordination and implementation of a job fair hosted by the Public Works Department.
- Partnered with STRIVE to provide opportunities to individuals who will be transitioning into the workforce.
- Participated in a career fair for veterans and the employment of people with disabilities held on November 14, 2019.
- 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. Provided department specific training and training on a variety of other topics such as defeating unconscious bias, communicating effectively, and trust.
- Training and Development Specialist provided quarterly training to department heads on a variety of leadership topics.
- Required mandatory training for all new hires related to unlawful workplace harassment and workplace violence prevention.
- Expanded safety training to include an extended orientation for new employees to ensure workplace safety.
- Assisted City departments with promotional processes.
- The Director of Human Resources was invited to speak to students enrolled in East Carolina University's Master of Public Administration (MPA) Program. The MPA Program prepares students to meet the needs and challenges of public service.
- 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 Clerk.
- Coordinated Family Fun Day and other social events to encourage comradery.
- Communicated information regarding the City's educational tuition assistance program and encouraged employees to take advantage of the valuable benefit.

- The Safety/Risk Manager, who also serves as the City's ADA Coordinator, worked collaboratively with City departments to help ensure accessibility to City facilities and infrastructure.
- Participated in the MWBE Mix-n-Meet program.

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 internship program prepares students for full-time positions in the Information Technology field.
- Filled internship positions with two black males and three white males.

Planning and Development Services:

- Promoted a black female to the Lead Planner position and a black female to the position of Planner II.
- Hired a white female to fill the position of GIS Technician, a Hispanic female in the role of Staff Support Specialist I, a black female as Planner I, and a black male in the role of Development Liaison.
- Provided internship opportunities for students, with increased recruitment efforts targeting minorities.
- Sponsored program and workshop opportunities that were advertised through a variety of mainstream and minority media outlets such as *The Daily Reflector*, Awesome Radio, and social media.
- The Housing Division partnered with the Purchasing Division to educate and assist with qualifying minority contractors for grant-funded rehabilitation project participation.
- The Housing Division also hosted monthly financial literacy classes for the general public at no cost.
- The Code Enforcement Division advertised job announcements locally and through the NC Association of Housing Code Officials to attract a more diverse group of applicants.

Police Department:

- Diverse recruitment teams attended job/career fairs at East Carolina University, Fayetteville State University, Appalachian State University, UNC-Asheville, Western Carolina University, North Carolina Central University, Pitt Community College, Wayne Community College, Beaufort Community College, Edgecombe Community College, Lenoir Community College, and other regional community colleges. North Carolina Central University and Fayetteville State University are historically black universities in North Carolina with a predominantly minority enrollment.
- Diverse recruitment teams attended the Koinonia Christian Center Community Fair and job/career fairs at various military bases.
- Hired ten females to fill various positions within the department; five of the 10 hires were for the sworn police officer position. Additionally, a Hispanic male was hired as a sworn police officer.
- Promoted two females—one black and one white—to the rank of Police Captain.
- An ad hoc compensation committee researched pay plans and incentives of comparable law enforcement agencies in an effort to improve officer retention and recruiting capabilities. As a result, the minimum pay rate for sworn police officers was increased to attract new hires and a pay incentive was added as a means of rewarding and retaining police officers.
- Participated in National Night Out and other public community events (Freeboot Friday, Umbrella Market, etc.).
- Participated in various programs such as Cops and Barbers, Police Athletic League (PAL), Police Community Relations Committee (PCRC), Minority and Women

Business Enterprise (MWBE), North Carolina Law Enforcement Women's Association (NCLEWA), and the National Organization of Black Law Enforcement Executives (NOBLE).

- Developed a new recruitment video designed to attract minorities and women to law enforcement.

Public Works:

- Promoted two black females, five black males, a Hispanic male, and a white male to various positions.
- Hosted an onsite job fair on June 6, 2019 to fill vacant positions. The job fair created a lot of interest in the community and was well attended by a diverse population of more than 170 potential applicants. Six positions were filled as a result of the job fair to include four black males.
- Partnered with Pitt Community College's Division of Continuing Education to provide equipment operator training to enhance the skills of current employees and serve as a talent pipeline for prospective employees.
- 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.
- Enabled residents to complete community service hours within the department which also exposed them to jobs within the department.
- Continued to support employee participation in courses and workshops to assist them with maintaining certifications and professional licenses at various levels throughout the department.
- 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 Mix-n-Meet program.
- Attended MWBE contractor orientation training held at City Hall.

Recreation and Parks:

- Promoted a black female to the position of Recreation Manager and hired a white female in the role of Recreation Outreach Coordinator.
- Participated in the Youth@Work program to expose youth to careers in recreation and parks.
- Ensured diversity on interview panels while hiring for seasonal and summer positions.
- Posted job announcements on "Hire a Pirate" via East Carolina University's website.
- Recreation staff spoke to several ECU classes to share employment and volunteer opportunities.
- Used *The East Carolinian* for advertisement of seasonal employment opportunities during the spring and fall.
- Ensured diversity among adult basketball officials by partnering with the North Carolina High School Association for recruitment.
- Posted "Hiring Now" banners throughout the community for advertisement of seasonal employment opportunities.

- Shared employment and volunteer opportunities with ECU student athletes via the staff of the ECU Athletic Director's office.
- 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 2020

- 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 2020 applicant pool compared to 2019 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 encourage City employees to participate in the Chamber of Commerce Grow Local program, through which they can expose local high school students to their careers
- 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

Engineering:

- Continue to engage in educational opportunities to stay abreast of industry standards and achieve departmental goals.
- Continue to participate in programs that enable citizens to re-enter the workforce.
- Continue to participate in the MWBE Mix-N-Meet program and attend MWBE contractor orientation.

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 2020 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) for new supervisors and managers, while implementing LEAD (Leadership Enhancement and Development) for experienced managers and supervisors.
- 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.
- Continue to attend job/career fairs in order to promote the City as an employer of choice.
- Offer face-to-face and online discrimination and harassment prevention training.
- Implement the classification and compensation study recommendations as approved by Council in order to continue to pay employees at-market, retain employees, and attract well-qualified applicants.

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 recruitment videos to attract minorities and women.
- Continue to recruit and hire a diverse group of individuals to attend Basic Law Enforcement Training (BLET). This strategy serves as a means to eliminate competition from other agencies by investing in the training of interested and qualified individuals.

Public Works Department:

- Continue oversight of departmental hiring procedures to ensure a diverse candidate pool. Additionally, when appropriate, the department will advertise internally before considering external candidates to support employee advancement.
- Continue to work with Human Resources to advertise positions in sources 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 orientations.

Recreation and Parks Department:

- Continue to partner with community 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 and other colleges 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 job opportunities; and attending the Pitt County Business Expo.
- Offer internships to attract a diverse applicant pool through recruitment.
- Expand training opportunities for part-time staff.

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, social organizations, businesses, and various agencies.
 - 4. To military bases.
- B. Continue to advertise employment vacancies in local/regional newspapers, minority publications, and 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's website, providing continuous access by 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, in 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 and the Employee Computer Purchase Program to employees; and (6) recognizing employee successes and achievements.
- 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	\$17,000
2. Radio/TV	\$3,000
3. Job fairs and billboards	\$5,000
4. Recruitment brochures/flyers	\$3,000
5. Internet websites	<u>\$12,000</u>
Total	<u>\$40,000</u>

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, 2021 by the Human Resources Director to determine whether any issues need to be addressed or changed, with the final report submitted in February, 2021. 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 12/31/19

	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	0	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%
City Clerk																	
Employees	2	0	0%	0	0%	0	0%	1	50%	0	0%	1	50%	2	100%	1	50%
Applicants	134	51	38%	9	7%	42	31%	71	53%	9	7%	62	46%	110	82%	6	4%
City Manager																	
Employees	12	9	75%	4	33%	5	42%	3	25%	2	17%	1	8%	6	50%	0	0%
Applicants	0	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%
Engineering																	
Employees	21	14	67%	11	52%	3	14%	6	29%	6	29%	0	0%	3	14%	1	5%
Applicants	321	125	39%	94	29%	31	10%	166	52%	89	28%	77	24%	117	37%	23	7%
Financial Services																	
Employees	21	9	43%	2	10%	7	33%	12	57%	3	14%	9	43%	16	76%	0	0%
Applicants	410	172	42%	43	10%	129	31%	197	48%	17	4%	180	44%	333	81%	25	6%
Fire/Rescue																	
Employees	162	119	74%	110	68%	9	6%	38	24%	32	20%	6	4%	16	10%	5	3%
Applicants	294	150	51%	118	40%	32	11%	116	40%	81	28%	35	12%	71	24%	22	8%
Human Resources																	
Employees	12	7	58%	1	8%	6	50%	3	25%	0	0%	3	25%	10	83%	2	17%
Applicants	526	200	38%	31	6%	169	32%	276	53%	34	7%	242	46%	449	85%	32	6%
Information Technology																	
Employees	17	11	65%	6	35%	5	30%	5	30%	4	24%	1	6%	6	35%	1	6%
Applicants	501	276	55%	233	47%	43	9%	143	29%	84	17%	59	12%	110	22%	61	12%
Planning & Development Services																	
Employees	40	22	55%	15	38%	7	18%	17	43%	7	18%	10	25%	18	45%	1	3%
Applicants	674	299	44%	154	23%	145	22%	298	44%	85	13%	213	32%	397	59%	42	6%
Police																	
Employees	242	189	78%	144	60%	45	19%	36	15%	25	10%	11	5%	61	25%	17	7%
Applicants	1441	598	42%	425	30%	173	12%	694	48%	345	24%	349	24%	555	39%	114	8%
Public Works																	
Employees	134	50	37%	43	32%	7	5%	79	59%	70	52%	9	7%	16	12%	5	4%
Applicants	1897	583	31%	546	29%	37	2%	1174	62%	969	51%	205	11%	249	13%	78	4%
Recreation and Parks																	
Employees	54	41	76%	32	59%	9	17%	13	24%	11	20%	2	4%	11	20%	0	0%
Applicants	659	342	52%	194	30%	148	23%	189	29%	124	19%	65	10%	232	35%	31	5%
City of Greenville (all departments)																	
Employees	720	473	66%	369	51%	104	14%	214	30%	161	22%	53	7%	166	23%	33	5%
Applicants	6857	2796	41%	1847	27%	949	14%	3324	48%	1837	27%	1487	22%	2623	38%	434	6%

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 2019

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 2019, Officials and Administrators made up approximately 2% (13) of the City's 720 full-time employees. Females held 31% (4) of this category's positions and minorities held 46% (6) 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 11% (80) of the City's full-time employees. Females held 26 (33%) of all professional positions, while minorities held 23 (29%) 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 2019, approximately 22% (158) of the City's workforce was classified as Technicians. Minorities comprised 34 (22%) of the positions held and 20 (13%) were female.
4. Protective Service Workers
Protective service workers accounted for the largest occupational category of employees, representing approximately 34% (247) 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 2019, females comprised 36 (15%) of the positions while minorities held 70 (28%) 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 29 (4%) paraprofessionals at the end of 2019, of which 17 (59%) were female and 8 (28%) 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 64 (9%) of the total workforce in 2019. Females comprised 53 (83%) of the administrative support positions while minorities comprised 23 (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 66 (9%) skilled craft workers at the end of 2019, minorities held 37 (56%) 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 63 (9%) employees in this category at the end of 2019. Ten (16%) of this category were female and 46 (73%) were minorities.

EEO JOB CATEGORIES
Full-Time Employees
As of 12/31/19

Job Category	ALL EMPLOYEES			RACE/ETHNIC CATEGORIES									
				MALE					FEMALE				
	Total	Male	Female	W	B	H	API	AIAN	W	B	H	API	AIAN
Officials & Administrators	13	9	4	5	4	0	0	0	2	1	0	1	0
	2%	69%	31%	39%	31%	0%	0%	0%	15%	8%	0%	8%	0%
Professionals	80	54	26	42	9	2	0	1	15	11	0	0	0
	11%	68%	33%	53%	11%	3%	0%	1%	19%	14%	0%	0%	0%
Technicians	158	138	20	110	24	4	0	0	14	6	0	0	0
	22%	87%	13%	70%	15%	3%	0%	0%	9%	4%	0%	0%	0%
Protective Service Workers	247	211	36	153	43	11	4	0	24	9	3	0	0
	34%	85%	15%	62%	17%	4%	2%	0%	10%	4%	1%	0%	0%
Paraprofessionals	29	12	17	8	4	0	0	0	13	3	0	0	1
	4%	41%	59%	28%	14%	0%	0%	0%	45%	10%	0%	0%	3%
Administrative Support	64	11	53	8	3	0	0	0	33	17	3	0	0
	9%	17%	83%	13%	5%	0%	0%	0%	52%	27%	5%	0%	0%
Skilled Craft Workers	66	66	0	29	36	1	0	0	0	0	0	0	0
	9%	100%	0%	44%	55%	2%	0%	0%	0%	0%	0%	0%	0%
Service-Maintenance	63	53	10	14	38	1	0	0	3	6	1	0	0
	9%	84%	16%	22%	60%	2%	0%	0%	5%	10%	2%	0%	0%
TOTAL	720	554	166	369	161	19	4	1	104	53	7	1	1
	100%	77%	23%	51%	22%	3%	<1%	<1%	15%	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.

2019 Workforce Composition by EEO Job Category – Net Change from 2018

OFFICIALS & ADMINISTRATORS			
	<i>Dec. 2018</i>	<i>Dec. 2019</i>	<i>Net Change</i>
Male	10	9	-1
Female	3	4	+1
Non-Minority	8	7	-1
Minority	5	6	+1
Black	5	5	0
Hispanic	0	0	0
Asian/PI	0	1	+1
AI/AN	0	0	0
TOTALS	13	13	0

PARAPROFESSIONALS			
	<i>Dec. 2018</i>	<i>Dec. 2019</i>	<i>Net Change</i>
Male	10	12	+2
Female	17	17	0
Non-Minority	19	21	+2
Minority	8	8	0
Black	7	7	0
Hispanic	0	0	0
Asian/PI	0	0	0
AI/AN	1	1	0
TOTALS	27	29	+2

PROFESSIONALS			
	<i>Dec. 2018</i>	<i>Dec. 2019</i>	<i>Net Change</i>
Male	55	54	-1
Female	26	26	0
Non-Minority	55	57	+2
Minority	26	23	-3
Black	24	20	-4
Hispanic	2	2	0
Asian/PI	0	0	0
AI/AN	0	1	+1
TOTALS	81	80	-1

ADMINISTRATIVE SUPPORT			
	<i>Dec. 2018</i>	<i>Dec. 2019</i>	<i>Net Change</i>
Male	9	11	+2
Female	54	53	-1
Non-Minority	43	41	-2
Minority	20	23	+3
Black	18	20	+2
Hispanic	1	3	+2
Asian/PI	1	0	-1
AI/AN	0	0	0
TOTALS	63	64	+1

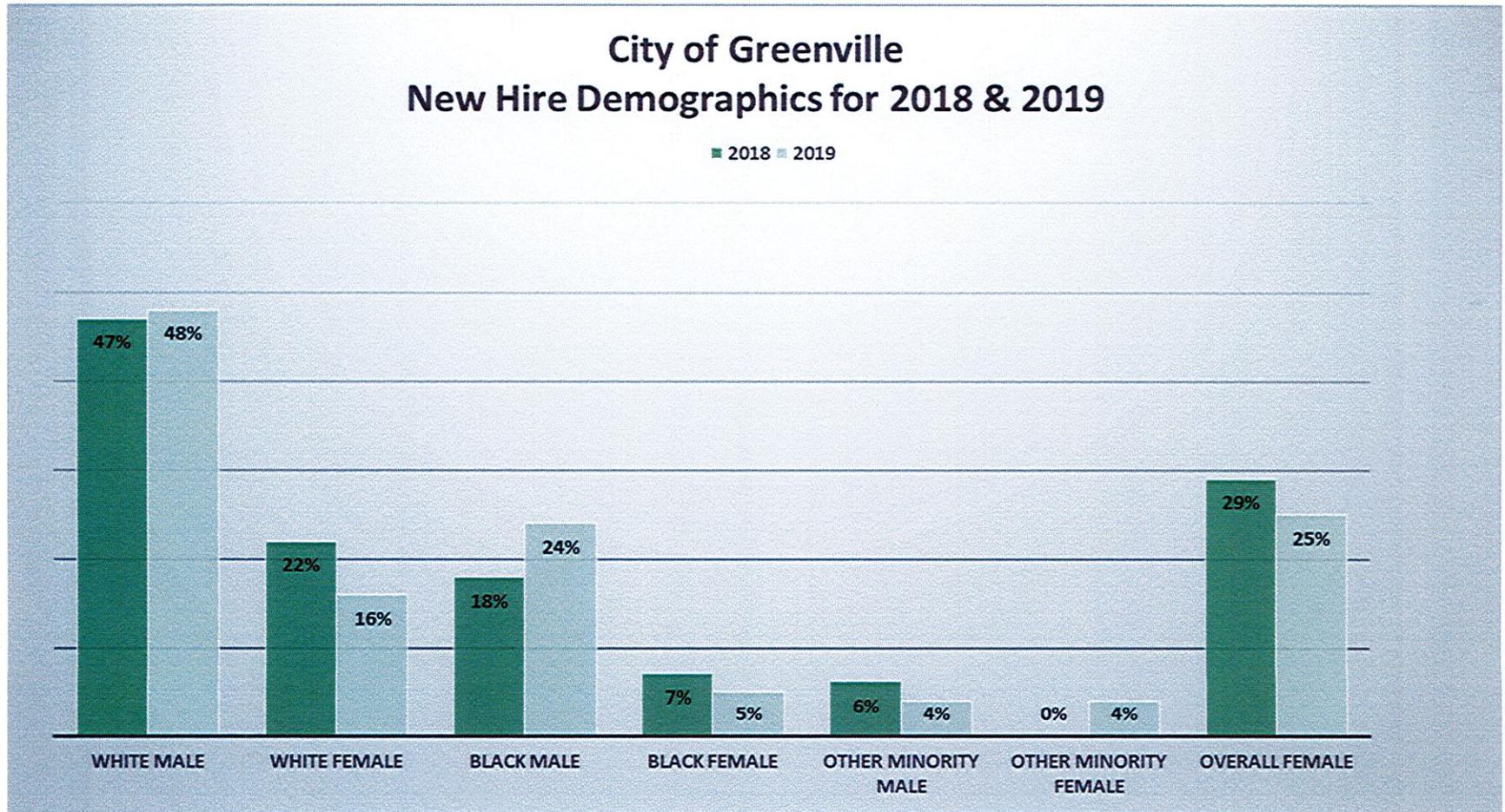
TECHNICIANS			
	<i>Dec. 2018</i>	<i>Dec. 2019</i>	<i>Net Change</i>
Male	129	138	+9
Female	24	20	-4
Non-Minority	116	124	+8
Minority	37	34	-3
Black	33	30	-3
Hispanic	4	4	0
Asian/PI	0	0	0
AI/AN	0	0	0
TOTALS	153	158	+5

SKILLED CRAFT WORKERS			
	<i>Dec. 2018</i>	<i>Dec. 2019</i>	<i>Net Change</i>
Male	70	66	-4
Female	0	0	0
Non-Minority	30	29	-1
Minority	40	37	-3
Black	37	36	-1
Hispanic	3	1	-2
Asian/PI	0	0	0
AI/AN	0	0	0
TOTALS	70	66	-4

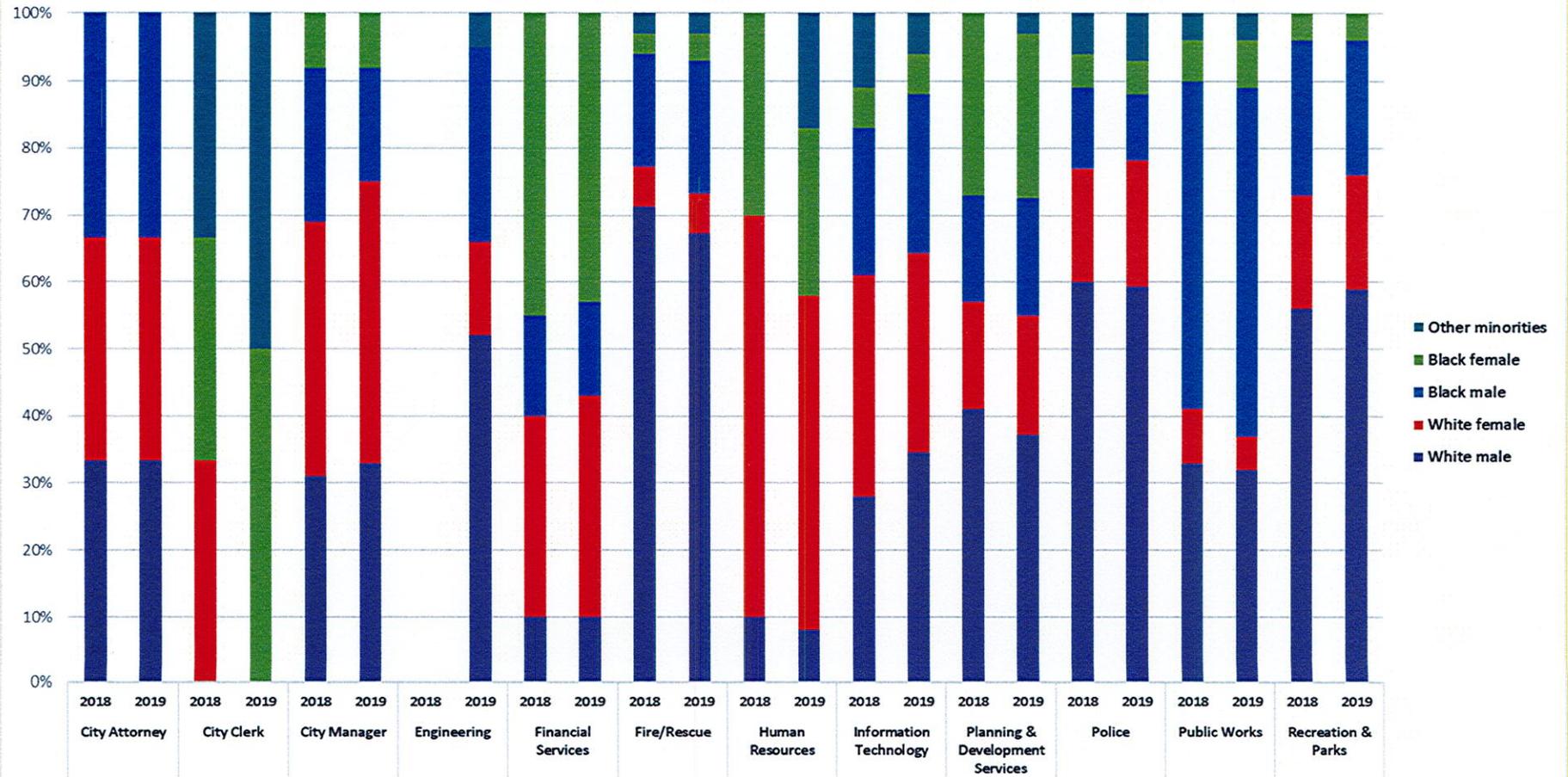
PROTECTIVE SERVICE WORKERS			
	<i>Dec. 2018</i>	<i>Dec. 2019</i>	<i>Net Change</i>
Male	209	211	+2
Female	27	36	+9
Non-Minority	176	177	+1
Minority	60	70	+10
Black	44	52	+8
Hispanic	12	14	+2
Asian/PI	4	4	0
AI/AN	0	0	0
TOTALS	236	247	+11

SERVICE-MAINTENANCE			
	<i>Dec. 2018</i>	<i>Dec. 2019</i>	<i>Net Change</i>
Male	45	53	+8
Female	9	10	+1
Non-Minority	12	17	+5
Minority	42	46	+4
Black	42	44	+2
Hispanic	0	2	+2
Asian/PI	0	0	0
AI/AN	0	0	0
TOTALS	54	63	+9

Appendix B: Charts

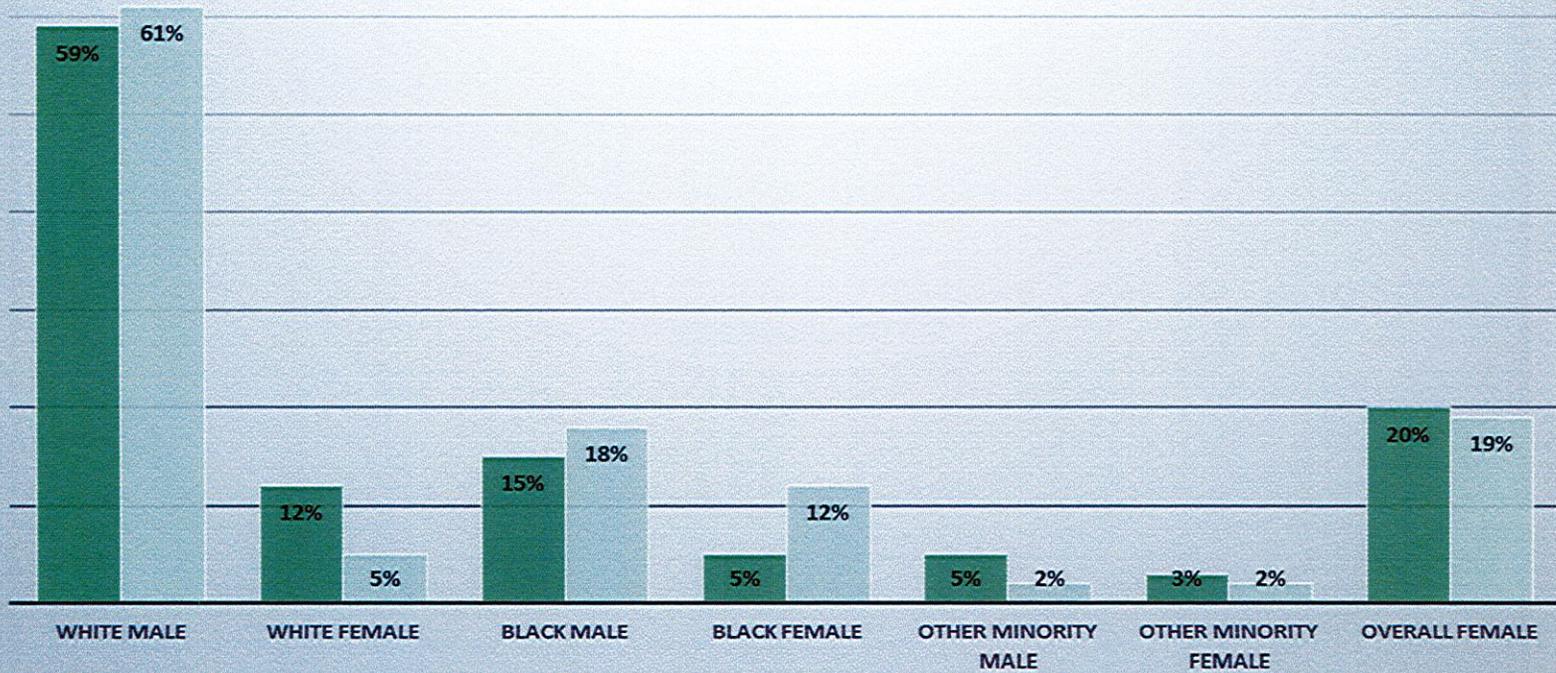


City of Greenville Departmental Workforce Analysis for 2018 & 2019



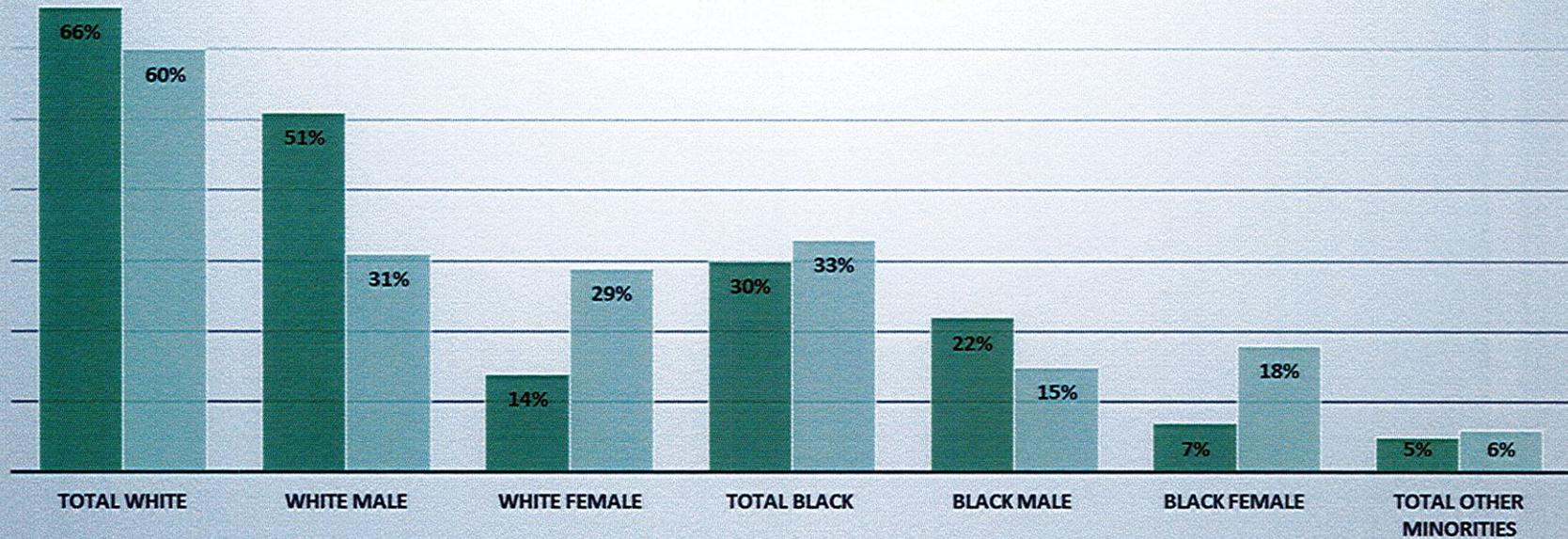
City of Greenville Employee Promotions Demographics for 2018 & 2019

■ 2018 ■ 2019

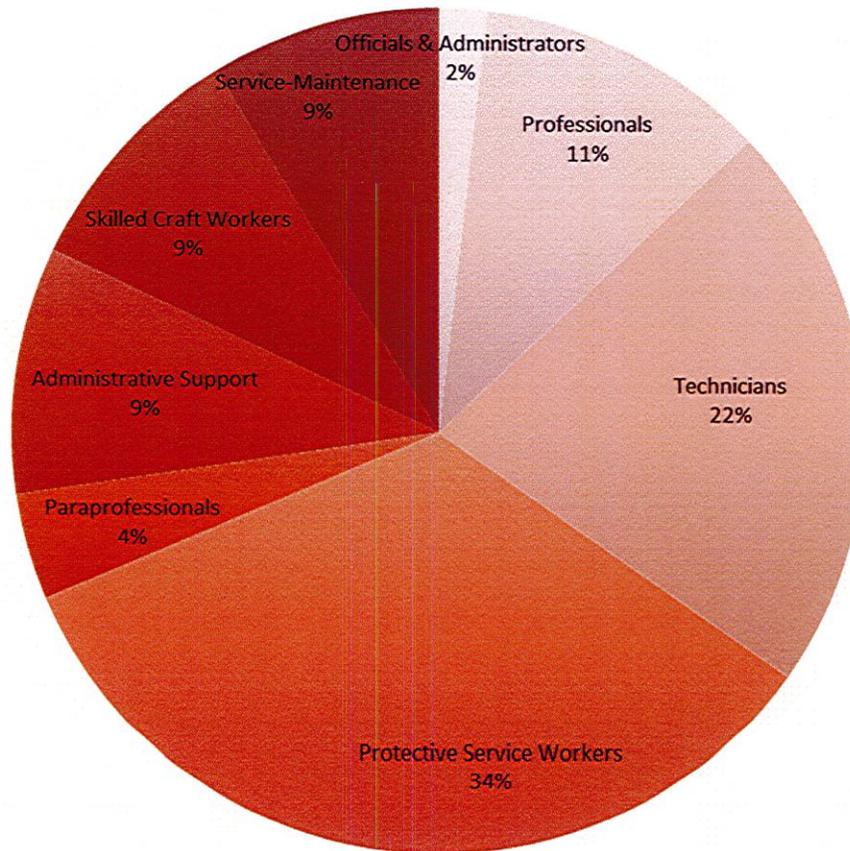


Comparison of City Full-Time Employees to 2010 Pitt County Labor Force Census

■ 2019 City Full-Time Employees ■ 2010 Pitt County Labor Force Census



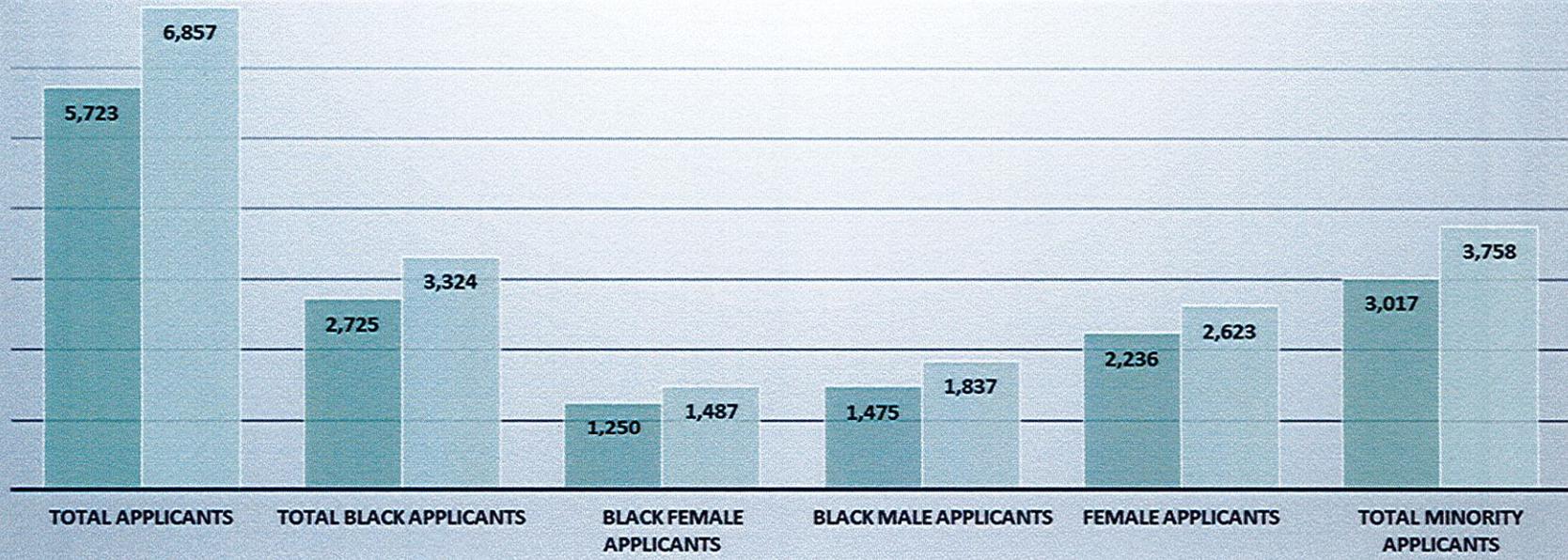
City of Greenville EEO Job Categories for 2019



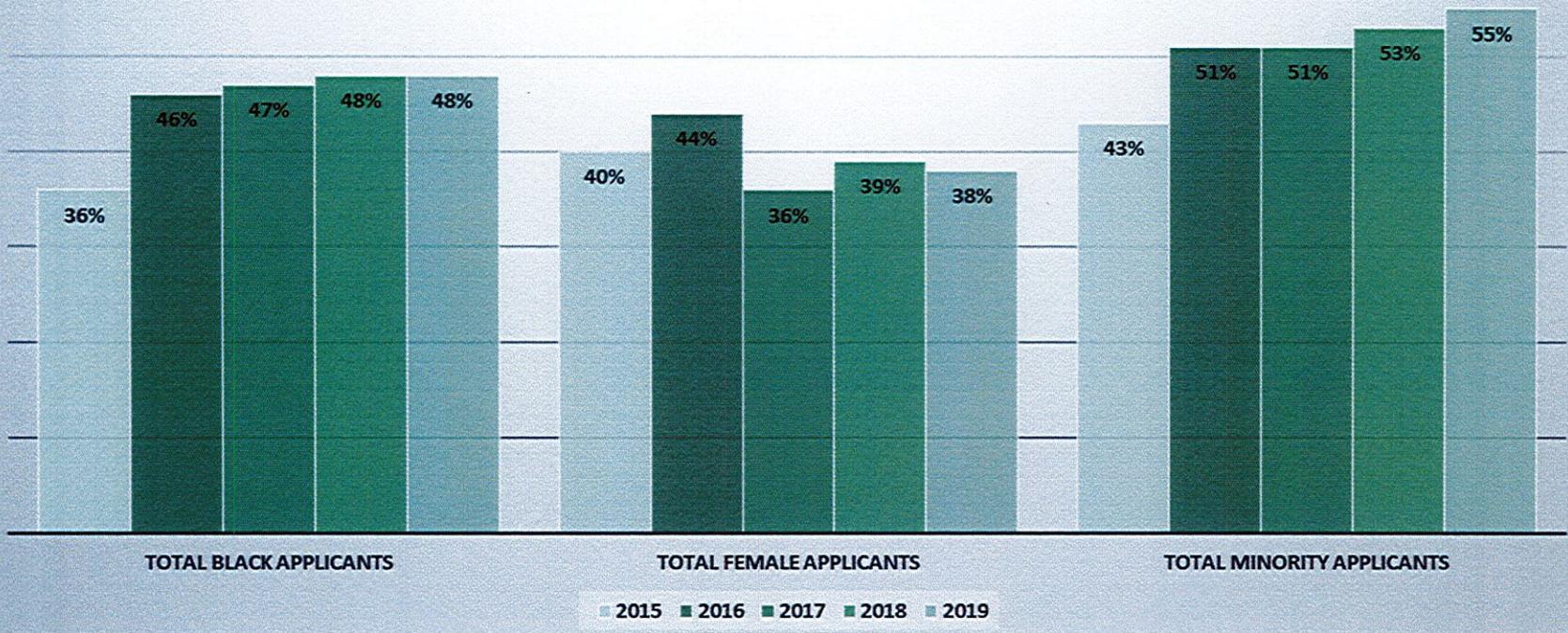
■ Officials & Administrators ■ Professionals ■ Technicians ■ Protective Service Workers
■ Paraprofessionals ■ Administrative Support ■ Skilled Craft Workers ■ Service-Maintenance

City of Greenville Applicant Demographics for 2018 & 2019

■ 2018 ■ 2019

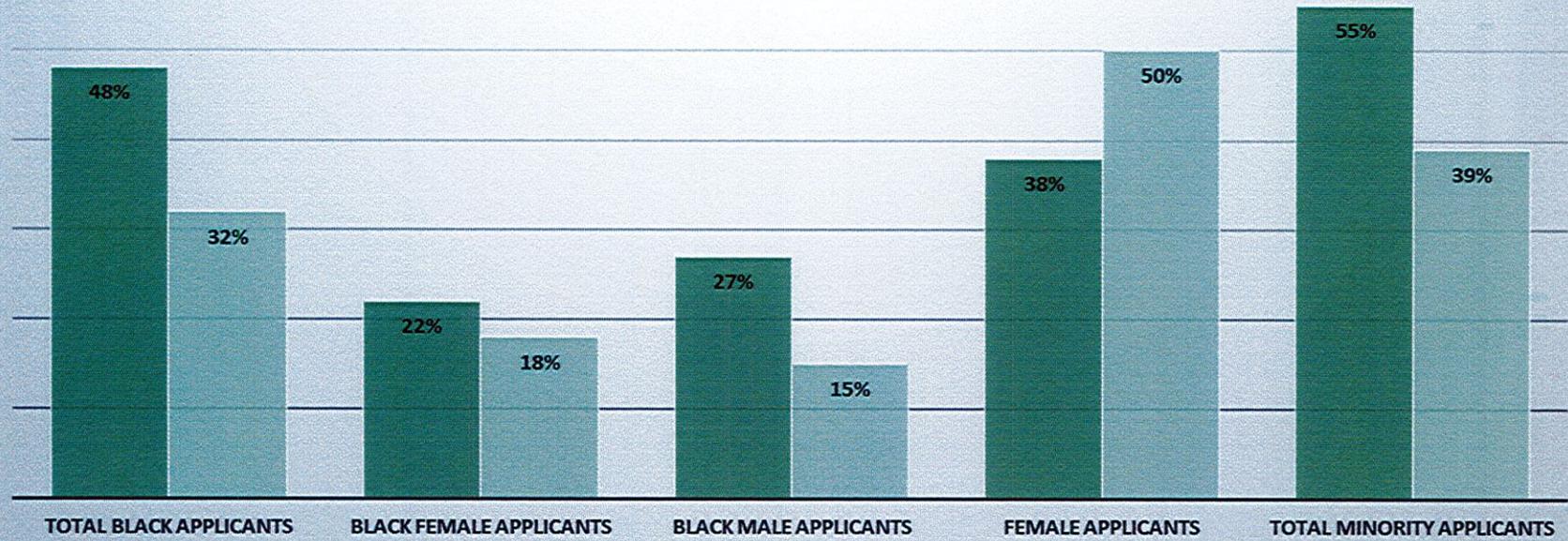


City of Greenville Demographic Percentages of Yearly Applicant Pools for 2015 - 2019



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

■ 2019 City Full-Time Applicants ■ 2010 Pitt County Census





Find yourself in good company

Memorandum

To: Ann E. Wall, City Manager
From: Lisa Kirby, PE, CFM, Director of Engineering
Date: February 24, 2020
Subject: South Tar River Greenway Phase 3A Update

City Council awarded the South Tar River Greenway Phase 3A contract on October 7, 2019. The City subsequently received concurrence from North Carolina Department of Transportation on December 23, 2019. Due to delays throughout the advertising and bidding process, environmental permits for the project have expired and must be renewed. Packages have been resubmitted to the NC Department of Environmental Quality and the US Army Corps of Engineers. Staff is currently awaiting review and approval by the permitting agencies. This process typically takes approximately 60 days.

Pending approval for the above permits, staff anticipates providing a notice to proceed to the contractor in late spring.

cc: Lynn Raynor, PE, Civil Engineer III
Brandon Rountree, Civil Engineer I

Memorandum

To: Ann E. Wall, City Manager

From: Byron Hayes, Financial Services Director *BH*

Date: February 24, 2020

Subject: Retirement Systems Division Letter and Report on Pension Spiking

During the 2014 General Assembly session, contribution-based benefit cap legislation was enacted effective January 1, 2015 for the Local Government Retirement System. The purpose of the legislation is to control the practice of “pension spiking” in which a member’s (City’s employee who has retired) compensation significantly increases late in his or her career, creating unforeseen liabilities for the Local Government Retirement System. The legislation applies to members who retire on and after July 1, 2015, with an average final compensation of \$100,000 or higher.

Per the legislation, the State Treasurer’s Office is required to report monthly to each employer a list of those members for whom the employer may be required to make an additional employer contribution should the member elect to retire in the following 12 months. The chief financial officer is required to provide a copy of the report to the governing body.

To this end, please find attached the letter and report from the State Treasurer’s Office listing employees of the City who may be eligible to retire in the next 13 months, and whose salary is \$90,000 or greater based on the employee’s most recent annual benefits statement. The City may be required to submit an additional amount to the Retirement System in the form of a lump sum payment after the employee retires. The list is not exhaustive, and members on this list may or may not exceed the contribution based benefit cap upon retirement.

This is merely a notification of a potential cost that the City may be required to pay in the future.

cc: Michael Cowin, Assistant City Manager
Ken Graves, Assistant City Manager

Attachment



North Carolina
Total Retirement Plans



Dale R. Folwell, CPA
STATE TREASURER OF NORTH CAROLINA
DALE R. FOLWELL, CPA

2/14/2020

97411 - CITY OF GREENVILLE
ATTN: CHIEF FINANCIAL OFFICER OR BUDGET ADMINISTRATOR
PO BOX 7207
GREENVILLE, NC 27835

Dear 97411 - CITY OF GREENVILLE:

During the 2014 General Assembly session, contribution-based benefit cap legislation was enacted effective January 1, 2015. This legislation was created to control the practice of "pension spiking," in which a member's compensation substantially increases, resulting in a monthly retirement benefit that is significantly greater than the member and employer contributions would fund. The Contribution-Based Benefit Cap (CBBC) approach was created to protect each system for current and future retirees and to prevent all employers in the Retirement Systems from absorbing the additional liabilities caused by compensation decisions made by other employers. This legislation applies to members who retire on and after January 1, 2015, with an average final compensation of \$100,000 or higher (adjusted annually for inflation), and will directly impact only a small number of those individuals. It requires the member's last employer to pay the additional contribution required to fund the member's benefit in excess of the cap. [G.S. 135-5(a3); 135-4(jj); 128-27(a3); and 128-26(y)]

In order to assist employing agencies with planning and budgeting to comply with the CBBC provisions, we are required to report monthly to each employer a list of those members for whom the employer made a contribution to the Retirement System in the preceding month that are most likely to require an additional employer contribution should they elect to retire in the following 12 months. This letter and the attached report serve as our required monthly notification to your agency under this provision. [G.S. 135-8(f)(2)(f) and G.S.128-30(g)(2)(b)]

The chief financial officer of your agency is required to provide a copy of the attached report to the chief executive of your agency, as well as to the governing body, including any board which exercises financial oversight. Additionally, the chief financial officer of a public school system is required to provide a copy of the report to the local board of education and notify the board of county commissioners of the county in which the local administrative unit is located that the report was received and how many employees were listed in the report. [G.S. 115C-436(c); 135-8(j); and 128-30(j)]

For the purpose of determining the employees of your agency that are likely to require an additional employer contribution should they elect to retire in the following 12 months, the Retirement System modified the criteria used in the CBBC calculation. This allows for a broad list of potential employees, including those whose compensation average may approach the threshold and attempts to provide your agency with prior notification of a potential cost. The attached report

lists employees of your agency who may be eligible to retire in the next 13 months (at either a reduced or unreduced benefit), whose salary is \$95,000 or greater, and whose estimated monthly retirement benefit exceeds the CBBC based on information in the employee's most recent annual benefits statement. In addition, a lower CBBC Factor (i.e., TSERS is 4.2 and LGERS is 4.4) is applied.

This list is not exhaustive, and members included on this list may or may not exceed the CBBC upon retirement, depending on a number of factors such as the member's average final compensation, the member's age at retirement, and membership service. This is merely a notification of a potential cost that your agency may be required to pay, in the form of a lump-sum payment, due after the member retires.

For those employees hired on or after January 1, 2015, the employer is not required to pay the additional contribution to fund the member's benefit in excess of the Contribution-Based Benefit Cap. The employer has the option to pay all or part of the contribution required in excess of the CBBC; the employee also has the option to pay all or part of the contribution. However, should neither of you choose to pay this additional contribution, the employee's retirement benefit will be capped.

You can calculate the likelihood of whether the retirement benefit of a member listed on the attached report will exceed the CBBC with information available on our website at <https://www.myncretirement.com/employers/employer-training/pension-spiking>.

If you have any questions or need assistance in calculating the likelihood of a potential CBBC liability, please contact us at the address or telephone number listed below.

Sincerely,

Retirement Systems Division
N.C. Department of State Treasurer

623_PENSPK



North Carolina
Total Retirement Plans

North Carolina Department of State Treasurer
Retirement Systems Division
3200 Atlantic Ave, Raleigh, NC 27604
1-877-NCSECURE (1-877-627-3287) toll-free • Fax (919) 855-5800
www.myncretirement.com

Dale R. Folwell, CPA
STATE TREASURER OF NORTH CAROLINA
DALE R. FOLWELL, CPA



CONTRIBUTION-BASED BENEFIT CAP REPORT

	Agency	Member ID	Name
Members			
Hired Before			
Jan 1, 2015	97411-CITY OF GREENVILLE	852471	GOSSETT, NANCY S
		928292	GRAVES, KENNETH A
		528705	WALL, ANN E

* PLEASE FORWARD TO YOUR CHIEF FINANCIAL OFFICER OR BUDGET ADMINISTRATOR