

NOTES

TO: Honorable Mayor and City Council Members

FROM: Barbara Lipscomb, City Manager *BL*

DATE: May 11, 2016

SUBJECT: Materials for Your Information

Please find attached the following materials for your information:

1. An item regarding Approval of a Building Reuse Grant through the N.C. Department of Commerce Rural Division, to be added to the May 12, 2016, City Council agenda
2. A memo from Michael Cowin, Assistant City Manager, regarding information requested at City Council Budget Sessions
3. A memo from Kevin Mulligan, Public Works Director, regarding the culvert on Arlington Boulevard near Merry Lane
4. A memo from Gary Fenton, Recreation and Parks Director, regarding repairs to the Green Mill Run Bridge
5. A memo from me regarding contracts with outside entities
6. A memo from Merrill Flood, Assistant City Manager, regarding the revised Code Enforcement Zone map
7. A memo from Leah Futrell, Human Resources Director, regarding the 2015 Affirmative Action Program Annual Report

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Attachments

cc: Dave Holec, City Attorney
Carol Barwick, City Clerk

Agenda Item

Title: Approval of Building Reuse Grant through the North Carolina Department of Commerce Rural Division

Abstract: The North Carolina Department of Commerce is considering a Greenville company, Uptown Brewery, to receive a grant in the amount of \$90,000 under the Rural Development Division Building Reuse Grant program. Uptown Brewery will create craft beer.

Explanation: The North Carolina Department of Commerce may approve a Greenville company, Uptown Brewery, to receive funding from the Building Reuse Grant under the Rural Development Division. Uptown Brewery, LLC has completed the pre-application (see attached) and will submit the full application by May 16, 2016. We are asking City Council to provide a resolution in support of the application. If the application is successful, a public hearing would be scheduled at a future meeting, when City Council would be asked to approve the local match requirement.

The Uptown Brewery, LLC partners have signed a lease at 418 Evans Street to occupy 5,561 square feet of space in the Brody Building which has been vacant for more than 30 years. This new venture will create 18 new full-time jobs, averaging over \$32,000 in salary per year, in Greenville. The property owner and Uptown Brewery will invest over \$500,000 in tenant improvements and equipment, which will transform the vacant building into a superior craft beer production facility with a taproom.

Fiscal Note: The Building Reuse Grant program administered through the NC Department of Commerce will award Uptown Brewery up to \$90,000. The grant requires a 5% cash match from the City of Greenville in the amount of \$4,500, with the Department of Commerce paying the other 95% of the grant amount, or \$85,500. Funds to match the grant will be added to the FY 2016-2017 budget in a line item designated for economic development matching funds.

Recommendation: Staff recommends that City Council pass a resolution in support of Uptown Brewery's Building Reuse Grant application.

RESOLUTION NO. __

RESOLUTION SUPPORTING AN APPLICATION ON BEHALF OF
UPTOWN BREWERY TO THE NORTH CAROLINA DEPARTMENT OF
COMMERCE RURAL ECONOMIC DEVELOPMENT DIVISION BUILDING
REUSE PROGRAM

WHEREAS, the City of Greenville is committed to advancing and promoting economic development in Greenville;

WHEREAS, the City of Greenville has adopted an Economic Development Strategic Plan for the purpose of enhancing the quality of life in Greenville by advancing economic opportunities for businesses and residents of the City of Greenville;

WHEREAS, North Carolina General Statute 158-7.1(a) authorizes the use of economic incentives for the purpose of private sector job creation;

WHEREAS, Uptown Brewery has pledged to create up to 18 full-time jobs in the Greenville corporate limits, is eligible to apply for a Building Reuse Grant up to the amount of \$90,000 through the North Carolina Department of Commerce, and requires the sponsorship of the City of Greenville to make the application; and

WHEREAS, the City of Greenville acknowledges that, if the grant is awarded, it will be required to commit to a cash match of 5% of the grant amount toward the project for a total cash match of up to \$4,500;

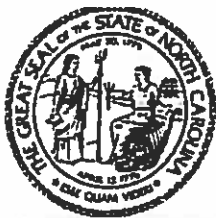
NOW, THEREFORE, BE IT RESOLVED by the City Council of the City of Greenville that it does hereby support and endorse the application of Uptown Greenville to the North Carolina Department of Commerce's Building Reuse Grant Program for a grant up to the amount of \$90,000.

Adopted this 12th day of May, 2016

Allen M. Thomas, Mayor

Attest:

Carol L. Barwick



North Carolina Department of Commerce
Rural Economic Development Division
Rural Grants/Programs

2015-2016 Building Reuse Pre-Application Form

Program Statement

The Building Reuse Program under the Rural Grants/Programs Section of the North Carolina Department of Commerce will provide grants to local governments. Three categories of funding are available for 1) the renovation of vacant buildings, 2) the renovation or expansion of a building occupied by an existing North Carolina company wishing to expand in their current location and 3) the renovation, expansion or construction of health care entities that will lead to the creation of new, full-time jobs.

Pre-Application Process

The first step in the Building Reuse grant application process is the submittal of the pre-application form and completion of the pre-application conference call. The local government applicant is responsible for scheduling the call, arranging a call-in number and/or calling the participants. Meetings are available upon request and must also be arranged by the applicant. **The pre-application conference call/meeting must be completed at least seven (7) business days prior to the full application deadline date.**

Once the call/meeting is complete, applicants may submit a full application. The Pre-Application Form is available on the NC Department of Commerce website at <http://www.nccommerce.com/rd/rural-grants-programs/building-reuse>

Local project partners that should be on the call or present at the meeting include an authorized representative from the local government applicant, the job-creating company that will locate in the building, and the property owner (if applicable). Please list three dates and times when the local project partners are available for the pre-application conference call:

1. Don Edwards ; PROPERTY OWNER
2. Benjamin Self ; COMPANY REPRESENTATIVE
3. Roger Johnson ; City of GREENVILLE, office of Economic Development
Tom Wisemiller ;

Full Application Information

The Guidelines and Application for the Building Reuse Program can be found under separate cover. All grant materials are available on the NC Department of Commerce website at www.nccommerce.com/rd/rural-grants-programs/building-reuse

Pre-Application Deadlines and Submittal Requirements

Last Day to Complete Pre-App Conference Call	Application Deadlines	Date of Award
March 1, 2016	March 8, 2016	April 21, 2016
April 26, 2016	May 3, 2016	June 23, 2016
July 1, 2016	July 8, 2016	August 18, 2016
September 13, 2016	September 20, 2016	October 20, 2016
October 25, 2016	November 1, 2016	December 15, 2016

Please submit Building Reuse Pre-Application by mail or email to:

Hazel Edmond
Building Reuse Program
Rural Economic Development Division
North Carolina Department of Commerce
4346 Mail Service Center
Raleigh, NC 27699-4346
hazel.edmond@nccommerce.com

2015-2016 Rural Grants/Programs Building Reuse Pre-Application Form

***Guidelines and Application are subject to change at the discretion of the Rural Infrastructure Authority**

Eligible Applicants

Eligible applicants are units of local government located in either a Tier 1 or Tier 2 county, or a rural census tract in a Tier 3 county. The tier designations can be found on the NC Department of Commerce's website at <http://www.nccommerce.com/research-publications/incentive-reports/county-tier-designations>. In Tier 1 or Tier 2 counties, priority will be given to towns or communities with populations less than 5,000.

As prescribed in N.C.G.S. 143B-472.127(a)(2) a rural census tract is an area having a population density of less than 500 people per square mile according to the most recent decennial federal census.
http://accessnc.commerce.state.nc.us/gis/web_development/rural_development.html

2015-2016 Rural Grants/Programs Building Reuse Pre-Application Form

Funding Availability for Vacant Building category

Up to \$12,500 per full-time job, maximum award of \$500,000

- Project located in a Tier 1 or Tier 2 county
- Company type represented in the Priority Industry Table
- New jobs will meet the county weekly wage standard
- Company will provide 50% employer-paid health insurance

Up to \$10,000 per full-time job, maximum award of \$500,000

- Project located in a Tier 1 or Tier 2 county
- Any company type is eligible
- New jobs will meet the county weekly wage standard
- Company will provide 50% employer-paid health insurance

Up to \$5,000 per full-time job, maximum award of \$250,000

- Project located in a Tier 1 or Tier 2 county
- Any company type is eligible
- No wage standard is required
- No employer-paid health insurance is required

Up to \$5,000 per full-time job, maximum award of \$250,000

- Project is located in a Tier 3 rural census tract area
- Company type represented in the Priority Industry Table
- New jobs will meet the county weekly wage standard
- Company will provide 50% employer-paid health insurance

Funding Availability for Existing Business Building category

Up to \$10,000 per full-time job, maximum award of \$500,000

- Project located in a Tier 1 or Tier 2 county
- Company type represented in the Priority Industry Table
- New jobs will meet the county weekly wage standard
- Company will provide 50% employer-paid health insurance

Up to \$5,000 per full-time job, maximum award of \$250,000

- Project located in a Tier 3 rural census tract area
- Company type represented in the Priority Industry Table
- New jobs will meet the county weekly wage standard
- Company will provide 50% employer-paid health insurance

Funding Availability for Health Care category

Up to \$10,000 per full-time job, maximum award of \$500,000

- Project located in a Tier 1 or Tier 2 county
- Company type is a health care entity
- New jobs will meet the county weekly wage standard
- Company will provide 50% employer-paid health insurance

Up to \$5,000 per full-time job, maximum award of \$250,000

- Project located in a Tier 1 or Tier 2 county
- Company type is a health care entity
- No wage standard is required
- No employer-paid health insurance is required

Up to \$5,000 per full-time job, maximum award of \$250,000

- Project located in a Tier 3 rural census tract area
- Company type is a health care entity
- New jobs will meet the county weekly wage standard
- Company will provide 50% employer-paid health insurance

Please refer to the Priority Industry Table and County Weekly Wage Standards on Page 4 to determine the funding availability for your project. Please use the New Jobs Work Sheet for Weekly Computation provided in the application to determine the project company's weekly wage average for the proposed new jobs.

2015-2016 Rural Grants/Programs Building Reuse Pre-Application Form

Priority Industry Table

Business Classification	NAICS Code
Manufacturing – Processing	31-33
Warehousing	493
Wholesale Trade (Distribution)	42
Courier Services	492110
Central Administrative Office	551114
Electronic Mail Order	454110
Computer Systems Design & Related	54151
Software Publishers	511210
Software Reproducing	334611
Data Processing Services	514210

2016 County Weekly Wage Standards

2016 Tier 1 Counties	2016 Wage Standard	2016 Tier 2 Counties	2016 Wage Standard	2016 Tier 3 Counties	2016 Wage Standard
Alleghany	\$476	Alamance	\$629	Brunswick	\$613
Anson	\$538	Alexander	\$513	Buncombe	\$649
Ashe	\$541	Avery	\$475	Cabarrus	\$631
Beaufort	\$607	Burke	\$584	Carleton	\$483
Bertie	\$481	Catawba	\$662	Chatham	\$567
Bladen	\$562	Cherokee	\$494	Durham	\$966
Caldwell	\$568	Cleveland	\$621	Forsyth	\$862
Camden	\$703	Craven	\$617	Guilford	\$786
Caswell	\$517	Cumberland	\$587	Henderson	\$611
Chowan	\$569	Currituck	\$556	Iredell	\$799
Clay	\$461	Dare	\$481	Johnston	\$607
Columbus	\$560	Davidson	\$611	Lincoln	\$598
Edgecombe	\$566	Davie	\$556	Mecklenburg	\$966
Gates	\$537	Duplin	\$533	Moore	\$628
Graham	\$604	Franklin	\$676	New Hanover	\$680
Greene	\$467	Gaston	\$650	Orange	\$711
Halifax	\$526	Granville	\$639	Pender	\$522
Hertford	\$611	Harnett	\$527	Union	\$699
Hyde	\$472	Haywood	\$573	Wake	\$905
Jackson	\$507	Hoke	\$505	Watauga	\$517
Jones	\$527	Lee	\$661		
Lenoir	\$574	Madison	\$516		
Macon	\$533	Mitchell	\$553		
Martin	\$484	Onslow	\$471		
McDowell	\$555	Pamlico	\$438		
Montgomery	\$563	Person	\$639		
Nash	\$639	Pitt	\$629		
Northampton	\$570	Polk	\$504		
Pasquotank	\$579	Randolph	\$573		
Perquimans	\$554	Rockingham	\$587		
Richmond	\$554	Rowan	\$678		
Robeson	\$512	Sampson	\$566		
Rutherford	\$538	Stanly	\$536		
Scotland	\$591	Stokes	\$496		
Swain	\$478	Surry	\$549		
Tyrrell	\$447	Transylvania	\$526		
Vance	\$555	Wayne	\$577		
Warren	\$497	Wilkes	\$567		
Washington	\$702	Wilson	\$706		
Yancey	\$482	Yadkin	\$535		

Wage Standard determined by the NC Department of Commerce's Labor & Economic Analysis Division

2015-2016 Rural Grants/Programs Building Reuse Pre-Application Form

New Pre-Application ☒ Resubmittal ☐ Revised ☐

Vacant Building ☐ Existing Business Building ☐ Rural Health Care ☐

GENERAL INFORMATION

Legal Name of Local Govt Applicant: City of Greenville County: Pitt Tier # 2

Name of Chief Elected Official: Allen M. Thomas Title: Mayor

Mailing Address: PO Box 7207 Street Address: 200 West Fifth Street

City: Greenville State: NC Zip: 27834

Primary Telephone(s): 252-329-4419 Fax: _____

Email: amthomas@greenvillenc.gov Federal Tax ID #: _____

Local Government Contact:

Name: Roger Johnson Title: Economic Development Manager

Primary Telephone: 252-329-4510 Email: rdjohnson@greenvillenc.gov

Person Who Prepared this Pre-Application: (Organization Name): _____

Mailing Address: _____ Street Address: _____

City: _____ State: _____ Zip: _____

Name: _____ Title: _____

Primary Telephone: _____ Email: _____

PROJECT INFORMATION

Project Title: Uptown Brewing Company, LLC

Grant Amount Requested (\$) \$ 90,000

Proposed Project START Date: July 1, 2016 Proposed Project END Date: September 1, 2016

Will the company relocate from and/or close any other facility in NC? Yes ☐ No ☒

Is the property owned ☐ or leased ☒ by the company locating in the building?

Please provide the name and a brief description of company involved in project:

Uptown Brewing Company

A medium size (<25,000 BBL) brewery focused on producing premium craft beer for Eastern NC.

Please provide a brief description of the proposed building renovations with a justification as to why it is needed to serve the project company:

The building will need a 3,500 sq ft production space suitable for sanitary beverage production. We will also be installing a full service taproom to serve our customers. The building is not currently suitable for manufacturing.

PROPERTY OWNER INFORMATION

Property Owner Legal Name: Uptown Properties, LLC

Property Owner Rep Name (First, MI, Last): Don J. Edwards
(authorized by Property Owner to sign Loan Performance Agreement & Promissory Note)

2015-2016 Rural Grants/Programs Building Reuse Pre-Application Form

Property Owner Address: 516 S. Colaniche St. City: Greenville State: NC Zip: 27858

Property Owner Phone(s): 252-714-0944 Email: _____

Work Sheet for Weekly Wage Computation

Tax Value of Property Before Renovation: _____ Date of County's Next Tax Revaluation: _____

Project Building Address: 418 Evans St. City: Greenville State: NC Zip: 27858

Year Building Was Constructed: 1935 # of Months Building Vacant: 360 Sq Ft of Bldg: 5561

BUSINESS INFORMATION

BUSINESS 1 Name Uplown Brewing Company, LLC Federal ID Tax #: _____

Business Rep Name (First, MI, Last): Donald R. Dunn NAICS Code: 312120

Business Rep Phone: 252-671-2633 Business Rep Email: uplownbrewing@gmail.com

Check ONE box below for the Industry Type of the Business:

☐ Data & Call Services ☐ Healthcare ☒ Manufacturing ☐ Processing ☐ Warehouse/Distribution

☐ Professional ☐ Service ☐ Restaurant ☐ Retail ☐ Non-Profit

Is the proposed Business a startup? Yes ☒ No ☐ If NO, how many years in business in NC? _____

Number of Existing Part-Time employees in NC: 0 Will the Business Provide Benefits? Yes ☐ No ☒

Number of Existing Full-Time employees in NC: 0 What % of Health Benefits is Employer Paid? 0 %

Number of New Full-Time Jobs Committed: 18 Average Weekly Wage of the New Full-Time Jobs Committed? \$630
(Please use the weekly wage computation to calculate)

BUSINESS 2 Name _____ Federal ID Tax #: _____

Business Rep Name (First, MI, Last): _____ NAICS Code: _____

Business Rep Phone: _____ Business Rep Email: _____

Check ONE box below for the Industry Type of the Business:

☐ Data & Call Services ☐ Healthcare ☐ Manufacturing ☐ Processing ☐ Warehouse/Distribution

☐ Professional ☐ Service ☐ Restaurant ☐ Retail ☐ Non-Profit

Is the proposed Business a startup? Yes ☐ No ☐ If NO, how many years in business in NC? _____

Number of Existing Part-Time employees in NC: _____ Will the Business Provide Benefits? Yes ☐ No ☐

Number of Existing Full-Time employees in NC: _____ What % of Health Benefits is Employer Paid? _____ %

Number of New Full-Time Jobs Committed: _____ Average Weekly Wage of the New Full-Time Jobs Committed? _____
(Please use the weekly wage computation to calculate)

If more than two businesses will locate in the building, copy this page and complete for the additional business(es).

Are you planning to apply or have you applied/received other funds from the Department of Commerce for this project?

Yes ☐ No ☐ If YES, provide name of program? _____

2015-2016 Rural Grants/Programs Building Reuse Pre-Application Form

Number of Employees	Position Type	Gross Annual Wages
Brewmaster	Full time production	36,000
Co-Manager	Full time bookkeeping	36,000
Head Brewer	Full time production	36,000
Brewer 1	Full time production	32,000
Brewer 2	Full time production	32,000
Brewer 3	Full time production	32,000
Production Assistant	Full time production	32,000
Production Assistant	Full time production	32,000
Bar Manager	Full time service	36,000
Marketing	Full time social media	32,000
Sales Manager	Full time Sales in Eastern NC	36,000
Packaging Lead	Full time canning Lead	32,000
Packaging Tech 1	Full time canning	36,000
Packaging Tech 2	Full time canning	24,000
Packaging Tech 3	Full time canning	24,000
Bartender 1	Full time service	32,000
Bartender 2	Full time service	32,000
Bartender 3	Full time service	32,000

18 (A)

Total

Total Annual Salaries/Wages

Divide (B) by 52

Weighted Weekly Wage Average*

576,000	(B)
11,076	(C)
630	(C/A)

5/5/2016

Date

Signature of the CEO/Authorized
Company Representative

Owner/Brewmaster

Title

By signing this document you are certifying that the wages indicated meet the funding eligibility for this program. You are also certifying that you will provide at least 0% of health benefits to each position committed to the program.

PROJECT COST

Total Project Cost (\$):

\$ 700,000

(amount should equal Total
Project Funding below)

← Includes property acquisition, construction, equipment, administration, etc.

List all expenses related to the total project cost with the corresponding funding source in the table below. The table should include costs for acquisition, renovation, equipment, training, etc.; and all funding sources including business/personal capital pledged, loans, grants, incentives, etc. The table should clearly show ALL expenditures and ALL funding sources for the project. If more than one expense will be paid with the funding source, break the expenses into separate lines with the specific amount to be paid from the source for each expense. Indicate the amount, whether the funds are proposed or committed and the date the funds are available.

TOTAL PROJECT FUNDING:


\$
(amount should equal
Total Project Cost
above)

DATE _____



Find yourself in good company

Memorandum

To: Barbara Lipscomb, City Manager
From: Michael Cowin, Assistant City Manager 
Date: May 11, 2016
Subject: Information Requested at City Council Budget Sessions

Budget review sessions were conducted with individual City Council members the week of May 2, 2016. Several questions arose during those sessions for which answers were requested. In addition, other documentation was requested based on the discussions within various budget sessions. Attached are the responses to the questions as well as the supporting documentation requested. Please let me know if you have any questions.

City Council Budget Review Sessions
Additional Information as Requested From Sessions

The City Manager and staff conducted budget review sessions with individual Council Members the week of May 2nd through 6th. Several questions arose through in those sessions as well as requests for additional documentation. The following are the answers to the questions asked as well as the support documentation as requested:

Questions:

1. Question: Have any Therapist positions been hired over in Police?

Answer: The Police Department has applied for a grant through the State of North Carolina for a Child Victim Advocate position and a Child Outreach Coordinator. The positions would be utilized in instances where children are victims of crime or in instances where a child resides in a household where a crime has been committed. The Police Department has not been notified as to award of the grant as of this date.

2. Question: Where has Corporal Vivaret been assigned?

Answer: Corporal Vivaret has been reassigned to his previous position on patrol as a Shift Zone Supervisor. He is currently supervisor of the South Zone.

3. Question: Who is in charge of the Pal Program?

Answer: Sergeant Broadwell, the Community Outreach Sergeant, and two PAL Officers currently run the PAL sites. There are also two designated part time staff and several part time staff that assist in running the sites.

4. Question: How many youth are involved in the PAL program?

Answer: The PAL program serves 60 youth after school during the school year and 120 youth in the summer program. There are two afterschool sites: one at Eppes Recreation Center and one at South Greenville. Afterschool, summer, and spring break programs are run by the Police department with City budgeted funds. The athletic programs are run by the PAL board which is a 501(c)3 organization. Those programs include PAL football, and baseball teams.

5. Question: Has expansion of the hours of the PAL program (such as Fridays and open until 7 p.m.) been considered? If not, why?

Answer: The Police Department is looking at expanding the hours. This commitment may require additional resources which are being analyzed at this time.

Additional Documentation:

The following is a list of requested information that is attached in the following pages:

1. List of Facility Improvement Projects for FY2017 and FY2018
2. Discretionary Spending Reductions Broken Down by Department
3. Summary of Last Appraisal of the Imperial Site
4. Governmental Property Tax Information
 - a. Property Purchased by Governmental Agencies 2012-2016
 - b. All Government Property Tax Value
5. Peer City FY2016-17 Projected Property Tax Rates
6. Breakdown of Police Department Overtime by Area
7. Police Department Benchmarks

**SUMMARY OF FUNDING BY DEPARTMENT
PROPOSED FACILITIES IMPROVEMENT PLAN (FIP)
2016-17 BUDGET YEAR**

DEPARTMENT / PROJECT TITLE	FIP TOTAL
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RECREATION/PARKS	
Interior Plumbing renovation (Aquatics and Fitness)	\$ 152,000
Replace HVAC for gym and Main Bdg. (Boyd Lee Park)	135,000
Replace Playground Equipment (Westhaven Park)	75,000
Replace Playground Equipment (Hillside Park)	75,000
Resurface Pool at Aquatics and Fitness	48,000
Resurface Tennis Courts (River Birch Tennis Center)	45,000
Evans Park Parking Lot Repair	30,000
Tennis Court Demolition (Jaycee Park)	28,000
Thomas Foreman Park -Irrigation Repair for Ballfield	24,000
Fencing Repair at Jackie Robinson	15,000
Replace Shelter Roof at Hillsdale Park	6,000
SUBTOTAL	\$ 633,000

PUBLIC WORKS	
Replace East Wing Elevator at City Hall	\$ 190,000
Replace Police Fire-Rescue Headquarters Roof	180,000
Paint interior of PWD Fleet and Administrative Buildings	100,000
Replace Gas Heaters at Fleet	77,000
Replace Roof at IGC Lessie Bass Building Building 1 (Old section)	75,000
Renovate Storage Building for Sweepers and Spreaders	75,000
Paint Walls at Municipal Building	65,000
Replace carpet at Firestations 4 and 5	50,000
Replace Roof of Firestation 2 and 5 and repair Station #4 Roof	50,000
Replace Roof at IGC Building 4 (Rectory)	40,000
Replace Tile Floor in IGC Building 2 (School) multi-purpose room	40,000
Roof Coating on Barrel Roof of Facilities Management	15,000
SUBTOTAL	\$ 957,000

TOTAL	\$ 1,590,000
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**SUMMARY OF FUNDING BY DEPARTMENT
PROPOSED FACILITIES IMPROVEMENT PLAN (FIP)
2017-18 BUDGET YEAR**

DEPARTMENT / PROJECT TITLE	FIP TOTAL
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RECREATION/PARKS	
Tennis Court Rebuild and Light Replacement (Evans Park)	\$ 340,000
Roof B,G,H replace, Parking Lot Resurfacing, Ballfield Irrigation (Jaycee Park)	244,000
Replace Roof (River Birch Tennis Center)	80,000
Roof replacement Section b and c (Eppes Recreation Center)	55,000
Paint facility Interior and exterior (Guy Smith Stadium)	40,000
Replace Batting Cage net and fencing in batting cage (Sports Connections)	40,000
HVAC Replacement (Greenfield Terrace)	15,000
Replace Shelter Roof (Peppermint Park)	13,000
Replace fencing (Westhaven Park)	12,000
Shelter Roof Replacement (Greensprings Park)	10,000
Replace HVAC (River Park North)	8,000
SUBTOTAL	\$ 857,000

PUBLIC WORKS	
Resurface Parking Lot at Station # 4	\$ 100,000
Other Facility Projects Under Consideration	100,000
Upgrade Tire Rack at Fleet Maintenance	85,000
Public Works Lighting upgrade	75,000
Boiler and Furnace Upgrade at Police Fire-Rescue Headquarters	60,000
Renovate Salt Storage Facility at PWD	60,000
Homestead expansion design	50,000
Replace Hot Water Tank at Police Fire-Rescue Headquarters	50,000
Repair Metal Building at Greenwood	50,000
4th St. Parking Deck cleaning and Maintenance	40,000
Reseal Parking lots at Station 2 and 5	40,000
Paint Interior of Firestation 2 and 5	20,000
Replace Roof at IGC Building 3 (Annex)	20,000
Replace HVAC at Building 1 (Lessie Bass)	15,000
Interior Lighting Upgrade at station 3 and 4	10,000
Caulk Expansion Joints at Firestation 2-6	10,000
SUBTOTAL	\$ 785,000

TOTAL	\$ 1,642,000
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City of Greenville
Discretionary Spending
Fiscal Year 2016-17 and 2017-18

Increase in Discretionary Budget From FY2015-16

FY2015-16 Discretionary Budget	8,718,545
FY2016-17 Preliminary Budget Increase	261,556
FY2016-17 Preliminary Discretionary Budget	<u>8,980,101</u>

Projected Budget Shortfall for FY2016-17

Budget Reduction	(450,000)
Preliminary Discretionary Spending Budget FY2016-17	8,980,101
Percentage Difference	<u>-5.01%</u>

Reduction in Departmental Preliminary Discretionary Budgets

Department	Preliminary Discretionary Budget FY 2016-17	Proposed Reduction	Adjusted Discretionary Budget FY 2016-17
City Council / Mayor	322,596	(16,166)	306,430
City Manager / Community Dev	857,118	(42,951)	814,167
City Clerk	20,497	(1,027)	19,470
City Attorney	46,929	(2,352)	44,577
Human Resources	381,497	(19,117)	362,379
Information Technology	932,503	(46,728)	885,775
Fire/Rescue	732,061	(36,684)	695,377
Financial Services	302,705	(15,169)	287,536
Police	1,772,652	(88,829)	1,683,823
Recreation and Parks	1,961,955	(98,315)	1,863,640
Public Works	1,649,589	(82,662)	1,566,927
Total	<u>8,980,101</u>	<u>(450,000)</u>	<u>8,530,101</u>



MOORE & PINER, LLC
Commercial Real Estate Services

COLLICE C. MOORE, MAI
ANDY E. PINER
WILLIAM H. PINER
COLLICE C. MOORE, JR.

P.O. BOX 7183
1105-A CORPORATE DRIVE
GREENVILLE, NC 27835-7183
TELEPHONE (252) 752-1010
FAX (252) 830-1240

www.mooreandpiner.com

Summary Appraisal Report Of:
Earl C. Wilson Property
(former Imperial Tobacco Warehouse site)
710 & 711 Atlantic Avenue and Clark Street
Greenville, NC 27834



Client and Intended User:

Mr. Carl Rees
City of Greenville
P. O. Box 7207
Greenville, North Carolina 27835-7207

Date of Report: October 24, 2012

Date of Valuation: October 24, 2012

Prepared by:

Collice C. Moore, Jr. State Certified General Appraiser
Moore & Piner, LLC
1105-A Corporate Drive
Greenville, North Carolina 27858

APPRAISALS - BROKERAGE - CONSULTING - DEVELOPMENT



MOORE & PINER, LLC
Commercial Real Estate Services

COLLICE C. MOORE, MAI
ANDY E. PINER
WILLIAM H. PINER
COLLICE C. MOORE, JR.

P.O. BOX 7183
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October 24, 2012

Mr. Carl Rees
City of Greenville
P. O. Box 7207
Greenville, North Carolina 27835-7207

RE: Summary Appraisal Report Of:
Earl C. Wilson Property
(former Imperial Tobacco Warehouse site)
710 & 711 Atlantic Avenue and Clark Street
Greenville, NC 27834

Dear Mr. Rees:

Per your request, I have performed a study of the above referenced property for the purpose of estimating the present fair market value of subject's fee simple estate. The effective date of valuation and date of this report is October 24, 2012. I have adhered to the Competency Provision of the Uniform Standards of Professional Appraisal Practice (USPAP). As requested, I have provided my findings and analysis within this Summary Appraisal Report, in accordance with Standards Rule 2-2(b) of USPAP.

The subject of this appraisal study comprises 6.82 acres located along both sides of Atlantic Avenue in the City of Greenville, Pitt County, North Carolina. The subject property is under the ownership of Earl C. Wilson and is identified in the Pitt County Tax Office as Parcel Numbers 34561, 22175, 16548 and 11698. Legal descriptions of the subject property can be found at Deed Book 132, page 268 and 2686, Page 545 and 547 of the Pitt County Registry.

It should be noted that the properties involved in this appraisal have several environmental concerns associated with them. Based on information that was provided to me, these environmental concerns will be discussed in detail in the accompanying report. I am not qualified to detect such items and a qualified engineer is recommended. According to an Analysis of Brownfield Cleanup Alternatives performed by CTC Public Benefit Corporation, as provided to me by Mr. Carl Rees, the costs of cleanup for the subject's sites are substantial. In order to accurately estimate the value of the subject property, I have compared the site to similar

sites in the area that have sold, and then deducted the costs of demolition and clean up. This process will be explained in detail in the accompanying report. Specifically excluded from this valuation are tangible and intangible personalities. After considering all factors of my investigations, it is my opinion that the present market value of subject's fee simple estate as of October 24, 2012 and reported as of October 24, 2012 is approximately:

ONE MILLION THIRTY-THREE THOUSAND DOLLARS

(\$1,033,000)

This report is not based on any Extraordinary Assumptions or Hypothetical Conditions. My estimate of market value is not predicated upon a minimum valuation, a specific valuation, or an amount that would favor the client. Furthermore, I certify that I have no present or contemplated future interest in the property appraised.

Respectfully submitted,

C.C. Moore, Jr.

Collice C. Moore, Jr. State Certified General Appraiser



Property Purchases by Governmental Agencies

2012 – 2016

AGENCY NAME	DESCRIPTION	TAX VALUE (April 2012)
City of Greenville	Uptown (beside 4 th St. Parking Deck)	\$81,300
	West Greenville Revitalization Area	\$565,348
	Tar River – West Greenville	\$30,553
	GTAC	\$563,467
	Stratford Neighborhood-Greenway	\$40,000
		\$1,280,668
Pitt-Greenville Airport Authority	Oak Grove, Belvoir Hwy, Haw Dr.	\$1,266,043
Greenville Utilities	Future Parking (W. 5 th St. & S. Pitt St.)	\$435,251
	Easy St.	\$142,500
		\$577,751
Department of Transportation	10 th St. Connector Acquisition	\$2,852,522
East Carolina University	Main Campus Area	\$1,613,894
	Stadium Area (Forest Hills)	\$955,617
	Medical School (W. 5 th St. near Memorial Dr.	\$545,409
	East St.	\$920,144
		\$4,035,064
Vidant Health	1 of 2 – Stantonsburg Rd (Westpointe)	\$298,996
	2 of 2 – WH Smith Blvd	\$305,791
		\$604,787
All Agencies Total		\$10,616,835

All Government Property – Tax Value

Airport Authority	\$16,144,413	
Board of Education	\$70,923,278	
City of Greenville/GUC/Housing Authority	\$137,451,775	
DOT/NC Highway Commission	\$3,052,584	
ECU/State of NC	\$381,064,873	
ECU/State of NC/University Health Systems	\$231,608,180	(Medical Tax Exempt)
Federal Government (HUD/VA/USPS)	\$4,266,607	
Pitt Community College	\$2,090,499	
Pitt County	\$89,849,571	
Vidant Medical	\$323,673,399	(Medical Tax Exempt)
TOTAL	\$1,260,125,179	

2016-17 Fiscal Year Tax Rates

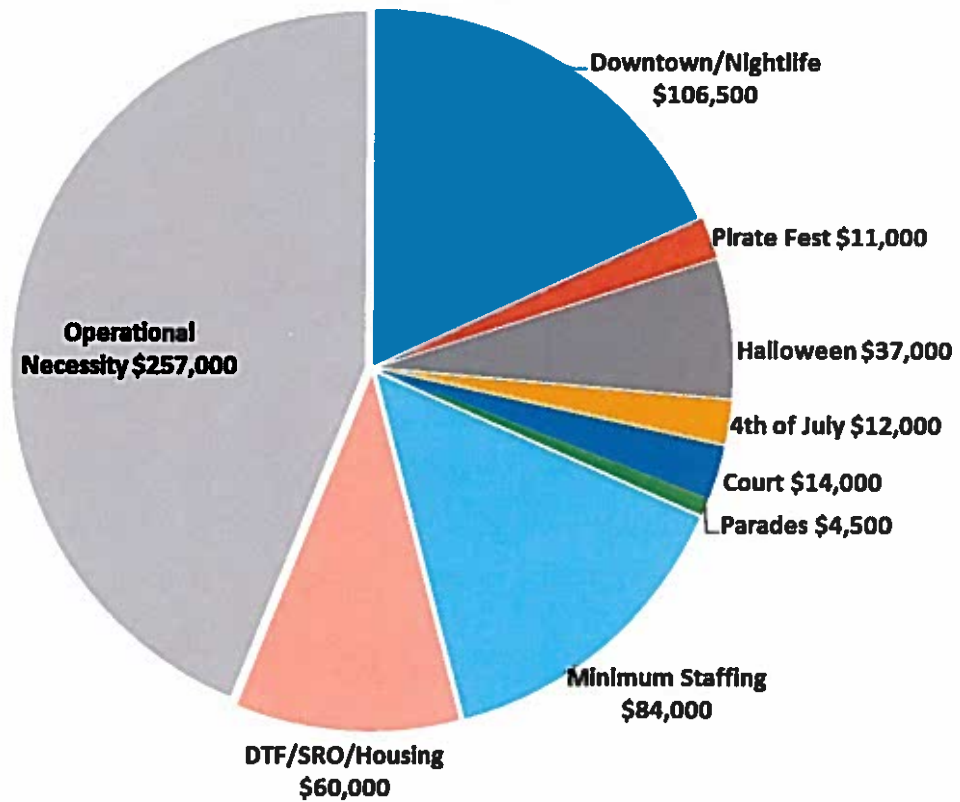
Peer Cities

City	Current Rate	Proposed Rate
Jacksonville	.642	.642
Ashville	.475	.475
Wilmington	.485	.485
Gastonia	.53	.53
High Point	.65	.65
Greensboro	.6325	.6325
Fayetteville	.4860	.4995
Greenville	.53	.513*

***Revenue neutral year**

Note: The proposed rates shown above are preliminary and have not yet been adopted. None of the cities listed above were in a revaluation year.

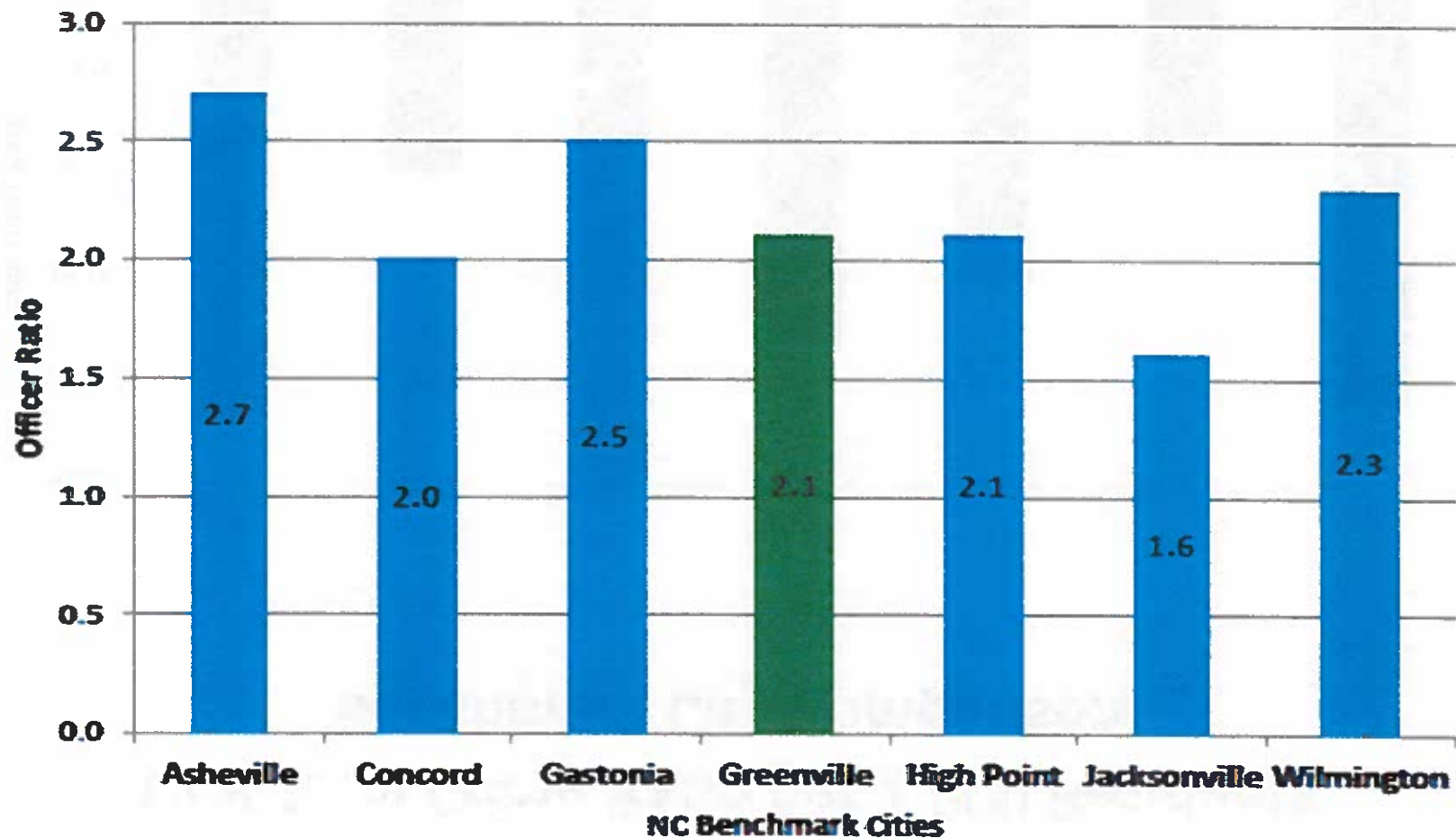
Overtime Allocation



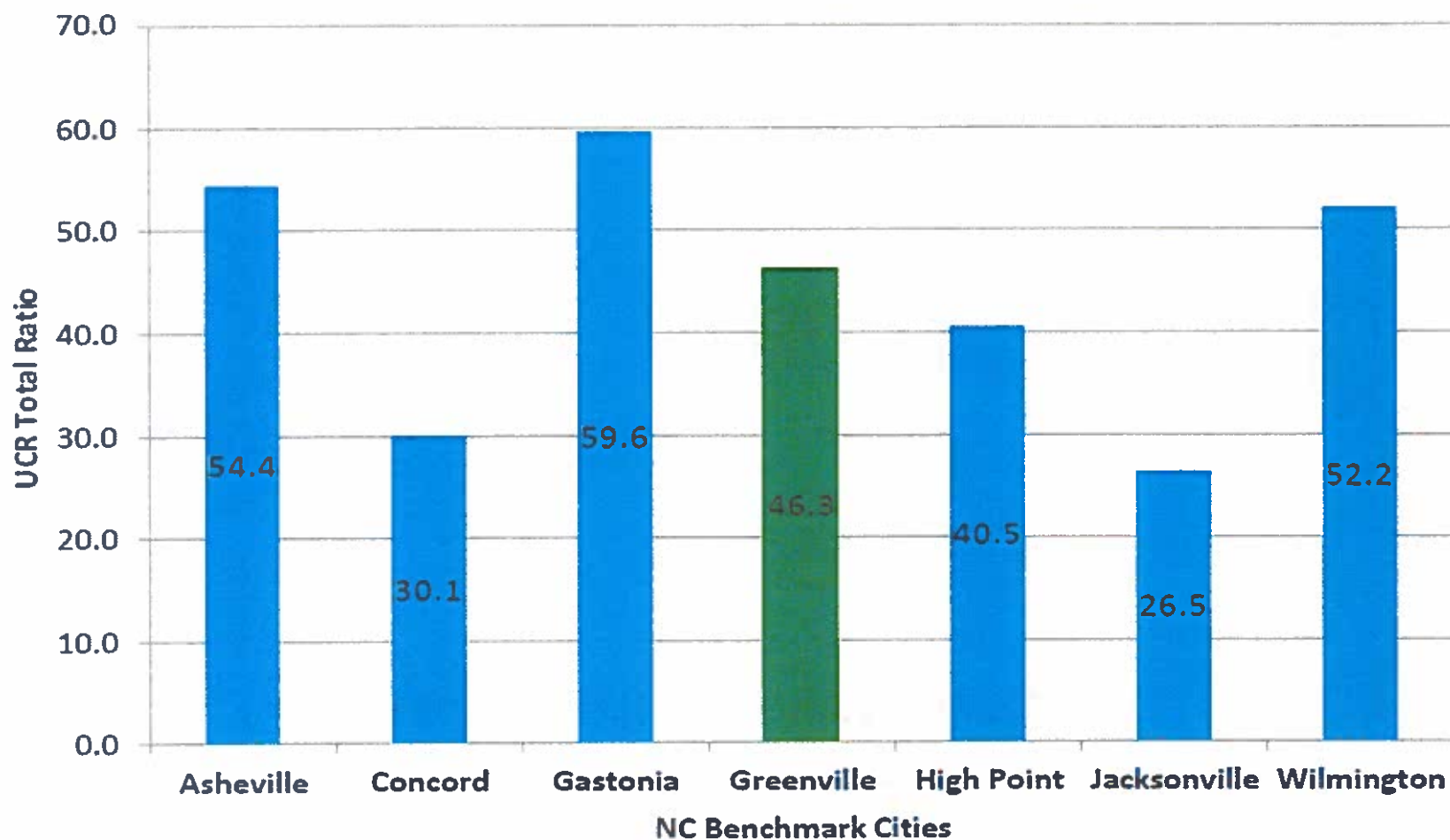
POLICE DEPARTMENT

Officer Ratio per 1,000 Residents

Benchmark City Comparison

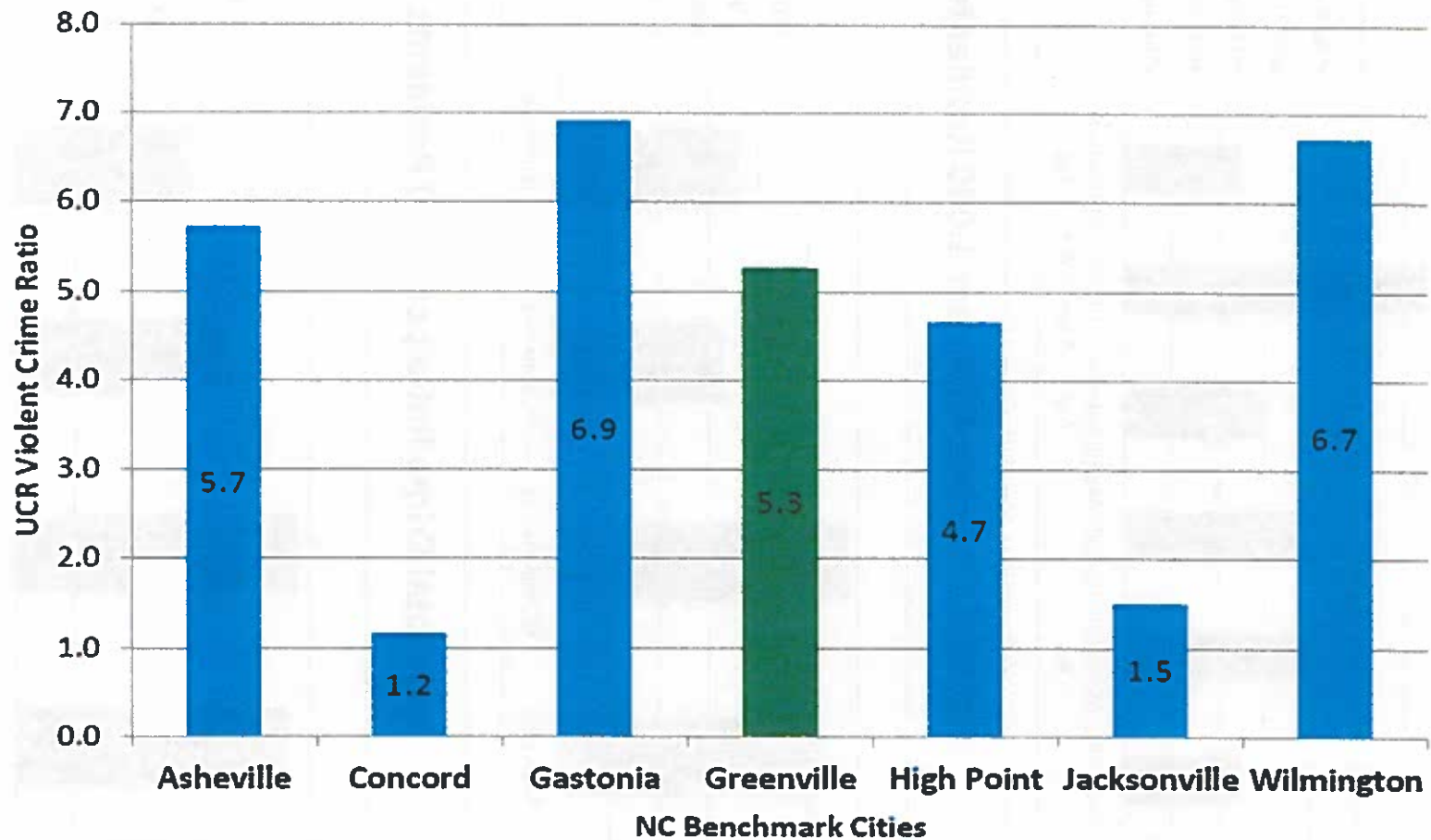


POLICE DEPARTMENT
UCR Total Crime Ratio per 1,000 Residents
Benchmark City Comparison

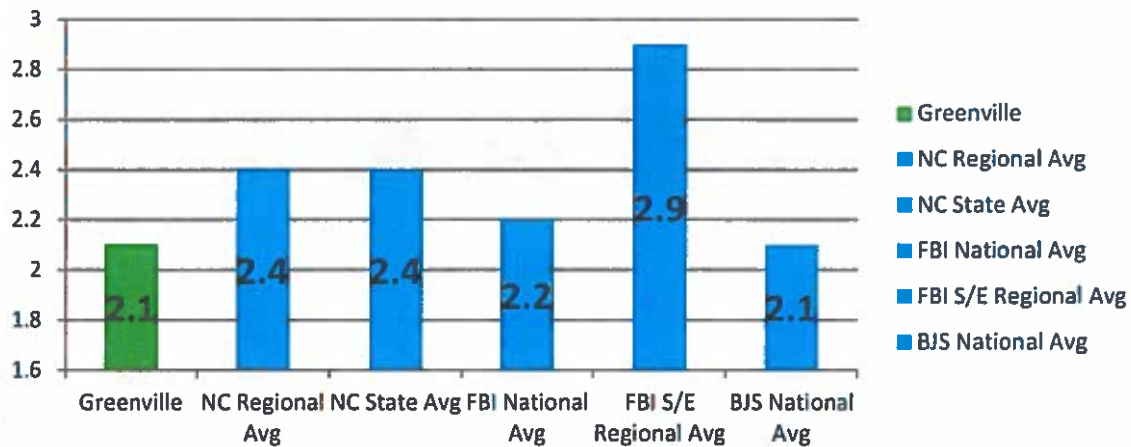


POLICE DEPARTMENT

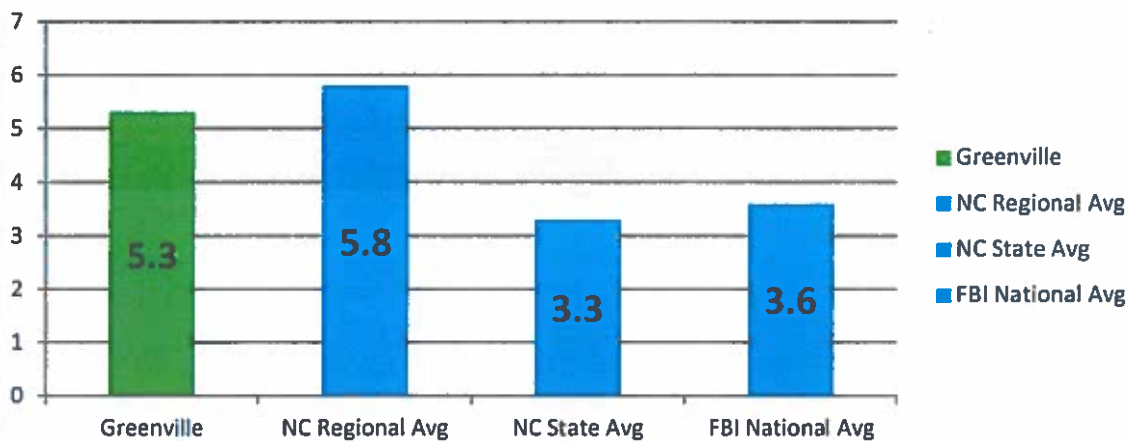
UCR Violent Crime Ratio per 1,000 Residents Benchmark City Comparison



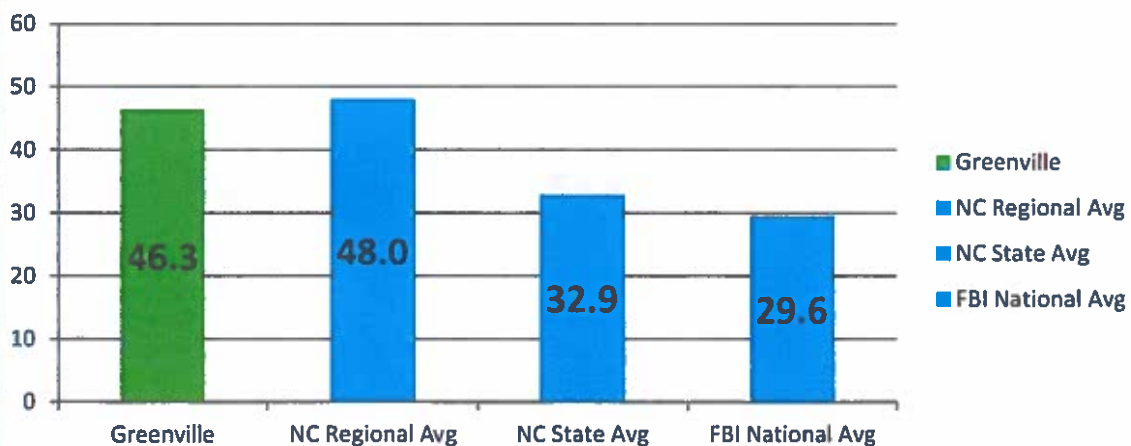
Officer Ratio per 1,000 Residents




UCR Violent Crime Ratio per 1,000 Residents



UCR Total Crime Ratio per 1,000 Residents



Memorandum

TO: Barbara Lipscomb, City Manager
FROM: Kevin Mulligan, PE, Director of Public Works 
DATE: May 11, 2016
SUBJECT: Culvert under Arlington Boulevard near Merry Lane

In preparation for the Arlington Boulevard street resurfacing, Public Works has completed an inspection of the stormwater infrastructure within the right-of-way. The video revealed multiple pipes in need of repair or replacement between Red Banks and Firetower Road. As evident by a sink hole, a portion of a 24" corrugated metal pipe (CMP) has failed at the curb line near Merry Lane. The Streets Division has taken the necessary measures to stabilize the site. See the picture below:




Due to the urgency of a permanent solution for the failed 24" CMP, the Public Works Department has advertised and is currently accepting bids for the work. Bids will be opened Thursday, May 19, 2016, with a Notice to Proceed being issued within the following two weeks. The project is anticipated to take two weeks to complete. Arlington Boulevard will be closed for three days during this two-week period. A detour will be established and advertised prior to the closing. The estimated cost to replace the 24" CMP is \$30,000.

All other pipes identified for repair through the inspection process should be able to take place with minimal disruption to traffic.

Should you have any questions, do not hesitate to contact me.

cc: Lisa Kirby, PE, Senior Engineer

Memo

To: Barbara Lipscomb, City Manager
From: Gary Fenton, Director of Recreation and Parks 
Date: May 11, 2016
Re: Green Mill Run Bridge Repair

The Green Mill Run Greenway bridge (behind St. James Church and Wahl-Coates Elementary School) will be closed for repairs and maintenance beginning May 23, 2016.

Access to Greensprings Park from this section of the greenway will not be possible while this work is underway. Signage will be posted informing greenway users of the pending repairs. We anticipate the bridge to reopen June 10, 2016, but certainly that could be impacted by weather and other unforeseen circumstances.

Questions regarding the status of the bridge repairs may be addressed to Mr. Mike Watson, Parks Coordinator (252-329-4539).

Thank you.

cc: Merrill Flood, Assistant City Manager

Memorandum

To: Honorable Mayor and City Council Members
From: Barbara Lipscomb, City Manager *PL*
Date: May 11, 2016
Subject: Contracts with Outside Entities

In response to a request from Council Member Connelly, please find information below on City contracts with outside entities for studies and consulting services for the current fiscal year as well as the previous five fiscal years.

For the purpose of this response, professional engineering / architectural services (designing something for construction) are not included. The City enters into those types of design and construction contracts each year for a variety of purposes (i.e. stormwater facilities, greenways, City buildings, etc.). The purchase of tangible goods and software systems are also not included. As such, below are the studies and consulting services that have been authorized/conducted.

FY 15/16 (current year) - \$583,326

- TIGER Grant Consultant Agreement – Renaissance Planning - \$22,956
- Contract Addendums for Crime Analysis Software ATAC/ATACRAIDS - \$4,100
- Management training sessions on personnel policies - Ervin D. Maynard - \$2,400
- Federal lobbying services – The Ferguson Group - \$75,000
- Economic development incentive review for Sidewalk Development – UNC School of Government - \$10,000
- Non-Motorized Transportation Master Plan –Alta Planning + Design - total cost is \$140,000 but City's share is \$17,792
- Annual retainer agreement with Segal Waters Consulting - \$20,000/year split 50/50 between City and GUC
- Health Benefit Analysis and Consulting – Mercer Consulting - \$130,000/year split 50/50 between City and GUC
- Greenville Boulevard Progressions Study - NCDOT/AECOM - \$54,653
- Geotechnical - Arlington Blvd. Bond Resurfacing - Terracon - \$9,500
- Geotechnical - Arlington Blvd. Bond Resurfacing (additional locations) - Terracon - \$2,625
- Tar River Legacy Plan Implementation - Feasibility Analysis for Adventure Park – Outdoor Adventures - \$6,600
- Service charges for billing the Stormwater Utility - GUC - \$125,000
- On-call Task Order for East Second Street Culvert Failure - The East Group - \$10,850
- On-call Task Order for Stormwater Plan Review - The East Group - \$50,000
- Design - Safe Routes to School on 5th Street - ARK Consulting - \$49,530

- Design - Safe Routes to School, Skinner/Norris and Memorial - ARK Consulting - \$22,665
- Right-of-Way Services - King George Bridge Replacement - ARK Consulting - \$4,485 (80% reimbursable by FHWA/NCDOT)
- Construction Materials Testing - Green Mill Run Greenway Phase 2 - ARK Consulting - \$15,174 (80% reimbursable by FHWA/NCDOT)
- Consulting Services - Geotechnical, Green Mill Run Greenway Phase 2 - Terracon Consultants - \$281
- Assessment and Recommendations for Drainage Improvements at City Hall - The East Group - \$10,715
- Police Chief search – IACP - \$14,500 (half billed and paid in FY 15/16)

FY 14/15 – \$4,093,486

- Federal Forfeiture Audit – Cherry Bekaert – \$26,034
- Cost Analysis for South Greenville Park and Recreation Center Renovations (Part of Engineering – Independent cost estimates for construction documents) - \$18,000
- Police Chief search – IACP - \$14,500 (half billed and paid in FY 14/15)
- Police Investigations Workload Assessment – Police Executive Research Forum - \$29,829
- Economic Development Website Redesign - \$10,000
- Comprehensive Plan Update - \$140,000
- Market credits assistance for hotel project - UNC School of Government - \$12,000
- Personnel Policies Rewrite – consultation with Ervin D. Maynard - \$7,500
- Performance Management System – Segal Waters Consulting - \$70,000
- Fear of Crime Community Survey – ECU - \$11,000
- Roadway Pavement Evaluation and Asset Inventory - Transmap - \$40,293 (20% share of \$201,466 total cost through MPO FHWA funding)
- Watershed Master Plan/Inventory Assessment - WK Dickson - \$1,146,717
- Watershed Master Plan/Inventory Assessment - CDM Smith - \$992,005
- Watershed Master Plan/Inventory Assessment - Hazen & Sawyer - \$1,150,905
- Special Inspections for Greenville Convention Center Renovations and Expansion - ECS - \$10,620
- Design and ROW Services, South Tar River Greenway Phase 3 - Kimley-Horn and Associates - \$411,483 (80% reimbursable by FHWA/NCDOT)
- Load Rating Assessment for Facility Management Hooker Road Facility Mezzanine - The East Group - \$2,600

FY 13/14 - \$586,505

- Efficiency Study - Fire-Rescue Department Assessment – ICMA - \$64,400
- Citizen Survey - \$20,250
- Tar River Legacy Plan Implementation - \$200,000 budgeted. \$10,000 approved towards two camping platforms.
- Branding Study – North Star Destination Strategies - \$44,000 (1/2 total)
- Historic Survey - \$16,355

- Historic Guidelines Update - \$20,000
- Dickinson Avenue Market and Planning Study - Brian Wishneff & Associates - \$220,000 (\$150,000 General Fund / \$70,000 Redevelopment Commission)
- Personnel Policies and Performance Evaluation Rewrite - \$90,000
- Soil and Groundwater Assessment - \$1,500
- Stantec – Short-Range Transit Plan - \$100,000 (80% reimbursement)

FY 12/13 - \$174,310

- Branding Study – North Star Destination Strategies - \$44,000 (1/2 total)
- Bradford Creek Golf Course Management and Operational Analysis – Golf Convergence, Inc. - \$19,950
- Efficiency Study - Operations Analysis for Human Resources Department - Virchow, Krause & Company, LLP - \$29,930
- Efficiency Study - Operations and Management Analysis for Financial Services Department - Virchow, Krause & Company, LLP - \$29,930
- Cost Allocation Plan - MGT of America - \$8,000
- Economic Development Assessment – Creative Economic Development Consulting - \$30,000
- Police Chief executive search – IACP - \$12,500 (half billed and paid in FY 12/13)

FY 11/12 - \$219,013

- ERP Needs Assessment - Plante & Moran - \$105,525
- ADA Building Assessment - R.L. Mace Universal Design Institute - \$35,539
- Analysis of Development Codes for Developing Healthier Community – Clark Nexsen - \$22,860
- Development and production of Bicycle Map for City – Alta Planning & Design - \$35,000
- Classification and Compensation Study – Waters Consulting Group - \$7,589
- Police Chief executive search – IACP - \$12,500 (half billed and paid in FY 11/12)

FY 10/11 - \$307,809

- Desktop Virtualization Study - Yorel Integrated Solutions - \$4,995
- Eastside Park Master Plan (Hwy 33 Property) – Rivers & Associates -\$46,500
- Actuarial plan study related to OPEB alternatives - \$14,000
- Bike & Pedestrian Master Plan – Greenways Inc. -\$94,130
- Classification and Compensation Study – Waters Consulting Group -\$136,838
- Community Fear of Crime Study – ECU -\$11,346

This is the information we have thus far. More detailed information is being compiled and will be distributed soon on all services for which the City contracts with and pays outside entities.

If you have any questions, please let me know.



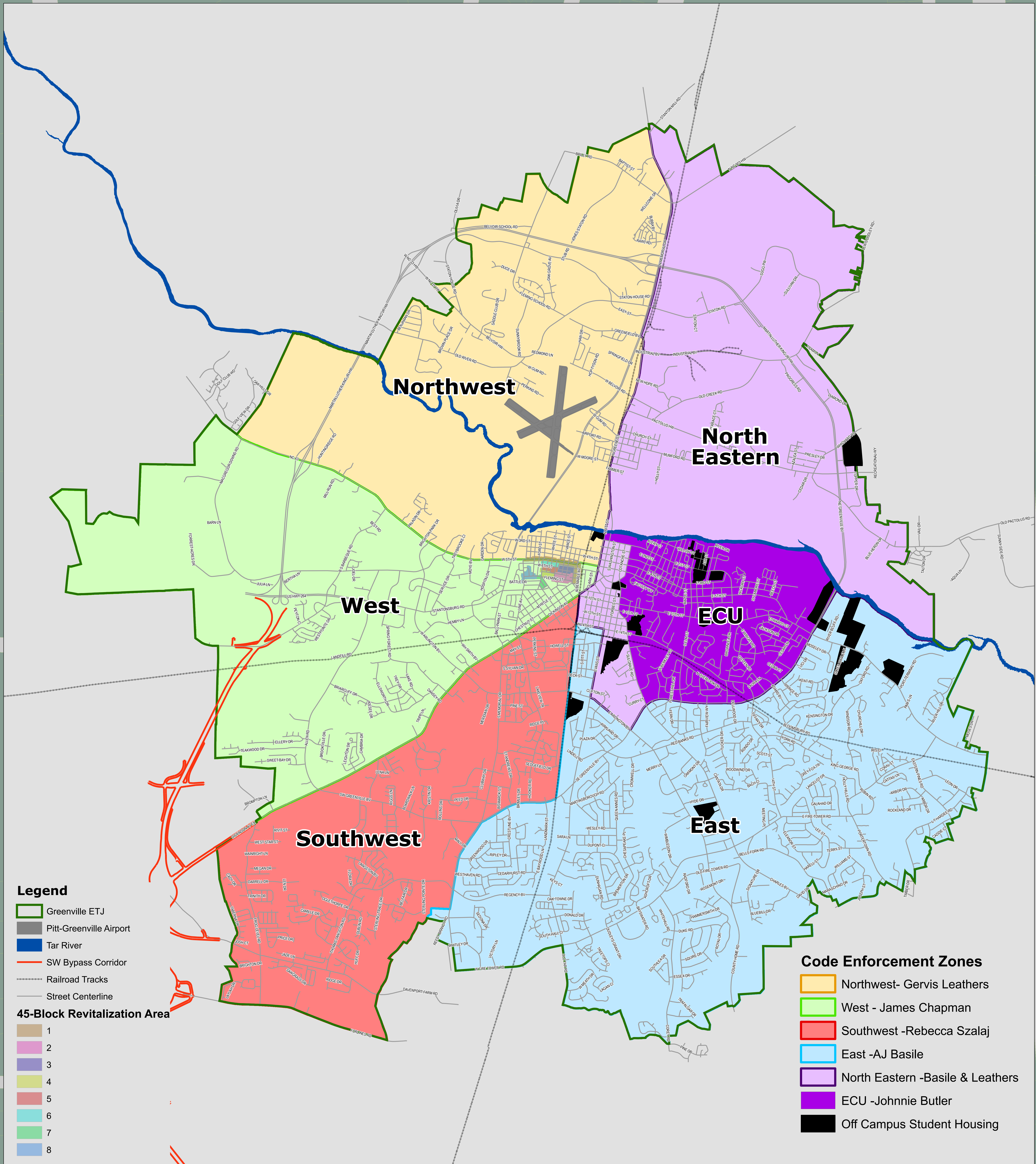
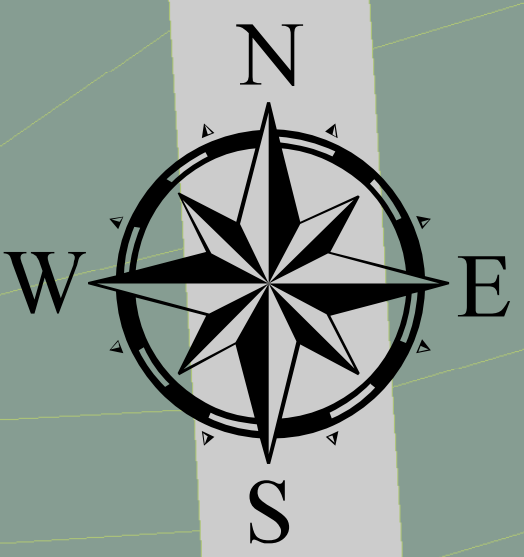
Find yourself in good company




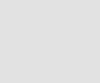


TO: Barbara Lipscomb, City Manager
FROM: Merrill Flood, Assistant City Manager *MF*
DATE: May 10, 2016
SUBJECT: Revised Code Enforcement Zone Map









As a result of the transfer of the Code Enforcement Division to the Community Development Department, the zone map utilized by the officers has been revised at the recommendation of the Code Enforcement Officers. The map attached shows the new assignment areas for the officers. Although each Code Enforcement Officer has a zone area that they are responsible for, Code Enforcement Officers will work together in targeted areas to ensure that each area receives adequate coverage.





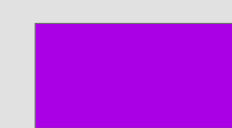

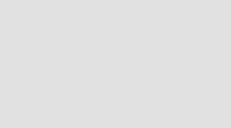
East Carolina University provides funding for the salary of one Code Enforcement Officer. According to the terms of the contract between the City and East Carolina University the Code Enforcement Officer funded by the university patrols areas around the university area and multi-family developments that primarily house students. As indicated above all the Code Enforcement Officers provide patrol assistance in this and all areas of the city as needed. The Lead Code Enforcement officer also provides coverage by floating in all areas to assist the officers in their zones.

A copy of the new map is attached for the Notes to Council packet.




- Legend**
-  Greenville ETJ
 -  Pitt-Greenville Airport
 -  Tar River
 -  SW Bypass Corridor
 -  Railroad Tracks
 -  Street Centerline

- 45-Block Revitalization Area**
-  1
 -  2
 -  3
 -  4
 -  5
 -  6
 -  7
 -  8

- Code Enforcement Zones**
-  Northwest- Gervis Leathers
 -  West - James Chapman
 -  Southwest -Rebecca Szalaj
 -  East -AJ Basile
 -  North Eastern -Basile & Leathers
 -  ECU -Johnnie Butler
 -  Off Campus Student Housing

Memorandum

To: Barbara Lipscomb, City Manager

From: Leah B. Futrell, Director of Human Resources 

Date: May 11, 2016

Subject: 2015 Affirmative Action Program Annual Report

The attached 2015 Affirmative Action Program Annual Report outlines the City's efforts to proactively build a diverse and inclusive workforce. The City promotes a diverse and inclusive workforce through departmental initiatives, cross-departmental inclusive programs, and diversity outreach activities.

In 2015, City Council adopted revisions to the City's Personnel Policies which reflect general best practices with regard to human resources management and compliance with applicable federal and state laws and regulations. In addition to prohibiting discrimination based upon race, color, religion, age, gender, national origin, disability, and genetic information, the City's revised Personnel Policies extend protection by prohibiting discrimination on the basis of sexual orientation, gender identity/reassignment or expression, military or veteran status, and the marital status of employees and applicants. Such action demonstrates the City's commitment to inclusion and equality.

The City attracted a large and diverse applicant pool for its full-time positions in 2015. A total of 3,970 individuals applied for full-time positions in 2015, compared to 3,652 applicants in 2014, a 9% increase. Fifty-four (54) full-time employees were hired in 2015. Overall, 22% of the hires were female and 35% were minorities. This is an increase from 2014 wherein 18% of full-time new hires were female and 34% were minorities. In 2015, female and minority applicants were selected for professional positions such as Systems Analyst IV, Internal Auditor, Financial Analyst, Planner II, and Transit Manager.

Of particular note is the positive stride that the City made with regard to attracting and hiring a diverse group of sworn Police Officers. Sixteen (16) Police Officers were hired in 2015, with minorities and females accounting for 44% of the new hires. This percentage is noteworthy given that fewer people are looking to join the law enforcement profession compared to years past, the tarnished image some people have of Police Officers due to recent events playing out in the national media, strict hiring standards mandated by the North Carolina Criminal Justice Education and Training Standards Commission, and many law enforcement agencies competing to hire the same small group of diverse candidates. Despite all of these barriers, the Greenville Police Department was successful in hiring a diverse slate of qualified candidates. As an example of its outreach efforts, the Police Department hosted booths at the 2015 Latino Festival to reach prospective Hispanic applicants. This targeted approach, as well as implementing other strategies such as using current employees as recruiters, resulted in the hire of several Hispanic Police Officers in 2015.

Collectively, the City will continue to intensify efforts to recruit and retain a diverse workforce within all departments and at all levels of the organization. Thank you for your continued commitment and support of the City's Affirmative Action Program.

Attachment

AFFIRMATIVE ACTION PROGRAM ANNUAL REPORT



CALENDAR YEAR 2015

**City of Greenville
Affirmative Action Program Annual Report
January 1, 2015 – December 31, 2015**

TABLE OF CONTENTS

	<u>Page</u>
Section I Introduction	1
Section II Utilization Analysis	1
Section III Program Monitoring	2
Section IV Ongoing Efforts	2
Section V Accomplishments 2015	3
Section VI Program for 2016	12
Section VII Action Steps	14
Section VIII Budget Estimates	16
Section IX Program Evaluation	16
Appendices & Charts	

CITY OF GREENVILLE 2015 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>2011</u>	<u>2012</u>	<u>2013</u>	<u>2014</u>	<u>2015</u>
1. Filled full-time positions	731	715	707	697	683
2. Percentage of Blacks	31%	32%	32%	31%	31%
3. Percentage of Black males	24%	25%	25%	23%	23%
4. Percentage of Black females	7%	7%	7%	8%	8%
5. Percentage of females	20%	19%	20%	20%	20%
6. Percentage of other minorities	3%	3%	4%	4%	4%

C. **2015 Applicant Information**

1. Total number of applicants*	=	3,970	
• Number of White applicants	=	2,128	(54% of total)
• Number of Black applicants	=	1,502	(38% of total)
• Number of non-Black minority applicants	=	185	(5% of total)
• Number of applicants who did not disclose race	=	155	(4% of total)
2. Number of female applicants*	=	1,570	(40% 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>2011</u>	<u>2012</u>	<u>2013</u>	<u>2014</u>	<u>2015</u>
Total applicants	3,077	2,786	4,106	3,652	3,970
Total black applicants	1,078	1,034	1,495	1,527	1,502
Black female applicants	414	402	703	974	825
Black male applicants	657	624	792	553	664
Female applicants	946	747	1,367	1,808	1,570
Total minority applicants	1,263	1,173	1,666	1,708	1,687

**subgroups may not equal total due to some applicants electing to not 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 C 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 2015

A. An analysis of the 2015 applicant pool shows the following:

1. The City experienced a moderate increase in the total number of applicants for full-time positions for 2015. The number of applicants increased by 9% from 2014 to 2015, from 3,652 applicants in 2014 to 3,970 applicants in 2015.

Recruitments for the Police Department accounted for 31% of the City's applicant pool in 2015. The Police Department recruited for the sworn position of Police Officer and for several civilian positions such as Telecommunicator, Code Enforcement Officer, Parking Control Officer, Animal Control Officer, Police Technology Specialist, Staff Support Specialist I, Staff Support Specialist II, and Property and Evidence Technician, attracting a total of 1,219 applicants. There were 560 (56%) female and 521 (52%) minority applicants for the civilian positions. For the sworn position of Police Officer, 25 (12%) were female and 77 (35%) were minority applicants. The Police Department total applicant pool was 48% (585) female and 49% (598) minority. The Police Department applicant pool was reflective of the Pitt County labor force which consists of 49% females and 40% minorities, according to the 2010 US Census.

Other City departments such as the City Manager's Office, the Recreation and Parks Department, and the Public Works Department also recruited for positions during 2015 that resulted in a large number of individuals applying for employment. As in previous years, the scope and methods of recruitment were reviewed in 2015 to ensure that prospective minority and female applicants are being reached and made aware of employment opportunities with the City of Greenville.

2. The total number of applicants in 2015 for full-time City positions grew moderately compared to 2014, with a 9% increase. The number of Black applicants decreased slightly from 1,527 in 2014 to 1,502 in 2015, a 2% decrease. The number of non-Black minority applicants increased by approximately 2% in 2015 compared to 2014. The number of female applicants decreased slightly from 1,808 in 2014 to 1,570 in 2015, a 13% decrease. 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 2015, the City continued to attract a well-qualified and diverse applicant pool. Of the 3,970 applicants for full-time positions in 2015, 38% were Black, 5% were non-Black minorities, and 40% were female. The City will continue to expand its efforts

to attract a diverse applicant pool by utilizing various recruitment options available for vacant positions.

- B. Fifty-four full-time employees were hired in 2015, compared to 50 full-time employees in 2014. Overall, 22% of new hires in 2015 were females compared to 18% of new hires in 2014. In total, 35% of new hires in 2015 were minorities compared to 34% of 2014 new hires. The breakdown by race and gender of new hires is 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>
2015	27 (50%)	8 (15%)	12 (22%)	3 (6%)	3 (6%)	1 (2%)
2014	29 (58%)	4 (8%)	9 (18%)	4 (8%)	3 (6%)	1 (2%)

- C. Sixty-two full-time employees and one designated part-time employee (approximately 9% of the full-time workforce) were promoted in 2015, compared to 35 full-time employees in 2014. The large increase in the number of promotions in 2015 compared to 2014 is due in part to a number of Fire/Rescue Trainees and Police Officer Trainees being promoted to Fire/Rescue Officer I and Police Officer, respectively. In previous years, trainees in the Fire/Rescue and Police departments were not included in promotion totals due to the fact that these advancements are not the result of a competitive process. We have elected to include these for 2015 because, while Fire/Rescue Trainees and Police Officer Trainees are expected to advance to the rank of Fire/Rescue Officer I and Police Officer, respectively, these promotions are not guaranteed. In total, 15 Fire/Rescue Trainees were promoted to the rank of Fire/Rescue Officer I and 6 Police Officer Trainees were promoted to the rank of Police Officer. Another reason for the larger than average number of promotions is due to a domino effect of rank promotions in the Fire/Rescue and Police Departments. Generally, the Fire/Rescue and Police Departments promote from within for their rank positions to provide advancement opportunities to their employees. In 2015, the Fire/Rescue Department promoted 4 employees to the rank of Battalion Chief, 2 to the rank of Captain, 6 to the rank of Lieutenant, and 5 to the rank of EMS Specialist in addition to the Fire/Rescue Officer I promotions. In 2015, the Fire/Rescue Department and the Police Department had a total of 48 promotions combined, accounting for 76% of the year's promotions.

Overall, 11% of promotions in 2015 were women and 30% 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>
2015	39 (62%)	5 (8%)	16 (25%)	2 (3%)	1 (2%)	0 (0%)
2014	20 (57%)	5 (14%)	5 (14%)	4 (11%)	1 (3%)	0 (0%)

- D. Retention of a diverse workforce is also a focus of this report. In 2015, the City had a total of 68 full-time employee separations (approximately 10% of the full-time workforce). Of these, 17 (25%) were due to retirement and 6 (9%) were due to discharge, disability, or death. Resignations made up the remainder of the separations, accounting for 45 (66%). Females accounted for 28% (19) of the overall separations and 35% (24) 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:

- 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 2015:

- As part of the process with the International Association of Chiefs of Police (IACP) to conduct a search for a new Police Chief, the City Manager's Office invited various individuals and groups in the community to meet with IACP representatives in March 2015 to provide input on the qualities and skills desired in a Police Chief. Invited participants included the Mayor and City Council Members, District Attorney, Sheriff, ECU Police Chief, Fire-Rescue Chief, Superior Court Judge, Chamber of Commerce President and Chairman, Uptown Greenville Director and President, Chairperson of the Police Community Relations Committee, Chairperson of the Neighborhood Advisory Board, Director of Intergenerational Center, Director of Community Shelter, Director of Third Street Community Center, Director of STRIVE, Director of Boys and Girls Clubs, Community Outreach Specialist from Pitt Community College, as well as representatives from AMEXCAN, Greenville Property Managers Association, Human Relations Council, Southern Christian Leadership Conference, Coalition Against Racism, and NAACP. In addition, all Police Department employees were invited and given the opportunity to meet with IACP representatives while they were here. The City Manager also met in April with representatives of CAR, NAACP, and SCLC regarding the Police Chief. In addition, after the new Police Chief was on board, the City Manager facilitated a meeting on October 27 of herself, the Police Chief, and representatives from CAR, NAACP, and SCLC.
- 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.
- Promoted workforce diversity through the appointment of project teams to ensure leadership opportunities are available to employees in all departments. Examples included 2015 City of Greenville United Way Campaign Committee, Personnel Policies Focus Group, Performance Management System Focus Groups, Joint City/GUC Wellness Committee, and MUNIS work groups.
- Promoted employee development and retention internally through the following means:
 1. Meeting with new employees during orientation
 2. Selecting employees from various departments to attend the Greenville-Pitt County Chamber of Commerce Leadership Institute course
 3. Supporting the City's in-house training program including the Supervisory Training and Refresher (STAR) course
 4. Including budgetary funds to allow for staff to attend outside professional training and conferences
 5. Providing funding for the employee Educational Tuition Assistance Program, which was updated in 2015 to encourage better employee utilization of the program

6. Posting information on COGNET, an internal City computer network communications tool, to enable more convenient access to information about City policies, procedures, and resources
7. Holding three Department/Division Heads meetings during the year to discuss various issues affecting the City organization and employees
8. Providing free bus passes to employees to help with transportation issues
9. Providing a variety of employee wellness programs and initiatives, including a new wellness video featuring employees, to educate them and encourage them to exercise and take steps to be healthy
10. Participating in the Fire-Rescue Pinning and Awards Ceremony on September 28 to recognize Fire-Rescue Department employees receiving promotions and awards
11. Conducting a thorough review of and updating the City's personnel policies
12. Participating in supervisory training sessions on Performance Management and the new Personnel Policies
13. Observing Fair and Impartial Policing training session on December 17, which was mandatory training for sworn supervisors in the Police Department. Goals of this employee training were to teach participants to recognize their own human biases, understand how implicit biases can affect their perceptions and behaviors, understand how biased policing impacts community members and the department, understand how fair and impartial training supports procedural justice and police legitimacy, and develop skills and tactics to reduce the influence of bias on police practice and be effective and safe police professionals
14. Participating in the Junior Fire Marshal Academy graduation on July 17
 - Continued coordinating with Greenville Utilities Commission on pay and benefits issues to assist in attracting, fairly compensating, and retaining a quality and diverse workforce.
 - Continued offering internships to college students to give them exposure and real experience with working in a local government environment.
 - Started conducting job interviews by Skype, which is more efficient and allows staff to include more candidates to interview.
 - Developed origination programming that was cable casted on the City of Greenville's government access channel, GTV-9, which promotes diversity and fosters an inclusive community.
 - Used various methods, including advertising in *The East Carolinian* and *The Daily Reflector*, to recruit diverse pool of applicants for the Citizens Academy and the City's boards and commissions.
 - City Manager began 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.
 - City Manager continued serving on the ECU MPA Advisory Board and met with MPA students when requested.
 - City Manager continued membership in the National Forum for Black Public Administrators.
 - Assistant City Manager served on ECU Urban Planning Advisory Board.
 - Assistant City Manager served on Mid-East Commission.
 - Participated in the following events which promoted diversity and inclusiveness:
 1. Community Unity Breakfast on Martin Luther King, Jr. Day
 2. Martin Luther King, Jr. event at Pitt Community College
 3. Human Relations Council Annual Award Ceremony and Reception
 4. Human Relations Council Dismantling Racism Seminar on October 29
 5. City Manager was keynote speaker at the ECU Chancellor's Committee on the Status of Women luncheon on November 20
 - Attended the annual Minority and Women Business Enterprise (MWBE) Mix and Meet Event on April 24 and the Minority/Women Business Enterprise (MWBE) MED

Week Kick-Off lunch on September 30; met with Chamber of Commerce President about MWBE programs and activities.

- Participated in the CDBG Week Opening Ceremonies and tour of CDBG activities.
- Attended various workforce recognition and development events in the community, including the following:
 1. Chamber of Commerce Leadership Summit on November 13, which provided participants with leadership development tools and relevant business practices for implementation in their organizations
 2. Chamber of Commerce Power Luncheon on November 17, which featured workforce development presentations by two State officials
 3. Chamber of Commerce Small Business Awards Breakfast on May 5
 4. Chamber of Commerce Law Enforcement and Fire-Rescue Appreciation Dinner on June 16, which recognized City employees in the Police and Fire-Rescue Departments
 5. Eastern Carolina Vocational Center banquet on October 1, which recognizes and promotes employment of persons with disabilities
- Set up City booth at the annual ECU Merchants Fair in August and at the Pitt County Fair in September and provided information on City organization, events, services, and job opportunities.
- Participated in the City of Greenville United Way Fall Festival, which provided public exposure of various City employees, services, and departments.
- 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).
- Met with Pitt Community College Dean of Continuing Education and others regarding workforce development.
- Participated in ICMA webinar on "Serving Diverse Populations" on October 21.

Community Development:

- Provided internship opportunities for students, ensuring that recruitment efforts for internships reach female and minority students. Paid interns in 2015 represented a wide range of diversity and included the hiring of one Black male, one Black female, and one White male.
- 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.
- The department promoted a Black female to Staff Support Specialist II and a White female to Staff Support Specialist I in 2015.

Financial Services:

- The Director of Financial Services facilitated a workshop titled "Inclusiveness: The Strengths and Challenges of a Four-Generations Workforce". 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 in 2015 to promote diversity and inclusion. These include the Minority and Women-Owned Businesses Mix-N-Meet and the Minority Enterprise Development (MED) Week.
- The MWBE Coordinator sponsored several diversity events in 2015 such as Women in Business launch event, the Minority Business Enterprise launch event, and the North Pitt High School Latino Festival.
- The MWBE Coordinator taught classes to local minority and female business owners through the Eastern N.C. Contractor's College and through the Community & Jobs Development Coalition.

Fire/Rescue Department:

- Successfully conducted a job recruitment fair prior to the opening of their most recent Fire/Rescue Trainee hiring process. The job fair gave prospective applicants a view of the fire and rescue service industry as well as guidance on how to successfully prepare for a Greenville Fire/Rescue Trainee hiring and selection process. The fair was intended to attract potential applicants who may not be familiar with fire service, particularly females and minorities which have been historically underrepresented in the field. The fair was well received and attended by a wide array of prospective diverse applicants from throughout the community. The job fair was heavily advertised through various media outlets such as the Beasley Broadcast Group, Inc. in order to reach a diverse audience.
- Sponsored their second annual Jr. Fire Marshal Academy that included numerous minority participants and provided them and their families the opportunity to learn about careers in the fire and EMS industry as well as providing an opportunity for department members to interact with minority populations within the community.
- The department has 18 current officers that have participated, or are currently participating, in the City's Supervisory Training and Refresher (STAR) program. This program consists of multiple classes completed over the course of 6 months and includes training related to inclusiveness and equal employment opportunity practices.
- Sponsored a minority male to attend the Pitt Community College Fire-Rescue Training Academy. This sponsorship will enable the individual to participate in all trainings with all applicable personal protective equipment with no out of pocket expenses. Upon successful completion of the Academy, the sponsored individual will receive all of the necessary certifications to work in the fire and EMS profession.
- The department's management team held numerous informational sessions with prospective diverse applicants to go over the application process and offered hiring success tips and recommendations.
- Promoted 38 employees in 2015. These promotions included 2 White females, one Hispanic male and six Black males.
- Continued use of North Carolina's Career Readiness Certificate (CRC) as part of the initial hiring process.
- Offered physical ability test practice sessions to introduce prospective candidates to the department's physical ability test and to teach proper techniques to complete the tasks involved. The test consists of a series of tasks designed to assess important physical abilities required for effective performance as a firefighter/EMT. Completing practice sessions before the test is designed to increase the success rate of applicants when performing the actual test.

Human Resources:

- Updated the City's Personnel Policies to incorporate changes in relevant laws and regulations, as well as to incorporate best practices. In addition to prohibiting discrimination because of race, religion, age, gender, national origin, and disability, the City's revised Personnel Policies extend protection to barring against discrimination on the basis of genetic information, sexual orientation, gender identity/reassignment or expression, military or veteran status, and the marital status of employees and applicants.
- Provided training on Equal Employment Opportunity and effective interviewing practices to 155 employees who may serve on an interview panel as an assessor. In accordance with the revised 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.
- Participated in the Youth@Work program as a sponsor employer. Through our sponsorship of this program, disadvantaged youth are provided work experience

with the City of Greenville to prepare them for future career success. In 2015, one Black female and one Black male were provided work experience opportunities with the City of Greenville in the City's Public Works Department and the Recreation and Parks Department.

- Partnered with STRIVE to provide volunteer opportunities to individuals who will be transitioning into the workforce.
- Twenty-eight supervisors and managers enrolled in the 2015-2016 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, ICMA's *Effective Supervisory Skill Building Training Course*, and course work through the Pitt Community College Division of Continuing Education.
- Conducted the Beginner Resources in Delivering Governmental Excellence (BRIDGE) Program. The BRIDGE Program is designed to help new employees maintain a high level of enthusiasm and bridge the gap between new hire and engaged, productive employee. New employees complete 10 hours of training that includes customer service and teamwork training during their first six months of employment with the City.
- Offered online training to all employees related to unlawful workplace harassment, workplace violence prevention, and drug and alcohol awareness.
- Hosted a booth at the NC Works Veterans Job Fair to educate veterans on the employment opportunities with the City of Greenville.
- Attended the Pitt Community College Part-time Employment Career Fair to reach a diverse pool of the community college student population who are seeking part-time employment to aid in the affordability of community college.
- Attended college career fairs to reach a broader applicant pool such as Pitt Community College and Fayetteville State University.
- Attended the Cumberland County Department of Social Services March into Work Job Fair.
- The City of Greenville was given a recognition for exemplary service in promoting the employment of persons with disabilities by the North Carolina Division of Vocational Rehabilitation Services due to the department's efforts in providing employment opportunities to a diverse community.
- Assisted City departments with a number of promotional processes.
- 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.
- Disseminated information on job opportunities to organizations representing minorities and women when job opportunities occurred.
- 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.

- Recommended an increase in the City-funded tuition assistance program and pre-funding of the program to make the benefit more attractive to current and prospective employees. The recommendations were approved by the City Council which have allowed more employees to further their education and expand their knowledge and skills.
- Continued an emphasis on employee training and development by providing a wide range of training programs.
- Provided reasonable accommodation to job applicants with disabilities when requested and appropriate.
- The Human Resources Manager attended and served as a committee member of the Pitt County Committee on Employment of People with Disabilities (PCCEPD).
- Assisted with the development of appropriate recruitment strategies for positions such as Systems Analyst IV, Civil Engineer, Assistant City Manager, Director of Community Development, and other professional and key positions.
- When requested, provided assistance in developing final interview questions.
- 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.
- Encouraged departments to list paid and unpaid internships on City's website in order to heighten the City's visibility as an employer of choice.

Information Technology:

- Conducted three recruitments for the System Analyst IV position in 2015. The new hires consisted of two White females and one Black male.
- Worked 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 2015, one Hispanic female, one White female, and two Black males worked as interns for the department.

Police Department:

- The department promoted ten employees in 2015 which consisted of 4 (40%) minorities.
- Participated in many recruiting activities at colleges and universities in North Carolina including those with a predominantly minority enrollment. In 2015, the department attended job fairs at Appalachian State University, Western Carolina University, North Carolina Central University, Elizabeth City State University, The University of North Carolina at Asheville, East Carolina University, Wake Technical Community College, Mt. Olive University, and Pitt Community College.
- The department mailed flyers to all individuals and organizations on the Greenville Police Department recruitment mailing lists, which includes institutions of higher learning and military bases. These flyers provide potential applicants an overview of what the department looks for in a qualified hire and what to expect during the recruitment process.
- To outreach to prospective Hispanic applicants, hosted booths at two Latino Festivals and a Latino Community Day.
- Utilized the assistance of minority and female officers in the recruitment and selection process to cultivate a diverse candidate pool.
- Provided information brochures to the general public on sworn officer employment opportunities with the Greenville Police Department. The department provides this information to regional educational institutions, local minority churches, and other local civic organizations.
- Advertisements for employment were also sent to local/regional newspapers, local minority radio stations, North Carolina Justice Academy website, military DORS

(Defense Outplacement Referral System) website, military TBB (Transition Bulletin Board) website and online job boards to reach a diverse population.

Public Works:

- The department hired eleven full-time employees in 2015. Five (45%) of those new full-time hires were Black males including the City's Transit Manager who was hired in July. The department also promoted eight employees which included five minorities and one female. Among the promotions in 2015, five Black male refuse collectors were promoted to the position of Sanitation Crew Leader I.
- Continued discussions with the Employee Management Committee for the Sanitation Division.
- Ensured job advertisements for professional positions were widely advertised in multiple sources.
- 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 an effort to increase employee job knowledge to prepare employees for career advancement.
- Partnered with a local temporary employment agency for seasonal labor. Seasonal hires are exposed to career opportunities in public works. This aids in expanding the diversity of recruitments for full-time vacant positions.
- Enabled residents to complete community service hours with the department. This provides community members with skills and knowledge related to public works which aids in preparing them for full-time job opportunities with the City.
- Continued to prepare the department's workforce for advancement by participating in courses and workshops to maintain certifications and professional licenses at various levels throughout the Department, sending employees to the City's Supervisory Training and Refresher (STAR) program, and encouraging employees to take advantage of the re-vamped Employee Tuition Assistance Program.
- Participated in the City's Minority and Women Owned Businesses Mix'N'Meet and Contractor Orientation Training to educate women and minority owned businesses on the contract opportunities with the department.

Recreation and Parks:

- Advertised job vacancies, including part-time positions, via a variety of media including flyers, department recreation center postings, department's brochures and the City's website, East Carolina University's Career Connection, *The East Carolinian* newspaper, *The Daily Reflector* newspaper, GTV-9, the North Carolina Recreation and Parks Association website, and the National Recreation and Parks Association Online Career Center.
- Conducted Lifeguard and Water Safety Instructor training to qualify citizens for aquatic positions with the City.
- Held a volunteer appreciation picnic to thank the department's volunteers. The Recreation and Parks Department volunteers come from diverse backgrounds representative of the City of Greenville.
- Partnered with student practicums offering work experience in recreation and parks to high school, community college, and university students of diverse backgrounds.
- Participated in the Federal Work Study Program at East Carolina University to give a diverse group of students the ability to learn about the recreation and parks industry.
- Offered the Junior Counselor Program to mentor and develop the future workforce. Junior Counselors work directly with summer campers, assist the administrative staff and camp counselors in implementing activities, and serve as positive role models for campers. The Junior Counselor Program was promoted through the Youth Council, local high schools, and the City's website and publications.
- Sent job announcements to professors within East Carolina University's Department of Recreation and Leisure Studies to announce during classes and to post in their

classrooms. Also provided job announcements to Pitt Community College for inclusion in their job opportunities database.

- Promoted volunteer opportunities in the department's brochures, department website, East Carolina University volunteer website and through the ECU Ambassadors.
- Provided internship opportunities to East Carolina University students interested in careers in parks and recreation.
- Provide seasonal employment opportunities to a diverse population. Examples of seasonal positions include lifeguards, program leaders, landscape grounds laborers, and camp counselors.

VI. PROGRAM FOR 2016

A. As vacancies occur, the City of Greenville will strive to meet the following:

1. Maintain 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 2016 applicant pool compared to 2015 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, City information monitors) 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. Review departmental processes to increase women and minorities' internship participation.
7. Continue focused recruitment efforts to attract, retain, and promote females and minorities within the organization. Some examples include:

Public Works Department:

- Continue to review hiring procedures to ensure qualified minority candidates are represented in the short list for interviews. Additionally, the department will advertise internally before considering external candidates when appropriate.
- Continue in-house training for all employees and promote career advancement by encouraging employees to take advantage of the City's tuition reimbursement program to complete a two- and/or four-year degree.
- Promote the change in Sanitation collection vehicles and practices to encourage more women to seek employment in the solid waste field.
- Continue to provide educational opportunities for employees in order to stay compliant with industry standards and to gain the skills needed for advancement.
- Continue to participate in the Minority and Women Owned Businesses Meet'N'Greets and contractor's orientations.

Fire/Rescue Department:

- Continue to solicit the assistance of minority and female officers in the recruitment and selection process.
- Build upon the department's marketing plan that includes the use of the Internet, television, radio, and other media that target minorities and other non-traditional Fire/Rescue candidate pools. All department personnel will be encouraged to assist in the outreach to qualified job applicants.
- Evaluate and implement needed changes to ensure that its work sites and work practices contribute to a positive, respectful, and productive working environment for all employees.

- Build upon the department's partnership with Pitt Community College to provide non-traditional Fire/Rescue candidates opportunities to receive firefighting and EMT certifications.
- When actively hiring for the Fire/Rescue Trainee position, the department will provide coaching on the hiring process and training for the physical abilities test.

Human Resources Department:

- Continue to identify additional recruitment sources to increase the number of qualified and diverse applicants applying for City positions.
- Continue to offer a supervisory/management training program to increase managerial efficacy.
- Continue to provide training on the updated personnel policies including Equal Employment Opportunity and harassment to employees.
- Recognizing the importance of summer employment opportunities to build the work experience of youth, the department will continue to partner with and build upon partnerships with Pitt Community College, Youth@Work, and other agencies that provide employment, education experiences, and essential skills training.

Financial Services Department:

- Host and sponsor numerous events to promote diversity including hosting the 2016 MED Week. Flyers will be mailed to all individuals and organizations on mailing lists, which include institutions of higher learning and military bases.

Police Department:

- Review and update the photographs in the department's recruitment materials to ensure that the material reflects a diverse department.
- Utilize a recruitment video and brochures that contains information designed to attract minorities and women.
- Continue to solicit the assistance of minority officers and female officers in the recruitment and selection process.
- Continue to hire and send diverse Police Trainees to Basic Law Enforcement Training at Pitt Community College when funding permits.
- Enhance recruiting efforts by attending more local and regional community events where prospective minority applicants may be present.
- Continue to set up informational booths at festivals, fairs, and trade shows to further give the department more face time with potential applicants in non-traditional recruiting settings.
- Create a social media feed that is solely focused and dedicated to recruiting to coincide with the department's already established social media feeds.
- Advertise vacancies as they exist on the City of Greenville website, North Carolina Justice Academy website, and social media feeds. This includes the military DORS (Defense Outplacement Referral System), TBB (Transition Bulletin Board) World Wide Web Site, and radio stations with predominately minority listeners.

Community Development Department:

- As positions become available, the department will provide job announcements to colleges and universities that offer planning degree programs, particularly those with a significant minority enrollment.
- Continue to work with communities, neighborhoods, and partners to provide information and outreach efforts to citizens who need assistance. The department will also provide outreach to minority contractors through the Community Development Department's annual Contractor Workshop.

- The housing division will host and sponsor several activities in 2016. The most notable of which will be the annual lending fair in the west Greenville community and a contractor's workshop.

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 to recruit officials; working with Pitt Community College to recruit officials; speaking to classes at East Carolina University about job and volunteer opportunities, and attending the Pitt County Business Expo.

Information Technology Department:

- Continue to utilize an intern recruitment program with local colleges to better serve the City and give work experience in the IT field to members of diverse backgrounds.

- B. Continue participation and support of the City's MWBE program and participation in the Minority Business Roundtable.
- C. 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.
- D. Continue to promote career advancement by encouraging employees to take advantage of the City's Tuition Assistance Program to obtain an associate, bachelor, and/or master's degree.
- E. Continue to encourage diverse special project work team formation.

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.
- B. Continue to advertise employment vacancies in local/regional newspapers and minority publications, 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. Send Career Opportunities Notices for advertised vacancies to individuals and organizations on the City's mailing lists, which include institutions of higher learning and military bases. See Appendix B.

- E. Post vacancies for all departments on the City of Greenville website, providing continuous access by employees and members of the public and ensuring the widest possible dissemination of available job listings.
- F. Post vacancies on the Chamber of Commerce website where they are accessible to local businesses, the Young Professionals group, and the Minority Business Roundtable.
- G. Post vacancies on websites, publications and other media targeting minority and female candidates.
- H. Post vacancies for public safety positions, as they exist, with the military DORS (Defense Outplacement Referral System), TBB (Transition Bulletin Board) website, and the North Carolina Justice Academy website for police officer positions.
- I. Periodically advertise public safety vacancies on radio stations with predominantly minority/women listening audiences.
- J. Perform workforce analysis to examine trends in hiring and promotion of women and minorities.
- K. 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.
- L. Offer training opportunities to employees at all levels of the organization to help advance their knowledge, skills, and abilities.
- M. Where feasible, explore creation of career development and/or mentoring programs to prepare employees for promotions.
- N. Recognize employees through performance reviews, service awards, and when appropriate and available, merit increases.
- O. Continue to promote workforce diversity through the appointment of project teams to ensure opportunities are available to employees.
- P. Continue to promote workforce development through the selection of 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, through support of the City of Greenville's in-house training program, and through the inclusion of budgetary funds for staff to attend outside professional training and conferences.
- Q. Continue to use various methods to recruit diverse pools of applicants for the Citizens Academy and the City's boards and commissions.
- R. Continue membership in the National Forum for Black Public Administrators.
- S. Continue to identify other opportunities to promote the City's Affirmative Action Program.
- T. Continue to partner with East Carolina University and Pitt Community College to promote work study, internship, and volunteer opportunities.

- U. Continue to post vacancies in various City locations such as recreation facilities, GREAT bus schedules, and City Hall to reach both applicants from the community and within the City's workforce.
- V. Promote career advancement by encouraging employees to take advantage of the City's Employee Tuition Assistance Program to complete a two and/or four year educational degree programs.
- W. Continue to have multiple layers of oversight on hiring and promotional processes to ensure compliance with City policy.
- X. Continue to advise the public of programs and services offered by the City through advertisement, workshops and information sessions in the community.

VIII. BUDGET ESTIMATES

A. Media advertisements

1. Newspapers/publications/professional associations	\$29,120
2. Radio/TV	\$4,200
3. Job fairs	\$6,000
4. Recruitment brochures/flyers	\$2,800
5. Internet websites	<u>\$8,000</u>
Total	\$50,120

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, 2017 by the Human Resources Director to determine whether any issues need to be addressed or changed, with the final report submitted in February, 2017. Program strategies will be continued or revised as necessary to meet the City of Greenville's affirmative action mission statement.

**City of Greenville
Workforce/Applicant Analysis
As of 12/31/15**

	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		3	100%	2	67%	1	33%	0	0%	0	0%	0	0%	1	33%	0	0%
Applicants (0 positions)	0		0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%
City Clerk																		
Employees	3		1	33%	0	0%	1	33%	1	33%	0	0%	1	33%	3	100%	1	33%
Applicants (0 positions)	0		0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%
City Manager																		
Employees	9		5	56%	1	11%	4	44%	4	44%	2	22%	2	22%	6	67%	0	0%
Applicants (7 positions)	700		367	52%	210	30%	155	22%	282	40%	73	10%	207	30%	386	55%	24	3%
Community Development																		
Employees	32		21	66%	14	44%	7	22%	10	31%	1	3%	9	28%	17	53%	1	3%
Applicants (7 positions)	311		169	54%	85	27%	75	24%	120	39%	34	11%	86	28%	172	55%	12	4%
Financial Services																		
Employees	17		4	39%	0	0%	4	24%	13	76%	3	18%	10	59%	14	82%	0	0%
Applicants (2 positions)	81		39	48%	18	22%	21	26%	32	40%	5	6%	28	35%	55	68%	4	5%
Fire/Rescue																		
Employees	148		123	83%	118	80%	5	3%	23	16%	21	14%	2	1%	7	5%	2	1%
Applicants (3 positions)	317		212	67%	178	56%	33	10%	75	24%	54	17%	21	7%	56	18%	20	6%
Human Resources																		
Employees	9		6	67%	2	22%	4	44%	3	33%	1	11%	2	22%	6	67%	0	0%
Applicants (0 positions)	0		0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%
Information Technology																		
Employees	18		12	67%	6	33%	6	33%	5	28%	4	22%	1	6%	7	39%	1	6%
Applicants (3 positions)	243		122	50%	106	44%	15	6%	80	33%	45	19%	35	14%	59	24%	26	11%
Police																		
Employees	234		169	72%	137	59%	32	14%	48	21%	32	14%	16	7%	50	21%	17	7%
Applicants (12 positions)	1219		588	48%	373	31%	209	17%	533	44%	190	16%	335	27%	585	48%	65	5%
Public Works																		
Employees	155		60	39%	53	34%	7	5%	90	58%	83	54%	7	5%	14	9%	5	3%
Applicants (18 positions)	425		248	58%	239	56%	7	2%	146	34%	125	29%	21	5%	29	7%	15	4%
Recreation and Parks																		
Employees	55		39	71%	29	53%	10	18%	16	29%	13	24%	3	5%	13	24%	0	0%
Applicants (11 positions)	674		391	58%	264	39%	125	19%	233	35%	138	20%	92	14%	228	34%	19	3%
City of Greenville (all departments)																		
Employees	683		443	65%	362	53%	81	12%	213	31%	160	23%	53	8%	138	20%	27	4%
Applicants (64 positions)	3970		2136	54%	1473	37%	640	16%	1501	38%	664	17%	825	21%	1570	40%	185	5%

Note: Application total figures will not equal sums from category totals due to 113 applicants not disclosing gender and 145 not disclosing race

Appendix A: Analysis of EEO Job Categories For Calendar Year 2015

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 2015, Officials and Administrators made up approximately 2% (14) of the City's 683 full-time employees. Females held 5 (36%) of this category's positions and minorities also held 5 (36%) 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 accountants, systems analysts, engineers, Police Captains, and Fire/Rescue Captains. Professionals comprised approximately 11% (74) of the City's full-time employees. Females held 22 (30%) of all professional positions, while minorities held 15 (20%) 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 2015, approximately 21% (144) of the City's workforce was classified as Technicians. Minorities comprised 32 (22%) of the positions held and 18 (13%) were female.

4. **Protective Service Workers**

Protective service workers accounted for the largest occupational category of employees, representing approximately 32% (216) 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 2015, females comprised 16 (7%) of the positions while minorities held 56 (26%) 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 28 (4%) paraprofessionals at the end of 2015, of which 19 (68%) were female and 11 (39%) 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 62 (9%) of the total workforce in 2015. Females comprised 49 (79%) of the administrative support positions while minorities comprised 27 (44%).

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 47 (7%) skilled craft workers at the end of 2015, minorities held 24 (51%) positions. There were no females employed in this category.

8. Service-Maintenance

Included in the Service-Maintenance category are positions such as Animal Control 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 98 (14%) employees in this category at the end of 2015. Nine (9%) of this category were female and 70 (71%) were minorities.

EEO JOB CATEGORIES
Full-Time Employees
As of 12/31/15

Job Category	ALL EMPLOYEES			RACE/ETHNIC CATEGORIES									
				MALE					FEMALE				
	Total	Male	Female	W	B	H	API	AIAN	W	B	H	API	AIAN
Officials & Administrators	14	9	5	7	2	0	0	0	2	3	0	0	0
	2%	64%	36%	50%	14%	0%	0%	0%	14%	21%	0%	0%	0%
Professionals	74	52	22	42	9	1	0	0	17	5	0	0	0
	11%	70%	30%	57%	12%	1%	0%	0%	23%	7%	0%	0%	0%
Technicians	144	126	18	102	20	2	1	1	10	8	0	0	0
	21%	88%	13%	71%	14%	1%	1%	1%	7%	6%	0%	0%	0%
Protective Service Workers	216	200	16	150	35	11	3	1	10	5	1	0	0
	32%	93%	7%	69%	16%	5%	1%	0%	5%	2%	0%	0%	0%
Paraprofessionals	28	9	19	5	4	0	0	0	12	7	0	0	0
	4%	32%	68%	18%	14%	0%	0%	0%	43%	25%	0%	0%	0%
Administrative Support	62	13	49	9	4	0	0	0	26	20	2	1	0
	9%	21%	79%	15%	6%	0%	0%	0%	42%	32%	3%	2%	0%
Skilled Craft Workers	47	47	0	23	21	3	0	0	0	0	0	0	0
	7%	100%	0%	49%	45%	6%	0%	0%	0%	0%	0%	0%	0%
Service-Maintenance	98	89	9	24	65	0	0	0	4	5	0	0	0
	14%	91%	9%	24%	66%	0%	0%	0%	4%	5%	0%	0%	0%
TOTAL	683	545	138	362	160	17	4	2	81	53	3	1	0
	100%	80%	20%	53%	23%	2%	1%	0%	12%	8%	0%	0%	0%

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.

2015 Workforce Composition by EEO Job Category – Net Change from 2014

OFFICIALS & ADMINISTRATORS			
	Dec. 2014	Dec. 2015	Net Change
Male	9	9	0
Female	5	5	0
Non-Minority	8	9	+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	14	0

PROFESSIONALS			
	Dec. 2014	Dec. 2015	Net Change
Male	51	52	+1
Female	22	22	0
Non-Minority	60	59	-1
Minority	13	15	+2
Black	12	14	+2
Hispanic	1	1	0
Asian/PI	0	0	0
AI/AN	0	0	0
TOTALS	73	74	+1

TECHNICIANS			
	Dec. 2014	Dec. 2015	Net Change
Male	127	126	-1
Female	17	18	+1
Non-Minority	116	112	-4
Minority	28	32	+4
Black	25	28	+3
Hispanic	1	2	+1
Asian/PI	1	1	0
AI/AN	1	1	0
TOTALS	144	144	0

PROTECTIVE SERVICE WORKERS			
	Dec. 2014	Dec. 2015	Net Change
Male	202	200	-2
Female	18	16	-2
Non-Minority	163	160	-3
Minority	57	56	-1
Black	42	40	-2
Hispanic	12	12	0
Asian/PI	2	3	+1
AI/AN	1	1	0
TOTALS	220	216	-4

PARAPROFESSIONALS			
	Dec. 2014	Dec. 2015	Net Change
Male	9	9	0
Female	19	19	0
Non-Minority	17	17	0
Minority	11	11	0
Black	11	11	0
Hispanic	0	0	0
Asian/PI	0	0	0
AI/AN	0	0	0
TOTALS	28	28	0

ADMINISTRATIVE SUPPORT			
	Dec. 2014	Dec. 2015	Net Change
Male	14	13	-1
Female	52	49	-3
Non-Minority	36	35	-1
Minority	30	27	-3
Black	27	24	-3
Hispanic	2	2	0
Asian/PI	1	1	0
AI/AN	0	0	0
TOTALS	66	62	-4

SKILLED CRAFT WORKERS			
	Dec. 2014	Dec. 2015	Net Change
Male	52	47	-5
Female	0	0	0
Non-Minority	25	23	-2
Minority	27	24	-3
Black	24	21	-3
Hispanic	3	3	0
Asian/PI	0	0	0
AI/AN	0	0	0
TOTALS	52	47	-5

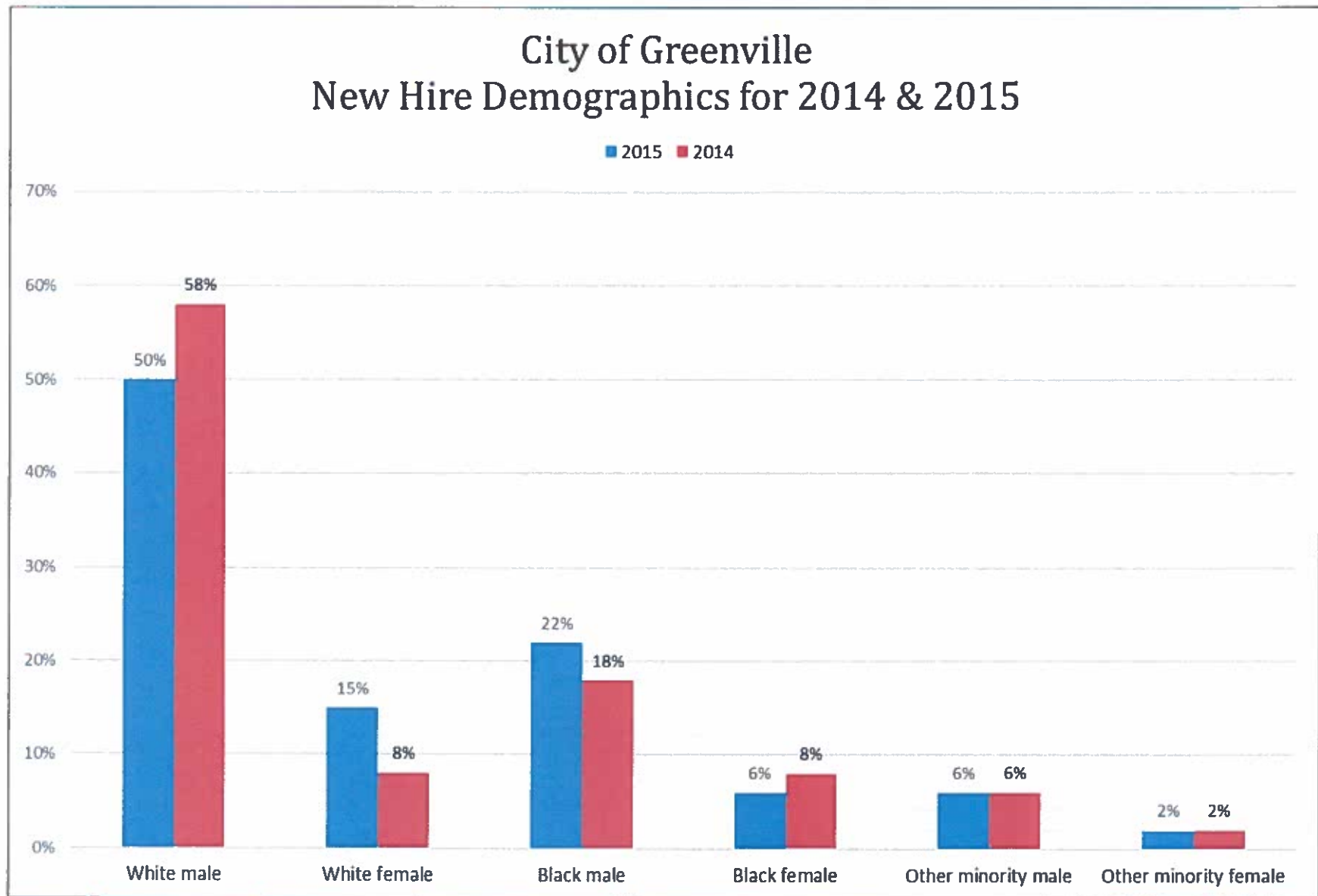
SERVICE-MAINTENANCE			
	Dec. 2014	Dec. 2015	Net Change
Male	91	89	-2
Female	9	9	0
Non-Minority	30	28	-2
Minority	70	70	0
Black	68	70	+2
Hispanic	2	0	-2
Asian/PI	0	0	0
AI/AN	0	0	0
TOTALS	100	98	-2

Appendix B: Recruitment Mailing List

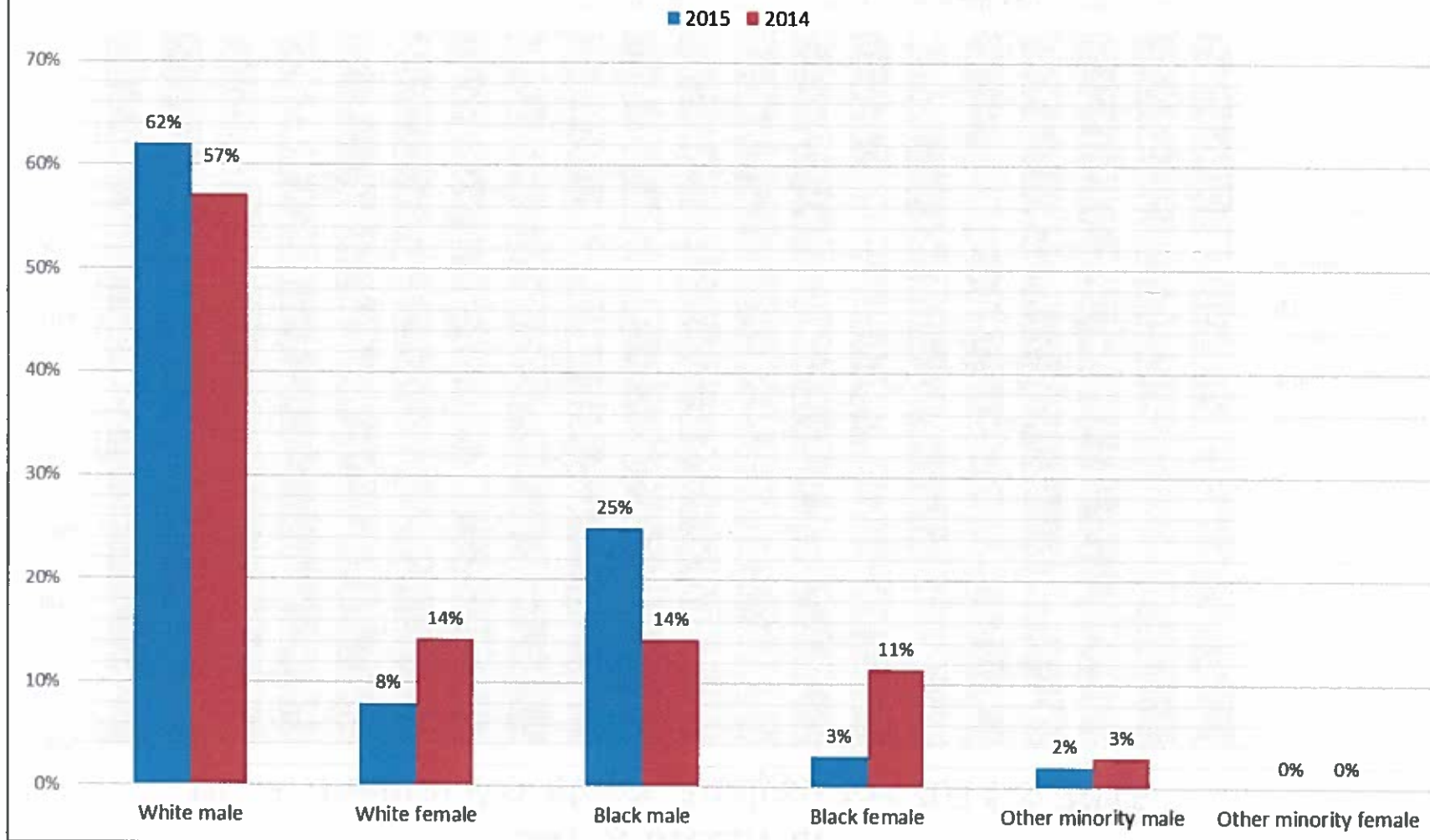
#	Organization	City	State	Zip Code
1	Barton College	Wilson	NC	27893
2	Beaufort County Community College	Washington	NC	27889
3	Beaufort County Department of Social Services	Washington	NC	27889
4	Beaufort County JobLink Career Center	Washington	NC	27889
5	Bennett College	Greensboro	NC	27401
6	Bethel Library	Bethel	NC	27812
7	Campbell University	Buies Creek	NC	27506
8	Carver Branch Library	Greenville	NC	27834
9	Coastal Carolina Community College	Jacksonville	NC	28546
10	Community Christian Church	Greenville	NC	27835
11	Cornerstone Missionary Baptist Church	Greenville	NC	27834
12	Craven Comm. College	New Bern	NC	28562
13	Department of Social Services	Greenville	NC	27835
14	Division of Services for the Blind	Greenville	NC	27834
15	East Branch Library	Greenville	NC	27858
16	East Carolina Behavioral Health	Greenville	NC	27858
17	East Carolina University	Greenville	NC	27858
18	ECVC	Greenville	NC	27834
19	Edgecombe Community College	Tarboro	NC	27886
20	Elizabeth City State University	Elizabeth City	NC	27909
21	Fayetteville State University	Fayetteville	NC	28301
22	Greene County JobLink Career Center	Snow Hill	NC	28580
23	Greenville Community Shelter	Greenville	NC	27834
24	Hindu Temple ENC	Greenville	NC	27858
25	Islamic Center in Greenville	Greenville	NC	27834
26	J. H. Rose High School	Greenville	NC	27834
27	Joint Public Affairs Office	Jacksonville	NC	28545
28	Journey Church (Drew Steele center)	Greenville	NC	21858
29	Koinonia Christian Center	Greenville	NC	27858
30	Korean Mission Baptist Church	Greenville	NC	27858
31	Lenoir Comm. College (JobLink Career Center)	Kinston	NC	28502
32	Lenoir Community College	Kinston	NC	28501
33	Marine & Family Services	Cherry Point, Camp Lejeune, Camp Pendleton	NC	28533
34	Martin Community College	Williamston	NC	27892
35	Martin County Community Action	Greenville	NC	27834
36	Martin County JobLink Career Center	Williamston	NC	27892
37	Memorial Baptist Church (Hispanic, Chinese)	Greenville	NC	27858
38	Mideast Commission	Washington	NC	27889
39	Mt. Calvary FWB	Hookerton	NC	28538
40	Multi-branch Pitt libraries outreach	Greenville	NC	27858
41	N. C. Central University	Durham	NC	27707
42	Nash Community College	Rocky Mount	NC	27804
43	Navy	Naval Station Norfolk, Fort Eustis, Langley AFB	VA	23604
44	NC A & T State University	Greensboro	NC	27411
45	NCWORKS Greenville	Greenville	NC	27834
46	North Carolina STRIVE	Greenville	NC	27834
47	North Carolina Wesleyan College	Rocky Mount	NC	27804

#	Organization	City	State	Zip Code
48	Pamlico Comm. College	Grantsboro	NC	28529
49	Peace Presbyterian Church	Winterville	NC	28590
50	Philippi Church of Christ	Greenville	NC	27834
51	Phillippi Missionary Baptist Church	Simpson	NC	27879
52	Pitt Community College	Greenville	NC	27835
53	Pitt County Employment Security Commission JobLink Center	Greenville	NC	27834
54	Pitt County JobLink (Vocational Rehabilitation)	Greenville	NC	27835
55	Pitt County NAACP	Greenville	NC	27834
56	SCLC	Greenville	NC	27834
57	Seymour Johnson Air Force Base	Goldsboro	NC	27531
58	Shaw University	Raleigh	NC	27601
59	Sheppard Memorial Library	Greenville	NC	27858
60	St Gabriel Parish (Hispanic)	Greenville	NC	27834
61	St. Paul's Episcopal Church	Greenville	NC	27858
62	Sycamore Hill Baptist Church	Greenville	NC	27835
63	Tar River Catholic Charities	Greenville	NC	27858
64	The Salvation Army	Greenville	NC	27835
65	The University of North Carolina at Pembroke	Pembroke	NC	28372
66	Unidos Por Cristo Church	Grimesland	NC	27837
67	United Pentecostal Church	Greenville	NC	27834
68	University of Mount Olive	Mt. Olive	NC	28365
69	Vocational Rehab	Greenville	NC	27836
70	Wilson Technical Community College	Wilson	NC	27893
71	Winterville Library	Winterville	NC	28590

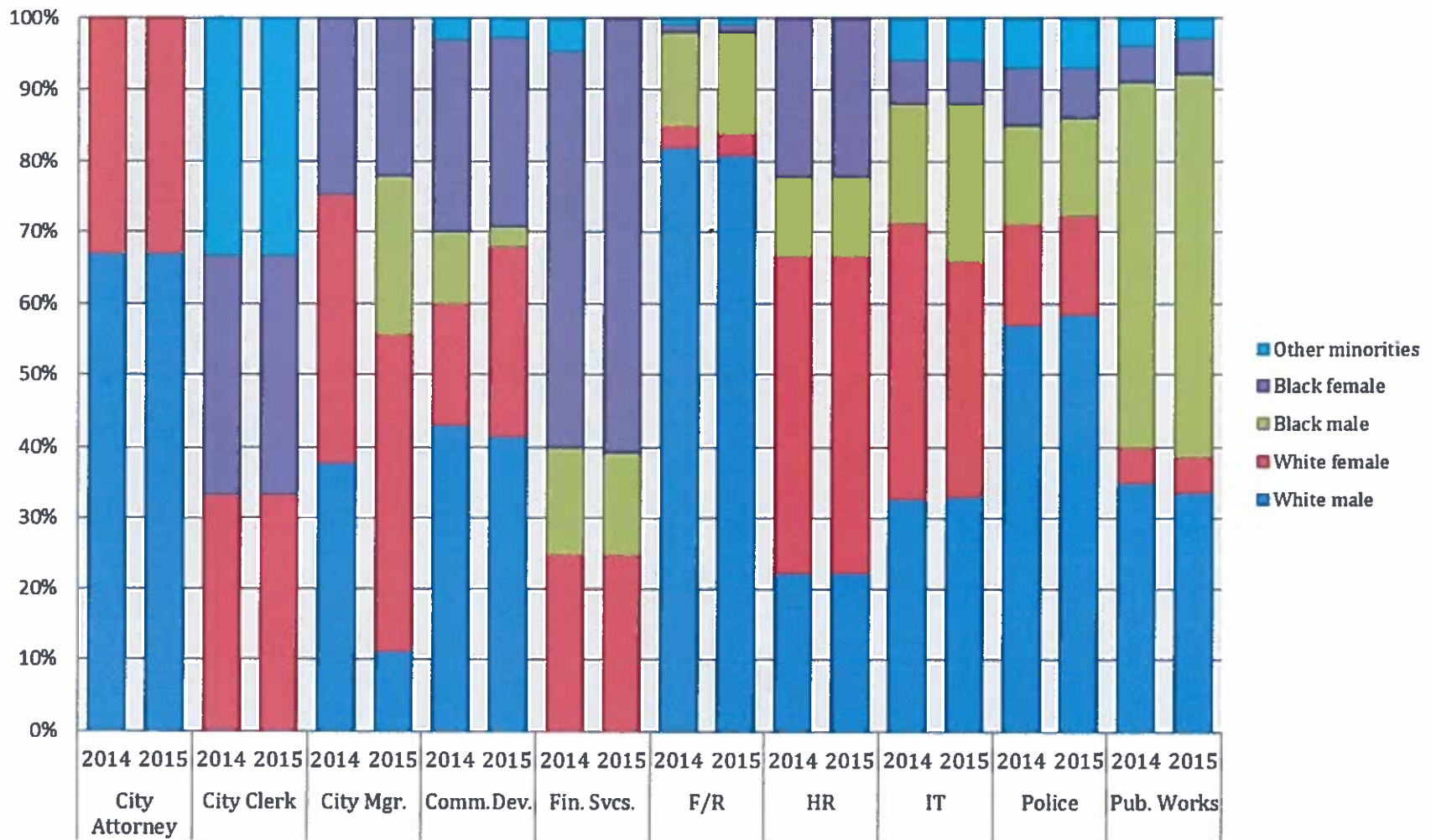
Appendix C: Charts



City of Greenville Employee Promotions Demographics for 2014 & 2015

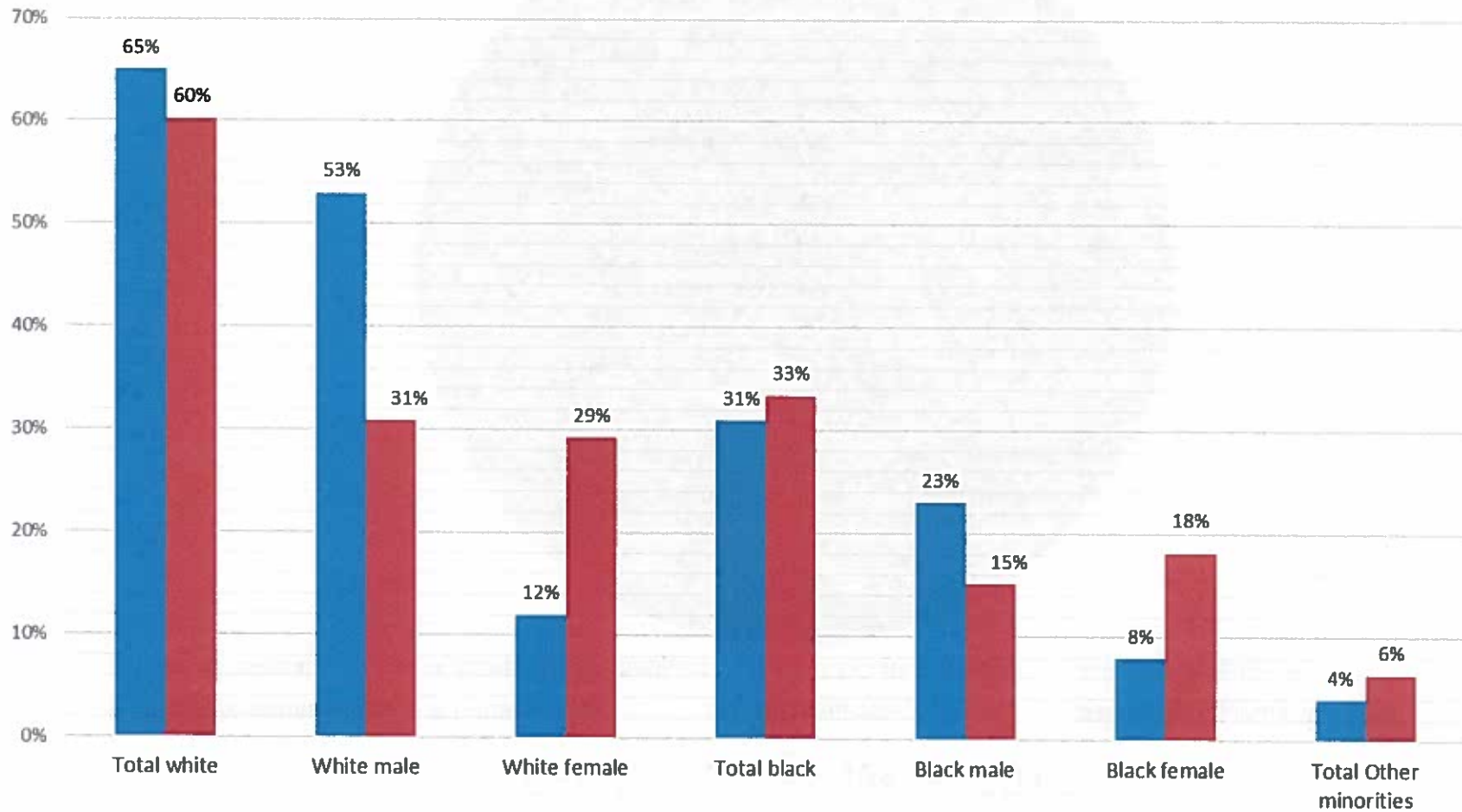


City of Greenville Departmental Workforce Analysis for 2014 & 2015



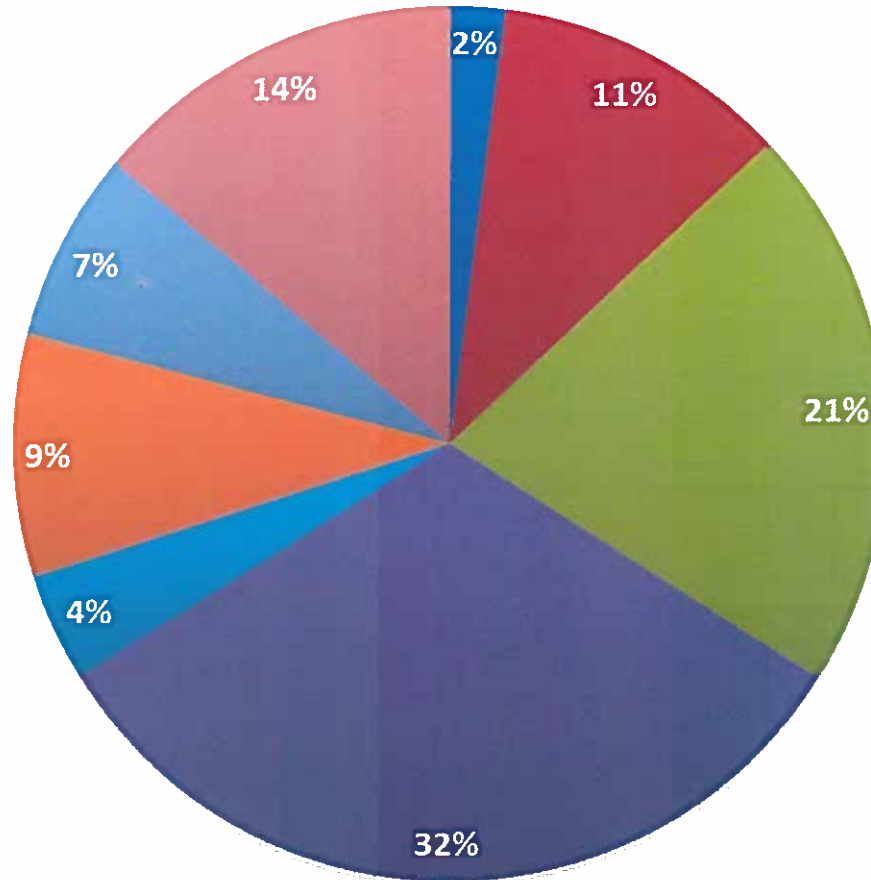
Comparison of City of Greenville Full-Time Employees to 2010 Pitt County Labor Force Census

■ 2015 City Full-Time Employees ■ 2010 Pitt County Census

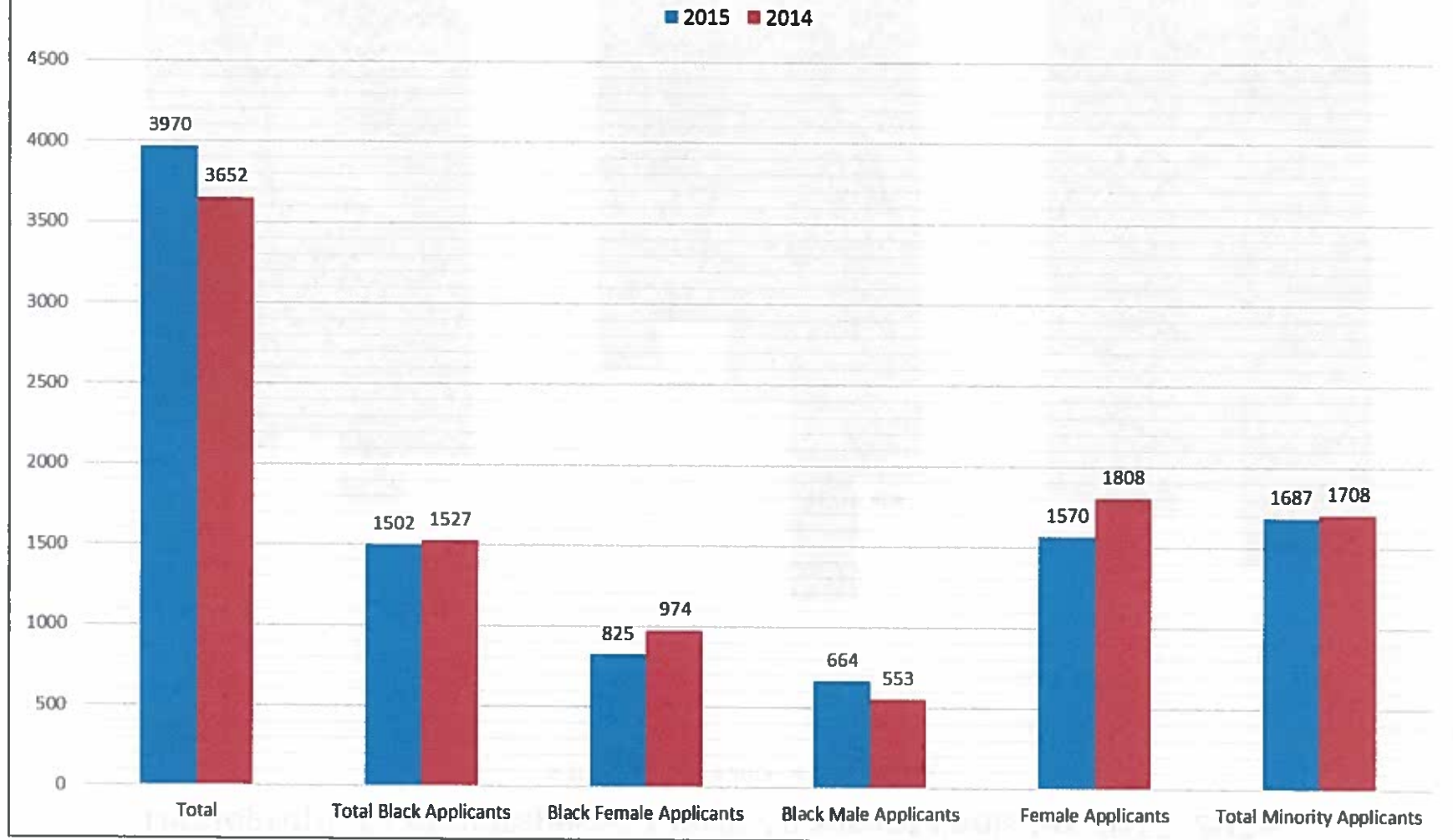


City of Greenville EEO Job Categories for 2015

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

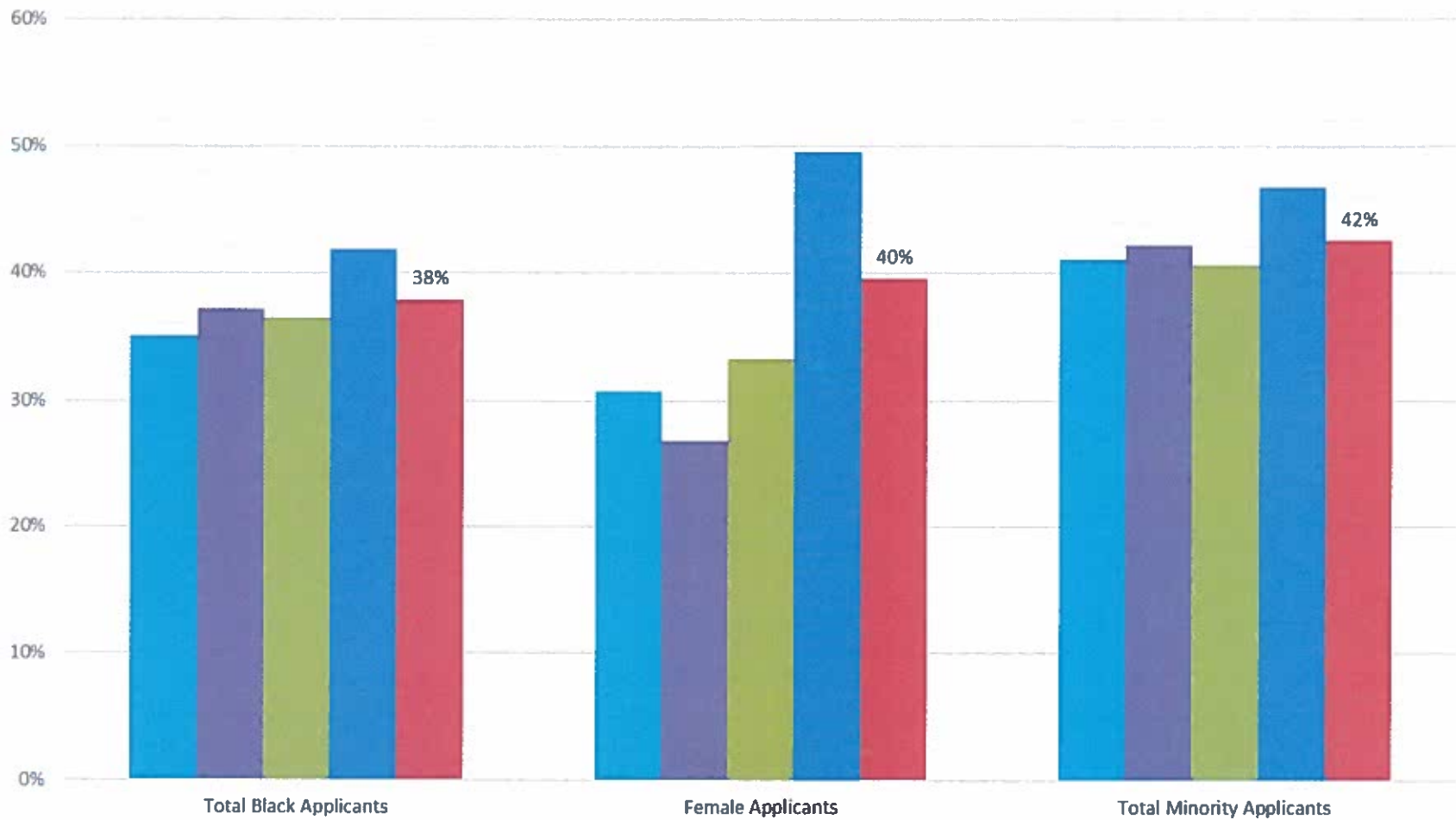


City of Greenville Applicant Demographics for 2014 & 2015



City of Greenville Demographic Percentages of Yearly Applicant Pools for 2011-2015

■ 2011 ■ 2012 ■ 2013 ■ 2014 ■ 2015



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

