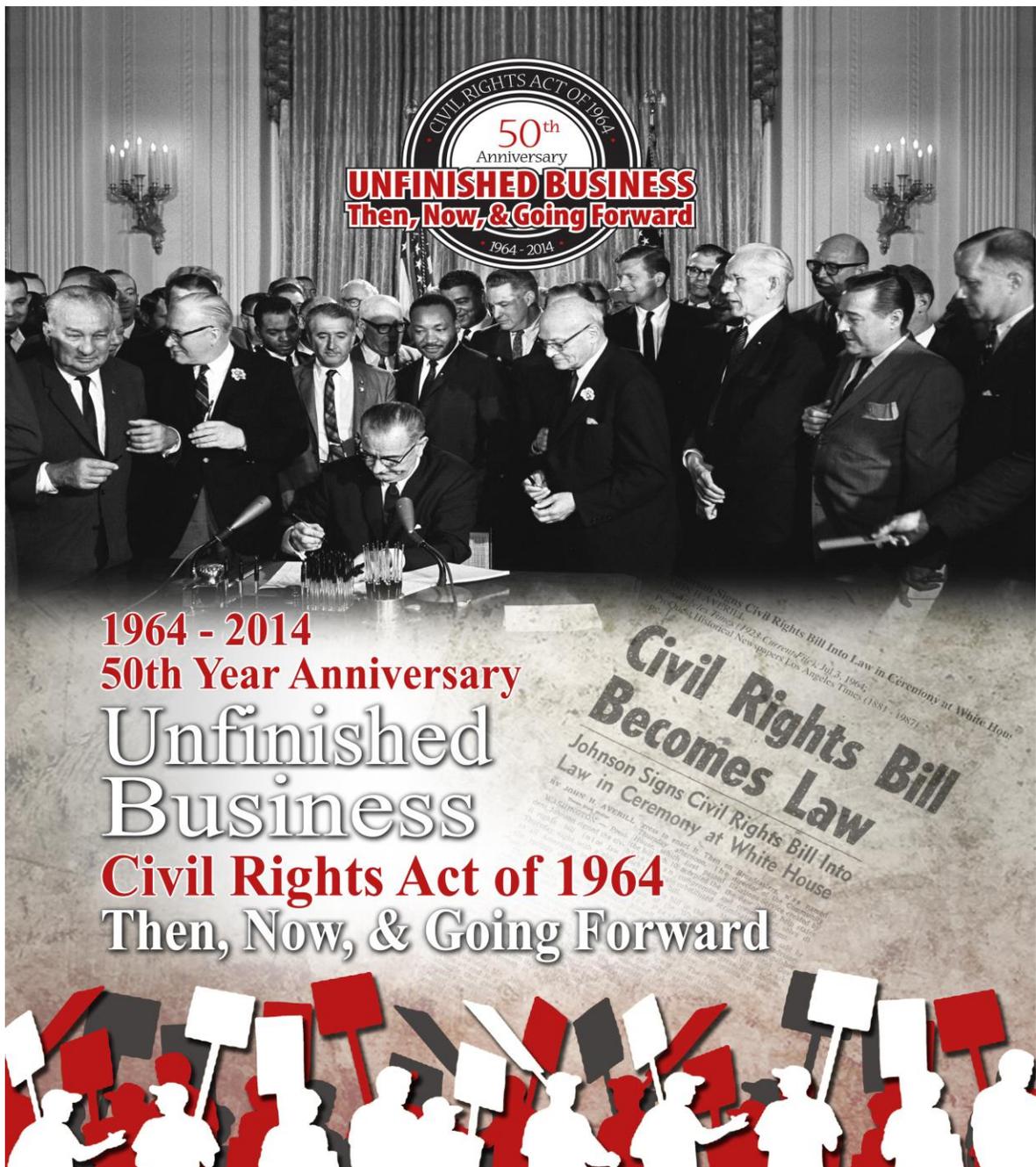


# Title VI Annual Report

FY 2014



**Mayor Madeline Rogero**

Submitted by:

Director Community Relations/Thomas Strickland Jr.

Title VI/EBOP Coordinator/Joshalyn Hundley

[www.cityofknoxville.org](http://www.cityofknoxville.org)

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## EXECUTIVE BRANCH SECTION 303

The City of Knoxville's Charter Article III, entitled "Executive Branch," Section 303 has been amended by referendum adding a new Section 306.

Section 306 requires annual reports of agencies, boards and commissions. Each agency, board, and commission of the City shall make an annual report to its board of directors/commissioners certifying that the organization:

- 1) Has not subjected any person to discrimination on the basis of race, color or national origin under any of its programs or activities,
- 2) Has not excluded any person from participation in any of its programs or activities on the basis of race, color or national origin and,
- 3) Has not denied any person the benefits of any of its programs or activities on the basis of race, color or national origin.

A copy of such report shall be provided to the Mayor and to each member of City Council on or before May 1 of each year. The first report shall be made on or before May 1, 2005 following the adoption of this charter amendment.

Not with standing any other charter provision or ordinance to the contrary, this requirement shall apply to all agencies, boards, and commissions created by this charter or by ordinance, including, without limitation, the Metropolitan Knoxville Airport Authority, the Knoxville Utilities Board, the Knoxville Transportation Authority, and Knoxville's Community Development Corporation. This requirement shall apply whether or not an agency, board, or commission is required to comply with Title VI of the Civil Rights Act of 1964 because the organization has received federal funds.

**(Ord. No. 0-126-03, Sec. 2, 4-15-03, ratified 8-5-04)**



## TITLE VI ADVISORY COMMITTEE

The Title VI Advisory Committee meets twice a year or as needed. All committee members serve a diverse population and their experiences provide insight to possible options for the City. The committee performs other duties as it relates to the development, coordination and operation or promotion of Title VI. Advisory members are appointed by the Mayor.

Lysette Aviles-Kok/ Human Resources-Senior Recruiter  
Scripps Networks

Mrs. Marva Rudolph/Director Office of Equity and Diversity  
The University of Tennessee Knoxville

Mr. Reginald Strong/Senior EEO Investigator  
Tennessee Department of Workforce and Labor

Dr. Tom Kim/Founder  
Free Medical Clinic



# TITLE VI COORDINATORS

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## City of Knoxville

### Title VI Departmental/Division Coordinators

Mayor's Office	Joshalyn Hundley
311	Shawana Tipton
Civil Service Department	Carol Mahler

#### **Community and Neighborhood Services**

Community Development Division	Gwen Winfrey
Parks and Recreation Division	Valerie Upton
Public Service Division	Chad Weth

Finance and Accountability Department	Sherry Bennett
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Fire Department	Pat Armstrong
City Court	Valerie Coleman
Law Department	Lisa Hatfield

#### **Operations and Engineering Department**

Inspections Division	Robert Clark
Engineering Division	Steve King
Fleet Division	Keri Collins

Police Department	Chief Cindy Gass
KEMA	Diane Foss
Communications	Jesse Mayshark
Public Assembly Facilities	Connie Spicer
Policy & Redevelopment	Kim Scarborough



## CITY OF KNOXVILLE TITLE VI PLAN

### OVERVIEW

On June 17, 1997, the City of Knoxville's City Council approved a resolution adopting the City's policy and procedure manual for compliance with the Title VI of the Civil Rights Act of 1964. The purpose of Title VI is to prohibit programs, which receive federal funds, from discriminating against participants or clients on the basis of race, color, or national origin. The intent of the law is to ensure that all persons are allowed to participate in these federal programs. To ensure that the City of Knoxville meets its compliance responsibility, a comprehensive plan was developed to provide for monitoring of Title VI activities and complaint processing in all operations and programs receiving federal funding.

The City of Knoxville worked closely with a broad cross section of individuals and groups in developing its Title VI Program. The Title VI Plan was reviewed by a Mason Tillman Associate, a national leader in equal opportunity consulting.

The City of Knoxville's Title VI Plan (*accessible via website*) established a structure whereby compliance activities can be effectively managed. The Title VI Administrative Officer has the responsibility of ensuring that all City Departments comply with the plan provisions. Each department has appointed a Title VI Department Coordinator who works closely with the Administrative Officer on compliance activities. The Department Coordinators are responsible for collecting and analyzing statistical data of participants in, and beneficiaries of, federal financially assisted services provided through each respective department.

As part of the monitoring process, meetings are held with Department Coordinators to review Title VI activities and to review compliance problems. The Title VI Plan includes a formal complaint procedure whereby a person may file a complaint with the Administrative Officer. The Administrative Officer works with the Department Coordinator to resolve complaints. Once the investigation is complete, the Administrative Officer will prepare a written report of the findings and any proposed remedial action.

The Equal Business Opportunity Program was created as a remedial activity of Title VI to increase the participation of minorities and women in the City's procurement process.

## TITLE VI DEPARTMENT COORDINATORS RESPONSIBILITIES

The responsibility for coordinating Title VI compliance within the City of Knoxville is assigned to, and divided among, respective departments. Each department has appointed a Title VI Departmental Coordinator. The Departmental Coordinator will be responsible for administering the compliance procedures and Title VI complaint processing for the respective departments.

### A. DEPARTMENTAL REPORTING

1. Each Departmental Coordinator will:
  - (a) Collect, analyze and report the statistical data (race, color and national origin) of participants in, or beneficiaries of, federal financially-assisted services provided through each respective department; such statistical data will be cross-tabulated by race and ethnic origin and variables as (1) the number of program participants, (2) the size of the population to whom the program is directed, and where appropriate, (3) the number of applicants. The analysis will be used to: determine how effectively programs are reaching eligible groups; assist in the selection of locations for compliance reviews; identify areas for additional outreach efforts; and provide status reports to measure progress of projected delivery.
  - (b) Prepare a Title VI Departmental Self-Survey.
  - (c) Prepare an annual compliance report based upon the department's compliance efforts.

### B. SUB-RECIPIENT REPORTING

1. The Departmental Coordinators will be responsible for ensuring that the City of Knoxville sub-recipients are in compliance with Title VI of the Civil Rights Act of 1964.
2. Prior to considering any entity as a potential sub-recipient through contracts with the City of Knoxville, Departmental Coordinators will follow the pre-award monitoring system.
  - (a) Compliance determinations will be made in writing and based on written information provided by the potential sub-recipients.
  - (b) On-site compliance reviews may be conducted if the potential sub-recipient provides inadequate information and site compliance reviews may be unannounced.
  - (c) If there are weaknesses in the potential sub-recipient's program(s), action will be deferred pending prompt remedial action on the part of the potential sub-recipient.
3. Sub-recipients are expected to collect, analyze and report the statistical data (race, color and national origin) of participants on, and beneficiaries of, federal financially-assisted services provided through each such sub-recipient to the respective Departmental Coordinator. Departmental Coordinators will conduct post-award on-site reviews, if necessary.



It is the policy of the City of Knoxville that all its services and activities be administered in conformance with the requirements of Title VI.

## TITLE VI OF THE 1964 CIVIL RIGHTS ACT



### “Nondiscrimination in Federally Assisted Programs”

“No person in the United States shall, on the ground of race, color or origin, be excluded from participation in, be denied the benefits of, or be subjected to discrimination under any program or activity receiving federal financial assistance.”<sup>42</sup> U.S.C. Section 2000 et seq.



The purpose of Title VI of the Civil Rights Act of 1964 is to prohibit programs which receive federal funds from discriminating against participants or clients on the basis of race, color, or national origin. The intent of the law is to ensure that all persons, regardless of their race, color or national origin, are allowed to participate in federally funded programs.



## **TITLE VI COVERS THE FOLLOWING AREAS:**

- Construction
- Procurement
- Transportation
- Parks and Recreation
- Community Block Grants
- The Location of Facilities
- Law Enforcement
- Contracting
- The Distribution of Benefits and Services
- Tax Benefits (private, fraternal, and non-profit organizations)
- Hiring
- Equipment and Building Loans

## **ACTIVITIES**

- Monitoring of community grants
- Review of board appointments
- Survey and review of City contractors
- Coordinate departmental Title VI Coordinator's meetings and trainings
- Collect and Analyze the Departmental Title VI surveys
- Develop and distribute community outreach information
- Limited English Proficiency Preparation (outreach, informational sessions, Spanish orientation class)
- Contract Compliance Reviews(internal and external)

## **REMEDIAL ACTIVITIES**

- Equal Business Opportunity Program - outreach, certification, minority & women owned business directory and technical assistance.



## TITLE VI ENFORCEMENT PLAN FOR SUB-RECIPIENTS

### • POST AWARD COMPLIANCE

Each entity that receives a subcontract from the City of Knoxville must agree to comply with the requirements of Title VI in the regard to the provision of nondiscrimination in federally assisted programs. The sub-recipient, by signing the contract, agrees to the following provision, which is included in the terms of the contract:

“The subcontractor must comply with Title VI of the Civil Rights Act of 1964, as codified in 42 U.S.C 200d. The successful bidder must follow Title VI guidelines in all areas including hiring practices, open facilities, insurance and wages. The City of Knoxville reserves the right to review all compliance records by a contract compliance officer designated by the City.”

By signing the contract, the sub-recipient agrees to the Title VI Assurance statement and has met the pre-award criteria.

### • PRE-AWARD COMPLIANCE

The City of Knoxville annually surveys sub-recipients for compliance with Title VI regulations. The City of Knoxville will collect and monitor sub-recipients responses. The Title VI Coordinator will determine the sub-recipients compliance based on the survey responses.

## TRAININGS & WORKSHOPS

- In the past, The Title VI Coordinator provided annual instructor-based training for grant recipients and for the departments upon request. The Coordinator also had annual pre-award non-profit grant sub-recipient trainings. These are still options, however, the City has created an online Title VI Training accessible via the intranet and the internet.
- The Title VI Coordinator will continue to present the Title VI training as part of the “Supervisory Boot Camp” presented by Civil Service Department. The Civil Service Departmental Coordinator discusses Title VI with all new hires.
- Diversity training is offered annually to employees through the Civil Service Department
- Pre -award Title VI training for community grant applicants.



## **TITLE VI ACCOMPLISHMENT FY 2014**

- Over 600 employees and five contractors have completed the online Title VI training.
- Created a comprehensive LEP plan that includes an Employee Guide Book to ensure all persons have access to City services.
- Effectively completed the following Title VI Assessments or Onsite: Governor Highway Safety, TDOT and Tennessee Military Department of Emergency Management.
- Chaired Title VI Outreach Committee efforts to provide a Regional Title VI Training. Keynote speaker USDOT Civil Rights Director Camille Hazeur. Trained approximately 64 companies.
- Planned and executed the coordination of a year-long city-wide 50th year anniversary celebration of the signing of the Civil Rights Act of 1964 titled, "Unfinished Business Civil Rights Act of 1964 Then, Now and Going Forward ([www.cityofknoxville.org/civilrightsact](http://www.cityofknoxville.org/civilrightsact)). The series of events includes film festivals, lectures, book signing, etc...

## **THE TITLE VI COORDINATOR RECOMMENDS THE FOLLOWING:**

### **General**

- Continued participation in the "Diversity Champions" initiative
- Strongly encourage Directors/Supervisors to conduct Title VI training, annually during staff meeting
- Assist Civil Service with the implementation of extended certifications for minority male and females in underutilized EEO categories.
- Mayor require all staff take the Title VI Online Test annually.
- Continue to diversify boards, committees and commission members by gender and race.
- Invest more resources into Title VI, as recommended by the Title VI Advisory Committee,. The Title VI Advisory Committee serves the City by advising the Title VI Coordinator in all areas pertaining to Title VI. The Federal and State reporting agencies are asking more specific/tedious information as it relates to compliance of Title VI and EEO regulations. This appears to be the trend therefore the Committee urges the City to be proactive and plan for the continued increase in changes (entire letter from Committee is available upon request).
- Consider establishing continuous equity and diversity training for all staff. Based on the comments retrieved from the Title VI Online test, staff could definitely benefit from this type of training.

### **Grants**

- Make online Title VI training for all grant sub-recipients requirement for compliance, upon award.

### **Contract Compliance**

- Continue to conduct at least five Title VI compliance reviews every **two years** on random primary/subcontractors.
- Evaluation Committees on all projects, Request for Proposals and Request for Qualifications, etc..., must be diverse in race and gender. When possible, include a Title VI departmental coordinator.
- All Evaluation Committee members must sign-in on a sign-in sheet that includes the following:
  - a) Original date,
  - b) Name of specific project
  - c) Original signature of specific members
- Require all prime contractors to submit copies of all subcontractors' contracts at the Pre-Con meeting. To verify the contract amount that the Title VI Language is included.
- Add the following fields to the bid tabulation form and select all that applies on each bid:
  - a) Minority or women owned
  - b) Certified and list type of certification-TDOT, WEBC, Governor's Office of Diversity, Small Business Administration

### **Employment**

- Civil Service Department should continue to work towards providing:
  - a) A telephone recording in Spanish
  - b) A translator, as needed
  - c) Spanish classes for City employees

### **Public Participation**

- Create a standard form for public meetings, which includes title & date of meeting or hearing, name, gender & race of attendees, as well as other information needed for the project.
- Advertise in minority and neighborhood newspapers.
- Continue to attach summary of meeting notes or minutes, and sign-in sheets from the meetings. Summarize response to public comment cards and attach to sign-in sheet. When possible, please date your responses to the questions.
- Always note use of a translator or interpreter when appropriate.



## EQUAL BUSINESS OPPORTUNITY PROGRAM



The policy of the City of Knoxville prohibits discrimination against any person in pursuit of business opportunities on the basis of race, color, national origin, religion, sex, age, disability or veteran status.

It is also the policy of the City to provide minorities, women and small businesses equal opportunity for participation in all aspects of the City's contracting and procurement programs including, but not limited to, construction, development projects, procurement, professional services and lease agreements.

### **Mission Statement**

*"A broader vision for financial inclusion of Minority, Women, Service Disabled Veteran Owned Businesses, and Small Businesses so they reap greater profit opportunities from contracts with the City of Knoxville and other identified entities."* (Revised October 2011)

### **Goals and Objectives**

- To increase participation of Minorities, Women, *Service Disabled Veteran Owned* Businesses, and Small Businesses in the City of Knoxville, KCDC, KAT, *PBA*, KUB, and MKAA in contracting, procurement, and professional services contracts.
- To provide a concise method for increasing Minority, Women, *Service Disabled Veteran Owned Businesses and Small Business participation.*
- *Review and recommend "numerical goals" and benchmarks for increased participation of Minority, Women, Service Disabled Veteran Owned Businesses and Small Businesses annually.*
- To increase capacity of Minority, Women, *Service Disabled Veteran Owned Businesses* and Small Businesses. (Revised October 2011- all additions are in italics)



## **EQUAL BUSINESS OPPORTUNITY PROGRAM ADVISORY COMMITTEE**

The Equal Business Opportunity Advisory Committee (EBOP), meets monthly. The EBOP Committee's primary role is to advise the Title VI Coordinator in the area of procurement, policies, monitoring, outreach and other duties as it pertains to the coordination and development of procurement opportunities for the minority, women and small business community. Current members are:

Mr. Alan Jones

Metropolitan Knoxville Airport Authority

Mr. Si McMurray

Knoxville Area Transit

Mrs. Gwen Winfrey

City of Knoxville Community Development

Mr. Terry McKee

Knoxville Community Development Corporation

Mrs. Frances Hall

Hall Communication, Inc.

Angel Rich Johnson

Associated Women in Construction

Lisa Hatfield

City Law Department

Mr. Jim York

City of Knoxville, Finance Dept.

Mr. Boyce Evans

City of Knoxville, Purchasing Dept.

Mrs. Sherry Bennett

City of Knoxville, Small Business Specialist



## **INTRODUCTION**

The City of Knoxville's Equal Business Opportunity Program (EBOP) was created September 11, 1999, by Executive Order. The program is an outreach program targeted to increase minority, women and small businesses' participation in the City's procurement process. Procurement includes construction, goods and services. The Equal Business Opportunity Program's Implementation Plan has six components.

- Creation of a Minorities, Women, Small Business Program
- Certification Component
- Numerical Goals
- Pilot Projects
- Evaluation

## **COMPONENTS OF EVALUATION**

### **I. CREATION OF A MINORITIES, WOMEN, SMALL BUSINESS PROGRAM**

### **II. CERTIFICATION**

The Equal Business Opportunity Program offers certification to minorities and women free of charge. Certification is not a requirement for contractual eligibility. Certification is encouraged through EBOP community outreach activities and events. The Title VI Office maintains a certification directory accessible via the City's website.

### **III. NUMERICAL GOALS**

The EBOP has targeted numerical goals for businesses owned by minorities and women. The goals are 10 percent of the total dollars for construction, goods and services.

### **IV. OUTREACH EFFORTS FOR 2013/14**

- Knoxville Area Urban League Small Business Loan/CDFI Committee member
- Quarterly Title VI Outreach Committee Meeting ( includes DOL,TDOT, UTK, Knox County, MKAA)
- Tennessee Department of Transportation TDOT Conference, Regional DOE Small Business Conference, Construction Opportunities Conference, ETEBA Conference, City Business Opportunity Conference

## V. TECHNICAL ASSISTANCE

- As we continue to restructure the EBOP, we are referring small businesses to the Tennessee Small Business Development Center, Knoxville Entrepreneur Center, SCORE and the Knoxville Area Urban League,, to receive technical assistance

## VI. ACCOMPLISHMENTS

- As part of its ongoing effort to increase the amount of business the City conducts with minority-owned, woman-owned, and small businesses, we are now implementing some of the initiatives recommended in the June, 2012 Minter and Associates Small Business Strategic Plan, as well as some of the recommended initiatives from the Equal Business Opportunity Program Committee. Some of the initiatives that the City already has implemented are:
  - The EBOP Advisory Committee has created draft By-Laws and procedures, as part of the action plan, which will strengthen the program.

## VIII. RECOMMENDATIONS

- After taking a comprehensive look at two potential small business ordinances (recommended by both the Minter & Associates plan and the EBOP Committee), staff recommends that the City follow through with the Executive Order focusing on departmental DBE goals and accountability.
- Organize and execute an annual teaming opportunity networking event. The purpose of this event is to bring together prime contractors and small locally owned small businesses to discuss business opportunities, within their respective companies. It is the opinion of the EBOP staff that by adding initiatives such as a “teaming networking event” to the list strengthens our relationship with the small business community. All of these efforts serve as part of the foundation for creating a small business ecosystem.
- Identify steps to improve coordination and communication through each of the three corners of the ecosystem triangle starting with the small businesses. The Minter and Associates Milestones and EBOP Advisory Committee suggestions all fall into one of the Ecosystem corners. The Ecosystem is a strategy for interactions between Small/Minority/Veteran/Women Owned Businesses (S/M/V/WOB), the large cluster businesses with whom they contract and the business resource providers (education and training organizations, funders, networking and advocacy groups, and others) that prepare S/M/V/WOBs for business and connect them to opportunities.

# BOARDS & COMMISSION

## 2013

<b>Name</b>	<b>Appointed by</b>	<b>Term</b>	<b>White</b>	<b>Non-White</b>	<b>Vacant</b>	<b>Total</b>	<b>Gender Female/ Male</b>
Affordable Housing Trust Fund Advisory Board	“ “	3yrs.	8	2	0	10	5F/5M
Animal Control Board	“ “	4 yrs.	8	0	0	0	6F/2M
Beer Board	Elected City Council Members	N/A	8	1	0	9	1F/8M
Better Building Board	Mayor Appt.	3 yrs.	4	2	0	6	2F/4M
Board of Adjustments & Appeals	Mayor & Inspector	3 yrs.	7	2	0	9	2F/7M
Board of Electrical Examinations & Review	Mayor	3 yrs	6	2	0	8	8M
Board of Environment Appeals	“ “	5 yrs	5	0	0	5	3F/2M
Board of Zoning Appeals	“ “	5 yrs.	4	1	0	5	2F/3M
Business Advisory Council	“Mayor”	2 yrs.	8	3	0	11	3F/8M
Central Business Improvement District	** see footnote	N/A	10	1	0	12	2F/9M
City Tree Board	Mayor	4 yrs.	11	0	0	11	3F/8M
Civil Service Merit Board	“ “	5 yrs.	4	2	0	6	3F/3M
Community Television Knoxville	** see footnote	3 yrs	9	1	0	10	3F/ 7M
Community Development Advisory Committee	AD HOC Committee	N/A	9	10	0	19	5F/14M
Development Corporation of Knox County	** see footnote	5 yrs	6	2	3	11	1F/7M
Downtown Design Review Committee	Mayor	2 yr	10	0	0	10	4F/6M
East Tenn. Dev. Dist.	** see footnote	4 yrs	4	0	3	7	1F/3M
East Tenn. Hist. Soc.	** see footnote	3 yrs.	41	1	0	42	15F/27M
East Tenn. Hum. Res. Agency Policy	** see footnote	4 yrs	20	2	2	24	6F/16M
East Tenn. Reg. Juv. Serv. Ctr.	** see footnote	3 yrs.	9	1	0	10	2F/8M
Election Commission	Legislative	2 yrs	4	1	0	5	1F/4M
Emergency Comm. Dist.	**see footnote	N/A	10	1	0	11	3F/8M
Ending Chronic Homelessness Task Force	Mayor	Ad Hoc	14	1	1	15	5F/10M
Fair Housing Hearing Board	Mayor	5 yr	4	4	0	8	6F/2M
Flood Management	“ “	N/A	7	0	2	9	0F/7M

Name	Appointed by	Term	White	Non-White	Vacant	Total	Gender Female/Male
Food Policy Council	Mayor		21	3	0	24	9F/15M
Greenways Commission	Mayor	3 yrs	22	4	0	22	10F/14M
Historic Zoning Commission	Mayor	5 yrs	7	2	0	9	4F/5M
Homelessness Comm.	City & Co. Mayors	N/A	2	0	0	2	2M
Industrial Dev. Brd.	Mayor	6 yrs	9	0	0	9	2F/7M
Investment Adv. Brd.	Mayor	2 yrs	Being Structured				
KAT Community Advisory Committee	** see footnote	2 yrs	16	2	0	18	6F/12M
Knox County Air Pollution Control Board	** see footnote	4 yrs	8	1	0	9	3F/6M
Knox County Tax Equalization Board		Being Structured					
Knoxville Golf Course Advisory Council			11	1	0	12	2F/10M
Knoxville Reg. Trans. Png. Org	** see footnote	N/A	14	0	0	14	4F/10M
Knoxville Area Transit	Mayor	4 yrs	5	6	0	11	5F/6M
Knoxville Utility Board	“ “	7 yrs.	6	2	0	8	4F/4M
Knoxville Volunteer Rescue Squad Board	“ “	3 yrs	23	2	3	28	5F/20M
Knoxville Zoological Gardens	“ “	N/A	18	3	0	21	6F/15M
Knoxville –Knox County Animal Welfare Board	**see footnote	3 yrs & 2 terms	Being Structured				
Knoxville-Knox County CAC	** see footnote	N/A	19	8	3	30	14F/13M
Knoxville Community Development Corporation	Mayor	5 yrs	4	3	0	7	3F/4M
Mayors Council on Disability Issues	“ “	3 yrs	18	5	2	21	17F/6M
Mechanical /Gas Board of examination & Review	“ “	5 yrs	6	1	0	7	7M
Metropolitan Drug Commission	** see footnote	N/A	19	3	3	25	4F/18M
Metropolitan Knoxville Airport Authority	Mayor	7 yrs	8	1	0	9	2F/7M

Name	Appointed by	Term	White	Non-White	Vacant	Total	Gender F/M	
Metropolitan Planning Commission	City & Co Mayors	4 yrs	14	1	0	15	4F/11M	
O'Connor Senior Advisory Board	City & Co Mayors	2 yrs	20	1	3	24	10F/11M	
Pension Board	** see footnote	3 yrs	7	0	0	7	1F/6M	
Plumbing Examination & Review Board	Mayor	5 yrs	6	0	0	6	6M	
Police Advisory & Review Board	Mayor	3 yrs	2	5	0	7	4F/3M	
Public Art Committee	Mayor	3 yrs	12	3	0	15	5F/10M	
Public Assembly Facilities Board	City Council Members	3 yrs	8	3	0	11	6F/5M	
Public Building Authority	City & Co . Mayor	6 yrs	9	3	0	12	3F/9M	
Public Property Naming Committee	City Council members	Ad Hoc	12	2	0	14	1F/13M	
Solicitation Board	Mayor	4 yrs	9	1	0	9	6F/4M	
City Council Sign Ordinance Task Force	Mayor	Task Force	14	0	0	14	7F/7M	
Student Advisory Board	Mayor	Being Structured						
Visit Knoxville	Mayor	3 yr	10	1	0	0	5F/6M	
Workforce Connection Board	City & Co. Mayors	2 yrs	27	8	0	35	11F/24M	
Wrecker Services Commission	Mayor	2 yrs	7	0	0	7	2F/5M	

**\*\*The below task forces and committees are comprised in the following ways :**

**Central Improvement Business District** –House, Senate, Mayor, Property Owners

**Community Television** – Mayor, Board Chair, Comm. Producer, Knox Co. schools, First Baptist Ch, Council, Co. Commissioner, Knology

**Development Corporation of Knox County** – Mayor, County Commission, Other

**East Tennessee Development District** - Development Rep. From each county, District Co. Mayors, District Mayors, House Rep., Mayor, Co. Mayor, Senate Rep.

**East Tennessee Historical Society** - Appointed City & County Rep., Ex-Officio, Vice President Upper E.T., Head of McClung, President Elect, Vice Pres. Lower E.T., Vice President of Knox, Past President , nominated community members

**East Tennessee Regional Juvenile Service Center** – Mayor, E.T. Dev. District Rep., Judge, Legislative appointee

Emergency Communication District – citizen, Commission rep. Fire Chief, EMS, Mayor, Sheriff, Police Chief, County Mayor

**KAT Community Advisory Committee**- each City Council member appoints, Senior Citizen is appointed, Pellissippi State appoints, UTK, Knoxville College, Central Business Improvement District, CAC, Disability Council, and Homeless Coalition

**Knox County Air Pollution Control Board** – UTK, Tech Society, Citizen –At-Large, Chamber, City of Knoxville, Knox Academy of Med., Knox county, Pellissippi State, Knox. Reg. Planning.

Knox Regional Transportation Planning Org. - City Mayor rep., Governor rep. , Farragut rep., E.T. Dev. District rep., Alcoa rep. ,Knox County rep., City of Maryville rep., Blount Co. rep., Metro Airport Auth., TDOT rep., Knox Commuter Pool, KAT rep., MPO Coordinator

**Knoxville-Knox County CAC**- Mayor, Co. Mayor, CAC, Knox Co. Legislator, DHS, HeadStart, Council on Aging, MPC, Bar Assn., Health Dept., Knox County Commission, Schools, KCDC, O'Connor Ctr., Building Trades, Knox Ministerial , Women Voters, CLFO

**Knoxville-Knox County – KUB- GIS**- MPC, KUB Mapping, Operations, , Knox Co. & City Information Systems, City & County Engineering, City & County Mayor, KGIS

**Metropolitan Drug Commission**- City Council, County Commission, City & county Mayors, School Supt., Dist. Atty. General, Director of Health Dept., Police Chief, Sheriff, School Board, Juvenile Court Judge, Public Defender, 311 Manager, Past President, Rural Metro, Fulton High student, FBI, Pharmacy Mgr., Police Academy, UT Police Dept., PARC Director, Attorney

**Pension Board** – Fire , Schools, General Govt., Police, Council, Mayor, Finance Director

Residential Traffic Safety Committee- a person from each district appt by City Council, Police , Law Dept., Engineering, Council members

**CITY OF KNOXVILLE  
WORKFORCE  
ANALYSIS /  
CIVIL SERVICE  
REPORT**

**2013**





**CITY OF KNOXVILLE WORKFORCE ANALYSIS  
SUMMARY PAGE BY EEO CATEGORY  
MAY 2014**

Job Categories	Employee Totals	Male							Female						
		White	Blk	Hisp	Asia	Pcls	AmInd	2or2+	White	Blk	Hisp	Asia	Pcls	AmInd	2or2+
<b>Managers (1)</b>	<b>102</b>	<b>72</b>	<b>3</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1</b>	<b>18</b>	<b>6</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Professionals (2)</b>	<b>217</b>	<b>154</b>	<b>9</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>45</b>	<b>5</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Technical (3)</b>	<b>142</b>	<b>101</b>	<b>6</b>	<b>0</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>29</b>	<b>5</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Protective Services (4)</b>	<b>619</b>	<b>490</b>	<b>36</b>	<b>2</b>	<b>3</b>	<b>0</b>	<b>1</b>	<b>2</b>	<b>75</b>	<b>8</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>2</b>
<b>Para Professionals (5)</b>	<b>152</b>	<b>72</b>	<b>10</b>	<b>2</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1</b>	<b>59</b>	<b>8</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Admin. Services (6)</b>	<b>164</b>	<b>31</b>	<b>2</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>117</b>	<b>13</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1</b>
<b>Skilled Craft (7)</b>	<b>194</b>	<b>174</b>	<b>13</b>	<b>2</b>	<b>0</b>	<b>0</b>	<b>1</b>	<b>2</b>	<b>2</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Unskilled (8)</b>	<b>209</b>	<b>134</b>	<b>21</b>	<b>2</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1</b>	<b>47</b>	<b>2</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>2</b>
<b>Total Minority = Percentages</b>	<b>167=9.3%</b>		<b>5.6</b>	<b>0.6</b>	<b>0.3</b>	<b>0.1</b>	<b>0.1</b>	<b>0.4</b>		<b>2.6</b>	<b>0.1</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0.3</b>
<b>Totals</b>	<b>1800</b>	<b>1229</b>	<b>100</b>	<b>10</b>	<b>5</b>	<b>1</b>	<b>2</b>	<b>7</b>	<b>392</b>	<b>47</b>	<b>0</b>	<b>0</b>	<b>2</b>	<b>0</b>	<b>5</b>

\* Data collected from Civil Service Report KJP283 report dated 4/30/2014

Prepared for the fiscal year 2013/2014 Title VI Report

- Totals include temporary, full-time, part-time and seasonal employees.
- Does not include athletic officials and other similar positions
- Due to rounding percentages will not equal 100
- Many of the City jobs are traditionally male (Fire, Police, Public Service), but Civil Service is making strides in those areas to attract a larger female applicant pool. The applicant pool drives the hiring

## **Civil Service Mission Statement**

**Based upon a foundation of integrity and commitment to excellence in public service, the Civil Service Department will administer a progressive and comprehensive human resource management system resulting in a competent and productive work force capable of providing a broad range of services to the citizens of Knoxville.**

## **Executive Summary**

The Civil Service Department had another highly successful year in 2013.

The Civil Service department assisted with the Mayor's office in continuing the "Summer in the City" intern program for high school seniors. Civil Service also revised the orientation process further to include Drug/Alcohol and Harassment training during the orientation process. Civil Service once again participated with the University of Tennessee and the Municipal Technical Advisory Service for a statewide benchmarking study to increase efficiency in government operations.

Training continued to be an important focus for Civil Service in 2013. Multiple training sessions were offered during the calendar year with a total of 345 participants (a 21% increase with a savings of \$191 per participant!). In addition, Civil Service presented additional drug/alcohol policy information to safety sensitive employees and new hires to move along to our goal of 100% of employees trained in this class.

One of the largest changes in Civil Service over the past two years has been the transition to online applications and requisitions through PeopleSoft, our human resource database system. This new system of generating requisitions for open positions and acceptance of electronic applications has made it quicker and easier to fill positions. Civil Service has already seen a dramatic decrease in the number of days that it takes to fill an opening by going from an average of 87 days to fill an opening in 2011 to an average of 72 days in 2013! This number will continue to be reduced in the coming years while also allowing us to process more applications as compared to our previous method using paper applications.

Finally, the Civil Service Department continued its role administering the City's selection and hiring process. Over the course of 2013 in which overall hiring and application numbers had a substantial increase, 207 requisitions and 3,490 applications were processed, and Civil Service staff administered 1,492 written tests, 591 keyboarding tests, 387 physical performance tests, 699 Training and Experience Questionnaires and 79 equipment performance tests. In 2013, Civil Service coordinated the hiring of 80 new employees and the promotions of 173 employees.

## **Statistical Accomplishments**

Throughout the year, the Civil Service Department performed various tasks regarding the testing, hiring, rule administration, and other procedures designed to promote a thorough Civil Service System. Many of these undertakings can be quantifiably measured and are detailed below.

- Processed 5187 applications.
- Processed 207 job requisitions.
- Maintained 1483 applicant names on the current eligible register.
- Posted job openings (as needed), administered tests (if applicable), and referred candidates for the following classifications:

## **City Court**

- Data Entry Operator
- City Court Assistant

## **Community Development**

- Community Development Project Specialist
- Housing Rehab Specialist
- Economic & Community Development Project Manager

## **Engineering**

- Parking Meter Tech
- Sign & Marking Crew Leader
- Signal Repair Technician
- Stormwater Eng. Technician I
- Sign & Marking Specialist
- Stormwater Engineer I
- Permit Technician
- Traffic Engineer I
- Traffic Engineer III
- Traffic Engineer IV
- Traffic Engineering Tech III
- Master Signal Repair Tech
- Photographic Records Tech
- Traffic Engineering Chief

## **Finance**

- Principal Secretary
- Real Estate Manager
- Financial Analyst
- Finance Specialist
- Medical Bill Reviewer (Risk)

## **Fire**

- Senior Firefighter
- Administrative Assistant
- Fire Officer
- Fire assistant Chief
- Office Assistant II

## **Fleet**

- Equipment Technician I
- Equipment & Supply Clerk I
- Automotive Tech I
- Vehicle Impoundment Assistant
- Vehicle Impoundment Assistant II
- Equipment Tech Leader

## **Inspections**

- Plans Examiner
- Electrical Inspector

## **Law**

- Office Assistant I
- Law Clerk
- Legal Secretary

## **Operations & Efficiency/311**

- Customer Service Representative

## **Parks & Recreation**

- Football/Basketball Program Coordinator
- Recreation Center Leader
- Recreation Center Leader, Sr.
- Assistant Recreation Program Specialist Generalist
- Intern I
- Senior Aide
- Recreation Program Specialist – Arts & Crafts

## **Police**

- Animal Control Officer
- Crossing Guard
- Administrative Assistant
- Technology Unit Supervisor
- Records Specialist
- Records Specialist, Sr.
- Cadet
- Crime Analyst, Sr.
- OA II
- Victim Services Counselor
- Police Deputy Chief
- Police Captain
- Maintenance Crew Leader
- NCIC Operator
- Skilled Trades Craftsworker
- Transportation Officer
- Police Officer
- Police Officer I
- Police Officer II
- Police Officer III
- Police Officer IV

## **Public Assembly Facilities**

- Trades Craftsworker
- Utility Worker
- Guard
- Office Assistant I
- Administrative Technician
- Custodian
- Doorman
- Utility Worker, Sr.
- Event Security Worker
- Event Security Assistant Supervisor
- Event Security Worker, Sr.
- Event Ticket Seller
- Parking Patrol
- Parking Ticket Seller
- Usher Supervisor
- Usher

## **Public Service**

- Equipment Operator I
- Equipment Operator II (Knuckleboom, Tandem Dump Truck, Front Loader Hi Lift, Side Mower, Right of Way Mower, Pothole Patcher, Slope Master, Sweeper)
- Equipment Operator III (Concrete Truck, Garbage Truck, Road Grader, Backhoe, Vac Con)
- Horticulture Services Worker
- Administrative Technician
- Hazardous Waste Technician
- Horticultural Services Manager
- Public Service Crew Leader

- Administrative Manager II (Ice-Rink)
- Event Ticket Seller (Ice-Rink)
- Office Assistant II
- Demolition Specialist
- Custodian
- Semi -Truck Driver
- Trades Craftsworker
- Public Service Coordinator
- Skilled Trades Craftsworker
- Public Service Foreman II
- Public Service Construction Worker
- Public Service Worker I
- Public Service Worker II

## Strategic Projects

In an effort to promote the continual improvement and education of City employees, the Civil Service department conducted multiple training workshops with 396 participants in Civil Service training classes.

As responsible stewards of taxpayer money, Civil Service staff continued to pursue a variety of ways to cut costs including the following:

- In-house printing rather than outsourcing whenever possible
- E-mail notifications whenever possible including reduced mailing due to new PeopleSoft application procedures
- Reduction in mail and other costs through the use of online requisitions and applications
- Use of Federal & SHRM websites for most updated HR legal information
- Update of process/procedure to utilize more electronic capabilities

Finally, the department participated in various activities throughout the year in order to promote community involvement and enthusiasm for the City. A Civil Service booth was provided at the Mayor's Annual Health & Benefits Fair to provide information, answer questions, and create contacts between employees and other departments. Civil Service also provided staffing at the Employee Recognition Luncheon. To further promote community knowledge about City employment opportunities, Civil Service staff participated in eight (8) Career Fairs in 2013.

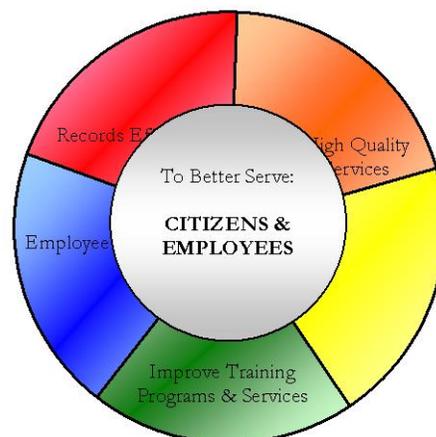
## Performance Measurement: 2013

The City of Knoxville has developed a broad program "Knoxville Works" for measuring the performance of each department, and the Civil Service Department participates in this measurement of departmental performance. These efforts are implemented in order to provide greater value for the citizens and employees of the City. This information is tracked on a fiscal year basis (July to June) rather than the calendar year used for the rest of this report.

Who?

How?

Why?



	Name	Number
FUND	General	100
DEPARTMENT	Boards	8
DIVISION	Civil Service	17
SECTION	Civil Service	00

## Description

The Civil Service Department provides City employees with a comprehensive personnel administration program as well as a merit system, which ensures fair and equitable treatment of all employees. Major areas of responsibility include employee hiring and promotions, exam development, employment testing, personnel policy development, classification and compensation system administration, training program administration, performance appraisal system, review of employee actions, and maintenance of employee records.

## Goal Statement

Based upon a foundation of integrity and commitment to excellence in public service, the Civil Service Department will administer a progressive and comprehensive human resource management system resulting in a competent and productive work force capable of providing a broad range of services to the citizens of Knoxville.

## Objectives

- (1) To improve staffing processes and communication with departments to ensure that staffing requirements of City departments are met as efficiently and satisfactorily as possible.
  - (a) Average time from receipt of requisition to referral to department.
  - (b) Turnover rate.
  - (c) Percentage of minority applicants.
  - (d) Average time from selection to Start Date.
  - (e) Satisfaction of new employees with the hiring process.
- (2) To improve the Classification/Compensation Plan and ensure that it continues to meet City needs by working to improve the difference between COK pay ranges and surveyed results.
  - (a) Percentage increase in City of Knoxville average salaries compared to previous year.
  - (b) Number of classifications reviewed to ensure suitability.
- (3) To improve the marketing, quality, and availability of training programs/services and other developmental resources offered to employees and to increase satisfaction with programs.
  - (a) Percentage of employees who have had Sexual Harassment and/or Drug/Alcohol training.
  - (b) Total number of employees trained.
  - (c) Average satisfaction rating from training program.
  - (d) Cost savings of in house training vs. outside training per employee trained.
  - (e) Percentage of available training spaces filled.

- (4) To provide skilled technical and professional support to all management personnel and to city employees in order to promote positive employee-management relations and to resolve any grievances or complaints.
  - (a) Ratio of grievances filed to number of employees.
  - (b) Percentage of grievances handled prior to going to hearing.
  
- (5) To improve the efficiency and utility of the employment records process.
  - (a) Average turnaround time for Requests for Records.

## **Accomplishments**

Last calendar year (2013), the Civil Service Department processed 5,187 applications, administered 3,248 exams, and coordinated the hiring of 80 new employees and the promotions of 173 employees. Through the city's in-house training program, Civil Service trained 345 employees, at an estimated cost savings of \$191 per employee (as opposed to paying for outside training).

<b>SECTION SUMMARY</b>				
	<i>Name</i>	<i>Number</i>		
FUND	General	100		
DEPARTMENT	Boards	8		
DIVISION	Civil Service	17		
SECTION	Civil Service	00		
<b>PERFORMANCE INDICATORS</b>	Linked objective	2013		2014
		target	actual to date	target
<b>Quantitative Output:</b>				
* # of classifications reviewed	2	100.00	67.00	100.00
* % of COK employees who have had sexual harassment or drug/alcohol training	3	100.00	99%	100.00
* Total # of employees trained	3	275.00	345.00	300.00
* % of minority hires	1	8.00	21%	12.00
* % of minority applicants	1	11.00	17%	15.00
* % KPD uniformed employees with college ed.	3	35.00	37%	40.00
* Average \$ per employee using Tuition Reimb.	2	3,000.00	\$2,327	3,000.00
<b>Efficiency:</b>				
* Cost savings of in-house training vs. outside training per employee trained	3	200.00	\$191.00	200.00
<b>Service Quality:</b>				
* Average time from initiation of requisition by department until receipt in Civil Service.	1	10.00	4	5.00
* Average time from receipt of requisition to referral to department (Non-uniformed)	1	30.00	26	30.00
* Average time from receipt of requisition to referral to department (Uniformed)	1	50.00	2	50.00
Average time to process Police Academy	1	120.00	N/A	120.00
* Average time from referral to dept. until return to CS with selection (Non-uniformed)	1	28.00	23	28.00
* Average time from referral to dept. until return to CS with selection (Uniformed)	1	45.00	13	45.00
* Average time from employee selection to Start Date (Non-uniformed)	1	20.00	19	20.00
* Average time from employee selection to Start Date (Uniformed)	1	30.00	23	30.00
<b>Qualitative Outcome:</b>				
* Turnover rate - all turnover	1	5.00%	4%	5.00%
* Turnover rate - less retirees and deaths	1	4.00%	3%	4.00%
* % increase in COK average salaries compared to previous year	2	2.50%	2.00%	2.50%
<b>AUTHORIZED POSITIONS</b>				
	2012	2013	2014	
Civil Service Board Exec.Sec./Direct.	1	1	1	
Deputy Director	1	1	1	
Human Resource Analyst Sr.	0	2	1	
Human Resource Analyst	3	1	1	
Human Resource Office Manger	1	1	1	
Executive Assistant	1	1	1	
Human Resource Technician Sr.	5	5	4	
Human Resource Technician	0	0		
Office Assistant II	0	0		
<b>TOTAL</b>	<b>12</b>	<b>12</b>	<b>10</b>	
<b>FINANCIAL SUMMARY</b>				
	ACTUAL 2012	BUDGET 2013	BUDGET 2014	
Personal Services	\$743,758	\$835,210	\$766,640	
Supplies	8,246	20,500	20,500	
Other	137,185	209,120	432,010	
Capital	0	0	0	
<b>TOTAL</b>	<b>\$889,189</b>	<b>\$1,064,830</b>	<b>\$1,219,150</b>	

# Employment Statistics Update

## March 2014

### Third Quarter FY 2014

#### Hiring Process Data:

Average Timeframes for April 1, 2013 through March 28, 2013  
(Combined Uniformed & Non-Uniformed)

- **From initiation of Requisition in Department until received in Civil Service: 2 days**  
(this includes requisition going to Senior Department Director, to Finance, and finally to Civil Service)
- **From receipt of Requisition in CS until applicants are referred to the department for interviews: 20 days**  
(This includes conducting job analyses as needed, creating or updating selection procedures as needed, preparing the job posting announcement; advertising the position for a minimum of 10 days; scheduling, administering, scoring and sending grades for civil service exam(s); preparing referral of top 5 applicants)
- **From receipt of applicant list by department until selected applicant is returned to Civil Service: 24 days**  
(this includes the department's scheduling and conducting of interviews and making an applicant selection)
- **From employee selection to actual start date: 20 days**  
(this includes scheduling, conducting, and receiving results of drug test (if applicable) and pre-employment medical tests—appointments and results contingent upon provider; background results; salary approval by Finance; 2-week notice given to former employer; and start date that is the beginning of a week)

**Total Process: 66 days**

**Summary:** In comparison with the last fiscal year, the hiring process is quicker than the pace set last year. Civil Service has increased this pace even though applications received continue to increase most likely due to the continued weak labor market and we have lost a staff member that was dedicated to applicant entry due to budget constraints. Civil Service processes are running about as quickly as they can, given time constraints that are dictated by rules and scheduling constraints for the testing process. The hiring process is speeding up more each quarter with the full implementation of the online application process.

**EEO Data:**

Most recent US Census data for Knox County (2010):

13.1% Racial Minority

51.5% Female

( based on total population, not workforce)

**Minority Employees as Percentage of Total City Workforce**

	<b>March 2014</b>
Racial Minority	16.3%
Female	26.8%

All employees including temporary employees & events payroll (e.g., athletic officials)

**Minority Employees as Percentage of Regular City Workforce**

	<b>March 2014</b>	<b>2010</b>	<b>2008</b>
Racial Minority	10.4%	10%	12%
Female	21.1%	21%	24%

**Minority New Hires as Percentage of Total City New Hires\***

	<b>April 2013 – March 2014</b>	<b>2010</b>	<b>2008</b>	<b>2006</b>
Racial Minority	20.7%	22%	20%	15%
Female	38.9%	33%	36%	24%

\*All employees including temporary employees & events payroll (e.g., athletic officials)

**Minority New Hires as Percentage of Regular City New Hires**

	<b>April 2013 – March 2014</b>	<b>2010</b>	<b>2008</b>
Racial Minority	13.4%	7%	20%
Female	26.7%	25%	35%

**Minority Regular Employees by Department as of March 2014**

<b>Department Name</b>	<b>% Racial Minority</b>	<b>% Female</b>
Administration	35.7%	67.9%
City Court	7.1%	85.7%
Civil Service	10.0%	70.0%
Community Development	21.1%	63.2%
Emergency Management	0%	33.3%

Engineering	4.9%	15.9%
Finance	10.5%	68.4%
Fire	7.4%	7.4%
Fleet	9.3%	13.0%
Information Systems	7.4%	37.0%
Inspections	14.3%	17.9%
Law	0.0%	61.5%
Public Service	13.6%	5.9%
Parks & Recreation	36.2%	49.0%
Police	7.6%	23.0%
Public Assemblies	14.3%	17.9%

**Breakdown of Minority and Female Regular Employees by Pay Grade and Pay Plan**

	<b>Total Employees</b>	<b>Ethnic Min. #</b>	<b>Ethnic Min %</b>	<b>Female #</b>	<b>Female %</b>
<b>Civilian/Gen. Gov</b>					
Pay Grades 1-5	491	71	14.5%	131	26.7%
Pay Grades 6-10	299	35	11.7%	114	38.1%
Pay Grades 11-14, DIR	58	4	6.9%	18	31.0%
<b>Fire Uniformed</b>					
Recruit/Firefighter	18	3	16.7%	1	5.6%
Senior/Master Firefighter	181	13	7.2%	10	5.5%
Supervisory Ranks	113	8	7.1%	6	5.3%
<b>Police Uniformed</b>					
Recruit/Police Officer	61	8	13.1%	9	14.8%
Police Officer I/II	115	5	4.3%	9	7.8%
Police Officer III/IV	152	15	9.9%	24	15.8%
Supervisory Ranks	92	4	4.4%	10	10.9%

*Notes: Minority females are included in both columns.*

**KPD Police Recruit Hiring Data**

<b>Year</b>	<b>Number of Recruits at beginning of academy</b>	<b>Racial Minorities</b>	<b>Females</b>
2004	19	1 (5%)	3 (16%)
2005	44	4 (9%)	4 (9%)
2006	39	3 (8%)	2 (5%)
2007	27	4 (15%)	5 (19%)
2008	40	3 (8%)	2 (5%)
2009	44	1 (2%)	1 (2%)
2011	35	6 (17%)	4 (11%)

2013	32*	5 (16%)	6 (19%)
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\*Data as of March 21, 2014

**Summary:** We are still slightly below minority targets for regular employees and these numbers have been steady. We are above target on whole workforce (temporary and seasonal included). We could improve in Female hires; however, 72% of our workforce is made up of male dominated jobs (Public Service, Fleet, Police, & Fire), making this a difficult target to realistically reach. By pay grade breakdown, more minorities and females are in the lower civilian pay grades, the mid-range Fire grades, and higher non-supervisory Police grades.

## **Turnover Data:**

### **Overall Fiscal Year Turnover**

2004	7%
2005	9%
2006	9%
2007	9.4%
2008	4.2%
2009	5.1%
2010	2.7%
2011	2.6%
2012	2.9%
2013	5.2%

Includes terminations, resignations, deaths, and retirements.

**Summary:** There has been a great drop in turnover in the previous three fiscal years, potentially tied to instability in the private sector job market, making public sector jobs more desirable/secure. The turnover rate has increased during the current fiscal year, most likely due to an improving private sector job market.

## **Age Demographic Data:**

### **Regular Employee Age Breakdown**

Under 25:	4.5%
25 – 34:	20.5%
35 – 44:	27.4%
45 – 54:	27.5%
55 or older:	20.1%

Average employee age: 44.2 years old

**Summary:** 20.1% of the city’s workforce is at least 55 years of age indicating a large number are currently eligible, or will soon be eligible for retirement.

## **Salary Data:**

### **Average Pay for Regular Employees**

	<b>Average Pay*</b>	<b>Average % Increase</b>
August, 2007	\$38,175.69	N/A
August, 2008	\$39,123.58	2.5%
August, 2009	\$40,484.94	3.5%
August, 2010	\$41,229.01	2.2%
August 2011	\$42,597.88	3.3%
September 2012	\$43,597.37	2.3%
July 2013	\$44,497.75	2.1%
March 2014	\$44,323.63	-0.4%

**\*Includes longevity, night shift & educational incentive pay if applicable**

### **Salary Changes in KFD (Post Mercer Study)**

Rank	December 2010 Average Salary	September 2012 Average Salary	March 2014 Average Salary	% Difference 2010 to 2014
Firefighter	\$33,355.00	\$34,678.00	\$33,178.00	-0.5%
Sr FF	\$37,344.00	\$38,351.00	\$38,880.00	4.2%
Master FF	\$42,366.00	\$44,737.00	\$45,972.00	8.5%
Fire Officer	\$48,894.00	\$51,885.00	\$52,995.00	8.4%
Assistant Chief	\$58,520.00	\$60,991.00	\$60,266.00	3.0%
Deputy Chief	\$73,633.00	\$77,216.00	\$77,600.00	5.4%

**Includes longevity.**

### **Salary Changes in KPD (Post Mercer Study)**

Rank	December 2010 Average Salary	September 2012 Average Salary	March 2014 Average Salary	% Difference 2010 to 2014
PO	\$33,800.00	\$34,361.00	\$34,808.00	3.0%
PO I	\$37,510.00	\$38,324.00	\$38,403.00	2.4%
PO II	\$41,768.00	\$42,149.00	\$42,603.00	2.0%
PO III	\$45,148.00	\$46,232.00	\$47,460.00	5.1%
PO IV	\$49,836.00	\$52,468.00	\$53,334.00	7.0%
Sergeant	\$50,397.00	\$53,100.00	\$55,072.00	9.3%
Lieutenant	\$58,761.00	\$60,439.00	\$62,111.00	5.7%

Captain	\$67,784.00	\$71,312.00	\$72,861.00	7.5%
Deputy Chief	\$79,410.00	\$83,075.00	\$81,605.00	2.8%

**Includes longevity & educational incentive.**

**Compression in KPD:**

	2014				
	Time in Rank				
	<u>&lt;1 year</u>	<u>At least 1 year but less than 2 years</u>	<u>At least 2 years but less than 4 years</u>	<u>At least 4 years but less than 6 years</u>	<u>6+ years</u>
PO	N/A	N/A	\$34,808	N/A	\$38,617
PO I	\$37,405	\$38,110	\$39,692	N/A	N/A
PO II	\$41,815	\$42,816	\$43,640	N/A	N/A
PO III	\$45,519	\$47,953	\$50,285	N/A	N/A
PO IV	\$49,186	\$49,732	\$52,307	\$53,069	\$54,904
Sgt.	N/A	N/A	\$52,374	N/A	\$58,262
Lt.	N/A	N/A	\$59,433	N/A	\$64,314
Captain	\$71,581	N/A	\$70,053	N/A	\$76,096
Deputy Chief	\$76,845	N/A	\$77,949	\$85,812	N/A

**Includes longevity & educational incentive.**

**Summary:** On average, regular employee salaries are approximately 0.4% lower than they were in July 2013. Average City pay is \$44,323.63. Police salary compression among patrol ranks has improved due to the last round of promotions in November 2013.

# LIMITED ENGLISH PROFICIENCY PLAN





## LIMITED ENGLISH PROFICIENCY PLAN (LEPP)

Executive Order

11366

In August 2000, this order “Improving Access to Services for Persons with Limited English Proficiency” was issued and directed to federal agencies to:

- Publish guidance on how their recipients can provide access to LEP persons.
- Improve the language accessibility of their programs.
- Break down language barriers by implementing consistent standards of language assistance across federal agencies and amongst all recipients of federal financial assistance.

The Order covers all federal and federally assisted programs and activities.

Individuals who do not speak English as their primary language and who have a limited ability to read, speak, write, or understand English these individuals may be entitled to language assistance with respect to a particular type of service, benefit, or encounter.

Recipients and sub-recipients of federal assistance are required to take reasonable steps to ensure meaningful access to their programs and activities by LEP persons. Four factors that should be considered:

1. The number or proportion of LEP persons eligible to be served or likely to be encountered by the program or grantee;
2. The frequency with which LEP individuals come in contact with the program;
3. The nature and importance of the program, activity, or service provided by the program to people's lives; and
4. The resources available to the grantee/recipient or agency, and costs.

***Guidance/Resources***

- The U.S. Department of Transportation Guidance to Recipients on Special Language Services to Limited English Proficient Beneficiaries, Federal Register/Vol.66, No.14/Monday, January 22, 2001
- The U.S. DOJ Policy Guidance , Enforcement of title VI of the Civil Rights Act of 1964- National Origin Discrimination Against Persons with Limited English Proficiency, Federal Register /Vol.65 No. 159/Wednesday, August 16, 2000 [www.usdoj.gov/crt/cor](http://www.usdoj.gov/crt/cor)
- U.S. Department of Justice Clarifying Memorandum , dated October 26, 2001 [www.usdoj.gov/crt/lep/oct26background](http://www.usdoj.gov/crt/lep/oct26background)
- [www.lep.gov](http://www.lep.gov)



## **Purpose and Authority**

Reflecting broad demographic changes, the City is growing more diverse. Accordingly, increasing numbers of those who live work or visit the City are not English proficient. The City must be capable of delivering services to all individuals regardless of their English proficiency to discharge municipal functions effectively. The ability to deliver services in different languages also makes the City a more hospitable location for newcomers to settle, promotes the development of small businesses, and facilitates sound emergency management planning.

City services, enhance each City department's effectiveness, support economic growth, and better serve the City's citizens and visitors; the Title VI Coordinator issues this Employee Guide on providing services to persons with LEP for all City operating departments and recommends the development of department -specific LEP policies for intradepartmental clarification.

An Employee Guide has been created to provide related policies and protocols to assist in the development and implementation of the LEP policy by various City departments (see appendix for guide).

In compliance with Title VI of the 1964 Civil Rights Act and Executive Order 13166, the City of Knoxville (the “City”) will take reasonable steps to ensure that persons with Limited English Proficiency (“LEP”) have meaningful access and an equal opportunity to participate in all services, activities, and programs. LEP individuals are those who are unable to speak, read, write, or understand the English language at a level that permits them to interact effectively with the City’s service providers. The policy of the City is to ensure meaningful communication with persons that experience LEP and their authorized representatives. This policy also provides for the communication of information contained in vital documents, meaning any document containing information that is critical for accessing services, activities, and programs, e.g., letters or notices requiring the response of an LEP individual and documents that inform LEP individuals of free language assistance. All interpreters, translators, and other aids needed to comply with this policy shall be provided without cost to the person being served.

The City’s LEP Policy governs the City, City employee functions and actions, and sub recipients of federal funds through the City. This Policy does not govern organizations that make use of City space for non-City events.

Language assistance will be provided through the use of competent bilingual staff, staff interpreters, contracts or formal arrangements with organizations providing interpretation or translation services, or technology and telephonic interpretation services. All staff will be provided notice of this policy and procedure, and staff that may have direct contact with LEP individuals will be trained in effective communication techniques, including the effective use of an interpreter. The City will conduct a regular review of the language access needs of its service population and will update and monitor the implementation of this LEP Policy, as necessary.

## **PROCEDURES:**

### **1. WRITTEN NOTICE OF LANGUAGE ACCESS RIGHTS**

Language access statements will inform LEP individuals of the following:

- (a) Information about available LEP services, including their ability to utilize qualified interpreter services at no cost to them;
- (b) Basic instructions on accessing services, activities, and programs, including directions to appropriate City offices; and
- (c) Their ability to file a grievance about the language access services provided to them.

Language access statements will be distributed in the major LEP languages appropriate for the City. Distribution decisions (i.e., what documents will contain language-access statements and where they will be located) will be based on the importance or urgency of the service and the volume of public contact. Distribution will occur through the following methods:

- (a) Posting of signs in lobbies and waiting areas;
- (b) Posting of signs on bulletin boards located in areas of public access; and
- (c) Statements in brochures, booklets, outreach, recruitment information, and other materials that are routinely disseminated to the public.

City departments will post signs containing language access statements within each of their departments.

## 2. IDENTIFYING LEP PERSONS AND THEIR LANGUAGES

The City will promptly identify the language and communication needs of the LEP person. If necessary, staff will use a language identification card (“I speak cards”) or posters to determine the language. In addition, when records are kept of past interactions with individuals or their family members, the language used to communicate with the LEP person will be included as part of the record. These records may be used to determine the level of LEP services and make and evaluate changes to LEP services.

## 3. OBTAINING A QUALIFIED INTERPRETER

Qualified interpreters are persons with a demonstrated proficiency in English and another language, a demonstrated knowledge in both languages of relevant specialized terms or concepts, and documentation of completion of training on the skills and ethics of interpretation and awareness of relevant cultural issues. Qualified interpreters will be required to comply with the City’s confidentiality policies and the ethics provision in the Knoxville Code when interpreting or translating.

The City’s Title VI Coordinator is responsible for maintaining an accurate and current list showing the name, language, phone number, and hours of availability of bilingual staff, which is provided on the Community Relations’ intranet website at <http://insideknoxville.knx/ComRelation/default.aspx>. City departments may use this list to contact the appropriate bilingual staff member to interpret if an employee who speaks the needed language is available and is qualified to interpret. City departments may also obtain an outside interpreter if a bilingual staff or staff interpreter is not available or does not speak the needed language.

Fluent Language Line has agreed to provide qualified interpreter services, which are available 24/7. The agency’s telephone number is 1-855-869-7238.

Some LEP persons may prefer or request to use a family member or friend as an interpreter. However, family members or friends of the LEP person will not be used as interpreters unless specifically requested by that individual in writing **after** the LEP person has understood that an offer of an interpreter at no charge to the person has been made by the department. Such an

offer and the response will be documented in the person's file. If the LEP person chooses to use a family member or friend as an interpreter, issues of competency of interpretation, confidentiality, privacy, and conflict of interest will be considered. If the family member or friend is not competent or appropriate for any of these reasons, competent interpreter services will be provided to the LEP person, and the LEP person may not use the family member or friend as an interpreter.

Children (i.e., persons under the age of 18) will **not** be used to interpret to ensure confidentiality of information and accurate communication.

Public meeting notices will include a statement explaining that interpreters will be provided upon request if requested at least 5 business days before the meeting.

#### **4. PROVIDING WRITTEN TRANSLATIONS**

When translation of vital documents is needed, each department in the City will submit documents for translation into frequently encountered languages to the Title VI Coordinator. Original documents being submitted for translation will be in final, approved form.

The City will set benchmarks for translation of vital documents into additional languages over time.

All restrictions placed upon interpreters and their interpretations detailed in Section 3 of this LEP Policy equally apply to written translators and their translations.

#### **5. MONITORING LANGUAGE NEEDS AND IMPLEMENTATION**

On an ongoing basis, the City will assess changes in demographics, types of services, or other needs that may require reevaluation of this LEP Policy and its procedures. In addition, the City will regularly assess the efficacy of these procedures, including, but not limited to, mechanisms for securing interpreter services, equipment used for the delivery of language assistance, complaints filed by LEP persons, and feedback from the public and community organizations.

## 6. EMPLOYEE TRAINING

All City employees will receive LEP training. Employees should know their obligations to provide LEP individuals with meaningful access to City services, programs, and activities. The more frequent the contact with LEP individuals, the greater the need for in-depth training. Employees with little or no contact with LEP individuals must be aware of this LEP Policy and their Department-Specific LEP Policy (“DSP”). Employees in management positions, even if they do not interact regularly with LEP individuals, must be fully aware of and understand this LEP Policy and their respective DSP so that they can reinforce the importance and ensure the implementation of the policies.

LEP training on a City-wide level will be planned and carried out by the Title VI Coordinator. The Title VI Coordinator will conduct “train-the-trainer” sessions for all of the LEP department liaisons on an annual basis and by request. LEP department liaisons will be expected to lead the training efforts for their respective departments and employees.

Each City department will be responsible for the LEP training of all of its employees. Each City department will develop its training program based on this LEP Policy and the department’s DSP. The training will be led by the designated LEP department liaison.

At a minimum, the City will ensure that:

- All City employees know about the City’s LEP Policy;
- All City employees who are in public contact positions will be trained to work effectively with in-person and telephone interpreters and translators; and
- The City will provide training, including a copy of the City’s LEP Policy, as part of the City’s orientation for new City employees.

# PUBLIC PARTICIPATION

## PUBLIC PARTICIPATION

- Public meetings are held for a variety of reasons and different levels of public input are expected. Meetings may be specially scheduled public hearings, project or plan specific. Public meeting may also be regularly scheduled meetings of task forces or focus groups. Actions of meetings may result in the adoption or approval/disapproval of project or plan.
- Early involvement with local community leaders assist in determining suitable meeting forums and information formats to foster valuable input, especially when soliciting input from target populations.
- Public Hearings provide a formal setting for citizens to provide comments to the City. They are recorded and transcribed for the record.
- All city of Knoxville meetings and public review shall be held at a location and time that is convenient and accessible. When there are a series of public meetings being held throughout the City on a certain plan or program at least one-quarter of these meetings shall be held at a time and locations that is accessible by public transportation. All locations must be ADA approved.

## PARTICIPATION/INFORMATION TOOLS

The City has utilized these tools to design a public outreach strategy:

### **Meeting Types \* Translators/Interpreters as Needed\***

Public Hearings

Public Meetings

Workshops

Small Group meetings

Town Hall Meetings

### **Participation Tools**

Citizen Advisory Committees

Comment Forms

Contact Person

Internet Message Boards

Public Comment Period

Stakeholder and Community Interviews

Survey, Questionnaires

Taskforce

Website

### **Information Tools**

Community TV, Press Release and Press Kits, Public Service Announcement

Direct Mailings, Emailing, Newsletter Publications

Display AD, Door-Door Canvassing

**TITLE VI  
SURVEY ANALYSIS  
CALENDAR YEAR**

**JAN.-DEC. 2013**



Date: April 29, 2014

To: Mayor Madeline Rogero  
Senior Directors  
All other Directors and Extended Staff

From: Joshalyn Hundley, Title VI Coordinator

CC: Thomas Strickland Jr. Director of Community Relations

Subject: 2013 Title VI Survey Analysis

According to the City of Knoxville Compliance Plan the responsibility for coordinating Title VI compliance within the City of Knoxville is assigned to the Title VI Coordinator and divided among respective departments. Each department has appointed a Title VI Departmental Coordinator and they meet at a minimum twice a year.

The Departmental Coordinator is responsible for:

- Administering the compliance procedures and Title VI complaint processing for the respective departments.
- Submitting an annual (**based on a calendar year**) survey to the Title VI Coordinator's office each January.
- Overseeing the implementation of the department's Limited English Proficiency Plan.

The Coordinators efforts have facilitated some significant improvements and highlighted concerns pertaining to Title VI. Such as:

- Total racial composition of advisory group or governing board for reporting departments shows our minority participation at approximately 24%. This is an increase from 13.5% in 2013. The increase possibly is attributed to the thorough selection process implemented by the Mayor's office.

As we continue to adhere to compliance the following suggestions/recommendations should keep us on course:

- As a department head, strongly consider allocating a weekly percentage of time for your Title VI Coordinator to address their Title VI responsibilities.
- Continue recruiting diverse Board/Committee/Task Force members.
- Notify the Title VI Coordinator (Joshalyn) of all grant awards, as soon as you are notified
- Most grant applications require the completion of Title VI forms, in some situation the grant requires a Title VI Coordinator signature. Please notify me of the need for completion as soon as possible.

The annual survey summary of findings is attached.



## 2013 Title VI Departmental Survey Statistical Data Analysis

**Total racial composition of the Advisory Group or Governing Board for reporting departments:**

**TOTAL: 118**  
**Whites: 90**  
**Blacks: 24**  
**Hispanics: 2**  
**Native Americans: 2**  
**Others: 0\_**

**b. How are members selected?**

**44% Appointed by Mayor**  
**44% Appointed by Mayor/Confirmed by Council**  
**1% Popular vote by Rank & Shift**  
**5% Nominated and appointed annually**  
**6% Consultation between senior & department director**

**c. Length of term members serve on the Advisory Group or Board?**

**44% -5 years**  
**22% -3 years**  
**11% -2 years**  
**5 %- 1- year**  
**18% - indefinites**

**d. If no minorities are on the Advisory Group or Board and they represent at least 5% of the population in the geographical service area, what steps will be taken to obtain minority representation on the Advisory Group or Board?**

- Plans to discuss with Mayor before next selection is made**
- Seek minority nominations to present to the Mayor as vacancies open**
- Director plan to discuss with mayor before next selection is made**

**7. Does a written policy exist stating that services will be provided to all persons without regards to race, color, or national origin?**

**Yes 98%    No 1%    No Answer 1%**

8. Posters:  
Are posters containing Title VI information prominently displayed within the Departments' facility?

Yes: 100% No: \_\_\_\_\_

Do the posters show the name of the Title VI Coordinator to whom complaints should be referred? Yes 100%

9. Describe below any complaints received in this report period:

10% Did not answer this question  
90% Answered no complaints

10. Are permanent records kept of all Title VI Complaints?

Yes 99% Did not answer 1%

b. Has this Department been monitored for Title VI compliance by a State or Federal Agency?

Yes 2% No 98%

If yes give date: 04/22/2014 Results: compliance xx (Military Dept.-KEMA)  
Governor Hwy Safety 03/05/2014 Results: compliance xx ( Police)

11. Is Title VI information disseminated to employees, sub-recipients and clients?

Yes 100% No \_\_\_\_\_

If yes, describe how:

- Displayed posters(informal mostly one-on-one)
- Brochures, newsletters, workshops, posters
- Posted notification
- Orally & Via Posters
- Staff meetings, Pre-construction meetings
- Civil Service New Employee Orientation
- In all City Contracts prepared by law dept
- With grant applications and award contracts
- Through reading material signed by employees

12. Are applicants aware of their rights under Title VI, including the right to file a complaint?

Yes 100% Not applicable \_\_\_\_\_

13. Are staff members periodically reoriented on information concerning their Title VI responsibilities?

Yes 100% No   

If yes, state by whom and how:

- 39% During staff meetings by employee supervisor
- 5% Orally via posters
- 5% Via KFD training & Civil Service
- 49% Title VI representative for the department
- 1% Title VI training by TN. Military
- 1% Discussed at annual staff retreat and again periodically by administration at staff meeting
- Title VI Online- Test

14. Compliance Assurance: Do all contracts to provide direct services to clients contain a Title VI statement of compliance?

Yes 90% No    N/A 10%

If yes, attach a copy of the Title VI statement included in such contracts.

- 40% Attached a copy of info
- 10% Did not answer
- 10% Stated from City Code
- 30% Rely on Purchasing to have info in contracts

15. Are recipients and vendors, if any, aware of the City of Knoxville's commitment to Title VI?

Yes 100% No    N/A   

16. Does your staff address individuals without regard to race, color, or national origin, in both oral and written communications?

Yes 100% No   

17. Has your department developed policies and procedures for identifying and assessing language needs for LEP applicants/clients? Yes 100 % No

**18 Has your department provided for a range of oral language assistance options; written material in LEP circumstances? Yes 100% No \_\_\_\_\_**

**If yes explain how:**

- **Account with Language Line and conversion of some documents in to Spanish**
- **All handouts such as brochures, applications and program descriptions are in English as well as Spanish. We have requested the same with all sub-recipients**
- **Handouts, Posters, Language Line**
- **Access to the Language line; and translated rules , signage in parks, for participants ,based on population of the community**
- **Language line or 311**

**19. Has your department provided notice to LEP persons in their native language about their right to free language assistance? Yes 80% No 20%**

**If yes explain how:**

- **Signage**
- **Currently, Community Development has not had a request for language assistance.. Each notice of a Community Development public meeting includes a sentence instructing individuals who need language assistance to contact their office**
- **Parks and recreation has not encountered a situation yet to access services**
- **KPD uses Posters, Postings**
- **Civil Service reports that there is no assistance required for employment**

**20. The City of Knoxville plans to offer some basic Spanish courses , based on the needs of the department . These courses will cover basic terminology tailored to your department. Please comment on your department's interest and offer suggestions:**

- **Plans Review and Inspections front staff have expressed an interest**
- **Public Facilities/ Connie Spicer is interested in participating in the course**
- **Parks & Recreation personnel is interested in the courses**
- **Police Officers receive instructions on Basic terminology which would assist them. Chief believes more ongoing training would be beneficial.**
- **Policy/Redevelopment/Sustainability has a staff person interested.**

**CITY OF KNOXVILLE  
MID- YEAR 2014  
DISADVANTAGE BUSINESS  
ENTERPRISE REPORT**

# APPENDIX EMPLOYEE GUIDE BOOK



CITY OF KNOXVILLE

# LIMITED ENGLISH PROFICIENCY GUIDE

It is the City's policy to grant access to services and programs to every person irrespective of any limitations on that person's ability to speak, understand, read or write English. In furtherance of this policy, the City intends to take reasonable steps to provide persons with limited English proficiency meaningful access to services and programs that is not unreasonably restricted, inferior or substantially delayed as compared to others. The City seeks to reduce language barriers by increasing its capacity to deliver services and benefits to people in their primary language.

[www.cityofknoxville.org](http://www.cityofknoxville.org)

## *Employee Guide to Providing LEP Services*

Special Assistant to  
Mayor/Community  
Relations Director  
Thomas "Tank"  
Strickland Jr.  
865.215.2048  
tstrickland@cityofknoxville.org

Title VI /EBOP  
Coordinator  
Joshalyn Hundley  
865.215.3867  
jhundley@cityofknoxville.org

Law Department  
Attorney

Devin Lyon  
dlyon@cityofknoxville.org

# Purpose and Authority

Reflecting broad demographic changes, the City is growing more diverse. Accordingly, increasing numbers of those who live work or visit the City are not English proficient. The City must be capable of delivering services to all individuals regardless of their English proficiency to discharge municipal functions effectively. The ability to deliver services in different languages also makes the City a more hospitable location for newcomers to settle, promotes the development of small businesses, and facilitates sound emergency management planning.

City services, enhance each City department's effectiveness, support economic growth, and better serve the City's citizens and visitors; the Title VI Coordinator issues this Employee Guide on providing services to persons with LEP for all City operating departments and recommends the development of department -specific LEP policies for intradepartmental clarification.

This Employee Guide and related policies and protocols developed and implemented by various City departments shall not be construed to grant rights to members of the public.

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## **PROCEDURES:**

### **1. WRITTEN NOTICE OF LANGUAGE ACCESS RIGHTS**

Language access statements will inform LEP individuals of the following:

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City departments will post signs containing language access statements within each of their departments.

## **2. IDENTIFYING LEP PERSONS AND THEIR LANGUAGES**

The City will promptly identify the language and communication needs of the LEP person. If necessary, staff will use a language identification card (“I speak cards”) or posters to determine the language. In addition, when records are kept of past interactions with individuals or their family members, the language used to communicate with the LEP person will be included as part of the record. These records may be used to determine the level of LEP services and make and evaluate changes to LEP services.

## **3. OBTAINING A QUALIFIED INTERPRETER**

Qualified interpreters are persons with a demonstrated proficiency in English and another language, a demonstrated knowledge in both languages of relevant specialized terms or concepts, and documentation of completion of training on the skills and ethics of interpretation and awareness of relevant cultural issues. Qualified interpreters will be required to comply with the City’s confidentiality policies and the ethics provision in the Knoxville Code when interpreting or translating.

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be used as interpreters unless specifically requested by that individual in writing **after** the LEP person has understood that an offer of an interpreter at no charge to the person has been made by the department. Such an offer and the response will be documented in the person's file. If the LEP person chooses to use a family member or friend as an interpreter, issues of competency of interpretation, confidentiality, privacy, and conflict of interest will be considered. If the family member or friend is not competent or appropriate for any of these reasons, competent interpreter services will be provided to the LEP person, and the LEP person may not use the family member or friend as an interpreter.

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When translation of vital documents is needed, each department in the City will submit documents for translation into frequently encountered languages to the Title VI Coordinator. Original documents being submitted for translation will be in final, approved form.

The City will set benchmarks for translation of vital documents into additional languages over time.

All restrictions placed upon interpreters and their interpretations detailed in Section 3 of this LEP Policy equally apply to written translators and their translations.

#### **5. MONITORING LANGUAGE NEEDS AND IMPLEMENTATION**

On an ongoing basis, the City will assess changes in demographics, types of services, or other needs that may require reevaluation of this LEP Policy and its procedures. In addition, the City will regularly assess the efficacy of these

procedures, including, but not limited to, mechanisms for securing interpreter services, equipment used for the delivery of language assistance, complaints filed by LEP persons, and feedback from the public and community organizations.

## **6. EMPLOYEE TRAINING**

All City employees will receive LEP training. Employees should know their obligations to provide LEP individuals with meaningful access to City services, programs, and activities. The more frequent the contact with LEP individuals, the greater the need for in-depth training. Employees with little or no contact with LEP individuals must be aware of this LEP Policy and their Department-Specific LEP Policy (“DSP”). Employees in management positions, even if they do not interact regularly with LEP individuals, must be fully aware of and understand this LEP Policy and their respective DSP so that they can reinforce the importance and ensure the implementation of the policies.

LEP training on a City-wide level will be planned and carried out by the Title VI Coordinator. The Title VI Coordinator will conduct “train-the-trainer” sessions for all of the LEP department liaisons on an annual basis and by request. LEP department liaisons will be expected to lead the training efforts for their respective departments and employees.

Each City department will be responsible for the LEP training of all of its employees. Each City department will develop its training program based on this LEP Policy and the department’s DSP. The training will be led by the designated LEP department liaison.

At a minimum, the City will ensure that:

- All City employees know about the City’s LEP Policy;
- All City employees who are in public contact positions will be trained to work effectively with in-person and telephone interpreters and translators; and
- The City will provide training, including a copy of the City’s LEP Policy, as part of the City’s orientation for new City employees.

# Title VI Coordination and Assistance

In addition to providing oversight and guidance in the development of departmental plans, and protocols, the Title VI Coordinator shall also provide the following assistance:

1. **Best Practices.** The Title VI Coordinator shall convene regular meetings of Title VI Departmental Coordinators and the Title VI Advisory Committee to facilitate the development and sharing of best practices.
2. **Contracted Services.** The Title VI Coordinator will centrally procure and coordinate monitoring of contracted language services for internal interpreting, telephone interpreting, and translations and will assure that the providers or other entities make training available to department staff.
3. **Staff Interpreters.** The Title VI Coordinator will provide coordination as appropriate to facilitate the use of trained staff interpreters on an inter-departmental basis.

# Departmental Plans and Policies

- I. **Approach.** Sustained effort will be required to make the services provided by each City department accessible to LEP persons. Each department must develop a written Department Specific LEP Plan (“DSP”) appropriate to its own operations that complies with this Employee Guide, the City’s LEP, any advice of the Law Department, and any guidance published by federal agencies that provide financial assistance to the City department.

The department, rather than the LEP customer, bears the responsibility for the reasonable provision of language appropriate services. Staff at the initial point of contact has the specific duty to assess and record language needs.

- II. **Plan.** Each department shall formulate or update a language access plan.

**Title VI Departmental Coordinator.** Each department will designate an individual to be responsible for developing and updating the DSP and overseeing its implementation. The coordinator will be provided with appropriate time and support to carry out these duties. Each senior staff person shall remain responsible to the Title VI Coordinator and the Mayor for complying with this Employee Guide and the City’s LEP Policy.

**Outline.** Each DSP shall outline the tasks to be completed, set prioritized deadlines, and assign resources including the following items:

**Needs Assessment.** Each department will conduct a needs assessment that includes the following minimal actions:

- Identify and characterize the nature and importance of the various services and programs provided by the

department to help determine priorities for upgrading services.

- Gather data on the language make-up of the population eligible to be served by the department as well as language data on those who are actually being served. Consider whether the data suggests that any particular language groups are being served disproportionately to their population. Develop an understanding of the proportion of the service population that has LEP, the frequency with which the departments provide services to the LEP persons, and the languages most frequently encountered.
- Identify all points of contact between the public and the department and potential language or language related barriers to service, including the location of offices and modes of providing service. This process should also identify departmental operations that will not encounter LEP members of the public.

**Resource Assessment.** Each department should next determine what language resources are available to deliver to LEP customers by considering the following:

- Identify existing bilingual who are competent to either deliver services in a second language, or serve as interpreters for other employees, and consider what changes may be needed to involve bilingual staff in serving LEP customers.
- Departments with significant customer service functions should plan to develop in-house language capacity through regular hiring of employees with specific language skills, designate job openings appropriately and

notify the Civil Service Department of hiring needs for bilingual staff.

- Competent and trained bilingual staff can also function as interpreters for other staff, when needs and staffing permit
- Become familiar with the language services available under existing City contracts for in-person interpreting, telephone interpreting and translation. Consider what steps are necessary to make language services available for departmental use, including needs for equipment and training.

**Language Services Protocols.** Departments will develop specific protocols to instruct staff on use of language services. Language services should be provided upon request or whenever deemed appropriate by staff.

- Protocols should be designed for ease of use and with minimal approval or documentation required.
- Language sensitive assignments are subject to any mandatory legal constraints. Departmental staff should consider the options available to organize, assign or configure employees to best serve the language needs of the persons served by the department without imposing unfair burdens on bilingual staff.

**Language Services** will be provided in this order of preference:

- The preferred method of serving LEP customers is by using competent bilingual staff able to provide services directly to the customer in his/her primary language without the need for an interpreter.

- Available, trained competent bilingual staff may be used for in-person or telephone interpreting to support monolingual service staff.
- Staff should seek assistance from in-person or telephone interpreters when staff cannot meet language needs. Departments should recognize that certain circumstances may require specialized interpretation and translation services even when staff with bilingual abilities is available.
- Use of informal interpreters such as family, friends of the person seeking service, or other customers must be actively discouraged, with minor children generally prohibited from acting as interpreters. Use of volunteer interpreters from community organizations is discouraged. The DSP should permit the use of inappropriate interpreters: at the insistence of the customer subject to controls such as documentation or approval of a supervisor; and in emergencies, subject to documentation requirements and review.
- Telephone interpreters (including staff interpreters) should generally be used for interpreting customer telephone contacts. The use of telephone interpreters for in-person contacts should be restricted according to DSP provisions that take into account the relative cost of in-person and telephone interpreters; the amount of time expected for the service contact; the nature of the service; the increased difficulty of interpreting by telephone; and the time needed to procure in-person interpreters.

- Staff will be authorized to procure language services when deemed necessary to provide service even when such assistance is not requested or desired by the customer.
- No staff may suggest or require that an LEP customer provide an interpreter to receive services.

**Document translation.** Departments will establish a system to review all forms, letters, documents, and website content used by the department to determine which are vital to providing meaningful access to LEP persons. Departments will also develop plans to translate vital documents into regularly encountered languages.

- Documents that are vital to provide customer access should be translated into those languages regularly encountered. At a minimum, vital documents will be translated into languages comprising 5% or 1,000 persons, whichever is less, of those actually or potentially served by the department.
- Vital documents will include a multilingual tag line to notify readers that the City will:
  - (1) Provide a version translated into the appropriate language upon request; or
  - (2) Provide sight translation to the customer, which is the process of providing a spoken translation of a document in the DSP individual's first language, as opposed to providing a written translation.
- Website content will be periodically reviewed and modified so that matters of importance to LEP populations are translated or presented via audio or video media produced in other languages and kept up to

date. Websites and their content should nonetheless include appropriate disclaimers developed in consultation with the Law Department.

- A system shall be devised providing for the review of new translation needs either on an annual or an ongoing basis, (i.e. whenever new forms, documents letters, website content or other written materials are issued in English).

**III. Outreach Activities.** The Title VI Departmental Coordinator should consult with the people who use the services when devising the DSP, and protocols. In addition to the Title VI Coordinator and staff, this includes, but is not limited to, language service providers, staff in various units, community advocates and community organizations.

**IV. Training.** Departments will devise and implement a plan as a part of the DSP, for ongoing regular training that ensures staff is aware of the contents of the DSP, and that newly hired staffs are provided language access training. This plan must include provisions for training bilingual staff interpreters in how to interpret and for monolingual staff on how to work with an interpreter.

**V. Data.**

- Review what systems are available or are needed to allow departments to accurately record and monitor data on the language needs of people who receive departmental services and whether changes are needed to data systems to ensure that language services are provided in subsequent contacts. Language data will also be needed to inform ongoing needs assessments and priority setting by language.
- Language Data. Each department will consider the means by which to effectively gather and analyze data on the language needs of those who use the department's services.

- Department's that maintain records specific to individuals, particularly those that provide ongoing services to individuals, should develop the means to identify and record the primary language of the customer, tabulate language data, and mark files with language information so that language appropriate services can be provided as a matter of course in future contacts.
- Administrative procedures must be in place and staff assigned to periodically gather and analyze language needs to quantify needs measure changes over time, and set priorities pursuant to the DSP and the City's LEP Policy.

VI. **Notice.** The DSP will address the need to inform the public of the availability of language services and describe how people may access these services through public advertising, community outreach, and posted notices in the public service areas, tag lines on department documents; the department's content on the City's website; telephone answering systems; and other media systems.

VII. **Monitoring.** Each DSP will provide for a system to periodically monitor departmental compliance with the DSP, gather language-specific data on persons served via language services, and assess the need for changes in the DSP. The DSP will include a procedure to receive and respond to complaints regarding language services. A copy of all complaints must be sent to the Title VI Coordinator. The DSP should further provide for periodic reporting of all monitoring information and analysis to Title VI Coordinator.

VIII. **Performance Measures.** The DSP will include a method for developing performance measures appropriate to the departmental operations and provide for a system of measuring performance against these measures.

# Title VI Departmental Coordinators (“DCs”)

## Role

DC role is to serve as a liaison to the Title VI/EBOP Coordinator, department personnel, and community in all matters related to the department’s provision of language services.

## Major Responsibilities

### **Policy Planning and Implementation**

- DCs work with their departments to develop a comprehensive DSP, which includes the formulation of plans and protocols to effectuate the City’s LEP Policy.
- DCs consult with stakeholders in devising department language access plans, policies and protocols. In addition to the Title VI Coordinator, this includes, but is not limited to, language service providers, staff in various units, community advocates and community organizations

### **Monitoring**

#### **DCs:**

- Collect track and report language specific data on persons served and the need for changes in the DSP.
- Develop system to ensure that contractors or grantees of the department comply with the department’s language access policy.
- Provide periodic reports of monitoring information and analysis to the Title VI/EBOP Coordinator **twice a year** (June & December): and

- Attend DCs meetings with the Title VI/EBOP Coordinator to discuss issues related to language access services within their department

### **Training**

- DCs organize regular training of department staff to ensure they are aware of the contents of the department's DSP and that newly hired staff are provided language access training.

### **Outreach**

- DCs work with their departments to develop means of notifying the public of the availability of language services within the department and how such services may be accessed. This may include such means as: public advertising, community outreach, posted notices in public service areas, tag lines on department documents, the department's content on the City's website, telephone answering systems and other media systems.

### **Provision of Services**

- DC's are tasked with becoming familiar with the language access service contracts available through the City and serving as central point of contact to vendors in the request and provision of these services within the department.



**Community Relations Department**

**Title VI /EBOP**

**400 Main St Suite 654C**

**Knoxville, TN. 37901**

**865.215.3867**

**[jhundley@cityofknoxville.org](mailto:jhundley@cityofknoxville.org)**