

MINUTES OF THE DIVERSITY EQUITY AND INCLUSION COMMITTEE MEETING OF THE PLEASURE DRIVEWAY AND PARK DISTRICT OF PEORIA, ILLINOIS, HELD TUESDAY, JULY 18, 2023 AT 10:00 AM AT THE PEORIA PARK DISTRICT BONNIE NOBLE CENTER FOR ADMINISTRATION AT 1125 W. LAKE AVENUE, PEORIA, IL

MEMBERS PRESENT: Trustee and Chair Alexander Sierra, Trustee and Vice Chair Timothy Bertschy

MEMBERS ABSENT: Pastor Marvin Hightower and Executive Director Emily Cahill

TRUSTEES PRESENT: Trustees Timothy Bertschy, Joyce Harant, and Alexander Sierra

STAFF PRESENT: Deputy Director Brent Wheeler, Attorney Bill Streeter, Julie Craghead, Matt Freeman, Becky Fredrickson, David Gray, Chanel Hargrave-Murry, Katie Hogan Van Cleve, Scott Loftus, Jonelle McCloud, Shalesse Pie, Karrie Ross, Nicole Staley (v), and Alicia Woodworth
Note: (v) = attended virtually

OTHERS PRESENT: None

1. CALL TO ORDER

Trustee Sierra called the meeting to order at 10:02 am.

2. ROLL CALL

3. MOTION TO PERMIT COMMITTEE MEMBER TO ATTEND MEETING ELECTRONICALLY

No request to attend meeting electronically was received.

4. MINUTES

4.A. Approval of June 20, 2023 DEIA Committee Meeting Minutes

Trustee Bertschy moved to approve the DEIA Committee meeting minutes of June 20, 2023. Motion seconded by Member Carter-Allen. Motion passed on a unanimous voice vote.

5. PROCESS/POLICY UPDATES

5.A. DEIA Committee Overview Process

Deputy Director Wheeler presented for discussion a memo from Executive Director Cahill that discusses the potential process for filling vacant committee memberships. He requested the Committee to provide staff a recommendation for how many members in total, the Committee should have.

Trustee Bertschy stated that when he thinks of the disabled community, he thinks of both people with physical disabilities and those with developmental disabilities. He's not sure if organizations that respond to the disabled community, respond to both physical and developmental. Katie Van Cleve stated that that's why she brought up Advocates for Access at a previous meeting, because their services serve a very broad group and range of people. They're a great organization whose responsibility is advocacy on many levels and cover a broad range in the community. Trustee Bertschy

stated that he is very interested in DEIA Committee membership representation from Advocates for Access. He thinks that the DEIA Committee has two tremendous representatives with Pastor Hightower and Sherry Carter-Allen as members. As the Committee adds new members, Pastor Hightower and Sherry Carter-Allen should be considered the “North Star” for the types of people/organizations it considers for new membership.

Trustee Bertschy recommended Advocates for Access for membership. The concept is, just as it with a racially diverse community, we want to have representatives who can address the District’s four pillars. Trustee Harant stated that she agrees, but there’s so many groups that are underserved, and there’s a multitude of advocacy organizations that may be good representatives for the Committee. In order to gauge interest in Committee membership, maybe staff could contact the various organizations and ask.

Trustee Sierra stated that the number of members to be on the Committee should be determined first. Deputy Director Wheeler stated that it may be helpful to start with a larger scope and then narrow it down from there for example, determining if the Committee wants someone from the disabled community. The Committee could define who they want represented, then start contacting people/groups to represent them.

Trustee Sierra stated that it still comes down to two questions: How large do we want the DEIA Committee to be and who do we want on it. Trustee Bertschy stated that currently, there are two Trustees and one staff member as PPD members, and 2 community members, for a total of 5 current members. As such, he believes there should be a maximum of 2 or 3 additional members. Trustee Sierra stated that he thinks it could be a few more new members than that. Everyone is connected with a variety of communities and they could all have possible representation on the Committee, with DEIA being such a large spectrum.

Member Carter-Allen stated that she thinks the total number of members should be either 7 or 9, as long as it’s an odd number. One thing she thinks the Committee should ensure is that it doesn’t get overwhelmed with so much diversity, that it misses the mark. The underserved should definitely be represented. She believes that the disabled community and the LGBTQ+ community should definitely be represented. Because of some of the things before the Supreme Court, she thinks DEIA is going to be the answer to so many issues going forward. As such, whether the Committee size is 7 or 9, she thinks it has to identify specifically those that it definitely wants to have represented to provide that full landscape and be effective at the same time.

Shalesse Pie asked if the Committee should have a minority contractor represented now that Ron Givens has indicated he will not be continuing with his membership? Trustee Sierra stated yes. Contracting, employment, and culture are the three different areas to be focused upon. Member Carter-Allen stated she does not want to lose the minority contractor representation at all. The DEIA Committee is a working committee and she believes that construction is an extremely important area to be represented. She thinks that other than GIVSCO Construction, AFE Construction (Arbuckle) is the only other

African American-owned general contractor in the area and believe they would be a great candidate for membership.

A discussion took place concerning the optimal number of members and the groups that should be represented on the DEIA Committee. Trustee Sierra stated that considering the vast interests of the Committee that have been expressed, he MOVES TO MAKE A FORMAL RECOMMENDATION to solidify the DEIA Committee's size to be nine (9) total members, resulting in 4 available openings currently. Motion seconded by Trustee Bertschy and passed on a unanimous voice vote.

In addressing who should serve on the DEIA Committee, Trustee Sierra stated that he shared with Executive Director Cahill a membership nomination form for people to complete, which is provided in her memo as a DEIA Committee Member Interest Form. Trustee Bertschy stated the form is fine, but who is the form informing? President Johnson would be the one to actually appoint members to the DEIA Committee, so the interest form would go to him. As such, does the Committee make recommendations to him? Is that the concept? Trustee Sierra stated yes, he prefers that the Committee review the Member Interest Forms then make a recommendation to President Johnson.

Trustee Bertschy asked how will people know that the DEIA Committee Member Interest Form event exists? Does the Committee contact different groups and ask them to fill out the application? How do we know who to approach? Trustee Sierra stated that we could leverage the staff team to help spread the message on social media. Personally, he will circulate it through circles he's involved with including the Hispanic Chamber of Commerce and he would hope that Committee members would leverage their immediate circles to help as well. Trustee Harant suggested that in addition to that, maybe this could be handled just like what is done with contractors and create a growing list of whom to notify when there's a membership opening.

Trustee Sierra asked what resources could staff dedicate to help circulate the member interest form? Deputy Director Wheeler stated that staff could send it out to everyone that currently receives PPD job postings and contractor bid notifications, and the Committee could add anyone that they would like on that list that is currently not on it. Trustee Sierra stated that in addition, he would like Committee members to help circulate the form.

Trustee Bertschy stated that the Committee should want to make sure to get people like AFE Construction that can bring an experience to the Committee that other well-meaning volunteers may not be able to bring. The people that are on the Committee should be able to speak at an experiential level that is needed. Member Carter-Allen stated that there has to be a vetting process within the Committee to make a recommendation.

Chanel Hargrave-Murry stated that her experience with other DEIA groups, is that they would have each of their committee members reach out to their network and invite potential members to a meet and greet. At that meet and greet, they would discuss everything that's happening in their committee and what their goals are and then

interested parties would continue the process by submitting their interest in joining the committee. This served as the vetting process. Trustee Sierra asked if the Committee would be open to collecting resumes from those who have an interest in joining in order to identify their experience level? Trustee Bertschy stated that he would be fine with that and that the PPD website may have the ability to upload resumes or other supporting documents along with the interest form.

Trustee Bertschy asked if the Committee would want to invite people to provide their racial and other demographic information i.e., self-identifying fields? Attorney Streeter stated that already on the form is "Please share your most relevant experiences that will inform your participation on the DEIA Committee." He believes by explaining their most relevant experience, it would reveal that information on its own. Trustee Sierra asked in what setting would the Committee review the applications? At a regular DEIA Committee meeting where public comment would be made about the individuals? Attorney Streeter stated that a closed/executive session OMA exception wouldn't apply as it's intended only for staff or employees of the organization.

Member Carter-Allen stated that she thinks the Peoria Park District has one of the most excellent staff in this city. She thinks their experience is above so many rooms she sits in. She doesn't think in her mind that we want to make the Committee so huge that it turns insignificant. Because when you start inviting so many, she believes the Committee has the knowledge to vet for themselves who is very active in this community and who isn't. Giving power over to individuals who don't have a true interest in DEIA but only an interest in serving on a Park District committee, may not be the best approach. This is a working committee. As such, she believes there's enough knowledge already in the Committee to talk about who in the community that has been quite vocal and visible in DEIA. Her suggestion is that the Committee discuss the categories that they want represented.

Member Carter-Allen stated that she thinks the Committee could have a day retreat where it would come together and do their homework and due diligence and talk about those categories that it wants filled on this Committee. Then during that retreat, an agreed upon list would be developed. Those on that list would then be vetted and as a result, the Committee would submit recommendation(s) for who should be on the Committee to President Johnson. To make sure he's understanding correctly, Trustee Sierra asked if Member Carter-Allen is saying that the self-identifiers are not needed and the information requested on the application form is more than enough to collect all the information needed, and then the Committee would come together to determine the categories it wants represented? Member Carter-Allen stated that what she's really saying is scrap the outreach. Let's take the knowledge we have in this room and talk about the people that we already know about in the community that have a DEIA presence. She does not feel it's discriminatory in any way, it's due diligence. She recognizes there are areas/categories that are not in her "lane" of knowledge and experience, that other Committee members do have. That knowledge can help the Committee vet that and know who would be more assertive in other areas of DEIA, to serve on this Committee. She recommends a day of retreat that would allow the Committee to focus on and discuss what it wants to see in those categories and talk

about the people that everyone has worked with, with the Park District. Then the Committee would work on vetting those individuals identified at the retreat. The vetting process would determine who would help guide the Committee to what everyone wants it to be.

Trustee Sierra noted that he and Member Carter-Allen do not often disagree, but he respectfully disagrees with her recommendation to not do outreach. His reason being that he does not want the Committee to get in the practice of just selecting certain people and not opening it up to everyone. To be fair, to think about true diversity, it has to be opened up to everyone. Trustee Harant stated that she thinks both can be done. Outreach can be done in addition to identifying those that Committee members would like to recruit. Otherwise, the only way to get on the Committee is if you know someone who's already a member, and that is somewhat bothersome to her. Member Carter-Allen stated that she can appreciate both perspectives. She's just hoping that the Committee doesn't get so big that it becomes insignificant.

Trustee Bertschy stated that people will not know that the interest form is on the PPD website unless and until they are told it's there. He likes the idea of the Committee identifying certain people and having possibly a half day retreat where certain specific issues are worked through. Some of those identified individuals could join the Committee in that retreat to offer their perspective and help work through issues like how do we advance employment? How do we advance contracting? How do we make sure that cultural and recreational opportunities are accessible to all? Out of that discussion, it could generate people who are interested in joining the Committee.

Trustee Sierra stated he understands the intent of what Member Carter-Allen and Trustee Bertschy are suggesting, in hosting a DEIA retreat day where the community is engaged. However, he believes there is value in opening it up to the general community. Member Carter-Allen asked what if the database that is being developed comes from the Committee and then put that database together and have a day of retreat where those individuals would be invited to discuss? Trustee Bertschy stated he absolutely agrees with that. There may be people who would not have the time to commit to being a member on the Committee but would be able to talk about how the Committee can do things better and how it should address certain categories. Trustee Sierra stated he likes that idea. He's focused on how does the Committee solicit and generate outreach and interest to join the Committee, and this could be one way to generate that interest. But, he believes outreach to the entire community should still be done.

Deputy Director Wheeler stated both can be done where the outreach goes out to the community and once those applications are received, they can be discussed at the retreat, applying the Committee's knowledge and experience about how to move it forward. Trustee Harant stated that in that outreach, it has to be stated that there are only four positions available on the Committee. Member Carter-Allen asked if the scope or categories sought to be represented should be identified in that outreach i.e., representation from the Hispanic, LGBTQ+, disabled communities? Trustee Bertschy

stated that as a result of who showed up for the retreat discussions, the Committee may decide to include more open positions beyond the four.

Shalesse Pie stated that these are all great ideas but, in the end, she thinks it will come down to this Committee to make a recommendation to the Board. The Board has been very purposeful and intentional on making sure the community is involved in decision making. Trustee Bertschy stated that he has served on boards with 11 people and weren't effective because they didn't have the breadth of experience needed. He's served on boards with 25 people who have been tremendous because everyone respected each other and it worked very well. He's been on boards with 39 people and it was not good at all. The size isn't so important as is making sure the people on it are responsive, respectful, and bring to the table what is needed. Shouldn't we see who's available from the different communities? Recognizing that he just seconded a motion that was passed to formally recommend to solidify the DEIA Committee's size to be nine (9) total members, resulting in 4 available openings currently, Trustee Bertschy suggested the Committee explore who all is out there that may be a good addition to the Committee?

Trustee Sierra doesn't disagree, and regardless of the size of the Committee, it shouldn't hinder someone's participation in the Committee. Members only have voting privileges but anyone can attend and participate in meetings. That being said, he is not in favor of having more than nine actual members on the Committee. The reason being is that it shouldn't be so big as to not get any work done. A Committee of nine will allow it to be very strategic, collaborative, and participatory.

Trustee Bertschy suggested that the members and attendees of the Committee meeting all submit to Trustee Sierra, through Secretary Woodworth, names of people they recommend as potential members of the Committee. In addition, submit topics for discussion topics and questions for discussion at a not-yet-scheduled retreat in the fall. Secretary Woodworth will then compile and forward information to Trustee Sierra. At the next meeting, the list of people will be discussed and narrowed down and pick topics for the retreat. Trustee Sierra stated that he agrees with this as long as public outreach is still conducted. Member Carter-Allen agreed with the two approaches stating it will reveal those who are genuinely interested in serving on the DEIA Committee.

Trustee Sierra stated that he and Trustee Bertschy will spend time with staff to talk about how to place the DEIA Committee Member Interest Form out in the community, outlining what the Committee does, its objectives and what the time commitment would be to serve on it. It would then be sent to the Committee members for their review. Deputy Director Wheeler pointed out that in Executive Director Cahill's memo, she provided an overview that could be used to provide that information. In addition, the members term length should be considered. As stated in the memo, traditional practice is a term length of three year. Previously, Trustee Bertschy had suggested one year, so the Committee will need to agree upon the member term length. Attorney Streeter pointed out that as per policy, standing committee members have a term

length of one year where every year, the President of the Board assigns Trustees to committees.

On a separate note, Trustee Sierra stated that Trustee Bertschy was proactive in getting a provider for track chairs to be demonstrated at Donovan Park at 11:30 this morning. Everyone is invited to attend.

5.B. DEIA Officer Hiring Status

Trustee Sierra stated that recently, Executive Director Cahill and Shalesse Pie met with himself and Members Sherry Carter-Allen and Pastor Marvin Hightower, discussing the status of the hiring process for the DEIA Officer. At that time, it was Trustee Sierra's understanding that staff had moved forward with the hiring process. There were two candidates identified and it appeared as if staff may have been in a position where they were comfortable with making an offer to one of the candidates. Trustee Sierra stated that he personally refrained from discussing the matter due to his position as Trustee. Members Sherry Carter-Allen and Pastor Marvin Hightower did a fine job in expressing the Committee's original interest in being engaged and participatory in the hiring process, as a precedent had been established by other government agencies that have hired a DEIA Officer, specifically the County of Peoria and City of Peoria. In that meeting, it was expressed that that intent and process needed to be honored, as expressed by the Committee. At the time, Executive Director Cahill and Shalesse Pie had suggested that it was the intent, to always include the DEIA Committee in the hiring process. As a result of this meeting, staff concluded to pause and try to generate more applicant interest, as well as honor their original request as a Committee.

Trustee Sierra stated that as such, the current status is that staff has decided to start at square one and generate more interest and find the most qualified candidates for the position. Staff will try to circulate the job description more broadly and once they identify two to three qualified candidates, they will then present them to a hiring panel. Trustee Sierra would like to know who on the DEIA Committee wants to participate in that panel. If anyone is interested, please submit your name to Secretary Woodworth. Then when staff has identified a short list of qualified candidates for the next round of interviews, those candidates will have a meet and greet type session with the panel. The panel will then submit their feedback and thoughts to staff. Staff will still honor the process of making the final decision, but also considering the input from the panel.

Deputy Director Wheeler asked if it is the hope or goal that this Committee will have representation on the hiring panel to from all of the DEIA areas that will be identified? Katie Van Cleve stated that if identified as a Committee, we're lacking some areas of diversity in the Committee, then would it make sense to have some of those areas covered by those who are vetting the candidates? If an area has been identified as something that is needed in the Committee, shouldn't someone knowledgeable about it have equal input on the hiring of a DEIA Officer? The DEIA Officer is all things DEIA, including those that have not yet been covered in this Committee. Member Carter-Allen stated yes, they should be represented in the final panel. The panel should be made up of the individual categories that have been identified by the DEIA Committee. Katie Van Cleve stated that part of the DEIA Officer's duty is training, so would it make sense to

have the candidate prepare a sample training session to be delivered to the panel meet and greet? This would provide an opportunity to ask questions.

To clarify the purpose of the panel “meet and greet”, Member Carter-Allen stated that it’s her understanding that the panel would be involved in the second round of interviews after staff had already identified the final candidates. Shalesse Pie requested clarification asking for what the Committee defines as an “interview” panel and a “meet and greet” panel, because the two have very different meanings to her and both terms have been used. She wants to be sure that staff knows exactly what the Committee’s expectations are. Member Carter-Allen stated that what was identified in that meeting, was a panel to interview the finalists. Nothing beyond that, just to have the panel there during the interview of the second round of candidates. The role that was discussed was just the interview process, and being able to give feedback during the second round of interviews. During that meeting, who develops the questions to be asked or information to be gathered from the candidates was not discussed but assumed that staff would provide that.

Trustee Sierra made clear that it is his desire that he and Trustee Bertschy and any other Trustee, not be part of that panel interview process, due to their position as Trustees on the Board. Trustee Bertschy agreed. Trustee Sierra stated that those that are interested in being part of the interview panel for the final candidates, express their interest to Secretary Woodworth.

As to the question of the timing of hiring a DEIA Officer and the development of categories the DEIA Committee has identified it wants to be represented by new members, Trustee Sierra stated that if we try to wait until we get the variety of community members identified, it could potentially inhibit staff’s process. He also understands that the Committee has to set the categories/areas that are needed and would be important to the new DEIA Officer as well.

Shalesse Pie stated that it has been mentioned before that the hiring of a DEIA Officer can take a bit of time. It has been said before that sometimes we need to take the time to make sure that we are doing it right and perhaps, that’s what we need to do now. Shalesse Pie asked Member Carter-Allen if when Pastor Hightower participated in the City’s hiring of a DEIA Officer, were there other DEIA representatives participating as well? Member Carter-Allen stated yes, there were. There were other community members and governmental bodies represented. Shalesse Pie stated that in light of where we’ve been and where we want to go, maybe the hiring process should be paused in order to first let the DEIA Committee determine its new members and the areas they should represent.

Trustee Harant stated that she agrees with everything but the one thing yet to be clarified is how many second-round candidates there will be. Executive Director Cahill’s memo states 2-3 second round candidates and 3-5 have been mentioned today. She believes that in order to manage everyone’s expectations, the number should be clarified. Through brief discussion, the Committee agreed there should be 2-3 second round candidates to be presented to the interview panel.

Shalesse Pie stated that in light of the Committee needing to identify the categories and areas of representation it should have, should the hiring of a DEIA Officer be totally paused or postponed until after those things have been identified? Member Carter-Allen stated yes, she totally believes that should be the case and that was one of the things that was discussed in the meeting. She knows how important that position is and as has been stated before, the process should not be hurried and taking the necessary time is crucial in finding the right candidate. The process of seating the rest of the Committee members, in her opinion, should be first. Then once they're seated, an interview panel can be built. Those in attendance all gave their verbal agreeance to this sequence.

To conclude, Trustee Sierra stated that the non-Trustee Committee members are in agreeance that it wants to align the DEIA Officer hiring process with the process of expanding and recruiting of new Committee members.

6. NEW BUSINESS

6.A. Pillar One: Equitable Access to Parks, Facilities, and Programming

Scott Loftus stated that as hard as it is to imagine, summer is almost over and camps will soon conclude. Jonelle McCloud, General Manager of Proctor and Logan Rec Centers, and Julie Craghead, Education Manager at Proctor have been invited today to highlight some of the camp activities provided this summer. Jonelle McCloud stated that she has been at the Park District for 19 years, 16 of those at Proctor Rec Center. When she started, she got the chance to format the camps and after school programs to include more academics, recreation, activities, and field trips every Friday. This year, the District was able to hire an Education Manager, Julie Craghead, who has taken the education element to a higher element. Julie manages Dream2 after school program, which stands for drama, recreation, education, arts, music, and mindfulness. Julie stated that there are lots of ways to have fun through learning. Highlights from this summer included a chemistry professor from Bradley University provide a fund chemistry demo and show how science is fun and magical. A fun scavenger hunt was held at Bradley Park that highlighted working as a team, and looking for and using clues. Also highlighted was exposure to different elements of civil service and civic-minded work. For example, highlighting the work of EMTs providing a great career expo. They got to see what a 911 dispatcher does, elements of an ambulance, and talked with the Sheriff's k9 unit, seeing jobs in action. A community garden was planted from seedlings started in February and produce was highlighted during farm week.

6.B. Pillar Two: Focus on the PPD Workforce

Due to time constraints, this item was not discussed. *Please see Attachment A.*

6.C. Pillar Three: Actively Promote and Encourage the Diversity, Equity, Inclusiveness and Accessibility of PPD-Funded Contractors and Suppliers.

Due to time constraints, this item was not discussed.

6.D. Pillar Four: Support Community Workforce Development

Due to time constraints, this item was not discussed.

7. PENDING BUSINESS

None at this time.

8. OTHER BUSINESS

None at this time.

9. ACTION ITEMS REVIEW

1. Committee members are to email Secretary Woodworth any input, comments or questions they may have in regards to the agenda items not discussed today due to a time constraint, pillars two, three and four. She will then distribute that information to all committee members.
2. Trustees Sierra and Bertschy will review the policy that outlines the term length members serve on a standing committee. They will then send their review and recommendation to Secretary Woodworth to provide to the committee.
3. Trustees Sierra and Bertschy will review the committee member application form and coordinate what content is to be included on the electronic and printed application form.
4. As per the suggestion of staff, the DEIA Officer hiring process will be slowed down in order to better align with the DEIA Committee member process.
5. If interested in serving on the DEIA Officer hiring panel, Committee members are to submit to Secretary Woodworth their intent to do so.
6. Committee members are to submit to Secretary Woodworth names of future potential members that they would like to pursue for membership. Secretary Woodworth will then compile and forward information to Trustee Sierra.
7. Committee members are to submit to Secretary Woodworth topics and questions for discussion at a not-yet-scheduled retreat in the fall. Secretary Woodworth will then compile and forward information to Trustee Sierra.

10. NEXT MEETING

Tuesday, August 15, 2023 at 10:00 am

11. ADJOURNMENT

At 11:22 am Trustee Bertschy made a motion to adjourn the meeting. Motion second by Member Carter-Allen and carried on unanimous voice vote.

Respectfully Submitted by Alicia Woodworth
Executive Assistant and Secretary to the Board

June 2023 Workforce Stats

Total Staff		Full-Time Staff	
White Female	357	White Female	41
White Male	344	White Male	72
Asian Female	13	Asian Female	1
Asian Male	6	Asian Male	0
Black Female	79	Black Female	9
Black Male	94	Black Male	16
Hispanic Female	10	Hispanic Female	0
Hispanic Male	15	Hispanic Male	3
American Indian/Alaskan Native Female	1	American Indian/Alaskan Native Female	0
American Indian/Alaskan Native Male	0	American Indian/Alaskan Native Male	0
Native Hawaii/Pacific Islander Female	4	Native Hawaii/Pacific Islander Female	0
Native Hawaii/Pacific Islander Male	1	Native Hawaii/Pacific Islander Male	0
Other Female	3	Other Female	1
Other Male	2	Other Male	0
Two or More Races Female	6	Two or More Races Female	1
Two or More Races Male	2	Two or More Races Male	1
Total	937	Total	145
Total Minority	236	Total Minority	32
% Minority	25.19%	% Minority	22.07%
		Total Number of Leadership Positions**:	90
		Leadership positions filled by minority staffers	18
		Minority percentage of total leadership	20.00%
		Percentage of total minorities to serve in leadership roles	56.25%

(18/32)

Minority Percentages	This Month (June 2023)	Three Months Ago (March 2023)	Six Months Ago (December 2022)
Total Staff	25.19%	24.73%	25.26%
Full Time Staff	22.07%	21.17%	21.32%

**The Following Titles are Considered Leadership Positions:

- Assistant Managers/Crew Leaders
- Managers or Equivalent/Foremen
- Supervisors or Equivalent
- Superintendents
- Directors