



U.S. Department
Of Transportation
**Federal Transit
Administration**

Region IV

230 Peachtree Street, NW
Suite 1400
Atlanta, GA 30303

March 10, 2015

Steven L. Myers
Director - Lee County Transit / LeeTran
6035 Landing View Road
Fort Myers, FL 33907

Re: Concurrence of EEO Program, Lee County Transit / LeeTran (TEAM ID 1083)

Dear Mr. Myers:

This letter is to inform you that we received the Lee County Transit / LeeTran Equal Employment Opportunity (EEO) Program submitted on September 18, 2014 and an updated version on March 9, 2015, in response to the Federal Transit Administration's (FTA) January 28, 2015 comments. This submission is required pursuant to Title VII of the Civil Rights Act of 1964; Title 49, Chapter 53, Section 5332 of the United States Code; and the FTA's Circular 4704.1, "Equal Employment Opportunity Program Guidelines for Grant Recipients," dated July 26, 1988.

We have reviewed the complete EEO Program and determined that it meets the requirements set out in the FTA's EEO Circular 4704.1. Your EEO Program is valid until November 18, 2017. Please submit an updated EEO program 60 days in advance of the expiration date or by September 18, 2017. Please delete any versions of the EEO program in TEAM that this submission is replacing. If you encounter problems with FTA's TEAM-Web system, please contact the TEAM Helpdesk at 888-443-5305 or Team.Helpdesk@dot.gov.

Thank you for Lee County Transit's ongoing cooperation to meet FTA Civil Rights program requirements. A copy of this letter has been attached to your Recipient Profile in TEAM for your reference. If you have any questions, please contact me at Carlos.Gonzalez3@dot.gov or (404) 865-5471.

Sincerely,

Carlos A. Gonzalez
Region IV Civil Rights Officer

cc: Glen Salyer, Lee County EEO Officer (Electronic)
Dr. Yvette G. Taylor, FTA Regional Administrator, Region IV (Electronic)
Monica McCallum, Regional Operations Division Chief (Electronic)

LEETRAN EQUAL EMPLOYMENT OPPORTUNITY PROGRAM

March 2015

Prepared For:

Lee County Transit
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Fort Myers, FL 33901
Phone: (239) 533-8726

Prepared By:

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Table of Contents

Equal Employment Opportunity Program Requirements Checklist	3
Executive Summary.....	4
Introduction	5
Program Update.....	5
How to File a Complaint.....	6
Chief Executive Officer Equal Employment Opportunity Policy Statement	9
Dissemination	11
Internal.....	11
External	12
Designation of Personnel Responsibility.....	13
Utilization Analysis	14
Goals and Timetables.....	23
Assessment of Employment Practices to Identify Causes of Underutilization	25
Affirmative Action to Remedy Problem Areas.....	25
Monitoring and Reporting System.....	26

Appendix

Appendix A – Administrative Code 6-1 Personnel Policy and Procedures Manual	29
Appendix B - LeeTran Organizational Charts	31
Appendix C – Countywide and LeeTran Specific EEOP Utilization Reports	51
Appendix D – EEO Complaints Report	69
Appendix E - Workforce Analysis Current Positions	71

List of Tables

Table 1: Lee County Demographics, 2012	15
Table 2: LeeTran’s Existing Employees by Race	15
Table 3: LeeTran’s Existing Employees by Gender.....	16
Table 4: LeeTran 2011-2014 Job Applicants by Race.....	17
Table 5: LeeTran 2011-2014 Job Applicants by Gender.....	18

Table 6: LeeTran Employee Promotions by Race.....	20
Table 7: LeeTran Employee Promotions by Gender	20
Table 8: LeeTran Employee Promotions by Age	21
Table 9: LeeTran Percent of Termed Employees by Reason and Race	21
Table 10: LeeTran Average Salary by Job Category	22
Table 11: Lee County Median Salary by Job Category Comparison Data	23
Table 12: EEO Goals and Timetables.....	24
Table 13: Complaint Resolution Procedure	28

Equal Employment Opportunity Program Requirements Checklist

Requirement	Accomplished
Statement of Policy	<input checked="" type="checkbox"/>
Dissemination of Policy	<input checked="" type="checkbox"/>
Designation of Personnel Responsibility	<input checked="" type="checkbox"/>
Utilization Analysis	<input checked="" type="checkbox"/>
Goals and Timetables	<input checked="" type="checkbox"/>
Assessment of Employment Practices to Identify Causes of Underutilization	<input checked="" type="checkbox"/>
Affirmative Action to Remedy Problem Areas	<input checked="" type="checkbox"/>
Monitoring and Reporting System	<input checked="" type="checkbox"/>
Appendix	<input checked="" type="checkbox"/>

Executive Summary

The purpose of this plan is to ensure that no person shall on the grounds of race, color, creed, national origin, religion, sex (including pregnancy), age, disability, marital status, or genetic information be excluded from participating in, or denied the benefits of, or be subject to discrimination in employment under any project, program, or activity receiving federal financial assistance in accordance with federal transit laws. This policy encompasses Equal Employment Opportunity (EEO), Affirmative Action, Harassment, Reasonable Accommodation and Disability, and the overall concept of fair treatment wherein non-merit factors are not used as a basis to perpetuate discrimination.

Lee County and LeeTran affirm their commitment to providing a workplace free from discrimination in order to take advantage of the diversity of human resources that exist in its population which is clearly stated in the policy statement. Employment opportunities offered by Lee County are available to all persons based on their individual ability to perform without regard to race, color, creed, national origin, religion, sex (including pregnancy), age, disability, marital status, or genetic information.

LeeTran is a recipient of Federal Transit Administration (FTA) grant funds and as such must comply with various requirements including the provisions of Federal Transit Laws, 49 U.S.C. 5332(b) including EEO guidelines.

In 2010, LeeTran received grant funding under the American Recovery and Reinvestment Act (ARRA) of 2009, which required compliance with all nondiscrimination and equal opportunity statutes, regulations, and Executive Orders. All ARRA funds were expended by federal fiscal year 2012.

Lee County Policies and Procedures, as well as, Administrative Codes are incorporated into LeeTran's EEO Program by reference and included in support of LeeTran's EEO Program goals. The LeeTran EEO Program also supports Lee County's EEO Plan goals. Where available, a web link has been provided to facilitate access to the information.

Any employee or agent conducting business on behalf of or through LeeTran receiving federal assistance that violates LeeTran's EEO Program will be subject to disciplinary action up to and including termination. Retaliation against anyone involved in an EEO complaint and/or activity is illegal and is not tolerated. Retaliation can form the basis of a separate complaint.

These provisions, protections, and policy were previously adopted and incorporated in the Lee County Personnel Policy and Procedures Manual adopted by the Lee County Board of County Commissioners May 11, 1994, and revised November 9, 2010, and July 30, 2013. Equality in employment opportunities is specifically noted in Lee County Policy Number 201 "Equal Employment Opportunity" which can be found online through Lee County's main website and are listed at the end of this summary. Any required changes based on the adoption of this updated EEO Program will be incorporated, as appropriate, into a revised employee manual and/or Policy Number 201.

This EEO Program includes a Statement of Policy and identifies how the EEO Program will be disseminated, the personnel responsibility for ensuring compliance, an analysis of performance with

regard to EEO, goals and timeframes to improve any areas deficient in full utilization of protected groups, review of employment practices that can contribute to underutilization, remedies, and monitoring and reporting activities.

Introduction

The purpose of this plan is to ensure that no person shall on the grounds of race, color, creed, national origin, religion, sex (including pregnancy), age, disability, marital status, or genetic information be excluded from participating in, or denied the benefits of, or be subject to discrimination in employment under any project, program, or activity receiving federal financial assistance in accordance with federal transit laws.

Lee County Transit, also known as LeeTran, is a grant recipient under the U.S. Department of Transportation – FTA. A formal EEO Program is required for any grantee that both employed 50 or more transit-related employees including temporary, full-time or part-time employees, and received in excess of \$1 million in capital or operating assistance or in excess of \$250,000 in planning assistance in the previous federal fiscal year. LeeTran has met the threshold and is required to develop and implement an EEO Program with updates submitted to FTA every three years. This update to the Lee County Transit/LeeTran 2011 EEO Program is submitted to the FTA in compliance with FTA Circular 4704.1 “Equal Employment Opportunity Program Guidelines for Grant Recipients” dated July 26, 1988.

Program Update

The FTA reviewed LeeTran's current EEO Program and provided approval on October 24, 2011 for the existing program through November 19, 2014. This plan update for 2014 is submitted to the FTA in compliance with FTA Circular 4704.1 "Equal Employment Opportunity Program Guidelines for Grant Recipients" dated July 26, 1988.

Upon receipt of written acceptance and approval by the FTA, this policy will incorporate the approval letter into this document and it will become part of the policy. Subsequent updates will be prepared 30 days prior to the expiration date noted in the approval letter and submitted to the FTA for acceptance.

This program seeks to comply with federal policies and guidelines referenced and provided in the following documents which are incorporated into this plan by reference:

- 49 CFR Part 27 Non-discrimination on the Basis of Disability in Programs and Activities Receiving or Benefiting from Federal Financial Assistance;
- 49 CFR Part 38 Americans with Disabilities Act (ADA) Accessibility Specifications for Transportation Vehicles;
- FTA Circular 4704.1 “Equal Employment Opportunity Program Guidelines for Grant Recipients” dated July 26, 1988; and,
- Federal Register: January 22, 2001 (Volume 66, Number 14, pp 6733-6744) DOT Guidance to Recipients on Special Language Services to Limited English Proficiency (LEP) Beneficiaries.

In this program specific goals with timetables are included to correct any underutilization of specific affected classes of persons identified in the workforce utilization analysis. The required detailed assessment of present employment practices identifying those practices that operate as employment barriers and unjustifiably contribute to underutilization including: recruitment, selection, promotion, termination, transfers, layoffs, disciplinary actions, compensation, benefits, and training have been reviewed. This EEO Program also outlines effective internal monitoring and reporting practices to assess EEO accomplishments; enable the evaluation of the program during the three-year approval timeframe; enable the taking of necessary action regarding goals and timetables; identify those units that have failed to achieve a goal or to implement affirmative actions; and provides a factual basis for future projections.

Lee County Transit is committed to implementation of its EEO Program. Meetings will be scheduled with staff to familiarize them with the adopted EEO Program to emphasize its incorporation into every aspect of the daily work environment.

How to File a Complaint

The Lee County Equal Opportunity Officer is the primary resource to ensure compliance with EEO regulations and is responsible for investigating employment complaints at the county level. As a department of the County, LeeTran is provided guidance and receives oversight in regards to the provision of equal employment opportunities from the Lee County Equal Opportunity Officer. This Officer also maintains a depository for any complaints related to EEO. Complaints can be filed through various methods as identified in this EEO Program.

To file a complaint contact:

Lee County Equal Opportunity Officer
2115 Second Street, 4th Floor
Fort Myers, Florida 33901
Phone: (239) 533-2245 Fax (239) 485-2094
E-Mail: oeo@leegov.com

Visit the web

<http://www.leegov.com/gov/dept/equalopportunity/Pages/default.aspx>

The Lee County Equal Opportunity Officer investigates employment complaints for Lee County employees, strives to stop discrimination before it starts by increasing awareness in the community about discrimination laws, and informs consumers and businesses of the steps needed to comply with anti-discrimination laws. Training conferences and individual workshops for organizations are conducted to meet educational goals. To schedule a training conference or to receive additional information on workshops regarding EEO, contact the Lee County EEO Officer at (239) 533-2245.

The Equal Employment Opportunity Commission (EEOC) is a federal agency that protects individuals from employment discrimination by private employers, unions, employment agencies, and government agencies. Established in 1964 by Title VII of the Civil Rights Act, the EEOC aims to eliminate job discrimination based on race, color, creed, national origin, religion, sex (including pregnancy), age, disability, marital status, or genetic information.

The EEOC is responsible for enforcing the following statutes:

- Title VII of the Civil Rights Act of 1964, which prohibits discrimination based on race, color, religion, sex, national origin, or retaliation;
- Age Discrimination in Employment Act (ADEA), which protects individuals who are at least 40 years old from employment discrimination;
- Equal Pay Act (EPA), which prohibits sex-based wage discrimination;
- Section 501 of the Rehabilitation Act of 1973, which protects people with disabilities in the federal sector;
- Title I of the Americans with Disabilities Act (ADA), which protects qualified applicants with disabilities;
- Civil Rights Act of 1991, which provides monetary compensation in cases of intentional discrimination; and,
- All federal equal employment opportunity rules, regulations, and policies.

For additional information, or to file a complaint contact:

If you are a Lee County employee or applicant, please contact:

Lee County Equal Opportunity Officer (Employment)

2115 Second Street, 4th Floor

Fort Myers, FL 33901

Phone: 239-533-2245

Fax: 239-485-2094

E-mail: oeo@leegov.com

If you are not a Lee County employee or applicant, please contact either office listed below:

Equal Employment Opportunity Commission

Miami District Office

100 S.E. 2nd St., Suite 1500

Miami, FL 33131

Phone: 1-800-669-4000

Fax: 305-808-1855

TTY: 1-800-669-6820

<http://www.eeoc.gov/field/miami/>

Florida Commission on Human Relations

2009 Apalachee Parkway, Suite 1000

Tallahassee, FL 32301
Phone: 1-800-488-7082
http://fchr.state.fl.us/complaints_1/employment

To schedule an appointment with the EEOC in Lee County:

Equal Employment Opportunity Commission

Tampa Field Office
501 East Polk St., Suite 1000
Tampa, FL 33602
Phone: 305-808-1828 or 1-800-669-4000

For those with communication impairments, please contact:

The Florida Relay Service Voice (statewide) 711
TOO ASCII (800) 955-1339
TOO Bardot (800) 955 - 8771

The EEOC investigates employment discrimination charges. Charges may be filed in person, by mail, or by phone by contacting the EEOC office nearest to you or the above address

Chief Executive Officer Equal Employment Opportunity Policy Statement

It is the continuing policy of Lee County Transit to promote the concepts of EEO for all of its employees and applicants for employment. All decisions on employment will be based on the principles of EEO. This is done through the County's Administrative Code, identified as AC-6-1 which is included in Appendix A and becomes part of this plan by reference.

The Administrative Code is a directive of the Board of County Commissioners and overseen by the County Manager.

Lee County Transit continues to recruit, hire, train, and promote based on principles which afford equal opportunities by imposing valid requirements in all job classifications without regard to race, color, creed, national origin, religion, sex (including pregnancy), age, disability, marital status, or genetic information which does not preclude the performance of the essential functions of the job, with reasonable accommodations provided as necessary. All personnel actions, including compensation, benefits, transfers, layoffs, return from layoffs, education and county sponsored training will be administered without regard to race, color, creed, national origin, religion, sex (including pregnancy), age, disability, marital status, or genetic information.

Lee County Transit is an Equal Opportunity Employer

Mr. Glen Salyer, Lee County Equal Employment Opportunity Officer, will be the EEO Officer for Lee County Transit and will work with the Lee County Transit Director for all EEO complaints against Lee County Transit.

1. Lee County Transit has declared a commitment to EEO for all persons, regardless of race, color, creed, national origin, religion, sex (including pregnancy), age, disability, marital status, or genetic information. In Lee County the right to employment is only limited by one's ability and preparation for the job.
2. Lee County Transit has declared a commitment to undertake an affirmative action program, including goals and timetables, in order to overcome the effects of past discrimination on minorities and women, whenever it has been determined that there has been a disparate impact.
3. The implementation of the LeeTran EEO Program is the responsibility of the Lee County EEO Officer in coordination with the Lee County Transit Director and Lee County's Human Resources Department. Lee County's Equal Employment Officer is an independent position reporting directly to Lee County's senior executive manager, the County Manager.

Age discrimination is specifically addressed in the anti-harassment policy found in Lee County's Policy #214, adopted May 23, 2006 by the Board of Lee County Commissioners and revised July 30, 2013 and further indicates that age discrimination is comprehensively covered under the anti-harassment policy found in Policy Number 202.

4. Lee County Transit recognizes that all management personnel share in the responsibility to assure that these policies and directives are implemented and followed. Where deficiencies or tasks necessary to accomplish the goals and objectives of the Affirmative Action Program are identified, the responsibility is shared among all management personnel.
5. Employees and applicants will be notified of their right to file complaints alleging discrimination with the Lee County EEO Officer. The process by which county employees can raise complaints of harassment and or discrimination is further detailed in the Lee County Board of County Commissioners adopted EEO Policy Number 201 (May 11, 1994), Harassment Policy Number 202 (May 23, 2006), and Age Discrimination Policy Number 214 (February 12, 2002), all of which were revised on July 30, 2013.

No employee or witness shall be retaliated against because of his/her having filed an internal complaint.

6. Lee County Transit will evaluate its personnel, managers, and supervisors on the success of the EEO Program in the same manner in which other agency goals and directives are implemented, promoted, and advanced.
7. It is fully recognized that the successful achievement of the Affirmative Action Program and the EEO goals will provide benefits through a fuller utilization and development of previously underutilized human resources.


Glen Salyer, Lee County EEO Officer

3-5-2015
Date


Steve Myers, Lee County Transit Director

3/5/2015
Date

Dissemination

Lee County's EEO Plan is available to employees, applicants, and the general public. LeeTran's EEO Program has established formal processes to ensure that the EEO Program is accessible and publicized through various methods.

Internal

Lee County EEO Officer – The EEO Officer will be the foremost person in promoting and providing information on EEO throughout the County. This person serves as the primary person within Lee County responsible for ensuring adherence to the Lee County EEO Policy. The EEO Officer ensures that the EEO Plan is available online for public viewing and that the policy statement is available in various locations throughout the County for those who may not have access electronically. The Lee County EEO Officer can also determine if additional information on the EEO Policy is necessary and take steps for further dissemination of the plan, policies, and processes throughout Lee County. The Lee County EEO Officer also provides training when requested and ensures annual refresher training is coordinated through the Human Resources Department for all employees as necessary.

Human Resources – As the outreach center for internal employee communications and the agents responsible for posting positions and conducting employee orientation, as well as, overall employee well-being the human resources department is responsible for inclusion of the Lee County EEO Policy in employee communications. The Human Resources department has included the Lee County EEO Policy online both internally and externally. The Lee County EEO Plan is available on the intranet for complete employee access. The LeeTran EEO Program will also be available on the intranet and internet sites of LeeTran and Lee County Human Resources. Also, Human Resources provide training opportunities with regard to diversity training, harassment avoidance training, and maintain employee file documentation of any training attended or complaints received. Human Resources ensure that EEO is covered in the initial employee orientation and that refresher courses are available for staff as necessary. The LeeTran EEO Program will also be available upon request through the office of Human Resources.

Transit Director – The Transit Director has the primary charge for all LeeTran operations being carried out in accordance with the Civil Rights Act of 1964 and all corresponding federal, state, and local circulars, ordinances, laws, regulations, and codes. To guarantee that all employees under his charge are afforded equal employment opportunities, the Transit Director periodically discusses with transit managers and supervisors LeeTran's EEO Program during regularly scheduled management-level staff meetings. Any concerns, complaints, or recommendations regarding EEO are discussed during these meetings. LeeTran has posted the LeeTran EEO Program Policy Statement in the entryway of the administrative facility, near timeclocks, and in employee break-rooms.

Managers and Supervisors – Managers and Supervisors within LeeTran are expected to convey equal employment policies and practices to their staff to guarantee that LeeTran is providing a diverse and equitable work environment. Managers and Supervisors are the next level in the organizational chart working directly with employees to provide a fair and equal opportunity workplace. Supervisors are typically the staff members that will witness any potential EEO concerns and with knowledge of the LeeTran EEO Program can appropriately react to address any potential situation. Managers and

supervisors are also well suited to determine employees that may require additional information or training on EEO and diversity.

Employees – LeeTran employees are responsible for ensuring that they read the LeeTran EEO Program as provided on the intranet or posted in hard copy format along with any bulletins, memoranda, and correspondence provided by human resources, the Lee County and/or LeeTran EEO officer, and other management staff related to EEO. Also, LeeTran employees will receive a copy of the LeeTran EEO Program upon hire with the LeeTran Policies and Procedures Manual. Each employee is required to sign that they have received the LeeTran Policies and Procedures Manual. Employee communication with the general public also can assist in external dissemination of the availability of the LeeTran EEO Program and the importance of equal opportunity employment within the LeeTran workforce.

Additionally, Lee County's Human Resources Department provides a copy of the Equal Employment Opportunity Policy 201 to each county employee. Each County Department is responsible for its implementation and dissemination within its units. Feature articles, follow-up information and update items are included in division newsletters, bulletins and announcements provided electronically or posted. All employees receive updates to the Lee County Policies and Procedures manual, which includes the Equal Employment Opportunity Policy 201, which may be updated as necessary.

The Lee County EEO Officer, in conjunction with Human Resources, establish and conduct regularly scheduled training sessions for department and division directors and all supervisory personnel. These sessions cover the provisions of applicable laws and regulations and the County's process for handling a complaint. During Lee County's Harassment Avoidance Training, which each employee is required to attend, Lee County Policies' 201 (Equal Employment Opportunity), 202 (Harassment Policy), and 214 (Age Discrimination) are provided. Additional steps to assure the dissemination of LeeTran's EEO Program and updates are taken from time to time as deemed necessary.

External

The Lee County EEO Plan and the LeeTran EEO Program in their entirety are public documents that are available to the public in both electronic- and hard-copy format. Upon request and in accordance with the ADA Act of 1990 and the LEP Executive Order, these documents will be made available in alternate formats or languages, as appropriate. The LeeTran EEO Program is provided to public libraries, the Lee County EEO Officer, and the county Human Resources office to allow for public inspection by interested persons upon request.

The LeeTran EEO Program is available online at <http://www.rideleetran.com/EEOPolicy.htm> for review and inspection.

To ensure the general public is aware of and has access to the LeeTran EEO Program, colleges, universities, and organizations specializing in the recruitment of protected groups are provided with this document. LeeTran employment correspondence and all advertisements for personnel shall include the statement "Lee County is an EEO employer" to further inform the public of Lee County's efforts to foster diversity and create equal opportunities for employment.

Designation of Personnel Responsibility

Ultimate responsibility for the achievement of equal employment opportunity in Lee County through this EEO Program and the herein referenced County policies rests with the elected public officials of Lee County. The Board of County Commissioners and LeeTran as a division under its jurisdiction, have the responsibility for the delivery of public services in Lee County and in turn the responsibility to see that these are carried out in an equitable manner. Each public official responsible for LeeTran and LeeTran staff exercise responsibility under this program within the scope of law and utilizing the principals of sound public administration. To further accomplish the goals set forth in the LeeTran EEO Program, an independent officer under the County Manager for the purposes of administering the Lee County EEO Plan and LeeTran EEO Program was established. This Office is located in the Lee County Administration Building, 2115 Second Street, 4th Floor, Fort Myers, Florida, 33901, Telephone: (239)533-2245 Fax: (239)485-2094 and will assist LeeTran in ensuring equal employment opportunities.

The LeeTran EEO Officer is a management-level position, independently reporting to the County Manager, allowing the autonomy and authority necessary to effectively carry out the directives of this Program. Lee County's Equal Employment Officer is responsible for the task identified below along with various other responsibilities to ensure a diverse, fair, and equitable workplace.

- Developing and recommending the EEO policy, Lee County's written EEO activities, and internal and external communications.
- Collecting and analyzing employment data, identifying potentially problematic areas, setting goals and timetables, and developing plans for achieving those goals.
- Designing, implementing, and monitoring internal audits and reporting systems to measure program results and recommending appropriate action.
- Reporting program results to the County Manager.
- Serving as liaison between LeeTran, federal, state, and other municipalities, regulatory agencies, organizations representing protected classes, and other community groups.
- Dissemination of current legal information affecting equal employment opportunity to the responsible party with Lee County.
- Assisting in the recruitment of applicants to ensure adequate representation of all facets of the population and establishing necessary outreach sources for use by hiring officials.
- Processing employment discrimination complaints.

The implementation of LeeTran's EEO Program is also the responsibility of LeeTran's officials, directors, managers, and supervisors. All LeeTran management staff have the accountability of ensuring that this EEO Program is carried out as part of their responsibilities including the actions stated below.

- Assisting in identifying problem areas and establishing goals and objectives.
- Being actively involved in community organizations designed to promote EEO.
- Identifying and removing barriers to the achievement of this program's goals and objectives.
- Holding discussions with other managers, supervisors, and employees to assure agency policies and procedures are being followed.

- Review the qualifications of all employees to assure that all persons and particularly protected groups are given full opportunities for transfers, promotions, training, salary increases, and other forms of compensation.
- Participating in the review and or investigation of complaints alleging discrimination.
- Participating in periodic audits to ensure that each LeeTran unit is in compliance with this program.

Organizational charts for LeeTran have been included in Appendix B of this EEO Program to visually display the structure of the department.

Utilization Analysis

In accordance with federal, state, and local regulations, and the approved LeeTran EEO Program, utilization analyses are completed periodically to identify the makeup of the LeeTran workforce and review impacts of employment practices in achieving diversity. Included in Appendix C of this EEO Program is the most recent Lee County EEO Plan Utilization Report dated May 30, 2014. The utilization report reflects the employment trends of all County departments and is not specific to LeeTran. The utilization report identified six categories where underutilization was found within Lee County, the actions being taken to remedy the underutilization, and the improvements made in achieving a balanced workforce since the 2011 EEO Program Utilization Report also included in Appendix C for reference. The comparison between the 2011 and 2014 utilization reports clearly demonstrates the improvements made countywide in successfully utilizing all available groups within the workforce.

Additionally, this EEO Program reviewed the utilization specifically within LeeTran, to determine representation across the 256 positions budgeted in federal fiscal year 2014 for this County department. The tables below provide an overview of LeeTran's demographics, workforce utilization within the currently filled budgeted LeeTran positions, industry compensation levels by position and years of experience, promotions by age, race, and gender, and disciplinary actions. Supplementary information specific to LeeTran workforce utilization is also included in Appendix C, along with a workforce analysis chart showing the goals to achieve greater levels of diversity over the next four years. For each of the five categories (management, support positions, operators, maintenance, and supervision) in the workforce analysis chart the goals were set not only based upon the currently available minorities and genders in Lee County, but also on the applicants for positions, and potential for position turnover and internal promotions.

Table 1 presents the Lee County population demographics using American Community Survey 2008-2012, 5-Year Estimates. Table 2 presents the racial breakdown of LeeTran employees as of July 2014. A comparison of the data presented in the tables indicates that the racial representation of LeeTran employees is similar to the overall countywide demographics. However, LeeTran employs 18 percent Black or African American persons and the countywide data shows that Black or African Americans comprise only 7.8 percent of the County's overall population.

Table 1: Lee County Demographics, 2012

Demographics	Lee County
Population	624,155
Male	49.1%
Female	50.9%
Persons 20 to 24 Years	5.4%
Persons 25 to 34 Years	10.7%
Persons 35 to 44 Years	11.4%
Persons 45 to 54 Years	13.1%
Persons 55 to 59 Years	6.6%
Persons 60 to 64 Years	7.4%
Persons 65 to 74 Years	13.2%
Persons 75 to 84 Years	7.5%
Persons 85 Years and Over	2.9%
White	70.8%
Hispanic or Latino	18.4%
Black or African American	7.8%
Asian	1.5%
American Indian or Alaska Native	0.2%
Native Hawaiian and Other Pacific Islander	0.0%
Some Other Race	0.2%
Two or More Races	1.1%

ACS, 2008-2012 5-Year Estimates.

Table 2: LeeTran's Existing Employees by Race

Race	Number of Employees	Percent
White	155	61%
Hispanic or Latino	46	18%
Black or African American	45	18%
Asian	4	2%
American Indian or Alaska Native	3	1%
Total	253	100%

Note: Three employees listed were not classified by race.

The data was further reviewed by employee classification to determine if any races are underutilized and underrepresented. Fixed-route and paratransit operator positions are the most diverse with representation beyond the countywide population percentages by race. The operator category also

comprises the greatest number of employees within the agency, which provides more opportunity to diversify the staff in those positions. The accounting, administrative, and advertising specialist positions show good representation of races beyond the countywide averages. Black or African American, Hispanic or Latino, Asian, and American Indian or Alaska Native representation could be improved in the following categories, with those categories being primarily represented by White employees.

- Senior and Management Staff
- Transit Coordinator
- Crew Supervisor
- Fleet Mechanics
- Customer Service

Other categories with good representation of the Hispanic or Latino population include maintenance employees and transit supervisors. These job categories could use improvement in the utilization of Black or African American, Asian, and American Indian or Alaska Native employees.

Gender Representation

Table 3 presents the LeeTran employee breakdown by gender. Approximately, 80 percent of LeeTran's employees are male compared to the countywide demographics showing that males comprise approximately 50 percent of the overall population. Based on this analysis, there is an opportunity for LeeTran to improve in the hiring of female employees.

Table 3: LeeTran's Existing Employees by Gender

Gender	Number of Employees	Percent
Female	52	20%
Male	204	80%
Total	256	100%

The data was further reviewed by employee classification to determine if males and females generally hold certain positions within the transit agency. According to the review, the bus operator positions are represented by approximately 90 percent males on the fixed-route system and 80 percent males on the paratransit system. Compared to the countywide gender distribution with females representing 51 percent of Lee County's population, women are underrepresented among the bus operator category. The account clerk, administrative, advertising specialist, and customer service specialist positions are primarily represented by female employees. The fleet mechanic, maintenance worker, and transit and fleet mechanic supervisor positions are mostly comprised of male employees. The senior level staff and management positions show representation of both male and female employees.

LeeTran Job Applicant Analysis

A review of LeeTran's job applicants from 2011 to 2014 was completed to verify the race and gender of persons applying for jobs within LeeTran for those areas that were identified in the previous analysis as underrepresented. This review helps to determine whether or not LeeTran is receiving job applications from persons identified as underrepresented for certain job titles and assists LeeTran with knowing if strategies should be developed to reach out to certain groups and make them aware of the transit department's job opportunities.

Applicants are not required to indicate their race or gender on the job applications; therefore, some of the job applications did not include this information and for purposes of review are shown as N/A in Table 4. The N/A category could skew the results of the analysis since these individuals will fall into one or more of the race categories. As seen in Table 4, a total of 4,853 persons applied for jobs at LeeTran over the three year period. Of those 4,853 persons, the applicants were 59 percent White, 17 percent Black or African American, 16 percent Hispanic or Latino, 6 percent N/A, and 1 percent for both American Indian or Alaska Native, and Asian or Pacific Islander. The results of the applicant analysis are almost identical to the review of LeeTran's existing employees by race.

Table 4: LeeTran 2011-2014 Job Applicants by Race

Job Title	White	Black or African American	Hispanic or Latino	American Indian or Alaskan Native	Asian or Pacific Islander	N/A
Account Clerk, Senior Temporary/FRS Benefits	63%	7%	15%	0%	0%	15%
Administrative Specialist	79%	8%	9%	0%	0%	4%
Bus Driver	53%	21%	20%	0%	1%	5%
Bus Driver - Paratransit	59%	20%	16%	0%	0%	5%
Bus Driver - Paratransit (Temporary w/FRS)	47%	18%	28%	0%	1%	6%
Bus Driver (Fixed Route - Temporary/FRS)	46%	29%	18%	0%	1%	6%
Bus Driver (Fixed-Route)	55%	20%	20%	1%	0%	4%
Bus Driver (Paratransit Temp/FRS)	50%	25%	18%	0%	0%	7%
Bus Driver (ParaTransit)	53%	19%	21%	1%	0%	7%
Bus Driver (Temporary W/FRS)	54%	20%	17%	0%	1%	8%
Bus Driver Paratransit	43%	27%	22%	1%	1%	6%
Bus Driver- Paratransit (Temporary w/FRS)	55%	20%	18%	2%	2%	4%
Bus Driver Temporary/FRS	37%	34%	18%	3%	1%	7%
Bus Driver Temporary/FRS Benefits	53%	11%	33%	0%	2%	2%

Job Title	White	Black or African American	Hispanic or Latino	American Indian or Alaskan Native	Asian or Pacific Islander	N/A
Coordinator, Transit	60%	22%	14%	0%	0%	4%
Crew Supervisor	73%	4%	18%	0%	0%	4%
Fleet Mechanic	88%	2%	8%	0%	0%	3%
Fleet Mechanic Transit	72%	3%	19%	0%	0%	6%
LeeTran Customer Service Specialist	49%	26%	18%	1%	1%	5%
Maintenance Worker	66%	12%	14%	1%	0%	7%
Maintenance Worker Temporary/FRS	61%	15%	19%	1%	0%	3%
Manager, Transit Maintenance	74%	16%	6%	0%	0%	3%
Office Assistant, Senior	59%	12%	21%	1%	1%	6%
Office Manager	66%	13%	11%	3%	1%	7%
Planner	65%	10%	9%	0%	7%	9%
Principal Planner	70%	11%	4%	1%	4%	9%
Supervisor, Transit	59%	16%	14%	1%	1%	8%
Supply Specialist	71%	11%	13%	0%	1%	4%
Transit Grants Analyst	60%	16%	10%	1%	5%	9%
Transit Planner	67%	12%	10%	0%	2%	10%
Transit Senior Supervisor	65%	18%	18%	0%	0%	0%
Transit Supervisor	68%	22%	5%	0%	3%	3%
Total Applicants	59%	17%	16%	1%	1%	6%

Table 5 presents the 2011 to 2014 job applicants by gender and job title. As shown in the table, males comprised 68 percent of the total job applicants and were the majority of applicants for positions such as bus driver, crew supervisor, fleet mechanic, maintenance worker, and transit maintenance manager. While females comprised the majority of job applicants for positions such as account clerk, administrative specialist, customer service specialist, office assistant, and office manager. The results of the applicant analysis are almost identical to the review of LeeTran's existing employees by gender, with LeeTran's existing workforce consisting of 80 percent male and 20 percent female employees.

Table 5: LeeTran 2011-2014 Job Applicants by Gender

Job Title	Male	Female	N/A	TOTAL
Account Clerk, Senior Temporary/FRS Benefits	26%	70%	4%	27
Administrative Specialist	18%	80%	2%	132
Bus Driver	77%	22%	1%	749
Bus Driver - Paratransit	79%	21%	0%	80

Job Title	Male	Female	N/A	TOTAL
Bus Driver - Paratransit (Temporary w/FRS)	76%	23%	1%	96
Bus Driver (Fixed Route - Temporary/FRS)	85%	15%	0%	72
Bus Driver (Fixed-Route)	77%	21%	2%	138
Bus Driver (Paratransit Temp/FRS)	86%	14%	0%	44
Bus Driver (ParaTransit)	81%	17%	2%	158
Bus Driver (Temporary W/FRS)	78%	19%	3%	284
Bus Driver Paratransit	76%	23%	1%	294
Bus Driver- Paratransit (Temporary w/FRS)	80%	20%	0%	56
Bus Driver Temporary/FRS	67%	32%	1%	137
Bus Driver Temporary/FRS Benefits	75%	24%	2%	55
Coordinator, Transit	59%	38%	3%	73
Crew Supervisor	100%	0%	0%	71
Fleet Mechanic	98%	0%	2%	66
Fleet Mechanic Transit	100%	0%	0%	32
LeeTran Customer Service Specialist	30%	69%	2%	185
Maintenance Worker	94%	5%	1%	155
Maintenance Worker Temporary/FRS	96%	4%	0%	72
Manager, Transit Maintenance	97%	3%	0%	31
Office Assistant, Senior	19%	79%	2%	346
Office Manager	44%	55%	1%	103
Planner	66%	28%	6%	166
Principal Planner	68%	27%	6%	161
Supervisor, Transit	85%	13%	2%	250
Supply Specialist	72%	27%	1%	569
Transit Grants Analyst	50%	46%	4%	129
Transit Planner	75%	20%	6%	51
Transit Senior Supervisor	82%	18%	0%	34
Transit Supervisor	73%	27%	0%	37
Total	68%	30%	2%	4853

Promotional Analysis

Data from 2011 through July 2014 was reviewed to assess the LeeTran employee promotions in an effort to determine any underrepresentation related to promotional opportunities. Tables 6 through 8

present the LeeTran employee promotions by race, gender, and age. As shown, in the tables LeeTran has been diverse in its promotion of employees. Employees of all races have been promoted consistent with the racial distribution of the transit agency's employees. The promotions by race identify that Hispanics, Asians, and American Indian races are promoted at a greater percentage than the percentage of the current LeeTran workforce that they comprise; while, Black and White employees are promoted at a lower percentage than the percentage of workforce that they represent. While 70 percent of the promotions were male employees, the numbers are consistent with having a greater proportion of male employees working at LeeTran. Women at LeeTran are being promoted at a greater level than the percentage of LeeTran workforce that they comprise. The promotions by age show a good distribution across the age groups, with employees between the ages of 45 to 64 receiving 68 percent of the overall promotions for the three years that were reviewed.

Table 6: LeeTran Employee Promotions by Race

Race	Number of Employees	Percent
White	14	56%
Hispanic or Latino	6	24%
Black or African American	2	8%
Asian	2	8%
American Indian or Alaska Native	1	4%
Total	25	100%

Table 7: LeeTran Employee Promotions by Gender

Gender	Number of Employees	Percent
Female	8	32.0%
Male	17	68.0%
Total	25	100%

Table 8: LeeTran Employee Promotions by Age

Age	Number of Employees	Percent
Persons 20 to 24 Years	0	0.0%
Persons 25 to 34 Years	2	8.0%
Persons 35 to 44 Years	5	20.0%
Persons 45 to 54 Years	11	44.0%
Persons 55 to 59 Years	5	20.0%
Persons 60 to 64 Years	1	4.0%
Persons 65 to 74 Years	1	4.0%
Persons 75 to 84 Years	0	0.0%
Total	25	100.0%

Termed Employee Analysis

Table 9 presents the LeeTran termed employees over the past three years with the data displayed by the reason for leaving the agency along with the employees' race. Only 4 percent of LeeTran's termed employees left the agency due to resignation in lieu of termination. While the percentage of Black or African American employees that were discharged is higher than the other categories, there were fewer total termed Black or African American employees when compared to White employees. A total of 105 employees were termed over the three year period.

Table 9: LeeTran Percent of Termed Employees by Reason and Race

Term Category	White	Hispanic	Black	N/A	Total	% White	% Hispanic	% Black	% NA
Resign	38	9	12	1	60	63.3%	15.0%	20.0%	1.7%
Retirement	14	6	5	2	27	51.9%	22.2%	18.5%	7.4%
In Lieu of Term – Resign	4	0	0	0	4	100.0%	0.0%	0.0%	0.0%
Discharged	4	2	5	0	11	36.4%	18.2%	45.5%	0.0%
Assignment Ended	1	0	0	1	2	50.0%	0.0%	0.0%	50.0%
Deceased	1	0	0	0	1	100.0%	0.0%	0.0%	0.0%
Total	62	17	22	4	105	59.0%	16.2%	21.0%	3.8%

The overall percentages of termed employees by race are representative of the transit agency's entire employee demographic.

Compensation Analysis

Table 10 displays the average salary and hourly rate for positions at LeeTran with multiple employees performing the same job. The data presented in Table 10 was compared to industry standard compensation data for Lee County using PayScale.com salary reports. Table 11 displays the industry compensation data for each position based on 1, 10, and 20 years of experience. The average salaries for several of the LeeTran job categories are consistent with the data reported through PayScale.com, with the exception of account clerks, maintenance workers, and customer service specialists that are earning \$17.37, \$12.05, and \$12.62 compared to the first year employee data from PayScale.com at \$13.87, \$13.49, and \$15.07, respectively. While the categories represented by PayScale.com may differ from the actual job description and requirements of the job categories at LeeTran, LeeTran may want to further review the compensation levels of those positions to ensure that employees are earning wages consistent with the industry in Lee County. The industry standard data that was collected is general and did not include detailed data on any specific education or skill-related requirements that may be necessary for obtaining the positions that are reported for those salaries. Lee County periodically conducts a compensation study to review whether salary and benefit levels for their positions keep pace with industry and are equitable among staff.

Table 10: LeeTran Average Salary by Job Category

Job Category	Salary	Hourly Rate
Account Clerk		
Average	\$ 36,135	\$ 17.37
Bus Operators¹		
Average	\$ 30,856	\$ 14.83
Maintenance Workers		
Average	\$ 25,064	\$ 12.05
Transit Supervisor		
Average	\$ 40,930	\$ 19.68
Fleet Mechanic		
Average	\$ 44,021	\$ 21.16
Customer Service Specialist		
Average	\$ 26,258	\$ 12.62

Source: LeeTran

¹Includes both fixed-route and paratransit bus operators.

Table 11: Lee County Median Salary by Job Category Comparison Data

Job Category	Salary	Hourly Rate
Account Clerk		
1 Year	\$ 28,852	\$ 13.87
10 Years	\$ 33,473	\$ 16.09
20 Years	\$ 36,679	\$ 17.63
Bus Operators		
1 Year	\$ 26,352	\$ 12.67
10 Years	\$ 34,654	\$ 16.66
20 Years	\$ 36,913	\$ 17.75
Maintenance Workers		
1 Year	\$ 28,056	\$ 13.49
10 Years	\$ 33,358	\$ 16.04
20 Years	\$ 38,751	\$ 18.63
Transportation Supervisor¹		
1 Year	\$ 47,679	\$ 22.92
10 Years	\$ 54,479	\$ 26.19
20 Years	\$ 59,281	\$ 28.50
Fleet Mechanic		
1 Year	\$ 32,517	\$ 15.63
10 Years	\$ 42,794	\$ 20.57
20 Years	\$ 46,045	\$ 22.14
Customer Service Specialist		
1 Year	\$ 31,344	\$ 15.07
10 Years	\$ 36,909	\$ 17.74
20 Years	\$ 40,543	\$ 19.49

Source: payscale.com

¹Used as a comparison for the LeeTran Transit Supervisor category.

Goals and Timetables

Goals and timetables are set to correct underutilization of specific affected classes of persons identified in the utilization analysis. While the analysis concluded that females are underrepresented among the bus operator and technical positions and senior level, management, transit coordinator, customer service, and fleet mechanic positions could be further diversified, the analysis of applicants also concluded that the demographic makeup of those positions is consistent with the persons applying for positions at LeeTran. Specific goals and timetables have been established to assist with recruiting efforts to encourage a larger and more diversified pool of applicants. The goals should be attainable and reasonable to allow accomplishment through a good faith effort to make the overall affirmative action program work. Table 12 presents the goals to be attained over the three year planning period for this EEO Program.

Table 12: EEO Goals and Timetables

Goal	Timeframe for Completion	Accomplished
Coordinate with Florida Gulf Coast University (FGCU), technical schools, colleges, and universities to distribute information on LeeTran's services and career opportunities to increase the pool of potential applicants.	Short-term (12 Months)	<input type="checkbox"/>
Utilize our Parks and Recreation and Library departments, with numerous locations throughout Lee County (the Relevant Labor Market), to provide information about employment opportunities and equal access to this information.	Short-term (12 Months)	<input type="checkbox"/>
Provide job opportunity information to local women's groups for dissemination to its members.	Short-term (12 Months)	<input type="checkbox"/>
Continue to attend job fairs and other events at the Hispanic Chamber of Commerce, as available and within budget.	Short-term (12 Months)	<input type="checkbox"/>
Attend job fairs and events of the Lee County NAACP, as available and within budget.	Short-term (12 Months)	<input type="checkbox"/>
Provide employment opportunity information, including current vacancy listings as well as a listing of the various job classifications available within the County, to local minority groups, including the Hispanic Chamber of Commerce and the Lee County NAACP.	Short-term (12 Months)	<input type="checkbox"/>
Update the County's employment application to contain a notice that the County is an Equal Opportunity Employer (EOE).	Intermediate (24 Months)	<input type="checkbox"/>
Make available and encourage opportunities for female employees with an interest in technical positions.	Long-term (36 Months) – Due to low turnover in technical positions achieving this goal may take longer.	<input type="checkbox"/>
Coordinate with FGCU and technical schools when FTA has grant programs for training in transit to increase the LeeTran applicant pool.	Long-term (36 Months)	<input type="checkbox"/>
Increase overall representation of female bus operators as positions are available and qualified applications are received (see Appendix C LeeTran Workforce Utilization Chart 1).	Long-term (36 Months)	<input type="checkbox"/>
Increase overall representation of Hispanic or Latino, Black or African American, Asian, and American Indian or Alaska Native in customer service, management, and fleet mechanic positions or a proportionate rate of population-available positions ratio, as positions are available and qualified applications are received (see Appendix C LeeTran Workforce Utilization Chart 1).	Long-term (36 Months)	<input type="checkbox"/>

Assessment of Employment Practices to Identify Causes of Underutilization

A review of the Lee County Equal Opportunity data and the Lee County Policies and Procedures Manual did not identify any existing policies that operate as employment barriers and unjustifiably contribute to underutilization. Tables 6 through 8 present the utilization analysis of employee promotions by race, gender, and age with no findings of problem areas. Table 9 presents termed employees by race and reason with no findings of problem areas. In addition, verbal and written discipline levels for employees were also reviewed. Lee County's Corrective Action/Disciplinary Procedure Number 601, identifies the processes to be taken at various discipline levels to assist in transparency in the steps to be taken and achieve fair and equitable application. Policy Number 601 is available to all employees so that management and staff are aware of the disciplinary processes and can make certain they are followed. LeeTran's Policies and Procedures Manual also identifies specific to LeeTran operations disciplinary actions and is provided to all LeeTran employees.

Vacant positions are filled by posting the vacancy on the Lee County recruitment webpage. LeeTran may also complete additional advertising for professional positions by posting on transit specific websites and/or magazines. Mechanical positions have also been posted at local vocational schools, as appropriate. If there is an insufficient number of applicants for a vacancy posted on the County's webpage, Lee County will look at other options to increase the quality and diversity of the applicant pool.

LeeTran's benefits package is determined by Lee County. Lee County's website contains a document called "Smart Benefits" that includes benefit information. Employee premiums are also found on this website. Cost of living and merit increases are reviewed annually by the Board of County Commissions.

LeeTran has a full-time trainer on staff to conduct any type of employee training. New hires receive training, bus drivers attend annual retraining, and all staff have received drug and alcohol, distracted driving, and customer service training. In addition, Lee County also conducts training in-house using classroom and webinar techniques to provide its employees with additional training opportunities, which employees can sign up for using WebConnect.

All employee reclassifications are reviewed and approved by Lee County Human Resources through the Position Analysis Questionnaire Process. Any employee promoted or hired for a LeeTran position that is not due to reclassification will apply and interview for the open position. It is Lee County's policy that no employment decisions are based on protected class status. LeeTran's employment practice is to hire the most qualified applicant for the position. LeeTran also has an Employee Policies and Procedures Manual to further identify how employees should perform.

Affirmative Action to Remedy Problem Areas

Lee County has adopted as part of its Administrative Code an Affirmative Action Policy. The County has also established an Affirmative Action Committee comprised of Lee County staff, the Board of County Commissioners and appointing authorities, to oversee the development and implementation of

affirmative action practices. The committee functions to direct the development and implementation of Affirmative Action. This committee can also make recommendations for policy and/or procedural changes to assist in remedying any problem areas. The specific actions to be taken with regard to Equal Employment Opportunity are outlined in AC 6-1. Affirmative Action activities to remedy problem areas include, but are not limited to the summarized list below.

- Affirmative recruitment through various sources and formats.
- Review of job descriptions for positions with underutilization to determine if modification could encourage more diverse applicants and ensure they comply with Federal Executive Agency Guidelines.
- Evaluation of interviewing and selection processes for areas with underutilization to determine if any activities may directly or indirectly contribute to underrepresentation.
- Provide additional prospects for training, referral, and job growth that will contribute to promotional opportunities for protected groups.
- Thoroughly investigating complaints and concerns regarding employment discrimination to correct any actions, if they exists that is counterproductive in achieving equal employment opportunities.

Monitoring and Reporting System

In an effort to ensure a diverse and equally representative workforce, LeeTran monitors employee interactions through several means. Appendix D provides a listing of the LeeTran EEO complaints received and their status and Appendix E displays the current workforce in order of lowest to highest paid position with race and gender also shown.

An important part of any successful EEO program is the establishment of an effective and implementable internal monitoring and reporting process. This process is established to provide the basis for determining if the EEO Program is accomplishing equity in employment. To monitor the LeeTran EEO Program and guarantee accurate reporting the following steps will be taken:

1. LeeTran shall document the sources utilized for advertising job openings and include sources that are specific to protected groups. The LeeTran EEO Officer shall review these sources annually to determine if the level of advertising for open positions is being completed to promote applicants in areas where there is underutilization. In support of advertising LeeTran vacant positions, Lee County's process is to advertise positions through governmentjobs.com. Lee County will also send information regarding job classifications and instructions for accessing current position listings on governmentjobs.com to the Hispanic Chamber of Commerce, the NAACP, and local colleges.
2. The minority/gender identities of applicants and new hires shall be reviewed periodically to assure that sufficient numbers are applying for jobs and to assure that the selection process is not adversely impacting the County's ability to meets its EEO program goals.
3. All employees engaged in rendering hiring and promotion decision shall be trained to assure nondiscrimination in decision-making. The hiring and promotion results shall be reviewed

periodically to ensure that nondiscrimination is a fact. Annually those in hiring- and termination-level positions shall confirm their knowledge of EEO Program goals through participation in a training class and/or an electronic- or hard-copy signature acknowledging their understanding.

4. Information collected for EEO purposes only, regarding applicants who have protected group membership, shall be maintained in a file separate from applications.
5. The LeeTran EEO Officer will coordinate with the LeeTran Director and the Lee County Human Resources Office to review underutilization and promote the EEO Program with hiring managers and externally in an effort to increase the applicant pool and thereby achieve improved representation.
6. Promotional opportunities, where a concern of unequal consideration or opportunity arises, shall be reviewed by the Office of Human Resources to assure that qualified applying individuals are given equal consideration and opportunities for upgrades, promotions, and transfers.
7. Where additional training and experience would be helpful for advancement, LeeTran and Human Resources will coordinate appropriate options to counsel and assist employees.
8. It is necessary for good working relationships to exist between the County and the community to inform the protected groups of the employment opportunities.
9. The appraisal of equal employment opportunity efforts and results, along with other important criteria, will be factored into the employee's job performance results and satisfactory outcomes.
10. Exit interviews shall be requested and conducted when employment ends for any reason. Any comments regarding EEO will be documented and provided to the Lee County EEO Officer and as related specifically to LeeTran, provided to the Transit Director while maintaining any necessary employee confidentiality guidelines.

Reporting will be maintained to allow for review of LeeTran EEO Program's performance throughout the year to determine where, if any, corrective actions may be needed. In order for LeeTran to assess its objective of achieving, within a reasonable period of time, an employment profile with respect to protected groups in each job category, a systematic approach must be taken to monitor the results of the EEO Program. The internal reporting completed by the Lee County EEO Officer in coordination with Human Resources and/or personnel designated by the LeeTran Director shall be completed annually and will include tracking of the following information related to protected classes:

- Permanent full-time employees
- Permanent part-time employees
- Permanent full-time employees grouped by occupational category and salary level
- New hires
- Promotions
- Training opportunities and training completed.
- Disciplinary actions
- Annual evaluations
- Any management level employee not accomplishing the EEO goals as identified through review of their performance
- Any EEO complaints received whether or not they are substantiated.

It shall be the objective of LeeTran to resolve issues of discrimination, disparate treatment, and/or harassment in an informal manner by involving the immediate supervisor and/or the Lee County EEO Officer, as deemed appropriate. The Lee County EEO Officer is responsible for mediating complaints of discrimination at the early stages by counseling employees in matters of discrimination in employment, disparate treatment, adverse impact, sexual harassment, etc., and by advising or assisting management in the complaint resolution process before a formal grievance is filed by an employee. Formal complaint procedures have been established and are communicated so that any employee may elevate a complaint for review if they believe the informal process is not successfully addressing their discrimination, disparate impact, or harassment concerns. The Complaint Resolution Procedure outlined in Table 13 may also be utilized to resolve complaints. However, employees are informed that nothing in LeeTran's EEO Program, informal, or formal processes prevents an employee from initiating a discrimination complaint, at any time, with any civil rights agency, nor are time limits for such agencies waived by any of the County's procedures or EEO Policies.

Table 13: Complaint Resolution Procedure

Responsibility	Step	Action
Complainant	1	Reports complaint of alleged unlawful discriminatory act, disparate treatment or harassment.
Lee County EEO Officer	2	Review complaint and determine if additional action is required.
Lee County EEO Officer	3	Consult County attorney for review of complaint and determination of whether EEO Officer's decision on next steps are appropriate.
Lee County EEO Officer	4	If determined that additional action is warranted, conduct investigation and consult with any impacted or participatory party to resolve complaint, documenting all steps taken.
Lee County EEO Officer	5	Provide human resources with recommendations for review.
Human Resources	6	Review EEO Officer's recommendation and take next steps, as appropriate and consistent with Lee County EEO, Harassment, Age, and Disciplinary policies.

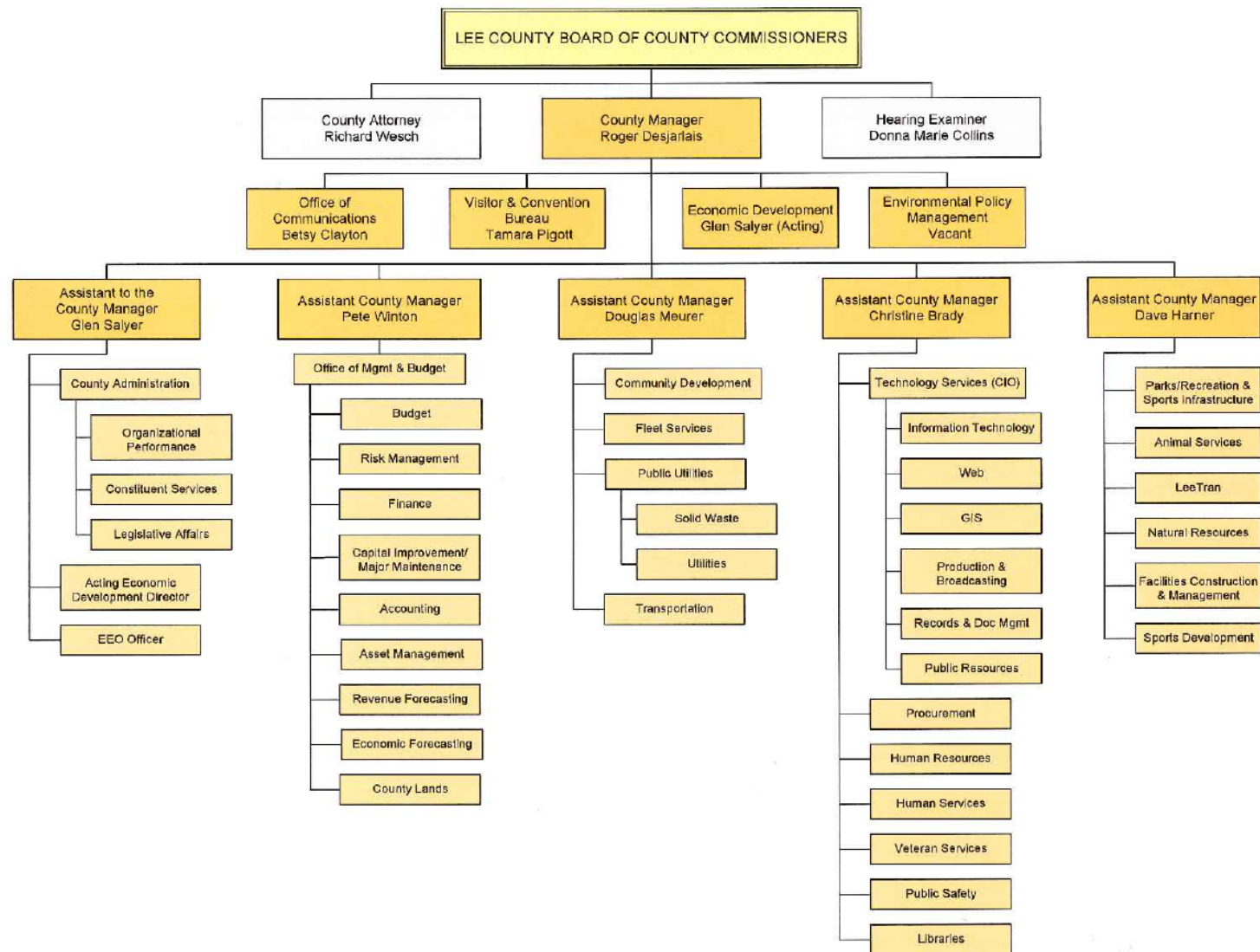
Complaints are handled on a case-by-case basis and variations in complexity will impact the time it takes to complete an investigation and recommend a course of action. The reporting system will provide documentation to support actions that affect applicants or employees from protected groups. Management will be informed of program effectiveness.

Appendix A – Administrative Code 6-1 Personnel Policy and Procedures Manual

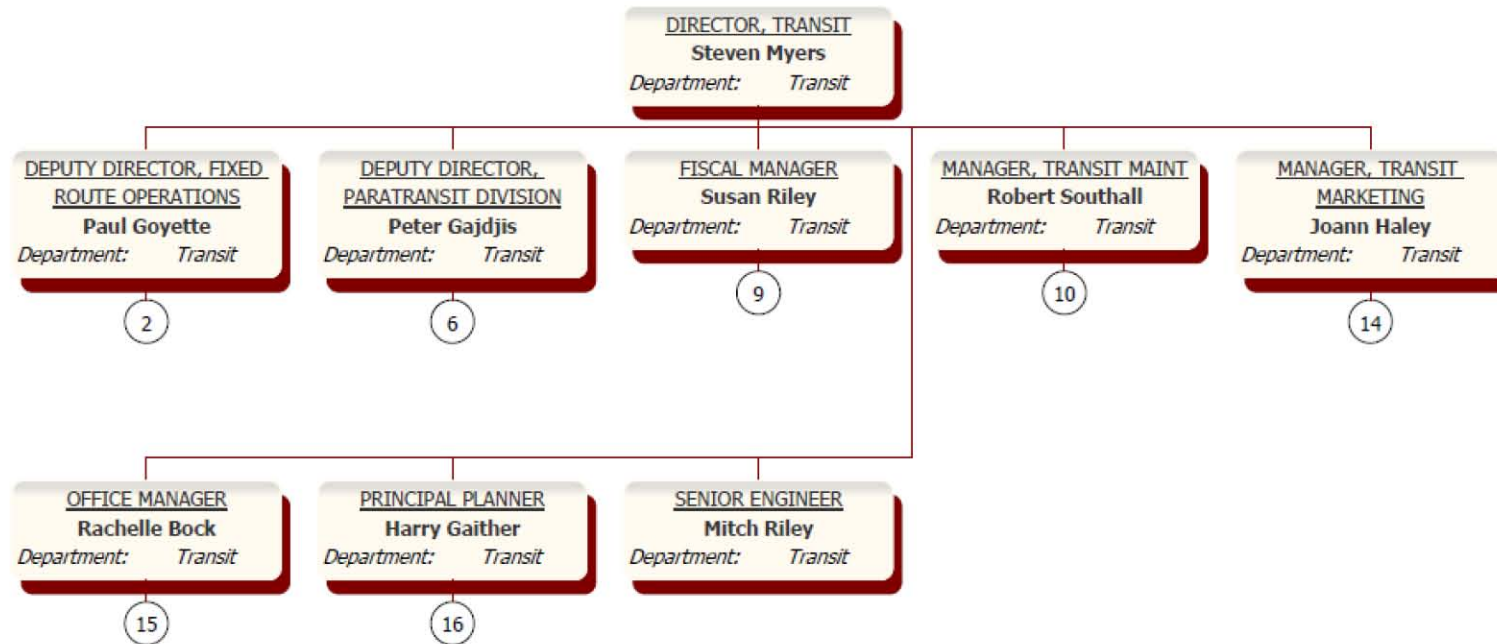
ADMINISTRATIVE CODE BOARD OF COUNTY COMMISSIONERS	
CATEGORY: Human Resources/Employees	CODE NUMBER: AC-6-1
TITLE: Personnel Policies and Procedures Manual (Appendix "A")	ADOPTED: 8/3/88
	AMENDED: 10/17/90; 07/24/91; 05/11/94; 07/05/95; 09/23/97; 06/30/98; 04/06/99; 05/18/99; 06/06/00; 06/27/00; 12/12/00; 12/19/00; 05/08/01; 07/24/01; 2/12/02; 06/04/02; 07/09/02; 10/01/02; 10/08/02; 08/12/03; 8/10/04; 03/01/05; 05/23/06; 05/22/07; 03/11/08; 06/02/09; 06/30/09; 11/09/10; 12/14/10; 5/15/12; <u>7/30/13</u>
	ORIGINATING DEPARTMENT: Human Resources
<p><u>PURPOSE/SCOPE:</u></p> <p>This manual contains and describes all existing personnel policies, and was developed as a perpetual guideline for consistent interpretation of personnel policies.</p> <p>This manual is part of this Administrative Code and is under separate cover as Appendix "A", Personnel Policies and Procedures Manual.</p> <p><u>POLICY/PROCEDURE:</u></p> <p>The full Lee County Personnel Policies and Procedures associated with this Administrative Code can be found online at http://www.leegov.com/gov/BoardofCountyCommissioners/Administrative%20Codes/AC-6-1.pdf.</p>	

Appendix B - LeeTran Organizational Charts

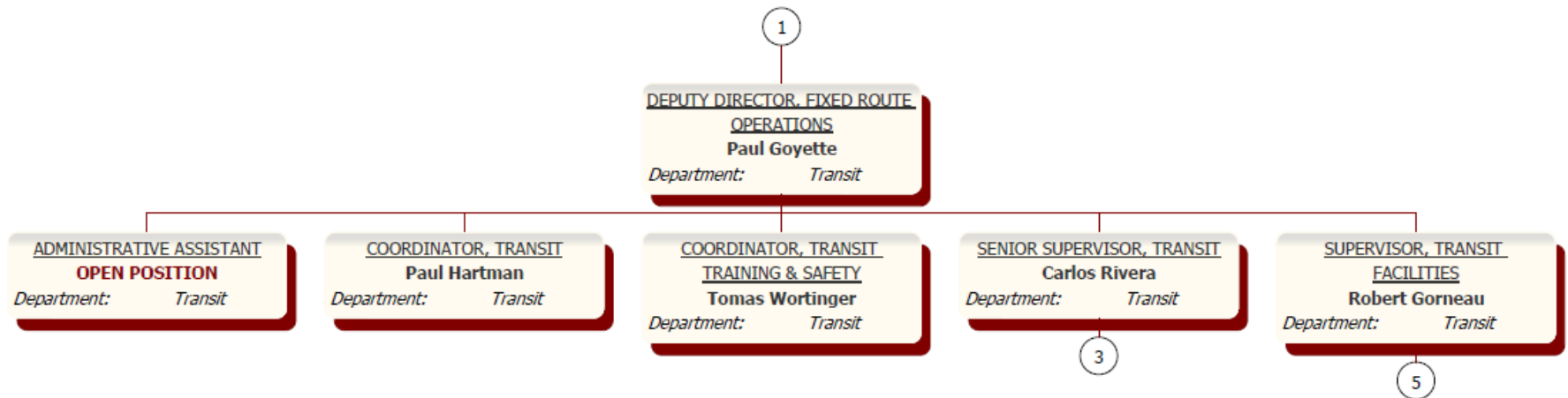
2014 Lee County Management Structure Organizational Chart



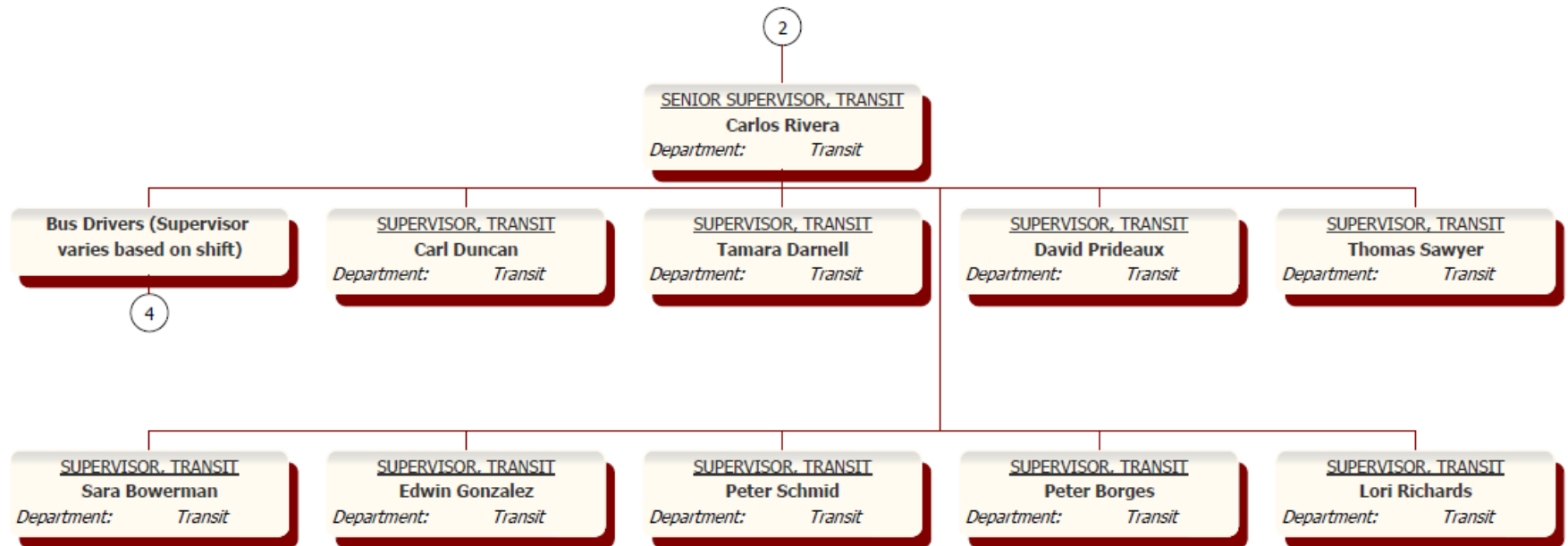
Transit as of August 2014



Transit as of August 2014



Transit as of August 2014



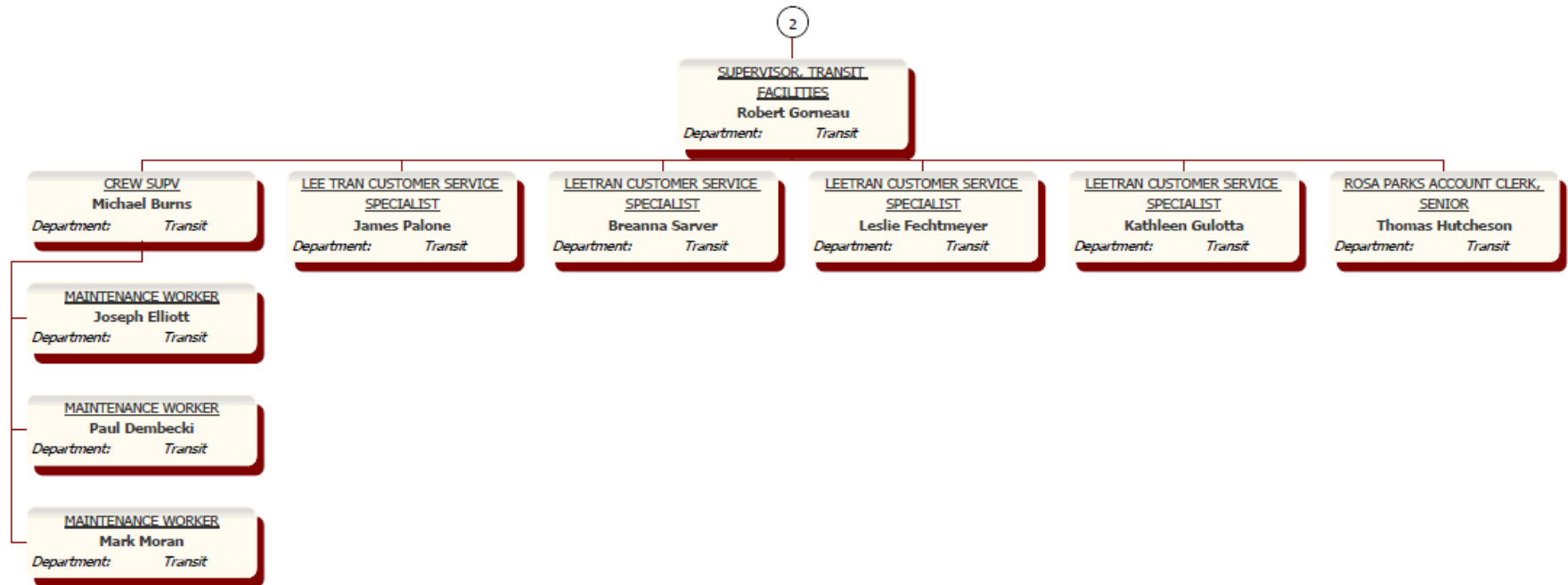
Transit as of August 2014



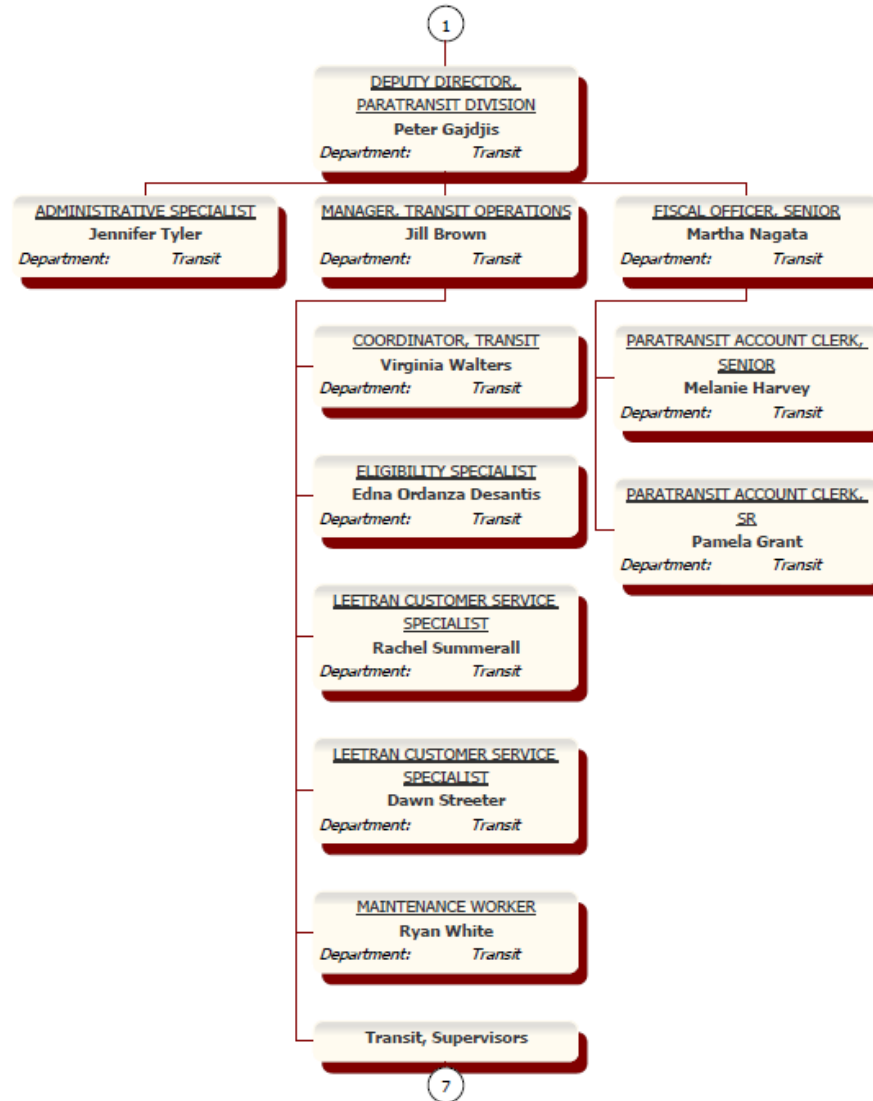
<u>BUS DRIVER</u> Barbara Beck Department: Transit	<u>BUS DRIVER</u> Frank Leon Department: Transit	<u>BUS DRIVER</u> Charles Young Department: Transit	<u>BUS DRIVER</u> Joseph Richard Department: Transit	<u>BUS DRIVER</u> Steven Thomas Department: Transit
<u>BUS DRIVER</u> Carlos Afanador Department: Transit	<u>BUS DRIVER</u> Charles Negron Jr Department: Transit	<u>BUS DRIVER</u> Anthony Griffin Department: Transit	<u>BUS DRIVER</u> OPEN POSITION Department: Transit	<u>BUS DRIVER</u> Roosevelt Preston Department: Transit
<u>BUS DRIVER</u> Benedito Pedroso Department: Transit	<u>BUS DRIVER</u> Mark McKinnon Department: Transit	<u>BUS DRIVER</u> Ralph Black Department: Transit	<u>BUS DRIVER</u> Patricia Rice Department: Transit	<u>BUS DRIVER</u> Pedro Luna Department: Transit
<u>BUS DRIVER</u> OPEN POSITION Department: Transit	<u>BUS DRIVER</u> Julio Santin Department: Transit	<u>BUS DRIVER</u> Fred DeNoon Department: Transit	<u>BUS DRIVER</u> Sean Comerford Department: Transit	<u>BUS DRIVER</u> Gloria Hayes Department: Transit
<u>BUS DRIVER</u> Lillie Boston Department: Transit	<u>BUS DRIVER</u> Thomas Kanell Department: Transit	<u>BUS DRIVER</u> Robert Barksdale Department: Transit	<u>BUS DRIVER</u> Martti Wright Department: Transit	<u>BUS DRIVER</u> Robert Smith Department: Transit
<u>BUS DRIVER</u> Joseph McCabe Department: Transit	<u>BUS DRIVER</u> Micheline Daleo Department: Transit	<u>BUS DRIVER</u> Michael Scanlon Department: Transit	<u>BUS DRIVER</u> Cheryl Stanbro Department: Transit	<u>BUS DRIVER</u> Wayne Phang Lyn Department: Transit
<u>BUS DRIVER</u> Samuel Volpone Department: Transit	<u>BUS DRIVER</u> Joe Alvarado Department: Transit	<u>BUS DRIVER</u> Joseph Vixama Department: Transit	<u>BUS DRIVER</u> Jeffrey Trotter Department: Transit	<u>BUS DRIVER</u> Cheryl Canter Department: Transit
<u>BUS DRIVER</u> John Margiotta Department: Transit	<u>BUS DRIVER</u> Donald Jacobs Department: Transit	<u>BUS DRIVER</u> OPEN POSITION Department: Transit	<u>BUS DRIVER</u> William Birago Department: Transit	<u>BUS DRIVER</u> David Gehring Jr Department: Transit
<u>BUS DRIVER</u> Escolastico Colon Jr Department: Transit	<u>BUS DRIVER</u> Jean Jacques Hector Department: Transit	<u>BUS DRIVER</u> Rassaan Draine Department: Transit	<u>BUS DRIVER</u> Ferdinand Landin Department: Transit	<u>BUS DRIVER</u> William Wotring Department: Transit
<u>BUS DRIVER</u> Timothy McKnight Department: Transit	<u>BUS DRIVER</u> Ricardo Sanchez Department: Transit	<u>BUS DRIVER</u> Aniello Murano Department: Transit	<u>BUS DRIVER</u> Thomas Keller Department: Transit	<u>BUS DRIVER</u> Jodi Leger Department: Transit

<u>BUS DRIVER</u> MaryBeth Beal Department: Transit	<u>BUS DRIVER</u> Steven Manhertz Department: Transit	<u>BUS DRIVER</u> Benjamin Wilson Jr Department: Transit	<u>BUS DRIVER</u> OPEN POSITION Department: Transit	<u>BUS DRIVER</u> Robert Blinkhorn Department: Transit
<u>BUS DRIVER</u> Dolores Addeo Department: Transit	<u>BUS DRIVER</u> Daniel Menchini Department: Transit	<u>BUS DRIVER</u> Maria Acevedo Department: Transit	<u>BUS DRIVER</u> James Wright Department: Transit	<u>BUS DRIVER</u> Richard Conrad Jr Department: Transit
<u>BUS DRIVER</u> Ira Dale Department: Transit	<u>BUS DRIVER</u> Carlos Padron Department: Transit	<u>BUS DRIVER</u> Roger Riche Department: Transit	<u>BUS DRIVER</u> Robert Barner Department: Transit	<u>BUS DRIVER</u> Yuri Perez Alvarez Department: Transit
<u>BUS DRIVER</u> Daniel Bockert Department: Transit	<u>BUS DRIVER</u> Frazier Pope Jr Department: Transit	<u>BUS DRIVER</u> Denham Graham Department: Transit	<u>BUS DRIVER</u> David Sapata Department: Transit	<u>BUS DRIVER</u> OPEN POSITION Department: Transit
<u>BUS DRIVER</u> George Brennan Department: Transit	<u>BUS DRIVER</u> OPEN POSITION Department: Transit	<u>BUS DRIVER</u> Rafael Castellanos Department: Transit	<u>BUS DRIVER</u> Charles Saunders Department: Transit	<u>BUS DRIVER</u> Danny Lockard Department: Transit
<u>BUS DRIVER</u> John Braband Jr Department: Transit	<u>BUS DRIVER</u> Gerald Gagne Department: Transit	<u>BUS DRIVER</u> Everlinda Toledo Department: Transit	<u>BUS DRIVER</u> OPEN POSITION Department: Transit	<u>BUS DRIVER</u> Treava Poole Department: Transit
<u>BUS DRIVER</u> Alex Fuster Department: Transit	<u>BUS DRIVER</u> Milford Neal Department: Transit			

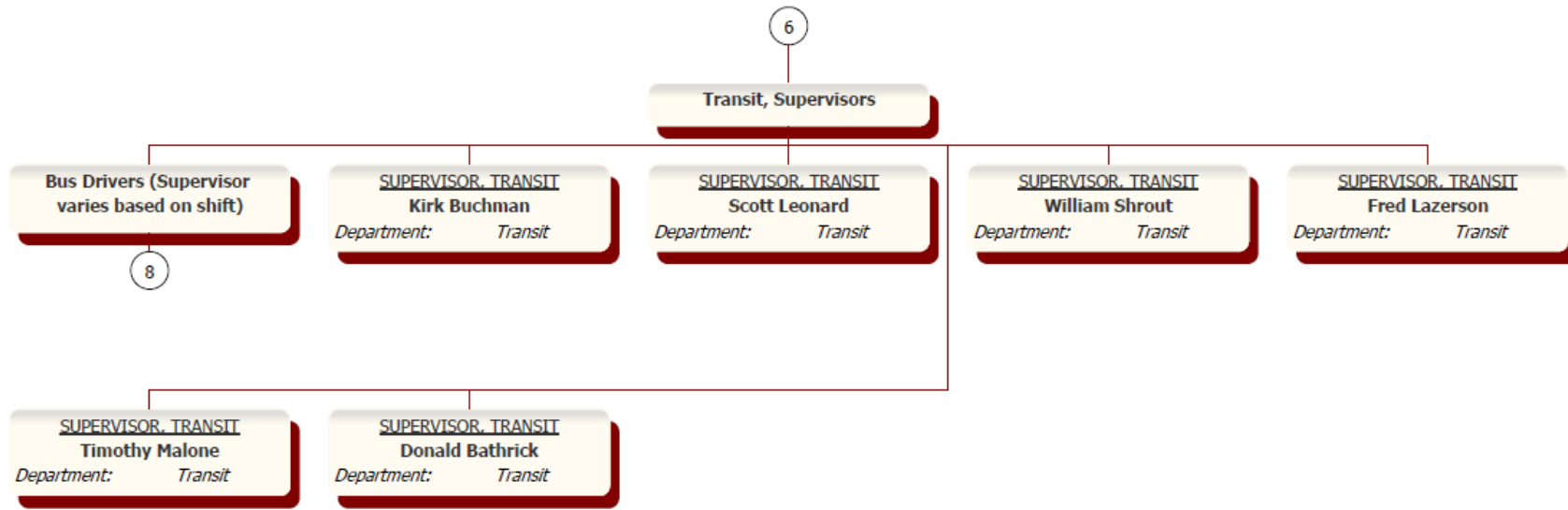
Transit as of August 2014



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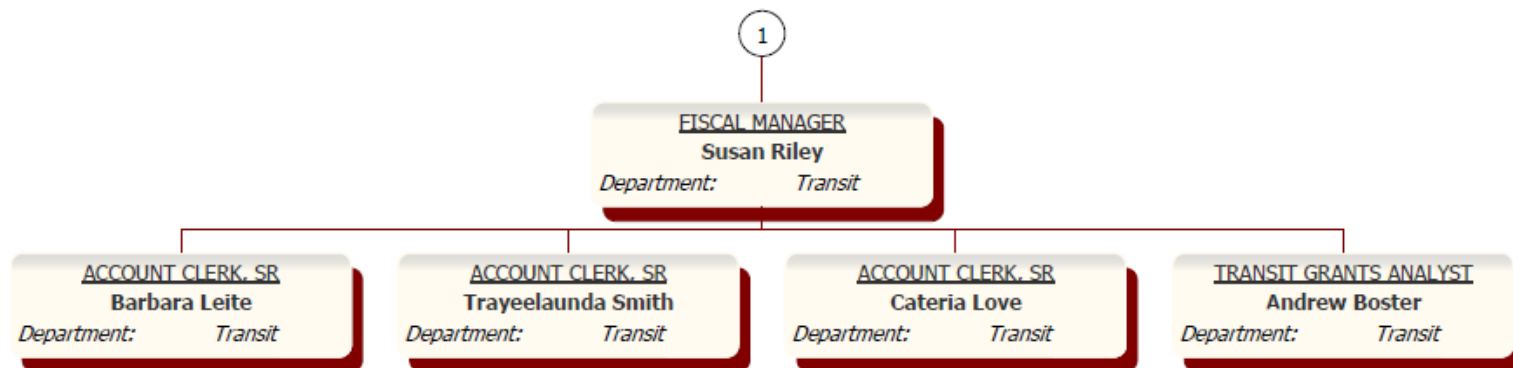
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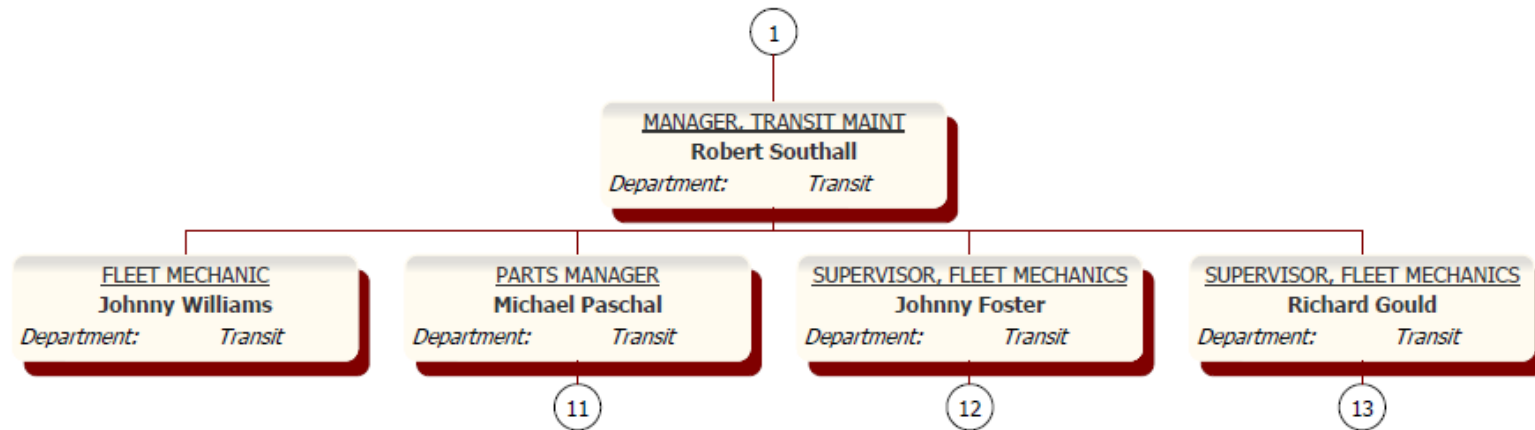
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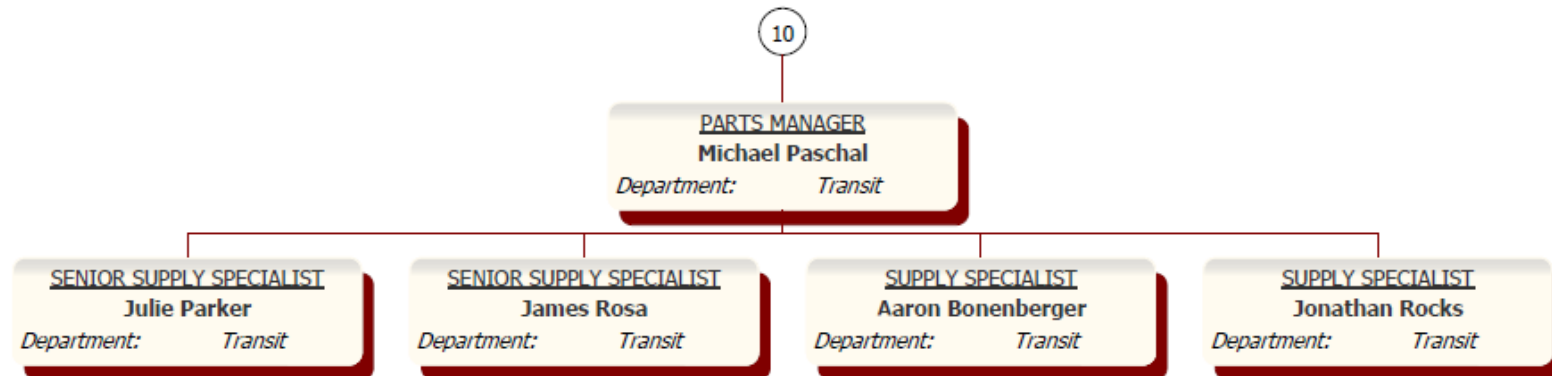
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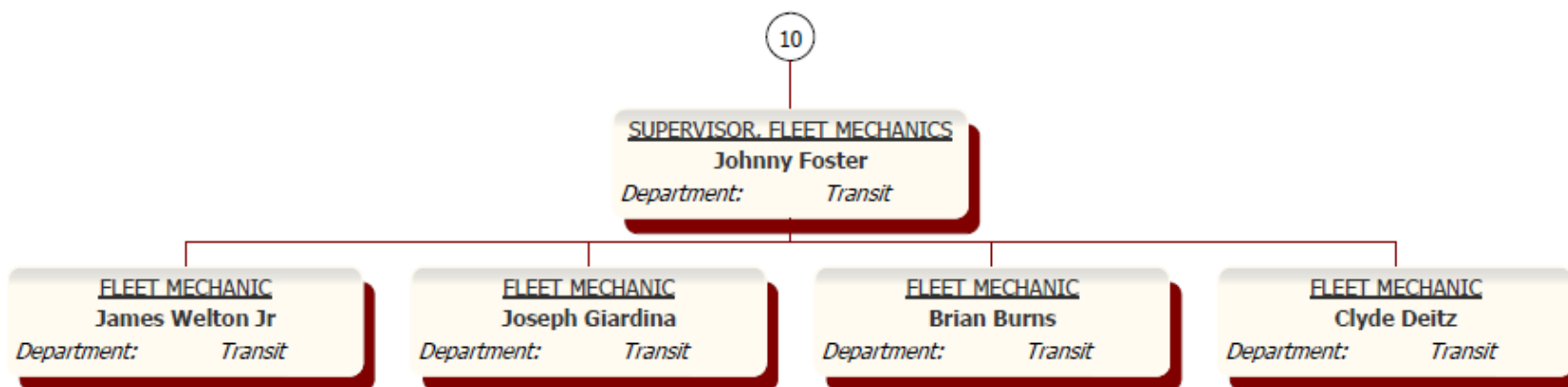
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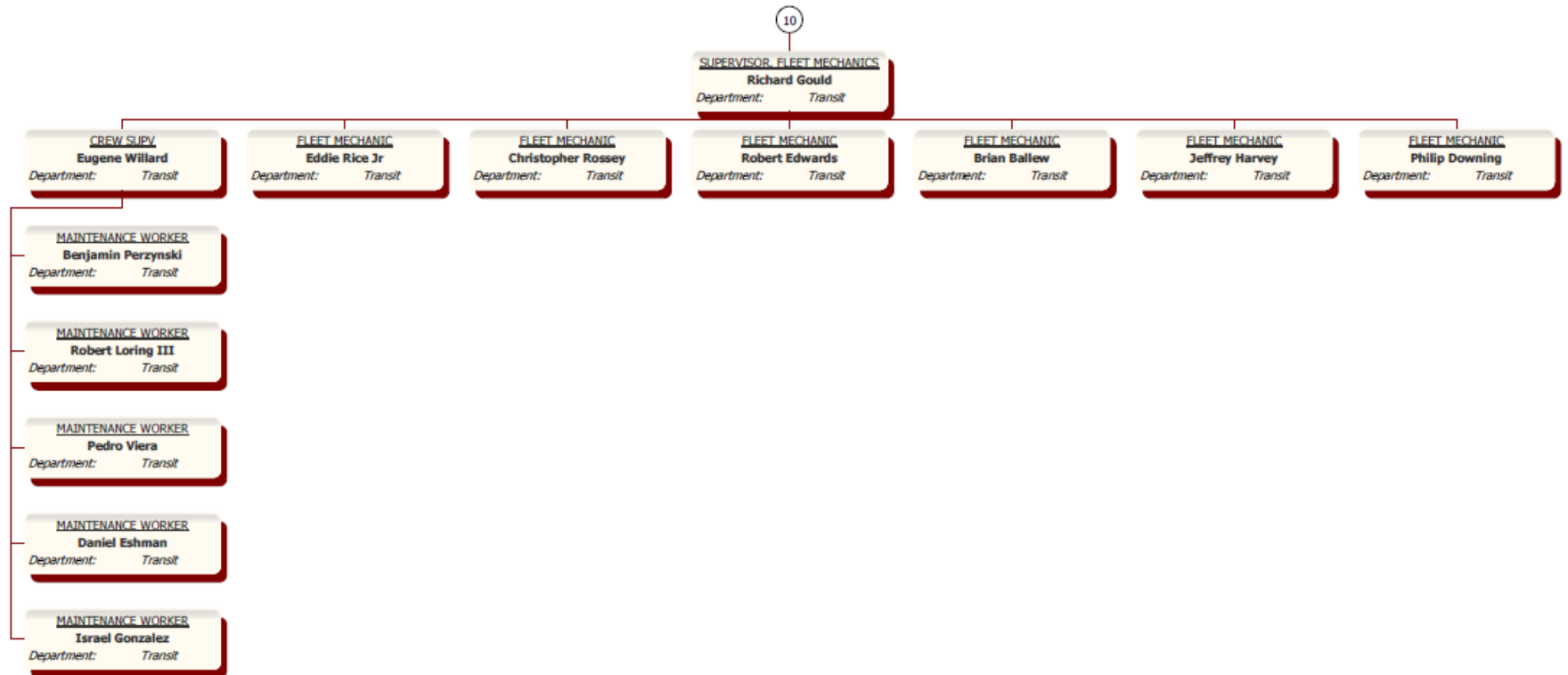
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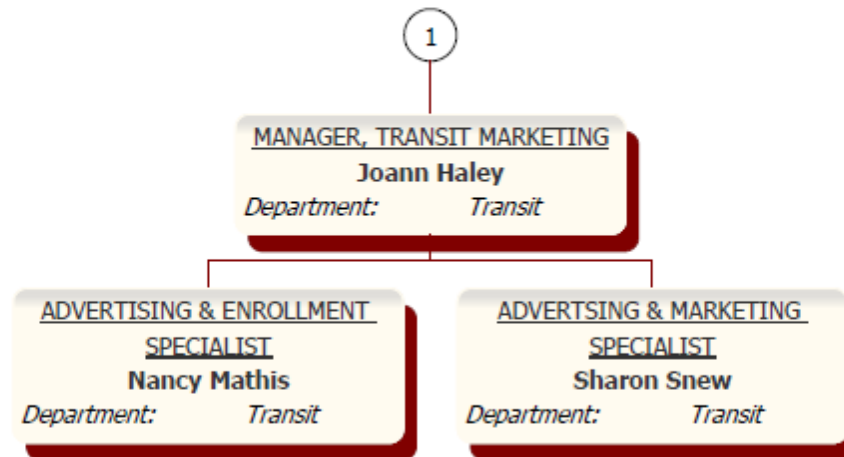
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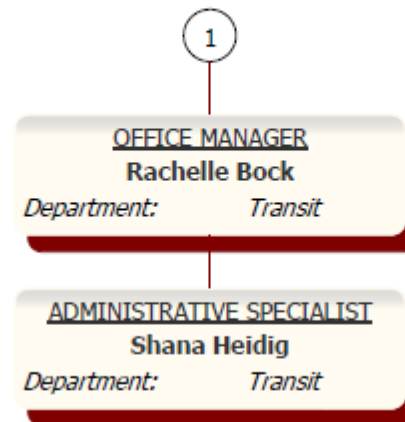
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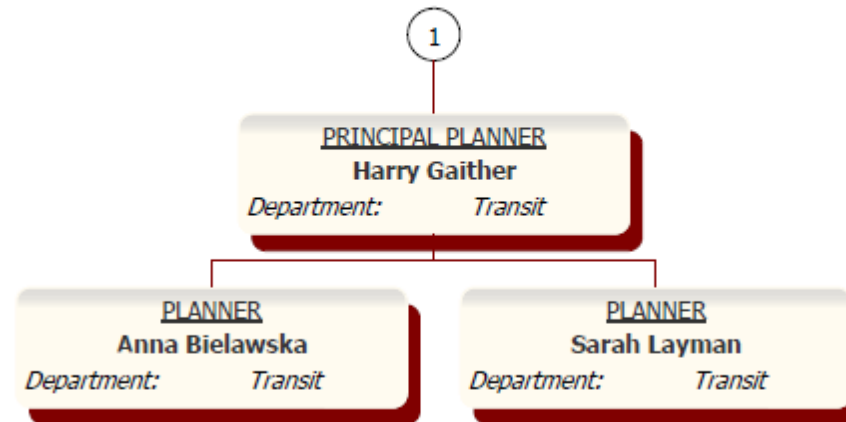
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Appendix C – Countywide and LeeTran Specific EEOP Utilization Reports

EEOP Utilization Report



Wed Jun 04 14:29:02 EDT 2014

Step 1: Introductory Information

Grant Title:	Lee County Triage Center Low Demand Shelter	Grant Number:	2014-JAGC-LEE-4-E5-211
Grantee Name:	Lee County Board of County Commissioners	Award Amount:	\$52,899.00
Grantee Type:	Local Government Agency		
Address:	2115 Second St. Ft. Myers, Florida 33901		
Contact Person:	Ann Arnall, Director Human Services	Telephone #:	239-533-7920
Contact Address:	2440 Thompson St. Ft. Myers, Florida 33901		
State Granting Agency:	Florida Department of Law Enforcement	Grant Number:	2014-JAGC-LEE-4-E5-211
Contact Name:	Annamarie Whatley		
Contact Address:	PO Box 1489 Tallahassee, Florida 32302-1489		
Telephone #:	850-617-1250		

Grant Title:	Pharmaceuticcal Investigations Law Enforcement Strategy	Grant Number:	2014-JAGC-LEE-2-E5-054
Grantee Name:	Lee County Board of County Commissioners	Award Amount:	\$67,475.00
Grantee Type:	Local Government Agency		
Address:	2115 Second St. Ft. Myers, Florida 33901		
Contact Person:	Richard Snyder	Telephone #:	239-258-3811
Contact Address:	14750 Six Mile Cypress Pkwy. Ft. Myers, Florida 33912		
State Granting Agency:	Florida Department of Law Enforcement	Grant Number:	2014-JAGC-LEE-2-E5-054
Contact Name:	Annamarie Whatley		
Contact Address:	PO Box 1489 Tallahassee, Florida 32302		

USDOJ, Office of Justice Programs, EEOP Utilization Report page 2 of 10

Telephone #: 850-617-1250

Grant Title: Court Security Video Surveillance Upgrade Project **Grant Number:** 2014-JAGC-LEE-5-E5-023

Grantee Name: Lee County Board of Commissioners **Award Amount:** \$7,172.00

Grantee Type: Local Government Agency

Address: 2115 Second St.
Ft. Myers, Florida
33901

Contact Person: Dave Toumey **Telephone #:** 239-533-2879

Contact Address: Lee County Justice Complex, 2000 Main St.
Ft. Myers, Florida
33901

State Granting Agency: Florida Department of Law Enforcement **Grant Number:** 2014-JAGC-LEE-5-E5-023

Contact Name: Annamarie Whatley

Contact Address: PO Box 1489
Tallahassee, Florida
32302

Telephone #: 850-617-1250

Grant Title: Purchase of Bomb Mitigation Ring **Grant Number:** 2014-JAGC-LEE-6-E5-217

Grantee Name: Lee County Board of County Commissioners **Award Amount:** \$7,700.00

Grantee Type: Local Government Agency

Address: 2015 Second St.
Ft. Myers, Florida
33901

Contact Person: Jack Cavanaugh **Telephone #:** 239-590-4770

Contact Address: 11000 Terminal Access Rd., Suite 8671
Ft. Myers, Florida
33913

State Granting Agency: Florida Department of Law Enforcement **Grant Number:** 2014-JAGC-LEE-6-E5-217

Contact Name: Annamarie Whatley

Contact Address: PO Box 1489
Tallahassee, Florida
32302

Telephone #: 850-617-1250

Policy Statement:

It is the policy of Lee County BoCC to provide equal opportunity in employment to all employees and applicants for employment. No person is to be discriminated against in any and all terms, conditions and privileges of employment as defined by local, state and federal laws, rules or regulations based on race, sex, religious belief, color, national origin, ancestry, disability, age or any other category of protected persons.

Step 4b: Narrative Underutilization Analysis

Lee County's Human Resources Department, in consultation with County Administration and the County Attorney's Office, reviewed the Utilization Analysis and noted the following:

- 1) White Females were underutilized in the following categories: Officials/Administrators (-17%); Technicians (-13%); Skilled Craft (-2%); Service/Maintenance (-16%).
- 2) White Males were underutilized in the following category: Administrative Support (-17%)
- 3) Hispanic Males were underutilized in the following categories: Officials/Administrators (-6%); and Skilled Craft (-16%).
- 4) Hispanic Females were underutilized in the following categories: Technicians (-4%); and Service/Maintenance (-8%).
- 5) Black Females were underutilized in the following categories: Technicians (-8%); and Service/Maintenance (-3%).
- 6) Asian Females were underutilized in the following category: Technicians (-2%). Given the relatively small number of actual employees in this job category within the relative labor market, this underutilization may be less significant than the categories noted above.

White females continue to be the largest underutilized group. However, when compared to the 2011 EEOP Utilization Report submitted to the OCR, the County's 10% improvement in utilizing White Female Technicians is significant. Utilization of White males in the Professional category has also improved to the point of eliminating underutilization altogether. Current objectives and the steps to achieve them are based, in part, on our successful recruitment efforts over the last two years.

Step 5 & 6: Objectives and Steps

1. Lee County recognizes the value of diversity among its employees as a benefit to helping understand and meet the needs of its citizens. With that commitment in mind, Lee County has established the following Objectives and Steps to address the underutilization indicated in the Utilization Analysis. To encourage increased utilization in all underutilized categories while maintaining effective utilization where it currently exists, the County will increase communication of employment opportunities.

- a. Continue to attend local job fairs such as the Hispanic Chamber of Commerce Job Fair.
- b. Provide local Technical School, College and University Career Counselors with a list of the various job classifications available within the County.
 - i. Hodges University
 - ii. Edison State College
 - iii. Florida Gulf Coast University
 - iv. Southwest Florida College
 - v. ITT Technical
 - vi. Fort Myers Institute of Technology
- c. Utilize our Parks and Recreation and Library departments, with numerous locations throughout Lee County (the Relevant Labor Market), to provide information about employment opportunities and equal access to this information.

NOTE: Information regarding employment opportunities will include current job vacancies as well as a listing of the types of positions Lee County hires for.

USDOJ, Office of Justice Programs, EEOP Utilization Report page 5 of 10

2. Review policies; procedures; and practices affecting our current employee population to determine how changes have affected utilization.

- a. Compare current hiring policies and procedures to previous hiring policies and procedures.
- b. Compare new hire and promotional statistics with termination and demotion statistics to determine where the greatest impact on underutilization exists.
- c. Review completed exit interview forms to determine if patterns exist that have an effect on the specific underutilized categories.
- d. Make appropriate adjustments based on statistics gathered in items 1 through 3.

3. Provide employment opportunity information, including current vacancy listings as well as a listing of the various job classifications available within the County, to local minority groups such as:

- a. Hispanic Chamber of Commerce
- b. Lee County NAACP

4. Review results of the above Objectives and Steps after twelve (12) months from the date of submission of this EEOP to evaluate effectiveness.

- a. Current employment statistics will be compared with employment statistics used for this EEOP to determine effectiveness of this EEOP.

Step 7a: Internal Dissemination

- 1) A copy of this EEOP will be on file with Human Resource's OEO Generalist.
- 2) A copy of this EEOP will be provided to Lee County's Administration Department.
- 3) A copy of this EEOP will be provided to the Chairman of Lee County Board of County Commissioners
- 4) A copy of this EEOP will be posted on the Lee County intranet site.
- 5) A copy of this EEOP will be provided to all Department Directors

Step 7b: External Dissemination

- 1) A copy of this EEOP will be posted on the Lee County public website.
- 2) A link to this EEOP will be placed on the Lee County public Job Vacancies website page.
- 3) A copy of this EEOP will be provided to members of the public upon request. Requests may be made to Lee County Human Resources OEO Generalist via phone at 239-533-2015; or e-mail to oeo@leegov.com.

Utilization Analysis Chart
Relevant Labor Market: Lee County, Florida

Job Categories	Male						Female									
	White	Hispanic or Latino	Black or African American	American Indian or Alaska Native	Asian	Native Hawaiian or Other Pacific Islander	Two or More Races	Other	White	Hispanic or Latino	Black or African American	American Indian or Alaska Native	Asian	Native Hawaiian or Other Pacific Islander	Two or More Races	Other
Officials/Administrators																
	Workforce #/%	58/79%	0/0%	1/1%	0/0%	0/0%	0/0%	0/0%	0/0%	11/15%	1/1%	2/3%	0/0%	0/0%	0/0%	0/0%
	CLS #/%	15,055/54%	1,550/6%	390/1%	35/0%	115/0%	0/0%	124/0%	120/0%	8,885/32%	910/3%	495/2%	40/0%	120/0%	0/0%	65/0%
Utilization #/%	26%	-6%	-0%	-0%	-0%	0%	-0%	-0%	-0%	-17%	-2%	1%	-0%	-0%	-0%	-0%
Professionals																
	Workforce #/%	240/33%	19/3%	12/2%	1/0%	7/1%	0/0%	0/0%	0/0%	374/52%	28/4%	28/4%	3/0%	6/1%	0/0%	0/0%
	CLS #/%	10,695/33%	785/2%	515/2%	0/0%	500/2%	0/0%	100/0%	45/0%	16,110/50%	1,715/5%	1,175/4%	45/0%	440/1%	0/0%	165/1%
Utilization #/%	0%	0%	0%	0%	-1%	0%	-0%	-0%	-0%	2%	-1%	0%	0%	-1%	0%	-0%
Technicians																
	Workforce #/%	229/51%	54/12%	12/3%	1/0%	1/0%	0/0%	0/0%	0/0%	134/30%	15/3%	2/0%	3/1%	0/0%	0/0%	0/0%
	CLS #/%	1,965/30%	360/5%	175/3%	0/0%	4/0%	0/0%	0/0%	35/1%	2,825/43%	455/7%	585/9%	0/0%	110/2%	0/0%	10/0%
Utilization #/%	21%	6%	-0%	0%	0%	0%	0%	-1%	-1%	-13%	-4%	-8%	1%	-2%	0%	-0%
Protective Services: Sworn																
	Workforce #/%	0/	0/	0/	0/	0/	0/	0/	0/	0/	0/	0/	0/	0/	0/	0/
	CLS #/%	3,740/66%	505/9%	265/5%	0/0%	60/1%	0/0%	130/2%	0/0%	770/14%	60/1%	130/2%	0/0%	15/0%	0/0%	0/0%
Utilization #/%																
Protective Services: Non-sworn																
	Workforce #/%	0/	0/	0/	0/	0/	0/	0/	0/	0/	0/	0/	0/	0/	0/	0/
	Civilian Labor Force #/%	235/44%	25/5%	65/12%	0/0%	0/0%	0/0%	0/0%	0/0%	180/34%	24/5%	0/0%	0/0%	0/0%	0/0%	0/0%
Utilization #/%																
Administrative Support																
	Workforce #/%	24/11%	4/2%	4/2%	1/0%	0/0%	0/0%	0/0%	0/0%	147/68%	22/10%	12/6%	2/1%	1/0%	0/0%	0/0%
	CLS #/%	21,070/28%	3,295/4%	1,305/2%	80/0%	425/1%	0/0%	70/0%	90/0%	36,675/50%	7,090/10%	3,115/4%	45/0%	330/0%	0/0%	155/0%

USDOL, Office of Justice Programs, EEO Utilization Report page 7 of 10

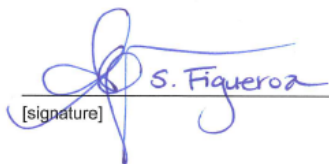
Job Categories	Male								Female							
	White	Hispanic or Latino	Black or African American	American Indian or Alaska Native	Asian	Native Hawaiian or Other Pacific Islander	Two or More Races	Other	White	Hispanic or Latino	Black or African American	American Indian or Alaska Native	Asian	Native Hawaiian or Other Pacific Islander	Two or More Races	Other
	%								%							
Utilization #/%	-17%	-3%	0%	0%	-1%	0%	-0%	-0%	18%	1%	1%	1%	0%	0%	-0%	-0%
Skilled Craft																
Workforce #/%	318/81%	44/11%	13/3%	9/2%	0/0%	0/0%	0/0%	0/0%	7/2%	1/0%	0/0%	0/0%	0/0%	0/0%	0/0%	0/0%
CLS #/%	17,970/60%	8,160/27%	1,565/5%	80/0%	100/0%	0/0%	110/0%	170/1%	1,190/4%	405/1%	125/0%	0/0%	20/0%	0/0%	0/0%	0/0%
Utilization #/%	21%	-16%	-2%	2%	-0%	0%	-0%	-1%	-2%	-1%	-0%	0%	-0%	0%	0%	0%
Service/Maintenance																
Workforce #/%	217/56%	64/17%	42/11%	5/1%	1/0%	0/0%	0/0%	0/0%	40/10%	6/2%	10/3%	1/0%	0/0%	0/0%	0/0%	0/0%
CLS #/%	20,145/32%	11,555/18%	2,985/5%	25/0%	630/1%	0/0%	170/0%	270/0%	16,655/26%	5,820/9%	3,790/6%	50/0%	615/1%	15/0%	205/0%	195/0%
Utilization #/%	24%	-2%	6%	1%	-1%	0%	-0%	-0%	-16%	-8%	-3%	0%	-1%	-0%	-0%	-0%

Significant Underutilization Chart

Job Categories	Male						Female						Other			
	White	Hispanic or Latino	Black or African American	American Indian or Alaska Native	Asian	Native Hawaiian or Other Pacific Islander	Two or More Races	Other	White	Hispanic or Latino	Black or African American	American Indian or Alaska Native		Asian	Native Hawaiian or Other Pacific Islander	Two or More Races
Officials/Administrators		✓							✓							
Technicians									✓	✓	✓		✓			
Administrative Support	✓															
Skilled Craft		✓							✓							
Service/Maintenance									✓	✓	✓					

I understand the regulatory obligation under 28 C.F.R. § 42.301-.308 to collect and maintain extensive employment data by race, national origin, and sex, even though our organization may not use all of this data in completing the EEOP Utilization Report.

I have reviewed the foregoing EEOP Utilization Report and certify the accuracy of the reported workforce data and our organization's employment policies.

 S. Figueroa HR Manager 5/30/14
[signature] [title] [date]

LeeTran Only Workforce Utilization Chart Goals

Dept. Job Title or Number	Average Salary	Current Period As Of:																				Current				Availability %		% of Under-Utilization		GOAL		PROJECTED % INCREASE							
		All Employees			EMPLOYEES																											PROJECTED % INCREASE							
					MALE										FEMALE							MIN		F															
		12 MO		2 YR		3 YR		4 YR																															
		TOT	M	F	W	AA	HISP	API	ASIAN	UNKNOWN	NHOPI	MULTI	W	AA	HISP	API	ASIAN	UNKNOWN	NHOPI	MULTI	#	%	#	%	MIN							F	MIN	F	MIN	F	MIN	F	MIN
Officials and Managers	\$ 71,308	13	8	5	7	0	0	0	1	0	0	0	5	0	0	0	0	0	0	1	7.7%	5	38.5%	29.2%	50.9%	-21.5%	-12.4%	2.80	1.62	1.0%	0.0%	3.0%	1.0%	3.0%	1.0%	2.0%	1.0%		
Support Positions	\$ 35,680	27	7	20	5	0	0	1	1	0	0	0	14	4	0	1	1	0	0	0	8	29.6%	20	74.1%	29.2%	50.9%	0.4%	23.2%	(0.12)	(6.26)	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	
Maintenance Technicians	\$ 33,565	25	25	0	19	0	5	0	0	1	0	0	0	0	0	0	0	0	0	6	24.0%	0	0.0%	29.2%	50.9%	-5.2%	-50.9%	1.30	12.73	0.0%	0.0%	0.0%	2.0%	2.0%	2.0%	0.0%	2.0%		
Operators	\$ 30,856	173	148	25	80	32	33	1	1	1	0	0	13	7	4	0	0	1	0	0	80	46.2%	25	14.5%	29.2%	50.9%	17.0%	-36.4%	(29.48)	63.06	0.0%	3.0%	0.0%	3.0%	0.0%	3.0%	0.0%	3.0%	
Operations & Maintenance Supervision	\$ 52,405	18	16	2	10	2	4	0	0	0	0	0	2	0	0	0	0	0	0	6	33.3%	2	11.1%	29.2%	50.9%	4.1%	-39.8%	(0.74)	7.16	0.0%	1.0%	0.0%	1.0%	0.0%	1.0%	0.0%	1.0%		
Total	N/A	256	204	52	121	34	42	2	3	2	0	0	34	11	4	1	1	1	0	0	101	39.5%	52	20.3%	29.2%	50.9%	10.3%	-30.6%	(26.25)	78.30									

AA - African American
HISP - Hispanic
API - Asian Pacific Islander

AIAN - American Indian or Alaskan Native
NHOPI - Native Hawaiian or Other Pacific Islander
Multi - Two or More Races

TO: File

FROM: Susan Riley

DATE: May 13, 2014

RE: Lee Tran Utilization Meeting Notes and Goals

A LeeTran workforce utilization meeting was held on May 12, 2014, with the Transit Director.

A copy of the report is attached. Based on the statistics, LeeTran's overall department wide statistics show representation in all races beyond the countywide census data with the exception of the category of Hispanic, American Indian, and female employees.

	AI/AI	Asian	B/AA	H	W	Total
Male	2	3	34	43	127	209
Female	1	1	12	4	36	54
Total	3	4	46	47	163	263
LeeTran	1.14%	1.52%	17.49%	17.87%	61.98%	100%
Census	1.70%	0.50%	9%	18.90%	70.10%	99%

When the above chart is broken down into the following work groups, we have identified areas where improvement can be made.

Support Positions show an underutilization in the category of Hispanic employees. All other races exceeded the countywide statistics.

Fixed Route and Paratransit Drivers show representation in all races beyond the countywide census data with the exception of the category of female employees.

Senior Staff shows an underutilization in two areas, African American and Hispanic.

Mechanics and Maintenance Workers show an underutilization in African American employees and female employees.

Supervisors show representation in all races beyond the countywide census data with the exception of the category of female employees.

A follow-up meeting was held on May 13, 2014 with the Office Manager and Department Director, to review the analysis. It was agreed that as vacancies occur, LeeTran will work with Lee County's Human Resources for assistance with recruitment in the areas where underutilization has been identified.

LeeTran Utilization Analysis - May 2014

Support Positions	name	gender	code	race	annual rate	age
1	Advertising & Marketing Specialist	F		American Indian or Alaska Native	\$47,265.00	61
2	Lee Tran Customer Service Specialist	M		American Indian or Alaska Native	\$25,501.00	57
3	Eligibility Specialist	F		Asian	\$36,045.00	44
4	Rosa Parks Account Clerk, Senior	M		Asian	\$31,619.00	46
5	Account Clerk, Sr	F		Black or African American	\$35,459.00	31
6	Account Clerk, Sr	F		Black or African American	\$43,246.00	35
7	Account Clerk, Sr	F		White	\$35,459.00	39
8	Administrative Specialist	F		White	\$34,278.00	34
9	Administrative Specialist	F		White	\$34,649.00	51
10	Advertising & Enrollment Specialist	F		White	\$54,248.00	43
11	Coordinator, Transit	F		White	\$43,862.00	38
12	LeeTran Customer Service Specialist	F		White	\$25,501.00	24
13	LeeTran Customer Service Specialist	F		White	\$29,175.00	40
14	LeeTran Customer Service Specialist	F		White	\$25,501.00	44
15	LeeTran Customer Service Specialist	F		White	\$26,367.00	54
16	LeeTran Customer Service Specialist	F		White	\$25,501.00	58
17	Supply Specialist	F		White	\$28,922.00	48
18	Coordinator, Transit	M		White	\$38,504.00	60
19	Coordinator, Transit Training & Safety	M		White	\$55,137.00	59
20	Senior Supply Specialist	M		White	\$31,815.00	34
21	Supply Specialist	M		White	\$28,922.00	24
22	Supply Specialist	M		White	\$28,922.00	43
23	Transit Grants Analyst	M		White	\$65,000.00	34
24	Planner	F		White	\$43,500.00	28
25	Planner	F		White	\$43,919.00	28

Support Summary

	AA/Al	Asian	B/AA	H	W	Total
Male	1	1	0	0	6	8
Female	1	1	2	0	13	17
Total	2	2	2	0	19	25

LT	8%	8%	8%	0%	76%	100%
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CW	1.70%	0.50%	9%	18.90%	70.10%	99%
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Drivers

1	Bus Driver	M		American Indian or Alaska Native	\$44,697.00	63
2	Bus Driver	M		Asian	\$28,560.00	48
3	Bus Driver	F		Black or African American	\$29,131.00	28
4	Paratransit Bus Driver	F		Black or African American	\$28,560.00	32
5	Bus Driver	F		Black or African American	\$28,560.00	39
6	Bus Driver	F		Black or African American	\$28,560.00	42
7	Bus Driver	F		Black or African American	\$29,131.00	43
8	ParaTransit Account Clerk, Senior	F		Black or African American	\$35,837.00	47
9	Bus Driver	F		Black or African American	\$37,905.00	51
10	Bus Driver	F		Black or African American	\$28,560.00	57
11	ParaTransit Account Clerk, Sr	F		Black or African American	\$32,252.00	57
12	Paratransit Bus Driver	F		Black or African American	\$31,040.00	61
13	Bus Driver	M		Black or African American	\$27,728.00	23
14	Paratransit Bus Driver	M		Black or African American	\$28,560.00	32
15	Bus Driver	M		Black or African American	\$28,560.00	37
16	Bus Driver	M		Black or African American	\$28,560.00	43
17	Bus Driver	M		Black or African American	\$28,560.00	44
18	Bus Driver	M		Black or African American	\$28,560.00	44
19	Bus Driver	M		Black or African American	\$28,560.00	45
20	Bus Driver	M		Black or African American	\$28,560.00	45
21	Paratransit Bus Driver	M		Black or African American	\$31,418.00	46
22	Bus Driver	M		Black or African American	\$36,333.00	47
23	Bus Driver	M		Black or African American	\$29,131.00	48
24	Bus Driver	M		Black or African American	\$37,029.00	49
25	Paratransit Bus Driver	M		Black or African American	\$29,131.00	49
26	Bus Driver	M		Black or African American	\$28,560.00	52
27	Bus Driver	M		Black or African American	\$28,560.00	54
28	Bus Driver	M		Black or African American	\$30,906.00	55
29	Bus Driver	M		Black or African American	\$28,560.00	56
30	Bus Driver	M		Black or African American	\$30,606.00	56
31	Bus Driver	M		Black or African American	\$33,509.00	57
32	Bus Driver	M		Black or African American	\$33,833.00	58
33	Bus Driver	M		Black or African American	\$28,560.00	59
34	Paratransit Bus Driver	M		Black or African American	\$31,056.00	59
35	Bus Driver	M		Black or African American	\$44,697.00	62
36	Bus Driver	M		Black or African American	\$37,042.00	63
37	Bus Driver	M		Black or African American	\$44,697.00	63
38	Bus Driver	M		Black or African American	\$30,297.00	65
39	Bus Driver	M		Black or African American	\$43,504.00	65
40	Paratransit Bus Driver	M		Black or African American	\$31,191.00	65
41	Bus Driver	M		Black or African American	\$44,697.00	66
42	Bus Driver	M		Black or African American	\$28,560.00	68
43	Bus Driver	M		Black or African American	\$37,041.00	70

LeeTran Utilization Analysis - May 2014

	name	gender_code	race	annual_rate	age
44	Paratransit Bus Driver	F	Hispanic or Latino	\$28,560.00	48
45	Bus Driver	F	Hispanic or Latino	\$35,232.00	56
46	Bus Driver	F	Hispanic or Latino	\$33,348.00	57
47	Bus Driver	F	Hispanic or Latino	\$28,560.00	59
48	Bus Driver	M	Hispanic or Latino	\$27,728.00	37
49	Bus Driver	M	Hispanic or Latino	\$28,560.00	37
50	Paratransit Bus Driver	M	Hispanic or Latino	\$27,728.00	37
51	Bus Driver	M	Hispanic or Latino	\$30,005.00	41
52	Paratransit Bus Driver	M	Hispanic or Latino	\$31,161.00	41
53	Bus Driver	M	Hispanic or Latino	\$28,560.00	43
54	Paratransit Bus Driver	M	Hispanic or Latino	\$29,131.00	44
55	Bus Driver	M	Hispanic or Latino	\$27,728.00	45
56	Paratransit Bus Driver	M	Hispanic or Latino	\$31,056.00	46
57	Paratransit Bus Driver	M	Hispanic or Latino	\$31,131.00	46
58	Paratransit Bus Driver	M	Hispanic or Latino	\$31,508.00	46
59	Bus Driver	M	Hispanic or Latino	\$28,560.00	48
60	Bus Driver	M	Hispanic or Latino	\$27,728.00	49
61	Bus Driver	M	Hispanic or Latino	\$28,560.00	49
62	Bus Driver	M	Hispanic or Latino	\$28,560.00	49
63	Bus Driver	M	Hispanic or Latino	\$30,297.00	49
64	Bus Driver	M	Hispanic or Latino	\$44,697.00	49
65	Paratransit Bus Driver	M	Hispanic or Latino	\$28,560.00	49
66	Paratransit Bus Driver	M	Hispanic or Latino	\$30,297.00	49
67	Bus Driver	M	Hispanic or Latino	\$28,560.00	50
68	Bus Driver	M	Hispanic or Latino	\$28,560.00	50
69	Bus Driver	M	Hispanic or Latino	\$28,560.00	50
70	Bus Driver	M	Hispanic or Latino	\$29,131.00	51
71	Bus Driver	M	Hispanic or Latino	\$28,560.00	52
72	Bus Driver	M	Hispanic or Latino	\$28,560.00	52
73	Bus Driver	M	Hispanic or Latino	\$37,767.00	52
74	Bus Driver	M	Hispanic or Latino	\$28,560.00	53
75	Bus Driver	M	Hispanic or Latino	\$30,078.00	53
76	Bus Driver	M	Hispanic or Latino	\$28,560.00	55
77	Paratransit Bus Driver	M	Hispanic or Latino	\$31,236.00	55
78	Paratransit Bus Driver	M	Hispanic or Latino	\$30,238.00	57
79	Bus Driver	M	Hispanic or Latino	\$28,560.00	58
80	Bus Driver	M	Hispanic or Latino	\$28,560.00	64
81	Paratransit Bus Driver	M	Hispanic or Latino	\$30,981.00	65
82	Bus Driver (Paratransit)	F	White	\$27,728.00	33
83	Bus Driver	F	White	\$39,346.00	40
84	Bus Driver	F	White	\$27,728.00	47
85	Bus Driver	F	White	\$28,560.00	48
86	Bus Driver	F	White	\$27,728.00	49
87	Bus Driver	F	White	\$27,728.00	50
88	Bus Driver	F	White	\$28,560.00	50
89	Paratransit Bus Driver	F	White	\$29,131.00	51
90	Bus Driver	F	White	\$28,560.00	53
91	Bus Driver	F	White	\$27,728.00	56
92	Bus Driver (Paratransit)	F	White	\$27,728.00	56
93	Bus Driver	F	White	\$28,560.00	57
94	Bus Driver	F	White	\$32,610.00	61
95	Paratransit Bus Driver	F	White	\$27,728.00	61
96	Paratransit Bus Driver	F	White	\$28,560.00	61
97	Bus Driver	F	White	\$28,560.00	71
98	Bus Driver	M	White	\$28,560.00	30
99	Paratransit Bus Driver	M	White	\$30,297.00	30
100	Bus Driver	M	White	\$27,728.00	32
101	Bus Driver	M	White	\$28,560.00	38
102	Bus Driver	M	White	\$28,560.00	41
103	Bus Driver	M	White	\$27,728.00	44
104	Paratransit Bus Driver	M	White	\$30,224.00	45
105	Bus Driver	M	White	\$27,728.00	47
106	Bus Driver	M	White	\$28,560.00	47
107	Bus Driver	M	White	\$28,560.00	48
108	Paratransit Bus Driver	M	White	\$30,078.00	48
109	Bus Driver	M	White	\$27,728.00	49
110	Paratransit Bus Driver	M	White	\$30,238.00	49
111	Bus Driver	M	White	\$29,131.00	50
112	Paratransit Bus Driver	M	White	\$28,560.00	50
113	Bus Driver	M	White	\$28,560.00	51
114	Bus Driver	M	White	\$34,408.00	51
115	Paratransit Bus Driver	M	White	\$27,728.00	51
116	Paratransit Bus Driver	M	White	\$28,560.00	51
117	Paratransit Bus Driver	M	White	\$28,560.00	51
118	Paratransit Bus Driver	M	White	\$29,131.00	52
119	Paratransit Bus Driver	M	White	\$30,297.00	53

LeeTran Utilization Analysis - May 2014

	name	gender	code	race	annual rate	age
120	Paratransit Bus Driver	M		White	\$31,418.00	53
121	Bus Driver	M		White	\$27,728.00	55
122	Bus Driver	M		White	\$28,560.00	55
123	Bus Driver	M		White	\$28,560.00	55
124	Bus Driver	M		White	\$28,560.00	56
125	Bus Driver	M		White	\$28,560.00	56
126	Bus Driver	M		White	\$28,560.00	56
127	Paratransit Bus Driver	M		White	\$30,906.00	56
128	Paratransit Bus Driver	M		White	\$31,056.00	56
129	Bus Driver	M		White	\$21,420.00	57
130	Bus Driver	M		White	\$27,728.00	57
131	Bus Driver	M		White	\$28,560.00	57
132	Bus Driver	M		White	\$28,560.00	57
133	Bus Driver	M		White	\$35,318.00	57
134	Bus Driver	M		White	\$40,845.00	57
135	Bus Driver	M		White	\$28,560.00	58
136	Bus Driver	M		White	\$28,560.00	58
137	Paratransit Bus Driver	M		White	\$28,560.00	58
138	Paratransit Bus Driver	M		White	\$31,056.00	58
139	Bus Driver	M		White	\$28,560.00	59
140	Bus Driver	M		White	\$29,131.00	59
141	Bus Driver	M		White	\$28,560.00	60
142	Bus Driver	M		White	\$30,078.00	60
143	Bus Driver	M		White	\$28,560.00	61
144	Paratransit Bus Driver	M		White	\$28,560.00	61
145	Bus Driver	M		White	\$28,560.00	62
146	Bus Driver	M		White	\$28,560.00	62
147	Bus Driver	M		White	\$37,132.00	62
148	Bus Driver	M		White	\$21,849.00	63
149	Bus Driver	M		White	\$28,444.00	63
150	Bus Driver	M		White	\$28,560.00	63
151	Bus Driver	M		White	\$28,560.00	63
152	Bus Driver	M		White	\$38,920.00	63
153	Bus Driver	M		White	\$37,645.00	63
154	Paratransit Bus Driver	M		White	\$29,131.00	63
155	Bus Driver	M		White	\$27,728.00	64
156	Bus Driver	M		White	\$28,560.00	64
157	Bus Driver	M		White	\$30,078.00	64
158	Bus Driver	M		White	\$39,199.00	64
159	Bus Driver	M		White	\$44,697.00	64
160	Bus Driver	M		White	\$27,728.00	65
161	Bus Driver	M		White	\$28,560.00	65
162	Bus Driver	M		White	\$39,105.00	65
163	Bus Driver	M		White	\$29,131.00	66
164	Bus Driver	M		White	\$31,055.00	66
165	Bus Driver	M		White	\$28,560.00	67
166	Bus Driver	M		White	\$29,132.00	67
167	Bus Driver	M		White	\$30,005.00	67
168	Bus Driver	M		White	\$31,508.00	67
169	Bus Driver	M		White	\$40,818.00	67
170	Paratransit Bus Driver	M		White	\$31,296.00	68
171	Bus Driver	M		White	\$28,560.00	69
172	Bus Driver	M		White	\$28,560.00	69
173	Bus Driver	M		White	\$39,202.00	70
174	Bus Driver	M		White	\$28,560.00	71
175	Bus Driver	M		White	\$39,961.00	71
176	Bus Driver	M		White	\$28,560.00	72
177	Bus Driver	M		White	\$33,753.00	72
178	Bus Driver	M		White	\$39,770.00	72
179	Bus Driver	M		White	\$44,697.00	73
180	Bus Driver	M		White	\$43,097.00	75
181	Bus Driver	M		White	\$28,560.00	79
Driver's Summary						
	AA/AA	Asian	B/AA	H	W	Total
Male	1	1	31	34	84	151
Female	0	0	10	4	16	30
Total	1	1	41	38	100	181
LT	0.55%	0.55%	23%	21%	55%	100%
CW	1.70%	0.50%	9%	18.90%	70.10%	99%
Senior Staff						
1	Principal Planner	M		Asian	\$64,180.00	45
2	Fiscal Manager	F		White	\$80,550.00	56
3	Fiscal Officer, Senior	F		White	\$66,620.00	63
4	Manager, Transit Marketing	F		White	\$69,945.00	58
5	Manager, Transit Operations	F		White	\$55,982.00	40
6	Office Manager	F		White	\$61,428.00	54
7	Deputy Director, Fixed Route Operations	M		White	\$69,945.00	49
8	Deputy Director, ParaTransit Division	M		White	\$84,838.00	53
9	Director, Transit	M		White	\$116,793.00	62
10	Manager, Transit Maint	M		White	\$69,628.00	58
11	Parts Manager	M		White	\$51,686.00	53

LeeTran Utilization Analysis - May 2014

		name	gender_code	race	annual_rate	age		
12		Rosa Parks Office Manager	M	White	\$41,200.00	54		
13		Senior Engineer	M	White	\$66,414.00	57		
Senior Staff Summary								
		A/I/AI	Asian	B/A/A	H	W	Total	
Male		0	1	0	0	7	8	
Female		0	0	0	0	5	5	
Total		0	1	0	0	12	13	
LT		0.00%	7.69%	0.00%		0.00%	92.31%	100%
CW		1.70%	0.50%	9%		18.90%	70.10%	99%

Mechanics & Maint Workers

1	Maintenance Worker	M	Hispanic or Latino	\$22,495.00	21
2	Maintenance Worker	M	Hispanic or Latino	\$25,672.00	55
3	Maintenance Worker	M	Hispanic or Latino	\$24,684.00	57
4	Maintenance Worker	M	Hispanic or Latino	\$24,507.00	61
5	Maintenance Worker	M	Hispanic or Latino	\$29,614.00	64
6	Crew Supv	M	White	\$36,209.00	48
7	Crew Supv	M	White	\$36,877.00	58
8	Fleet Mechanic	M	White	\$41,046.00	35
9	Fleet Mechanic	M	White	\$37,492.00	36
10	Fleet Mechanic	M	White	\$47,106.00	39
11	Fleet Mechanic	M	White	\$54,257.00	50
12	Fleet Mechanic	M	White	\$40,000.00	51
13	Fleet Mechanic	M	White	\$37,492.00	53
14	Fleet Mechanic	M	White	\$44,572.00	53
15	Fleet Mechanic	M	White	\$52,223.00	57
16	Fleet Mechanic	M	White	\$37,492.00	58
17	Fleet Mechanic	M	White	\$46,495.00	64
18	Fleet Mechanic	M	White	\$54,257.00	69
19	Maintenance Worker	M	White	\$21,840.00	19
20	Maintenance Worker	M	White	\$22,495.00	27
21	Maintenance Worker	M	White	\$22,495.00	27
22	Maintenance Worker	M	White	\$26,126.00	34
23	Maintenance Worker	M	White	\$23,565.00	36
24	Maintenance Worker	M	White	\$26,778.00	58
25	Maintenance Worker	M	White	\$23,031.00	59
26	Maintenance Worker	M	White	\$32,536.00	61

Mechanics & Maint Workers Summary

	A/I/AI	Asian	B/A/A	H	W	Total
Male	0	0	0	5	21	26
Female	0	0	0	0	0	-
Total	0	0	0	5	21	26
LT	0.00%	0.00%	0.00%	19.23%	80.77%	100%
CW	1.70%	0.50%	9%	18.90%	70.10%	99%

Supervisors

1	Supervisor, Fleet Mechanics	M	Black or African American	\$66,208.00	56
2	Supervisor, Transit	M	Black or African American	\$38,504.00	50
3	Supervisor, Transit	M	Black or African American	\$40,845.00	58
4	Senior Supervisor, Transit	M	Hispanic or Latino	\$49,955.00	45
5	Supervisor, Transit	M	Hispanic or Latino	\$38,504.00	43
6	Supervisor, Transit	M	Hispanic or Latino	\$46,205.00	53
7	Supervisor, Transit	M	Hispanic or Latino	\$38,504.00	54
8	Supervisor, Transit	F	White	\$40,396.00	45
9	Supervisor, Transit	F	White	\$38,504.00	56
10	Supervisor, Fleet Mechanics	M	White	\$66,208.00	47
11	Supervisor, Transit	M	White	\$44,688.00	42
12	Supervisor, Transit	M	White	\$38,504.00	46
13	Supervisor, Transit	M	White	\$46,522.00	46
14	Supervisor, Transit	M	White	\$38,504.00	47
15	Supervisor, Transit	M	White	\$40,845.00	49
16	Supervisor, Transit	M	White	\$43,217.00	54
17	Supervisor, Transit	M	White	\$39,274.00	57
18	Supervisor, Transit	M	White	\$38,504.00	62

Supervisor's Summary

	A/I/AI	Asian	B/A/A	H	W	Total
Male	0	0	3	4	9	16
Female	0	0	0	0	2	2
Total	0	0	3	4	11	18
LT	0.00%	0.00%	16.67%	22.22%	61.11%	100%
CW	1.70%	0.50%	9%	18.90%	70.10%	99%

LeeTran Utilization Analysis - May 2014

	name	gender_code	race	annual_rate	age	
Male	A/IAI	Asian	B/IAA	H	W	Total
	2	3	34	43	127	208
Female	1	1	12	4	38	54
Total	3	4	46	47	165	263
LT	1.14%	1.62%	17.48%	17.87%	81.88%	100%
CW	1.70%	0.60%	8%	18.90%	70.10%	88%

Appendix D – EEO Complaints Report

Employee Name	Status
Cubells, Luis	Pending EEOC Interviews 9/13
Padron, Carlos	Dismissed
Wiley, Lawana	Settled 12/12
Cube lis, Luis	Unsubstantiated
Padron, Carlos	Unsubstantiated
Powell, Tammy	Unsubstantiated by Lee County EEO Dismissed by EEOC on 1/11/12
Tyler, Jacki	Determinatino of no bias found.
Perez, Carmen	Pending
Grispo, Robin	Pending
Citizen Name	Status
Washington, Paulette	Unsubstantiated by Lee County EEO

Appendix E - Workforce Analysis Current Positions

Employee Identification	Position Title	Gender Code	Race	Annual Compensation
000015652	Bus Driver	M	White	\$ 21,420.00
000116950	Maintenance Worker	M	White	\$ 21,840.00
000013716	Bus Driver	M	White	\$ 21,849.00
000116840	Maintenance Worker	M	Hispanic or Latino	\$ 22,495.00
000115396	Maintenance Worker	M	White	\$ 22,495.00
000115488	Maintenance Worker	M	White	\$ 22,495.00
000005620	Maintenance Worker	M	White	\$ 23,031.00
000004848	Maintenance Worker	M	White	\$ 23,565.00
000014799	Maintenance Worker	M	Hispanic or Latino	\$ 24,507.00
000010168	Maintenance Worker	M	Hispanic or Latino	\$ 24,684.00
000115356	Lee Tran Customer Service Specialist	M	American Indian or Alaska Native	\$ 25,501.00
000005339	Lee Tran Customer Service Specialist	F	White	\$ 25,501.00
000115350	Lee Tran Customer Service Specialist	F	White	\$ 25,501.00
000116874	LeeTran Customer Service Specialist	F	White	\$ 25,501.00
000013242	Maintenance Worker	M	Hispanic or Latino	\$ 25,672.00
000004632	Maintenance Worker	M	White	\$ 26,126.00
000005403	LeeTran Customer Service Specialist	F	White	\$ 26,367.00
000004480	Maintenance Worker	M	White	\$ 26,778.00
000116908	Bus Driver	F	White	\$ 27,728.00
000117018	Bus Driver	M	Black or African American	\$ 27,728.00
000116918	Bus Driver	M	Hispanic or Latino	\$ 27,728.00
000116896	Bus Driver	M	Hispanic or Latino	\$ 27,728.00
000116895	Bus Driver	M	Hispanic or Latino	\$ 27,728.00
000116986	Bus Driver	F	White	\$ 27,728.00
000116982	Bus Driver	F	White	\$ 27,728.00
000116892	Bus Driver	F	White	\$ 27,728.00
000117020	Bus Driver	M	White	\$ 27,728.00
000116919	Bus Driver	M	White	\$ 27,728.00
000116984	Bus Driver	M	White	\$ 27,728.00
000117015	Bus Driver	M	White	\$ 27,728.00
000116921	Bus Driver	M	White	\$ 27,728.00
000117019	Bus Driver	M	White	\$ 27,728.00
000116907	Bus Driver	M	White	\$ 27,728.00
000117121	Bus Driver (Paratransit)	M	Black or African American	\$ 27,728.00
000116987	Paratransit Bus Driver	M	Hispanic or Latino	\$ 27,728.00
000116980	Bus Driver (Paratransit)	F	White	\$ 27,728.00
000117016	Paratransit Bus Driver	F	White	\$ 27,728.00
000116912	Paratransit Bus Driver	F	White	\$ 27,728.00
000116998	Paratransit Bus Driver	M	White	\$ 27,728.00
000002513	Bus Driver	M	White	\$ 28,444.00
000115301	Bus Driver	M	Black or African American	\$ 28,560.00
000116709	Bus Driver	M	Hispanic or Latino	\$ 28,560.00
000115540	Bus Driver	M	White	\$ 28,560.00
000005905	Bus Driver	M	Asian	\$ 28,560.00
000115551	Bus Driver	F	Black or African American	\$ 28,560.00
000005705	Bus Driver	M	Black or African American	\$ 28,560.00
000116703	Bus Driver	M	Black or African American	\$ 28,560.00

Employee Identification	Position Title	Gender Code	Race	Annual Compensation
000005662	Bus Driver	M	Black or African American	\$ 28,560.00
000005890	Bus Driver	M	Black or African American	\$ 28,560.00
000116880	Bus Driver	M	Black or African American	\$ 28,560.00
000116708	Bus Driver	M	Black or African American	\$ 28,560.00
000116877	Bus Driver	M	Black or African American	\$ 28,560.00
000115355	Bus Driver	M	Black or African American	\$ 28,560.00
000116682	Bus Driver	M	Black or African American	\$ 28,560.00
000009115	Bus Driver	M	Black or African American	\$ 28,560.00
000005610	Bus Driver	F	Hispanic or Latino	\$ 28,560.00
000115542	Bus Driver	M	Hispanic or Latino	\$ 28,560.00
000115295	Bus Driver	M	Hispanic or Latino	\$ 28,560.00
000115331	Bus Driver	M	Hispanic or Latino	\$ 28,560.00
000005650	Bus Driver	M	Hispanic or Latino	\$ 28,560.00
000116075	Bus Driver	M	Hispanic or Latino	\$ 28,560.00
000115305	Bus Driver	M	Hispanic or Latino	\$ 28,560.00
000116673	Bus Driver	M	Hispanic or Latino	\$ 28,560.00
000115501	Bus Driver	M	Hispanic or Latino	\$ 28,560.00
000116878	Bus Driver	M	Hispanic or Latino	\$ 28,560.00
000115499	Bus Driver	M	Hispanic or Latino	\$ 28,560.00
000005668	Bus Driver	M	Hispanic or Latino	\$ 28,560.00
000005396	Bus Driver	M	Hispanic or Latino	\$ 28,560.00
000115332	Bus Driver	F	White	\$ 28,560.00
000115579	Bus Driver	F	White	\$ 28,560.00
000005401	Bus Driver	F	White	\$ 28,560.00
000005845	Bus Driver	M	White	\$ 28,560.00
000116628	Bus Driver	M	White	\$ 28,560.00
000005397	Bus Driver	M	White	\$ 28,560.00
000116705	Bus Driver	M	White	\$ 28,560.00
000115555	Bus Driver	M	White	\$ 28,560.00
000002862	Bus Driver	M	White	\$ 28,560.00
000116653	Bus Driver	M	White	\$ 28,560.00
000005847	Bus Driver	M	White	\$ 28,560.00
000115519	Bus Driver	M	White	\$ 28,560.00
000115541	Bus Driver	M	White	\$ 28,560.00
000116882	Bus Driver	M	White	\$ 28,560.00
000005736	Bus Driver	M	White	\$ 28,560.00
000116087	Bus Driver	M	White	\$ 28,560.00
000005889	Bus Driver	M	White	\$ 28,560.00
000116061	Bus Driver	M	White	\$ 28,560.00
000005655	Bus Driver	M	White	\$ 28,560.00
000116369	Bus Driver	M	White	\$ 28,560.00
000116658	Bus Driver	M	White	\$ 28,560.00
000005737	Bus Driver	M	White	\$ 28,560.00
000116654	Bus Driver	M	White	\$ 28,560.00
000009102	Bus Driver	M	White	\$ 28,560.00
000116345	Bus Driver	M	White	\$ 28,560.00
000005649	Bus Driver	M	White	\$ 28,560.00

Employee Identification	Position Title	Gender Code	Race	Annual Compensation
000116363	Bus Driver	M	White	\$ 28,560.00
000005634	Bus Driver	M	White	\$ 28,560.00
000005883	Bus Driver	M	White	\$ 28,560.00
000005726	Bus Driver	M	White	\$ 28,560.00
000005654	Bus Driver	M	White	\$ 28,560.00
000005858	Bus Driver	F	Black or African American	\$ 28,560.00
000116487	Paratransit Bus Driver	F	Black or African American	\$ 28,560.00
000115609	Paratransit Bus Driver	M	Black or African American	\$ 28,560.00
000005645	Paratransit Bus Driver	F	Hispanic or Latino	\$ 28,560.00
000005813	Paratransit Bus Driver	M	Hispanic or Latino	\$ 28,560.00
000116811	Paratransit Bus Driver	F	White	\$ 28,560.00
000115321	Paratransit Bus Driver	M	White	\$ 28,560.00
000005463	Paratransit Bus Driver	M	White	\$ 28,560.00
000005880	Paratransit Bus Driver	M	White	\$ 28,560.00
000005931	Paratransit Bus Driver	M	White	\$ 28,560.00
000115673	Paratransit Bus Driver	M	White	\$ 28,560.00
000115621	Supply Specialist	M	White	\$ 28,922.00
000116494	Supply Specialist	M	White	\$ 28,922.00
000005217	Bus Driver	F	Black or African American	\$ 29,131.00
000005355	Bus Driver	F	Black or African American	\$ 29,131.00
000014996	Bus Driver	M	Black or African American	\$ 29,131.00
000005328	Bus Driver	M	Hispanic or Latino	\$ 29,131.00
000005208	Bus Driver	M	White	\$ 29,131.00
000004851	Bus Driver	M	White	\$ 29,131.00
000005245	Bus Driver	M	White	\$ 29,131.00
000004920	Paratransit Bus Driver	M	Black or African American	\$ 29,131.00
000005330	Paratransit Bus Driver	M	Hispanic or Latino	\$ 29,131.00
000005065	Paratransit Bus Driver	M	White	\$ 29,131.00
000014524	Paratransit Bus Driver	M	White	\$ 29,131.00
000004828	Paratransit Bus Driver	F		\$ 29,131.00
000004998	Bus Driver	M	White	\$ 29,132.00
000005293	LeeTran Customer Service Specialist	F	White	\$ 29,175.00
000013205	Maintenance Worker	M	Hispanic or Latino	\$ 29,614.00
000014595	Bus Driver	M	Hispanic or Latino	\$ 30,005.00
000010269	Bus Driver	M	White	\$ 30,005.00
000004536	Bus Driver	M	Hispanic or Latino	\$ 30,078.00
000014634	Bus Driver	M	White	\$ 30,078.00
000011343	Bus Driver	M	White	\$ 30,078.00
000010261	Paratransit Bus Driver	M	White	\$ 30,078.00
000011386	Paratransit Bus Driver	M	White	\$ 30,224.00
000011381	Paratransit Bus Driver	M	Hispanic or Latino	\$ 30,238.00
000004425	Paratransit Bus Driver	M	White	\$ 30,238.00
000004538	Bus Driver	M	Black or African American	\$ 30,297.00
000014593	Bus Driver	M	Hispanic or Latino	\$ 30,297.00
000014710	Paratransit Bus Driver	M	Hispanic or Latino	\$ 30,297.00
000010238	Paratransit Bus Driver	M	White	\$ 30,297.00
000004481	Paratransit Bus Driver	M	White	\$ 30,297.00
000013736	Bus Driver	M	Black or African American	\$ 30,606.00
000013783	Bus Driver	M	Black or African American	\$ 30,906.00

Employee Identification	Position Title	Gender Code	Race	Annual Compensation
000010951	Paratransit Bus Driver	M	White	\$ 30,906.00
000013785	Paratransit Bus Driver	M	Hispanic or Latino	\$ 30,981.00
000010247	Paratransit Bus Driver	F	Black or African American	\$ 31,040.00
000013718	Bus Driver	M	White	\$ 31,055.00
000013821	Paratransit Bus Driver	M	Black or African American	\$ 31,056.00
000010869	Paratransit Bus Driver	M	Hispanic or Latino	\$ 31,056.00
000013788	Paratransit Bus Driver	M	White	\$ 31,056.00
000013809	Paratransit Bus Driver	M	White	\$ 31,056.00
000013811	Paratransit Bus Driver	M	Hispanic or Latino	\$ 31,131.00
000010905	Paratransit Bus Driver	M	Hispanic or Latino	\$ 31,161.00
000013818	Paratransit Bus Driver	M	Black or African American	\$ 31,191.00
000013784	Paratransit Bus Driver	M	Hispanic or Latino	\$ 31,236.00
000013790	Paratransit Bus Driver	M	White	\$ 31,296.00
000010870	Paratransit Bus Driver	M	Black or African American	\$ 31,418.00
000010872	Paratransit Bus Driver	M	White	\$ 31,418.00
000010146	Bus Driver	M	White	\$ 31,508.00
000010897	Paratransit Bus Driver	M	Hispanic or Latino	\$ 31,508.00
000005670	Rosa Parks Account Clerk, Senior	M	Asian	\$ 31,619.00
000004943	Senior Supply Specialist	F	White	\$ 31,815.00
000005870	Senior Supply Specialist	M	White	\$ 31,815.00
000004936	ParaTransit Account Clerk, Sr	F	Black or African American	\$ 32,252.00
000007373	Maintenance Worker	M		\$ 32,536.00
000013383	Bus Driver	F	White	\$ 32,610.00
000013253	Bus Driver	F	Hispanic or Latino	\$ 33,348.00
000012814	Bus Driver	M	Black or African American	\$ 33,509.00
000012813	Bus Driver	M	White	\$ 33,753.00
000013255	Bus Driver	M	Black or African American	\$ 33,833.00
000115516	Administrative Specialist	F	White	\$ 34,278.00
000010925	Administrative Specialist	F	White	\$ 34,649.00
000009203	Bus Driver	F	Hispanic or Latino	\$ 35,232.00
000008380	Bus Driver	M	White	\$ 35,318.00
000003476	Account Clerk, Sr	F	Black or African American	\$ 35,459.00
000004860	Account Clerk, Sr	F	White	\$ 35,459.00
000010958	ParaTransit Account Clerk, Senior	F	Black or African American	\$ 35,837.00
000010927	Eligibility Specialist	F	Asian	\$ 36,045.00
000115660	CrewSupv	M	White	\$ 36,209.00
000007449	Bus Driver	M	Black or African American	\$ 36,333.00
000012816	Crew Supv	M	White	\$ 36,877.00
000007067	Bus Driver	M	Black or African American	\$ 37,029.00
000007361	Bus Driver	M	Black or African American	\$ 37,041.00
000007423	Bus Driver	M	Black or African American	\$ 37,042.00
000007031	Bus Driver	M	White	\$ 37,132.00
000005881	Fleet Mechanic	M	White	\$ 37,492.00
000116648	Fleet Mechanic	M	White	\$ 37,492.00
000005818	Fleet Mechanic	M	White	\$ 37,492.00
000004079	Bus Driver	M		\$ 37,645.00
000022148	Bus Driver	M	Hispanic or Latino	\$ 37,767.00
000004013	Bus Driver	F	Black or African American	\$ 37,905.00

Employee Identification	Position Title	Gender Code	Race	Annual Compensation
000007427	Coordinator, Transit	M	White	\$ 38,504.00
000005648	Supervisor, Transit	M	Hispanic or Latino	\$ 38,504.00
000005423	Supervisor, Transit	M	Hispanic or Latino	\$ 38,504.00
000005326	Supervisor, Transit	F	White	\$ 38,504.00
000005408	Supervisor, Transit	M	White	\$ 38,504.00
000014740	Supervisor, Transit	M	White	\$ 38,504.00
000005294	Supervisor, Transit	M	White	\$ 38,504.00
000003740	Bus Driver	M	White	\$ 38,920.00
000004201	Bus Driver	M	White	\$ 39,105.00
000004586	Bus Driver	M	White	\$ 39,199.00
000002481	Bus Driver	M	White	\$ 39,202.00
000008735	Supervisor, Transit	M	White	\$ 39,274.00
000004557	Bus Driver	F	White	\$ 39,346.00
000002993	Bus Driver	M	White	\$ 39,770.00
000002613	Bus Driver	M	White	\$ 39,961.00
000013343	Fleet Mechanic	M	White	\$ 40,000.00
000117124	Account Clerk, Sr.	F	White	\$ 40,071.00
000002517	Supervisor, Transit	F	White	\$ 40,396.00
000002434	Bus Driver	M	White	\$ 40,818.00
000004802	Bus Driver	M	White	\$ 40,845.00
000013782	Supervisor, Transit	M	Black or African American	\$ 40,845.00
000013794	Supervisor, Transit	M	White	\$ 40,845.00
000012920	Fleet Mechanic	M	White	\$ 41,046.00
000009071	Account Clerk, Sr	F	Black or African American	\$ 42,246.00
000003930	Bus Driver	M	White	\$ 43,097.00
000014490	Supervisor, Transit	M	White	\$ 43,217.00
000117017	Planner	F	White	\$ 43,500.00
000002341	Bus Driver	M	Black or African American	\$ 43,504.00
000010882	Coordinator, Transit	F	White	\$ 43,862.00
000116846	Planner	F	White	\$ 43,919.00
000009045	Fleet Mechanic	M	White	\$ 44,572.00
000010867	Supervisor, Transit	M	White	\$ 44,688.00
000002843	Bus Driver	M	American Indian or Alaska Native	\$ 44,697.00
000004078	Bus Driver	M	Black or African American	\$ 44,697.00
000003989	Bus Driver	M	Black or African American	\$ 44,697.00
000004585	Bus Driver	M	Black or African American	\$ 44,697.00
000003044	Bus Driver	M	Hispanic or Latino	\$ 44,697.00
000002164	Bus Driver	M	White	\$ 44,697.00
000004108	Bus Driver	M	White	\$ 44,697.00
000008738	Supervisor, Transit	M	Hispanic or Latino	\$ 46,205.00
000003828	Fleet Mechanic	M	White	\$ 46,495.00
000002392	Supervisor, Transit	M	White	\$ 46,522.00
000002550	Fleet Mechanic	M	White	\$ 47,106.00
000014718	Advertsing & Marketing Specialist	F	American Indian or Alaska Native	\$ 47,265.00
000116652	Senior Supervisor, Transit	M	Hispanic or Latino	\$ 49,955.00
000007825	Parts Manager	M	White	\$ 51,686.00
000010251	Advertising & Enrollment Specialist	F	White	\$ 54,248.00
000003852	Fleet Mechanic	M	White	\$ 54,257.00

Employee Identification	Position Title	Gender Code	Race	Annual Compensation
000004514	Fleet Mechanic	M	White	\$ 54,257.00
000115571	Supervisor, Transit Facilities	M	White	\$ 55,016.00
000004016	Coordinator, Transit Training & Safety	M	White	\$ 55,137.00
000010863	Manager, Transit Operations	F	White	\$ 55,982.00
000002570	Office Manager	F	White	\$ 61,428.00
000013893	Principal Planner	M	Asian	\$ 64,180.00
000116923	Transit Grants Analyst	M	White	\$ 65,000.00
000004688	Supervisor, Fleet Mechanics	M	Black or African American	\$ 66,208.00
000003711	Supervisor, Fleet Mechanics	M	White	\$ 66,208.00
000005840	Senior Engineer	M	White	\$ 66,414.00
000010928	Fiscal Officer, Senior	F	White	\$ 68,620.00
000013195	Deputy Director, Fixed Route Operations	M	White	\$ 69,945.00
000005418	Manager, Transit Maint	M	White	\$ 69,945.00
000010214	Manager, Transit Marketing	F	White	\$ 69,945.00
000003133	Fiscal Manager	F	White	\$ 80,550.00
000010066	Deputy Director, ParaTransit Division	M	White	\$ 84,838.00
000007338	Director, Transit	M	White	\$ 118,793.00