

# LEETRAN EQUAL EMPLOYMENT OPPORTUNITY PROGRAM UPDATE

Lee County Transit Service (LeeTran)



*Prepared for:*



LEE COUNTY TRANSIT  
3401 METRO PARKWAY  
FORT MYERS, FL 33901  
PHONE: 239.533.8726

*Prepared by:*



THE CORRADINO GROUP  
4055 NW 97TH AVENUE  
DORAL, FL 33178  
PHONE: 305.594.0735

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## EQUAL EMPLOYMENT OPPORTUNITY PROGRAM REQUIREMENTS CHECKLIST

Requirement	Accomplished
Statement of Policy	<input type="checkbox"/>
Dissemination of Policy, Internally and Externally	<input type="checkbox"/>
Designation of Personnel Responsibility	<input type="checkbox"/>
Utilization Analysis	<input type="checkbox"/>
Goals and Timetables	<input type="checkbox"/>
Assessment of Employment Practices	<input type="checkbox"/>
Monitoring and Reporting System	<input type="checkbox"/>

### BACKGROUND<sup>1</sup>

The Federal Transit Administration (FTA) is one of 12 operating administrations within the U.S. Department of Transportation (DOT) headed by an Administrator who is appointed by the President of the United States. FTA functions through a Washington, DC, headquarters office, ten regional offices, and five metropolitan offices that assist transit agencies in all 50 states, the District of Columbia, Puerto Rico, the U.S. Virgin Islands, Guam, Northern Mariana Islands, and American Samoa.

Since 1977, DOT has required recipients of transit funding meeting certain criteria to establish Equal Employment Opportunity (EEO) Programs and to comply with applicable laws and regulations.

LeeTran is a recipient of FTA funding assistance and is therefore subject to EEO compliance conditions associated with the use of these funds pursuant to 49 U.S.C. Section 5332 and FTA Circular 4704.1A.

As a recipient of FTA funding assistance, LeeTran is required to submit an updated Equal Employment Opportunity Program (EEO Program) to the FTA every four years or as major changes occur in the work force or employment.

Under Federal Transit Laws, FTA is responsible for ensuring that its recipients do not engage in employment discrimination:

*A person may not be excluded from participating in, denied a benefit of, or discriminated against under a project, program, or activity receiving financial assistance under this chapter because of race, color, religion, national origin, sex, disability, or age. (49 U.S.C. § 5332(b))*

This provision applies to employment opportunities and supplements employment protections found in Title VI of the Civil Rights Act of 1964 (Title VI). The Title VI regulations prohibiting employ-

<sup>1</sup> This "Background" section of the LeeTran Equal Employment Opportunity Program contains excerpts from FTA Circular 4704.1A, Equal Employment Opportunity Requirements

and Guidelines for Federal Transit Administration Recipients, Rev. 1, April 20, 2017.

ment discrimination are found at 49 CFR § 21.5(c) – Nondiscrimination in Federally Assisted Programs of the Department of Transportation. It is important to note that while Title VI and 49 CFR Part 21 only prohibit discrimination based on race, color, and national origin, Federal Transit Laws (49 U.S.C. § 5332) includes protections on the basis of religion, sex, disability, and age.

Title VII of the Civil Rights Act of 1964 (Title VII), as amended by the Equal Employment Opportunity Act of 1972 and the Civil Rights Act of 1991, prohibits discrimination on the basis of race, color, religion, national origin, or sex in all institutions with 15 or more employees—including state and local governments and labor organizations. (42 U.S.C. §§ 2000e et seq.) Title II of the Genetic Information Nondiscrimination Act of 2008 (GINA) applies to private employers and state and local government employers with at least 15 employees, regardless of whether they receive federal financial assistance. It prohibits covered employers from discriminating on the basis of an applicant’s or employee’s genetic information (such as the results of genetic tests or family medical history), generally prohibits employers from acquiring genetic information of applicants and employees, and requires employers to keep genetic information confidential, with very limited exceptions.

The U.S. Equal Employment Opportunity Commission (EEOC) is the enforcement authority for Title VII and provides official interpretation of employment laws that prohibit discrimination as outlined in 29 CFR Part 1600. EEOC enforces not only Title VII and GINA, but also the Equal Pay Act of 1963, the Age Discrimination in Employment Act of 1967, Title I of the Americans with Disabilities Act of 1990, Sections 501 and 505 of the Rehabilitation Act of 1973. FTA defers to the most current regulations and guidance issued by EEOC when making complaint and compliance determinations. EEOC regulations and guidance are incorporated by reference.

Section 503 of the Rehabilitation Act of 1973, as amended by the Rehabilitation Act of 1993, requires firms holding federal contracts or subcontracts in excess of \$10,000 to “take affirmative action to employ and advance in employment qualified individuals with disabilities.” (29 U.S.C. § 793)

Section 504 of the Rehabilitation Act of 1973 states, “No otherwise qualified individual with a disability in the United States ... shall, solely by reason of her or his disability, be excluded from the participation in, be denied the benefits of, or be subjected to discrimination under any program or activity receiving Federal financial assistance.” (29 U.S.C. § 794)

DOT regulations implementing provisions of the Rehabilitation Act are contained in 49 CFR Part 27 – Nondiscrimination on the Basis of Disability in Programs or Activities Receiving Federal Financial Assistance:

*No qualified person with a disability shall, solely by reason of his disability, be excluded from participation in, be denied the benefits of, or otherwise be subjected to discrimination under any program or activity that receives Federal financial assistance administered by the Department of Transportation. (49 CFR § 27.7(a))*

Other nondiscrimination laws may also apply to recipients of federal assistance. The Equal Pay Act of 1963, as amended, requires employers to provide equal pay to men and women who perform substantially equal work in the same establishment. (29 U.S.C. § 206(d)) The Age Discrimination in Employment Act of 1967, as amended, prohibits employment discrimination against employees based on age. (29 U.S.C. §§ 621 et seq.) Title IX of the Education Amendments of 1972, as amended, prohibits discrimination based on sex in education programs or activities receiving federal assistance. (20 U.S.C. §§ 1681 et seq.) The Americans with Disabilities Act of 1990, as amended, prohibits discrimination against persons with disabilities. (42

U.S.C. §§ 12101 et seq.) Military veterans' employment and reemployment rights are covered under the Uniformed Services Employment and Reemployment Rights Act of 1994. (38 U.S.C. §§ 4301 et seq.)

These laws prohibit retaliation against an individual who files a charge or complaint of discrimination, participates in an employment discrimination proceeding (such as an investigation or lawsuit), or otherwise engages in protected activity.

The Florida Civil Rights Act of 1992 prohibits discrimination with respect to compensation, terms, conditions, or privileges of employment, because of such individual's race, color, religion, sex, pregnancy, national origin, age, handicap, or marital status.

Florida Statute 760.05 AIDS/HIV prohibits discrimination in employment on the basis of knowledge or belief that the individual has taken a human immunodeficiency virus test or the results or perceived results of such test unless the absence of human immunodeficiency virus infection is a bona fide occupational qualification of the job in question.

Florida Statute 488.075 prohibits employment discrimination on basis of sickle-cell trait. No person, firm, corporation, unincorporated association, state agency, unit of local government, or any pub-

lic or private entity shall deny or refuse employment to any person or discharge any person from employment solely because such person has the sickle-cell trait.

All of the above-listed federal and Florida nondiscrimination statutes and regulations will be referred to, collectively, as "EEO statutes and regulations."

This LeeTran Equal Employment Opportunity (EEO) Program supersedes the March 2015 EEO Program. It includes the following program elements:

1. Statement of Policy;
2. Plan for dissemination of information both internally and externally;
3. Designation of appropriate personnel responsible for carrying out the EEO Program, including the designation of an EEO Officer;
4. Utilization Analysis;
5. Goals and timetables to correct identified areas of underutilization or concentration;
6. Assessment of LeeTran's employment practices; and,
7. Plan for monitoring and reporting on the EEO Program.



## EQUAL EMPLOYMENT OPPORTUNITY POLICY STATEMENT

Lee County and LeeTran, collectively referred to as “we,” have a strong commitment to the community we serve and our employees. As an equal opportunity employer, we strive to have a workforce that reflects the community we serve. No person is unlawfully excluded from employment opportunities based on race, sex, religion, color, national origin, ancestry, disability, age, or any other categories protected under federal or state law.

LeeTran’s Equal Employment Opportunity (EEO) Program applies to all employment actions, including but not limited to: recruitment, hiring, selection for training, promotion, transfer, demotion, layoff, termination, rates of pay, or other forms of compensation, benefits, use of facilities, and service.

All applicants and employees have the right to file complaints alleging discrimination. Retaliation against an individual who files a charge or complaint of discrimination, participates in an employment discrimination proceeding (such as an investigation or lawsuit), or otherwise engages in protected activity, is strictly prohibited and will not be tolerated.

LeeTran is committed to providing reasonable accommodations to applicants and employees who need them because of protected status, absent undue hardship.

As Lee County’s County Manager, I maintain overall responsibility and accountability for LeeTran’s compliance with its EEO Program. To ensure day-to-day management, including program preparation, monitoring, and complaint investigation, I have appointed as LeeTran’s EEO Officer, Glen Salyer, Assistant County Manager [2115 Second Street, 4th Floor, Fort Myers, FL 33901; Phone: 239-533-2221; Fax: 239-485-2262; E-mail: oeo@leegov.com]. Glen Salyer reports to me and operates under my direct authority with all levels of management, labor unions, and employees.

All LeeTran executives, management, and supervisory personnel, however, share in the responsibility for implementing and monitoring LeeTran’s EEO Program within their respective areas and will be assigned specific tasks to ensure compliance is achieved. LeeTran will evaluate its managers’ and supervisors’ successful implementation of LeeTran’s EEO Program, in the same way LeeTran assesses their performance regarding other agency goals.

LeeTran is committed to undertaking and developing a written nondiscrimination program that sets forth the policies, practices and procedures, with goals and timetables, to which the agency is committed. In turn, LeeTran’s EEO Program is available for inspection by any employee or applicant for employment upon request.

I am personally committed to a workplace that acts upon its daily responsibility to treat all applicants and employees with dignity and respect, as well as equitably, under the guidelines of our EEO Program.

**Roger Desjarlais, County Manager**

Signature

01/31/18

Date

## DISSEMINATION OF POLICY, INTERNALLY AND EXTERNALLY

In furtherance of LeeTran's EEO Program and its commitment to promote the concepts of EEO for all employees, applicants, and potential applicants for employment, LeeTran's EEO Program will be available for review through various means within Lee County government, LeeTran, and Lee County at large.

### Internal:

- LeeTran's EEO Policy Statement by the County Manager will be posted in conspicuous locations so that employees, applicants, and potential applicants are aware of LeeTran's commitment to EEO.
- The EEO Policy Statement will be included in LeeTran's *Employee Policies and Procedures Manual*.
- Federal and Labor Law posters will be reproduced and posted on bulletin boards, in the Human Resources Division, and in areas where employees normally congregate.
- The EEO officer will meet with top management officials, semiannually, at a minimum, to discuss the EEO Program and its implementation.
- New LeeTran employees will be given the County Manager's EEO Policy Statement in employee orientation materials and will be required to sign a form acknowledging that they have read and understand the policy.
- The EEO Officer will meet with all employees and affinity groups to seek input on the EEO Program implementation.
- LeeTran will conduct periodic EEO training for employees and managers.

- EEO training for all new LeeTran supervisors and managers will be conducted within 90 days of their appointment.
- The EEO Program is available on the LeeTran Intranet and the Lee County Human Resources Department Intranet.
- LeeTran will maintain appropriate documentation that the EEO Program has been brought to the attention of employees and managers, including maintaining agendas and sign-in sheets for meetings conducted when the EEO policy and its implementation are explained.

### External:

- The County Manager's EEO Policy Statement and Program is available on LeeTran's website at <http://www.lee.gov.com/leetran/Documents/FY2015-2017%20Title%20VI%20Program.pdf>.
- All LeeTran job postings include the following statement: "LeeTran is an equal opportunity employer."
- The EEO Policy Statement is posted at various locations countywide.
- LeeTran's EEO Program is provided to Lee County Public Libraries.

## DESIGNATION OF PERSONNEL RESPONSIBILITY

All LeeTran's executives, management, and supervisory personnel share in the responsibility for implementing and monitoring LeeTran's EEO Program within their respective departments and areas of supervisory responsibilities.

While the ultimate responsibility and accountability for implementing LeeTran's EEO Policy and Program resides with the Lee County Manager, he is assisted by EEO Officer Glen Salyer. Mr. Salyer is an Assistant County Manager, who reports directly



to the County Manager to further LeeTran's EEO Policy and Program objectives using LeeTran resources and personnel.

The EEO Officer's program responsibilities include the following:

- Develop LeeTran's EEO Policy Statement and written EEO Program.
- Assist LeeTran management in the collection and analysis of employment data, identifying problems or opportunity areas, setting goals and timetables, and developing programs to achieve goals.
- Design, implement, and monitor the internal audit and reporting system to measure program effectiveness and determine where progress has been made and where proactive action is needed.
- Review LeeTran's nondiscrimination plan with all managers and supervisors to ensure that the policy is understood.
- Concur in the hiring and promotion process.
- In conjunction with human resources, periodically review employment practice policies (e.g., hiring, promotions, training), complaint policies, reasonable accommodation policies, performance evaluations, and grievance procedures.
- Report, at least semiannually, to the Lee County Manager, LeeTran's progress in relation to LeeTran's goals and contractor and vendor compliance.
- Serve as the liaison between Lee County and federal, state, county, and local governments; regulatory agencies; community groups representing minorities, women, and persons with disabilities; and, others.

- Maintain awareness of current EEO laws and regulations and ensure the laws and regulations affecting nondiscrimination are disseminated to responsible officials.
- Investigate complaints of EEO discrimination and take appropriate action.
- Provide EEO training for LeeTran employees and managers.
- In conjunction with Human Resources, advise LeeTran employees and applicants about available training programs, professional development opportunities, and entrance requirements.
- Audit postings of the EEO policy statement to ensure compliance information is posted and up to date.

EEO responsibilities for LeeTran executives, managers, and supervisors include the following:

- Participate actively in periodic audits of all aspects of employment to identify and remove barriers obstructing the achievement of specified goals and objectives.
- Hold regular discussions with other LeeTran managers, supervisors, employees, and affinity groups to ensure agency policies and procedures are being followed.
- In conjunction with the EEO Officer, maintain and update the personnel database for generating reports required for the nondiscrimination program.
- Cooperate with the EEO Officer in reviewing information and investigating complaints.
- Encourage LeeTran employee participation to support the advancement of the EEO Program (e.g., professional development and career growth opportunities, posting of promotional opportunities, shadowing, mentoring).

## COMPLAINT PROCEDURES

Employees or applicants for employment having reason to believe they may have been subjected to discrimination prohibited by EEO statutes and regulations are urged to bring those concerns to the attention of their immediate supervisor, department director, the Director of Human Resources or designee(s), the Lee County EEO Officer, or the County Manager, as appropriate, as provided in the Lee County *Policies and Procedures Manual* and detailed in Section 202:3. As stated in that section, complainants are urged to report such concerns within 15 days of the occurrence of the incident(s) in question. Prompt reporting allows for timely investigation and quick resolution of complaints.

Incidents may be reported, as appropriate, in person, by phone, by interoffice mail, or U.S. Mail to:

### Lee County Department of Human Resources

2115 Second Street  
Post Office Box 398  
Fort Myers, FL 33902 0398  
Phone: 239-533-2245  
E-mail: [oeo@leegov.com](mailto:oeo@leegov.com)

or

### Lee County Equal Opportunity Officer

2115 Second Street, Fourth Floor  
Fort Myers, FL 33901  
Phone: 239-533-2221  
Fax: 239-485-2262  
E-mail: [oeo@leegov.com](mailto:oeo@leegov.com)

In addition, such employees or applicants for employment may file a written complaint with the Florida Commission on Human Relations (FCHR), Federal Transit Administration (FTA), or Equal Employment Opportunity Commission (EEOC).

A complaint must be filed with FCHR no later than 365 days after the date of the alleged discrimination. A complaint must be filed with FTA and EEOC no later than 180 days after the date of the alleged discrimination, unless extended by the respective agency.

### Florida Commission on Human Relations

2009 Apalachee Parkway, Suite 100  
Tallahassee, FL 32301  
Phone: 850-488-7082  
Toll-Free: 800-342-8170  
Fax: 850-488-5291  
TDD ASCII: 800-955-1339  
TDD Baudot: 800-955-8771  
Web Site: <http://fchr.state.fl.us>  
E-mail: [fchrinfo@fchr.myflorida.com](mailto:fchrinfo@fchr.myflorida.com)

### Federal Transit Administration

Office of Civil Rights  
Attention: Complaint Team  
East Building, Fifth Floor – TCR  
1200 New Jersey Avenue, SE  
Washington, DC 20590  
Web Site: <https://www.transit.dot.gov/regulations-and-guidance/civil-rights-ada/file-complaint-fta>

### Equal Employment Opportunity Commission

Miami District Office  
100 SE Second Street, Suite 1500  
Miami, FL 33131  
Phone: 800-669-4000  
Fax: 305-808-1855  
TTY: 800-669-6820  
Web Site: <http://eeoc.gov/>

## UTILIZATION ANALYSIS

In accordance with federal, state, and local regulations, and the approved LeeTran EEO Program, utilization analyses are completed semi-annually to identify job categories that, within the LeeTran workforce, may have an underutilization or concentration of minorities and women, as well as to review impacts of employment practices in achieving diversity. In compliance, LeeTran undertook and completed its LeeTran EEO Plan Utilization Report (the “Report”) dated December 7, 2017, which is included in **Appendix C** of this EEO Program.

The Report reflects the employment trends of all LeeTran departments. The Report identified no underutilization areas within LeeTran. The actions being taken to ensure no underutilization, and the improvements made in achieving a balanced workforce since the 2014 EEO Program Utilization Report, are also included in **Appendix C**, for reference. A comparison between the 2014 and 2017 utilization reports clearly demonstrates the improvements made in successfully utilizing all available groups within the workforce.

In addition to overall utilization, LeeTran reviewed the utilization specifically as it applies to its 276 positions budgeted in federal fiscal year 2017. 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.

**Table 1** presents the Lee County population demographics using American Community Survey (ACS) 2012–2016 5-Year Estimates. **Table 2** presents the racial breakdown of LeeTran employees as of December 2017. 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 18.5 percent Black or African American persons and the countywide data indicates that Blacks or African Americans comprise

only 8.6 percent of the County’s overall population.

**Table 1: Lee County Demographics, 2016**

Demographics	Lee County
Population	680,970
Male	49%
Female	51%
20 to 24 years	5.2%
25 to 34 years	10.7%
35 to 44 years	10.6%
45 to 54 years	12.4%
55 to 59 years	6.6%
60 to 64 years	7.4%
65 to 74 years	14.9%
75 to 84 years	8.2%
85 years and over	3.2%
White	84.9%
Hispanic or Latino	19.6%
Black or African American	8.6%
Asian	1.6%
American Indian/Alaska Native	0.2%
Native Hawaiian/Other Pacific Islander	0%
Some other race	2.9%
Two or more races	1.8%

*Source: American Community Survey 2012–2016 5-year Estimates*

**Table 2: LeeTran's Existing Employees by Race**

Race	Number of Employees	Percent
White	167	60.5%
Hispanic or Latino	48	17.4%
Black or African American	51	18.5%
Asian	5	1.8%
American Indian/Alaska Native	2	0.7%
Two or more races	1	0.4%
Unknown	2	0.7%
<b>TOTAL</b>	<b>276</b>	<b>100%</b>

*Source: LeeTran*

The data were 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 now being primarily represented by White employees.

- Senior and Management Staff;
- Transit Coordinator;
- Crew Supervisor;
- Fleet Mechanics; and,
- 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. Seventy-six and eight-tenths 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

**Table 3: LeeTran’s Existing Employees by Gender**

Gender	Number of Employees	Percent
Male	212	76.8%
Female	64	23.2%
<b>TOTAL</b>	<b>276</b>	<b>100%</b>

Source: LeeTran

an opportunity for LeeTran to improve in the hiring of female employees.

The data were further reviewed by employee classification to determine if males and females generally hold certain positions within the transit agency. According to the review, approximately 80 percent of the bus operator positions are represented males. Compared to the countywide gender distribution, **Table 1**, 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 2014 to 2017 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 determine whether 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 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 “unknown” in **Table 4**. The “unknown” category could slightly skew the results of the analysis because these individuals will fall into one or more of the race categories. As seen in **Table 4**, a total of 4,234 persons applied for jobs at LeeTran over the three-year period. Of those 4,234 persons, 51.9 percent of the applicants were White, 23.1 percent of the applicants were Black or African American,

**Table 4: LeeTran 2014–2017 Job Applicants by Race**

Race	Number	Percent
White	2,199	51.9%
Hispanic or Latino	792	18.7%
Black or African American	977	23.1%
Asian	15	0.4%
American Indian or Alaskan Native	17	0.4%
Native Hawaiian or Pacific Islander	38	0.9%
Two or more races	52	1.2%
Unknown	144	3.4%
<b>TOTAL</b>	<b>4,234</b>	<b>100%</b>

Source: LeeTran

18.7 percent of the applicants were Hispanic or Latino, 3.4 percent of the applicants were unknown, and 1.7 percent of the applicants were American Indian/Alaska Native, Asian, and Native Hawaiian/Pacific Islander. The results of the applicant analysis are almost identical to the review of LeeTran’s existing employees by race (Table 2).

Table 5 presents the 2014 to 2017 job applicants by gender. As shown in the table, males comprised 35 percent of the job applicants and appear to be for positions such as bus driver, crew supervisor, fleet mechanic, maintenance worker, and transit maintenance manager. Females comprised 24.4 percent of job applicants and appear to be more for positions such as account clerk, administrative specialist, customer service specialist, office assistant, and office manager. The “unknown” category could skew the results of the analysis since these individuals will fall into one of the gender categories.

**Table 5: LeeTran 2014–2017 Job Applicants by Gender**

Gender	Number	Percent
Male	1,220	35.0%
Female	851	24.4%
Unknown	1,415	40.6%
<b>TOTAL</b>	<b>3,486</b>	<b>100%</b>

Source: LeeTran

Data from 2014 through July 2017 were 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, employees of all races have been promoted consistent with the racial distribution of the transit agency’s employees. However, the promotions by race identify that Blacks are promoted at a lower percentage than the percentage of the current LeeTran workforce that they comprise, while Asians, Hispanics, and White employees are promoted at a greater percentage than the percentage of workforce that they represent. While 79.31 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 lesser level than the percentage of LeeTran workforce that they comprise. The promotions by age show a good distribution across age groups, with employees between the ages of 25 to 34 receiving 34.5 percent of the overall promotions for the three years that were reviewed.

The majority of promotions are obtained by current employees applying for posted positions that are promotional opportunities for them. The promotion rate statistics are impacted by the demographics of the current employees applying.

**Table 6: LeeTran Employee Promotions by Race**

Race	Number	Percent
White	18	62.1%
Hispanic or Latino	6	20.7%
Black or African American	2	6.9%
Asian	2	6.9%
Unknown	1	3.4%
<b>TOTAL</b>	<b>29</b>	<b>100%</b>

Source: LeeTran

**Table 7: LeeTran Employee Promotions by Gender**

Gender	Number	Percent
Male	23	79.31%
Female	6	20.69%
<b>TOTAL</b>	<b>29</b>	<b>100%</b>

Source: LeeTran

**Table 8: LeeTran Employee Promotions by Age**

Age	Number	Percent
15 to 19 years	0	0.0%
20 to 24 years	1	3.5%
25 to 34 years	10	34.5%
35 to 44 years	2	6.9%
45 to 54 years	6	20.7%
55 to 59 years	2	6.9%
60 to 64 years	5	17.2%
65 to 74 years	3	10.3%
75 to 84 years	0	0.0%
85 years and over	0	0.0%
<b>TOTAL</b>	<b>29</b>	<b>100%</b>

Source: LeeTran

### TERMED-EMPLOYEE ANALYSIS

**Table 9** presents the LeeTran termed employees over the past three years with the employees' race. While the percentage of Hispanic or Latino employees that were termed is higher than the other minority categories, the number and percentage of Hispanic or Latino employees termed is less than the number and percentage of White employees termed.

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

Terminations at LeeTran stem from disciplinary action, voluntary resignation, and/or retirement.

**Table 9: LeeTran Percent of Termed Employees by Race**

Race	Number	Percent
White	91	61.0%
Hispanic or Latino	32	21.5%
Black or African American	25	16.8%
American Indian/Alaska Native	1	0.7%
<b>TOTAL</b>	<b>149</b>	<b>100%</b>

Source: LeeTran

### COMPENSATION ANALYSIS

**Table 10** displays the average salary for positions at LeeTran with multiple employees performing the same job. The data presented in **Table 10** were compared to industry standard compensation data for Lee County.

**Table 10: LeeTran Average Salary by Job Category**

Job Category	Average Salary
Officials and Administrators	\$83,067.31
Professionals	\$58,136.13
Technicians	\$52,691.98
Paraprofessional	\$41,558.92
Admin and Support	\$38,651.80
Skilled Craft	\$34,963.42
Service and Maintenance	\$32,607.94

Source: LeeTran

**Table 11** displays the industry compensation data for each position. The average salaries for several of the LeeTran job categories are consistent with the data reported through ACS, 2012–2016 5-year Estimates. While the categories represented by ACS, 2012–2016 5-year Estimates may differ from the actual job description and requirements of the job categories at LeeTran, LeeTran may want to review further 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 annually conducts a compensation study to review whether salary and benefit levels for their positions keep pace with industry and are equitable among staff.

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

Job Category	LeeTran Median	Lee County Median
Officials and Administrators	\$83,067.31	\$51,896
Professionals	\$58,136.13	\$54,048
Technicians	\$52,691.98	\$49,844
Paraprofessional	\$41,558.92	\$46,779
Admin and Support	\$38,651.80	\$25,834
Skilled Craft	\$34,963.42	\$19,606
Service and Maintenance	\$32,607.94	\$33,830

Source: LeeTran and American Community Survey 2012–2016 5-year Estimates

## GOALS AND TIMETABLES

While there have been no identified areas of underutilization pursuant to EEO guidelines, we have created goals and timetables to assure continued equitable utilization as well as improve areas of identified weakness of minority and/or female representation. While the utilization analysis concluded that females are underrepresented among the bus operator, fleet mechanic, maintenance worker, and transit and fleet mechanic supervisory positions, the analysis of applicants also concluded

that the demographic makeup of those positions is consistent with the persons applying for positions at LeeTran.

Goals and Timetables have been established to assist with recurring efforts to encourage a larger and more diversified pool of applicants. The established goals are a guidepost and are reasonably attainable by means of applying a good faith effort.

## SHORT-TERM GOALS

Goal	Accomplished
Coordinate with Florida Gulf Coast University (FGCU), technical schools, local colleges, and Florida's historically Black colleges and universities to distribute information on LeeTran's services and career opportunities to increase the pool of potential applicants.	<input type="checkbox"/>
Continue to attend job fairs and other events at the Hispanic Chamber of Commerce, as available and within budget.	<input type="checkbox"/>
Attend job fairs and events of the Lee County NAACP, as available and within budget.	<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.	<input type="checkbox"/>
Provide internal employment branding to inform all current employees of Lee County benefits to create a positive reputation in the community as a great place to work to improve applicants and retention.	<input type="checkbox"/>
Post jobs, as available and within budget, with the National Council of Negro Women.	<input type="checkbox"/>

## LONG-TERM GOALS

Goal	Accomplished
Make available and encourage opportunities for female employees with an interest in technical positions.	<input type="checkbox"/>
Coordinate with local colleges, universities, and technical schools when FTA has grant programs for training in transit to increase the LeeTran applicant pool.	<input type="checkbox"/>
Increase overall representation of female bus operators as positions are available and qualified applications are received.	<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.	<input type="checkbox"/>

## ASSESSMENT OF EMPLOYMENT PRACTICES

As part of the underutilization analysis, a review was undertaken of the Lee County Equal Employment Opportunity data and the Lee County *Policies and Procedures Manual*. There were no existing policies identified 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 with no findings of problem areas.

In addition, oral 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 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—disciplinary actions and is provided to all LeeTran employees.

Upon review, currently vacant positions are filled by posting the vacancy on the Lee County Recruitment webpage, [www.governmentjobs.com](http://www.governmentjobs.com), the Hispanic Chamber of Commerce, the NAACP, and local colleges. Mechanics positions have also been posted at local vocational schools, as appropriate. At times, if within budget, LeeTran advertises for professional positions by posting on transit-specific websites and/or magazines. 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 Lee County Board of County Commissioners. New hires receive training, bus drivers attend annual retraining, and all staff receive drug and alcohol, distracted driving, and customer service training. In addition, Lee County also conducts in-house training 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 to or hired for a LeeTran position that is not due to reclassification applies and interviews 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.

## MONITORING AND REPORTING SYSTEM

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 determines 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 Lee County EEO Officer shall review these sources semi-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 [www.governmentjobs.com](http://www.governmentjobs.com). Lee County will also send information regarding job classifications and instructions for accessing current position listings on [www.governmentjobs.com](http://www.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 quarterly 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 meet its EEO program goals.
3. All employees engaged in rendering hiring and promotion decisions 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 Lee County 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 any issue of unequal consideration or oppor-

tunity arises, shall be reviewed by the Office of Human Resources to assure that qualified applicants are given equal consideration and opportunities for upgrades, promotions, and transfers.

7. Where additional training and experience would be helpful for advancement, Lee-Tran and Human Resources will coordinate appropriate options to counsel and assist employees.
8. It is necessary for good working relationships to continue 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. For LeeTran to assess its objective of achieving, within a reasonable period, 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; and,
- 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, and the like, 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 12** may also be utilized. However, employees are informed that nothing in LeeTran's EEO Program's informal or formal processes prevents

Table 12: Complaint Resolution Procedure

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

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.

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.

### SUBRECIPIENTS/CONTRACTORS

It shall be the objective of LeeTran to ensure that all its subrecipients and contractors who meet the FTA threshold requirements are in full compliance with all Equal Employment Opportunity statutes and regulations. This refers to any subrecipient/contractor who:

1. Employs 100 or more transit-related employees; and,
2. Requests or receives capital or operating assistance more than \$1 million in the previous federal fiscal year, or requests or receives planning assistance in excess of \$250,000 in the previous federal fiscal year.

LeeTran will request and review the EEO program of each subrecipient and contractor. In addition, records of all subrecipients/contractors will be maintained documenting the name, address, type of services provided, contract work performed, correspondence regarding their EEO program, and proof of review (letter or memo to the subrecipient/contractor), as well as the date of review.

Currently LeeTran subrecipients and subcontractors do not meet the FTA threshold requirements to implement the EEO program elements.



# APPENDIX A

## LEETRAN EEOP UTILIZATION REPORT, 2017

# EEO Utilization Report

## Organization Information

Name: Lee County Board Of County Commissioners

City: Fort Myers

State: FL

Zip: 33901

Type: County/Municipal Government (not law enforcement)

Thu Sep 28 11:53:46 EDT 2017

## Step 1: Introductory Information

### 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 upon race, sex, religious belief, color, national origin, ancestry, disability, age or any other category of protected persons.

Following File has been uploaded:201 Equal Employment Opportunity.pdf

### Step 4b: Narrative of Interpretation

Lee County Human Resources Compliance Specialist reviewed the Utilization Analysis (comparing the County's workforce with the relevant labor market), and noted the following:

1. Hispanic or Latino males were significantly underutilized in the job category Skilled Craft (-18%)
2. White females were significantly underutilized in the following job categories: Officials/Administrators (-15%), Technicians (-14%) and Service/Maintenance (-9%).
3. Hispanic or Latino females were significantly underutilized in the job category Service/Maintenance (-7%)
4. Black or African American females were significantly underutilized in the job category Technicians (-9%)

When compared to the 2015 EEOP, significant improvement in utilization was noted in the following:

1. Hispanic or Latino males increased by 3% in the Professionals category bringing them 2% above the CLS.
2. Black or African American males increased by 1% bringing them equal to the CLS.
3. Native Hawaiian or other Pacific Islander males increased by 1% in Officials/Administrators and by 2% in Skilled Craft bringing them 1% and 2% above the CLS respectively.
4. White females increased by 2% in the Professionals category and by 7% in the Service/Maintenance category.
5. Hispanic or Latino females increased by 1% in the Professionals category bringing them equal to the CLS and by 1% in the Administrative Support category bringing them 2% above the CLS.
6. Black or African American females increased by 2% in the category of Service/Maintenance.

Based on the improved utilization noted, Lee County Human Resources has formulated Objectives and Steps to continue improvement.

### Step 5: Objectives and Steps

**1. 1. To encourage increased application for all underutilized categories while maintaining effective utilization where it currently exists, Lee County will increase communication of employment opportunities by:**

- a. continuing to attend a diverse array of local job fairs such as the Hispanic Chamber of Commerce Job Fair;
- b. meeting with Career Counselors of local Technical Schools, Colleges and Universities and providing them with a list of County position classifications along with a link to the associated position descriptions and vacancy postings;
- c. utilizing our County Libraries as well as Parks and Recreation facilities located throughout Lee County (the relevant labor market) to provide equal access to information about available positions;
- d. meeting with minority organizations such as the Hispanic Chamber of Commerce, the Lee County NAACP, Southwest Florida Dress for Success, as well as College and University Diversity and Inclusion Councils and providing them a list of County position classifications along with a link to the associated position descriptions and vacancy postings
- e. Human Resources Talent Acquisition staff will review the applicant pool for positions that have shown significant underutilization for the specific race/gender groups noted above to determine if these groups were under-represented in the applicant pool. Based on the findings of their review, the Talent Acquisition staff will create a recruitment plan for implementation within six months to improve participation by under-represented groups

### Step 6: Internal Dissemination

- 1) A copy of this EEOP will be on file in Human Resources.
- 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 the Lee County Board of County Commissioners.
- 4) A copy of this EEOP will be posted on the Lee County Intranet.
- 5) A copy of this EEOP will be provided to all Department Directors.

**Step 7: 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 via phone at 239-533-2245 and via e-mail to [oeo@leegov.com](mailto: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
<b>Officials/Administrators</b>																
Workforce #/%	60/76%	1/1%	0/0%	0/0%	0/0%	1/1%	0/0%	0/0%	13/16%	2/3%	0/0%	0/0%	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%	8,885/32%	910/3%	495/2%	40/0%	120/0%	0/0%	0/0%	65/0%	15/0%
Utilization #/%	22%	-4%	-1%	-0%	-0%	1%	-0%	-15%	-1%	1%	-0%	-0%	-0%	0%	-0%	-0%
<b>Professionals</b>																
Workforce #/%	367/37%	54/5%	19/2%	1/0%	7/1%	0/0%	0/0%	443/45%	44/4%	41/4%	2/0%	8/1%	0/0%	2/0%	0/0%	0/0%
CLS #/%	10,695/33%	785/2%	515/2%	0/0%	500/2%	0/0%	100/0%	16,110/50%	1,175/5%	1,175/4%	45/0%	440/1%	0/0%	165/1%	75/0%	0/0%
Utilization #/%	4%	3%	0%	0%	-1%	0%	-0%	-5%	-1%	1%	0%	-1%	0%	-0%	-0%	-0%
<b>Technicians</b>																
Workforce #/%	239/47%	64/13%	21/4%	1/0%	1/0%	0/0%	3/1%	145/29%	25/5%	2/0%	1/0%	0/0%	0/0%	2/0%	0/0%	0/0%
CLS #/%	1,965/30%	360/5%	175/3%	0/0%	4/0%	0/0%	0/0%	2,825/43%	455/7%	585/9%	0/0%	110/2%	0/0%	30/0%	10/0%	0/0%
Utilization #/%	17%	7%	1%	0%	0%	0%	1%	-14%	-2%	-9%	0%	-2%	0%	-0%	-0%	-0%
<b>Protective Services: Sworn</b>																
Workforce #/%	0/	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%	770/14%	60/1%	130/2%	0/0%	15/0%	0/0%	0/0%	0/0%	0/0%
Utilization #/%																
<b>Protective Services: Non-sworn</b>																
Workforce #/%	0/	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%	180/34%	24/5%	0/0%	0/0%	0/0%	0/0%	0/0%	0/0%	0/0%
Utilization #/%																
<b>Administrative Support</b>																
Workforce #/%	19/10%	6/3%	5/2%	0/0%	0/0%	0/0%	0/0%	132/66%	24/12%	11/6%	2/1%	1/0%	0/0%	0/0%	0/0%	0/0%
CLS #/%	21,070/28%	3,295/4%	1,305/2%	80/0%	425/1%	0/0%	70/0%	36,675/50%	7,090/10%	3,115/4%	45/0%	330/0%	0/0%	155/0%	235/0%	0/0%

USDOJ, Office of Justice Programs, EEO Utilization Report page 5 of 8



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 #/%	-19%	-1%	1%	-0%	-1%	0%	-0%	-0%	16%	2%	1%	1%	0%	0%	-0%	-0%
<b>Skilled Craft</b>																
Workforce #/%	303/81%	36/10%	14/4%	8/2%	1/0%	9/2%	1/0%	0/0%	0/0%	0/0%	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%	-18%	-1%	2%	-0%	2%	-0%	-1%	-4%	-1%	-0%	0%	-0%	0%	0%	0%
<b>Service/Maintenance</b>																
Workforce #/%	297/49%	83/14%	56/9%	8/1%	2/0%	0/0%	2/0%	0/0%	106/18%	14/2%	31/5%	1/0%	0/0%	0/0%	2/0%	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 #/%	17%	-5%	5%	1%	-1%	0%	0%	-0%	-9%	-7%	-1%	0%	-1%	-0%	0%	-0%

Significant Underutilization Chart

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									✓							
Professionals					✓				✓							
Technicians									✓				✓			
Administrative Support	✓								✓							
Skilled Craft		✓							✓							
Service/Maintenance		✓							✓				✓			





# APPENDIX B

## LEETRAN EEOP UTILIZATION REPORT, 2014

# 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



Telephone #: 850-617-1250

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**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

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**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

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**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.

**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
<b>Officials/Administrators</b>																
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%	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%	15/0%
Utilization #/%	26%	-6%	-0%	-0%	-0%	0%	-0%	-0%	-17%	-2%	1%	-0%	-0%	0%	-0%	-0%
<b>Professionals</b>																
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%	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%	75/0%
Utilization #/%	0%	0%	0%	0%	-1%	0%	-0%	-0%	2%	-1%	0%	0%	-1%	0%	-1%	-0%
<b>Technicians</b>																
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%	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%	30/0%	10/0%
Utilization #/%	21%	6%	-0%	0%	0%	0%	0%	-1%	-13%	-4%	-8%	1%	-2%	0%	-0%	-0%
<b>Protective Services:</b>																
<b>Sworn</b>																
Workforce #/%	0/	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%	0/0%
Utilization #/%																
<b>Protective Services: Non-sworn</b>																
Workforce #/%	0/	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%	0/0%
Utilization #/%																
<b>Administrative Support</b>																
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%	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%	235/0%

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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%	0%	0%	0%	-0%	-0%
<b>Skilled Craft</b>																
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%
<b>Service/Maintenance</b>																
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								
	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		✓							✓							
Technicians									✓	✓			✓			
Administrative Support	✓															
Skilled Craft		✓							✓							
Service/Maintenance									✓	✓						



# APPENDIX C

## EMPLOYMENT ANALYSIS AND UTILIZATION ANALYSIS





LeeTran EEO Utilization Report, December 7, 2017 — Employment Analysis

Job Category (Use EEO-4)	Total		W		A/I/A/N		B		H/L		A		NHOPI		M		F	
	Male	Female	M	F	M	F	M	F	M	F	M	F	M	F	M	F		
<b>1 - Officials &amp; Administrators</b>																		
Total Workforce	211	63	133	34	1	1	33	18	40	8	3	2						
Eligibility Specialist	-	1	0.0%	0.0%	N/A	N/A	0.0%	0.0%	0.0%	0.0%	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Discipline Rate	0.0%	1.6%	0.0%	0.0%	N/A	N/A	0.0%	0.0%	0.0%	0.0%	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Ratio to Lowest Rate	100.0%	0.0%	100.0%	100.0%	N/A	N/A	100.0%	100.0%	100.0%	100.0%	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Potential Adverse Impact (Yes/No)	No	No	No	No	N/A	N/A	No	No	No	No	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Advertising and Marketing Specialist	-	1	0.0%	0.0%	N/A	N/A	0.0%	0.0%	0.0%	0.0%	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Discipline Rate	0.0%	1.6%	0.0%	0.0%	N/A	N/A	0.0%	0.0%	0.0%	0.0%	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Ratio to Lowest Rate	100.0%	0.0%	100.0%	100.0%	N/A	N/A	100.0%	100.0%	100.0%	100.0%	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Potential Adverse Impact (Yes/No)	No	No	No	No	N/A	N/A	No	No	No	No	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Advertising and Enrollment Specialist	-	1	0.0%	2.9%	N/A	N/A	0.0%	0.0%	0.0%	0.0%	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Discipline Rate	0.0%	1.6%	0.0%	2.9%	N/A	N/A	0.0%	0.0%	0.0%	0.0%	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Ratio to Lowest Rate	100.0%	0.0%	100.0%	0.0%	N/A	N/A	100.0%	100.0%	100.0%	100.0%	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Potential Adverse Impact (Yes/No)	No	No	No	No	N/A	N/A	No	No	No	No	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Dep. Director, Paratransit	1	-	0.8%	0.0%	N/A	N/A	0.0%	0.0%	0.0%	0.0%	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Discipline Rate	0.5%	0.0%	0.8%	0.0%	N/A	N/A	0.0%	0.0%	0.0%	0.0%	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Ratio to Lowest Rate	0.0%	100.0%	0.0%	100.0%	N/A	N/A	100.0%	100.0%	100.0%	100.0%	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Potential Adverse Impact (Yes/No)	No	No	No	No	N/A	N/A	No	No	No	No	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Dep. Director, Fixed Route Operations	1	-	0.8%	0.0%	N/A	N/A	0.0%	0.0%	0.0%	0.0%	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Discipline Rate	0.5%	0.0%	0.8%	0.0%	N/A	N/A	0.0%	0.0%	0.0%	0.0%	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Ratio to Lowest Rate	0.0%	100.0%	0.0%	100.0%	N/A	N/A	100.0%	100.0%	100.0%	100.0%	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Potential Adverse Impact (Yes/No)	No	No	No	No	N/A	N/A	No	No	No	No	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Director, Transit	1	-	0.8%	0.0%	N/A	N/A	0.0%	0.0%	0.0%	0.0%	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Discipline Rate	0.5%	0.0%	0.8%	0.0%	N/A	N/A	0.0%	0.0%	0.0%	0.0%	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Ratio to Lowest Rate	0.0%	100.0%	0.0%	100.0%	N/A	N/A	100.0%	100.0%	100.0%	100.0%	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Potential Adverse Impact (Yes/No)	No	No	No	No	N/A	N/A	No	No	No	No	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
<b>2 - Professionals</b>																		
Total Workforce	211	63	133	34	1	1	33	18	40	8	3	2						
Coordinator, Transit	4	1	3.0%	2.9%	N/A	N/A	0.0%	0.0%	0.0%	0.0%	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Discipline Rate	1.9%	1.6%	3.0%	2.9%	N/A	N/A	0.0%	0.0%	0.0%	0.0%	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Ratio to Lowest Rate	83.7%	100.0%	0.0%	0.0%	N/A	N/A	100.0%	100.0%	100.0%	100.0%	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Potential Adverse Impact (Yes/No)	No	No	No	No	N/A	N/A	No	No	No	No	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Fiscal Manager	-	1	0.0%	0.0%	N/A	N/A	0.0%	0.0%	0.0%	0.0%	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Discipline Rate	0.0%	1.6%	0.0%	0.0%	N/A	N/A	0.0%	0.0%	0.0%	0.0%	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Ratio to Lowest Rate	100.0%	0.0%	100.0%	100.0%	N/A	N/A	100.0%	100.0%	100.0%	100.0%	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Potential Adverse Impact (Yes/No)	No	No	No	No	N/A	N/A	No	No	No	No	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Fiscal Officer Senior	-	1	0.0%	2.9%	N/A	N/A	0.0%	0.0%	0.0%	0.0%	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Discipline Rate	0.0%	1.6%	0.0%	2.9%	N/A	N/A	0.0%	0.0%	0.0%	0.0%	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Ratio to Lowest Rate	100.0%	0.0%	100.0%	0.0%	N/A	N/A	100.0%	100.0%	100.0%	100.0%	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Potential Adverse Impact (Yes/No)	No	No	No	No	N/A	N/A	No	No	No	No	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Manager, Transit Operations/Transit Marketing	1	1	0.0%	0.0%	N/A	N/A	0.0%	0.0%	0.0%	0.0%	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Discipline Rate	0.5%	1.6%	0.0%	2.9%	N/A	N/A	0.0%	0.0%	0.0%	0.0%	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Ratio to Lowest Rate	100.0%	29.9%	100.0%	0.0%	N/A	N/A	100.0%	100.0%	100.0%	100.0%	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Potential Adverse Impact (Yes/No)	No	No	No	No	N/A	N/A	No	No	No	No	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Office Manager	1	1	0.0%	0.0%	N/A	N/A	0.0%	0.0%	0.0%	0.0%	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Discipline Rate	0.5%	1.6%	0.0%	2.9%	N/A	N/A	0.0%	0.0%	0.0%	0.0%	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Ratio to Lowest Rate	100.0%	29.9%	100.0%	0.0%	N/A	N/A	100.0%	100.0%	100.0%	100.0%	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Potential Adverse Impact (Yes/No)	No	No	No	No	N/A	N/A	No	No	No	No	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Manager/Principal Planner/Planning Technician	3	1	1.4%	2.9%	N/A	N/A	0.0%	0.0%	0.0%	0.0%	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Discipline Rate	1.4%	1.6%	1.5%	2.9%	N/A	N/A	0.0%	0.0%	0.0%	0.0%	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Ratio to Lowest Rate	100.0%	89.6%	0.0%	0.0%	N/A	N/A	100.0%	100.0%	100.0%	100.0%	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Potential Adverse Impact (Yes/No)	No	No	No	No	N/A	N/A	No	No	No	No	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
<b>3 - Technicians</b>																		
Total Workforce	211	63	133	34	1	1	33	18	40	8	3	2						
Crew Supv	2	-	0.0%	0.0%	N/A	N/A	0.0%	0.0%	0.0%	0.0%	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A



LeeTran EEO Utilization Report, December 7, 2017 — Employment Analysis

Job Category (Use EEO-4)	Total		W		A/IAN		B		H/L		A		NHOPI		M	
	Male	Female	M	F	M	F	M	F	M	F	M	F	M	F	M	F
Discipline Rate	0.9%	0.0%	1.5%	0.0%	N/A	N/A	0.0%	0.0%	0.0%	0.0%	N/A	N/A	N/A	N/A	N/A	N/A
Ratio to Lowest Rate	0.0%	100.0%	0.0%	100.0%	N/A	N/A	100.0%	100.0%	100.0%	100.0%	N/A	N/A	N/A	N/A	N/A	N/A
Potential Adverse Impact (Yes/No)	No	No	No	No	N/A	N/A	No	No	No	No	N/A	N/A	N/A	N/A	N/A	N/A
<b>Supervisor Transit</b>	14	1	10	1			2		2							
Discipline Rate	6.6%	1.6%	7.5%	2.9%	N/A	N/A	6.1%	0.0%	5.0%	0.0%	N/A	N/A	N/A	N/A	N/A	N/A
Ratio to Lowest Rate	23.9%	100.0%	0.0%	0.0%	N/A	N/A	0.0%	100.0%	0.0%	100.0%	N/A	N/A	N/A	N/A	N/A	N/A
Potential Adverse Impact (Yes/No)	No	No	No	No	N/A	N/A	No	No	No	No	N/A	N/A	N/A	N/A	N/A	N/A
<b>Supervisor Transit Facilities</b>	1	-	1	-			-	-	-	-						
Discipline Rate	0.5%	0.0%	0.8%	0.0%	N/A	N/A	0.0%	0.0%	0.0%	0.0%	N/A	N/A	N/A	N/A	N/A	N/A
Ratio to Lowest Rate	0.0%	100.0%	0.0%	100.0%	N/A	N/A	100.0%	100.0%	100.0%	100.0%	N/A	N/A	N/A	N/A	N/A	N/A
Potential Adverse Impact (Yes/No)	No	No	No	No	N/A	N/A	No	No	No	No	N/A	N/A	N/A	N/A	N/A	N/A
<b>Senior Supervisor Transit</b>	1	-	-	-			-	-	1							
Discipline Rate	0.5%	0.0%	0.0%	0.0%	N/A	N/A	0.0%	0.0%	2.5%	0.0%	N/A	N/A	N/A	N/A	N/A	N/A
Ratio to Lowest Rate	0.0%	100.0%	100.0%	100.0%	N/A	N/A	100.0%	100.0%	0.0%	100.0%	N/A	N/A	N/A	N/A	N/A	N/A
Potential Adverse Impact (Yes/No)	No	No	No	No	N/A	N/A	No	No	No	No	N/A	N/A	N/A	N/A	N/A	N/A
Discipline Rate	0.0%	0.0%	0.0%	0.0%	N/A	N/A	0.0%	0.0%	0.0%	0.0%	N/A	N/A	N/A	N/A	N/A	N/A
Ratio to Lowest Rate	100.0%	100.0%	100.0%	100.0%	N/A	N/A	100.0%	100.0%	100.0%	100.0%	N/A	N/A	N/A	N/A	N/A	N/A
Potential Adverse Impact (Yes/No)	No	No	No	No	N/A	N/A	No	No	No	No	N/A	N/A	N/A	N/A	N/A	N/A
Discipline Rate	0.0%	0.0%	0.0%	0.0%	N/A	N/A	0.0%	0.0%	0.0%	0.0%	N/A	N/A	N/A	N/A	N/A	N/A
Ratio to Lowest Rate	100.0%	100.0%	100.0%	100.0%	N/A	N/A	100.0%	100.0%	100.0%	100.0%	N/A	N/A	N/A	N/A	N/A	N/A
Potential Adverse Impact (Yes/No)	No	No	No	No	N/A	N/A	No	No	No	No	N/A	N/A	N/A	N/A	N/A	N/A
<b>4 - Protective Service</b>	211	63	133	34	1	1	33	18	40	8	3	2	1			
Total Workforce	-	-	-	-			-	-	-	-	-	-	-	-	-	-
<Enter Discipline Type>	0.0%	0.0%	0.0%	0.0%	N/A	N/A	0.0%	0.0%	0.0%	0.0%	N/A	N/A	N/A	N/A	N/A	N/A
Ratio to Lowest Rate	100.0%	100.0%	100.0%	100.0%	N/A	N/A	100.0%	100.0%	100.0%	100.0%	N/A	N/A	N/A	N/A	N/A	N/A
Potential Adverse Impact (Yes/No)	No	No	No	No	N/A	N/A	No	No	No	No	N/A	N/A	N/A	N/A	N/A	N/A
<Enter Discipline Type>	-	-	-	-			-	-	-	-						
Discipline Rate	0.0%	0.0%	0.0%	0.0%	N/A	N/A	0.0%	0.0%	0.0%	0.0%	N/A	N/A	N/A	N/A	N/A	N/A
Ratio to Lowest Rate	100.0%	100.0%	100.0%	100.0%	N/A	N/A	100.0%	100.0%	100.0%	100.0%	N/A	N/A	N/A	N/A	N/A	N/A
Potential Adverse Impact (Yes/No)	No	No	No	No	N/A	N/A	No	No	No	No	N/A	N/A	N/A	N/A	N/A	N/A
Discipline Rate	0.0%	0.0%	0.0%	0.0%	N/A	N/A	0.0%	0.0%	0.0%	0.0%	N/A	N/A	N/A	N/A	N/A	N/A
Ratio to Lowest Rate	100.0%	100.0%	100.0%	100.0%	N/A	N/A	100.0%	100.0%	100.0%	100.0%	N/A	N/A	N/A	N/A	N/A	N/A
Potential Adverse Impact (Yes/No)	No	No	No	No	N/A	N/A	No	No	No	No	N/A	N/A	N/A	N/A	N/A	N/A
<Enter Discipline Type>	-	-	-	-			-	-	-	-						
Discipline Rate	0.0%	0.0%	0.0%	0.0%	N/A	N/A	0.0%	0.0%	0.0%	0.0%	N/A	N/A	N/A	N/A	N/A	N/A
Ratio to Lowest Rate	100.0%	100.0%	100.0%	100.0%	N/A	N/A	100.0%	100.0%	100.0%	100.0%	N/A	N/A	N/A	N/A	N/A	N/A
Potential Adverse Impact (Yes/No)	No	No	No	No	N/A	N/A	No	No	No	No	N/A	N/A	N/A	N/A	N/A	N/A
<b>5 - Paraprofessional</b>	211	63	133	34	1	1	33	18	40	8	3	2	1			
Total Workforce	-	3	-	1			-	2	-	-	-	-	-	-	-	-
Account Clerk, Sr	0.0%	4.8%	0.0%	2.9%	N/A	N/A	0.0%	11.1%	0.0%	0.0%	N/A	N/A	N/A	N/A	N/A	N/A
Ratio to Lowest Rate	100.0%	0.0%	100.0%	0.0%	N/A	N/A	100.0%	0.0%	100.0%	100.0%	N/A	N/A	N/A	N/A	N/A	N/A
Potential Adverse Impact (Yes/No)	No	No	No	No	N/A	N/A	No	No	No	No	N/A	N/A	N/A	N/A	N/A	N/A
Intern, College	-	1	-	-			-	1	-	-						
Discipline Rate	0.0%	1.6%	0.0%	0.0%	N/A	N/A	0.0%	5.6%	0.0%	0.0%	N/A	N/A	N/A	N/A	N/A	N/A
Ratio to Lowest Rate	100.0%	0.0%	100.0%	100.0%	N/A	N/A	100.0%	0.0%	100.0%	100.0%	N/A	N/A	N/A	N/A	N/A	N/A



LeeTran EEO Utilization Report, December 7, 2017 — Employment Analysis

Job Category (Use EEO-4)	Total		W		A/I/A/N		B		H/L		A		NHOPI		M	
	Male	Female	M	F	M	F	M	F	M	F	M	F	M	F	M	F
Potential Adverse Impact (Yes/No)	No	No	No	No	N/A	N/A	No	No	No	No	N/A	N/A	N/A	N/A	N/A	N/A
ParaTransit Account Clerk, Senior	-	2	-	-	-	-	2	-	-	-	-	-	-	-	-	-
Discipline Rate	0.0%	3.2%	0.0%	0.0%	N/A	N/A	0.0%	11.1%	0.0%	0.0%	N/A	N/A	N/A	N/A	N/A	N/A
Ratio to Lowest Rate	100.0%	0.0%	100.0%	100.0%	N/A	N/A	100.0%	0.0%	100.0%	100.0%	N/A	N/A	N/A	N/A	N/A	N/A
Potential Adverse Impact (Yes/No)	No	No	No	No	N/A	N/A	No	No	No	No	N/A	N/A	N/A	N/A	N/A	N/A
<Enter Discipline Type>	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Discipline Rate	0.0%	0.0%	0.0%	0.0%	N/A	N/A	0.0%	0.0%	0.0%	0.0%	N/A	N/A	N/A	N/A	N/A	N/A
Ratio to Lowest Rate	100.0%	100.0%	100.0%	100.0%	N/A	N/A	100.0%	100.0%	100.0%	100.0%	N/A	N/A	N/A	N/A	N/A	N/A
Potential Adverse Impact (Yes/No)	No	No	No	No	N/A	N/A	No	No	No	No	N/A	N/A	N/A	N/A	N/A	N/A
<Enter Discipline Type>	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Discipline Rate	0.0%	0.0%	0.0%	0.0%	N/A	N/A	0.0%	0.0%	0.0%	0.0%	N/A	N/A	N/A	N/A	N/A	N/A
Ratio to Lowest Rate	100.0%	100.0%	100.0%	100.0%	N/A	N/A	100.0%	100.0%	100.0%	100.0%	N/A	N/A	N/A	N/A	N/A	N/A
Potential Adverse Impact (Yes/No)	No	No	No	No	N/A	N/A	No	No	No	No	N/A	N/A	N/A	N/A	N/A	N/A
<Enter Discipline Type>	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Discipline Rate	0.0%	0.0%	0.0%	0.0%	N/A	N/A	0.0%	0.0%	0.0%	0.0%	N/A	N/A	N/A	N/A	N/A	N/A
Ratio to Lowest Rate	100.0%	100.0%	100.0%	100.0%	N/A	N/A	100.0%	100.0%	100.0%	100.0%	N/A	N/A	N/A	N/A	N/A	N/A
Potential Adverse Impact (Yes/No)	No	No	No	No	N/A	N/A	No	No	No	No	N/A	N/A	N/A	N/A	N/A	N/A
Potential Adverse Impact (Yes/No)	No	No	No	No	N/A	N/A	No	No	No	No	N/A	N/A	N/A	N/A	N/A	N/A
<b>6 - Administrative Support</b>																
Total Workforce	211	63	133	34	1	1	33	18	40	8	3	2	1	-	-	-
Admin. Asst./Specialist/Support Supervisor	-	3	-	3	-	-	-	-	-	-	-	-	-	-	-	-
Discipline Rate	0.0%	4.8%	0.0%	8.8%	N/A	N/A	0.0%	0.0%	0.0%	0.0%	N/A	N/A	N/A	N/A	N/A	N/A
Ratio to Lowest Rate	100.0%	0.0%	100.0%	0.0%	N/A	N/A	100.0%	100.0%	100.0%	100.0%	N/A	N/A	N/A	N/A	N/A	N/A
Potential Adverse Impact (Yes/No)	No	No	No	No	N/A	N/A	No	No	No	No	N/A	N/A	N/A	N/A	N/A	N/A
Lee Tran Customer Service Specialist	2	3	2	2	-	-	-	-	1	-	-	-	-	-	-	-
Discipline Rate	0.9%	4.8%	1.5%	5.9%	N/A	N/A	0.0%	0.0%	0.0%	12.5%	N/A	N/A	N/A	N/A	N/A	N/A
Ratio to Lowest Rate	100.0%	19.9%	0.0%	0.0%	N/A	N/A	100.0%	100.0%	100.0%	0.0%	N/A	N/A	N/A	N/A	N/A	N/A
Potential Adverse Impact (Yes/No)	No	No	No	No	N/A	N/A	No	No	No	No	N/A	N/A	N/A	N/A	N/A	N/A
Senior Supply Specialist	2	-	2	-	-	-	-	-	-	-	-	-	-	-	-	-
Discipline Rate	0.9%	0.0%	1.5%	0.0%	N/A	N/A	0.0%	0.0%	0.0%	0.0%	N/A	N/A	N/A	N/A	N/A	N/A
Ratio to Lowest Rate	0.0%	100.0%	0.0%	100.0%	N/A	N/A	100.0%	100.0%	100.0%	100.0%	N/A	N/A	N/A	N/A	N/A	N/A
Potential Adverse Impact (Yes/No)	No	No	No	No	N/A	N/A	No	No	No	No	N/A	N/A	N/A	N/A	N/A	N/A
Supply Specialist	2	-	1	-	-	-	-	-	1	-	-	-	-	-	-	-
Discipline Rate	0.9%	0.0%	0.8%	0.0%	N/A	N/A	0.0%	0.0%	2.5%	0.0%	N/A	N/A	N/A	N/A	N/A	N/A
Ratio to Lowest Rate	0.0%	100.0%	0.0%	100.0%	N/A	N/A	100.0%	100.0%	0.0%	100.0%	N/A	N/A	N/A	N/A	N/A	N/A
Potential Adverse Impact (Yes/No)	No	No	No	No	N/A	N/A	No	No	No	No	N/A	N/A	N/A	N/A	N/A	N/A
Technology Systems Specialist	1	-	1	-	-	-	-	-	-	-	-	-	-	-	-	-
Discipline Rate	0.5%	0.0%	0.8%	0.0%	N/A	N/A	0.0%	0.0%	0.0%	0.0%	N/A	N/A	N/A	N/A	N/A	N/A
Ratio to Lowest Rate	0.0%	100.0%	0.0%	100.0%	N/A	N/A	100.0%	100.0%	100.0%	100.0%	N/A	N/A	N/A	N/A	N/A	N/A
Potential Adverse Impact (Yes/No)	No	No	No	No	N/A	N/A	No	No	No	No	N/A	N/A	N/A	N/A	N/A	N/A
Transit Grants Analyst	-	1	-	1	-	-	-	-	-	-	-	-	-	-	-	-
Discipline Rate	0.0%	1.6%	0.0%	2.9%	N/A	N/A	0.0%	0.0%	0.0%	0.0%	N/A	N/A	N/A	N/A	N/A	N/A
Ratio to Lowest Rate	100.0%	0.0%	100.0%	0.0%	N/A	N/A	100.0%	100.0%	100.0%	100.0%	N/A	N/A	N/A	N/A	N/A	N/A
Potential Adverse Impact (Yes/No)	No	No	No	No	N/A	N/A	No	No	No	No	N/A	N/A	N/A	N/A	N/A	N/A
<b>7 - Skilled Craft</b>																
Total Workforce	211	63	133	34	1	1	33	18	40	8	3	2	1	-	-	-
Bus Driver	116	28	64	16	1	1	25	8	24	4	1	-	1	-	-	-
Discipline Rate	55.0%	44.4%	48.1%	47.1%	N/A	N/A	75.8%	44.4%	60.0%	50.0%	N/A	N/A	N/A	N/A	N/A	N/A
Ratio to Lowest Rate	80.8%	100.0%	92.4%	94.4%	N/A	N/A	58.7%	100.0%	74.1%	88.9%	N/A	N/A	N/A	N/A	N/A	N/A
Potential Adverse Impact (Yes/No)	No	No	No	No	N/A	N/A	Yes	No	Yes	No	N/A	N/A	N/A	N/A	N/A	N/A
Fleet Mechanic	12	-	12	-	-	-	-	-	-	-	-	-	-	-	-	-
Discipline Rate	5.7%	0.0%	9.0%	0.0%	N/A	N/A	0.0%	0.0%	0.0%	0.0%	N/A	N/A	N/A	N/A	N/A	N/A
Ratio to Lowest Rate	0.0%	100.0%	0.0%	100.0%	N/A	N/A	100.0%	100.0%	100.0%	100.0%	N/A	N/A	N/A	N/A	N/A	N/A
Potential Adverse Impact (Yes/No)	No	No	No	No	N/A	N/A	No	No	No	No	N/A	N/A	N/A	N/A	N/A	N/A
Paratransit Bus Driver	30	12	17	4	-	-	5	5	8	3	-	-	-	-	-	-
Discipline Rate	14.2%	19.0%	12.8%	11.8%	N/A	N/A	15.2%	27.8%	20.0%	37.5%	N/A	N/A	N/A	N/A	N/A	N/A
Ratio to Lowest Rate	100.0%	74.6%	92.0%	100.0%	N/A	N/A	77.6%	42.4%	58.8%	31.4%	N/A	N/A	N/A	N/A	N/A	N/A



LeeTran EEO Utilization Report, December 7, 2017 — Employment Analysis

Job Category (Use EEO-4)	Total		W		A/IAN		B		H/L		A		NHOPI		M	
	Male	Female	M	F	M	F	M	F	M	F	M	F	M	F	M	F
Potential Adverse Impact (Yes/No)	No	No	No	No	N/A	N/A	No	No	No	Yes	N/A	N/A	N/A	N/A	N/A	N/A
<b>Supervisor, Fleet Mechanic</b>	2	-	1	-	-	-	1	-	-	-	-	-	-	-	-	-
Discipline Rate	0.9%	0.0%	0.8%	0.0%	N/A	N/A	3.0%	0.0%	0.0%	0.0%	N/A	N/A	N/A	N/A	N/A	N/A
Ratio to Lowest Rate	0.0%	100.0%	0.0%	100.0%	N/A	N/A	0.0%	100.0%	100.0%	100.0%	N/A	N/A	N/A	N/A	N/A	N/A
Potential Adverse Impact (Yes/No)	No	No	No	No	N/A	N/A	No	No	No	No	N/A	N/A	N/A	N/A	N/A	N/A
<b>&lt;Enter Discipline Type&gt;</b>	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Discipline Rate	0.0%	0.0%	0.0%	0.0%	N/A	N/A	0.0%	0.0%	0.0%	0.0%	N/A	N/A	N/A	N/A	N/A	N/A
Ratio to Lowest Rate	100.0%	100.0%	100.0%	100.0%	N/A	N/A	100.0%	100.0%	100.0%	100.0%	N/A	N/A	N/A	N/A	N/A	N/A
Potential Adverse Impact (Yes/No)	No	No	No	No	N/A	N/A	No	No	No	No	N/A	N/A	N/A	N/A	N/A	N/A
<b>&lt;Enter Discipline Type&gt;</b>	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Discipline Rate	0.0%	0.0%	0.0%	0.0%	N/A	N/A	0.0%	0.0%	0.0%	0.0%	N/A	N/A	N/A	N/A	N/A	N/A
Ratio to Lowest Rate	100.0%	100.0%	100.0%	100.0%	N/A	N/A	100.0%	100.0%	100.0%	100.0%	N/A	N/A	N/A	N/A	N/A	N/A
Potential Adverse Impact (Yes/No)	No	No	No	No	N/A	N/A	No	No	No	No	N/A	N/A	N/A	N/A	N/A	N/A
<b>8 - Service-Maintenance</b>	211	63	133	34	1	1	33	18	40	8	3	2	1	-	-	-
Total Workforce	5	-	3	-	-	-	-	-	2	-	-	-	-	-	-	-
<b>Maintenance Worker</b>	2.4%	0.0%	2.3%	0.0%	N/A	N/A	0.0%	0.0%	5.0%	0.0%	N/A	N/A	N/A	N/A	N/A	N/A
Discipline Rate	0.0%	100.0%	0.0%	100.0%	N/A	N/A	100.0%	100.0%	0.0%	100.0%	N/A	N/A	N/A	N/A	N/A	N/A
Ratio to Lowest Rate	No	No	No	No	N/A	N/A	No	No	No	No	N/A	N/A	N/A	N/A	N/A	N/A
Potential Adverse Impact (Yes/No)	No	No	No	No	N/A	N/A	No	No	No	No	N/A	N/A	N/A	N/A	N/A	N/A
<b>Maintenance Worker Sr.</b>	7	-	6	-	-	-	-	-	1	-	-	-	-	-	-	-
Discipline Rate	3.3%	0.0%	4.5%	0.0%	N/A	N/A	0.0%	0.0%	2.5%	0.0%	N/A	N/A	N/A	N/A	N/A	N/A
Ratio to Lowest Rate	0.0%	100.0%	0.0%	100.0%	N/A	N/A	100.0%	100.0%	0.0%	100.0%	N/A	N/A	N/A	N/A	N/A	N/A
Potential Adverse Impact (Yes/No)	No	No	No	No	N/A	N/A	No	No	No	No	N/A	N/A	N/A	N/A	N/A	N/A
<b>Parts Manager</b>	1	-	1	-	-	-	-	-	-	-	-	-	-	-	-	-
Discipline Rate	0.5%	0.0%	0.8%	0.0%	N/A	N/A	0.0%	0.0%	0.0%	0.0%	N/A	N/A	N/A	N/A	N/A	N/A
Ratio to Lowest Rate	0.0%	100.0%	0.0%	100.0%	N/A	N/A	100.0%	100.0%	100.0%	100.0%	N/A	N/A	N/A	N/A	N/A	N/A
Potential Adverse Impact (Yes/No)	No	No	No	No	N/A	N/A	No	No	No	No	N/A	N/A	N/A	N/A	N/A	N/A
<b>Manager, Transit Maint.</b>	1	-	1	-	-	-	-	-	-	-	-	-	-	-	-	-
Discipline Rate	0.5%	0.0%	0.8%	0.0%	N/A	N/A	0.0%	0.0%	0.0%	0.0%	N/A	N/A	N/A	N/A	N/A	N/A
Ratio to Lowest Rate	0.0%	100.0%	0.0%	100.0%	N/A	N/A	100.0%	100.0%	100.0%	100.0%	N/A	N/A	N/A	N/A	N/A	N/A
Potential Adverse Impact (Yes/No)	No	No	No	No	N/A	N/A	No	No	No	No	N/A	N/A	N/A	N/A	N/A	N/A
<b>&lt;Enter Discipline Type&gt;</b>	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Discipline Rate	0.0%	0.0%	0.0%	0.0%	N/A	N/A	0.0%	0.0%	0.0%	0.0%	N/A	N/A	N/A	N/A	N/A	N/A
Ratio to Lowest Rate	100.0%	100.0%	100.0%	100.0%	N/A	N/A	100.0%	100.0%	100.0%	100.0%	N/A	N/A	N/A	N/A	N/A	N/A
Potential Adverse Impact (Yes/No)	No	No	No	No	N/A	N/A	No	No	No	No	N/A	N/A	N/A	N/A	N/A	N/A
<b>&lt;Enter Discipline Type&gt;</b>	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Discipline Rate	0.0%	0.0%	0.0%	0.0%	N/A	N/A	0.0%	0.0%	0.0%	0.0%	N/A	N/A	N/A	N/A	N/A	N/A
Ratio to Lowest Rate	100.0%	100.0%	100.0%	100.0%	N/A	N/A	100.0%	100.0%	100.0%	100.0%	N/A	N/A	N/A	N/A	N/A	N/A
Potential Adverse Impact (Yes/No)	No	No	No	No	N/A	N/A	No	No	No	No	N/A	N/A	N/A	N/A	N/A	N/A

Notes:



LeeTran EEO Utilization Report, December 7, 2017 — Utilization Analysis

Job Category	Salary Range (\$XX,000-XX,000)	Total Workforce				Male				Female				U	V		
		All	WM	MM	WF	W	A/I/A/N	B	H/L	A	NHOPI	Multi	H/L			A	NHOPI
1 Use EEO-4																	
2 1 - Officials & Administrators	\$42000-\$145000	6	3	0	1	2	3										
3 Current Workforce	*Entry	50.0%	50.0%	16.7%	33.3%	30.0%	30.0%	0.0%	0.0%	0.0%	0.0%	16.7%	16.7%	0.0%	0.0%	16.7%	0.0%
4 Percent in Category																	
5 Percent of Availability																	
6 Percent Underutilized																	
7 Underutilized (Yes/No)																	
8 Number Needed to Reach Parity																	
9 Planned percent increase Year 1																	
10 Planned percent increase Year 2																	
11 Planned percent increase Year 3																	
12 Planned percent increase Year 4																	
13 2 - Professionals	\$35000-\$65000	15	6	3	5	1	6										
14 Current Workforce	*Entry	40.0%	40.0%	20.0%	33.3%	6.7%	40.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
15 Percent in Category																	
16 Percent of Availability																	
17 Percent Underutilized																	
18 Underutilized (Yes/No)																	
19 Number Needed to Reach Parity																	
20 Planned percent increase Year 1																	
21 Planned percent increase Year 2																	
22 Planned percent increase Year 3																	
23 Planned percent increase Year 4																	
24 3 - Technicians	\$35000-\$65000	24	17	5	2	0	17										
25 Current Workforce	*Entry	70.8%	70.8%	20.8%	8.3%		30.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
26 Percent in Category																	
27 Percent of Availability																	
28 Percent Underutilized																	
29 Underutilized (Yes/No)																	
30 Number Needed to Reach Parity																	
31 Planned percent increase Year 1																	
32 Planned percent increase Year 2																	
33 Planned percent increase Year 3																	
34 Planned percent increase Year 4																	
35 4 - Protective Service		0	0	0	0	0											
36 Current Workforce	*Entry																
37 Percent in Category																	
38 Percent of Availability																	
39 Percent Underutilized																	
40 Underutilized (Yes/No)																	
41 Number Needed to Reach Parity																	
42 Planned percent increase Year 1																	
43 Planned percent increase Year 2																	
44 Planned percent increase Year 3																	
45 Planned percent increase Year 4																	
46 5 - Paraprofessional	\$22000-\$50000	6	0	0	1	5											
47 Current Workforce	*Entry				16.7%	83.3%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
48 Percent in Category																	
49 Percent of Availability																	
50 Percent Underutilized																	
51 Underutilized (Yes/No)																	
52 Number Needed to Reach Parity																	
53 Planned percent increase Year 1																	
54 Planned percent increase Year 2																	
55 Planned percent increase Year 3																	
56 Planned percent increase Year 4																	
57 6 - Administrative Support	\$30000-\$62000	14	6	1	6	1	6										
58 Current Workforce	*Entry	42.9%	42.9%	7.1%	42.9%	7.1%	42.9%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
59 Percent in Category																	
60 Percent of Availability																	
61 Percent Underutilized																	
62 Underutilized (Yes/No)																	
63 Number Needed to Reach Parity																	
64 Planned percent increase Year 1																	
65 Planned percent increase Year 2																	
66 Planned percent increase Year 3																	
67 Planned percent increase Year 4																	
68 7 - Entry																	
69 Current Workforce																	
70 Percent in Category																	
71 Percent of Availability																	
72 Percent Underutilized																	
73 Underutilized (Yes/No)																	
74 Number Needed to Reach Parity																	
75 Planned percent increase Year 1																	
76 Planned percent increase Year 2																	
77 Planned percent increase Year 3																	
78 Planned percent increase Year 4																	
79 8 - Entry																	
80 Current Workforce																	
81 Percent in Category																	
82 Percent of Availability																	
83 Percent Underutilized																	
84 Underutilized (Yes/No)																	
85 Number Needed to Reach Parity																	
86 Planned percent increase Year 1																	
87 Planned percent increase Year 2																	
88 Planned percent increase Year 3																	
89 Planned percent increase Year 4																	



LeeTran EEO Utilization Report, December 7, 2017 — Utilization Analysis

Job Category	Salary Range (\$XX,000-XX,000)	Total Workforce			Male				Female				U	V		
		All	WM	MM	WF	MF	W	A/AN	B	H/L	A	NHOPI			S	T
1 Job Category																
2 Use EEO-4																
87 Planned percent increase Year 4																
88 Current Workforce	\$23000-\$75000	200	94	66	20	20	1	31	32	1	1	20	13	7		
89 Percent in Category	-Entry		47.0%	33.0%	10.0%	10.0%	0.5%	15.5%	16.0%	0.5%	0.5%	10.0%	6.5%	3.5%	0.0%	0.0%
90 Percent of Availability								2.8%	6.9%	1.0%	1.0%	31.2%	3.1%	6.7%	1.0%	0.0%
91 Percent Underutilized																
92 Underutilized (Yes/No)								No	No	Yes	Yes	Yes	No	Yes	Yes	1%
93 Number Needed to Reach Parity										1	1	42		6	2	
94 Planned percent increase Year 1																
95 Planned percent increase Year 2																
96 Planned percent increase Year 3																
97 Planned percent increase Year 4																
100																
101 8 - Service-Maintenance																
102 Current Workforce	\$23000-\$79000	14	11	3	0	0	11		3							
103 Percent in Category	-Entry		78.6%	21.4%			78.6%	0.0%	21.4%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
104 Percent of Availability							0.0%	2.8%	6.9%	1.0%	1.0%	31.2%	3.1%	6.7%	1.0%	0.0%
105 Percent Underutilized																
106 Underutilized (Yes/No)								No	No	No	No	Yes	No	No	No	
107 Number Needed to Reach Parity												4				
108 Planned percent increase Year 1																
109 Planned percent increase Year 2																
110 Planned percent increase Year 3																
111 Planned percent increase Year 4																
112																
113																
114																
115 Notes: factfinder.census.gov for availability % Ages used were 18+ since 16 year olds were mixed in with 15-17 year old.																
116 No race provided for: 1 individual in 7; 1 in 8																
117																
118																

# APPENDIX D

## LEETRAN EEO COMPLAINTS RECEIVED AND THEIR STATUS



## COMPLAINT

- The internal complaint was filed by Jennifer Tyler on October 27, 2017. The complaint is based on age.

## STATUS

- Still in the investigation process.





# APPENDIX E

## LEETRAN'S CURRENT WORKFORCE



LeeTran’s current workforce in order of lowest to highest paid position with race and gender also shown.

TITLE	GENDER	RACE	PAY RATE
Intern, College	F	Black or African American	\$22,066.72
Bus Driver	M	White	\$22,945.52
Maintenance Worker	M	Hispanic or Latino	\$23,030.80
Bus Driver	M	White	\$25,665.64
Maintenance Worker	M	White	\$25,708.80
Maintenance Worker, Sr.	M	White	\$26,442.26
Maintenance Worker, Sr.	M	White	\$27,886.04
Paratransit Bus Driver	F	White	\$28,837.38
Bus Driver	M	Hispanic or Latino	\$28,837.38
Bus Driver	M	White	\$28,837.38
Bus Driver	M	White	\$28,837.38
Maintenance Worker	M	Hispanic or Latino	\$29,174.34
Maintenance Worker, Sr.	M	White	\$29,179.54
Maintenance Worker, Sr.	M	White	\$29,179.54
Maintenance Worker, Sr.	M	White	\$29,179.54
Bus Driver	F	Black or African American	\$29,702.40
Bus Driver	F	Black or African American	\$29,702.40
Bus Driver	F	White	\$29,702.40
Bus Driver	F	White	\$29,702.40
Bus Driver	F	White	\$29,702.40
Bus Driver	F	White	\$29,702.40
Bus Driver	F	White	\$29,702.40
Paratransit Bus Driver	F	Black or African American	\$29,702.40
Bus Driver	M	Black or African American	\$29,702.40
Bus Driver	M	Black or African American	\$29,702.40
Bus Driver	M	Black or African American	\$29,702.40
Bus Driver	M	Hispanic or Latino	\$29,702.40
Bus Driver	M	White	\$29,702.40



TITLE	GENDER	RACE	PAY RATE
Bus Driver	M	White	\$29,702.40
Bus Driver	M	White	\$29,702.40
Bus Driver	M	White	\$29,702.40
Bus Driver	M	White	\$29,702.40
Bus Driver	M	White	\$29,702.40
Bus Driver	M	White	\$29,702.40
Bus Driver	M	White	\$29,702.40
Bus Driver	M	White	\$29,702.40
Bus Driver	M	White	\$29,702.40
Bus Driver	M	White	\$29,702.40
Paratransit Bus Driver	M	Hispanic or Latino	\$29,702.40
Supply Specialist	M	Hispanic or Latino	\$30,160.00
Bus Driver	F	Black or African American	\$30,593.42
Bus Driver	F	Hispanic or Latino	\$30,593.42
Bus Driver	F	White	\$30,593.42
Bus Driver	F	White	\$30,593.42
Bus Driver	F	White	\$30,593.42
Bus Driver	F	White	\$30,593.42
Bus Driver	F	White	\$30,593.42
Paratransit Bus Driver	F	Black or African American	\$30,593.42
Paratransit Bus Driver	F	Black or African American	\$30,593.42
Paratransit Bus Driver	F	Hispanic or Latino	\$30,593.42
Paratransit Bus Driver	F	Hispanic or Latino	\$30,593.42
Bus Driver	M	American Indian or Alaska Native	\$30,593.42
Bus Driver	M	Black or African American	\$30,593.42
Bus Driver	M	Black or African American	\$30,593.42
Bus Driver	M	Black or African American	\$30,593.42
Bus Driver	M	Black or African American	\$30,593.42
Bus Driver	M	Black or African American	\$30,593.42
Bus Driver	M	Hispanic or Latino	\$30,593.42
Bus Driver	M	Hispanic or Latino	\$30,593.42
Bus Driver	M	Hispanic or Latino	\$30,593.42



TITLE	GENDER	RACE	PAY RATE
Bus Driver	M	Hispanic or Latino	\$30,593.42
Bus Driver	M	Hispanic or Latino	\$30,593.42
Bus Driver	M	Hispanic or Latino	\$30,593.42
Bus Driver	M	Two or more races	\$30,593.42
Bus Driver	M	White	\$30,593.42
Bus Driver	M	White	\$30,593.42
Bus Driver	M	White	\$30,593.42
Bus Driver	M	White	\$30,593.42
Bus Driver	M	White	\$30,593.42
Bus Driver	M	White	\$30,593.42
Bus Driver	M	White	\$30,593.42
Bus Driver	M	White	\$30,593.42
Bus Driver	M	White	\$30,593.42
Bus Driver	M	White	\$30,593.42
Bus Driver	M	White	\$30,593.42
Bus Driver	M	White	\$30,593.42
Bus Driver	M	White	\$30,593.42
Paratransit Bus Driver	M	Black or African American	\$30,593.42
Paratransit Bus Driver	M	Black or African American	\$30,593.42
Paratransit Bus Driver	M	White	\$30,593.42
Paratransit Bus Driver	M	White	\$30,593.42
Paratransit Bus Driver	M	White	\$30,593.42
Paratransit Bus Driver	M	White	\$30,593.42
Maintenance Worker, Sr.	M	Hispanic or Latino	\$30,635.80
Supply Specialist	M	White	\$31,444.92
Bus Driver	F	White	\$31,511.48
Bus Driver	F	White	\$31,511.48
Bus Driver	F	White	\$31,511.48
Bus Driver	F	White	\$31,511.48
Paratransit Bus Driver	F	White	\$31,511.48
Paratransit Bus Driver	F	White	\$31,511.48
Paratransit Bus Driver	F	White	\$31,511.48



TITLE	GENDER	RACE	PAY RATE
Bus Driver	M	Hispanic or Latino	\$31,511.48
Bus Driver	M	Hispanic or Latino	\$31,511.48
Bus Driver	M	White	\$31,511.48
Bus Driver	M	White	\$31,511.48
Bus Driver	M	White	\$31,511.48
Bus Driver	M	White	\$31,511.48
Bus Driver	M	White	\$31,511.48
Bus Driver	M	White	\$31,511.48
Bus Driver	M	White	\$31,511.48
Bus Driver	M	White	\$31,511.48
Paratransit Bus Driver	M	Black or African American	\$31,511.48
Paratransit Bus Driver	M	Hispanic or Latino	\$31,511.48
Paratransit Bus Driver	M	White	\$31,511.48
LeeTran Customer Service Specialist	M	White	\$32,032.00
LeeTran Customer Service Specialist	M	White	\$32,032.00
Bus Driver	F	Black or African American	\$32,456.58
Paratransit Bus Driver	F	Black or African American	\$32,456.58
Bus Driver	M	Black or African American	\$32,456.58
Bus Driver	M	Black or African American	\$32,456.58
Bus Driver	M	Black or African American	\$32,456.58
Bus Driver	M	Hispanic or Latino	\$32,456.58
Bus Driver	M	Hispanic or Latino	\$32,456.58
Bus Driver	M	Hispanic or Latino	\$32,456.58
Bus Driver	M	Hispanic or Latino	\$32,456.58
Bus Driver	M	Hispanic or Latino	\$32,456.58
Bus Driver	M	Hispanic or Latino	\$32,456.58
Bus Driver	M	White	\$32,456.58
Bus Driver	M	White	\$32,456.58
Bus Driver	M	White	\$32,456.58
Bus Driver	M	White	\$32,456.58
Bus Driver	M	White	\$32,456.58



TITLE	GENDER	RACE	PAY RATE
Bus Driver	M	White	\$32,456.58
Bus Driver	M	White	\$32,456.58
Bus Driver	M	White	\$32,456.58
Bus Driver	M	White	\$32,456.58
Bus Driver	M	White	\$32,456.58
Paratransit Bus Driver	M	Black or African American	\$32,456.58
Paratransit Bus Driver	M	Hispanic or Latino	\$32,456.58
Paratransit Bus Driver	M	White	\$32,494.54
Bus Driver	M	Black or African American	\$32,604.52
Bus Driver	M	Hispanic or Latino	\$32,851.00
LeeTran Customer Service Specialist	F	Hispanic or Latino	\$32,993.48
LeeTran Customer Service Specialist	F	White	\$32,993.48
Bus Driver	M	White	\$33,106.32
Paratransit Bus Driver	M	White	\$33,289.10
Bus Driver	M	Asian	\$33,453.68
Bus Driver	M	Black or African American	\$33,508.28
Bus Driver	M	White	\$33,508.28
Bus Driver	F	Black or African American	\$33,535.84
Bus Driver	M	White	\$33,618.00
Bus Driver	M	Black or African American	\$34,193.38
Bus Driver	M	Hispanic or Latino	\$34,220.68
Bus Driver	M	White	\$34,220.68
Paratransit Bus Driver	F	Hispanic or Latino	\$34,248.24
Bus Driver	F	Hispanic or Latino	\$34,330.14
Senior Supply Specialist	M	White	\$34,511.62
Paratransit Bus Driver	M	White	\$34,686.60
Coordinator, Transit	M	White	\$34,814.00
Coordinator, Transit	M	White	\$34,814.00
Bus Driver	M	Black or African American	\$34,823.36
Bus Driver	M	Hispanic or Latino	\$34,905.78
Bus Driver	F	White	\$34,946.86



TITLE	GENDER	RACE	PAY RATE
Maintenance Worker, Sr.	M	White	\$34,996.52
Bus Driver	F	Black or African American	\$35,056.32
Bus Driver	M	Hispanic or Latino	\$35,111.18
Bus Driver	F	Black or African American	\$35,261.98
Bus Driver	M	White	\$35,261.98
Administrative Assistant	F	White	\$35,306.70
Paratransit Bus Driver	M	White	\$35,385.22
Bus Driver	M	Black or African American	\$35,467.64
Bus Driver	M	White	\$35,714.12
Maintenance Worker	M	White	\$35,714.12
Paratransit Bus Driver	F		\$35,727.64
Bus Driver	M	White	\$35,974.12
Maintenance Worker	M	White	\$35,974.12
Bus Driver	M	Hispanic or Latino	\$36,001.68
Bus Driver	M	Black or African American	\$36,056.28
Bus Driver	M	Hispanic or Latino	\$36,056.28
Paratransit Bus Driver	M	White	\$36,124.92
Senior Supply Specialist	M	White	\$36,155.08
Paratransit Bus Driver	M	Hispanic or Latino	\$36,275.72
Paratransit Bus Driver	M	White	\$36,275.72
Bus Driver	M	White	\$36,344.10
Paratransit Bus Driver	M	White	\$36,440.04
Paratransit Bus Driver	F	Black or African American	\$36,453.82
LeeTran Customer Service Specialist	F	White	\$36,600.72
Paratransit Bus Driver	M	White	\$36,782.46
Paratransit Bus Driver	M	Hispanic or Latino	\$36,878.40
Paratransit Bus Driver	M	Hispanic or Latino	\$36,905.96
Paratransit Bus Driver	M	White	\$36,905.96
Paratransit Bus Driver	M	Black or African American	\$36,960.82
Paratransit Bus Driver	M	Hispanic or Latino	\$36,974.60
Paratransit Bus Driver	M	White	\$36,974.60
Paratransit Bus Driver	M	White	\$36,988.12



TITLE	GENDER	RACE	PAY RATE
Paratransit Bus Driver	M	White	\$36,988.12
Bus Driver	M	Black or African American	\$37,007.62
Paratransit Bus Driver	M	Hispanic or Latino	\$37,007.62
Bus Driver	M	Black or African American	\$37,111.36
Bus Driver	M	White	\$37,138.92
Bus Driver	F	Hispanic or Latino	\$37,919.70
Bus Driver	M	Black or African American	\$38,453.74
Account Clerk, Sr.	F	White	\$39,720.20
Bus Driver	F	Hispanic or Latino	\$40,039.22
Bus Driver	M	White	\$40,136.72
Maintenance Worker, Sr.	M		\$40,672.32
Fleet Mechanic	M	White	\$41,059.72
Supervisor, Transit	M	Black or African American	\$41,059.72
Bus Driver	M	Black or African American	\$41,290.34
Administrative Specialist	F	White	\$41,747.16
Eligibility Specialist	F	Asian	\$41,747.16
Bus Driver	M	Black or African American	\$42,081.78
Bus Driver	M	Black or African American	\$42,095.82
Bus Driver	M	White	\$42,197.48
Bus Driver	M	Hispanic or Latino	\$42,920.28
Bus Driver	F	Black or African American	\$43,077.06
Office Manager	M	Asian	\$43,603.82
Coordinator, Transit	M	White	\$43,757.22
Planning Technician	M	White	\$43,775.16
Fleet Mechanic	M	White	\$44,201.04
Bus Driver	M	White	\$44,229.64
Fleet Mechanic	M	White	\$44,445.18
Bus Driver	M	White	\$44,549.96
Bus Driver	F	White	\$44,714.28
Administrative Support Supervisor	F	White	\$44,798.52
Bus Driver	M	White	\$45,195.80
Bus Driver	M	White	\$45,412.64





TITLE	GENDER	RACE	PAY RATE
Paratransit Account Clerk, Sr.	F	Black or African American	\$45,635.20
Paratransit Account Clerk, Senior	F	Black or African American	\$45,831.50
Account Clerk, Sr.	F	Black or African American	\$46,266.74
Supervisor, Transit	M	Hispanic or Latino	\$46,276.10
Fleet Mechanic	M	White	\$46,316.92
Bus Driver	M	White	\$46,417.80
Supervisor, Transit	F	White	\$46,560.80
Crew Supervisor	M	White	\$46,886.06
Fleet Mechanic	M	White	\$47,089.64
Planner	M	White	\$47,740.42
Bus Driver	M	Black or African American	\$47,999.90
Crew Supervisor	M	White	\$49,083.32
Bus Driver	M	Black or African American	\$49,315.50
Bus Driver	M	Hispanic or Latino	\$49,315.50
Bus Driver	M	White	\$49,315.50
Bus Driver	M	White	\$49,315.50
Fleet Mechanic	M	White	\$49,774.92
Supervisor, Transit	M	White	\$49,774.92
Fleet Mechanic	M	White	\$49,805.86
Account Clerk, Sr.	F	Black or African American	\$49,833.16
Coordinator, Transit	F	White	\$49,845.90
Supervisor, Transit	M	White	\$49,937.68
Supervisor, Transit	M	White	\$50,026.34
Supervisor, Transit	M	White	\$50,344.58
Planner	F	White	\$50,498.76
Supervisor, Transit	M	White	\$50,767.08
Supervisor, Transit	M	White	\$52,125.84
Supervisor, Transit	M	White	\$52,419.38
Supervisor, Transit	M	Black or African American	\$52,785.72
Supervisor, Transit	M	White	\$53,273.74
Supervisor, Transit	M	White	\$53,477.32



TITLE	GENDER	RACE	PAY RATE
Advertising & Marketing Specialist	F	American Indian or Alaska Native	\$53,714.18
Supervisor, Transit	M	Hispanic or Latino	\$54,412.80
Supervisor, Transit	M	White	\$54,535.00
Fleet Mechanic	M	White	\$55,694.60
Fleet Mechanic	M	White	\$56,487.86
Fleet Mechanic	M	White	\$57,260.84
Manager, Transit Operations	M	Hispanic or Latino	\$58,000.02
Technology Systems Specialist	M	White	\$58,349.72
Parts Manager	M	White	\$58,737.38
Advertising & Enrollment Specialist	F	White	\$59,853.82
Fleet Mechanic	M	White	\$60,149.70
Fleet Mechanic	M	White	\$61,659.52
Transit Grants Analyst	F	White	\$61,999.86
Supervisor, Transit Facilities	M	White	\$62,522.20
Coordinator, Transit Training & Safety	M	White	\$62,659.74
Office Manager	F	White	\$69,808.70
Principal Planner	M	Asian	\$72,936.76
Supervisor, Fleet Mechanics	M	Black or African American	\$75,241.40
Supervisor, Fleet Mechanics	M	White	\$75,241.40
Manager, Transit Marketing	F	White	\$75,323.82
Fiscal Officer, Senior	F	White	\$77,982.06
Manager, Transit Maintenance	M	White	\$79,127.62
Senior Supervisor, Transit	M	Hispanic or Latino	\$84,879.08
Fiscal Manager	F	Asian	\$85,490.08
Deputy Director, Paratransit Division	M	White	\$96,412.94
Deputy Director, Fixed Route Operations	M	White	\$101,452.78
Director, Transit	M	White	\$145,223.00

# APPENDIX F

## LIST OF SUBRECIPIENTS AND SUBCONTRACTORS



## SUBRECIPIENTS AND SUBCONTRACTORS

LeeTran subrecipients and subcontractors do not meet the FTA threshold requirements to implement the EEO program elements.

# APPENDIX G

## PROOF OF REVIEW OF CONTRACTORS' EEO PROGRAM



## PROOF OF REVIEW OF CONTRACTORS' EEO PROGRAM

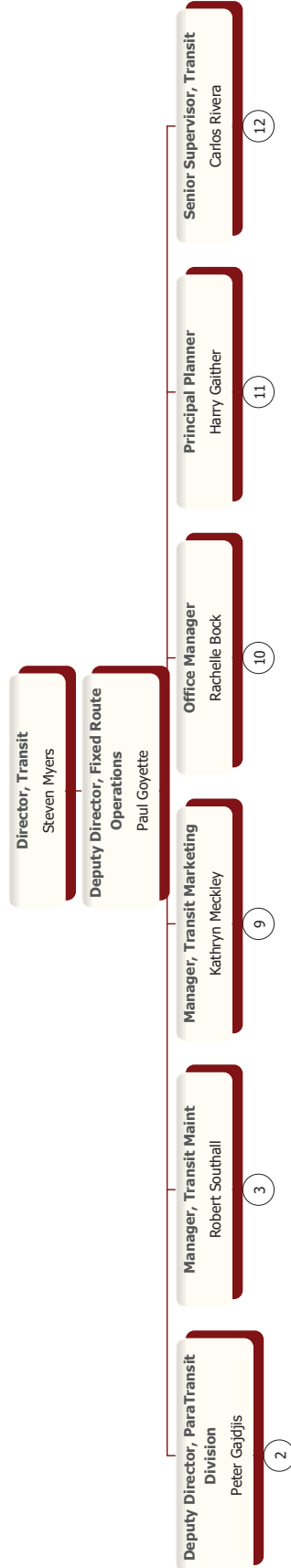
LeeTran contractors do not meet the FTA threshold requirements to implement the EEO program elements; therefore, review of their EEO program is not required.



# APPENDIX H

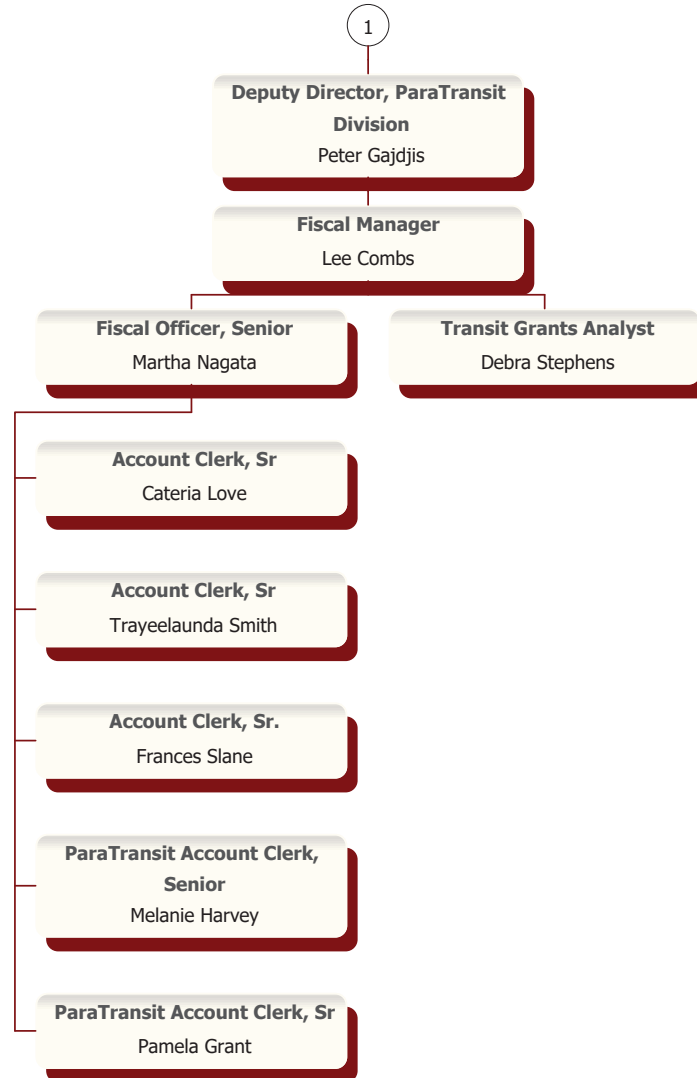
## LEE COUNTY TRANSIT ORGANIZATIONAL CHART

# Lee County Transit as of January 2018

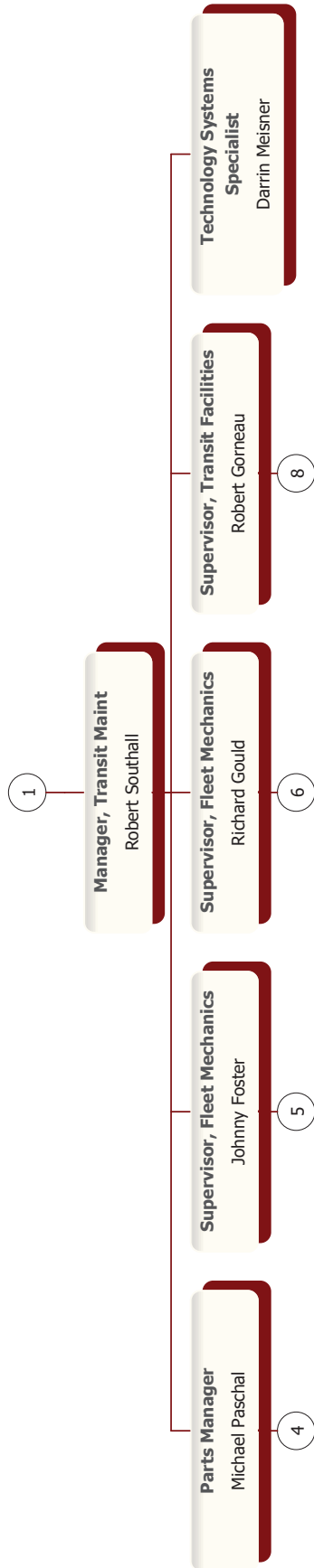




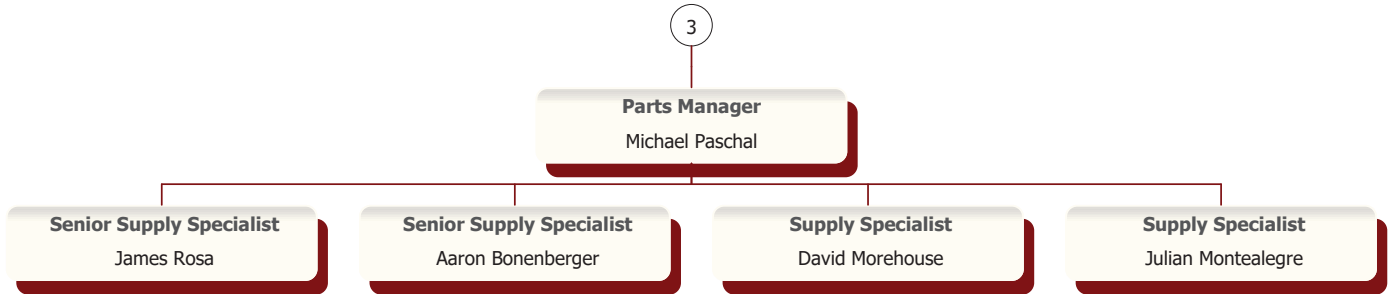
## Lee County Transit as of January 2018



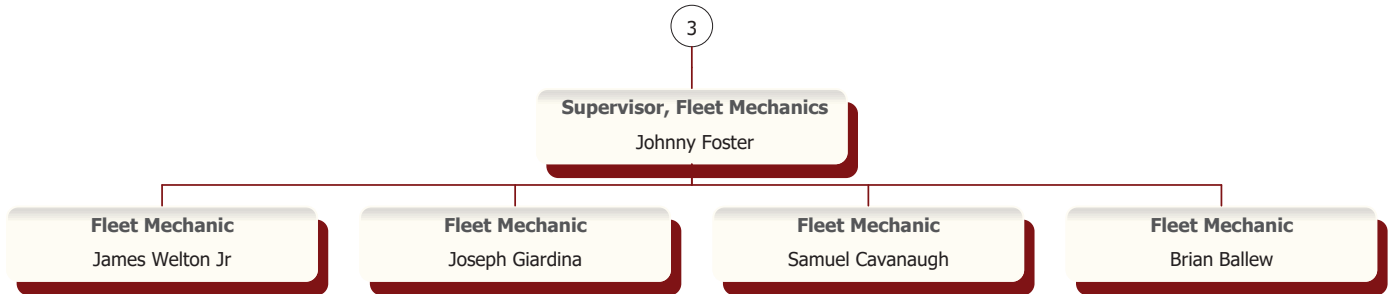
# Lee County Transit as of January 2018



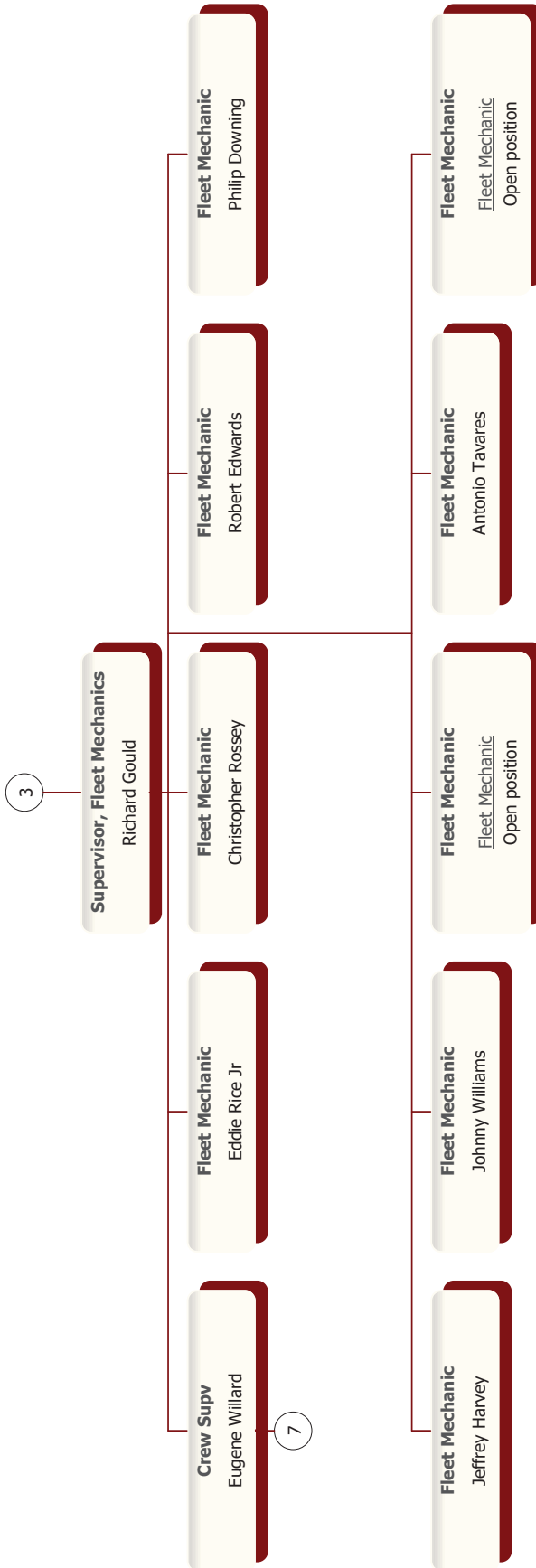
## Lee County Transit as of January 2018



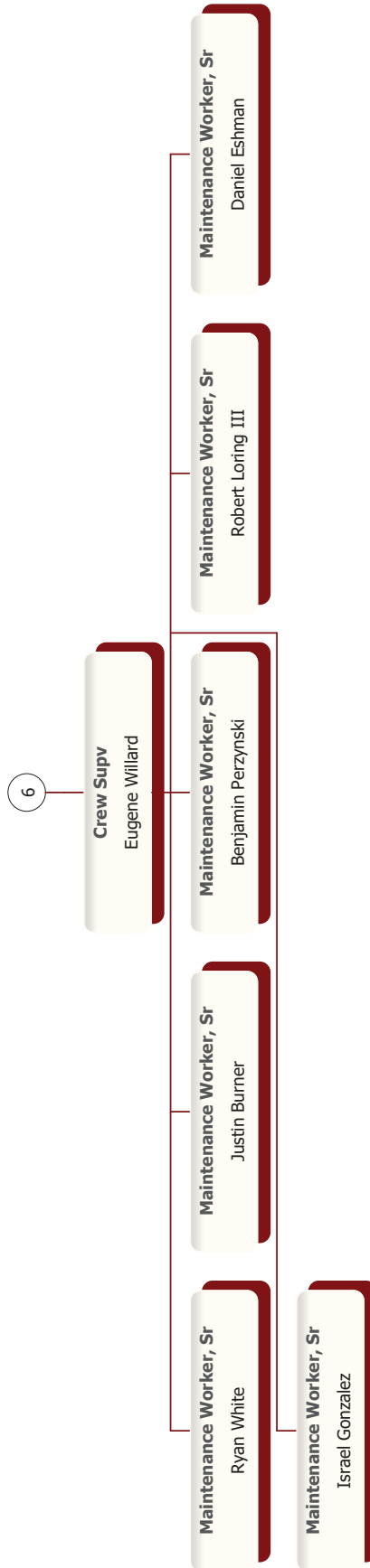
## Lee County Transit as of January 2018



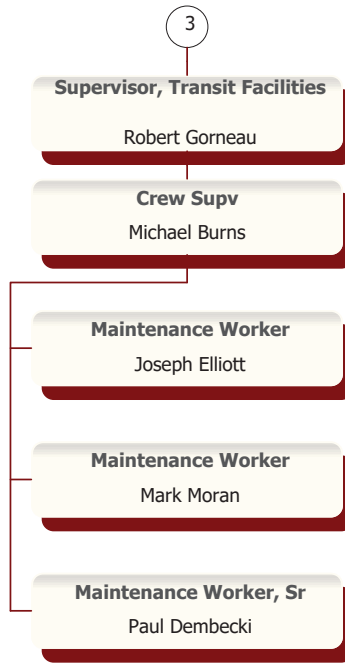
# Lee County Transit as of January 2018



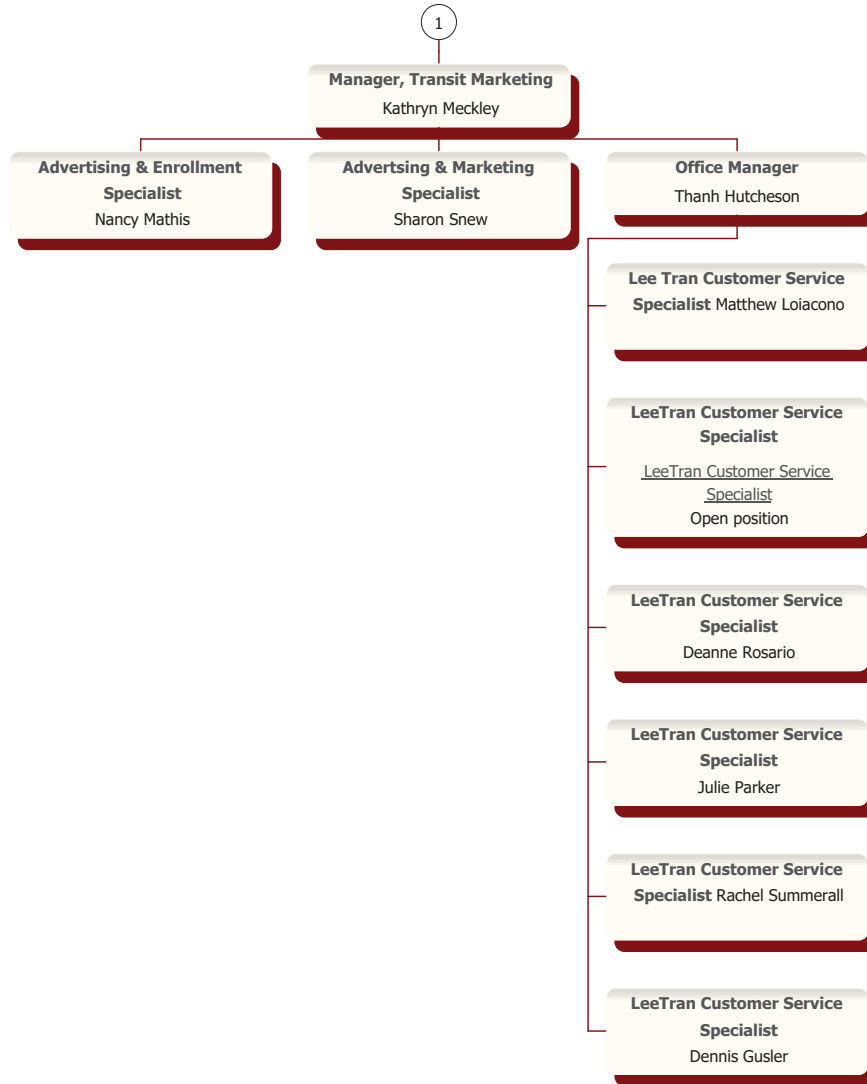
# Lee County Transit as of January 2018



## Lee County Transit as of January 2018

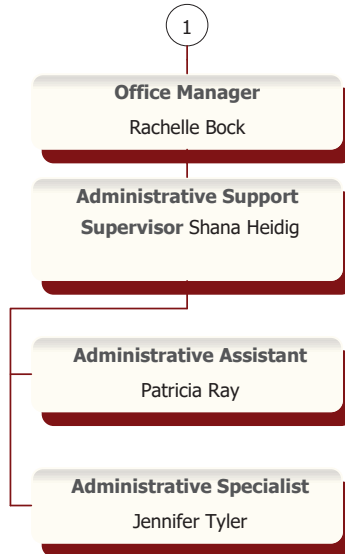


## Lee County Transit as of January 2018

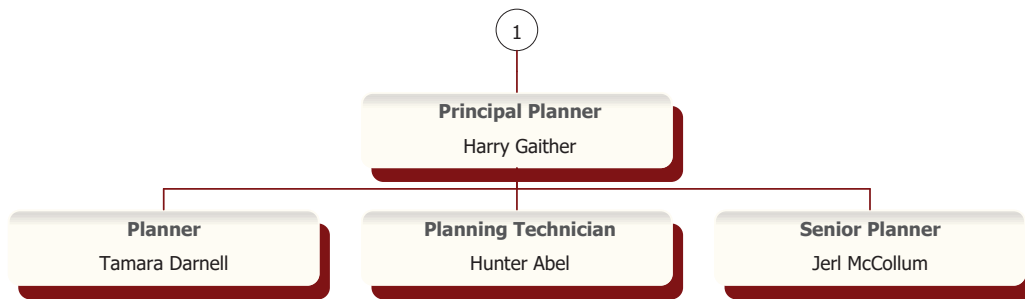




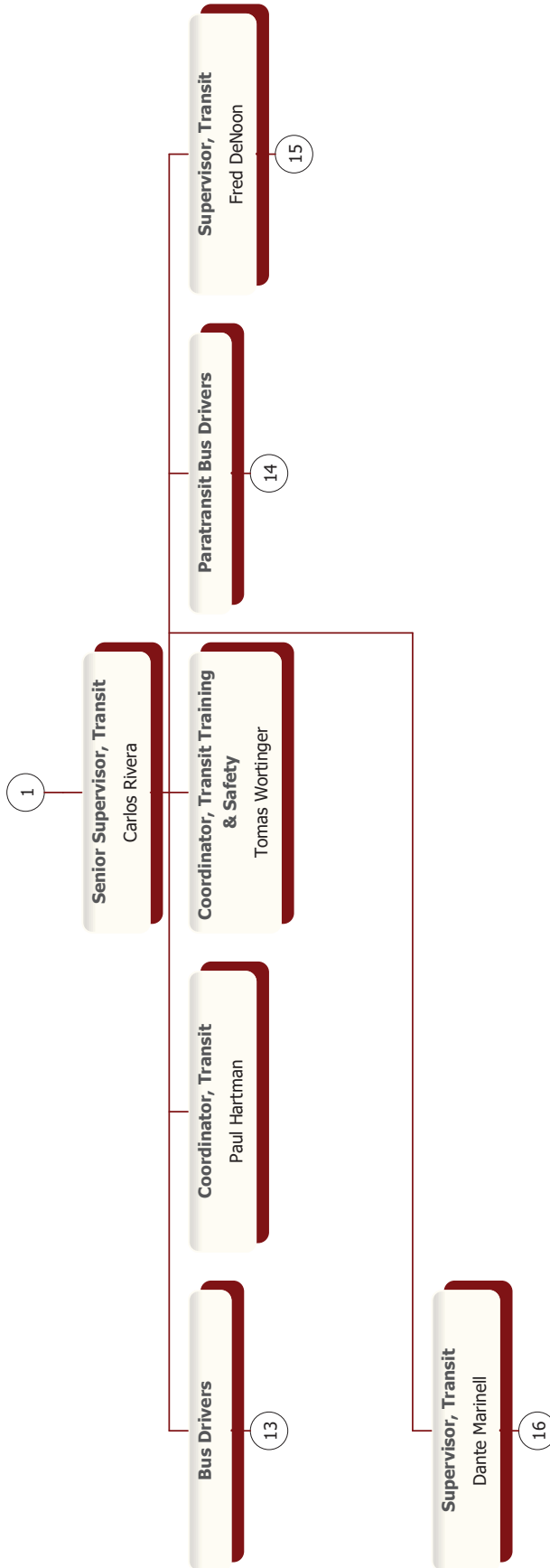
## Lee County Transit as of January 2018



## Lee County Transit as of January 2018



# Lee County Transit as of January 2018



## Lee County Transit as of January 2018

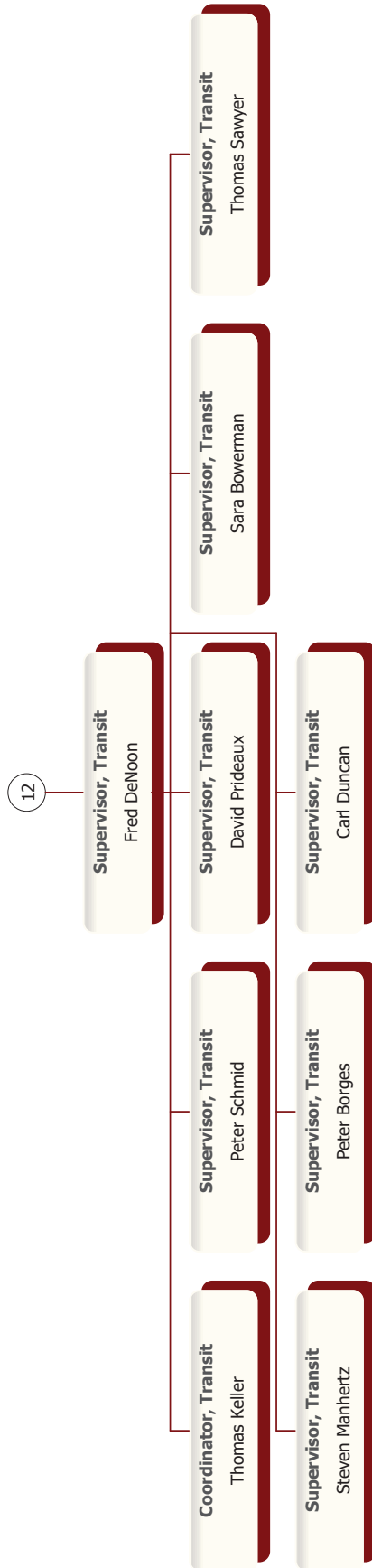


# Lee County Transit as of January 2018

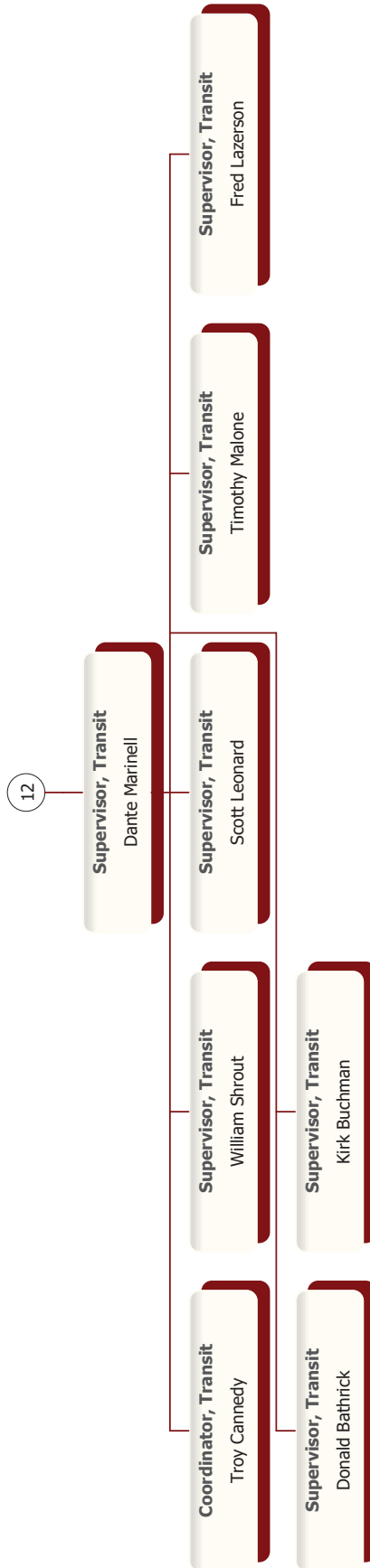
12



# Lee County Transit as of January 2018



## Lee County Transit as of January 2018



# APPENDIX I

## GOALS AND TIMETABLES FROM LEETRAN EEO PROGRAM, MARCH 2015



**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"/>