City of Lake Alfred
155 E. Pomelo Street
Lake Alfred, Florida 33850
(863) 291-5747

EQUAL EMPLOYMENT OPPORTUNITY PLAN

2016-2018

The City of Lake Alfred is an equal opportunity, affirmative action employer.

Ameé Bailey
City Clerk / Human Resources

INTRODUCTION

The City of Lake Alfred (City) is an equal opportunity, affirmative action employer. The City has established and maintains an Equal Employment Opportunity Plan (EEOP) for the City since 2004. The plan is a method of documenting the organization's commitment to equal opportunity for all people without regard to race, religion, color, age, sex, national origin, disability, marital status, or any other factors that cannot lawfully be considered in employing people. This EEO Plan is based on the City's desire to provide an equitable personnel management system addressing equal opportunities for employment, placement, training, promotion, and salary for all applicants and employees. The City's EEOP examines the City's current workforce by EEO job categories, analyzes the utilization of women and minorities, identifies goals to address any underutilization, and establishes measurable objectives to meet those goals.

The concepts of Equal Employment Opportunity (EEO) and Affirmative Action (AA) are intended to promote fair and equitable personnel practices within the City of Lake Alfred. As such, the City continues a long standing commitment to the philosophies of each program. The City supports and shall cooperate fully with all applicable federal, state, and local laws, regulations, and executive orders in all employment policies, practices, and decisions including, but not limited to:

The Fourteenth Amendment of the U.S. Constitution, Title VI and VII of the Civil Rights Act of 1964, as amended in 1972, Equal Pay Act of 1963, the Age Discrimination in Employment Act of 1967, Americans with Disabilities Act of 1990, Civil Rights Act of 1991, the Florida Civil Rights Act of 1992, and all other relevant federal and state civil rights laws and funding agency guidelines.

Equal Employment Opportunities Plan can be defined as the method used to analyze labor market data and employment practices. The information is then used to identify and eliminate all barriers within the City's employment practices that may limit the participation of women, minorities, or other qualified employees to reach their full potential within all levels of the organization. Its purpose is to ensure the opportunity for full and equal participation of men and women in the workplace, regardless of race, color, or national origin.

The term Affirmative Action was first used to mean the removal of "artificial barriers" to the employment of women and minority group members. It now refers to compensatory opportunities for previously disadvantaged groups – specific efforts to recruit, hire, and promote qualified members of disadvantaged groups for the purpose of eliminating the present effects of past discrimination.

This EEOP does not establish quotas or lower minimum performance levels for entry level positions and promotional opportunities to correct any instances of under-utilization. However, it is designed to create a "level playing field' in which women and minorities can achieve their full potential based on equal employment opportunities.

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SECTION 1

POLICY STATEMENTS

Equal Employment Opportunity

The City of Lake Alfred is an Equal Employment Opportunity Employer. The City shall take affirmative action to assure equal opportunity in all personnel actions; regardless of race, color, sex, religion, age, national origin, or other factors that cannot lawfully be considered in employing people. Personnel actions include, but are not limited to:

- Recruiting, hiring, and promotion programs in all job categories.
- Decisions regarding employment and administration.
- Terms and conditions of employment such as, compensation, benefits, transfers, training, job opportunities, layoffs, recalls, and education.
- Employee incentives.
- Use and access to City facilities.

The City firmly believe that equal employment opportunity can only be achieved through demonstrated leadership and implementation of a viable Equal Opportunity Employment Plan. This plan sets forth specific affirmative action and equal employment opportunity responsibilities for department heads, managers, superintendents, and all of our colleagues. All associates are expected to comply with this policy and demonstrate respect for others in the workplace. It is imperative that all department heads, superintendents, and managers make personnel and employment decisions in accordance with City of Lake Alfred policies, practices, and procedures. Any employee of the City who fails to comply with this policy shall be subject to the appropriate disciplinary action.

The City's commitment to this policy is complete. It is the City's deliberate intention that actions and decisions shall support the spirit of this policy and program. Recruiting, interviewing, testing, hiring, retention, compensation, training, and promoting shall continue to be an objective for securing and employing qualified individuals. All personnel actions such as transfers, layoffs, return from layoff, and the administration of City sponsored training sessions, education programs, tuition assistance, social and recreation programs, and employee compensation and benefits shall be administered nondiscriminatory. In addition, the City will continuously emphasize the need to recruit, employ, and promote minorities and females at all levels of the organization.

Non-Discrimination

All persons regardless of race, color, creed, religion, sex, national origin, age, sexual orientation, marital status, gender identity, genetic information, handicap or disability, religious or political affiliation, or veteran status, will be afforded the opportunity to pursue City employment, access City facilities, attend City programs, and utilize City services provided by the City of Lake Alfred.

ADA Statement

The City also complies with the provisions of the Americans with Disability Act (ADA). The City does not discriminate against qualified individuals with a disability because of their disabilities. A qualified individual with a disability is one who can perform the essential functions of the job with or without a reasonable accommodation. All qualified individuals are encouraged to apply.

Grant Requirements

The requirement to develop, maintain, and submit an Equal Employment Opportunity Plan (EEOP) derives from federal regulations implementing the Safe Streets Act. Recipients who have received funding under the Safe Streets Act and other similar federal programs must comply with the EEOP requirements.

The City of Lake Alfred and the Lake Alfred Police Department apply for and receive grants throughout the year. Although the City is not strictly a law enforcement agency, the Lake Alfred Police Department is the active law enforcement branch of the City with sworn officers. The Lake Alfred Police Department regularly applies and has received several grant awards indirectly from the Justice Department as a sub-recipient from the Florida Department of Law Enforcement (FDLE). Table 1 displays the grants awarded to the City during 2015 and 2016.

TABLE 1
Grant Awards 2015-2016

YEAR	GRANT NO.	GRANT PROJECT NAME	GRANTING ENTITY	GRANT AMOUNT	OPEN CLOSED
2016	S1652	MACKAY ESTATES HOUSE RESTORATION PH II	FDOS	$50,000	CLOSED
2016	FPID 429883-1	PEDESTRIAN BRIDGE	FDOT	$2,209,722	OPEN
2016	2016-JAGC-POLK-14-H3-162	SRO RIDE	FDLE	$9,152	OPEN
2016	2016-JAGD-POLK-5-H4-113	PROJECT LONG RUN	FDLE	$1,000	OPEN
2015	2015-JAGD-POLK-4-R1-048	VEHICLE UNLOCK	FDLE	$1,215	CLOSED
2015	2015-JAGC-POLK-16-R3-128	PRINT AND SAFETY	FDLE	$10,193	CLOSED
2015	FPID 430925-1	SAFE ROUTES TO SCHOOL	FDOT	$137,333	CLOSED

Grantee Name:	City of Lake Alfred	Lake Alfred Police Department
Address:	155 East Pomelo St. Lake Alfred, FL 33850	150 N. Seminole Ave. Lake Alfred, Fl 33850
Contact Person:	Amee Bailey	Art Bodenheimer
Telephone Number:	863-291-5747	863-291-5200

CERTIFICATION

The City of Lake Alfred employment statistics are from the fiscal years (FY) 2014/15 and 2015/16 with the utilization table data from October 1, 2015 and 2016. The Polk County utilization table data is from the U.S. Census Bureau, 2006 - 2010 American Community Survey.

This plan shall remain in effect from **October 2016 – September 2018.**

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

_____	City Clerk / Human Resources__	_____
Signature	Title	Date

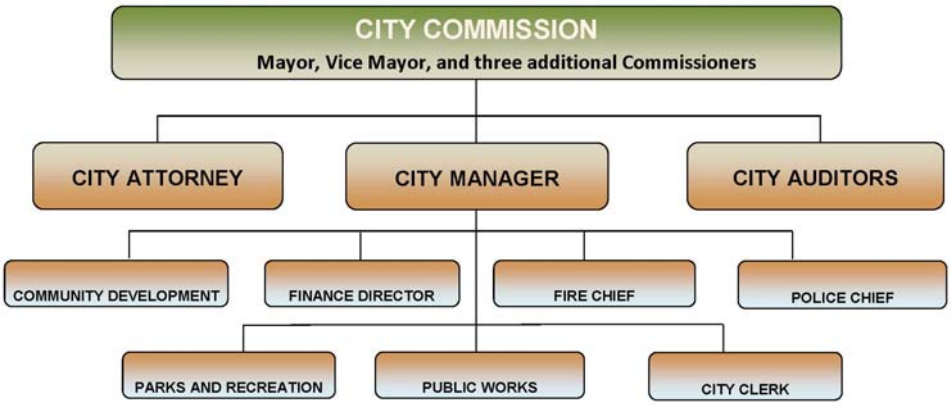
_____	City Manager_____	_____
Signature	Title	Date

SECTION 2

WORKFORCE INFORMATION

City of Lake Alfred

The City of Lake Alfred was founded at a major railroad junction and was originally incorporated in 1913. Today the City is approximately 13 sq miles and is positioned near the employment centers of Lakeland, Winter Haven and metro Orlando to the east. Between 5,000 and 6,000 people live within the corporate limits, and another 39,000 people live within a 10-minute drive. US Highway 17/92 and County Road 557 provide easy access to major transportation routes such as Interstate 4 and US Highway 27. Transit services are also available with stops throughout the City and near City facilities. The City provides many services and a variety of employment opportunities in the fields of community development, police, fire, water, sewer, recreation, and administration.



Polk County

The City of Lake Alfred is located within Polk County. Polk County is strategically located in the center of the Florida peninsula, about equal distance from the east and west coast and half way between the Georgia-Florida border and the Southern tip. Polk County lies on the Interstate 4 corridor, 25 miles east of Tampa and 35 miles southwest of Orlando. As the geographic center of Florida, it is estimated that more than 7.5 million people reside within a 100-mile radius of Polk County. This is one of the largest concentrations of population in the southeast. The total area of the county is approximately 2,010 square miles, which makes it the fourth largest county in Florida.

As of 2014, Polk County had an estimated population of 618,957 with a demographic make-up skewed towards 65 years and over, which is consistent with Florida as a whole. Relative to Florida and the U.S., Polk County is underrepresented in the 25 to 54 year old age groups. In terms of racial distribution, Polk County is similar to the State. This includes the Hispanic and black population, however the Asians are underrepresented in the County. Polk County lags behind the state in both high school and college graduates. The September 2016 unemployment rate in the County is 5.9%, which is a decrease from 6.2% in 2016. Table 2 shows the Polk County workforce by job categories.

TABLE 2

Polk County Workforce by Job Categories

		MALE									FEMALE								
	Total	Total	Hispanic	Not Hispanic or Latino							Total	Hispanic	Not Hispanic or Latino						
Job Category		Male	or Latino	White	Black	AIAN	Asian	NHPI	Two +	Other	Female	or Latino	White	Black	AIAN	Asian	NHPI	Two +	Other
Officials/Administrators																			
Polk County	22,995	13,685	945	11,375	855	30	360	0	60	65	9,310	810	7,370	820	20	160	0	70	60
	100.0%	59.5%	4.1%	49.5%	3.7%	0.1%	1.6%	0.0%	0.2%	0.3%	40.5%	3.5%	32.1%	3.6%	0.1%	0.7%	0.0%	0.3%	0.3%
Professionals																			
Polk County	32,860	12,925	750	10,290	1,085	20	600	20	100	60	19,935	1,625	14,970	2,740	4	385	20	90	95
	100.0%	39.3%	2.3%	31.3%	3.3%	0.1%	1.8%	0.1%	0.2%	0.2%	60.7%	5.0%	45.6%	8.3%	0.0%	1.2%	0.1%	0.3%	0.3%
Technicians																			
Polk County	5,555	1,765	140	1,340	175	20	75	0	20	4	3,790	365	2,805	445	0	50	25	40	60
	100.0%	31.8%	2.6%	24.1%	3.2%	0.4%	1.4%	0.0%	0.4%	0.1%	68.2%	6.5%	50.5%	8.0%	0.0%	0.9%	0.5%	0.7%	1.1%
Protective service: Sworn																			
Polk County	4,410	3,440	150	2,810	390	0	25	20	4	35	970	10	690	270	0	0	0	0	0
	100.0%	78.0%	3.4%	63.7%	8.8%	0.0%	0.6%	0.5%	0.1%	0.8%	22.0%	0.2%	15.6%	6.1%	0.0%	0.0%	0.0%	0.0%	0.0%
Protective service: Non-sworn																			
Polk County	330	235	0	200	35	0	0	0	0	0	95	0	90	4	0	0	0	0	0
	100.0%	71.2%	0.0%	60.6%	10.6%	0.0%	0.0%	0.0%	0.0%	0.0%	28.8%	0.0%	27.3%	1.2%	0.0%	0.0%	0.0%	0.0%	0.0%
Administrative support																			
Polk County	59,720	19,730	2,040	14,950	1,980	25	490	0	175	80	39,990	3,975	30,005	5,045	85	575	0	195	115
	100.0%	33.0%	3.4%	25.0%	3.3%	0.0%	0.8%	0.0%	0.3%	0.1%	67.0%	6.7%	50.2%	8.4%	0.1%	1.0%	0.0%	0.3%	0.2%
Skilled craft																			
Polk County	20,660	19,675	3,710	14,210	1,390	10	160	0	109	80	985	145	705	85	0	45	0	0	0
	100.0%	95.2%	18.0%	68.8%	6.7%	0.0%	0.8%	0.0%	0.5%	0.4%	4.8%	0.7%	3.4%	0.4%	0.0%	0.2%	0.0%	0.0%	0.0%
Service/Maintenance																			
Polk County	68,705	40,925	10,800	22,700	6,570	65	385	55	220	135	27,780	5,610	15,315	5,895	115	600	15	145	90
	100.0%	59.6%	15.7%	33.0%	9.6%	0.1%	0.6%	0.1%	0.2%	0.2%	40.4%	8.1%	22.3%	8.6%	0.2%	0.9%	0.0%	0.2%	0.1%

Source: U.S. Census Bureau, 2006 - 2010 American Community Survey.
Job Groups by Sex, and Race/Ethnicity for Worksite Geography

EEO Tabulation 2006-2010 (5-year ACS data)
Civilian labor force 16 years and over

AIAN - American Indian and Alaska Native
NHPI - Native Hawaiian and Other Pacific Islander
Two + Two or more races

SECTION 3

WORKFORCE ANALYSIS AND FINDINGS

The City's EEOP is divided into three separate areas. The first addresses equal employment opportunity elements and includes analytical data to assess equal employment operations in such areas as hiring, discipline, lateral transfers, and promotions. The second section addresses Affirmative Action issues such as analysis of the current workforce by equal employment opportunity job category, determines the extent of under-utilization of minorities and women, presents reasonable goals to correct the under-utilization, and establishes measurable objectives to meet those goals. The third section reviews the City process and procedures for recruiting, the application process, compensation and classification plan, and plan evaluation and dissemination.

TABLE 3

Opportunity Elements - Fiscal Year Comparison

Activity	FY 2014/2015	FY 2015/2016*	% Increase or Decrease
Job Opportunities	12	22	83%
Applications Received			
Male	74	172	132%
Female	94	134	43%
Total	168	306	82%
Referred for Interview	*Partial Record		
Male	6*	40	-
Female	19*	21	-
Total	25*	61	-
New Hires			
Male	7	17	143%
Female	6	5	-17%
Minority	5	11	120%
Total	13	22	69%
Promotion/ Transfers	*Partial Record		
Male	1 / 10	9 / 4	-
Female	0/0	2/ 0	-
Minority	0/3	3 / 1	-
Total	1 / 10	11 / 5	-
Discipline	*Partial Record		
Male	2	6	-
Female	0	1	-
Minority	1	2	-
Total	2	7	-
Separation	*Partial Record		
Male	5	18	-
Female	6	4	-
Minority	4	9	-
Total	11	22	-

TABLE 4

City of Lake Alfred Workforce by Job Categories

		MALE									FEMALE								
	Total	Total	Hispanic	Not Hispanic or Latino							Total	Hispanic	Not Hispanic or Latino						
Job Category		Male	or Latino	White	Black	AIAN	Asian	NHPI	Two +	Other	Female	or Latino	White	Black	AIAN	Asian	NHPI	Two +	Other
Officials/Administrators																			
Lake Alfred	7	4		4							3		3						
	100.0%	57.1%		57.1%							42.9%		42.9%						
Professionals																			
Lake Alfred	2	1		1							1		1						
	100.0%	50.0%		50.0%							50.0%		50.0%						
Technicians																			
Lake Alfred	6	6		4	1				1		0								
	100.0%	100.0%		66.7%	16.7%				16.7%		0.0%								
Protective service: Sworn																			
Lake Alfred	11	10	3	6		1					1		1						
	100.0%	90.9%	27.3%	54.5%		9.1%					9.1%		9.1%						
Protective service: Non-swo																			
Lake Alfred	18	17	1	16							1			1					
	100.0%	94.4%	5.6%	88.9%							5.6%			5.6%					
Administrative support																			
Lake Alfred	15	0									15	2	12	1					
	100.0%	0.0%									100.0%	13.3%	80.0%	6.7%					
Skilled craft																			
Lake Alfred	1	1		1							0								
	100.0%	100.0%		100.0%							0.0%								
Service/Maintenance																			
Lake Alfred	14	14	2	10	2						0								
	100.0%	100.0%	14.3%	71.4%	14.3%						0.0%								

Source: Lake Alfred Human Resources October 2016

AIAN - American Indian and Alaska Native

NHPI - Native Hawaiian and Other Pacific Islander

Two + Two or more races

TABLE 5

Police Department Workforce by Job Categories

		MALE									FEMALE								
	Total	Total Male	Hispanic or Latino	Not Hispanic or Latino							Total Female	Hispanic or Latino	Not Hispanic or Latino						
Job Category				White	Black	AIAN	Asian	NHPI	Two +	Other			White	Black	AIAN	Asian	NHPI	Two +	Other
Protective service: Sworn Officials																			
Lake Alfred	3	2		2							1		1						
	100.0%	66.7%		66.7%							33.3%		33.3%						
Protective service: Sworn Officers																			
Lake Alfred	7	7	3	3		1					0								
	100.0%	100.0%	42.9%	42.9%		14.3%					0.0%								
Lake Alfred	5	0									5		5						
	100.0%	0.0%									100.0%		100.0%						

TABLE 6

Law Enforcement Rank Chart

		MALE									FEMALE								
	Total	Total Male	Hispanic or Latino	Not Hispanic or Latino							Total Female	Hispanic or Latino	Not Hispanic or Latino						
Job Category				White	Black	AIAN	Asian	NHPI	Two +	Other			White	Black	AIAN	Asian	NHPI	Two +	Other
Sergent	1	0									1		1						
	100.0%	0.0%									100.0%		100.0%						
Lieutenant	1	1		1							0								
	100.0%	100.0%		100.0%							0.0%								
Police Chief	1	1		1							0								
	100.0%	100.0%		100.0%							0.0%								
Patrol Officers	7	7	3	3		1					0								
	100.0%	100.0%	42.9%	42.9%		14.3%					0.0%								

Source: Lake Alfred Human Resources October 2016

AIAN - American Indian and Alaska Native

NHPI - Native Hawaiian and Other Pacific Islander

Two + Two or more races

Equal Opportunity

As shown in Table 3, there were 10 more job postings in FY 15/16 than FY 14/15 with an 83% increase in the number of applications submitted for the positions advertised. The increase volume of opportunities led to an increase in applications by women and minorities. This translated into increased minority hires, but did not have the same impact for females. The types of positions advertised were diverse including service workers, summer recreation, firefighters, police officers, and administrative. However the vast majority of the female applicants only applied for six (6) positions. These included the utility billing clerk, summer recreation positions, and the code enforcement officer. A few applications were received for the firefighter positions with one hire. No females applied for the seven (7) service worker positions posted in FY 15/16.

Affirmative Action

The assessed positions and workforce are classified into seven job groups as established for State and Local Governments as part of the US Census data. (1) Officials and Managers, (2) Professionals, (3) Technicians, (4) Protective Services: Sworn, (5) Administrative Support, (6) Skilled Craft, and (7) Service Maintenance. Tables 4 and 5 show the City and Police Department workforce by job categories.

The local labor market analysis (Table 10) reveals that the City's female workforce surpasses that of the County in two job categories (Officials, and Administrative Support). There is also a positive representation for Hispanic/Latinos; males in both of the Protective Service categories and in Administrative Support for women. Black males showed a positive comparison for Technicians and Service, with black females showing a positive comparison in Protective Services: Non-sworn. Two other positive comparisons are shown for men in the American Indian and the 2 or more category.

TABLE 7

City Incumbent Workforce by Job Category

Job Categories	**Females**			**Minorities**		
	Oct. 15	**Oct. 16**	**% Change**	**Oct. 15**	**Oct. 16**	**% Change**
Officials/ Administrators	3	3	0%	0	0	0%
Professions	1	1	0%	0	0	0%
Technicians	0	0	0%	0	2	200%
Protective: Sworn	1	1	0%	1	4	300%
Protective: Non-Sworn	0	1	100%	3	1	-67%
Admin. Support	14	15	7%	1	3	200%
Skilled Craft	0	0	0%	0	0	0%
Service Maintenance	0	0	0%	5	2	-60%
Totals	19	21	10%	10	12	20%

The incumbent workforce comparison (Table 7) shows very little change in the female population within the City. Generally speaking, when a female left the City the position was filled by another female. The one female firefighter position is evident in the protective services category. The minority population overall remained very similar, however the changes are apparent due to the change in the distribution of minorities in the different job classifications.

Police Department Analysis

The local labor market analysis (Table 11) reveals that the Police Department's female workforce surpasses that of the County in two job categories (Officials, and Administrative Support). There is also a positive representation of males Officers in of the Hispanic/Latino and American Indian categories. Table 8 also shows the diversity changes that occurred with the Officers FY 15/16. A few female applications were received for the police officer positions, one female received an offer, which was declined due to another offer. There were no openings for Officials or Administrative support in the past few years.

TABLE 8

Police Department Incumbent Workforce by Job Category

Job Categories	**Females**			**Minorities**		
	Oct. 15	**Oct. 16**	**% Change**	**Oct. 15**	**Oct. 16**	**% Change**
Sworn Officials	1	1	0%	0	0	0%
Protective: Sworn	0	0	0%	1	4	300%
Admin. Support	5	5	0%	0	0	0%
Totals	6	6	0%	1	4	300%

Underutilization

Table 9 summarizes the underutilization by job categories. It may be very difficult for the City and Police Department to match the County labor market in some categories simply due to the number of positions in some categories. For example, the City only employs two (2) professionals and one (1) skilled craft position and there are only three (3) sworn positions in the Police Department.

TABLE 9

Underutilization by Job Categories

Job Categories	**City of Lake Alfred**	**Police Department**
Officials/ Administrators	Male and female minority categories	Male minority categories
Professions	Male and female minority categories	
Technicians	Females in all groups	
Protective: Sworn	Black males and females, and total females	Black males and females, and total females
Protective: Non-Sworn	Black males and total females	
Admin. Support	Black females and all male categories	Minority females and all male categories
Skilled Craft	Male minorities and total females	
Service Maintenance	Hispanic males and all female categories	

TABLE 10

City of Lake Alfred Utilization Table

		MALE									FEMALE								
				Not Hispanic or Latino									Not Hispanic or Latino						
Job Category	Total	Total Male	Hispanic or Latino	White	Black	AIAN	Asian	NHPI	Two +	Other	Total Female	Hispanic or Latino	White	Black	AIAN	Asian	NHPI	Two +	Other
Officials/Administrators																			
Lake Alfred	7	4	0	4	0	0	0	0	0	0	3	0	3	0	0	0	0	0	0
	100.0%	57.1%	0.0%	57.1%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	42.9%	0.0%	42.9%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Polk County	22,995	13,685	945	11,375	855	30	360	0	60	65	9,310	810	7,370	820	20	160	0	70	60
	100.0%	59.5%	4.1%	49.5%	3.7%	0.1%	1.6%	0.0%	0.2%	0.3%	40.5%	3.5%	32.1%	3.6%	0.1%	0.7%	0.0%	0.3%	0.3%
Utilization		-2.4%	-4.1%	7.6%	-3.7%	-0.1%	-1.6%	0.0%	-0.2%	-0.3%	2.4%	-3.5%	10.8%	-3.6%	-0.1%	-0.7%	0.0%	-0.3%	-0.3%
Professionals																			
Lake Alfred	2	1	0	1	0	0	0	0	0	0	1	0	1	0	0	0	0	0	0
	100.0%	50.0%	0.0%	50.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	50.0%	0.0%	50.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Polk County	32,860	12,925	750	10,290	1,085	20	600	20	100	60	19,935	1,625	14,970	2,740	4	385	20	90	95
	100.0%	39.3%	2.3%	31.3%	3.3%	0.1%	1.8%	0.1%	0.2%	0.2%	60.7%	5.0%	45.6%	8.3%	0.0%	1.2%	0.1%	0.3%	0.3%
Utilization		10.7%	-2.3%	18.7%	-3.3%	-0.1%	-1.8%	-0.1%	-0.2%	-0.2%	-10.7%	-5.0%	4.4%	-8.3%	0.0%	-1.2%	-0.1%	-0.3%	-0.3%
Technicians																			
Lake Alfred	6	6	0	4	1	0	0	0	1	0	0	0	0	0	0	0	0	0	0
	100.0%	100.0%	0.0%	66.7%	16.7%	0.0%	0.0%	0.0%	16.7%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Polk County	5,555	1,765	140	1,340	175	20	75	0	20	4	3,790	365	2,805	445	0	50	25	40	60
	100.0%	31.8%	2.6%	24.1%	3.2%	0.4%	1.4%	0.0%	0.4%	0.1%	68.2%	6.5%	50.5%	8.0%	0.0%	0.9%	0.5%	0.7%	1.1%
Utilization		68.2%	-2.6%	42.6%	13.5%	-0.4%	-1.4%	0.0%	16.3%	-0.1%	-68.2%	-6.5%	-50.5%	-8.0%	0.0%	-0.9%	-0.5%	-0.7%	-1.1%
Protective service: Sworn																			
Lake Alfred	11	10	3	6	0	1	0	0	0	0	1	0	1	0	0	0	0	0	0
	100.0%	90.9%	27.3%	54.5%	0.0%	9.1%	0.0%	0.0%	0.0%	0.0%	9.1%	0.0%	9.1%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Polk County	4,410	3,440	150	2,810	390	0	25	20	4	35	970	10	690	270	0	0	0	0	0
	100.0%	78.0%	3.4%	63.7%	8.8%	0.0%	0.6%	0.5%	0.1%	0.8%	22.0%	0.2%	15.6%	6.1%	0.0%	0.0%	0.0%	0.0%	0.0%
Utilization		12.9%	23.9%	-9.2%	-8.8%	9.1%	-0.6%	-0.5%	-0.1%	-0.8%	-12.9%	-0.2%	-6.5%	-6.1%	0.0%	0.0%	0.0%	0.0%	0.0%
Protective service: Non-sworn																			
Lake Alfred	18	17	1	16	0	0	0	0	0	0	1	0	0	1	0	0	0	0	0
	100.0%	94.4%	5.6%	88.9%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	5.6%	0.0%	0.0%	5.6%	0.0%	0.0%	0.0%	0.0%	0.0%
Polk County	330	235	0	200	35	0	0	0	0	0	95	0	90	4	0	0	0	0	0
	100.0%	71.2%	0.0%	60.6%	10.6%	0.0%	0.0%	0.0%	0.0%	0.0%	28.8%	0.0%	27.3%	1.2%	0.0%	0.0%	0.0%	0.0%	0.0%
Utilization		23.2%	5.6%	28.3%	-10.6%	0.0%	0.0%	0.0%	0.0%	0.0%	-23.2%	0.0%	-27.3%	4.4%	0.0%	0.0%	0.0%	0.0%	0.0%
Administrative support																			
Lake Alfred	15	0	0	0	0	0	0	0	0	0	15	2	12	1	0	0	0	0	0
	100.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%	13.3%	80.0%	6.7%	0.0%	0.0%	0.0%	0.0%	0.0%
Polk County	59,720	19,730	2,040	14,950	1,980	25	490	0	175	80	39,990	3,975	30,005	5,045	85	575	0	195	115
	100.0%	33.0%	3.4%	25.0%	3.3%	0.0%	0.8%	0.0%	0.3%	0.1%	67.0%	6.7%	50.2%	8.4%	0.1%	1.0%	0.0%	0.3%	0.2%
Utilization		-33.0%	-3.4%	-25.0%	-3.3%	0.0%	-0.8%	0.0%	-0.3%	-0.1%	33.0%	6.6%	29.8%	-1.7%	-0.1%	-1.0%	0.0%	-0.3%	-0.2%
Skilled craft																			
Lake Alfred	1	1	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	100.0%	100.0%	0.0%	100.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Polk County	20,660	19,675	3,710	14,210	1,390	10	160	0	109	80	985	145	705	85	0	45	0	0	0
	100.0%	95.2%	18.0%	68.8%	6.7%	0.0%	0.8%	0.0%	0.5%	0.4%	4.8%	0.7%	3.4%	0.4%	0.0%	0.2%	0.0%	0.0%	0.0%
Utilization		4.8%	-18.0%	31.2%	-6.7%	0.0%	-0.8%	0.0%	-0.5%	-0.4%	-4.8%	-0.7%	-3.4%	-0.4%	0.0%	-0.2%	0.0%	0.0%	0.0%
Service/Maintenance																			
Lake Alfred	14	14	2	10	2	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	100.0%	100.0%	14.3%	71.4%	14.3%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Polk County	68,705	40,925	10,800	22,700	6,570	65	385	55	220	135	27,780	5,610	15,315	5,895	115	600	15	145	90
	100.0%	59.6%	15.7%	33.0%	9.6%	0.1%	0.6%	0.1%	0.2%	0.2%	40.4%	8.1%	22.3%	8.6%	0.2%	0.9%	0.0%	0.2%	0.1%
Utilization		40.4%	-1.4%	38.4%	4.7%	-0.1%	-0.6%	-0.1%	-0.2%	-0.2%	-40.4%	-8.1%	-22.3%	-8.6%	-0.2%	-0.9%	0.0%	-0.2%	-0.1%

TABLE 11

Police Department Utilization Table

Job Category	Total	MALE: Total Male	MALE: Hispanic or Latino	MALE: Not Hispanic or Latino: White	MALE: Black	MALE: AIAN	MALE: Asian	MALE: NHPI	MALE: Two +	MALE: Other	FEMALE: Total Female	FEMALE: Hispanic or Latino	FEMALE: Not Hispanic or Latino: White	FEMALE: Black	FEMALE: AIAN	FEMALE: Asian	FEMALE: NHPI	FEMALE: Two +	FEMALE: Other
Protective service: Sworn Officials																			
Lake Alfred	3	2	0	2	0	0	0	0	0	0	1	0	1	0	0	0	0	0	0
	100.0%	66.7%	0.0%	66.7%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	33.3%	0.0%	33.3%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Polk County	4,414	3,434	150	2,810	390	0	25	20	4	35	980	10	690	10	270	0	0	0	0
	100.0%	77.8%	3.4%	63.7%	8.8%	0.0%	0.6%	0.5%	0.1%	0.8%	22.2%	0.2%	15.6%	0.2%	6.1%	0.0%	0.0%	0.0%	0.0%
Utilization		-11.1%	-3.4%	3.0%	-8.8%	0.0%	-0.6%	-0.5%	-0.1%	-0.8%	11.1%	-0.2%	17.7%	-0.2%	-6.1%	0.0%	0.0%	0.0%	0.0%
Protective service: Sworn Officers																			
Lake Alfred	7	7	3	3	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0
	100.0%	100.0%	42.9%	42.9%	0.0%	14.3%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Polk County	31,555	18,245	4,785	10,360	2,480	65	190	0	205	160	13,310	3,070	7,055	2,810	65	175	0	55	80
	100.0%	78.0%	3.4%	63.7%	8.8%	0.0%	0.6%	0.5%	0.1%	0.8%	22.0%	0.2%	15.6%	6.1%	0.0%	0.0%	0.0%	0.0%	0.0%
Utilization		22.0%	39.5%	-20.8%	-8.8%	14.3%	-0.6%	-0.5%	-0.1%	-0.8%	-22.0%	-0.2%	-15.6%	-6.1%	0.0%	0.0%	0.0%	0.0%	0.0%
Administrative support																			
Lake Alfred	5	0	0	0	0	0	0	0	0	0	5	0	5	0	0	0	0	0	0
	100.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%	0.0%	100.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Polk County	59,720	19,730	2,040	14,950	1,980	25	490	0	175	80	39,990	3,975	30,005	5,045	85	575	0	195	115
	100.0%	33.0%	3.4%	25.0%	3.3%	0.0%	0.8%	0.0%	0.3%	0.1%	67.0%	6.7%	50.2%	8.4%	0.1%	1.0%	0.0%	0.3%	0.2%
Utilization		-33.0%	-3.4%	-25.0%	-3.3%	0.0%	-0.8%	0.0%	-0.3%	-0.1%	33.0%	-6.7%	49.8%	-8.4%	-0.1%	-1.0%	0.0%	-0.3%	-0.2%

Source: U.S. Census Bureau, 2006 - 2010 American Community Survey.
Job Groups by Sex, and Race/Ethnicity for Worksite Geography
Source: Lake Alfred Human Resources October 2016

EEO Tabulation 2006-2010 (5-year ACS data)
Civilian labor force 16 years and over

AIAN - American Indian and Alaska Native
NHPI - Native Hawaiian and Other Pacific Islander
Two + Two or more races

SECTION 4
GOAL, OBJECTIVES, AND STRATEGIES

Goals

The overall City goal is to recruit, establish, and maintain a qualified workforce representative of the local labor market (Polk County). An additional goal is to prohibit discrimination in all personnel actions based on race, color, religion, creed, national origin, sex, age, or disability and to have a work environment free of discrimination and harassment.

This goal does not mean the City will establish rigid quotas, nor does it imply that any unqualified individual will be hired or promoted into City positions. Rather, this is a voluntary, self-imposed method of accountability which demonstrates that the City is serious about its commitment to equal employment opportunity.

The goal of the City will be achieved when minorities and women employed by the City in various job categories mirrors the community profile and labor force availability. Achieving this long range goal will take a number of years

Objectives

All reasonable efforts shall be expended to attempt to achieve a community profile with respect to female and minority members in all categories, including the Protective Services category. However, given the small number of positions in some of the job categories, this may be difficult. To attain this specified goal, the City will actively recruit minorities and women for positions which may become vacant in the future. Where and when necessary and possible, recruitment efforts will be modified or expanded to seek out qualified minority and female candidates.

The City's efforts to reach the stated goals is through this EEOP, includes a continuous procedure for monitoring and reporting progress to ensure the realization of objectives stated below.

- Equality of employment opportunity shall be provided without regard to race, color, creed, religion, sex, national origin, age, sexual orientation, marital status, gender identity, genetic information, handicap or disability, veteran status, any other non-merit characteristic, or any other factors that cannot lawfully be considered in employing people.
- During the course of recruiting, hiring, and training; job transfers, assignments, and promotions; and taking disciplinary action; all applicants and employees shall be evaluated solely upon their qualifications, merits, and other job-related criteria.
- All advertisements for applicants, recruitment, transfers, promotions, training, compensation, benefits, terminations, and any other materials utilized in personnel actions shall clearly state that the City of Lake Alfred is an Equal Opportunity Employer.

- An organized, effective, and aggressive effort shall be conducted to identify and eliminate the specific causes of any under representation of qualified minorities and women in the work force including any employment practices which have an adverse impact on these individuals.
- Diverse applicant pools shall be developed through special recruitment efforts and other appropriate measures to ensure sufficient numbers of these groups are included.
- Monitoring systems and procedures shall be utilized to assure the effective operation of the Equal Employment Opportunity / Affirmative Action Programs.
- Develop strategies to increase female and minority awareness of open positions.

Processes and Procedures

As part of the review to the City's Equal Employment Opportunity Program, the City shall conduct an assessment of its employment practices for the past two years regarding recruiting, the application process, compensation and classification plan, and plan evaluation and dissemination. The intent of this assessment is to identify current practices employment practices, identify policy changes addressing personnel actions, and compare with applicable laws and regulations.

The City recently prepared and trained management staff on the hiring process. The training included position posting, pre-interview tasks, interview standards, and post-interview conduct. As part of the posting process Human Resources and the hiring manager review the job description to make any changes or make regulatory adjustments. Hiring managers have also been advised to select interview panels with two more people and include minorities and females, when available.

Position vacancies have been advertised in local papers, on the City's web page, with Career Source Polk, and in house at the approval of the City Manager. In addition the City has worked at expanding the applicant pool by advertising with Monster, social media, and professional organizations for select positions. The results have led to increase applications and more qualified candidates. All advertisements have included the "Equal Employment Opportunity Employer" or "EEOE" statement.

Applicants interested in positions with the City, must submit an Employment Application. The City has updated the application to include the EEOE statement and made other revisions to clarify the use of information collected. The applications are reviewed to determine whether the applicant meets the minimum qualifications contained in the "Job Description." Interview questions are developed for all applicants based on the job description and application review. Applicants possessing the required education and/or experience are scheduled for an interview. This applies to applicants of sworn positions who must be certified as meeting the minimum requirements as established by job descriptions. All interviews are "content valid," i.e., they measure the knowledge, skills, and abilities necessary for the particular job based on the job description. Hiring managers have been reminded not to ask questions or note any information related to protected classes during an interview. At the end of the interview, the candidate who was ranked the highest was offered the position. When there were two equally well-qualified applicants, the City generally offered the position to the minority or veteran.

The Lake Alfred Personnel Manual and Employee Handbook (Handbook) was updated January 19, 2016. Section 4 addressing employment polices was updated regarding the processing of applicants; specifically physical examinations. Applicant are subjected to review prior to employment. The elements of the selection process are critical in determining whether an applicant can perform the essential job functions for the position. These additional phases of the selection process:

- Background examinations may be used to check applicants such as criminal history, driving record, and reference verification. Applicants with backgrounds that do not meet minimum acceptable levels shall be eliminated from the selection process.

- Physical examinations and drug screens are performed after a conditional employment offer to determine if the candidate is physically able to perform the essential duties and responsibilities of the job without risking the safety and health of himself and others. The physical examination shall be performed and evaluated by the City's designated physician, under standards established by the City. In the event of a positive drug test result, the candidate will not be employed and will not be reconsidered for employment with the City.

Lastly, all employees have an equal opportunity to be "promoted." Promotional opportunities vary by departments. As shown in Table 12 some department positions have built-in opportunities for promotion based on time, qualifications and merit. These include Service Worker I to III, Billing Clerk to Admin Assistant or Finance Clerk, Police Officer I-II to Official, and part-time Firefighter to full-time and Official. Eleven promotions were processed in 2016. The retirement of several long-term employees created the opportunity for several more employees to promote within the organization. In addition the City created a new Operator Trainee position which allowed three Service Workers to expand their skillsets and receive advance training to prepare for future advancement. The City has initiated training and financial incentives as described below to assist in promotion opportunities.

For the Police and Fire Departments a "valid" written examination/oral interviews are utilized for promotions. The applicants are ranked, and the department head generally chooses the highest-ranked employee; although they may choose any one of the top three. For other positions, applicants work records are reviewed. All applicants are interviewed, using criteria designed to predict future job performance. The applicants are then ranked, and the highest-ranking employee is generally selected.

Over the past two years the City has made several advancements in compensation and benefit plans for the employees. The City has established a salary schedule for all positions. Adjustments have been made to ensure that all employees in similar positions receive the same pay based on years of service. All employees are advanced in the same manner regardless of race, color, sex, religion, age, national origin, or other factors that cannot lawfully be considered in employing people. The salary schedule and position classifications are published annually in the City budget. In addition, several incentive plans have been added or updated in the Handbook in Section 4, including tuition reimbursement, Commercial Driver's License (CDL) assistance, and education incentive pay. These programs are available to all employees.

TABLE 12

Salary Schedule and Position Classifications – FY 16/17

Grade (6%)	9.88	10.47	11.10	11.76	12.47	13.22	14.01	14.85	15.74	16.69	17.69	18.75	19.88	21.07	22.33	23.67	25.09	26.60	28.19	29.89
Step (2%)	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20
Base	20,545	21,778	23,085	24,470	25,938	27,494	29,144	30,893	32,746	34,711	36,794	39,001	41,341	43,822	46,451	49,238	52,192	55,324	58,643	62,162
(1y)1	20,956	22,214	23,546	24,959	26,457	28,044	29,727	31,510	33,401	35,405	37,529	39,781	42,168	44,698	47,380	50,223	53,236	56,430	59,816	63,405
(2y)2	21,375	22,658	24,017	25,458	26,986	28,605	30,321	32,141	34,069	36,113	38,280	40,577	43,011	45,592	48,328	51,227	54,301	57,559	61,013	64,673
(4y)3	21,803	23,111	24,498	25,968	27,526	29,177	30,928	32,783	34,750	36,835	39,046	41,388	43,872	46,504	49,294	52,252	55,387	58,710	62,233	65,967
(6y)4	22,239	23,573	24,988	26,487	28,076	29,761	31,546	33,439	35,445	37,572	39,827	42,216	44,749	47,434	50,280	53,297	56,495	59,884	63,477	67,286
(8y)5	22,684	24,045	25,487	27,017	28,638	30,356	32,177	34,108	36,154	38,324	40,623	43,060	45,644	48,383	51,286	54,363	57,625	61,082	64,747	68,632
(10y)6	23,137	24,526	25,997	27,557	29,210	30,963	32,821	34,790	36,877	39,090	41,436	43,922	46,557	49,350	52,311	55,450	58,777	62,304	66,042	70,004
Phase >1	23,600	25,016	26,517	28,108	29,795	31,582	33,477	35,486	37,615	39,872	42,264	44,800	47,488	50,337	53,358	56,559	59,953	63,550	67,363	71,404
Phase >2	24,072	25,516	27,047	28,670	30,390	32,214	34,147	36,196	38,367	40,669	43,109	45,696	48,438	51,344	54,425	57,690	61,152	64,821	68,710	72,833
	1	Service Worker I			5	SW III		8	Fire Fighter		11	Fire Captain >1			15	Police Lieutenant		Police Chief		20
						Comm. Operator >1			Plant Operator							P&R Director		Finance Director		
						Administrative Assistant			Mechanic								Public Works/Utilities Director			
		2	Service Worker II			Operator Trainee						12	Superintendent							
			Library Assistant						9	Police Officer							17	City Clerk		
						6	Comm. Coord. >1						13	Police Sergeant						
																	Com. Dev. Director		19	
				4	Utility Billing Clerk		7	Code Enf. Officer		10	Police Officer II							Fire Chief		
								Finance Clerk			Librarian									

The City also continues to train the new and incumbent workforce. Trainings in the past year for all employees included topics such as: public records request, employee benefit, retirement and pension, health programs and incentives, harassment and sexual harassment. Department specific training also address safety and procedures. In order to prepare the next generation of leaders the City has also provided leadership training.

<u>New and Continued Strategies</u>

The overall goal may take years to achieve. Some objectives are currently being met, but remain an essential component to the EEOP. To achieve the City's long-term goal, strategies will need to be continually applied and reviewed for effectiveness.

- Provide leadership, guidance and training for supervisory and managerial staff, to enable them to become more knowledgeable of human relations issues, laws, and practices.
- Increase contacts and presence in minority communities by working with civic groups and community organizations.
- Routinely review all aspects of the recruitment and application system to assure that built-in discrimination barriers do not exist.
  - ✓ Include the phrase "An Equal Opportunity Employer" or "EEOE" on all job announcements.
  - ✓ Post open competitive advertisements a minimum of ten working days to ensure there is sufficient time for all interested persons to apply;
  - ✓ Distribute job announcements internally, on the website, and through social media;
  - ✓ Publish advertisements in Polk County newspapers and state and national professional journals, bulletins and other publications, when appropriate
  - ✓ List available jobs with Career Source Polk, and
  - ✓ Regularly mail job notices to community church, business, education, civic, charitable organizations, minority organization and veteran groups.

- Participate in career days and job fairs at local schools, and other organizations to cultivate prospective minority members
- Develop trainee or intern positions and where possible, take advantage of public and privately sponsored internship programs.
- Promote female and minority upward mobility through City sponsored employee training and education programs and encourage clerical employees with administrative ability and potential for greater responsibility to apply for technical, professional, and trainee positions.
- Survey new female and minority hires to determine best recruiting practices and survey exiting employees to determine any barriers to promotion or retention.
- Review and update the following:
  - ✓ Job descriptions - to ensure currency; accuracy and consistency
  - ✓ Qualification standards - to assure job relatedness and flexibility to allow for the substitution of relevant experience for educational requirements or vice versa
  - ✓ Classification and compensation programs - to assure competitiveness and equal pay for equal work; to eliminate "dead-end" positions, and to create promotional and/or career progression opportunities which could include the development of training positions
  - ✓ Employment examinations (written, oral, or otherwise) - to ensure validity; uniform application; job relatedness and justified by business necessity
  - ✓ Personal and professional development programs - to ensure employees have multiple opportunities to earn required certificates and/or degrees which are necessary to move upward within the City's personnel system
- Publicize the City's community and family oriented events to attract female and minority candidates to the area.

SECTION 5
RESPONSIBILITIES

Ultimate responsibility for implementing the Equal Employment Opportunity Plan is vested in the City Manager; however, the City Manager has appointed the City Clerk as the Equal Employment Opportunity Officer responsible for administering the program and providing periodic status reports.

These responsibilities include:

- Internal and external distribution of the Plan.
- Coordination of training for staff regarding the Equal Employment Opportunity and Affirmative Action Programs.
- Determination, by job group, of the percentage of qualified minorities, women, persons with disabilities, covered veterans and other selected populations, who are currently available in the designated recruitment area.
- Record and analysis of the City's workforce, by job group, every other year to determine areas of under-utilization.
- Establishment of goals, objectives, and a plan of action to address any underutilization.
- Serve as the City's liaison with enforcement agencies, minority organizations, and the general public regarding inquiries about this Equal Employment Opportunity Program.
- Systematic ongoing review of the City's recruitment, selection, and promotional procedures to ensure adherence to the Equal Employment Opportunity Program.
- Discussion of the policy during new employee orientation.
- Website availability for public awareness.
- Incorporation of an EEO clause into the Personnel Administration Policies Manual, employment applications, and position vacancy announcements.
- Posting of the policy along with job safety, minimum wage, and worker's compensation information.
- Provisions for the inspection of the Equal Employment Opportunity Plan by anyone who makes such a request.
- Ensure that advertisement for department activities, functions, or related programs are diversified.
- Investigate all complaints of alleged discrimination or retaliations, and take appropriate corrective action.
- Record the progress and efforts made in locating, recruiting, hiring, training, qualifying, and maintaining minority and females.

Plan Dissemination

This Equal Opportunity Plan, including its supporting data, is a public document. A complete copy of this plan shall be distributed to all staff and posted on the City network. Human Resources will review the

EEOP with all new employees and update incumbents through the employee newsletter. All department heads shall be fully advised of their duties and responsibilities with respect to this plan. Since this is the level at which most employee selections are made, they must be aware at all times of the goals for their department, and all selections must be made in accordance with this plan.

The EEOP will be provided to outside agencies, such as recruitment sources, vendors and Polk County organizations serving minorities and women. External sources of distribution may include the City's website, social media, and including the phrase "Equal Opportunity Employer" or "EEOE" on City forms and application.