

**CITY OF EUSTIS
EQUAL EMPLOYMENT OPPORTUNITY PLAN
UTILIZATION REPORT**



October 2017

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PART I – INTRODUCTION

In keeping with the City's commitment to having a workforce that reflects the community it serves, the City prepares an Equal Employment Opportunity (EEO) Utilization Report, comparing the City's workforce to that of the surrounding labor market. Recruitment and retention practices are examined and objectives established that can attract females and minorities in categories identified as having underutilization.

The Director of Human Resources, Bill Howe, manages the Human Resources Department of the City and is responsible for monitoring, maintaining and analyzing the effectiveness of the City's EEO practices. The Director of Human Resources reports to City Manager, Ronald Neibert.

PART 2 – POLICY STATEMENT

The City of Eustis has been and will continue to be an Equal Opportunity Employer. The City's Equal Employment Opportunity Plan (EEOP) was originally adopted by the Eustis City Commission in 1978 (Ord. 78-12) and the City's current policy, as set forth and communicated to all City employees in Section 2.01 of the City's Personnel Rules and Regulations, reads in part:

"There shall be no discrimination against any person in recruitment, examination, appointment, training, promotion, retention, or other personnel action because of race, color, religion, sex, disability, marital status, age, national origin, citizenship, genetic information or any other factor protected by law."

The City's commitment to the Americans With Disabilities Act (ADA), as set forth in Section 2.01(B) and 8.01(D) of the City's Personnel Rules and Regulations reads:

"Disabled citizens will be given full consideration for employment in all departments and agencies."

"When made aware of an individual's disability, it shall be the policy of the City to make reasonable accommodation to the extent provided by law, in order that disabled, qualified applicants or employees may perform the essential functions of employment, provided this does not cause undue hardship to the City."

PART 3 – NARRATIVE UNDERUTILIZATION ANALYSIS

CITYWIDE UNDERUTILIZATION ANALYSIS

The City's Human Resources Department prepares a Utilization Analysis (Table 1), comparing the City's workforce to the surrounding labor market. The most significant EEOP findings were as follows:

- 1.) **White females** are under-represented in the categories of:
 - Officials (-7.2%)
 - Professionals (-25.3%)
 - Protective Services (Sworn -10.2%)

- Administrative Support (-9.1%)
 - Skilled Craft (-4.9%)
 - Service Maintenance (-20.5%)
- 2.) **Hispanic females** are under-represented in the categories of:
 - Technicians (-6.4%)
 - Administrative Support (-5.2%)
 - Service Maintenance (-6.9%)
 - 3.) **Black females** are under-represented in the category of:
 - Protective Services (Sworn -3.4%)
 - Service Maintenance (-5.5%)
 - 4.) **Hispanic males** are under-represented in the job categories of:
 - Skilled Craft (-11.5%)
 - 5.) **Black males** are under-represented in the job category of:
 - Protective Service-Sworn (Police and Fire) (-6.3%)

Categories indicating underutilization are illustrated in Table 2. The Citywide Protective Service category includes all sworn public safety personnel, including police and fire.

POLICE DEPARTMENT UNDERUTILIZATION ANALYSIS

The City conducts a separate underutilization analysis for the Police Department, comparing the Police Department's sworn workforce to the relevant labor market (Table 3). The most significant EEO findings were as follows:

- 1.) **White females** are under-represented in the job category of:
 - Police Officers (-18%)
- 2.) **Hispanic females** are under-represented in the job category of:
 - Police Officers (-13%)
- 3.) **Black females** are under-represented in the job category of:
 - Public Safety Officials (-5.5%)
 - Police Officers (-10%)
- 4.) **Hispanic males** are under-represented in the job category of :
 - Public Safety Officials (-9.4%).
- 5.) **Black males** are under-represented in the job category of:
 - Public Safety Officials (-11%)

Categories indicating Police Department underutilization are illustrated in Table 4. A Police Department Category Rank is also illustrated in Table 5.

PART 4 – OBJECTIVES AND STEPS

The City has established the following specific objectives and steps to address underutilization in the City's workforce:

- 1.) Objective:
 - Identify any barriers in recruitment that might deter females and minorities from applying for employment or for promotion within the City of Eustis.

Steps:

- a.) The City regularly reviews applicant data to determine whether any step in the selection process may have a significant impact on screening out minority and female applicants.
- b.) The City regularly reviews exit interviews of all minority and female employees who voluntarily leave the City to determine if City policies have an effect on retention.
- c.) The City regularly reviews the City's Personnel Rules and Regulations to determine whether City policies directly or indirectly have the effect of denying equal employment opportunities to minorities and females.
- d.) The City immediately reviews and investigates any complaints of discrimination, harassment and denial of due process from applicants or employees.

2.) Objective:

Encourage females and minorities to apply for vacancies in the categories of Officials, Professional, Technicians, Administrative Support, Sworn Protective Service, Skilled Craft and Service Maintenance positions

Steps:

- a.) The City works with community groups, agencies, schools, etc., representing the employment disadvantaged and ensures they are aware of the City's recruitment efforts.
- b.) The City encourages minorities and females to laterally transfer to jobs having greater opportunities for promotion.
- c.) The City encourages clerical employees (traditionally female), with administrative ability and potential for greater responsibility, to apply for technical and professional positions.
- d.) The City establishes "trainee", "student intern" and volunteer positions, which provide on-the-job training and opportunity for upward mobility of minorities and females.
- e.) The City distributes and publicizes the Tuition Reimbursement Program and encourages females and minorities to seek additional training and education.
- f.) The City posts promotional positions in-house along with assurances that employees are eligible for promotional opportunity based on individual qualifications regardless of race, color, religion, sex/gender, disability, etc.
- g.) The City actively publicizes the City's EEO Policy to ensure employees know the City's commitment in providing equal employment opportunities.

3.) Objective:

Target all qualified individuals regardless of sex or minority status, to apply for available Police Department positions.

Steps:

- a.) Sworn command staff members instruct at area police training academies, visit job fairs and attend graduations at Lake Technical College in an on-going effort to identify and recruit diverse candidates for police employment.
- b.) The City is reviewing and revising its hiring standards for police officers to ensure they don't have a significant impact on screening out minority and female candidates.

- c.) The City is extending regular recruiting to technical schools and community/state Colleges in Central Florida areas that have a higher population of minorities.
- d.) The City is regularly communicating its diversity efforts and progress to the workforce.
- e.) The City regularly encourages the Police Department's minority and female officers to actively refer minority and female applicants for employment.
- f.) The City promotes and encourages staff to participate in the City's mentoring program.
- g.) The City is integrating diverse contacts in the community into the City's recruitment and interviewing process and outreach.
- h.) The City has established the position of Community Relations Officer, a sworn law enforcement position, whose responsibility is to regularly visit local middle and high schools to establish a positive rapport with minorities and females who might be interested in seeking a career in law enforcement.

PART 5 - DISSEMINATION OF PLAN

A. INTERNAL DISSEMINATION

- 1.) EEO Plan and EEO posters are displayed in the Human Resources Office and on employee bulletin boards.
- 2.) The EEO Plan is available on the City's internal shared drive, which is accessible to City employees.
- 3.) The City's Personnel Rules and Regulations, which contain the City's EEO and ADA policies, are distributed to all employees.
- 4.) Periodic meetings are held with supervisory personnel to explain the intent of the EEO Plan and the City's policy on diversity, workplace harassment and to explain each individual's responsibility for its implementation.
- 5.) EEO assurances are included on all contractual agreements with the City.
- 6.) EEO assurances are included on internal documents.

B. EXTERNAL DISSEMINATION

- 1.) The EEOP Utilization Report and EEO Policy are included on the City's website.
- 2.) EEO references or clauses are included on the City's paper and web-based employment applications.
- 3.) EEO references or clauses are incorporated in purchase orders, leases, contracts and bid proposals.
- 4.) Job opportunities are publicized in various media, noting that the City is an Equal Opportunity Employer and encourages applications from Minorities, Females and Disabled.

PART 6 – CURRENT GRANTS

Florida Department of Law Enforcement

Grant Name: **Officer Readiness & Response Initiative**
Contract #: 2017-JAGC-Lake-9-f9-151
Amount: \$8,004

Florida Department of Law Enforcement

Grant Name: **Light Tactical Response Initiative**
Contract #: 2017-JAGD-Lake-5-F8-015
Amount: \$5,765

U.S. Department of Justice-Bulletproof Vest Program

Grant Name: **Bulletproof Vest Grant**
Contract #: CFDA Number 16.607
Amount: \$2,617

St John's River Water Management District

Grant Name: **Eastern WWTP Expansion Project**
Contract#: 28818
Amount: \$627,669 (Receivable) \$2,475,000

Florida Recreation Development Assistance Program

Grant Name: **Carver Park (Phase I)**
Contract#: A17065
Amount: \$50,000

Florida Recreation Development Assistance Program

Grant Name: **Sunset Park (Phase I)**
Contract #: A17136
Amount: \$4,816 (Receivable) \$100,000

Florida Department of Economic Opportunity- CDGB

Grant Name: **CRA**
Contract #: 17DB-OL-06-45-02-N 20
Amount: \$750,000

TABLE 1 - CITYWIDE UTILIZATION ANALYSIS
RELEVANT LABOR MARKET - LAKE COUNTY FLORIDA

Job Category	Male							Female						
	White	Hispanic or Latino	Black or African American	American Indian or Alaska Native	Native Hawaiian or Other Pacific Islander	Two or More Races	Other	White	Hispanic or Latino	Black or African American	American Indian or Alaska Native	Native Hawaiian or Other Pacific Islander	Two or More Races	Other
Officials/Administrators														
Workforce %	57.9%	5.3%	5.3%	0.0%	0.0%	0.0%	0.0%	26.3%	0.0%	5.3%	0.0%	0.0%	0.0%	0.0%
CLS %	50.3%	4.0%	2.1%	0.3%	0.8%	0.4%	0.4%	33.5%	2.4%	3.8%	0.2%	1.2%	0.9%	0.9%
Utilization %	7.6%	1.3%	3.2%	-0.3%	-0.8%	-0.4%	-0.4%	-7.2%	-2.4%	1.5%	-0.2%	-1.2%	-0.9%	-0.9%
Professionals														
Workforce %	65.0%	5.0%	5.0%	0.0%	0.0%	0.0%	0.0%	20.0%	0.0%	5.0%	0.0%	0.0%	0.0%	0.0%
CLS %	34.3%	3.3%	3.5%	0.1%	0.7%	0.4%	0.4%	45.3%	4.3%	4.8%	0.2%	2.1%	0.2%	0.9%
Utilization %	30.7%	1.7%	1.5%	-0.1%	-0.7%	-0.4%	-0.4%	-25.3%	-4.3%	0.2%	-0.2%	-2.1%	-0.2%	-0.9%
Technicians														
Workforce %	47.1%	0.0%	5.9%	0.0%	0.0%	0.0%	0.0%	41.2%	0.0%	5.9%	0.0%	0.0%	0.0%	0.0%
CLS %	33.8%	2.7%	1.0%	2.1%	2.1%	1.9%	1.9%	44.5%	6.4%	7.5%	0.5%	1.4%	0.5%	1.4%
Utilization %	13.3%	-2.7%	4.9%	-2.1%	-2.1%	-1.9%	-1.9%	-3.3%	-6.4%	-1.6%	-0.5%	-1.4%	-0.5%	-1.4%
Protective Svce (Sworn)														
Workforce %	83.7%	9.3%	4.7%	0.0%	0.0%	0.0%	0.0%	2.3%	0.0%	2.1%	0.0%	0.0%	0.0%	0.0%
CLS %	57.7%	9.4%	11.0%	0.5%	0.5%	1.9%	1.9%	12.5%	1.5%	5.5%	0.2%	0.8%	0.2%	0.9%
Utilization %	26.0%	-0.1%	-6.3%	-0.5%	-0.5%	-1.9%	-1.9%	-10.2%	-1.5%	-3.4%	-0.2%	-0.8%	-0.1%	-0.9%
Protective Svce (Non-Sworn)														
Workforce %	27.8%							61.1%		11.1%				
CLS %	54.0%							44.0%		0.0%				
Utilization %	-26.2%							17.1%		11.1%				
Administrative Support														
Workforce %	31.3%	3.1%	7.8%	0.0%	0.0%	3.8%	3.8%	42.2%	1.6%	10.9%	0.0%	0.0%	0.0%	0.0%
CLS %	27.0%	3.2%	2.6%	0.1%	0.9%	0.5%	0.5%	51.3%	6.8%	5.6%	0.2%	0.1%	0.1%	0.9%
Utilization %	4.3%	-0.1%	5.2%	-0.1%	-0.9%	3.3%	3.3%	-9.1%	-5.2%	5.3%	-0.2%	-0.8%	-0.1%	-0.9%
Skilled Craft														
Workforce %	76.9%	3.8%	15.4%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
CLS %	69.2%	15.3%	6.3%	0.4%	0.5%	2.1%	2.1%	4.9%	0.8%	0.3%	0.2%	0.1%	0.2%	0.2%
Utilization %	7.7%	-11.5%	9.1%	-0.4%	-0.5%	-2.1%	-2.1%	-4.9%	-0.8%	-0.3%	-0.2%	-0.1%	-0.2%	-0.2%
Service/Maintenance														
Workforce %	45.5%	9.1%	38.6%	0.0%	0.0%	0.0%	0.0%	6.8%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
CLS %	39.4%	10.6%	6.0%	0.3%	1.2%	1.2%	1.2%	27.3%	6.9%	5.5%	0.1%	0.9%	0.1%	0.5%
Utilization %	6.1%	-1.5%	32.6%	-0.3%	-1.2%	-1.2%	-1.2%	-20.5%	-6.9%	-5.5%	-0.1%	-0.9%	-0.1%	-0.5%

Civilian Labor Force (CLS) - Lake County Florida (Source: 2010 U.S. Census EEO Tabulation Table EEO 6f), 2017 Work Force Data. Final

Table 2 - CITYWIDE UNDERUTILIZATION

Job Category	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			✓							✓						
Protective Svce (Sworn)									✓		✓					
Protective Svce (Non-sworn)	✓															
Administrative Support									✓							
Skilled Craft		✓							✓							
Service Maintenance									✓							

TABLE 3 - POLICE DEPARTMENT UTILIZATION ANALYSIS

Job Category	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
*Protective Service: Police Officials																
Workforce %	81%	0%	0%	0%	0%	0%	0%	19%	0%	0%	0%	0%	0%	0%	0%	
Lake County Utilization %	57.7%	9.4%	11%	0.5%	-0.5%	1.9%	-1.9%	12.5%	1.5%	5.5%	5.5%	2.0%	0.04%	1%		
	23.6%	-9.4%	-11%					6.3%	-1.5%	-5.5%	-5.5%	-0.1%	-0.1%	-0.1%		
**Protective Service: Police Officers																
Workforce %	65%	17%	13%	0%	0%	0%	0%	4%	0%	0%	0%	0%	0%	0%	0%	
Orange County, Florida Utilization %	24%	16%	9%	0.1%	3%	0.1%	0.4%	22%	13%	10%	10%	2.0%	0.04%	1%		
	41%	1%	4%	-0.1%	-3%	-0.1%	-0.4%	-18%	-13%	-10%	-10%	-0.1%	-0.04%	-0.1%		

*Protective Service Police Officials - Labor Force All Sworn Protective Service employees in Lake County (Source: 2010 U.S. Census EEO Tabulation Table EEO 6f)
 **Protective Service Police Officers - Civilian Labor Force All Education Levels Ages 20-34 in Orange County (Source: 2010 U.S. Census EEO Tabulation Table EEO 7f)

TABLE 5 - POLICE DEPARTMENT CATEGORY RANK

Job Category	Grand Total	Male							Female										
		Total Male	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	Total 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
Chiefs, Deputy Chiefs	1	1	1																
%		100%	100%																
Captains	3	3	3																
%		100%	100%																
Lieutenants																			
%																			
Sergeants	7	4	4								3	3							
%		57%	57%							43%	43%								
Corporals	5	5	5																
%		100%	100%							0%	0%								
Sworn Police Officers	23	22	15	4	3						1	1	0						
%		96%	65%	17%	13%					4%	4%	0%							
TOTALS:	39	35	28	4	3					4	4	0							
%		90%	72%	11%	8%					10%	10%	0%							

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 EEO Utilization Report.

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

Bill Howe

4/15/2018

Signature

Date

Director of Human Resources

Job Title