

**THE
AFFIRMATIVE ACTION PLAN (AAP)
AND
EQUAL EMPLOYMENT OPPORTUNITY (EEO) PROGRAM
OF
CAPITAL AREA TRANSIT SYSTEM (CATS)**

2013 – 2015



REVISED: November 2013

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INTRODUCTION

Equal opportunity for all is an American ideal. Equal Employment Opportunity (EEO) in public service is a basic personnel system principle which takes into consideration both applicants and employees based on job-pertinent individual differences and not on the basis of extraneous factors, such as race, religion, national origin, sex or disability.

The mere passive prohibition of discriminatory practices is not enough to effectuate the principle of equal opportunity. An affirmative action program is needed to achieve this goal. This calls for top level administrative direction, practical plans for specific steps to be taken, vigorous administration at all levels of supervision, and evaluation of operations.

The scope of an affirmative action plan must encompass not only elements of the personnel system but also the related management factors. The development of the plan should include attention to recruitment, selection, appointment, promotion, and other personnel procedures, department and agency functions in relation to job structuring, and training plans to ensure opportunities to improve skills needed at current job levels and to develop potential for promotion.

Capital Area Transit System (CATS) is an equal opportunity employer. As such, CATS will recruit, hire, train, and promote into all job levels the most qualified persons without regard to race, color, creed, national origin, sex, age or handicap. All employment decisions are based on job related standards and must comply with the principles of equal employment opportunity.

This EEO Program document will provide prior employment information through December 31, 2012.



Section A

Statement of Policy

It shall be the policy of Capital Area Transit System (CATS):

1. To commit to Equal Employment Opportunity (EEO) for all persons, regardless of race, color, creed (statement of faith), national origin, sex, age, or handicap.
2. To commit to undertake an affirmative action program, including goals and time tables, in order to overcome the effects of past discrimination on minorities and women.
3. That the responsibility for the implementation of the EEO program, monitoring efforts, and processing complaints is assigned to CATS' Compliance Officer, Jeanette Eckert, who has direct access to the Chief Executive Officer. Jeanette Eckert will serve as the EEO Officer for CATS. Employees, who believe that they have been unlawfully discriminated against, or have witnessed such conduct, may file a complaint directly with Jeanette Eckert.
4. That all management personnel at CATS share in this responsibility and will be assigned specific tasks to ensure compliance is achieved.
5. That performance by CATS' managers, supervisors, etc., will be evaluated on the success of the EEO program the same way as their performance on other agency goals.
6. That successful achievement of EEO goals will provide benefits to CATS through fuller utilization and development of previously underutilized human resources.

All administrative employees shall ensure that areas of discretionary judgment provided in the CATS' employee handbook will not be used to circumvent this policy of *Equal Employment Opportunity*.

This *Equal Employment Opportunity Policy* extends to all activities in which Capital Area Transit System is involved through contracts or other arrangements using local, state, or federal funds.

Robert Mirabito, CATS Chief Executive Officer

Date

11/15/13

Section B

Dissemination of Policy

Internally

Capital Area Transit System (CATS) will make its EEO policy known internally by:

1. Placing the signed policy statement from the Chief Executive Officer (CEO) on the CATS' website at www.brcats.com.
2. Emailing the signed policy statement from the CEO to all employees.
3. Displaying the signed policy statement from the CEO in all employees break rooms next to the standard government posters.
4. Presenting the signed EEO policy statement from the CEO to new employees at orientation and having them sign a statement that they have received it.
5. Reviewing the EEO policy with CATS' managers as needed at regularly held manager meetings.
6. Including the program and policy statement in CATS' employee handbook.
7. Conducting an annual EEO training forum starting in 2014. The goal of this training will be to ensure that CATS' employees are trained on EEO-related rights and responsibilities. Attendance sheets of these forums will be kept by the Human Resources Department.

Externally

Capital Area Transit System (CATS) will make its EEO policy known externally by:

1. Posting a notice in the city's official journal, "The Advocate" once a year.
2. Placing a statement on all job advertisements that CATS is an "Equal Employment Opportunity Employer."
3. Incorporating the equal employment opportunity clause in all purchase orders and contracts.
4. Meeting with community agencies, community leaders, minority and women's organizations, secondary schools, and colleges to communicate CATS' EEO policy. These organizations will include Baton Rouge Community College, the Battered Women's Program and Catholic Charities of the Diocese of Baton Rouge.

Section C

Designation of Responsibility for EEO program

EEO Officer; responsibilities

The EEO program manager (EEO Officer) has been identified in CATS' policy statement. Jeanette Eckert, the Compliance Officer, has direct access to the Chief Executive Officer and has the following qualifications:

1. Sensitivity to, and an awareness of, the varied ways in which discrimination occurs.
2. Total commitment to the EEO program goals and objectives.
3. General knowledge of civil rights precepts, policies, rules, regulations and guidelines.
4. Sufficient authority and the ability to work and communicate with other employees to achieve EEO goals and objectives.

The EEO Officer shall:

1. Develop and recommend an EEO policy, a written EEO program, and internal and external communication procedures.
2. Assist management in collecting and analyzing employment data, identifying problem areas, setting goals and timetables, and developing a program to achieve goals.
3. Design, implement and monitor internal audit and reporting systems to measure program effectiveness and determine where progress has been made and where further action may be needed.
4. Report periodically to the Chief Executive Officer on the progress of each unit in relation to the agency's goals.
5. Serve as a liaison between CATS, federal, state, and local governments, regulatory agencies, minority, disabled and women's organizations, as well as other community groups.
6. Assure that current legal information affecting affirmative action is disseminated to responsible officials.
7. Assist in the recruiting of minority, disabled and women applicants and establish outreach sources for use by hiring officials.
8. Concur in all hires and promotions.
9. Process employment discrimination complaints and track their status.

EEO Coordinator; responsibilities

The EEO Officer shall be assisted by Linda Square, CATS' Project Supervisor, who will serve as EEO Coordinator of the program. Linda will serve as advocate of the program to the employees and outside contacts. She will ensure that CATS remains in compliance with the proper display of EEO posters and EEO policy statements. She will also perform internal reviews to determine policy compliance.

EEO Counselors; responsibilities

The EEO Officer has selected EEO Counselors from various units within CATS. EEO Counselors shall perform their functions during their regular tour of duty. EEO Counselors may be removed from their positions by the EEO Officer, when determined by the EEO Officer and confirmed by the Chief Executive Officer.

EEO Counselors shall:

1. Assist in identifying problem areas and establishing agency and unit goals and objectives.
2. Be actively involved with local minority organizations, women's and persons with disability groups, community action organizations and community service programs designed to promote EEO.
3. Participate actively in periodic audits of all aspects of employment in order to identify and to remove barriers obstructing the achievement of specified goals and objectives.
4. Hold regular discussions with other managers, supervisors and employees to assure that CATS policies and procedures are being followed.
5. Review the qualifications of all employees to assure that minorities, persons with disabilities, and women are given full opportunities for transfers, promotions, training, salary increases, and other forms of compensation.
6. Participate in the review and/or investigation of complaints alleging discrimination.
7. Conduct and support career counseling for all employees.
8. Participate in audits to ensure that each agency unit is in compliance.

CATS' counselors are as follows: Mr. Derek Turner, representing the Maintenance Division which includes the Shop, Fuel/Degreasing and Detailing Area and Vault Room; Ms. Cathy Paynes, representing the Operations Division including Dispatch, Controllers, Supervisors, Fixed Route and Transfer Center areas; and Ms. Emily Efferson will represent the Administration Division which includes Accounting, Purchasing, Order/Statistical, Payroll, and Executive.

Human Resources Director; responsibilities

Seandra Buchanan, the Human Resources Director shall maintain the ongoing work force analysis charts, delineating personnel changes by job category and then by race, national origin, and sex. She will also work with the EEO Officer in setting up the goals and timetables needed for EEO purposes. The Human Resources Director will continually do career counseling and ensure that employees receive adequate training to perform their functions.

Diversity Compliance Committee; responsibilities

The Diversity Compliance Committee will meet at least quarter to review activities affecting the compliance with this policy. The Committee's responsibilities shall be to facilitate equal opportunity for all employees in the company.

The members of this committee are:

- EEO Officer: Jeanette Eckert.
- EEO Coordinator: Linda Square.
- One representative from the Board of Commissioners: Ms. Deborah Roe.
- Two members representing the minority work force: Ms. Cathy Paynes & Mr. Derek Turner.
- One female representing female employees: Ms. Emily Efferson.
- Human Resources Director, Seandra Buchanan.
- Capitol Region Planning Commission Director of Planning, R. J. Goebel.
- Margo Kimble from the Compliance Office.
- Ronald Williams from the Human Resources Department.
- Shenetta Hampton from the Human Resources Department.

The members of this committee will:

- Review and comment on EEO material presented to them. Seandra Buchanan will provide an update of the work force analysis data. Linda Square will summarize her work performed in this area in the last quarter, as will Jeanette Eckert.
- Conduct periodic reviews of the EEO program to improve its effectiveness.
- Hold periodic open committee meetings.
- Recommend appropriate action to the EEO Officer and the CEO to correct problems associated with supervisory and management practices found to be in need of improvements.
- Participate in the evaluation of the AAP and all aspects of the EEO Program.
- Advise on special EEO problems.
- Recommend methods by which Capital Area Transit System could take a more specific and innovative approach to the employment, promotion, training and utilization of minority groups and women.
- Ensure that reported complaints have been properly handled.
- Review areas of underutilization and propose new recruiting procedures to correct the underutilization.

This Committee shall have the authority to render a decision as to corrective action to be taken to remedy a complaint or alleged discrimination which shall be binding upon all parties concerned, subject to appeal to the Capital Area Transit System Board of Commissioners.

CATS' organizational chart

CATS' organizational chart has been inserted as Attachment A.

Section D

Utilization Analysis

In the 2010-2012, goals were set for the following areas:

- Minorities in the Professional Category had a goal of 0.38.
- Females in the Officials and Managers had a goal of 0.02; in the Technician category had a goal of 0.06; in the Craft Workers had a goal of 0.4; and in the Laborers category had a goal of 0.84.

In order to more clearly explain the CATS' utilization analysis details to those needing to understand this information, CATS' Compliance Officer put together a listing of all CATS' employee titles classified by job categories, job titles, gender and ethnicity in order to monitor CATS' success in achieving stated affirmative action goals. When hiring managers are provided the applications of individuals meeting the required qualifications, this job categorization will assist those managers in understanding the job titles where 2013 goals have been set.

Below are the job titles under the respective job category, along with the number of CATS' employees in the job category.

Administrative Support Workers – 25

Accounting-A/P
ADA Coordinator
CSR-Terminal
Customer Care Rep
Dispatcher
Dispatcher Supervisor
Executive Assistant
HR Analyst
Maintenance/Operations Coordinator
Procurement Analyst
Project Supervisor
Money Room Manager
Receptionist
Safety, Drug & Alcohol Coordinator
Training Supervisor
Vault Puller

Craft Workers – 20

Body Man and Painter
Maintenance Supervisor

Mechanic Apprentice
Mechanic
Tire Technician

Officials and Managers – 13

Assistant Director of Maintenance
Chief Financial Officer
Chief of Operations
Compliance Officer
Customer Care Manager/Business Development
Facilities Manager
Human Resources Director
Chief Executive Officer
IT Administrator
Maintenance Manager
Operations Manager
Procurement Manager

Laborers – 10

Utility Class A

Utility Class C
Utility Tech

Operatives – 110

Bus Operator
Bus Operator Trainee
Electronics Tech
Instructor
Operations Controller
Operations Supervisor
Street Supervisor

Professionals – 4

Accountant III
Parts Supervisor
Professional Development Manager
Route Match Project Manager

Service Workers – 5

Building and Grounds
Custodian Crew

The form containing CATS utilization analysis as of October 25, 2013 has been inserted as Attachment B.

In performing the review of individuals working in the State of Louisiana, as outlined in the Louisiana Workforce Commission's labor force diversity data (found on www.laworks.net), the occupational labor force breakout will be tracked by CATS under these job categories:

Administrative Support Workers

- Office and administrative support occupations

Craft Workers

- Installation, maintenance and repair occupations

Officials and Managers

- Management, business and financial operations occupations

Laborers

- Installation, maintenance, and repair occupations

Operatives

- Motor vehicle operators

Professional

- Professional and related occupations

Service Workers

The document containing the availability analysis for employment in the State of Louisiana is included as Attachment C.

Section E

Goals and Timetables

CATS is utilizing the following job categories for its current EEO plan:

- Officials and Managers
- Professionals
- Administrative Support Workers
- Craft Workers
- Operatives
- Laborers
- Service Workers

CATS has used the most current statistical information available from the Louisiana Workforce Commission. The availability analysis was based on discrete occupational titles from the 2010 census. The reasonable recruiting area for each job group is the State of Louisiana.

After the reorganization of its positions in 2013 (as noted in the organization chart, Attachment A), CATS no longer uses the Technicians category.

All underutilization areas (2013 goals) identified were in the area of female minorities. The underutilization details provided the following goals related to the categories which had noted underutilization. In the following three years, CATS will make a good faith effort to fill any vacancies in the following Job Categories at the rates indicated:

Category	2013 Utilization	Goal
Officials and Managers-Females	38.5	0.58
Professionals-Females	50.0	0.40
Administrative Support Workers-Females	68.0	2.35
Craft Workers-Females	00.0	0.83
Service Workers--Females	40.0	0.30

In order to achieve the goals for this EEO plan, CATS will increase efforts by attending more job fairs and posting vacancy announcements to professional women's organizations. CATS will seek additional methods to recruit female workers. CATS will make recruiting female applicants a priority.

Section F

Assessment of Employment Practices

In analyzing its total employment practices, CATS has not determined any barriers to making its good faith efforts to meet EEO goals. CATS has been very close to achieving these goals and has made strides to improve its efforts. It is CATS' policy to make all employment decisions without bias or discrimination.

CATS went to the voters in three of the cities that it serves and received a 10 mil property tax for ten years in April 2012. This meant CATS would be assessing all of its current employees and hiring new employees as well to meet the demand from the projected increase in service. CATS began receiving the new funding in 2013.

In calendar year 2013 CATS re-organized its organization chart. The current organization features a new Chief Executive Officer who has brought structural change to the transit operations. Among the changes implemented were the creation of a Human Resources Department and the creation of a Compliance Office. Prior to that period, personnel matters were handled by the Payroll Supervisor and the Grants Manager oversaw the compliance area.

The new Human Resources (HR) Director hired is an African American female. After being hired, she performed a thorough review of all positions and duties. Each employee was personally interviewed and requested to document their existing job duties. HR created new position titles and re-organized the structure of the organization. HR is in the process of updating all operating policies and in the process identifying control documentation needed to improve the flow of data among the departments.

The new Compliance Officer is a female. Her direction has been to update all of the federal policies and programs, ensuring that compliance issues are handled on a daily basis.

CATS is in the process of re-vamping its bus routes by creating new routes and re-organizing others. The new routes have recently been approved by the East Baton Rouge Parish Metro Council.

During the last three years CATS has continued to place a high emphasis on diversity and EEO goals and expectations. Minorities and women have not been excluded from any CATS' sponsored activities and programs and such programs are fully integrated. Position increases and promotions were rare occurrences during this three year period, due to the financial constraints the transit system experienced during that period.

Workforce Analysis Evaluation from 2010-2012

Capital Area Transit System (CATS) met most of its goals for 2010 in 2011 with the exception of female craft workers. The EEO Categories that CATS' utilized are as follows: 1) Executive /Officials & Managers, 2) Professional, 3) Administrative Support, 4) Craft Workers, 5) Operatives, 6) Laborers, and 7) Service Workers. (Note: CATS did use the 1st Level Manager from January 1, 2010 through September 20, 2010.)

In 2012, CATS made three changes in the Executive/Officials and Managers category. CATS promoted an African America female from Customer Service Representative to Transfer Center Manager. CATS also hired a new IT administrator and Director of Training in the Exec/SL Officials & Managers and a temporary African American IT assistant, (summer employment).

CATS hired three (3) African American males, two (2) white males, and four (4) additional African American females in the Administrative Support level.

CATS hired ninety-four (94) Operatives. There were forty-five (45) African American males, forty-five (45) African American females, three (3) white males and one (1) white female.

CATS hired five (5) Craft Workers. Two (2) of the five were African American males and three (3) were white males.

Seven (7) Laborers were hired. Six (6) of the laborers were African American males and one (1) was a Hispanic male. CATS continues to struggle finding qualified female mechanics.

Three (3) new Professional positions were filled with two (2) white females, and one (1) African American male.

CATS hired four (4) African American females in the Service Worker/Custodial area. CATS also hired two (2) African American males in the Service Worker/Custodial areas.

Attachment D has been included. This chart notes 2010-2012 employment practices.

Overview of CATS' Employment Practices

CATS' Human Resources Department is responsible for filling all vacant positions at the transit system.

Employment advertisements are placed on CATS' website, in the Baton Rouge Advocate newspaper and on various other online websites.

All employment ads clearly state that CATS is an Equal Opportunity Employer.

Applicant screening and selection is carried out under the direction of the Human Resources Director. CATS hires the most qualified candidate, whether internal or external. The HR Director works with the department head to select the pool of qualified candidates.

Newly hired employees are trained in accordance with the needs of the position being filled.

All disciplinary actions are handled by the HR Department. Disciplinary actions are maintained in the employee's personnel file.

Section G

Monitoring and Reporting System

Based upon the performance objectives and performance standards of this plan, the EEO Officer shall monitor Capital Area Transit System's performance relative to hiring and training. An annual report shall be prepared for the CEO on the status of the EEO program in the first quarter after the calendar year end.

CATS' newly organized Diversity Compliance Committee will meet, at least quarterly, starting in December 2013, to discuss EEO reporting, and to monitor and evaluate the agency's employment practices in areas of underutilization. The individuals chosen for this committee will provide a good mix of individuals able to monitor the events occurring at CATS, which affect our EEO plan. Periodic reports will be collected from supervisory personnel in areas of underutilization on actions in hiring, training and /or promotions, and meeting goals are targeted for action plans when warranted. Related supervisors will be provided a listing of CATS' EEO goals and the job titles in their area which are affected. Actions plans will be monitored by the EEO Officer and the Diversity Compliance Committee.

CATS' HR Department will track all disciplinary actions on terminations, suspensions, demotions, etc. with a breakdown on race, color, national origin, disability, sex, etc. and discusses these findings at the Diversity Compliance Committee meetings. Seandra Buchanan will present reports on these findings at this meeting. She will also provide updates on efforts utilized in the previous quarter to enhance efforts in this area.

CATS' EEO Officer will track complaints based on race, color, national origin, sex, religion, age, and disability. The EEO Officer will discuss and resolve these complaints with the CATS' Diversity Compliance Committee, appropriate management staff, and the CEO.

Compliance staff will conduct regular reviews of compliance areas related to this program and report such reviews at the quarterly Diversity Compliance Committee meetings. It is our intention that the effective utilization of this committee effort will aid CATS' efforts in tracking its EEO goals on a regular basis.

CATS does not have any subrecipients that need to be monitored for EEO compliance.

Section H

Discrimination Complaint Processing

All employees shall be free from any or all restraint, interference, coercion, or reprisal on the part of their associates, supervisors and department heads in making any complaint or appeal in serving as representatives of an appellant, in appearing as witnesses or in seeking information. The above principles apply with equal force after a complaint has been adjudicated. Should these principles be violated, the facts shall be brought to the attention of the EEO Officer by the appellant, his representative or the person affected so that appropriate action may be taken.

Informal complaints shall be adjudicated generally at the department head or supervisory level through the respective counselors for each unit. When an informal complaint is received by a Counselor, the Counselor shall advise the complainant of the proper grievance and appeals process to be followed and ensure that the complainant has full understanding of the process. The counselor shall try to settle the grievant complaint within the department.

If no resolution can be formulated at this level, the grievant complaint form should be filled out by the complainant within 180 calendar days of the alleged discriminatory act giving rise to the complaint and forwarded to the EEO Officer for complaint processing.

The EEO Officer shall ensure prompt investigation of each complaint filed with her office. CATS has 45 days to complete the investigation and respond to the complaint.

If, after the investigation of the complaint, the EEO Officer has found that the complaint is not valid or no discriminatory act has occurred, she may dismiss the charge with a written letter to the complainant. Any complainant adversely affected by the dismissal may appeal administratively to the Diversity Compliance Committee, which may take such action as it deems appropriate.

If, after an investigation of the complaint, the EEO Officer has found that an act of discrimination has occurred, she will present the complaint to the Diversity Compliance Committee. If they concur, CATS will take immediate action to remedy the situation. Any employee who is found to have violated this policy may be subject to disciplinary action, up and including termination from employment.

The committee will notify the complainant in writing of the decision.

Within five (5) working days of notification of the decision made by the Committee, the complainant, if having determined that the decision is not satisfactory, may request, in writing, a formal appeal to the Board of Commissioners for final judgment. The discrimination appeal processing shall be subject to the approval of and/or subsequent modification by the Board of Commissioners.

CATS Utilization Analysis

Dept. Job Title or Number	Salary	Current Period As Of: October 25, 2013																				GOAL						
		All Employees										EMPLOYEES												Availability %		% of Under Utilization		
		MALE					FEMALE					MIN					F											
		TOT	M	F	W	AA	HSP	API	AIAN	NHOPI	MULTI	W	AA	HSP	API	AIAN	NHOPI	MULTI	#	%	#	%	MIN	%	MIN	%	MIN	%
Officials and Managers	\$50,000 - \$125,000	13	8	5	3	4												3	61.5%	5	38.5%	17.9%	47.9%	43.6%	-4.5%	(5.67)	0.58	
Professionals	\$40,000 - \$49,000	4	2	2	1	1				2								1	25.0%	2	50.0%	23.1%	60.1%	1.9%	-10.1%	(0.08)	0.40	
Technicians	N/A	0	0	0														0		0								
Sales Workers	N/A	0	0	0														0		0								
Administrative Support Workers	\$22,672 - \$21,500	25	8	17	3	5				4	13							18	72.0%	17	68.0%	27.6%	77.4%	44.4%	-9.4%	(11.18)	2.35	
Craft Workers	\$31,720 - \$49,000	20	20	0	7	13					0	0						13	65.0%	0	0.0%	21.1%	4.2%	-43.9%	(6.78)	0.83		
Operatives	\$22,672 - \$33,280	118	35	75	3	31				1	72							184	94.5%	75	63.2%	39.9%	15.2%	54.9%	53.0%	(58.32)		
Laborers	\$23,629 - \$29,536	10	8	2	0	8					0	2						10	100.0%	2	20.0%	21.1%	4.2%	78.9%	15.8%	(7.89)	(1.58)	
Service Workers	\$22,672 - \$33,280	5	3	2	0	3					0	2						5	100.0%	2	40.0%	60.1%	45.9%	39.9%	(2.80)	0.30		

AA - African American
HISP - Hispanic
API - Asian Pacific Islander
Operatives - Full time salary range - \$26,000 - \$45,000
Operatives - part time - \$10/hour - \$18.03/hour

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

State of Louisiana Occupational Categories from the Louisiana Workforce Commission	White						Minority				Total Labor Force Both Sexes	Min %	Female %
	Male	% of Total Work force	Female	% of Total Work force	Male	% of Total Work force	Female	% of Total Work force					
Management, business & financial operations occupations	103,748	49.5%	68,289	32.6%	15,842	7.6%	21,635	10.3%	209,513	17.9%	42.9%		
Professional and related occupations	122,087	32.9%	162,995	44.0%	25,817	7.0%	59,649	16.1%	370,548	21.1%	60.1%		
Building & grounds cleaning and maintenance occupations	19,184	25.8%	10,471	14.1%	20,988	28.3%	23,643	31.8%	74,286	60.1%	45.9%		
Office and administrative support occupations	46,075	15.3%	171,380	57.0%	21,870	7.3%	61,109	20.3%	300,434	27.6%	77.4%		
Installation, maintenance, and repair occupations	68,503	76.3%	2,341	2.6%	17,557	19.5%	1,408	1.6%	89,809	21.1%	4.2%		
Motor vehicle operators	33,373	50.1%	6,716	10.1%	23,095	34.7%	3,374	5.1%	66,538	39.8%	15.2%		

Separations	Male						Female							
	White	Black / African American	Hispanic	Asian	American Indian or Alaskan Native	Native Hawaiian or Pacific Islander	Multi Racial	White	Black / African American	Hispanic	Asian	American Indian or Alaskan Native	Native Hawaiian or Pacific Islander	Multi Racial
Resignation	4.76%	16.67%	0.00%	0.00%	0.00%	0.00%	0.00%	0.79%	13.49%	0.00%	0.00%	0.00%	0.00%	0.00%
Retirement	0.00%	3.17%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	3.97%	0.00%	0.00%	0.00%	0.00%	0.00%
Retirement In Lieu Of	0.00%	0.79%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Termination/Discipline	0.79%	24.60%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	19.84%	0.00%	0.00%	0.00%	0.00%	0.00%
Disability Retirement	0.00%	5.56%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	3.97%	0.00%	0.00%	0.00%	0.00%	0.00%
Reduction in Force (RIF)	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.79%
Death	0.79%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Total	6.33%	50.79%	0.00%	0.00%	0.00%	0.00%	0.00%	0.79%	41.27%	0.00%	0.00%	0.00%	0.00%	0.79%

Disiplinary Actions	Male						Female							
	White	Black / African American	Hispanic	Asian	American Indian or Alaskan Native	Native Hawaiian or Pacific Islander	Multi Racial	White	Black / African American	Hispanic	Asian	American Indian or Alaskan Native	Native Hawaiian or Pacific Islander	Multi Racial
Termination	0.26%	4.05%	0.00%	0.00%				0.13%	4.31%	0.00%	0.00%	0.00%	0.00%	0.00%
30-day Suspension	0.00%	0.52%	0.00%	0.00%				0.00%	0.52%	0.00%	0.00%	0.00%	0.00%	0.00%
5-day Suspension	0.00%	1.70%	0.13%	0.00%				0.00%	3.39%	0.00%	0.00%	0.00%	0.00%	0.00%
3-day Suspension	0.00%	0.52%	0.00%	0.00%				0.00%	0.26%	0.00%	0.00%	0.00%	0.00%	0.00%
1-day Suspension	0.13%	1.31%	0.00%					0.13%	2.48%	0.00%	0.00%	0.00%	0.00%	0.00%
Written Warning	1.70%	9.92%	0.00%					0.00%	24.54%	0.00%	0.00%	0.00%	0.00%	0.00%
Verbal Warning	0.13%	9.66%	0.00%	0.00%	0.00%	0.00%	0.00%	0.26%	28.33%	0.00%	0.00%	0.00%	0.00%	0.00%
Suspension w/out pay	0.00%	2.09%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	3.52%	0.00%	0.00%	0.00%	0.00%	0.00%
Reserved	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Reserved	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Total	2.22%	29.77%	0.13%	0.00%	0.00%	0.00%	0.00%	0.52%	67.36%	0.00%	0.00%	0.00%	0.00%	0.00%

