

Executive Order 11246

Affirmative Action Program for Minorities, Women, Protected Veterans, & Individual with Disabilities



VALUING DIFFERENCES THROUGH A DIVERSE WORKFORCE

Affirmative Action Plan

2018

American Ambulance

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American Ambulance

Affirmative Action Plan

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INTRODUCTION

Background to Parts I & II

Affirmative action is a term that encompasses any measure adopted by an employer to correct or to prevent discrimination from recurring in the future. For minorities and women, such steps include the development of hiring and promotion goals to rectify the disparity between incumbency and availability. For protected veterans and individuals with disabilities, such steps will include a thorough review of the company's outreach efforts to determine the effectiveness of such efforts in closing the hiring and/or utilization gaps. It is toward this end that the following AAP of American Ambulance was developed.

Applicable Affirmative Action Laws and Regulations

American Ambulance AAP for minorities and women (Part I) has been prepared according to Executive Order No. 11246, as amended, and Title 41, Code of Federal Regulations, Part 60-1 (Equal Employment Opportunity Duties of Government Contractors), Part 60-2 (Affirmative Action Programs of Government Non-Construction Contractors; also known as "Revised Order No. 4"), and Part 60-20 (Sex Discrimination Guidelines for Government Contractors).

American Ambulance AAP for protected veterans and individuals with disabilities (Part II) is prepared in accordance with the Rehabilitation Act of 1973, Section 503, as amended and Title 41, Code of Federal Regulations, Part 60-741 (Affirmative Action Program for Individuals with Disabilities), and the Vietnam Era Veterans' Readjustment Assistance Act of 1974, Section 4212, as amended, and Title 41 Code of Federal Regulations, Part 60-300 (Affirmative Action Program for protected veterans).

Statement of Purpose for Parts I & II

This AAP has been designed to bring women, members of minority groups, protected veterans, and individuals with disabilities into all levels and segments of American Ambulance's workforce in proportion to their representation in the qualified relevant labor market.

American Ambulance is subject to and must address a variety of State and Federal laws and guidelines dealing with equal employment opportunity and affirmative action. In addition, in determining American Ambulance's current equal employment opportunity and affirmative action position and its desired future achievements, numbers, percentages, statistics, and numerous calculations and computations must take effect. The technical, legal, and mathematical aspects of the AAP all have one common purpose – to allow us to properly identify three key concepts: where we stand now, where we must go, and how best to get there. These three concepts are the Affirmative Action Plan.

Statement of Commitment

As the President of American Ambulance, I endorse and support the Affirmative Action Program and our company's Affirmative Action Plan. To assure that positions are equally accessible to all qualified persons and to ensure a balanced work force that is fully representative of all protected groups, American Ambulance will make every effort to recruit, hire, support and retain qualified protected group members.

To implement and manage our Affirmative Action Plan, I have designated the Director of Human Resources to serve as our Affirmative Action Officer. The Affirmative Action Plan is distributed to all supervisory employees, is posted on the American Ambulance website and is available to all employees upon request.

Corporate Officers, Directors, Managers and Supervisors will be held accountable for ensuring that the Affirmative Action Program is implemented, since they are the people who ultimately have the greatest impact on the program.

It is the responsibility of each employee to promote and apply the principles of equal opportunity in their work and to cooperate fully with the company's plan of action. Affirmative Action is a positive effort to utilize the skills and resources, not only of those who have been denied opportunities in the past, but also of all present and potential employees. I urge all employees to join me in a continuing effort to make equal employment opportunity a reality.

Todd Valeri

President/CEO

American Ambulance

Nondiscrimination and Affirmative Action Employment Policy

Purpose: To avoid discrimination on any employment based decisions

Policy Summary

It is the policy of the company not to engage in discrimination against or harassment of any person employed or seeking employment with American Ambulance. In addition, it is the policy of American Ambulance to undertake affirmative action, consistent with its obligations set out by the U.S. Department of Labor.

Policy Text

The Affirmative Action Plan is designed to help ensure equal employment opportunity by taking specific steps with respect to recruiting, hiring practices, promoting, retention and training of staff to better reflect the diversity of our community. The Affirmative Action Plan is voluntary and does not institute quotas or hiring decisions based on gender or ethnicity. It is a plan guided by our values of Service, Excellence and Integrity to promote the diversity of our strengths, as well as our differences, and by establishing a respectful workplace for our employees.

Objectives of the American Ambulance Affirmative Action Plan:

1. Strive for, achieve, and maintain employment levels for protected group members throughout all job categories in proportion to the relevant available labor force.
2. Prevent discrimination based on race, age, gender, color, national origin, religion, disability, veteran status or sexual orientation, or any other protected considerations.
3. Promote equal opportunity and harmonious employee relations.
4. Create an environment which allows all employees to contribute to the overall success of the company.

These objectives will be achieved through established policies that support:

1. Reaching protected members. American Ambulance is committed to creating a more diverse workforce.
2. Equal Employment Opportunity. American Ambulance is an Equal Employment Opportunity employer. No person shall be unlawfully discriminated against during the hiring or promotion process.
3. Zero Tolerance for Harassment and Discrimination. American Ambulance is committed to the protection of all employees regardless of race, color, national origin, sex, age, religious convictions, veteran status, disability, political beliefs, or sexual orientation.

Equal Opportunity Employer Policy

American Ambulance is an equal opportunity employer and makes employment decisions without unlawfully discriminating based on race, color, religion (including religious dress and grooming practices), gender (gender identity, gender expression), sex (pregnancy, childbirth, breastfeeding and medical conditions related to pregnancy, childbirth or breastfeeding), marital status, age (>= 40), ancestry, disability (mental & physical, including HIV & AIDS), medical condition (cancer & genetic information or characteristics), sexual orientation, Military or Veteran's status, or any other consideration made unlawful by federal, state, or local laws. Unlawful discrimination based on the perception that anyone has any of those characteristics, or is associated with a person who has or is perceived as having any of those characteristics is prohibited. American Ambulance policy prohibits co-workers, third parties, supervisors and

managers from engaging in discriminatory or retaliatory conduct. Additionally, American Ambulance will take action to employ, advance in employment and treat qualified Vietnam era veterans and disabled veterans without discrimination in all employment practices.

To comply with applicable laws ensuring equal employment opportunities to qualified individuals with a disability, American Ambulance will make reasonable accommodations for the known physical or mental limitations of an otherwise qualified individual with a disability who is an applicant or an employee unless undue hardship to the company would result.

Any applicant or employee who requires an accommodation in order to perform the essential functions of the job should contact the Director of Human Resources. The individual with the disability should specify what accommodation he or she needs to perform the job. American Ambulance will conduct an investigation to identify the barriers that interfere with employee or applicant's ability to perform his or her job. The company will identify possible accommodations, if any, that will help eliminate the limitation. If the accommodation is reasonable and will not impose an undue hardship, American Ambulance will make the accommodation.

If an employee believes to have been subjected to any form of unlawful discrimination, please submit a written complaint to the Risk & Compliance Officer or the CAO. If the complaint implicates the Risk & Compliance Officer, submit your complaint to the CAO. Your complaint should be specific and should include the names of the individuals involved and the names of any witnesses. American Ambulance will keep complaints confidential (to the extent possible) and will immediately undertake an effective, thorough, and objective investigation and attempt to resolve the situation. If you are not comfortable expressing your complaint directly to a supervisor or manager, please access the Discrimination and Harassment email link in Simon, or email Human Resources.

If American Ambulance determines that unlawful discrimination has occurred, effective remedial action will be taken commensurate with the severity of the offense. Appropriate action also will be taken to deter any future discrimination and you will be notified of the company's response to your complaint. American Ambulance will not retaliate against you for filing a complaint or participating in an investigation and will not knowingly permit retaliation by management, your coworkers or 3rd parties. In addition to the Employee Handbook, this policy is posted on the employee section of the American Ambulance website.

Procedural Guideline:

The equal employment opportunity (EEO) and anti-discrimination policy applies to all aspects of the relationship between American Ambulance and its employees, including:

- Recruitment
- Employment
- Promotion
- Transfer
- Training
- Working conditions
- Wages and salary administration
- Employee benefits and application of policies

PART I: AFFIRMATIVE ACTION PLAN FOR MINORITIES AND WOMEN

AMERICAN AMBULANCE

AFFIRMATIVE ACTION PLAN

Executive Order 11246

2018

Organizational Profile: 41 CFR § 60-2.11

Workforce Analysis

The workforce analysis lists each job title by the organizational unit. Job titles are listed from lowest to highest paid to include the total number of employees, the number of male and female employees, and the total number of employees who has identified within the following ethnic groups: African Americans, Latinos, Asians/Pacific Islanders, and American Indians.

The names of the ethnic categories used in this plan are different from those found in the regulations. While the collection of data is consistent with the regulations, American Ambulance believes that the category names used in the plan are more consistent with the ones by which ethnic groups identify themselves in their respective communities. The regulatory categories are Blacks, Hispanics, Asians/Pacific Islanders, and American Indians/Alaskan Natives. The categories used by American Ambulance are Blacks (not of Hispanic origin), Hispanics, Asians, Native Hawaiian/Pacific Islanders, American Indians/Alaskan Natives and 2 or more.

American Ambulance maintains one Affirmative Action Plan for all staff located at the Fresno Headquarter office and all off-site locations which includes: Fresno County: Clovis HQ (Herndon Ave), Business Office (Shaw Ave), Dispatch (Hamilton Ave), Mechanics (Tulare Ave), Post 11 (Belmont Ave), 12 (Ashlan Ave), 30 (Perrin Ave), 34 (Locust Ave), 48 (Clinton Ave), 72 (Fresno St), 79 (Valley Children's Hospital), 401 (Kearney Blvd.), 405 (Shields Ave), 408 (Auberry Rd), 409 (Highway 168), 410 (Malsbary Ave), 414 (Sixth St), 476 (Tollhouse Rd), 472 (Table Mountain Rd), 495 (Main St), Selma (Rose Ave), SkyLife Fresno (Perimeter Rd); Kings County: Station 1 (Garner Ave), 2 (Grangeville Blvd), 3 (Lemoore Ave), 5 (Ada St), 25 (Whitley Ave), 30 (Third Ave); Tulare County; SkyLife Visalia (Hangers Way).

Exhibit 1 contains American Ambulance's Workforce Analysis for 2018

Job Group Analysis: 41 CFR § 60-2.12

Jobs with similar content, salary grade ranges, and opportunities are combined to form job groups. Similar content refers to the duties and responsibilities of the job titles which make up the job group and similar opportunity refers to training, transfers, promotions, pay, mobility, and other career enhancement opportunities. Job group are the basic unit for all successive affirmative action plan analysis and is the first step in comparing the representation of minorities and women in the workforce with their estimated availability.

Exhibit 2 contains a list of the job titles comprising each job group.

Placement of Incumbents in Job Groups: 41 CFR § 60-2.13

Each job group appears on the Comparison of Incumbency to Availability report with the job group name along with the percentage of minorities and the percentage of women employed in each job group.

See Exhibit 3 for American Ambulance's Comparison of Incumbency to Availability and Placement Goals for the percentage of minorities and women in each job group.

Determining Availability: 41 CFR § 60-2.14

"Availability" is an estimate of the proportion of each race/ethnic group and gender available and qualified for employment at American Ambulance for a given job group in the relevant labor market during the life of the AAP. Availability indicates the approximate level at which each race/ethnic group and gender could reasonably be expected to be represented in a job group if American Ambulance's employment decisions are being made without regard to gender, race, or ethnic origin. Availability estimates, therefore, are a way of translating equal employment opportunity into concrete numerical terms.

American Ambulance determines the availability of minorities and women for each job group by considering the following factors:

- 1) External availability, i.e., the percentage of minorities or women with requisite skills in the reasonable recruitment area, which is generally identified as local (Fresno Metropolitan area), state, or national.
- 2) Internal availability, i.e., the percentage of minorities or women among those promotable, transferable, and trainable within the organization. Primary weight is given to the newly available EEO 2006-2010 U.S. Census data indicating the numbers of women and ethnic minority groups with the requisite job skills living in the defined recruiting area for that job group.

See Exhibit 4 for American Ambulance's Utilization Analysis in Determining Availability.

For internal availability, the percentage of minorities or women able to be promoted or reclassified is analyzed, and in some cases, the promotable pool includes the same job group (incumbency from the previous year) and/or a different job group. A combination of historical data and experience were used to determine the weights.

Job Group: 1.1 - Executive/Sr. Officials & Managers

- Chief Executive Officer
- Chief Administrative Officer
- Chief Operations Officer
- Chief Financial Officer
- Directors

Job Group: 1.2 - 1st/Mid-Level Officials & Managers

- Operations Managers
- Communication Manager
- QA/QI Managers
- Fleet/Facilities/Support Services Managers
- Field Supervisors
- Dispatch Supervisors

Job Group: 2 - Professionals

- Nurses
- Computer Programmers

- IT Admin Support
- Social Worker/Counselor
- CPR Instructors
- Multimedia Specialist

Job Group: 3 - Technicians

- Emergency Medical Technicians (EMT)
- Paramedics

Job Group: 5 - Administrative Support Workers

- Dispatchers
- Receptionist
- Accounting Admin/Support
- Human Resources Admin/Support
- Client Services Representatives

Job Group: 6 - Craft Workers

- Mechanics
- Maintenance (Building/Equipment)

Job Group: 7 - Operatives

- CSR Supervisors

Job Group: 8 - Laborers & Helpers

- Support Service Technicians (SST)
- Detailers

Job Group: 9 - Service Workers

- Janitor

Comparing Incumbency to Availability: 41 CFR § 60-2.15

Once final availability estimate are made for each job group, American Ambulance compared the percentage of incumbents in each job group to their corresponding availability. A comparison was made between the percentage employed full and part-time career staff for all of 2018 and the estimated availability. If the percentage of minorities or women in a particular job group is less than would reasonably be expected given the availability estimate, the job group is considered underutilized. American Ambulance uses the Adverse Impact Analysis/Four-Fifths rule to identify any job group that has less than expected minorities and women. Adverse impact is determined by using the four-fifths or eighty percent rule. The four-fifths or 80% rule is described by the guidelines as “a selection rate for any race, sex, or ethnic group which is less than four-fifths (or 80%) of the rate for the group with the highest rate will generally be regarded by the Federal enforcement agencies as evidence of adverse impact, while a greater than four-fifths rate will generally not be regarded by Federal enforcement agencies as evidence of adverse impact.”

See Exhibit 5 for American Ambulance’s Comparison of Incumbency to Availability and Placement Goals report.

Placement Goals: 41 CFR § 60-2.16

American Ambulance has established an annual percentage placement goal whenever it found that minority or women representation within a job group was less than would reasonably be expected given their availability. In each case, the goal was set at the availability figure derived for minorities and women. These goals take into account the availability of qualified persons in the relevant labor area. Goals are not quotas which must be met, but are instead targets reasonably attainable by means of applying every good faith effort to make all aspects of the entire AAP work. These goals will be reached primarily through recruiting and advertising to increase the pool of qualified minority and women applicants and through implementation of our action-oriented programs. Selections will occur only from among qualified applicants.

Designation of Responsibility

As part of American Ambulance efforts to ensure equal employment opportunity to all individuals, the company has designated specific responsibilities to various staff to ensure the AAP focuses on all components of the employment process. To that end, the President/CEO, Corporate Officers and Department Directors, Director of Human Resources, managers and supervisors are responsible for the following:

President/CEO

The President/CEO is responsible for the company's equal employment and affirmative action programs and compliance with federal and state laws, rules, and regulations. Specific affirmative action responsibilities may be delegated to other members of the executive team.

Responsibilities

- Direct the executive team to uphold and support the affirmative action policies and program in order to remove barriers to equal employment opportunities for minorities, females, Veterans and persons with disabilities.
- Be accountable for affirmative action compliance.
- Be responsible for the agency's commitment to meet affirmative action goals.
- Designate an affirmative action officer/designee.
- Approve and implement the company's Affirmative Action Plan.
- Issue a written statement to staff affirming support of the state's equal opportunity policy and affirmative action program.
- Ensure action on discrimination complaints is taken.

Corporate Officers and Department Directors

The Corporate Officers and Department Directors make up the executive team, who are responsible for administering the company's Affirmative Action Plan.

Responsibilities

- Enforce AA/EEO rules, regulations, and other related projects assigned by the President/CEO.
- Review compliance by department relative to the adherence of policies and procedures stipulated in the Affirmative Action Plan and Employee Handbook.

- Offer support and technical resources, whenever feasible, to achieve affirmative action goals.
- Be accountable for affirmative action hires.
- Assist the affirmative action officer/designee in making hiring decisions for the department when an exception has been requested.

Director of Human Resources

The Director of Human Resources is designated as the EEO/AA officer for American Ambulance. This position is responsible for implementing and maintaining the company's affirmative action program and is accountable to the President/CEO. Specific affirmative action responsibilities may be delegated to other Human Resources Department staff.

Responsibilities

- Develop the company's written Affirmative Action Plan.
- Assist in the design and implementation of internal audit and report procedures that will:
 1. Measure the effectiveness of the company's affirmative action program.
 2. Indicate need for remedial action.
 3. Determine the extent to which the company's goals and objectives have been attained.
- Coordinate efforts of various departments to effectively reach all employees with information on affirmative action and to provide training on affirmative action as needed.
- Assist department directors in identifying and solving problems of equal employment opportunity, including taking the lead in investigating and overseeing the resolution of complaints.
- Maintain files on affirmative action-related materials in order to assure documentation on good faith efforts in this area.
- Keep the company informed of the latest developments in the area of equal employment opportunity.
- Act as coordinator for actions under the Americans with Disabilities Act.

Managers and Supervisors

Managers and Supervisors are responsible for ensuring their department operates in compliance with the company's Affirmative Action Plan. They are accountable to the President/CEO, the executive team and the affirmative action officer/designee.

Responsibilities

- Ensure compliance with all equal opportunity and affirmative action policies and programs.
- Assist the affirmative action officer/designee in identifying and resolving problems and eliminating barriers which inhibit equal opportunity.
- Participate in a pre-hiring review process of all staffing decisions when protected groups are under-represented.
- Communicate the equal opportunity/affirmative action policy to assigned staff.
- Respond in a timely fashion to requests for information from the affirmative action officer/designee.
- Perform other specific duties as may be assigned in the Affirmative Action Officer.

Identification of Problem Areas: 41 CFR § 60-2.17(b)

In addition to comparing incumbency to availability within job groups, American Ambulance will conduct analyses to identify potential problem areas in each of its selection procedures: applicant flow, hires, promotions, reclassifications, and terminations. American Ambulance will monitor and update these studies during each AAP year.

In each case, if potential problem areas are identified, affirmative actions, as appropriate, will be taken to address and remedy any identified areas of concern.

Workforce by Organizational Unit and Job Group: 41 C.F.R. § 60-2.17(b)(1)

An analysis of minority and female distribution within each organizational unit was accomplished by means of the Workforce analysis. An analysis of minority and female utilization within each job group was accomplished by a comparison of incumbency to availability.

See Exhibit 3 for the Comparison of Incumbency to Availability and Placement Goals analysis for each job group.

Personnel Activity: 41 CFR § 60-2.17(b)(2)

Applicant flows, hires, promotions, reclassifications, and terminations are analyzed for each job group. An analysis to determine if there are any selection disparities in personnel activity between men/women and whites/individual minority is accomplished by a thorough examination of transaction data. The Uniform Employee Guidelines 80% rule is used. Where possible disparities are identified, further review is undertaken to determine the extent of the situation and appropriate corrective action will be taken, if warranted.

Compensation Systems: 41 CFR § 60-2.17(b)(3)

American Ambulance has staff compensation policies and processes in place to guide staff compensation, including a salary structure with established salary ranges, merit program, and equity increases, as well as salary changes for promotion, reclassification, or demotion. American Ambulance is continuing to develop internal systems used to determine whether there are gender, race, or ethnicity-based disparities in our compensation system. If disparities are identified, action oriented programs are developed to address and remedy the identified area of concern.

Action-Oriented Programs 41 CFR § 60-2.17(c)

American Ambulance tailors our action-oriented programs each year to ensure they are specific to the problem identified, if any.

Company-Wide Action-Oriented Programs

Managerial Awareness

Action Steps:

Continue to clarify behavioral expectations within the company through written documents and other forms of communication so all employees understand the parameters for their interaction with one another.

- Persons Responsible: Managers, Supervisors, Human Resources staff
- Target Date: on-going

Provide periodic guidance and training in compliance with state and federal law regarding diversity, preventing discrimination and harassment, as well as training on cultural diversity on the community.

- Persons Responsible: QI Manager, Human Resources staff
- Target Date: on-going

Continue to educate supervisors and managers about their role in creating and maintaining a diverse and productive workplace.

- Persons Responsible: Managers and Human Resources staff
- Target Date: on-going

Take appropriate action when employees behave inappropriately toward other employees or department customers.

- Persons Responsible: Managers, Supervisors, Human Resources staff
- Target Date: on-going

Partner with a local non-profit and create a volunteer reading program for our employees to participate with students in schools in the areas with most need

- Persons Responsible: Managers, Supervisors, Human Resources staff
- Target Date: July 2018, in progress

Outreach/Recruitment

Action Steps:

Continue to develop and nurture partnerships with schools, colleges, and diverse organizations.

- Persons responsible: Director of Human Resources, Department Directors and Managers
- Target Date: on-going.

Continue to participate in Health/Safety Fairs, Career/Job Fairs and provide school presentations.

- Persons responsible: Director of Human Resources, Department Directors and Managers
- Target Date: on-going.

Creating a more diverse workforce will only occur when the applicant pool is more diverse which means efforts will need to be directed at creating a more diverse pool of applicants, including Veterans and individuals with disabilities. This will take time to develop and begins with establishing a rapport with younger generations and providing education on careers in EMS. American Ambulance is committed to taking positive steps to increase job awareness within the community. We work with a variety of community organizations to achieve this goal; refer to Appendix 1 for an organization list.

Selection Process

Action Steps:

Develop Recruitment Committee & Recruiting Team

- Persons Responsible: Director of Human Resources, Department Directors and Managers
- Target Date: March 2017, completed and on-going

Develop a recruitment presentation, video and materials to present at local EMS programs.

- Persons Responsible: Director of Human Resources, Department Directors and Managers
- Target Date: September 2017, completed

Continue to expand efforts to reach protected groups through Employment and Economic Development Agency or other agency's or groups supporting equal opportunity.

- Persons responsible: Director of Human Resources
- Target Date: on-going

Continually improve company hiring and selection processes to ensure a well-qualified, diverse and representative workforce.

- Persons Responsible: Director of Human Resources, Department Directors and Managers
- Target Date: on-going

Continue to monitor interviewing and selection processes to prevent discriminatory practices.

- Persons Responsible: Director of Human Resources, Department Directors and Managers
- Target Date: on-going

American Ambulance reviews all position announcements to ensure that they accurately reflect the positions' essential functions, are not unduly restrictive in requirements, and are nondiscriminatory with respect to race, color, religion, sex, and national origin.

All selection decisions are reviewed by Staff Human Resources to ensure that they are fully documented and that preferential rehire status and special selection consideration for staff with disabilities have been implemented, as applicable. No applicant may be denied employment, nor shall any applicant be selected for employment in preference to an equally or more qualified candidate, on the basis of race, religion, ethnicity, color, sex, sexual orientation, gender identity, national origin, disability, or status as a covered veteran. Equal opportunity for employment shall be assured for men and women in job groups that have traditionally been identified with one sex.

Promotion

While American Ambulance does not have a formal promotion policy, all promotional opportunities (i.e. positions that may be filled by someone in a lower classification) are posted on the American Ambulance's employment opportunities website.

It is the responsibility of every department director to ensure that employee performance appraisals are completed regularly and that every employee is given feedback and consideration for opportunities for career training and development.

Retention

Employee retention has been an especially important focus in the last several years. Several strategies were used to try to maintain staff satisfaction and morale, including professional development and training opportunities. Separations will continue to be monitored by American Ambulance. Human Resources Director will continue to provide consultation to managers and supervisors on ways to improve retention.

Employee Welfare

American Ambulance ensures that its facilities, social, and recreation activities are open to all employees. All employees are encouraged to participate in company-sponsored events.

American Ambulance provides each employee with ten clinical counseling services per year free of charge.

Training Programs

All American Ambulance's Continuous Education Training programs are available to employees without regard to gender, race, or individuals with disabilities and protected veterans.

Compliance Communication

Action Steps:

Continue to clarify behavioral expectations within the company through written documents and other forms of communication so all employees understand the parameters for their interaction with one another.

- Persons Responsible: Managers, Supervisors, Human Resources staff
- Target Date: on-going

Provide periodic guidance and training in compliance with state and federal law regarding diversity, preventing discrimination and harassment, as well as training on cultural diversity on the community.

- Persons Responsible: QI Manager, Human Resources staff
- Target Date: on-going

Continue to educate supervisors and managers about their role in creating and maintaining a diverse and productive workplace.

- Persons Responsible: Managers and Human Resources staff
- Target Date: on-going

Take appropriate action when employees behave inappropriately toward other employees or department customers.

- Persons Responsible: Managers, Supervisors, Human Resources staff
- Target Date: on-going

Partner with a local non-profit and create a volunteer reading program for our employees to participate with students in schools in the areas with most need

- Persons Responsible: Managers, Supervisors, Human Resources staff
- Target Date: In progress

American Ambulance has distributed Equal Employment Opportunity Commission (EEOC), California Department of Fair Employment and Housing (DFEH) and American Disability Act (ADA) posters describing nondiscrimination and equal employment opportunity laws to specifically designated offices for posting. These posters are also prominently displayed in each of our main locations. American Ambulance includes in the postings information about sexual harassment, as required by State law, the Americans with Disabilities Act and University of California Whistleblower policy.

Internal Audit and Reporting 41 CFR § 60-2.17(d)

The Director of EEO/AA is responsible for coordinating the implementation of auditing and reporting systems for all American Ambulance staff personnel actions. In addition, Corporate Officers and Department Directors are responsible for reporting to the President/CEO on progress toward meeting affirmative action goals. The reporting an auditing system provides for:

- Maintaining and monitoring accurate and up-to-date records on all applicants, hires, promotions, and terminations by gender and ethnicity, to ensure that staff are treated on a fair and equitable basis.
- Reviewing selection, promotional, reclassification, and staff training procedures to ensure that they are nondiscriminatory.
- Informing top management regularly of the effectiveness of equal employment opportunity and affirmative action policy and recommendations for improvements, if necessary.

Record Retention 41 CFR § 60-1.12(a) (b)

Any personnel or employment record made or kept by American Ambulance shall be preserved for a period of not less than two years from the date of the making of the record or the personnel action involved, whichever occurs later.

Compliance with Sex Discrimination Guidelines 41 CFR § 60-20

It has been and continues to be the policy of American Ambulance not to discriminate on the basis of sex. To this end we continue to do the following:

Recruitment and Advertisement: 41 CFR § 60-20.2(a,b)

American Ambulance actively recruits both men and women for all jobs. Referral sources are informed that American Ambulance has no specific sex preference and seeks qualified applicants without regard to sex.

Job Policies and Practices: 41 CFR § 60-20.3(a-h)

All written personnel policies clearly state that all policies and practices apply to staff on an equal basis, regardless of sex. No distinction is made between the sexes with regard to opportunity, wages, hours, benefits, or other conditions of employment. Sex is not a bona fide occupational qualification for any job at American Ambulance.

American Ambulance makes no distinction in employment between married and unmarried applicants and staff, or between those with or without young children. American Ambulance provides appropriate and comparable physical facilities for female and male staff. Both women and men are eligible for training programs and benefits offered by American Ambulance. Women are encouraged to participate in management training programs both in house and outside American Ambulance.

There is no penalty in conditions of employment for women who are pregnant or require time away from work for childbearing. Both women and men are informed as to the availability of leave and other benefits for family emergency and child rearing. American Ambulance makes no

sex-based distinction between men and women in employment or termination, nor does American Ambulance make any distinction in employment or termination based on marital status. American Ambulance makes no distinction between women and men as to retirement age.

Sexual Assault, Dating Violence, Domestic Violence, Stalking and Sexual Harassment

American Ambulance policies and procedures for reporting sexual assault, dating violence, domestic violence, stalking and sexual harassment stresses early recognition, prevention, prompt, appropriate and equitable responses. The Director of Risk Management and Compliance is available to investigate all complaints regarding violation of Title IX, Title VII (sex), and company policy in these areas.

Compliance with Guidelines on Discrimination because of Religious or National Origin

41CFR § 60-50

American Ambulance complies with Federal and State guidelines on non-discrimination because of religion or national origin. As stated in the EEO policy statement, American Ambulance does not engage in discrimination against or harassment of any person employed or seeking employment with the company on the basis of religion or national origin.

American Ambulance reviews employment actions to ascertain that all individuals are given equal opportunity to be considered for all jobs at American Ambulance without regard to any protected category including religion or national origin. The commitment of American Ambulance to EEO is reiterated campus wide through workshops, EEO policy posters, new employee orientations, and Fair Hiring and Diversity training.

American Ambulance makes every effort to accommodate the religious observances and practices of applicants and employees except where such accommodation would cause undue hardship on the conduct of the business.

Dissemination of Affirmative Action Plan

The impact of the Affirmative Action Plan can be fully realized only to the extent that its provisions are known by those who must apply it and those who benefit from it. With this in mind, the following describes methods to be used to disseminate information both internally and externally.

Internal

1. The Affirmative Action Plan shall be posted on the Labor and Employment bulletin board located at all work locations.
2. The Affirmative Action Plan shall be given to all supervisory employees.
3. The Affirmative Action Plan shall be available to any employee upon request.
4. Each Department shall be responsible for communicating to his/her staff any relevant portions of the plan as well as other relevant affirmative action information disseminated throughout the year.

External

1. The statement "An Equal Opportunity Employer" shall appear on company publications and advertisements.
2. The statement "An Equal Opportunity Employer" shall appear on job announcements, physical postings and web postings.

The Affirmative Action Plan shall be posted on the American Ambulance website.

Exhibit 2: Job Group Analysis

American Ambulance Job Group Analysis

December 31, 2018

#	Category	American Ambulance Job Title	Employee	Male	Female	White
1.1	Executive/Sr. Officials & Managers	CEO	1	1	0	1
		CAO	1	1	0	1
		COO	1	1	0	1
		CFO	1	1	0	1
		Directors	7	5	2	5
Total (#)			11	9	2	9
Total (%)				81.8%	18.2%	81.8%

#	Category	American Ambulance Job Title	Employee	Male	Female	White
1.2	1st/Mid Level Officials & Mgrs.	Human Resources Manager	1	0	1	0
		Fleet/Facilities Managers	2	2	0	1
		Support Services Manager	1	1	0	0
		Operations Managers	2	2	0	2
		QA/QI Managers	4	2	2	4
		Field Supervisors	14	10	4	8
		Communication Manager	1	1	0	1
		Dispatch Supervisors	9	6	3	7
		Information Technology Manager	1	1	0	0
		Total (#)			35	25
Total (%)				71.4%	28.6%	65.7%

#	Category	American Ambulance Job Title	Employee	Male	Female	White
2	Professionals	Operation Liaison Coordinator	1	1	0	1
		Flight Nurses	15	8	7	11
		Training Coordinator	1	0	1	1
		CPR Instructors	13	2	11	8
		Social Work/Counselors	1	1	0	1
		IT Admin Support	2	2	0	1
		Multimedia Specialist	1	1	0	1
		Computer Programmers	3	3	0	2
		Total (#)			37	18
Total (%)				48.6%	51.4%	70.3%

#	Category	American Ambulance Job Title	Employee	Male	Female	White
3	Technicians	Paramedics	198	156	42	130
		Emergency Medical Technicians (EMTs)	273	180	93	146
Total (#)			471	336	135	276
Total (%)				71.3%	28.7%	58.6%

#	Category	American Ambulance Job Title	Employee	Male	Female	White
5	Administrative Support Workers	HR Admin/Support	2	0	2	0
		Hiring Coordinator	1	0	1	0
		Receptionist	1	0	1	0
		Client Service Representatives	32	1	31	19
		Accounting Admin/Support	1	0	1	1
		Dispatcher I/Transcom	17	3	14	9
		Dispatchers II	18	7	11	8
		Dispatchers III	24	12	12	10
Total (#)			96	23	73	47
Total (%)				24.0%	76.0%	49.0%

#	Category	American Ambulance Job Title	Employee	Male	Female	White
6	Craft Workers	Mechanics	4	4	0	4
		Maintenance (Building/Equipment)	2	1	1	0
Total (#)			6	5	1	4
Total (%)				83.3%	16.7%	66.7%

#	Category	American Ambulance Job Title	Employee	Male	Female	White
7	Operatives	CSR Supervisors	4	2	2	0
Total (#)			4	2	2	0
Total (%)				50.0%	50.0%	0.0%

#	Category	American Ambulance Job Title	Employee	Male	Female	White
8	Laborers & Helpers	Support Services Technicians (SSTs)	18	13	5	6
		Detailers	3	3	0	0
Total (#)			21	16	5	6
Total (%)				76.2%	23.8%	28.6%

#	Category	American Ambulance Job Title	Employee	Male	Female	White
9	Service Workers	Janitor	2	1	1	2
Total (#)			2	1	1	2
Total (%)				50.0%	50.0%	100.0%

Exhibit 3: Federal Job Categories

EEO Job Categories		
#	Category	American Ambulance Job Title
1.1	Executive/Sr. Officials & Managers	CEO
		CAO
		COO
		CFO
		Directors
1.2	1st/Mid Level Officials & Mgrs.	Operations Managers
		Communication Manager
		QA/QI Managers
		Human Resources Manager
		Support Services Manager
		Information Technology Manager
		Fleet/Facilities Managers
		Field Supervisors
		Dispatch Supervisors
2	Professionals	Nurses
		Software Engineers
		IT Admin Support
		Social Work/Counselors
		Operations Liasion Coordinator
		Training Coordinator
		CPR Instructors
		Multit-media Specialist
3	Technicians	EMTs
		Paramedics
4	Sales Workers	N/A
5	Administrative Support Workers	Dispatchers
		Receptionist
		Accounting Admin/Support
		HR Admin/Support
		Hiring Coordinator
6	Craft Workers	Mechanics
		Maintenance (Building/Equipment)
7	Operatives	CSR Supervisors
8	Laborers & Helpers	SSTs
		Detailers
9	Service Workers	Janitor

Exhibit 4: Utilization Analysis: Determining Availability

Job Group: 1 - Executives						
	Raw Statistics		Value Weight	Weighted Statistics		Source of Statistics
	Minority	Female		Minority	Female	
1. Percentage of minorities or women with requisite skills in the reasonable recruitment area.	23.9	22.4	0.9	21.51	20.16	EEO Tabulation 2006-2010 (5-yr ACS/Census Data)
2. Percentage of minorities or women among those promotable, transferable, and trainable within the contractor's organization.	2.0	2.0	0.1	0.20	0.20	
Totals:			100	21.71	20.36	<Final Factor

Job Group: 1.2 1st/Mid Level Officials & Mgrs						
	Raw Statistics		Value Weight	Weighted Statistics		Source of Statistics
	Minority	Female		Minority	Female	
1. Percentage of minorities or women with requisite skills in the reasonable recruitment area.	38.8	40.3	0.85	32.98	34.26	EEO Tabulation 2006-2010 (5-yr ACS/Census Data)
2. Percentage of minorities or women among those promotable, transferable, and trainable within the contractor's organization.	34.3	28.6	0.15	5.14	4.29	
Totals:			100	38.12	38.54	<Final Factor

Job Group: 2 Professionals						
	Raw Statistics		Value Weight	Weighted Statistics		Source of Statistics
	Minority	Female		Minority	Female	
1. Percentage of minorities or women with requisite skills in the reasonable recruitment area.	50.5	66.8	1.00	50.50	66.80	EEO Tabulation 2006-2010 (5-yr ACS/Census Data)
2. Percentage of minorities or women among those promotable, transferable, and trainable within the contractor's organization.	29.7	51.4	0.00	0.00	0.00	
Totals:			100	50.50	66.80	<Final Factor

Job Group: 3 Technicians						
	Raw Statistics		Value Weight	Weighted Statistics		Source of Statistics
	Minority	Female		Minority	Female	
1. Percentage of minorities or women with requisite skills in the reasonable recruitment area.	38.7	22.6	0.15	5.81	3.39	EEO Tabulation 2006-2010 (5-yr ACS/Census Data)
2. Percentage of minorities or women among those promotable, transferable, and trainable within the contractor's organization.	43.3	27.8	0.85	36.81	23.63	
Totals:			100	42.61	27.02	<Final Factor

Job Group: 5 Administrative Support Workers						
	Raw Statistics		Value Weight	Weighted Statistics		Source of Statistics
	Minority	Female		Minority	Female	
1. Percentage of minorities or women with requisite skills in the reasonable recruitment area.	49.7	73.8	0.05	2.49	3.69	EEO Tabulation 2006-2010 (5-yr ACS/Census Data)
2. Percentage of minorities or women among those promotable, transferable, and trainable within the contractor's organization.	52.9	77.1	0.95	50.26	73.25	
Totals:			100	52.74	76.94	<Final Factor

Job Group: 6 Craft Workers						
	Raw Statistics		Value Weight	Weighted Statistics		Source of Statistics
	Minority	Female		Minority	Female	
1. Percentage of minorities or women with requisite skills in the reasonable recruitment area.	69.7	1.5	1.00	69.70	1.50	EEO Tabulation 2006-2010 (5-yr ACS/Census Data)
2. Percentage of minorities or women among those promotable, transferable, and trainable within the contractor's organization.	37.5	12.5	0.00	0.00	0.00	
Totals:			100	69.70	1.50	<Final Factor

Job Group: 7 Operatives						
	Raw Statistics		Value Weight	Weighted Statistics		Source of Statistics
	Minority	Female		Minority	Female	
1. Percentage of minorities or women with requisite skills in the reasonable recruitment area.	60.9	21.0	0.45	27.41	9.45	EEO Tabulation 2006-2010 (5-yr ACS/Census Data)
2. Percentage of minorities or women among those promotable, transferable, and trainable within the contractor's organization.	100.0	50.0	0.55	55.00	27.50	
Totals:			100	82.41	36.95	<Final Factor

Job Group: 8 Laborers & Helpers						
	Raw Statistics		Value Weight	Weighted Statistics		Source of Statistics
	Minority	Female		Minority	Female	
1. Percentage of minorities or women with requisite skills in the reasonable recruitment area.	82.6	14.6	0.03	2.48	0.44	EEO Tabulation 2006-2010 (5-yr ACS/Census Data)
2. Percentage of minorities or women among those promotable, transferable, and trainable within the contractor's organization.	74.1	25.9	0.97	71.88	25.12	
Totals:			100	74.36	25.56	<Final Factor

Job Group: 9 Service Workers						
	Raw Statistics		Value Weight	Weighted Statistics		Source of Statistics
	Minority	Female		Minority	Female	
1. Percentage of minorities or women with requisite skills in the reasonable recruitment area.	95.7	21.1	0.40	38.28	8.44	EEO Tabulation 2006-2010 (5-yr ACS/Census Data)
2. Percentage of minorities or women among those promotable, transferable, and trainable within the contractor's organization.	0.0	50.0	0.60	0.00	30.00	
Totals:			100	38.28	38.44	<Final Factor

American Ambulance
Utilization Analysis:
 Placement of Incumbents in Job Group

Job Group	Total # of Incumbents	# of Females	Female Incumbency (%)	# of Minorites	Minority Incumbency (%)
1	11	2	18.18%	2	18.18%
1.2	35	10	28.57%	12	34.29%
2	37	19	51.35%	11	29.73%
3	471	135	28.66%	195	41.40%
5	96	73	76.04%	49	51.04%
6	6	1	16.67%	2	33.33%
7	4	2	50.00%	4	100.00%
8	21	5	23.81%	15	71.43%
9	2	1	50.00%	0	0.00%

Exhibit 5: Comparison of Incumbency to Availability and Placement Goals

American Ambulance

Comparison of Incumbency to Availability and Placement Goals

Job Group	Female Incumbency (%)	Female Availability %	Establish Goal? Y/N	If Yes, Goals for Females	Minority Incumbency (%)	Minority Availability %	Establish Goal? Y/N	If Yes, Goals for Minorities
1.1	18.18	20.36	N	*	18.18	21.71	N	*
1.2	28.57	38.54	Y	38.54%	34.29	38.12	Y	38.12%
2	51.35	66.8	Y	66.80%	29.73	50.5	Y	50.50%
3	27.77	27.02	N		43.34	42.61	N	
5	77.14	76.94	N		52.86	52.74	N	
6	12.5	1.5	N		37.50	69.7	Y	69.70%
7	50	36.95	N		100.00	82.41	N	
8	25.93	25.56	N		74.07	74.36	N	*
9	50	38.44	N		0.00	38.28	Y	38.28%

*The 80% rule of thumb was followed in declaring underutilization and establishing goals when the actual employment of minorities or females is less than 80% of their availability. If the female/minority incumbency percentage (%) is less than the female/minority availability percentage (%) and the ratio of incumbency to availability is less than 80%, a placement goal is included in the appropriate "if yes" column.

Appendix 1: Community Outreach Resources

Organization	Job Posting/ Announcements	Job Fairs/ Community Presentations	Scholarship
<p>California Conservation Corp POC: Bry Dunkel (559) 292-0854 2976 North Argyle Suite 101 Fresno, CA 93727</p>		X	X
<p>California Employment Development Department Veterans Assistance Program POC: Annette Wholaver and Rian Watts (559) 230-4134 2555 S. Elm Fresno, CA 93706</p>	X	X	X
<p>California Employment Development Department Fresno County Veteran’s Employment Committee (FCVEC) POC: Sarah Maokosy; Local Veteran’s Employment Representative (LVER) (559)230-4077 3302 N. Blackstone Ave Ste. 155 Fresno, CA 93726</p>		X	
<p>California Employment Development Department King’s County One-Stop Job Center POC: James W. Bradford Sr. ; Local Veteran’s Employment Representative (LVER) (559) 852-2151 124 N. Irwin Street Hanford, CA 93230</p>		X	
<p>California State University University Outreach Services POC: Mailee Lee Outreach Counselor (559) 278-2048</p>		X	
<p>Cambridge High School POC: Na Chao Vang; College and Career Readiness Job Developer II (559) 253-6560 1001 S. Chestnut Ave Fresno, CA 93702</p>		X	

Organization	Job Posting/ Announcements	Job Fairs/ Community Presentations	Scholarship
Central California EMS Agency Paramedic Training (559) 445-3387 1221 Fulton Mall Fresno Ca 93721		X	X
Central California Hispanic Chamber of Commerce (559) 495-4817 2331 Fresno ST #115 Fresno, CA 93721	X	X	X
Central Valley Veterans (559) 977-3697 7775 N. Palm Ave Ste. 102-46 Fresno, CA 93711		X	
Clovis Chamber of Commerce POC: Fran Blackney (559) 299-2969 325 Pollasky Ave Clovis, CA 93612-1139		X	
Clovis Police Department POC: John Schuler (559) 977-3697 1233 Fifth St Clovis, CA 93611		X	
Duncan Polytechnical High School POC: Na Chao Vang; College and Career Readiness Job Developer II (559) 248-7476 4330 E. Garland Ave Fresno, CA		X	
Edison High School POC: Laura E. Luna Garcia, College and Career Readiness Job Developer II (559) 457-2662 540 E. California Ave Fresno, CA 93706		X	
Fresno Adult School – Cesar Chavez Adult Education Center (559) 457-6000 2500 Stanislaus Fresno, CA	X	X	

Organization	Job Posting/ Announcements	Job Fairs/ Community Presentation	Scholarship
Fresno Center of New Americans Southeast Asian Community Group POC: Cyndee Kia Loryang; Project Coordinator (559) 255-5395 ex 202	X	X	X
Fresno City College Career and Employment Center POC: Sylvia A. Sanchez (559) 442-8292 1101 E. University Ave Fresno, CA 93741	X	X	
Fresno City College – Fire Technology Program (559) 442-8294 1101 E. University Ave Fresno, CA 93741	X	X	
Fresno County Office of Education Migrant Education, Region IV POC: Karina Torres; Project Specialist (559) 265-3098 X4227 1684 W. Shaw Suite 101 Fresno, CA 93711		X	
Fresno Metro Black Chamber (559) 441-7929 2331 Fresno ST #115 Fresno, CA 93721	X	X	X
Fresno Regional Workforce Investment Board (559) 230-3600 Manchester Center Mall 3302 N. Blackstone Avenue, Suite 155 Fresno, CA 93726	X	X	
Greater Fresno Area Chamber of Commerce (559) 495-4800 2331 Fresno ST #115 Fresno, CA 93721	X	X	
Hoover High School POC: Maxine Dadoorian; College and Career Readiness (559) 451-4323 5550 N. First St. Fresno, CA 93710		X	

Organization	Job Posting/ Announcements	Job Fairs/ Community Presentations	Scholarship
Kings County Job Developer's Association POC: Leighton Gould (559) 585-3560 124 N. Irwin St. Hanford, CA 93230		X	
Naval Air Station Lemoore POC: Diana Perkins (559) 998-4688 Fleet and Family Support Center Lemoore NAS, CA 93246	X	X	
Roosevelt High School POC: Esmeralda Garcia; Job Developer II POC: Robert Ramirez II; Health Academy (559) 453-1009 4250 E. Tulare Ave Fresno, CA 93702		X	*Developing an EMT Health Academy Program
San Joaquin Chamber of Commerce/City of San Joaquin POC: Diana Brooks/Lupe Estrada (559) 639-4311 P.O. Box 758 San Joaquin, CA 93660		X	
Vinland Elementary POC: Adele Stewart; Vice Principal/Program Manager (559) 248-7300 4666 N. Maple Ave Fresno, CA 93726		X	
UCSF Fresno Medical Education Program Doctors Academy POC: Diana Cantu, Academic Program Coordinator (559) 241-7676 155 North Fresno Street Fresno, CA 93701			X

**PART II: AFFIRMATIVE ACTION PLAN FOR INDIVIUALS WITH DISABILITIES
AND PROTECTED VETERANS**

AMERICAN AMBULANCE

AFFIRMATIVE ACTION PLAN

Section 503/VEVRAA

2018

Nondiscrimination and Affirmative Action Employment Policy

Purpose: To avoid discrimination on any employment based decisions

Policy Summary

It is the policy of the company not to engage in discrimination against or harassment of any person employed or seeking employment with American Ambulance. In addition, it is the policy of American Ambulance to undertake affirmative action, consistent with its obligations set out by the U.S. Department of Labor.

Policy Text

The Affirmative Action Plan is designed to help ensure equal employment opportunity by taking specific steps with respect to recruiting, hiring practices, promoting, retention and training of staff to better reflect the diversity of our community. The Affirmative Action Plan is voluntary and does not institute quotas or hiring decisions based on gender or ethnicity. It is a plan guided by our values of Service, Excellence and Integrity to promote the diversity of our strengths, as well as our differences, and by establishing a respectful workplace for our employees.

Objectives of the American Ambulance Affirmative Action Plan

- Strive for, achieve, and maintain employment levels for protected group members throughout all job categories in proportion to the relevant available labor force.
- Prevent discrimination based on race, age, gender, color, national origin, religion, disability, veteran status or sexual orientation, or any other protected considerations.
- Promote equal opportunity and harmonious employee relations.
- Create an environment which allows all employees to contribute to the overall success of the company.

These objectives will be achieved through established policies that support

- Reaching protected members. American Ambulance is committed to creating a more diverse workforce.
- Equal Employment Opportunity. American Ambulance is an Equal Employment Opportunity employer. No person shall be unlawfully discriminated against during the hiring or promotion process.
- Zero Tolerance for Harassment and Discrimination. American Ambulance is committed to the protection of all employees regardless of race, color, national origin, sex, age, religious convictions, veteran status, disability, political beliefs, or sexual orientation.

Equal Opportunity Employer Policy

American Ambulance is an equal opportunity employer and makes employment decisions without unlawfully discriminating based on race, color, religion (including religious dress and grooming practices), gender (gender identity, gender expression), sex (pregnancy, childbirth, breastfeeding and medical conditions related to pregnancy, childbirth or breastfeeding), marital status, age (>= 40), ancestry, disability (mental & physical, including HIV & AIDS), medical condition (cancer & genetic information or characteristics), sexual orientation, Military or Veteran's status, or any other consideration made unlawful by federal, state, or local laws. Unlawful discrimination based on the perception that anyone has any of those characteristics, or is associated with a person who has or is perceived as having any of those characteristics is prohibited. American Ambulance policy prohibits co-workers, third parties, supervisors and

managers from engaging in discriminatory or retaliatory conduct. Additionally, American Ambulance will take action to employ, advance in employment and treat qualified Vietnam era veterans and disabled veterans without discrimination in all employment practices.

To comply with applicable laws ensuring equal employment opportunities to qualified individuals with a disability, American Ambulance will make reasonable accommodations for the known physical or mental limitations of an otherwise qualified individual with a disability who is an applicant or an employee unless undue hardship to the company would result.

Any applicant or employee who requires an accommodation in order to perform the essential functions of the job should contact the Director of Human Resources. The individual with the disability should specify what accommodation he or she needs to perform the job. American Ambulance will conduct an investigation to identify the barriers that interfere with employee or applicant's ability to perform his or her job. The company will identify possible accommodations, if any, that will help eliminate the limitation. If the accommodation is reasonable and will not impose an undue hardship, American Ambulance will make the accommodation.

If an employee believes to have been subjected to any form of unlawful discrimination, please submit a written complaint to the Risk & Compliance Officer or the CAO. If the complaint implicates the Risk & Compliance Officer, submit your complaint to the CAO. Your complaint should be specific and should include the names of the individuals involved and the names of any witnesses. American Ambulance will keep complaints confidential (to the extent possible) and will immediately undertake an effective, thorough, and objective investigation and attempt to resolve the situation. If you are not comfortable expressing your complaint directly to a supervisor or manager, please access the Discrimination and Harassment email link in Simon, or email Human Resources.

If American Ambulance determines that unlawful discrimination has occurred, effective remedial action will be taken commensurate with the severity of the offense. Appropriate action also will be taken to deter any future discrimination and you will be notified of the company's response to your complaint. American Ambulance will not retaliate against you for filing a complaint or participating in an investigation and will not knowingly permit retaliation by management, your coworkers or 3rd parties. In addition to the Employee Handbook, this policy is posted on the employee section of the American Ambulance website.

Procedural Guideline

The equal employment opportunity (EEO) and anti-discrimination policy applies to all aspects of the relationship between American Ambulance and its employees, including:

- Recruitment
- Employment
- Promotion
- Transfer
- Training
- Working conditions
- Wages and salary administration
- Employee benefits and application of policies

Section 503/VEVRAA

Applicability of the Affirmative Action Program: 41 CFR § 60-300.44, 60-741.44

American Ambulance is committed to adherence to Sections 503 and 504 of the Rehabilitation Act of 1973, as amended, the Americans with Disabilities Act of 1990, the Vietnam-Era Veterans' Readjustment Assistance Act of 1974 (38 USC 4212), the Veterans' Rehabilitation and Education Amendments of 1980, the Uniformed Services Employment and Reemployment Act of 1994 and the Jobs for Veterans Act of 2002.

It is the policy of the Company not to engage in discrimination against or harassment of any person employed or seeking employment with American Ambulance, based on a variety of factors including physical or mental disability or status as a protected veteran. Any applicant or employee who believes s/he has been discriminated against or harassed due to her/his disability or status as a qualified protected veteran can file a complaint with the Federal Equal Employment Opportunity Commission and the California Department of Fair Employment and Housing, nearest office is currently located at 1277 E. Alluvial Avenue, Suite 101, Fresno, CA. The American Ambulance Nondiscrimination and Affirmative Action Policy are widely disseminated both internally and externally. American Ambulance is committed to equal employment opportunity and affirmative action for the following:

Individual with a Disability

Under the Federal Regulations, (1) the term disability means, with respect to an individual: a physical or mental impairment that substantially limits one or more major life activities of such individual; (ii) a record of such impairment; or (iii) being regarded as having such an impairment. (2) the definition of "disability must be construed in favor of broad coverage of individuals to the maximum extent permitted by law. The question of whether an individual meets the definition under this part should not demand extensive analysis. (3) an impairment that substantially limits one major life activity need not limit other major life activities in order to be considered a disability. (4) an impairment that is episodic or in remission is a disability if it would substantially limit a major life activity when active. With respect to employment, these laws and American Ambulance policies protect any qualified person with a disability. A qualified individual with a disability means an individual with a disability who satisfies the requisite skill, experience, education and other job-related requirements of the employment position such individual holds or desires, and who, with or without reasonable accommodation, can perform the essential functions of such position. In making reasonable accommodation to the known physical or mental limitations of an otherwise qualified applicant or employee, the University complies with the more stringent definition provided under California law.

Active Duty Wartime or Campaign Badge Veterans

A veteran who served on active duty in the U.S. military, ground, naval or air service during a war or in a campaign or expedition for which a campaign badge has been authorized, under the laws administered by the Department of Defense.

Armed Forces Service Medal Veteran

Any veteran who, while serving on active duty in the U.S. military, ground, naval or air service, participated in a United States military operation for which an Armed Forces service medal was awarded pursuant to Executive Order 12985 (61 FR 1209).

Disabled Veteran

A veteran of the U.S. military, ground, naval or air service who is entitled to compensation (or who but for the receipt of military retired pay would be entitled to compensation) under laws administered by the Secretary of Veterans Affairs, or a person who was discharged or released from active duty because of a service-connected disability.

Recently Separated Veteran

Any veteran during the three year period beginning on the date of such veteran's discharge or release from active duty in the U.S. military, ground, naval or air service.

Special Disabled Veteran

A veteran who is entitled to compensation (or who but for the receipt of military retired pay would be entitled to compensation) under laws administered by the Department of Veterans Affairs for a disability: (A) rated at 30 percent or more; or (B) rated at 10 or 20 percent in the case of a veteran who has been determined under 39 U.S.C. 3106 to have a serious employment handicap; or (ii) a person who was discharged or released from active duty because of a service-connected disability.

Veteran

A person who served in the active military, naval or air service of the United States, and who was discharged or released therefrom under conditions other than dishonorable.

Vietnam Era Veteran

A person who: (i) served on active duty for a period of more than 180 days, and was discharged or released therefrom with other than a dishonorable discharge, if any part of such active duty occurred: (A) in the Republic of Vietnam between February 28, 1961 and May 7, 1975; or (B) between August 5, 1964 and May 7, 1975, in all other cases, or (ii) was discharged or released from active duty for a service connected disability if any part of such active duty was performed: (A) in the Republic of Vietnam between February 28, 1961 and May 7, 1975; or (B) between August 5, 1964 and May 7, 1975, in all other cases.

Responsibility for Implementation 41 CFR § 60-300.44 (i), 60-741.44(i)

The Chief Administrative Officer (CAO) and the Director of Human Resources are the Responsible Officers for this policy and have the authority to implement the policy. A Responsible Officer may apply appropriate interpretations to clarify the policy provided the interpretations do not result in substantive changes to the underlying policy. The Director of Human Resources is authorized to establish and is responsible for procedures necessary to implement the policy.

The Director of Human Resources is responsible for implementing, monitoring, and administering the EEO/AA programs for individuals with disabilities and protected veterans. The Director of Human Resources has the full support of the President/CEO and CAO in carrying out these responsibilities.

As the Responsible Officer for American Ambulance, the CAO and/or Director of Human Resources will attempt to resolve all complaints regarding employment for individuals with disabilities and protected veterans. If resolution is not possible, the Director of Human Resources will ensure a timely investigation of disability and protected veteran-related

complaints. Methods to report complaints is published in the employee handbook and is posted on employee and hiring websites. This information is available to every applicant and employee.

The Director of Human Resources is responsible to monitor compliance, identify problem areas, propose solutions, ensure ongoing education of directors, managers, supervisors and staff, informing directors and managers of the latest developments in equal employment opportunity and affirmative action, and otherwise oversees all EEO/AA policies with respect to disability and protected veteran status.

Every director, manager and supervisor is responsible for ensuring that employees with disabilities and protected veterans are afforded equal employment opportunity, protection from harassment, and reasonable accommodation upon request.

Dissemination of Policy 41 CFR § 60-300.44 (f, g), 60-741.44(f, g)

The impact of the Affirmative Action Plan can be fully realized only to the extent that its provisions are known by those who must apply it and those who benefit from it. With this in mind, the following describes methods to be used to disseminate information both internally and externally.

Internal

- The Affirmative Action Plan shall be posted on the American Ambulance employee website.
- The Affirmative Action Plan shall be given to each member of the executive team.
- The Affirmative Action Plan shall be available to any employee upon request.
- Each Department shall be responsible for communicating to his/her staff any relevant portions of the plan as well as other relevant affirmative action information disseminated throughout the year.

External

- The statement "An Equal Opportunity Employer" shall appear on company publications and advertisements.
- The statement "An Equal Opportunity Employer" shall appear on job announcements, physical postings and web postings.
- The Affirmative Action Plan shall be posted on the American Ambulance website.

Outreach and Recruitment Activities

Creating a more diverse workforce will only occur when the applicant pool is more diverse which means efforts will need to be directed at creating a more diverse pool of applicants, including Veterans and individuals with disabilities. This will take time to develop and begins with establishing a rapport with younger generations and providing education on careers in EMS. American Ambulance is committed to taking positive steps to increase job awareness within the community. We work with a variety of community organizations to achieve this goal; refer to the organization list below of the job posting/announcements, job fairs/community presentations and where scholarships have been given.

Organization	Job Posting/ Announcements	Job Fairs/ Community Presentations	Scholarship
California Conservation Corp POC: Bry Dunkel (559) 292-0854 2976 North Argyle Suite 101 Fresno, CA 93727		X	X
California Employment Development Department Veterans Assistance Program POC: Annette Wholaver and Rian Watts (559) 230-4134 2555 S. Elm Fresno, CA 93706	X	X	X
California Employment Development Department Fresno County Veteran's Employment Committee (FCVEC) POC: Sarah Maokosy; Local Veteran's Employment Representative (LVER) (559)230-4077 3302 N. Blackstone Ave Ste. 155 Fresno, CA 93726		X	
California Employment Development Department King's County One-Stop Job Center POC: James W. Bradford Sr. ; Local Veteran's Employment Representative (LVER) (559) 852-2151 124 N. Irwin Street Hanford, CA 93230		X	
Central Valley Veterans (559) 977-3697 7775 N. Palm Ave Ste. 102-46 Fresno, CA 93711		X	
Clovis Police Department POC: John Schuler (559) 977-3697 1233 Fifth St Clovis, CA 93611		X	
Naval Air Station Lemoore POC: Diana Perkins (559) 998-4688 Fleet and Family Support Center Lemoore NAS, CA 93246	X	X	

Affirmative Action Practices and Procedures

Review of Personnel Processes: 41 CFR § 60-300.44(b), 60-741.44(b)

American Ambulance will periodically conduct a review of its employment processes to ensure thorough and systematic consideration of the job qualifications of known protected veteran applicants and employees; and applicants and employees with disabilities for job vacancies filled either by external hiring or internal promotions/transfers, as well as for all training opportunities available.

In order to determine whether an individual is qualified for a particular job, a close examination of the content of the job is made, as well as a review of the job qualifications of known protected veterans and individuals with disabilities, both applicants and employees. In determining the qualifications of a protected veteran, consideration is given only to that portion of the military record, including discharge papers, relevant to the job qualifications for which the veteran is being considered. All recruiting team members and those involved in selection decisions are informed of American Ambulance's EEO/AA policy for individual with disabilities and protected veterans.

American Ambulance maintains affirmative action data on its employees, including those who have voluntarily self-identified their veteran or disability status. If disparities regarding hire, promotion, transfer, and separation of employees are identified, American Ambulance will necessary action to address and remedy the problem.

Physical and Mental Qualifications: 41 CFR § 60-300.23(d), 60-741.23(d), 60-300.44(c), 60-741.44(c)

The Director of Human Resources reviews every new or revised job description to ensure that all requirements for jobs are job-related, consistent with business necessity, and are not unduly restrictive. American Ambulance ensures that decisions about employees' ability to perform essential functions are based on fact and informed medical opinion. In addition, all job descriptions note that requirements refer to ability to perform essential tasks with or without reasonable accommodation.

Information obtained from applicants and employees about a physical or mental condition is collected and maintained on separate forms and in separate medical files. It is treated as a confidential medical record, however supervisors and managers may be informed regarding necessary restrictions on the work or duties of the applicant or employee and necessary accommodations that may be required.

Reasonable Accommodation to Physical and Mental Limitations: 41 CFR § 60-300.44(d), 60-741.44(d)

American Ambulance notifies applicants and employees the availability of reasonable accommodation during the application process and on the job. As a matter of affirmative action, American Ambulance also has an obligation to inquire if an accommodation is needed if an individual with disability is having a performance problem likely related to the disability.

As required by law, American Ambulance commits to making reasonable accommodations for the disability-related needs of applicants and employees who are eligible under the Americans

with Disabilities Act and California FEHA, unless it can be demonstrated that such accommodation(s) impose undue hardship on the operation of company business.

The Director of Human Resources is designated as the ADA Compliance Officer for the company and is responsible for accommodation and access for applicants, employees, and the public at large.

The Director of Human Resources, along with the Director of Fleet, Facilities & Support Services review company facilities to ensure compliance with all appropriate building codes – including those related to accessibility. Those needing facility-related accommodations should contact the Director of Human Resources.

Harassment: 41 CFR § 60-300.44(e), 60-741.44(e)

It is the policy of American Ambulance not to engage in discrimination against or harassment of any person employed or seeking employment based on a variety of factors including physical or mental disability or status as a covered veteran. Retaliation, including intimidation, threat, or coercion, against employees or applicants because they have objected to discrimination, engaged indicated they may file a complaint, assisted in a review, investigation, or otherwise sought to obtain their legal rights under any Federal, State, or local EEO law regarding individuals with disabilities or protected veterans is prohibited. Any applicant or employee who believes they have been discriminated against or harassed due to their disability or status as a protected veteran can file a complaint with the Director of Human Resources or CAO.

Compensation: 41 CFR § 60-300.21(i), 60-741.21(a)(9)

In offering employment or promotion to individual with disabilities or protected veterans, American Ambulance does not reduce the amount of compensation offered because of any income based upon a disability-related and/or military service-related pension, or other disability related and/or military-service related benefit the applicant or employee receives from other sources.

Training: 41 CFR § 60-300.44(j), 60-741.44(j)

Discrimination and harassment training will take place annually for all employees. All employees will receive a minimum of one hour of training per year and supervisors will receive a minimum of 2 hours of training per year. Training will take place within 6 months of hire or promotion.

Identification of Problem Areas: 41 CFR § 60-300.44, 60-300.45, 60-741.45(e)

In conformance with the changes to the federal regulations effective on March 24th, 2014 for individual with disabilities and protected veteran; American Ambulance has an obligation to set annual benchmark for veterans and utilization goals for individuals with disability that serve as an equal employment opportunity objective that should be attainable by means of applying good faith effort. It is not a rigid and inflexible quota, which must be met, nor is it to be considered either a ceiling or a floor for the employment. Quotas are expressly forbidden.

Utilization Analysis: 41 CFR § 60-741.45(a)

The OFCCP has established a utilization goal of 7 percent for employment of qualified individuals with disabilities for each job group. The utilization goal is to establish a benchmark to measure the Company's affirmative action progress.

Benchmarks for Hiring: 41 CFR § 60-300.45(a)

The OFCCP establishes a hiring benchmark each year for employment of veterans for each organization, which is the estimated national percentage of veterans in the civilian labor force. The hiring benchmark is published via the OFCCP's website based on the Bureau of Labor Statistics of the US Department of Labor. The purpose of establishing benchmarks is to create a quantifiable method by which American Ambulance can measure its progress toward achieving equal employment opportunity for protected veterans. American Ambulance's hiring benchmark for the 2018 AAP year is 6.7 percent.

Assessment of External Outreach and Recruitment Efforts: 41 CFR § 60-300.44(f)(3)

American Ambulance will annually evaluate the effectiveness of the recruitment efforts and processes to ensure equal employment opportunity for qualified protected veterans. If the totality of the effort were not effective then alternative or additional outreach and recruitment efforts and/or other actions will be designed and implemented to progress toward the established goal.

Data Collection Analysis: 41 CFR § 60-300.44(k); 60-741.44(k)

American Ambulance annually compares the applicants and hires of individuals whom self-identified as being disabled or protected veteran and document the information for a period of three years. Goals and/or benchmarks do not require that American Ambulance hire, promote, train, and/or retain a specified number of individuals with disabilities and/or protected veterans. These goals and benchmarks are not rigid and inflexible quotas which must be met, but are instead targets reasonably by means of applying every good faith effort to make all aspects of the entire AAP work.

See Appendix 2 for American Ambulance's Applicant Data Collection Analysis for Individuals with Disabilities and Protected Veterans.

Action Oriented Programs: 41 CFR § 60-741.45(f)

American Ambulance is committed to ensure the personnel processes provides equal employment opportunity for individuals with disabilities, alternative or additional outreach and recruitment efforts and/or other actions will be designed and implemented to progress toward the established goal.

Audit and Reporting System: 41 CFR § 60-300.44 (h), 60-741.44(h)

American Ambulance has implemented an audit and reporting system to measure the effectiveness of the total affirmative action program and identify any need for remedial action. American Ambulance maintains affirmative action data on its employees, including those who had self-identified their veteran or disability status for three years. It also keeps hire, promotion, transfer, and separation data for staff and data regarding changes in their titles and/or departments as a result of these activities.

The Director of Human Resources monitors employment practices to ensure they have been conducted in a fair manner for all populations. If disparities are identified, American Ambulance will undertake necessary action to address and remedy the identified problem. Individuals with known disabilities and protected veterans have had the opportunity to participate in all American Ambulance sponsored training, recreational, and social activities.

Record Retention: 41 CFR § 60-300-80 & 60-741.80

Any personnel or employment record made or kept by American Ambulance shall be preserved for a period of not less than two years from the date of the making of the record or the personnel action involved, whichever occurs later. The following records shall be maintained for a period of three years: §60-300.44(f)(4), 60- 300.44(k), and 60-300.45(c), 60-741.44(f)(4)&(k).

Appendix 2: Data Collection Analysis for IWD and Protected Veterans

Data Collection Analysis for Individuals with Disabilities

41 CFR 60-741.44(k)

	2018	2017	2016
Number of applicants who self-identify as individuals with disabilities before an offer of employment is made	61	57	46
Total number of job openings	12	9	11
Total number of jobs filled	12	9	11
Total number of applicants for all jobs	2,341	2,871	2,252
Number of applicants with disabilities hired	7	3	4
Total number of applicants hired	140	144	146

American Ambulance

Data Collection Analysis for Protected Veterans

41 CFR 60-300.44(k)

	2018	2017	2016
Number of applicants who self-identify as protected veterans before an offer of employment is made	55	82	54
Total number of job openings	12	9	11
Total number of jobs filled	12	9	11
Total number of applicants for all jobs	2,341	2,871	2,252
Number of applicants with protected veteran applicants hired	4	9	6
Total number of applicants hired	140	144	146