County Connection
2477 Arnold Industrial Way Concord, CA 94520-5326 (925) 676-7500 countyconnection.com

BOARD OF DIRECTORS
MEETING AGENDA

Thursday, September 17, 2015
9:00 a.m.

CCCTA Paratransit Facility
Gayle B. Uilkema Memorial Board Room
2477 Arnold Industrial Way
Concord, California

The County Connection Board of Directors may take action on each item on the agenda. The action may consist of the recommended action, a related action or no action. Staff recommendations are subject to action and/or change by the Board of Directors.

1) Call to Order/Pledge of Allegiance
2) Roll Call/Confirm Quorum
3) Public Communication
4) Consent Calendar
   a. Approval of Minutes of Regular Meeting of August 20, 2015*
   b. Approval of Equal Employment Opportunity/Affirmative Action Program Update for 2015 and Revised EEO/AA Program Policy*
   Resolution No. 2016-006*
   c. Investment Policy*
   Resolution No. 2016-007*
5) Report of Chair
   a. Seating of CCCTA Officers
6) Report of General Manager
   a. Recognition of Employees with 30 Years of Service
   b. Update on PEPRA and County Connection Federal Grants
7) Report of Standing Committees
   a. Marketing, Planning & Legislative Committee
   (Committee Chair: Rob Schroder)
      1) Update on State of California Extraordinary Session
      (Staff will update the Board on actions taken at the Extraordinary Session on Transportation.)

b. Operations & Scheduling Committee
(Committee Chair: Candace Andersen)

1) Update on Clipper Implementation*
(Staff will provide information on the status of the Implementation of Clipper at County Connection.)

8) Board Communication
Under this item, Directors are limited to providing information, asking clarifying questions about matters not on the agenda, responding to public comment, referring matters to committee or staff for information, or requesting a report (on any matter) be made at another meeting.

9) Closed Session
Public Employee Performance Evaluation
Pursuant to Government Code Section 54957
Position: General Manager

10) Adjournment

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*Enclosure
**It will be available at the Board meeting.

General Information

Possible Action: The Board may act upon any item listed on the agenda.

Public Comment: Each person wishing to address the County Connection Board of Directors is requested to complete a Speakers Card for submittal to the Clerk of the Board before the meeting convenes or the applicable agenda item is discussed. Persons who address the Board are also asked to furnish a copy of any written statement to the Clerk. Persons who wish to speak on matters set for Public Hearings will be heard when the Chair calls for comments from the public. After individuals have spoken, the Public Hearing is closed and the matter is subject to discussion and action by the Board.

A period of thirty (30) minutes has been allocated for public comments concerning items of interest within the subject matter jurisdiction of the Board. Each individual will be allotted three minutes, which may be extended at the discretion of the Board Chair.

Consent Items: All matters listed under the Consent Calendar are considered by the Board to be routine and will be enacted by one motion. There will be no separate discussion of these items unless requested by a Board Member or a member of the public prior to when the Board votes on the motion to adopt.

Availability of Public Records: All public records relating to an open session item on this agenda, which are not exempt from disclosure pursuant to the California Public Records Act, that are distributed to a majority of the legislative body, will be available for public inspection at 2477 Arnold Industrial Way, Concord, California, at the same time that the public records are distributed or made available to the legislative body. The agenda and enclosures for this meeting are posted also on our website at www.countyconnection.com.

Accessible Public Meetings: Upon request, County Connection will provide written agenda materials in appropriate alternative formats, or disability-related modification or accommodation, including auxiliary aids or services, to enable individuals with disabilities to participate in public meetings. Please send a written request, including your name, mailing address, phone number and brief description of the requested materials and preferred alternative format or auxiliary aid or service so that it is received by County Connection at least 48 hours before the meeting convenes. Requests should be sent to the Board Clerk, Lathina Hill, at 2477 Arnold Industrial Way, Concord, CA 94520 or hill@countyconnection.com

Shuttle Service: With 24-hour notice, a County Connection LINK shuttle can be available at the North Concord BART station for individuals who want to attend the Board meetings. To arrange for the shuttle service, please call Robert Greenwood – 925/680 2072, no later than 24 hours prior to the start of the meeting.

Currently Scheduled Board and Committee Meetings

Board of Directors:	Thursday, October 15, 9:00 a.m., County Connection Board Room
Administration & Finance:	Wednesday, October 7, 9:00 a.m. 1676 N. California Blvd., Suite 620, Walnut Creek
Advisory Committee:	TBA, County Connection Board Room
Marketing, Planning & Legislative:	Thursday, October 8, 8:30 a.m., 100 Gregory Ln, Pleasant Hill, CA 94523
Operations & Scheduling:	Friday, October 9, 8:00a.m., Supervisor Andersen's Office 309 Diablo Road, Danville, CA

The above meeting schedules are subject to change. Please check the County Connection Website (www.countyconnection.com) or contact County Connection staff at 925/676-1976 to verify date, time and location prior to attending a meeting.

This agenda is posted on County Connection's Website (www.countyconnection.com) and at the County Connection Administrative Offices, 2477 Arnold Industrial Way, Concord, California

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2477 Arnold Industrial Way Concord, CA 94520-5326 (925) 676-7500 countyconnection.com

CCCTA BOARD OF DIRECTORS

MINUTES OF THE REGULAR MEETING

August 20, 2015

CALL TO ORDER/ROLL CALL/CONFIRM QUORUM

Chair Dessayer called the regular meeting of the Board of Directors to order at 9 a.m. Board Members present were Directors Andersen, Hudson, Manning, Noack, Simmons, Storer, and Worth. Directors Hoffmeister and Schroder arrived after the meeting convened. Director Tatzin was absent.

Staff: Ramacier, Chun, Glenn, Barnes, Barrientos, Casenave, Churchill, Daniels, Dean, Hill, Johnson, Martinez, Mitchell, Moran, Muzzini, Pevahouse, Porter-Williams and Rettig.

PUBLIC COMMENT: None

CONSENT CALENDAR

MOTION: Director Hudson moved approval of the Consent Calendar, consisting of the following item: Approval of Minutes of Regular Meeting of July 16, 2015. Director Manning seconded the motion and it received the following vote of approval:

Aye:	Directors Andersen, Dessayer, Hudson, Manning, Noack, Simmons, Storer, and Worth
No:	None
Abstain:	None
Absent:	Directors Hoffmeister, Schroder and Tatzin

REPORT OF CHAIR:

Report from Nominating Committee for Election of CCCTA Officers

Chair Dessayer stated that he convened the nominating committee, composed of previous board chairs Amy Worth and Bob Simmons, and himself. The committee nominated as incoming Chair Robert Storer, as incoming Vice Chair Laura Hoffmeister and as incoming Secretary Rob Schroder. After calling for any other nominations and receiving none, the nominations were closed.

MOTION: Director Hudson moved approval of Robert Storer as the incoming Chair, Laura Hoffmeister as the incoming Vice Chair, and Rob Shroder as the incoming Secretary. Director Worth seconded the motion and it received the following vote of approval:

Aye:	Directors Andersen, Dessayer, Hudson, Manning, Noack, Simmons, Storer, and Worth

No: None
Abstain: None
Absent: Directors Hoffmeister, Schroder and Tatzin

REPORT OF GENERAL MANAGER:

Recognition of Employees with 30 Years of Service

Gardner Daniels-Maintenance
Ruthie Johnson-Transportation

(Director Schroder arrived.)

Recognition of Employees of the 2nd Quarters, 2015

Administration: Scott Pevahouse
Maintenance: Sam Camacho
Transportation: Virgil Sanchez and Lori Spruell

(Director Hoffmeister arrived.)

On behalf of the Board, Chair Dessayer expressed appreciation to these employees for their continued hard work and dedication.

Update on Federal Transportation Reauthorization process

General Manager Rick Ramacier stated that the U.S. Senate has passed a Federal Transportation Reauthorization Bill for six years, although only three years are funded; the outcome of this bill in the House is uncertain at this time. The funds depend on tax reform bills and gas taxes. We will continue to receive enough funds to replace our buses. The Senate will continue to push for these bills to be approved this year because next year it will be overshadowed by the Presidential race.

APTA Annual Fall Conference in San Francisco-October 4-7, 2015

General Manager Rick Ramacier informed the Board that the APTA Annual Fall Conference will be held in San Francisco, CA from October 4-7, 2015. If anyone is interested in attending please contact Lathina Hill as soon as possible so she can sign you up.

REPORT OF STANDING COMMITTEES

Marketing, Planning & Legislative Committee

State Legislation: Support ABX17, SBX18, ABX18 and SBX17

Director Schroder informed the Board that although the committee did not meet, the committee would still like the Board to consider the item and support ABX17, SBX18, ABX18 and SBX17. He turned the meeting over to Kristina Martinez. She explained that the first two are Cap and Trade items and the last two are Sales and Tax bills, as further described in the staff report. After some Board discussion, Director Schroder made a motion.

MOTION: Director Schroder moved that the Board support ABX17 and SBX18. Director Hoffmeister seconded the motion and it received the following vote of approval:

Aye: Directors Andersen, Dessayer, Hoffmeister, Hudson, Manning, Noack, Schroder, Simmons, Storer, and Worth
No: None
Abstain: None
Absent: Director Tatzin

MOTION: Director Schroder moved that the Board support ABX18 and SBX17. Director Worth seconded the motion and it received the following vote of approval:

Aye: Directors Andersen, Hoffmeister, Hudson, Manning, Noack, Schroder, Simmons, Storer, and Worth
No: Director Dessayer
Abstain: None
Absent: Director Tatzin

Operating & Scheduling Committee

Title VI Report on Day Pass Accumulator

Director Andersen stated that as previously authorized by the Board, a public hearing was conducted to receive public comments on the proposal to establish a Clipper® Day Pass Accumulator fare, whereby a passenger's maximum daily bus fare on the four East Bay operators' systems (LAVTA, ECCTA, WestCat and CCCTA) would be set at $3.75 for adults and students, and $1.75 for seniors and disabled. A Title VI Equity Analysis was prepared by Nelson Nygaard, which concluded that the proposed fare change would not have a disparate impact on minority communities, nor a disproportionate burden on low income populations, applying the standards set forth in County Connection's Major Service Change, Disparate Impact and Disproportionate Burden policies. The Day Pass will be beneficial for our riders in conjunction with other transit operators. Anne Muzzini provided an update on the implementation of Clipper® on County Connection buses.

MOTION: Director Andersen moved approval of Resolution No. 2016-004, Approving the Clipper® Day Pass Accumulator and Adopting the Associated Title VI Equity Analysis for Implementation. Director Hudson seconded the motion and it received the following vote of approval:

Aye: Directors Andersen, Dessayer, Hoffmeister, Hudson, Manning, Noack, Schroder, Simmons, Storer and Worth
No: None
Abstain: None
Absent: Tatzin

BOARD COMMUNICATION: None

Closed Session:

At 9:32 a.m. Chair Dessayer announced that the Board will go into closed session to confer with its labor negotiator, Pat Glenn, regarding Amalgamated Transit Union, Local 1605, and to confer regarding Public Employee Performance Evaluation pursuant to Government Code Section 54957, Position: General

Manager. In addition, the Board will confer in closed session with Legal Counsel regarding an anticipated litigation matter.

Open Session:

The Board reconvened in open session at 10:47 a.m.

MOTION: Director Hudson moved approval to Ratify Memorandum of Understanding with Amalgamated Transit Union, Local 1605, for a three year contract providing a 4% increase effective July 1, 2015 – January 31, 2017; a 3% increase effective February 1, 2017 - January 31, 2018; and a 3% increase effective February 1, 2018 - January 31, 2019.. Director Schroder seconded the motion and it received the following vote of approval:

Aye:	Directors Andersen, Dessayer, Hoffmeister, Hudson, Manning, Noack, Schroder, Simmons, Storer and Worth
No:	None
Abstain:	None
Absent:	Director Tatzin

MOTION: Director Hudson moved approval of Resolution No. 2016-005, Approving the Second Amended and Restated Employment Agreement between Central Contra Costa Transit Authority and Rick P. Ramacier, and establishing an annual gross salary of $182,000 effective July 1, 2015. Director Schroder seconded the motion and it received the following vote of approval:

Aye:	Directors Andersen, Dessayer, Hoffmeister, Hudson, Manning, Noack, Schroder, Simmons, Storer and Worth
No:	None
Abstain:	None
Absent:	Director Tatzin

No action was taken regarding one potential case of Anticipated Litigation (pursuant to Government Code Section 54957.9 (b)).

ADJOURNMENT: Chair Dessayer adjourned the regular Board meeting at 10:49 a.m.

Minutes prepared by

_____ _____

Lathina Hill — Date
Assistant to the General Manager

County Connection

INTER OFFICE MEMO

To: Board of Directors Date: September 10, 2015

From: Kristina Martinez, Mgr. of Outreach Services Reviewed by:

SUBJECT: Approval of Equal Employment Opportunity/Affirmative Action Program Update and Revised EEO/AA Program Policy

Background:

The CCCTA Board of Directors adopted its original Affirmative Action Plan on September 15, 1983. Subsequently, the Board adopted annual and triennial updates; and they were submitted to and approved by the Federal Transit Administration (FTA). On July 26, 1988, FTA issued Circular C4704.1 which details required components to be included in affirmative action plans and requires federal grant recipients to submit to FTA their updated plans on a triennial basis as a part of the grant approval process.

Summary of Issues:

As a recipient of federal financial assistance from FTA, CCCTA is required to submit to FTA its updated Equal Employment Opportunity/Affirmative Action (EEO/AA) Program by October 1, 2015. To that end, staff updated the EEO/AA Program for the four-year term beginning on January 1, 2015 and ending on December 31, 2018.

The EEO/AA Program sets forth CCCTA's commitment to full participation in its employment activities regardless of an individual's race, color, religious creed, national origin, ancestry, sex, age, physical or mental disability, medical condition, marital status, veteran's status, sexual orientation, gender identity or genetic information, consistent with federal and state laws.

The EEO/AA Program update for 2015 complies with laws and regulations mandated by FTA and other federal and state agencies. It includes the CCCTA EEO Policy and the EEO/AA Plan.

Financial Implications:

An approved EEO/AA Program for the term January 1, 2015 through December 31, 2018 will enable CCCTA to continue to be eligible for federal financial assistance.

Recommendation:

The A&F Committee recommends that the Board of Directors approve the revised EEO/AA Program Policy and Resolution No. 2016-006 which adopts the EEO/AA Program update for 2015.

Action Requested:

Approve the revised EEO/AA Program Policy and Resolution No. 2016-006 which adopts the EEO/AA Program update for 2015 and authorizes staff to forward it to FTA.

RESOLUTION NO. 2016-006

CENTRAL CONTRA COSTA TRANSIT AUTHORITY
BOARD OF DIRECTORS

*** * ***

Adopts an Equal Employment Opportunity/Affirmative Action Program as Required by Federal Regulations for Receipt of U.S. DOT Grants

WHEREAS, the County of Contra Costa and the Cities of Clayton, Concord, the Town of Danville, Lafayette, Martinez, the Town of Moraga, Orinda, Pleasant Hill, San Ramon and Walnut Creek (hereinafter "Member Jurisdictions") have formed the Central Contra Costa Transit Authority ("CCCTA"), a joint exercise of powers agency created under California Government Code Section 6500 *et seq*., for the joint exercise of certain powers to provide coordinated and integrated public transportation services within the area of its Member Jurisdictions; and

WHEREAS, CCCTA is a recipient of federal grants administered by the U.S. Department of Transportation; and

WHEREAS, the U.S. Department of Transportation (DOT), Federal Transit Administration (FTA), issued Circular C4704.1, which details required components to be included in affirmative action plans and requires federal grant recipients to submit their updated plans on a triennial basis as a part of the grant approval process; and

WHEREAS, CCCTA is required to update its *Equal Employment Opportunity/Affirmative Action (EEO/AA) Program* and forward it by October 1, 2015 to FTA; and

WHEREAS, staff prepared the *EEO/AA Program* update for January 1, 2015 through December 31, 2018 pursuant to the aforementioned requirements and Legal Counsel reviewed same; and

WHEREAS, the Administration and Finance Committee concurs with the staff recommendation that the updated *EEO/AA Program* be adopted.

NOW, THEREFORE, BE IT RESOLVED that the Board of Directors hereby adopts the *EEO/AA Program* for January 1, 2015 through December 31, 2018; and

BE IT FURTHER RESOLVED that the Board of Directors directs the General Manager, or his designee, to submit the *EEO/AA Program* to the U.S. DOT through the Federal Transit Administration by October 1, 2015 so as to assure continued eligibility for the receipt of federal financial assistance.

Regularly passed and adopted this 17th day of September, 2015 by the following vote.

AYES:

NOES:

ABSTAIN:

ABSENT:

_____
Robert Storer, Chair, Board of Directors

ATTEST:

_____
Lathina Hill, Clerk to the Board

CENTRAL CONTRA COSTA TRANSIT AUTHORITY
EQUAL EMPLOYMENT OPPORTUNITY POLICY

It is the policy of the Central Contra Costa Transit Authority (CCCTA) Board of Directors to provide equal employment opportunity for all employees and applicants for employment without regard to their race, color, religious creed, national origin, ancestry, sex, age, physical or mental disability, medical condition, marital status, veteran's status, sexual orientation, gender identity, or genetic information, consistent with federal and state laws.

This commitment to equal employment opportunity applies to all aspects of employment, including recruitment, selection/hiring, rates of pay and other forms of compensation, benefits, training, promotions or upgrades, transfers, disciplinary actions, demotions, and layoff or terminations.

To ensure maximum opportunity to participate in CCCTA's projects, programs and activities, the Board of Directors hereby sets forth its Equal Employment Opportunity/ Affirmative Action (EEO/AA) Program, which incorporates the above philosophy. This Program is the result of CCCTA's commitment to full participation in its activities by persons regardless of race, color, religious creed, national origin, ancestry, sex, age, physical or mental disability, medical condition, marital status, veteran's status, sexual orientation, gender identity, or genetic information, consistent with federal and state laws.

In order to formalize that commitment, the CCCTA Board of Directors hereby approves its EEO/AA Plan as a guideline and reference tool for all its operations and for use by its management staff. CCCTA is fully committed to implementation of this Plan and to the goals and timetables set forth herein. Successful achievement of these goals will benefit CCCTA through full utilization and development of previously underutilized human resources.

Responsibility for implementation of this EEO/AA Program is assigned to Kristina Martinez, Manager of Outreach Services. All management personnel share in this responsibility, and they will be assigned specific tasks to ensure that compliance is achieved. Performance of managers and supervisors will be evaluated on the basis of success of CCCTA's EEO/AA Program and achievement of its goals in the same way their performance is measured in relation to achievement of other CCCTA goals.

Notices setting forth this EEO Policy are posted at CCCTA's office and its website, and they are available to employees, applicants for employment, and the general public. Questions regarding CCCTA's EEO/AA Program should be addressed to the Manager of Outreach Services. Applicants and employees have the right to file complaints alleging discrimination or harassment, and information will be provided to them regarding procedures for filing complaints internally and externally.

The EEO Policy is reaffirmed and approved effective September 17, 2015. The Central Contra Costa Transit Authority Board of Directors hereby adopts the administrative plan of its EEO/AA Program, which sets forth the goals, policies and procedures to attain them.

Rick Ramacier	Robert Storer, Chair
CCCTA General Manager	CCCTA Board of Directors

Central Contra Costa Transit Authority

EQUAL EMPLOYMENT OPPORTUNITY/
AFFIRMATIVE ACTION PROGRAM

January 1, 2015
Through
December 31, 2018

Submitted to:
U.S. Department of Transportation
Federal Transit Administration
Date:

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CENTRAL CONTRA COSTA TRANSIT AUTHORITY
EQUAL EMPLOYMENT OPPORTUNITY POLICY

It is the policy of the Central Contra Costa Transit Authority (CCCTA) Board of Directors to provide equal employment opportunity for all employees and applicants for employment without regard to their race, color, religious creed, national origin, ancestry, sex, age, physical or mental disability, medical condition, marital status, veteran's status, sexual orientation, gender identity, or genetic information, consistent with federal and state laws.

This commitment to equal employment opportunity applies to all aspects of employment, including recruitment, selection/hiring, rates of pay and other forms of compensation, benefits, training, promotions or upgrades, transfers, disciplinary actions, demotions, and layoff or terminations.

To ensure maximum opportunity to participate in CCCTA's projects, programs and activities, the Board of Directors hereby sets forth its Equal Employment Opportunity/ Affirmative Action (EEO/AA) Program, which incorporates the above philosophy. This Program is the result of CCCTA's commitment to full participation in its activities by persons regardless of race, color, religious creed, national origin, ancestry, sex, age, physical or mental disability, medical condition, marital status, veteran's status, sexual orientation, gender identity, or genetic information, consistent with federal and state laws.

In order to formalize that commitment, the CCCTA Board of Directors hereby approves its EEO/AA Plan as a guideline and reference tool for all its operations and for use by its management staff. CCCTA is fully committed to implementation of this Plan and to the goals and timetables set forth herein. Successful achievement of these goals will benefit CCCTA through full utilization and development of previously underutilized human resources.

Responsibility for implementation of this EEO/AA Program is assigned to Kristina Martinez, Manager of Outreach Services. All management personnel share in this responsibility, and they will be assigned specific tasks to ensure that compliance is achieved. Performance of managers and supervisors will be evaluated on the basis of success of CCCTA's EEO/AA Program and achievement of its goals in the same way their performance is measured in relation to achievement of other CCCTA goals.

Notices setting forth this EEO Policy are posted at CCCTA's office and its website, and they are available to employees, applicants for employment, and the general public. Questions regarding CCCTA's EEO/AA Program should be addressed to the Manager of Outreach Services. Applicants and employees have the right to file complaints alleging discrimination or harassment, and information will be provided to them regarding procedures for filing complaints internally and externally.

The EEO Policy is reaffirmed and approved effective September 17, 2015. The Central Contra Costa Transit Authority Board of Directors hereby adopts the administrative plan of its EEO/AA Program, which sets forth the goals, policies and procedures to attain them.

Rick Ramacier	Robert Storer, Chair
CCCTA General Manager	CCCTA Board of Directors

CENTRAL CONTRA COSTA TRANSIT AUTHORITY

EQUAL EMPLOYMENT OPPORTUNITY/ AFFIRMATIVE ACTION PLAN

I. EXECUTIVE SUMMARY

The Central Contra Costa Transit Authority's Equal Employment Opportunity/Affirmative Action (EEO/AA) Plan serves as a management tool that sets forth the policies, practices and procedures by which staff will execute its EEO/AA Program and authorizes the implementation, where necessary and legally permissible, of results-oriented employment procedures and activities that are relevant to equal employment and affirmative action.

These employment procedures apply to recruitment, selection/hire, rates of pay and other forms of compensation, benefits, training, promotions or upgrades, transfers, disciplinary actions, demotions, layoffs, and terminations. Equal employment opportunity will be provided for all employees and applicants for employment without regard to their race, color, religious creed, national origin, ancestry, sex, age, physical or mental disability, medical condition, marital status, veteran's status, sexual orientation, gender identity, or genetic information, consistent with federal and state laws.

The EEO/AA Plan complies with laws and regulations mandated by the U.S. Department of Transportation (U.S. DOT), Federal Transit Administration (FTA) (formerly Urban Mass Transportation Administration or UMTA) and other federal and state agencies.

CCCTA's 1983 Affirmative Action Plan and subsequent annual updates were developed in accordance with UMTA Circular C1155.1 dated December 31, 1977. This Circular was superseded by UMTA Circular C4704.1, dated July 26, 1988, which details required components of equal employment opportunity programs. It requires CCCTA, as a U.S. DOT grant recipient, to submit to FTA its updated affirmative action plan on a triennial basis as a part of the grant approval process. In accordance with the provisions of this Circular, CCCTA submitted to FTA its 1991, 1994, 1997, 2000, 2003, 2006, 2009, and 2012 EEO/AA Programs. CCCTA is now required to submit, no later than October 1, 2015 its updated EEO/AA Program to FTA for approval.

The CCCTA Board of Directors adopted the original Affirmative Action Plan on September 15, 1983. The Board of Directors subsequently adopted annual and triennial updates, which were submitted to FTA. This EEO/AA Program will be updated on a triennial basis, or as major changes occur in the workforce or employment conditions, or as otherwise required by federal or state mandates. The EEO/AA Program is subject to compliance reviews.

During the past three years, from January 1, 2012 through December 31, 2014, CCCTA's workforce increased 1.6% from 249 to 253 employees, or 4 employees, compared to the workforce on December 31, 2011. Overall, the minority workforce increased by 16 employees (10%), from 160 to 176 employees; and the female workforce increased by 5 employees (5.7%), from 88 to 93 employees.

The EEO/AA Plan contains a utilization analysis to identify job categories where there may be an underutilization and/or concentration of females or minorities in relation to their availability in the relevant labor market. Adherence to the EEO/AA Plan is measured by a standard of parity between the composition of CCCTA's workforce and that of the local and regional labor force from which CCCTA draws employees. It is CCCTA's objective to have its respective job categories reflect the racial/ethnic and gender balance in the labor force within Contra Costa County, California and to provide equal employment opportunities for both its workforce and applicants to the Authority.

Based on this utilization analysis, internal and external female and minority availability figures were calculated using an eight-factor analysis method and goals and timetables were developed to help CCCTA meet its aforementioned objectives. CCCTA's workforce at the end of 2014 met or exceeded the availability factors established in the 2012 EEO/AA Plan update with the exception of the Management and Supervisory job category by one female. Ongoing reviews were made of CCCTA's employment practices and procedures, and any necessary appropriate remedial actions were identified and implemented for achieving our annual and long-range goals.

Long-range minority and female goals were established in the 2012 EEO/AA Plan update for all job categories. These goals were projected based on anticipated job openings at the end of each calendar year 2012 through 2015. It was projected that CCCTA would have a total workforce of 255 employees as of December 31, 2015, an increase of 6 employees (2.4%) over the workforce of 249 employees at the end of the 2011 calendar year. The projected increase was less than expected, and CCCTA employed a total of 253 individuals as of December 31, 2014, or 2 (less than 1%) employees less than anticipated.

CCCTA met or exceeded both its projected minority and female agency-wide goals. At the end of 2014, the minority goal was set at 64.3% (163 employees based on our actual workforce of 253 employees) and the goal achieved was 69.3% (176 employees), an increase of 16 employees. The female agency-wide goal was set at 36.5% (92 employees) and the goal achieved was 36.8% (93 employees), an increase of 1 employee.

All of CCCTA's personnel programs, policies and practices reflect the principles of equal employment opportunity and affirmative action. CCCTA maintains a monitoring and reporting system whereby the Manager of Outreach Services assesses EEO/AA accomplishments on an ongoing basis to enable staff to take corrective action when required. This assessment includes identifying areas where a goal is not being achieved, developing new or revised policies/procedures, providing documentation and statistical reports to support recommended actions, and projecting future needs.

CCCTA is committed to addressing and eradicating discrimination and/or harassment in its work environment. Complaint resolution procedures are established whereby employees and applicants are apprised of their right to file complaints alleging discrimination and/or harassment based on their protected class(es). All complaints are investigated and appropriate remedial action is taken in accordance with CCCTA's Policy Regarding Unlawful Harassment.

II. INTRODUCTION

CCCTA was established on March 27, 1980 under a Joint Exercise of Powers Agreement. The general purpose of CCCTA is to provide, either directly or through contract, public transportation services within certain geographical areas of its eleven Member Jurisdictions. CCCTA's service area includes the cities of Clayton, Concord, Lafayette, Martinez, Orinda, Pleasant Hill, San Ramon, and Walnut Creek, the towns of Danville and Moraga, and the unincorporated areas in Central Contra Costa County, California. CCCTA operates fixed-route services seven days a week and administers the delivery of paratransit services within its service area.

The operation of CCCTA is overseen by a Board of Directors comprised of eleven representatives, one representative from each of the ten incorporated Member Jurisdictions and one member representing unincorporated areas of Central Contra Costa County. The General Manager is responsible for the overall operation of CCCTA and for ensuring the policies of the Board are implemented.

On December 31, 2014, CCCTA's workforce consisted of 253 employees. Of this amount, 30 employees are classified as Management and Supervisory, 25 as Clerical and Administrative, 33 as Maintenance and 165 as Operators. CCCTA's Organization Chart is shown in Appendix A.

Since its inception, CCCTA has practiced equal employment opportunity and affirmative action in its pursuit of the best-qualified individuals to fill available employment positions. CCCTA's Manager of Outreach Services sets forth the goals, policies and procedures to be taken to comply with the EEO Policy established by CCCTA's Board of Directors. The EEO/AA Program encompasses CCCTA's EEO policy statement and plan of action.

The EEO/AA Program complies with applicable rules, regulations and requirements mandated by the U.S. Department of Transportation, Federal Transit Administration. Federal and state laws, Executive Orders, regulations and court decisions provide guidelines for this EEO/AA Program.

CCCTA's first Affirmative Action Plan was submitted to the U.S. DOT, Urban Mass Transit Administration (UMTA) on September 15, 1983. This Plan and annual updates through 1988 were approved by UMTA. As required by UMTA Circular C4704.1, CCCTA submitted to FTA its triennial EEO/AA Programs for 1991, 1994, 1997, 2000, 2003, 2006, 2009 and 2012. FTA subsequently approved these EEO/AA Programs. At this time, CCCTA is required to submit to FTA for approval the triennial update of the EEO/AA Program, which covers the period from January 1, 2015 through December 31, 2018.

III. DESIGNATION OF RESPONSIBLE PERSONNEL

CCCTA's EEO/AA Program is an essential part of its overall strategic and operational plan. Ultimate responsibility for the Program's support, integration and overall implementation lies with the General Manager. Kristina Martinez, Manager of Outreach Services, has been designated as the individual responsible for implementation and management of the EEO/AA Program. The Manager of Outreach Services will be given top management support and necessary staff to execute the Program's responsibilities. The name of the Manager of Outreach Services will be identified in all internal and external communications regarding CCCTA's EEO/AA Program and has been assigned the following duties and responsibilities.

A. Develop and recommend EEO/AA policy statements, written EEO/AA programs and internal and external communication procedures.

B. Assist management in collecting and analyzing employment data, identifying problem areas and arriving at solutions related to EEO/AA issues, setting goals and timetables, and developing programs to achieve goals.

C. Design, implement and monitor internal audit and reporting systems to measure program effectiveness and to determine where progress was made and further actions are needed.

D. Report periodically to the General Manager on progress of each department in relation to achieving CCCTA's goals and objectives.

E. Serve as liaison between CCCTA and federal, state and local governments and regulatory agencies. Also, serve as liaison between CCCTA and community organizations and groups that promote employment opportunities for minorities, women and individuals with disabilities.

F. Assure current legal information affecting equal employment opportunity and affirmative action is disseminated to responsible officials.

G. Assist in recruiting applicants who are minorities, women and individuals with disabilities. Interface with local outreach sources and disseminate information pertaining to employment opportunities.

H. Concur in new hires and promotions.

I. Provide assistance, as needed, with processing employment discrimination complaints.

J. Review and monitor all aspects of employment related to equal employment opportunity, including recruitment and hiring, compensation and benefits, reclassifications, promotions and transfers, training and other issues related to upward mobility, and disciplinary actions.

Although the Manager of Outreach Services has the primary responsibility for administering the EEO/AA Program, all managers and supervisors bear the responsibility of ensuring that CCCTA's policies and procedures are implemented and are consistent with its EEO/AA Program. Managers and supervisors have the following duties and responsibilities.

A. Assist in identifying EEO/AA problem areas and recommending goals and objectives as they pertain to their areas of responsibility.

B. Participate actively in periodic audits of all aspects of employment in order to identify and remove unnecessary impediments to the achievement of specified EEO/AA goals and objectives.

C. Conduct regular discussions with other managers, supervisors and employees to ensure CCCTA's EEO/AA policies and procedures are being followed.

D. Review the qualifications of employees to ensure minorities, women and individuals with disabilities are given full opportunities for transfers, promotions, training, salary increases and other forms of compensation.

E. Cooperate fully in the review and/or investigation of EEO complaints alleging discrimination and/or harassment. Identify and prevent or remedy practices, procedures or employee behaviors contrary to CCCTA's nonharassment polices.

F. Conduct and support employment/career counseling for employees within their workgroup.

G. Participate in periodic audits to ensure that each work location for which they are responsible is in compliance with equal employment opportunity requirements, such as displaying the EEO poster and ensuring facilities and work areas are desegregated, comparable for all employees and accessible for employees with disabilities.

H. Afford full opportunity and encourage minority and women employees and employees with disabilities to participate in CCCTA-sponsored education, training and recreational/social activities.

IV. DISSEMINATION OF EEO/AA PROGRAM

Formal communication mechanisms are established to publicize and disseminate CCCTA's EEO/AA Program to its employees, applicants for employment, and the general public. These mechanisms include internal and external dissemination practices. CCCTA shall internally disseminate the EEO/AA Program in the following manner:

A. Distribute to employees policy statements and correspondence from the CCCTA Board of Directors and/or the General Manager that establish new or revised policies and/or reaffirm CCCTA's commitment to equal employment opportunity.

B. Include information about the EEO/AA Program and policy statements in CCCTA's employee handbooks and Supervisor's manual.

C. Meet periodically with employees to discuss the EEO/AA Program, its implementation and individual employee responsibilities. Discuss the Program during employee orientation and training sessions. Provide information that will enable employees to be aware of and to avail themselves of its benefits.

D. Meet with union officials, as necessary, to inform them of the EEO/AA Program and to request their cooperation. Include nondiscrimination clauses in union agreements and review collective bargaining and contractual provisions to ensure they are nondiscriminatory.

E. Post official EEO posters and CCCTA's policy statements on employee bulletin boards.

F. Include minority and nonminority men and women when employees are featured in advertising, employee newsletters, announcements, brochures, or similar publications.

External dissemination of the EEO/AA Program will be handled in the following manner:

A. Inform recruiting sources either verbally or in writing of CCCTA's EEO policy and stipulate that these sources actively recruit and refer minorities and women to advertised positions.

B. Advise minority and women's organizations, community agencies, schools and colleges, and other resource agencies that refer applicants of CCCTA's commitment to equal employment opportunity.

C. Post CCCTA's EEO policy statement on its website.

D. Communicate to prospective employees the existence of this EEO/AA Program and provide information that will enable them to be aware of and to avail themselves of its benefits.

E. Advertise job recruitment announcements on CCCTA's website and in general circulation and minority-focus newspapers and other media likely to reach significant numbers of the minority community. Include the statement, "Equal Employment Opportunity Employer," in all employment advertisements.

F. Include notification of CCCTA's policy on equal employment opportunity in all CCCTA's formal contracts, requesting appropriate action by contractors and subcontractors.

V. ASSESSMENT OF PRESENT EMPLOYMENT PRACTICES AND PROGRAMS

Employment practices and programs instituted in conjunction with CCCTA's original Affirmative Action Plan in 1983, subsequent annual updates from 1984 through 1988, and the triennial updates from 1991 through 2012 have proved highly effective. There have been minor procedural changes; however, basic practices and programs remain substantially similar to those incorporated in the original Affirmative Action Plan. The following narrative highlights several key personnel procedures and practices.

A. Recruitment and Employment Selection Procedures

CCCTA encourages women and minorities to apply for available positions. For most designated positions, internal job postings and external recruitment are conducted simultaneously. Some promotional and transfer positions above entry level are made available first to current employees through the job-posting process. Entry-level positions and positions not filled through the job-posting process are made available to external applicants. Job-opening announcements provide application instructions and brief position descriptions to prospective applicants. In-house career counseling is available to employees interested in applying for open positions.

1. Recruitment Methods and Sources

When a vacancy occurs or a new position is created, the department manager originates a personnel requisition. This requisition is reviewed for budget and language requirements. Available positions are published in local newspapers likely to reach large minority populations, various recruitment sources online, and they are posted on CCCTA's website. A search is also made of the active application file for candidates who may be interested in the position.

External recruitment advertisements are placed in the *Contra Costa Times Newspapers*, which distributes editions throughout Contra Costa County, including our service area in the central area of the County. Recruitment advertisements for key administrative or management positions may be placed also in *Passenger Transport*, published by the American Public Transportation Association, which is specific to the transit industry and has national distribution. Other sources include the California Association for Coordinated Transportation (CalAct) and California Transit Association (CTA) websites.

Additional recruitment advertisements may be placed in other local and Bay Area media sources and the Internet for selected open positions when the rate of response to other solicitation vehicles is anticipated to be low or when we are recruiting for specific positions where an underutilization of females or minorities was identified. These sources include *Jobs Available*, governmentjobs.com, bayareahelpwanted.com, and CalJOBS, which have a large, diverse base and multi-county distribution. Please refer to Appendix C for samples of CCCTA's recruitment advertisements.

2. Applicant Flow Data and Application Forms

During the three-year period from January 1, 2012 through December 31, 2014, CCCTA received a total of 830 employment applications, of which 785 applications included the EEO Survey forms stating an applicant's statistical information. This represented an increase of 585 applications received compared to 245 applications received for the prior three-year period ending in 2011.

Of the 785 applications received with the EEO Survey forms, 16.8% were submitted by nonminority male applicants, which represents a difference of 2.6% below their workforce representation of 19.4%. As of December 31, 2014, 34.8% were female applicants (3% below their 36.8% representation), and 76.2% were minority applicants (6.6% above their representation at 69.6%).

The three-year applicant flow for each job category was: 32.3% female and 93.5% minority for Management and Supervisory; 73.9% female and 79% minority for Clerical and Administrative; 10.4% female and 70.1% minority for Maintenance; and 33.1% female and 76.3% minority for Operators. The total number of applications received for the Management and Supervisory category was 31, of which 10 were female and 29 were minorities. In addition, the number of applications received for the Clerical and Administrative category was 119, of which 88 were females and 94 were minorities. The Maintenance category received 154 applications, of which 16 were females and 108 were minorities. The largest numbers of applications were received for the Operator job categories (481 applications) in which 159 were females and 367 were minorities. In most cases, applicant flow exceeded the 2006-2010 ACS 5-Year estimate civilian labor force data in their respective employment categories. Notable exceptions were applicant flow for minorities in the categories of Management and Supervisory, Clerical and Administrative, Maintenance, and Operators. Applicant flow for females in the category of Maintenance also exceeded labor force data.

CCCTA received 45 applications, or 5.4% of the total applications received, where the EEO Survey form was not included or the information was not complete on the form. For the prior three-year period, 5 applications were received without a completed EEO Survey form. For the 45 applications received during the three years ending on December 31, 2014, 31 (68.9%) were from males and 14 (31.1%) were from females. Three years ago, similar percentages were received from males (60%) and females (40%). CCCTA saw an increasing trend in applications without the EEO Survey form, from 2% at the end of 2011 to 5.4% at the end of 2014. Table 1: Applicant Flow Data provides details on applicant flow.

3. Selection Procedures

Although the selection process varies somewhat for the individual position, there are certain elements that are common to all job categories.

a. Application Processing

Each application is reviewed for completeness, job history, job stability, experience, training and education. Incomplete, inaccurate or illegible applications may disqualify the individual from consideration for hire, although CCCTA does try to obtain and/or clarify any missing or questionable information. Applications are kept in the active file for one year. Applicants whose applications are more than one year old or former employees who wish to reapply must complete and submit a new employment application. A copy of the application form used by CCCTA is included in Appendix B.

b. Screening Interview

Individuals whose employment applications indicate they are qualified for a particular vacancy may be given a screening interview. The screening interview is general in nature and seeks to establish qualifications for the open position, to review and confirm the information on the application form, and to fill in any omitted information.

c. Departmental Interview

The person who would be the candidate's immediate supervisor if the individual is hired, promoted or transferred conducts the departmental interview. This interview is very technical and specific to the knowledge, experience, training, skills and abilities necessary to perform the job. In some cases, depending upon the level of the vacant position, an interview panel will be used. The next higher manager may sit on a departmental interview panel or may conduct an additional interview.

d. Reference Check

An employment verification is conducted for each viable new-hire candidate. CCCTA attempts to confirm information provided by the candidate on the employment application and during the interview, such as experience, performance, attendance and job history.

4. Test Administration

a. Clerical and Administrative Applicants

Clerical and Administrative applicants whose positions entail certain skills such as word processing may be required to submit a typing test certificate which determines speed and accuracy. Tests for other skills may be given as needed, such as tests in grammar, arithmetic, and map reading. These tests do not automatically disqualify a candidate; they only measure a level of skill for a particular task taken under test conditions. Results of these tests are considered along with other information obtained during the selection process.

b. Maintenance Applicants

CCCTA administers tests for applicants applying for Mechanic positions. The first test measures basic mechanic skills. Applicants who pass that test and current maintenance employees applying for promotional opportunities are given a more comprehensive test that measures their skills for the specific position for which they are applying, such as Mechanic I, II, III or IV, V, or VI. These tests are progressively more difficult for the higher positions. The tests are not automatically disqualifiers, but they are considered with the information collected during the rest of the selection process. Mechanics and Service Workers must be able to obtain a valid California Class B driver's license, including the required endorsements and Medical Examiner's Certificate, within thirty days after their hire date.

c. Operator Applicants

Applicants for Operator positions who meet the selection criteria are invited for an interview. Those candidates who successfully complete the interview process must pass a physical examination, including a drug screen, at CCCTA's expense. In addition, they must obtain a Class B driver's license permit from the California Department of Motor Vehicles before entering training. Successful candidates are employed initially as Transit Operator Trainees and then move to available part-time or full-time Transit Operator positions after they complete training.

5. Final Selection Methods

Several of CCCTA's positions do not have specific educational prerequisites. The Authority looks, instead, at the knowledge, skills, and abilities required to perform the tasks associated with a position that may be gained through experience, training and/or education.

At the close of the selection process, the hiring manager will consider all elements collectively, including but not limited to: knowledge, skills, abilities, experience, job history and stability, test results (if applicable), references, and employment interviews. The candidate deemed best qualified for the open position will receive the job offer.

CCCTA verifies that a newly hired employee is either a U.S. citizen or authorized to work in the United States. An employee who has the required verification of eligibility to work will not be discriminated against with respect to hiring or discharging because of his or her national origin, citizenship status or future expiration date of verifying documents.

For the three-year period from January 1, 2012 through December 31, 2014, there were 81 new hires. Of this amount, 14 (17.3%) were nonminority males (a difference of 2.1% below their workforce representation of 19.4%); 31 (38.3%) were females (1.5% above their representation of 36.8%), and 60 (74.1%) were minorities (4.5% above their representation of 69.6%). Results of the selection process for newly hired employees during the past three years are shown on Table 2: New Hires.

6. Promotions, Upgrades and Transfers

A promotion occurs when an employee is selected to move from one position to another position having greater duties, responsibilities and salary range. Transfers are a change from one department, section or classification to another, usually to a position at the same level. Transfers may be initiated by employee request or by management (voluntary or involuntary). Manager-initiated transfers may be for reasons of business necessity, economy, efficiency or disciplinary action.

CCCTA implemented a job-posting program to allow interested employees to apply for vacant positions. In most cases, employees with less than six months of service in their current position will not be considered for a posted position in another department. Interested employees must complete and submit the Job Posting Application by the stipulated deadline. Any necessary tests are conducted and, after interviews are held, the supervisor and department manager make the final selection. Selection decisions or promotions/transfers are based on the following criteria: past performance, skill, ability, experience, attitude, efficiency, disciplinary record, attendance record, and length of service.

A position upgrade occurs when a position is re-evaluated based on accountabilities, complexities, initiative, knowledge, contacts and supervisory responsibilities. An upgraded position is given a new title (i.e., Manager to Senior Manager) and/or a higher salary range. Periodically, CCCTA will conduct an internal evaluation of its positions and determine if it is appropriate to upgrade them based on current job duties and responsibilities of individuals who hold the positions compared to similar positions in the labor market.

There were a total of 6 promotions/upgrades during the three-year period ending December 31, 2014 compared to 5 promotions for the prior three-year term. Two females were promoted at a (33.3%) and 5 minorities were promoted (83.3%). Five promotions were made in the

Management & Supervisory category and 1 promotion was made in the Maintenance category. Promotions and upgraded positions where there was a title and salary change are included in Table 3: Promotions by Job Category.

B. Seniority Practices and Provisions

Administrative employees select vacation, floaters and other time off on the basis of seniority within their workgroup and the need to maintain adequate staffing for CCCTA's activities. Transit Supervisors, Maintenance employees and Operators bid for work assignments and time off on the basis of their seniority, as contained in their respective MOUs and outlined below.

1. Transit Supervisors

A departmental seniority list is maintained based on employees' hire dates or promotion dates as a Transit Supervisor. When more than one employee has the same employment date, an employee's seniority is determined by alphabetical order according to their last names.

2. Maintenance

An employee's date of hire determines that employee's position on the seniority list. When more than one employee is hired on the same day, dates and times on their employment applications determine their relative position on the seniority list. Employees who change classifications due to promotion or demotion are placed at the bottom of that classification seniority list for bidding of shifts.

3. Operators

Two separate seniority lists are maintained: one for full-time employees and one for part-time employees. The employee's position on the seniority list is determined by a random drawing of numbers after they successfully complete the Operator training class.

Part-time employees may elect to remain part-time or to convert to full-time employment when positions are available. When changing employment status, these employees go to the bottom of the full-time seniority list. Full-time employees who choose to convert to part-time status will be placed on the part-time seniority list according to their date of hire. In addition, a full-time employee may be rehired as a part-time employee after retiring from CCCTA; and that employee will be placed at the bottom of the part-time seniority list.

C. Training

It is the policy of CCCTA to encourage employees to participate in on-the-job training, in-house training, and cross-training opportunities and to take advantage of external training to enhance performance of their present duties and to develop skills for future growth. CCCTA provides in-house training for employees throughout the year as needs arise. Topics are selected based on need, timeliness and applicability to performance of employees' duties. Topics covered in the past included interpersonal communication and passenger relations skills, leadership and management skills, substance abuse awareness, preventing violence in the workplace, ADA awareness and procedures, sexual harassment awareness and prevention, fare structure and recording procedures, safe driving skills, brake testing procedures, first aid training, and terrorist activity awareness and mitigation. In addition, Maintenance employees have periodic meetings where specific and general safety topics and maintenance procedures are discussed.

As the budget allows, CCCTA also provides staff with the opportunity to attend external professional developmental training programs, including supervisor/management training and development, computer programs/applications, interpersonal communications, customer service skills, and other relevant conferences/workshops geared to the employee's job responsibilities.

1. Operator Training Program

CCCTA developed and in-house Operator training program using Line Instructors and Operator Trainers selected from our pool of Operators. These trainers assist our full-time training staff, on an as-needed basis, to provide annual and refresher training for all Operators as well as classroom and behind-the-wheel training for Operator Trainees.

Line Instructors must apply and are selected based on the following qualifications: (a) excellent driving skills; (b) satisfactory attendance; and (c) satisfactory record of compliance with company policies and rules. Operators meeting minimum qualifications must then pass the current Line Instructors course work and tests. The salary for Line Instructors is set at their current rate of pay plus $1.75 per hour while they are serving in that capacity.

Line Instructors wishing to become Operator Trainers may apply to the Training Department. After passing an in-person interview and completing and passing the course work and road skills testing required by CCCTA and the U.S. DOT Trainer program, a Line Instructor is certified as a U.S. DOT-certified Operator Trainer. While serving as Operator Trainers, they are paid $3.25 per hour in addition to their regular rate of pay.

Experience gained by Line Instructors and Operator Trainers helps to develop their training, supervisory and organizational skills. It also provides them with an avenue for promotion to available, related positions within CCCTA.

D. Wages, Salary Levels and Other Forms of Compensation and Benefits

1. Position Descriptions

Each position description contains specifications that generally describe the position and outline the job duties and responsibilities. Minimum job requirements were developed to ensure there will be a reasonable standard for classifying jobs and that the screening process will be consistent and free of bias for all internal and external candidates. This procedure facilitates the placement of individuals who have the requisite knowledge, skills and abilities to perform the job duties. Position descriptions include the following elements: position title; purpose; reporting relationship; essential duties and responsibilities; license requirements (if any); qualifications, such as education, experience, skills and abilities; physical demands; and the work environment.

2. Job Classifications, Wages and Salary Levels

The following job categories are identified by job classification codes. Positions included in each job classification have similar content, wage rates and opportunities. Certain duties and responsibilities, salary levels and step progressions apply generally to all positions within their respective job categories. Each job classification is assigned an EEO Code corresponding with guidelines set forth by the Equal Employment Opportunity Commission.

a. Management and Supervisory

Management and supervisory positions are assigned EEO Code 1. The General Manager reports directly to the CCCTA Board of Directors, which determines the annual compensation package. Initial appointment rates for Directors, Senior Managers, Managers, Assistant Managers and Supervisors are usually set at the first level in the established pay range. Managers and some supervisory positions receive salary increases under a merit system. Annual merit increases are based upon performance, as measured by a performance evaluation. The annual salary ranged from $59,643 for the first level of the lowest paid position to $160,000 for the final level of the highest paid position, as set forth in the FY2015 annual pay scale (effective July 1, 2014).

Transit Supervisors formed a union and signed a Memorandum of Understanding (MOU) between CCCTA and the Teamsters Union, Local 856, AFL-CIO, for the term of February 17, 2000 through September 30, 2002. Their current MOU is effective October 1, 2012 through September 30, 2015. These employees receive salary increases based on an eight-step system providing the employee has satisfactory job performance and has not reached the final step of the pay range. On October 1, 2014, the hourly wage rate was $25.54 at Step 1 and $33.61 at Step 8.

b. Clerical and Administrative

For positions in this job classification, EEO Codes range from 2 through 6. Individuals in these positions have an eight-step pay range. Most new employees are hired at the first step of their respective position. Annual advancement to each subsequent step is based on performance, as determined by a performance evaluation. The FY2015 annual pay scale identified a range from $28,080 for Step 1 of the lowest paid position to $72,280 at Step 8 for the highest paid position.

c. Maintenance

Individuals working in these positions are assigned EEO Codes 5, 7 and 8. Their annual wage rates are set forth in the MOU between CCCTA and Machinists Automotive Trades, District Lodge No. 190 of Northern California, for and on behalf of Automotive Machinists Lodge No. 1173, International Association of Machinists and Aerospace Workers. Their most recent MOU was effective February 1, 2013 for a three-year term and expires on February 1, 2016.

The MOU in effect during the review period for this EEO/AA Update established the maximum rates of pay, starting at $21.59 per hour for the lowest paid position through $32.79 per hour for the highest paid position effective February 1, 2015. Beginning rates of pay for newly hired employees are either 85% or 90% of the maximum rate for that position. After satisfactory service for the prescribed number of days, an employee is eligible for an additional 5% and annual increases thereafter until 100% of the maximum rate is achieved. A Lead Mechanic is paid an additional 10% above the applicable rate. In addition, a pay differential of $1.00 per hour is given for work performed after 5:00 p.m. and before 12:30 a.m. and $1.05 per hour is paid for work performed after 12:30 a.m. and before 8:00 a.m.

d. Operators

Full-time and part-time Operators are given EEO Code 8. The basic wage rates for Operators are set forth in the MOU between CCCTA and the Amalgamated Transit Union, Local 1605, AFL-CIO. The current MOU became effective on February 1, 2013 and expires on January 31, 2016. The MOU established the basic Step E wage rate at $24.07 per hour effective January 19, 2015.

During training, Operators are paid at the training rate, which is 65% of Step E (the highest step). Following training, employees become part-time or full-time Operators and advance to Step A, which is paid at 80% of Step E. After reaching the specified minimum number of hours worked, Operators proceed along their remaining three steps until they reach Step E. Advancement to a higher step results in a wage increase of 5%.

3. Benefits

The following benefits are available to employees, as outlined in their respective *Employee Handbook* and/or applicable MOU: bereavement leave, disability leave, family care leave, leave for kin care, holidays and floating holidays, jury duty leave, medical leave, military leave, personal leave, pregnancy disability leave, paternal leave for school visits and vacation.

Employees also receive free transportation while riding CCCTA buses and are eligible to join a local credit union. Employees are entitled to workers' compensation benefits if injured on the job or if they become ill as a result of contact with hazardous materials associated with their employment. CCCTA pays 100% of the premium for workers' compensation coverage.

Employees receive short-term disability insurance coverage through the State of California Employment Development Department. The employee contribution to State Disability Insurance (SDI) is a specified percentage of gross pay subject to a wage limit.

For retirement benefits, all full-time employees are eligible for membership in the California Public Employees' Retirement System (PERS) from date of hire. Part-time employees who were qualified PERS members through prior public employment or whose position averages a minimum of twenty (20) hours during a calendar week are eligible for PERS membership from the date of hire. Other part-time employees will be eligible for PERS membership when they work more than 1,000 hours in a fiscal year.

In January 2013, changes to PERS retirement and health benefits took place through the California Public Employees' Pension Reform Act (PEPRA). This included changes to classification of members who were established prior or after January 1, 2013 ("new" versus "classic" members), members who had a break in membership, or members who are not eligible for reciprocity with a similar California public retirement system.

The employee's portion of the PERS contribution is 7% of gross salary. If the employee is considered a classic member of PERS, the employee contributes half (3.5%) of the 7% and CCCTA contributes the other half (3.5%) in the employee's name. CCCTA also contributes an additional percentage of the employee's gross pay, which is referred to as the employer's contribution. If considered a new member to PERS, the employee's portion of the contribution is the full 7%. The employer's contribution rate may be adjusted annually as determined by PERS.

CCCTA provides confidential professional counseling services through its Employee Assistance Program. These services are furnished by a private contractor and offer assistance in solving problems that affect employees' personal lives and/or their employment situation. Services consist of assistance in resolving family and financial problems, chemical dependency, legal questions, retirement issues, childcare or eldercare issues, life crisis issues, or other personal problems or concerns. There is no charge to the employee, including immediate family members and dependents, for up to three counseling sessions per calendar year. CCCTA also offers a Wellness Program and encourages all employees to participate in the planned activities. Components of the Wellness Program include nutrition education, monthly and annual screenings, health challenges, and access to an on-site or off-site gym.

As set forth in their respective Employee Handbook or MOU, employees participate in a Cafeteria Plan that can be used to reduce their share of the cost of their medical premium or as a credit for additional vacation time. Vacation hours not taken by the end of the calendar year are paid to the employee. Provision of health and welfare insurance coverage depends upon the employee's job category, as outlined below.

a. Management/Supervisory and Clerical/Administrative

Regular, full-time employees are eligible for health insurance, dental insurance, and group term life insurance that includes accidental death and dismemberment insurance. The basic life insurance benefit amounts to one and one-half times the employee's annual salary, up to $65,000. Transit Supervisors also have vision insurance, as specified in their MOU.

Health insurance coverage is administered by PERS. The type of coverage and cost depends upon the provider chosen by the employee and the number of covered dependents. CCCTA pays 100% of the premium for dental coverage. Group term life insurance coverage is paid 100% by CCCTA. CCCTA also pays 50% of the premium for vision insurance for the Transit Supervisors.

b. Maintenance

Maintenance employees are eligible for health, life, dental, vision, orthodontics and prescription drug benefits set forth in documents identified as Automotive Industries Health and Welfare Agreements. Their MOU lists the amount of payment CCCTA contributes per employee and the amount of the employee's co-payment.

c. Operators

Operators, after certification, are eligible to participate in all health and welfare benefits, including medical, dental, life insurance and vision coverage. Contributions made by CCCTA and the employee for the health and welfare benefits are set forth in their MOU.

E. Layoff and Recall

Employees may be laid off due to a change in duties or organization, abolishment of the position, shortage of funds, or completion of a temporary work assignment. A layoff is considered an involuntary separation and is not subject to appeal. Generally, layoffs will occur when CCCTA is faced with financial concerns that require a reduction in staff. In most cases, they will take place in seniority order within a job classification.

Layoff and recall provisions are outlined for Transit Supervisors, Maintenance employees and Operators in their respective MOUs. As described in their MOUs, employees affected by a layoff may be able to exercise their seniority to displace junior employees in any classification in any position covered by the MOU for which the senior employee is qualified. Employees on layoff will be recalled to work in the order of their seniority. Employees recalled within the designated time periods will retain all benefits accrued in prior service. However, benefits will not accrue during the layoff period.

F. Problem Resolution

It is CCCTA's policy to encourage its employees to seek advice, assistance and help from their supervisors and/or managers in resolving any work-related problems. Additionally, employees may consult with the Senior Manager of Human Resources concerning any complaint they feel may involve issues of discrimination or harassment on the basis of their race, color, religious creed, national origin, ancestry, sex, age, physical or mental disability, medical condition, marital status, veterans status, sexual orientation, gender identity, genetic information or any other protected class consistent with federal, state and local laws or Executive Orders.

Such information will be held in confidence until the person filing the complaint agrees on a course of action or unless disclosure is otherwise required by law. At all times, confidentiality and discretion will be used and retaliation will not be permitted when allegations of a violation of CCCTA's EEO Policy or Policy Regarding Unlawful Harassment are reported or investigated.

Any person who believes that he or she, individually or as a member of any specific class of persons, has been subjected to discrimination or harassment on the basis of issues named above may file an internal complaint with CCCTA and/or may file an external complaint with state or federal agencies. For further information, refer to Appendix D: Equal Employment Opportunity Complaint Procedures.

G. Disciplinary Procedures

New hires and employees who are transferred, promoted or demoted serve a probationary period. Full-time Administrative employees have a 180-day probationary period and part-time employees have a probationary period of 1,040 hours of work. Their probationary period may be extended if additional time is needed to determine suitability for the position. The length of the probationary period for Transit Supervisors, Maintenance employees and Operators is negotiated with their respective employee organizations. New Transit Supervisors and newly hired Operators have a probationary period of six months. Newly hired full-time Maintenance employees are on probation for 160 calendar days and part-time employees are on probation for the first 960 hours of work.

In most cases, CCCTA employs a progressively more severe penalty procedure for addressing performance and disciplinary problems. However, if the seriousness of the infraction warrants, discipline may begin at any step of the process. Generally, discipline starts with a counseling session or a verbal warning and then moves to a written warning and, eventually, to termination. A short-term suspension is invoked in some instances, depending upon the infraction and the surrounding circumstances. When appropriate, an employee may be demoted. All post-probationary employees are provided due process before serious disciplinary action, including termination, is applied. Grievance procedures are described in the applicable MOUs for the Transit Supervisors, Maintenance employees and Operators.

CCCTA may terminate an employee for poor job performance, poor attendance, lack of a valid driver's license with proper medical certification (when required for the job), insubordination,

violation of CCCTA's rules/policies, drug or alcohol use in violation of CCCTA's Substance Abuse Program, dishonest or fraudulent act, disregard of CCCTA's interest, violation of laws or regulations, inability to acquire necessary skills to perform the job, other cause, or for no cause if the employee is on probation.

Operators receive the majority of the verbal and written warnings, suspensions and terminations. Infractions that lead to verbal or written warnings may result in suspension and/or termination. Employees who received disciplinary actions are those who were unable to acquire the necessary skills to operate the bus, no longer had a valid driver's license, violated CCCTA safety, operational or attendance policies, or had unresolved personal, family or transportation problems.

VI. AFFIRMATIVE ACTION IN PREVIOUSLY IDENTIFIED PROBLEM AREAS

Employment practices and programs instituted in conjunction with CCCTA's earlier EEO/AA Plans have proved effective. CCCTA's 2012 EEO/AA Plan update included short-term and long-range goals from January 1, 2012 through December 31, 2014. Employment practices, including an analysis of CCCTA's workforce and goal achievement, were reviewed every six months and annual goals were adjusted, if applicable, to ensure the long-range goals were met. Goals were based on the 2000 civilian labor force Census information and were calculated using the eight-factor availability analysis.

The 2010 Census shows that the total population of Contra Costa County increased by 10.6% to 1,049,025 residents during the past ten years. More recently, the Census has also provided an American Community Survey (ACS) 5-Year population estimate for Contra Costa County, based upon years 2009-2013. In comparison to the 2010 Census, the total estimated population for Contra Costa County is 1,065,794, an increase of 16,769. Both the male and female population remained the same relative to the total population. Many of the racial/ethnic groups slightly decreased in population with the exception of the Asian (0.3%) and Hispanic races (0.2%).

According to the 2006-2010 American Community Survey (ACS) civilian labor force data, there has been an increase of minorities and females in comparison to the 2000 civilian labor force. CCCTA will continue to project goals based on anticipated job openings and at realistic rates expected to reach parity in all job categories. Based on the upward curve in applications received from minorities and projected increases in the minority population and civilian workforce within Contra Costa County, emphasis was placed on establishing availability factors for the next four years that take this trend into consideration. The following internal and external factors will continue to work in combination to resist efforts to realize established goals for minorities and females.

CCCTA experienced a layoff period in 2009 as result of substantial shortfalls in its budget due to decreased revenue. In 2009, there were 39 layoffs, and there were 2 layoffs each in 2010 and 2011. The remaining reduction in workforce was due to attrition when open positions were not filled.
The largest number of layoffs (37) was in the Operator job category with 6 layoffs in the Clerical and Administrative job category. As openings occurred in the Operator job category, some Operators were brought back from lay off (2 employees in 2010 and 20 employees in 2011). Operators were laid off based on their seniority, as specified in their MOU, and Administrative employees were laid off when their positions were eliminated. Since then, CCCTA has worked to restore its workforce and service provided to the central area of Contra Costa County as the economy continues to stabilize and reverse its downward trend.

CCCTA's aging workforce has also influenced its turnover rate, which is expected to slightly increase as the years progress. The highest number of employee separations was in the Operator category where there were 42 separations (25.6% turnover) in 2014, 17 separations (10.1% turnover) in 2013 and 26 separations (15.1% turnover) in 2012. The highest turnover rate in the Management and Supervisory category occurred in 2014 at 6.9% when 2 employees separated and 2013 at 3.7% when 1 employee separated. The Clerical and Administrative category in 2013 had its highest turnover rate of 12% (3 employees separated). For the Maintenance category, the highest turnover rate was 19.4% and 17.6% when 6 employees separated in both 2013 and 2014.

The total annual overall turnover rates ranged from 10% (26 employees) in 2012 to 10.8% (27 employees) in 2013 and 19.8% (50 employees) in 2014. Agency-wide, annual turnover rates for females were 8.4% (8 employees) in 2012, 12.2% (11 employees) in 2013 and 18.3% (27 employees) in 2014. The annual turnover rates for minorities were 9.6% (16 employees) in 2012, 9.6% (16 employees) in 2013, and 20.7% (36 employees) in 2014. Please refer to Table 4: Turnover Rates.

As in the past, the number of applications from females for Management & Supervisory and Operator positions is not expected to reach parity with their corresponding civilian labor force representations. The female applicant flow for the Clerical & Administrative category (73.9%) almost met parity with its labor force representation (74.6%). As noted previously, CCCTA received 830 applications during the three-year period ending in 2014.

As the economy continues to stabilize, CCCTA competes with other employers for qualified applicants. This includes a number of factors such as an attractive wage and benefits package or flexible work schedules. Individuals employed within the public transit industry, more specifically within the Maintenance and Operator categories, generally hold non-traditional jobs. The cumulative applicant flow for females was 287 (34.6%) individuals compared to their workforce representation of 36.8% individuals at the end of December 2014 and 79 (32.2%) applications received for the prior three-year period. CCCTA received 598 (76.2%) applications from minorities, compared to their 69.2% workforce representation and 177 (73.8%) applications for the previous three-year period. The percentages of female and minority applicants have increased compared to the prior three-year period.

As noted previously, the largest number of applications was received in the Operator category because CCCTA was recruiting for open positions. During this three-year EEO/AA review, CCCTA also had open positions in the Management and Supervisory, Clerical and Administrative, and Maintenance categories. For the Operator category, 62 positions were filled by new hires (25 females and 44 minorities). For the Management and Supervisory category, 3 positions were filled by new hires (2 females and 3 minorities) and 5 positions were filled by promotion/upgrade (2 females and 5 minorites). For the Maintenance category, CCCTA filled 12 positions with 1 promotion and 11 new hires (1 female and 9 minorities). For the Administrative and Clerical category, 5 positions were filled by new hires (3 females and 4 minorities). For all job categories, there were a total of 81 new hires, of which 31 (38.3%) were females and 66 (74.1%) were minorities.

Applicants may be eliminated during the screening process or they may decide at a later date that they are no longer interested in the position. Applications may be rejected when they are incomplete or are rejected when the applicant does not meet the minimum requirements for the position. An applicant's decision not to continue as a viable candidate may be based on a job offer elsewhere, a reluctance to leave a current position that may offer more stability or other benefits, the nature of the position, hours or other working conditions, lack of childcare or eldercare arrangements, lack of reliable transportation, and/or long commute distances.

Individuals who submitted viable applications may have been eliminated during the screening process if they indicated they were not available to work the required days or hours, they could not read, write, speak or understand English, or they did not have a stable and verifiable employment history. Applicants for Management/Supervisory, Clerical/Administrative and Maintenance positions may have been eliminated if they did not have the requisite experience, knowledge, skills or abilities to qualify for the recruited position. Applicants for positions that require a Class B driver's license may have been eliminated if they were unable to pass the California Department of Transportation medical examination or to obtain a Class B driving license permit.

Changes in the economy, adherence to high performance standards to ensure public safety and service reliability, and our aging workforce will continue to influence decisions related to separations. CCCTA competes with other industries that may provide better working conditions, wages and/or benefits. As the economy continues to improve and more favorable jobs become available with other employers, it is inevitable that CCCTA employees will seek and obtain these positions. There is no mandatory retirement age at CCCTA and the Authority has found that employees choose to continue to work beyond their normal retirement age.

The majority of the separations (85 of 103 or 82.5%) during the past three years were in the Operator category. There were 3 (2.9%) separations for the Management and Supervisory category. The Clerical and Administrative category had 3 separations (2.9%) and the Maintenance category had 12 separations (11.7%). The Operator category represents 65.2% (165 employees) of our total workforce of 253 employees. In comparison, the Management/Supervisory category represents 11.9% (30 employees), the Clerical/Administrative category represents 9.9% (25 employees) and the Maintenance category represents 13% (33 employees) of the total workforce.

Of the 103 total separations during the past three years, there were 50 (48.5%) terminations and 53 (51.5%) resignations. Agency-wide, termination rates were 34% (17 employees) for females and 72% (36 employees) for minorities during this three-year period. The majority of the terminations (47 of 50 or 94%) were in the Operator category. Operators are terminated for several reasons, including poor attendance, failing the California Department of Transportation physical exam, failure to obtain or maintain a Class B driving license, unsatisfactory driving skills, poor passenger relations skills, unsatisfactory classroom or behind-the-wheel performance during training, violation of CCCTA policies and procedures, job abandonment and lay off due to a reduction of fixed-route service.

Strictly enforced attendance requirements and a demanding training program make it inevitable that the Operator job category will have a high attrition rate. CCCTA's in-house, comprehensive training program for Operator Trainees is rigorous. A Trainee must pass the required California Department of Transportation physical exam, pass three written exams, become skilled in driving 40-foot transit coaches, master agency policies and procedures, and demonstrate good customer relations skills. Strict attendance and performance criteria policies are maintained to ensure public safety and to provide reliable and on-time transportation for our passengers.

CCCTA continues to monitor our employment practices and to take appropriate remedial actions, when necessary, to ensure that all employees are treated fairly. The Manager of Outreach Services monitors employment decisions as changes occur. Reports are compiled for all changes in employment status, including job postings, new hires, rehires, promotions, transfers, reclassifications, and separations. In addition, the Manager of Outreach Services prepares spreadsheets of the entire workforce as of December 31 each year and compares the workforce with the availability factors established in the most current EEO/AA Program and our achievement toward reaching the established annual goals for that year. The Manager of Outreach Services also analyzes employment decisions made during the year, including selections, promotions and terminations, to determine if there has been any disparate impact.

CCCTA developed a remedial plan, which includes the following activities, to ensure that future goals are realized. Attention will continue to be focused on our recruitment/selection process and retention factors.

A. Development and Execution of Action-Oriented Programs

CCCTA will continue to support employees and applicants for employment, as well as local, state and national action-oriented programs designed to improve the employment opportunities of minorities and females, through the following activities.

1. Evaluation of job postings and recruitment advertisements to ensure they accurately reflect functions of the position and qualification requirements.

2. Dissemination of information regarding CCCTA's EEO/AA Program to recruitment sources and organizations promoting the employment opportunities for minorities and females.

3. Dissemination of approved position descriptions and job specifications to interested internal and external applicants and to members of management involved in the recruiting, screening, selection and promotion process.

4. Consultation with hiring officials and individuals on an employee selection interview panel to promote nondiscriminatory practices in CCCTA's interview process.

5. Discussions with union officials to inform them of CCCTA's EEO/AA Program and commitment to equal employment opportunity and to request their continued cooperation and support.

6. Dissemination of CCCTA's EEO Policy statement on its website, employee bulletin boards, and in employee handbooks.

B. Techniques to Ensure an Adequate Applicant Pool

The following techniques will continue to be used to improve recruitment and to increase the flow of minority and female applicants.

1. Compile and maintain an affirmative action mailing list, consisting of community resource centers, recruitment agencies for traditionally underutilized groups, and special outreach programs, for use in recruitment outreach efforts. These organizations include county social service agencies, state and county employment development agencies, colleges, community centers, libraries, recruitment/placement organizations, and veteran's organizations.

2. Utilize recruiting programs at various institutions and community organizations that represent protected classes, and forward copies of job announcements to employment recruitment sources for external recruitment purposes.

3. Post internal and external recruitment notices on CCCTA employee bulletin boards and encourage employees to apply for promotional or lateral job openings. Provide copies of the approved position description and job specifications to interested internal and external applicants.

4. Encourage employees to refer minority and female applicants for available positions.

5. Post external recruitment notices on the CCCTA website. Advertise them in local newspapers where significant minority populations reside and in minority-focused newspapers, when appropriate, for available positions that have an under-representation of minorities.

6. Participate at community events, including job fairs and career day activities, when appropriate, based on the number and type of open positions.

CCCTA has found that accepting employment applications on an on-going basis leads to many viable minority and female candidates. All applications are kept on file for one year and reviewed when job openings occur. CCCTA received the largest response to notices of open positions posted on our website and advertisements placed in the *Contra Costa Times*, a local, general-circulation newspaper that reaches the minority communities within our service area. We received some applications from individuals who responded to recruitment notices sent to resource agencies. CCCTA works with agencies such as the California Employment Development Department and the Workforce Development Board of Contra Costa County in our recruitment outreach efforts.

A few applicants were hired following their referral from organizations promoting the employment of females and minorities. CCCTA has had some success with employment of workers recruited through local employment agencies. Some of our applicants indicated relatives and friends working for CCCTA referred them when positions were available. Several contacts were also made at job fairs and career activities/events in the past.

VII. UTILIZATION ANALYSIS

Federal guidelines (UMTA Circular C4704.1) provide that the representation of women and minorities in CCCTA's workforce should reflect that of the relevant labor market.

The purpose of the utilization analysis is to identify those job categories where there is an underutilization and/or concentration of minorities and females in relation to their availability in the relevant labor market. The numerical difference between the actual workforce and the relevant labor market indicates whether a particular group of employees is over-represented or under-represented. It is one of the indicators used in setting goals and taking corrective affirmative action regarding employment practices that may have contributed to any identified absence, underutilization, or concentration of a particular group.

CCCTA's utilization analysis consists of three sections: an availability analysis, a workforce analysis, and a comparison of the workforce analysis with the available civilian labor force. The workforce analysis also includes an assessment of the changes in CCCTA's workforce since its EEO/AA Plan was updated in 2012.

A. Availability Analysis

An availability analysis determines the percentages of minorities and females available for employment in the area labor force for employment in each identified job category. Availability is defined as the percentage of minorities or females who have the skills required for entry into a specific group, or who are capable of acquiring them. The purpose of the availability determination is to establish a benchmark against which the demographic composition of CCCTA's incumbent workforce can be compared in order to determine whether barriers to equal employment opportunity may exist within particular job categories.

Persons defined as available are those who are interested and who are qualified to perform the work at hand. Occupational data, in addition to general population and unemployment information, along with training and promotional opportunities were considered when determining availability. Availability percentages were compared with actual employment percentages to identify underutilization of minorities and females. Underutilization is defined as having fewer minorities or females in a particular job category than would be expected by their availability in relevant labor markets.

Recruitment for the four job categories (Management and Supervisory, Clerical and Administrative, Maintenance, and Operators) is primarily from Contra Costa County although occasional regional, state and national recruitment efforts may be necessary for key administrative and management positions. CCCTA's decision to recruit primarily within the County where it provides service to the public is based on several factors: the high diversity of cultural and ethnic groups represented; the range of skills, experience, knowledge and educational backgrounds available: and the extensive commute distances and time required from neighboring counties.

1. Determination of Availability

To determine internal and external female and minority availability for each job category, CCCTA used the following set of eight factors.

Factor 1: Percentage of minorities and females in the Contra Costa County population. Evaluates the population of the labor area where CCCTA provides service.

Factor 2: Percentage of minorities and females among the unemployed. Reviews the size of the minority and female unemployed workforce.

Factor 3: Percentage of minorities and females in the total workforce. Considers the total civilian labor force within Contra Costa County.

Factor 4: Percentage of minorities and females among those having requisite skills for the job category. Factors in the civilian labor force for the job category.

Factor 5: Percentage of minorities and females among those seeking employment within a reasonable recruitment area. Weighs the availability of minorities and females based on CCCTA applicant flow data.

Factor 6: Percentage of minorities and females among those promotable or transferable within CCCTA. Assesses the availability of current employees who may have the requisite knowledge, skills and abilities for the position.

Factor 7: Percentage of minorities and females at institutions providing training in requisite skills. Considers the existence of training institutions capable of training persons for available positions.

Factor 8: Percentage of minorities and women among those at CCCTA who can be trained in the requisite skills. Evaluates the degree of training that CCCTA reasonably is able to undertake as a means of making open positions available to qualified minorities and females.

Factors 1, 2, 3, 4, 5 and 7 measure external (outside CCCTA) availability. Factors 6 and 8 measure internal availability and address movements among and between job categories.

2. Review of Present External Availability Factors

External availability factors used to set CCCTA's workforce goals in the 2012 EEO/AA Plan were based on the 2000 and 2010 U.S. Census. For purposes of this EEO/AA Program, the labor force area is considered to be Contra Costa County for all job categories. Using the 2006-2010 American Community Service (ACS) 5-year civilian labor force data generated by the U.S. Census Bureau, Contra Costa County has a total civilian labor force of 47% females (compared to 46.4% in 2000) and 48.8% minorities (compared to 38.5% in 2000).

The U.S. Census Bureau data for the 2009-2013 ACS 5-year estimate shows that the total population in Contra Costa County is 1,065,794 residents. This represents an increase of 16,769 residents since the 2010 Census. Racial/ethnic groups include 63.1% White, 9.1% Black, 14.7% Asian, 1% American Indian/Alaska Native/Hawaiian Native, 6.7% some other race, and 5.4% two or more races. The population for Hispanic/Latino (any race) is 24.5%. Please refer to Table 5: Population and Labor Force Information, Contra Costa County.

3. Availability Factor Computation Method

Availability was calculated using the following three-step method: (a) Quantified data (raw statistics) were collected for each factor considered for the identified job categories; (b) Factors were weighted according to their importance and proportional contribution to the overall job category; and (c) Raw statistics data and value weights were then multiplied, the collective product of which was added together to provide the final estimate of availability for each job category. The following describes the factors used for each job category and lists them in order of the assigned weights. The Availability Factor Computation Forms for all job categories are included in Appendix E.

(a) Management and Supervisory

Factor 1: Population, Factor 2: Unemployed in Labor Area, Factor 3: Total Workforce in immediate Labor Area, and Factor 7: Training Institutions, were not applicable for this job category as CCCTA requires individuals in these job classifications to have technical background knowledge and related experience in managerial skills related to the transit industry.

Factor 6: Promotable or Transferable within CCCTA, was ranked first as many of the promotions during the past three years were within the Management and Supervisory job category and some anticipated new openings are expected to be promotions. Factor 4: Requisite Skills in Immediate Labor Area, was also ranked first as it considers the comparable civilian labor force in Contra Costa County for occupations classified as "Officials and Managers". Some anticipated new openings are anticipated to be filled by new hires.

Factor 5: Seeking Employment in Reasonable Recruitment Area, uses applicant flow data for the past three years. This factor ranked second as CCCTA recruits from these groups for its managerial positions. However, not all applications are considered to be qualified because applicants must have the required knowledge, skills and abilities for the open position. The lowest weight was given to Factor 8: Training in Requisite Skills, as only a few openings are anticipated in positions where CCCTA has traditionally promoted employees to this job category. Availability for this job category was set at 61% for minorities and 36.6% for females.

(b) Clerical and Administrative

Factors 1 and 2: Population and Unemployment Labor Force, and Factor 7: Training Institutions, were not applicable for this job category as CCCTA requires individuals to have basic skills or abilities, including background knowledge and experience.

Factor 4: Requisite Skills in Immediate Labor Area and Factor 5: Seeking Employment in Reasonable Recruitment Area was ranked first in this category. Factor 4 uses civilian labor force data in Contra Costa County for occupations classified as "Administrative Support". Factor 5 considers applicant flow for the past three years for this job category, which CCCTA recruits from for its clerical and administrative positions, however, not all applications are considered to be qualified.

Factor 6: Promotable or Transferable, was ranked second. It uses information on CCCTA's Clerical and Administrative workforce as most individuals can be promoted within their job category.

The third-place rank was assigned Factor 3: Total Workforce in Immediate Labor Area, which uses the overall civilian labor force data for Contra Costa County. Factor 8: Training in Requisite Skills, considers job-posting applicants. This factor was ranked last because there were no promotions to this job category during the past three years. Availability figures assigned were 56.3% for minorities and 68.3% for females in this job category.

(c) Maintenance

Factors 1 and 2: Population and Unemployed Labor Force, Factor 3: Total Workforce in Immediate Area, and Factor 7: Training Institutions, were not applicable for this job category as CCCTA requires individuals to have special skills, abilities, knowledge and experience. Ranked first was Factor 6: Promotable or Transferable, which considers CCCTA's Maintenance workforce since promotions, traditionally, have been made from the current workforce in this job category.

The next highest ranks were assigned to Factor 4: Requisite Skills in Immediate Area and Factor 5: Seeking Employment in Reasonable Recruitment Area because it uses the Contra Costa County civilian labor force data for occupations classified as "Bus, Truck Mechanics" as most new hires had requisite skills and reside within the County. It also considers our applicant flow for occupations in this job category, although not all applications are considered qualified. Factor 8: Training in Requisite Skills considers promotional data to this job category. It was ranked last because requisite skills and experience are required, there was only one promotion during the past three years, and the number of future job openings is anticipated to be small. Availability was established at 58.8% for minorities and 6.7% for females.

(d) Operators

Factors 1 and 2: Population and Unemployed Labor Force, Factor 7: Training Institutions, and Factor 8: Training in Requisite Skills, were not applicable for this job category. We require applicants to have five years of driving experience and the ability to obtain a California Class B driver's license prior to entering the CCCTA Operator training class.

Ranked first was Factor 6: Promotable or Transferable, which considers CCCTA's Operators who are reclassified into full-time positions when openings are available. The next highest weight was assigned to Factor 4: Requisite Skills in Immediate Labor Area and Factor 5: Seeking Employment in Reasonable Recruitment Area. Factor 4 uses the civilian labor force for occupations classified as "Bus Drivers" and Factor 5 considers our three-year applicant flow for this position. Ranked last was Factor 3: Workforce in Immediate Labor Area uses data from the Contra Costa civilian labor force. Availability for this job category was determined to be 71% for minorities and 37.2% for females.

B. Workforce Analysis

CCCTA's workforce analysis provides an overall employment profile and forms the basis for determining the existence of possible systemic discrimination. It profiles the composition of

CCCTA's workforce as of December 31, 2014 by department, job category, job title, job classification, and salary range. Each of these categories is cross-referenced by race/ethnicity and gender. This analysis is structured along lines of progression by departmental units to ensure that promotional opportunities are considered. It provides a listing of all individual job titles and salary ranges from the highest paid to the lowest paid within each department. Please refer Table 6: Workforce Analysis by Department (3 attachments).

1. Identification of Employees by Department

   As of December 31, 2014, CCCTA employed 253 individuals at its Concord facility. CCCTA divides its workforce into three departments—Administration, Maintenance and Transportation. The Administration Department is responsible for carrying out policies of the Board of Directors and for the overall operation of CCCTA. It includes the General Manager's Office, Finance, Human Resources, Information Technology, Marketing and Customer Service, and Planning and Scheduling. The Maintenance Department includes Facility and Vehicle Maintenance, Grants/Procurement and Stores. The Transportation Department includes Fixed-Route and Paratransit Transportation, and Safety and Training.

2. Identification of Major Job Categories

   A job category is a grouping of jobs that may cut across departmental lines. The job category is the basic unit for successive analyses built upon it, including an availability analysis, and any employment goals that may be established thereafter. CCCTA made an analysis of its positions and grouped them according to similar content and level of responsibilities. The job categories were made sufficiently large so that meaningful statistical analyses could be made.

   As a result, CCCTA's employees were grouped into four job categories: Management and Supervisory (30 employees), Clerical and Administrative (25 employees), Maintenance (33 employees) and Operators (165 employees) for a total of 253 employees at the end of December 2014. Please refer to Table 7: Summary of Authorized and Filled Positions by Job Category, which lists all authorized and filled positions as of December 31, 2014. Shown below are relevant job categories as defined by the Equal Employment Opportunity Commission.

   a. Officials and Administrators (EEO Code 1)

      Occupations in which employees set broad policies, exercise overall responsibility for execution of these policies, or direct individual departments or special phases of the agency's operations. These individuals have supervisory responsibilities for two or more employees. Positions include: General Manager, Directors, Managers, Supervisors and Facilities Superintendent.

   b. Professionals (EEO Code 2)

      Occupations that require specialized and theoretical knowledge, which is usually acquired through college training or through work experience and other training that provides comparable knowledge. Positions include: Buyer, Senior Accounting Assistant and Training Coordinator.

c. Paraprofessionals (EEO Code 5)

Occupations in which workers perform some of the duties of a professional or technician in a supportive role, which usually require less formal training and/or experience normally required for professional or technical status. Positions include: Chief Service Scheduler, Help Desk and User Support, Payroll Supervisor and Storekeeper.

d. Administrative Support (EEO Code 6)

Occupations in which workers are responsible for internal and external communication, recording and retrieval of data and/or information and other paperwork required in an office. Positions include: ADA Specialist, Administrative Assistant, Assistant to the General Manager, Customer Service Representative, Data Processing Specialist, Executive Secretary, Lead Data Processing Specialist, Office Administrator Customer Service, Payroll Specialist, Senior Customer Service Representative and Service Representative/Schedule Distribution Clerk.

e. Skilled Craft Workers (EEO Code 7)

Occupations in which workers perform jobs which require special manual skill and a thorough and comprehensive knowledge of the processes involved in the work which is required through on-the-job training and experience or through apprenticeship or other formal training programs. Positions include: Mechanic I through Mechanic VI.

f. Service-Maintenance (EEO Code 8)

Occupations in which workers perform duties which result in or contribute to the comfort, convenience, hygiene or safety of the general public or which contribute to the upkeep and care of buildings, facilities or grounds of public property. Positions include: Assistant Facility Superintendent, Custodian, Lead Custodian, Senior Facility Worker, Service Worker and Transit Operator.

3. Race/Ethnic Identification

CCCTA obtains the race/ethnic identity of employees from the Equal Employment Opportunity Survey Forms completed by applicants and new hires or from post-employment records. For purposes of this EEO/AA Program, an employee may be included in the group to which he or she should belong, identifies with, or is regarded in a community as belonging. No person is counted in more than one race/ethnic group. CCCTA uses the race/ethnic categories as identified in UMTA Circular C4704.1. They include White, Black, Hispanic, Asian or Pacific Islander, and American Indian or Alaskan Native (Native American). Applicants and new hires may also elect to decline stating his or her race/ethnic identity.

4. Assessment of Present Workforce

a. Overall Summary

Using statistics shown in Table 7: Workforce Analysis by Job Category, the following is an assessment of CCCTA's workforce as of December 31, 2014 when 253 regular full-time and part-time individuals were employed. Nonminority males accounted for 19.4% of the total

workforce while nonminority females accounted for 11.1%. Total male representation was 63.2%, female representation was 36.8% and minority representation was 69.6%.

b. Minority Representation by Race/Ethnic Category

The breakdown of total minority representation (176 employees at 69.6%) is as follows: Black males at 16.2%, Hispanic males at 15%, Asian males at 12.3%, and Native American males at .4%; Black females at 16.6%, Hispanic females at 7.1%, Asian females at 1.6%, and Native American females at 0.4%.

c. Minority Representation by Job Category

Total minority representation within the established job categories is broken down as follows: Management and Supervisory, 13 employees at 43.3%; Clerical and Administrative, 13 employees at 52%; Maintenance, 22 employees at 66.7%; and Operators, 128 employees at 77.6%.

d. Female Representation by Job Category

The total representation of females (93 employees at 36.8%) within the established job categories is as follows: Management and Supervisory, 9 employees at 30%; Clerical and Administrative, 19 employees at 76%; Maintenance, 3 employees at 9.1%; and Operators, 62 employees at 37.6%.

5. Assessment of Workforce During the Past Three Years

a. Overall Summary

CCCTA's total number of full-time and part-time employees increased by 4 individuals, from 249 (as of December 31, 2011) to 253 (as of December 31, 2014). This represented a 1.4% increase during the three-year period. In contrast, there was a decrease of 57 employees from 306 to 249 employees over the previous three-year period. Please refer to Table 9: Summary of Workforce Representation.

During the most recent three-year period, there was a slight decrease in the number of male employees by 1 individual (0.6%). In contrast, there was an increase in female employees by 5 individuals (5.7%) and minority employees by 16 individuals (10%). Some racial/ethnic groups increased, as shown by the following rates: 10 Black employees (13.7%) and 9 Hispanic employees (19.1%). In contrast, there was a decrease in Nonminority employees (12 employees at 13.5%) and Asian employees (3 employees at 7.9%). There was no change in the number of Native American employees (2 employees).

b. New Hires

A total of 81 employees were hired by CCCTA during this three-year period ending in December 2014, compared to 31 new hires during the previous three-year term. Nonminority males were hired at the rate of 16.1%, which represents an absolute difference of 4.8% below their 20.9% representation in CCCTA's workforce as of December 31, 2011. Females were hired at the rate of 32.3% for a decrease of 3% based on their representation of 35.3%. Minorities were hired at the rate of 74.2%, which equates to an increase of 9.9% above their representation at 64.3%. Table 2: New Hires, provides details on these results.

c. Separations

Over this same three-year term, there were a total of 103 separations, compared to 87 separations for the prior three-year period. The number of separations was 26 in 2012, 27 in 2013 and 50 in 2014. Nonminority males separated at the rate of 19.4%, females at 35%, and minorities at 66%. For comparison purposes, their respective workforce representations were 19.4% for nonminority males, 36.8% for females (a decrease of 1.8%), and 69.6% for minorities (a decrease of 3.6%). Please refer to Table 10: Separations.

(1) Resignations

A total of 53 employees resigned from CCCTA during this three-year time span. As a comparison, 34 employees resigned during the previous three-year term. The highest number of resignations occurred in 2014 (26 employees) with 20 resignations in 2013 and 7 resignations in 2012. The rates of resignations by group are: nonminority males, 20.8%; females, 35.8%; and minorities, 60.4%. Please refer to Table 11: Resignations.

(2) Terminations

During this three-year timeframe, 50 individuals were terminated from employment, compared to 53 during the previous three-year term. The largest number of terminations occurred in 2014 (24 employees) with 7 employees in 2013 and 19 employees in 2012. Employees could be terminated for the following reasons: attendance, job performance, violation of company policies, and licensing requirements.

Nonminority males were terminated at a rate of 18%. Female employees were terminated at a rate of 34% and minorities were terminated at the rate of 72%.

As discussed earlier in this report, the Operator category, including Operator Trainees, received the highest number of terminations (47 of 50). 1 termination during this period was made in the Management and Supervisory category and 2 terminations were made in the Maintenance category. Please refer to Table 12: Terminations.

C. Comparison of Workforce Analysis with Available Civilian Labor Force

Availability percentages were compared with actual employment percentages to identify any underutilization of minorities and females. Underutilization is defined as having fewer minorities or females in a particular job category than reasonably would be expected by their established availability based on their presence in the relevant labor force. In order to apply meaningful affirmative action techniques to meet availability factors and workforce goals, such factors and goals must be realistic and achievable. CCCTA will continue to make every effort possible to recruit and select qualified minority and female applicants for all job categories when there are job openings.

For the Management/Supervisor job category, the low turnover rates (3.6%) for the three years ending in 2014 and limited number of new positions, have contributed to making it difficult to reach parity for females or minorities. Using the availability factors established in this EEO/AA Plan update, it is worth noting that three job categories (Clerical & Administrative, Maintenance, and Operators) meet or exceed parity for females and minorities. The Management & Supervisory category fell below parity for minorities by 5 individuals and below parity for females by 1 individual. For these results,

please refer to Table 13: Workforce Analysis and Goals by Job Title and Group, Agency-Wide Summary.

Although CCCTA's total female workforce (36.8%) does not match Contra Costa County's 2006-2010 ACS estimate for female civilian labor force (47%), three job categories met or exceeded their respective availability based on the eight-factor analysis method. Noted achievements include Clerical and Administrative by 7.7% (1 individual), Maintenance by 2.4% (less than 1 individual), and Operators by 0.4% (less than one individual). Current workforce representation for females in the Management/Supervisory category is 30% as compared to 37% in 2011 and the availability factor of 36.6% for this job category. This represents an underutilization of 6.6%, which equates to 1 individual based on 30 employees in this job category at the end of 2014.

Agency-wide, CCCTA's minority employment at 69.2% (compared to 64.3% for the prior three-year period) is more than the proportion of minorities (48.8%) in the 2006-2010 ACS estimated civilian labor force in Contra Costa County.

VIII. CONSIDERATION OF EXTERNAL FACTORS IN THE EMPLOYMENT OF AFFECTED CLASSES OF PERSONS

External factors have had some significance as a deterrent to the employment at CCCTA of particular classes of persons. CCCTA's Concord facility, located in the northern area of the City, is readily accessible by major highway systems. CCCTA provides free bus service to this facility for employees who travel on our buses within our service area. CCCTA strives to ensure there is adequate access to information about employment and our open positions. The Authority's use of media advertising and a network of recruitment resources as well as posting job openings on the CCCTA website seem to produce reasonable results. Applicants may apply for positions at the Administrative Office in Concord, download the application on the CCCTA website, or they may also be mailed upon request.

Central Contra Costa County contains numerous public high schools, most of which rank among the top in California. The County also contains three community colleges, which charge average tuition fees. Four-year institutions within our service area include a branch of the California State University, East Bay, in Concord, California and other private colleges/universities. Housing costs in the San Francisco Bay Area are among the highest in the nation and mirror the high cost of housing within the County.

Job opportunities in Central Contra Costa County, where CCCTA is located, are on an upward trend as the economy, including the housing market, continues to improve and stabilize. In the past, an adequate number of qualified candidates were found within the County for most positions, although occasional regional, state and national recruitment efforts may be necessary for key administrative and management positions. Competitive positions within other industries may discourage a significant movement into the limited number of positions offered by CCCTA.

External and internal factors combined make it difficult for individuals considering employment at CCCTA. For all job categories, flextime work schedules, day-care arrangements, and/or attractive wages/benefits are three powerful inducements offered by other employers in this competition for female and minority workers. Female Operators and Maintenance personnel in public transit service hold nontraditional jobs. This is significant, since CCCTA competes with employers that offer more attractive "pink-collar" positions in the local economy.

CCCTA provides a comprehensive and exhaustive Operator training program, which leads to part-time and full-time jobs with varying hours. Lacking adequate and affordable day-care facilities or other arrangements, many females do not apply for these positions. Day-care facilities are available but their rates are generally high and operating hours are limited, making their value questionable for Operators and Maintenance personnel. Area day-care facilities are oriented toward parents who work the traditional 8:00 a.m. to 5:00 p.m. hours, Monday through Friday. Employees in these two job categories may begin work at 4:00 a.m., stop work at midnight or 1:30 a.m., and/or work on weekends. Single parents are particularly vulnerable when childcare is expensive and limited to traditional hours.

CCCTA tries to accommodate employees with young or school-age children or those who have academic pursuits, difficult commute situations, eldercare responsibilities, or other endeavors requiring a flexible work schedule. For example, some Administrative employees have the option of scheduling their hours on a flexible basis providing departmental operations are covered. Transit Supervisors, Maintenance employees and Operators bid on their work assignments based on seniority, as specified in their respective MOUs, so they have some flexibility in scheduling their hours.

IX. GOALS AND TIMETABLES

Goals and timetables are an integral part of CCCTA's EEO/AA Program. Goals are used to measure progress toward achieving equal employment opportunity, and they serve as objectives or targets reasonably attainable by means of applying good faith efforts to make all aspects of the EEO/AA Program work. To achieve these goals, CCCTA engages in outreach and other efforts to broaden the pool of qualified candidates to include minorities and women.

Goals are based on the workforce analysis as of December 31, 2014 and form a guide for all employment activity projected to occur in the four calendar years commencing January 1, 2015 and ending December 31, 2018. The goals are stated in numerical and percentage objectives, and they are based on the availability of qualified persons in the relevant job categories as developed by the eight-factor availability analysis.

Progress in overcoming underutilization of females and minorities is monitored and measured through the use of goals and timetables, which are designed to correct any identified deficiencies. CCCTA's determination that a goal is required constitutes neither a finding nor an admission of discrimination. Goals and timetables for the placement of females and minorities in CCCTA's workforce are set forth in Table 13: Workforce Analysis and Goals by Job Title and Group.

A. Development of Goals and Timetables

When establishing the size of goals and the length of timetables, CCCTA considered results that were flexible and reasonably could be expected using good faith efforts to make the overall EEO/AA Program work. Goals were set that are significant, measurable, and believed to be attainable and they include timetables specific for planned results. Goals are not considered as either a ceiling or a floor for the employment of particular groups. Consideration was given to anticipated attrition, expansion, contraction, turnover, and availability of persons with required knowledge, skills and abilities.

The number of individuals in three job categories is small. The Management/Supervisory category has 30 employees, the Clerical/Administrative category has 25 employees, and the Maintenance category has 33 employees. Thus, a gain/loss of one or two employees in a female or minority group in these three job categories can produce a remarkable statistical result. In contrast, the Operator category has 165 employees as of December 31, 2014.

B. Specific Goals and Timetables

During the calendar years 2015-2018, it is projected that 57 job openings will occur due to attrition and the workforce will expand by 3 employees. The expansion includes an increase or meeting full staffing needs in the smaller job categories. Of the 64 total job openings that are expected to be filled, it is projected that 4 positions will be filled by promotion of existing employees and 53 will be filled by new hires.

A breakdown of this projected activity within each department is set forth in Table 13 for that job category. For the Management & Supervisory category, CCCTA anticipates 7 job openings will occur due to attrition. It is projected that 4 job openings will be filled by new hires and 3 positions will be filled by promotion. The Clerical & Administrative category is projected to have 2 job openings which will occur due to attrition. It is projected that 1 job opening will be filled by new hire and 1 by promotion. The Maintenance category is projected to have 3 job openings due to attrition, 3 positions to be filled by new hires. Turnover within these three categories occurs very infrequently, and there are limited opportunities to expand the number of employees.

Lastly, for the Operator category, CCCTA anticipates 42 job openings will become available, all of which are to be filled by new hires. As in the past, most job openings will occur in the Operator category where turnover is greater than other job categories.

C. Short-Term Goals

Short-term goals are stated in numerical and percentage projections and are set for one-year periods based on anticipated job openings and availability of females and minorities. Short-term goals are set in order to assure accomplishment of long-range goals. They represent the net increase in female and/or minority employment in their respective job categories. A monitoring system was established to review progress toward short-term goals. This system allows for the revision of short-term and long-range goals as progress is made.

As of December 31, 2014, our achievement in reaching parity with the availability factors established in the 2012 EEO/AA Program was as follows: Management and Supervisory, female (less than 1 individual) and minorities (more than 1 individual), Clerical and Administrative, females (more than 2 individuals) and minorities (more than 1 individual), Maintenance, females (more than 1 individual) and minorities (more than 2 individuals) and Operators, females (met parity) and minorities (more than 9 individuals).

As mentioned earlier, CCCTA anticipates its workforce will expand by 3 employees over the next four years. Based on a total anticipated workforce of 256 employees as of December 31, 2018, it is projected that CCCTA will increase its minority representation from 176 employees (69.3%) at the end of 2014 to 181employees (71.3%) at the end of 2015. It is further projected that CCCTA will increase its female representation from 93 employees (36.8%) at the end of 2014 to 99 employees (39%) at the end of 2015. Annual projections for outlying years are: 2016, 183 minorities and 101 females; 2017, 186 minorities and 103females; and 2018, 187 minorities and 106 females.

D. Long-Range Goals

Long-range goals are stated in percentages of representations of minorities and females within specific calendar years for a four-year period. Such goals and timetables include consideration that availability and parity for traditionally underutilized or underemployed groups is not constant. Like short-term goals, long-range goals have been projected on anticipated job openings at a realistic rate toward reaching parity in all job categories in all departments.

Long-range goal projections indicate that CCCTA will increase the number of minority employees from 176 in 2014 to 187 in 2018. The minority percentage will increase from 71.3% in 2015 to 73% in 2018. Likewise, the female representation will increase from 93 employees in 2014 to 106 employees in 2018 while the female percentages increase from 39% in 2015 to 41.4% in 2018. These figures are based on a projected workforce of 256 employees as of December 31, 2018.

To achieve these projections and to reach parity with the established availability factors, CCCTA set the following short-term and long-term goals over the next four-year period: Management and Supervisory job category, the addition of 4 minorities and 4 females; Clerical and Administrative job category, the addition of 1 minority and 2 females; Maintenance job category, the addition of 1 female and 1 minority; and the Operator job category, the addition of 5 minorities and 5 females.

CCCTA will strive to meet these goals through the continuation of its recruitment and selection procedures that have proved successful in the past, including posting internal and external job announcements on employee bulletin boards, posting external job announcements on the CCCTA

website, advertising open positions in local newspapers and other publications, and distributing job announcements to our EEO/AA resource agencies. CCCTA will continue to accept job applications on an ongoing basis and refer viable job candidates to hiring department personnel when positions are open.

Table 1: APPLICANT FLOW DATA

January 1, 2012 through December 31, 2014

Year	Job Category	Total Surveys	Male	Female	Minority	MALE White	MALE Black	MALE Hispanic	MALE Asian	MALE NA	FEMALE White	FEMALE Black	FEMALE Hispanic	FEMALE Asian	FEMALE NA
KNOWN SURVEYS															
2012	Mgmt. & Supervisory	2	2	0	2	0	1	0	1	0	0	0	0	0	0
	Clerical & Admin.	2	1	1	1	1	0	0	0	0	0	1	0	0	0
	Maintenance	12	12	0	9	3	3	3	3	0	0	0	0	0	0
	Operators	110	79	31	76	23	35	11	10	0	11	18	2	0	0
	Total	126	94	32	88	27	39	14	14	0	11	19	2	0	0
	Percentage of Total	100.0%	74.6%	25.4%	69.8%	21.4%	31.0%	11.1%	11.1%	0.0%	8.7%	15.1%	1.6%	0.0%	0.0%
2013	Mgmt. & Supervisory	25	15	10	23	1	11	2	1	0	1	7	2	0	0
	Clerical & Admin.	81	22	59	66	6	2	6	8	0	9	26	14	10	0
	Maintenance	105	92	13	71	31	22	22	16	1	3	7	3	0	0
	Operators	151	102	49	124	21	41	20	17	3	6	35	5	2	1
	Total	362	231	131	284	59	76	50	42	4	19	75	24	12	1
	Percentage of Total	100.0%	63.8%	36.2%	78.5%	16.3%	21.0%	13.8%	11.6%	1.1%	5.2%	20.7%	6.6%	3.3%	0.3%
2014	Mgmt. & Supervisory	4	4	0	4	0	1	2	1	0	0	0	0	0	0
	Clerical & Admin.	36	8	28	27	2	4	1	1	0	7	14	6	1	0
	Maintenance	37	34	3	28	9	10	13	2	0	0	1	2	0	0
	Operators	220	141	79	167	35	49	29	25	3	18	53	6	1	1
	Total	297	187	110	226	46	64	45	29	3	25	68	14	1	1
	Percentage of Total	100.0%	63.0%	37.0%	76.1%	15.5%	21.5%	15.2%	9.8%	1.0%	8.4%	22.9%	4.7%	0.3%	0.3%
Three Years	Mgmt. & Supervisory	31	21	10	29	1	13	4	3	0	1	7	2	0	0
	Clerical & Admin.	119	31	88	94	9	6	7	9	0	16	41	20	11	0
	Maintenance	154	138	16	108	43	35	38	21	1	3	8	5	0	0
	Operators	481	322	159	367	79	125	60	52	6	35	106	13	3	2
	Total	785	512	273	598	132	179	109	85	7	55	162	40	14	2
	Percentage of Total	100.0%	65.2%	34.8%	76.2%	16.8%	22.8%	13.9%	10.8%	0.9%	7.0%	20.6%	5.1%	1.8%	0.3%

UNKNOWN SURVEYS		Total	Male	Female
2012	Unknown Surveys	4	4	0
2013	Unknown Surveys	26	20	6
2014	Unknown Surveys	15	7	8
	Total	45	31	14
	Percentage of Total	100.0%	68.9%	31.1%

TOTAL APPLICANTS		Total	Male	Female
2012	Total Applicants	130	98	32
2013	Total Applicants	388	251	137
2014	Total Applicants	312	194	118
	Total	830	543	287
	Percentage of Total	100.0%	65.4%	34.6%

2006-2010 ACS 5-Year Civilian Labor Force Data	Female	Minority
Total Civilian Labor Force	47.0%	48.8%
Officials & Managers	45.0%	32.0%
Administrative Support	74.6%	49.2%
Bus/Truck Mechanics	0.0%	50.7%
Bus Drivers	35.5%	60.4%

Applicant Flow, 3 Years Known Surveys	Female	Minority
Total	34.8%	76.2%
Mgmt. & Supervisory	32.3%	93.5%
Clerical & Admin.	73.9%	79.0%
Maintenance	10.4%	70.1%
Operators	33.1%	76.3%

Table 2: NEW HIRES
January 1, 2012 through December 31, 2014

Year	Job Category	Total Hires	Male	Female	Minority	MALE					FEMALE				
						White	Black	Hispanic	Asian	NA	White	Black	Hispanic	Asian	NA
2012	Mgmt. & Supervisory	1	1	0	1	0	1	0	0	0	0	0	0	0	0
	Clerical & Admin.	1	1	0	0	1	0	0	0	0	0	0	0	0	0
	Maintenance	1	1	0	0	1	0	0	0	0	0	0	0	0	0
	Operators	33	18	15	21	7	6	4	1	0	5	6	4	0	0
	Total	36	21	15	22	9	7	4	1	0	5	6	4	0	0
	Percentage of Total	100.0%	58.3%	41.7%	61.1%	25.0%	19.4%	11.1%	2.8%	0.0%	13.9%	16.7%	11.1%	0.0%	0.0%
2013	Mgmt. & Supervisory	2	0	2	2	0	0	0	0	0	0	0	1	1	0
	Clerical & Admin.	2	1	1	2	0	0	1	0	0	0	1	0	0	0
	Maintenance	4	3	1	3	1	0	1	1	0	0	0	1	0	0
	Operators	14	11	3	11	2	6	2	1	0	1	2	0	0	0
	Total	22	15	7	18	3	6	4	2	0	1	3	2	1	0
	Percentage of Total	100.0%	68.2%	31.8%	81.8%	13.6%	27.3%	18.2%	9.1%	0.0%	4.5%	13.6%	9.1%	4.5%	0.0%
2014	Mgmt. & Supervisory	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	Clerical & Admin.	2	0	2	2	0	0	0	0	0	0	1	1	0	0
	Maintenance	6	6	0	6	0	2	3	1	0	0	0	0	0	0
	Operators	15	8	7	12	2	3	1	2	0	1	5	1	0	0
	Total	23	14	9	20	2	5	4	3	0	1	6	2	0	0
	Percentage of Total	100.0%	60.9%	39.1%	87.0%	8.7%	21.7%	17.4%	13.0%	0.0%	4.3%	26.1%	8.7%	0.0%	0.0%
Three Years	Mgmt. & Supervisory	3	1	2	3	0	1	0	0	0	0	0	1	1	0
	Clerical & Admin.	5	2	3	4	1	0	1	0	0	0	2	1	0	0
	Maintenance	11	10	1	9	2	2	4	2	0	0	0	1	0	0
	Operators	62	37	25	44	11	15	7	4	0	7	13	5	0	0
	Total	81	50	31	60	14	18	12	6	0	7	15	8	1	0
	Percentage of Total	100.0%	61.7%	38.3%	74.1%	17.3%	22.2%	14.8%	7.4%	0.0%	8.6%	18.5%	9.9%	1.2%	0.0%

Table 3: PROMOTIONS BY JOB CATEGORY
January 1, 2012 through December 31, 2014

Year	Job Category	Total Promotions	Male	Female	Minority	MALE					FEMALE				
						White	Black	Hispanic	Asian	NA	White	Black	Hispanic	Asian	NA
2012	Mgmt. & Supervisory	0	0	0	0										
	Clerical & Admin.	0	0	0	0										
	Maintenance	1	1	0	0	1									
	Total	1	1	0	0	1	0	0	0	0	0	0	0	0	0
	Percentage of Total	100.0%	100.0%	0.0%	0.0%	100.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
2013	Mgmt. & Supervisory	3	2	1	3		1	1				1			
	Clerical & Admin.	0	0	0	0										
	Maintenance	0	0	0	0										
	Total	3	2	1	3	0	1	1	0	0	0	1	0	0	0
	Percentage of Total	100.0%	66.7%	33.3%	100.0%	0.0%	33.3%	33.3%	0.0%	0.0%	0.0%	33.3%	0.0%	0.0%	0.0%
2014	Mgmt. & Supervisory	2	1	1	2			1						1	
	Clerical & Admin.	0	0	0	0										
	Maintenance	0	0	0	0										
	Total	2	1	1	2	0	0	1	0	0	0	0	0	1	0
	Percentage of Total	100.0%	50.0%	50.0%	100.0%	0.0%	0.0%	50.0%	0.0%	0.0%	0.0%	0.0%	0.0%	50.0%	0.0%
Three Years	Mgmt. & Supervisory	5	3	2	5	0	1	2	0	0	0	1	0	1	0
	Percent of Category		60.0%	40.0%	100.0%										
	Clerical & Admin.	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	Percent of Category		#DIV/0!	#DIV/0!	#DIV/0!										
	Maintenance	1	1	0	0	1	0	0	0	0	0	0	0	0	0
	Percent of Category		100.0%	0.0%	0.0%										
	Total	6	4	2	5	1	1	2	0	0	0	1	0	1	0
	Percentage of Total	100.0%	66.7%	33.3%	83.3%	16.7%	16.7%	33.3%	0.0%	0.0%	0.0%	16.7%	0.0%	16.7%	0.0%

Table 4: TURNOVER RATES
January 1, 2012 through December 31, 2014

Year	Job Category	Separations				Workforce				Turnover Rates			
		Total	Male	Female	Minority	Total	Male	Female	Minority	Total	Male	Female	Mintority
2012	Mgmt. & Supervisory	0	0	0	0	28	18	10	11	0.0%	0.0%	0.0%	0.0%
	Clerical & Admin.	0	0	0	0	27	8	19	12	0.0%	0.0%	0.0%	0.0%
	Maintenance	0	0	0	0	32	30	2	18	0.0%	0.0%	0.0%	0.0%
	Operators	26	18	8	16	172	108	64	125	15.1%	16.7%	12.5%	12.8%
	Total	26	18	8	16	259	164	95	166	10.0%	11.0%	8.4%	9.6%
	Percentage of Total	100.0%	69.2%	30.8%	61.5%	100.0%	63.3%	36.7%	64.1%				
2013	Mgmt. & Supervisory	1	0	1	1	27	19	8	11	3.7%	0.0%	12.5%	9.1%
	Clerical & Admin.	3	0	3	1	25	6	19	13	12.0%	0.0%	15.8%	7.7%
	Maintenance	6	6	0	4	31	28	3	16	19.4%	21.4%	0.0%	25.0%
	Operators	17	10	7	10	168	108	60	126	10.1%	9.3%	11.7%	7.9%
	Total	27	16	11	16	251	161	90	166	10.8%	9.9%	12.2%	9.6%
	Percentage of Total	100.0%	59.3%	40.7%	59.3%	100.0%	64.1%	35.9%	66.1%				
2014	Mgmt. & Supervisory	2	0	2	2	29	20	9	13	6.9%	0.0%	22.2%	15.4%
	Clerical & Admin.	0	0	0	0	26	7	19	13	0.0%	0.0%	0.0%	0.0%
	Maintenance	6	6	0	4	34	31	3	22	17.6%	19.4%	0.0%	18.2%
	Operators	42	27	15	30	164	102	62	126	25.6%	26.5%	24.2%	23.8%
	Total	50	33	17	36	253	160	93	174	19.8%	20.6%	18.3%	20.7%
	Percentage of Total	100.0%	66.0%	34.0%	72.0%	100.0%	63.2%	36.8%	68.8%				
Three Years	Mgmt. & Supervisory	3	0	3	3	84	57	27	35	3.6%	0.0%	11.1%	8.6%
	Clerical & Admin.	3	0	3	1	78	21	57	38	3.8%	0.0%	5.3%	2.6%
	Maintenance	12	12	0	8	97	89	8	56	12.4%	13.5%	0.0%	14.3%
	Operators	85	55	30	56	504	318	186	377	16.9%	17.3%	16.1%	14.9%
	Total	103	67	36	68	763	485	278	506	13.5%	13.8%	12.9%	13.4%
	Percentage of Total	100.0%	65.0%	35.0%	66.0%	100.0%	63.6%	36.4%	66.3%				

Table 5: POPULATION AND LABOR FORCE INFORMATION

Contra Costa County

2010 Population	Total/Percent	2009-2013 ACS 5-Year Population Estimate	Total/Percent	Difference Between 2010 and 2009-2013	
				Percent Absolute Difference	Total
Total Population	1,049,025	Total Population	1,065,794		16,769
Male	511,526	Male	520,220		8,694
Percent of Total	48.8%	Percent of Total	48.8%	0.0%	
Female	537,499	Female	545,574		8,075
Percent of Total	51.2%	Percent of Total	51.2%	0.0%	
White	614,512	White	672,957		58,445
Percent of Total	58.6%	Percent of Total	63.1%	4.6%	
Black	97,161	Black	97,061		(100)
Percent of Total	9.3%	Percent of Total	9.1%	-0.2%	
Asian	151,469	Asian	156,751		5,282
Percent of Total	14.4%	Percent of Total	14.7%	0.3%	
American Indian/Alaska Native/Native Hawaiian	10,967	American Indian/Alaska Native/Native Hawaiian	10,521		(446)
Percent of Total	1.0%	Percent of Total	1.0%	-0.1%	
Some other race	112,691	Some other race	71,307		(41,384)
Percent of Total	10.7%	Percent of Total	6.7%	-4.1%	
Two or more races	62,225	Two or more races	57,197		(5,028)
Percent of Total	5.9%	Percent of Total	5.4%	-0.6%	
Hispanic/Latino, any race	255,560	Hispanic/Latino, any race	261,427		5,867
Percent of Total	24.4%	Percent of Total	24.5%	0.2%	

2006-2010 ACS 5-Year Civilian Labor Force Data	Total Labor Force	Male	Female	Minority	MALE						FEMALE					
					White	Black	Hispanic	Asian	NA	Other	White	Black	Hispanic	Asian	NA	Other
Civilian Labor Force	526,750	279,015	247,735	257,270	143,150	20,640	66,445	39,990	620	8,170	126,330	23,905	49,515	38,525	840	8,620
Percent of Total		53.0%	47.0%	48.8%	27.2%	3.9%	12.6%	7.6%	0.1%	1.6%	24.0%	4.5%	9.4%	7.3%	0.2%	1.6%
Unemployed	5,880	2,725	3,155	4,145	825	645	910	260	10	75	910	600	975	540	25	105
Percent of Total		46.3%	53.7%	70.5%	14.0%	11.0%	15.5%	4.4%	0.2%	1.3%	15.5%	10.2%	16.6%	9.2%	0.4%	1.8%
Officials and Managers	54,715	30,090	24,625	17,515	21,870	1,060	2,955	3,485	65	655	15,330	2,230	2,710	3,360	200	795
Percent of Total		55.0%	45.0%	32.0%	40.0%	1.9%	5.4%	6.4%	0.1%	1.2%	28.0%	4.1%	5.0%	6.1%	0.4%	1.5%
Administrative Support	58,145	14,795	43,350	28,580	6,380	1,345	3,290	3,170	45	565	23,185	4,185	8,790	5,645	80	1,465
Percent of Total		25.4%	74.6%	49.2%	11.0%	2.3%	5.7%	5.5%	0.1%	1.0%	39.9%	7.2%	15.1%	9.7%	0.1%	2.5%
Bus/Truck Mechanics	355	355	-	180	175	20	150	10	0	0	0	0	0	0	0	0
Percent of Total		100.0%	0.0%	50.7%	49.3%	5.6%	42.3%	2.8%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Bus Drivers	1,224	789	435	739	280	275	115	90	4	25	205	215	0	0	15	0
Percent of Total		64.5%	35.5%	60.4%	22.9%	22.5%	9.4%	7.4%	0.3%	2.0%	16.7%	17.6%	0.0%	0.0%	1.2%	0.0%

Sources:

U.S. Census Bureau, 2010 Demographic Profile Data, Contra Costa County
U.S. Census Bureau, 2009-2013 American Community (ACS) Survey 5-Year Demographic Estimate, Contra Costa County
U.S. Census Bureau, 2006-2010 EEO Tabulation, Detailed Census, Civilian Labor Force by Residence, Contra Costa County
U.S. Census Bureau, 2006-2010 EEO Tabulation, EEO-1 Job Categories by Residence, Unemployed, Contra Costa County
U.S. Census Bureau, 2006-2010 EEO Tabulation, EEO-1 Job Categories by Worksite, Officials & Managers and Administrative Support Workers, Contra Costa County
U.S. Census Bureau, 2006-2010 EEO Tabulation, Detailed Census by Worksite, Bus Drivers and Bus/Truck Mechanics, Contra Costa County

*2006-2010 EEO Tabulation Based on 5-Year American Community Survey (ACS) Data

Table 6: WORKFORCE ANALYSIS BY DEPARTMENT

Administration Department

As of December 31, 2014

Job Title	Job Class.	Annual Salary Range*	Total Employees	Total Male	Total Female	Total Minority	MALE					FEMALE				
							White	Black	Hispanic	Asian	NA	White	Black	Hispani	Asian	NA
Management & Supervisory																
General Manager		Per Contract	1	1	0	0	1									
Director of Finance		82,743-160,000	1	0	1	0						1				
Director of Planning & Marketing		82,743-160,000	1	0	1	0						1				
Sr. Mgr, Accounting		75,290-140,000	1	1	0	1				1						
Sr. Mgr, Human Resources		75,290-140,000	1	0	1	0						1				
Sr. Mgr, Marketing		75,290-140,000	1	0	1	0						1				
Sr. Mgr, Information Technology		75,290-140,000	1	1	0	0	1									
Manager of Planning		64,815-90,725	1	1	0	0	1									
Manager of Outreach Services		64,815-90,725	1	0	1	1									1	
Assistant Mgr. Cust. Service		59,643-81,125	1	0	1	1								1		
Total Mgmt & Supervisory			10	4	6	3	3	0	0	1	0	4	0	1	1	0
Percentage of Total			100.0%	40.0%	60.0%	30.0%	30.0%	0.0%	0.0%	10.0%	0.0%	40.0%	0.0%	10.0%	10.0%	0.0%
Clerical & Administrative																
GM Assistant/Board Clerk		59,643-81,125	1	0	1	1							1			
Chief Service Scheduler		54,912-72,280	1	1	0	0	1									
Sr. Accounting Assistant		49,842-65,572	1	0	1	1									1	
Payroll Supervisor		49,842-65,572	1	0	1	0						1				
HR Specialist		49,842-65,572	1	0	1	1							1			
Help Desk & User Support		49,842-65,572								1						
Lead D		45,318-59,644	1	0	1	0						1				
Assistant Scheduler		45,318-59,644	1	1	0	0	1									
Payroll Specialist		45,318-59,644	1	0	1	1							1			
Administrative Assistant III		45,318-59,644	3	0	3	1						2	1			
Sr. Customer Service Rep		45,318-59,644	1	0	1	0						1				
Customer Service Rep		41,210-54,236	4	2	2	4			1	1				2		
CSR/Schedule Dist. Clerk		41,210-54,236	1	0	1	1							1			
ADA Specialist		41,210-54,236	2	0	2	1						1		1		
Data Processing Specialist		33,982-44,720	1	0	1	1										1
Total Clerical & Admin.			21	5	16	13	2	0	1	2	0	6	5	3	1	1
Percentage of Total			100.0%	23.8%	76.2%	61.9%	9.5%	0.0%	4.8%	9.5%	0.0%	28.6%	23.8%	14.3%	4.8%	4.8%
Total Employees			31	9	22	16	5	0	1	3	0	10	5	4	2	1
Percentage of Total			100.0%	29.0%	71.0%	51.6%	16.1%	0.0%	3.2%	9.7%	0.0%	32.3%	16.1%	12.9%	6.5%	3.2%

Salary ranges are annual

Table 6: WORKFORCE ANALYSIS BY DEPARTMENT

Maintenance Department

As of December 31, 2014

Job Title	Job Class.	Annual Salary Range*	Total Employees	Total Male	Total Female	Total Minority	MALE					FEMALE				
							White	Black	Hispanic	Asian	NA	White	Black	Hispani	Asian	NA
Management & Supervisory																
Director of Maintenance		82,743-160,000	1	1	0	0	1									
Sr. Manager, Maintenance		75,290-140,000	2	2	0	0	2									
Manager, Grants & Procure		75,290-140,000	1	1	0	0	1									
Facilities Superintendent		59,643-81,125	1	1	0	0	1									
Total Mgmt & Supervisory			5	5	0	0	5	0	0	0	0	0	0	0	0	0
Percentage of Total			100.0%	100.0%	0.0%	0.0%	100.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Clerical & Administrative																
Buyer		54,912-72,280	1	1	0	0	1									
Administrative Assistant III		45,318-59,644	1	0	1	0						1				
Total Clerical & Admin.			2	1	1	0	1	0	0	0	0	1	0	0	0	0
Percentage of Total			100.0%	50.0%	50.0%	0.0%	50.0%	0.0%	0.0%	0.0%	0.0%	50.0%	0.0%	0.0%	0.0%	0.0%
Maintenance																
Assistant Facilities Super		54,912-72,280	1	0	1	0						1				
Sr. Facility Worker		41,210-54,236	1	1	0	0	1									
Facility Specialist		33,982-44,720	1	1	0	0	1									
Lead Custodian		33,982-44,720	1	1	0	1				1						
Custodian		30,914-40,690	1	1	0	1		1								
Mechanic VI		30.96-34.40	1	1	0	1			1							
Mechanic V		28.94-32.15	4	4	0	2	2	2								
Mechanic IV		27.19-30.21	3	3	0	1	2		1							
Mechanic III		25.61-28.45	4	3	1	2	1		1	1		1				
Mechanic II		23.08-27.15	3	3	0	2	1			2						
Mechanic I		22.03-25.92	2	2	0	2		1	1							
Store Keeper		19.79-23.28	2	2	0	2			2							
Service Worker		17.99-21.17	9	8	1	8	1		3	4				1		
Total Maintenance			33	30	3	22	9	4	9	8	0	2	0	1	0	0
Percentage of Total			100.0%	90.9%	9.1%	66.7%	27.3%	12.1%	27.3%	24.2%	0.0%	6.1%	0.0%	3.0%	0.0%	0.0%
Total Employees			40	36	4	22	15	4	9	8	0	3	0	1	0	0
Percentage of Total			100.0%	90.0%	10.0%	55.0%	37.5%	10.0%	22.5%	20.0%	0.0%	7.5%	0.0%	2.5%	0.0%	0.0%

Salary ranges are annual or per hour

Table 6: WORKFORCE ANALYSIS BY DEPARTMENT
Transportation Department
As of December 31, 2014

Job Title	Job Class.	Annual Salary Range*	Total Employees	Total Male	Total Female	Total Minority	MALE					FEMALE				
							White	Black	Hispanic	Asian	NA	White	Black	Hispani	Asian	NA
Management & Supervisory																
Director of Transportation		82,743-160,000	1	1	0	0	1									
Sr. Manager of Transportation		75,290-140,000	1	1	0	1		1								
Manager of Transportation		64,815-90,725	1	0	1	1							1			
Transit Supervisor		25.54-33.61	12	10	2	8	3	2	4	1		1	1			
Total Mgmt & Supervisory			15	12	3	10	4	3	4	1	0	1	2	0	0	0
Percentage of Total			100.0%	80.0%	20.0%	66.7%	26.7%	20.0%	26.7%	6.7%	0.0%	6.7%	13.3%	0.0%	0.0%	0.0%
Clerical & Administrative																
Training Coordinator		59,643-81,125	1	0	1	0						1				
Administrative Assistant III		45,318-59,644	1	0	1	0						1				
Total Clerical & Admin.			2	0	2	0	0	0	0	0	0	2	0	0	0	0
Percentage of Total			100.0%	0.0%	100.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%	0.0%	0.0%	0.0%	0.0%
Operators																
Operator, Full-Time		15.34-23.60	161	100	61	126	23	33	24	19	1	12	34	13	2	
Operator, Part-Time		15.34-23.60	4	3	1	2	2	1					1			
Total Operators			165	103	62	128	25	34	24	19	1	12	35	13	2	0
Percentage of Total			100.0%	62.4%	37.6%	77.6%	15.2%	20.6%	14.5%	11.5%	0.6%	7.3%	21.2%	7.9%	1.2%	0.0%
Total Employees			182	115	67	138	29	37	28	20	1	15	37	13	2	0
Percentage of Total			100.0%	63.2%	36.8%	75.8%	15.9%	20.3%	15.4%	11.0%	0.5%	8.2%	20.3%	7.1%	1.1%	0.0%

Salary ranges are annual or per hour

Table 7: WORKFORCE ANALYSIS BY JOB CATEGORY

Agency-Wide Summary

As of December 31, 2014

Job Category	Total Employees	Total Male	Total Female	Total Minority	MALE White	MALE Black	MALE Hispanic	MALE Asian	MALE NA	FEMALE White	FEMALE Black	FEMALE Hispanic	FEMALE Asian	FEMALE NA
Management & Supervisory	30	21	9	13	12	3	4	2	0	5	2	1	1	0
Percentage of Total	100.0%	70.0%	30.0%	43.3%	40.0%	10.0%	13.3%	6.7%	0.0%	16.7%	6.7%	3.3%	3.3%	0.0%
Clerical & Administrative	25	6	19	13	3	0	1	2	0	9	5	3	1	1
Percentage of Total	100.0%	24.0%	76.0%	52.0%	12.0%	0.0%	4.0%	8.0%	0.0%	36.0%	20.0%	12.0%	4.0%	4.0%
Maintenance	33	30	3	22	9	4	9	8	0	2	0	1	0	0
Percentage of Total	100.0%	90.9%	9.1%	66.7%	27.3%	12.1%	27.3%	24.2%	0.0%	6.1%	0.0%	3.0%	0.0%	0.0%
Operators	165	103	62	128	25	34	24	19	1	12	35	13	2	0
Percentage of Total	100.0%	62.4%	37.6%	77.6%	15.2%	20.6%	14.5%	11.5%	0.6%	7.3%	21.2%	7.9%	1.2%	0.0%
Total Employees	253	160	93	176	49	41	38	31	1	28	42	18	4	1
Percentage of Total	100.0%	63.2%	36.8%	69.6%	19.4%	16.2%	15.0%	12.3%	0.4%	11.1%	16.6%	7.1%	1.6%	0.4%

Total Workforce by Race/Ethnicity and Gender

White	77	30.4%
Black	83	32.8%
Hispanic	56	22.1%
Asian	35	13.8%
Native American	2	0.8%
Total	253	100.0%
Nonminorities	77	30.4%
Minorities	176	69.6%
Total	253	100.0%
Male	160	63.2%
Female	93	36.8%
Total	253	100.0%

Comparison of Workforce with Availability Factors Established in the 2012 EEO/AA Program

Job Category	Workforce		Availability Factor		Utilization		No. of Employees	
	Female	Minority	Female	Minority	Female	Minority	Female	Minority
Management & Supervisory	30.0%	43.3%	32.0%	37.3%	-2.0%	6.0%	-0.6	1.8
Clerical & Administrative	76.0%	52.0%	67.7%	46.3%	8.3%	5.7%	2.1	1.4
Maintenance	9.1%	66.7%	5.0%	57.9%	4.1%	8.8%	1.4	2.9
Operators	37.6%	77.6%	37.4%	71.6%	0.2%	6.0%	0.3	9.9

Table 8: SUMMARY OF AUTHORIZED AND FILLED POSITIONS BY JOB CATEGORY
As of December 31, 2014

Job Title	EEO Code	Job Classification	Number of Employees
Management & Supervisory			
General Manager	1	110	1
Director of Maintenance	1	375	1
Director of Finance	1	377	1
Director of Transportation	1	385	1
Director of Planning and Marketing	1	392	1
Senior Manager, Accounting	1	421	1
Senior Manager, Human Resources	1	426	1
Senior Manager, Information Technology	1	497	1
Senior Manager, Maintenance	1	445	2
Senior Manager, Marketing	1	455	1
Senior Manager, Transportation	1	458	1
Manager, Transportation	1	470	1
Manager of Planning	1	483	1
Manager, Grants and Procurement	1	492	1
Manager, Outreach Services	1	485	1
Assistant Manager, Customer Service	1	610	1
Facilities Superintendent	1	620	1
Transit Supervisor	1	660	12
Total Management and Supervisory Positions			30
Clerical & Administrative			
Buyer	2	710	1
Training Coordinator	2	750	1
Senior Accounting Assistant, Accounts Payable	2	760	1
Chief Service Scheduler	5	720	1
Help Desk & User Support	5	877	1
Payroll Supervisor	5	971	1
Assistant Scheduler	5	810	1
Assistant to the General Manager/Clerk of the Board	6	805	1
ADA Specialist	6	908	2
HR Assistant	6	865	1
Customer Service Representative, Part-Time	6	910	2
Customer Service Representative	6	915	2
Senior Customer Service Representative	6	920	1
Administrative Assistant III	6	929	4
Payroll Specialist	6	972	1
Data Processing Specialist	6	985	1
Lead Data Processing Specialist	6	987	1
Service Representative/Schedule Distribution Clerk	6	992	1
Total Clerical and Administrative Positions			24
Maintenance			
Storekeeper	5	1270	2
Mechanic VI	7	1280	1
Mechanic V	7	1200	4
Mechanic IV	7	1210	3
Mechanic III	7	1220	4
Mechanic II	7	1230	4
Mechanic I	7	1240	2
Custodian	8	1010	1
Lead Custodian	8	1015	1
Senior Facility Worker	8	1022	1
Assistant Facility Superintendent	8	1030	1
Facility Specialist	8	1027	1
Service Worker	8	1250	9
Total Maintenance Positions			34
Operators			
Operator, Full-Time	8	1310	161
Operator, Part-Time	8	1330	4
Total Operator Positions			165
Total Authorized and Filled Positions			**253**

Table 9: SUMMARY OF WORKFORCE REPRESENTATION
December 31, 2011 through December 31, 2014

Description of Workforce	As of December 31, 2011		As of December 31, 2012		As of December 31, 2013		As of December 31, 2014		Difference between 12/11and 12/14	
	No.	Percent	No.	Percent	No.	Percent	No.	Percent	No.	Percent
White	89	35.7%	93	35.9%	85	33.9%	77	30.4%	(12)	-13.5%
Black	73	29.3%	79	30.5%	81	32.3%	83	32.8%	10	13.7%
Hispanic	47	18.9%	48	18.5%	51	20.3%	56	22.1%	9	19.1%
Asian	38	15.3%	38	14.7%	33	13.1%	35	13.8%	(3)	-7.9%
Native American	2	0.8%	1	0.4%	1	0.4%	2	0.8%	0	0.0%
Total Employees	249	100.0%	259	100.0%	251	100.0%	253	100.0%	4	1.6%
Nonminorities	89	35.7%	93	35.9%	85	33.9%	77	30.4%	(12)	-13.5%
Minorities	160	64.3%	166	64.1%	166	66.1%	176	69.6%	16	10.0%
Total Employees	249	100.0%	259	100.0%	251	100.0%	253	100.0%	4	1.6%
Male	161	64.7%	164	63.3%	161	64.1%	160	63.2%	(1)	-0.6%
Female	88	35.3%	95	36.7%	90	35.9%	93	36.8%	5	5.7%
Total Employees	249	100.0%	259	100.0%	251	100.0%	253	100.0%	4	1.6%

Table 10: SEPARATIONS

January 1, 2012 through December 31, 2014

Job Category	Total Separations	Male	Female	Minority	MALE					FEMALE				
					White	Black	Hispanic	Asian	NA	White	Black	Hispanic	Asian	NA
Mgmt. & Supervisory	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Clerical & Admin.	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Maintenance	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Operators	26	18	8	16	7	4	5	1	1	3	3	2	0	0
Total	26	18	8	16	7	4	5	1	1	3	3	2	0	0
Percentage of Total	100.0%	69.2%	30.8%	61.5%	26.9%	15.4%	19.2%	3.8%	3.8%	11.5%	11.5%	7.7%	0.0%	0.0%
Mgmt. & Supervisory	1	0	1	1	0	0	0	0	0	0	0	1	0	0
Clerical & Admin.	3	0	3	1	0	0	0	0	0	2	1	0	0	0
Maintenance	6	6	0	4	2	0	3	1	0	0	0	0	0	0
Operators	17	10	7	10	2	4	2	2	0	5	2	0	0	0
Total	27	16	11	16	4	4	5	3	0	7	3	1	0	0
Percentage of Total	100.0%	59.3%	40.7%	59.3%	14.8%	14.8%	18.5%	11.1%	0.0%	25.9%	11.1%	3.7%	0.0%	0.0%
Mgmt. & Supervisory	2	0	2	2	0	0	0	0	0	0	1	1	0	0
Clerical & Admin.	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Maintenance	6	6	0	4	2	1	3	0	0	0	0	0	0	0
Operators	42	27	15	30	7	10	5	5	0	5	8	1	1	0
Total	50	33	17	36	9	11	8	5	0	5	9	2	1	0
Percentage of Total	100.0%	66.0%	34.0%	72.0%	18.0%	22.0%	16.0%	10.0%	0.0%	10.0%	18.0%	4.0%	2.0%	0.0%
Mgmt. & Supervisory	3	0	3	3	0	0	0	0	0	0	1	2	0	0
Clerical & Admin.	3	0	3	1	0	0	0	0	0	2	1	0	0	0
Maintenance	12	12	0	8	4	1	6	1	0	0	0	0	0	0
Operators	85	55	30	56	16	18	12	8	1	13	13	3	1	0
Total	103	67	36	68	20	19	18	9	1	15	15	5	1	0
Percentage of Total	100.0%	65.0%	35.0%	66.0%	19.4%	18.4%	17.5%	8.7%	1.0%	14.6%	14.6%	4.9%	1.0%	0.0%

Table 11: RESIGNATIONS

January 1, 2012 through December 31, 2014

Year	Job Category	Total Resignations	Male	Female	Minority	MALE					FEMALE				
						White	Black	Hispanic	Asian	NA	White	Black	Hispanic	Asian	NA
2012	Mgmt. & Supervisory	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	Clerical & Admin.	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	Maintenance	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	Operators	7	7	0	3	4	1	1	0	1	0	0	0	0	0
	Total	7	7	0	3	4	1	1	0	1	0	0	0	0	0
	Percentage of Total	100.0%	100.0%	0.0%	42.9%	57.1%	14.3%	14.3%	0.0%	14.3%	0.0%	0.0%	0.0%	0.0%	0.0%
2013	Mgmt. & Supervisory	1	0	1	1	0	0	0	0	0	0	0	1	0	0
	Clerical & Admin.	3	0	3	1	0	0	0	0	0	2	1	0	0	0
	Maintenance	6	6	0	4	2	0	3	1	0	0	0	0	0	0
	Operators	10	5	5	5	1	2	1	1	0	4	1	0	0	0
	Total	20	11	9	11	3	2	4	2	0	6	2	1	0	0
	Percentage of Total	100.0%	55.0%	45.0%	55.0%	15.0%	10.0%	20.0%	10.0%	0.0%	30.0%	10.0%	5.0%	0.0%	0.0%
2014	Mgmt. & Supervisory	1	0	1	1	0	0	0	0	0	0	1	0	0	0
	Clerical & Admin.	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	Maintenance	4	4	0	2	2	1	1	0	0	0	0	0	0	0
	Operators	21	12	9	15	2	4	3	3	0	4	5	0	0	0
	Total	26	16	10	18	4	5	4	3	0	4	6	0	0	0
	Percentage of Total	100.0%	61.5%	38.5%	69.2%	15.4%	19.2%	15.4%	11.5%	0.0%	15.4%	23.1%	0.0%	0.0%	0.0%
Three Years	Mgmt. & Supervisory	2	0	2	2	0	0	0	0	0	0	1	1	0	0
	Clerical & Admin.	3	0	3	1	0	0	0	0	0	2	1	0	0	0
	Maintenance	10	10	0	6	4	1	4	1	0	0	0	0	0	0
	Operators	38	24	14	23	7	7	5	4	1	8	6	0	0	0
	Total	53	34	19	32	11	8	9	5	1	10	8	1	0	0
	Percentage of Total	100.0%	64.2%	35.8%	60.4%	20.8%	15.1%	17.0%	9.4%	1.9%	18.9%	15.1%	1.9%	0.0%	0.0%

Table 12: TERMINATIONS
January 1, 2012 through December 31, 2014

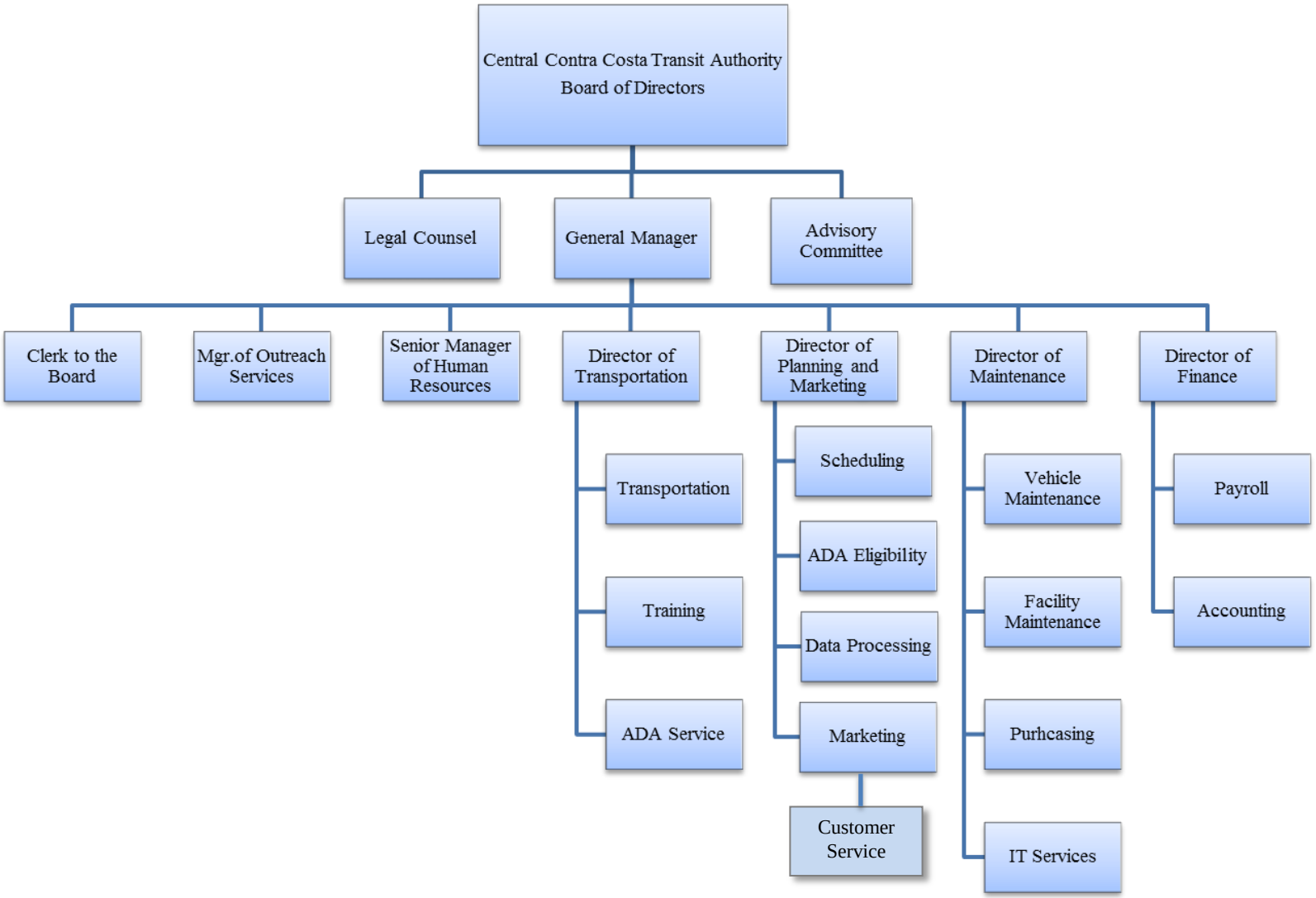
Year	Job Category	Total Terminations	Male	Female	Minority	MALE					FEMALE				
						White	Black	Hispanic	Asian	NA	White	Black	Hispanic	Asian	NA
2012	Mgmt. & Supervisory	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	Clerical & Admin.	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	Maintenance	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	Operators	19	11	8	13	3	3	4	1	0	3	3	2	0	0
	Total	19	11	8	13	3	3	4	1	0	3	3	2	0	0
	Percentage of Total	100.0%	57.9%	42.1%	68.4%	15.8%	15.8%	21.1%	5.3%	0.0%	15.8%	15.8%	10.5%	0.0%	0.0%
2013	Mgmt. & Supervisory	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	Clerical & Admin.	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	Maintenance	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	Operators	7	5	2	5	1	2	1	1	0	1	1	0	0	0
	Total	7	5	2	5	1	2	1	1	0	1	1	0	0	0
	Percentage of Total	100.0%	71.4%	28.6%	71.4%	14.3%	28.6%	14.3%	14.3%	0.0%	14.3%	14.3%	0.0%	0.0%	0.0%
2014	Mgmt. & Supervisory	1	0	1	1	0	0	0	0	0	0	0	1	0	0
	Clerical & Admin.	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	Maintenance	2	2	0	2	0	0	2	0	0	0	0	0	0	0
	Operators	21	15	6	15	5	6	2	2	0	1	3	1	1	0
	Total	24	17	7	18	5	6	4	2	0	1	3	2	1	0
	Percentage of Total	100.0%	70.8%	29.2%	75.0%	20.8%	25.0%	16.7%	8.3%	0.0%	4.2%	12.5%	8.3%	4.2%	0.0%
Three Years	Mgmt. & Supervisory	1	0	1	1	0	0	0	0	0	0	0	1	0	0
	Clerical & Admin.	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	Maintenance	2	2	0	2	0	0	2	0	0	0	0	0	0	0
	Operators	47	31	16	33	9	11	7	4	0	5	7	3	1	0
	Total	50	33	17	36	9	11	9	4	0	5	7	4	1	0
	Percentage of Total	100.0%	66.0%	34.0%	72.0%	18.0%	22.0%	18.0%	8.0%	0.0%	10.0%	14.0%	8.0%	2.0%	0.0%

Table 13: WORKFORCE ANALYSIS AND GOALS BY JOB TITLE AND GROUP

Agency-Wide Summary

Management & Supervisory	Clerical and Administrative	Maintenance	Operators	**Agency-Wide Summary**				
1	2 through 6	5, 7 and 8	8	Total	EEO Code			
21	6	30	103	160	Male			
9	19	3	62	93	Female	All Employees		
30	25	33	165	253	Total			
3		3	34	40	Black			Current
4	1	9	24	38	Hispanic	Male		Period
2	2	8	19	31	Asian		Total	as of
			1	1	NA		Minority	December 31, 2014
2	5		35	42	Black		Employees	
1	3	1	13	18	Hispanic	Female		
1	1		2	4	Asian			
	1			1	NA			
43.3%	52.0%	63.6%	77.6%	69.2%	Minority	December 31, 2014 Workforce		
30.0%	76.0%	9.1%	37.6%	36.8%	Female	Current Percent		
61.0%	56.3%	58.8%	71.0%		Minority	2015-2018		
36.6%	68.3%	6.7%	37.2%		Female	Availability Factor		
-17.7%	-4.3%	4.8%	6.6%		Minority	Percent of		
-6.6%	7.7%	2.4%	0.4%		Female	Over/Under Utilization		
(5.30)	(1.08)	1.60	10.85		Minority	Number of Individuals		
(1.98)	1.93	0.79	0.62		Female	Over/Under Utilization		
7	2	3	42	54	Attrition			
1	1	1		3	Expansion	Anticipated		Future
8	3	4	42	57	Total	Job Openings		Period
5	2	4	42	53	Recruit.			from
				0	Training	Job Openings		January 1, 2015
3	1			4	Promotion	to be		to
				0	Rehire	Filled by		December 31, 2018
8	3	4	42	57	Total			
4	1	3	37	45	Male			
3	1	1	5	10	Female	Total	New	Numeric
3	1	1	5	10	Minority		Hires	Goals
				0	Male			for
1	1			2	Female	Total	Pro-	Program
1				1	Male		motions	Years
				0	Female	Minority		2015-2018
4	1	1	5	11	Minority			
4	2	1	5	12	Female	Total		
50.0%	33.3%	25.0%	11.9%	19.3%	Minority	Percent Rate		
50.0%	66.7%	25.0%	11.9%	21.1%	Female	of Addition		
31	26	34	165	256	Amount Workforce as of December 31, 2018			
50.0%	53.8%	66.7%	78.8%	71.3%	Minority	2015		
33.3%	80.8%	12.1%	38.8%	39.0%	Female	(1 Year)		
51.6%	53.8%	66.7%	79.4%	71.8%	Minority	2016	Projected	
35.5%	80.8%	12.1%	39.4%	39.6%	Female	(2 Years)	Percentage	
54.8%	53.8%	67.6%	80.0%	72.7%	Minority	2017	of Representation	
38.7%	80.8%	11.8%	40.0%	40.2%	Female	(3 Years)	for Future Periods	
54.8%	53.8%	67.6%	80.6%	73.0%	Minority	2018		
41.9%	84.6%	11.8%	40.6%	41.4%	Female	(4 Years)		

APPENDIX A: CCCTA Organization Chart



APPENDIX B: Employment Application Form

County Connection

CENTRAL CONTRA COSTA TRANSIT AUTHORITY IS AN EQUAL OPPORTUNITY EMPLOYER

PLEASE READ CAREFULLY

This is a confidential employment application. Please answer all questions as completely and accurately as possible. Failure to complete this form thoroughly may result in disqualification of your application. If a question does not apply, put N/A (not applicable) in the place of an answer.

PLEASE PRINT IN INK OR TYPE

Name (First, M, Last)	Social Security Number / Date
Street Address	I am available to work: *(check applicable boxes)*
City / State / Zip	☐ Full-time
Home Phone / Cell Phone	☐ Part-time Days/hours available: _____
If hired, can you furnish: (a) Proof of age over 17? Yes ☐ No ☐ (b) Proof of U.S. Citizenship or authorization to work in the U.S.? Yes ☐ No ☐	☐ Either Full-time or Part-time ☐ Regular ☐ Temporary – For how long? _____ ☐ Either regular or temporary
Position(s) applied for:	Days available to work: ☐ Monday ☐ Tuesday ☐ Wednesday ☐ Thursday ☐ Friday ☐ Saturday ☐ Sunday
Salary required: / Date available for work:	Shift(s) available to work: ☐ Day ☐ Swing ☐ Grave Available for overtime? ☐ Yes ☐ No
CCCTA is required by Federal mandate to perform drug and alcohol tests on all employees performing safety sensitive functions. This includes random selection testing.	CCCTA policy generally restricts concurrent employment of immediate family members of employees, consultants or board members. Immediate family includes spouse, children, parents, grandparents, brother, sister, or legal guardian, and the children, parents, grandparents, brother, sister, or legal guardian of the spouse. Does CCCTA currently employ any of your immediate family as defined here? ☐ Yes ☐ No
The hiring process may involve interview(s), timed written test(s) and job demonstration(s). Please advise Human Resource personnel prior to the interview or test if you need a reasonable accommodation for this process.	
Have you ever applied to CCCTA previously? ☐ Yes ☐ No If yes, when? _____	Have your ever worked here? ☐ Yes ☐ No If yes, When? _____
Have you ever been convicted of a felony, or within the last ten (10) years, a misdemeanor? ☐ Yes ☐ No (If yes, please provide details ON AN ATTACHED SHEET)	Where did you hear about this position? ☐ Employee ☐ Friend ☐ Relative ☐ Unemployment ☐ Newspaper _____ (Which one) ☐ Other _____ (Please state)

EMPLOYMENT HISTORY

List your employment experiences for the past ten (10) years starting with the most recent. ACCOUNT FOR ALL PERIODS OF EMPLOYMENT AND UNEMPLOYMENT. Include any significant volunteer experience, military service and education. Complete this section even if you attach a resume.

In order to verify employment experience, may we contact your current employer? ☐ Yes ☐ No

1	Name of Company	Phone Number		Mo/Yr Hired	Mo/Yr Left	Starting Salary	Ending Salary
Street Address				Title of your starting position		Title of your last position	
City	State	Zip		Description of duties of your last position			
Your name while there							
Name of Supervisor	Supervisor's Phone Number						
Reason for leaving							

2	Name of Company	Phone Number		Mo/Yr Hired	Mo/Yr Left	Starting Salary	Ending Salary
Street Address				Title of your starting position		Title of your last position	
City	State	Zip		Description of duties of your last position			
Your name while there							
Name of Supervisor	Supervisor's Phone Number						
Reason for leaving							

3	Name of Company	Phone Number		Mo/Yr Hired	Mo/Yr Left	Starting Salary	Ending Salary
Street Address				Title of your starting position		Title of your last position	
City	State	Zip		Description of duties of your last position			
Your name while there							
Name of Supervisor	Supervisor's Phone Number						
Reason for leaving							

4	Name of Company	Phone Number		Mo/Yr Hired	Mo/Yr Left	Starting Salary	Ending Salary
Street Address				Title of your starting position		Title of your last position	
City	State	Zip		Description of duties of your last position			
Your name while there							
Name of Supervisor	Supervisor's Phone Number						
Reason for leaving							

IF YOU HAVE HAD MORE THAN FOUR (4) EMPLOYERS IN THE LAST TEN (10) YEARS, PLEASE REQUEST AN ADDITIONAL PAGE.

If any periods of time are not covered by the information above, please provide dates and details:_____	Have you ever been involuntarily separated (fired)? ☐ Yes ☐ No If yes, please provide details:_____

SKILLS/KNOWLEDGE/EDUCATION

PLEASE COMPLETE SECTIONS WHICH APPLY TO THE POSITION(S) YOU DESIRE

CLERICAL POSITIONS ONLY

Indicate your skills, equipment knowledge or education. (CHECK AS MANY AS APPLY)

☐ Typing _____ WPM

☐ Shorthand _____ WPM

☐ Dictaphone

☐ Clerical Classroom Training-School (Name & Address): _____

Dates - From: _____ To: _____ Certificate received? ☐ Yes ☐ No Type:_____

☐ Word Processor – Please state brands: _____

☐ Other (please describe): _____

DRIVER/MECHANIC/SERVICE WORKER POSITIONS ONLY

The California Department of Motor Vehicles requires that applicants for the Class B driver's license have successfully completed the Federal Department of Transportation Medical Examination. Would you consent to this exam at CCCTA's expense? ☐ Yes ☐ No

Have you ever had a job that involved driving? ☐ Yes ☐ No If yes, what type of vehicle?_____ Number of years of employed driving experience: _____	Has your driving license ever been revoked or suspended? ☐ Yes ☐ No If yes, please explain:
Do you have valid California driving license? ☐ Yes ☐ No License Number: _____ Expiration Number:_____ Class C ☐ Class B ☐ Class A ☐	Are there any restrictions on your driving license? ☐ Yes ☐ No If yes, please state restriction(s):
How many moving violations have you received in the last five years? _____	How many traffic accidents have you been involved in during the last five years? _____

MECHANIC/SERVICE WORKERS POSITON

Have you ever had a job that involved mechanical repair of a diesel vehicle? ☐ Yes ☐ No If yes, what type of vehicle(s)?_____	Do you have your own tools? ☐ Yes ☐ No If yes, which types? _____
Have you taken mechanics vocational training? ☐ Yes ☐ No Name of course: _____ Certificate received? ☐ Yes ☐ No What type? _____	School (name & address): _____ _____ Dates - From:_____ To:_____

GENERAL INFORMATION

Please indicate below any other information which you feel may qualify you for the type of work desired.

PLEASE READ CAREFULLY BEFORE SIGNING

I certify that the information given by me in this application is true and complete. I understand and agree that any false information, misrepresentation, omission, or concealment of fact is sufficient grounds for either my immediate discharge without recourse or refusal of employment by CCCTA. I fully understand that if I am not bondable by a surety company, CCCTA may be unable to offer employment.

I understand and agree that all information furnished in this application may be verified by CCCTA. I hereby authorize all individuals and organizations named or referred to in this application and any law enforcement organization to give CCCTA all information relative to my employment, work habits and character and herby release such individuals, organizations and CCCTA from any liability for any claim or damage which may result.

Signature:_____ Date:_____

APPENDIX C: Recruitment Advertisements & Resources

Bay Area News Group Ad Proofs

BUS DRIVER
County Connection is seeking friendly applicants to operate buses and transport passengers. Must have stable job history and clean driving record. Must be able to obtain CA Class B CDL and DOT Medical Exam. Must pass drug test and background check. Apply in person at 2477 Arnold Industrial Way, Concord. M-F 9a-12 and 1-5p or download the application at **www.countyconnection.com.** Bring current DMV Printout (H6). CCCTA-Drug Free Workplace, AA/EOE

MECHANIC
County Connection is seeking mechanics to perform service, repairs and adjustments to all components of heavy-duty/ diesel vehicles including engines, transmissions, differential units, generators and hydraulic and electrical systems. Must acquire and maintain a Class B California driver's license with required endorsements. Must be able to successfully pass the DOT physical examination requirements, drug test, and background check.

Apply in person at 2477 Arnold Industrial Way, Concord M-F 8am-12pm and 1pm-5pm or download the application at **www.countyconnection.com** Bring current DMV printout (H6). CCCTA - Drug Free Workplace, AA/EOE

County Connection On-Site Recruitment

Sponsored by: Workforce Development Board of Contra Costa County

EASTBAY Works

Connecting People with Opportunities for Employment

Sponsored by the Workforce Development Board of Contra Costa County

County Connection

On-Site Recruitment Event

County Connection is actively recruiting for Transit Operators!

Where: EASTBAY*Works* One Stop Career Center 4071 Port Chicago Highway, Suite 250, Concord, CA 94520

When: Wednesday November 12, 2014 1:30 pm until 4:30 pm

Pay Rate: Starting at $15.34 during training and $18.88 upon completion of training

To be considered for our Transit Operator Training Program, you must meet the following minimum requirements:

1. Your application must be legible and complete.
2. You must have a valid California Driver license and a good driving record (*a current 10-year-H6 DMV printout that is less than 30 days old must be attached to your application*).
3. You must be able to read, write, speak and understand English;
4. You must have at least five (5) years driving experience (automobile, truck, bus).
5. You must successfully compete in a personal interview.
6. You must successfully complete the Department of Transportation's physical exam and pre-employment urine drug screen for illegal substances. (*In accordance with Federal mandates, CCCTA is required to conduct random selection testing of safety-sensitive employees for illegal substances and prohibited use of alcohol*).
7. You must not have had any job-related criminal convictions within the past ten (10) years.
8. You must be able to obtain a Class B license permit.
9. You must have a stable, verifiable job history.

Applications will be available for interested individuals. Bring an H-6 DMV print out and submit your application that day!

SEATING IS LIMITED-FIRST COME FIRST SERVED

http://countyconnection.com/about/jobs/

www.eastbayworks.com

Equal Opportunity Employer/Program. Auxiliary aids and services are available upon request to individuals with disabilities.

For TDD Service, please call 1-800-735-2922

APPENDIX D: EEO Complaint Procedures

It is CCCTA's policy to encourage employees to seek advice, assistance, and help from their supervisors and/or managers in resolving any work-related problems. Additionally, applicants and employees of CCCTA, including union and nonunion employees, may consult with the Senior Manager of Human Resources concerning any complaint which the applicant or employee feels may involve issues of discrimination or harassment on the basis of race, color, religious creed, national origin, ancestry, sex, age, physical or mental disability, medical condition, marital status, veteran's status, sexual orientation, gender identity, or genetic information, consistent with federal and state laws.

Such information will be held in confidence until the person filing the complaint (the complainant) agrees on a course of action with the Senior Manager of Human Resources or unless disclosure is otherwise required by law. At all times, confidentiality and discretion will be used and retaliation will not be permitted when allegations of a violation of CCCTA's Equal Employment Opportunity Policy or Policy Regarding Unlawful Harassment are reported or investigated.

Any person who believes that he or she, individually or as a member of any specific class of persons, has been subjected to discrimination or harassment on the basis of issues named above may file an internal complaint with CCCTA and/or may file an external complaint with state or federal agencies. The Senior Manager of Human Resources will provide information regarding the procedures for filing an internal or external complaint.

A. General Provisions for Complaint Resolution Procedures

1. The timelines specified herein for an internal resolution of the complaint may be extended due to the absence of one or more parties essential to the complaint or for any other reasonable grounds. The complainant will be advised when it becomes necessary to extend the timelines.

2. If, prior to filing an internal complaint or while an internal complaint proceeding is in progress, a complainant seeks resolution of the matter in any other forum, whether administrative or judicial, CCCTA shall continue to proceed with the matter pursuant to its internal complaint procedure unless the complainant requests in writing that CCCTA's investigation end.

3. Retaliatory action of any kind, taken by any employee of CCCTA against any witness or any other employee as a result of the filing of a complaint under these procedures, is prohibited and shall be regarded as a separate and distinct cause for complaint under these procedures.

B. Internal Resolution Procedures for Discrimination Complaints

The resolution of internal discrimination complaints will be conducted in accordance with either, or both, of the following resolution procedures.

1. Informal Resolution Procedure

The Senior Manager of Human Resources will conduct an investigation concerning any verbal complaint which a complainant feels may involve issues of discrimination or harassment on the basis of race, color, religious creed, national origin, ancestry, sex, age, physical or mental disability, medical condition, marital status, veteran's status, sexual orientation, gender identity, or genetic information. The Senior Manager of Human Resources will attempt to mediate and resolve the complaint through discussion(s) with the person who has been accused (the respondent) and/or appropriate managerial staff.

a. At the conclusion of the informal procedure, the Senior Manager of Human Resources will submit to the General Manager a verbal or written report setting forth all factual findings and rationales for disposition of the complaint. This report may include a recommendation for an appropriate resolution. Generally, the report will be submitted within twenty (20) working days of when information regarding the alleged discriminatory act was brought to the attention of the Senior Manager of Human Resources.

b. The General Manager will make a determination as to what further remedial action(s), if any, will be made to address issues brought forth in the complaint. This determination will be made within ten (10) working days after receipt of the written report from the Senior Manager of Human Resources. The complainant, respondent, Senior Manager of Human Resources, and any other appropriate managerial staff will be informed, in writing, of the General Manager's decision. The complainant and respondent will also be advised of steps that may be taken if an appeal of the decision reached under the informal procedure is desired.

2. Formal Resolution Procedure

A formal complaint may be filed where the complainant or the Senior Manager of Human Resources feels the nature of the alleged discriminatory act requires a formal resolution.

A formal complaint must be presented to the Senior Manager of Human Resources in writing. The written statement should provide a complete description of the action(s) that occurred, stating names and contact information of any witnesses to the alleged discriminatory act. The statement may include a description of the remedial action desired by the complainant. The formal complaint must be signed and dated by the complainant.

a. Following receipt of the written complaint, the Senior Manager of Human Resources will meet with the complainant to review the allegations outlined in the complaint to ensure that the charges are accurately stated and fully understood. During this initial conference, the basis of the complaint shall be clearly defined. If appropriate, a proposed course of action for an expedient resolution of the complaint will be jointly developed by the Senior Manager of Human Resources and the complainant.

b. The Senior Manager of Human Resources will conduct a thorough investigation of the complaint in consultation with and following directives and advice from Legal Counsel.

c. The formal investigation will include interviews with all parties named by the complainant as witnesses or as wholly or partially responsible for the alleged discriminatory act(s). The investigation process will also include a review/analysis of relevant personnel records and employee statistics.

d. The investigation process and submittal of written findings will be conducted in an expedient manner, taking into consideration the availability of the complainant, respondent, witnesses and any other key individuals deemed necessary to provide required information and/or testimony. The investigative process will be concluded within fifteen (15) working days, if possible.

e. Upon completion of the investigation, the Senior Manager of Human Resources shall present a written report to the General Manager setting forth all factual findings and rationales for disposition of the complaint. This report may include a recommendation for an appropriate

resolution. Generally, it will be submitted to the General Manager within twenty (20) working days of when the Senior Manager of Human Resources received the written complaint.

f. Within ten (10) working days of receipt of the report from the Senior Manager of Human Resources, the General Manager will take one of the following actions.

(1) If it is determined that there are no issues of discrimination or harassment on the basis of protected classes named previously, the General Manager will so inform the complainant in writing and the complaint will be dismissed.

(2) If the complainant is an administrative employee, he/she will be referred to the Senior Manager of Human Resources for guidance on following the administrative grievance procedures to bring about a resolution of the issue.

(3) If an employee organization represents the complainant, he/she will be referred to the appropriate union representative regarding the grievance procedures that may be invoked under the employee's relevant union contract.

(4) If it is determined that the alleged discriminatory act(s) occurred, the General Manager will make a determination as to what remedial action(s), if any, will be made to address issues brought forth in the complaint. The complainant, respondent, Senior Manager of Human Resources and appropriate managerial staff will be informed, in writing, of the General Manager's decision. The complainant and respondent will also be advised of steps that may be taken if an appeal of this decision is desired.

C. Appeal Process

1. An appeal of an internal complaint determination may be made to the General Manager by the complainant or respondent, in writing, by filing a request for reconsideration within five (5) working days following receipt of the General Manager's determination.

2. Within fifteen (15) working days of receipt of the request for reconsideration, the General Manager shall issue a final determination based upon an independent investigation and/or review of the complaint. This review will include all information submitted by the complainant and/or respondent in his/her request for reconsideration. The determination of the General Manager will be final and binding on all persons concerned. Such determination may include a directive to take corrective action.

3. The complainant, respondent, Senior Manager of Human Resources, and any other persons essential to the disposition of the complaint will be provided a confidential written copy of the General Manager's final determination of the request for reconsideration.

D. External Resolution Procedures for Discrimination Complaints

If the complainant is dissatisfied with the determination reached during the internal resolution process by CCCTA, or the case is not being resolved in a timely manner, the same complaint may be submitted to the following state or federal agencies.

1. The Federal Transit Administration (FTA), U.S. Department of Transportation (DOT), is the agency that receives complaints of discrimination filed by applicants or employees of FTA

grant recipients. When U.S. DOT lacks jurisdiction, it will refer the complaint to another federal or state agency.

2. The Equal Employment Opportunity Commission (EEOC) receives discrimination complaints on behalf of the federal government.

3. The California Department of Fair Employment and Housing (DFEH) is the agency that receives discrimination complaints on behalf of the State of California.

APPENDIX E: Availability Factor Computation Form

Job Category: Management & Supervisory

	Factor	Raw Statistics		Value	Weighted Factor		Reason for Value Weight
		Total Minority	Total Female	Weight	Total Minority	Total Female	
1	Percentage of minorities and females in population of labor area surrounding facility						Not Applicable
2	Percentage of minorities and females among unemployed in labor area surrounding facility						Not Applicable
3	Percentage of minorities and women in total workforce in immediate labor area						Not Applicable
4	Percentage of minorities and females among those having requisite skills in immediate labor area	32.0%	45.0%	30	9.6	13.5	Civilian Labor Force, Officials & Managers
5	Percentage of minorities and females among those seeking employment in reasonable recruitment area	93.5%	32.3%	25	23.4	8.1	Applicant Flow, M&S, 3 Years
6	Percentage of minorities and females among those promotable or transferable within facility	43.3%	30.0%	30	13.0	9.0	M&S Workforce, December 31, 2014
7	Percentage of minorities and females at institutions providing training in requisite skills						Not Applicable
8	Percentage of minorities and females among those at facility whom contractor can train in requisite skills	100.0%	40.0%	15	15.0	6.0	Promotions, M&S, 3 Years
				100			
Job Category: Mgmt. & Supervisory					61.0	36.6	Final Availability (Percentage)

APPENDIX E: Availability Factor Computation Form

Job Category: Clerical & Administrative

	Factor	Raw Statistics		Value	Weighted Factor		Reason for Value Weight
		Total Minority	Total Female	Weight	Total Minority	Total Female	
1	Percentage of minorities and females in population of labor area surrounding facility						Not Applicable
2	Percentage of minorities and females among unemployed in labor area surrounding facility						Not Applicable
3	Percentage of minorities and females in total workforce in immediate labor area	48.8%	47.0%	10	4.9	4.7	Civilian Labor Force, CC County
4	Percentage of minorities and females among those having requisite skills in immediate labor area	49.2%	74.6%	30	14.8	22.4	Civilian Labor Force, Administrative Support
5	Percentage of minorities and females among those seeking employment in reasonable recruitment area	79.0%	73.9%	30	23.7	22.2	Applicant Flow, C&A, 3 Years
6	Percentage of minorities and females among those promotable or transferable within facility	52.0%	76.0%	25	13.0	19.0	C&A Workforce, December 31, 2014
7	Percentage of minorities and females at institutions providing training in requisite skills						Not Applicable
8	Percentage of minorities and females among those at facility whom contractor can train in requisite skills	0.0%	0.0%	5	0.0	0.0	Promotions, C&A, 3 Years
				100			
Job Category: Clerical & Administrative					56.3	68.3	Final Availability (Percentage)

APPENDIX E: Availability Factor Computation Form

Job Category: Maintenance

	Factor	Raw Statistics		Value	Weighted Factor		Reason for Value Weight
		Total Minority	Total Female	Weight	Total Minority	Total Female	
1	Percentage of minorities and females in population of labor area surrounding facility						Not Applicable
2	Percentage of minorities and females among unemployed in labor area surrounding facility						Not Applicable
3	Percentage of minorities and females in total workforce in immediate labor area						Not Applicable
4	Percentage of minorities and females among those having requisite skills in immediate labor area	50.7%	0.0%	25	12.7	0.0	Civilian Labor Force, Bus/Truck Mechanics
5	Percentage of minorities and females among those seeking employment in reasonable recruitment area	70.1%	10.4%	25	17.5	2.6	Applicant Flow, Maintenance, 3 Years
6	Percentage of minorities and females among those promotable or transferable within facility	63.6%	9.1%	45	28.6	4.1	Maintenance Workforce, December 31, 2014
7	Percentage of minorities and females at institutions providing training in requisite skills						Not Applicable
8	Percentage of minorities and females among those at facility whom contractor can train in requisite skills	0.0%	0.0%	5	0.0	0.0	Promotions, Maintenance, 3 Years
				100			
Job Category: Maintenance					58.8	6.7	Final Availability (Percentage)

APPENDIX E: Availability Factor Computation Form

Job Category: Operators

	Factor	Raw Statistics		Value	Weighted Factor		Reason for Value Weight
		Total Minority	Total Female	Weight	Total Minority	Total Female	
1	Percentage of minorities and females in population of labor area surrounding facility						Not Applicable
2	Percentage of minorities and women among unemployed in labor area surrounding facility						Not Applicable
3	Percentage of minorities and females in total workforce in immediate labor area	48.8%	47.0%	10	4.9	4.7	Civilian Labor Force, CC County
4	Percentage of minorities and females among those having requisite skills in immediate labor area	60.4%	35.5%	20	12.1	7.1	Civilian Labor Force, Bus Drivers
5	Percentage of minorities and females among those seeking employment in reasonable recruitment area	76.3%	33.1%	20	15.3	6.6	Applicant Flow, Operators, 3 Years
6	Percentage of minorities and females among those promotable or transferable within facility	77.6%	37.6%	50	38.8	18.8	Operator Workforce, December 31, 2014
7	Percentage of minorities and females at institutions providing training in requisite skills						Not Applicable
8	Percentage of minorities and females among those at facility whom contractor can train in requisite skills						Not Applicable
				100			
Job Category: Operators					71.0	37.2	Final Availability (Percentage)

County Connection

INTER OFFICE MEMO

Agenda Item #4.c.

To: BOARD OF DIRECTORS Date: September 8, 2015

From: Kathy Casenave, Director of Finance Reviewed by:

SUBJECT: Investment Policy

Summary of Issues:

On September 12, 2012, CCCTA last adopted its Statement of Investment Policy (Resolution No. 2013-009) in accordance with California Government Code Section 53646.

Previously, the Board had reviewed and approved the Statement of Investment Policy triennially and made changes when required by California Government Code. Staff now recommends that the Statement of Investment Policy be updated to require that the Board of Directors review the Policy annually. The update is suggested because the law authorizes the Board to delegate its investment authority for only a one-year period, which must be renewed by the Board each subsequent year. Given the Board must annually delegate the authority, it is suggested that the Board also use that opportunity to review the Investment Policy and provide updates if necessary.

There have been no substantive changes in the law affecting County Connection's investment policy. Changes have been made to the attached Statement of Investment Policy to require annual review by the Board of Directors and to make minor, non-substantive corrections.

Recommendation:

The Administration and Finance Committee recommends that the Board of Directors adopt the updated Statement of Investment Policy for one year until September 30, 2016.

SUBJECT: Statement of Investment Policy

PURPOSE: This Statement provides guidelines for the prudent investment and cash management of the Authority's funds.

OBJECTIVE: The Authority's cash management system is designed to monitor and forecast accurately expenditures and revenues, thus enabling the Authority to invest funds to the fullest extent possible. The Authority's primary objective is to safeguard the principal of the funds; the second objective is to meet the liquidity needs of the Authority; and the third objective is to achieve a return on the invested funds.

POLICY: This policy shall apply to all public funds held by the Authority. At all times, the Authority shall invest its funds in accordance with the rules and restrictions established by the laws of the State of California (Government Code Sections 53600 *et. seq.*). The Authority shall conduct its investments under the "prudent investor standard": "When investing, reinvesting, purchasing, acquiring, exchanging, selling and managing public funds, a trustee shall act with care, skill, prudence and diligence under the circumstances then prevailing, including, but not limited to, the general economic conditions and the anticipated needs of the agency, that a prudent person acting in a like capacity and familiarity with those matters would use in the conduct of funds of a like character and with like aims, to safeguard the principal and maintain the liquidity needs of the agency." (California Government Code Section 53600.3)

The General Manager of the Authority shall serve as the Authority's trustee for purposes of placing investments pursuant to this Policy. The Policy shall be reviewed annually by the Authority's Board of Directors at a public meeting. (California Government Code Section 53646(a))

1. Criteria for Selecting Investments. Criteria for selecting investments and the order of priority are:

   a. Safety. The safety risk associated with an investment refers to the potential loss of principal, interest, or a combination of these amounts. The Authority shall operate only in those investments that are allowable under Section 6 below.

   b. Liquidity. An adequate percentage of the portfolio should be maintained in liquid, short-term investments, which can be converted to cash if necessary to meet disbursement requirements. A short-term investment is defined as any investment, which matures within a one-year period.

   c. Yield. Yield becomes a consideration only after the basic requirements of safety and liquidity have been met.

2. Delivery of Securities. Securities shall be delivered by book entry, physical delivery, or by third-party custodial agreement. (California Government Code Section 53601)

3. Diversification. The portfolio should consist of a mix of authorized types of investments described in this Policy. As a general rule, long-term maturities should not represent a significant percentage of the total portfolio, as the principal risk involved can outweigh the potential for higher earnings. With the exception of investments in the California State Local Agency Investment Fund, no more than

fifty percent (50%) of the Authority's portfolio shall be deposited or invested in a single security type or with a single financial institution.

4. Terms of Investments. No investment shall be made in a security with a term remaining to maturity in excess of five years. (California Government Code Section 53601)

5. Deposit of Funds. All money belonging to or in the custody of the Authority, including money paid to the Authority to pay the principal, interest or penalties of bonds, shall be deposited for safekeeping in state or national banks, savings associations or federal associations, credit unions or federally insured industrial loan companies in California (as defined by California Government Code Section 53630); unless otherwise invested pursuant to Sections 6 and 7 of this Policy.

   Pursuant to California Government Code Sections 53635, 53637 and 53638, the money shall be deposited in any authorized depository with the objective of realizing maximum return, consistent with prudent financial management.

   Pursuant to California Government Code Section 53638, the maximum deposit shall not exceed the shareholder's equity in any depository bank; to the total net worth of any depository savings association; or the total or unimpaired capital and surplus of any credit union or industrial loan company.

6. Allowable Investment Instruments. With prior Board approval, the Authority may invest in any of the investment instruments authorized by the California Government Code, subject to any conditions set forth in the California Government Code. Without prior Board approval, the General Manager shall limit the investment instruments utilized to the following:

   a. United States Treasury notes, bonds, bills, or certificates of indebtedness, or those for which the faith and credit of the United States are pledged for the payment of principal and interest.

   b. Negotiable certificates of deposit issued by a nationally or state-chartered bank of a state or federal association (as defined by California Financial Code Section 5102) or by a state-licensed branch of a foreign bank. Purchases of negotiable certificates of deposit may not exceed thirty percent (30%) of the Authority's surplus funds to be invested. The maximum investment in a certificate of deposit shall not exceed the shareholder's equity in any depository bank; the total net worth of any depository savings association; or the total or unimpaired capital and surplus of any credit union or industrial loan company.

7. Local Agency Investment Fund. In addition to the investment instruments set forth in Section 6, the General Manager may invest Authority funds in the Local Agency Investment Fund pursuant to California Government Code Section 16429.1.

8. Prohibited Investments. The Authority shall not invest any funds in inverse floaters, range notes, or interest-only strips that are derived from a pool of mortgages. The Authority shall not invest any funds in any security that could result in zero interest accrual if held to maturity. The limitation does not apply to investments in shares of beneficial interest issued by diversified management companies as set forth in California Government Code Section 53601.6.

REPORTING: At least quarterly, the General Manager shall submit an investment report to the Board of Directors within thirty (30) days of the end of the quarter. The report shall include the following information:

1. Type of investment, issuer, date of maturity, par and dollar amount invested in all securities, investments, and money held by the Authority;

2. Description of any of the Authority's funds, investments, or programs that are under the management of contracted parties, including lending programs;

3. For all securities held by the Authority or under management by any outside party that is not a local agency or the State of California Local Agency Investment Fund, a current market value as of the date of the report and the source of this valuation;

4. Statement that the portfolio complies with the Investment Policy or the manner in which the portfolio is not in compliance; and

5. Statement that the Authority has the ability to meet its pool's expenditure requirements (cash flow) for the next six months or provide an explanation as to why sufficient money shall or may not be available.

If the Authority places all of its investments in the Local Agency Investment Fund, Federal Deposit Insurance Corporation-insured accounts in a bank or savings and loan association or county investment pool (or any combination of these three), the General Manager can simply submit, on at least a quarterly basis, the most recent statements from these institutions to meet the requirements of items 1-3 above, with a supplemental report addressing Items 4 and 5 above. [California Government Code Section 53646(b)-(e)]

DATE OF ADOPTION: August 21, 1997

DATE OF REVISION:: September 16, 1999M
September 17, 2009, pursuant to Resolution No. 2010-007

DATE OF REAFFIRMATION: September 20, 2012, pursuant to Resolution No. 2013-009;
September 17, pursuant to Resolution No. 2016-007

RESOLUTION NO. 2016-007

BOARD OF DIRECTORS
CENTRAL CONTRA COSTA TRANSIT AUTHORITY
STATE OF CALIFORNIA
*** * ***

APPROVES THE STATEMENT OF INVESTMENT POLICY
AND REAUTHORIZES THE DELEGATION OF INVESTMENT AUTHORITY
TO THE GENERAL MANAGER

WHEREAS, the County of Contra Costa and the Cities of Clayton, Concord, the Town of Danville, Lafayette, Martinez, the Town of Moraga, Orinda, Pleasant Hill, San Ramon and Walnut Creek (hereinafter "Member Jurisdictions") have formed the Central Contra Costa Transit Authority ("CCCTA"), a joint exercise of powers agency created under California Government Code Section 6500 *et seq*., for the joint exercise of certain powers to provide coordinated and integrated public transportation services within the area of its Member Jurisdictions; and

WHEREAS, pursuant to California Government Code Section 53646, the Authority is required to adopt a Statement of Investment Policy; and

WHEREAS, pursuant to Resolution No. 2013-009, dated September 20, 2012, the Authority reviewed and approved the Statement of Investment Policy; and

WHEREAS, the Statement of Investment Policy has been revised to require that the Policy be reviewed annually by the Board of Directors, and to make minor nonsubstantive corrections; and

WHEREAS, the Board of Directors has completed a review of the Statement of Investment Policy.

NOW, THEREFORE, IT IS HEREBY RESOLVED that the Board of Directors of the Central Contra Costa Transit Authority approves the Statement of Investment Policy in accordance with California Government Code Section 53646 and reauthorizes the delegation of investment authority to the General Manager until September 30, 2016.

Regularly passed and adopted this 17th day of September 2015 by the following vote.

AYES:

NOES:

ABSTAIN:

ABSENT:

_____
Robert Storer, Chair, Board of Directors

ATTEST:

_____
Lathina Hill, Clerk to the Board

County Connection

INTER OFFICE MEMO

To: Board of Directors Date: September 10, 2015

From: Kristina Martinez Reviewed by:

SUBJECT: State Legislative Update

Action Required:

The following update is for informational purposes only regarding the extraordinary session on transportation. In addition, please see the update on AB 1250 (Bloom) surrounding bus axle weight. No action is required by the Board of Directors.

Background:

Extraordinary Session on Transportation

Staff provided a brief update (see attached) on the extraordinary session to the MP&L Committee at its September meeting. Since then, the following updates have become available.

1. The original Senate bills with regard to Cap and Trade funds and Sales and Use Tax have made it out of the Senate Transportation Committee.

2. Subsequently, the Governor has released a long awaited transportation funding package. Within that package, the transit piece contains a one-time only allocation of $400 million out of the Cap and Trade Program to the Transit & Intercity Rail Capital Program (TIRCP). These funds are for capital only and awarded on a statewide basis.

   At this time, staff is hearing it is unlikely that the package will emerge for the Governor to sign with one day left in the session and a number of disagreements surrounding the funding allocation. Staff will give a final update on the session at the upcoming Board of Directors meeting.

Update on AB 1250 (Bloom) – Bus Axle Weight

The most current update on AB 1250 shows that the California Transit Association (CTA) has reached a compromise with the League of Cities and California State Association of Counties (CSAC) in regards to the bus axle weight limit issue. Ultimately, this will raise the current bus axle weight limit, but will steadily decrease on a time framed schedule.

In addition, within the last week, the Director of the Department of Transportation (Caltrans) has brought forward requests to amend AB 1250, including dividing the bus axle weight limits into a two-tiered schedule. This divides articulated and zero-emissions buses, and those considered “all other” (diesel and CNG) buses. Both CTA and Caltrans have reached a compromise that has set the schedule of bus weights within the two-tiered system.

Additional updates on the outcome of AB 1250 will be provided to the MP&L Committee and Board of Directors at their regularly scheduled meetings in October.

County Connection

INTER OFFICE MEMO

To: MP&L Committee Date: August 25, 2015

From: Kristina Martinez Reviewed by:

SUBJECT: Update on Board Approval for Support of Transit Bills in Extraordinary Session

Action Required:

The following update is for informational purposes only regarding the extraordinary session on transportation. No action is required by the MP&L Committee.

Background:

At the August County Connection Board of Directors Meeting, the Board approved to support four transit bills which were introduced during the extraordinary session on transportation. This included ABX1 7 and SBX1 8 with regard to Cap and Trade funds, alongside ABX1 8 and SBX1 7 with regard to Sales and Use Tax.

Since its introduction to the extraordinary session in July 2015, no updates have been made available. Following the Board's approval, staff has forwarded letters of support regarding each of the four bills to local delegates. Staff will continue to update the MP&L committee as any changes or updates occur through the extraordinary session.

County Connection

INTER OFFICE MEMO

Agenda Item #7.b.1

To: Board of Directors Date: September 10, 2015

From: Anne Muzzini, Director of Planning and Marketing Reviewed by:

Subject: Clipper Status

County Connection staff continues to work with MTC and their contractor CH2MHill to coordinate Cubic's implementation of Clipper on the East Bay Operator Group.

Clipper Training for Operator Trainers, Customer Service Agents, and Mechanics
Cubic staff, the Clipper contractor, has conducted train the trainer classes for operations, maintenance, and customer service staff. Once we know our "go live" date, we will schedule operator training. Meanwhile installation of the on board equipment continues and is expected to be completed by the end of September.

In addition to the Cubic training, MTC will conduct training sessions with each agency's customer service staff in two phases. The first phase will include basic training on the different Clipper cards, how they work, and account management. The second phase will include training for ticket sales staff to include how to properly register the cards, add value, check the status of account values, and when to refer cardholders or callers to the Clipper customer service staff.

Field Testing then Go Live
Once the on board equipment is installed there will be a period of testing. First, the system will be powered up but the Clipper software and system will not be functional. Then, in the final testing phase, the software will be operational but the card readers will still be bagged. Cubic staff will do testing to make sure the units are working in the field which will involve tagging Clipper cards to make sure the correct fares are deducted. This phase will include testing on in service buses and buses staged in the field.

Once all the testing is complete and driver training is done, the bags will be removed and we will "go live". The date is still not finalized for "go live" although we are shooting for November 1st.

Marketing

MTC has developed marketing materials for the East Bay Group that include webpages, brochures, and take ones. They will be doing soft launch until after the Holidays.

Soft Launch: Revenue ready through mid-January 2016

Outreach

- MTC marketing teams will assist agency staff in outreach and education activities that include in-person presence at key transit stops and hub locations such as BART stations, Park 'n Ride lots, and transit centers to educate existing riders that Clipper is now available on their buses
- MTC will distribute regional news releases and PR stories
- Clipper launch will be promoted on social media by MTC and agencies
- Agency micro-sites on clippercard.com will go live, with links to each agency's website
- Each agency will be provided with 500 adult Clipper Cards for promotional use

Print Materials

- "Clipper in the East Bay" brochures provided to agencies for distribution
- "Getting Started with Clipper" take-ones provided to agencies for distribution
- Clipper card sleeves provided to agencies for distribution with promotional cards as well as cards sold through ticket offices

Signage

- Interior Bus Cards will be produced and provided to all agencies
- Decals for bus windows and ticket offices
- Transit Information Displays at BART stations will be updated to include participation of East Bay operators in the Clipper program

Hard Launch: Mid-January through mid-March 2016

Paid Advertising

- Radio Campaign (broadcast and digital)
- Social Media Campaign – Facebook, Twitter, Instagram
- Other channels to be determined
- BART Advertising – number of ads is yet to be determined

Co-Op Advertising:

- Exterior Bus Advertising – Projected available space on the four agency fleets committed by Lamar Transit Advertising include: 6 King ads, 21 Queen ads, and 12 tail ads. MTC will possibly supplement with paid advertising
- BART Advertising – MTC will negotiate with BART to have some free station advertising in conjunction with a planned media contract. The numbers are yet to be determined.