

# County Connection

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

## BOARD OF DIRECTORS

### MEETING AGENDA

Thursday, February 15, 2024

9:00 a.m.

**The Board Meeting will be held in-person at:**

**County Connection Board Room  
2477 Arnold Industrial Way, Concord, California**

Staff and members of the public may attend in-person or participate remotely via Zoom at:

<https://us02web.zoom.us/j/85399133311>

Or One tap mobile :

US: +16699006833,,85399133311# or +14086380968,,85399133311#

Or Telephone:

Dial(for higher quality, dial a number based on your current location): +1 408 638 0968

Webinar ID: 853 9913 3311

### **Please Note the following COVID-19 Protocols for in-person attendance:**

Visitors experiencing the following symptoms of COVID-19 may not enter the building:

- Cough
- Chills
- Sore Throat
- Shortness of Breath
- Muscle Pain
- Loss of Taste or Smell
- Fever

Public comment may be submitted via email to: [hill@cccta.org](mailto:hill@cccta.org). Please indicate in your email the agenda item to which your comment applies. Comments submitted before the meeting will be provided to the Board of Directors before the meeting. Comments submitted after the meeting is called to order will be included in the correspondence that will be provided to the full Board.

Oral public comments will also be accepted during the meeting in person and through Zoom\* or the teleconference number listed above.

Should Zoom not be operational, please check online at: [www.countyconnection.com](http://www.countyconnection.com) for any updates or further instruction.

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 January 18, 2024\*
  - b) Independent Accountant's Report on Federal Funding Allocation Data for Federal Transit Administration for Fiscal Year 2023\*
5. Report of Chair
6. Report of General Manager

Under this item, the General Manager will report on matters of relevance to CCCTA including, but not necessarily limited to, the following:

- a) Recognition of 20+ Year Employees that Retired During COVID-19 Pandemic
  - b) State Legislation Update
  - c) Regional Network Management (RNM) Update
7. Report of Standing Committees
  - a) Administration & Finance Committee
    - 1) Equal Employment Opportunity (EEO) Program Update\*  
Resolution No. 2024-012\*  
(The A&F Committee and staff request the Board of Directors approve Resolution No. 2024-012, which adopts the Equal Employment Opportunity (EEO) Program update and authorizes staff to forward the program to the FTA.)
    - 2) Proposed Change to Applicant Background Check Process\*  
Resolution No. 2024-013\*  
(The A&F Committee and staff recommend the Board of Directors to approve the Application for Authorization Pursuant to Penal Code Section 11105(b)(11), including a signed Resolution No. 2024-013 outlining the request to obtain state and federal level summary information.)
    - 3) Financial Management Software Contract Award--Information Only\*  
(Staff will provide an update on the contract award for financial management software.)
  - b) Marketing, Planning & Legislative Committee
    - 1) Regional Mapping & Wayfinding Project Update – Information Only\*  
(Staff will present information on the Bay Area transit mapping and wayfinding project.)
  - c) Operations & Scheduling Committee
    - 1) Countywide Travel Training Program Expansion\*

Resolution No. 2024-014\*\*

(The O&S Committee and staff recommends authorization to enter into a Memorandum of Understanding with CCTA to expand of our travel training program to cover the whole county.)

8. Report from the Advisory Committee
  - a) Ian McLaughlin, Chair of the Advisory Committee, will give an update from the Advisory Committee
9. Board Communication – (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 to be made at another meeting.)
10. Next Meeting Date: March 21, 2024
11. Adjournment

\*Enclosure

\*\*It will be available at the time of the Board meeting.

\*\*\*For Board members only

## General Information

Public Comment: If you wish to address the Board, please follow the directions at the top of the agenda. If you have anything that you wish distributed to the Board and included for the official record, please include it in your email. Comments that require a response may be deferred for staff reply.

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](http://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 and provide comments at/related to public meetings. Please submit a request, including your name, phone number and/or email address, and a description of the modification, accommodation, auxiliary aid, service or alternative format requested at least two days before the meeting. Requests should be sent to the Assistant to the General Manager, Lathina Hill, at 2477 Arnold Industrial Way, Concord, CA 94520 or [hill@cccta.org](mailto:hill@cccta.org). Requests made by mail must be received at least two days before the meeting. Requests will be granted whenever possible and resolved in favor of accessibility.

### Currently Scheduled Board and Committee Meetings

Board of Directors:	Thursday, March 21 at 9 a.m., County Connection Board Room
Administration & Finance:	Wednesday, March 6 at 2 p.m., County Connection Offices, 2477 Arnold Industrial Way, Concord, CA
Advisory Committee:	TBD
Marketing, Planning & Legislative:	Thursday, March 7 at 8:30 a.m., Supervisor Andersen's Office, 3338 Mt. Diablo Blvd. Lafayette, CA.
Operations & Scheduling:	Wednesday, March 6 at 8 a.m., Supervisor Andersen's Office, 309 Diablo Rd, Danville, CA 94526

**The above meeting schedules are subject to change. Please check the County Connection Website ([www.countyconnection.com](http://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](http://www.countyconnection.com)) and at the County Connection Administrative Offices, 2477 Arnold Industrial Way, Concord, California**



# County Connection

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## CCCTA BOARD OF DIRECTORS

### MINUTES OF THE REGULAR MEETING

January 18, 2024

#### CALL TO ORDER/ROLL CALL/CONFIRM QUORUM

Chair Don Tatzin called the regular meeting of the Board of Directors to order at 9:00 a.m. Board Members present were Directors Andersen, Diaz, Hoffmeister, Hudson, Noack, Schroder, Sos, Storer, Tatzin, Wilk and Worth.

Staff: Churchill, Sherman, Brewer, Dixit, Glenn, Hill, Horta, Johnson, Jones, Martinez, Mitchell, Noya, Rees and Sanderson

#### PUBLIC COMMUNICATION:

Judy Barrientos and Michelle Gray spoke to the Board about longer meal breaks for the drivers for health reasons as well as a better experience for the passengers. Bill Churchill stated that he has regular meetings with the scheduling department to work on this issue.

#### CONSENT CALENDAR

MOTION: Director Hudson moved approval of the Consent Calendar, consisting of the following item: (a) Approval of Minutes of Regular Meeting of December 21, 2023; (b) Investment Report as of September 30, 2023. Director Noack seconded the motion, and it received the following vote of approval:

Aye: Directors Andersen, Diaz, Hoffmeister, Hudson, Noack, Schroder, Sos, Storer, Tatzin, Wilk and Worth  
No: None  
Abstain: None  
Absent: None

**REPORT OF CHAIR: None**

#### REPORT OF GENERAL MANAGER:

##### Recognition of 20+ Year Employees that Retired During COVID-19 Pandemic

Mike Foley-Maintenance  
Myron Johnson-Transportation  
Debra Lowery-Transportation  
June Owens-Transportation  
Jorge Rubillos-Transportation

## January 1st Emergency Bus Bridge

Bill Churchill, General Manager, informed the Board that there was a BART derailment on the morning of January 1st requiring a bus bridge to be deployed. What was unusual was that County Connection was closed, as we do not provide services on six major Holidays throughout the year. We have conducted many planned bus bridges for BART on holidays in the past, but we have the luxury of planning for them many months in advance. In this case, there was no planning and BART needed the bus bridge right away. He called the general manager of AC Transit, Mike Hursh, as they were running a Sunday service on that day and they were able to immediately deploy a number of large articulated buses to start the bus bridge. Mr. Hursh let Bill know that his drivers would soon run out of drive time so County Connection would need to ramp up operations and join the bus bridge as well. Bill estimated it would take 3 to 4 hours to ramp up service since we had no one in the yard and we would have to fuel buses before deploying service. We had 3 mechanics, 4 supervisors and 10 operators that opened up the facility, fueled the buses and had the bridge running in two hours. These employees gave up a day off on a moment's notice to provide help and support to BART and ensure the transit riders in our communities are taken care of and can get to where they need to go. He is incredibly grateful and proud of what everyone was able to accomplish.

## State Legislation Update

Bill Churchill, General Manager, reminded the Board that at the December Board meeting he informed the Board that Senator Wahab did a gut and amend to SB 397 creating a bill to require CALSTA to develop a plan to consolidate all public transit agencies contained within the nine County Bay Area into one. Two weeks ago, the CTA Legislation committee voted to formally oppose the Bill and sent the senator the letter of opposition late in the day on Monday last week. On Monday morning of last week, he was part of a group of General Managers that met with Senator Wahab at her request to provide her with our concerns. He was tasked specifically with providing the small operator concerns. At that meeting, the Senator characterized her bill as a mere study bill that should not provide heartache for anyone. However, all analyses that he has seen regarding the bill did not characterize it as a study bill. Michael Pimentel (CTA) and his staff met with the Senator on Tuesday of last week to explain the association's opposition; thereafter, the Senator pulled the bill. The Senator did state that she fully intends to reintroduce the bill at a later date and would like to receive language input from the association when she does to help make the bill more palatable and no consolidation is not an option. On Tuesday of this week, Senator Wahab re-introduced her bill under SB 926 with the exact same language in the first bill. Interestingly, Assemblywoman Papan introduced AB 1837 requiring MTC to push the transit operators within the nine county Bay Area to improve their coordination with each other; this bill (AB 1837) appears to be purposefully introduced as a direct contradiction to the Wahab transit consolidation bill.

## **REPORT OF STANDING COMMITTEES**

### **Marketing, Planning and Legislative Committee**

#### Onboard Survey Report – Information Only

Pranjal Dixit, Manager of Planning, gave a brief background stating that the last onboard survey of County Connection's passengers was completed by MTC in fall of 2019, but the pandemic has delayed MTC's surveying schedule such that the next survey on County Connection will not be until 2027. Given the significant shifts in travel patterns as a result of the pandemic as well as a Title VI program update due in March, staff utilized the on-call planning contract with Transportation Management & Design (TMD) to conduct an onboard survey during Fall 2023.

Overall, County Connection riders tend to have fewer vehicles available, larger household sizes, and lower annual incomes compared to residents of Central Contra Costa. They are also more likely to be minority and speak a language other than English at home. There were some notable shifts in rider demographics since the 2019 survey.

Although vehicle availability and household incomes were higher, household sizes were also much larger, with over half having 4 or more people. In addition, the change in income levels does not account for inflation, and when considering the combination of household income and size, the percentage of households considered to be low-income stayed relatively constant compared to 2019. The cost to conduct the survey was \$50,000, which was included in the Service Development budget for FY 2024.

## **Operations & Scheduling Committee**

### Fixed Route Performance Comparison – Information Only

Pranjal Dixit, Manager of Planning, explained that in March 2020, ridership dropped across all transit systems at the onset of the shelter-at-home order as businesses closed and commuters started working remotely. The pandemic quickly highlighted social inequities, as essential workers, who are disproportionately low-income and minority, continued to rely on transit throughout the pandemic. As the demand for commuter service remains low, the demand for local service and weekend service continues to rise.

Transit agencies nationwide are facing a critical operator shortage, a ripple effect of pandemic-related burnout, health concerns, career shifts, and a competitive labor market. In the East Bay, five agencies vying for a limited pool of candidates intensifies the challenge. While some agencies like Tri Delta Transit saw success with aggressive recruitment and bonus programs, most agencies have struggled to fully restore their pre-pandemic workforce and service levels on their routes. Tri Delta Transit's operator count even exceeded pre-pandemic levels, but with their bonus program having ended in September 2023, the future remains uncertain. LAVTA and WestCAT currently have enough operators to operate current service levels, but operator retention woes pose a barrier to restoring additional service, despite having sufficient staff for their existing routes. County Connection, with a 15-operator gap as of October 2023, is taking action. An employee referral program to boost recruitment launches January 1st, 2024, and a starting salary increase was implemented in FY22. As County Connection gears up for service restorations, efforts to address the operator shortage will be crucial in ensuring adequate transit options for the East Bay community.

County Connection actively restored service (reaching 83% of its original schedule) and still attained 90% of its pre-pandemic passenger productivity. Tri Delta Transit and BART also faced the challenge of integrating its new services like Oakley Park-n-Ride service and Berryessa/North San Jose extension into their existing networks. They're currently in the process of right-sizing their schedules to optimize efficiency and meet changing travel patterns.

### Means Based Paratransit Fares

Director Sos left at 10:58 a.m.

John Sanderson, Director of ADA and Specialized Services, explained that Tri Delta Transit conducted a six-month means-based fare pilot program from April through October 2023, in coordination with CCTA. In August 2023, the CCTA ATSP Task Force recommended that the Tri Delta means-based fare pilot be expanded into a countywide program by implementing Tri Delta's pilot protocols at County Connection and WestCat.

With the lessons learned from the Tri Delta pilot period and input from Tri Delta staff and other stakeholders, Staff anticipate that a successful means-based fare program can be implemented at County Connection relatively easily and at a reasonable cost. The existing ADA eligibility staff will be tasked with verifying program applicants' low-income status primarily by confirming their participation in certain federal and state programs that help low-income individuals. Once approved, each program participant will receive (initially) \$50 per month deposited into their LINK pre-paid fare account, which can then be used to pay for rides on LINK paratransit. Because the means-based fare program constitutes a fare change lasting longer than six months, staff will also be required under Federal regulations and the Authority's "disparate impact" and "disproportionate burden" policies

to prepare a Title VI Fare Equity analysis, which will be presented to the Board for approval, once complete. County Connection will invoice CCTA monthly for the fare subsidy credited to riders plus administrative expenses.

CCTA has allocated \$145,000 in Measure X funds, which should be more than adequate to support the program through the 12-month pilot phase. If that amount proves insufficient, additional Measure X funds may be allocated or the program rules may be modified as necessary to contain program costs at a sustainable level. Program expenditures will be evaluated monthly to ensure that any necessary changes can be instituted in a timely fashion.

**MOTION:** Director Storer moved adoption of Resolution No. 2024-011 authorizing the General Manager to enter into a MOU with CCTA allowing for the reimbursement of County Connection’s costs associated with operating the means-based fare subsidy program. Director Diaz seconded the motion, and it received the following vote of approval:

Aye: Directors Andersen, Diaz, Hoffmeister, Hudson, Noack, Schroder, Storer, Tatzin, Wilk and Worth  
No: None  
Abstain: None  
Absent: Director Sos

**BOARD COMMUNICATION:** None

**CLOSED SESSION:**

The Board entered the closed session at 11:12 a.m. to discuss:

Liability Claims (Government Code Section 54956.95) Claim against Central Contra Costa Transit Authority;  
Claimant: Shannon Cross

**OPEN SESSION:**

The Board entered the open session at 11:35 a.m. No reportable action taken.

**ADJOURNMENT:** Chair Tatzin adjourned the regular Board meeting at 11:36 am.

Minutes prepared by:

Lathina Hill  
Asst to the General Manager/Clerk to the Board of Directors

Date: February 5, 2024

## INTER OFFICE MEMO

**To:** Board of Directors

**Date:** 02/07/2024

**From:** Amber Johnson, Chief Financial Officer

**Reviewed by:** WC.

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**SUBJECT: Independent Accountant's Report on Federal Funding Allocation Data for Federal Transit Administration for Fiscal Year 2023**

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### **Background:**

Annually our independent auditors, Brown Armstrong, CPA's, are required to review the data we report to the Federal Transportation Administration (FTA) on Form FFA-10 which is included in the National Transit Database report (NTD).

### **Summary of Issues:**

The FTA Form FFA-10 reports hours, miles, passengers, passenger miles and total operating expenses.

Staff filed the NTD report in December and Brown Armstrong completed their review in January. Brown Armstrong reviewed the data and financial information and issued the reports without exceptions. Staff presented the report to the Administration & Finance (A&F) Committee in September.

### **Financial Implications:**

There are no financial implications as a result of this report.

### **Recommendation:**

Staff and the A&F Committee recommend that the Board approve this report.

### **Action Requested:**

Staff and the A&F Committee request that the Board approve the Independent Accountant's Report on Applying Agreed-Upon Procedures for Federal Funding Allocation Data to the Federal Transit Administration for the Fiscal Year Ended June 30, 2023.

### **Attachments:**

Attachment 1: Independent Accountant's Report on Applying Agreed-Upon Procedures for Federal Funding Allocation Data to the Federal Transit Administration for the Fiscal Year Ended June 30, 2023

**CENTRAL CONTRA COSTA TRANSIT AUTHORITY**

**NATIONAL TRANSIT DATABASE REPORTING**

**INDEPENDENT ACCOUNTANT'S REPORT ON  
APPLYING AGREED-UPON PROCEDURES  
FOR FEDERAL FUNDING ALLOCATION DATA  
FEDERAL TRANSIT ADMINISTRATION**

**FOR THE FISCAL YEAR ENDED  
JUNE 30, 2023**

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## INDEPENDENT ACCOUNTANT'S REPORT ON APPLYING AGREED-UPON PROCEDURES

To the Administration and Finance Committee and Board of Directors of  
Central Contra Costa Transit Authority  
and the Federal Transit Administration

The Federal Transit Administration (FTA) has established the following standards with regard to the data reported to it in the Federal Funding Allocation Statistics Form (FFA-10) of the Central Contra Costa Transit Authority's (the Authority) annual National Transit Database (NTD) report:

- A system is in place and maintained for recording data in accordance with NTD definitions. The correct data are being measured and no systematic errors exist.
- A system is in place to record data on a continuing basis and the data gathering is an ongoing effort.
- Source documents are available to support the reported data and are maintained for FTA review and audit for a minimum of three years following FTA's receipt of the NTD report. The data are fully documented and securely stored.
- A system of internal controls is in place to ensure the data collection process is accurate and that the recording system and reported comments are not altered. Documents are reviewed and signed by a supervisor, as required.
- The data collection methods are those suggested by FTA or otherwise meet FTA requirements.
- The deadhead miles, computed as the difference between the reported total actual vehicle miles data and the reported total actual vehicle revenue miles (VRM) data, appear to be accurate.
- Data are consistent with prior reporting periods and other facts known about transit agency operations.

We have applied the procedures enumerated in Attachment A to the data contained in the Authority's FFA-10 for the fiscal year ended June 30, 2023. Such procedures, which were agreed to and specified by the FTA in the Declarations section of the *2023 NTD Policy Manual* and were agreed to by the Authority, were applied solely to assist you in evaluating whether the Authority complied with the standards described in the first paragraph of this report and that the information included in the NTD report and that the FFA-10 for the fiscal year ended June 30, 2023, is presented in conformity with the requirements of 49 CFR Part 630 and as presented in the *2023 NTD Policy Manual*. The Authority's management is responsible for compliance with the standards described above. The Authority has agreed to and acknowledged that the procedures performed are appropriate to meet the intended purpose. This report may not be suitable for any other purpose. The procedures performed may not address all the items of interest to a user of this report and may not meet the needs of all users of this report, as such, users are responsible for determining whether the procedures performed are appropriate for their purposes.

The procedures and associated results and findings, if applicable, are described in Attachment A.

We were engaged by the Authority to perform this agreed-upon procedures engagement and conducted our engagement in accordance with attestation standards established by the American Institute of Certified Public Accountants. We were not engaged to, and did not, conduct an examination or review engagement, the objective of which would be the expression of an opinion or conclusion, respectively, on the procedures and findings included in this report. Accordingly, we do not express such an opinion or conclusion. Had we performed additional procedures, other matters might have come to our attention that would have been reported to you.

We are required to be independent of the Authority and to meet our other ethical responsibilities, in accordance with the relevant ethical requirements related to our agreed-upon procedures engagement.

This report is intended solely for the information and use of management of the Authority and the FTA and is not intended to be, and should not be, used by anyone other than those specified parties.

BROWN ARMSTRONG  
ACCOUNTANCY CORPORATION

*Brown Armstrong  
Accountancy Corporation*

Stockton, California  
January 26, 2024



**CENTRAL CONTRA COSTA TRANSIT AUTHORITY  
NATIONAL TRANSIT DATABASE REPORTING  
ATTACHMENT A – AGREED UPON PROCEDURES  
FOR THE FISCAL YEAR ENDED JUNE 30, 2023**

The procedures listed below, which are referenced in order to correspond to the *2023 National Transit Database (NTD) Policy Manual* procedures, were applied separately to each of the information systems used to develop the reported actual vehicle revenue miles, passenger miles traveled, and operating expenses of the Central Contra Costa Transit Authority (the Authority) for the fiscal year ended June 30, 2023, for the *Motor Bus Service – Directly Operated (MBDO)*, *Motor Bus Service – Purchased Transportation (MBPT)*, and *Demand Response – Purchased Transportation (DRPT)*.

Our procedures and associated findings are as follows:

- A. Obtain and read a copy of written system procedures for reporting and maintaining data in accordance with NTD requirements and definitions set forth in 49 Code of Federal Regulations (CFR) Part 630, and as presented in the *2023 NTD Policy Manual*. If there are no procedures available, discuss the procedures with the personnel assigned with the responsibility for supervising the NTD data preparation and maintenance.

**Finding:** We discussed procedures related to the system for reporting and maintaining data in accordance with the NTD requirements and definitions set forth in 49 CFR Part 630, and as presented in the *2023 NTD Policy Manual* with the personnel assigned with the responsibility of supervising the preparation and maintenance of NTD data. No exceptions were noted as a result of applying this procedure.

- B. Discuss the procedures (written or informal) with the personnel assigned with the responsibility for supervising the preparation and maintenance of NTD data to determine:
- The extent to which the Authority followed the procedures on a continuous basis, and
  - Whether Authority personnel believe such procedures result in accumulation and reporting of data consistent with NTD definitions and requirements set forth in 49 CFR Part 630, and as presented in the *2023 NTD Policy Manual*.

**Finding:** We discussed with various personnel the procedures noted in Procedure “A” above to determine whether the Authority follows the procedures on an ongoing basis and that the procedures result in the accumulation and reporting of data consistent with the NTD requirements and definitions as set forth in the *Uniform System of Accounts (USOA) and Records and Reporting System; Final Rule*, and specified in the 49 CFR Part 630, and the most recent *2023 NTD Policy Manual*. No exceptions were noted as a result of applying this procedure.

- C. Ask these same personnel about the retention policy that the Authority follows as to source documents supporting NTD data reported on the Federal Funding Allocation Statistics Form (FFA-10).

**Finding:** We noted that the retention policy that is followed by the Authority regarding source documents supporting the FFA-10 data reported are retained for a minimum of three years by the Authority. In addition, we noted that the Authority maintains the computer files more than three years depending on the need of historical data. No exceptions were noted as a result of applying this procedure.

- D. Based on a description of the Authority’s procedures from Procedures “A” and “B” above, identify all the source documents that the Authority must retain for a minimum of three years. For each type of source document, select three months out of the year and determine whether the document exists for each of these periods.

**Finding:** We identified the source documents that are to be retained by the Authority for a minimum of three years. We randomly selected three months out of the fiscal year ended June 30, 2023, October 2022, January 2023, and February 2023, and verified that each type of source document existed for each of these periods. No exceptions were noted as a result of applying this procedure.

- E. Discuss the system of internal controls. Inquire whether separate individuals (independent of the individuals preparing source documents and posting data summaries) review the source documents and data summaries for completeness, accuracy, and reasonableness and how often these individuals perform such reviews.

**Finding:** We discussed the system of internal control with personnel responsible for supervising and maintaining the NTD data. The method is mostly automated with a few manual procedures. We determined that individuals preparing source documents were independent of individuals posting data summaries, reviewing the source documents, and summarizing data for completeness, accuracy, and reasonableness. No exceptions were noted as a result of applying this procedure.

- F. Select a random sample of the source documents and determine whether supervisors' signatures are present as required by the system of internal controls. If supervisors' signatures are not required, inquire how personnel document supervisors' reviews.

**Finding:** As noted above, the method is mostly automated. As such, there are no physical signatures documenting the supervisors' review and approval of the source documents. The software utilized automatically accumulates the data from the Clever Devices Automatic Passenger Counter on each vehicle. Monthly reports are prepared for the Operating and Scheduling Committee and are reviewed by management electronically, as allowed by the 2023 *NTD Policy Manual*. Approval is given by authorizing the posting of the monthly data to NTD. No exceptions were noted as a result of applying this procedure.

- G. Obtain the worksheets used to prepare the final data that the Authority transcribes onto the FFA-10. Compare the periodic data included on the worksheets to the periodic summaries prepared by the transit agency. Test the arithmetical accuracy of the summaries.

**Finding:** We obtained the Authority's year-end cumulative reports that are used to prepare the FFA-10. We compared the prior year data to the current year data and investigated any changes over 10%. We also compared the source documents to the year-end cumulative report (Form S-10). We also recalculated summarizations of supporting documentation which were tested in "D" above. No exceptions were noted as a result of applying this procedure.

- H. Discuss the procedure for accumulating and recording passenger miles traveled (PMT) data in accordance with NTD requirements with the Authority's staff. Inquire whether the procedure is one of the methods specifically approved in the 2023 *NTD Policy Manual*.

**Finding:** During fiscal year 2023, the Authority used the procedure of an estimate of passenger miles traveled (PMT) based on statistical sampling, meeting the FTA's 95% confidence and  $\pm 10\%$  precision requirements based on a qualified statistician's determined procedure. No exceptions were noted as a result of applying this procedure.

- I. Discuss with the Authority's staff (the auditor may wish to list the titles of the persons interviewed) the Authority's eligibility to conduct statistical sampling for PMT data every third year. Determine whether the Authority meets NTD criteria that allow transit agencies to conduct statistical samples for accumulating PMT data every third year rather than annually. Specifically:

- According to the 2010 Census, the public transit agency serves an urbanized area (UZA) with a population less than 500,000.
- The public transit agency directly operates fewer than 100 revenue vehicles in all modes in annual maximum revenue service (VOMS) (in any size UZA).
- Service purchased from a seller is included in the transit agency's NTD report.

- For transit agencies that meet one of the above criteria, review the NTD documentation for the most recent mandatory sampling year (2023) and determine that statistical sampling was conducted and meets the 95% confidence and  $\pm 10\%$  precision requirements.
- Determine how the transit agency estimated annual PMT for the current report year.

**Finding:** For MBDO, the Authority uses an alternative sampling technique, which is a statistically valid technique, other than 100 percent count, which was certified by a qualified statistician in 2009 when the Authority was testing the method to ensure it met the mandated accuracy and precision levels. We reviewed the certification of the statistician and determined that the individual was qualified and had the proper credentials. We also ensured that the statistician certified that the Authority's alternative technique used the minimal 95% confidence and  $\pm 10$  precision requirements for estimating boarding and passenger miles. We also obtained an understanding of how the Authority collects data, software utilized, and the estimation process. No exceptions were noted as a result of applying this procedure. For Demand Response Purchased Transportation (DRPT), the Authority does not use estimates, but rather uses the information collected by Transdev, the Purchase Services Seller. This data is derived from driver counts and data generated from Trapeze. The information from the Purchase Services Seller is included in the NTD report. No exceptions were noted as a result of applying this procedure.

- J. Obtain a description of the sampling procedure for estimation of PMT data used by the Authority. Obtain a copy of the Authority's working papers or methodology used to select the actual sample of runs for recording PMT data. If the Authority used average trip length, determine that the universe of runs was the sampling frame. Determine that the methodology used to select specific runs from the universe resulted in a random selection of runs. If the Authority missed a selected sample run, determine that a replacement sample run was random. Determine that the Authority followed the stated sampling procedure.

**Finding:** We obtained a description of the sampling procedure for estimation of PMT data used by the Authority. We obtained a copy of the Authority's working papers and methodology used to select the actual sample of runs for recording PMT data. We determined that the Authority followed the stated sampling procedure. No exceptions were noted as a result of applying this procedure.

- K. Select a random sample of the source documents for accumulating PMT data and determine that the data are complete (all required data are recorded) and that the computations are accurate. Select a random sample of the accumulation periods and recompute the accumulations for each of the selected periods. List the accumulations periods that were tested. Test the arithmetical accuracy of the summary.

**Finding:** We randomly selected three months, October 2022, January 2023, and February 2023. We obtained the source documents for accumulating PMT data, determined they were complete, and recomputed the accumulation periods without exception. No exceptions were noted as a result of applying this procedure.

- L. Discuss the procedures for systematic exclusion of charter, school bus, and other ineligible vehicle miles from the calculation of actual vehicle revenue miles with Authority staff and determine that they follow the stated procedures. Select a random sample of the source documents used to record charter and school bus mileage and test the arithmetical accuracy of the computations.

**Finding:** We discussed the procedures for systematic exclusion of charter, school bus, and other ineligible vehicle miles from the calculation of vehicle revenue miles with the Authority staff and determined that stated procedures were not applicable as the Authority does not provide a charter or school bus service.

M. For actual VRM data, document the collection and recording methodology and determine that deadhead miles are systematically excluded from the computation. This is accomplished as follows:

- If actual VRMs are calculated from schedules, document the procedures used to subtract missed trips. Select a random sample of the days that service is operated, and re-compute the daily total of missed trips and missed VRMs. Test the arithmetical accuracy of the summary.
- If actual VRMs are calculated from hubodometers, document the procedures used to calculate and subtract deadhead mileage. Select a random sample of the hubodometer readings and determine that the stated procedures for hubodometer deadhead mileage adjustments are applied as prescribed. Test the arithmetical accuracy of the summary of intermediate accumulations.
- If actual VRMs are calculated from vehicle logs, select random samples of the vehicle logs and determine that the deadhead mileage has been correctly computed in accordance with FTA definitions.

**Finding:** We discussed with personnel the procedures for the collection and recording of VRM data and noted that VRMs are calculated upon inception of the route based on the distance between the first stop and last stop, including deadhead miles. We noted that the scheduled deadhead miles are systematically excluded to calculate VRMs. Furthermore, daily trip sheets are used to subtract missed trips and unscheduled deadhead miles. We also discussed the accumulation of VRMs for DRPT. We noted that VRMs for DRPT are accumulated and reported by the respective contractors through trip sheets and monthly ridership worksheets by route. These schedules are submitted by the contractors and are reviewed for clerical accuracy by Authority personnel. We recalculated the VRMs and agreed the total VRMs to the Authority's Month-End Ridership Summary report for a sample of trips in the months of October 2022, January 2023, and February 2023. No exceptions were noted as a result of applying this procedure.

N. For rail modes, review the recording and accumulation sheets for actual VRMs and determine that locomotive miles are not included in the computation.

**Finding:** We inquired of personnel the procedures with which the Authority accumulates actual VRMs for rail modes. We noted that the Authority does not provide such service. Therefore, this procedure was not applicable.

O. If fixed guideway or High Intensity Bus directional route miles (FG or HIB DRM) are reported, interview the person responsible for maintaining and reporting NTD data whether the operations meet the FTA definition of FG or HIB in that the service is:

- Rail, trolleybus (TB), ferryboat (FB), or aerial tramway (TR); or
- Bus (Mode: Bus (MB), Commuter Bus (CB), or Bus Rapid Transit (RB)) service operating over exclusive or controlled access rights-of-way (ROW); and
  - Access is restricted;
  - Legitimate need for restricted access is demonstrated by peak period level of service D or worse on a parallel adjacent highway; and
  - Restricted access is enforced for freeways; priority lanes used by other high occupancy vehicles (HOV) (i.e., vanpools (VP), carpools) must demonstrate safe operation;

**Finding:** We inquired of personnel the procedures with which the Authority reports VRMs, passenger miles, and operating expenses for fixed guideways segments. We noted that the Authority does not provide such services. Therefore, this procedure was not applicable.

- P. Discuss the measurement of FG and HIB DRM with the person reporting NTD data and determine that he or she computed mileage in accordance with the FTA definitions of FG/HIB and DRM. Inquire of any service changes during the year that resulted in an increase or decrease in DRMs. If a service change resulted in a change in overall DRMs, recompute the average monthly DRMs, and reconcile the total to the FG/HIB DRM reported on the Federal Funding Allocation Statistics Form.

**Finding:** We inquired of personnel the procedures in which the Authority measures FG DRMs. We noted that the Authority does not provide such services. Therefore, this procedure was not applicable.

- Q. Inquire if any temporary interruptions in transit service occurred during the report year. If these interruptions were due to maintenance or rehabilitation improvements to a FG segment(s), the following apply:

- Report DRMs for the segment(s) for the entire report year if the interruption is less than 12 months in duration. Report the months of operation on the FG/HIB segments form as 12. The transit agency should document the interruption.
- If the improvements cause a service interruption on the FG/HIB DRMs lasting more than 12 months, the transit agency should contact its NTD validation analyst to discuss. The FTA will make a determination on how to report the DRMs.

**Finding:** We inquired of personnel the procedures with which the Authority measures FG DRMs through the use of maps or retracing routes. We noted that the Authority does not provide such services. Therefore, this procedure was not applicable.

- R. Measure FG/HIB DRM from maps or by retracing route.

**Finding:** We inquired of personnel whether other public transit agencies operate service over the same FG as the Authority. We noted that the Authority does not provide such service. Therefore, this procedure was not applicable.

- S. Discuss whether other public transit agencies operate service over the same FG/HIB as the Authority. If yes, determine that the Authority coordinated with the other transit agency (or agencies) such that the DRMs for the segment of FG/HIB are reported only once to the NTD on the Federal Funding Allocation Form. Each transit agency should report the actual VRM, PMT, and operating expense (OE) for the service operated over the same FG/HIB.

**Finding:** We inquired of personnel the procedures for revenue service for each fixed guideway segment. We noted that the Authority does not provide such service. Therefore, this procedure was not applicable.

- T. Review the FG/HIB segments form. Discuss the Agency Revenue Service Start Date for any segments added in the 2023 report year with the persons reporting NTD data. This is the commencement date of revenue service for each FG/HIB segment. Determine that the date reported is the date that the agency began revenue service. This may be later than the Original Date of Revenue Service if the Authority is not the original operator. If a segment was added for the 2023 report year, the Agency Revenue Service Date must occur within the Authority's 2023 fiscal year. Segments are grouped by like characteristics. Note that for apportionment purposes, under the State of Good Repair (§5337) and Bus and Bus Facilities (§5339) programs, the 7-year age requirement for FG/HIB segments is based on the report year when the segment is first reported by any NTD transit agency. This pertains to segments reported for the first time in the current report year. Even if a transit agency can document an Agency Revenue Service Start Date prior to the current NTD report year, the FTA will only consider segments continuously reported to the NTD.

**Finding:** We inquired of personnel the procedures for revenue service for each fixed guideway segment. We noted that the Authority does not provide such service. Therefore, this procedure was not applicable.

- U. Compare operating expenses with audited financial data after reconciling items are removed.

**Finding:** We reconciled OE presented to the audited financial statements. No exceptions were noted as a result of applying this procedure.

- V. If the Authority purchases transportation services, interview the personnel reporting the NTD data on the amount of purchased transportation (PT)-generated fare revenues. The PT fare revenues should equal the amount reported on the Contractual Relationship form (Form B-30).

**Finding:** We compared the data reported on the Form B-30 to the purchased transportation fare revenues. No exceptions were noted as a result of applying this procedure.

- W. If the Authority's report contains data for PT services and assurances of the data for those services are not included, obtain a copy of the Independent Auditor Statement (IAS-FFA) regarding data for the PT service. Attach a copy of the statement to the report. Note as an exception if the transit agency does not have an IAS-FFA for the PT data.

**Finding:** This procedure is not applicable as assurances over the PT services data are included in Procedures "A" through "V" above.

- X. If the Authority provides PT services, obtain a copy of the PT contract and determine that the contract specifies the public transportation services to be provided; the monetary consideration obligated by the Authority or governmental unit contracting for the service; the period covered by the contract (and that this period overlaps the entire, or a portion of, the period covered by the Authority's NTD report); and is signed by representatives of both parties to the contract. Interview the person responsible for retention of the executed contract, and determine that copies of the contracts are retained for three years.

**Finding:** We obtained copies of the PT contracts and noted that all contracts specified the specific mass transportation services to be provided; specified the monetary consideration obligated by the Authority; specified the period covered by the contract and that this period is the same as, or a portion of, the period covered by the Authority's NTD report; and signed by representatives of both parties to the contract. We determined that executed contracts are maintained for a minimum of three years. No exceptions were noted as a result of applying this procedure.

- Y. If the Authority provides service in more than one UZA, or between an UZA and a non-UZA, inquire of the procedures for allocation of statistics between UZAs and non-UZAs. Obtain and review the FG segment worksheets, route maps, and urbanized area boundaries used for allocating the statistics, and determine that the stated procedure is followed and that the computations are correct.

**Finding:** We inquired of personnel whether the Authority provides services in more than one UZA, or between a UZA and a non-UZA. This procedure is not applicable as the Authority does not provide services in more than one UZA.

- Z. Compare the data reported on the Federal Funding Allocation Statistics Form to data from the prior report year and calculate the percentage change from the prior year to the current year. For actual VRM, PMT, or OE data that have increased or decreased by more than 10%, or FG DRM data that have increased or decreased, interview transit agency management regarding the specifics of operations that led to the increases or decreases in the data relative to the prior reporting period.

**Finding:** We compared the data reported on the FFA-10 to comparable data for the prior report year and calculated the percentage change from the prior year to the current year. For MBDO, DRPT, and MBPT, we noted VRM, PMT and Passenger Trips data has increased or decreased by more than 10 percent. In addition, for DRPT, we noted OE data has increased by more than 10 percent.

Mode	Data	Fiscal Year		Change	% Change	Note
		2023	2022			
MBDO	VRM	1,775,507	2,082,268	(306,761)	-15%	1
	PMT	8,617,980	7,152,580	1,465,400	20%	1
MBPT	VRM	35,082	25,204	9,878	39%	2
	PMT	22,838	10,690	12,148	114%	2
DRPT	VRM	997,060	808,124	188,936	23%	3
	PMT	1,194,730	748,446	446,284	60%	3
	OE	\$ 7,676,093	\$ 6,956,235	\$ 719,858	10%	3

We inquired with the Authority management regarding the specifics of operations that led to the changes in the data relative to the prior reporting period and noted the following:

1. In fiscal year 2023, fixed route VRM decreased due to a school route being eliminated, however, service was reduced midway through fiscal year 2022 which does not reflect in the previous fiscal year numbers. Fixed route PMT and Passenger trips increased due to significant ridership recovery contributed to higher passenger trips.
2. During fiscal year 2022, Route 250 did not start operating until December. Additionally, Alamo Creek, which is a deviated fixed route, had more home pick-ups resulting in higher deviation and higher revenue miles.
3. Dial-A-Ride increased in VRM, PMT, and Passenger trips due to significant ridership recovery contributed to higher passenger miles travelled.

No exceptions were noted as a result of applying this procedure.

AA. The auditor should document the specific procedures followed, documents reviewed, and tests performed in the work papers. The work papers should be available for FTA review for a minimum of three years following the NTD report year. The auditor may perform additional procedures, which are agreed to by the auditor and the Authority, if desired. The auditor should clearly identify the additional procedures performed in a separate attachment to the statement as procedures that were agreed to by the transit agency and the auditor but not by the FTA.

**Finding:** We have documented the specific procedures followed, documents reviewed, and tests performed in the work papers. The work papers are available for FTA review for a minimum of three years following the NTD report year. No exceptions were noted as a result of applying this procedure.

## INTER OFFICE MEMO

**To:** Board of Directors

**Date:** February 8, 2024

**From:** Kristina Martinez, Manager of Human Resources

**Reviewed by:** WC.

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**SUBJECT: Equal Employment Opportunity (EEO) Program for Fiscal Years (FYs) 2024-2027**

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### **Background:**

The Board of Directors adopted the original CCCTA Affirmative Action Plan on September 15, 1983. Subsequently, the Board adopted annual and triennial updates, which were submitted to FTA in accordance with the Urban Mass Transportation Act (UMTA) Circular C4704.1, dated July 26, 1988.

The Circular is now superseded by the FTA Circular C4704.1A, "Equal Employment Opportunity (EEO) Requirements and Guidelines for Federal Transit Administration Recipients", dated October 31, 2016, and revised April 20, 2017 (Circular). The Circular requires CCCTA, as a U.S. DOT recipient, to submit to FTA its updated EEO Program every four years or as major changes occur in the workforce or employment conditions, whichever comes first.

As established by the FTA, CCCTA submitted its updated EEO Program on February 26, 2020, and received concurrence on December 28, 2022. CCCTA will now submit the EEO Program for the four-year term beginning July 1, 2023, and ending on June 30, 2027, for approval no later than March 1, 2024.

CCCTA's Equal Employment Opportunity (EEO) Program includes the EEO policy and plan which serves as a management tool that sets forth the policies, practices, and procedures by which staff will execute its EEO Program. The program applies to all employees and applicants for employment without regard to race, color, religion, national origin, ancestry, sex, gender, gender identity, gender expression, sexual orientation, marital status, taking or requesting statutorily protected leave, pregnancy, age, genetic information, disability, medical condition, military or veteran status, or other protected class, consistent with federal and state laws. The EEO Program complies with laws and regulations mandated by the U.S. Department of Transportation (U.S. DOT), Federal Transit Administration (FTA) and other federal and state agencies.

### **Financial Implications:**

An approved EEO Program for the reporting period July 1, 2023, through June 30, 2027, will enable CCCTA to continue to be eligible for federal financial assistance.

### **A&F Recommendation:**

The A&F Committee recommends that the Board of Directors approve Resolution No. 2024-012, which adopts the Equal Employment Opportunity (EEO) Program update and authorizes staff to forward the program to the FTA.



**Action Requested:**

The A&F Committee and staff request that the Board of Directors approve Resolution No. 2024-012, which adopts the Equal Employment Opportunity (EEO) Program update and authorizes staff to forward the program to the FTA.

**Attachments:**

1. Resolution No. 2024-212
2. CCCTA Equal Employment Opportunity (EEO) Program, FY 2024-2027

**RESOLUTION NO. 2024-012**

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

\* \* \*

**ADOPTING AN EQUAL EMPLOYMENT OPPORTUNITY PROGRAM  
AS REQUIRED FOR FEDERAL TRANSIT ADMINISTRATION FUNDS RECIPIENTS**

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;

WHEREAS, CCCTA is a recipient of federal grants administered by the U.S. Department of Transportation ("DOT");

WHEREAS, on October 31, 2016, the DOT, Federal Transit Administration ("FTA"), issued Circular C4704.1A, "Equal Employment Opportunity (EEO) Requirements and Guidelines for Federal Transit Administration Recipients," as revised on April 20, 2017 ("Circular");

WHEREAS, the Circular includes required components of EEO plans and requires FTA grant recipients to submit their updated EEO plans every four years or as major changes occur in the workplace or employment conditions, whichever occurs first, as a part of the grant approval process;

WHEREAS, CCCTA's previous EEO Program covered the period of July 1, 2019 through June 30, 2023, and was submitted to the FTA by March 1, 2020;

WHEREAS, CCCTA is required to update its EEO Program for the next four year period and forward it to FTA by March 1, 2024 for review and approval;

WHEREAS, staff prepared, and Legal Counsel reviewed, the EEO Program update for the period of July 1, 2023 through June 30, 2027 pursuant to the aforementioned requirements; and

WHEREAS, the Administration and Finance Committee concurs with staff's recommendation that the Board of Directors adopt the updated EEO Program and submit it to the FTA.

NOW, THEREFORE, BE IT RESOLVED that the Board of Directors hereby adopts the EEO Program for the period of July 1, 2023 through June 30, 2027; and

BE IT FURTHER RESOLVED that the Board of Directors directs the General Manager, or his designee, to submit the EEO Program to the U.S. DOT through the FTA by March 1, 2024 so as to assure continued eligibility for the receipt of federal financial assistance.

Regularly passed and adopted this 15<sup>th</sup> day of February, 2024 by the following vote.

AYES:

NOES:

ABSTAIN:

ABSENT:

\_\_\_\_\_  
Don Tatzin, Chair, Board of Directors

ATTEST:

\_\_\_\_\_  
Lathina Hill, Clerk to the Board

# County Connection

2477 Arnold Industrial Way   Concord, CA 94520-5326   (925) 676-1976   countyconnection.com

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## CENTRAL CONTRA COSTA TRANSIT AUTHORITY

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Equal Employment Opportunity (EEO) Program  
FY 2024-2027  
July 1, 2023 - June 30, 2027

Adopted by the  
CCCTA Board of Directors  
Date:  
Resolution No.

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

**CENTRAL CONTRA COSTA TRANSIT AUTHORITY**  
**EQUAL EMPLOYMENT OPPORTUNITY (EEO) PROGRAM**

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**CENTRAL CONTRA COSTA TRANSIT AUTHORITY**  
**EQUAL EMPLOYMENT OPPORTUNITY (EEO) PROGRAM**

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**Introduction**

The Central Contra Costa Transit Authority (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 (Board) 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.

CCCTA's Equal Employment Opportunity (EEO) Program serves as a management tool that sets forth the policies, practices and procedures by which staff will execute its EEO Program and authorizes the implementation, where necessary and legally permissible, of results-oriented employment procedures and activities that are relevant to equal employment opportunities.

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 opportunities will be provided for all employees and applicants for employment without regard to their race, color, religion, national origin, ancestry, sex, gender, gender identity, gender expression, sexual orientation, marital status, taking or requesting statutorily protected leave, pregnancy, age, genetic information, disability, medical condition, military or veteran status, or other protected class, consistent with federal and state laws. The EEO Program complies with laws and regulations mandated by the U.S. Department of Transportation (U.S. DOT), Federal Transit Administration (FTA) and other federal and state agencies.

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 in accordance with the Urban Mass Transportation Act (UMTA) Circular C4704.1, dated July 26, 1988. The Circular is now superseded by the FTA Circular C4704.1A, "Equal Employment Opportunity (EEO) Requirements and Guidelines for Federal Transit Administration Recipients," dated October 31, 2016 and revised April 20, 2017 (Circular). The Circular requires CCCTA, as a U.S. DOT recipient, to submit to FTA its updated EEO Program every four years or as major changes occur in the workforce or employment conditions, whichever comes first. As established by the FTA, CCCTA will now submit its updated EEO Program for approval no later than March 1, 2024.

## I. Statement of Policy

It is the policy of the Central Contra Costa Transit Authority (CCCTA) to provide equal employment opportunities for all employees and applicants for employment without regard to their race, color, religion, national origin, ancestry, sex, gender, gender identity, gender expression, sexual orientation, marital status, taking or requesting statutorily protected leave, pregnancy, age, genetic information, disability, medical condition, military or veteran status, or other protected class.

The commitment to equal employment opportunity (EEO) applies to all employment actions, including but not limited to, recruitment, hiring, selection for training, promotion, transfer, demotion, layoff, termination, rates of pay or other forms of compensation.

Ultimate responsibility for CCCTA's EEO Policy and Program lies with the General Manager. Responsibility, including day-to-day management, program preparation, monitoring, and complaint investigation is assigned to Kristina Martinez, Manager of Human Resources, 925-680-2031. The Manager of Human Resources will report directly to the General Manager and will act with the General Manager's authority with all levels of management, labor unions, and employees.

All CCCTA executives, management, and supervisory personnel also share in the responsibility for implementing and monitoring CCCTA's EEO Policy and Program within their respective areas and will be assigned specific tasks to ensure compliance is achieved. CCCTA will evaluate its managers' and supervisors' performance on their successful implementation of CCCTA's EEO Program in the same way their performance is measured in relation to the achievement of other CCCTA goals.

All applicants and employees have the right to file complaints alleging discrimination. Retaliation against an individual who files a charge or complaint of discrimination, participates in an employment discrimination proceeding (such as an investigation or lawsuit), or otherwise engages in protected activity is strictly prohibited and will not be tolerated.

CCCTA is committed to providing reasonable accommodations to applicants and employees who need them because of a disability or to practice or observe their religion, absent undue hardship.

CCCTA is committed to undertaking and developing a written nondiscrimination program that sets forth the policies, practices and procedures, with goals and timetables. Notices setting forth this EEO policy are posted at CCCTA's office and on its website, and they are available to employees, applicants for employment, and the general public.

As an equal opportunity employer, CCCTA has a strong commitment to its employees and the communities it serves. The Central Contra Costa Transit Authority Board of Directors hereby adopts the EEO Policy and Program.

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Bill Churchill  
CCCTA General Manager

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Don Tatzin, Chair  
CCCTA Board of Directors

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Date

---

Date

## II. DISSEMINATION OF EEO PROGRAM

Formal communication mechanisms are established to publicize and disseminate CCCTA's EEO Program to its employees, applicants for employment, and the general public. These mechanisms include internal and external dissemination practices.

CCCTA will internally disseminate the EEO Program by:

1. Distributing 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.
2. Posting official EEO posters and CCCTA's policy statements on employee bulletin boards or in common areas.
3. Including information about the EEO Program and policy statements in CCCTA's employee handbooks and manuals.
4. Meeting periodically with employees and Management to discuss the EEO Program, its implementation and individual employee responsibilities; discussing the program during employee orientation and training sessions.
5. Conducting EEO training for all new Supervisors or Managers within 90 days of their appointment.

CCCTA will externally disseminate the EEO Program by:

1. Informing recruiting sources either verbally or in writing of CCCTA's EEO policy.
2. Advising 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.
3. Posting CCCTA's EEO policy statement on its website.
4. Communicating to prospective employees the existence of this EEO Program.
5. Advertising job recruitment announcements on CCCTA's website and in general circulation; including the statement, "Equal Opportunity Employer," in all employment advertisements.
6. Including notification of CCCTA's policy on equal employment opportunity in all CCCTA's formal contracts and requesting appropriate action by contractors and subcontractors.

### III. DESIGNATION OF RESPONSIBLE PERSONNEL

CCCTA's EEO Program is an essential part of its overall strategic and operational plan. Ultimate responsibility for the Program lies with the General Manager. Kristina Martinez, Manager of Human Resources (HR), has been designated as the agency's EEO Officer and is the individual responsible for management and oversight of the EEO Program. The Manager of Human Resources will be identified in all internal and external communications regarding CCCTA's EEO Program.

Independence and impartiality are hallmarks of a strong EEO function. Independence and integrity of the EEO process will be achieved and maintained for the investigation of EEO complaints by one of two ways: (1) HR personnel (including the EEO Officer) may conduct EEO investigations, however such personnel would not disclose the details of an ongoing investigation with any other Supervisor, Manager, or Director, and investigation files will be segregated from other HR files; or (2) CCCTA will refer EEO complaints to an outside third party investigator. EEO complaint investigations will be overseen by legal counsel as appropriate.

The role of the EEO Officer includes, but is not limited to, the following duties and responsibilities:

- A. Developing and recommending EEO policy statements, written EEO programs and internal and external communication procedures.
- B. Assisting management in collecting and analyzing employment data, identifying problem areas and arriving at solutions related to EEO issues, setting goals and timetables, and developing programs to achieve goals.
- C. Designing, implementing and monitoring internal audit and reporting systems to measure program effectiveness and to determine where progress was made, and further actions are needed.
- D. Reporting periodically to the General Manager on progress of each department in relation to achieving CCCTA's goals and objectives.
- E. Serving as liaison between CCCTA and federal, state and local governments and regulatory agencies. Serving as liaison between CCCTA and community organizations and groups that promote employment opportunities for minorities, women, veterans, and individuals with disabilities.
- F. Ensuring current legal information affecting equal employment opportunity is disseminated to responsible officials.
- G. Assisting in recruiting applicants who are minorities, women and individuals with disabilities. Interfacing with local outreach sources and disseminating information pertaining to employment opportunities.
- H. Concurring in new hires and promotions.
- I. Investigating and processing employment discrimination complaints, in accordance with the conflict of interest mitigation procedures set forth herein.



- J. Reviewing and monitoring all aspects of employment related to equal employment opportunity, including recruitment and hiring, compensation and benefits, reclassifications, promotions and transfers, training and disciplinary actions.
- K. Providing EEO training for employees and managers.
- L. Advising employees and applicants of available training programs and professional development opportunities and the entrance requirements.
- M. Auditing postings of the EEO policy statement to ensure compliance information is posted and up to date.

Although the Manager of Human Resources has the primary responsibility for administering the EEO Program, all managers and supervisors share the responsibility of ensuring that CCCTA's policies and procedures are implemented and are consistent with its EEO Program. Managers and supervisors have the following duties and responsibilities:

- A. Assisting in identifying EEO problem areas and recommending goals and objectives as they pertain to their areas of responsibility.
- B. Participating in periodic audits of all aspects of employment in order to identify and remove unnecessary impediments to the achievement of specified EEO goals and objectives.
- C. Conducting regular discussions with other managers, supervisors and employees to ensure CCCTA's EEO policies and procedures are being followed.
- D. Reviewing 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. Cooperating fully in the review and/or investigation of EEO complaints alleging discrimination and/or harassment. Identifying and preventing practices, procedures or employee behaviors contrary to CCCTA's non-harassment policies.
- F. Conducting employment/career counseling for employees within their workgroup to support the advancement of the EEO Program.
- G. Affording full opportunity and encouraging minority and women employees, veterans, and employees with disabilities to participate in CCCTA-sponsored education, training and recreational/social activities.
- H. In conjunction with the EEO Officer, maintaining and updating the personnel database for generating reports required for the nondiscrimination program.

## IV. UTILIZATION ANALYSIS

Federal guidelines 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 a workforce analysis and an availability analysis.

### Workforce Analysis

CCCTA's workforce analysis provides an overall employment profile by department, job category, job title, job classification, and salary range. The workforce analysis follows the Equal Employment Opportunity Commission's (EEOC) EEO-4 report for employment data as of June 30, 2023. 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 salary ranges from the highest paid to the lowest paid within each category. Please refer to Attachment B: CCCTA Utilization Analysis.

#### 1. Identification of Employees by Department

As of June 30, 2023, CCCTA employed 223 individuals (221 full-time, 2 part-time). The General Manager is responsible for carrying out policies of the Board of Directors and for the overall operation of CCCTA. The Assistant General Manager of Administration oversees Planning, Marketing, & Innovation, Human Resources, Information Technology, and Paratransit Transportation. Operations is overseen by the Chief Operations Officer (COO) and includes Transportation, Facility and Vehicle Maintenance, and Grants/Procurement. The Chief Financial Officer (CFO) oversees the CCCTA's Finance and Payroll functions. See Attachment A: CCCTA Organization Chart

#### 2. Identification of 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 the job categories defined by the EEOC in its EEO-4 Report.

##### 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. CCCTA positions include General Manager, Assistant General Manager, COO, CFO, and Directors.

The General Manager reports directly to the CCCTA Board of Directors, which determines the annual compensation package. Initial appointment rates for Directors, 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 \$105,795 for the first level of the lowest paid position to \$219,474 for the final level of the highest paid position, as set forth in the Fiscal Year (FY) 2023 annual pay scale for Administrative employees. Any adjustments made to non-represented Administrative employees' compensation each fiscal year must be evaluated and approved by the CCCTA Board of Directors.

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. CCCTA positions include: Managers and Facilities Superintendent. The annual salary ranged from \$82,918 for the first level of the lowest paid position to \$162,276 for the final level of the highest paid position.

c. Technicians (EEO Code 3)

Occupations which require a combination of basic scientific or technical knowledge and manual skill which can be obtained through specialized post-secondary school education or through equivalent on-the-job training. CCCTA positions include: Systems/Network Administrator, Developer, and Desktop Support Specialist. The annual salary ranged from \$63,779 for the first level of the lowest paid position to \$162,276 for the final level of the highest paid position.

d. 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. CCCTA positions include: Transit Supervisor, Training Coordinator, Assistant to the General Manager/Board Clerk, Customer Service & Outreach Coordinator, Chief Scheduler, Buyer, Assistant Facilities Superintendent, Planner/Assistant Scheduler, Payroll Supervisor, HR Specialist, and Senior Accounting Assistant.

The Paraprofessionals category includes both represented and non-represented Administrative employees. 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. The current MOU is effective October 1, 2023 through September 30, 2026. These employees receive salary increases based on an eight-step system provided the employee has satisfactory job performance and has not reached the final step of the pay range. On July 1, 2023, the hourly wage rate was \$34.30 at Step 1 and \$45.13 at Step 8—the final step.

Some of the Administrative employees in this category receive salary increases under a merit system based upon performance, as measured by a performance evaluation. Other 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 annual salary ranged from \$63,779 for the first level of the lowest paid position to \$103,746 for the final level of the highest paid position.

e. 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. CCCTA positions include: ADA Specialist, Customer Service Representative, Senior Customer Service Representative, Administrative Assistant, Payroll Specialist, Maintenance Assistant, Transportation Assistant, and Storekeeper.

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 annual salary ranged from \$52,687 for the first level of the lowest paid position (Step 1) to \$92,443 for the final level of the highest paid position (Step 8).

The annual wage rates for the Storekeeper position 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. The most recent MOU is effective February 1, 2023 through January 31, 2026. The MOU establishes maximum rates of pay, starting at \$28.14 per hour. 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.

e. Skilled Craft Workers (EEO Code 7)

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

The annual wage rates for Mechanics 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. The most recent MOU is effective February 1, 2023 through January 31, 2026. The MOU establishes maximum rates of pay, starting at \$34.49 per hour for the lowest paid position (Mechanic I) up to \$45.75 per hour for the highest paid position (Mechanic VI).

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.

The Facility Specialist is a non-represented Administrative position. 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 annual salary ranged from \$63,779 (Step 1) to \$83,883 (Step 8) per the FY 2023 pay scale.

f. Service-Maintenance (EEO Code 8)

Occupations in which workers perform duties that 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. CCCTA positions include Custodian, Service Worker and Transit Operator.

The Custodian is a non-represented Administrative position. 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 annual salary ranged from \$39,545 for the first level of the lowest paid position to \$57,208 for the final level of the highest paid position (Lead Custodian).

The annual wage rates for Service Workers 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. The most recent MOU is effective November 1, 2022 through January 31, 2026. The MOU establishes maximum rates of pay, starting at \$28.14 per hour for the lowest paid position up to \$29.57 per hour for the highest paid position (Service Worker Lead). 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.

The annual wage rates for Transit Operators are set forth in the MOU between CCCTA and the Amalgamated Transit Union, Local 1605, AFL-CIO. The current MOU is effective February 1, 2023 through January 31, 2026. 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 steps until they reach Step E. The Step A wage rate during the review period for this EEO Program was set at \$20.42 per hour and the Step E wage rate was set at \$31.42 per hour.

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. CCCTA uses the race/ethnic categories as identified in the EEO-4 Report, which includes the following groups: White, American Indian/Alaska Native, Black

or African American, Hispanic or Latino, Asian, Native Hawaiian and Other Pacific Islander, and Two or More Races. 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 Attachment B: CCCTA Utilization Analysis by Job Category, the following is an assessment of CCCTA's workforce as of June 30, 2023 when 223 regular full-time and part-time individuals were employed. Nonminority males accounted for 22.9% of the total workforce while nonminority females accounted for 6.7%. Total male representation was 66.8%, female representation was 33.2% and minority representation was 70.4%.

##### b. Minority Representation by Race/Ethnic Category

The breakdown of total minority representation is as follows:

###### Males

- American Indian/Alaska Native at 0%
- Black or African American at 17.5%
- Hispanic/Latino at 16.1%
- Asian males at 9%
- Native Hawaiian and Other Pacific Islander at 0.9%
- Two or More Races at 0.4%

###### Females

- American Indian/Alaska Native at 0%
- Black or African American at 16.6%
- Hispanic/Latino at 7.6%
- Asian at 1.3%
- Native Hawaiian and Other Pacific Islander at 0%
- Two or More Races at 0.9%

##### c. Minority Representation by Job Category

Total minority representation within the established job categories is broken down as follows:

- Officials & Administrators: 7 employees at 63.6%
- Professionals: 4 employees at 40%
- Technicians: 2 employees at 100%
- Paraprofessionals: 14 employees at 73.7%
- Administrative Support: 8 employees at 61.5%
- Skilled Craft: 10 employees at 52.6%
- Service/Maintenance: 112 employees at 75.2%

##### d. Female Representation by Job Category

Total female representation within the established job categories is broken down as follows:

- Officials & Administrators: 7 employees at 63.6%
- Professionals: 4 employees at 40%
- Technicians: 0 employees
- Paraprofessionals: 6 employees at 31.6%
- Administrative Support: 11 employees at 84.6%
- Skilled Craft: 0 employees
- Service/Maintenance: 46 employees at 30.9%

### Availability Analysis

An availability analysis determines the percentages of minorities and females available for employment in the area labor force 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 qualified to perform the work at hand in one of the defined job categories. Occupational data, 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 job category than would be expected by their availability in relevant labor markets.

#### 1. Review of Present Internal Availability Factors

CCCTA encourages the training and professional development of all employees moving from one job category to another. For most designated positions, internal job postings and external recruitment are conducted simultaneously, although on occasion, open positions may be posted internally only. Some promotional and transfer positions above entry level are made available first to current employees through the job-posting process.

CCCTA assesses the availability of current employees who may have the requisite knowledge, skills and abilities for the position or who can be trained in the requisite skills. CCCTA evaluates the degree of training that it is reasonably able to undertake as a means of making open positions available to qualified employees. Entry-level positions and positions not filled through the job-posting process are made available to external applicants.

#### 2. Review of Present External Availability Factors

External availability factors used to set CCCTA's workforce goals are based on the American Community Service (ACS) 5-year civil labor force data generated by the U.S. Census Bureau through an EEO tabulation. The EEO tabulation serves as a standard for comparing the race, ethnicity, and sex of an agency's workforce and the external labor market. More specifically, it provides the availability of state and local government job groups by sex and race/ethnicity. The job groups and race/ethnic categories closely mirror those that are identified in the EEO-4 report used by CCCTA (i.e. Officials/Administrators, Professionals, etc.) for submission to the EEOC. The

EEO tabulation used in providing availability data is sponsored by several federal agencies, including the EEOC. For purposes of this program, CCCTA's workforce goals will use the 2014-2018 5-year ACS dataset.

The labor market area for all job categories is Contra Costa County, although occasional regional, state and national recruitment efforts may be necessary for key administrative and management positions. An assessment of CCCTA's applicant flow for FY 2023 showed that 68% of individuals who applied for open positions resided within Contra Costa County. Additionally, an analysis based on zip code indicated that 77% of CCCTA's workforce also resided within Contra Costa County. 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 commute distances and time required from neighboring counties.

### Comparison of Workforce Analysis with Available Labor Market

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 job category than reasonably would be expected by their established availability based on their presence in the relevant labor force. The Utilization Analysis will also assist CCCTA in establishing a structure for setting both short term and long-term goals for review in the next EEO Program update. 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.

a. Officials & Administrators

The Officials & Administrators job category is comprised of 11 employees, of which 36.4% are male employees and 63.6% are female employees. Minority representation is 63.6%. The analysis identified no underutilization for this job category.

b. Professionals

The Professionals job category is comprised of 10 employees, of which 60% are male employees and 40% are female employees. Minority representation is 40%. Within this category, the analysis indicates there is an underutilization of one (1) Asian and one (1) White female.

c. Technicians

The Technicians job category is comprised of 2 employees, of which 100% are male and minority employees. The analysis indicated no underutilization for this job category.

d. Paraprofessional

For purposes of this Utilization Analysis, the Paraprofessionals job category, which identifies 19 CCCTA employees, is not included in this review. The U.S. Census Bureau has eliminated the Paraprofessionals job category from its ACS dataset and has provided an Occupation Code Crosswalk to Aggregated Occupations. For example, CCCTA's Transit Supervisor position would be remapped to the Skilled Trade job category and the Payroll Supervisor position would be re-categorized to Administrative Support. This does not accurately reflect CCCTA's workforce data (EEO-4 Report) in which CCCTA is required to submit to the EEOC, including the Paraprofessionals job category. This would also differ from the total workforce reflected



in the Employment Practices Chart used in this EEO review. As a result, CCCTA has not re-categorized these positions for use in the Utilization Analysis.

e. Administrative Support

The Administrative Support job category is comprised of 13 employees, of which 15.4% are male employees and 84.6% are female employees. Minority representation is 61.5%. Within this category, the analysis indicates there is an underutilization of one (1) Asian female.

f. Skilled Craft

The Skilled Craft job category is comprised of 19 employees, of which 100% are male employees. 52.6% of this category are minorities. The analysis indicates two (2) individuals are needed to reach parity in the Hispanic/Latino male category.

g. Service/Maintenance

The Service/Maintenance job category is the largest category at CCCTA, which includes 148 employees. 69.6% are male employees and 30.4% are female employees. Minority representation for this category is 75%. For males, the analysis indicated there is underutilization of 13 individuals in the Hispanic/Latino category. For females, there is an underutilization of 16 individuals in the White female category, 15 individuals in the Hispanic/Latino female category, and 10 individuals in the Asian female category.

### Consideration of External Factors in the Employment of Affected Classes

CCCTA strives to ensure there is adequate access to information about employment and our open positions. CCCTA's office, located in Concord, CA, is readily accessible by major highway systems. The Authority's use of recruitment resources as well as posting job openings on the CCCTA website and social media accounts seem to produce reasonable results. Applicants may apply online on the CCCTA website, complete an application in person, or they may also be mailed the employment application 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, four-year institutions within our service area, 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.

External factors have significantly deterred the employment of affected classes at CCCTA. Since late February 2020, CCCTA closely monitored the changes surrounding the COVID-19 pandemic at the federal, state, and local levels. In March 2020, a Stay-at-Home Order was issued in Contra Costa County, along with six (6) other Bay Area counties. While public transit remained an essential service to the public at large, CCCTA implemented a number of processes, procedures, and mitigation efforts to promote the safety and well-being of employees, passengers, and the community to prevent the spread of COVID-19. This included a temporary suspension from its recruitment activities.

Currently, job opportunities in Central Contra Costa County, where CCCTA is located, are on an upward trend. Competitive positions within other industries may discourage a significant movement in the number of positions offered by CCCTA. CCCTA's Transit Operator position is an ongoing recruitment that has become common amongst other transit agencies, even on a national level, as the economy continues to recover from the pandemic. For perspective, County Connection received 107 applications for the Transit Operator position in FY 2020, 31 applications in FY 2021, 62 applications in FY 2022 and 155

applications in FY 2023. Other critical job classifications include Mechanic and Service Worker positions. CCCTA continues to evaluate new methods to fill open positions, including a newly implemented employee referral pilot program.

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. Transportation and Maintenance personnel in public transit service hold nontraditional jobs. 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 the Transportation and Maintenance departments may begin work at 4:00 a.m., stop work at midnight and/or work on weekends. This is significant, since CCCTA competes with employers that may offer more attractive positions in the local economy.

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 working remotely or scheduling their hours on a flexible basis provided that departmental operations are covered. Transit Supervisors, Maintenance employees and Operators bid on their work assignments based on seniority, as specified in their respective MOUs and may have some flexibility in scheduling their hours.

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 transit coaches, master agency policies and procedures, and demonstrate good customer relations skills. Performance criteria policies are maintained to ensure public safety and to provide reliable and on-time transportation for CCCTA passengers.

## V. GOALS AND TIMETABLES

Goals and timetables are an integral part of CCCTA's EEO 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 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 CCCTA utilization analysis as of June 30, 2023, and form a guide for all employment activity projected to occur in the four fiscal years commencing July 1, 2023 and ending June 30, 2027. 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. The goals are stated in numerical objectives based on internal availability factors combined with any underutilization identified in the utilization analysis.

### A. Development of Goals and Timetables

In establishing the size of goals and length of timetables, CCCTA considered flexibility and reasonableness of achieving goals and meeting timetables using good faith efforts. 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 goals and timetables also take into account the number of employees in each job category. The number of individuals in the six other job categories is small compared to the Service/Maintenance job category. The Officials & Administrators job category has 11 employees, the Professionals job category has 10 employees, the Technicians job category has 2 employees, the Paraprofessionals job category has 19 employees, the Administrative Support job category has 13 employees, and the Skilled Craft job category has 19 employees. Combined, these categories make up less than half (33.3%) of CCCTA's total workforce. Thus, a gain/loss of one or two employees in a female or minority group in these six job categories can produce a remarkable statistical result. In contrast, the Service/Maintenance category has 148 employees (66.7%) as of June 30, 2023.

### D. Previous Goals and Timetables

CCCTA established short and long-term goals in its previous EEO Program update covering FY's 2020-2023. These goals were based on the utilization analysis as of June 30, 2019. CCCTA did not meet its short-term goals set for FY 2020, apart from Hispanic/Latino males in the Service/Maintenance job category in which 7 new hires were made.

CCCTA met its long-term goals in FY 2021 and FY 2023 for the Skilled Craft Category in which 1 Hispanic/Latino male was promoted and 1 was hired. CCCTA also met one of its goals for FY 2023 in the Service/Maintenance job category in which 5 Hispanic/Latino males were hired. CCCTA reviewed its additional short and long-term goals which fell short or those that were not met in subsequent years. CCCTA considered the external factors in the employment of affected classes as described in Section IV, including the COVID-19 pandemic and a temporary suspension in its recruitment activities. As the economy continues to recover, CCCTA will evaluate new methods to fill open positions.

## B. Specific Goals and Timetables

During fiscal years 2024 – 2027, it is estimated that 90 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. As in the past, most job openings will occur in the Service/Maintenance category for the Transit Operator position where turnover is greater than other job categories. These positions will be filled by all new hires.

## C. Short-Term Goals

Short-term goals are set for one-year periods based on anticipated job openings and the availability of females and minorities. Short-term goals are set in order to ensure 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.

CCCTA anticipates 6 job openings in the Skilled Craft job category with a short-term goal of hiring 2 Hispanic/Latino males by the end of FY 2025 in order to reach parity. One (1) job opening is anticipated in the Administrative Support category with a short-term goal of hiring 1 Asian female by the end of FY 2025.

The Service/Maintenance job category represents the largest category within CCCTA's workforce as of June 30, 2023. Underutilization in this category was identified within the most racial/ethnic groups compared to all other job categories. For groups that were identified in the analysis as underutilized, CCCTA has established a short-term goal of hiring 6 Hispanic/Latino males, 8 White females, 7 Hispanic/Latino females, and 4 Asian females by the end of FY 2025. Longer-term goals will be set to reach parity in these groups by the end of FY 2027.

## D. Long-Term Goals

Long-term goals are stated in numbers of representations of minorities and females within specific fiscal years for the review 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-term goals for the Service/Maintenance positions will be a continuation of the short-term goals set in the first two fiscal years of this EEO Program. The following goals have been set to reach parity based on the established availability factors:

- FY ending 2026: Increase of 3 Hispanic/Latino males, 4 White females, 4 Hispanic/Latino females, 3 Asian females
- FY ending 2027: 4 Hispanic/Latino males, 4 White females, 4 Hispanic/Latino females, 4 Asian females

CCCTA anticipates only 1 job opening in the Professionals job category with a long-term goal of hiring 1 White or 1 Asian female in order to reach parity in these groups by the end of FY 2027.

CCCTA will strive to meet these goals through the continuation of its recruitment and selection procedures that have proved successful in the past. CCCTA works with agencies such as the California Employment Development Department, the Workforce Development Board of Contra Costa County, and local schools/community groups 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.

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 may be considered for other job openings. 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 a network 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, recruitment/placement organizations, and veteran's organizations.
2. 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.
3. Encourage employees to refer minority and female applicants for available positions.
4. Post external recruitment notices on the CCCTA website and social media platforms. Advertise them in other targeted recruitment websites and local newspapers when appropriate.
5. Participate at community events, including job fairs and career day activities, when appropriate, based on the number and type of open positions. Include outreach to local colleges, universities, and technical school geared towards the trades/crafts may also assist in generating awareness of CCCTA job opportunities.

## VI. ASSESSMENT OF EMPLOYMENT PRACTICES

CCCTA employment practices have proven to be effective. There have been minor procedural changes; however, basic practices and programs remain substantially similar. 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. Internal 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 various recruitment sources online, are posted on CCCTA's website, and may also be published in local newspapers. A search is also made of the active application file for candidates who may be interested in the position.

External recruitment advertisements may be placed in the local newspapers distributed 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 transit specific sources include the California Association for Coordinated Transportation (CalAct) and California Transit Association (CTA), and Transit Talent.

Additional recruitment advertisements may be placed in other local and Bay Area media sources and recruitment websites 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, Government Jobs, and CalJOBS, which have a large, diverse base and multi-county distribution. Large employment search engines such as Indeed, Monster, Zip Recruiter, and Craigslist may also be used. Please refer to Attachment C for a sample of CCCTA's recruitment advertisements.

#### 2. Applicant Flow Data and Application Forms

During the four-year fiscal period from July 1, 2019, through June 30, 2023, CCCTA received a total of 1,065 applications. Of this amount, 33.1% of females and 65.5% of minorities applied for open positions at CCCTA.

CCCTA obtains the race/ethnic identity of employees and applicants from the Equal Employment Opportunity Survey and/or Voluntary Self-Identification forms completed by applicants and new

hires. This self-identification form is separate from the employment application and uses the race/ethnic categories as identified in the EEO-4 Report, which includes the following groups: White, American Indian/Alaska Native, Black or African American, Hispanic or Latino, Asian, Native Hawaiian and Other Pacific Islander, and Two or More Races. Applicants and new hires may also elect to decline stating his or her race/ethnic identity. During this review period, 9.5% of the total applications received by CCCTA did not include the EEO survey form or the information was not completed on the form.

The largest numbers of applications were received for the Transit Operator position since CCCTA is continuously recruiting for such positions. CCCTA has found that accepting employment applications on an on-going basis lead to many viable minority and female candidates.

### 3. Selection Procedures

Although CCCTA's selection process may vary 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. Applicants may complete an online employment application through CCCTA's website. Applicants may also request to complete a hard copy.

#### b. Screening Interview

Individuals whose employment applications indicate they are qualified for a 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. 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.

#### 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 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 may be utilized. The next higher manager may sit on a departmental interview panel or may conduct an additional interview.

#### d. Reference Check

An employment verification may be 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. Administrative Applicants

Administrative applicants whose positions entail certain skills such as word processing may be required to submit a typing test certificate administered by an external agency which determines speed and accuracy. Exercises for other skills may be given as needed in map reading or use of/familiarity with software applications such as Microsoft Excel. These exercises do not automatically disqualify a candidate; rather, they measure a level of skill for a task. Results of these exercises are considered along with other information obtained during the selection process.

##### b. Maintenance Applicants

CCCTA may administer tests for applicants applying for Mechanic positions, which measure basic mechanic skills or more comprehensive skills for higher level positions. Should testing be administered, CCCTA will assess the non-discriminatory impact as it relates to this job category. The tests will not be automatic disqualifiers, rather 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.

##### 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 upon completion of training.

#### 5. Final Selection Methods

Several of CCCTA's positions do not have specific educational prerequisites. CCCTA 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.



All employment offers are contingent upon passing a background check and pre-employment drug screening. CCCTA also 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.

CCCTA had a total of 112 new hires during the period starting July 1, 2019 and ending June 30, 2023. The Service/Maintenance job category had the highest number of hires because CCCTA continuously recruits for the Transit Operator position, receiving applications on an on-going basis within this category. Other open positions and hires within this category included Service Workers and Custodian.

During this EEO review period, CCCTA also had open positions in all other job categories. For the Officials & Administrators category, 2 positions were filled. Two (2) new hires were made in the Professionals job category, 1 new hire was made in the Technicians category, 2 new hires were made in the Paraprofessional category, 7 new hires were made in the Administrative Support category, and 3 new hires were made in the Skilled Trades category. CCCTA New Hires for FY 2020-2023 have been included in Attachment D.

It is important to note that the final number of hires within the Service/Maintenance job category for the Transit Operator position may not reflect CCCTA's initial selection methods. As described above, applicants who successfully complete the interview for the Transit Operator position must be able to pass a physical examination, including a drug screening, at CCCTA's expense. In addition to this, applicants must have the ability to obtain a Class B Commercial Driver's permit with proper endorsements. This requires the applicant to pass a written examination which is administered by the California Department of Motor Vehicles (DMV). Applicants who do not meet any of these requirements are ineligible to begin training at CCCTA.

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.

CCCTA New Hires for FY 2020-2023 have been included in Attachment D.

#### 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.

There were a total of 20 promotions during the four-year period ending June 30, 2023, compared to 13 promotions for the prior program submission. Two (2) promotions were made in the Officials & Administrators category, 4 promotions were made in the Professionals category, 1 promotion was made in the Technician category, 8 promotions were made in the Paraprofessional category,

1 promotion was made in the Administrative Support category, and 4 promotions were made in the Skilled Craft category. CCCTA Promotions and Transfers for FY 2020-2023 have been included in Attachment E.

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 an internal employment application by the stipulated deadline. Upon interviews being held, the supervisor and department manager make the final selection. Selection decisions or promotions/transfers may be based on the following criteria: past performance, skill, ability, experience, attitude, efficiency, disciplinary record, attendance record, and length of service.

CCCTA encourages the training and professional development of all employees interested in moving from one job category to another. For most designated positions, internal job postings and external recruitment are conducted simultaneously, although on occasion, open positions may be posted internally only. Some promotional and transfer positions above entry level are made available first to current employees through the job-posting process. CCCTA has recently implemented a Continuing Education Program that provides financial assistance for those employees interested in opportunities for professional development. It is anticipated that participation in this program, along with additional training opportunities, will increase over the next review period for all job categories in order to increase and promote advancement within CCCTA.

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.

## 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, Transit Operators, and Maintenance employees bid for work assignments and time off on the basis of their seniority, as contained in their respective MOUs as 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. Transit 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.

### 3. 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.

## 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, Americans with Disabilities Act (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. Transit Operators are also required to attend eight (8) hours of training annually in order to maintain the proper documentation for their Commercial License.

### 1. Operator Training Program

CCCTA developed an 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.

## 2. Verification of Transit Training (VTT)

CCCTA Transit Operators are required to maintain the proper licensing and documentation when operating CCCTA vehicles. Along with a valid Department of Transportation (DOT) Medical Certificate, Transit Operators must possess a valid California Class B Driver's License and a Verification of Transit Training (VTT) Certificate. In accordance with California Vehicle Code Section 12804.6(a) and California Education Code Section 40085.5, in order to maintain the VTT certificate, Operators must successfully complete eight (8) hours of training annually (annually is defined from birth date to birth date).

CCCTA provides VTT training in monthly segments at various times of the day and days of the week to provide classes at times that do not conflict with most work assignments. In rare cases when an assignment conflicts with all scheduled classes, an Operator may request the time off to attend training.

## 3. Continuing Education Program

As the budget allows, CCCTA may provide staff with the financial assistance and opportunity for higher education and/or external training opportunities to enhance their professional development with respect to their careers at CCCTA. Professional developmental training programs may include courses such as 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. Higher education programs may include those courses taken at a community college, University, or accredited institution which may be part of a multi-year program. Programs must directly tie into an employee's professional development at CCCTA for approval to participate.

### Analysis of Training Impact on Promotion Opportunities

During this EEO review period (FY 2020 – FY 2023), training was provided to all Transit Operators in the Service/Maintenance category as it is required in order to maintain the proper documentation for his/her California Class B driver's license. Without a valid VTT certificate, Transit Operators are not permitted to operate a CCCTA vehicle. No potential adverse impact on promotion opportunities was identified in this job category.

A potential adverse impact on promotion opportunities was identified in previous fiscal years when CCCTA compared training of transit operators to training provided to the total workforce. For example, only 2 female employees in the Paraprofessional category were trained during FY 2021. Training is not

mandatory for any job categories other than the Service/Maintenance category, although there may be periodic meetings for other job categories where training topics such as safety are discussed.

To address this potential adverse impact on promotion opportunities, CCCTA has implemented a Continuing Education Program, which is a voluntary program available to all employees who are interested in enhancing or expanding their knowledge and skills within their current job or for promotional opportunities. Managers and Supervisors may also elect to recommend training to their staff. Topics are selected based on need, timeliness and applicability to performance of employees' duties. It is anticipated that the growth of this program, along with additional training opportunities, will increase over the next review period for all job categories in order to increase and promote advancement within CCCTA. However, the Continuing Education Program is evaluated on an annual basis for approval and continuation with respect to CCCTA's budget for that fiscal year. The training analysis for FY 2020 – FY 2023 has been provided in Attachment F.

#### D. 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

Positions 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 EEOC. The EEO codes, wage rates, and salary levels assigned to the appropriate job category have been included in Section IV: Utilization Analysis.

##### 3. Benefits

An analysis of CCCTA's compensation and benefit practices did not show a disparate impact on any protected class. The following benefits are available to employees, as outlined in their respective Employee Handbook and/or applicable MOU: vacation, sick leave, bereavement leave, disability leave, family care leave, holidays and floating holidays, jury duty leave, medical leave, military leave, personal leave, pregnancy disability leave, and paternal leave for school visits.

Employees 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 their 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 8.25% of gross salary. If the employee is considered a classic member of PERS, the employee contributes half and CCCTA contributes the other half 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 8.25%. The employer's contribution rate may be adjusted annually as determined by PERS.

CCCTA provides confidential professional counseling services through its Employee Assistance Program (EAP). 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 offers a voluntary 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 or other benefits. Provision of health and welfare insurance coverage depends upon the employee's job category, as outlined below.

a. Administration & Transit Supervisors

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. 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 Director or Manager of Human Resources concerning any complaint they feel may involve issues of discrimination or harassment on the basis of race, color, religion, national origin, sex (including gender identity, sexual orientation, and pregnancy), age, genetic information, disability, veteran status, or other protected class.

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 Statement of 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.

#### G. Disciplinary Procedures & Termination Practices

New hires and employees who are transferred, promoted or demoted serve a probationary period. Full-time Administrative employees have a 180-day probationary period. 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 progressive 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, suspension and if deemed appropriate, to termination. 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.

There were a total of 33 involuntary terminations during the period starting July 1, 2019 and ending June 30, 2023. Three job categories (Skilled Craft, Administrative Support, and Service/Maintenance) identified potential adverse impact between FY 2020-2023 in the Asian male and Black male and female categories. The total number of employees within the Skilled Craft and Administrative Support are amongst the lowest in relation to the Service/Maintenance category. Involuntary terminations at CCCTA for FY 2020-2023 can be found in Attachment G.

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.

Transit Operators (Service/Maintenance Category) receive the majority of verbal and written warnings, suspensions and terminations, as shown in Attachment H. 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. Strict attendance and performance criteria policies are maintained to ensure public safety and to provide reliable and on-time transportation for our passengers.

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.



During this review period, 81 employees voluntarily separated. Over the last several years, CCCTA has experienced an upward trend of retirements through the COVID-19 pandemic and anticipates continuing to see this through the next review period. There is no mandatory retirement age at CCCTA, and the agency has found that employees choose to continue to work beyond their normal retirement age. Other separations have been due to resignations as CCCTA continues to compete with other industries that may provide more favorable working conditions, wages, and/or benefits. As these jobs become available, it is inevitable that CCCTA employees will seek and obtain these positions.

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## VII. MONITORING AND REPORTING

CCCTA continues to monitor its employment practices and to take appropriate remedial actions, when necessary, to ensure that all employees are treated fairly. The Manager of Human Resources (HR) monitors employment decisions as changes occur. Reports are compiled using the Employment Practices Charts for each fiscal year for all changes in employment status, including applications received, new hires, rehires, promotions, transfers, reclassifications, training, disciplinary actions, and separations.

Analysis of employment decisions are made during the year, including hires, promotions, training, terminations, and disciplinary actions to determine if there has been any disparate impact and monitor CCCTA's achievement toward reaching the established goals for that fiscal year. The Manager of HR will continue to meet and consult with the Management team to review employment goals and progress.

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. Execution & Monitoring of EEO Program

CCCTA will continue to support employees and applicants for employment, as well as 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 Program to recruitment sources and organizations promoting employment opportunities for minorities and females.
3. Dissemination of 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 managers and individuals on an employee selection interview panel to promote nondiscriminatory practices in CCCTA's interview process.
5. Consultation with the Director of Human Resources on EEO language and information included in union contracts prior to or during the negotiations process.
6. Dissemination of CCCTA's EEO Policy statement on its website, employee bulletin boards, and in employee handbooks.
6. Collection and evaluation of EEO Programs of CCCTA contractors or subrecipients that cross the EEO Program threshold to ensure compliance, including proper posting of EEO Policy Statement and review of program elements.
8. Maintaining a log of all discrimination complaints filed internally with CCCTA or with external agencies, which include the date of the complaint, complainant, investigator, investigation findings, resolutions, and any final reports.

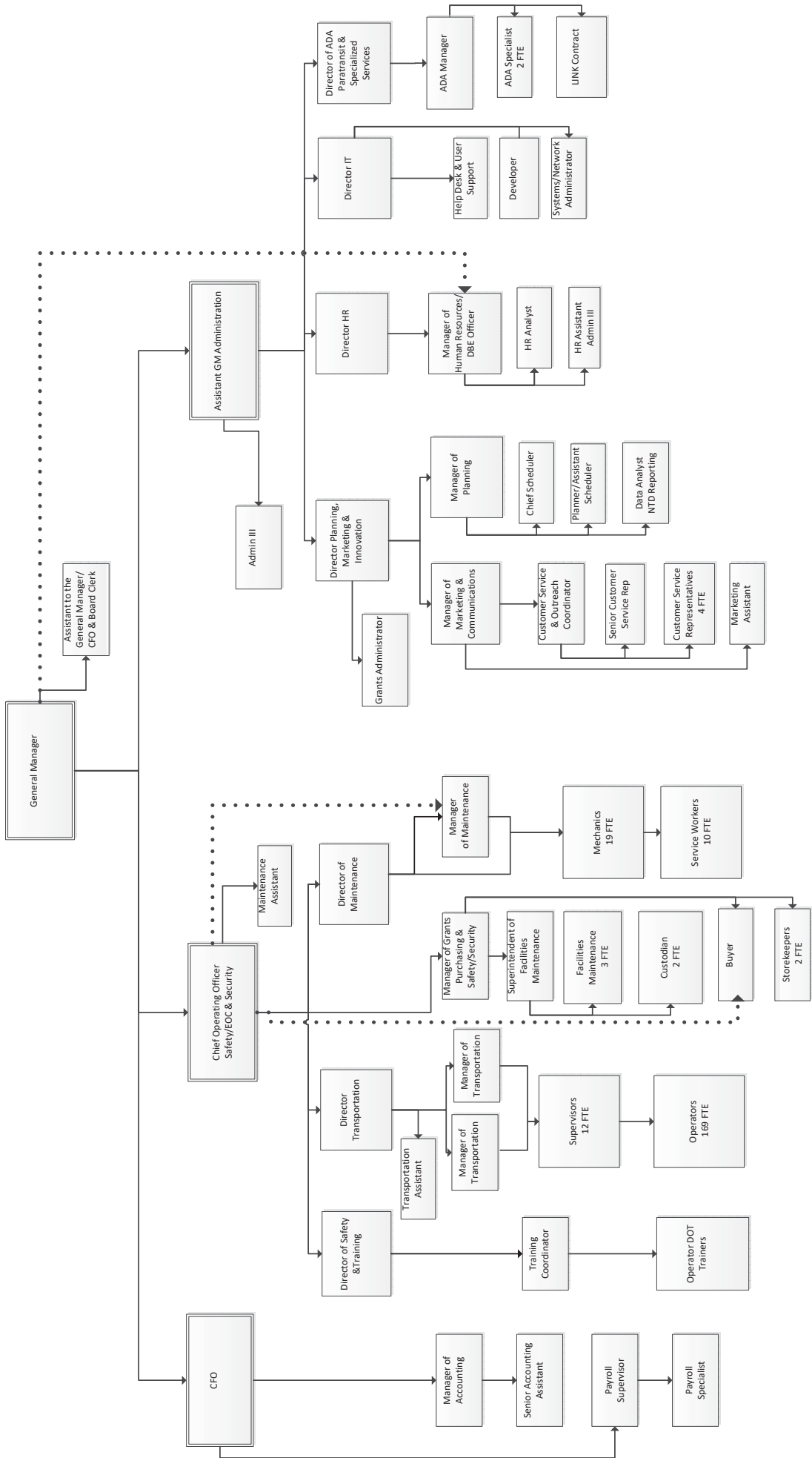
## B. Reporting

CCCTA's reporting system includes regular meetings between the Manager of HR and the General Manager to discuss the progress of CCCTA's EEO Program and the results of the monitoring, which includes information on hiring, promotions, training, terminations, disciplinary actions, and any EEO complaints filed internally or with external agencies.

CCCTA holds regular meetings between the General Manager and senior staff, which include Executive Management, Directors, and Managers. The Director and Manager of HR will continue to utilize such meetings to discuss the progress of the EEO Program and the results of the monitoring. Topics may also include EEO training, policy review, or the investigative process. The Manager of HR will continue to work with the Director of HR with any hiring to ensure appropriate review has been conducted on the position description, to review EEO goals, and to review employment practices during the recruitment process.

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Attachment A: CCCTA Organization Chart









## JOB OPENING

Opens: 9/25/2023

Closes: 10/16/2023

TITLE: **HUMAN RESOURCES ANALYST**

SALARY RANGE: \$80,133 - \$108,933 Annually

(Salary commensurate with background and experience of the individual selected. Initial appointments typically made no higher than the mid-point.)

REPORTS TO: Director of Human Resources

### **DUTIES/RESPONSIBILITIES:**

The Human Resources (HR) Analyst will perform a full range of journey level HR functions, including recruitment and selection, employee benefits, leave administration, classification and compensation, and diversity, equity, and inclusion activities. Duties include, but are not limited, to:

- Coordinating the recruitment and selection process, including scheduling outreach, panelists, and candidate interviews.
- Preparing job postings/advertisements and interview questions. Assisting with preparing, extending, and negotiating employment offers.
- Coordinating and monitoring pre-employment activities, including background and reference checks, drug screenings, and physical exams.
- Conducting new employee orientations and exit interviews.
- Administering employee benefits, including explaining and interpreting insurance programs and options for employees and dependents. Maintaining eligibility for employee benefits program.
- Assisting with conducting organizational and positional classification studies. Preparing new or modified class specifications. Assisting in conducting surveys regarding compensation or other HR programs. Providing compensation and benefits information to other organizations.
- Assisting with leave tracking and leave/time balances. Providing information to employees, supervisors, and management concerning leave of absences and compliance with Family and Medical Leave Act (FMLA), California Family Rights Act (CFRA), or other statutory leaves.
- Assisting with employee relations activities, including negotiations, appeals, and grievances.
- Working with Third Party Administrator to manage Worker's Compensation claims. Maintaining communication and tracking with other departments to manage risk. Assisting with the tracking and gathering of claims information, including accident reports, police reports, etc.
- Managing Unemployment Insurance and State Disability Insurance (SDI) claims. Providing employment verifications as required.
- Maintaining the department's document management system, including Memorandums of Understanding (MOU's), employee handbooks, wage information, benefits, job descriptions, etc.
- Assisting in the development and implementation of County Connection's Equal Employment (EEO) Program. Gathering and analyzing data and assisting in the preparation of reports.
- Providing training to staff as needed. Coordinating the delivery of training programs through external vendors.



## **REQUIREMENTS:**

- Education equivalent to a Bachelor's degree from a four-year college or university, with major course work in human resources, public administration, behavioral sciences or business administration.
- Two (2) years of progressively responsible experience in human resources.
- Related experience or training that demonstrates substantial knowledge and abilities pertinent to specific job functions may qualify for substitution of the education requirement.
- Comprehensive knowledge and experience in one or more of the following areas: recruitment; benefits and leave administration, including FMLA and Pregnancy Disability Leave (PDL); Worker's Compensation; and classification and compensation.
- Knowledge of principles and practices of human resources program administration, including public sector administration.

## **SKILLS & ABILITIES:**

- Knowledge of applicable federal, state, and local laws, including employment and personnel regulations.
- Skills in conflict resolution, mediation, negotiation, counseling, and coaching.
- Ability to read, analyze, and interpret general business periodicals, technical procedures, or governmental regulations.
- Ability to write reports, business correspondence, and procedure manuals.
- Ability to effectively present information and respond to requests for information from employees, clients, and the general public.
- Working knowledge of Microsoft Office, including Word, Excel, PowerPoint, and Outlook.

## **BENEFITS:**

County Connection offers a number of benefits to employees, which include the following:

- Health Benefits – California Public Employee' Retirement System (CalPERS) health insurance for both active employees and eligible retirees. Employee has a contribution towards the total premium based on the plan selected.
- Dental – County Connection contributes 100% of premium for active employees and dependents.
- CalPERS Retirement Program
  - Classic Member: 2% at 60 plan with 7% of gross pay employee contribution paid fully by County Connection.
  - New Member: 2% at 62 plan with 8.25% of gross pay employee contribution paid by employee.
- Supplemental Retirement – Mission Square 457 supplemental retirement and ROTH plans.
- Life Insurance – County Connection contributes premium for employee.
- Paid Time-Off: Vacation and sick leave accrual, 6 holidays per year, 6 floating holidays per year.
- Additional: Vision, AFLAC Supplemental Insurance, Credit Union, Employee Assistance Program, Employee Wellness Program, On-site Fitness Rooms.

## **TO APPLY:**

Please visit [www.countyconnection.com/jobs](http://www.countyconnection.com/jobs) to access and complete the online application. To be considered for this opportunity, please include a cover letter, resume, and 3 professional references. References will only be contacted for finalists in this process, and applicants will be advised in advance.

Internal candidates may access their employee ADP account or request an internal application to apply. You must have a minimum of six (6) months in your position to transfer to another department.

The closing date for this recruitment is 11:59 PM on **Monday, October 16, 2023**. County Connection will invite only those candidates whose qualifications most closely match the position requirements to continue in the selection process.

Please contact Kristina Martinez at 925-680-2031 or [kmartinez@cccta.org](mailto:kmartinez@cccta.org) if you have any questions or need assistance.

**Attachment D: CCCTA Adverse Impact Analysis by Job Category**

**FY 2020**

**Hires**

Job Category (Use EEO-4)	Total		W		AI/AN		B		H/L		A		NHOPI		M		
	Male	Female	M	F	M	F	M	F	M	F	M	F	M	F	M	F	
<b>1 - Officials &amp; Administrators</b>																	
Number Applied	1	-			-	-			-	-	-	1		-	-	-	-
Total Hires	-	-			-	-			-	-	-			-	-	-	-
Selection Rate	0.0%	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	0.0%	N/A	N/A	N/A	N/A	N/A
Ratio to Highest Rate	NA	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Potential Adverse Impact (Yes/No)	No	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	No	N/A	N/A	N/A	N/A	N/A
<b>2 - Professionals</b>																	
Number Applied	12	11	8	8			1	1	1			2	1				1
Total Hires	-	-															
Selection Rate	0.0%	0.0%	0.0%	0.0%	N/A	N/A	0.0%	0.0%	0.0%	N/A	N/A	0.0%	0.0%	N/A	N/A	N/A	0.0%
Ratio to Highest Rate	NA	NA	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Potential Adverse Impact (Yes/No)	No	No	No	No	N/A	N/A	No	No	No	N/A	No	No	N/A	N/A	N/A	N/A	No
<b>3 - Technicians</b>																	
Number Applied	39	5	12	3			5		5			13	2				4
Total Hires	1	-										1					
Selection Rate	2.6%	0.0%	0.0%	0.0%	N/A	N/A	0.0%	N/A	0.0%	N/A	N/A	7.7%	0.0%	N/A	N/A	0.0%	N/A
Ratio to Highest Rate	100.0%	NA	0.0%	0.0%	N/A	N/A	0.0%	N/A	0.0%	N/A	N/A	100.0%	0.0%	N/A	N/A	0.0%	N/A
Potential Adverse Impact (Yes/No)	No	No	Yes	Yes	N/A	N/A	Yes	N/A	Yes	N/A	No	Yes	N/A	N/A	Yes	N/A	
<b>4 - Protective Service</b>																	
Number Applied	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Total Hires	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Selection Rate	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Ratio to Highest Rate	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Potential Adverse Impact (Yes/No)	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
<b>5 - Paraprofessional</b>																	
Number Applied	30	23	13	7			1	7	6	3		7	2				3
Total Hires	-	-															
Selection Rate	0.0%	0.0%	0.0%	0.0%	N/A	N/A	N/A	0.0%	0.0%	0.0%	N/A	0.0%	0.0%	N/A	N/A	0.0%	0.0%
Ratio to Highest Rate	NA	NA	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Potential Adverse Impact (Yes/No)	No	No	No	No	N/A	N/A	N/A	No	No	No	No	No	No	N/A	N/A	No	No
<b>6 - Administrative Support</b>																	
Number Applied	22	36	10	10			3	10	4	7		4	6				1
Total Hires	-	2								2							
Selection Rate	0.0%	5.6%	0.0%	0.0%	N/A	N/A	0.0%	0.0%	0.0%	28.6%	0.0%	0.0%	0.0%	N/A	N/A	N/A	0.0%
Ratio to Highest Rate	NA	100.0%	0.0%	0.0%	N/A	N/A	0.0%	0.0%	0.0%	100.0%	0.0%	0.0%	0.0%	N/A	N/A	N/A	0.0%
Potential Adverse Impact (Yes/No)	No	No	Yes	Yes	N/A	N/A	Yes	Yes	Yes	No	Yes	Yes	N/A	N/A	N/A	N/A	Yes
<b>7 - Skilled Craft</b>																	
Number Applied	4	1	2							1		1	1				
Total Hires	-	-															
Selection Rate	0.0%	0.0%	0.0%	N/A	N/A	N/A	N/A	N/A	N/A	0.0%	N/A	0.0%	0.0%	N/A	N/A	N/A	N/A
Ratio to Highest Rate	NA	NA	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Potential Adverse Impact (Yes/No)	No	No	No	N/A	N/A	N/A	N/A	N/A	N/A	No	N/A	No	No	N/A	N/A	N/A	N/A
<b>8 - Service-Maintenance</b>																	
Number Applied	96	40	15	3			37	26	25	4		12	2				7
Total Hires	23	7	3				9	6	7			1					3
Selection Rate	24.0%	17.5%	20.0%	0.0%	N/A	N/A	24.3%	23.1%	28.0%	0.0%	8.3%	N/A	N/A	N/A	N/A	42.9%	0.0%
Ratio to Highest Rate	100.0%	73.0%	46.7%	0.0%	N/A	N/A	56.8%	53.8%	65.3%	0.0%	19.4%	N/A	N/A	N/A	N/A	100.0%	0.0%

**Attachment D: CCCTA Adverse Impact Analysis by Job Category  
FY 2020  
Hires**

Job Category (Use EEO-4)	Total		W		AI/AN		B		H/L		A		NHOPI		M	
	Male	Female	M	F	M	F	M	F	M	F	M	F	M	F	M	F
Potential Adverse Impact (Yes/No)	No	Yes	Yes	Yes	N/A	N/A	Yes	Yes	Yes	Yes	Yes	N/A	N/A	N/A	No	Yes

	Total		W		AI/AN		B		H/L		A		NHOPI		M	
	Male	Female	M	F	M	F	M	F	M	F	M	F	M	F	M	F
<b>Persons with Disabilities</b>																
Number Applied	7	1	2				4	1			1					
Total Hires	-	-														
Selection Rate	0.0%	0.0%	0.0%	N/A	N/A	N/A	0.0%	0.0%	N/A	N/A	0.0%	N/A	N/A	N/A	N/A	N/A
<b>Veterans</b>																
Number Applied	13	1	6				3		1		2				1	1
Total Hires	2	-					2									
Selection Rate	15.4%	0.0%	0.0%	N/A	N/A	N/A	66.7%	N/A	0.0%	N/A	0.0%	N/A	N/A	N/A	0.0%	0.0%

Notes:

**Attachment D: CCCTA Adverse Impact Analysis by Job Category**

**FY 2021**

**New Hires**

Job Category (Use EEO-4)	Total		W		AI/AN		B		H/L		A		NHOPI		M	
	Male	Female	M	F	M	F	M	F	M	F	M	F	M	F	M	F
<b>1 - Officials &amp; Administrators</b>																
Number Applied	6	-	2				1				3					
Total Hires	1	-					1									
Selection Rate	16.7%	N/A	0.0%	N/A	N/A	N/A	100.0%	N/A	N/A	N/A	0.0%	N/A	N/A	N/A	N/A	N/A
Ratio to Highest Rate	100.0%	N/A	0.0%	N/A	N/A	N/A	100.0%	N/A	N/A	N/A	0.0%	N/A	N/A	N/A	N/A	N/A
Potential Adverse Impact (Yes/No)	No	N/A	Yes	N/A	N/A	N/A	No	N/A	N/A	N/A	Yes	N/A	N/A	N/A	N/A	N/A
<b>2 - Professionals</b>																
Number Applied	9	5	2	2			3	1		2	2				2	
Total Hires	-	-														
Selection Rate	0.0%	0.0%	0.0%	0.0%	N/A	N/A	0.0%	0.0%	N/A	0.0%	0.0%	N/A	N/A	N/A	0.0%	N/A
Ratio to Highest Rate	NA	NA	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Potential Adverse Impact (Yes/No)	No	No	No	No	N/A	N/A	No	No	N/A	No	No	N/A	N/A	N/A	No	N/A
<b>3 - Technicians</b>																
Number Applied	-	-														
Total Hires	-	-														
Selection Rate	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Ratio to Highest Rate	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Potential Adverse Impact (Yes/No)	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
<b>4 - Protective Service</b>																
Number Applied	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Total Hires	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Selection Rate	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Ratio to Highest Rate	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Potential Adverse Impact (Yes/No)	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
<b>5 - Paraprofessional</b>																
Number Applied	-	1								1						
Total Hires	1	-									1					
Selection Rate	N/A	0.0%	N/A	N/A	N/A	N/A	N/A	N/A	N/A	0.0%	N/A	N/A	N/A	N/A	N/A	N/A
Ratio to Highest Rate	N/A	NA	N/A	N/A	N/A	N/A	N/A	N/A	N/A	#DIV/0!	N/A	N/A	N/A	N/A	N/A	N/A
Potential Adverse Impact (Yes/No)	N/A	No	N/A	N/A	N/A	N/A	N/A	N/A	N/A	#DIV/0!	N/A	N/A	N/A	N/A	N/A	N/A
<b>6 - Administrative Support</b>																
Number Applied	30	26	11	7			2	4	8	5	8	6			1	4
Total Hires	-	1						1								
Selection Rate	0.0%	3.8%	0.0%	0.0%	N/A	N/A	0.0%	25.0%	0.0%	0.0%	0.0%	0.0%	N/A	N/A	N/A	0.0%
Ratio to Highest Rate	NA	100.0%	0.0%	0.0%	N/A	N/A	0.0%	100.0%	0.0%	0.0%	0.0%	0.0%	N/A	N/A	N/A	0.0%
Potential Adverse Impact (Yes/No)	No	No	Yes	Yes	N/A	N/A	Yes	No	Yes	Yes	Yes	Yes	N/A	N/A	N/A	Yes
<b>7 - Skilled Craft</b>																
Number Applied	16	-	7				2		5		1				1	
Total Hires	-	-														
Selection Rate	0.0%	N/A	0.0%	N/A	N/A	N/A	0.0%	N/A	0.0%	N/A	0.0%	N/A	N/A	N/A	0.0%	N/A
Ratio to Highest Rate	NA	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Potential Adverse Impact (Yes/No)	No	N/A	No	N/A	N/A	N/A	No	N/A	No	N/A	No	N/A	N/A	N/A	No	N/A
<b>8 - Service-Maintenance</b>																
Number Applied	38	11	7				14	8	12	1	4				1	2
Total Hires	2	-	1						1							
Selection Rate	5.3%	0.0%	14.3%	N/A	N/A	N/A	0.0%	0.0%	8.3%	0.0%	0.0%	N/A	N/A	N/A	0.0%	0.0%
Ratio to Highest Rate	100.0%	NA	100.0%	N/A	N/A	N/A	0.0%	0.0%	58.3%	0.0%	0.0%	N/A	N/A	N/A	0.0%	0.0%

**Attachment D: CCCTA Adverse Impact Analysis by Job Category  
FY 2021  
New Hires**

Job Category (Use EEO-4)	Total		W		AI/AN		B		H/L		A		NHOPI		M	
	Male	Female	M	F	M	F	M	F	M	F	M	F	M	F	M	F
Potential Adverse Impact (Yes/No)	No	No	No	N/A	N/A	N/A	Yes	Yes	Yes	Yes	Yes	N/A	N/A	N/A	Yes	Yes

Notes:

	Total		W		AI/AN		B		H/L		A		NHOPI		M	
	Male	Female	M	F	M	F	M	F	M	F	M	F	M	F	M	F
<b>Persons with Disabilities</b>																
Number Applied	2	-							2							-
Total Hires	-	-														-
Selection Rate	0.0%	N/A	N/A	N/A	N/A	N/A	N/A	N/A	0.0%	N/A	N/A	N/A	N/A	N/A	N/A	N/A
	Total		W		AI/AN		B		H/L		A		NHOPI		M	
<b>Veterans</b>	Male	Female	M	F	M	F	M	F	M	F	M	F	M	F	M	F
Number Applied	6	-	1				4		1							
Total Hires	2	-					2								-	-
Selection Rate	33.3%	N/A	0.0%	N/A	N/A	N/A	50.0%	N/A	0.0%	N/A	N/A	N/A	N/A	N/A	N/A	N/A

Notes:

**Attachment D: CCCTA Adverse Impact Analysis by Job Category**

**FY 2022**

**New Hires**

Job Category (Use EEO-4)	Total		W		AI/AN		B		H/L		A		NHOPI		M	
	Male	Female	M	F	M	F	M	F	M	F	M	F	M	F	M	F
<b>1 - Officials &amp; Administrators</b>																
Number Applied	4	3		1			1		1		2	1				1
Total Hires	-	1		1												
Selection Rate	0.0%	33.3%	N/A	100.0%	N/A	N/A	0.0%	N/A	0.0%	N/A	0.0%	0.0%	N/A	N/A	N/A	0.0%
Ratio to Highest Rate	NA	100.0%	N/A	100.0%	N/A	N/A	0.0%	N/A	0.0%	N/A	0.0%	0.0%	N/A	N/A	N/A	0.0%
Potential Adverse Impact (Yes/No)	No	No	N/A	No	N/A	N/A	Yes	N/A	Yes	N/A	Yes	Yes	N/A	N/A	N/A	Yes
<b>2 - Professionals</b>																
Number Applied	19	21	9	9			3	2	3	3	2	4	1		1	3
Total Hires	-	1								1						
Selection Rate	0.0%	4.8%	0.0%	0.0%	N/A	N/A	0.0%	0.0%	0.0%	33.3%	0.0%	0.0%	0.0%	N/A	0.0%	0.0%
Ratio to Highest Rate	NA	100.0%	0.0%	0.0%	N/A	N/A	0.0%	0.0%	0.0%	100.0%	0.0%	0.0%	0.0%	N/A	0.0%	0.0%
Potential Adverse Impact (Yes/No)	No	No	Yes	Yes	N/A	N/A	Yes	Yes	Yes	No	Yes	Yes	Yes	N/A	Yes	Yes
<b>3 - Technicians</b>																
Number Applied	-	-														-
Total Hires	-	-														-
Selection Rate	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Ratio to Highest Rate	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Potential Adverse Impact (Yes/No)	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
<b>4 - Protective Service</b>																
Number Applied	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Total Hires	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Selection Rate	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Ratio to Highest Rate	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Potential Adverse Impact (Yes/No)	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
<b>5 - Paraprofessional</b>																
Number Applied	13	3	7				3	1	2	1		1	1			
Total Hires	-	-														
Selection Rate	0.0%	0.0%	0.0%	N/A	N/A	N/A	0.0%	0.0%	0.0%	0.0%	N/A	0.0%	0.0%	N/A	N/A	N/A
Ratio to Highest Rate	NA	NA	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Potential Adverse Impact (Yes/No)	No	No	No	N/A	N/A	N/A	No	No	No	No	N/A	No	No	N/A	N/A	N/A
<b>6 - Administrative Support</b>																
Number Applied	2	12		3			1	2	1	1		4		1		1
Total Hires	2	1	1				1			1						
Selection Rate	100.0%	8.3%	N/A	0.0%	N/A	N/A	100.0%	0.0%	0.0%	100.0%	N/A	0.0%	N/A	0.0%	N/A	0.0%
Ratio to Highest Rate	100.0%	8.3%	N/A	0.0%	N/A	N/A	100.0%	0.0%	0.0%	100.0%	N/A	0.0%	N/A	0.0%	N/A	0.0%
Potential Adverse Impact (Yes/No)	No	Yes	N/A	Yes	N/A	N/A	No	Yes	Yes	No	N/A	Yes	N/A	Yes	N/A	Yes
<b>7 - Skilled Craft</b>																
Number Applied	10	1	3	1			1		4		2					
Total Hires	2	-	2													
Selection Rate	20.0%	0.0%	66.7%	0.0%	N/A	N/A	0.0%	N/A	0.0%	N/A	0.0%	N/A	N/A	N/A	N/A	N/A
Ratio to Highest Rate	100.0%	NA	100.0%	0.0%	N/A	N/A	0.0%	N/A	0.0%	N/A	0.0%	N/A	N/A	N/A	N/A	N/A
Potential Adverse Impact (Yes/No)	No	No	No	Yes	N/A	N/A	Yes	N/A	Yes	N/A	Yes	N/A	N/A	N/A	N/A	N/A
<b>8 - Service-Maintenance</b>																
Number Applied	53	25	8	2			21	14	7	3	10	3			7	3
Total Hires	25	8	5				12	7	4	1	4					
Selection Rate	47.2%	32.0%	62.5%	0.0%	N/A	N/A	57.1%	50.0%	57.1%	33.3%	40.0%	0.0%	N/A	N/A	0.0%	0.0%
Ratio to Highest Rate	100.0%	67.8%	100.0%	0.0%	N/A	N/A	91.4%	80.0%	91.4%	53.3%	64.0%	0.0%	N/A	N/A	0.0%	0.0%

**Attachment D: CCCTA Adverse Impact Analysis by Job Category  
FY 2022  
New Hires**

Job Category (Use EEO-4)	Total		W		AI/AN		B		H/L		A		NHOPI		M	
	Male	Female	M	F	M	F	M	F	M	F	M	F	M	F	M	F
Potential Adverse Impact (Yes/No)	No	Yes	No	Yes	N/A	N/A	No	No	No	Yes	Yes	Yes	N/A	N/A	Yes	Yes

Notes:

Persons with Disabilities	Total		W		AI/AN		B		H/L		A		NHOPI		M	
	Male	Female	M	F	M	F	M	F	M	F	M	F	M	F	M	F
Number Applied	1	1	1					1								-
Total Hires	-	1						1								-
Selection Rate	0.0%	100.0%	0.0%	N/A	N/A	N/A	N/A	100.0%	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Veterans	Total		W		AI/AN		B		H/L		A		NHOPI		M	
	Male	Female	M	F	M	F	M	F	M	F	M	F	M	F	M	F
Number Applied	5	-	2				2								1	
Total Hires	1	-					1									
Selection Rate	20.0%	N/A	0.0%	N/A	N/A	N/A	50.0%	N/A	N/A	N/A	N/A	N/A	N/A	N/A	0.0%	N/A

Notes:

**Attachment D: CCCTA Adverse Impact Analysis by Job Category**

**FY 2023**

**Hires**

Job Category (Use EEO-4)	Total		W		AI/AN		B		H/L		A		NHOPI		M	
	Male	Female	M	F	M	F	M	F	M	F	M	F	M	F	M	F
<b>1 - Officials &amp; Administrators</b>																
Number Applied	-	-														
Total Hires	-	-														
Selection Rate	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Ratio to Highest Rate	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Potential Adverse Impact (Yes/No)	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
<b>2 - Professionals</b>																
Number Applied	2	4	2	1				1				1				1
Total Hires	1	-	1													
Selection Rate	50.0%	0.0%	50.0%	0.0%	N/A	N/A	N/A	0.0%	N/A	N/A	N/A	0.0%	N/A	N/A	N/A	0.0%
Ratio to Highest Rate	100.0%	NA	100.0%	0.0%	N/A	N/A	N/A	0.0%	N/A	N/A	N/A	0.0%	N/A	N/A	N/A	0.0%
Potential Adverse Impact (Yes/No)	No	No	No	Yes	N/A	N/A	N/A	Yes	N/A	N/A	N/A	Yes	N/A	N/A	N/A	Yes
<b>3 - Technicians</b>																
Number Applied	-	-														-
Total Hires	-	-														-
Selection Rate	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Ratio to Highest Rate	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Potential Adverse Impact (Yes/No)	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
<b>4 - Protective Service</b>																
Number Applied	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Total Hires	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Selection Rate	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Ratio to Highest Rate	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Potential Adverse Impact (Yes/No)	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
<b>5 - Paraprofessional</b>																
Number Applied	6	-	2				1		2		1					
Total Hires	-	1									1					
Selection Rate	0.0%	N/A	0.0%	N/A	N/A	N/A	0.0%	N/A	0.0%	N/A	0.0%	N/A	N/A	N/A	N/A	N/A
Ratio to Highest Rate	NA	N/A	#DIV/0!	N/A	N/A	N/A	#DIV/0!	N/A	#DIV/0!	N/A	#DIV/0!	N/A	N/A	N/A	N/A	N/A
Potential Adverse Impact (Yes/No)	No	N/A	#DIV/0!	N/A	N/A	N/A	#DIV/0!	N/A	#DIV/0!	N/A	#DIV/0!	N/A	N/A	N/A	N/A	N/A
<b>6 - Administrative Support</b>																
Number Applied	28	45	6	15	1		6	13	6	9	7	7	2			1
Total Hires	-	1		1												
Selection Rate	0.0%	2.2%	0.0%	6.7%	N/A	N/A	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	N/A	N/A	N/A
Ratio to Highest Rate	NA	100.0%	0.0%	100.0%	N/A	N/A	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	N/A	N/A	N/A
Potential Adverse Impact (Yes/No)	No	No	Yes	No	N/A	N/A	Yes	Yes	Yes	Yes	Yes	Yes	Yes	N/A	N/A	N/A
<b>7 - Skilled Craft</b>																
Number Applied	49	3	16		2		12	1	13	2	2		2		2	
Total Hires	2	-	1						1							
Selection Rate	4.1%	0.0%	6.3%	N/A	0.0%	N/A	0.0%	N/A	7.7%	0.0%	0.0%	N/A	0.0%	N/A	0.0%	N/A
Ratio to Highest Rate	100.0%	NA	81.3%	N/A	0.0%	N/A	0.0%	N/A	100.0%	0.0%	0.0%	N/A	0.0%	N/A	0.0%	N/A
Potential Adverse Impact (Yes/No)	No	No	No	N/A	Yes	N/A	Yes	N/A	No	Yes	Yes	N/A	Yes	N/A	Yes	N/A
<b>8 - Service-Maintenance</b>																
Number Applied	110	52	17	2	1		39	43	32	3	14	3	4		3	1
Total Hires	22	8	3	1			10	6	5	1	3		1			
Selection Rate	20.0%	15.4%	17.6%	N/A	N/A	N/A	25.6%	14.0%	15.6%	N/A	21.4%	N/A	25.0%	N/A	N/A	N/A
Ratio to Highest Rate	100.0%	76.9%	68.8%	N/A	N/A	N/A	100.0%	54.4%	60.9%	N/A	83.6%	N/A	97.5%	N/A	N/A	N/A



**Attachment D: CCCTA Adverse Impact Analysis by Job Category  
FY 2023  
Hires**

Job Category (Use EEO-4)	Total		W		AI/AN		B		H/L		A		NHOPI		M	
	Male	Female	M	F	M	F	M	F	M	F	M	F	M	F	M	F
Potential Adverse Impact (Yes/No)	No	Yes	Yes	N/A	N/A	N/A	No	Yes	Yes	N/A	No	N/A	No	N/A	N/A	N/A

Notes:

Persons with Disabilities	Total		W		AI/AN		B		H/L		A		NHOPI		M	
	Male	Female	M	F	M	F	M	F	M	F	M	F	M	F	M	F
Number Applied	-	4		1				2								1
Total Hires	-	-														
Selection Rate	N/A	0.0%	N/A	0.0%	N/A	N/A	N/A	0.0%	N/A	N/A	N/A	N/A	N/A	N/A	N/A	0.0%
Veterans	Total		W		AI/AN		B		H/L		A		NHOPI		M	
	Male	Female	M	F	M	F	M	F	M	F	M	F	M	F	M	F
Number Applied	6	-	2				2		1				1			
Total Hires	1	-											1			
Selection Rate	16.7%	N/A	0.0%	N/A	N/A	N/A	0.0%	N/A	0.0%	N/A	N/A	N/A	100.0%	N/A	N/A	N/A

Notes:

**Attachment E: CCCTA Adverse Impact Analysis by Job Category**

**FY 2020**

**Promotions**

Job Category (Use EEO-4)	Total		W		AI/AN		B		H/L		A		NHOPI		M	
	Male	Female	M	F	M	F	M	F	M	F	M	F	M	F	M	F
<b>1 - Officials &amp; Administrators</b>																
Number Applied	1	-			-	-			-	-	-	1		-	-	-
Total Promotions	-	-							-	-	-	-		-	-	-
Selection Rate	0.0%	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	0.0%	N/A	N/A	N/A	N/A	N/A
Ratio to Highest Rate	NA	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	#DIV/0!	N/A	N/A	N/A	N/A	N/A
Potential Adverse Impact (Yes/No)	No	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	#DIV/0!	N/A	N/A	N/A	N/A	N/A
<b>2 - Professionals</b>																
Number Applied	12	11	8	8			1	1	1		2	1				1
Total Promotions	1	1	1									1				
Selection Rate	8.3%	9.1%	12.5%	0.0%	N/A	N/A	0.0%	0.0%	0.0%	N/A	0.0%	100.0%	N/A	N/A	N/A	0.0%
Ratio to Highest Rate	91.7%	100.0%	12.5%	0.0%	N/A	N/A	0.0%	0.0%	0.0%	N/A	0.0%	100.0%	N/A	N/A	N/A	0.0%
Potential Adverse Impact (Yes/No)	No	No	Yes	Yes	N/A	N/A	Yes	Yes	Yes	N/A	Yes	No	N/A	N/A	N/A	Yes
<b>3 - Technicians</b>																
Number Applied	39	5	12	3			5		5		13	2			4	
Total Promotions	1	-									1					
Selection Rate	2.6%	0.0%	0.0%	0.0%	N/A	N/A	0.0%	N/A	0.0%	N/A	7.7%	0.0%	N/A	N/A	0.0%	N/A
Ratio to Highest Rate	100.0%	NA	0.0%	0.0%	N/A	N/A	0.0%	N/A	0.0%	N/A	100.0%	0.0%	N/A	N/A	0.0%	N/A
Potential Adverse Impact (Yes/No)	No	No	Yes	Yes	N/A	N/A	Yes	N/A	Yes	N/A	No	Yes	N/A	N/A	Yes	N/A
<b>4 - Protective Service</b>																
Number Applied	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Total Promotions	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Selection Rate	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Ratio to Highest Rate	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Potential Adverse Impact (Yes/No)	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
<b>5 - Paraprofessional</b>																
Number Applied	30	23	13	7			1	7	6	3	7	2			3	4
Total Promotions	2	2		2			1		1							
Selection Rate	6.7%	8.7%	0.0%	28.6%	N/A	N/A	N/A	0.0%	16.7%	0.0%	0.0%	0.0%	N/A	N/A	0.0%	0.0%
Ratio to Highest Rate	76.7%	100.0%	0.0%	100.0%	N/A	N/A	N/A	0.0%	58.3%	0.0%	0.0%	0.0%	N/A	N/A	0.0%	0.0%
Potential Adverse Impact (Yes/No)	Yes	No	Yes	No	N/A	N/A	N/A	Yes	Yes	Yes	Yes	Yes	N/A	N/A	Yes	Yes
<b>6 - Administrative Support</b>																
Number Applied	22	36	10	10			3	10	4	7	4	6			1	3
Total Promotions	-	1								1						
Selection Rate	0.0%	2.8%	0.0%	0.0%	N/A	N/A	0.0%	0.0%	0.0%	14.3%	0.0%	0.0%	N/A	N/A	N/A	0.0%
Ratio to Highest Rate	NA	100.0%	0.0%	0.0%	N/A	N/A	0.0%	0.0%	0.0%	100.0%	0.0%	0.0%	N/A	N/A	N/A	0.0%
Potential Adverse Impact (Yes/No)	No	No	Yes	Yes	N/A	N/A	Yes	Yes	Yes	No	Yes	Yes	N/A	N/A	N/A	Yes
<b>7 - Skilled Craft</b>																
Number Applied	4	1	2						1		1	1				
Total Promotions	-	-														
Selection Rate	0.0%	0.0%	0.0%	N/A	N/A	N/A	N/A	N/A	0.0%	N/A	0.0%	0.0%	N/A	N/A	N/A	N/A
Ratio to Highest Rate	NA	NA	#DIV/0!	N/A	N/A	N/A	N/A	N/A	#DIV/0!	N/A	#DIV/0!	#DIV/0!	N/A	N/A	N/A	N/A
Potential Adverse Impact (Yes/No)	No	No	#DIV/0!	N/A	N/A	N/A	N/A	N/A	#DIV/0!	N/A	#DIV/0!	#DIV/0!	N/A	N/A	N/A	N/A
<b>8 - Service-Maintenance</b>																
Number Applied	96	40	15	3			37	26	25	4	12	2			7	5
Total Promotions	-	-														
Selection Rate	0.0%	0.0%	0.0%	0.0%	N/A	N/A	0.0%	0.0%	0.0%	0.0%	0.0%	N/A	N/A	N/A	0.0%	0.0%
Ratio to Highest Rate	NA	NA	#DIV/0!	#DIV/0!	N/A	N/A	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	N/A	N/A	N/A	#DIV/0!	#DIV/0!

**Attachment E: CCCTA Adverse Impact Analysis by Job Category  
FY 2020  
Promotions**

Job Category (Use EEO-4)	Total		W		AI/AN		B		H/L		A		NHOPI		M	
	Male	Female	M	F	M	F	M	F	M	F	M	F	M	F	M	F
Potential Adverse Impact (Yes/No)	No	No	#DIV/0!	#DIV/0!	N/A	N/A	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	N/A	N/A	N/A	#DIV/0!	#DIV/0!

Notes:

Persons with Disabilities	Total		W		AI/AN		B		H/L		A		NHOPI		M	
	Male	Female	M	F	M	F	M	F	M	F	M	F	M	F	M	F
Number Applied	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Total Promotions	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Selection Rate	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Veterans	Total		W		AI/AN		B		H/L		A		NHOPI		M	
	Male	Female	M	F	M	F	M	F	M	F	M	F	M	F	M	F
Number Applied	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Total Promotions	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Selection Rate	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A

Notes:

**Attachment E: CCCTA Adverse Impact Analysis by Job Category**

**FY 2021**

**Promotions**

Job Category (Use EEO-4)	Total		W		AI/AN		B		H/L		A		NHOPI		M	
	Male	Female	M	F	M	F	M	F	M	F	M	F	M	F	M	F
<b>1 - Officials &amp; Administrators</b>																
Number Applied	6	-	2				1				3					
Total Promotions	1	-					-				1					
Selection Rate	16.7%	N/A	0.0%	N/A	N/A	N/A	0.0%	N/A	N/A	N/A	33.3%	N/A	N/A	N/A	N/A	N/A
Ratio to Highest Rate	100.0%	N/A	0.0%	N/A	N/A	N/A	0.0%	N/A	N/A	N/A	100.0%	N/A	N/A	N/A	N/A	N/A
Potential Adverse Impact (Yes/No)	No	N/A	Yes	N/A	N/A	N/A	Yes	N/A	N/A	N/A	No	N/A	N/A	N/A	N/A	N/A
<b>2 - Professionals</b>																
Number Applied	9	5	2	2			3	1		2	2				2	
Total Promotions	-	-														
Selection Rate	0.0%	0.0%	0.0%	0.0%	N/A	N/A	0.0%	0.0%	N/A	0.0%	0.0%	N/A	N/A	N/A	0.0%	N/A
Ratio to Highest Rate	NA	NA	#DIV/0!	#DIV/0!	N/A	N/A	#DIV/0!	#DIV/0!	N/A	#DIV/0!	#DIV/0!	N/A	N/A	N/A	#DIV/0!	N/A
Potential Adverse Impact (Yes/No)	No	No	#DIV/0!	#DIV/0!	N/A	N/A	#DIV/0!	#DIV/0!	N/A	#DIV/0!	#DIV/0!	N/A	N/A	N/A	#DIV/0!	N/A
<b>3 - Technicians</b>																
Number Applied	-	-														
Total Promotions	-	-														
Selection Rate	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Ratio to Highest Rate	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Potential Adverse Impact (Yes/No)	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
<b>4 - Protective Service</b>																
Number Applied	-	-														
Total Promotions	-	-														
Selection Rate	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Ratio to Highest Rate	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Potential Adverse Impact (Yes/No)	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
<b>5 - Paraprofessional</b>																
Number Applied	-	1								1						
Total Promotions	-	1								1						
Selection Rate	N/A	100.0%	N/A	N/A	N/A	N/A	N/A	N/A	N/A	100.0%	N/A	N/A	N/A	N/A	N/A	N/A
Ratio to Highest Rate	N/A	100.0%	N/A	N/A	N/A	N/A	N/A	N/A	N/A	100.0%	N/A	N/A	N/A	N/A	N/A	N/A
Potential Adverse Impact (Yes/No)	N/A	No	N/A	N/A	N/A	N/A	N/A	N/A	N/A	No	N/A	N/A	N/A	N/A	N/A	N/A
<b>6 - Administrative Support</b>																
Number Applied	30	26	11	7			2	4	8	5	8	6			1	4
Total Promotions	-	-														
Selection Rate	0.0%	0.0%	0.0%	0.0%	N/A	N/A	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	N/A	N/A	N/A	0.0%
Ratio to Highest Rate	NA	NA	#DIV/0!	#DIV/0!	N/A	N/A	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	N/A	N/A	N/A	#DIV/0!
Potential Adverse Impact (Yes/No)	No	No	#DIV/0!	#DIV/0!	N/A	N/A	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	N/A	N/A	N/A	#DIV/0!
<b>7 - Skilled Craft</b>																
Number Applied	16	-	7				2		5		1				1	
Total Promotions	2	-	1						1							
Selection Rate	12.5%	N/A	14.3%	N/A	N/A	N/A	0.0%	N/A	20.0%	N/A	0.0%	N/A	N/A	N/A	0.0%	N/A
Ratio to Highest Rate	100.0%	N/A	71.4%	N/A	N/A	N/A	0.0%	N/A	100.0%	N/A	0.0%	N/A	N/A	N/A	0.0%	N/A
Potential Adverse Impact (Yes/No)	No	N/A	Yes	N/A	N/A	N/A	Yes	N/A	No	N/A	Yes	N/A	N/A	N/A	Yes	N/A
<b>8 - Service-Maintenance</b>																
Number Applied	38	11	7				14	8	12	1	4				1	2
Total Promotions	-	-														
Selection Rate	0.0%	0.0%	0.0%	N/A	N/A	N/A	0.0%	0.0%	0.0%	0.0%	0.0%	N/A	N/A	N/A	0.0%	0.0%
Ratio to Highest Rate	NA	NA	#DIV/0!	N/A	N/A	N/A	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	N/A	N/A	N/A	#DIV/0!	#DIV/0!

**Attachment E: CCCTA Adverse Impact Analysis by Job Category  
FY 2021  
Promotions**

Job Category (Use EEO-4)	Total		W		AI/AN		B		H/L		A		NHOPI		M	
	Male	Female	M	F	M	F	M	F	M	F	M	F	M	F	M	F
Potential Adverse Impact (Yes/No)	No	No	#DIV/0!	N/A	N/A	N/A	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	N/A	N/A	N/A	#DIV/0!	#DIV/0!

Notes:

Persons with Disabilities	Total		W		AI/AN		B		H/L		A		NHOPI		M	
	Male	Female	M	F	M	F	M	F	M	F	M	F	M	F	M	F
Number Applied	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Total Promotions	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Selection Rate	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Veterans	Total		W		AI/AN		B		H/L		A		NHOPI		M	
	Male	Female	M	F	M	F	M	F	M	F	M	F	M	F	M	F
Number Applied	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Total Promotions	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Selection Rate	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A

Notes:

**Attachment E: CCCTA Adverse Impact Analysis by Job Category  
FY 2022  
Promotions**

Job Category (Use EEO-4)	Total		W		AI/AN		B		H/L		A		NHOPI		M	
	Male	Female	M	F	M	F	M	F	M	F	M	F	M	F	M	F
<b>1 - Officials &amp; Administrators</b>																
Number Applied	4	3		1			1		1		2	1				1
Total Promotions	-	1				-		-		-		1		-		-
Selection Rate	0.0%	33.3%	N/A	0.0%	N/A	N/A	0.0%	N/A	0.0%	N/A	0.0%	100.0%	N/A	N/A	N/A	0.0%
Ratio to Highest Rate	NA	100.0%	N/A	0.0%	N/A	N/A	0.0%	N/A	0.0%	N/A	0.0%	100.0%	N/A	N/A	N/A	0.0%
Potential Adverse Impact (Yes/No)	No	No	N/A	Yes	N/A	N/A	Yes	N/A	Yes	N/A	Yes	No	N/A	N/A	N/A	Yes
<b>2 - Professionals</b>																
Number Applied	19	21	9	9			3	2	3	3	2	4	1		1	3
Total Promotions	1	1		-		-		-		1	1			-		-
Selection Rate	5.3%	4.8%	0.0%	0.0%	N/A	N/A	0.0%	0.0%	0.0%	33.3%	50.0%	0.0%	0.0%	N/A	0.0%	0.0%
Ratio to Highest Rate	100.0%	90.5%	0.0%	0.0%	N/A	N/A	0.0%	0.0%	0.0%	66.7%	100.0%	0.0%	0.0%	N/A	0.0%	0.0%
Potential Adverse Impact (Yes/No)	No	No	Yes	Yes	N/A	N/A	Yes	Yes	Yes	Yes	No	Yes	Yes	N/A	Yes	Yes
<b>3 - Technicians</b>																
Number Applied	-	-														
Total Promotions	-	-														
Selection Rate	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Ratio to Highest Rate	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Potential Adverse Impact (Yes/No)	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
<b>4 - Protective Service</b>																
Number Applied	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Total Promotions	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Selection Rate	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Ratio to Highest Rate	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Potential Adverse Impact (Yes/No)	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
<b>5 - Paraprofessional</b>																
Number Applied	13	3	7				3	1	2	1		1	1			
Total Promotions	1	-	-	-	-	-	1					-	-	-	-	-
Selection Rate	7.7%	0.0%	0.0%	N/A	N/A	N/A	33.3%	0.0%	0.0%	0.0%	N/A	0.0%	0.0%	N/A	N/A	N/A
Ratio to Highest Rate	100.0%	NA	0.0%	N/A	N/A	N/A	100.0%	0.0%	0.0%	0.0%	N/A	0.0%	0.0%	N/A	N/A	N/A
Potential Adverse Impact (Yes/No)	No	No	Yes	N/A	N/A	N/A	No	Yes	Yes	Yes	N/A	Yes	Yes	N/A	N/A	N/A
<b>6 - Administrative Support</b>																
Number Applied	2	12		3			1	2	1	1		4		1		1
Total Promotions	-	-	-		-	-	-	-	-	-	-	-	-	-	-	-
Selection Rate	0.0%	0.0%	N/A	0.0%	N/A	N/A	0.0%	0.0%	0.0%	0.0%	N/A	0.0%	N/A	0.0%	N/A	0.0%
Ratio to Highest Rate	NA	NA	N/A	#DIV/0!	N/A	N/A	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	N/A	#DIV/0!	N/A	#DIV/0!	N/A	#DIV/0!
Potential Adverse Impact (Yes/No)	No	No	N/A	#DIV/0!	N/A	N/A	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	N/A	#DIV/0!	N/A	#DIV/0!	N/A	#DIV/0!
<b>7 - Skilled Craft</b>																
Number Applied	10	1	3	1			1		4		2					
Total Promotions	-	-														
Selection Rate	0.0%	0.0%	0.0%	0.0%	N/A	N/A	0.0%	N/A	0.0%	N/A	0.0%	N/A	N/A	N/A	N/A	N/A
Ratio to Highest Rate	NA	NA	#DIV/0!	#DIV/0!	N/A	N/A	#DIV/0!	N/A	#DIV/0!	N/A	#DIV/0!	N/A	N/A	N/A	N/A	N/A
Potential Adverse Impact (Yes/No)	No	No	#DIV/0!	#DIV/0!	N/A	N/A	#DIV/0!	N/A	#DIV/0!	N/A	#DIV/0!	N/A	N/A	N/A	N/A	N/A
<b>8 - Service-Maintenance</b>																
Number Applied	53	25	8	2			21	14	7	3	10	3			7	3
Total Promotions	-	-														
Selection Rate	0.0%	0.0%	0.0%	0.0%	N/A	N/A	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	N/A	N/A	0.0%	0.0%
Ratio to Highest Rate	NA	NA	#DIV/0!	#DIV/0!	N/A	N/A	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	N/A	N/A	#DIV/0!	#DIV/0!

**Attachment E: CCCTA Adverse Impact Analysis by Job Category  
FY 2022  
Promotions**

Job Category (Use EEO-4)	Total		W		AI/AN		B		H/L		A		NHOPI		M	
	Male	Female	M	F	M	F	M	F	M	F	M	F	M	F	M	F
Potential Adverse Impact (Yes/No)	No	No	#DIV/0!	#DIV/0!	N/A	N/A	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	N/A	N/A	#DIV/0!	#DIV/0!

Notes:

Persons with Disabilities	Total		W		AI/AN		B		H/L		A		NHOPI		M	
	Male	Female	M	F	M	F	M	F	M	F	M	F	M	F	M	F
Number Applied	1	1	1					1								-
Total Promotions	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Selection Rate	0.0%	0.0%	0.0%	N/A	N/A	N/A	N/A	0.0%	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Veterans	Total		W		AI/AN		B		H/L		A		NHOPI		M	
	Male	Female	M	F	M	F	M	F	M	F	M	F	M	F	M	F
Number Applied	5	-	2				2								1	
Total Promotions	-	-													-	-
Selection Rate	0.0%	N/A	0.0%	N/A	N/A	N/A	0.0%	N/A	N/A	N/A	N/A	N/A	N/A	N/A	0.0%	N/A

Notes:

**Attachment E: CCCTA Adverse Impact Analysis by Job Category  
FY 2023  
Promotions**

Job Category (Use EEO-4)	Total		W		AI/AN		B		H/L		A		NHOPI		M	
	Male	Female	M	F	M	F	M	F	M	F	M	F	M	F	M	F
<b>1 - Officials &amp; Administrators</b>																
Number Applied	-	-														
Total Promotions	-	-														
Selection Rate	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Ratio to Highest Rate	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Potential Adverse Impact (Yes/No)	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
<b>2 - Professionals</b>																
Number Applied	2	4	2	1				1				1				1
Total Promotions	-	-														
Selection Rate	0.0%	0.0%	0.0%	0.0%	N/A	N/A	N/A	0.0%	N/A	N/A	N/A	0.0%	N/A	N/A	N/A	0.0%
Ratio to Highest Rate	NA	NA	#DIV/0!	#DIV/0!	N/A	N/A	N/A	#DIV/0!	N/A	N/A	N/A	#DIV/0!	N/A	N/A	N/A	#DIV/0!
Potential Adverse Impact (Yes/No)	No	No	#DIV/0!	#DIV/0!	N/A	N/A	N/A	#DIV/0!	N/A	N/A	N/A	#DIV/0!	N/A	N/A	N/A	#DIV/0!
<b>3 - Technicians</b>																
Number Applied	-	-														
Total Promotions	-	-														
Selection Rate	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Ratio to Highest Rate	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Potential Adverse Impact (Yes/No)	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
<b>4 - Protective Service</b>																
Number Applied	-	-														
Total Promotions	-	-														
Selection Rate	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Ratio to Highest Rate	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Potential Adverse Impact (Yes/No)	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
<b>5 - Paraprofessional</b>																
Number Applied	7	-	3				1		2		1					
Total Promotions	2	-	1								1					
Selection Rate	28.6%	N/A	33.3%	N/A	N/A	N/A	0.0%	N/A	0.0%	N/A	100.0%	N/A	N/A	N/A	N/A	N/A
Ratio to Highest Rate	100.0%	N/A	33.3%	N/A	N/A	N/A	0.0%	N/A	0.0%	N/A	100.0%	N/A	N/A	N/A	N/A	N/A
Potential Adverse Impact (Yes/No)	No	N/A	Yes	N/A	N/A	N/A	Yes	N/A	Yes	N/A	No	N/A	N/A	N/A	N/A	N/A
<b>6 - Administrative Support</b>																
Number Applied	28	45	6	15	1		6	13	6	9	7	7	2			1
Total Promotions	-	-														
Selection Rate	0.0%	0.0%	0.0%	0.0%	N/A	N/A	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	N/A	N/A	N/A
Ratio to Highest Rate	NA	NA	#DIV/0!	#DIV/0!	N/A	N/A	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	N/A	N/A	N/A
Potential Adverse Impact (Yes/No)	No	No	#DIV/0!	#DIV/0!	N/A	N/A	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	N/A	N/A	N/A
<b>7 - Skilled Craft</b>																
Number Applied	49	3	16		2		12	1	13	2	2		2		2	
Total Promotions	2	-					1				1					
Selection Rate	4.1%	0.0%	0.0%	N/A	0.0%	N/A	8.3%	N/A	0.0%	0.0%	50.0%	N/A	0.0%	N/A	0.0%	N/A
Ratio to Highest Rate	100.0%	NA	0.0%	N/A	0.0%	N/A	16.7%	N/A	0.0%	0.0%	100.0%	N/A	0.0%	N/A	0.0%	N/A
Potential Adverse Impact (Yes/No)	No	No	Yes	N/A	Yes	N/A	Yes	N/A	Yes	Yes	No	N/A	Yes	N/A	Yes	N/A
<b>8 - Service-Maintenance</b>																
Number Applied	110	52	17	2	1		39	43	32	3	14	3	4		3	1
Total Promotions	-	-														
Selection Rate	0.0%	0.0%	0.0%	N/A	N/A	N/A	0.0%	0.0%	0.0%	N/A	0.0%	N/A	0.0%	N/A	N/A	N/A
Ratio to Highest Rate	NA	NA	#DIV/0!	N/A	N/A	N/A	#DIV/0!	#DIV/0!	#DIV/0!	N/A	#DIV/0!	N/A	#DIV/0!	N/A	N/A	N/A



**Attachment E: CCCTA Adverse Impact Analysis by Job Category  
FY 2023  
Promotions**

Job Category (Use EEO-4)	Total		W		AI/AN		B		H/L		A		NHOPI		M	
	Male	Female	M	F	M	F	M	F	M	F	M	F	M	F	M	F
Potential Adverse Impact (Yes/No)	No	No	#DIV/0!	N/A	N/A	N/A	#DIV/0!	#DIV/0!	#DIV/0!	N/A	#DIV/0!	N/A	#DIV/0!	N/A	N/A	N/A

Notes:

Persons with Disabilities	Total		W		AI/AN		B		H/L		A		NHOPI		M	
	Male	Female	M	F	M	F	M	F	M	F	M	F	M	F	M	F
Number Applied	-	-														
Total Promotions	-	-														
Selection Rate	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Veterans	Total		W		AI/AN		B		H/L		A		NHOPI		M	
	Male	Female	M	F	M	F	M	F	M	F	M	F	M	F	M	F
Number Applied	-	-														
Total Promotions	-	-														
Selection Rate	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A

Notes:



**Attachment F: CCCTA Adverse Impact Analysis by Job Category  
FY 2020  
Training**

Job Category (Use EEO-4)	Total		W		AI/AN		B		H/L		A		NHOPI		M	
	Male	Female	M	F	M	F	M	F	M	F	M	F	M	F	M	F
Potential Adverse Impact (Yes/No)	No	No	No	No	N/A	N/A	No	No	No	No	No	N/A	N/A	N/A	N/A	N/A

Notes:

**Attachment F: CCCTA Adverse Impact Analysis by Job Category  
FY 2021  
Training**

Job Category (Use EEO-4)	Total		W		AI/AN		B		H/L		A		NHOPI		M	
	Male	Female	M	F	M	F	M	F	M	F	M	F	M	F	M	F
<b>1 - Officials &amp; Administrators</b>																
Total Workforce	6	4	3	1			1	1		1	2			-	-	1
Total Trained	-	-														
Training Rate	0.0%	0.0%	0.0%	0.0%	N/A	N/A	0.0%	0.0%	N/A	0.0%	0.0%	N/A	N/A	N/A	N/A	0.0%
Ratio to Highest Rate	NA	NA	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Potential Adverse Impact (Yes/No)	No	No	No	No	N/A	N/A	No	No	N/A	No	No	N/A	N/A	N/A	N/A	No
<b>2 - Professionals</b>																
Total Workforce	4	4	3	2				1	1			1			-	-
Total Trained	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Training Rate	0.0%	0.0%	0.0%	0.0%	N/A	N/A	N/A	0.0%	0.0%	N/A	N/A	0.0%	N/A	N/A	N/A	N/A
Ratio to Highest Rate	NA	NA	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Potential Adverse Impact (Yes/No)	No	No	No	No	N/A	N/A	N/A	No	No	N/A	N/A	No	N/A	N/A	N/A	N/A
<b>3 - Technicians</b>																
Total Workforce	2	-					-	-	-	-	2	-	-	-	-	-
Total Trained	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Training Rate	0.0%	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	0.0%	N/A	N/A	N/A	N/A
Ratio to Highest Rate	NA	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Potential Adverse Impact (Yes/No)	No	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	No	N/A	N/A	N/A	N/A
<b>4 - Protective Service</b>																
Total Workforce	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Total Trained	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Training Rate	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Ratio to Highest Rate	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Potential Adverse Impact (Yes/No)	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
<b>5 - Paraprofessional</b>																
Total Workforce	11	10	3	3			2	4	4	2	2	1				-
Total Trained	-	2						2							-	-
Training Rate	0.0%	20.0%	0.0%	0.0%	N/A	N/A	0.0%	50.0%	0.0%	0.0%	0.0%	0.0%	N/A	N/A	N/A	N/A
Ratio to Highest Rate	NA	100.0%	0.0%	0.0%	N/A	N/A	0.0%	100.0%	0.0%	0.0%	0.0%	0.0%	N/A	N/A	N/A	N/A
Potential Adverse Impact (Yes/No)	No	No	Yes	Yes	N/A	N/A	Yes	No	Yes	Yes	Yes	Yes	N/A	N/A	N/A	N/A
<b>6 - Administrative Support</b>																
Total Workforce	2	9		3				2	1	4	1					-
Total Trained	2	8		3				1	1	4	1					-
Training Rate	100.0%	88.9%	N/A	100.0%	N/A	N/A	N/A	50.0%	100.0%	100.0%	100.0%	N/A	N/A	N/A	N/A	N/A
Ratio to Highest Rate	100.0%	88.9%	N/A	100.0%	N/A	N/A	N/A	50.0%	100.0%	100.0%	100.0%	N/A	N/A	N/A	N/A	N/A
Potential Adverse Impact (Yes/No)	No	No	N/A	No	N/A	N/A	N/A	Yes	No	No	No	N/A	N/A	N/A	N/A	N/A
<b>7 - Skilled Craft</b>																
Total Workforce	15	2	6	2			2		3		2		2			-
Total Trained	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Training Rate	0.0%	0.0%	0.0%	0.0%	N/A	N/A	0.0%	N/A	0.0%	N/A	0.0%	N/A	0.0%	N/A	N/A	N/A
Ratio to Highest Rate	NA	NA	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Potential Adverse Impact (Yes/No)	No	No	No	No	N/A	N/A	No	N/A	No	N/A	No	N/A	No	N/A	N/A	N/A
<b>8 - Service-Maintenance</b>																
Total Workforce	105	49	33	10			30	29	28	9	13	1			1	
Total Trained	95	49	30	10			28	29	25	9	11	1			1	
Training Rate	90.5%	100.0%	90.9%	100.0%	N/A	N/A	93.3%	100.0%	89.3%	100.0%	84.6%	N/A	N/A	N/A	N/A	N/A
Ratio to Highest Rate	90.5%	100.0%	90.9%	100.0%	N/A	N/A	93.3%	100.0%	89.3%	100.0%	84.6%	N/A	N/A	N/A	N/A	N/A

**Attachment F: CCCTA Adverse Impact Analysis by Job Category  
FY 2021  
Training**

Job Category (Use EEO-4)	Total		W		AI/AN		B		H/L		A		NHOPI		M	
	Male	Female	M	F	M	F	M	F	M	F	M	F	M	F	M	F
Potential Adverse Impact (Yes/No)	No	No	No	No	N/A	N/A	No	No	No	No	No	N/A	N/A	N/A	N/A	N/A

Notes:

**Attachment F: CCCTA Adverse Impact Analysis by Job Category  
FY 2022  
Training**

Job Category (Use EEO-4)	Total		W		AI/AN		B		H/L		A		NHOPI		M	
	Male	Female	M	F	M	F	M	F	M	F	M	F	M	F	M	F
<b>1 - Officials &amp; Administrators</b>																
Total Workforce	4	7	2	2			1	2		1	1	1		-	-	1
Total Trained	-	-														
Training Rate	0.0%	0.0%	0.0%	0.0%	N/A	N/A	0.0%	0.0%	N/A	0.0%	0.0%	0.0%	N/A	N/A	N/A	0.0%
Ratio to Highest Rate	NA	NA	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Potential Adverse Impact (Yes/No)	No	No	No	No	N/A	N/A	No	No	N/A	No	No	No	N/A	N/A	N/A	No
<b>2 - Professionals</b>																
Total Workforce	5	4	3	2					1	2	1			-	-	-
Total Trained	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Training Rate	0.0%	0.0%	0.0%	0.0%	N/A	N/A	N/A	N/A	0.0%	0.0%	0.0%	N/A	N/A	N/A	N/A	N/A
Ratio to Highest Rate	NA	NA	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Potential Adverse Impact (Yes/No)	No	No	No	No	N/A	N/A	N/A	N/A	No	No	No	N/A	N/A	N/A	N/A	N/A
<b>3 - Technicians</b>																
Total Workforce	2	-					-	-	-	-	2	-	-	-	-	-
Total Trained	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Training Rate	0.0%	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	0.0%	N/A	N/A	N/A	N/A	N/A
Ratio to Highest Rate	NA	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Potential Adverse Impact (Yes/No)	No	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	No	N/A	N/A	N/A	N/A	N/A
<b>4 - Protective Service</b>																
Total Workforce	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Total Trained	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Training Rate	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Ratio to Highest Rate	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Potential Adverse Impact (Yes/No)	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
<b>5 - Paraprofessional</b>																
Total Workforce	11	8	3	2			3	4	4	1	1	1		-	-	-
Total Trained	1	1					1	1	1		1			-	-	-
Training Rate	9.1%	12.5%	0.0%	0.0%	N/A	N/A	0.0%	25.0%	0.0%	0.0%	100.0%	0.0%	N/A	N/A	N/A	N/A
Ratio to Highest Rate	72.7%	100.0%	0.0%	0.0%	N/A	N/A	0.0%	25.0%	0.0%	0.0%	100.0%	0.0%	N/A	N/A	N/A	N/A
Potential Adverse Impact (Yes/No)	Yes	No	Yes	Yes	N/A	N/A	Yes	Yes	Yes	Yes	No	Yes	N/A	N/A	N/A	N/A
<b>6 - Administrative Support</b>																
Total Workforce	4	9	1	3			1	1	1	5	1		-	-	-	-
Total Trained	2	4	-	2				1	1	1	1		-	-	-	-
Training Rate	50.0%	44.4%	0.0%	66.7%	N/A	N/A	0.0%	100.0%	100.0%	20.0%	100.0%	N/A	N/A	N/A	N/A	N/A
Ratio to Highest Rate	100.0%	88.9%	0.0%	66.7%	N/A	N/A	0.0%	100.0%	100.0%	20.0%	100.0%	N/A	N/A	N/A	N/A	N/A
Potential Adverse Impact (Yes/No)	No	No	Yes	Yes	N/A	N/A	Yes	No	No	Yes	No	N/A	N/A	N/A	N/A	N/A
<b>7 - Skilled Craft</b>																
Total Workforce	16	2	7	2			2		4		2		1	-	-	-
Total Trained	16	2	7	2	-	-	2	-	4	-	2	-	1	-	-	-
Training Rate	100.0%	100.0%	100.0%	100.0%	N/A	N/A	100.0%	N/A	100.0%	N/A	100.0%	N/A	100.0%	N/A	N/A	N/A
Ratio to Highest Rate	100.0%	100.0%	100.0%	100.0%	N/A	N/A	100.0%	N/A	100.0%	N/A	100.0%	N/A	100.0%	N/A	N/A	N/A
Potential Adverse Impact (Yes/No)	No	No	No	No	N/A	N/A	No	N/A	No	N/A	No	N/A	No	N/A	N/A	N/A
<b>8 - Service-Maintenance</b>																
Total Workforce	102	46	33	6			33	30	22	9	13				1	1
Total Trained	87	45	30	6			25	29	19	9	12				1	1
Training Rate	85.3%	97.8%	90.9%	100.0%	N/A	N/A	75.8%	96.7%	86.4%	100.0%	92.3%	N/A	N/A	N/A	N/A	N/A
Ratio to Highest Rate	87.2%	100.0%	90.9%	100.0%	N/A	N/A	75.8%	96.7%	86.4%	100.0%	92.3%	N/A	N/A	N/A	N/A	N/A

**Attachment F: CCCTA Adverse Impact Analysis by Job Category  
FY 2022  
Training**

Job Category (Use EEO-4)	Total		W		AI/AN		B		H/L		A		NHOPI		M	
	Male	Female	M	F	M	F	M	F	M	F	M	F	M	F	M	F
Potential Adverse Impact (Yes/No)	No	No	No	No	N/A	N/A	Yes	No	No	No	No	N/A	N/A	N/A	N/A	N/A

Notes:

**Attachment F: CCCTA Adverse Impact Analysis by Job Category  
FY 2023  
Training**

Job Category (Use EEO-4)	Total		W		AI/AN		B		H/L		A		NHOPI		M	
	Male	Female	M	F	M	F	M	F	M	F	M	F	M	F	M	F
<b>1 - Officials &amp; Administrators</b>																
Total Workforce	4	7	2	2			1	2		1	1	1				1
Total Trained	-	-														
Training Rate	0.0%	0.0%	0.0%	0.0%	N/A	N/A	0.0%	0.0%	N/A	0.0%	0.0%	0.0%	N/A	N/A	N/A	0.0%
Ratio to Highest Rate	NA	NA	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Potential Adverse Impact (Yes/No)	No	No	No	No	N/A	N/A	No	No	N/A	No	No	No	N/A	N/A	N/A	No
<b>2 - Professionals</b>																
Total Workforce	6	4	4	2					1	2	1					
Total Trained	1	-	-	-	-	-	-	-	-	-	1	-	-	-	-	-
Training Rate	16.7%	0.0%	0.0%	0.0%	N/A	N/A	N/A	N/A	0.0%	0.0%	100.0%	N/A	N/A	N/A	N/A	N/A
Ratio to Highest Rate	100.0%	NA	0.0%	0.0%	N/A	N/A	N/A	N/A	0.0%	0.0%	100.0%	N/A	N/A	N/A	N/A	N/A
Potential Adverse Impact (Yes/No)	No	No	Yes	Yes	N/A	N/A	N/A	N/A	Yes	Yes	No	N/A	N/A	N/A	N/A	N/A
<b>3 - Technicians</b>																
Total Workforce	2	-					-	-	-	-	2	-	-	-	-	-
Total Trained	-	-														
Training Rate	0.0%	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	0.0%	N/A	N/A	N/A	N/A	N/A
Ratio to Highest Rate	NA	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Potential Adverse Impact (Yes/No)	No	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	No	N/A	N/A	N/A	N/A	N/A
<b>4 - Protective Service</b>																
Total Workforce	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Total Trained	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Training Rate	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Ratio to Highest Rate	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Potential Adverse Impact (Yes/No)	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
<b>5 - Paraprofessional</b>																
Total Workforce	13	6	4	1			3	3	4		2	2				
Total Trained	-	-														
Training Rate	0.0%	0.0%	0.0%	0.0%	N/A	N/A	0.0%	0.0%	0.0%	N/A	0.0%	0.0%	N/A	N/A	N/A	N/A
Ratio to Highest Rate	NA	NA	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Potential Adverse Impact (Yes/No)	No	No	No	No	N/A	N/A	No	No	No	N/A	No	No	N/A	N/A	N/A	N/A
<b>6 - Administrative Support</b>																
Total Workforce	2	11		5				1	1	5	1					
Total Trained	2	4	-	1					1	3	1	-	-	-	-	-
Training Rate	100.0%	36.4%	N/A	20.0%	N/A	N/A	N/A	0.0%	100.0%	60.0%	100.0%	N/A	N/A	N/A	N/A	N/A
Ratio to Highest Rate	100.0%	36.4%	N/A	20.0%	N/A	N/A	N/A	0.0%	100.0%	60.0%	100.0%	N/A	N/A	N/A	N/A	N/A
Potential Adverse Impact (Yes/No)	No	Yes	N/A	Yes	N/A	N/A	N/A	Yes	No	Yes	No	N/A	N/A	N/A	N/A	N/A
<b>7 - Skilled Craft</b>																
Total Workforce	19	-	9				2		6		1			1		
Total Trained	19	-	9				2		6		1			1		
Training Rate	100.0%	N/A	100.0%	N/A	N/A	N/A	100.0%	N/A	100.0%	N/A	100.0%	N/A	100.0%	N/A	N/A	N/A
Ratio to Highest Rate	100.0%	N/A	100.0%	N/A	N/A	N/A	100.0%	N/A	100.0%	N/A	100.0%	N/A	100.0%	N/A	N/A	N/A
Potential Adverse Impact (Yes/No)	No	N/A	No	N/A	N/A	N/A	No	N/A	No	N/A	No	N/A	No	N/A	N/A	N/A
<b>8 - Service-Maintenance</b>																
Total Workforce	103	46	32	5			33	31	23	9	13			1		1
Total Trained	93	46	30	5			28	31	22	9	11			1		1
Training Rate	90.3%	100.0%	93.8%	100.0%	N/A	N/A	84.8%	100.0%	95.7%	100.0%	84.6%	N/A	N/A	N/A	N/A	N/A
Ratio to Highest Rate	90.3%	100.0%	93.8%	100.0%	N/A	N/A	84.8%	100.0%	95.7%	100.0%	84.6%	N/A	N/A	N/A	N/A	N/A



**Attachment F: CCCTA Adverse Impact Analysis by Job Category  
FY 2023  
Training**

Job Category (Use EEO-4)	Total		W		AI/AN		B		H/L		A		NHOPI		M	
	Male	Female	M	F	M	F	M	F	M	F	M	F	M	F	M	F
Potential Adverse Impact (Yes/No)	No	No	No	No	N/A	N/A	No	No	No	No	No	N/A	N/A	N/A	N/A	N/A

Notes:



**Attachment G: CCCTA Adverse Impact Analysis by Job Category  
FY 2020  
Terminations**

Job Category (Use EEO-4)	Total		W		AI/AN		B		H/L		A		NHOPI		M	
	Male	Female	M	F	M	F	M	F	M	F	M	F	M	F	M	F
<b>5 - Paraprofessional</b>																
Total Workforce	11	10	4	4			2	4	4	1	1	1				
Total Involuntary Terminations	-	-														
Involuntary Termination Rate	0.0%	0.0%	0.0%	0.0%	N/A	N/A	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	N/A	N/A	N/A	N/A
Ratio to Lowest Rate	100.0%	100.0%	100.0%	100.0%	N/A	N/A	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	N/A	N/A	N/A	N/A
Potential Adverse Impact (Yes/No)	No	No	No	No	N/A	N/A	No	No	No	No	No	No	N/A	N/A	N/A	N/A
<b>6 - Administrative Support</b>																
Total Workforce	3	10		3				1	2	6	1					
Total Involuntary Terminations	-	-														
Involuntary Termination Rate	0.0%	0.0%	N/A	0.0%	N/A	N/A	N/A	0.0%	0.0%	0.0%	0.0%	N/A	N/A	N/A	N/A	N/A
Ratio to Lowest Rate	100.0%	100.0%	N/A	100.0%	N/A	N/A	N/A	100.0%	100.0%	100.0%	100.0%	N/A	N/A	N/A	N/A	N/A
Potential Adverse Impact (Yes/No)	No	No	N/A	No	N/A	N/A	N/A	No	No	No	No	N/A	N/A	N/A	N/A	N/A
<b>7 - Skilled Craft</b>																
Total Workforce	17	2	6	2			2		3		4			2		
Total Involuntary Terminations	-	-														
Involuntary Termination Rate	0.0%	0.0%	0.0%	0.0%	N/A	N/A	0.0%	N/A	0.0%	N/A	0.0%	N/A	0.0%	N/A	N/A	N/A
Ratio to Lowest Rate	100.0%	100.0%	100.0%	100.0%	N/A	N/A	100.0%	N/A	100.0%	N/A	100.0%	N/A	100.0%	N/A	N/A	N/A
Potential Adverse Impact (Yes/No)	No	No	No	No	N/A	N/A	No	N/A	No	N/A	No	N/A	No	N/A	N/A	N/A
<b>8 - Service-Maintenance</b>																
Total Workforce	112	51	35	10			34	31	28	9	14	1			1	
Total Involuntary Terminations	6	3	1				1	3	1		1				2	
Involuntary Termination Rate	5.4%	5.9%	2.9%	0.0%	N/A	N/A	2.9%	9.7%	3.6%	0.0%	7.1%	N/A	N/A	N/A	N/A	N/A
Ratio to Lowest Rate	100.0%	91.1%	0.0%	100.0%	N/A	N/A	0.0%	0.0%	0.0%	100.0%	0.0%	N/A	N/A	N/A	N/A	N/A
Potential Adverse Impact (Yes/No)	No	No	No	No	N/A	N/A	No	No	No	No	No	N/A	N/A	N/A	N/A	N/A

Notes:



**Attachment G: CCCTA Adverse Impact Analysis by Job Category  
FY 2021  
Terminations**

Job Category (Use EEO-4)	Total		W		AI/AN		B		H/L		A		NHOPI		M	
	Male	Female	M	F	M	F	M	F	M	F	M	F	M	F	M	F
<b>5 - Paraprofessional</b>																
Total Workforce	11	10	3	3			2	4	4	2	2	1				-
Total Involuntary Terminations	-	-					-	-	-	-	-	-	-	-	-	-
Involuntary Termination Rate	0.0%	0.0%	0.0%	0.0%	N/A	N/A	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	N/A	N/A	N/A	N/A
Ratio to Lowest Rate	100.0%	100.0%	100.0%	100.0%	N/A	N/A	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	N/A	N/A	N/A	N/A
Potential Adverse Impact (Yes/No)	No	No	No	No	N/A	N/A	No	No	No	No	No	No	N/A	N/A	N/A	N/A
<b>6 - Administrative Support</b>																
Total Workforce	2	9		3				2	1	4	1					-
Total Involuntary Terminations	-	-													-	-
Involuntary Termination Rate	0.0%	0.0%	N/A	0.0%	N/A	N/A	N/A	0.0%	0.0%	0.0%	0.0%	N/A	N/A	N/A	N/A	N/A
Ratio to Lowest Rate	100.0%	100.0%	N/A	100.0%	N/A	N/A	N/A	100.0%	100.0%	100.0%	100.0%	N/A	N/A	N/A	N/A	N/A
Potential Adverse Impact (Yes/No)	No	No	N/A	No	N/A	N/A	N/A	No	No	No	No	N/A	N/A	N/A	N/A	N/A
<b>7 - Skilled Craft</b>																
Total Workforce	15	2	6	2			2		3		2		2			-
Total Involuntary Terminations	1	-									1					-
Involuntary Termination Rate	6.7%	0.0%	0.0%	0.0%	N/A	N/A	0.0%	N/A	0.0%	N/A	50.0%	N/A	0.0%	N/A	N/A	N/A
Ratio to Lowest Rate	0.0%	100.0%	100.0%	100.0%	N/A	N/A	100.0%	N/A	100.0%	N/A	0.0%	N/A	100.0%	N/A	N/A	N/A
Potential Adverse Impact (Yes/No)	No	No	No	No	N/A	N/A	No	N/A	No	N/A	Yes	N/A	No	N/A	N/A	N/A
<b>8 - Service-Maintenance</b>																
Total Workforce	105	49	33	10			30	29	28	9	13	1			1	
Total Involuntary Terminations	2	1					1	1	1							
Involuntary Termination Rate	1.9%	2.0%	0.0%	0.0%	N/A	N/A	3.3%	3.4%	3.6%	0.0%	0.0%	N/A	N/A	N/A	N/A	N/A
Ratio to Lowest Rate	100.0%	93.3%	100.0%	100.0%	N/A	N/A	0.0%	0.0%	0.0%	100.0%	100.0%	N/A	N/A	N/A	N/A	N/A
Potential Adverse Impact (Yes/No)	No	No	No	No	N/A	N/A	No	No	No	No	No	N/A	N/A	N/A	N/A	N/A

Notes:



**Attachment G: CCCTA Adverse Impact Analysis by Job Category  
FY 2022  
Terminations**

Job Category (Use EEO-4)	Total		W		AI/AN		B		H/L		A		NHOPI		M	
	Male	Female	M	F	M	F	M	F	M	F	M	F	M	F	M	F
<b>5 - Paraprofessional</b>																
Total Workforce	11	8	3	2			3	4	4	1	1	1		-	-	-
Total Involuntary Terminations	-	-												-	-	-
Involuntary Termination Rate	0.0%	0.0%	0.0%	0.0%	N/A	N/A	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	N/A	N/A	N/A	N/A
Ratio to Lowest Rate	100.0%	100.0%	100.0%	100.0%	N/A	N/A	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	N/A	N/A	N/A	N/A
Potential Adverse Impact (Yes/No)	No	No	No	No	N/A	N/A	No	No	No	No	No	No	N/A	N/A	N/A	N/A
<b>6 - Administrative Support</b>																
Total Workforce	4	9	1	3			1	1	1	5	1	-	-	-	-	-
Total Involuntary Terminations	-	1						1								-
Involuntary Termination Rate	0.0%	11.1%	0.0%	0.0%	N/A	N/A	0.0%	100.0%	0.0%	0.0%	0.0%	N/A	N/A	N/A	N/A	N/A
Ratio to Lowest Rate	100.0%	0.0%	100.0%	100.0%	N/A	N/A	100.0%	0.0%	100.0%	100.0%	100.0%	N/A	N/A	N/A	N/A	N/A
Potential Adverse Impact (Yes/No)	No	No	No	No	N/A	N/A	No	Yes	No	No	No	N/A	N/A	N/A	N/A	N/A
<b>7 - Skilled Craft</b>																
Total Workforce	16	2	7	2			2		4		2		1	-	-	-
Total Involuntary Terminations	-	-														-
Involuntary Termination Rate	0.0%	0.0%	0.0%	0.0%	N/A	N/A	0.0%	N/A	0.0%	N/A	0.0%	N/A	0.0%	N/A	N/A	N/A
Ratio to Lowest Rate	100.0%	100.0%	100.0%	100.0%	N/A	N/A	100.0%	N/A	100.0%	N/A	100.0%	N/A	100.0%	N/A	N/A	N/A
Potential Adverse Impact (Yes/No)	No	No	No	No	N/A	N/A	No	N/A	No	N/A	No	N/A	No	N/A	N/A	N/A
<b>8 - Service-Maintenance</b>																
Total Workforce	102	46	33	6			33	30	22	9	13				1	1
Total Involuntary Terminations	5	2	1				3	2	1							
Involuntary Termination Rate	4.9%	4.3%	3.0%	0.0%	N/A	N/A	9.1%	6.7%	4.5%	0.0%	0.0%	N/A	N/A	N/A	N/A	N/A
Ratio to Lowest Rate	88.7%	100.0%	0.0%	100.0%	N/A	N/A	0.0%	0.0%	0.0%	100.0%	100.0%	N/A	N/A	N/A	N/A	N/A
Potential Adverse Impact (Yes/No)	No	No	No	No	N/A	N/A	No	No	No	No	No	N/A	N/A	N/A	N/A	N/A

Notes:





**Attachment G: CCCTA Adverse Impact Analysis by Job Category  
FY 2023  
Terminations**

Job Category (Use EEO-4)	Total		W		AI/AN		B		H/L		A		NHOPI		M	
	Male	Female	M	F	M	F	M	F	M	F	M	F	M	F	M	F
<b>5 - Paraprofessional</b>																
Total Workforce	13	6	4	1			3	3	4		2	2				
Total Involuntary Terminations	-	-														
Involuntary Termination Rate	0.0%	0.0%	0.0%	0.0%	N/A	N/A	0.0%	0.0%	0.0%	N/A	0.0%	0.0%	N/A	N/A	N/A	N/A
Ratio to Lowest Rate	100.0%	100.0%	100.0%	100.0%	N/A	N/A	100.0%	100.0%	100.0%	N/A	100.0%	100.0%	N/A	N/A	N/A	N/A
Potential Adverse Impact (Yes/No)	No	No	No	No	N/A	N/A	No	No	No	N/A	No	No	N/A	N/A	N/A	N/A
<b>6 - Administrative Support</b>																
Total Workforce	2	11		5				1	1	5	1					
Total Involuntary Terminations	-	-														
Involuntary Termination Rate	0.0%	0.0%	N/A	0.0%	N/A	N/A	N/A	0.0%	0.0%	0.0%	0.0%	N/A	N/A	N/A	N/A	N/A
Ratio to Lowest Rate	100.0%	100.0%	N/A	100.0%	N/A	N/A	N/A	100.0%	100.0%	100.0%	100.0%	N/A	N/A	N/A	N/A	N/A
Potential Adverse Impact (Yes/No)	No	No	N/A	No	N/A	N/A	N/A	No	No	No	No	N/A	N/A	N/A	N/A	N/A
<b>7 - Skilled Craft</b>																
Total Workforce	19	-	9				2		6		1		1			
Total Involuntary Terminations	-	-														
Involuntary Termination Rate	0.0%	N/A	0.0%	N/A	N/A	N/A	0.0%	N/A	0.0%	N/A	0.0%	N/A	0.0%	N/A	N/A	N/A
Ratio to Lowest Rate	100.0%	N/A	100.0%	N/A	N/A	N/A	100.0%	N/A	100.0%	N/A	100.0%	N/A	100.0%	N/A	N/A	N/A
Potential Adverse Impact (Yes/No)	No	N/A	No	N/A	N/A	N/A	No	N/A	No	N/A	No	N/A	No	N/A	N/A	N/A
<b>8 - Service-Maintenance</b>																
Total Workforce	103	46	32	5			33	31	23	9	13		1		1	1
Total Involuntary Terminations	9	3	2	1			7	2								
Involuntary Termination Rate	8.7%	6.5%	6.3%	20.0%	N/A	N/A	21.2%	6.5%	0.0%	0.0%	0.0%	N/A	N/A	N/A	N/A	N/A
Ratio to Lowest Rate	74.6%	100.0%	0.0%	0.0%	N/A	N/A	0.0%	0.0%	100.0%	100.0%	100.0%	N/A	N/A	N/A	N/A	N/A
Potential Adverse Impact (Yes/No)	No	No	No	No	N/A	N/A	Yes	No	No	No	No	N/A	N/A	N/A	N/A	N/A

Notes:





**Attachment H: CCCTA Adverse Impact Analysis by Job Category  
FY 2020  
Discipline**

Ratio to Lowest Rate	100.0%	100.0%	100.0%	100.0%	N/A	N/A	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	N/A	N/A	N/A	N/A
Potential Adverse Impact (Yes/No)	No	No	No	No	N/A	N/A	No	No	No	No	No	No	N/A	N/A	N/A	N/A
<b>Terminations</b>	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Discipline Rate	0.0%	0.0%	0.0%	0.0%	N/A	N/A	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	N/A	N/A	N/A	N/A
Ratio to Lowest Rate	100.0%	100.0%	100.0%	100.0%	N/A	N/A	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	N/A	N/A	N/A	N/A
Potential Adverse Impact (Yes/No)	No	No	No	No	N/A	N/A	No	No	No	No	No	No	N/A	N/A	N/A	N/A
<b>&lt;Enter Discipline Type&gt;</b>	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Discipline Rate	0.0%	0.0%	0.0%	0.0%	N/A	N/A	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	N/A	N/A	N/A	N/A
Ratio to Lowest Rate	100.0%	100.0%	100.0%	100.0%	N/A	N/A	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	N/A	N/A	N/A	N/A
Potential Adverse Impact (Yes/No)	No	No	No	No	N/A	N/A	No	No	No	No	No	No	N/A	N/A	N/A	N/A
<b>&lt;Enter Discipline Type&gt;</b>	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Discipline Rate	0.0%	0.0%	0.0%	0.0%	N/A	N/A	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	N/A	N/A	N/A	N/A
Ratio to Lowest Rate	100.0%	100.0%	100.0%	100.0%	N/A	N/A	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	N/A	N/A	N/A	N/A
Potential Adverse Impact (Yes/No)	No	No	No	No	N/A	N/A	No	No	No	No	No	No	N/A	N/A	N/A	N/A
<b>&lt;Enter Discipline Type&gt;</b>	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Discipline Rate	0.0%	0.0%	0.0%	0.0%	N/A	N/A	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	N/A	N/A	N/A	N/A
Ratio to Lowest Rate	100.0%	100.0%	100.0%	100.0%	N/A	N/A	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	N/A	N/A	N/A	N/A
Potential Adverse Impact (Yes/No)	No	No	No	No	N/A	N/A	No	No	No	No	No	No	N/A	N/A	N/A	N/A
<b>6 - Administrative Support</b>																
Total Workforce	3	10		3			1	2	6	1						
<b>Written Warnings</b>	1	-						1								
Discipline Rate	33.3%	0.0%	N/A	0.0%	N/A	N/A	N/A	50.0%	0.0%	0.0%	0.0%	N/A	N/A	N/A	N/A	N/A
Ratio to Lowest Rate	0.0%	100.0%	N/A	100.0%	N/A	N/A	N/A	100.0%	0.0%	100.0%	100.0%	N/A	N/A	N/A	N/A	N/A
Potential Adverse Impact (Yes/No)	Yes	No	N/A	No	N/A	N/A	N/A	No	Yes	No	No	N/A	N/A	N/A	N/A	N/A
<b>Suspensions</b>	1	-						1								
Discipline Rate	33.3%	0.0%	N/A	0.0%	N/A	N/A	N/A	50.0%	0.0%	0.0%	0.0%	N/A	N/A	N/A	N/A	N/A
Ratio to Lowest Rate	0.0%	100.0%	N/A	100.0%	N/A	N/A	N/A	100.0%	0.0%	100.0%	100.0%	N/A	N/A	N/A	N/A	N/A
Potential Adverse Impact (Yes/No)	Yes	No	N/A	No	N/A	N/A	N/A	No	Yes	No	No	N/A	N/A	N/A	N/A	N/A
<b>Terminations</b>	-	-														
Discipline Rate	0.0%	0.0%	N/A	0.0%	N/A	N/A	N/A	0.0%	0.0%	0.0%	0.0%	N/A	N/A	N/A	N/A	N/A
Ratio to Lowest Rate	100.0%	100.0%	N/A	100.0%	N/A	N/A	N/A	100.0%	100.0%	100.0%	100.0%	N/A	N/A	N/A	N/A	N/A
Potential Adverse Impact (Yes/No)	No	No	N/A	No	N/A	N/A	N/A	No	No	No	No	N/A	N/A	N/A	N/A	N/A
<b>&lt;Enter Discipline Type&gt;</b>	-	-														
Discipline Rate	0.0%	0.0%	N/A	0.0%	N/A	N/A	N/A	0.0%	0.0%	0.0%	0.0%	N/A	N/A	N/A	N/A	N/A
Ratio to Lowest Rate	100.0%	100.0%	N/A	100.0%	N/A	N/A	N/A	100.0%	100.0%	100.0%	100.0%	N/A	N/A	N/A	N/A	N/A
Potential Adverse Impact (Yes/No)	No	No	N/A	No	N/A	N/A	N/A	No	No	No	No	N/A	N/A	N/A	N/A	N/A
<b>&lt;Enter Discipline Type&gt;</b>	-	-														
Discipline Rate	0.0%	0.0%	N/A	0.0%	N/A	N/A	N/A	0.0%	0.0%	0.0%	0.0%	N/A	N/A	N/A	N/A	N/A
Ratio to Lowest Rate	100.0%	100.0%	N/A	100.0%	N/A	N/A	N/A	100.0%	100.0%	100.0%	100.0%	N/A	N/A	N/A	N/A	N/A
Potential Adverse Impact (Yes/No)	No	No	N/A	No	N/A	N/A	N/A	No	No	No	No	N/A	N/A	N/A	N/A	N/A
<b>7 - Skilled Craft</b>																
Total Workforce	17	2	6	2			2	3		4			2			
<b>Written Warnings</b>	-	-														
Discipline Rate	0.0%	0.0%	0.0%	0.0%	N/A	N/A	0.0%	N/A	0.0%	N/A	0.0%	N/A	0.0%	N/A	N/A	N/A
Ratio to Lowest Rate	100.0%	100.0%	100.0%	100.0%	N/A	N/A	100.0%	N/A	100.0%	N/A	100.0%	N/A	100.0%	N/A	N/A	N/A
Potential Adverse Impact (Yes/No)	No	No	No	No	N/A	N/A	No	N/A	No	N/A	No	N/A	No	N/A	N/A	N/A
<b>Suspensions</b>	-	-														
Discipline Rate	0.0%	0.0%	0.0%	0.0%	N/A	N/A	0.0%	N/A	0.0%	N/A	0.0%	N/A	0.0%	N/A	N/A	N/A
Ratio to Lowest Rate	100.0%	100.0%	100.0%	100.0%	N/A	N/A	100.0%	N/A	100.0%	N/A	100.0%	N/A	100.0%	N/A	N/A	N/A
Potential Adverse Impact (Yes/No)	No	No	No	No	N/A	N/A	No	N/A	No	N/A	No	N/A	No	N/A	N/A	N/A
<b>Terminations</b>	-	-														
Discipline Rate	0.0%	0.0%	0.0%	0.0%	N/A	N/A	0.0%	N/A	0.0%	N/A	0.0%	N/A	0.0%	N/A	N/A	N/A
Ratio to Lowest Rate	100.0%	100.0%	100.0%	100.0%	N/A	N/A	100.0%	N/A	100.0%	N/A	100.0%	N/A	100.0%	N/A	N/A	N/A

**Attachment H: CCCTA Adverse Impact Analysis by Job Category  
FY 2020  
Discipline**

Potential Adverse Impact (Yes/No)	No	No	No	No	N/A	N/A	No	N/A	No	N/A	No	N/A	No	N/A	N/A	N/A
<b>&lt;Enter Discipline Type&gt;</b>	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Discipline Rate	0.0%	0.0%	0.0%	0.0%	N/A	N/A	0.0%	N/A	0.0%	N/A	0.0%	N/A	0.0%	N/A	N/A	N/A
Ratio to Lowest Rate	100.0%	100.0%	100.0%	100.0%	N/A	N/A	100.0%	N/A	100.0%	N/A	100.0%	N/A	100.0%	N/A	N/A	N/A
Potential Adverse Impact (Yes/No)	No	No	No	No	N/A	N/A	No	N/A	No	N/A	No	N/A	No	N/A	N/A	N/A
<b>&lt;Enter Discipline Type&gt;</b>	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Discipline Rate	0.0%	0.0%	0.0%	0.0%	N/A	N/A	0.0%	N/A	0.0%	N/A	0.0%	N/A	0.0%	N/A	N/A	N/A
Ratio to Lowest Rate	100.0%	100.0%	100.0%	100.0%	N/A	N/A	100.0%	N/A	100.0%	N/A	100.0%	N/A	100.0%	N/A	N/A	N/A
Potential Adverse Impact (Yes/No)	No	No	No	No	N/A	N/A	No	N/A	No	N/A	No	N/A	No	N/A	N/A	N/A
<b>&lt;Enter Discipline Type&gt;</b>	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Discipline Rate	0.0%	0.0%	0.0%	0.0%	N/A	N/A	0.0%	N/A	0.0%	N/A	0.0%	N/A	0.0%	N/A	N/A	N/A
Ratio to Lowest Rate	100.0%	100.0%	100.0%	100.0%	N/A	N/A	100.0%	N/A	100.0%	N/A	100.0%	N/A	100.0%	N/A	N/A	N/A
Potential Adverse Impact (Yes/No)	No	No	No	No	N/A	N/A	No	N/A	No	N/A	No	N/A	No	N/A	N/A	N/A
<b>8 - Service-Maintenance</b>																
Total Workforce	112	51	35	10			34	31	28	9	14	1			1	
<b>Written Warnings</b>	65	36	18	6			22	23	16	6	8	1			1	
Discipline Rate	58.0%	70.6%	51.4%	60.0%	N/A	N/A	64.7%	74.2%	57.1%	66.7%	57.1%	N/A	N/A	N/A	N/A	N/A
Ratio to Lowest Rate	100.0%	82.2%	100.0%	85.7%	N/A	N/A	79.5%	69.3%	90.0%	77.1%	90.0%	N/A	N/A	N/A	N/A	N/A
Potential Adverse Impact (Yes/No)	No	No	No	No	N/A	N/A	Yes	Yes	No	Yes	No	N/A	N/A	N/A	N/A	N/A
<b>Suspensions</b>	1	-	-	-	-	-	-	-	1	-	-	-	-	-	-	-
Discipline Rate	0.9%	0.0%	0.0%	0.0%	N/A	N/A	0.0%	0.0%	3.6%	0.0%	0.0%	N/A	N/A	N/A	N/A	N/A
Ratio to Lowest Rate	0.0%	100.0%	100.0%	100.0%	N/A	N/A	100.0%	100.0%	0.0%	100.0%	100.0%	N/A	N/A	N/A	N/A	N/A
Potential Adverse Impact (Yes/No)	No	No	No	No	N/A	N/A	No	No	No	No	No	N/A	N/A	N/A	N/A	N/A
<b>Terminations</b>	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Discipline Rate	0.0%	0.0%	0.0%	0.0%	N/A	N/A	0.0%	0.0%	0.0%	0.0%	0.0%	N/A	N/A	N/A	N/A	N/A
Ratio to Lowest Rate	100.0%	100.0%	100.0%	100.0%	N/A	N/A	100.0%	100.0%	100.0%	100.0%	100.0%	N/A	N/A	N/A	N/A	N/A
Potential Adverse Impact (Yes/No)	No	No	No	No	N/A	N/A	No	No	No	No	No	N/A	N/A	N/A	N/A	N/A
<b>&lt;Enter Discipline Type&gt;</b>	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Discipline Rate	0.0%	0.0%	0.0%	0.0%	N/A	N/A	0.0%	0.0%	0.0%	0.0%	0.0%	N/A	N/A	N/A	N/A	N/A
Ratio to Lowest Rate	100.0%	100.0%	100.0%	100.0%	N/A	N/A	100.0%	100.0%	100.0%	100.0%	100.0%	N/A	N/A	N/A	N/A	N/A
Potential Adverse Impact (Yes/No)	No	No	No	No	N/A	N/A	No	No	No	No	No	N/A	N/A	N/A	N/A	N/A
<b>&lt;Enter Discipline Type&gt;</b>	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Discipline Rate	0.0%	0.0%	0.0%	0.0%	N/A	N/A	0.0%	0.0%	0.0%	0.0%	0.0%	N/A	N/A	N/A	N/A	N/A
Ratio to Lowest Rate	100.0%	100.0%	100.0%	100.0%	N/A	N/A	100.0%	100.0%	100.0%	100.0%	100.0%	N/A	N/A	N/A	N/A	N/A
Potential Adverse Impact (Yes/No)	No	No	No	No	N/A	N/A	No	No	No	No	No	N/A	N/A	N/A	N/A	N/A
<b>&lt;Enter Discipline Type&gt;</b>	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Discipline Rate	0.0%	0.0%	0.0%	0.0%	N/A	N/A	0.0%	0.0%	0.0%	0.0%	0.0%	N/A	N/A	N/A	N/A	N/A
Ratio to Lowest Rate	100.0%	100.0%	100.0%	100.0%	N/A	N/A	100.0%	100.0%	100.0%	100.0%	100.0%	N/A	N/A	N/A	N/A	N/A
Potential Adverse Impact (Yes/No)	No	No	No	No	N/A	N/A	No	No	No	No	No	N/A	N/A	N/A	N/A	N/A

Notes:





**Attachment H: CCCTA Adverse Impact Analysis by Job Category**  
**FY 2021**  
**Discipline**

Ratio to Lowest Rate	100.0%	100.0%	100.0%	100.0%	N/A	N/A	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	N/A	N/A	N/A	N/A
Potential Adverse Impact (Yes/No)	No	No	No	No	N/A	N/A	No	No	No	No	No	No	N/A	N/A	N/A	N/A
<b>Terminations</b>	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Discipline Rate	0.0%	0.0%	0.0%	0.0%	N/A	N/A	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	N/A	N/A	N/A	N/A
Ratio to Lowest Rate	100.0%	100.0%	100.0%	100.0%	N/A	N/A	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	N/A	N/A	N/A	N/A
Potential Adverse Impact (Yes/No)	No	No	No	No	N/A	N/A	No	No	No	No	No	No	N/A	N/A	N/A	N/A
<b>&lt;Enter Discipline Type&gt;</b>	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Discipline Rate	0.0%	0.0%	0.0%	0.0%	N/A	N/A	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	N/A	N/A	N/A	N/A
Ratio to Lowest Rate	100.0%	100.0%	100.0%	100.0%	N/A	N/A	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	N/A	N/A	N/A	N/A
Potential Adverse Impact (Yes/No)	No	No	No	No	N/A	N/A	No	No	No	No	No	No	N/A	N/A	N/A	N/A
<b>&lt;Enter Discipline Type&gt;</b>	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Discipline Rate	0.0%	0.0%	0.0%	0.0%	N/A	N/A	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	N/A	N/A	N/A	N/A
Ratio to Lowest Rate	100.0%	100.0%	100.0%	100.0%	N/A	N/A	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	N/A	N/A	N/A	N/A
Potential Adverse Impact (Yes/No)	No	No	No	No	N/A	N/A	No	No	No	No	No	No	N/A	N/A	N/A	N/A
<b>&lt;Enter Discipline Type&gt;</b>	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Discipline Rate	0.0%	0.0%	0.0%	0.0%	N/A	N/A	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	N/A	N/A	N/A	N/A
Ratio to Lowest Rate	100.0%	100.0%	100.0%	100.0%	N/A	N/A	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	N/A	N/A	N/A	N/A
Potential Adverse Impact (Yes/No)	No	No	No	No	N/A	N/A	No	No	No	No	No	No	N/A	N/A	N/A	N/A
<b>6 - Administrative Support</b>																
Total Workforce	2	9		3			2	1	4	1						
<b>Written Warnings</b>	1	1						1	1							
Discipline Rate	50.0%	11.1%	N/A	0.0%	N/A	N/A	N/A	0.0%	100.0%	25.0%	0.0%	N/A	N/A	N/A	N/A	N/A
Ratio to Lowest Rate	22.2%	100.0%	N/A	100.0%	N/A	N/A	N/A	100.0%	0.0%	0.0%	100.0%	N/A	N/A	N/A	N/A	N/A
Potential Adverse Impact (Yes/No)	Yes	No	N/A	No	N/A	N/A	N/A	No	Yes	Yes	No	N/A	N/A	N/A	N/A	N/A
<b>Suspensions</b>	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Discipline Rate	0.0%	0.0%	N/A	0.0%	N/A	N/A	N/A	0.0%	0.0%	0.0%	0.0%	N/A	N/A	N/A	N/A	N/A
Ratio to Lowest Rate	100.0%	100.0%	N/A	100.0%	N/A	N/A	N/A	100.0%	100.0%	100.0%	100.0%	N/A	N/A	N/A	N/A	N/A
Potential Adverse Impact (Yes/No)	No	No	N/A	No	N/A	N/A	N/A	No	No	No	No	N/A	N/A	N/A	N/A	N/A
<b>Terminations</b>	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Discipline Rate	0.0%	0.0%	N/A	0.0%	N/A	N/A	N/A	0.0%	0.0%	0.0%	0.0%	N/A	N/A	N/A	N/A	N/A
Ratio to Lowest Rate	100.0%	100.0%	N/A	100.0%	N/A	N/A	N/A	100.0%	100.0%	100.0%	100.0%	N/A	N/A	N/A	N/A	N/A
Potential Adverse Impact (Yes/No)	No	No	N/A	No	N/A	N/A	N/A	No	No	No	No	N/A	N/A	N/A	N/A	N/A
<b>&lt;Enter Discipline Type&gt;</b>	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Discipline Rate	0.0%	0.0%	N/A	0.0%	N/A	N/A	N/A	0.0%	0.0%	0.0%	0.0%	N/A	N/A	N/A	N/A	N/A
Ratio to Lowest Rate	100.0%	100.0%	N/A	100.0%	N/A	N/A	N/A	100.0%	100.0%	100.0%	100.0%	N/A	N/A	N/A	N/A	N/A
Potential Adverse Impact (Yes/No)	No	No	N/A	No	N/A	N/A	N/A	No	No	No	No	N/A	N/A	N/A	N/A	N/A
<b>&lt;Enter Discipline Type&gt;</b>	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Discipline Rate	0.0%	0.0%	N/A	0.0%	N/A	N/A	N/A	0.0%	0.0%	0.0%	0.0%	N/A	N/A	N/A	N/A	N/A
Ratio to Lowest Rate	100.0%	100.0%	N/A	100.0%	N/A	N/A	N/A	100.0%	100.0%	100.0%	100.0%	N/A	N/A	N/A	N/A	N/A
Potential Adverse Impact (Yes/No)	No	No	N/A	No	N/A	N/A	N/A	No	No	No	No	N/A	N/A	N/A	N/A	N/A
<b>7 - Skilled Craft</b>																
Total Workforce	15	2	6	2			2		3		2			2		
<b>Written Warnings</b>	2	-	1				1		-		-			-		
Discipline Rate	13.3%	0.0%	16.7%	0.0%	N/A	N/A	50.0%	N/A	0.0%	N/A	0.0%	N/A	0.0%	N/A	N/A	N/A
Ratio to Lowest Rate	0.0%	100.0%	0.0%	100.0%	N/A	N/A	0.0%	N/A	100.0%	N/A	100.0%	N/A	100.0%	N/A	N/A	N/A
Potential Adverse Impact (Yes/No)	No	No	No	No	N/A	N/A	Yes	N/A	No	N/A	No	N/A	No	N/A	N/A	N/A
<b>Suspensions</b>	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Discipline Rate	0.0%	0.0%	0.0%	0.0%	N/A	N/A	0.0%	N/A	0.0%	N/A	0.0%	N/A	0.0%	N/A	N/A	N/A
Ratio to Lowest Rate	100.0%	100.0%	100.0%	100.0%	N/A	N/A	100.0%	N/A	100.0%	N/A	100.0%	N/A	100.0%	N/A	N/A	N/A
Potential Adverse Impact (Yes/No)	No	No	No	No	N/A	N/A	No	N/A	No	N/A	No	N/A	No	N/A	N/A	N/A
<b>Terminations</b>	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Discipline Rate	0.0%	0.0%	0.0%	0.0%	N/A	N/A	0.0%	N/A	0.0%	N/A	0.0%	N/A	0.0%	N/A	N/A	N/A
Ratio to Lowest Rate	100.0%	100.0%	100.0%	100.0%	N/A	N/A	100.0%	N/A	100.0%	N/A	100.0%	N/A	100.0%	N/A	N/A	N/A
Potential Adverse Impact (Yes/No)	No	No	No	No	N/A	N/A	No	N/A	No	N/A	No	N/A	No	N/A	N/A	N/A



**Attachment H: CCCTA Adverse Impact Analysis by Job Category  
FY 2021  
Discipline**

Potential Adverse Impact (Yes/No)	No	No	No	No	N/A	N/A	No	N/A	No	N/A	No	N/A	No	N/A	N/A	N/A	N/A	<--Entry	
<Enter Discipline Type>	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	<--Entry
Discipline Rate	0.0%	0.0%	0.0%	0.0%	N/A	N/A	0.0%	N/A	0.0%	N/A	0.0%	N/A	0.0%	N/A	N/A	N/A	N/A		
Ratio to Lowest Rate	100.0%	100.0%	100.0%	100.0%	N/A	N/A	100.0%	N/A	100.0%	N/A	100.0%	N/A	100.0%	N/A	N/A	N/A	N/A		
Potential Adverse Impact (Yes/No)	No	No	No	No	N/A	N/A	No	N/A	No	N/A	No	N/A	No	N/A	N/A	N/A	N/A	<--Entry	
<Enter Discipline Type>	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	<--Entry
Discipline Rate	0.0%	0.0%	0.0%	0.0%	N/A	N/A	0.0%	N/A	0.0%	N/A	0.0%	N/A	0.0%	N/A	N/A	N/A	N/A		
Ratio to Lowest Rate	100.0%	100.0%	100.0%	100.0%	N/A	N/A	100.0%	N/A	100.0%	N/A	100.0%	N/A	100.0%	N/A	N/A	N/A	N/A		
Potential Adverse Impact (Yes/No)	No	No	No	No	N/A	N/A	No	N/A	No	N/A	No	N/A	No	N/A	N/A	N/A	N/A	<--Entry	
<Enter Discipline Type>	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	<--Entry
Discipline Rate	0.0%	0.0%	0.0%	0.0%	N/A	N/A	0.0%	N/A	0.0%	N/A	0.0%	N/A	0.0%	N/A	N/A	N/A	N/A		
Ratio to Lowest Rate	100.0%	100.0%	100.0%	100.0%	N/A	N/A	100.0%	N/A	100.0%	N/A	100.0%	N/A	100.0%	N/A	N/A	N/A	N/A		
Potential Adverse Impact (Yes/No)	No	No	No	No	N/A	N/A	No	N/A	No	N/A	No	N/A	No	N/A	N/A	N/A	N/A	<--Entry	
<b>8 -Service-Maintenance</b>																			
Total Workforce	105	49	33	10			30	29	28	9	13	1				1		<--Entry	
Written Warnings	64	-	17				26		15		5					1		<--Entry	
Discipline Rate	61.0%	0.0%	51.5%	0.0%	N/A	N/A	86.7%	0.0%	53.6%	0.0%	38.5%	N/A	N/A	N/A	N/A	N/A	N/A		
Ratio to Lowest Rate	0.0%	100.0%	0.0%	100.0%	N/A	N/A	0.0%	100.0%	0.0%	100.0%	0.0%	N/A	N/A	N/A	N/A	N/A	N/A		
Potential Adverse Impact (Yes/No)	Yes	No	Yes	No	N/A	N/A	Yes	No	Yes	No	Yes	N/A	N/A	N/A	N/A	N/A	N/A	<--Entry	
Suspensions	2	-					2											<--Entry	
Discipline Rate	1.9%	0.0%	0.0%	0.0%	N/A	N/A	6.7%	0.0%	0.0%	0.0%	0.0%	N/A	N/A	N/A	N/A	N/A	N/A		
Ratio to Lowest Rate	0.0%	100.0%	100.0%	100.0%	N/A	N/A	0.0%	100.0%	100.0%	100.0%	100.0%	N/A	N/A	N/A	N/A	N/A	N/A		
Potential Adverse Impact (Yes/No)	No	No	No	No	N/A	N/A	No	No	No	No	No	N/A	N/A	N/A	N/A	N/A	N/A	<--Entry	
Terminations	1	-					1											<--Entry	
Discipline Rate	1.0%	0.0%	0.0%	0.0%	N/A	N/A	3.3%	0.0%	0.0%	0.0%	0.0%	N/A	N/A	N/A	N/A	N/A	N/A		
Ratio to Lowest Rate	0.0%	100.0%	100.0%	100.0%	N/A	N/A	0.0%	100.0%	100.0%	100.0%	100.0%	N/A	N/A	N/A	N/A	N/A	N/A		
Potential Adverse Impact (Yes/No)	No	No	No	No	N/A	N/A	No	No	No	No	No	N/A	N/A	N/A	N/A	N/A	N/A	<--Entry	
<Enter Discipline Type>	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	<--Entry
Discipline Rate	0.0%	0.0%	0.0%	0.0%	N/A	N/A	0.0%	0.0%	0.0%	0.0%	0.0%	N/A	N/A	N/A	N/A	N/A	N/A		
Ratio to Lowest Rate	100.0%	100.0%	100.0%	100.0%	N/A	N/A	100.0%	100.0%	100.0%	100.0%	100.0%	N/A	N/A	N/A	N/A	N/A	N/A		
Potential Adverse Impact (Yes/No)	No	No	No	No	N/A	N/A	No	No	No	No	No	N/A	N/A	N/A	N/A	N/A	N/A	<--Entry	
<Enter Discipline Type>	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	<--Entry
Discipline Rate	0.0%	0.0%	0.0%	0.0%	N/A	N/A	0.0%	0.0%	0.0%	0.0%	0.0%	N/A	N/A	N/A	N/A	N/A	N/A		
Ratio to Lowest Rate	100.0%	100.0%	100.0%	100.0%	N/A	N/A	100.0%	100.0%	100.0%	100.0%	100.0%	N/A	N/A	N/A	N/A	N/A	N/A		
Potential Adverse Impact (Yes/No)	No	No	No	No	N/A	N/A	No	No	No	No	No	N/A	N/A	N/A	N/A	N/A	N/A	<--Entry	
<Enter Discipline Type>	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	<--Entry
Discipline Rate	0.0%	0.0%	0.0%	0.0%	N/A	N/A	0.0%	0.0%	0.0%	0.0%	0.0%	N/A	N/A	N/A	N/A	N/A	N/A		
Ratio to Lowest Rate	100.0%	100.0%	100.0%	100.0%	N/A	N/A	100.0%	100.0%	100.0%	100.0%	100.0%	N/A	N/A	N/A	N/A	N/A	N/A		
Potential Adverse Impact (Yes/No)	No	No	No	No	N/A	N/A	No	No	No	No	No	N/A	N/A	N/A	N/A	N/A	N/A	<--Entry	

Notes:

**Attachment H: CCCTA Adverse Impact Analysis by Job Category  
FY 2022  
Discipline**

Job Category (Use EEO-4)	Total		W		AI/AN		B		H/L		A		NHOPI		M	
	Male	Female	M	F	M	F	M	F	M	F	M	F	M	F	M	F
<b>1 - Officials &amp; Administrators</b>																
Total Workforce	4	7	2	2			1	2			1	1	1			
<b>Written Warnings</b>	-	-														
Discipline Rate	0.0%	0.0%	0.0%	0.0%	N/A	N/A	0.0%	0.0%	N/A	0.0%	0.0%	0.0%	N/A	N/A	N/A	0.0%
Ratio to Lowest Rate	100.0%	100.0%	100.0%	100.0%	N/A	N/A	100.0%	100.0%	N/A	100.0%	100.0%	100.0%	N/A	N/A	N/A	100.0%
Potential Adverse Impact (Yes/No)	No	No	No	No	N/A	N/A	No	No	N/A	No	No	No	N/A	N/A	N/A	No
<b>Suspensions</b>	-	-														
Discipline Rate	0.0%	0.0%	0.0%	0.0%	N/A	N/A	0.0%	0.0%	N/A	0.0%	0.0%	0.0%	N/A	N/A	N/A	0.0%
Ratio to Lowest Rate	100.0%	100.0%	100.0%	100.0%	N/A	N/A	100.0%	100.0%	N/A	100.0%	100.0%	100.0%	N/A	N/A	N/A	100.0%
Potential Adverse Impact (Yes/No)	No	No	No	No	N/A	N/A	No	No	N/A	No	No	No	N/A	N/A	N/A	No
<b>Terminations</b>	-	-														
Discipline Rate	0.0%	0.0%	0.0%	0.0%	N/A	N/A	0.0%	0.0%	N/A	0.0%	0.0%	0.0%	N/A	N/A	N/A	0.0%
Ratio to Lowest Rate	100.0%	100.0%	100.0%	100.0%	N/A	N/A	100.0%	100.0%	N/A	100.0%	100.0%	100.0%	N/A	N/A	N/A	100.0%
Potential Adverse Impact (Yes/No)	No	No	No	No	N/A	N/A	No	No	N/A	No	No	No	N/A	N/A	N/A	No
<b>&lt;Enter Discipline Type&gt;</b>	-	-														
Discipline Rate	0.0%	0.0%	0.0%	0.0%	N/A	N/A	0.0%	0.0%	N/A	0.0%	0.0%	0.0%	N/A	N/A	N/A	0.0%
Ratio to Lowest Rate	100.0%	100.0%	100.0%	100.0%	N/A	N/A	100.0%	100.0%	N/A	100.0%	100.0%	100.0%	N/A	N/A	N/A	100.0%
Potential Adverse Impact (Yes/No)	No	No	No	No	N/A	N/A	No	No	N/A	No	No	No	N/A	N/A	N/A	No
<b>&lt;Enter Discipline Type&gt;</b>	-	-														
Discipline Rate	0.0%	0.0%	0.0%	0.0%	N/A	N/A	0.0%	0.0%	N/A	0.0%	0.0%	0.0%	N/A	N/A	N/A	0.0%
Ratio to Lowest Rate	100.0%	100.0%	100.0%	100.0%	N/A	N/A	100.0%	100.0%	N/A	100.0%	100.0%	100.0%	N/A	N/A	N/A	100.0%
Potential Adverse Impact (Yes/No)	No	No	No	No	N/A	N/A	No	No	N/A	No	No	No	N/A	N/A	N/A	No
<b>2 - Professionals</b>																
Total Workforce	5	4	3	2					1	2	1					
<b>Written Warnings</b>	-	-														
Discipline Rate	0.0%	0.0%	0.0%	0.0%	N/A	N/A	N/A	N/A	0.0%	0.0%	0.0%	N/A	N/A	N/A	N/A	N/A
Ratio to Lowest Rate	100.0%	100.0%	100.0%	100.0%	N/A	N/A	N/A	N/A	100.0%	100.0%	100.0%	N/A	N/A	N/A	N/A	N/A
Potential Adverse Impact (Yes/No)	No	No	No	No	N/A	N/A	N/A	N/A	No	No	No	N/A	N/A	N/A	N/A	N/A
<b>Suspensions</b>	-	-														
Discipline Rate	0.0%	0.0%	0.0%	0.0%	N/A	N/A	N/A	N/A	0.0%	0.0%	0.0%	N/A	N/A	N/A	N/A	N/A
Ratio to Lowest Rate	100.0%	100.0%	100.0%	100.0%	N/A	N/A	N/A	N/A	100.0%	100.0%	100.0%	N/A	N/A	N/A	N/A	N/A
Potential Adverse Impact (Yes/No)	No	No	No	No	N/A	N/A	N/A	N/A	No	No	No	N/A	N/A	N/A	N/A	N/A
<b>Terminations</b>	-	-														
Discipline Rate	0.0%	0.0%	0.0%	0.0%	N/A	N/A	N/A	N/A	0.0%	0.0%	0.0%	N/A	N/A	N/A	N/A	N/A
Ratio to Lowest Rate	100.0%	100.0%	100.0%	100.0%	N/A	N/A	N/A	N/A	100.0%	100.0%	100.0%	N/A	N/A	N/A	N/A	N/A
Potential Adverse Impact (Yes/No)	No	No	No	No	N/A	N/A	N/A	N/A	No	No	No	N/A	N/A	N/A	N/A	N/A
<b>&lt;Enter Discipline Type&gt;</b>	-	-														
Discipline Rate	0.0%	0.0%	0.0%	0.0%	N/A	N/A	N/A	N/A	0.0%	0.0%	0.0%	N/A	N/A	N/A	N/A	N/A
Ratio to Lowest Rate	100.0%	100.0%	100.0%	100.0%	N/A	N/A	N/A	N/A	100.0%	100.0%	100.0%	N/A	N/A	N/A	N/A	N/A
Potential Adverse Impact (Yes/No)	No	No	No	No	N/A	N/A	N/A	N/A	No	No	No	N/A	N/A	N/A	N/A	N/A
<b>&lt;Enter Discipline Type&gt;</b>	-	-														
Discipline Rate	0.0%	0.0%	0.0%	0.0%	N/A	N/A	N/A	N/A	0.0%	0.0%	0.0%	N/A	N/A	N/A	N/A	N/A
Ratio to Lowest Rate	100.0%	100.0%	100.0%	100.0%	N/A	N/A	N/A	N/A	100.0%	100.0%	100.0%	N/A	N/A	N/A	N/A	N/A
Potential Adverse Impact (Yes/No)	No	No	No	No	N/A	N/A	N/A	N/A	No	No	No	N/A	N/A	N/A	N/A	N/A
<b>3 - Technicians</b>																
Total Workforce	2	-									2					
<b>Written Warnings</b>	-	-														

<--Entry  
<--Entry

<--Entry

<--Entry

<--Entry

<--Entry

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<--Entry

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<--Entry

<--Entry





**Attachment H: CCCTA Adverse Impact Analysis by Job Category  
FY 2022  
Discipline**

Potential Adverse Impact (Yes/No)	No	No	No	No	N/A	N/A	No	N/A	No	N/A	No	N/A	No	N/A	N/A	N/A		
<Enter Discipline Type>	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	<--Entry
Discipline Rate	0.0%	0.0%	0.0%	0.0%	N/A	N/A	0.0%	N/A	0.0%	N/A	0.0%	N/A	0.0%	N/A	N/A	N/A	N/A	
Ratio to Lowest Rate	100.0%	100.0%	100.0%	100.0%	N/A	N/A	100.0%	N/A	100.0%	N/A	100.0%	N/A	100.0%	N/A	N/A	N/A	N/A	
Potential Adverse Impact (Yes/No)	No	No	No	No	N/A	N/A	No	N/A	No	N/A	No	N/A	No	N/A	N/A	N/A	N/A	
<Enter Discipline Type>	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	<--Entry
Discipline Rate	0.0%	0.0%	0.0%	0.0%	N/A	N/A	0.0%	N/A	0.0%	N/A	0.0%	N/A	0.0%	N/A	N/A	N/A	N/A	
Ratio to Lowest Rate	100.0%	100.0%	100.0%	100.0%	N/A	N/A	100.0%	N/A	100.0%	N/A	100.0%	N/A	100.0%	N/A	N/A	N/A	N/A	
Potential Adverse Impact (Yes/No)	No	No	No	No	N/A	N/A	No	N/A	No	N/A	No	N/A	No	N/A	N/A	N/A	N/A	
<Enter Discipline Type>	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	<--Entry
Discipline Rate	0.0%	0.0%	0.0%	0.0%	N/A	N/A	0.0%	N/A	0.0%	N/A	0.0%	N/A	0.0%	N/A	N/A	N/A	N/A	
Ratio to Lowest Rate	100.0%	100.0%	100.0%	100.0%	N/A	N/A	100.0%	N/A	100.0%	N/A	100.0%	N/A	100.0%	N/A	N/A	N/A	N/A	
Potential Adverse Impact (Yes/No)	No	No	No	No	N/A	N/A	No	N/A	No	N/A	No	N/A	No	N/A	N/A	N/A	N/A	
<b>8 -Service-Maintenance</b>																		
Total Workforce	102	46	33	6			33	30	22	9	13					1	1	<--Entry
Written Warnings	69	28	22	3			21	20	18	5	7					1		<--Entry
Discipline Rate	67.6%	60.9%	66.7%	50.0%	N/A	N/A	63.6%	66.7%	81.8%	55.6%	53.8%	N/A	N/A	N/A	N/A	N/A	N/A	
Ratio to Lowest Rate	90.0%	100.0%	75.0%	100.0%	N/A	N/A	78.6%	75.0%	61.1%	90.0%	92.9%	N/A	N/A	N/A	N/A	N/A	N/A	
Potential Adverse Impact (Yes/No)	No	No	Yes	No	N/A	N/A	Yes	Yes	Yes	No	No	N/A	N/A	N/A	N/A	N/A	N/A	
Suspensions	-	1						1										<--Entry
Discipline Rate	0.0%	2.2%	0.0%	0.0%	N/A	N/A	0.0%	3.3%	0.0%	0.0%	0.0%	N/A	N/A	N/A	N/A	N/A	N/A	
Ratio to Lowest Rate	100.0%	0.0%	100.0%	100.0%	N/A	N/A	100.0%	0.0%	100.0%	100.0%	100.0%	N/A	N/A	N/A	N/A	N/A	N/A	
Potential Adverse Impact (Yes/No)	No	No	No	No	N/A	N/A	No	No	No	No	No	N/A	N/A	N/A	N/A	N/A	N/A	
Terminations	-	-																<--Entry
Discipline Rate	0.0%	0.0%	0.0%	0.0%	N/A	N/A	0.0%	0.0%	0.0%	0.0%	0.0%	N/A	N/A	N/A	N/A	N/A	N/A	
Ratio to Lowest Rate	100.0%	100.0%	100.0%	100.0%	N/A	N/A	100.0%	100.0%	100.0%	100.0%	100.0%	N/A	N/A	N/A	N/A	N/A	N/A	
Potential Adverse Impact (Yes/No)	No	No	No	No	N/A	N/A	No	No	No	No	No	N/A	N/A	N/A	N/A	N/A	N/A	
<Enter Discipline Type>	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	<--Entry
Discipline Rate	0.0%	0.0%	0.0%	0.0%	N/A	N/A	0.0%	0.0%	0.0%	0.0%	0.0%	N/A	N/A	N/A	N/A	N/A	N/A	
Ratio to Lowest Rate	100.0%	100.0%	100.0%	100.0%	N/A	N/A	100.0%	100.0%	100.0%	100.0%	100.0%	N/A	N/A	N/A	N/A	N/A	N/A	
Potential Adverse Impact (Yes/No)	No	No	No	No	N/A	N/A	No	No	No	No	No	N/A	N/A	N/A	N/A	N/A	N/A	
<Enter Discipline Type>	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	<--Entry
Discipline Rate	0.0%	0.0%	0.0%	0.0%	N/A	N/A	0.0%	0.0%	0.0%	0.0%	0.0%	N/A	N/A	N/A	N/A	N/A	N/A	
Ratio to Lowest Rate	100.0%	100.0%	100.0%	100.0%	N/A	N/A	100.0%	100.0%	100.0%	100.0%	100.0%	N/A	N/A	N/A	N/A	N/A	N/A	
Potential Adverse Impact (Yes/No)	No	No	No	No	N/A	N/A	No	No	No	No	No	N/A	N/A	N/A	N/A	N/A	N/A	

Notes:









**Attachment H: CCCTA Adverse Impact Analysis by Job Category  
FY 2023  
Discipline**

Potential Adverse Impact (Yes/No)	No	N/A	No	N/A	N/A	N/A	No	N/A	No	N/A	No	N/A	No	N/A	N/A	N/A	N/A	<--Entry
	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Discipline Rate	0.0%	N/A	0.0%	N/A	N/A	N/A	0.0%	N/A	0.0%	N/A	0.0%	N/A	0.0%	N/A	N/A	N/A	N/A	<--Entry
Ratio to Lowest Rate	100.0%	N/A	100.0%	N/A	N/A	N/A	100.0%	N/A	100.0%	N/A	100.0%	N/A	100.0%	N/A	N/A	N/A	N/A	<--Entry
Potential Adverse Impact (Yes/No)	No	N/A	No	N/A	N/A	N/A	No	N/A	No	N/A	No	N/A	No	N/A	N/A	N/A	N/A	<--Entry
	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	<--Entry
Discipline Rate	0.0%	N/A	0.0%	N/A	N/A	N/A	0.0%	N/A	0.0%	N/A	0.0%	N/A	0.0%	N/A	N/A	N/A	N/A	<--Entry
Ratio to Lowest Rate	100.0%	N/A	100.0%	N/A	N/A	N/A	100.0%	N/A	100.0%	N/A	100.0%	N/A	100.0%	N/A	N/A	N/A	N/A	<--Entry
Potential Adverse Impact (Yes/No)	No	N/A	No	N/A	N/A	N/A	No	N/A	No	N/A	No	N/A	No	N/A	N/A	N/A	N/A	<--Entry
	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	<--Entry
Discipline Rate	0.0%	N/A	0.0%	N/A	N/A	N/A	0.0%	N/A	0.0%	N/A	0.0%	N/A	0.0%	N/A	N/A	N/A	N/A	<--Entry
Ratio to Lowest Rate	100.0%	N/A	100.0%	N/A	N/A	N/A	100.0%	N/A	100.0%	N/A	100.0%	N/A	100.0%	N/A	N/A	N/A	N/A	<--Entry
Potential Adverse Impact (Yes/No)	No	N/A	No	N/A	N/A	N/A	No	N/A	No	N/A	No	N/A	No	N/A	N/A	N/A	N/A	<--Entry
	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	<--Entry
<b>8 -Service-Maintenance</b>																		
Total Workforce	103	46	32	5			33	31	23	9	13		1		1	1	1	<--Entry
<b>Written Warnings</b>	80	36	27	4			30	24	14	7	9						1	<--Entry
Discipline Rate	77.7%	78.3%	84.4%	80.0%	N/A	N/A	90.9%	77.4%	60.9%	77.8%	69.2%	N/A	N/A	N/A	N/A	N/A	N/A	<--Entry
Ratio to Lowest Rate	100.0%	99.2%	72.1%	76.1%	N/A	N/A	67.0%	78.6%	100.0%	78.3%	87.9%	N/A	N/A	N/A	N/A	N/A	N/A	<--Entry
Potential Adverse Impact (Yes/No)	No	No	Yes	Yes	N/A	N/A	Yes	Yes	No	Yes	No	N/A	N/A	N/A	N/A	N/A	N/A	<--Entry
<b>Suspensions</b>	5	1	1				2	1			2							<--Entry
Discipline Rate	4.9%	2.2%	3.1%	0.0%	N/A	N/A	6.1%	3.2%	0.0%	0.0%	15.4%	N/A	N/A	N/A	N/A	N/A	N/A	<--Entry
Ratio to Lowest Rate	44.8%	100.0%	0.0%	100.0%	N/A	N/A	0.0%	0.0%	100.0%	100.0%	0.0%	N/A	N/A	N/A	N/A	N/A	N/A	<--Entry
Potential Adverse Impact (Yes/No)	No	No	No	No	N/A	N/A	No	No	No	No	No	N/A	N/A	N/A	N/A	N/A	N/A	<--Entry
<b>Terminations</b>	4	2	1	1			3	1										<--Entry
Discipline Rate	3.9%	4.3%	3.1%	20.0%	N/A	N/A	9.1%	3.2%	0.0%	0.0%	0.0%	N/A	N/A	N/A	N/A	N/A	N/A	<--Entry
Ratio to Lowest Rate	100.0%	89.3%	0.0%	0.0%	N/A	N/A	0.0%	0.0%	100.0%	100.0%	100.0%	N/A	N/A	N/A	N/A	N/A	N/A	<--Entry
Potential Adverse Impact (Yes/No)	No	No	No	No	N/A	N/A	No	No	No	No	No	N/A	N/A	N/A	N/A	N/A	N/A	<--Entry
	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	<--Entry
Discipline Rate	0.0%	0.0%	0.0%	0.0%	N/A	N/A	0.0%	0.0%	0.0%	0.0%	0.0%	N/A	N/A	N/A	N/A	N/A	N/A	<--Entry
Ratio to Lowest Rate	100.0%	100.0%	100.0%	100.0%	N/A	N/A	100.0%	100.0%	100.0%	100.0%	100.0%	N/A	N/A	N/A	N/A	N/A	N/A	<--Entry
Potential Adverse Impact (Yes/No)	No	No	No	No	N/A	N/A	No	No	No	No	No	N/A	N/A	N/A	N/A	N/A	N/A	<--Entry
	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	<--Entry
Discipline Rate	0.0%	0.0%	0.0%	0.0%	N/A	N/A	0.0%	0.0%	0.0%	0.0%	0.0%	N/A	N/A	N/A	N/A	N/A	N/A	<--Entry
Ratio to Lowest Rate	100.0%	100.0%	100.0%	100.0%	N/A	N/A	100.0%	100.0%	100.0%	100.0%	100.0%	N/A	N/A	N/A	N/A	N/A	N/A	<--Entry
Potential Adverse Impact (Yes/No)	No	No	No	No	N/A	N/A	No	No	No	No	No	N/A	N/A	N/A	N/A	N/A	N/A	<--Entry
	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	<--Entry
Discipline Rate	0.0%	0.0%	0.0%	0.0%	N/A	N/A	0.0%	0.0%	0.0%	0.0%	0.0%	N/A	N/A	N/A	N/A	N/A	N/A	<--Entry
Ratio to Lowest Rate	100.0%	100.0%	100.0%	100.0%	N/A	N/A	100.0%	100.0%	100.0%	100.0%	100.0%	N/A	N/A	N/A	N/A	N/A	N/A	<--Entry
Potential Adverse Impact (Yes/No)	No	No	No	No	N/A	N/A	No	No	No	No	No	N/A	N/A	N/A	N/A	N/A	N/A	<--Entry
	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	<--Entry

Notes:

## V. GOALS AND TIMETABLES

Goals and timetables are an integral part of CCCTA's EEO 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 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 CCCTA utilization analysis as of June 30, 2019 and form a guide for all employment activity projected to occur in the four fiscal years commencing July 1, 2020 and ending June 30, 2023. 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. The goals are stated in numerical and percentage objectives based on internal availability factors combined with any underutilization identified in the utilization analysis.

### 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 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 six job categories is small compared to the Service/Maintenance job category. The Officials & Administrators job category has (11) employees, the Professionals job category has (9) employees, the Technicians job category has (3) employees, the Paraprofessionals, job category has (21) employees, the Administrative Support job category has (15) employees, and the Skilled Craft job category has (21) employees. Combined, these categories make up less than half (32.4%) of CCCTA's total workforce. 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 Service/Maintenance category has 167 employees (67.6%) as of June 30, 2019.

### B. Specific Goals and Timetables

During fiscal years 2020 – 2023, it is projected that (60) 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 60 total job openings that are expected to be filled, it is projected that (6) positions will be filled by promotion of existing employees and (54) will be filled by new hires. As in the past, most job openings will occur in the Service/Maintenance category for the Transit Operator position where turnover is greater than other job categories. These positions will be filled by all new hires.

### C. Short-Term Goals

Short-term goals are set for one-year periods based on anticipated job openings and the 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.

CCCTA anticipates (3) job openings within the Administrative Support category and has established a goal to fill at minimum (1) of the openings with an Asian female by the end of FY 2020 in order to reach parity. (4) job openings are anticipated in the Skilled Craft job category with a short-term goal of hiring (1) Hispanic/Latino male by the end of FY 2020. A long-term goal will be established to reach parity for this group.

The Service/Maintenance job category represents the largest category within CCCTA's workforce as of June 30, 2019. Underutilization in this category was identified within the most racial/ethnic groups compared to all other job categories. For groups that were identified in the analysis as underutilized, CCCTA has established a short-term goal of hiring (2) Hispanic/Latino males, (3) White females, (2) Hispanic/Latino females, and (2) Asian females by the end of FY 2020. Longer-term goals will be set to reach parity in these groups by the end of FY 2023.

#### D. Long-Term Goals

Long-term goals are stated in numbers of representations of minorities and females within specific fiscal years for the review 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-term goals for the Skilled Craft and Service/Maintenance positions will be a continuation of the short-term goals set in the first year of this EEO Program. To reach parity, CCCTA has established hiring (1) Hispanic/Latino male employee (5%) within the Skilled Craft category in each subsequent year by the end of 2023 to reach parity with the established availability factors. For the Service/Maintenance category, the following goals have been set to reach parity based on the established availability factors:

- FY ending 2021: Increase of (5) Hispanic/Latino males, (3) White females, (2) Hispanic/Latino females, (3) Asian females
- FY ending 2022: Increase of (5) Hispanic/Latino males, (3) White females, (6) Hispanic/Latino females
- FY ending 2023: (5) Hispanic/Latino males, (3) White females, (7) Hispanic/Latino females, (3) Asian females

CCCTA will strive to meet these goals through the continuation of its recruitment and selection procedures that have proved successful in the past. 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.

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. 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 a network 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 and social media platforms. Advertise them in local newspapers when appropriate.
6. Participate at community events, including job fairs and career day activities, when appropriate, based on the number and type of open positions. Include outreach to local colleges, universities, and technical school geared towards the trades/crafts may also assist in generating awareness of CCCTA job opportunities.

## Attachment J: List of CCCTA Subrecipients and Contractors

### CENTRAL CONTRA COSTA TRANSIT AUTHORITY

#### Subrecipients and Contractors

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<b>Contractor/Subrecipient</b>	<b>Services Provided</b>
Transdev Services, Inc.	ADA Paratransit and Associated Services

Attachment K: Sample CCCTA Subrecipient and Contractor EEO Review

**CENTRAL CONTRA COSTA TRANSIT AUTHORITY**  
**Equal Employment Opportunity (EEO) Program Review**

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**Date:** 2/18/2022

**Agency/Contractor:** Transdev Services, Inc.

**Program Type:** Abbreviated

EEO Program Element	Requirement Addressed	Requirement Not Addressed	Comments
<b>Statement of Policy</b>	x		Signed by Johanna Duran, General Manager 6/8/2021
<b>Dissemination Plan</b>	x		
Internal	x		
External	x		
<b>Designation of Personnel Responsibility</b>	x		Ronisha Gaines, HR Manager/EEO Officer
EEO Officer Responsibilities	x		
Agency Responsibilities	x		
<b>Assessment of Employment Practices</b>	x		
Recruitment and Selection	x		
Impact of Employment Practices on Minorities and Women	x		
Individuals with Disabilities and Veterans	x		
<b>Monitoring and Reporting Plan</b>	x		
Agency Monitoring	x		
Agency Reporting	x		
<b>Attachments Provided</b>			Organization chart, employment practices chart, EEO-1 report, utilization analysis, employee handbook, union extension

To: Board of Directors

Date: 02/15/2024

From: Dawud Brewer, Director of Human Resources

Reviewed by: *WC.*

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**SUBJECT:** Proposed Change to Applicant Background Check Process

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**Background:**

As part of its recruitment and onboarding process, candidates selected for employment at County Connection must successfully complete a background check, drug screening, and additional requirements specific to their job classification. Currently, County Connection utilizes an outside vendor to perform a candidate's background check as part of the pre-employment process. This cost can vary between \$200-\$600 per person.

Penal Code section 11105(b)(11) authorizes a city, state, county, special district, and joint powers authorities to request criminal record information from the Department of Justice (DOJ) to assist in fulfilling employment, certification, or licensing duties. This is completed through a system for electronic submission of applicant fingerprints and subsequent automated background check and response, commonly known as Live Scan and is used by a variety of other public entities statewide.

Comparably to our current process, the DOJ background check fees total approximately \$80 per person which would be a significant savings and allow for expeditious statewide records check rather than the manual process being employed by our current vendor.

The DOJ has established a confirmation program to process background responses. As such, individuals are designated by agencies to serve as Custodian of Records for hiring decisions, and for the security of related DOJ records. The Custodian(s) of Records must complete the livescan process and be confirmed by the DOJ. The Director of Human Resources and Manager of Human Resources have been designated as the Authority's Custodian of Records.

Finally, as a Joint Powers Authority (JPA) and as part of the application process to the DOJ, the County Connection Board of Directors must submit a signed resolution outlining the request to obtain state and federal level summary information pursuant to Penal Code section 11105(b)(11). The resolution must also outline that the federal level summary criminal history information will not be disseminated to a private entity.

**Financial Implications:**

In 2022, the Authority spent approximately \$13,520 and it is currently budgeted for \$15,000 in FY 2024 for hiring costs. With the implementation of the DOJ background process, the exact savings are unknown, but it is anticipated that the Authority may see a savings of approximately \$6,000-\$8,000 per year from its current process.

**Recommendation:**

Staff recommends approval of the Application for Authorization Pursuant to Penal Code Section 11105(b)(11), including a signed resolution outlining the request to obtain state and federal level summary information.

**Action Requested:**

Staff requests that the Board of Directors approve the Application for Authorization Pursuant to Penal Code Section 11105(b)(11), including a signed resolution outlining the request to obtain state and federal level summary information.

**Attachment:** Resolution 2024-013



**RESOLUTION NO. 2024-013**

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

\* \* \*

**Authorization for Department of Justice (DOJ) Livescan Process**

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, Penal Code Sections 11105(b)(11) and 13300(b)(11) authorize cities, counties, districts and joint powers authorities to access state and local summary criminal history information for employment, licensing or certification purposes; and

WHEREAS, Penal Code Section 11105(b)(11) authorizes cities, counties, districts and joint powers authorities to access federal level criminal history information by transmitting fingerprint images and related information to the Department of Justice to be transmitted to the Federal Bureau of Investigation; and

WHEREAS, Penal Code Sections 11105(b)(11) and 13300(b)(11) require that there be a requirement or exclusion from employment, licensing, or certification based on specific criminal conduct on the part of the subject of the record; and

WHEREAS, Penal Code Sections 11105(b)(11) and 13300(b)(11) require the city council, board of supervisors, governing body of a city, county or district or joint powers authority to specifically authorize access to summary criminal history information for employment, licensing, or certification purposes.

NOW THEREFORE, BE IT RESOLVED, that CCCTA is hereby authorized to access state and federal level summary criminal history information for employment with CCCTA (including volunteers and contract employees) and may not disseminate the information to a private entity; and

BE IT FURTHER RESOLVED that the CCCTA shall not consider a person who has been convicted of a violent or serious felony or misdemeanor eligible for employment (including volunteers and contract employees, if applicable), to the extent permissible by applicable federal, state, and local laws and regulations.

Regularly passed and adopted this 15<sup>th</sup> day of February 2024 by the following vote.

AYES:

NOES:

ABSTAIN:

ABSENT:

\_\_\_\_\_  
Don Tatzin, Chair, Board of Directors

ATTEST:

\_\_\_\_\_  
Lathina Hill, Clerk to the Board

## INTER OFFICE MEMO

**To:** Administration & Finance Committee

**Date:** 02/07/2024

**From:** Amber Johnson, Chief Financial Officer

**Reviewed by:** WC.

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**SUBJECT: Financial Management Software Contract Award**

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### Background:

The Authority has been discussing replacement of its accounting software since 2017. After conducting an informal search for replacement accounting software packages during the months of October to December 2023, staff published a formal Request for Proposals (RFP) on December 22, 2023. The RFP document requested proposals to purchase and implement a cloud-based accounting software application that will record the Authority's financial activity and examine its financial position. Responses were due January 15, 2024.

### Evaluation Process:

County Connection received six qualified and timely proposals from the following vendors:

- Abila MIP (partner/reseller: Software Simplified)
- AccuFund (partner/reseller: ComputerWorks NFP Solutions)
- Caselle
- FE NXT (partner/reseller: Zobrio)
- SAP Business by Design (partner/reseller: Sapphire Systems)
- Tyler MUNIS

The specific software features outlined by the RFP were:

- General System and Data Requirements
- General Ledger
- Budgeting
- Accounts Payable – with emphasis on electronic workflows
- Accounts Receivable and Cash Receipting
- Grants
- Fixed Assets
- Project Accounting
- Reporting
- User Accounts & Security
- Contract Management

The proposals were reviewed by staff based on the following criteria as outlined in the RFP:

<b>Criteria</b>	<b>Weig</b>
Responsiveness of the written proposal to this RFP.	10%
Software quality and features, including the vendor's ability to meet requirements specified in this RFP.	40%
Vendor experience, references, and commitment to successful implementation, ongoing maintenance, and technical support.	10%
System cost, including but not limited to initial purchase price, installation, implementation, training, licensing, and annual maintenance.	40%
<b>Total</b>	<b>100%</b>

Each proposal was ranked from 1-10 in each of the above categories, then that ranking was weighted using the percentage of the category. The maximum score a proposal could receive was 10 using this system.

Based on the initial scoring, FE NXT and Accufund received rankings of 9.5 or above, and were deemed the most qualified to provide accounting software that best meets the needs of the Authority. Staff attended demonstrations by both vendors to assess the functionality, usability, and capability of both software packages. In addition, staff utilized this opportunity to assess the proficiency and customer service of the project manager(s) who would lead the implementation. Staff also contacted references provided by both vendors to further assess the software functionality and reliability.

Staff concluded that AccuFund (in conjunction with partner and re-seller, ComputerWorks NFP Solutions) possesses significant experience with governmental fund accounting systems, electronic workflows, and grant and project accounting tools. AccuFund offers a GASB-compliant, affordable solution with robust functionality, and the ComputerWorks team is well suited to lead staff in the set-up and implementation of the new software.

**Contract Award:**

Over the past several months, staff has been providing updates to the Administration and Finance (A&F) Committee on the status of this effort. At the most recent A&F Committee meeting on February 7, staff presented the results of the RFP and staff's recommendation to proceed with a contract with AccuFund and ComputerWorks NFP Solutions. Since the recommended software package is within the General Manager's procurement authority, the A&F Committee directed staff to proceed with this contract award. Staff plans to begin the implementation of the software in the coming weeks, with a go-live date of July 1, 2024.

**Financial Implications:**

The total proposed cost of the AccuFund system is quoted at \$87,580, including implementation costs, for an initial three-year term. Included in the quote is the ongoing annual subscription cost of \$17,760. This will replace the \$21,327 annual cost of the Authority's current accounting software support agreement with Nomad for the PowerUP system.

The contract includes a not-to-exceed (NTE) amount of \$100,000 for the three-year term to allow room for additional training or implementation costs that might be discovered during the implementation phase. This expense can be accommodated in the Authority's FY 2024 budget and forecast.

As part of the financial analysis, staff also considered how much time might be saved with modern financial management software. By reducing manual processes, staff conservatively estimates that 124 hours or \$13,155 in staff time will be saved annually utilizing increased software productivity. Of course, this figure should not be counted as a "bottom line" savings since these staff hours will be absorbed by other critical areas of financial management of the Authority.

**Recommendation:**

None, information only.

**Action Requested:**

None, information only.

**Attachments:**

None.

**To:** Board of Directors

**Date:** 01/24/2024

**From:** Melody Reeb, Director of Planning, Marketing, & Innovation

**Reviewed by:** *RF*

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**SUBJECT: Regional Mapping & Wayfinding Project Update**

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### **Background:**

The Regional Mapping & Wayfinding Project being led by the Metropolitan Transportation Commission (MTC) aims to develop fully standardized wayfinding, mapping, and transit information throughout the Bay Area, which was identified as a key action item in the Bay Area Transit Transformation Action Plan. The intent is to make transit easier to understand to retain existing and attract new riders as well as provide resources and guidelines for transit operators. In 2022, MTC awarded a contract to Applied Wayfinding to lead system development, including regional branding and design standards, prototypes for pilot implementation, and a governance and operations and maintenance (O&M) strategy. Initial signage prototypes will be tested at the El Cerrito Del Norte BART station and the Santa Rosa Transit Mall and SMART station this spring, followed by an evaluation to refine the standards for wider implementation. A subsequent subregional pilot is planned for the East Bay and will include County Connection's service area.

### **Design Standards:**

A regional network identity has been developed that will be used during the prototype testing. This includes a three-color palette of golden yellow, sky blue and dark blue, as well as modal icons to identify service by trains, buses, and/or ferries, which will be more visually prominent than the logos of the individual agencies (see Attachment 1). Other elements, such as a system symbol and name, will be considered at a later time.

Building upon this regional network identity, the design standards will include a range of new wayfinding signage types for different types of facilities—from individual bus stops to major hubs where multiple systems connect—that are meant to support users at various points along their trip. These standards will also be extended to a new mobile-friendly website to which passengers can connect via QR codes at each bus stop, train station or ferry terminal, providing real-time information along with accessibility features such as audio descriptions and language translation.

### **Next Steps:**

County Connection's bus stop signs have been long overdue for replacement but given the ongoing work on the Regional Mapping & Wayfinding Project, staff have held off on signage replacement in anticipation of a new set of regional standards. More recently, County Connection's sign vendor has stopped producing bus stop signs, so staff will need to seek out a new vendor, providing an opportunity to reevaluate the design as well. Now that the new standards are taking shape, staff will be able to move forward with signage updates while maintaining consistency with the direction of the region.

**Financial Implications:**

None, for information only.

**Recommendation:**

None, for information only.

**Action Requested:**

None, for information only.

**Attachments:**

Attachment 1: Design Prototypes

# A. Color palette

*Inspired by the natural beauty of the Bay Area.*



**Golden Yellow**

**Sky Blue**

**Dark Blue**



Core project elements > prototype regional network identity

# B. Modal icons

*Rail, bus, and ferry icons should be easily recognizable and serve as the primary transit system identifiers.*



**TRAINS**



**BUSES**



**FERRIES**



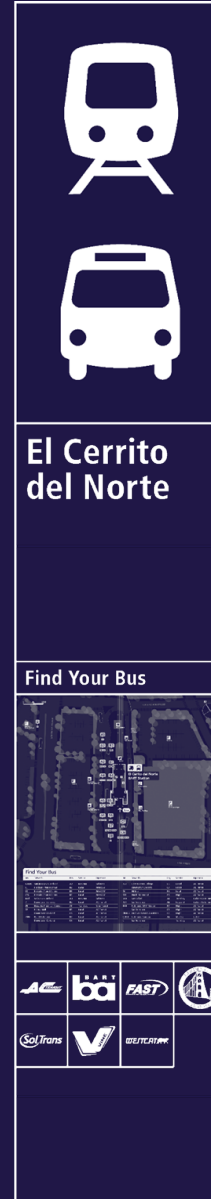
**CABLE CAR**





# C. Hierarchy of information

*Modal icons – rail, bus, or ferry – are the most important symbol, followed by individual transit agency logos.*



El Cerrito del Norte

Find Your Bus

Line	Direction	Stop	Time
1	Northbound	El Cerrito	10:00
		Del Norte	10:15
	Southbound	Del Norte	10:00
		El Cerrito	10:15

1

## Transit modal icons

Visible from distance, identifies public bus, rail, or ferry services.

2

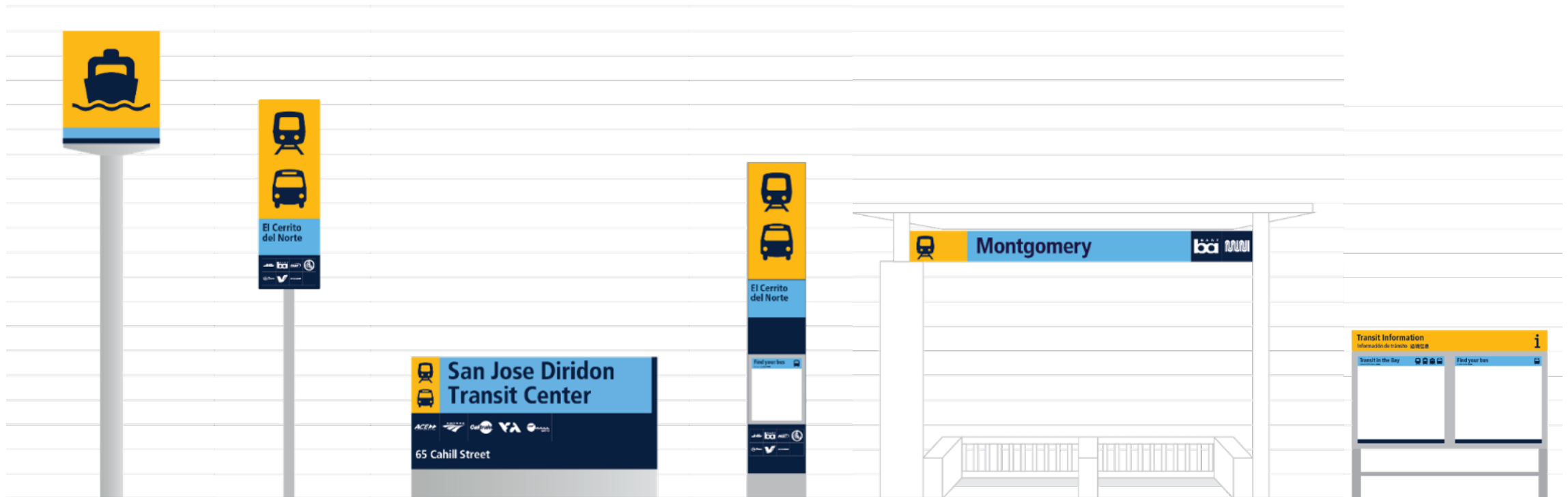
## Transit agency logos

Indicate specific providers.



Core project elements:  
**New signage**

*The regional network identity creates a design language for prototype wayfinding signs.*



Vehicular  
Facility  
Beacon

Pedestrian  
Facility  
Beacon

Vehicular  
Entrance Marker

Entrance  
Monolith

Facility Entrance

System Info Unit

Street / approaching the facility

Entrance

Inside the facility

*Note: designs for additional sign types, such as bus stop markers, platform-level station signs, and directional signs are still being discussed with transit agency staff.*

**To:** Board of Directors

**Date:** 02/05/2024

**From:** John Sanderson, Director of ADA and Specialized Services

**Reviewed by:** WC.

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**SUBJECT:** Travel Training Program – Countywide Pilot Expansion

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### Background:

Among the recommended strategies for addressing “gaps” in available public transit service identified in the Contra Costa Transportation Authority’s (CCTA) Accessible Transportation Strategic Plan (ATSP) was Strategy 14: Travel Training (including inter-operator trips) to help riders with disabilities learn to use accessible community transportation options beyond just Americans with Disabilities Act (ADA) paratransit to meet their travel needs.

County Connection already has a well-established travel training program for Central County, provided under a contract with Independent Living Resources of Solano and Contra Costa (ILRSCC). In addition, the Western Contra Costa Transportation Advisory Committee (WCCTAC) has recently completed a successful travel training pilot in West County. There is currently no public travel training program in East County.

### Project Update:

The Countywide Travel Training pilot plan will incorporate both the County Connection and WCCTAC travel training programs, as well as a new travel training program to be implemented in East County, under a single administrative structure for a one-year pilot term. Anticipated benefits include some reduction in per-trainee administrative costs from slightly increased economies of scale, as well as a substantial public benefit in the form of increased relevance, usefulness, and flexibility of the travel training options available to meet the needs of the community.

Under the new Countywide Travel Training pilot program, trainees will not be limited to their home agency’s service area. Instead, travel trainers and trainees will be able to access the full range of public transit options throughout Contra Costa County, including trips that involve more than one operator. For example, a trip from Antioch to Concord, using Tri Delta, BART, and County Connection, is not currently within the scope of any travel training program, but would be under the new countywide pilot.

With lessons learned from the existing County Connection program and the WCCTAC pilot, as well as input from our partner agencies, existing programs will operate effectively as one, under a common umbrella. Staff anticipates that additional lessons will be learned over the course of the pilot term, which can then be leveraged to either transition the pilot to a permanent program or inform future efforts.

**Financial Implications:**

The Countywide Travel Training pilot program is fully funded through a combination of Measure J and Measure X grants and would be cost-neutral to County Connection. The West County satellite is fully supported by Measure J funds, the Central County program will also continue to operate using Measure J funds (in the form of a grant from TRANSPAC), and Measure X funds will be used to support the startup and operation of the East County satellite.

**Recommendation:**

Given the identification of countywide travel training as a priority initiative under the ATSP, the likely benefit to the community, and the availability of outside funding to cover the cost of the pilot program, staff recommends the implementation of the countywide travel training pilot program.

**Action Requested:**

Staff respectfully requests and the Operations & Scheduling Committee recommends that the Board of Directors grant approval to enter into an MOU with CCTA allowing for the reimbursement of County Connection's costs associated with operating the Countywide Travel Training pilot program.

**Attachments:**

Resolution No 2024-014\*\*

\*\*Will be available at the board meeting.

## **Central Contra Costa Transit Authority Advisory Committee Report to Board of Directors, February 2024**

The stated purpose of the Central Contra Costa Transit Authority Advisory Committee (“Advisory Committee”) is to bring feedback to the County Connection Board of Directors reflecting the voices and needs of the communities, riders, and other stakeholders represented by our Advisory Committee members.

### **January 2024 Advisory Committee Meeting**

The Advisory Committee held its regularly scheduled meeting on January 9, 2024.

As has been the case in most meetings of the Advisory Committee to date, at the January meeting the Advisory Committee received several informational reports from staff. Pranjal Dixit, Manager of Planning, provided an updated performance report for the fixed route system, and Rosa Noya, Manager of Accessible Services, updated the Advisory Committee on the paratransit performance report; both reports were for informational purposes and required no committee action. Director of Marketing Ryan Jones presented the FY25 marketing plan to the Advisory Committee, which prompted one of our committee’s most robust discussions to date. In what has become almost a recurring agenda item, Committee member Birdwell provided an update on the travel training program that she directs to facilitate use of the system, particularly among our community of seniors. These informational reports and updates typically do not require any committee action but serve as useful tools to provide context and background information for committee members.

### **PCC Representative**

Prior to the January meeting it came to our attention that the Advisory Committee bylaws provide that the committee shall appoint a representative to the Contra Costa Paratransit Coordinating Council (PCC). We agendaized this item and learned that Committee member Birdwell already sits on the PCC as a representative of another organization she is involved with, Independent Living Resources. Since she is able and willing to wear both hats on the PCC, Committee member Birdwell was appointed as the Advisory Committee’s representative on the PCC as well.

### **Advisory Committee Vacancies**

The Advisory Committee currently consists of three members, with eight seats vacant after the term of the representative from the Moraga district expired in November, the Committee

member from Concord resigned his seat in January, and the vice chair from Martinez resigned his seat in February, creating additional vacancies to join the existing vacancies for the districts of Danville, Orinda, Clayton, Lafayette and San Ramon; Filling these vacancies would bring our Advisory Committee to a full roster of eleven members, and we respectfully renew our request that the Board help facilitate appointments of members from those jurisdictions.

In addition to recruiting new committee members through the traditional channels, at the January meeting the Advisory Committee discussed this issue as part of our agenda discussion about improving collaboration between the Advisory Committee and the Board. Committee member Obolensky suggested that we send a letter on behalf of the Advisory Committee to each district with a vacant seat to prompt them to recruit a representative. The Advisory Committee unanimously approved the resolution to send such a letter, which we are currently drafting and plan to send in February.

When recruiting new members, we seek to identify candidates who are potential or actual local riders, closely connected with their communities, and who can bring diverse perspectives and viewpoints to the advisory committee, especially viewpoints from underrepresented and marginalized populations. The recent appointees bring a valuable new perspective and a breadth of practical and professional experience to the Advisory Committee, and we hope that future appointees will do the same. We also encourage each Board member to connect directly with the advisory committee member serving the same jurisdiction.

### **Improving Collaboration Between Board and Advisory Committee**

Even in our current composition with numerous vacancies, recent appointments have brought new energy and experience to the Advisory Committee, which is positioned to assume a more impactful role in County Connection governance. At this point as we continue the lengthy process of reconfiguring the Advisory Committee after a lengthy period of dormancy, we would benefit from some more specific guidance from the Board about what kinds of information it would find useful for the Advisory Committee to gather and provide. There are several ways the Board could provide this guidance, including through staff and/or written communication. At prior Board meetings we have discussed holding a joint Board/Advisory Committee meeting in the near future, and there was support from the Board for the idea. If there is still support from the Board, I still personally think such a meeting could be useful on a number of levels, and I hope it wouldn't exceed the time commitment threshold of our Advisory Committee members.

However the Board provides guidance, as we continue the process of recruiting new members to fill vacancies, it would be helpful to establish a more defined institutional role for the Advisory Committee so that we can use this information to work more effectively, as well as to recruit and retain members. It would be particularly helpful to know that we share a coherent, consistent vision for what the Advisory Committee's specific role in the governance should be.

Our next Advisory Committee meeting is scheduled for March 12, 2024

Respectfully submitted,

Ian McLaughlin, Chair