



# **Central County Transportation Authority**

## **2026 Equal Employment Opportunity (EEO) Plan**

# Central County Transportation Authority 2026 Equal Employment Opportunity Plan

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## **I. Introduction and Overview**

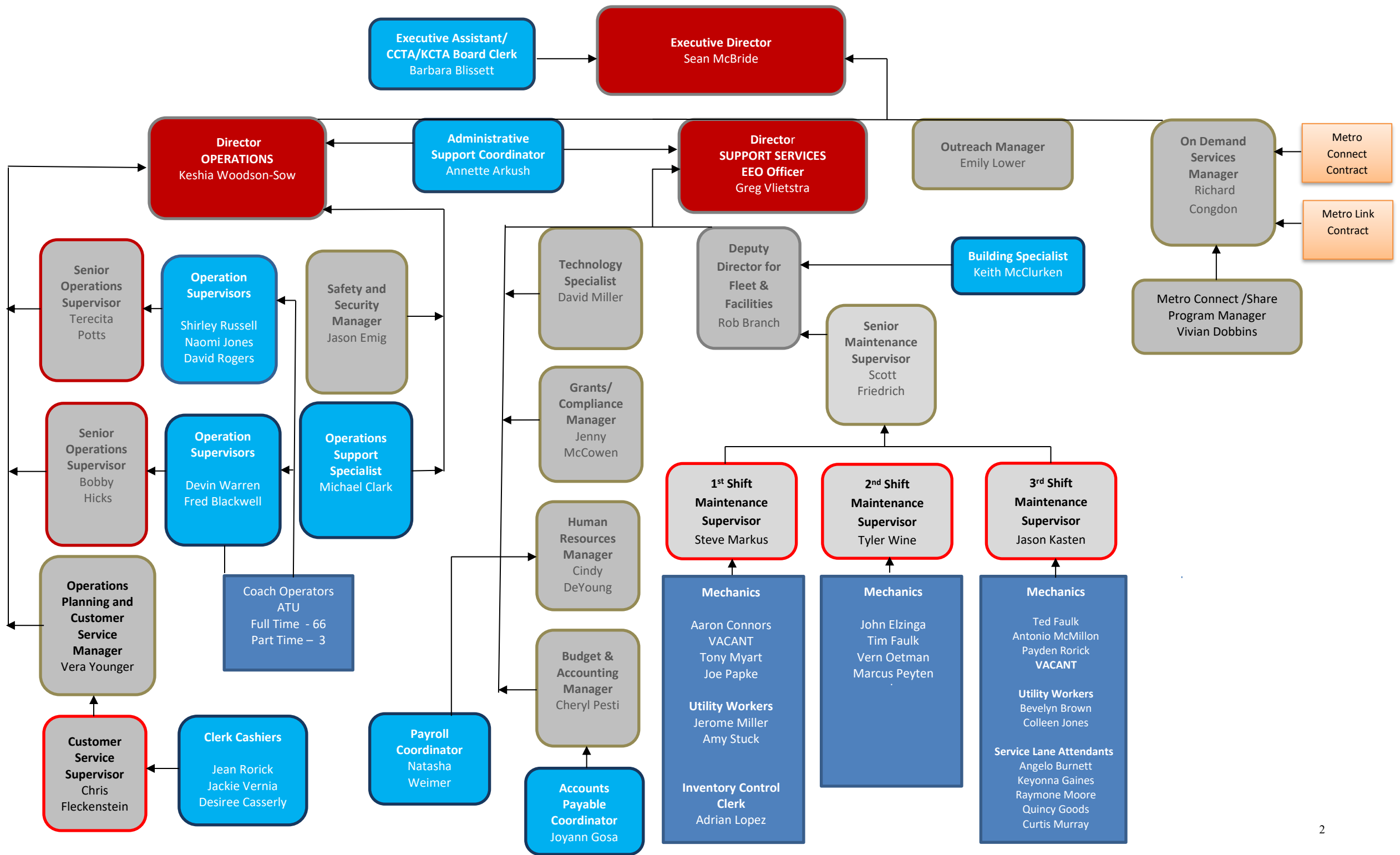
The Central County Transportation Authority (CCTA) is located in Kalamazoo, Michigan, approximately halfway between Detroit and Chicago in southwest Michigan. The CCTA provides Kalamazoo County and surrounding regions with transportation services that are dependable, convenient, safe, cost effective, and accessible for all. An organizational chart is included in Section 1.

CCTA is an eligible applicant for existing Federal Transit Administration (FTA) funds. The transit authority is granted legal status from the State of Michigan under Public Act 196 of 1986 to provide service throughout the 132 square miles of the County of Kalamazoo. The population that CCTA serves is 261,173 making it a large urban system, of which FTA recognized this status in 2013. This growth in population and ridership is continuing in the region and creates greater funding needs to continue to keep the system in a State of Good Repair.

The Equal Employment Opportunity (EEO) Plan worksheets and data were updated in 2017 to include the required EEO demographic categories. Total EEO demographic categories were expanded from five to seven, along with title and definition changes. Since January 1, 2017, all new employees have been provided the opportunity to self-identify in the new EEO categories.

As of December 31, 2025, CCTA employed a total of 120 employees, of which 117 are full-time employees and 3 are part-time employees. The current CCTA employee demographics are 55 (45.8%) females and 73 (60.8%) minorities. Ongoing efforts to address areas of underrepresentation of females and minorities in specific job categories are discussed in Section VIII.

The CCTA is subject to employment the practices contained in Article I, Section 26 of the Michigan Constitution, which states that public employers “shall not discriminate against, or grant preferential treatment to, any individual or group on the basis of race, sex, color, ethnicity, or national origin ...” The CCTA continues to follow the non-discriminatory and non-preferential treatment practices as defined in the Michigan Constitution.



## **Policy Statement On *Equal Employment Opportunity***

The CCTA has a strong commitment to the community we serve and our employees. As an equal opportunity employer, we strive to have a workforce that reflects the community we serve. No person is unlawfully excluded from employment opportunities based on race, color, religion, sex, disability, age or national origin.

- The Equal Employment Opportunity (EEO) policy 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.
- The CCTA commits to develop a written nondiscrimination program that sets forth the policies, practices, and procedures, with goals and timetables, to which the agency is committed and make the EEO Program available for inspection by any employee or applicant for employment upon request.
- The responsibility for implementing the EEO Program is assigned to an agency executive (listed below) who reports directly to the Executive Director.
- Applicants and employees have the right to file complaints alleging discrimination with the EEO Officer.
- 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.
- The CCTA commits to provide reasonable accommodations to applicants and employees who need them because of a disability or to practice or observe their religion, absent undue hardship.
- All management and supervisory personnel share in this responsibility and are assigned specific tasks to ensure and achieve compliance.
- The CCTA evaluates the performance of managers, supervisors, and others based on the success of the EEO Program in the same manner that the agency evaluates their performance in other agency programs.

Review of the EEO Plan will occur at a minimum of every four years, at the time of the EEO Plan submission to the FTA, or after naming a new Executive Director or EEO Officer.

### CCTA EEO Officer

Greg Vlietstra, Director of Support Services  
530 North Rose Street Kalamazoo, MI 49007  
[vlietstrag@kmetro.com](mailto:vlietstrag@kmetro.com) / 269-337-8407

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Sean McBride, Executive Director

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Date

### **III. Responsibility for Implementation**

#### **41 CFR §60 2.17 (a)**

In November 2006, voters in Michigan passed an amendment commonly known as Proposal 2, prohibiting public employers from giving preferential treatment in employment based on race, sex, color, ethnicity or national origin. It became Article I, Section 26 of the Michigan Constitution.

Despite this amendment, the CCTA engages in equal employment opportunity by casting the broadest possible net in recruiting for positions, so as to attract the most diverse candidate pools possible. Within that recruitment pool, candidates are then considered based on job related qualifications for the position.

#### **Executive Director**

The Executive Director has overall responsibility for implementation of the Equal Employment Opportunity Plan (EEO Plan). The Executive Director has appointed the Director of Support Services as EEO Officer to administer the provisions of the EEO Plan. The Director of Support Services/EEO Officer reports to and is directly responsible to the Executive Director.

#### **Director of Support Services**

The Director of Support Services and Human Resources Generalist have specific responsibilities that include, but are not limited to:

- A. Implementing the EEO Plan, including the development of policy statements, EEO recruitment methods and internal and external communications.
- B. Advising the Executive Director on matters that relate to promoting diversity consistent with the EEO Plan.
- C. Providing department directors, managers and supervisors with a working understanding of EEO Plan objectives. This is accomplished through training offered on an as needed basis and through coaching sessions with department directors.
- D. Conferring with department directors to determine the basis for under- or over-utilization of females and minorities and making recommendations on changes to the recruitment process. This is done on an as-needed basis.
- E. Reviewing recruitment, selection, testing and promotional practices, and identifying actions needed to eliminate discriminatory and artificial barriers.

- F. Providing community groups and agencies with information as requested regarding the program and its implementation.
- G. Serving as liaison between the CCTA and appropriate enforcement agencies.
- H. Keeping all levels in the organization appropriately informed of the latest developments in the area of diversity.
- I. Processing employment discrimination complaints, coordinating investigations and resolution of charges of discrimination involving the CCTA.
- J. Approving promotions after reviewing for compliance with CCTA non-discrimination policies, state and federal laws, and collective bargaining agreements.

The FTA requires the EEO Officer's program responsibilities to include:

Developing the EEO policy statement and a written EEO Program • Assisting management in collecting and analyzing employment data, identifying problem areas, setting goals and timetables, and developing programs to achieve goals • Designing, implementing, and monitoring internal audit and reporting systems to measure program effectiveness and to determine where progress has been made and where proactive action is needed • Reviewing the agency's nondiscrimination plan with all managers and supervisors to ensure that the policy is understood • Concurring in the hiring and promotion process • In conjunction with human resources, periodically reviewing employment practices policies (e.g., hiring, promotions, training), complaint policies, reasonable accommodation policies, performance evaluations, grievance procedures, and union agreements • Reporting at least semiannually to the Executive Director on organizational progress in relation to the agency's goals and on contractor and vendor compliance • Serving as liaison between the agency; Federal, state, county, and local governments; regulatory agencies; and community groups representing minorities, women, and persons with disabilities, and others • Maintaining awareness of current EEO laws and regulations, and ensuring the laws and regulations affecting nondiscrimination are disseminated to responsible officials • Investigating complaints of EEO discrimination • Providing EEO training for employees and managers • In conjunction with human resources staff, advising employees and applicants of available training programs and professional development opportunities and the entrance requirements • Auditing postings of the EEO policy statement to ensure compliance information is posted and up to date.

## **Directors**

Directors (both Support Services and Operations) are responsible for compliance with the CCTA's EEO Plan as it applies to their departments, with assistance from the Human Resources Department. Directors' responsibilities include, but are not limited to:

- A. Being familiar with and supportive of the CCTA's Policy Statement on Equal Employment Opportunity and EEO Plan, and reviewing all proposed hiring and promotional decisions in light of CCTA non-discrimination policies.
- B. Communicating the CCTA's Equal Employment Opportunity policy and degree of commitment to direct reports and other employees on an ongoing basis to ensure the CCTA's non-discrimination policies are being followed.
- C. Reviewing training programs and hiring and promotion patterns in an effort to remove barriers to the attainment of goals and objectives.
- D. Determining the qualifications of internal employees to ensure minorities, females, qualified disabled employees, and covered veterans have full opportunity for promotion, transfer and offering career development as needed.
- E. Communicating with and informing subordinate managers and supervisors that their work performance is being evaluated on the basis of adherence to the CCTA's harassment and non-discrimination policies.
- F. Ensuring supervisors are aware of their responsibility to prevent harassment or discrimination of employees, particularly because of their race, color, sex, religion, national origin, disability or veteran status by attending discrimination and harassment prevention training programs scheduled by the CCTA.
- G. Consulting with the Director of Support Services on any existing or developing equal employment opportunity problem to determine the best course of action to take that is consistent with CCTA policies.

## **Supervisors**

- A. Supervisors are expected to model appropriate behavior and also to report, coach and address workplace behavior to prevent discrimination or harassment of employees.
- B. Supervisors are evaluated on non-discrimination policies related to a respectful work environment, work assignments and other duties.



## **IV. Dissemination/Communication of EEO Policy**

Communication of the CCTA's Equal Employment Opportunity (EEO) Plan is important to effective implementation. Internally, the CCTA uses bulletin board postings, new hire orientation and other relevant training programs to ensure a full understanding of the CCTA's intent, purpose and responsibilities under the program. Externally the CCTA communicates its policy as a response to inquiries from outside organizations and agencies with which the CCTA has contact or does business.

### **Internal Communication**

- A. The CCTA's non-discrimination policy is found on page 10 the *CCTA Employee Handbook*. The handbook is available to current employees via copies kept in department and division offices as well as electronic storage on the network.
- B. The CCTA policy on non-discrimination is included as part of new employee orientation training.
- C. The designated poster prepared by the Equal Employment Opportunity Commission (EEOC) is displayed at CCTA work sites where applications are received.
- D. Job postings carry the EEO solicitation "EOE" (Equal Opportunity Employer).
- E. Managers and supervisors are provided training in discrimination and harassment prevention, with emphasis on commitment to CCTA policy that strictly forbids this activity. The CCTA's EEO policy is discussed in depth with definitions, examples, EEO data and case studies presented to all attendees.
- F. Meeting with top management officials (e.g., bus operations, human resources, planning, marketing, etc.) at least semiannually to discuss the EEO Program and its implementation.

### **External Communication**

- A. CCTA employment advertisements carry the EEO solicitation of "EOE" (Equal Opportunity Employer).
- B. Recruiting sources are informed of our EEO policy and are encouraged to refer qualified candidates, including minority, female, veterans and disabled persons for open positions. A broad and diverse section of the community is notified of job postings.
- C. The community institutions and organizations listed below have received job postings of CCTA vacancies within the past four years.

- Disability Network of SW Michigan
- Douglass Community Association
- Goodwill Industries of SW Michigan
- InterAct Kalamazoo
- Kalamazoo College
- Kalamazoo Public Library – ONEplace database
- Kalamazoo Valley Community College
- Michigan Rehabilitation Services Office
- Michigan Works
- Ministry with Community
- NAACP/Labor & Industry Committee – Kalamazoo
- Northside Association for Community Development
- Veterans Affairs – Battle Creek
- Western Michigan University
- YWCA of Kalamazoo

D. Job vacancies are advertised with national and local media, job sites, and trade associations and their respective electronic job posting sites as notice of employment opportunities for external candidates. The CCTA has utilized the sites below within the past four years.

- Conference of Minority Transportation Officials (COMTO)
- Facebook
- Government Jobs
- Indeed
- LinkedIn
- Michigan Department of Transportation (MDOT)
- Transit Talent
- X

E. Any publications developed and distributed by the CCTA include articles and photos representative of the diversity of our workforce, i.e., females, minorities, disabled persons and veterans. This also applies to media productions such as promotional and recruitment videos.

F. As a service of the multi-year contract with the CCTA, the City of Kalamazoo Purchasing Division maintains an outreach program to Minority and Women Business Enterprises.

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**V. Work Force Analysis**

**41 CFR §60 2.1(b) (1)**

The *Work Force Analysis* depicts the demographic composition of CCTA's major functional departments. Following this narrative section, worksheets present the demographic distribution of all employees by department and job title.

Approximately 76% of CCTA employees are governed by a union contract, the Amalgamated Transit Union (ATU). This employee group consists of all bus operators, mechanics, utility workers, attendants, and transit inventory clerks.

Lines of progression for most supervisory, professional and managerial positions are generally informal and typically occur within departments due to specific skill and/or knowledge requirements. The process to promote or progress is generally found within the collective bargaining agreement.

In most cases, employees must respond to postings to be considered for higher-level positions within their respective bargaining unit (if they are a union-represented employee). However, employees may be promoted or transferred between departments and may move from a non-union to union position, and vice versa. An internal posting system encourages employees at all levels to self-nominate for job opportunities.

The necessity for a Commercial Driver License (CDL) at the time of hire is based on the needs of the position. If a CDL is not needed at the time of hire, but required later, CCTA will assist in the employee obtaining the required CDL certification. Continued employment is contingent upon employees obtaining and retaining all certifications required for the position.

Many positions are advertised both internally and externally, unless a labor agreement requires otherwise. Most entry level clerical positions are filled externally, due to more limited internal interest in this level of position. Once entry-level employees have gained sufficient experience and tenure, they are eligible and often bid on higher level jobs. Successful bidders are those possessing the requisite clerical/secretarial skills and, in certain cases, the specific technical knowledge gained while working in lower level positions.

Advancement to the Professional job group (2.1 or 2.3) from the Technician job group (3.1) often requires specific professional and technical skills, experience and education. Often this technical expertise does not exist among lower level personnel and outside recruitment is necessary.

Supervisory positions classified as *Supervisors* (1.2) are often posted externally, but are also filled by promotion of individuals from within the same division due to the skills and knowledge required to manage the specific processes/operations of that area. CCTA will continue, through job postings, training and education programs, and ongoing on-the-job

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skill development, to encourage minority and female employees in the lower job classifications to prepare for progressive upgrade into the future Supervisory positions.

Placement in Officials/Managers (1.1) job group, which includes such positions as manager, director or executive, depends on factors similar to those described for Professional progression.

# **Central County Transportation Authority CCTA**

<u>Department</u>	<u>First Name</u>	<u>Last Name</u>	<u>Job Class</u>	<u>Position Title</u>	<u>AppDate</u>	<u>EEO Status</u>	<u>EEO Function</u>	<u>Race</u>	<u>Gender</u>
<b>Administration</b>	ANNETTE	ARKUSH	B2	Administrative Support Coordinator	07/01/2019	05	12	w	F
	CINDY	DEYOUNG	D6	Sr Human Resources Generalist	10/23/2017	2.1	12	w	F
	JOYANN	GOSA	B3	Accounts Coordinator	10/07/2019	05	12	w	F
	JENNIFFER	MCCOWEN	D6	Grants & Compliance Manager	06/19/2017	2.1	12	w	F
	CHERYL	PESTI	D6	Budget & Accounting Manager	09/19/2012	2.1	12	w	F
	BARBARA	BLISSETT	B2	Administrative Assistant	12/05/2011	05	12	w	F
	NATASHA	WEIMER	B2	Payroll Specialist	07/25/2012	05	12	w	M
	SEAN	MCBRIDE	f102	Executive Director	03/05/2012	1.1	12	w	M
	DAVID	MILLER	C5	Transit Technology Specialist	03/13/2017	2.3	12	w	M
	GREG	VLIETSTRA	E8	Director of Support Services	06/06/2016	1.1	12	w	M
	EMILY	URBAN	B5	Outreach Manager	04/03/2023	1.2	12	w	F
<b>Maintenance</b>	BEVELYN	BROWN	at-t2	Utility Worker	04/10/2016	08	12	b	M
	ANTONIO	MCMILLON	at-t4	Class B Mechanic	10/08/2007	06	12	b	M
	ROGER	MILLER	at-t2	Utility Worker	09/29/2000	08	12	b	M
	CURTIS	MURRAY	at-t1	Service Lane Attendant	04/09/2018	08	12	b	M
	ANTHONY	MYART	at-t4	Class B Mechanic	03/08/1999	06	12	b	M
	MARCUS	PAYTEN	at-t4	Class B Mechanic	05/03/2021	06	12	b	M
	ADRIAN	LOPEZ	at-t7	Inventory Control Clerk	10/25/2010	05	12	h	M
	COLLEEN	JONES	at-t1	Service Lane Attendant	06/17/2019	08	12	2+	F
	AMY	STUCK	at-t2	Utility Worker	12/31/2018	08	12	w	F
	ROBERT	BRANCH	D6	Fleet & Facilities Manager	10/13/1986	1.1	12	w	M
	AARON	CONNORS	at-t4	Class B Mechanic	06/11/2007	06	12	w	M
	JOHN	ELZINGA	at-t8	Master Mechanic	12/15/2010	06	12	w	M
	SCOTT	FRIEDRICH	D6	Maintenance Supervisor	03/06/2013	1.2	12	w	M
	STEVE	MARKUS	C5	Maintenance Supervisor	05/20/2002	1.2	12	w	M
	KEITH	MCCLURKEN	B3	Building Maintenance Specialist	06/18/2018	08	12	w	M
	JOSEPH	PAPKE	at-t4	Body Repair Person	07/24/2000	06	12	w	M
	PAYDEN	RORICK	at-t4	Class B Mechanic	10/07/2019	06	12	w	M
	TYLER	WINE	at-t8	Master Mechanic	12/31/2018	06	12	w	M
	RAYMONE	MOORE	at-t1	Service Lane Attendant	07/21/2025	08	12	b	M
	KAYONNA	GAINES	at-t1	Service Lane Attendant	02/17/2025	08	12	b	F
	QUINCY	GOODS	at-t1	Service Lane Attendant	07/24/2023	08	12	b	M
	ANGELO	BURNETT	at-t1	Service Lane Attendant	12/12/2022	08	12	b	M
	TIMOTHY	FAULK	at-t4	Class B Mechanic	04/01/2024	06	12	w	M
	THEODORE	FAULK	at-t5	Class A Mechanic	05/28/2024	06	12	w	M
	VERN	OETMAN	at-t4	Class B Mechanic	07/11/2022	06	12	w	M
	JASON	KASTEN	C5	Maintenance Supervisor	10/02/2023	1.2	12	w	M

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<u>Department</u>	<u>First Name</u>	<u>Last Name</u>	<u>Job Class</u>	<u>Position Title</u>	<u>AppDate</u>	<u>EEO Status</u>	<u>EEO Function</u>	<u>Race</u>	<u>Gender</u>
Operations	CRYSTAL	ABIMBOWO	at-t3	FT Bus Driver	05/07/2001	08	12	b	F
	CHARTA	BATTLE	at-t3	FT Bus Driver	09/08/2015	08	12	b	F
	SHARON	BURNETT	at-t3	FT Bus Driver	12/04/2017	08	12	b	F
	DEVIN	WARREN	at-t3	FT Bus Driver	02/13/2017	08	12	b	F
	CARMEISA	HUBBARD	at-t3	FT Bus Driver	07/25/2016	08	12	b	F
	NAOMI	GARDNER	b33	Operatioins Supervisor	01/07/2002	1.2	12	b	F
	ROBIN	JONES	at-t3	FT Bus Driver	12/05/2016	08	12	b	F
	CHERE	MCMILLON	at-t3	FT Bus Driver	09/25/2017	08	12	b	F
	TERECITA	POTTS	D6	Sr Operations Supervisor	07/31/2000	1.2	12	b	F
	SHIRLEY	RUSSELL	B4	Operatioins Supervisor	07/28/1998	1.2	12	b	F
	TINIE	SLATER	at-t3	FT Bus Driver	12/17/2018	08	12	b	F
	ROSE	WEATHERSBY	at-t3	FT Bus Driver	10/24/2016	08	12	b	F
	FLORENCE	WHITFIELD	at-t3	FT Bus Driver	09/21/2020	08	12	b	F
	AMERRIEL	CEGERS	at-t3	PT Bus Driver	08/09/2021	08	12	b	F
	VICTORIA	CLARKE	at-t3	FT Bus Driver	09/07/2021	08	12	b	F
	PARRIS	O'CONNOR	at-t3	FT Bus Driver	10/04/2021	08	12	b	F
	TUNISHA	JOHNSON	at-t3	FT Bus Driver	11/01/2021	08	12	b	F
	JEANETTA	WALKER	at-t3	PT Bus Driver	11/29/2021	08	12	b	F
	EARL	COX	at-t3	FT Bus Driver	01/12/1998	08	12	b	M
	LARRY	GRAY	at-t3	FT Bus Driver	05/09/2005	08	12	b	M
	WARREN	HAMILTON	at-t3	FT Bus Driver	09/30/2012	08	12	b	M
	ANTHONY	HARP	at-t3	FT Bus Driver	10/04/2011	08	12	b	M
	BOBBY	HICKS	D6	Sr Operations Supervisor	05/28/1996	1.2	12	b	M
	MICHAEL	HUGHES	at-t3	FT Bus Driver	09/11/2017	08	12	b	M
	MICHAEL	JACKSON JR	at-t3	FT Bus Driver	07/05/2017	08	12	b	M
	ADRIAN	LINDSEY	at-t3	PT Bus Driver	07/05/2017	08	12	b	M
	ROMEO	LITTLE	at-t3	FT Bus Driver	07/25/2016	08	12	b	M
	KEVIN	MARTIN	at-t3	FT Bus Driver	10/07/2010	08	12	b	M
	ROBERT	WARE	at-t3	FT Bus Driver	10/04/2010	08	12	b	M
	ANTONIO	WALKER	at-t3	FT Bus Driver	11/29/2021	08	12	b	M
	GEORGE	SMITH	at-t3	FT Bus Driver	01/10/2022	08	12	b	M
	RAUL	DELEON-GARTON	at-t3	FT Bus Driver	10/04/2021	08	12	h	M
	KESHIA	WOODSON SOW	E8	Director of Operations	01/02/2017	1.1	12	2+	F
	MICHAEL	CLARK	B4	Operations Support Specialist	11/19/2018	05	12	2+	M
	RYAN	REESE	at-t3	FT Bus Driver	08/31/2016	08	12	2+	M
	NORENE	DEVRIES	at-t3	FT Bus Driver	02/23/2004	08	12	w	F
	JEAN	RORICK	a11	Clerk Cashier	11/02/2020	05	12	w	F
	CHRISTINE	FLECKENSTEIN	b22	Customer Service Supervisor	09/24/2018	1.2	12	w	F
	JACQUELINE	VERNIA	a11	Clerk Cashier	03/25/2019	08	12	w	F

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	AMANDA	TIMBS	at-t3	FT Bus Driver	10/18/1999	08	12	w	F
	ANGELA	RORICK	at-t3	FT Bus Driver	06/14/2021	08	12	w	F
	RICHARD	CONGDON	b32	On-Demand Servces Manager	11/06/2000	1.1	12	w	M
	GREGORY	GRULEY	at-t3	FT Bus Driver	11/18/2019	08	12	w	M
	JEFFREY	HAMILTON	at-t3	FT Bus Driver	01/22/2008	08	12	w	M
	KIRK	KEELEY	at-t3	FT Bus Driver	10/04/2010	08	12	w	M
	TRAVIS	MCPHERSON	at-t3	FT Bus Driver	04/06/2011	08	12	w	M
	SHAWN	MESSENGER	at-t3	FT Bus Driver	07/27/1998	08	12	w	M
	DARRELL	TAYLOR	at-t3	FT Bus Driver	09/08/2003	08	12	w	M
	KEYUNTA	WILLIAMS	at-t3	FT Bus Driver	02/21/2022	08	12	b	F
	DEMARIO	REID	at-t3	FT Bus Driver	02/21/2022	08	12	b	M
	WILLIAM	ADAMS	at-t3	FT Bus Driver	02/21/2022	08	12	b	M
	ANDRE	MITCHELL	at-t3	FT Bus Driver	06/13/2022	08	12	b	M
	LOLITA	BROWN	at-t3	FT Bus Driver	08/22/2022	08	12	b	F
	LINDA	WILLIAMS	at-t3	FT Bus Driver	01/09/2023	08	12	b	F
	VERONICA	COLEMAN	at-t3	FT Bus Driver	01/09/2023	08	12	b	F
	DONALD	WEST	at-t3	FT Bus Driver	05/01/2023	08	12	b	M
	JEFFREY	SANDERS	at-t3	FT Bus Driver	05/01/2023	08	12	b	M
	SALENA	PARKER	at-t3	PT Bus Driver	6/26/2023	08	12	b	F
	BOBBY	SPENCER	at-t3	FT Bus Driver	06/26/2023	08	12	b	M
	CHARLES	BRUNETT	at-t3	FT Bus Driver	10/16/2023	08	12	w	M
	JAVON	JOHNSON	at-t3	FT Bus Driver	10/16/2023	08	12	b	M
	TRAVIS	KELLUM	at-t3	FT Bus Driver	04/01/2024	08	12	w	M
	DAKOTA	MARTIN	at-t3	FT Bus Driver	06/24/2024	08	12	w	M
	BRYAN	JONES	at-t3	FT Bus Driver	08/05/2024	08	12	<b>b</b>	M
	TATIIANNA	BATTON	at-t3	FT Bus Driver	11/11/2024	08	12	<b>b</b>	F
	SHAQUICE	JACKSON	at-t3	FT Bus Driver	01/06/2025	08	12	<b>b</b>	F
	LINDA	JOSEPH	at-t3	FT Bus Driver	02/17/2025	08	12	<b>b</b>	F
	WALTER	HALL JR	at-t3	FT Bus Driver	02/17/2025	08	12	<b>b</b>	M
	SANTANA	RAWLS	at-t3	FT Bus Driver	05/27/2025	08	12	<b>b</b>	F
	TERRI	STEWART	at-t3	FT Bus Driver	07/07/2025	08	12	<b>b</b>	F
	DESTINY	BROWN	at-t3	FT Bus Driver	07/07/2025	08	12	<b>b</b>	F
	KIRSTEN	HILL	at-t3	FT Bus Driver	08/18/2025	08	12	<b>b</b>	F
	TAMIKA	WEEKLEY	at-t3	FT Bus Driver	08/18/2025	08	12	<b>b</b>	F
	JESSE	WHITE	at-t3	FT Bus Driver	09/29/2025	08	12	w	M
	BATRINA	STROUD	at-t3	FT Bus Driver	09/29/2025	08	12	<b>w</b>	F
	BRYANT	ENGLISH	at-t3	FT Bus Driver	09/29/2025	08	12	w	M
	CHETERA	COX	at-t3	FT Bus Driver	05/01/2023	08	12	<b>w</b>	F
	FRED	BLACKWELL	B4	Operatiions Supervisor	07/22/2024	1.2	12	b	M

**Central County Transportation Authority CCTA**

<u>Department</u>	<u>First Name</u>	<u>Last Name</u>	<u>Job Class</u>	<u>Position Title</u>	<u>AppDate</u>	<u>EEO Status</u>	<u>EEO Function</u>	<u>Race</u>	<u>Gender</u>
	DESIRAE	CASSERLY	B2	Clerk Cashier	09/19/2022	05	12	w	F
	VIVIAN	DOBBINS	B4	Program Manager	05/29/2023	1.1	12	b	F
	JASON	EMIG	C5	Safety & Security Manager	09/18/2023	1.1	12	w	M
	DAVID	ROGERS	B4	Operations Supervisor	02/06/2023	1.2	12	w	M
	VERA	YOUNGER	B4	Operations Planning Supervisor	03/06/2023	1.2	12	b	F



Job Category	First Name	Last Name	Job Class	Position Title	App Date	EEO Status	EEO Function	Race	Gender
1.1 Officials, Managers, Appointee	KESHIA	WOODSON SOW	e81	Director of Operations	01/02/2017	1.1	12	2+	F
	SEAN	MCBRIDE	f102	Executive Director	03/05/2012	1.1	12	w	M
	GREG	VLIETSTRA	e81	Director of Support Services	06/06/2016	1.1	12	w	M
1.2 Supervisors, Buyers, Inspector							12		
	ROBERT	BRANCH	d61	Fleet & Facilities Manager	10/13/1986	1.1	12	w	M
	CHRISTINE	FLECKENSTEIN	b23	Customer Service Supervisor	09/24/2018	1.2	12	w	F
	NAOMI	GARDNER	b33	Operations Supervisor	01/07/2002	1.2	12	b	F
	TERECITA	POTTS	c42	Sr Operations Supervisor	07/31/2000	1.2	12	b	F
	SHIRLEY	RUSSELL	b33	Operations Supervisor	07/28/1998	1.2	12	b	F
	BOBBY	HICKS	c41	Sr Operations Supervisor	05/28/1996	1.2	12	b	M
	SCOTT	FRIEDRICH	b33	Maintenance Supervisor	03/06/2013	1.2	12	w	M
	STEVE	MARKUS	b33	Maintenance Supervisor	05/20/2002	1.2	12	w	M
	RICHARD	CONGDON		On-Demand Services Manaager		1.2	12	w	M
	VIVIAN	DOBBINS		Program Manager		1.2	12	b	F
	JASON	EMIG		Safety &Security Manager		1.2	12	w	M
	JENNIFFER	MCCOWEN		Grants & Compliance Manager		1.2	12	w	F
	EMILY	URBAN		Outreach Manager		1.2	12	w	F
	FRED	BLACKWELL		Operations Supervisor		1.2	12	b	M
	JASON	KASTEN		Maintenance Supervisor		1.2	12	w	M
	DAVID	ROGERS		Operations Supervisor		1.2	12	w	M
	DEVIN	WARREN		Operations Supervisor		1.2	12	B	f
	TYLER	WINE		Maintenance Supervisor		1.2	12	w	M
	VERA	YOUNGER		Operations Planning Manager		1.2	12	b	F
	TYLER	WINE		Maintenance Supervisor	12/31/2018	1.2	12	w	M
2.1 Prfssnls - General	CINDY	DEYOUNG	d61	Sr Human Resources Genreralist	10/23/2017	2.1	12	w	F
	CHERYL	PESTI	c51	Budget & Accounting Manager	09/19/2012	2.1	12	w	F
2.3 Prfssnls - Science, Eng, IT	DAVID	MILLER	c42	Transit Technology Specialist	03/13/2017	2.3	12	w	M
05 Admin Support	ADRIAN	LOPEZ	at-t7	Inventory Control Clerk	10/25/2010	05	12	h	M
	MICHAEL	CLARK	b33	Operations Supervisor	11/19/2018	05	12	2+	M
	ANNETTE	ARKUSH	b21	Executive Assistant	07/01/2019	05	12	w	F
	JOYANN	GOSA	b22	Accounts Coordinator	10/07/2019	05	12	w	F
	BARBARA	BLISSETT	a13	Administrative Assistant	12/05/2011	05	12	w	F
	NATASHA	WEIMER		Payroll Specialist		05	12	w	F
06 Skilled Craft - H28 & EOI	ANTONIO	MCMILLON	at-t4	Class B Mechanic	10/08/2007	06	12	b	M
	ANTHONY	MYART	at-t4	Class B Mechanic	03/08/1999	06	12	b	M
	MARCUS	PAYTEN	at-t4	Class B Mechanic	05/03/2021	06	12	b	M

Job Category	First Name	Last Name	Job Class	Position Title	App Date	EEO Status	EEO Function	Race	Gender
	AARON	CONNORS	at-t4	Class B Mechanic	06/11/2007	06	12	w	M
	JOHN	ELZINGA	at-t8	Master Mechanic	12/15/2010	06	12	w	M
	JOSEPH	PAPKE	at-t4	Body Repairman	07/24/2000	06	12	w	M
	PAYDEN	RORICK	at-t4	Class B Mechanic	10/07/2019	06	12	w	M
	TIMOTHY	FAULK	at-t4	Class B Mechanic		06	12	w	M
	THEODORE	FAULK	at-t5	Class A Mechanic		06	12	w	M
	VERN	OETMAN	at-t4	Class B Mechanic		06	12	w	M
08 Service and Labor	CRYSTAL	ABIMBOWO	at-t3	FT Bus Driver	05/07/2001	08	12	b	F
	WILLIAM	ADAMS	at-t3	FT Bus Driver	02/21/2022	08	12	b	M
	CHARTA	BATTLE	at-t3	FT Bus Driver	09/08/2015	08	12	b	F
	TATIIANNA	BATTON	at-t3	FT Bus Driver	11/11/2024	08	12	b	f
	BEVELYN	BROWN	at-t2	Utility Worker	04/10/2016	08	12	b	M
	LOLITA	BROWN	at-t3	FT Bus Driver	08/22/2022	08	12	b	F
	DESTINY	BROWN	at-t3	FT Bus Driver	07/07/2025	08	12	b	F
	CHARLES	BRUNETT	at-t3	FT Bus Driver	10/16/2023	08	12	w	M
	SHARON	BURNETT	at-t3	FT Bus Driver	12/04/2017	08	12	b	F
	ANGELO	BURNETT	at-t3	FT Bus Driver	12/12/2022	08	12	b	M
	DESIRAE	CASSERLY	B3	Clerk Cashier	09/19/2022	08	12	w	F
	AMERRIEL	CEGERS	at-t3	PT Bus Driver	08/09/2021	08	12	b	F
	VICTORIA	CLARKE	at-t3	FT Bus Driver	09/07/2021	08	12	b	F
	VERONICA	COLEMAN	at-t3	FT Bus Driver	01/09/2023	08	12	b	F
	EARL	COX	at-t3	FT Bus Driver	01/12/1998	08	12	b	M
	CHETERA	COX	at-t3	FT Bus Driver	05/01/2023	08	12	b	F
	RAUL	DELEON-GARTON	at-t3	FT Bus Driver	10/04/2021	08	12	h	M
	NORENE	DEVRIES	at-t3	FT Bus Driver	02/28/2005	08	12	w	F
	BRYANT	ENGLISH	at-t3	FT Bus Driver	09/29/2025	08	12	b	M
	KAYONNA	GAINES	at-t1	FT Bus Driver	02/17/2025	08	12	b	F
	QUINCY	GOODS	at-t1	Service Lane Attendant	07/24/2023	08	12	b	M
	LARRY	GRAY	at-t3	FT Bus Driver	05/09/2005	08	12	b	M
	GREGORY	GRULEY	at-t3	FT Bus Driver	11/18/2019	08	12	w	M
	WALTER	HALL JR	at-t3	FT Bus Driver	02/17/2025	08	12	b	M
	WARREN	HAMILTON	at-t3	FT Bus Driver	09/30/2012	08	12	b	M
	JEFFREY	HAMILTON	at-t3	FT Bus Driver	01/22/2008	08	12	w	M
	WARREN	HAMILTON	at-t3	FT Bus Driver	01/29/2018	08	12	b	M
	ANTHONY	HARP	at-t3	FT Bus Driver	10/04/2011	08	12	b	M
	KIRSTEN	HILL	at-t3	FT Bus Driver	08/18/2025	08	12	b	M
	CARMEISA	HUBBARD	at-t3	FT Bus Driver	07/25/2016	08	12	b	F
	MICHAEL	HUGHES	at-t3	FT Bus Driver	09/11/2017	08	12	b	M
	SHAQUICE	JACKSON	at-t3	FT Bus Driver	01/06/2025	08	12	b	F
	MICHAEL	JACKSON JR	at-t3	FT Bus Driver	07/05/2017	08	12	b	M
	TUNISHA	JOHNSON	at-t3	FT Bus Driver	11/01/2021	08	12	b	F

Job Category	First Name	Last Name	Job Class	Position Title	App Date	EEO Status	EEO Function	Race	Gender
	JAVON	JOHNSON	at-t3	FT Bus Driver	10/16/2023	08	12	b	M
	COLLEEN	JONES	at-t1	Service Lane Attendant	06/17/2019	08	12	2+	F
	ROBIN	JONES	at-t3	FT Bus Driver	12/05/2016	08	12	b	F
	BRYAN	JONES	at-t3	FT Bus Driver	08/05/2024	08	12	b	M
	COLLEEN	JONES	at-t2	Utility Worker	06/17/2019	08	12	2+	F
	LINDA	JOSEPH	at-t3	FT Bus Driver	02/17/2025	08	12	b	F
	KIRK	KEELEY	at-t3	FT Bus Driver	10/04/2010	08	12	w	M
	TRAVIS	KELLUM	at-t3	FT Bus Driver	04/01/2024	08	12	w	M
	ADRIAN	LINDSEY	at-t3	PT Bus Driver	07/05/2017	08	12	b	M
	ROMEO	LITTLE	at-t3	FT Bus Driver	07/25/2016	08	12	b	M
	KEVIN	MARTIN	at-t3	FT Bus Driver	10/07/2010	08	12	b	M
	DAKOTA	MARTIN	at-t3	FT Bus Driver	06/24/2024	08	12	w	M
	KEITH	MCCLURKEN	B3	Bulding Maintenance Specialist	06/18/2018	08	12	w	M
	CHERE	MCMILLON	at-t3	FT Bus Driver	09/25/2017	08	12	b	F
	TRAVIS	MCPHERSON	at-t3	FT Bus Driver	04/06/2011	08	12	w	M
	SHAWN	MESSENGER	at-t3	FT Bus Driver	07/27/1998	08	12	w	M
	ROGER	MILLER	at-t2	Utility Worker	09/29/2000	08	12	b	M
	ANDRE	MITCHELL	at-t3	FT Bus Driver	06/13/2022	08	12	b	M
	RAYMONE	MOORE	at-t1	Service Lane Attendant	07/21/2025	08	12	b	M
	CURTIS	MURRAY	at-t1	Service Lane Attendant	04/09/2018	08	12	b	M
	PARRIS	O'CONNOR	at-t3	FT Bus Driver	10/04/2021	08	12	b	F
	SALENA	PARKER	at-t3	PT Bus Driver	6/26/2023	08	12	b	F
	SANTANA	RAWLS	at-t3	FT Bus Driver	05/27/2025	08	12	b	F
	RYAN	REESE	at-t3	FT Bus Driver	08/31/2016	08	12	2+	M
	DEMARIO	REID	at-t3	FT Bus Driver	02/21/2022	08	12	b	M
	ANGELA	RORICK	at-t3	FT Bus Driver	06/14/2021	08	12	w	F
	JEAN	RORICK	B3	Clerk Cashier	11/02/2020	08	12	w	F
	ANGELA	RORICK	at-t3	FT Bus Driver	06/14/2021	08	12	w	F
	JEFFREY	SANDERS	at-t3	FT Bus Driver	05/01/2023	08	12	b	M
	TINIE	SLATER	at-t3	FT Bus Driver	12/17/2018	08	12	b	F
	GEORGE	SMITH	at-t3	FT Bus Driver	01/10/2022	08	12	b	M
	BOBBY	SPENCER	at-t3	FT Bus Driver	06/26/2023	08	12	b	M
	TERRI	STEWART	at-t3	FT Bus Driver	07/07/2025	08	12	b	F
	BATRINA	STROUD	at-t3	FT Bus Driver	09/29/2025	08	12	w	F
	AMY	STUCK	at-t2	Utility Worker	12/31/2018	08	12	w	F
	DARRELL	TAYLOR	at-t3	FT Bus Driver	09/08/2003	08	12	w	M
	DARRELL	TAYLOR	at-t3	FT Bus Driver	12/20/2004	08	12	w	M
	AMANDA	TIMBS	at-t3	FT Bus Driver	10/18/1999	08	12	w	F
	JACQUELINE	VERNIA	a11	Clerk Cashier	03/25/2019	08	12	w	F
	JEANETTA	WALKER	at-t3	FT Bus Driver	11/29/2021	08	12	b	F
	ANTONIO	WALKER	at-t3	FT Bus Driver	11/29/2021	08	12	b	M
	ROBERT	WARE	at-t3	FT Bus Driver	10/04/2010	08	12	b	M

Job Category	First Name	Last Name	Job Class	Position Title	App Date	EEO Status	EEO Function	Race	Gender
	ROSE	WEATHERSBY	at-t3	FT Bus Driver	10/24/2016	08	12	b	F
	TAMIKA	WEEKLEY	at-t3	FT Bus Driver	08/18/2025	08	12	b	F
	DONALD	WEST	at-t3	FT Bus Driver	05/01/2023	08	12	b	M
	JESSE	WHITE	at-t3	FT Bus Driver	09/29/2025	08	12	w	M
	FLORENCE	WHITFIELD	at-t3	FT Bus Driver	09/21/2020	08	12	b	F
	KEYUNTA	WILLIAMS	at-t3	FT Bus Driver	02/21/2022	08	12	b	F
	LINDA	WILLIAMS	at-t3	FT Bus Driver	01/09/2023	08	12	b	F

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## **VI. Job Group Analysis**

### **41 CFR §60 2.11(b)**

The CCTA determines and defines its job groups using federal EEOC job classifications. These job groups are aligned with census data classifications, which help determine the size of the job pool/availability in each of the groups for vacant positions. Following this narrative section, worksheets present the demographic distribution of all employees within each job group classification.

### **Job Group Categories**

- 1.1 Executives/Appointees/Officials/Senior-Level Managers
- 1.2 First Line Supervisors/First and Mid-Level Officials
- 2.1 Professionals
- 2.3 Science, Engineering and IT professionals
- 05 Administrative Support/Clerical
- 06 Skilled Craft Workers
- 08 Service/Maintenance Workers

### **Sub-Group Explanations**

The CCTA subdivides the major classification of *Official/Manager* (1.1 and 1.2) in a way that allows an examination of career paths within this job group. This subdivision coincides with changes in the EEO-1 (Employer Information) Report.

The 1.1 classification refers to senior level officials, appointees or managers. The 1.2 classification refers to first-line supervisor or mid-level officials or managers.

Vacancies in the 1.1 job group may be filled via internal promotion or through external searches. The range of the search depends on the requirements of the position. 1.2 job group vacancies are most often filled locally or by internal promotion.

The *Professional* job group is divided into two subgroups: 2.1 – Professionals such as attorneys, human resources advisors/specialists and accountants; and 2.3 – Science, engineering and IT professionals.

### **Job Group 1 (1.1 and 1.2)**

These employees set broad policies and have overall responsibility for those persons implementing the policy. Employees may direct individual departments, special phases or program areas of operations. The classification is divided into two levels due to decision-making responsibilities, salary and recruiting sources.

- 1.1 Senior level executives or officials in upper divisional management

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- 1.2 Supervisors or officials at the mid-level or lower, such as:  
Operations Supervisors  
Maintenance Supervisor

**Job Group 2 (2.1 and 2.3)**

These employees are in positions requiring four years or more of college, or experience and training that provide a comparable background. Scientific and technical professionals make up subgroup 2.3 because of the specific recruitment issues.

- 2.1 Financial Specialists and Human Resources Professionals  
2.3 Systems Analysts and other Computer Professionals

**Job Group 5 (05)**

This is the administrative support job group. It is made up of occupations in which employees perform tasks associated with clerical or secretarial activities, including internal/external communications, recording and retrieval of data and other paper or computer work required in an office.

- 05 Accounts Coordinator  
Clerk Cashier  
Executive Assistant  
Payroll Specialist  
Inventory Clerk

**Job Group 6 (06)**

This job group includes positions requiring a relatively high level of manual skill and comprehensive knowledge of the processes involved in the work. These jobs require an apprenticeship and on-the-job or other training.

- 06 Maintenance Mechanics

**Job Group 8 (08)**

These positions require limited degrees of acquired skill and knowledge. The duties of these jobs result or contribute to the comfort, convenience, hygiene or safety of the public or contribute to the upkeep and care of facilities and grounds

- 08 Bus Operators  
Service Lane Attendants  
Building Maintenance

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## **VII. Availability and Utilization Analysis**

### **41 CFR §60 2.12 and 2.13**

A major function of the EEO Plan is to compare the CCTA's female and minority internal representation with external available candidates for each job group. The availability calculations for both internal and external representation are discussed here. Following the narrative section is the availability analysis computation worksheet for each job group and a chart summarizing the goal analysis of underutilization.

Availability figures are the percentage of *external and internal* qualified candidates for positions within a given job group both within the organization and in the immediate, surrounding and broader regions. Representation or utilization figures are the *internal* incumbents (current employees) within job groups as of 12/31/2025. Underutilization, if any, is the percentage to which internal candidates fall below the external availability for positions in that job group. Underutilization is considered significant if equal to or greater than 5%. When a 5% or greater underutilization exists, efforts are made to address any barriers to promotion or employment, along with efforts to increase diverse candidates to the applicant pools. These efforts are discussed in further detail in Section VIII.

EEO Plan availability calculations utilize a US Census EEO Tabulation published in 2018, which remains the most current demographic and occupational data available. In addition to the external EEO availability data, internal job group data is incorporated into the availability calculations. Thus the availability calculation is a combination of external and internal data of potentially qualified candidates. As such, the availability calculation can change from year to year based on these factors.

The external job group availability calculations in this section are based on the US Census EEO Tabulation (2014-18) available at: [www.census.gov/data/tables/time-series/demo/eo/acs-2014-2018.html](http://www.census.gov/data/tables/time-series/demo/eo/acs-2014-2018.html).

## Availability Factor Computation Form

### 2026 CCTA EEO Plan

#### Job Group: 1.1 Officials, Managers

	Raw Statistics		% Weight	Weighted Factor		Source of Statistics	Reason for Weighting Factor
	Minority	Female		Minority	Female		
Percentage of minorities and women among those having requisite skills in a reasonable recruitment area.	13.40	27.50	0.10	1.34	2.75	National Census (US Census EEO Tabulation 2014-2018)	Normal recruiting source
Percentage of minorities and women among those having requisite skills in immediate labor area.	13.40	44.90	0.40	5.36	17.96	Kalamazoo - Portage MSA (US Census EEO Tabulation EEO-ALL06R 2014-2018)	Normal recruiting source
Percentage of minorities and women among those promotable or transferrable within facility.	10.50	5.20	0.40	4.20	2.08	2 minorities and 3 females in 1.2 job group; 0 minorities and 1 female in 2.1 job group; 2 minorities and 4 females among both job groups	Internal recruiting sources
Percentage of minorities and women among those at facility who can be trained in requisite skills	9.52	42.86	0.10	0.95	4.29	0 minorities and 0 females in the 06 job group; 2 minorities and 4 females in 05 job group; 5 minorities and 4 females among both job groups	Occasional source of recruits
<b>Total Availability</b>				10.51	24.33		

### 2025 Actions

	females in pool	47%			
	minorities in pool	57%			
Promotion from internal source	from 05	to 1.2	2	1 wf, 1 bf	
Promotion from internal source	from 1.2	to 1.2	1	wf	
Promotion from internal source	from 1.2	to 1.2	1	bf	
Hired from reasonable area		to 1.2	2	1 bm, 1 wf	



## Availability Factor Computation Form

**2026 CCTA EEO Plan**

**Job Group: 1.2 Supervisors, Buyers, Inspector**

	Raw Statistics		% Weight	Weighted Factor		Source of Statistics	Reason for Weighting Factor
	Minority	Female		Minority	Female		
Percentage of minorities and women among those having requisite skills in immediate labor area.	7.20	44.90	0.40	2.88	17.96	Kalamazoo - Portage MSA (US Census EEO Tabulation EEO-ALL06R 2014-2018)	Normal recruiting source
Percentage of minorities and women among those having requisite skills in a reasonable recruitment area.	5.50	45.30	0.10	0.55	4.53	Battle Creek MSA (US Census EEO Tabulation EEO-ALL06R 2014-2018)	Normal recruiting source
Percentage of minorities and women among those promotable or transferrable within facility.	10.50	5.20	0.40	4.20	2.08	2 minorities and 3 females in 1.2 job group; 0 minorities and 1 female in 2.1 job group; 2 minorities and 4 females among both job groups	Internal recruiting sources
Percentage of minorities and women among those at facility who can be trained in requisite skills	9.52	42.86	0.10	0.95	4.29	0 minorities and 0 females in the 06 job group; 2 minorities and 4 females in 05 job group; 5 minorities and 4 females among both job groups	Occassional source of recruits
<b>Total Availability</b>				8.58	28.86		

### Availability Factor Computation Form

#### 2026 CCTA EEO Plan

#### Job Group: Professionals (2.1)

	Raw Statistics		% Weight	Weighted Factor		Source of Statistics	Reason for Weighting Factor
	Minority	Female		Minority	Female		
Percentage of minorities and women among those having requisite skills in immediate labor area.	66.40	57.30	0.50	33.20	28.65	Kalamazoo - Portage MSA (US Census EEO Tabulation EEO-ALL06R 2014-2018)	Normal recruiting source
Percentage of minorities and women among those having requisite skills within the state recruitment area.	25.08	61.70	0.50	12.54	30.85	Michigan (US Census EEO Tabulation EEO-ALL06R 2006-2010)	Larger recruiting source
			1				
<b>Total Availability</b>				45.74	59.50		

#### 2025 Actions

None: No openings became available

### Availability Factor Computation Form

#### 2026 CCTA EEO Plan

#### Job Group: Science, Engineering and Computer Professionals (2.3)

	Raw Statistics		% Weight	Weighted Factor		Source of Statistics	Reason for Weighting Factor
	Minority	Female		Minority	Female		
Percentage of minorities and women among those having requisite skills in immediate labor area.	7.80	25.80	0.30	2.34	7.74	Kalamazoo - Portage MSA (US Census EEO Tabulation EEO-ALL06R 2014-2018)	Normal recruiting source
Percentage of minorities and women among those having requisite skills in a broader recruitment area.	15.00	41.90	0.20	3.00	8.38	Battle Creek MSA (US Census EEO Tabulation EEO-ALL06R 2014-2018)	Normal recruiting source
Percentage of minorities and women among those having requisite skills in a broader recruitment area.	9.20	55.20	0.40	3.68	22.08	Michigan MSA (US Census EEO Tabulation EEO-ALL06R 2014-2018)	Normal recruiting source
Percentage of minorities and women among those promotable or transferrable within facility.	0.00	0.00	0.10	0.00	0.00	0 minorities and 0 females in 2.3 job group	Occasional recruiting source
Percentage of minorities and women among those at facility who can be trained in requisite skills	n/a	n/a	n/a	n/a	n/a	n/a	Not a source due to level of expertise required for this technical job group
			1	9.02	38.20		
<b>Total Availability</b>				9.02	38.20		

#### 2025 Actions

None: No openings became available

### Availability Factor Computation Form

**2026 CCTA EEO Plan**

**Job Group: Clerical and Administrative Support (05)**

	Raw Statistics		% Weight	Weighted Factor		Source of Statistics	Reason for Weighting Factor
	Minority	Female		Minority	Female		
Percentage of minorities and women among those having requisite skills in immediate labor area.	7.60	61.20	0.50	3.80	30.60	Kalamazoo - Portage MSA (US Census EEO Tabulation EEO-ALL06R 2014-2018)	Normal recruiting source
Percentage of minorities and women among those having requisite skills in immediate labor area.	4.60	70.50	0.20	0.92	14.10	Battle Creek MSA (US Census EEO Tabulation EEO-ALL06R 2014-2018)	Normal recruiting source
Percentage of minorities and women among those promotable or transferrable within facility.	25.00	62.50	0.30	7.50	18.75	2 minorities and 4 females in 05 job group	Normal recruiting source
			1				
<b>Total Availability</b>				12.22	63.45		

**2025**

Hired from immediate area	to 05	1	wf
Hired from reasonable area	to 05	0	wf
Hired from immediate area	to 05	0	wf
Promotion from internal source	from 05 to 05	0	wm

### Availability Factor Computation Form

**2026 CCTA EEO Plan**  
**Job Group: Skilled Craft (06)**

	Raw Statistics		% Weight	Weighted Factor		Source of Statistics	Reason for Weighting Factor
	Minority	Female		Minority	Female		
Percentage of minorities and women among those having requisite skills in immediate labor area.	9.40	9.50	0.40	3.76	3.80	Kalamazoo - Portage MSA (US Census EEO Tabulation EEO-ALL06R 2014-2018)	Normal recruiting source
Percentage of minorities and women among those having requisite skills in a reasonable recruitment area.	6.90	8.50	0.10	0.69	0.85	Battle Creek MSA (US Census EEO Tabulation EEO-ALL06R 2014-2018)	Normal recruiting source
Percentage of minorities and women among those having requisite skills in a broader recruitment area.	15.10	7.40	0.20	3.02	1.48	Michigan MSA (US Census EEO Tabulation EEO-ALL06R 2014-2018)	Normal recruiting source
Percentage of minorities and women among those promotable or transferrable within facility.	0.00	0.00	0.30	0.00	0.00	0 minorities and 0 females in 06 job group	Normal recruiting source for lateral transfers/promotions
			1				
<b>Total Availability</b>				7.47	6.13		

**2025 Actions**

females in pool                      0%  
 minorities in pool                    0%  
 Hired from immediate area                      to 06      0

### Availability Factor Computation Form

#### 2026 CCTA EEO Plan

#### Job Group: Maintenance & Transportation\* (08)

	Raw Statistics		% Weight	Weighted Factor		Source of Statistics	Reason for Weighting Factor
	Minority	Female		Minority	Female		
Percentage of minorities and women among those having requisite skills in immediate labor area.	15.20	45.40	0.55	8.36	24.97	Kalamazoo - Portage MSA (US Census EEO Tabulation EEO-ALL06R 2014-2018)	Normal recruiting source
Percentage of minorities and women among those having requisite skills in a reasonable recruitment area.	12.80	44.89	0.05	0.64	2.24	Battle Creek MSA (US Census EEO Tabulation EEO-ALL06R 2014-2018)	Normal recruiting source
Percentage of minorities and women among those promotable or transferrable within facility.	57.47	40.23	0.40	22.99	16.09	59 minorities and 35 females in 08 job group	Normal recruiting source
			1				
<b>Total Availability</b>				31.99	43.31		

#### 2025 Actions

Hired from immediate area	to 08	7	bf
Hired from immediate area	to 08	9	bm
Hired from immediate area	to 08	3	wf
Hired from immediate area	to 08	1	wm

**CENTRAL COUNTY TRANSIT AUTHORITY**  
**Prior EEO Submission/ Goal Analysis of Underutilization**  
**(2021 v. 2025)**

		<b>Under Use in 2021</b>	<b>Under Use in 2025</b>	<b>Contributing Factors</b>
1.1 Officials, Managers, Appointee	<i>Females</i>	5.3%	24.3%	Female under use increased due to job re-classifications, larger external pool
1.1 Officials, Manger, Appointee	<i>Minorities</i>	34.9%	10.5%	Minority under use decreased due to due to job reclassifications, smaller external pool
1.2 Supervisors, Buyers, Inspector	<i>Females</i>	44.8%	28.86	Female under use decreased to job reclassifications, new positions and promotions.
1.2 Supervisors, Buyers, Inspector	<i>Minorities</i>	38.2%	8.58	Minority under use decreased due to job reclassifications and promotions.
2.1 Professionals	<i>Minorities</i>	44.8%	45.7%	Minority under use <b>increased slightly</b> from 2021. Factors include: <ul style="list-style-type: none"> <li>• External Pool larger</li> <li>• 3 white females reside in these positions, unchaned from 2021</li> </ul>
2.1 Professionals	<i>Females</i>	58.3%	59.5%	Minority under use <b>increased slightly</b> from 2021. Factors include: <ul style="list-style-type: none"> <li>• External Pool larger</li> <li>• 3 white females reside in these positions, unchaned from 2021</li> </ul>
2.3 Professionals (computer/science/engineer)	<i>Females</i>	14.7%	9.0%	Female under use decreased due to smaller external pool. Position did not become vacant. <ul style="list-style-type: none"> <li>• Total number of positions in this job group is 1</li> <li>• 1 white male resides in this position</li> </ul>
2.3 Professionals (computer/science/engineer)	<i>Minorities</i>	24.8%	38.2%	Minority under use <b>increased</b> from 2018. Factors include: <ul style="list-style-type: none"> <li>• External minority availability increased</li> <li>• Total number of positions in this job group is 1</li> <li>• 1 white male resides in this position</li> </ul>

**Utilization Analysis by Number and Percentage  
by EEOC Job Group  
4th Quarter 2025**

EEOC Job Group	Total	Females	Incumbent Female %	Female Availability*	Female Under %**	Minority	Incumbent Minority %	Minority Availability*	Minority Under %**	Male							Female					
										W	B	A	H/L	AI	Multi	NHOPI	W	B	A	H/L	Multi	NHOPI
1.1 Official/Manager	3	1	33.3%	24.3%		1	33.3%	10.5%		2							0	0			1	
1.2 Supervisor/Inspector/Buyer	16	6	37.5%	28.9%		7	43.8%	8.6%		8	2		0		0		1	5				
2.1 Professional (General)	3	3	100.0%	59.5%		0	0.0%	45.7%	<b>-45.7%</b>								3					
2.3 Professional (Computer/science)	1	0	0.0%	38.2%	<b>-38.2%</b>	0	0.0%	9.0%	<b>-9.0%</b>	1												
05 Clerical	9	7	77.8%	63.5%		2	22.2%	12.2%					1		1		6	1				
06 Skilled Craft	10	0	0.0%	7.7%	<b>-7.7%</b>	3	30.0%	7.5%		7	3											
08 Service/Laborer	78	38	48.7%	43.4%		60	76.9%	32.0%		11	27		1		1		7	30		1		
<b>TOTAL</b>	120	55				73				29	32	0	2	0	2		17	36	0	1	1	0

45.8%				60.8%				24.2%	26.7%	0.0%	1.7%	0.0%	1.7%	0.0%	14.2%	30.0%	0.0%	0.8%	0.8%	0.0%
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Percent males	54.2%	65	count males
Percent females	45.8%	55	count females
Percent white	38.3%	46	count white
Percent minority	60.8%	73	count minorities

\*Availability - Represents goal/guideline for utilization (based on 2025 AAP Section 7 computations).

\*\*Under Utilization % - Represents job groups with underutilization compared to External & Internal Availability.  
Job groups with underrepresentation of ≥5% of Availability are bolded and identified as areas for improvement.

Efforts to improve utilization are in accordance with Michigan Constitution, Art. I, Sec 26, as amended, which prohibits preferential treatment in public employment based on race, sex, color ethnicity or national origin (enacted 12/23/2006).

On April 22, 2014, the US Supreme Court ruled/upheld the Michigan Constitutional prohibition of preferential treatment in college admissions. The Court did not rule on the constitutionality in public employment; therefore the CCTA will continue to comply with the prohibition of preferential treatment in public employment.



## **VIII. Identification of Problem Areas and Action Programs to Attain Goals**

### **41 CFR §60 2.13(d) and 2.13(f)**

#### **Identification of Problem Areas**

The composition of the CCTA's workforce has been reviewed to identify areas of under-representation or "underutilization" of females and minorities. The terms "underutilization" and "problem areas" are used according to OFCCP (Office of Federal Contract Compliance Programs) guidelines. These terms identify areas for review and potential additional efforts, but do not constitute any admission of violation of any law, rule or regulation.

As mentioned in Section VII, "availability" figures represent a calculation of the *external* candidates with qualifying experience and the *internal* qualified or promotable candidates for a job group. "Representation" or "utilization" figures are the *internal* percentage of employees (incumbents) within a job group as of 12/31/2025. As of this reporting, the CCTA overall employee workforce is approximately 55% male and approximately 39.2% white. In this section, "problem areas" are defined as job groups in which 5% or greater underutilization occurs (i.e., 5+% fewer incumbents than the availability percentage).

Availability figures for the job groups are obtained from several sources. In 2021, a US Census EEO Tabulation was published and that data resulted in changes to the CCTA's EEO Plan availability calculations.

Externally developed tests are also used for positions in Operations, such as *Bus Operator or Mechanic*, where entry level trade skills are assessed. In addition, typing and spreadsheet (Excel) skills are tested through software purchased from an external vendor.

One of the major challenges in recruiting females and minorities is competition from the private sector for those same candidates. In the past, public sector benefit and retirement packages helped to balance the gap in competitive compensation; however, that advantage has been diminished as a result of higher healthcare premiums, deductibles, co-pays and reduced retirement benefits.

#### **Action Oriented Programs**

##### **Non-Union Compensation Market Survey and Pay Range Adjustments**

The CCTA employs approximately 30 non-union employees, in job groups from upper management to mid-level professional to administrative support. In 2023, the CCTA engaged a third-party consultant for a compensation market study. Pay adjustments were made for some non-union employees based upon the study results and recommendations. The CCTA continues to evaluate and adjust compensation as to meet market and service demands.

**Internal Review**

The CCTA has an ongoing project of reviewing all job descriptions for up-to-date job functions and eliminating any inappropriate occupational qualifications and other language pertaining to physical or mental job qualifications or specifications that would result in bias in regard to race, color, religion, national origin, sex, age, genetic information, disability, veteran status, or retaliation.

**Community Outreach**

In addition to sending job postings to the list detailed in Section III, the CCTA enables persons to apply for jobs using the Metro website. The website also provides information about the CCTA that is valuable to citizens and prospective employees.

The CCTA continues to actively encourage minority and female, as well as all employees, to refer qualified applicants to apply through appropriate channels.

In 2016, the CCTA has contracted with an internet application vendor (NeoGov), which provides for online application for vacant positions. This has greatly eased the application process for internet users, assists in online tracking of applicants.

**Equal Employment/Background Review Process**

The CCTA values and promotes diversity in its workforce. All candidates are considered for positions based on minimum qualifications required, which are reviewed for accuracy when a position is posted. Disabled persons, especially disabled veterans or veterans of the Vietnam era may disclose their status and are considered for accommodation as requested and reasonable in performing the essential job requirements.

In 2010, Metro removed the request for criminal history on the initial employment application in an effort to provide the broadest opportunity for candidates to be considered. Criminal history is reviewed on final candidates and evaluated by the Human Resources Manager on a case by case basis as relevant to the position.

**Education, Training and Development**

The CCTA provides on-the-job training and instruction regarding the particular duties, methods and equipment necessary to perform job duties to supplement the basic knowledge and skills of employees hired or promoted into a job.

**Promotions, Layoffs and Job Eliminations**

All qualified employees receive consideration for advancement, including promotion, reclassification and transfer. Selection decisions continue to be made on the basis of qualifications and position requirements, without regard to race, color, religion, sex, disability, age or national origin. All employees, regardless of bargaining unit status, are encouraged to apply for posted job opportunities. For positions represented by a bargaining unit, instructions on the bidding procedure are part of each posting.

If workforce reductions or restructuring become necessary, the CCTA will ensure that transfers, demotions and layoffs are made without regard to race, color, religion, national origin, sex, age, genetic information, disability, veteran status, or retaliation, and, in the case of bargaining unit jobs, according to union contract guidelines. In addition, the CCTA will continue to monitor EEO Plan progress as positions are eliminated, combined and/or created in the coming year.

**CENTRAL COUNTY TRANSIT AUTHORITY**  
**Plan of Action to Reduce Underutilization**  
**(≥5% under use in 2025 EEO Job Groups)**

	<b>Under Use as of 12/31/2025</b>		<b>Under Use Goal as of 12/31/2025</b>	<b>Plan of Action</b>
<b>2.1 Professionals</b>				
<i>Minorities</i>	45.7%	↑	33.0%	<p>Underutilization of minorities increased slightly during this reporting period due internal and external pool increases, but no increase in openings. Continued actions to address under-representation of minorities will include:</p> <ul style="list-style-type: none"> <li>• encourage females to promote through implementation of onboarding for minorities (short-term goal, immediate timeframe)</li> <li>• consider/ determine if qualified internal minority candidates exist prior to seeking external candidates (short-term goal, immediate timeframe)</li> <li>• continued review of market based, salary bands to attract and retain employees, including minorities (short-term goal, immediate timeframe)</li> <li>• continued training for hiring managers to increase awareness of goals/underutilization: EEO training, interviewing/hiring, unconscious bias training for interview teams, importance of consistent application of criteria, discrimination/harassment prevention training (short-term goal, immediate timeframe)</li> <li>• review of hiring processes/outcomes with hiring managers to identify issues and seek greater diversity in candidate pools (short-term goal, immediate timeframe)</li> <li>• continue to recruit on diversity websites, specifically those targeted at minority professionals, in addition to traditional recruiting sources. monitor and track recruitment, applicant, and hiring data for minorities and women (short-term goal, immediate timeframe)</li> </ul>
<b>2.3 Professionals (computer/science/engineer)</b>				
<i>Females</i>	38.2%	↑	10.0%	<p>Underutilization of females was increased significantly during this reporting period due to decreased external availability; Continued actions to address under-representation of minorities will include:</p> <ul style="list-style-type: none"> <li>• encourage females to promote through implementation of onboarding for minorities (short-term goal, immediate timeframe)</li> <li>• consider/ determine if qualified internal minority candidates exist prior to seeking external candidates (short-term goal, immediate timeframe)</li> <li>• implementation of market based, salary bands to attract and retain employees, including minorities (short-term goal, immediate timeframe)</li> <li>• continued training for hiring managers to increase awareness of goals/underutilization: EEO training, interviewing/hiring, discrimination/harassment prevention training (short-term goal, immediate timeframe)</li> <li>• review of hiring processes/outcomes with hiring managers to identify issues and seek greater diversity in candidate pools (short-term goal, immediate timeframe)</li> <li>• continue to recruit on diversity websites, in addition to traditional recruiting sources (short-term goal, immediate timeframe)</li> </ul>

**CENTRAL COUNTY TRANSIT AUTHORITY**  
**Plan of Action to Reduce Underutilization**  
**(≥5% under use in 2025 EEO Job Groups)**

	<b>Under Use as of 12/31/2025</b>		<b>Under Use Goal as of 12/31/2025</b>	<b>Plan of Action</b>
<b>2.3 Professionals (computer/science/engineer)</b>				
<i>Minorities</i>	9.0%	≈	5.0%	<p>Underutilization of minorities in the 2.3 job group decreased due to the decrease in external availability. Actions to address minority underutilization will include:</p> <ul style="list-style-type: none"> <li>• implementation of market based, salary bands to attract and retain employees, including minorities (short-term goal, immediate timeframe)</li> <li>• continue to seek candidates from historically black colleges, minority agencies and diversity websites, in addition to traditional recruiting sources (short-term goal, immediate timeframe)</li> <li>• review of hiring processes and outcomes with hiring managers to identify issues and seek greater diversity in candidate pools (short-term goal, immediate timeframe)</li> </ul>
<b>06 Skilled Craft</b>				
<i>Females</i>	7.7%	≈	5.0%	<p>Underutilization of minorities in the 06 job group increased due to the increase in vacant positions. Actions to address minority underutilization will include:</p> <ul style="list-style-type: none"> <li>• encourage females to promote through implementation of onboarding for minorities (short-term goal, immediate timeframe)</li> <li>• consider/ determine if qualified internal minority candidates exist prior to seeking external candidates (short-term goal, immediate timeframe)</li> <li>• continued review of market based, salary bands to attract and retain employees, including minorities (short-term goal, immediate timeframe)</li> <li>• continued training for hiring managers to increase awareness of goals/underutilization: EEO training, interviewing/hiring, unconscious bias training for interview teams, importance of consistent application of criteria, discrimination/harassment prevention training (short-term goal, immediate timeframe)</li> <li>• review of hiring processes/outcomes with hiring managers to identify issues and seek greater diversity in candidate pools (short-term goal, immediate timeframe)</li> <li>• continue to recruit on diversity websites, specifically those targeted at minority professionals, in addition to traditional recruiting sources. monitor and track recruitment, applicant, and hiring data for minorities and women (short-term goal, immediate timeframe)</li> </ul>

## **IX. Monitoring and Reporting Systems**

### **41 CFR §60 2.13(g)**

Human Resources staff retain records of applicant flow, referrals, placements, rejected offers, testing results, training, transfers, promotions, salary changes, terminations and layoffs. This information is reported annually to the Executive Director to ensure that the CCTA's efforts toward increased diversity and non-discrimination are carried out. This annual reporting also provides for review of outcomes to identify any procedures or practices that may need to be addressed.

Supervisors inform managing directors of any problems that arise in their respective areas to ensure appropriate actions can be implemented for improved outcomes. Corrective actions, including adjustments in programs or practices, are designed and implemented as needed.

CCTA is committed to fulfilling its responsibility to comply with all government regulations pertaining to equal employment opportunity. Human resources staff updates hiring managers and upper management of developments and best practices in equal employment recruiting.

New developments in the area of diversity and progress in the EEO Plan objectives are discussed with department directors and the Director of Support Services or designee(s) through periodic communications (reports, meetings and/or training sessions). Relevant information is communicated to employees via departmental meetings, training programs and/or postings.

An employee who has been discriminated against or harassed based on race, color, religion, national origin, sex, age, genetic information, disability, veteran status, or retaliation or any other civil right infraction as protected by state and federal laws may file a complaint with the Human Resources staff (complaint form attached). The employee may also file a complaint with the Michigan Department of Civil Rights or the Equal Employment Opportunity Commission (EEOC).

The EEO Officer monitors and reviews the investigation of internal discrimination and harassment complaints. Complaints are investigated in partnership with a contracted Attorney representative, and are logged and tracked in the Human Resources office.

Complaints filed externally through the Michigan Civil Rights Commission and/or the EEOC are investigated by the EEO Officer, and typically with legal counsel support.

Listed below is a list of subrecipients and/or contractors that meet the threshold to submit an EEO plan for CCTA to review:

- First Student (contractor)



## **Complaint Form Discrimination and/or Harassment**

Fill out this form as completely as possible and return it to Human Resources. Information is confidential on a "need-to-know" basis.

Name \_\_\_\_\_ Employee Number \_\_\_\_\_  
Address \_\_\_\_\_ Mobile Phone Number \_\_\_\_\_  
Department \_\_\_\_\_ Work Phone Number \_\_\_\_\_

This complaint pertains to: Harassment/Discrimination/Retaliation based on \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

Describe the complaint:  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

Briefly list incidents in chronological order that support your complaint. (Attach additional pages if necessary.) Include dates and times of events, if possible.

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

Name(s) of witness(es) \_\_\_\_\_

Have you discussed this matter with any other employee? If so, indicate the person's name and attach any documentation that may be useful.

\_\_\_\_\_

What do you suggest to resolve the problem?

\_\_\_\_\_

This information is presented to the best of my knowledge.

Signature \_\_\_\_\_ Date \_\_\_\_\_