



Transit Authority of River City (TARC)
Equal Employment Opportunity Program 2024
1000 West Broadway, Louisville, KY 40203

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Introduction

The Transit Authority of River City (TARC) was established in 1974 by the Commonwealth of Kentucky as a Mass Transportation Authority per Kentucky Revised Statutes Title IX – Counties, Cities and other Local Units, Chapter 96A, Mass Transit Authorities.

TARC is the largest transit system in the Commonwealth of Kentucky, providing transit service to Louisville-Jefferson County and Southern Indiana (Floyd and Clark Counties). TARC service is supported by a fleet of 227 buses and 102 paratransit vehicles. TARC is dedicated to its role in moving the workforce of today and tomorrow. With 63% of trips taken for work and another 20% for school, TARC is crucial in the region for delivering a qualified workforce to employers and getting students to class. TARC connects real people to real opportunities. To make all of this possible, TARC receives Federal capital and operating assistance in excess of 100 million dollars.

The terminology used within this document can also be found in Executive Order 11246, and its implementing regulations and the FTA Circular 4704.1. The regulations aforementioned have been used as guidance in the development and implementation of the EEO. Therefore, the use of terms such as “underutilization,” “availability,” “problem area”, “goal,” deficiency, affected class, concentration, etc. should not be interpreted as an admission by the Authority in whole, or in part.

The Civil Rights Officer has been tasked with the responsibility of preparing TARC’s 2024 EEO Program. The Civil Rights Officer reports directly to TARC’s Executive Director. The Civil Rights Officer and TARC’s Executive Director will ensure that TARC meets regulatory compliance by developing and implementing this program.

TARC is deeply committed to adhering to the ideas, doctrines, and practices of equal opportunity and affirmative action in all employment area. TARC values, appreciates, and understands the need for cultivating a qualified diverse workforce that aligns with TARC’s strategic goals, business objectives, and the Authority’s mission and values. TARC’s development and implementation of an EEO Program will fulfill the requirements set forth by the FTA as well as develop strategies to leverage diversity by creating an environment where employees and applicants feel supported and that their voices are heard.

To achieve compliance, TARC’s Civil Rights Officer will work in tandem with members of leadership to ensure fair, equitable, and equal employment opportunities included but not limited to the following areas: hiring practices, selection and promotion, training, education, and disciplinary action.

TARC’s leadership staff will contribute to attaining the EEO Program goals set forth within this plan. The EEO Program also outlines the nondiscrimination authorities, which provide regulatory guidance and protections to applicants, employees, contractors, and sub recipients.

The Code of Federal Regulations, Chapter 53 Public Transportation, Title 49 U.S.C. 5332 (b), states that “no person in the United States shall on the grounds of race, color, religion, national origin, sex, or age be excluded from the participation in, be denied the benefits of, or be subjected to discrimination under any project, program, or activity funded in whole or in part through financial assistance under this act.”

Detailed within the EEO Program are provisions that strictly adhere to the Affirmative Action guidelines set forth by the Equal Employment Opportunity Commission (EEOC) 29 C.F.R Part 1608, the Department of Transportation (DOT), and the Federal Transit Administration (FTA).

Nondiscrimination Authorities

Title VI of the Civil Rights Act of 1964 – Prohibits discrimination based on race, color, or national origin in programs and activities receiving federal financial assistance. Title VI applies to all the operations of any government entity that receives federal funds.

Title VII of the Civil Rights Act of 1964 – Prohibits employment discrimination based on race, color, religion, sex, and national origin or retaliation in any term, condition, or privilege of employment.

The Equal Pay Act of 1963 – Prohibits sex-based wage discrimination between men and women in the same establishment who perform jobs that require substantially equal skill, effort, and responsibility under similar working conditions.

The Age Discrimination in Employment Act of 1967 – Prohibits employment discrimination against persons 40 years of age or older.

The Americans with Disabilities Act of 1990, Titles I and V – Prohibits employment discrimination against qualified individuals with disabilities. Since July 26, 1994, Title I has applied to employers with 15 or more employees.

The Civil Rights Act of 1991 – Provides for the recovery of compensatory and punitive damages in cases of intentional violations of Title VII, the Americans with Disabilities Act (ADA), and section 504 of the Rehabilitation Act of 1973.

23 C.F.R. 140 (a)-(d) – Requires assurances from any State funded by the U.S. Department of Transportation that employment in connection with proposed projects will be provided without regard to race, color, creed, national origin, or sex.

43 C.F.R. 166 Uniform Guidelines on Employee Selection of 1978 – Requires agencies to examine employee selection procedures for all jobs to determine if any have adverse impact on the employment of minorities and women.

Family and Medical Leave Act of 1993 – Permits employees to take up to 12 weeks of unpaid leave during any 12-month period for the birth and care of their newborn children or care of adopted or foster children; the care of immediate family members (spouse, child, or parent) with serious health conditions; or for serious health conditions that render employees unable to perform the functions of their jobs.

Pregnancy Discrimination Act of 1978 – Requires employers to treat pregnancy the same way they treat other medical disabilities.

EEO Policy Statement

Transit Authority of River City Equal Employment Opportunity Policy Statement

The Transit Authority of River City (TARC) has a strong commitment to our employees and the community that we serve. TARC is committed to enhancing our community by setting the standard for equitable and equal employment opportunities and reflecting the community it serves.

As an Equal Employment Opportunity (EEO) employer, TARC is committed to the implementation of Local, State, and Federal Civil Rights Laws and provisions that protect the rights of all of our employees, as well as applicants seeking employment with TARC. No person shall be unlawfully excluded from employment opportunities based on race, color, national origin, sex (including gender identity, sexual orientation, and pregnancy), age (over 40), genetic information, disability, veteran status, or any other protected class.

This policy applies to all of TARC's 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), testing, and evaluation.

Upon request, TARC will provide reasonable accommodations to applicants and employees who need them due to a disability or to practice or observe their religion (absent undue burden or hardship).

As TARC's Executive Director, I maintain overall responsibility and accountability for TARC's compliance with its EEO Policy and Program. To ensure day-to-day management, including program preparation, monitoring, and complaint investigation, I have appointed a Civil Rights Officer. The Civil Rights Officer will report directly to me and acts with my authority with all levels of management, labor unions, and employees.

The contact information for the Civil Rights Officer is:

1000 West Broadway
Louisville, KY 40203
(502) 561-5106
civilrights@ridetarc.org

TARC's EEO Policy applies to all contractors and sub-recipients who receive Federal funding. TARC's management and supervisory staff will work to ensure shared responsibility of the TARC EEO policy, and specific tasks will be assigned to make sure conduct is consistent.

All TARC executives, management, and supervisory personnel share in the responsibility for implementing and monitoring the EEO Policy and Program within their respective areas, and will be assigned specific tasks to ensure compliance is achieved. TARC will evaluate the performance of managers and supervisors regarding their successful implementation of TARC's policies and procedures in the same manner TARC assess its performance regarding other agency goals.

TARC is committed to a written nondiscrimination program that outlines the established policies, practices and procedures, along with goals and timetables. The EEO Program will be made available for inspection by any employee or applicant for employment upon request.

I am personally committed to a workplace that treats all applicants and employees equitably under the guidance of our EEO Policy and Program, along with dignity and respect.



Ozzy Gibson
Interim Executive Director

3/28/24

Date

Transit Authority of River City
1000 West Broadway
Louisville, KY 40203

Dissemination Program

In order for the EEO Program to be effective, it must be known and understood by the individuals responsible for its implementation, employees, sub-recipients, vendors, and community at large. TARC has established various methods to ensure that employees and the community are made aware of our obligation to ensure adherence to our EEO policies and procedures.

TARC publicizes and disseminates its EEO Policy Statement and accompanying documents to employees, sub-recipients, applicants, and contractors; both internally and externally. EEO documents and materials are made available in print and digital formats, and are also conspicuously posted on bulletin boards throughout TARC's properties, and on TARC's website.

Internal Dissemination

TARC's EEO policies and procedures are part of the onboarding process for new hires

Conspicuous placement (breakrooms, time clocks, bulletin boards, etc.) of the following EEO materials:

- Official EEO materials, such as Federal, State, and Local labor laws.
- TARC EEO Policy Statement signed by the Executive Director.
- TARC's Policy Statement on Harassment and Retaliation.
- TARC ADA Policy.
- TARC's EEO Policy Statement is included in the employee handbook, reports, and various guidance.
- The Civil Rights Officer provides briefings to TARC leadership and the TARC Board of Directors regarding the implementation status of the EEO program.
- New employees receive training and are informed of TARC's EEO policies during new employee orientation. All employees are required to sign an acknowledgement form stating they have been made aware of TARC's EEO policies.
- Conducting periodic EEO training for employees and leadership staff.
- All new leadership will receive EEO training within first 90 days of their appointment.

As an added measure of successful implementation, each member of TARC leadership is responsible for their department's success in the EEO Program.

External Dissemination

- “Equal Opportunity Employer” statement is included in all advertisements for the recruitment of employees and contractors.
- Informing subcontractors and vendors in writing of the EEO Policy, as well as requiring them to commit to the policy in writing.
- When distributing press releases and/or posting public information and notices TARC will contact all media outlets and contacts which include those serving specific groups, such as women, minorities, and disabled.

Upon request TARC’s EEO Policy and Program will be made available to applicants, current employees, and the general public as they are public documents.

Designation of Personnel Responsibility

Though it is the responsibility of the Civil Rights Officer to lead, develop, and coordinate the implementation of TARC's EEO Program, there are also departments within TARC that will provide collaborative efforts, as well as contribute to TARC's EEO responsibilities.

TARC's Board of Directors is the final decision-making authority for the agency, therefore it is responsible for overseeing the successful implementation of TARC's EEO Program. In overseeing the implementation of the EEO Program the Board of Directors delegates the execution of the EEO Program to the Executive Director.

The Civil Rights Officer is appointed by the Executive Director and their responsibilities include but are not limited to the following:

- 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, and training), complaint policies, reasonable accommodation policies, performance evaluations, grievance procedures, and union agreements.
- Reporting at least semiannually to the Executive Director on each department's 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, 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.

The implementation of the EEO Program is not the sole responsibility of the Civil Rights Officer; the agency aids the Civil Rights Officer with implementing the EEO Program. Agency leadership such as Executive Management, Managers, and Supervisors are responsible for ensuring the successful implementation of the EEO Program. Executive Management, Managers, and Supervisors are required to provide Equal Employment Opportunities and must not discriminate based on a protected class.

EEO responsibilities for Executive Management, Managers, and Supervisors include but are not limited the following:

- Participating actively in periodic audits of all aspects of employment to identify and remove barriers obstructing the achievement of specified goals and objectives.
- Holding regular discussions with other managers, supervisors, employees, and affinity groups to ensure agency policies and procedures are being followed.
- In conjunction with the Civil Rights Officer, maintaining and updating the personnel database for generating reports required for the nondiscrimination program.
- Cooperating with the Civil Rights Officer in review of information and investigation of complaints.
- Encouraging employee participation to support the advancement of the EEO Program (e.g., professional development and career growth opportunities, posting promotional opportunities, shadowing, mentoring).

In an effort to broaden the implementation of the EEO Program TARC plans to enhance its diversity and inclusion strategies by developing employee resource groups or affinity groups.

Utilization Analysis

The purpose of the Utilization Analysis is to determine within the EEO job categories where there are areas of underutilization certain demographic groups with TARC's workforce. The Utilization Analysis will compare TARC's availability to the current labor market using data from U.S. Census American Community Survey. The utilization data will be analyzed in order to set goals and timetables to remedy any areas of underutilization.

The Utilization Analysis consists of a workforce utilization analysis and an availability analysis. The workforce analysis entails the statistical breakdown of TARC's workforce using the EEO-4 categories and cross referenced by gender and race/ethnicity. The availability analysis contains data from the U.S. Census Bureau statistics on the demographics of the available workforce; specifically, in Louisville/Jefferson County, KY Metropolitan Statistical Area (MSA).

The findings from the workforce analysis will be used as baseline to establish goals and timetables.

TARC's workforce utilization analysis uses data from the EEO-4 as of June 30, 2023. Below is an explanation of each of the EEO job categories.

1. **Officials and Administrators:** 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, or provide specialized consultation on a regional, district or area basis. Includes: department heads, bureau chiefs, division chiefs, directors, deputy directors, controllers, wardens, superintendents, sheriffs, police and fire chiefs and inspectors, examiners (bank, hearing, motor vehicle, warehouse), inspectors (construction, building, safety, rent-and- housing, fire, A.B.C. Board, license, dairy, livestock, transportation), assessors, tax appraisers and investigators, coroners, farm managers, and kindred workers.
2. **Professionals:** Occupations which require specialized and theoretical knowledge which is usually acquired through college training or through work experience and other training which provides comparable knowledge. Includes: personnel and labor relations workers, social workers, doctors, psychologists, registered nurses, economists, dietitians, lawyers, systems analysts, accountants, engineers, employment and vocational rehabilitation counselors, teachers or instructors, police and fire captains and lieutenants, librarians, management analysts, airplane pilots and navigators, surveyors and mapping scientists, and kindred workers.
3. **Technicians:** 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. Includes: computer programmers, drafters, survey and mapping technicians, licensed practical nurses,

photographers, radio operators, technical illustrators, highway technicians, technicians (medical, dental, electronic, physical sciences), police and fire sergeants, inspectors (production or processing inspectors, testers and weighers), and kindred workers.

4. **Protective Service Workers:** Occupations in which workers are entrusted with public safety, security and protection from destructive forces. Includes: police patrol officers, firefighters, guards, deputy sheriffs, bailiffs, correctional officers, detectives, marshals, harbor patrol officers, game and fish wardens, park rangers (except maintenance), and kindred workers.
5. **Paraprofessionals:** 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. Such positions may fall within an identified pattern of staff development and promotion under a "New Careers" concept. Included: research assistants, medical aides, child support workers, policy auxiliary welfare service aides, recreation assistants, homemakers aides, home health aides, library assistants and clerks, ambulance drivers and attendants, and kindred workers.
6. **Administrative Support (Including Clerical and Sales):** 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. Includes: bookkeepers, messengers, clerk-typist, stenographers, court transcribers, hearing reporters, statistical clerks, dispatchers, license distributors, payroll clerks, office machine and computer operators, telephone operators, legal assistants, sales workers, cashiers, toll collectors, and kindred workers.
7. **Skilled Craft Workers:** Occupations in which workers perform jobs which require special manual skill and a thorough and comprehensive knowledge of the process involved in the work which is acquired through on-the-job training and experience or through apprenticeship or other formal training programs. Includes: mechanics and repairers, electricians, heavy equipment operators, stationary engineers, skilled machining occupations, carpenters, compositors and typesetters, power plant operators, water and sewage treatment plant operators, and kindred workers.
8. **Service-Maintenance:** Occupations in which workers perform duties which result in or contribute to the comfort, convenience, hygiene or safety of the general public or which contribute to the upkeep and care of buildings, facilities or grounds of public property. Workers in this group may operate machinery. Includes: chauffeurs, laundry and dry cleaning operatives, truck drivers, bus drivers, garage laborers, custodial employees, gardeners and groundkeepers, refuse collectors, construction laborers, park rangers

(maintenance), farm workers (except managers), craft apprentices/trainees/helpers, and kindred workers.

Availability Analysis

The Utilization Analysis identifies job categories where there are areas of underutilization of specific demographic groups within TARC's workforce; this is in comparison to the availability in the relevant job market. The data is also used to establish goals and timetables in order to address any areas of underutilization.

The Utilization Analysis includes a Workforce Analysis and an Availability Analysis. The Workforce Analysis outlines TARC's workforce by the EEO-4 job categories and is cross-referenced by race/ethnicity and gender; whereas, the Availability Analysis uses data from the five year American Community Survey (ACS) for the Louisville/Jefferson County Metropolitan Statistical Area (MSA).

A Utilization Analysis (Appendix A) of TARC's workforce was conducted using the data collected from TARC's 2023 EEO-4 report. The data is a snapshot of the workforce as of June 30, 2023. TARC assigns comparable job titles to the job groups that correspond with the EEO-4 job categories.

From the Utilization Analysis it was discovered that there were several areas of underutilization. In the job category of Officials and Administrators White females are underutilized with rate of 33.3%, whereas White females make up 36% of the workforce in the Louisville/Jefferson County MSA.

The next job category is Professionals in this area the underutilization rate for White females is 27.1% while the Louisville/Jefferson County MSA indicates that White females make up 50% of the Professional workforce.

The Utilization Analysis indicated that White females are underutilized at 11.1% in Technicians job category and they represent 31% of the workforce in the Louisville/Jefferson County MSA.

White females are underutilized by 47.3% in the Protective Service area, the Louisville/Jefferson County MSA indicates that White females make up 47.3% of the workforce.

In the Louisville/Jefferson County MSA White females are 51.5% of the workforce in the Administrative Support job category, White females are 42% of TARC's workforce and according to the Utilization Analysis White females are underutilized.

In the Skilled Craft category TARC's workforce indicates that Hispanic males' underutilization rate is 4%. Hispanic males compromise 6.7% of the Louisville/Jefferson County MSA workforce. Black females are also underutilized in this category as they are not represented TARC's workforce and 1.7% of the Louisville/Jefferson County MSA workforce. White females are also underutilized in this category as they represent 1.5% of TARC's workforce and 7.6% of the Louisville/Jefferson County MSA workforce.

In the Service-Maintenance category there are several areas of underutilization. Hispanic males and females are underutilized: males at 0.5% and females at 0%. In the Louisville/Jefferson County MSA Hispanic males make up 4.2% of the workforce and Hispanic females represent 2.8% of the workforce. Asian males and females also present as underutilized in this job category with none in the workforce. Asian males make up 1.2% and Asian females make up 1.1% of the Louisville/Jefferson County MSA workforce.

Underutilization was also determined in the Service-Maintenance category with White females with an underutilization rate of 4.3% and total workforce representation of 28.8% in the Louisville/Jefferson County MSA.

Goals and Timetables

TARC believes in putting forth a good faith effort to achieve our EEO Program goals. The goals established can be attained through continued monitoring of the current EEO program and the implementation of new EEO practices. As employment opportunities become available, TARC's goal is to have an equitable workforce that reflects the minority and female population of Louisville/Jefferson County Metropolitan Statistical Area (MSA).

To reach parity in the underutilized categories, TARC will continue outreach efforts (job fairs, educational institutions, etc.), as well as implementing targeted outreach efforts to increase the pool of qualified applicants.

TARC's 2020 EEO Program goals were reviewed to measure progress and evaluate the progress. In the 2020 plan, it was noted that females were underutilized in the following job categories: Technicians, Protective Service, and Skilled Craft.

Since the development and implementation of the 2020 plan, TARC has put forth a good faith effort to improve hiring practices and enhance efforts to retain employees. Within the last year, ADP online application software was implemented; the software allows for improved applicant tracking. New partnerships were established with community organizations such as the Americana.

For the upcoming years, TARC will continue to actively improve recruitment methods; however, it should be noted that TARC has a moderately low turnover rate in many of the underutilized areas. As positions become available in underutilization areas, an emphasis on the targeted underutilized areas will become part of the recruitment plan.

Professionals: The underutilization reflects the higher availability percentage of females in the labor market. Efforts will be made to recruit and retain females, as positions become available or are created in this area.

Technicians: Females are underutilized in this job category by 22%. Efforts will be made to recruit and retain females, as positions become available or are created in this area.

Protective Service: Efforts will be made to recruit and retain females, as positions become available or are created in this area.

Administrative Support: There is a 13% underutilization rate for females in this area, detailed within the Utilization and Availability Analysis. Efforts will be made to recruit and retain females, as positions become available or are created in this area.

Skilled Craft: In this area, underutilization rates are at a lower percentage than the rates reflected in the other categories. Hispanics/Latinos are underutilized by a rate of 3.7%, and females are underutilized by 9.9%. Efforts will be made to recruit and retain Hispanics/Latinos and females, as positions become available or are created in this area.

Service-Maintenance: This job category consists of Service Workers, Mechanics, and Operators; this category makes up a large part of TARC's workforce. Hispanics/Latinos are underutilized by 6.5%. Asians are at an underutilization rate of 2.3%. Efforts will be made to recruit and retain Hispanics/Latinos and Asians, as positions become available or are created in this area.

TARC will continue to grow and build relationships with community partners to make the community aware of career opportunities. TARC will reach out to organizations that target the underutilized groups to continue cultivating a diverse workforce.

Assessment of Employment Practices

A detailed evaluation of TARC's employment practice is necessary to identify and remedy any potential problem areas and determine why they exist. The assessment and identification of possible problem areas evaluate the impact of TARC's external factors, such as applicants not being aware of how to apply for open positions or the lack of bilingual materials. In contrast, an internal evaluation of factors will review recruitment practices, testing, hiring practices, training, etc. Additionally, TARC has established and adheres to internal employment practice policies.

Recruitment and Selection

TARC is committed to continuously enhancing its workforce as a means for the workforce to continue to reflect the community. Various recruitment strategies are employed, including but not limited to, the following:

- Establishing and maintaining relationships with local universities, community colleges, and vocational schools.
- Nonprofit organizations with workforce development programs that target minorities, individuals with disabilities, etc.
- Outreach to government agencies that provide workforce development to veterans.

In addition to the abovementioned efforts TARC participates in local job fairs and will continue to outreach efforts to recruit qualified veterans for available positions; it should be noted that this demographic may include minorities, women, and technically inclined potential applicants that can fill positions in the operative, skilled craft, and technician job categories. Some of the traditionally male-dominated fields such as operatives, skilled crafts, and technicians have been a challenge to recruit in the underutilized categories.

Directors will contact the Human Resources department when a position becomes vacant within their department. Upon approval from TARC's Executive Director, the Human Resources department will begin the recruitment process. Available positions are posted on TARC's website, www.ridetarc.org, and for employees, an internal email notification is sent. For employees without access to email, job notices are communicated through TARC News. Open positions are also posted on job search engines.

Additionally, position vacancies are posted on the Transit Talent website and in other transit specific publications.

Applicants can apply for open positions via TARC's website. If a potential applicant expresses interest by walking into the Union Station they are directed to apply using the available computer in the atrium of Union Station or their mobile device.

Once the position closes, applicants can no longer apply to the position, and it is removed from the website. Positions are then reviewed and screened to access which applicants meet the necessary requirements. The top qualified candidates are scheduled for an interview with an employee from Human Resources and the department's appropriate staff member(s). Candidates are given the opportunity to ask any questions they may have at the end of the interview. For positions that are considered Administrative, the qualified candidate is chosen based on their application/resume, interview, and references. For Operative positions or other positions requiring the operation of an agency vehicle, the Department of Motor Vehicles Motor Vehicle Report is requested to obtain a copy of the applicant's driving record.

TARC will extend an offer of conditional employment to the selected candidate. To proceed with the employment offer, the candidate will need to approve and successfully complete a background screening. The background screening includes a pre-employment physical (for candidates in the Operatives and Skilled Craft job categories), drug screen (must be negative), criminal background, and reference checks. If the drug test results come back positive the applicant may reapply after five years.

Promotions

TARC is dedicated to hiring from within and encouraging upward mobility. In order to prepare employees for promotional opportunities employees seeking upward mobility have the option to attend training and educational programs, leadership trainings and conferences, employees can also take part in the tuition reimbursement program. These opportunities are available to all employees; however some opportunities such as trainings and conferences outside of TARC are contingent upon the budget.

All open positions are posted on TARC News and sent to all employees via email; it should be noted that some positions are only open for internal application.

Seniority – Maintenance Department (Union)

There shall be four (4) categories of seniority in the Maintenance Department: company, departmental, technical division and classification. They are defined as follows:

(1) TARC or Company Seniority; The length of service from the original date of employment as a full-time employee with TARC shall be termed company seniority. It shall be used for determining pensions and length of vacations.

(2) Departmental Seniority; The length of service in the Maintenance Department shall be termed departmental seniority. It shall be used for picking vacations, for layoff and recall procedures and as a consideration for possible inclusion in training programs. It shall also be

considered as mentioned in Section 26(a) for job award in the absence of, or equality in, technical division and classification seniority dates.

(3) Technical Division Seniority; The Maintenance Department is divided into two (2) divisions: the technical and the service. The job classifications of the technical division are listed as Group I and II of Exhibit “A”. The job classifications of the service division are listed as Groups III of Exhibit “A”. The date upon which an individual started working in one of the classifications listed in Group I or II, shall be termed the technical division seniority date. Technical division seniority date shall also be considered as mentioned in Section 26(a) for job award in the absence of, or equality in, classification seniority dates.

(4) Classification Seniority; An employee may have two (2) types of classification seniority, ‘A’ and ‘B’. An employee’s ‘A’ classification seniority consists of the cumulative length of service in ‘A’ classified positions, those listed in Group I, Exhibit “A”. An employee’s ‘B’ classification seniority consists of the cumulative length of service in ‘B’ classified positions, those listed in Group II, Exhibit “A”. Classification seniority shall not exceed company, departmental, or technical division seniority. Classification seniority shall be utilized in bidding for any posted job opening or a change in job, and to select another job when a bump occurs. ‘B’ classification seniority does not count in consideration of award of an ‘A’ classification job.

General Seniority Provisions; (1) In the event of a layoff as set out in Section 7(a), an employee in the Maintenance Department shall have the right to exercise his/her departmental seniority to bid for a job in another classification, provided he/she qualifies within sixty (60) days to hold it, subject to the following conditions. An employee in the service division may bid on a job in the technical division only if he/she meets one of the following conditions; employee meets pre-employment minimum qualifications for the technical position, employee has prior classification seniority in an ‘A’ or ‘B’ position, employee has completed TARC’s technical training program, or employee has a certificate of training equivalent to TARC’s technical training program in the judgment of the Director of Maintenance. The Director of Maintenance shall have the right to determine the individual’s qualifications; however, in judging the qualifications the director shall do so reasonably and in keeping with the intent of these provisions.

In the event that an employee in the service division is to be laid off who has greater departmental seniority than one or more technical division employees, an opportunity shall be given, starting with the employee with the most service division seniority, to move into an open job in the technical division. Should no jobs be open in the technical division, the opportunity will be given, starting with the employee with the most service division seniority, to bump the technical division employee with the least departmental seniority, who shall then be laid off. (2) TARC will post departmental seniority lists and revise same semi-annually.

Seniority – Transportation Department (Union)

There shall be four (4) definitions of seniority in the Transportation Department.

(1) TARC or Company Seniority; The length of service from the original date of employment with TARC shall be termed company seniority. It shall be used for determining pensions and length of vacations.

(2) Departmental Seniority; The length of service in the Transportation Department shall be termed Transportation departmental seniority. It shall be used for picking vacations.

(3) Full-time Operator Seniority; An employee’s fulltime operator seniority consists of the cumulative length of service while continuously employed by TARC as a full-time bus operator. It shall not exceed company or departmental seniority. Full-time operator seniority shall be utilized in choosing runs.

(4) Part-time Operator Seniority; an employee’s part-time bus operator seniority consists of the cumulative length of service while continuously employed by TARC as a part-time bus operator. It shall not count toward departmental or company seniority. Part-time operator seniority shall be utilized only for determining layoffs in conjunction with Sec. 22 (j).

Seniority Lists; TARC will post one (1) seniority list of operators. This list will include all operators at that particular division in the order of their seniority. This list shall be revised semi-annually. Seniority after Promotion; Any employee promoted to a position not within the bargaining unit shall retain departmental seniority thus far earned for a period of six (6) months.

All bargaining agreements are reviewed with respect to TARC’s EEO policy. No practice or provision exist which are inconsistent with the EEOC’s guidelines on affirmative action. There are no seniority policies or practices with regard to non-union employees.

Training Programs

TARC-sponsored training programs are open to all employees on the same basis without regard to race, color, sex, sexual orientation, gender identity, age, disability, veteran status, or national origin. Information regarding available training for the Transportation Department is disseminated by the Training Manager to the Directors through written communication. Coach operators who serve as training instructors earn a negotiated training rate in addition to their negotiated rate of pay. Information regarding available training for the Maintenance Department is disseminated by the Maintenance Training Manager to the Directors through written communications.

The TARC coach operator training program consist of several core topics which include; Driving Fundamentals, Drug and Alcohol Awareness, Human Trafficking, EEOC, Opportunity , Harassment, ADA Requirements, Customer Service with Conflict Resolution, and Safety and

Security. Coach Operator training consists of six weeks and an additional 2 weeks of driver subbing for a total of eight weeks of training.

The TARC Maintenance Training Program consists of Property Familiarization, Forklift Certification, Drug and Alcohol, EEOC, Bloodborne Pathogens, Hazard Communication, Security Awareness and Fire Extinguisher Training. These are all done on day 1 of employment by the Maintenance Training Manager. The remainder of week #1 of employment is strictly related to either yard/barn driving operations and/or CDL training to complete a CDL test as quickly as possible. Starting week #2 the employee begins On-The-Job training dependent of the position the employee is taking, such as mechanic, hostler or laborer.

Compensation and Benefits

TARC's compensation and benefits packages are administered without regard to race, color, religion, sex, sexual orientation, gender identity, national origin, age, disability, or veteran status. TARC uses a pay structure to establish appropriate compensation limits for all non-bargaining jobs. The structure is intended to: (1) define the overall competitive pay position for the structure in 30 pay grades. Compensation for bargaining unit positions includes negotiated wage increases determined by the collective bargaining agreement.

TARC's comprehensive benefit package includes health insurance, vision, dental, life insurance, short-term disability, County Employees Retirement System (CERS), and Kentucky Deferred Compensation 401(k), and various other voluntary workplace benefits.

Disciplinary Practices

TARC has established a progressive discipline process that allows for due process with fair and equitable hearings and a grievance process for all employees, an employee's EEO status is not a factor in their status of coverage in the collective bargaining agreement.

Union employees are covered by the collective bargaining agreement and are to follow the disciplinary rules that are outlined in the TARC Discipline Code. The TARC Discipline Code details the procedures and rules of the disciplinary process for Union employees. The disciplinary process is as follows:

- Coaching
- Verbal warning
- Document verbal warning
- Written warning
- Suspension

- Termination

For administrative staff a similar disciplinary procedure is followed. The Union employees have the option to utilize the grievance, mediation and arbitration process which is explained their collective bargaining agreement. TARC administrative employees' rules and procedures are explained in the TARC Employee Handbook.

Layoffs and Recalls

Union employees covered under the collective bargaining agreement have set provisions that explain the layoff and recall. This process is based on seniority which is a list that is created and maintained by TARC and reviewed frequently by the Union. The Executive Director has the authority to layoff non-bargaining employees for legitimate business reasons. As a general rule, part-time employees laid off before full time employees. Layoffs will be conducted in inverse order of the individual hire dates within a job category, then within the department, and then within TARC itself. Efforts will be made, if possible to allow longer term employees to “bump” into positions for which they are qualified.

Impact of Employment Practices on Minorities and Women

The charts in Appendix A detail TARC's data regarding hiring, promotions, and terminations. TARC conducts internal and supports and encourages employees to take advantage of external employees, however this data is detailed in the charts. The data presented in the charts in Appendix A are combination of data captured using Microsoft Excel, ADP software data, and Ellipse software reports.

Hiring

The Human Resources department uses ADP and Ellipse as their human resource information systems. ADP is used for online applicant data tracking and is available to applicants via TARC's website, www.ridetarc.org. The system allows for applicants to choose to self-identify or not, as well allowing for the option to self-disclose information regarding their veteran status and if they require a reasonable accommodation due to a disability.

The analysis conducted determined there were adverse impacts in the following categories:

- Officials and Administrators – Females and Black males.
- Professionals – Females, Black males, Hispanic/Latinx males, and Multi-racial males.
- Administrative Support – Females and Black males.
- Skilled Craft – Females, Black males, Asian males, and Multi-racial males.
- Service – Maintenance – Black males, and Multi-racial males and females.

Promotions

Due to the high retention rate promotional opportunities do not occur often in some of the job categories. The Service – Maintenance and Skilled craft categories typically present more promotional opportunities. In the Officials and Administrators, Administrative Support, Skilled Craft, and Technicians EEO job categories there were not any promotional opportunities. In the following categories the adverse impacts are:

- Professionals – Females and Black males.
- Protective Service – Females.
- Service – Maintenance – Hispanic and Asian males and females.

Terminations

Unless modified by the Collective Bargaining Agreement for Union Members, your employment with TARC is on an “at-will” basis. TARC prefers to use the progressive discipline when applicable. It should be noted that the Service – Maintenance category consists of a majority of TARC’s employees and due to the job market the adverse impact is less likely to occur in this category as opposed to categories such as Officials and Administrators. No adverse impact was determined in any areas

Discipline

As previously mention TARC has a progressive disciplinary process which includes a multiple steps before an employee is terminated. These steps include coaching, verbal warnings, written warnings, suspension, and lastly termination. Administrative and Union employees are made aware of policies and procedures through various methods. New Administrative and Union employees receive policy at the start of employees via the handbook or the collective bargaining agreement.

Individuals with Disabilities and Veterans

TARC will continue to put forth a good faith effort to recruit and retain individuals with disabilities and veterans. There are several opportunities to recruit the targeted population and TARC has taken advantage of these opportunities by developing partnerships and relationships.

TARC's Reasonable Accommodation Policy ensures that applicants are given an equal employment opportunity throughout the entirety of the employment process. The policy also ensures that qualified individuals with a disability are able to perform the essential functions of their position and are able to have equitable benefits and privileges of employment. A reasonable accommodation may not be made if the accommodation presents an undue hardship to the agency.

Monitoring and Reporting

A standing monthly meeting is established with The Civil Rights Officer, Human Resources Director and the Compliance Manager, each month they review compliance and track progress regarding TARC's EEO goals. The purpose of these meetings is to keep abreast of all EEO related matters such as potential changes that may be necessary in order to maintain diversity and equity within the agency. TARC is has purchased software such as ADP that will help the reporting of applicant tracking easier and more cohesive which in turn make it more readily able to review in the event issue arise.

The Civil Rights Officer is tasked with the effective implementation of the EEO Program. The implementation of the EEO Program is not the sole responsibility of the Civil Rights Officer; the agency aids the Civil Rights Officer with implementing the EEO Program. Agency leadership such as Executive Management, Mangers, and Supervisors are responsible for ensuring the successful implementation of the EEO Program. Executive Management, Managers, and Supervisors are required to provide Equal Employment Opportunities and must not discriminate based on a protected class.

EEO responsibilities for Executive Management, Mangers, and Supervisors include but are not limited the following:

- Participating actively in periodic audits of all aspects of employment to identify and remove barriers obstructing the achievement of specified goals and objectives.
- Holding regular discussions with other managers, supervisors, employees, and affinity groups to ensure agency policies and procedures are being followed.
- In conjunction with the Civil Rights Officer, maintaining and updating the personnel database for generating reports required for the nondiscrimination program.
- Cooperating with the Civil Rights Officer in review of information and investigation of complaints.
- Encouraging employee participation to support the advancement of the EEO Program (e.g., professional development and career growth opportunities, posting promotional opportunities, shadowing, mentoring).

The following personnel activities are reviewed to ensure non-discrimination and equal employment opportunity for all individuals without regard to their race, color, national origin, gender, sex, or disability:

- Recruitment, advertising and job application procedures.
- Hiring, promotion, transfers, upgrading, award of tenure, layoff, recall from layoff.

- Rates of pay and any other forms of compensation including fringe benefits.
- Job assignments, job classifications, job descriptions, and seniority lists.
- Sick leave, leaves of absence, or any other leave.
- Training, apprenticeships, attendance at professional meetings and conferences.
- Disciplinary actions, terminations, suspensions, and demotions.
- EEO complaints.
- Any other term, condition or privilege of employment.

The following documents are part of the internal auditing process:

- An applicant report which details the date of the application, position applied for, applicant's name, referral sources, race, sex, veteran status, and disability status.
- A report that summarizes the applicant by identifying total applicants, total minority applicants, and total female applicants for each job category.
- Data report that details hires, promotions, resignations, terminations, and layoffs by job groups, sex, and race/ethnicity.
- Records relating to TARC's compensation structure.
- Maintenance of employee applications.

Built into the audit process are intermittent reports that explain TARC's efforts to achieve the EEO goals detailed in this plan. If problems arise within a department the Manager and/or Supervisor are asked to report the issue to the EEO Officers along with suggestions or recommendation on how to remedy the issue. The Organizational Chart (Appendix C) outlines the chain of command the reporting structure.

Contractor Compliance

All contractors, professional service contractors, suppliers, and vendors conducting business with TARC are required to adhere to the EEO policies of the agency. The following regulations shall be followed by all departments when letting a contract:

- a) Nondiscrimination - In accordance with Title VI of the Civil Rights Act, as amended, 42 USC 2000d, Sec. 303 of the Age Discrimination Act (1975), as amended, 42 USC 6102, Sec. 202 of the Americans with Disabilities Act (1990), 42 USC 12132, and 49 USC 5332, contractor shall not discriminate against any employee or applicant for employment because of race, color, creed, national origin, sex, age or disability. Contractor shall also comply with applicable Federal implementing regulations and other requirements FTA may issue.

- b) Equal Employment Opportunity - The following equal employment opportunity requirements apply to the underlying contract:
- c) Race, Color, Creed, National Origin, Sex - In accordance with Title VII of the Civil Rights Act, as amended, 42 USC 2000e, and 49 USC 5332, contractor shall comply with all applicable equal employment opportunity requirements of USDOL, "Office of Federal Contract Compliance Programs, Equal Employment Opportunity, USDOL," 41 CFR 60 et seq., (implementing Executive Order No. 11246, "Equal Employment Opportunity," as amended by Executive Order No. 11375, "Amending Executive Order 11246 Relating to Equal Employment Opportunity," 42 USC 2000e), and any applicable Federal statutes, executive orders, regulations, and policies that may in the future affect construction activities undertaken in the course of the project. Contractor shall take affirmative action to ensure that applicants are employed, and that employees are treated during employment, without regard to their race, color, creed, national origin, sex or age. Such action shall include, but not be limited to, the following: employment, upgrading, demotion or transfer, recruitment or recruitment advertising, layoff or termination; rates of pay or other forms of compensation; and selection for training, including apprenticeship. In addition, contractor shall comply with any implementing requirements FTA may issue.
- d) Age - In accordance with Sec. 4 of the Age Discrimination in Employment Act (1967), as amended, 29 USC 623 and 49 USC 5332, contractor shall refrain from discrimination against present and prospective employees for reason of age. Contractor shall also comply with any implementing requirements FTA may issue.
- e) Disabilities - In accordance with Sec. 102 of the Americans with Disabilities Act (ADA), as amended, 42 USC 12112, contractor shall comply with the requirements of US Equal Employment Opportunity Commission (EEOC), Regulations to Implement Equal Employment Provisions of the Americans with Disabilities Act, 29 CFR 1630, pertaining to employment of persons with disabilities. Contractor shall also comply with any implementing requirements FTA may issue.
- f) Veterans Preference - As provided by 49 U.S.C. § 5325(k), to the extent practicable, the Authority and its contractor agrees and assures that each of its subcontractors: (1) Will give a hiring preference to veterans, as defined in 5 U.S.C. § 2108, who have the skills and abilities required to perform construction work required under a third party contract in connection with a Capital Project supported with federal assistance appropriated or made available for 49 U.S.C. chapter 53, and (2) Will not require an employer to give a preference to any veteran over any equally qualified applicant who is a member of any racial or ethnic minority, female, an individual with a disability, or a former employee.

Contractor shall include these requirements in each subcontract financed in whole or in part with FTA assistance, modified only if necessary to identify the affected parties.

TARC has been given the status of Designated Recipient by the Governors of Kentucky and Indiana. This designation allows TARC to administer FTA's Section 5310 – Enhanced Mobility of Seniors and Individuals with Disabilities Program. The Section 5310 Enhanced Mobility of Seniors and Individuals with Disabilities Program (Section 5310 Program) provides funds for improving the mobility of the targeted populations (seniors and individuals with disabilities). More specifically, the program is authorized by the Federal Transit Administration (FTA) under

Title 49 U.S.C. Section 5310, which states Section 5310 provides grant funding for recipients to use for capital and operating expenses in the following areas:

- Public transportation projects planned, designed, and carried out to meet the special needs of seniors and individuals with disabilities when public transportation is insufficient, inappropriate, or unavailable.
- Public transportation projects that exceed the requirements of the Americans with Disabilities Act (ADA) of 1990.
- Public transportation projects that improve access to fixed route service and decrease reliance on complementary paratransit.
- Alternatives to public transportation projects that assist seniors and individuals with disabilities with transportation (FTA Circular: Enhanced Mobility of Seniors and Individuals with Disabilities Program Guidance and Application Instructions).

TARC's Sub-recipients are asked to complete a Sub-recipient Monitoring Questionnaire. Based on their responses we ask for other documents, policies and maintenance records. We also select one to three Sub-recipients for onsite visits every year. As a recipient of Federal financial assistance TARC is required to conduct EEO reviews of its sub-recipients in order to effectively and efficiently monitor compliance with the nondiscrimination requirements of the EEO. The purpose of the EEO Sub-recipient Monitoring Program is to promote compliance with Equal Opportunity Employment (Title VII); compliance is monitored through proactive oversight. We do not require sub-recipients with 50 or less transit related employees to submit an EEO Program.

Complaint Procedures

Who May File a Complaint

The Civil Rights Officer, Human Resources Director, and Compliance Manager all have responsibilities of investigating employee and applicant complaints of discrimination including complaints of sexual harassment.

Any person that believes they have been or are being subjected to unlawful harassment or discrimination 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 may file a complaint.

The complainant or their authorized representative must file their complaint in writing and contain the complainant's or their authorized representative's signature.

All applicants and employees have the right to file a complaint alleging discrimination. Retaliation against an individual who engages in a protected activity is strictly prohibited and will not be tolerated. Protected activities include filing a charge or complaint of discrimination as well as participating in a Title VI discrimination proceeding such as an investigation or lawsuit.

These procedures do not deny an individual the right to file a formal complaint with other State, Local, or Federal agencies, or to seek private counsel for complaints alleging discrimination. The complaint procedures are part of an administrative process that does not provide for remedies that include punitive damages or compensation for the complainant.

How to File an EEO Complaint

A TARC employee or applicant alleging discrimination may do so by selecting one of the following options:

Mail: Submit a request in writing to the TARC Civil Rights Officer:

TARC

ATTN: Civil Rights Officer

1000 W. Broadway

Louisville, KY 40203

Please be sure to include the following:

- Your name and contact information (e.g. phone number, email, mailing address, etc.)
- The date of the alleged discrimination.

- A detailed description of how, when, where, the alleged discrimination took place.
- A detailed description of why you feel that you have been discriminated against.
- Names and contact information of any witnesses.
- Any other information that you believe is pertinent to the complaint.

Online:

www.ridetarc.ethicspoint.com

Phone: A request may be made via phone by contacting the Civil Rights Officer at 502-561-5106 or TARC Anonymous Tip Line (TARC’s Ethics and Compliance Hotline at 844-916-1266.

Incomplete Complaints: If a complaint is considered incomplete or during the investigation process additional information is necessary, the Civil Rights Officer will contact the complainant(s) within 15 working days from which the complaint was received in order to request additional information. The complainant(s) will have 30 business days from the date of request to provide the requested information. Failure to provide the requested information within the allocated timeframe may result in administrative closure of the complaint.

Assistance Filing a Complaint: If a complainant(s) requires assistance filing a complaint, they may contact the Civil Rights Officer by calling 502-561-5106 to make an appointment.

Formal Complaint Process

1. An employee or applicant alleging discrimination, harassment, or retaliation can file a formal complaint with the Civil Rights Officer. The complaint must be filed within 180 calendar days of the alleged act of discrimination, harassment, or retaliation. If the employee or applicant’s allegations are deemed as discriminatory, harassment, or retaliation then the allegations will be investigated formally.
2. Upon receipt of the complaint the Civil Rights Officer will contact the complainant(s) in writing within 5 business days of receiving the complaint to acknowledge receipt of the complaint. The acknowledgement will explain if the allegations warrant an investigation.
3. If the complaint is within in the purview of the Civil Rights Officer, they will notify the leadership staff of the affected department of the investigation.
4. The Civil Rights Officer will contact the respondent to inform them of the allegations and allow them the opportunity to respond by submitting documentation, witness names, and other pertinent information.

5. An investigation will be conducted by interviewing the complainant, the respondent, and all witnesses. The investigation will also include reviewing official files and records (e.g. timesheets, personnel files, disciplinary actions, employment application, etc.)¹.
6. The Civil Rights Officer will review statistical data (promotions, demotions, terminations, new hires, compensation, etc.) relevant to the allegations documented in the complaint.
7. Signed statements from all of the individuals interviewed during the course of the investigation will be requested.
8. The investigation process for a formal complaint should not exceed 60 days from the date the Civil Rights Officer receives the completed and signed complaint form or notification of the complaint.
9. The investigation process may be extended by 30 days. In the event an extension is necessary the Civil Rights Officer will notify the complainant in writing.
10. At the completion of the investigation, a letter of finding will be sent to the following:
 - The complainant(s)
 - The respondent
 - The Director of the complainant's department
 - The Director of the respondent's department
 - The Director of Human Resources
 - General Counsel
 - Compliance Manager
 - The Executive Director

Withdrawing a Complaint

1. If a complainant wishes to withdraw a complaint of discrimination, harassment, or retaliation, the complainant(s) must submit a written request explaining the reason(s) for the withdrawal to the Civil Rights Officer.

¹ If an individual has obtained legal counsel they should provide the contact information of their counsel to the Civil Rights Officer, so that all communication and correspondence can be directed to counsel.

2. The Civil Rights Officer must accept the withdrawal request unless it is determined that either of the following has occurred:
 - a. The complainant(s) was coerced and/or harassed to withdraw the complaint
 - b. The nature of the allegation(s) warrant further investigation
3. If the complaint's withdrawal request is accepted the Civil Rights Officer will notify the pertinent individuals in writing of the request and acceptance to withdraw the complaint.
4. If the complaint's withdrawal request is denied the Civil Rights Officer will notify the complainant in writing of the denial to accept the withdrawal request.

Note: All investigative files will be kept for a period of 5 years.

Other Agencies to File a Complaint With

A complainant may also file an EEO complaint with the following agencies:

- **Louisville Metro Human Rights Commission**

745 W. Main Street, Suite 251

Louisville, KY 40202

Phone: 502-574-3631

- **Equal Employment Opportunity Commission (EEOC)**

600 MLK Jr. Place, Ste. 268

Louisville, KY 40202

Phone: 502-582-6082

- **Federal Transit Administration (FTA)**

Federal Transit Administration

Office of Civil Rights

East Building, 5th Floor – TCR

1200 New Jersey Avenue, SE

Washington, DC 20590

Phone: 888-446-4511

Appendices

Appendix A Utilization Analysis



Utilization Analysis by Job Category

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T	U	V	
1	Job Category	Salary Range (\$XX,000-XX,000)	Total Workforce					Male						Female									
2	Use EEO-4		All	WM	MM	WF	MF	W	A/IAN	B	H/L	A	NHOPI	Multi	W	A/IAN	B	H/L	A	NHOPI	Multi		
87	7 - Skilled Craft																						
88	Current Workforce	^Entry	67	57	9	1	0	57	-	6	2	-	-	1	1	-	-	-	-	-	-	-	<--Entry
89	Percent in Category			85.1%	13.4%	1.5%		85.1%	0.0%	9.0%	3.0%	0.0%	0.0%	1.5%	1.5%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	<--Entry
90	Percent of Availability							74.7%	0.2%	6.3%	6.7%	0.4%	0.0%	0.0%	7.6%	0.2%	1.7%	0.7%	0.2%	0.0%	0.0%	<--Entry	
93	Percent Underutilized										4%				6%		2%						
94	Underutilized (Yes/No)								No	No	Yes	No	No	No	Yes	No	Yes	No	No	No	No		
95	Number Needed to Reach Parity										2				4		1						
96	Planned percent increase Year 1																					<--Entry	
97	Planned percent increase Year 2																					<--Entry	
98	Planned percent increase Year 3																					<--Entry	
99	Planned percent increase Year 4																					<--Entry	
100																							
101	8 - Service-Maintenance																						
102	Current Workforce	^Entry	369	47	152	16	154	47	-	148	2	-	-	4	18	-	152	-	-	-	-	2	<--Entry
103	Percent in Category			12.7%	41.2%	4.3%	41.7%	12.7%	0.0%	39.6%	0.5%	0.0%	0.0%	1.1%	4.3%	0.0%	41.2%	0.0%	0.0%	0.0%	0.5%	<--Entry	
104	Percent of Availability							40.0%	0.1%	10.8%	4.2%	1.2%	0.0%	0.0%	28.8%	0.1%	8.7%	2.8%	1.1%	0.0%	0.0%	<--Entry	
107	Percent Underutilized										4%	1%			24%		3%	1%					
108	Underutilized (Yes/No)								No	No	Yes	Yes	No	No	Yes	No	No	Yes	Yes	No	No		
109	Number Needed to Reach Parity										13	4			90		10	4					
110	Planned percent increase Year 1																					<--Entry	
111	Planned percent increase Year 2																					<--Entry	
112	Planned percent increase Year 3																					<--Entry	
113	Planned percent increase Year 4																					<--Entry	
114																							
115	Notes: Table Used from American Community Survey 2018: EEO 6W. STATE AND LOCAL GOVERNMENT JOB GROUPS BY SEX AND RACE/ETHNICITY FOR WORKSITE GEOGRAPHY, TOTAL POPULATION																						
116																							
117																							
118																							

**Four-Fifths Adverse Impact Analysis by Job Category
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
1 - Officials & Administrators																
Number Applied	14	7	6	3	-	-	7	3	1	-	-	-	-	-	-	1
Total Hires	1	-	1	-	-	-	-	-	-	-	-	-	-	-	-	-
Selection Rate	7.1%	0.0%	16.7%	0.0%	N/A	N/A	0.0%	0.0%	0.0%	N/A	N/A	N/A	N/A	N/A	N/A	0.0%
Ratio to Highest Rate	100.0%	NA	100.0%	0.0%	N/A	N/A	0.0%	0.0%	0.0%	N/A	N/A	N/A	N/A	N/A	N/A	0.0%
Potential Adverse Impact (Yes/No)	No	No	No	Yes	N/A	N/A	Yes	Yes	Yes	N/A	N/A	N/A	N/A	N/A	N/A	Yes
2 - Professionals																
Number Applied	53	77	33	46	-	1	13	23	3	4	-	1	-	-	4	2
Total Hires	1	3	1	-	-	-	-	3	-	-	-	-	-	-	-	-
Selection Rate	1.9%	3.9%	3.0%	0.0%	N/A	N/A	0.0%	13.0%	0.0%	0.0%	N/A	N/A	N/A	N/A	0.0%	N/A
Ratio to Highest Rate	48.4%	100.0%	23.2%	0.0%	N/A	N/A	0.0%	100.0%	0.0%	0.0%	N/A	N/A	N/A	N/A	0.0%	N/A
Potential Adverse Impact (Yes/No)	Yes	No	Yes	Yes	N/A	N/A	Yes	No	Yes	Yes	N/A	N/A	N/A	N/A	Yes	N/A
3 - Technicians																
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
4 - Protective Service																
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
5 - Paraprofessional																
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
6 - Administrative Support																
Number Applied	51	212	32	125	-	2	12	77	1	2	1	-	-	-	5	6
Total Hires	-	4	-	2	-	-	-	2	-	-	-	-	-	-	-	-
Selection Rate	0.0%	1.9%	0.0%	1.6%	N/A	N/A	0.0%	2.6%	N/A	N/A	N/A	N/A	N/A	N/A	N/A	0.0%
Ratio to Highest Rate	NA	100.0%	0.0%	61.6%	N/A	N/A	0.0%	100.0%	N/A	N/A	N/A	N/A	N/A	N/A	N/A	0.0%

**Four-Fifths Adverse Impact Analysis by Job Category
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	Yes	Yes	N/A	N/A	Yes	No	N/A	N/A	N/A	N/A	N/A	N/A	N/A	Yes
7 - Skilled Craft																
Number Applied	30	4	11	4	-	-	13	-	1	-	2	-	1	-	2	-
Total Hires	2	-	-	-	-	-	-	-	1	-	1	-	-	-	-	-
Selection Rate	6.7%	0.0%	0.0%	0.0%	N/A	N/A	0.0%	N/A	100.0%	N/A	50.0%	N/A	0.0%	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	100.0%	N/A	50.0%	N/A	0.0%	N/A	0.0%	N/A
Potential Adverse Impact (Yes/No)	No	No	Yes	Yes	N/A	N/A	Yes	N/A	No	N/A	Yes	N/A	Yes	N/A	Yes	N/A
8 - Service-Maintenance																
Number Applied	219	186	47	21	-	-	151	151	7	1	2	-	-	1	12	12
Total Hires	8	15	3	1	-	-	5	14	-	-	-	-	-	-	-	-
Selection Rate	3.7%	8.1%	6.4%	4.8%	N/A	N/A	3.3%	9.3%	N/A	N/A	N/A	N/A	N/A	N/A	0.0%	0.0%
Ratio to Highest Rate	45.3%	100.0%	68.8%	51.4%	N/A	N/A	35.7%	100.0%	N/A	N/A	N/A	N/A	N/A	N/A	0.0%	0.0%
Potential Adverse Impact (Yes/No)	Yes	No	Yes	Yes	N/A	N/A	Yes	No	N/A	N/A	N/A	N/A	N/A	N/A	Yes	Yes

Notes:

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
Persons with Disabilities																
Number Applied	27	27	10	10	-	-	11	16	-	-	-	-	1	-	5	1
Total Hires	1	-	1	-	-	-	-	-	-	-	-	-	-	-	-	-
Selection Rate	3.7%	0.0%	10.0%	0.0%	N/A	N/A	0.0%	0.0%	N/A	N/A	N/A	N/A	N/A	N/A	0.0%	N/A
Veterans																
Number Applied	39	5	11	3	-	-	22	2	2	-	-	-	-	-	4	-
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	N/A	N/A	N/A	0.0%	N/A

**Four-Fifths Adverse Impact Analysis by Job Category
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
1 - Officials & Administrators																
Number Applied	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Total Promotions	4	3	2	-	-	-	2	3	-	-	-	-	-	-	-	-
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
2 - Professionals																
Number Applied	10	14	5	5	-	-	5	8	-	1	-	-	-	-	-	-
Total Promotions	2	3	2	-	-	-	-	3	-	-	-	-	-	-	-	-
Selection Rate	20.0%	21.4%	40.0%	0.0%	N/A	N/A	0.0%	37.5%	N/A	0.0%	N/A	N/A	N/A	N/A	N/A	N/A
Ratio to Highest Rate	93.3%	100.0%	100.0%	0.0%	N/A	N/A	0.0%	93.8%	N/A	0.0%	N/A	N/A	N/A	N/A	N/A	N/A
Potential Adverse Impact (Yes/No)	No	No	No	Yes	N/A	N/A	Yes	No	N/A	Yes	N/A	N/A	N/A	N/A	N/A	N/A
3 - Technicians																
Number Applied	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Total Promotions	-	1	-	1	-	-	-	-	-	-	-	-	-	-	-	-
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
4 - Protective Service																
Number Applied	41	27	24	11	-	-	16	14	-	1	-	-	-	-	1	1
Total Promotions	2	1	-	-	-	-	2	-	-	-	-	-	-	-	-	1
Selection Rate	4.9%	3.7%	0.0%	0.0%	N/A	N/A	12.5%	0.0%	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Ratio to Highest Rate	100.0%	75.9%	0.0%	0.0%	N/A	N/A	100.0%	0.0%	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Potential Adverse Impact (Yes/No)	No	Yes	Yes	Yes	N/A	N/A	No	Yes	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
5 - Paraprofessional																
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
6 - Administrative Support																
Number Applied	-	1	-	-	-	-	-	-	-	-	-	-	-	-	-	1
Total Promotions	-	3	-	-	-	-	-	2	-	-	-	-	-	-	-	1
Selection Rate	N/A	300.0%	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	100.0%
Ratio to Highest Rate	N/A	100.0%	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	100.0%
Potential Adverse Impact (Yes/No)	N/A	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	No
7 - Skilled Craft																
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
8 - Service-Maintenance																
Number Applied	5	4	2	-	-	-	3	4	-	-	-	-	-	-	-	-
Total Promotions	1	1	-	-	-	-	1	1	-	-	-	-	-	-	-	-
Selection Rate	20.0%	25.0%	0.0%	N/A	N/A	N/A	33.3%	25.0%	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Ratio to Highest Rate	80.0%	100.0%	0.0%	N/A	N/A	N/A	100.0%	75.0%	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A

Four-Fifths Adverse Impact Analysis by Job Category 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	Yes	N/A	N/A	N/A	No	Yes	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A

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
Persons with Disabilities																
Number Applied	4	-	2	-	-	-	1	-	-	-	-	-	-	-	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
Veterans																
Number Applied	7	3	3	3	-	-	3	-	-	-	-	-	-	-	1	-
Total Promotions	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Selection Rate	0.0%	0.0%	0.0%	0.0%	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:

**Four-Fifths Adverse Impact Analysis by Job Category
Terminations**

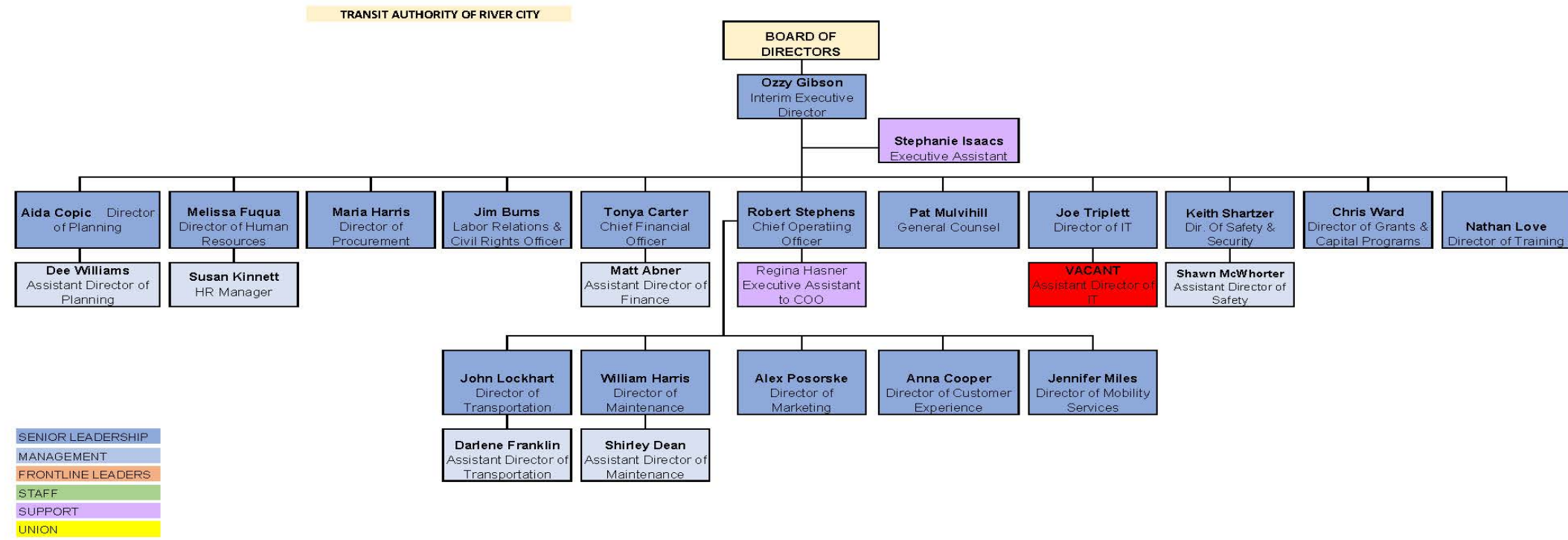
Job Category (Use EEO-4)	Total		W		AI/AN		B		H/L		A		NHOPI		M	
	Male	Female	M	F	M	F	M	F	M	F	M	F	M	F	M	F
1 - Officials & Administrators																
Total Workforce	13	14	8	6			5	8	-	-	-	-	-	-	-	-
Total Involuntary Terminations	1	1	1				-	-	-	1	-	-	-	-	-	-
Involuntary Termination Rate	7.7%	7.1%	12.5%	0.0%	N/A	N/A	0.0%	0.0%	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Ratio to Lowest Rate	92.9%	100.0%	0.0%	100.0%	N/A	N/A	100.0%	100.0%	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	N/A	N/A	N/A	N/A	N/A	N/A	N/A
2 - Professionals																
Total Workforce	22	22	16	11	-	-	6	11	-	-	-	-	-	-	-	-
Total Involuntary Terminations	1	1		1	-	-	1	-	-	-	-	-	-	-	-	-
Involuntary Termination Rate	4.5%	4.5%	0.0%	9.1%	N/A	N/A	16.7%	0.0%	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Ratio to Lowest Rate	100.0%	100.0%	100.0%	0.0%	N/A	N/A	0.0%	100.0%	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	N/A	N/A	N/A	N/A	N/A	N/A	N/A
3 - Technicians																
Total Workforce	4	2	4	2			-	-	-	-	-	-	-	-	-	-
Total Involuntary Terminations	1	-	1				-	-	-	-	-	-	-	-	-	-
Involuntary Termination Rate	25.0%	0.0%	25.0%	0.0%	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 Lowest Rate	0.0%	100.0%	0.0%	100.0%	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)	Yes	No	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
4 - Protective Service																
Total Workforce	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Total Involuntary Terminations	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Involuntary Termination 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 Lowest 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

**Four-Fifths Adverse Impact Analysis by Job Category
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
5 - Paraprofessional																
Total Workforce	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Total Involuntary Terminations	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Involuntary Termination 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 Lowest 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
6 - Administrative Support																
Total Workforce	11	36	5	18	-	-	6	18	-	-	-	-	-	-	-	-
Total Involuntary Terminations	1	2	1	2	-	-	-	-	-	-	-	-	-	-	-	-
Involuntary Termination Rate	9.1%	5.6%	20.0%	11.1%	N/A	N/A	0.0%	0.0%	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Ratio to Lowest Rate	61.1%	100.0%	0.0%	0.0%	N/A	N/A	100.0%	100.0%	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	N/A	N/A	N/A	N/A	N/A	N/A	N/A
7 - Skilled Craft																
Total Workforce	75	1	66	1	-	-	8	-	1	-	-	-	-	-	-	-
Total Involuntary Terminations	1	-	1	-	-	-	-	-	-	-	-	-	-	-	-	-
Involuntary Termination Rate	1.3%	0.0%	1.5%	N/A	N/A	N/A	0.0%	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Ratio to Lowest Rate	0.0%	100.0%	0.0%	N/A	N/A	N/A	100.0%	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	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
8 - Service-Maintenance																
Total Workforce	205	191	67	23	-	-	136	167	1	1	1	-	-	-	-	-
Total Involuntary Terminations	8	14	1	1	-	-	7	13	-	-	-	-	-	-	-	-
Involuntary Termination Rate	3.9%	7.3%	1.5%	4.3%	N/A	N/A	5.1%	7.8%	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Ratio to Lowest Rate	100.0%	53.2%	100.0%	34.3%	N/A	N/A	29.0%	19.2%	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	N/A	N/A	N/A	N/A	N/A	N/A	N/A

Notes:

Appendix B Organizational Chart



Appendix C Sample EEO Departmental Audit

EEO Policy Departmental Audit

Steps to Audit:

1. Survey each department bulletin board(s) for TARC EEO Policy visibility
2. Post laminated copy TARC EEO Policy in departments where necessary
3. Send email to Management Team with notification of updates and reminder not to remove policy when necessary

Department Bulletin Boards

Posted

Issued

Y/N

Y/N

1st Floor Union Station Union Station

1. Human Resources

a. Location(s) Description

2. Finance

a. Location(s) Description

3. Paratransit Department

a. Location(s) Description

Mezzanine Union Station

1. Grants Office

a. Location(s) Description

2. Safety Office

a. Location(s) Description

2nd Floor Union Station

1. Marketing Department

a. Location(s) Description

2. Planning Department

- a. Location(s) Description _____
- 3. Executive Office _____
- a. Location(s) Description _____

3rd Floor Union Station

- 1. Information Technology _____
- a. Location(s) Description _____

Other Building Facilities

- 1. Training Department and Annex _____
- a. Location(s) Description _____
- 2. Maintenance Department & Garage _____
- a. Location(s) Description _____
- 3. 29th Street – Customer Service _____
- a. Location(s) Description _____
- 4. Nia Center _____
- a. Location(s) Description _____
- 5. Transportation Department _____
- a. Location(s) Description _____
- 6. Purchasing Department _____
- a. Location(s) Description _____
- 7. Cashiers Office _____
- a. Location(s) Description _____
- 8. Print Shop _____
- a. Location(s) Description _____

Notes:
