



CONTRA COSTA COMMUNITY COLLEGE DISTRICT
(4CD)
EQUAL EMPLOYMENT OPPORTUNITY PLAN
JULY 1, 2024 – JUNE 30, 2027

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Equal Employment Opportunity Plan

1 INTRODUCTION

The 4CD Equal Employment Opportunity Plan (Plan) reflects 4CD's commitment to equal employment opportunity. It is 4CD's belief that taking active and vigorous steps to ensure equal employment opportunity and creating an inclusive working and academic environment that is welcoming to all, will foster diversity and promote excellence.

Through an educational experience in an inclusive environment, our students will be better prepared to work and live in an increasingly global society. The Plan's immediate focus is equal employment opportunity in its recruitment and hiring policies and practices pursuant to the applicable Title 5 regulations (Section 53000 and following) and the steps 4CD shall take in the event of underrepresentation of monitored groups. The Plan contains an analysis of the demographic makeup of 4CD's workforce population and an analysis of whether underrepresentation of monitored groups exists. The Plan also includes the requirements for a complaint procedure for noncompliance with the Title 5 provisions relating to equal employment opportunity programs; complaint procedures in instances of unlawful discrimination; establishment of an Equal Employment Opportunity (EEO) Advisory Committee; methods to support equal employment opportunity and an environment which is welcoming to all; and procedures for dissemination of the Plan. To properly serve a growing, diverse population, 4CD is committed to hiring and retaining well-qualified classified professionals, faculty and managers who are sensitive to, and knowledgeable of, the needs of the continually changing student body it serves.

4CD enrolls a highly diverse student population. Serving more than 41,364 students a year, in 2021-2022 fiscal year the demographic makeup of the students was 9% Black/African American; 21% Asian/Pacific Islander; 34% Hispanic/Latino; 25% White/Caucasian; and 11% Other.

Historical Annotation: 11/6/90. Revised 5/25/99, 7/6/99, 9/5/00, 3/5/02, 5/6/03, 2/26/14, 10/7/15, 5/25/16, 12/14/22.

2 DEFINITIONS

Reference: Title 5, Section 53001(a)-(l)

- A. **Adverse Impact** means a disproportionate negative impact to a group protected from discrimination pursuant to Government Code section 12940, arising from the effects of an employment practice as determined according to a valid statistical measure (such as those outlined in the Equal Employment Opportunity Commission's "Uniform Guidelines on Employee Selection Procedures").
- B. **Cultural Humility** involves valuing diversity and understanding that cultural competence is a process, rather than an end product, for successful teaching and other interactions with both students and colleagues from a variety of cultures. It requires contextual understanding of the numerous social and institutional dynamics, including how the effects of inequities affect how students have been taught and treated, and translates that understanding to the removal of barriers to student success. Moreover, it is a lifelong commitment to self-evaluation and ongoing learning. "Culture" refers to those things that are shared within a group or society: shared knowledge and beliefs, shared values, shared behavioral expectations, and principles that are widely used or recognized. "Culture," therefore, refers to more than simply race and ethnicity.
- C. **Diversity** means a condition of broad inclusion in an employment environment that offers equality and respect for all persons. It requires both the presence and the respectful treatment of individuals from a wide range of backgrounds. Pursuant to Government Code Section 12940, 4CD welcomes all people, regardless of ethnic group identity, race, color, ancestry, religion, marital status, sex, national origin, gender, gender identity, gender expression, age, sexual orientation, physical or mental disability, medical condition, genetic information, veteran status, parental status, citizenship or because an individual is perceived to have one or more of these characteristics or based on association with a person or group with one or more of these actual or perceived characteristics. 4CD recognizes that diversity in an academic environment promotes academic excellence; fosters cultural, racial and human understanding; provides positive role models for all students; and creates an inclusive and supportive educational and work environment for students, employees and the community.

An individual who values diversity honors a myriad of ways in which people differ, including the psychological, physical, cognitive, and social differences that occur among all individuals, such as race, ethnicity, nationality, socioeconomic status, religion, economic class, education, age, gender, sexual orientation, marital status, mental and physical ability, and learning styles. Diversity is all inclusive and supportive of the proposition that everyone and every group should be valued. It is about understanding these differences and moving beyond simple tolerance to embracing and celebrating the rich dimensions of our differences.

- D. **Equal Employment Opportunity (EEO)** means that all qualified individuals have a full and fair opportunity to compete for hiring and promotion and to enjoy the benefits of employment with a district. Equal employment opportunity should exist at all levels, in all job categories. Equal employment opportunity also involves: (1) identifying and eliminating barriers to employment that

are not job-related, such as reliance on preferred job qualifications that do not reasonably predict job performance; (2) updating job descriptions and/or job announcements to reflect accurately the knowledge, skills and abilities of the position, including a commitment to equity; and (3) creating an environment which fosters cooperation, acceptance, democracy, and free expression of ideas, and is welcoming to all persons free from discrimination related to the categories protected by Government Code Section 12940.

- E. **Equal Employment Opportunity Plan** is a written document that describes a district's EEO program. A district's EEO plan shall include: 1) analysis of the district's workforce; and 2) descriptions of the district's program and strategies, informed by the district's workforce analysis, that it is implementing or will implement, to promote equal employment opportunity.
- F. **Equal Employment Opportunity Programs** refer to the combination of district strategies implemented to promote equal employment opportunity. Such programs should be informed by a district's longitudinal workforce and applicant analyses.
- G. **Ethnic Group Identification** means an individual's identification in one or more of the racial groups reported to the Chancellor pursuant to Title 5, Section 53004. These groups shall be more specifically defined by the Chancellor, consistent with state and federal laws.
- H. **In-house or Promotional Only Hiring** means that only existing 4CD employees are eligible for a position.
- I. **Inclusion** refers to the achievement of a work culture where all individuals feel respected and have a sense of belonging. Different perspectives are respectfully heard. Everyone is invited to participate and achieve their potential. Feeling included is a key aspect of human life. Many of us can recall a sense of exclusion: moments when we felt left out, not welcomed or valued. Inclusion is the reverse: making people feel welcome; ensuring that it is safe for them to express who they choose to be; demonstrating our appreciation for their input; working collaboratively and showing we care.
- J. **Latinx** replaces the term Hispanic in this Plan. This Plan recognizes the state, county and 4CD traditionally use Hispanic as a demographic term. The term Latinx is synonymous with the term Latino and Hispanic.
- K. **LGBTQ+** is an acronym for "lesbian, gay, bisexual, transgender and queer" with a "+" sign to recognize the limitless sexual orientations and gender identities used by members of our community.
- L. **Meaningful Consideration** means that candidates shall be required to demonstrate sensitivity to diversity in ways relevant to the specific position.
- M. **Monitored Group** means those groups identified in Title 5, Section 53004(b) for which monitoring, and reporting is required pursuant to Title 5, Section 53004(a). 4CD data collection shall allow applicants and employees to identify their gender (including a non-binary option), ethnic group identification, American Indians or Alaskan Natives, Asians or Pacific Islanders, African Americans, Latinx, Whites and if applicable, persons with disabilities.

- N. **Non-Binary** is an adjective describing a person who does not identify exclusively as a man or a woman. Non-binary people may identify as being both a man and a woman, somewhere in between, or as falling completely outside these categories. While many also identify as transgender, not all non-binary people do. Non-binary can also be used as an umbrella term encompassing identities such as agender, bigender, genderqueer or gender-fluid.
- O. **Person with a Disability** means any person who: (1) has a physical or mental impairment as defined in Government Code Section 12926 which limits one or more of such person's major life activities; (2) has a record of such an impairment; or (3) is regarded as having such an impairment. A person with a disability is "limited" if the condition makes the achievement of the major life activity difficult.
- P. **Projected Representation** is not defined by Title 5. Instead, projected representation is a local decision based on one or more of the following factors: 1) student demographics at the college or district, 2) community demographics of the district's service area; 3) labor market availability for each employment category or job classification; and/or 4) previous demographics of applicants.
- Q. **Reasonable Accommodation** are the efforts made on the part of 4CD in compliance with Government Code Section 12926.
- R. **Screening or Selection Procedures** mean any measure, combination of measures, or procedure used as a basis for any employment decision. Selection procedures include the full range of assessment techniques, including performance tests, physical, educational, and work experience requirements, interviews, application reviews, reference checks, and similar techniques. Screening and selection procedures shall also include consideration of equivalencies pursuant to Title 5, Section 53430.
- S. **Underrepresented Group** is any monitored group for which the percentage of persons from that group employed by 4CD in a job category is below eighty percent (80%) of the projected representation for that group and job category.

3 POLICY STATEMENTS

Reference: Board Policy 2052, Equal Employment Opportunity; Board Policy 2001, Nondiscrimination Policy; Board Policy 2059, Diversity

4CD is committed to the principles of equal employment opportunity and will implement a comprehensive program to put those principles into practice. It is 4CD's policy to ensure that all qualified applicants for employment and employees have full and equal access to employment opportunity and are not subjected to discrimination in any program or activity of 4CD on the basis of:

- ethnic group identity
- color
- religion
- sex
- gender
- gender expression
- sexual orientation
- medical condition
- veteran status
- citizenship
- race
- ancestry
- marital status
- national origin
- gender identity
- age
- physical or mental disability
- genetic information
- parental status

or because an individual is perceived to have one or more of these characteristics or based on association with a person or group with one or more of these actual or perceived characteristics. This policy recognizes not only a process for equal opportunity in hiring, but also practices and processes that create inclusive, respectful work environments. 4CD will strive to achieve a workforce that is welcoming to everyone, including all genders, persons with disabilities and individuals from all ethnic and other groups to ensure 4CD provides an inclusive educational and employment environment. Such an environment fosters cooperation, acceptance, democracy and free expression of ideas. An Equal Employment Opportunity Plan will be maintained to ensure the implementation of equal employment opportunity principles that conform to federal and state laws and can be found in its entirety on 4CD's website under the Human Resources Department.

Board Policy 2052- Equal Employment Opportunity

"The District supports the intent set forth by the California Legislature to assure that effort is made to build a community in which opportunity is equalized, and community colleges foster a climate of acceptance, with the inclusion of faculty and staff from a wide variety of backgrounds. It agrees that diversity in the academic environment fosters cultural awareness, mutual understanding, harmony and respect, and suitable role models for all students. The Board therefore commits itself to promote the total realization of equal employment through a continuing equal employment opportunity program. The Chief Human Resources Officer shall develop, after discussion with appropriate constituent groups, for review and adoption by the Board, a plan for equal employment opportunity that complies with the Education Code and Title 5 requirements as from time to time modified or clarified by judicial interpretation. All such policies will provide employees and students due process opportunities and protections. Education Code Section 87100 Title 5, Section 53000"

4 DELEGATION OF RESPONSIBILITY, AUTHORITY AND COMPLIANCE

Reference: Title 5, Sections 53003(c)(1) and 53020

It is the goal of 4CD that all employees promote and support equal employment opportunity because equal employment opportunity requires a commitment and a contribution from every segment of 4CD. The general responsibilities for the prompt and effective implementation of this Plan are set forth below.

A. Governing Board

The Governing Board is ultimately responsible for proper implementation of 4CD's Plan at all levels of 4CD and college operations, for ensuring equal employment opportunity, as described in the Plan and for making measurable progress toward equal employment opportunity. The Governing Board is responsible for adopting a Plan that is in compliance with the provisions of the California Code of Regulations. Further, the Governing Board will oversee the Chancellor's responsibilities to ensure that the EEO Plan shall:

- a. be developed in collaboration with the District Equal Employment Advisory Committee;
- b. be reviewed and adopted at a regular meeting of the Governing Board where it is agendized as a separate action item;
- c. cover a period of three years, after which a new or revised plan shall be adopted, and;
- d. be submitted to the State Chancellor's Office at least 90 days prior to its adoption.

Comments received from the State Chancellor's Office on the proposed Plan must be presented to the Governing Board prior to adoption.

B. Chancellor

The Chancellor shall advise the Governing Board concerning statewide policy emanating from the Board of Governors of the California Community Colleges and direct the publication of an annual report on Plan implementation. The Governing Board delegates to the Chancellor the responsibility for ongoing implementation of the Plan and for providing leadership in supporting 4CD's equal employment opportunity policies and procedures. The Chancellor shall evaluate the performance of all administrative staff who report directly to them on their ability to follow and implement the Plan. The Chancellor shall assist in the development and implementation of the Plan.

C. Equal Employment Opportunity Officer

4CD has designated the Associate Vice Chancellor, Chief Human Resources Officer as its Equal Employment Opportunity Officer who is responsible for the day-to-day implementation of the Plan. If the designation of the Equal Employment Opportunity Officer changes before this Plan is next revised, 4CD will notify employees and applicants for employment of the new designee. The Equal Employment Opportunity Officer is responsible for administering, implementing and monitoring the Plan, including oversight of training and recruitment activities, and for assuring compliance with the requirements of Title 5, Section 53000 and following. The Equal Employment Opportunity Officer is also responsible for receiving complaints described in Section 7 of this Plan and for ensuring that applicant pools and selection procedures are properly monitored.

D. Equal Employment Opportunity Advisory Committee

The colleges and the District Office will establish an Equal Employment Opportunity Advisory Committee to act as an advisory body to the Equal Employment Opportunity Officer and 4CD as a whole to promote understanding and support of equal employment opportunity policies and procedures. The Equal Employment Opportunity Advisory Committee shall assist in the implementation of the Plan, in conformance with state and federal regulations and guidelines, monitor equal employment opportunity progress, and provide suggestions for Plan revisions, as appropriate.

E. Agents of 4CD

Any organization or individual, whether or not an employee of 4CD, who acts on behalf of the Governing Board with regard to the recruitment and screening of personnel, is an agent of 4CD and subject to all the requirements of this Plan.

F. Good Faith Effort

4CD shall make a continuous good faith effort to comply with all the requirements of its Plan.

ACCOUNTABILITY AND CORRECTIVE ACTION

Reference: Title 5, Section 53024.2

4CD shall certify annually to the State Chancellor it has timely complied with all the following:

- a. recorded, reviewed and reported the data required regarding qualified applicant pools;
- b. reviewed and updated, as needed, the strategies component of 4CD's EEO Plan; and
- c. investigated and appropriately responded to formal harassment or discrimination complaints filed pursuant to Subchapter 5 (commencing with Section 59300) of Chapter 10, Division 6, Title 5 of the California Code of Regulations.

Upon review of 4CD's certification, data reports, or any complaint filed under this subchapter, the State Chancellor may review 4CD's EEO Plan and strategies component pursuant to Title 5, Section 53024.1 for the required indices of institutionalized and ongoing efforts to support diversity and/or compliance with Title 5, Section 53006.

The EEO Plan will be developed in collaboration with the DEEOAC and cover a three-year period. A draft document will be submitted to the State Chancellor's Office at least 90 days prior to adoption. The EEO Plan must be reviewed, adopted and agendaized as a separate action item at a regular governing board meeting. Any comments received from the State Chancellor's Office must be presented to the governing board prior to adoption.

Upon review of the revised EEO Plan, the State Chancellor will either:

- a. determine the revisions are sufficient, and provide a deadline by which 4CD must provide proof that the new measures have been implemented; or

- b. if the State Chancellor finds that the revised Plan is still lacking, they will direct 4CD to implement specific measures from those listed in Title 5, Section 53024.1, and provide a timeline for doing so.

5 EEO ADVISORY COMMITTEE

Reference: Title 5, Section 53005

4CD has established a Districtwide Equal Employment Opportunity Advisory Committee (DEEOAC) to assist in developing, implementing, and revising 4CD's Plan. The DEEOAC may also assist in promoting an understanding and support of equal employment opportunity and nondiscrimination policies and procedures. The DEEOAC may sponsor events, training, or other activities that promote equal employment opportunity, nondiscrimination, retention and diversity. The Equal Employment Opportunity Officer, or designee, shall train the DEEOAC and members of the Governing Board on:

- the requirements of Title 5, Section 53000 and following of state and federal nondiscrimination laws;
- identification and elimination of bias in hiring;
- the educational benefits of workforce diversity; and
- the role of the Advisory Committee in drafting and implementing an EEO Plan.

The DEEOAC shall be composed of a diverse membership (Title 5, Section 53005). A substantial good faith effort to maintain a diverse membership is expected. If 4CD has been unable to meet this requirement, it will document that efforts were made to recruit DEEOAC members who are members of monitored groups. To ensure that DEEOAC is a well-functioning team, committee members should attend all meetings.

Purpose

It is the purpose of the DEEOAC, in conjunction with the college Equal Employment Opportunity Committees, to advise, assist, and make recommendations to and through the Associate Vice Chancellor, Chief Human Resources Officer to the Chancellor's Cabinet for the development and implementation of a 4CD equal employment opportunity program. The DEEOAC shall understand and promote a 4CD commitment to diversity, inclusion and equal employment opportunities.

A. Committee Structure

The structure of this committee shall represent individuals interested and committed to diversity, and shall include a diverse membership whenever possible. The DEEOAC will include the following:

- four members from the college's Equal Employment Opportunity Advisory Committee (which includes the college's EEO Officer); and
- two community members appointed by the Governing Board; and in order to further ensure diverse membership, the DEEOAC is an open committee, seeking broad participation. Additional members may be appointed as follows:
 - one member designated by Faculty Senate Coordinating Council;
 - one member designated by Classified Senate Coordinating Council;
 - one member designated by Management Council;
 - one member designated by Local 1;
 - one member designated by United Faculty;
 - one member designated by Student Trustee Advisory Council; and

- the DEEOAC will solicit applications in order to select up to six employees (maximum of two from each college) to serve as ad hoc members for the DEEOAC.

The Associate Vice Chancellor, Chief Human Resources Officer and other 4CD staff will participate as appropriate and shall report directly to the Chancellor or designee.

Appointments to the DEEOAC shall last two years. To provide continuity, the DEEOAC membership may be renewed.

B. Operational Procedures

The DEEOAC shall have two co-chairs to be elected from among the DEEOAC members. The term shall be for two years.

The Associate Vice Chancellor, Chief Human Resources Officer shall serve as the 4CD Equal Employment Opportunity Officer and shall ensure the provision of administrative support for the DEEOAC.

The DEEOAC shall meet a minimum of four times per academic year with additional meetings scheduled as needed. All members may suggest agenda items; agendas, minutes and other materials will be distributed one week in advance for regularly scheduled meetings.

Amendments to DEEOAC procedures and objectives shall be by majority of those members present at the meeting.

For any other DEEOAC decisions, at least one member from two of the three colleges must be present at the meeting.

It is imperative that members regularly attend DEEOAC meetings to provide continuity and advance our agenda. No member should be absent from committee meetings more than two occasions during the year. Members should contact the committee chair if they experience more than two absences to discuss their future availability to fully participate or the need to request a replacement from the constituency leadership representative due to unavailability.

The DEEOAC may hold an annual retreat for the purpose of ongoing strategic planning, which involves setting long-term goals and methods for achievement and evaluating the progress of the previous year's projects, and to review the Plan for the next academic year. Other retreats may be scheduled as needed.

In accordance with Title 5, Section 53005, the DEEOAC shall receive training in all of the following areas:

- requirements of Title 5 and state and federal nondiscrimination laws;
- identification and elimination of bias in hiring;
- the educational benefits of workforce diversity; and
- the role of the advisory committee in carrying out 4CD's EEO Plan.

The DEEOAC shall evaluate all efforts to promote equal opportunity for underrepresented groups in the recruitment, hiring, retention, and promotion of all 4CD personnel.

Subcommittees shall be formed as needed and shall be the mechanism through which much of the work of the DEEOAC is completed.

6 COMPLAINTS

Reference: Title 5, Sections 53026, 53000 and following

A. Complaints Alleging Violation of the Equal Employment Opportunity Regulations (Title 5, Section 53026)

4CD has established the following process permitting any person to file a complaint alleging that the requirements of the equal employment opportunity regulations have been violated. Any person who believes the equal employment opportunity regulations have been violated may file a complaint describing in detail the alleged violation:

Complaints involving current hiring processes must be filed as soon as possible after the occurrence of an alleged violation and not later than one hundred and eighty (180) days after such occurrence unless the complainant can verify a compelling reason for 4CD to waive the one hundred and eighty (180) day limitation. Complaints alleging violations of the Plan that do not involve current hiring processes must be filed as soon as possible after the occurrence of an alleged violation and not later than one hundred and eighty (180) days after such occurrence unless the violation is ongoing.

A complainant may not appeal 4CD's determination pursuant to Title 5, Section 53026 to the State Chancellor's Office, but under some circumstances, violations of the equal employment opportunity regulations in Title 5 may constitute a violation of a minimum condition for receipt of state aid. In such a case, a complaint can be filed with the State Chancellor's Office, but the complainant will be required to demonstrate that they made previous reasonable, but unsuccessful efforts to resolve the alleged violation at the college and/or 4CD level using the process provided by Title 5, Section 53026. (See California Community Colleges Chancellor's Office Guidelines for Minimum Conditions Complaints at: https://www.cccco.edu/-/media/CCCCO-Website/About-Us/Divisions/Office-of-the-General-Counsel/Guidelines-and-Forms/x_Min_Cond_Complaints_pdf.pdf)

4CD may return without action any complaints that are inadequate because they do not state a clear violation of the EEO regulations. All returned complaints must include a 4CD statement of the reason for returning the complaint without action.

The complaint shall be filed with the Equal Employment Opportunity Officer. If the complaint involves the Equal Employment Opportunity Officer, the complaint may be filed with the Chancellor. To the extent practicable, a written determination on all accepted written complaints will be issued to the complainant within ninety (90) days of the filing of the complaint. The Equal Employment Opportunity Officer will forward copies of all written complaints to the State Chancellor's Office upon receipt.

In the event that a complaint filed under Title 5, Section 53026 alleges unlawful discrimination, it will be processed according to the requirements of Title 5, Section 59300 and following.

B. Complaints Alleging Unlawful Discrimination or Harassment (Title 5, Section 59300 and following)

4CD has adopted procedures for complaints alleging unlawful discrimination or harassment. The Associate Vice Chancellor, Chief Human Resources Officer is responsible for receiving such complaints and for coordinating their investigation. Campus complaint officers may be assigned investigation responsibilities. 4CD's discrimination and sexual harassment complaint and investigation procedures are contained in Human Resources Procedure 1040.07, Unlawful Discrimination and Harassment.

Click here to obtain the Unlawful Discrimination Complaint Form:

<https://www.4cd.edu/hr/docs/Unlawful%20Discrimination%20Complaint%20Form.pdf>

7 NOTIFICATION TO 4CD EMPLOYEES

Reference: Title 5, Section 53003(c)(3)

The commitment of the Governing Board and the Chancellor to equal employment opportunity is emphasized through the broad dissemination of its Equal Employment Opportunity Policy Statement and the Plan. The policy statement will be printed in the college catalog and class schedules. The Plan and subsequent revisions will be distributed to the Governing Board, all managers and supervisors, academic and classified senate presidents and vice presidents, and Management Council, United Faculty, and Local 1 presidents and vice presidents.

The Plan will be made available to all employees on 4CD's website, under the Human Resources Office.

All employees will be notified when the Plan becomes available and of any subsequent revisions to the Plan via 4CD e-mail distribution.

8 TRAINING FOR SCREENING /SELECTION COMMITTEES

Reference: Title 5, Section 53003(c)(4)

Any organization or individual, whether or not an employee of 4CD, who is involved in the recruitment and screening/selection of personnel shall receive appropriate training on the requirements of the Title 5 regulations on equal employment opportunity (Title 5, Section 53000 and following):

- federal and state nondiscrimination laws;
- educational benefits of workforce diversity;
- elimination of bias in hiring; and
- best practices for serving on selection committee.

Training sessions should meet the requirements of 4CD's Plan, including principles of diversity and cultural humility; recognizing and mitigating bias, professional engagement, civility, and human kindness during the entire selection process.

Persons serving in the above capacities will be required to receive training within 24 months prior to service. This training is mandatory; individuals who have not received this training will not be allowed to serve on screening/selection committees. 4CD will provide a written refresher summary of the training at the beginning of each recruitment, since some Selection Committee members may not have taken part in training for close to two years prior to joining the committee.

Screening and Selection Committees shall include a diverse membership whenever possible, to ensure a variety of perspectives are included in the assessment of applicants. Title 5 Education Code Section 53024(e)

The 4CD Human Resources Office is responsible for developing and implementing the required training. Any individual, whether or not an employee of 4CD, acting on behalf of 4CD, with regard to recruitment and screening of employees, is subject to the equal employment opportunity requirements of Title 5 and 4CD's Plan.

9 ANNUAL WRITTEN NOTICE TO COMMUNITY ORGANIZATIONS

Reference: Title 5, Section 53003(c)(5)

The Associate Vice Chancellor, Chief Human Resources Officer will provide annual written notice to appropriate community-based and professional organizations concerning the Plan. The notice will inform these organizations that they may obtain a copy of the Plan and shall solicit their assistance in identifying diverse qualified candidates. The notice will include a summary of the Plan. The notice will also include the website where 4CD advertises its job openings and the names, departments, and phone numbers of individuals to call to obtain employment information. 4CD will actively seek to reach those institutions, organizations, and agencies that may be recruitment sources. A list of organizations is provided in the Appendix section. This list may be revised from time to time as necessary.

10 ANALYSIS OF 4CD WORKFORCE AND APPLICANT POOL

Reference: Title 5, Section 53003(c)(6)

The 4CD Human Resources Office will annually analyze 4CD's workforce composition and monitor applicants for employment on an ongoing basis to evaluate 4CD's progress in implementing the Plan, to provide data needed for the reports required by this Plan and to determine whether any monitored group is underrepresented. Monitored groups are men, women, American Indians or Alaskan Natives, Asians or Pacific Islanders, African Americans, Latinx, Whites, and persons with disabilities.

For purposes of the data collection and report, each applicant or employee will be afforded the opportunity to voluntarily identify gender identity (including a non-binary option), ethnic group and, if applicable, disability. This information will be kept confidential and will be separated from the applications that are forwarded to the screening/selection committee and hiring administrator(s). This analysis will be done for each site in 4CD. 4CD will annually report to the Chancellor and the Governing Board the results of its annual analysis of employees and forward required data to the State Chancellor's Office.

At least every three years, the Plan will be reviewed and, if necessary, revised, based on an analysis of the ethnic group identification, self-identified gender, and disability composition of existing staff and of those who have applied for employment in each of the following identified job categories:

- executive/administrative/managerial;
- faculty and other instructional staff;
- professional non-faculty;
- secretarial/clerical;
- technical and paraprofessional;
- skilled crafts; and
- service and maintenance.

A Process for Gathering Information and Periodic Longitudinal Analysis of 4CD's Employees and Applicants

Adverse Impact Analysis

4CD will establish a process for gathering information about the existing workforce and applicant pools. 4CD's Human Resources Department will meet with assigned recruitment administrative staff to ensure that pertinent data is properly collected and recorded accurately for reporting job applicant and employee EEO information. Future reports will include data that compares initial applicant pools, qualified applicant pools, applicants recommended for interview, and applicants hired by race and gender identification.

Data collection should be done in real time as applicants proceed through the selection process. Delays in recording information increase the likelihood of inaccurate, inconsistent, and missing data that will limit our ability to draw meaningful conclusions.

By collecting comprehensive data, 4CD will possess the necessary information to study trends, patterns, and adverse impacts. This data will also give us the ability to monitor, identify and eliminate potentially discriminatory and inconsistent hiring practices.

Adverse Impact exists when a selection rate for any monitored group is less than four-fifths or 80 percent of the selection rate for a group with the highest rate. This phenomenon can arise when there is a substantial difference in employment decisions. However, differences in selection rate may not always constitute valid adverse impact when the groups are based on small numbers or not statistically significant. Additionally, when a district finds a group is adversely impacted, it should take time to assess the hiring process and practices to determine if a non-job-related factor or extenuating circumstance is at work.

Periodic Longitudinal Data Analysis

Data is an essential tool for evaluating the success of our equal opportunity programs. Therefore, the State Chancellor's Office has required that college districts conduct expanded longitudinal data analysis to gain greater insight on hiring practices and processes. From 2016-2023, 4CD annually reported longitudinal data and presented an annual analysis to the Governing Board. Although we have reported demographic workforce data to the State Chancellor's Office for several years, we understand that we can conduct more advanced analyses to continually improve our EEO and DEIA endeavors.

Examining historical data has allowed 4CD to compare employees and applicants by race and gender categories over an extended period. Tracking our employment experience over many years, 4CD clearly observes California's population shifts, watch 4CD's workforce demographic changes, and witness the impact of inclusive hiring practices on 4CD selection decisions.

4CD's ultimate objective is to track applicants that have applied for classified professional, supervisory, managerial and faculty positions over time. Our plan is to utilize longitudinal data analysis to compare success rates at each phase of selection to include hiring rates.

Projected Representation

Projected representation is a local institutional estimate made by each individual college district in our California state system.

In the context of an EEO Plan, our analysis will be regularly reviewed and expanded to use additional data sources relevant to how we define workforce diversity. Comparing our workforce demographics to our student population, our local communities, and availability estimates in defined recruiting areas will provide a robust definition of "diversity" and allow us to compare our current workforce demographics to our desired level of diversity aspirations.

We are working towards creating a composite measure that both integrates and weighs multiple sources. The State Chancellor's Office has recommended that college districts employ a new multiple-source format to evaluate worker availability. Other source recommendations include the United States Census, recent college graduate statistics, local labor force participation rates, data state numbers, previous applicant demographics, and a variety of local availability data to discuss underrepresentation analysis.

Utilization Data Analysis

A utilization analysis, also referred to as a workforce utilization review, is an analysis of a workforce's demographics. It is the actual number and percentage of men, women, and ethnic groups employed by an organization, in each job category. A utilization analysis compares the demographics of the current workforce with the external availability sources identified by a college to define diversity within the local context. Utilization analyses must be conducted for each new three-year EEO Plan. As a best practice, utilization analyses should be updated annually to measure changes in workforce representation by race, ethnicity, and gender identity and evaluate the effectiveness of EEO Plan strategic objectives and actions.

External availability sources may include one or more of the following:

- local, state, and/or national workforce estimates;
- student population demographics;
- local community demographics; and
- college

Success Rates

4CD believes one of its most critical measures in talent management is evaluating our rate of advancing more diverse staff and faculty job applicants in the selection process. We are outreaching to greater numbers of diverse job applicants, inviting them into our selection processes and welcoming them into our organization. As a result, we experienced an increased hire rate of minoritized groups over the last few academic years.

In the future, our longitudinal phase analysis will compare the success rate of each race, ethnicity, and gender group at each phase of the selection process to determine whether any group experiences substantially different outcomes.

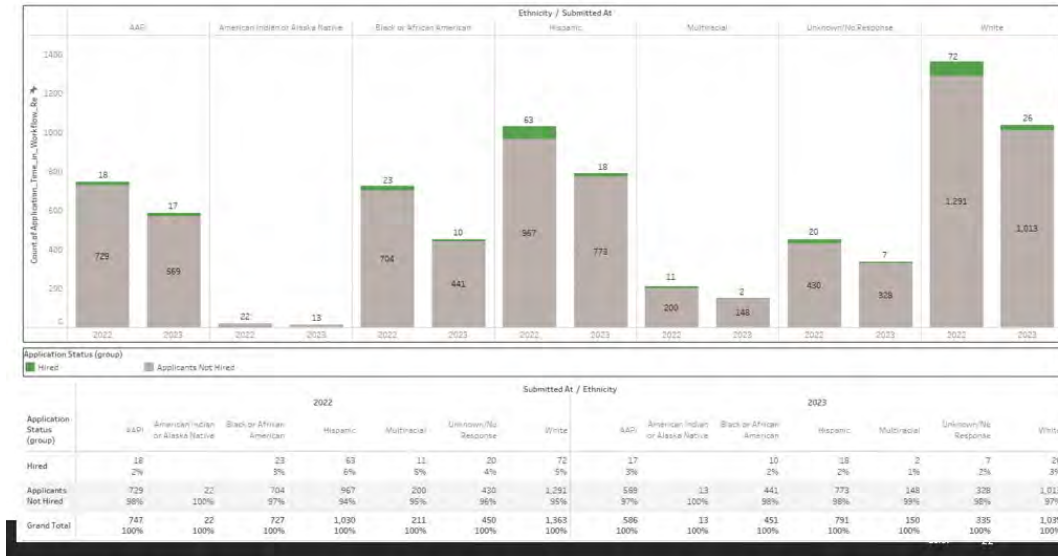
11 A PROCESS FOR UTILIZING DATA TO DETERMINE WHETHER MONITORED GROUPS ARE UNDERREPRESENTED WITHIN DISTRICT JOB CATEGORIES

Reference: Title 5, Section 53003(c)(6)

Extensive workforce analysis was undertaken to review applicant and employee data over the past several years to understand our workforce demographic picture.

To access current and previous 4CD Workforce Diversity reports, please click on the following link:
<https://www.4cd.edu/hr/diversity-reports/index.html>

Applications to Hire Ratios
2022 & 2023*



Applicant Race/Ethnicity Diversity

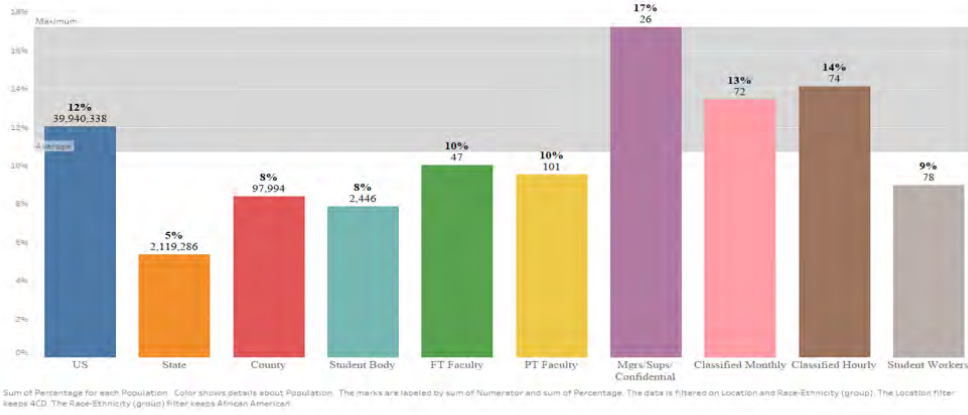
For two academic years (from July 1, 2021- June 30, 2023), Whites accounted for the largest share of applicants, followed by Latinx, Asian/Pacific Islanders, African Americans, Unknown/Undeclared, Multiracial and American Indians/Alaskan Natives. The order of predominance mirrors the racial/ethnic composition of the workforce. As such, the applicant pool reflects the underrepresentation of American Indians/Alaskan Natives and multiracial groups and a relatively high proportion of Whites. Multi-race individuals are also underrepresented amongst adjunct faculty, managers and classified hourly employees, if compared to the student body. There is a significant number of applicants who have self-identified as Unknown or Undeclared, which makes it more difficult to analyze the data precisely. In the future, Human Resources staff will work with our Research Department to develop a strategy which addresses this issue.

Latinx people are also underrepresented among administrators, adjunct faculty, and classified professionals, depending on the comparator data. 4CD will continue working to improve its process for comparing our workforce demographics to our student population, our local communities, and availability estimates in defined recruiting areas to provide a more robust definition of “diversity” and allow us to compare our current workforce demographics to our desired level of diversity aspirations.

We plan to create a composite measure that both integrates and weighs multiple sources. The State Chancellor’s Office has recommended that college districts employ a new multiple-source format to evaluate worker availability. Other source recommendations include the United States Census, recent college graduate statistics, state numbers, previous applicant demographics, and a variety of local availability data to discuss underrepresentation analysis. 4CD has added a strategy in component 13 to advance our workforce demographic comparisons, data collection, and analysis.

4CD POPULATION COMPARISON

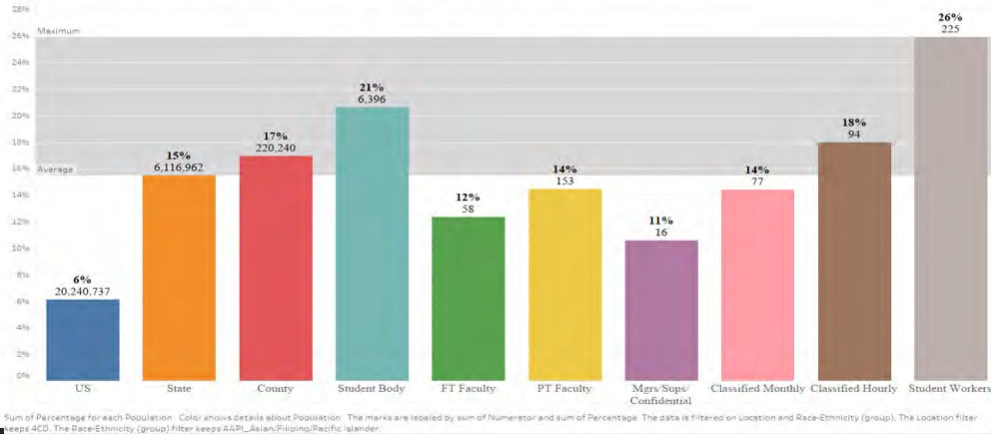
2022-2023 4CD Population Comparison - African American



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4CD POPULATION COMPARISON

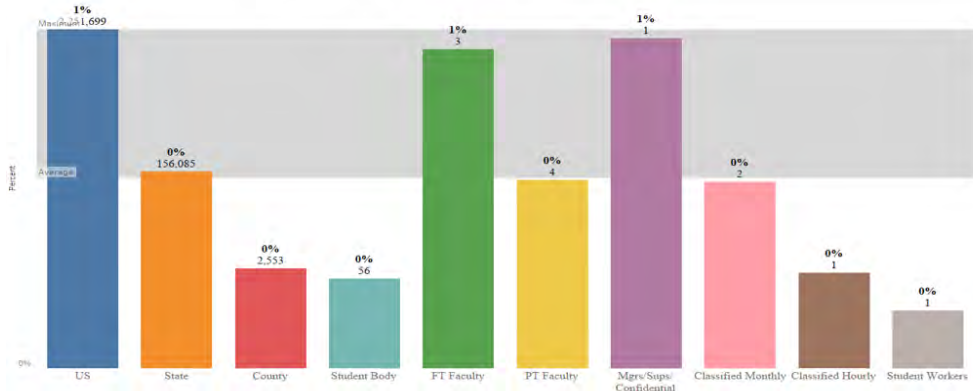
2022-2023 4CD Population Comparison - AAPI_Asian/Filipino/Pacific Islander



27

4CD POPULATION COMPARISON

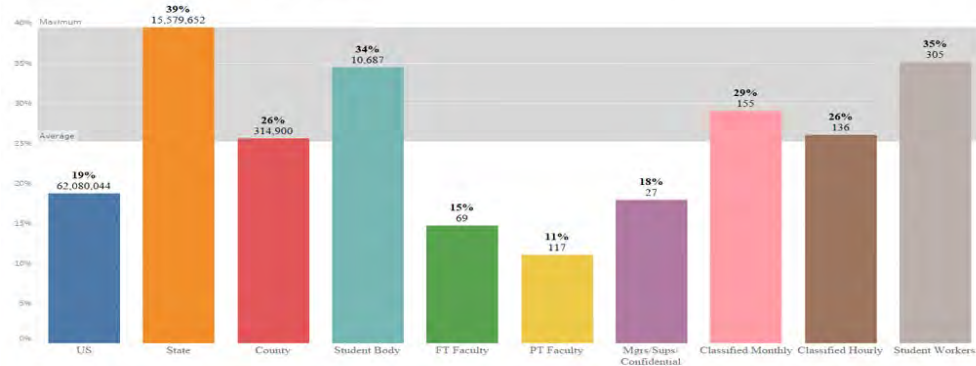
2022-2023 4CD Population Comparison - **American Indian**



Sum of Percentage for each Population. Color shows details about Population. The marks are labeled by sum of Numerator and sum of Percentage. The data is filtered on Location and Race-Ethnicity (group). The Location filter keeps 4CD. The Race-Ethnicity (group) filter keeps American Indian.

4CD POPULATION COMPARISON

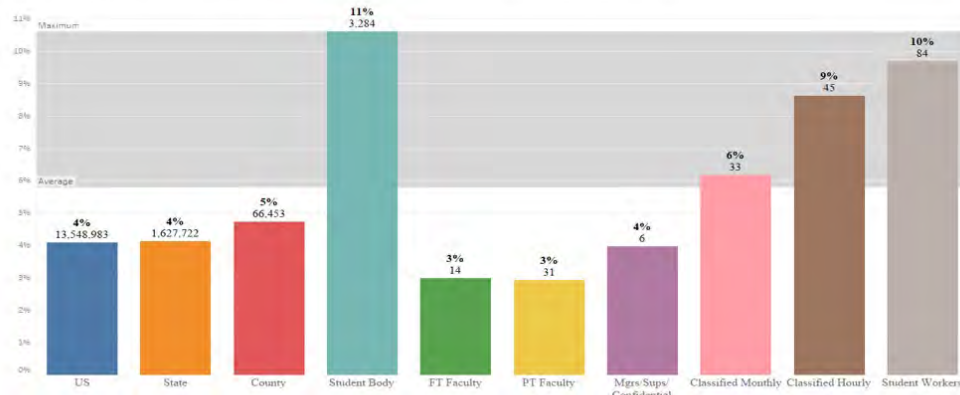
2022-2023 4CD Population Comparison - **Hispanic**



Sum of Percentage for each Population. Color shows details about Population. The marks are labeled by sum of Numerator and sum of Percentage. The data is filtered on Location and Race-Ethnicity (group). The Location filter keeps 4CD. The Race-Ethnicity (group) filter keeps Hispanic.

4CD POPULATION COMPARISON

2022-2023 4CD Population Comparison - Multi-Race

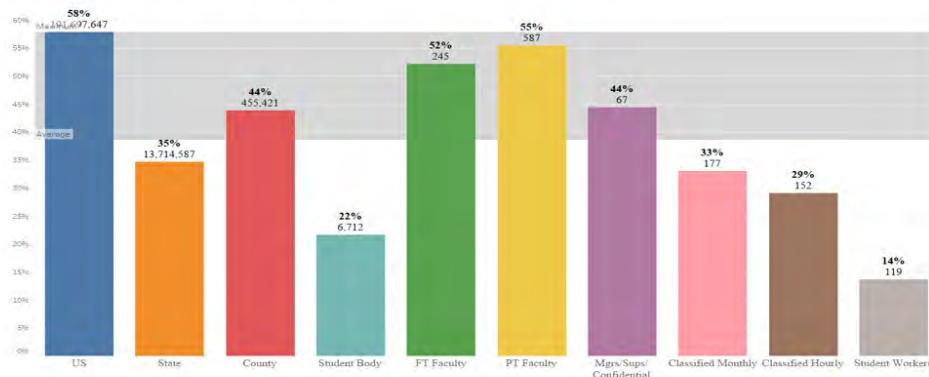


Sum of Percentage for each Population. Color shows details about Population. The marks are labeled by sum of Numerator and sum of Percentage. The data is filtered on Location and Race-Ethnicity (group). The Location Filter keeps 4CD. The Race-Ethnicity (group) Filter keeps Multi-Race.

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4CD POPULATION COMPARISON

2022-2023 4CD Population Comparison - White



Sum of Percentage for each Population. Color shows details about Population. The marks are labeled by sum of Numerator and sum of Percentage. The data is filtered on Location and Race-Ethnicity (group). The Location Filter keeps 4CD. The Race-Ethnicity (group) Filter keeps White.

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Workforce Race/Ethnicity Diversity

The charts above depict the ethnic/racial composition of 4CD's workforce over this past academic year from 2022-2023. We see a general trend that White employees constitute the largest category of employees. The next largest group is Latinx, followed by Asian American/Pacific Islanders.

County Costa County is home to a population that includes 44% Whites, 26% Latinx, 17% Asian American/Pacific Islanders, 8% African American, 5% Multiracial, and less than 1% American Indian/Native Alaskan residents. Based on the tables above, Latinx is well represented in the state, county and student population but underrepresented in faculty positions. Asians are well represented in the state, county and student population but underrepresented in faculty, management, and classified positions. Whites are well represented in the state and county population but underrepresented in

classified, classified hourly or student worker jobs. African Americans are underrepresented in the state, county and student population but are well represented in management, classified, and classified hourly positions. Multi-racial individuals also are well represented in the student population but underrepresented in faculty positions in 4CD.

The EEO Plan will utilize data from reliable public and private sources to determine whether monitored groups are underrepresented within 4CD EEO categories. In contrast to Component 10, this data in Component 11 allows comparison of the percent of a monitored group in a job category with their projected representation based on availability in the workforce. Projected Representation is defined as based on one or more of the following factors: 1) student demographics at the college or district, 2) community demographics of the district's service area, 3) labor market availability for each employment category or job classification; and/or 4) previous demographics of applicants.

As explained in Component 10, 4CD will implement a process for gathering information about the existing workforce and applicant pools. This data will allow us the opportunity to comprehensively analyze adverse impact, availability, utilization, and expand longevity evaluation measurements.

When 4CD identifies statistically significant underrepresentation for a particular monitored group, 4CD shall take the steps listed below.

- 1) Evaluate the longitudinal hiring and phase analysis documentation.
- 2) Conduct qualitative and quantitative analysis of phases where adverse impact is identified.
- 3) Review the selection process in its entirety to determine if there is an element that contributed to this effect.
- 4) Review the recruitment procedures and make recommendations for possible modifications.
- 5) Review all the recruitment materials and talk with the recruitment staff who coordinated the hiring process.
- 6) Meet with the hiring manager to review the process and obtain their feedback on the outcomes.
- 7) Consider blind spots, risks, aberrations, and gaps that were unnoticed by the selection committee participants and facilitators.
- 8) Think about how hiring committee training may facilitate better recruitment outcomes.
- 9) Share the experience with our District Equal Employment Opportunity Advisory Committee to solicit their feedback and recommendations for addressing adverse impact.

12 METHODS FOR ADDRESSING UNDERREPRESENTATION

Reference: Title 5, Sections 53006 and 53003(c)(9)

- A. 4CD shall review the information gathered pursuant to Title 5, Section 53003, subdivision(c)(6) to determine if significant underrepresentation of a monitored group may be the result of non-job related factors in the employment process. For these purposes, the phases of the employment process include, but are not limited to, recruitment, hiring, retention, promotion, and turnover due to resignations and retirements. The information to be reviewed shall include, but not be limited to:
1. longitudinal analysis of data gathered regarding job applicants, to identify whether over multiple job searches, a monitored group is disproportionately failing to move from the initial applicant pool to the qualified applicant pool, and at each subsequent phase of the selection process;
 2. analysis of data regarding potential job applicants, to the extent provided by the State Chancellor, which may indicate significant underrepresentation of a monitored group, and;
 3. analysis to determine whether the group is significantly underrepresented; and
 4. action plan.
- B. Where the review described above identifies that significant underrepresentation of a monitored group may be the result of unrelated job factors in the employment process, 4CD shall implement additional measures designed to address the specific areas of concern. These additional measures shall include the items listed below.
1. 4CD will request that the DEEOAC, in conjunction with appropriate Human Resources staff, review 4CD's recruitment procedures and make recommendations on modifications that would address the underrepresentation.
 2. The 4CD Human Resources Department will review locally established "required," "desired," or "preferred" qualifications being used to screen applicants for positions in the job category to determine if they are job-related and consistent with:
 - a. any requirement of federal law; and
 - b. qualifications which the Board of Governors has found to be job-related through the community college system, including the requirement that applicants for academic and administrative positions demonstrate sensitivity to the diversity of community college students and the community-at-large.
 3. Discontinue the use of any locally established qualification that is not found to satisfy the requirements set forth in the previous paragraph and continue using qualification standards meeting the requirements in the previous paragraph.
 4. Consider the implementation of additional measures designed to promote diversity that are reasonably calculated to address the specific areas of need.
- C. Other measures necessary to further equal employment opportunity are listed below.

1. 4CD recognizes that multiple approaches are appropriate to fulfill its mission of ensuring Equal Employment Opportunity and the creation of a diverse workforce. Equal Employment Opportunity means that all qualified individuals have a full and fair opportunity to compete for hiring and promotion and to enjoy the benefits of employment with 4CD. Equal Employment Opportunity should exist at all levels and in all job categories. Ensuring Equal Employment Opportunity also involves creating an environment that fosters collaboration, civility, social justice values, acceptance, inclusivity, free expression of ideas and is welcoming to all genders, persons with disabilities, veterans and individuals from all ethnic backgrounds and other groups protected from discrimination.
2. With 4CD having accepted principles of diversity and inclusion, implementation and maintenance of an effective equal employment opportunity program becomes much easier. For that reason, institutionalizing this program that is well-planned, well-funded and supported by the leadership of 4CD is of great value.
3. 4CD will promote learning opportunities and personal growth in diversity and evaluate how the physical environment can be responsive to its diverse employee and student populations. 4CD shall sponsor cultural events and speakers on issues dealing with diversity, and explore how to infuse diversity into the classroom, curriculum, and the workplace. 4CD shall exercise continuous good-faith efforts to maintain, develop or improve its equal employment opportunity efforts by implementing a program which may include, but need not be limited to the items listed below.
 - a. Commit to a formal diversity program that is part of the structure of 4CD and will be adequately funded and supported by 4CD and college leadership.
 - b. Conduct site-specific climate studies to identify hidden barriers.
 - c. Include guest speakers from underrepresented groups who are in leadership positions and who may inspire students and employees alike.
 - d. Highlight 4CD's equal employment opportunity and diversity policies in job announcements and in its recruitment, marketing, and other publications. Include in job announcements language indicating that candidates are required to demonstrate that they can infuse diversity into their major job duties.
 - e. Conduct diversity and implicit bias dialogues, forums, and cross-cultural workshops.
 - f. Work with the Human Resources Department and as well as 4CD and college professional development committees to assist in the development of resources for employees interested in infusing diversity and inclusion into their instruction or services to students.
 - g. Review and revise college/4CD publications and other marketing tools to reflect diversity in pictures, graphics, and text to project an inclusive image.
 - h. Recognize and value staff and faculty who have promoted diversity and equal employment opportunity principles by awarding a yearly diversity recognition award.
 - i. Require a series of EEO/diversity workshops to be offered on instructional improvement days (flex week or staff development days).
 - j. Evaluate administrators yearly on their ability and efforts to meet 4CD's equal employment opportunity and diversity effort.
 - k. Establish an "Equal Employment Opportunity and Diversity" online presence by highlighting 4CD's diversity and equal employment opportunity, Americans with Disabilities Act (ADA),

- sexual harassment and nondiscrimination policies, procedures and programs on 4CD's website. The website will also list contact persons for further information on all these topics.
- l. Promote sabbaticals that will assist 4CD in achieving its equal employment opportunity and diversity objectives.
 - m. Promote various cultural celebrations at all locations.
 - n. Recognize multilingualism and knowledge of multiculturalism as a desired, and when appropriate, required skill and qualification for employees.
 - o. Have formal diversity and inclusion programs that are visible, valued and adequately funded.
 - p. Consider providing for alternative educational or experience requirements for nonacademic positions.
 - q. Develop leadership opportunities with current staff focusing on diversity.
 - r. Ensure involvement of community members and community-based organizations in the recruitment and other equal employment opportunity efforts of the colleges and District Office.
 - s. Ensure that top administrative staff support diversity objectives and that the Diversity and/or Equal Employment Opportunity Officer position is maintained as a Chancellor's Cabinet or other high-level administrative position.
 - t. Seek direct contact with student, professional, community and other organizations that represent the diverse community we serve. These organizations can serve as resources for referring potential candidates.
 - u. Regularly review and disseminate research on best practices in diversity, recognizing and managing implicit bias, and equal employment opportunity.

MAINTAIN INSTITUTIONAL COMMITMENT TO DIVERSITY

Reference: Title 5, Section 53024.1

Pursuant to Board Policy 2059, Diversity, 4CD is committed to the integration of diversity into its recruitment, hiring, promotion, curriculum development, course offerings, teaching methods, employee/student retention, contracting, supervision, programs, services, evaluations, policies and procedures, staff development activities, workforce and student population. It is 4CD's belief that educational experience grounded in this approach will better prepare our students and employees to work and live in an increasingly global society. The Chancellor, college presidents, and the Associate Vice Chancellor, Chief Human Resources Officer shall ensure the following:

- a. modification of current, and inclusion of, new policies and procedures that ensure implementation of Board Policy 2059;
- b. systematic training for all employees on the value of diversity, educational equity, equal employment opportunity, and how to infuse the principles of diversity in their daily work in accordance with state law and collective bargaining agreements;
- c. plan review and recommendations of DEEOAC prior to Governing Board receiving training programs offered for employees, student, employee and service area ethnic demographics, and modification of and updates to policies and procedures on diversity;
- d. annual reporting to the Governing Board on:

- 1) training programs offered for employees;
- 2) student, employee and service area ethnic demographics; and
- 3) modification of and updates to policies and procedures on diversity.

4CD also recognizes that establishing and maintaining a richly diverse workforce is an ongoing process that requires continued institutionalized effort. 4CD will develop and implement, on a continuing basis, indicators of institutional commitment to diversity. Such indicators may include, but are not limited to the following examples:

- a. conducting surveys of campus climate on a regular basis, and implementing concrete measures that utilize the information drawn from the surveys;
- b. conducting exit interviews with employees who voluntarily leave 4CD, maintaining a database of exit interviews, analyzing the data for patterns impacting particular monitored groups, and implementing concrete measures that utilize this information;
- c. providing training on elimination of bias in hiring and employment;
- d. providing cultural awareness training to members of 4CD and/or college communities;
- e. maintaining a variety of programs to support newly-hired employees such as mentoring, professional development, and leadership opportunities;
- f. auditing and/or maintaining updated job descriptions and/or job announcements;
- g. training the Governing Board on the elimination of bias in hiring and employment at least once every election cycle;
- h. conducting timely and thorough investigations of all EEO complaints and all harassment and discrimination complaints filed under Subchapter 5 (commencing with Section 59300) of Chapter 10, Division 6, Title 5 of the California Code of Regulations, and takes appropriate corrective action in all instances where a violation is found;
- i. complying with the requirements of Government Code, Section 12950.1 (Stats. 2004, ch. 933 [AB1825]), including all forms of harassment and discrimination in the training;
- j. ensuring 4CD's publications and website convey its diversity and commitment to equal employment opportunity;
- k. ensuring 4CD's hiring procedures require applicants for all positions to demonstrate sensitivity to and understanding of the diverse academic, socioeconomic, cultural, disability, gender identity, sexual orientation, and ethnic backgrounds of community college students in a manner specific to the position;
- l. encouraging 4CD staff members to serve as resources, consultants, mentors and/or leaders to colleagues at other districts in the areas of EEO and diversity enhancement;
- m. maintaining updated curricula, texts, and/or course descriptions to expand the global perspective of the particular course, readings or discipline;
- n. addressing issues of inclusion/exclusion in a transparent and collaborative fashion;
- o. attempting to gather information from applicants who decline job offers to find out why, recording this information, and utilizing it;
- p. conducting longitudinal analysis of various employment events by monitored group status such as: hiring, promotion, retention, voluntary resignation, termination, and discipline;
- q. encouraging community college students to become qualified for, and seek employment as, community college employees;

- r. informing graduate students in local colleges and universities about the benefits of employment at a community college; and
- s. identifying and adopting objective measures of success and periodically evaluating the EEO Plan and its components against them.

RECRUITMENT AND HIRING PROCEDURES TO ENSURE EQUAL EMPLOYMENT OPPORTUNITY

Reference: Title 5, Sections 53021, 53022, 53023 and 53024

4CD will ensure an equal employment opportunity, which involves creating an environment that fosters inclusion, acceptance, democracy, and free expression of ideas, and that is welcoming to all gender identities, persons with disabilities, and individuals from all racial, ethnic, and other groups that are protected from discrimination. In so doing, 4CD places great emphasis on the recruitment of potential applicants to create a diverse pool of qualified individuals from which to hire.

With a diverse pool, 4CD takes steps within the screening/selection process to allow for the hiring of candidates with varied backgrounds who can contribute and effectively communicate in a diverse community. The equal employment opportunity provisions below are applicable to all full-time and part-time hiring, including any hiring meant to address the ratio of full-time to part-time faculty that may be required by Education Code Section 87482.6.

Except as otherwise provided in Title 5, Section 53021, 4CD will actively recruit from both within and outside the 4CD workforce to attract qualified and equity-minded applicants for all vacancies. This shall include outreach designed to ensure that all persons are provided the opportunity to seek employment with 4CD. The requirement of open recruitment shall apply to all full-time and part-time vacancies in all job categories and classifications, including, but not limited to, faculty, classified professionals, categorically funded positions, and all executive/administrative/managerial positions. Recruitment for full-time faculty and educational administrator positions shall be at least statewide and, at a minimum, shall include seeking qualified applicants listed in the California Community Colleges Equal Employment Opportunity Registry and posting job announcements with the Registry. Recruitment for part-time faculty positions may be conducted separately for each vacancy or by annually establishing a pool of eligible candidates, but in either case, full and open recruitment are required consistent with this Plan.

“In-house or promotional only” recruitment shall not be used to fill any vacancy for any position described above except when the position is being filled on an interim basis for the minimum time necessary to allow for full and open recruitment; provided however, that no interim appointment or series of interim appointments exceeds two years in duration. Where in-house or promotional only recruitment is utilized to fill a position on an interim basis, all 4CD employees shall be afforded the opportunity to apply and demonstrate that they are qualified. The job announcement for the interim position shall comply with the requirements set forth in this Plan and the selection process will be consistent with the requirements of this section of the Plan.

For the purposes of this section of the Plan, a vacancy is not created, and the requirements of the above do not apply, when:

- there is a reorganization that does not result in a net increase in the number of employees;

- one or more lateral transfers are made and there is no net increase in the number of employees;
- a position which is currently occupied by an incumbent is upgraded, reclassified, or renamed without significantly altering the duties being performed by the individual;
- the faculty in a division or department elect one faculty member to serve as a chairperson for a prescribed limited term;
- the position is filled by a temporary, short-term, or substitute employee appointed pursuant to Education Code;
- a part-time faculty member is assigned to teach the same or fewer hours they have previously taught in the same discipline without a substantial break in service. For purposes of this section of the Plan, “a substantial break in service” means more than one calendar year of such different period as may be defined by a collective bargaining agreement; or
- an individual not currently employed by 4CD, who is specifically trained, experienced, and competent to serve as an administrator, and who satisfies the minimum qualifications applicable to the position, is engaged to serve as an administrator through a professional services contract. No appointment or series of appointments pursuant to this provision may exceed a period of two years.

To address any identified underrepresentation of monitored groups, 4CD will review, and if necessary, revise its recruitment and hiring procedures and policies in accordance with the following provisions. These provisions will be in place henceforth, to ensure an equal employment opportunity.

A. Recruitment

It is the policy of 4CD to aggressively pursue a program of verifiable recruitment that is inclusive and open to all individuals. Efforts will be undertaken on a regular basis to develop and contact new recruitment sources that ensure diverse pools of candidates. Diverse pools should include, but not be limited to, all gender identities, persons with disabilities, and individuals from all racial, ethnic, and other groups protected from discrimination. College Equal Employment Opportunity Advisory Committees are encouraged to utilize and notify 4CD of additional recruitment options that may enable 4CD to obtain a diverse pool of applicants. All recruitment announcements will state that 4CD is an “Equal Opportunity Employer.” 4CD will include in the recruitment section of its recruitment and hiring procedures the provisions listed below.

1. For any job category where continuing underrepresentation exists, 4CD will apply the recruitment procedures set forth in Title 5, Section 53021 to conduct full and open recruitment for all new openings and will not invoke the provisions for in-house interim appointments or the exception under Title 5, Section 53021(c)(7) for engaging an administrator through a professional services contract unless the Chancellor or his/her designee first notifies the Governing Board in writing of the compelling reason to limit the persons who may be considered for a vacancy in a job category where underrepresentation persists.
2. Open positions that require recruitment shall include, but not be limited to, placement of job announcements in the following instruments:
 - a. general circulation publications and/or electronic media;
 - b. local and regional community newspapers and/or electronic media;
 - c. publications and/or electronic media in languages other than English and to low-income communities;

- d. publications, including electronic media that are distributed to the general market and to newspapers and/or electronic media, publications whose primary audience is comprised of groups found to be underrepresented in 4CD's workforce; and
 - e. recruitment booths at job fairs or conferences oriented to the general market and the economically disadvantaged as well as those events drawing significant participation by groups found to be underrepresented in 4CD's workforce.
- 3. 4CD may host an open house for persons interested in employment with 4CD. The open house will allow potential candidates the opportunity to meet deans, division chairs, faculty, and classified employees of 4CD. Attendees will be provided with information regarding current job vacancies, the demographic makeup of the student body, hiring criteria and procedures, and information on 4CD's commitment to equal employment opportunity and diversity. Efforts will be made to attract diverse groups of individuals to the open house.
- 4. 4CD employees may be surveyed on a regular basis requesting resources and locations where open positions may be advertised to ensure recruitment is as inclusive and broad as possible and includes recruitment of monitored groups. The 4CD Human Resources Office will compile, store, and update this list.
- 5. 4CD will utilize new methodologies for attracting applicants to 4CD positions. For example, we must consider different mediums such as: virtual meetings, radio, television ads, social media campaigns, videos highlighting 4CD and use of non-English speaking communication tools.

B. Job Announcements

4CD's recruitment and hiring procedures section on job announcements, outlined in the *Contra Costa Community College District Uniform Employment Selection Guide*, shall include the provisions listed below.

- 1. Job announcements will clearly state job specifications setting forth the knowledge, skills, and abilities necessary to job performance. Where applicable, job announcements shall also indicate the possibility of meeting minimum qualifications through equivalency, as provided in Title 5, Section 53430. For all positions, job requirements will include demonstrated sensitivity to and understanding of the diverse academic, socioeconomic, cultural, disability, gender identity, sexual orientation, and ethnic backgrounds of community college students. The Equal Employment Opportunity Officer or designee, before the position is announced, will ensure conformity with the equal employment regulations and state and federal nondiscrimination laws. The officer will be responsible to review the job specifications including any "required", "desired", or "preferred" qualifications. All job announcements shall state that 4CD is an "Equal Opportunity Employer."
- 2. For identified public contact or community liaison positions, bilingual ability in the language spoken by a significant number of students may be a required qualification.

Before bilingual ability in the identified languages can be made a required qualification, District Human Resources will conduct an analysis to ensure that such a requirement meets the standard for a bona fide occupational requirement. The district will identify the specific positions that may require bilingual ability and the languages(s) needed and in which positions bilingual ability in a particular language may be listed as a required, preferred, or desired qualification.

C. Review of Initial and Qualified Applicant Pools

Applicant pools will be reviewed by the Associate Vice Chancellor, Chief Human Resources Officer or designee for compliance with Title 5 and other applicable regulations. 4CD's recruitment and hiring procedures, outlined in the *Contra Costa Community College District Uniform Employment Selection Guide*, will include the provisions listed below.

1. The application for employment will afford each applicant an opportunity to voluntarily identify gender/non-binary, racial group, ethnic group, and if applicable, disability and veteran status. This information shall be kept confidential and shall be used only in research, monitoring and evaluating the effectiveness of 4CD's equal employment opportunity program, or any other purpose specifically authorized by Title 5, Section 53023, or by any applicable statute or regulation.
2. The District Office Human Resources Department shall screen all application packets in the initial applicant pool to determine which applicants satisfy the job specification's minimum job qualifications set forth in the job announcement. The group of candidates who meet the job specification's minimum qualifications shall constitute the "qualified applicant pool."
3. The District Office Human Resources Department shall conduct an initial demographic review of the qualified applicant pool before an application deadline for a district position closes. If the pool's candidate diversity is not consistent with the diversity goals of the EEO Plan, the district may extend the search period (Title 5, Section 53023). This applicant pool data shall be reviewed in conducting the analysis described in Title 5, Section 53006(a). Once the qualified applicant pool is approved, the pool will be forwarded to the screening/selection committees for paper screening, interviews, and final recommendations for hiring consideration.

D. Screening/Selection Committees Procedure

4CD seeks to employ qualified persons with a broad range of backgrounds and abilities who have the knowledge and experience to work effectively in a diverse environment. The selection process is based on merit, and will extend to all candidates a fair, impartial examination of qualifications based on job-related criteria. 4CD's recruitment and hiring procedures will include in its section on applicant screening by screening/selection committees the provisions listed below.

1. All screening or selection techniques, including the procedure for developing interview questions, and the selection process as a whole, will be:
 - a. designed to ensure that, for all positions, meaningful consideration is given to the extent to which applicants demonstrate a sensitivity to and understanding of the

diverse academic, socioeconomic, cultural, disability, gender identity, sexual orientation, racial backgrounds, and ethnic backgrounds of the community we serve. "Meaningful consideration" means that candidates shall be required to demonstrate sensitivity to diversity in ways relevant to the specific position;

- b. based solely on job-related criteria; and
 - c. designed to avoid an adverse impact, as defined in Title 5, Section 53001(a), and monitored by means consistent with this section of the Plan to detect and address adverse impact which does occur for any monitored group.
2. Efforts will be made, within the limits allowed by federal and state law, to ensure selection/screening committees include a diverse membership, which will bring a variety of perspectives to the assessment of applicant qualifications. Selection/screening committees shall include members from monitored groups.
 3. Before a person can serve on a selection/screening committee, participants must receive equal employment opportunity and diversity training as outlined in Section 9 of this Plan and Title 5, Section 53003(c)(4).
 4. At every level, interviews must include a question which assesses the job candidate's understanding of and demonstrated commitment to diversity, and level of cultural proficiency. Reference checks shall also include one question assessing the job candidate's understanding of and demonstrated commitment to diversity, and level of cultural proficiency.
 5. Screening materials must be approved for compliance with equal employment opportunity principles by the 4CD Human Resources Department.
 6. 4CD will not designate or set aside particular positions to be filled by members of any group defined in terms of ethnic group identification, race, color, ancestry, national origin, age, sex, religion, sexual orientation, marital status, disability, or medical condition, or engage in any other practice, which would result in discriminatory or preferential treatment prohibited by state or federal law. 4CD will not apply the Plan in a rigid manner that has the purpose or effect of so discriminating.
 7. 4CD shall ensure that seniority or length of service is taken into consideration only to the extent it is job-related, is not the sole criterion, and is included in the job announcement consistent with the requirements of this Plan, Section 12, (see Title 5, Sections 53022 and 53024(c)).
 8. Selection testing for employees will follow procedures as outlined in the State Equal Employment Opportunity Commission's "Uniform Guidelines on Employee Selection Procedures."
 9. The Governing Board or its designee shall make all final hiring decisions based upon careful review of the candidate or candidates recommended through the screening/selection committees. This includes the right to reject all candidates and to order further review or to

reopen the position where necessary to achieve the objectives of the Plan or to ensure equal employment opportunity.

10. 4CD will review the pattern of its hiring decisions over time, and if it determines that those patterns do not meet the objectives of the Plan, 4CD will request the DEEOAC to recommend new methods to meet the Plan objectives, or if necessary, to modify the Plan itself to ensure equal employment opportunity.

PERSONS WITH DISABILITIES

Reference: Title 5, Section 53025

Applicants and employees with disabilities shall receive reasonable accommodations consistent with the requirements of Government Code, Sections 11135 and following and 12940(m); Section 504 of the Rehabilitation Act of 1973; and the Americans with Disabilities Act. Such accommodations may include, but are not limited to, job site modifications, job restructuring, part-time work schedules, flexible scheduling, and auxiliary aids, such as readers, interpreters and note takers.

The college or 4CD Human Resources offices are responsible for handling requests for accommodations from current employees. The 4CD Human Resources Office is responsible for handling requests from applicants seeking such accommodations during the application process. Requests can be made on the "Request for Reasonable Accommodations" form. 4CD's reasonable accommodation procedures can be found in Human Resources Procedure 1080.04 for job applicants and Human Resources Procedure 1080.05 for employees.

Click here to access- Americans with Disabilities Act (ADA) Reasonable Accommodation Requests:

<https://www.4cd.edu/hr/reasonable-accommodation-forms/index.html>

13 SELECTION OF SPECIFIC PRE-HIRING, HIRING, AND POST-HIRING EEO STRATEGIES AND TIMETABLE IMPLEMENTATION

Reference: Title 5, Section 53003(b)

IMPLEMENTATION OF EEO STRATEGIES

Reference: Title 5, Section 53003(b)

4CD incorporates the major tenets of the Multiple Methods strategies: Pre-hiring, Hiring, Post-Hiring to establish our annual DEI goals. Districts shall annually review their EEO plans and assess progress toward meeting EEO program goals. This annual review shall occur during regular meetings of district governing boards. In the event a district has not met the program goals described in the EEO plan, the district shall adopt a revised EEO plan that specifies the efforts it will employ to meet those goals. The State Chancellor's Office allocates funds for college districts to continually develop diversity, equity and inclusion programs and initiatives. Strategies may include options listed in Section 53024.1, and other practices informed by the district's workforce and applicant analyses.

PRE-HIRING: Practices that demonstrate diversity, equity, and inclusion are core values within the organizational culture are key to attract employees from a wide array of diverse backgrounds. Job seekers conduct research of a potential future employer by first searching their web site of resources. The mission statement, goals, master plans, and general content provides a first impression of the organization's culture and gives a sense of the commitment towards diversity. The absence of DEI integration could impede the building of a diverse applicant pool for any opening. These practices not only exemplify that there is a deep commitment to diversifying the applicant pool, but they have also been proven to be effective in hiring outcomes. More important, the district must create a work environment where diverse applicants are not only hired, but also have opportunity to work in an inclusive environment where they are allowed to fully contribute and participate in a thriving institution of engaged employees.

HIRING: Practices that focus on ensuring DEI are embedded throughout the hiring process and begin with the diversity of the hiring committee, equity-minded job announcements, marketing to diverse applicants, utilizing EEO representatives on hiring committee and making it clear to applicants that our organization values diversity, equity, inclusion and belonging.

POST-HIRING: The recruitment and hiring of new employees using the lens of diversity, equity, and inclusion are a major investment in time and resources. Equally important is the investment in the time and energy towards retention of the employee. Focusing on the post-hiring practices that provide tools that can set up an employee for success are critical to retaining and engaging diverse employees. Practices that intentionally address the inclusion, engagement, and sense of belonging of new employees are crucial for a diverse and equitable work environment.

EEO PLAN COMPONENT 13

CONTRA COSTA COMMUNITY COLLEGE DISTRICT ACTIVITIES

DEMONSTRATING ONGOING COMMITMENT TO EEO/EMPLOYMENT DIVERSITY

SELECTED METHODS AND IMPLEMENTATION PLANS

SELECTED METHODS	WHO	WHAT/WHEN	EFFECTIVENESS METRICS AND REVIEW
PRE-HIRING STRATEGIES			
<p>Applicant Survey</p> <p>Review and Update Hiring Guidebook</p>	<p>District Office Human Resources Department and Research Department will develop and distribute an applicant survey.</p> <p>Constituency group leaders (faculty, staff and management) will work through shared-governance and collective-bargaining processes to review and revise hiring practices.</p>	<p>Survey will allow 4CD to gauge applicants who decline job offers. (Fall 2025)</p> <p>By the start of Spring, 2025, our goal is to have replaced our current hiring handbook, <i>The Uniform Employment Selection Guide</i>, with a new and improved manual for organizing hiring committees, writing job postings and interview questions, and screening applicants.</p>	<p>Survey result metrics will allow us to improve our hiring process and give us insight into applicant preferences and career needs.</p> <p>By working together to identify and implement strategies for diversifying hiring committees and weeding out explicit and implicit bias in the hiring process, we expect to continue to see progress in achieving more diverse hiring. We will continue to track diversity in hiring annually and analyze trends.</p>
<p>Recurring activities related to improving student access and success – with a nexus to EEO hiring.</p>	<p>District Office Human Resources Department was awarded the EEO Innovative Best Practices Grant this year.</p>	<p>We are in the process of implementing a 4CD Teaching Excellence Faculty Internship Program (for STEM disciplines). Our primary goal is to diversify the Science, Technology, Engineering, Mathematics (STEM) faculty programs to expand teaching opportunities for underrepresented</p>	<p>This strategy is expected to increase the feeling of students and faculty interns that 4CD values diversity. Simultaneously, we are interested in hiring more people with a deep commitment to Diversity, Equity, Inclusion, Accessibility,</p>

		<p>minoritized groups and to facilitate greater student success. (awarded Spring 2023)</p> <p>Spring 2024: Recruit interns, faculty leads and mentors.</p> <p>Summer 2024: Faculty Leads develop curriculum.</p> <p>Fall 2024: Interns participate in classroom training with leads. Spring 2025: Interns provide instruction to students with guidance of their mentor. Intern program will conclude at the end of Spring 2025.</p>	<p>and Belonging in STEM disciplines.</p> <p>We will track STEM disciplines with underrepresentation by monitored group and assess the number of interns hired in their discipline to measure our program’s effectiveness.</p>
HIRING STRATEGIES			
<p>Consistent and ongoing training for hiring committees. (53024.1 (c))</p>	<p>District Office Human Resources Department will ensure all hiring committees are trained.</p> <p>District Office Human Resources Department will continue training EEO Representatives for all faculty hiring committees.</p>	<p>Diversity Training (ongoing)</p> <p>EEO Representatives receive extra training so they can serve as resources to and monitors for all hiring committees. Last spring, 4CD began training faculty and managers to serve in this role (for committees hiring full-time and part-time faculty). By Fall 2024, Human Resources plans to have created fully online asynchronous training modules.</p>	<p>We will continue to maintain a database of all employees who have attended training with effective date. This strategy continues to demonstrate our dedication to diversity, equity, inclusion, accessibility and belonging.</p> <p>Asynchronous EEO Representative training will make it easier for faculty to complete trainings. Having EEO Representatives on every hiring committee, including that of part-time faculty, will help ensure best practices are employed. Assessment will be based on our analysis of diversity in hiring as</p>

			well as from feedback solicited from committee members.
Develop an organizational strategy to deepen analysis of recruitment efforts using demographic and workforce data.	District Office Human Resources Department and Research Department will work to develop a strategy and operational process for adherence to collection of accurate selection data and information Districtwide.	Accurate data collection will allow us to conduct adverse impact and longitudinal analysis. Beginning Spring 2024, an enhanced “diversity dashboard” will be created to help us expand our data collection and analysis related to hiring. An additional survey will also be created and implemented beginning Fall 2024 to gain a better understanding of attitudes and barriers towards demographic self-reporting.	The effectiveness of this strategy will be measured by reviewing underrepresentation and statistically significant differences among groups in the hiring phases. This effort will support established objectives described in Component 11.
Intentional Outreach and Recruitment	District Office Human Resources Department will work with Faculty Leadership to design a Faculty Cluster Hiring Program	Faculty Cluster Hiring is an initiative when one or more departments across a college district hires faculty based on shared interdisciplinary scholarly interests. This is a recruitment effort to hire staff that demonstrate an advanced commitment to support and serve diverse student populations. (We will begin with Fall 2025 hiring process.)	This strategy is expected to attract and increase applicants with knowledge, skills, and abilities to serve students from historically underserved backgrounds, increase diversity in faculty hiring, foster interdisciplinary collaboration, raise the public profile of our institution, attract a critical mass of faculty who embed DEIAB values in their work practices.
POST-HIRING STRATEGIES			
Conduct campus climate surveys and	District Office Human Resources Department and	Employee Engagement Survey- Survey will allow us to gauge the organizational	This strategy of sharing feedback will increase the feeling

<p>use this information. (53024.1 (a))</p>	<p>Research Department will develop and distribute survey.</p>	<p>culture. Assess employee perceptions on diversity, equity, and inclusion within 4CD. (We will begin Fall 2024.)</p>	<p>with employees that 4CD cares about them individually and about their work experiences. Survey results will allow 4CD to compare results over time to continually make 4CD a welcoming environment and build 4CD into a highly desirable employer. 4CD will implement concrete measures that utilize the information drawn from the surveys.</p>
<p>Conduct exit interviews and use this information. (53024.1 (b))</p>	<p>District Office Human Resources Department and Research Department will develop and distribute survey.</p>	<p>Exit Interviews will allow us to gauge the organizational culture. Assess employee's perceptions on diversity, equity, and inclusion within 4CD. (begin project Spring 2024)</p>	<p>Survey results will allow 4CD to compare results over time to continually make 4CD a welcoming environment and build 4CD into a highly desirable employer. 4CD will implement concrete measures that utilize the information drawn from the surveys. This strategy is expected to increase the feeling of inclusion and belonging in 4CD.</p>
<p>Create Pathways to Promotion pilot program for classified professionals.</p>	<p>Classified leadership from Classified Senate and Union (Local 1) will work with 4CD HR to design an internal internship program to give work experience to existing employees in areas of interest.</p>	<p>The Pathways to Promotion pilot would use staff development funding to pay overtime to classified professionals who want to learn to work in a different position or higher classification. After the internship period, participants would meet minimum qualifications for experience required and be</p>	<p>This program would invest in current employees and allow for more upward mobility of current employees, which we expect would improve morale and create better opportunities within 4CD (as a strategy for attracting diverse candidates</p>

		able to apply for positions. This program is still in the discussion phase, but we hope to work out details in Fall 2024 for a possible Spring 2025 implementation.	who are looking for current and future opportunities). Analysis of the pilot program’s effectiveness would be based on surveys and hiring data.
Small-Scale, Big-Impact DEIAB/EEO Grants	The DEEOAC will invite employees from throughout 4CD to apply for small grants to fund projects related to diversity, equity, inclusion, accessibility, belonging or EEO. Funds will be distributed based on availability and scores based on published criteria. We are encouraging our organization to focus on underrepresented populations.	Grant applications were due in Fall 2023 and reviewed for projects starting in Spring 2024 and beyond. Projects that have already been discussed include campus murals, cultural festivals, creative writing, film projects, and facilitated dialogues.	Our aim is for broad engagement in creative projects targeted at increasing a sense of inclusion and belonging for all employees. Applications will need to include (and be scored) on assessment tools and metrics for each project. This strategy provides a creative opportunity to engage the campus community in advancing EEO across the entire organization.
Maintain updated job descriptions and job announcements. (53024.1(f))	District Office Human Resources Department will initiate an RFP bid for a partnership with a classification consulting firm to further advance our DEIA efforts.	4CD will collaborate with an external consulting firm to conduct various classification/compensation projects by gathering and analyzing data to provide understanding and recommendations. It is imperative to maintain a human resources system that considers market/internal alignment, creates thoughtful job families, and identifies paths for clear employee career progression. These studies should be strategically planned and	The consultant’s findings and recommendations will give us greater insight and understanding related to compensation disparities among underrepresented groups in highly placed occupations. In addition, we will have additional support to build job families that allow our employees to advance their career within 4CD. We will track the job classifications and

		conducted in a systematic basis.	compensation studies to see if we have achieved positive impacts on underrepresented groups.
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14 APPENDIX: COMMUNITY ORGANIZATIONS

1. 100 Black Men of the Bay Area
1807 Martin Luther King Jr. Way
Oakland, CA 94612
2. Abundant Grace Ministries
6712 S. Figueroa Street
Los Angeles, CA 90003
3. Ahmadiyya Muslim Community of Contra Costa County
520 Pacifica Ave.
Bay Point, CA 94565
4. Antioch Chamber of Commerce
101 H Street, Unit 4
Antioch, CA 94509
5. Bay Area Resource Center
11175 San Pablo Ave,
El Cerrito, CA 94530
6. Bethlehem Missionary Baptist Church
684 Juliga Woods Street
Richmond, CA 94804
7. Black American Political Association of California (BAPAC)
PO Box 741336
San Diego, CA 92174
8. Boys and Girls Club of Contra Costa
1301 Alhambra Avenue
Martinez, CA 94553
9. Catholic Charities East Bay
433 Jefferson Street
Oakland, CA 94607
10. Chinese for Affirmative Action
17 Walter U. Lum Place
San Francisco, CA 94108
11. Community Health for Asian Americans- West CC
207 37th Street
Richmond, CA 94805

12. Community Health for Asian Americans-East CC
3727 Sunset Lane Suite 110
Antioch, CA 94509
13. Concord Chamber of Commerce
3280 Diamond Boulevard, Suite 200
Concord, CA 94520
14. Concord Veteran Center
1333 Willow Pass Rd. Suite 106
Concord, CA 94520
15. DV Japanese American Citizens League (JACL)
P.O. Box 5386
Walnut Creek, CA 94596
16. East Bay Alliance for a Sustainable Economy (EBASE)
360 14th Street, 4th Floor
Oakland, CA 94612
17. East Bay Works (EDD)
4071 Port Chicago Hwy
Concord, CA 94520
18. East County Veterans Support Services
1023 W. 2nd Street
Antioch, CA 94509
19. Fellowship Church
4873 Lone Tree Way
Antioch, CA 94521
20. Filipino-American Association of Pittsburg
345 Central Avenue
Pittsburg, CA 94565
21. First Baptist Church
204 Odessa Avenue
Pittsburg, CA 94565
22. Garden of Peace Ministries
4127 Wall Avenue
Richmond, CA 94804

23. Golden Hills Community Church
2401 Shady Willow Lane
Brentwood, CA 94513
24. Hispanic Chamber of Commerce of Contra Costa County
1990 N. California Blvd, Suite 24
Walnut Creek, CA 94596
25. Interfaith Council of Contra Costa County
404 Gregory Lane
Pleasant Hill, CA 94523
26. Jewish Family & Community Services- East Bay
1855 Olympic Ave.
Walnut Creek, CA 94596
27. Jewish Family & Community Services- East Bay
2151 Salvio Street, Suite 350
Concord, CA 94520
28. Jewish Vocational Services (JVS)
225 Bush Street
San Francisco, CA 94104
29. LAO Family Community Development
1865 Rumrill (Suite B)
San Pablo, CA 94806
30. Liberty Adult Education
929 2nd Street
Brentwood, CA 94513
31. Martinez Adult Education
600 F Street
Martinez, CA 94553
32. Martinez Chamber of Commerce
603 Marina Vista Boulevard
Martinez, CA 94553
33. Monument Crisis Center
P.O. Box 23973
Pleasant Hill, CA 94523

34. Monument Impact
2699 Monument Blvd. Unit G
Concord, CA 94529
35. Monument Impact
1760 Clayton Rd.
Concord, CA 94520
36. Mt. Diablo Adult Education
1266 San Carlos Ave.
Concord, CA 94518
37. NAAAP (National Association of Asian American Professionals)
P.O. Box 640794
San Francisco, CA
38. NAACP East County Branch
186 E. Leland Rd.
Pittsburg, CA 94565
39. NAACP Richmond Branch
1503 MacDonald Ave. Suite A
Richmond, CA 94801
40. New Horizons Career Development Center
199 Parker Ave.
Rodeo, CA 94572
41. NorthCreek Church
2303 Ygnacio Valley Road
Walnut Creek, CA 94598
42. Opportunity Junction
3102 Delta Fair Boulevard
Antioch, CA 94509
43. Pittsburg Adult Education
1151 Stoneman Ave.
Pittsburg, CA 94565
44. Pittsburg Chamber of Commerce
985 Railroad Avenue
Pittsburg, CA 94565

45. Rainbow Center
2118 Willow Pass Rd. #500
Concord, CA 94520
46. Richmond Art Center
2540 Barrett Avenue
Richmond, CA 94804
47. Richmond Chamber of Commerce
3925 MacDonald Avenue
Richmond, CA 94805
48. Richmond Community Foundation Connects
3260 Blume Drive, Suite 110
Richmond, CA 94806
49. RichmondWORKS
330 25th St.
Richmond, CA 94804
50. River of Life Christian Fellowship
660 13th Street
Oakland, CA 94612
51. Rubicon Concord
4071 Port Chicago Hwy, Suite 125
Concord, CA 94520
52. Rubicon Programs
2500 Bissell Ave.
Richmond, CA 94804
53. Rubicon Programs
418 West 4th Street
Antioch, CA 94509
54. RYSE Center
3939 Bissell Avenue
Richmond, CA 94805
55. SAAWEDO
264 Napoli Ct
Hercules, CA 94547

56. Saint Peter Martyr Church
740 Black Diamond Street
Pittsburg, CA 94565
57. San Pablo Chamber of Commerce
13925 San Pablo Avenue
San Pablo, CA 94806
58. San Pablo Economic Development Organization
13830 San Pablo Avenue, Suite D
San Pablo, CA 94806
59. Scotts Valley Tribal TANF
2727 Systron Dr., #100
Concord, CA 94518
60. Sojourner Truth Presbyterian Church
2621 Shane Drive
Richmond, CA 94806
61. Solomon Temple
655 California Avenue
Pittsburg, CA 94565
62. SparkPoint Contra Costa East
3105 Willow Pass Rd.
Bay Point, CA 94565
63. SparkPoint Contra Costa West
1000 Macdonald Avenue, Suite C
Richmond, CA 94801
64. STAND!
1410 Danzig Plaza
Concord, CA 94520
65. The Church of the Good Shepard
3200 Harbor Street
Pittsburg, CA 94565
66. The Latina Center
3701 Barrett Ave.
Richmond, CA 94805

67. Tibetan Association of Northern California
5200 Dalai Lama Ave
Richmond, CA 94804
68. United Latino Voices of Contra Costa County
3260 Blume Drive, Suite 110
Richmond, CA 94806
69. Walnut Creek Chamber of Commerce
1280 Civic Drive, Suite 100
Walnut Creek, CA 94596
70. YMCA
4300 Lakeside Drive
Richmond, CA 94806
71. YMCA
350 Civic Drive
Pleasant Hill, CA 94523