

Audit of the City's Gender and Ethnic Diversity

Report # 2016-03 | July, 2016



City of
SACRAMENTO
Office of the City Auditor



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Introduction

In accordance with the City Auditor's 2015/16 Audit Plan, we have completed the Audit of the City's Gender and Ethnic Diversity. We conducted this performance audit in accordance with Generally Accepted Government Auditing Standards. Those standards require that we plan and perform the audit to obtain sufficient, appropriate evidence to provide a reasonable basis for our findings and conclusions based on our audit objectives. We believe that the evidence obtained provides a reasonable basis for our findings and conclusions based on our audit objectives.

The City Auditor's Office would like to thank the City Manager's Office and the Human Resources Department for their cooperation during the audit process. We would like to offer a special thanks to the Independent Budget Office for their assistance on this audit.

Background

On May 10, 2016, the City Council directed the City Auditor, with assistance from the Independent Budget Analyst, to conduct an assessment of the diversity of City of Sacramento employees and compare the results to the demographics of the City of Sacramento residents. This assessment was to be completed in approximately 60 days. The assessment was to include the City's employee demographics related to age, ethnicity, and gender, as well as a breakout of the demographics as they relate to different employee classifications.

During our initial data collection process, the Human Resources Department informed us about their recent discovery that some of the ethnicity information in the eCAPS system was inaccurate. Specifically, they discovered that some employees' ethnic designations in the eCAPS system did not agree with the individual's employment application. Upon further review, it appears that the inaccurate data resulted from a Human Resources employee assigning ethnicities that did not agree with the employee's application. According to the Human Resources Department, they believe about 193 employees were given an incorrect ethnicity. Since the initial discovery, the Human Resources Department has reviewed the discrepancies and have updated the information where appropriate.

Diversity Reporting Requirements

The Human Resources Department of the City of Sacramento is required by federal law to maintain employee demographic information and report it biennially to the United States Equal Employment Opportunity Commission (EEOC). Title VII of the Civil Rights Act of 1964, as amended by the Equal Employment Opportunity Act of 1972, requires all state and local governments that have 15 or more employees to keep records that prove compliance with the act, and to make reports to the EEOC required by federal regulations. An employer may acquire the ethnic information necessary to comply with the federal reporting requirements by visual surveys of the work force, or from post-employment records. Because visual surveys are permitted, the absence of ethnic identifications on agency records does not excuse the employer from reporting the requested information. Since the City currently allows the ethnic

designation of “not specified”, the City may not be fully complying with federal reporting requirements. The EEOC requires that ethnicities are reported using the following:

- a. **White (not of Hispanic origin):** All persons having origins in any of the original peoples of Europe, North Africa, or the Middle East.
- b. **Black (not of Hispanic origin):** All persons having origins in any of the Black racial groups of Africa.
- c. **Hispanic:** All persons of Mexican, Puerto Rican, Cuban, Central or South American, or other Spanish culture or origin, regardless of race.
- d. **Asian or Pacific Islander:** All persons having origins in any of the original peoples of the Far East, Southeast Asia, the Indian Subcontinent, or the Pacific Islands. This area includes, for example, China, India, Japan, Korea, the Philippine Islands, and Samoa.
- e. **American Indian or Alaskan Native:** All persons having origins in any of the original peoples of North America, and who maintain cultural identification through tribal affiliation or community recognition.

For reporting purposes, the following positions are exempted from federal reporting:

- State and local elected officials;
- Immediate secretary, administrative, legislative or other immediate or first-line aide of state and local elected officials;
- Legal advisor of state and local elected officials; and
- Appointed cabinet officials in the case of a Governor, or heads of executive departments in the case of a mayor or county council.

To fulfill the EEOC reporting requirement, the City’s Human Resources Department generate reports from the electronic Citywide Accounting and Personnel System (eCAPS) that pull the information necessary to comply with federal reporting requirements. Once the eCAPS reports are generated, the Human Resources Department manually enters the information into the federal form. We should note that the City’s current eCAPS system does not fully conform to the most recent federal standards. In 2015, the EEOC allowed the information to be submitted using the ethnic categories listed above. However, future reports are required to incorporate the category of “two or more races” in addition to the categories listed above. As such, consideration should be given to adding this ability during the upgrade of the eCAPS system to maintain compliance with federal law.

Process for Collecting Ethnicity Information

When completing an employment application for the City of Sacramento, a prospective employee is asked to disclose their ethnicity. Once hired, the Human Resources Department inputs the employee’s ethnic information into the electronic eCAPS to comply with federal reporting requirements. Since the selection of an ethnic category on the application is voluntary, there are instances where the Human Resources Department has to make a decision as to what ethnic category to input for some individuals. As discussed below in further detail, each employee must receive an ethnic designation, as federal law

does not allow exclusion of this information except for elected officials and their staff. The City of Sacramento uses the following ethnic categories in the eCAPS system:

- a. **AMINDIAN:** Abbreviation for American Indian or Alaska Native - A person having origins in any of the original peoples of North and South America (including Central America), and who maintains tribal affiliation or community attachment.
- b. **ASIAN:** A person having origins in any of the original peoples of the Far East, Southeast Asia, or the Indian subcontinent, including for example Cambodia, China, Japan, Korea, Malaysia, Pakistan, the Philippine Islands, Thailand, and Vietnam.
- c. **BLACK:** A person having origins in any of the Black racial groups of Africa.
- d. **FILIPINO:** A person having origins in any of the original peoples of the Philippine Islands.
- e. **HAWPACIF:** Abbreviation for Native Hawaiian or other Pacific Islander - A person having origins in any of the original peoples of Hawaii, Guam, Samoa, or other Pacific Islands.
- f. **HISPANIC:** A person of Cuban, Mexican, Puerto Rican, South or Central American, or other Spanish culture or origin, regardless of race.
- g. **NOTSPEC:** Abbreviation for Not Specified.
- h. **WHITE:** A person having origins in any of the original peoples of Europe, the Middle East, or North Africa.

Objective, Scope, and Methodology

The objective of this audit was to assess the diversity of City employees as it compares to the diversity of City of Sacramento residents. Our analysis focused on full-time, part-time, and employees on leave employed as of June 24, 2016. To conduct this assessment, we primarily analyzed employee personnel information through eCAPS as it was the best available information. The eCAPS data included information such as employee identification numbers, names, base salary, job codes, birth dates, gender and ethnicity. We also interviewed key members of the Human Resources Department and the Police Department.

To determine the demographics for City of Sacramento residents, we used projections from City-Data.com and the Environmental Systems Research Institute's (ESRI) Geographic Information System (GIS) software. Both City-Data.com and ESRI GIS used the 2010 United States Census for base figures. However, City-Data and ESRI GIS incorporated different growth factors for estimating data beyond 2010. In this report, City-Data.com was used for population and income statistics and ESRI GIS was used for age demographics only.

Chapter 1: The City of Sacramento Resident Demographics

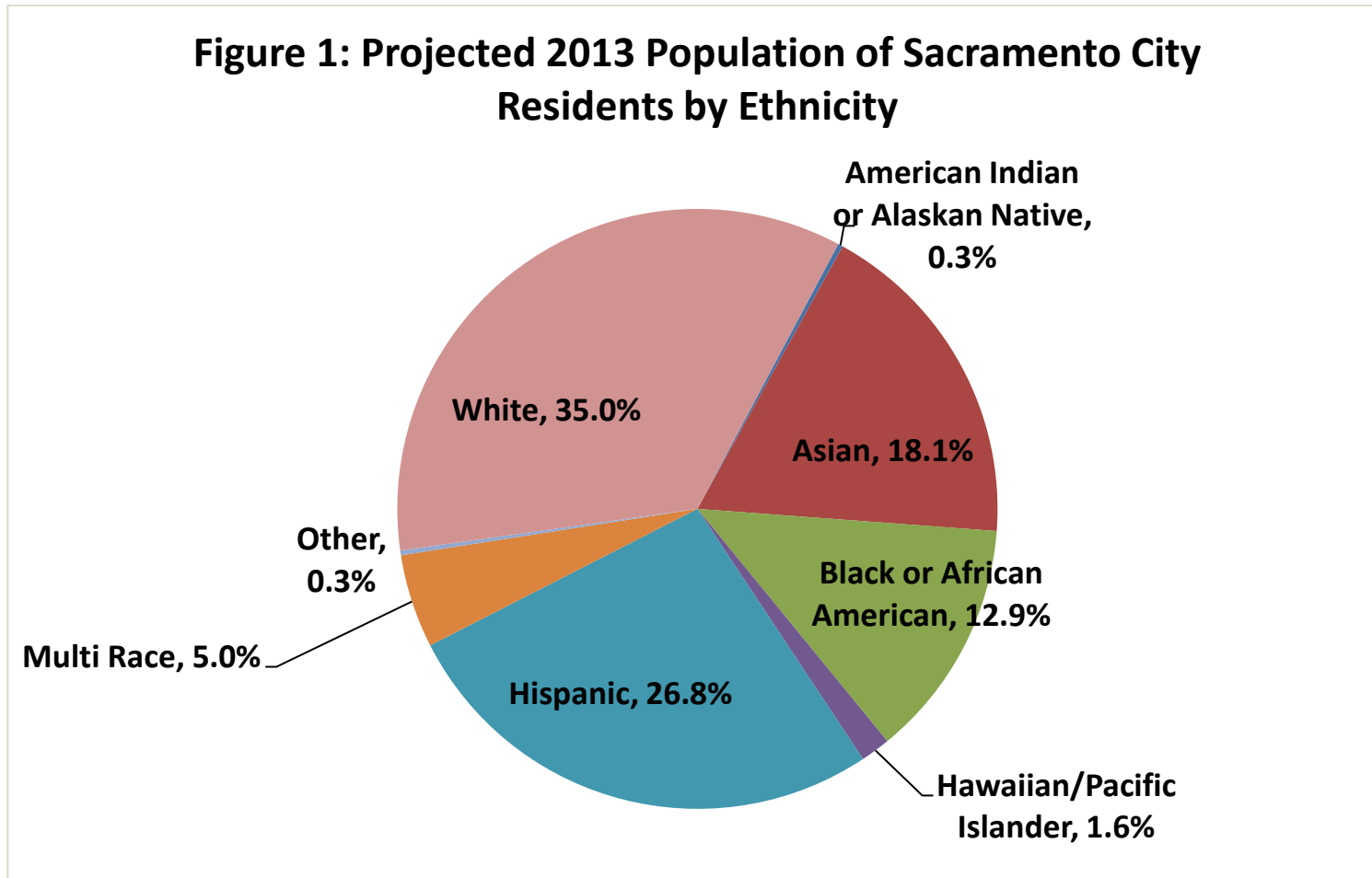
For this chapter, it was necessary to use projections from both City-Data.com and ESRI GIS to acquire the data related to the City of Sacramento's residents. Each database utilized the 2010 United States Census for base figures but incorporated its own growth factors for estimating data beyond 2010: City-Data.com projected to 2013 and ESRI GIS projected to 2015. Additionally, the informational categories related to Sacramento from each database were not consistent with each other. For example, City-Data.com did not provide a detailed break down of City residents by age. As such, ESRI GIS was used to capture this information as seen in Figure 3 below. Lastly, ESRI GIS was not used for the remaining figures as the system lacked detailed income information and included the Hispanic ethnic/race category within other ethnic categories making a like comparison to City employee demographics unfeasible.

As of the most recent United States census completed in 2010, the City of Sacramento had a population of 466,488. According to City-Data.com, Sacramento was projected to have 479,671 residents in 2013. The following are some key projected statistics related to the City for 2013:

- The top three most populous ethnic groups in the City of Sacramento are White (35 percent), Hispanic (27 percent), and Asian (18 percent);
- The projected median household income is estimated at \$48,034;
- The median age is 34.

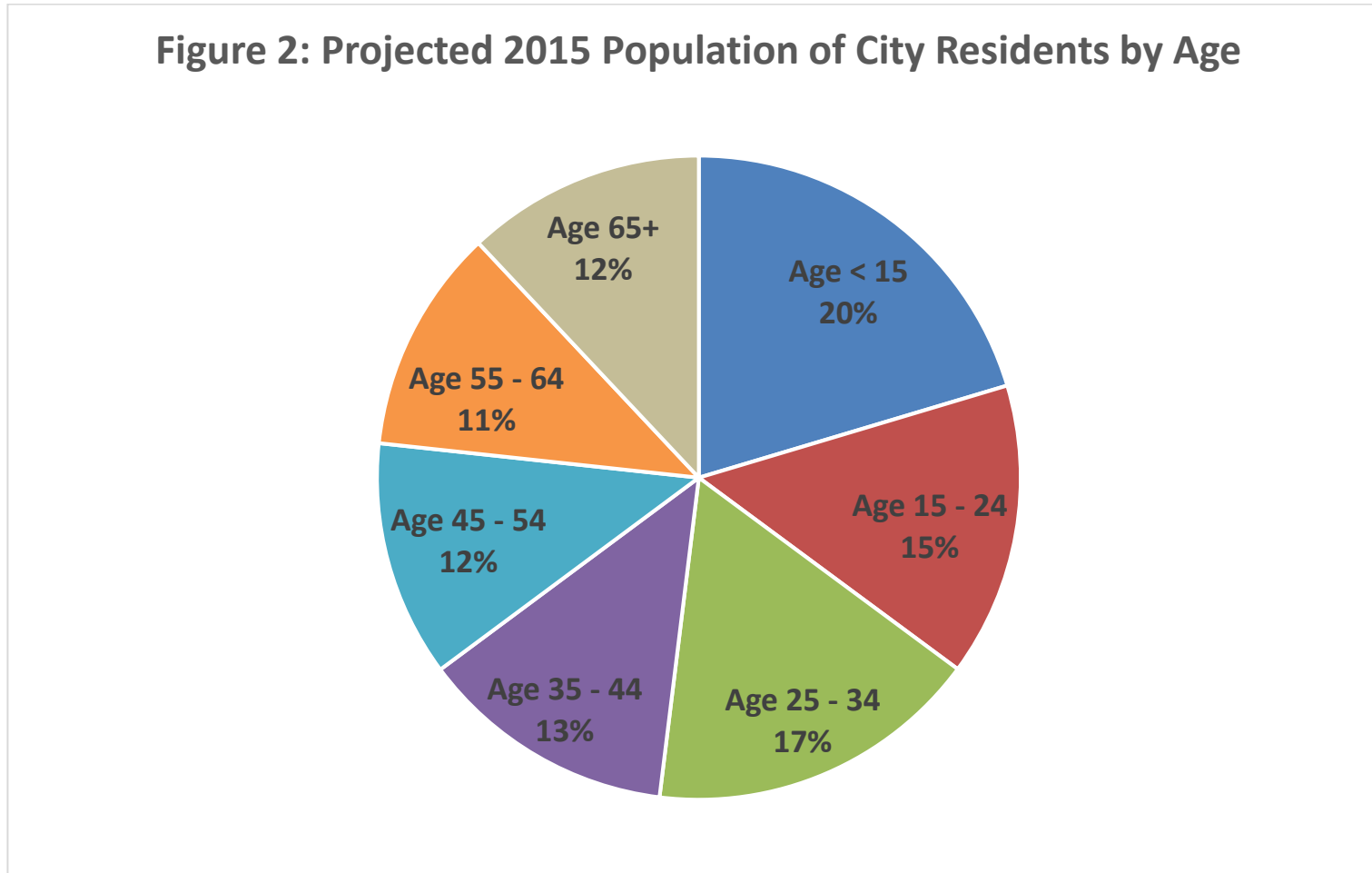
The remaining sections of Chapter 1 provide various age, income, population and demographics data related to City of Sacramento residents that can be used to compare to the employee demographics in the remaining Chapters.

Figure 1 displays Sacramento's population by ethnicity based on 2013 projections. White represents the largest ethnic category within the City at approximately 35 percent of the City's residents. The next largest category is Hispanic with about 27 percent of the City's residents.



Source: City-Data.com

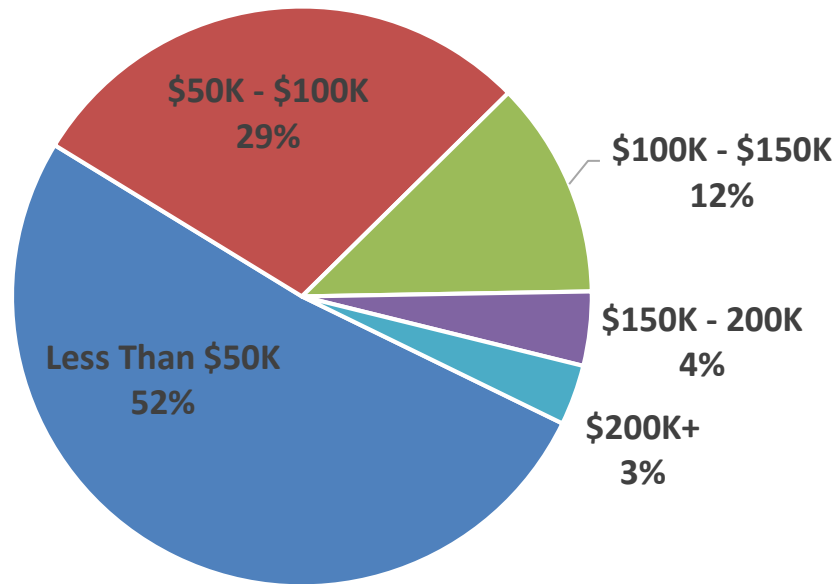
Figure 2 displays the break down of Sacramento residents by age groups. As seen in the chart below, the largest population group for the City is represented by 20 to 34 year-olds.



Source: Environmental Systems Research Institute's Geographic Information System (ESRI GIS)

Figure 3 represents the percentage of City of Sacramento residents by income range irrespective of ethnic category. As shown below, the majority of the City of Sacramento households have an income of less than \$50,000 per year.

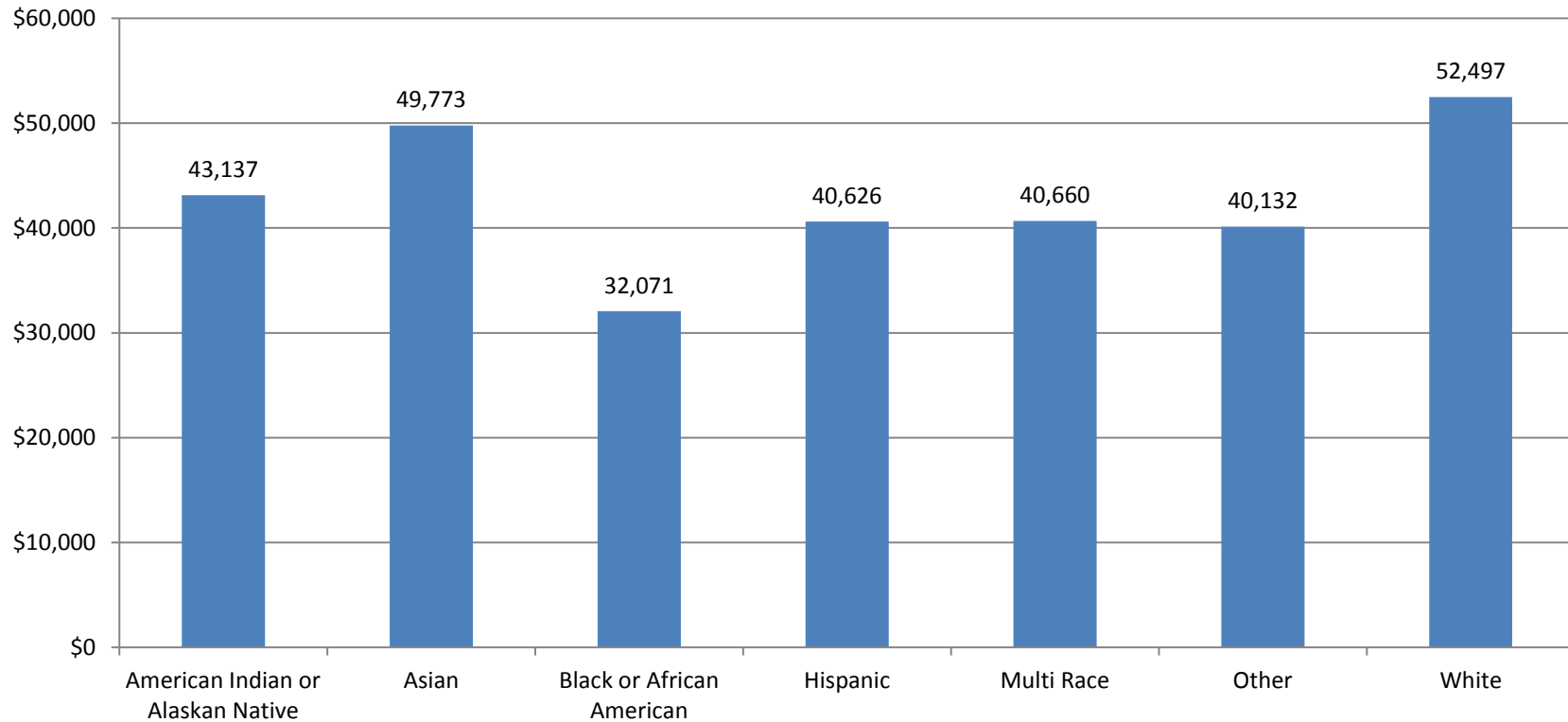
Figure 3: Projected 2013 Percentage of City Of Sacramento Households by Income Range



Source: City-Data.com

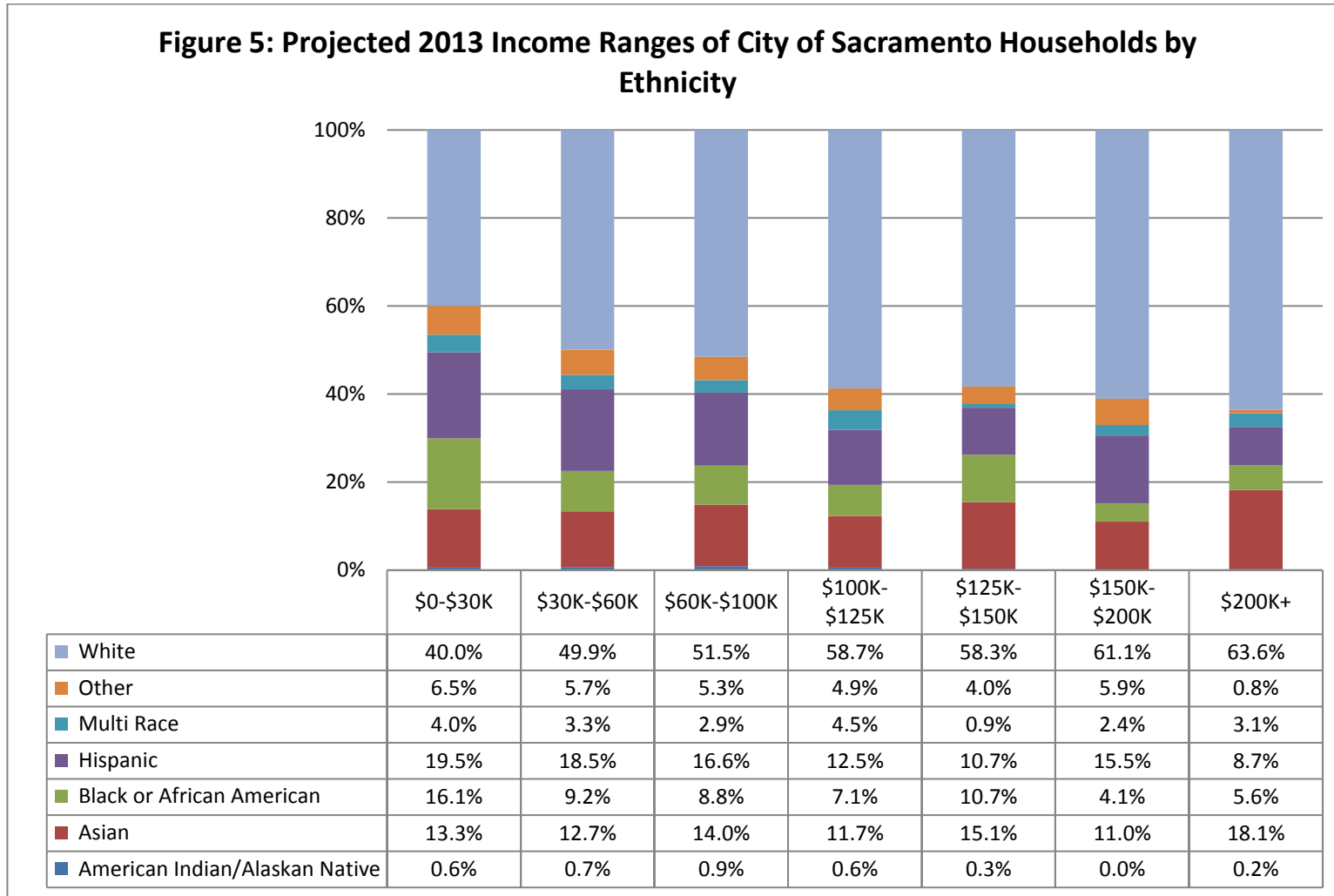
Figure 4 displays the projected 2013 median household income by ethnicity for the City of Sacramento residents. White represent the highest median income at nearly \$53,000. Black or African American represent the lowest at about \$32,000.

Figure 4: Projected 2013 Median Household Income in the City of Sacramento by Ethnicity



Source: City-Data.com

Figure 5 provides the break down of various salary ranges by ethnicity for City of Sacramento households. The figures provided were based on City of Sacramento household income data forecasted for 2013.



Source: City-Data.com

Chapter 2: The City of Sacramento Employee Demographics

Founded in 1849, the City of Sacramento is the oldest incorporated city in California. In 1920, Sacramento voters adopted a City Charter (municipal constitution) and a City Council form of government, which remains in use today. The City of Sacramento government provides a wide range of services to the residents of Sacramento that include Police Services, Fire Services, Parks and Recreation, and water related utilities. The proposed total budget for FY 2016/17 is approximately \$961.1 million. In order to assess how well the Sacramento City government reflects the composition of Sacramento residents, government must gather, analyze and track gender and ethnic information. In this Chapter, we will provide some of the baseline demographic information regarding the ethnic, gender, income and age distribution of the City's employees.

Figure 6 lists all City Departments and details the percent of employees within their respective ethnic groups. Based on this information, the three largest ethnic groups among City employees are White (53 percent), Hispanic (16 percent), and Black (11 percent).

Figure 6: City of Sacramento Employee Ethnicity Break Down by Department

Department Name	WHITE	NOTSPEC	HISPANIC	HAWPACIF	FILIPINO	BLACK	ASIAN	AMINDIAN	Grand Total
City Attorney	70%	9%	4%	0%	2%	9%	7%	0%	46
City Clerk	63%	6%	6%	0%	6%	13%	6%	0%	16
City Manager	56%	0%	6%	0%	0%	13%	25%	0%	16
City Treasurer	42%	0%	0%	0%	8%	17%	33%	0%	12
Citywide and Community Support	67%	0%	33%	0%	0%	0%	0%	0%	3
Community Development Dept	59%	8%	13%	0%	1%	10%	9%	0%	222
Convention & Cultural Services	63%	4%	11%	1%	0%	11%	8%	0%	229
Department Of Utilities	59%	5%	18%	0%	1%	7%	8%	1%	505
Economic Development Dept	55%	0%	27%	0%	0%	18%	0%	0%	11
Finance	54%	3%	14%	0%	3%	14%	10%	3%	79
Fire	71%	5%	11%	0%	2%	4%	5%	2%	622
Human Resources	57%	4%	7%	0%	3%	17%	11%	1%	72
Information Technology	43%	5%	20%	0%	4%	7%	21%	0%	84
Mayor/Council	33%	20%	18%	0%	2%	20%	7%	0%	60
Parks & Recreation Department	28%	20%	19%	1%	1%	20%	10%	1%	1301
Police	70%	1%	13%	0%	1%	5%	8%	1%	1136
Public Works Department	43%	5%	26%	0%	2%	12%	10%	1%	649
Grand Total	53%	8%	16%	0%	2%	11%	9%	1%	5063

Source: City of Sacramento eCAPS data

Figure 7 lists all City Departments and details the percentage point difference between the Department employees and city residents. For example, if the ethnic composition of City residents for the white ethnicity is 35 percent and a department has 50 percent of their employees identified as white, the number reflected in the table below will be 15 percentage points (50%-35%=15 percentage point difference).

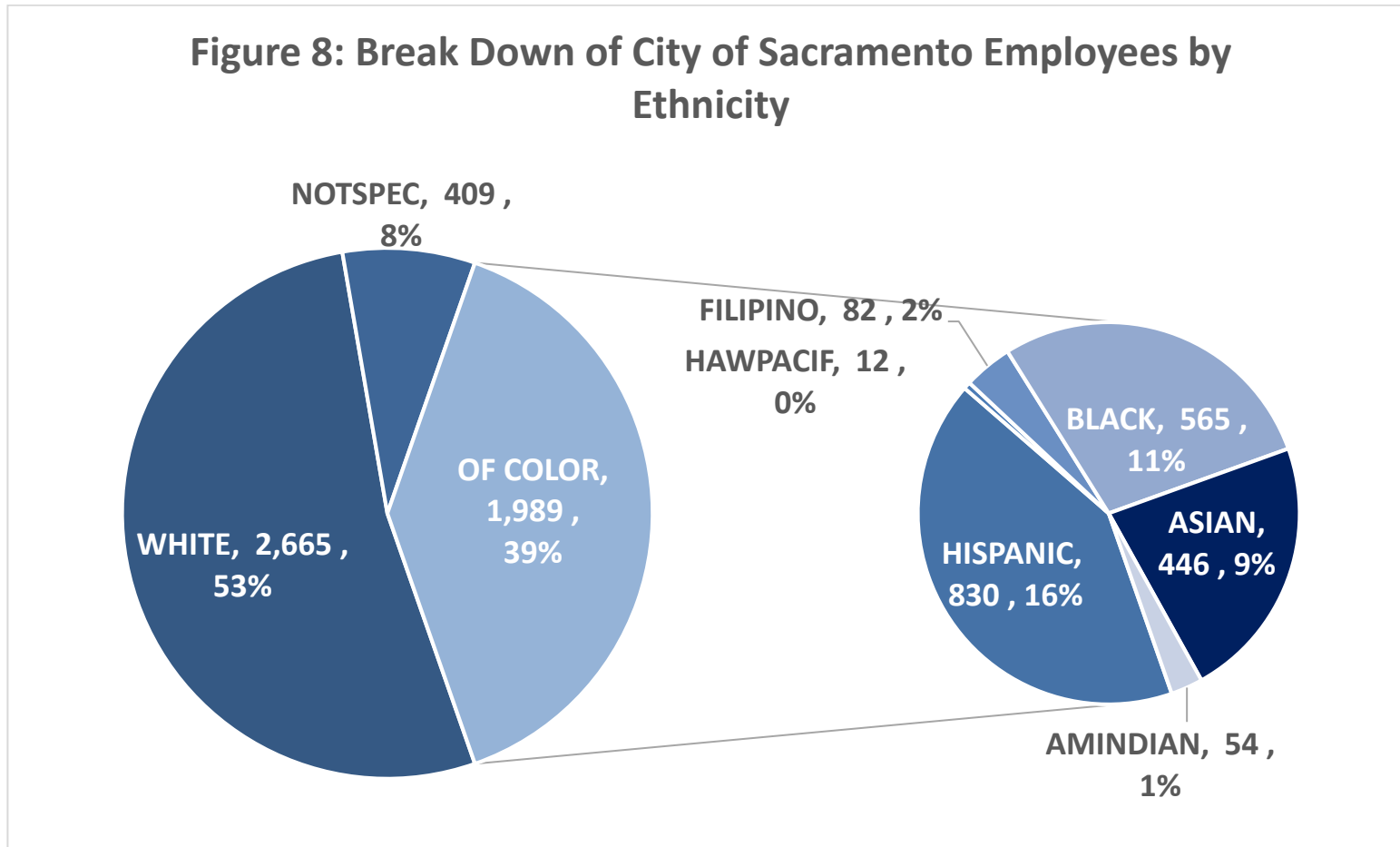
Figure 7: Percentage Point Difference between City Residents and Employees

Dept Name	Comparable to City Residents					
	WHITE	HISPANIC	BLACK	ASIAN	HAWPACIF	AMINDIAN
City Attorney	35%	-22%	-4%	-12%	-1.60%	0%
City Clerk	28%	-21%	0%	-12%	-1.60%	0%
City Manager	21%	-21%	0%	7%	-1.60%	0%
City Treasurer	7%	-27%	4%	15%	-1.60%	0%
Citywide and Community Support	32%	7%	-13%	-18%	-1.60%	0%
Community Development Department	24%	-14%	-3%	-9%	-1.60%	0%
Convention & Cultural Services	28%	-15%	-2%	-10%	-0.73%	0%
Department Of Utilities	24%	-9%	-6%	-10%	-1.60%	1%
Economic Development Department	20%	0%	5%	-18%	-1.60%	0%
Finance	19%	-13%	1%	-8%	-1.60%	2%
Fire	36%	-15%	-9%	-13%	-1.60%	2%
Human Resources	22%	-20%	4%	-7%	-1.60%	1%
Information Technology	8%	-7%	-6%	3%	-1.60%	0%
Mayor/Council	-2%	-8%	7%	-11%	-1.60%	0%
Parks & Recreation Department	-7%	-8%	7%	-8%	-1.06%	0%
Police	35%	-14%	-8%	-10%	-1.42%	1%
Public Works Department	8%	0%	0%	-8%	-1.45%	1%
Grand Total	18%	-10%	-2%	-9%	-1.36%	1%

Scale	36%	30%	20%	10%	0%	-5%	-10%	-15%	-27%
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Source: City of Sacramento eCAPS data

Figure 8 identifies the number of City employees in each ethnic group. As shown in the left pie chart, approximately 55 percent of City employees are White, 38 percent are Of Color, and 7 percent did not specify an ethnicity. The pie chart on the right provides the break down of the City's employees Of Color.



Source: City of Sacramento eCAPS data

Figure 9 lists the 604 management employees by ethnicity. Management employees were identified in the eCAPS data as those that are designated as Executive Management, Management Employees, Management Support, and Mayor Council Support. Some of the employees captured in these groups may not be management. Likewise, some of the City’s management employees may be in a group not captured by this analysis.

Figure 9: City of Sacramento Management Employee Ethnicity Break Down by Department

Department Name	WHITE	NOTSPEC	HISPANIC	FILIPINO	BLACK	ASIAN	AMINDIAN	Grand Total
City Attorney	70%	12%	6%	0%	9%	3%	0%	33
City Clerk	100%	0%	0%	0%	0%	0%	0%	8
City Manager	50%	0%	7%	0%	14%	29%	0%	14
City Treasurer	42%	0%	0%	8%	17%	33%	0%	12
Citywide and Community Support	100%	0%	0%	0%	0%	0%	0%	2
Community Development Dept	55%	8%	4%	2%	8%	24%	0%	51
Convention & Cultural Services	80%	0%	4%	0%	4%	12%	0%	25
Department Of Utilities	70%	5%	0%	1%	8%	15%	0%	74
Economic Development Dept	60%	0%	20%	0%	20%	0%	0%	10
Finance	71%	3%	6%	3%	3%	14%	0%	35
Fire	55%	5%	5%	0%	27%	9%	0%	22
Human Resources	62%	4%	4%	0%	18%	10%	2%	50
Information Technology	43%	0%	11%	7%	2%	36%	0%	44
Mayor/Council	38%	19%	15%	0%	15%	12%	0%	26
Parks & Recreation Department	73%	7%	3%	0%	13%	3%	0%	30
Police	65%	1%	9%	1%	9%	12%	1%	74
Public Works Department	66%	1%	12%	3%	9%	9%	1%	94
Grand Total	63%	4%	7%	2%	10%	14%	0%	604

Source: City of Sacramento eCAPS data

Figure 10 lists all City Departments and details the percentage points difference between management employees and city residents. For example, if the ethnic composition of city residents for the white ethnicity is 35 percent and a department has 50 percent of their employees identified as white, the number reflected in the table below will be 15 percentage points (50%-35%=15 percentage point difference).

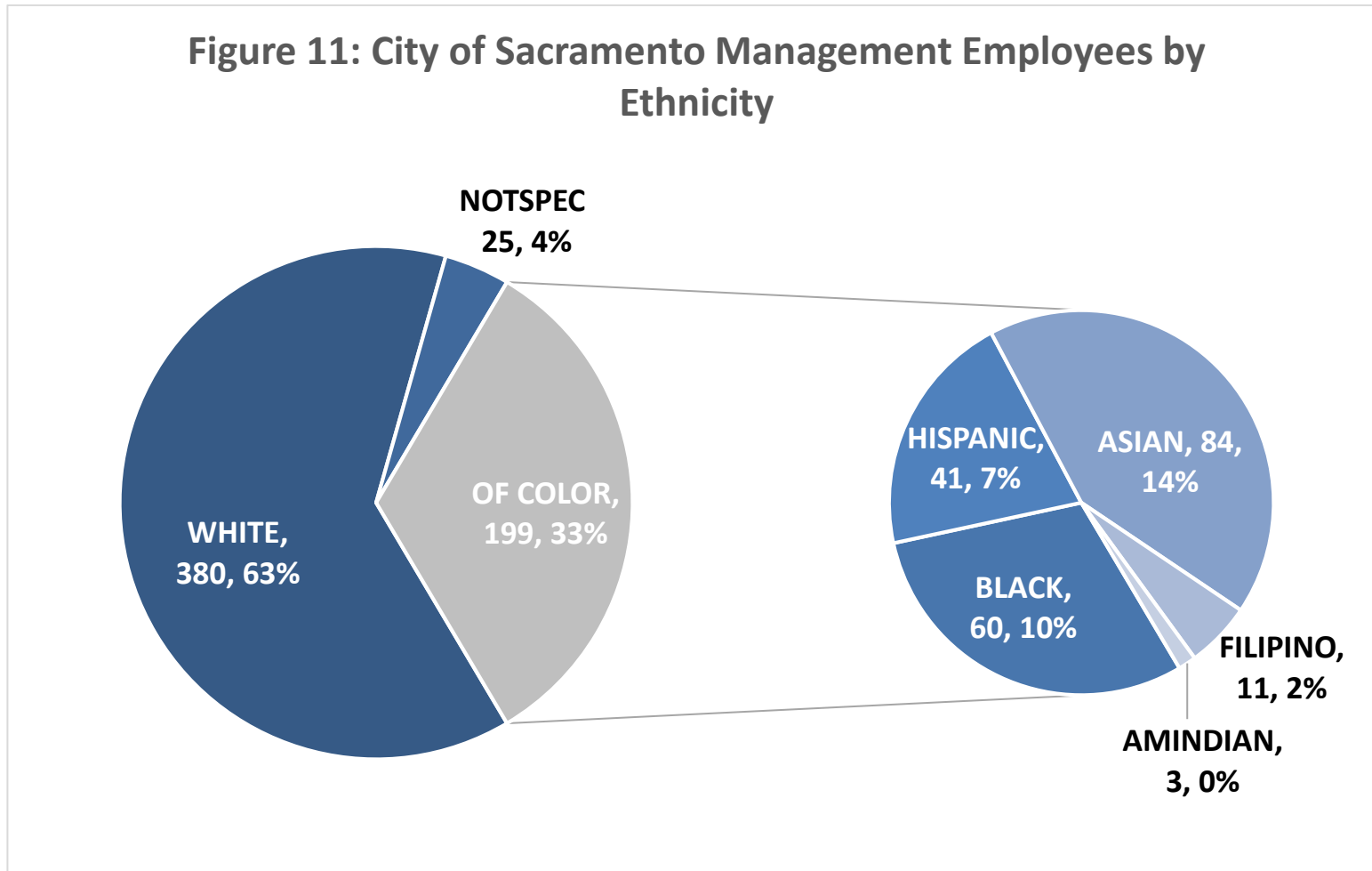
Figure 10: Percentage Point Difference between City Residents and Management Employees

Department Name	Comparable to City Residents					
	WHITE	HISPANIC	BLACK	ASIAN	HAWPACIF	AMINDIAN
City Attorney	35%	-21%	-4%	-15%	-2%	0%
City Clerk	65%	-27%	-13%	-18%	-2%	0%
City Manager	15%	-20%	1%	10%	-2%	0%
City Treasurer	7%	-27%	4%	15%	-2%	0%
Citywide and Community Support	65%	-27%	-13%	-18%	-2%	0%
Community Development Department	20%	-23%	-5%	5%	-2%	0%
Convention & Cultural Services	45%	-23%	-9%	-6%	-2%	0%
Department Of Utilities	35%	-27%	-5%	-3%	-2%	0%
Economic Development Department	25%	-7%	7%	-18%	-2%	0%
Finance	36%	-21%	-10%	-4%	-2%	0%
Fire	20%	-22%	14%	-9%	-2%	0%
Human Resources	27%	-23%	5%	-8%	-2%	2%
Information Technology	8%	-15%	-11%	18%	-2%	0%
Mayor/Council	3%	-11%	2%	-7%	-2%	0%
Parks & Recreation Department	38%	-23%	0%	-15%	-2%	0%
Police	30%	-17%	-3%	-6%	-2%	1%
Public Works Department	31%	-15%	-4%	-10%	-2%	1%
Grand Total	28%	-20%	-3%	-4%	-2%	0%

Scale	65%	45%	30%	15%	0%	-5%	-10%	-15%	-27%
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Source: City of Sacramento eCAPS data

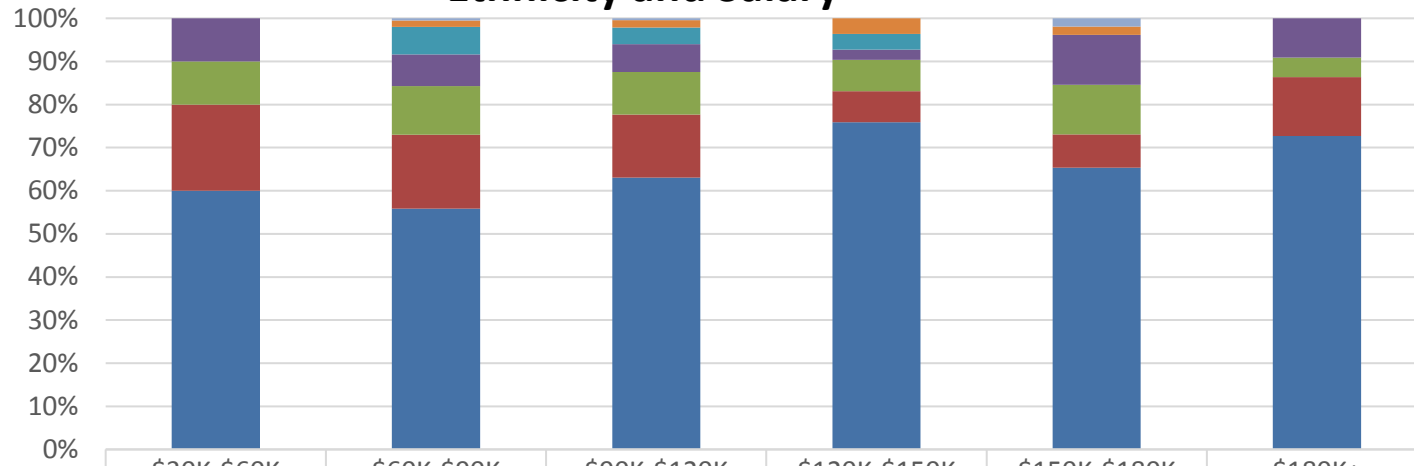
Figure 11 lists the 604 management employees by ethnicity and salary. Management employees were identified in the eCAPS data as those that are designated as Executive Management, Management Employees, Management Support, and Mayor Council Support. Some of the employees captured in these groups may not be management. Likewise, some of the City's management employees may be in a group not captured by this analysis.



Source: City of Sacramento eCAPS data

Figure 12 lists the 604 management employees by ethnicity and salary. Management employees were identified in the eCAPS data as those that are designated as Executive Management, Management Employees, Management Support, and Mayor Council Support. Some of the employees captured in these groups may not be management. Likewise, some of the City’s management employees may be in a group not captured by this analysis.

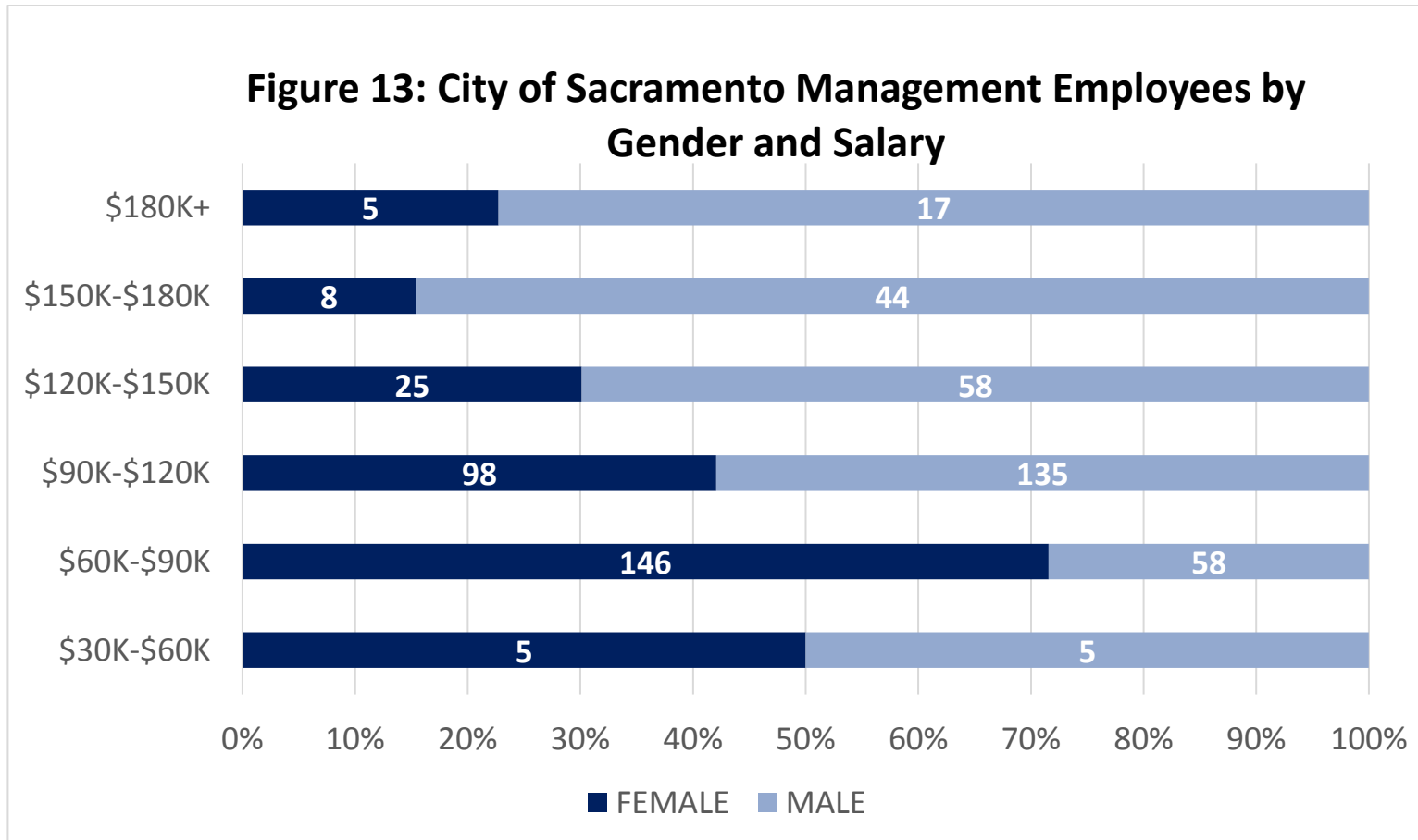
Figure 12: City of Sacramento Management Employees by Ethnicity and Salary



	\$30K-\$60K	\$60K-\$90K	\$90K-\$120K	\$120K-\$150K	\$150K-\$180K	\$180K+
AMINDIAN		1	1		1	
FILIPINO		3	4	3	1	
NOTSPEC		13	9	3		
HISPANIC	1	15	15	2	6	2
BLACK	1	23	23	6	6	1
ASIAN	2	35	34	6	4	3
WHITE	6	114	147	63	34	16

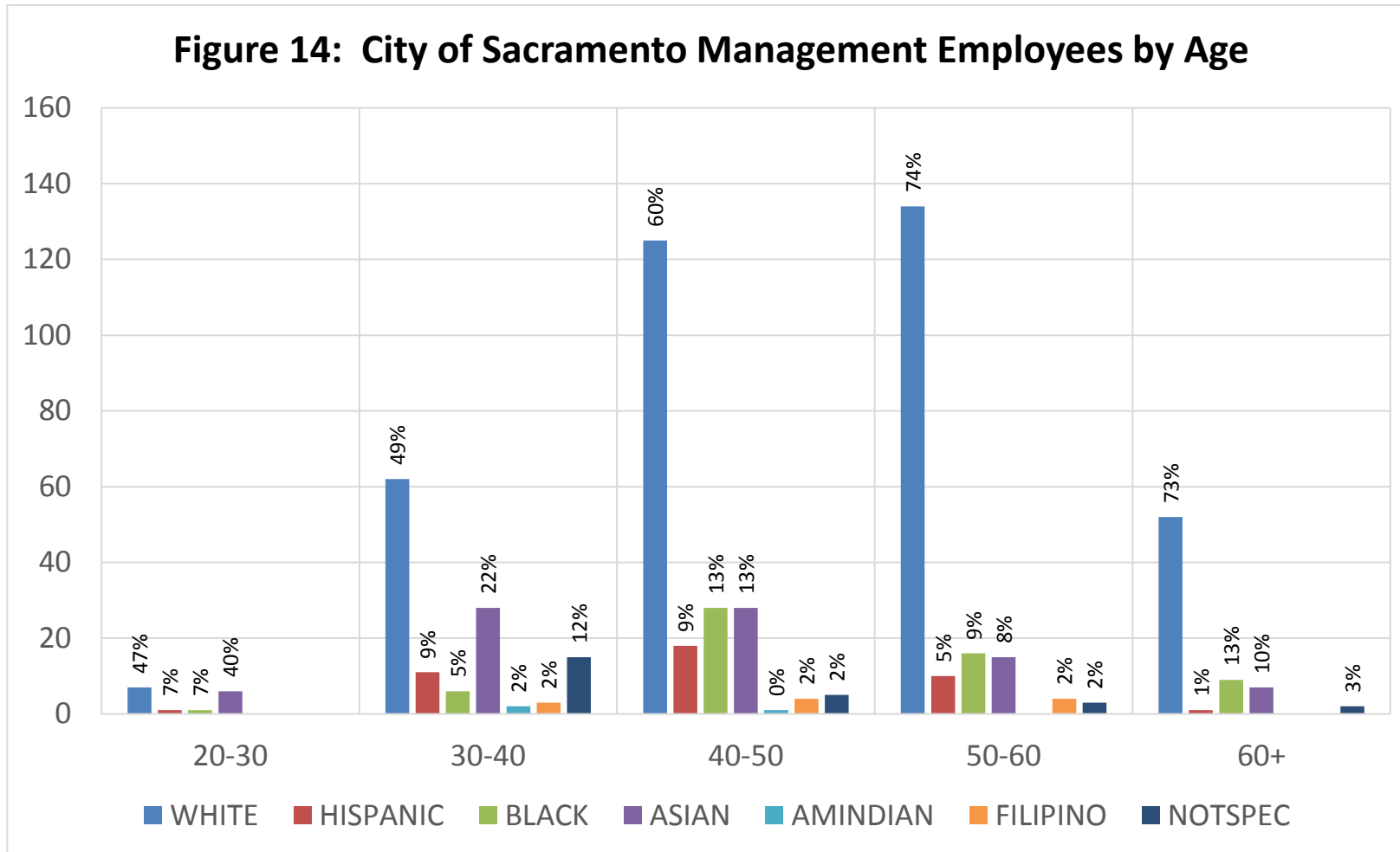
Source: City of Sacramento eCAPS data

Figure 13 shows the 608 City management employees by gender and salary. Management employees were identified in the eCAPS data as those that are designated as Executive Management, Management Employees, Management Support, and Mayor Council Support. Some of the employees captured in these groups may not be management. Likewise, some of the City’s management employees may be in a group not captured by this analysis.



Source: City of Sacramento eCAPS data

Figure 14 shows the 608 City management employees by age. Management employees were identified in the eCAPS data as those that are designated as Executive Management, Management Employees, Management Support, and Mayor Council Support. Some of the employees captured in these groups may not be management. Likewise, some of the City’s management employees may be in a group not captured by this analysis.



Source: City of Sacramento eCAPS data

Chapter 3: The City Attorney’s Office Demographics

This chapter focuses on the demographics of the employees of the City Attorney’s Office. The City Attorney’s essential role is to serve as the legal advisor to the City Council, City Officers and department staff, boards and commissions. In this role, the office represents the City in criminal, civil, and administrative litigation, renders advice and counsel, and prepares ordinances, resolutions, contracts and various legal documents.

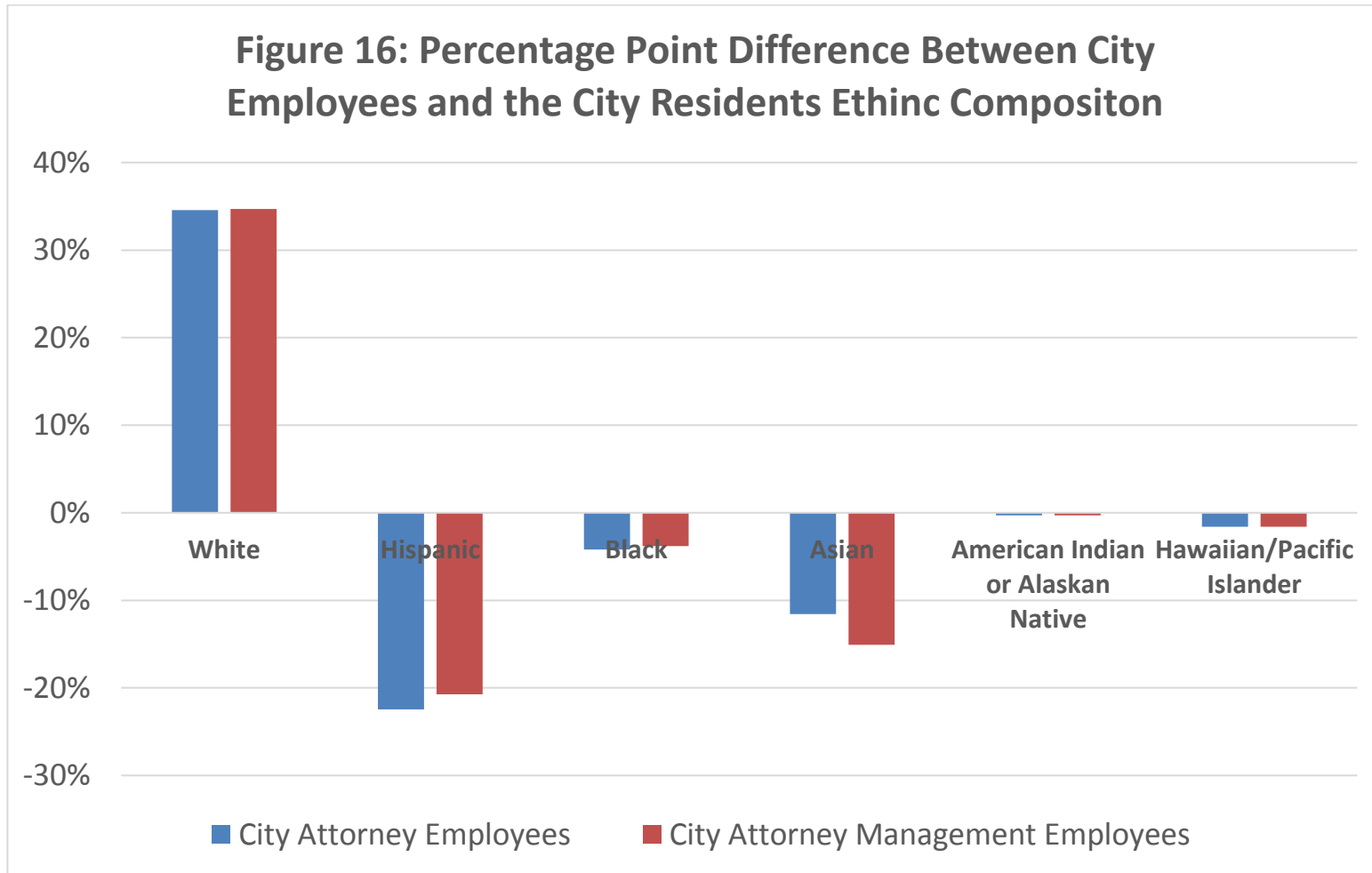
Figure 15 lists the percent of employees within their respective ethnic groups in the City Attorney’s Office compared to the demographics of the City of Sacramento residents.

Figure 15: City Attorney Employee Ethnicity Break Down

Group	White	Hispanic	Black	Asian	American Indian or Alaskan Native	Hawaiian/Pacific Islander	Filipino	Other	Multi Race	Not Specified
City of Sacramento Residents (2013)	35%	27%	13%	18%	0%	2%	NA	0%	5%	NA
City Attorney Employees	70%	4%	9%	7%	0%	0%	2%	NA	NA	9%
City Attorney Management Employees	70%	6%	9%	3%	0%	0%	0%	NA	NA	12%

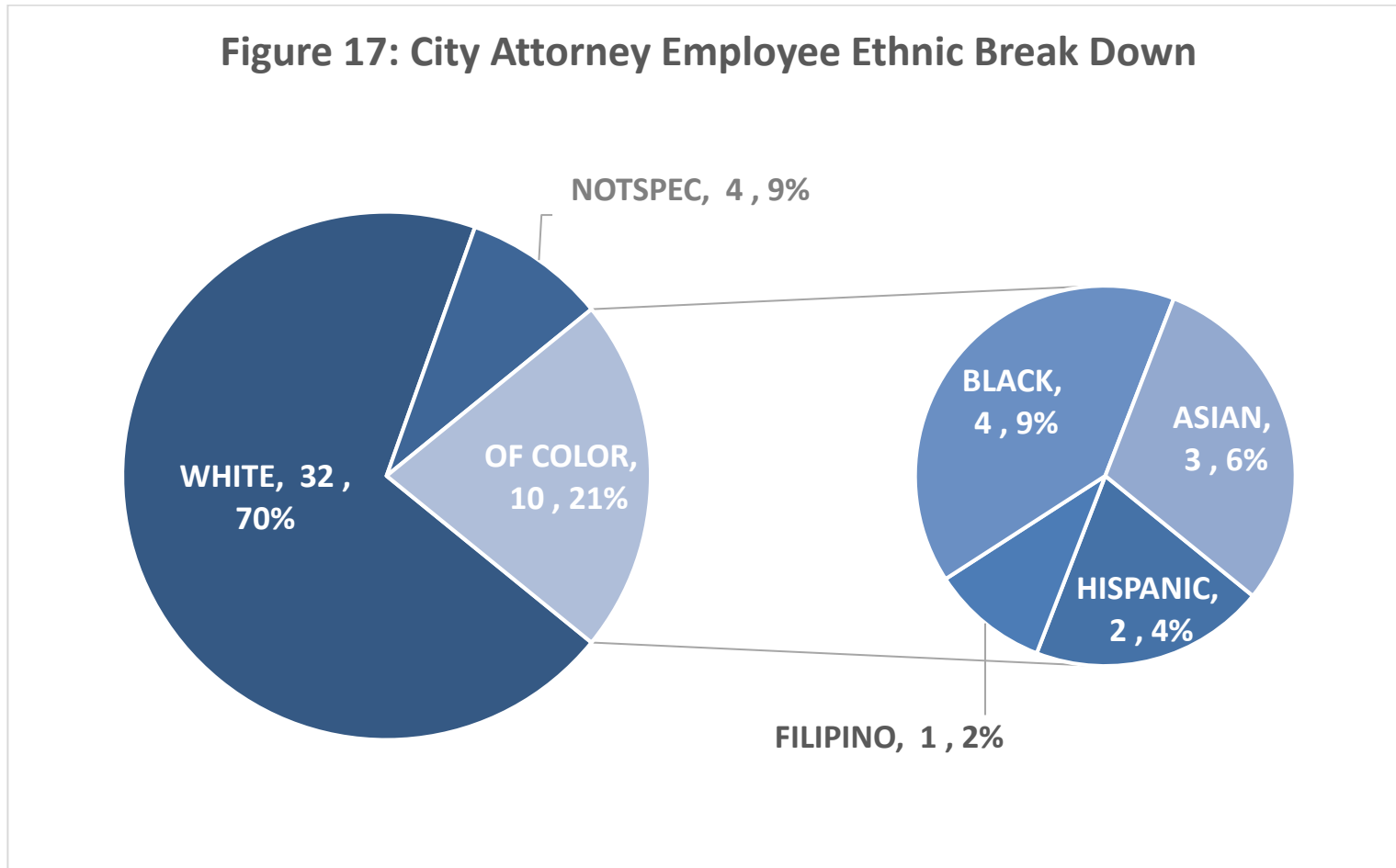
Source: City of Sacramento eCAPS data

Figure 16 details the percentage point difference between the City Attorney’s Office employees and City residents by ethnic group. For example, if the ethnic composition of City residents for the white ethnicity is 35 percent and a department has 50 percent of their employees identified as white, the number reflected in the table below will be 15 percentage points (50%-35%=15 percentage point difference).



Source: City of Sacramento eCAPS data

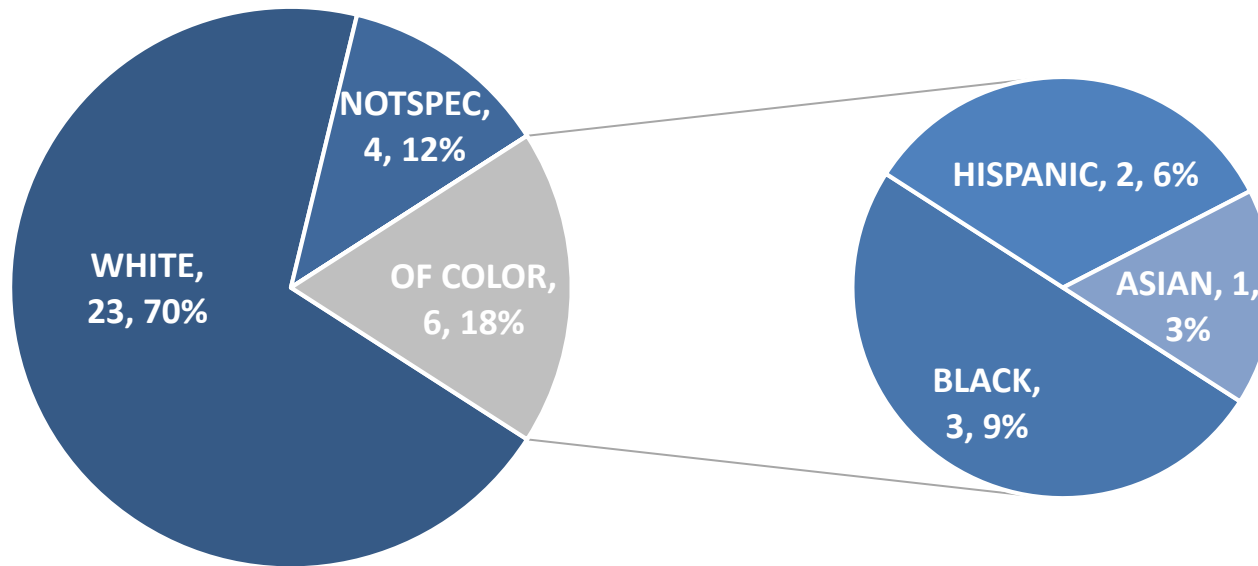
Figure 17 identifies the number of City employees in each ethnic group by the City Attorney's Office. As shown in the left pie chart, approximately 70 percent of employees are White, 21 percent are Of Color, and 9 percent did not specify an ethnicity. The pie chart on the right provides the break down of the employees Of Color.



Source: City of Sacramento eCAPS data

Figure 18 lists Management Employees of the City Attorney’s Office by ethnicity. Management employees were identified in the eCAPS data as those that are designated as Executive Management, Management Employees, and Management Support. Some of the employees captured in these groups may not be management. Likewise, some of the City’s management employees may be in a group not captured by this analysis.

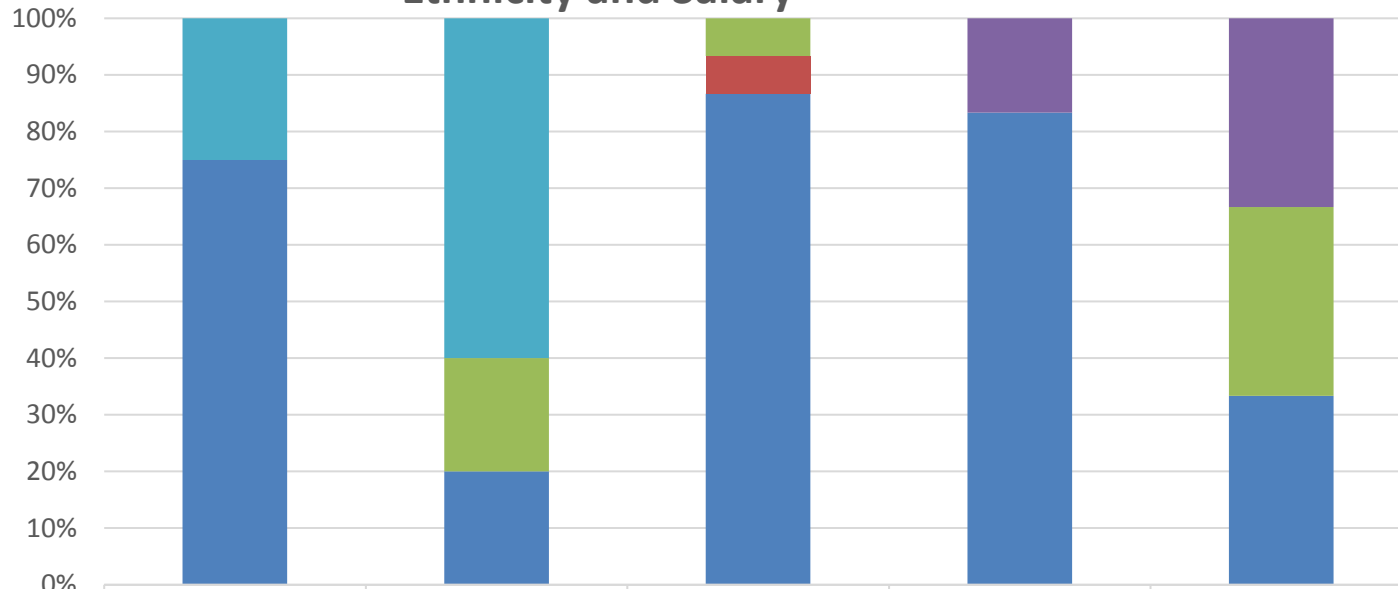
Figure 18: City Attorney Management Employees by Ethnicity



Source: City of Sacramento eCAPS data

Figure 19 lists the management employees of the City Attorney’s Office by ethnicity and salary. Management employees were identified in the eCAPS data as those that are designated as Executive Management, Management Employees, and Management Support. Some of the employees captured in these groups may not be management. Likewise, some of the City’s management employees may be in a group not captured by this analysis.

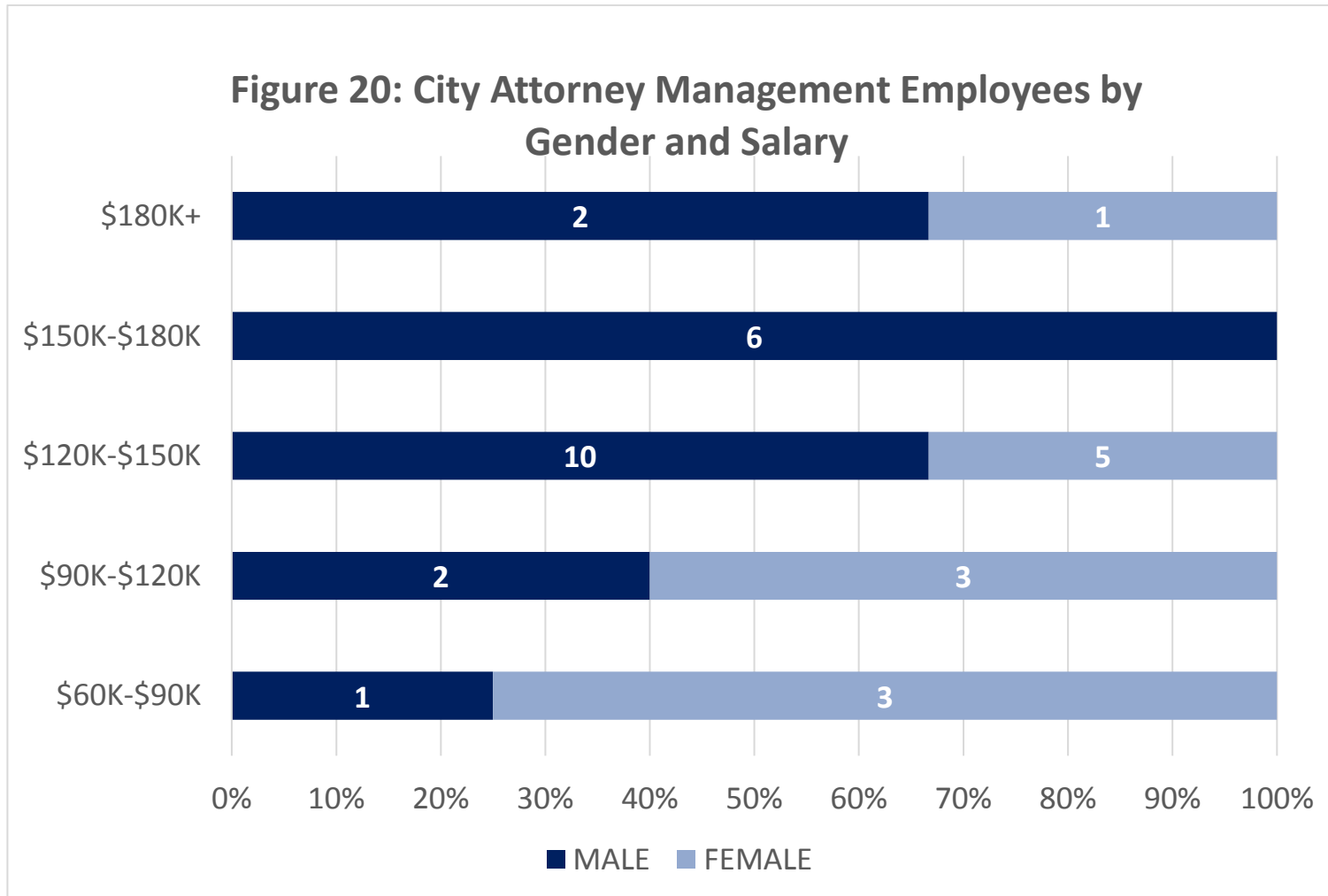
Figure 19: City Attorney Management Employees by Ethnicity and Salary



	\$60K-\$90K	\$90K-\$120K	\$120K-\$150K	\$150K-\$180K	\$180K+
NOTSPEC	1	3			
HISPANIC				1	1
BLACK		1	1		1
ASIAN			1		
WHITE	3	1	13	5	1

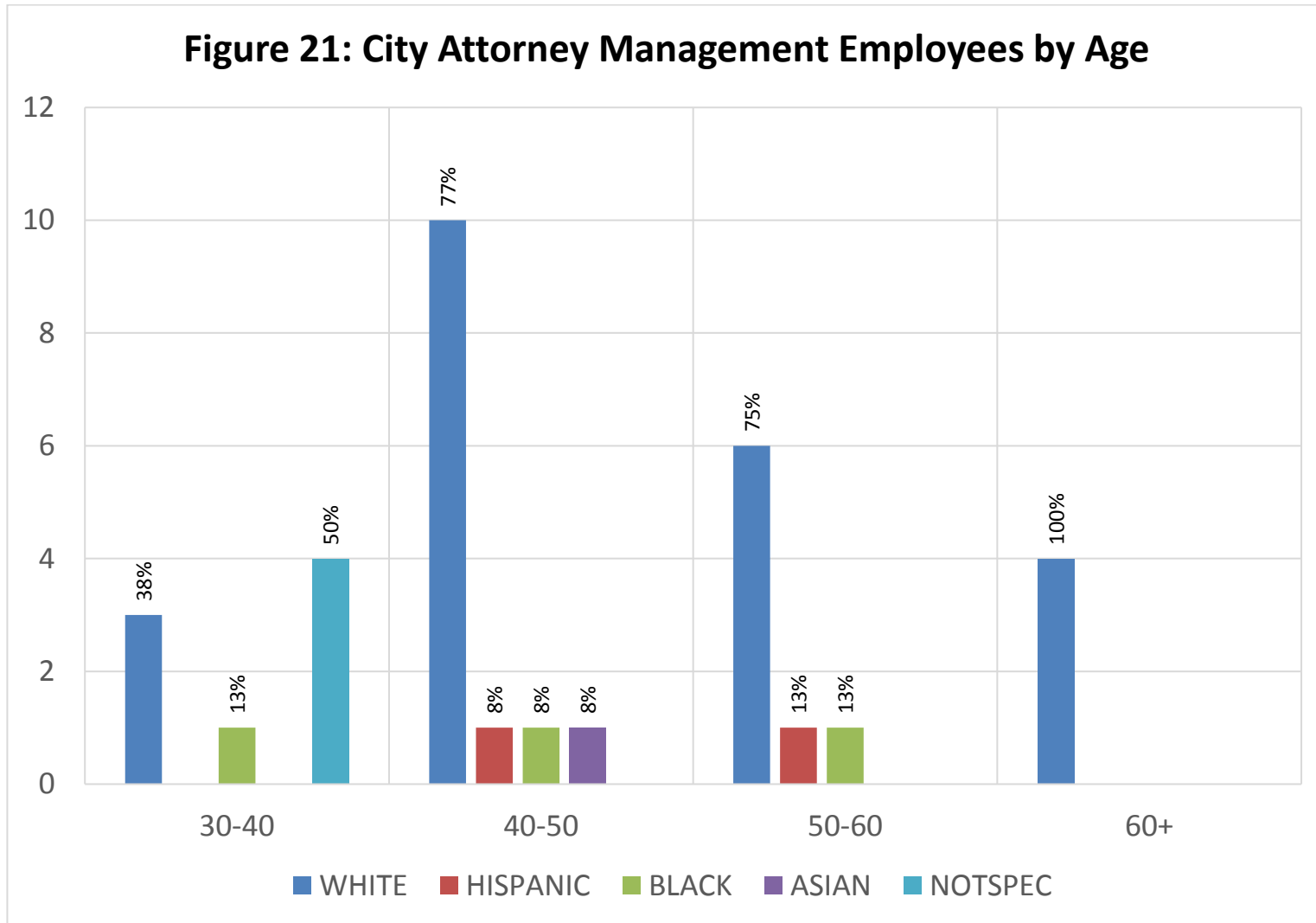
Source: City of Sacramento eCAPS data

Figure 20 shows the management employees of the City Attorney’s Office by gender and salary. Management employees were identified in the eCAPS data as those that are designated as Executive Management, Management Employees, and Management Support. Some of the employees captured in these groups may not be management. Likewise, some of the City’s management employees may be in a group not captured by this analysis.



Source: City of Sacramento eCAPS data

Figure 21 shows the management employees of the City Attorney’s Office by age. Management employees were identified in the eCAPS data as those that are designated as Executive Management, Management Employees, and Management Support. Some of the employees captured in these groups may not be management. Likewise, some of the City’s management employees may be in a group not captured by this analysis.



Source: City of Sacramento eCAPS data

Figure 22 shows the job classifications and the number of Management Employees within the City Attorney’s Office making more than \$120,000 a year by ethnicity. Management employees were identified in the eCAPS data as those that are designated as Executive Management, Management Employees, and Management Support. Some of the employees captured in these groups may not be management. Likewise, some of the City’s management employees may be in a group not captured by this analysis.

Figure 22: City Attorney’s Management Employees Making Over \$120 Thousand

Job Classification	ASIAN	BLACK	HISPANIC	WHITE	Grand Total
Assistant City Attorney		1		1	2
City Attorney			1		1
Deputy City Attorney II				1	1
Senior Deputy City Attorney	1	1		15	17
Supervising Deputy City Attorney			1	2	3
Grand Total	1	2	2	19	24

Source: City of Sacramento eCAPS data

Chapter 4: The City Clerk’s Office Demographics

This chapter focuses on the demographics of the employees of the City Clerk’s Office. The City Clerk’s essential role is to serve as the Clerk of City Council which includes activities such as preparing City Council agendas, recording and maintaining Council actions, and preparing and filing public notices. Additional activities of the office include coordinating and administering all City records, documents, and public files, serving as the Elections Officer for the City, managing all City Public Records Act requests, and managing the administrative and personnel operations of the Offices of the Mayor and City Council.

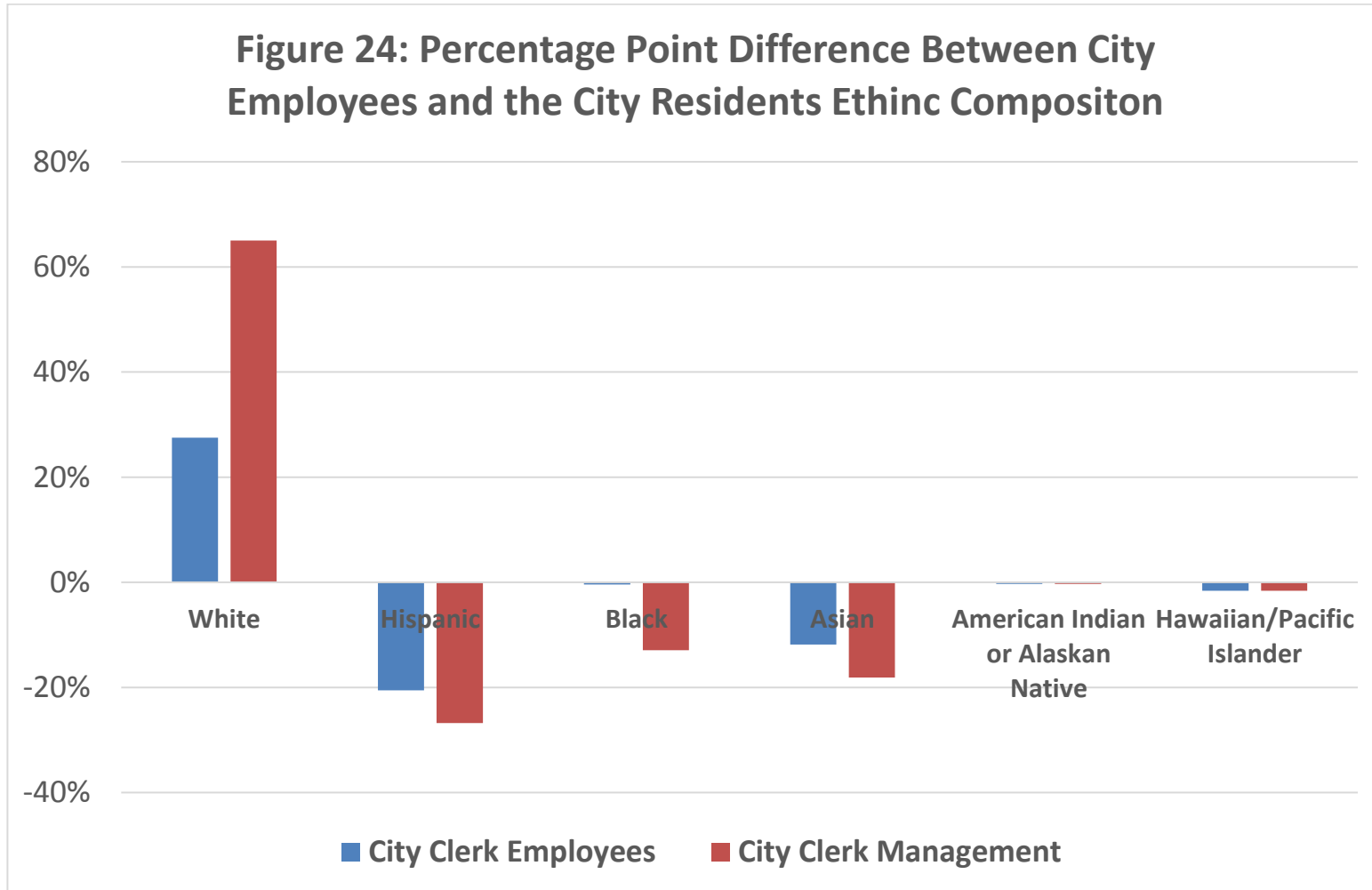
Figure 23 lists the percent of employees within their respective ethnic groups in the City Clerk’s Office compared to the demographics of the City of Sacramento residents.

Figure 23: City Clerk Employee Ethnicity Break Down

Group	White	Hispanic	Black	Asian	American Indian or Alaskan Native	Hawaiian/Pacific Islander	Filipino	Other	Multi Race	Not Specified
City of Sacramento										
Residents (2013)	35%	27%	13%	18%	0%	2%	NA	0%	5%	NA
City Clerk Employees	63%	6%	13%	6%	0%	0%	6%	NA	NA	6%
City Clerk Management										
Employees	100%	0%	0%	0%	0%	0%	0%	NA	NA	0%

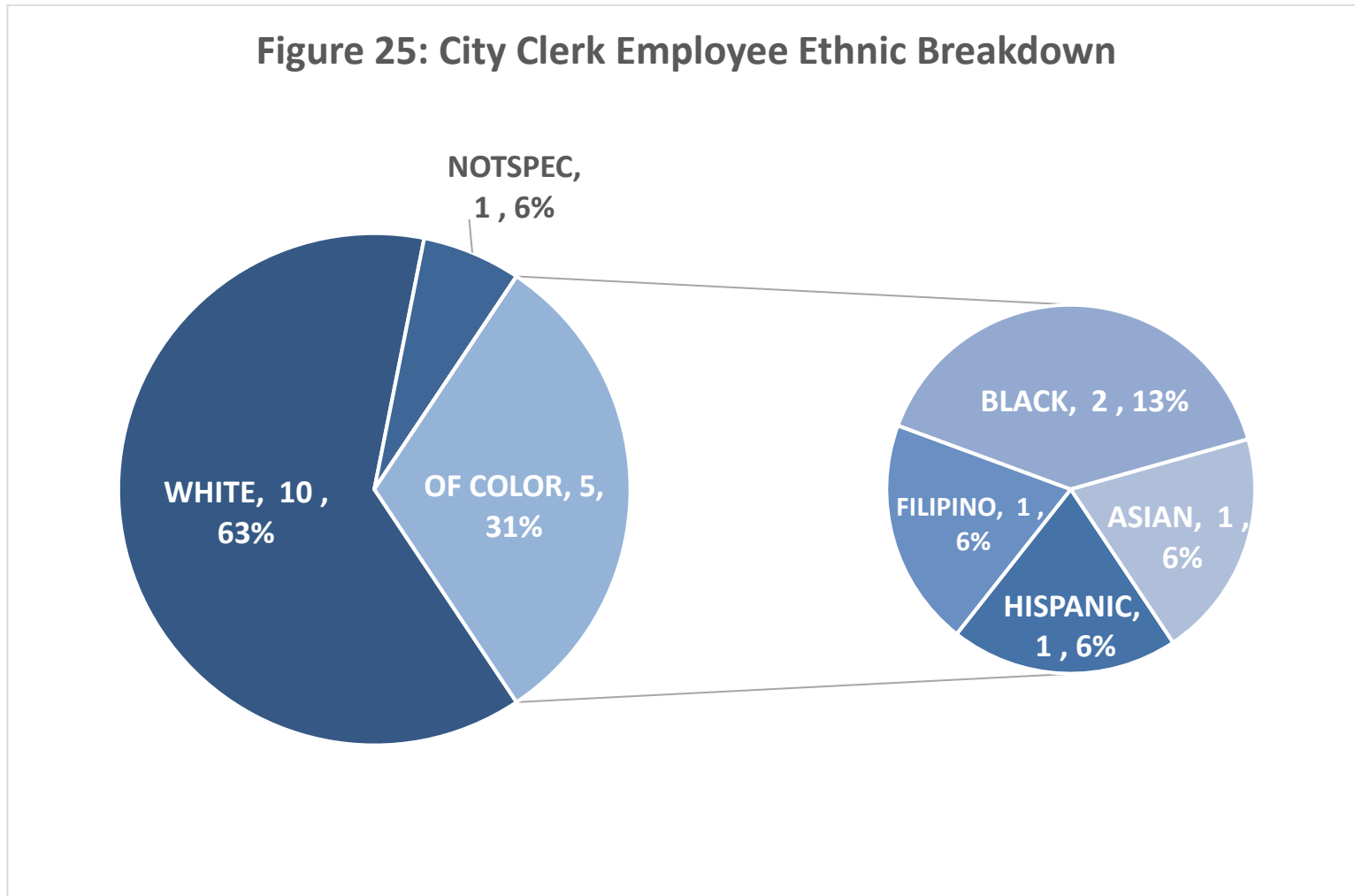
Source: City of Sacramento eCAPS data

Figure 24 details the percentage point difference between the City Clerk’s Office employees and City residents by ethnic group. For example, if the ethnic composition of City residents for the white ethnicity is 35 percent and a department has 50 percent of their employees identified as white, the number reflected in the table below will be 15 percentage points (50%-35%=15 percentage point difference).



Source: City of Sacramento eCAPS data

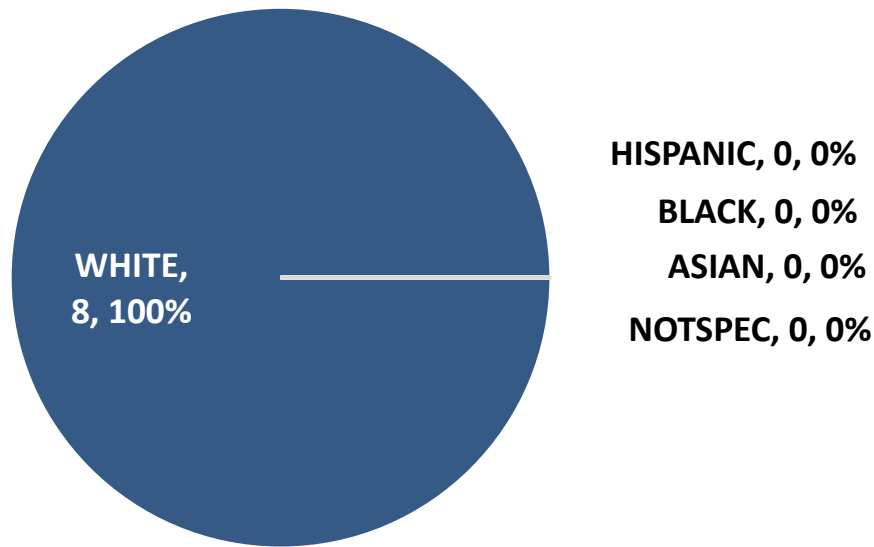
Figure 25 identifies the number of City employees in each ethnic group by the City Clerk's Office. As shown in the left pie chart, approximately 63 percent of employees are White, 31 percent are Of Color, and 6 percent did not specify an ethnicity. The pie chart on the right provides the break down of the employees Of Color.



Source: City of Sacramento eCAPS data

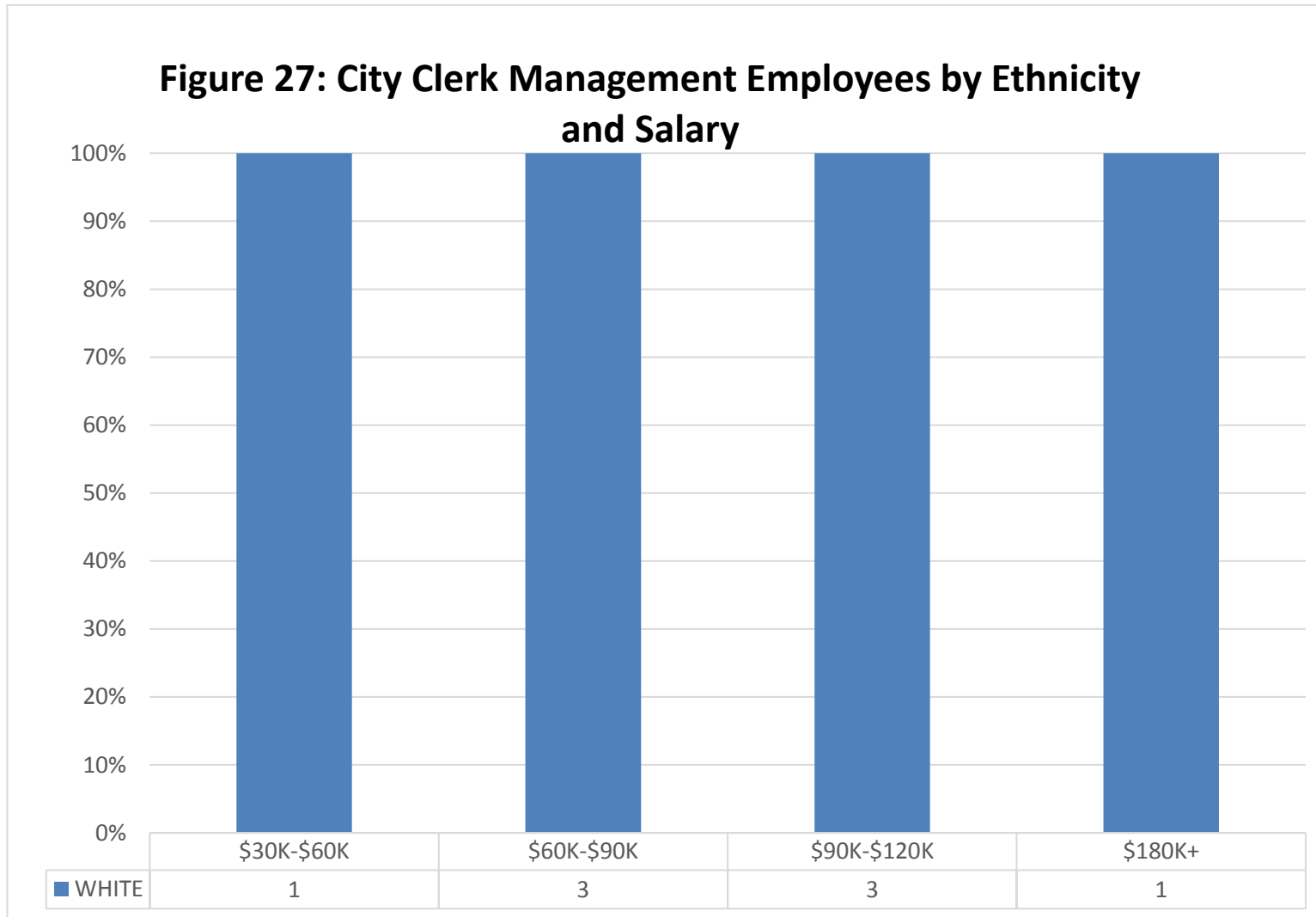
Figure 26 lists Management Employees of the City Clerk’s Office by ethnicity. Management employees were identified in the eCAPS data as those that are designated as Executive Management, Management Employees, Management Support, and Mayor Council Support. Some of the employees captured in these groups may not be management. Likewise, some of the City’s management employees may be in a group not captured by this analysis.

Figure 26: City Clerk Management Employees by Ethnicity



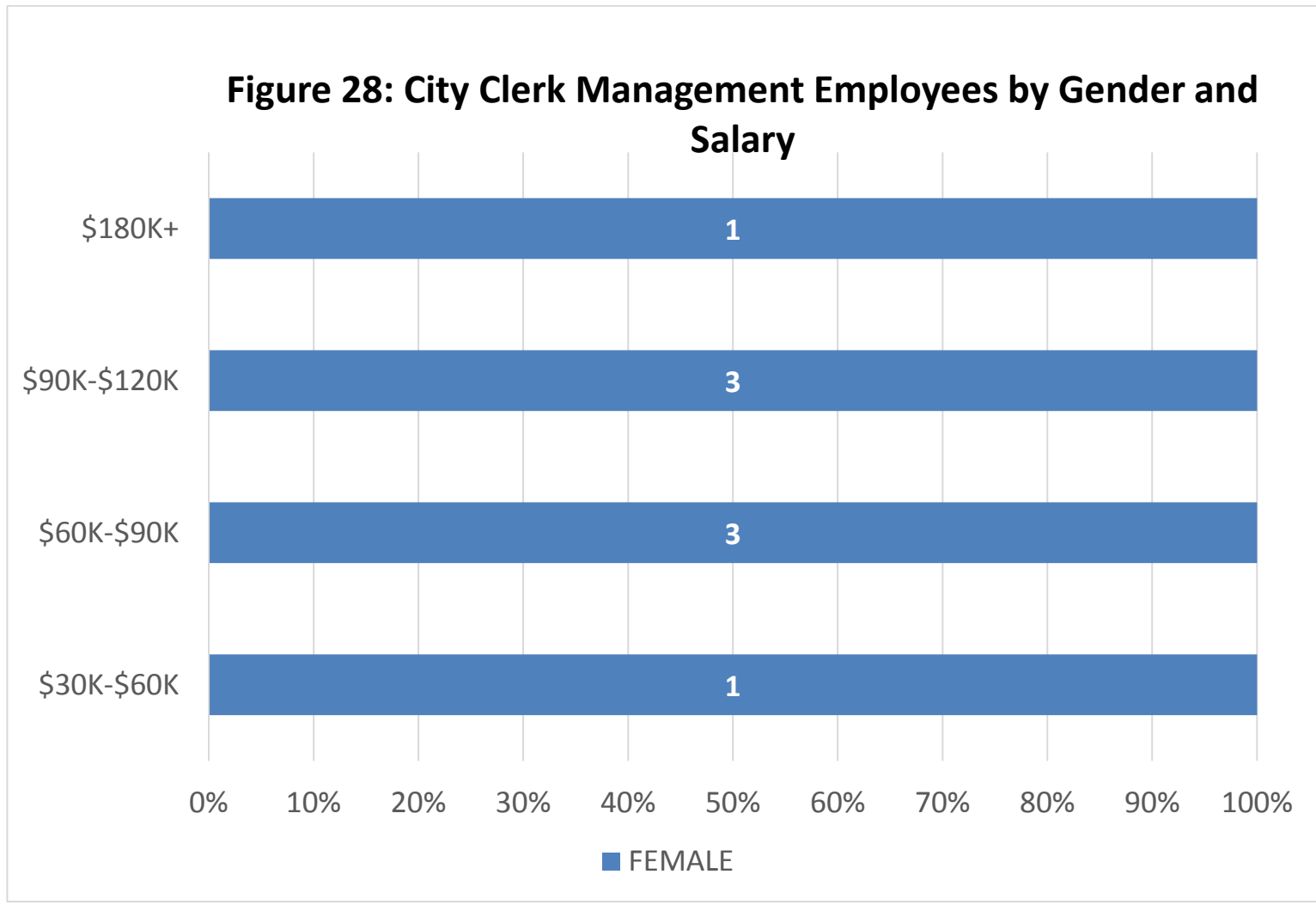
Source: City of Sacramento eCAPS data

Figure 27 lists the management employees of the City Clerk’s Office by ethnicity and salary. Management employees were identified in the eCAPS data as those that are designated as Executive Management, Management Employees, Management Support, and Mayor Council Support. Some of the employees captured in these groups may not be management. Likewise, some of the City’s management employees may be in a group not captured by this analysis.



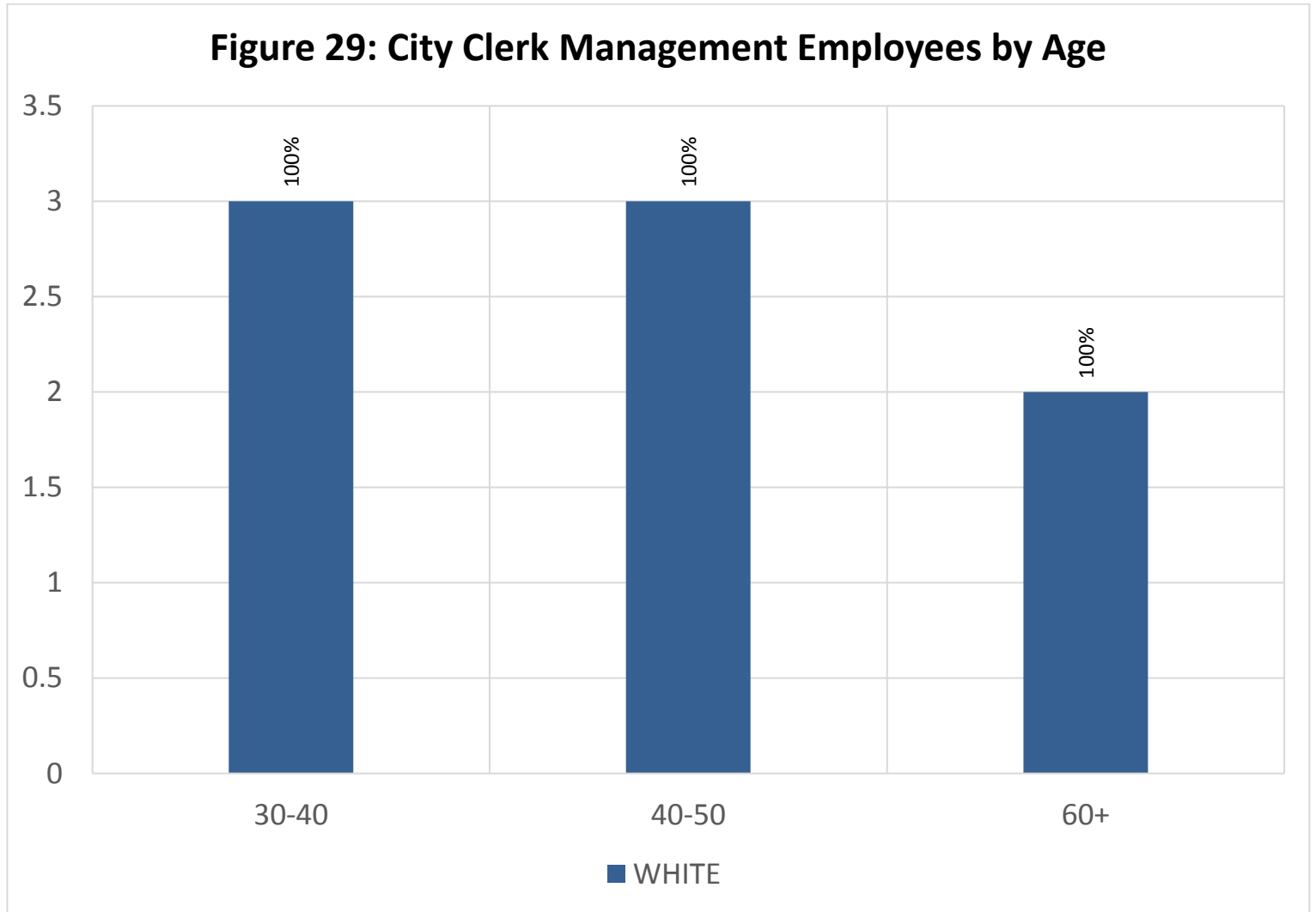
Source: City of Sacramento eCAPS data

Figure 28 shows the management employees of the City Clerk’s Office by gender and salary. Management employees were identified in the eCAPS data as those that are designated as Executive Management, Management Employees, Management Support, and Mayor Council Support. Some of the employees captured in these groups may not be management. Likewise, some of the City’s management employees may be in a group not captured by this analysis.



Source: City of Sacramento eCAPS data

Figure 29 shows the management employees of the City Clerk’s Office by age. Management employees were identified in the eCAPS data as those that are designated as Executive Management, Management Employees, Management Support, and Mayor Council Support. Some of the employees captured in these groups may not be management. Likewise, some of the City’s management employees may be in a group not captured by this analysis.



Source: City of Sacramento eCAPS data

Figure 30 shows the job classifications and the number of Management Employees within the City Clerk’s Office making more than \$120,000 a year by ethnicity. Management employees were identified in the eCAPS data as those that are designated as Executive Management, Management Employees, Management Support, and Mayor Council Support. Some of the employees captured in these groups may not be management. Likewise, some of the City’s management employees may be in a group not captured by this analysis.

Figure 30: City Clerk’s Management Employees Making Over \$120 Thousand

Job Classification	WHITE	Grand Total
City Clerk	1	1
Grand Total	1	1

Source: City of Sacramento eCAPS data

Chapter 5: The City Manager’s Office Demographics

This chapter focuses on the demographics of the employees of the City Manager’s Office. The City Manager is the Chief Executive Officer of the City of Sacramento. The primary responsibility for the City Manager is to provide direction and leadership for operations and management of all City departments including enforcement of laws and ordinances, oversight of municipal programs and services, and providing recommendations to the Mayor and City Council.

We note the City Manager’s Office includes 16 employees. Of the 16, three employees listed as City Manager employees actually work in the Mayor’s office.

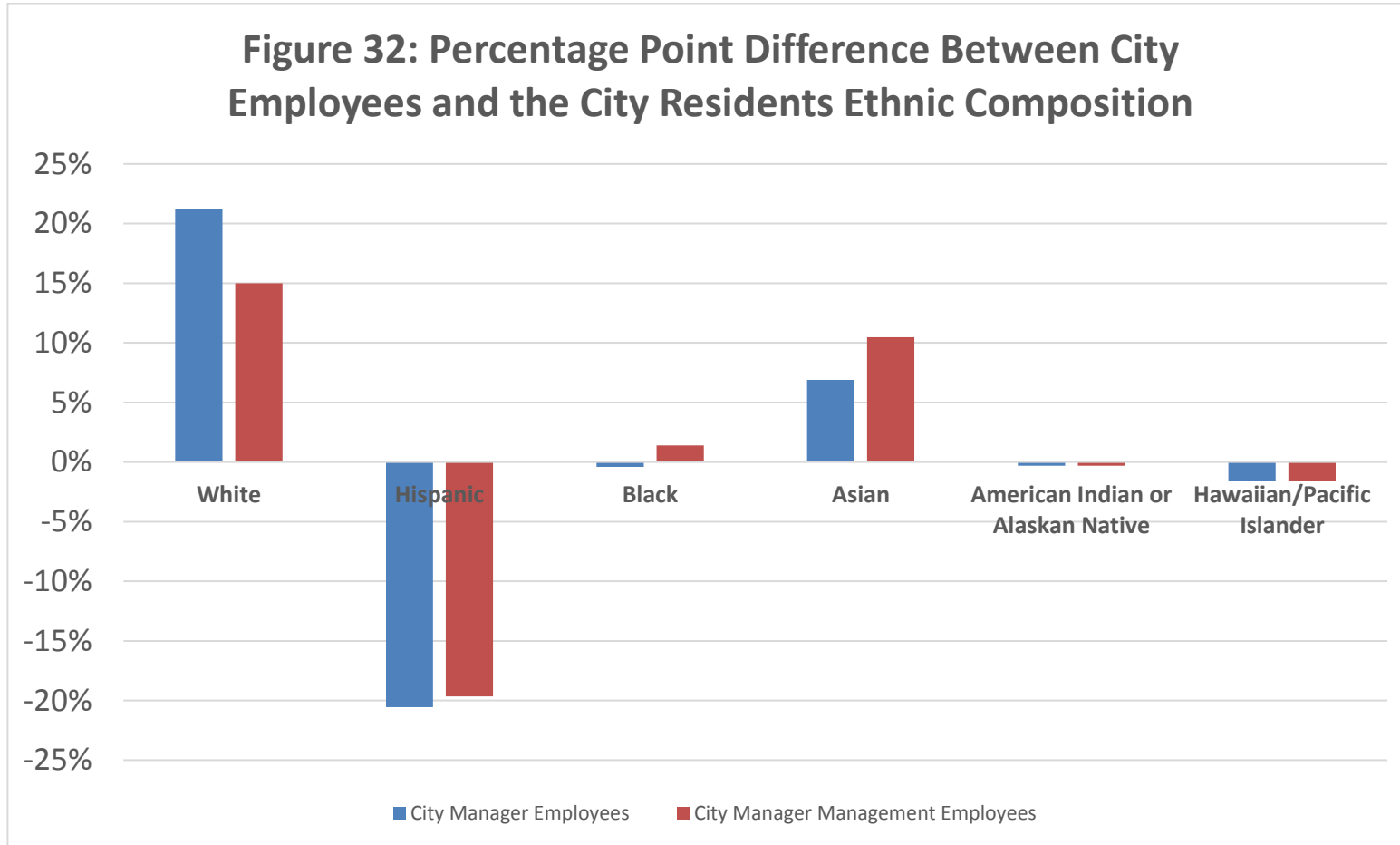
Figure 31 lists the percent of employees within their respective ethnic groups in the City Manager’s Office compared to the demographics of the City of Sacramento residents.

Figure 31: City Manager Employee Ethnicity Break Down

Group	White	Hispanic	Black	Asian	American Indian or Alaskan Native	Hawaiian/Pacific Islander	Filipino	Other	Multi Race	Not Specified
City of Sacramento										
Residents (2013)	35%	27%	13%	18%	0%	2%	NA	0%	5%	NA
City Manager Employees										
City Manager Management Employees	56%	6%	13%	25%	0%	0%	0%	NA	NA	0%
City Manager Directors	85%	8%	8%	0%	0%	0%	0%	NA	NA	0%

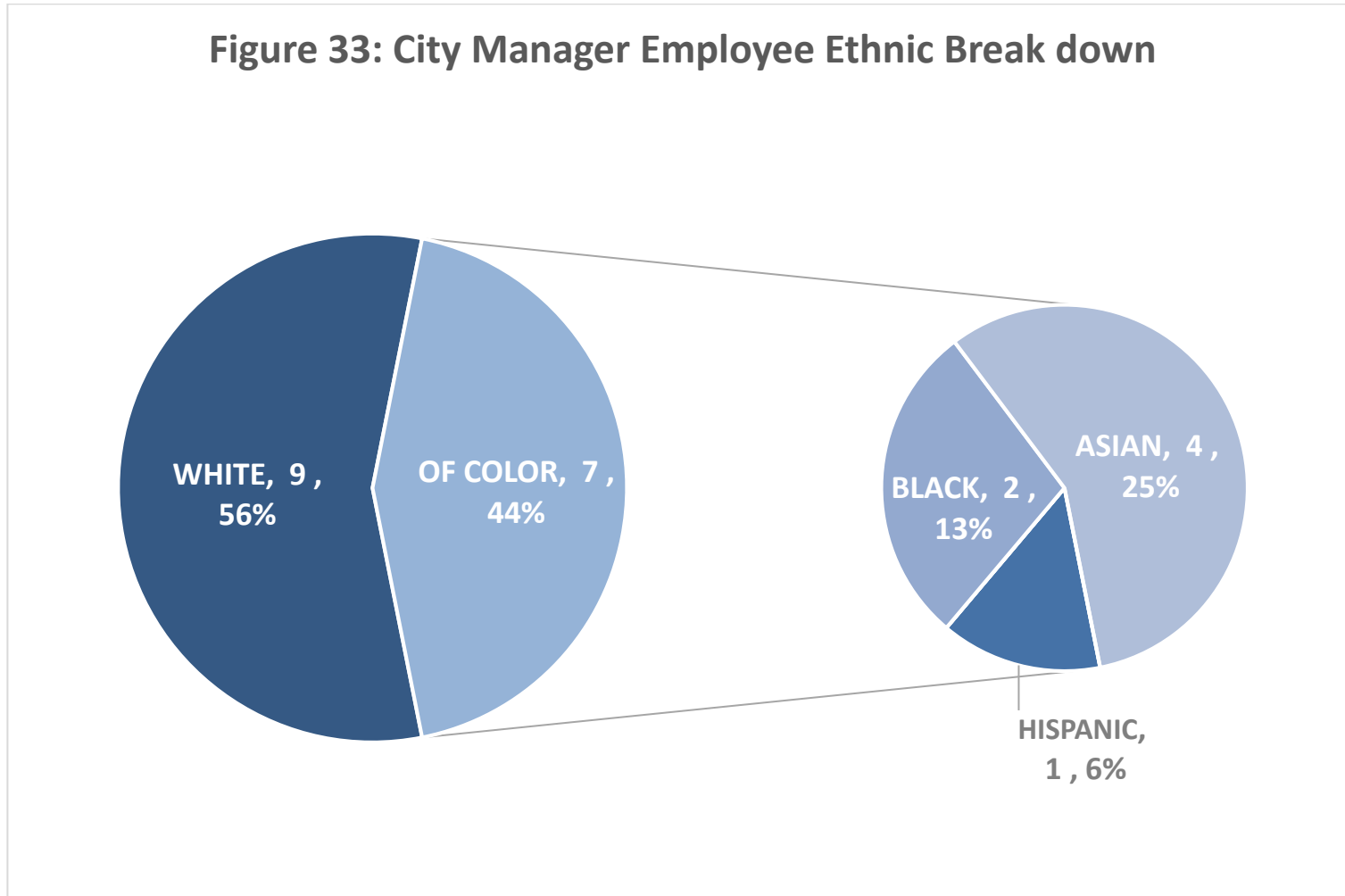
Source: City of Sacramento eCAPS data

Figure 32 details the percentage point difference between the City Manager’s Office employees and City residents by ethnic group. For example, if the ethnic composition of City residents for the white ethnicity is 35 percent and a department has 50 percent of their employees identified as white, the number reflected in the table below will be 15 percentage points (50%-35%=15 percentage point difference).



Source: City of Sacramento eCAPS data

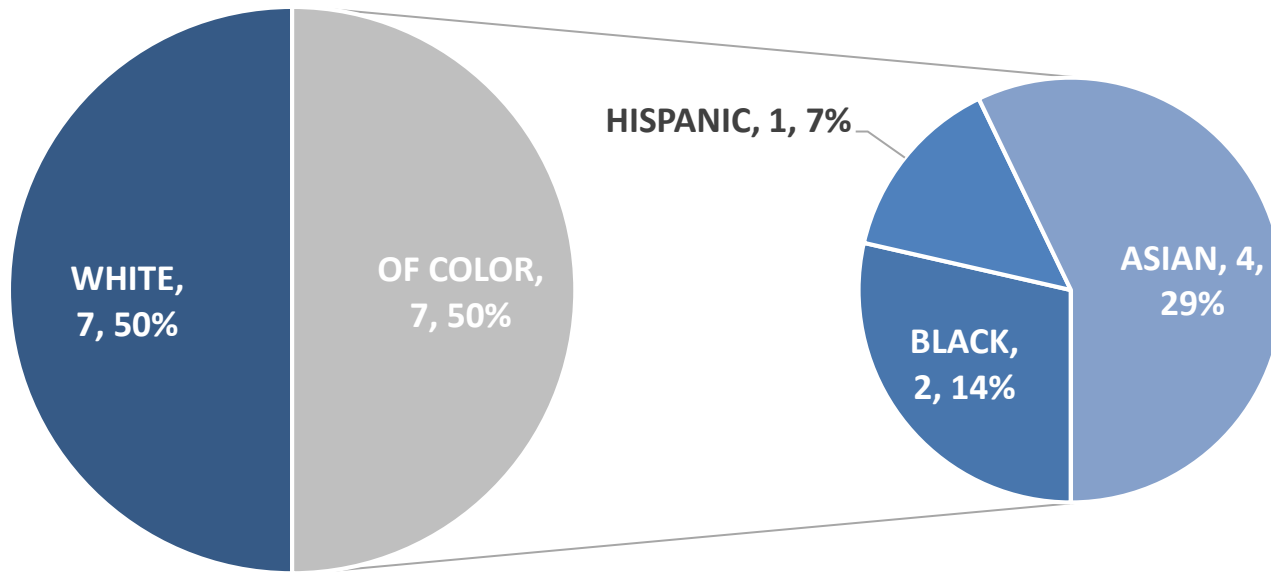
Figure 33 identifies the number of City employees in each ethnic group by the City Manager’s Office. As shown in the left pie chart, approximately 56 percent of employees are White and 44 percent are Of Color. The pie chart on the right provides the break down of the employees Of Color.



Source: City of Sacramento eCAPS data

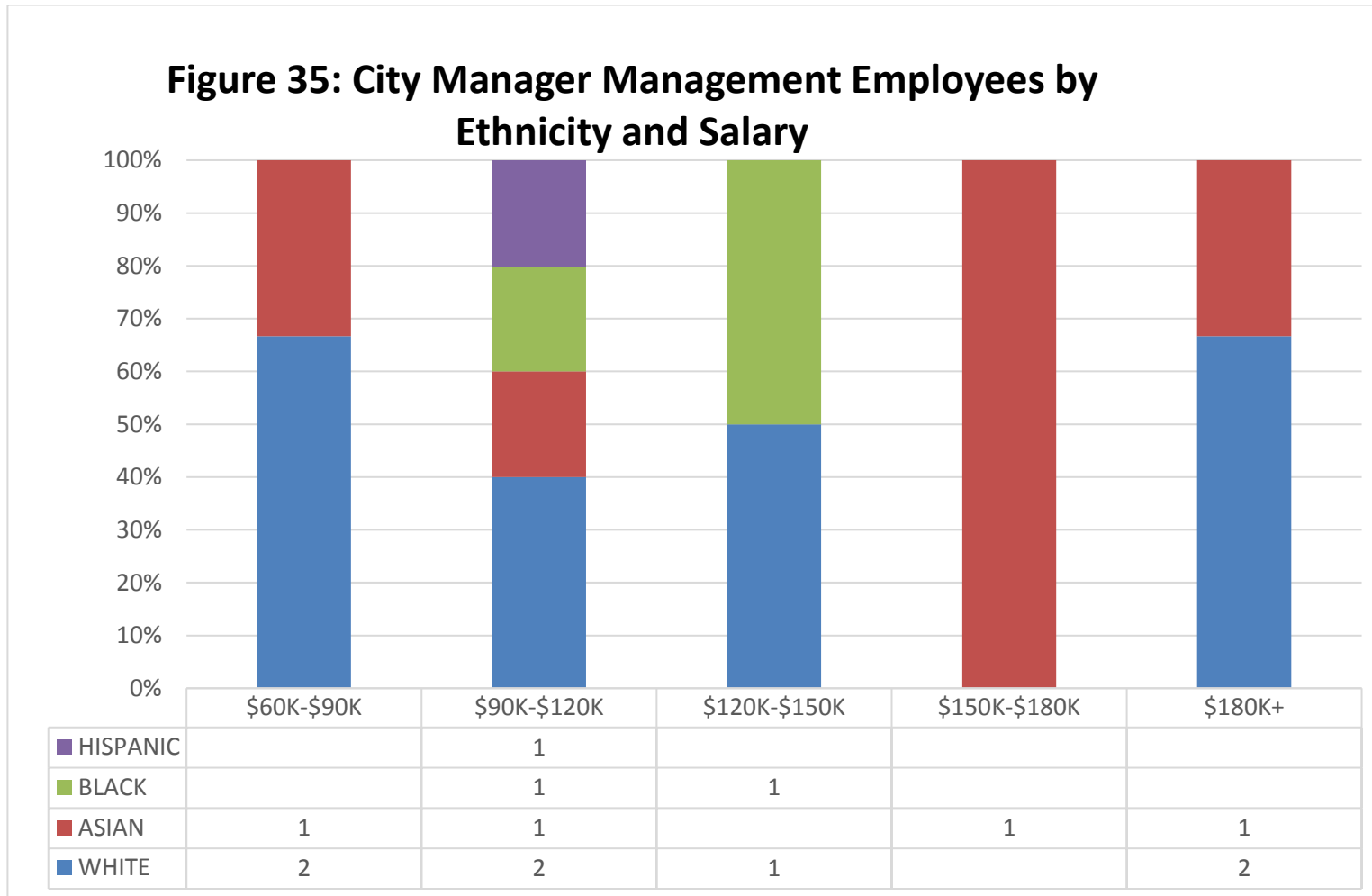
Figure 34 lists Management Employees of the City Manager’s Office by ethnicity. Management employees were identified in the eCAPS data as those that are designated as Executive Management, Management Employees, Management Support, and Mayor Council Support. Some of the employees captured in these groups may not be management. Likewise, some of the City’s management employees may be in a group not captured by this analysis.

Figure 34: City Manager Management Employees by Ethnicity



Source: City of Sacramento eCAPS data

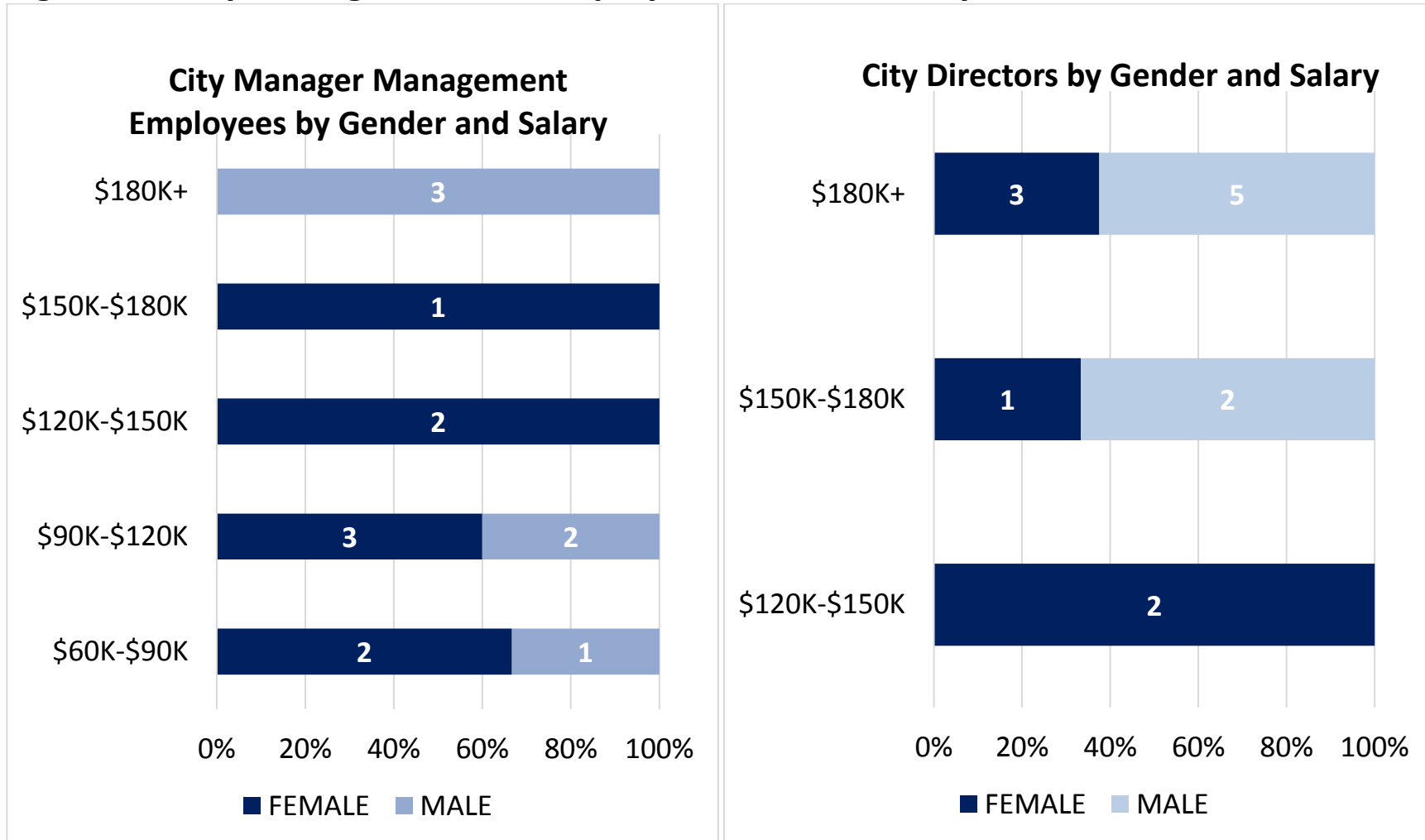
Figure 35 lists the management employees of the City Manager’s Office by ethnicity and salary. Management employees were identified in the eCAPS data as those that are designated as Executive Management, Management Employees, Management Support, and Mayor Council Support. Some of the employees captured in these groups may not be management. Likewise, some of the City’s management employees may be in a group not captured by this analysis.



Source: City of Sacramento eCAPS data

The left side of figure 36 shows the City Manager’s management employees by gender and salary. The right side of figure 36 shows the City Directors under the City Manager by gender and salary. Management employees were identified in the eCAPS data as those that are designated as Executive Management, Management Employees, Management Support, and Mayor Council Support. Some of the employees captured in these groups may not be management. Likewise, some of the City’s management employees may be in a group not captured by this analysis.

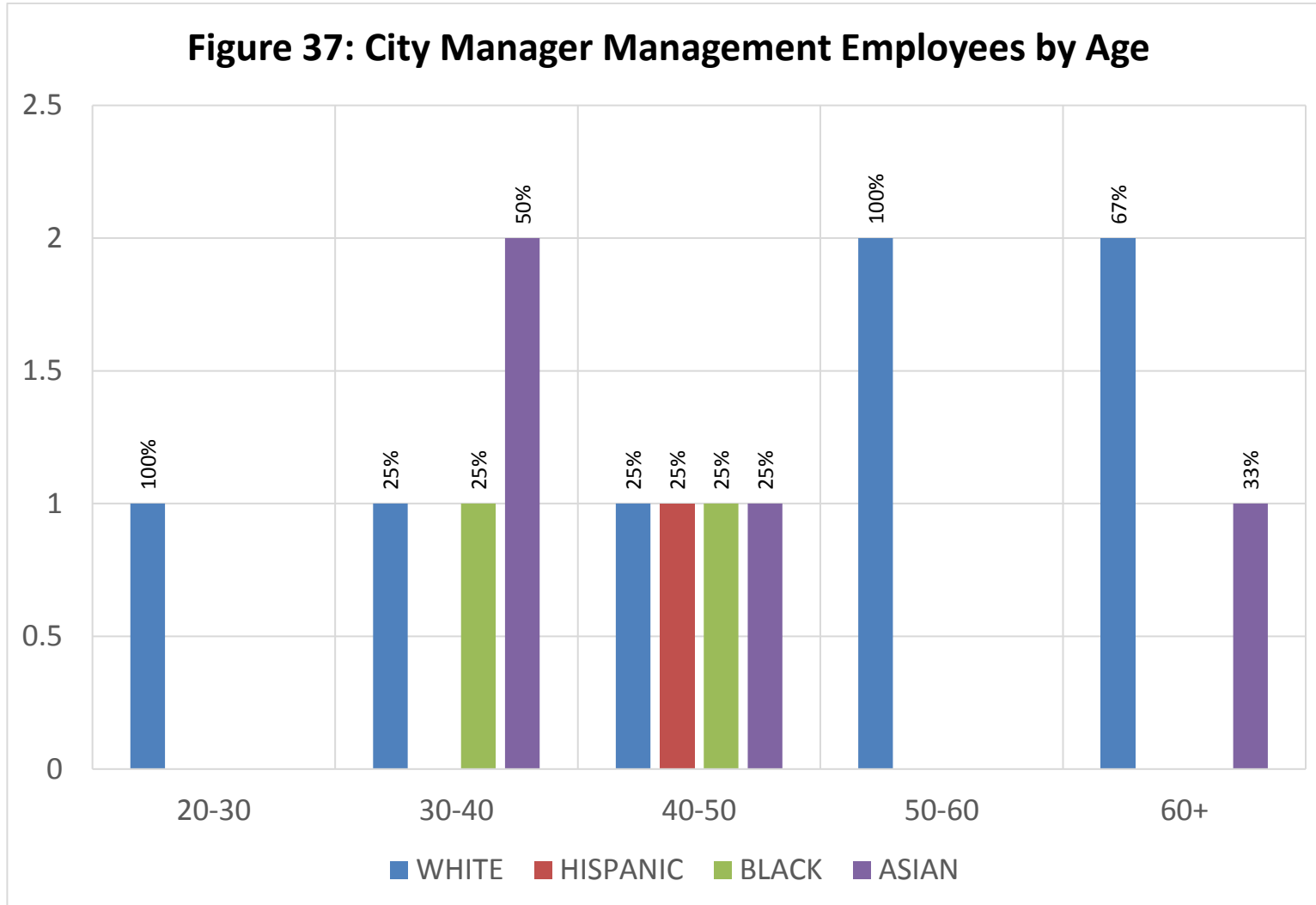
Figure 36: City Manager’s Leadership by Gender and Salary



Source: City of Sacramento eCAPS data

Office of the City Auditor

Figure 37 shows the management employees of the City Manager’s Office by age. Management employees were identified in the eCAPS data as those that are designated as Executive Management, Management Employees, Management Support, and Mayor Council Support. Some of the employees captured in these groups may not be management. Likewise, some of the City’s management employees may be in a group not captured by this analysis.



Source: City of Sacramento eCAPS data

Figure 38 shows the job classifications and the number of Management Employees within the City Manager’s Office making more than \$120,000 a year by ethnicity. Management employees were identified in the eCAPS data as those that are designated as Executive Management, Management Employees, Management Support, and Mayor Council Support. Some of the employees captured in these groups may not be management. Likewise, some of the City’s management employees may be in a group not captured by this analysis. Also listed are the City Directors under the City Manager by ethnicity.

Figure 38: City Manager’s Management Employees Making Over \$120 Thousand

Job Classification	ASIAN	BLACK	WHITE	Grand Total
Assistant City Manager	1		1	2
Assistant to the City Manager	1			1
City Manager			1	1
Director of Governmental Affairs			1	1
Director of Public Safety Accountability		1		1
Grand Total	2	1	3	6

City Directors

Job Classification	BLACK	HISPANIC	WHITE	Grand Total
Chief Information Officer		1		1
Director of Community Development			1	1
Director of Convention & Culture			1	1
Director of Economic Development			1	1
Director of Finance			1	1
Director of Governmental Affairs			1	1
Director of Human Resources			1	1
Director of Parks & Recreation			1	1
Director of Public Works			1	1
Director of Public Safety Accountability	1			1
Director of Utilities			1	1
Fire Chief			1	1
Police Chief			1	1
Grand Total	1	1	11	13

Source: City of Sacramento eCAPS data

Chapter 6: The City Treasurer's Office Demographics

This chapter focuses on the demographics of the employees of the City Treasurer's Office. The City Treasurer's primary responsibility is to deposit and invest all City funds. Additional activities include updating the City Council regarding the status of investments and funds and providing financing and debt issuance services. As such, the office is split into two distinct units:

- **Investment and Cash Management:** Manage all investments and cash flow for the City, SHRA, SPLA, the Redevelopment Agency Successor Agency (RASA), various nonprofit trust funds, and the Sacramento City Employees' Retirement System (SCERS) in compliance with laws and regulations, while meeting all state and other investment reporting and cash flow requirements. Provide banking services for all City departments, the Sacramento Convention and Visitors Bureau (SCVB), and Gifts to Share; ensure deposits with financial institutions are fully collateralized as mandated by California Government Code and the City Charter.
- **Debt Management:** Provide debt financing services for the City, providing funding for facility development, land purchases, improvements, and the acquisition of equipment. Analyze and compare alternative debt structures and other financing instruments, create financing authorities, analyze obligations that the City assumes with debt financing, and provide other as-needed financial analyses. Evaluate the feasibility of refinancing opportunities that could benefit the General Fund, enterprise funds, or constituents in parts of the City (Mello-Roos Districts) to realize debt service savings. Manage compliance with post-debt issuance regulatory and disclosure matters in accordance with the Internal Revenue Service, the Municipal Securities Rulemaking Board, and other governing bodies. Assist with redevelopment-related matters in the City's role of RASA on SHRA's prior issuance of tax allocation bonds.

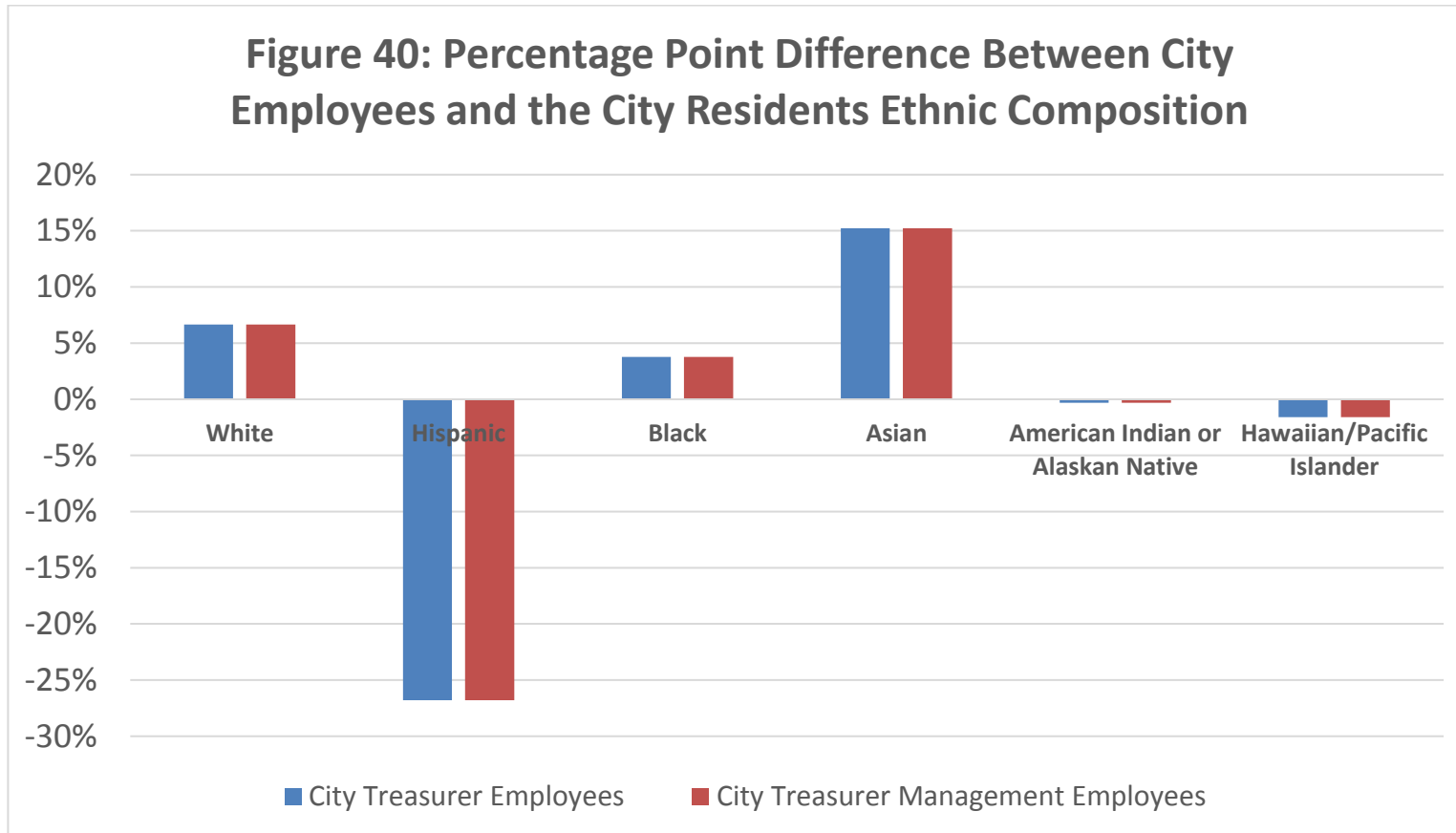
Figure 39 lists the percent of employees within their respective ethnic groups in the City Treasurer’s Office compared to the demographics of the City of Sacramento residents.

Figure 39: City Treasurer Employee Ethnicity Break Down

Group	White	Hispanic	Black	Asian	American Indian or Alaskan Native	Hawaiian/Pacific Islander	Filipino	Other	Multi Race	Not Specified
City of Sacramento Residents (2013)	35%	27%	13%	18%	0%	2%	NA	0%	5%	NA
City Treasurer Employees	42%	0%	17%	33%	0%	0%	8%	NA	NA	0%
City Treasurer Management Employees	42%	0%	17%	33%	0%	0%	8%	NA	NA	0%

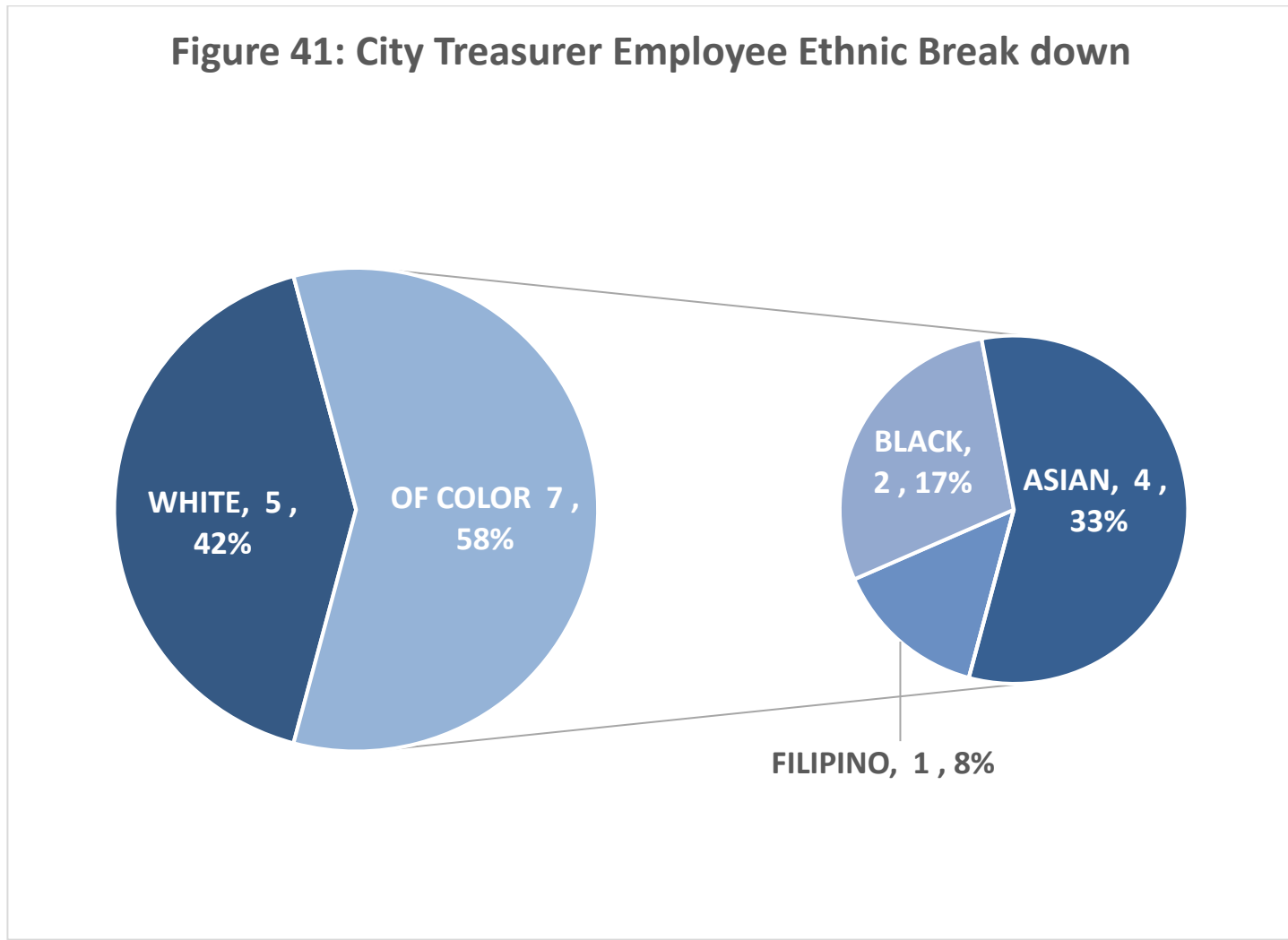
Source: City of Sacramento eCAPS data

Figure 40 details the percentage point difference between the City Treasurer’s Office employees and City residents by ethnic group. For example, if the ethnic composition of City residents for the white ethnicity is 35 percent and a department has 50 percent of their employees identified as white, the number reflected in the table below will be 15 percentage points (50%-35%=15 percentage point difference).



Source: City of Sacramento eCAPS data

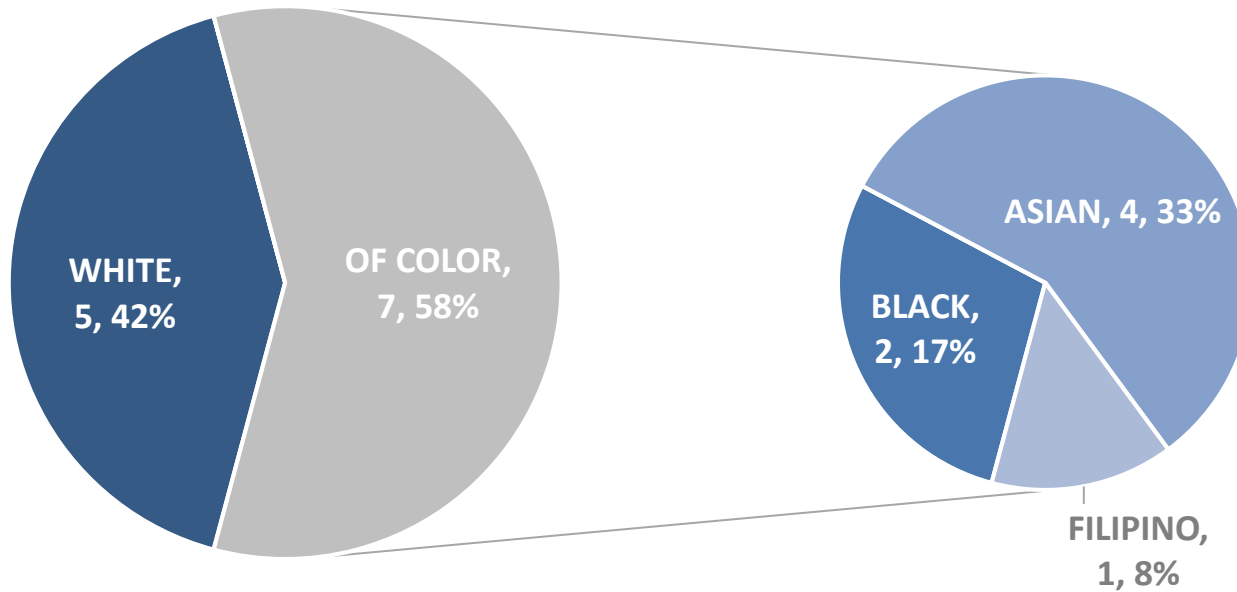
Figure 41 identifies the number of City employees in each ethnic group by the City Treasurer’s Office. As shown in the left pie chart, approximately 42 percent of employees are White and 58 percent are Of Color. The pie chart on the right provides the break down of the employees Of Color.



Source: City of Sacramento eCAPS data

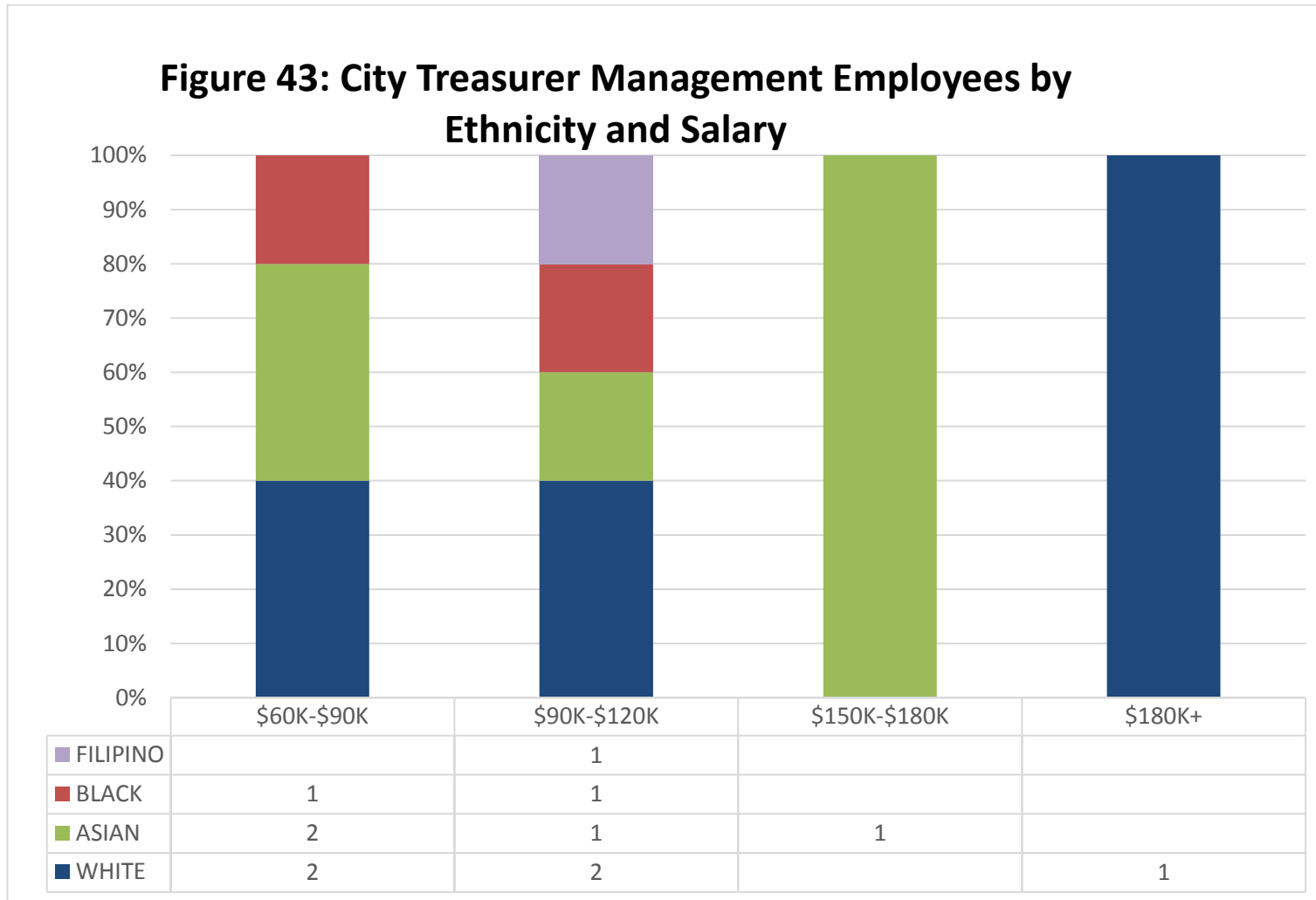
Figure 42 lists Management Employees of the City Treasurer’s Office by ethnicity. Management employees were identified in the eCAPS data as those that are designated as Executive Management, Management Employees, and Management Support. Some of the employees captured in these groups may not be management. Likewise, some of the City’s management employees may be in a group not captured by this analysis.

Figure 42: City Treasurer Management Employees by Ethnicity



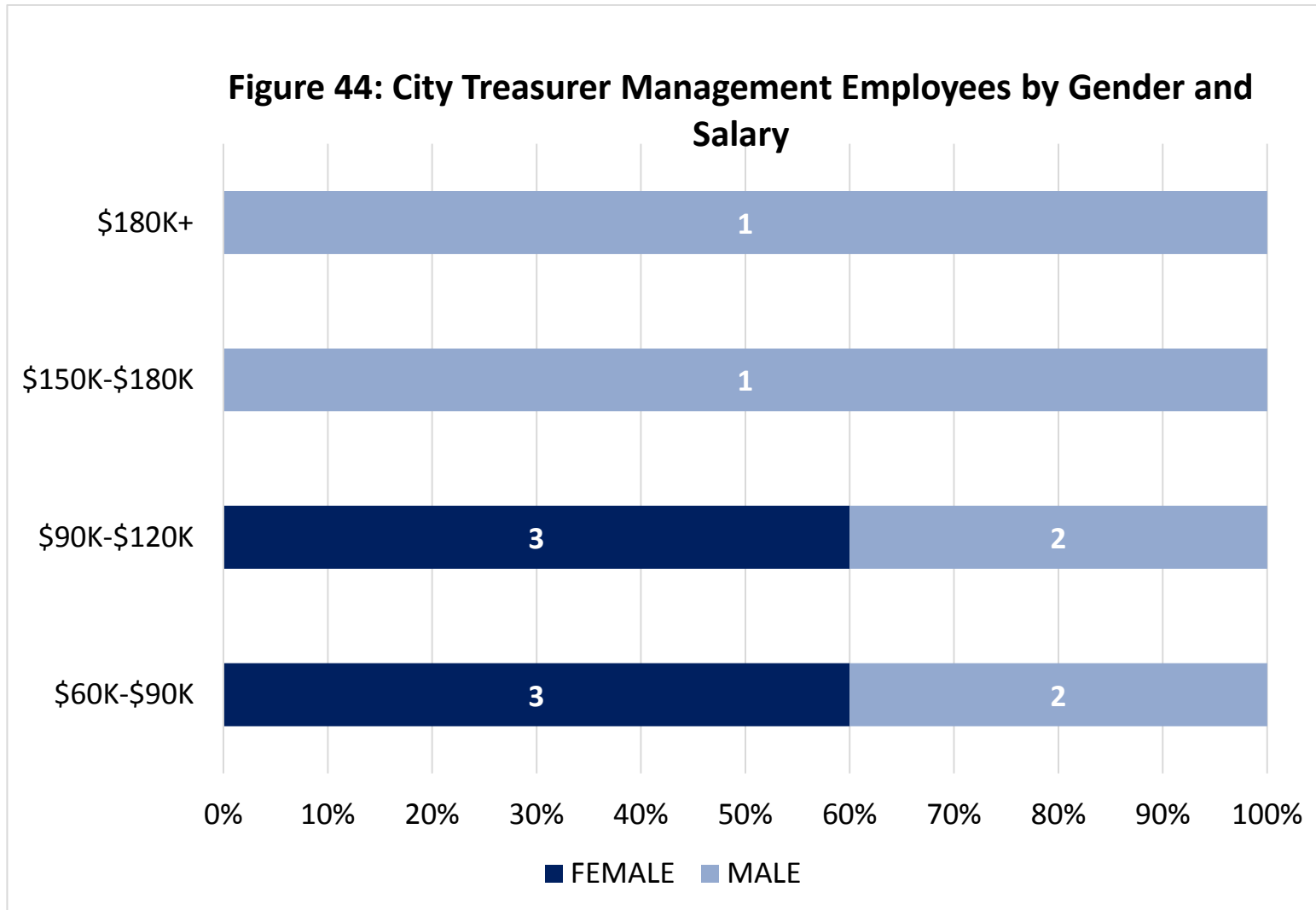
Source: City of Sacramento eCAPS data

Figure 43 lists the management employees of the City Treasurer’s Office by ethnicity and salary. Management employees were identified in the eCAPS data as those that are designated as Executive Management, Management Employees, Management Support, and Mayor Council Support. Some of the employees captured in these groups may not be management. Likewise, some of the City’s management employees may be in a group not captured by this analysis.



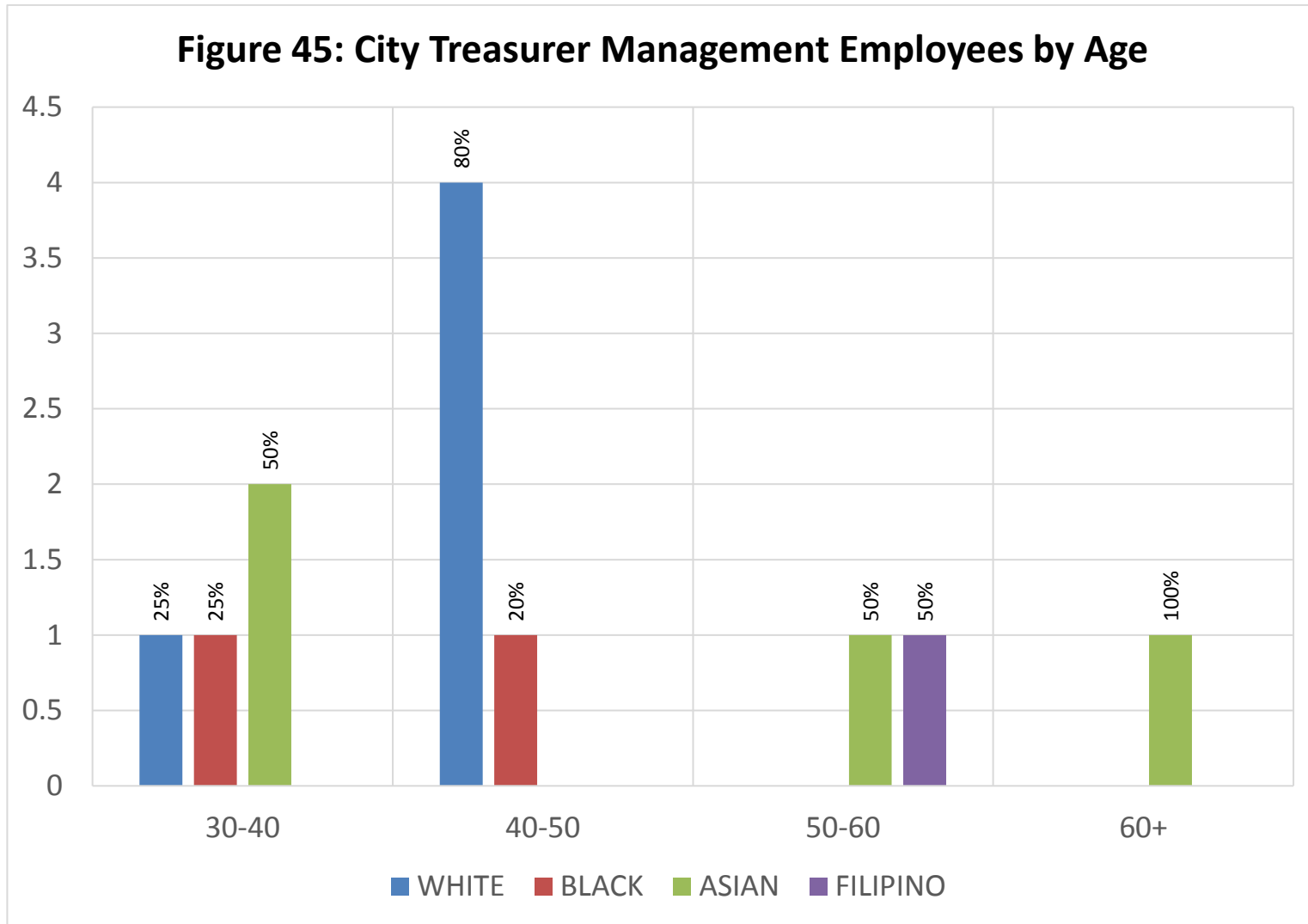
Source: City of Sacramento eCAPS data

Figure 44 shows the management employees of the City Treasurer’s Office by gender and salary. Management employees were identified in the eCAPS data as those that are designated as Executive Management, Management Employees, and Management Support. Some of the employees captured in these groups may not be management. Likewise, some of the City’s management employees may be in a group not captured by this analysis.



Source: City of Sacramento eCAPS data

Figure 45 shows the management employees of the City Treasurer’s Office by age. Management employees were identified in the eCAPS data as those that are designated as Executive Management, Management Employees, and Management Support. Some of the employees captured in these groups may not be management. Likewise, some of the City’s management employees may be in a group not captured by this analysis.



Source: City of Sacramento eCAPS data

Figure 46 shows the job classifications and the number of Management Employees within the City Treasurer’s Office making more than \$120,000 a year by ethnicity. Management employees were identified in the eCAPS data as those that are designated as Executive Management, Management Employees, and Management Support. Some of the employees captured in these groups may not be management. Likewise, some of the City’s management employees may be in a group not captured by this analysis.

Figure 46: City Treasurer’s Management Employees Making Over \$120 Thousand

Job Classification	ASIAN	WHITE	Grand Total
Chief Investment Officer	1		1
City Treasurer		1	1
Grand Total	1	1	2

Source: City of Sacramento eCAPS data

Chapter 7: The Community Development Department Demographics

This chapter focuses on the demographics of the employees of the Community Development Department. The Community Development Department plans for the future growth, development, and prosperity of Sacramento; reviews and approves development applications and building permits; responds to issues related to the health and safety code while ensuring well-maintained properties and preserving the existing housing stock; and provides animal care services. The Community Development Department consists of the Planning, Building, Code Compliance, Animal Care Services, and Administrative Services Divisions. Services within the Community Development Department includes:

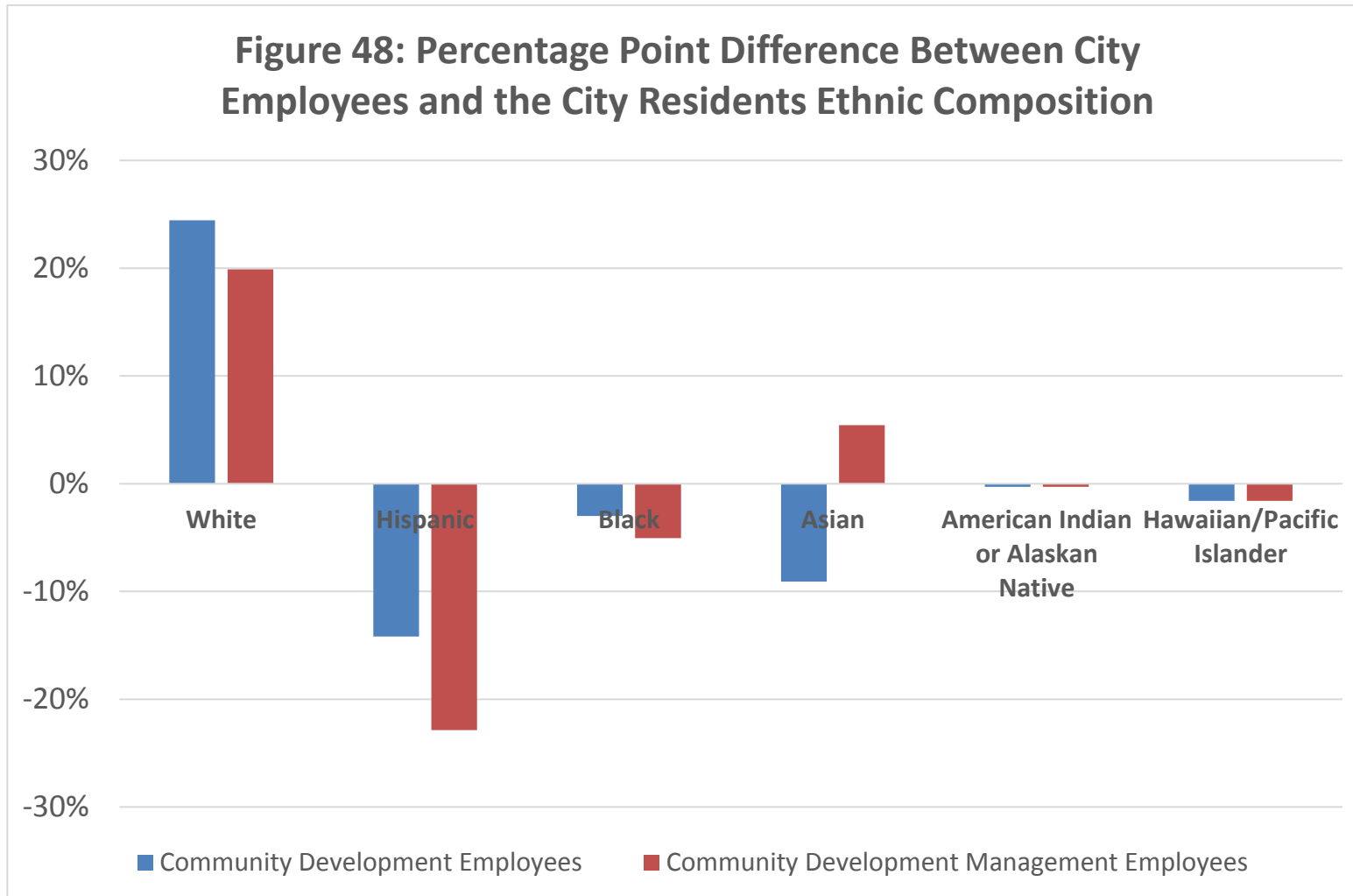
Figure 47 lists the percent of employees within their respective ethnic groups in the Community Development Department compared to the demographics of the City of Sacramento residents.

Figure 47: Community Development Employee Ethnicity Break Down

Group	White	Hispanic	Black	Asian	American Indian or Alaskan Native	Hawaiian/Pacific Islander	Filipino	Other	Multi Race	Not Specified
City of Sacramento Residents (2013)	35%	27%	13%	18%	0%	2%	NA	0%	5%	NA
Community Development Employees	59%	13%	10%	9%	0%	0%	1%	NA	NA	8%
Community Development Management Employees	55%	4%	8%	24%	0%	0%	2%	NA	NA	8%

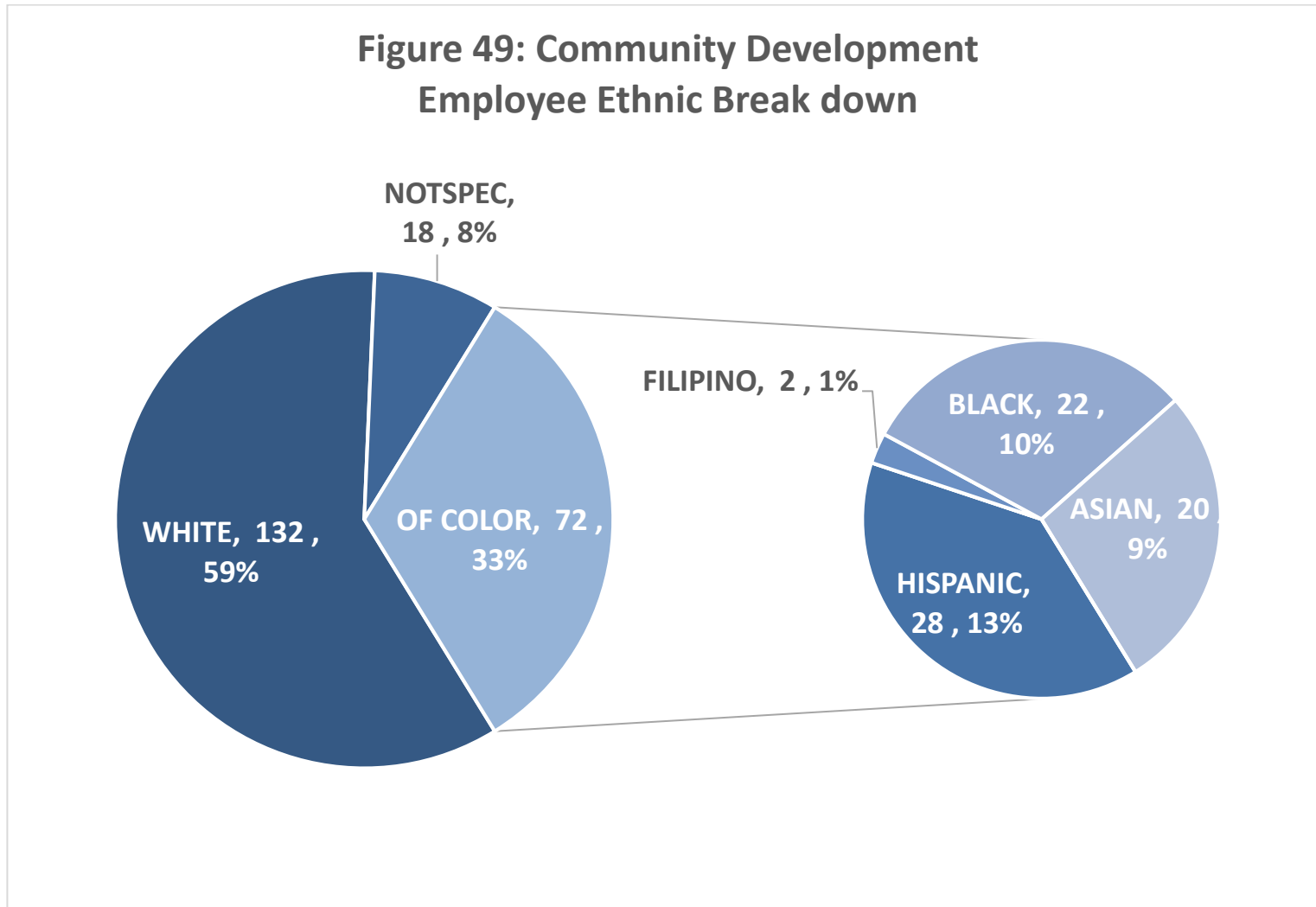
Source: City of Sacramento eCAPS data

Figure 48 details the percentage point difference between the Community Development Department employees and City residents by ethnic group. For example, if the ethnic composition of City residents for the white ethnicity is 35 percent and a department has 50 percent of their employees identified as white, the number reflected in the table below will be 15 percentage points (50%-35%=15 percentage point difference).



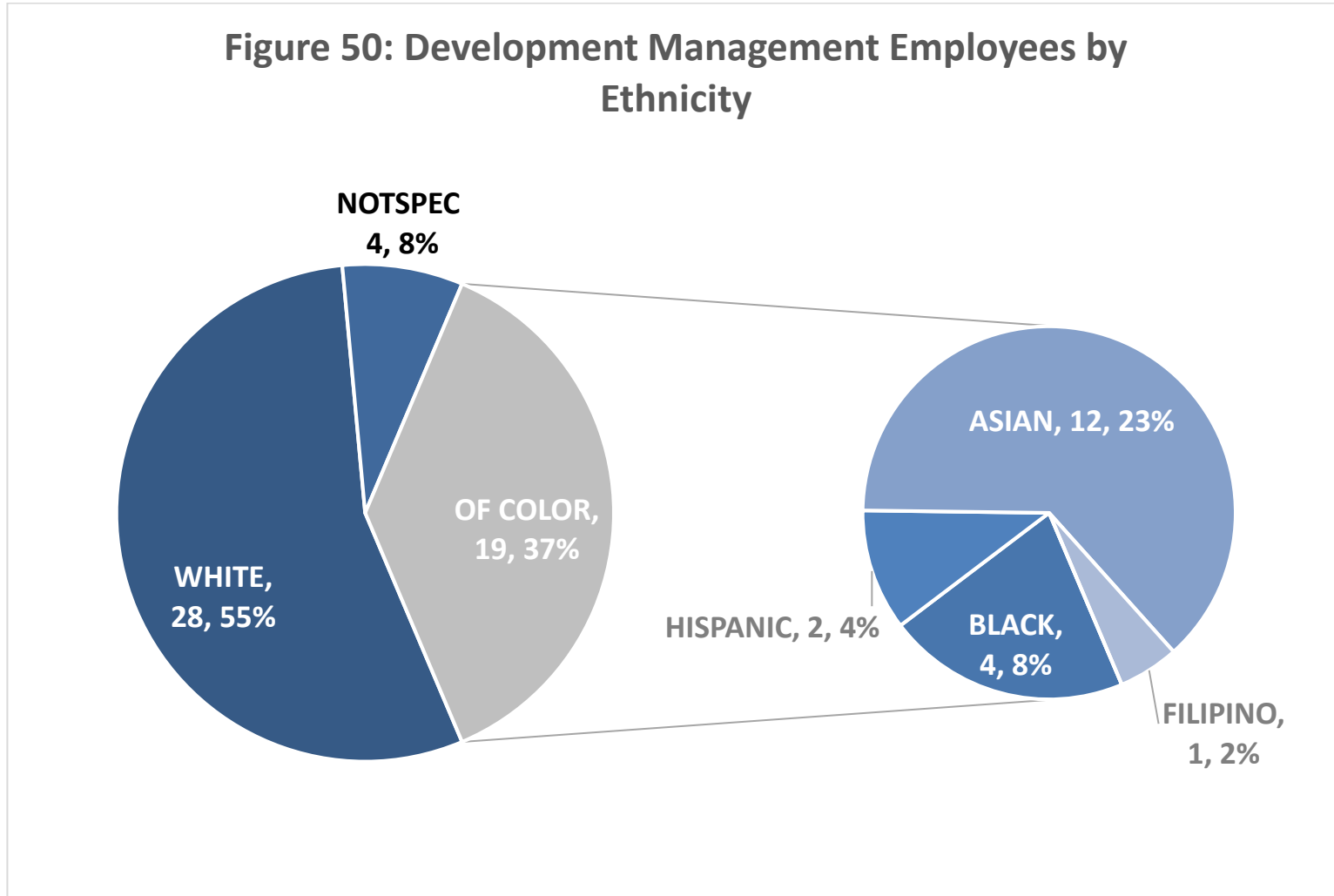
Source: City of Sacramento eCAPS data

Figure 49 identifies the number of City employees in each ethnic group by the Community Development Department. As shown in the left pie chart, approximately 59 percent of employees are White, 33 percent are Of Color, and 8 percent did not specify an ethnicity. The pie chart on the right provides the break down of the employees Of Color.



Source: City of Sacramento eCAPS data

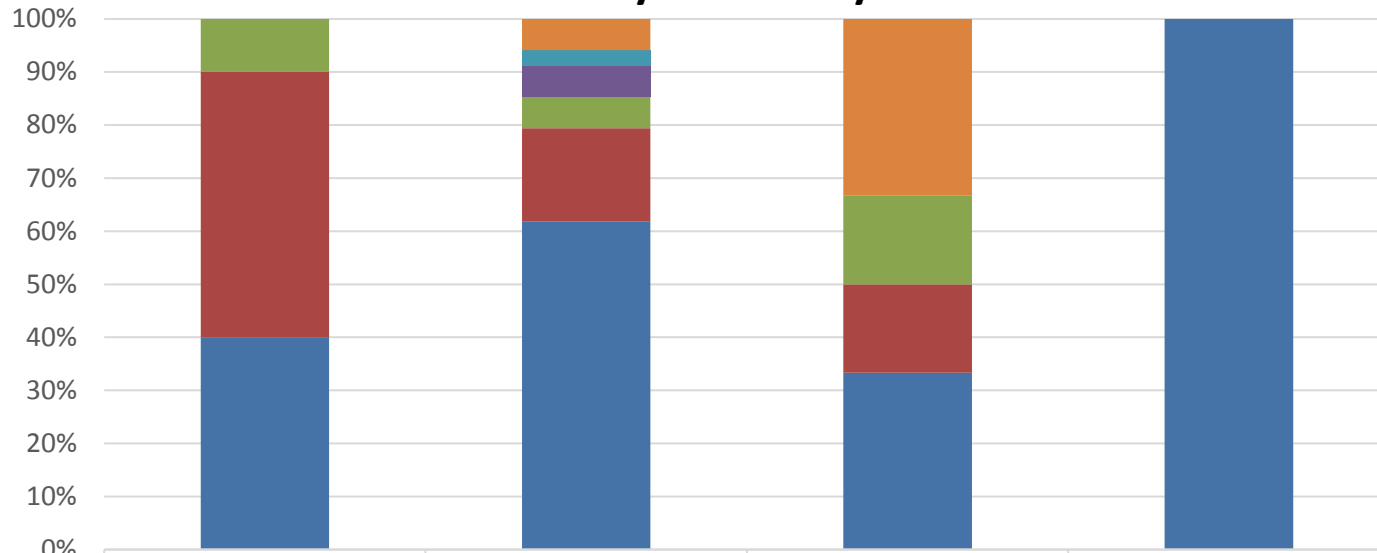
Figure 50 lists Management Employees of the Community Development Department by ethnicity. Management employees were identified in the eCAPS data as those that are designated as Executive Management, Management Employees, and Management Support. Some of the employees captured in these groups may not be management. Likewise, some of the City’s management employees may be in a group not captured by this analysis.



Source: City of Sacramento eCAPS data

Figure 51 lists the management employees of the Community Development Department by ethnicity and salary. Management employees were identified in the eCAPS data as those that are designated as Executive Management, Management Employees, and Management Support. Some of the employees captured in these groups may not be management. Likewise, some of the City’s management employees may be in a group not captured by this analysis.

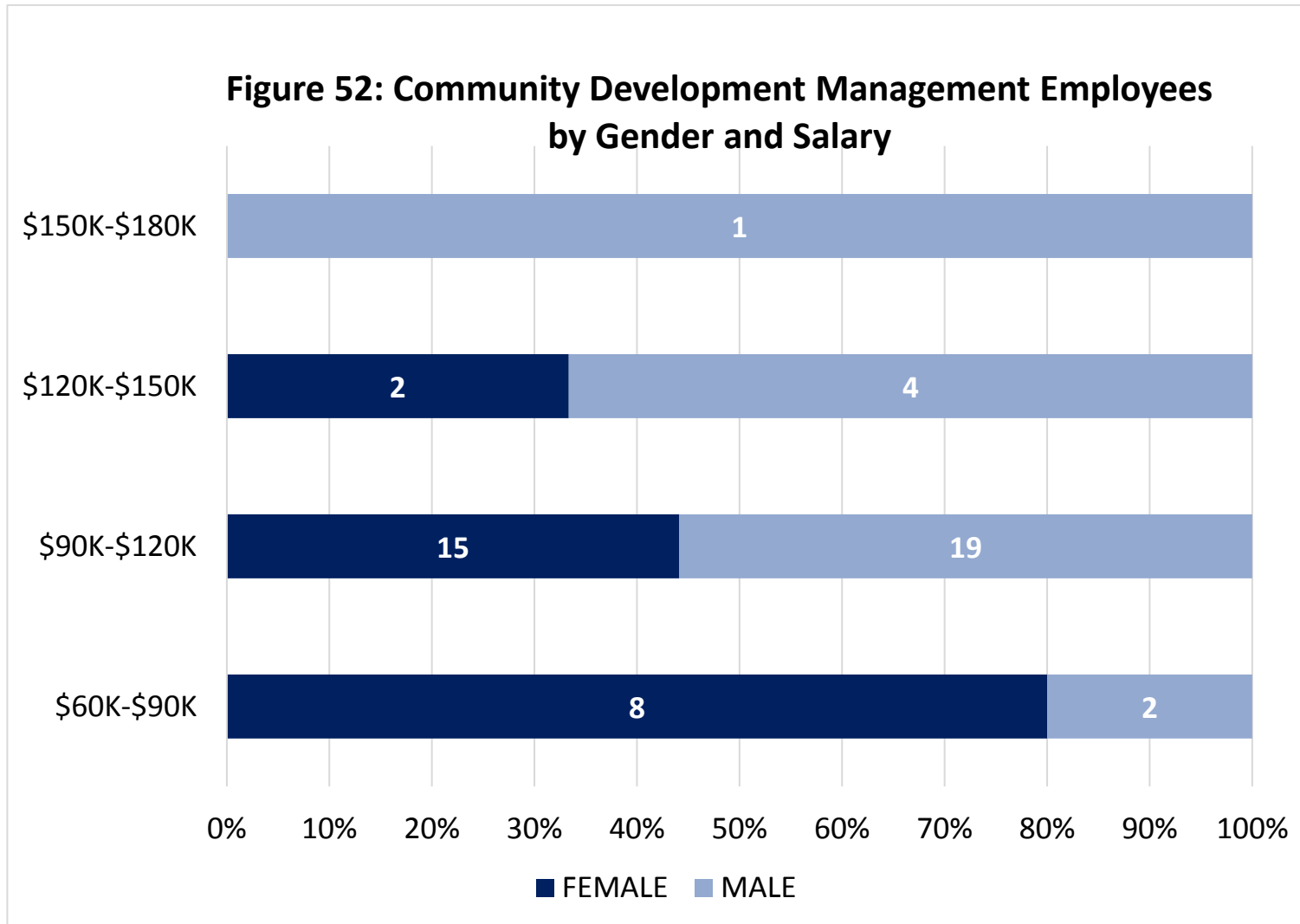
Figure 51: Development Management Employees by Ethnicity and Salary



	\$60K-\$90K	\$90K-\$120K	\$120K-\$150K	\$150K-\$180K
NOTSPEC		2	2	
FILIPINO		1		
HISPANIC		2		
BLACK	1	2	1	
ASIAN	5	6	1	
WHITE	4	21	2	1

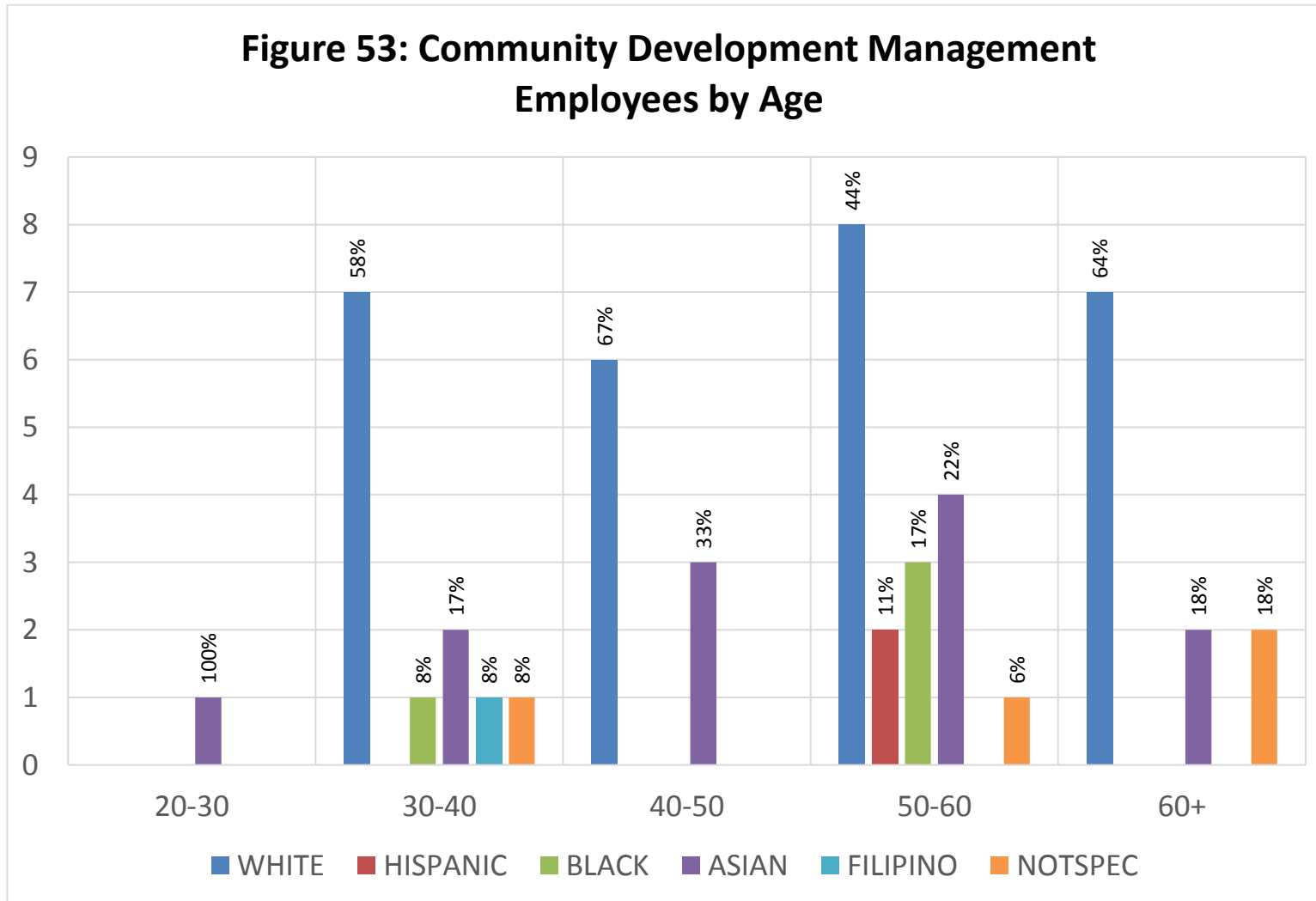
Source: City of Sacramento eCAPS data

Figure 52 shows the management employees of the Community Development Department by gender and salary. Management employees were identified in the eCAPS data as those that are designated as Executive Management, and Management Employees. Some of the employees captured in these groups may not be management. Likewise, some of the City’s management employees may be in a group not captured by this analysis.



Source: City of Sacramento eCAPS data

Figure 53 shows the management employees of the Community Development Department by age. Management employees were identified in the eCAPS data as those that are designated as Executive Management, Management Employees, and Management Support. Some of the employees captured in these groups may not be management. Likewise, some of the City’s management employees may be in a group not captured by this analysis.



Source: City of Sacramento eCAPS data

Figure 54 shows the job classifications and the number of Management Employees within the Community Development Department making more than \$120,000 a year by ethnicity. Management employees were identified in the eCAPS data as those that are designated as Executive Management, Management Employees, and Management Support. Some of the employees captured in these groups may not be management. Likewise, some of the City’s management employees may be in a group not captured by this analysis.

Figure 54: Community Development’s Management Employees Making Over \$120 Thousand

Job Classification	ASIAN	BLACK	NOTSPEC	WHITE	Grand Total
Animal Care Services Manager				1	1
Chief Building Official	1				1
Code & Housing Enforcement Chief		1			1
Director of Community Development				1	1
Planning Director			1		1
Principal Planner			1		1
Urban Design Manager				1	1
Grand Total	1	1	2	3	7

Source: City of Sacramento eCAPS data

Chapter 8: The Convention and Cultural Services Department Demographics

This chapter focuses on the demographics of the employees of the Convention and Cultural Services Department. The Convention and Cultural Services Department's essential role is to promote and preserve our unique culture and heritage by delivering accessible arts, leisure and educational experiences to residents and visitors alike. The business activities of the department are diverse and exciting, providing numerous educational, cultural, and recreational experiences. These experiences are provided by the department's divisions and nonprofit partners. The Department includes the following operations:

- Center for Sacramento History
- Crocker Art Museum
- Fairytale Town
- Historic City Cemetery
- Old Sacramento Historic District
- Powerhouse Science Center
- Sacramento Convention Center Complex
- Sacramento History Museum
- Sacramento Metropolitan Arts Commission (SMAC)
- Sacramento Zoo

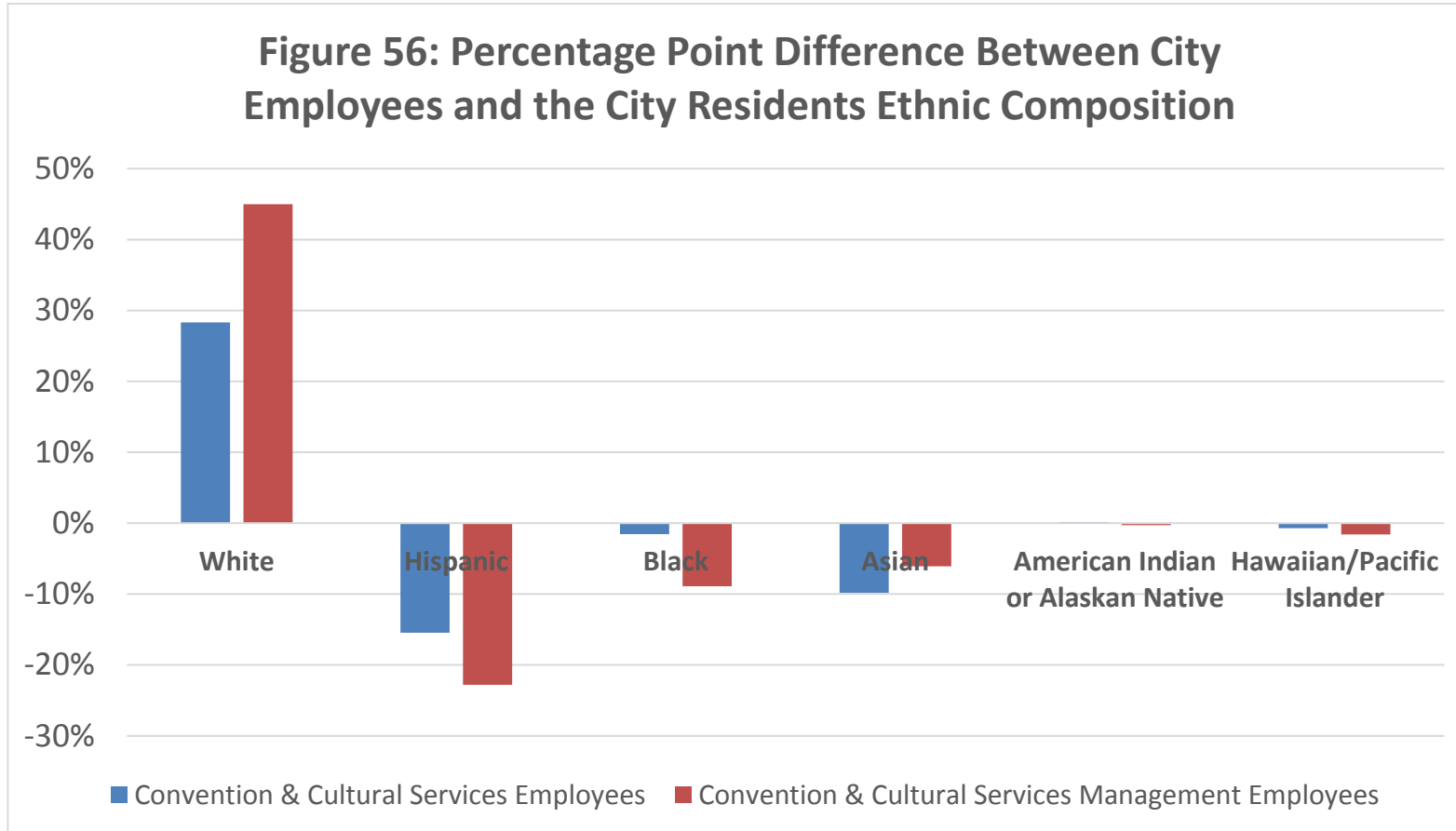
Figure 55 lists the percent of employees within their respective ethnic groups in the Convention and Cultural Services Department compared to the demographics of the City of Sacramento residents.

Figure 55: Convention and Cultural Services Employee Ethnicity Break Down

Group	White	Hispanic	Black	Asian	American Indian or Alaskan Native	Hawaiian/Pacific Islander	Filipino	Other	Multi Race	Not Specified
City of Sacramento Residents (2013)	35%	27%	13%	18%	0%	2%	NA	0%	5%	NA
Convention & Cultural Services Employees	63%	11%	11%	8%	0%	1%	0%	NA	NA	4%
Convention & Cultural Services Management Employees	80%	4%	4%	12%	0%	0%	0%	NA	NA	0%

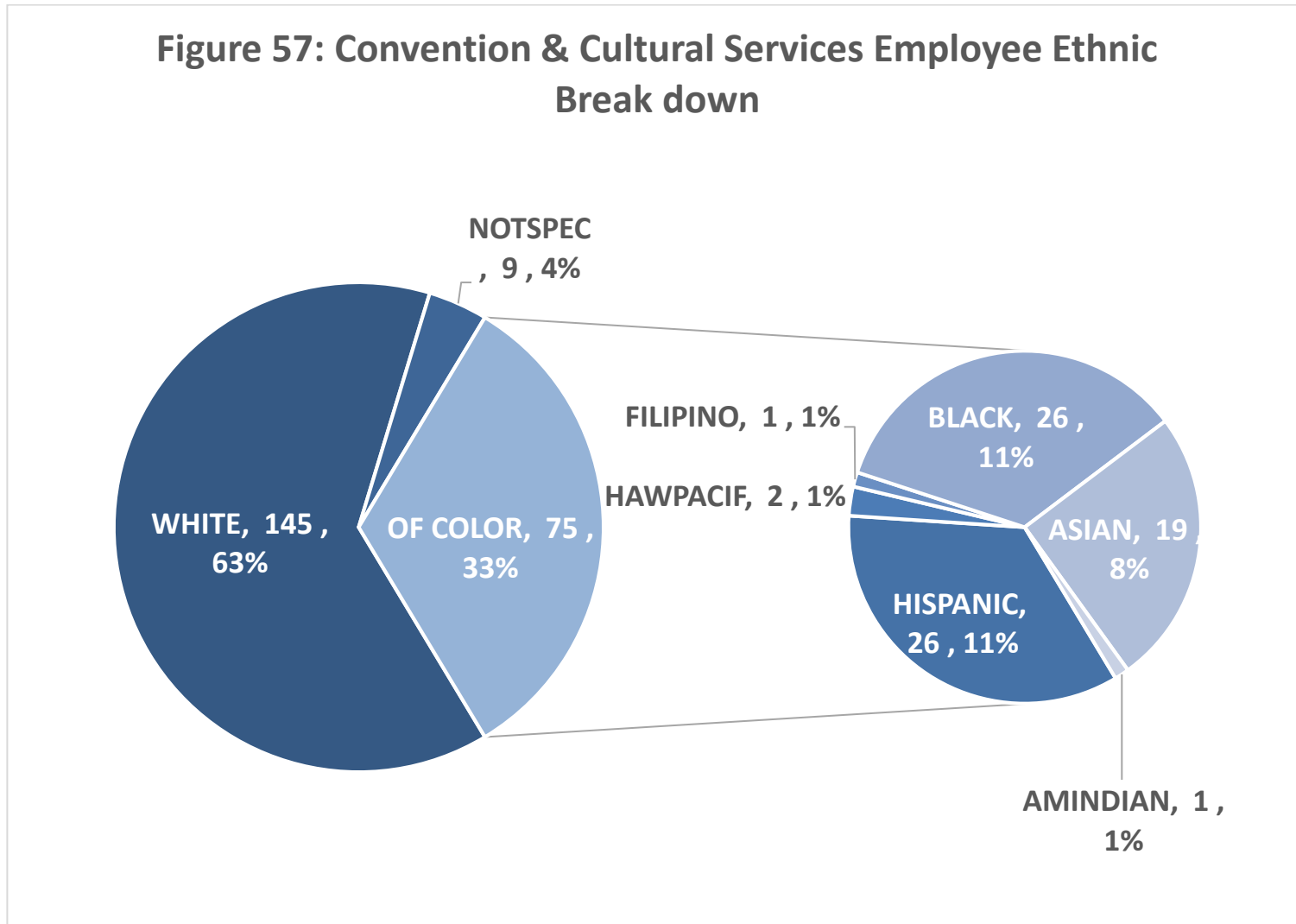
Source: City of Sacramento eCAPS data

Figure 56 details the percentage point difference between the Convention and Cultural Services Department employees and City residents by ethnic group. For example, if the ethnic composition of City residents for the white ethnicity is 35 percent and a department has 50 percent of their employees identified as white, the number reflected in the table below will be 15 percentage points (50%-35%=15 percentage point difference).



Source: City of Sacramento eCAPS data

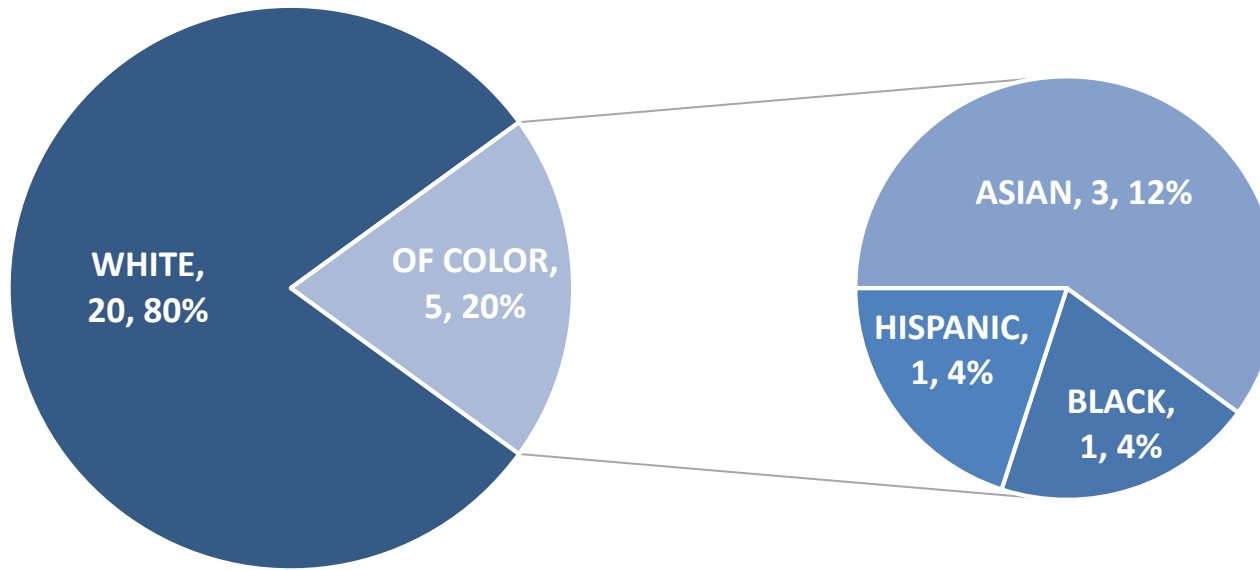
Figure 57 identifies the number of City employees in each ethnic group by the Convention and Cultural Services Department. As shown in the left pie chart, approximately 63 percent of employees are White, 33 percent are Of Color, and 4 percent did not specify an ethnicity. The pie chart on the right provides the break down of the employees Of Color.



Source: City of Sacramento eCAPS data

Figure 58 lists Management Employees of the Convention and Cultural Services Department by ethnicity. Management employees were identified in the eCAPS data as those that are designated as Executive Management, Management Employees, and Management Support. Some of the employees captured in these groups may not be management. Likewise, some of the City's management employees may be in a group not captured by this analysis.

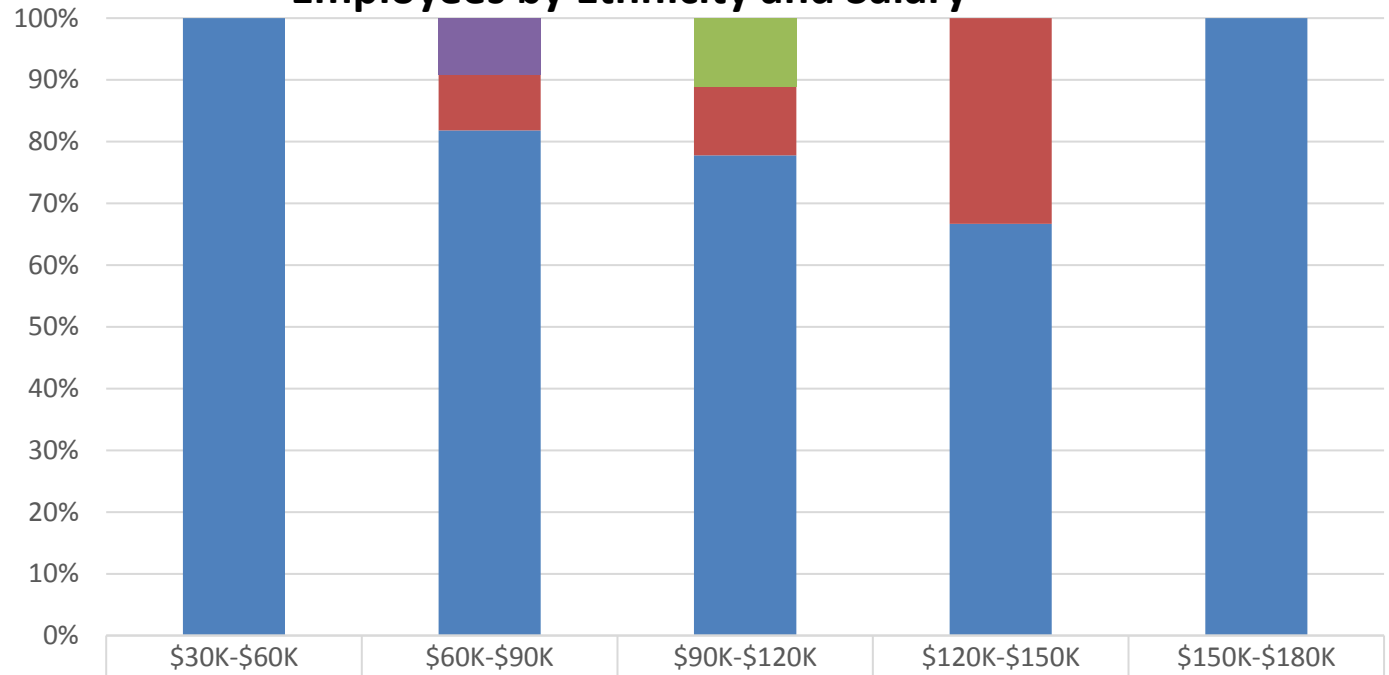
Figure 58: Convention & Cultural Services Management Employees by Ethnicity



Source: City of Sacramento eCAPS data

Figure 59 lists the management employees of the Convention and Cultural Services Department by ethnicity and salary. Management employees were identified in the eCAPS data as those that are designated as Executive Management, Management Employees, and Management Support. Some of the employees captured in these groups may not be management. Likewise, some of the City’s management employees may be in a group not captured by this analysis.

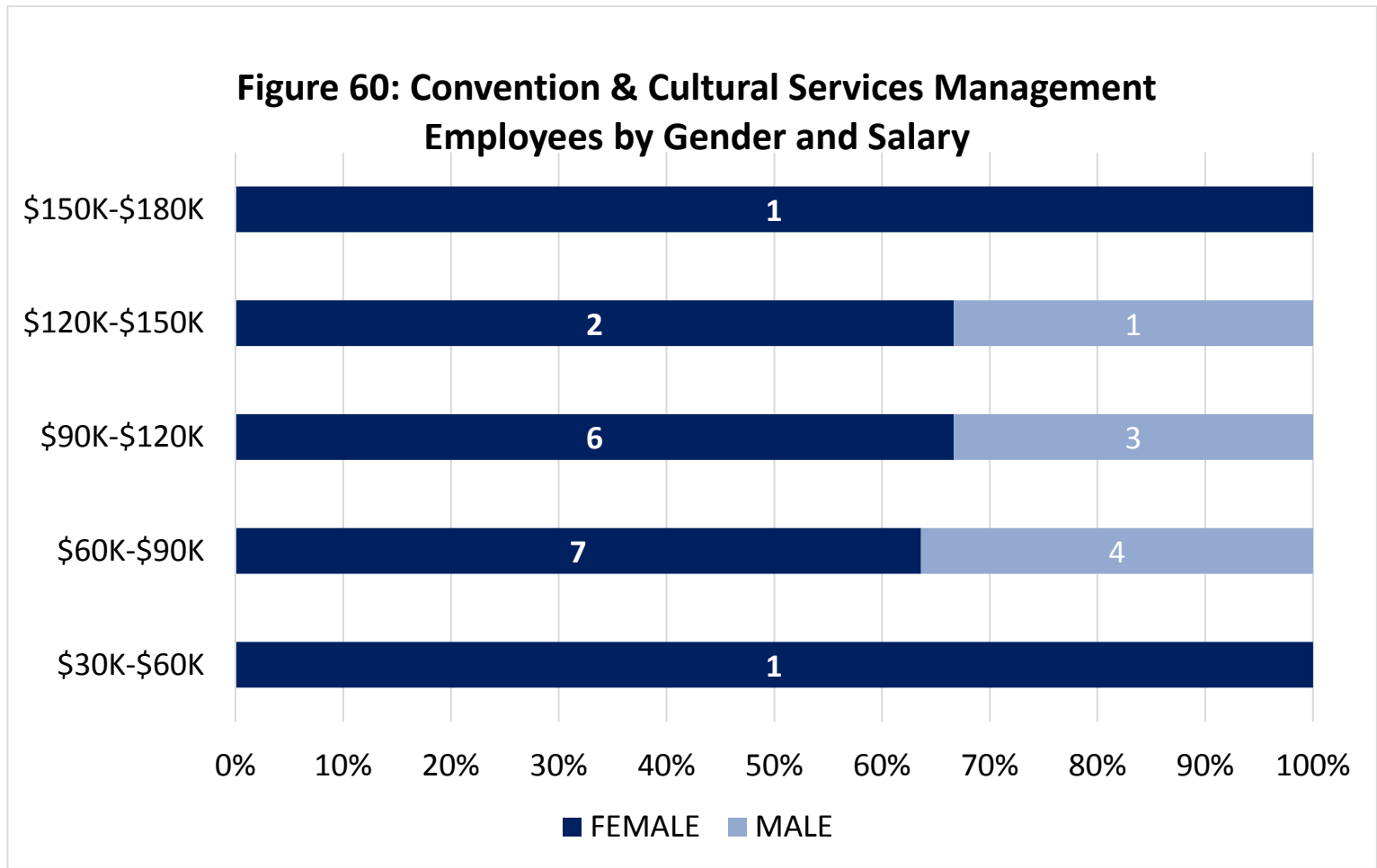
Figure 59: Convention & Cultural Services Management Employees by Ethnicity and Salary



	\$30K-\$60K	\$60K-\$90K	\$90K-\$120K	\$120K-\$150K	\$150K-\$180K
HISPANIC		1			
BLACK			1		
ASIAN		1	1	1	
WHITE	1	9	7	2	1

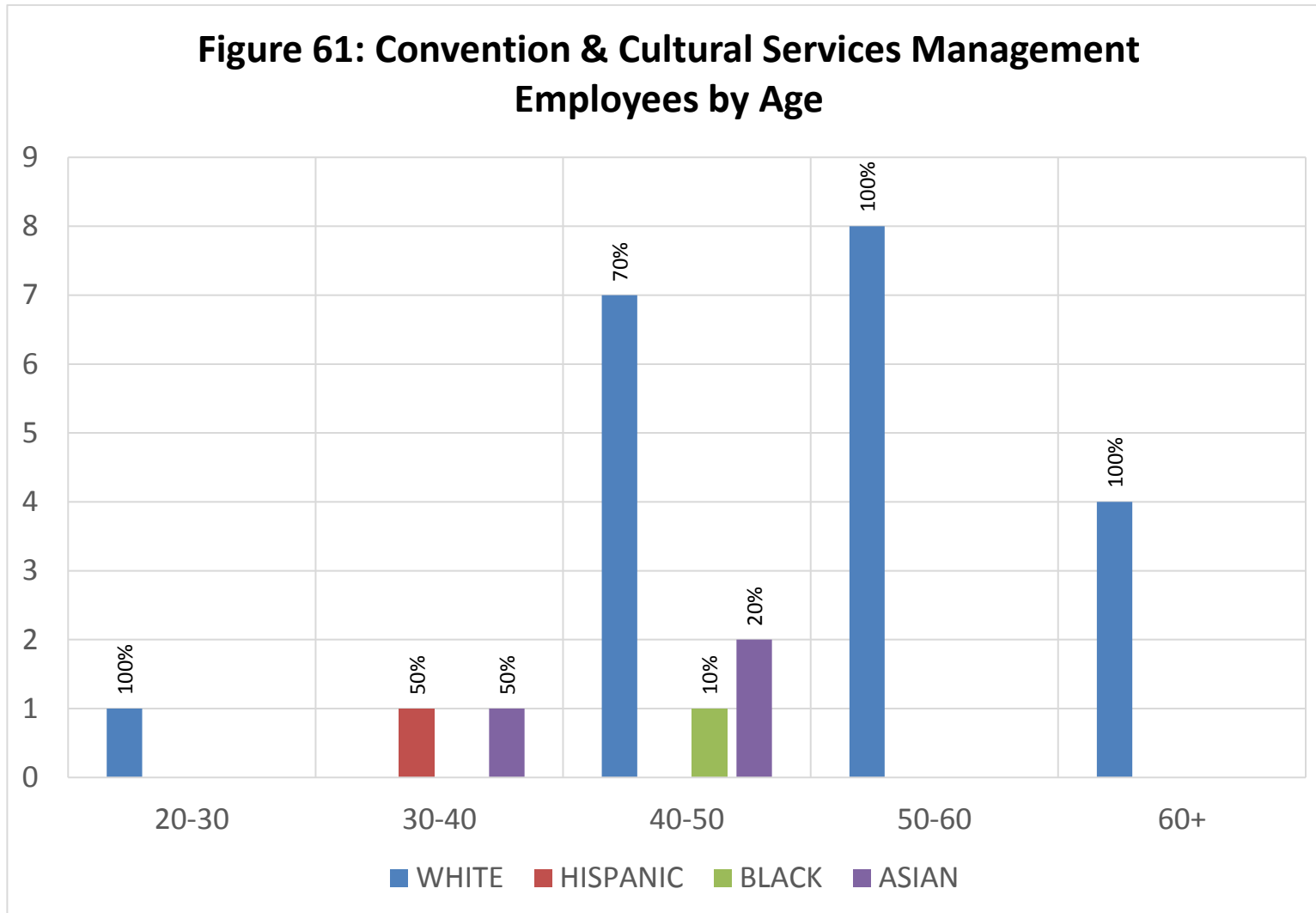
Source: City of Sacramento eCAPS data

Figure 60 shows the management employees of the Convention and Cultural Services Department by gender and salary. Management employees were identified in the eCAPS data as those that are designated as Executive Management, Management Employees, and Management Support. Some of the employees captured in these groups may not be management. Likewise, some of the City’s management employees may be in a group not captured by this analysis.



Source: City of Sacramento eCAPS data

Figure 61 shows the management employees of the Convention and Cultural Services Department by age. Management employees were identified in the eCAPS data as those that are designated as Executive Management, Management Employees, and Management Support. Some of the employees captured in these groups may not be management. Likewise, some of the City’s management employees may be in a group not captured by this analysis.



Source: City of Sacramento eCAPS data

Figure 62 shows the job classifications and the number of Management Employees within the Convention and Cultural Services Department making more than \$120,000 a year by ethnicity. Management employees were identified in the eCAPS data as those that are designated as Executive Management, Management Employees, and Management Support. Some of the employees captured in these groups may not be management. Likewise, some of the City’s management employees may be in a group not captured by this analysis.

Figure 62: Convention and Cultural Service’s Management Employees Making Over \$120 Thousand

Job Classification	ASIAN	WHITE	Grand Total
Convention Center General Manager		1	1
Director of Convention & Culture		1	1
Historic District Manager		1	1
IT Manager	1		1
Grand Total	1	3	4

Source: City of Sacramento eCAPS data

Chapter 9: The Economic Development Department Demographics

This chapter focuses on the demographics of the employees of the Economic Development Department. The Economic Development Department’s essential role is to retain, attract, and grow businesses and jobs in the City. The Economic Development Department is focused on:

- Business recruitment, retention, and expansion
- Business assistance
- Revitalization of targeted areas
- Economic development policy and legislation
- Development project management
- International trade investments

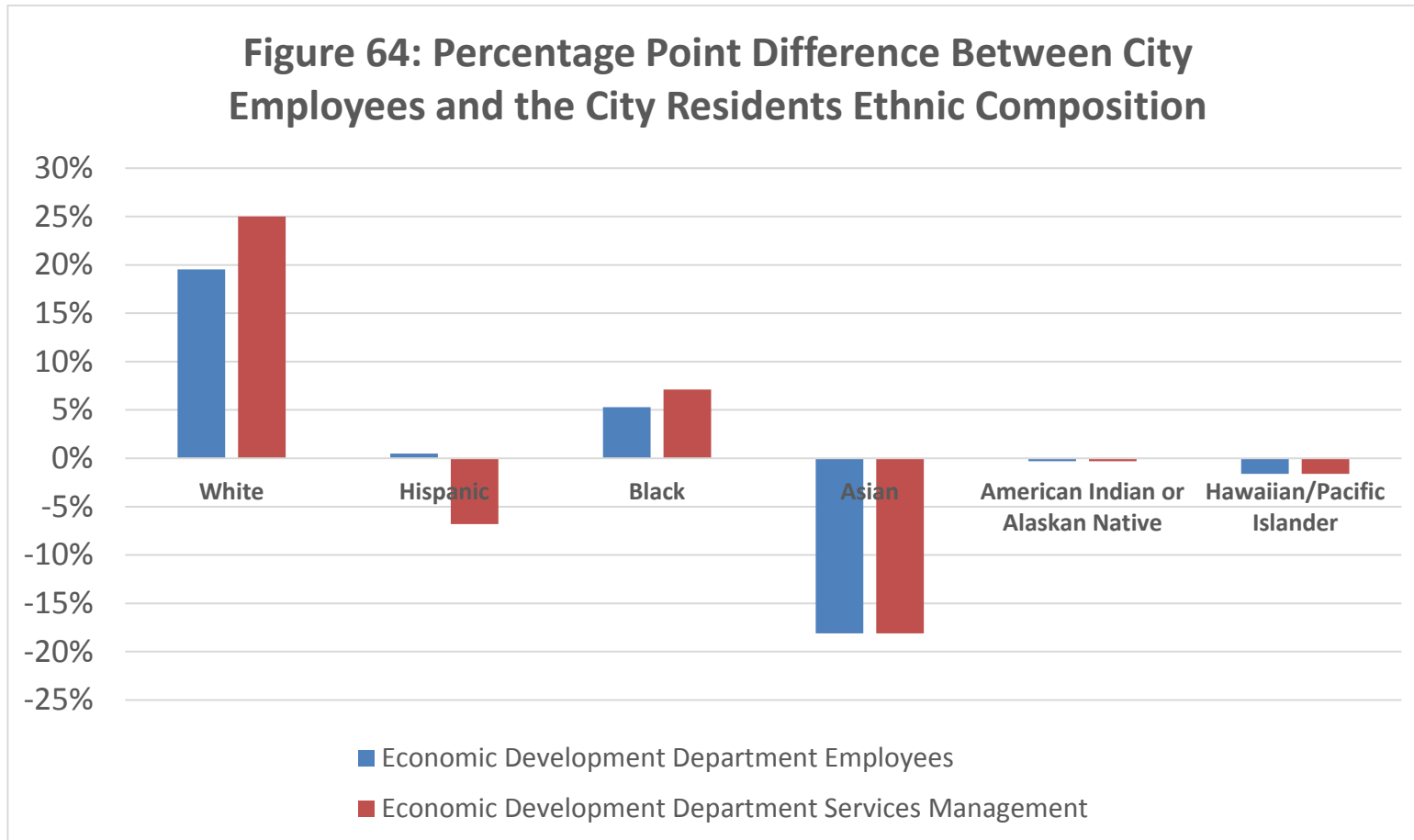
Figure 63 lists the percent of employees within their respective ethnic groups in the Economic Development Department compared to the demographics of the City of Sacramento residents.

Figure 63: Economic Development Employee Ethnicity Break Down

Group	White	Hispanic	Black	Asian	American Indian or Alaskan Native	Hawaiian/Pacific Islander	Filipino	Other	Multi Race	Not Specified
City of Sacramento Residents (2013)	35%	27%	13%	18%	0%	2%	NA	0%	5%	NA
EDD Employees	55%	27%	18%	0%	0%	0%	0%	NA	NA	0%
EDD Management Employees	60%	20%	20%	0%	0%	0%	0%	NA	NA	0%

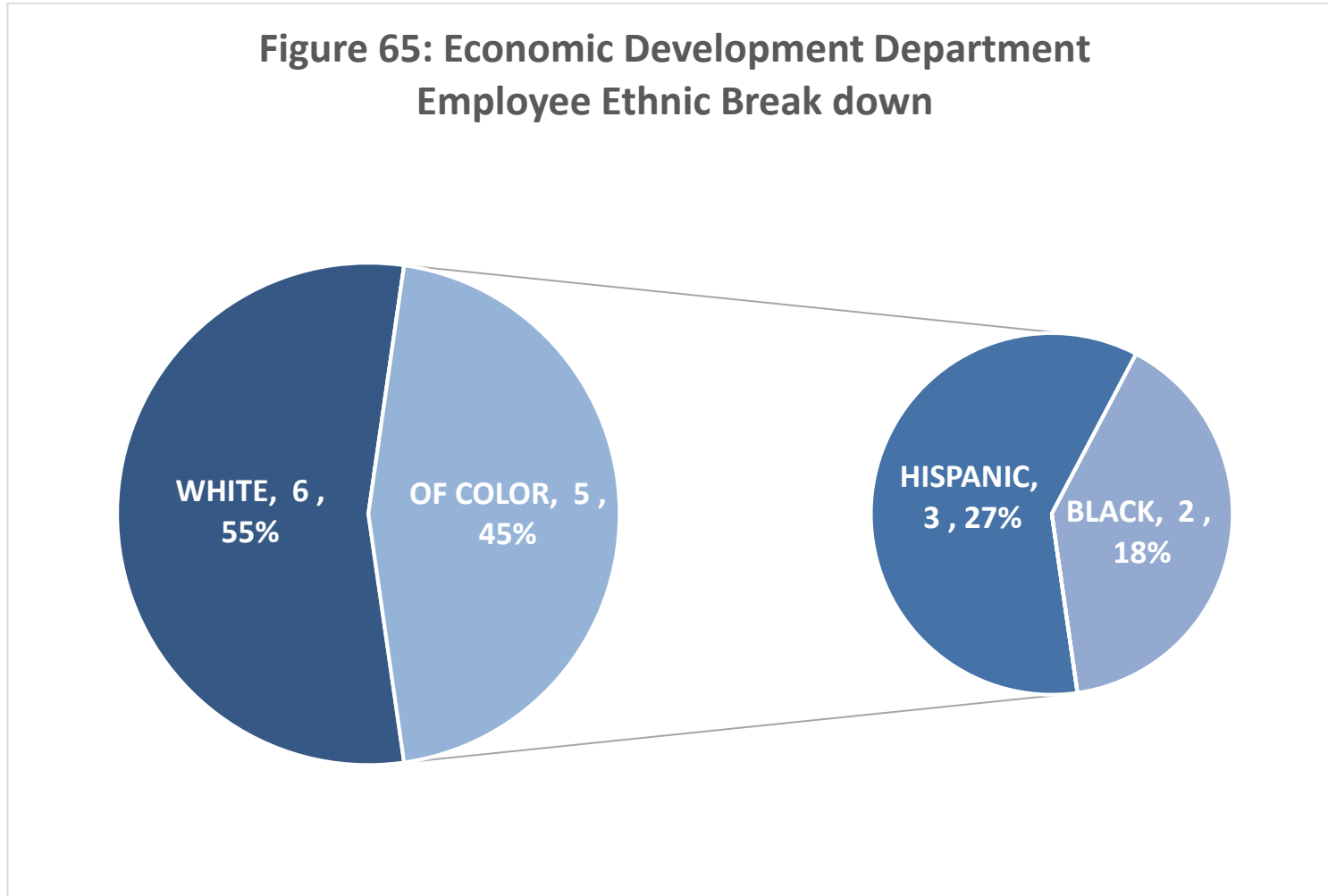
Source: City of Sacramento eCAPS data

Figure 64 details the percentage point difference between the Economic Development Department employees and City residents by ethnic group. For example, if the ethnic composition of City residents for the white ethnicity is 35 percent and a department has 50 percent of their employees identified as white, the number reflected in the table below will be 15 percentage points (50%-35%=15 percentage point difference).



Source: City of Sacramento eCAPS data

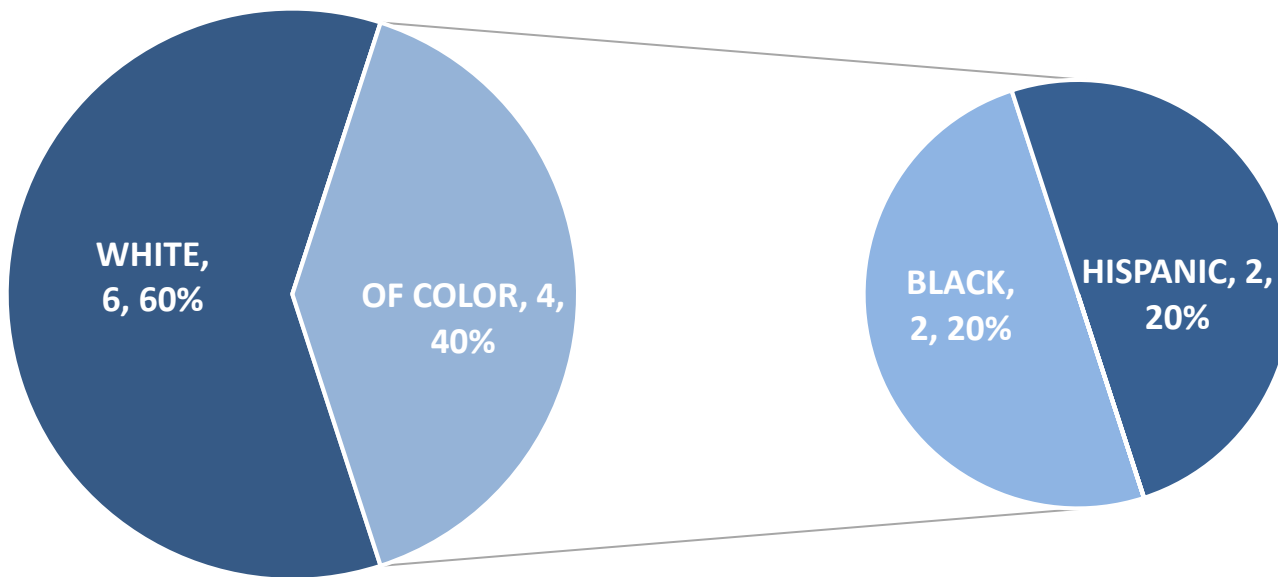
Figure 65 identifies the number of City employees in each ethnic group by the Economic Development Department. As shown in the left pie chart, approximately 55 percent of employees are White and 45 percent are Of Color. The pie chart on the right provides the break down of the employees Of Color.



Source: City of Sacramento eCAPS data

Figure 66 lists Management Employees of the Economic Development Department by ethnicity. Management employees were identified in the eCAPS data as those that are designated as Executive Management and Management Employees. Some of the employees captured in these groups may not be management. Likewise, some of the City’s management employees may be in a group not captured by this analysis.

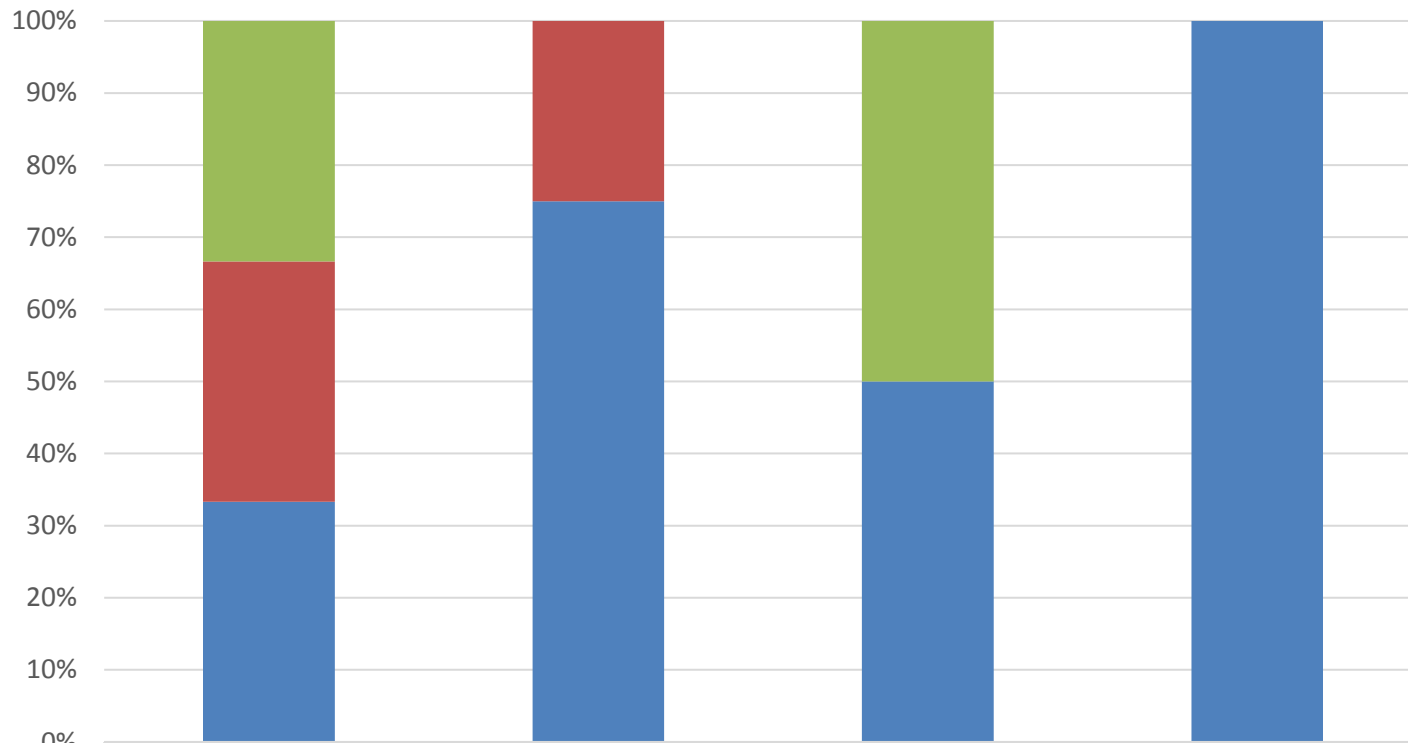
Figure 66: Economic Development Department Management Employees by Ethnicity



Source: City of Sacramento eCAPS data

Figure 67 lists the management employees of the Economic Development Department by ethnicity and salary. Management employees were identified in the eCAPS data as those that are designated as Executive Management and Management Employees. Some of the employees captured in these groups may not be management. Likewise, some of the City’s management employees may be in a group not captured by this analysis.

Figure 67: Economic Development Department Management Employees by Ethnicity and Salary



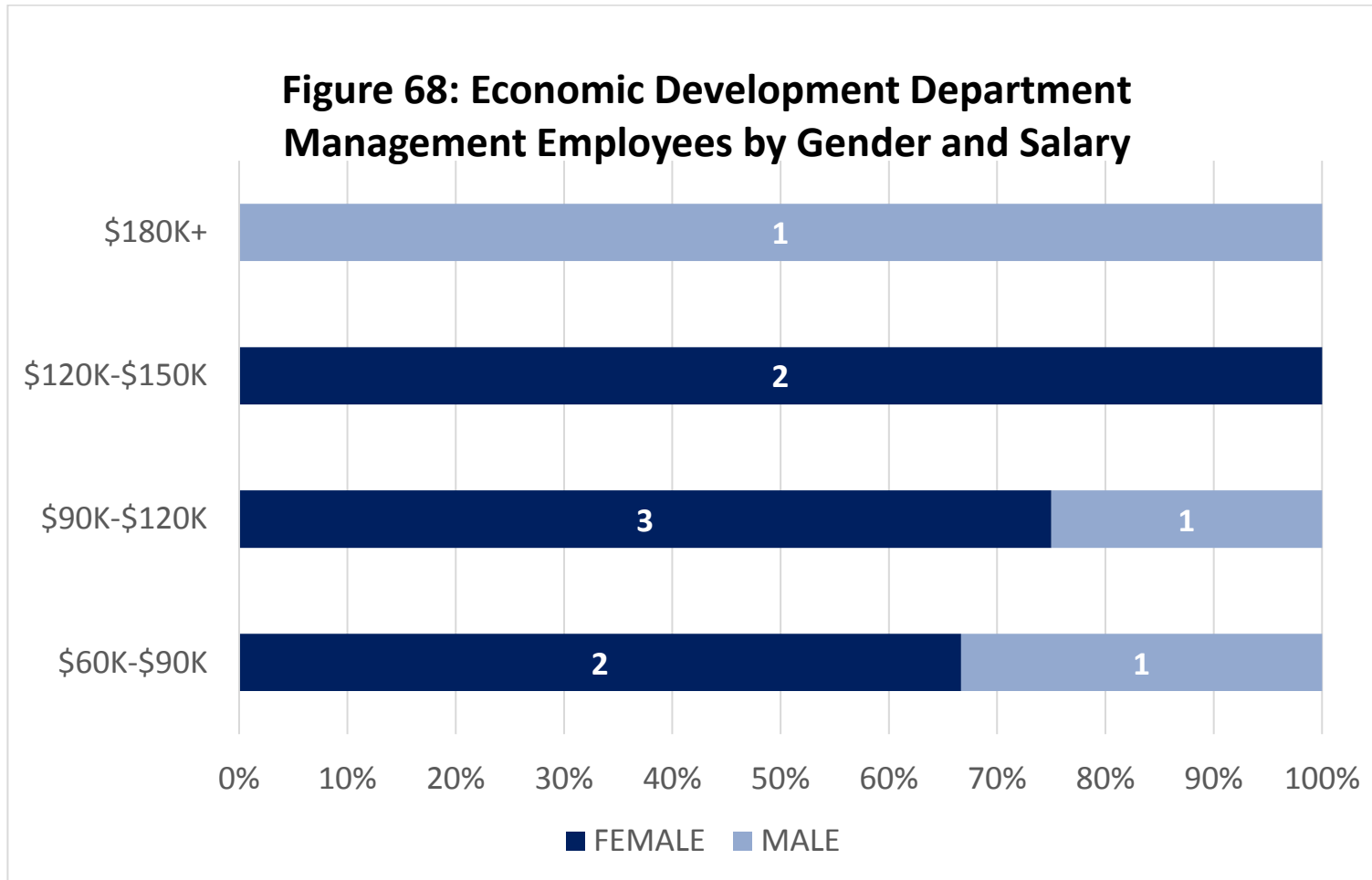
■ HISPANIC
■ BLACK
■ WHITE

	\$60K-\$90K	\$90K-\$120K	\$120K-\$150K	\$180K+
HISPANIC	1		1	
BLACK	1	1		
WHITE	1	3	1	1

Source: City of Sacramento eCAPS data

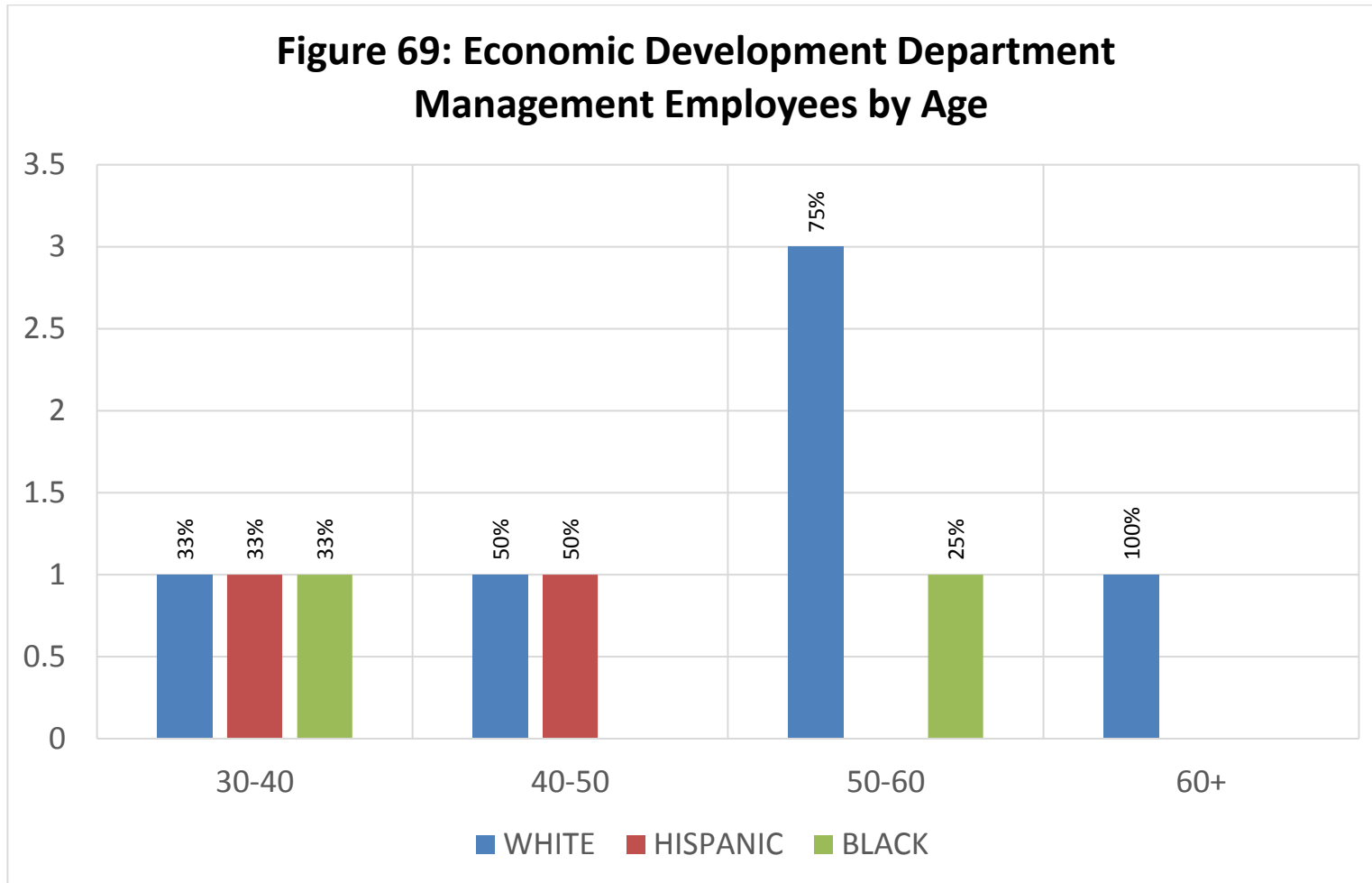
Office of the City Auditor

Figure 68 shows the management employees of the Economic Development Department by gender and salary. Management employees were identified in the eCAPS data as those that are designated as Executive Management and Management Employees. Some of the employees captured in these groups may not be management. Likewise, some of the City’s management employees may be in a group not captured by this analysis.



Source: City of Sacramento eCAPS data

Figure 69 shows the management employees of the Economic Development Department by age. Management employees were identified in the eCAPS data as those that are designated as Executive Management, and Management Employees. Some of the employees captured in these groups may not be management. Likewise, some of the City’s management employees may be in a group not captured by this analysis.



Source: City of Sacramento eCAPS data

Figure 70 shows the job classifications and the number of Management Employees within the Economic Development Department making more than \$120,000 a year by ethnicity. Management employees were identified in the eCAPS data as those that are designated as Executive Management and Management Employees. Some of the employees captured in these groups may not be management. Likewise, some of the City’s management employees may be in a group not captured by this analysis.

Figure 70: Economic Development’s Management Employees Making Over \$120 Thousand

Job Classification	HISPANIC	WHITE	Grand Total
Director of Economic Development		1	1
Economic Development Manager	1		1
Senior Development Project Manager		1	1
Grand Total	1	2	3

Source: City of Sacramento eCAPS data

Chapter 10: The Finance Department Demographics

This chapter focuses on the demographics of the employees of the Finance Department. The Finance Department is responsible for overseeing the financial management of the City. The Finance Department currently provides accounting, budgeting, public improvement financing, procurement, billing, collection, parking citation, and revenue collection services. Internal services and programs include strategic planning and policy analysis.

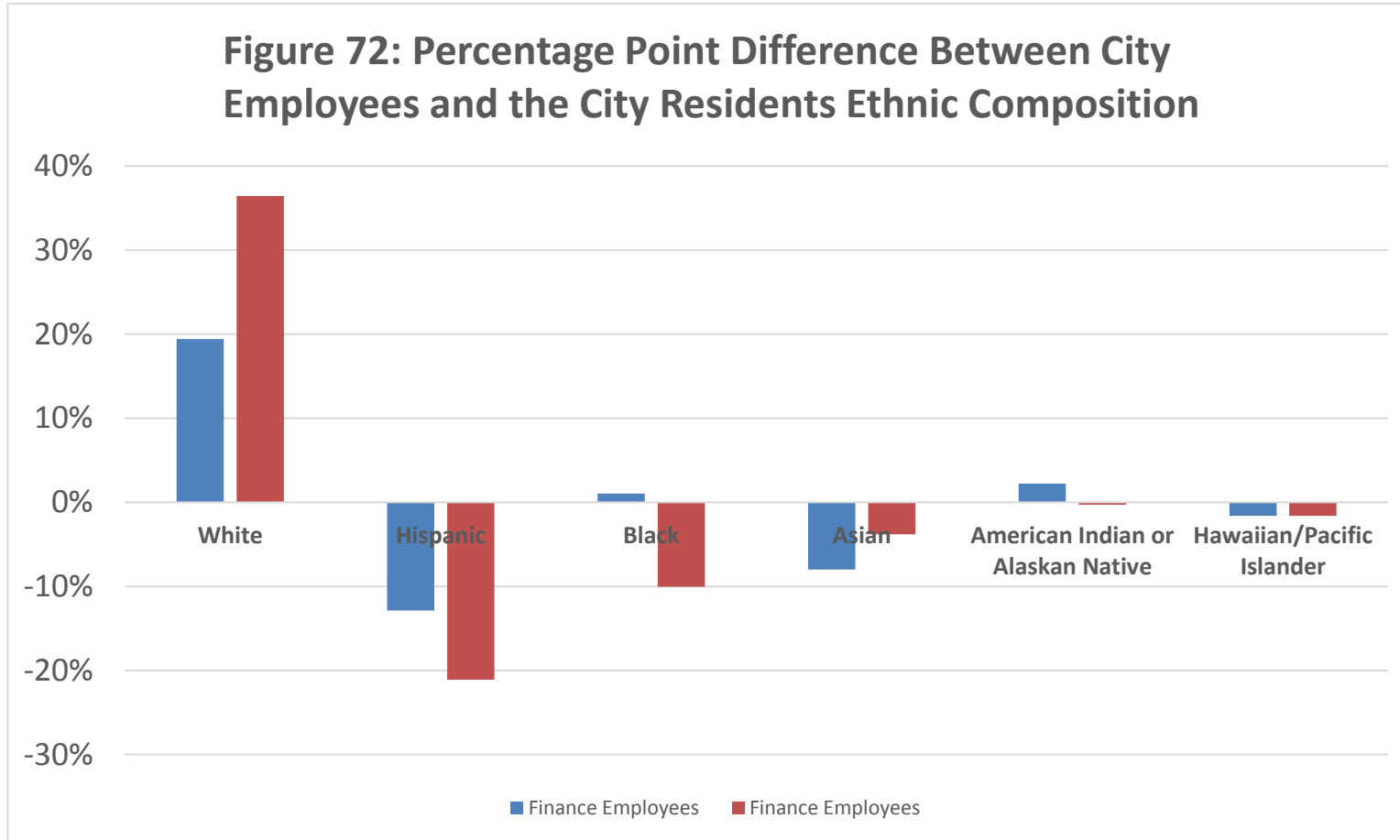
Figure 71 lists the percent of employees within their respective ethnic groups in the Finance Department compared to the demographics of the City of Sacramento residents.

Figure 71: Finance Employee Ethnicity Break Down

Group	White	Hispanic	Black	Asian	American Indian or Alaskan Native	Hawaiian/Pacific Islander	Filipino	Other	Multi Race	Not Specified
City of Sacramento Residents (2013)	35%	27%	13%	18%	0%	2%	NA	0%	5%	NA
Finance Services Employees	54%	14%	14%	10%	3%	0%	3%	NA	NA	3%
Finance Management Employees	71%	6%	3%	14%	0%	0%	3%	NA	NA	3%

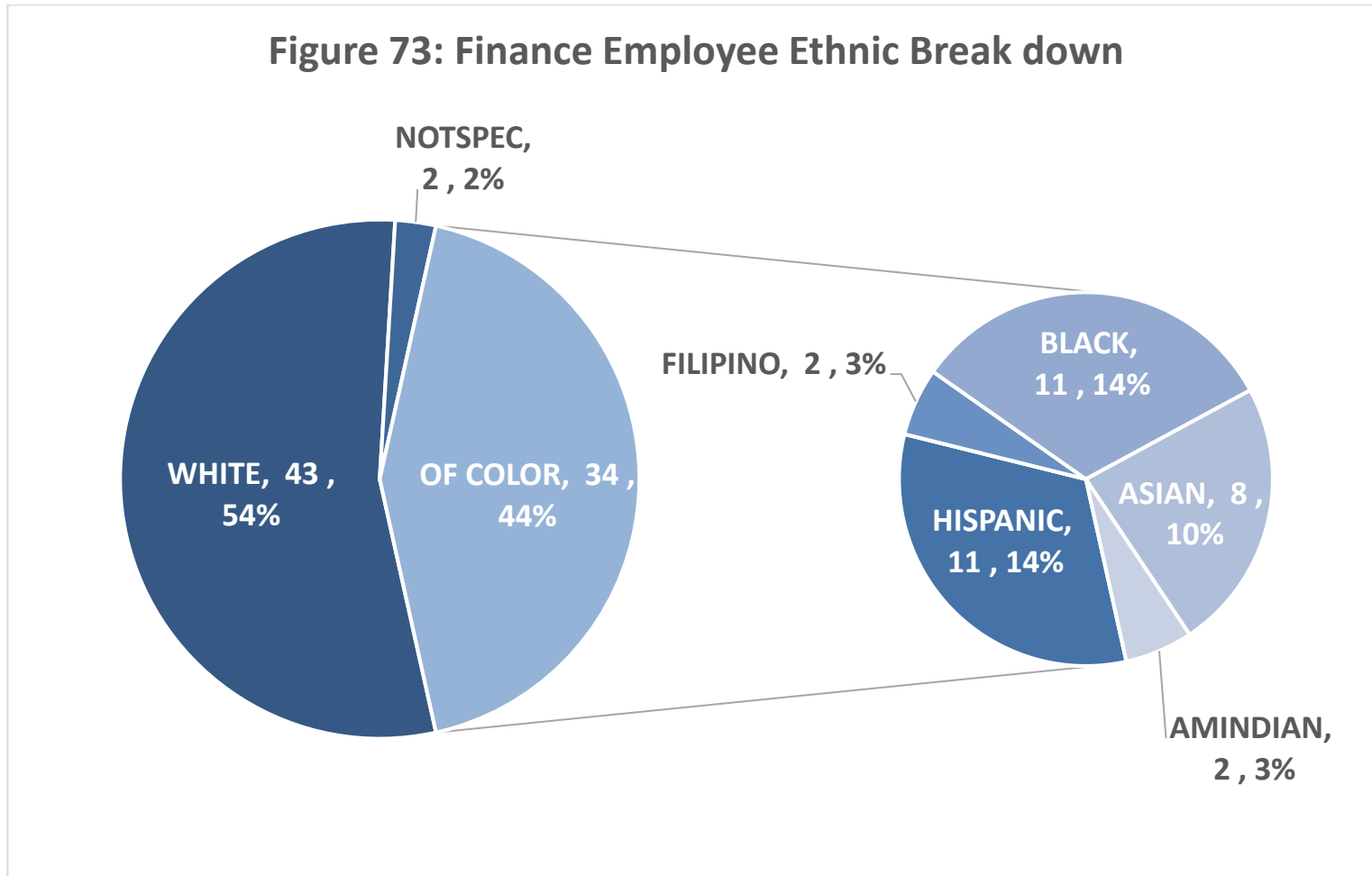
Source: City of Sacramento eCAPS data

Figure 72 details the percentage point difference between the Finance Department employees and City residents by ethnic group. For example, if the ethnic composition of City residents for the white ethnicity is 35 percent and a department has 50 percent of their employees identified as white, the number reflected in the table below will be 15 percentage points (50%-35%=15 percentage point difference).



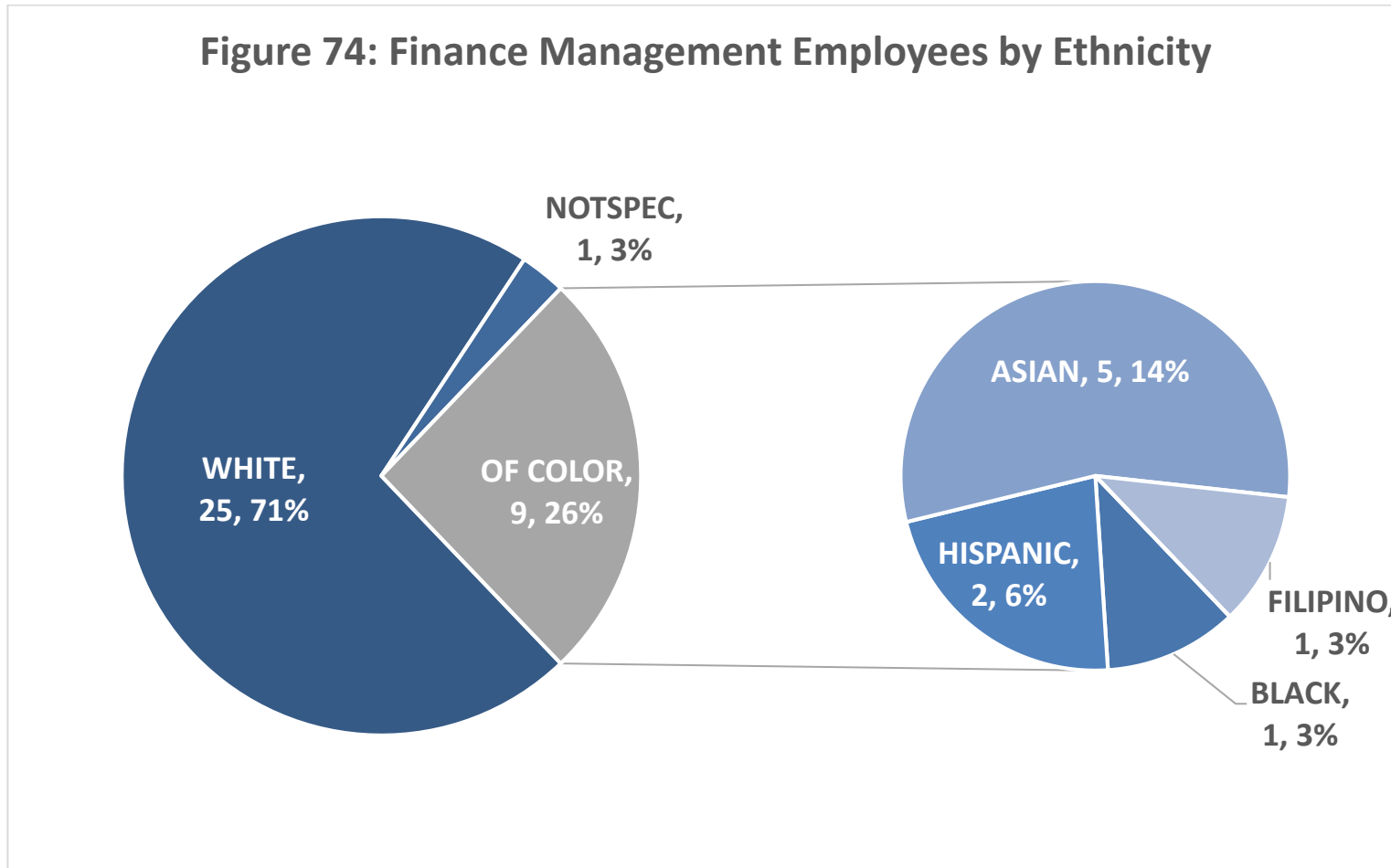
Source: City of Sacramento eCAPS data

Figure 73 identifies the number of City employees in each ethnic group by the Finance Department. As shown in the left pie chart, approximately 54 percent of employees are White, 44 percent are Of Color, and 2 percent did not specify an ethnicity. The pie chart on the right provides the break down of the employees Of Color.



Source: City of Sacramento eCAPS data

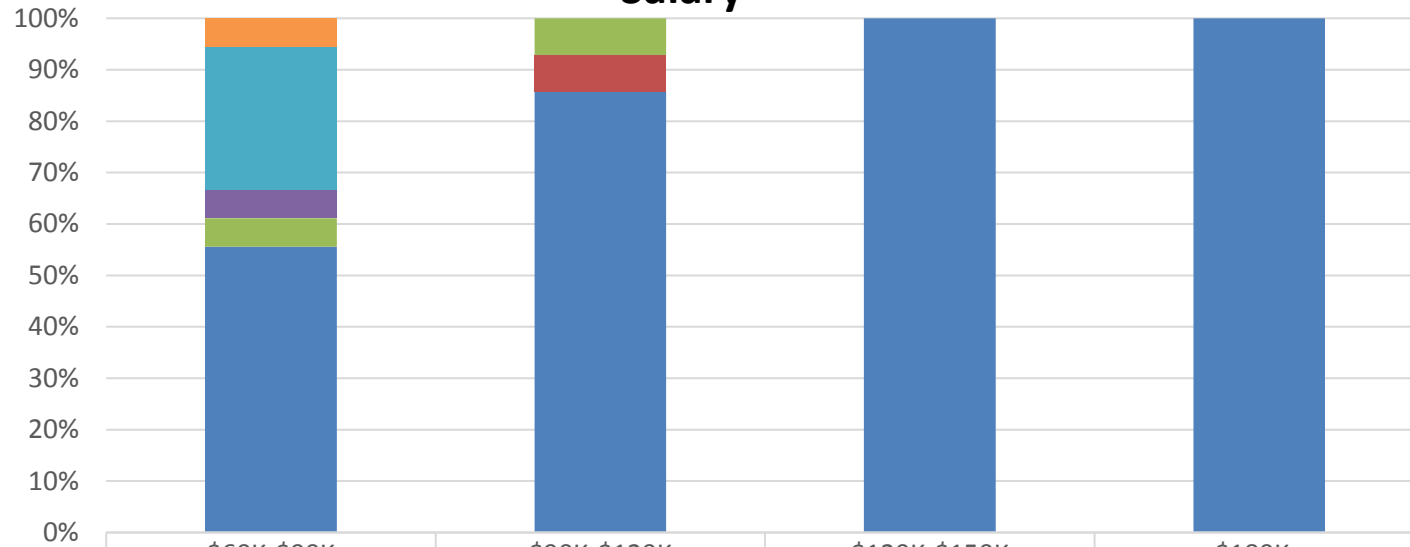
Figure 74 lists Management Employees of the Finance Department by ethnicity. Management employees were identified in the eCAPS data as those that are designated as Executive Management, Management Employees, and Management Support. Some of the employees captured in these groups may not be management. Likewise, some of the City’s management employees may be in a group not captured by this analysis.



Source: City of Sacramento eCAPS data

Figure 75 lists the management employees of the Finance Department by ethnicity and salary. Management employees were identified in the eCAPS data as those that are designated as Executive Management, Management Employees, and Management Support. Some of the employees captured in these groups may not be management. Likewise, some of the City’s management employees may be in a group not captured by this analysis.

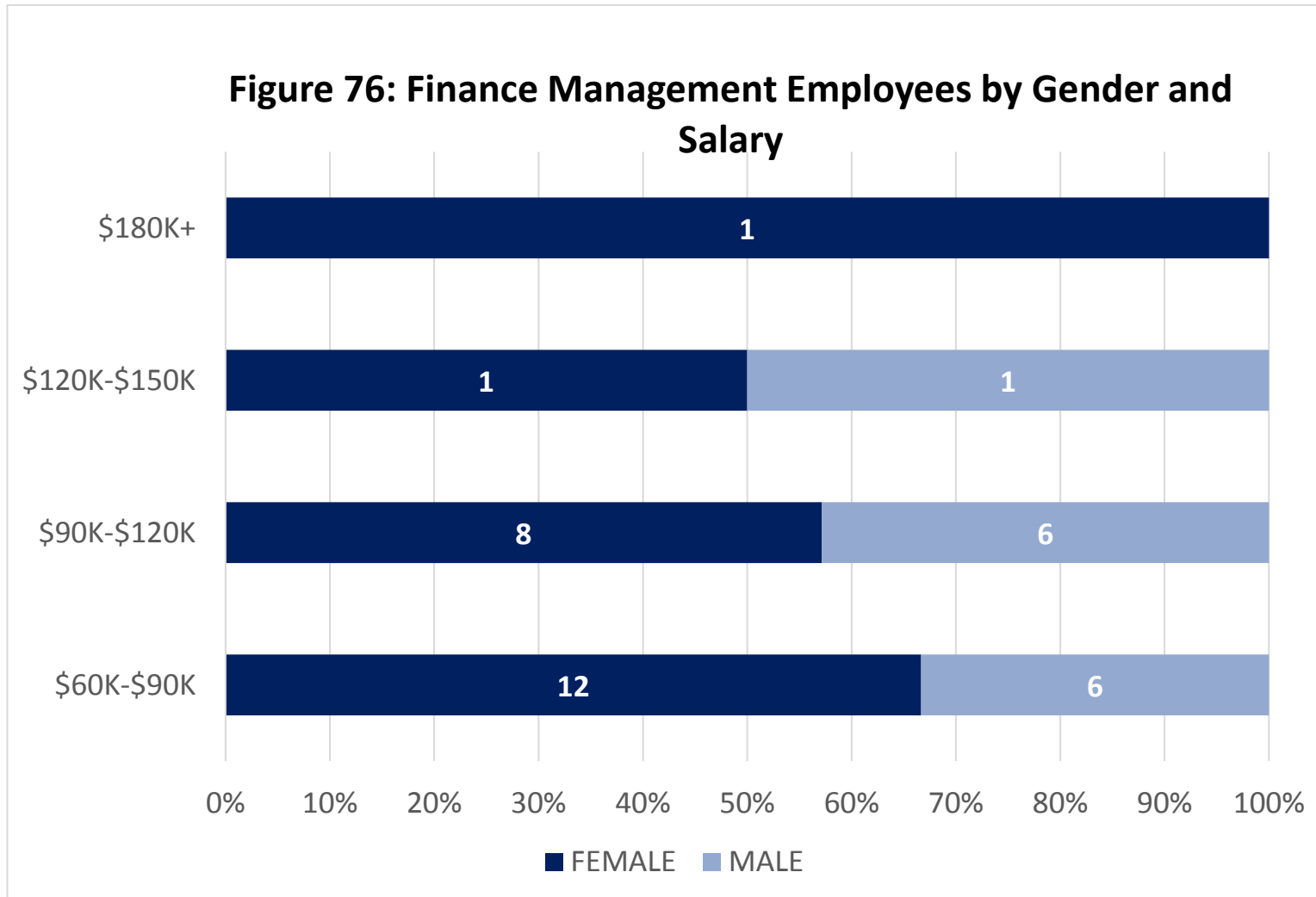
Figure 75: Finance Management Employees by Ethnicity and Salary



	\$60K-\$90K	\$90K-\$120K	\$120K-\$150K	\$180K+
FILIPINO	1			
ASIAN	5			
NOTSPEC	1			
HISPANIC	1	1		
BLACK		1		
WHITE	10	12	2	1

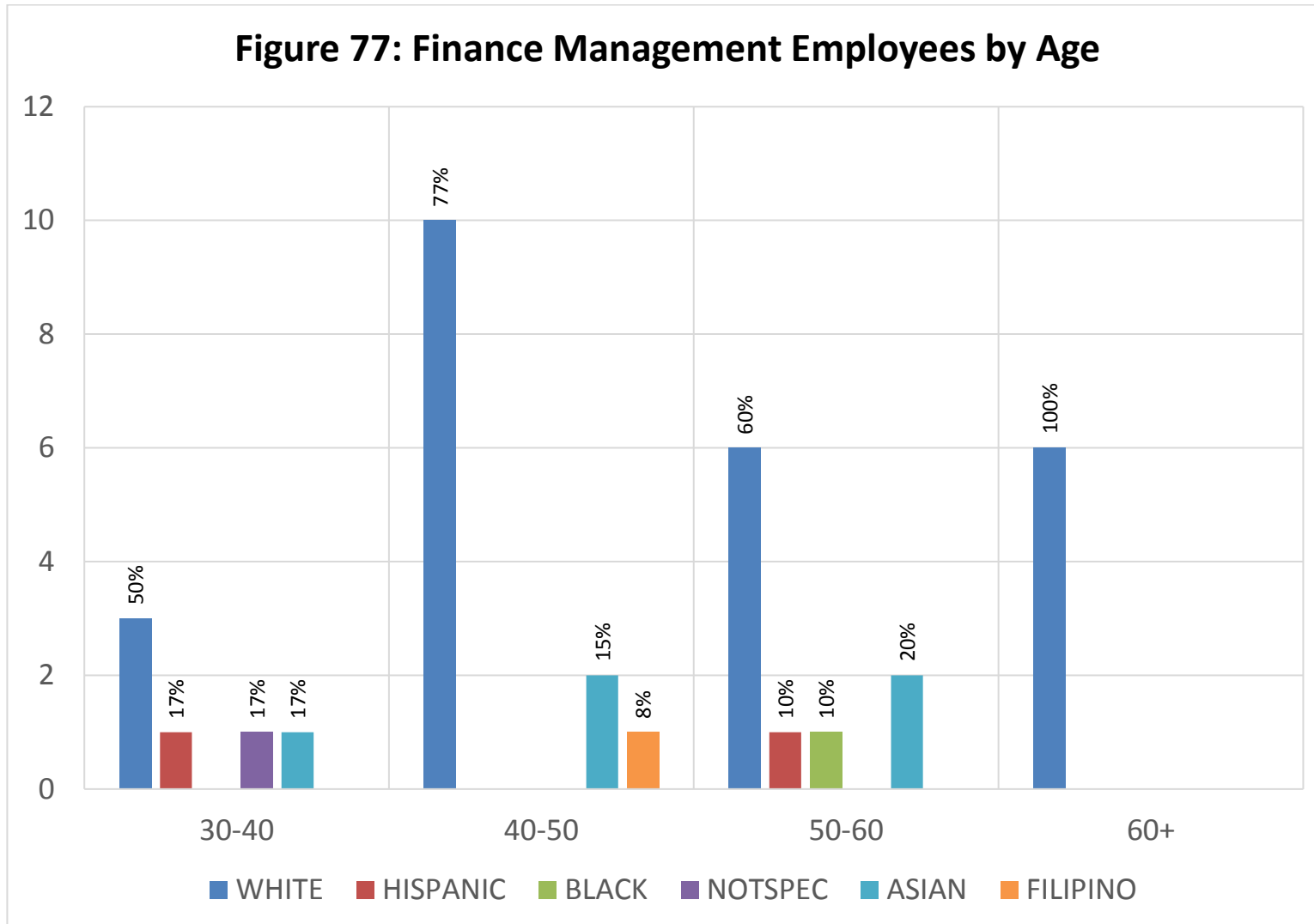
Source: City of Sacramento eCAPS data

Figure 76 shows the management employees of the Finance Department by gender and salary. Management employees were identified in the eCAPS data as those that are designated as Executive Management, Management Employees, and Management Support. Some of the employees captured in these groups may not be management. Likewise, some of the City’s management employees may be in a group not captured by this analysis.



Source: City of Sacramento eCAPS data

Figure 77 shows the management employees of the Finance Department by age. Management employees were identified in the eCAPS data as those that are designated as Executive Management, Management Employees, and Management Support. Some of the employees captured in these groups may not be management. Likewise, some of the City’s management employees may be in a group not captured by this analysis.



Source: City of Sacramento eCAPS data

Office of the City Auditor

Figure 78 shows the job classifications and the number of Management Employees within the Finance Department making more than \$120,000 a year by ethnicity. Management employees were identified in the eCAPS data as those that are designated as Executive Management, Management Employees, and Management Support. Some of the employees captured in these groups may not be management. Likewise, some of the City’s management employees may be in a group not captured by this analysis.

Figure 78: Finance’s Management Employees Making Over \$120 Thousand

Job Classification	WHITE	Grand Total
Budget Manager	1	1
Director of Finance	1	1
Operations Manager	1	1
Grand Total	3	3

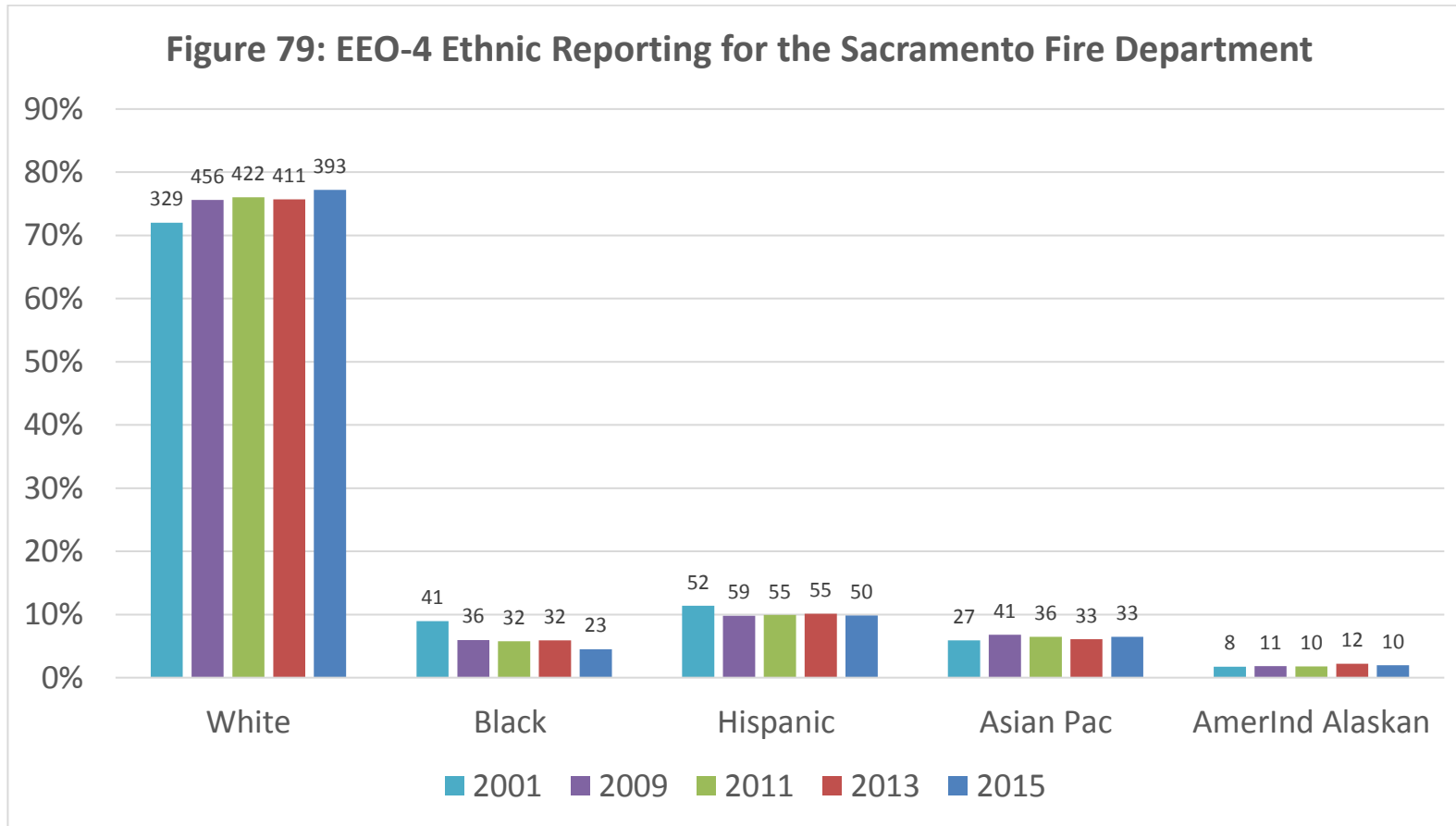
Source: City of Sacramento eCAPS data

Chapter 11: The Sacramento Fire Department Demographics

This chapter focuses on the demographics of the employees of the Sacramento Fire Department. The Fire Department first began serving the citizens of Sacramento in 1850 as a volunteer organization. In 1872, the Department became the first paid professional fire department west of the Mississippi. The Department responds to many types of emergencies including fires, emergency medical calls, hazardous materials incidents, and specialized rescues, such as water, vertical, confined space, and animal rescues. Additionally, the Department provides fire code enforcement, public education, and fire investigation. The Fire Department is divided into four offices:

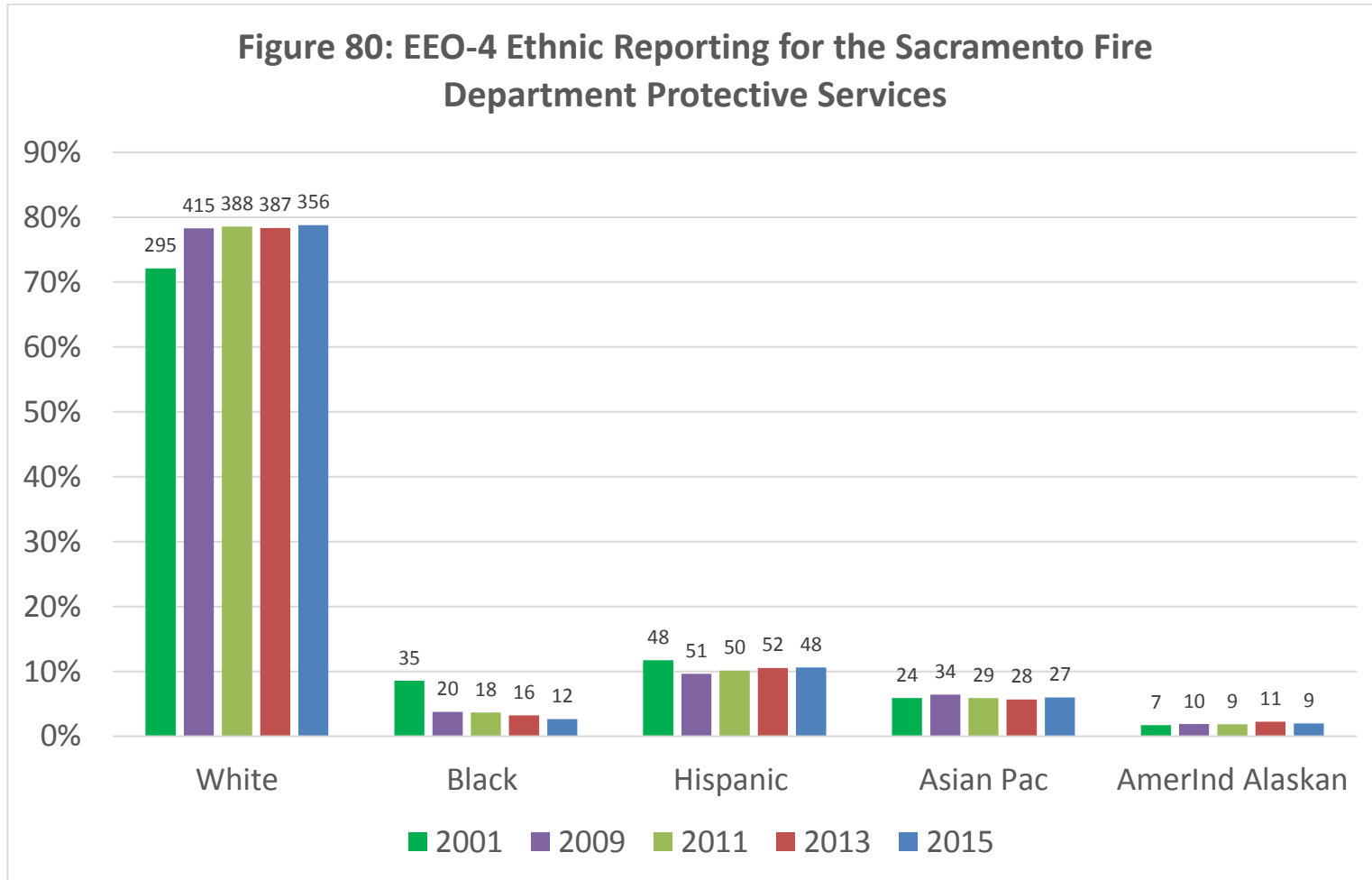
- Office of Administration: Responsible for developing and providing direction of the department. This office oversees Public Information, Fiscal Operations, Personnel and special projects.
- Office of Emergency Operations: Responsible for management of emergency response resources including emergency preparedness, shift operations, emergency medical services, and special operations.
- Office Community Risk Reduction: Responsible for the management of programs that reduce risk to the community including fire prevention activities, professional standards, and training.
- Office of Resource Management: Responsible for providing department wide support through the management of information technology services, communications, fire infrastructure and logistics.

Under Federal Law, all State and local governments are required to keep records and make reports to the Equal Employment Opportunity Commission. Local governments must report employment data for all full time employees based on job category, salary, race/ethnicity, and by age. Figure 79 details the ethnic compositions of the entire Fire Department as reported by the City of Sacramento to Equal Employment Opportunity Commission in 2001, 2009, 2011, 2013, and 2015 respectively.



Source: EEO-4 Forms submitted by the City Of Sacramento Human Resources Department

The City of Sacramento also reports Fire Department employee statistics whose job classifications are defined by the Equal Employment Opportunity Commission as Protective Service Workers. Protective Services Workers are those who are entrusted with public safety, security and protection from destructive forces. Figure 80 details the ethnic compositions of the Fire Department Protective Service Workers in 2001, 2009, 2011, 2013, and 2015 respectively.



Source: EEO-4 Forms submitted by the City Of Sacramento Human Resources Department

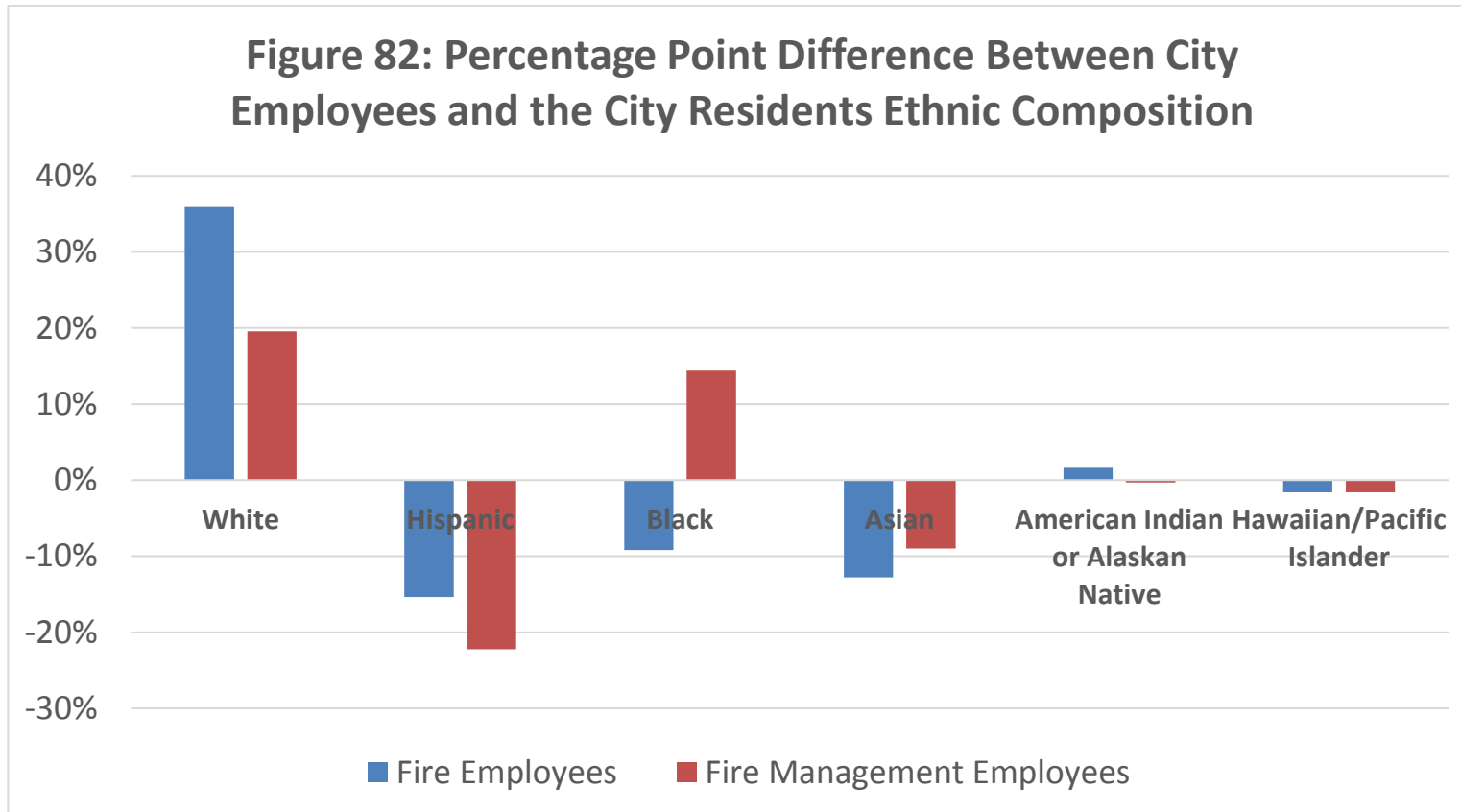
Figure 81 lists the percent of employees within their respective ethnic groups in the Fire Department compared to the demographics of the City of Sacramento residents.

Figure 81: Fire Department Ethnicity Break Down

Group	White	Hispanic	Black	Asian	American Indian or Alaskan Native	Hawaiian/Pacific Islander	Filipino	Other	Multi Race	Not Specified
City of Sacramento Residents (2013)	35%	27%	13%	18%	0%	2%	0%	0%	5%	0%
Fire Employees	71%	11%	4%	5%	2%	0%	2%	0%	0%	5%
Fire Management Employees	55%	5%	27%	9%	0%	0%	0%	0%	0%	5%
Fire Sworn Employees	72%	12%	3%	5%	2%	0%	2%	0%	0%	5%

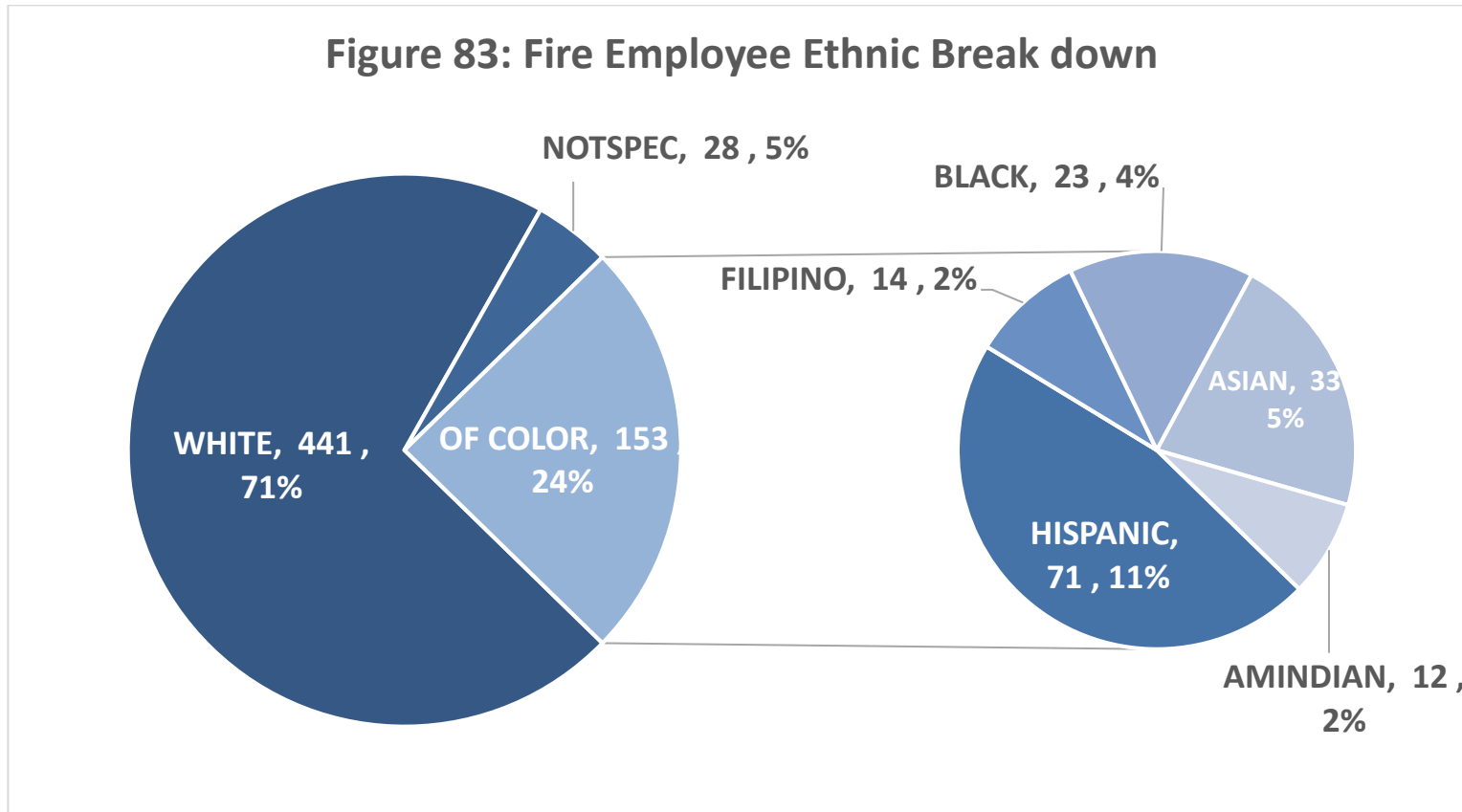
Source: City of Sacramento eCAPS data

Figure 82 details the percentage point difference between the Fire Department employees and City residents by ethnic group. For example, if the ethnic composition of City residents for the white ethnicity is 35 percent and a department has 50 percent of their employees identified as white, the number reflected in the table below will be 15 percentage points (50%-35%=15 percentage point difference).



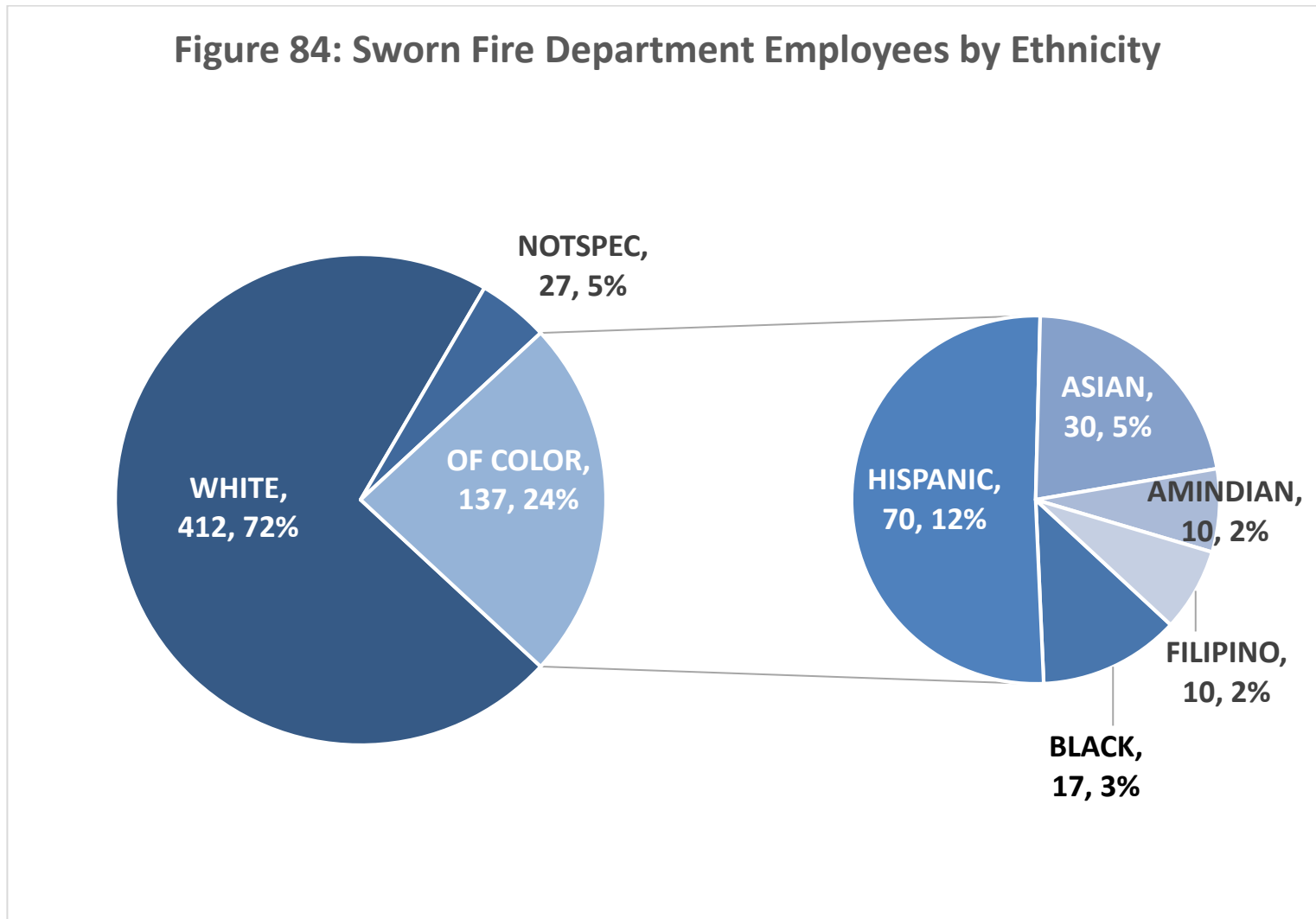
Source: City of Sacramento eCAPS data

Figure 83 identifies the number of City employees in each ethnic group by the Fire Department. As shown in the left pie chart, approximately 71 percent of employees are White, 24 percent are Of Color, and 5 percent did not specify an ethnicity. The pie chart on the right provides the break down of the employees Of Color.



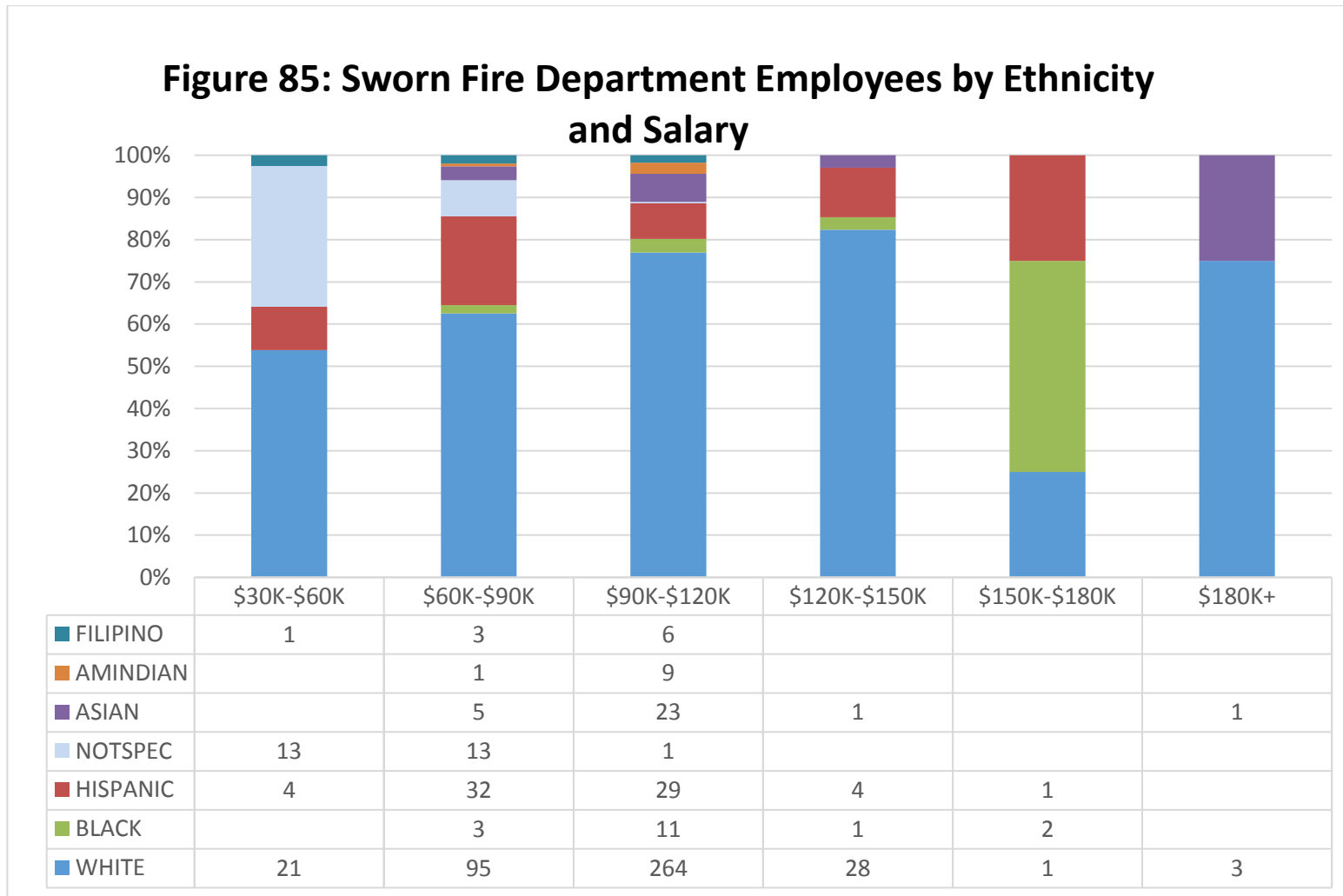
Source: City of Sacramento eCAPS data

Figure 84 lists sworn Employees of the Fire Department by ethnicity.



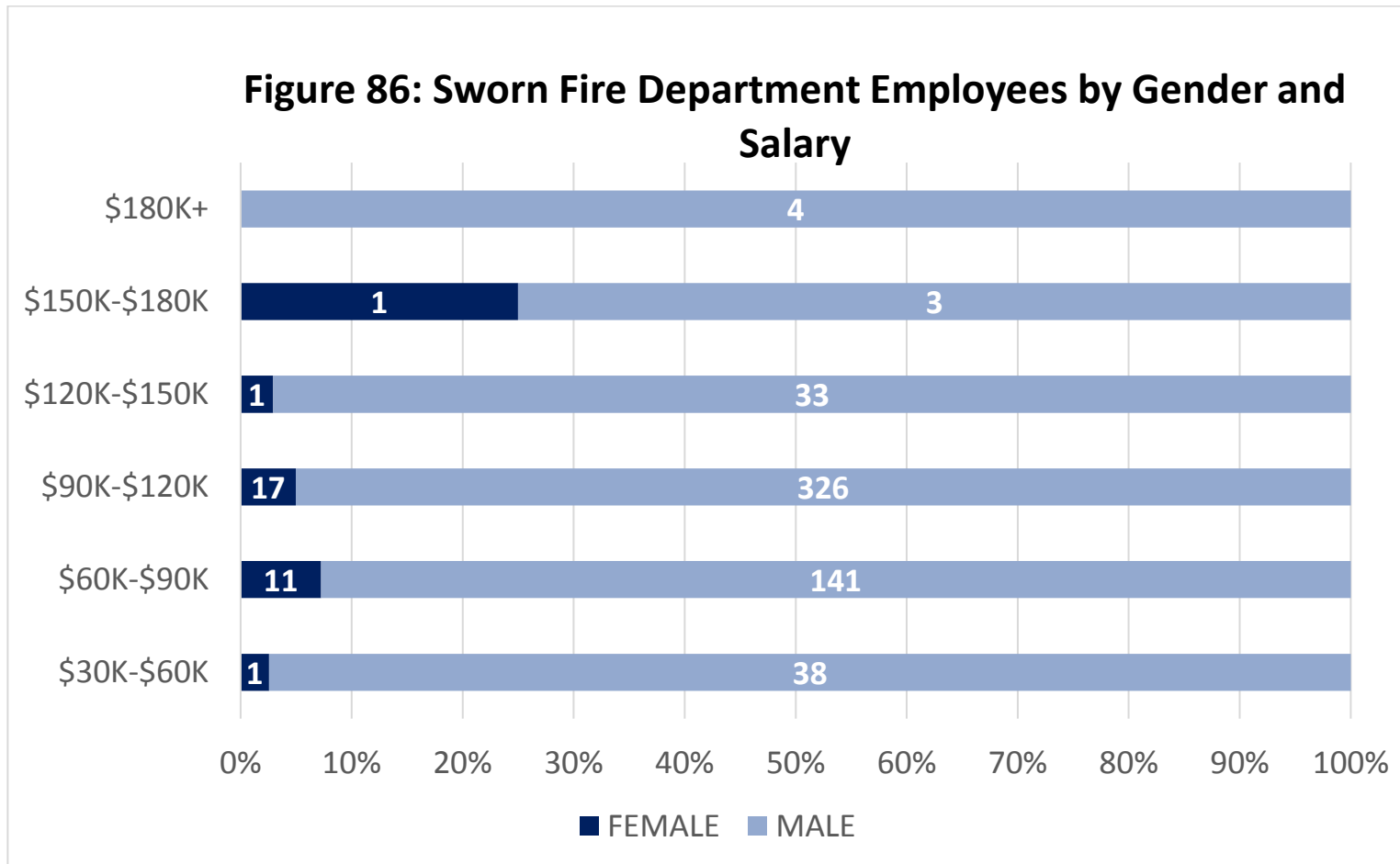
Source: City of Sacramento eCAPS data

Figure 85 lists the sworn employees of the Fire Department by ethnicity and salary.



Source: City of Sacramento eCAPS data

Figure 86 shows the sworn employees of the Fire Department by gender and salary.



Source: City of Sacramento eCAPS data

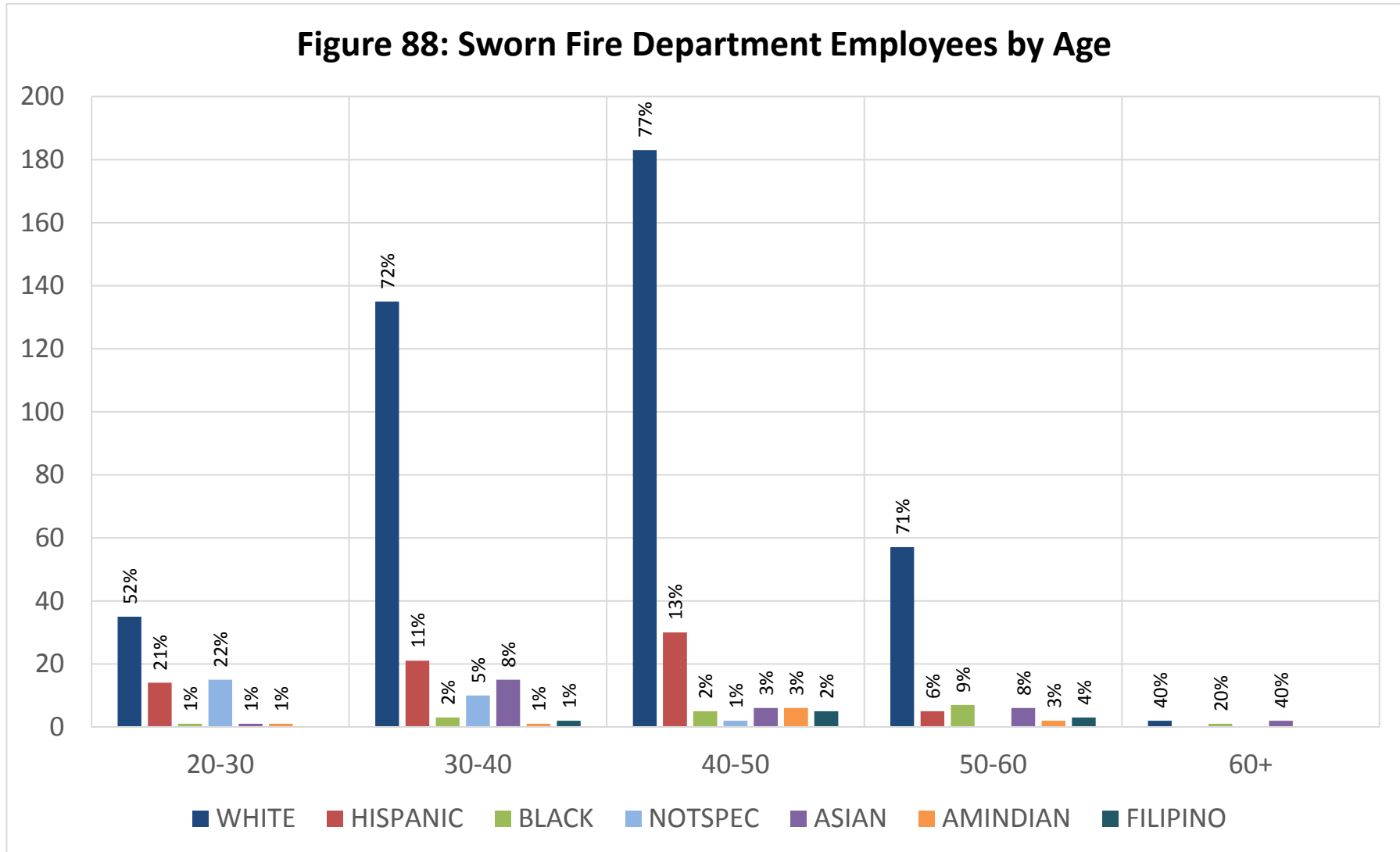
Figure 87 details the ethnic composition of the 576 sworn fire fighters in the Fire Department. This includes all active employees including employees that are working part-time.

Figure 87: Sworn Fire Department Employee Ethnicity Break Down

JOB CLASSIFICATION	AMINDIAN	ASIAN	BLACK	FILIPINO	HISPANIC	NOTSPEC	WHITE	Grand Total
Fire Chief	0	0	0	0	0	0	1	1
Deputy Fire Chief	0	1	0	0	0	0	2	3
Fire Assistant Chief	0	0	2	0	1	0	1	4
Fire Battalion Chief	0	0	1	0	1	0	9	11
Fire Captain	3	5	2	1	10	0	91	112
Total Command Staff	3	6	5	1	12	0	104	131
Fire Engineer	2	6	4	1	8	0	82	103
Fire Investigator	0	0	1	0	0	0	5	6
Fire Prevention Officer	0	2	3	0	3	1	8	17
Fire Recruit	0	0	0	1	4	13	21	39
Firefighter	5	16	4	7	43	13	192	280
Total Sworn Staff	10	30	17	10	70	27	412	576
JOB CLASSIFICATION	AMINDIAN	ASIAN	BLACK	FILIPINO	HISPANIC	NOTSPEC	WHITE	Grand Total
Fire Chief	0%	0%	0%	0%	0%	0%	100%	1
Deputy Fire Chief	0%	33%	0%	0%	0%	0%	67%	3
Fire Assistant Chief	0%	0%	50%	0%	25%	0%	25%	4
Fire Battalion Chief	0%	0%	9%	0%	9%	0%	82%	11
Fire Captain	3%	4%	2%	1%	9%	0%	81%	112
Total Command Staff	2%	5%	4%	1%	9%	0%	79%	131
Fire Engineer	2%	6%	4%	1%	8%	0%	80%	103
Fire Investigator	0%	0%	17%	0%	0%	0%	83%	6
Fire Prevention Officer	0%	12%	18%	0%	18%	6%	47%	17
Fire Recruit	0%	0%	0%	3%	10%	33%	54%	39
Firefighter	2%	6%	1%	3%	15%	5%	69%	280
Total Sworn Staff	2%	5%	3%	2%	12%	5%	72%	576

Source: City of Sacramento eCAPS data

Figure 88 shows the sworn employees of the Fire Department by age.



Source: City of Sacramento eCAPS data

Figure 89 shows the job classifications and the number of Management Employees within the Fire Department making more than \$120,000 a year by ethnicity. Management employees were identified in the eCAPS data as those that are designated as Executive Management, Management Employees, and Management Support. Some of the employees captured in these groups may not be management. Likewise, some of the City’s management employees may be in a group not captured by this analysis.

Figure 89: Fire Department’s Management Employees Making Over \$120 Thousand

Job Classification	ASIAN	BLACK	HISPANIC	WHITE	Grand Total
Deputy Fire Chief	1			2	3
Fire Assistant Chief		2	1	1	4
Fire Chief				1	1
Grand Total	1	2	1	4	8

Source: City of Sacramento eCAPS data

Chapter 12: The Human Resources Department Demographics

This chapter focuses on the demographics of the employees of the Human Resources Department. The Department of Human Resources is responsible for providing responsive employment and personnel services to the City’s managers and employees as well as providing information and assistance to external customers and job applicants. The department is responsible for attracting, retaining, and developing a highly qualified and diverse City workforce, and implementing organizational improvements.

Human Resources provides the following key services: recruiting, testing, classification and compensation; benefits and retirement; safety, loss prevention, and workers’ compensation; equal employment opportunity and ADA coordination; negotiation and implementation of labor agreements, discipline, and grievance administration; and citywide volunteer coordination.

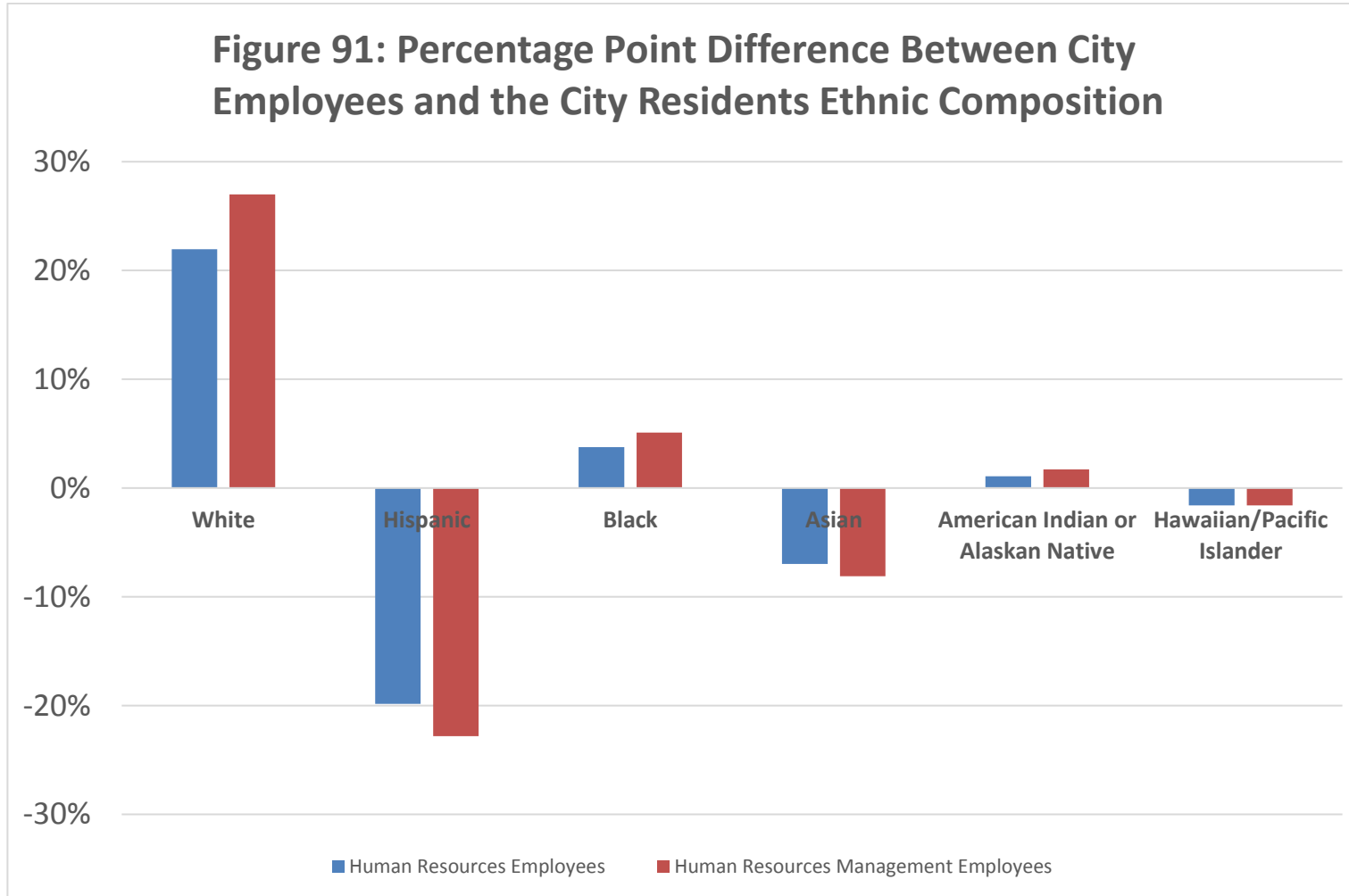
Figure 90 lists the percent of employees within their respective ethnic groups in the Human Resources Department compared to the demographics of the City of Sacramento residents.

Figure 90: Human Resources Employee Ethnicity Break Down

Group	White	Hispanic	Black	Asian	American Indian or Alaskan Native	Hawaiian/Pacific Islander	Filipino	Other	Multi Race	Not Specified
City of Sacramento Residents (2013)	35%	27%	13%	18%	0%	2%	NA	0%	5%	NA
Human Resources Employees	57%	7%	17%	11%	1%	0%	3%	NA	NA	4%
Human Resources Management Employees	62%	4%	18%	10%	2%	0%	0%	NA	NA	4%

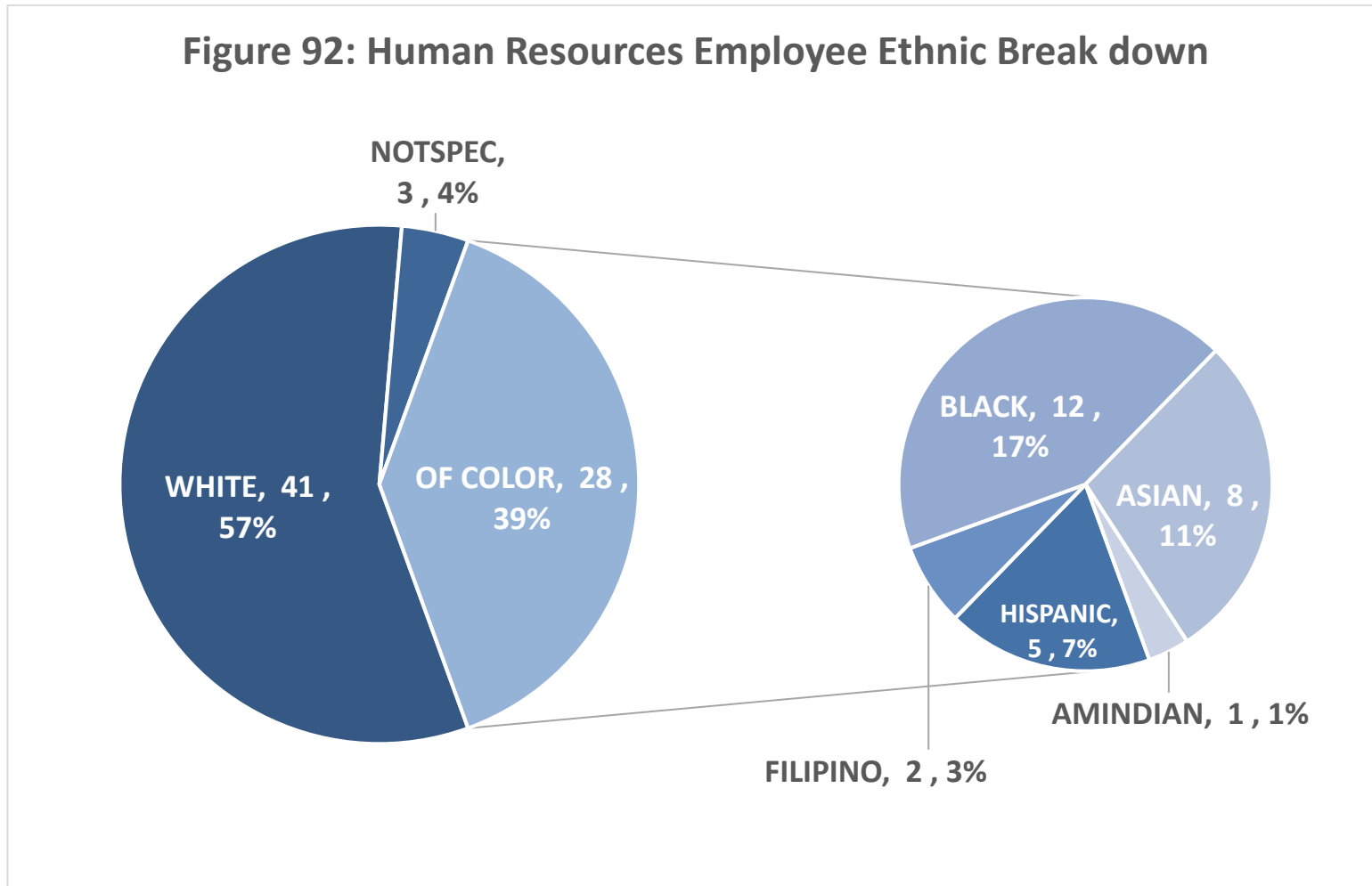
Source: City of Sacramento eCAPS data

Figure 91 details the percentage point difference between the Human Resources Department employees and City residents by ethnic group. For example, if the ethnic composition of City residents for the white ethnicity is 35 percent and a department has 50 percent of their employees identified as white, the number reflected in the table below will be 15 percentage points (50%-35%=15 percentage point difference).



Source: City of Sacramento eCAPS data

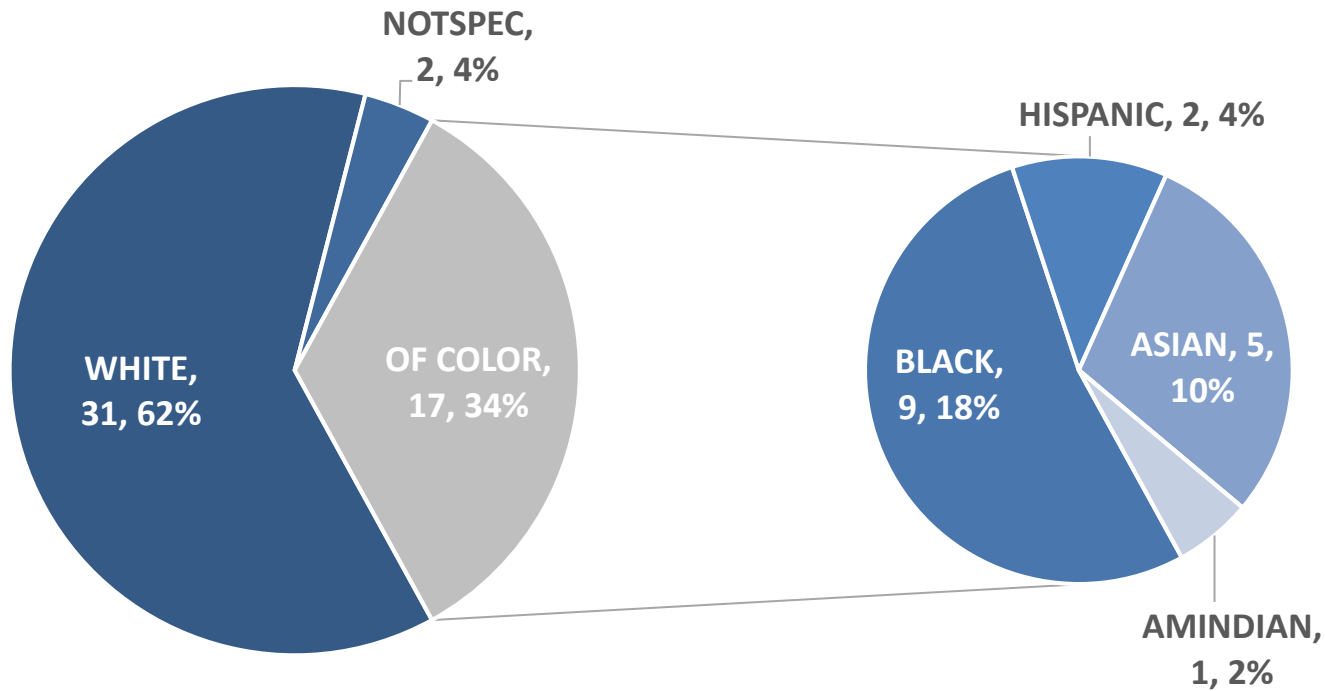
Figure 92 identifies the number of City employees in each ethnic group by the Human Resources Department. As shown in the left pie chart, approximately 57 percent of employees are White, 39 percent are Of Color, and 4 percent did not specify an ethnicity. The pie chart on the right provides the break down of the employees Of Color.



Source: City of Sacramento eCAPS data

Figure 93 lists Management Employees of the Human Resources Department by ethnicity. Management employees were identified in the eCAPS data as those that are designated as Executive Management, Management Employees, and Management Support. Some of the employees captured in these groups may not be management. Likewise, some of the City's management employees may be in a group not captured by this analysis.

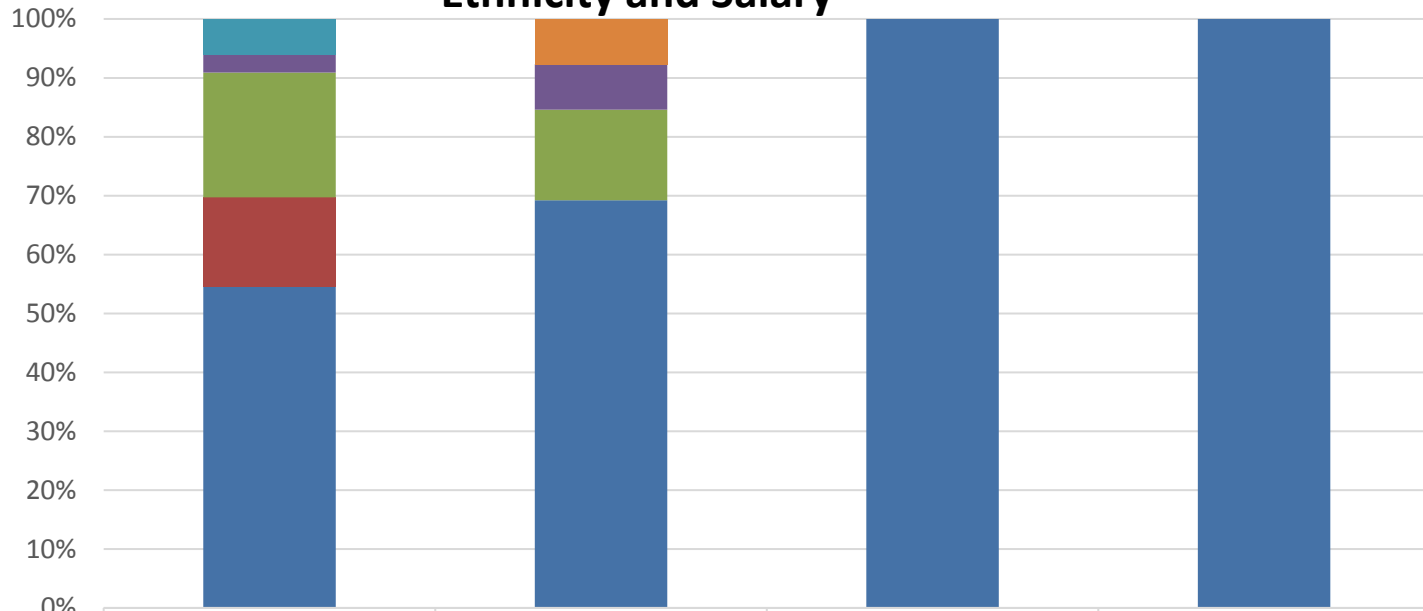
Figure 93: Human Resources Management Employees by Ethnicity



Source: City of Sacramento eCAPS data

Figure 94 lists the management employees of the Human Resources Department by ethnicity and salary. Management employees were identified in the eCAPS data as those that are designated as Executive Management, Management Employees, and Management Support. Some of the employees captured in these groups may not be management. Likewise, some of the City’s management employees may be in a group not captured by this analysis.

Figure 94: Human Resources Management Employees by Ethnicity and Salary

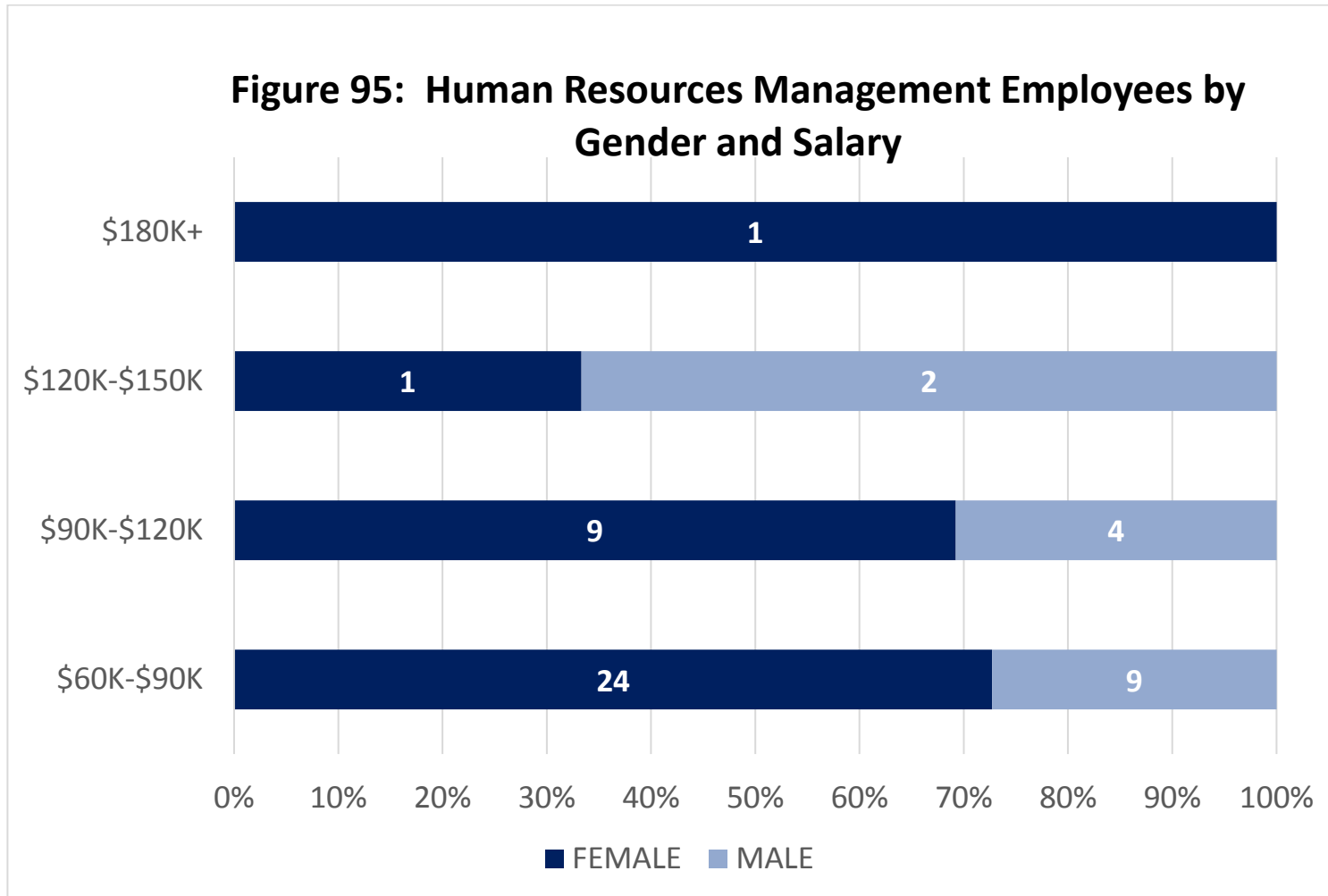


- AMINDIAN
- NOTSPEC
- HISPANIC
- BLACK
- ASIAN
- WHITE

	\$60K-\$90K	\$90K-\$120K	\$120K-\$150K	\$180K+
AMINDIAN		1		
NOTSPEC	2			
HISPANIC	1	1		
BLACK	7	2		
ASIAN	5			
WHITE	18	9	3	1

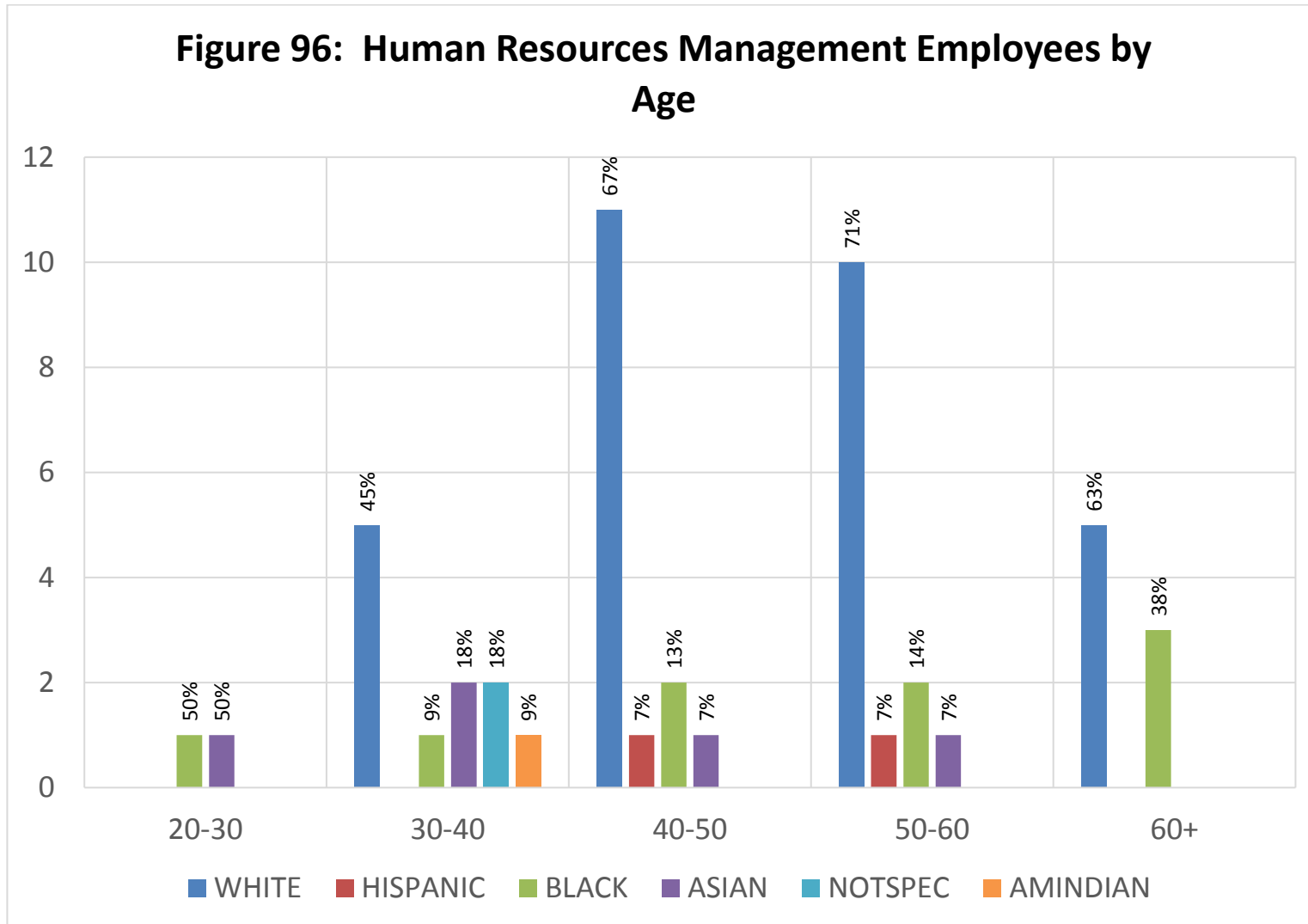
Source: City of Sacramento eCAPS data

Figure 95 shows the management employees of the Human Resources Department by gender and salary. Management employees were identified in the eCAPS data as those that are designated as Executive Management, Management Employees, and Management Support. Some of the employees captured in these groups may not be management. Likewise, some of the City’s management employees may be in a group not captured by this analysis.



Source: City of Sacramento eCAPS data

Figure 96 shows the management employees of the Human Resources Department by age. Management employees were identified in the eCAPS data as those that are designated as Executive Management, Management Employees, and Management Support. Some of the employees captured in these groups may not be management. Likewise, some of the City’s management employees may be in a group not captured by this analysis.



Source: City of Sacramento eCAPS data

Figure 97 shows the job classifications and the number of Management Employees within the Human Resources Department making more than \$120,000 a year by ethnicity. Management employees were identified in the eCAPS data as those that are designated as Executive Management, Management Employees, and Management Support. Some of the employees captured in these groups may not be management. Likewise, some of the City’s management employees may be in a group not captured by this analysis.

Figure 97: Human Resource’s Management Employees Making Over \$120 Thousand

Job Classification	WHITE	Grand Total
Director of Human Resources	1	1
HR Manager (Rep20)	2	2
Risk Manager	1	1
Grand Total	4	4

Source: City of Sacramento eCAPS data

Chapter 13: The Information Technology Department Demographics

This chapter focuses on the demographics of the employees of the Information Technology (IT) Department. The IT Department manages a full range of information technology and related services for all City departments and the public twenty-four hours a day, seven days a week. These IT systems, infrastructure, and information range from relatively simple to extremely complex.

The IT Department is divided into six areas:

- Enterprise Applications Management
- Innovation Team
- IT Business Management
- IT Regional Support
- Technology Infrastructure Services
- Sacramento City 311 – Call Center Operations

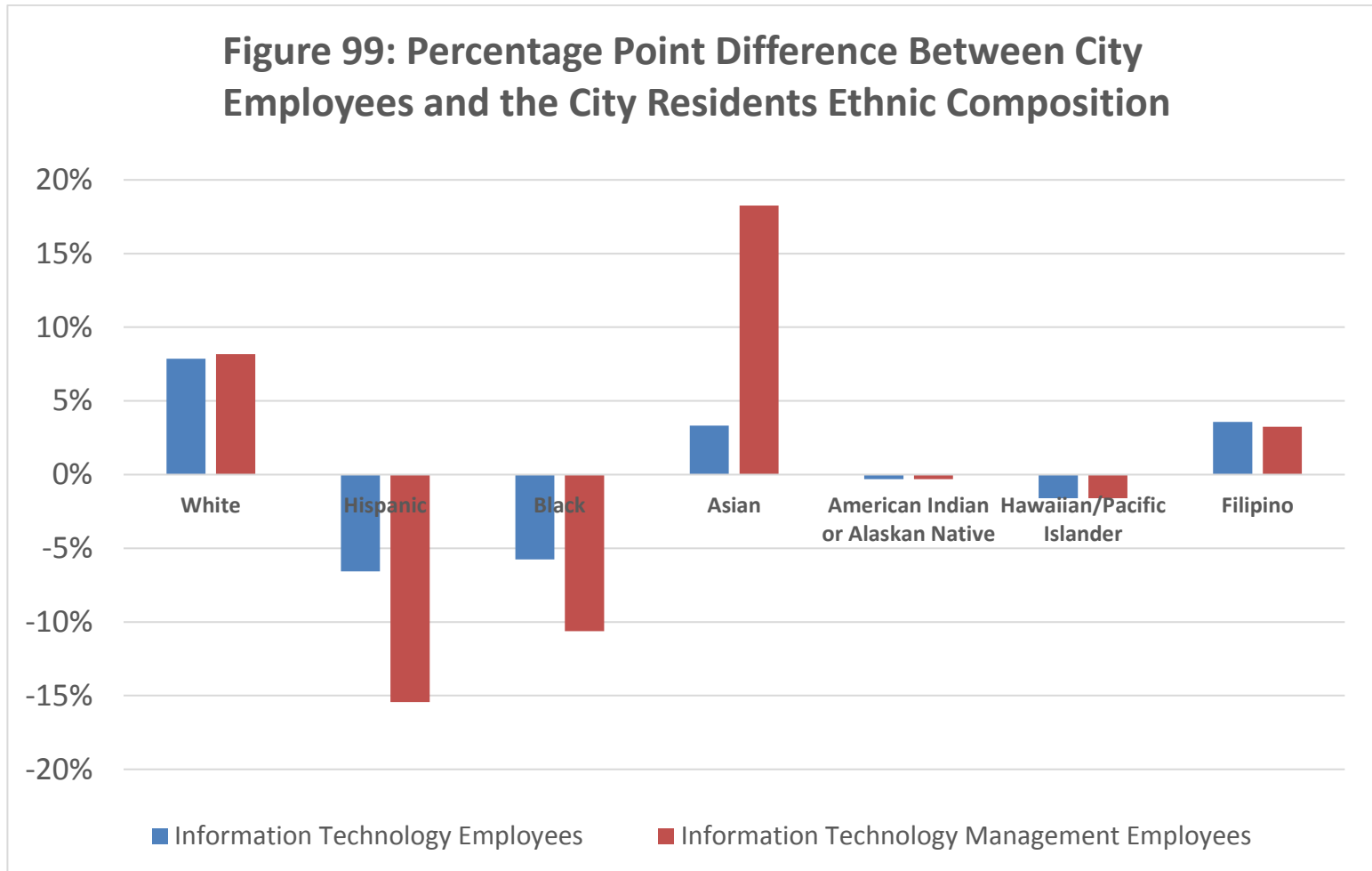
Figure 98 lists the percent of employees within their respective ethnic groups in the Information Technology Department compared to the demographics of the City of Sacramento residents.

Figure 98: Information Technology Employee Ethnicity Break Down

Group	White	Hispanic	Black	Asian	American Indian or Alaskan Native	Hawaiian/Pacific Islander	Filipino	Other	Multi Race	Not Specified
City of Sacramento Residents (2013)	35%	27%	13%	18%	0%	2%	NA	0%	5%	NA
Information Technology Employees	43%	20%	7%	21%	0%	0%	4%	NA	NA	5%
Information Technology Management Employees	43%	11%	2%	36%	0%	0%	7%	NA	NA	0%

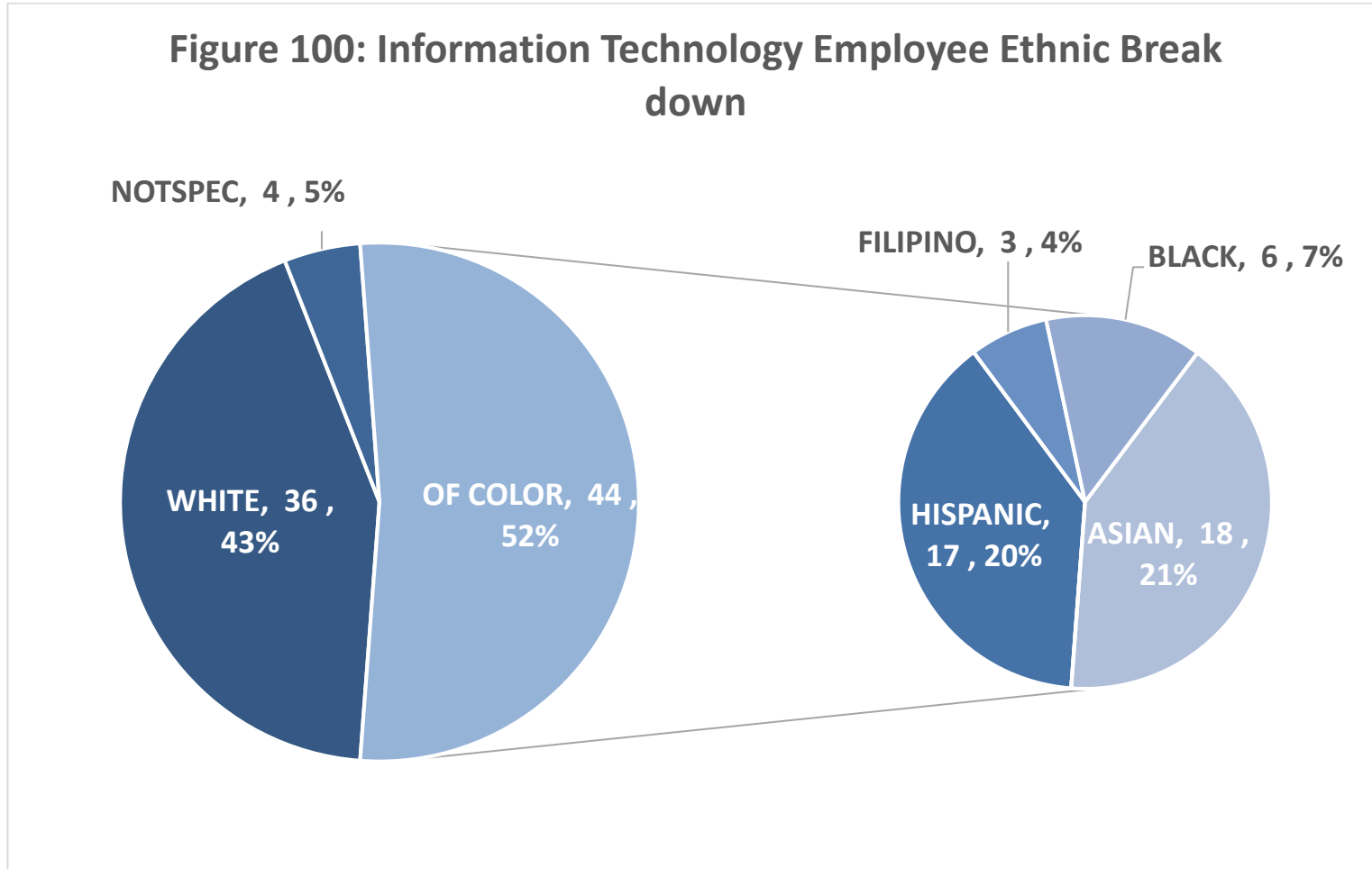
Source: City of Sacramento eCAPS data

Figure 99 details the percentage point difference between the Information Technology Department employees and City residents by ethnic group. For example, if the ethnic composition of City residents for the white ethnicity is 35 percent and a department has 50 percent of their employees identified as white, the number reflected in the table below will be 15 percentage points (50%-35%=15 percentage point difference).



Source: City of Sacramento eCAPS data

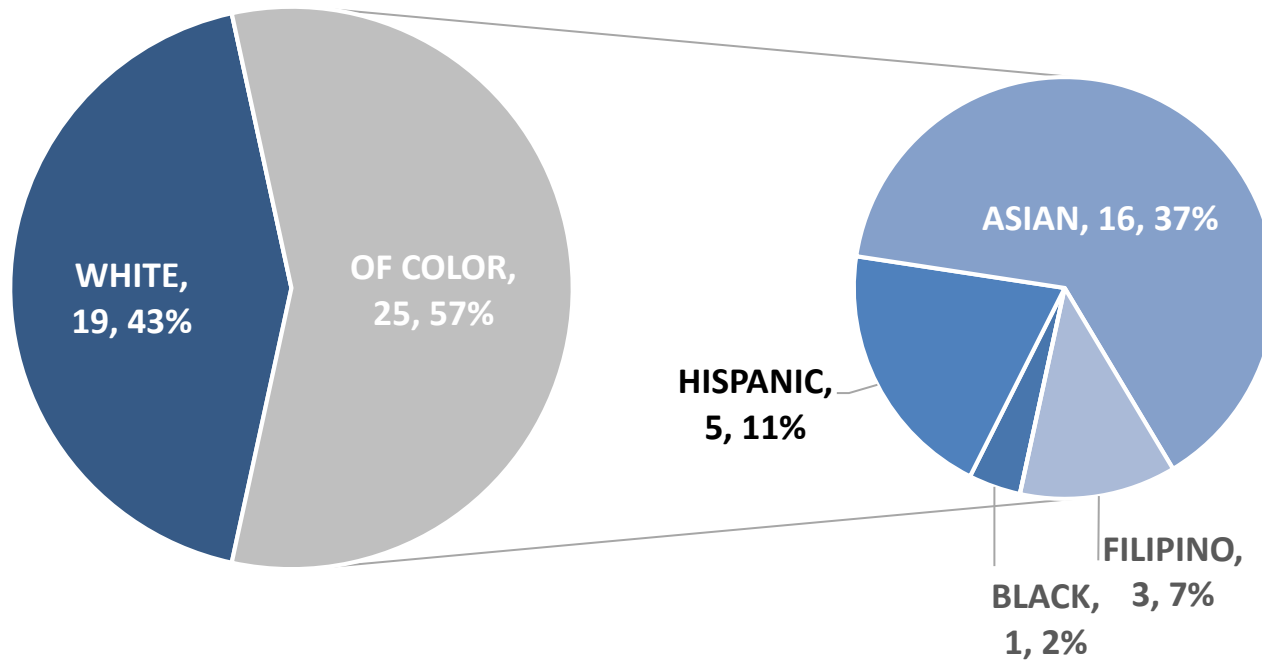
Figure 100 identifies the number of City employees in each ethnic group by the Information Technology Department. As shown in the left pie chart, approximately 43 percent of employees are White, 52 percent are Of Color, and 5 percent did not specify an ethnicity. The pie chart on the right provides the break down of the employees Of Color.



Source: City of Sacramento eCAPS data

Figure 101 lists Management Employees of the Information Technology Department by ethnicity. Management employees were identified in the eCAPS data as those that are designated as Executive Management, Management Employees, and Management Support. Some of the employees captured in these groups may not be management. Likewise, some of the City’s management employees may be in a group not captured by this analysis.

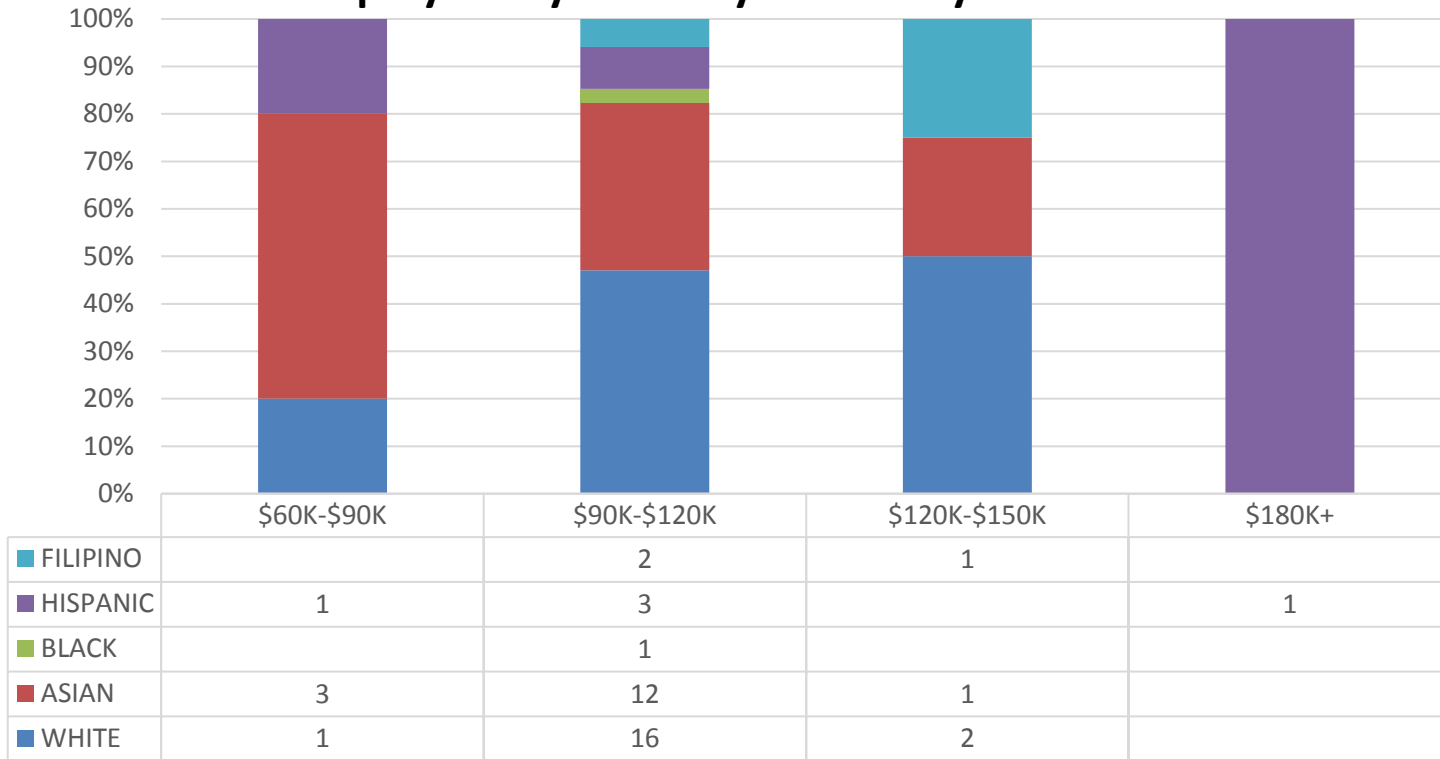
Figure 101: Information Technology Management Employees by Ethnicity



Source: City of Sacramento eCAPS data

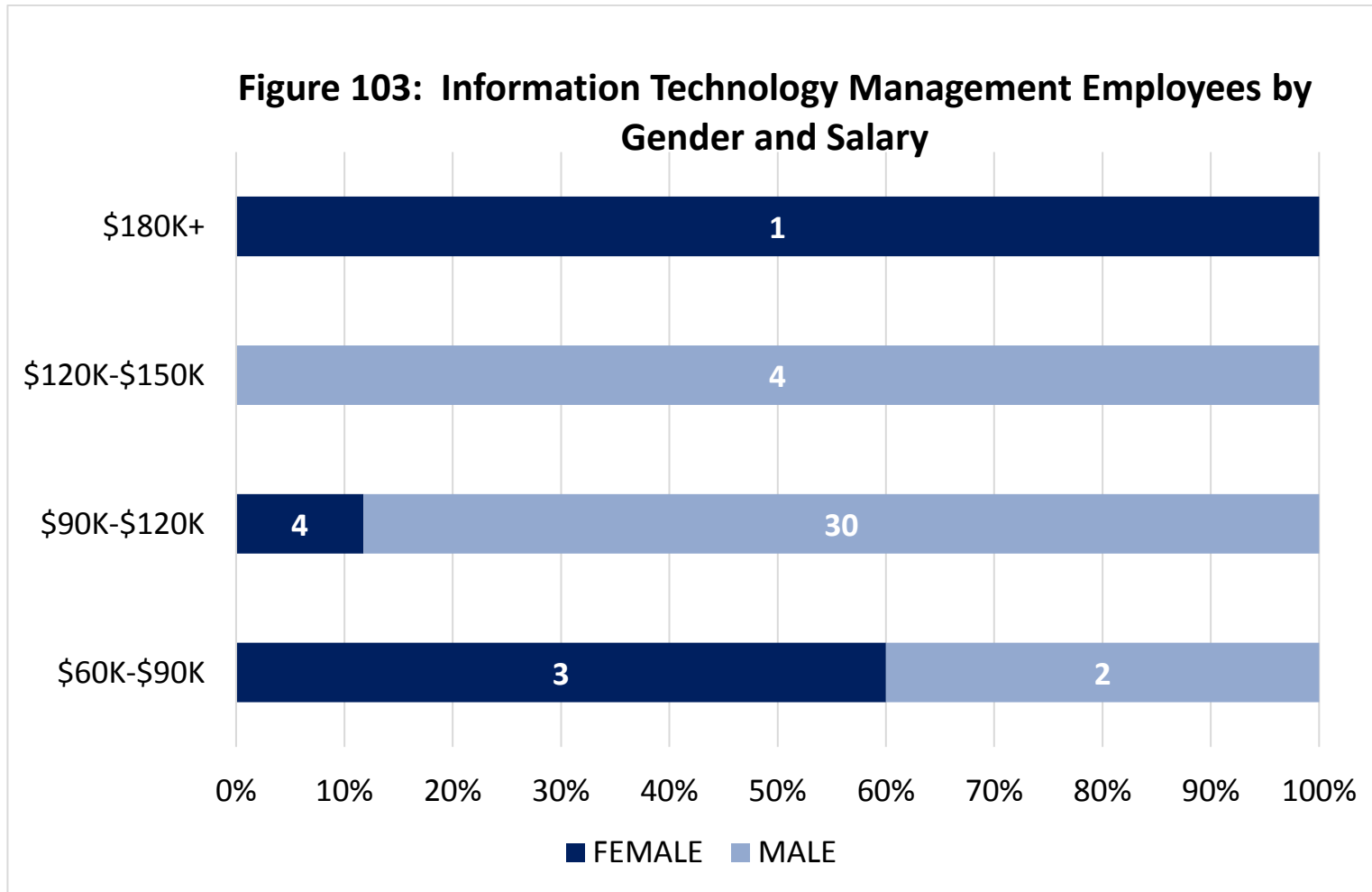
Figure 102 lists the management employees of the Information Technology Department by ethnicity and salary. Management employees were identified in the eCAPS data as those that are designated as Executive Management, Management Employees, and Management Support. Some of the employees captured in these groups may not be management. Likewise, some of the City’s management employees may be in a group not captured by this analysis.

Figure 102: Information Technology Management Employees by Ethnicity and Salary



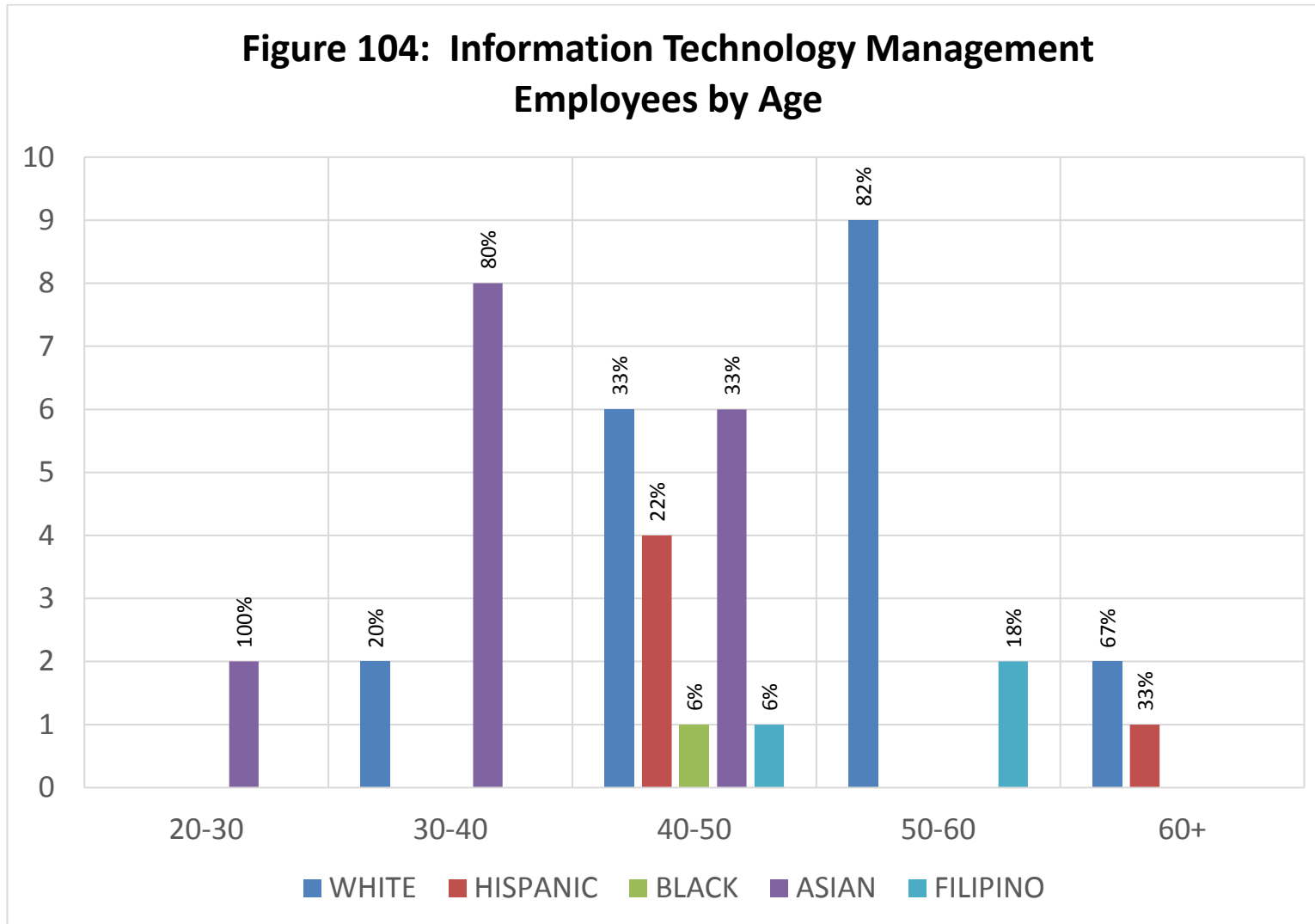
Source: City of Sacramento eCAPS data

Figure 103 shows the management employees of the Information Technology Department by gender and salary. Management employees were identified in the eCAPS data as those that are designated as Executive Management, Management Employees, and Management Support. Some of the employees captured in these groups may not be management. Likewise, some of the City’s management employees may be in a group not captured by this analysis.



Source: City of Sacramento eCAPS data

Figure 104 shows the management employees of the Information Technology Department by age. Management employees were identified in the eCAPS data as those that are designated as Executive Management, Management Employees, and Management Support. Some of the employees captured in these groups may not be management. Likewise, some of the City’s management employees may be in a group not captured by this analysis.



Source: City of Sacramento eCAPS data

Figure 105 shows the job classifications and the number of Management Employees within the Information Technology Department making more than \$120,000 a year by ethnicity. Management employees were identified in the eCAPS data as those that are designated as Executive Management, and Management Employees, Management Support. Some of the employees captured in these groups may not be management. Likewise, some of the City’s management employees may be in a group not captured by this analysis.

Figure 105: Information Technology Department’s Management Employees Making Over \$120 Thousand

Job Classification	ASIAN	FILIPINO	HISPANIC	WHITE	Grand Total
Chief Information Officer			1		1
IT Manager	1	1		2	4
Grand Total	1	1	1	2	5

Source: City of Sacramento eCAPS data

Chapter 14: The Mayor and City Council Offices Demographics

This chapter focuses on the demographics of the employees of the Offices of the Mayor and City Council. The Mayor and City Council, consisting of the Mayor and eight Councilmembers, are the policy-making body for the City of Sacramento. The goal of the Council is to govern the City in a manner that is both responsive to the needs and concerns of City residents and is financially sound. To accomplish this the Mayor and Council pass City ordinances, establish policy for administrative staff by resolution, approve new programs, and adopt the annual budget. The Mayor and Council also act as the Commission for the Housing Authority. In addition, Councilmembers are appointed by the Mayor to serve on various regional boards, commissions, and joint powers authorities as representatives of the City.

We note the Offices of the Mayor and City Council have 60 employees. Included within that total are the employees for the City Auditor’s Office and the Office of the Independent Budget Analyst. Additionally, we note that three positions within the City Manager’s Office report to the Mayor and are not included in this count.

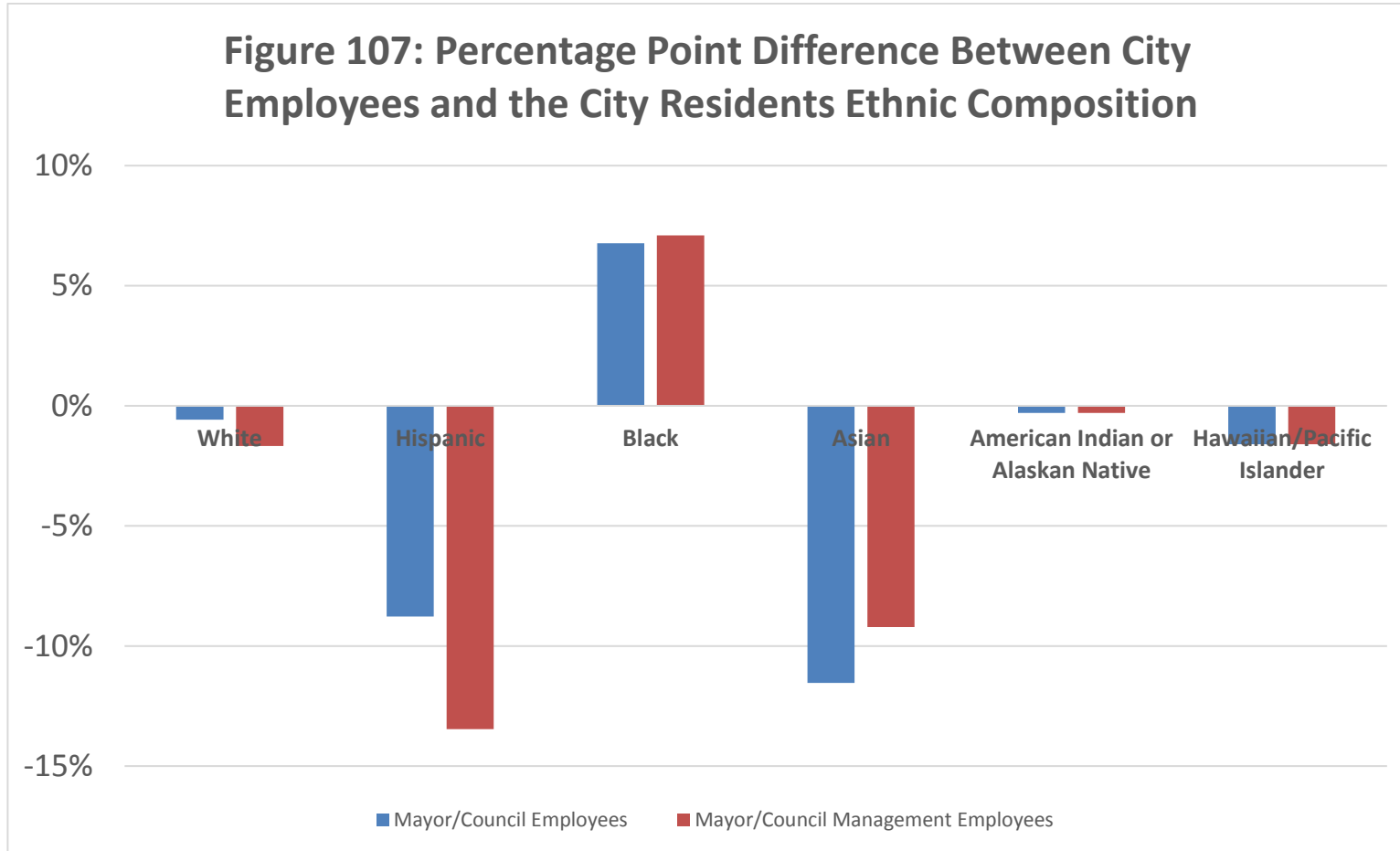
Figure 106 lists the percent of employees within their respective ethnic groups in the Mayor and City Council Office compared to the demographics of the City of Sacramento residents.

Figure 106: Mayor and City Council Employee Ethnicity Break Down

Group	White	Hispanic	Black	Asian	American Indian or Alaskan Native	Hawaiian/Pacific Islander	Filipino	Other	Multi Race	Not Specified
City of Sacramento Residents (2013)	35%	27%	13%	18%	0%	2%	NA	0%	5%	NA
Mayor/Council Employees	33%	18%	20%	7%	0%	0%	2%	NA	NA	20%
Mayor/Council Management Employees	38%	15%	15%	12%	0%	0%	0%	NA	NA	19%

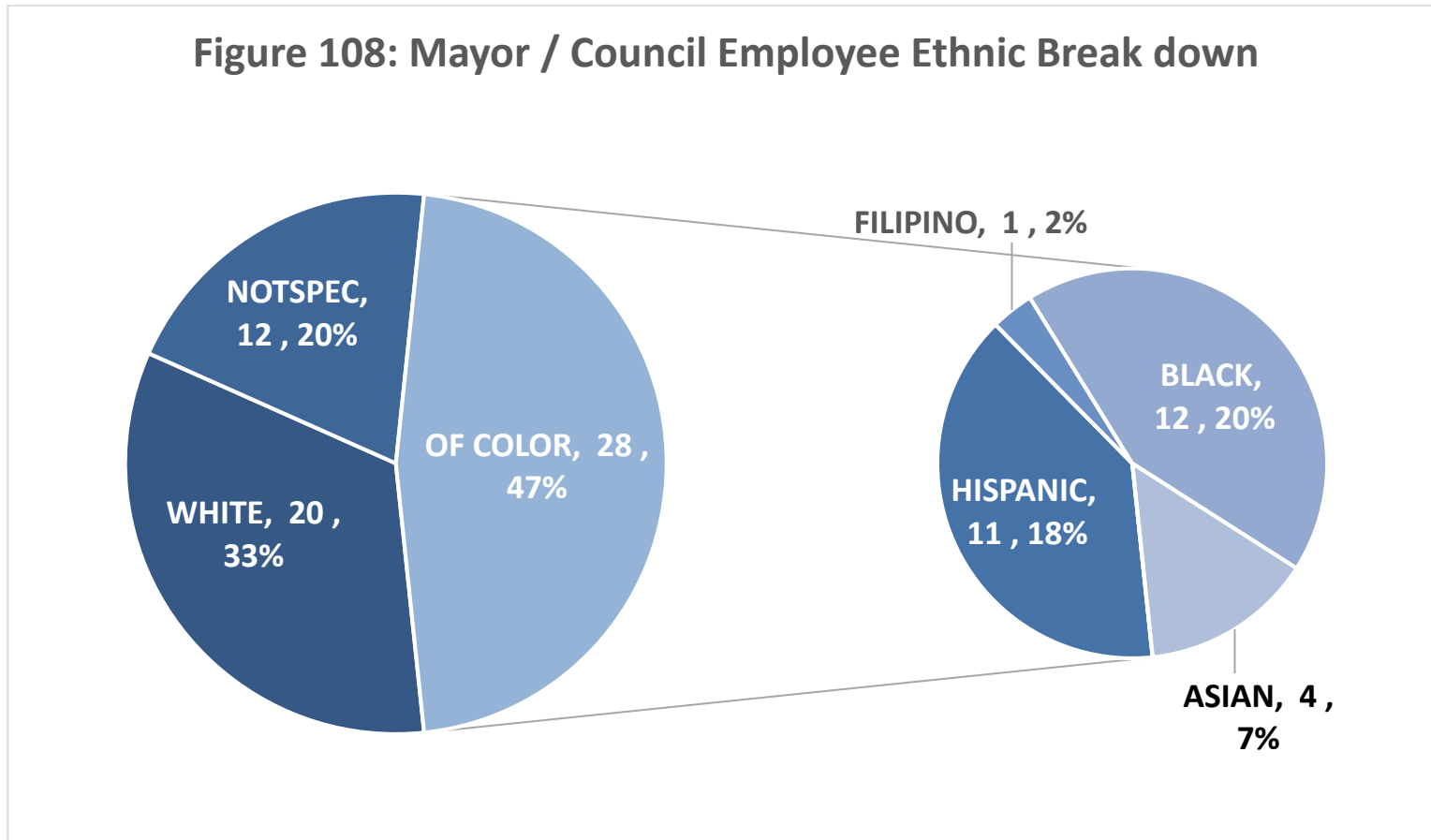
Source: City of Sacramento eCAPS data

Figure 107 details the percentage point difference between the Mayor and City Council Office employees and City residents by ethnic group. For example, if the ethnic composition of City residents for the white ethnicity is 35 percent and a department has 50 percent of their employees identified as white, the number reflected in the table below will be 15 percentage points (50%-35%=15 percentage point difference).



Source: City of Sacramento eCAPS data

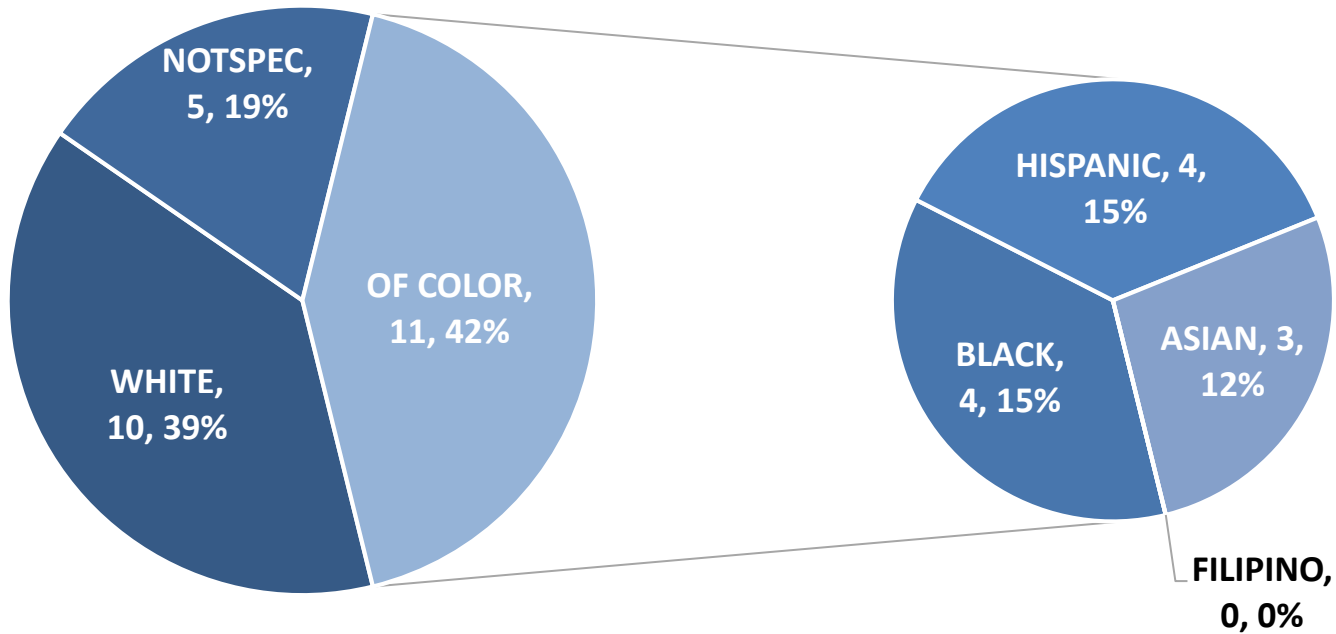
Figure 108 identifies the number of City employees in each ethnic group by the Mayor and City Council Office. As shown in the left pie chart, approximately 33 percent of employees are White, 47 percent are Of Color, and 12 percent did not specify an ethnicity. The pie chart on the right provides the break down of the employees Of Color.



Source: City of Sacramento eCAPS data

Figure 109 lists Management Employees of the Mayor and City Council Office by ethnicity. Management employees were identified in the eCAPS data as those that are designated as Executive Management, Management Employees, Management Support, and Mayor Council Support. Some of the employees captured in these groups may not be management. Likewise, some of the City's management employees may be in a group not captured by this analysis.

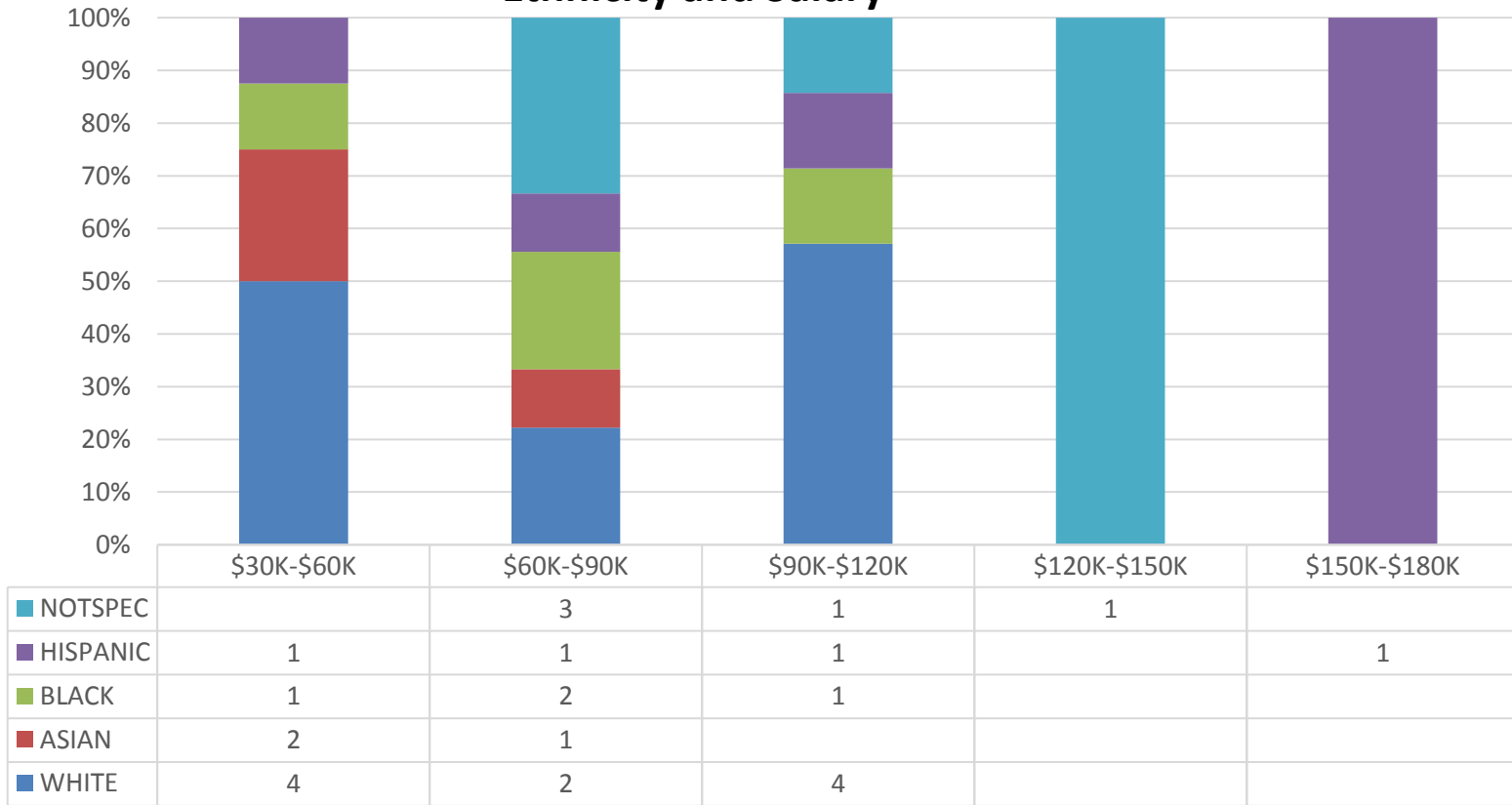
Figure 109: Mayor / Council Management Employees by Ethnicity



Source: City of Sacramento eCAPS data

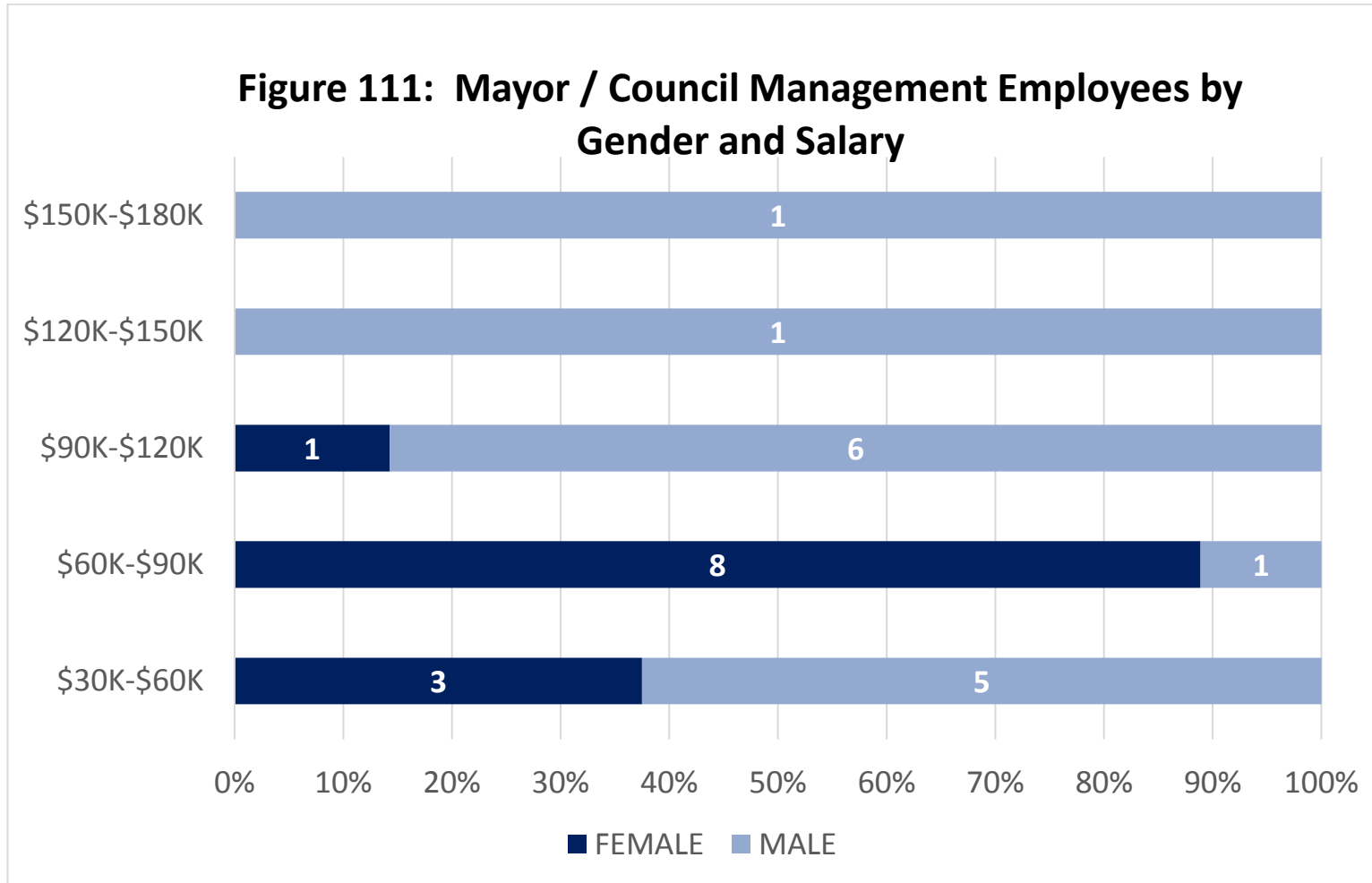
Figure 110 lists the management employees of the Mayor and City Council Office by ethnicity and salary. Management employees were identified in the eCAPS data as those that are designated as Executive Management, Management Employees, Management Support, and Mayor Council Support. Some of the employees captured in these groups may not be management. Likewise, some of the City’s management employees may be in a group not captured by this analysis.

Figure 110: Mayor / Council Management Employees by Ethnicity and Salary



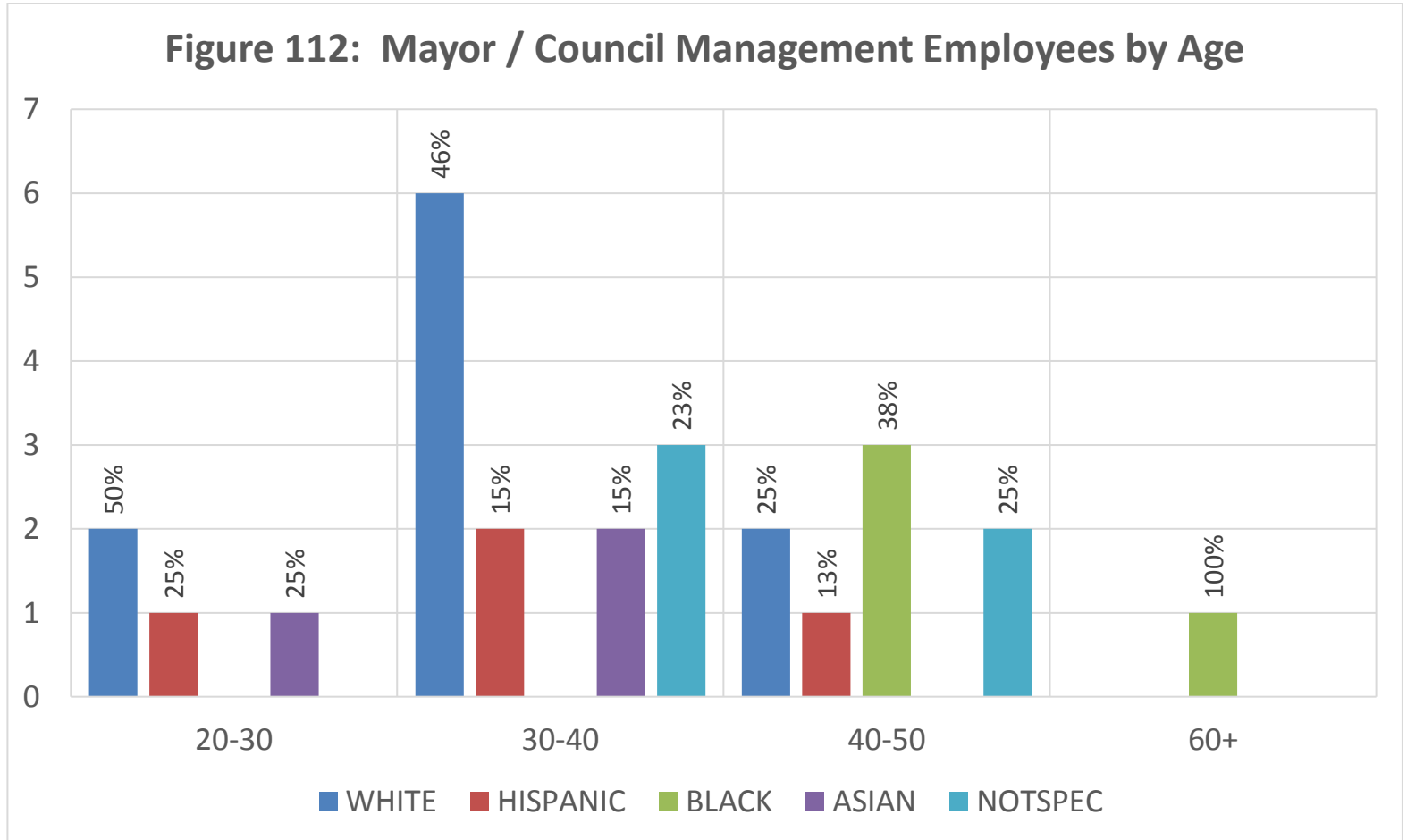
Source: City of Sacramento eCAPS data

Figure 111 shows the management employees of the Mayor and City Council Office by gender and salary. Management employees were identified in the eCAPS data as those that are designated as Executive Management, Management Employees, Management Support, and Mayor Council Support. Some of the employees captured in these groups may not be management. Likewise, some of the City’s management employees may be in a group not captured by this analysis.



Source: City of Sacramento eCAPS data

Figure 112 shows the management employees of the Mayor and City Council Office by age. Management employees were identified in the eCAPS data as those that are designated as Executive Management, Management Employees, Management Support, and Mayor Council Support. Some of the employees captured in these groups may not be management. Likewise, some of the City’s management employees may be in a group not captured by this analysis.



Source: City of Sacramento eCAPS data

Figure 113 shows the job classifications and the number of Management Employees within the Mayor and City Council Office making more than \$120,000 a year by ethnicity. Management employees were identified in the eCAPS data as those that are designated as Executive Management, Management Employees, Management Support, and Mayor Council Support. Some of the employees captured in these groups may not be management. Likewise, some of the City’s management employees may be in a group not captured by this analysis.

Figure 113: Mayor and City Council’s Management Employees Making Over \$120 Thousand

Job Classification	HISPANIC	NOTSPEC	Grand Total
City Auditor	1		1
Independent Budget Analyst		1	1
Grand Total	1	1	3

Source: City of Sacramento eCAPS data

Chapter 15: The Parks and Recreation Department Demographics

This chapter focuses on the demographics of the employees of the Parks and Recreation Department. The Parks and Recreation Department’s essential role is to provide parks, programs, and facilities and preserve open space to optimize the experience of living. The department maintains 226 parks, bike trails, over 30 aquatic facilities, community centers, and clubhouses.

The Parks and Recreation Department services are structured as follows:

- Park Operations and Park Safety Services
- Park Planning and Development Services
- Recreation Services
- Neighborhood Services
- Administrative Services

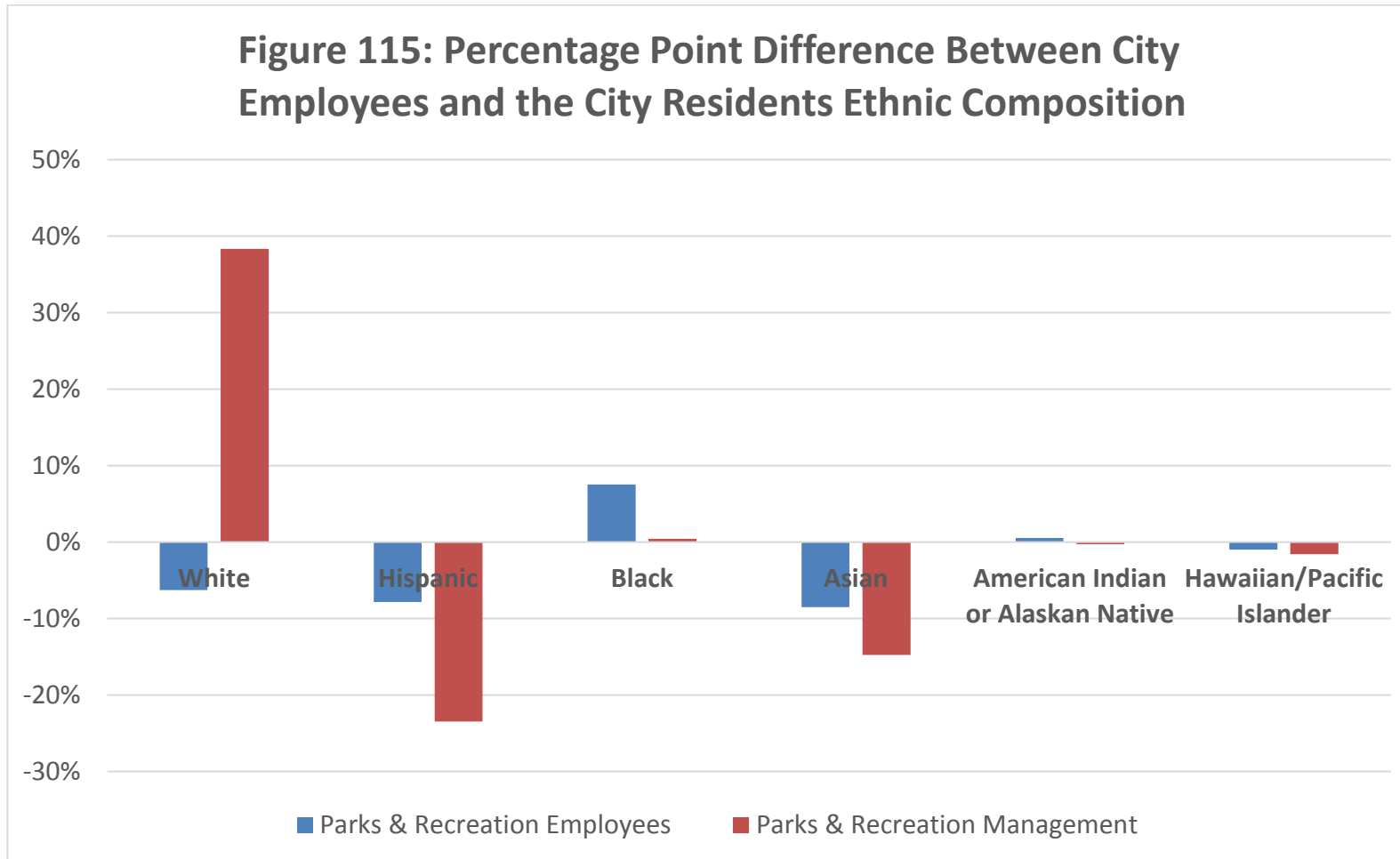
Figure 114 lists the percent of employees within their respective ethnic groups in the Parks and Recreation Department compared to the demographics of the City of Sacramento residents.

Figure 114: Parks and Recreation Employee Ethnicity Break Down

Group	White	Hispanic	Black	Asian	American				Multi Race	Not Specified
					Indian or Alaskan Native	Hawaiian/Pacific Islander	Filipino	Other		
City of Sacramento Residents (2013)	35%	27%	13%	18%	0%	2%	NA	0%	5%	NA
Parks & Recreation Employees	28%	19%	20%	10%	1%	1%	1%	NA	NA	20%
Parks & Recreation Management Employees	73%	3%	13%	3%	0%	0%	0%	NA	NA	7%

Source: City of Sacramento eCAPS data

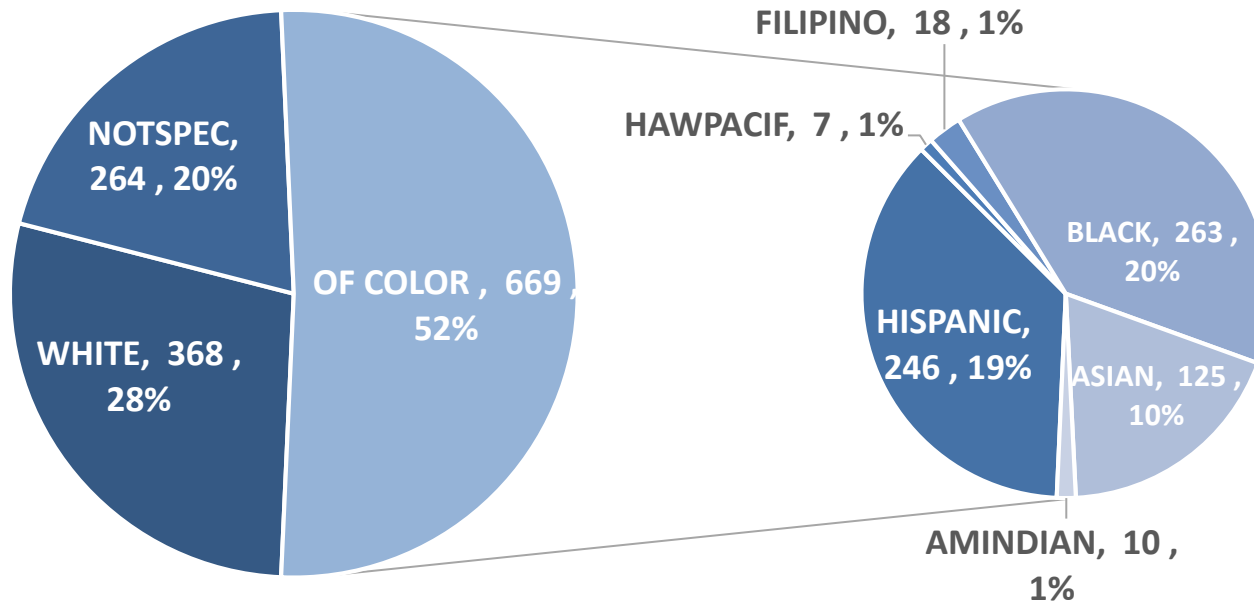
Figure 115 details the percentage point difference between the Parks and Recreation Department employees and City residents by ethnic group. For example, if the ethnic composition of City residents for the white ethnicity is 35 percent and a department has 50 percent of their employees identified as white, the number reflected in the table below will be 15 percentage points (50%-35%=15 percentage point difference).



Source: City of Sacramento eCAPS data

Figure 116 identifies the number of City employees in each ethnic group by the Parks and Recreation Department. As shown in the left pie chart, approximately 28 percent of employees are White, 52 percent are Of Color, and 20 percent did not specify an ethnicity. The pie chart on the right provides the break down of the employees Of Color.

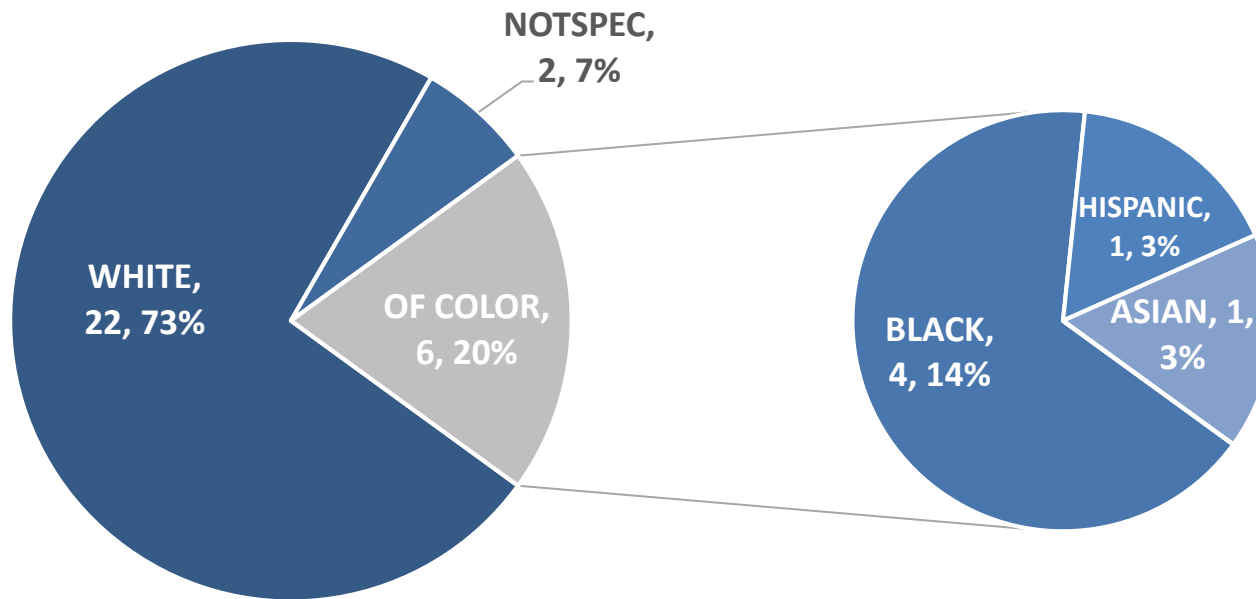
Figure 116: Parks & Recreation Employee Ethnic Break Down



Source: City of Sacramento eCAPS data

Figure 117 lists Management Employees of the Parks and Recreation Department by ethnicity. Management employees were identified in the eCAPS data as those that are designated as Executive Management, Management Employees, and Management Support. Some of the employees captured in these groups may not be management. Likewise, some of the City's management employees may be in a group not captured by this analysis.

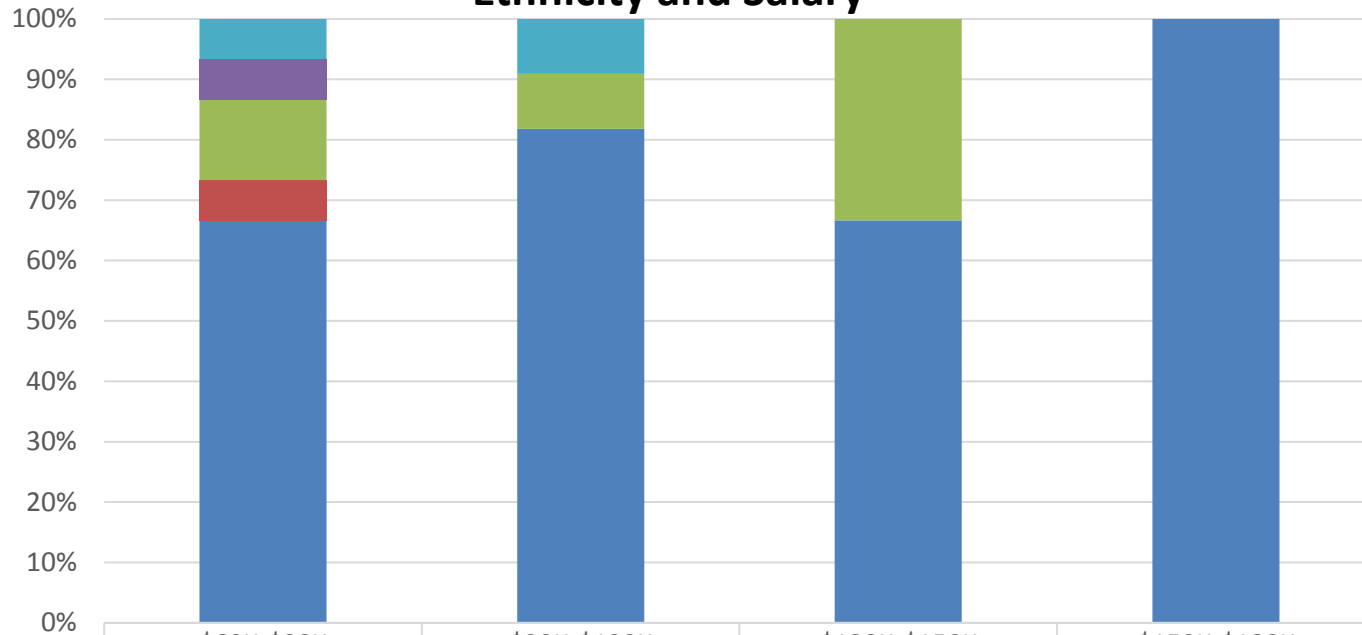
Figure 117: Parks & Recreation Management Employees by Ethnicity



Source: City of Sacramento eCAPS data

Figure 118 lists the management employees of the Parks and Recreation Department by ethnicity and salary. Management employees were identified in the eCAPS data as those that are designated as Executive Management, Management Employees, and Management Support. Some of the employees captured in these groups may not be management. Likewise, some of the City’s management employees may be in a group not captured by this analysis.

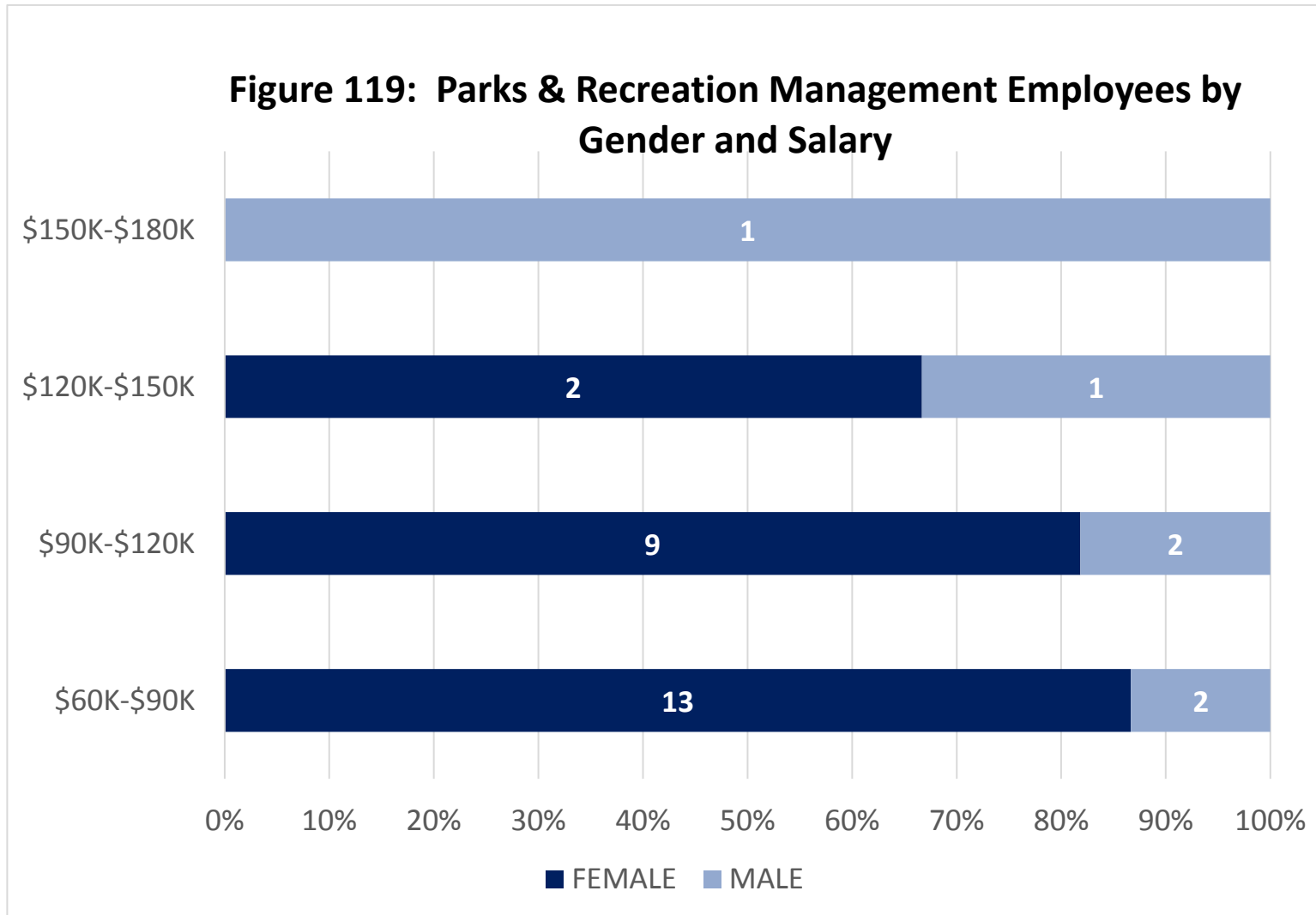
Figure 118: Parks & Recreation Management Employees by Ethnicity and Salary



	\$60K-\$90K	\$90K-\$120K	\$120K-\$150K	\$150K-\$180K
NOTSPEC	1	1		
HISPANIC	1			
BLACK	2	1	1	
ASIAN	1			
WHITE	10	9	2	1

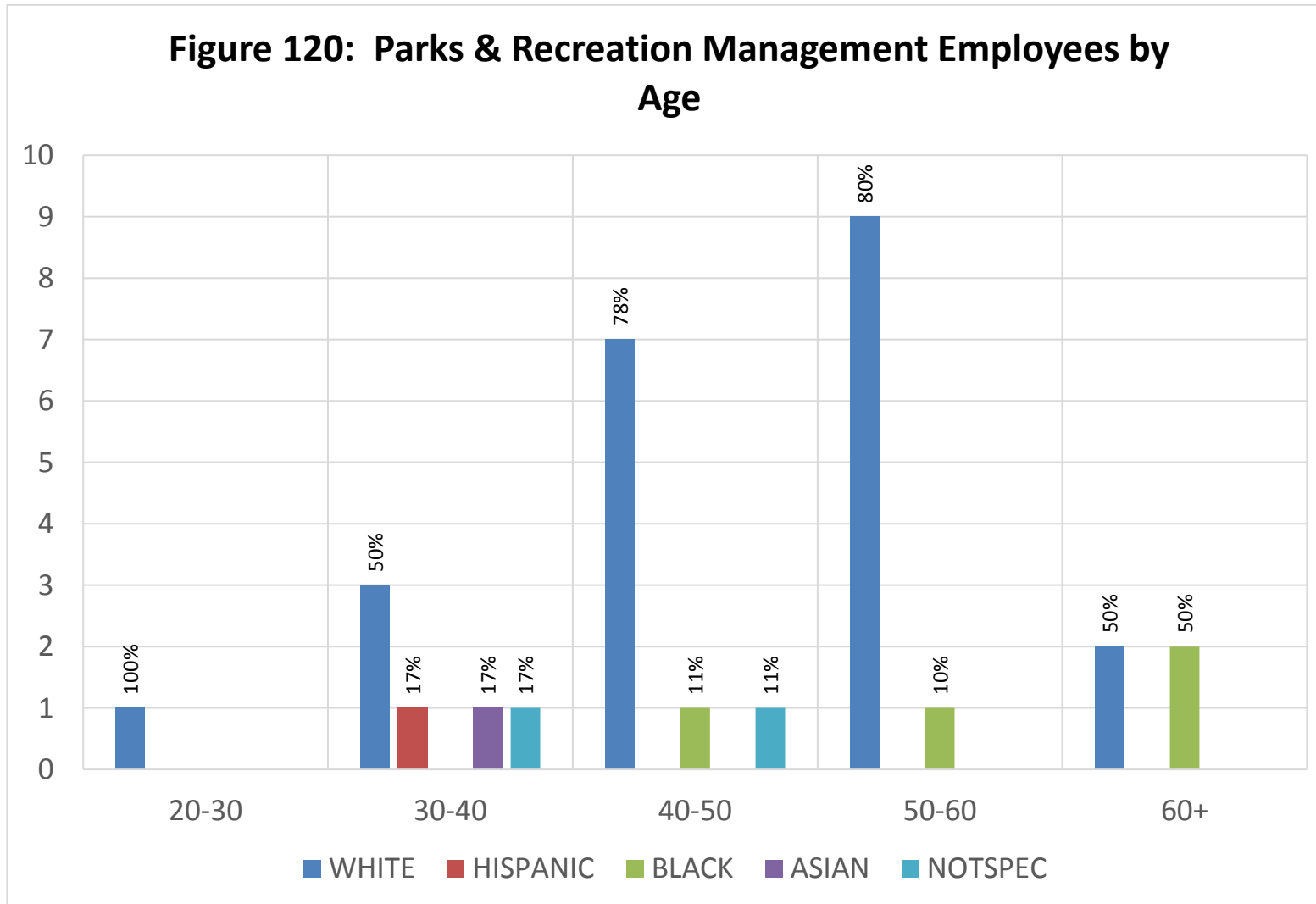
Source: City of Sacramento eCAPS data

Figure 119 shows the management employees of the Parks and Recreation Department by gender and salary. Management employees were identified in the eCAPS data as those that are designated as Executive Management, Management Employees, and Management Support. Some of the employees captured in these groups may not be management. Likewise, some of the City's management employees may be in a group not captured by this analysis.



Source: City of Sacramento eCAPS data

Figure 120 shows the management employees of the Parks and Recreation Department by age. Management employees were identified in the eCAPS data as those that are designated as Executive Management, Management Employees, and Management Support. Some of the employees captured in these groups may not be management. Likewise, some of the City’s management employees may be in a group not captured by this analysis.



Source: City of Sacramento eCAPS data

Figure 121 shows the job classifications and the number of Management Employees within the Parks and Recreation Department making more than \$120,000 a year by ethnicity. Management employees were identified in the eCAPS data as those that are designated as Executive Management, Management Employees, and Management Support. Some of the employees captured in these groups may not be management. Likewise, some of the City's management employees may be in a group not captured by this analysis.

Figure 121: Parks and Recreation's Management Employees Making Over \$120 Thousand

Job Classification	BLACK	WHITE	Grand Total
Director of Parks & Recreation		1	1
Operations Manager		1	1
Park Plan Design & Development Manager		1	1
Program Manager	1		1
Grand Total	1	3	4

Source: City of Sacramento eCAPS data

Chapter 16: The City of Sacramento Police Department Demographics

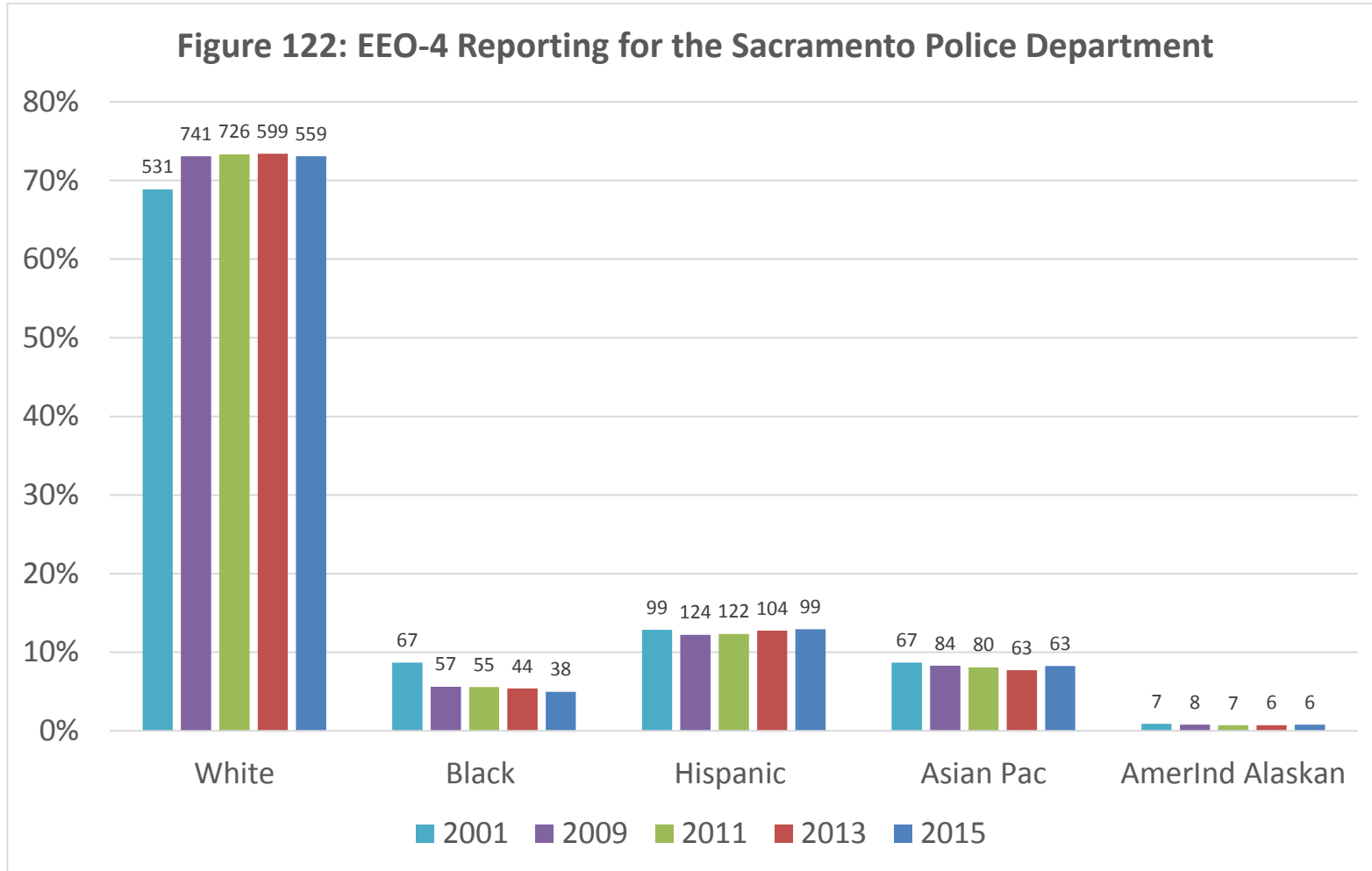
This chapter focuses on the demographics of the employees of the Sacramento Police Department (SPD). Given the City Council's expressed desire to have the SPD better reflect the ethnic composition of the community it serves, both the City Council and the SPD have made efforts to promote a more diverse workforce.

For example, in the 2015/16 Budget, the City Council approved part-time positions for young adults to help them transition into law enforcement. By funding these positions, the City Council hoped to increase public safety services and aid in increasing the department's diversity. Also included in the 2015/16 Budget was \$1 million for the Hiring Pipeline Program. This program consists of 22.5 FTE part-time positions – 9.5 Student Trainees, 8.0 Limited Term Community Service Officers, and 5.0 Reserve Community Service Officers. The goal of this program is to help transition young adults from, the Criminal Justice Magnet Academy (high school), Cadet Program (ages 14 to 20), local junior colleges and local universities into careers in law enforcement.

According to the SPD, they also implement various activities and programs aimed to further assist the department's diversification efforts. The activities and programs related to diversity efforts implemented by SPD include, but are not limited to, the following:

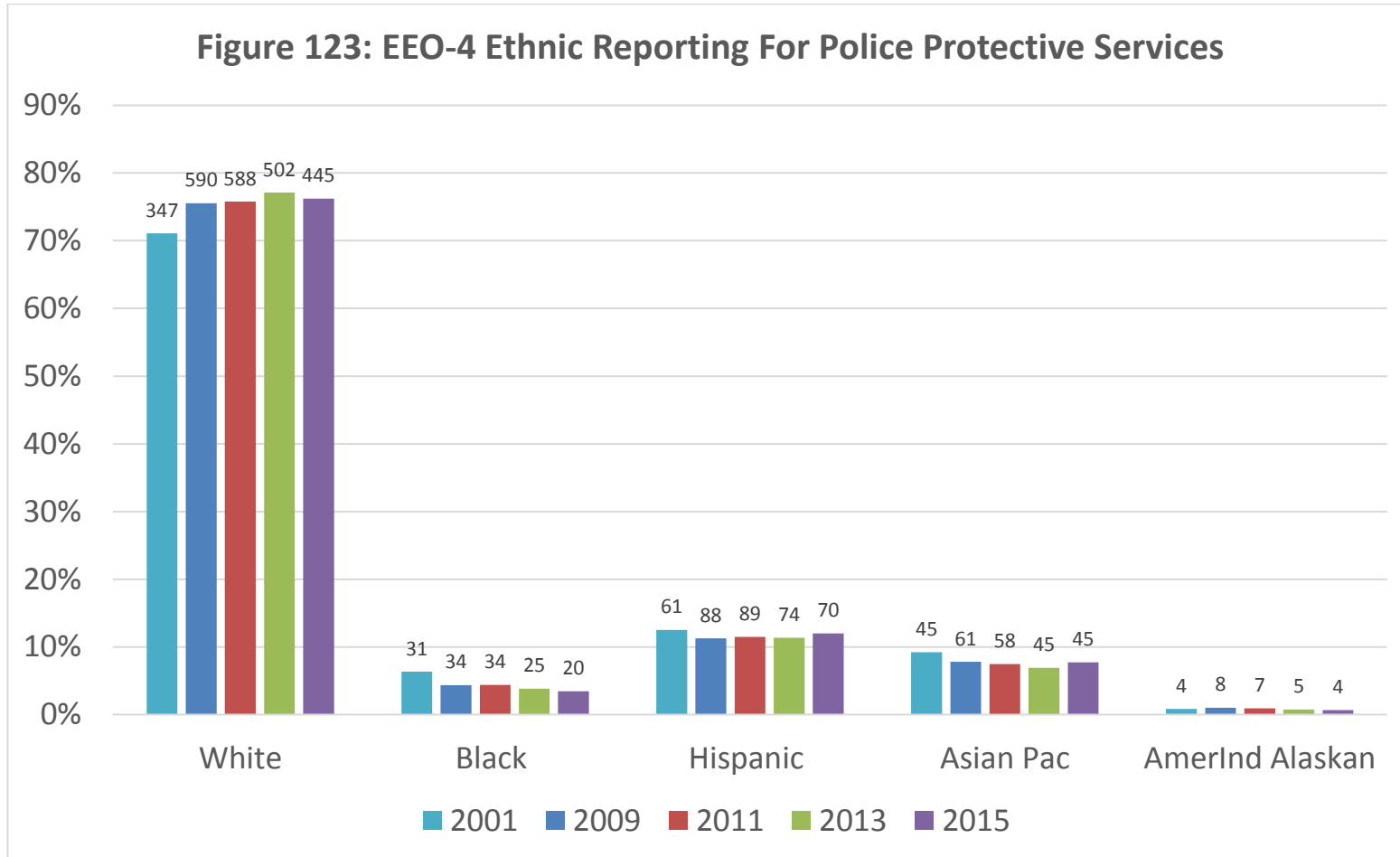
- Links to Law Enforcement
- Magnet Schools/Police Cadet Academy
- Two Full-Time Recruiter Positions
- Run with the Recruiter
- Targeted Recruitment at Historically Black Colleges
- Cops and Clergy
- California State University Scholar's Program
- Hiring Workshops and Travelling Testing Opportunities
- Reserved Community Officer Positions
- Student Trainee Positions
- Advertising in Observer and Radio Interviews

Under Federal Law, all State and local governments are required to keep records and make reports to the Equal Employment Opportunity Commission. Local governments must report employment data for all full time employees based on job category, salary, race / ethnicity, and by age. Figure 122 details the ethnic compositions of the entire Police Department as reported by the City of Sacramento to Equal Employment Opportunity Commission in 2001, 2009, 2011, 2013, and 2015 respectively.



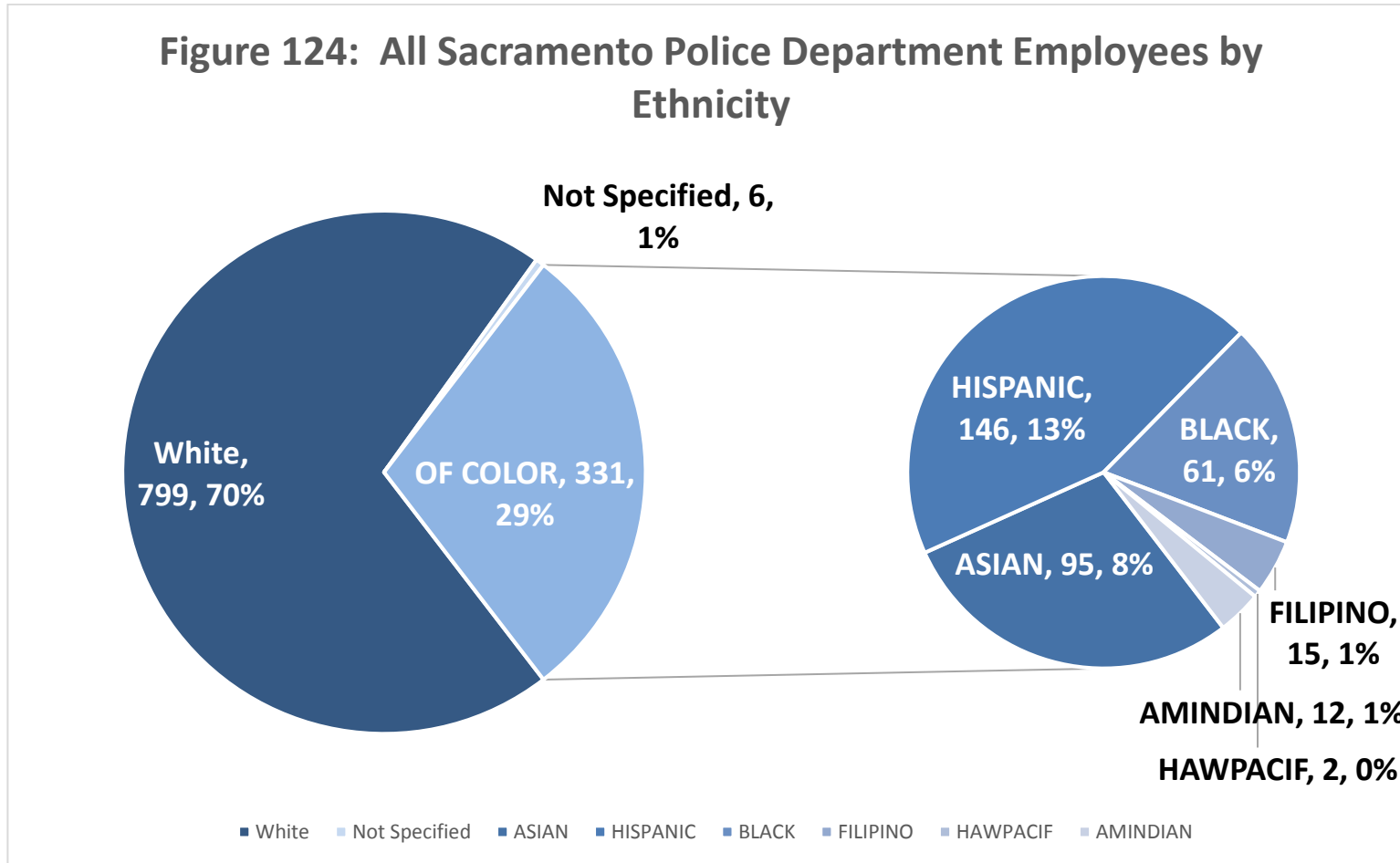
Source: EEO-4 Forms submitted by the City Of Sacramento Human Resources Department

The City of Sacramento also reports Police Department employee statistics whose job classifications are defined by the Equal Employment Opportunity Commission as Protective Service Workers. Protective Services Workers are those who are entrusted with public safety, security and protection from destructive forces. Figure 123 details the ethnic compositions of the Police Department Protective Service Workers in 2001, 2009, 2011, 2013, and 2015 respectively.



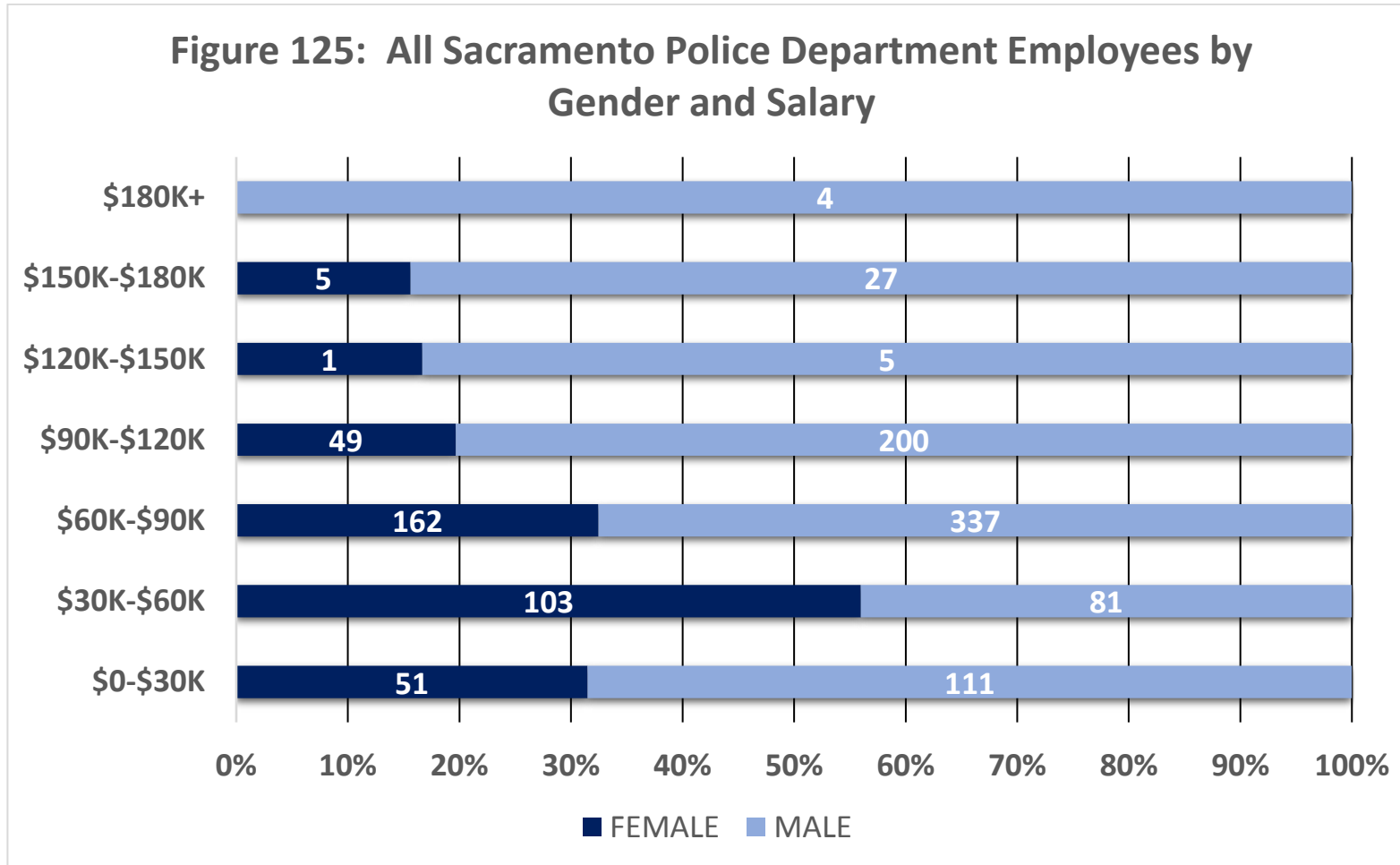
Source: EEO-4 Forms submitted by the City Of Sacramento Human Resources Department

Figure 124 shows the ethnic composition of the 1,126 City employees in the SPD. This includes all full-time, part-time, and employees on leave. As shown in the pie chart below, approximately 70 percent of SPD employees are White, 29 percent are Of Color, and 1 percent did not specify an ethnicity.



Source: City of Sacramento eCAPS data

Figure 125 shows the 1,126 City employees in the SPD by gender and by salary.



Source: City of Sacramento eCAPS data

Figure 126 details the ethnic composition of the 734 sworn officers in the SPD. This includes all active employees including employees that are working part-time and on leave.

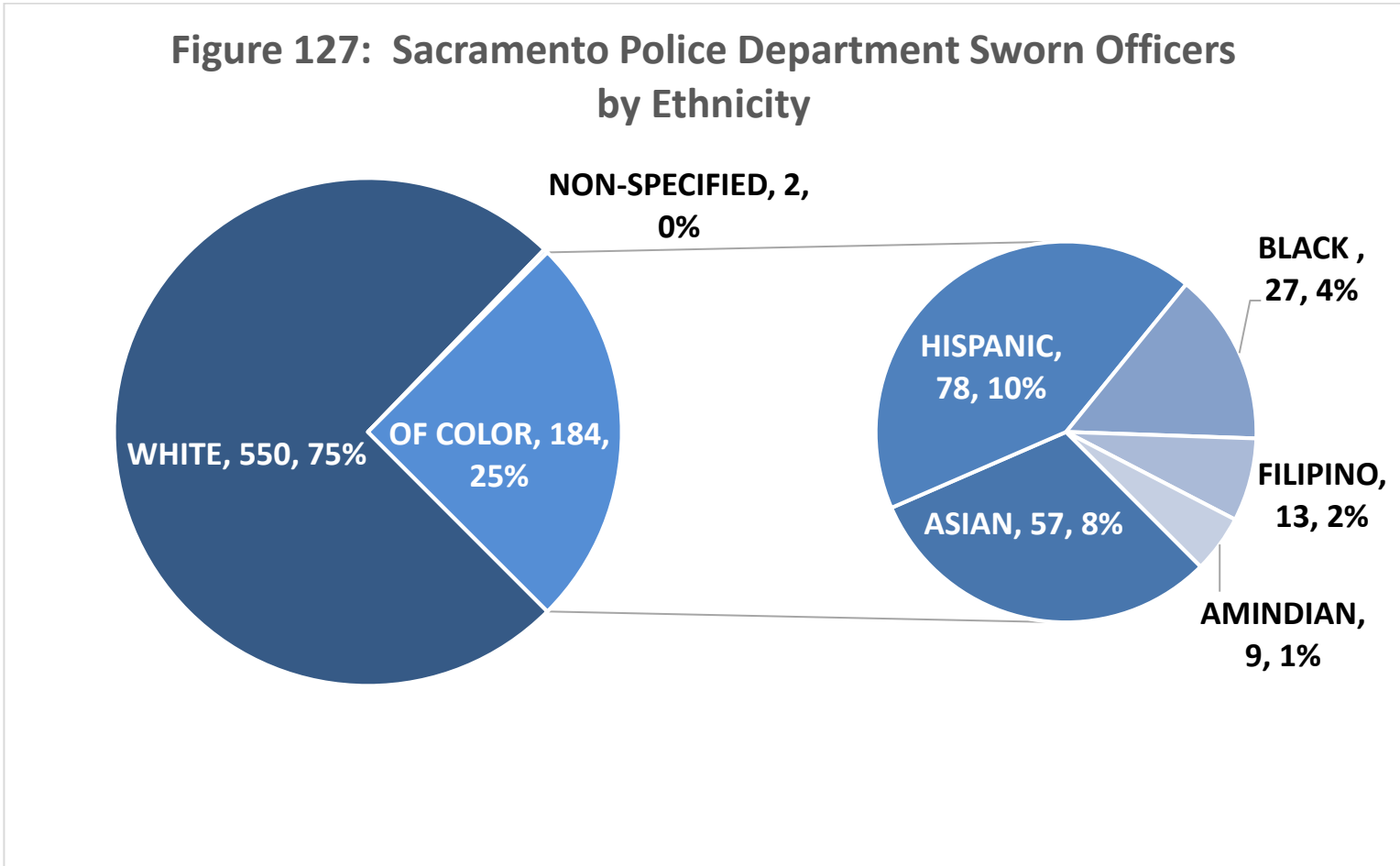
Figure 126: Sacramento Police Department Sworn Officer Ethnic Composition

JOB CLASSIFICATION	AMINDIAN	ASIAN	BLACK	FILIPINO	HISPANIC	NOTSPEC	WHITE	Grand Total
Deputy Police Chief		1					2	3
Police Captain		1	1		1		9	12
Police Chief							1	1
Police Lieutenant	1	1	3	1	1		16	23
Police Sergeant/Reserve	1	4	2	3	6		76	92
Command Staff Subtotal	2	7	6	4	8	0	104	131
Police Officer/Reserve	7	50	21	9	70	2	446	605
Grand Total	9	57	27	13	78	2	550	736

JOB CLASSIFICATION	AMINDIAN	ASIAN	BLACK	FILIPINO	HISPANIC	NOTSPEC	WHITE	Grand Total
Deputy Police Chief		33%					67%	3
Police Captain		8%	8%		8%		75%	12
Police Chief							100%	1
Police Lieutenant	4%	4%	13%	4%	4%		70%	23
Police Sergeant/Reserve	1%	4%	2%	3%	7%		83%	92
Command Staff Subtotal	2%	5%	5%	3%	6%	0%	79%	131
Police Officer/Reserve	1%	8%	3%	1%	12%	0%	74%	605
Grand Total	1%	8%	4%	2%	11%	0%	75%	736

Source: City of Sacramento eCAPS data

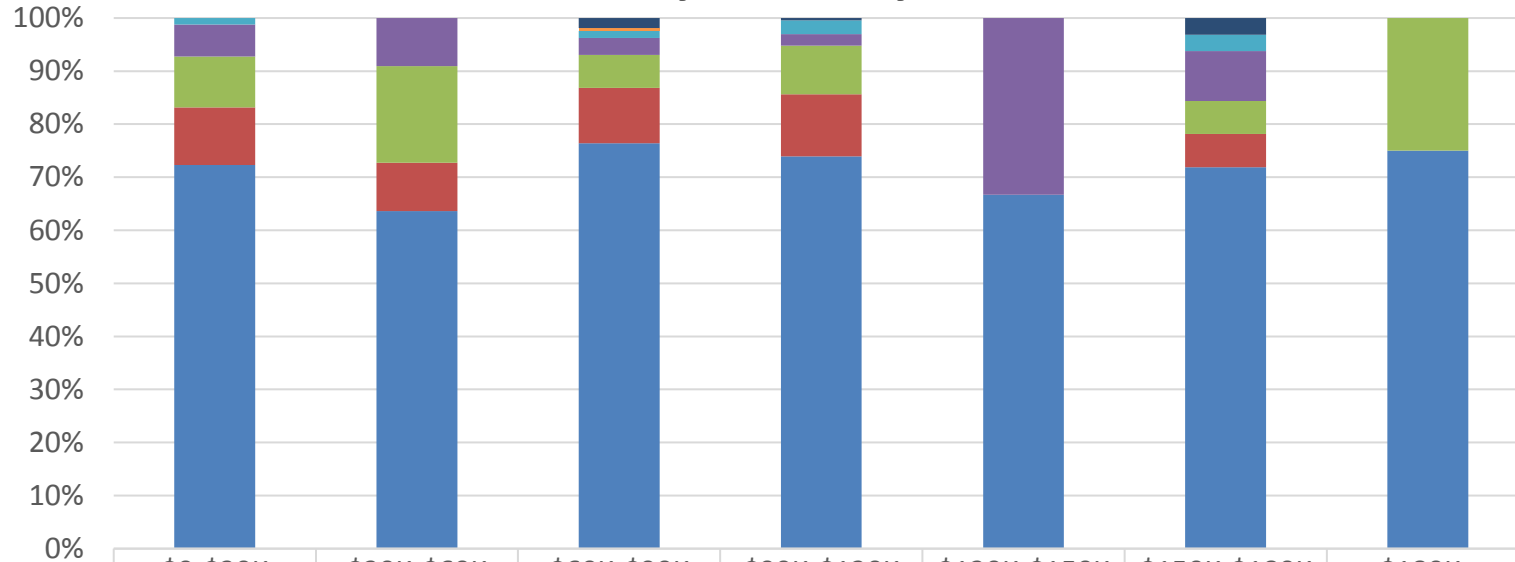
Figure 127 shows the ethnic composition of the 734 Sworn SPD Officers. Sworn Officers consist of the following: Deputy Police Chief, Police Captain, Police Chief, Police Lieutenant, Police Officer, Police Sergeant, Reserve Police Officer I, Reserve Police Officer II, Reserve Police Officer III, and Reserve Police Sergeant. As shown in the pie chart below, approximately 75 percent of Sworn SPD employees are White and 25 percent are Of Color.



Source: City of Sacramento eCAPS data

Figure 128 lists SPD Sworn Officers by ethnicity and salary. Sworn Officers consists of the following: Deputy Police Chief, Police Captain, Police Chief, Police Lieutenant, Police Officer, Police Sergeant, Reserve Police Officer I, Reserve Police Officer II, Reserve Police Officer III, and Reserve Police Sergeant.

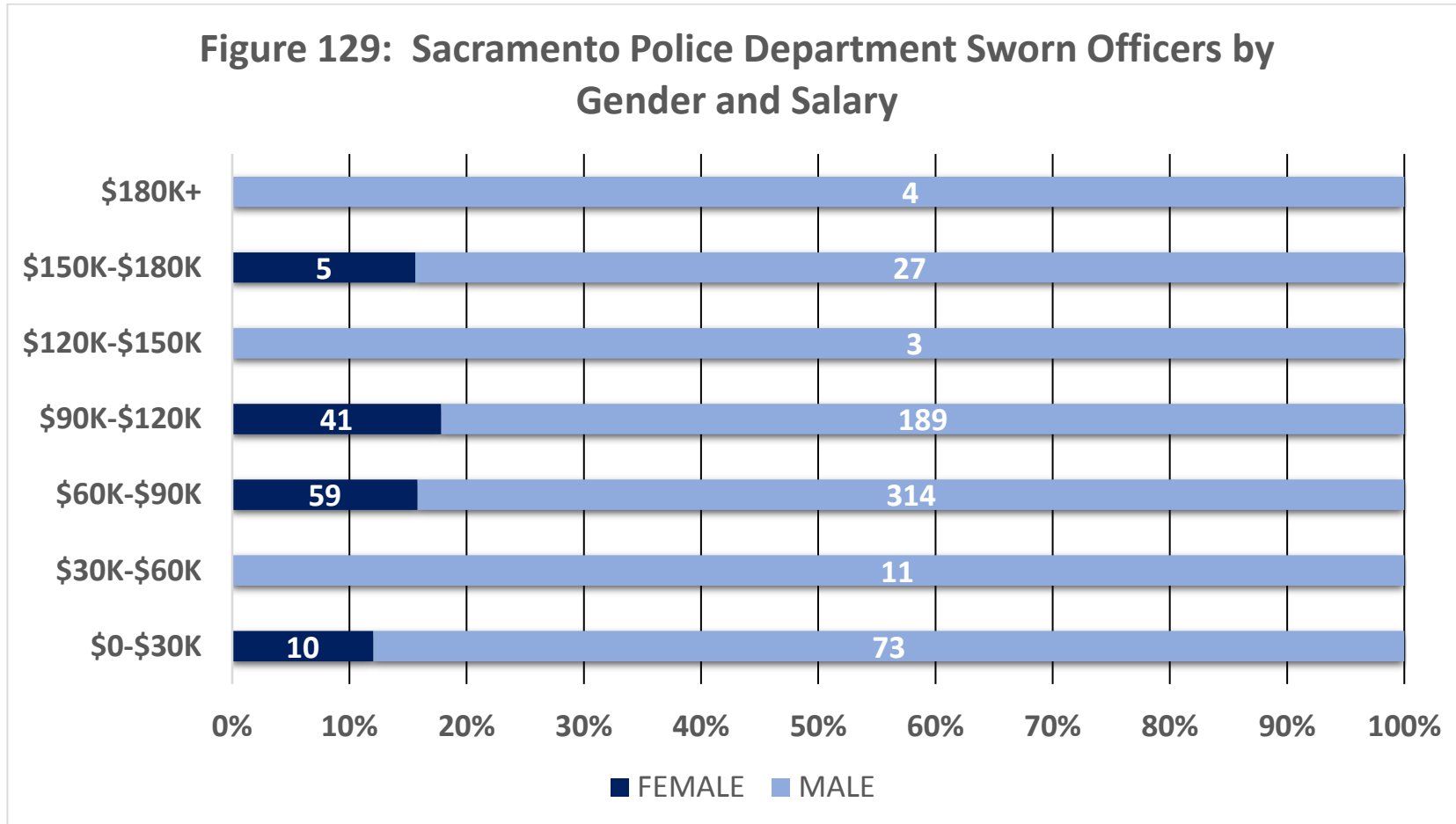
Figure 128: Sacramento Police Department Sworn Officers by Ethnicity and Salary



	\$0-\$30K	\$30K-\$60K	\$60K-\$90K	\$90K-\$120K	\$120K-\$150K	\$150K-\$180K	\$180K+
AMINDIAN			7	1		1	
NOTSPEC			2				
FILIPINO	1		5	6		1	
BLACK	5	1	12	5	1	3	
ASIAN	8	2	23	21		2	1
HISPANIC	9	1	39	27		2	
WHITE	60	7	285	170	2	23	3

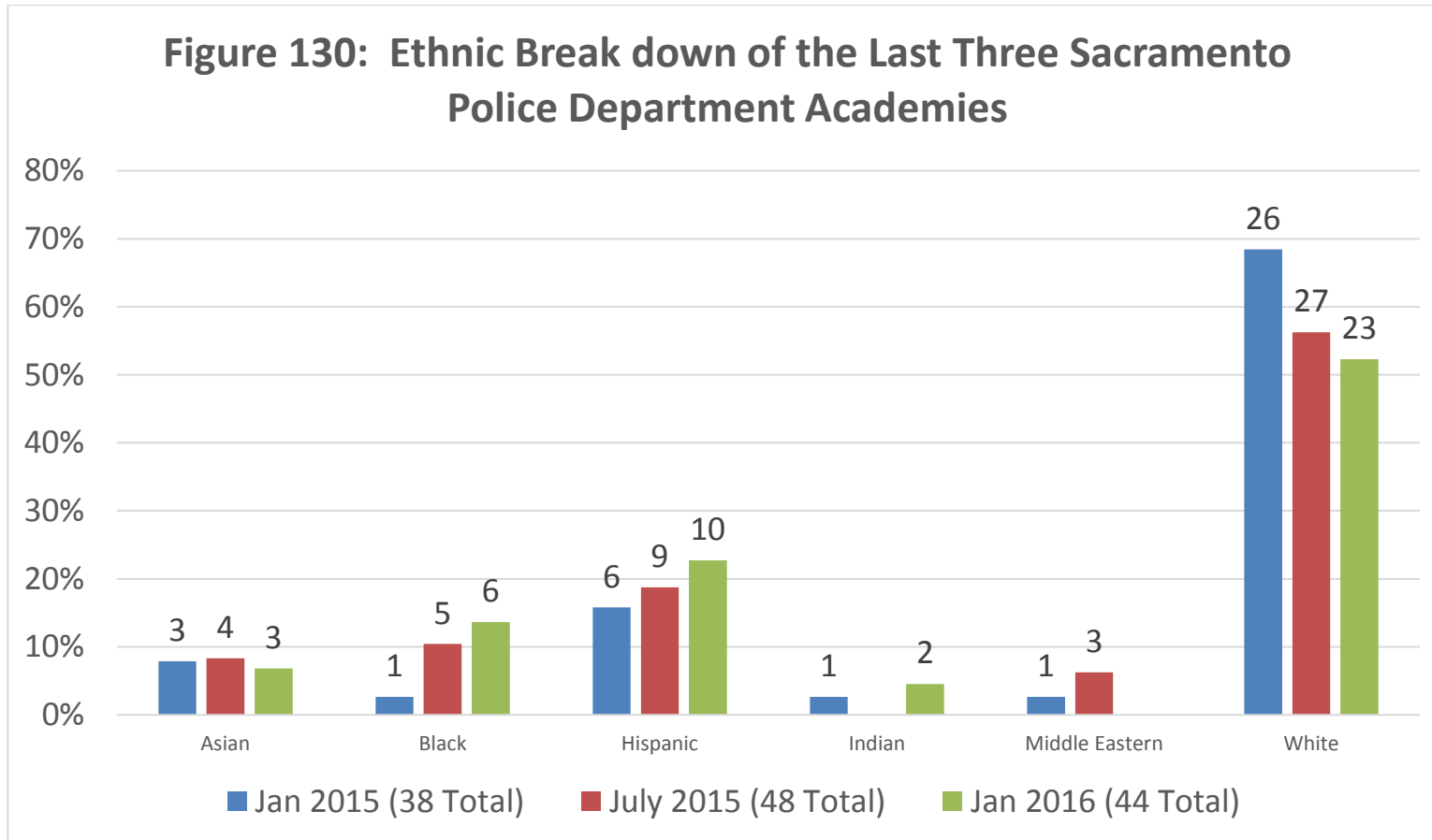
Source: City of Sacramento eCAPS data

Figure 129 shows SPD Sworn Officers by gender and salary. Sworn Officers consists of the following: Deputy Police Chief, Police Captain, Police Chief, Police Lieutenant, Police Officer, Police Sergeant, Reserve Police Officer I, Reserve Police Officer II, Reserve Police Officer III, and Reserve Police Sergeant.



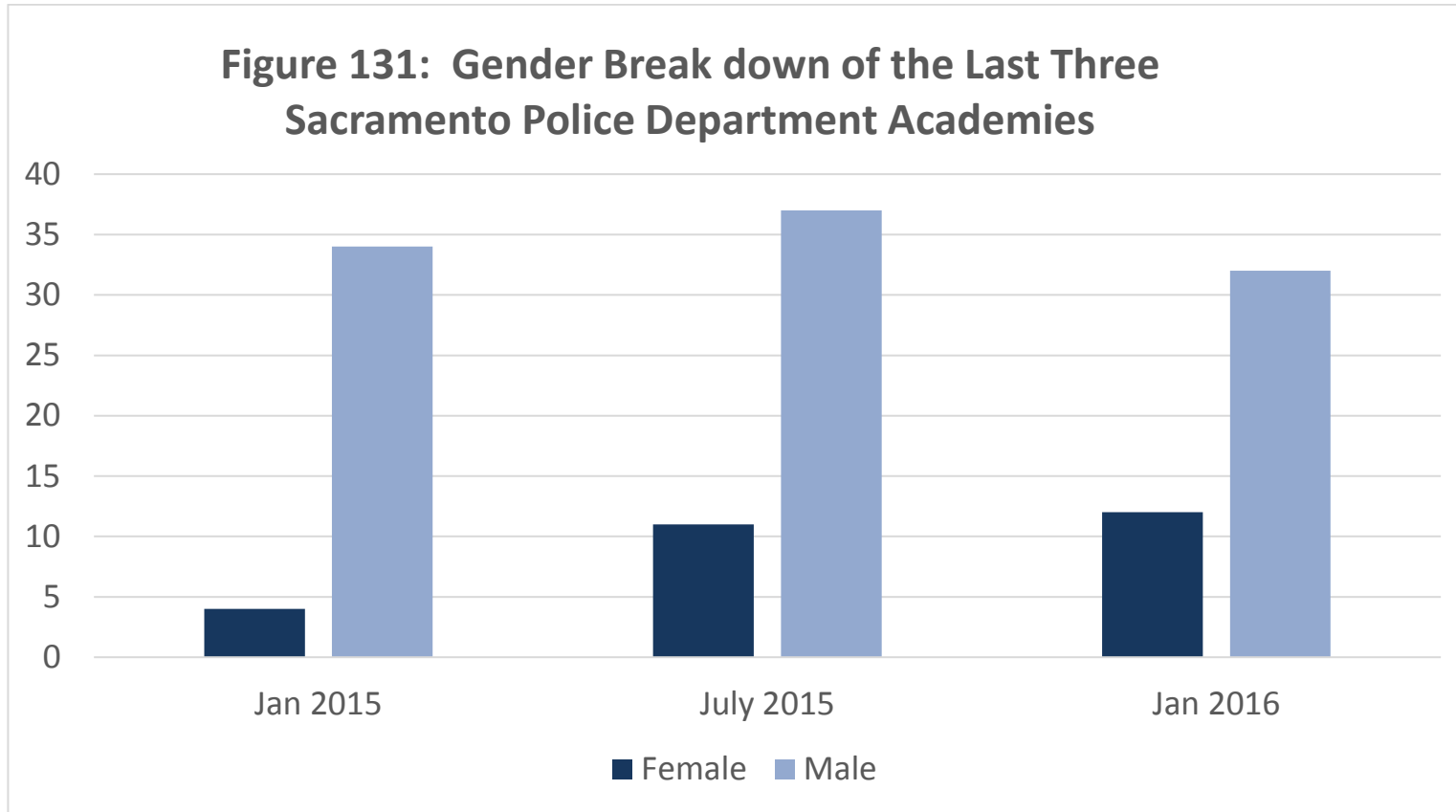
Source: City of Sacramento eCAPS data

Figure 130 depicts the ethnicities of the previous three SPD academies. This chart is based on a spreadsheet provided by the SPD. This is not a complete list of everyone that was admitted to the police academy, nor is it a reflection of all that completed the academy. Some of these individuals may not have completed the academy, or may have served as SPD employees but have since left the force. Individuals who did not complete the academy in one year may be counted in more than one academy.



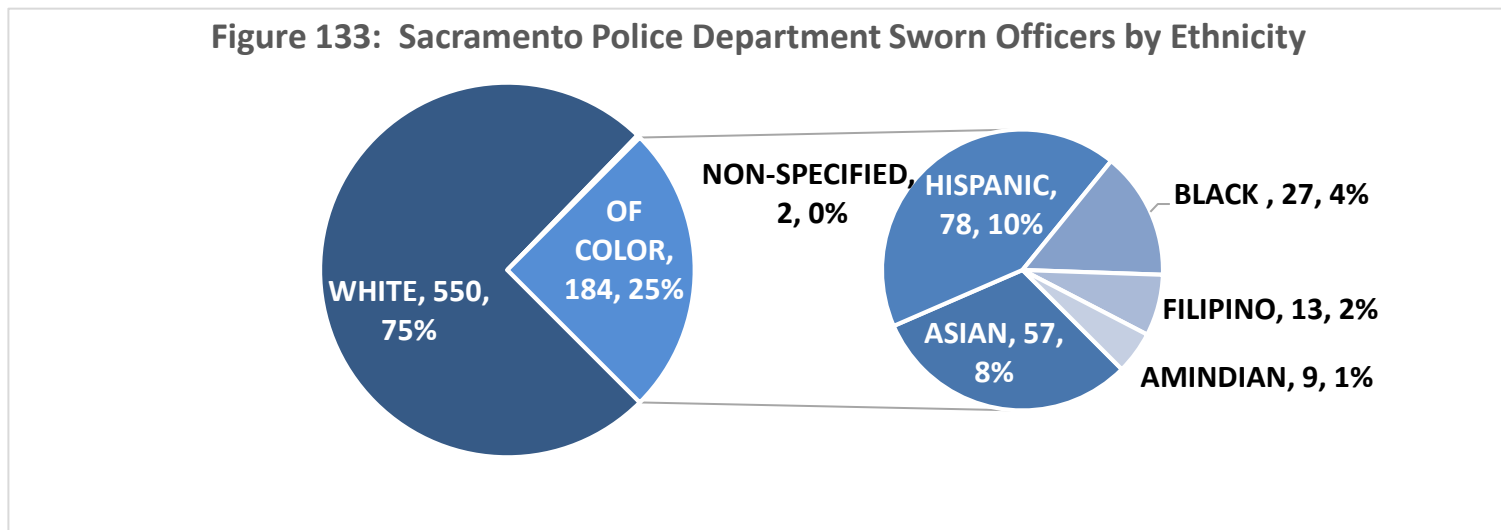
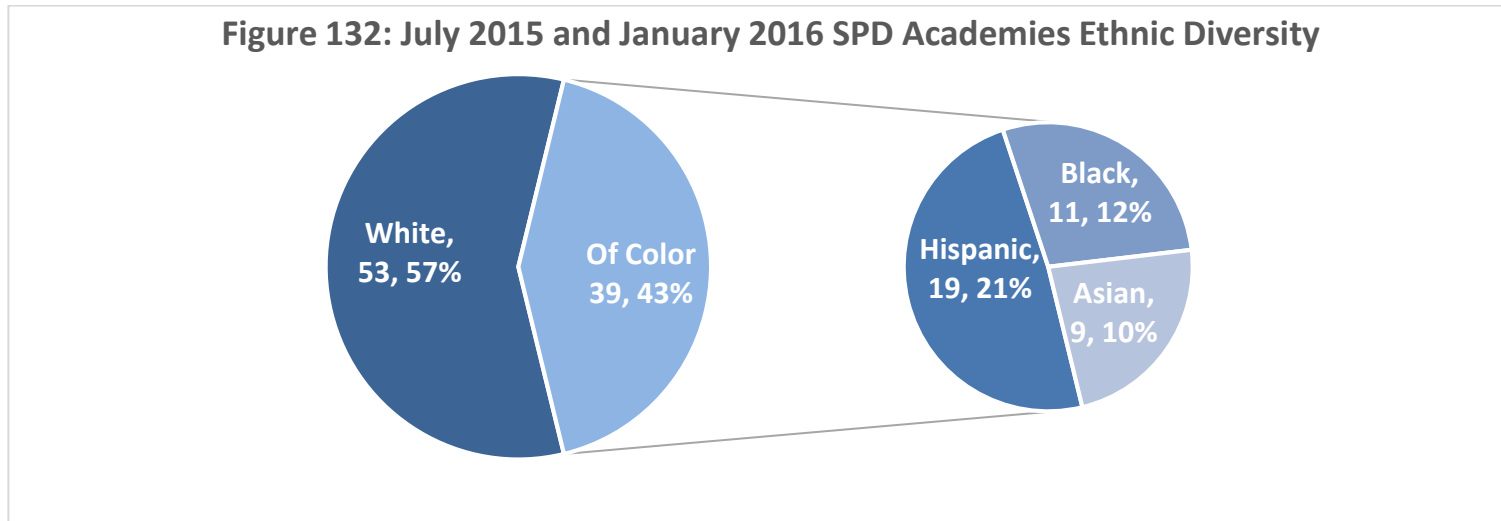
Source: Sacramento Police Department Report

Figure 131 depicts the gender distribution of the previous three SPD Academy classes. The same limitations noted in figure 130 applies to this table.



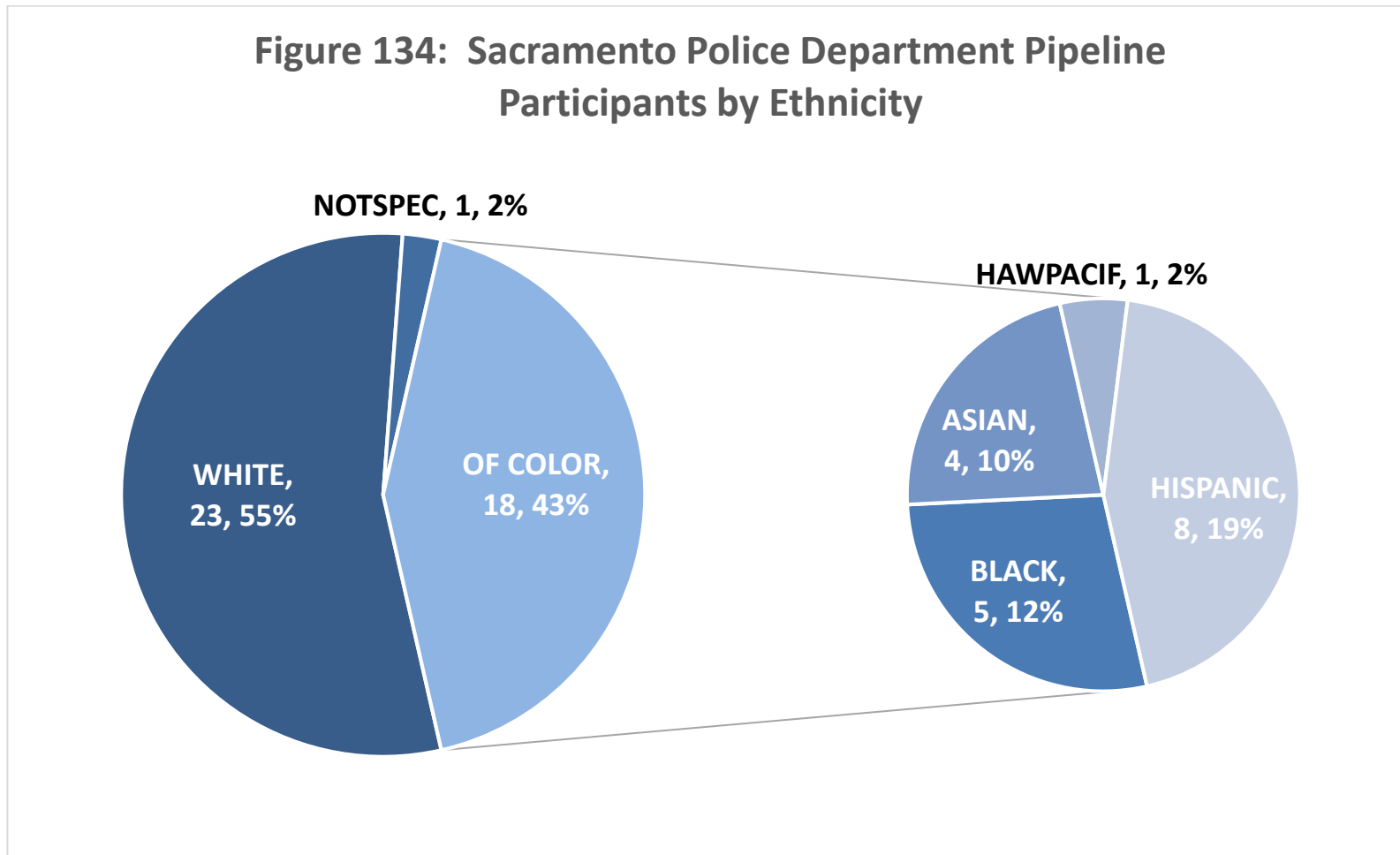
Source: Sacramento Police Department Report

Figure 132 compares the ethnicities of the police academies that were held after the Council provided funding in the FY 2015/16 Adopted Budget to aid in increasing the SPD's diversity.



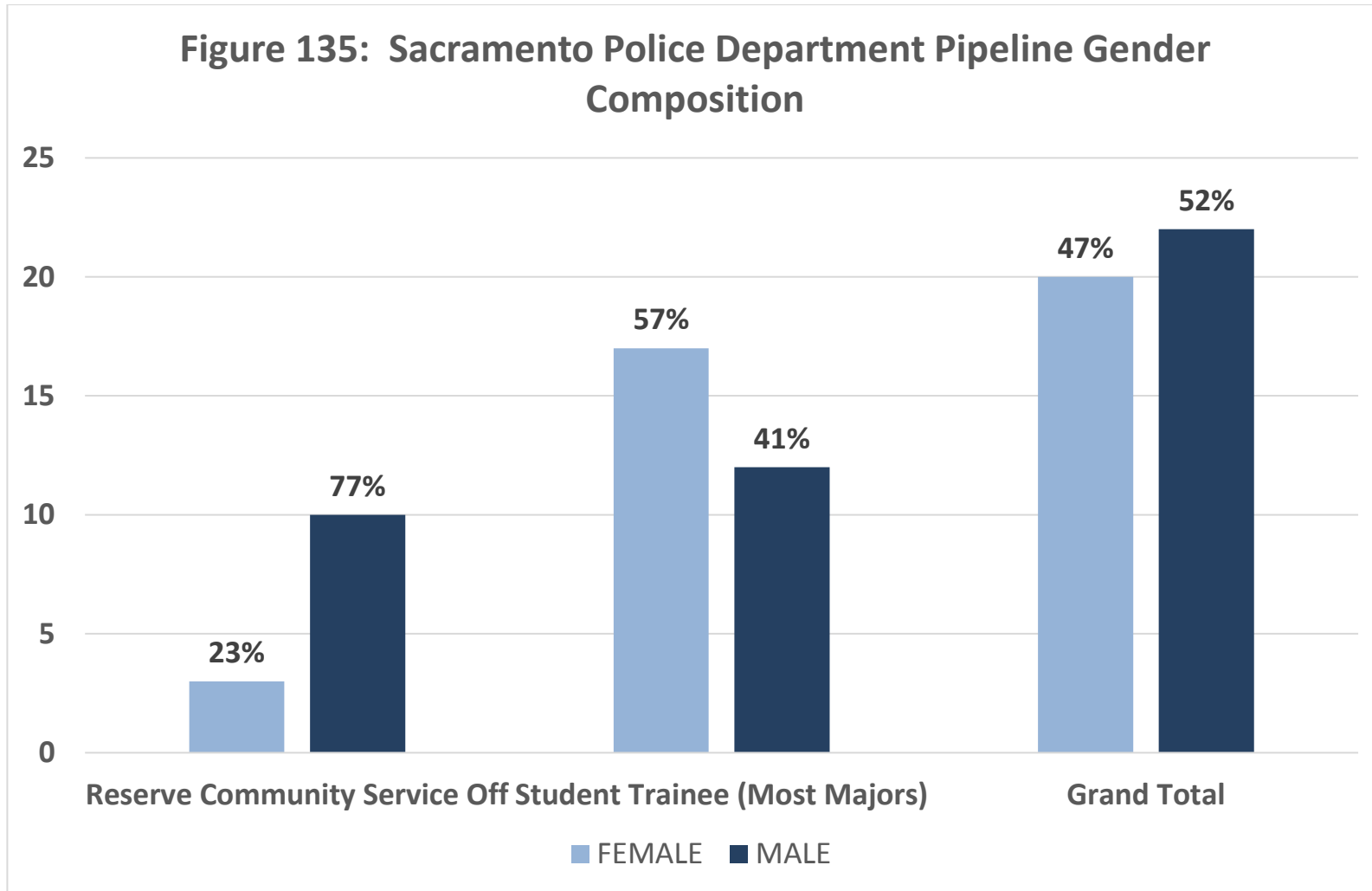
Sources: Both the Sacramento Police Department Report, City of Sacramento eCAPS data

As previously noted, the SPD currently operates a “pipeline” program that is designed to provide entry level jobs to young adults wanting to get into public safety professions. Figure 134 shows the ethnic break down according to eCAPS of those in the SPD Pipeline Program.



Source: Both the Sacramento Police Department Report and the City of Sacramento eCAPS data

Figure 135 shows the gender break down of those in the Police Department Pipeline Program.



Source: Both the Sacramento Police Department Report and the City of Sacramento eCAPS data

Chapter 17: The Public Works Department Demographics

This chapter focuses on the demographics of the employees of the Public Works Department. The Public Works Department focuses on delivering public projects in a timely manner, addressing the parking needs of residents and commuters, maintaining transportation infrastructure, planning for long-range transportation needs, maintaining the City's urban forest, managing the City's fleet, facilities and real property assets, and recycling and solid waste services.

These services are the responsibility of the following divisions:

- Office of the Director: Responsible for long-range and regional transportation planning, special projects, transportation policy, department-wide support, employee enrichment, and citywide mail services.
- Engineering Services: Responsible for funding, project development, design and construction, survey and inspection, plan check, and maps.
- Facilities and Real Property Management: Responsible for facility maintenance, design and construction, real estate, ADA barrier removal and sustainability.
- Fleet Services: Responsible for purchases, maintenance and management of all fleet assets, and citywide fueling infrastructure.
- Maintenance Services: Responsible for roads and bridges, concrete assets, streetscapes, advanced planning, tree health and maintenance, and right-of-way coordination.
- Parking Services: Responsible for parking enforcement, parking meters, retail lease space, parking garages and lots, and operation of the Sacramento Marina.
- Recycling and Solid Waste Services: Responsible for recycling and refuse collection, yard waste collection, household hazardous waste collection, household junk pickup, street sweeping, illegal dumping cleanup, and landfill post-closure maintenance and monitoring.
- Transportation: Responsible for traffic operations, design, management, studies, entitlements, education, investigation, traffic signs and markings, and traffic signals and street lighting.

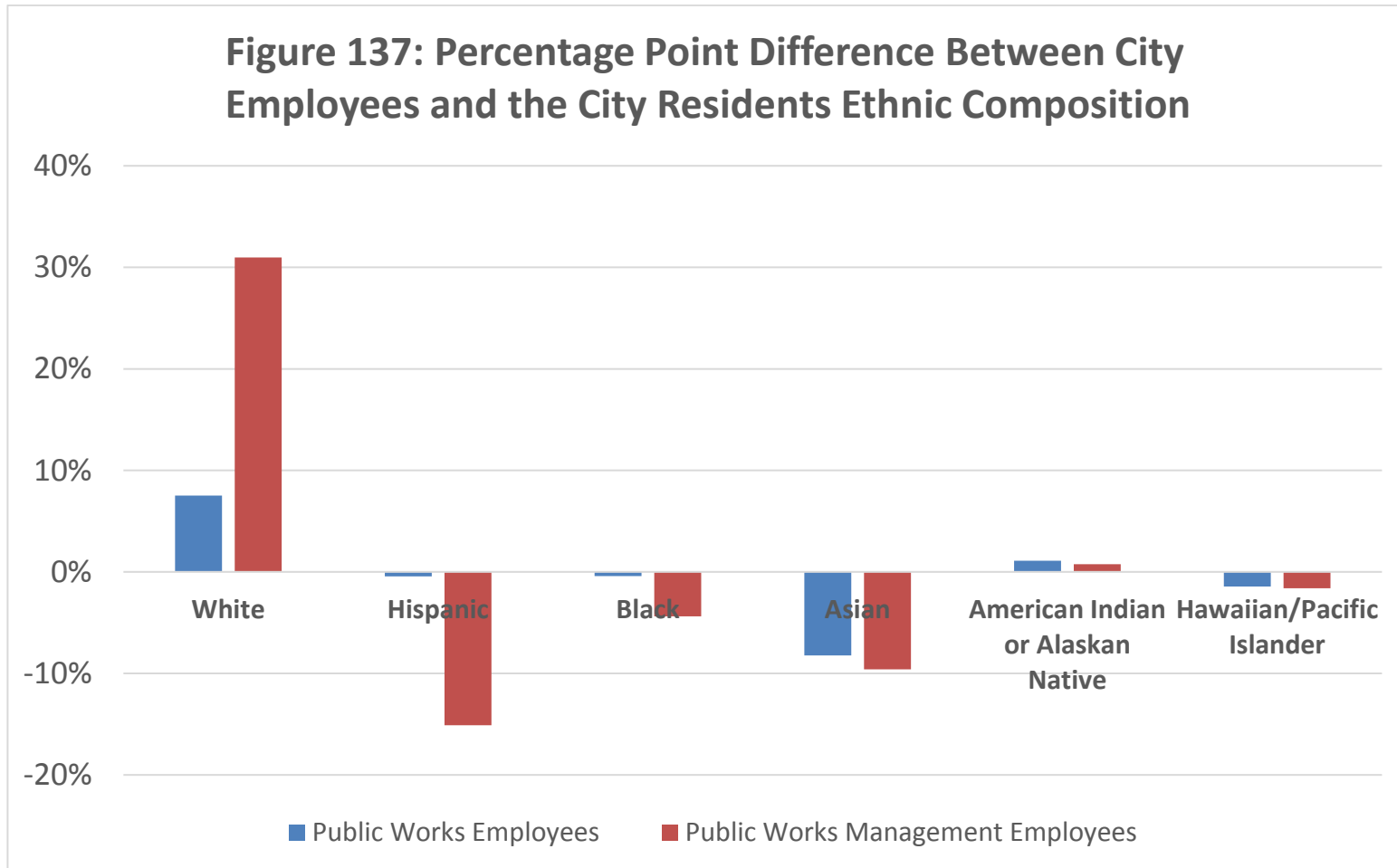
Figure 136 lists the percent of employees within their respective ethnic groups in the Public Works Department compared to the demographics of the City of Sacramento residents.

Figure 136: Public Works Employee Ethnicity Break Down

Group	White	Hispanic	Black	Asian	American Indian or Alaskan Native	Hawaiian/Pacific Islander	Filipino	Other	Multi Race	Not Specified
City of Sacramento Residents (2013)	35%	27%	13%	18%	0%	2%	NA	0%	5%	NA
Public Works Employees	43%	26%	12%	10%	1%	0%	2%	NA	NA	5%
Public Works Management Employees	66%	12%	9%	9%	1%	0%	3%	NA	NA	1%

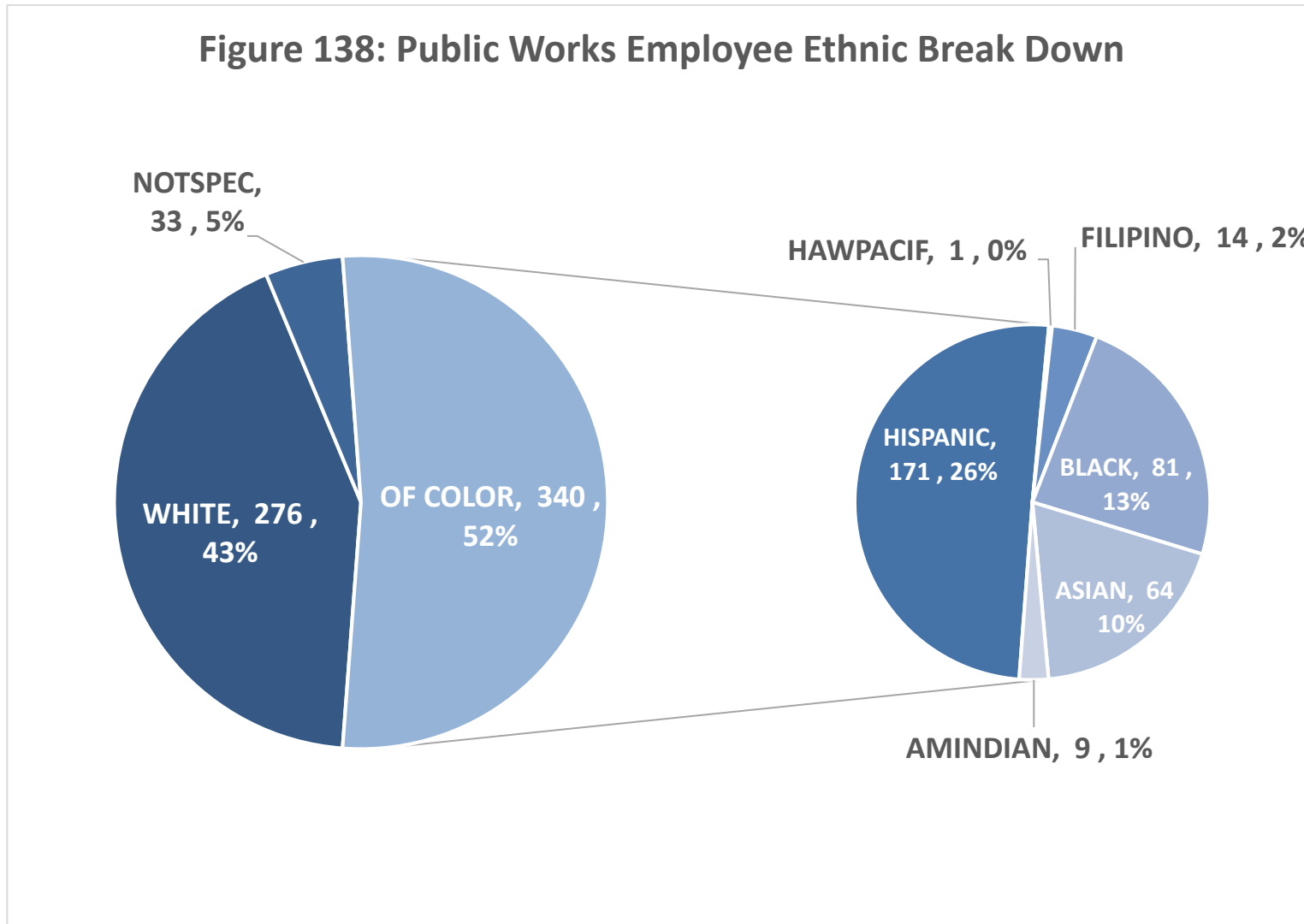
Source: City of Sacramento eCAPS data

Figure 137 details the percentage point difference between the Public Works Department employees and City residents by ethnic group. For example, if the ethnic composition of City residents for the white ethnicity is 35 percent and a department has 50 percent of their employees identified as white, the number reflected in the table below will be 15 percentage points (50%-35%=15 percentage point difference).



Source: City of Sacramento eCAPS data

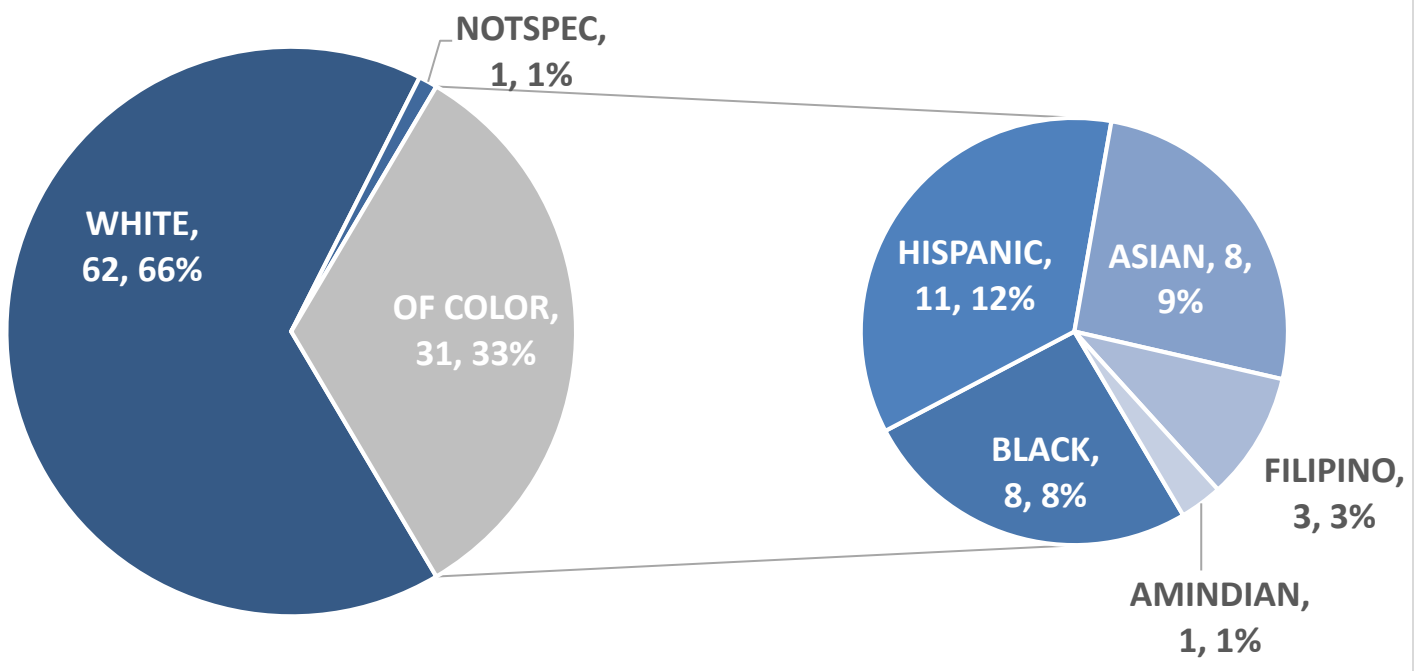
Figure 138 identifies the number of City employees in each ethnic group by the Public Works Department. As shown in the left pie chart, approximately 43 percent of employees are White, 52 percent are Of Color, and 5 percent did not specify an ethnicity. The pie chart on the right provides the break down of the employees Of Color.



Source: City of Sacramento eCAPS data

Figure 139 lists Management Employees of the Public Works Department by ethnicity. Management employees were identified in the eCAPS data as those that are designated as Executive Management, Management Employees, and Management Support. Some of the employees captured in these groups may not be management. Likewise, some of the City’s management employees may be in a group not captured by this analysis.

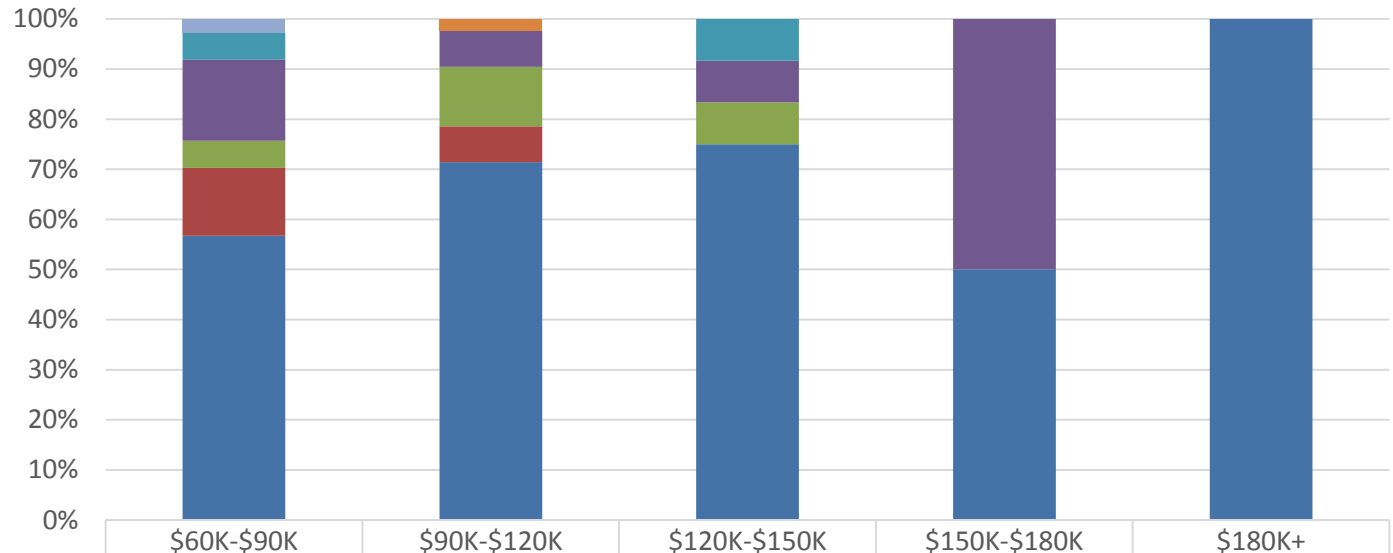
Figure 139: Public Works Management Employees by Ethnicity



Source: City of Sacramento eCAPS data

Figure 140 lists the management employees of the Public Works Department by ethnicity and salary. Management employees were identified in the eCAPS data as those that are designated as Executive Management, Management Employees, and Management Support. Some of the employees captured in these groups may not be management. Likewise, some of the City’s management employees may be in a group not captured by this analysis.

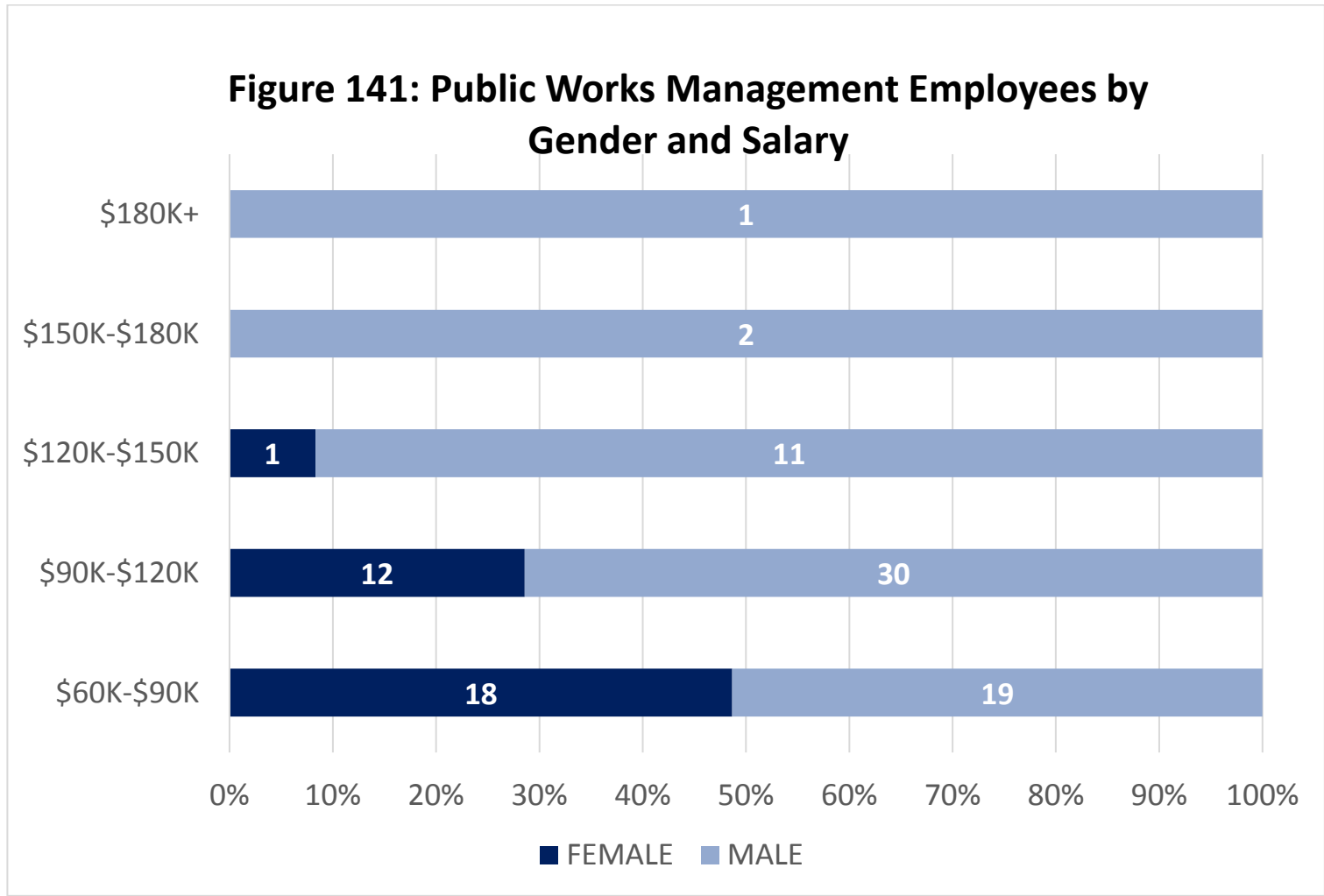
Figure 140: Public Works Management Employees by Ethnicity and Salary



	\$60K-\$90K	\$90K-\$120K	\$120K-\$150K	\$150K-\$180K	\$180K+
AMINDIAN	1				
NOTSPEC		1			
FILIPINO	2		1		
HISPANIC	6	3	1	1	
BLACK	2	5	1		
ASIAN	5	3			
WHITE	21	30	9	1	1

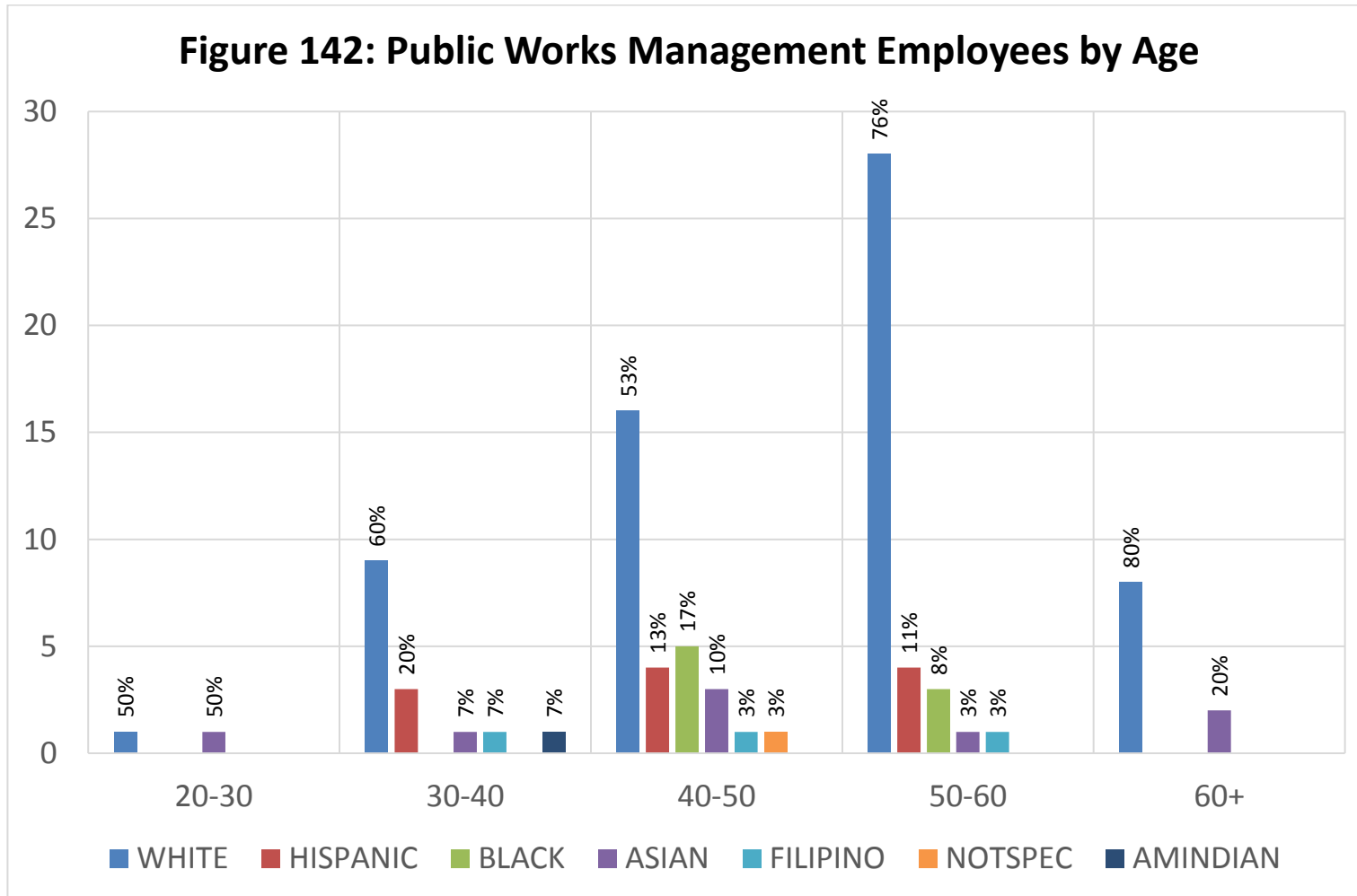
Source: City of Sacramento eCAPS data

Figure 141 shows the management employees of the Public Works Department by gender and salary. Management employees were identified in the eCAPS data as those that are designated as Executive Management, Management Employees, and Management Support. Some of the employees captured in these groups may not be management. Likewise, some of the City’s management employees may be in a group not captured by this analysis.



Source: City of Sacramento eCAPS data

Figure 142 shows the management employees of the Public Works Department by age. Management employees were identified in the eCAPS data as those that are designated as Executive Management, Management Employees, and Management Support. Some of the employees captured in these groups may not be management. Likewise, some of the City’s management employees may be in a group not captured by this analysis.



Source: City of Sacramento eCAPS data

Figure 143 shows the job classifications and the number of Management Employees within the Public Works Department making more than \$120,000 a year by ethnicity. Management employees were identified in the eCAPS data as those that are designated as Executive Management, Management Employees, and Management Support. Some of the employees captured in these groups may not be management. Likewise, some of the City’s management employees may be in a group not captured by this analysis.

Figure 143: Public Works Department’s Management Employees Making Over \$120 Thousand

Job Classification	BLACK	FILIPINO	HISPANIC	WHITE	Grand Total
Director of Public Works				1	1
Engineering Manager			1	1	2
Facilities Manager				1	1
Integrated Waste General Manager	1				1
Parking Manager				1	1
Principal Engineer				1	1
Senior Architect				1	1
Senior Engineer		1		1	2
Streets Manager			1		1
Supervising Architect				1	1
Supervising Engineer				3	3
Grand Total	1	1	2	11	15

Source: City of Sacramento eCAPS data

Chapter 18: The Department of Utilities Demographics

This chapter focuses on the demographics of the employees of the Department of Utilities (DOU). DOU provides and maintains water, wastewater, and storm drainage services and facilities for its customers, city ratepayers. These services are crucial to safeguard the health and safety of the public, support economic development, protect the environment, and improve the quality of life in our City. The DOU works in conjunction with other City departments as well as regional, state, and federal agencies in the maintenance, development, and rehabilitation of water resources infrastructure.

The DOU is organized into three operating divisions: Operations and Maintenance, Engineering and Water Resources, and Business and Integrated Planning.

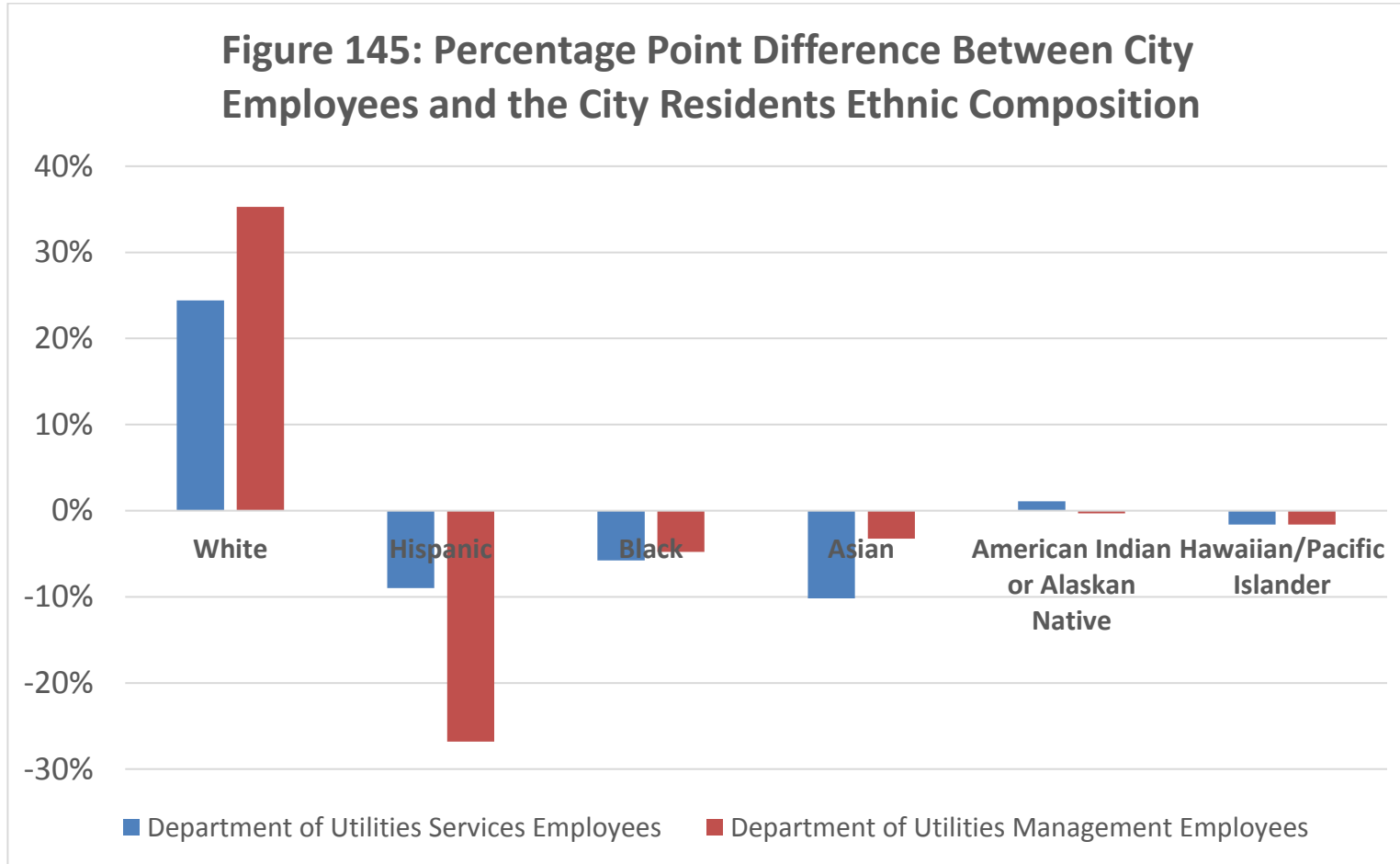
Figure 144 lists the percent of employees within their respective ethnic groups in the DOU compared to the demographics of the City of Sacramento residents.

Figure 144: Department of Utilities Ethnicity Break Down

Group	Ethnicity Break Down									
	White	Hispanic	Black	Asian	American Indian or Alaskan Native	Hawaiian/ Pacific Islander	Filipino	Other	Multi Race	Not Specified
City of Sacramento Residents (2013)	35%	27%	13%	18%	0%	2%	NA	0%	5%	NA
Department of Utilities Services Employees	59%	18%	7%	8%	1%	0%	1%	NA	NA	5%
Department of Utilities Management Employees	70%	0%	8%	15%	0%	0%	1%	NA	NA	5%

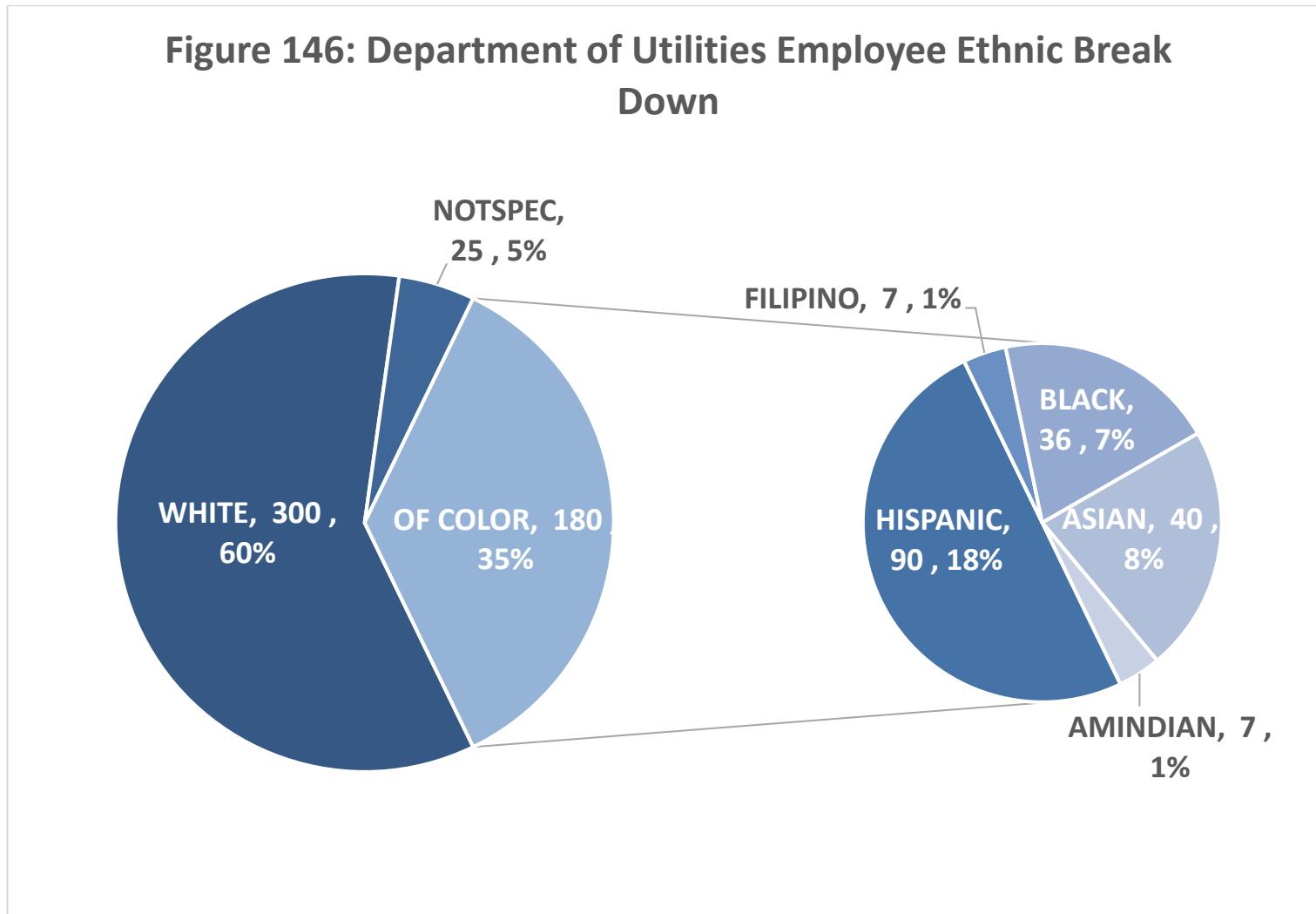
Source: City of Sacramento eCAPS data

Figure 145 details the percentage point difference between the DOU employees and City residents by ethnic group. For example, if the ethnic composition of City residents for the white ethnicity is 35 percent and a department has 50 percent of their employees identified as white, the number reflected in the table below will be 15 percentage points (50%-35%=15 percentage point difference).



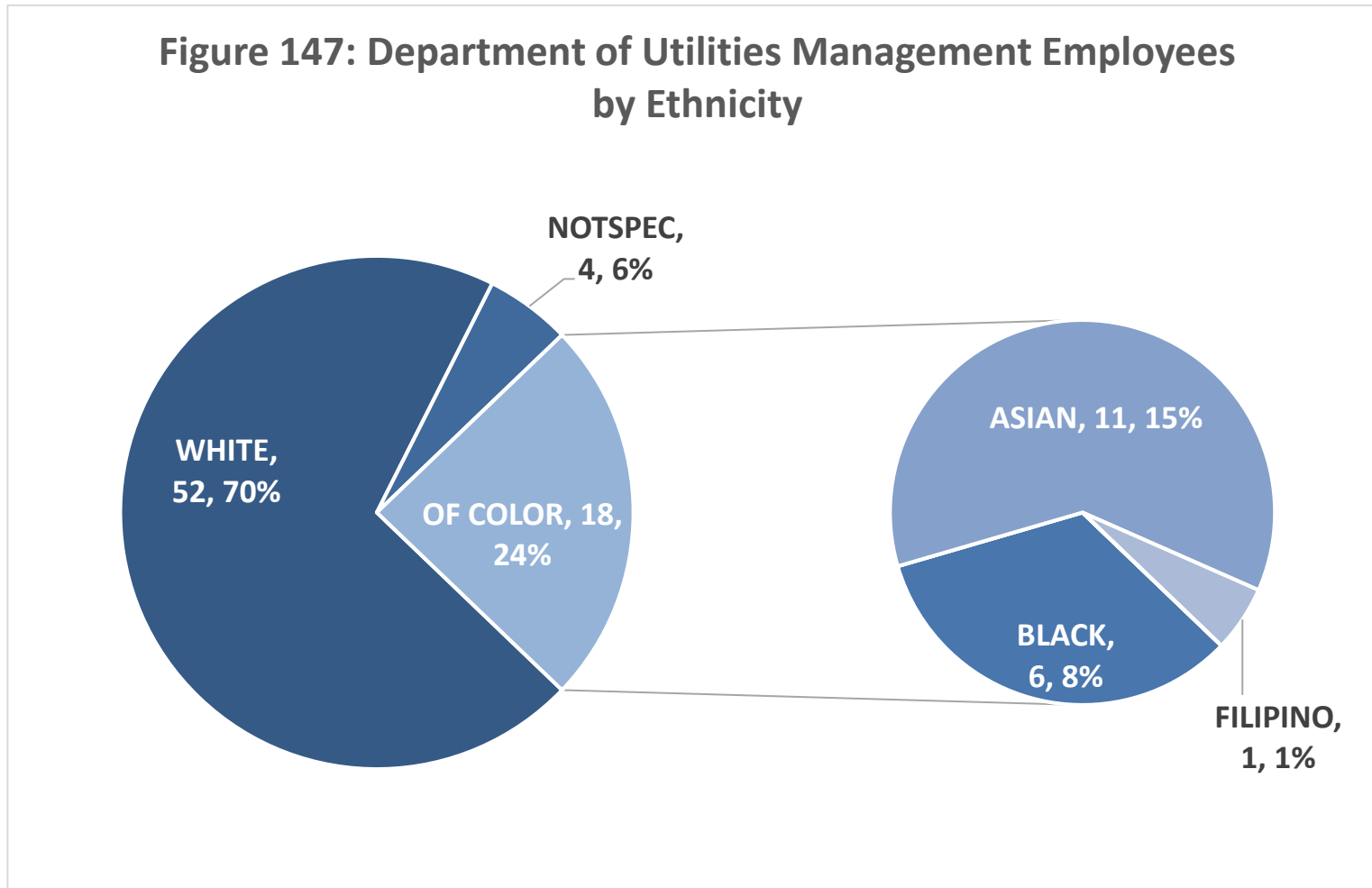
Source: City of Sacramento eCAPS data

Figure 146 identifies the number of City employees in each ethnic group by the DOU. As shown in the left pie chart, approximately 60 percent of employees are White, 35 percent are Of Color, and 5 percent did not specify an ethnicity. The pie chart on the right provides the break down of the employees Of Color.



Source: City of Sacramento eCAPS data

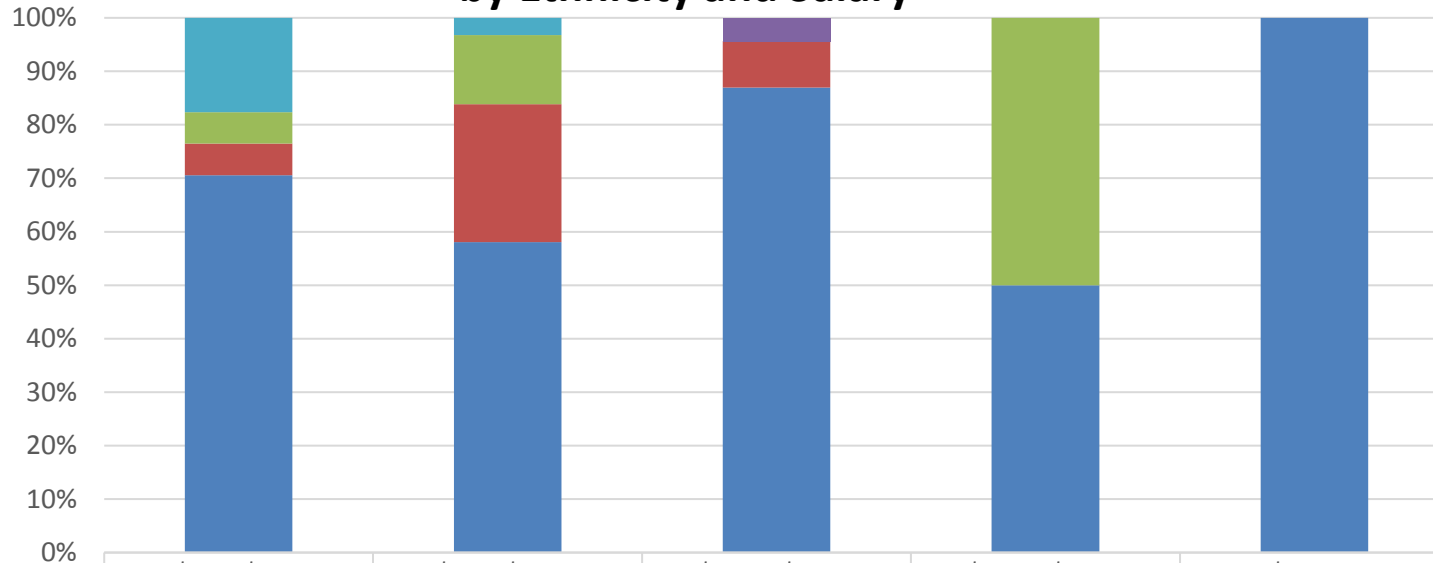
Figure 147 lists Management Employees of the DOU by ethnicity. Management employees were identified in the eCAPS data as those that are designated as Executive Management, Management Employees, and Management Support. Some of the employees captured in these groups may not be management. Likewise, some of the City's management employees may be in a group not captured by this analysis.



Source: City of Sacramento eCAPS data

Figure 148 lists the management employees of the DOU by ethnicity and salary. Management employees were identified in the eCAPS data as those that are designated as Executive Management, Management Employees, and Management Support. Some of the employees captured in these groups may not be management. Likewise, some of the City’s management employees may be in a group not captured by this analysis.

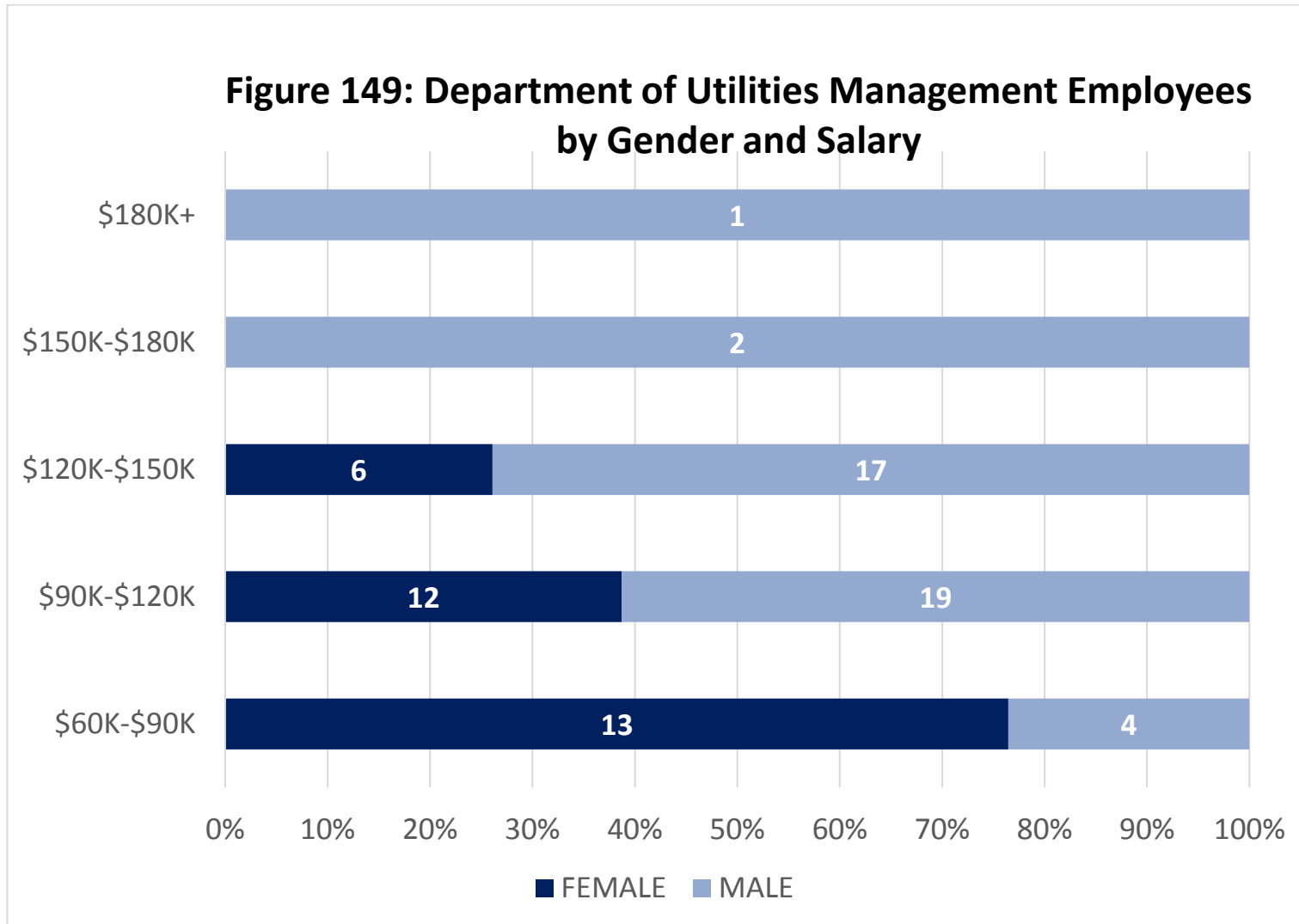
Figure 148: Department of Utilities Management Employees by Ethnicity and Salary



	\$60K-\$90K	\$90K-\$120K	\$120K-\$150K	\$150K-\$180K	\$180K+
NOTSPEC	3	1			
FILIPINO			1		
BLACK	1	4		1	
ASIAN	1	8	2		
WHITE	12	18	20	1	1

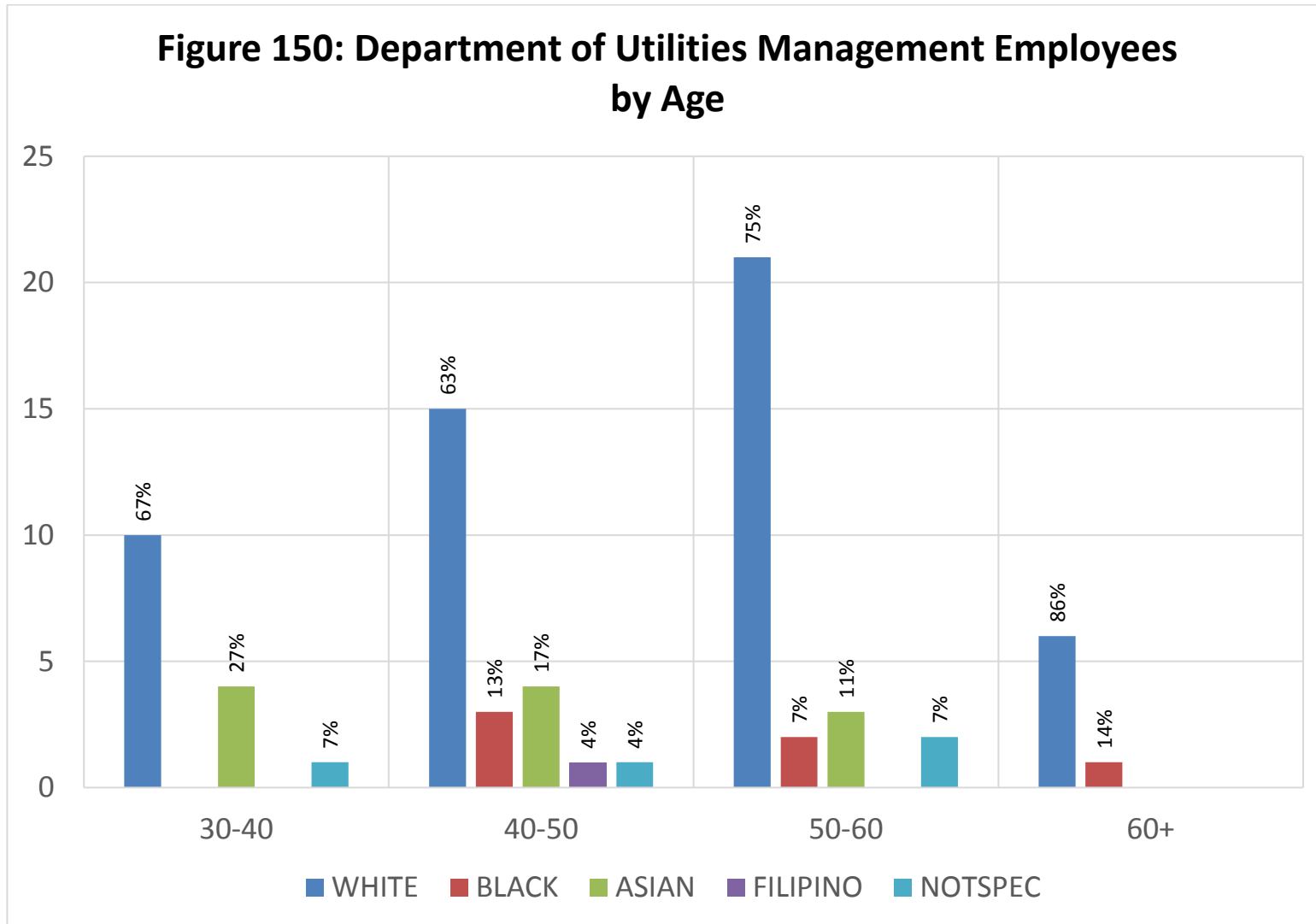
Source: City of Sacramento eCAPS data

Figure 149 shows the management employees of the DOU by gender and salary. Management employees were identified in the eCAPS data as those that are designated as Executive Management, Management Employees, and Management Support. Some of the employees captured in these groups may not be management. Likewise, some of the City’s management employees may be in a group not captured by this analysis.



Source: City of Sacramento eCAPS data

Figure 150 shows the management employees of the DOU by age. Management employees were identified in the eCAPS data as those that are designated as Executive Management, Management Employees, and Management Support. Some of the employees captured in these groups may not be management. Likewise, some of the City’s management employees may be in a group not captured by this analysis.



Source: City of Sacramento eCAPS data

Figure 151 shows the job classifications and the number of Management Employees within the DOU making more than \$120,000 a year by ethnicity. Management employees were identified in the eCAPS data as those that are designated as Executive Management, Management Employees, and Management Support. Some of the employees captured in these groups may not be management. Likewise, some of the City’s management employees may be in a group not captured by this analysis.

Figure 151: Department of Utilities Management Employees Making Over \$120 Thousand

Job Classification	ASIAN	BLACK	FILIPINO	WHITE	Grand Total
Business Services Manager				1	1
Director of Utilities				1	1
Engineering Manager				1	1
Operations Manager		1			1
Principal Engineer				1	1
Senior Engineer				12	12
Supervising Engineer	1			5	6
Util Operations & Maint Supt	1		1	1	3
Grand Total	2	1	1	22	26

Source: City of Sacramento eCAPS data

Department Response

INSERT DEPARTMENT RESPONSE HERE