

# City Auditor's Diversity Assessment of Boards, Committees, and Commissions

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*City of*  
**SACRAMENTO**  
Office of the City Auditor



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## Introduction

In accordance with the City Auditor's 2017/18 Audit Plan, we have completed the *City Auditor's Diversity Assessment of Boards, Commissions, and Committees*. We conducted this assessment 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 Clerk's Office; the Information Technology Department; Councilmember Angelique Ashby's Office; the City Attorney's Office; and board, committee, and commission members for their cooperation during the audit process.

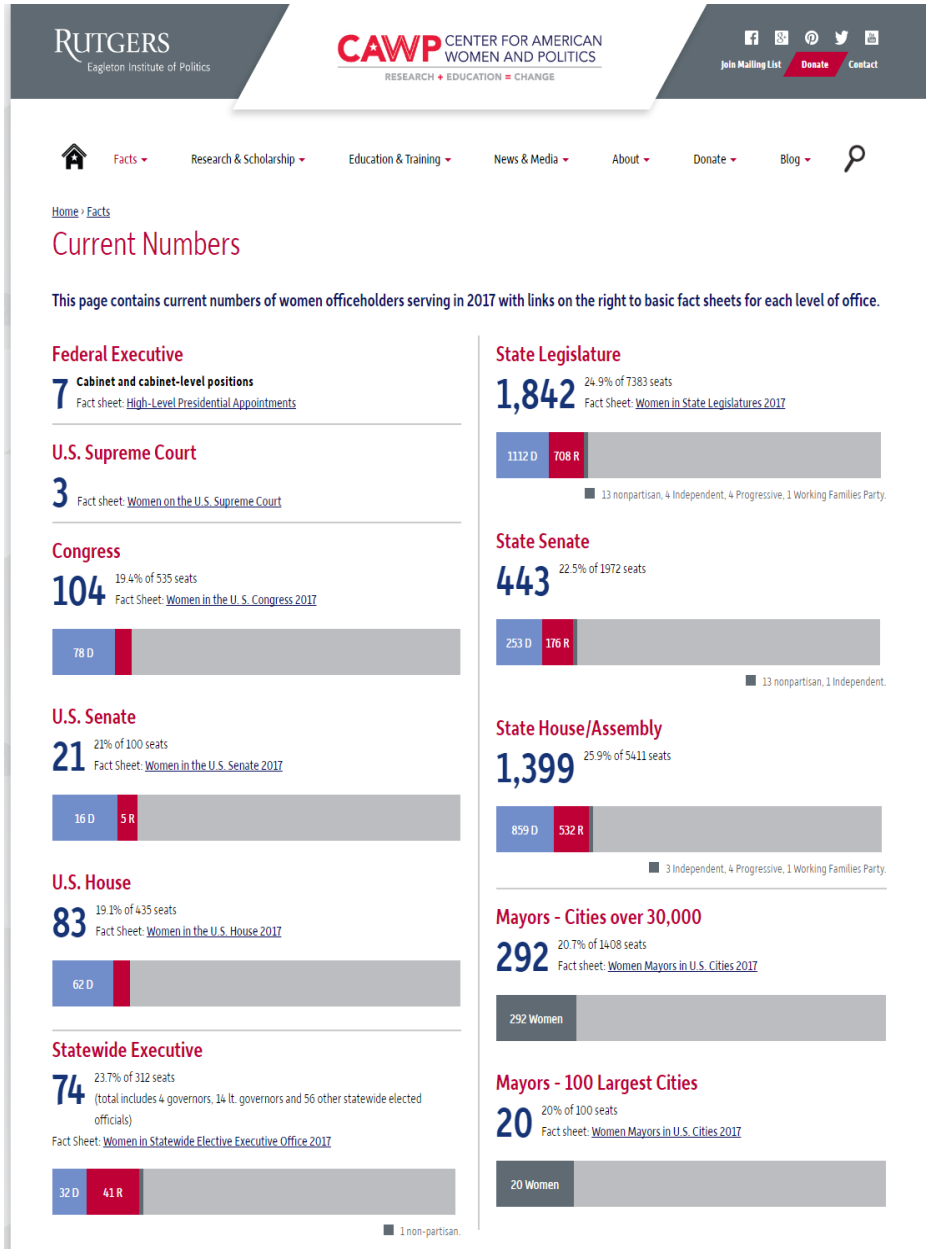
## Background

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. On January 24, 2017, the City Council directed the City Auditor to assess the diversity of City of Sacramento boards, committees, and commissions and compare the results to the demographics of the City of Sacramento residents. The assessment was to include the City's board, committee, and commission members' demographics related to age, ethnicity, gender, and sexual orientation.

On January 19th, the office of Councilmember Angelique Ashby and the City of Sacramento Women's Leadership Group, in collaboration with VSP Global, welcomed McKinsey & Company to Sacramento City Hall for a presentation on gender parity in the workforce. In this session, McKinsey researchers shared results from their two new studies on gender parity in our workplaces and around the globe. They discussed why it matters, the challenges organizations face and how innovative thinking and adopting best practices can help us reshape outcomes.

McKinsey & Company highlighted the City of Sacramento's low representation of females in elected positions. Unfortunately, women underrepresentation in elected positions is not uncommon. As shown in Figure 1, elected offices throughout all levels of government have consistently struggled to achieve gender parity. As a result, taking action to encourage women's participation in our political offices could result in a significant impact to improve gender equity.

Figure 1: Number of Women Officeholders Serving in 2017



Source: Center for American Women and Politics, Eagleton Institute of Politics, Rutgers University. <http://www.cawp.rutgers.edu/current-numbers>

### City of Sacramento Boards, Committees, and Commissions

Article XV section 230 of the City of Sacramento Charter states “The city council shall provide by ordinance for such boards and commissions as may be required by law or deemed desirable, shall prescribe their functions, and may prescribe qualifications and conditions of service on such boards and commissions.” Members of the public can serve on the City’s 30 boards, commissions, and committees. Some of the boards, committees, and commissions are joint with other local agencies and include appointments made by outside agencies, such as the County of Sacramento. Figure 2 below identifies the City’s boards, commissions, and committees and identifies the number of City and non-City seats.

**Figure 2: City Board, Committee, and Commission Seats as of March 2017**

Board, Committee, or Commission	City Seats	Non-City Seats	Total Seats	City Seats Filled	Non-City Seats Filled	Total Seats Filled
Administration, Investment, & Fiscal Management Board	5	0	5	5	0	5
Animal Care Services Citizens Advisory Committee	7	0	7	4	0	4
Ann Land and Bertha Henschel Memorial Funds Commission	9	0	9	9	0	9
Board of Plumbing Examiners	5	0	5	3	0	3
Capitol Area Development Authority Governing Board	2	3	5	2	3	5
City and County Bicycle Advisory Committee	6	6	12	6	6	12
Civil Service Board	5	0	5	5	0	5
Compensation Commission	5	0	5	4	0	4
Construction Code Board of Appeals	5	0	5	0	0	0
Downtown/Riverfront Streetcar Policy Study Steering Committee <sup>1</sup>	5	7	12	5	7	12
Ethel MacLeod Hart Trust Fund Advisory Committee	7	0	7	6	0	6
Housing Code Advisory and Appeals Board	5	0	5	5	0	5
Measure U Citizens Oversight Committee	5	0	5	5	0	5
Natomas Basin Conservancy Board of Directors	5	5	10	3	5	8
Paratransit Inc. Board of Directors	3	6	9	2	6	8
Parks and Recreation Commission	11	0	11	9	0	9
Planning and Design Commission	13	0	13	13	0	13

<sup>1</sup> Since we had limited information on non-City seats, we assumed these non-City seats were filled.

Preservation Commission	7	0	7	7	0	7
Retirement Hearing Commission	5	0	5	5	0	5
Sacramento Community Police Commission	11	0	11	10	0	10
Sacramento County Local Task Force <sup>2</sup>	1	5	6	1	5	6
Sacramento Disabilities Advisory Commission	9	0	9	9	0	9
Sacramento Environmental Commission	3	7	10	3	7	10
Sacramento Heritage, Inc. Board of Directors	9	0	9	7	0	7
Sacramento Housing and Redevelopment Commission	5	6	11	5	6	11
Sacramento Metropolitan Arts Commission	6	5	11	5	5	10
Sacramento Relocation Appeals Board	5	0	5	5	0	5
Sacramento Yolo Mosquito and Vector Control District	1	12	13	1	12	13
Sacramento Youth Commission	22	0	22	16	0	16
Utilities Rate Advisory Commission	7	0	7	7	0	7
<b>Grand Total</b>	<b>194</b>	<b>62</b>	<b>256</b>	<b>167</b>	<b>62</b>	<b>229</b>

Source: Auditor compiled with data gathered from the City of Sacramento website and City Clerk's Office

### Process for Appointing Board, Committee, and Commission Members

Members of the public interested in filling a City appointed seat on a board, committee, or commission are expected to submit applications to the City Clerk via the City's website at: <http://www.cityofsacramento.org/Clerk/Legislative-Bodies/Boards-and-Commissions>. The City Charter Article XV, Section 230 states "except as otherwise expressly provided in this Charter, the mayor shall appoint all members of boards and commissions, subject to the concurrence of a majority of the city council." According to the Office of the City Clerk, members are appointed to serve on City boards, committees, and commissions in one of the following ways:

- By virtue of their position (for example, the seat is for the City Manager or Finance Director);
- Nominated by the Personnel and Public Employees Committee (P&PE), appointed by the mayor, confirmed by the City Council;
- Nominated by a councilmember, appointed by the mayor, and confirmed by the City Council; or
- In a different manner outlined in the formation documents of the board, committee, or commission (for example, the seat may be jointly appointed by the City Council and another agency).

<sup>2</sup> Since we had limited information on non-City seats, we assumed these non-City seats were filled.



According to the Office of the City Clerk, most applicants interview with the P&PE Committee that nominates members to the various boards, committees, and commissions. The P&PE Committee is made up of four City councilmembers, and as of March 2017, consisted of Larry Carr, Angelique Ashby, Allen Warren, and Steve Hansen.

### Process for Collecting Demographic Information

In order to serve as a City representative on a board, commission, or committee, most applicants are asked to complete an application. The application documents general information, such as name, address, and contact information. The application also includes questions regarding education, gender and ethnicity. Applications are submitted through the Granicus<sup>3</sup> module on the City of Sacramento's website.

Once appointed, the member roster is updated on the City Clerk's website for board, commission, and committee members appointed by the City. Since disclosure of gender and ethnic information on the application is voluntary, the gender and ethnicity of many members of City boards, commissions, and committees was unavailable. Recognizing that conducting this analysis with incomplete information would produce less valuable results, we decided to survey the members so that we could provide a more complete analysis.

On March 2017, we sent surveys<sup>4</sup> to members asking for their address, employment information, highest education degree earned, age, gender<sup>5</sup>, sexual orientation<sup>6</sup>, and ethnicity.

We used the following gender categories in the survey:

- a. Male
- b. Female
- c. Transgender
- d. Other
- e. Decline to State

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<sup>3</sup> Granicus is a cloud-based company used by the City Clerk's Office to manage legislative and meeting and agenda information. The Granicus Board and Commission Module is used to accept member applications on the City Clerk's website.

<sup>4</sup> Our initial survey sent to members did not contain a question regarding sexual orientation. We sent out a subsequent survey to members with a new question regarding sexual orientation.

<sup>5</sup> Gender is defined by the City's Equal Employment Opportunity Policy as referring to sex, gender identity, gender expression, and transgender.

<sup>6</sup> Sexual orientation is defined by the United States Office of Personnel Management as one's emotional or physical attraction to the same and/or opposite sex.

We used the following sexual orientation categories in the survey:

- a. Heterosexual
- b. Lesbian, Gay, Bisexual, Queer (LGBQ)
- c. Other
- d. Decline to State

We used the following ethnic categories in the survey:

- 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.

We selected the categories above in order to conduct this analysis consistent with our previous review. We recognize that these ethnicity categories were limited and did not include options such as “Two or More Ethnicities.” However, we used the United States’ Equal Employment Opportunity Commission’s ethnic categories, which until recently only had the five options listed above. Future analyses will be expanded to include the most up-to-date categories used by the Equal Employment Opportunity Commission.

## Data Limitations

During our initial data collection process, the City Clerk’s Office informed us that they only keep track of application information on City-appointed board members and did not have applications of members appointed by other agencies. Therefore, the City did not have standard information for many of the members of the Boards, Commissions, and Committees of interest. Of those that the City did have information for, due to some of the information categories being voluntary, many of the City-appointed members’ information was incomplete.

In order to analyze more complete information, we surveyed members to gather information that would allow us to analyze more complete information. Our survey was voluntary and as a result, we did not receive survey responses from all board, committee, or commission members. We also followed up with some nonrespondents and received survey responses over the phone. Finally, we spoke with board contacts or others who knew members to identify the

gender of some members. Our final dataset consisted of information gathered through a combination of Granicus data, surveys responses, and interviews. The figure below identifies the number of members for whom we collected gender, ethnic, age, address, and sexual orientation information.

**Figure 3: Collected Data**

Board, Committee, or Commission Name	Total Seats Filled	Residential Addresses Collected	Gender Collected	Ethnicity Collected	Age Collected	Sexual Orientation Collected
Administration, Investment, & Fiscal Management Board	5	5	5	5	4	0
Animal Care Services Citizens Advisory Committee	4	3	4	3	1	0
Ann Land and Bertha Henschel Memorial Funds Commission	9	9	9	7	5	1
Board of Plumbing Examiners	3	1	3	1	1	1
Capitol Area Development Authority Governing Board	5	3	5	4	3	1
City and County Bicycle Advisory Committee	12	11	12	11	10	0
Civil Service Board	5	5	5	3	0	0
Compensation Commission	4	4	4	3	0	0
Construction Code Board of Appeals	0	0	0	0	0	0
Downtown/Riverfront Streetcar Policy Study Steering Committee	12	3	5	4	4	1
Ethel MacLeod Hart Trust Fund Advisory Committee	6	6	6	6	5	1
Housing Code Advisory and Appeals Board	5	4	5	5	5	3
Measure U Citizens Oversight Committee	5	5	5	5	3	0
Natomas Basin Conservancy Board of Directors	8	3	8	4	3	0
Paratransit Inc. Board of Directors	8	8	8	8	4	1
Parks and Recreation Commission	9	8	9	8	6	4
Planning and Design Commission	13	13	13	13	11	5
Preservation Commission	7	6	7	7	5	5
Retirement Hearing Commission	5	5	5	5	4	3
Sacramento Community Police Commission	10	7	10	10	5	3
Sacramento County Local Task Force	6	0	1	1	0	0
Sacramento Disabilities Advisory Commission	9	8	9	9	7	6
Sacramento Environmental Commission	10	3	10	3	1	0
Sacramento Heritage, Inc. Board of Directors	7	6	7	6	4	3
Sacramento Housing and Redevelopment Commission	11	7	11	9	8	4

Sacramento Metropolitan Arts Commission	10	8	10	10	10	0
Sacramento Relocation Appeals Board	5	5	5	5	4	3
Sacramento Yolo Mosquito and Vector Control District	13	1	13	1	1	0
Sacramento Youth Commission	16	15	16	16	10	7
Utilities Rate Advisory Commission	7	6	7	6	2	2
<b>Total</b>	<b>229</b>	<b>168</b>	<b>217</b>	<b>178</b>	<b>126</b>	<b>54</b>

Source: Auditor compiled with data gathered from the City Clerk's Office, member surveys, and interviews.

## Objective, Scope, and Methodology

The objective of this assessment was to review the diversity of City board, committee, and commission members as it compares to the diversity of City of Sacramento residents. Our analysis focused on all members of City boards, commissions, and committees as of March, 2017 – including members who were not appointed by the City of Sacramento. To conduct this assessment, we created a dataset of board, committee, and commission members based on Granicus, surveys, and interviews.

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 ethnicity and gender statistics and ESRI GIS was used for age demographics only. Since the United States Census does not collect data on the sexual orientation of the population, we used a Gallup poll released in 2015 to estimate the percent of the population that identify as lesbian, gay, bisexual, or transgender (LGBT).

## Chapter 1: Data Collection Improvements Are Needed

The City Council believes that the City's workforce and operations should be inclusive and reflective of the City's diversity. This includes staffing, contracting and procurement, boards and commissions, and other city functions. In regards to its workforce, the City of Sacramento is committed to ensuring equal opportunity in employment for applicants and existing employees, promoting diversity and inclusion in the workplace, and resolving workplace conflict in a constructive manner that will support a high functioning and efficient workforce.

The City currently collects information related to gender and ethnicity of all City employees which facilitates the tracking and monitoring of the City's workforce diversity. However, as we discovered during this assessment, similar information is not readily available or complete regarding the City's appointed board, commission, and committee members. If the City is interested in conducting this kind of review regularly, data collection improvements will be necessary. This may include revising the application form to better capture data related to age, district, gender, ethnicity, and sexual orientation. Consideration should also be given to what information will be designated as required and what information is optional. As is done with City employees, if gender and ethnic information is not provided, the appointing entity may consider assigning this information. The City may also want to consider adding language to the application form that explains why this information is being asked and how the information may be used by the City. By improving the City data collection methodology, the City will be better positioned to expeditiously analyze and monitor trends and changes in the overall composition of the boards, commissions, and committees.

### **We recommend the City Clerk's Office:**

Recommendation 1: Work with the City Attorney's office to determine how best to capture, document, and retain desired information regarding City and Non-City appointed board, commission, and committee members.

## Chapter 2: 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: both City-Data.com and ESRI GIS projected to 2015. City-Data.com was used for many of the statistics of interest. However, City-Data.com did not provide a detailed breakdown of City residents by age. As such, ESRI GIS was used to capture age information as seen in Figure 5 below.

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 490,715 residents in 2015. The following are some key projected statistics related to the City for 2015:

- The top three most populous ethnic groups in the City of Sacramento are White (31.7 percent), Hispanic (30.6 percent), and Asian (18 percent);
- 51.6 percent of the population is female and 48.4 percent is male;
- The median age is 33.7.

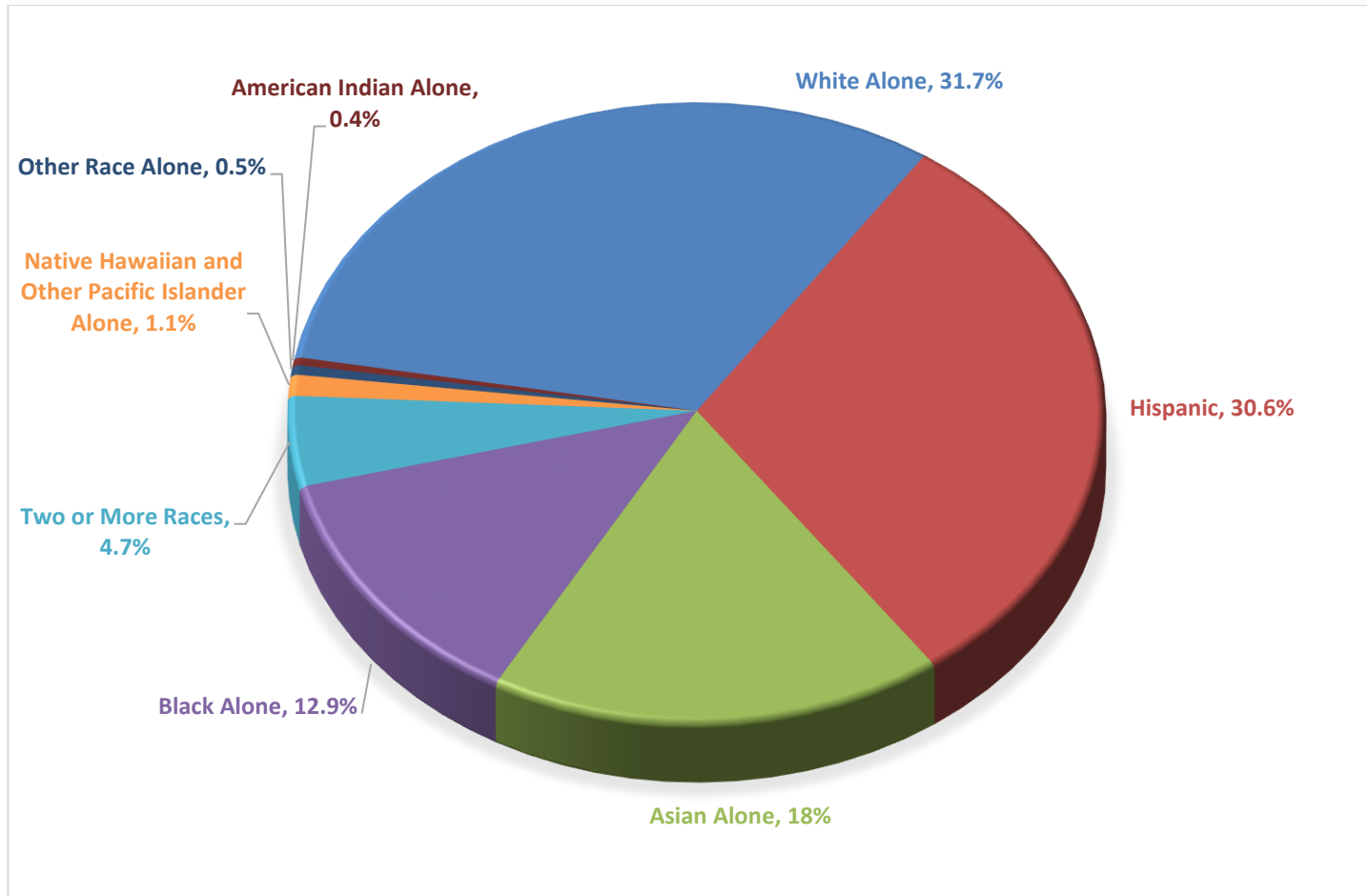
According to a Gallup poll released March 2015, 3.9<sup>7</sup> percent of the population of the Sacramento metropolitan area (includes areas such as the City of Roseville and the Arden-Arcade area) is estimated to identify as LGBT. The remaining sections of Chapter 1 provide various age, ethnicity, and gender demographics related to City of Sacramento residents that can be used to compare to the board, committee, and commission member demographics in the remaining Chapters.

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<sup>7</sup> Gallup surveyed 5,202 individuals in the Sacramento metropolitan area between June 2012 and December 2014. <http://www.gallup.com/poll/182051/san-francisco-metro-area-ranks-highest-lgbt-percentage.aspx>

Figure 4 displays Sacramento’s population by ethnicity based on 2015 projections. White represents the largest ethnic category within the City at approximately 32 percent of the City’s residents. The next largest category is Hispanic with about 31 percent of the City’s residents.

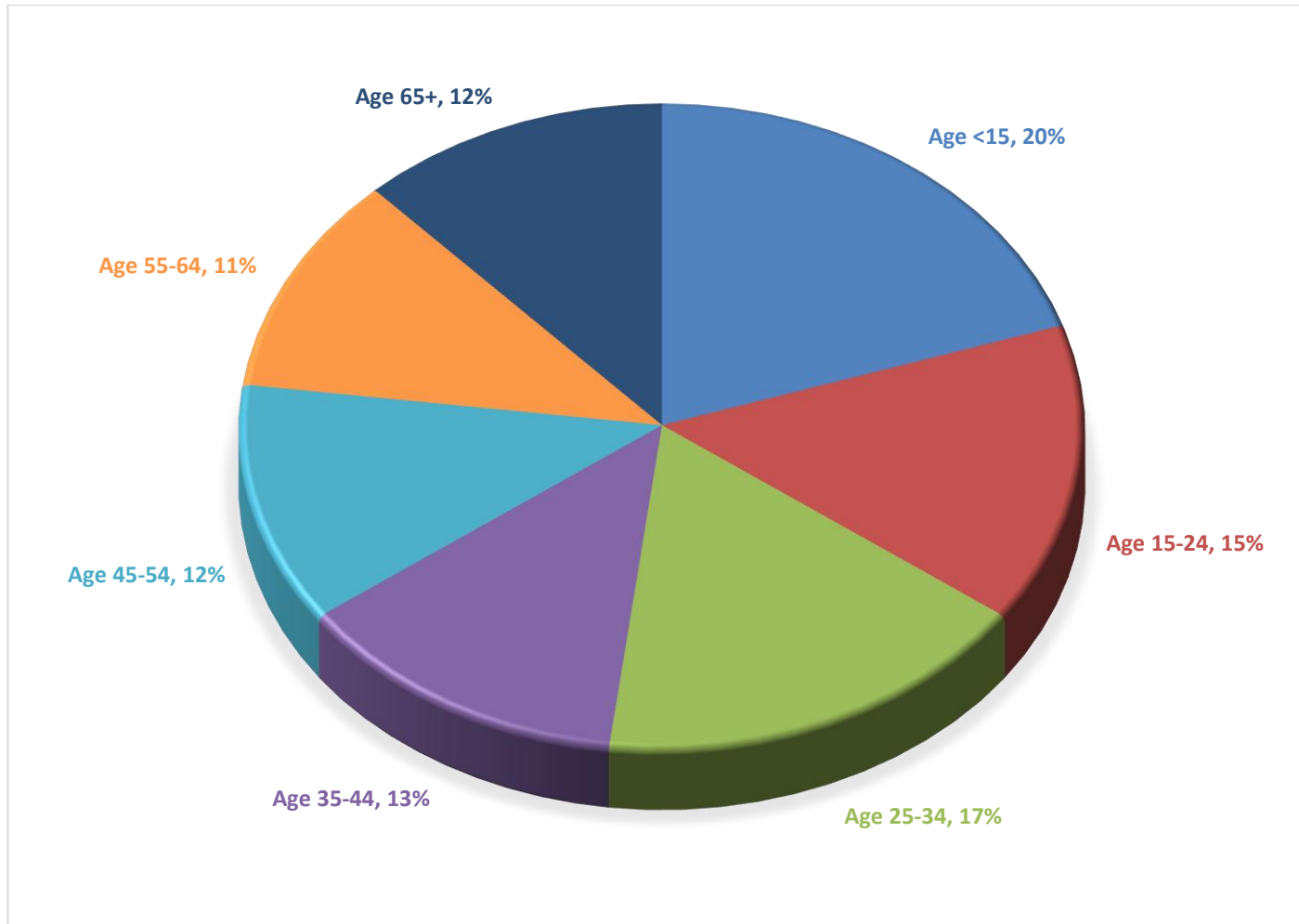
**Figure 4: Projected 2015 Population of Sacramento City Residents by Ethnicity**



Source: City-Data.com

Figure 5 displays the breakdown of Sacramento residents by age groups. As seen in the chart below, more than half of the population are less than 35 years old.

**Figure 5: Projected 2015 Population of City Residents by Age**

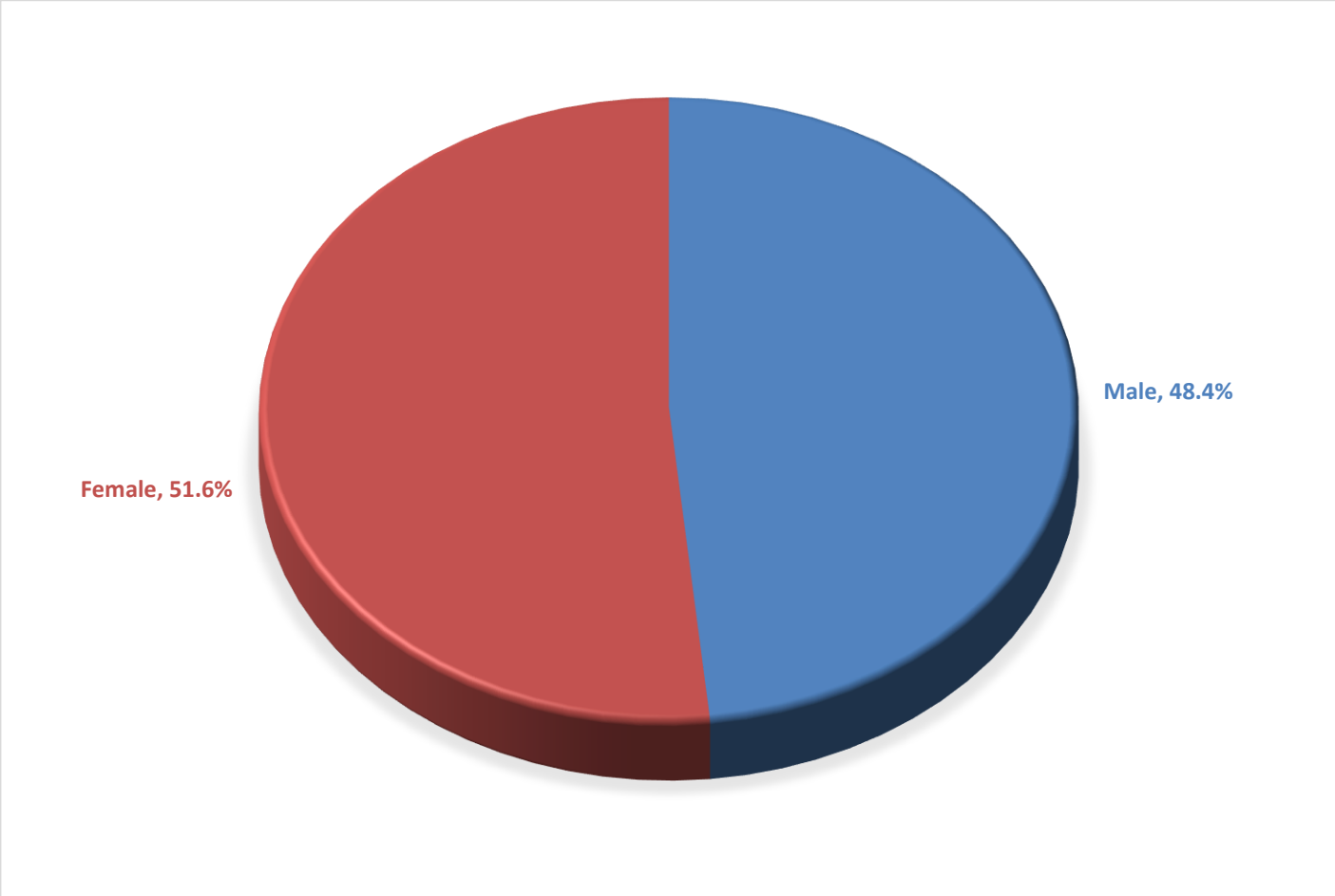


Source: Environmental Systems Research Institute's Geographic Information System (ESRI GIS)



Figure 6 displays the breakdown of Sacramento residents by gender. As seen in the chart below, there are slightly more females than males in the City of Sacramento.

**Figure 6: Projected 2015 Population of City Residents by Gender**



Source: City-Data.com

### **Chapter 3: The City of Sacramento Board, Committee, Commission Member Demographics**

The Sacramento City Council has formed a variety of boards, commissions, and committees to assist the City in information gathering and the deliberative process. Boards and commissions are vital to the operation of the City and ensure public involvement in the governmental process. City Board and Commission members are members of the public appointed by the mayor and confirmed by the City Council. The City of Sacramento currently has 30 boards, committees, and commissions that have either been created by the City and only contain City-appointments or are joint with other agencies and contain both City and non-City appointments. In this Chapter, we will provide some of the baseline demographic information regarding the ethnic, gender, age, and sexual orientation distribution we gathered of the City's board, committee, and commission members. As previously mentioned, because members are not required to provide the City with such information, we did not receive demographic information from all members and were only able to evaluate data that we were able to collect in the limited time we had to perform this review.

Figure 7 lists all City boards, committees, and commissions and details the number of members within their respective ethnic groups. Based on the information available to us, the largest ethnic groups among members appear to be white at 107 members. However, ethnic information of 51 members were unavailable and are included in the column titled “Unknown”.

**Figure 7: Ethnicity of Members by Board, Committee, and Commission**

Board, Commission, or Committee	White	Black	Hispanic	Asian or Pacific Islander	American Indian or Alaskan Native	Other	Unknown	Decline to State	Total Seats Filled	Total Seats Available
Administration, Investment, & Fiscal Management Board	3	0	1	0	0	0	0	1	5	5
Animal Care Services Citizens Advisory Committee	2	0	1	0	0	0	1	0	4	7
Ann Land and Bertha Henschel Memorial Funds Commission	1	3	2	1	0	0	2	0	9	9
Board of Plumbing Examiners	1	0	0	0	0	0	2	0	3	5
Capitol Area Development Authority Governing Board	3	0	0	0	0	0	1	1	5	5
City and County Bicycle Advisory Committee	9	1	0	1	0	0	1	0	12	12
Civil Service Board	1	1	0	0	0	0	2	1	5	5
Compensation Commission	1	0	0	2	0	0	1	0	4	5
Construction Code Board of Appeals	0	0	0	0	0	0	0	0	0	5
Downtown/Riverfront Streetcar Policy Study Steering Committee	4	0	0	0	0	0	8	0	12	12
Ethel MacLeod Hart Trust Fund Advisory Committee	4	0	2	0	0	0	0	0	6	7
Housing Code Advisory and Appeals Board	5	0	0	0	0	0	0	0	5	5
Measure U Citizens Oversight Committee	4	1	0	0	0	0	0	0	5	5
Natomas Basin Conservancy Board of Directors	3	0	0	1	0	0	4	0	8	10
Paratransit Inc. Board of Directors	7	0	0	1	0	0	0	0	8	9
Parks and Recreation Commission	2	1	2	3	0	0	1	0	9	11
Planning and Design Commission	8	3	0	2	0	0	0	0	13	13
Preservation Commission	6	1	0	0	0	0	0	0	7	7
Retirement Hearing Commission	4	1	0	0	0	0	0	0	5	5
Sacramento Community Police Commission	3	4	1	1	0	1	0	0	10	11
Sacramento County Local Task Force	0	0	0	0	0	0	5	1	6	6
Sacramento Disabilities Advisory Commission	3	1	1	2	1	1	0	0	9	9

Sacramento Environmental Commission	3	0	0	0	0	0	7	0	<b>10</b>	<b>10</b>
Sacramento Heritage, Inc. Board of Directors	5	1	0	0	0	0	1	0	<b>7</b>	<b>9</b>
Sacramento Housing and Redevelopment Commission	6	1	1	0	0	1	2	0	<b>11</b>	<b>11</b>
Sacramento Metropolitan Arts Commission	6	2	1	0	0	0	0	1	<b>10</b>	<b>11</b>
Sacramento Relocation Appeals Board	3	1	1	0	0	0	0	0	<b>5</b>	<b>5</b>
Sacramento Yolo Mosquito and Vector Control District	0	0	0	1	0	0	12	0	<b>13</b>	<b>13</b>
Sacramento Youth Commission	5	2	4	3	0	1	0	1	<b>16</b>	<b>22</b>
Utilities Rate Advisory Commission	6	0	0	0	0	0	1	0	<b>7</b>	<b>7</b>
<b>Total</b>	<b>108</b>	<b>24</b>	<b>17</b>	<b>18</b>	<b>1</b>	<b>4</b>	<b>51</b>	<b>6</b>	<b>229</b>	<b>256</b>

Source: Auditor compiled with data gathered from the City Clerk's Office, member surveys, and interviews.

Figure 8 lists all City boards, committees, and commissions and details the percent of members of the total seats filled within their respective ethnic groups. Based on the information available to us, the largest ethnic groups among members appear to be white at 46 percent while 32 percent of the City’s population is white. However, we should note, that due to the number of “Unknown” ethnicities, it is possible that the ethnic percentages could shift if more complete information were available.

**Figure 8: Member Percent Ethnicity Breakdown by Board, Committee, and Commission<sup>8</sup>**

Board, Committee, or Commission	White	Black	Hispanic	Asian or Pacific Islander	American Indian or Alaskan Native	Other	Decline to State	Unknown	Total Seats Filled	Total Seats Available
Administration, Investment, & Fiscal Management Board	60%	0%	20%	0%	0%	0%	20%	0%	5	5
Animal Care Services Citizens Advisory Committee	50%	0%	25%	0%	0%	0%	0%	25%	4	7
Ann Land and Bertha Henschel Memorial Funds Commission	11%	33%	22%	11%	0%	0%	0%	22%	9	9
Board of Plumbing Examiners	33%	0%	0%	0%	0%	0%	0%	67%	3	5
Capitol Area Development Authority Governing Board	60%	0%	0%	0%	0%	0%	20%	20%	5	5
City and County Bicycle Advisory Committee	75%	8%	0%	8%	0%	0%	0%	8%	12	12
Civil Service Board	20%	20%	0%	0%	0%	0%	20%	40%	5	5
Compensation Commission	25%	0%	0%	50%	0%	0%	0%	25%	4	5
Construction Code Board of Appeals	0%	0%	0%	0%	0%	0%	0%	0%	0	5
Downtown/Riverfront Streetcar Policy Study Steering Committee	33%	0%	0%	0%	0%	0%	0%	67%	12	12
Ethel MacLeod Hart Trust Fund Advisory Committee	67%	0%	33%	0%	0%	0%	0%	0%	6	7
Housing Code Advisory and Appeals Board	100%	0%	0%	0%	0%	0%	0%	0%	5	5
Measure U Citizens Oversight Committee	80%	20%	0%	0%	0%	0%	0%	0%	5	5

<sup>8</sup> Percentages may not add to 100% due to rounding.

Natomas Basin Conservancy Board of Directors	38%	0%	0%	13%	0%	0%	0%	50%	<b>8</b>	<b>10</b>
Paratransit Inc. Board of Directors	88%	0%	0%	13%	0%	0%	0%	0%	<b>8</b>	<b>9</b>
Parks and Recreation Commission	22%	11%	22%	33%	0%	0%	0%	11%	<b>9</b>	<b>11</b>
Planning and Design Commission	62%	23%	0%	15%	0%	0%	0%	0%	<b>13</b>	<b>13</b>
Preservation Commission	86%	14%	0%	0%	0%	0%	0%	0%	<b>7</b>	<b>7</b>
Retirement Hearing Commission	80%	20%	0%	0%	0%	0%	0%	0%	<b>5</b>	<b>5</b>
Sacramento Community Police Commission	30%	40%	10%	10%	0%	10%	0%	0%	<b>10</b>	<b>11</b>
Sacramento County Local Task Force	0%	0%	0%	0%	0%	0%	17%	83%	<b>6</b>	<b>6</b>
Sacramento Disabilities Advisory Commission	33%	11%	11%	22%	11%	11%	0%	0%	<b>9</b>	<b>9</b>
Sacramento Environmental Commission	30%	0%	0%	0%	0%	0%	0%	70%	<b>10</b>	<b>10</b>
Sacramento Heritage, Inc. Board of Directors	71%	14%	0%	0%	0%	0%	0%	14%	<b>7</b>	<b>9</b>
Sacramento Housing and Redevelopment Commission	55%	9%	9%	0%	0%	9%	0%	18%	<b>11</b>	<b>11</b>
Sacramento Metropolitan Arts Commission	60%	20%	10%	0%	0%	0%	10%	0%	<b>10</b>	<b>11</b>
Sacramento Relocation Appeals Board	60%	20%	20%	0%	0%	0%	0%	0%	<b>5</b>	<b>5</b>
Sacramento Yolo Mosquito and Vector Control District	0%	0%	0%	8%	0%	0%	0%	92%	<b>13</b>	<b>13</b>
Sacramento Youth Commission	31%	13%	25%	19%	0%	6%	6%	0%	<b>16</b>	<b>22</b>
Utilities Rate Advisory Commission	86%	0%	0%	0%	0%	0%	0%	14%	<b>7</b>	<b>7</b>
<b>Total</b>	<b>47%</b>	<b>10%</b>	<b>7%</b>	<b>8%</b>	<b>0%</b>	<b>2%</b>	<b>3%</b>	<b>22%</b>	<b>229</b>	<b>256</b>

Source: Auditor compiled with data gathered from the City Clerk's Office, member surveys, and interviews.

Figure 9 below lists the percent of members within their respective ethnic groups compared to the demographics of the City of Sacramento residents. The percentages for board, committee, and commission members in the Figure 9 differ from percentages in Figure 8 above as Figure 9 percentages are based on the ethnicities of the 178 members we collected. Figure 8 percentages are based on the 229 total seats filled on the boards, committees, and commissions.

**Figure 9: Board, Committee, and Commission Member Ethnicity Breakdown Compared to City Residents<sup>9</sup>**

Group	White	Black	Hispanic	Asian or Pacific Islander	American Indian or Alaskan Native	Other	Decline to State	Two or More Races
City of Sacramento Residents (2015)	32%	13%	31%	19%	0%	1%	NA	5%
Board, Committee, and Commission Members (based on 178 Ethnicities Collected)	61%	13%	10%	10%	1%	2%	3%	NA

Source: Auditor compiled with data gathered from City-data.com, the City Clerk's Office, member surveys, and interviews.

<sup>9</sup> Percentages may not add to 100% due to rounding

Figure 10 shows the gender breakdown of the various City boards, committees, and commissions as a percent of the number of filled seats. As shown below, we identified the genders of 217 of the 229 seats that are currently filled.

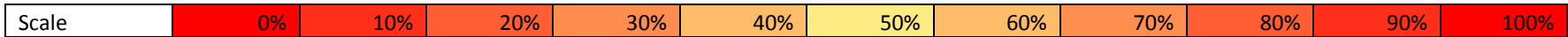
**Figure 10: Gender of Member by Board, Committee, and Commission<sup>10</sup>**

Board, Commission, or Committee	Female	Male	Unknown	Members with Gender Identified	Number of Filled Seats	Number of Total Seats
Administration, Investment, & Fiscal Management Board	20%	80%	0%	5	5	5
Animal Care Services Citizens Advisory Committee	50%	50%	0%	4	4	7
Ann Land and Bertha Henschel Memorial Funds Commission	56%	44%	0%	9	9	9
Board of Plumbing Examiners	0%	100%	0%	3	3	5
Capitol Area Development Authority Governing Board	40%	60%	0%	5	5	5
City and County Bicycle Advisory Committee	25%	75%	0%	12	12	12
Civil Service Board	40%	60%	0%	5	5	5
Compensation Commission	50%	50%	0%	4	4	5
Construction Code Board of Appeals	0%	0%	0%	0	0	5
Downtown/Riverfront Streetcar Policy Study Steering Committee	0%	42%	58%	5	12	12
Ethel MacLeod Hart Trust Fund Advisory Committee	67%	33%	0%	6	6	7
Housing Code Advisory and Appeals Board	40%	60%	0%	5	5	5
Measure U Citizens Oversight Committee	100%	0%	0%	5	5	5
Natomas Basin Conservancy Board of Directors	13%	88%	0%	8	8	10
Paratransit Inc. Board of Directors	38%	63%	0%	8	8	9
Parks and Recreation Commission	22%	78%	0%	9	9	11
Planning and Design Commission	23%	77%	0%	13	13	13
Preservation Commission	43%	57%	0%	7	7	7
Retirement Hearing Commission	60%	40%	0%	5	5	5
Sacramento Community Police Commission	40%	60%	0%	10	10	11
Sacramento County Local Task Force	0%	17%	83%	1	6	6
Sacramento Disabilities Advisory Commission	67%	33%	0%	9	9	9
Sacramento Environmental Commission	30%	70%	0%	10	10	10

<sup>10</sup> Based on the information gathered, no board member identified themselves as transgender.



Sacramento Heritage, Inc. Board of Directors	43%	57%	0%	7	7	9
Sacramento Housing and Redevelopment Commission	45%	55%	0%	11	11	11
Sacramento Metropolitan Arts Commission	50%	50%	0%	10	10	11
Sacramento Relocation Appeals Board	80%	20%	0%	5	5	5
Sacramento Yolo Mosquito and Vector Control District	23%	77%	0%	13	13	13
Sacramento Youth Commission	56%	44%	0%	16	16	22
Utilities Rate Advisory Commission	14%	86%	0%	7	7	7
<b>Total</b>	<b>38%</b>	<b>57%</b>	<b>5%</b>	<b>217</b>	<b>229</b>	<b>256</b>



Source: Auditor compiled with data gathered from the City Clerk's Office, member surveys, and interviews.

Figure 11 below lists the percent of members within their respective gender groups compared to the demographics of the City of Sacramento residents. Given this information, females appear to make up 40 percent of the members while they make up approximately 52 percent of the City's population.

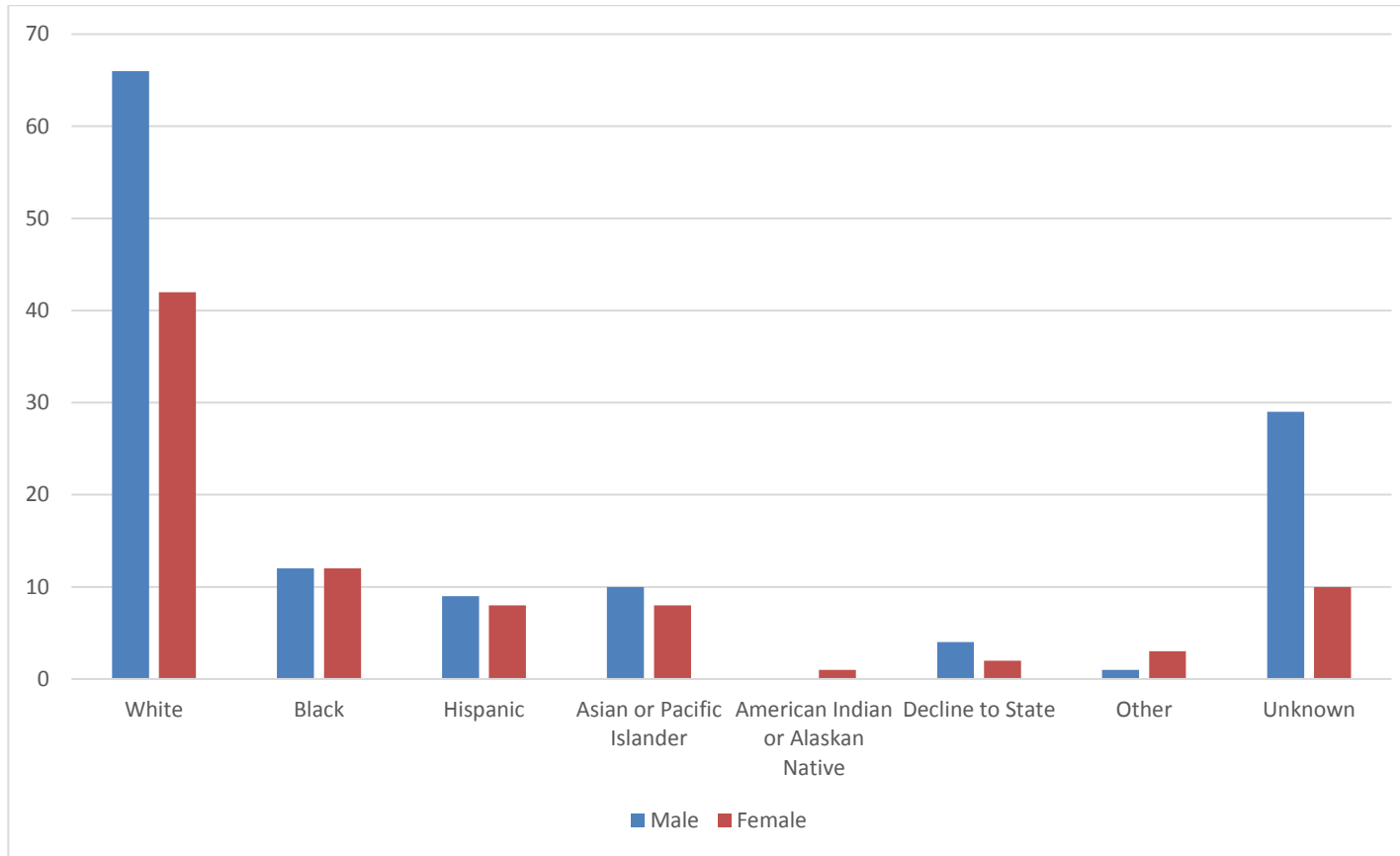
**Figure 11: Board, Committee, and Commission Member Gender Breakdown Compared to City Residents**

Group	Female	Male
City of Sacramento Residents (2015)	52%	48%
Board, Committee, and Commission Members (Based on 217 Collected Members' Gender)	40%	60%

Source: Auditor compiled with data gathered from City-data.com, the City Clerk's Office, member surveys, and interviews.

Figure 12 below shows the breakdown of the 217 members for whom we had gender information by ethnicity. We did not have the ethnicity of 39 of the members for whom we had gender information (see the “Unknown” section in the chart below).

**Figure 12: Ethnicity of Members by Gender**



Source: Auditor compiled with data gathered from the City Clerk’s Office, member surveys, and interviews.

Figure 13 shows the age breakdown of the members who provided us this information in the survey. We did not include the 103 members for whom we did not have this information. We should also note that some boards, committees, and commissions have specific age requirements such as the Ethel MacLeod Hart Trust Fund Advisory Committee that requires all members to be at least 60 years of age.

**Figure 13: Average Age of Members by Board, Committee, and Commission**

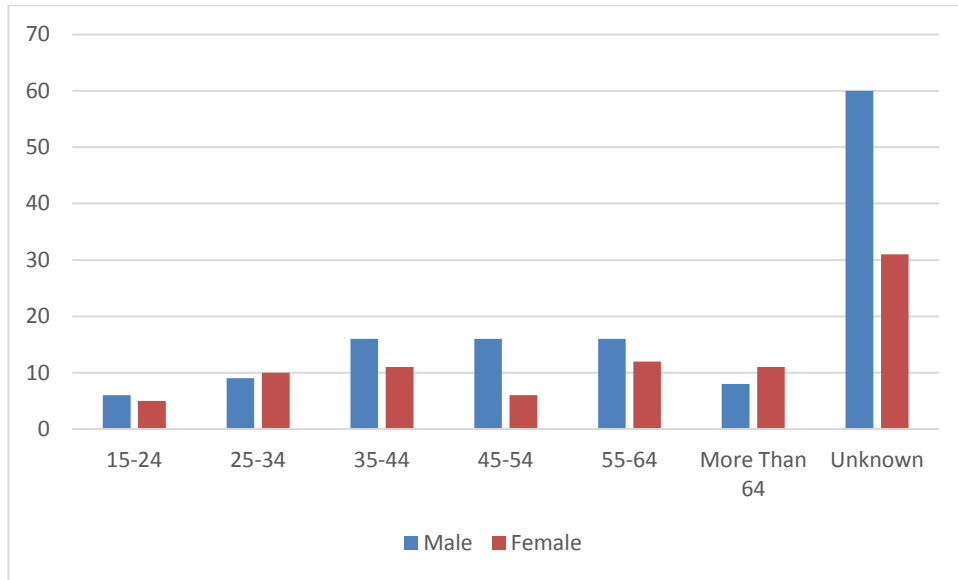
Board, Committee, and Commission	Average Member Age	Number of Members Included in Data	Number of Filled Seats	Total Number of Seats
Administration, Investment, & Fiscal Management Board	45.3	4	5	5
Animal Care Services Citizens Advisory Committee	30.0	1	4	7
Ann Land and Bertha Henschel Memorial Funds Commission	50.2	5	9	9
Board of Plumbing Examiners	54.0	1	3	5
Capitol Area Development Authority Governing Board	65.7	3	5	5
City County Bicycle Advisory Committee	52.9	10	12	12
Civil Service Board	0.0	0	5	5
Compensation Commission	0.0	0	4	5
Construction Code Board of Appeals	0.0	0	0	5
Downtown/Riverfront Streetcar Policy Study Steering Committee	50.3	4	12	12
Ethel MacLeod Hart Trust Fund Advisory Committee	75.6	5	6	7
Housing Code Advisory and Appeals Board	48.0	5	5	5
Measure U Citizens Oversight Committee	45.0	3	5	5
Natomas Basin Conservancy Board of Directors	54.7	3	8	10
Paratransit Inc. Board of Directors	56.0	4	8	9
Parks and Recreation Commission	40.0	6	9	11
Planning and Design Commission	45.1	11	13	13
Preservation Commission	53.2	5	7	7
Retirement Hearing Commission	54.3	4	5	5
Sacramento Community Police Commission	30.8	5	10	11
Sacramento County Local Task Force	0.0	0	6	6
Sacramento Disabilities Advisory Commission	35.9	7	9	9
Sacramento Environmental Commission	66.0	1	10	10
Sacramento Heritage, Inc. Board of Directors	52.5	4	7	9

Sacramento Housing and Redevelopment Commission	49.5	8	11	11
Sacramento Metropolitan Arts Commission	55.5	10	10	11
Sacramento Relocation Appeals Board	56.0	4	5	5
Sacramento Yolo Mosquito and Vector Control District	60.0	1	13	13
Sacramento Youth Commission	16.9	10	16	22
Utilities Rate Advisory Commission	27.5	2	7	7
<b>Total</b>	<b>47.2</b>	<b>126</b>	<b>229</b>	<b>256</b>

Source: Auditor compiled with data gathered from the City Clerk's Office, member surveys, and interviews.

Figure 14 below breaks down the age range of the members by gender. We should note that 10 of the 11 members in the “15-24” category are members of the Sacramento Youth Commission which require members to be between 14 and 19 years of age.

**Figure 14: Age Breakdown of Members**



Source: Auditor compiled with data gathered from the City Clerk’s Office, member surveys, and interviews.

Figure 15 below lists the percent of members within their respective age groups compared to the demographics of the City of Sacramento residents. No members were less than 15 years of age.

**Figure 15: Board, Committee, and Commission Member Age Breakdown Compared to City Residents<sup>11</sup>**

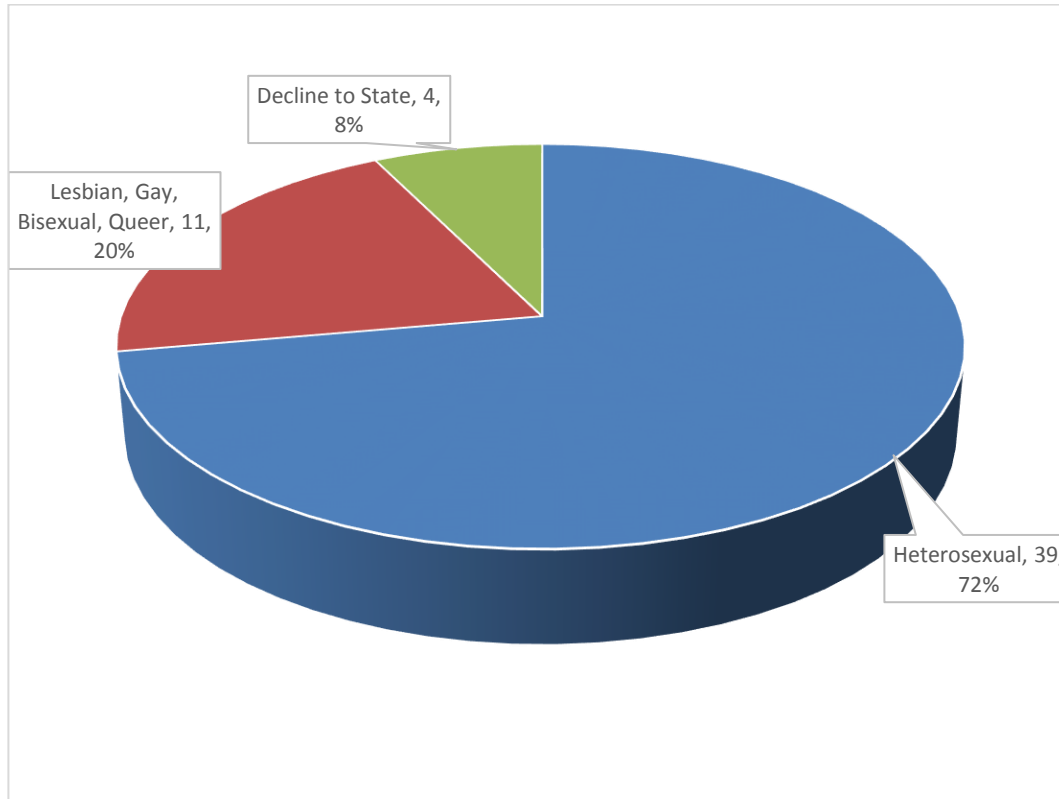
Group	Age <15	Age 15-24	Age 25-34	Age 35-44	Age 45-54	Age 55-64	Age 65+
City of Sacramento Residents (2015)	20%	15%	17%	13%	12%	11%	12%
Board, Committee, and Commission Members (Based on 126 ages collected)	0%	9%	15%	21%	17%	22%	15%

Source: Auditor compiled with data gathered from ESRI GIS, the City Clerk’s Office, member surveys, and interviews.

<sup>11</sup> Percentages may not add to 100% due to rounding

Figure 16 below details the 54 responses by members to our survey<sup>12</sup> question on sexual orientation. According to a Gallup poll<sup>13</sup> released March 2015, 3.9 percent of the population of the Sacramento metropolitan area (includes areas such as the City of Roseville and the Arden-Arcade area) is estimated to identify as LGBT. If we use the number of respondents that identified as LGBTQ in our survey (11<sup>14</sup>) and compare that to the total number of seats available, (256) approximately 4.3 percent of the total seats available are filled by individuals that identify as LGBTQ.

**Figure 16: Sexual Orientation Breakdown of Members**



Source: Auditor compiled with data gathered from member surveys.

<sup>12</sup> Our initial survey sent to members did not contain a question regarding sexual orientation. We sent out a subsequent survey to members with a new question regarding sexual orientation.

<sup>13</sup> Gallup surveyed 5,202 individuals in the Sacramento metropolitan area between June 2012 and December 2014. <http://www.gallup.com/poll/182051/san-francisco-metro-area-ranks-highest-lgbt-percentage.aspx>

<sup>14</sup> Three members were counted twice as they filled seats on two different boards, committees, or commissions.

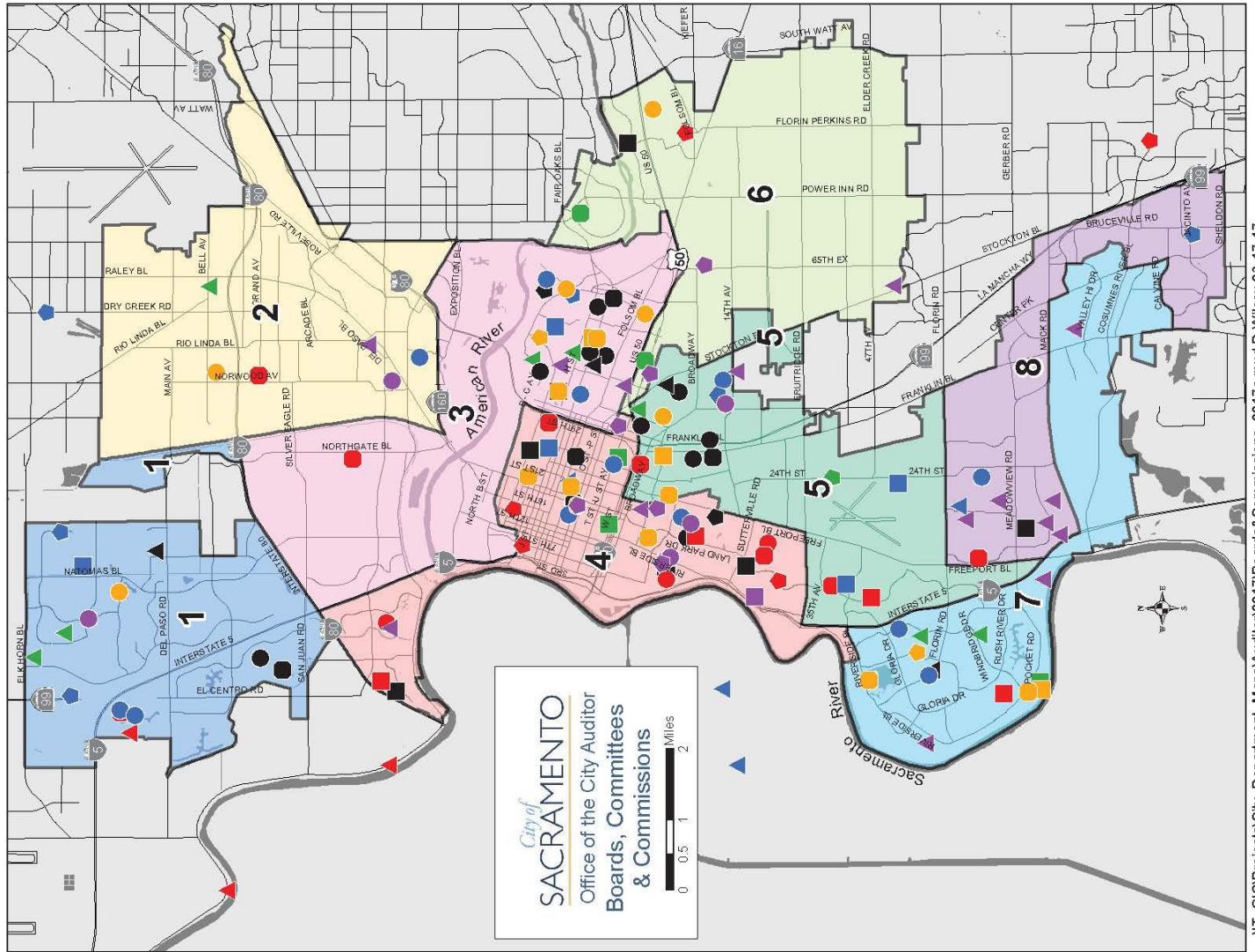
## Chapter 4: City of Sacramento Board, Committee, Commission Members by District

The City of Sacramento is rich with diverse neighborhoods with a variety of lifestyle choices and perspectives. Given the City's great diversity, it may be in the interest of the City Council to monitor the composition of the various boards, commissions, and committees to determine if adequate neighborhood representation exists. This chapter provides an overview of the members by City Council district. To gather the addresses of the members, we used the addresses provided on the member survey responses and addresses provided on the applications to the City Clerk's Office. We performed an online search of all addresses provided to identify any addresses that may be work or business addresses and excluded them from the data. For members that had provided a business address on the survey but had provided a residential address on their applications, we used the address provided on their applications in the data below. Of the 229 filled seats, we received and were able to gather residential address information for 168 members – 151 of which were City appointments and 17 were non-City appointments.

The following maps provide an overview of the City council districts in which the members reside. Eight members are appointed to two City boards and are identified twice in the maps.

Figure 17 below shows the 168 members for which we had residential addresses; 19 of them lived outside the City of Sacramento.

Figure 17: Board, Committee, and Commission Members by City Council District Overview (legend is on the following page)



Source: Compiled by the Information Technology Department using address data collected by the Auditors Office from the City Clerk's Office, member surveys, and the City's payroll system (eCAPS).





**Legend**

**Boards, Committees & Commissions**

- Administration Investment & Fiscal Management Board
- Animal Care Services Citizens Advisory Committee
- ▲ Ann Land and Bertha Henschel Memorial Funds Commission
- ◆ Board of Plumbing Examiners
- Capitol Area Development Authority Governing Board
- City County Bicycle Advisory Committee
- Civil Service Board
- ▲ Compensation Commission
- ◆ Downtown/Riverfront Streetcar Policy Study Steering Committee
- Ethel MacLeod Hart Trust Fund Advisory Committee
- Housing Code Advisory and Appeals Board
- Measure U Citizens Oversight Committee
- ▲ Natomas Basin Conservancy Board of Directors
- ◆ Paratransit Inc. Board of Directors
- Parks and Recreation Commission
- Planning and Design Commission
- Preservation Commission
- ▲ Retirement Hearing Commission
- ◆ Sacramento Community Police Commission
- Sacramento County Local Task Force
- Sacramento Disabilities Advisory Commission
- Sacramento Environmental Commission
- ▲ Sacramento Heritage Inc. Board of Directors
- ◆ Sacramento Housing and Redevelopment Commission
- Sacramento Metropolitan Arts Commission
- Sacramento Relocation Appeals Board
- Sacramento Yolo Mosquito and Vector Control District
- ▲ Sacramento Youth Commission
- ◆ Utilities Rate Advisory Commission

**Council Districts with a count of each Board and Commission Member**

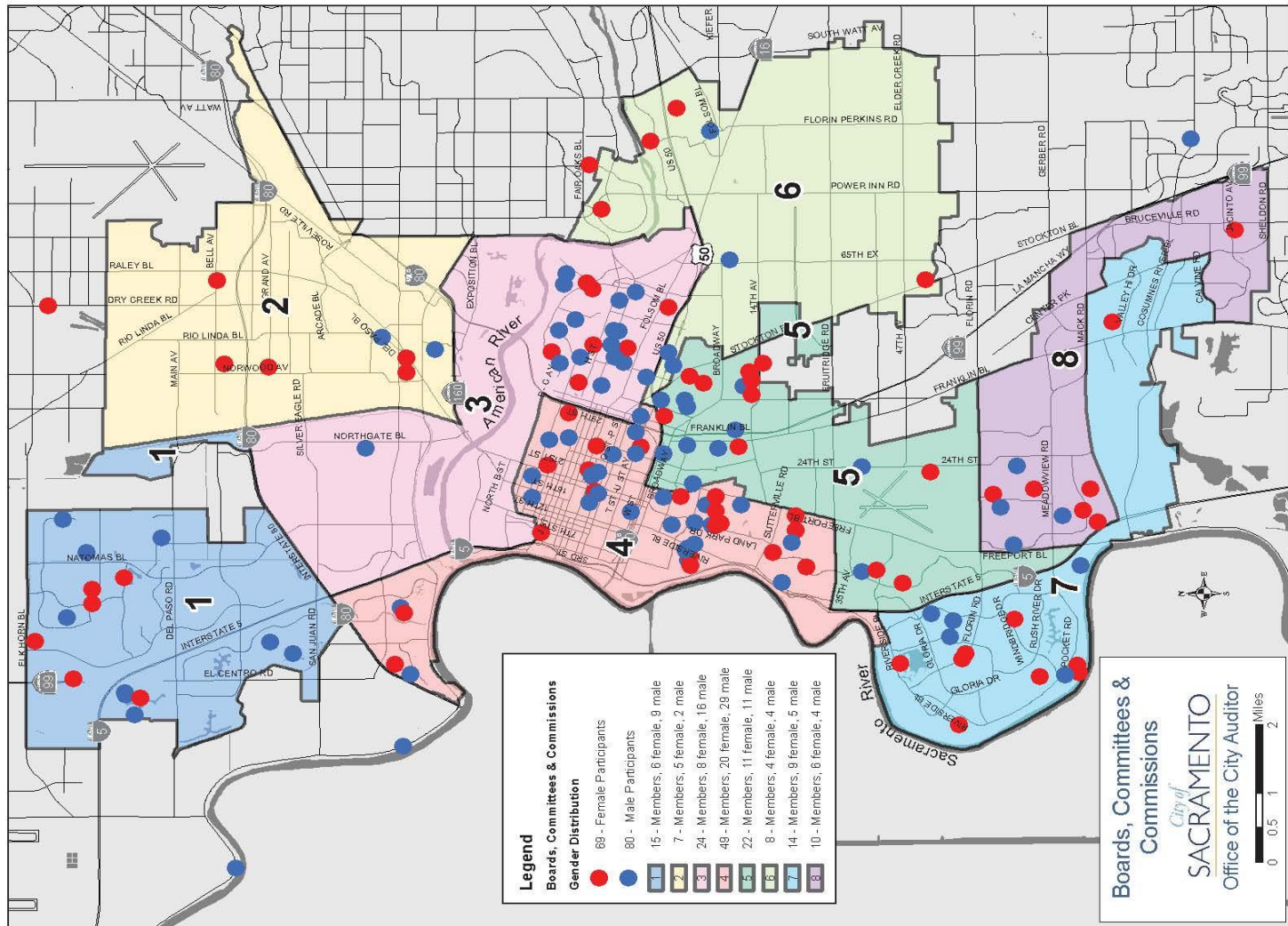
1	15 Members
2	7 Members
3	24 Members
4	49 Members
5	22 Members
6	8 Members
7	14 Members
8	10 Members

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Source: Compiled by the Information Technology Department using address data collected by the Auditors Office from the City Clerk's Office, member surveys, and the City's payroll system (eCAPS).

The following map in Figure 18 identifies the members' genders by City Council District. The map plots out the same 168 addresses and identifies the gender of each of the members to identify areas and City Council Districts that may have gender inequality in terms of board members. For a more detailed account of the gender breakdown by board, committee, and commission, see Figure 10 above.

**Figure 18: Gender Breakdown of Members by City Council District**



Source: Compiled by the Information Technology Department using address data collected by the Auditors Office from the City Clerk's Office, member surveys, and the City's payroll system (eCAPS).

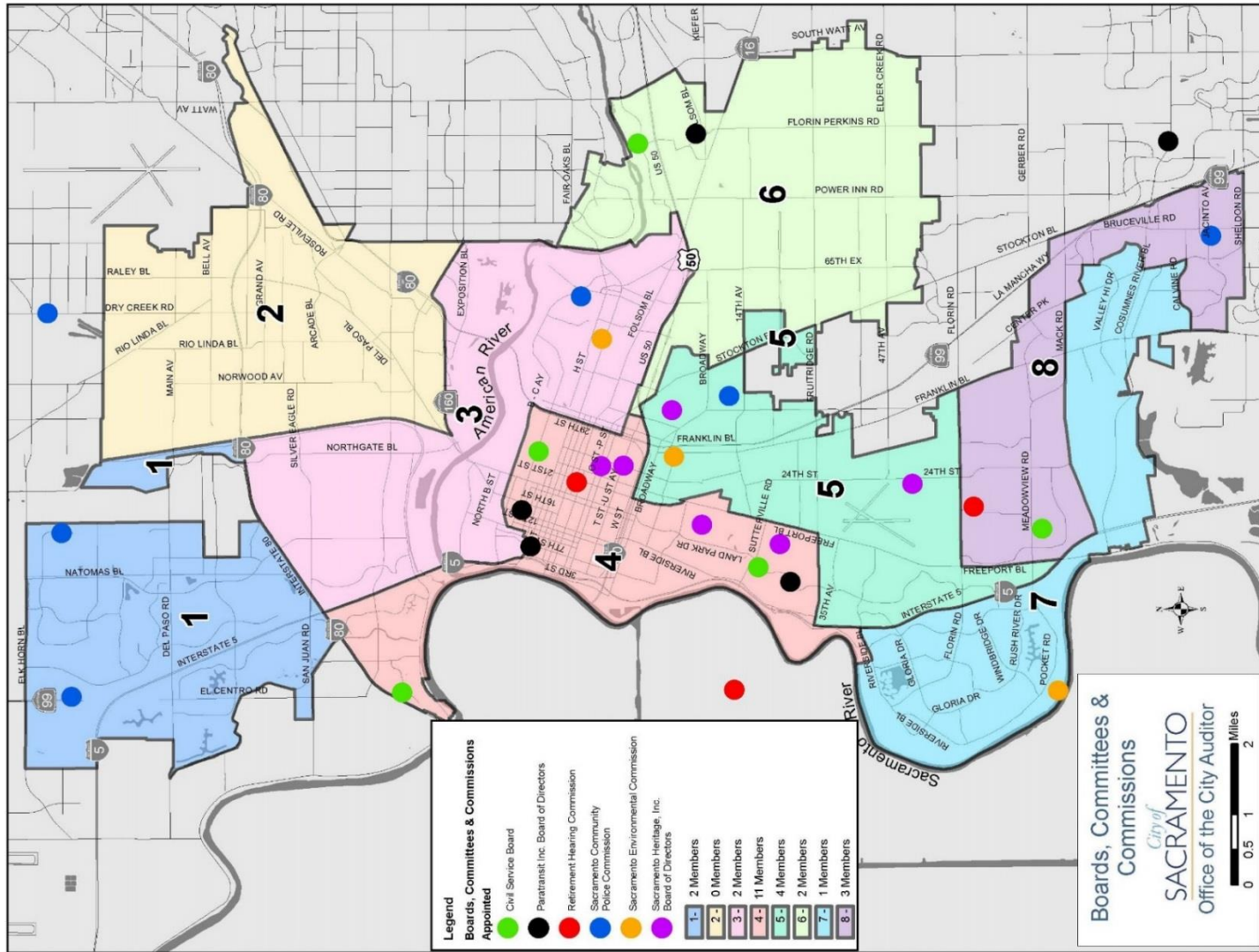
The following five maps breakdown the data in Figure 17 above into groups of five to six boards, committees, and commissions to more easily identify which City Council districts members of the specific boards reside. The map legends identify the boards, committees, and commissions plotted on each map.

**Figure 19: Breakdown of Members by City Council District Key<sup>15</sup>**

Map A	Map B	Map C	Map D	Map E
Civil Service Board	Administration, Investment, & Fiscal Management Board	Animal Care Services Citizens Advisory Committee	Capitol Area Development Authority Governing Board	Board of Plumbing Examiners
Paratransit Inc. Board of Directors	Ann Land and Bertha Henschel Memorial Funds Commission	Downtown/Riverfront Streetcar Policy Study Steering Committee	City and County Bicycle Advisory Committee	Measure U Citizens Oversight Committee
Retirement Hearing Commission	Sacramento Disabilities Advisory Commission	Ethel MacLeod Hart Trust Fund Advisory Committee	Compensation Commission	Parks and Recreation Commission
Sacramento Community Police Commission	Sacramento Housing and Redevelopment Commission	Sacramento Youth Commission	Housing Code Advisory and Appeals Board	Planning and Design Commission
Sacramento Environmental Commission	Sacramento Relocation Appeals Board	Utilities Rate Advisory Commission	Sacramento Metropolitan Arts Commission	Preservation Commission
Sacramento Heritage, Inc. Board of Directors			Natomas Basin Conservancy Board of Directors	Sacramento Yolo Mosquito and Vector Control District

<sup>15</sup> The Construction Code Board of Appeals and the Sacramento County Local Task Force are not mapped or listed as we were not provided with the addresses of any of their members.

Figure 20: Board, Committee, and Commission Members by City Council District Map A<sup>16</sup>



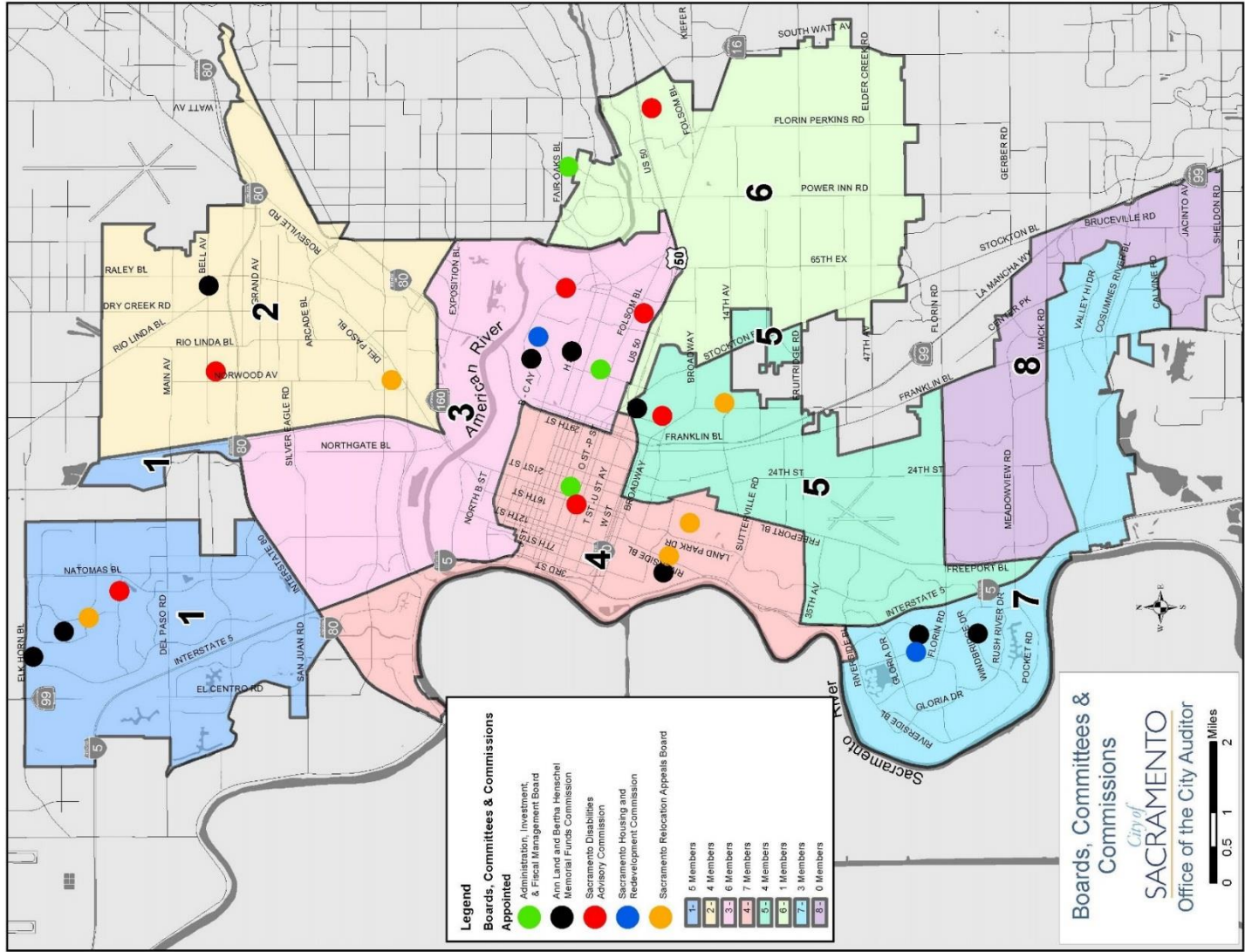
VT\_GIS\Projects\City\_Department\_Maps\Auditor\2017\Boards&CommissionsMap5\_2017a.mxd D. Wilcox 03-24-17

Source: Compiled by the Information Technology Department using address data collected by the Auditors Office from the City Clerk's Office, member surveys, and the City's payroll system (eCAPS).

<sup>16</sup> We collected addresses of 34 members on these boards and nine of them lived outside the City of Sacramento boundaries.



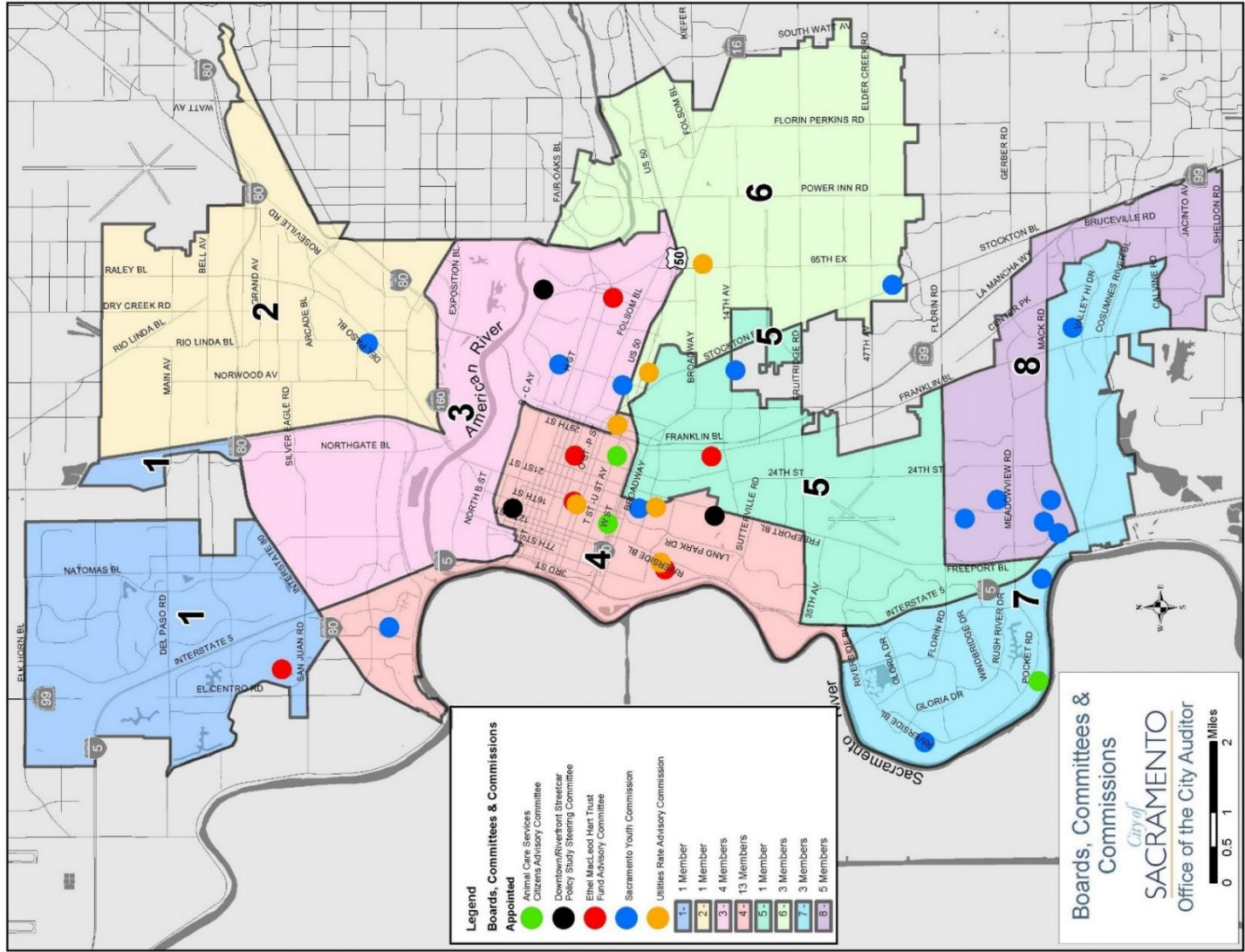
Figure 21: Board, Committee, and Commission Members by City Council District Map B<sup>17</sup>



Source: Compiled by the Information Technology Department using address data collected by the Auditors Office from the City Clerk's Office, member surveys, and the City's payroll system (eCAPS).

<sup>17</sup> We collected addresses of 34 members on these boards and four of them lived outside the City of Sacramento boundaries.

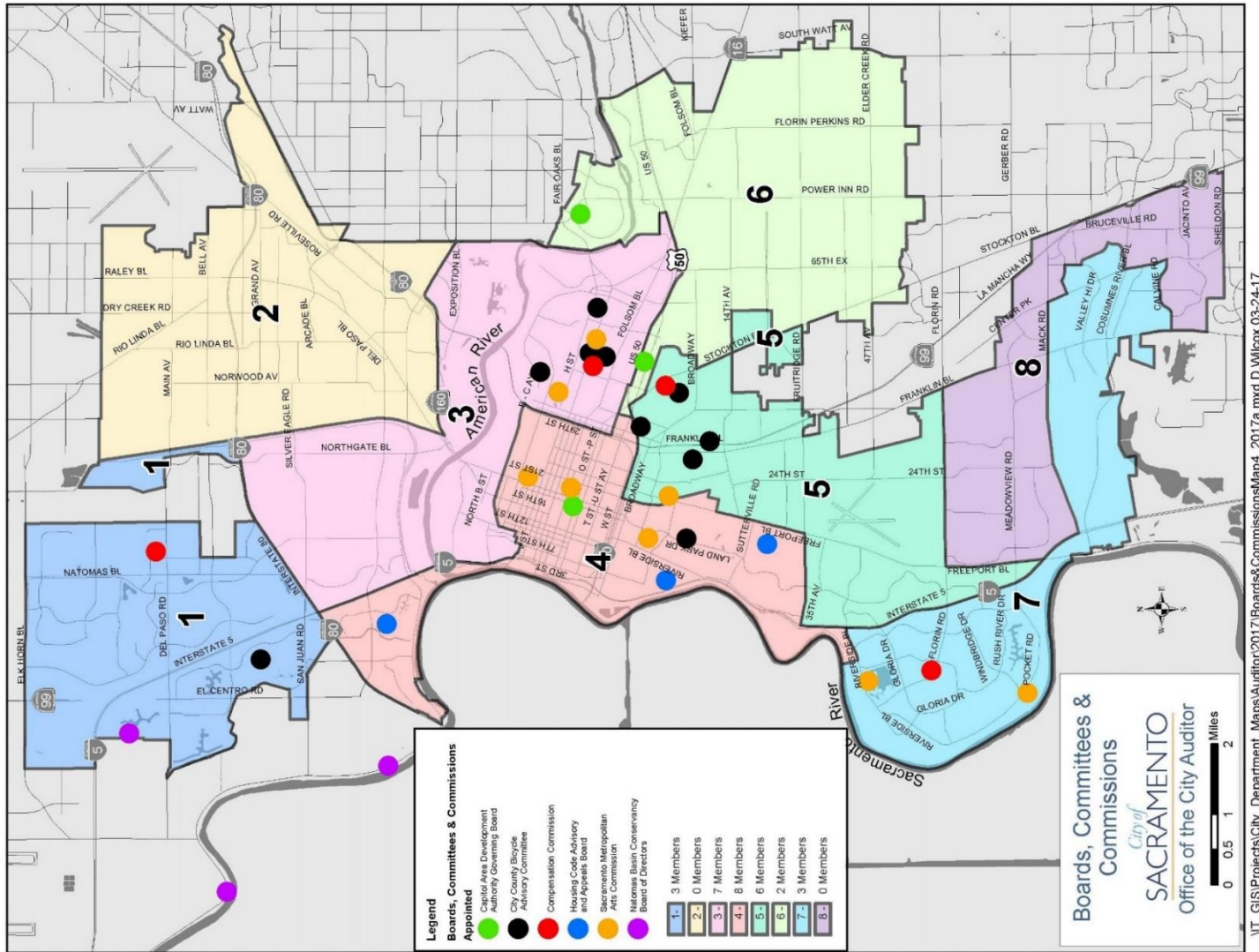
Figure 22: Board, Committee, and Commission Members by City Council District Map C<sup>18</sup>



Source: Compiled by the Information Technology Department using address data collected by the Auditors Office from the City Clerk's Office, member surveys, and the City's payroll system (eCAPS).

<sup>18</sup> We collected addresses of 33 members on these boards and one of them lived outside the City of Sacramento boundaries.

Figure 23: Board, Committee, and Commission Members by City Council District Map D<sup>19</sup>

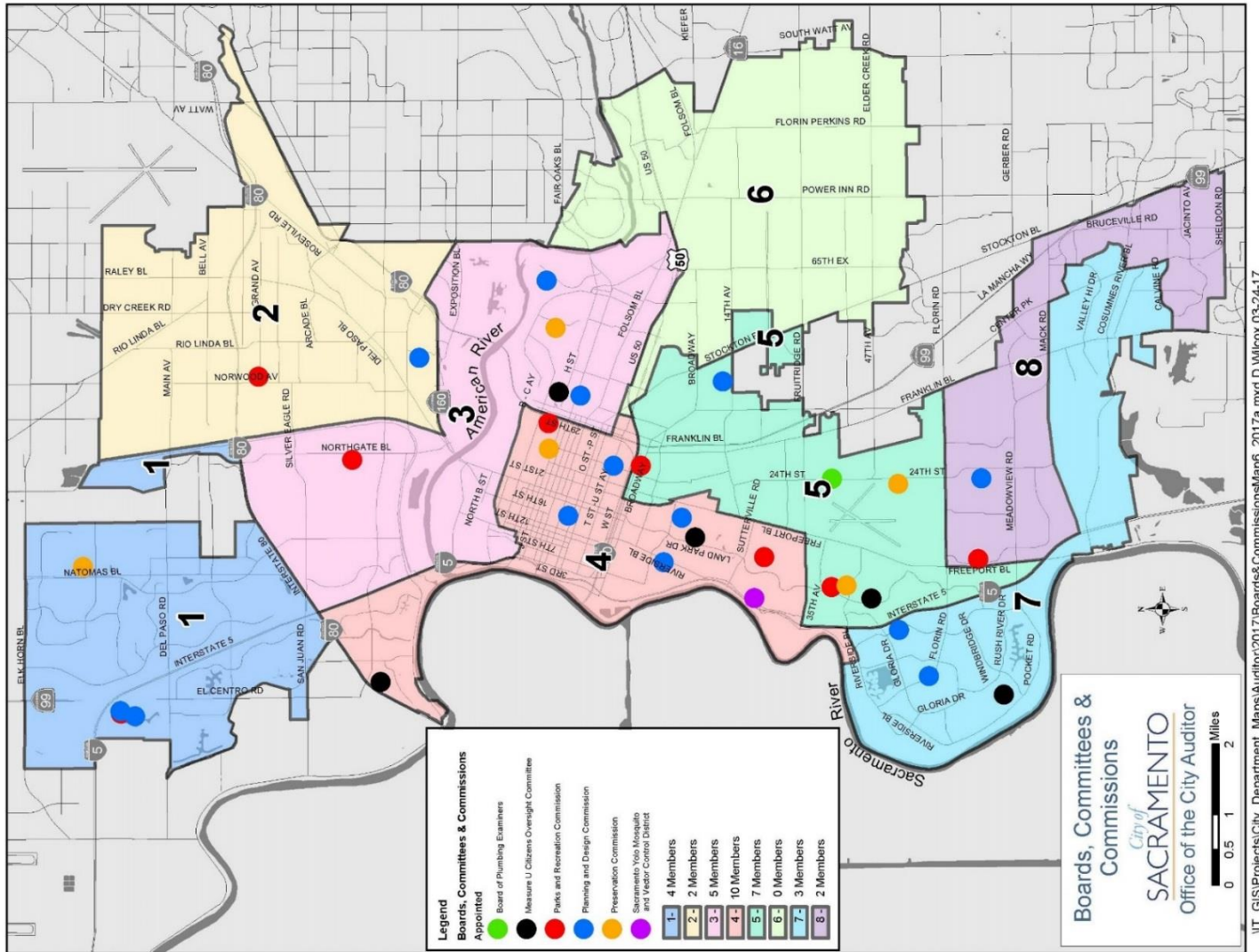


Source: Compiled by the Information Technology Department using address data collected by the Auditors Office from the City Clerk’s Office, member surveys, and the City’s payroll system (eCAPS).

<sup>19</sup> We collected addresses of 33 members on these boards and four of them lived outside the City of Sacramento boundaries.



Figure 24: Board, Committee, and Commission Members by City Council District Map E<sup>20</sup>



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Source: Compiled by the Information Technology Department using address data collected by the Auditors Office from the City Clerk's Office, member surveys, and the City's payroll system (eCAPS).

<sup>20</sup> We collected addresses of 34 members on these boards and one of them lived outside the City of Sacramento boundaries.



## Department Response

The City Clerk's Office agrees with this report's finding and recommendation.