

2017 Audit of the City's Gender and Ethnic Diversity

Report # 2018-01 | January 2018



City of
SACRAMENTO
Office of the City Auditor

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Introduction

At the request of City Council, we have completed the *2017 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 Human Resources Department, the Sacramento Fire Department, and the Sacramento Police Department for their cooperation during the audit process.

Background

Creating a workforce that is more reflective of Sacramento residents is an objective of the City Council. To help achieve this, the City Manager plans to hire a Diversity and Equity Manager in Fiscal Year (FY) 2017/18.

Workforce diversity can be beneficial to an organization in several ways and, according to the Harvard Business Review (HBR)¹, "Striving to increase workplace diversity is not an empty slogan — it is a good business decision." In November 2016, HBR reported on several global studies and analyses from other organizations that showed:

- Companies with ethnically and racially diverse management were 35 percent more likely to financially outperform their industry average;
- Companies with gender-diverse management were 15 percent more likely to financially outperform their industries;
- Organizations with one or more female board members experienced higher growth and higher returns on equity;
- Diverse groups raised more facts, made fewer factual errors, and were more likely to correct errors, reexamine facts, and remain objective than more homogenous groups; and
- Organizations with more female employees were more innovative, and those with culturally diverse leadership were more likely to develop new products.

Ultimately, HBR found that, "enriching your employee pool with representatives of different genders, races, and nationalities is key for boosting your company's joint intellectual potential."

As part of the City's ongoing diversity effort, the City Auditor released the *Audit of the City's Gender and Ethnic Diversity* in July 2016. In July 2017, City Council directed the City Auditor to provide an update to that 2016 audit.

¹ HBR is published by Harvard Business Publishing, a not-for-profit subsidiary of Harvard University, that "aims to provide professionals around the world with rigorous insights and best practices to help lead themselves and their organizations more effectively and to make a positive impact."

Federal Reporting Requirements

The City of Sacramento is required by federal law to maintain employee demographic information and report biennially to the United States Equal Employment Opportunity Commission (EEOC). This requirement is codified in Title VII of the Civil Rights Act of 1964, as amended by the Equal Employment Opportunity Act of 1972, which requires all state and local governments with 15 or more employees to keep records and report to the EEOC. If an employee declines to self-identify as a particular ethnicity, employers may acquire the race or ethnicity information necessary to comply with federal reporting requirements by visual surveys of the work force or from post-employment records; the EEOC also allows direct inquiry under some circumstances. Because visual surveys are permitted, the absence of self-reported ethnicity information does not excuse the employer from populating, maintaining, and reporting demographic information required by law.

The EEOC requires governments to report all employees (full-time, part-time, temporary, and permanent), except the following:

- State and local elected officials;
- Such official's immediate secretary, administrative, legislative or other immediate or first-line aide;
- Such official's legal advisor; and
- Appointed cabinet officials in the case of a governor, or heads of executive departments in the case of a mayor or county council.

For 2017, the EEOC required that race and ethnicity were reported using the following categories:

- **Hispanic or Latino:** A person of Cuban, Mexican, Puerto Rican, South or Central American, or other Spanish culture or origin regardless of race.
- **White (Non Hispanic or Latino):** All persons having origins in any of the original peoples of Europe, North Africa, or the Middle East.
- **Black or African American (Non Hispanic or Latino):** A person having origins in any of the Black racial groups of Africa.
- **Asian (Non Hispanic or Latino):** A person having origins in any of the original peoples of the Far East, Southeast Asia, or the Indian Subcontinent.
- **Native Hawaiian or Other Pacific Islander (Non Hispanic or Latino):** A person having origins in any of the peoples of Hawaii, Guam, Samoa, or other Pacific Islands.
- **American Indian or Alaska Native (Non Hispanic or Latino):** A person having origins in any of the original peoples of North and South America (including Central America), and who maintain tribal affiliation or community attachment.
- **Two or More Races (Non Hispanic or Latino):** Persons who identify with two or more racial categories named above.

To fulfill EEOC reporting requirements, the City's Human Resources (HR) Department uses demographic information from the electronic Citywide Accounting and Personnel System (eCAPS) to populate the required EEOC reports.

Process for Collecting Ethnicity Information

When completing an employment application for the City of Sacramento, prospective employees are asked to disclose their ethnicity. Once hired, the Human Resources Department inputs the new employee's ethnic information into eCAPS. Since the selection of an ethnic category on the application is voluntary, some applicants may choose not to select an ethnicity, resulting in "NOTSPEC" to be entered into eCAPS. The City of Sacramento uses the following ethnic categories in eCAPS:

- **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.
- **ASIAN²:** 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, Thailand, and Vietnam.
- **BLACK:** A person having origins in any of the Black racial groups of Africa.
- **FILIPINO:** All persons having origins from the Philippine Islands.
- **HAWPACIF:** Abbreviation for Native Hawaiian or other Pacific Islander - A person having origins in any of the peoples of Hawaii, Guam, Samoa, or other Pacific Islands.
- **HISPANIC:** A person of Cuban, Mexican, Puerto Rican, South or Central American, or other Spanish culture or origin, regardless of race.
- **WHITE:** All persons having origins in any of the original peoples of Europe.
- **MENA:** Abbreviation for Middle Eastern or North African - All persons having origins in any of the original peoples of the Middle East or North Africa.
- **NOTSPEC:** Abbreviation for Not Specified - Employee declined to answer³.
- **TWOMORE:** Persons who identify with two or more racial categories named above.

When reporting City demographics to the EEOC, employees identified as "FILIPINO" are reported under the EEOC's "Asian" category and employees identified as "MENA" are reported under the EEOC's "White" category. The Human Resources Department confirmed that they did not report employees designated "NOTSPEC" to the EEOC.

As noted in Finding 1 below, when the data for this audit was downloaded from eCAPS, more than 340 employees did not have an ethnicity identified. Due to the specific analysis conducted on the Fire and Police departments for this report, we worked with those agencies to collect that missing information from more than 50 of their employees.

² The 'Asian' ethnicity used throughout this report does not include 'Filipino', as this is a separate category in eCAPS.

³ For the purposes of this report we included blank ethnicity data fields in the NOTSPEC category.

Additionally, a city-wide effort to collect ethnicity information from the remainder of City employees was underway but not had not been completed at the time of this audit. However, after the audit was completed the Human Resources Department reported it had collected information for all but four of the employees with missing information; updated ethnicities can be found in Appendix 3.

Collecting and Reporting Gender Information

The City uses the following gender categories in eCAPS:

- **F – Female**
- **M – Male**
- **U – Unknown**

Our dataset included 28 active employees with “Unknown” genders reported in eCAPS (including one employee with a blank gender data field). EEOC reporting does not currently allow for non-binary or unknown gender reporting, and the Human Resources Department confirmed that they did not report those employees to the EEOC.

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 as well as the employee demographics reported in the City Auditor’s 2016 *Audit of the City’s Gender and Ethnic Diversity*. Our analysis focused on full-time employees, part-time employees, and employees on leave as of October 12, 2017. To conduct this assessment, we primarily analyzed employee personnel information through eCAPS. The eCAPS data included information such as employee identification numbers, names, salary rates, gender and ethnicity, education level, and employment dates. To determine the demographics of City of Sacramento residents, we relied on the U.S. Census Bureau’s 2011-2015 American Community Survey for ethnicity, gender, and education data as well as LGBT statistics from Gallup and UCLA’s Williams Institute.

This report presents one finding with three recommendations followed by six chapters of demographic information. The demographics are presented in chapters that focus on Sacramento residents, all City employees, City management employees, and City employees of color as compared to White City employees. Due to City Council’s expressed interest in public safety diversity, we also included specific analyses of Fire Department and Police Department demographics. The final dataset of 4,644 employees included 284 employees (6 percent) with “Not Specified” or blank ethnicities and 28 employees with “Unknown” or blank gender fields.

To facilitate additional analysis of the emergency service departments in this report, we worked with the Fire Department and the Police Department to designate ethnicities for their employees who did not have that information in eCAPS. Other than those updates, and unless otherwise noted, information presented in this report reflects eCAPS data on October 12, 2017.

Finding 1: The Department of Human Resources Failed to Follow Federal Reporting and Documentation Requirements

Title 29 Code of Federal Regulations, Chapter XIV, requires that “every political jurisdiction with 15 or more employees is required to make or keep records and the information therefrom which are or would be necessary for the completion of report EEO-4.” Additionally, political jurisdictions with 100 or more employees must file an EEO-4 report with the Equal Employment Opportunity Commission every two years. Title 29 also includes penalties and remedies for false statements and failing to report required information.

During the 2016 *Audit of the City’s Gender and Ethnic Diversity*, we determined more than 380, or approximately 8 percent, of City employees did not have an ethnicity category designated in eCAPS. When employee data was pulled in October 2017, we found that approximately 340, or 7 percent, of City employees still did not have a designated ethnicity in eCAPS.

The EEOC requires all employees to be reported in one of seven ethnicity categories; “Not Specified” is not a reportable category. Despite this requirement, and the EEOC’s direction that ethnicities may be determined by visual surveys or other means, the City’s Department of Human Resources confirmed that employees without an ethnicity specified in eCAPS were not included on the 2017 EEOC report. Employees without a “Male” or “Female” gender specified in eCAPS were also not reported.

Additionally, eCAPS data showed the City had nearly 5,000 active employees on the federal reporting date (June 30, 2017). However, we found the HR Department reported fewer than 3,000 employees to the EEOC, excluding more than 2,000 employees from the federal EEOC report. The cause of this reporting failure is unknown, but the HR Department has stated they are working to identify and correct the problem.

Recommendations:

We Recommend the Human Resources Department:

- 1. Develop a process to designate ethnicity and gender data for those employees who do not self-select.**
- 2. Update the City’s information systems and develop controls to ensure all required employees are reported to the EEOC.**
- 3. Work with the EEOC to determine what actions, if any, are required to correct the 2017 EEO-4 report.**

Chapter 1: The City of Sacramento Resident Demographics

To determine the City of Sacramento resident demographics in this and subsequent chapters, we relied on data from the U.S. Census Bureau's American Community Survey (ACS) 5-year estimates for 2011-2015⁴.

The following are some key statistics related to the City of Sacramento's estimated population:

- The total population is estimated to be 480,566 residents;
- The three most populous ethnic groups in the City population are White (34 percent), Hispanic (28 percent), and Asian (16 percent);
- Females comprise 51.5 percent of the City population, while males comprise 48.5 percent;
- The median household income is \$50,739; and
- The median age is 34.

This chapter provides ethnicity and gender demographics related to City of Sacramento residents that can be compared to City employee demographics in the remaining chapters.

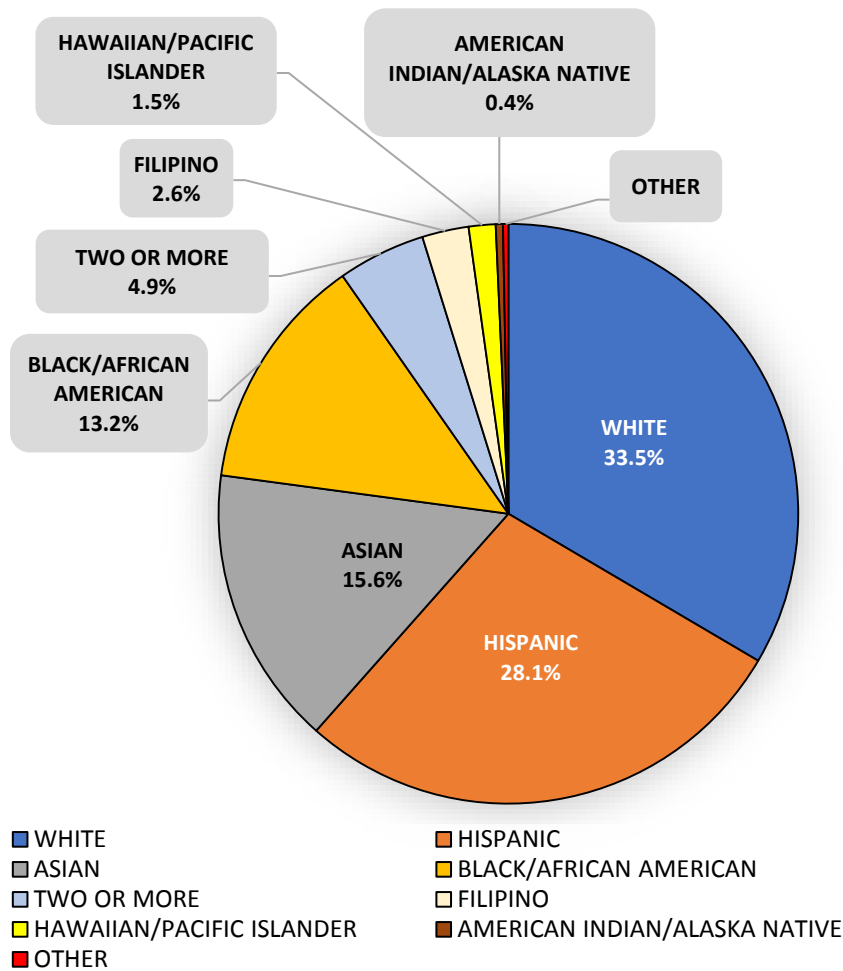
For purposes of this report we subtracted the ACS estimates of Sacramento's Filipino population from its Asian population estimates, and present them separately. This was necessary to ensure a more accurate comparison between population data and the City's employee data, which categorizes Filipino separately from the Asian ethnicity.

This chapter also includes data regarding the City's projected lesbian, gay, bisexual, and/or transgender (LGB or LGBT) populations as estimated by UCLA's Williams Institute and Gallup polling data. City government does not currently collect information regarding sexual orientation from employees, so this data is presented for informational purposes only.

⁴ The ACS 5-year estimate (2011-2015) can be found at <https://factfinder.census.gov/faces/nav/jsf/pages/index.xhtml>

Figure 1 below shows Sacramento's 2015 population estimate by ethnicity based on the American Community Survey. White represents the largest ethnic category within the City at 33.5 percent of residents; the next largest category is Hispanic with 28.1 percent of residents.

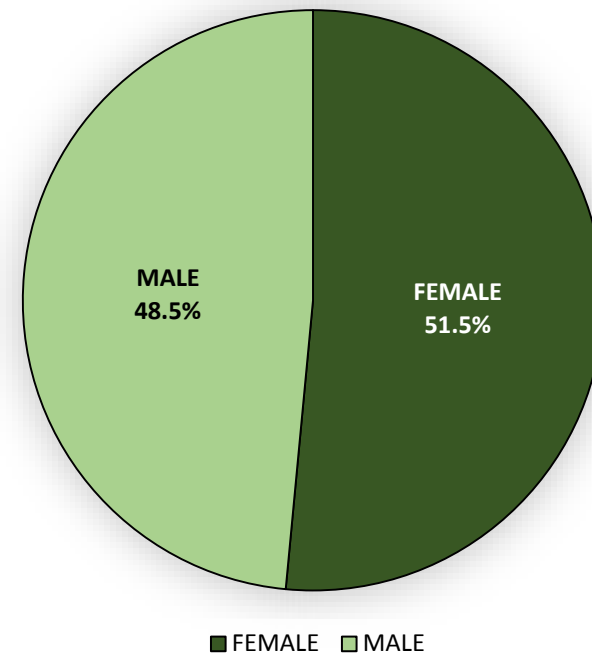
Figure 1: Estimated Population of Sacramento Residents by Ethnicity (480,566 total)



Source: United States Census Bureau

Figure 2 below shows Sacramento's residents by gender, using the U.S. Census Bureau's Female and Male categories.

Figure 2: Estimated Population of Sacramento Residents by Gender (480,566 total)



Source: United States Census Bureau

In order to provide a more complete picture of the City’s demographics, we present estimates of the City residents who identify as lesbian, gay, bisexual, and/or transgender below. Figure 3 below is an excerpt from a 2006 UCLA Williams Institute report that estimated an LGB population of 5.5 percent for the Sacramento—Roseville—Arden-Arcade area, and 9.8 percent for the City of Sacramento. Figure 4 below shows a 2012-2014 Gallup poll that estimates the Sacramento—Roseville—Arden-Arcade LGBT population at 3.9 percent.

Figure 3: 2006 UCLA Williams Institute Report Estimates of LGB Population

| Metropolitan Area | SS Couples | SS Male Couples | SS Female Couples | Est. % GLB | Est. GLB | City | SS Couples | SS Male Couples | SS Female Couples | Est. % GLB | Est. GLB |
|---|------------|-----------------|-------------------|------------|----------|----------------|------------|-----------------|-------------------|------------|----------|
| Riverside-San Bernardino-Ontario, CA | 10,177 | 5,688 | 4,489 | 4.9% | 131,555 | Riverside | 404 | 252 | 152 | 2.5% | 5,379 |
| Rochester, NY | 3,313 | 1,953 | 1,360 | 4.8% | 36,310 | Rochester | 961 | 534 | 427 | 6.8% | 9,371 |
| Sacramento--Arden-Arcade--Roseville, CA | 7,052 | 3,360 | 3,692 | 5.5% | 81,759 | Sacramento | 2,824 | 1,514 | 1,310 | 9.8% | 32,108 |
| Salt Lake City, UT | 2,171 | 1,101 | 1,070 | 3.7% | 26,761 | Salt Lake City | 968 | 414 | 554 | 7.6% | 10,726 |
| San Antonio, TX | 3,831 | 2,038 | 1,793 | 3.5% | 46,188 | San Antonio | 2,757 | 1,651 | 1,106 | 3.8% | 32,631 |
| San Diego-Carlsbad-San Marcos, CA | 8,759 | 5,526 | 3,233 | 4.9% | 102,016 | San Diego | 5,437 | 3,700 | 1,737 | 6.8% | 61,945 |

Source: UCLA Williams Institute

Figure 4: 2012-2014 Gallup Poll of LGBT Populations

LGBT Population, 50 Largest U.S. Metro Areas, 2012-2014 Gallup Daily Tracking

| | % LGBT | N |
|---|--------|--------|
| Riverside-San Bernardino-Ontario, Calif. | 4.0 | 8,262 |
| Philadelphia-Camden-Wilmington, Pa.-N.J.-Del.-Md. | 3.9 | 14,552 |
| Baltimore-Columbia-Towson, Md. | 3.9 | 6,750 |
| Buffalo-Cheektowaga-Niagara Falls, N.Y. | 3.9 | 3,113 |
| Detroit-Warren-Dearborn, Mich. | 3.9 | 7,957 |
| Sacramento--Roseville--Arden-Arcade, Calif. | 3.9 | 5,202 |
| San Diego-Carlsbad, Calif. | 3.9 | 6,545 |
| Charlotte-Concord-Gastonia, N.C.-S.C. | 3.8 | 4,783 |

Source: news.gallup.com

Figures 3 and 4 provide estimates of Sacramento and the surrounding areas’ LGBT population. The City government does not request sexual orientation from its employees, so we have no employment data to compare against these population estimates.

However, if City staff identify in the same proportion as the figures above, we can estimate that between 181 and 455 of the City’s 4,644 employees in our data set may identify as LGBT.

In October 2017, the State of California passed the Gender Recognition Act, which allows for a non-binary gender option in addition to “male” and “female” on birth certificates and state-issued identification, including California driver’s licenses. In March 2017, however, the Census Bureau confirmed that gender identity and sexual orientation would not be included in the 2020 census.

Chapter 2: Demographics of all City of Sacramento Employees

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/City Manager form of government, which remains in effect today. The City of Sacramento government provides a wide range of services to the residents of Sacramento that includes police, fire, parks and recreation, and some utilities. The approved budget for Fiscal Year 2017/2018 was approximately \$1 billion.

In order to assess how well the Sacramento City government reflects the composition of Sacramento residents, government must gather, analyze, and track gender and ethnicity information. In this chapter, we will provide some demographic information and comparisons regarding ethnicities, genders, and salaries of all City employees.

As noted in Finding 1 above, a significant number of employees were identified as “Not Specified” in the 2016 *Audit of the City’s Gender and Ethnic Diversity*. That issue had not been resolved at the time of this audit, and this report reflects that over 6 percent of employees were still identified as “Not Specified” as of October 2017.

For the purposes of this report, “management employees” are defined as those employees holding a position designated as “Executive Management”, “Management Employee”, “Management Support”, or “Mayor/Council Support” in eCAPS. Additionally, unless otherwise specified the charts and graphs in this report include both full-time and part-time employees.

Figure 5 below shows the percentages of ethnic groups within each City Department. Based on this information, the three largest ethnic groups among City employees are White (53 percent), Hispanic (17 percent), and Black (10 percent). Counts of employee ethnicities in each department can be seen in Figure A1, page 65. A version of Figure 5 that incorporates post-audit ethnicity updates from HR (as of December 2017) can be seen in Figure A3 on page 67.

Figure 5: All City Employees by Ethnicity (4,644 total)

| Department | WHITE | HISPANIC | ASIAN | BLACK | TWO MORE | FILIPINO | HAW PACIF | AM INDIAN | MENA | NOT SPEC | Grand Total |
|--------------------------------|------------|------------|------------|------------|-----------|-----------|-----------|-----------|------------|------------|----------------|
| City Attorney | 68% | 2% | 6% | 6% | 6% | 2% | 0% | 0% | 0% | 9% | 47 |
| City Clerk | 68% | 5% | 5% | 11% | 0% | 0% | 0% | 0% | 0% | 11% | 19 |
| City Manager | 41% | 33% | 11% | 7% | 0% | 0% | 0% | 0% | 0% | 7% | 27 |
| City Treasurer | 46% | 0% | 31% | 15% | 0% | 8% | 0% | 0% | 0% | 0% | 13 |
| Citywide and Community Support | 75% | 25% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 4 |
| Community Development | 56% | 13% | 8% | 13% | 0% | 0% | 0% | 0% | 0% | 10% | 230 |
| Convention & Cultural Services | 59% | 13% | 6% | 14% | 1% | 1% | 0% | 0% | 0% | 6% | 204 |
| Finance | 40% | 17% | 12% | 15% | 2% | 2% | 1% | 1% | 0% | 9% | 89 |
| Fire | 72% | 13% | 6% | 4% | 1% | 2% | 0% | 2% | 0% | 0% | 631 |
| Human Resources | 55% | 11% | 11% | 17% | 3% | 1% | 0% | 1% | 0% | 0% | 71 |
| Information Technology | 44% | 15% | 20% | 4% | 2% | 2% | 2% | 1% | 0% | 10% | 169 |
| Mayor/Council | 29% | 16% | 12% | 12% | 1% | 1% | 0% | 0% | 0% | 28% | 68 |
| Parks & Recreation | 29% | 22% | 8% | 20% | 1% | 2% | 1% | 0% | 0% | 16% | 854 |
| Police | 69% | 13% | 9% | 6% | 0% | 1% | 0% | 1% | 0% | 0% | 1,094 |
| Public Works | 41% | 26% | 10% | 12% | 2% | 3% | 0% | 1% | 0% | 6% | 645 |
| Utilities | 59% | 19% | 7% | 7% | 1% | 1% | 0% | 1% | 0% | 6% | 479 |
| All City Staff Totals | 54% | 17% | 9% | 10% | 1% | 2% | 0% | 1% | 0% | 6% | 4,644 |
| City Population | 34% | 28% | 16% | 13% | 5% | 3% | 2% | 0% | N/A | N/A | 480,566 |

Source: Auditor generated from City of Sacramento eCAPS data.

Figure 6 below details the percentage point difference by ethnicity between City departments and city residents. For example, if 69 percent of a department is identified as White and the composition of Sacramento residents is 34 percent White, the number reflected in the table below will be 35 percentage points (69%-34%=35 percentage point difference).

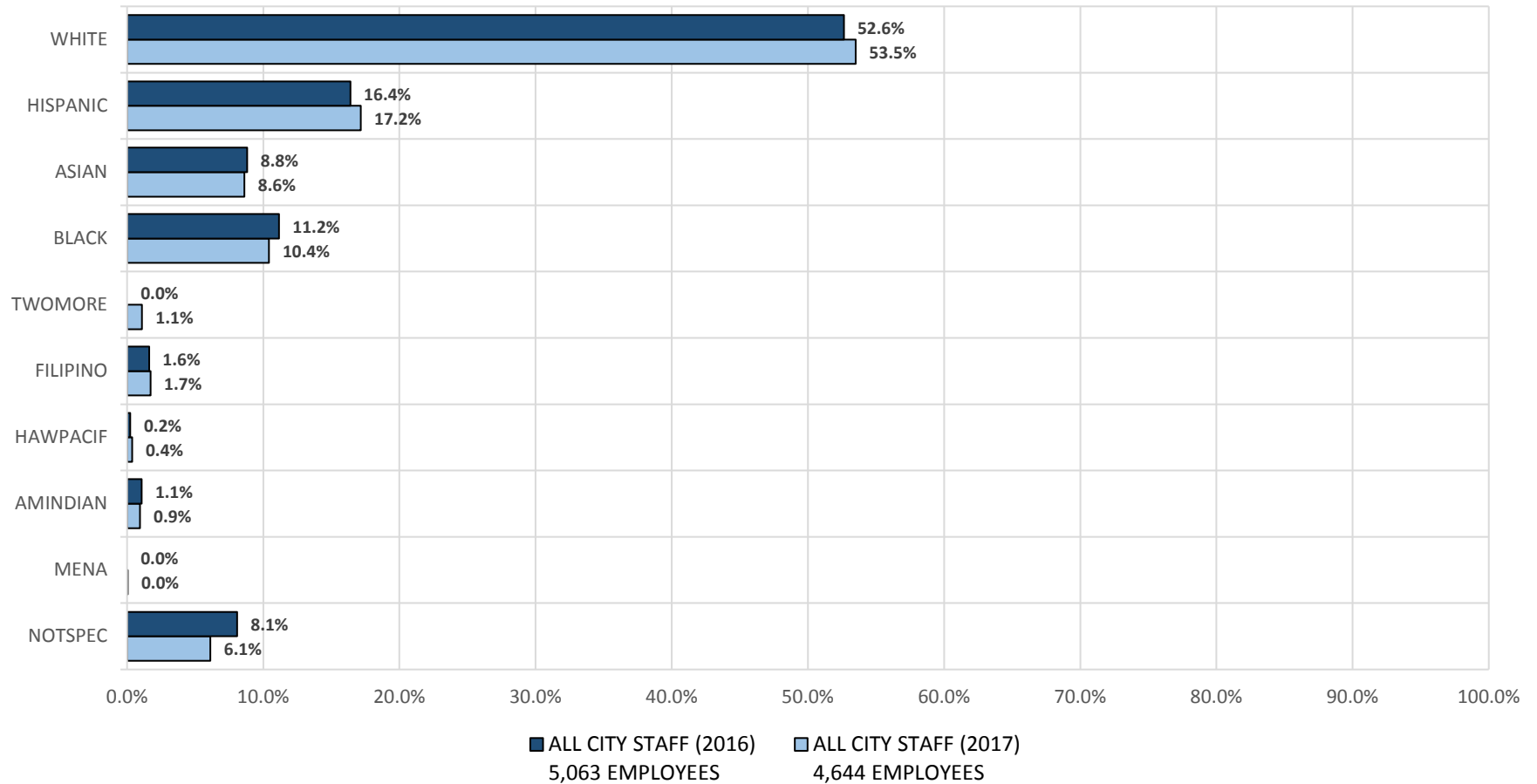
Figure 6: Ethnicity Difference Between the City Population and All City Employees (4,644 total)

| Department | WHITE | HISPANIC | ASIAN | BLACK | TWO MORE | FILIPINO | HAW PACIF | AM INDIAN |
|--------------------------------|------------|-------------|------------|------------|------------|-------------|-------------|-------------|
| City Attorney | 35% | -26% | -9% | -7% | 1% | 0% | -2% | 0% |
| City Clerk | 35% | -23% | -10% | -3% | -5% | -3% | -2% | 0% |
| City Manager | 7% | 5% | -4% | -6% | -5% | -3% | -2% | 0% |
| City Treasurer | 13% | -28% | 15% | 2% | -5% | 5% | -2% | 0% |
| Citywide and Community Support | 42% | -3% | -16% | -13% | -5% | -3% | -2% | 0% |
| Community Development | 22% | -15% | -7% | 0% | -5% | -2% | -2% | 0% |
| Convention & Cultural Services | 25% | -15% | -9% | 1% | -4% | -2% | -1% | 0% |
| Finance | 7% | -11% | -3% | 1% | -3% | 0% | 0% | 1% |
| Fire | 38% | -15% | -10% | -9% | -4% | -1% | -1% | 2% |
| Human Resources | 21% | -17% | -4% | 4% | -2% | -1% | -2% | 1% |
| Information Technology | 11% | -13% | 5% | -9% | -3% | -1% | 0% | 1% |
| Mayor/Council | -4% | -12% | -4% | -1% | -3% | -1% | -2% | 0% |
| Parks & Recreation | -4% | -6% | -8% | 7% | -3% | -1% | -1% | 0% |
| Police | 35% | -15% | -6% | -7% | -4% | -1% | -1% | 0% |
| Public Works | 7% | -2% | -6% | -1% | -3% | 0% | -1% | 1% |
| Utilities | 25% | -10% | -9% | -7% | -4% | -1% | -1% | 1% |
| Grand Total | 20% | -11% | -7% | -3% | -4% | -1% | -1% | 1% |
| Scale | 40% | 30% | 20% | 10% | 0% | -10% | -20% | -30% |

Source: Auditor generated from City of Sacramento eCAPS data.

Figure 7 below compares the ethnicity percentages of all City employees from 2016 to 2017. The dark blue bar represents percentages from the 2016 *Audit of the City's Gender and Ethnic Diversity*, while the light blue bar represents percentages from eCAPS data as of October 12, 2017. The category "MENA" (Middle Eastern or North African) was not an ethnicity category in eCAPS during the 2016 audit.

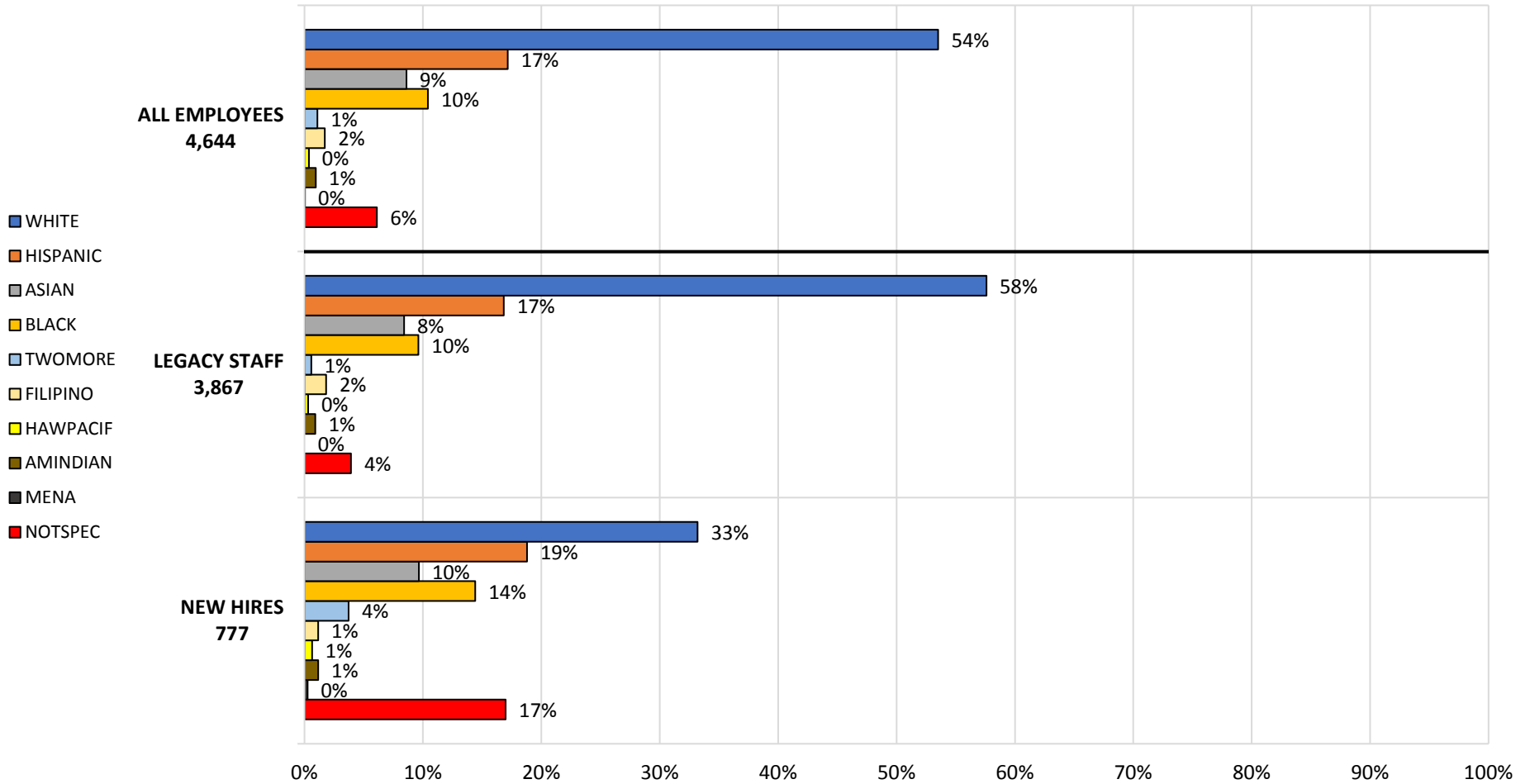
Figure 7: Comparison of All City Employee Ethnicities, 2016-2017



Source: Auditor generated from City of Sacramento eCAPS data.

Figure 8 below compares the ethnicity percentages of all City employees to those hired before July 1, 2016 and those hired after July 1, 2016. Of particular note are the 17 percent of new hires with “Not Specified” or blank ethnicities in eCAPS.

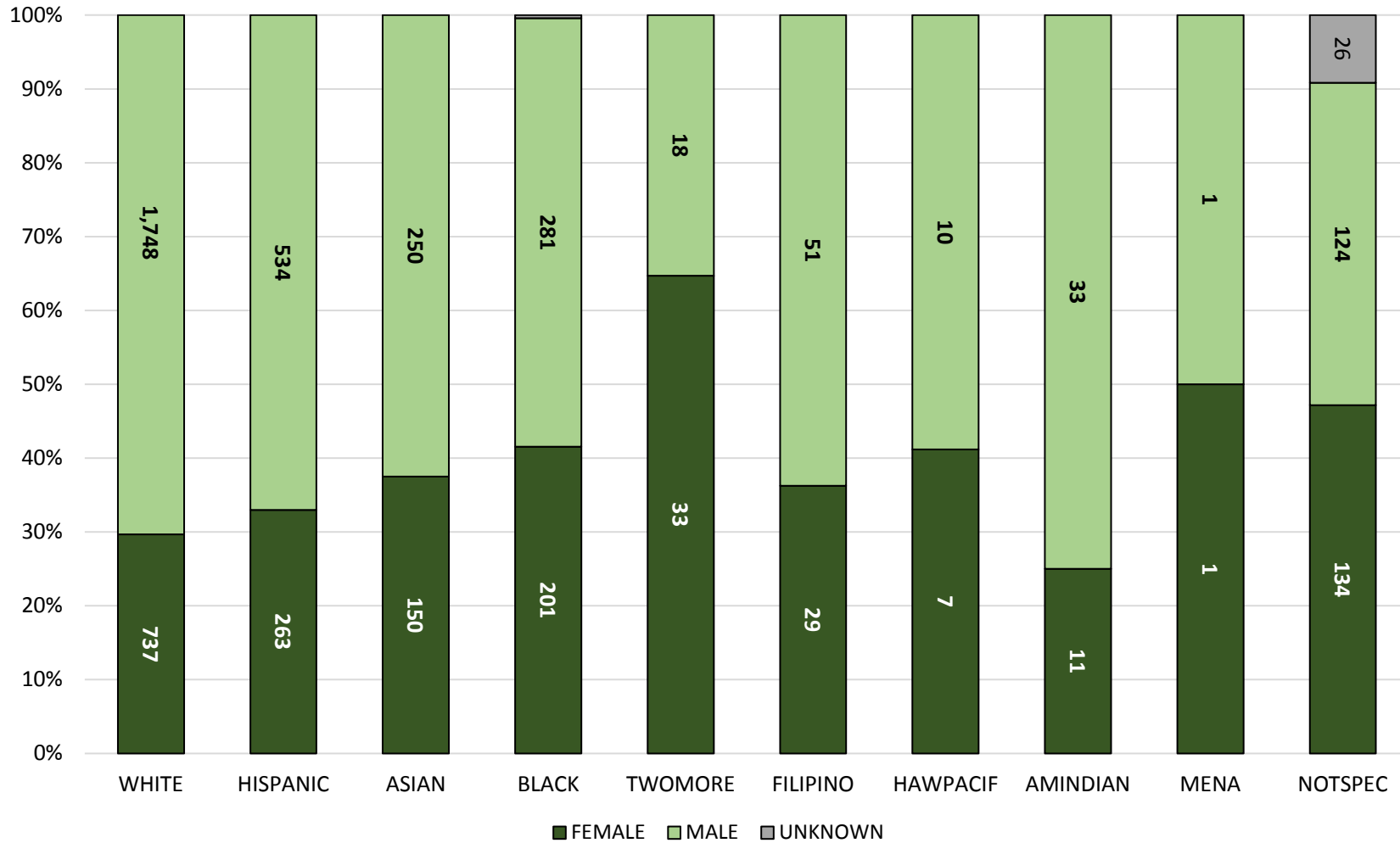
Figure 8: Legacy Staff (Hired Before 7/1/16) Compared to New Staff (Hired After 7/1/16)



Source: Auditor generated from City of Sacramento eCAPS data.

Figure 9 below shows each ethnic group divided by gender for all 4,644 City employees.

Figure 9: All City Staff Within Ethnic Groups by Gender



Source: Auditor generated from City of Sacramento eCAPS data.

Figure 10 below shows the gender distribution of all employees within each City department.

Figure 10: All City Employees by Gender

| Departments | Female | Male | Unknown | Female | Male | Unknown | Grand Total |
|--------------------------------|-------------|-------------|-----------|------------|------------|-----------|-------------|
| City Attorney | 26 | 21 | | 55% | 45% | | 47 |
| City Clerk | 19 | | | 100% | | | 19 |
| City Manager | 16 | 11 | | 59% | 41% | | 27 |
| City Treasurer | 7 | 6 | | 54% | 46% | | 13 |
| Citywide and Community Support | 2 | 2 | | 50% | 50% | | 4 |
| Community Development | 93 | 137 | | 40% | 60% | | 230 |
| Convention & Cultural Services | 125 | 79 | | 61% | 39% | | 204 |
| Finance | 63 | 26 | | 71% | 29% | | 89 |
| Fire | 59 | 572 | | 9% | 91% | | 631 |
| Human Resources | 53 | 18 | | 75% | 25% | | 71 |
| Information Technology | 52 | 117 | | 31% | 69% | | 169 |
| Mayor/Council | 34 | 31 | 3 | 50% | 46% | 4% | 68 |
| Parks & Recreation | 434 | 397 | 23 | 51% | 46% | 3% | 854 |
| Police | 351 | 743 | | 32% | 68% | | 1094 |
| Public Works | 125 | 520 | | 19% | 81% | | 645 |
| Utilities | 107 | 370 | 2 | 22% | 77% | 0% | 479 |
| Grand Total | 1566 | 3050 | 27 | 34% | 66% | 1% | 4644 |

Source: Auditor generated from City of Sacramento eCAPS data.

Figures 11 and 12 below compare City employee numbers by gender to the total base salaries by gender. Figure 11 includes all City employees while Figure 12 shows only full-time employees.

Figure 11: All City Employees Compared to Annual Salary Totals by Gender

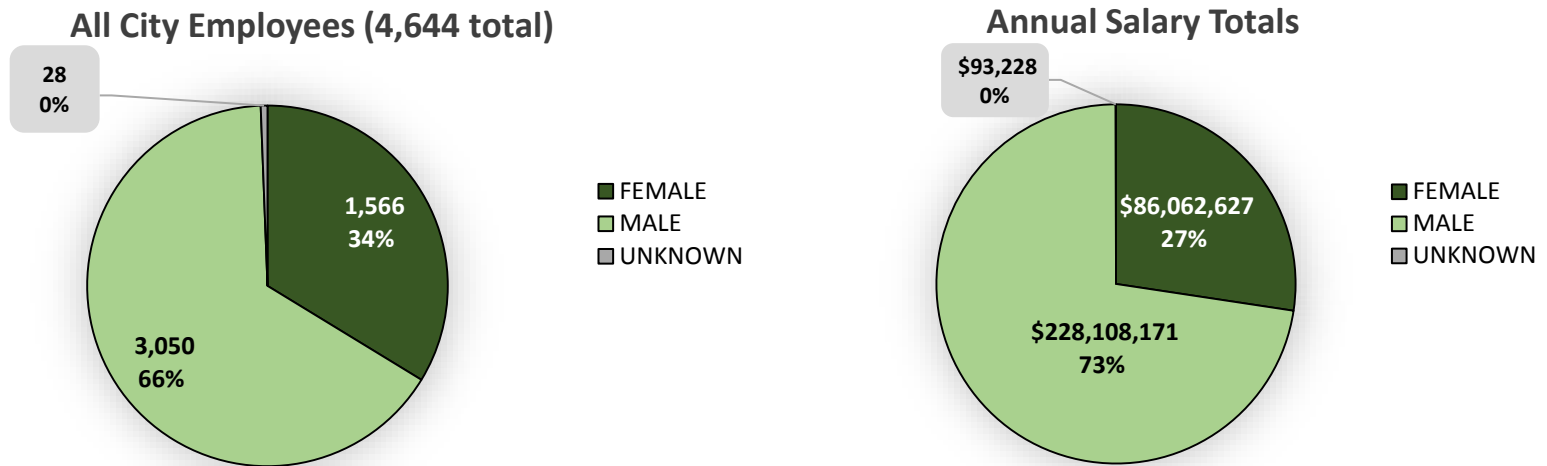
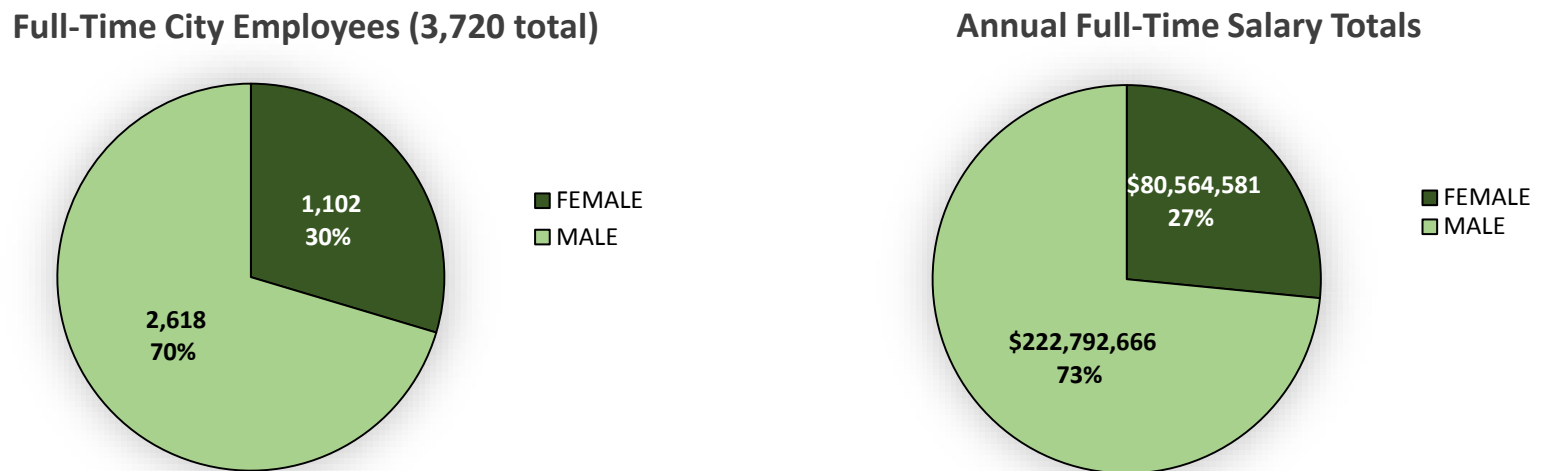


Figure 12: Full-Time City Employees Compared to Annual Full-Time Salary Totals by Gender



Source: Auditor generated from City of Sacramento eCAPS data.

Figures 13 and 14 below show the average salaries of female employees and male employees within 5-year tenure increments, as well as the overall salary average for both. Figure 13 includes all City employees, while Figure 14 shows only full-time employees.

Figure 13: Average Salaries for all Employees by Tenure and Gender (4,644 total)

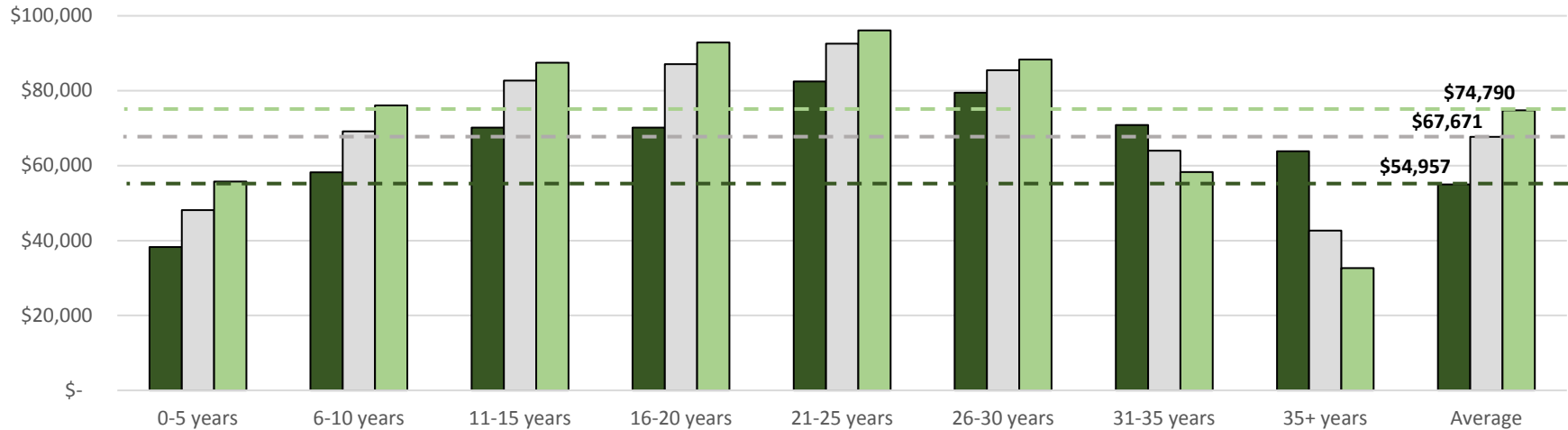
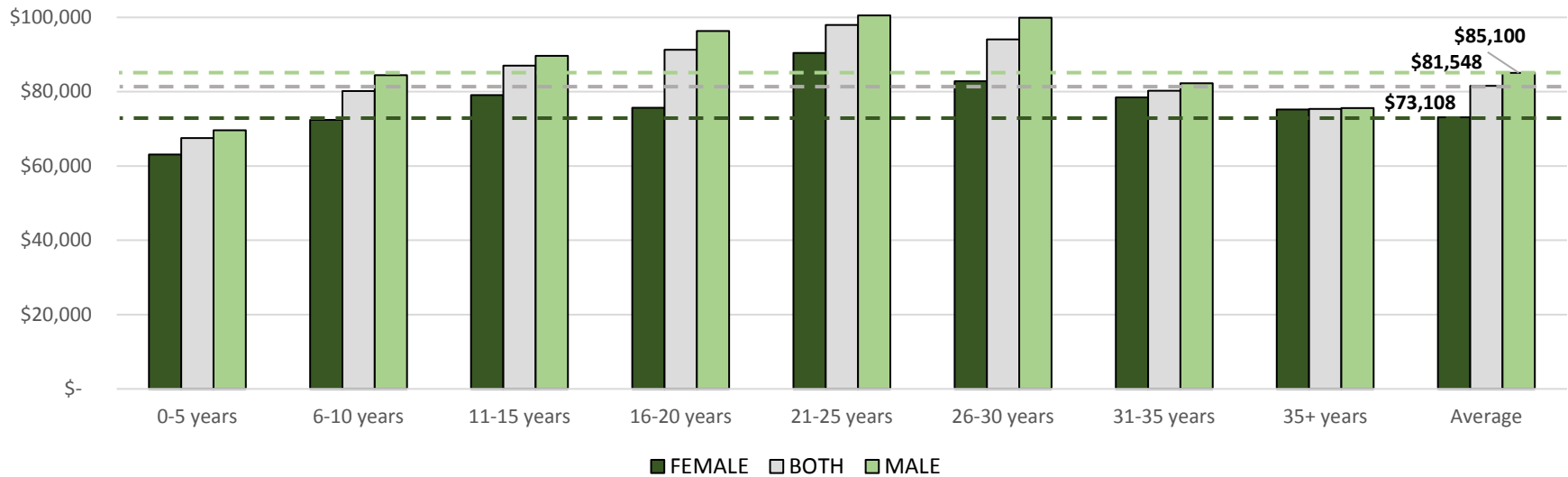


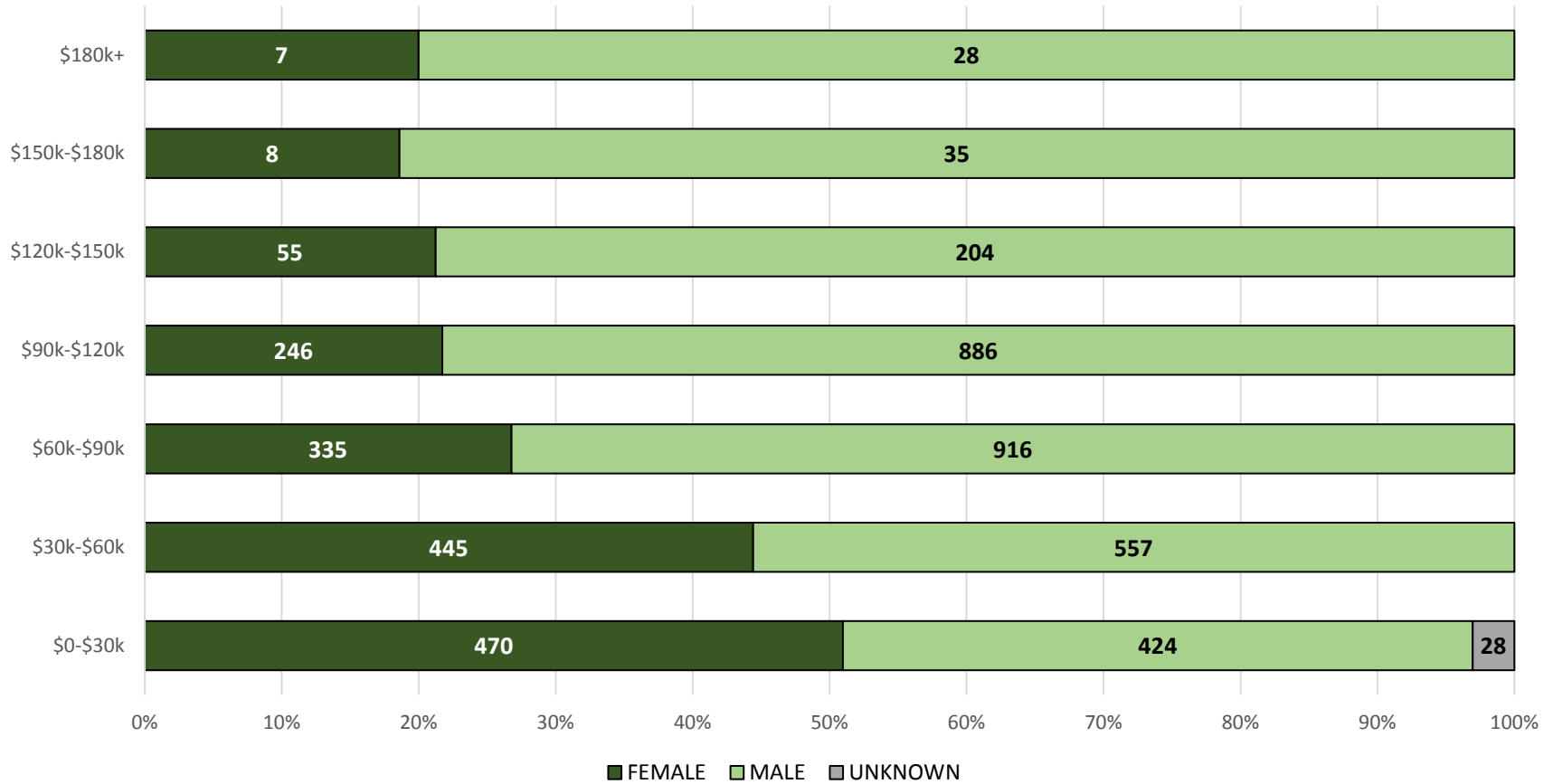
Figure 14: Average Salaries for Full-Time Employees by Tenure and Gender (3,720 total)



Source: Auditor generated from City of Sacramento eCAPS data

Figure 15 below shows the number of all female (dark green), male (light green), and unknown gender employees (gray) in salary ranges of \$30,000 increments.

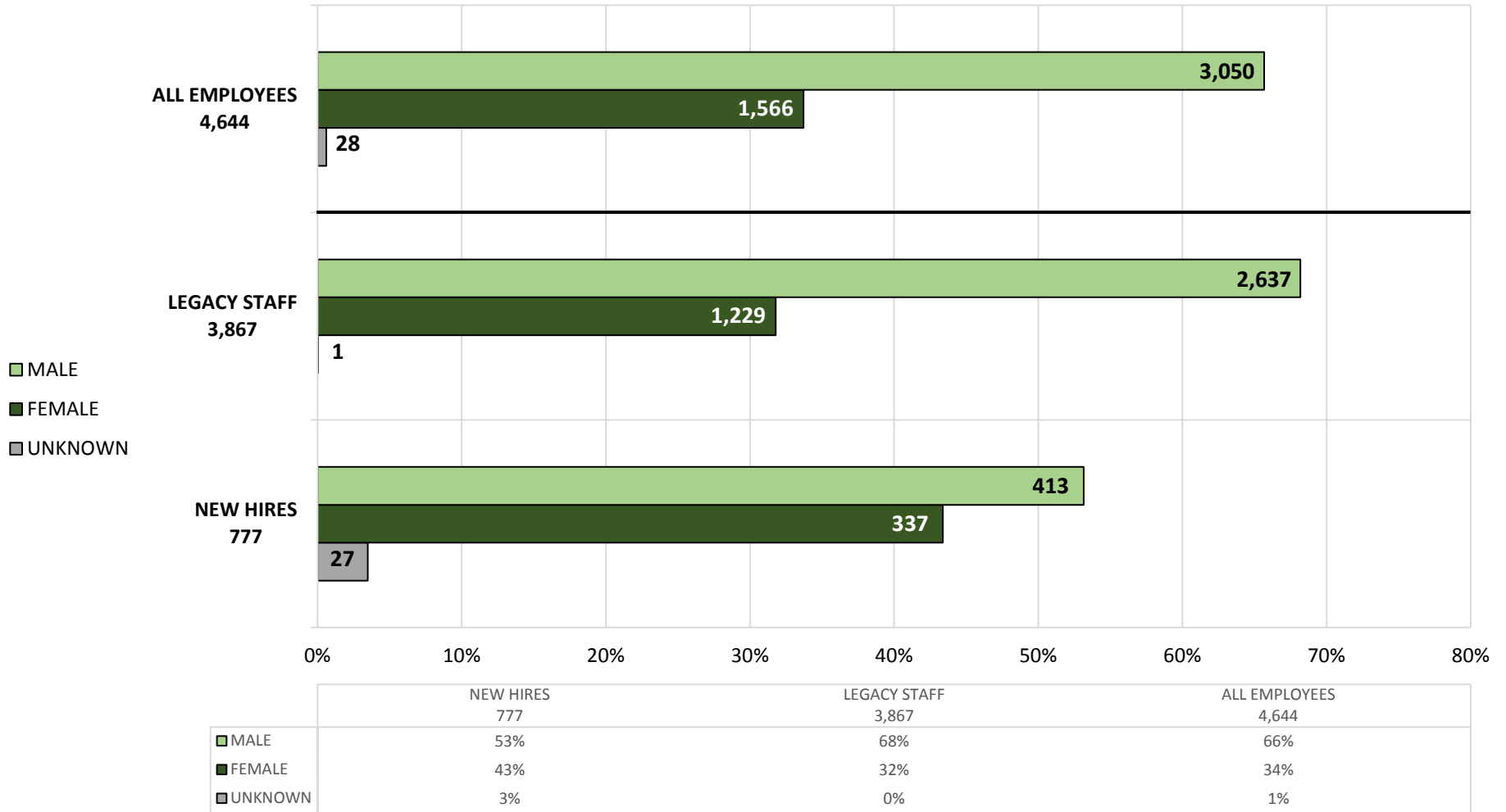
Figure 15: All City Employees by Gender and Salary Ranges (4,644 total)



Source: Auditor generated from City of Sacramento eCAPS data.

Figure 16 below compares the gender of all City employees to those hired before July 1, 2016 and those hired after July 1, 2016.

Figure 16: Legacy Staff (Hired Before 7/1/16) Compared to New Staff (Hired After 7/1/16)



Source: Auditor generated from City of Sacramento eCAPS data.

Chapter 3: Demographics of City of Sacramento Management Employees

This chapter presents information for City employees in management positions. For the purposes of this report, management employees are defined as those employees holding a position designated as “Executive Management”, “Management Employee”, “Management Support”, or “Mayor/Council Support” in eCAPS. 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 17 below compares the City’s population to all City employees as well as City management employees. As noted below, the percentage of White employees in City government is significantly higher than the City population. Additionally, with the exception of American Indian/Alaska Native, every other ethnic group is underrepresented when compared to the City’s population demographics.

Figure 17: Ethnicity Comparison of City Population, All City Employees, and City Management

| | WHITE | HISPANIC | ASIAN | BLACK | TWO MORE | FILIPINO | HAW PACIF | AM INDIAN | MENA | NOT SPEC |
|---------------------------|-------|----------|-------|-------|----------|----------|-----------|-----------|------|----------|
| City Population | 34% | 28% | 16% | 13% | 5% | 3% | 2% | 0% | N/A | N/A |
| All City Employees | 54% | 17% | 9% | 10% | 1% | 2% | 0% | 1% | 0% | 6% |
| City Management | 59% | 9% | 15% | 9% | 2% | 1% | 0% | 0% | 0% | 5% |

Source: Auditor generated from City of Sacramento eCAPS data.

Figure 18 below shows the percentage of ethnic groups within each City Department. Based on this information, the largest ethnic groups among City management employees are White (59 percent), Asian (15 percent), Hispanic, (9 percent), and Black (9 percent). Counts of management employee ethnicities in each department may be seen in Figure A2 on page 66.

Figure 18: City Management Employees by Ethnicity (610 total)

| Departments | WHITE | HISPANIC | ASIAN | BLACK | TWO MORE | FILIPINO | HAW PACIF | AM INDIAN | NOT SPEC | Grand Total |
|--------------------------------|------------|------------|------------|------------|-----------|-----------|-----------|-----------|------------|----------------|
| City Attorney | 69% | 3% | 3% | 9% | 3% | 0% | 0% | 0% | 13% | 32 |
| City Clerk | 89% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 11% | 9 |
| City Manager | 45% | 23% | 14% | 9% | 0% | 0% | 0% | 0% | 9% | 22 |
| City Treasurer | 42% | 0% | 33% | 17% | 0% | 8% | 0% | 0% | 0% | 12 |
| Citywide and Community Support | 100% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 3 |
| Community Development | 57% | 8% | 22% | 10% | 0% | 0% | 0% | 0% | 2% | 49 |
| Convention & Cultural Services | 79% | 8% | 8% | 4% | 0% | 0% | 0% | 0% | 0% | 24 |
| Finance | 61% | 5% | 21% | 3% | 0% | 3% | 3% | 0% | 5% | 38 |
| Fire | 46% | 4% | 8% | 21% | 17% | 4% | 0% | 0% | 0% | 24 |
| Human Resources | 59% | 6% | 12% | 16% | 4% | 0% | 0% | 2% | 0% | 49 |
| Information Technology | 46% | 8% | 33% | 2% | 0% | 3% | 3% | 0% | 5% | 63 |
| Mayor/Council | 32% | 22% | 16% | 11% | 0% | 0% | 0% | 0% | 19% | 37 |
| Parks & Recreation | 63% | 13% | 3% | 10% | 0% | 0% | 0% | 0% | 10% | 30 |
| Police | 67% | 9% | 14% | 7% | 0% | 2% | 0% | 2% | 0% | 57 |
| Public Works | 57% | 14% | 10% | 9% | 4% | 3% | 0% | 0% | 3% | 93 |
| Utilities | 72% | 1% | 10% | 7% | 4% | 0% | 0% | 0% | 4% | 68 |
| Grand Total | 59% | 9% | 15% | 9% | 2% | 1% | 0% | 0% | 5% | 610 |
| City Population | 34% | 28% | 16% | 13% | 5% | 3% | 2% | 0% | N/A | 480,566 |

Source: Auditor generated from City of Sacramento eCAPS data.

Figure 19 below details the percentage point difference by ethnicity between City department management employees and City residents. For example, if 89 percent of a department’s management is identified as White and the composition of Sacramento residents is 34 percent White, the number reflected in the table below will be 55 percentage points (89%-34%=55 percentage point difference).

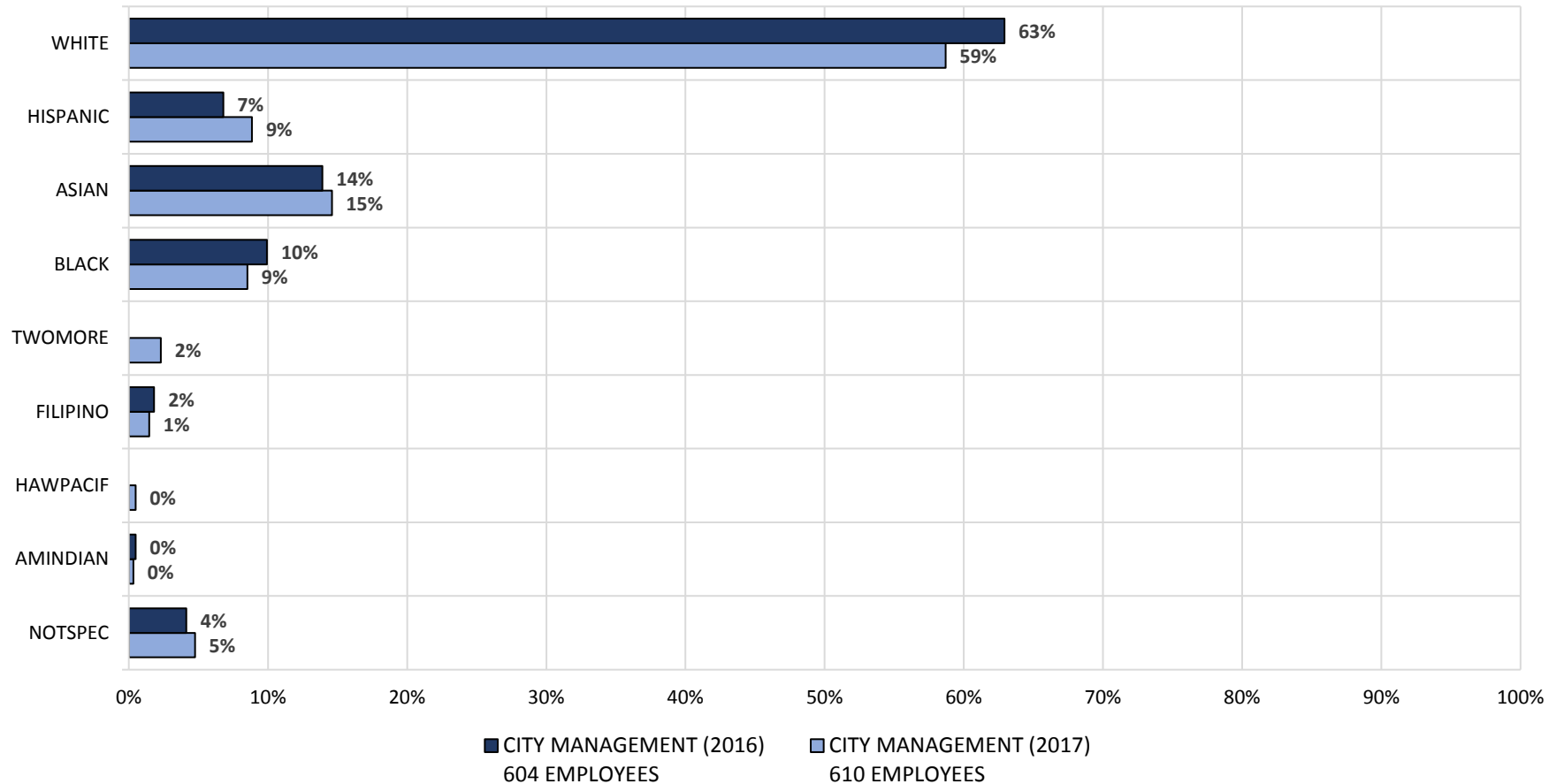
Figure 19: Ethnicity Difference Between Population and City Management Employees (610 total)

| Department | WHITE | HISPANIC | ASIAN | BLACK | TWO MORE | FILIPINO | HAW PACIF | AM INDIAN |
|--------------------------------|------------|-------------|------------|------------|------------|-------------|-------------|-------------|
| City Attorney | 35% | -25% | -12% | -4% | -2% | -3% | -2% | 0% |
| City Clerk | 55% | -28% | -16% | -13% | -5% | -3% | -2% | 0% |
| City Manager | 12% | -5% | -2% | -4% | -5% | -3% | -2% | 0% |
| City Treasurer | 8% | -28% | 18% | 3% | -5% | 6% | -2% | 0% |
| Citywide and Community Support | 67% | -28% | -16% | -13% | -5% | -3% | -2% | 0% |
| Community Development | 24% | -20% | 7% | -3% | -5% | -3% | -2% | 0% |
| Convention & Cultural Services | 46% | -20% | -7% | -9% | -5% | -3% | -2% | 0% |
| Finance | 27% | -23% | 5% | -11% | -5% | 0% | 1% | 0% |
| Fire | 12% | -24% | -7% | 8% | 12% | 2% | -2% | 0% |
| Human Resources | 26% | -22% | -3% | 3% | -1% | -3% | -2% | 2% |
| Information Technology | 13% | -20% | 18% | -12% | -5% | 1% | 2% | 0% |
| Mayor/Council | -1% | -6% | 1% | -2% | -5% | -3% | -2% | 0% |
| Parks & Recreation | 30% | -15% | -12% | -3% | -5% | -3% | -2% | 0% |
| Police | 33% | -19% | -2% | -6% | -5% | -1% | -2% | 1% |
| Public Works | 23% | -14% | -6% | -5% | -1% | 1% | -2% | 0% |
| Utilities | 39% | -27% | -5% | -6% | 0% | -3% | -2% | 0% |
| Grand Total | 25% | -19% | -1% | -5% | -3% | -1% | -1% | 0% |
| Scale | 70% | 40% | 20% | 10% | 0% | -10% | -20% | -30% |

Source: Auditor generated from City of Sacramento eCAPS data.

Figure 20 below compares the ethnicity percentages of City management employees from 2016 to 2017. The dark blue bar represents percentages from the 2016 *Audit of the City's Gender and Ethnic Diversity*, while the light blue bar represents percentages from eCAPS data as of October 2017.

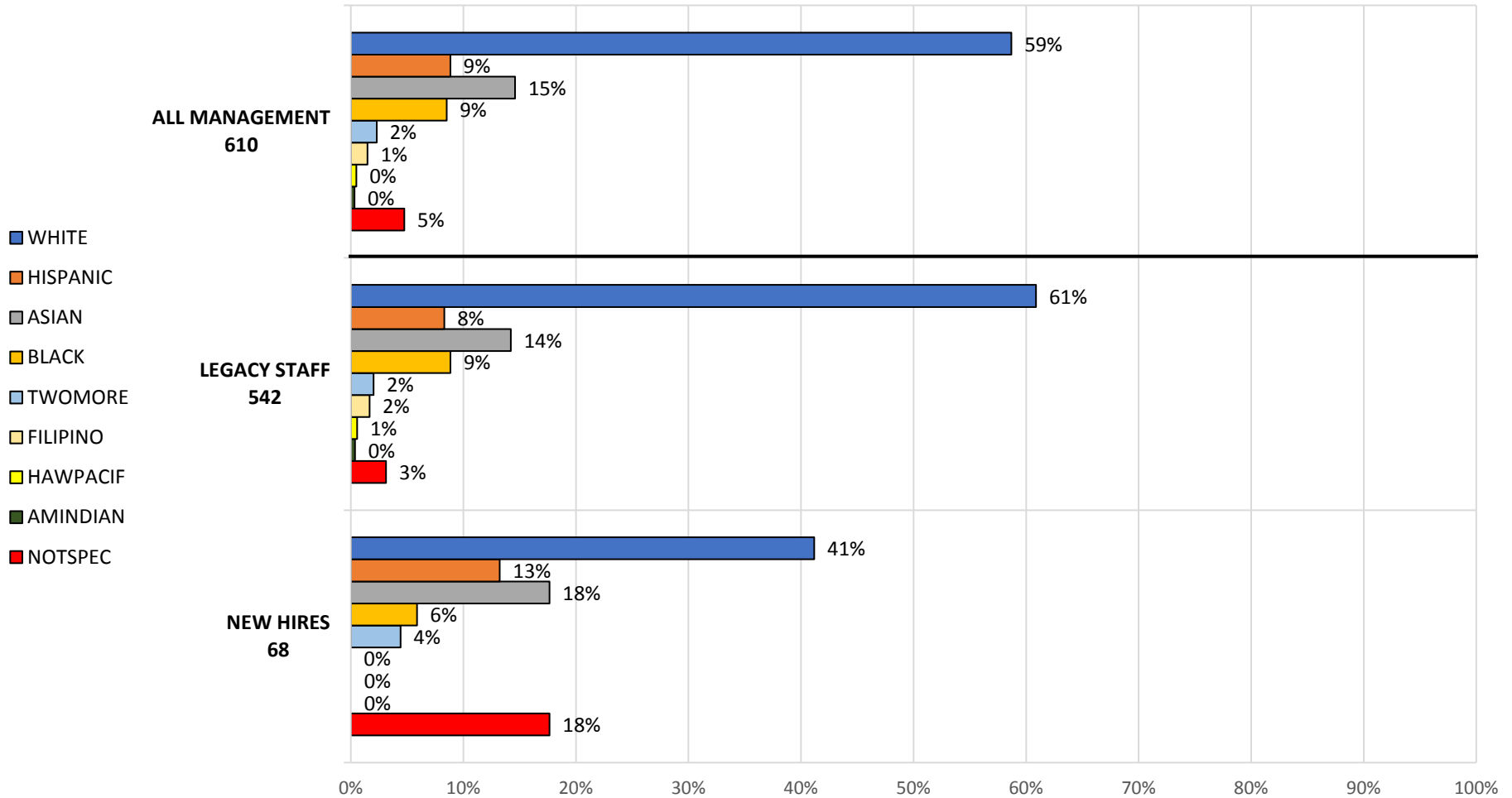
Figure 20: Comparison of City Management Employee Ethnicities, 2016-2017



Source: Auditor generated from City of Sacramento eCAPS data.

Figure 21 below compares the ethnicity percentages of all City management employees to those hired before July 1, 2016 and those hired after July 1, 2016. Of particular note are the 18 percent of new hires with “Not Specified” or blank ethnicities in eCAPS.

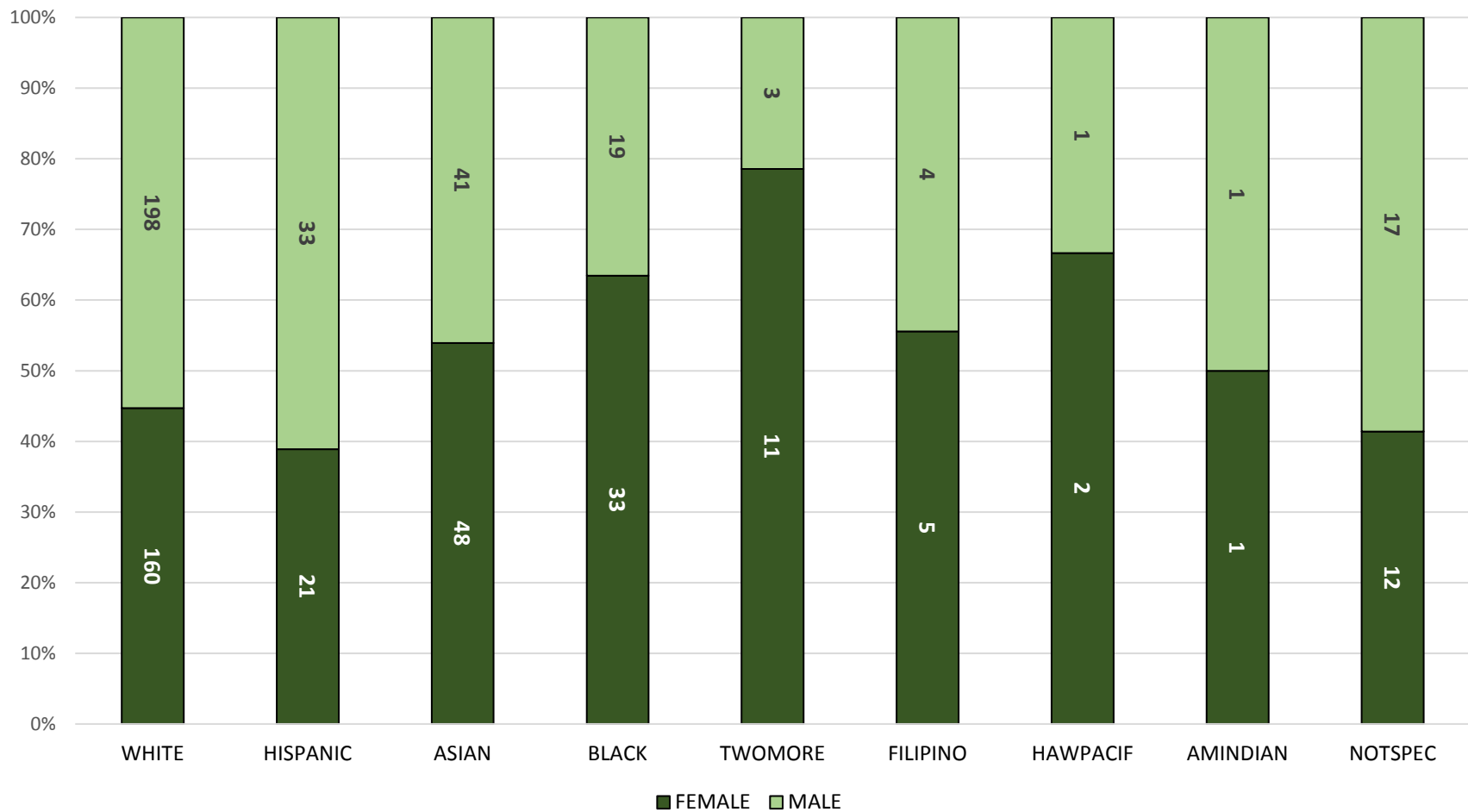
Figure 21: Legacy Staff (Hired Before 7/1/16) Compared to New Staff (Hired After 7/1/16)



Source: Auditor generated from City of Sacramento eCAPS data.

Figure 22 below shows each ethnic group divided by gender for all 610 City management employees (all management employees had a gender specified in eCAPS).

Figure 22: City Management Staff Within Ethnic Groups by Gender



Source: Auditor generated from City of Sacramento eCAPS data.

Figure 23 below shows the gender distribution of management employees within each City department.

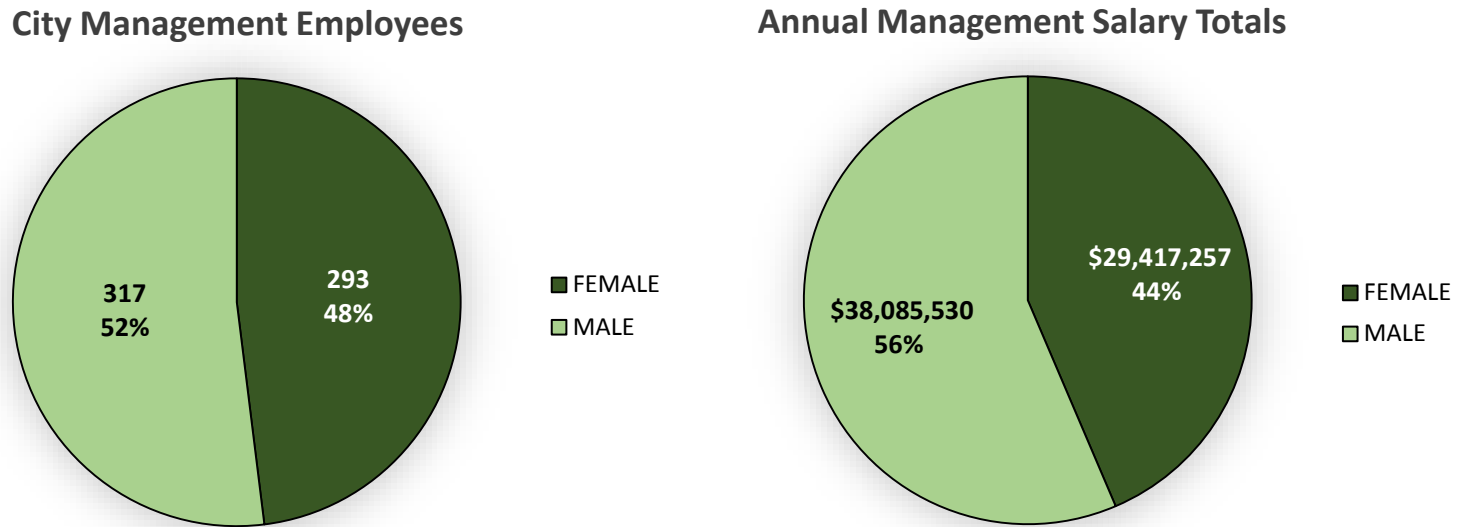
Figure 23: City Management Employees by Gender

| Department | Female | Male | Female | Male | Grand Total |
|--------------------------------|------------|------------|------------|------------|-------------|
| City Attorney | 12 | 20 | 38% | 63% | 32 |
| City Clerk | 9 | 0 | 100% | 0% | 9 |
| City Manager | 12 | 10 | 55% | 45% | 22 |
| City Treasurer | 6 | 6 | 50% | 50% | 12 |
| Citywide and Community Support | 1 | 2 | 33% | 67% | 3 |
| Community Development | 25 | 24 | 51% | 49% | 49 |
| Convention & Cultural Services | 16 | 8 | 67% | 33% | 24 |
| Finance | 23 | 15 | 61% | 39% | 38 |
| Fire | 12 | 12 | 50% | 50% | 24 |
| Human Resources | 35 | 14 | 71% | 29% | 49 |
| Information Technology | 13 | 50 | 21% | 79% | 63 |
| Mayor/Council | 18 | 19 | 49% | 51% | 37 |
| Parks & Recreation | 23 | 7 | 77% | 23% | 30 |
| Police | 26 | 31 | 46% | 54% | 57 |
| Public Works | 33 | 60 | 35% | 65% | 93 |
| Utilities | 29 | 39 | 43% | 57% | 68 |
| Grand Total | 293 | 317 | 48% | 52% | 610 |

Source: Auditor generated from City of Sacramento eCAPS data.

Figure 24 below compares City management employees by gender to the total base salaries by gender (overtime is not factored). As shown, female employees represent 48 percent of City management and 44 percent of the management salary rate.

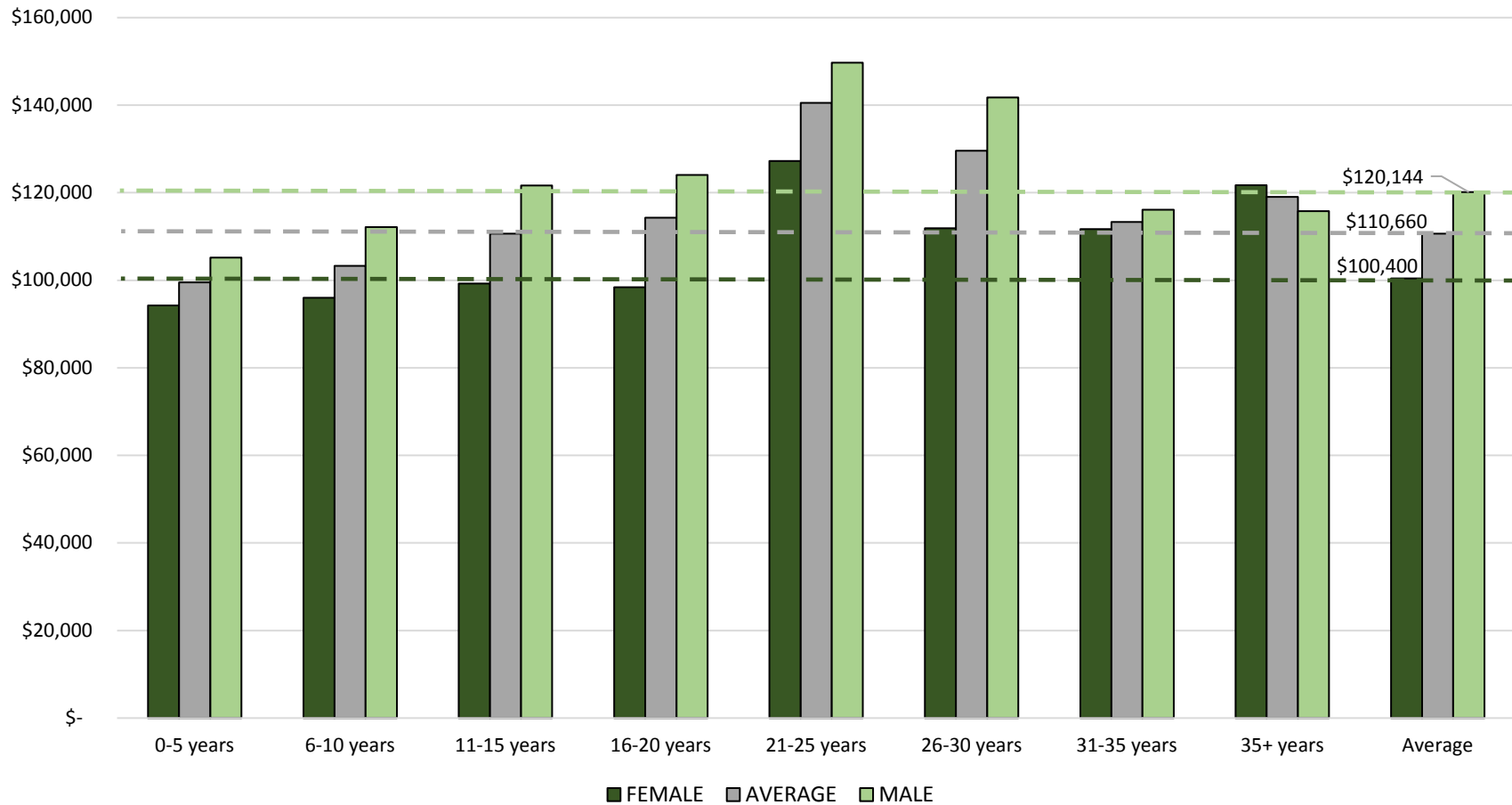
Figure 24: City Management Numbers Compared to Annual Salary Totals by Gender



Source: Auditor generated from City of Sacramento eCAPS data.

Figure 25 below shows the average salary of all female management employees (dark green) compared to the average salary of all male management employees (light green) within 5-year tenure increments, along with the overall average of all employees (gray).

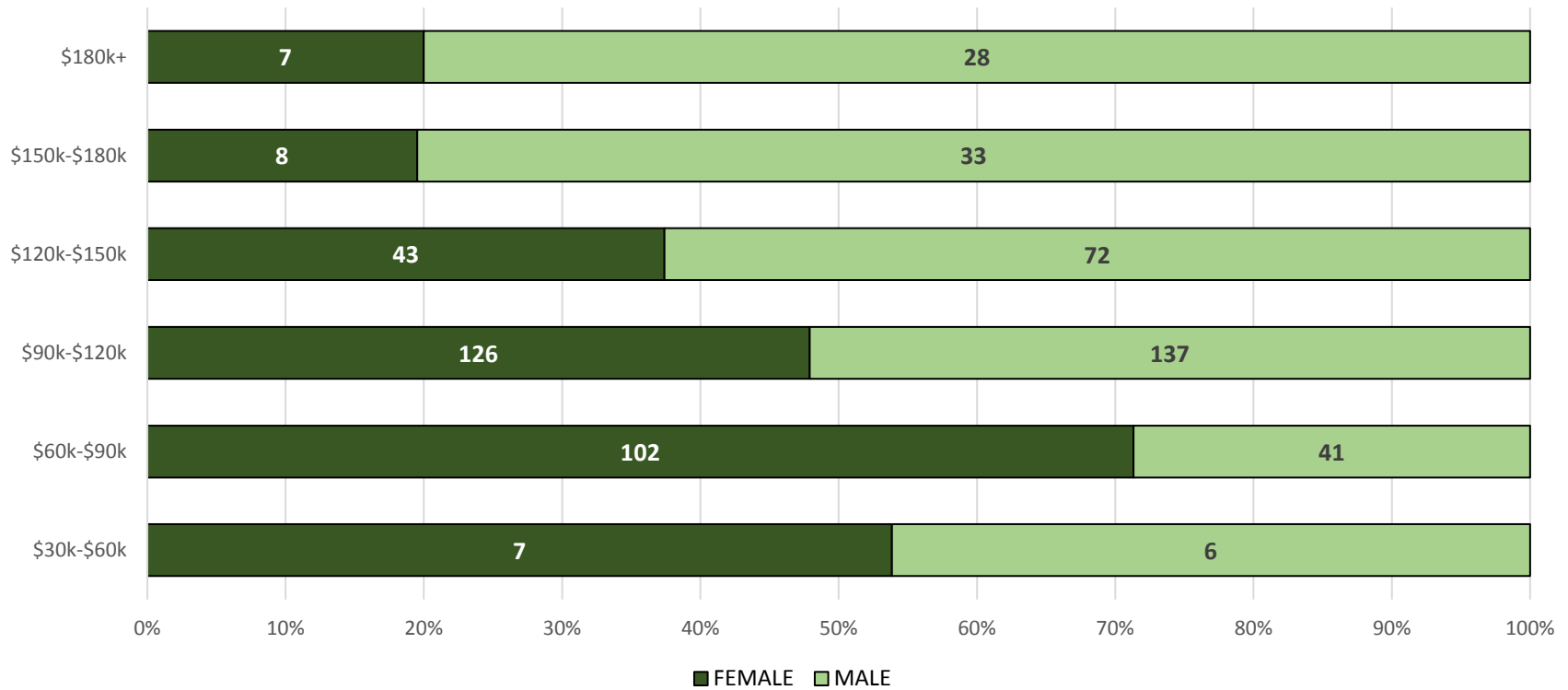
Figure 25: Average Management Salaries by Tenure and Gender



Source: Auditor generated from City of Sacramento eCAPS data.

Figure 26 below shows the number of all female (dark green) and male (light green) management employees in salary ranges of \$30,000 increments.

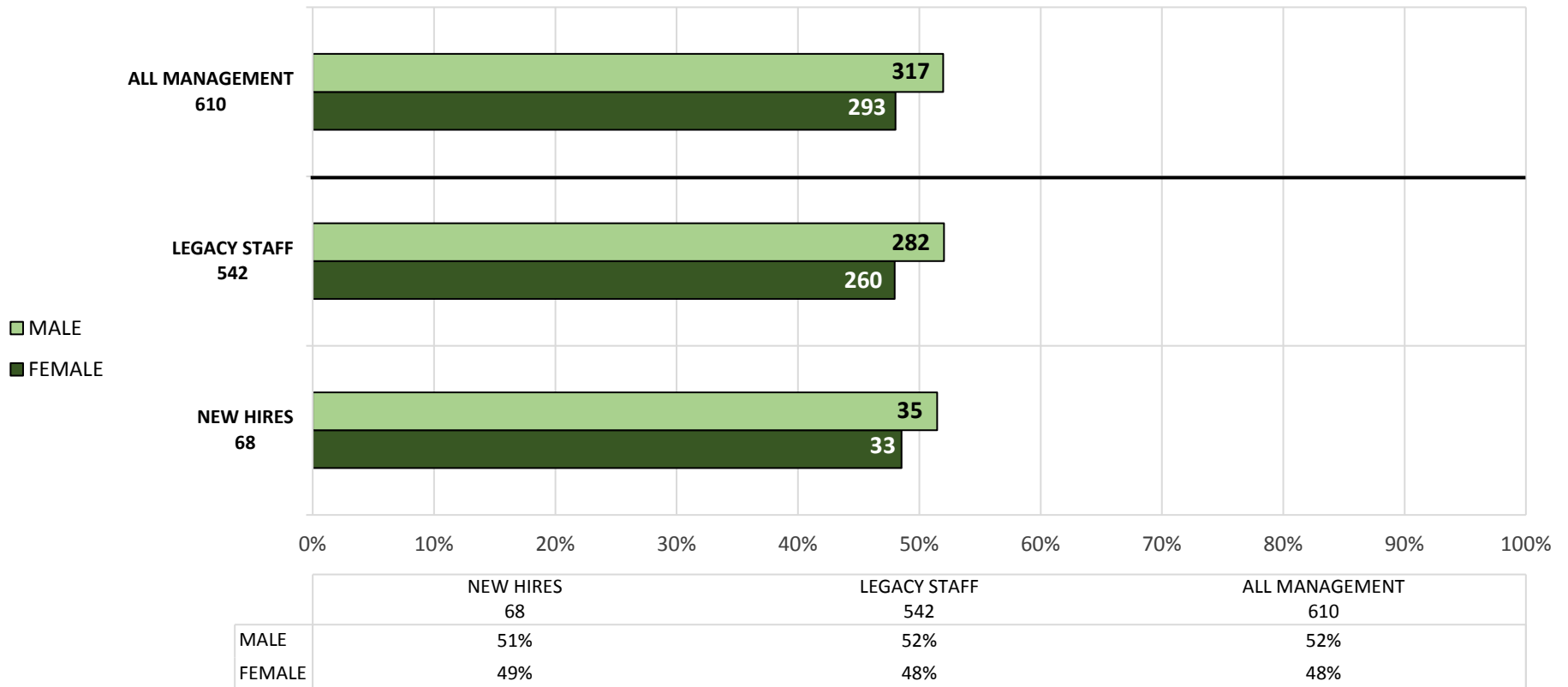
Figure 26: City Management Employees by Gender and Salary Ranges



Source: Auditor generated from City of Sacramento eCAPS data.

Figure 27 below compares the gender of all City management employees to those hired before July 1, 2016 and those hired after July 1, 2016.

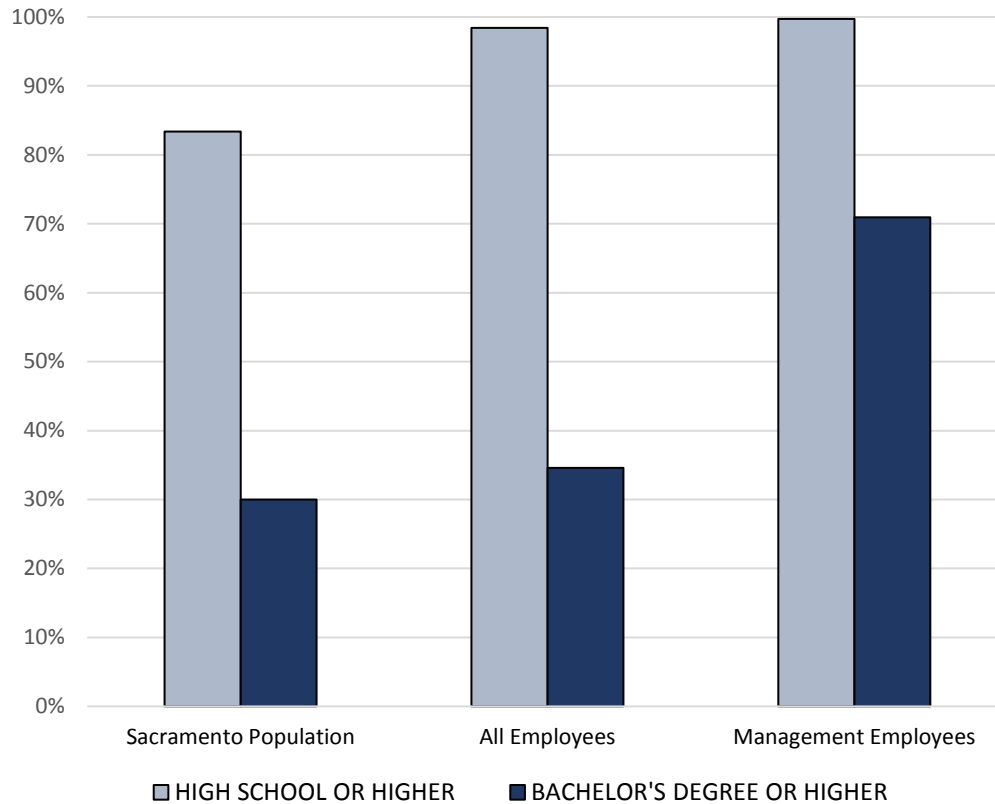
Figure 27: Legacy Staff (Hired Before 7/1/16) Compared to New Hires (Hired After 7/1/16)



Source: Auditor generated from City of Sacramento eCAPS data.

Figure 28 below displays education levels of the City’s population, all City employees, and City management employees. Light blue represents a high school education or higher while dark blue represents a four-year college degree or higher.

Figure 28: Education Level of City Staff⁵ and City Population



Source: Auditor generated from City of Sacramento eCAPS data.

⁵ This chart includes only those active employees with an education level indicated in eCAPS. In our sample, that consisted of approximately 2,800 total active employees, including approximately 370 management employees.

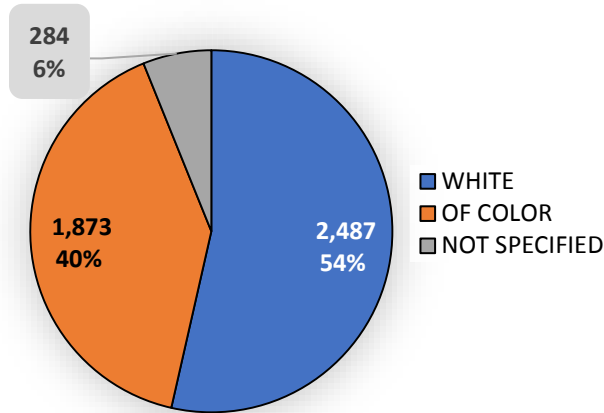
Chapter 4: Demographics of City of Sacramento Employees, White Employees Compared to Employees of Color

This chapter compares select demographics of White employees to employees of color. For these analyses, “of color” includes those employees identified as Hispanic, Asian, Black/African American, Two or More Races, Filipino, Hawaiian/Pacific Islander, and American Indian or Alaska Native. “White” includes employees identified as White and those identified as Middle Eastern or North African (in accordance with EEOC and U.S. Census guidance). As noted earlier, these analyses are partially limited by the 6 percent of City employees who did not have an ethnicity designated in eCAPS.

Figure 29 and 30 below compare all City employee numbers to total base salaries; Figure 29 includes all employees while Figure 30 shows only full-time employees.

Figure 29: All City Employees Compared to Annual Salary Totals

All City Employees (4,644 Total)



Annual Salary Totals

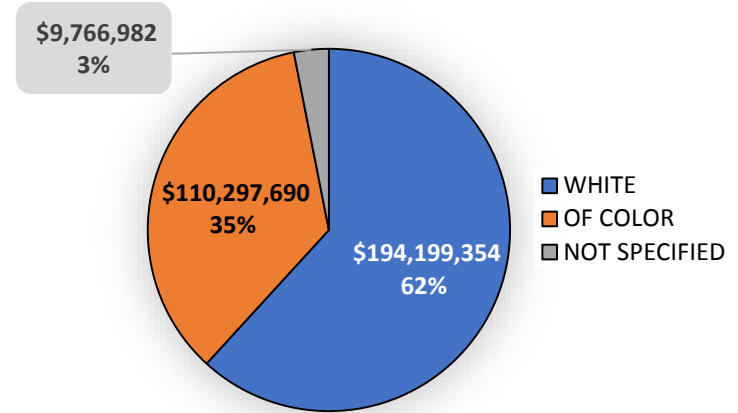
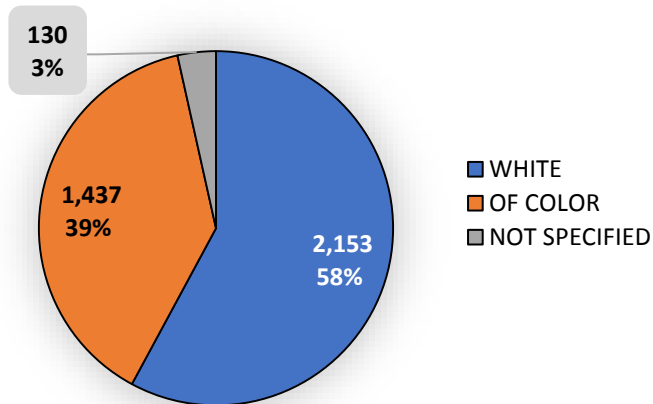
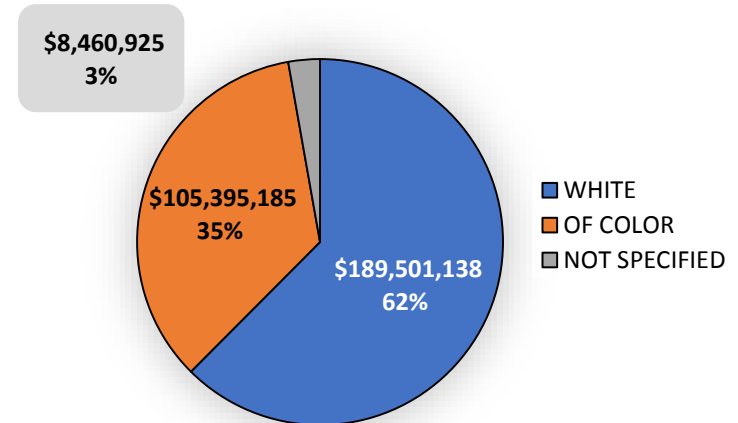


Figure 30: Full-Time City Employees Compared to Annual Full-Time Salary Totals

Full-Time Employees (3,720 total)



Annual Full-Time Salary Totals



Source: Auditor generated from City of Sacramento eCAPS data.

Figure 31 and 32 below compare female City employee numbers to total base salaries for female employees; Figure 31 includes all female employees while Figure 32 shows only full-time female employees.

Figure 31: All Female City Employees Compared to Annual Salaries

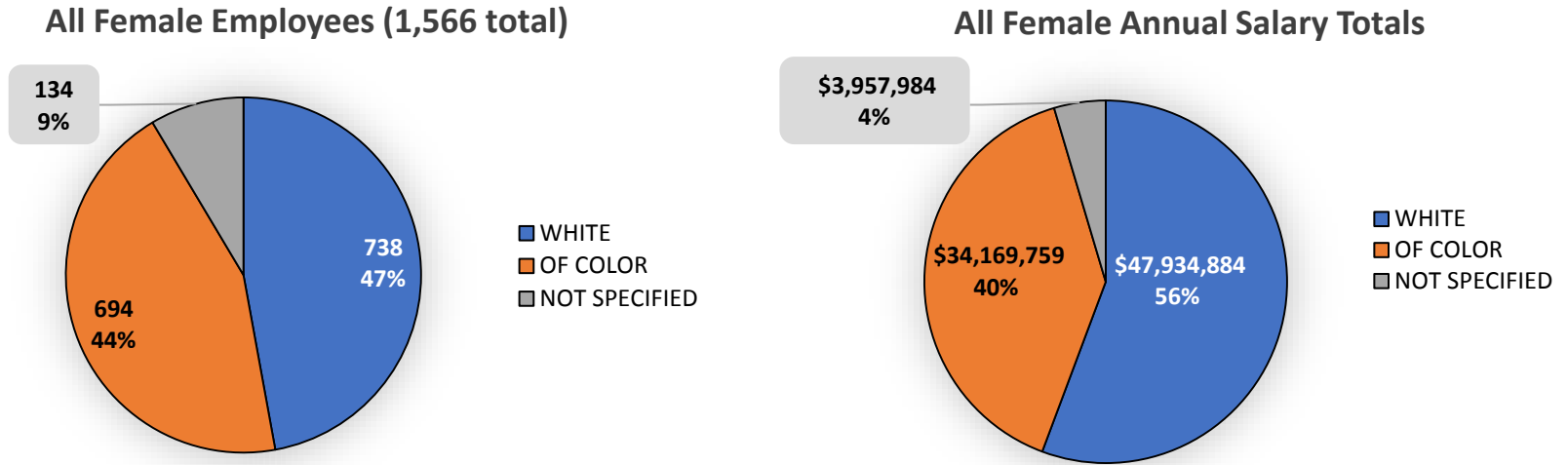
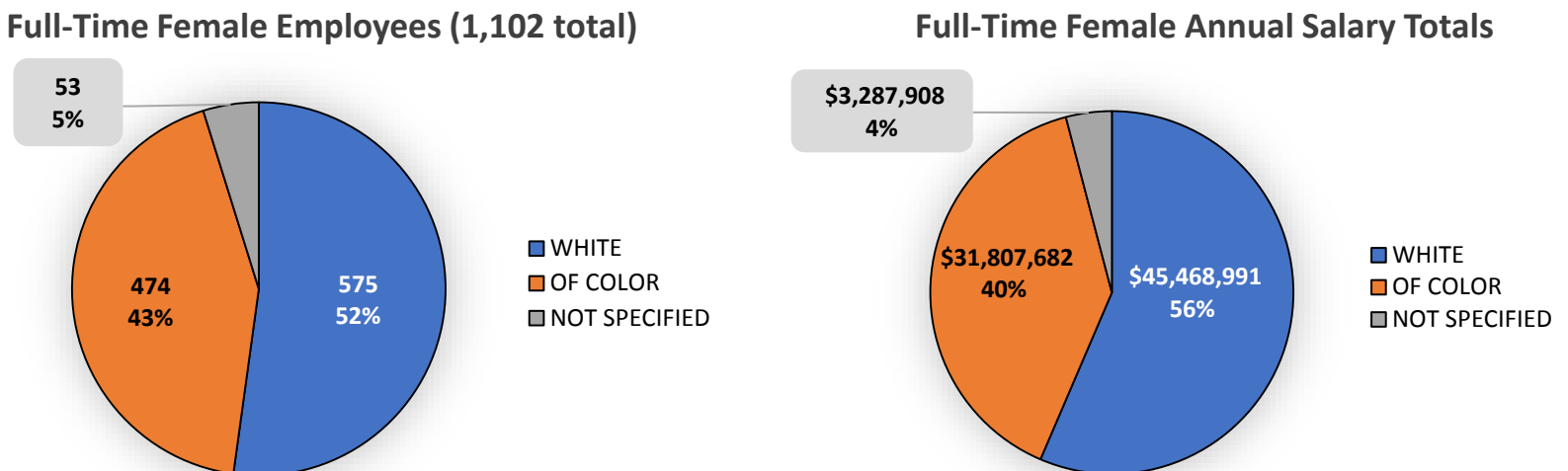


Figure 32: Full-Time Female City Employees Compared to Full-Time Female Annual Salaries



Source: Auditor generated from City of Sacramento eCAPS data.

Figure 33 and 34 below compare male City employee numbers to total base salaries for male employees; Figure 33 includes all male employees while Figure 34 shows only full-time male employees.

Figure 33: All Male City Employees Compared to Annual Salaries

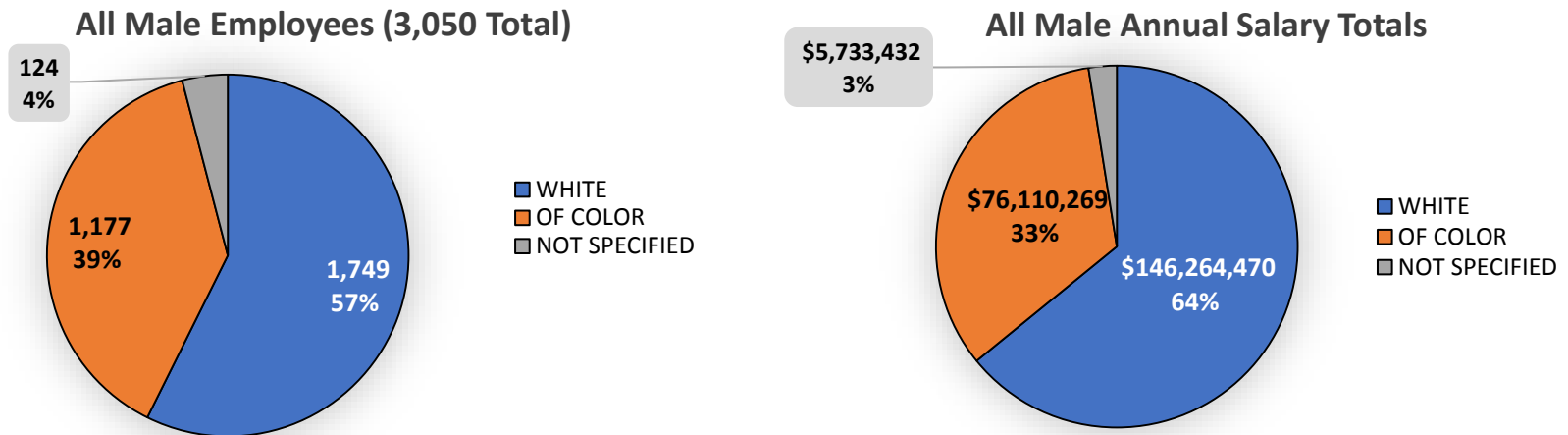
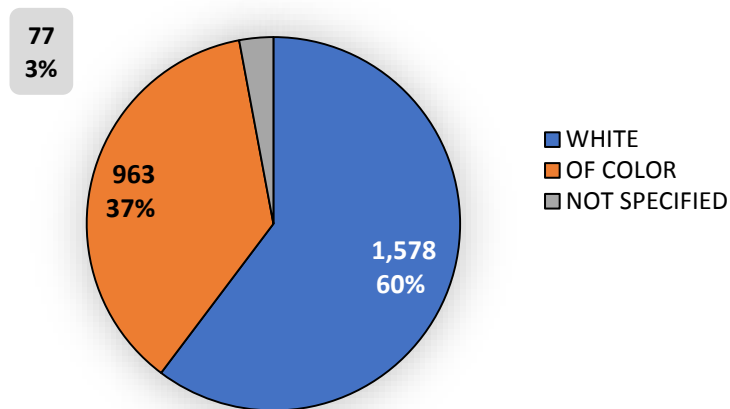
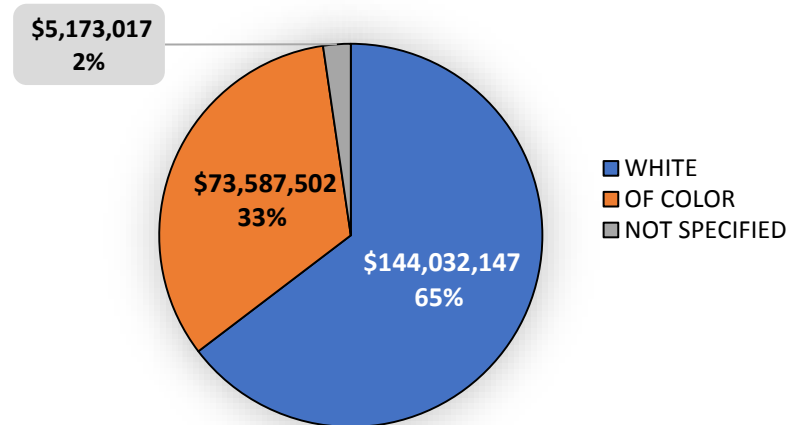


Figure 34: Full-Time Male City Employees Compared to Full-Time Male Annual Salaries

Full-Time Male Employees (2,618 total)



Full-Time Male Annual Salary Totals

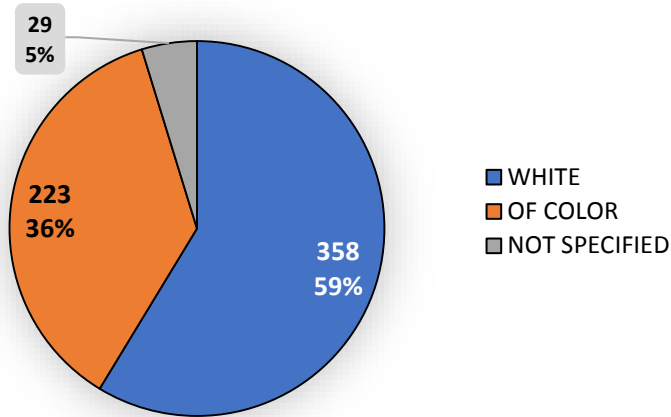


Source: Auditor generated from City of Sacramento eCAPS data.

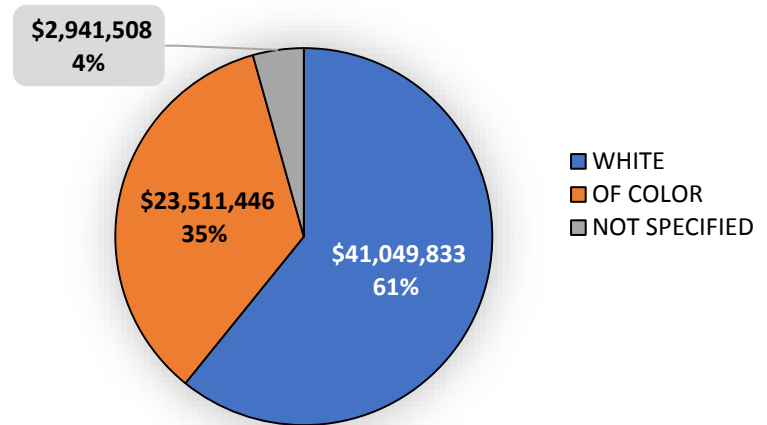
Figure 35 below compares City management employees to total management base salaries. As shown, employees of color represent 36 percent of City management and 35 percent of the annual salary rate for all management employees.

Figure 35: City Management Employees Compared to Annual Management Salaries

All Management Employees (610 total)



All Management Salary Totals

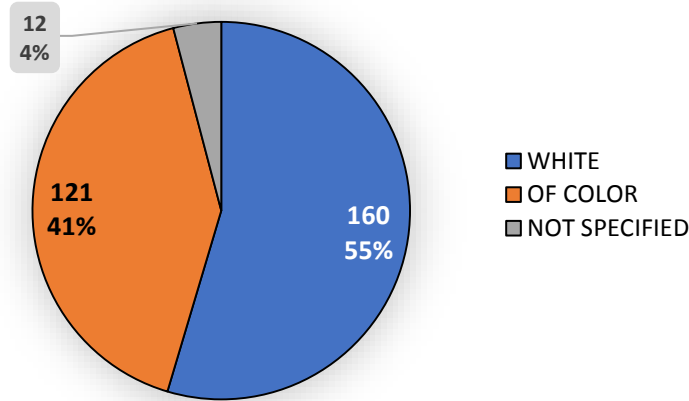


Source: Auditor generated from City of Sacramento eCAPS data.

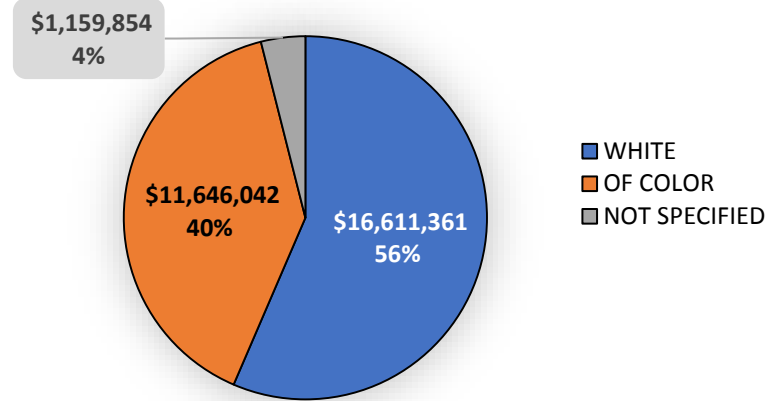
Figure 36 below compares female City management employees to the total female management base salaries. As shown, employees of color represent 41 percent of female City management and 40 percent of the annual salary rate for female management employees.

Figure 36: Female Management Employees Compared to Annual Female Management Salaries

Female Management Employees (293 total)



Annual Female Management Salary Totals

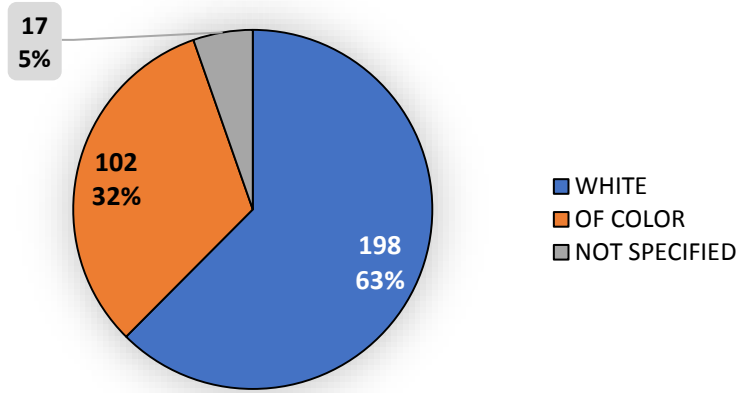


Source: Auditor generated from City of Sacramento eCAPS data.

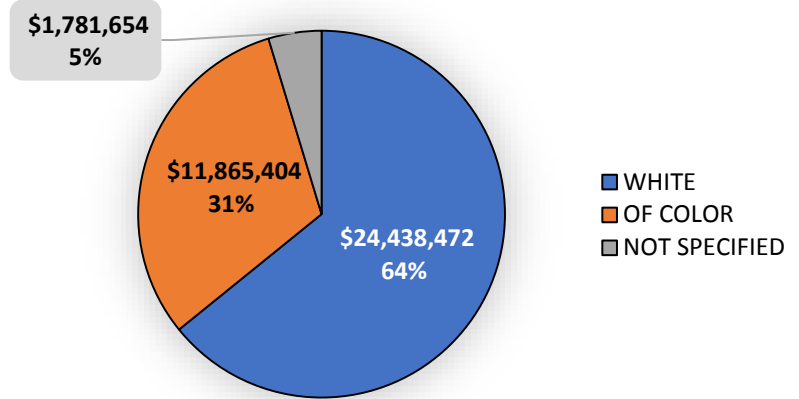
Figure 37 below compares male City management employees to the total male management base salaries. As shown, employees of color represent 32 percent of male City management and 31 percent of the annual salary rate for male management employees.

Figure 37: Male Management Employees Compared to Annual Male Management Salaries

Male Management Employees (317 total)



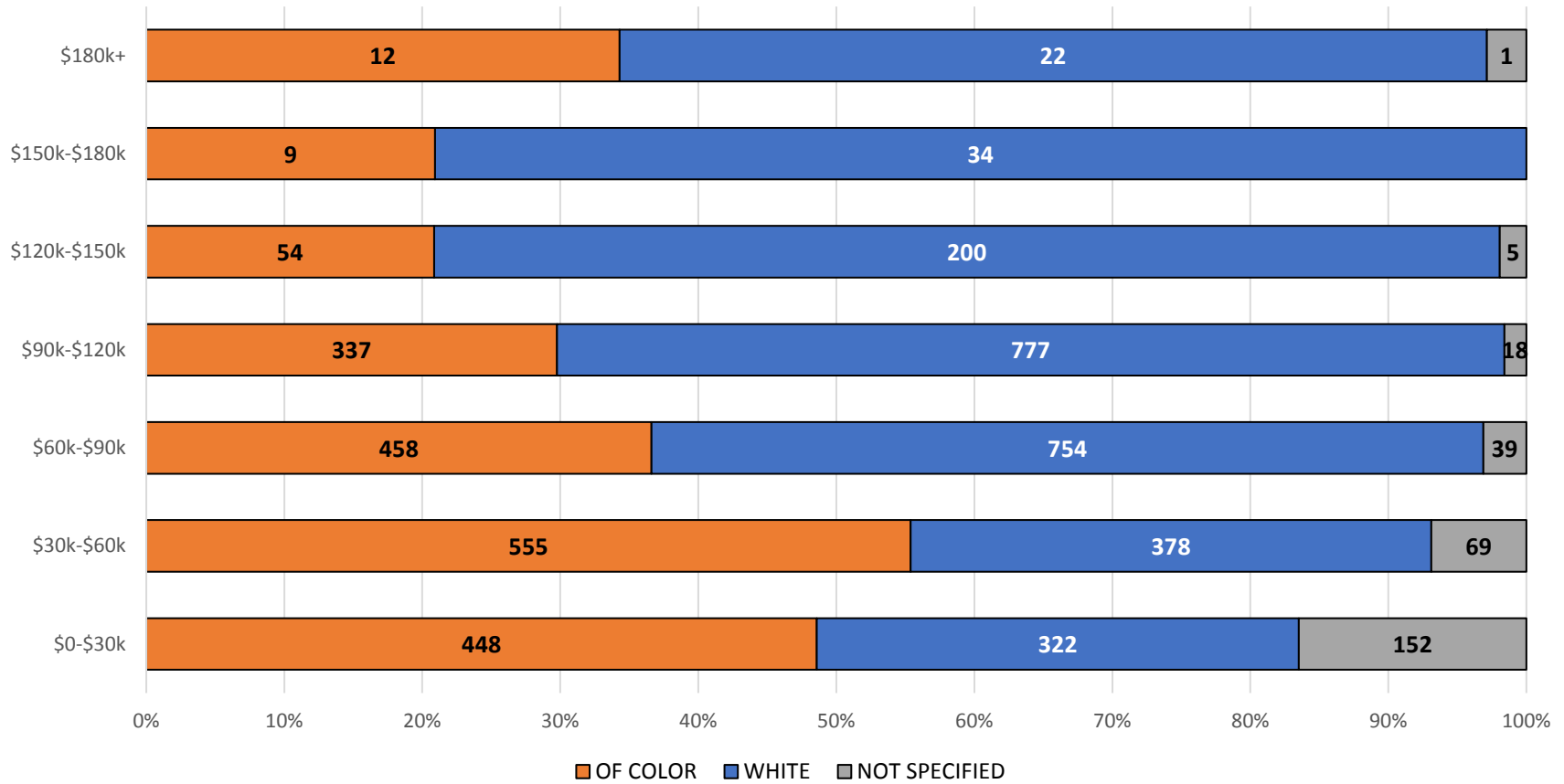
Annual Male Management Salary Totals



Source: Auditor generated from City of Sacramento eCAPS data.

Figure 38 below shows all City employees in salary range increments of \$30,000.

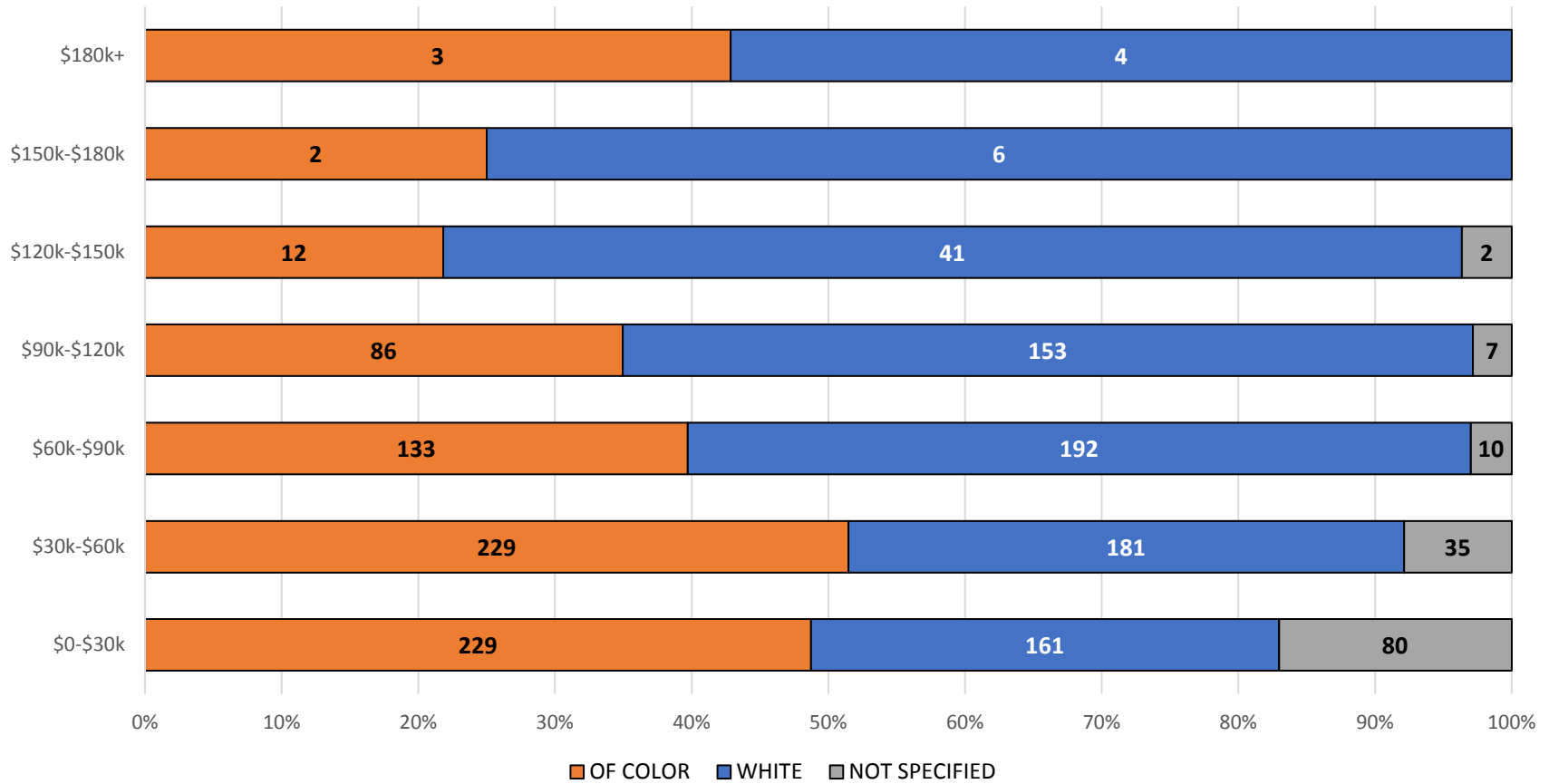
Figure 38: All City Employees and Salary Ranges (4,644 total)



Source: Auditor generated from City of Sacramento eCAPS data.

Figure 39 below shows female City employees in salary range increments of \$30,000.

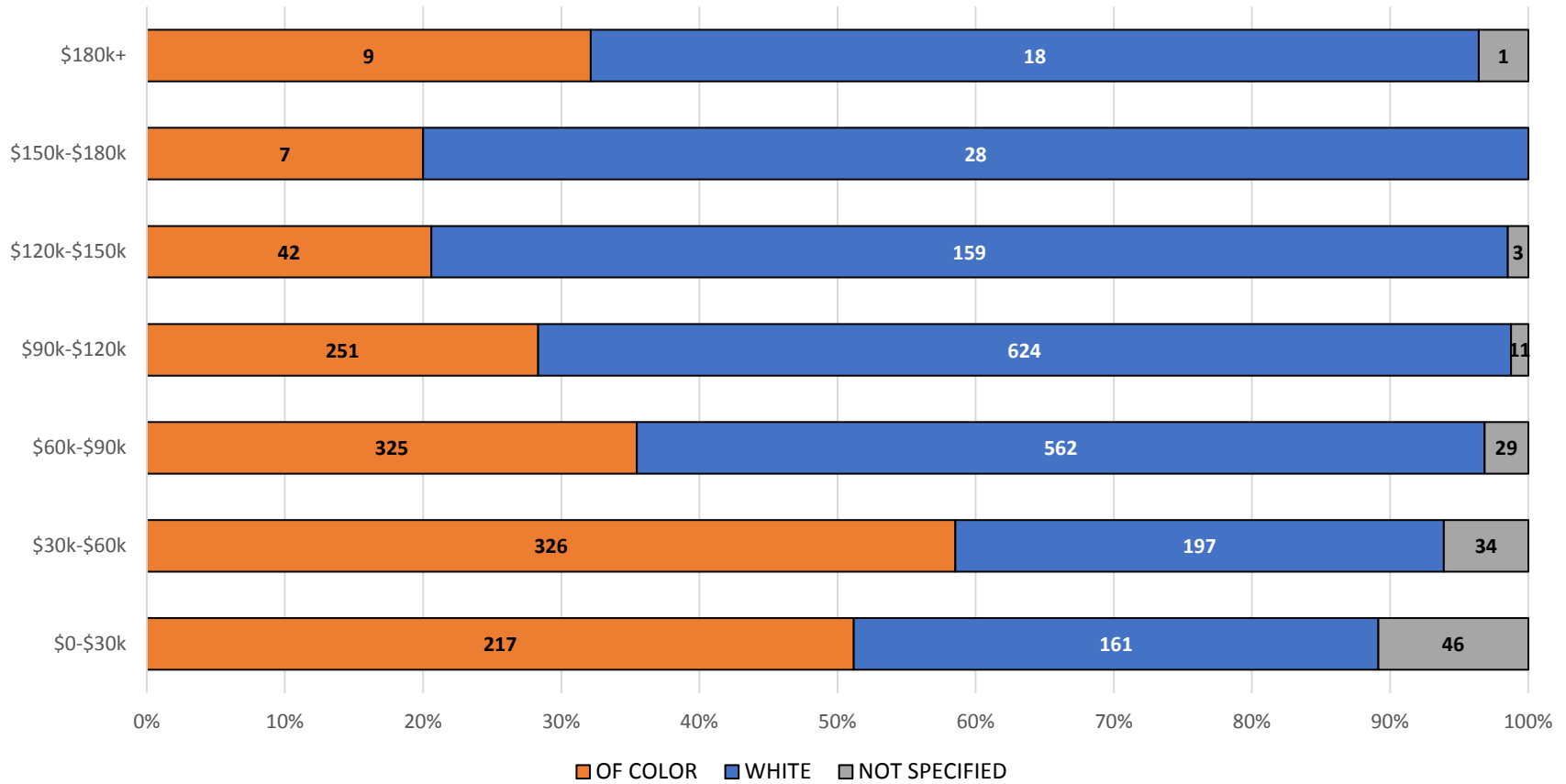
Figure 39: All Female City Employees and Salary Ranges (1,566 total)



Source: Auditor generated from City of Sacramento eCAPS data.

Figure 40 below shows male City employees in salary range increments of \$30,000.

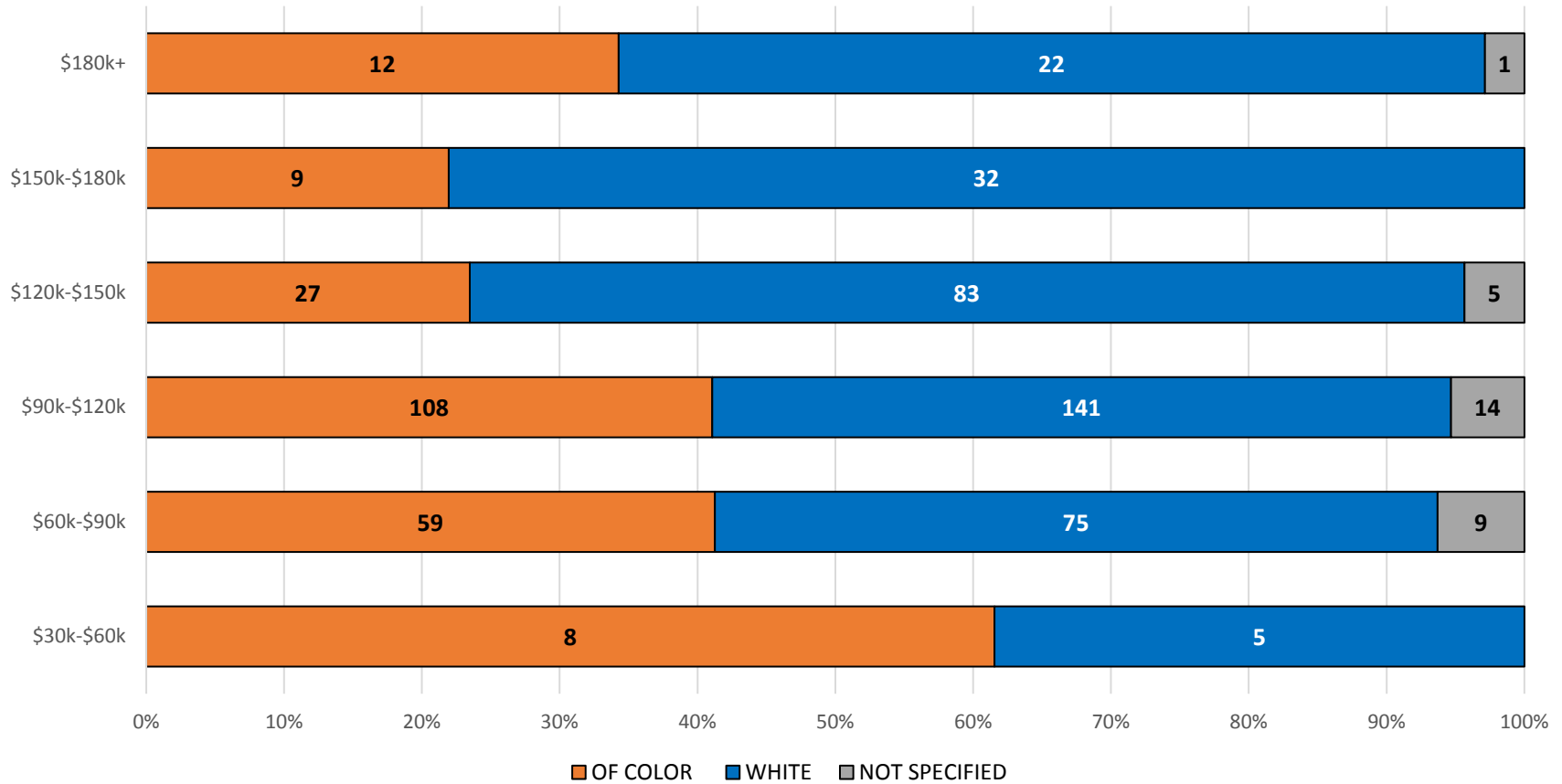
Figure 40: Male City Employees and Salary Ranges (3,050 total)



Source: Auditor generated from City of Sacramento eCAPS data.

Figure 41 below shows all City management employees in salary range increments \$30,000.

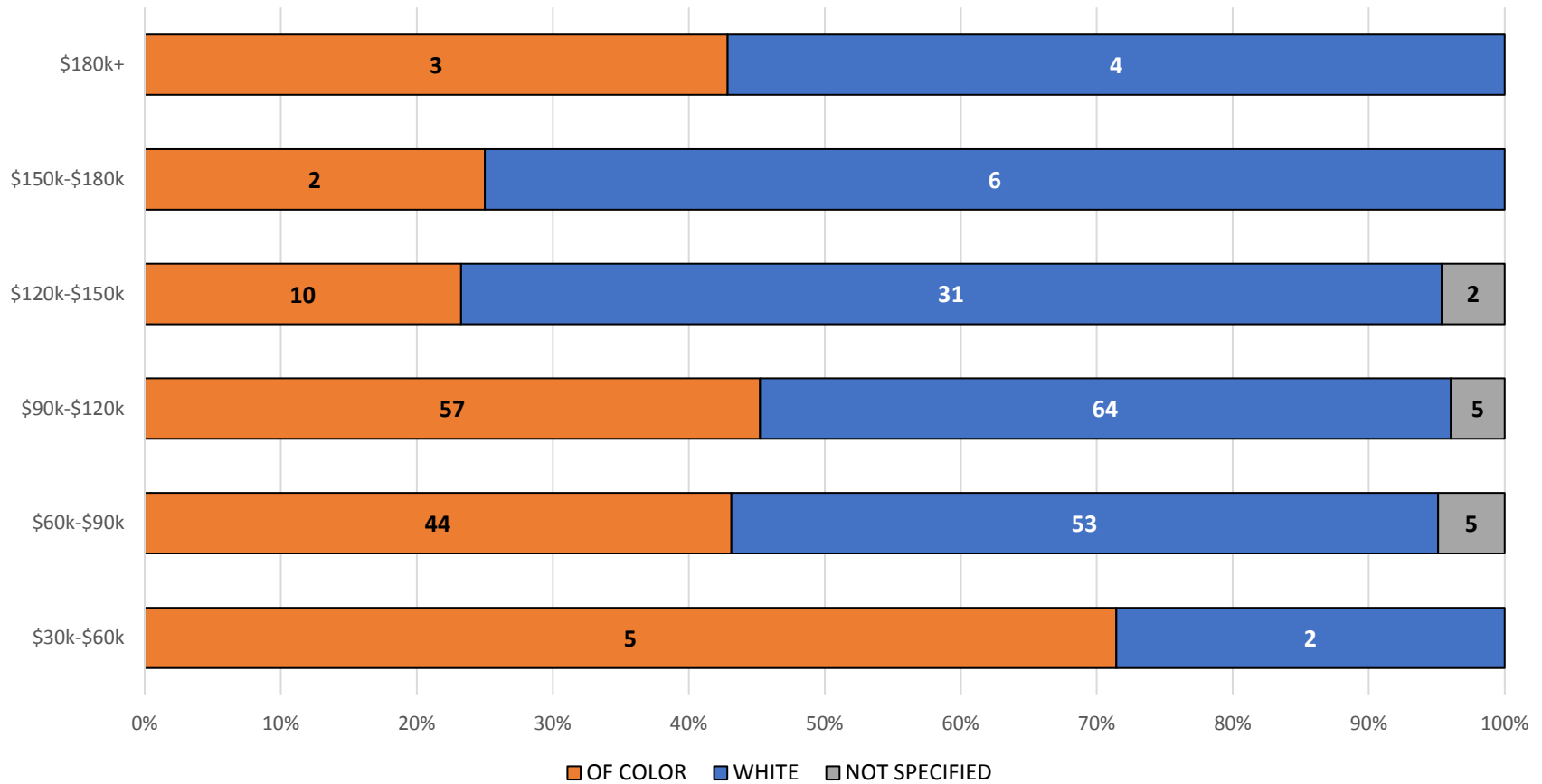
Figure 41: City Management Employees and Salary Ranges (610 total)



Source: Auditor generated from City of Sacramento eCAPS data.

Figure 42 below shows female City management employees in salary range increments \$30,000.

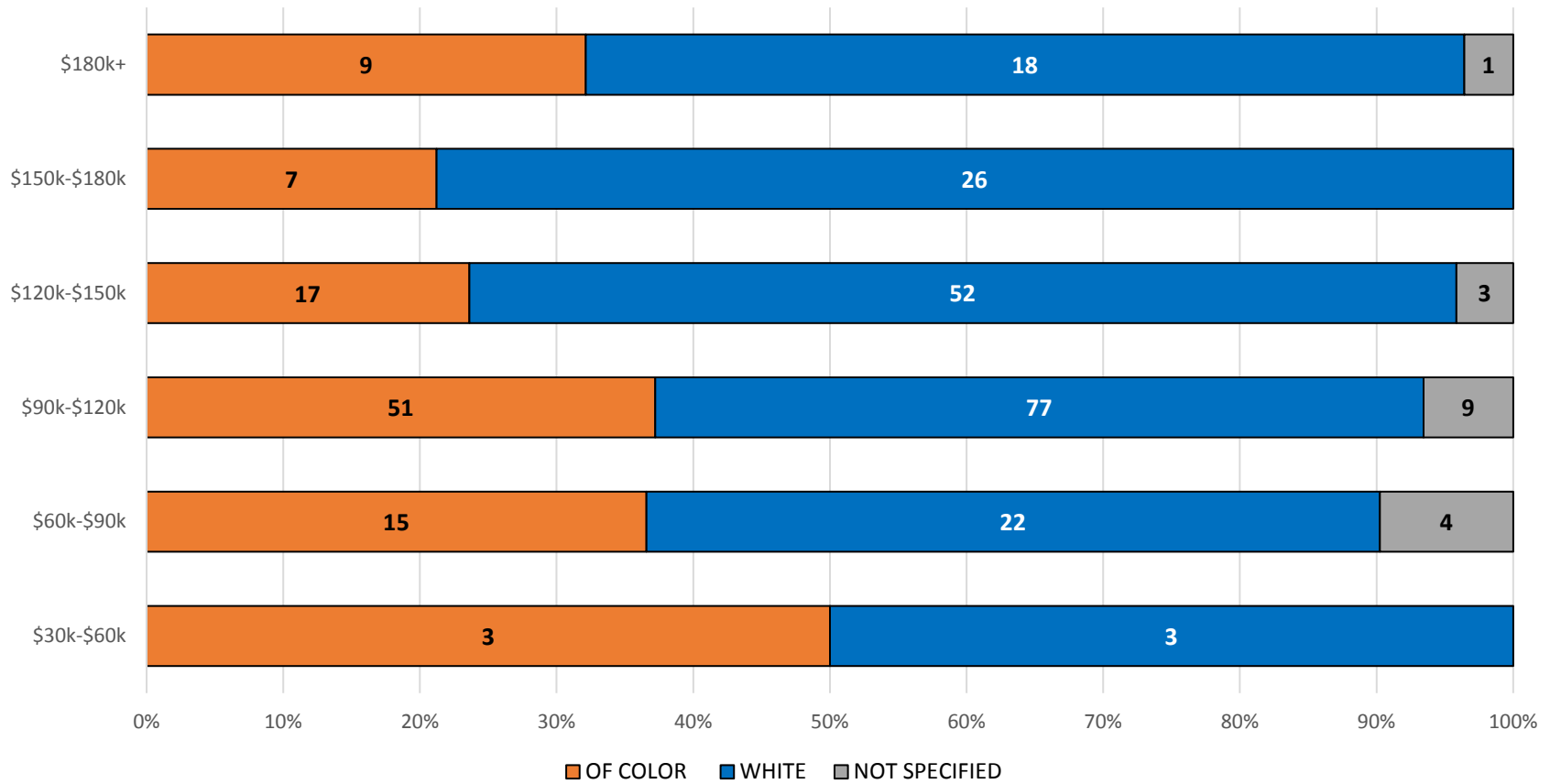
Figure 42: Female City Management Employees and Salary Ranges (293 total)



Source: Auditor generated from City of Sacramento eCAPS data.

Figure 43 below shows of male City management employees in salary range increments of \$30,000.

Figure 43: Male City Management Employees and Salary Ranges (317 total)



Source: Auditor generated from City of Sacramento eCAPS data.

Chapter 5: Demographics of the Sacramento Fire Department

Given the City Council’s interest in public safety diversity, this chapter focuses specifically on the demographics of the Sacramento Fire Department (SFD).

The Fire Department first began serving the citizens of Sacramento in 1850 as a volunteer organization. In 1872, it became the first paid professional fire department west of the Mississippi. The Department responds to many types of emergencies, including fires, emergency medical calls, and hazardous materials incidents as well as specialized rescues, such as water, vertical, confined space, and animal rescues. The Department provides fire code enforcement, public education, and fire investigation.

Figure 44 below compares the demographics of the City’s population to all SFD employees, SFD management employees, and sworn fire personnel. As noted, the percentage of White employees in the department is more than twice that of the City population. Additionally, with the exception of American Indian/Alaska Native, every other ethnic group is underrepresented when compared to population demographics.

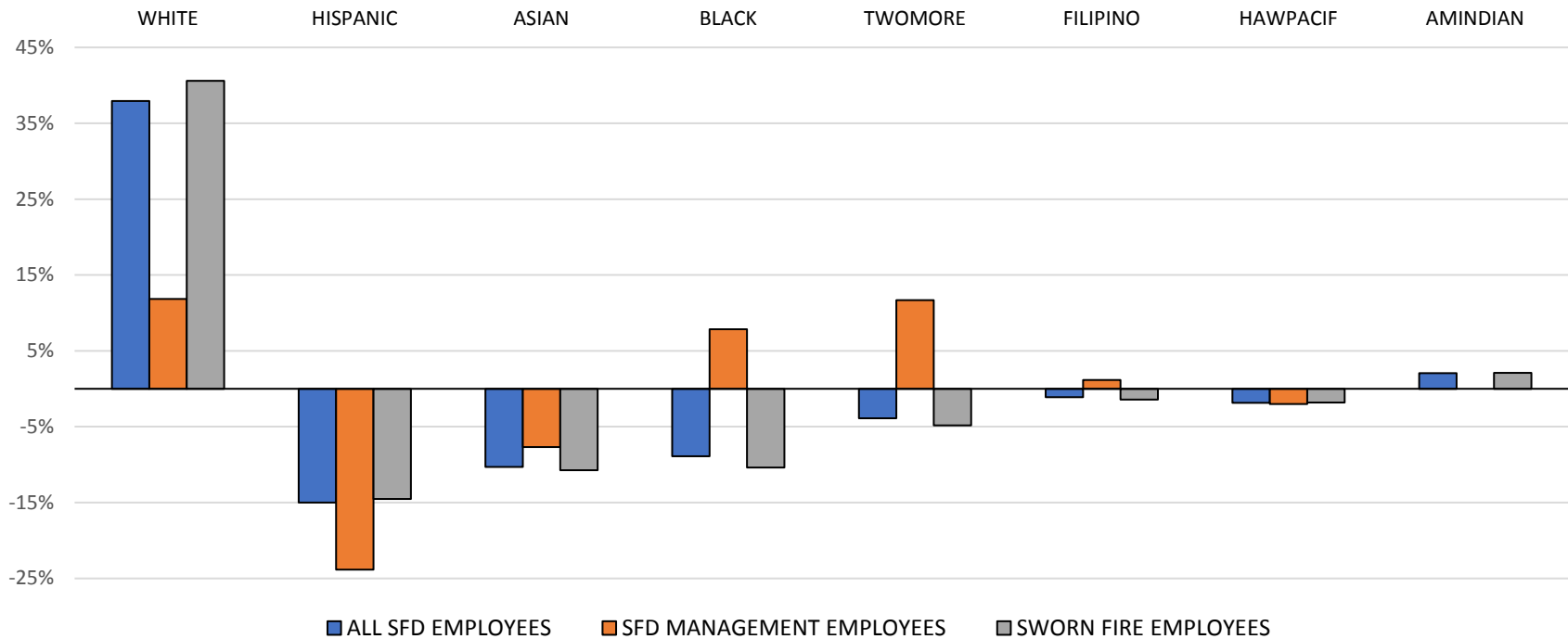
Figure 44: Ethnicity Percentages of City Population and Fire Department Employees

| | WHITE | HISPANIC | ASIAN | BLACK | TWO MORE | FILIPINO | HAW PACIF | AM INDIAN | MENA |
|---------------------------------|-------|----------|-------|-------|----------|----------|-----------|-----------|------|
| City Population | 34% | 28% | 16% | 13% | 5% | 3% | 2% | 0% | N/A |
| All SFD Employees | 72% | 13% | 6% | 4% | 1% | 2% | 0% | 2% | 0% |
| SFD Management Employees | 46% | 4% | 8% | 21% | 17% | 4% | 0% | 0% | 0% |
| SFD Sworn Firefighters | 75% | 13% | 5% | 3% | 0% | 2% | 0% | 2% | 0% |

Source: Auditor generated from City of Sacramento eCAPS data.

Figure 45 below shows the variance of SFD employees as compared to the City’s population. For example, 75 percent of sworn fire personnel are White, compared to 34 percent of the City population. This results in the 41 percentage point variance for sworn personnel noted below (75%-34% = 41 percentage points).

Figure 45: Fire Department Ethnicity Variance from City Population



Source: Auditor generated from City of Sacramento eCAPS data.

Figure 46 below shows sworn Fire Department ranks by ethnic groups. Figures from 2016 are shown for comparison.

Figure 46: Sworn Fire Department Ranks by Ethnicity, 2016-2017

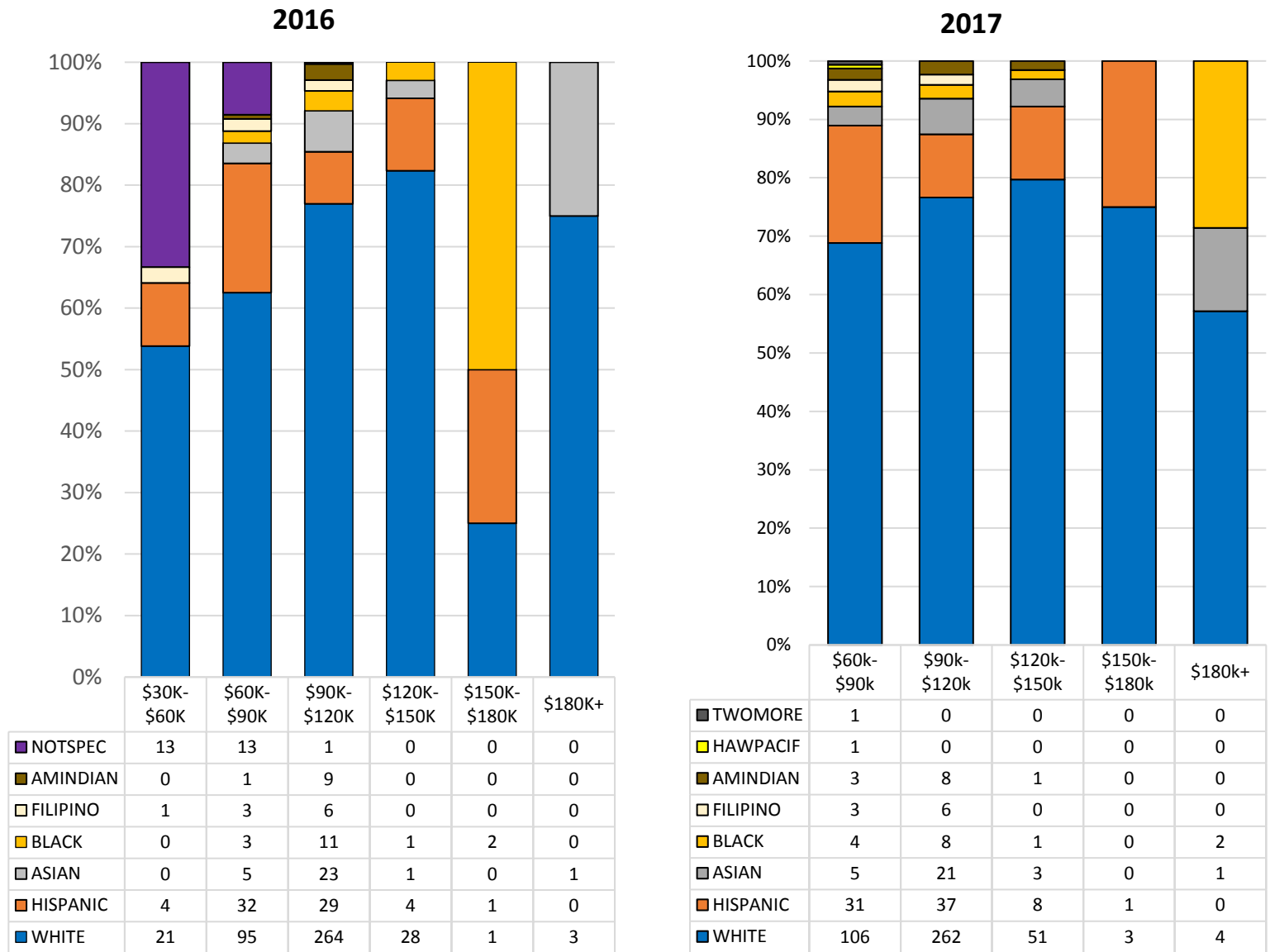
| | WHITE | | HISPANIC | | ASIAN | | BLACK | | FILIPINO | | HAWPACIF | | AMINDIAN | | TWO MORE | | NOT SPEC | | Grand Total | |
|-------------------------|------------|------------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|----------|----------|----------|-----------|-----------|----------|----------|-----------|----------|-------------|------------|
| | 2016 | 2017 | 2016 | 2017 | 2016 | 2017 | 2016 | 2017 | 2016 | 2017 | 2016 | 2017 | 2016 | 2017 | 2016 | 2017 | 2016 | 2017 | 2016 | 2017 |
| Fire Chief | 1 | 1 | | | | | | | | | | | | | | | | | 1 | 1 |
| Deputy Fire Chief | 2 | 2 | | | 1 | 1 | | | | | | | | | | | | | 3 | 3 |
| Fire Assistant Chief | 1 | 2 | 1 | 1 | | | 2 | 2 | | | | | | | | | | | 4 | 5 |
| Fire Battalion Chief | 9 | 10 | 1 | | | | 1 | 1 | | | | | | | | | | | 11 | 11 |
| Fire Captain | 91 | 93 | 10 | 9 | 5 | 4 | 2 | 2 | 1 | 1 | | | 3 | 3 | | | | | 112 | 112 |
| Command Subtotal | 104 | 108 | 12 | 10 | 6 | 5 | 5 | 5 | 1 | 1 | 0 | 0 | 3 | 3 | 0 | 0 | 0 | 0 | 131 | 132 |
| Fire Engineer | 82 | 81 | 8 | 7 | 6 | 7 | 4 | 1 | 1 | 1 | | | 2 | 2 | | | | | 103 | 99 |
| Fire Investigator | 5 | 5 | | | | | 1 | 1 | | | | | | | | | | | 6 | 6 |
| Firefighter | 192 | 232 | 43 | 60 | 16 | 18 | 4 | 8 | 7 | 7 | | 1 | 5 | 7 | | 1 | 13 | | 280 | 334 |
| Fire Recruit | 21 | | 4 | | | | | | 1 | | | | | | | | 13 | | 39 | 0 |
| Grand Total | 404 | 426 | 67 | 77 | 28 | 30 | 14 | 15 | 10 | 9 | 0 | 1 | 10 | 12 | 0 | 1 | 26 | 0 | 559 | 571 |

| | WHITE | | HISPANIC | | ASIAN | | BLACK | | FILIPINO | | HAWPACIF | | AMINDIAN | | TWO MORE | | NOT SPEC | | Grand Total | |
|-------------------------|------------|------------|------------|------------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-------------|------------|
| | 2016 | 2017 | 2016 | 2017 | 2016 | 2017 | 2016 | 2017 | 2016 | 2017 | 2016 | 2017 | 2016 | 2017 | 2016 | 2017 | 2016 | 2017 | 2016 | 2017 |
| Fire Chief | 100% | 100% | | | | | | | | | | | | | | | | | 1 | 1 |
| Deputy Fire Chief | 67% | 67% | | | 33% | 33% | | | | | | | | | | | | | 3 | 3 |
| Fire Assistant Chief | 25% | 40% | 25% | 20% | | | 50% | 40% | | | | | | | | | | | 4 | 5 |
| Fire Battalion Chief | 82% | 91% | 9% | | | | 9% | 9% | | | | | | | | | | | 11 | 11 |
| Fire Captain | 81% | 83% | 9% | 8% | 4% | 4% | 2% | 2% | 1% | 1% | | | 3% | 3% | | | | | 112 | 112 |
| Command Subtotal | 79% | 82% | 9% | 8% | 5% | 4% | 4% | 4% | 1% | 1% | 0% | 0% | 2% | 2% | 0% | 0% | 0% | 0% | 131 | 132 |
| Fire Engineer | 80% | 82% | 8% | 7% | 6% | 7% | 4% | 1% | 1% | 1% | | | 2% | 2% | | | | | 103 | 99 |
| Fire Investigator | 83% | 83% | | | | | 17% | 17% | | | | | | | | | | | 6 | 6 |
| Firefighter | 69% | 69% | 15% | 18% | 6% | 5% | 1% | 2% | 3% | 2% | | 0% | 2% | 2% | | 0% | 5% | | 280 | 334 |
| Fire Recruit | 54% | | 10% | | | | | | 3% | | | | | | | | 33% | | 39 | 0 |
| Grand Total | 72% | 75% | 12% | 13% | 5% | 5% | 3% | 3% | 2% | 2% | 0% | 0% | 2% | 2% | 0% | 0% | 5% | 0% | 559 | 571 |

Source: Auditor generated from City of Sacramento eCAPS data.

Figure 47 below shows the percentage of ethnicities within \$30,000-increment base salary ranges for sworn Fire Department employees.

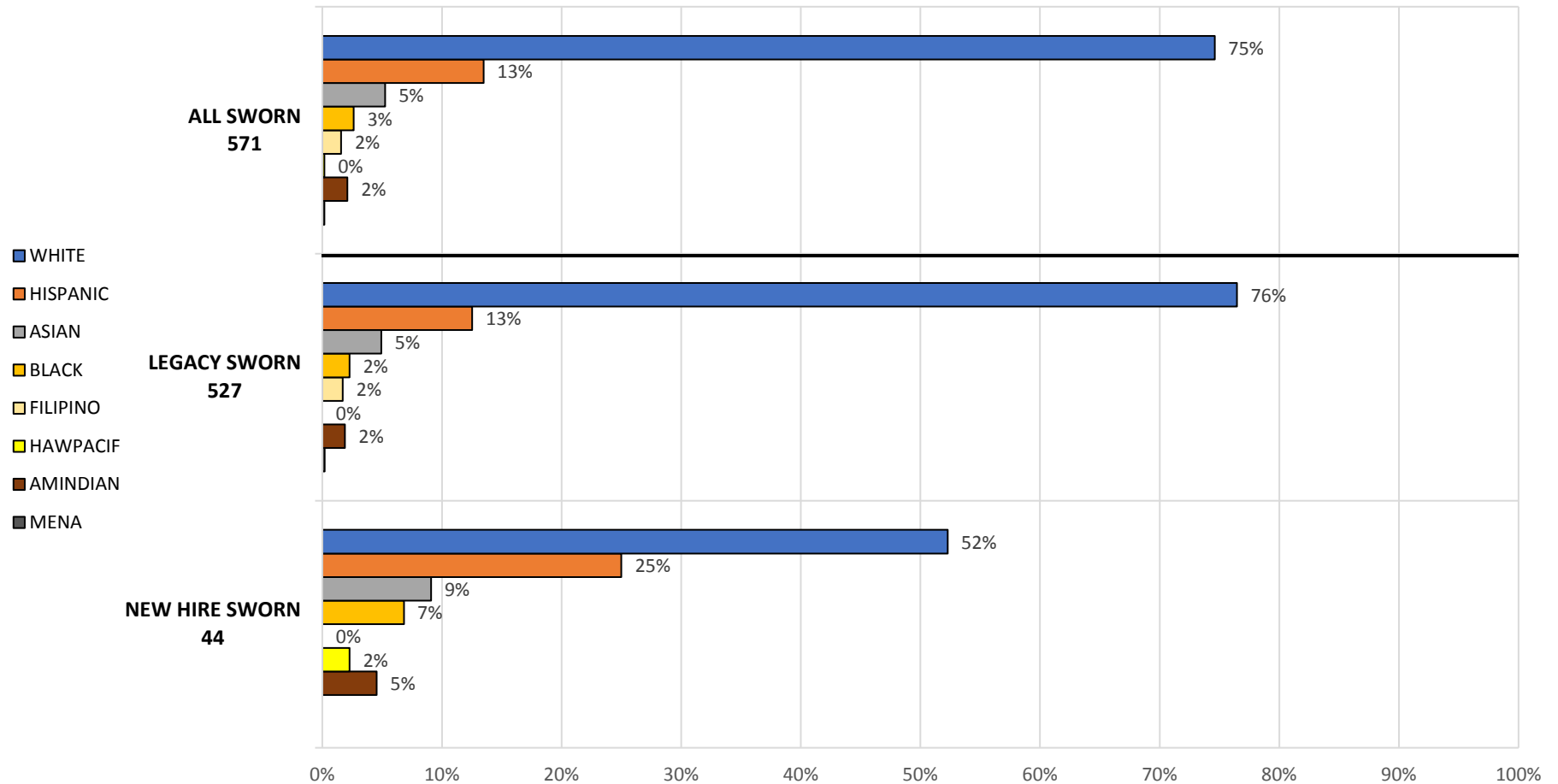
Figure 47: Sworn Fire Department Salary ranges by Ethnicity, 2016-2017



Source: Auditor generated from City of Sacramento eCAPS data and the 2016 "Audit of the City's Gender and Ethnic Diversity".

Figure 48 below compares the ethnicity percentages of all sworn firefighters to those hired before July 1, 2016 and those hired after July 1, 2016.

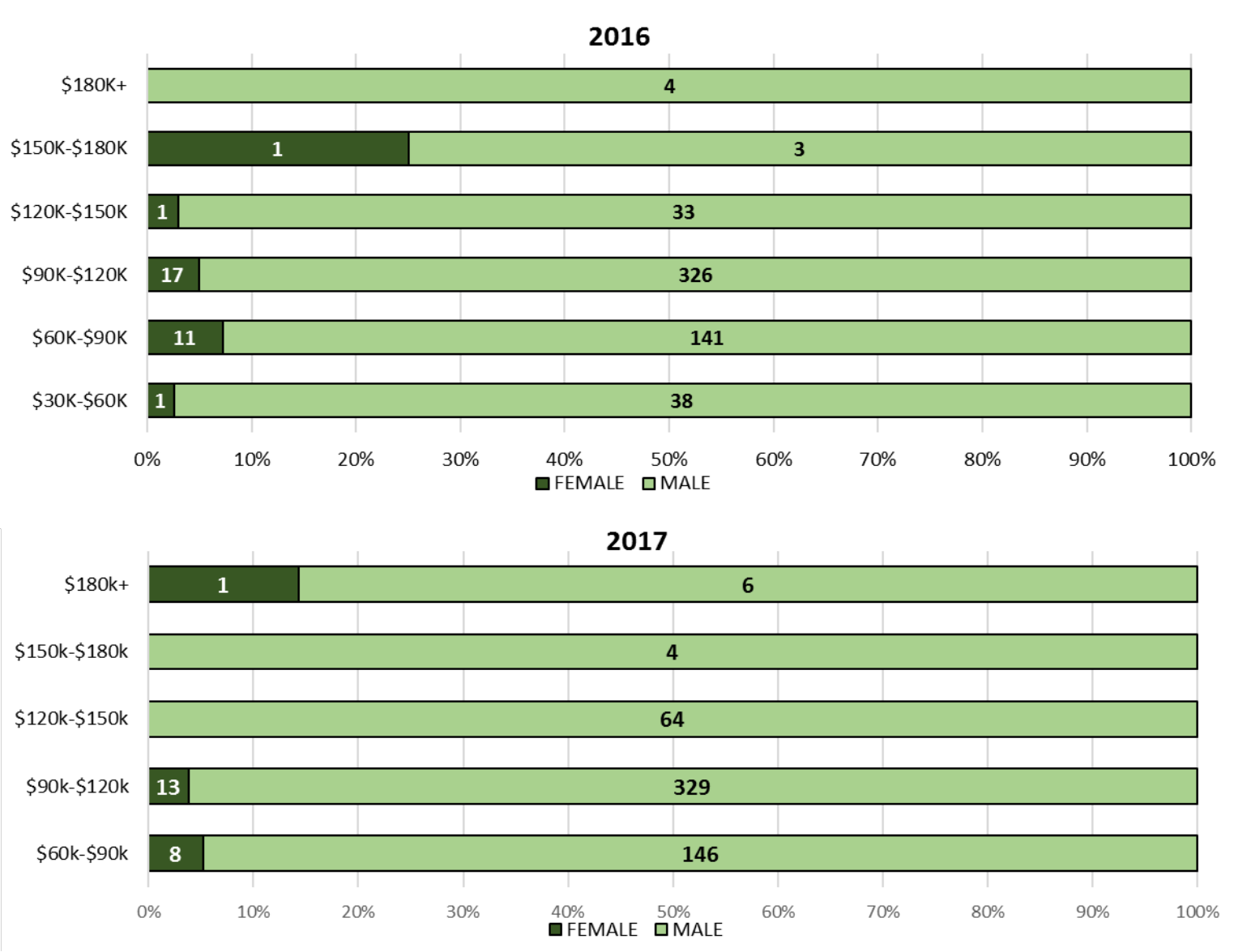
Figure 48: Ethnicity of Legacy SFD Sworn Firefighters Compared to New SFD Sworn Firefighters



Source: Auditor generated from City of Sacramento eCAPS data.

Figure 49 below shows sworn female firefighters (22) and sworn male firefighters (549) in salary ranges of \$30,000 increments.

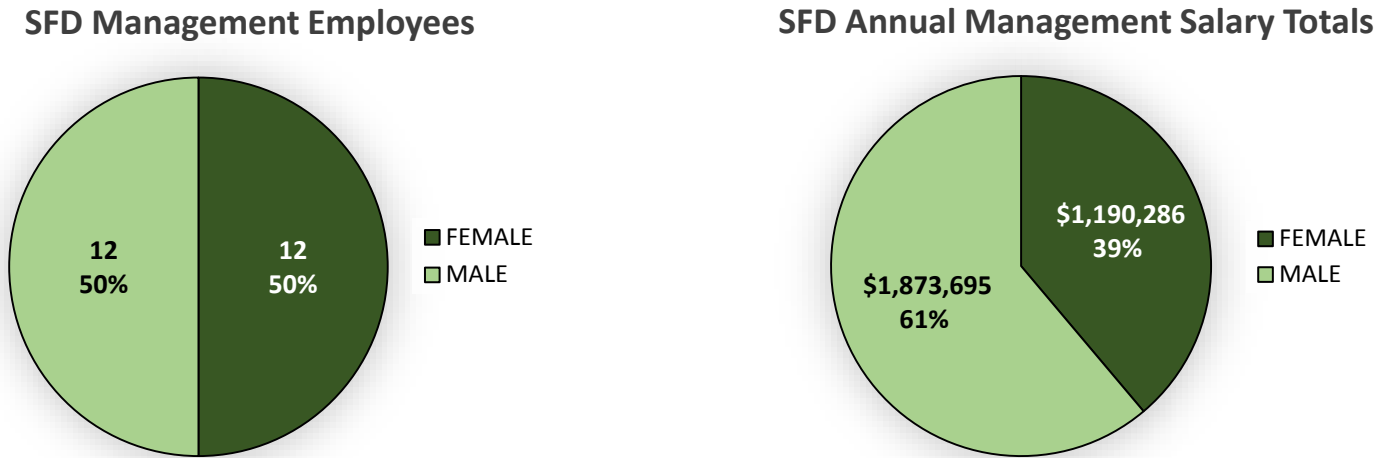
Figure 49: Sworn Fire Department Employees and Salary Ranges by Gender (571 total)



Source: Auditor generated from City of Sacramento eCAPS data and the 2016 "Audit of the City's Gender and Ethnic Diversity".

Figure 50 below compares all Fire Department management employees (sworn and non-sworn) by gender to the total base salaries by gender. As shown, female employees represent 50 percent of the Fire Department's management and 39 percent of the annual management salary rate.

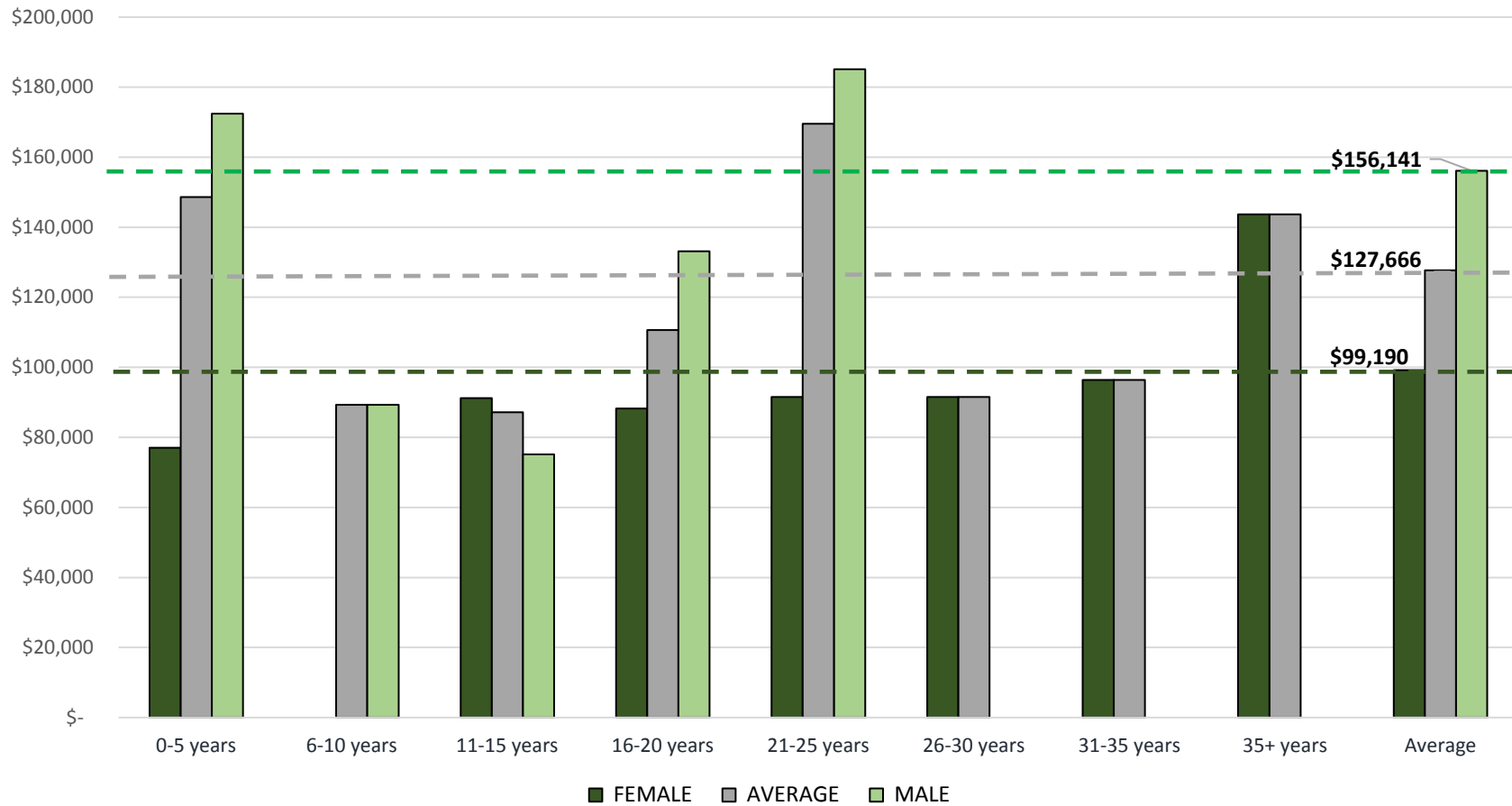
Figure 50: SFD Management Numbers Compared to Annual Salaries by Gender (24 total)



Source: Auditor generated from City of Sacramento eCAPS data.

Figure 51 below shows the average salary of female Fire Department management employees (dark green) compared to the average salary of male Fire Department management employees (light green) within 5-year tenure increments, along with the overall average of all department management employees (gray).

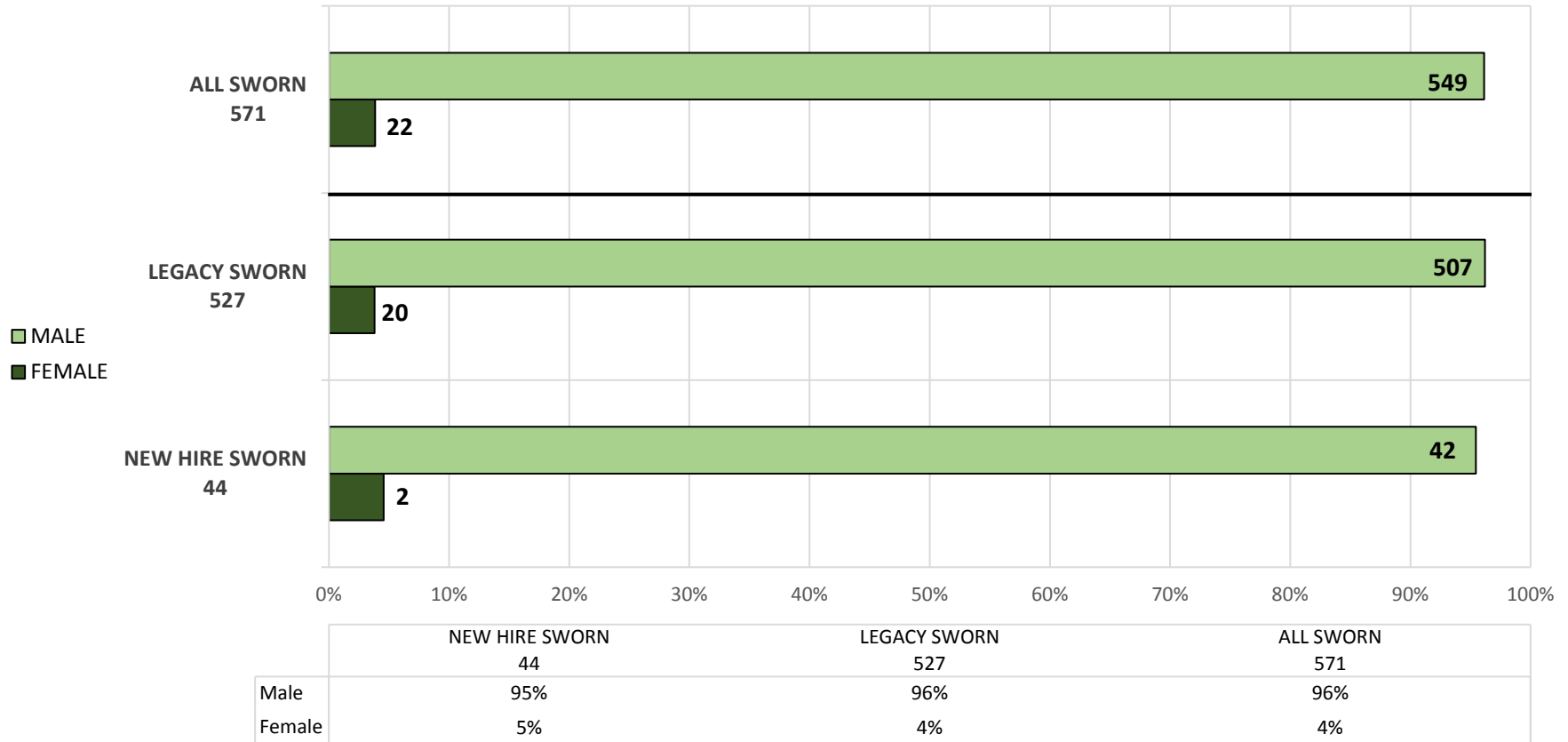
Figure 51: Average Fire Department Management Salaries by Tenure and Gender (24 total)



Source: Auditor generated from City of Sacramento eCAPS data.

Figure 52 below compares the gender of all sworn firefighters to those hired before July 1, 2016 and those hired after July 1, 2016.

Figure 52: Gender of Legacy SFD Sworn Firefighters Compared to New SFD Sworn Firefighters



Source: Auditor generated from City of Sacramento eCAPS data.

Chapter 6: Demographics of the Sacramento Police Department

Given the City Council’s interest in public safety diversity, this chapter focuses specifically on the demographics of the Sacramento Police Department (SPD).

The Police Department is dedicated to the philosophy and principles of community policing and endeavors to build public trust with all members of the community, including children, youth, and adults. The Department is committed to transparency, fairness, and impartiality, and supports accountability at all levels of the organization.

The City’s Fiscal Year 2017/2018 budget includes the following objectives to “diversify the [Police] Department so that it is representative of the community it serves”:

- Continue to expand Hiring Pipeline program through the addition of Student Trainees, pre-hire Police Recruits and reserve Community Service Officers.
- Expand partnerships with community-based organizations and California State University Sacramento to provide training and mentoring to potential law enforcement applicants through the Links to Law Enforcement and Law Enforcement Candidates Scholar programs.
- Increase outreach to elementary and middle schools.
- Provide continued support for the Police Cadet program as well as the Criminal Justice Magnet Academies.
- Partner with Council, City Departments, and local Community Based Organizations to recruit into the Department.

Figure 53 below compares the demographics of the City’s population to all SPD employees, SPD management employees, and sworn police personnel. As noted, the percentage of White employees in the department is more than twice that of the City population. Additionally, with the exception of American Indian/Alaska Native, every other ethnic group is underrepresented when compared to population demographics.

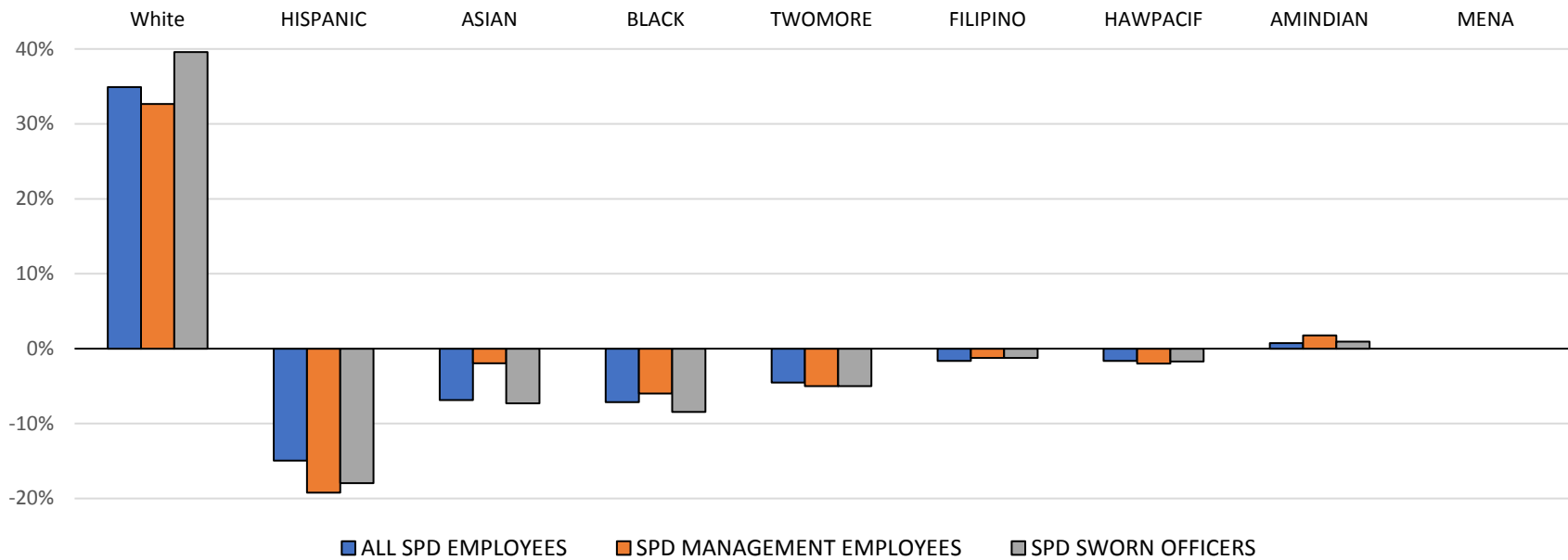
Figure 53: Ethnicity Percentages of City Population and Police Department Employees

| | WHITE | HISPANIC | ASIAN | BLACK | TWO MORE | FILIPINO | HAW PACIF | AM INDIAN | MENA |
|---------------------------------|-------|----------|-------|-------|----------|----------|-----------|-----------|------|
| City Population | 34% | 28% | 16% | 13% | 5% | 3% | 2% | 0% | N/A |
| All SPD Employees | 69% | 13% | 9% | 6% | 0% | 1% | 0% | 1% | 0% |
| SPD Management Employees | 67% | 9% | 14% | 7% | 0% | 2% | 0% | 2% | 0% |
| SPD Sworn Officers | 74% | 10% | 9% | 5% | 0% | 2% | 0% | 1% | 0% |

Source: Auditor generated from City of Sacramento eCAPS data.

Figure 54 below shows the variance of SPD employees as compare to the City’s population. For example, 74 percent of sworn police personnel are White, compared to 34 percent of the City population. This results in the 40 percentage point variance for sworn personnel noted below (74%-34% = 40 percentage points).

Figure 54: Police Department Ethnicity Variance from City Population



Source: Auditor generated from City of Sacramento eCAPS data.

Figure 55 below shows sworn Police Department ranks by ethnic groups. Figures from 2016 are shown for comparison.

Figure 55: Sworn Police Department Ranks by Ethnicity, 2016-2017

| | WHITE | | HISPANIC | | ASIAN | | BLACK | | FILIPINO | | HAWPACIF | | AMINDIAN | | MENA | | NOT SPEC | | Grand Total | |
|-----------------------------------|------------|------------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|----------|----------|----------|----------|----------|----------|----------|----------|-------------|------------|
| | 2016 | 2017 | 2016 | 2017 | 2016 | 2017 | 2016 | 2017 | 2016 | 2017 | 2016 | 2017 | 2016 | 2017 | 2016 | 2017 | 2016 | 2017 | 2016 | 2017 |
| Police Chief | 1 | | | | | | | 1 | | | | | | | | | | | 1 | 1 |
| Deputy Police Chief | 2 | 2 | | | 1 | | | | | | | | | | | | | | 3 | 2 |
| Police Captain | 9 | 8 | 1 | | 1 | 1 | 1 | | | | | | | | | | | | 12 | 9 |
| Police Lieutenant | 16 | 14 | 1 | 1 | 1 | 1 | 3 | 1 | 1 | 1 | | | 1 | 1 | | | | | 23 | 19 |
| Police Sergeant ^{Note A} | 76 | 75 | 6 | 6 | 4 | 6 | 2 | 2 | 3 | 3 | | | 1 | 2 | | | | | 92 | 94 |
| Command Subtotal | 104 | 99 | 8 | 7 | 7 | 8 | 6 | 4 | 4 | 4 | 0 | 0 | 2 | 3 | 0 | 0 | 0 | 0 | 131 | 125 |
| Police Officer ^{Note A} | 446 | 450 | 70 | 68 | 50 | 57 | 21 | 30 | 9 | 9 | | 2 | 7 | 4 | | 1 | 2 | | 605 | 621 |
| Grand Total | 550 | 549 | 78 | 75 | 57 | 65 | 27 | 34 | 13 | 13 | 0 | 2 | 9 | 7 | 0 | 1 | 2 | 0 | 736 | 746 |

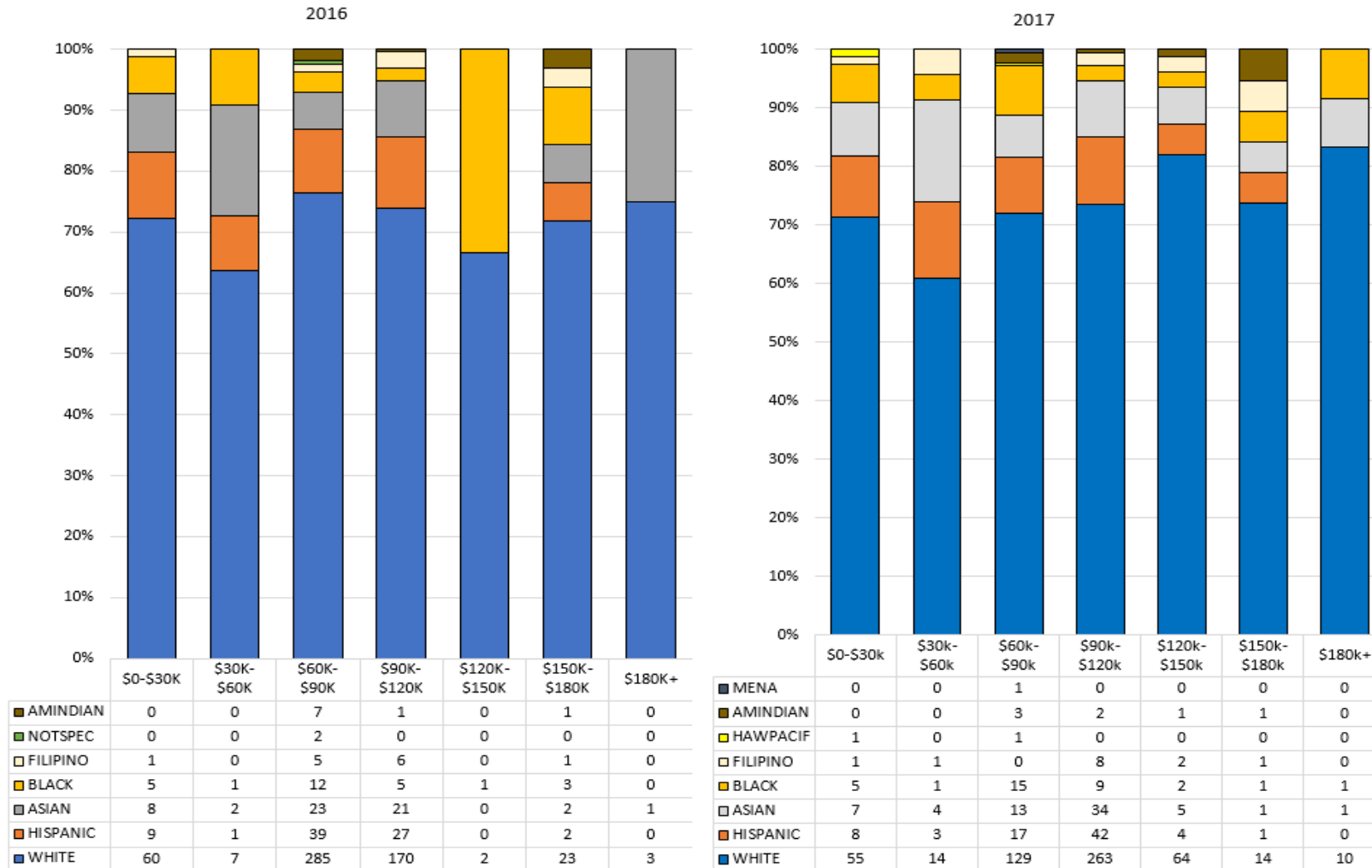
| | WHITE | | HISPANIC | | ASIAN | | BLACK | | FILIPINO | | HAWPACIF | | AMINDIAN | | MENA | | NOT SPEC | | Grand Total | |
|-----------------------------------|------------|------------|------------|------------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-------------|------------|
| | 2016 | 2017 | 2016 | 2017 | 2016 | 2017 | 2016 | 2017 | 2016 | 2017 | 2016 | 2017 | 2016 | 2017 | 2016 | 2017 | 2016 | 2017 | 2016 | 2017 |
| Police Chief | 100% | | | | | | | 100% | | | | | | | | | | | 1 | 1 |
| Deputy Police Chief | 67% | 100% | | | 33% | | | | | | | | | | | | | | 3 | 2 |
| Police Captain | 75% | 89% | 8% | | 8% | 11% | 8% | | | | | | | | | | | | 12 | 9 |
| Police Lieutenant | 70% | 74% | 4% | 5% | 4% | 5% | 13% | 5% | 4% | 5% | | | 4% | 5% | | | | | 23 | 19 |
| Police Sergeant ^{Note A} | 83% | 80% | 7% | 6% | 4% | 6% | 2% | 2% | 3% | 3% | | | 1% | 2% | | | | | 92 | 94 |
| Command Subtotal | 79% | 79% | 6% | 6% | 5% | 6% | 5% | 3% | 3% | 3% | 0% | 0% | 2% | 2% | 0% | 0% | 0% | 0% | 131 | 125 |
| Police Officer ^{Note A} | 74% | 72% | 12% | 11% | 8% | 9% | 3% | 5% | 1% | 1% | | | 1% | 1% | | | | | 605 | 621 |
| Grand Total | 75% | 74% | 11% | 10% | 8% | 9% | 4% | 5% | 2% | 2% | 0% | 0% | 1% | 1% | 0% | 0% | 0% | 0% | 736 | 746 |

Source: Auditor generated from City of Sacramento eCAPS data and the 2016 "Audit of the City's Gender and Ethnic Diversity".

Note A: These figures include Reserve Police Officers and Reserve Police Sergeants.

Figure 56 below shows the percentage of ethnicities within \$30,000-increment base salary ranges for sworn police officers.

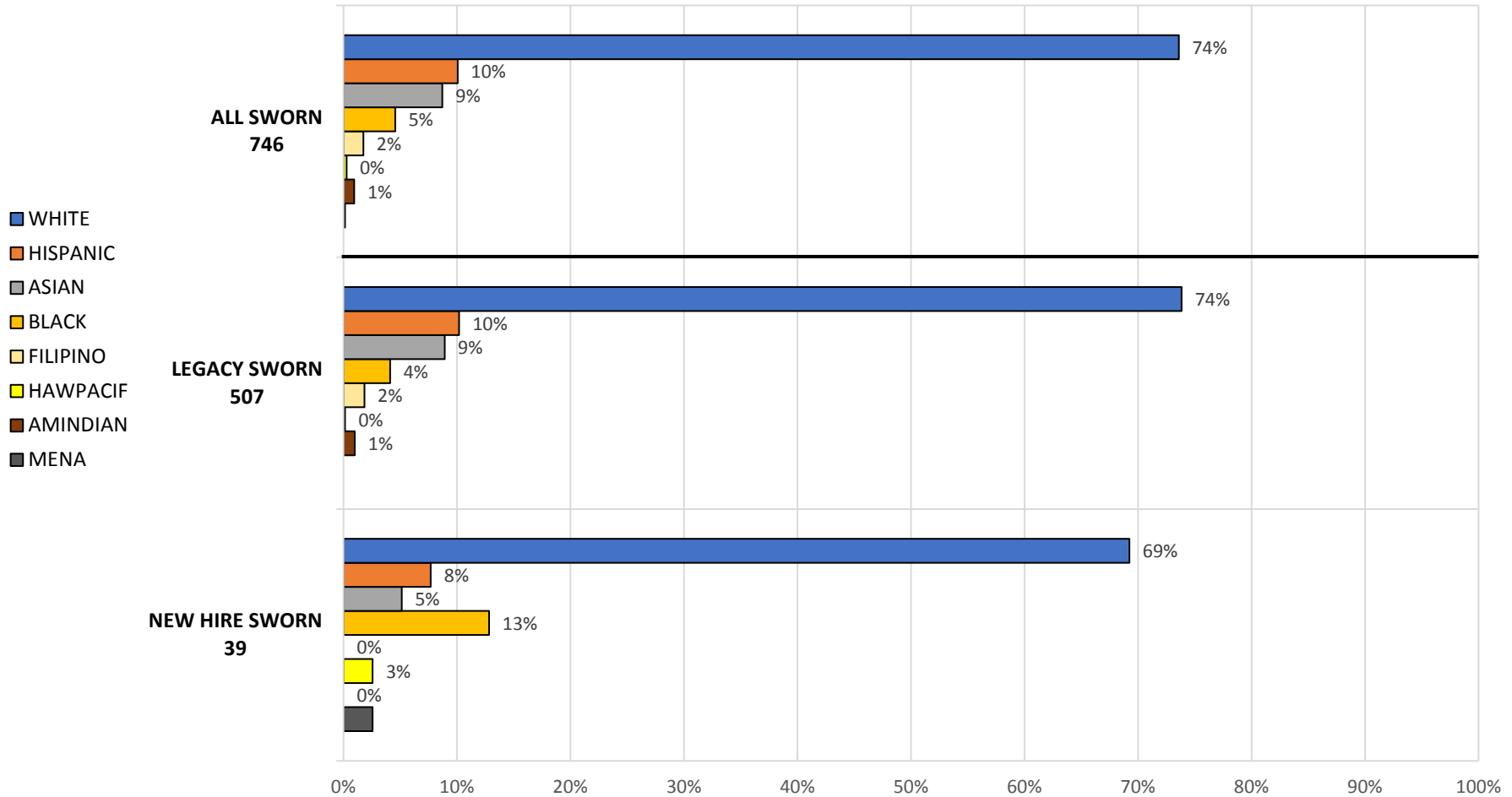
Figure 56: Sworn SPD Salary ranges by Ethnicity, 2016-2017



Source: Auditor generated from City of Sacramento eCAPS data and the 2016 "Audit of the City's Gender and Ethnic Diversity".

Figure 57 below compares the ethnicity percentages of all sworn police officers to those hired before July 1, 2016 and those hired after July 1, 2016.

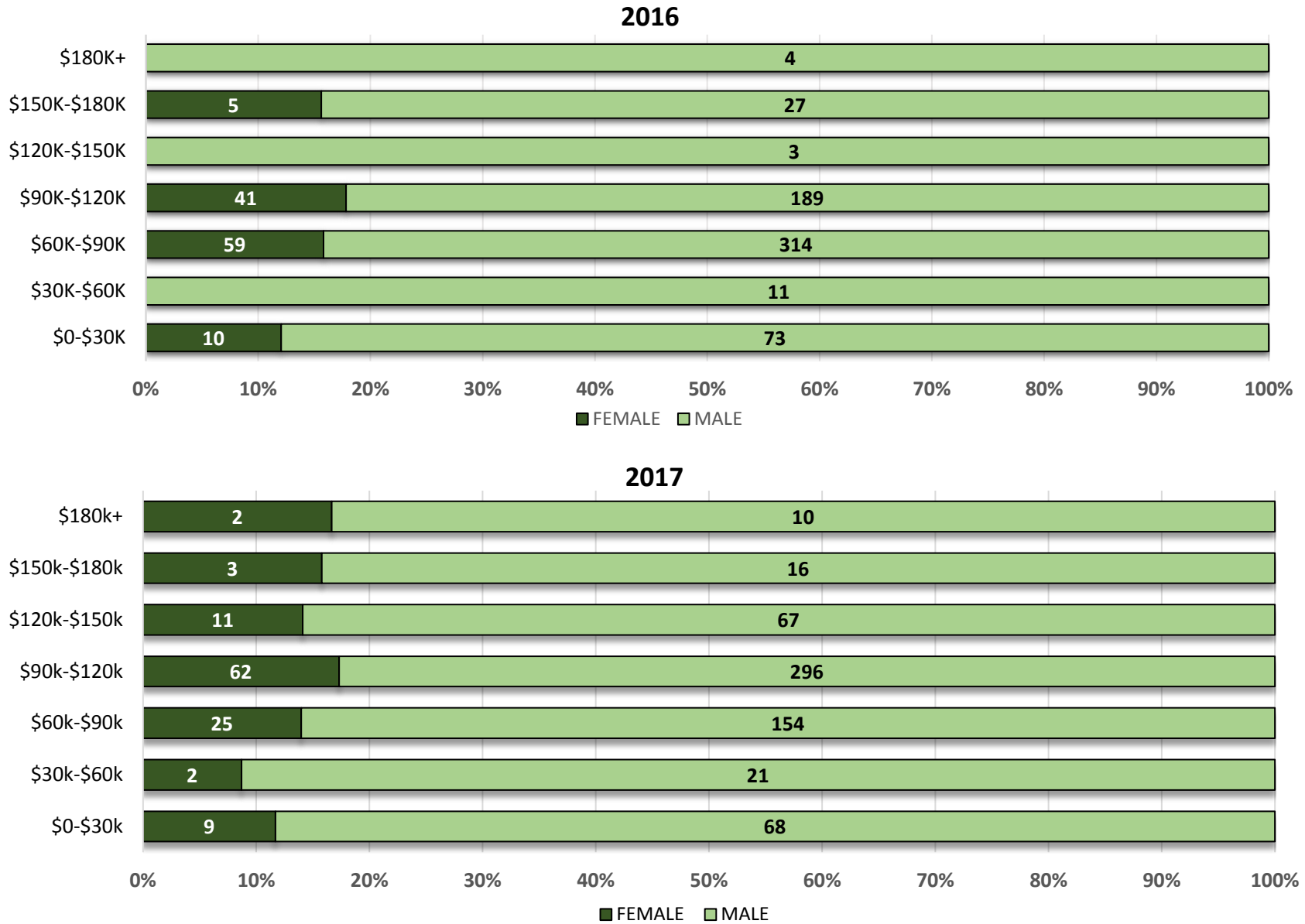
Figure 57: Ethnicity of Legacy SPD Sworn Officers Compared to New SPD Sworn Officers



Source: Auditor generated from City of Sacramento eCAPS data.

Figure 58 below shows sworn female police officers (114 total) and sworn male police officers (632 total) in salary ranges of \$30,000 increments.

Figure 58: Sworn Police Department Employees and Salary Ranges by Gender (746 total)

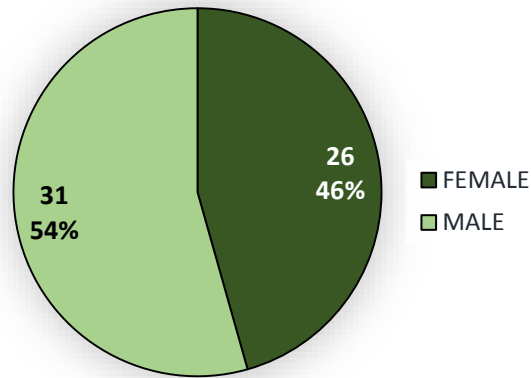


Source: Auditor generated from City of Sacramento eCAPS data.

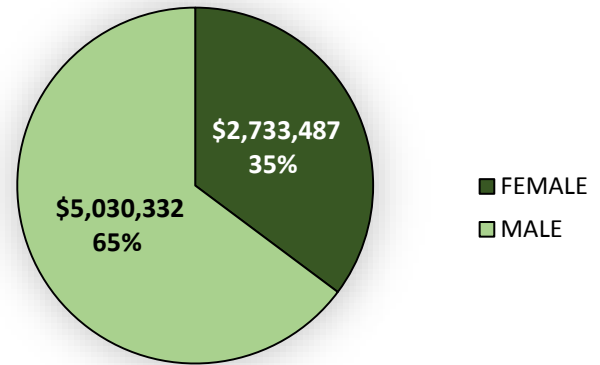
Figure 59 below compares all Police Department management employees (sworn and non-sworn) by gender to the total base salaries by gender. As shown, female employees represent 46 percent of the Police Department’s management and 35 percent of the annual management salary rate.

Figure 59: SPD Management Numbers Compared to Annual Salaries by Gender (57 total)

SPD Management Employees



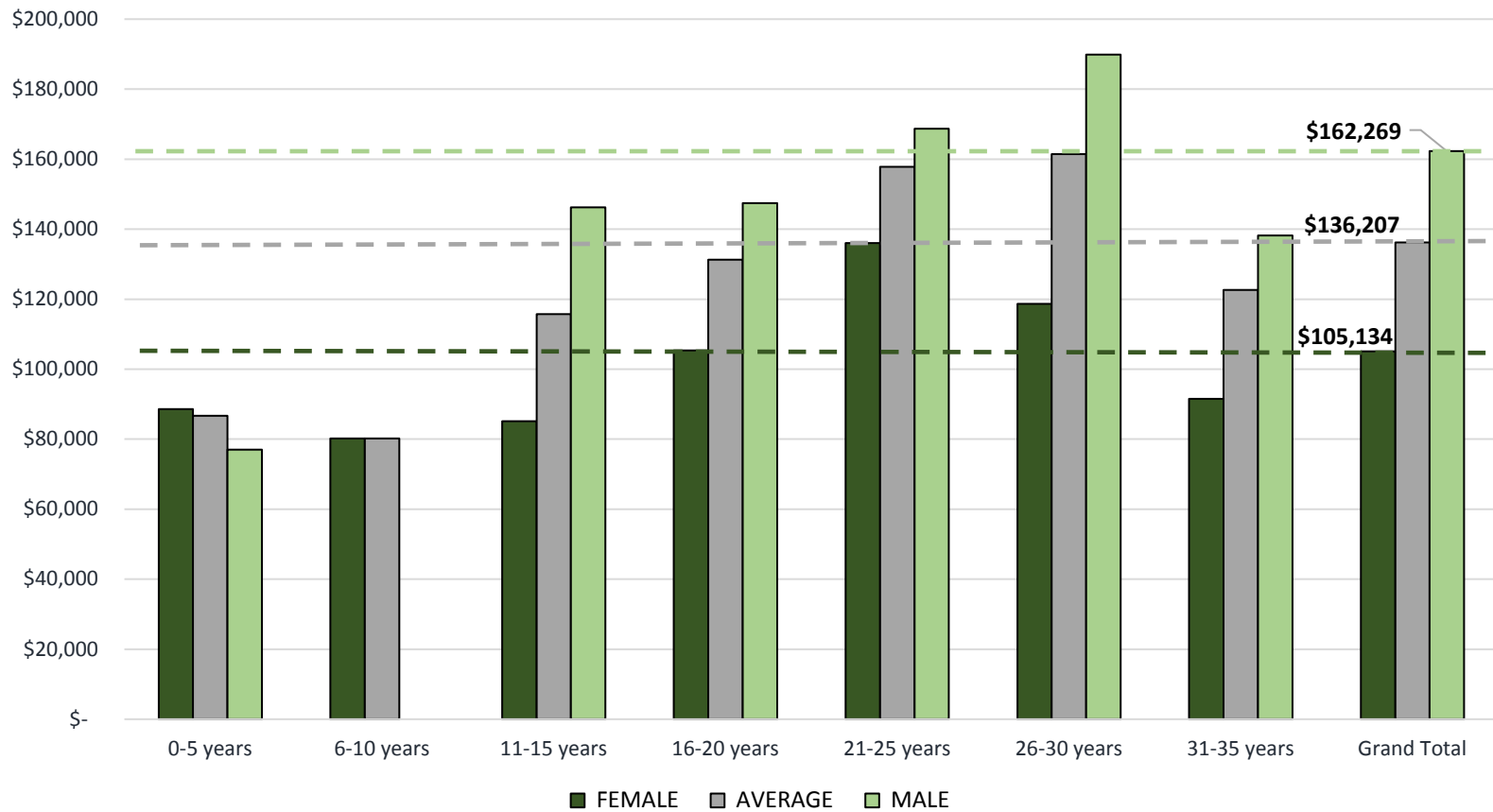
SPD Annual Management Salary Totals



Source: Auditor generated from City of Sacramento eCAPS data.

Figure 60 below shows the average salary of female Police Department management employees (dark green) compared to the average salary of male Police Department management employees (light green) within 5-year tenure increments, along with the overall average of department management employees (gray).

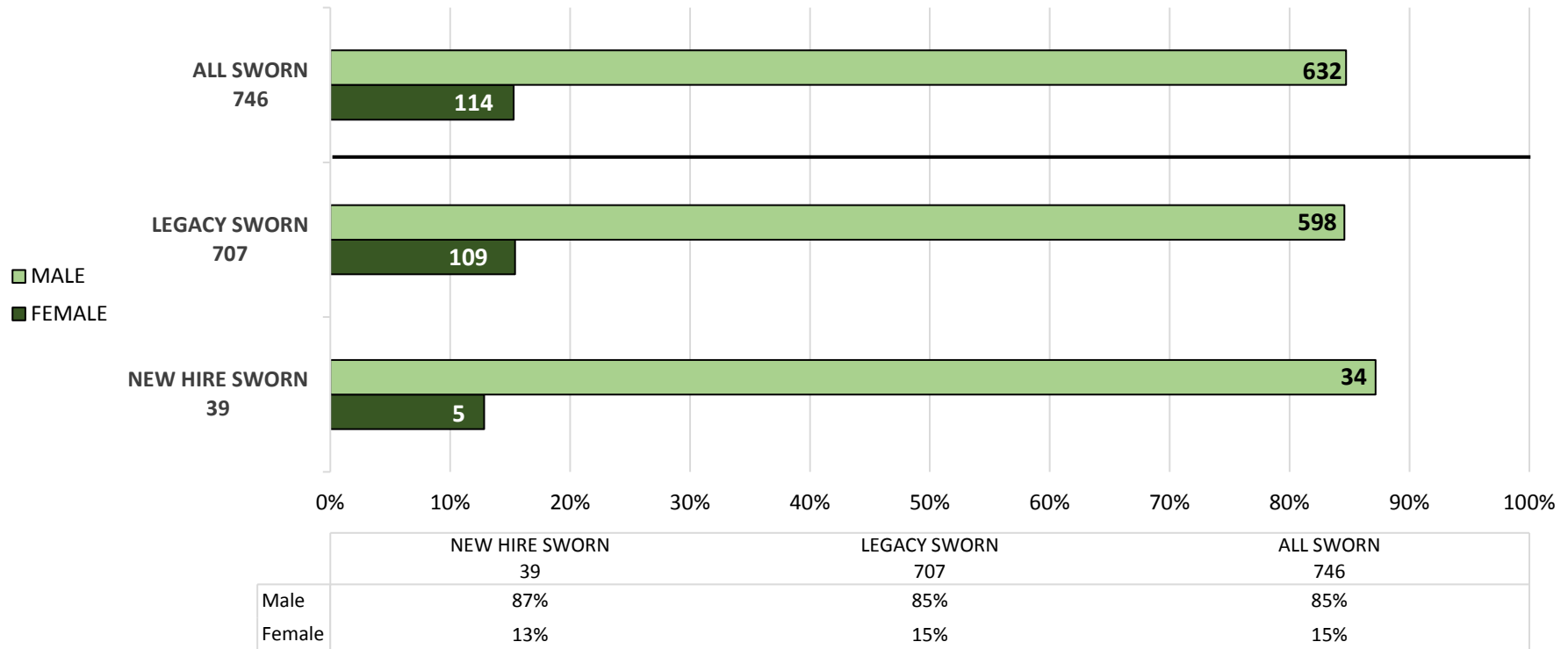
Figure 60: Average Police Department Management Salaries by Tenure and Gender (57 total)



Source: Auditor generated from City of Sacramento eCAPS data.

Figure 61 below compares the gender of all sworn police officers to those hired before July 1, 2016 and those hired after July 1, 2016.

Figure 61: Gender of Legacy SPD Sworn Officers Compared to New SPD Sworn Officers



Source: Auditor generated from City of Sacramento eCAPS data.

Appendix 1: Employee Counts for Figure 5 and Figure 18

Figure A1: Count of all City Employees by Ethnicity (see Figure 5, Page 12)

| Departments | WHITE | HISPANIC | ASIAN | BLACK | TWO MORE | FILIPINO | HAW PACIF | AM INDIAN | MENA | NOT SPEC | Grand Total |
|--------------------------------|-------------|------------|------------|------------|-----------|-----------|-----------|-----------|----------|------------|-------------|
| City Attorney | 32 | 1 | 3 | 3 | 3 | 1 | | | | 4 | 47 |
| City Clerk | 13 | 1 | 1 | 2 | | | | | | 2 | 19 |
| City Manager | 11 | 9 | 3 | 2 | | | | | | 2 | 27 |
| City Treasurer | 6 | | 4 | 2 | | 1 | | | | | 13 |
| Citywide and Community Support | 3 | 1 | | | | | | | | | 4 |
| Community Development | 128 | 29 | 19 | 31 | | 1 | | | | 22 | 230 |
| Convention & Cultural Services | 120 | 26 | 13 | 28 | 2 | 2 | 1 | | | 12 | 204 |
| Finance | 36 | 15 | 11 | 13 | 2 | 2 | 1 | 1 | | 8 | 89 |
| Fire | 454 | 82 | 36 | 26 | 7 | 12 | 1 | 13 | | | 631 |
| Human Resources | 39 | 8 | 8 | 12 | 2 | 1 | | 1 | | | 71 |
| Information Technology | 75 | 25 | 34 | 7 | 3 | 3 | 3 | 2 | | 17 | 169 |
| Mayor/Council | 20 | 11 | 8 | 8 | 1 | 1 | | | | 19 | 68 |
| Parks & Recreation | 249 | 191 | 66 | 175 | 12 | 16 | 5 | 4 | 1 | 135 | 854 |
| Police | 754 | 143 | 100 | 64 | 5 | 15 | 4 | 8 | 1 | | 1094 |
| Public Works | 263 | 166 | 62 | 79 | 11 | 18 | 1 | 9 | | 36 | 645 |
| Utilities | 282 | 89 | 32 | 32 | 3 | 7 | 1 | 6 | | 27 | 479 |
| Grand Total | 2485 | 797 | 400 | 484 | 51 | 80 | 17 | 44 | 2 | 284 | 4644 |

Source: Auditor generated from City of Sacramento eCAPS data

Figure A2: Count of City Management Employees by Ethnicity (see Figure 18, Page 23)

| Departments | WHITE | HISPANIC | ASIAN | BLACK | TWO MORE | FILIPINO | HAW PACIF | AM INDIAN | NOT SPEC | Grand Total |
|--------------------------------|------------|-----------|-----------|-----------|-----------|----------|-----------|-----------|-----------|-------------|
| City Attorney | 22 | 1 | 1 | 3 | 1 | | | | 4 | 32 |
| City Clerk | 8 | | | | | | | | 1 | 9 |
| City Manager | 10 | 5 | 3 | 2 | | | | | 2 | 22 |
| City Treasurer | 5 | | 4 | 2 | | 1 | | | | 12 |
| Citywide and Community Support | 3 | | | | | | | | | 3 |
| Community Development | 28 | 4 | 11 | 5 | | | | | 1 | 49 |
| Convention & Cultural Services | 19 | 2 | 2 | 1 | | | | | | 24 |
| Finance | 23 | 2 | 8 | 1 | | 1 | 1 | | 2 | 38 |
| Fire | 11 | 1 | 2 | 5 | 4 | 1 | | | | 24 |
| Human Resources | 29 | 3 | 6 | 8 | 2 | | | 1 | | 49 |
| Information Technology | 29 | 5 | 21 | 1 | | 2 | 2 | | 3 | 63 |
| Mayor/Council | 12 | 8 | 6 | 4 | | | | | 7 | 37 |
| Parks & Recreation | 19 | 4 | 1 | 3 | | | | | 3 | 30 |
| Police | 38 | 5 | 8 | 4 | | 1 | | 1 | | 57 |
| Public Works | 53 | 13 | 9 | 8 | 4 | 3 | | | 3 | 93 |
| Utilities | 49 | 1 | 7 | 5 | 3 | | | | 3 | 68 |
| Grand Total | 358 | 54 | 89 | 52 | 14 | 9 | 3 | 2 | 29 | 610 |

Source: Auditor generated from City of Sacramento eCAPS data

Appendix 2: Updated Employee Ethnicities by Department

As noted throughout this report, our dataset included nearly 300 employees without specified ethnicities, which the Human Resources Department updated after this audit was completed. Figures A3 and A4 below recreate the analyses in Figures 5 (page 12) and A1 (page 65) respectively using updated eCAPS data from December 20th, 2017.

As seen below, while correcting for the missing ethnicities provides an updated picture of City staff demographics, the new percentage totals are not significantly different from those presented without the eCAPS updates.

Figure A3: All City Employees by Ethnicity, Updated December 2017

| Department | WHITE | HISPANIC | ASIAN | BLACK | TWO MORE | FILIPINO | HAW PACIF | AM INDIAN | MENA | NOT SPEC | Grand Total |
|---|------------|------------|-----------|------------|-----------|-----------|-----------|-----------|-----------|-----------|-------------|
| City Attorney | 79% | 2% | 6% | 6% | 4% | 2% | 0% | 0% | 0% | 0% | 47 |
| City Clerk | 76% | 12% | 6% | 6% | 0% | 0% | 0% | 0% | 0% | 0% | 17 |
| City Manager | 50% | 33% | 10% | 7% | 0% | 0% | 0% | 0% | 0% | 0% | 30 |
| City Treasurer | 46% | 0% | 31% | 15% | 0% | 8% | 0% | 0% | 0% | 0% | 13 |
| Citywide and Community Support | 75% | 25% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 4 |
| Community Development | 62% | 14% | 9% | 14% | 0% | 0% | 0% | 0% | 0% | 0% | 231 |
| Convention & Cultural Services | 60% | 14% | 7% | 16% | 2% | 1% | 1% | 0% | 0% | 0% | 193 |
| Finance | 45% | 19% | 15% | 15% | 2% | 1% | 1% | 1% | 0% | 0% | 88 |
| Fire | 72% | 13% | 6% | 4% | 1% | 2% | 0% | 2% | 0% | 0% | 624 |
| Human Resources | 55% | 12% | 11% | 16% | 3% | 1% | 0% | 1% | 0% | 0% | 73 |
| Information Technology | 47% | 17% | 22% | 7% | 2% | 2% | 2% | 1% | 0% | 0% | 169 |
| Mayor/Council | 39% | 26% | 13% | 19% | 3% | 1% | 0% | 0% | 0% | 0% | 70 |
| Parks & Recreation | 30% | 24% | 9% | 23% | 10% | 2% | 1% | 1% | 0% | 1% | 779 |
| Police | 68% | 13% | 9% | 6% | 1% | 1% | 0% | 1% | 0% | 0% | 1110 |
| Public Works | 43% | 27% | 10% | 13% | 2% | 3% | 0% | 2% | 0% | 0% | 655 |
| Utilities | 63% | 19% | 7% | 7% | 1% | 1% | 0% | 1% | 0% | 0% | 484 |
| All City Staff Totals (Dec 2017) | 55% | 18% | 9% | 11% | 3% | 2% | 0% | 1% | 0% | 0% | 4587 |
| All City Staff Totals (Oct 2017) | 54% | 17% | 9% | 10% | 1% | 2% | 0% | 1% | 0% | 6% | 4644 |

Source: Auditor generated from City of Sacramento eCAPS data.

Figure A4: Count of City Employees by Ethnicity, (Updated December 2017)

| Departments | WHITE | HISPANIC | ASIAN | BLACK | TWO MORE | FILIPINO | HAW PACIF | AM INDIAN | MENA | NOT SPEC | Grand Total |
|--------------------------------|-------------|------------|------------|------------|------------|-----------|-----------|-----------|----------|----------|-------------|
| City Attorney | 37 | 1 | 3 | 3 | 2 | 1 | | | | | 47 |
| City Clerk | 13 | 2 | 1 | 1 | | | | | | | 17 |
| City Manager | 15 | 10 | 3 | 2 | | | | | | | 30 |
| City Treasurer | 6 | | 4 | 2 | | 1 | | | | | 13 |
| Citywide and Community Support | 3 | 1 | | | | | | | | | 4 |
| Community Development | 144 | 32 | 21 | 33 | | 1 | | | | | 231 |
| Convention & Cultural Services | 115 | 27 | 13 | 31 | 4 | 2 | 1 | | | | 193 |
| Finance | 40 | 17 | 13 | 13 | 2 | 1 | 1 | 1 | | | 88 |
| Fire | 448 | 82 | 35 | 25 | 8 | 12 | 1 | 13 | | | 624 |
| Human Resources | 40 | 9 | 8 | 12 | 2 | 1 | | 1 | | | 73 |
| Information Technology | 80 | 28 | 38 | 11 | 3 | 4 | 3 | 2 | | | 169 |
| Mayor/Council | 27 | 18 | 9 | 13 | 2 | 1 | | | | | 70 |
| Parks & Recreation | 230 | 190 | 71 | 180 | 78 | 15 | 5 | 4 | 1 | 5 | 779 |
| Police | 760 | 145 | 100 | 64 | 12 | 15 | 4 | 9 | | 1 | 1110 |
| Public Works | 281 | 180 | 65 | 87 | 12 | 18 | 1 | 10 | 1 | | 655 |
| Utilities | 305 | 94 | 33 | 34 | 4 | 7 | 1 | 6 | | | 484 |
| Grand Total | 2544 | 836 | 417 | 511 | 129 | 79 | 17 | 46 | 2 | 6 | 4587 |

Source: Auditor generated from City of Sacramento eCAPS data.

Appendix 3: Ethnicity Data Updates

As noted throughout this report, the initial dataset included nearly 300 employees without specified ethnicities, which the Human Resources Department updated after this audit was completed. Figure A5 below shows the ethnicities of only those employees as currently reflected in eCAPS.

Figure A5: Updates to Previously Missing Ethnicity Data

| Departments | WHITE | HISPANIC | ASIAN | BLACK | TWOMORE | FILIPINO | AMINDIAN | NOTSPEC | Grand Total |
|--------------------------------|------------|------------|-----------|------------|------------|-----------|-----------|-----------|-------------|
| City Attorney | 100% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 4 |
| City Clerk | 50% | 50% | 0% | 0% | 0% | 0% | 0% | 0% | 2 |
| City Manager | 50% | 50% | 0% | 0% | 0% | 0% | 0% | 0% | 2 |
| Community Development | 73% | 18% | 5% | 5% | 0% | 0% | 0% | 0% | 22 |
| Convention & Cultural Services | 25% | 17% | 0% | 33% | 17% | 8% | 0% | 0% | 12 |
| Finance | 63% | 13% | 13% | 13% | 0% | 0% | 0% | 0% | 8 |
| Information Technology | 35% | 24% | 18% | 24% | 0% | 0% | 0% | 0% | 17 |
| Mayor/Council | 37% | 32% | 11% | 21% | 0% | 0% | 0% | 0% | 19 |
| Parks & Recreation | 7% | 14% | 4% | 17% | 56% | 1% | 1% | 1% | 135 |
| Public Works | 53% | 19% | 6% | 22% | 0% | 0% | 0% | 0% | 36 |
| Utilities | 74% | 15% | 4% | 7% | 0% | 0% | 0% | 0% | 27 |
| Grand Total | 32% | 17% | 5% | 17% | 27% | 1% | 0% | 0% | 284 |

| Departments | WHITE | HISPANIC | ASIAN | BLACK | TWOMORE | FILIPINO | AMINDIAN | NOTSPEC | Grand Total |
|--------------------------------|-----------|-----------|-----------|-----------|-----------|----------|----------|----------|-------------|
| City Attorney | 4 | | | | | | | | 4 |
| City Clerk | 1 | 1 | | | | | | | 2 |
| City Manager | 1 | 1 | | | | | | | 2 |
| Community Development | 16 | 4 | 1 | 1 | | | | | 22 |
| Convention & Cultural Services | 3 | 2 | | 4 | 2 | 1 | | | 12 |
| Finance | 5 | 1 | 1 | 1 | | | | | 8 |
| Information Technology | 6 | 4 | 3 | 4 | | | | | 17 |
| Mayor/Council | 7 | 6 | 2 | 4 | | | | | 19 |
| Parks & Recreation | 10 | 19 | 5 | 23 | 75 | 1 | 1 | 1 | 135 |
| Public Works | 19 | 7 | 2 | 8 | | | | | 36 |
| Utilities | 20 | 4 | 1 | 2 | | | | | 27 |
| Grand Total | 92 | 49 | 15 | 47 | 77 | 2 | 1 | 1 | 284 |

Source: Auditor generated from City of Sacramento eCAPS data.

Department of Human Resources Response

In 2017, the Department of Human Resources has completed the following in pursuit of diversity and gender parity in our recruitment efforts:

1. Provided Steps to Opportunity training (how to apply for City jobs) to members of the community during business hours and evening hours 7 times for the following:
 - a. District 8
 - b. District 5
 - c. La Familia
 - d. Greater Sac Urban League
 - e. California Employee Development Department (EDD)
 - f. Sacramento Employment and Training Agency (SETA) / Sacramento Works

2. Attended 14 Job Fairs throughout the Sacramento and surrounding regions
 - a. Veteran's Job Fair
 - b. Sacramento State Career Fairs in Spring and Fall
 - c. Sac City Career Day
 - d. Cosumnes River College Career and Future Fair
 - e. Pathways to Progress with the Federal Courthouse
 - f. SacJobs Summer and Fall Career Fairs
 - g. Sacramento's 17th Annual Diversity Employment Day
 - h. Tri-County Job Fair
 - i. Post 9/11 Job Fair
 - j. Greater Sacramento Urban League Job Fair
 - k. Youth Job and Resource Fair
 - l. Sacramento Academic and Vocational Academy Career Fair and Panel Discussion
 - m. Lotus Radio Hispanic Job Fair
 - n. Electrical Industry Job Fair

3. Partnered with Greater Sacramento Urban League
 - a. Placed recruitment materials in their printed resources
 - b. Offered lab time to complete application with support

4. Partnered with La Familia
 - a. Placed recruitment materials in their printed resources
 - b. Offered lab time to complete application with support

Department of Human Resources Response (continued)

5. Partnered with SETA
 - a. Participated in public sector panel discussions 3 times for college students
6. Created and distributed a generic recruitment flyer in English and Spanish
7. Created and distributed visual recruitment flyers for select, hard-to-fill recruitments
8. Recruited community members to establish a list of panel members for recurring use
 - a. Invited community members to participate in the interview process for the Diversity and Equity Manager
9. Attended 5 Community Events Representing the City:
 - a. Dia Del Nino
 - b. Refugee Family Education Day
 - c. Juneteenth
 - d. District 2 Multi-Cultural Festival
 - e. Sacramento State University Resume Building Workshop
10. Met and Established Relationships with Dozens of Community Stakeholders throughout the City, for example:
 - a. Council of Asian Pacific Islanders Together for Advocacy and Leadership
 - b. Sacramento Black Chamber of Commerce
 - c. Rainbow Chamber of Commerce
 - d. Sacramento Hispanic Chamber of Commerce
 - e. Various Neighborhood Associations throughout the Districts
 - f. Additional Partnerships listed below
11. Became Members of Chambers of Commerce:
 - a. Sacramento Black Chamber of Commerce
 - b. Sacramento Hispanic Chamber of Commerce
12. Partnered with Sac Cultural Hub
 - a. Including a printed recruitment insert and banner ad on their website

Department of Human Resources Response (continued)

13. Advertised vacancies with multiple venues, including:
 - a. International Public Management Association (IPMA)
 - b. Western Cities
 - c. Municipal Management Association of Northern California (MMANC)
 - d. Specified industry-specific outlets
14. Established and maintain a list of over 150 community stakeholders, distributing job postings weekly
15. Met with Latino Stakeholders quarterly, if not more frequently upon request
16. Offered Mock Interviews for 2 full days, including members of the community on the panels for exposure to hiring process
17. Attended Mock Interviews with Women's Empowerment

Additionally, we determined there were two primary reasons ethnic codes were missing in the personnel system:

1. Applicants chose not to select a code.
2. Paper applications were utilized for the hiring process and there was no area to identify ethnicity.

This has been corrected by creating a form that new employees fill out during the orientation process. There will be a certain number of employees who continue to select "not specified" or refuse to answer. Our Equal Employment Office (EEO) will run a report once a month to determine new employees who have the code of "not specified," and as required by law, EEO will ensure the hiring department/supervisor performs a visual observation and reports that information to HR.

Sacramento Fire Department Response

The Fire Department has taken the following steps to increase diversity and equity in the department:

Workforce Diversity

- Established a department Advisory Council on Equity and Diversity (ACED) to develop recommendations for strategies and policies designed to assure inclusive and non-discriminatory recruitment, hiring, and employment practices.
- Established a Regional Diversity Committee with Sac Metro, Folsom, Cosumnes, CBO's, community partners working on outreach/recruitment, marketing/media, and a youth academy.

Mayor's Thousand Strong Interns

The Sacramento Fire Department is committed to hiring high school student interns by providing meaningful learning and work experience in a professional and safe working environment that benefit student's academic and professional goals.

- Kenneth Hayes – Luther Burbank High School
- Amaya Vasquez – Health Professions High School

CAL-JAC Academy

- The [Cal-JAC Academy](#) is designed to provide an opportunity to qualifying economically disadvantaged youth ages 18 and older to earn their Emergency Medical Technician (EMT) certification as the first step toward a career in the fire service.
- Tuition free EMT training plus financial assistance to offset the cost of childcare, travel and other expenses.
- In addition to obtaining the skills required of a nationally registered EMT, academy cadets will physically train for the Candidate Physical Ability Test (CPAT), receive preparatory instruction for the CAL-JAC written exam, and hone their interview skills through the guidance of a firefighter mentor. All graduating cadets will also be invited to interview for a position with the Sacramento Fire Department.
- Placement on FCTC's [Statewide Eligibility List](#), which is used by fire departments up and down California that are looking to hire.
- *CAL-JAC Pre-Apprenticeship Academy is sponsored in partnership with: CAL-JAC, Butte County Office of Education, Sacramento Fire Department, Sacramento Firefighters Local 522. Grant funding provided by the California Community College Chancellor's Office.*

Reading Partners

- SFD staff volunteer to provide one-on-one tutoring for elementary school students reading that are 6 months to 2.5 years behind grade level. Reading Partners is dedicated to empowering students, through literacy, in underserved public schools (8 school sites).
- This program will expose youth to future careers in firefighting.

Pathways

- Valley High School – First class of seventy 9th grade students started in Fall 2017

Sacramento Fire Department Response (continued)

The steps above will build a pipeline of future firefighters. There are several other initiatives in the planning/early stages as well, including:

Pathways

- Health Professions High School – Will begin in Spring 2018
- Inderkum High School – Will begin in the 18/19 school year

Fire Reserves

- 18+
- Updating the Fire Reserve program to make it more of a pipeline into the department

SFARY (Solutions For At Risk Youth)

- This Firefighter Youth Academy provides life guidance and career exploration for youth who are at risk of social, academic and/or economic failure.
- The youth will learn about firefighting, receive mentoring and encouragement to graduate from high school, and pursue higher education. Firefighters and other positive role models from the community spend time mentoring, motivating, and inspiring youth. Key performance indicators include improved academic performance, social behavior, and civic contribution.
- The anticipated outcome is that participants will graduate from high school, continue their education, and increase their ability to secure meaningful employment in the fire service as a Paramedic/Firefighter or another chosen profession.
- Thirty youth at 2 sites (J Street and McClellan) 4 hours every Saturday for nine months, March – November

Girl's Camp

- A two-day weekend all girl's summer camp for girls ages 14 – 18. It is designed to expose young women to future careers in firefighting as well as encourage participants to join the departments Fire Reserve Program when they turn 18.
- This is a hands-on program taught by our female firefighters.
- The girls will learn about future career opportunities with fun activities using actual firefighting tools and equipment including official personal protective equipment (PPE).

Interns (Paramedic)

Estimating the cost to reinstate the paramedic intern program at:

- American River College
- CSUS

Sacramento Fire Department Response (continued)

Guided Pathways

Developing the Career Pathways Program to transition youth and young adults from local high schools, community colleges, and universities to careers in the fire service.

- High School
- Fire Reserves – FF I / Fire Tech
- EMT – FT Student
- PARA – FT Student