# City Auditor's 2020 Audit of City Employees' Workforce Diversity and Salary Trends

**Report# 2020/21-10|November 2020**

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

*Research and Analysis Division*

Jorge Oseguera, City Auditor

Farishta Ahrary, Principal Fiscal Policy Analyst

Chevelle Jackson, Fiscal Policy Analyst

The City of Sacramento's Office of the City Auditor can be contacted by phone at 916-808-7270 or at the address below:

915 I Street

MC09100

Historic City Hall, Floor 2

Sacramento, CA 95814

Whistleblower Hotline

In the interest of public accountability and being responsible stewards of public funds, the City has established a whistleblower hotline. The hotline protects the anonymity of those leaving tips to the extent permitted by law. The service is available 24 hours a day, 7 days week, 365 days per year. Through this service, all phone calls and emails will be received anonymously by third party staff.

Report online at https://www.reportlineweb.com/cityofsacramento or call
toll-free: 888-245-8859.

# Table of Contents

# City Auditor's 2020 Audit of City Employees' Workforce Diversity and Salary Trends

City of SACRAMENTO
Office of the City Auditor
Research and Analysis Division

## Objective

Assess the diversity of City employees as it compares to the diversity of City of Sacramento residents

### Total Employees as of July 1, 2020

**4,722** — City Employees

**3,970** — Full-Time City Employees
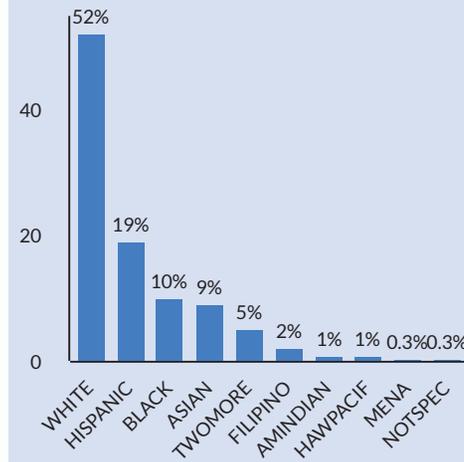
**752** — Part-Time City Employees

We exported eCAPS data as of July 1st of 2016, 2017, 2018, 2019, and 2020.

## Full-Time and Part-Time City Employees by Department and Gender, 2020 (4,721 Total)

| Department | Female | Male |
|---|---|---|
| City Attorney | 57% | 43% |
| City Auditor | 63% | 38% |
| City Clerk | 100% | 0% |
| City Manager | 67% | 33% |
| City Treasurer | 60% | 40% |
| Community Development | 43% | 57% |
| Convention & Cultural Services | 68% | 32% |
| Finance | 75% | 25% |
| Fire | 10% | 90% |
| Human Resources | 72% | 28% |
| Information Technology | 35% | 65% |
| Mayor/Council | 53% | 47% |
| Police | 33% | 67% |
| Public Works | 17% | 83% |
| Utilities | 23% | 77% |
| YPCE | 52% | 48% |
| **Grand Total** | **34%** | **66%** |
| **City Population** | **50%** | **50%** |

## Full-Time and Part-Time City Employees by Ethnicity/Race, 2020 (4,722 Total)

WHITE 52%, HISPANIC 19%, BLACK 10%, ASIAN 9%, TWOMORE 5%, FILIPINO 2%, AMINDIAN 1%, HAWPACIF 1%, MENA 0.3%, NOTSPEC 0.3%

## Average Salaries of City Employees by Gender, 2020

| | |
|---|---|
| Full-Time and Part-Time Male City Employees | $86,841 |
| Full-Time and Part-Time Female City Employees | $63,639 |
| Full-Time Male City Employees | $95,810 |
| Full-Time Female City Employees | $80,669 |
| Full-Time Male City Employees ex. sworn SFD & SPD* | $79,986 |
| Full-Time Female City Employees ex. sworn SFD & SPD* | $76,461 |

*We excluded sworn SFD and SPD employees since they are some of the City's larger male dominated positions.

## Percentage of Full-Time and Part-Time City Employees by Gender, 2016-2020
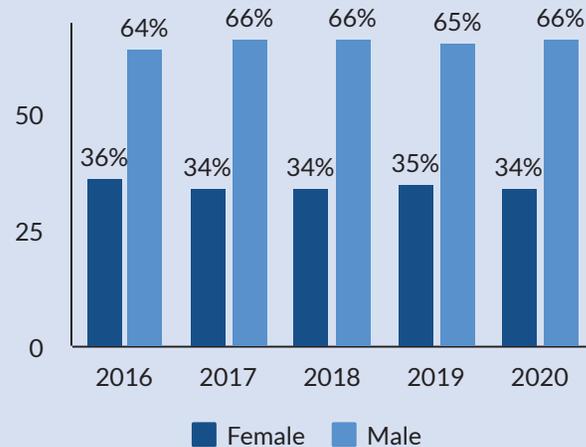
| Year | Female | Male |
|---|---|---|
| 2016 | 36% | 64% |
| 2017 | 34% | 66% |
| 2018 | 34% | 66% |
| 2019 | 35% | 65% |
| 2020 | 34% | 66% |

## Percentage of Full-Time and Part-Time City Employees by Ethnicity/Race, 2016-2020

Legend: WHITE, HISPANIC, BLACK, ASIAN, TWOMORE, FILIPINO, AMINDIAN, HAWPACIF, MENA, NOTSPEC

## Average Salaries of Full-Time Employees by Gender, 2016-2020
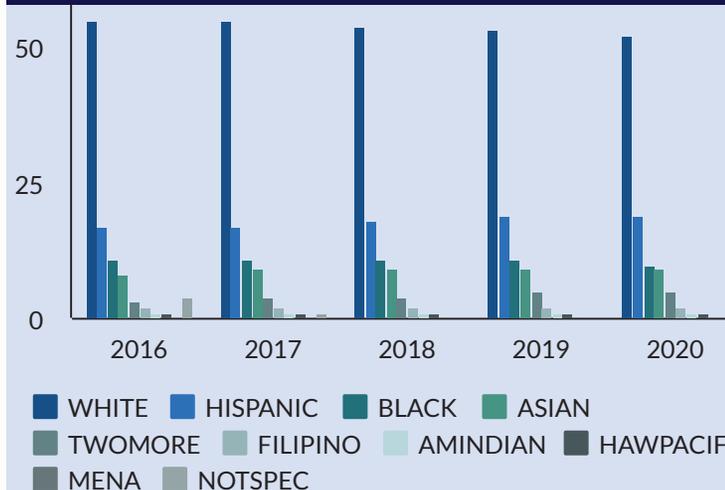
| Year | Female | Male |
|---|---|---|
| 2016 | $68,217 | $80,691 |
| 2017 | $73,058 | $85,846 |
| 2018 | $75,358 | $88,273 |
| 2019 | $78,055 | $90,653 |
| 2020 | $80,669 | $95,810 |
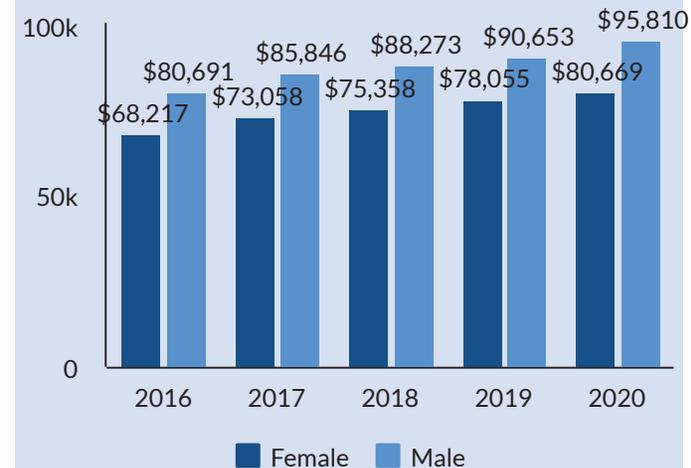
# Introduction

In accordance with the City Auditor's 2020/21 Audit Plan, we have completed the *2020 Audit of City Employees' Workforce Diversity and Salary Trends*. We believe this report meets our objective of providing an informative overview of the City of Sacramento employees, in accordance with Generally Accepted Government Auditing Standards Section 8.128. We did not seek to test internal controls, such as those related to the City's hiring, development, management, and retention of city employees.

We conducted this audit in accordance with Generally Accepted Government Auditing Standards. Those standards require that we plan and perform the audit to obtain sufficient, appropriate evidence to provide a reasonable basis for our findings and conclusions based on our audit objectives. We believe that the evidence obtained provides a reasonable basis for our findings and conclusions based on our audit objectives.

The City Auditor's Office would like to thank the City Manager's Office; the City Attorney's Office, and the Human Resources Department.

# Background

In May 2016, the City Council directed the City Auditor 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[1]. The assessment was to include the City's employee demographics related to age, ethnicity/race[2], and gender, as well as a breakdown of the demographics as they relate to different employee classifications and salaries. The City Council subsequently requested that the City Auditor conduct this review annually. This report will analyze City employee demographics as of July 1, 2020 and analyze employee diversity trends from 2016 through 2020.

## Federal Reporting Requirements

The City of Sacramento is required by federal law to maintain certain employee demographics and report biennially (every odd-numbered year) to the Equal Employment Opportunity Commission (EEOC). Title VII of the Civil Rights Act of 1964, as amended by the Equal Employment Opportunity Act of 1972, requires all state and local governments that have 15 or more employees to record demographic information of City employees and report the data to EEOC.

---

[1] This request was made during the May 10, 2016 City Council Meeting:
http://sacramento.granicus.com/player/clip/3807?view_id=&caption_id=2988780&redirect=true
[2] Throughout the report, we will use ethnicity/race due to possible difference of opinion or interpretation of the terms.

EEOC uses the following race and ethnicity/racial 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, including, for example, Cambodia, China, India, Japan, Korea, Malaysia, Pakistan, the Philippine Islands, Thailand, and Vietnam.
- **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 Department uses demographic information from the electronic Citywide Accounting and Personnel System (eCAPS) to populate the required EEOC reports.


## Process for Collecting Ethnicity/Racial Information

When completing an employment application for the City of Sacramento, prospective employees are asked to disclose their ethnicity/race. Once hired, the Human Resources Department inputs the new employee's ethnic/racial information into eCAPS. Since the selection of an ethnic/racial category on the application is voluntary, some applicants may choose not to select an ethnicity, resulting in "NOTSPEC" being entered into eCAPS. The City of Sacramento uses the following ethnic/racial 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.
- **ASIAN:** A person having origins in any of the original peoples of the Far East, Southeast Asia, or the Indian subcontinent, including for example Cambodia, China, Japan, Korea, Malaysia, Pakistan, 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.
- **HAWPACIFIC:** 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 answer.
- **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. Additionally, the Human Resources Department confirmed that they do not report employees designated "NOTSPEC" to the EEOC. Since the *2017 Audit of the City's Gender and Ethnic Diversity* report, the Human Resources Department developed a process to designate ethnicity and gender data for those employees who do not self-select.[3]

Our review found that the ethnicity/race of some employees were not specified (NOTSPEC) or missing. The table below indicates the number of employees that did not have a designated ethnicity/race each year.

**Figure 1: Total Employees with Missing Ethnicity/Race**

| Year | City Employees Missing Ethnicity/Race |
|------|---------------------------------------|
| 2016 | 174 |
| 2017 | 46 |
| 2018 | 13 |
| 2019 | 14 |
| 2020 | 13 |

*Source: Auditor generated from City of Sacramento eCAPS data.*

---

[3] Most employees self-select race/ethnicity and gender categories during the application process. For the employees who do not self-select, the Human Resources Department has developed a form as part of the orientation process so that employees may self-select. Additionally, the Human Resources Department runs a report every two months to determine if any information is missing. Appropriate departments are then contacted to provide such information. Therefore, some information may still be missing until the next report is generated by the Human Resources Department and the data is updated.

## Process for Collecting Gender Information

The City uses the following gender[4] categories in eCAPS:

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

The table below indicates the number of employees that did not have a designated gender each year (Unknown).

**Figure 2: Total Employees with Missing Gender**

| Year | City Employees Missing Gender |
|------|-------------------------------|
| 2016 | 3 |
| 2017 | 0 |
| 2018 | 14 |
| 2019 | 2 |
| 2020 | 1 |

*Source: Auditor generated from City of Sacramento eCAPS data.*

## Updated Reporting Process

Since the release of the *2017 Audit of the City's Gender and Ethnic Diversity,* we have implemented changes to streamline the reporting process. We have updated the data extraction process so that we analyze employees' demographics as of July 1st of every year. Information presented in this report reflects eCAPS data as of July 1st of 2016, 2017, 2018, 2019, and 2020. This report includes new data and charts that analyze demographic characteristics. Additionally, trend analyses have been added to analyze employees' demographic information from 2016-2020.

Since the last audit, the Human Resources Department has updated the City's management designations, classes, and definitions. Management classes have been defined as follows:

---

[4] Throughout the report, we will use gender instead of sex.

- Mid-Level: Responsible for one or more program(s) or section(s) of varied complexity; makes decisions that impact daily operations; typically reports directly or indirectly to a division manager and typically manages clerical, maintenance, technical and/or professional employees.

- Senior: Responsible for a division; directs the development and implementation of division goals and strategic plans; oversees the operation of division activities and functions; monitors organizational structure, staff assignments, service levels, and administrative systems; typically reports directly to a department head and typically manages mid-level managers.

- Executive: Responsible for a department or multiple departments; directs the development and implementation of department goals and strategic plans; oversees the operation of department activities and functions; establishes organizational structure, staff assignments, service levels, and administrative systems; makes critical decisions with Citywide impact; typically reports directly to the City Manager or Mayor and Council, typically manages senior managers; and retains final hiring authority.

Job classifications that were reviewed but not identified as management by the Human Resources Department were categorized as 'Individual Contributors.' The Human Resources Department defines individual contributors as non-management employees included in Executive Management, Exempt Management, or Mayor/Council Support bargaining units. These positions have been categorized as 'Non-Management' in our analysis.

In this report, employees that are classified as Mid-Level, Senior, or Executive will be classified Management. The Office of the City Auditor did not audit the updated management designations, classes, and definitions. For more information and a complete list of the job classifications categorized by the Human Resources Department, see Appendix 2.

Additionally, the Human Resources Department provided a list of sworn Sacramento Fire Department (SFD) and Sacramento Police Department (SPD) employees. Sworn SFD and SPD employees are required to take an oath to serve and protect. Some positions may require certifications, educational requirements, City training programs or completion of an academy. These employees have roles in emergency medical services, fire, police, and emergency management. In some of our analysis, we excluded sworn SPD and SFD employees to assess the impact on average salaries when removing these employees. The following positions are considered sworn employees:

**Figure 3: Sworn Employee Positions**

| Sworn Classes - Sacramento Fire Department & Sacramento Police Department | | |
|---|---|---|
| Deputy Fire Chief | Fire Investigator I | Police Chief |
| Deputy Police Chief | Fire Investigator II | Police Lieutenant |
| Fire Assistant Chief | Fire Marshal | Police Officer |
| Fire Battalion Chief | Fire Prevention Officer I | Police Sergeant |
| Fire Battalion Chief (Admin) | Fire Prevention Officer II | Reserve Police Officer I |
| Fire Captain | Firefighter | Reserve Police Officer II |
| Fire Captain (Admin) | Firefighter (Admin) | Reserve Police Officer III |
| Fire Chief | Firefighter (Paramedic-Admin) | Reserve Police Sergeant |
| Fire Engineer | Police Captain | Senior Fire Prevention Officer |
| Fire Engineer (Admin) | | |

*Source: The Human Resources Department*

## Diversity in the Workplace

Conducting annual reviews of gender and ethnicity throughout the City of Sacramento can help assess progress over time. The report contains trend analyses that analyzes past trends of gender, ethnicity, and average salary over time within the City of Sacramento.

## Gender Pay Gap

The National Committee on Pay Equity first observed Equal Pay Day March 31, 1996 as an event to illustrate the pay gap between men's and women's wages. The U.S. Census Bureau uses data from the Current Population Survey (CPS) to continue pay gap studies of full-time employees over time. The CPS obtains demographic and labor force data from a sample of 600,000 occupied households monthly. It also uses the median earnings of full-time workers to determine the pay gap between men and women. The most recent report found that it will take until 2059 for women to receive equal pay.[5] In figure 4 below, the Census reported the earnings differences between genders.

---

[5] *Women Still Have to Work Three Months Longer to Equal What Men Earned in a Year*, Census Bureau, 2020
https://www.census.gov/library/stories/2020/03/equal-pay-day-is-march-31-earliest-since-1996.html

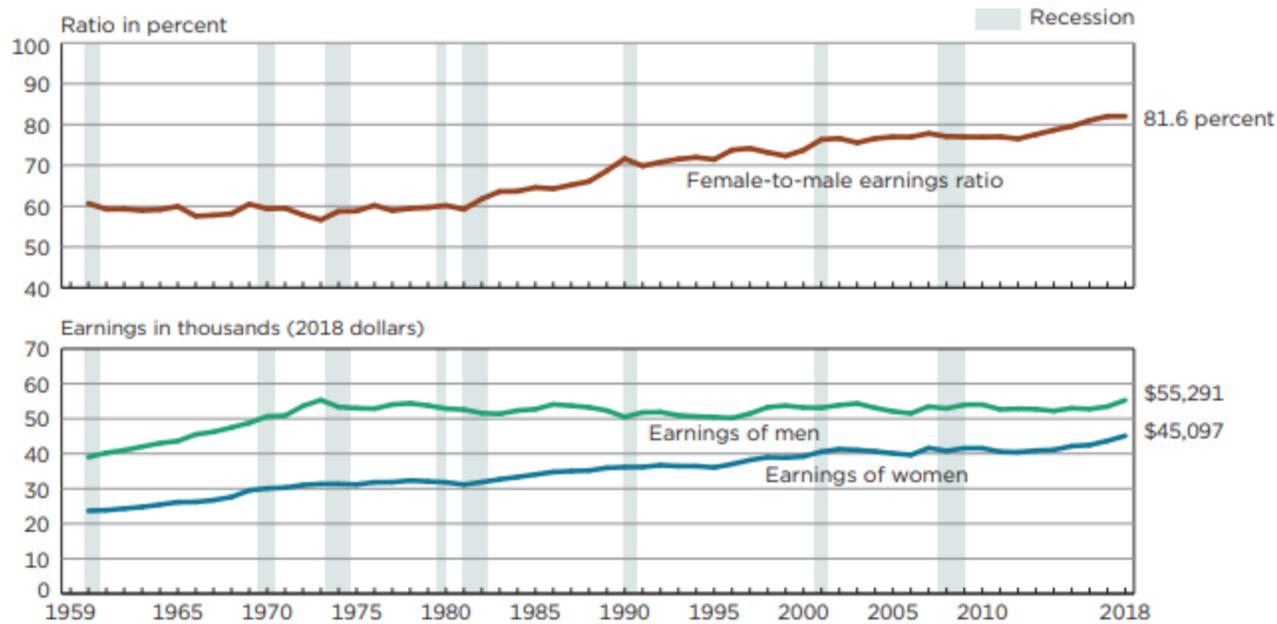**Figure 4: Census Bureau: Earnings Differences**



*Source: Census Bureau*

The Census Bureau found that although a pay gap persists, it has narrowed over time. The chart below shows the ratio in percent and the earning of each gender over time.

**Figure 5: Census Bureau: Gender Pay Gap Over Time**

**Female-to-Male Earnings Ratio and Median Earnings of Full-Time, Year-Round Workers 15 Years and Older by Sex: 1960 to 2018**

Ratio in percent
Recession

81.6 percent

Female-to-male earnings ratio

Earnings in thousands (2018 dollars)

$55,291

Earnings of men

$45,097

Earnings of women

Notes: The data for 2017 and beyond reflect the implementation of an updated processing system. See Appendix D for more information. The data for 2013 and beyond reflect the implementation of the redesigned income questions. See Table A-7 for historical footnotes. The data points are placed at the midpoints of the respective years. Data on earnings for full-time, year-round workers are not available before 1960. For more information on recessions, see Appendix A. For more information on confidentiality protection, sampling error, nonsampling error, and definitions, see <https://www2.census.gov/programs-surveys/cps/techdocs /cpsmar19.pdf>.

Source: U.S. Census Bureau, Current Population Survey, 1961 to 2019 Annual Social and Economic Supplements.

*Source: Census Bureau*

Glassdoor, a job and recruiting site that focuses on increasing workplace transparency, acknowledges that, "the most important thing to know about the gender pay gap is that there's not one best way to measure it. Instead, there are different ways to measure pay gaps, each with their own pros and cons." Glassdoor calculates the gender pay gap differently than the U.S. Census Bureau and defines the gender pay gap as, "the

difference between average pay for men and women, both before and after we've accounted for differences among workers in education, experience, job roles, employee performance and other factors aside from gender that affect pay." [6]

The Economic Policy Institute, a nonprofit think tank that conducts research and analysis on the economic status of America, examines the gender gap and if it exists. They acknowledge, "the presence of alternative ways to measure the gap can create a misconception that data on the gender wage gap are unreliable. However, the data on the gender wage gap are remarkably clear and (unfortunately) consistent about the scale of the gap. In simple terms, that no matter how you measure it, there is a gap." [7] According to the Economic Policy Institute,

> The most common analytical mistake people make when discussing the gender wage gap is to assume that as long as it is measured "correctly," it will tell us precisely how much gender-based discrimination affects what women are paid.

> Specifically, some people note that the commonly cited measures of the gender wage gap do not control for workers' demographic characteristics (such measures are often labeled unadjusted). They speculate that the "unadjusted" gender wage gap could simply be reflecting other influences, such as levels of education, labor market experiences, and occupations. And because gender wage gaps that *are* "adjusted" for workers' characteristics (through multivariate regression) are often smaller than unadjusted measures, people commonly infer that gender discrimination is a smaller problem in the American economy than thought.

> However, the adjusted gender wage gap really only narrows the analysis to the potential role of gender discrimination *along one dimension*: to differential pay for equivalent work. But this simple adjustment misses all of the potential differences in opportunities for men and women that affect and constrain the choices they make before they ever bargain with an employer over a wage. While multivariate regression can be used to distill the role of discrimination in the narrowest sense, it cannot capture how discrimination affects differences in opportunity.

Although we did not audit the City's gender pay gap in this report, we performed a high-level review by comparing the average annual base salary of employees by gender and ethnicity/race. Some employees are eligible for, and receive, supplemental pay such as overtime, incentives, and allowances that are not captured in this analysis.

---

[6] How to Analyze Your Gender Pay Gap: An Employer's Guide, Glassdoor, 2017, https://www.glassdoor.com/research/app/uploads/sites/2/2019/03/GD_Report_AnalyzingGenderPayGap_v2-2.pdf

[7] *What is the gender pay gap and is it real?*, Economic Policy Institute, 2016, https://www.epi.org/publication/what-is-the-gender-pay-gap-and-is-it-real/

# Improvements since Last Audit

Since the release of the *2017 Audit of the City's Gender and Ethnic Diversity* in January 2018, various improvements, programs, and recommendations have been implemented to help build a more representative, equitable, and inclusive City of Sacramento.

## The Office of the City Manager

In July 2018, the Office of the City Manager hired a Diversity and Equity Manager and created the Office of Diversity and Equity. The Office of Diversity and Equity is committed to leading efforts to build a more representative, equitable, and inclusive City of Sacramento. The Diversity and Equity Manager develops, organizes, implements, manages, and evaluates Citywide diversity, equity, and inclusion programs and activities. The three priorities of the Diversity and Equity Manager for FY 2018-19 were:

**Priority #1** Complete the Local and Regional Government Alliance on Race & Equity (GARE) Cohort

(Completed in May 2019) -- From December 2018 through May 2019, 12 staff leaders from the City of Sacramento completed the GARE's Northern California learning cohort to build capacity and strategic planning that embeds racial equity in decision making and outcomes. From June through November 2019, the learning cohort continued to meet to draft a five-year equity action plan focused on workforce equity.

**Priority #2** Develop a Race & Gender Equity Action Plan (2020-2025)

(Completed in January 2020) - Race & Gender Equity Action Plan (2020-2025) serves as a living road map to guide the work of all City departments and offices to organize and operationalize a racial equity lens to cultivate a City workforce that is more reflective of the community we serve.

**Priority #3** Pilot an Equity & Inclusion Leadership Series (EILS)

Developed in collaboration with the City of Sacramento's Human Resources Department's Organizational Development Team, this pilot series offered a variety of learning and training opportunities that included D&logues, 5 Approaches to Diversity & Inclusion, Equity Choice Points in Decision Making and Performance Management. The EILS will resume with new offerings in 2021.

As of October 2020, the Office of the City Manager has completed the following:

- Released the *2018 Ethnicity & Gender Diversity Report* which reviewed the City's workforce and efforts to diversify the organization in April 2019.
- In December 2018, became a member and participant in Government Alliance on Race and Equity (GARE) and completed the cohort in May 2019.
- Developed a draft of the 5-year Race and Gender Equity Action Plan (RGEAP) focused on workforce equity in January 2020.
- In direct collaboration with HR/Organizational Development conducted a virtual 21 Day Racial Equity Habit Building Challenge as part of the Equity & Inclusion Leadership Series in August 2020.
- Worked with the Human Resources Department to develop and finalize the Citywide Recruitment, Hiring and Selection Manual in September 2020.
- Began the roll out of the RGEAP to all city departments in October 2020.

## The Human Resources Department

The Human Resources department has implemented all three of our recommendations in the *2017 Audit of the City's Gender and Ethnic Diversity*:

**1.** Develop a process to designate ethnicity/race 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.

The implementation of these recommendations improved data collection processes. For example, the number of full-time and part-time employees who did not specify their ethnicity/race in eCAPS decreased from 174 in 2016 to 13 in 2020. Additionally, the number of full-time and part-time employees who did not specify their gender in eCAPS decreased from three in 2016 to one in 2020. To determine the ethnicity/race of employees that did not self-report, the Human Resources Department requested managers to complete a "visual" determination of the employee's ethnicity/race or gender in accordance with EEOC requirements. Designating the ethnicity/race and gender data for employees who do not self-select allows the City to be compliant with the EEOC.

Additionally, since the release of the initial audit, additional ethnic/racial groups were added to eCAPS. During the *2016 Audit of the City's Gender and Ethnic Diversity,* City employees did not have the ability to select MENA or TWOMORE. Therefore, the number of MENA and TWOMORE employees have increased. The Human Resources Department also explained that as of February 28, 2020, an applicant can choose from three gender options: male, female, and non-binary when applying for a position with the City. However, eCAPS has not yet been updated to allow for the three options for employees. When an applicant that is subsequently hired by the City selects non-binary in their application, their gender is entered into eCAPS as Unknown.

In addition, the Human Resources Department highlighted the following accomplishments in their FY 2020/21 Approved Budget:

- Conducted a Request for Proposal for citywide classification and compensation study.
- Completed training with Government Alliance on Race and Equity (GARE), a national network of governments working to achieve racial equity and advancement opportunities for all.
- Partnered with the City Manager's Office and Diversity and Equity Manager to develop and implement an Equity and Inclusion Leadership Series for managers/supervisors and all other employees.
- Implemented new requirements for executive recruitment firms to increase diversity accountability and gender representation among applicants.

## Opt-in Survey

With feedback from the Diversity and Equity Manager, City Attorney's Office, Human Resources Department and Sacramento LGBTQ+ Community Center, the Office of the City Auditor used Survey Monkey, an opt-in survey software, to collect and analyze employee data that is not available in eCAPS. We used Survey Monkey to create a survey to measure employee perception of inclusion and work environment. The survey also included additional demographic questions such as the sexual orientation and gender identity of survey respondents.

The Office of the City Auditor conducted the citywide *2020 Diversity, Equity, and Inclusion Survey* from February 25, 2020 to March 24, 2020. We distributed the survey to City employees through their City email account. Figure 6 displays the survey announcement graphic that was included in the citywide email to employees. We highlighted the purpose of the survey and topics that were covered in the survey.

**Figure 6: 2020 Diversity, Equity, and Inclusion Survey Announcement**
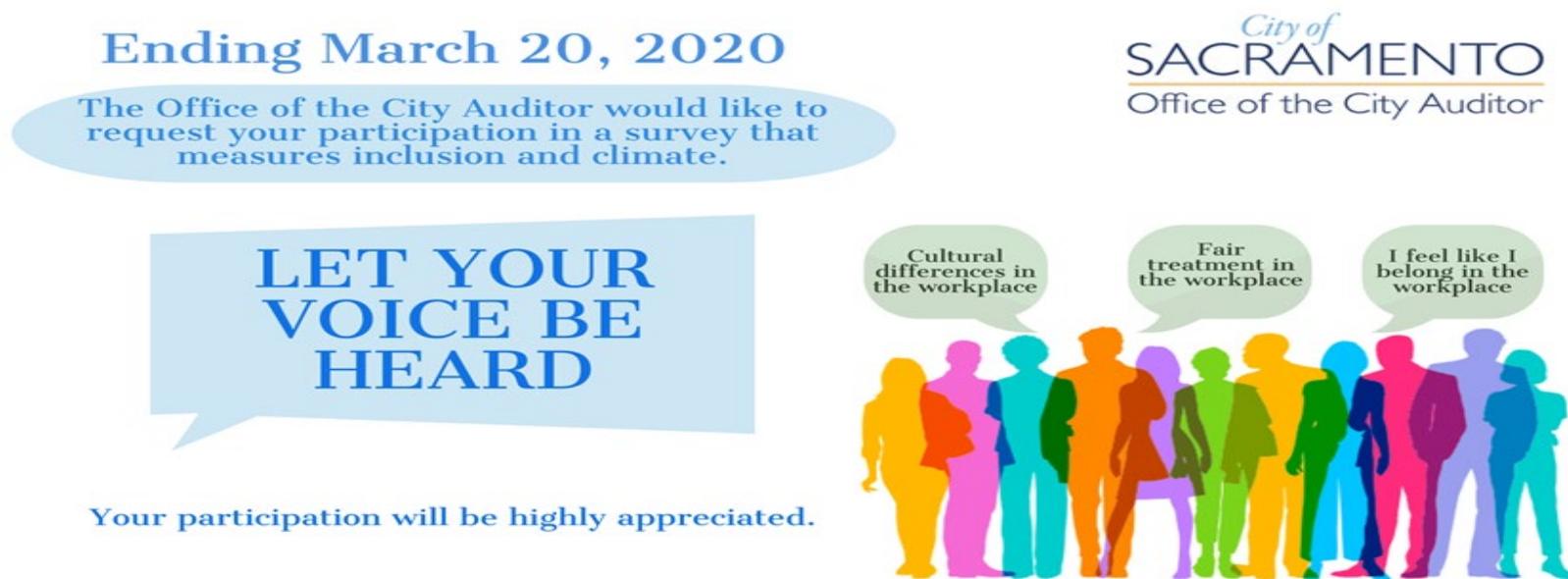


Source: Auditor generated graphic.

---

[8] The original survey close date was March 20, 2020. We extended the survey close date to gather more responses.

There were 4,656 full-time and part-time employees when the survey was launched on February 25, 2020. We received a total of 787 survey responses (almost 17 percent of City staff participated in the survey). City employees provided responses to questions that measured employee perception of inclusion and work environment, provided informative feedback in open-ended response questions, and provided demographic information that will allow the City to expand inclusion measures. The results of this survey have been released in a separate report.

## City of Sacramento Gender and Ethnic Diversity Dashboard

The Office of the City Auditor created the *City of Sacramento Gender and Ethnic Diversity Dashboard* which provides interactive data on the gender and ethnic composition of City employees over time. Figure 7 below is a screenshot of the dashboard. Users can analyze City employee demographic data by filtering for different variables.

**Figure 7: City of Sacramento Gender and Ethnic Diversity Dashboard**



*Source: https://www.cityofsacramento.org/Auditor/Reports/IBA-Reports.*
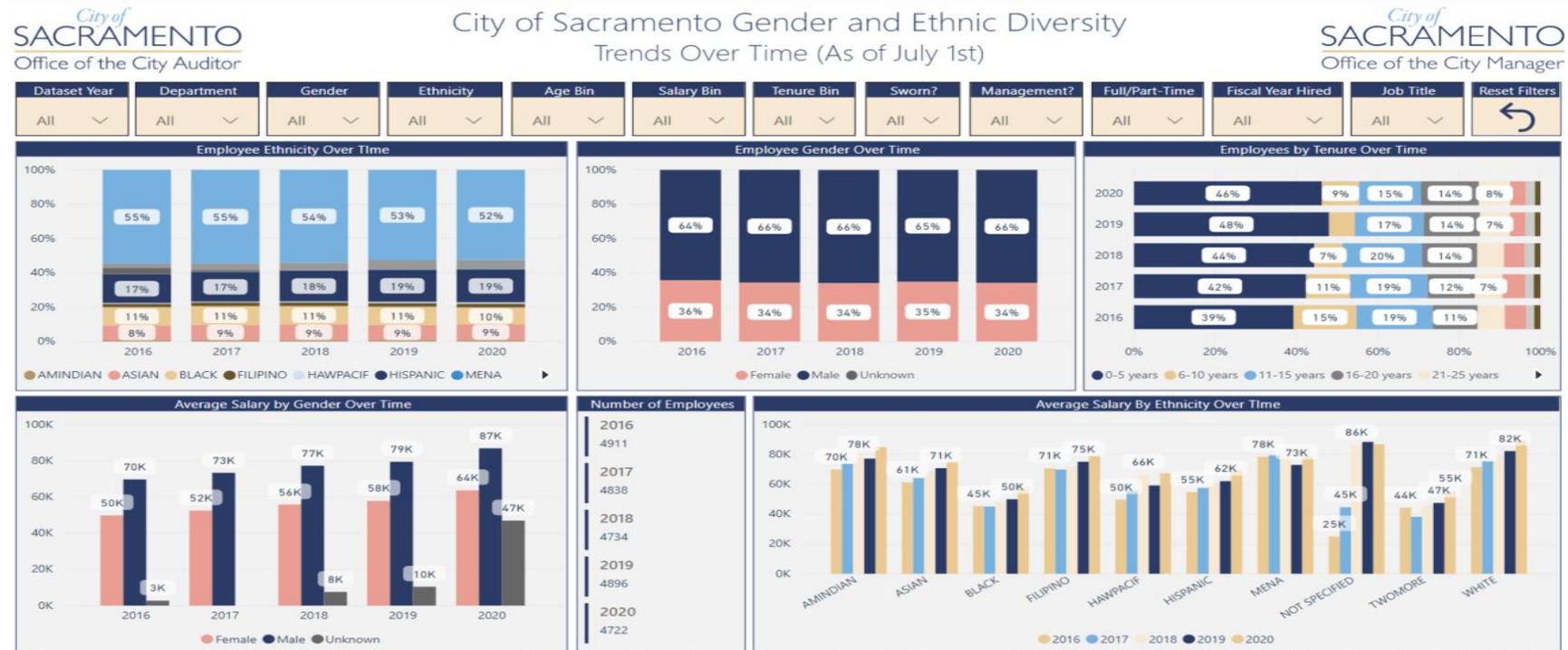
## Objective, Scope, and Methodology

Similar to previous diversity audits, the objective of this audit was to assess the diversity of City employees as it compares to the diversity of City of Sacramento residents. This year's report also has trend analyses which examine City employees' demographics from 2016 to 2020. Our analysis focused on full-time and part-time employees as of July 1st of each year. To conduct this assessment, we primarily analyzed employee personnel information through eCAPS. The eCAPS data included information such as the identification number, name, salary rate, position title, management level, bargaining unit, gender, ethnicity/race, and employment date of each employee. To determine the demographics of City of Sacramento residents, we relied on the U.S. Census Bureau's 2016-2019 American Community Survey for ethnicity/race, sex, and household income. In addition, we used LGBTQ+ statistics from Gallup, a global analytics and advice firm that conducts surveys. [9]

---

[9] Throughout the report, we will use the term LGBTQ+ to represent lesbian, gay, bisexual, transgender, Queer, and other communities.

# Chapter 1: Demographics of City of Sacramento Residents

Founded in 1849, the City of Sacramento is the oldest incorporated city in California. In 1920, a City Charter (municipal constitution) was adopted creating 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 the fiscal year 2020/2021 was approximately $1.3 billion for operations and capital improvement programs.

In this chapter, we provide some demographic information such as the ethnicity/race, sex, and household income of City residents.

To determine Sacramento residents' demographics in this and subsequent chapters, we relied on data from the U.S. Census Bureau's American Community Survey (ACS) for 2019. The Census counts every person within the United States (U.S.) and five U.S. territories every ten years. ACS is an ongoing survey that gathers vital information on an annual basis about the United States and its residents. The following are some key statistics related to the City of Sacramento's estimated population as of 2019 [10]:

- The total population is estimated to be 513,620 residents;
- The three most populous ethnic/racial groups in the City population are White (32 percent), Hispanic or Latino (31 percent), and Asian (16 percent);
- Females comprise 50.4 percent of the City population, while males comprise 49.6 percent;
- The average household income is $89,564; and
- The median age is 35.

This chapter provides ethnicity/race and gender demographics related to Sacramento residents that can be compared to City employee demographics in the remaining chapters. This chapter also includes data regarding the City's projected lesbian, gay, bisexual, and/or transgender populations as estimated by Gallup polling data. The City of Sacramento does not currently collect information regarding sexual orientation from employees. To gather sexual orientation and gender identity information from City employees, we issued the previously discussed voluntary online survey for City employees to complete. The survey questions and responses have been released in a separate report.

---

[10] The 2019 ACS report was the most recent ACS information available at the time of this audit.

Figure 8 below shows Sacramento's 2019 population estimate by ethnicity/race based on the 2019 American Community Survey. [11]

**Figure 8: Estimated Population of Sacramento Residents by Ethnicity/Race (513,620 total)**



*Source: American Community Survey*

Figure 9 below shows Sacramento's household income statistics based on the 2019 American Community Survey.

**Figure 9: Estimated Population of Sacramento Residents by Household Income (191,911 total)**
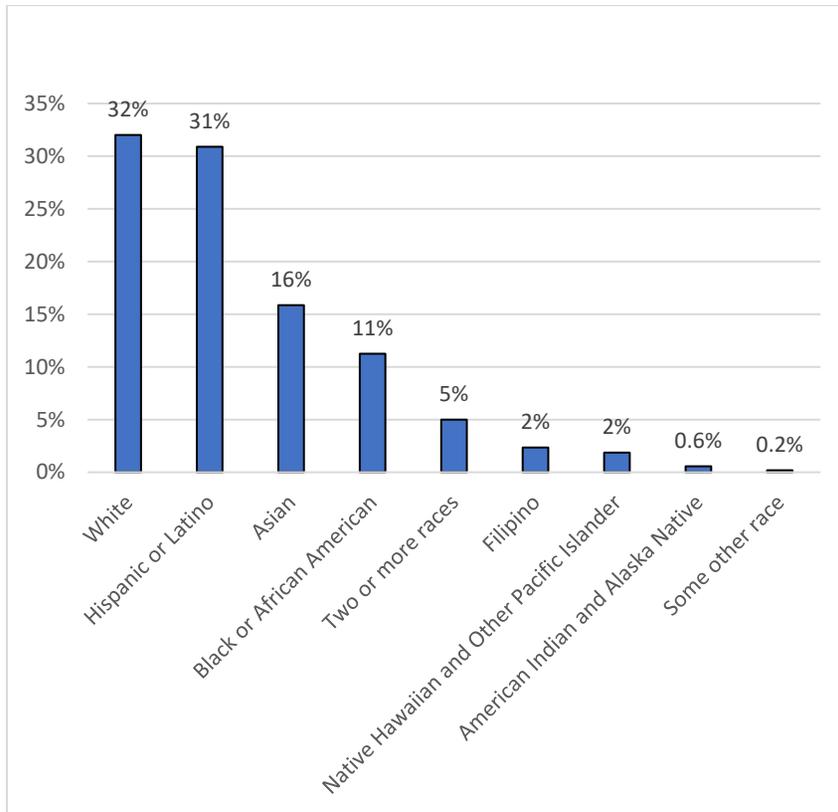


*Source: American Community Survey*

---

[11] The U.S. Census Bureau does not have ethnic categories for MENA. In the data provided by the Census Bureau, MENA is combined with White.
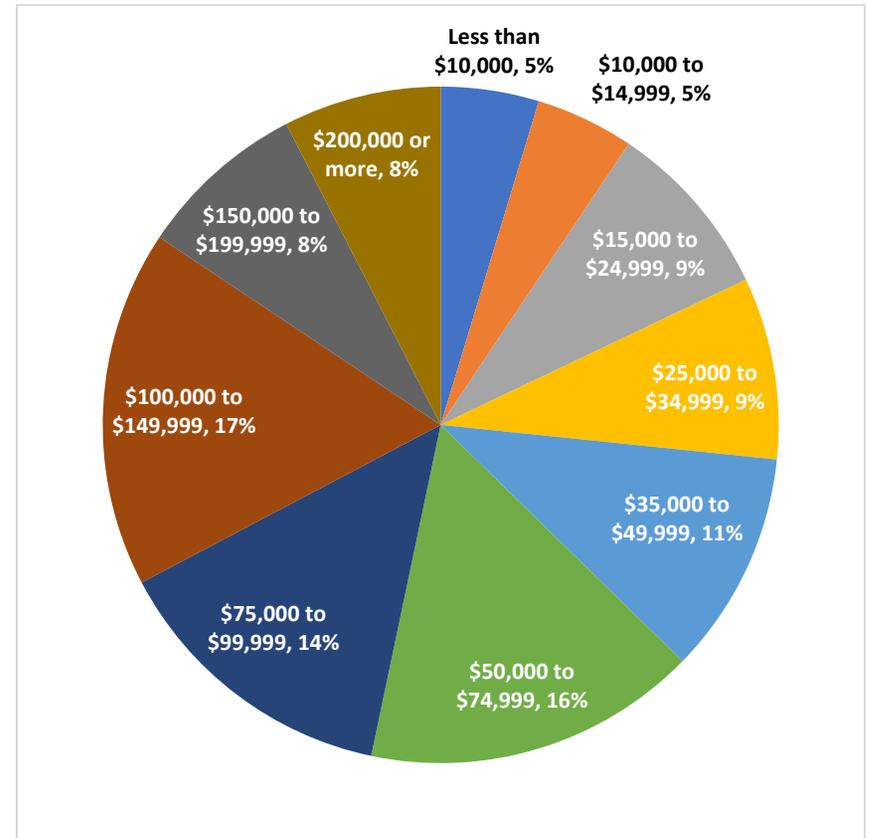
In 2015, Gallup conducted a survey to determine the population of LGBTQ+ residents in various cities within the United States. Gallup conducted a survey between June 2012 and December 2014 asking respondents "Do you, personally, identify as lesbian, gay, bisexual or transgender?" Their study showed 3.9 percent of the population of the Sacramento-Roseville-Arden-Arcade area of California identified as LGBTQ+ adults.

**Figure 10: 2012-2014 Gallup Poll of LGBTQ+ 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*

# Chapter 2: Demographics of City of Sacramento Employees

In 2016, the City Council directed the Office of the City Auditor to conduct the initial *Audit of the City's Gender and Ethic Diversity*. Subsequently, the City Auditor's Office received direction to perform the audit annually. Each assessment included the City's employee demographics related to ethnicity/race and gender, as well as a breakout of the demographics as they relate to different employee classifications.

This year's report has trend analysis which examines City employees' demographics from 2016 to 2020. We exported eCAPS data as of July 1$^{st}$ of each year.

The following are some key statistics related to the City of Sacramento's employees as of July 1, 2020:

- The total number of City employees was 4,722;
- The total number of full-time employees was 3,970;
- The total number of part-time employees was 752; and
- The average age of City employees was 41.

The salary statistics below analyze the base salary of employees and do not represent their take home salary and supplemental pay such as incentives, allowances, and overtime.

Figure 11 shows the number of employees per department for each year. The chart includes the total employees each year in addition to the total count of only full-time employees. Over the years, there have been various department reorganizations. For example, the Economic Development Department joined the City Manager's Office after 2016. The City Auditor's Office was moved from Mayor and Council to the Office of the City Auditor in July 2019.

**Figure 11: Total of All and Full-Time City Employees by Department, 2016-2020**[12]

| Department | 2016 All | 2016 F/T | 2017 All | 2017 F/T | 2018 All | 2018 F/T | 2019 All | 2019 F/T | 2020 All | 2020 F/T |
|---|---|---|---|---|---|---|---|---|---|---|
| City Attorney | 46 | 46 | 49 | 49 | 49 | 49 | 54 | 53 | 58 | 57 |
| City Auditor | 0 | 0 | 0 | 0 | 0 | 0 | 7 | 7 | 8 | 8 |
| City Clerk | 16 | 16 | 16 | 16 | 18 | 18 | 17 | 17 | 15 | 15 |
| City Manager | 16 | 16 | 27 | 27 | 40 | 40 | 46 | 46 | 57 | 57 |
| City Treasurer | 12 | 12 | 12 | 12 | 12 | 12 | 11 | 11 | 10 | 10 |
| Community Development | 218 | 208 | 231 | 221 | 252 | 244 | 259 | 251 | 272 | 264 |
| Convention & Cultural Services | 224 | 94 | 192 | 94 | 187 | 74 | 168 | 69 | 170 | 62 |
| Economic Development | 11 | 11 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Finance | 79 | 79 | 89 | 88 | 86 | 86 | 90 | 89 | 85 | 84 |
| Fire | 623 | 623 | 643 | 643 | 616 | 616 | 643 | 643 | 657 | 657 |
| Human Resources | 68 | 66 | 68 | 65 | 70 | 68 | 73 | 71 | 65 | 63 |
| Information Technology | 124 | 123 | 153 | 151 | 168 | 166 | 176 | 174 | 176 | 175 |
| Mayor/Council | 60 | 39 | 68 | 52 | 65 | 46 | 57 | 42 | 55 | 43 |
| Police | 1,127 | 1,001 | 1,108 | 945 | 1,105 | 951 | 1,143 | 1,008 | 1,169 | 1,050 |
| Public Works | 637 | 630 | 641 | 633 | 648 | 642 | 646 | 635 | 633 | 628 |
| Utilities | 503 | 499 | 501 | 496 | 498 | 493 | 512 | 506 | 505 | 503 |
| Youth, Parks, and Community Enrichment | 1,147 | 376 | 1,040 | 265 | 920 | 266 | 994 | 282 | 787 | 294 |
| **Grand Total** | **4,911** | **3,839** | **4,838** | **3,757** | **4,734** | **3,771** | **4,896** | **3,904** | **4,722** | **3,970** |

*Source: Auditor generated from City of Sacramento eCAPS data.*

---

[12] F/T is the number of full-time employees.

Figure 12 shows the number of employees for each year. In early 2020, due to the COVID-19 outbreak and an anticipated loss of revenue this year and the coming fiscal year, the City implemented a hiring freeze for all non-essential recruitments.

**Figure 12: Total Number of Full-Time and Part-Time City Employees, 2016-2020**
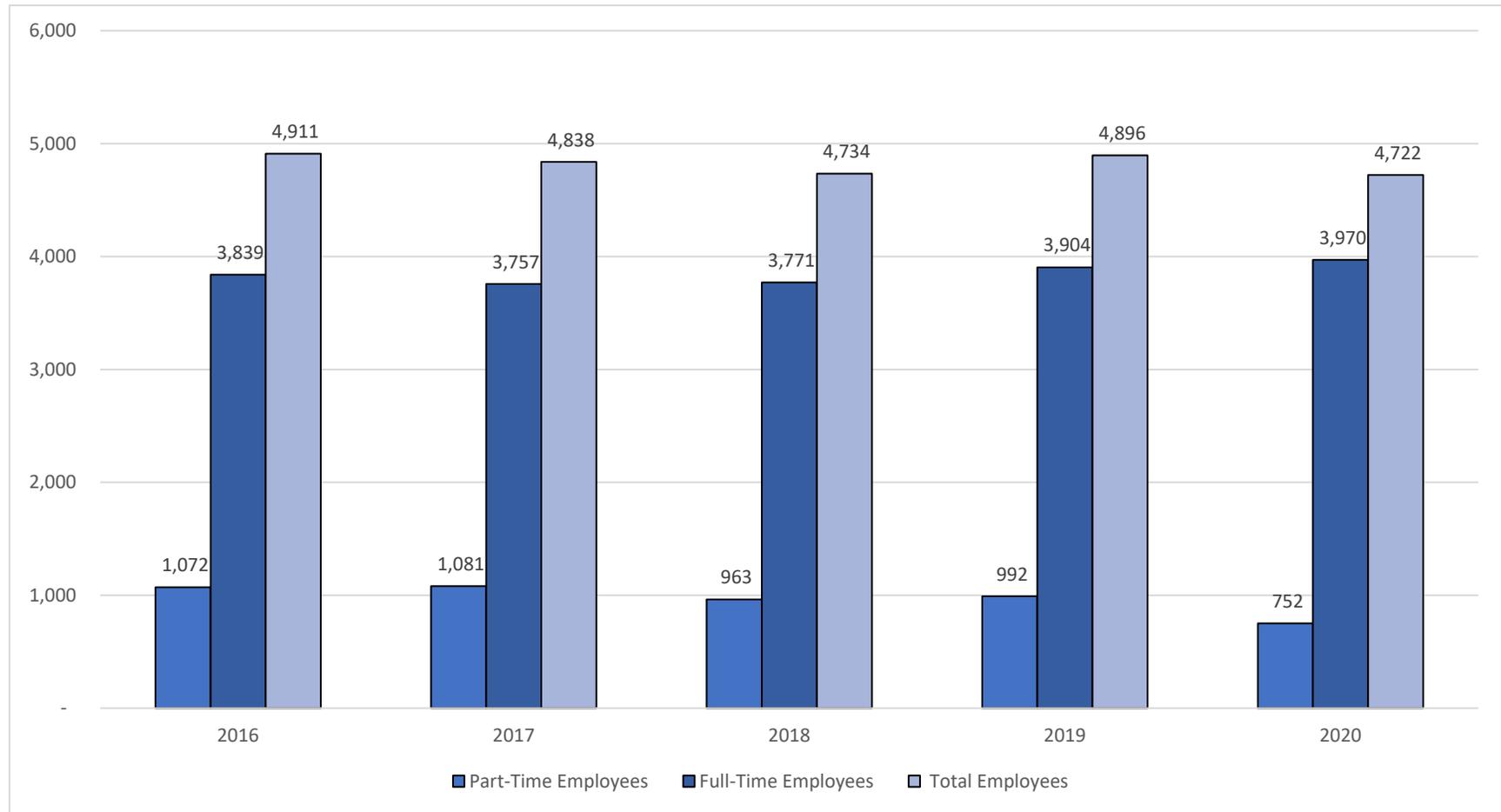


Source: Auditor generated from City of Sacramento eCAPS data.

Figure 13 below shows a breakdown of full-time and part-time City employees by ethnicity/race and gender. Based on the data below, the largest demographic group is White male and the smallest demographic groups are Middle Eastern & North African males and females.

**Figure 13: Full-Time and Part-Time City Employees by Ethnic/Racial Groups and Gender, 2020 (4,721 Total)**
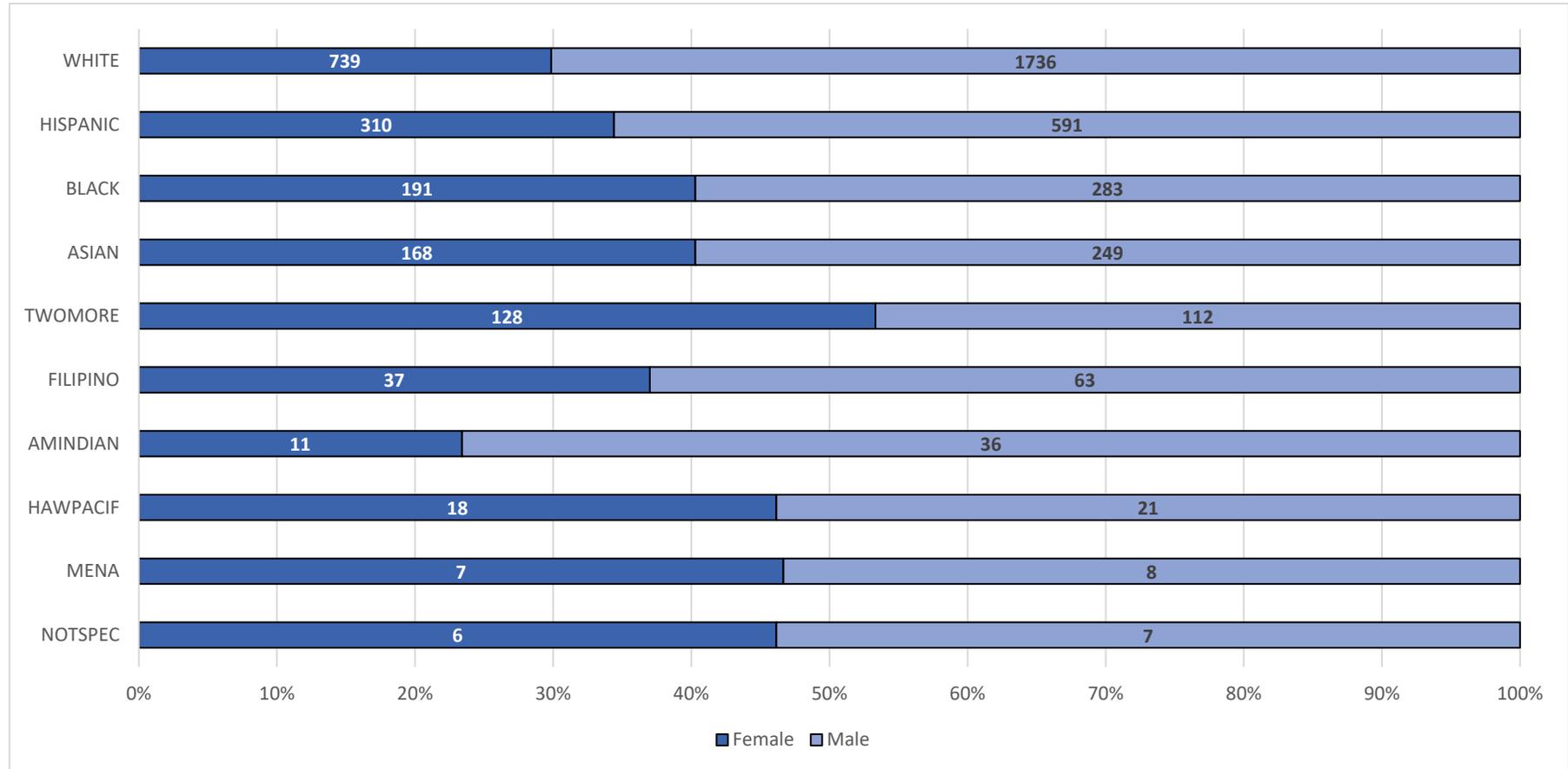


*Note:* One employee whose gender was not specified was excluded from this analysis.
*Source: Auditor generated from City of Sacramento eCAPS data.*

Figure 14 shows the tenure ranges of full-time and part-time City employees. Based on the data below, each year the largest tenure range is 0-5 years.

**Figure 14: Tenure Ranges of Full-Time and Part-Time City Employees, 2016-2020**



| | 0-5 years | 6-10 years | 11-15 years | 16-20 years | 21-25 years | 26-30 years | 31-35 years | 35+ years |
|---|---|---|---|---|---|---|---|---|
| 2016 | 39% | 15% | 19% | 11% | 7% | 5% | 2% | 2% |
| 2017 | 42% | 11% | 19% | 12% | 7% | 6% | 2% | 2% |
| 2018 | 44% | 7% | 20% | 14% | 7% | 5% | 2% | 1% |
| 2019 | 48% | 6% | 17% | 14% | 7% | 4% | 2% | 1% |
| 2020 | 46% | 9% | 15% | 14% | 8% | 4% | 2% | 1% |
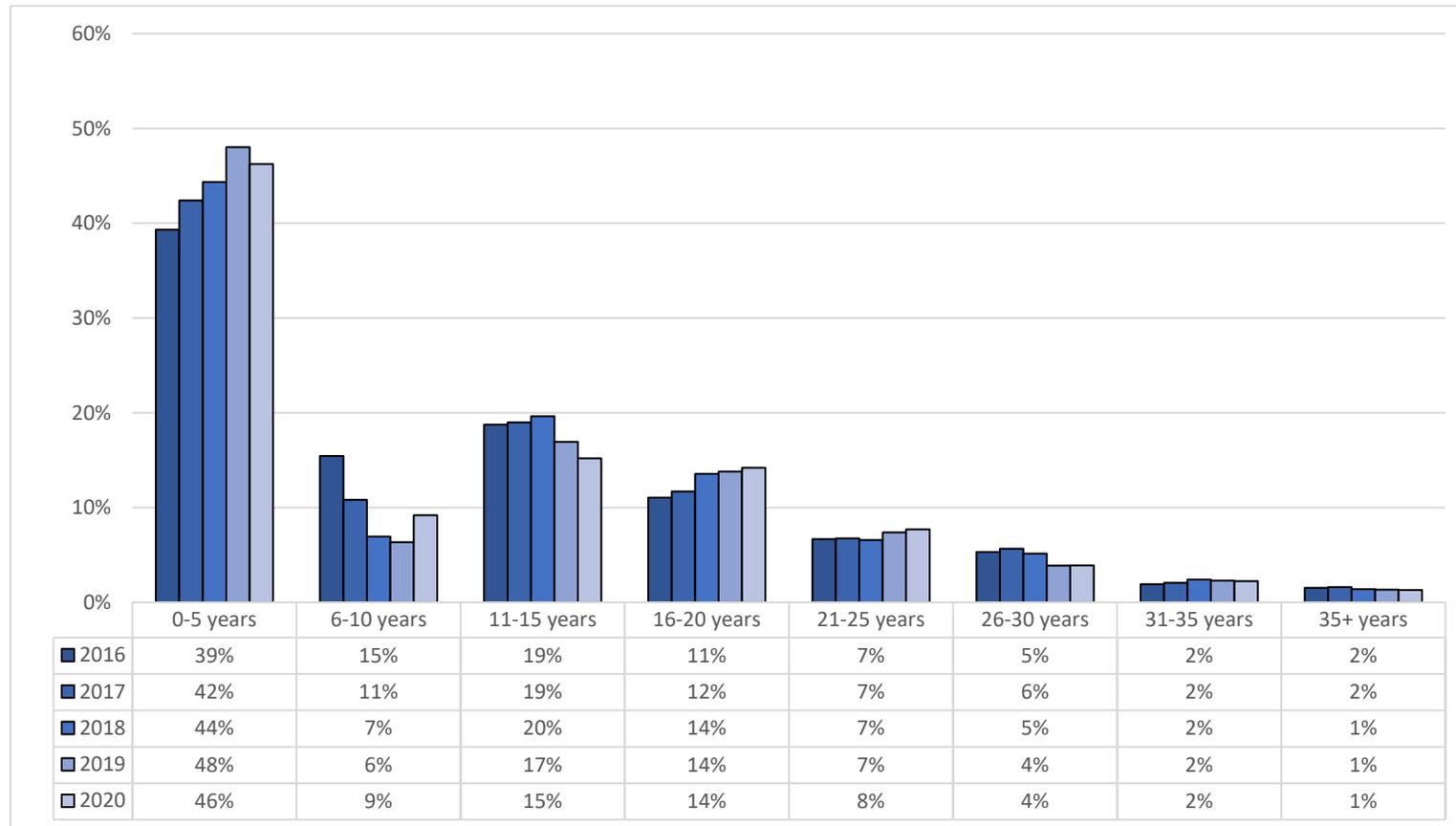
*Source: Auditor generated from City of Sacramento eCAPS data.*

Figure 15 shows the tenure ranges of management employees. Based on the data below, each year the tenure range is 0-5 years. All management employees are full-time.

**Figure 15: Tenure Ranges of All Management City Employees, 2016-2020**



| | 0-5 years | 6-10 years | 11-15 years | 16-20 years | 21-25 years | 26-30 years | 31-35 years | 35+ years |
|---|---|---|---|---|---|---|---|---|
| 2016 | 25% | 11% | 18% | 17% | 14% | 10% | 4% | 2% |
| 2017 | 28% | 9% | 18% | 17% | 10% | 13% | 2% | 3% |
| 2018 | 28% | 6% | 22% | 17% | 12% | 10% | 2% | 2% |
| 2019 | 31% | 5% | 21% | 15% | 15% | 10% | 2% | 1% |
| 2020 | 33% | 6% | 20% | 16% | 13% | 9% | 3% | 1% |
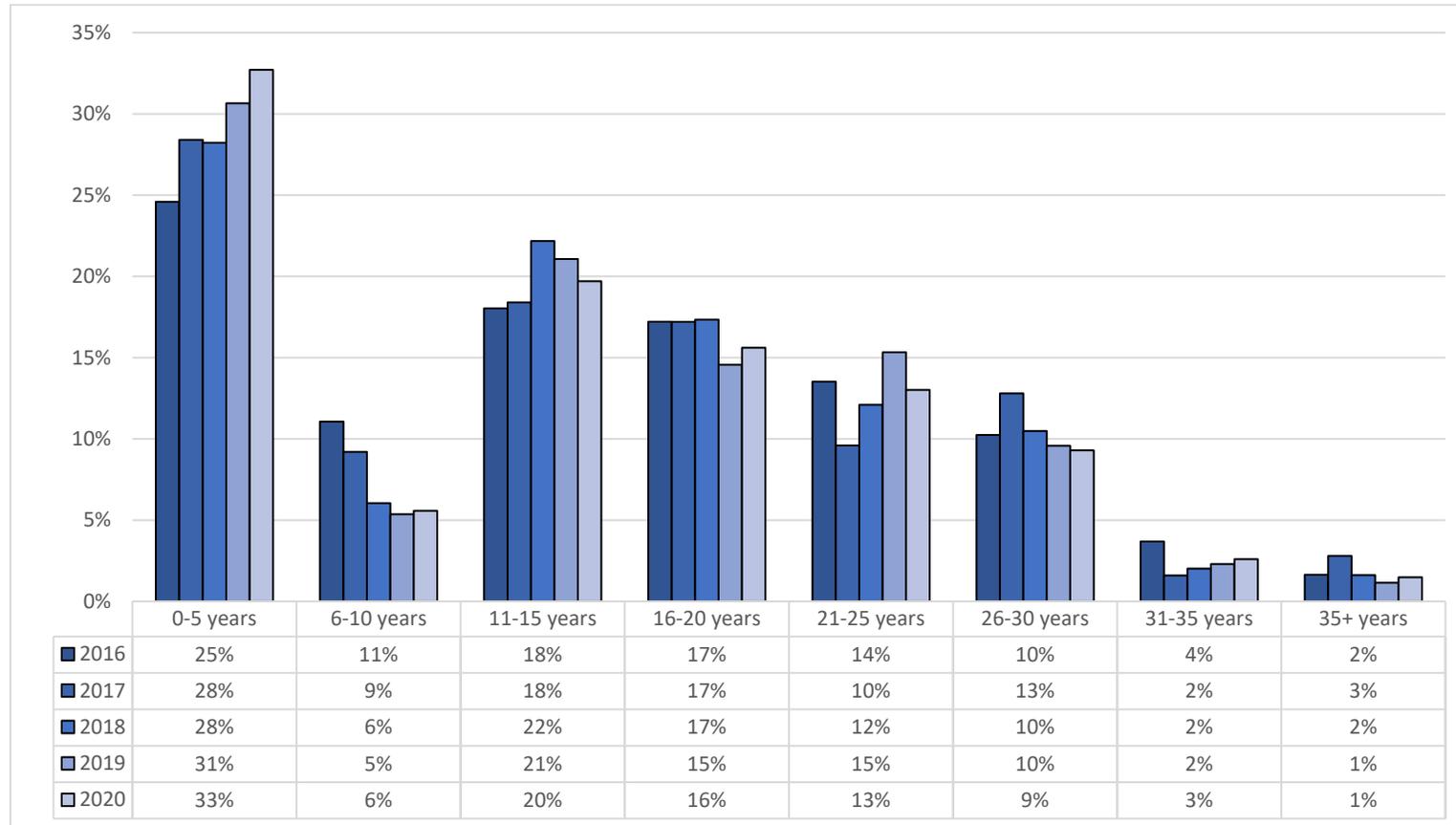
*Source: Auditor generated from City of Sacramento eCAPS data.*

Figure 16 shows the age ranges of full-time and part-time management employees. Based on the data below, each year 41-50 years old was the largest age category in the City's management workforce. All management employees are full-time.

**Figure 16: Age Ranges of All Management City Employees, 2016-2020**



| | 21-30 years | 31-40 years | 41-50 years | 51-60 years | 60+ years |
|---|---|---|---|---|---|
| ■ 2016 | 1% | 15% | 45% | 32% | 8% |
| ■ 2017 | 1% | 18% | 44% | 30% | 7% |
| ■ 2018 | 0% | 20% | 43% | 30% | 6% |
| ■ 2019 | 2% | 17% | 42% | 32% | 7% |
| □ 2020 | 3% | 16% | 39% | 35% | 7% |
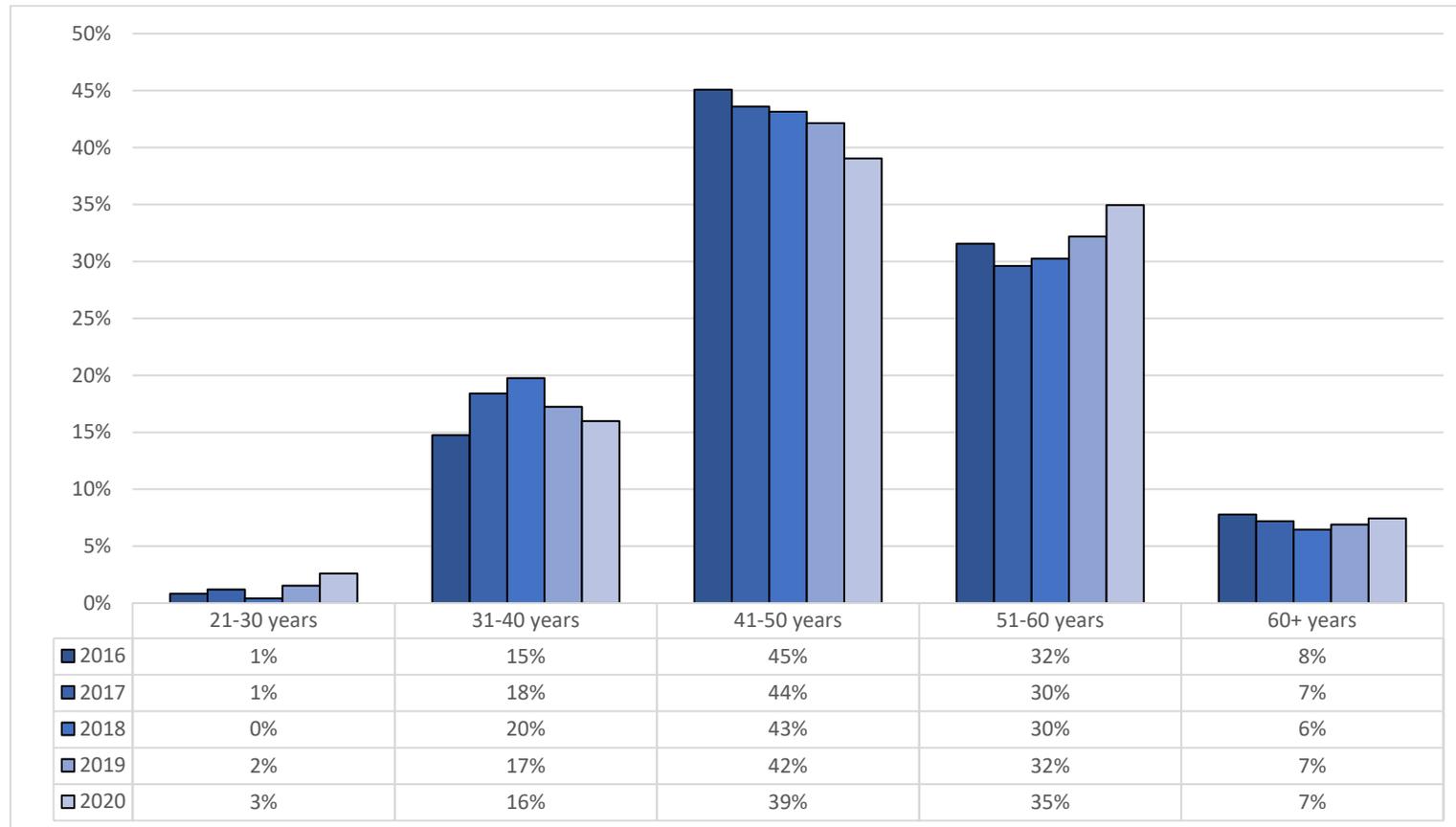
*Source: Auditor generated from City of Sacramento eCAPS data.*

Figure 17 shows the age ranges of full-time and part-time non-management employees. Based on the data below, each year employees between 31-40 years old and 41-50 years old made up approximately half of the non-management City workforce.

**Figure 17: Age Ranges of Full-Time and Part-Time Non-Management Employees, 2016-2020**

| | 0-20 years | 21-30 years | 31-40 years | 41-50 years | 51-60 years | 60+ years |
|---|---|---|---|---|---|---|
| 2016 | 9% | 18% | 23% | 24% | 19% | 7% |
| 2017 | 10% | 18% | 23% | 24% | 19% | 7% |
| 2018 | 7% | 20% | 24% | 24% | 18% | 7% |
| 2019 | 8% | 20% | 24% | 23% | 18% | 7% |
| 2020 | 5% | 21% | 25% | 24% | 18% | 7% |
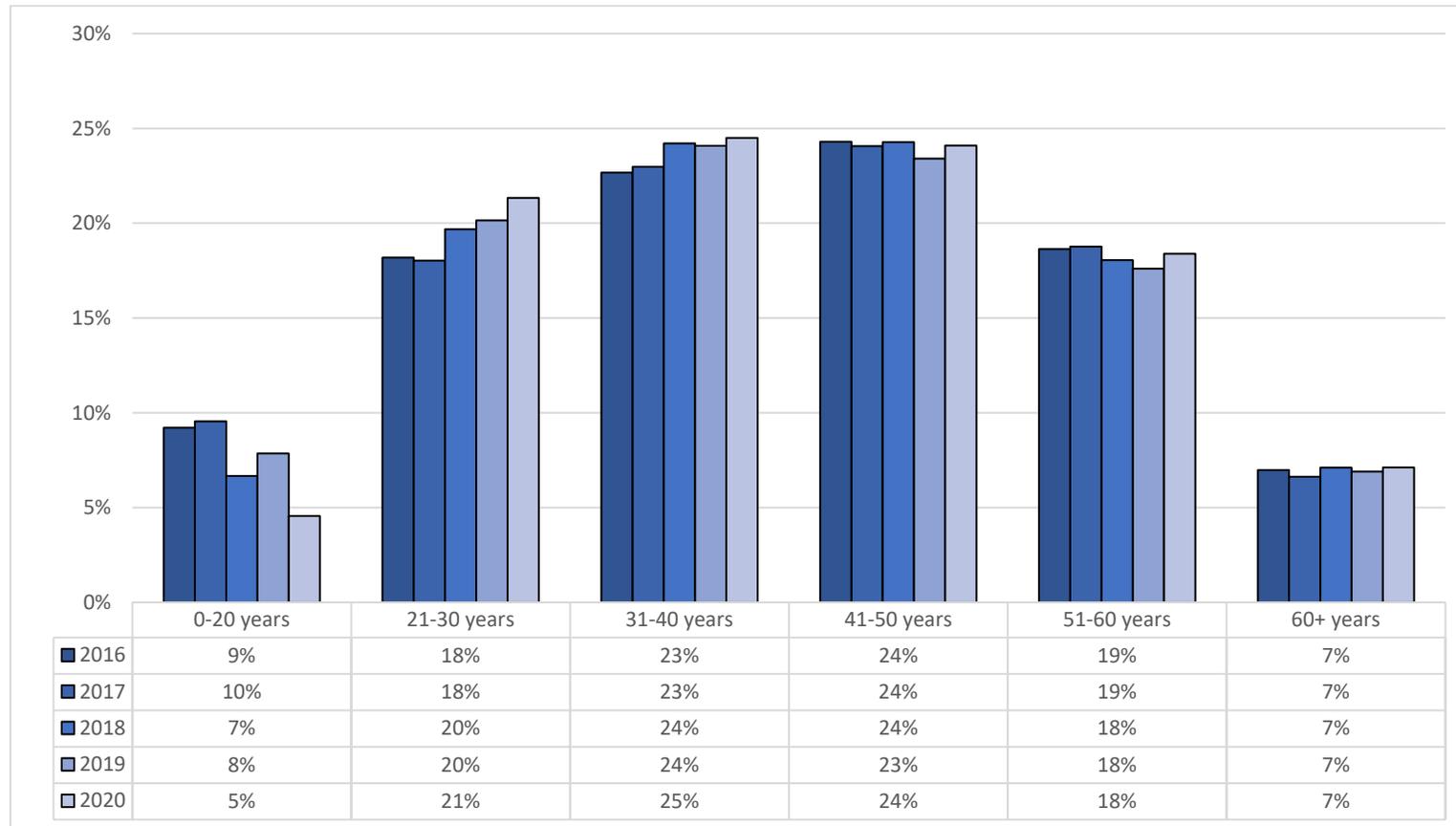
*Source: Auditor generated from City of Sacramento eCAPS data.*

# Chapter 3: Gender Analysis of City of Sacramento Employees

The following chapter will analyze gender in the workplace. As presented earlier in the background section, some employees did not have their gender specified and were therefore excluded from the gender analyses in this chapter.

The 2019 ACS reported that the gender breakdown of Sacramento residents is 50.4 percent female and 49.6 percent male. Based on the data below, there is an overrepresentation of male employees when compared to the gender breakdown of Sacramento residents.

Figure 18 shows the total number and percentage of employees by gender in each department. The chart below shows that the City Clerk's office has only female employees. Additionally, the Fire Department has 90 percent male employees. The gender breakdown of Mayor/Council and Youth, Parks, and Community Enrichment department closely resembles Sacramento residents' gender breakdown.

**Figure 18: Full-Time and Part-Time City Employees by Department and Gender, 2020 (4,721 Total)**

| Department | Percent of Row Total | | Number of Employees | | |
|---|---|---|---|---|---|
| | Female | Male | Female | Male | Total |
| City Attorney | 57% | 43% | 33 | 25 | 58 |
| City Auditor | 63% | 38% | 5 | 3 | 8 |
| City Clerk | 100% | 0% | 15 | - | 15 |
| City Manager | 67% | 33% | 38 | 19 | 57 |
| City Treasurer | 60% | 40% | 6 | 4 | 10 |
| Community Development | 43% | 57% | 117 | 155 | 272 |
| Convention & Cultural Services | 68% | 32% | 115 | 55 | 170 |
| Finance | 75% | 25% | 64 | 21 | 85 |
| Fire | 10% | 90% | 66 | 591 | 657 |
| Human Resources | 72% | 28% | 47 | 18 | 65 |
| Information Technology | 35% | 65% | 61 | 115 | 176 |
| Mayor/Council | 53% | 47% | 29 | 26 | 55 |
| Police | 33% | 67% | 383 | 786 | 1,169 |
| Public Works | 17% | 83% | 108 | 525 | 633 |
| Utilities* | 23% | 77% | 116 | 388 | 504 |
| Youth, Parks, and Community Enrichment | 52% | 48% | 412 | 375 | 787 |
| **Grand Total** | **34%** | **66%** | **1,615** | **3,106** | **4,721** |
| **City Population** | **50.4%** | **49.60%** | **259,065** | **254,555** | **513,620** |

Note: One employee's gender was unknown in the Department of Utilities and therefore was not included in this analysis.
*Source: Auditor generated from City of Sacramento eCAPS data and American Community Survey data.*

Figure 19 compares the percentages of non-management and management employees by department and gender. Based on the data below, female non-management employees account for 34 percent of all non-management employees while female management employees account for 39 percent of management employees.

**Figure 19: Comparison of Full-Time and Part-Time Management and Non-Management City Employees by Department and Gender, 2020**

| Departments | Management Employees | | | Non-Management Employees | | |
|---|---|---|---|---|---|---|
| | Female | Male | Total | Female | Male | Total |
| City Attorney | 39% | 61% | 36 | 86% | 14% | 22 |
| City Auditor | 63% | 38% | 8 | 0% | 0% | 0 |
| City Clerk | 100% | 0% | 3 | 100% | 0% | 12 |
| City Manager | 65% | 35% | 20 | 68% | 32% | 37 |
| City Treasurer | 60% | 40% | 5 | 60% | 40% | 5 |
| Community Development | 29% | 71% | 14 | 44% | 56% | 258 |
| Convention & Cultural Services | 45% | 55% | 11 | 69% | 31% | 159 |
| Finance | 89% | 11% | 9 | 74% | 26% | 76 |
| Fire | 31% | 69% | 13 | 10% | 90% | 644 |
| Human Resources | 56% | 44% | 9 | 75% | 25% | 56 |
| Information Technology | 16% | 84% | 19 | 37% | 63% | 157 |
| Mayor/Council | 56% | 44% | 9 | 52% | 48% | 46 |
| Police | 19% | 81% | 42 | 33% | 67% | 1,127 |
| Public Works | 27% | 73% | 33 | 17% | 84% | 600 |
| Utilities | 24% | 76% | 21 | 23% | 77% | 483 |
| Youth, Parks, and Community Enrichment | 65% | 35% | 17 | 52% | 48% | 770 |
| Grand Total | 39% | 61% | 269 | 34% | 66% | 4,452 |
| City Population | 50.4% | 49.6% | 513,620 | 50.4% | 49.6% | 513,620 |

Note: All employees in the City Auditor's Office are considered Management Employees.

One non-management employee's gender was unknown in the Department of Utilities and therefore was not included in this analysis.

*Source: Auditor generated from City of Sacramento eCAPS data and American Community Survey data.*

## Trend Analysis of Gender Over Time

Figure 20 shows the gender breakdown of all full-time and part-time City employees over the years. Based on the data below, each year has had more male employees than female employees.

**Figure 20: Percentage of Full-Time and Part-Time City Employees by Gender, 2016-2020**
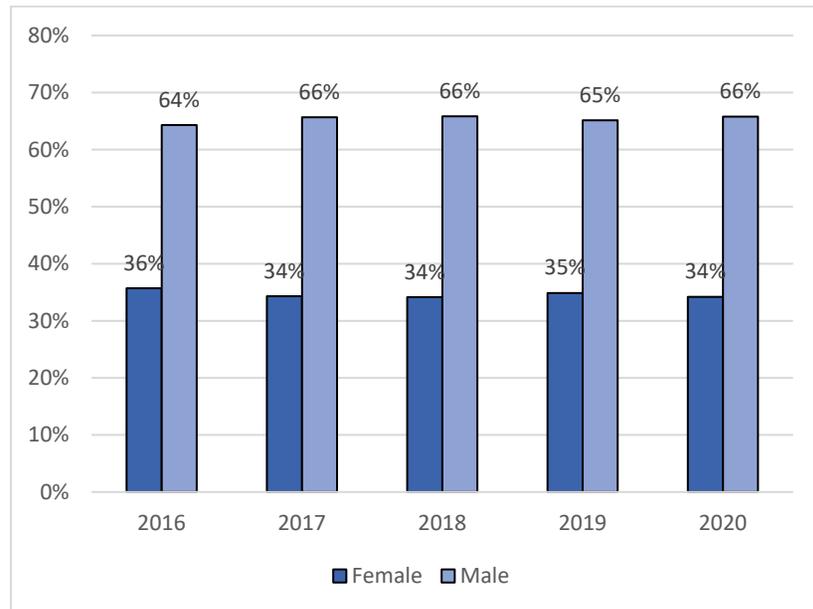


Note: Employees whose genders were not specified were excluded from this analysis.
*Source: Auditor generated from City of Sacramento eCAPS data.*

Figure 21 shows the gender breakdown of only full-time City employees over the years. Similar to the previous chart, each year has had more male employees than female employees.

**Figure 21: Percentage of Full-time City Employees by Gender, 2016-2020**



Note: Employees whose genders were not specified were excluded from this analysis.
*Source: Auditor generated from City of Sacramento eCAPS data.*

Figure 22 shows the gender breakdown of all management employees over the years. All management employees are full-time.

**Figure 22: Percentage of All Management City Employees by Gender, 2016-2020**



Note: Employees whose genders were not specified were excluded from this analysis.
*Source: Auditor generated from City of Sacramento eCAPS data.*

Figure 23 shows the gender breakdown of all full-time and part-time non-management employees over the years.

**Figure 23: Percentage of Full-Time and Part-Time Non-Management City Employees by Gender, 2016-2020**
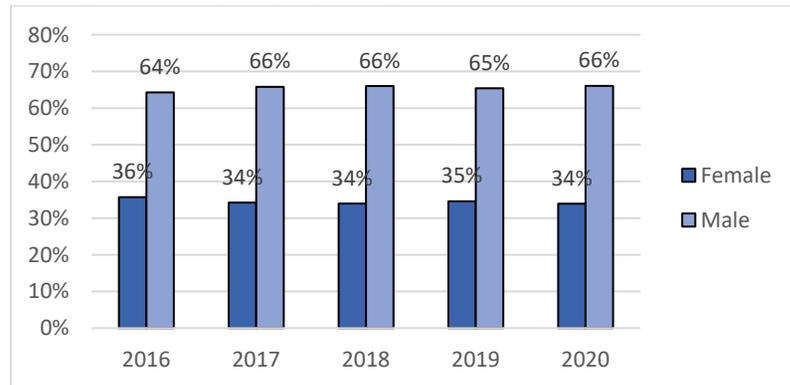


Note: Employees whose genders were not specified were excluded from this analysis.
*Source: Auditor generated from City of Sacramento eCAPS data.*

Figure 24 shows the gender breakdown of only full-time non-management employees over the years.
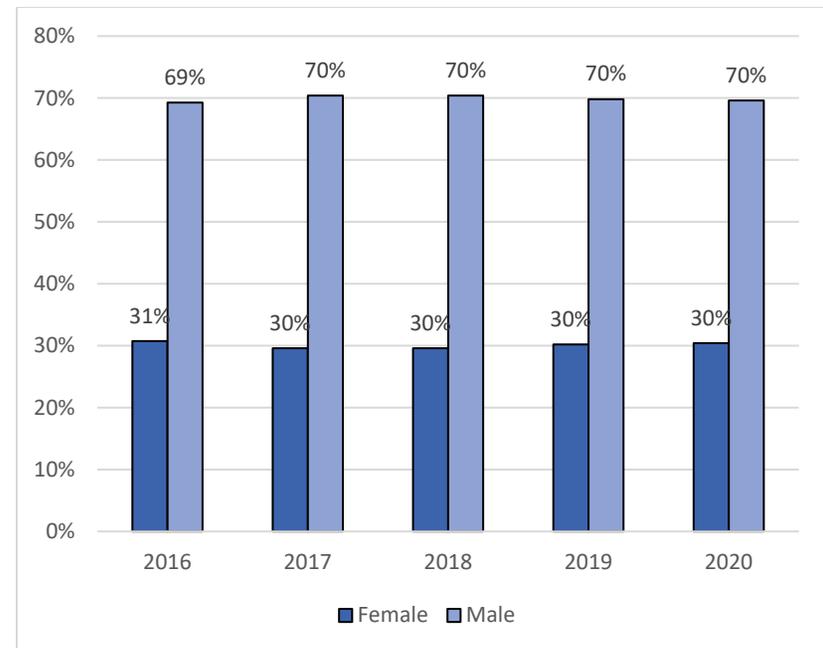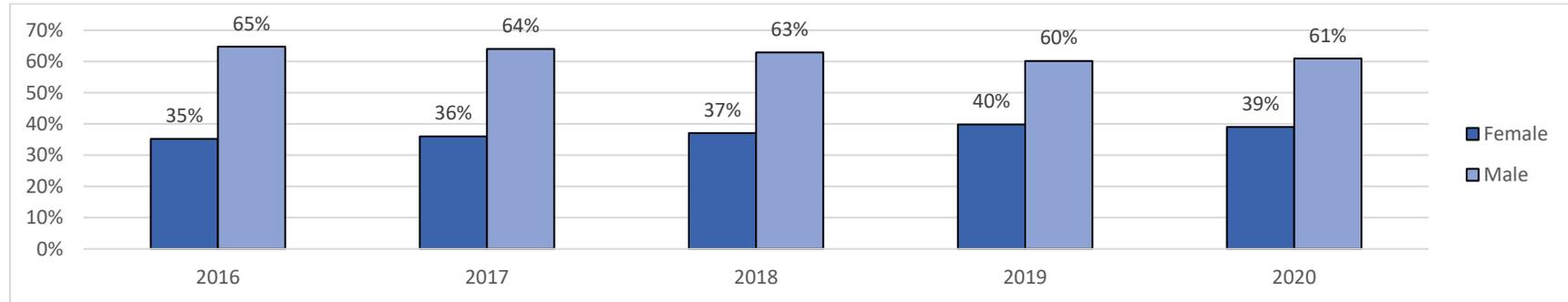
**Figure 24: Percentage of Full-Time Non-Management City Employees by Gender, 2016-2020**
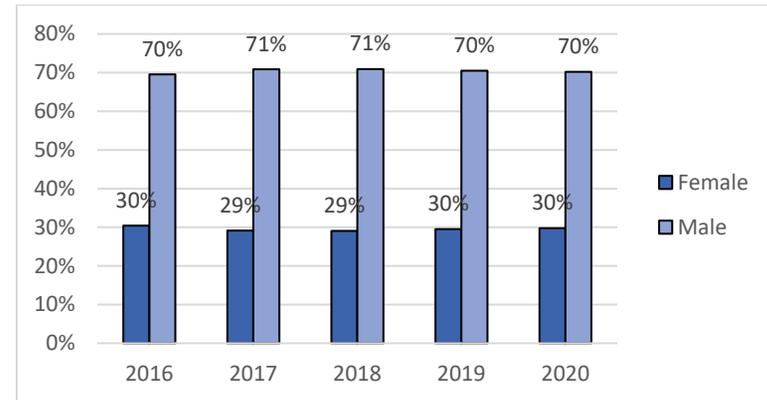


Note: Employees whose genders were not specified were excluded from this analysis.
*Source: Auditor generated from City of Sacramento eCAPS data.*

Figure 25 shows the percentage of employees by gender for each department over time. For reference, figure 11 on page 24 contains the total number of employees by department. However, we should note that several of the City of Sacramento departments have reorganized since 2016. For example, the Office of the City Auditor was included with the Mayor and City Council in 2016, 2017, and 2018. In 2019, the Office of the City Auditor became a Charter Office and is now reported as a separate department. As a result, some cells will contain N/A indicating that at the time, the department noted did not exist independently.

**Figure 25: Percentage of Full-Time and Part-Time City Employees by Department and Gender, 2016-2020**

| Department | Female | | | | | Male | | | | |
|---|---|---|---|---|---|---|---|---|---|---|
| | 2016 | 2017 | 2018 | 2019 | 2020 | 2016 | 2017 | 2018 | 2019 | 2020 |
| City Attorney | 54% | 55% | 53% | 56% | 57% | 46% | 45% | 47% | 44% | 43% |
| City Auditor | N/A | N/A | N/A | 86% | 63% | N/A | N/A | N/A | 14% | 38% |
| City Clerk | 94% | 100% | 94% | 94% | 100% | 6% | 0% | 6% | 6% | 0% |
| City Manager | 63% | 56% | 60% | 63% | 67% | 38% | 44% | 40% | 37% | 33% |
| City Treasurer | 50% | 58% | 58% | 64% | 60% | 50% | 42% | 42% | 36% | 40% |
| Community Development | 45% | 40% | 42% | 41% | 43% | 55% | 60% | 58% | 59% | 57% |
| Convention & Cultural Services | 60% | 60% | 61% | 63% | 68% | 40% | 40% | 39% | 37% | 32% |
| Economic Development | 73% | N/A | N/A | N/A | N/A | 27% | N/A | N/A | N/A | N/A |
| Finance | 72% | 72% | 73% | 72% | 75% | 28% | 28% | 27% | 28% | 25% |
| Fire | 10% | 10% | 9% | 10% | 10% | 90% | 90% | 91% | 90% | 90% |
| Human Resources | 76% | 72% | 73% | 74% | 72% | 24% | 28% | 27% | 26% | 28% |
| Information Technology | 31% | 29% | 32% | 34% | 35% | 69% | 71% | 68% | 66% | 65% |
| Mayor/Council | 50% | 51% | 51% | 56% | 53% | 50% | 49% | 46% | 42% | 47% |
| Police | 32% | 32% | 32% | 33% | 33% | 68% | 68% | 68% | 67% | 67% |
| Public Works | 18% | 19% | 19% | 18% | 17% | 82% | 81% | 81% | 82% | 83% |
| Utilities | 23% | 23% | 23% | 24% | 23% | 77% | 77% | 77% | 76% | 77% |
| Youth, Parks, and Community Enrichment | 54% | 52% | 51% | 52% | 52% | 46% | 48% | 48% | 48% | 48% |
| **Grand Total** | **36%** | **34%** | **34%** | **35%** | **34%** | **64%** | **66%** | **66%** | **65%** | **66%** |
| **City Population** | **50.5%** | **51.1%** | **51.3%** | **50.4%** | **50.4%** | **49.5%** | **48.9%** | **48.7%** | **49.6%** | **49.6%** |

Note: Employees whose genders were not specified were excluded from this analysis.

*Source: Auditor generated from City of Sacramento eCAPS data and American Community Survey data.*

Figure 26 shows the percentage of management employees by gender for each department over time. For reference, figure 11 on page 24 contains the total number of employees by department. All management employees are full-time.

**Figure 26: Percentage of Full-Time Management City Employees by Department and Gender, 2016-2020**

| | Female | | | | | Male | | | | |
|---|---|---|---|---|---|---|---|---|---|---|
| **Department** | **2016** | **2017** | **2018** | **2019** | **2020** | **2016** | **2017** | **2018** | **2019** | **2020** |
| City Attorney | 35% | 35% | 38% | 38% | 39% | 65% | 65% | 63% | 62% | 61% |
| City Auditor | N/A | N/A | N/A | 86% | 63% | N/A | N/A | N/A | 14% | 38% |
| City Clerk | 100% | 100% | 75% | 75% | 100% | 0% | 0% | 25% | 25% | 0% |
| City Manager | 57% | 33% | 54% | 54% | 65% | 43% | 67% | 46% | 46% | 35% |
| City Treasurer | 40% | 50% | 50% | 60% | 60% | 60% | 50% | 50% | 40% | 40% |
| Community Development | 33% | 29% | 29% | 33% | 29% | 67% | 71% | 71% | 67% | 71% |
| Convention & Cultural Services | 50% | 45% | 45% | 45% | 45% | 50% | 55% | 55% | 55% | 55% |
| Economic Development | 50% | N/A | N/A | N/A | N/A | 50% | N/A | N/A | N/A | N/A |
| Finance | 71% | 45% | 60% | 64% | 89% | 29% | 55% | 40% | 36% | 11% |
| Fire | 30% | 27% | 20% | 38% | 31% | 70% | 73% | 80% | 62% | 69% |
| Human Resources | 60% | 64% | 55% | 50% | 56% | 40% | 36% | 45% | 50% | 44% |
| Information Technology | 24% | 20% | 20% | 24% | 16% | 76% | 80% | 80% | 76% | 84% |
| Mayor/Council | 46% | 53% | 60% | 56% | 56% | 54% | 47% | 40% | 44% | 44% |
| Police | 17% | 20% | 23% | 26% | 19% | 83% | 80% | 78% | 74% | 81% |
| Public Works | 16% | 23% | 25% | 26% | 27% | 84% | 77% | 75% | 74% | 73% |
| Utilities | 24% | 29% | 18% | 21% | 24% | 76% | 71% | 82% | 79% | 76% |
| Youth, Parks, and Community Enrichment | 81% | 72% | 80% | 86% | 65% | 19% | 28% | 20% | 14% | 35% |
| **Grand Total** | **35%** | **36%** | **37%** | **40%** | **39%** | **65%** | **64%** | **63%** | **60%** | **61%** |
| **2019 City Population** | **50.5%** | **51.1%** | **51.3%** | **50.4%** | **50.4%** | **49.5%** | **48.9%** | **48.7%** | **49.6%** | **49.6%** |

Note: Employees whose genders were not specified were excluded from this analysis.

*Source: Auditor generated from City of Sacramento eCAPS data and American Community Survey data.*

Figure 27 shows the percentage of non-management employees by gender for each department over time. All employees in the City Auditor's office are considered management and therefore the department is not included in the figure below. Figure 11 on page 24 contains the total number of employees by department.

**Figure 27: Percentage of Full-Time and Part-Time Non-Management City Employees by Department and Gender, 2016-2020**

| Department | Female | | | | | Male | | | | |
|---|---|---|---|---|---|---|---|---|---|---|
| | 2016 | 2017 | 2018 | 2019 | 2020 | 2016 | 2017 | 2018 | 2019 | 2020 |
| City Attorney | 93% | 89% | 82% | 85% | 86% | 7% | 11% | 18% | 15% | 14% |
| City Clerk | 92% | 100% | 100% | 100% | 100% | 8% | 0% | 0% | 0% | 0% |
| City Manager | 67% | 67% | 63% | 67% | 68% | 33% | 33% | 37% | 33% | 32% |
| City Treasurer | 57% | 63% | 63% | 67% | 60% | 43% | 38% | 38% | 33% | 40% |
| Community Development | 46% | 41% | 42% | 41% | 44% | 54% | 59% | 58% | 59% | 56% |
| Convention & Cultural Services | 61% | 61% | 62% | 64% | 69% | 39% | 39% | 38% | 36% | 31% |
| Economic Development | 78% | N/A | N/A | N/A | N/A | 22% | N/A | N/A | N/A | N/A |
| Finance | 72% | 76% | 75% | 73% | 74% | 28% | 24% | 25% | 27% | 26% |
| Fire | 10% | 9% | 9% | 9% | 10% | 90% | 91% | 91% | 91% | 90% |
| Human Resources | 79% | 74% | 76% | 78% | 75% | 21% | 26% | 24% | 22% | 25% |
| Information Technology | 33% | 31% | 33% | 35% | 37% | 67% | 69% | 67% | 65% | 63% |
| Mayor/Council | 51% | 51% | 48% | 56% | 52% | 49% | 49% | 48% | 42% | 48% |
| Police | 33% | 33% | 32% | 33% | 33% | 67% | 67% | 68% | 67% | 67% |
| Public Works | 18% | 19% | 19% | 17% | 17% | 82% | 81% | 81% | 83% | 84% |
| Utilities | 23% | 23% | 23% | 24% | 23% | 77% | 77% | 77% | 76% | 77% |
| Youth, Parks, and Community Enrichment | 53% | 51% | 50% | 51% | 52% | 46% | 49% | 48% | 48% | 48% |
| **Grand Total** | **36%** | **34%** | **34%** | **35%** | **34%** | **64%** | **66%** | **66%** | **65%** | **66%** |
| **2019 City Population** | **50.5%** | **51.1%** | **51.3%** | **50.4%** | **50.4%** | **49.5%** | **48.9%** | **48.7%** | **49.6%** | **49.6%** |

Note: Employees whose genders were not specified were excluded from this analysis.
*Source: Auditor generated from City of Sacramento eCAPS data and American Community Survey data.*

# Chapter 4: Ethnicity/Race Analysis of City of Sacramento Employees

This chapter will analyze the ethnicity/race of City of Sacramento employees.

## Ethnic/Racial Demographics of City Employees as of July 1, 2020

Figure 28 below shows the percentage breakdown of City employees' ethnicity/race by department and compares it to the ethnicity/race of the City population. Based on the data below, the largest ethnic group among City employees are White, Hispanic, and Black. As indicated in chapter one, the largest ethnic/racial groups among Sacramento residents are White, Hispanic, and Asian.

**Figure 28: Full-Time and Part-Time City Employees by Department and Ethnicity/Race, 2020 (4,722 Total)**

| Department | WHITE | HISPANIC | BLACK | ASIAN | TWOMORE | FILIPINO | AMINDIAN | HAWPACIF | MENA | NOTSPEC | Total |
|---|---|---|---|---|---|---|---|---|---|---|---|
| City Attorney | 67% | 10% | 9% | 5% | 3% | 5% | 0% | 0% | 0% | 0% | 58 |
| City Auditor | 25% | 38% | 13% | 13% | 0% | 0% | 0% | 0% | 13% | 0% | 8 |
| City Clerk | 73% | 13% | 7% | 0% | 0% | 0% | 0% | 7% | 0% | 0% | 15 |
| City Manager | 42% | 25% | 9% | 7% | 16% | 0% | 0% | 0% | 2% | 0% | 57 |
| City Treasurer | 40% | 10% | 10% | 20% | 0% | 10% | 0% | 0% | 10% | 0% | 10 |
| Community Development | 55% | 17% | 13% | 10% | 3% | 1% | 0% | 0% | 0% | 0% | 272 |
| Convention & Cultural Services | 63% | 10% | 13% | 7% | 4% | 1% | 0% | 2% | 0% | 0% | 170 |
| Finance | 44% | 14% | 19% | 14% | 4% | 2% | 1% | 2% | 0% | 0% | 85 |
| Fire | 71% | 14% | 3% | 5% | 2% | 2% | 2% | 1% | 0% | 0% | 657 |
| Human Resources | 51% | 2% | 15% | 15% | 6% | 6% | 0% | 3% | 0% | 2% | 65 |
| Information Technology | 44% | 19% | 8% | 19% | 5% | 2% | 1% | 2% | 1% | 0% | 176 |
| Mayor/Council | 44% | 27% | 16% | 7% | 4% | 0% | 0% | 2% | 0% | 0% | 55 |
| Police | 65% | 15% | 5% | 9% | 4% | 1% | 1% | 1% | 0% | 0% | 1,169 |
| Public Works | 39% | 29% | 14% | 9% | 4% | 3% | 1% | 1% | 0% | 0% | 633 |
| Utilities | 55% | 21% | 6% | 8% | 5% | 2% | 2% | 1% | 0% | 0% | 505 |
| Youth, Parks, and Community Enrichment | 29% | 25% | 20% | 10% | 11% | 3% | 1% | 1% | 1% | 1% | 787 |
| **All City Staff Total** | **52%** | **19%** | **10%** | **9%** | **5%** | **2%** | **1%** | **1%** | **0.3%** | **0.3%** | **4,722** |
| **City Population** | **32.0%** | **30.9%** | **11.3%** | **15.9%** | **5.0%** | **2.3%** | **0.6%** | **1.9%** | **N/A** | **N/A** | **513,620** |

*Source: Auditor generated from City of Sacramento eCAPS data and American Community Survey data.*

Figure 29 below details the percentage point difference of the ethnicities/races of City employees in each department in relation to the ethnicities/races of City of Sacramento residents. For example, if the percentage of White employees is 60 percent and the percentage of White residents is 35 percent, the number reflected in the table below will be 25 percent (60% - 35% = 25% points above Sacramento residents' White population). The 2019 ACS report was the most recent data available. Therefore, we compared the 2020 City employee data to the 2019 ACS report of Sacramento residents.

**Figure 29: Ethnicity/Racial Difference Between the City Population and Full-Time and Part-Time City Employees, 2020 (4,709 total)**

| Department | WHITE | HISPANIC | BLACK | ASIAN | TWOMORE | FILIPINO | AMINDIAN | HAWPACIF | Total |
|---|---|---|---|---|---|---|---|---|---|
| City Attorney | 35% | -21% | -3% | -11% | -2% | 3% | -1% | -2% | 58 |
| City Auditor | 6% | 7% | 1% | -3% | -5% | -2% | -1% | -2% | 8 |
| City Clerk | 41% | -18% | -5% | -16% | -5% | -2% | -1% | 5% | 15 |
| City Manager | 12% | -6% | -3% | -9% | 11% | -2% | -1% | -2% | 57 |
| City Treasurer | 18% | -21% | -1% | 4% | -5% | 8% | -1% | -2% | 10 |
| Community Development | 23% | -14% | 1% | -6% | -2% | -1% | -1% | -2% | 271 |
| Convention & Cultural Services | 31% | -21% | 2% | -9% | -1% | -1% | -1% | 0% | 170 |
| Finance | 12% | -17% | 8% | -2% | -1% | 0% | 1% | 0% | 85 |
| Fire | 39% | -17% | -8% | -11% | -3% | 0% | 1% | -1% | 655 |
| Human Resources | 20% | -29% | 4% | 0% | 1% | 4% | -1% | 1% | 64 |
| Information Technology | 13% | -12% | -3% | 3% | 0% | -1% | 1% | 0% | 176 |
| Mayor/Council | 12% | -4% | 5% | -9% | -1% | -2% | -1% | 0% | 55 |
| Police | 33% | -16% | -6% | -7% | -1% | -1% | 0% | -1% | 1,166 |
| Public Works | 7% | -2% | 2% | -7% | -1% | 1% | 1% | -1% | 632 |
| Utilities | 24% | -10% | -5% | -8% | 0% | 0% | 1% | -1% | 504 |
| Youth, Parks, and Community Enrichment | -3% | -5% | 8% | -5% | 6% | 0% | 0% | -1% | 783 |
| **All City Staff Total** | **21%** | **-12%** | **-1%** | **-7%** | **0.1%** | **-0.2%** | **0.4%** | **-1%** | **4,709** |

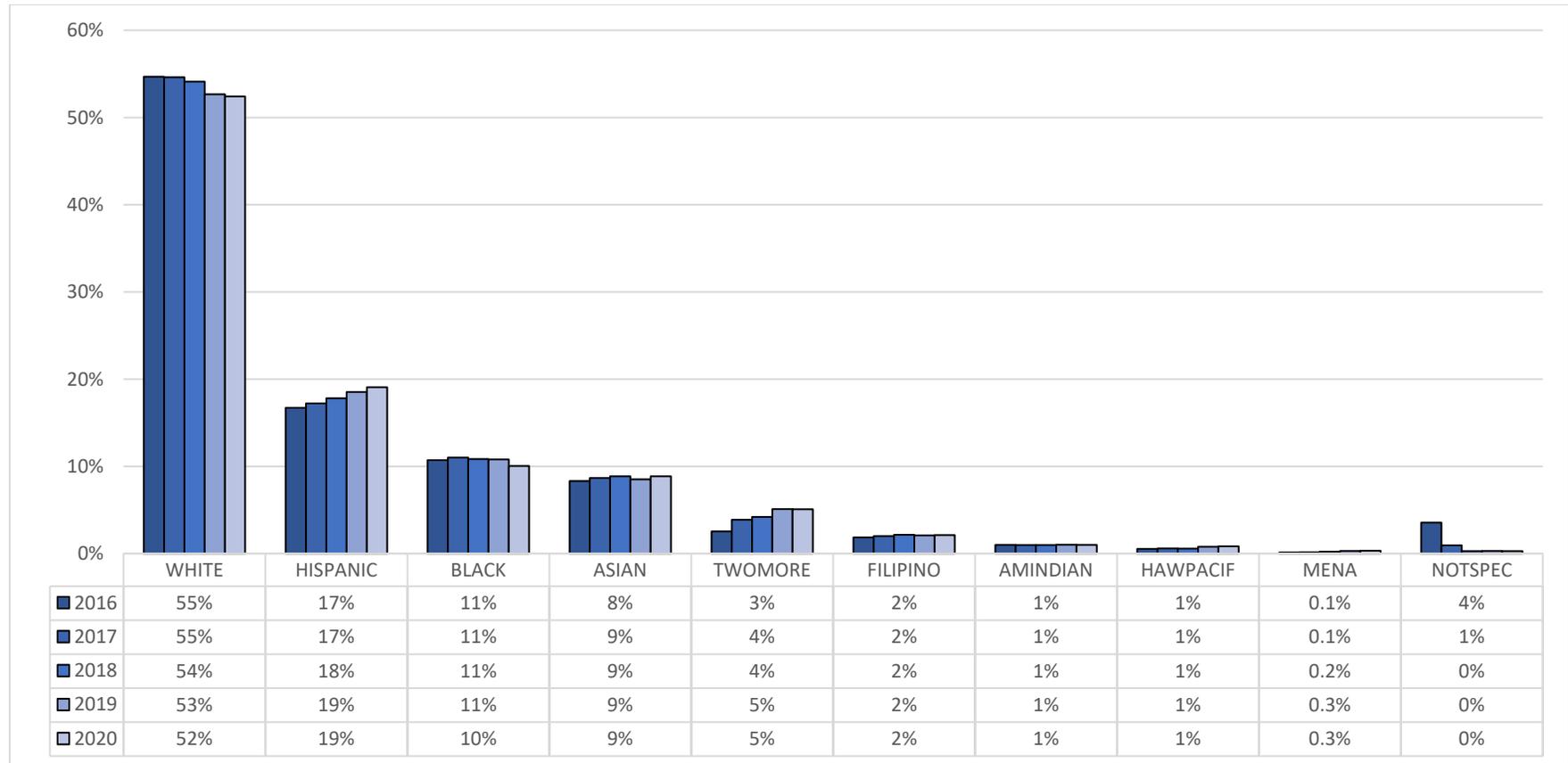| Scale | -15% or less | -10% | -5% | Percentage Point Difference from City Residents | 5% | 10% | 15% or more |
|---|---|---|---|---|---|---|---|

*Note:* The 13 employees that did not have their ethnicity specified were excluded from this analysis.
*Source: Auditor generated from City of Sacramento eCAPS data and American Community Survey.*

## Ethnic/Racial Demographics of City Employees 2016-2020

Figure 30 shows the breakdown of employees by ethnicity/race from 2016-2020. Based on the data below, the largest ethnic groups over the years are White, Hispanic, and Black employees.
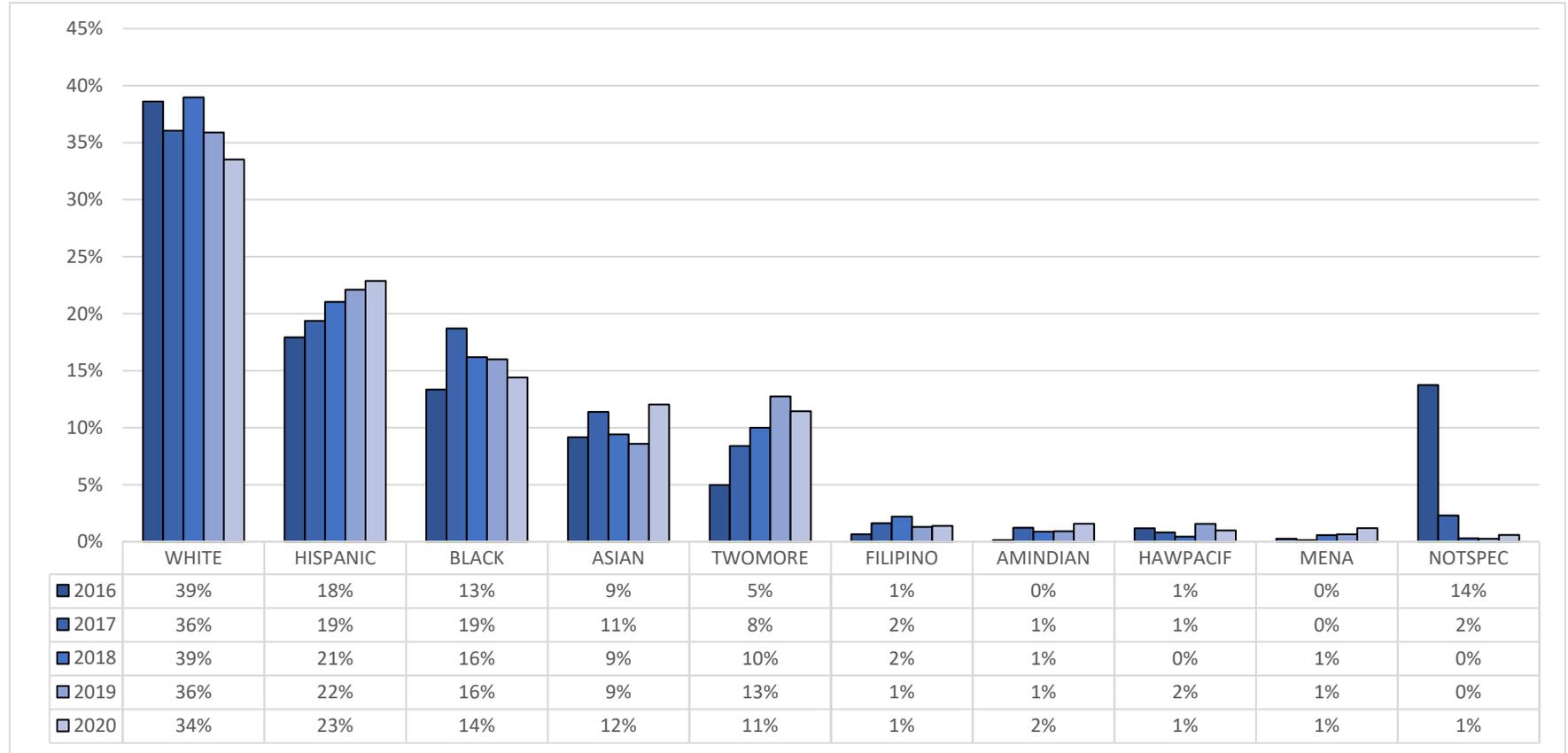
**Figure 30: Full-Time and Part-Time City Employees by Ethnicity/Race, 2016-2020**

| | WHITE | HISPANIC | BLACK | ASIAN | TWOMORE | FILIPINO | AMINDIAN | HAWPACIF | MENA | NOTSPEC |
|---|---|---|---|---|---|---|---|---|---|---|
| 2016 | 55% | 17% | 11% | 8% | 3% | 2% | 1% | 1% | 0.1% | 4% |
| 2017 | 55% | 17% | 11% | 9% | 4% | 2% | 1% | 1% | 0.1% | 1% |
| 2018 | 54% | 18% | 11% | 9% | 4% | 2% | 1% | 1% | 0.2% | 0% |
| 2019 | 53% | 19% | 11% | 9% | 5% | 2% | 1% | 1% | 0.3% | 0% |
| 2020 | 52% | 19% | 10% | 9% | 5% | 2% | 1% | 1% | 0.3% | 0% |

*Source: Auditor generated from City of Sacramento eCAPS data.*

Figure 31 below compares the ethnicity/race of full-time and part-time City new-hire employees (hired after July 1st of the respective year). Based on the data below, each year the largest ethnic/racial group to be hired at the City are White employees.

**Figure 31: Ethnicity/Race of Full-Time and Part-Time New Hire Employees, 2016-2020**



| | WHITE | HISPANIC | BLACK | ASIAN | TWOMORE | FILIPINO | AMINDIAN | HAWPACIF | MENA | NOTSPEC |
|---|---|---|---|---|---|---|---|---|---|---|
| 2016 | 39% | 18% | 13% | 9% | 5% | 1% | 0% | 1% | 0% | 14% |
| 2017 | 36% | 19% | 19% | 11% | 8% | 2% | 1% | 1% | 0% | 2% |
| 2018 | 39% | 21% | 16% | 9% | 10% | 2% | 1% | 0% | 1% | 0% |
| 2019 | 36% | 22% | 16% | 9% | 13% | 1% | 1% | 2% | 1% | 0% |
| 2020 | 34% | 23% | 14% | 12% | 11% | 1% | 2% | 1% | 1% | 1% |

*Source: Auditor generated from City of Sacramento eCAPS data.*

Figure 32 shows ethnicity/race breakdown of Sacramento residents over the years. The most recent data available is the 2019 ACS report.[13]

**Figure 32: Sacramento Residents' Ethnicity/Race by Year, 2016-2019**

| Year | WHITE | HISPANIC | BLACK | ASIAN | TWOMORE | FILIPINO | AMINDIAN | HAWPACIF | OTHER |
|------|-------|----------|-------|-------|---------|----------|----------|----------|-------|
| 2016 City Population (495,200 Total) | 33% | 29% | 13% | 16% | 4% | 2% | 0.4% | 2% | 1% |
| 2017 City Population (501,890 Total) | 32% | 28% | 13% | 16% | 5% | 3% | 0.4% | 2% | 0.4% |
| 2018 City Population (508,517 Total) | 31% | 29% | 13% | 16% | 5% | 3% | 0.1% | 2% | 0.4% |
| 2019 City Population (513,620 Total) | 32% | 31% | 11% | 16% | 5% | 2% | 1% | 2% | 0.2% |

*Source: American Community Survey*

Figure 33 shows ethnicity/race breakdown of management employees over the years. Based on the figure the largest ethnic/racial group each year was White employees.

**Figure 33: City Management Employees' Ethnicity/Race by Year, 2016-2020**

| Year | WHITE | HISPANIC | BLACK | ASIAN | TWOMORE | FILIPINO | AMINDIAN | HAWPACIF | MENA | NOTSPEC |
|------|-------|----------|-------|-------|---------|----------|----------|----------|------|---------|
| 2016 (244 Total) | 64% | 8% | 10% | 10% | 3% | 1% | 0.8% | 0.4% | 0.4% | 2% |
| 2017 (250 Total) | 63% | 10% | 8% | 10% | 4% | 2% | 0.8% | 0.4% | 0.4% | 0.8% |
| 2018 (248 Total) | 60% | 12% | 8% | 10% | 5% | 2% | 0.8% | 0.4% | 0.4% | 0.4% |
| 2019 (261 Total) | 57% | 13% | 8% | 11% | 5% | 3% | 0.8% | 0.4% | 1% | 0.4% |
| 2020 (269 Total) | 57% | 15% | 8% | 11% | 4% | 3% | 0.4% | 0.4% | 1% | 0.4% |

*Source: Auditor generated from City of Sacramento eCAPS data.*

---

[13] The U.S. Census Bureau does not have ethnic categories for MENA. In the data provided by the Census Bureau, MENA is combined with White.

Figure 34 shows ethnicity/race breakdown of non-management employees over the years. The percentage of White non-management employees decrease while the percentage of Hispanic non-management employees increase over the years.

**Figure 34: City Non-Management Employees' Ethnicity/Race by Year, 2016-2020**

| Year | WHITE | HISPANIC | BLACK | ASIAN | TWOMORE | FILIPINO | AMINDIAN | HAWPACIF | MENA | NOTSPEC |
|---|---|---|---|---|---|---|---|---|---|---|
| 2016 (4,667 Total) | 54% | 17% | 11% | 8% | 3% | 2% | 1% | 0.5% | 0.1% | 4% |
| 2017 (4,588 Total) | 54% | 18% | 11% | 9% | 4% | 2% | 1% | 0.6% | 0.1% | 1% |
| 2018 (4,486 Total) | 54% | 18% | 11% | 9% | 4% | 2% | 1% | 0.6% | 0.2% | 0.3% |
| 2019 (4,635 Total) | 52% | 19% | 11% | 8% | 5% | 2% | 1% | 0.8% | 0.2% | 0.3% |
| 2020 (4,453 Total) | 52% | 19% | 10% | 9% | 5% | 2% | 1% | 0.9% | 0.3% | 0.3% |

*Source: Auditor generated from City of Sacramento eCAPS data.*

Figures 35 through 37 below detail the percentage point difference of the ethnicity/race of all City employees, management employees, and non-management employees in each year in relation to the ethnicity/race of City of Sacramento residents. For example, if the percentage of White employees is 60 percent and the percentage of White residents is 35 percent, the number reflected in the table below will be 25 percent (60% - 35% = 25% points above Sacramento residents' White population). We used 2016-2019 ACS data for Sacramento residents' ethnicities/races. The 2019 ACS report was the most recent data available. Therefore, we compared the 2020 City employee data to the 2019 ACS report of Sacramento residents. The following charts only include the employees that had a reported ethnicity/race in eCAPS.

**Figure 35: Ethnic/Racial Difference Between the City Population and Full-Time and Part-Time City Employees, 2016-2020**

| Year | WHITE | HISPANIC | BLACK | ASIAN | TWOMORE | FILIPINO | AMINDIAN | HAWPACIF |
|---|---|---|---|---|---|---|---|---|
| 2016 (4,737 Total) | 23% | -11% | -2% | -7% | -2% | -0.5% | 1% | -1% |
| 2017 (4,792 Total) | 24% | -11% | -2% | -7% | -1% | -1% | 1% | -1% |
| 2018 (4,721 Total) | 23% | -11% | -2% | -7% | -1% | -1% | 1% | -1% |
| 2019 (4,882 Total) | 21% | -12% | -0.5% | -7% | 0.1% | -0.2% | 0.4% | -1% |
| 2020 (4,709 Total) | 21% | -12% | -1% | -7% | 0.1% | -0.2% | 0.4% | -1% |

| Scale | -15% or less | -10% | -5% | Percentage Point Difference from City Residents | 5% | 10% | 15% or more |
|---|---|---|---|---|---|---|---|

*Source: Auditor generated from City of Sacramento eCAPS data and American Community Survey.*

**Figure 36: Ethnic/Racial Difference Between the City Population and Management City Employees, 2016-2020**

| Year | WHITE | HISPANIC | BLACK | ASIAN | TWOMORE | FILIPINO | AMINDIAN | HAWPACIF |
|---|---|---|---|---|---|---|---|---|
| 2016 (239 Total) | 33% | -20% | -3% | -6% | -1% | -1% | 0.4% | -1% |
| 2017 (248 Total) | 32% | -18% | -6% | -6% | -1% | -0.3% | 0.4% | -2% |
| 2018 (247 Total) | 30% | -17% | -5% | -5% | -1% | -1% | 1% | -1% |
| 2019 (260 Total) | 26% | -18% | -3% | -4% | 0% | 1% | 0.2% | -2% |
| 2020 (268 Total) | 26% | -16% | -3% | -5% | -1% | 0.3% | -0.2% | -2% |

| Scale | -15% or less | -10% | -5% | Percentage Point Difference from City Residents | 5% | 10% | 15% or more |
|---|---|---|---|---|---|---|---|

*Source: Auditor generated from City of Sacramento eCAPS data and American Community Survey.*

**Figure 37: Ethnic/Racial Difference Between the City Population and Full-Time and Part-Time Non-Management City Employees, 2016-2020**

| Year | WHITE | HISPANIC | BLACK | ASIAN | TWOMORE | FILIPINO | AMINDIAN | HAWPACIF |
|---|---|---|---|---|---|---|---|---|
| 2016 (4,498 Total) | 23% | -11% | -2% | -7% | -2% | -0.4% | 1% | -1% |
| 2017 (4,544 Total) | 23% | -10% | -2% | -7% | -1% | -1% | 1% | -1% |
| 2018 (4,474 Total) | 23% | -11% | -2% | -7% | -1% | -1% | 1% | -1% |
| 2019 (4,622 Total) | 21% | -12% | -0.4% | -8% | 0.1% | -0.3% | 0.4% | -1% |
| 2020 (4,441 Total) | 21% | -12% | -1% | -7% | 0.2% | -0.2% | 0.4% | -1% |

| Scale | -15% or less | -10% | -5% | Percentage Point Difference from City Residents | 5% | 10% | 15% or more |
|---|---|---|---|---|---|---|---|

*Source: Auditor generated from City of Sacramento eCAPS data and American Community Survey.*

Figure 38 below compares the ethnicity percentages of full-time and part-time City employees to those hired before July 1, 2019 (legacy staff) and those hired after July 1, 2019 (new hires).
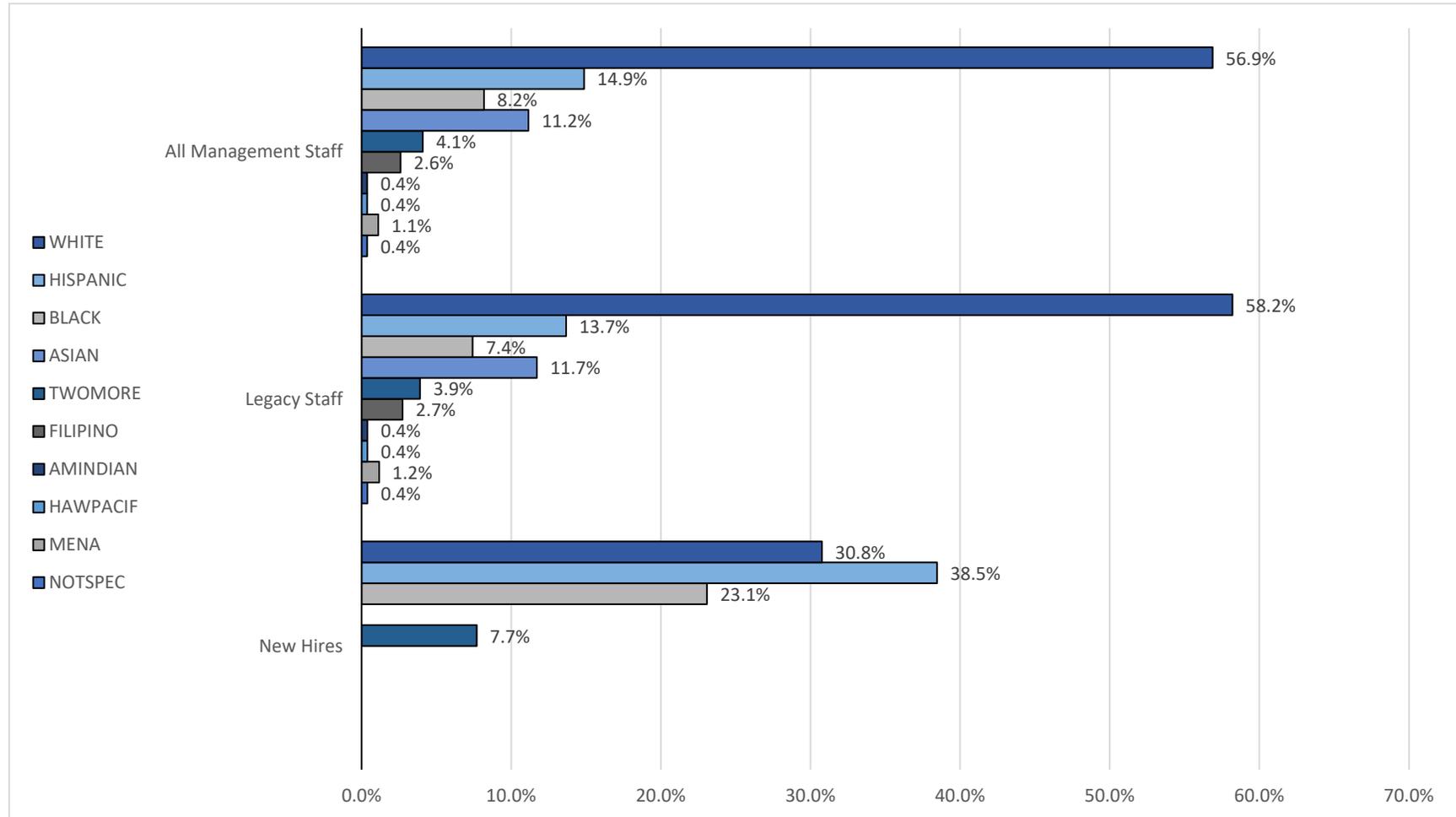
**Figure 38: Legacy Staff (Hired Before 7/1/2019) Compared to New Hires (Hired After 7/1/2019), 2020**
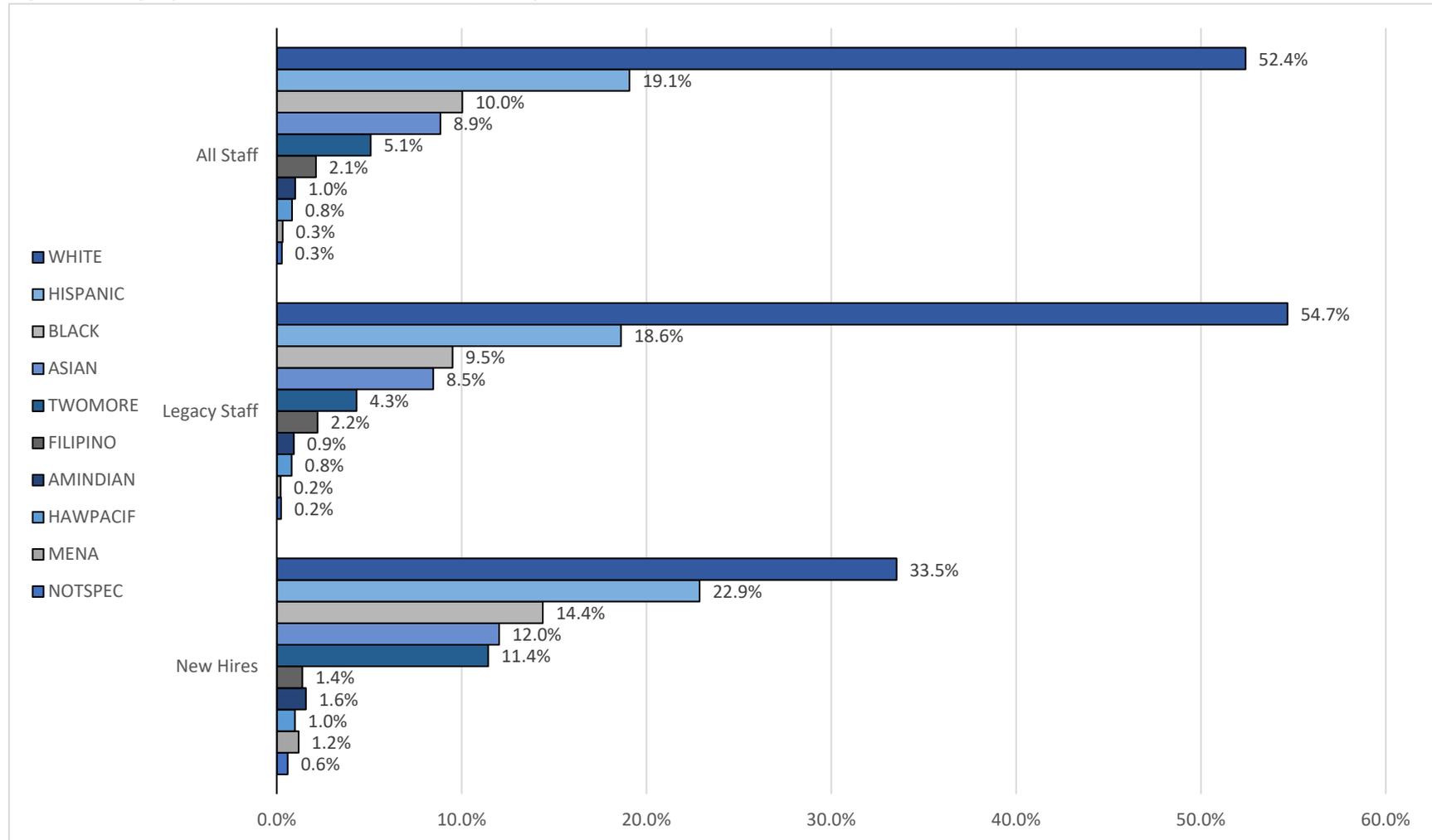


*Source: Auditor generated from City of Sacramento eCAPS data.*

Figure 39 below compares the ethnicity percentages of all management City employees to those hired before July 1, 2019 (legacy staff) and those hired after July 1, 2019 (new hires).

**Figure 39: Management Legacy Staff (Hired Before 7/1/2019) Compared to Management New Hires (Hired After 7/1/2019), 2020**



Source: Auditor generated from City of Sacramento eCAPS data.

Figure 40 below compares the ethnicity percentages of all non-management City employees to those hired before July 1, 2019 (legacy staff) and those hired after July 1, 2019 (new hires).

**Figure 40: Non-Management Legacy Staff (Hired Before 7/1/2019) Compared to Non-Management New Hires (Hired After 7/1/2019), 2020**
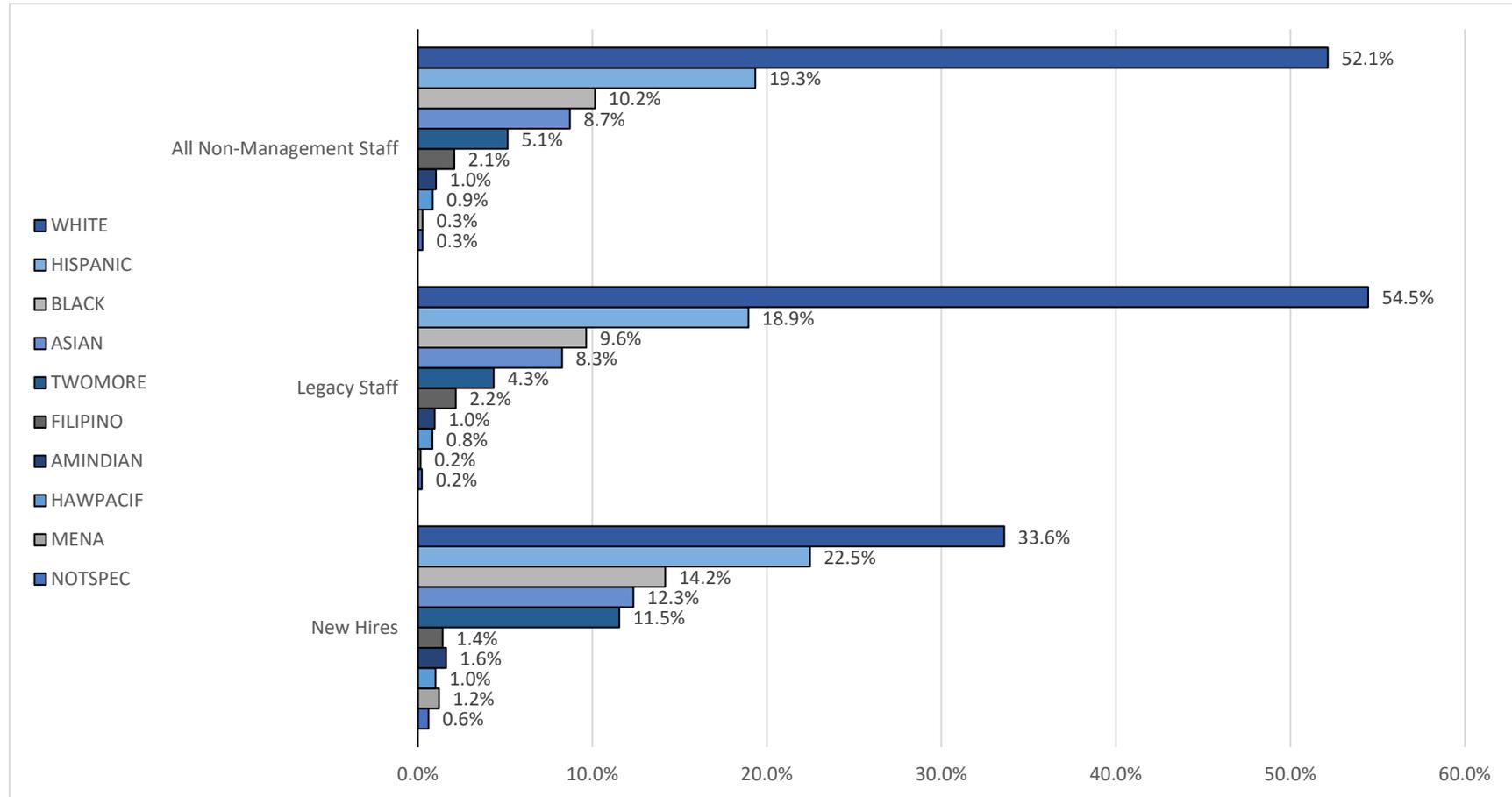
# Chapter 5: Salary Analysis of City of Sacramento Employees

This chapter analyzes the base salary of City employees. Note that the base salary of employees does not represent their take home salary as it does not include supplemental pay such as incentives, allowances, and overtime.

As presented earlier in the background section, some employees did not have their gender specified and were therefore excluded from the gender analyses in this chapter.

## Average Salary of City Employees as of July 1, 2020

Figures 41 to 48 examine the average salaries of City employees by gender and ethnicity/race.
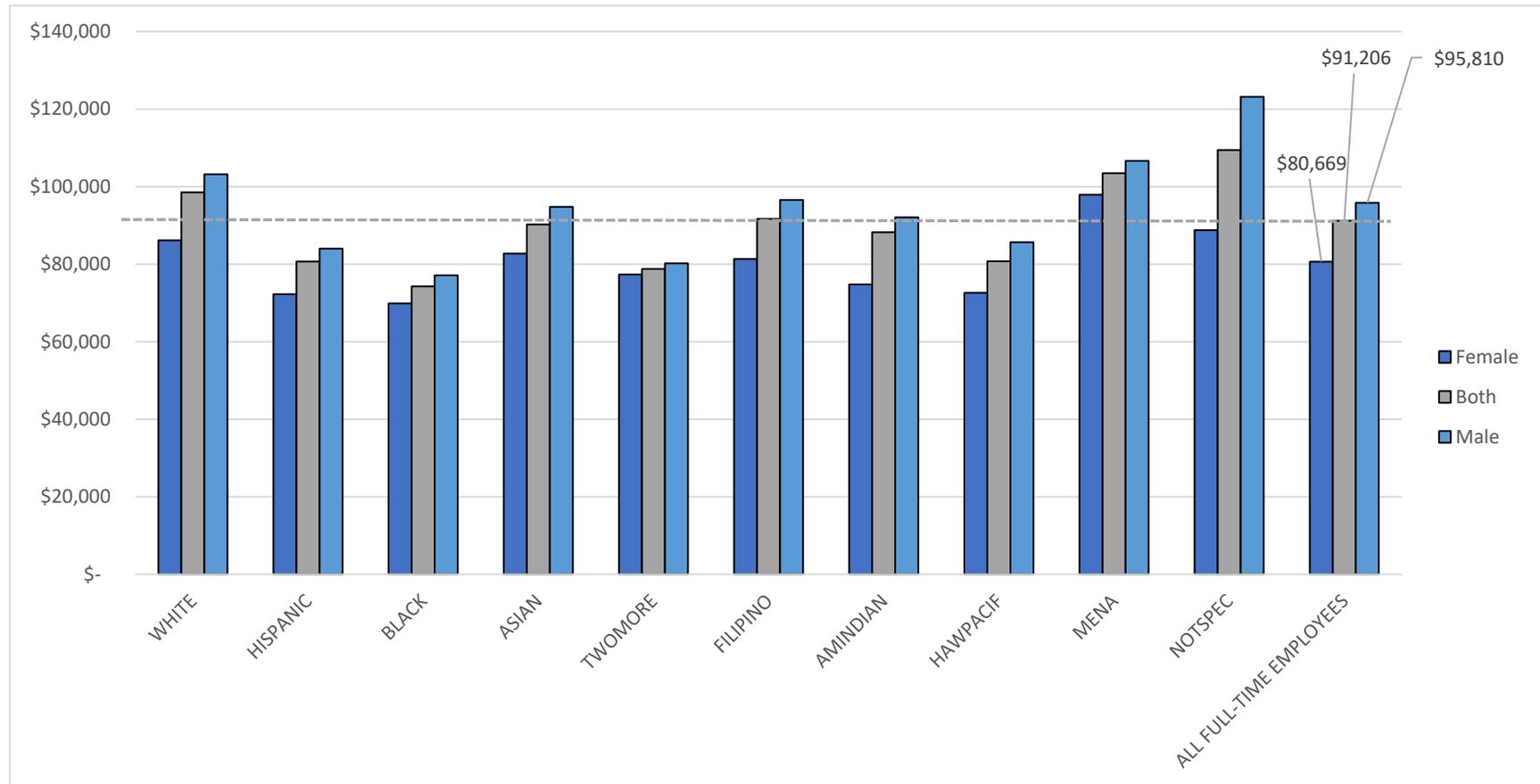
**Figure 41: Average Salaries of Full-Time and Part-Time City Employees by Gender and Ethnicity/Race, 2020 (4,721 total)**
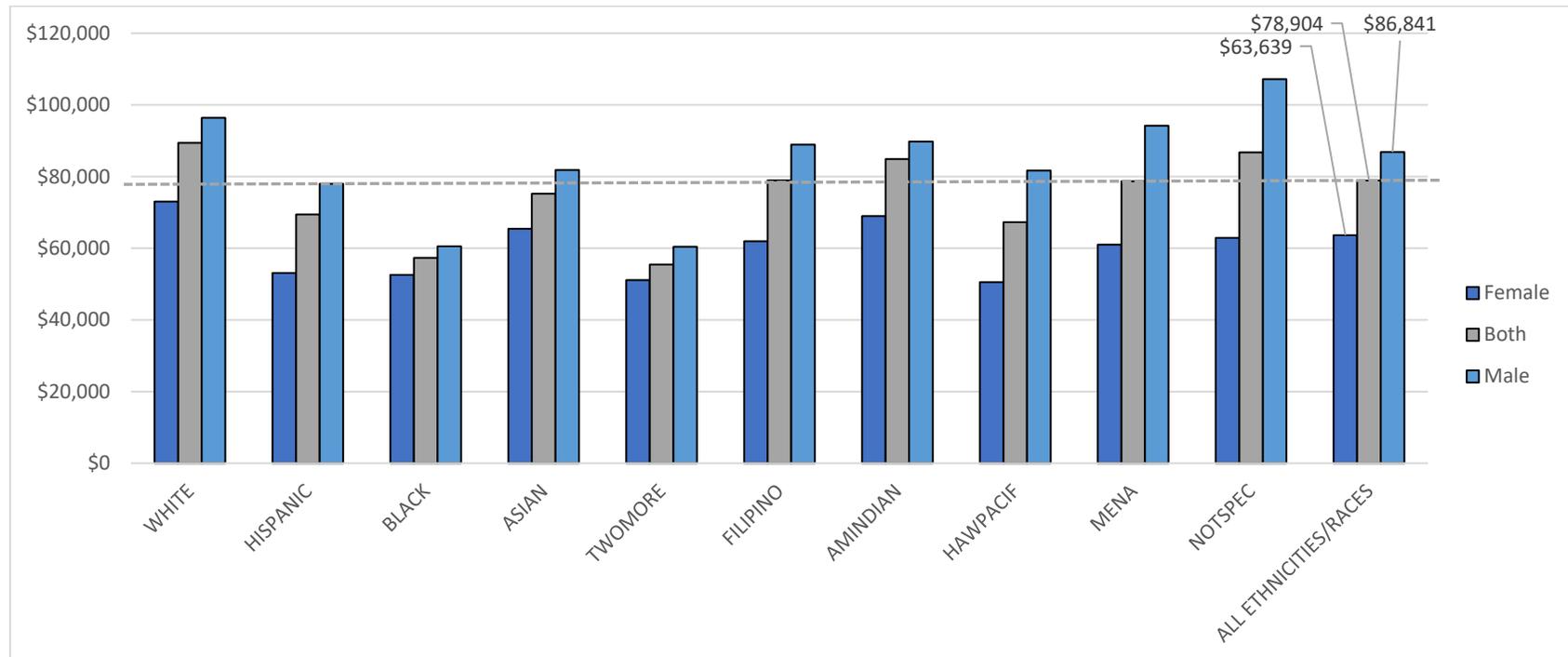


Note: One Asian employee whose gender was unknown is excluded from this analysis.
*Source: Auditor generated from City of Sacramento eCAPS data.*

Figure 42 shows the average salaries of all full-time employees by gender and ethnicity/race. Based on the data below, male employees have a higher average salary than female employees.
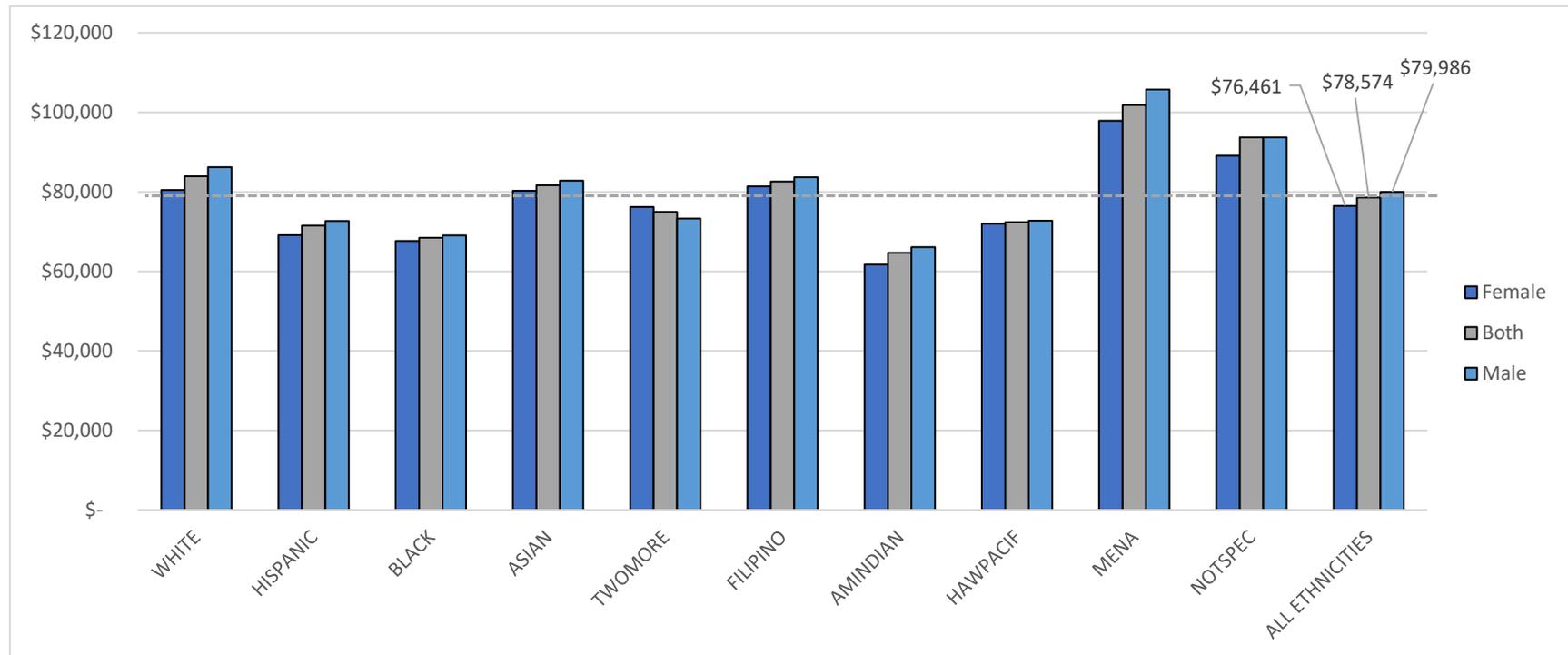
**Figure 42: Average Salaries of All City Employees by Gender and Ethnicity/Race excluding Part-Time Employees, 2020 (3,969 total)**



Note: One Asian employee whose gender was unknown is excluded from this analysis.
*Source: Auditor generated from City of Sacramento eCAPS data.*

Figure 43 examines the average salaries of full-time City employees excluding sworn SFD and SPD employees. We excluded sworn SFD and SPD employees to analyze a change in the gender pay gap. As of July 1, 2020, there were 1,397 sworn SFD and SPD employees.

**Figure 43: Average Salaries of All City Employees by Gender and Ethnicity/Race excluding Part-Time and Sworn SFD and SPD Employees, 2020 (2,651 Total)**



Note: One Asian employee whose gender was unknown is excluded from this analysis.
*Source: Auditor generated from City of Sacramento eCAPS data.*

Figure 44 analyzes the salaries of all full-time and part-time employees by department and gender.

**Figure 44: Average Salaries of Full-Time and Part-Time City Employees by Department and Gender, 2020 (4,721 total)**
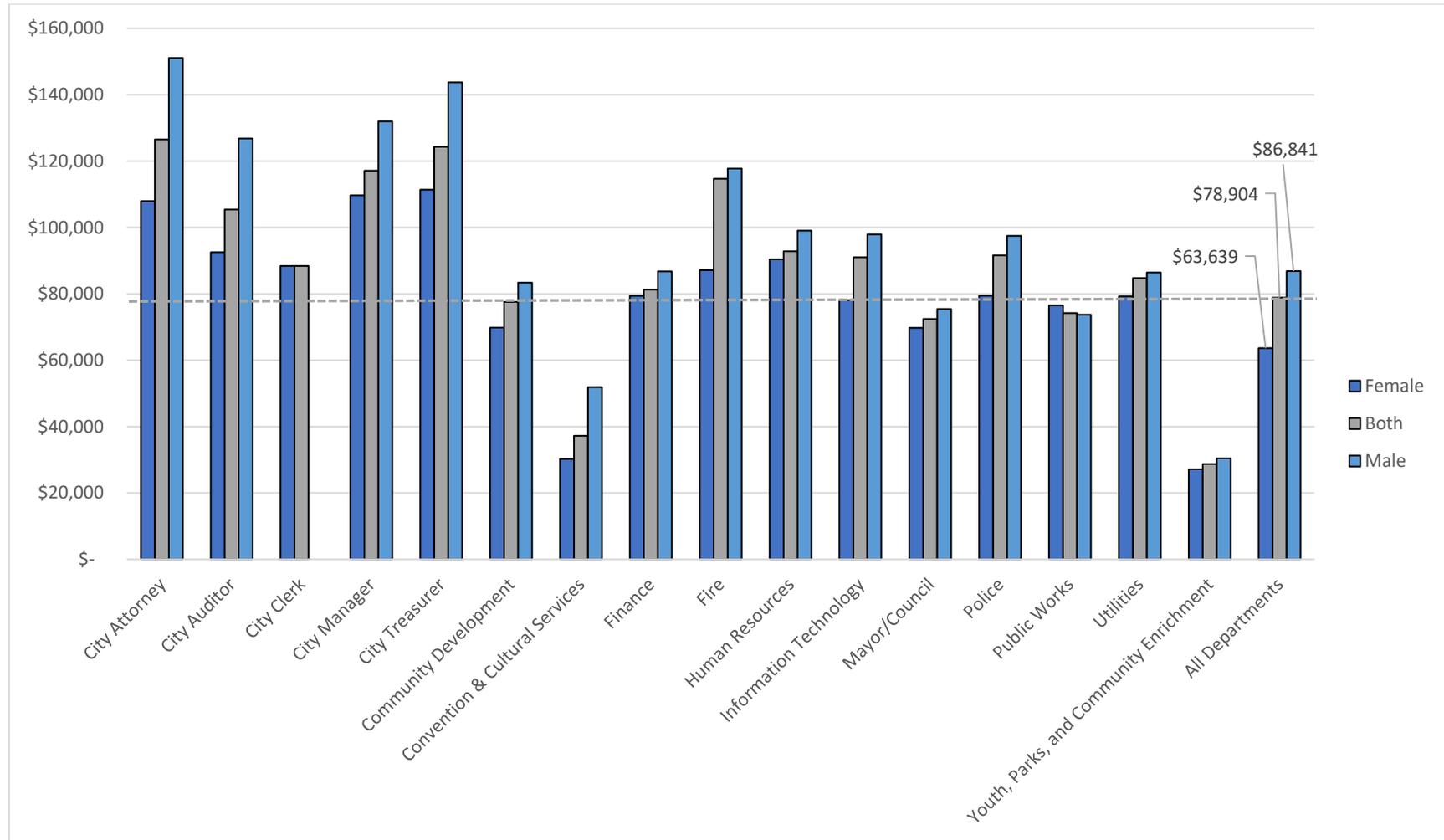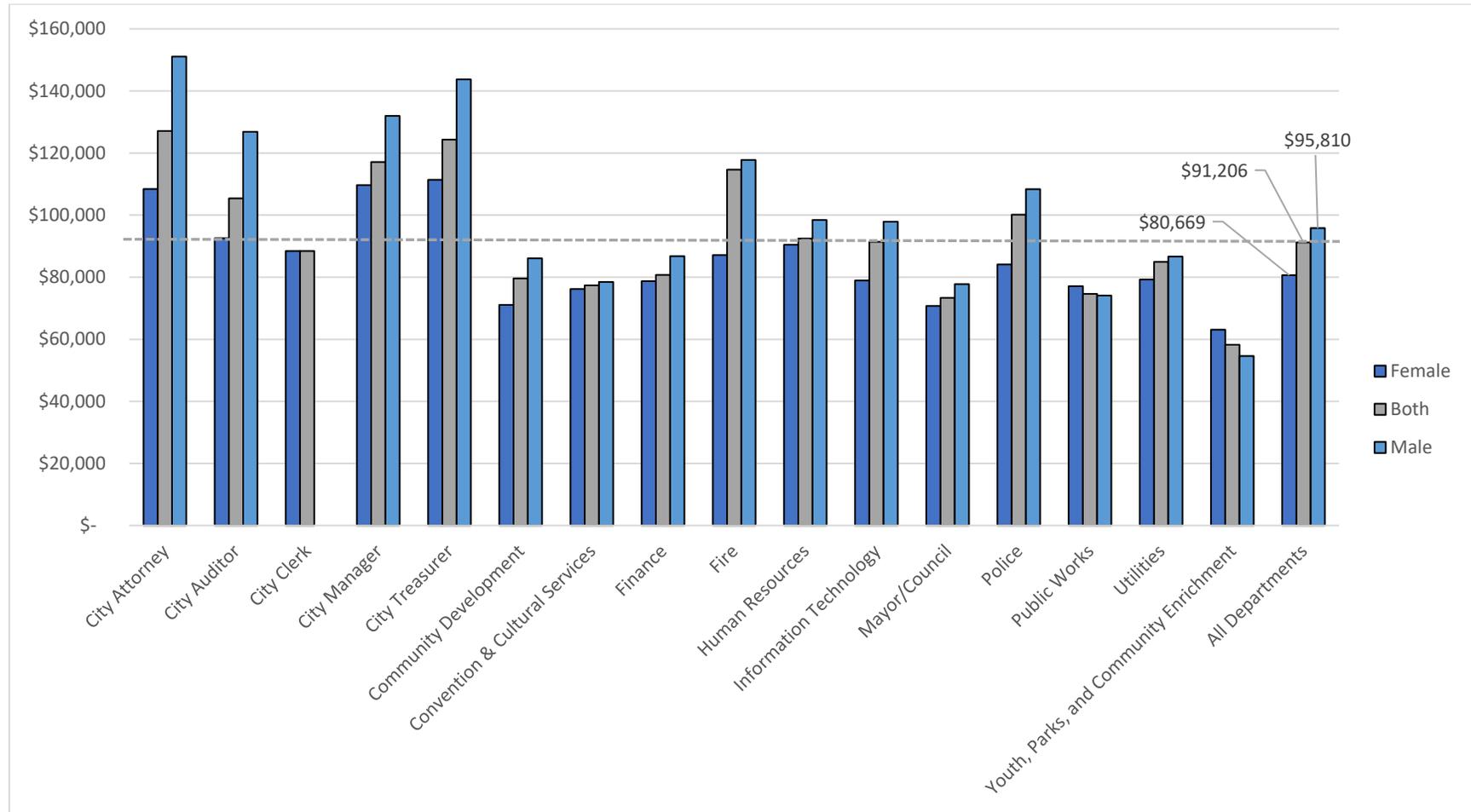


Note: One employee in the Department of Utilities whose gender was unknown is excluded from this analysis.
*Source: Auditor generated from City of Sacramento eCAPS data.*

Figure 45 analyzes the salaries of all full-time employees by department and gender.

**Figure 45: Average Salaries of All City Employees by Department and Gender excluding Part-Time Employees, 2020 (3,969 total)**
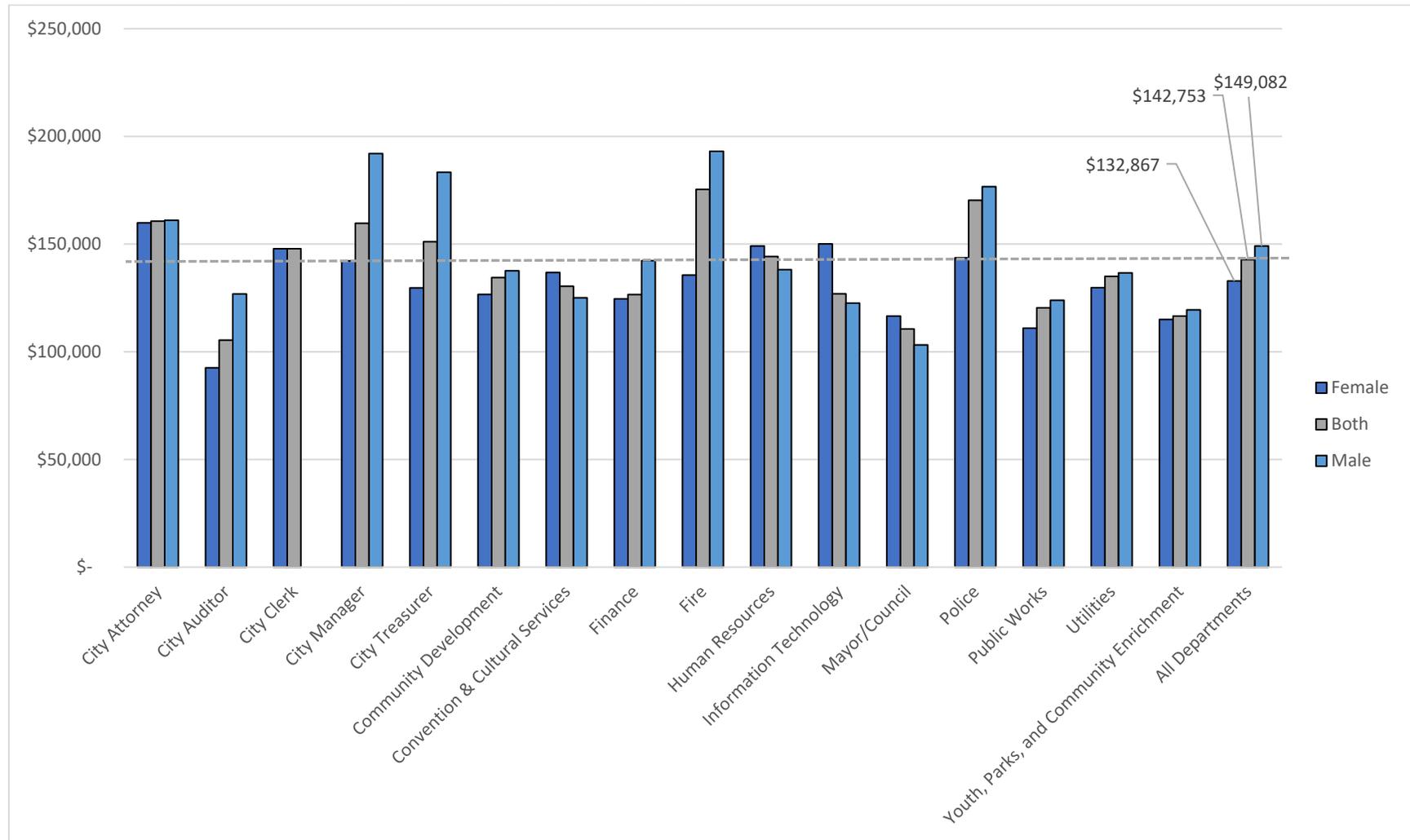


Note: One employee in the Department of Utilities whose gender was unknown is excluded from this analysis.
*Source: Auditor generated from City of Sacramento eCAPS data.*

Figure 46 shows the average salaries of management employees by department and gender. All management employees are full-time.
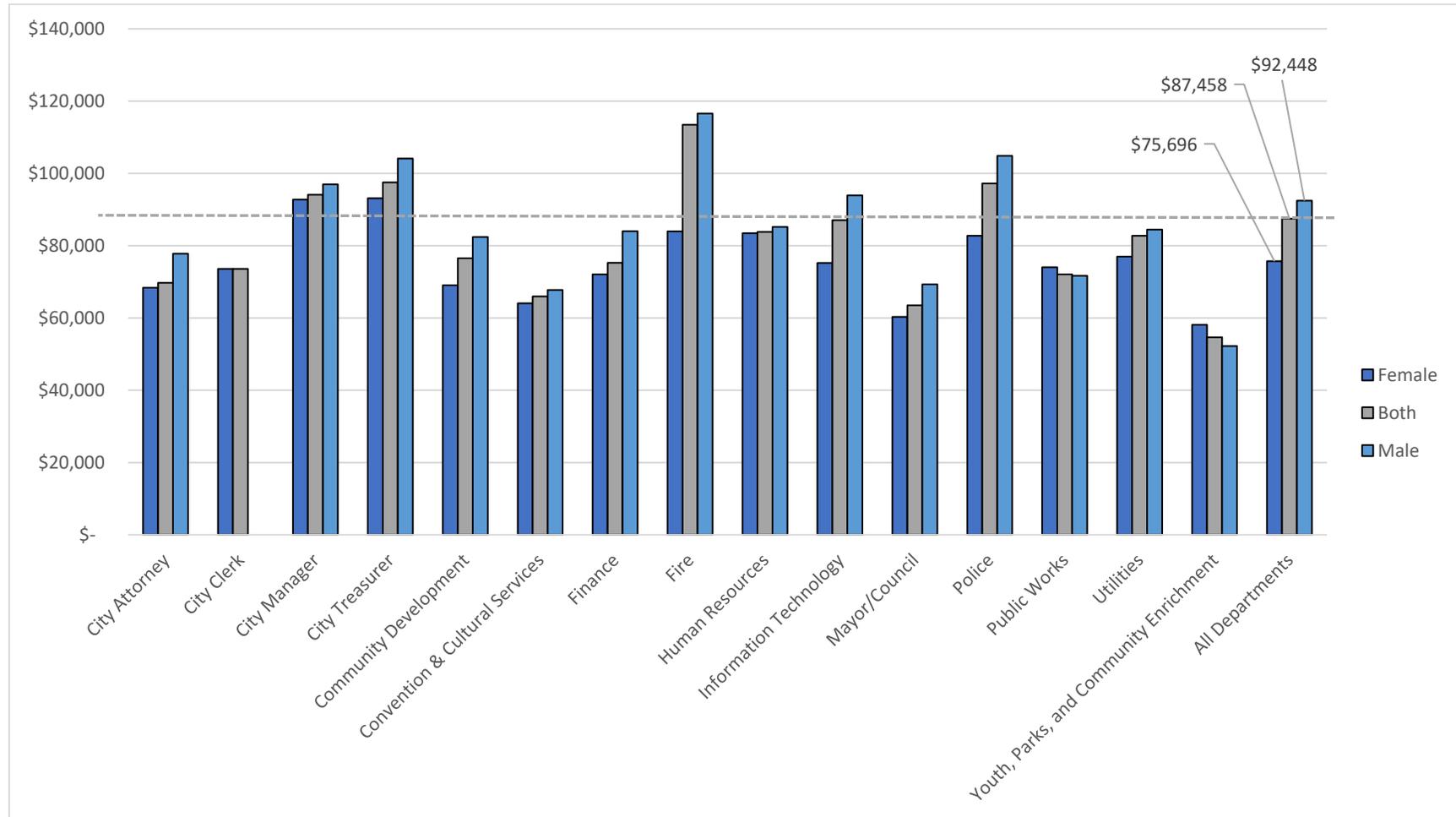
**Figure 46: Average Salaries of All Management City Employees by Department and Gender, 2020 (269 Total)**



*Source: Auditor generated from City of Sacramento eCAPS data.*

Figure 47 below shows the average salaries of full-time non-management employees by gender and department.

**Figure 47: Average Salaries of All Non-Management City Employees by Gender and Department excluding Part-Time Employees, 2020 (3,700 Total)**
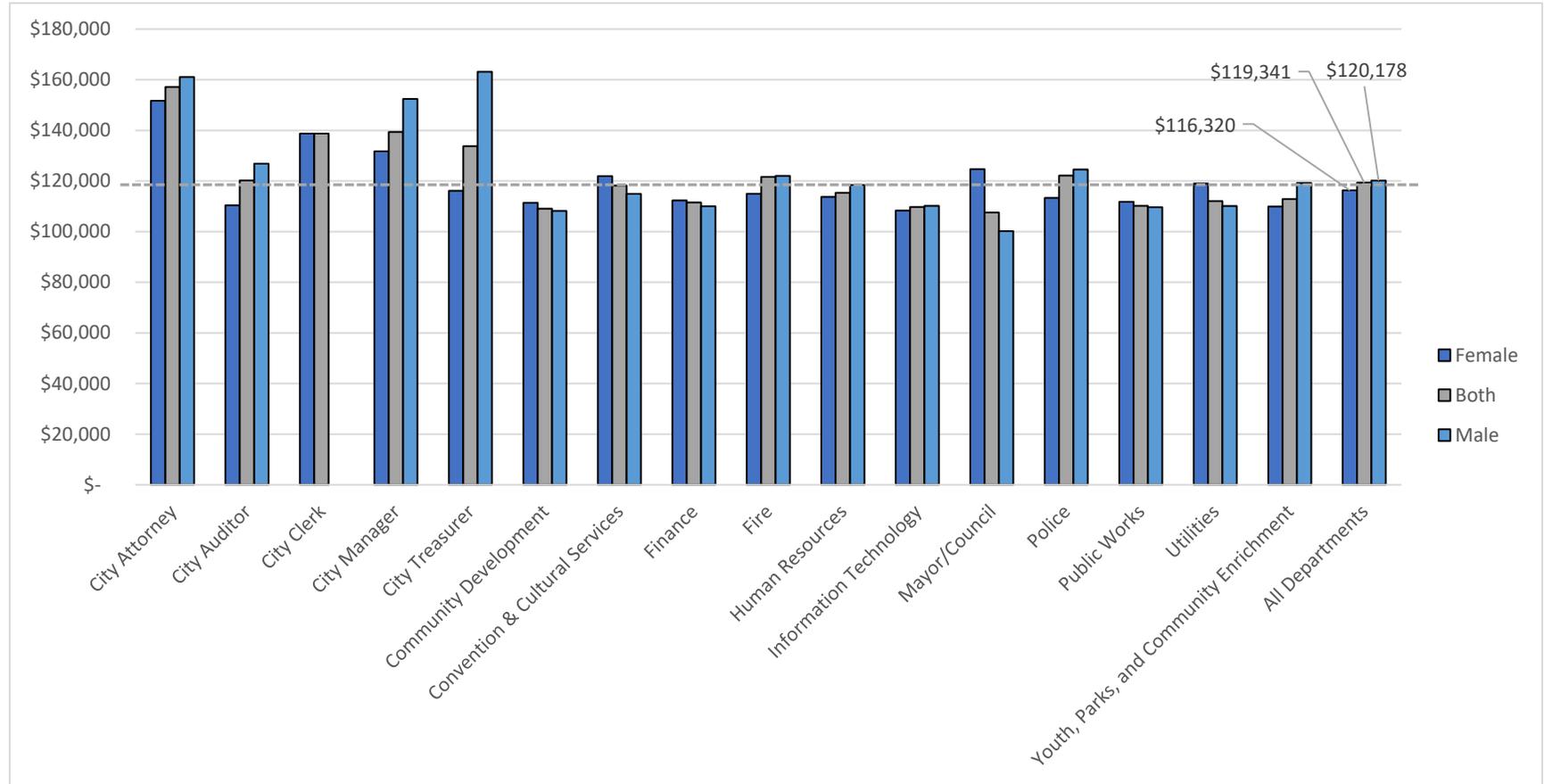


Note: One employee in the Department of Utilities whose gender was unknown is excluded from this analysis.
*Source: Auditor generated from City of Sacramento eCAPS data.*

Figure 48 below shows the average salaries of full-time and part-time employees that earn over $90,000 by department and gender.
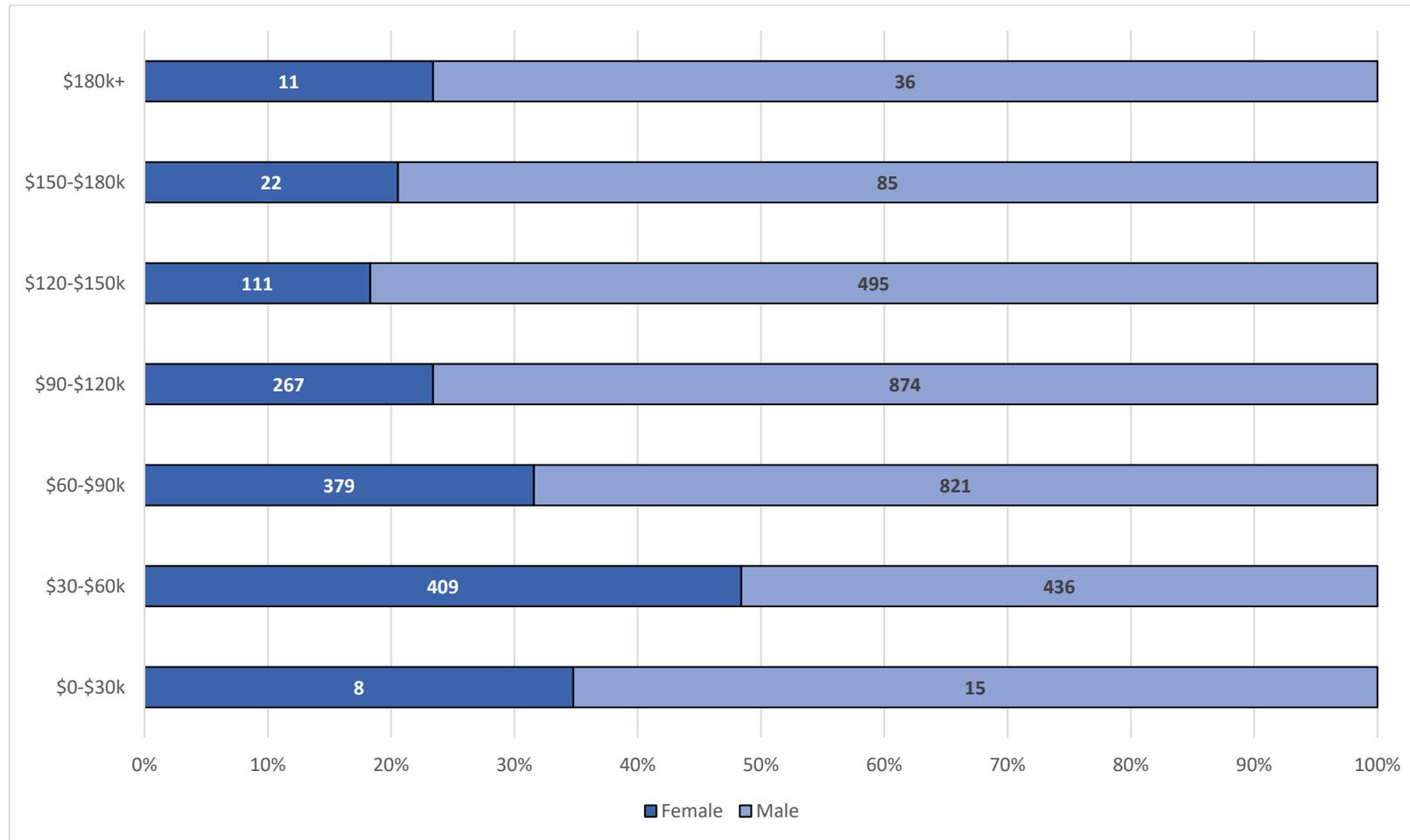
**Figure 48: Average Salaries of Full-Time and Part-Time City Employees that Earn Over $90,000 by Departments and Gender, 2020 (1,913 Total)**



*Source: Auditor generated from City of Sacramento eCAPS data.*

Figure 49 below shows the number of all female employees and male employees in salary ranges of $30,000 increments.

**Figure 49: Salary Ranges of All City Employees by Gender excluding Part-Time Employees, 2020 (3,969 Total)**



| Salary Range | Female | Male |
|---|---|---|
| $180k+ | 11 | 36 |
| $150-$180k | 22 | 85 |
| $120-$150k | 111 | 495 |
| $90-$120k | 267 | 874 |
| $60-$90k | 379 | 821 |
| $30-$60k | 409 | 436 |
| $0-$30k | 8 | 15 |

Note: One employee in this salary range whose gender was unknown was excluded from this analysis.
*Source: Auditor generated from City of Sacramento eCAPS data.*

Figure 50 below shows the number of full-time City employees by salary ranges and ethnicity/race.

**Figure 50: Salary Ranges of All City Employees by Ethnicity/Race excluding Part-Time Employees, 2020 (3,970 Total)**



Source: *Auditor generated from City of Sacramento eCAPS data.*

## Average Salary of City Employees 2016-2020

The following graphs analyzes the average base salary of employees. The arrows in the bars indicate the year-to-year percent changes. Figure 51 below analyzes the average salary of full-time and part-time City employees by gender and year.

**Figure 51: Average Salaries of Full-Time and Part-Time City Employees by Gender, 2016-2020**
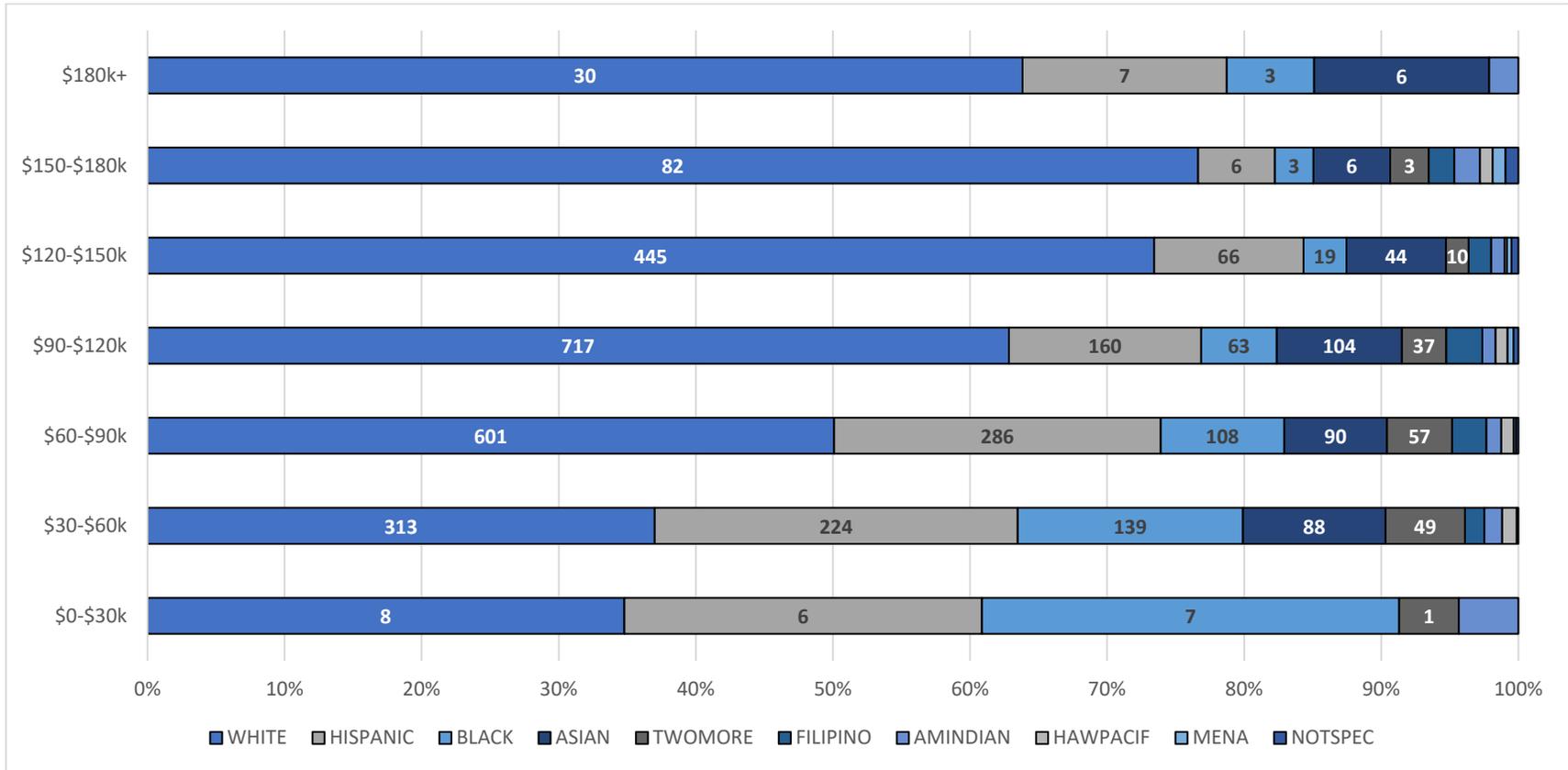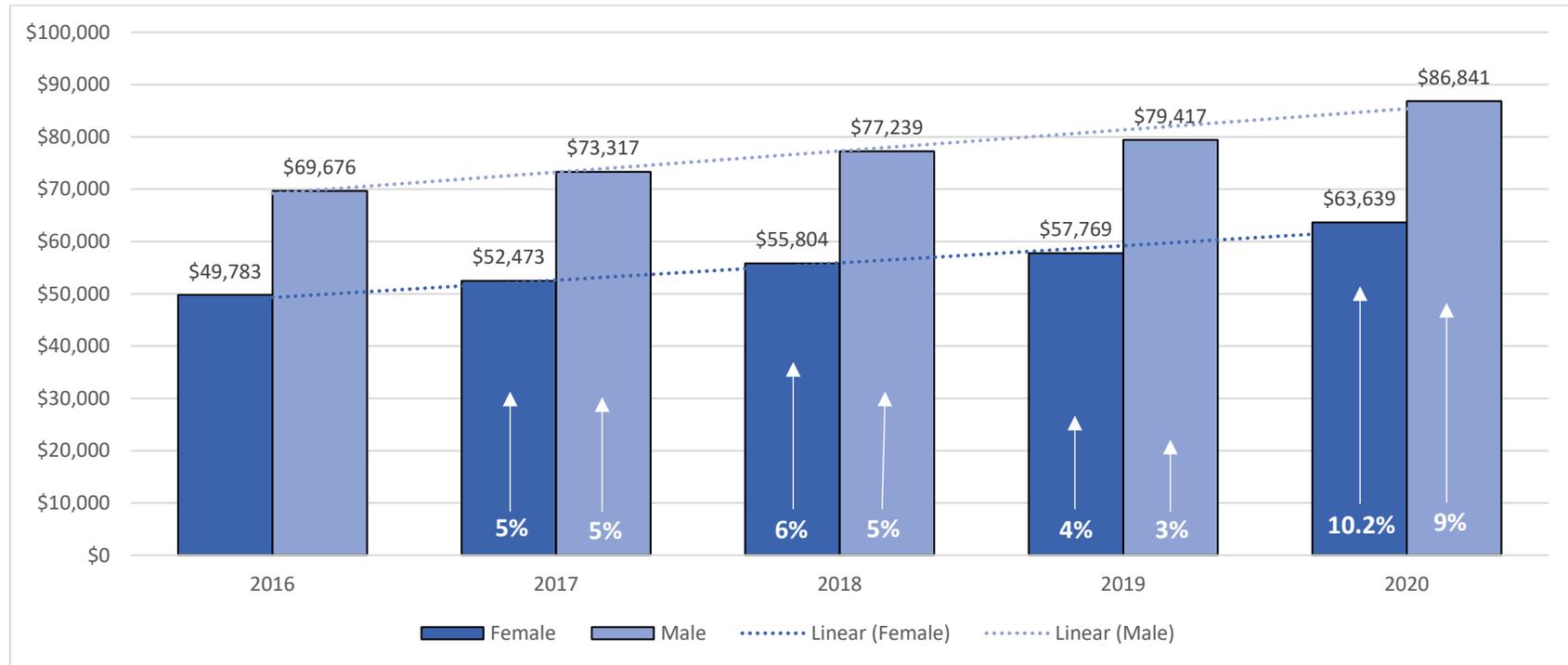


Note: Employees whose genders were unknown were excluded from this analysis.

*Source: Auditor generated from City of Sacramento eCAPS data.*

Figure 52 presents the average salaries of full-time City employees by gender from 2016-2020. In general, male employees have had a higher average salary than female employees each year.

**Figure 52: Average Salary of All City Employees by Gender excluding Part-Time Employees, 2016-2020**



Note: Employees whose genders were unknown were excluded from this analysis.
*Source: Auditor generated from City of Sacramento eCAPS data.*

Figure 53 examines the average salaries of City employees excluding part-time and sworn Sacramento Fire Department (SFD) and Sacramento Police Department (SPD) employees. We excluded part-time employees in the salary analysis as part-time employees typically receive lower salaries for working less hours. We excluded sworn SFD and SPD employees to assess the impact on average salaries when removing some of the City's larger male dominated positions. A list of the excluded sworn positions can be found in the background section. The salaries in this section have not been adjusted for tenure, education, certification, experience, or other criteria that may affect the salaries of employees.

**Figure 53: Average Salary of All Employees by Gender excluding Part-Time and Sworn SFD and SPD Employees, 2016-2020**
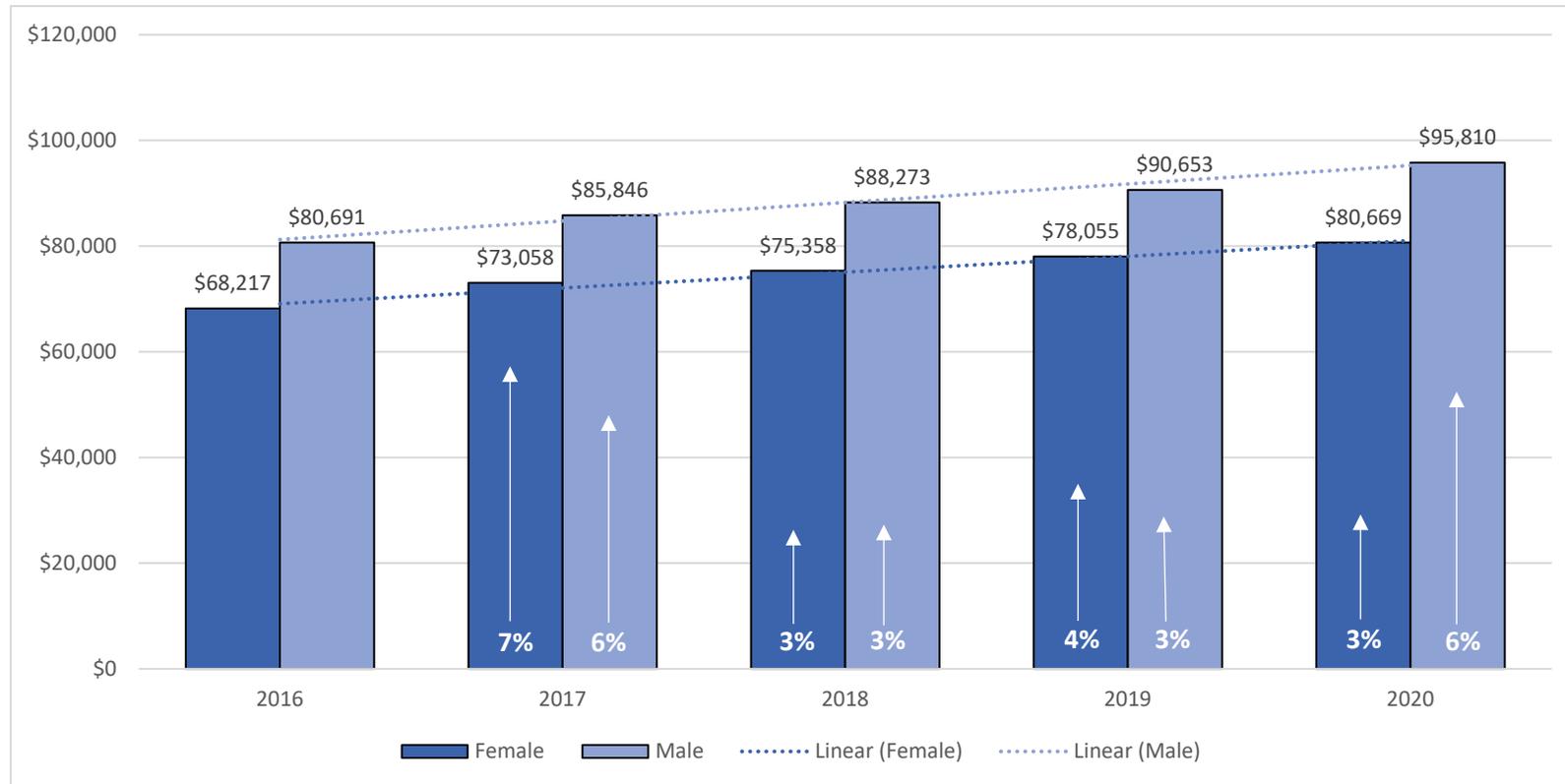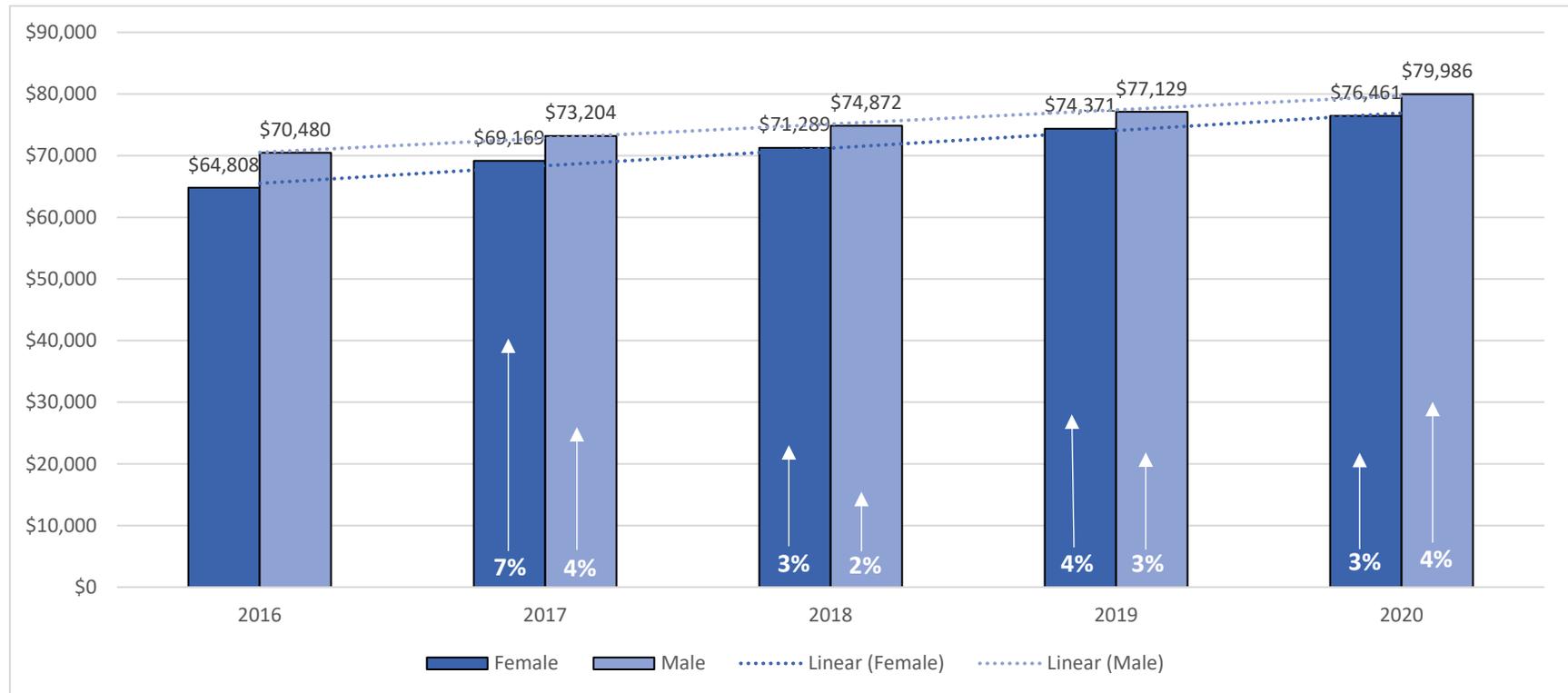


Note: Employees whose genders were unknown were excluded from this analysis.
*Source: Auditor generated from City of Sacramento eCAPS data.*

Figure 54 displays the average salary by gender of management employees from 2016-2020.

**Figure 54: Average Salary of All Management City Employees by Gender, 2016-2020**



Source: Auditor generated from City of Sacramento eCAPS data.

Figure 55 displays the average salary by gender of full-time non-management employees excluding sworn SFD and SPD Employees from 2016-2020.

**Figure 55: Average Salary of All Non-Management City Employees by Gender excluding Part-Time and Sworn SFD and SPD Employees, 2016-2020**
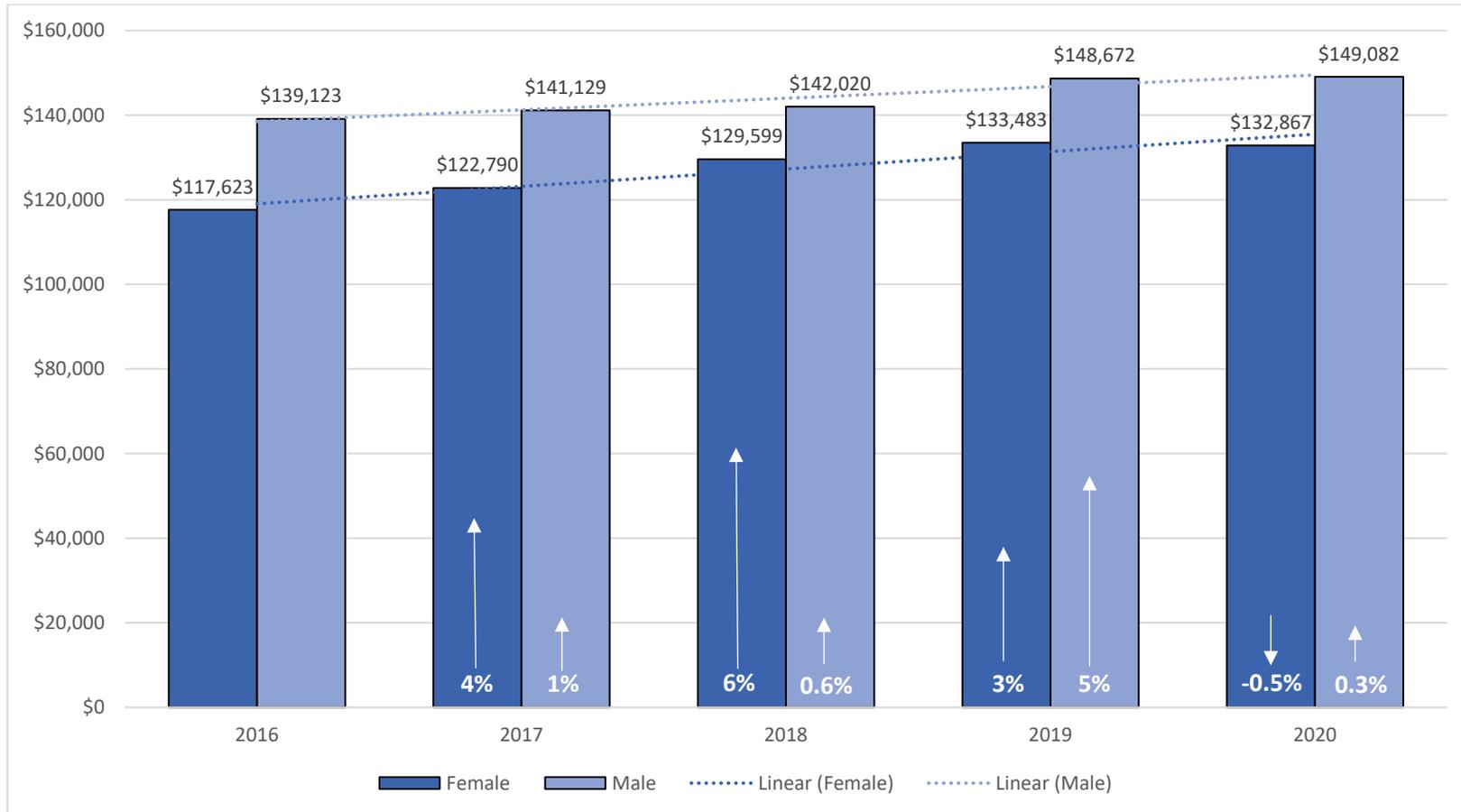


Note: Employees whose genders were unknown were excluded from this analysis.
*Source: Auditor generated from City of Sacramento eCAPS data.*

Figure 56 shows the number of full-time and part-time City employees by salary range over time. Based on the data below, $60,000-$90,000 is the largest category each year.

**Figure 56: Salary Ranges of Full-Time and Part-Time City Employees, 2016-2020**
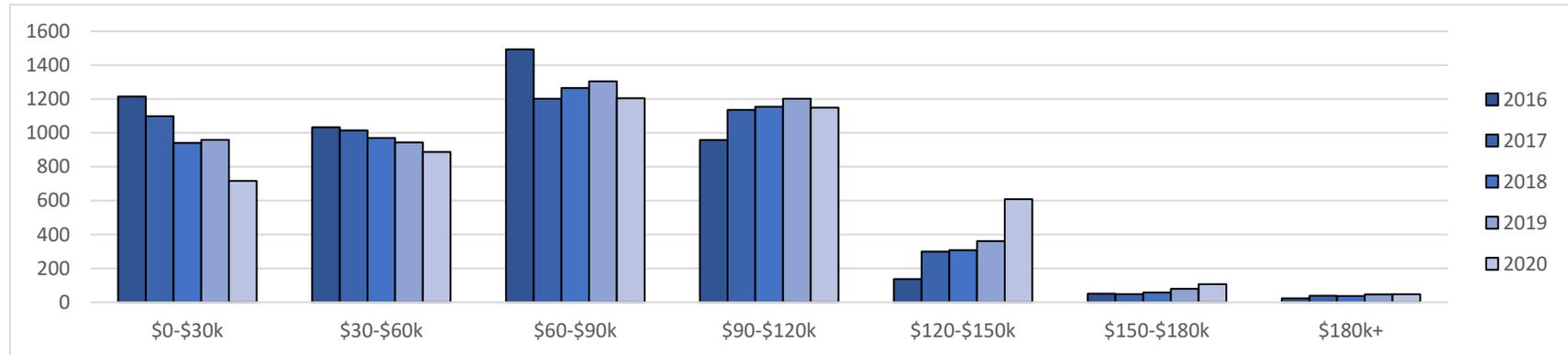


*Source: Auditor generated from City of Sacramento eCAPS data.*

Figure 57 shows the number of City management employees by salary range over time. Based on the data below, $90,000-$120,000 is the largest category each year.

**Figure 57: Salary Ranges of All Management City Employees, 2016-2020**
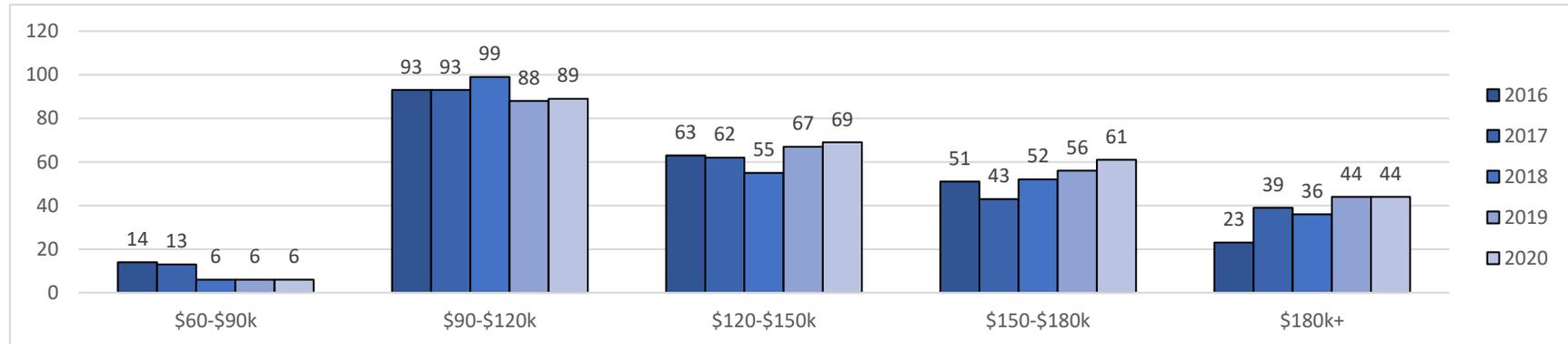


*Source: Auditor generated from City of Sacramento eCAPS data.*

Figure 58 shows the average salaries of full-time and part-time City employees by ethnicity/race.

**Figure 58: Average Salary of Full-Time and Part-Time City Employees by Ethnicity/Race, 2016-2020**
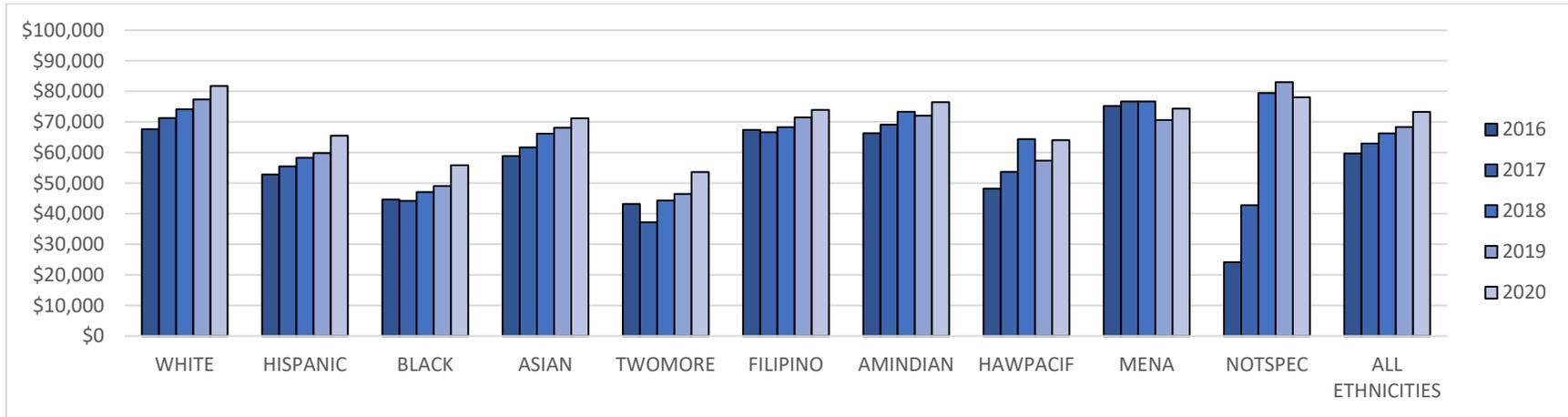


Source: Auditor generated from City of Sacramento eCAPS data.

Figure 59 shows the average salaries of full-time City employees by ethnicity/race.

**Figure 59: Average Salary of All City Employees excluding Part-Time Employees by Ethnicity/Race, 2016-2020**



Source: Auditor generated from City of Sacramento eCAPS data.

Figure 60 shows the average salaries for management employees by ethnicity/race. All management employees are full-time.
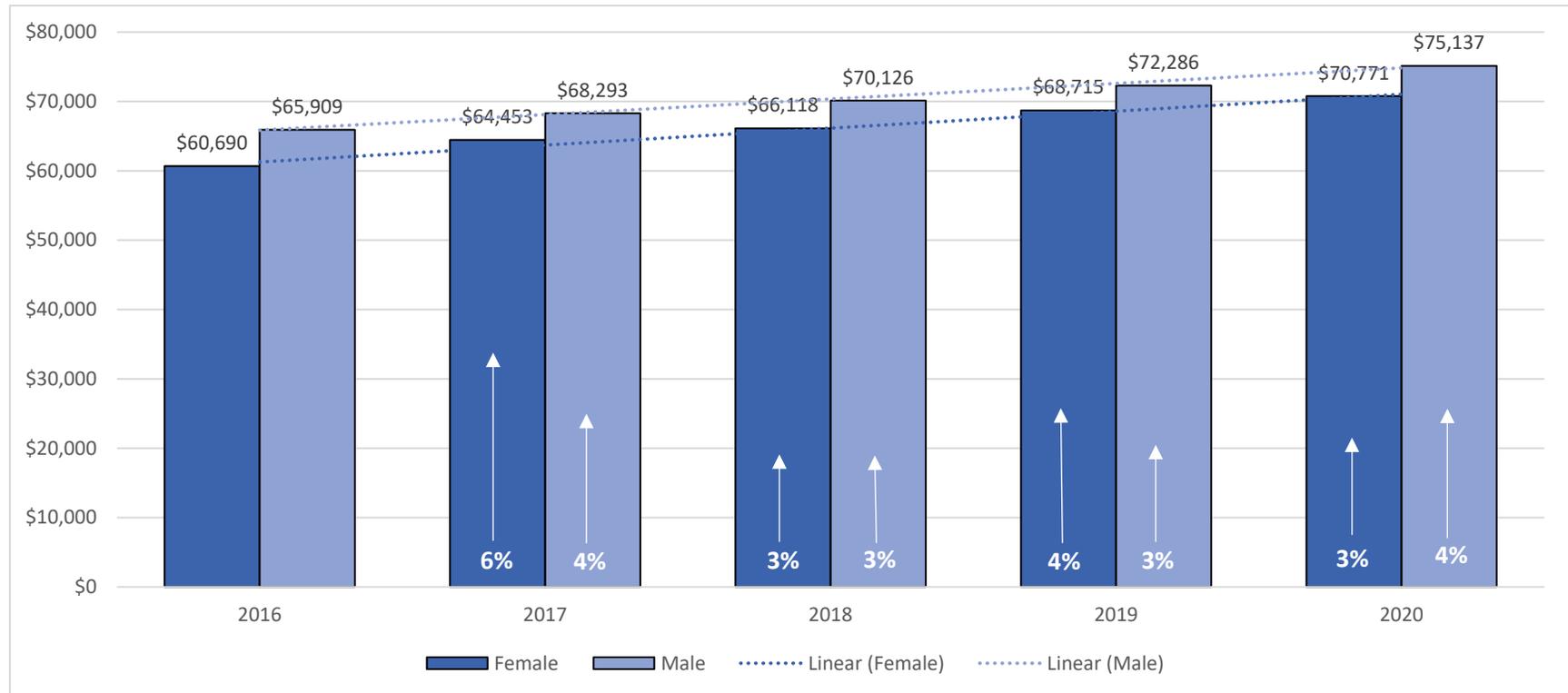
**Figure 60: Average Salary of Management City Employees by Ethnicity/Race, 2016-2020**
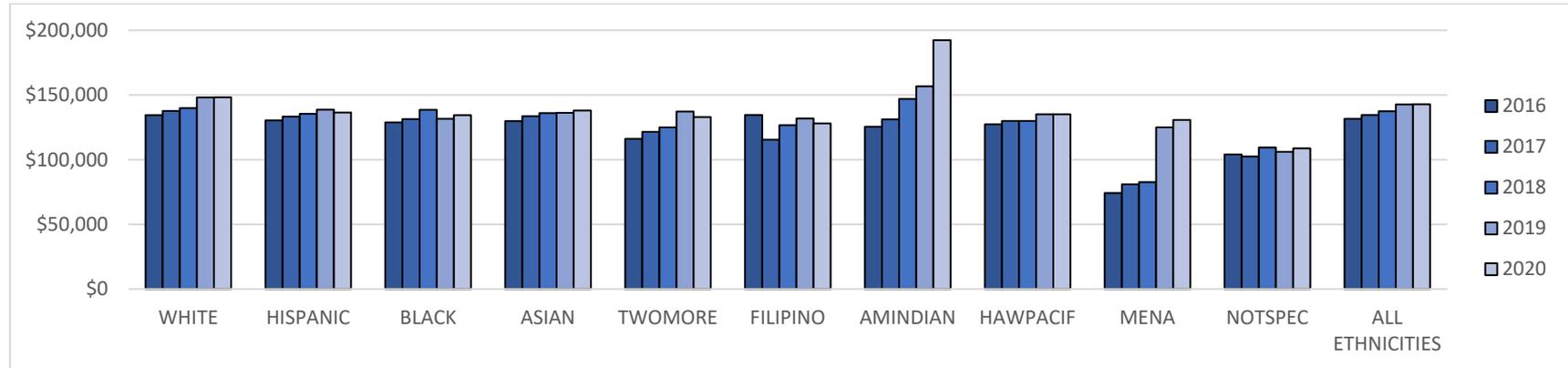


*Source: Auditor generated from City of Sacramento eCAPS data.*

Figure 61 shows the average salaries of full-time non-management employees by ethnicity/race. It appears that the average salary of all ethnic/racial groups of full-time non-management employees have increased over time.

**Figure 61: Average Salary of All Non-Management City Employees by Ethnicity/Race excluding Part-Time Employees, 2016-2020**



*Source: Auditor generated from City of Sacramento eCAPS data.*

Figure 62 shows the average salaries of full-time non-management employees by ethnicity/race excluding sworn SFD and SPD employees.

**Figure 62: Average Salary of All Non-Management City Employees by Ethnicity/Race excluding Part-Time Employees and Sworn SFD and SPD Employees, 2016-2020**
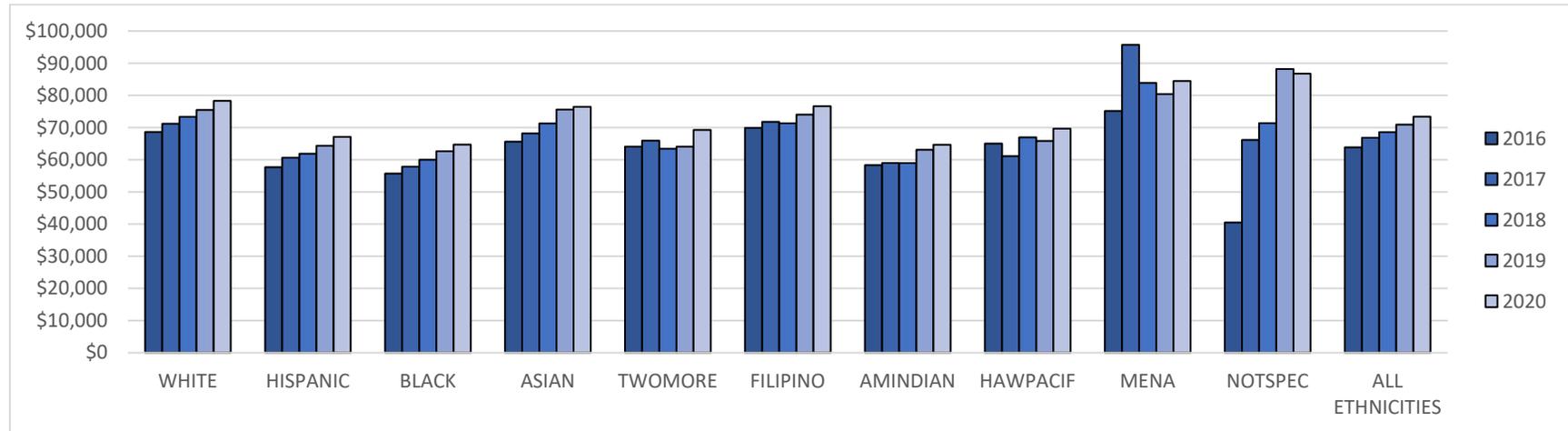


*Source: Auditor generated from City of Sacramento eCAPS data.*

Figure 63 shows the average salary of full-time and part-time City employees by department over time. The chart below shows that majority of the departments had an increase in the average salary each year. Note that the City has had some organizational changes throughout the years. For example, the City Auditor's Office was previously part of Mayor and Council and the Economic Development department was added to the City Manager's Office.
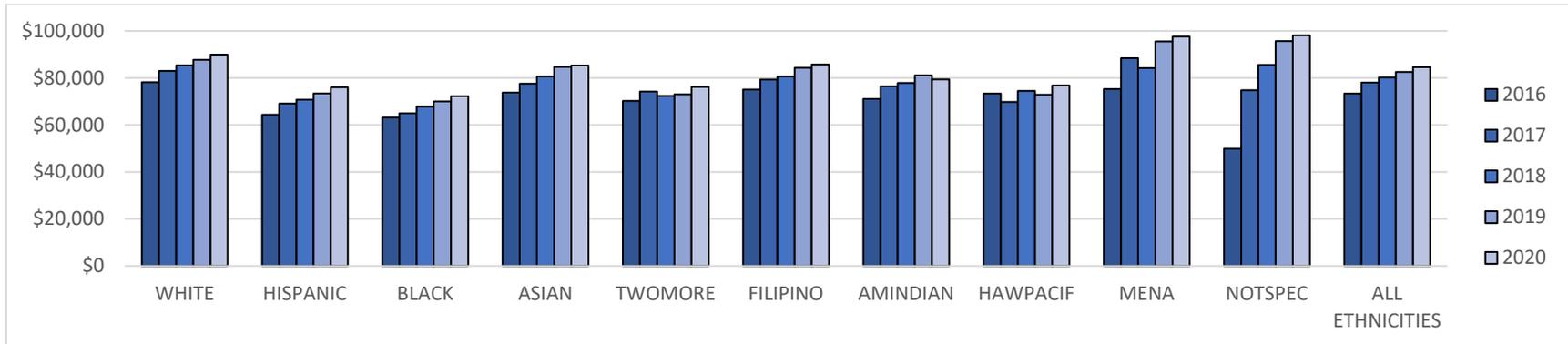
**Figure 63: Average Salary of Full-Time and Part-Time City Employees by Department, 2016-2020**
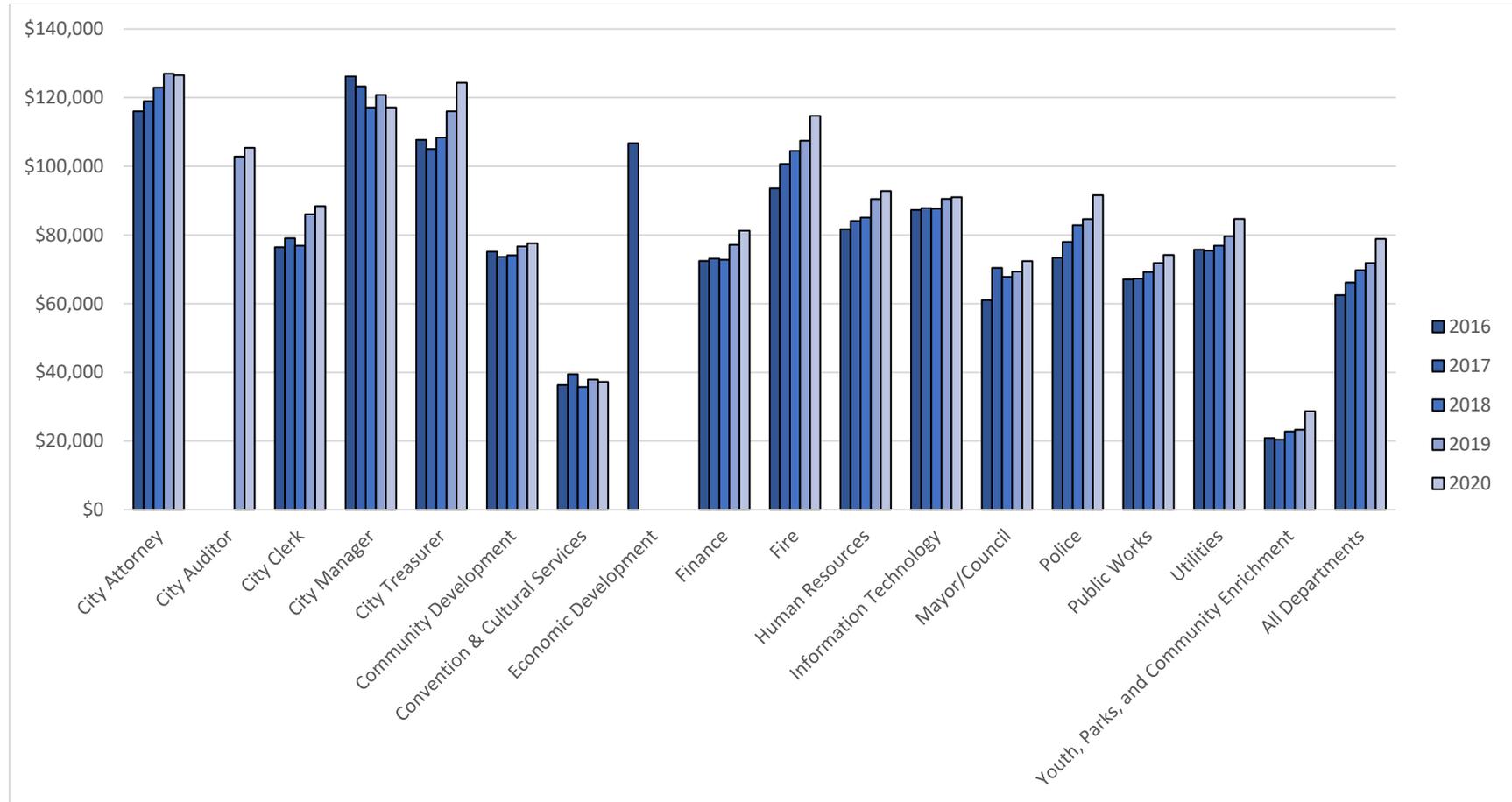


*Source: Auditor generated from City of Sacramento eCAPS data.*

Figure 64 shows the average salary of full-time City employees by department over time. Note that the City has had some organizational changes throughout the years. For example, the City Auditor's Office was previously part of Mayor and Council and the Economic Development department was added to the City Manager's Office.
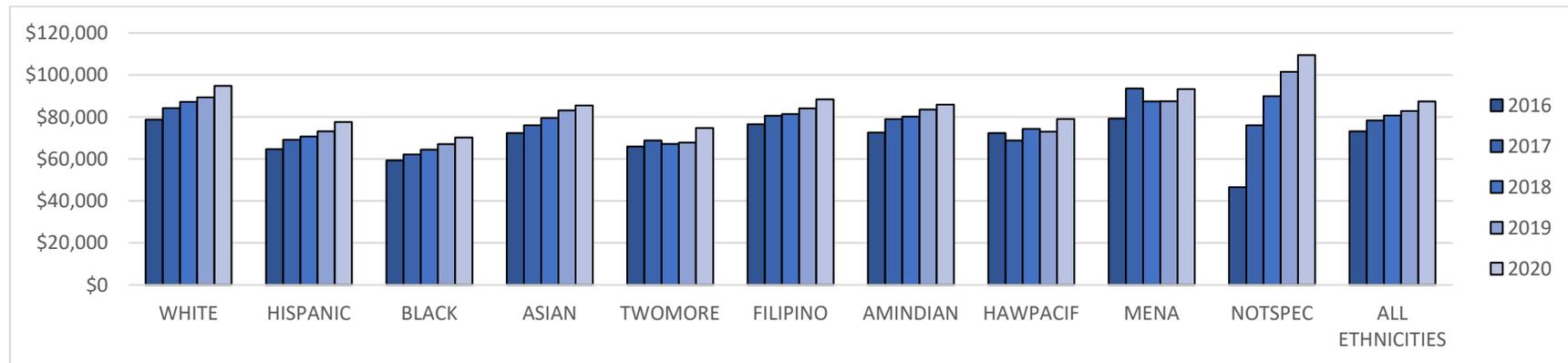
**Figure 64: Average Salary of Full-Time City Employees by Department, 2016-2020**
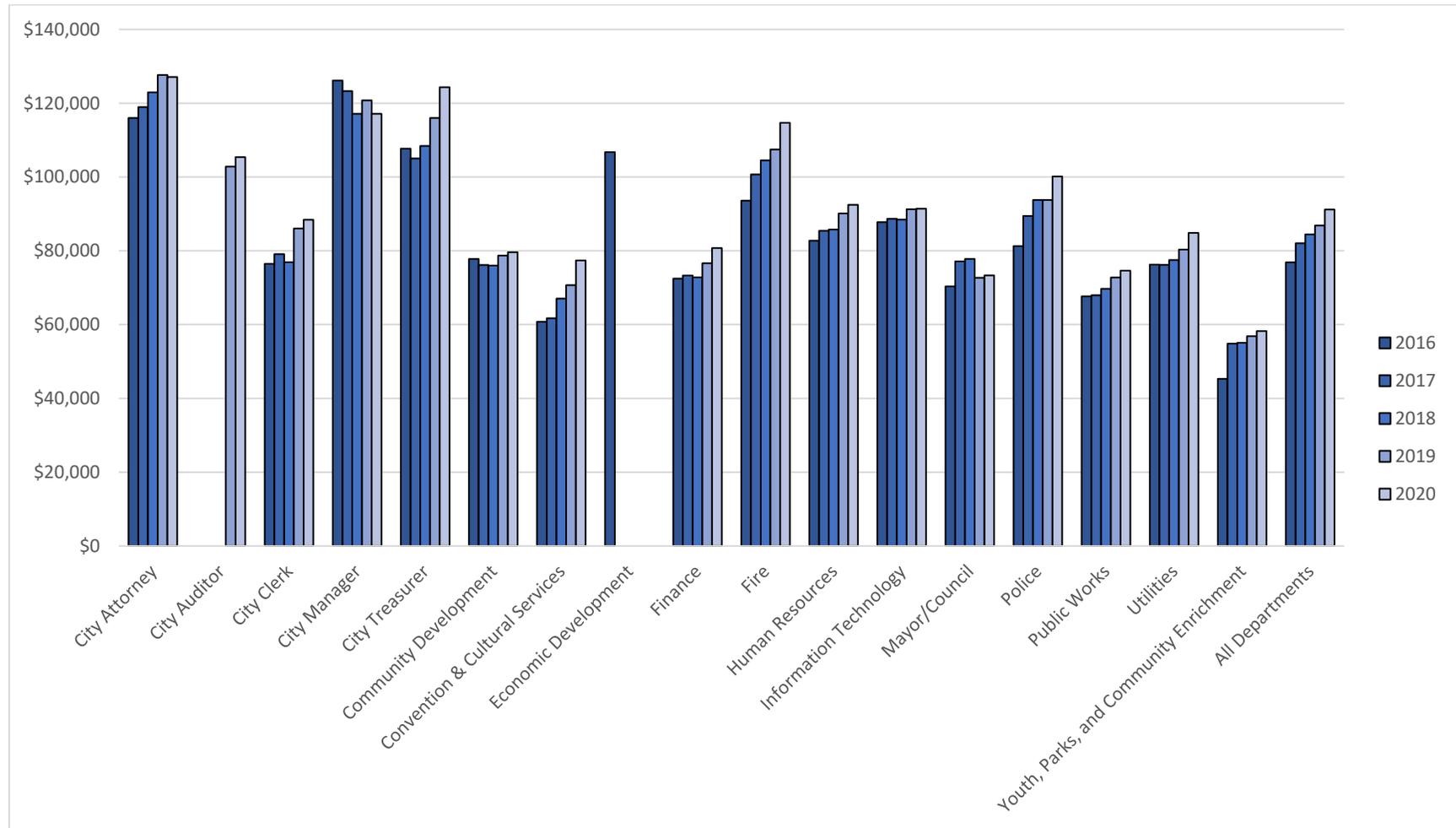


*Source: Auditor generated from City of Sacramento eCAPS data.*

## Relative Earnings of Male and Female City Employees

The following section examines the average salary of City Employees. According to Salary.com, "you can calculate the average base, mean salary, or average salary by adding all the salaries for a select group of employees and then dividing the sum by the number of employees in the group."[14] Additionally, they explain, "the average salary represents what the "typical employee" earns and can be pulled higher or lower by high salaries or low salaries at the extreme ends of the distribution."[15]

In this section we review the average salaries of various City employees to compare the salaries of male and female employees in various demographic groups.

We found the following earning differences between genders and ethnicities/races.

- Average earnings for full-time female City employees are approximately 78 percent of those of full-time White male employees.
- When examining full-time male average salaries, the top earning male demographic groups are Middle Eastern or North African with an average salary of $106,672[16] and the lowest earning is Black male employees $77,121.
- When examining full-time female average salaries, the top earning female demographic group is Middle Eastern or North African with an average salary of $97,890[17] and the lowest earning is Black female employees at $69,897.

In the following charts, we performed an analysis which compares the average salaries of employees by ethnic/racial groups and gender. To determine the ratio of earnings, we compared all the demographic groups to the largest demographic group at the City which is White male employees. Employees whose gender or ethnicity/race were unknown were excluded from these analyses.

---

[14] Salary.com is a resource for compensation data and education.

[15] *Defining the Difference Between Average and Median Salary.* Salary.com, 2019, https://www.salary.com/blog/defining-the-difference-between-average-and-median-salary/

[16] There were seven Middle Eastern or North African male employees.

[17] There were four Middle Eastern or North African female employees.

Figure 65 shows the average salaries and ratio of earnings of full-time and part-time employees. Based on the data, the average salary of male employees is $23,000 higher than the average salary of female employees. Additionally, the lowest average salaries are predominately female demographic groups.

**Figure 65: Full-Time and Part-Time City Employees' Ratio of Earnings Relative to White Male Employees, 2020 (4,708 Total)**

| Ethnicity/Race and Gender | Total Employees | Average Salary | Ratio of Earnings Relative to White Males |
|---|---|---|---|
| Male White | 1,736 | $96,370 | $1.00 |
| Male Middle Eastern or North African | 8 | $94,210 | $0.98 |
| Male American Indian or Alaska Native | 36 | $89,768 | $0.93 |
| Male Filipino | 63 | $88,912 | $0.92 |
| **Male (All)** | 3,099 | $86,795 | $0.90 |
| Male Asian | 249 | $81,828 | $0.85 |
| Male Hawaiian or Other Pacific Islander | 21 | $81,682 | $0.85 |
| **Citywide** | 4,708 | $78,882 | $0.82 |
| Male Hispanic | 591 | $78,006 | $0.81 |
| Female White | 739 | $73,040 | $0.76 |
| Female American Indian or Alaska Native | 11 | $68,992 | $0.72 |
| Female Asian | 168 | $65,427 | $0.68 |
| **Female (All)** | 1,609 | $63,642 | $0.66 |
| Female Filipino | 37 | $61,941 | $0.64 |
| Female Middle Eastern or North African | 7 | $61,000 | $0.63 |
| Male Black | 283 | $60,546 | $0.63 |
| Male Two or More Ethnicities/Races | 112 | $60,405 | $0.63 |
| Female Hispanic | 310 | $53,112 | $0.55 |
| Female Black | 191 | $52,548 | $0.55 |
| Female Two or More Ethnicities/Races | 128 | $51,114 | $0.53 |
| Female Hawaiian or Other Pacific Islander | 18 | $50,524 | $0.52 |

Note: Employees whose gender or ethnicity/race were unknown were excluded from this analysis.

*Source: Auditor generated from City of Sacramento eCAPS data.*

Figure 66 shows the average salaries and ratio of earnings of full-time employees. Based on the data, the average salary of full-time male employees is $15,000 higher than the average salary of female employees. Additionally, the lowest average salaries are predominately female demographic groups.

**Figure 66: Full-Time City Employees' Ratio of Earnings Relative to White Male Employees, 2020 (3,959 Total)**

| Ethnicity/Race and Gender | Total Employees | Average Salary | Ratio of Earnings Relative to White Males |
|---|---|---|---|
| Male Middle Eastern or North African | 7 | $106,672 | $1.03 |
| Male White | 1,598 | $103,176 | $1.00 |
| Female Middle Eastern or North African | 4 | $97,890 | $0.95 |
| Male Filipino | 57 | $96,551 | $0.94 |
| **Male (All)** | 2,756 | $95,751 | $0.93 |
| Male Asian | 210 | $94,796 | $0.92 |
| Male American Indian or Alaska Native | 35 | $92,064 | $0.89 |
| **Citywide** | 3,959 | $91,160 | $0.88 |
| Female White | 598 | $86,144 | $0.83 |
| Male Hawaiian or Other Pacific Islander | 20 | $85,672 | $0.83 |
| Male Hispanic | 541 | $84,036 | $0.81 |
| Female Asian | 127 | $82,741 | $0.80 |
| Female Filipino | 27 | $81,355 | $0.79 |
| **Female (All)** | 1,203 | $80,642 | $0.78 |
| Male Two or More Ethnicities/Races | 80 | $80,198 | $0.78 |
| Female Two or More Ethnicities/Races | 77 | $77,344 | $0.75 |
| Male Black | 208 | $77,121 | $0.75 |
| Female American Indian or Alaska Native | 10 | $74,775 | $0.72 |
| Female Hawaiian or Other Pacific Islander | 12 | $72,614 | $0.70 |
| Female Hispanic | 214 | $72,249 | $0.70 |
| Female Black | 134 | $69,897 | $0.68 |

Note: Employees whose gender or ethnicity/race were unknown were excluded from this analysis.
*Source: Auditor generated from City of Sacramento eCAPS data.*

Figure 67 shows the average salaries and ratio of earnings of full-time employees excluding part-time employees and sworn SFD and SPD employees. Based on the data, the average annual salary of male employees is $3,500 more than the average annual salary of female employees. Additionally, American Indian and Alaska Native employees have the lowest average salaries.

**Figure 67: Full-Time City Employees' Ratio of Earnings Relative to White Male Employees excluding Part-Time and Sworn SFD and SPD Employees, 2020 (2,645 Total)**

| Ethnicity/Race and Gender | Total Employees | Average Salary | Ratio of Earnings Relative to White Males |
|---|---|---|---|
| Male Middle Eastern or North African | 4 | $105,739 | $1.23 |
| Female Middle Eastern or North African | 4 | $97,890 | $1.14 |
| Male White | 766 | $86,209 | $1.00 |
| Male Filipino | 33 | $83,667 | $0.97 |
| Male Asian | 140 | $82,812 | $0.96 |
| Female Filipino | 27 | $81,355 | $0.94 |
| Female White | 502 | $80,468 | $0.93 |
| Female Asian | 116 | $80,277 | $0.93 |
| **Male (All)** | 1,587 | $79,969 | $0.93 |
| **Citywide** | 2,645 | $78,547 | $0.91 |
| **Female (All)** | 1,058 | $76,414 | $0.89 |
| Female Two or More Ethnicities/Races | 70 | $76,212 | $0.88 |
| Male Two or More Ethnicities/Races | 53 | $73,287 | $0.85 |
| Male Hawaiian or Other Pacific Islander | 13 | $72,765 | $0.84 |
| Male Hispanic | 390 | $72,674 | $0.84 |
| Female Hawaiian or Other Pacific Islander | 11 | $71,974 | $0.83 |
| Female Hispanic | 193 | $69,129 | $0.80 |
| Male Black | 169 | $69,040 | $0.80 |
| Female Black | 126 | $67,674 | $0.79 |
| Male American Indian or Alaska Native | 19 | $66,085 | $0.77 |
| Female American Indian or Alaska Native | 9 | $61,718 | $0.72 |

Note: Employees whose gender or ethnicity/race were unknown were excluded from this analysis.
*Source: Auditor generated from City of Sacramento eCAPS data.*

# Chapter 6: Analysis of Each Department Over Time

Given the City Council's interest in diversity, this section focuses on the demographic trends of all City departments from 2016 to 2020. Reviewing the changes of the departments over time will allow us to determine if the City's demographics are reflective of the community they serve. The following charts show the changes of gender, ethnicity, and salary ranges over time within each department. Some departments such as City Auditor and Economic Development became their own department or combined with another department between 2016 and 2020.

## City Attorney

The charts below analyze the employee demographics in the City Attorney's office.

**Figure 68: Gender Breakdown of Full-Time and Part-Time City Attorney Employees, 2016-2020**

| Year | Female Percentage | Male Percentage | Female | Male | Grand Total |
|---|---|---|---|---|---|
| 2016 | 54% | 46% | 25 | 21 | 46 |
| 2017 | 55% | 45% | 27 | 22 | 49 |
| 2018 | 53% | 47% | 26 | 23 | 49 |
| 2019 | 56% | 44% | 30 | 24 | 54 |
| 2020 | 57% | 43% | 33 | 25 | 58 |
| **2019 City Population** | **50.4%** | **49.6%** | **259,065** | **254,555** | **513,620** |

*Source: Auditor generated from City of Sacramento eCAPS data and American Community Survey.*

**Figure 69: Ethnicity/Race of Full-Time and Part-Time City Attorney Employees, 2016-2020**

| Year | WHITE | HISPANIC | BLACK | ASIAN | FILIPINO | TWOMORE |
|---|---|---|---|---|---|---|
| 2016 | 72% | 4% | 9% | 7% | 4% | 4% |
| 2017 | 73% | 4% | 6% | 6% | 4% | 6% |
| 2018 | 76% | 6% | 6% | 4% | 4% | 4% |
| 2019 | 72% | 11% | 6% | 4% | 4% | 4% |
| 2020 | 67% | 10% | 9% | 5% | 5% | 3% |
| **2019 City Population** | **32%** | **31%** | **11%** | **16%** | **2%** | **5%** |

*Source: Auditor generated from City of Sacramento eCAPS data and American Community Survey.*

**Figure 70: Salary Ranges of Full-Time and Part-Time City Attorney Employees, 2016**
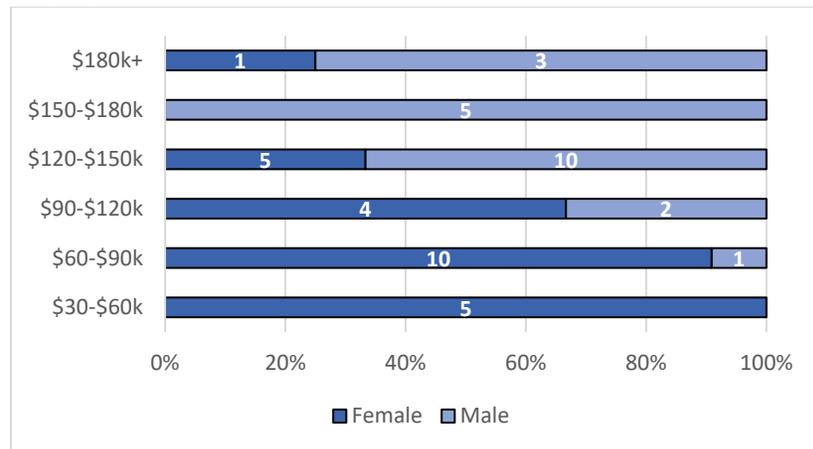


*Source: Auditor generated from City of Sacramento eCAPS data.*

**Figure 71: Salary Ranges of Full-Time and Part-Time City Attorney Employees, 2020**
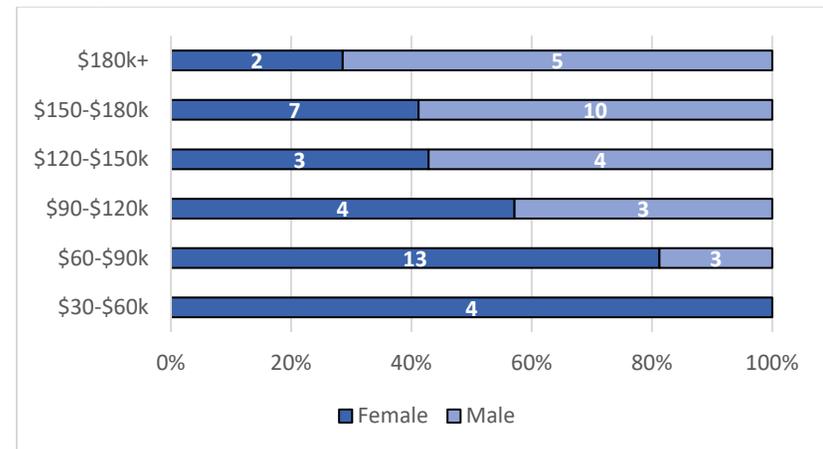


*Source: Auditor generated from City of Sacramento eCAPS data.*

## City Auditor

The charts below analyze the employee demographics in the City Auditor's office. According to the FY2019/20 Approved Budget, "with the passing of the Sacramento City Government Accountability and Efficiency Act (Measure K) in November 2018, the City Auditor was established as a charter office and the duties of the City Auditor and the Independent Budget Analyst were combined." The City Auditor was previously a part of Mayor and Council in 2016, 2017, and 2018. All employees are full-time.

**Figure 72: Gender Breakdown of Full-Time City Auditor Employees, 2016-2020**

| Year | Female Percentage | Male Percentage | Female | Male | Grand Total |
|------|------------------|-----------------|--------|------|-------------|
| 2019 | 86% | 14% | 6 | 1 | 7 |
| 2020 | 63% | 38% | 5 | 3 | 8 |
| 2019 City Population | 50.4% | 49.6% | 259,065 | 254,555 | 513,620 |

*Source: Auditor generated from City of Sacramento eCAPS data and American Community Survey.*

**Figure 73: Ethnicity/Race of Full-Time City Auditor Employees, 2016-2020**

| Year | WHITE | HISPANIC | BLACK | ASIAN | MENA |
|------|-------|----------|-------|-------|------|
| 2019 | 14% | 29% | 14% | 29% | 14% |
| 2020 | 25% | 38% | 13% | 13% | 13% |
| 2019 City Population | 32% | 31% | 11% | 16% | N/A |

*Source: Auditor generated from City of Sacramento eCAPS data and American Community Survey.*

**Figure 74: Salary Ranges of Full-Time City Auditor Employees, 2020**



*Source: Auditor generated from City of Sacramento eCAPS data.*

## City Clerk

The charts below analyze the employee demographics in the City Clerk's office. All employees are full-time.

**Figure 75: Gender Breakdown of Full-Time City Clerk Employees, 2016-2020**

| Year | Female Percentage | Male Percentage | Female | Male | Grand Total |
|---|---|---|---|---|---|
| 2016 | 94% | 6% | 15 | 1 | 16 |
| 2017 | 100% | 0% | 16 | 0 | 16 |
| 2018 | 94% | 6% | 17 | 1 | 18 |
| 2019 | 94% | 6% | 16 | 1 | 17 |
| 2020 | 100% | 0% | 15 | 0 | 15 |
| **2019 City Population** | **50.4%** | **49.6%** | **259,065** | **254,555** | **513,620** |

*Source: Auditor generated from City of Sacramento eCAPS data and American Community Survey.*

**Figure 76: Ethnicity/Race of Full-Time City Clerk Employees, 2016-2020**

| Year | WHITE | HISPANIC | BLACK | TWOMORE | FILIPINO | HAWPACIF |
|---|---|---|---|---|---|---|
| 2016 | 63% | 13% | 13% | 0% | 6% | 6% |
| 2017 | 69% | 6% | 19% | 0% | 0% | 6% |
| 2018 | 72% | 11% | 11% | 0% | 0% | 6% |
| 2019 | 65% | 18% | 6% | 6% | 0% | 6% |
| 2020 | 73% | 13% | 7% | 0% | 0% | 7% |
| **2019 City Population** | **32%** | **31%** | **11%** | **5%** | **2%** | **2%** |

*Source: Auditor generated from City of Sacramento eCAPS data and American Community Survey.*

**Figure 77: Salary Ranges of Full-Time City Clerk Employees, 2016**



*Source: Auditor generated from City of Sacramento eCAPS data.*

**Figure 78: Salary Ranges of Full-Time City Clerk Employees, 2020**
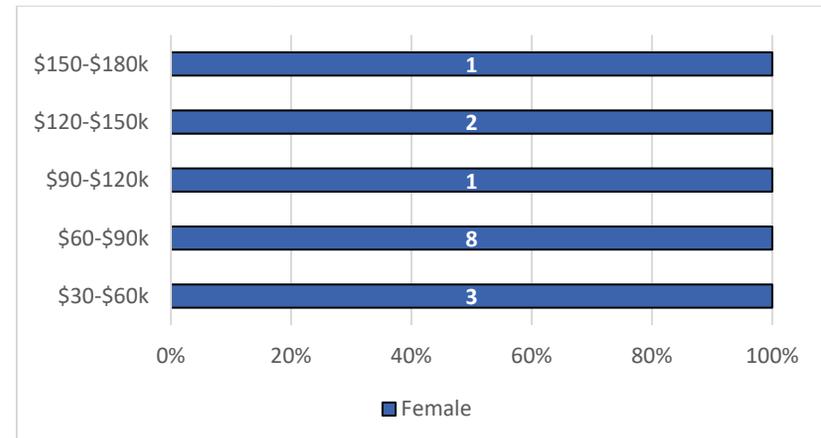


*Source: Auditor generated from City of Sacramento eCAPS data.*

## City Manager

The charts below analyze the employee demographics in the City Manager's office. According to the FY2017/18 Approved Budget, "the Department of Economic Development has been eliminated and established as the Office of Economic Growth in the City Manager's Office."

**Figure 79: Gender Breakdown of Full-Time and Part-Time City Manager Employees, 2016-2020**

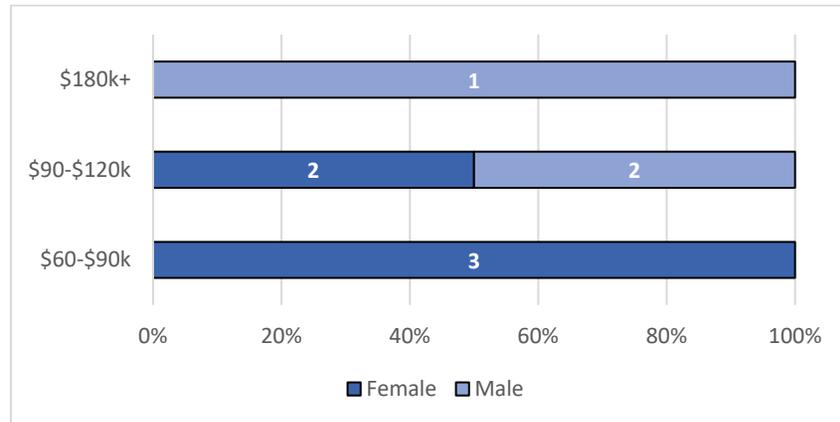| Year | Female Percentage | Male Percentage | Female | Male | Grand Total |
|------|-------------------|-----------------|--------|------|-------------|
| 2016 | 63% | 38% | 10 | 6 | 16 |
| 2017 | 56% | 44% | 15 | 12 | 27 |
| 2018 | 60% | 40% | 24 | 16 | 40 |
| 2019 | 63% | 37% | 29 | 17 | 46 |
| 2020 | 67% | 33% | 38 | 19 | 57 |
| 2019 City Population | 50.4% | 49.6% | 259,065 | 254,555 | 513,620 |

Source: Auditor generated from City of Sacramento eCAPS data and American Community Survey.

**Figure 80: Ethnicity/Race of Full-Time and Part-Time City Manager Employees, 2016-2020**

| Year | WHITE | HISPANIC | BLACK | ASIAN | TWOMORE | AMINDIAN | MENA |
|------|-------|----------|-------|-------|---------|----------|------|
| 2016 | 56% | 6% | 6% | 25% | 6% | 0% | 0% |
| 2017 | 48% | 33% | 7% | 11% | 0% | 0% | 0% |
| 2018 | 48% | 28% | 8% | 13% | 3% | 0% | 3% |
| 2019 | 43% | 26% | 4% | 15% | 7% | 2% | 2% |
| 2020 | 42% | 25% | 9% | 7% | 16% | 0% | 2% |
| 2019 City Population | 32% | 31% | 11% | 16% | 5% | 1% | N/A |

Source: Auditor generated from City of Sacramento eCAPS data and American Community Survey.

**Figure 81: Salary Ranges of Full-Time and Part-Time City Manager Employees, 2016**



Source: Auditor generated from City of Sacramento eCAPS data.

**Figure 82: Salary Ranges of Full-Time and Part-Time City Manager Employees, 2020**
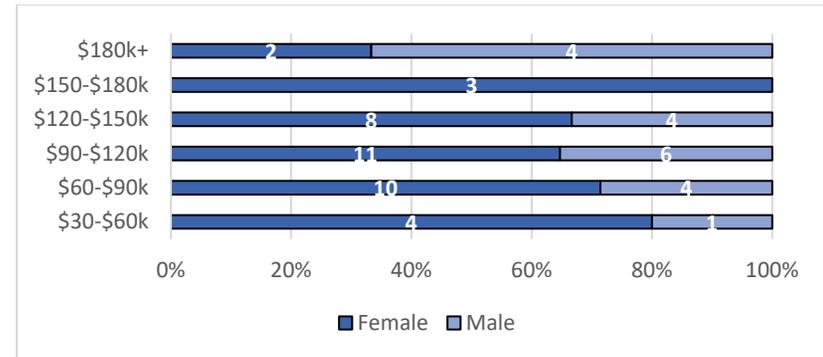


Source: Auditor generated from City of Sacramento eCAPS data.

## City Treasurer

The charts below analyze the employee demographics in the City Treasurer's office. All employees are full-time.

**Figure 83: Gender Breakdown of Full-Time City Treasurer Employees, 2016-2020**

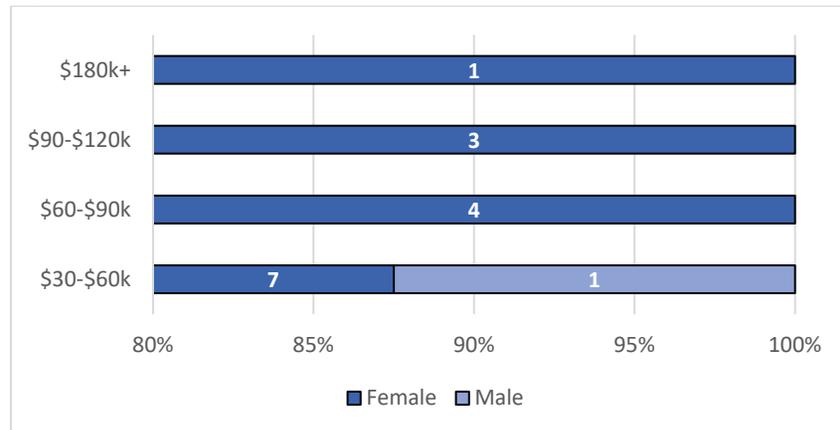| Year | Female Percentage | Male Percentage | Female | Male | Grand Total |
|---|---|---|---|---|---|
| 2016 | 50% | 50% | 6 | 6 | 12 |
| 2017 | 58% | 42% | 7 | 5 | 12 |
| 2018 | 58% | 42% | 7 | 5 | 12 |
| 2019 | 64% | 36% | 7 | 4 | 11 |
| 2020 | 60% | 40% | 6 | 4 | 10 |
| **2019 City Population** | **50.4%** | **49.6%** | **259,065** | **254,555** | **513,620** |

*Source: Auditor generated from City of Sacramento eCAPS data and American Community Survey.*

**Figure 84: Ethnicity/Race of Full-Time City Treasurer Employees, 2016-2020**

| Year | WHITE | HISPANIC | BLACK | ASIAN | FILIPINO | MENA |
|---|---|---|---|---|---|---|
| 2016 | 33% | 0% | 17% | 33% | 8% | 8% |
| 2017 | 42% | 0% | 17% | 25% | 8% | 8% |
| 2018 | 42% | 0% | 17% | 25% | 8% | 8% |
| 2019 | 45% | 9% | 9% | 18% | 9% | 9% |
| 2020 | 40% | 10% | 10% | 20% | 10% | 10% |
| **2019 City Population** | **32%** | **31%** | **11%** | **16%** | **2%** | **N/A** |

*Source: Auditor generated from City of Sacramento eCAPS data and American Community Survey.*

**Figure 85: Salary Ranges of Full-Time City Treasurer Employees, 2016**



*Source: Auditor generated from City of Sacramento eCAPS data.*

**Figure 86: Salary Ranges of Full-Time City Treasurer Employees, 2020**
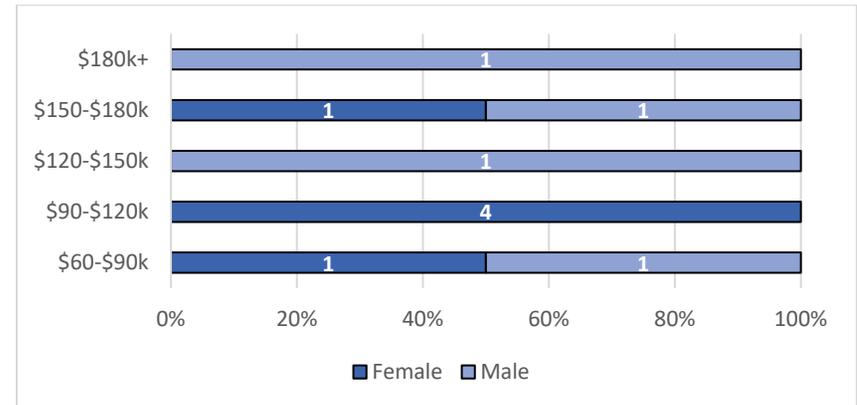


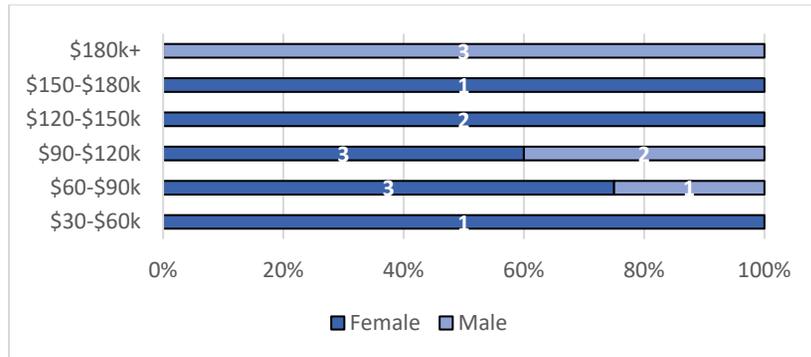*Source: Auditor generated from City of Sacramento eCAPS data.*

## Community Development

The charts below analyze the employee demographics in the Community Development Department. Some employees did not have a designated ethnicity/race in eCAPS.

**Figure 87: Gender Breakdown of Full-Time and Part-Time Community Development Employees, 2016-2020**

| Year | Female Percentage | Male Percentage | Female | Male | Grand Total |
|------|------------------|-----------------|--------|------|-------------|
| 2016 | 45% | 55% | 98 | 120 | 218 |
| 2017 | 40% | 60% | 93 | 138 | 231 |
| 2018 | 42% | 58% | 105 | 147 | 252 |
| 2019 | 41% | 59% | 106 | 153 | 259 |
| 2020 | 43% | 57% | 117 | 155 | 272 |
| 2019 City Population | 50.4% | 49.6% | 259,065 | 254,555 | 513,620 |

*Source: Auditor generated from City of Sacramento eCAPS data and American Community Survey.*

**Figure 88: Ethnicity/Race of Full-Time and Part-Time Community Development Employees, 2016-2020**

| Year | WHITE | HISPANIC | BLACK | ASIAN | TWOMORE | FILIPINO | MENA | NOTSPEC |
|------|-------|----------|-------|-------|---------|----------|------|---------|
| 2016 | 64% | 12% | 11% | 8% | 2% | 1% | 0.0% | 1% |
| 2017 | 62% | 12% | 14% | 8% | 1% | 1% | 0.0% | 1% |
| 2018 | 60% | 13% | 13% | 10% | 2% | 2% | 0.0% | 0% |
| 2019 | 61% | 13% | 11% | 9% | 3% | 2% | 0.0% | 0% |
| 2020 | 55% | 17% | 13% | 10% | 3% | 1% | 0.4% | 0% |
| 2019 City Population | 32% | 31% | 11% | 16% | 5% | 2% | N/A | N/A |

*Source: Auditor generated from City of Sacramento eCAPS data and American Community Survey.*

**Figure 89: Salary Ranges of Full-Time and Part-Time Community Development Employees, 2016**



*Source: Auditor generated from City of Sacramento eCAPS data.*

**Figure 90: Salary Ranges of Full-Time and Part-Time Community Development Employees, 2020**



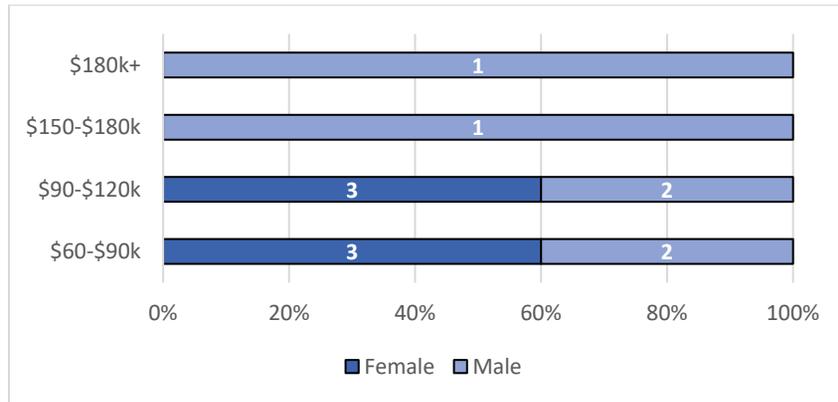*Source: Auditor generated from City of Sacramento eCAPS data.*

## Convention & Cultural Services

The charts below analyze the employee demographics in the Convention & Cultural Services Department. Some employees did not have a designated ethnicity/race in eCAPS.

**Figure 91: Gender Breakdown of Full-Time and Part-Time Convention & Cultural Services Employees, 2016-2020**

| Year | Female Percentage | Male Percentage | Female | Male | Grand Total |
|---|---|---|---|---|---|
| 2016 | 60% | 40% | 135 | 89 | 224 |
| 2017 | 60% | 40% | 115 | 77 | 192 |
| 2018 | 61% | 39% | 114 | 73 | 187 |
| 2019 | 63% | 37% | 106 | 62 | 168 |
| 2020 | 68% | 32% | 115 | 55 | 170 |
| 2019 City Population | 50.4% | 49.6% | 259,065 | 254,555 | 513,620 |

*Source: Auditor generated from City of Sacramento eCAPS data and American Community Survey.*

**Figure 92: Ethnicity/Race of Full-Time and Part-Time Convention & Cultural Services Employees, 2016-2020**

| Year | WHITE | HISPANIC | BLACK | ASIAN | TWOMORE | FILIPINO | AMINDIAN | HAWPACIF | NOTSPEC |
|---|---|---|---|---|---|---|---|---|---|
| 2016 | 67% | 10% | 12% | 6% | 2% | 1% | 0.4% | 1% | 0.9% |
| 2017 | 63% | 13% | 12% | 7% | 3% | 2% | 0.0% | 1% | 0.5% |
| 2018 | 57% | 13% | 16% | 7% | 5% | 2% | 0.0% | 1% | 0.0% |
| 2019 | 61% | 11% | 14% | 8% | 4% | 1% | 0.0% | 1% | 0.0% |
| 2020 | 63% | 10% | 13% | 7% | 4% | 1% | 0.0% | 2% | 0.0% |
| 2019 City Population | 32% | 31% | 11% | 16% | 5% | 2% | 1% | 2% | N/A |

*Source: Auditor generated from City of Sacramento eCAPS data and American Community Survey.*

**Figure 93: Salary Ranges of Full-Time and Part-Time Convention & Cultural Services Employees, 2016**



*Source: Auditor generated from City of Sacramento eCAPS data.*

**Figure 94: Salary Ranges of Full-Time and Part-Time Convention & Cultural Services Employees, 2020**



*Source: Auditor generated from City of Sacramento eCAPS data.*

## Finance

The charts below analyze the employee demographics in the Finance Department.

**Figure 95: Gender Breakdown of Full-Time and Part-Time Finance Employees, 2016-2020**

| Year | Female Percentage | Male Percentage | Female | Male | Grand Total |
|---|---|---|---|---|---|
| 2016 | 72% | 28% | 57 | 22 | 79 |
| 2017 | 72% | 28% | 64 | 25 | 89 |
| 2018 | 73% | 27% | 63 | 23 | 86 |
| 2019 | 72% | 28% | 65 | 25 | 90 |
| 2020 | 75% | 25% | 64 | 21 | 85 |
| **2019 City Population** | **50.4%** | **49.6%** | **259,065** | **254,555** | **513,620** |

*Source: Auditor generated from City of Sacramento eCAPS data and American Community Survey.*

**Figure 96: Ethnicity/Race of Full-Time and Part-Time Finance Employees, 2016-2020**

| Year | WHITE | HISPANIC | BLACK | ASIAN | TWOMORE | FILIPINO | AMINDIAN | HAWPACIF |
|---|---|---|---|---|---|---|---|---|
| 2016 | 54% | 13% | 15% | 9% | 4% | 3% | 1.3% | 1% |
| 2017 | 44% | 16% | 17% | 12% | 6% | 2% | 1.1% | 2% |
| 2018 | 37% | 17% | 17% | 15% | 7% | 2% | 1.2% | 2% |
| 2019 | 39% | 14% | 20% | 12% | 9% | 2% | 1.1% | 2% |
| 2020 | 44% | 14% | 19% | 14% | 4% | 2% | 1.2% | 2% |
| **2019 City Population** | **32%** | **31%** | **11%** | **16%** | **5%** | **2%** | **1%** | **2%** |

*Source: Auditor generated from City of Sacramento eCAPS data and American Community Survey.*

**Figure 97: Salary Ranges of Full-Time and Part-Time Finance Employees, 2016**



*Source: Auditor generated from City of Sacramento eCAPS data.*

**Figure 98: Salary Ranges of Full-Time and Part-Time Finance Employees, 2020**
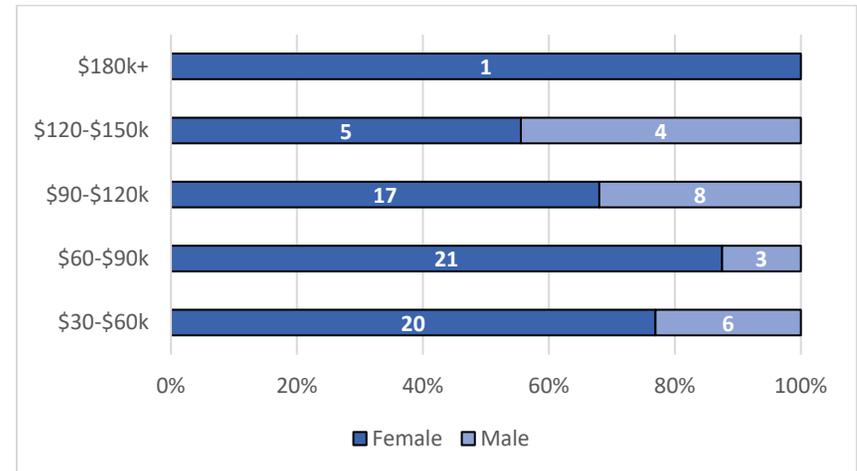


*Source: Auditor generated from City of Sacramento eCAPS data.*

## Fire
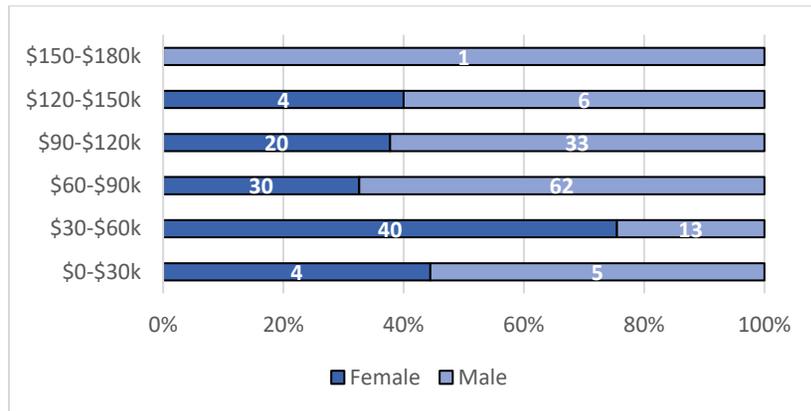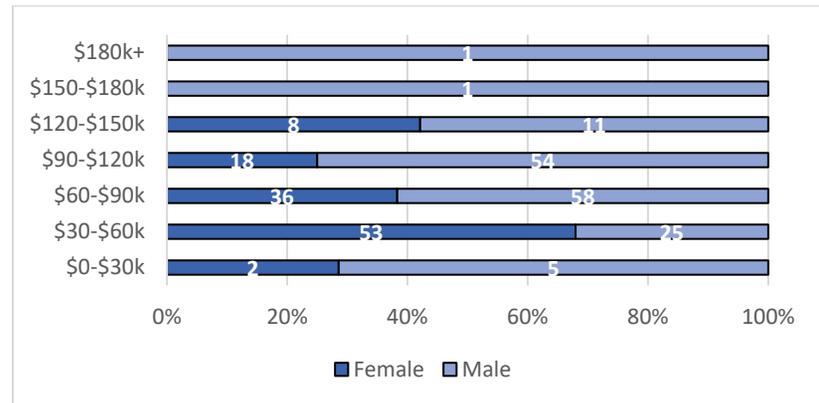
The charts below analyze the employee demographics in the Fire Department. Some employees did not have a designated ethnicity/race in eCAPS.

**Figure 99: Gender Breakdown of Full-Time and Part-Time Fire Employees, 2016-2020**

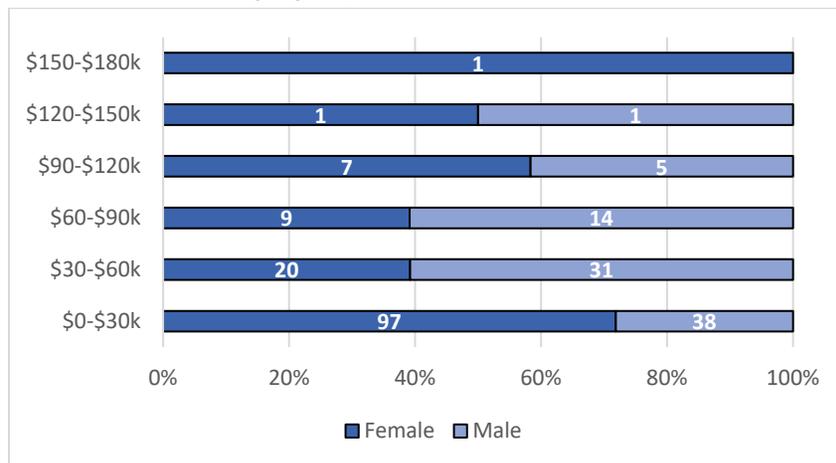| Year | Female Percentage | Male Percentage | Female | Male | Grand Total |
|---|---|---|---|---|---|
| 2016 | 10% | 90% | 62 | 561 | 623 |
| 2017 | 10% | 90% | 62 | 581 | 643 |
| 2018 | 9% | 91% | 58 | 558 | 616 |
| 2019 | 10% | 90% | 63 | 580 | 643 |
| 2020 | 10% | 90% | 66 | 591 | 657 |
| 2019 City Pop. | 50.4% | 49.6% | 259,065 | 254,555 | 513,620 |

*Source: Auditor generated from City of Sacramento eCAPS data and American Community Survey.*

**Figure 100: Ethnicity/Race of Full-Time and Part-Time Fire Employees, 2016-2020**

| Year | WHITE | HISPANIC | BLACK | ASIAN | TWOMORE | FILIPINO | AMINDIAN | HAWPACIF | MENA | NOTSPEC |
|---|---|---|---|---|---|---|---|---|---|---|
| 2016 | 74% | 11% | 4% | 5% | 1% | 2% | 1.9% | 0% | 0.3% | 1.0% |
| 2017 | 72% | 12% | 4% | 5% | 1% | 2% | 2.2% | 0% | 0.2% | 0.8% |
| 2018 | 71% | 13% | 4% | 5% | 1% | 2% | 2.1% | 0% | 0.3% | 0.5% |
| 2019 | 71% | 13% | 3% | 5% | 2% | 2% | 1.9% | 1% | 0.5% | 0.5% |
| 2020 | 71% | 14% | 3% | 5% | 2% | 2% | 2.0% | 1% | 0.5% | 0.3% |
| 2019 City Pop. | 32% | 31% | 11% | 16% | 5% | 2% | 0.6% | 2% | N/A | N/A |

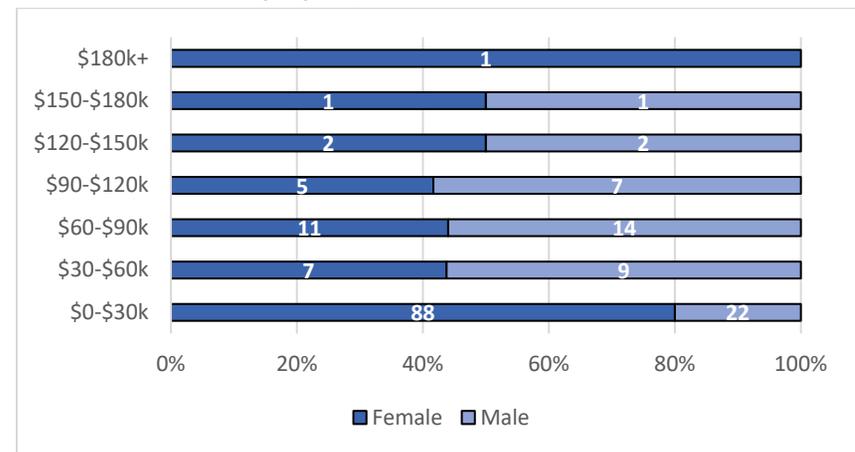*Source: Auditor generated from City of Sacramento eCAPS data and American Community Survey.*

**Figure 101: Salary Ranges of Full-Time and Part-Time Fire Employees, 2016**
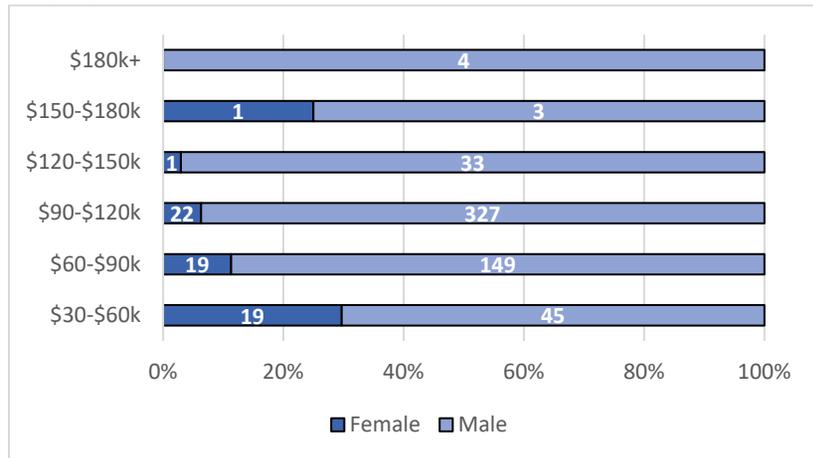


*Source: Auditor generated from City of Sacramento eCAPS data.*

**Figure 102: Salary Ranges of Full-Time and Part-Time Fire Employees, 2020**
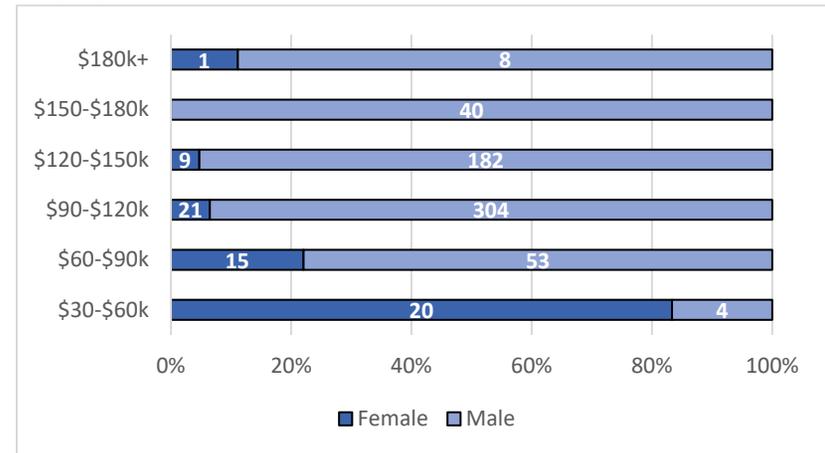


*Source: Auditor generated from City of Sacramento eCAPS data.*

## Human Resources

The charts below analyze the employee demographics in the Human Resources Department. Some employees did not have a designated ethnicity/race in eCAPS.

**Figure 103: Gender Breakdown of Full-Time and Part-Time Human Resources Employees, 2016-2020**

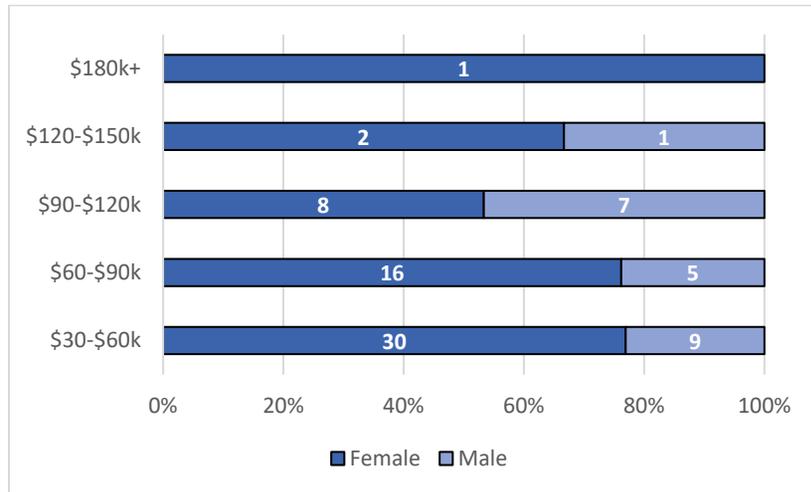| Year | Female Percentage | Male Percentage | Female | Male | Grand Total |
|------|------|------|------|------|------|
| 2016 | 76% | 24% | 52 | 16 | 68 |
| 2017 | 72% | 28% | 49 | 19 | 68 |
| 2018 | 73% | 27% | 51 | 19 | 70 |
| 2019 | 74% | 26% | 54 | 19 | 73 |
| 2020 | 72% | 28% | 47 | 18 | 65 |
| 2019 City Pop. | 50.4% | 49.6% | 259,065 | 254,555 | 513,620 |

*Source: Auditor generated from City of Sacramento eCAPS data and American Community Survey.*

**Figure 104: Ethnicity/Race of Full-Time and Part-Time Human Resources Employees, 2016-2020**

| Year | WHITE | HISPANIC | BLACK | ASIAN | TWOMORE | FILIPINO | AMINDIAN | HAWPACIF | NOTSPEC |
|------|------|------|------|------|------|------|------|------|------|
| 2016 | 57% | 4% | 16% | 7% | 4% | 6% | 1.5% | 1% | 1.5% |
| 2017 | 60% | 6% | 16% | 7% | 4% | 4% | 1.5% | 0% | 0.0% |
| 2018 | 53% | 7% | 17% | 10% | 6% | 6% | 1.4% | 0% | 0.0% |
| 2019 | 51% | 7% | 16% | 12% | 5% | 5% | 1.4% | 0% | 1.4% |
| 2020 | 51% | 2% | 15% | 15% | 6% | 6% | 0.0% | 3% | 1.5% |
| 2019 City Pop. | 32% | 31% | 11% | 16% | 5% | 2% | 0.6% | 2% | N/A |

*Source: Auditor generated from City of Sacramento eCAPS data and American Community Survey.*

**Figure 105: Salary Ranges of Full-Time and Part-Time Human Resources Employees, 2016**



*Source: Auditor generated from City of Sacramento eCAPS data.*

**Figure 106: Salary Ranges of Full-Time and Part-Time Human Resources Employees, 2020**



*Source: Auditor generated from City of Sacramento eCAPS data.*

## Information Technology

The charts below analyze the employee demographics in the Information Technology Department. Some employees did not have a designated ethnicity/race in eCAPS.

**Figure 107: Gender Breakdown of Full-Time and Part-Time Information Technology Employees, 2016-2020**

| Year | Female Percentage | Male Percentage | Female | Male | Grand Total |
|---|---|---|---|---|---|
| 2016 | 31% | 69% | 39 | 85 | 124 |
| 2017 | 29% | 71% | 45 | 108 | 153 |
| 2018 | 32% | 68% | 53 | 115 | 168 |
| 2019 | 34% | 66% | 59 | 117 | 176 |
| 2020 | 35% | 65% | 61 | 115 | 176 |
| 2019 City Pop. | 50.4% | 49.6% | 259,065 | 254,555 | 513,620 |

*Source: Auditor generated from City of Sacramento eCAPS data and American Community Survey.*

**Figure 108: Ethnicity/Race of Full-Time and Part-Time Information Technology Employees, 2016-2020**

| Year | WHITE | HISPANIC | BLACK | ASIAN | TWOMORE | FILIPINO | AMINDIAN | HAWPACIF | MENA | NOTSPEC |
|---|---|---|---|---|---|---|---|---|---|---|
| 2016 | 40% | 18% | 6% | 29% | 1% | 2% | 0.0% | 2% | 0.0% | 1.6% |
| 2017 | 45% | 17% | 5% | 24% | 3% | 2% | 0.0% | 2% | 0.7% | 1.3% |
| 2018 | 45% | 17% | 5% | 23% | 4% | 2% | 1.2% | 2% | 0.6% | 0.6% |
| 2019 | 45% | 18% | 7% | 20% | 5% | 2% | 0.6% | 2% | 0.6% | 0.6% |
| 2020 | 44% | 19% | 8% | 19% | 5% | 2% | 1.1% | 2% | 0.6% | 0.0% |
| 2019 City Pop. | 32% | 31% | 11% | 16% | 5% | 2% | 0.6% | 2% | N/A | N/A |

*Source: Auditor generated from City of Sacramento eCAPS data and American Community Survey.*

**Figure 109: Salary Ranges of Full-Time and Part-Time Information Technology Employees, 2016**
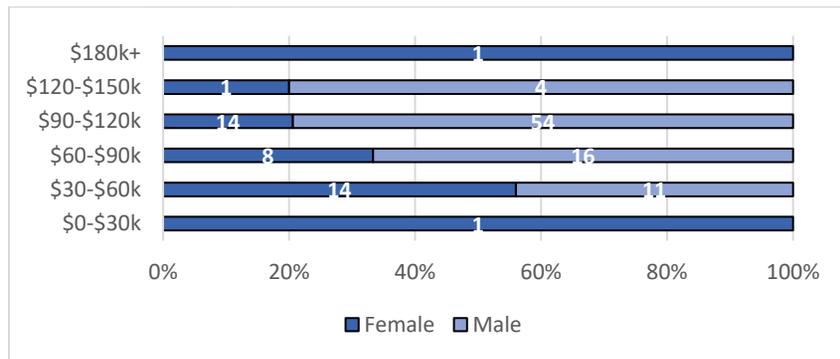


*Source: Auditor generated from City of Sacramento eCAPS data.*

**Figure 110: Salary Ranges of Full-Time and Part-Time Information Technology Employees, 2020**
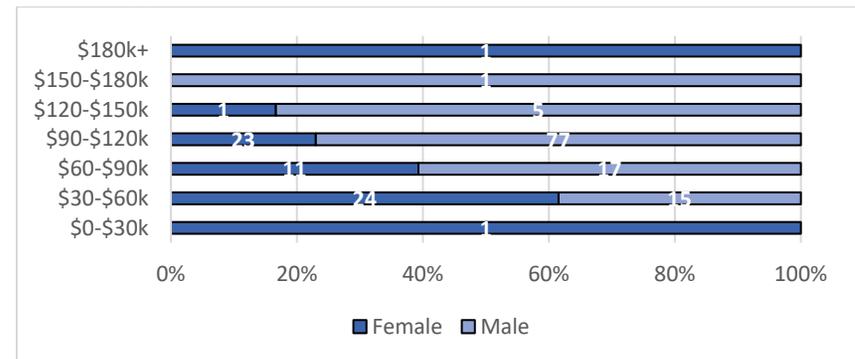


*Source: Auditor generated from City of Sacramento eCAPS data.*

## Mayor and Council

The charts below analyze the employee demographics in Mayor and Council. Some employees did not have a designated ethnicity/race or gender in eCAPS. We excluded employees that did not have a designated gender in the salary range charts.

**Figure 111: Gender Breakdown of Full-Time and Part-Time Mayor and Council Employees, 2016-2020**

| Year | Female Percentage | Male Percentage | Female | Male | Unknown | Grand Total |
|------|------|------|------|------|------|------|
| 2016 | 50% | 50% | 30 | 30 | 0 | 60 |
| 2017 | 51% | 49% | 35 | 33 | 0 | 68 |
| 2018 | 52% | 48% | 33 | 30 | 2 | 63 |
| 2019 | 57% | 43% | 32 | 24 | 1 | 56 |
| 2020 | 53% | 47% | 29 | 26 | 0 | 55 |
| 2019 City Pop. | 50.4% | 49.6% | 259,065 | 254,555 | N/A | 513,620 |

*Source: Auditor generated from City of Sacramento eCAPS data and American Community Survey.*

**Figure 112: Ethnicity/Race of Full-Time and Part-Time Mayor and Council Employees, 2016-2020**

| Year | WHITE | HISPANIC | BLACK | ASIAN | TWOMORE | FILIPINO | AMINDIAN | HAWPACIF | MENA | NOTSPEC |
|------|------|------|------|------|------|------|------|------|------|------|
| 2016 | 37% | 22% | 22% | 8% | 2% | 2% | 0.0% | 0% | 3.3% | 5.0% |
| 2017 | 40% | 24% | 12% | 12% | 4% | 3% | 0.0% | 0% | 2.9% | 2.9% |
| 2018 | 43% | 22% | 14% | 12% | 5% | 2% | 0.0% | 2% | 1.5% | 0.0% |
| 2019 | 44% | 25% | 18% | 7% | 4% | 0% | 1.8% | 2% | 0.0% | 0.0% |
| 2020 | 44% | 27% | 16% | 7% | 4% | 0% | 0.0% | 2% | 0.0% | 0.0% |
| 2019 City Pop. | 32% | 31% | 11% | 16% | 5% | 2% | 0.6% | 2% | N/A | N/A |

*Source: Auditor generated from City of Sacramento eCAPS data and American Community Survey.*

**Figure 113: Salary Ranges of Full-Time and Part-Time Mayor and Council Employees, 2016**



*Source: Auditor generated from City of Sacramento eCAPS data.*

**Figure 114: Salary Ranges of Full-Time and Part-Time Mayor and Council Employees, 2020**



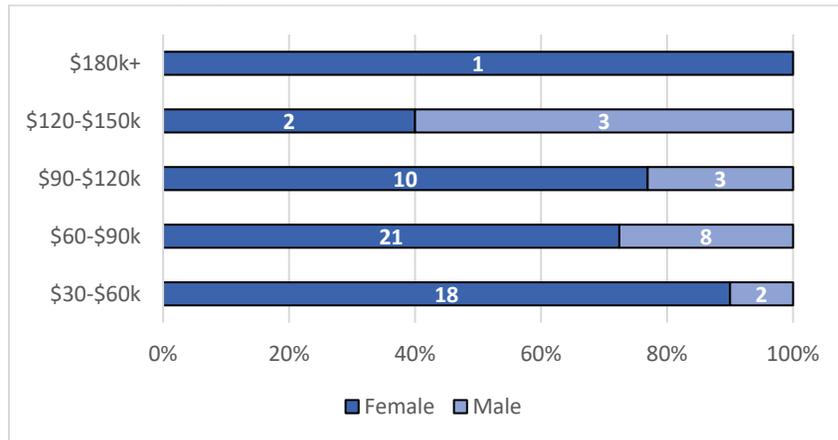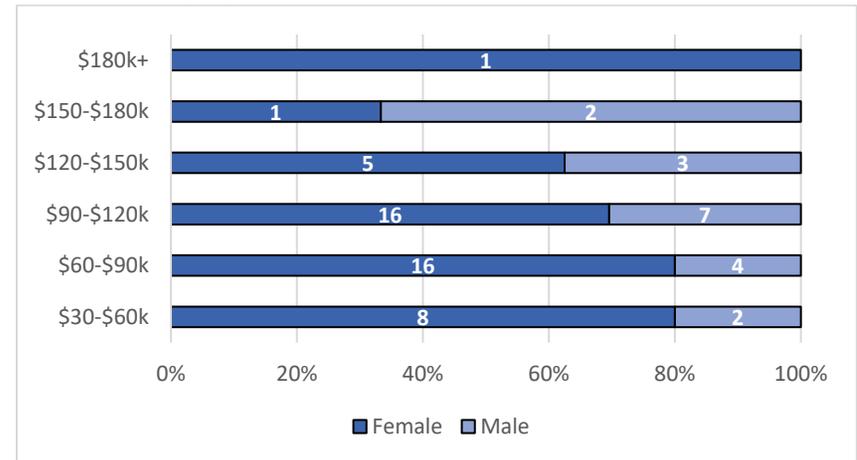*Source: Auditor generated from City of Sacramento eCAPS data.*

## Police

The charts below analyze the employee demographics in the Police Department. Some employees did not have a designated ethnicity/race in eCAPS.

### Figure 115: Gender Breakdown of Full-Time and Part-Time Police Employees, 2016-2020

| Year | Female Percentage | Male Percentage | Female | Male | Grand Total |
|---|---|---|---|---|---|
| 2016 | 32% | 68% | 366 | 761 | 1,127 |
| 2017 | 32% | 68% | 356 | 752 | 1,108 |
| 2018 | 32% | 68% | 353 | 752 | 1,105 |
| 2019 | 33% | 67% | 379 | 764 | 1,143 |
| 2020 | 33% | 67% | 383 | 786 | 1,169 |
| 2019 City Pop. | 50.4% | 49.6% | 259,065 | 254,555 | 513,620 |

*Source: Auditor generated from City of Sacramento eCAPS data and American Community Survey.*

### Figure 116: Ethnicity/Race of Full-Time and Part-Time Police Employees, 2016-2020

| Year | WHITE | HISPANIC | BLACK | ASIAN | TWOMORE | FILIPINO | AMINDIAN | HAWPACIF | MENA | NOTSPEC |
|---|---|---|---|---|---|---|---|---|---|---|
| 2016 | 70% | 13% | 5% | 8% | 1% | 1% | 1.0% | 1% | 0.1% | 0.4% |
| 2017 | 68% | 13% | 6% | 8% | 1% | 1% | 0.6% | 1% | 0.1% | 0.4% |
| 2018 | 68% | 13% | 6% | 8% | 2% | 2% | 0.7% | 1% | 0.1% | 0.3% |
| 2019 | 67% | 13% | 6% | 8% | 3% | 2% | 0.5% | 1% | 0.1% | 0.3% |
| 2020 | 65% | 15% | 5% | 9% | 4% | 1% | 0.6% | 1% | 0.1% | 0.3% |
| 2019 City Pop. | 32% | 31% | 11% | 16% | 5% | 2% | 0.6% | 1.9% | N/A | N/A |

*Source: Auditor generated from City of Sacramento eCAPS data and American Community Survey.*

### Figure 117: Salary Ranges of Full-Time and Part-Time Police Employees, 2016



*Source: Auditor generated from City of Sacramento eCAPS data.*

### Figure 118: Salary Ranges of Full-Time and Part-Time Police Employees, 2020



*Source: Auditor generated from City of Sacramento eCAPS data.*

## Public Works

The charts below analyze the employee demographics in the Public Works Department. Some employees did not have a designated ethnicity/race in eCAPS.

**Figure 119: Gender Breakdown of Full-Time and Part-Time Public Works Employees, 2016-2020**

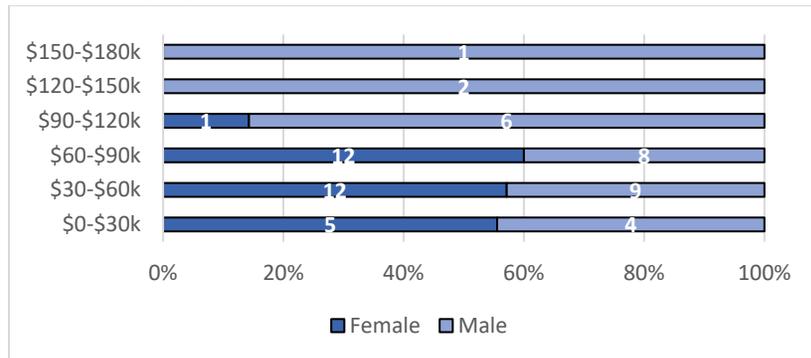| Year | Female Percentage | Male Percentage | Female | Male | Grand Total |
|------|------|------|------|------|------|
| 2016 | 18% | 82% | 116 | 521 | 637 |
| 2017 | 19% | 81% | 123 | 518 | 641 |
| 2018 | 19% | 81% | 124 | 524 | 648 |
| 2019 | 18% | 82% | 114 | 532 | 646 |
| 2020 | 17% | 83% | 108 | 525 | 633 |
| 2019 City Pop. | 50.4% | 49.6% | 259,065 | 254,555 | 513,620 |

*Source: Auditor generated from City of Sacramento eCAPS data and American Community Survey.*

**Figure 120: Ethnicity/Race of Full-Time and Part-Time Public Works Employees, 2016-2020**

| Year | WHITE | HISPANIC | BLACK | ASIAN | TWOMORE | FILIPINO | AMINDIAN | HAWPACIF | MENA | NOTSPEC |
|------|------|------|------|------|------|------|------|------|------|------|
| 2016 | 43% | 27% | 13% | 9% | 3% | 3% | 1.4% | 0.5% | 0.0% | 0.6% |
| 2017 | 42% | 27% | 13% | 9% | 3% | 3% | 1.6% | 0.5% | 0.0% | 0.2% |
| 2018 | 42% | 28% | 13% | 10% | 3% | 3% | 1.4% | 0.5% | 0.2% | 0.0% |
| 2019 | 41% | 27% | 14% | 9% | 3% | 3% | 1.4% | 0.6% | 0.0% | 0.2% |
| 2020 | 39% | 29% | 14% | 9% | 4% | 3% | 1.4% | 0.8% | 0.0% | 0.2% |
| 2019 City Pop. | 32% | 31% | 11% | 16% | 5% | 2% | 0.6% | 1.9% | N/A | N/A |

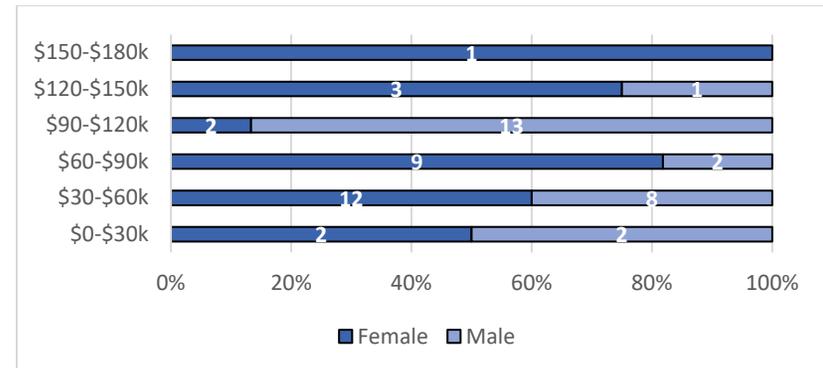*Source: Auditor generated from City of Sacramento eCAPS data and American Community Survey.*

**Figure 121: Salary Ranges of Full-Time and Part-Time Public Works Employees, 2016**



*Source: Auditor generated from City of Sacramento eCAPS data.*

**Figure 122: Salary Ranges of Full-Time and Part-Time Public Works Employees, 2020**
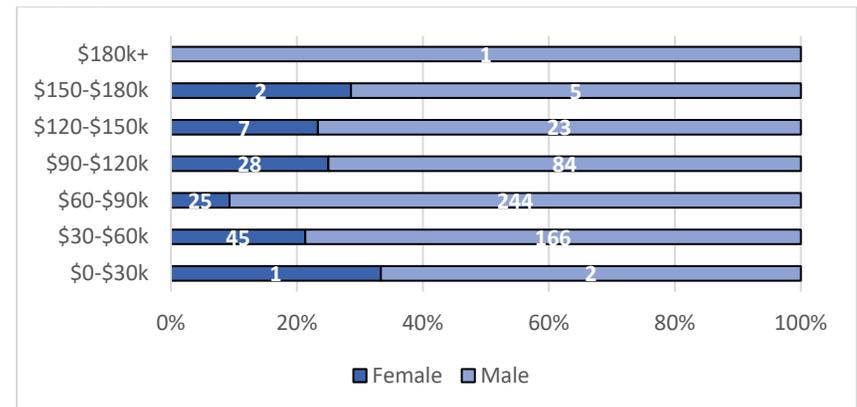


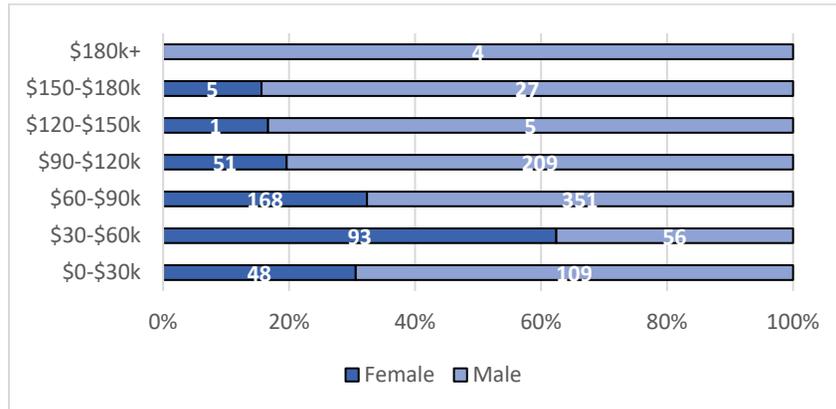*Source: Auditor generated from City of Sacramento eCAPS data.*

## Utilities

The charts below analyze the employee demographics in the Utilities Department. Some employees did not have a designated ethnicity/race or gender in eCAPS. We excluded employees that did not have a designated gender in the salary range charts.

**Figure 123: Gender Breakdown of Full-Time and Part-Time Utilities Employees, 2016-2020**

| Year | Female Percentage | Male Percentage | Female | Male | Unknown | Grand Total |
|------|------|------|------|------|------|------|
| 2016 | 23% | 77% | 116 | 387 | 0 | 503 |
| 2017 | 23% | 77% | 116 | 385 | 0 | 501 |
| 2018 | 23% | 77% | 115 | 382 | 1 | 498 |
| 2019 | 24% | 76% | 124 | 388 | 0 | 512 |
| 2020 | 23% | 77% | 116 | 388 | 1 | 505 |
| 2019 City Pop. | 50.4% | 49.6% | 259,065 | 254,555 | N/A | 513,620 |

Source: Auditor generated from City of Sacramento eCAPS data and American Community Survey.

**Figure 124: Ethnicity/Race of Full-Time and Part-Time Utilities Employees, 2016-2020**

| Year | WHITE | HISPANIC | BLACK | ASIAN | TWOMORE | FILIPINO | AMINDIAN | HAWPACIF | MENA | NOTSPEC |
|------|------|------|------|------|------|------|------|------|------|------|
| 2016 | 61% | 18% | 7% | 7% | 3% | 2% | 1.4% | 0.2% | 0.0% | 1.2% |
| 2017 | 58% | 19% | 7% | 7% | 3% | 2% | 1.2% | 0.4% | 0.0% | 1.2% |
| 2018 | 58% | 20% | 7% | 7% | 4% | 2% | 1.2% | 0.6% | 0.2% | 0.6% |
| 2019 | 54% | 21% | 7% | 7% | 5% | 2% | 1.2% | 0.8% | 0.4% | 0.2% |
| 2020 | 55% | 21% | 6% | 8% | 5% | 2% | 1.6% | 1.0% | 0.4% | 0.2% |
| 2019 City Pop. | 32% | 31% | 11% | 16% | 5% | 2% | 0.6% | 1.9% | N/A | N/A |

Source: Auditor generated from City of Sacramento eCAPS data and American Community Survey.

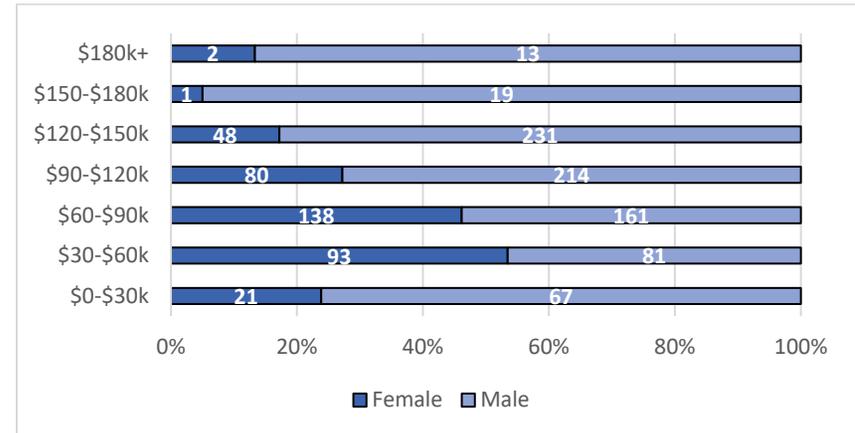**Figure 125: Salary Ranges of Full-Time and Part-Time Utilities Employees, 2016**
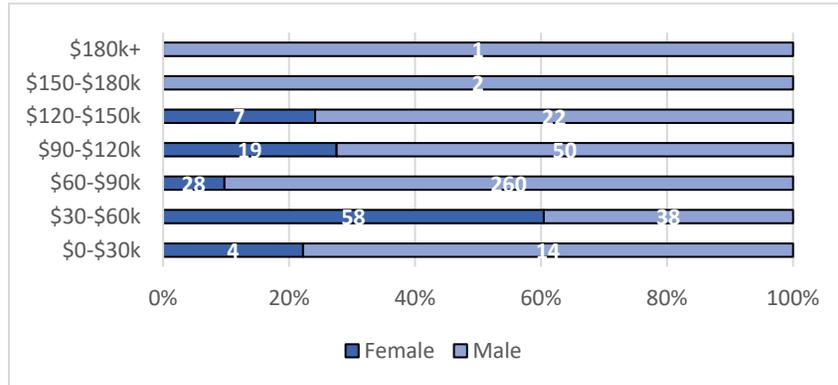


Source: Auditor generated from City of Sacramento eCAPS data.

**Figure 126: Salary Ranges of Full-Time and Part-Time Utilities Employees, 2020**



Source: Auditor generated from City of Sacramento eCAPS data.

## Youth, Parks, and Community Enrichment

The charts below analyze the employee demographics in the Youth, Parks, and Community Enrichment Department. Some employees did not have a designated ethnicity/race or gender in eCAPS. We excluded employees that did not have a designated gender in the salary range charts.

**Figure 127: Gender Breakdown of Full-Time and Part-Time Youth, Parks, and Community Enrichment Employees, 2016-2020**

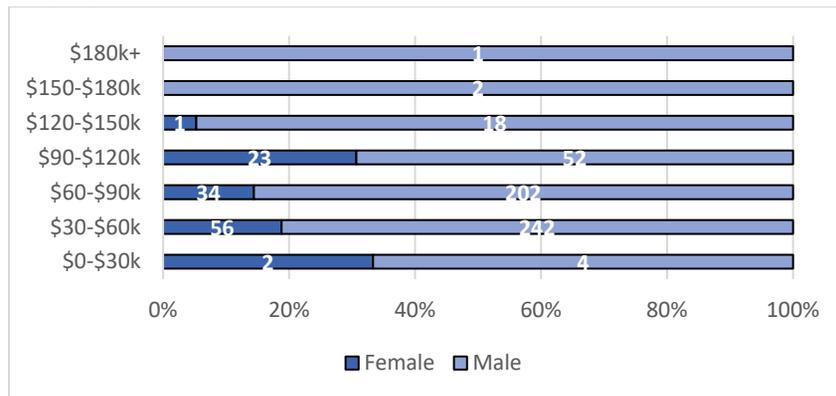| Year | Female Percentage | Male Percentage | Female | Male | Unknown | Grand Total |
|---|---|---|---|---|---|---|
| 2016 | 54% | 46% | 617 | 527 | 3 | 1,144 |
| 2017 | 52% | 48% | 537 | 503 | 0 | 1,040 |
| 2018 | 52% | 48% | 469 | 440 | 11 | 909 |
| 2019 | 52% | 48% | 516 | 477 | 1 | 993 |
| 2020 | 52% | 48% | 412 | 375 | 0 | 787 |
| 2019 City Pop. | 50.4% | 49.6% | 259,065 | 254,555 | N/A | 513,620 |

*Source: Auditor generated from City of Sacramento eCAPS data and American Community Survey.*

**Figure 128: Ethnicity/Race of Full-Time and Part-Time Youth, Parks, and Community Enrichment Employees, 2016-2020**

| Year | WHITE | HISPANIC | BLACK | ASIAN | TWOMORE | FILIPINO | AMINDIAN | HAWPACIF | MENA | NOTSPEC |
|---|---|---|---|---|---|---|---|---|---|---|
| 2016 | 31% | 20% | 19% | 9% | 5% | 1% | 0.6% | 0.6% | 0.0% | 12.4% |
| 2017 | 34% | 21% | 20% | 9% | 10% | 2% | 0.8% | 0.7% | 0.1% | 2.1% |
| 2018 | 34% | 22% | 21% | 9% | 9% | 3% | 0.7% | 0.4% | 0.1% | 0.2% |
| 2019 | 30% | 24% | 21% | 9% | 11% | 2% | 1.1% | 0.9% | 0.4% | 0.3% |
| 2020 | 29% | 25% | 20% | 10% | 11% | 3% | 0.9% | 0.8% | 0.5% | 0.5% |
| 2019 City Pop. | 32% | 31% | 11% | 16% | 5% | 2% | 0.6% | 1.9% | N/A | N/A |

*Source: Auditor generated from City of Sacramento eCAPS data and American Community Survey.*

**Figure 129: Salary Ranges of Full-Time and Part-Time Youth, Parks, and Community Enrichment Employees, 2016**



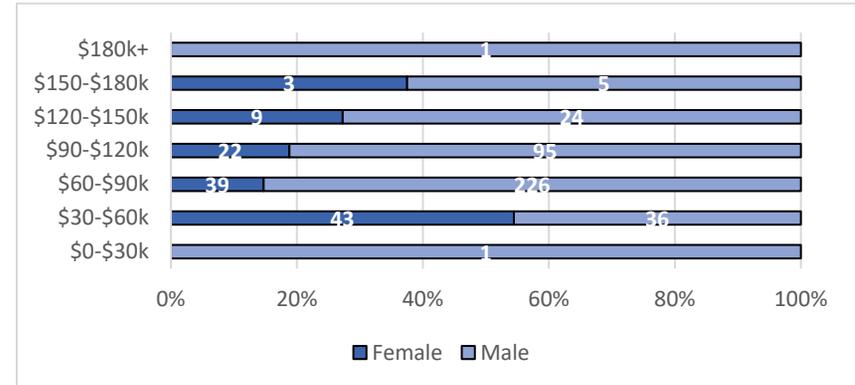*Source: Auditor generated from City of Sacramento eCAPS data.*

**Figure 130: Salary Ranges of Full-Time and Part-Time Youth, Parks, and Community Enrichment Employees, 2020**
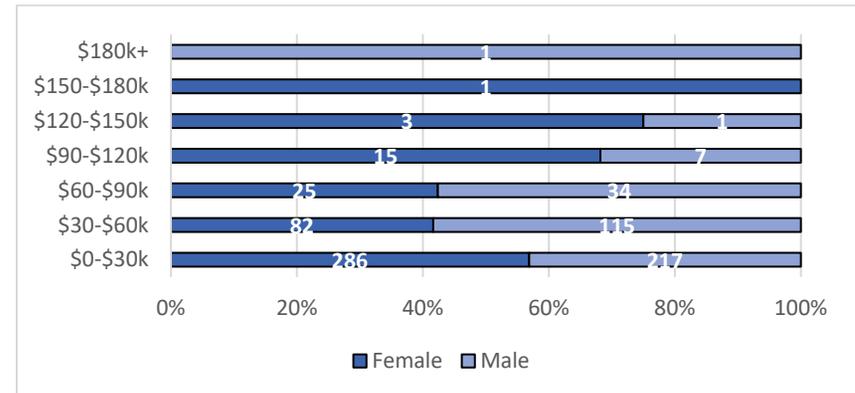


*Source: Auditor generated from City of Sacramento eCAPS data*

# Appendix 1: Human Resources Department's Management Definitions

<div style="text-align: center; background-color: #1F3864; color: white; padding: 8px;">Management Definitions</div>

Last Updated on *10/6/*20

- The City of Sacramento's <u>Employer-Employee Relations Policy</u> defines "professional employee," "supervisory employee," and "management employee" in terms that are consistent with industry standards.

- <u>Professional</u>: An employee engaged in work (a) predominately intellectual and varied in character as opposed to routine mental, manual, mechanical, or physical work, and (b) involving the consistent exercise of discretion and judgment in its performance, and (c) of such a character that the output produced or the result accomplished cannot be standardized in relation to a given period of time, and (d) requiring knowledge of an advanced type in a field of science or learning customarily acquired by a prolonged course of specialized intellectual instruction and study in an institution of higher learning or a hospital, as distinguished from a general academic education or from an apprenticeship or from training in the performance of routine mental, manual, or physical processes.

- <u>Supervisor</u>: An employee having responsibility for assigning and directing the work of other employees, or for rewarding or disciplining them, or for adjusting their grievances, or effectively to recommend such action if, in connection with the foregoing, the exercise of such authority is not of a merely routine or clerical nature, but requires the use of independent judgment.

- <u>Management</u>: An employee having responsibility for formulating, administering, or managing the implementation of City policies and programs.

- While the terms "manager" and "supervisor" are often used interchangeably, they are not the same thing. "Manager" is an <u>occupational category</u>, like "professional" and "clerical." However, supervision is a <u>job function</u> – a set of tasks undertaken by a position – that crosses all occupational categories (i.e. management, professional, and clerical positions may all supervise). While almost all managers supervise, or possess supervisory skills, it is not the case that all supervisors are managers.

- Supervisory duties typically include, but are not limited to, planning and directing the work of others, checking and approving the work of others, training employees, evaluating performance.

- Further, "management" and "professional" are distinct occupational categories in that <u>management</u> employees perform duties that <u>plan</u>, <u>organize</u>, <u>staff</u>, <u>lead</u> and <u>control</u> resources and have responsibility for managing a <u>major</u> function or effort for the purpose of accomplishing organizational goals.
  - There are typically three levels of management*:

    o <u>Mid-Level</u>: Responsible for one or more program(s) or section(s) of varied complexity; makes decisions that impact daily operations; typically reports directly or indirectly to a division manager and typically manages clerical, maintenance, technical and/or professional employees.

    o <u>Senior</u>: Responsible for a division; directs the development and implementation of division goals and strategic plans; oversees the operation of division activities and functions; monitors organizational structure, staff assignments, service levels, and administrative systems; typically reports directly to a department head and typically manages mid-level managers.

    o <u>Executive</u>: Responsible for a department or multiple departments; directs the development and implementation of department goals and strategic plans; oversees the operation of department activities and functions; establishes organizational structure, staff assignments, service levels, and administrative systems; makes critical decisions with Citywide impact; typically reports directly to the City Manager or Mayor and Council, typically manages senior managers; and retains final hiring authority.

      ▪ *Charter Officers set their own standards for defining management classes.*

  - The City is composed of departments, which are composed of divisions. <u>Departments</u> are typically the <u>primary</u> branches of an organization that have independent functions and specific responsibilities. <u>Divisions</u> are typically the <u>secondary</u> branches of an

organization that have interrelated functions that serve their department goals and strategic plans. For reference, see included the City's organization chart, updated 1/4/20.

- Individual Contributors are non-management employees included in Executive Management, Exempt Management, or Mayor/Council Support.

- Additionally, functional areas include, but are not limited to, Administration, Engineering, Finance, Health and Human Services, Human Resources, Information Services, Legal, and Operations.
- Therefore, all attorney classifications are in the Legal functional area, but some may be categorized as professional and some as management.

City of
SACRAMENTO

Organization Chart – updated 01/04/2020

**Mayor/Council**

Office Public Safety Accountability
Kevin Gardner, Interim

**City Attorney**
Susana Alcala Wood

Community Advocacy & Public Safety
General Council & Advisory
Litigation & Human Resources
Strategic Project & Research

**City Auditor**
Jorge Oseguera

Auditing
Research & Analysis
Whistleblower

**City Manager**
Howard Chan

**City Clerk**
Mindy Cuppy

Bids & Contracts
Boards & Commissions
Elections
Legislative Support
Records

**City Treasurer**
John Colville

Citywide Banking
Debt Management
Investments

**Assistant to the City Manager**
Amy Williams
Chief of Staff

Office of Media & Communications

Governmental Affairs

Performance Measures

**Assistant City Manager**
Leyne Milstein
Internal Services

**Finance**
Dawn Holm

Accounting
Budget, Policy and Strategic Planning
Procurement Services
Public Improvement Financing
Revenue

**Human Resources**
Shelley Banks-Robinson

ADA & Leaves
Benefits & Retirement
Employment, Classification & Development
Equal Employment Opportunities
Labor Relations
Risk Management

**Information Technology**
Maria MacGunigal

311 Center
Applications & Data Management
Enterprise Business Systems
Geographic Information Systems
IT Customer Services
Technical Support Services
Technical Administration

Cannabis

Diversity & Inclusion

**Assistant City Manager**
Chris Conlin
Public Safety

**Fire**
Gary Loesch, Chief

Emergency Medical Services
Fire Prevention
Fire Suppression

**Police**
Daniel Hahn, Chief

Field Services
Investigations
Operational Services

**Youth, Parks & Community Enrichment (YPCE)**
Mario Lara

Capital City Golf
Historic City Cemetery
Neighborhood Services & Special Events
Park Maintenance Services
Park Planning & Development Services
Recreation

Office of Emergency Management

Office of Homeless Coordination

Office of Violence Prevention

Youth Development

**Assistant City Manager**
Hector Barron
Municipal Services

**Public Works**
Ryan Moore

Engineering Services
Facilities/Real Property Management
Fleet Management
Maintenance Services
Parking Services
Sacramento Marina
Solid Waste
Transportation

**Utilities**
Bill Busath

Business & Integrated Planning
Engineering & Water Resources
Government Affairs
Operations & Maintenance
Public Affairs
Sustainability

**Assistant City Manager**
Michael Jasso
Community

**Community Development**
Tom Pace, Interim

Animal Care Services
Building
Business Compliance
Housing & Dangerous Buildings
Neighborhood Code Enforcement
Planning

**Convention & Cultural Services**
Jody Ulich

Center for Sacramento History
Crocker Art Museum
Discovery Science & Space Center
Fairytale Town
Metropolitan Arts Commission
Old Sacramento Historic District
Sacramento Convention Center
Sacramento History Museum
Sacramento Zoo

**Economic Development**
Melissa Anguiano
Deputy Director

Innovation & Economic Development

**LEGEND**

Mayor/Council
Charter Office

Mayor/Council
Office or Program

City Manager
Reporting Department

City Manager
Office or Program

# Appendix 2: Human Resources Department's Management Classes

| Management Classes - City |||| 
|---|---|---|---|
| Last Updated on 10/30/20 |||| 
| Class | Title | Union | Mgmt Level* |
| 020001 | Assistant City Attorney | EXM | Executive |
| 020044 | Assistant City Auditor | EXM | Executive |
| 020003 | Assistant City Manager | EXM | Executive |
| 001896 | Assistant Director | MGM | Executive |
| 020030 | Chief Information Officer | EXM | Executive |
| 020006 | City Attorney | EXM | Executive |
| 020007 | City Auditor | EXM | Executive |
| 020008 | City Clerk | EXM | Executive |
| 020009 | City Manager | EXM | Executive |
| 020010 | City Treasurer | EXM | Executive |
| 020012 | Director of Community Devlopmt | EXM | Executive |
| 020013 | Director of Convntion&Culture | EXM | Executive |
| 020014 | Director of Economic Develpmnt | EXM | Executive |
| 020015 | Director of Finance | EXM | Executive |
| 020018 | Director of Human Resources | EXM | Executive |
| 020019 | Director of Parks & Recreation | EXM | Executive |
| 020021 | Director of Public Works | EXM | Executive |
| 020020 | Director of PubSafety Acctblty | EXM | Executive |
| 020022 | Director of Utilities | EXM | Executive |
| 020023 | Executive Director SAC CCOMWP | EXM | Executive |
| 020024 | Fire Chief | EXM | Executive |
| 020028 | Police Chief | EXM | Executive |
| 001815 | Senior Deputy City Attorney | MGM | Executive |

| 020037 | Supervising Deputy City Attorney | EXM | Executive |
|---|---|---|---|
| 001914 | 311 Manager | MGM | Senior |
| 001845 | Animal Care Services Manager | MGM | Senior |
| 020002 | Assistant City Clerk | EXM | Senior |
| 020040 | Assistant to the City Manager | EXM | Senior |
| 001837 | Banking Operations Manager | MGM | Senior |
| 020005 | Budget Manager | EXM | Senior |
| 001709 | Business Services Manager | MGM | Senior |
| 001924 | Cannabis Manager | MGM | Senior |
| 001712 | Chief Building Official | MGM | Senior |
| 001714 | Chief Investment Officer | MGM | Senior |
| 021006 | Chief of Staff to the Mayor | MCS | Senior |
| 001917 | Code&Housing Enforcement Chief | MGM | Senior |
| 001723 | Convention Center General Mgr | MGM | Senior |
| 001921 | Cultural&Creative Economy Mgr | MGM | Senior |
| 001731 | Deputy City Attorney II | MGM | Senior |
| 020025 | Deputy Fire Chief | EXM | Senior |
| 020011 | Deputy Police Chief | EXM | Senior |
| 020043 | Director of Emergency Mgmt | EXM | Senior |
| 001923 | Diversity and Equity Manager | MGM | Senior |
| 001745 | Economic Development Manager | MGM | Senior |
| 001884 | Engineering Manager | MGM | Senior |
| 001880 | Facilities Manager | MGM | Senior |
| 001925 | Finance Manager | MGM | Senior |
| 001753 | Fire Assistant Chief | MGM | Senior |
| 001926 | Fire Marshal | MGM | Senior |
| 001881 | Fleet Manager | MGM | Senior |
| 001905 | Historic District Manager | MGM | Senior |
| 001939 | Homeless Services Manager | MGM | Senior |

| 020038 | HR Manager (Rep20) | EXM | Senior |
|---|---|---|---|
| 001851 | Human Resources Manager | MGM | Senior |
| 001764 | Integrated Waste General Mgr | MGM | Senior |
| 001761 | IT Manager | MGM | Senior |
| 001901 | Neighborhood Services Manager | MGM | Senior |
| 001853 | Law Office Administrator | MGM | Senior |
| 001781 | Park Maintenance Manager | MGM | Senior |
| 001869 | Park Plan Design & Devlpmt Mgr | MGM | Senior |
| 001882 | Parking Manager | MGM | Senior |
| 001786 | Planning Director | MGM | Senior |
| 001789 | Police Captain | MGM | Senior |
| 001937 | Principal Fiscal Policy Anlyst | MGM | Senior |
| 001797 | Procurement Services Manager | MGM | Senior |
| 001788 | Public Safety Admin. Manager | MGM | Senior |
| 001931 | Public Safety Communicatns Mgr | MGM | Senior |
| 001803 | Recreation Manager | MGM | Senior |
| 001864 | Risk Manager | MGM | Senior |
| 001915 | Special Districts Manager | MGM | Senior |
| 001883 | Streets Manager | MGM | Senior |
| 001834 | Support Services Manager | MGM | Senior |
| 001801 | Treasury Manager | MGM | Senior |
| 001702 | Administrative Officer | MGM | Mid-Level |
| 001703 | Arts Administrator | MGM | Mid-Level |
| 020004 | Assistant City Treasurer | EXM | Mid-Level |
| 001934 | Auditor | MGM | Mid-Level |
| 001886 | Building Services Manager | MGM | Mid-Level |
| 001827 | Chief Animal Control Officer | MGM | Mid-Level |
| 001933 | City Housing Manager | MGM | Mid-Level |
| 001861 | Code Enforcement Manager | MGM | Mid-Level |

| 021007 | Council/Clerk Operations Mngr | MCS | Mid-Level |
|--------|-------------------------------|-----|-----------|
| 001900 | Deputy Chief Building Official | MGM | Mid-Level |
| 001730 | Deputy City Attorney I | MGM | Mid-Level |
| 001889 | Deputy Convntn Ctr General Mgr | MGM | Mid-Level |
| 020017 | Director of Govtal Affairs | EXM | Mid-Level |
| 001746 | Emergency Communications Mgr | MGM | Mid-Level |
| 001928 | Envr. Health & Safety Mgr. | MGM | Mid-Level |
| 001809 | Envtal Health & Safety Officer | MGM | Mid-Level |
| 001139 | Equal Employment Manager | MGM | Mid-Level |
| 001930 | Ethics Program Compliance Ofc | MGM | Mid-Level |
| 001749 | Events Services Manager | MGM | Mid-Level |
| 001751 | Facilities & Real Prop Supt | MGM | Mid-Level |
| 001936 | Fiscal Policy Analyst | MGM | Mid-Level |
| 001763 | Integrated Waste Collctns Supt | MGM | Mid-Level |
| 001765 | Integrated Waste General Supv | MGM | Mid-Level |
| 001766 | Integrated Waste Planning Supt | MGM | Mid-Level |
| 001762 | IT Supervisor | MGM | Mid-Level |
| 001890 | Investment Operations Analyst | MGM | Mid-Level |
| 001773 | Marina Manager | MGM | Mid-Level |
| 020027 | Media & Communications Officer | EXM | Mid-Level |
| 001778 | Neighborhood Services Area Mgr | MGM | Mid-Level |
| 001777 | New Growth Manager | MGM | Mid-Level |
| 001802 | Operations General Supervisor | MGM | Mid-Level |
| 001782 | Park Maintenance Superintendnt | MGM | Mid-Level |
| 001784 | Permit Services Manager | MGM | Mid-Level |
| 001870 | Police Lieutenant | MGM | Mid-Level |
| 001932 | Police Social Services Admnstr | MGM | Mid-Level |
| 001793 | Principal Building Inspector | MGM | Mid-Level |
| 001918 | Principal Engineer | MGM | Mid-Level |

| 001798 | Program Manager | MGM | Mid-Level |
|---|---|---|---|
| 001804 | Recreation Superintendent | MGM | Mid-Level |
| 001894 | Urban Design Manager | MGM | Mid-Level |
| 001841 | Util Operations & Maint Supt | MGM | Mid-Level |
| 001842 | Utilities Ops and Maint Mgr | MGM | Mid-Level |
| 001904 | Website Administrator | MGM | Mid-Level |
| 001927 | Workers Comp Claims Mgr | MGM | Mid-Level |
| 001935 | Senior Auditor | MGM | Mid-Level |
| 021016 | Senior Council Representative | MCS | Mid-Level |
| 001938 | Senior Fiscal Policy Analyst | MGM | Mid-Level |
| 001859 | Arts Program Specialist | MGM | Individual Contributor |
| 001922 | Assistant Camp Sacramento Supv | MGM | Individual Contributor |
| 001912 | Camp Sacramento Supervisor | MGM | Individual Contributor |
| 001711 | Chief Building Inspector | MGM | Individual Contributor |
| 001280 | Contract and Compliance Spclst | MGM | Individual Contributor |
| 021015 | Council Representative | MCS | Individual Contributor |
| 001727 | Curator of Art | MGM | Individual Contributor |
| 001728 | Curator of Education | MGM | Individual Contributor |
| 001899 | Curator of History | MGM | Individual Contributor |
| 001729 | Debt Analyst | MGM | Individual Contributor |
| 001744 | Development Project Manager | MGM | Individual Contributor |
| 001913 | EMS Coordinator | MGM | Individual Contributor |
| 001810 | Envtal Health & Safety Spclst | MGM | Individual Contributor |
| 001748 | Equal Employment Specialist | MGM | Individual Contributor |
| 001750 | Events Services Supervisor | MGM | Individual Contributor |
| 001929 | Graphic Designer | MGM | Individual Contributor |
| 001944 | Investigator | MGM | Individual Contributor |
| 001767 | Investment Officer | MGM | Individual Contributor |
| 020034 | Labor Relations Analyst | EXM | Individual Contributor |

| 020036 | Labor Relations Officer | EXM | Individual Contributor |
|--------|------------------------|-----|------------------------|
| 001770 | Licensed Land Surveyor | MGM | Individual Contributor |
| 001772 | Management Analyst | MGM | Individual Contributor |
| 001775 | Media & Communications Spclst | MGM | Individual Contributor |
| 021022 | OPS Accountability Analyst | MCS | Individual Contributor |
| 021021 | OPS Accountability Spec | MCS | Individual Contributor |
| 001780 | Organizational Dev Spclst | MGM | Individual Contributor |
| 001791 | Principal Accountant | MGM | Individual Contributor |
| 001828 | Principal Applications Develpr | MGM | Individual Contributor |
| 020041 | Principal Budget Analyst | EXM | Individual Contributor |
| 001872 | Principal Management Analyst | MGM | Individual Contributor |
| 020033 | Principal Mngmnt Analyst Rep20 | EXM | Individual Contributor |
| 001795 | Principal Planner | MGM | Individual Contributor |
| 001796 | Principal Systems Engineer | MGM | Individual Contributor |
| 001799 | Program Specialist | MGM | Individual Contributor |
| 001805 | Recreation General Supervisor | MGM | Individual Contributor |
| 001812 | Senior Applications Developer | MGM | Individual Contributor |
| 001813 | Senior Architect | MGM | Individual Contributor |
| 001814 | Senior Debt Analyst | MGM | Individual Contributor |
| 001816 | Senior Development Project Mgr | MGM | Individual Contributor |
| 001817 | Senior Engineer | MGM | Individual Contributor |
| 001818 | Senior Investment Officer | MGM | Individual Contributor |
| 001819 | Senior Landscape Architect | MGM | Individual Contributor |
| 001820 | Senior Management Analyst | MGM | Individual Contributor |
| 001821 | Senior Personnel Analyst | MGM | Individual Contributor |
| 001822 | Senior Planner | MGM | Individual Contributor |
| 001823 | Senior Systems Engineer | MGM | Individual Contributor |
| 021005 | Special Assistant to the Mayor | MCS | Individual Contributor |
| 020035 | Special Projects Manager | EXM | Individual Contributor |

| 001855 | Special Projects Manager | MGM | Individual Contributor |
|--------|--------------------------|-----|------------------------|
| 001945 | Stores Administrator | MGM | Individual Contributor |
| 001829 | Supervising Architect | MGM | Individual Contributor |
| 001831 | Supervising Engineer | MGM | Individual Contributor |
| 001832 | Supervising Financial Analyst | MGM | Individual Contributor |
| 001898 | Supervising Landscape Architct | MGM | Individual Contributor |
| 020042 | Ticket Policy&Event Svcs Mgr | EXM | Individual Contributor |
| 001857 | Training Specialist | MGM | Individual Contributor |
| 001839 | Utility Construction Coord | MGM | Individual Contributor |
| 001875 | Veterinarian | MGM | Individual Contributor |
| 001942 | Workers Comp Claims Supv | MGM | Individual Contributor |
| 001943 | Worker's Compensatn Claims Rep | MGM | Individual Contributor |
| 021008 | Independent Budget Analyst | MCS | - |
| 001776 | Metropolitan Arts Manager | MGM | - |
| 021017 | Senior Advisor to the Mayor | MCS | - |
| 02000A | Staff Aide EXM (Min/Max) | EXM | - |
| 02100A | Staff Aide MCS (Min/Max) | MCS | - |
| 001856 | Staff Aide MGM (Min/Max) | MGM | - |

*Charter Officers set their own standards for defining management classes.*

*Leyne Milstein*
*Assistant City Manager*

**MEMORANDUM**

**DATE:**     December 1, 2020

**TO:**     Mayor and Council Members

**FROM:**     Leyne Milstein, Assistant City Manager
Aimée Zenzele Barnes, Manager, Office of Diversity and Equity
Shelley Banks-Robinson, Human Resources Director

**SUBJECT:**     **Auditor's 2020 Audit of City Employees' Workforce Diversity and Salary Trends**

At the request of Council, the Office of the City Auditor (Auditor) audited the gender and ethnic diversity of City employees in FY2016/17 and FY2017/18. For FY2018/19 this task was transferred to the City Manager's Office (CMO) so the newly hired Diversity and Equity Manager could oversee the results and offer recommendations on improving the City's gender and ethnic diversity. During the April 2019 presentation Council noted the importance of having the Auditor continue to audit employee workforce diversity and the CMO report on strategic actions and recommendations.

Given this direction, the CMO, in consultation with the Auditor, determined the task of auditing the gender and ethnic diversity would return to the Auditor for FY2019/20 with support from the Office of Diversity & Equity and the Human Resources Department (HR). This has resulted in greater administrative efficiencies for two reasons: 1) greater capacity in developing best practices within the audit, and 2) development and implementation of a citywide diversity, equity, and inclusion survey. This memorandum provides feedback in the following five areas:

- Background and Methodology
- Ethnicity/Racial Information
- Enhancing Data on City Workforce: Integrating Sexual Orientation and Gender Identity of Workforce
- Management Classification
- Workforce Pay Equity

Overall, the report provides useful and purposeful information to inform our efforts in building capacity and continue to move the City forward towards developing a workforce that is more reflective of the community.

We would like to thank staff from the Auditor, CMO, HR, the City Attorney's Office (CAO), the Executive Team, and the Information Technology Department (IT) for their assistance in providing information and cooperation during the development of this audit. All their valuable time and efforts spent on providing this vital information is greatly appreciated.

## BACKGROUND AND METHODOLOGY

This current workforce and salary trend report establishes July 1st of each year as a benchmark date to compare and analyze employee diversity trends from 2016 through 2020. This important element increases the ability to identify and understand the dynamics along the workforce continuum that underlie gaps of diversity representation of the City's workforce. This enables the City to achieve its goal of workforce equity more effectively by informing City leadership where gaps in mission critical occupations and skills areas are the greatest under and/or overrepresented when compared to residents of Sacramento. The desired outcomes are: 1) increase proficiency of staff through capacity building and strategic assessment/planning; and 2) institutionalize processes for identifying and addressing gaps of diversity representation.

## ETHNICITY/RACIAL INFORMATION

The report provides annual trends from 2016-2020 which serve as a "data snapshot" of the City's workforce from a racial, ethnic, and gender, perspective each July 1st. The CMO recognizes how important it is to continue to assess and improve data collection systems. To lessen the occurrence of missing race and gender data, HR has: 1) developed a form as part of new employee orientation to capture this information; and 2) runs a report every two months to determine and follow up with departments on missing information.

Since 2016, the number of employees that did not have a designated ethnicity/race has decreased from 174 to 13. The data provided are vital in informing how we can further improve performance and remain diligent in our efforts to find and build capacity on best practices and policies throughout the year.

Along with the Diversity Dashboard[1], the 2020 Workforce Diversity and Salary Trend report provides data trends for the citywide Race & Gender Equity Action Plan (RGEAP) that will inform: 1) efforts to identify internal and external factors that impact the workforce continuum; and 2) gaps of diversity representation of City workforce when compared to City residents. According to the 2020 report:

1. People of color represent 48% of the full-time and part-time workforce, 43% of management employees and 68% of the City's population.
2. Hispanics represent 19% of the full-time and part-time workforce, 15% of management employees and 31% of the City's population.
3. Women represent 34% of the full-time and part-time workforce, 39% of management employees and 50.4% of the City's population.

When comparing the race/ethnicity of full-time and part-time employees to those hired before July 1, 2019 (legacy) and those hired after July 1, 2019 (new hires), those hired after July 1, 2019 were on average more reflective of the diversity of our residents:

---

[1] Diversity Dashboard
https://app.powerbigov.us/view?r=eyJrIjoiN2E4YmQyYjgtYzZjNC00NDQyLWFhOTMtNjRlZDdjY2YwMjI1IiwidCI6ImU zN2UwMWYyLTU0MWItNGZmZC1iOGQ0LTc2YWVlOGI4YzA4ZCJ9

| 2020 PT/FT | White | Hispanic | Black | Two or More | Asian | Filipino |
|---|---|---|---|---|---|---|
| Legacy | 55% | 19% | 10% | 4% | 8% | 2% |
| New Hires | 34% | 23% | 14% | 11% | 12% | 1% |

When comparing the race/ethnicity of city management employees to those hired before July 1, 2019 (legacy) and those hired after July 1, 2019 (new hires), those hired after July 1, 2019 were on average more reflective of the diversity of our residents:

| 2020 City Management | White | Hispanic | Black | Two or More | Asian | Filipino |
|---|---|---|---|---|---|---|
| Legacy | 58% | 14% | 7% | 4% | 12% | 3% |
| New Hires | 31% | 38% | 23% | 8% | 0% | 0% |

The percentage of women represented in the full-time and part-time workforce decreased from 36% in 2016 to 34% in 2020, while women represented in management increased from 35% in 2016 to 39% in 2020. While information on trends of gender diversity in legacy and new hires is available in the data set the value of capturing and tracking this type of information has become more apparent in our most recent review of information. The CMO will work with the Auditor to incorporate this type of information in future reports.

While the report reflects trends that are encouraging signs of workforce diversity, it also reflects areas where there is needed improvement. The City recognizes that to meet our workforce equity goal requires ongoing, sustained, and systemic effort that commits to engaging with staff, leadership and stakeholders throughout the organization. The City is committed to becoming a more diverse and equitable organization in assessing, evaluating, and building infrastructure, operations, policy, and programs that establishes systemic capacity resulting in workforce equity. The RGEAP calls for a coordinated and collective response to the following overarching goals:

  ➢ Significant increase in employment, retention, and promotion of people of color and women.
  ➢ Improved communication, internally and externally, regarding outreach, recruitment, and hiring processes.
  ➢ Provide best practices resources to hiring managers in order to increase equity.
  ➢ Develop new internal and external partnerships to move workforce equity forward.

In October 2020, the six-step rollout process of the RGEAP began with the Executive Team which includes all department directors and Charter Offices. This process will culminate with equity teams established in all departments as well as racial equity trainings as part of the 2021 implementation year.

The RGEAP outlines key steps to ensure staff are equipped with tools, resources, and knowledge to integrate racial and gender equity into their work and departments as a whole. It is a working living document, and as such, it will be continually enhanced and improved upon through department teams, staff, and community input.

The RGEAP supports ongoing learning, assessment, and internal transformational change to ensure a continued high level of service to our evolving diverse community. The action plan is

organized to achieve the goal to: **attract, hire, and retain a workforce that reflects the diversity of the community across the breadth and depth of the City** through the following 14 outcome action strategies:

1. Review and modify job specifications/announcements through a class study to identify and remove unintentional and artificial barriers.

2. Sacramento youth of color and young women have a basic knowledge of careers preparation in government service and receive opportunities for preparing for those careers.

3. Develop a citywide pipeline framework that removes barriers to access to career pathways for people of color and women to move from high school to college to entry level positions with City of Sacramento.

4. The applicant pool for all positions reflects the racial and gender diversity of the City of Sacramento.

5. Department leadership and employees understand and are committed to achieving racial and gender equity and understand how the concepts connect to identify racially diverse applicants.

6. Department leadership and employees understand and are committed to achieving racial and gender equity and understand how the concepts connect to City Employment Examinations of the Hiring Process.

7. All employees are trained on interview practices that eliminate barriers, including addressing implicit bias, and support the hiring and promotion of a diverse workforce.

8. The selection process is designed to support the hiring and promotion of underrepresented racial and gender populations.

9. The onboarding process is designed to support all staff to advance racial and equity in all City of Sacramento processes and work-places.

10. Fosters employee career development while developing and supporting racial and gender equity.

11. City of Sacramento demonstrates commitment to investing in professional development by utilizing performance review processes to collaboratively identify opportunities, resources, and pathways towards individual employee goals.

12. City of Sacramento demonstrates a commitment to build leadership capacity and equity competencies of all managers and supervisors in mentoring and coaching practices.

13. City of Sacramento demonstrates a commitment to investing in professional development, capacity building, and training to advance racial and gender equity among the workforce.

14. City of Sacramento hires and supports retention efforts to support a racially and gender diverse workforce.

**ENHANCING DATA ON CITY WORKFORCE: INTEGRATING SEXUAL ORIENTATION AND GENDER IDENTITY OF WORKFORCE**

In April 2019 Council again requested that data and information on the workforce be inclusive of LGBTQ+ identified workforce during the presentation of the 2019 Ethnicity & Gender Report. In addition, the 2019 Ethnicity & Gender Diversity Report includes a recommendation to develop systems data collection on the workforce to include the LGBTQ+ workforce. This recommendation is based on the equity best practice to promote a welcoming, safe, professional, inclusive, and productive workplace for all by: 1) normalize - equity and inclusion in workplace culture that supports employees sense of belonging and visibility; and 2) operationalize - systemic change that will inform future initiatives and data collection efforts.

In August 2019, the Diversity & Equity Manager met with subject matter experts from IT, HR, and CAO to identify the necessary actions to institutionalize policies and practices, as well as the technical requirements to include sexual orientation and gender identity designations in employee profiles in the City's data repository, known as eCAPS. The endeavor to fully systematize, secure, and build capacity for both operational and HR staff who access the information is dynamic, complex, and iterative. The following actions have been completed or are currently underway:

- LGBTQ+ Inclusion Listening Forum created.
- HR updated and confirmed the requirement and annual signature of the HR Confidentiality Agreement for all HR personnel who access confidential and privileged information in eCAPS.
- Finalize the *Revised Personnel Policy Instruction Concerning Employee Personnel and Medical Records* III-86-1 and *IT Privacy Policy.*
- Support the established LGBTQ+ Employee Resource Group.
- In consultation with the LGBTQ+ Employee Resource Group finalize draft of new Gender Inclusion and Guidance Document for review and approval.
- In consultation with staff from the Sacramento Police Department, the Community Development Department, and the Organizational Development Division of HR, finalize curriculum and conduct Gender Identity Awareness Training as part of the Equity and Inclusion Leadership Series in 2021.

**MANAGEMENT CLASSIFICATION**

One of the recommendations from the 2019 Ethnicity & Gender Report was to identify parameters or definitions that account for hiring/supervisorial authority, job roles, education, experience, employee performance, and other factors that define management employees. This will ensure that when considering ethnic and gender representation within "management" there is a common shared understanding of the classifications included within this definition that accurately reflects the roles/responsibilities of those employees serving in management positions. The current report applies the definitions and classifications of management employees developed by HR in consultation with all City departments, which was finalized in June 2020.

Classifications included in Executive Management (EXM), Exempt Management (MGM), and Mayor/Council Support (MCS) have been categorized as "Executive Management," "Senior Management," "Mid-Level Management," or "Individual Contributor" (i.e. non-management) based on their class specifications, organizational structure, and department feedback. The

data provided in the current report will inform future strategic action for training, capacity building, and strategic planning by identifying the racial/ethnic and gender of management employees that are more representative of personnel that have the following job functions: 1) hiring and supervising authority; and/or 2) coordinate and provide oversight of programs.

## WORKFORCE PAY EQUITY

The most important thing to know about gender pay equity is that there is not one best way to measure it. Instead, there are different ways to measure for pay disparities, each with their own pros and cons and it is imperative to make some key distinctions in different types of pay gaps that can often get intermingled and confused.

There is *equal pay for equal work* and then there is the *overall pay gap*. Equal pay for equal work means like-for-like job comparisons controlling on pay across job level, function, location, employee experience and other relevant variables. The overall pay gap is about comparing the average of all male salaries to the average of all female salaries.

The emphasis on which pay gap to focus on varies. In the US, the current spotlight on pay equity is primarily on ensuring equity across gender and ethnicity in equal pay for equal work. In the US, Korn Ferry data suggests that the like-for-like pay gaps are on average less than a full percentage point different between genders. However, the overall gender pay gap in the US exceeds 20 percent. Virtually every other country sees this same pattern of difference in pay across gender. This is primarily driven by differences in access to higher-level jobs and higher-paying jobs, given that males make up the majority of executive roles. Males also tend to make up a majority of employees in the higher paying STEM fields such as engineering, information technology, and other scientific disciplines[2].

For example, in the current workforce, men and women are not represented equally among administrative assistants, engineers, and public safety. These different pay scales will cause a difference in average earnings as well as hourly wage earnings.  While this approach is commonly used and is the basis for the information included in the Auditor's report, a simple comparison of all women with all men does not account for important differences like this. For this reason, we refer to this as the "unadjusted" gender pay gap.

The current report uses an "unadjusted" analysis approach[3].  As such, the data does not consider differences in education, experience, job roles, employee performance, and other factors aside from gender that affect pay. We consider that the salary trends data provided in the report are purposeful in determining a critical and robust view of what may be causing pay differences between men and women.  However, we believe it would benefit the City to take a deeper look at other factors that may be contributing to pay differentials. This reflects the efforts already undertaken by HR to compare similarly situated employees by gender/ethnicity, years of

---

[2] Article: *"Why Pay Equity Keeps Getting More Complicated"* by Stephen Miller, CEBS.  March 19, 2018.  Retrieved December 14, 2018 at https://www.shrm.org/resourcesandtools/hr-topics/compensation/pages/pay-equity-gets-more-complicated.aspx.

[3] Analysis has not been adjusted for tenure, education, certification, experience, or other criteria that may affect the salaries of employees.

service and performance and implement adjustments as necessary if discrepancies were identified.

Further, we recommend that the City engage an external consultant, with the appropriate expertise, in a comprehensive pay equity study that incorporates an adjusted methodology. We are nearly ready to execute a contract for our citywide classification and compensation study and believe there will be resources available to move forward with a robust pay equity study. Staff intends to develop a request for proposals for this effort and move forward in 2021 as workload permits.

The completion of the classification and compensation study will be key to the citywide pay equity analysis as the results will ensure the following related to classification and compensation are current on a citywide basis:

- Classification:
    - Job Descriptions that include skill, responsibility, effort, physical conditions, and work environment
    - Skills that include experience, training, education, knowledge, ability, requisite requirement of the job
    - Work conditions that include work environment, occupational hazards, frequency/risk of injury, intensity, meaningful shift differentials (i.e., overnight shifts versus day shifts)
    - Effort that includes physical requirements, mental requirement, stress, fatigue
- Compensation:
    - Performance that includes pay alignment and connection to project completion, and goals/objectives
    - Review of pay structures, starting pay policies, accelerated step increase policies and promotional pay policies