

# City Auditor's 2021 Audit of City Employees' Workforce Diversity and Salary Trends

Report# 2021/22-14 | June 2022



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

*Research and Analysis Division*

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## Objective

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

### Total Employees as of July 1, 2021

**4,776** City Employees  
**3,893** Full-Time City Employees  
**883** Part-Time City Employees

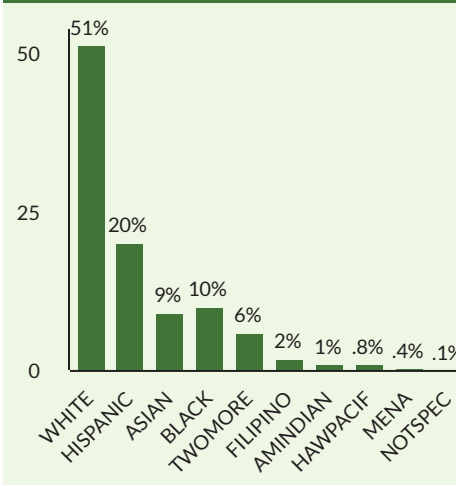


We exported eCAPS data as of July 1st of 2016-2021.

## Full-Time and Part-Time City Employees by Department and Gender, 2021 (4,776 Total)

Department	Female	Male
City Attorney	56%	44%
City Auditor	60%	40%
City Clerk	94%	6%
City Manager	71%	29%
City Treasurer	60%	40%
Community Development	43%	57%
Community Response	67%	33%
Convention & Cultural Services	70%	30%
Finance	73%	27%
Fire	10%	90%
Human Resources	77%	23%
Information Technology	35%	65%
Mayor/Council	61%	39%
Police	32%	68%
Public Works	17%	83%
Utilities	22%	78%
Youth, Parks, and Community Enrichment	52%	48%
<b>Grand Total</b>	<b>35%</b>	<b>65%</b>
City Population	51%	49%

## Full-Time and Part-Time City Employees by Ethnicity/Race, 2021 (4,776 Total)

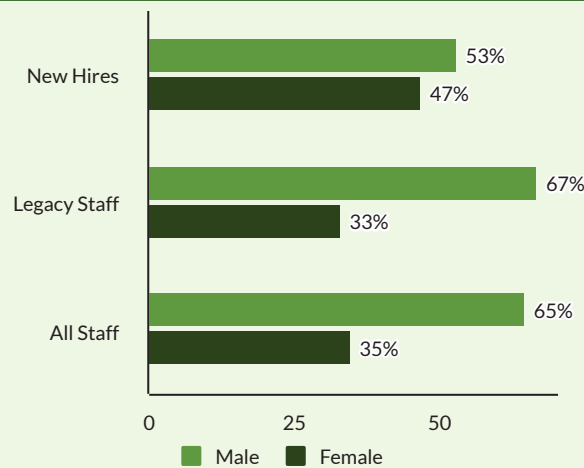


## Average Salaries of City Employees by Gender, 2021

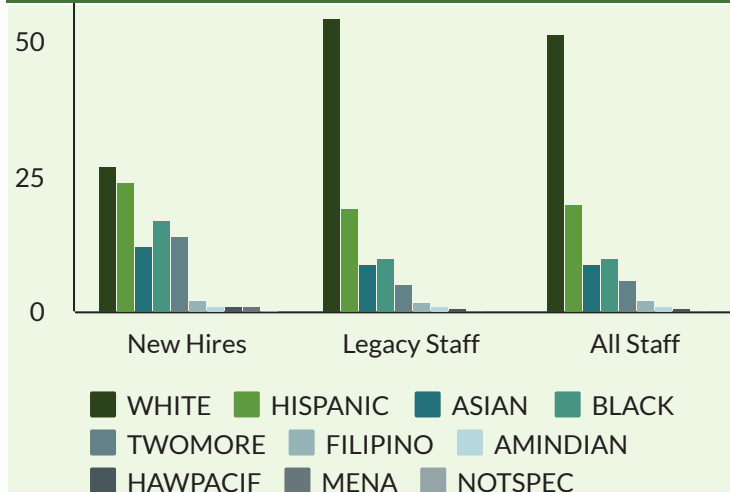
Full-Time and Part-Time Male City Employees: **\$87,948**  
Full-Time and Part-Time Female City Employees: **\$63,579**  
Full-Time Male City Employees: **\$98,412**  
Full-Time Female City Employees: **\$84,228**  
Full-Time Male City Employees ex. sworn SFD & SPD\*: **\$82,025**  
Full-Time Female City Employees ex. sworn SFD & SPD\*: **\$80,075**

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

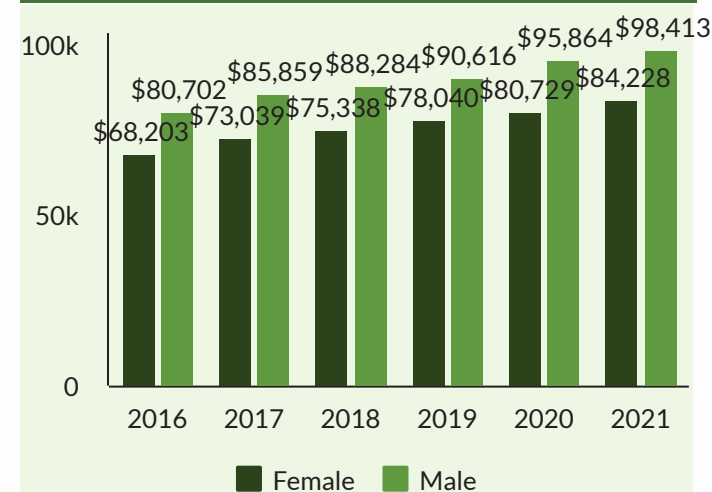
## Gender of Legacy Staff (Hired before 7/1/20) Compared to New Hires (Hired on or after 7/1/20)



## Ethnicity of Legacy Staff (Hired before 7/1/20) Compared to New Hires (Hired on or after 7/1/20)



## Average Salaries of Full-Time Employees by Gender, 2016-2021



## Introduction

In accordance with the City Auditor's 2021/22 Audit Plan, we have completed the *2021 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 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<sup>1</sup>. The assessment was to include the City's employee demographics related to age, ethnicity/race<sup>2</sup>, 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.

On January 12, 2021, the Sacramento City Council also directed the City Auditor to conduct an analysis of the gender and ethnic diversity of City job applicants, new employees, promoted employees, and separated employees and compare the results to the demographics of the City of Sacramento residents. The *Diversity Review of City Employment Applications, Hires, and Separations: July 1, 2018 through January 31, 2021* was released in June 2021. The Office of the City Auditor will continue to conduct the diversity review of employment applications, hires, and separations on a regular basis in a separate audit report. This report will focus on an analysis of City employee demographics as of July 1, 2021 and analyze employee diversity trends from 2016 through 2021.

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<sup>1</sup> 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](http://sacramento.granicus.com/player/clip/3807?view_id=&caption_id=2988780&redirect=true)

<sup>2</sup> Throughout the report, we will use ethnicity/race due to possible difference of opinion or interpretation of the terms.

## 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 state and local governments that have 15 or more employees to record demographic information of City employees and report the data to EEOC.

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.<sup>3</sup>

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.

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<sup>3</sup> 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 regularly runs a report 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. In addition, when an employee whose ethnicity/race was not specified in eCAPS is updated in a subsequent year, their ethnicity/race is updated for all previous years’ data as well. Therefore, the total employees with missing ethnicity/race in the following table may be different from prior audit reports.

**Figure 1: Total Employees with Missing Ethnicity/Race by Fiscal Year**

Year	City Employees Missing Ethnicity/Race
2016	166
2017	38
2018	5
2019	4
2020	3
2021	5

Source: Auditor generated from City of Sacramento eCAPS data.

### Process for Collecting Gender Information

The City uses the following gender<sup>4</sup> 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)<sup>5</sup>.

**Figure 2: Total Employees with Missing Gender by Fiscal Year**

Year	City Employees Missing Gender
2016	3
2017	0
2018	14
2019	2
2020	1
2021	1

Source: Auditor generated from City of Sacramento eCAPS data.

<sup>4</sup> Throughout the report, we will use gender instead of sex.

<sup>5</sup> When an employee whose gender was unknown in eCAPS is updated in a subsequent year, their gender is updated for all previous years' data as well. Therefore, the total employees with missing gender in the table may be different from prior audit reports.



## 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 1<sup>st</sup> of every year. Information presented in this report reflects eCAPS data as of July 1st of 2016, 2017, 2018, 2019, 2020, and 2021. This report includes data and charts that analyze demographic characteristics. Additionally, trend analyses analyze employees' demographic information from 2016 through 2021.

Since the 2017 audit, the Human Resources Department has updated the City's management designations, classifications, and definitions. Management classifications have been defined as follows:

- **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, classifications, 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. Employees in 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 II	Police Officer
Deputy Police Chief	Fire Marshal	Police Sergeant
Fire Assistant Chief	Fire Prevention Officer I	Reserve Police Officer I
Fire Battalion Chief	Fire Prevention Officer II	Reserve Police Officer II
Fire Captain	Firefighter	Reserve Police Officer III
Fire Chief	Police Captain	Reserve Police Sergeant
Fire Engineer	Police Chief	Senior Fire Prevention Officer
Fire Investigator I	Police Lieutenant	

Source: The Human Resources Department.

Police Officers and Firefighters in the City are originally hired as recruits and are promoted to Police Officers and Firefighters after they graduate from their respective academies. In addition, in the Police Department, Community Service Officer I and Community Service Officer II positions are similar to Police Officer recruit positions. Recruits are not considered sworn positions. However, in this report, positions listed above in addition to the Police Officer recruit, Fire recruit, Community Service Officer I, and Community Service Officer II positions have been classified as sworn positions.

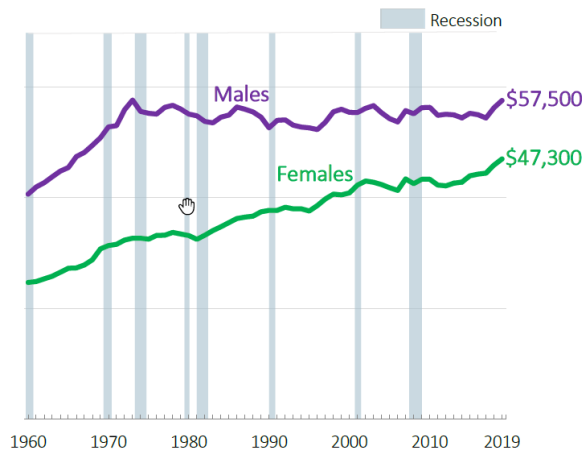
## Diversity in the Workplace

Conducting annual reviews of gender and ethnicity of City employees can help assess progress over time. This 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 in 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.<sup>6</sup> The Census Bureau found that although a pay gap persists, it has narrowed over time. The figure below shows the real median earnings of full-time males and females over time.

Figure 4: Real Median Earnings: 1960 to 2019



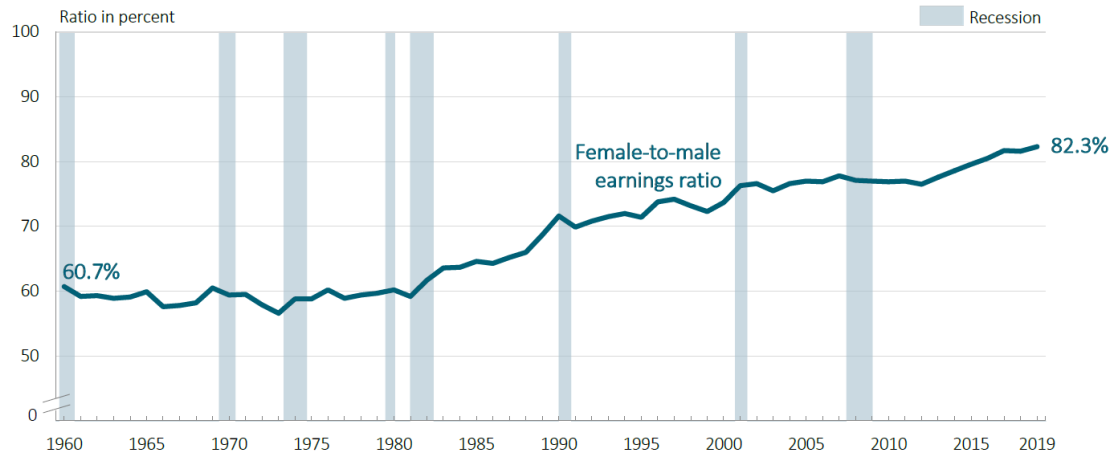
Source: U.S. Census Bureau

<sup>6</sup> 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>

Although the gender pay gap has narrowed over time, as shown in figure 5 below, female earnings were 82.3 percent of male earnings in 2019.

**Figure 5: Female-to-Male Earnings Ratio: 1960 to 2019**

*(Full-time, year-round workers, aged 15 and older)*



Source: U.S. Census Bureau

According to new analysis by the Pew Research Center, when comparing the 2019 median annual earnings of full-time, year-round workers under the age of 30 in the Sacramento area, the median annual earnings of women at \$33,598, were actually greater than that of men at \$33,374. However, the Pew Research Center states “Nationally, women under 30 who work full time, year-round earn about 93 cents on the dollar compared with men in the same age range, measured at the median. As these women age, history suggests that they may not maintain this level of parity with their male counterparts.”

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.”<sup>7</sup>

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.”<sup>8</sup> 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.

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<sup>7</sup> 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](https://www.glassdoor.com/research/app/uploads/sites/2/2019/03/GD_Report_AnalyzingGenderPayGap_v2-2.pdf)

<sup>8</sup> *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 *2020 Audit of City Employees' Workforce Diversity and Salary Trends* in November 2020, 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

According to the City Manager's Office, the following are improvements since the last audit.

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 through the framework of the Global Diversity Equity Inclusion Benchmark Model and the Government Alliance on Race & Equity (GARE). After completing the GARE Learning Cohort and the Race & Gender Equity Action Plan, the following priorities of the Diversity and Equity Manager for FY 2020-2021 were:

#### **Priority #1 Implementation of the Race & Gender Equity Action Plan (2020-2025)** (Completed in January 2020)

The 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.

The following is a brief outline of the strategic actions from 2018 to date:

**Aug 2018 – Dec 2018:** Representatives from across the City appointed (**PREPARATION**)

**Dec 2018 – May 2019:** Six-month GARE cohort training, racial equity statement, and racial history of Sacramento, organizational assessment (**CAPACITY BUILDING & TRAINING**)

**Jun 2019 – Nov 2019:** GARE learning cohort organizational assessment applied racial equity tool to identify 14 major themes along workforce continuum – workforce equity (**RESEARCH & EVALUATION**)

**Nov 2020:** RGEAP Rollout Steps 1-2 began key concepts, overview, and user manual (**IMPLEMENTATION & NORMALIZING**)

**Jan 2021:** RGEAP Rollout Step 3-4 development of Department Equity Teams and Introduction to Department 43 Equity Point Assessment (**NORMALIZING & ORGANIZING**)

**Mar – June 2021:** RGEAP Rollout Steps 5-6 Department 43 Equity Point Assessment, Annual Reporting and Racial Equity Training **(NORMALIZATION & EVALUATION)**

**Aug 2021:** 21 Day Racial Equity Habit Building Challenge **(NORMALIZING)**

**Sept – Dec 2021:** Foundational Racial Equity Trainings (DELTA Phase 1) for all City Department and Charter Offices Equity Teams **(NORMALIZE)**

**Dec 2021:** Support Department Equity Teams in finalizing Department Profile & Assessments and First Annual Report **(OPERATIONALIZE)**

**Priority #2 Pilot an Equity & Inclusion Leadership Series (EILS)**

Developed in collaboration with the City of Sacramento’s Human Resources Department to develop and administer the following trainings for City staff:

- Dialogues (7 times)
- The 5 Approaches to Diversity, Equity, & Inclusions (5-week cohort) (2 times)
- Gender Bias Training (2 times)
- Performance Management – Reducing Bias and Advancing Inclusion (4 times) included in the Supervisor Training Series
- 21-Day Racial Equity Habit Building Challenge

In addition to the above trainings, the Gender Bias Training was a new module added to the City’s 2021 offerings. The curriculum for the Gender & Sexuality Awareness Training (GSAT) (4-week cohort) was developed in direct collaboration with subject matter experts from Animal Control, Sacramento Police Department, the Human Resources Department, and the LGBTQ+ Employee Resource Group (ERG). The GSAT was offered beginning in March 2022.

**As of January 2022, the Office of the City Manager has completed the following:**

- Joined the learning cohort of the New Living Cities Closing the Gap Network that advances racial equity among US cities.
- Developed and finalized drafts for Gender Inclusion Policy and Employee Resource Group Policy.
- Along with the Human Resources Department, developed budget for Fire Diversity Strategies for fiscal year 2021/2022.
- Participated in New Living Cities Undoing Racism Workshop by People’s Institute for Survival and Beyond (PISAB).
- Supported the establishing of an LGBTQ+ and an Asian/Pacific Islander (API) ERG.
- Established Department Equity Teams.

- Developed curriculum in collaboration with the Human Resources Department for City mandatory implicit bias training, to be initially rolled out for people serving on interview panels or any part of the interview process.
- Developed, lead, and administered the six elements of the of the 5-year Race and Gender Equity Action Plan (RGEAP) focused on workforce equity that includes:
  - 43 Equity Point Department Assessment
  - Department Annual Benchmark Goals
- Developed curriculum for Developing Equity Leadership Through Action (DELTA) Phase 1 Racial Equity Foundations Training for Department Equity Teams.
- Trained GARE City Learning Cohort Team on Facilitation of DELTA Phase 1.
- Implemented seven 5.5-hour DELTA Phase 1 Racial Equity Training for all City Department Equity Teams in Fall 2021, Department Directors and Charter Offices in January 2022, and Mayor and City Council staff in March 2022.

### The Human Resources Department

Since the release of the *2020 Audit of City Employees' Workforce Diversity and Salary Trends*, the Human Resources Department highlighted the following accomplishments:

1. Initiated a Citywide classification and compensation study
  - Update classifications to remove artificial employment barriers, e.g., education and driver's license requirement.
  - Provide substitution pattern allowing for experience in lieu of education, where applicable.
  - Compensation analysis to evaluate competitiveness of pay and pay compaction.
2. Executive Recruitments
  - Increased accountability by firms to produce a qualified, diverse applicant pool through the Human Resources Department's monitoring and evaluation.
3. Developed a pilot mentoring program with a focus on diversity, equity, and inclusion. Currently working to engage Recognized Employee Organizations prior to launch.
4. Online civil service examinations
  - Moved examinations to an online platform to improve accessibility and to enlarge outreach efforts.
5. Removed gender pronouns in civil service examinations to promote inclusion and minimize bias.
6. Developed and administered first City of Sacramento job fair, featuring City departments and discussion panels regarding employment and interviewing techniques.



7. Attended diversity job fairs.
8. Partnered with the Sacramento Fire Department to update citizenship language in job postings to promote diversity.
9. Partnered with the Youth, Parks & Community Enrichment Department to maximize usage of NeoGov for youth aide recruitments, increasing quality of data collection and records retention.
10. Partnered with the Office of Diversity and Equity to develop and administer the following trainings:
  - Dialogues (7 times)
  - The 5 Approaches to Diversity, Equity, & Inclusions (5-week cohort) (2 times)
  - Gender Bias in the Workplace (2 times)
  - Performance Management – Reducing Bias and Advancing Inclusion (4 times)
  - 21-Day Racial Equity Habit Building Challenge
11. Conducted racial equity training for City of Sacramento departments' core equity teams.

## Opt-in Survey

In early 2020, 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 results were reported in the *2020 Diversity, Equity, and Inclusion Survey Results*.

During this audit, we updated and reinitiated the employee survey. The *2022 City Employee Diversity and Workplace Climate Survey* was available for City employees to take from March 1, 2022 to March 15, 2022 . 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: 2022 City Employee Diversity and Workplace Climate Survey Announcement**



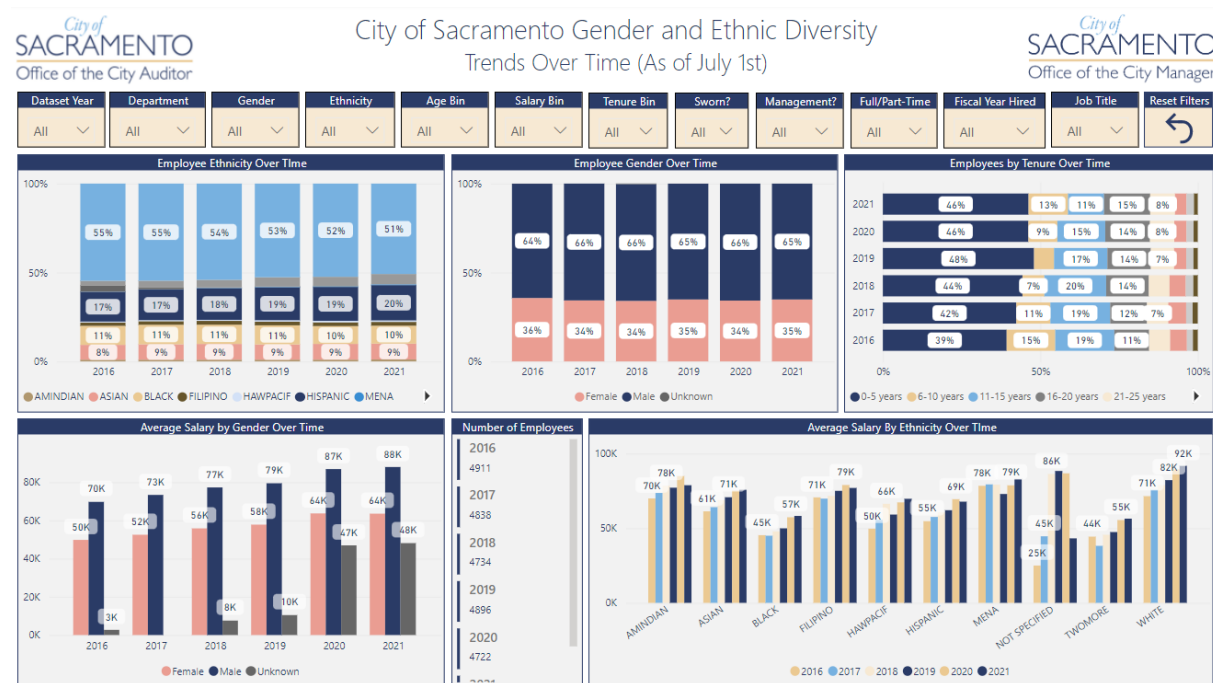
Source: Auditor generated graphic.

There were 4,436 full-time and part-time employees when the survey was launched on March 1, 2022. We received a total of 949 survey responses (21 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 which can be accessed here: <http://www.cityofsacramento.org/Auditor/Reports/IBA-Reports>.

## 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 2021. Our analysis focused on full-time and part-time employees as of July 1<sup>st</sup> 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, 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 data such as the 2016-2020 American Community Surveys and 2020 Decennial Census for ethnicity/race, sex, and household income. In addition, we used LGBTQ+ statistics from Gallup, a global analytics and advice firm that conducts surveys.<sup>10</sup>

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<sup>10</sup> 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 2021/22 was \$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 for 2020. The Census counts every person within the United States (U.S.) and five U.S. territories every ten years. The U.S. Census Bureau also conducts other surveys and estimates, such as the American Community Survey and Current Population Survey, on a more regular basis to gather 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 2020 <sup>11</sup>:

- The total population is estimated to be 524,943 residents;
- The three most populous ethnic/racial groups in the City population are White (30 percent), Hispanic or Latino (29 percent), and Asian (17 percent);
- Females comprise 51 percent of the City population, while males comprise 49 percent;
- The median household income is \$65,847 while the average household income is \$87,213; and
- The median age is 35.

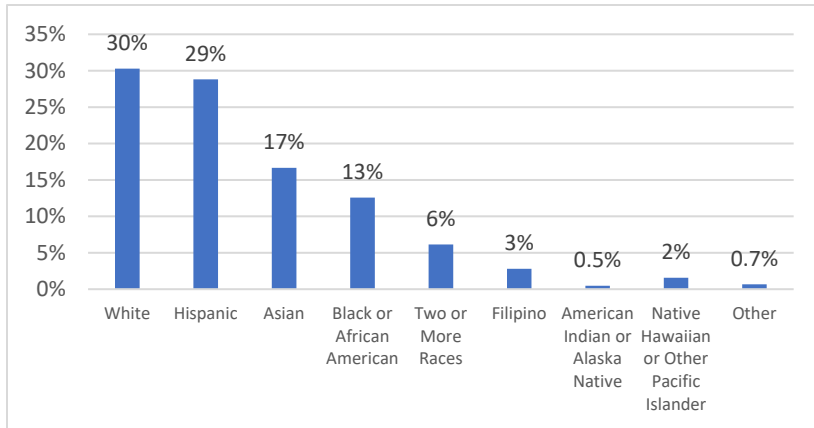
This chapter provides ethnicity/race and gender demographics related to Sacramento residents that can be compared to City employee demographics in the remaining chapters. This chapter also includes data regarding the City's projected lesbian, gay, bisexual, and/or transgender populations as estimated by Gallup polling data and 2022 City of Sacramento National Community Survey. 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 which can be accessed here: <http://www.cityofsacramento.org/Auditor/Reports/IBA-Reports>.

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<sup>11</sup> The 2020 Census data was the most recent information available at the time of this audit.

Figure 8 below shows Sacramento’s 2020 population estimate by ethnicity/race based on data from the U.S. Census Bureau.<sup>12</sup>

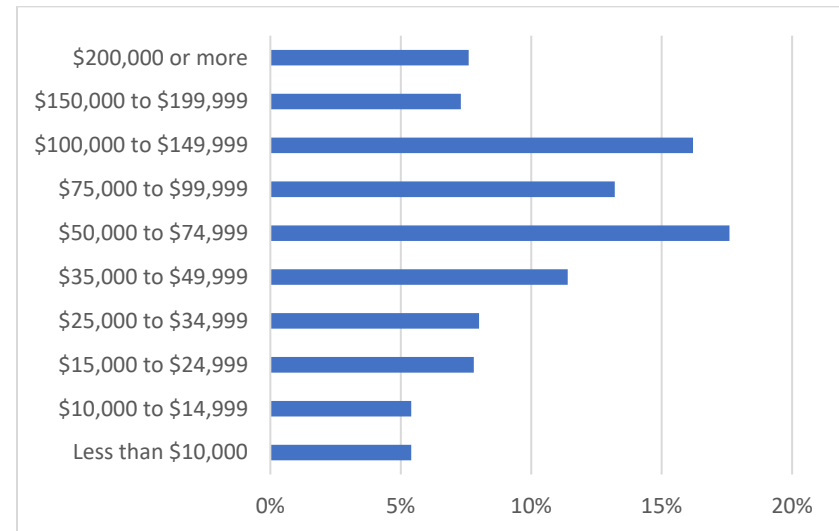
**Figure 8: Estimated Population of Sacramento Residents by Ethnicity/Race (524,943 total)**



Source: U.S. Census Bureau

Figure 9 shows Sacramento’s household income statistics based on the 2020 American Community Survey.

**Figure 9: Estimated Population of Sacramento Residents by Household Income (187,683 total Households)**



Source: U.S. Census Bureau

<sup>12</sup> 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 addition, the U.S. Census Bureau generally includes Filipino in the Asian

category. However, the U.S. Census Bureau’s American Community Survey estimates that Filipino residents make up 2.8 percent of the City’s population.

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*

The Office of the City Auditor conducts community surveys of residents to understand how they feel about the quality of services provided, facets of livability, use of resources, and present and future needs of the community as a whole. The survey also includes demographic questions such as age, sex, and sexual orientation. The most recent 2022 National Community Survey report provided the opinions of a representative sample of 700 residents of the City of Sacramento. The survey had a 95 percent confidence level and margin of error of plus or minus four percentage points. The following figure identifies the sexual orientation of survey respondents of the 2022 National Community Survey.

**Figure 11: Sexual Orientation of the 2022 City of Sacramento National Community Survey Respondents**

Sexual Orientation	Percent
Asexual	6%
Bisexual	3%
Gay/Lesbian	9%
Heterosexual	73%
Pansexual	3%
Questioning	1%
Other	5%

Source: *2021 City of Sacramento National Community Survey*

## 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 analyses that examine City employees' demographics from 2016 to 2021. We exported eCAPS data as of July 1<sup>st</sup> of each year.

The following are some key statistics related to the City of Sacramento's employees as of July 1, 2021:

- The total number of City employees was 4,776;
- The total number of full-time employees was 3,893;
- The total number of part-time employees was 883;
- The total number of management employees was 275;
- The total number of sworn employees was 1,473;
- The average age of City employees was 41; and
- The average tenure of City employees was 10.12 years.



Figure 12 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 City Auditor’s Office was moved from Mayor and Council to the Office of the City Auditor in July 2019 and Community Response was created July 2021.

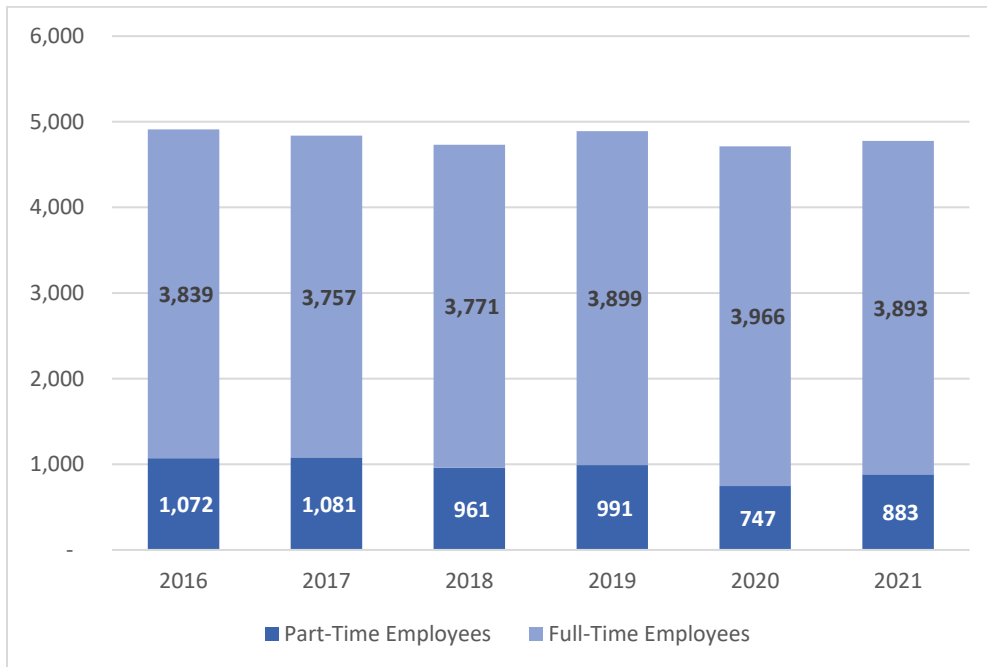
**Figure 12: Total of All and Full-Time (F/T) City Employees by Department, 2016-2021**

Department	2016		2017		2018		2019		2020		2021	
	All	F/T	All	F/T	All	F/T	All	F/T	All	F/T	All	F/T
City Attorney	46	46	49	49	49	49	54	53	58	57	57	56
City Auditor	0	0	0	0	0	0	7	7	8	8	10	10
City Clerk	16	16	16	16	18	18	17	17	15	15	17	17
City Manager	27	27	27	27	40	40	46	46	57	57	52	52
City Treasurer	12	12	12	12	12	12	11	11	10	10	10	10
Community Development	218	208	231	221	252	244	259	251	271	263	258	251
Community Response	0	0	0	0	0	0	0	0	0	0	9	9
Convention & Cultural Services	224	94	192	94	186	74	167	69	167	62	151	53
Finance	79	79	89	88	86	86	90	89	85	84	88	87
Fire	623	623	643	643	616	616	643	643	657	657	658	658
Human Resources	68	66	68	65	70	68	73	71	65	63	70	69
Information Technology	124	123	153	151	168	166	176	174	176	175	185	184
Mayor/Council	60	39	68	52	65	46	57	42	55	43	59	44
Police	1,127	1,001	1,108	945	1,105	951	1,138	1,003	1,169	1,050	1,139	1,038
Public Works	637	630	641	633	648	642	646	635	630	625	593	590
Utilities	503	499	501	496	498	493	512	506	505	503	484	482
Youth, Parks, and Community Enrichment	1,147	376	1,040	265	919	266	994	282	785	294	936	283
<b>Grand Total</b>	<b>4,911</b>	<b>3,839</b>	<b>4,838</b>	<b>3,757</b>	<b>4,732</b>	<b>3,771</b>	<b>4,890</b>	<b>3,899</b>	<b>4,713</b>	<b>3,966</b>	<b>4,776</b>	<b>3,893</b>

Source: Auditor generated from City of Sacramento eCAPS data.

Figure 13 shows the number of employees for each year. In early 2020, due to the COVID-19 outbreak and an anticipated loss of revenue during the year and the coming fiscal year, the City implemented a hiring freeze for all non-essential recruitments.

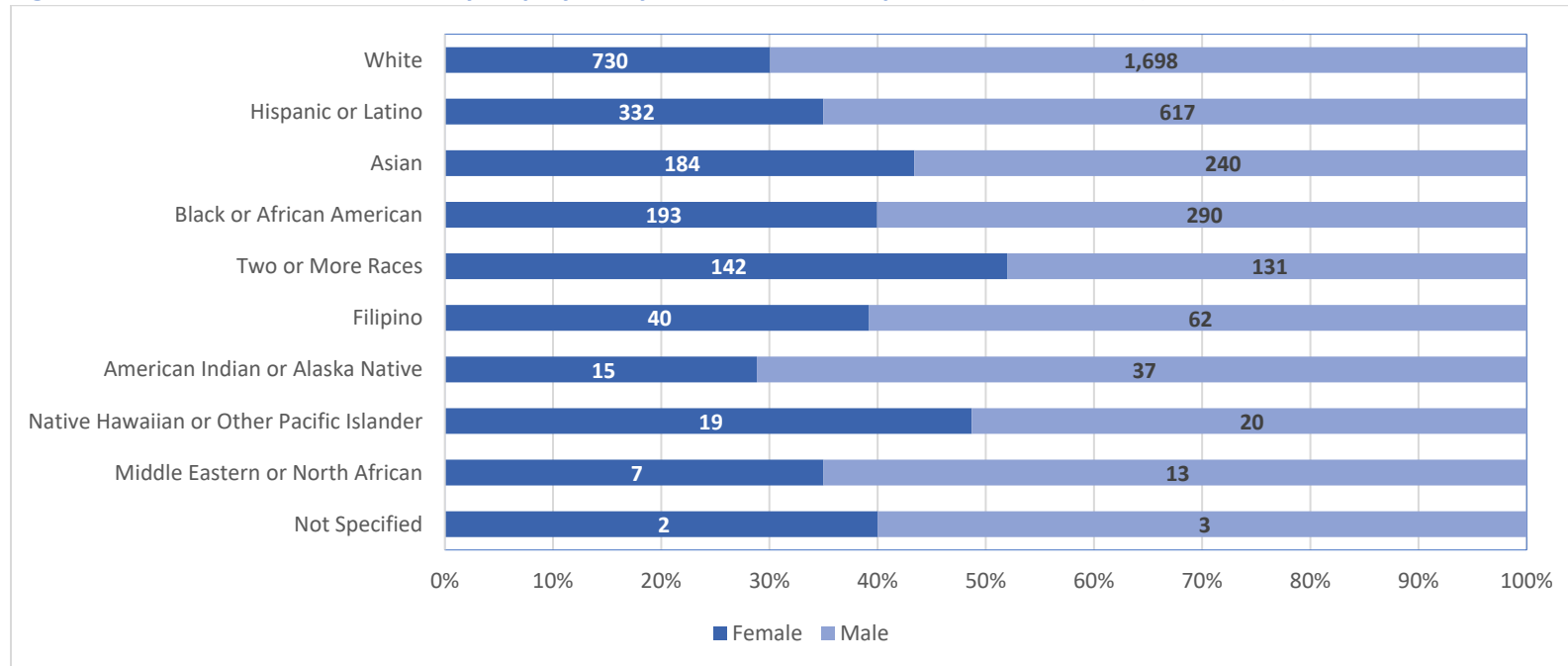
**Figure 13: Total Number of Full-Time and Part-Time City Employees, 2016-2021**



Source: Auditor generated from City of Sacramento eCAPS data.

Figure 14 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 group is Middle Eastern & North African female.

**Figure 14: Full-Time and Part-Time City Employees by Ethnic/Racial Groups and Gender, 2021 (4,775 Total)**

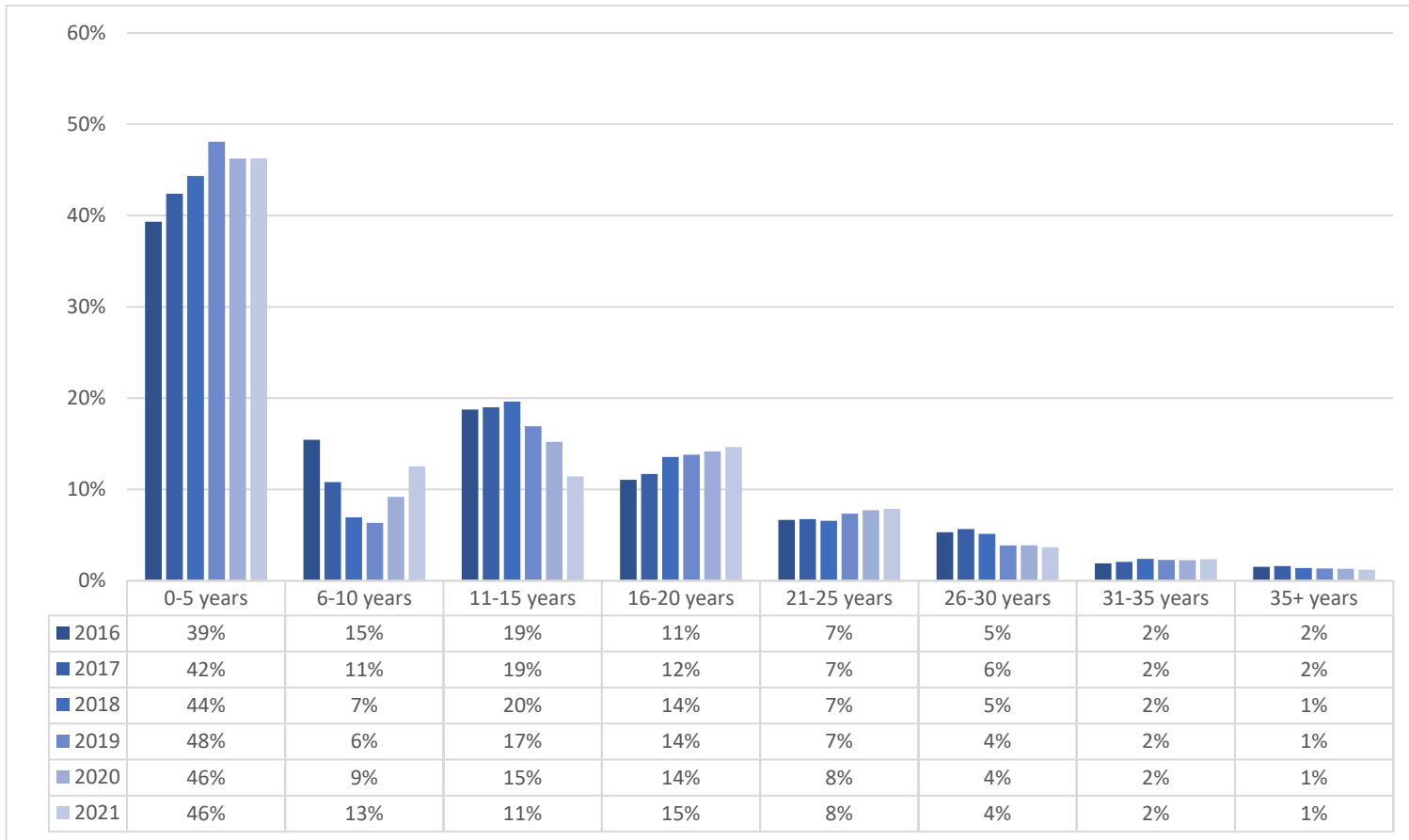


Note: One employee whose gender was not specified was excluded from this analysis.

Source: Auditor generated from City of Sacramento eCAPS data.

Figure 15 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.

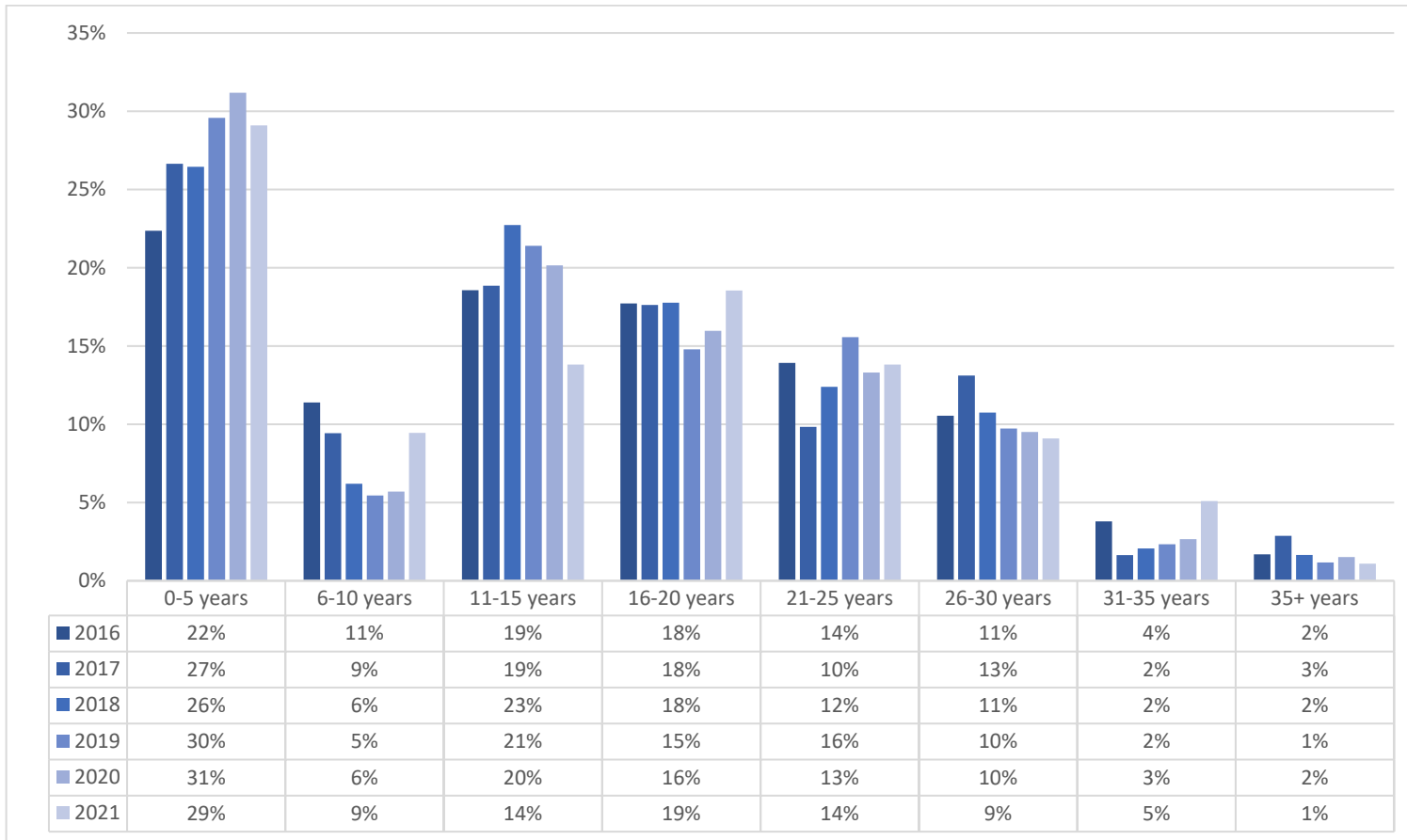
**Figure 15: Tenure Ranges of Full-Time and Part-Time City Employees, 2016-2021**



Source: Auditor generated from City of Sacramento eCAPS data.

Figure 16 shows the tenure ranges of management employees. Based on the data below, each year the largest tenure range is 0-5 years. All management employees are full-time.

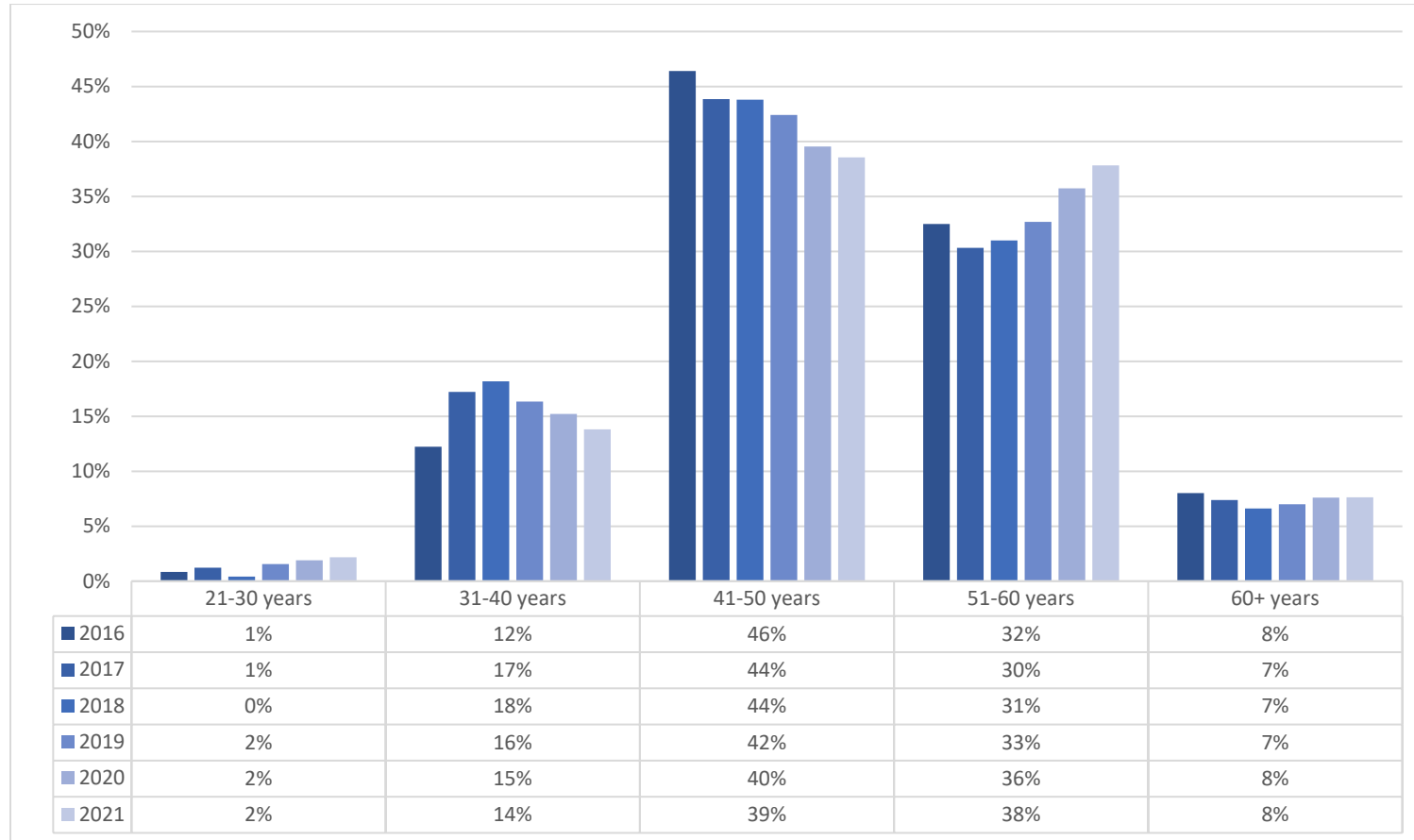
**Figure 16: Tenure Ranges of All Management City Employees, 2016-2021**



Source: Auditor generated from City of Sacramento eCAPS data.

Figure 17 shows the age ranges of management employees. Based on the data below, the 31-40 years old and 41-50 years old categories have slowly declined while the 51-60 years old category has slowly increased in the City’s management workforce. All management employees are full-time.

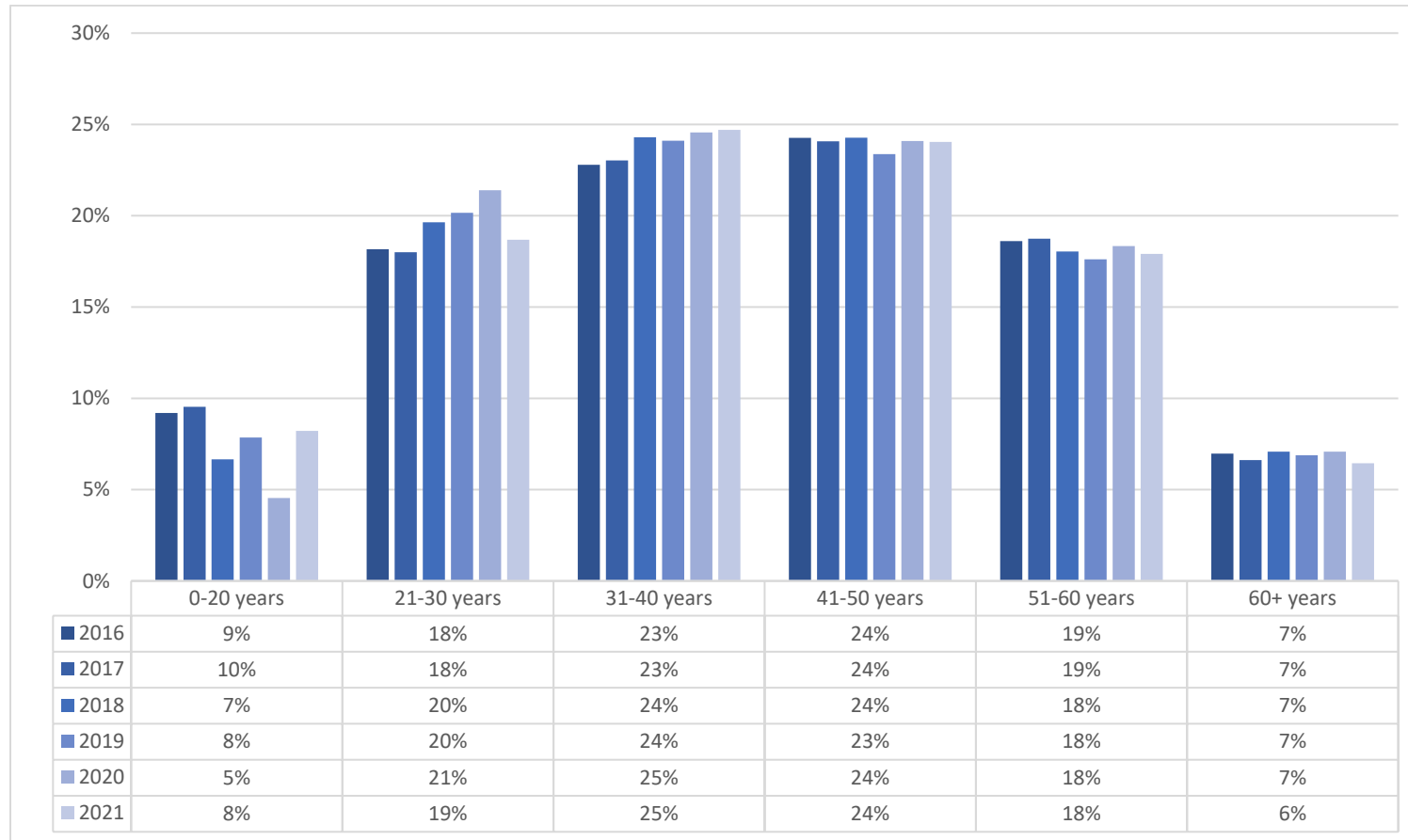
**Figure 17: Age Ranges of All Management City Employees, 2016-2021**



Source: Auditor generated from City of Sacramento eCAPS data.

Figure 18 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 18: Age Ranges of Full-Time and Part-Time Non-Management Employees, 2016-2021**



Source: Auditor generated from City of Sacramento eCAPS data.

## Chapter 3: Gender Analysis of City of Sacramento Employees

The following chapter analyzes 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 U.S. Census Bureau data estimates that in 2020 the gender breakdown of Sacramento residents was 51 percent female and 49 percent male. Based on the data below, there is an overrepresentation of male employees when compared to the gender breakdown of Sacramento residents.

Figure 19 shows the total number and percentage of employees by gender in each department. The chart below shows that the City Clerk's office has almost all female employees. Additionally, the Fire Department has 90 percent male employees. The gender breakdown of the Youth, Parks, and Community Enrichment Department most closely resembles Sacramento residents' gender breakdown.



**Figure 19: Full-Time and Part-Time City Employees by Department and Gender, 2021 (4,775 Total)**

Department	Percent Female and Male		Number of Employees		Total
	Female	Male	Female	Male	
City Attorney	56%	44%	32	25	57
City Auditor	60%	40%	6	4	10
City Clerk	94%	6%	16	1	17
City Manager	71%	29%	37	15	52
City Treasurer	60%	40%	6	4	10
Community Development	43%	57%	112	146	258
Community Response	67%	33%	6	3	9
Convention & Cultural Services	70%	30%	105	46	151
Finance	73%	27%	64	24	88
Fire	10%	90%	64	594	658
Human Resources	77%	23%	54	16	70
Information Technology	35%	65%	64	121	185
Mayor/Council	61%	39%	36	23	59
Police	32%	68%	370	769	1,139
Public Works	17%	83%	101	492	593
Utilities	22%	78%	105	378	483
Youth, Parks, and Community Enrichment	52%	48%	486	450	936
<b>Grand Total</b>	<b>35%</b>	<b>65%</b>	<b>1,664</b>	<b>3,111</b>	<b>4,775</b>
<b>City Population</b>	<b>51%</b>	<b>49%</b>			<b>524,943</b>

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 U.S. Census Bureau data.

Figure 20 compares the percentages of non-management and management employees by department and gender. Based on the data below, females account for 35 percent of all non-management employees while females account for 40 percent of management employees.

**Figure 20: Comparison of Full-Time and Part-Time Management and Non-Management City Employees by Department and Gender, 2021**

Department	Management Employees			Non-Management Employees		
	Female	Male	Total	Female	Male	Total
City Attorney	40%	60%	30	74%	26%	27
City Auditor	60%	40%	10	0%	0%	0
City Clerk	100%	0%	3	93%	7%	14
City Manager	70%	30%	20	72%	28%	32
City Treasurer	60%	40%	5	60%	40%	5
Community Development	27%	73%	15	44%	56%	243
Community Response	50%	50%	2	71%	29%	7
Convention & Cultural Services	46%	54%	13	72%	28%	138
Finance	90%	10%	10	71%	29%	78
Fire	31%	69%	13	9%	91%	645
Human Resources	50%	50%	10	82%	18%	60
Information Technology	14%	86%	21	37%	63%	164
Mayor/Council	78%	22%	9	58%	42%	50
Police	20%	80%	45	33%	67%	1,094
Public Works	30%	70%	33	16%	84%	560
Utilities	20%	80%	20	22%	78%	463
Youth, Parks, and Community Enrichment	63%	38%	16	52%	48%	920
<b>Grand Total</b>	<b>40%</b>	<b>60%</b>	<b>275</b>	<b>35%</b>	<b>65%</b>	<b>4,500</b>
<b>City Population</b>	<b>51%</b>	<b>49%</b>	<b>524,943</b>	<b>51%</b>	<b>49%</b>	<b>524,943</b>

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

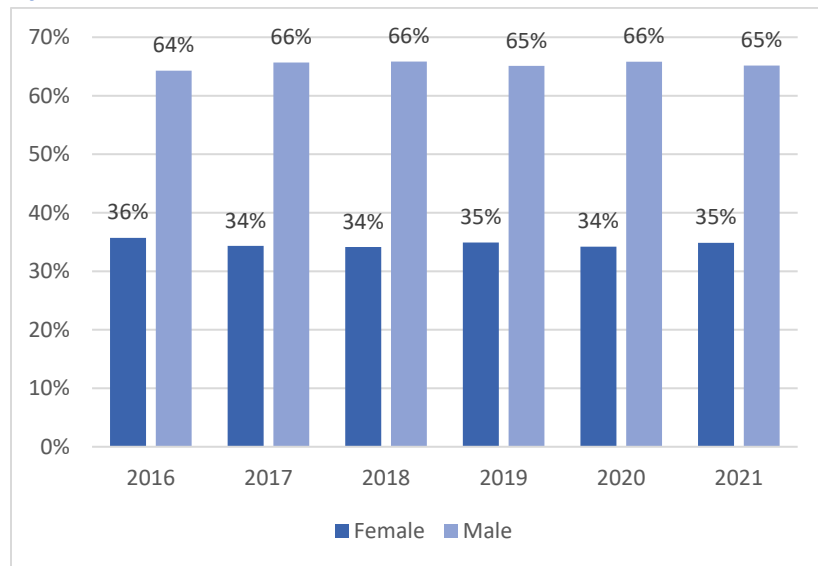
One non-management employee’s gender was unknown in the Department of Utilities and therefore was not included in this analysis.

Source: Auditor generated from City of Sacramento eCAPS data and U.S. Census Bureau data.

### Trend Analysis of Gender Over Time

Figure 21 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. The breakdown has generally stayed consistent each year.

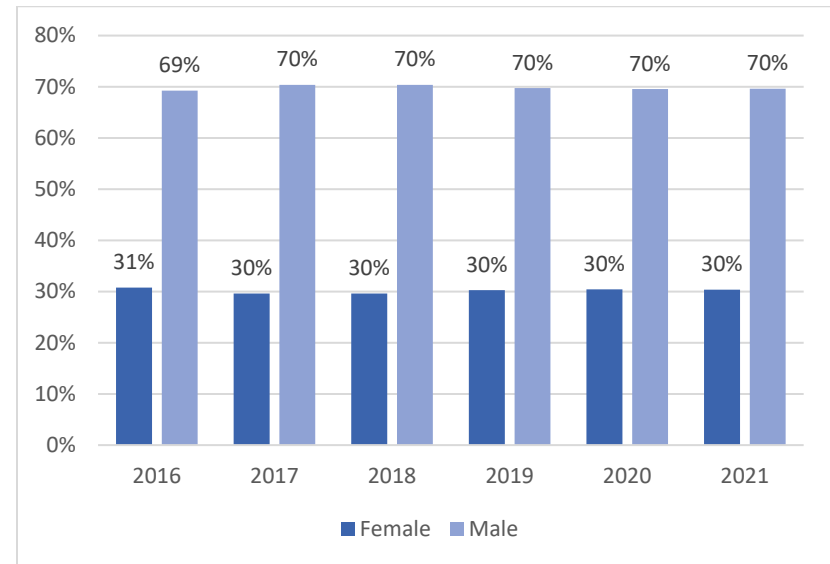
**Figure 21: Percentage of Full-Time and Part-Time City Employees by Gender, 2016-2021**



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 only full-time City employees over the years. Similar to the previous chart, each year has had more male employees than female employees. The breakdown has stayed consistent over the past six years.

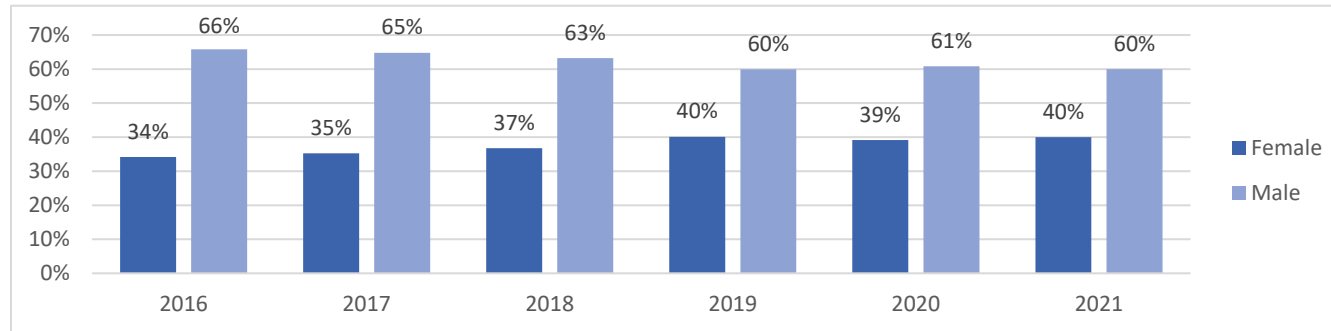
**Figure 22: Percentage of Full-time City Employees by Gender, 2016-2021**



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 management employees over the years. All management employees are full-time. The percentage of female employees in management positions has slowly increased over time from 34 percent in 2016 to 40 percent in 2021.

**Figure 23: Percentage of All Management City Employees by Gender, 2016-2021**

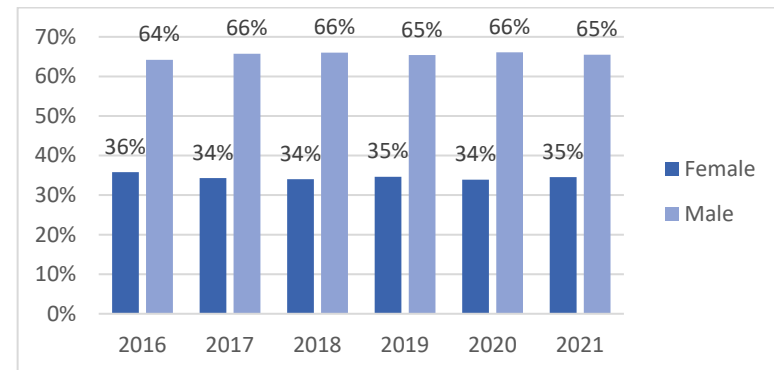


Note: Employees whose genders were not specified were excluded from this analysis.

Source: Auditor generated from City of Sacramento eCAPS data.

Figure 24 shows the gender breakdown of all full-time and part-time non-management employees over the years.

**Figure 24: Percentage of Full-Time and Part-Time Non-Management City Employees by Gender, 2016-2021**

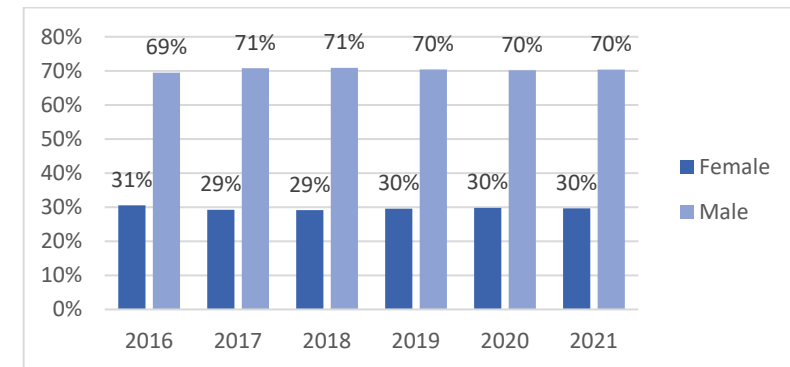


Note: Employees whose genders were not specified were excluded from this analysis.

Source: Auditor generated from City of Sacramento eCAPS data.

Figure 25 shows the gender breakdown of only full-time non-management employees over the years.

**Figure 25: Percentage of Full-Time Non-Management City Employees by Gender, 2016-2021**



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

Source: Auditor generated from City of Sacramento eCAPS data.

Figure 26 shows the percentage of employees by gender for each department over time. For reference, [figure 12](#) contains the total number of employees by department. We should note that some departments have reorganized or are newly created 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 26: Percentage of Full-Time and Part-Time City Employees by Department and Gender, 2016-2021**

Department	Female						Male					
	2016	2017	2018	2019	2020	2021	2016	2017	2018	2019	2020	2021
City Attorney	54%	55%	53%	56%	57%	56%	46%	45%	47%	44%	43%	44%
City Auditor	N/A	N/A	N/A	86%	63%	60%	N/A	N/A	N/A	14%	38%	40%
City Clerk	94%	100%	94%	94%	100%	94%	6%	0%	6%	6%	0%	6%
City Manager	67%	56%	60%	63%	67%	71%	33%	44%	40%	37%	33%	29%
City Treasurer	50%	58%	58%	64%	60%	60%	50%	42%	42%	36%	40%	40%
Community Development	45%	40%	42%	41%	43%	43%	55%	60%	58%	59%	57%	57%
Community Response	N/A	N/A	N/A	N/A	N/A	67%	N/A	N/A	N/A	N/A	N/A	33%
Convention & Cultural Services	60%	60%	61%	63%	67%	70%	40%	40%	39%	37%	33%	30%
Finance	73%	73%	74%	73%	76%	73%	27%	27%	26%	27%	24%	27%
Fire	10%	10%	9%	10%	10%	10%	90%	90%	91%	90%	90%	90%
Human Resources	76%	72%	73%	74%	72%	77%	24%	28%	27%	26%	28%	23%
Information Technology	31%	29%	32%	34%	35%	35%	69%	71%	68%	66%	65%	65%
Mayor/Council	50%	51%	52%	57%	53%	61%	50%	49%	48%	43%	47%	39%
Police	32%	32%	32%	33%	33%	32%	68%	68%	68%	67%	67%	68%
Public Works	18%	19%	19%	18%	17%	17%	82%	81%	81%	82%	83%	83%
Utilities	23%	23%	23%	24%	23%	22%	77%	77%	77%	76%	77%	78%
Youth, Parks, and Community Enrichment	54%	52%	52%	52%	52%	52%	46%	48%	48%	48%	48%	48%
<b>Grand Total</b>	<b>36%</b>	<b>34%</b>	<b>34%</b>	<b>35%</b>	<b>34%</b>	<b>35%</b>	<b>64%</b>	<b>66%</b>	<b>66%</b>	<b>65%</b>	<b>66%</b>	<b>65%</b>
<b>City Population</b>	<b>50.5%</b>	<b>51.1%</b>	<b>51.3%</b>	<b>50.4%</b>	<b>51.1%</b>	<b>51.1%</b>	<b>49.5%</b>	<b>48.9%</b>	<b>48.7%</b>	<b>49.6%</b>	<b>48.9%</b>	<b>48.9%</b>

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

Source: Auditor generated from City of Sacramento eCAPS data and U.S. Census Bureau data.

Figure 27 shows the percentage of management employees by gender for each department over time. For reference, [figure 20](#) contains the total number of management employees by department. All management employees are full-time. The gender breakdown of management employees in Community Response and Human Resources appear to most closely resemble the gender breakdown of the City's population.

**Figure 27: Percentage of Full-Time Management City Employees by Department and Gender, 2016-2021**

Department	Female						Male					
	2016	2017	2018	2019	2020	2021	2016	2017	2018	2019	2020	2021
City Attorney	25%	28%	35%	40%	42%	40%	75%	72%	65%	60%	58%	60%
City Auditor	N/A	N/A	N/A	86%	63%	60%	N/A	N/A	N/A	14%	38%	40%
City Clerk	100%	100%	75%	75%	100%	100%	0%	0%	25%	25%	0%	0%
City Manager	56%	33%	54%	54%	63%	70%	44%	67%	46%	46%	37%	30%
City Treasurer	40%	50%	50%	60%	60%	60%	60%	50%	50%	40%	40%	40%
Community Development	33%	29%	29%	33%	29%	27%	67%	71%	71%	67%	71%	73%
Community Response	N/A	N/A	N/A	N/A	N/A	50%	N/A	N/A	N/A	N/A	N/A	50%
Convention & Cultural Services	50%	45%	45%	45%	45%	46%	50%	55%	55%	55%	55%	54%
Finance	71%	45%	60%	64%	89%	90%	29%	55%	40%	36%	11%	10%
Fire	30%	27%	20%	38%	31%	31%	70%	73%	80%	62%	69%	69%
Human Resources	60%	64%	55%	50%	56%	50%	40%	36%	45%	50%	44%	50%
Information Technology	24%	20%	20%	24%	16%	14%	76%	80%	80%	76%	84%	86%
Mayor/Council	46%	53%	60%	56%	56%	78%	54%	47%	40%	44%	44%	22%
Police	17%	20%	23%	26%	19%	20%	83%	80%	78%	74%	81%	80%
Public Works	16%	23%	25%	26%	27%	30%	84%	77%	75%	74%	73%	70%
Utilities	24%	29%	18%	21%	24%	20%	76%	71%	82%	79%	76%	80%
Youth, Parks, and Community Enrichment	81%	72%	80%	86%	65%	63%	19%	28%	20%	14%	35%	38%
<b>Grand Total</b>	<b>34%</b>	<b>35%</b>	<b>37%</b>	<b>40%</b>	<b>39%</b>	<b>40%</b>	<b>66%</b>	<b>65%</b>	<b>63%</b>	<b>60%</b>	<b>61%</b>	<b>60%</b>
<b>City Population</b>	<b>50.5%</b>	<b>51.1%</b>	<b>51.3%</b>	<b>50.4%</b>	<b>51.1%</b>	<b>51.1%</b>	<b>49.5%</b>	<b>48.9%</b>	<b>48.7%</b>	<b>49.6%</b>	<b>48.9%</b>	<b>48.9%</b>

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

Source: Auditor generated from City of Sacramento eCAPS data and U.S. Census Bureau data.

Figure 28 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. For reference, [figure 20](#) contains the total number of non-management employees by department. The gender breakdown of non-management employees in Youth, Parks, and Community Enrichment most closely resembles the gender breakdown of the City’s population.

**Figure 28: Percentage of Full-Time and Part-Time Non-Management City Employees by Department and Gender, 2016-2021**

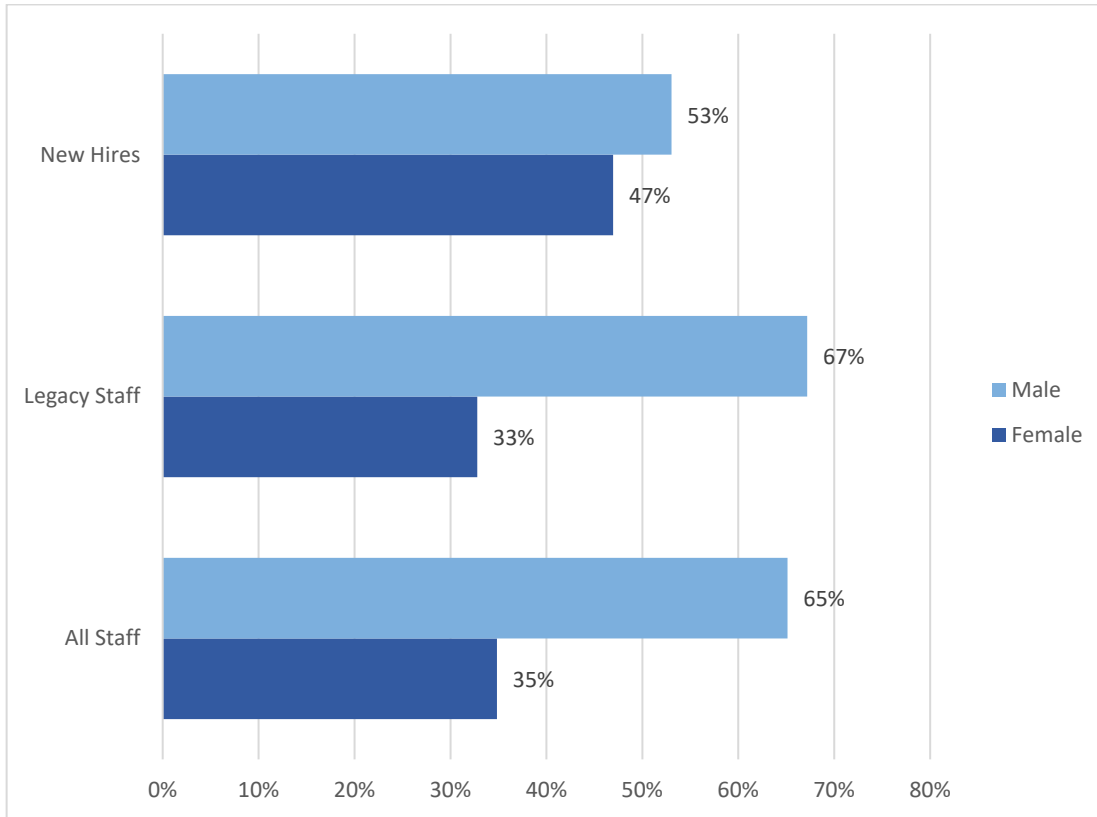
Department	Female						Male					
	2016	2017	2018	2019	2020	2021	2016	2017	2018	2019	2020	2021
City Attorney	86%	83%	74%	75%	74%	74%	14%	17%	26%	25%	26%	26%
City Clerk	92%	100%	100%	100%	100%	93%	8%	0%	0%	0%	0%	7%
City Manager	72%	67%	63%	67%	68%	72%	28%	33%	37%	33%	32%	28%
City Treasurer	57%	63%	63%	67%	60%	60%	43%	38%	38%	33%	40%	40%
Community Development	46%	41%	42%	41%	44%	44%	54%	59%	58%	59%	56%	56%
Community Response	N/A	N/A	N/A	N/A	N/A	71%	N/A	N/A	N/A	N/A	N/A	29%
Convention & Cultural Services	61%	61%	62%	64%	69%	72%	39%	39%	38%	36%	31%	28%
Finance	74%	77%	76%	75%	75%	71%	26%	23%	24%	25%	25%	29%
Fire	10%	9%	9%	9%	10%	9%	90%	91%	91%	91%	90%	91%
Human Resources	79%	74%	76%	78%	75%	82%	21%	26%	24%	22%	25%	18%
Information Technology	33%	31%	33%	35%	37%	37%	67%	69%	67%	65%	63%	63%
Mayor/Council	51%	51%	50%	57%	52%	58%	49%	49%	50%	43%	48%	42%
Police	33%	33%	32%	34%	33%	33%	67%	67%	68%	66%	67%	67%
Public Works	18%	19%	19%	17%	16%	16%	82%	81%	81%	83%	84%	84%
Utilities	23%	23%	23%	24%	23%	22%	77%	77%	77%	76%	77%	78%
Youth, Parks, and Community Enrichment	54%	51%	51%	51%	52%	52%	46%	49%	49%	49%	48%	48%
<b>Grand Total</b>	<b>36%</b>	<b>34%</b>	<b>34%</b>	<b>35%</b>	<b>34%</b>	<b>35%</b>	<b>64%</b>	<b>66%</b>	<b>66%</b>	<b>65%</b>	<b>66%</b>	<b>65%</b>
<b>City Population</b>	<b>50.5%</b>	<b>51.1%</b>	<b>51.3%</b>	<b>50.4%</b>	<b>51.1%</b>	<b>51.1%</b>	<b>49.5%</b>	<b>48.9%</b>	<b>48.7%</b>	<b>49.6%</b>	<b>48.9%</b>	<b>48.9%</b>

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

Source: Auditor generated from City of Sacramento eCAPS data and U.S. Census Bureau data.

Figure 29 shows the gender composition of legacy staff (hired prior to July 1, 2020) compared to newly hired employees (hired on or after July 1, 2020). There was a total of 837 newly hired employees during fiscal year 2021.<sup>13</sup> As shown in the figure below, the gender composition of the newly hired staff more closely resembles the composition of the City’s population.

**Figure 29: Gender of Legacy Staff (Hired before 7/1/2020) Compared to New Hires (Hired on or after 7/1/2020)**



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

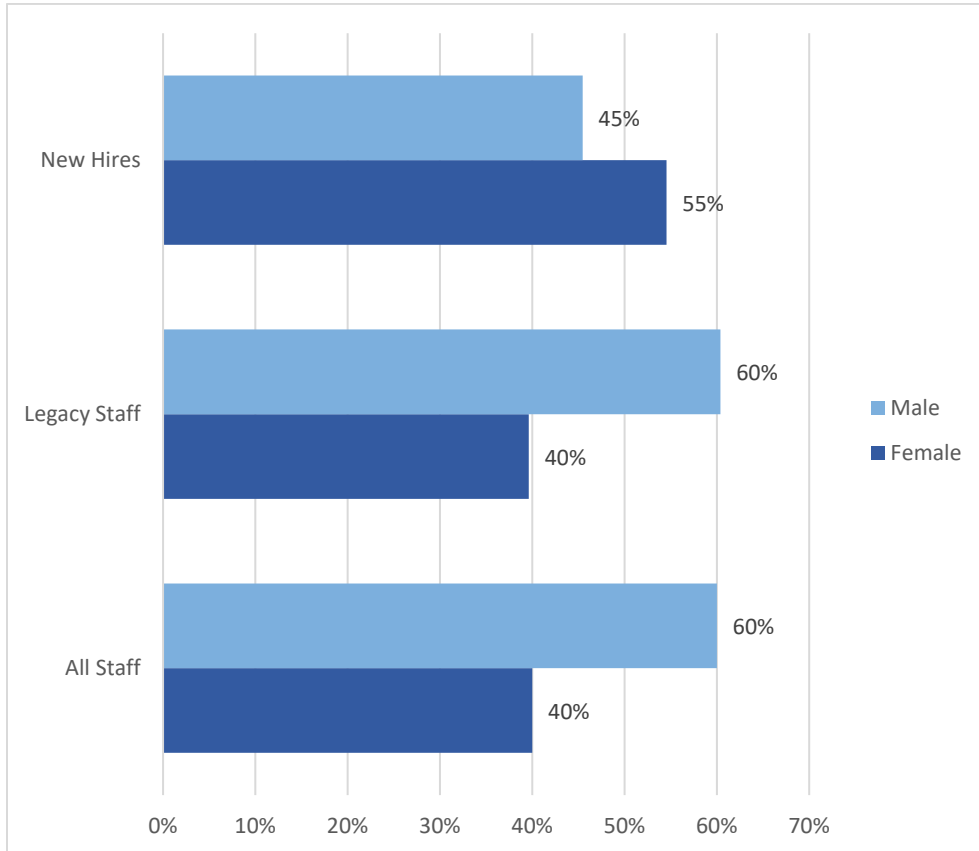
Source: Auditor generated from City of Sacramento eCAPS data.

<sup>13</sup> Not all of the employees that were hired during fiscal year 2021 were still employed with the City as of July 1, 2021.



Figure 30 shows the gender composition of legacy management staff (hired prior to July 1, 2020) compared to newly hired management employees (hired on or after July 1, 2020). There was a total of 11 newly hired management employees during fiscal year 2021.<sup>14</sup> As shown in the figure below, the gender composition of the newly hired management staff was split evenly between male and female.

**Figure 30: Gender of Legacy Management Staff (Hired before 7/1/2020) Compared to New Hires (Hired on or after 7/1/2020)**

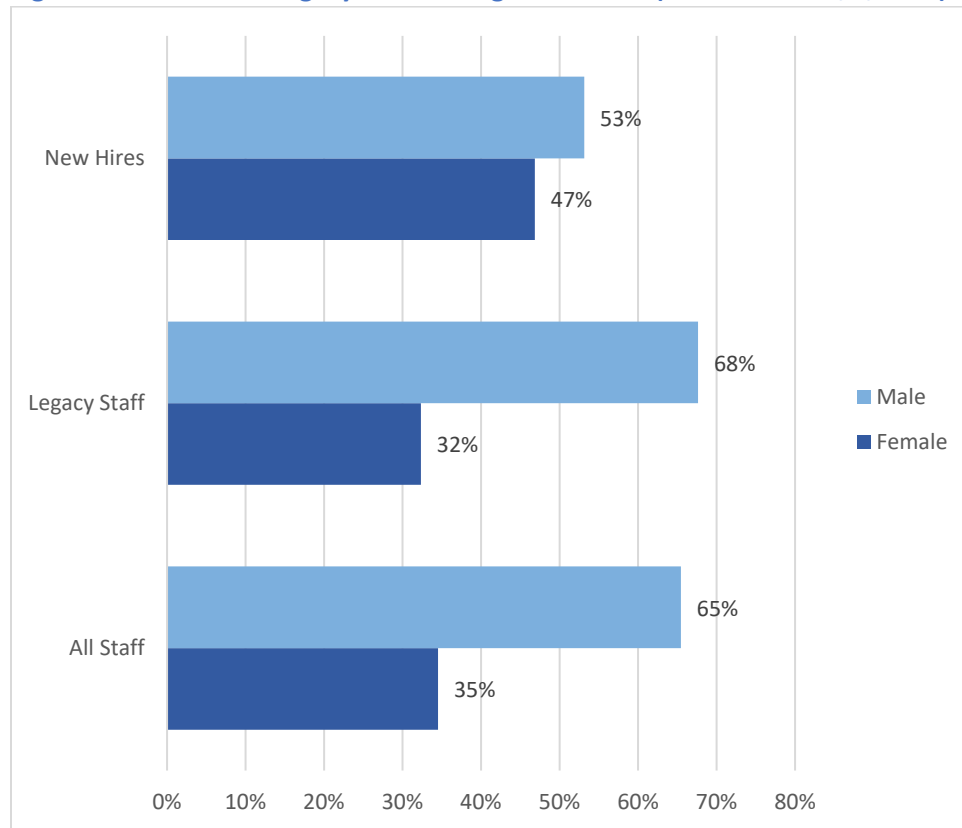


Source: Auditor generated from City of Sacramento eCAPS data.

<sup>14</sup> Not all of the management employees that were hired during fiscal year 2021 were still employed with the City as of July 1, 2021.

Figure 31 shows the gender composition of legacy non-management staff (hired prior to July 1, 2020) compared to newly hired non-management employees (hired on or after July 1, 2020). There was a total of 826 newly hired non-management employees during this reporting period.<sup>15</sup> As shown in the figure below, the gender composition of the newly hired non-management staff more closely resembles the composition of the City’s population.

**Figure 31: Gender of Legacy Non-Management Staff (Hired before 7/1/2020) Compared to New Hires (Hired on or after 7/1/2020)**



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

Source: Auditor generated from City of Sacramento eCAPS data.

<sup>15</sup> Not all of the non-management employees that were hired during fiscal year 2021 were still employed with the City as of July 1, 2021.

## 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, 2021**

Figure 32 below shows the percentage breakdown of City employees' ethnicity/race by department in addition to the ethnicity/race of the City population. Based on the data below, the largest ethnic groups 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 32: Full-Time and Part-Time City Employees by Department and Ethnicity/Race, 2021 (4,776 Total)

Department	White	Hispanic or Latino	Asian	Black or African American	Two or More Races	Filipino	American Indian or Alaska Native	Native Hawaiian or Other Pacific Islander	Middle Eastern or North African	Not Specified	Total
City Attorney	65%	11%	5%	11%	4%	5%	0%	0%	0%	0%	57
City Auditor	30%	30%	10%	10%	10%	0%	0%	0%	10%	0%	10
City Clerk	71%	18%	6%	6%	0%	0%	0%	0%	0%	0%	17
City Manager	38%	25%	8%	8%	17%	0%	0%	0%	4%	0%	52
City Treasurer	40%	10%	20%	10%	0%	10%	0%	0%	10%	0%	10
Community Development	54%	17%	11%	13%	3%	2%	0%	0%	1%	0%	258
Community Response	44%	22%	0%	11%	11%	11%	0%	0%	0%	0%	9
Convention & Cultural	60%	10%	9%	14%	4%	1%	0%	2%	0%	0%	151
Finance	39%	15%	15%	18%	5%	6%	1%	2%	0%	0%	88
Fire	70%	14%	4%	4%	3%	2%	2%	1%	1%	0%	658
Human Resources	51%	3%	19%	11%	7%	6%	0%	3%	0%	0%	70
Information Technology	43%	18%	19%	8%	5%	2%	1%	2%	1%	0%	185
Mayor/Council	39%	29%	7%	15%	5%	2%	0%	2%	2%	0%	59
Police	64%	16%	8%	6%	4%	1%	1%	1%	0%	0%	1,139
Public Works	38%	30%	9%	13%	4%	3%	2%	1%	0%	0%	593
Utilities	56%	20%	8%	7%	5%	2%	1%	1%	0%	0%	484
Youth, Parks, and Community Enrichment	28%	27%	10%	17%	11%	2%	1%	1%	1%	0%	936
<b>All City Staff Total</b>	<b>51%</b>	<b>20%</b>	<b>9%</b>	<b>10%</b>	<b>6%</b>	<b>2.1%</b>	<b>1.1%</b>	<b>0.8%</b>	<b>0.4%</b>	<b>0.1%</b>	<b>4,776</b>
<b>City Population</b>	<b>30%</b>	<b>29%</b>	<b>17%</b>	<b>13%</b>	<b>6%</b>	<b>2.8%</b>	<b>0.5%</b>	<b>1.6%</b>	<b>N/A</b>	<b>0.7%</b>	<b>524,943</b>

Note: For City population data, the United States Census Bureau includes Middle Eastern or North African in the White category.

Source: Auditor generated from City of Sacramento eCAPS data and U.S. Census Bureau data.

Figure 33 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 2020 Census data was the most recent data available. Therefore, we compared the 2021 City employee data to the 2020 Census data of Sacramento residents.

**Figure 33: Ethnicity/Racial Difference Between the City Population and Full-Time and Part-Time City Employees, 2021 (4,771 total)**

Department	White	Hispanic or Latino	Asian	Black or African American	Two or More Races	Filipino	American Indian or Alaska Native	Native Hawaiian or Other Pacific Islander	Total
City Attorney	35%	-18%	-11%	-2%	-3%	2.5%	-0.5%	-1.6%	57
City Auditor	10%	1%	-7%	-3%	4%	-2.8%	-0.5%	-1.6%	10
City Clerk	40%	-11%	-11%	-7%	-6%	-2.8%	-0.5%	-1.6%	17
City Manager	12%	-4%	-9%	-5%	11%	-2.8%	-0.5%	-1.6%	52
City Treasurer	20%	-19%	3%	-3%	-6%	7.2%	-0.5%	-1.6%	10
Community Development	24%	-12%	-6%	1%	-3%	-1.2%	-0.5%	-1.6%	258
Community Response	14%	-7%	-17%	-1%	5%	8.3%	-0.5%	-1.6%	9
Convention & Cultural Services	30%	-19%	-8%	1%	-2%	-1.5%	-0.5%	0.4%	151
Finance	8%	-14%	-2%	6%	-2%	2.9%	0.7%	0.7%	88
Fire	40%	-15%	-12%	-9%	-3%	-0.7%	1.7%	-0.8%	657
Human Resources	21%	-26%	2%	-1%	1%	2.9%	-0.5%	1.3%	70
Information Technology	13%	-10%	3%	-4%	-1%	-0.6%	0.6%	0.1%	184
Mayor/Council	10%	0%	-10%	3%	-1%	-1.1%	-0.5%	0.1%	59
Police	34%	-13%	-9%	-7%	-2%	-1.7%	0.1%	-1.0%	1,139
Public Works	8%	1%	-8%	1%	-2%	0.2%	1.2%	-0.9%	593
Utilities	26%	-8%	-9%	-6%	-2%	-0.7%	1.0%	-1.0%	484
Youth, Parks, and Community Enrichment	-1%	-1%	-6%	5%	5%	-0.3%	0.8%	-0.6%	933
<b>All City Staff Total</b>	<b>21%</b>	<b>-9%</b>	<b>-8%</b>	<b>-2%</b>	<b>0%</b>	<b>-0.7%</b>	<b>0.6%</b>	<b>-0.8%</b>	<b>4,771</b>

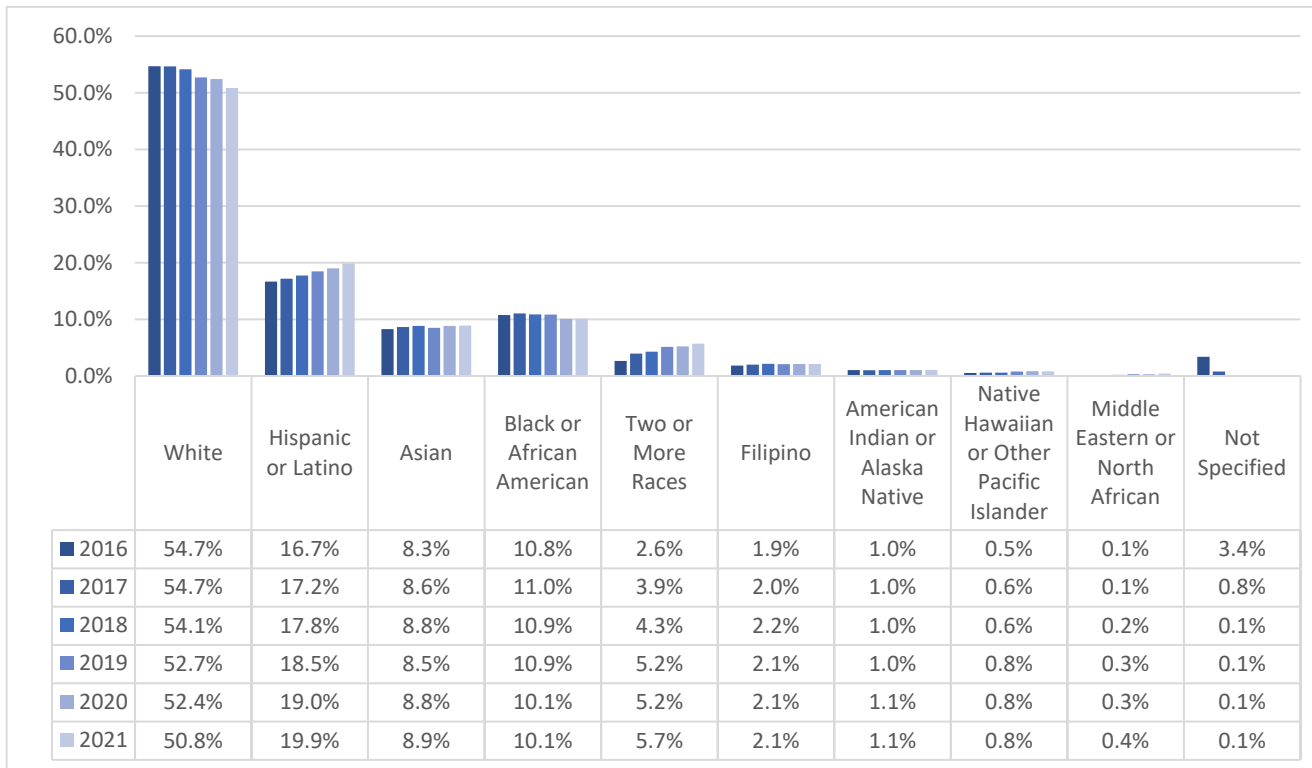
Scale	-15% or less	-10%	-5%	Percentage Point Difference from City Residents	5%	10%	15% or more
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Note: The employees that did not have their ethnicity specified were excluded from this analysis. For this analysis, employees that had identified as Middle Eastern or North African were added to the White category. Source: Auditor generated from City of Sacramento eCAPS data and American Community Survey.

## Ethnic/Racial Demographics of City Employees 2016-2021

Figure 34 shows the breakdown of employees by ethnicity/race from 2016-2021. Based on the data below, the largest ethnic groups over the years are White, Hispanic, and Black employees.

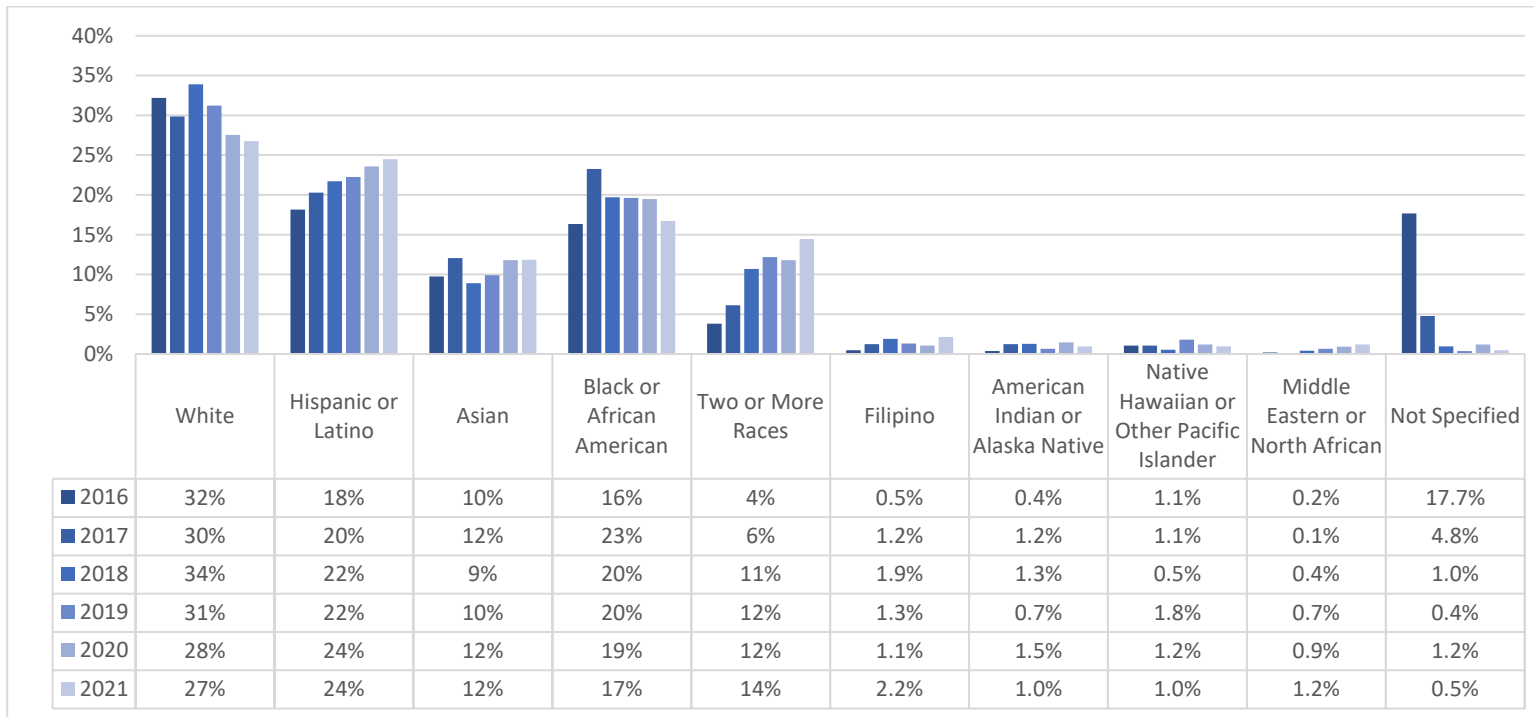
**Figure 34: Full-Time and Part-Time City Employees by Ethnicity/Race, 2016-2021**



Source: Auditor generated from City of Sacramento eCAPS data.

Figure 35 below compares the ethnicity/race of full-time and part-time City new-hire employees (hired after July 1<sup>st</sup> of the preceding year).<sup>16</sup> Based on the data below, each year the largest ethnic/racial group to be hired at the City are White employees; however, it has been trending down over the years while Hispanic and Two or More Races have been making up a larger percentage of the newly-hired employees.

**Figure 35: Ethnicity/Race of Full-Time and Part-Time New Hire Employees, 2016-2021**



Source: Auditor generated from City of Sacramento eCAPS data.

<sup>16</sup> Not all of the employees that were hired during the fiscal years were still employed with the City as of July 1, 2021.

Figure 36 shows ethnicity/race breakdown of Sacramento residents over the years. The most recent data available is the 2020 Census Bureau data.<sup>17</sup>

**Figure 36: Sacramento Residents' Ethnicity/Race by Year, 2016-2020**

Year	White	Hispanic	Asian	Black or African American	Two or More Races	Filipino	American Indian or Alaska Native	Native Hawaiian or Other Pacific Islander	Other
2016 City Population (495,200 Total)	33%	29%	16%	13%	4%	2%	0.4%	1.6%	0.7%
2017 City Population (501,890 Total)	32%	28%	16%	13%	5%	3%	0.4%	2.0%	0.4%
2018 City Population (508,517 Total)	31%	29%	16%	13%	5%	3%	0.1%	1.9%	0.4%
2019 City Population (513,620 Total)	32%	31%	16%	11%	5%	2%	0.6%	1.9%	0.2%
2020 City Population (524,943 Total)	30%	29%	17%	13%	6%	3%	0.5%	2%	0.7%

Source: U.S. Census Bureau data

<sup>17</sup> 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 37 shows ethnicity/race breakdown of management employees over the years. Based on the figure the largest ethnic/racial group each year was White employees however it has been trending down over the years while Hispanic and Asian have seen increases.

**Figure 37: City Management Employees' Ethnicity/Race by Year, 2016-2021**

Year	White	Hispanic or Latino	Asian	Black or African American	Two or More Races	Filipino	American Indian or Alaska Native	Native Hawaiian or Other Pacific Islander	Middle Eastern or North African	Not Specified
2016 (237 Total)	64%	8%	10%	10%	3%	1%	0.8%	0.4%	0.4%	1.7%
2017 (244 Total)	62%	11%	10%	8%	4%	2%	0.8%	0.4%	0.4%	0.8%
2018 (242 Total)	60%	12%	11%	8%	5%	2%	0.8%	0.4%	0.4%	0.4%
2019 (257 Total)	57%	12%	12%	9%	5%	3%	0.8%	0.4%	1.2%	0.0%
2020 (263 Total)	58%	14%	11%	8%	4%	3%	0.4%	0.4%	1.1%	0.0%
2021 (275 Total)	57%	14%	12%	8%	4%	3%	0.4%	0.4%	1.1%	0.4%

Source: Auditor generated from City of Sacramento eCAPS data.

Figure 38 shows ethnicity/race breakdown of non-management employees over the years. The percentage of White non-management employees decreased while the percentage of Hispanic and Two or More Races non-management employees increased over the years.

**Figure 38: Full-Time and Part-Time City Non-Management Employees’ Ethnicity/Race by Year, 2016-2021**

Year	White	Hispanic or Latino	Asian	Black or African American	Two or More Races	Filipino	American Indian or Alaska Native	Native Hawaiian or Other Pacific Islander	Middle Eastern or North African	Not Specified
2016 (4,674 Total)	54%	17%	8%	11%	3%	2%	1.0%	0.6%	0.1%	3.5%
2017 (4,594 Total)	54%	18%	9%	11%	4%	2%	1.0%	0.6%	0.1%	0.8%
2018 (4,490 Total)	54%	18%	9%	11%	4%	2%	1.0%	0.6%	0.2%	0.1%
2019 (4,633 Total)	52%	19%	8%	11%	5%	2%	1.1%	0.8%	0.3%	0.1%
2020 (4,450 Total)	52%	19%	9%	10%	5%	2%	1.1%	0.9%	0.3%	0.1%
2021 (4,501 Total)	50%	20%	9%	10%	6%	2%	1.1%	0.8%	0.4%	0.1%

Source: Auditor generated from City of Sacramento eCAPS data.

Figures 39 through 41 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 2016-2020 Census data for Sacramento residents' ethnicities/races. The 2020 Census was the most recent data available. Therefore, we compared the 2021 City employee data to the 2020 Census data of Sacramento residents. The following charts only include the employees that had a reported ethnicity/race in eCAPS. In addition, employees that had identified as Middle Eastern or North African were added to the White category for these analyses.

**Figure 39: Ethnic/Racial Difference Between the City Population and Full-Time and Part-Time City Employees, 2016-2021**

Year	White	Hispanic or Latino	Asian	Black or African American	Two or More Races	Filipino	American Indian or Alaska Native	Native Hawaiian or Other Pacific Islander
2016 (4,745 Total)	23%	-11%	-7%	-2%	-1.6%	-0.5%	0.7%	-1.0%
2017 (4,800 Total)	24%	-11%	-7%	-2%	-1.1%	-0.7%	0.6%	-1.4%
2018 (4,727 Total)	23%	-11%	-7%	-2%	-1.1%	-1.2%	0.9%	-1.3%
2019 (4,886 Total)	21%	-12%	-7%	0%	0.2%	-0.2%	0.4%	-1.1%
2020 (4,710 Total)	22%	-10%	-8%	-2%	-0.9%	-0.7%	0.6%	-0.7%
2021 (4,771 Total)	21%	-9%	-8%	-2%	-0.4%	-0.7%	0.6%	-0.8%

Scale	-15% or less	-10%	-5%	Percentage Point Difference from City Residents	5%	10%	15% or more
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Source: Auditor generated from City of Sacramento eCAPS data and U.S. Census Bureau data.

For management employees, the gap between the City population and City employees for White and Hispanic have decreased over the years.

**Figure 40: Ethnic/Racial Difference Between the City Population and Management City Employees, 2016-2021**

Year	White	Hispanic or Latino	Asian	Black or African American	Two or More Races	Filipino	American Indian or Alaska Native	Native Hawaiian or Other Pacific Islander
2016 (233 Total)	32%	-20%	-5%	-3%	-1.3%	-1.1%	0.5%	-1.2%
2017 (242 Total)	32%	-17%	-6%	-6%	-1.0%	-0.2%	0.4%	-1.6%
2018 (241 Total)	29%	-18%	-5%	-4%	-0.4%	-0.9%	0.7%	-1.5%
2019 (257 Total)	26%	-19%	-4%	-2%	0.1%	0.8%	0.2%	-1.5%
2020 (263 Total)	29%	-14%	-5%	-5%	-2.3%	-0.1%	-0.1%	-1.2%
2021 (274 Total)	28%	-15%	-5%	-4%	-2.1%	-0.2%	-0.1%	-1.2%

Scale	-15% or less	-10%	-5%	Percentage Point Difference from City Residents	5%	10%	15% or more
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Source: Auditor generated from City of Sacramento eCAPS data and U.S. Census Bureau data.

For non-management employees, the gap between the City population and City employees for White and Hispanic have slightly decreased over the years while the gap for the Asian category has slightly increased.

**Figure 41: Ethnic/Racial Difference Between the City Population and Full-Time and Part-Time Non-Management City Employees, 2016-2021**

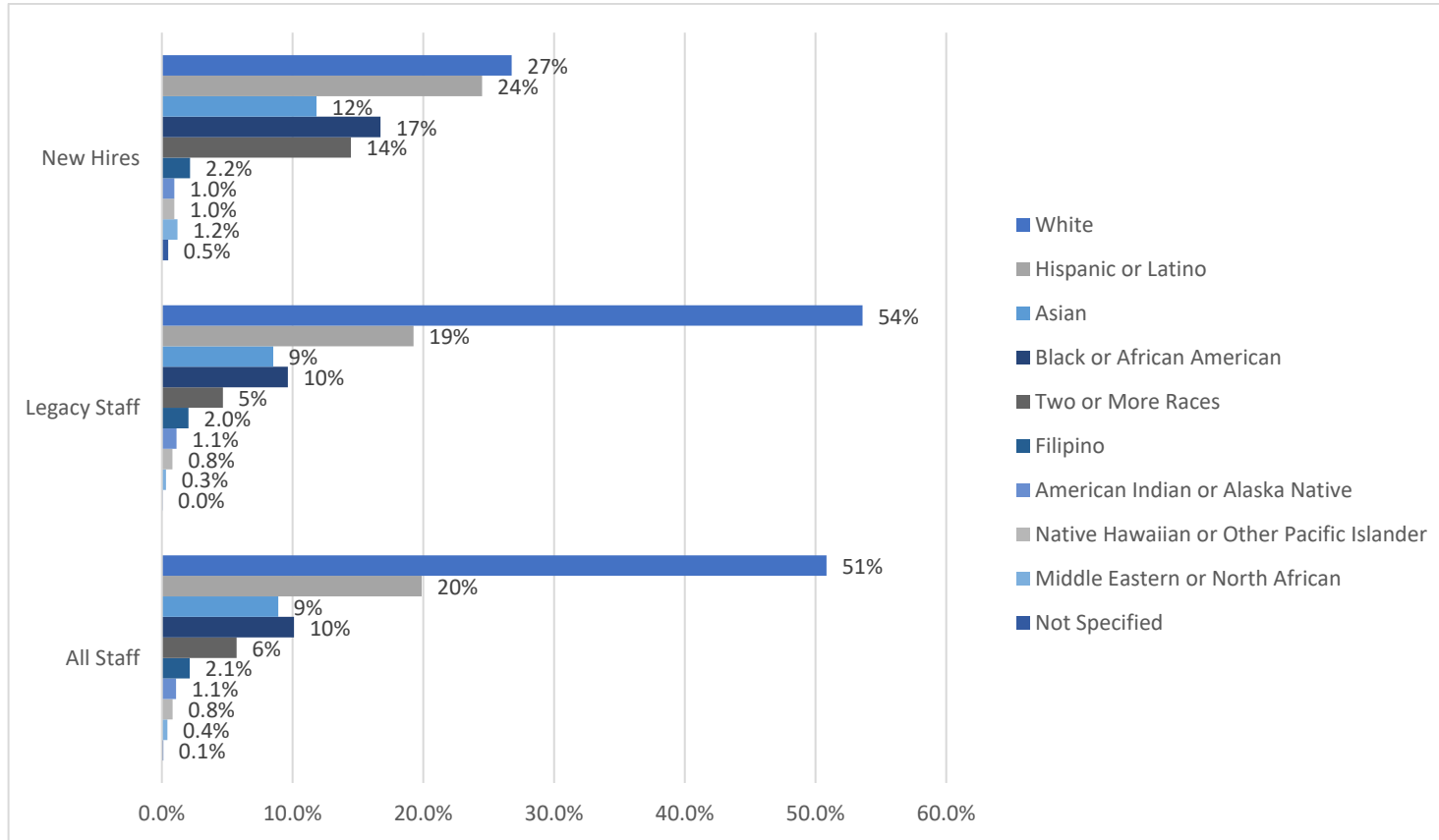
Year	White	Hispanic or Latino	Asian	Black or African American	Two or More Races	Filipino	American Indian or Alaska Native	Native Hawaiian or Other Pacific Islander
2016 (4,512 Total)	23%	-11%	-7%	-2%	-2%	0%	1%	-1%
2017 (4,558 Total)	23%	-11%	-7%	-2%	-1%	-1%	1%	-1%
2018 (4,486 Total)	23%	-11%	-7%	-2%	-1%	-1%	1%	-1%
2019 (4,629 Total)	21%	-12%	-8%	0%	0%	0%	0%	-1%
2020 (4,447 Total)	22%	-10%	-8%	-2%	-1%	-1%	1%	-1%
2021 (4,497 Total)	21%	-9%	-8%	-2%	0%	-1%	1%	-1%

Scale	-15% or less	-10%	-5%	Percentage Point Difference from City Residents	5%	10%	15% or more
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Source: Auditor generated from City of Sacramento eCAPS data U.S. Census Bureau data.

Figure 42 below compares the ethnicity percentages of full-time and part-time City employees to those hired before July 1, 2020 (legacy staff) and those hired on or after July 1, 2020 (new hires). There were 837 newly hired full-time and part-time employees during fiscal year 2021.<sup>18</sup> The Ethnic/racial diversity of newly hired staff more closely resembles the diversity of the City’s residents.

**Figure 42: Full-Time and Part-Time Legacy Staff (Hired Before 7/1/2020) Compared to New Hires (Hired on or After 7/1/2020)**

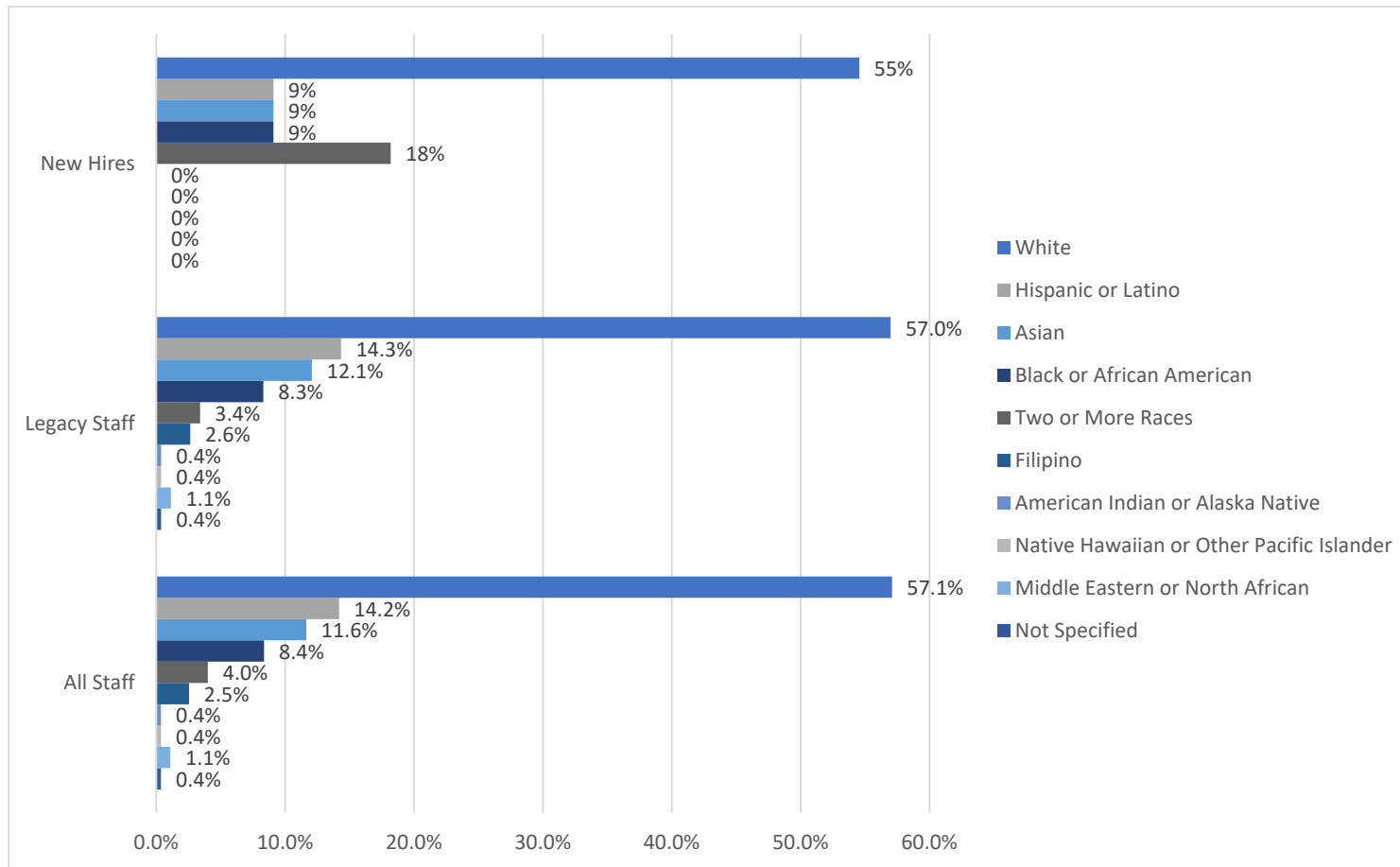


Source: Auditor generated from City of Sacramento eCAPS data.

<sup>18</sup> Not all of the employees that were hired during fiscal year 2021 were still employed with the City as of July 1, 2021.

Figure 43 below compares the ethnicity percentages of all management City employees to those hired before July 1, 2020 (legacy staff) and those hired on or after July 1, 2020 (new hires). There were only 11 newly hired management employees during fiscal year 2021.<sup>19</sup>

**Figure 43: Management Legacy Staff (Hired Before 7/1/2020) Compared to Management New Hires (Hired on or After 7/1/2020)**

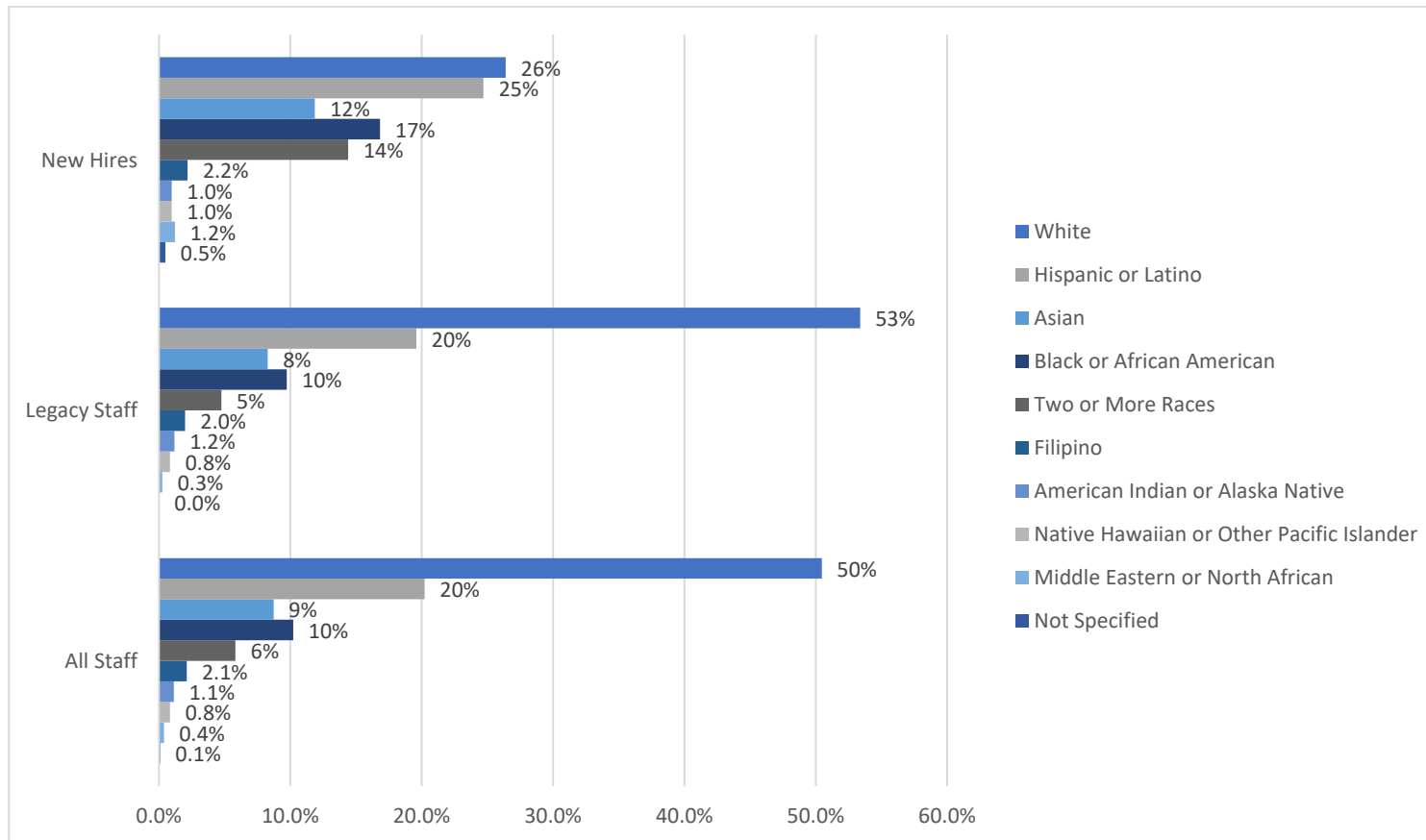


Source: Auditor generated from City of Sacramento eCAPS data.

<sup>19</sup> Not all of the management employees that were hired during fiscal year 2021 were still employed with the City as of July 1, 2021.

Figure 44 below compares the ethnicity percentages of all non-management City employees to those hired before July 1, 2020 (legacy staff) and those hired on or after July 1, 2020 (new hires). There were 826 newly hired non-management employees during fiscal year 2021.<sup>20</sup>

**Figure 44: Non-Management Legacy Staff (Hired Before 7/1/2020) Compared to Non-Management New Hires (Hired on or After 7/1/2020)**



Source: Auditor generated from City of Sacramento eCAPS data.

<sup>20</sup> Not all of the non-management employees that were hired during fiscal year 2021 were still employed with the City as of July 1, 2021.

## Chapter 5: Salary Analysis of City of Sacramento Employees

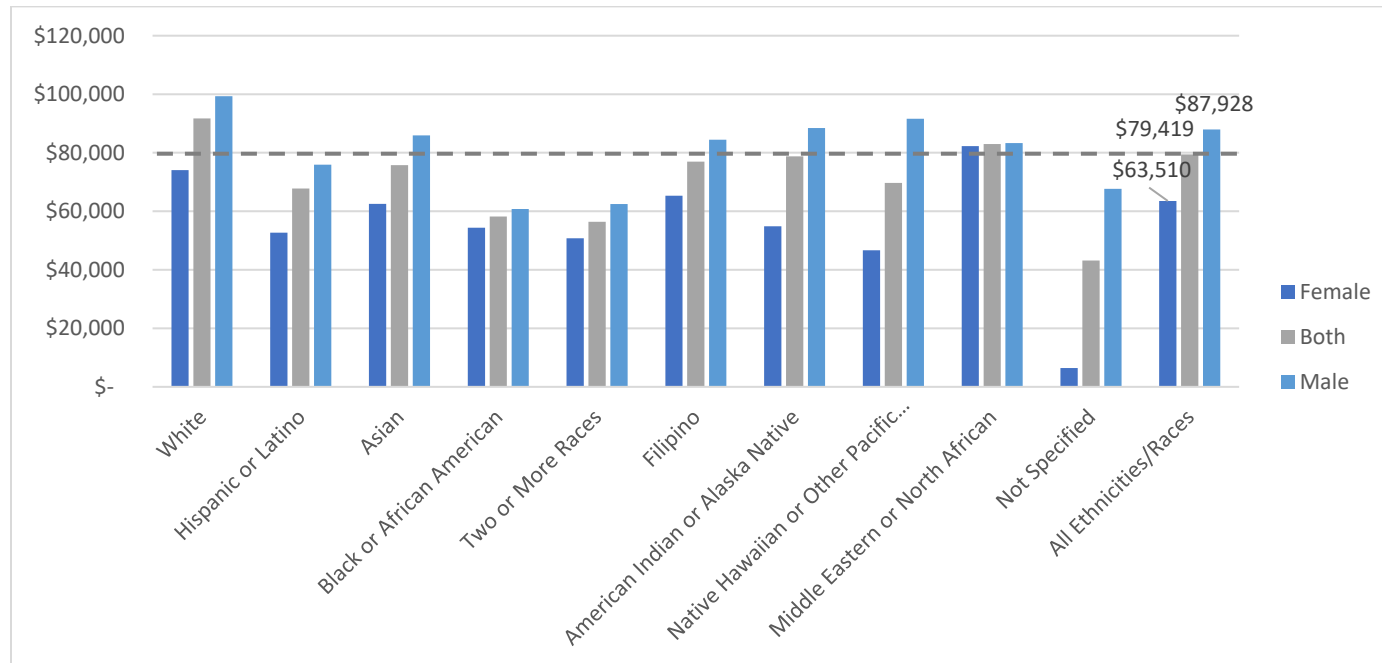
This chapter analyzes the base salary of City employees including incentives. Note that the base salary of employees does not represent their take home salary as it does not include supplemental pay such as allowances or overtime. In addition, some City employees' salaries were recently retroactively increased due to labor negotiations. The retroactive increase is not included in this analysis.

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 salaries in this chapter have not been adjusted for tenure, education, certification, experience, or other criteria that may affect the salaries of employees.

### Average Salary of City Employees as of July 1, 2021

Figures 45 to 52 examine the average salaries of all City employees by gender and ethnicity/race.

**Figure 45: Average Salaries of Full-Time and Part-Time City Employees by Gender and Ethnicity/Race, 2021 (4,775 total)**



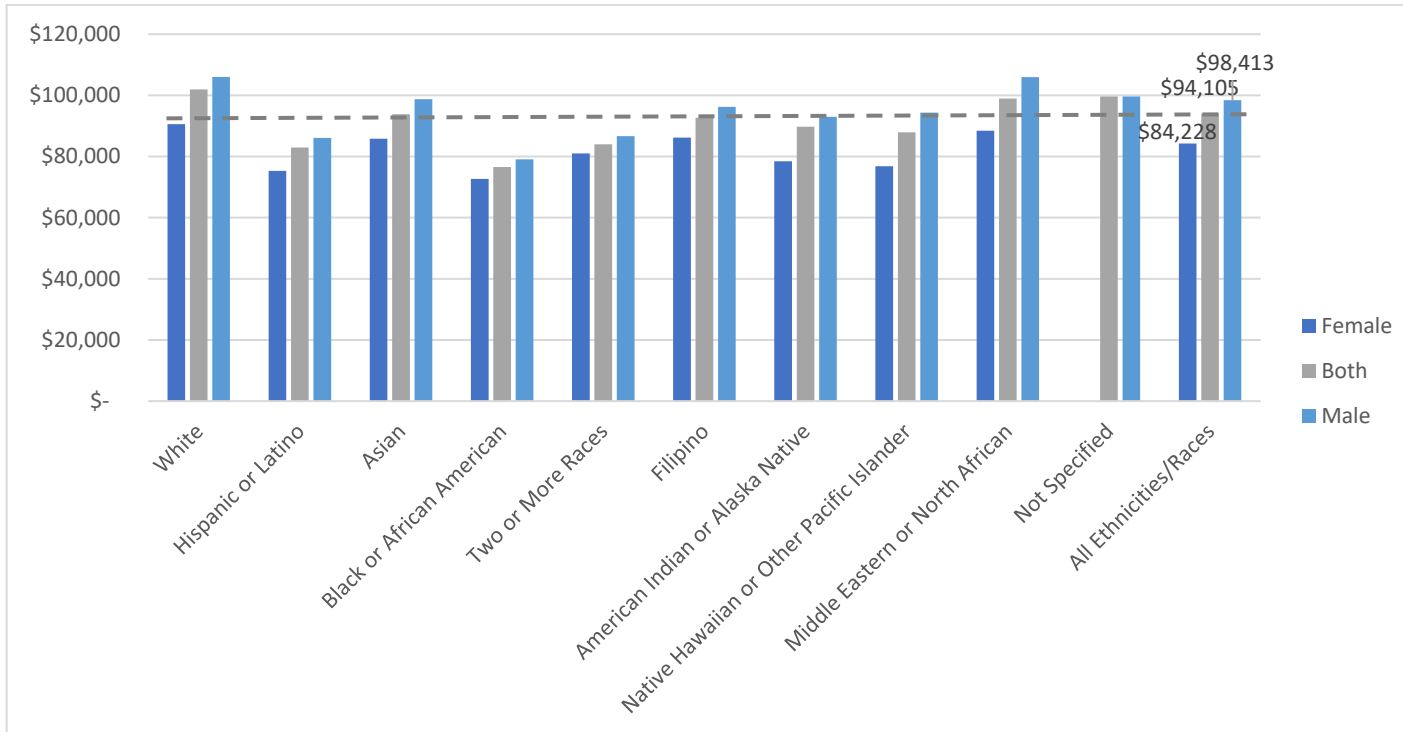
Note: One Asian employee whose gender was unknown is excluded from this analysis.

Source: Auditor generated from City of Sacramento eCAPS data.



Figure 46 shows the average salaries of all full-time employees by gender and ethnicity/race. Based on the data below, on average, male full-time employees have a higher average salary than female full-time employees.

**Figure 46: Average Salaries of All City Employees by Gender and Ethnicity/Race excluding Part-Time Employees, 2021 (3,892 total)**

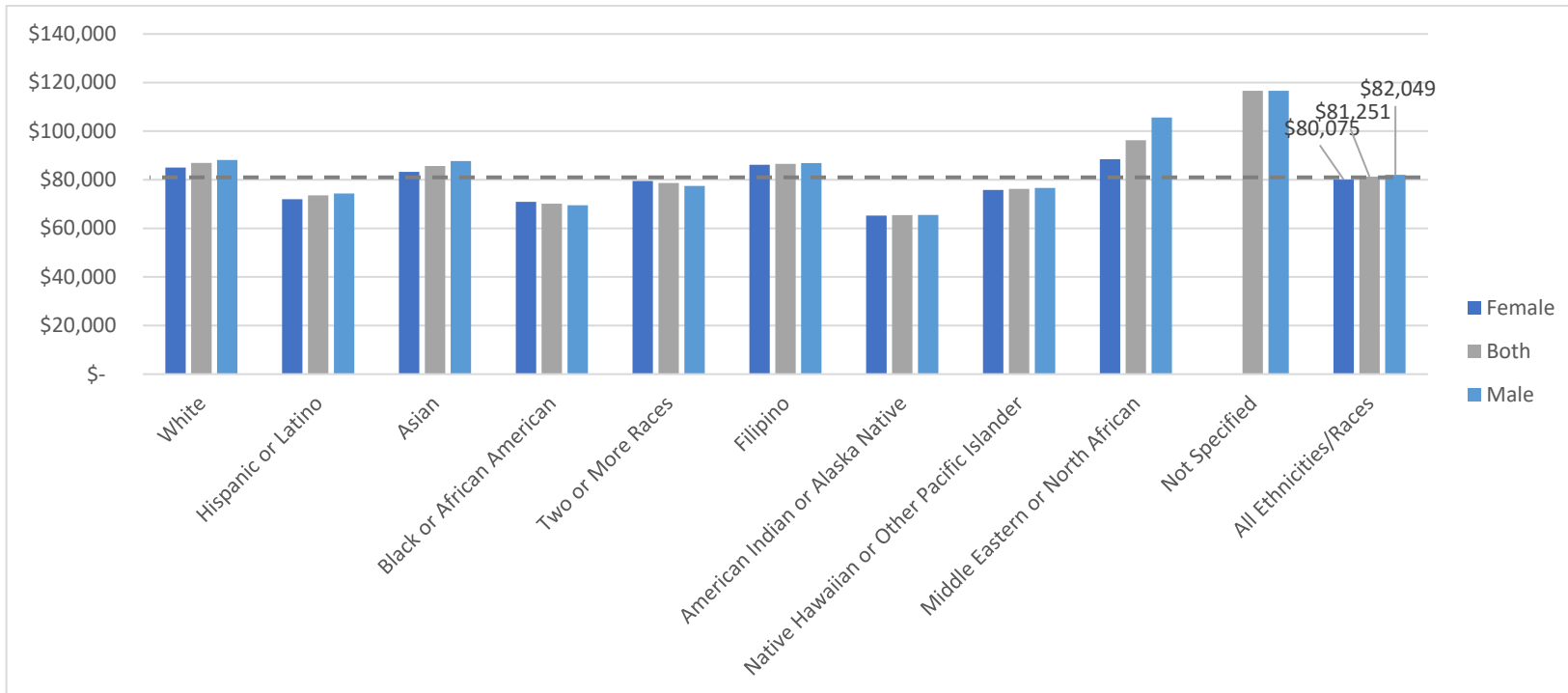


Note: One Asian employee whose gender was unknown is excluded from this analysis.

Source: Auditor generated from City of Sacramento eCAPS data.

Figure 47 examines the average salaries of full-time City employees excluding sworn SFD and SPD employees. We excluded sworn SFD and SPD employees to analyze the impact these positions may have on the gender pay gap. As of July 1, 2021, there were 1,473 sworn SFD and SPD employees.

**Figure 47: Average Salaries of All City Employees by Gender and Ethnicity/Race excluding Part-Time and Sworn SFD and SPD Employees, 2021 (2,500 Total)**

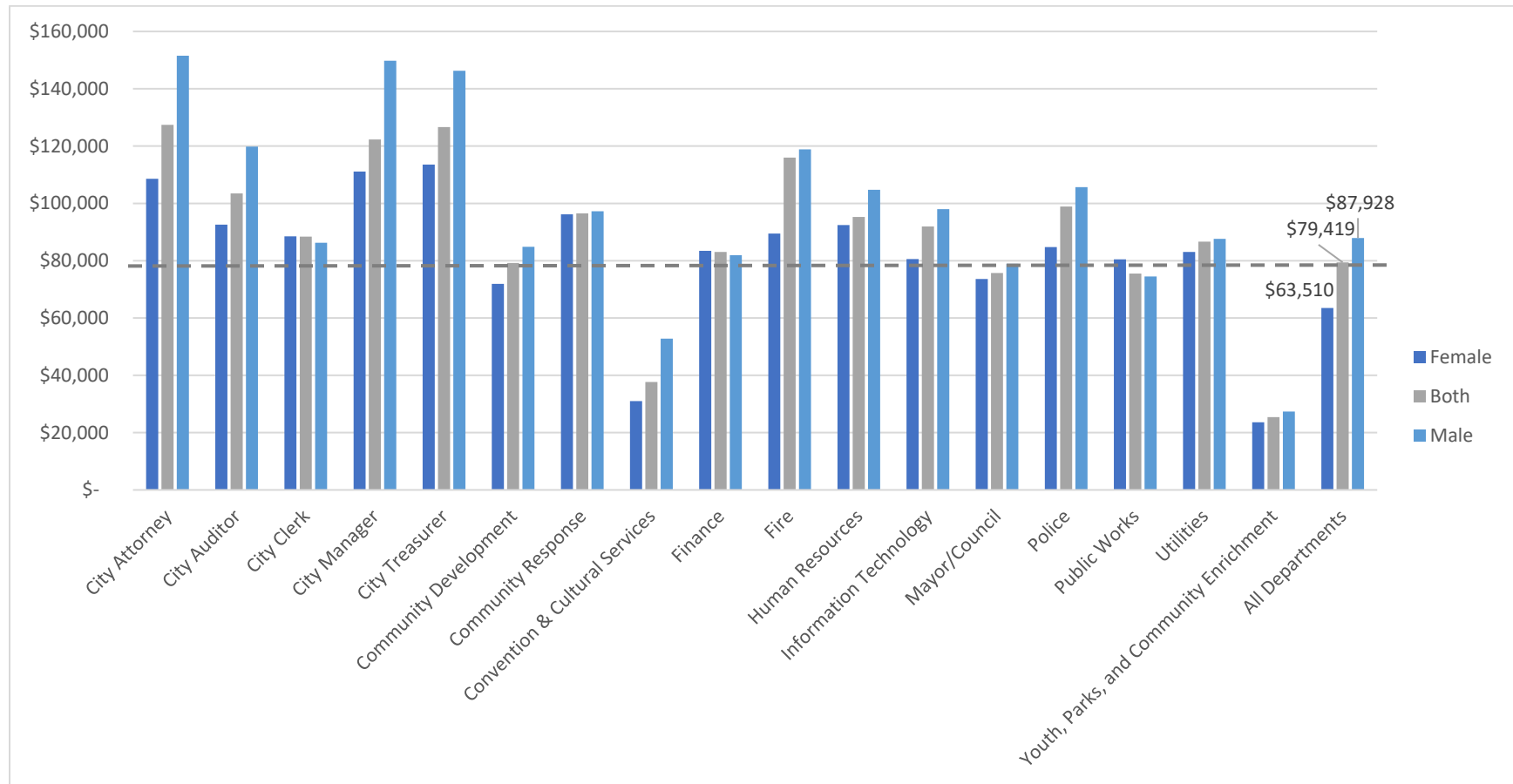


Note: One Asian employee whose gender was unknown is excluded from this analysis.  
 Source: Auditor generated from City of Sacramento eCAPS data.

After accounting for the male-dominated sworn positions in the Police and Fire Departments, the annual salary gap between full-time male and female employees is reduced to less than \$2,000.

Figures 48-52 examine the average salaries of all City employees by department and gender. Figure 48 analyzes the salaries of all full-time and part-time employees by department and gender.

**Figure 48: Average Salaries of Full-Time and Part-Time City Employees by Department and Gender, 2021 (4,775 total)**

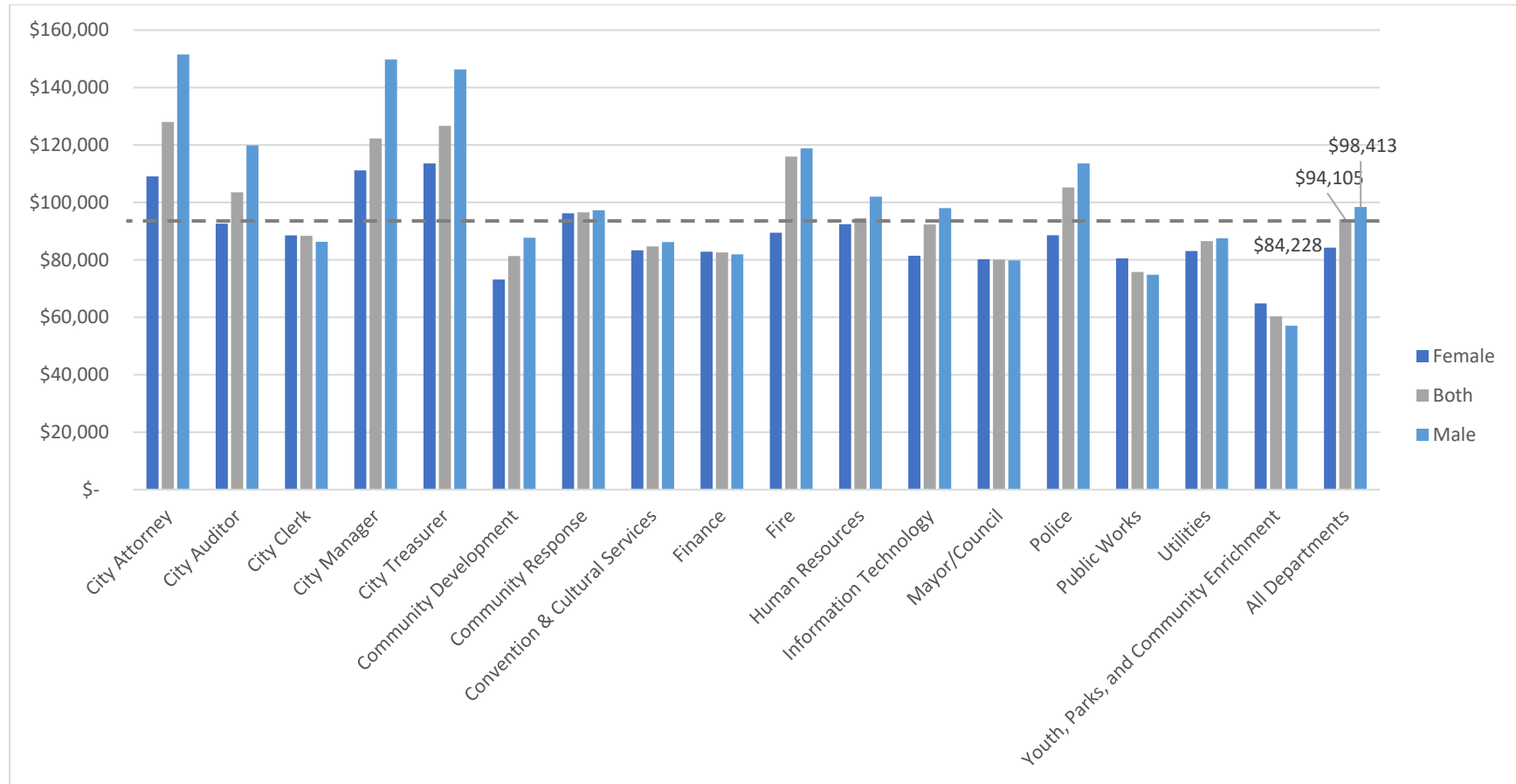


Note: One employee in the Department of Utilities whose gender was unknown is excluded from this analysis.

Source: Auditor generated from City of Sacramento eCAPS data.

Figure 49 analyzes the salaries of all full-time employees by department and gender.

**Figure 49: Average Salaries of All City Employees by Department and Gender excluding Part-Time Employees, 2021 (3,892 total)**

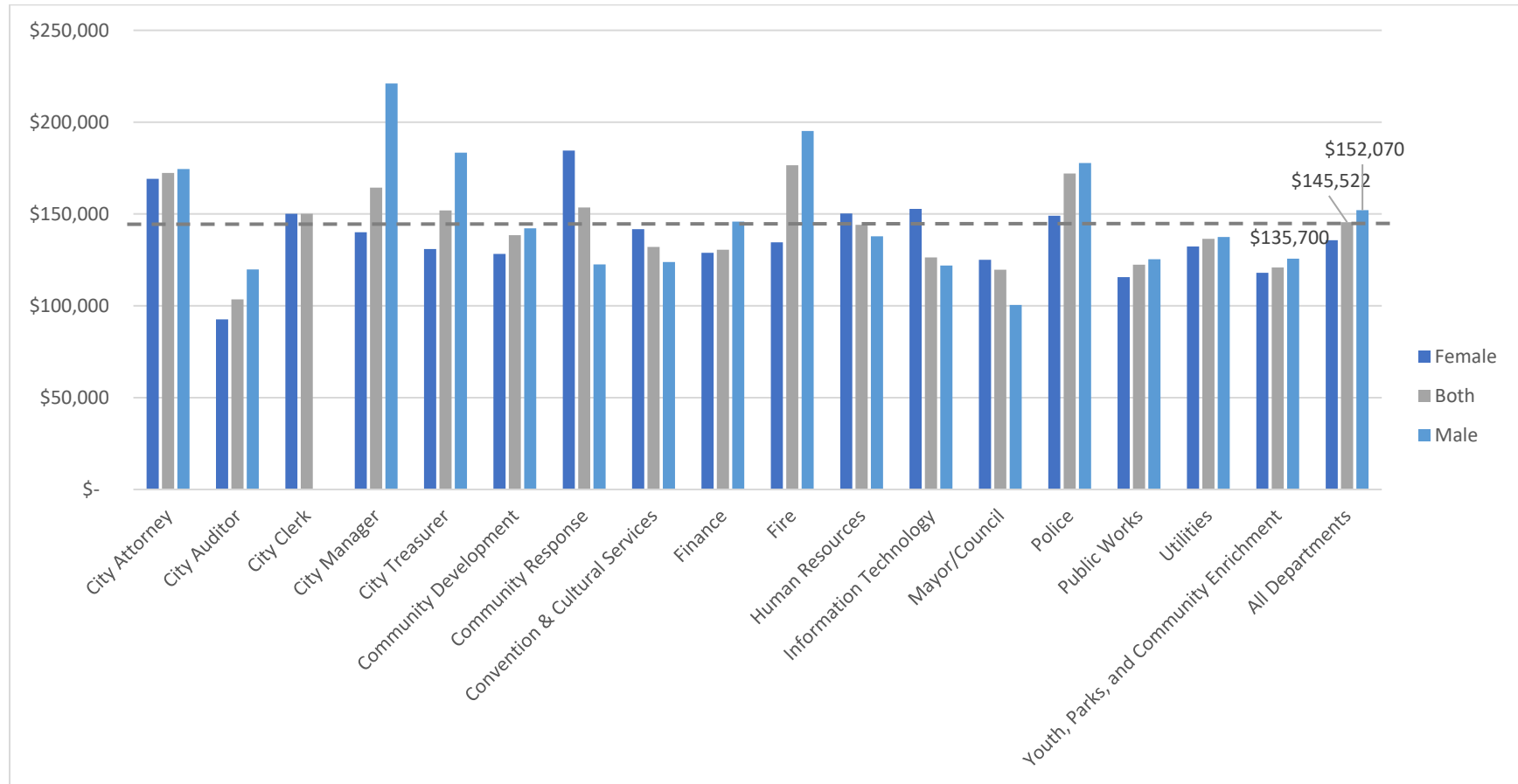


Note: One employee in the Department of Utilities whose gender was unknown is excluded from this analysis.

Source: Auditor generated from City of Sacramento eCAPS data.

Figure 50 shows the average salaries of management employees by department and gender. All management employees are full-time.

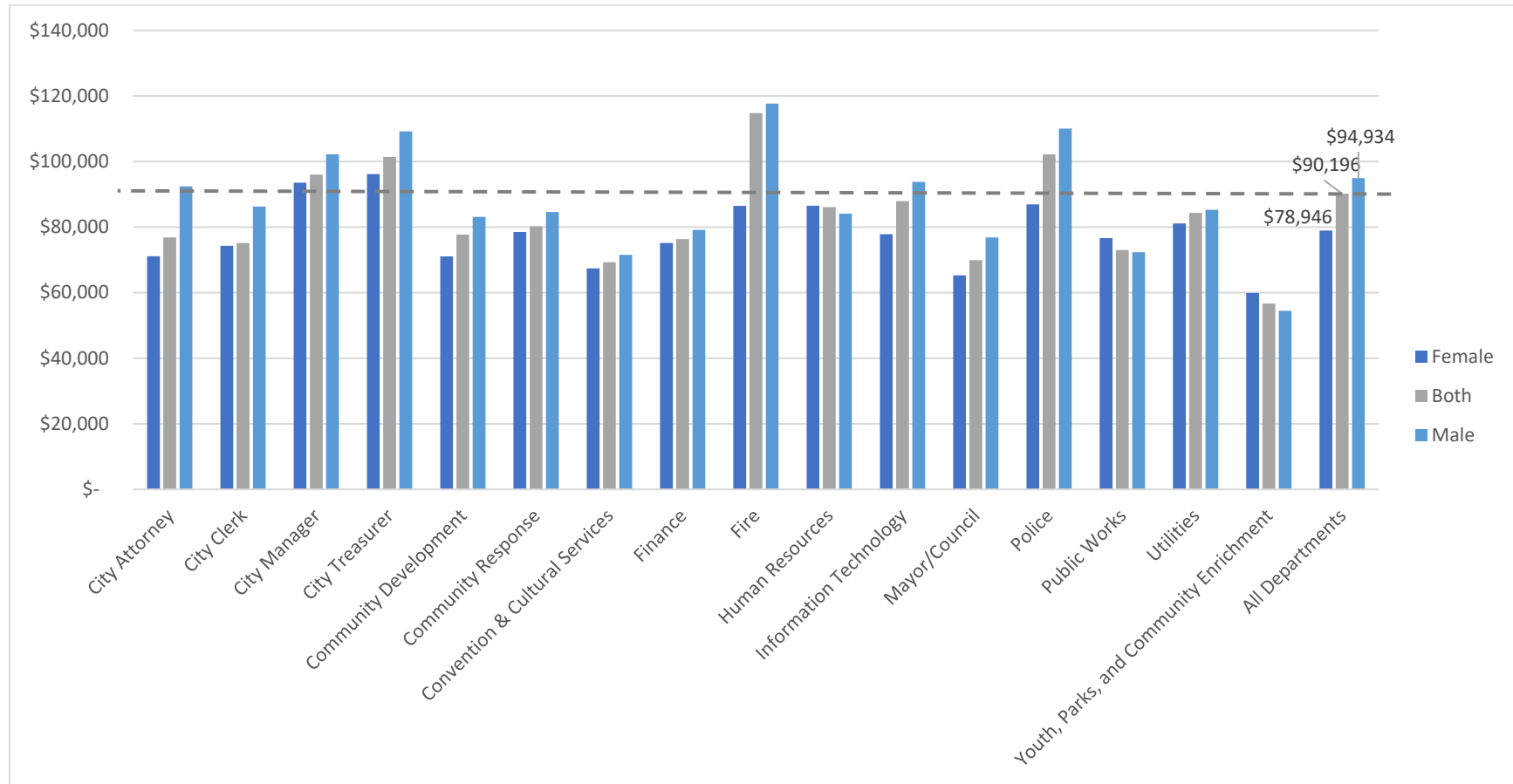
**Figure 50: Average Salaries of All Management City Employees by Department and Gender, 2021 (275 Total)**



Source: Auditor generated from City of Sacramento eCAPS data.

Figure 51 below shows the average salaries of full-time non-management employees by gender and department.

**Figure 51: Average Salaries of All Non-Management City Employees by Gender and Department excluding Part-Time Employees, 2021 (3,617 Total)**

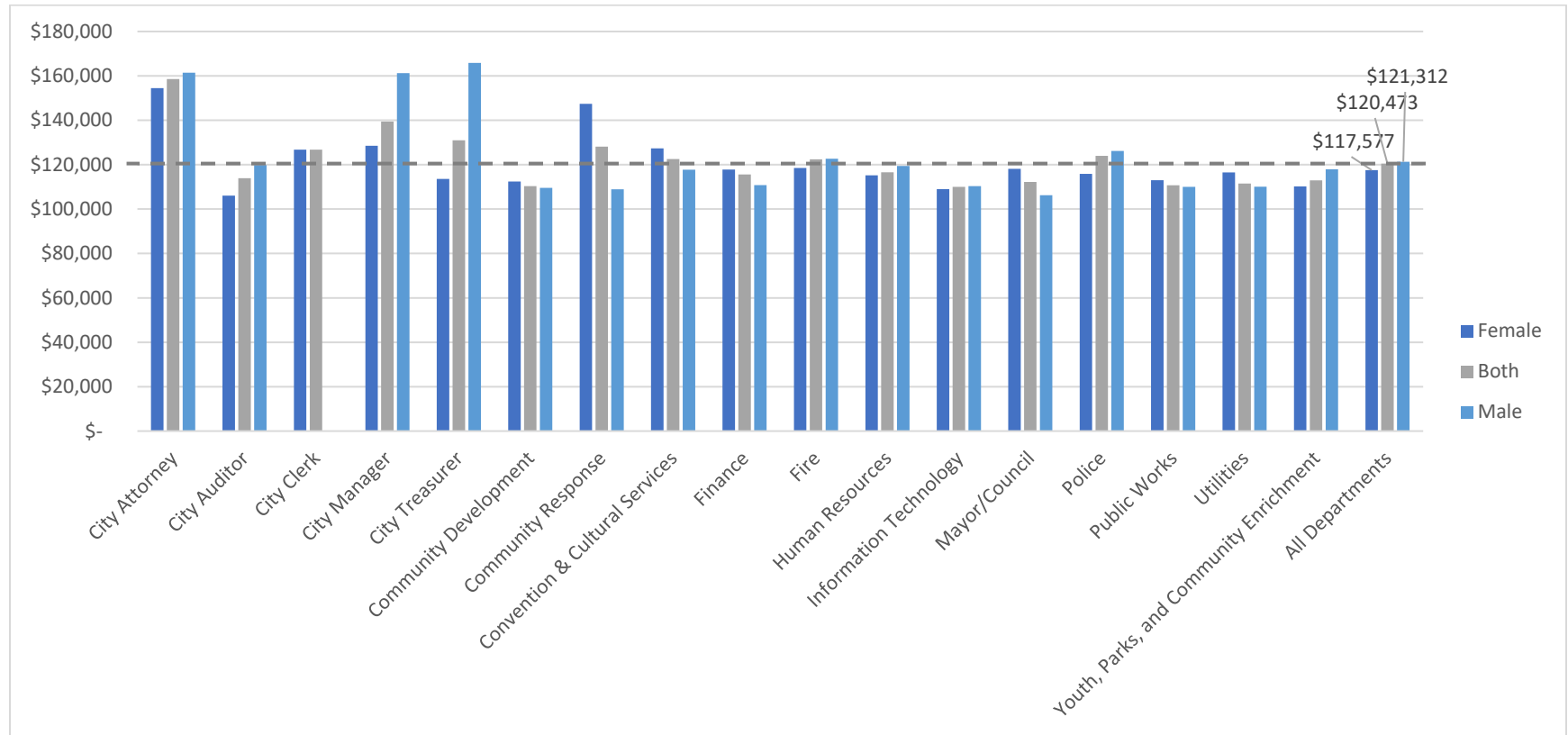


Note: One employee in the Department of Utilities whose gender was unknown is excluded from this analysis.

Source: Auditor generated from City of Sacramento eCAPS data.

Figure 52 below shows the average salaries of full-time and part-time employees that earn over \$90,000 by department and gender. Of the 2,004 employees that earn an annual salary over \$90,000, 450 were female and 1,554 were male.

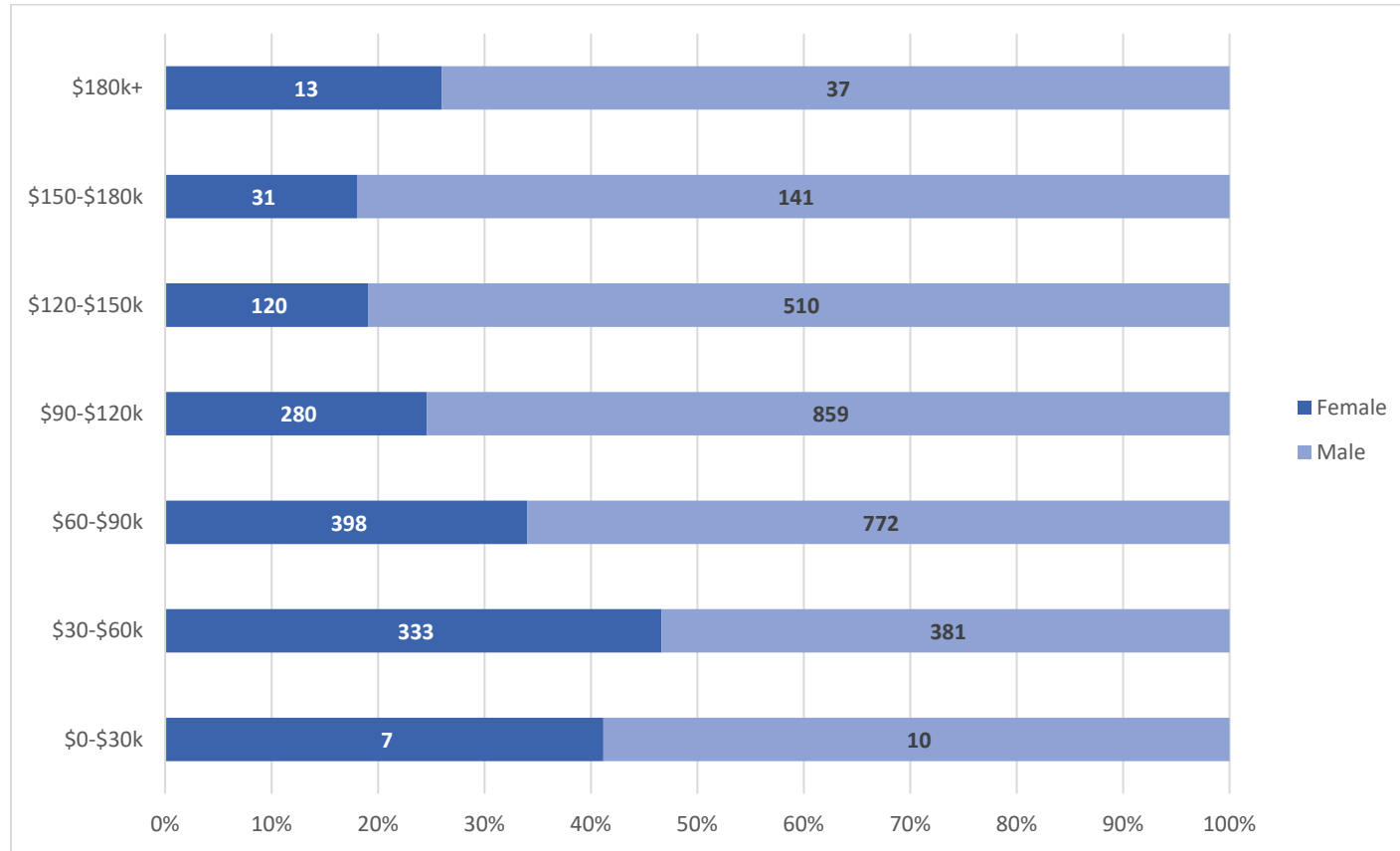
**Figure 52: Average Salaries of Full-Time and Part-Time City Employees that Earn Over \$90,000 by Departments and Gender, 2021 (2,004 Total)**



Source: Auditor generated from City of Sacramento eCAPS data.

Figure 53 below shows the number of all full-time female employees and male employees in salary ranges of \$30,000 increments.

**Figure 53: Salary Ranges of All City Employees by Gender excluding Part-Time Employees, 2021 (3,892 Total)**

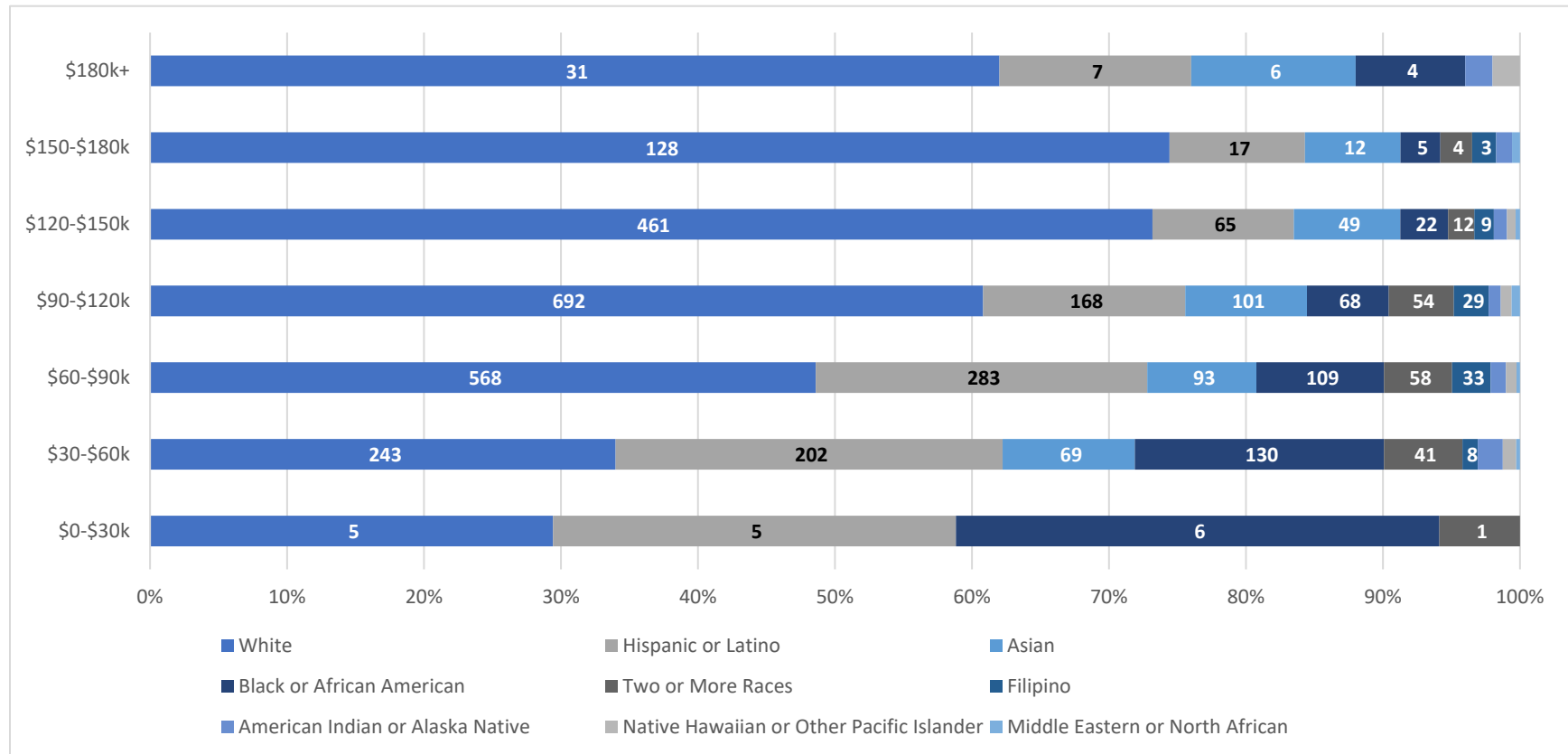


Note: One employee whose gender was unknown was excluded from this analysis.  
 Source: Auditor generated from City of Sacramento eCAPS data.



Figure 54 below shows the number of full-time City employees by salary ranges and ethnicity/race.

**Figure 54: Salary Ranges of All City Employees by Ethnicity/Race excluding Part-Time Employees, 2021 (3,891 Total)**



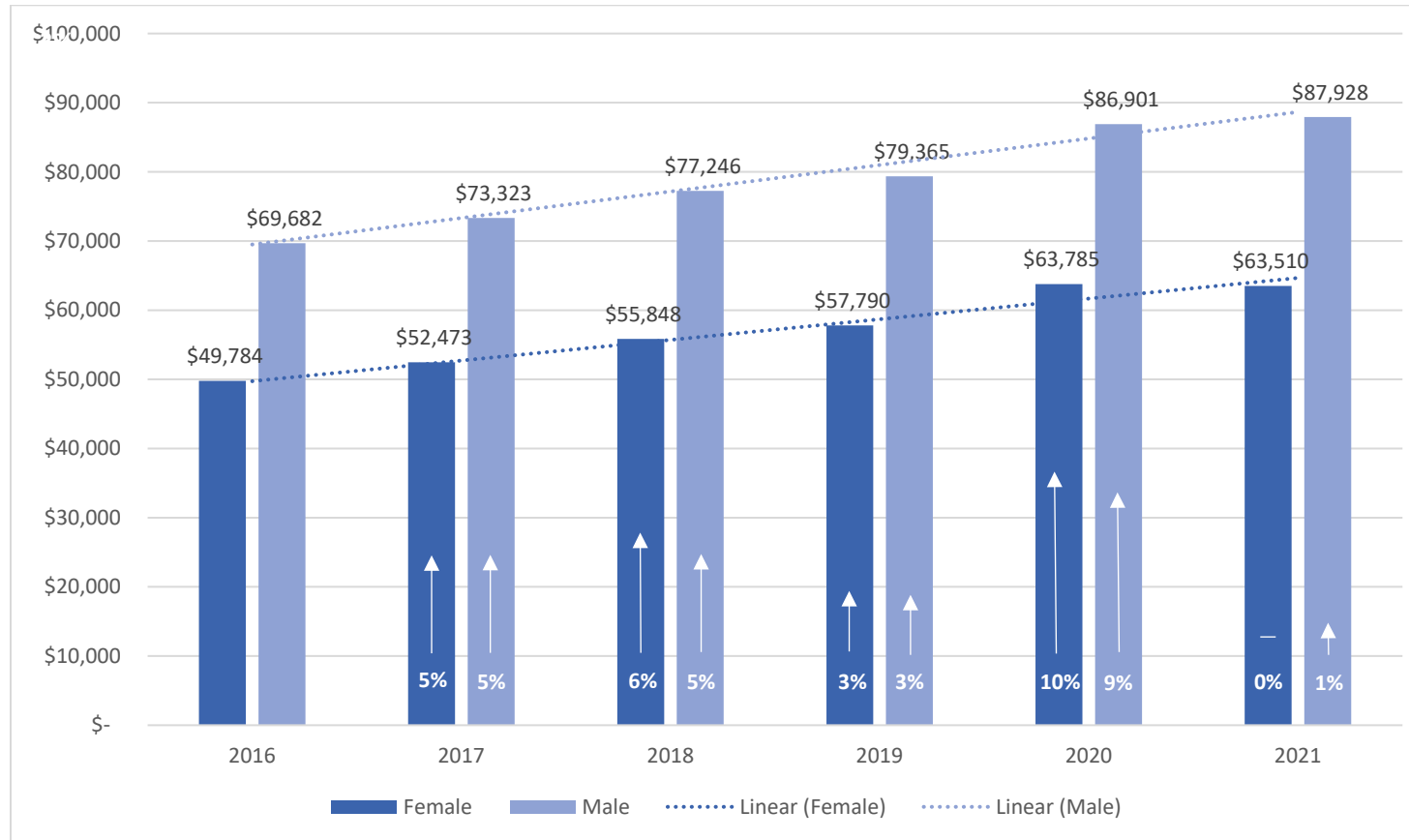
Note: Two employees whose ethnicity/race was not specified were excluded from this analysis.

Source: Auditor generated from City of Sacramento eCAPS data.

## Average Salary of City Employees 2016-2021

The following graphs analyze the average base salary of employees. The arrows in the bars indicate the year-to-year percent changes. Figure 55 below analyzes the average salary of full-time and part-time City employees by gender and year.

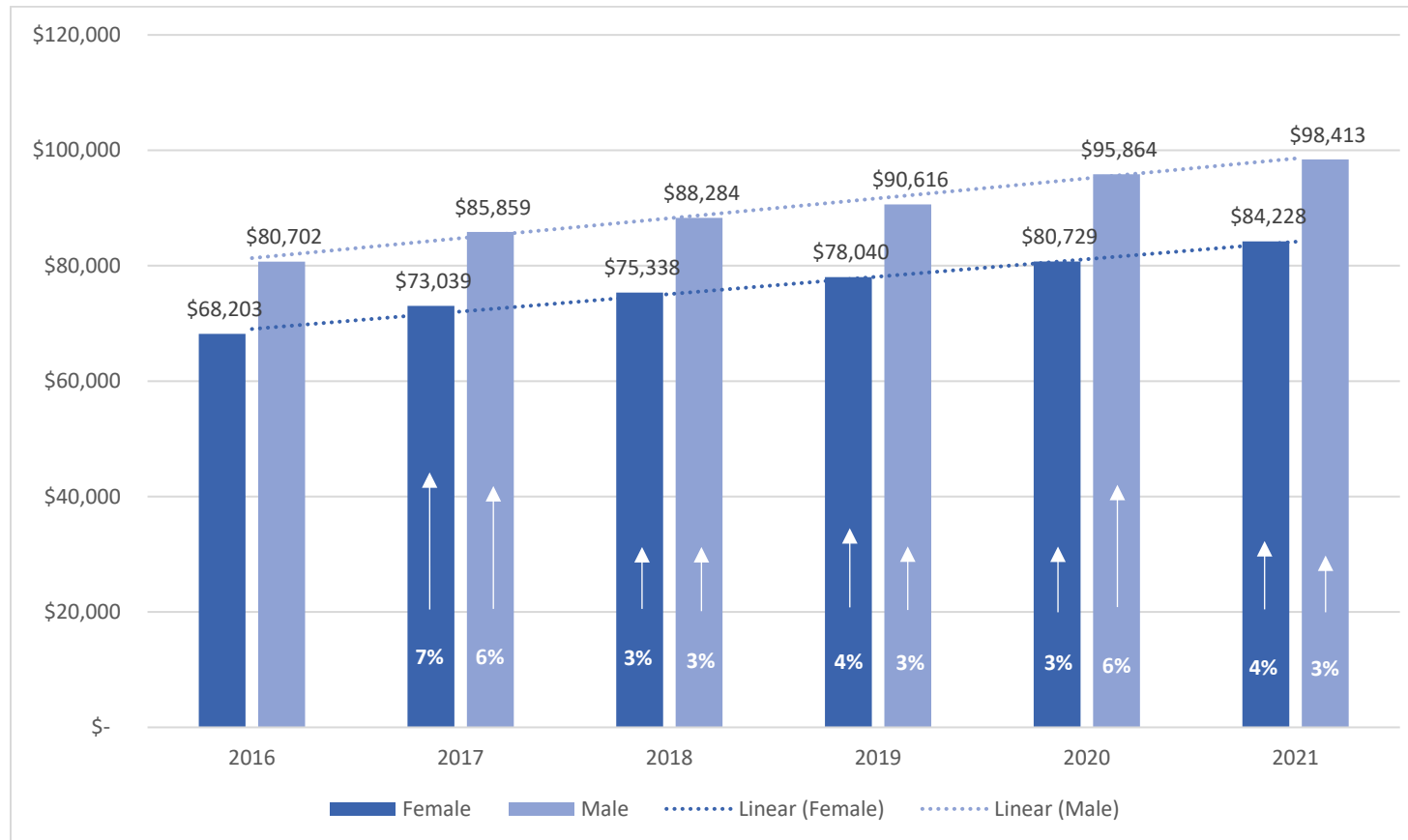
**Figure 55: Average Salaries of Full-Time and Part-Time City Employees by Gender, 2016-2021**



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

Figure 56 presents the average salaries of full-time City employees by gender from 2016-2021. In general, male employees have had a higher average salary than female employees each year.

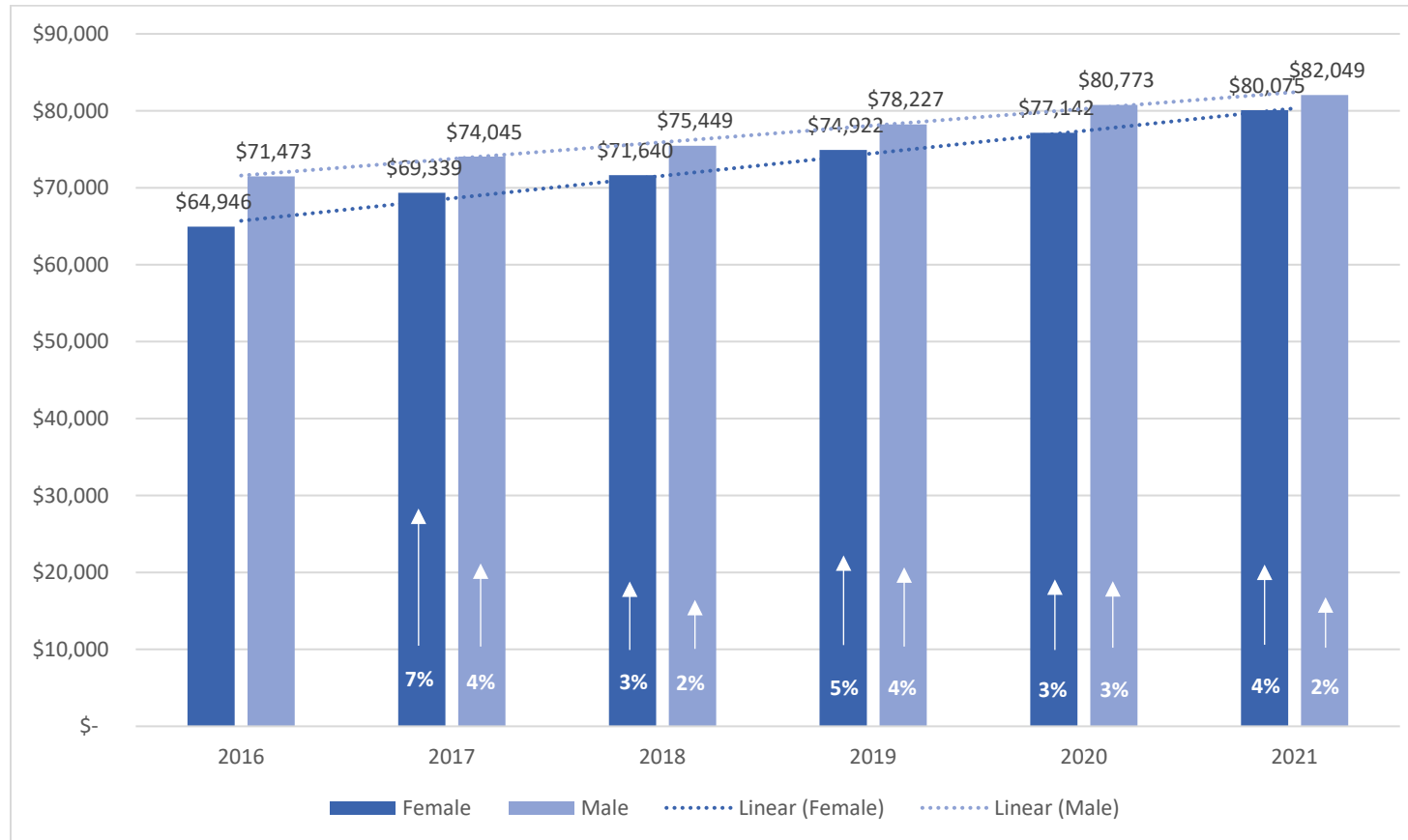
**Figure 56: Average Salary of All City Employees by Gender excluding Part-Time Employees, 2016-2021**



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

Figure 57 examines the average salaries of City employees excluding part-time and sworn SFD and 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.

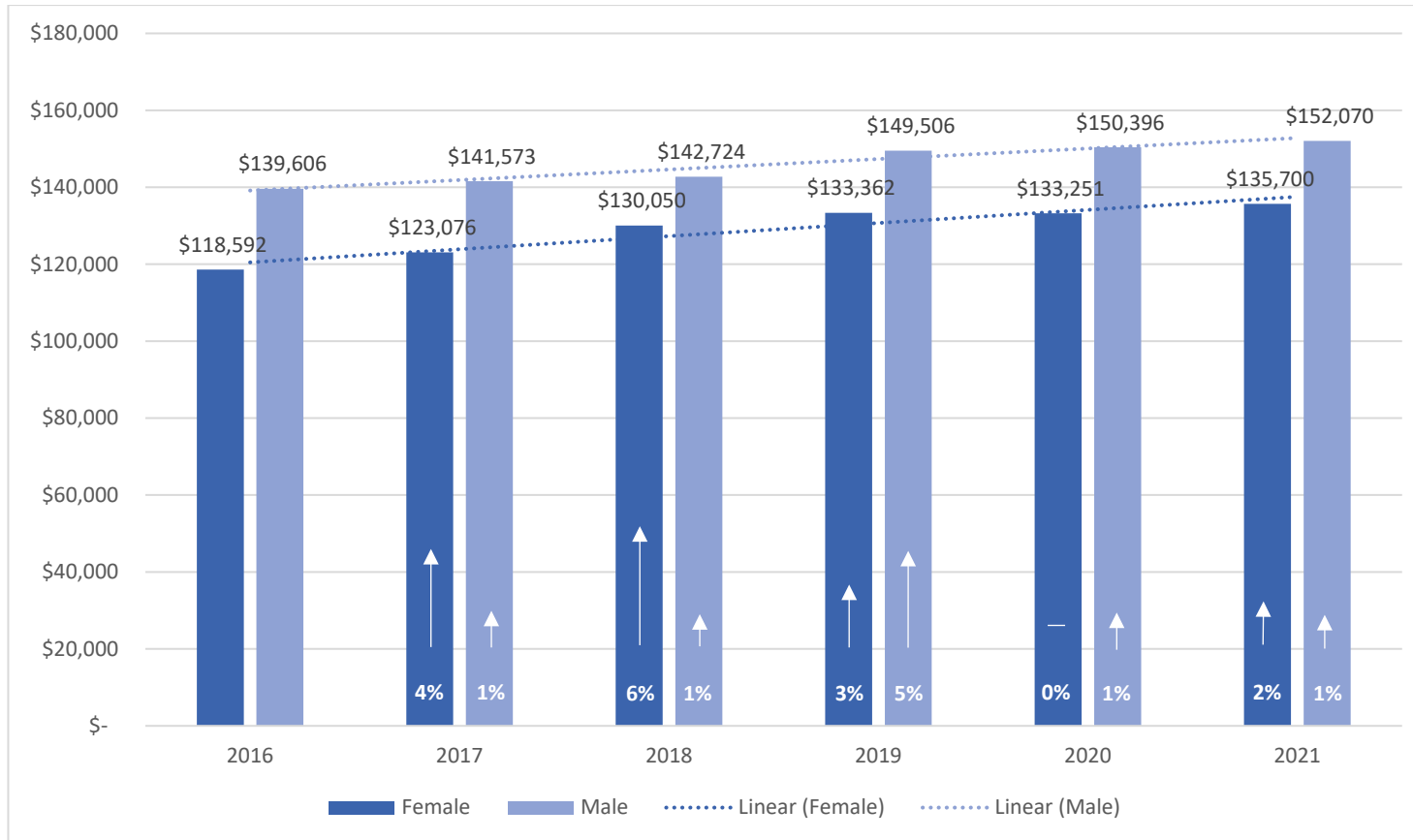
**Figure 57: Average Salary of All Employees by Gender excluding Part-Time and Sworn SFD and SPD Employees, 2016-2021**



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

Figure 58 displays the average salary by gender of management employees from 2016-2021.

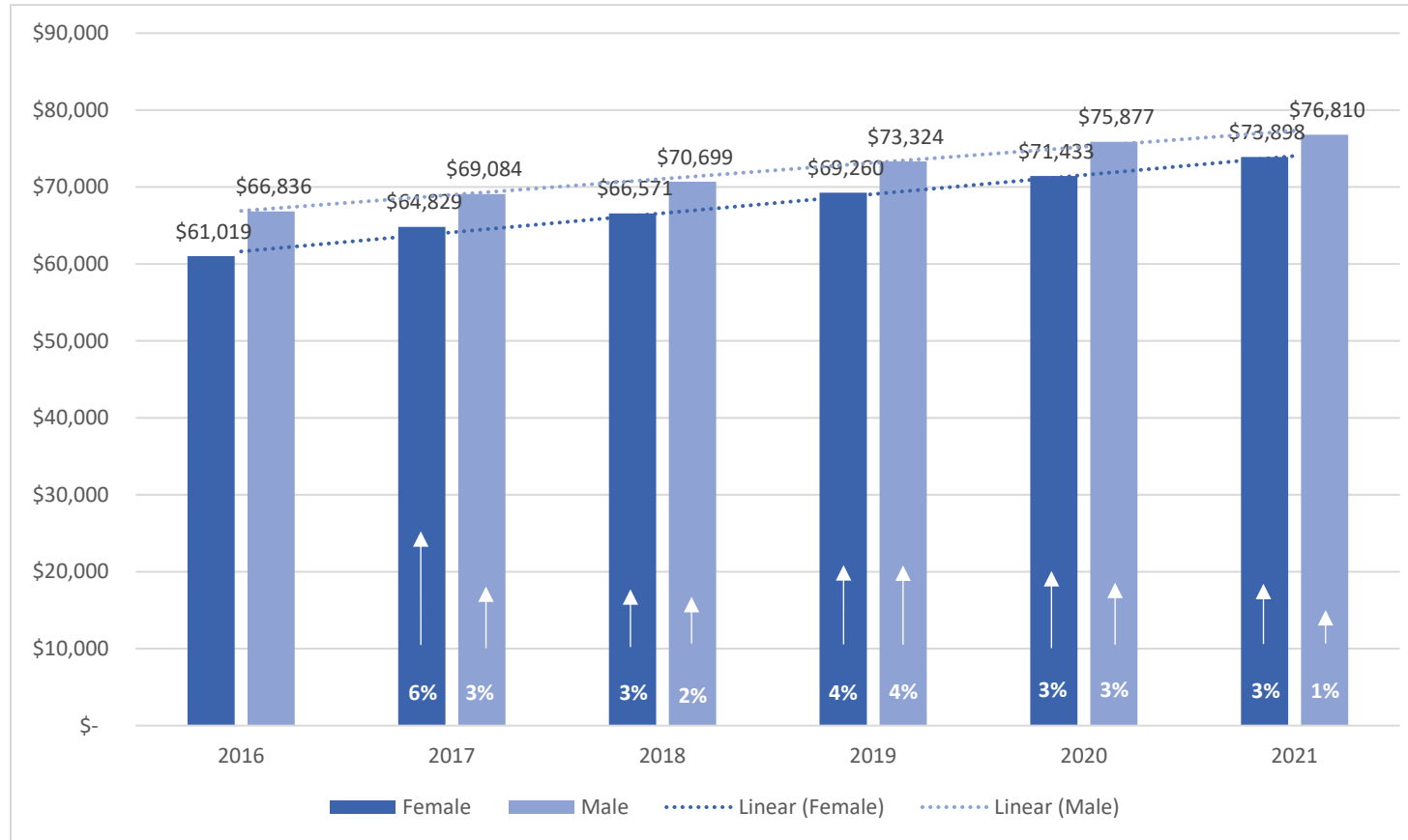
**Figure 58: Average Salary of All Management City Employees by Gender, 2016-2021**



Source: Auditor generated from City of Sacramento eCAPS data.

Figure 59 displays the average salary by gender of full-time non-management employees excluding sworn SFD and SPD Employees from 2016-2021.

**Figure 59: Average Salary of All Non-Management City Employees by Gender excluding Part-Time and Sworn SFD and SPD Employees, 2016-2021**

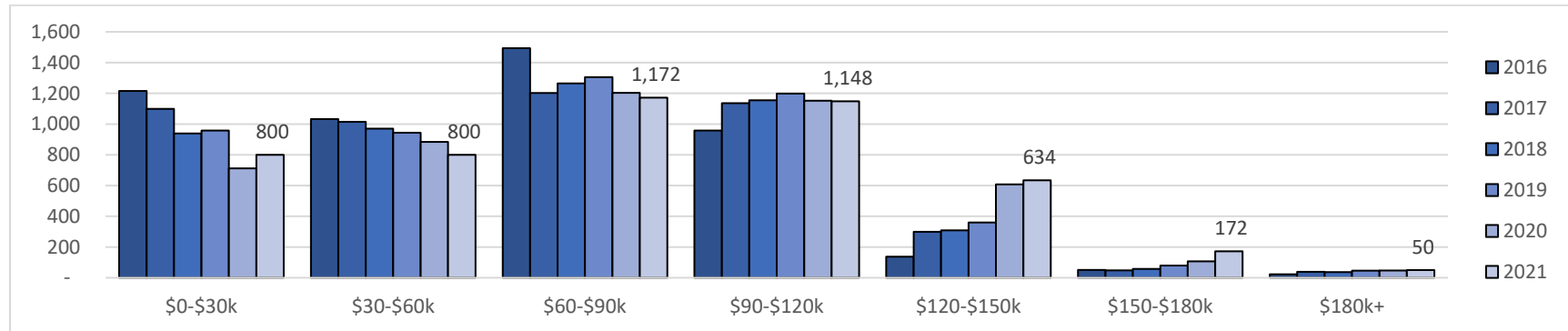


Note: Employees whose genders were unknown were excluded from this analysis.

Source: Auditor generated from City of Sacramento eCAPS data.

Figure 60 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.

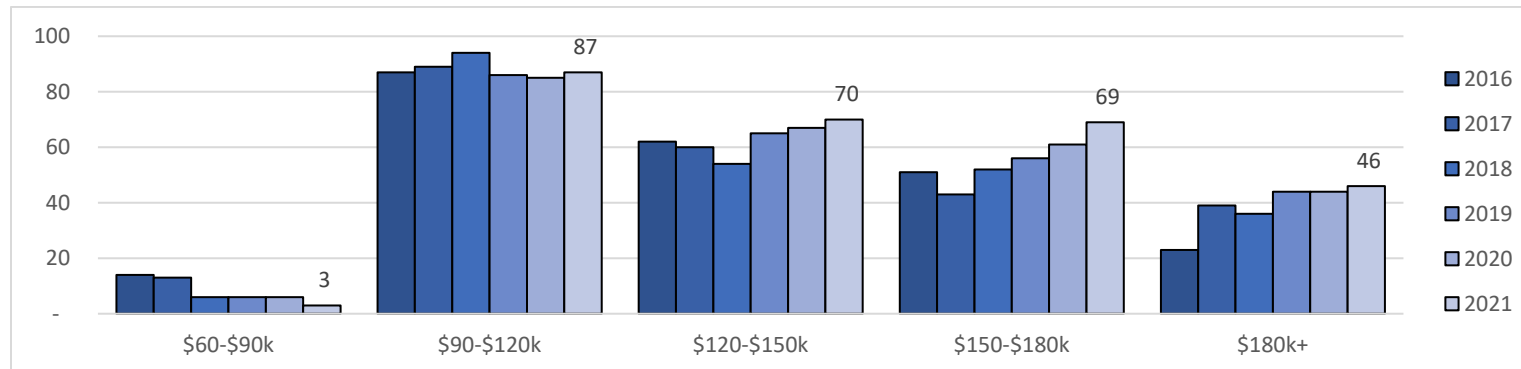
**Figure 60: Salary Ranges of Full-Time and Part-Time City Employees, 2016-2021**



Source: Auditor generated from City of Sacramento eCAPS data.

Figure 61 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.

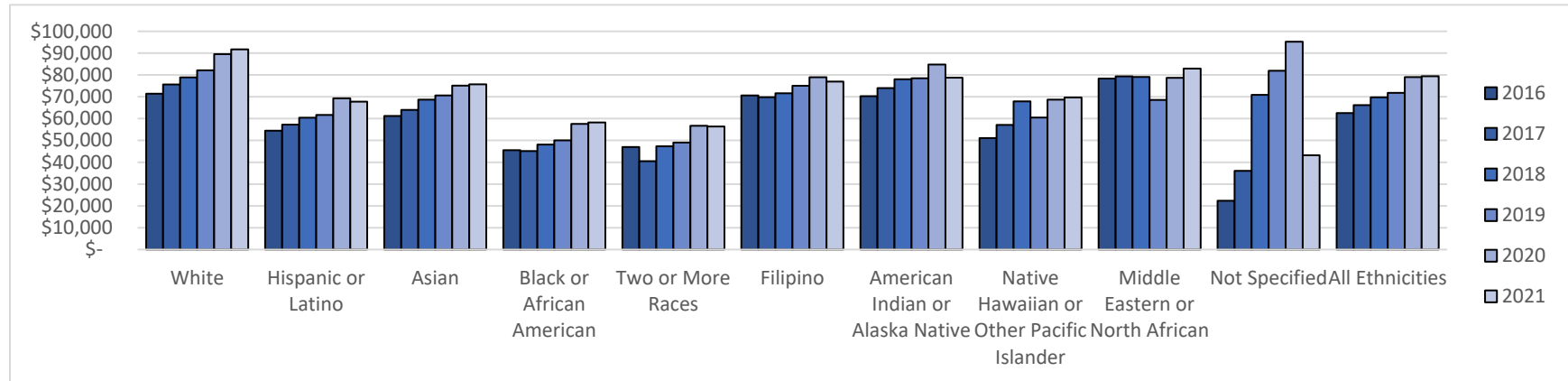
**Figure 61: Salary Ranges of All Management City Employees, 2016-2021**



Source: Auditor generated from City of Sacramento eCAPS data.

Figure 62 shows the average salaries of full-time and part-time City employees by ethnicity/race.

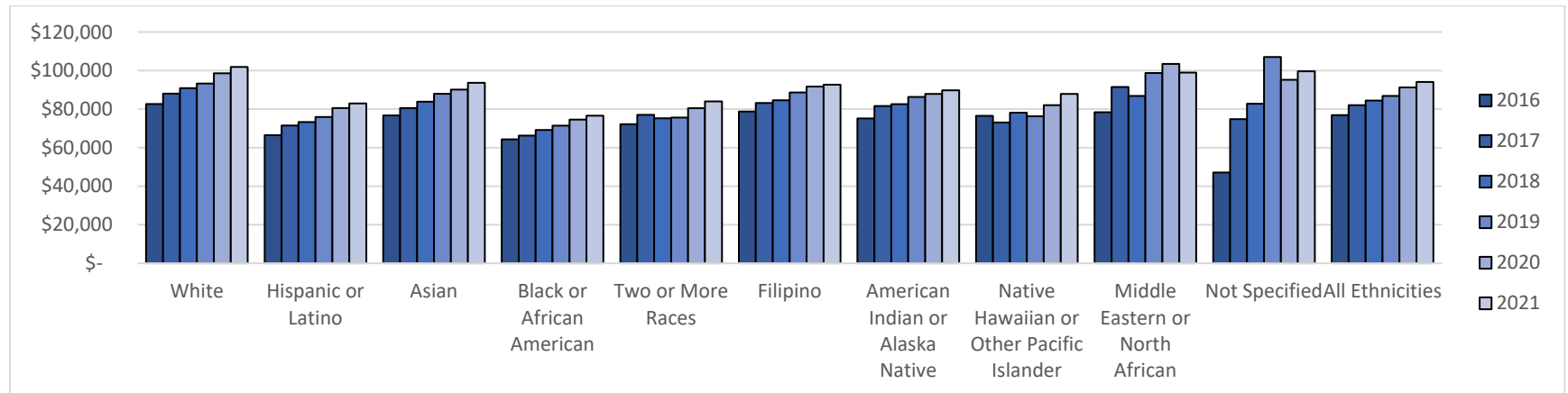
**Figure 62: Average Salary of Full-Time and Part-Time City Employees by Ethnicity/Race, 2016-2021**



Source: Auditor generated from City of Sacramento eCAPS data.

Figure 63 shows the average salaries of full-time City employees by ethnicity/race.

**Figure 63: Average Salary of All City Employees excluding Part-Time Employees by Ethnicity/Race, 2016-2021**

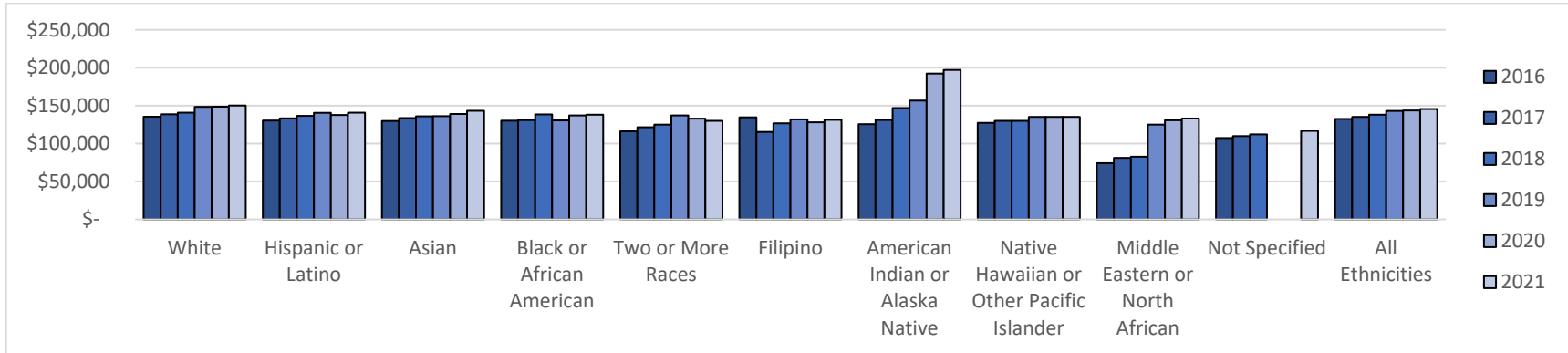


Source: Auditor generated from City of Sacramento eCAPS data.



Figure 64 shows the average salaries for management employees by ethnicity/race. All management employees are full-time.

**Figure 64: Average Salary of Management City Employees by Ethnicity/Race, 2016-2021**

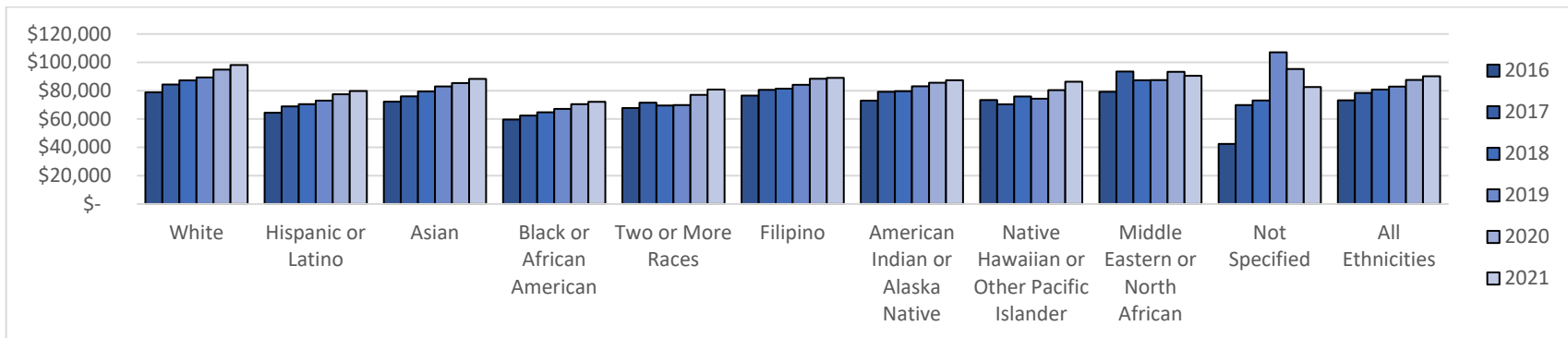


Note: Although it appears as though the average salary of the American Indian or Alaska Native employees are significantly higher than other ethnicities, it is important to note there were only two employees in that category in 2016-2019 and only one employee in 2020 and 2021.

Source: Auditor generated from City of Sacramento eCAPS data.

Figure 65 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.

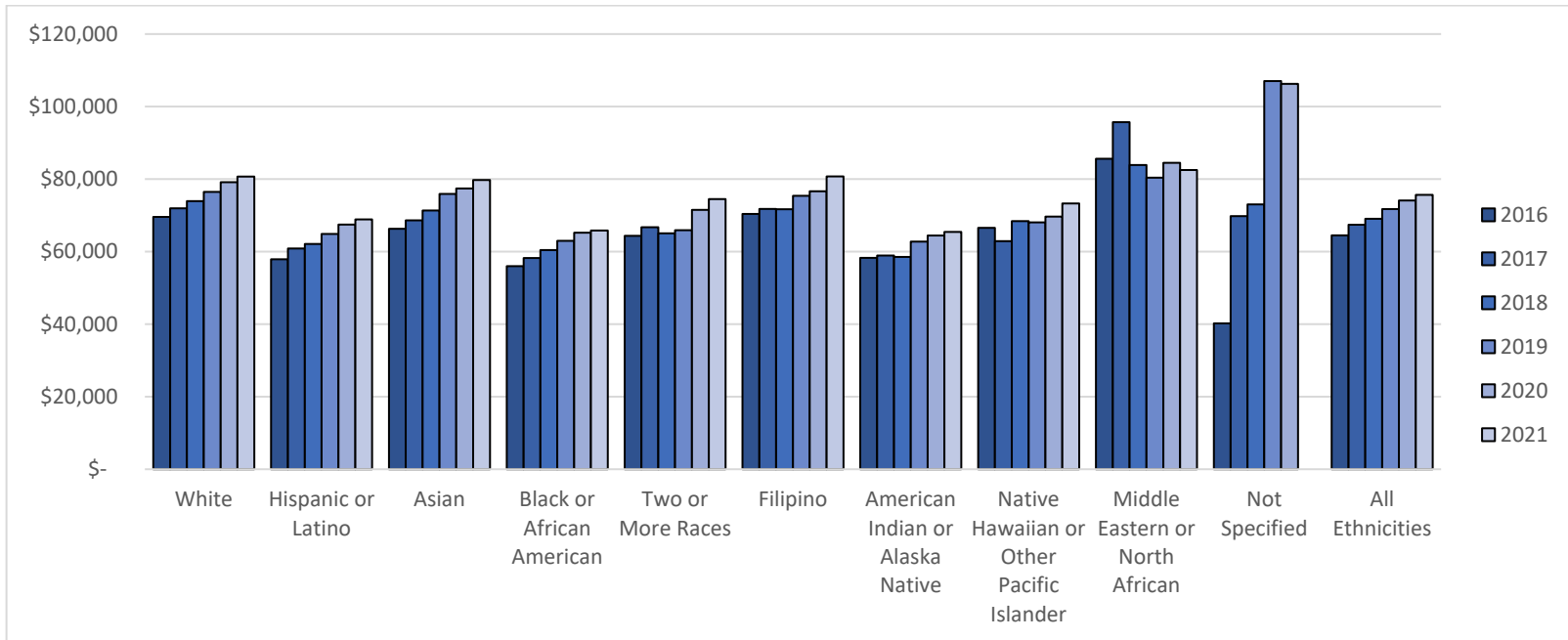
**Figure 65: Average Salary of All Non-Management City Employees by Ethnicity/Race excluding Part-Time Employees, 2016-2021**



Source: Auditor generated from City of Sacramento eCAPS data.

Figure 66 shows the average salaries of full-time non-management employees by ethnicity/race excluding sworn SFD and SPD employees.

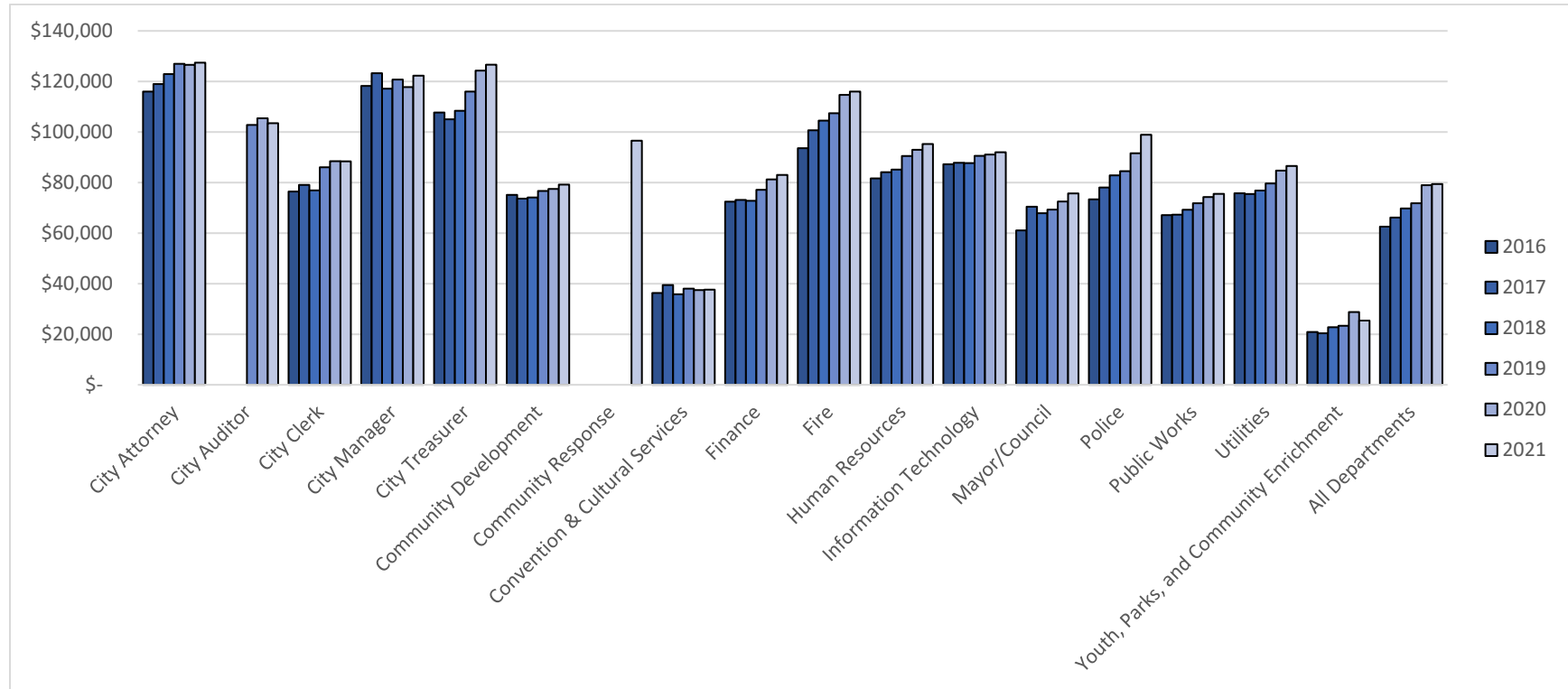
**Figure 66: Average Salary of All Non-Management City Employees by Ethnicity/Race excluding Part-Time Employees and Sworn SFD and SPD Employees, 2016-2021**



Source: Auditor generated from City of Sacramento eCAPS data.

Figure 67 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 Community Response is a new department that was established in July 2021.

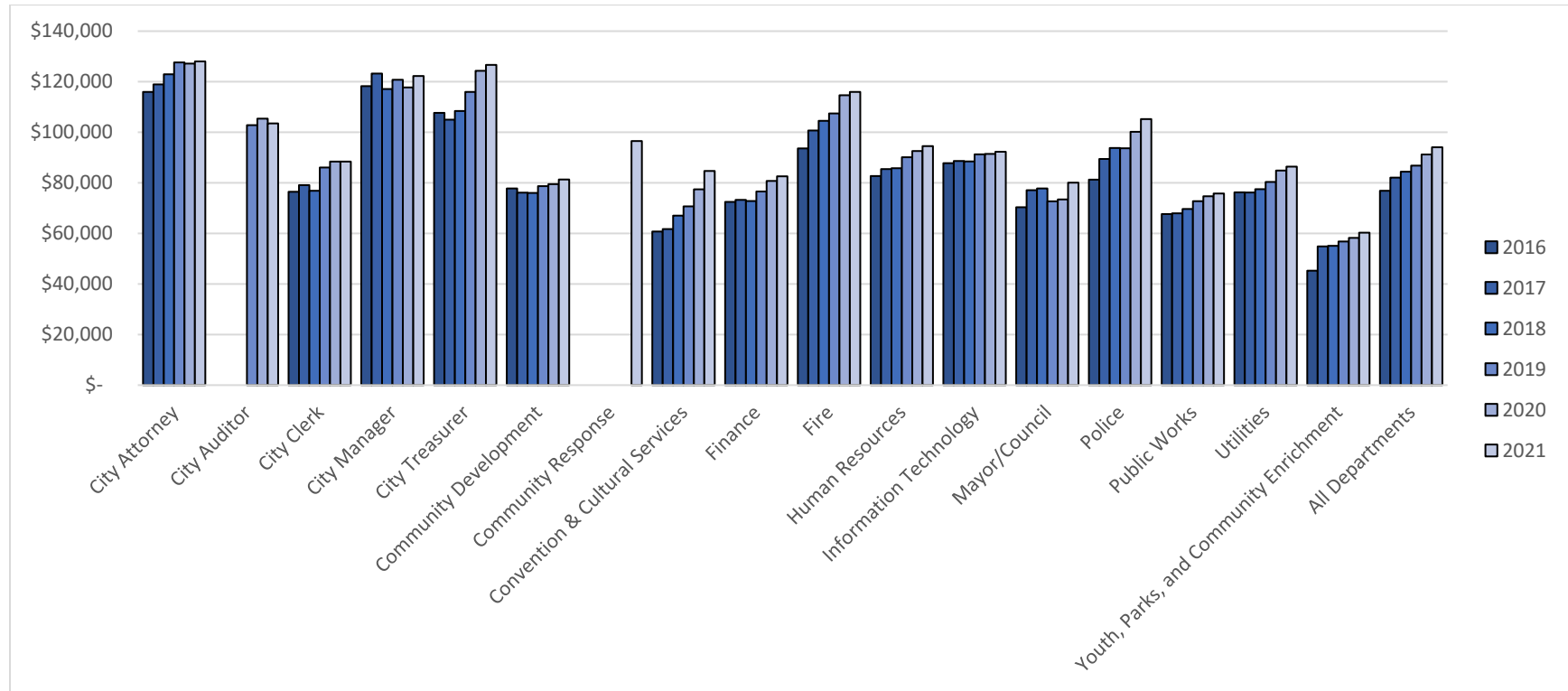
**Figure 67: Average Salary of Full-Time and Part-Time City Employees by Department, 2016-2021**



Source: Auditor generated from City of Sacramento eCAPS data.

Figure 68 shows the average salary of full-time City employees by department over time.

**Figure 68: Average Salary of Full-Time City Employees by Department, 2016-2021**



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.”<sup>21</sup> 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.”<sup>22</sup>

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. As previously stated, the salaries in this chapter have not been adjusted for tenure, education, certification, experience, or other criteria that may affect the salaries of employees.

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

- Average earnings for full-time female City employees are approximately 79 percent of those of full-time White male employees.
- When examining full-time male average salaries, the top earning male demographic group is White with an average salary of \$106,022 and the lowest earning is Black male employees \$79,050.
- When examining full-time female average salaries, the top earning female demographic group is White with an average salary of \$90,593 and the lowest earning is Black female employees at \$72,693.
- When excluding part-time and sworn positions in the Police and Fire Departments, the gender wage gap is significantly reduced. However, a wage gap still exists, especially when taking ethnicity/race into account.

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.

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<sup>21</sup> Salary.com is a resource for compensation data and education.

<sup>22</sup> *Defining the Difference Between Average and Median Salary*. Salary.com, 2019, <https://www.salary.com/blog/defining-the-difference-between-average-and-median-salary/>

Figure 69 shows the average salaries and ratio of earnings of all full-time and part-time employees. Based on the data, the average salary of male employees is \$24,000 higher than the average salary of female employees Citywide. Additionally, the lowest average salaries are predominately female demographic groups. According to the U.S. Census Bureau, women are over-represented in lower paying jobs and industries nationwide.

**Figure 69: Full-Time and Part-Time City Employees’ Ratio of Earnings Relative to White Male Employees, 2021 (4,770 Total)**

Ethnicity/Race and Gender	Total Employees	Average Salary	Ratio of Earnings Relative to White Males
Male White	1,698	\$99,324	\$1.00
Male Native Hawaiian or Other Pacific Islander	20	\$91,593	\$0.92
Male American Indian or Alaska Native	37	\$88,472	\$0.89
<b>Male (All)</b>	<b>3,108</b>	<b>\$87,948</b>	<b>\$0.89</b>
Male Asian	240	\$85,930	\$0.87
Male Filipino	62	\$84,462	\$0.85
Male Middle Eastern or North African	13	\$83,327	\$0.84
Female Middle Eastern or North African	7	\$82,278	\$0.83
<b>Citywide</b>	<b>4,770</b>	<b>\$79,457</b>	<b>\$0.80</b>
Male Hispanic or Latino	617	\$75,899	\$0.76
Female White	730	\$74,064	\$0.75
Female Filipino	40	\$65,335	\$0.66
<b>Female (All)</b>	<b>1,662</b>	<b>\$63,579</b>	<b>\$0.64</b>
Female Asian	184	\$62,541	\$0.63
Male Two or More Races	131	\$62,485	\$0.63
Male Black or African American	290	\$60,776	\$0.61
Female American Indian or Alaska Native	15	\$54,880	\$0.55
Female Black or African American	193	\$54,380	\$0.55
Female Hispanic or Latino	332	\$52,685	\$0.53
Female Two or More Races	142	\$50,760	\$0.51
Female Native Hawaiian or Other Pacific Islander	19	\$46,645	\$0.47

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

Source: Auditor generated from City of Sacramento eCAPS data.

Figure 70 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 approximately \$14,000 higher than the average salary of female employees Citywide. Additionally, the lowest average salaries are predominately female demographic groups.

**Figure 70: Full-Time City Employees’ Ratio of Earnings Relative to White Male Employees, 2021 (3,890 Total)**

Ethnicity/Race and Gender	Total Employees	Average Salary	Ratio of Earnings Relative to White Males
Male White	1,561	\$106,022	\$1.00
Male Middle Eastern or North African	9	\$105,954	\$1.00
Male Asian	203	\$98,744	\$0.93
<b>Male (All)</b>	<b>2,708</b>	<b>\$98,412</b>	<b>\$0.93</b>
Male Filipino	53	\$96,214	\$0.91
Male Native Hawaiian or Other Pacific Islander	19	\$94,352	\$0.89
<b>Citywide</b>	<b>3,890</b>	<b>\$94,102</b>	<b>\$0.89</b>
Male American Indian or Alaska Native	35	\$93,002	\$0.88
Female White	567	\$90,593	\$0.85
Female Middle Eastern or North African	6	\$88,445	\$0.83
Male Two or More Races	89	\$86,682	\$0.82
Female Filipino	29	\$86,198	\$0.81
Male Hispanic or Latino	530	\$86,071	\$0.81
Female Asian	126	\$85,834	\$0.81
<b>Female (All)</b>	<b>1,182</b>	<b>\$84,228</b>	<b>\$0.79</b>
Female Two or More Races	81	\$80,999	\$0.76
Male Black or African American	209	\$79,050	\$0.75
Female American Indian or Alaska Native	10	\$78,426	\$0.74
Female Native Hawaiian or Other Pacific Islander	11	\$76,794	\$0.72
Female Hispanic or Latino	217	\$75,308	\$0.71
Female Black or African American	135	\$72,693	\$0.69

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

Source: Auditor generated from City of Sacramento eCAPS data.

Figure 71 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 approximately \$2,000 (2.4 percent) more than the average annual salary of female employees. Additionally, American Indian or Alaska Native employees have the lowest average salaries.

**Figure 71: Full-Time City Employees’ Ratio of Earnings Relative to White Male Employees excluding Part-Time and Sworn SFD and SPD Employees, 2021 (2,499 Total)**

Ethnicity/Race and Gender	Total Employees	Average Salary	Ratio of Earnings Relative to White Males
Male Middle Eastern or North African	5	105,640	1.20
Female Middle Eastern or North African	6	88,445	1.00
Male White	714	88,169	1.00
Male Asian	131	87,721	0.99
Male Filipino	32	86,876	0.99
Female Filipino	29	86,198	0.98
Female White	459	85,056	0.96
Female Asian	114	83,270	0.94
<b>Male (All)</b>	<b>1,489</b>	<b>82,025</b>	<b>0.93</b>
<b>Citywide</b>	<b>2,499</b>	<b>81,237</b>	<b>0.92</b>
<b>Female (All)</b>	<b>1,010</b>	<b>80,075</b>	<b>0.91</b>
Female Two or More Races	71	79,509	0.90
Male Two or More Races	50	77,487	0.88
Male Native Hawaiian or Other Pacific Islander	11	76,636	0.87
Female Native Hawaiian or Other Pacific Islander	10	75,816	0.86
Male Hispanic or Latino	368	74,377	0.84
Female Hispanic or Latino	185	71,976	0.82
Female Black or African American	127	70,910	0.80
Male Black or African American	159	69,503	0.79
Male American Indian or Alaska Native	19	65,507	0.74
Female American Indian or Alaska Native	9	65,242	0.74

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 2021.

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 Community Response became their own department between 2016 and 2021.

## City Attorney

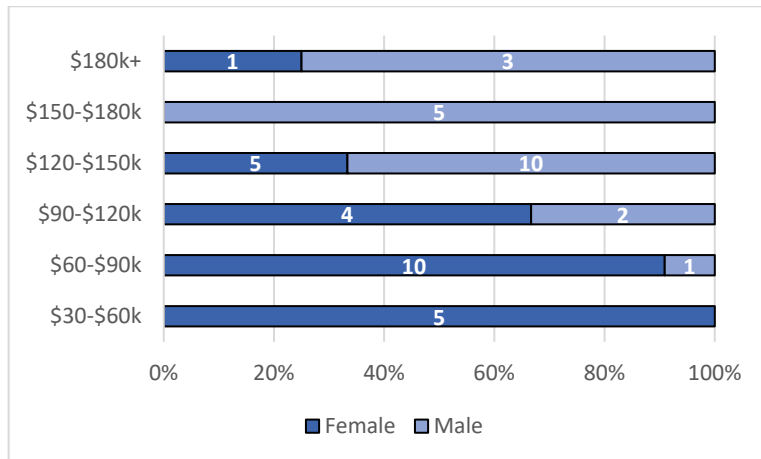
The charts below analyze the employee demographics in the City Attorney’s office.

**Figure 72: Gender Breakdown of Full-Time and Part-Time City Attorney Employees, 2016-2021**

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
2021	56%	44%	32	25	57
<b>2020 City Population</b>	<b>51%</b>	<b>49%</b>	-	-	<b>524,943</b>

Source: Auditor generated from City of Sacramento eCAPS data and the U.S. Census Bureau data.

**Figure 74: Salary Ranges of Full-Time and Part-Time City Attorney Employees, 2016**



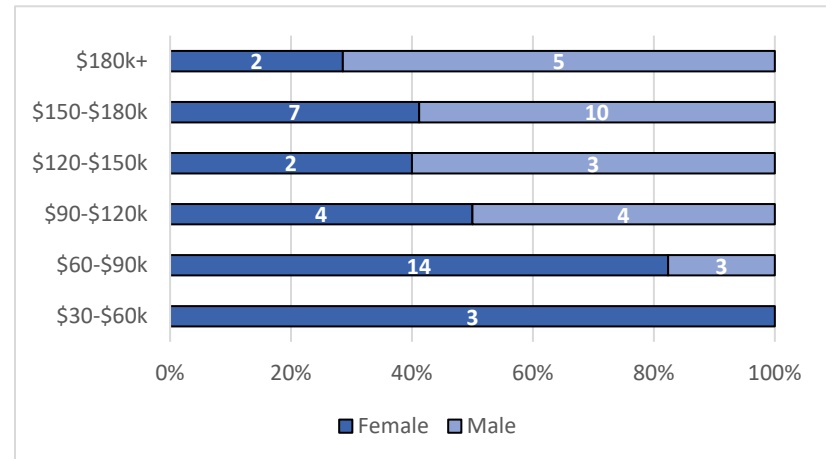
Source: Auditor generated from City of Sacramento eCAPS data.

**Figure 73: Ethnicity/Race of Full-Time and Part-Time City Attorney Employees, 2016-2021**

Year	White	Hispanic or Latino	Asian	Black or African American	Two or More Races	Filipino
2016	72%	4%	7%	9%	4%	4%
2017	73%	4%	6%	6%	6%	4%
2018	76%	6%	4%	6%	4%	4%
2019	72%	11%	4%	6%	4%	4%
2020	67%	10%	5%	9%	3%	5%
2021	65%	11%	5%	11%	4%	5%
<b>2020 City Population</b>	<b>30%</b>	<b>29%</b>	<b>17%</b>	<b>13%</b>	<b>6%</b>	<b>3%</b>

Source: Auditor generated from City of Sacramento eCAPS data and the U.S. Census Bureau data.

**Figure 75: Salary Ranges of Full-Time and Part-Time City Attorney Employees, 2021**



Source: Auditor generated from City of Sacramento eCAPS data.

## City Auditor

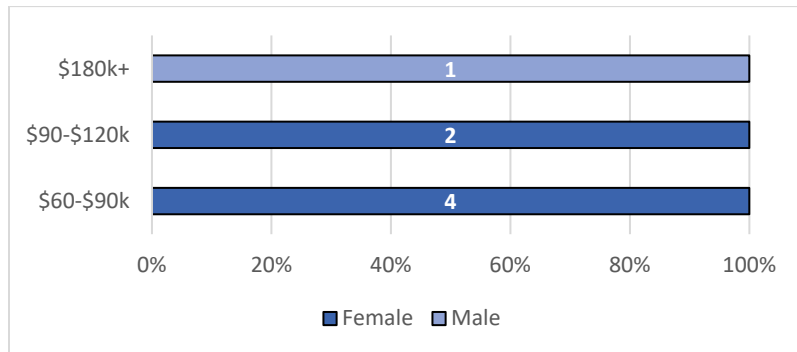
The charts below analyze the employee demographics in the City Auditor’s office. According to the FY2019/20 Approved Budget, “with the passing of the Sacramento City Government Accountability and Efficiency Act (Measure K) in November 2018, the City Auditor was established as a charter office.” The City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

**Figure 76: Gender Breakdown of Full-Time City Auditor Employees, 2016-2021**

Year	Female Percentage	Male Percentage	Female	Male	Grand Total
2019	86%	14%	6	1	7
2020	63%	38%	5	3	8
2021	60%	40%	6	4	10
<b>2020 City Population</b>	<b>51%</b>	<b>49%</b>	-	-	<b>524,943</b>

Source: Auditor generated from City of Sacramento eCAPS data and the U.S. Census Bureau data.

**Figure 78: Salary Ranges of Full-Time City Auditor Employees, 2019**



Source: Auditor generated from City of Sacramento eCAPS data.

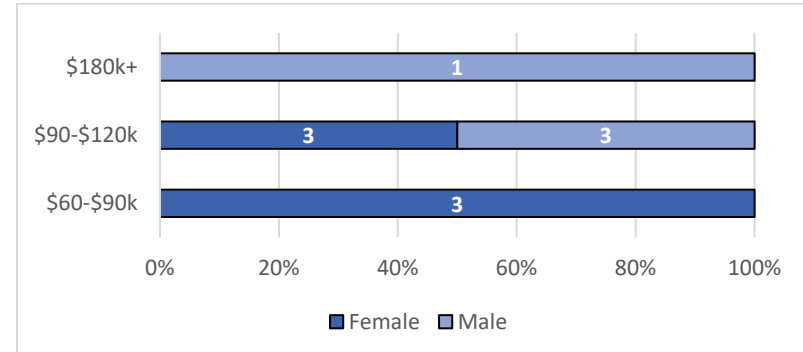
**Figure 77: Ethnicity/Race of Full-Time City Auditor Employees, 2016-2021**

Year	White	Hispanic or Latino	Asian	Black or African American	Two or More Races	Middle Eastern or North African
2019	14%	29%	29%	14%	0%	14%
2020	25%	38%	13%	13%	0%	13%
2021	30%	30%	10%	10%	10%	10%
<b>2020 City Population</b>	<b>30%</b>	<b>29%</b>	<b>17%</b>	<b>13%</b>	<b>6%</b>	<b>N/A</b>

Note: For City Population data, Middle Eastern or North African has been included in the White category.

Source: Auditor generated from City of Sacramento eCAPS data and the U.S. Census Bureau data.

**Figure 79: Salary Ranges of Full-Time City Auditor Employees, 2021**



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 80: Gender Breakdown of Full-Time City Clerk Employees, 2016-2021**

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
2021	94%	6%	16	1	17
<b>2020 City Population</b>	<b>51%</b>	<b>49%</b>	-	-	<b>524,943</b>

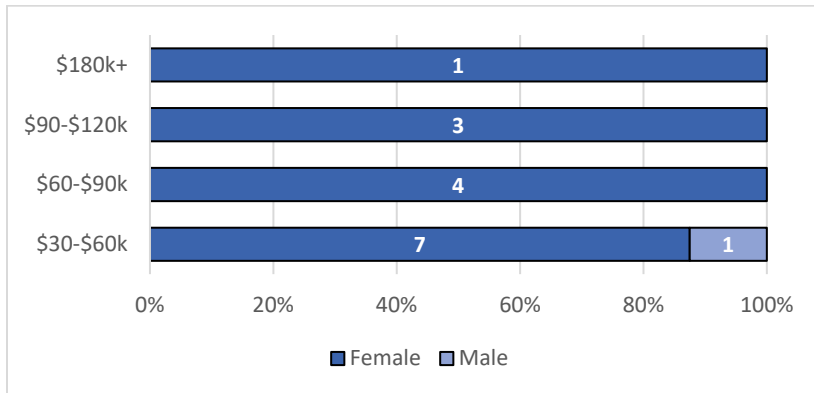
Source: Auditor generated from City of Sacramento eCAPS data and the U.S. Census Bureau data.

**Figure 81: Ethnicity/Race of Full-Time City Clerk Employees, 2016-2021**

Year	White	Hispanic or Latino	Asian	Black or African American	Two or More Races	Filipino	Native Hawaiian or Other Pacific Islander
2016	63%	13%	0%	13%	0%	6%	6%
2017	69%	6%	0%	19%	0%	0%	6%
2018	72%	11%	0%	11%	0%	0%	6%
2019	65%	18%	0%	6%	6%	0%	6%
2020	73%	13%	0%	7%	0%	0%	7%
2021	71%	18%	6%	6%	0%	0%	0%
<b>2020 City Population</b>	<b>30%</b>	<b>29%</b>	<b>17%</b>	<b>13%</b>	<b>6%</b>	<b>3%</b>	<b>2%</b>

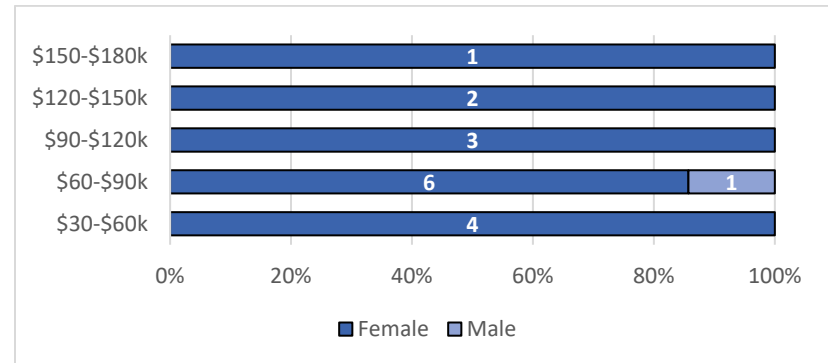
Source: Auditor generated from City of Sacramento eCAPS data and the U.S. Census Bureau data.

**Figure 82: Salary Ranges of Full-Time City Clerk Employees, 2016**



Source: Auditor generated from City of Sacramento eCAPS data.

**Figure 83: Salary Ranges of Full-Time City Clerk Employees, 2021**



Source: Auditor generated from City of Sacramento eCAPS data

## City Manager

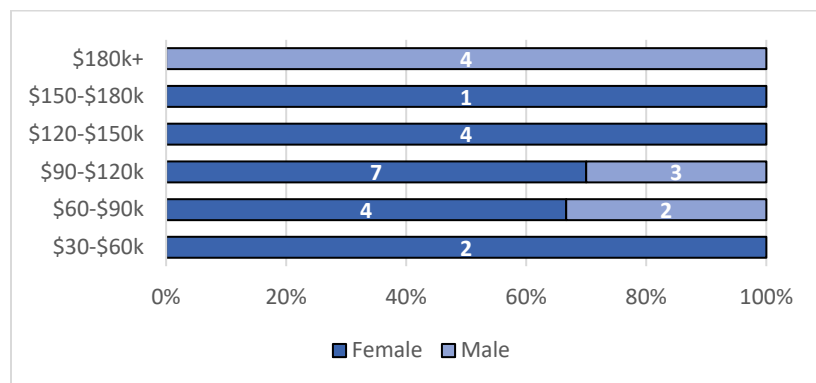
The charts below analyze the employee demographics in the City Manager’s office. All employees are full-time.

**Figure 84: Gender Breakdown of Full-Time City Manager Employees, 2016-2021**

Year	Female Percentage	Male Percentage	Female	Male	Grand Total
2016	67%	33%	18	9	27
2017	56%	44%	15	12	27
2018	60%	40%	24	16	40
2019	63%	37%	29	17	46
2020	67%	33%	38	19	57
2021	71%	29%	37	15	52
<b>2020 City Population</b>	<b>51%</b>	<b>49%</b>	-	-	<b>524,943</b>

Source: Auditor generated from City of Sacramento eCAPS data and the U.S. Census Bureau data.

**Figure 86: Salary Ranges of Full-Time City Manager Employees, 2016**



Source: Auditor generated from City of Sacramento eCAPS data.

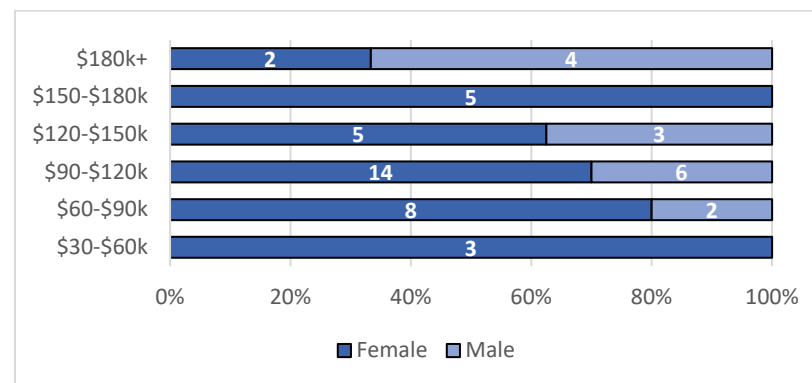
**Figure 85: Ethnicity/Race of Full-Time City Manager Employees, 2016-2021**

Year	White	Hispanic or Latino	Asian	Black or African American	Two or More Races	American Indian or Alaska Native	Middle Eastern or North African
2016	56%	15%	15%	11%	4%	0.0%	0.0%
2017	48%	33%	11%	7%	0%	0.0%	0.0%
2018	48%	28%	13%	8%	3%	0.0%	2.5%
2019	43%	26%	15%	4%	7%	2.2%	2.2%
2020	42%	25%	7%	9%	16%	0.0%	1.8%
2021	38%	25%	8%	8%	17%	0.0%	3.8%
<b>2020 City Population</b>	<b>30%</b>	<b>29%</b>	<b>17%</b>	<b>13%</b>	<b>6%</b>	<b>0.5%</b>	<b>N/A</b>

Note: For City Population data, Middle Eastern or North African has been included in the White category.

Source: Auditor generated from City of Sacramento eCAPS data and the U.S. Census Bureau data.

**Figure 87: Salary Ranges of Full-Time City Manager Employees, 2021**



Source: Auditor generated from City of Sacramento eCAPS data.

## City Treasurer

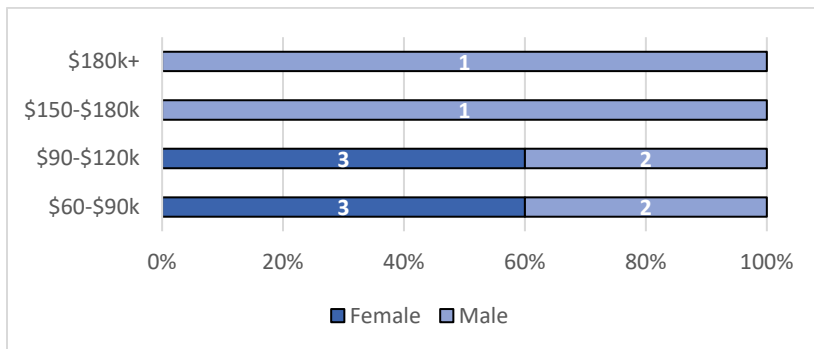
The charts below analyze the employee demographics in the City Treasurer’s office. All employees are full-time.

**Figure 88: Gender Breakdown of Full-Time City Treasurer Employees, 2016-2021**

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
2021	60%	40%	6	4	10
<b>2020 City Population</b>	<b>51%</b>	<b>49%</b>	-	-	<b>524,943</b>

Source: Auditor generated from City of Sacramento eCAPS data and the U.S. Census Bureau data.

**Figure 90: Salary Ranges of Full-Time City Treasurer Employees, 2016**



Source: Auditor generated from City of Sacramento eCAPS data.

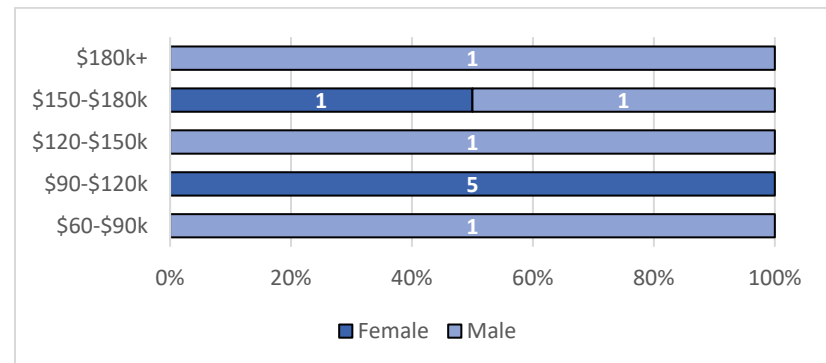
**Figure 89: Ethnicity/Race of Full-Time City Treasurer Employees, 2016-2021**

Year	White	Hispanic or Latino	Asian	Black or African American	Filipino	Middle Eastern or North African
2016	33%	0%	33%	17%	8%	8%
2017	42%	0%	25%	17%	8%	8%
2018	42%	0%	25%	17%	8%	8%
2019	45%	9%	18%	9%	9%	9%
2020	40%	10%	20%	10%	10%	10%
2021	40%	10%	20%	10%	10%	10%
<b>2020 City Population</b>	<b>30%</b>	<b>29%</b>	<b>17%</b>	<b>13%</b>	<b>3%</b>	<b>N/A</b>

Note: For City Population data, Middle Eastern or North African has been included in the White category.

Source: Auditor generated from City of Sacramento eCAPS data and the U.S. Census Bureau data.

**Figure 91: Salary Ranges of Full-Time City Treasurer Employees, 2021**



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 92: Gender Breakdown of Full-Time and Part-Time Community Development Employees, 2016-2021**

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	154	271
2021	43%	57%	112	146	258
<b>2020 City Population</b>	<b>51%</b>	<b>49%</b>	-	-	<b>524,943</b>

Source: Auditor generated from City of Sacramento eCAPS data and the U.S. Census Bureau data.

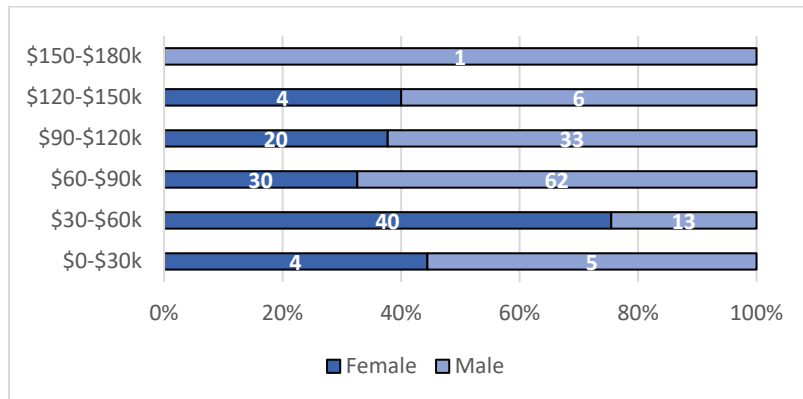
**Figure 93: Ethnicity/Race of Full-Time and Part-Time Community Development Employees, 2016-2021**

Year	White	Hispanic or Latino	Asian	Black or African American	Two or More Races	Filipino	Middle Eastern or North African	Not Specified
2016	65%	12%	8%	11%	2%	1%	0.0%	1.4%
2017	62%	12%	8%	14%	1%	1%	0.0%	1.3%
2018	60%	13%	10%	13%	2%	2%	0.0%	0.4%
2019	62%	13%	9%	11%	3%	2%	0.0%	0.4%
2020	55%	17%	10%	13%	3%	1%	0.4%	0.4%
2021	54%	17%	11%	13%	3%	2%	0.8%	0.0%
<b>2020 City Population</b>	<b>30%</b>	<b>29%</b>	<b>17%</b>	<b>13%</b>	<b>6%</b>	<b>3%</b>	<b>N/A</b>	<b>N/A</b>

Note: For City Population data, Middle Eastern or North African has been included in the White category.

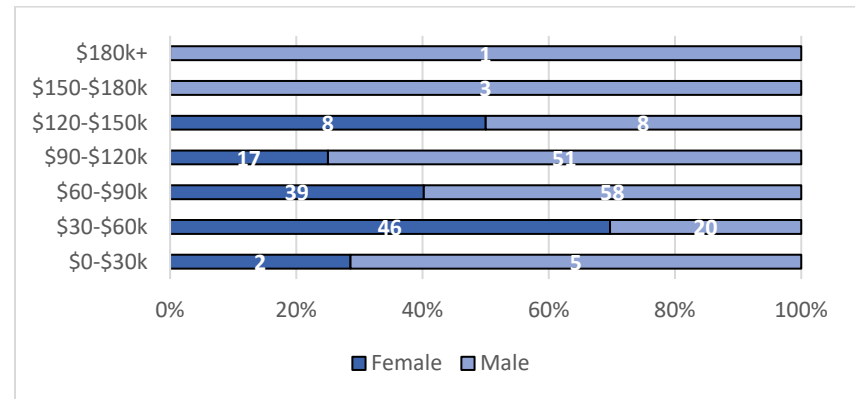
Source: Auditor generated from City of Sacramento eCAPS data and the U.S. Census Bureau data.

**Figure 94: Salary Ranges of Full-Time and Part-Time Community Development Employees, 2016**



Source: Auditor generated from City of Sacramento eCAPS data.

**Figure 95: Salary Ranges of Full-Time and Part-Time Community Development Employees, 2021**



Source: Auditor generated from City of Sacramento eCAPS data.

## Community Response

The charts below analyze the employee demographics in the Community Response Department. Community Response is a new department that was created in July 2021. All employees are full-time.

**Figure 96: Gender Breakdown of Full-Time Community Response Employees, 2021**

Year	Female Percentage	Male Percentage	Female	Male	Grand Total
2021	67%	33%	6	3	9
2020 City Population	51%	49%	-	-	524,943

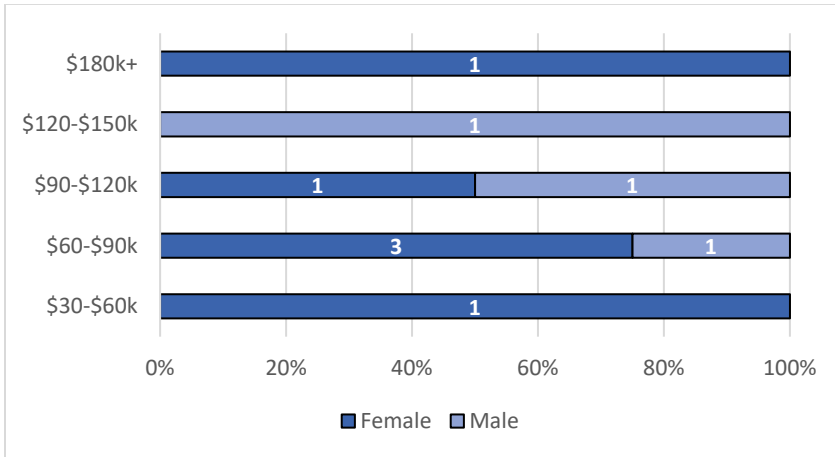
Source: Auditor generated from City of Sacramento eCAPS data and the U.S. Census Bureau data.

**Figure 97: Ethnicity/Race of Full-Time Community Response Employees, 2021**

Year	White	Hispanic or Latino	Black or African American	Two or More Races	Filipino
2021	44%	22%	11%	11%	11%
2020 City Population	30%	29%	13%	6%	3%

Source: Auditor generated from City of Sacramento eCAPS data and the U.S. Census Bureau data.

**Figure 98: Salary Ranges of Full-Time Community Response Employees, 2021**



Source: Auditor generated from City of Sacramento eCAPS data.



## Convention & Cultural Services

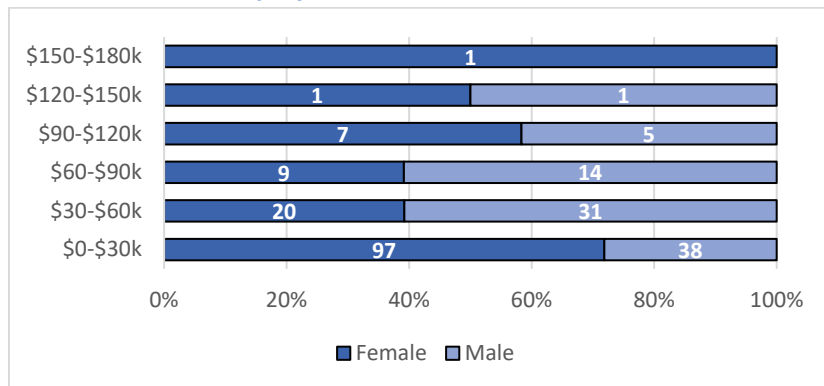
The charts below analyze the employee demographics in the Convention & Cultural Services Department. Some employees did not have a designated ethnicity/race in eCAPS.

**Figure 99: Gender Breakdown of Full-Time and Part-Time Convention & Cultural Services Employees, 2016-2021**

Year	Female Percentage	Male Percentage	Female	Male	Grand Total
2016	60%	40%	135	89	224
2017	60%	40%	115	77	192
2018	61%	39%	113	73	186
2019	63%	37%	105	62	167
2020	67%	33%	112	55	167
2021	70%	30%	105	46	151
<b>2020 City Population</b>	<b>51%</b>	<b>49%</b>	-	-	<b>524,943</b>

Source: Auditor generated from City of Sacramento eCAPS data and the U.S. Census Bureau data.

**Figure 101: Salary Ranges of Full-Time and Part-Time Convention & Cultural Services Employees, 2016**



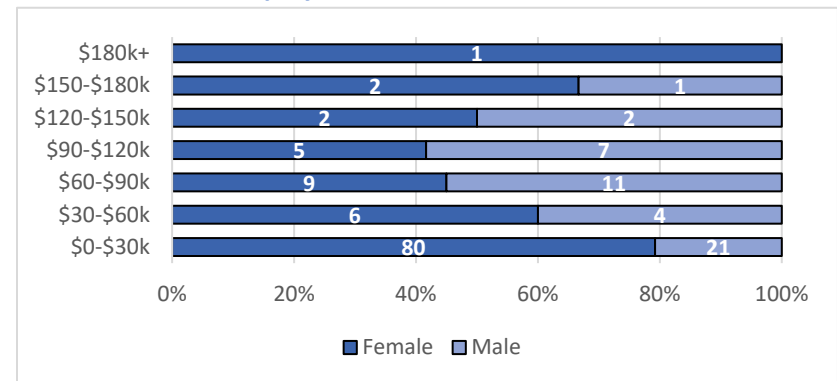
Source: Auditor generated from City of Sacramento eCAPS data.

**Figure 100: Ethnicity/Race of Full-Time and Part-Time Convention & Cultural Services Employees, 2016-2021**

Year	White	Hispanic or Latino	Asian	Black or African American	Two or More Races	Filipino	American Indian or Alaska Native	Native Hawaiian or Other Pacific Islander	Not Specified
2016	67%	10%	6%	12%	2%	1%	0.4%	0.9%	0.9%
2017	63%	13%	7%	12%	3%	2%	0.0%	0.5%	0.5%
2018	56%	13%	7%	16%	5%	2%	0.0%	0.5%	0.0%
2019	61%	11%	8%	14%	4%	1%	0.0%	1.2%	0.0%
2020	63%	10%	7%	13%	4%	1%	0.0%	1.8%	0.0%
2021	60%	10%	9%	14%	4%	1%	0.0%	2.0%	0.0%
<b>2020 City Population</b>	<b>30%</b>	<b>29%</b>	<b>17%</b>	<b>13%</b>	<b>6%</b>	<b>3%</b>	<b>0.5%</b>	<b>1.6%</b>	<b>N/A</b>

Source: Auditor generated from City of Sacramento eCAPS data and the U.S. Census Bureau data.

**Figure 102: Salary Ranges of Full-Time and Part-Time Convention & Cultural Services Employees, 2021**



Source: Auditor generated from City of Sacramento eCAPS data.

## Finance

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

**Figure 103: Gender Breakdown of Full-Time and Part-Time Finance Employees, 2016-2021**

Year	Female Percentage	Male Percentage	Female	Male	Grand Total
2016	73%	27%	58	21	79
2017	73%	27%	65	24	89
2018	74%	26%	64	22	86
2019	73%	27%	66	24	90
2020	76%	24%	65	20	85
2021	73%	27%	64	24	88
<b>2020 City Population</b>	<b>51%</b>	<b>49%</b>	-	-	<b>524,943</b>

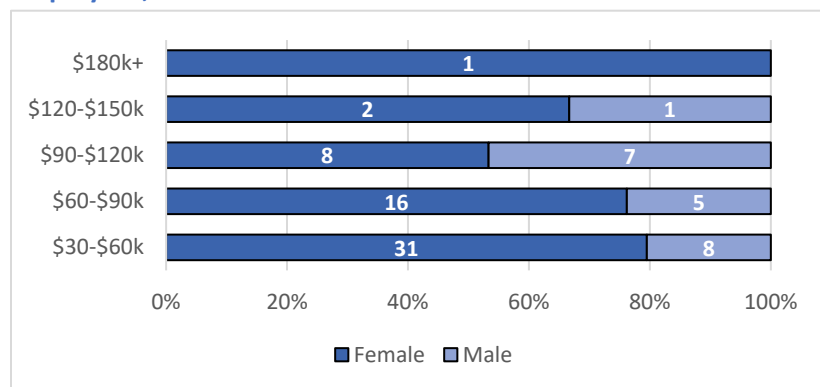
Source: Auditor generated from City of Sacramento eCAPS data and the U.S. Census Bureau data.

**Figure 104: Ethnicity/Race of Full-Time and Part-Time Finance Employees, 2016-2021**

Year	White	Hispanic or Latino	Asian	Black or African American	Two or More Races	Filipino	American Indian or Alaska Native	Native Hawaiian or Other Pacific Islander
2016	54%	13%	9%	15%	4%	3%	1.3%	1.3%
2017	44%	16%	12%	17%	6%	2%	1.1%	2.2%
2018	37%	17%	15%	17%	7%	2%	1.2%	2.3%
2019	39%	14%	12%	20%	9%	2%	1.1%	2.2%
2020	44%	14%	14%	19%	4%	2%	1.2%	2.4%
2021	39%	15%	15%	18%	5%	6%	1.1%	2.3%
<b>2020 City Population</b>	<b>30%</b>	<b>29%</b>	<b>17%</b>	<b>13%</b>	<b>6%</b>	<b>3%</b>	<b>0.5%</b>	<b>1.6%</b>

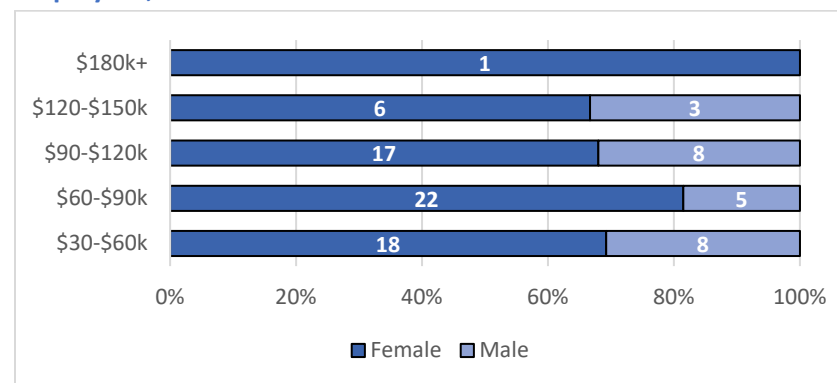
Source: Auditor generated from City of Sacramento eCAPS data and the U.S. Census Bureau data.

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



Source: Auditor generated from City of Sacramento eCAPS data.

**Figure 106: Salary Ranges of Full-Time and Part-Time Finance Employees, 2021**



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. All employees are full-time.

**Figure 107: Gender Breakdown of Full-Time Fire Employees, 2016-2021**

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
2021	10%	90%	64	594	658
<b>2020 City Population</b>	<b>51%</b>	<b>49%</b>	-	-	<b>524,943</b>

Source: Auditor generated from City of Sacramento eCAPS data and the U.S. Census Bureau data.

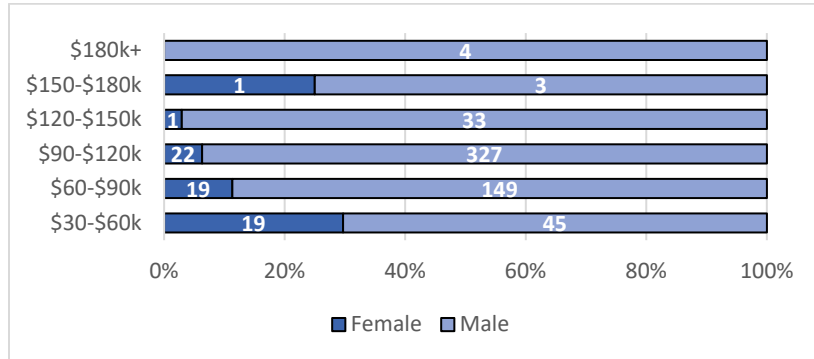
**Figure 108: Ethnicity/Race of Full-Time Fire Employees, 2016-2021**

Year	White	Hispanic or Latino	Asian	Black or African American	Two or More Races	Filipino	American Indian or Alaska Native	Native Hawaiian or Other Pacific Islander	Middle Eastern or North African	Not Specified
2016	74%	11%	5%	4%	1%	2%	2.1%	0.3%	0.3%	0.6%
2017	72%	12%	5%	4%	2%	2%	2.3%	0.5%	0.2%	0.3%
2018	72%	12%	5%	4%	2%	2%	2.3%	0.5%	0.3%	0.0%
2019	71%	13%	5%	3%	2%	2%	2.0%	0.8%	0.5%	0.0%
2020	71%	13%	5%	3%	3%	2%	2.1%	0.8%	0.5%	0.2%
2021	70%	14%	4%	4%	3%	2%	2.1%	0.8%	0.6%	0.2%
<b>2020 City Population</b>	<b>30%</b>	<b>29%</b>	<b>17%</b>	<b>13%</b>	<b>6%</b>	<b>3%</b>	<b>0.5%</b>	<b>1.6%</b>	<b>N/A</b>	<b>N/A</b>

Note: For City Population data, Middle Eastern or North African has been included in the White category.

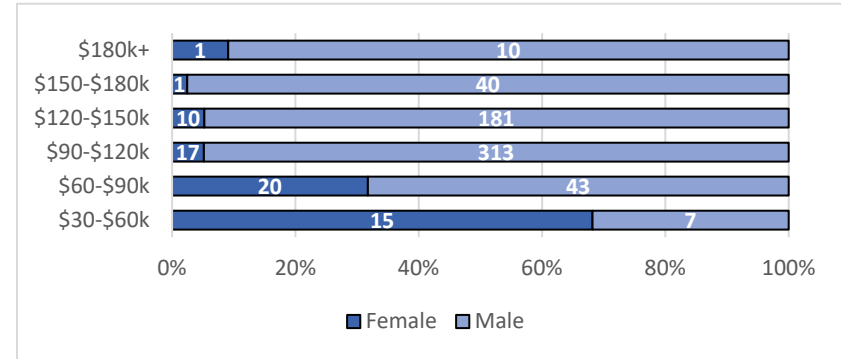
Source: Auditor generated from City of Sacramento eCAPS data and the U.S. Census Bureau data.

**Figure 109: Salary Ranges of Full-Time Fire Employees, 2016**



Source: Auditor generated from City of Sacramento eCAPS data.

**Figure 110: Salary Ranges of Full-Time Fire Employees, 2021**



Source: Auditor generated from City of Sacramento eCAPS data.

## Human Resources

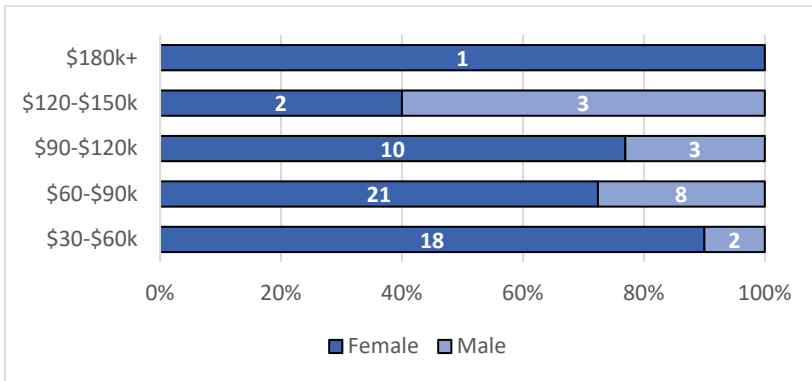
The charts below analyze the employee demographics in the Human Resources Department. Some employees did not have a designated ethnicity/race in eCAPS.

**Figure 111: Gender Breakdown of Full-Time and Part-Time Human Resources Employees, 2016-2021**

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
2021	77%	23%	54	16	70
<b>2020 City Population</b>	<b>51%</b>	<b>49%</b>	-	-	<b>524,943</b>

Source: Auditor generated from City of Sacramento eCAPS data and the U.S. Census Bureau data.

**Figure 113: Salary Ranges of Full-Time and Part-Time Human Resources Employees, 2016**



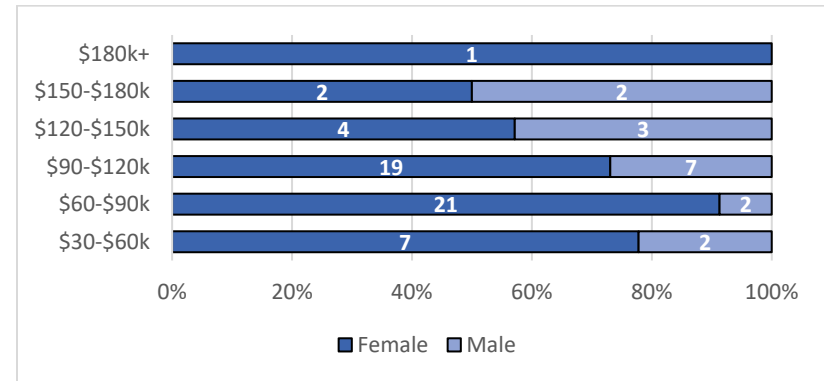
Source: Auditor generated from City of Sacramento eCAPS data.

**Figure 112: Ethnicity/Race of Full-Time and Part-Time Human Resources Employees, 2016-2021**

Year	White	Hispanic or Latino	Asian	Black or African American	Two or More Races	Filipino	American Indian or Alaska Native	Native Hawaiian or Other Pacific Islander	Not Specified
2016	57%	4%	7%	16%	4%	6%	1.5%	1.5%	1.5%
2017	60%	6%	7%	16%	4%	4%	1.5%	0.0%	0.0%
2018	53%	7%	10%	17%	6%	6%	1.4%	0.0%	0.0%
2019	52%	7%	12%	16%	5%	5%	1.4%	0.0%	0.0%
2020	52%	2%	15%	15%	6%	6%	0.0%	3.1%	0.0%
2021	51%	3%	19%	11%	7%	6%	0.0%	2.9%	0.0%
<b>2020 City Population</b>	<b>30%</b>	<b>29%</b>	<b>17%</b>	<b>13%</b>	<b>6%</b>	<b>3%</b>	<b>0.5%</b>	<b>1.6%</b>	<b>N/A</b>

Source: Auditor generated from City of Sacramento eCAPS data and the U.S. Census Bureau data.

**Figure 114: Salary Ranges of Full-Time and Part-Time Human Resources Employees, 2021**



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 115: Gender Breakdown of Full-Time and Part-Time Information Technology Employees, 2016-2021**

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
2021	35%	65%	64	121	185
<b>2020 City Population</b>	<b>51%</b>	<b>49%</b>	<b>-</b>	<b>-</b>	<b>524,943</b>

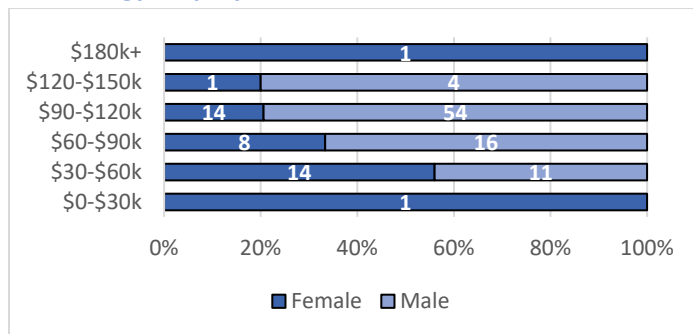
Source: Auditor generated from City of Sacramento eCAPS data and the U.S. Census Bureau data.

**Figure 116: Ethnicity/Race of Full-Time and Part-Time Information Technology Employees, 2016-2021**

Year	White	Hispanic or Latino	Asian	Black or African American	Two or More Races	Filipino	American Indian or Alaska Native	Native Hawaiian or Other Pacific Islander	Middle Eastern or North African	Not Specified
2016	40%	18%	29%	6%	1%	2%	0.0%	1.6%	0.0%	2.4%
2017	44%	17%	24%	5%	3%	2%	0.0%	2.0%	0.7%	2.0%
2018	45%	17%	23%	5%	4%	2%	1.2%	1.8%	0.6%	1.2%
2019	44%	18%	20%	7%	5%	2%	0.6%	1.7%	0.6%	1.1%
2020	44%	19%	19%	8%	5%	2%	1.1%	1.7%	0.6%	0.6%
2021	43%	18%	19%	8%	5%	2%	1.1%	1.6%	0.5%	0.5%
<b>2020 City Population</b>	<b>30%</b>	<b>29%</b>	<b>17%</b>	<b>13%</b>	<b>6%</b>	<b>3%</b>	<b>0.5%</b>	<b>1.6%</b>	<b>N/A</b>	<b>N/A</b>

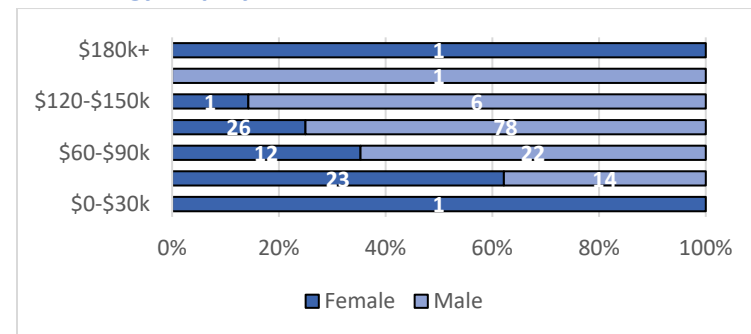
Note: For City Population data, Middle Eastern or North African has been included in the White category.  
Source: Auditor generated from City of Sacramento eCAPS data and the U.S. Census Bureau data.

**Figure 117: Salary Ranges of Full-Time and Part-Time Information Technology Employees, 2016**



Source: Auditor generated from City of Sacramento eCAPS data.

**Figure 118: Salary Ranges of Full-Time and Part-Time Information Technology Employees, 2021**



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.

**Figure 119: Gender Breakdown of Full-Time and Part-Time Mayor and Council Employees, 2016-2021**

Year	Female	Male	Female	Male	Unknown Gender	Grand Total
2016	50%	50%	30	30	0	60
2017	51%	49%	35	33	0	68
2018	51%	46%	33	30	2	65
2019	56%	42%	32	24	1	57
2020	53%	47%	29	26	0	55
2021	61%	39%	36	23	0	59
<b>2020 City Population</b>	<b>51%</b>	<b>49%</b>	-	-	-	<b>524,943</b>

Source: Auditor generated from City of Sacramento eCAPS data and the U.S. Census Bureau data.

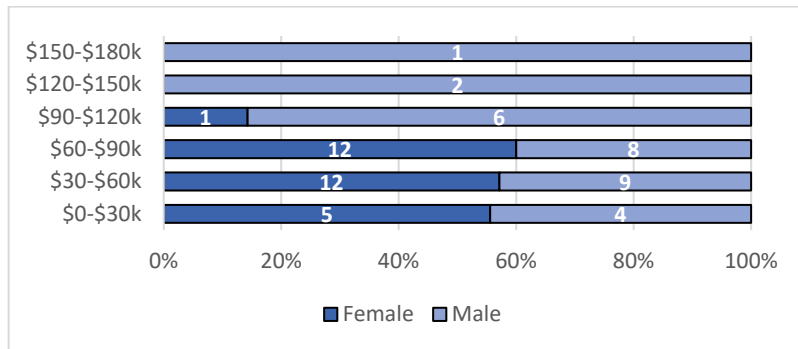
**Figure 120: Ethnicity/Race of Full-Time and Part-Time Mayor and Council Employees, 2016-2021**

Year	White	Hispanic or Latino	Asian	Black or African American	Two or More Races	Filipino	American Indian or Alaska Native	Native Hawaiian or Other Pacific Islander	Middle Eastern or North African	Not Specified
2016	37%	22%	8%	22%	2%	2%	0.0%	0.0%	3.3%	5.0%
2017	40%	24%	12%	12%	4%	3%	0.0%	0.0%	2.9%	2.9%
2018	43%	22%	12%	14%	5%	2%	0.0%	1.5%	1.5%	0.0%
2019	44%	25%	7%	18%	4%	0%	1.8%	1.8%	0.0%	0.0%
2020	44%	27%	7%	16%	4%	0%	0.0%	1.8%	0.0%	0.0%
2021	39%	29%	7%	15%	5%	2%	0.0%	1.7%	1.7%	0.0%
<b>2020 City Population</b>	<b>30%</b>	<b>29%</b>	<b>17%</b>	<b>13%</b>	<b>6%</b>	<b>3%</b>	<b>0.5%</b>	<b>1.6%</b>	<b>N/A</b>	<b>N/A</b>

Note: For City Population data, Middle Eastern or North African has been included in the White category.

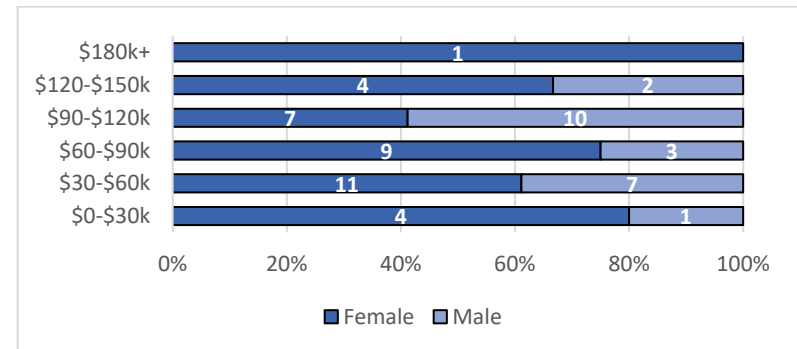
Source: Auditor generated from City of Sacramento eCAPS data and the U.S. Census Bureau data.

**Figure 121: Salary Ranges of Full-Time and Part-Time Mayor and Council Employees, 2016**



Source: Auditor generated from City of Sacramento eCAPS data.

**Figure 122: Salary Ranges of Full-Time and Part-Time Mayor and Council Employees, 2021**



Source: Auditor generated from City of Sacramento eCAPS data.

## Police

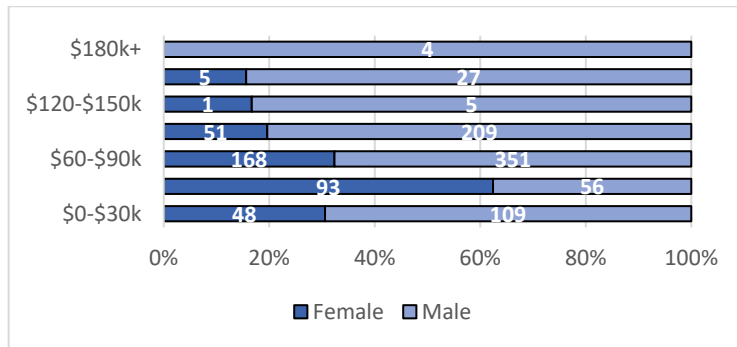
The charts below analyze the employee demographics in the Police Department. Some employees did not have a designated ethnicity/race in eCAPS.

**Figure 123: Gender Breakdown of Full-Time and Part-Time Police Employees, 2016-2021**

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	759	1,138
2020	33%	67%	383	786	1,169
2021	32%	68%	370	769	1,139
<b>2020 City Population</b>	<b>51%</b>	<b>49%</b>	-	-	<b>524,943</b>

Source: Auditor generated from City of Sacramento eCAPS data and the U.S. Census Bureau data.

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



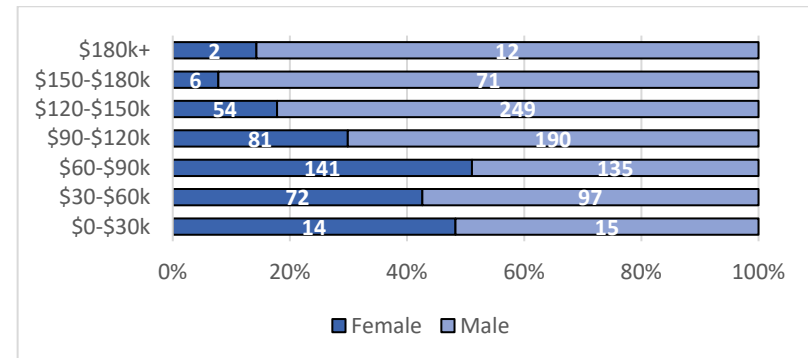
Source: Auditor generated from City of Sacramento eCAPS data.

**Figure 124: Ethnicity/Race of Full-Time and Part-Time Police Employees, 2016-2021**

Year	White	Hispanic or Latino	Asian	Black or African American	Two or More Races	Filipino	American Indian or Alaska Native	Native Hawaiian or Other Pacific Islander	Middle Eastern or North African	Not Specified
2016	70%	13%	8%	5%	1%	1%	1.0%	0.6%	0.1%	0.2%
2017	68%	13%	8%	6%	1%	1%	0.6%	0.6%	0.1%	0.1%
2018	68%	13%	8%	6%	2%	2%	0.7%	0.6%	0.1%	0.0%
2019	67%	13%	8%	6%	3%	2%	0.5%	0.7%	0.1%	0.0%
2020	65%	15%	8%	5%	4%	1%	0.6%	0.6%	0.1%	0.0%
2021	64%	16%	8%	6%	4%	1%	0.5%	0.6%	0.1%	0.0%
<b>2020 City Population</b>	<b>30%</b>	<b>29%</b>	<b>17%</b>	<b>13%</b>	<b>6%</b>	<b>3%</b>	<b>0.5%</b>	<b>1.6%</b>	<b>N/A</b>	<b>N/A</b>

Note: For City Population data, Middle Eastern or North African has been included in the White category.  
Source: Auditor generated from City of Sacramento eCAPS data and the U.S. Census Bureau data.

**Figure 126: Salary Ranges of Full-Time and Part-Time Police Employees, 2021**



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 127: Gender Breakdown of Full-Time and Part-Time Public Works Employees, 2016-2021**

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%	107	523	630
2021	17%	83%	101	492	593
<b>2020 City Population</b>	<b>51%</b>	<b>49%</b>	-	-	<b>524,943</b>

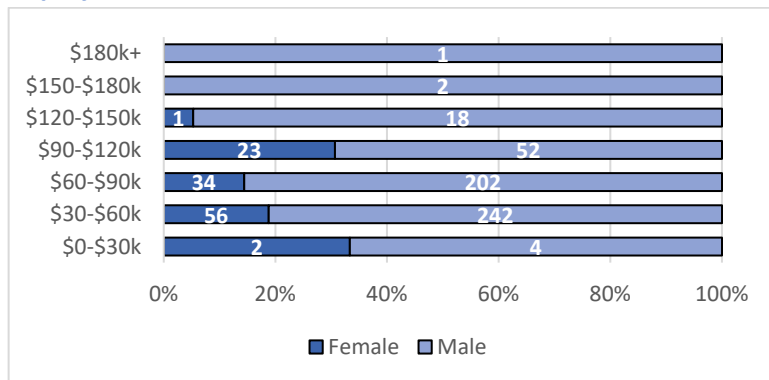
Source: Auditor generated from City of Sacramento eCAPS data and the U.S. Census Bureau data.

**Figure 128: Ethnicity/Race of Full-Time and Part-Time Public Works Employees, 2016-2021**

Year	White	Hispanic or Latino	Asian	Black or African American	Two or More Races	Filipino	American Indian or Alaska Native	Native Hawaiian or Other Pacific Islander	Middle Eastern or North African	Not Specified
2016	43%	27%	9%	13%	3%	3%	1.6%	0.5%	0.0%	0.5%
2017	42%	27%	9%	13%	3%	3%	1.7%	0.5%	0.0%	0.2%
2018	41%	28%	10%	13%	3%	3%	1.7%	0.5%	0.2%	0.0%
2019	41%	27%	9%	14%	3%	3%	1.7%	0.6%	0.0%	0.0%
2020	39%	29%	9%	13%	4%	3%	1.7%	0.8%	0.0%	0.0%
2021	38%	30%	9%	13%	4%	3%	1.7%	0.7%	0.0%	0.0%
<b>2020 City Population</b>	<b>30%</b>	<b>29%</b>	<b>17%</b>	<b>13%</b>	<b>6%</b>	<b>3%</b>	<b>0.5%</b>	<b>1.6%</b>	<b>N/A</b>	<b>N/A</b>

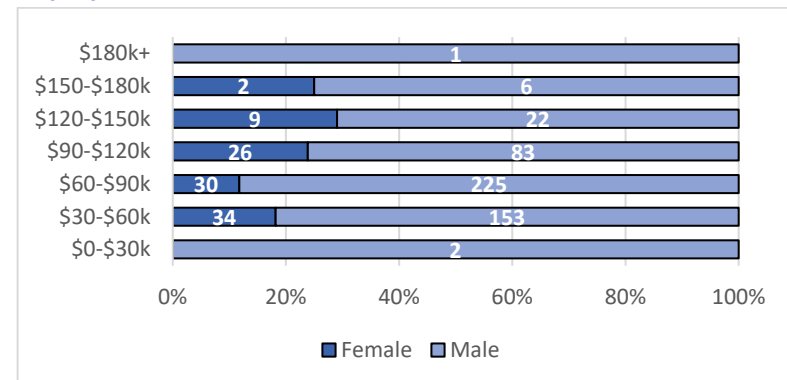
Note: For City Population data, Middle Eastern or North African has been included in the White category.  
Source: Auditor generated from City of Sacramento eCAPS data and the U.S. Census Bureau data.

**Figure 129: Salary Ranges of Full-Time and Part-Time Public Works Employees, 2016**



Source: Auditor generated from City of Sacramento eCAPS data.

**Figure 130: Salary Ranges of Full-Time and Part-Time Public Works Employees, 2021**



Source: Auditor generated from City of Sacramento eCAPS data.



## Utilities

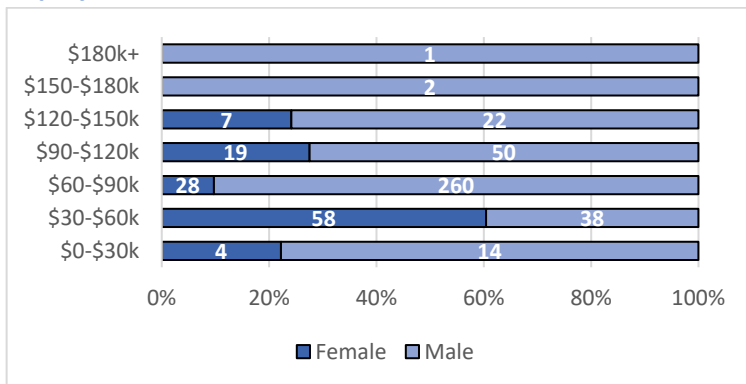
The charts below analyze the employee demographics in the Utilities Department. Some employees did not have a designated ethnicity/race or gender in eCAPS. We excluded the employee that did not have a designated gender in the 2021 salary range chart.

**Figure 131: Gender Breakdown of Full-Time and Part-Time Utilities Employees, 2016-2021**

Year	Female	Male	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
2021	22%	78%	105	378	1	484
<b>2020 City Population</b>	<b>51%</b>	<b>49%</b>	-	-	-	<b>524,943</b>

Source: Auditor generated from City of Sacramento eCAPS data and the U.S. Census Bureau data.

**Figure 133: Salary Ranges of Full-Time and Part-Time Utilities Employees, 2016**



Source: Auditor generated from City of Sacramento eCAPS data.

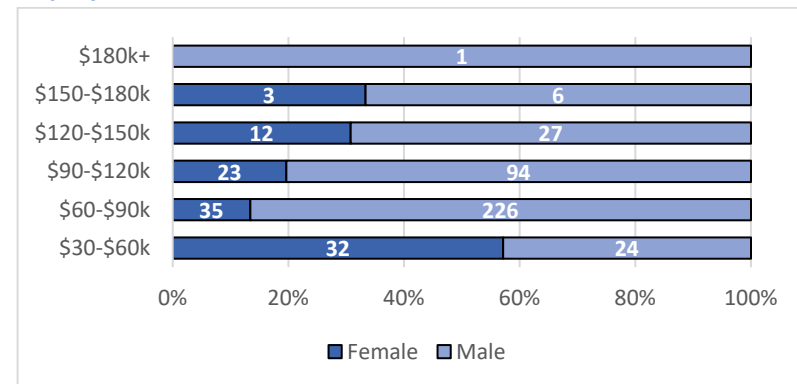
**Figure 132: Ethnicity/Race of Full-Time and Part-Time Utilities Employees, 2016-2021**

Year	White	Hispanic or Latino	Asian	Black or African American	Two or More Races	Filipino	American Indian or Alaska Native	Native Hawaiian or Other Pacific Islander	Middle Eastern or North African	Not Specified
2016	61%	18%	7%	7%	3%	2%	1.4%	0.2%	0.0%	0.8%
2017	59%	19%	7%	7%	4%	2%	1.2%	0.4%	0.0%	0.8%
2018	58%	20%	7%	7%	5%	2%	1.2%	0.6%	0.2%	0.2%
2019	54%	21%	7%	7%	6%	2%	1.2%	0.8%	0.4%	0.0%
2020	55%	21%	8%	6%	5%	2%	1.6%	1.0%	0.4%	0.0%
2021	56%	20%	8%	7%	5%	2%	1.4%	0.6%	0.4%	0.0%
<b>2020 City Population</b>	<b>30%</b>	<b>29%</b>	<b>17%</b>	<b>13%</b>	<b>6%</b>	<b>3%</b>	<b>0.5%</b>	<b>1.6%</b>	<b>N/A</b>	<b>N/A</b>

Note: For City Population data, Middle Eastern or North African has been included in the White category.

Source: Auditor generated from City of Sacramento eCAPS data and the U.S. Census Bureau data.

**Figure 134: Salary Ranges of Full-Time and Part-Time Utilities Employees, 2021**



Source: Auditor generated from City of Sacramento eCAPS data.

## Youth, Parks, and Community Enrichment

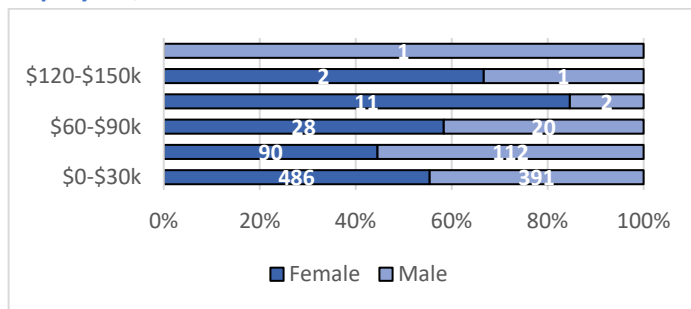
The charts below analyze the employee demographics in the Youth, Parks, and Community Enrichment Department (YPCE). Some employees did not have a designated ethnicity/race or gender in eCAPS. We excluded those with an unknown gender in the salary range charts.

**Figure 135: Gender Breakdown of Full-Time and Part-Time YPCE Employees, 2016-2021**

Year	Female	Male	Female	Male	Unknown	Grand Total
2016	54%	46%	617	527	3	1,147
2017	52%	48%	537	503	0	1,040
2018	51%	48%	468	440	11	919
2019	52%	48%	516	477	1	994
2020	52%	48%	411	374	0	785
2021	52%	48%	486	450	0	936
<b>2020 City Population</b>	<b>51%</b>	<b>49%</b>	-	-	-	<b>524,943</b>

Source: Auditor generated from City of Sacramento eCAPS data and the U.S. Census Bureau data.

**Figure 137: Salary Ranges of Full-Time and Part-Time YPCE Employees, 2016**



Source: Auditor generated from City of Sacramento eCAPS data.

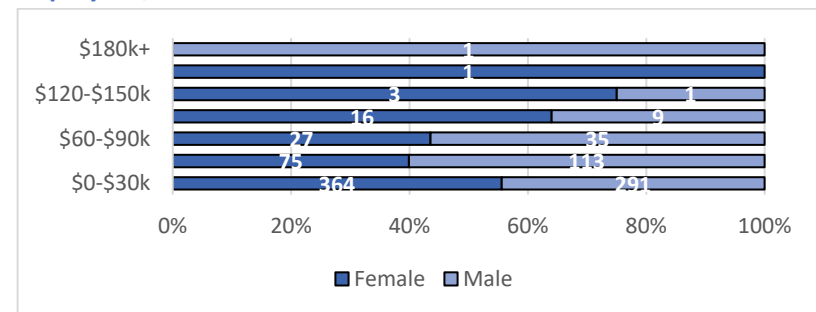
**Figure 136: Ethnicity/Race of Full-Time and Part-Time YPCE Employees, 2016-2021**

Year	White	Hispanic or Latino	Asian	Black or African American	Two or More Races	Filipino	American Indian or Alaska Native	Native Hawaiian or Other Pacific Islander	Middle Eastern or North African	Not Specified
2016	31%	20%	9%	20%	5%	1%	0.6%	0.6%	0.0%	12.3%
2017	34%	21%	9%	20%	10%	2%	0.8%	0.7%	0.1%	2.0%
2018	34%	22%	9%	21%	9%	3%	0.7%	0.4%	0.1%	0.1%
2019	30%	24%	9%	21%	10%	2%	1.0%	0.9%	0.5%	0.1%
2020	29%	25%	10%	20%	11%	3%	0.9%	0.8%	0.5%	0.0%
2021	28%	27%	10%	17%	11%	2%	1.3%	1.0%	0.5%	0.3%
<b>2020 City Population</b>	<b>30%</b>	<b>29%</b>	<b>17%</b>	<b>13%</b>	<b>6%</b>	<b>3%</b>	<b>0.5%</b>	<b>1.6%</b>	<b>N/A</b>	<b>N/A</b>

Note: For City Population data, Middle Eastern or North African has been included in the White category.

Source: Auditor generated from City of Sacramento eCAPS data and the U.S. Census Bureau data.

**Figure 138: Salary Ranges of Full-Time and Part-Time YPCE Employees, 2021**



Source: Auditor generated from City of Sacramento eCAPS data

## Appendix 1: Human Resources Department's Management Definitions

### Management Definitions

Last Updated on 10/6/20

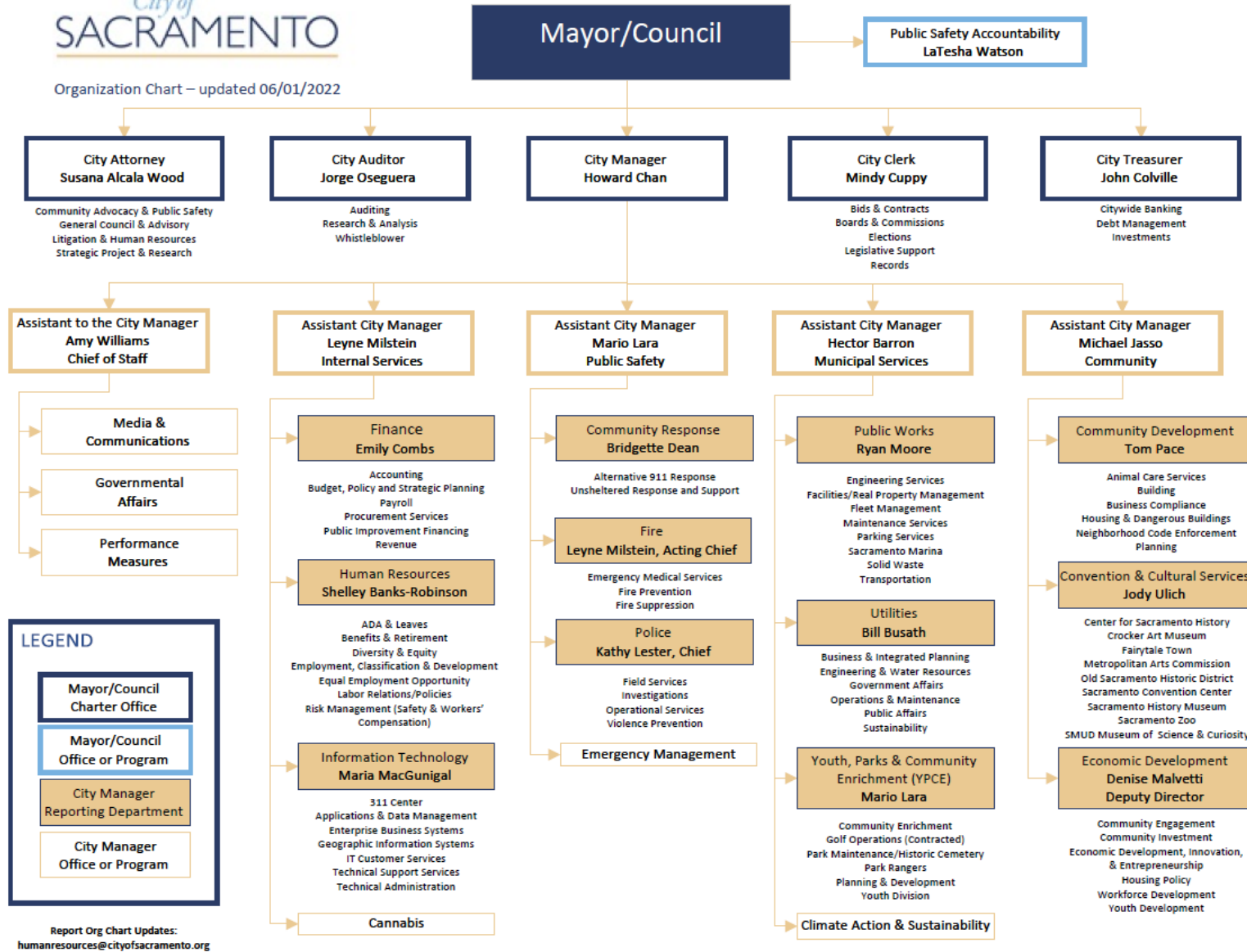
- The City of Sacramento's Employer-Employee Relations Policy defines "professional employee," "supervisory employee," and "management employee" in terms that are consistent with industry standards.
- Professional: An employee engaged in work (a) predominately intellectual and varied in character as 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.
- Supervisor: 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.
- Management: 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 occupational category, like "professional" and "clerical." However, supervision is a job function – 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 management employees perform duties that plan, organize, staff, lead and control resources and have responsibility for managing a major function or effort for the purpose of accomplishing organizational goals.
- There are typically three levels of management\*:
  - 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.
    - *\*Charter Officers set their own standards for defining management classes.*
- The City is composed of departments, which are composed of divisions. Departments are typically the primary branches of an

organization that have independent functions and specific responsibilities. Divisions are typically the secondary 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 January 1, 2022.

- 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.

Organization Chart – updated 06/01/2022



## Appendix 2: Human Resources Department’s Management Classes

The following table identifies all of the positions that were assessed and categorized for management positions by the Human Resources Department and the City Manager’s Office. The positions highlighted in yellow are new positions that were added since our review in the 2020 Audit of City Employees’ Workforce and Salary Trends.

### Management Classes - City

*Last Updated on 9/24/21*

<u>Class</u>	<u>Title</u>	<u>Union</u>	<u>Mgmt Level*</u>
020001	Assistant City Attorney	EXM	Executive
020044	Assistant City Auditor	EXM	Executive
020003	Assistant City Manager	EXM	Executive
001896	Assistant Director	MGM	Executive
020046	Chief Assistant City Attorney	EXM	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 Developmt	EXM	Executive
020045	Director of Community Response	EXM	Executive
020013	Director of Convntion&Culture	EXM	Executive
020014	Director of Economic Developmnt	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
021026	Admin. of Government Relations	MCS	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
001946	Community Engagement Manager	MGM	Senior
001723	Convention Center General Mgr	MGM	Senior
001921	Cultural&Creative Economy Mgr	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
021025	Senior Policy Advisor	MCS	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
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 Superintendent	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
001730	Deputy City Attorney I	MGM	Individual Contributor
001731	Deputy City Attorney II	MGM	Individual Contributor
001744	Development Project Manager	MGM	Individual Contributor
001913	EMS Coordinator	MGM	Individual Contributor
001810	Envtl 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
021024	OPS Accountability Insp. Gen.	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*

*City Hall*  
*915 I Street, Fifth Floor*  
*Sacramento, CA 95814-2604*  
*916-808-5704*

Date: June 7, 2022

To: Mayor and Council

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

**Re: Auditor's 2021 Audit of City Employees' Workforce Diversity and Salary Trends**

This memorandum provides feedback in the following areas:

- Background and Methodology
- Process for Collecting Racial / Ethnicity Information
- Enhancing Data on City Workforce: Integrating Sexual Orientation and Gender Identity of Workforce
- Gender Information
- Racial/Ethnicity Information
- Race & Gender Equity Action Plan (RGEAP)
- Enhancing Data on City Workforce: Integrating Sexual Orientation and Gender Identity of Workforce
- Workforce Pay Equity

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

We would like to thank staff from the Auditor's Office, the City Manager's Office (CMO), the Human Resources Department (HR), the City Attorney's Office (CAO), the Executive Team which includes all department directors and Charter Officers, 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 effort spent on providing this vital information is greatly appreciated.

#### **BACKGROUND AND METHODOLOGY**

This current workforce and salary trend report establishes July 1 of each year as a benchmark date to compare and analyze employee diversity trends from 2016 through

2021. 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 in diversity representation.

**PROCESS FOR COLLECTING ETHNICITY/RACIAL INFORMATION**

The report provides annual trends from 2016-2021 which serve as a “data snapshot” of the City’s workforce from a racial, ethnic, and gender perspective each July 1. 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: 1) in 2019 developed a form as part of new employee orientation to capture this information; and 2) currently 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 166 to 5. 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.

**Figure 1: Total Employees with Missing Ethnicity/Race by Fiscal Year**

Year	City Employees Missing Ethnicity/Race
2016	166
2017	38
2018	5
2019	4
2020	3
2021	5

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

**Figure 2: Total Employees with Missing Gender by Fiscal Year**

Year	City Employees Missing Gender
2016	3
2017	0
2018	14
2019	2
2020	1
2021	1

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

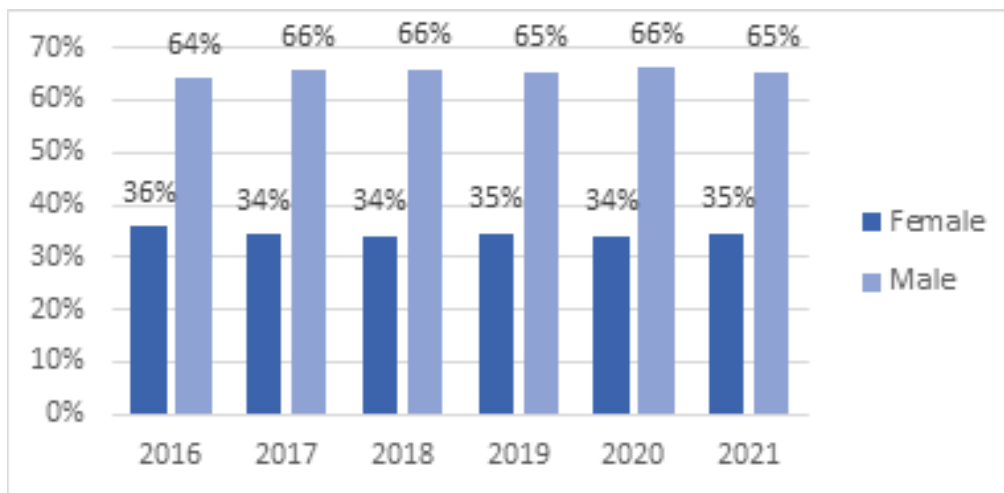
## GENDER INFORMATION

Along with the Diversity Dashboard<sup>1</sup>, the 2021 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 in diversity representation of City workforce when compared to City residents.

The percentage of women represented in the full-time and part-time workforce decreased from 36% in 2016 to 35% in 2021, while women represented in management increased from 34% in 2016 to 40% in 2021. 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.

### Non-Management Employees

The percentage of women employees in full-time and part-time non-management city employment has on average remained consistent at 35% between 2016 – 2021.



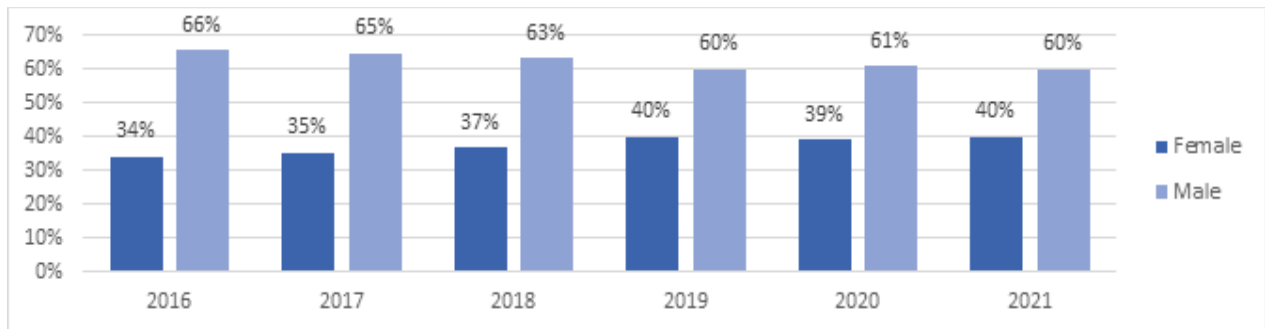
<sup>1</sup> Diversity Dashboard

<https://app.powerbigov.us/view?r=eyJrIjo1N2E4YmQyYjgtYzZiNC00NDQyLWFhOTMtNjRlZDdjY2YwMj11IiwidCI6ImUzN2UwMWYyLTU0MmVtNGZmZC1iOGQ0LTc2YWVlOGI4YzA4ZCJ9>



### Management Employees

The percentage of women employees in management positions has slowly increased over time from 34% in 2016 to 40% between 2016-2021.



### Gender of Legacy Hires

In the report, the gender composition of staff hired prior July 1, 2020, are compared to newly hired staff hired on or after July 1, 2020. Staff that were hired prior to July 1, 2020, are referred to as legacy staff. This provides relevant data points of hiring trends of the total 837 newly hired staff during the reporting period, fiscal year (FY) 2020/21.

### Non-Management Employees

The gender composition of non-management new hires more closely resembles the gender of the City's residents compared to legacy staff.

<b>2021 Non-Management Staff</b>	<b>Male</b>	<b>Female</b>
Legacy Hires - Hired before 7/1/2020	64%	36%
<b>New Hires - hired after 7/1/2020</b>	<b>53%</b>	<b>47%</b>

### Management Employees

The gender composition of management new hires more closely resembles the gender of the City's residents compared to legacy staff.

<b>2021 Management Staff</b>	<b>Male</b>	<b>Female</b>
Legacy Hires - Hired before 7/1/2020	60%	40%
<b>New Hires - hired after 7/1/2020</b>	<b>45%</b>	<b>55%</b>

## ETHNICITY/RACIAL INFORMATION

The largest ethnic groups among City employees are White, Hispanic, and Black. From 2016 – 2021:

- The largest ethnic/racial group to be hired at the City are White employees.
- Hispanic and Two or More Races have been making up a larger percentage of the newly hired management employees.
- Hispanic and Two or More Races have been making up a larger percentage of newly hired non-management employees.

### Full-Time and Part-time Non-Management Employees

The percentage of White non-management employees decreased while the percentage of Hispanic and Two or More Races has increased between 2016-2021.

Year	White	Hispanic or Latino	Asian	Black or African American	Two or More Races	Filipino	American Indian or Alaska Native	Native Hawaiian or Other Pacific Islander	Middle Eastern or North African	Not Specified
2016 (4,674 Total)	54%	17%	8%	11%	3%	2%	1%	0.6%	0.1%	3.5%
2017 (4,594 Total)	54%	18%	9%	11%	4%	2%	1.0%	0.6%	0.1%	0.8%
2018 (4,490 Total)	54%	18%	9%	11%	4%	2%	1.0%	0.6%	0.2%	0.1%
2019 (4,633 Total)	52%	19%	8%	11%	5%	2%	1.1%	0.8%	0.3%	0.1%
2020 (4,450 Total)	52%	19%	9%	10%	5%	2%	1.1%	0.9%	0.3%	0.1%
2021 (4,501 Total)	50%	20%	9%	10%	6%	2%	1.1%	0.8%	0.4%	0.1%

### Management Employees

The percentage of White management employees decreased while the percentage of Hispanic and Asian management employees increased between 2016 – 2021.

Year	White	Hispanic or Latino	Asian	Black or African American	Two or More Races	Filipino	American Indian or Alaska Native	Native Hawaiian or Other Pacific Islander	Middle Eastern or North African	Not Specified
2016 (237 Total)	64%	8%	10%	10%	3%	1%	0.8%	0.4%	0.4%	1.7
2017 (244 Total)	62%	11%	10%	8%	4%	2%	0.8%	0.4%	0.4%	0.8%
2018 (242 Total)	60%	12%	11%	8%	5%	2%	0.8%	0.4%	0.4%	0.4%
2019 (257 Total)	57%	12%	12%	9%	5%	3%	0.8%	0.4%	1.2%	0.0%
2020 (263 Total)	58%	14%	11%	8%	4%	3%	0.4%	0.4%	1.1%	0.0%
2021 (275 Total)	57%	14%	12%	8%	4%	3%	0.4%	0.4%	1.1%	0.4%

### Race/Ethnicity of Legacy Hires

In the report, the racial/ethnic composition of staff hired prior July 1, 2020, are compared to newly hired staff hired on or after July 1, 2020. Staff that were hired prior to July 1, 2020, are referred to as legacy staff. This provides relevant data points of hiring trends of the total 837 newly hired staff during the reporting period, FY 2020/21.

### Full Time and Part-time Non-Management Employees

The race/ethnicity of the 826 new hires compared to the non-management legacy staff is on average more reflective of the diversity of our residents:

2021 Non-Management Staff	White	Hispanic	Black	Two or More	Asian	Filipino	American Indian or Alaska Native	Native Hawaiian or Other Pacific Islander	Middle Eastern or North African
Legacy Hires Hired before 7/1/2020	53%	20%	10%	5%	8%	2.0%	1.20%	0.8%	0.3%
<b>New hires - after 7/1/2020</b>	<b>26%</b>	<b>25%</b>	<b>17%</b>	<b>14%</b>	<b>12%</b>	<b>2.2%</b>	<b>1.0%</b>	<b>1.0%</b>	<b>1.2%</b>

### Management Employees

The race/ethnicity of the 11 new hires was more diverse than that of the legacy staff and reflects more diversity of residents in Two or More. For more information, please reference the section on Executive Recruitment Strategy section below.

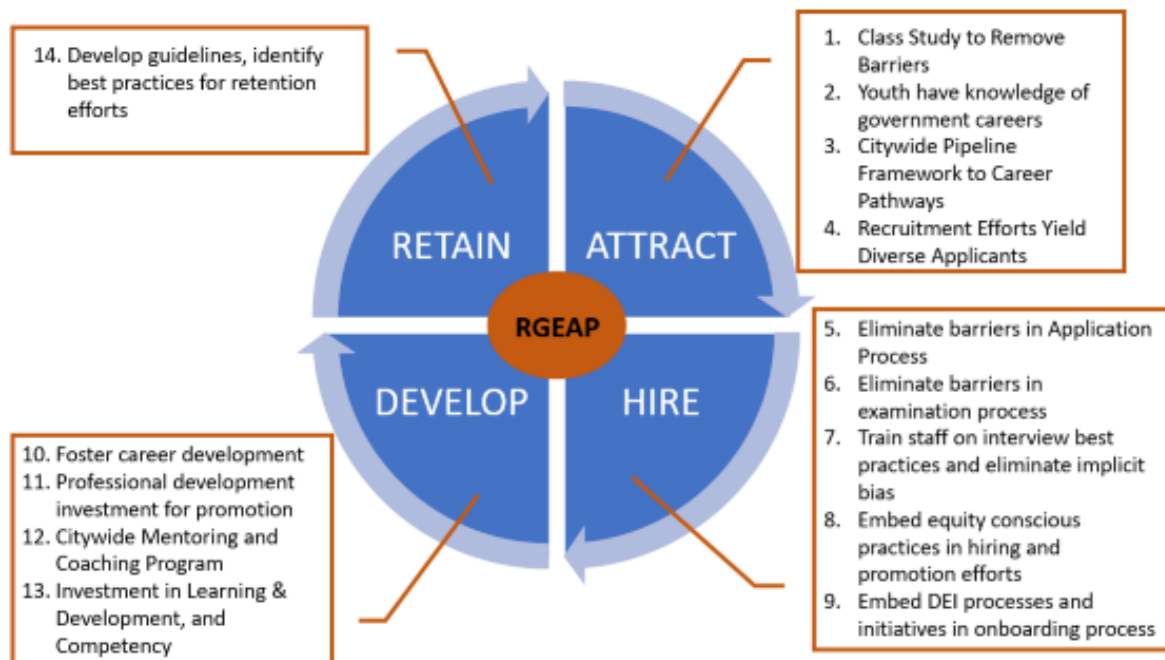
2021 Management Staff	White	Hispanic	Black	Two or More	Asian	Filipino	American Indian or Alaska Native	Native Hawaiian or Other Pacific Islander	Middle Eastern or North African
Legacy Hires Hired before 7/1/2020	57%	21%	10%	7%	9%	2.6%	0.4%	0.4%	1.1%
<b>New - hires hired after 7/1/2020</b>	<b>55%</b>	<b>9%</b>	<b>9%</b>	<b>18%</b>	<b>9%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>

### **RACE & GENDER EQUITY ACTION PLAN (RGEAP)**

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 establish 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.

As a working, living document, the RGEAP outlines key outcomes along four dimensions of the workforce continuum in the City organization as illustrated below:



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, develop, and retain a workforce that reflects the diversity of the community across the breadth and depth of the City.](#)

The development and implementation of the RGEAP is guided by The Government Alliance on Race and Equity (GARE) model of change. The model of change emphasizes the strategies of cross department work, internal and external stakeholder engagement, data-driven outcomes and indicators, and the application of racial equity analysis.

The model of change is illustrated below:



From 2018 to 2021, the RGEAP was launched, presented, and resourced to the department equity teams. All strategic elements of the of the 5-year RGEAP focused on workforce equity were designed to activate all three strategies of normalize, organize, and operationalize in a deliberate manner centered on learning and building capacity of the organization.

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 calls for the formation of department equity teams, department assessments, and racial equity trainings as part of the FY 20/21 normalizing and organizing year. The following is an overview of the efforts to implement the RGEAP:

August 2018 – December 2018 Representatives from across the City are appointed (PREPARATION)

December 2018 – May 2019 6-month GARE cohort training, racial equity statement, racial history of Sacramento, and organizational assessment (CAPACITY BUILDING & TRAINING)

June 2019 – November 2019 GARE learning cohort organizational assessment apply racial equity tool to identify 14 major themes along workforce continuum – workforce equity (RESEARCH & EVALUATION)

November 2020 – RGEAP Rollout Steps 1-2 begin key concepts, overview, and user manual (IMPLEMENTATION & NORMALIZING)

January 2021 – RGEAP Rollout Step 3-4 development of Department Equity Teams and Introduction to Department 43 Equity Point Assessment (NORMALIZING & ORGANIZING)

March – June 2021 RGEAP Rollout Steps 5-6 Department 43 Equity Point Assessment, Annual Reporting and Racial Equity Training (NORMALIZATION & EVALUATION)

August 2021 – 21-Day Racial Equity Habit Building Challenge (NORMALIZING)

September – December 2021 Foundational Racial Equity Trainings for Department Equity Teams (NORMALIZE). Developed curriculum for Developing Equity Leadership Through Action (DELTA) Phase 1 Racial Equity Foundations Training for Department Equity Teams. A sustained effort to create systemic change in driving workforce equity is building and resourcing the full capability of City staff leadership – a key tenet of DEI/Racial Equity work. Drawing from the Global Diversity Equity Inclusion Benchmark Model and City of Portland staff training program, the first phase of the Developing Equity Leadership Through Action (DELTA) was developed in Spring 2021. Designed as a train the trainer, the curriculum is based on the foundational racial equity and role of government curriculum of the Government Alliance on Race and Equity. All department equity teams participated in the 5.5 hour DELTA Phase 1 Racial Equity Trainings.

December 2021 – April 2022 Support Department Equity Teams in finalizing Department Profile & Assessments and First Annual Report (OPERATIONALIZE)

As of April 2022, the strategic guidance of operationalizing will drive the efforts of the equity teams. Twelve of the fourteen departments have completed their department assessments will serve as FY 22/23 baseline.

The Office of Diversity & Equity will be working directly with each department equity team to identify performance measures and accountability structures in achieving them through the Results Based Accountability (RBA) framework. As department equity teams begin their implementation of their annual goals, the following represents transformational efforts to change policies, practices, and systems in the City that support the implementation of the RGEAP.

#### Administrative Analyst Eligibility List

Procedure changes enabled departments to recruit for classifications, such as the Administrative Analyst classification, using Ideal Candidate Statements. This change increases hiring departments' ability to better attract candidates for their specific needs

versus casting a broad net using a generic classification specification. Additional changes made in HR enable departments to recruit as often as needed, instead of being tied to an already established list of eligible applicants that is shared by all departments for one year.

#### Citywide Mentoring Program

HR is developing a pilot citywide mentoring program with a focus on employee development, succession planning, employee engagement and retention, and to advance racial and gender equity. HR conducted 14 virtual employee discussion groups to gather important information needed to inform the development of the program. The next step is to engage the employee unions and associations.

#### Education Substituting Patterns

Studies have shown that the requirement of college degrees have disparate impacts on communities of color. Degree requirements can keep skilled and talented workers out of certain positions, which lowers their earning potential and makes creating diversified and inclusive workplaces more difficult. Through the citywide classification and compensation study, which is currently in progress, the City aims to add qualification patterns to its job classifications which will allow candidates to substitute experience for education, where appropriate.

#### Employee Resource Groups (ERGs)

Drivers – Increase ownership of diversity, equity and inclusion (DEI)

The Office of Diversity & Equity alone cannot be expected to weave diversity, equity, and inclusion into the fabric of the City. Inclusive culture requires DEI strategies to be intently infused into citywide operational strategies that includes all departments in a strategic manner.

Drivers – Forward-looking DEI Strategy

The encouragement and support to start ERGs sets forward a momentum to grow and position DEI to create a culture of inclusiveness, create collective responsibility for DEI, set expectations for leaders that foster and sustain a diverse and inclusive environment, and develop partnership with diverse audiences in order to identify and meet the needs of all.

Definition and Overarching Goal

An ERG is a group of employees who identify with others similar to themselves. This may include race, gender, age, sexual orientation, working parents, functional level, disability, veterans, etc. The group comes together and actively engages and gathers around a unifying mission.



ERGs serve as internal communities, providing personal connections and affiliation for its members and with the City. ERGs can play a vital role in ensuring an inclusive environment where all are valued, included, and empowered to succeed.

### Importance of ERGs in Advancing DEI

Employees and prospective employees desire to work in an environment that they can fully contribute to and participate in. They look for a workplace that recognizes and respects their uniqueness and is equitable in ensuring their success. ERGs assist the organization in fostering an environment that excels in DEI initiatives by serving as the common voice for employees who identify themselves with a particular diversity dimension. These cohesive groups assist the organization in removing barriers that negatively impact the success of its members. Additionally, ERGs act as internal and external advocates for their organization, thus enhancing its image to all stakeholders. There are several advantages to establishing ERGs, such as:

- Employees from mutual dimensions of diversity come together and have an opportunity to connect and build relationships.
- ERGs become the eyes and ears of employees who identify with a common diversity dimension.
- ERGs help define specific DEI issues that negatively impact their membership and require action. They then determine ideas and solutions to address concerns.
- ERGs serve the City by identifying, generating, and offering solutions to real or perceived obstacles so members can achieve their full potential.
- Professional development of its members is an important objective of ERGs – they work in partnership with Human Resources and other functions to provide career development strategies and activities.
- ERGs serve an important role as advisors to the Office of Diversity & Equity.
- ERGs create opportunities to contribute to the City’s success by serving as a resource that influences and fosters a dynamic and positive work environment.
- ERGs can act as liaisons to various diverse markets served by the City.
- ERGs participate in various recruitment and retention task forces and/or activities to help the organization achieve recruitment and retention goals.
- Create a sense of community for groups who may otherwise feel isolated.
- Contribute to the creation and maintenance of an inclusive work environment culture.
- Build relationships with management and trust within the City.
- Provide a “go to” source for information specific to the group, acting as an information source as well as an idea source.

- Serve as a bridge to various communities for attracting, hiring, developing, and retaining that support the RGEAP<sup>2</sup>.  
Provide opportunities for proactive responses to issues rather than reactive.

### ERG Policy Development

The Diversity & Equity Manager along with Labor Relations Analyst consulted with each of the ERGs including, the African American Employee Leadership Council, Asian Pacific Islander ERG, and the LGBTQ+ ERG in the Spring 2021 to discuss key components of the City ERG Policy. The ERG Policy is still under review and construction with anticipated finalization in 2022.

### City of Sacramento ERGs

In addition to the established African American Leadership Employee Council, two new ERGs were established in 2021 - the Asian Pacific Islander (API) ERG and the LGBTQ+ ERG. A resource page was created for current and future ERGs on the City's [HR Nexus page](#). (This page is available to all employees, however not to the public).

### Equity & Inclusion Leadership Series (EILS)

In direct collaboration with HRs' Office of Diversity & Equity and Organization Development, the EILS program is a DEI and racial equity learning and development set of CityYou courses designed specifically for City staff and the City work environment. Employee learning and development is an important operational theme within the RGEAP. The CityYou catalog of professional development offerings in the area of DEI and racial equity can be used for employee development planning, workplace inclusion, and goal setting within the performance and equity change management process both on an individual and division level.

Throughout the 2021 calendar year over 300 City staff participated in the following non-mandatory course offerings:

- D&logues
- The 5 Approaches to Diversity, Equity, and Inclusion
- Gender Bias in the Workplace
- Gender & Sexuality Awareness Training
- Performance Management – Reducing Bias and Advancing Inclusion
- Development Employee Leadership Through Action (DELTA) - Racial Equity & Role of Government
- 21 Day Racial Equity Habit Building Challenge

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<sup>2</sup> <http://www.cityofsacramento.org/-/media/Corporate/Files/CMO/City-of-Sacramento-RGEAP-v810012020.pdf?la=en>. [Race & Gender Equity Action Plan outcome #7, page 9.](#)

### Executive Recruitment Strategy

HR continues to work with executive recruitment firms to attract and place qualified and diverse candidates for select recruitments, such as executive positions and hard-to-fill management positions. For FY 20/2021, the City recruited for and filled nine positions using executive recruitment firms. Of the 9 placements:

- Five are women; of these, four are persons of color;
- Four are men; of these, one is a person of color and one identifies as LGBTQ.

HR is also working with the CAO and CMO to update the current executive recruitment request for proposal (RFP) and anticipate releasing a revised RFP soon to expand the current vendor pool.

### Hiring Process – Exams

HR works closely with department subject matter experts to develop civil service examinations. HR ensures that the examinations are developed in accordance with industry standards and that confidentiality is maintained to promote a fair process for all. HR has increased efficiencies and accessibility by posting written examinations online, enabling candidates to take the examinations anytime. This allows candidates to maximize career planning by proactively taking examinations and being on multiple eligibility lists for job openings.

### Enhancements to Examinations for Gender Inclusive Language

HR continues to review existing civil service examinations to replace gender specific language with gender inclusive language. For examinations that require more consideration due to exam type and job nature, such as promotional examinations for the Police and Fire departments, HR, in collaboration with the CMO, is working with examination vendors to implement practices that promote gender inclusivity. This involves educating the vendor and the departments on the City's RGEAP and working together toward implementing practices that align with the RGEAP.

### Outreach & Pipeline

Through the citywide classification and compensation study, currently in progress, the City aims to create "foot-in-the-door" classifications that would allow more candidates to qualify for entry-level City jobs. Combined with other improvements, such as allowing work experience to substitute for education, candidates who are hired through these classifications will have opportunities to advance as they increase their job skills.

### Recruitment Improvements

HR has made great strides to improve the recruitment process by finding innovative ways to streamline processes and by using technology to automate work. These improvements have reduced recruitment timelines by 5-8 weeks. These improvements come at a much-needed time as the City, along with other employers, grapple with the

conditions of the current job market. Despite being severely understaffed, HR attended job fairs and gave presentations to organizations regarding how to apply for City jobs.

### **ENHANCING DATA ON CITY WORKFORCE: INTEGRATING SEXUAL ORIENTATION AND GENDER IDENTITY OF 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. To move forward with 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 following actions have been completed or are currently underway:

- 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.
- The Revised Personnel Policy Instruction Concerning Employee Personnel and Medical Records III-86-1 has been negotiated with all Recognized Employee Organization and is finalized with an effective date of June 20, 2022. It is out for Charter Officer Signature
- Finalize the IT Security Policy.
- Support the established LGBTQ+ Employee Resource Group.
- In consultation with the LGBTQ+ Employee Resource Group, finalized draft of new Gender Inclusion Policy for review and approval.
- In consultation with staff from the Sacramento Police Department, the Community Development Department, and HR, finalized curriculum and implemented the first Citywide Gender & Sexuality Awareness Training as part of the Equity and Inclusion Leadership Series in March 2021.

### **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 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<sup>3</sup>. Males also tend to make up a majority of employees in higher paying skilled manual labor jobs such as electricians and water and wastewater workers. For example, in the current workforce, men and women are not represented equally among administrative assistants, engineers, or 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 in jobs. For this reason, we refer to this as the "unadjusted" gender pay gap.

The current report uses an "unadjusted" analysis approach<sup>4</sup>. 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 such as knowledge, skills, ability, physical conditions, scope of authority, level of supervision both given and received, and decision-making requirements. This reflects the efforts already undertaken by HR to compare similarly situated employees by gender/ethnicity, years of 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 have executed 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 with the funds set aside for the study. Staff intends to develop a RFP for this effort and move forward in 2023 as workload permits.

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<sup>3</sup> 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>.

<sup>4</sup> Analysis has not been adjusted for tenure, education, certification, experience, or other criteria that may affect the salaries of employees.

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 requirements 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