
File ID: 2026-00912

6/9/2026

2025 Audit of City Employees' Workforce Diversity and Salary Trends

File ID: 2026-00912

Location: Citywide

Recommendation: Pass a **Motion** approving the City Auditor's 2025 Audit of City Employees' Workforce Diversity and Salary Trends.

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Presenter: Farishta Ahrary, City Auditor, (916) 808-7266, fahrary@cityofsacramento.org, Office of the City Auditor

Attachments:

- 1-Description/Analysis
- 2-2025 Audit of City Employees' Workforce Diversity and Salary Trends
- 3-Presentation
- 4-Human Resources Presentation

Description/Analysis

Issue Detail: This audit was approved as part of the City Auditor's 2025-26 Work Plan. According to the City Council Rules of Procedures, the Budget and Audit Committee shall receive, review, and forward to the council as appropriate, reports, recommendations, and updates from the City Auditor. This report documents the 2025 Audit of City Employees' Workforce Diversity and Salary Trends.

Policy Considerations: The City Auditor's presentation of the 2025 Audit of City Employees' Workforce Diversity and Salary Trends is consistent with the Mayor and City Council's intent to have an independent audit function for the City of Sacramento.

Economic Impacts: None.

Environmental Considerations: None.

Sustainability: None.

Commission/Committee Action: On May 26, 2026, the Budget and Audit Committee accepted the City Auditor's 2025 Audit of City Employees' Workforce Diversity and Salary Trends, and forwarded it to the City Council for approval.

Rationale for Recommendation: This staff report provides the City Council with information that may be used to meet its responsibility to provide oversight and supervision of the City Auditor and other City departments.

Financial Considerations: The cost of the 2025 Audit of City Employees' Workforce Diversity and Salary Trends was funded out of the Office of the City Auditor budget.

Local Business Enterprise (LBE): None.

City Auditor's 2025 Audit of City Employees' Workforce Diversity and Salary Trends

Report# 2025/26-14 | May 2026



City of
SACRAMENTO
Office of the City Auditor

Research and Analysis Division

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Our Mission

To provide a catalyst for improvements of municipal operations and promote a credible, efficient, effective, equitable, fair, focused, transparent, and fully accountable City government.

Our Vision

To improve City services by providing independent, objective, and reliable information regarding the City's ability to meet its goals and objectives and establish an adequate system of internal controls, root out improper governmental activities (i.e., fraud, waste, or abuse), and address racial, gender, and ethnic inequities.

Suggest an Audit

The Office of the City Auditor conducts performance audits of the City of Sacramento's operations to determine whether these operations and programs are operating efficiently and effectively. If you would like to offer ideas for audits to save the City money, increase revenues, or improve the efficiency and effectiveness of City operations and programs, please fill out our online form:

https://sacramento.formstack.com/forms/oca_suggest_an_audit_form

Whistleblower Hotline

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

Report online at <http://www.cityofsacramento.ethicspoint.com> or call toll-free: 888-245-8859.

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

915 I Street

MC09100

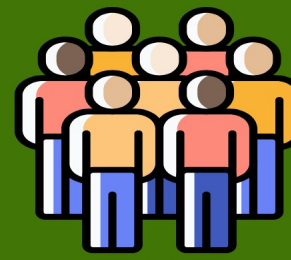
Historic City Hall, Floor 2,

Sacramento, CA 95815

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City Auditor's 2025 Audit of City Employees' Workforce Diversity and Salary Trends



Objective

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

Total Employees as of July 1, 2025

5,033 City Employees
4,024 Full-Time City Employees
1,009 Part-Time City Employees

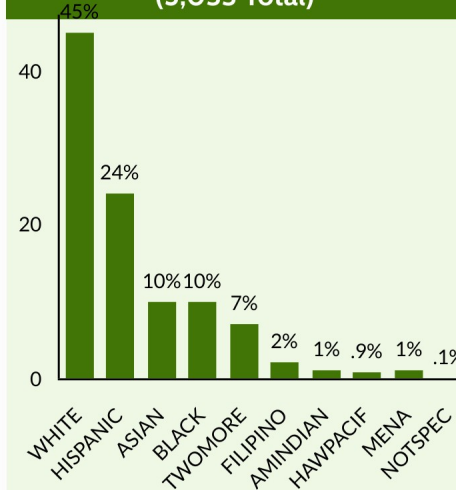


We exported eCAPS data as of July 1st of 2016-2025.

Full-Time and Part-Time City Employees by Department and Gender, 2025 (5,033 Total)

Department	Female	Male
City Attorney	56%	44%
City Auditor	63%	38%
City Clerk	95%	5%
City Manager	69%	31%
City Treasurer	60%	40%
Community Development	41%	59%
Community Response	47%	53%
Convention & Cultural Services	63%	38%
Finance	71%	29%
Fire	10%	90%
Human Resources	81%	19%
Information Technology	37%	63%
Mayor/Council	51%	49%
Police	35%	65%
Public Works	17%	83%
Utilities	22%	78%
Youth, Parks, and Community Enrichment	54%	46%
Grand Total	36%	64%
City Population	51%	49%

Full-Time and Part-Time City Employees by Ethnicity/Race, 2025 (5,033 Total)

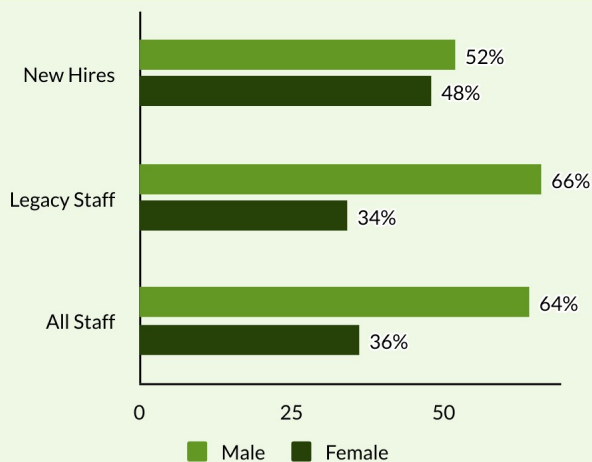


Average Salaries of City Employees by Gender, 2025

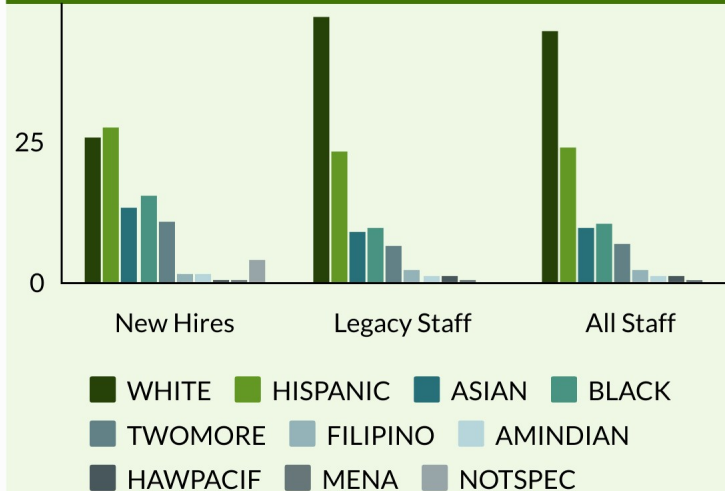
Full-Time and Part-Time Male City Employees: **\$104,377**
Full-Time and Part-Time Female City Employees: **\$74,152**
Full-Time Male City Employees: **\$118,047**
Full-Time Female City Employees: **\$101,171**
Full-Time Male City Employees ex. sworn SFD & SPD*: **\$96,430**
Full-Time Female City Employees ex. sworn SFD & SPD*: **\$95,417**

*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 7/1/24) Compared to New Hires (Hired on or after 7/1/24)



Ethnicity of Legacy Staff (Hired before 7/1/24) Compared to New Hires (Hired on or after 7/1/24)



Average Salaries of Full-Time Employees by Gender, 2016-2025



Introduction

In accordance with the City Auditor's 2025-26 Work Plan, we have completed the *2025 Audit of City Employees' Workforce Diversity and Salary Trends*. The objective of this report was to assess the diversity of City of Sacramento employees compared to the diversity of City residents. We believe this report meets our objective of providing an informative overview of the diversity of City of Sacramento employees, in accordance with Generally Accepted Government Auditing Standards Section 8.128. The report analyzes City employee demographic trends (2016–2025) using administrative employee personnel records and compares them with resident demographics from United States Census Bureau sources, including the American Community Survey and 2020 Decennial Census. 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 Human Resources Department for their collaboration on this project.

Background

In May 2016, the City Council directed the City Auditor to conduct an assessment of the diversity of City of Sacramento employees and compare the results to the demographics of the City of Sacramento residents.¹ The assessment was to include the City's employee demographics related to age, ethnicity/race², 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

¹ This request was made during the May 10, 2016 City Council Meeting:

http://sacramento.granicus.com/player/clip/3807?view_id=&caption_id=2988780&redirect=true

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

released in June 2021.³ The City Auditor also released the *Diversity Review of Employment Applications, Hires, and Separations: February 1, 2021, through January 31, 2024* in June 2024. 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, 2025 and analyze employee diversity trends from 2016 through 2025.

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 most state and local governments 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.

³ The City Auditor's diversity reports can be found at <https://www.cityofsacramento.gov/auditor/our-reports/diversity--equity--and-inclusion>.

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 at the

time of their application.⁴ To determine the ethnicity/race of employees that did not self-report, the Human Resources Department requested managers to complete a “visual” determination of the employee’s ethnicity/race or gender in accordance with EEOC requirements. Designating the ethnicity/race and gender data for employees who do not self-select allows the City to be compliant with the EEOC.

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

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

Year	City Employees Missing Ethnicity/Race
2016	171
2017	43
2018	10
2019	9
2020	8
2021	10
2022	9
2023	9
2024	29
2025	4

Source: Auditor generated from City of Sacramento eCAPS data.

⁴Most 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.

Process for Collecting Gender Information

The City uses the following gender ⁵ 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).⁶

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
2022	1
2023	2
2024	9
2025	0

Source: Auditor generated from City of Sacramento eCAPS data.

Updated Reporting Process

Since the release of the *2017 Audit of the City's Gender and Ethnic Diversity*, we have implemented changes to streamline the reporting process.⁷

⁵ Throughout the report, we will use gender instead of sex.

⁶ When an employee whose gender was unknown in eCAPS is updated in a subsequent year, their updated gender is applied to all previous years' data as well. Therefore, the total employees with missing gender in the table may be different from prior audit reports.

⁷ The City Auditor's diversity reports can be found at <https://www.cityofsacramento.gov/auditor/our-reports/diversity--equity--and-inclusion>.

We have updated the data extraction process so that we analyze employees' demographics as of July 1st of every year. Information presented in this report reflects eCAPS data as of July 1st of 2016, 2017, 2018, 2019, 2020, 2021, 2022, 2023, 2024, and 2025. This report includes data and charts that analyze demographic characteristics. Additionally, trend analyses analyze employees' demographic information from 2016 through 2025.

Since the 2017 audit, the Human Resources Department has updated the City's management designations, classifications, and definitions. Manager levels are now identified in eCAPS for each employee based on their job classification. 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.

In this report, employees that are classified as 'Mid-Level,' 'Senior,' or 'Executive' will be classified as 'Management'. In addition to the management levels described above, job classifications may be identified as 'Supervisor', 'Individual Contributor', or 'All Other Positions.' These positions have been categorized as 'Non-Management' in our analysis.

For the purposes of this audit, the Office of the City Auditor did not audit the appropriateness of each of the management designations of job classifications and relied on the designations made in eCAPS and by the Human Resources Department. For more information and a complete list of the job classifications categorized as 'Management' 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 qualifications, completion of City training programs, or completion of an academy. These employees have roles in emergency medical services, fire operations, police operations, 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 Chief	Fire Prevention Officer I	Police Lieutenant	Reserve Police Officer III
Deputy Police Chief	Fire Engineer	Fire Prevention Officer II	Police Officer	Reserve Police Sergeant
Fire Assistant Chief	Fire Investigator I	Firefighter	Police Sergeant	Sacramento Fire EMT
Fire Battalion Chief	Fire Investigator II	Police Captain	Reserve Police Officer I	Sacramento Fire Paramedic
Fire Captain	Fire Marshal	Police Chief	Reserve Police Officer II	Senior Fire Prevention Officer

Note: Certain classifications are assigned multiple job codes to reflect specialty or incentive pay differentials rather than distinct positions. Job codes are used by the City to distinguish employee classifications, assignments, or compensation designations.

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. The City also supports the recruitment of lateral police officers and firefighters, allowing experienced professionals to continue their law enforcement careers with SPD and their firefighting careers with SFD. 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. Since the last published report, classifications for sworn positions have been updated, and the related analyses and figures in this report have been revised accordingly.

Gender Pay Gap

To provide context for our analysis, this section summarizes key research on gender pay gaps nationwide and locally. The National Committee on Pay Equity first observed Equal Pay Day on April 11, 1996, as an event to illustrate the pay gap between men's and women's wages. It symbolizes how many extra days into the new year women have to work to earn what men earned the prior year. According to the U.S. Census Bureau, Equal Pay Day was on March 26 in 2026 showing a slight improvement since 1996 but also indicating a gap still persists.

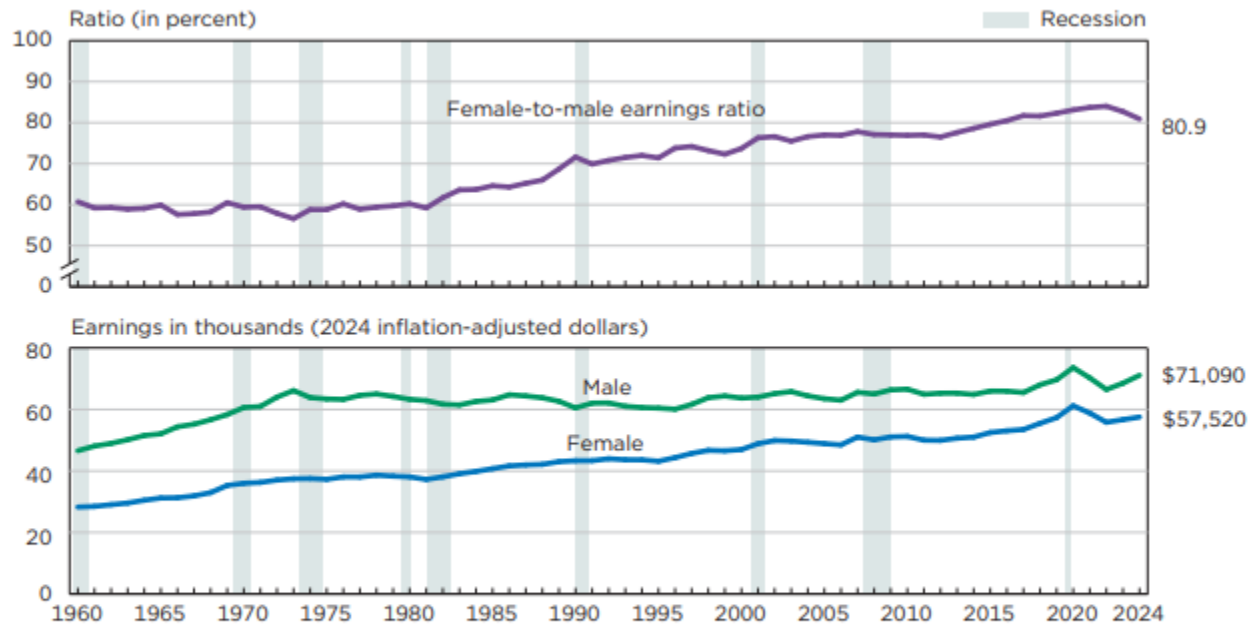
The U.S. Census Bureau uses data from the Current Population Survey (CPS) to continue pay gap studies of full-time employees over time. In 2020, the CPS obtained demographic and labor force data from a sample of 600,000 occupied households monthly. It also uses the median earnings of full-time workers to determine the pay gap between men and women. In 2020, a report found that it will take until 2059 for women to receive equal pay.⁸ More recent analyses using updated wage data continue to project a similar timeline for closing the gender pay gap.

The U.S. Census Bureau found that although a pay gap persists, it has narrowed over time. The figures below show the earnings ratio and median earnings of male and female full-time workers over time. Although the gender pay gap has narrowed over time, as shown in figure 4 below, female earnings were 80.9 percent of male earnings in 2024.

⁸ *Women Still Have to Work Three Months Longer to Equal What Men Earned in a Year*, Census Bureau, 2020
<https://www.census.gov/library/stories/2020/03/equal-pay-day-is-march-31-earliest-since-1996.html>

Figure 4: Female-to-Male Earnings Ratio and Median Earnings: 1960 to 2024

Female-to-Male Earnings Ratio and Median Earnings of Full-Time, Year-Round Workers by Sex: 1960 to 2024



Note: People 15 years and older, as of March of the following year, with earnings. Refer to Table A-7 for historical footnotes. The data points are placed at the midpoints of the respective years. Income is in 2024 dollars. More information on the inflation adjustment and recessions is available in Appendix A. Information on confidentiality protection, sampling error, nonsampling error, and definitions is available at <<https://www2.census.gov/programs-surveys/cps/techdocs/cpsmar25.pdf>>.
Source: U.S. Census Bureau, Current Population Survey, 1961 to 2025 Annual Social and Economic Supplements (CPS ASEC; DMS number P-7534374, DRB approval number CBDRB-FY25-0384).

Source: U.S. Census Bureau

According to new analysis conducted by the Institute for Women Policy Research (IWPR), the gender wage gap worsens for the second year in the row. When looking at all male and female full-time workers, the gender earnings ratio for annual earnings noticeably declined between two recent years, from 82.7 percent in 2023 to 80.9 percent in 2024. The IWPR suggests that the wage gap often worsens in tight labor markets because men are more likely than women to work in jobs with high overtime pay and find it easier to negotiate larger pay increases. They also

mentioned that the full recovery of the economy to pre-COVID-19 levels also led to the return of many lower-paid service sector jobs that are mainly held by women.

The IWPR also found that women across racial and ethnic groups earned less than White men. The following table shows the median annual earnings and gender earnings ratio for full-time workers.

Figure 5: Median Annual Earnings and Gender Earnings Ratio for Full-Time Year-Round Workers, by Race/Ethnicity, 2024 and 2023

Race/ ethnicity	Full-time year-round workers, 2024				Full-time year-round workers, 2023 (inflation adjusted to 2024 \$)			
	Women (\$)	Men (\$)	Female earnings as % of male earnings of same group	Female earnings as % of White male earnings	Women (\$)	Men (\$)	Female earnings as % of male earnings of same group	Female earnings as % of White male earnings
All races/ ethnicities	\$57,520	\$71,090	80.9%	71.9%	\$56,670	\$68,520	82.7%	72.7%
Asian*	\$76,760	\$98,280	78.1%	96.0%	\$73,370	\$93,190	78.7%	94.2%
Black	\$51,660	\$54,900	94.1%	64.6%	\$51,780	\$57,010	90.8%	66.5%
Hispanic or Latina	\$46,380	\$51,740	89.6%	58.0%	\$45,020	\$51,410	87.6%	57.8%
White	\$61,500	\$80,000	76.9%	76.9%	\$62,010	\$77,910	79.6%	79.6%

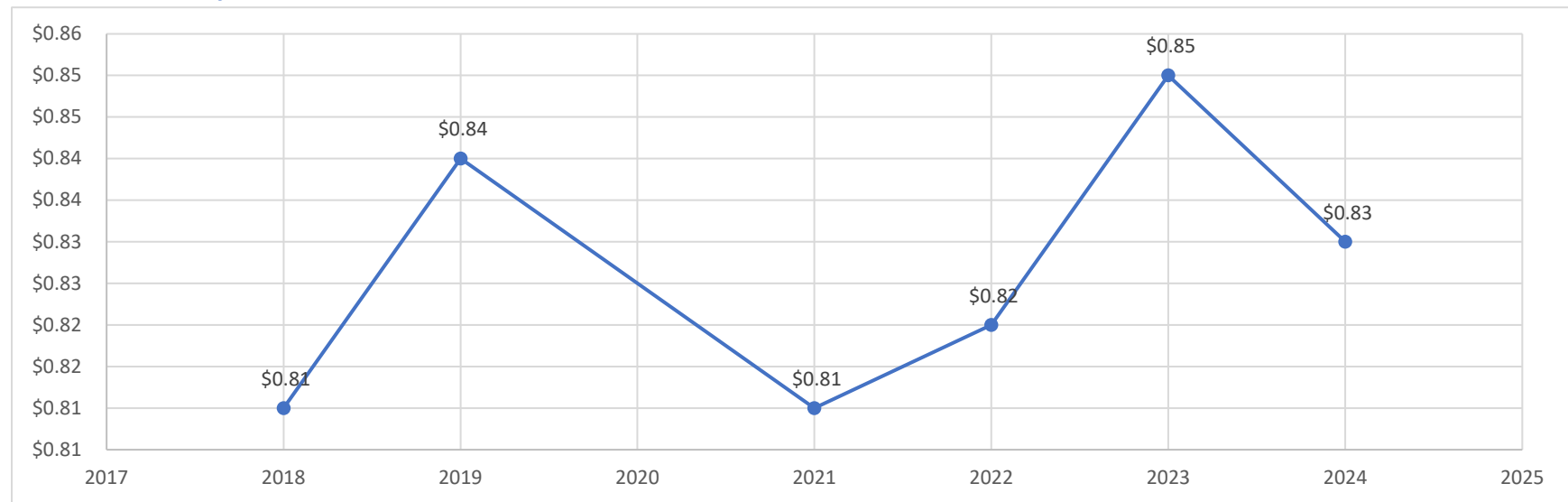
Source: Institute for Women's Policy Research

Note: Workers aged 15 years and older. White alone, not Hispanic; Black alone; Asian alone; and Hispanic/Latina/Latino (may be of any race).

*They report Asian alone because data for Asian American, Native Hawaiians, and Pacific Islanders (AANHPI) are not yet available for 2024; in 2023, the gender earnings ratio for AANHPI women compared to White men was 92.9 percent.

According to Be Healthy Sacramento, a regional data platform that compiles publicly available data on topics ranging from education to health, female workers in the Sacramento area earned between 81 and 85 cents for every dollar earned by male workers between 2018 and 2024. The following chart shows the ratio between the median earnings of female workers in cents to every dollar of the median earnings of male workers, or cents on the dollar.

Figure 6: The Median Earnings of Female Workers in Cents to Every Dollar of the Median Earnings of Male Workers, or Cents on the Dollar for Sacramento County



Source: Be Healthy Sacramento

Note: The Be Healthy Sacramento gender pay gap indicator is based on American Community Survey (ACS) earnings estimates. The dashboard does not report a value for 2020 because the U.S. Census Bureau did not release standard 2020 ACS one-year estimates due to data collection disruptions during the COVID-19 pandemic.

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.”⁹

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 is 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.”¹⁰ 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.”

⁹ 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

¹⁰ *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/>

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.

Improvements Since Last Audit

Since the release of the *2021 Audit of City Employees' Workforce Diversity and Salary Trends* in June 2022, various improvements, programs, and recommendations have been implemented to help build a more representative, equitable, and inclusive City of Sacramento.¹¹

Since the release of the *2021 Audit of City Employees' Workforce Diversity and Salary Trends*, the Human Resources Department highlighted the following accomplishments:¹²

1. Developed and implemented required diversity, equity, and inclusion (DEI) and unconscious bias training for internal hiring panelists through the learning management system, strengthening equitable and informed decision-making in the hiring process.
2. Further embedded DEI requirements into Request for Proposals (RFPs) for HR services and executive recruitments, ensuring vendors demonstrate a commitment to diversity, equity, and inclusive practices.
3. Expanded outreach through HR-specific social media accounts and billboard campaigns for hard-to-fill classifications, increasing visibility and access to opportunities and resulting in nearly 4,000 additional applicants.
4. Partnered with IT to develop self-identification functionality within the Human Resource Information System for gender, ethnicity, sexual orientation, and veteran status, improving the City's ability to assess and address workforce diversity.
5. Expanded the distribution of City job postings to multiple diversity-focused job boards, expanding outreach and increasing access to employment opportunities for underrepresented candidates.
6. Directed departments to discontinue culture fit interviews, reducing practices that can perpetuate bias and limit diversity in hiring outcomes.
7. Established policy requiring the use of an external investigator for EEO claims involving high-ranking officials or HR staff, reinforcing impartiality, accountability, and trust in the investigative process.
8. Conducted an internal pay equity analysis to ensure employees in similar roles with comparable education and experience are compensated equitably, supporting fair and consistent pay practices.
9. Established salary justification standards and salary-setting guidelines, increasing transparency and reducing the potential for inequities in compensation decisions.
10. Created the General Intern classification with no minimum education or experience requirements, expanding access to City employment and creating more inclusive entry points into the workforce.

¹¹ The City Auditor's diversity reports can be found at <https://www.cityofsacramento.gov/auditor/our-reports/diversity--equity--and-inclusion>.

¹² We did not audit or independently verify the accomplishments reported by the Human Resources Department.

11. Built in-house exam development capacity and established continuous recruitment pools for frequently hired classifications, improving access and reducing barriers to entry for candidates.
12. Refined application processes to reduce procedural disqualifications, minimizing barriers that may disproportionately impact underrepresented candidates.
13. Established the Employee Resource Group (ERG) Policy, fostering inclusion, employee engagement, and a workplace culture reflective of the community served.
14. Developed and implemented the City's first onboarding platform, ensuring all new hires have equitable access to consistent and essential onboarding information.
15. Partnered with IT to mask demographic data in our Human Resources Information System, eCAPS, at the department level, protecting employee privacy and reducing the potential for bias in performance and hiring decisions while ensuring HR maintains appropriate access for compliance and analysis.
16. Expanded outreach and delivery methods for the Employee Exit Survey, increasing participation and capturing more representative feedback to inform retention and equity-focused strategies.
17. Created a Learning Hub to provide equitable access to professional development resources, supporting employee growth and advancement across the organization.

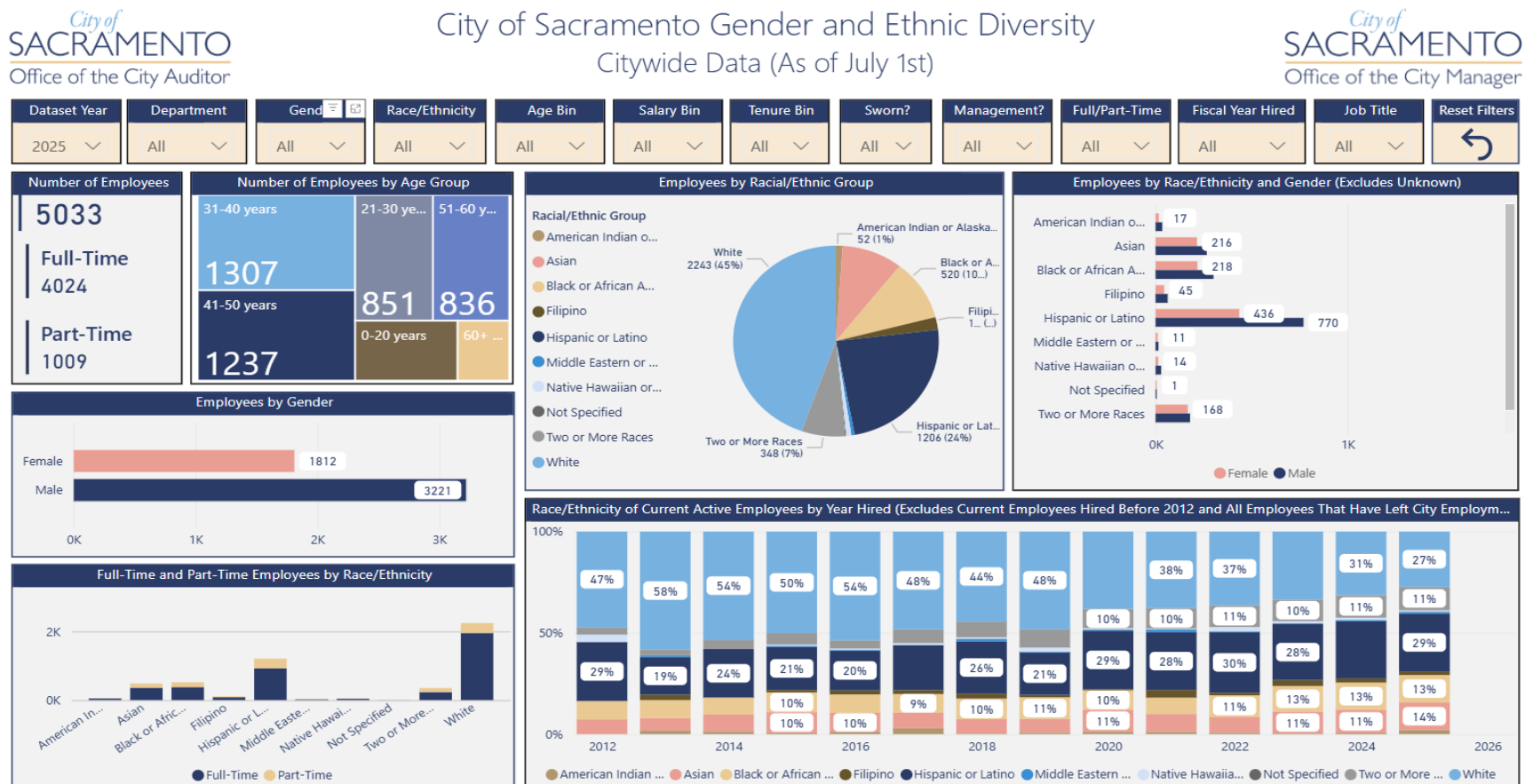
Additionally, the Human Resources Department notes that the following accomplishments were previously implemented but not included in the 2021 Audit of City Employees' Workforce Diversity and Salary Trends:

18. Created policy clarifying open recruitments, City-only recruitments, and direct appointments, promoting transparency and equitable access to employment opportunities.
19. Partnered with departments and charter offices to develop the City's first citywide Recruitment, Selection, and Hiring Manual with a DEI lens, standardizing equitable hiring practices across the organization.
20. Required diverse hiring panels and implemented blind application reviews citywide, reducing bias and promoting more equitable candidate evaluation.

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.gov/auditor/dashboards>.

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 examines trends in City employees' demographics from 2016 to 2025. Our analysis focused on full-time and part-time employees as of July 1st of each year. To conduct this assessment, we primarily analyzed employee personnel information through eCAPS. The eCAPS data included information such as the identification number, name, salary rate, position title, bargaining unit, gender, ethnicity/race, manager level, and employment date of each employee. To determine the demographics of City of Sacramento residents, we relied on various data published by the U.S. Census Bureau, such as data from the 2016-2024 American Community Surveys and the 2020 Decennial Census for ethnicity/race, sex, and household income. In addition, we used LGBTQ+ population statistics from a report published by William Institute at University of California, Los Angeles School of Law, which are based on Gallup survey data.^{13 14}

¹³ Throughout the report, we will use the term LGBTQ+ to represent lesbian, gay, bisexual, transgender, Queer, and other communities.

¹⁴ Gallup is a global analytics and advice firm that conducts surveys.

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 include police, fire, parks and recreation, and some utilities. The approved budget for fiscal year 2025/26 was \$1.67 billion for operations and capital improvement programs.

In this chapter, we present demographic information on City residents, including ethnicity/race, gender, and household income.

To determine Sacramento residents' demographics in this and subsequent chapters, we relied on data from the United States Census Bureau (U.S. Census Bureau) for 2020. The U.S. Census Bureau counts every person within the United States and five of its territories every ten years. The U.S. Census Bureau also conducts other surveys and estimates, such as the American Community Survey (ACS) and Current Population Survey (CPS), 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 2024¹⁵:

- The total population is estimated to be 535,787 residents;
- The three most populous ethnic/racial groups in the City population are White (28 percent), Hispanic or Latino (29 percent), and Asian (19 percent);
- Females comprise 51 percent of the City population, while males comprise 49 percent;
- The median household income is \$91,387 while the average household income is \$114,906; and
- The median age is 36.

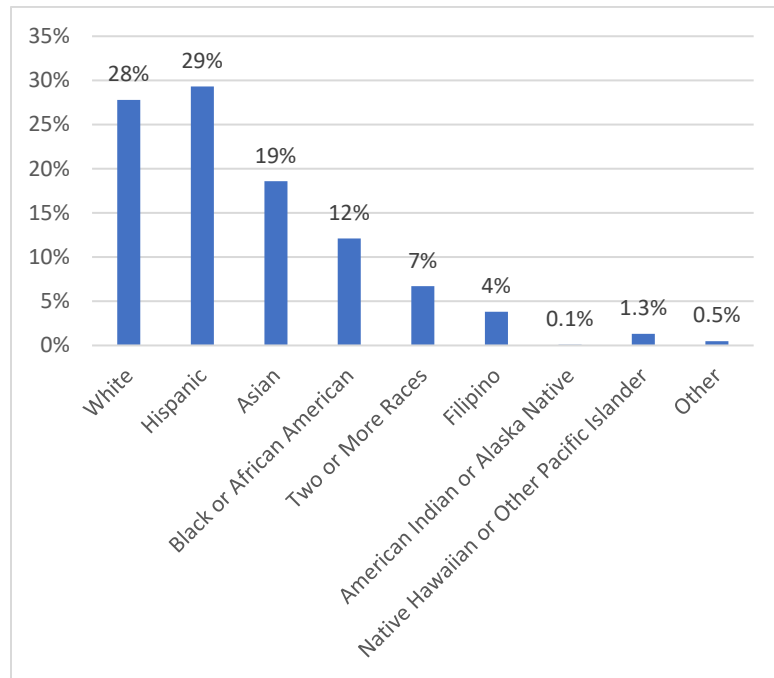
This chapter provides ethnicity/race and gender demographics related to Sacramento residents that can be compared to City employee demographics in the remaining chapters. This chapter also includes data regarding the City's projected lesbian, gay, bisexual, and/or transgender populations as estimated by the University of California, Los Angeles School of Law and the 2026 City of Sacramento National Community Survey. The City of Sacramento has updated eCAPS to allow City employees to update a variety of personal details such as gender identity,

¹⁵ The 2024 ACS one-year estimate report was the most recent information available at the time of this audit.

sexual orientation, and more. Due to fewer than 100 City employees reporting their sexual orientation in eCAPS, we excluded this data from this year's analysis. We plan to include it in the next report as more data becomes available.

Figure 8 below shows Sacramento's 2024 population estimate by ethnicity/race based on data from the U.S. Census Bureau.¹⁶

Figure 8: Estimated Population of Sacramento Residents by Ethnicity/Race (535,787 Total Residents)

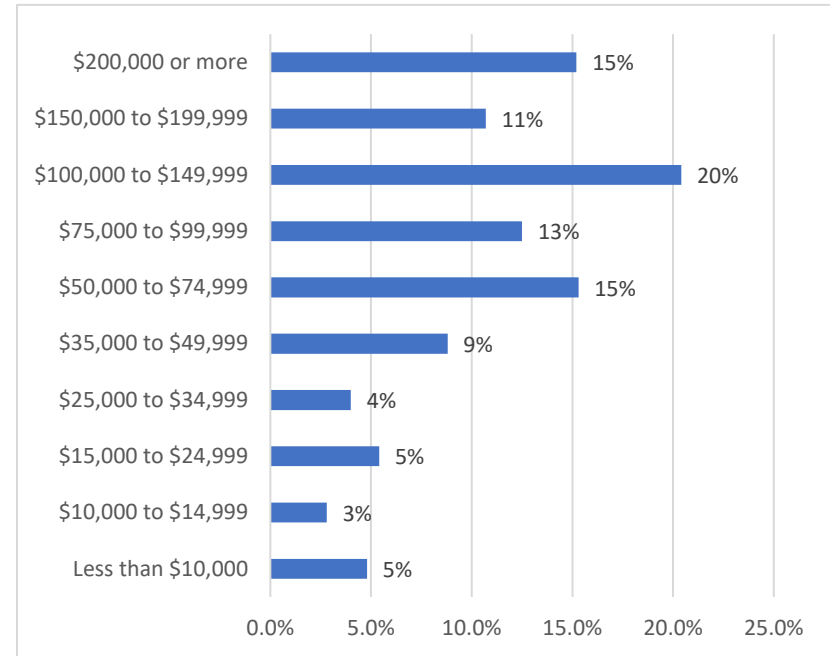


Source: U.S. Census Bureau

¹⁶ The U.S. Census Bureau does not have ethnic categories for MENA. In the data provided by the U.S. Census Bureau, MENA is combined with White. In addition, the U.S. Census Bureau generally includes Filipino in the

Figure 9 shows Sacramento's household income statistics based on the 2024 American Community Survey.

Figure 9: Estimated Population of Sacramento Residents by Household Income (198,965 Total Households)



Source: U.S. Census Bureau

Asian category. However, the U.S. Census Bureau's American Community Survey estimates that Filipino residents make up 3.8 percent of the City's population.

In 2021, the University of California, Los Angeles School of Law published a report that estimated the number of LGBT adults in large metropolitan statistical areas within the United States.¹⁷ They used data from the Gallup Daily Tracking Survey, an annual digit dial survey, conducted in English and Spanish, of approximately 350,000 adults ages 18 and up who reside in the 50 states and the District of Colombia. Gallup collected data from June 1, 2012 through December 31, 2017 and asked callers “Do you, personally, identify as lesbian, gay, bisexual, or transgender?” Their study showed that 4.4 percent of the Sacramento-Roseville-Folsom, CA Metro Area of California identified as LGBT.

Figure 10: 2012-2017 Estimated Number of U.S. LGBT Adults in Large Metropolitan Statistical Areas

California	Los Angeles, CA	5.1%
	Riverside-San Bernardino-Ontario, CA	4.0%
	Sacramento, CA	4.4%
	San Diego, CA	4.5%
	San Francisco/Bay Area, CA	6.7%
	San Jose-Sunnyvale-Santa Clara, CA	3.8%

Source: University of California, Los Angeles School of Law

The Office of the City Auditor surveys Sacramento residents on a now biennial basis 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 2026 National Community Survey reported on the opinions of a representative sample of 450 residents. The survey results had a 95 percent confidence level and margin of error of plus or minus five percentage points. The following figure identifies the sexual orientation and transgender identity of these 450 survey respondents.

¹⁷ In the University of California, Los Angeles School of Law report, “LGBT” refers to lesbian, gay, bisexual, and transgender individuals. The University of California, Los Angeles School of Law uses the term “LGBT” in its report. In this report, we use “LGBTQ+” as an inclusive term; however, references to the UCLA study retain the terminology used in the original source.

Figure 11: Sexual Orientation of the 2026 City of Sacramento National Community Survey Respondents

Sexual Orientation	Percent
Asexual	4%
Bisexual	6%
Gay/Lesbian	6%
Heterosexual	79%
Pansexual	2%
Questioning	0%
Other	4%

Source: 2026 City of Sacramento National Community Survey

Figure 12: Transgender Identity of the 2026 City of Sacramento National Community Survey Respondents

Identify as Transgender	Percent
Yes	2%
No	98%

Source: 2026 City of Sacramento National Community Survey

Chapter 2: Demographics of City of Sacramento Employees

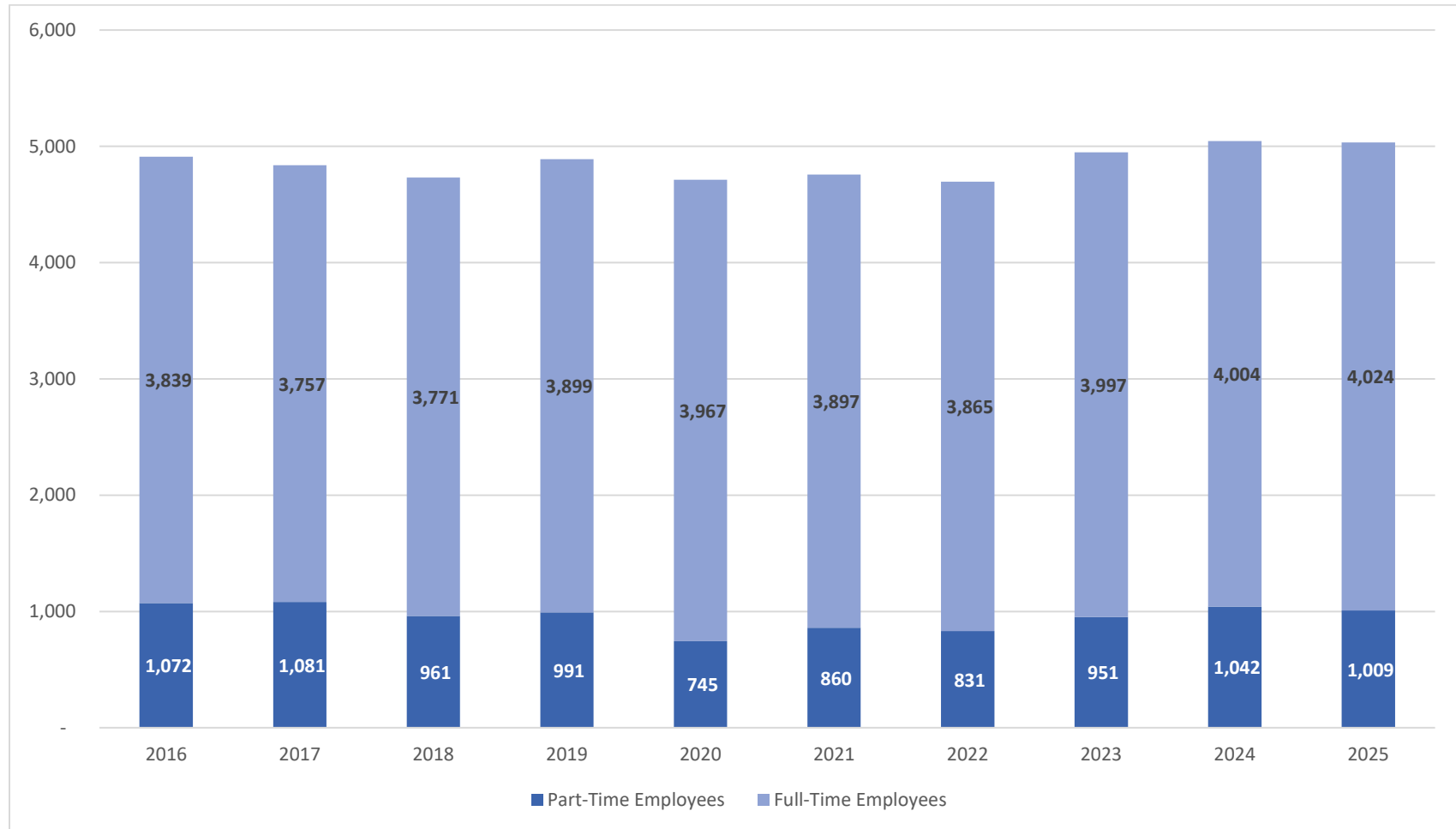
This chapter analyzes City employees' demographics from 2016 to 2025. To conduct our analysis, we downloaded eCAPS data as of July 1st of each year.

The following are some key statistics related to the City of Sacramento's employees as of July 1, 2025:

- The total number of City employees was 5,033;
- The total number of full-time employees was 4,024;
- The total number of part-time employees was 1,009;
- The total number of management employees was 430;
- The total number of sworn employees was 1,368;
- The average age of City employees was 39; and
- The average tenure of City employees was 9.14 years.

Figure 13 shows the number of employees for each fiscal 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, 2016-2025



Source: Auditor generated from City of Sacramento eCAPS data.

Figure 14 shows the number of employees per department for each fiscal year. The chart includes the total employees each fiscal year in addition to the total number 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 in July 2021.

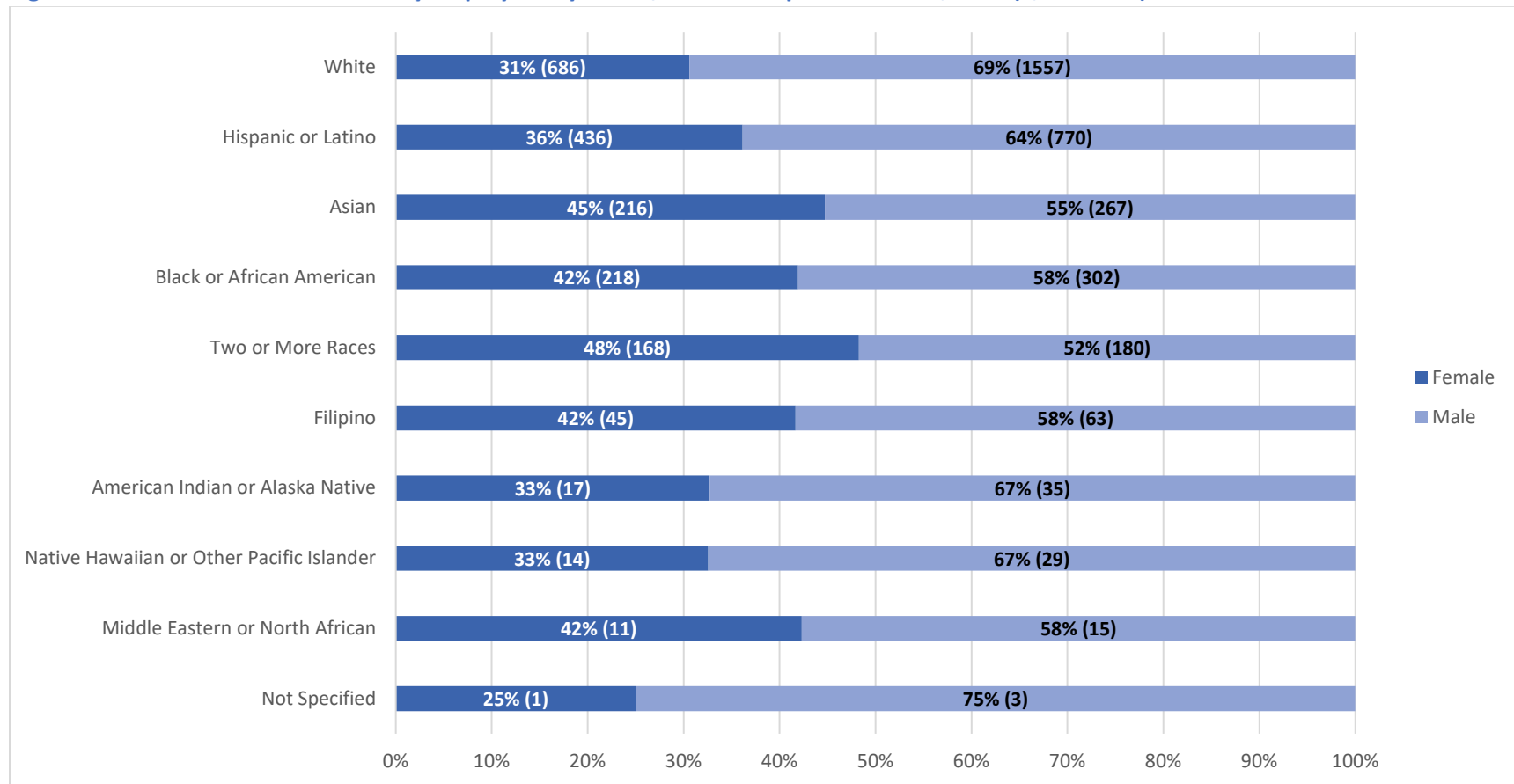
Figure 14: Total of All and Full-Time (F/T) City Employees by Department, 2016-2025

Department	2016		2017		2018		2019		2020		2021		2022		2023		2024		2025	
	All	F/T	All	F/T	All	F/T	All	F/T	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	59	58	60	59	61	61	63	63
City Auditor	0	0	0	0	0	0	7	7	8	8	10	10	9	9	9	9	7	7	8	8
City Clerk	16	16	16	16	18	18	17	17	15	15	17	17	19	19	18	18	22	22	21	21
City Manager	27	27	27	27	40	40	46	46	57	57	52	52	52	52	53	53	55	55	42	42
City Treasurer	12	12	12	12	12	12	11	11	10	10	10	10	9	9	10	10	9	9	10	10
Community Development	218	208	231	221	252	244	259	251	272	264	258	251	263	256	271	270	269	264	278	273
Community Response	0	0	0	0	0	0	0	0	0	0	9	9	20	20	29	29	24	24	30	30
Convention & Cultural Services	224	94	192	94	186	74	167	69	165	62	149	53	129	66	148	66	161	77	160	76
Finance	79	79	89	88	86	86	90	89	85	84	88	87	88	87	86	86	90	90	96	96
Fire	623	623	643	643	616	616	643	643	657	657	659	659	660	660	669	667	691	674	716	699
Human Resources	68	66	68	65	70	68	73	71	65	63	70	69	70	70	74	74	77	76	74	74
Information Technology	124	123	153	151	168	166	176	174	176	175	185	184	175	174	186	185	190	189	203	192
Mayor/Council	60	39	68	52	65	46	57	42	55	43	59	44	54	42	64	51	70	49	70	57
Police	1,127	1,001	1,108	945	1,105	951	1,138	1,003	1,169	1,050	1,139	1,038	1,112	989	1,097	983	1,070	952	1,047	940
Public Works	637	630	641	633	648	642	646	635	630	625	594	591	571	568	594	591	600	597	595	592
Utilities	503	499	501	496	498	493	512	506	505	503	484	482	485	483	518	518	530	530	544	544
Youth, Parks, and Community Enrichment	1,147	376	1,040	265	919	266	994	282	785	294	917	285	921	303	1,062	328	1,120	328	1,076	307
Grand Total	4,911	3,839	4,838	3,757	4,732	3,771	4,890	3,899	4,712	3,967	4,757	3,897	4,696	3,865	4,948	3,997	5,046	4,004	5,033	4,024

Source: Auditor generated from City of Sacramento eCAPS data.

Figure 15 below shows a breakdown of full-time and part-time City employees by ethnicity/race and gender. Based on the data below, when excluding Not Specified employees, the largest demographic group is White male, and the smallest demographic group is Middle Eastern & North African female.

Figure 15: Full-Time and Part-Time City Employees by Ethnic/Racial Groups and Gender, 2025 (5,033 Total)

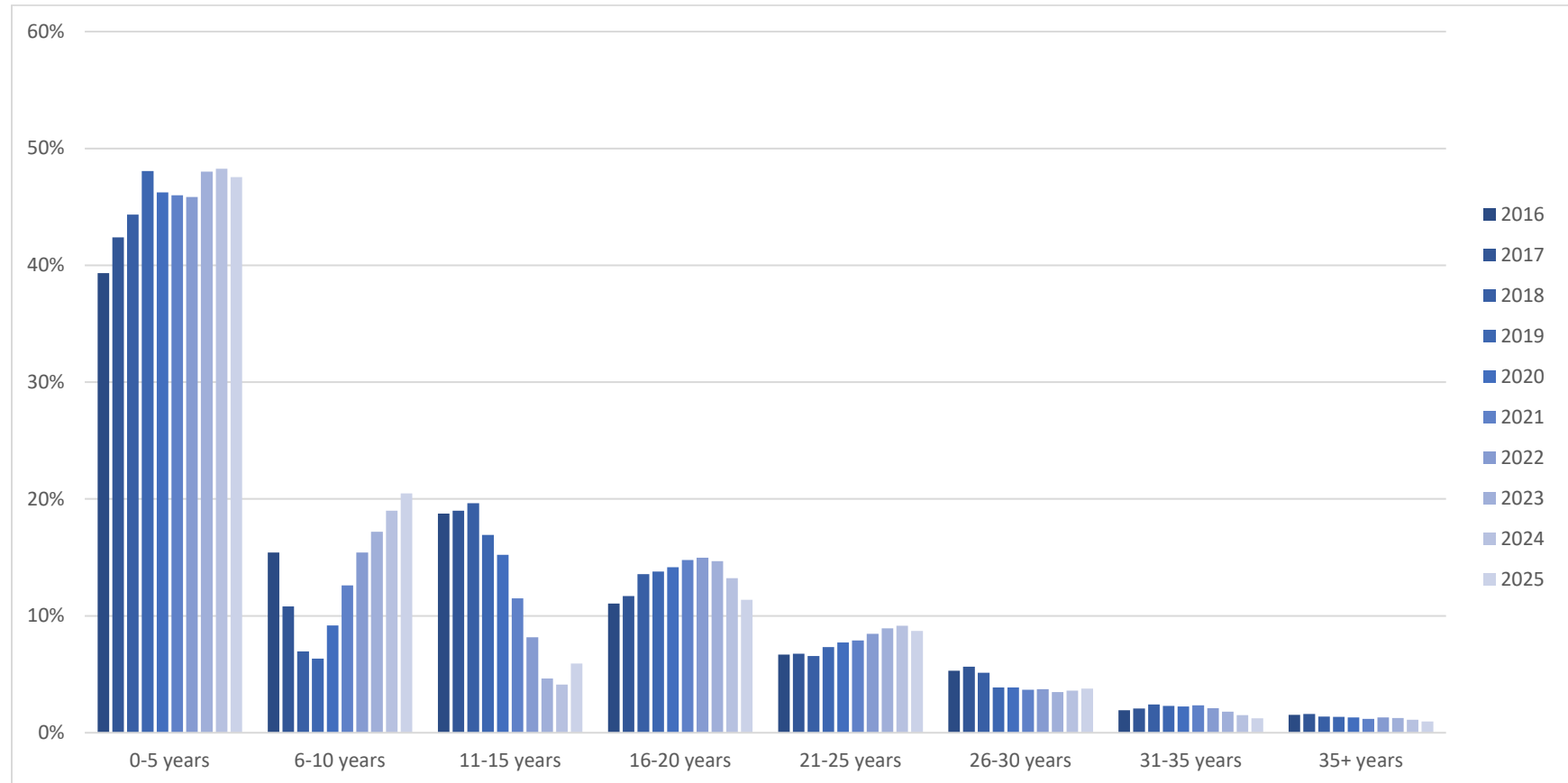


Note: Bar lengths represent the percentage distribution within each respective range, while the data labels indicate the percentage distribution and the number of employees (counts). Percentages may not total 100% due to rounding.

Source: Auditor generated from City of Sacramento eCAPS data.

Figure 16 shows the tenure ranges of full-time and part-time City employees. Based on the data below, each fiscal year the largest tenure range is 0-5 years.

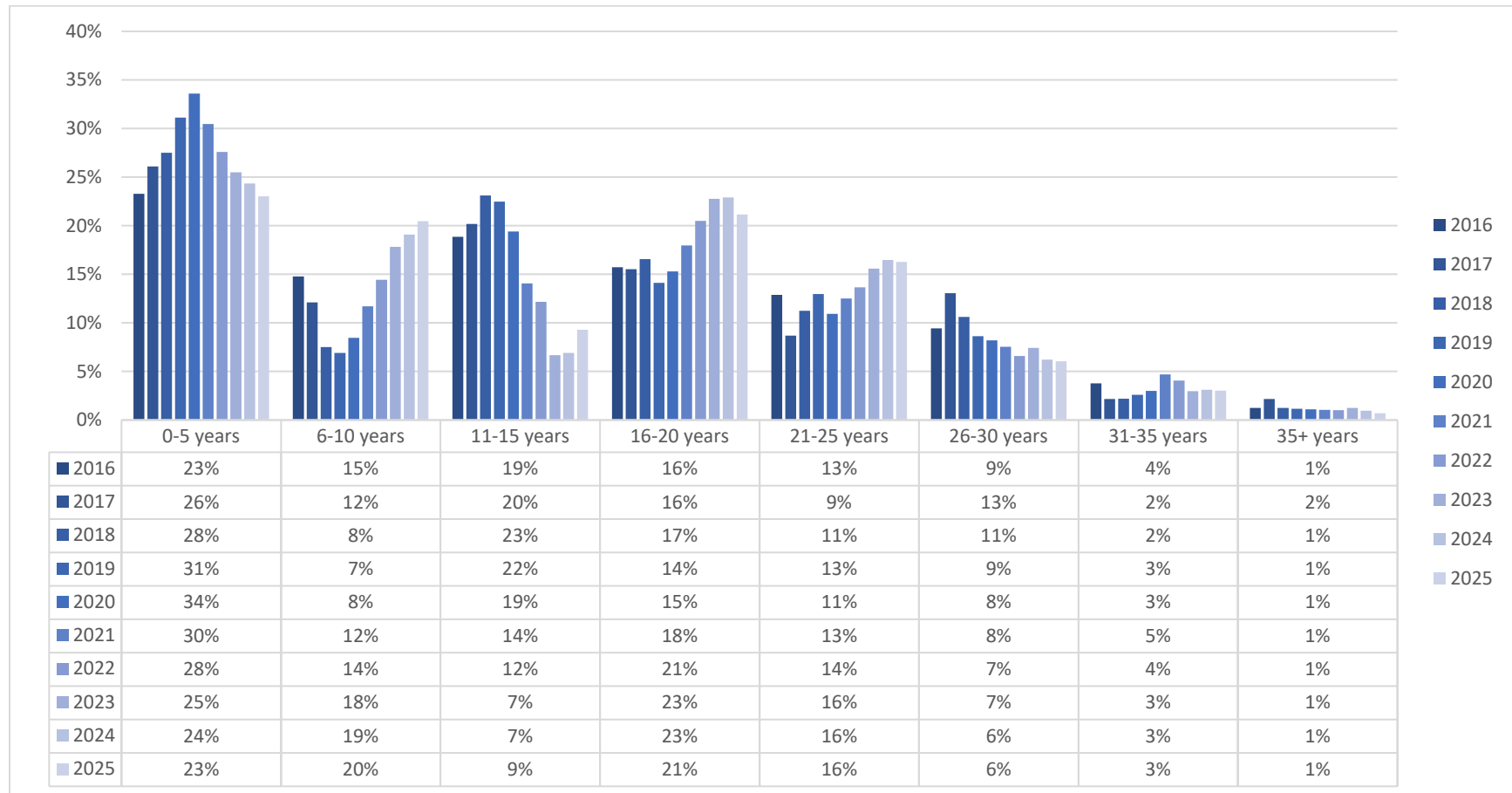
Figure 16: Tenure Ranges of Full-Time and Part-Time City Employees, 2016-2025



Source: Auditor generated from City of Sacramento eCAPS data.

Figure 17 shows the tenure ranges of management employees. Based on the data below, over time, the proportion of management employees with 0–5 years of tenure generally declined, while the proportion with 6–10 years and 16–25 years of tenure increased.

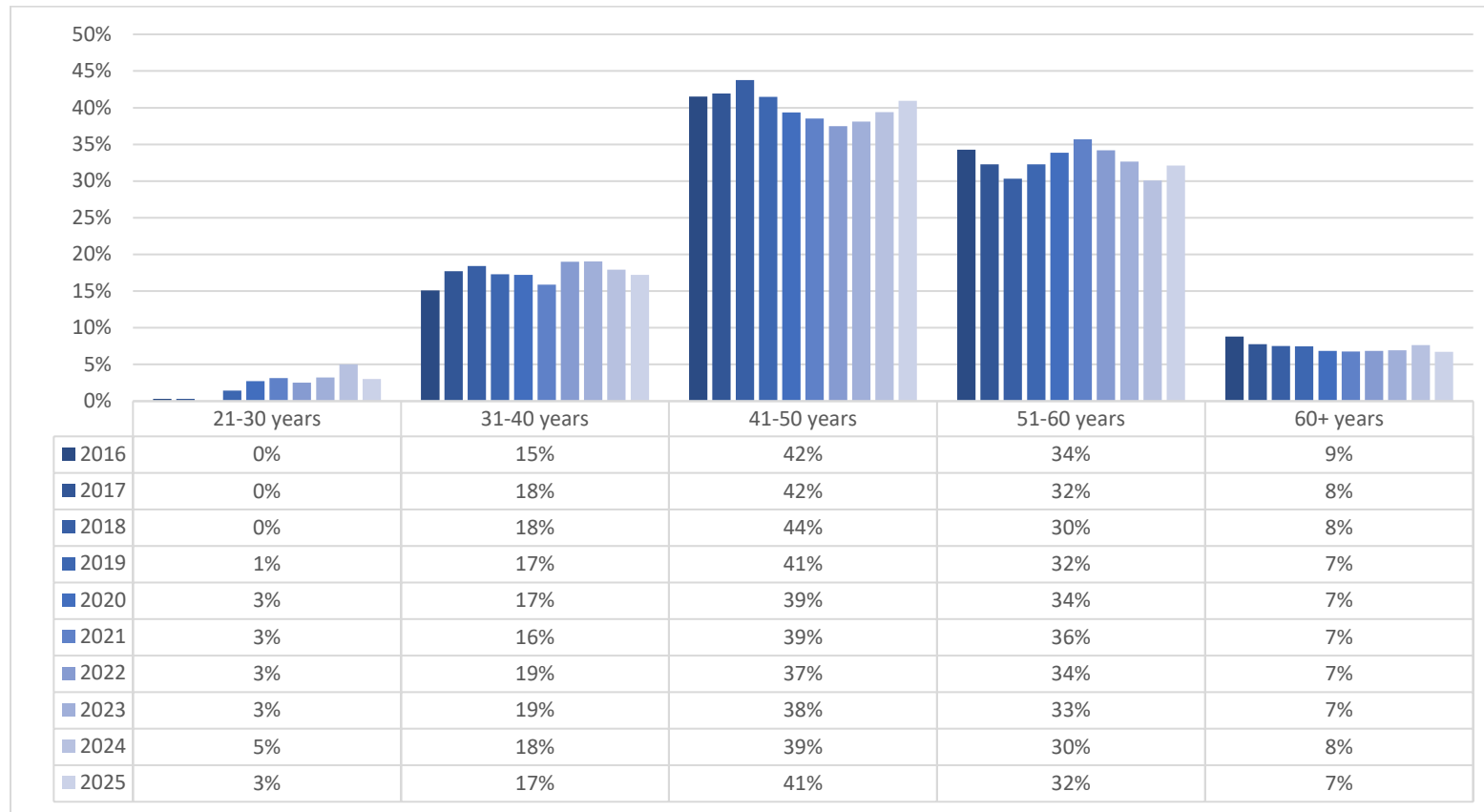
Figure 17: Tenure Ranges of All Management City Employees, 2016-2025



Source: Auditor generated from City of Sacramento eCAPS data.

Figure 18 shows the age range of management employees. Based on the data below, each fiscal year the City’s management workforce is primarily between the ages of 41-50 years old.

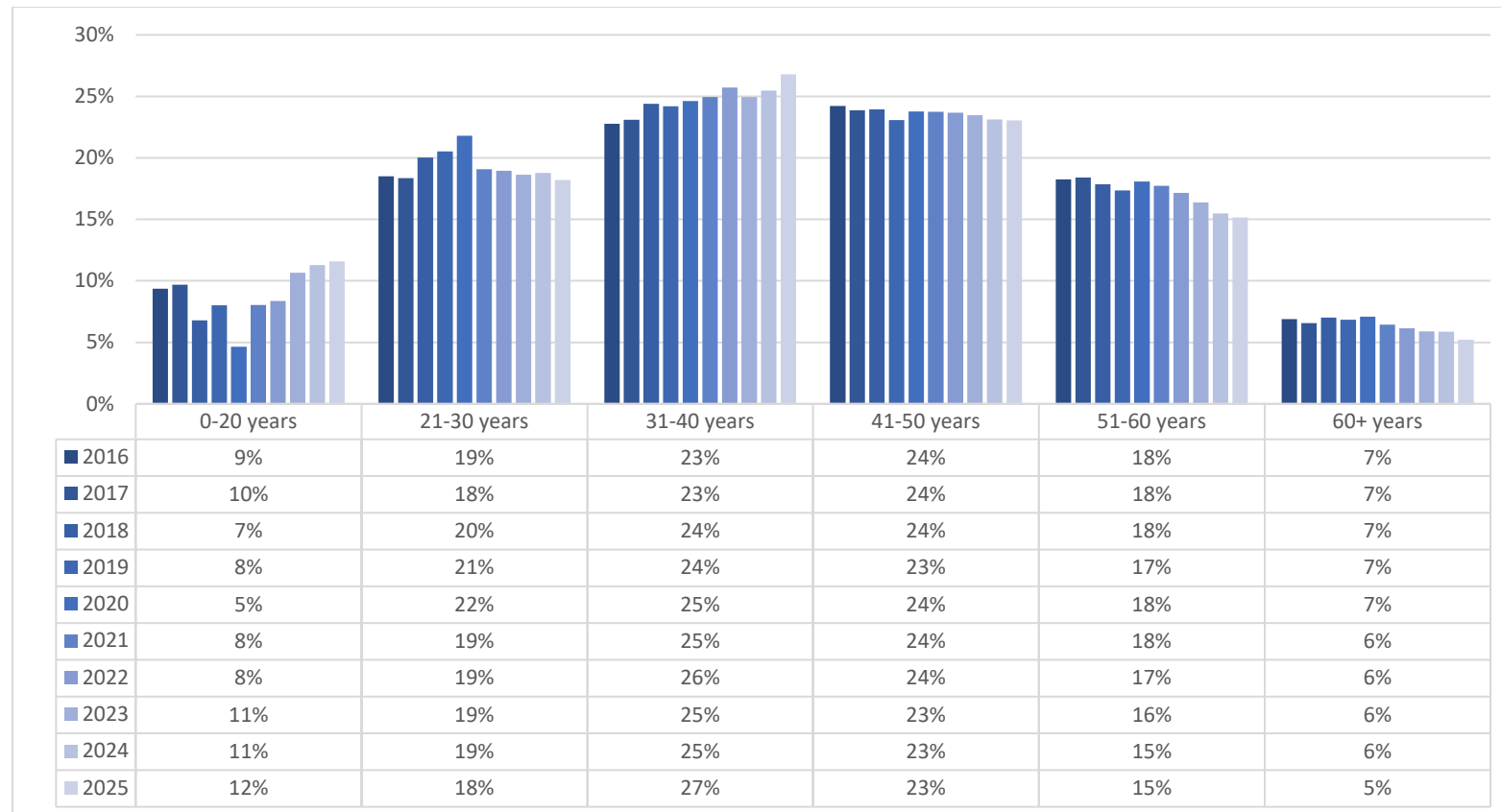
Figure 18: Age Ranges of All Management City Employees, 2016-2025



Source: Auditor generated from City of Sacramento eCAPS data.

Figure 19 shows the age ranges of full-time and part-time non-management employees. We excluded an employee that did not have a designated birth date in eCAPS. Based on the data below, each year about half of the non-management workforce is between 31 and 50 years old. In addition, the percentage of the non-management workforce over 50 years old has slowly declined from 26 percent in 2016 to 20 percent in 2025.

Figure 19: Age Ranges of Full-Time and Part-Time Non-Management Employees, 2016-2025



Source: Auditor generated from City of Sacramento eCAPS data.

Chapter 3: Gender Analysis of City of Sacramento Employees

This chapter analyzes the gender of the City of Sacramento workforce. To conduct our analysis, we downloaded eCAPS data as of July 1st of each year. As noted 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 2024 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.

Gender of City Employees as of July 1, 2025

Figure 20 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. As a comparison, the Fire Department has 90 percent male employees. Additionally, the gender breakdown of the Mayor and City Council resembles the gender breakdown of Sacramento residents.

Figure 20: Full-Time and Part-Time City Employees by Department and Gender, 2025 (5,033 Total)

Department	Percent of Female and Male		Number of Employees		Total
	Female	Male	Female	Male	
City Attorney	56%	44%	35	28	63
City Auditor	63%	38%	5	3	8
City Clerk	95%	5%	20	1	21
City Manager	69%	31%	29	13	42
City Treasurer	60%	40%	6	4	10
Community Development	41%	59%	115	163	278
Community Response	47%	53%	14	16	30
Convention & Cultural Services	63%	38%	100	60	160
Finance	71%	29%	68	28	96
Fire	10%	90%	72	644	716
Human Resources	81%	19%	60	14	74
Information Technology	37%	63%	75	128	203
Mayor/Council	51%	49%	36	34	70
Police	35%	65%	371	676	1,047
Public Works	17%	83%	104	491	595
Utilities	22%	78%	121	423	544
Youth, Parks, and Community Enrichment	54%	46%	581	495	1,076
Grand Total	36%	64%	1,812	3,221	5,033
City Population	51%	49%			535,787

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

Figure 21 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 43 percent of management employees.

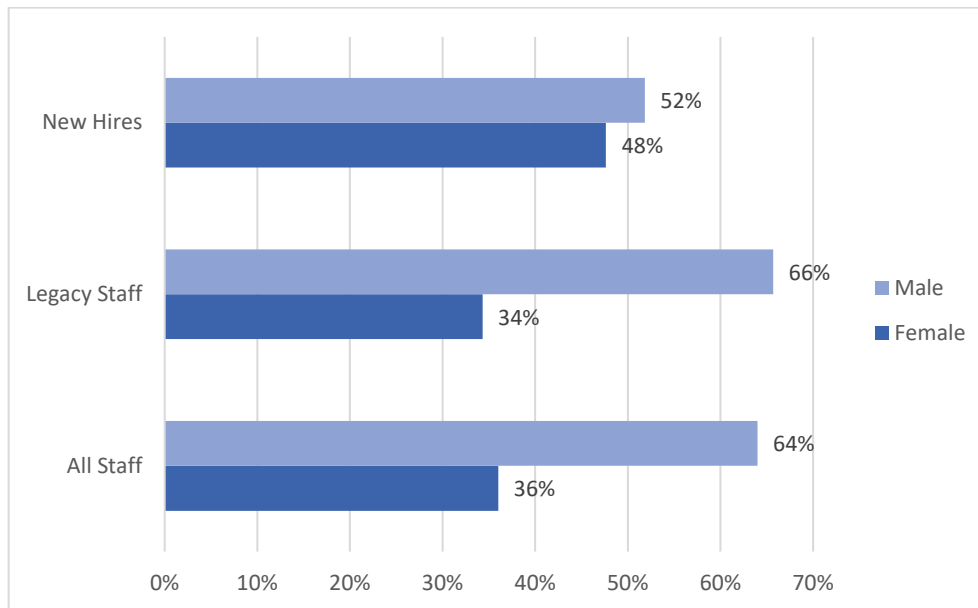
Figure 21: Comparison of Full-Time and Part-Time Management and Non-Management City Employees by Department and Gender, 2025

Department	Management Employees			Non-Management Employees		
	Female	Male	Total	Female	Male	Total
City Attorney	41%	59%	41	82%	18%	22
City Auditor	63%	38%	8	0%	0%	0
City Clerk	100%	0%	5	94%	6%	16
City Manager	63%	37%	19	74%	26%	23
City Treasurer	60%	40%	5	60%	40%	5
Community Development	44%	56%	32	41%	59%	246
Community Response	25%	75%	8	55%	45%	22
Convention & Cultural Services	33%	67%	15	66%	34%	145
Finance	67%	33%	24	72%	28%	72
Fire	30%	70%	20	9%	91%	696
Human Resources	62%	38%	13	85%	15%	61
Information Technology	31%	69%	36	38%	62%	167
Mayor/Council	56%	44%	18	50%	50%	52
Police	24%	76%	51	36%	64%	996
Public Works	37%	63%	62	15%	85%	533
Utilities	37%	63%	43	21%	79%	501
Youth, Parks, and Community Enrichment	60%	40%	30	54%	46%	1,046
Grand Total	43%	57%	430	35%	65%	4,603
City Population	51%	49%	535,787	51%	49%	535,787

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

For purposes of this analysis, “legacy employees” refers to employees who were employed by the City prior to the fiscal year under review. For example, in fiscal year 2025 analyses, legacy employees include employees employed on or before July 1, 2024. “Newly hired employees” refers to employees hired during the fiscal year under review. This analysis is intended to assess whether more recently hired employees differ demographically and whether recent hiring efforts have influenced the composition of the City’s workforce. Accordingly, the newly hired employee period shifts each reporting cycle to reflect the most recent fiscal year under review. Figure 22 shows the gender composition of legacy staff (hired prior to July 1, 2024) compared to newly hired employees (hired on or after July 1, 2024). There was a total of 953 newly hired employees between July 1, 2024 and July 1, 2025.¹⁸ 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 22: Gender of Legacy Staff (Hired before 7/1/2024) Compared to New Hires (Hired on or after 7/1/2024)

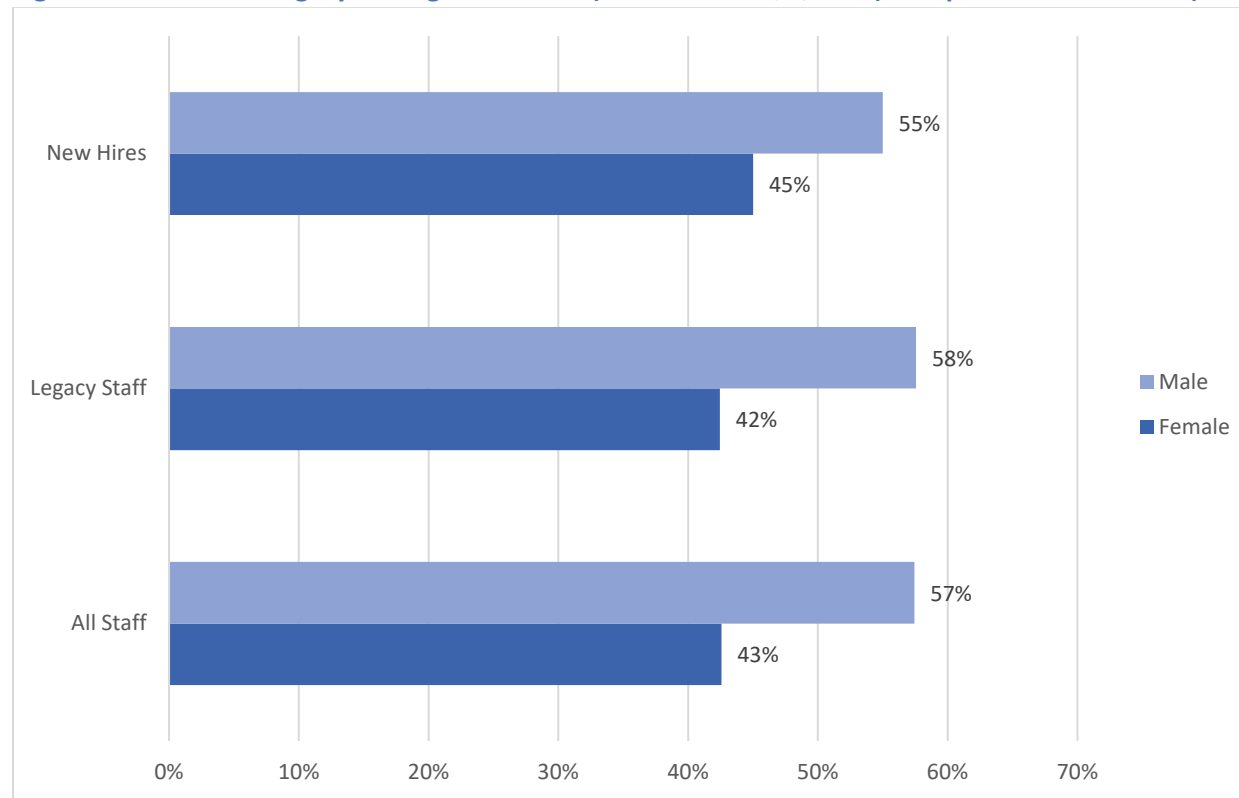


Source: Auditor generated from City of Sacramento eCAPS data.

¹⁸ Not all of the employees that were hired during fiscal year 2025 were still employed with the City as of July 1, 2025.

Figure 23 shows the gender composition of legacy management staff (hired prior to July 1, 2024) compared to newly hired management employees (hired on or after July 1, 2024). There was a total of 20 newly hired management employees between July 1, 2024 and July 1, 2025.¹⁹ As shown in the figure below, the gender composition of newly hired management staff includes more male new hires than female new hires.

Figure 23: Gender of Legacy Management Staff (Hired before 7/1/2024) Compared to New Hires (Hired on or after 7/1/2024)

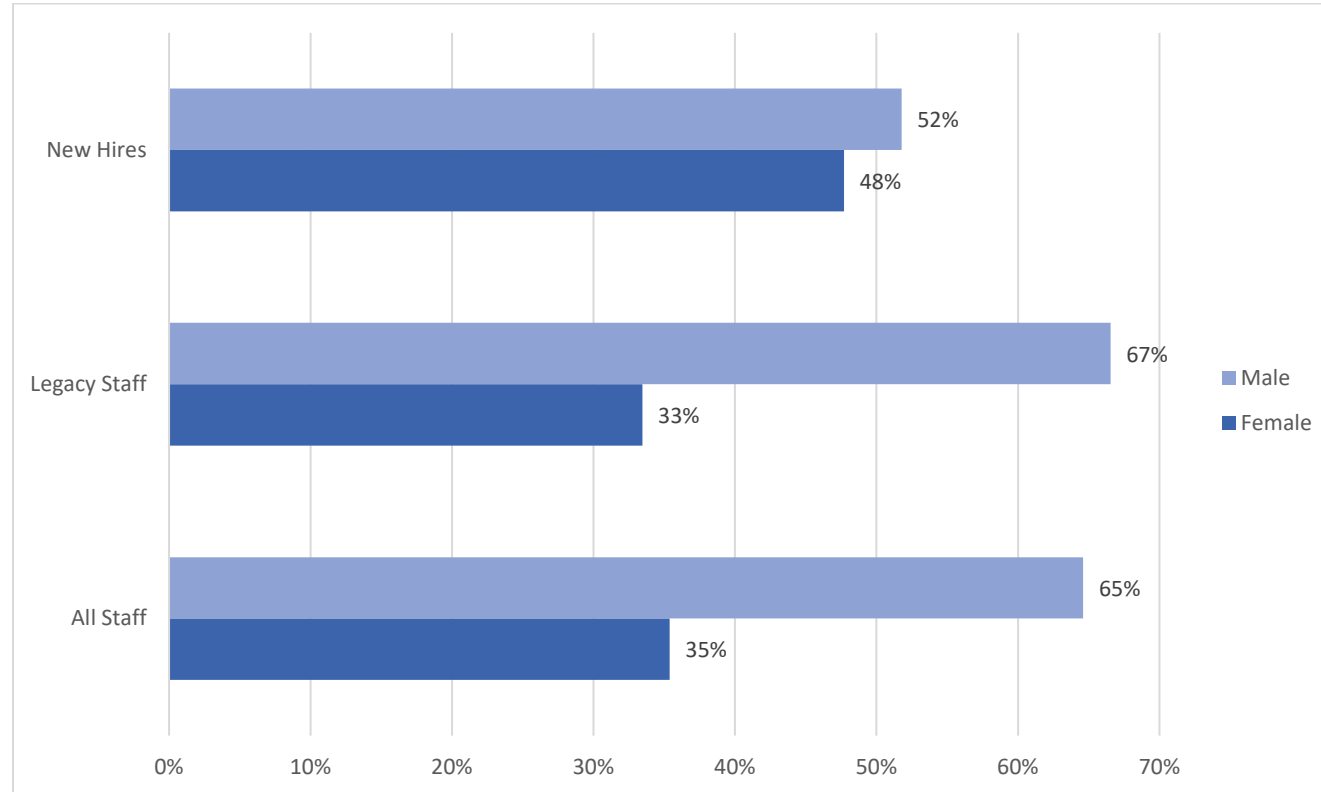


Source: Auditor generated from City of Sacramento eCAPS data.

¹⁹ Not all of the management employees that were hired during fiscal year 2025 were still employed with the City as of July 1, 2025.

Figure 24 shows the gender composition of legacy non-management staff (hired prior to July 1, 2024) compared to newly hired non-management employees (hired on or after July 1, 2024). There was a total of 933 newly hired non-management employees during this reporting period.²⁰ The gender composition of the newly hired non-management staff, which is shown below, more closely resembles the composition of the City's population.

Figure 24: Gender of Legacy Non-Management Staff (Hired before 7/1/2024) Compared to New Hires (Hired on or after 7/1/2024)



Source: Auditor generated from City of Sacramento eCAPS data.

²⁰ Not all of the non-management employees that were hired during fiscal year 2025 were still employed with the City as of July 1, 2025.

Trend Analysis of Gender Over Time

Figure 25 shows the gender breakdown of Sacramento residents over the years. The most recent data available is the 2024 ACS report.²¹ Based on the data below, for most years, the City has had more female residents than male residents.

Figure 25: Sacramento Residents' Gender by Year, 2016-2024

Year	Female	Male
2016 City Population (495,200 Total)	51%	50%
2017 City Population (501,890 Total)	51%	49%
2018 City Population (508,517 Total)	51%	49%
2019 City Population (513,620 Total)	50%	50%
2020 City Population (524,943 Total)	51%	49%
2021 City Population (518,605 Total)	51%	49%
2022 City Population (528,026 Total)	51%	49%
2023 City Population (526,383 Total)	50%	50%
2024 City Population (535,787 Total)	51%	49%

Source: U.S. Census Bureau data

Figure 26 shows the percentage of employees by gender for each department over time. We should note that some departments have reorganized or were 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.

²¹ 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 26: Percentage of Full-Time and Part-Time City Employees by Department and Gender, 2016-2025

Department	Female										Male									
	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025
City Attorney	54%	55%	53%	56%	57%	56%	58%	57%	61%	56%	46%	45%	47%	44%	43%	44%	42%	43%	39%	44%
City Auditor	N/A	N/A	N/A	86%	63%	60%	56%	56%	71%	63%	N/A	N/A	N/A	14%	38%	40%	44%	44%	29%	38%
City Clerk	94%	100%	94%	94%	100%	94%	95%	89%	95%	95%	6%	0%	6%	6%	0%	6%	5%	11%	5%	5%
City Manager	67%	56%	60%	63%	67%	71%	75%	68%	67%	69%	33%	44%	40%	37%	33%	29%	25%	32%	33%	31%
City Treasurer	50%	58%	58%	64%	60%	60%	67%	70%	67%	60%	50%	42%	42%	36%	40%	40%	33%	30%	33%	40%
Community Development	45%	40%	42%	41%	43%	43%	40%	40%	39%	41%	55%	60%	58%	59%	57%	57%	60%	60%	61%	59%
Community Response	N/A	N/A	N/A	N/A	N/A	67%	45%	45%	50%	47%	N/A	N/A	N/A	N/A	N/A	33%	55%	55%	50%	53%
Convention & Cultural Services	60%	60%	61%	63%	67%	70%	60%	62%	65%	63%	40%	40%	39%	37%	33%	30%	40%	38%	35%	38%
Finance	73%	73%	74%	73%	76%	73%	73%	70%	69%	71%	27%	27%	26%	27%	24%	27%	27%	30%	31%	29%
Fire	10%	10%	9%	10%	10%	10%	10%	10%	10%	10%	90%	90%	91%	90%	90%	90%	90%	90%	90%	90%
Human Resources	76%	72%	73%	74%	72%	77%	83%	80%	81%	81%	24%	28%	27%	26%	28%	23%	17%	20%	19%	19%
Information Technology	31%	29%	32%	34%	35%	35%	35%	35%	35%	37%	69%	71%	68%	66%	65%	65%	65%	65%	65%	63%
Mayor/Council	50%	51%	52%	57%	53%	61%	63%	58%	59%	51%	50%	49%	48%	43%	47%	39%	37%	42%	41%	49%
Police	32%	32%	32%	33%	33%	33%	33%	34%	34%	35%	68%	68%	68%	67%	67%	67%	67%	66%	66%	65%
Public Works	18%	19%	19%	18%	17%	17%	16%	16%	17%	17%	82%	81%	81%	82%	83%	83%	84%	84%	83%	83%
Utilities	23%	23%	23%	24%	23%	22%	22%	22%	22%	22%	77%	77%	77%	76%	77%	78%	78%	78%	78%	78%
Youth, Parks, and Community Enrichment	54%	52%	52%	52%	52%	52%	53%	53%	53%	54%	46%	48%	48%	48%	48%	48%	47%	47%	47%	46%
Grand Total	36%	34%	34%	35%	34%	35%	35%	35%	36%	36%	64%	66%	66%	65%	66%	65%	65%	65%	64%	64%
City Population	51%	51%	51%	50%	51%	51%	51%	50%	51%	51%	50%	49%	49%	50%	49%	49%	49%	50%	49%	49%

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 21](#) contains the total number of management employees by department. All management employees are full-time. The gender breakdown of management employees in the City Clerk’s Office was 100 percent female in 2025.

Figure 27: Percentage of Management City Employees by Department and Gender, 2016-2025

Department	Female										Male									
	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025
City Attorney	35%	35%	38%	38%	39%	37%	38%	37%	42%	41%	65%	65%	63%	62%	61%	63%	62%	63%	58%	59%
City Auditor	N/A	N/A	N/A	86%	63%	60%	56%	56%	71%	63%	N/A	N/A	N/A	14%	38%	40%	44%	44%	29%	38%
City Clerk	100%	100%	83%	83%	100%	100%	100%	100%	100%	100%	0%	0%	17%	17%	0%	0%	0%	0%	0%	0%
City Manager	69%	53%	63%	58%	62%	67%	64%	60%	62%	63%	31%	47%	37%	42%	38%	33%	36%	40%	38%	37%
City Treasurer	40%	50%	50%	60%	60%	60%	60%	60%	60%	60%	60%	50%	50%	40%	40%	40%	40%	40%	40%	40%
Community Development	48%	46%	50%	56%	52%	44%	45%	47%	48%	44%	52%	54%	50%	44%	48%	56%	55%	53%	52%	56%
Community Response	N/A	N/A	N/A	N/A	N/A	50%	25%	17%	29%	25%	N/A	N/A	N/A	N/A	N/A	50%	75%	83%	71%	75%
Convention & Cultural Services	55%	50%	50%	50%	54%	53%	53%	46%	38%	33%	45%	50%	50%	50%	46%	47%	47%	54%	63%	67%
Finance	73%	53%	67%	69%	87%	88%	82%	75%	65%	67%	27%	47%	33%	31%	13%	12%	18%	25%	35%	33%
Fire	36%	33%	20%	38%	38%	38%	40%	35%	29%	30%	64%	67%	80%	62%	63%	63%	60%	65%	71%	70%
Human Resources	59%	59%	50%	54%	55%	50%	62%	62%	55%	62%	41%	41%	50%	46%	45%	50%	38%	38%	45%	38%
Information Technology	25%	26%	25%	30%	30%	32%	35%	30%	29%	31%	75%	74%	75%	70%	70%	68%	65%	70%	71%	69%
Mayor/Council	25%	40%	44%	56%	56%	78%	50%	59%	56%	56%	75%	60%	56%	44%	44%	22%	50%	41%	44%	44%
Police	17%	20%	23%	26%	21%	22%	26%	31%	28%	24%	83%	80%	78%	74%	79%	78%	74%	69%	72%	76%
Public Works	26%	31%	35%	34%	35%	33%	37%	42%	39%	37%	74%	69%	65%	66%	65%	67%	63%	58%	61%	63%
Utilities	38%	42%	38%	40%	42%	41%	40%	40%	41%	37%	62%	58%	62%	60%	58%	59%	60%	60%	59%	63%
Youth, Parks, and Community Enrichment	80%	73%	79%	80%	65%	65%	64%	69%	62%	60%	20%	27%	21%	20%	35%	35%	36%	31%	38%	40%
Grand Total	41%	41%	43%	45%	45%	45%	45%	46%	44%	43%	59%	59%	58%	55%	55%	55%	55%	54%	56%	57%
City Population	51%	51%	51%	50%	51%	51%	51%	50%	51%	51%	50%	49%	49%	50%	49%	49%	49%	50%	49%	49%

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 21](#) contains the total number of non-management employees by department. The gender breakdown of non-management employees in Mayor and Council most closely resembles the gender breakdown of the City’s population in 2025.

Figure 28: Percentage of Full-Time and Part-Time Non-Management City Employees by Department and Gender, 2016-2025

Department	Female										Male									
	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025
City Attorney	93%	89%	82%	85%	86%	86%	91%	91%	91%	82%	7%	11%	18%	15%	14%	14%	9%	9%	9%	18%
City Clerk	90%	100%	100%	100%	100%	92%	92%	83%	94%	94%	10%	0%	0%	0%	0%	8%	8%	17%	6%	6%
City Manager	64%	58%	57%	67%	71%	76%	85%	75%	72%	74%	36%	42%	43%	33%	29%	24%	15%	25%	28%	26%
City Treasurer	57%	63%	63%	67%	60%	60%	75%	80%	75%	60%	43%	38%	38%	33%	40%	40%	25%	20%	25%	40%
Community Development	45%	40%	41%	39%	42%	43%	40%	39%	38%	41%	55%	60%	59%	61%	58%	57%	60%	61%	62%	59%
Community Response Convention & Cultural Services	N/A	N/A	N/A	N/A	N/A	71%	58%	52%	59%	55%	N/A	N/A	N/A	N/A	N/A	29%	42%	48%	41%	45%
	61%	61%	61%	64%	68%	72%	61%	64%	68%	66%	39%	39%	39%	36%	32%	28%	39%	36%	32%	34%
Finance	74%	77%	76%	74%	74%	69%	70%	68%	70%	72%	26%	23%	24%	26%	26%	31%	30%	32%	30%	28%
Fire	9%	9%	9%	9%	9%	9%	9%	10%	9%	9%	91%	91%	91%	91%	91%	91%	91%	90%	91%	91%
Human Resources	82%	76%	79%	78%	76%	83%	88%	84%	85%	85%	18%	24%	21%	22%	24%	17%	12%	16%	15%	15%
Information Technology	33%	30%	33%	34%	36%	35%	35%	36%	36%	38%	67%	70%	67%	66%	64%	65%	65%	64%	64%	62%
Mayor/Council	54%	53%	54%	57%	52%	58%	67%	57%	59%	50%	46%	47%	46%	43%	48%	42%	33%	43%	41%	50%
Police	33%	33%	32%	34%	33%	33%	34%	34%	35%	36%	67%	67%	68%	66%	67%	67%	66%	66%	65%	64%
Public Works	17%	18%	18%	16%	15%	15%	14%	13%	15%	15%	83%	82%	82%	84%	85%	85%	86%	87%	85%	85%
Utilities	22%	22%	22%	23%	21%	20%	21%	20%	20%	21%	78%	78%	78%	77%	79%	80%	79%	80%	80%	79%
Youth, Parks, and Community Enrichment	53%	51%	51%	51%	52%	51%	52%	53%	53%	54%	47%	49%	49%	49%	48%	49%	48%	47%	47%	46%
Grand Total	53%	51%	51%	51%	52%	51%	52%	53%	53%	54%	47%	49%	49%	49%	48%	49%	48%	47%	47%	46%
City Population	51%	51%	51%	50%	51%	51%	51%	50%	51%	51%	50%	49%	49%	50%	49%	49%	49%	50%	49%	49%

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

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

This chapter analyzes the ethnicity/race of City of Sacramento employees. To conduct our analysis, we downloaded eCAPS data as of July 1st of each year.

Ethnic/Racial Demographics of City Employees as of July 1, 2025

Figure 29 below shows the percentage breakdown of City employees' ethnicity/race by department in addition to the ethnicity/race of the City population as of July 1, 2025. Based on the data below, the largest ethnic/racial group among City employees is White. As indicated in Chapter 1 and below, the largest ethnic/racial groups among Sacramento residents are White and Hispanic or Latino.

Figure 29: Full-Time and Part-Time City Employees by Department and Ethnicity/Race, 2025 (5,033 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	62%	11%	8%	8%	8%	3%	0.0%	0.0%	0%	0.0%	63
City Auditor	38%	13%	25%	13%	0%	0%	0.0%	0.0%	13%	0.0%	8
City Clerk	67%	10%	14%	10%	0%	0%	0.0%	0.0%	0%	0.0%	21
City Manager	31%	19%	12%	14%	17%	2%	0.0%	0.0%	5%	0.0%	42
City Treasurer	40%	10%	20%	10%	0%	10%	0.0%	0.0%	10%	0.0%	10
Community Development	44%	20%	12%	15%	6%	1%	0.7%	0.7%	1%	0.0%	278
Community Response	30%	17%	20%	20%	13%	0%	0.0%	0.0%	0%	0.0%	30
Convention & Cultural Services	53%	15%	9%	15%	4%	3%	0.0%	1.3%	1%	0.0%	160
Finance	34%	18%	11%	18%	11%	4%	1.0%	2.1%	0%	0.0%	96
Fire	62%	17%	5%	5%	6%	2%	1.7%	0.4%	0%	0.1%	716
Human Resources	45%	12%	12%	12%	9%	3%	1.4%	4.1%	1%	0.0%	74
Information Technology	40%	16%	27%	7%	5%	3%	1.0%	1.0%	0%	0.0%	203
Mayor/Council	30%	29%	11%	17%	11%	1%	0.0%	0.0%	0%	0.0%	70
Police	57%	21%	8%	5%	5%	1%	0.8%	1.0%	0%	0.1%	1,047
Public Works	31%	33%	9%	16%	4%	3%	1.7%	1.3%	1%	0.2%	595
Utilities	49%	27%	8%	7%	4%	2%	1.8%	0.7%	0%	0.0%	544
Youth, Parks, and Community Enrichment	26%	31%	11%	15%	12%	2%	0.6%	0.7%	1%	0.1%	1,076
All City Staff Total	45%	24%	10%	10%	7%	2%	1.0%	0.9%	1%	0.1%	5,033
City Population	28%	29%	19%	12%	7%	4%	0.1%	1.3%	N/A	0.5%	535,787

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 30 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 2024 ACS report was the most recent data available. Therefore, we compared the 2025 City employee data to the 2024 ACS report of Sacramento residents. Lastly, it is important to note that the color scale reflects the direction and size of the percentage point difference between City employees and residents. The use of red and green is not intended to convey positive or negative performance or value.

Figure 30: Ethnicity/Racial Difference Between the City Population and Full-Time and Part-Time City Employees, 2025 (5,033 total)

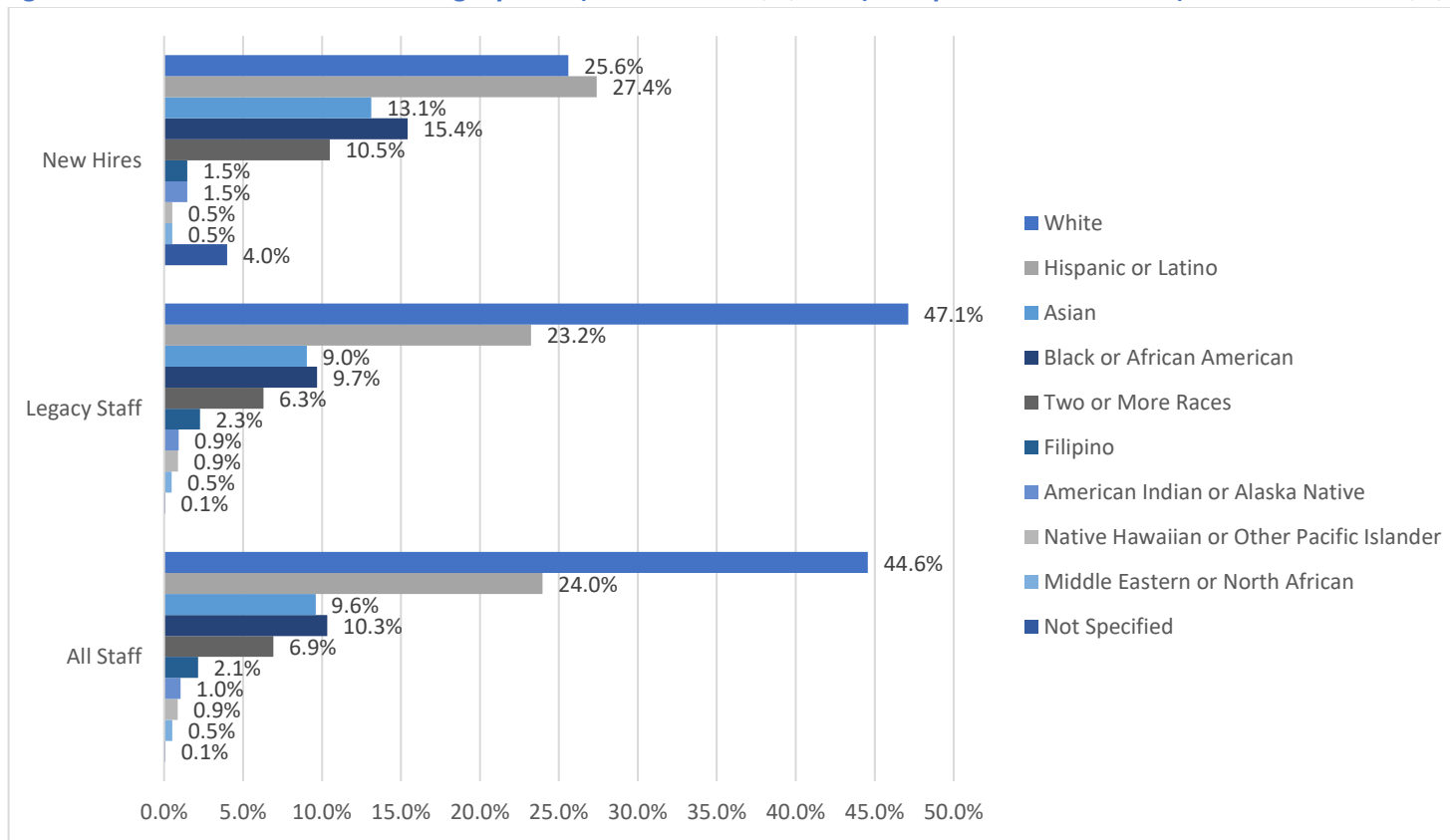
Department	White	Hispanic or Latino	Asian	Black or African American	Two or More Races	Filipino	American Indian or Alaska Native	Native Hawaiian or Other Pacific Islander	Total
City Attorney	34%	-18%	-11%	-4%	1%	-1%	0%	-1%	63
City Auditor	22%	-17%	6%	0%	-7%	-4%	0%	-1%	8
City Clerk	39%	-20%	-4%	-3%	-7%	-4%	0%	-1%	21
City Manager	8%	-10%	-7%	2%	10%	-1%	0%	-1%	42
City Treasurer	22%	-19%	1%	-2%	-7%	6%	0%	-1%	10
Community Development	17%	-10%	-7%	3%	-1%	-2%	1%	-1%	278
Community Response	2%	-13%	1%	8%	7%	-4%	0%	-1%	30
Convention & Cultural Services	25%	-14%	-10%	3%	-2%	-1%	0%	0%	160
Finance	7%	-12%	-7%	6%	5%	0%	1%	1%	96
Fire	35%	-12%	-13%	-7%	-1%	-2%	2%	-1%	716
Human Resources	18%	-17%	-6%	0%	3%	-1%	1%	3%	74
Information Technology	12%	-14%	8%	-5%	-1%	-1%	1%	0%	203
Mayor/Council	2%	-1%	-7%	5%	5%	-2%	0%	-1%	70
Police	30%	-8%	-11%	-7%	-1%	-2%	1%	0%	1,047
Public Works	4%	4%	-10%	4%	-2%	-1%	2%	0%	595
Utilities	22%	-2%	-11%	-5%	-2%	-2%	2%	-1%	544
Youth, Parks, and Community Enrichment	-1%	2%	-8%	3%	5%	-1%	0%	-1%	1,076
All City Staff Total	17%	-5%	-9%	-2%	0%	-2%	1%	0%	5,033

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.

Figure 31 below compares the ethnicity/racial percentages of full-time and part-time City employees to those hired before July 1, 2024 (legacy staff) and those hired on or after July 1, 2024 (new hires). There were 953 newly hired full-time and part-time employees between July 1, 2024 and July 1, 2025.²² The ethnic/racial diversity of newly hired staff more closely resembles the diversity of the City’s residents.

Figure 31: Full-Time and Part-Time Legacy Staff (Hired Before 7/1/2024) Compared to New Hires (Hired on or After 7/1/2024)

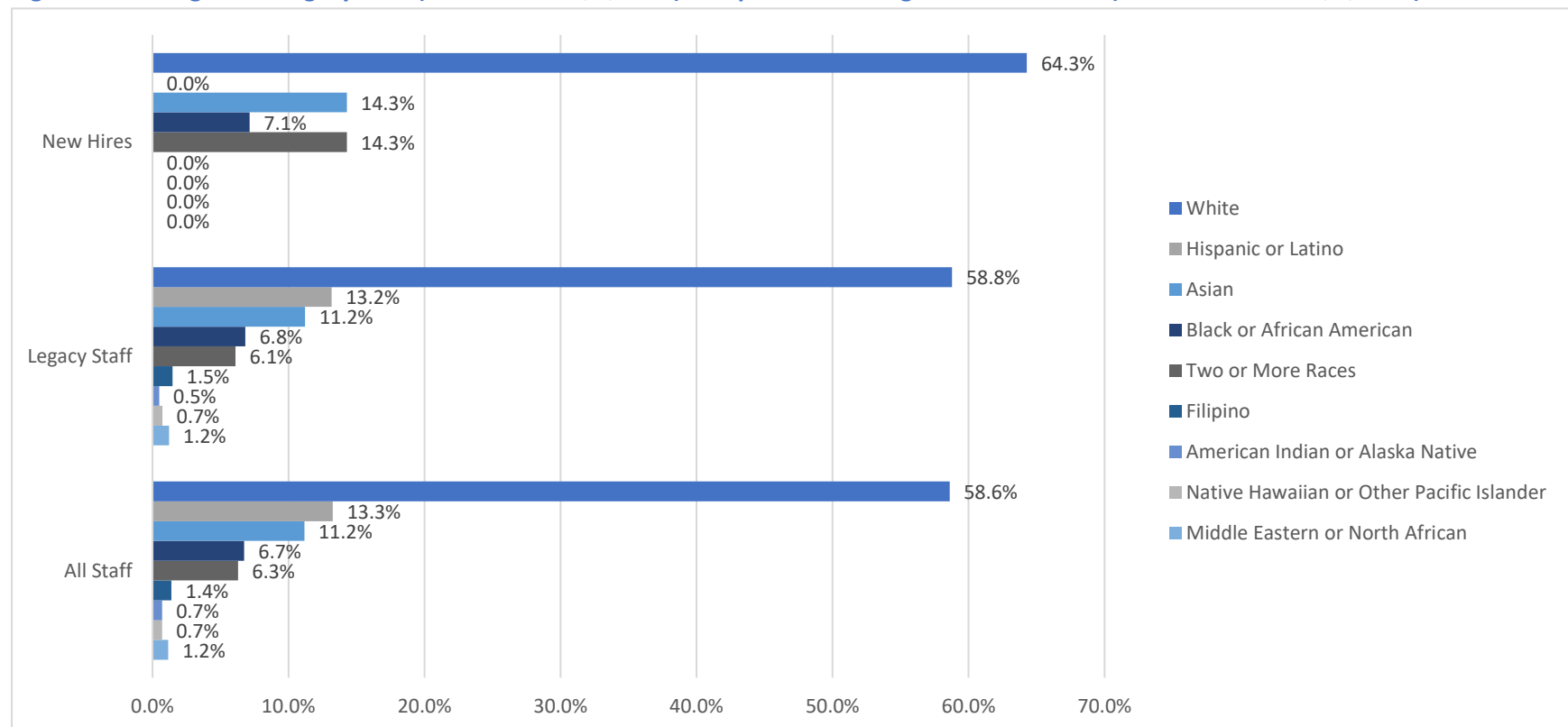


Source: Auditor generated from City of Sacramento eCAPS data.

²² Not all of the employees that were hired during fiscal year 2025 were still employed with the City as of July 1, 2025.

Figure 32 below compares the ethnicity percentages of all management City employees to those hired before July 1, 2024 (legacy staff) and those hired on or after July 1, 2024 (new hires). There were only 20 newly hired management employees between July 1, 2024 and July 1, 2025, more than half of which were White.²³

Figure 32: Management Legacy Staff (Hired Before 7/1/2024) Compared to Management New Hires (Hired on or After 7/1/2024)

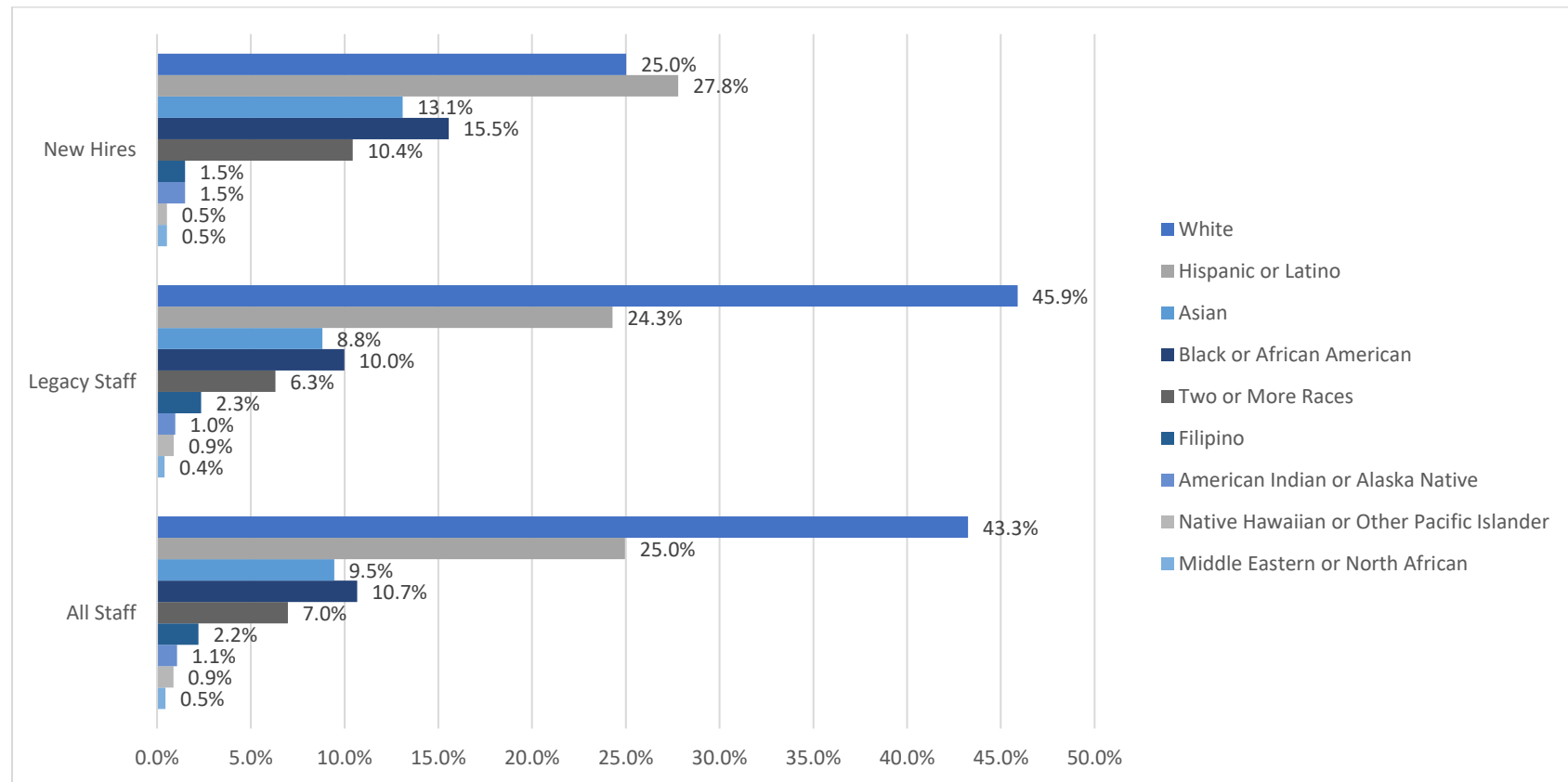


Source: Auditor generated from City of Sacramento eCAPS data.

²³ Not all of the management employees that were hired during fiscal year 2025 were still employed with the City as of July 1, 2025.

Figure 33 below compares the ethnicity percentages of all non-management City employees to those hired before July 1, 2024 (legacy staff) and those hired on or after July 1, 2024 (new hires). There were 933 newly hired non-management employees between July 1, 2024 and July 1, 2025.²⁴

Figure 33: Non-Management Legacy Staff (Hired Before 7/1/2024) Compared to Non-Management New Hires (Hired on or After 7/1/2024)



Source: Auditor generated from City of Sacramento eCAPS data.

²⁴ Not all of the non-management employees that were hired during fiscal year 2025 were still employed with the City as of July 1, 2025.

Trend Analysis of Ethnicity/Race Over Time

Figure 34 shows the ethnicity/race breakdown of Sacramento residents over the years. The most recent data available is the 2024 ACS report.²⁵ Based on the data below, White has been trending down while Asian has trended up between 2016 and 2025.

Figure 34: Sacramento Residents' Ethnicity/Race by Year, 2016-2024

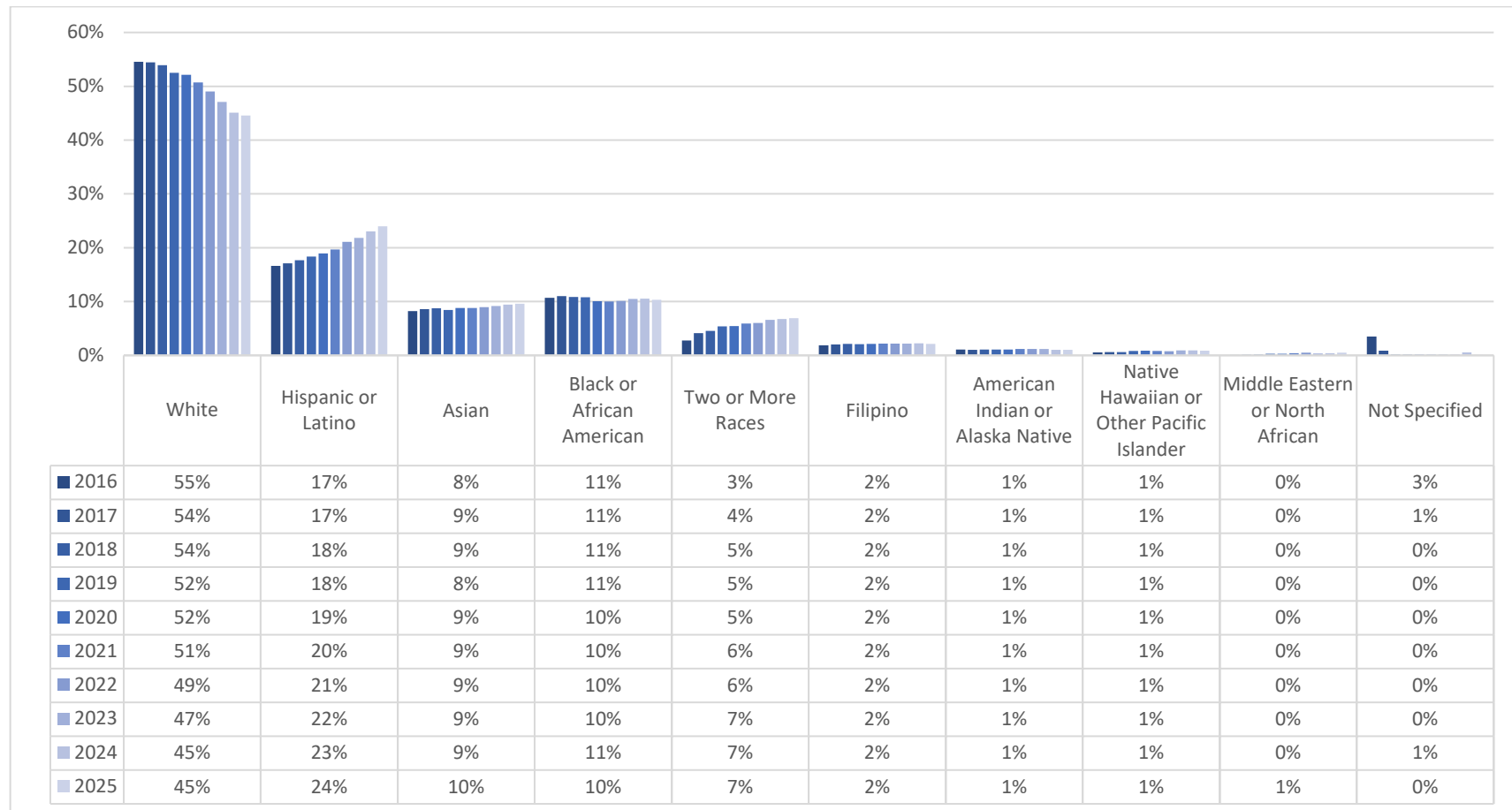
Year	White	Hispanic or Latino	Asian	Black or African American	Two or More Races	Filipino	American Indian or Alaska Native	Native Hawaiian or Other Pacific Islander	Other
2016 City Population (495,200 Total)	33%	29%	16%	13%	4%	2%	0.4%	1.6%	0.7%
2017 City Population (501,890 Total)	32%	28%	16%	13%	5%	3%	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%	0.7%
2021 City Population (518,605 Total)	31%	29%	16%	13%	6%	3%	0.3%	1.8%	0.5%
2022 City Population (528,026 Total)	30%	30%	18%	11%	6%	3%	0.1%	1.2%	0.8%
2023 City Population (526,383 Total)	29%	30%	18%	11%	7%	3%	0.2%	1.7%	0.6%
2024 City Population (535,787 Total)	28%	29%	19%	12%	7%	4%	0.1%	1.3%	0.5%

Source: U.S. Census Bureau data

²⁵ 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 35 shows the breakdown of employees by ethnicity/race from 2016 to 2025. Based on the data below, the largest ethnic/racial groups over the years are White and Hispanic or Latino. White has reduced from 55 percent in 2016 to 45 percent in 2025 and Hispanic or Latino has grown from 17 percent in 2016 to 24 percent in 2025.

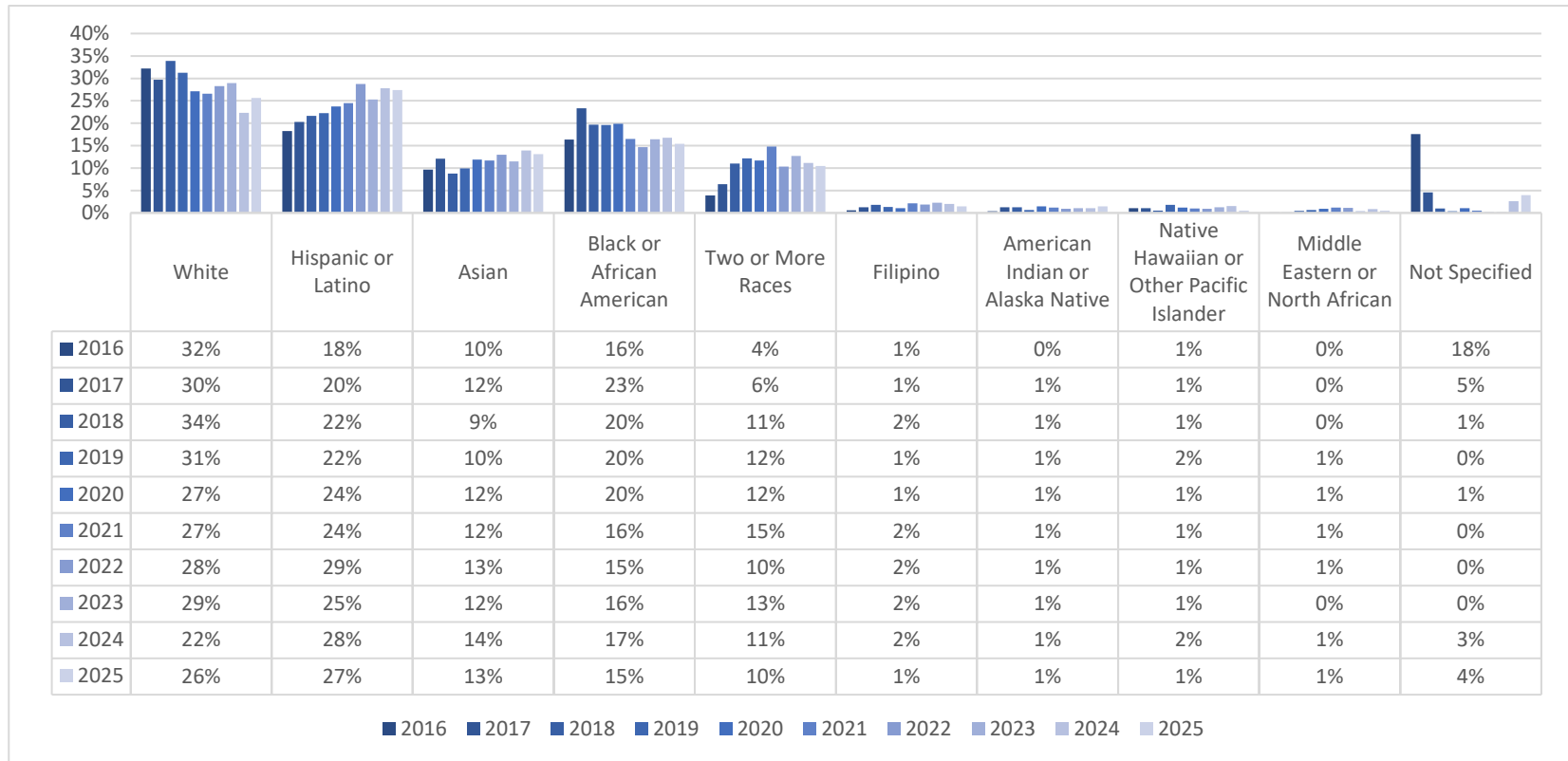
Figure 35: Full-Time and Part-Time City Employees by Ethnicity/Race, 2016-2025



Source: Auditor generated from City of Sacramento eCAPS data.

Figure 36 below compares the ethnicity/race of full-time and part-time City new hire employees (hired on or after July 1st of the preceding year).²⁶ Based on the data below, White employees represented the largest ethnic/racial group hired by the City in most years analyzed; however, it has been trending down over the years while Hispanic or Latino and Black or African American employees have been making up a larger percentage of the newly hired employees.

Figure 36: Ethnicity/Race of Full-Time and Part-Time New Hire Employees, 2016-2025



Source: Auditor generated from City of Sacramento eCAPS data.

²⁶ Not all of the employees that were hired during the fiscal years were still employed with the City as of July 1, 2025.

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, this percentage has been trending down over the years while percentages for the Hispanic or Latino, Asian, and Two or More Races groups have seen increases.

Figure 37: City Management Employees' Ethnicity/Race by Year, 2016-2025

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 (318 Total)	67%	7%	8%	10%	4%	1%	1%	0.3%	0.0%	1.9%
2017 (322 Total)	66%	8%	9%	8%	5%	2%	1%	0.3%	0.0%	0.6%
2018 (320 Total)	63%	9%	10%	8%	5%	2%	1%	0.3%	0.3%	0.3%
2019 (347 Total)	60%	11%	11%	7%	5%	3%	1%	0.3%	1.4%	0.3%
2020 (366 Total)	59%	13%	10%	8%	5%	2%	0%	0.3%	1.4%	0.3%
2021 (384 Total)	58%	14%	10%	8%	5%	2%	0%	0.5%	1.3%	0.3%
2022 (395 Total)	58%	14%	9%	9%	6%	1%	1%	0.5%	1.3%	0.3%
2023 (404 Total)	59%	12%	11%	8%	5%	1%	0%	0.7%	1.2%	0.2%
2024 (419 Total)	59%	12%	11%	7%	6%	1%	0%	0.7%	1.2%	0.2%
2025 (430 Total)	59%	13%	11%	7%	6%	1%	1%	0.7%	1.2%	0.0%

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 or Latino 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, 2016-2025

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 (4,593 Total)	54%	17%	8%	11%	3%	2%	1.1%	0.6%	0%	3.6%
2017 (4,516 Total)	54%	18%	9%	11%	4%	2%	1.1%	0.6%	0%	0.9%
2018 (4,412 Total)	53%	18%	9%	11%	5%	2%	1.1%	0.6%	0%	0.2%
2019 (4,543 Total)	52%	19%	8%	11%	5%	2%	1.1%	0.9%	0%	0.2%
2020 (4,346 Total)	52%	19%	9%	10%	5%	2%	1.2%	0.9%	0%	0.2%
2021 (4,373 Total)	50%	20%	9%	10%	6%	2%	1.3%	0.9%	0%	0.2%
2022 (4,301 Total)	48%	22%	9%	10%	6%	2%	1.2%	0.8%	0%	0.2%
2023 (4,544 Total)	46%	23%	9%	11%	7%	2%	1.3%	0.9%	0%	0.2%
2024 (4,627 Total)	44%	24%	9%	11%	7%	2%	1.1%	0.9%	0%	0.6%
2025 (4,603 Total)	43%	25%	9%	11%	7%	2%	1.1%	0.9%	0%	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 to 2024 Census data for Sacramento residents' ethnicities/races. The 2024 ACS report was the most recent data available. Therefore, we compared the 2025 City employee data to the 2024 ACS report 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. Lastly, it is important to note that the color scale reflects the direction and size of the percentage point difference between City employees and residents. The use of red and green is not intended to convey positive or negative performance or value.

Figure 39: Ethnic/Racial Difference Between the City Population and Full-Time and Part-Time City Employees, 2016-2025

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 (4,740 Total)	24%	-12%	-7%	-2%	-1.1%	-0.1%	0.7%	-1.0%
2017 (4,795 Total)	23%	-11%	-7%	-2%	-0.8%	-1.0%	0.7%	-1.4%
2018 (4,722 Total)	23%	-11%	-7%	-2%	-0.4%	-0.8%	1.0%	-1.3%
2019 (4,881 Total)	21%	-13%	-8%	0%	0.4%	0.1%	0.5%	-1.1%
2020 (4,704 Total)	23%	-10%	-8%	-3%	-0.6%	-0.9%	0.6%	-1.1%
2021 (4,747 Total)	20%	-9%	-7%	-3%	0.0%	-0.6%	0.9%	-1.0%
2022 (4,687 Total)	20%	-9%	-9%	-1%	0.1%	-0.5%	1.1%	-0.4%
2023 (4,939 Total)	19%	-8%	-9%	-1%	-0.8%	-0.7%	1.0%	-0.8%
2024 (5,017 Total)	18%	-6%	-9%	-1%	0.1%	-1.5%	0.9%	-0.4%
2025 (5,029 Total)	17%	-5%	-9%	-2%	0.2%	-1.7%	0.9%	-0.4%

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, White employees appear to be overrepresented relative to the White population of the City, while Hispanic or Latino City employees appear to be underrepresented based on the percentage point difference between the City population and City employees.

Figure 40: Ethnic/Racial Difference Between the City Population and Management City Employees, 2016-2025

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 (312 Total)	35%	-22%	-7%	-3%	-0.2%	-0.7%	0.2%	-1.3%
2017 (320 Total)	34%	-20%	-7%	-5%	-0.3%	-0.8%	0.2%	-1.7%
2018 (319 Total)	33%	-20%	-6%	-5%	0.0%	-0.8%	0.5%	-1.6%
2019 (346 Total)	30%	-20%	-5%	-3%	0.5%	0.6%	0.0%	-1.6%
2020 (365 Total)	31%	-16%	-7%	-5%	-0.8%	-0.8%	-0.2%	-1.7%
2021 (383 Total)	29%	-15%	-6%	-4%	-0.7%	-0.7%	0.0%	-1.3%
2022 (394 Total)	30%	-17%	-8%	-3%	0.2%	-1.4%	0.4%	-0.7%
2023 (403 Total)	32%	-18%	-6%	-3%	-2.2%	-1.7%	0.3%	-1.0%
2024 (418 Total)	33%	-17%	-7%	-5%	-0.7%	-2.6%	0.4%	-0.6%
2025 (430 Total)	32%	-16%	-7%	-5%	-0.4%	-2.4%	0.6%	-0.6%

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 or Latino have 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, 2016-2025

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 (4,428 Total)	23%	-11%	-7%	-2%	-1%	0%	1%	-1%
2017 (4,475 Total)	22%	-10%	-7%	-2%	-1%	-1%	1%	-1%
2018 (4,403 Total)	23%	-11%	-7%	-2%	0%	-1%	1%	-1%
2019 (4,535 Total)	20%	-12%	-8%	0%	0%	0%	1%	-1%
2020 (4,339 Total)	22%	-10%	-8%	-3%	-1%	-1%	1%	-1%
2021 (4,364 Total)	19%	-9%	-7%	-3%	0%	-1%	1%	-1%
2022 (4,293 Total)	19%	-9%	-9%	-1%	0%	0%	1%	0%
2023 (4,536 Total)	18%	-7%	-9%	-1%	-1%	-1%	1%	-1%
2024 (4,599 Total)	17%	-5%	-9%	-1%	0%	-1%	1%	0%
2025 (4,599 Total)	16%	-4%	-9%	-1%	0%	-2%	1%	0%

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.

Chapter 5: Salary Analysis of City of Sacramento Employees

This chapter will provide an overview of employee salary analyses conducted as part of this review.

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.”²⁷ 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.”²⁸

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. 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 77 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 \$130,898 and the lowest earning is Black male employees \$92,614.
- When examining full-time female average salaries, the top earning female demographic group is Female Middle Eastern or North African female employees with an average salary of \$127,805 and the lowest earning is Black female employees at \$86,484.
- 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

²⁷ Salary.com is a resource for compensation data and education.

²⁸ *Defining the Difference Between Average and Median Salary*. Salary.com, 2019, <https://www.salary.com/blog/defining-the-difference-between-average-and-median-salary/>

employees. Employees whose gender or ethnicity/race were unknown were excluded from these analyses. It is important to note that groups with a small number of employees may show skewed salaries due to the impact of a few high-earning or low-earning individuals.

Figure 42 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 \$30,000 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 42: Full-Time and Part-Time City Employees' Ratio of Earnings Relative to White Male Employees, 2025 (5,029 Total)

Ethnicity/Race and Gender	Total Employees	Average Salary	Ratio of Earnings Relative to White Males
Male White	1,557	\$121,600	\$1.00
Male (All)	3,218	\$104,377	\$0.86
Male American Indian or Alaska Native	35	\$102,137	\$0.84
Male Asian	267	\$96,377	\$0.79
Male Filipino	63	\$95,995	\$0.79
Male Middle Eastern or North African	15	\$95,187	\$0.78
Citywide	5,029	\$93,492	\$0.77
Male Native Hawaiian or Other Pacific Islander	29	\$89,745	\$0.74
Female White	686	\$89,518	\$0.74
Male Hispanic or Latino	770	\$89,452	\$0.74
Female Native Hawaiian or Other Pacific Islander	14	\$87,981	\$0.72
Male Two or More Races	180	\$85,061	\$0.70
Female American Indian or Alaska Native	17	\$78,220	\$0.64
Female Middle Eastern or North African	11	\$77,455	\$0.64
Male Black or African American	302	\$76,086	\$0.63
Female (All)	1,811	\$74,152	\$0.61
Female Asian	216	\$72,330	\$0.59
Female Filipino	45	\$72,004	\$0.59
Female Hispanic or Latino	436	\$62,723	\$0.52
Female Two or More Races	168	\$62,251	\$0.51
Female Black or African American	218	\$58,700	\$0.48

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

Source: Auditor generated from City of Sacramento eCAPS data.

Figure 43 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 \$17,000 higher than the average salary of female employees Citywide.

Figure 43: Full-Time City Employees' Ratio of Earnings Relative to White Male Employees, 2025 (4,021 Total)

Ethnicity/Race and Gender	Total Employees	Average Salary	Ratio of Earnings Relative to White Males
Male White	1,418	\$130,898	\$1.00
Female Middle Eastern or North African	6	\$127,805	\$0.98
Male (All)	2,772	\$118,047	\$0.90
Male Asian	209	\$117,954	\$0.90
Male Filipino	51	\$112,902	\$0.86
Citywide	4,021	\$112,805	\$0.86
Male American Indian or Alaska Native	32	\$110,538	\$0.84
Female White	536	\$110,040	\$0.84
Male Two or More Races	134	\$109,694	\$0.84
Male Hispanic or Latino	649	\$103,018	\$0.79
Female Asian	144	\$102,875	\$0.79
Female Native Hawaiian or Other Pacific Islander	12	\$101,175	\$0.77
Female (All)	1,249	\$101,171	\$0.77
Male Middle Eastern or North African	14	\$100,918	\$0.77
Female Filipino	31	\$99,372	\$0.76
Male Native Hawaiian or Other Pacific Islander	26	\$98,431	\$0.75
Female Two or More Races	98	\$97,230	\$0.74
Male Black or African American	239	\$92,614	\$0.71
Female Hispanic or Latino	271	\$91,793	\$0.70
Female American Indian or Alaska Native	14	\$89,524	\$0.68
Female Black or African American	137	\$86,484	\$0.66

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

Source: Auditor generated from City of Sacramento eCAPS data.

Figure 44 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 \$1,000 more than the average annual salary of female employees. Additionally, Black and African American employees have the lowest average salaries.

Figure 44: Full-Time City Employees' Ratio of Earnings Relative to White Male Employees excluding Part-Time and Sworn SFD and SPD Employees, 2025 (2,734 Total)

Ethnicity/Race and Gender	Total Employees	Average Salary	Ratio of Earnings Relative to White Males
Female Middle Eastern or North African	6	\$127,805	\$1.21
Male White	692	\$105,534	\$1.00
Female White	444	\$103,047	\$0.98
Male Asian	144	\$102,190	\$0.97
Female Asian	136	\$100,408	\$0.95
Female Filipino	31	\$99,372	\$0.94
Female Native Hawaiian or Other Pacific Islander	8	\$98,974	\$0.94
Male Filipino	33	\$98,335	\$0.93
Male Two or More Races	82	\$96,543	\$0.91
Male (All)	1,646	\$96,430	\$0.91
Citywide	2,734	\$96,027	\$0.91
Female (All)	1,088	\$95,417	\$0.90
Male Middle Eastern or North African	12	\$94,554	\$0.90
Male American Indian or Alaska Native	21	\$91,452	\$0.87
Female Two or More Races	87	\$91,212	\$0.86
Male Hispanic or Latino	454	\$87,675	\$0.83
Female Hispanic or Latino	234	\$85,505	\$0.81
Female American Indian or Alaska Native	12	\$84,195	\$0.80
Male Native Hawaiian or Other Pacific Islander	20	\$83,524	\$0.79
Female Black or African American	130	\$83,171	\$0.79
Male Black or African American	188	\$81,321	\$0.77

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

Source: Auditor generated from City of Sacramento eCAPS data.

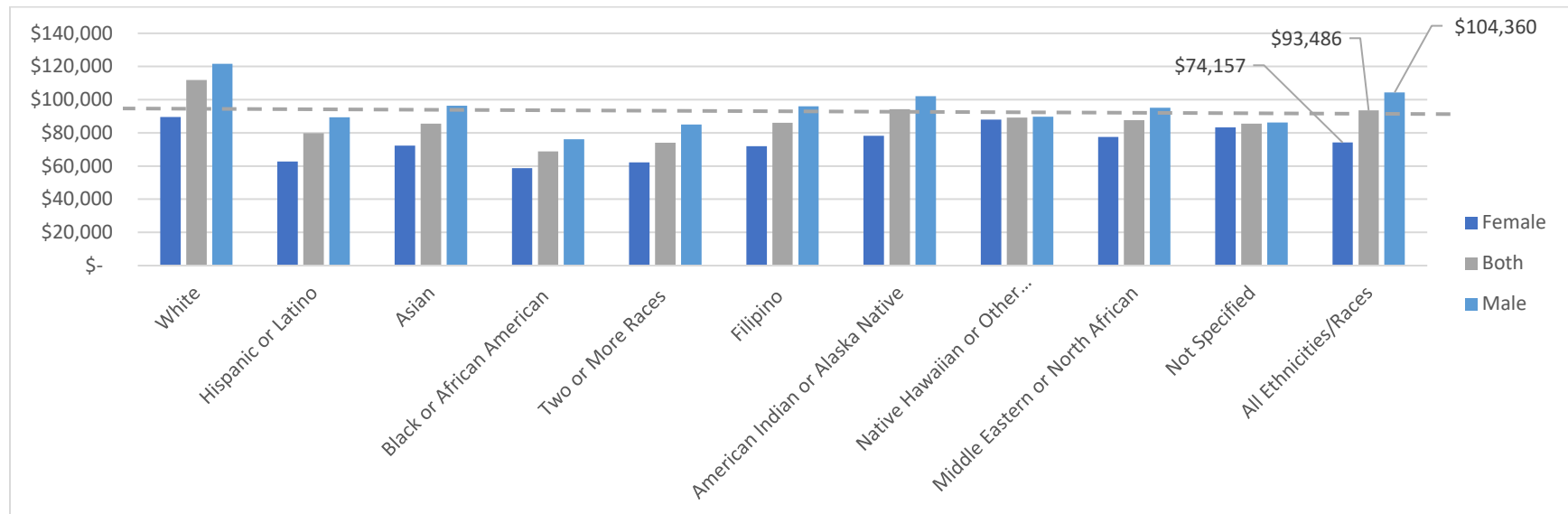
This chapter analyzes the base salary of City employees including incentives. To conduct our analysis, we downloaded eCAPS data as of July 1st of each year. Base salary of employees does not represent their take home salary as it does not include supplemental pay such as allowances or overtime.

As presented earlier in the background section, some employees did not have their gender specified and were therefore excluded from the gender analyses in this chapter. 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, 2025

Figures 45 to 52 examine the average salaries of all City employees by gender and ethnicity/race as of July 1, 2025. While the gray bars reflect the average salary within each group, the gray dotted line represents the overall average salary for all City employees. It is important to note that groups with a small number of employees may have skewed salaries due to a few high-earning or low-earning individuals.

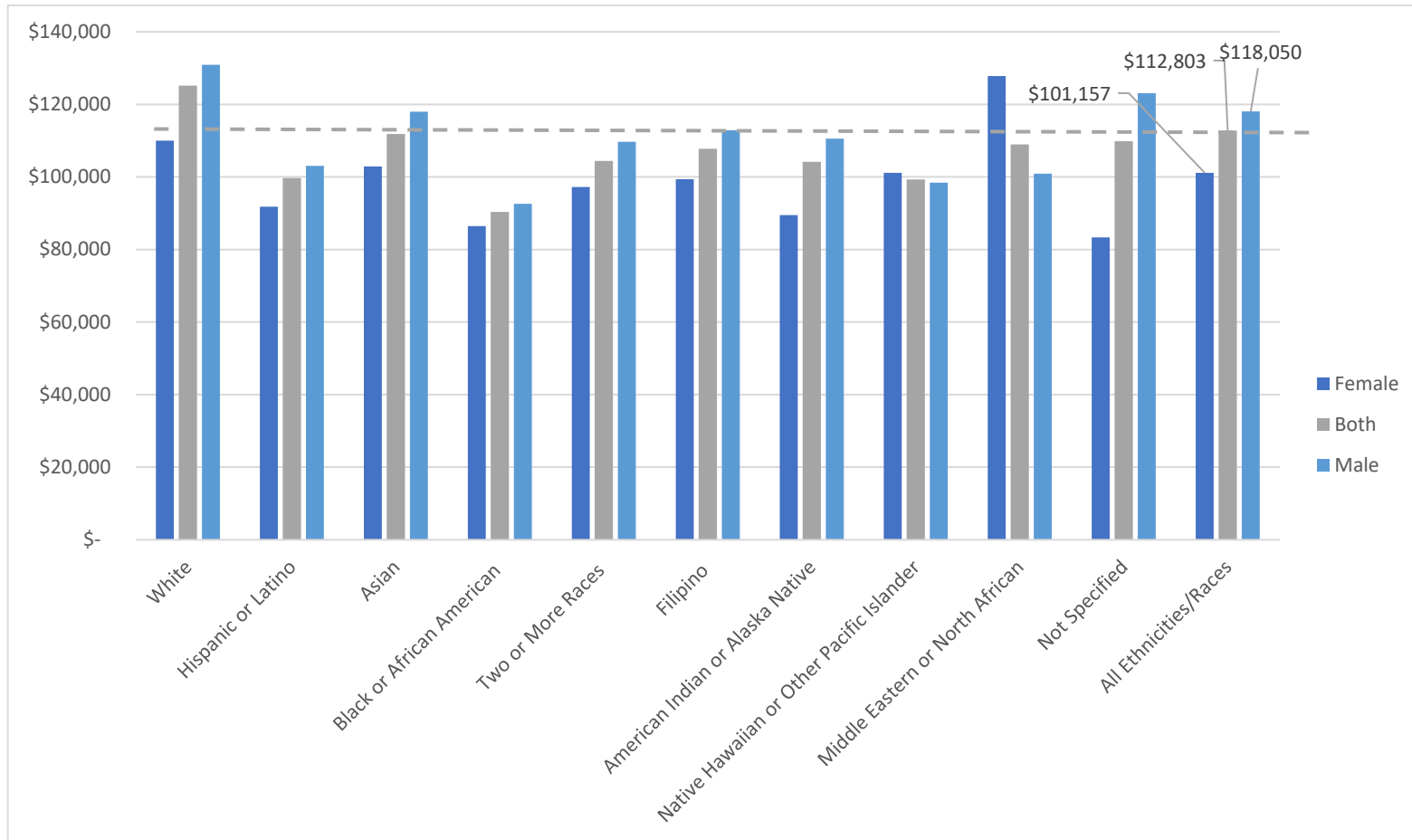
Figure 45: Average Salaries of Full-Time and Part-Time City Employees by Gender and Ethnicity/Race, 2025 (5,033 total)



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.

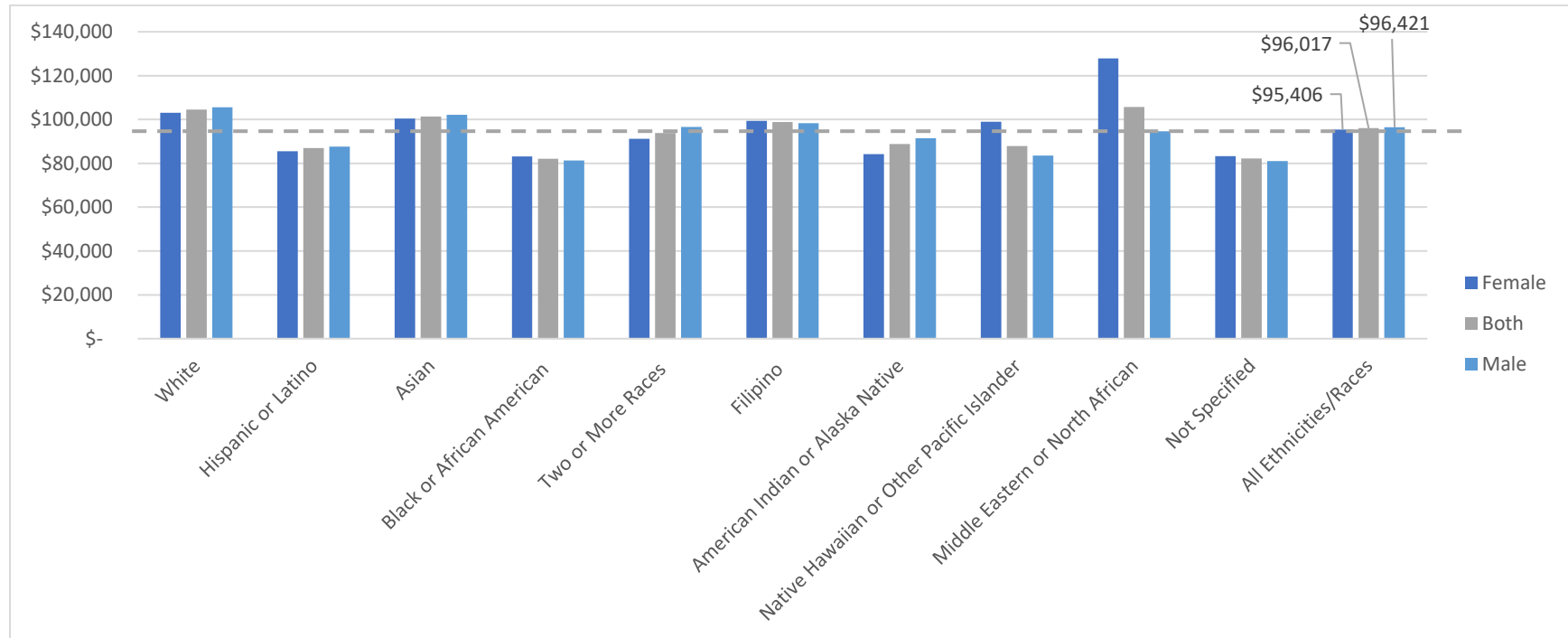
Figure 46: Average Salaries of All City Employees by Gender and Ethnicity/Race excluding Part-Time Employees, 2025 (4,024 total)



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, 2025, there were 1,368 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, 2025 (2,736 Total)

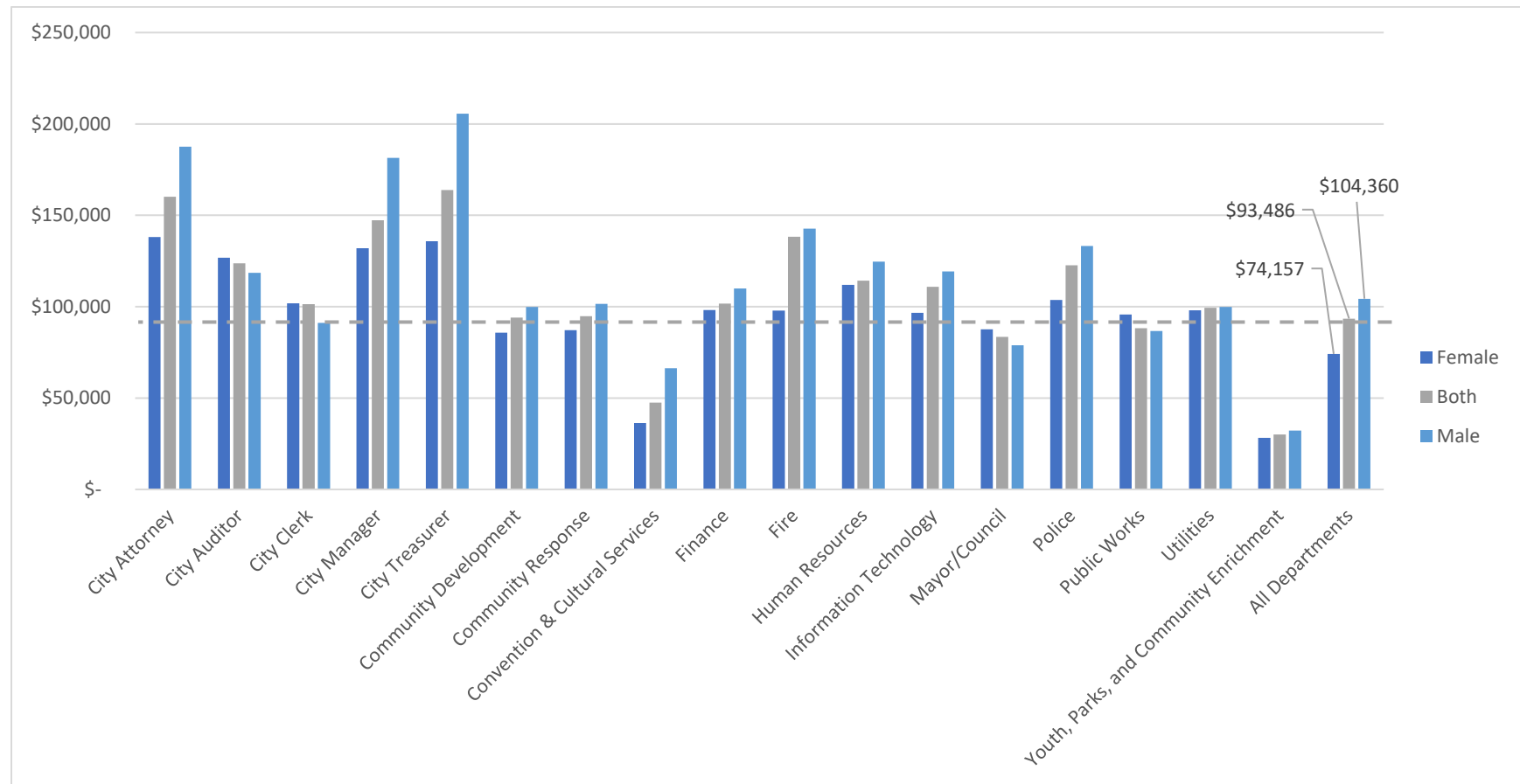


Source: Auditor generated from City of Sacramento eCAPS data.

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 \$1,000.

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.

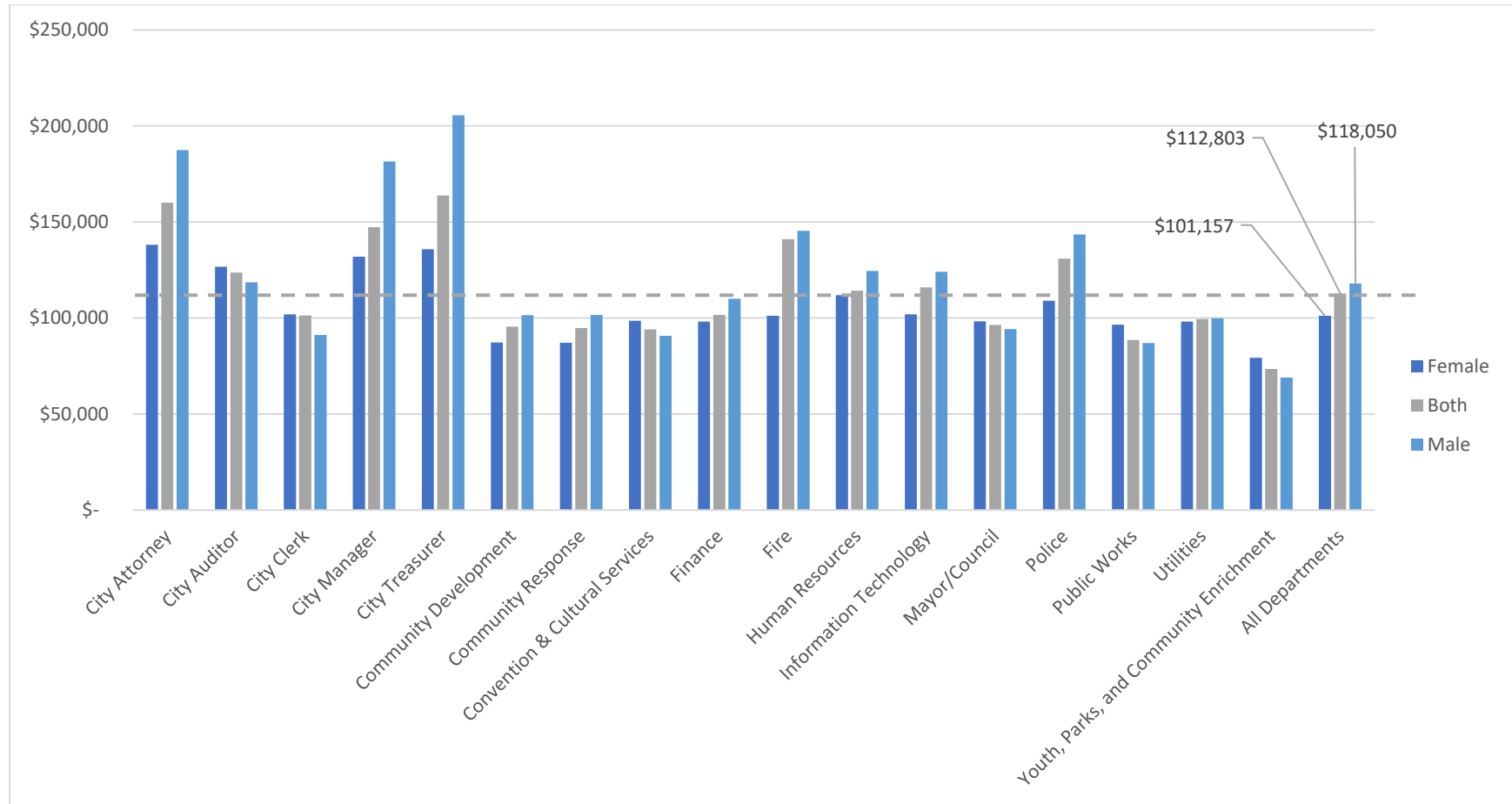
Figure 48: Average Salaries of Full-Time and Part-Time City Employees by Department and Gender, 2025 (5,033 total)



Source: Auditor generated from City of Sacramento eCAPS data.

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

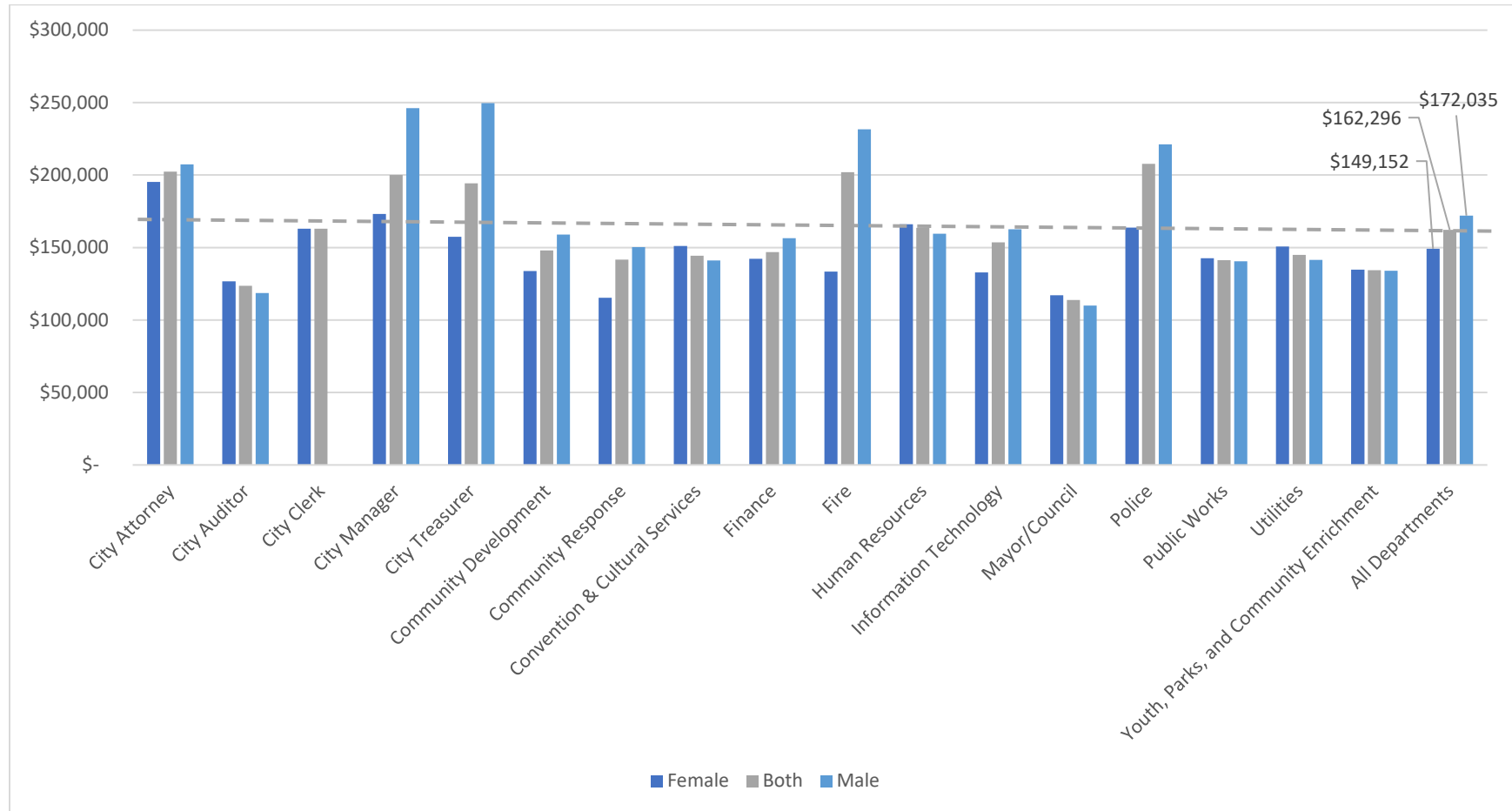
Figure 49: Average Salaries of All City Employees by Department and Gender Excluding Part-Time Employees, 2025 (4,024 total)



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.

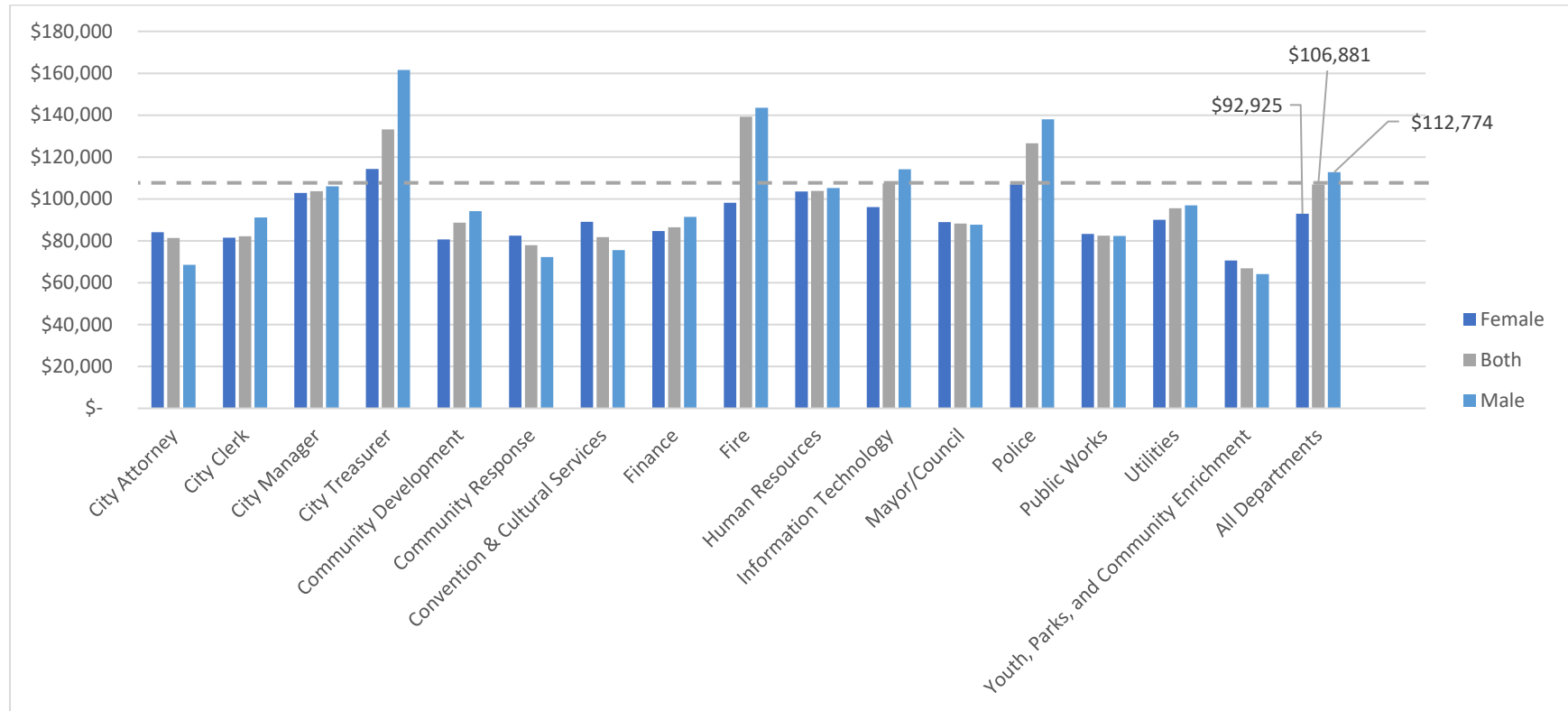
Figure 50: Average Salaries of All Management City Employees by Department and Gender, 2025 (430 Total)



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.

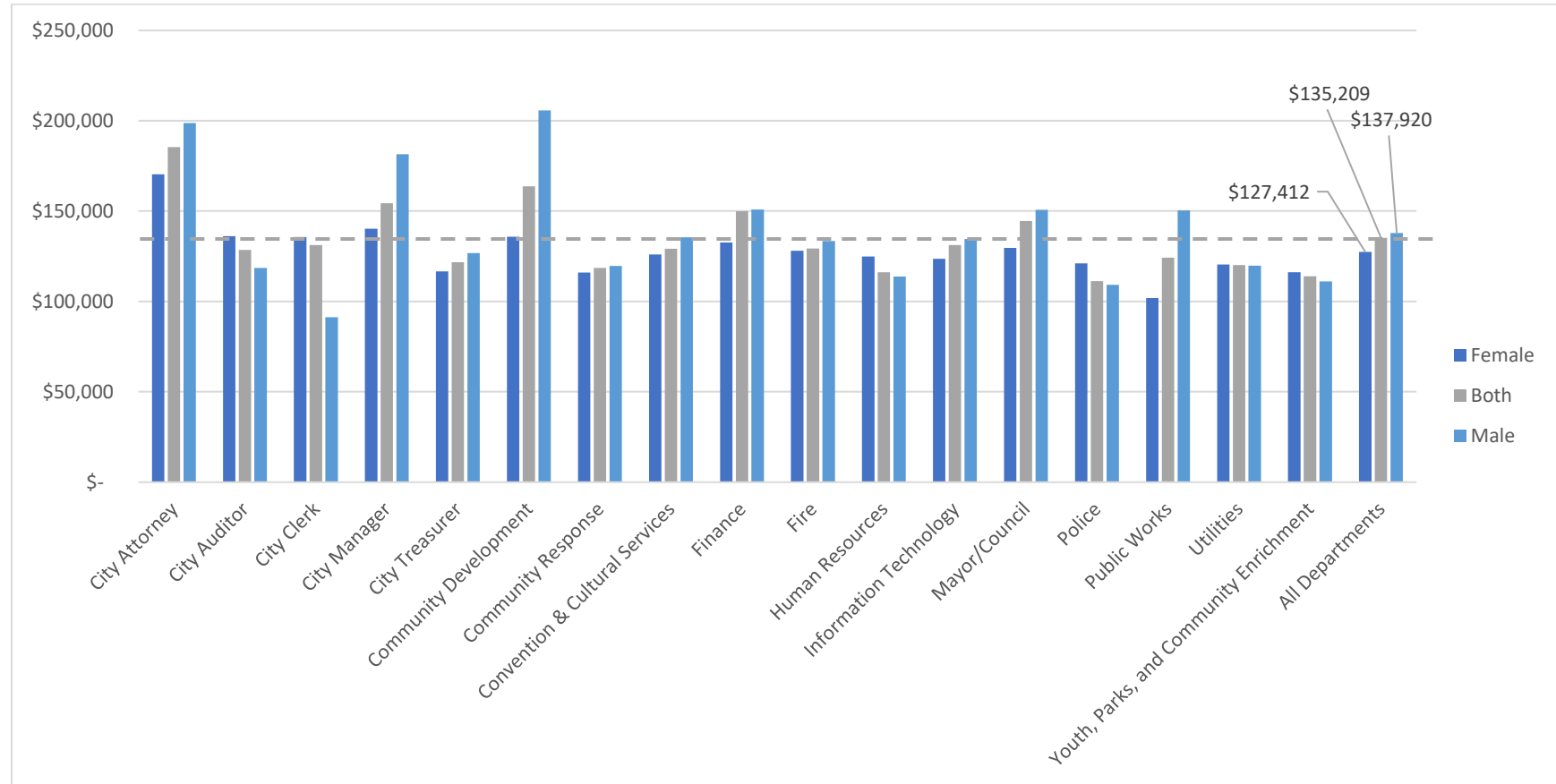
Figure 51: Average Salaries of All Non-Management City Employees by Gender and Department excluding Part-Time Employees, 2025 (3,594 Total)



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 2,655 employees that earn an annual salary over \$90,000, 685 were female and 1,970 were male.

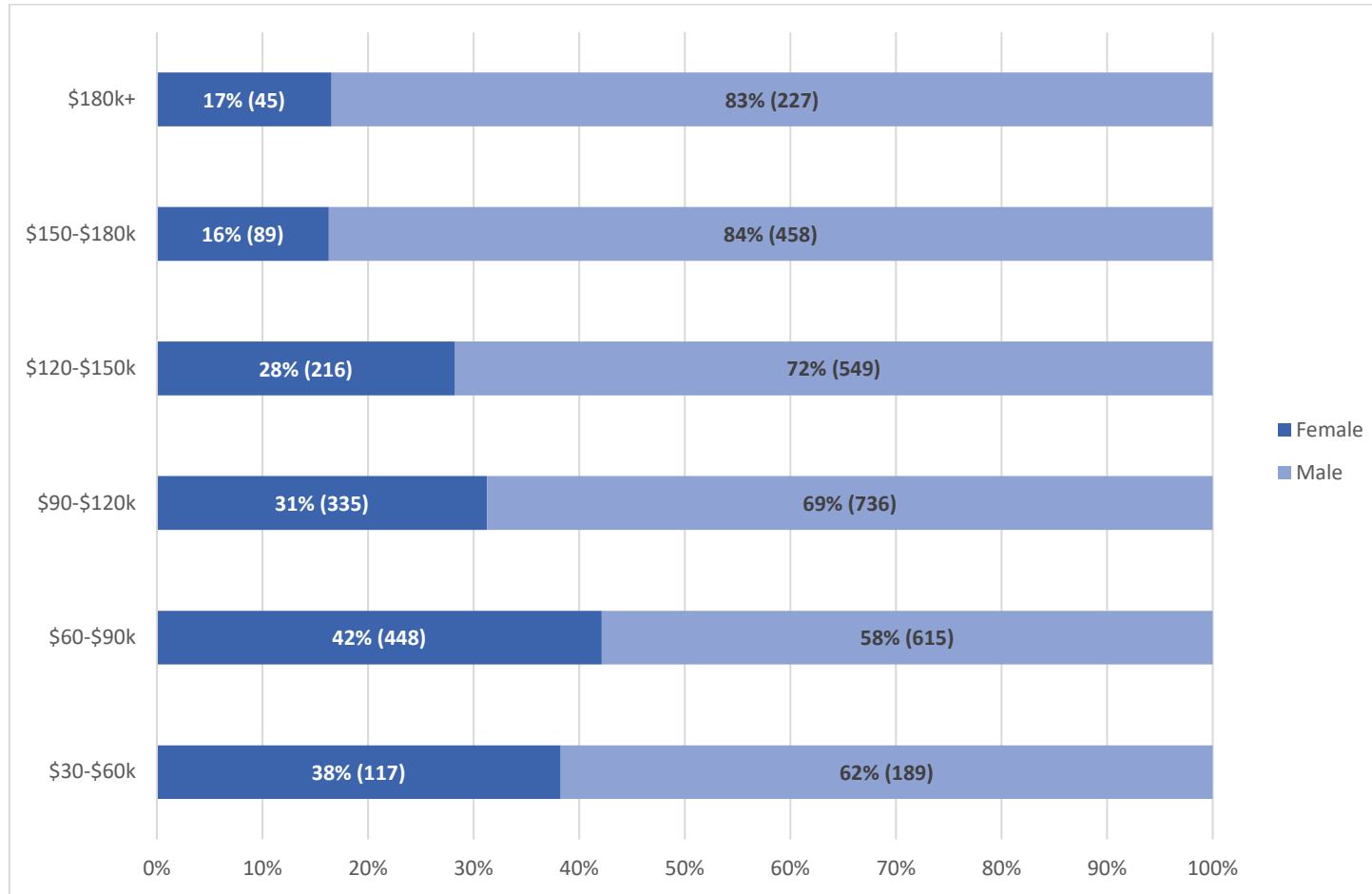
Figure 52: Average Salaries of Full-Time and Part-Time City Employees that Earn Over \$90,000 by Departments and Gender, 2025 (2,655 Total)



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, 2025 (4,024 Total)

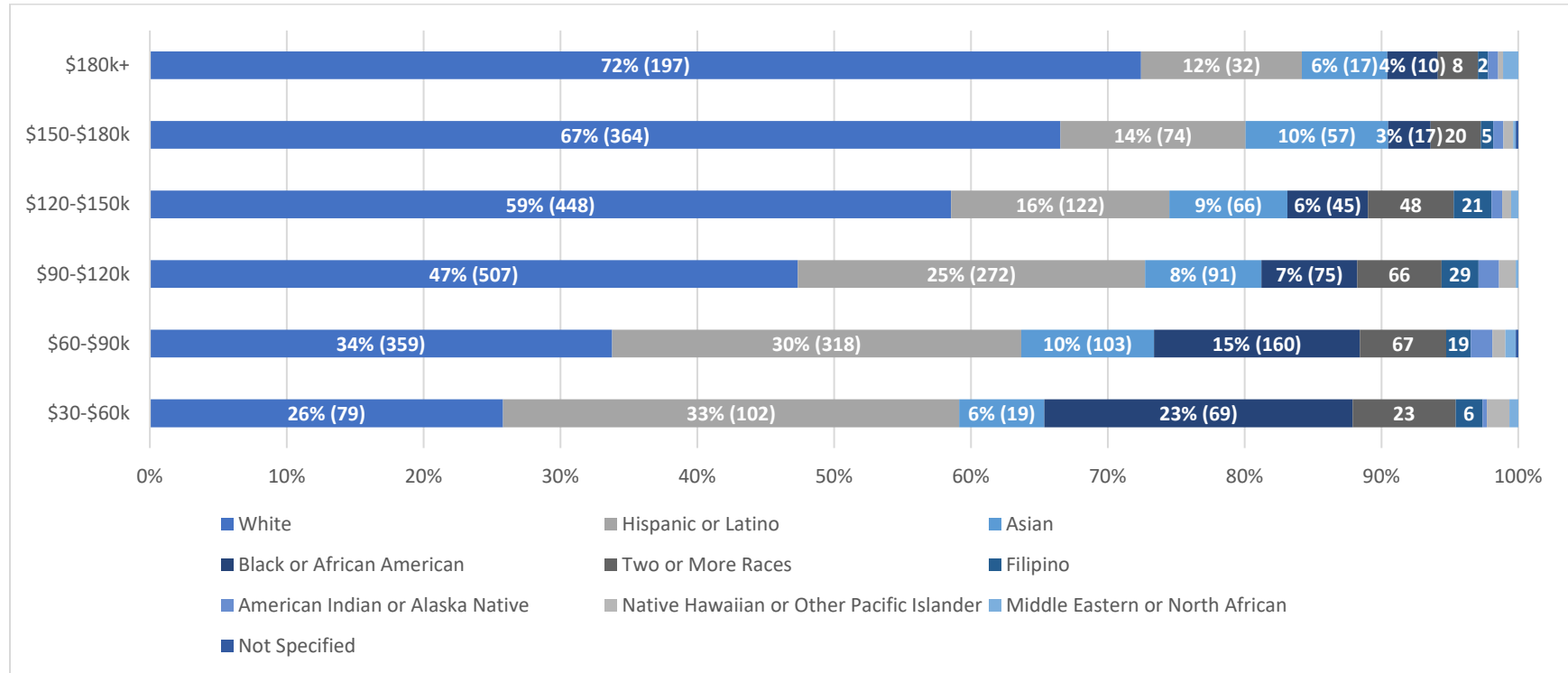


Note: Bar lengths represent the percentage distribution within each salary range, while the data labels indicate the percentage distribution and the number of employees (counts). Percentages may not total 100% due to rounding.

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, 2025 (4,024 Total)

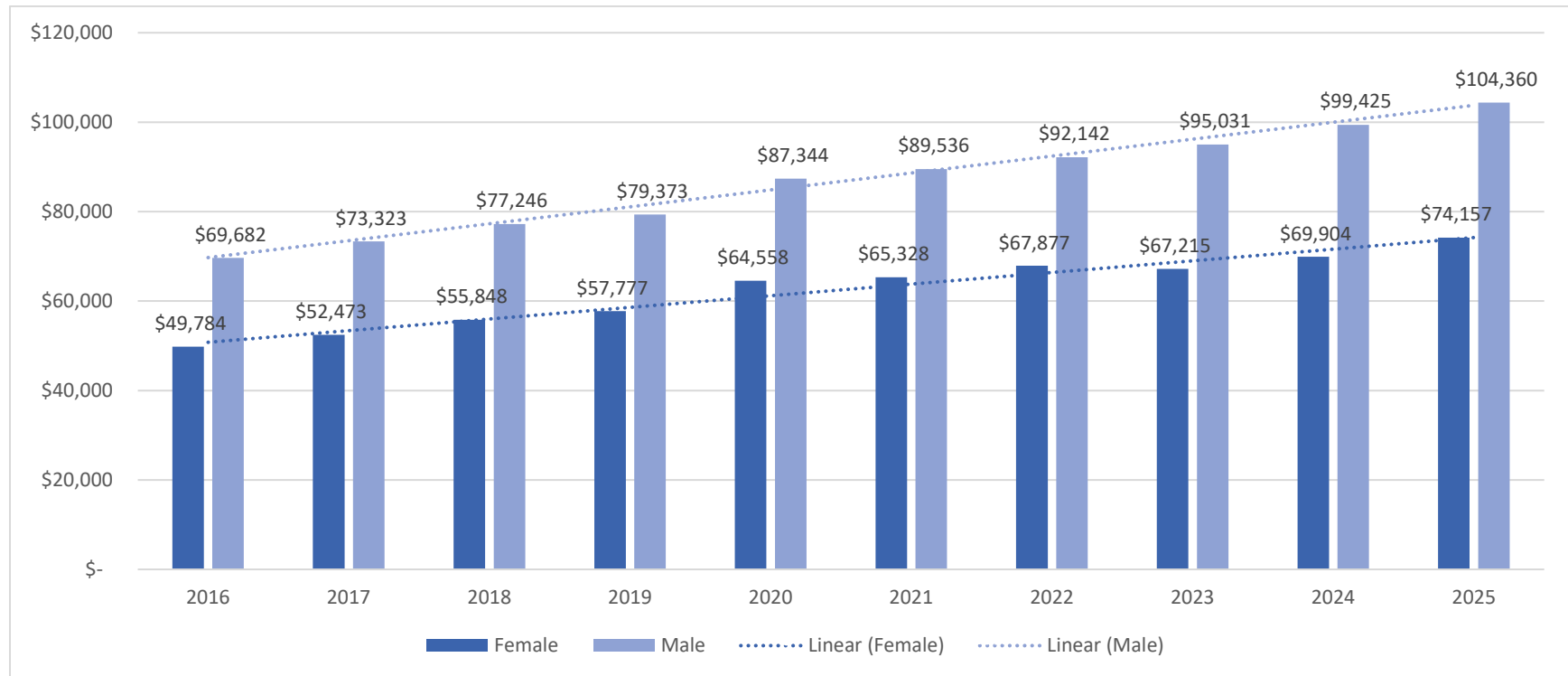


Note: Bar lengths represent the percentage distribution within each salary range, while the data labels indicate the number of employees (counts). Percentages may not total 100% due to rounding.
Source: Auditor generated from City of Sacramento eCAPS data.

Average Salary of City Employees 2016-2025

The following graphs analyze the average base salary of employees. Figure 55 below analyzes the average salary of full-time and part-time City employees by gender and year. 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 55: Average Salaries of Full-Time and Part-Time City Employees by Gender and Year, 2016-2025



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

Source: Auditor generated from City of Sacramento eCAPS data.

The following table reflects the year-over-year percentage change in average salaries of full-time and part-time City employees by gender.

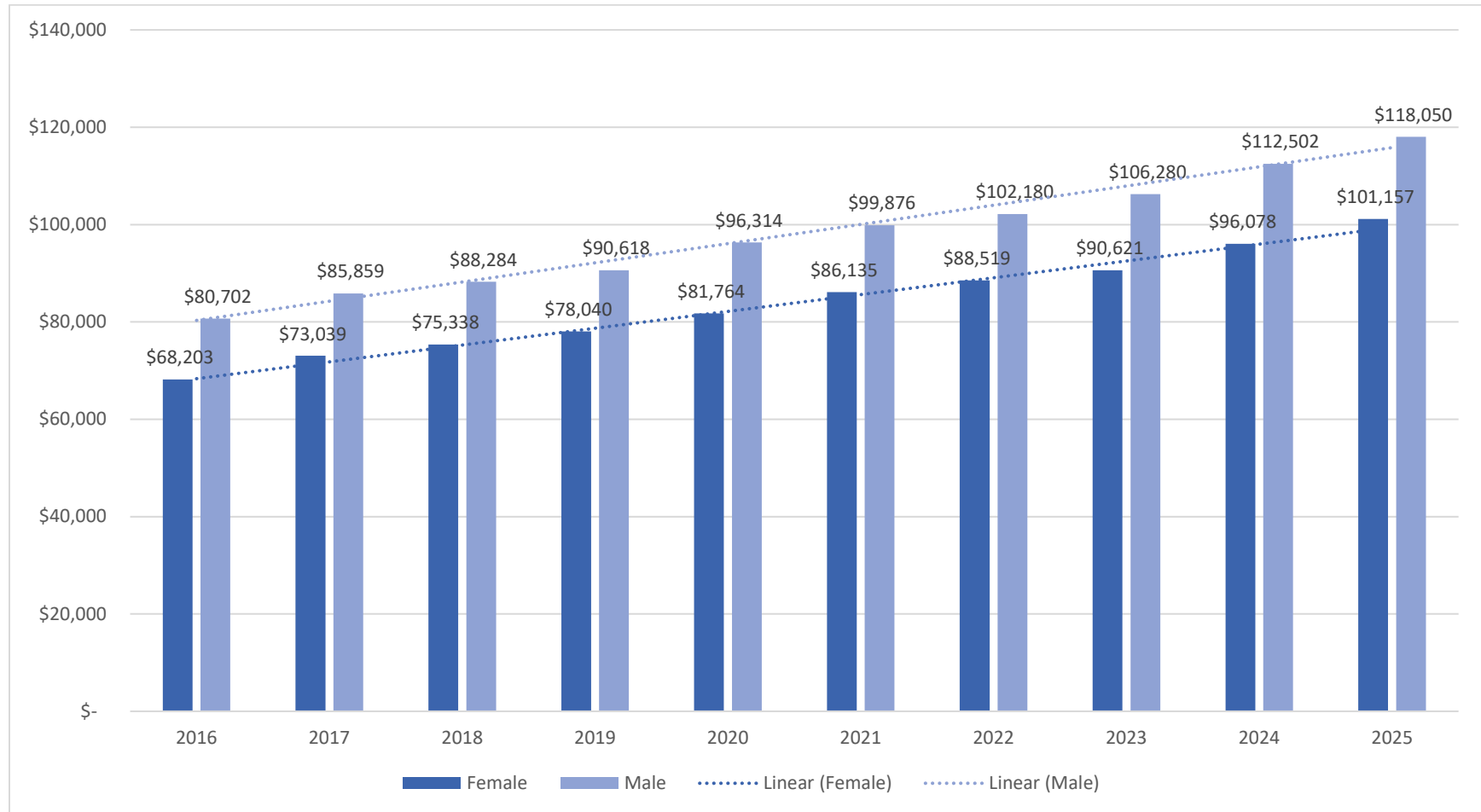
Figure 56: Year-Over-Year Percentage Salary Change of Full-Time and Part-Time Employees by Gender, 2016-2025

Year	Female	Male
2016	-	-
2017	5%	5%
2018	6%	5%
2019	3%	3%
2020	12%	10%
2021	1%	3%
2022	4%	3%
2023	-1%	3%
2024	4%	5%
2025	6%	5%

Source: Auditor generated from City of Sacramento eCAPS data.

Figure 57 presents the average salaries of full-time City employees by gender from 2016 to 2025. In general, male employees have had a higher average salary than female employees each year.

Figure 57: Average Salary of All City Employees by Gender excluding Part-Time Employees, 2016-2025



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

Source: Auditor generated from City of Sacramento eCAPS data.

The following table reflects the year-over-year percentage change of average salaries of full-time City employees by gender.

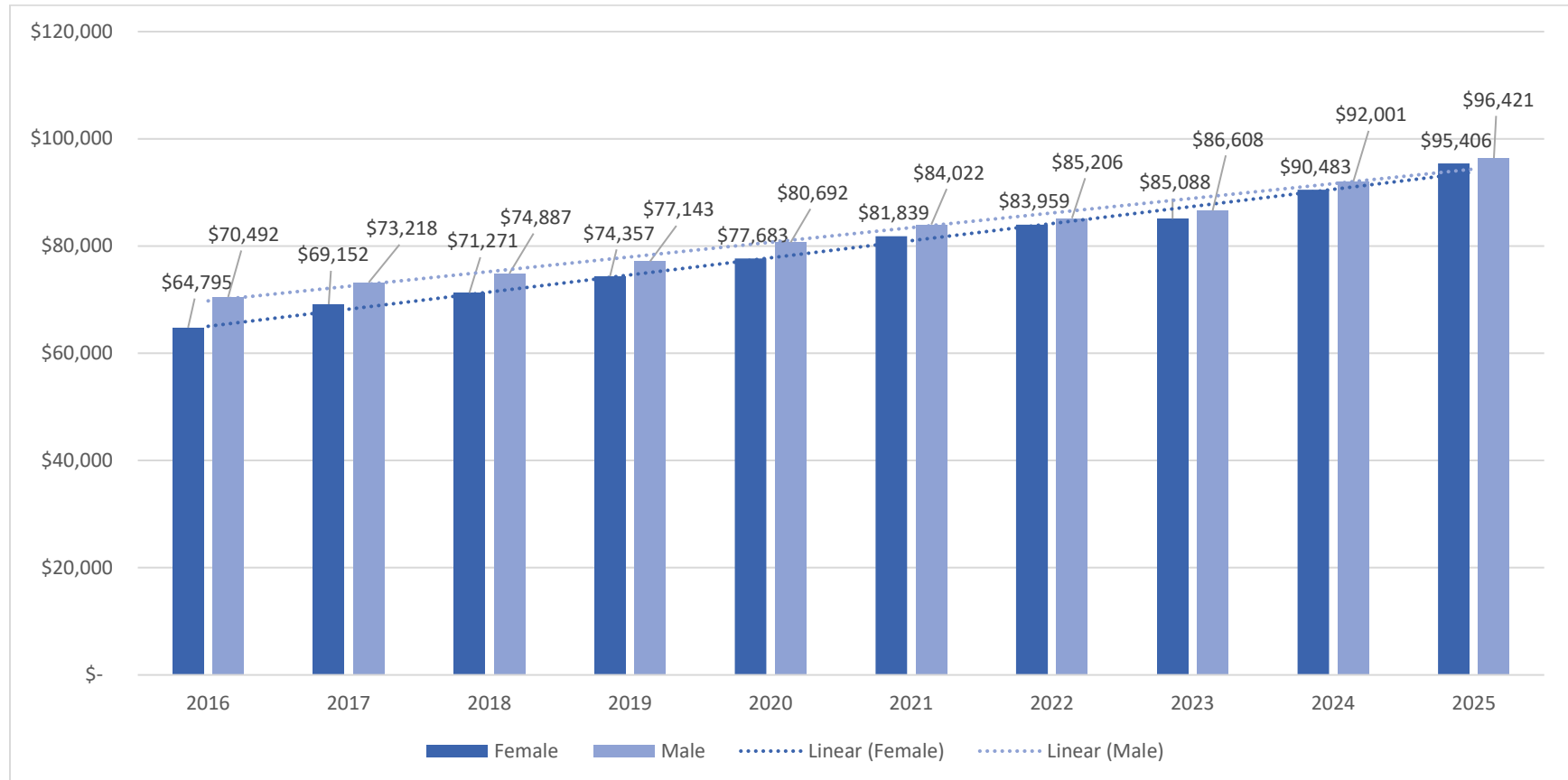
Figure 58: Year-Over-Year Percentage Salary Change of All City Employees by Gender Excluding Part-Time Employees by Gender, 2016-2025

Year	Female	Male
2016	-	-
2017	7%	6%
2018	3%	3%
2019	4%	3%
2020	5%	6%
2021	5%	4%
2022	3%	2%
2023	2%	4%
2024	6%	6%
2025	5%	5%

Source: Auditor generated from City of Sacramento eCAPS data.

Figure 59 examines the average salaries of City employees excluding part-time and sworn SFD and SPD employees. We excluded part-time employees from this 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. After accounting for part-time and sworn positions, it appears the salary gap by gender has reduced over time.

Figure 59: Average Salary of All Employees by Gender Excluding Part-Time and Sworn SFD and SPD Employees, 2016-2025



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

Source: Auditor generated from City of Sacramento eCAPS data.

The following table reflects the year-over-year percentage change of average salaries of full-time City employees excluding sworn SFD and SPD employees by gender.

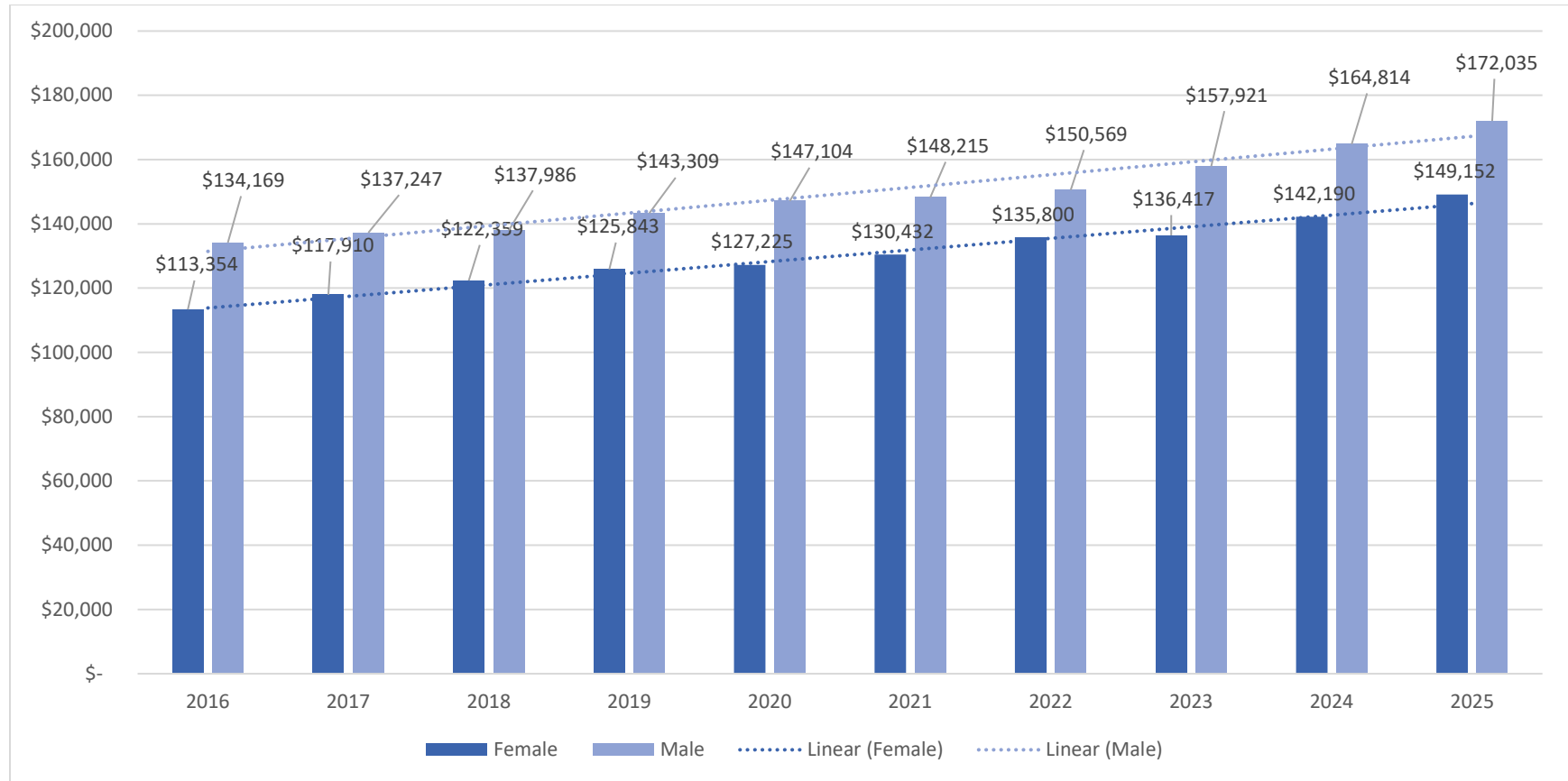
Figure 60: Year-Over-Year Percentage Salary Change of All City Employees by Gender Excluding Part-Time and Sworn SFD and SPD Employees by Gender, 2016-2025

Year	Female	Male
2016	-	-
2017	7%	4%
2018	3%	2%
2019	4%	3%
2020	4%	5%
2021	5%	4%
2022	3%	1%
2023	1%	2%
2024	6%	6%
2025	5%	5%

Source: Auditor generated from City of Sacramento eCAPS data.

Figure 61 displays the average salary by gender of management employees from 2016 to 2025.

Figure 61: Average Salary of All Management City Employees by Gender, 2016-2025



Source: Auditor generated from City of Sacramento eCAPS data.

The following table reflects the year-over-year percentage change in average salaries of all management City employees by gender.

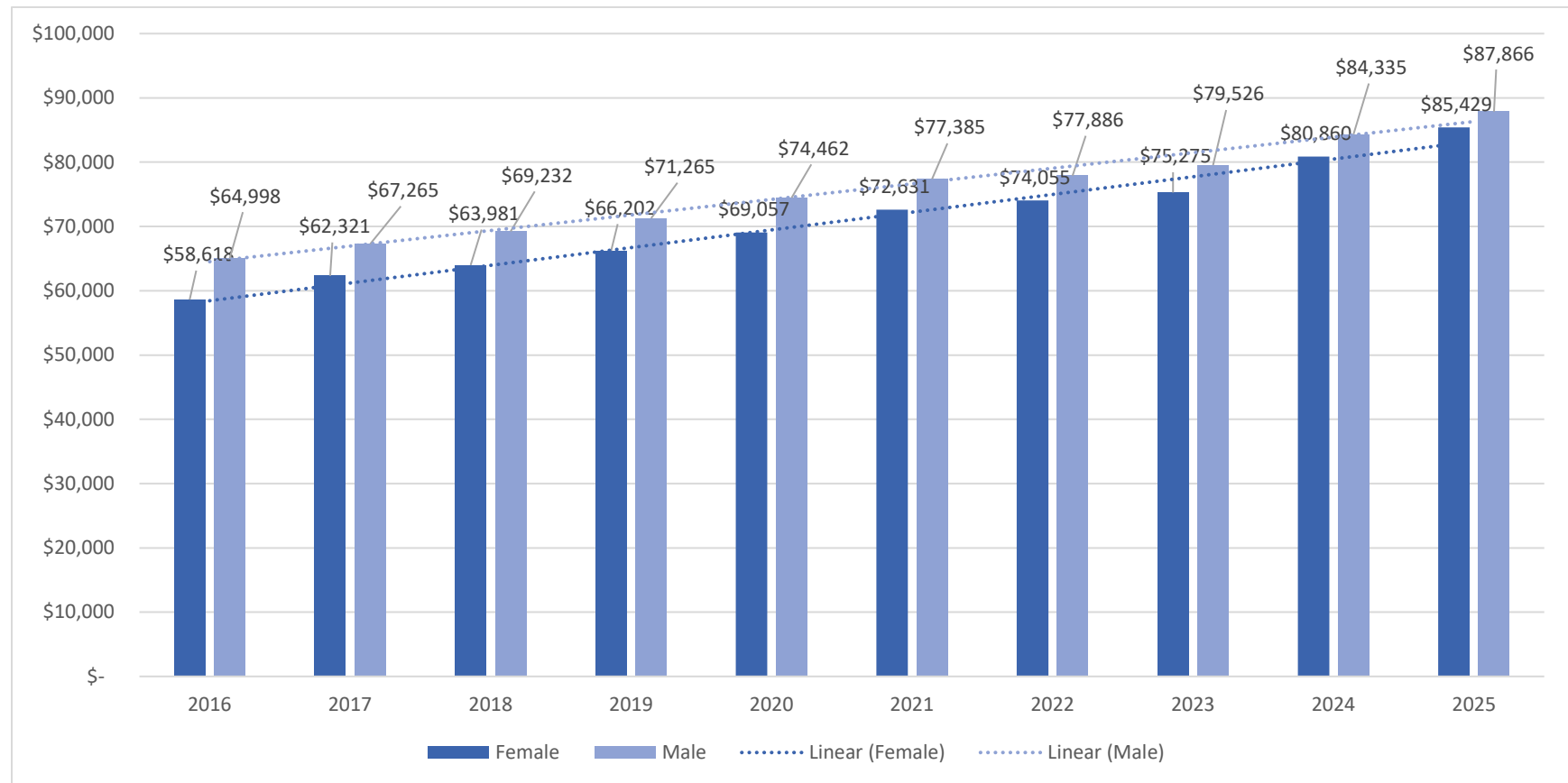
Figure 62: Year-Over-Year Percentage Salary Change of All Management City Employees by Gender, 2016-2025

Year	Female	Male
2016	-	-
2017	4%	2%
2018	4%	1%
2019	3%	4%
2020	1%	3%
2021	3%	1%
2022	4%	2%
2023	0%	5%
2024	4%	4%
2025	5%	4%

Source: Auditor generated from City of Sacramento eCAPS data.

Figure 63 displays the average salary by gender of full-time non-management employees excluding sworn SFD and SPD Employees from 2016 to 2025. After removing part-time and sworn non-management employees, it appears the salary gap by gender has reduced through the years.

Figure 63: Average Salary of All Non-Management City Employees by Gender excluding Part-Time and Sworn SFD and SPD Employees, 2016-2025



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

Source: Auditor generated from City of Sacramento eCAPS data.

The following table reflects the year-over-year percentage change of average salaries of all non-management City employees excluding part-time and sworn SFD and SPD employees by gender.

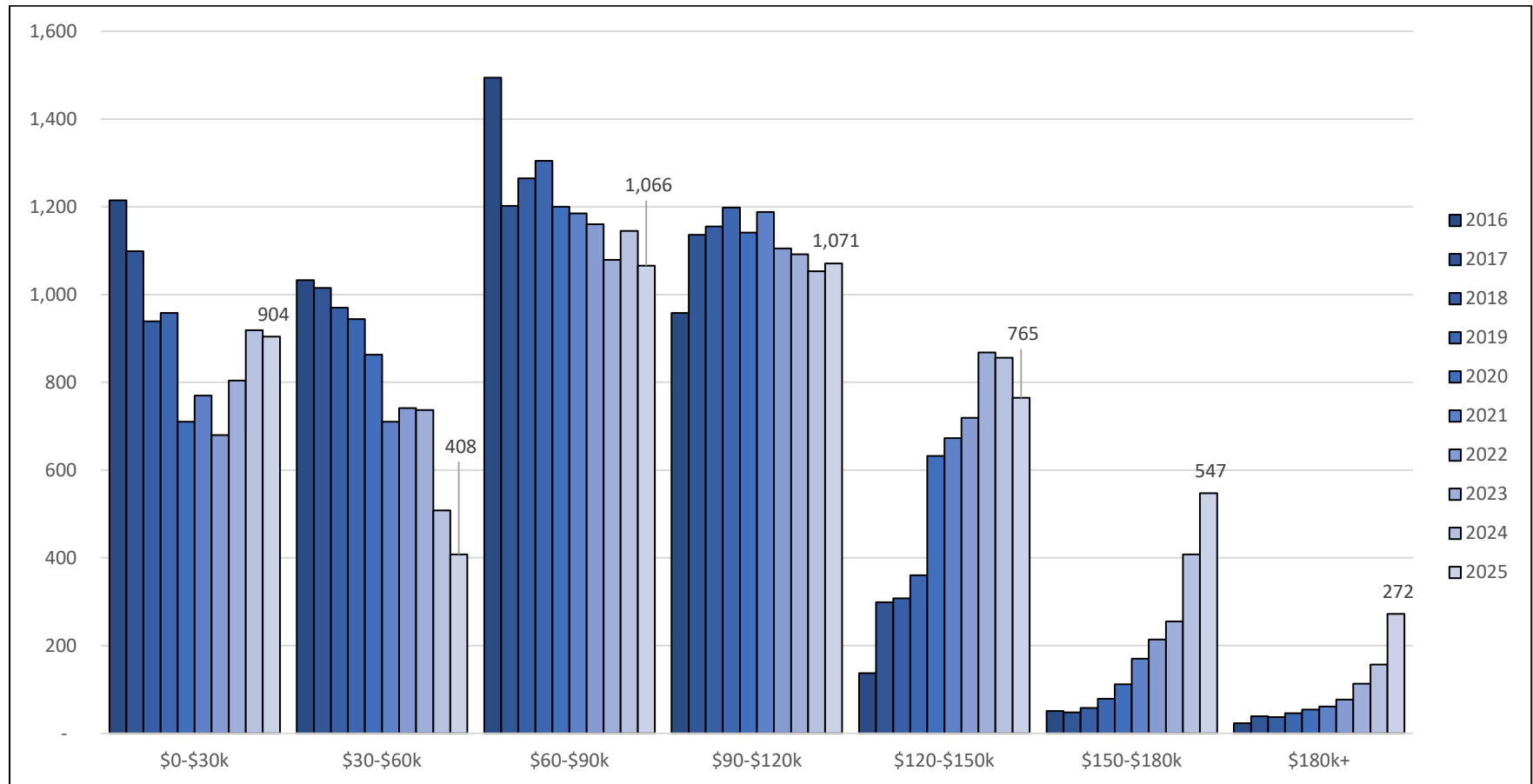
Figure 64: Year-Over-Year Percentage Salary Change of All Non-Management City Employees by Gender Excluding Part-Time and Sworn SFD and SPD Employees by Gender, 2016-2025

Year	Female	Male
2016	-	-
2017	6%	3%
2018	3%	3%
2019	3%	3%
2020	4%	4%
2021	5%	4%
2022	2%	1%
2023	2%	2%
2024	7%	6%
2025	6%	4%

Source: Auditor generated from City of Sacramento eCAPS data.

Figure 65 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 and \$90,000-\$120,000 are the largest categories in more recent years.

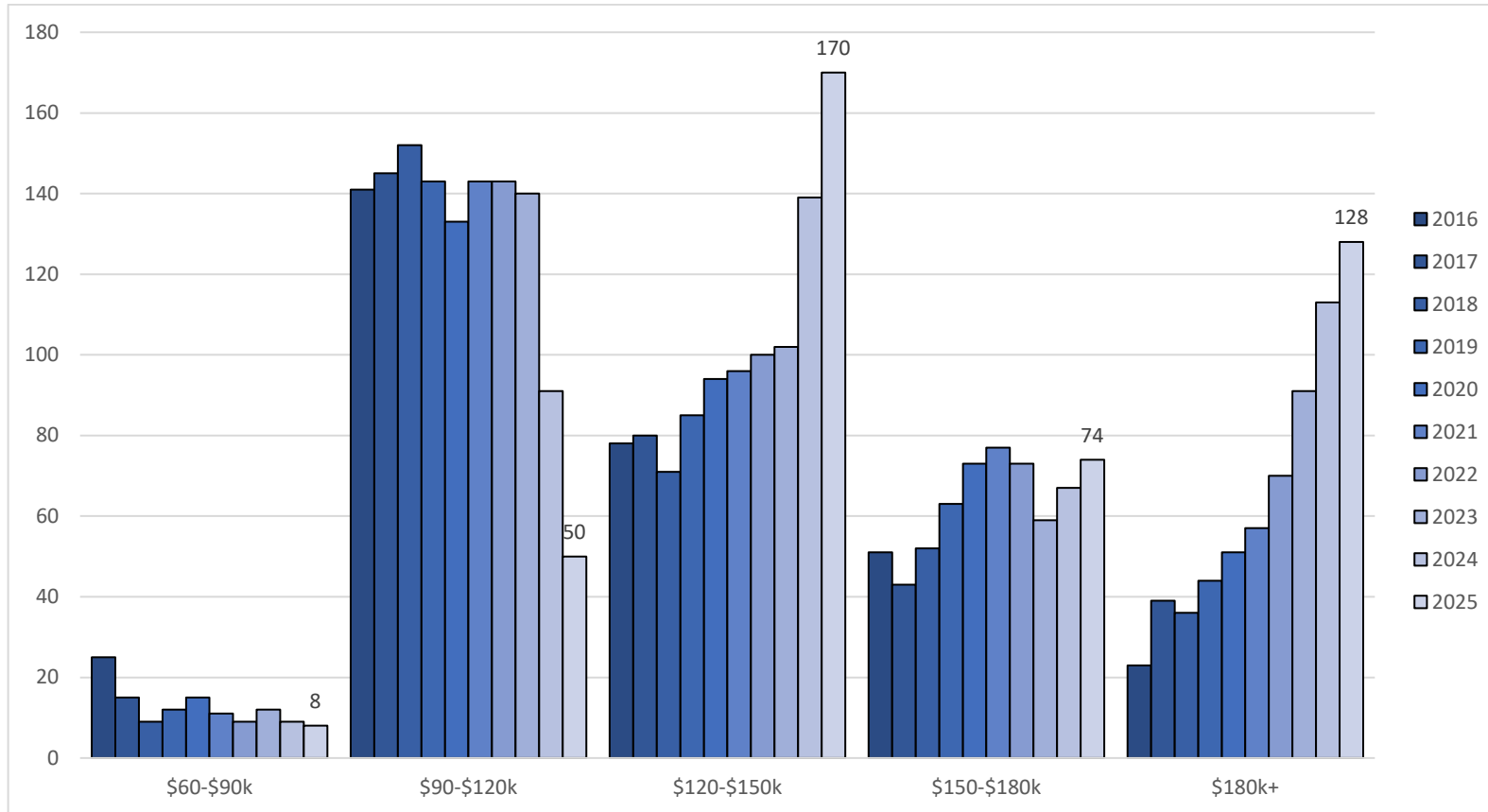
Figure 65: Salary Ranges of Full-Time and Part-Time City Employees, 2016-2025



Source: Auditor generated from City of Sacramento eCAPS data.

Figure 66 shows the number of City management employees by salary range over time. Based on the data below, the number of City management employees that earned \$120,000-\$150,000 and \$180,000+ has generally increased over the years while the number earning \$90,000-\$120,000 has trended down.

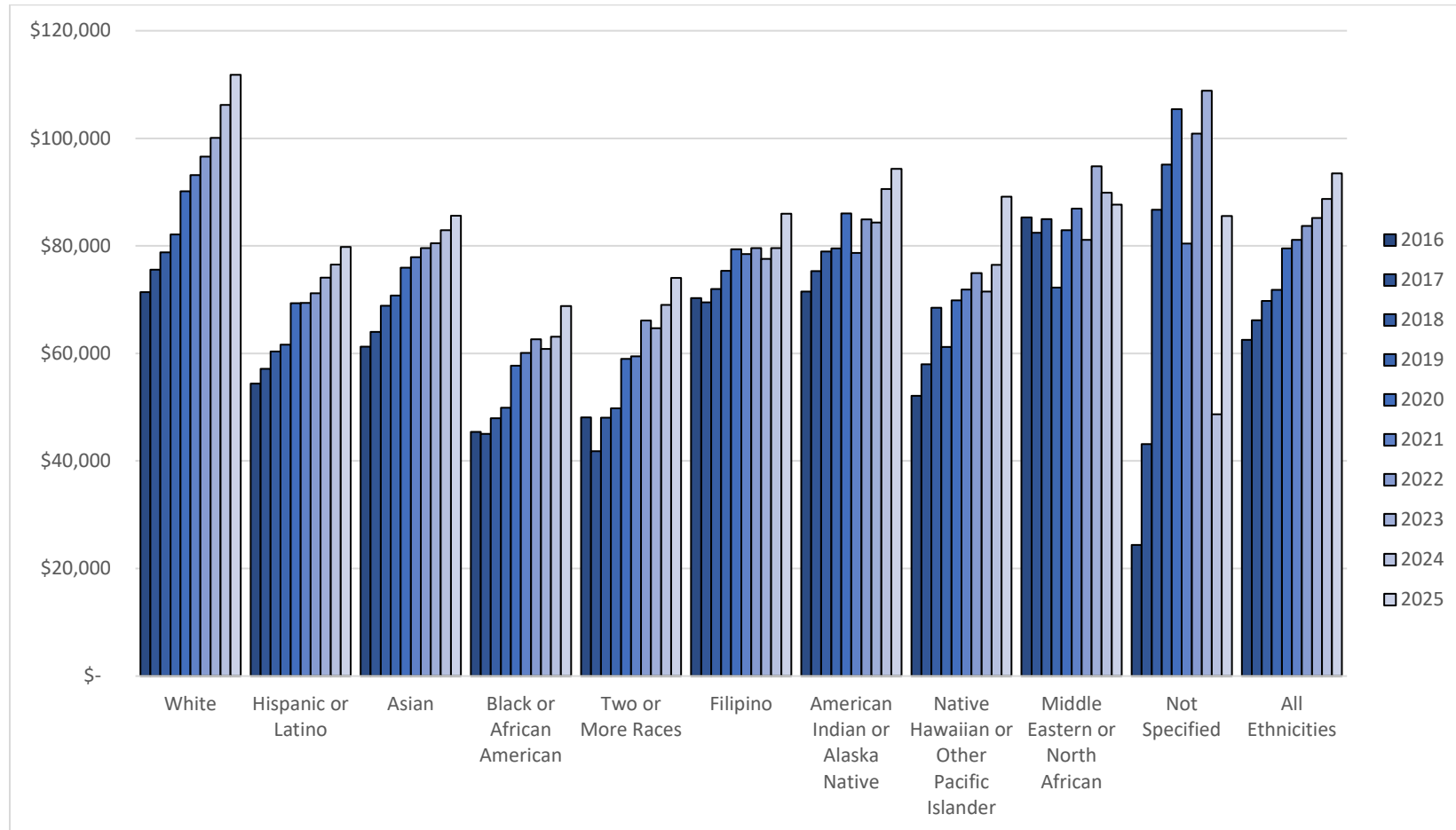
Figure 66: Salary Ranges of All Management City Employees, 2016-2025



Source: Auditor generated from City of Sacramento eCAPS data.

Figure 67 shows the average salaries of full-time and part-time City employees by ethnicity/race.

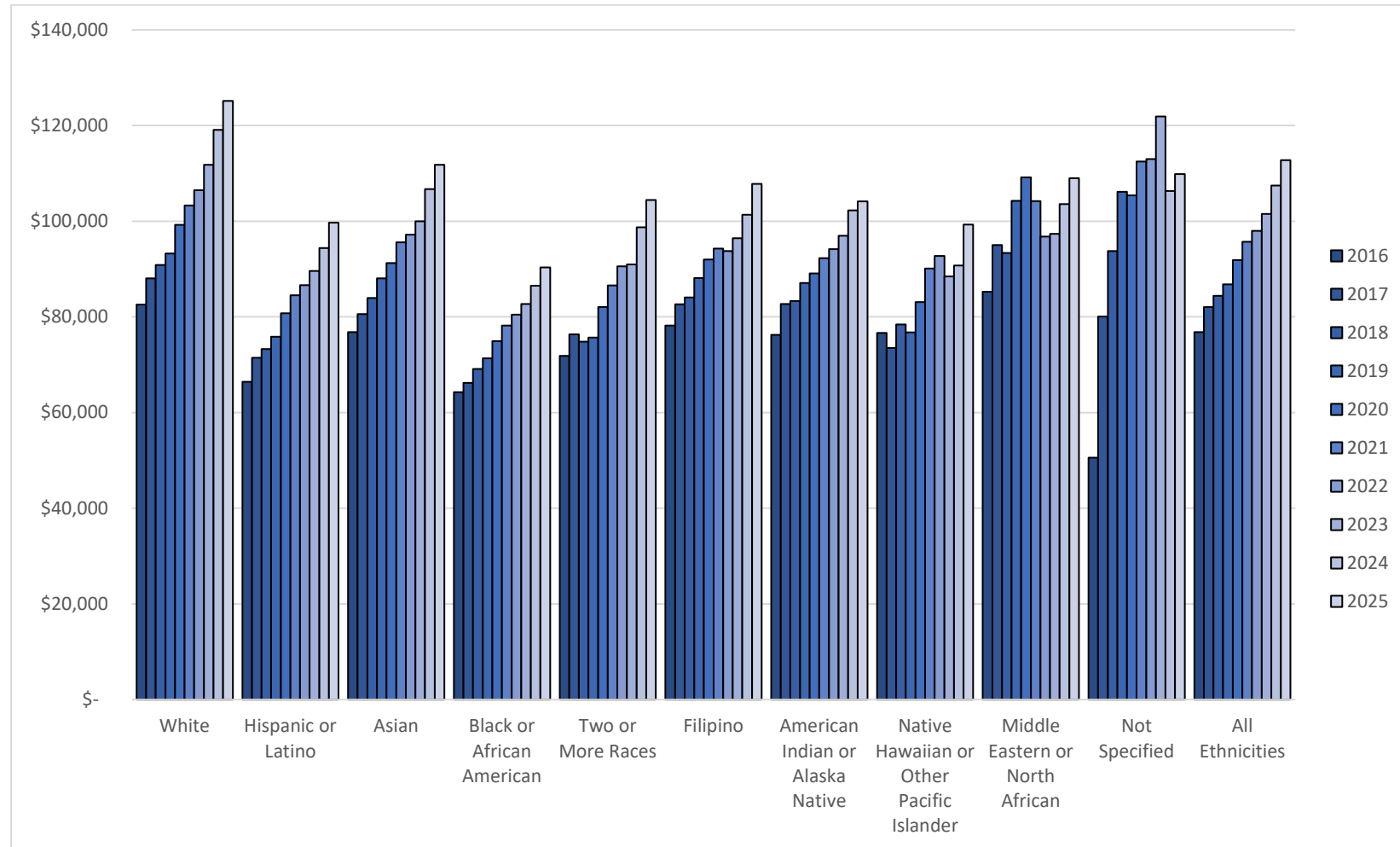
Figure 67: Average Salary of Full-Time and Part-Time City Employees by Ethnicity/Race, 2016-2025



Source: Auditor generated from City of Sacramento eCAPS data.

Figure 68 shows the average salaries of full-time City employees by ethnicity/race.

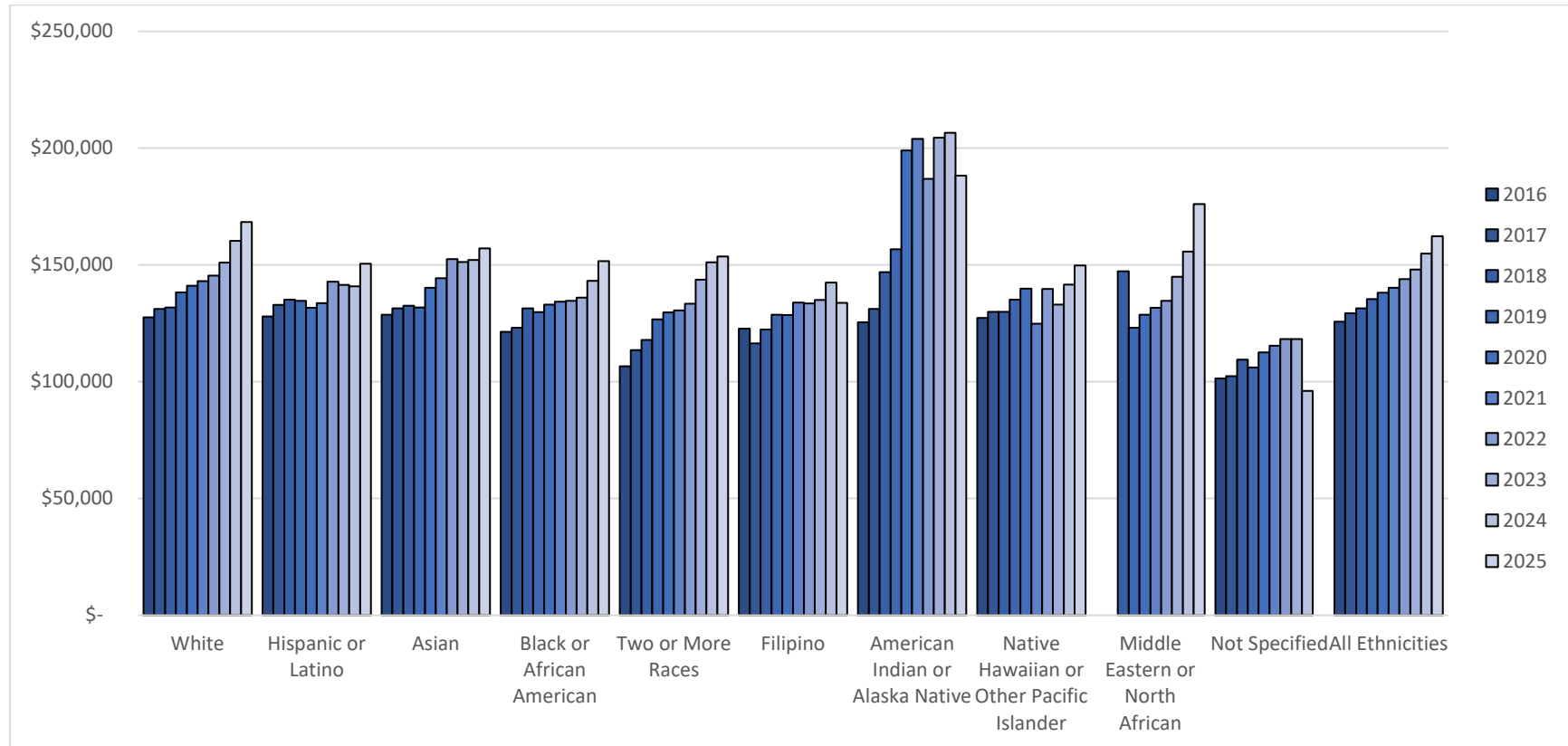
Figure 68: Average Salary of All City Employees excluding Part-Time Employees by Ethnicity/Race, 2016-2025



Source: Auditor generated from City of Sacramento eCAPS data.

Figure 69 shows the average salaries for management employees by ethnicity/race.

Figure 69: Average Salary of Management City Employees by Ethnicity/Race, 2016-2025

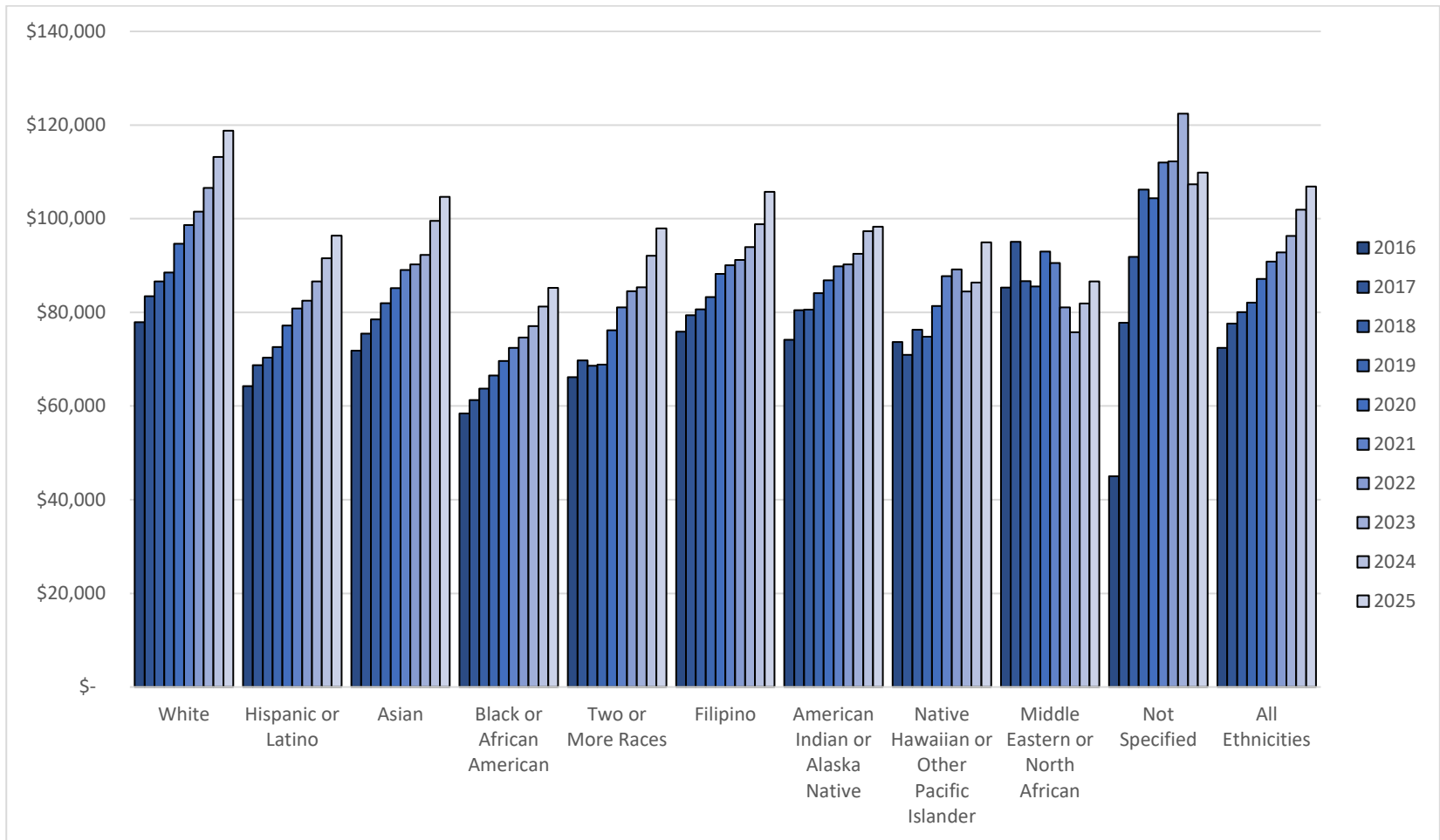


Note: Although it appears as though the average salary of the American Indian or Alaska Native employees are significantly higher than other ethnicities, it is important to note there were only two employees in that category between 2016 and 2019, only one employee in 2020 and 2021, and two employees in that category between 2022 and 2025. Similarly, there was only one Native Hawaiian or Other Pacific Islander employee each year between 2016 and 2025. Also, for Middle Eastern or North African employees, there was one employee in 2018, four employees each year between 2019 and 2024, and five employees in 2025.

Source: Auditor generated from City of Sacramento eCAPS data.

Figure 70 shows the average salaries of full-time non-management employees by ethnicity/race. It appears that the average salary for full-time, non-management employees have increased over time, except for Middle Eastern or North African employees which have no clear trend.

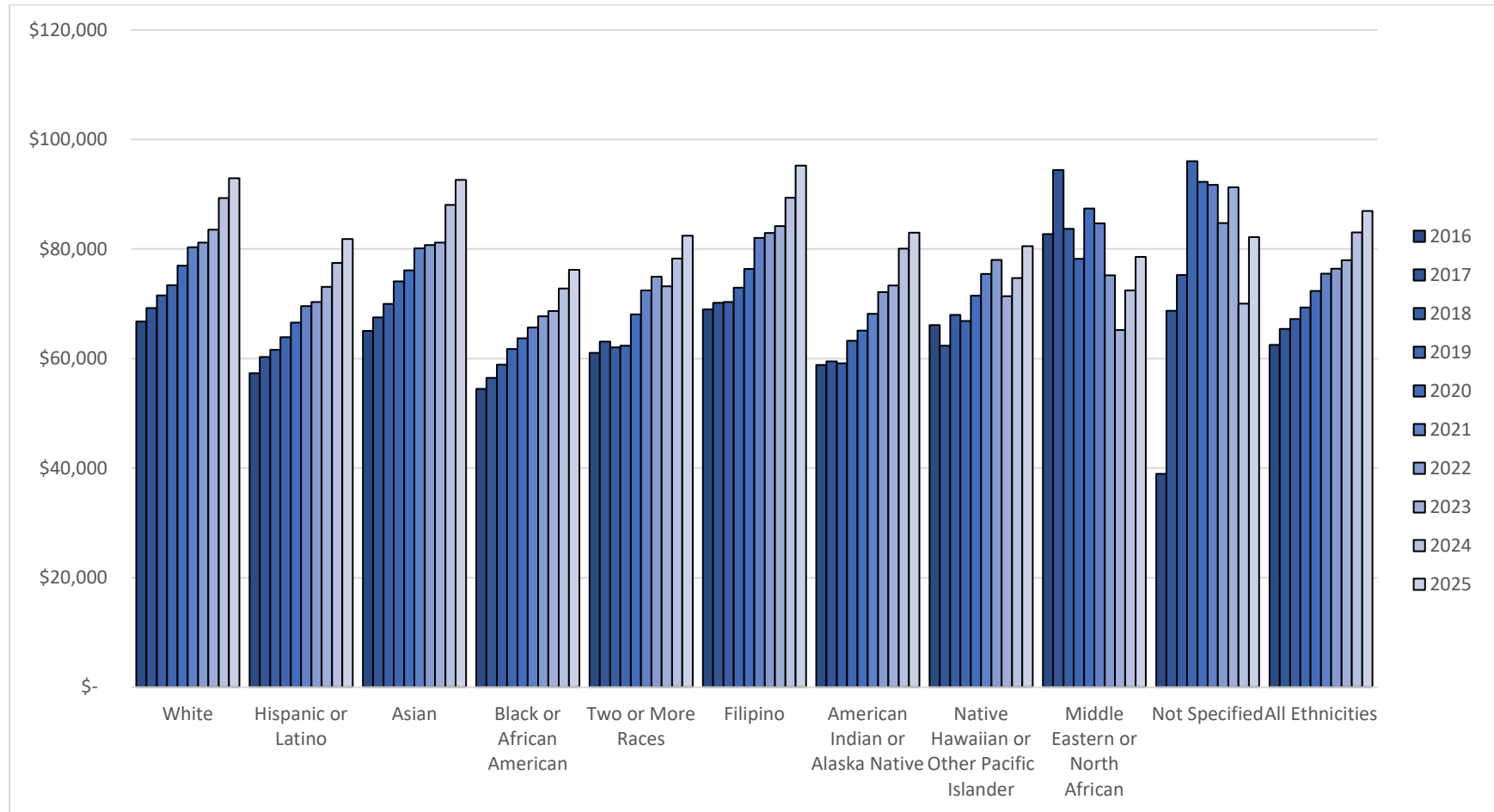
Figure 70: Average Salary of All Non-Management City Employees by Ethnicity/Race excluding Part-Time Employees, 2016-2025



Source: Auditor generated from City of Sacramento eCAPS data.

Figure 71 shows the average salaries of full-time non-management employees by ethnicity/race excluding sworn SFD and SPD employees.

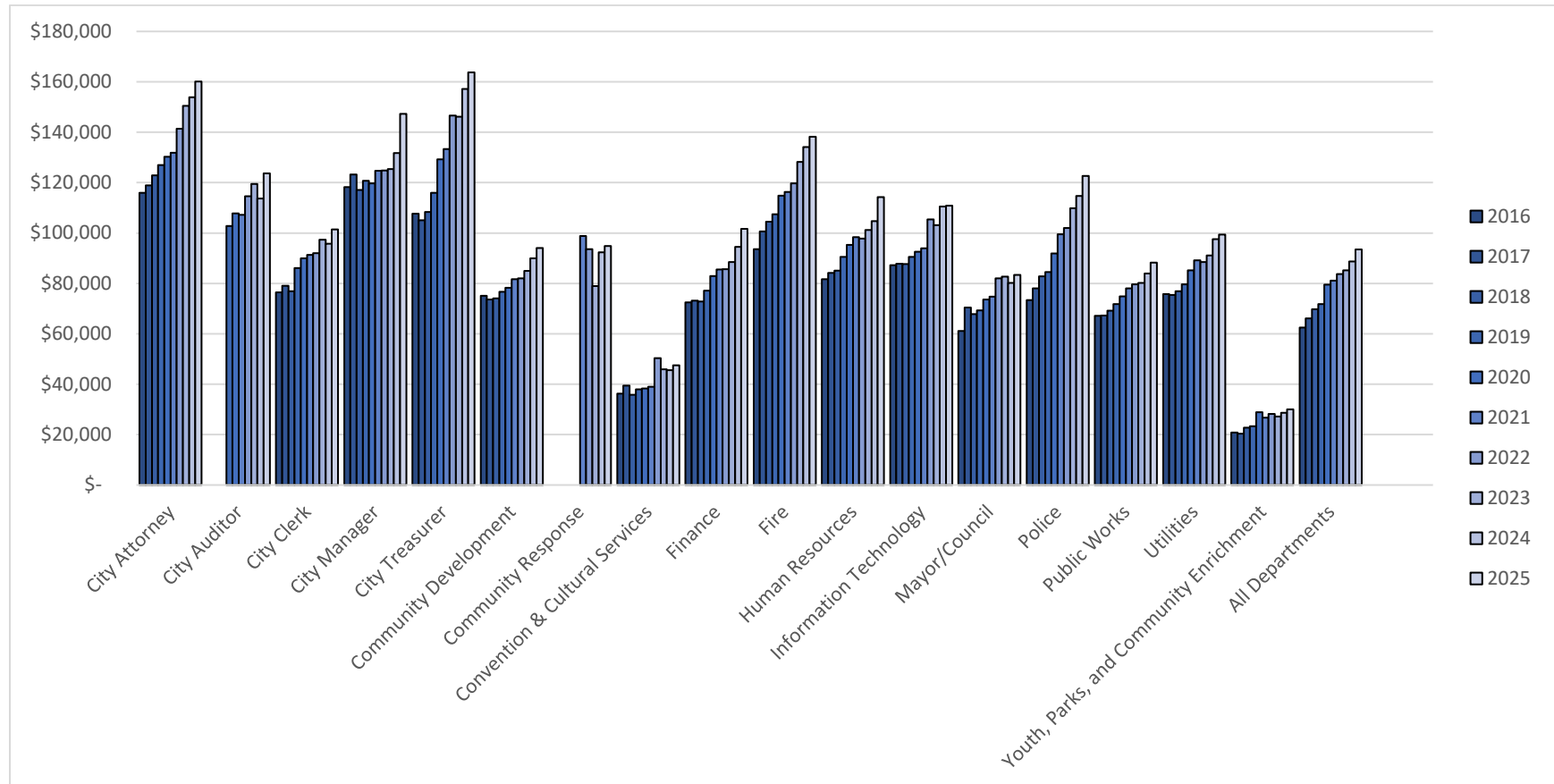
Figure 71: Average Salary of All Non-Management City Employees by Ethnicity/Race excluding Part-Time Employees and Sworn SFD and SPD Employees, 2016-2025



Source: Auditor generated from City of Sacramento eCAPS data.

Figure 72 shows the average salary of full-time and part-time City employees by department overtime. 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 newer department that was established in July 2021.

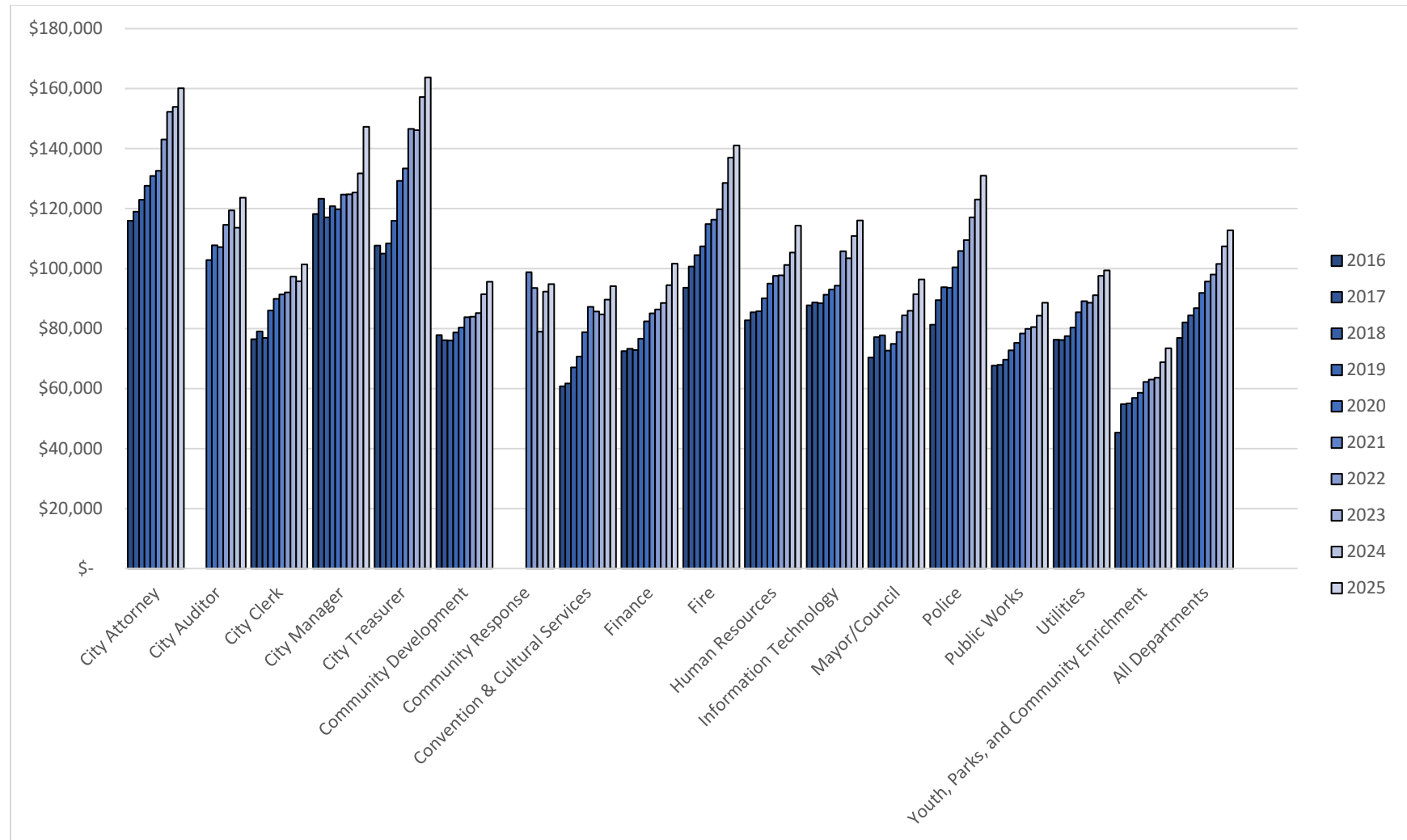
Figure 72: Average Salary of Full-Time and Part-Time City Employees by Department, 2016-2025



Source: Auditor generated from City of Sacramento eCAPS data.

Figure 73 shows the average salary of full-time City employees by department over time.

Figure 73: Average Salary of Full-Time City Employees by Department, 2016-2025



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 2025.

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 in gender, ethnicity, and salary ranges over time within each department. It is important to note that some employees did not have a designated ethnicity/race and gender in eCAPS and we excluded those with an unknown gender in the salary range charts. Also, some departments, such as the City Auditor and Community Response, became their own department between 2016 and 2025. Lastly, for the salary range charts, bar lengths represent the percentage distribution within each respective range, while the data labels indicate the number of employees.

City Attorney

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

Figure 74: Gender Breakdown of Full-Time and Part-Time City Attorney Employees, 2016-2025

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
2022	58%	42%	34	25	59
2023	57%	43%	34	26	60
2024	61%	39%	37	24	61
2025	56%	44%	35	28	63
2024 City Population	51%	49%			535,787

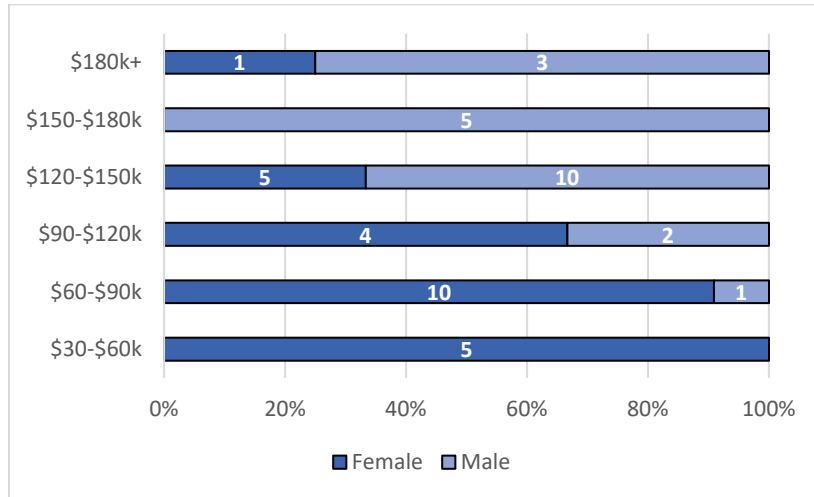
Source: Auditor generated from City of Sacramento eCAPS data and the U.S. Census Bureau data.

Figure 75: Ethnicity/Race of Full-Time and Part-Time City Attorney Employees, 2016-2025

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%
2022	64%	14%	5%	10%	2%	5%
2023	63%	12%	8%	8%	3%	5%
2024	61%	11%	7%	8%	8%	5%
2025	62%	11%	8%	8%	8%	3%
2024 City Population	28%	29%	19%	12%	7%	4%

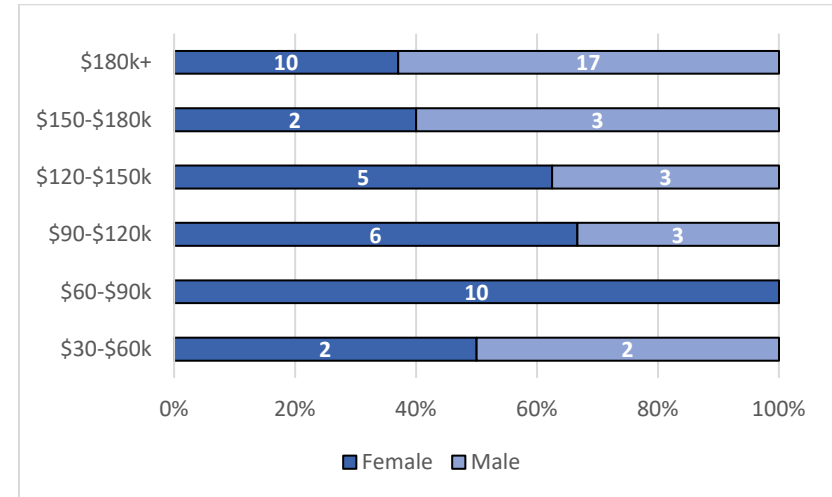
Source: Auditor generated from City of Sacramento eCAPS data and the U.S. Census Bureau data.

Figure 76: Salary Ranges of Full-Time and Part-Time City Attorney Employees, 2016



Source: Auditor generated from City of Sacramento eCAPS data.

Figure 77: Salary Ranges of Full-Time and Part-Time City Attorney Employees, 2025



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 78: Gender Breakdown of Full-Time City Auditor Employees, 2019-2025

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
2022	56%	44%	5	4	9
2023	56%	44%	5	4	9
2024	71%	29%	5	2	7
2025	63%	38%	5	3	8
2024 City Population	51%	49%			535,787

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

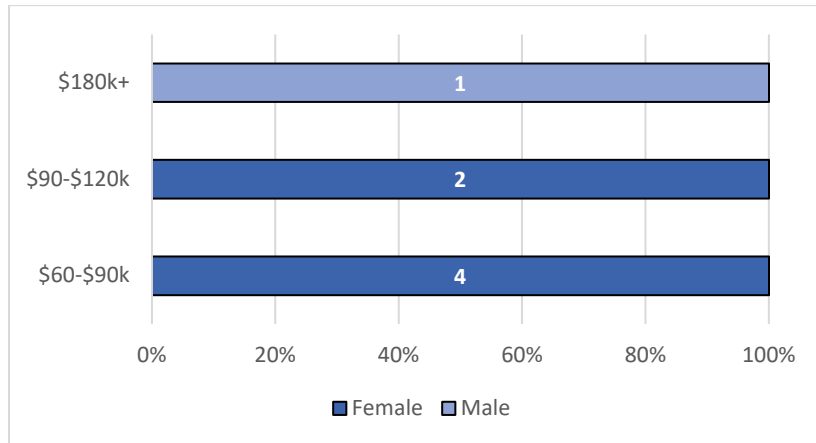
Figure 79: Ethnicity/Race of Full-Time City Auditor Employees, 2019-2025

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%
2022	33%	33%	11%	11%	0%	11%
2023	22%	33%	22%	11%	0%	11%
2024	14%	29%	29%	14%	0%	14%
2025	38%	13%	25%	13%	0%	13%
2024 City Population	28%	29%	19%	12%	7%	N/A

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

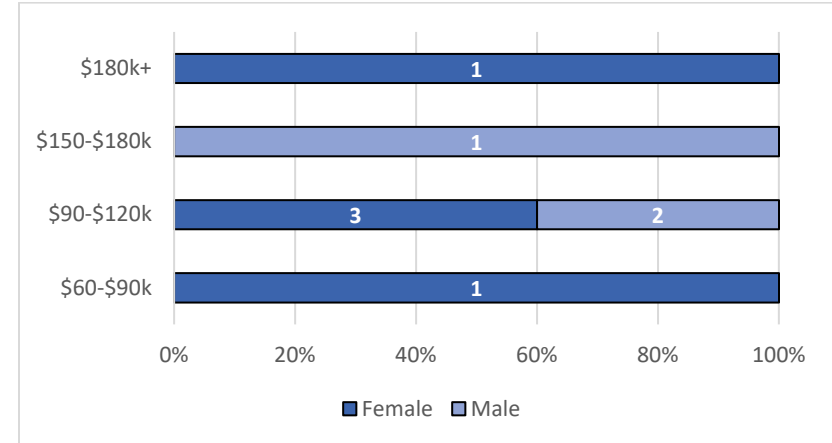
Source: Auditor generated from City of Sacramento eCAPS data and the U.S. Census Bureau data.

Figure 80: Salary Ranges of Full-Time City Auditor Employees, 2019



Source: Auditor generated from City of Sacramento eCAPS data.

Figure 81: Salary Ranges of Full-Time City Auditor Employees, 2025



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 82: Gender Breakdown of Full-Time City Clerk Employees, 2016-2025

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
2022	95%	5%	18	1	19
2023	89%	11%	16	2	18
2024	95%	5%	21	1	22
2025	95%	5%	20	1	21
2024 City Population	51%	49%			535,787

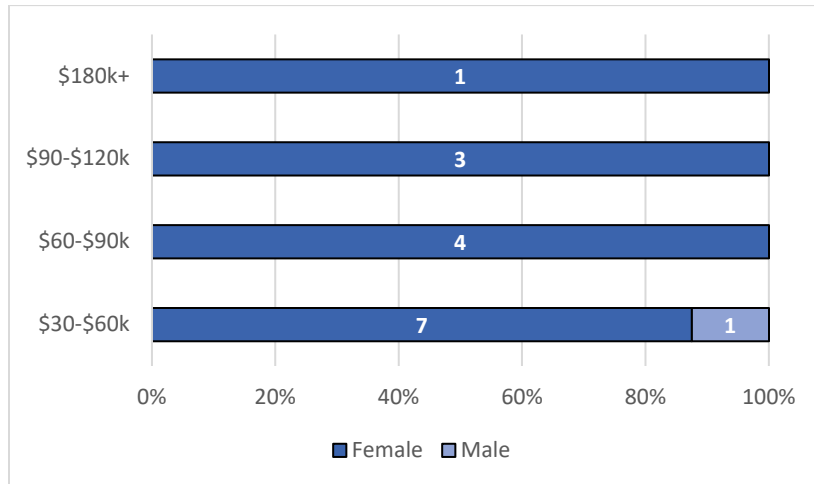
Source: Auditor generated from City of Sacramento eCAPS data and the U.S. Census Bureau data.

Figure 83: Ethnicity/Race of Full-Time City Clerk Employees, 2016-2025

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%
2022	68%	11%	5%	5%	11%	0%	0%
2023	67%	22%	6%	6%	0%	0%	0%
2024	59%	18%	9%	14%	0%	0%	0%
2025	67%	10%	14%	10%	0%	0%	0%
2024 City Population	28%	29%	19%	12%	7%	4%	1.3%

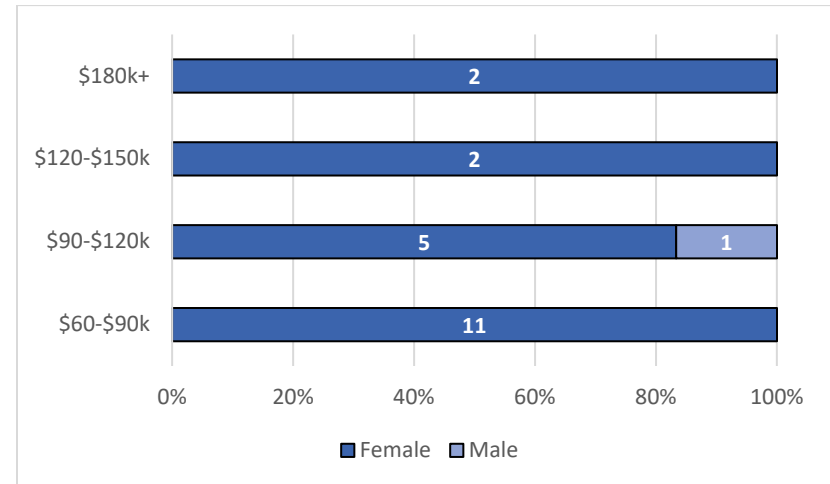
Source: Auditor generated from City of Sacramento eCAPS data and the U.S. Census Bureau data.

Figure 84: Salary Ranges of Full-Time City Clerk Employees, 2016



Source: Auditor generated from City of Sacramento eCAPS data.

Figure 85: Salary Ranges of Full-Time City Clerk Employees, 2025



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 86: Gender Breakdown of Full-Time City Manager Employees, 2016-2025

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
2022	75%	25%	39	13	52
2023	68%	32%	36	17	53
2024	67%	33%	37	18	55
2025	69%	31%	29	13	42
2024 City Population	51%	49%			535,787

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

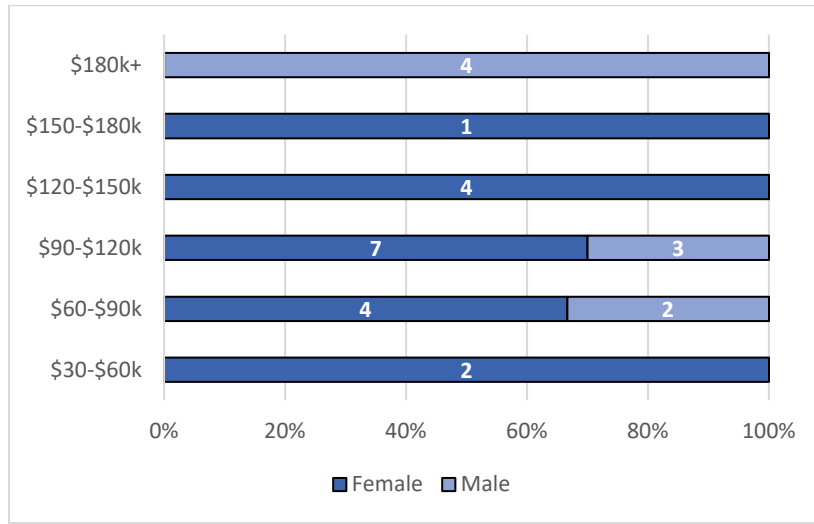
Figure 87: Ethnicity/Race of Full-Time City Manager Employees, 2016-2025

Year	White	Hispanic or Latino	Asian	Black or African American	Two or More Races	Filipino	American Indian or Alaska Native	Middle Eastern or North African
2016	56%	15%	15%	11%	4%	0%	0.0%	0.0%
2017	48%	33%	11%	7%	0%	0%	0.0%	0.0%
2018	48%	28%	13%	8%	3%	0%	0.0%	2.5%
2019	43%	26%	15%	4%	7%	0%	2.2%	2.2%
2020	42%	25%	7%	9%	16%	0%	0.0%	1.8%
2021	38%	25%	8%	8%	17%	0%	0.0%	3.8%
2022	38%	15%	6%	13%	17%	4%	0.0%	5.8%
2023	38%	17%	9%	15%	15%	2%	0.0%	3.8%
2024	39%	17%	9%	15%	15%	2%	0.0%	3.7%
2025	31%	19%	12%	14%	17%	2%	0.0%	4.8%
2024 City Population	28%	29%	19%	12%	7%	4%	0.1%	N/A

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

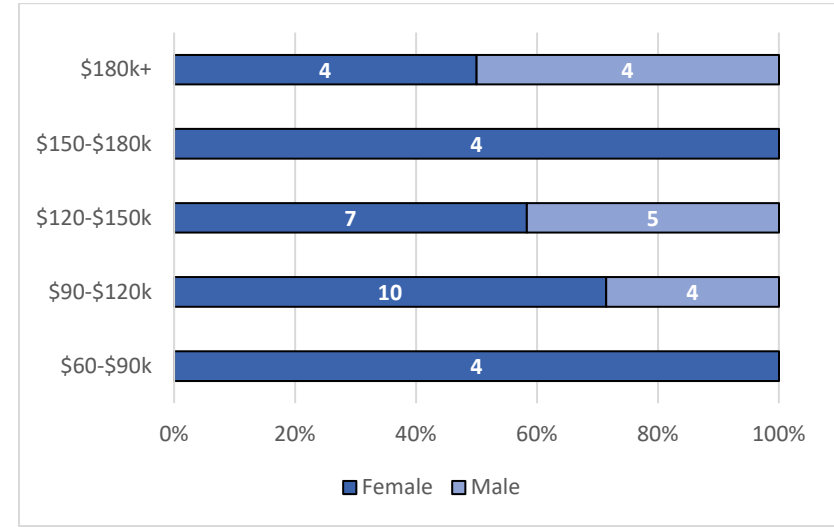
Source: Auditor generated from City of Sacramento eCAPS data and the U.S. Census Bureau data.

Figure 88: Salary Ranges of Full-Time City Manager Employees, 2016



Source: Auditor generated from City of Sacramento eCAPS data.

Figure 89: Salary Ranges of Full-Time City Manager Employees, 2025



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 90: Gender Breakdown of Full-Time City Treasurer Employees, 2016-2025

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
2022	67%	33%	6	3	9
2023	70%	30%	7	3	10
2024	67%	33%	6	3	9
2025	60%	40%	6	4	10
2024 City Population	51%	49%			535,787

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

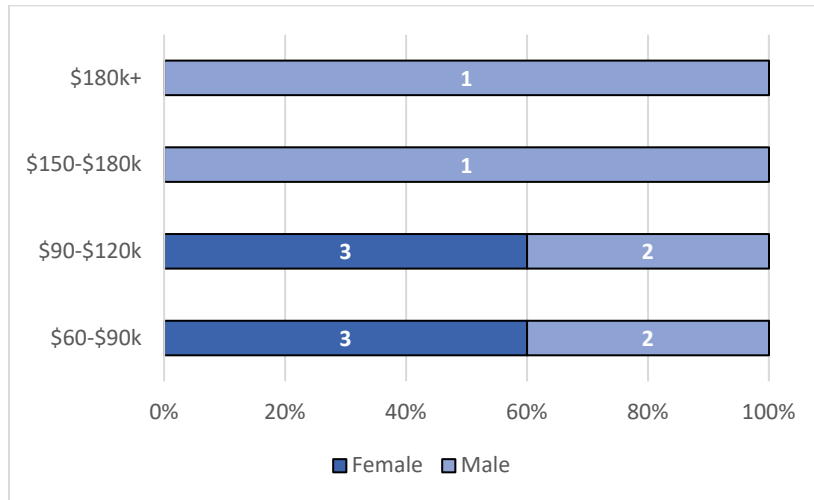
Figure 91: Ethnicity/Race of Full-Time City Treasurer Employees, 2016-2025

Year	White	Hispanic or Latino	Asian	Black or African American	Filipino	Middle Eastern or North African
2016	33%	0%	33%	17%	8%	8.3%
2017	42%	0%	25%	17%	8%	8.3%
2018	42%	0%	25%	17%	8%	8.3%
2019	45%	9%	18%	9%	9%	9.1%
2020	40%	10%	20%	10%	10%	10.0%
2021	40%	10%	20%	10%	10%	10.0%
2022	33%	11%	22%	11%	11%	11.1%
2023	40%	10%	20%	10%	10%	10.0%
2024	33%	11%	22%	11%	11%	11.1%
2025	40%	10%	20%	10%	10%	10.0%
2024 City Population	28%	29%	19%	12%	4%	N/A

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

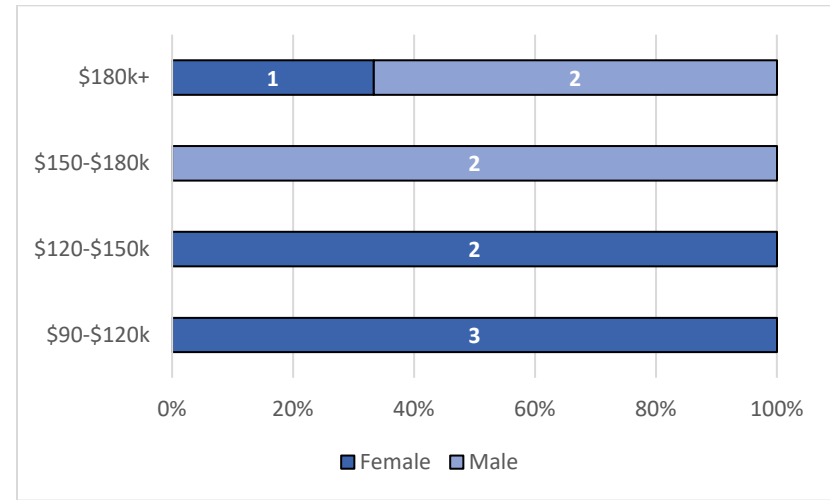
Source: Auditor generated from City of Sacramento eCAPS data and the U.S. Census Bureau data.

Figure 92: Salary Ranges of Full-Time City Treasurer Employees, 2016



Source: Auditor generated from City of Sacramento eCAPS data.

Figure 93: Salary Ranges of Full-Time City Treasurer Employees, 2025



Source: Auditor generated from City of Sacramento eCAPS data.

Community Development

The charts below analyze the employee demographics in the Community Development Department.

Figure 94: Gender Breakdown of Full-Time and Part-Time Community Development Employees, 2016-2025

Year	Female Percentage	Male Percentage	Female	Male	Grand Total
2016	45%	55%	98	120	218
2017	40%	60%	93	138	231
2018	42%	58%	105	147	252
2019	41%	59%	106	153	259
2020	43%	57%	117	155	272
2021	43%	57%	112	146	258
2022	40%	60%	106	157	263
2023	40%	60%	108	163	271
2024	39%	61%	106	163	269
2025	41%	59%	115	163	278
2024 City Population	51%	49%			535,787

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

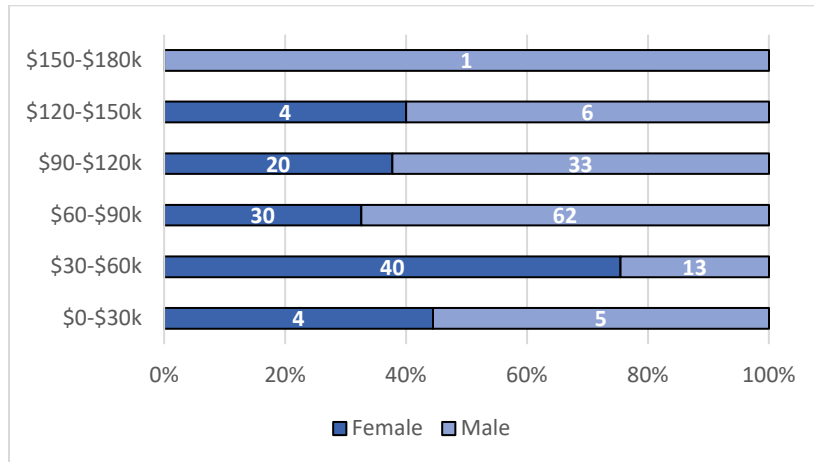
Figure 95: Ethnicity/Race of Full-Time and Part-Time Community Development Employees, 2016-2025

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	64%	11%	8%	10%	3%	1%	0.0%	0.0%	0.0%	1.4%
2017	61%	11%	8%	14%	3%	1%	0.0%	0.0%	0.0%	1.3%
2018	59%	12%	10%	13%	4%	2%	0.0%	0.0%	0.0%	0.4%
2019	61%	12%	9%	10%	5%	2%	0.0%	0.0%	0.0%	0.4%
2020	54%	16%	10%	13%	5%	1%	0.0%	0.0%	0.4%	0.4%
2021	53%	16%	11%	13%	5%	2%	0.0%	0.0%	0.8%	0.0%
2022	47%	19%	12%	14%	5%	2%	0.0%	0.0%	0.8%	0.4%
2023	47%	18%	12%	14%	5%	2%	0.4%	0.4%	0.7%	0.4%
2024	44%	22%	12%	14%	5%	2%	0.4%	0.7%	0.7%	0.4%
2025	44%	20%	12%	15%	6%	1%	0.7%	0.7%	0.7%	0.0%
2024 City Population	28%	29%	19%	12%	7%	4%	0.1%	1.3%	N/A	0.5%

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

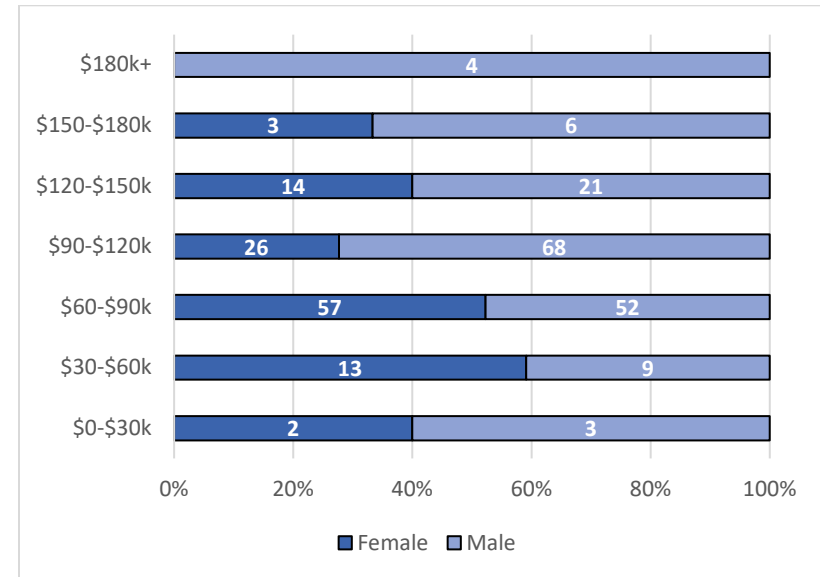
Source: Auditor generated from City of Sacramento eCAPS data and the U.S. Census Bureau data.

Figure 96: Salary Ranges of Full-Time and Part-Time Community Development Employees, 2016



Source: Auditor generated from City of Sacramento eCAPS data.

Figure 97: Salary Ranges of Full-Time and Part-Time Community Development Employees, 2025



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 98: Gender Breakdown of Full-Time Community Response Employees, 2021-2025

Year	Female Percentage	Male Percentage	Female	Male	Grand Total
2021	67%	33%	6	3	9
2022	45%	55%	9	11	20
2023	45%	55%	13	16	29
2024	50%	50%	12	12	24
2025	47%	53%	14	16	30
2024 City Population	51%	49%			535,787

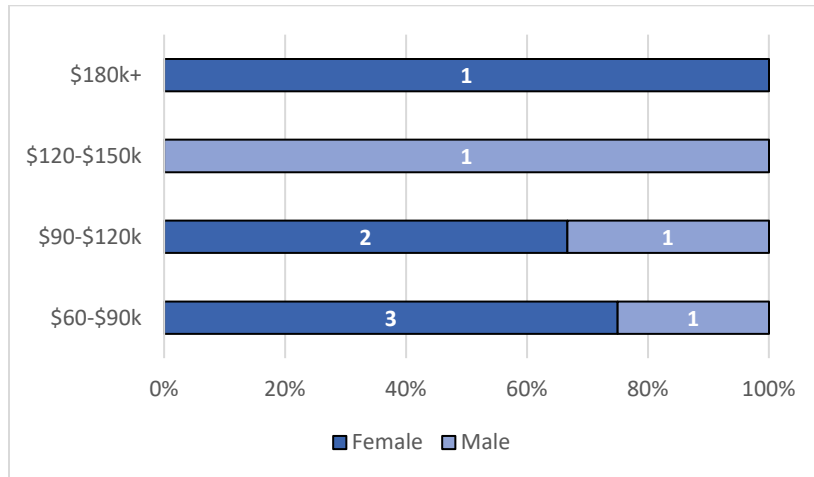
Source: Auditor generated from City of Sacramento eCAPS data and the U.S. Census Bureau data.

Figure 99: Ethnicity/Race of Full-Time Community Response Employees, 2021-2025

Year	White	Hispanic or Latino	Asian	Black or African American	Two or More Races	Filipino
2021	44%	22%	0%	11%	11%	11%
2022	40%	15%	15%	5%	15%	10%
2023	41%	17%	21%	7%	10%	3%
2024	42%	17%	29%	0%	13%	0%
2025	30%	17%	20%	20%	13%	0%
2024 City Population	28%	29%	19%	12%	7%	4%

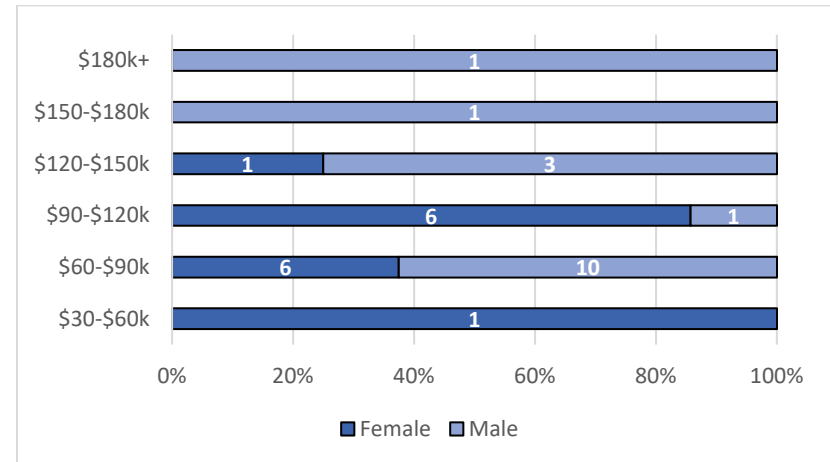
Source: Auditor generated from City of Sacramento eCAPS data and the U.S. Census Bureau data.

Figure 100: Salary Ranges of Full-Time Community Response Employees, 2021



Source: Auditor generated from City of Sacramento eCAPS data.

Figure 101: Salary Ranges of Full-Time Community Response Employees, 2025



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.

Figure 102: Gender Breakdown of Full-Time and Part-Time Convention & Cultural Services Employees, 2016-2025

Year	Female Percentage	Male Percentage	Female	Male	Unknown	Grand Total
2016	60%	40%	135	89	0	224
2017	60%	40%	115	77	0	192
2018	61%	39%	113	73	0	186
2019	63%	37%	105	62	0	167
2020	67%	33%	111	54	0	165
2021	70%	30%	104	45	0	149
2022	60%	40%	77	52	0	129
2023	62%	38%	92	56	0	148
2024	65%	35%	104	56	1	161
2025	63%	38%	100	60	0	160
2024 City Population	51%	49%				535,787

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

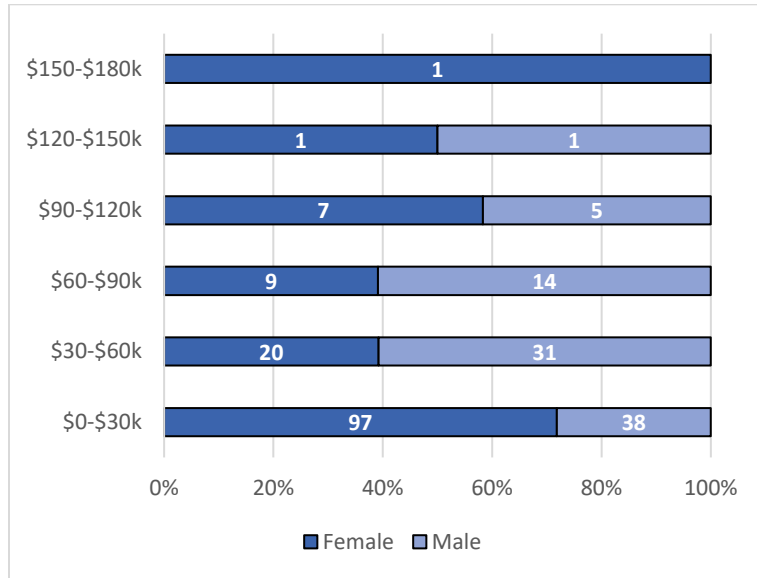
Figure 103: Ethnicity/Race of Full-Time and Part-Time Convention & Cultural Services Employees, 2016-2025

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	67%	10%	6%	12%	2%	1%	0.4%	0.9%	0.0%	0.9%
2017	63%	13%	7%	12%	3%	2%	0.0%	0.5%	0.0%	0.5%
2018	56%	13%	7%	16%	5%	2%	0.0%	0.5%	0.0%	0.0%
2019	61%	11%	8%	14%	4%	1%	0.0%	1.2%	0.0%	0.0%
2020	62%	10%	7%	13%	4%	1%	0.0%	1.8%	0.0%	0.0%
2021	60%	10%	9%	14%	4%	1%	0.0%	2.0%	0.0%	0.0%
2022	58%	13%	9%	10%	5%	2%	0.0%	2.3%	0.8%	0.0%
2023	55%	14%	7%	12%	6%	1%	0.0%	3.4%	0.0%	0.0%
2024	55%	11%	9%	17%	2%	3%	0.0%	1.9%	0.0%	0.0%
2025	53%	15%	9%	15%	4%	3%	0.0%	1.3%	0.6%	0.0%
2024 City Population	28%	29%	19%	12%	7%	4%	0.1%	1.3%	N/A	0.5%

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

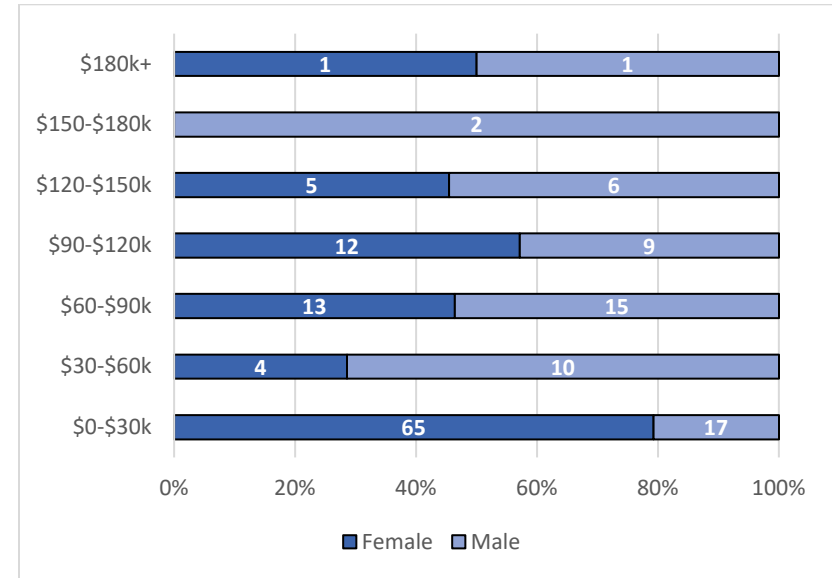
Source: Auditor generated from City of Sacramento eCAPS data and the U.S. Census Bureau data.

Figure 104: Salary Ranges of Full-Time and Part-Time Convention & Cultural Services Employees, 2016



Source: Auditor generated from City of Sacramento eCAPS data.

Figure 105: Salary Ranges of Full-Time and Part-Time Convention & Cultural Services Employees, 2025



Source: Auditor generated from City of Sacramento eCAPS data.

Finance

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

Figure 106: Gender Breakdown of Full-Time and Part-Time Finance Employees, 2016-2025

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
2022	73%	27%	64	24	88
2023	70%	30%	60	26	86
2024	69%	31%	62	28	90
2025	71%	29%	68	28	96
2024 City Population	51%	49%			535,787

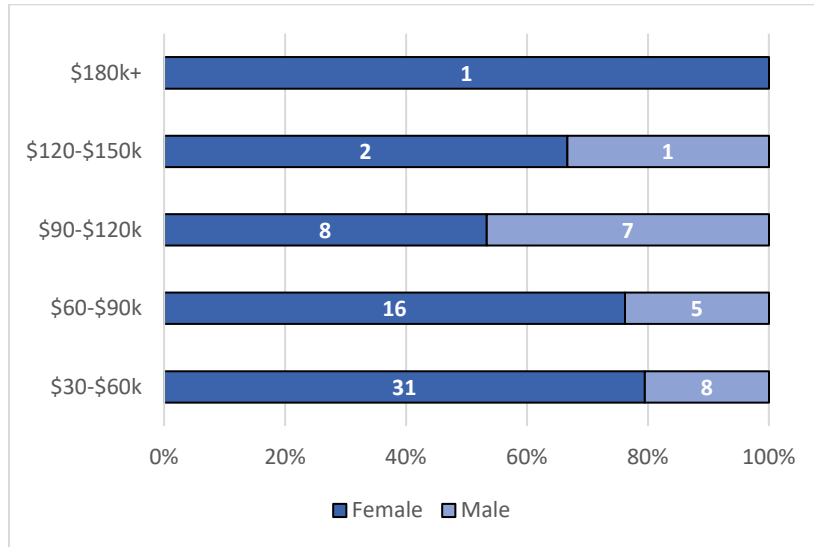
Source: Auditor generated from City of Sacramento eCAPS data and the U.S. Census Bureau data

Figure 107: Ethnicity/Race of Full-Time and Part-Time Finance Employees, 2016-2025

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%	8%	15%	4%	3%	1.3%	2.5%
2017	44%	16%	11%	17%	6%	2%	1.1%	3.4%
2018	37%	17%	14%	17%	7%	2%	1.2%	3.5%
2019	39%	14%	11%	20%	9%	2%	1.1%	3.3%
2020	44%	14%	13%	19%	4%	2%	1.2%	3.5%
2021	39%	15%	14%	18%	5%	6%	1.1%	3.4%
2022	32%	19%	14%	18%	8%	6%	1.1%	2.3%
2023	36%	17%	13%	17%	8%	5%	1.2%	2.3%
2024	33%	21%	12%	18%	8%	4%	1.1%	2.2%
2025	34%	18%	11%	18%	11%	4%	1.0%	2.1%
2024 City Population	28%	29%	19%	12%	7%	4%	0.1%	1.3%

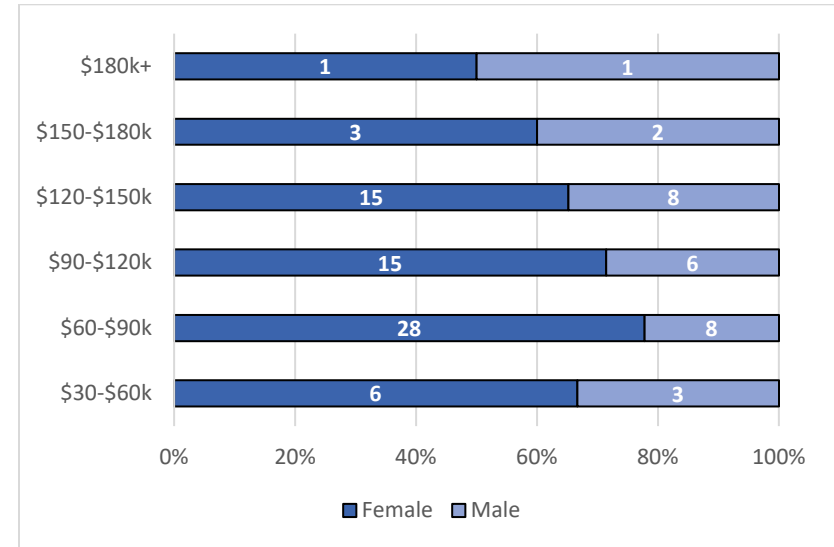
Source: Auditor generated from City of Sacramento eCAPS data and the U.S. Census Bureau data.

Figure 108: Salary Ranges of Full-Time and Part-Time Finance Employees, 2016



Source: Auditor generated from City of Sacramento eCAPS data.

Figure 109: Salary Ranges of Full-Time and Part-Time Finance Employees, 2025



Source: Auditor generated from City of Sacramento eCAPS data.

Fire

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

Figure 110: Gender Breakdown of Full-Time and Part-Time Fire Employees, 2016-2025

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	595	659
2022	10%	90%	65	595	660
2023	10%	90%	69	600	669
2024	10%	90%	68	623	691
2025	10%	90%	72	644	716
2024 City Population	51%	49%			535,787

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

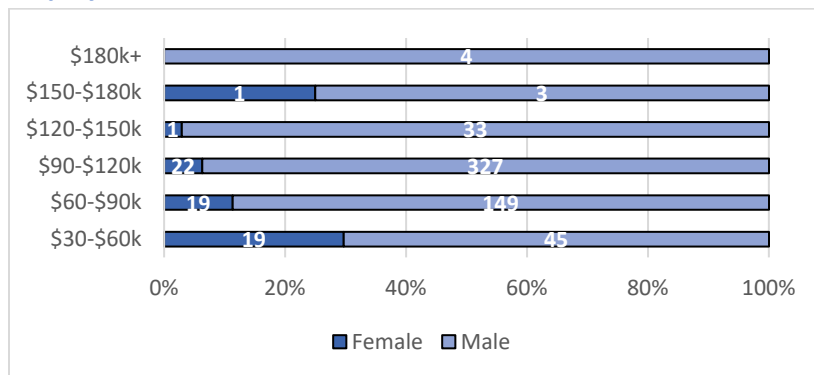
Figure 111: Ethnicity/Race of Full-Time and Part-Time Fire Employees, 2016-2025

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	73%	11%	5%	4%	2%	2%	2.2%	0.3%	0.2%	1.1%
2017	71%	12%	5%	4%	2%	2%	2.5%	0.5%	0.0%	0.8%
2018	71%	12%	5%	4%	2%	2%	2.4%	0.5%	0.2%	0.5%
2019	71%	13%	4%	3%	3%	2%	2.2%	0.8%	0.3%	0.5%
2020	70%	13%	4%	3%	3%	2%	2.3%	0.8%	0.3%	0.6%
2021	69%	13%	4%	4%	3%	2%	2.3%	0.8%	0.5%	0.6%
2022	68%	15%	4%	4%	4%	2%	2.1%	0.5%	0.3%	0.6%
2023	66%	16%	4%	4%	5%	2%	2.2%	0.4%	0.3%	0.6%
2024	64%	17%	5%	4%	5%	2%	2.0%	0.4%	0.3%	0.6%
2025	62%	17%	5%	5%	6%	2%	1.7%	0.4%	0.3%	0.1%
2024 City Population	28%	29%	19%	12%	7%	4%	0.1%	1.3%	N/A	0.5%

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

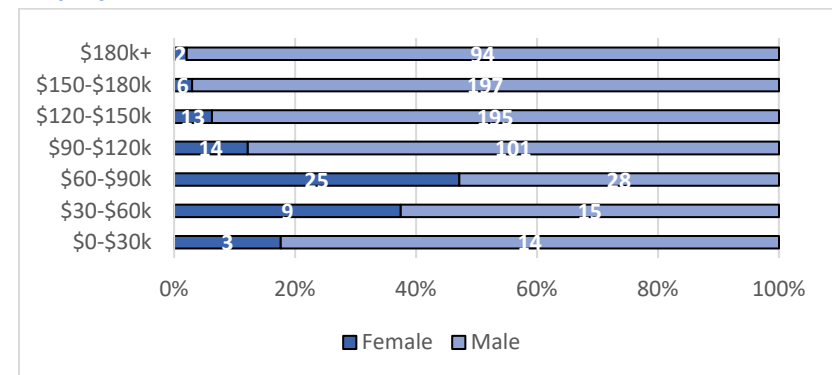
Source: Auditor generated from City of Sacramento eCAPS data and the U.S. Census Bureau data.

Figure 112: Salary Ranges of Full-Time and Part-Time Fire Employees, 2016



Source: Auditor generated from City of Sacramento eCAPS data.

Figure 113: Salary Ranges of Full-Time and Part-Time Fire Employees, 2025



Source: Auditor generated from City of Sacramento eCAPS data.

Human Resources

The charts below analyze the employee demographics in the Human Resources Department.

Figure 114: Gender Breakdown of Full-Time and Part-Time Human Resources Employees, 2016-2025

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
2022	83%	17%	58	12	70
2023	80%	20%	59	15	74
2024	81%	19%	62	15	77
2025	81%	19%	60	14	74
2024 City Population	51%	49%			535,787

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

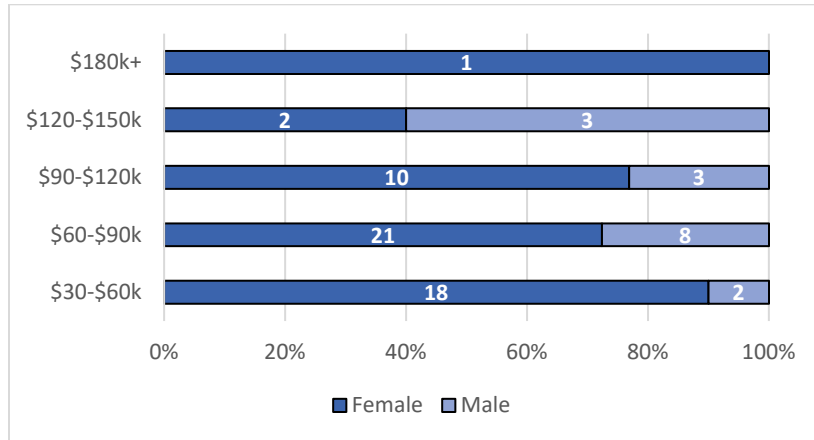
Figure 115: Ethnicity/Race of Full-Time and Part-Time Human Resources Employees, 2016-2025

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	57%	4%	7%	16%	4%	6%	1.5%	1.5%	0.0%	1.5%
2017	59%	6%	7%	16%	4%	4%	1.5%	1.5%	1.5%	0.0%
2018	51%	7%	10%	17%	6%	6%	1.4%	1.4%	1.4%	0.0%
2019	51%	7%	12%	16%	5%	5%	1.4%	1.4%	1.4%	0.0%
2020	51%	2%	15%	15%	6%	6%	0.0%	0.0%	1.5%	0.0%
2021	50%	3%	19%	11%	7%	6%	0.0%	0.0%	1.4%	0.0%
2022	44%	6%	16%	19%	9%	1%	0.0%	0.0%	1.4%	0.0%
2023	45%	12%	15%	15%	7%	1%	0.0%	0.0%	1.4%	0.0%
2024	43%	12%	14%	13%	10%	3%	0.0%	0.0%	1.3%	0.0%
2025	45%	12%	12%	12%	9%	3%	1.4%	1.4%	1.4%	0.0%
2024 City Population	28%	29%	19%	12%	7%	4%	0.1%	1.3%	N/A	0.5%

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

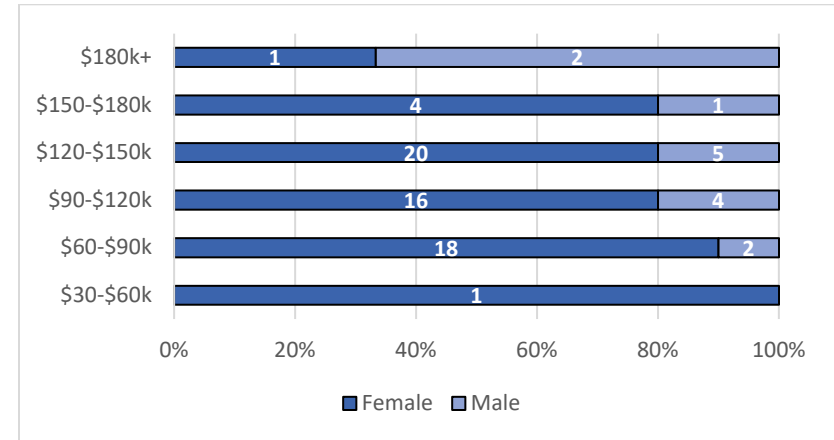
Source: Auditor generated from City of Sacramento eCAPS data and the U.S. Census Bureau data.

Figure 116: Salary Ranges of Full-Time and Part-Time Human Resources Employees, 2016



Source: Auditor generated from City of Sacramento eCAPS data.

Figure 117: Salary Ranges of Full-Time and Part-Time Human Resources Employees, 2025



Source: Auditor generated from City of Sacramento eCAPS data.

Information Technology

The charts below analyze the employee demographics in the Information Technology Department.

Figure 118: Gender Breakdown of Full-Time and Part-Time Information Technology Employees, 2016-2025

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
2022	35%	65%	61	114	175
2023	35%	65%	65	121	186
2024	35%	65%	66	124	190
2025	37%	63%	75	128	203
2024 City Population	51%	49%			535,787

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

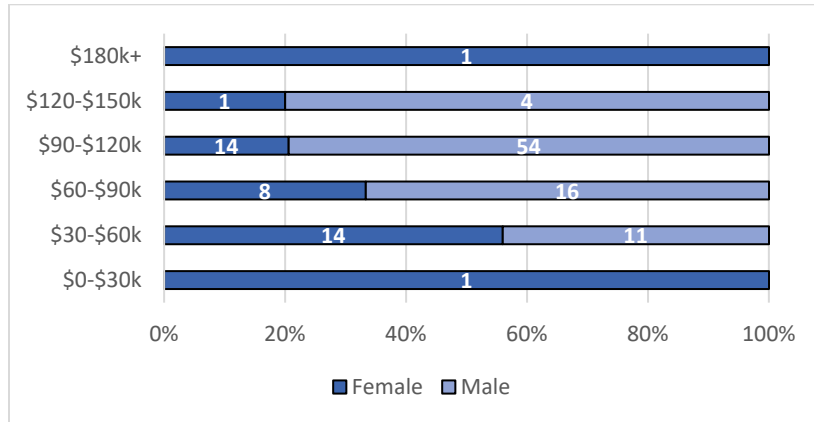
Figure 119: Ethnicity/Race of Full-Time and Part-Time Information Technology Employees, 2016-2025

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%	30%	6%	1%	2%	0.0%	1.6%	0.0%	1.6%
2017	44%	17%	25%	5%	3%	2%	0.0%	2.0%	0.7%	1.3%
2018	45%	17%	23%	5%	4%	2%	1.2%	1.8%	0.6%	0.6%
2019	44%	18%	21%	7%	5%	2%	0.6%	1.7%	0.6%	0.6%
2020	44%	19%	20%	8%	5%	2%	1.1%	1.7%	0.6%	0.0%
2021	43%	18%	20%	8%	5%	2%	1.1%	1.6%	0.5%	0.0%
2022	44%	17%	21%	7%	6%	2%	1.1%	1.7%	0.6%	0.0%
2023	45%	17%	22%	7%	5%	3%	1.1%	1.1%	0.0%	0.0%
2024	44%	16%	23%	6%	5%	4%	1.1%	1.1%	0.0%	0.0%
2025	40%	16%	27%	7%	5%	3%	1.0%	1.0%	0.0%	0.0%
2024 City Population	28%	29%	19%	12%	7%	4%	0.1%	1.3%	N/A	0.5%

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

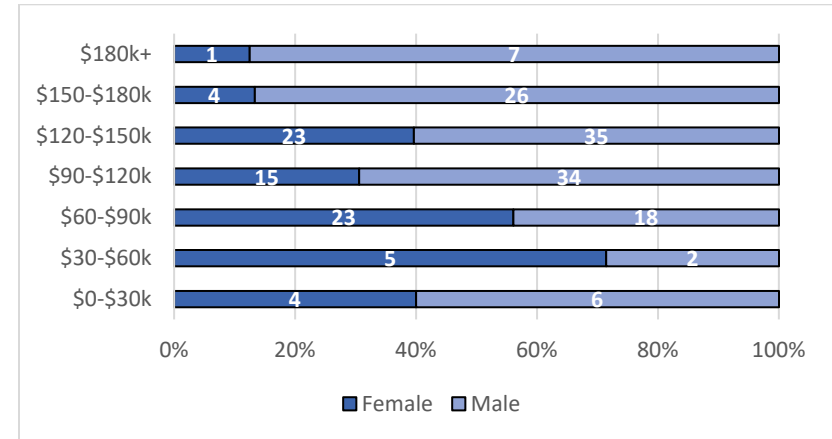
Source: Auditor generated from City of Sacramento eCAPS data and the U.S. Census Bureau data.

Figure 120: Salary Ranges of Full-Time and Part-Time Information Technology Employees, 2016



Source: Auditor generated from City of Sacramento eCAPS data.

Figure 121: Salary Ranges of Full-Time and Part-Time Information Technology Employees, 2025



Source: Auditor generated from City of Sacramento eCAPS data.

Mayor and Council

The charts below analyze the employee demographics in Mayor and Council.

Figure 122: Gender Breakdown of Full-Time and Part-Time Mayor and Council Employees, 2016-2025

Year	Female Percentage	Male Percentage	Female	Male	Unknown	Grand Total
2016	50%	50%	30	30	0	60
2017	51%	49%	35	33	0	68
2018	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
2022	63%	37%	34	20	0	54
2023	58%	42%	37	27	0	64
2024	59%	41%	41	29	0	70
2025	51%	49%	36	34	0	70
2024 City Population	51%	49%				535,787

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

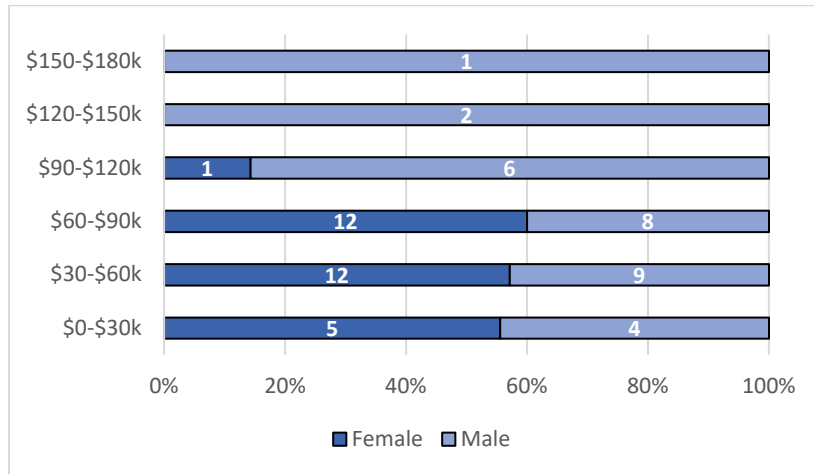
Figure 123: Ethnicity/Race of Full-Time and Part-Time Mayor and Council Employees, 2016-2025

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%
2022	33%	33%	7%	17%	6%	0%	0.0%	1.9%	1.9%	0.0%
2023	34%	25%	13%	16%	8%	2%	0.0%	1.6%	1.6%	0.0%
2024	26%	26%	11%	19%	11%	1%	0.0%	0.0%	0.0%	5.7%
2025	30%	29%	11%	17%	11%	1%	0.0%	0.0%	0.0%	0.0%
2024 City Population	28%	29%	19%	12%	7%	4%	0.1%	1.3%	N/A	0.5%

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

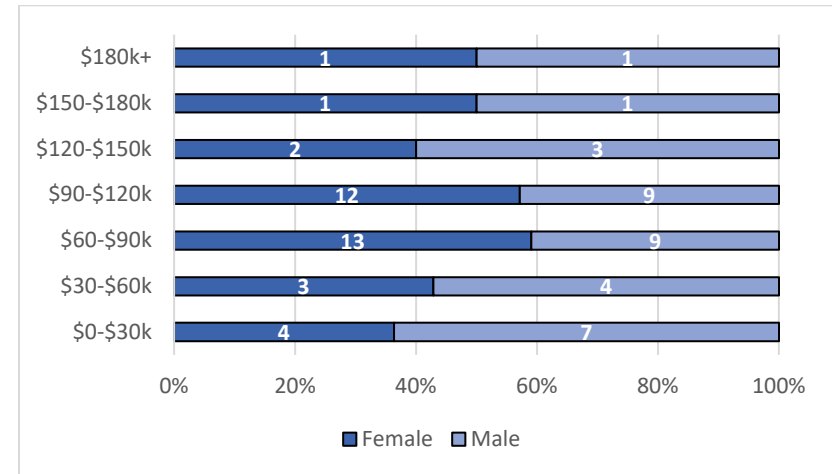
Source: Auditor generated from City of Sacramento eCAPS data and the U.S. Census Bureau data.

Figure 124: Salary Ranges of Full-Time and Part-Time Mayor and Council Employees, 2016



Source: Auditor generated from City of Sacramento eCAPS data.

Figure 125: Salary Ranges of Full-Time and Part-Time Mayor and Council Employees, 2025



Source: Auditor generated from City of Sacramento eCAPS data.

Police

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

Figure 126: Gender Breakdown of Full-Time and Part-Time Police Employees, 2016-2025

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%	384	785	1,169
2021	33%	67%	372	767	1,139
2022	33%	67%	371	741	1,112
2023	34%	66%	368	729	1,097
2024	34%	66%	369	701	1,070
2025	35%	65%	371	676	1,047
2024 City Population	51%	49%			535,787

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

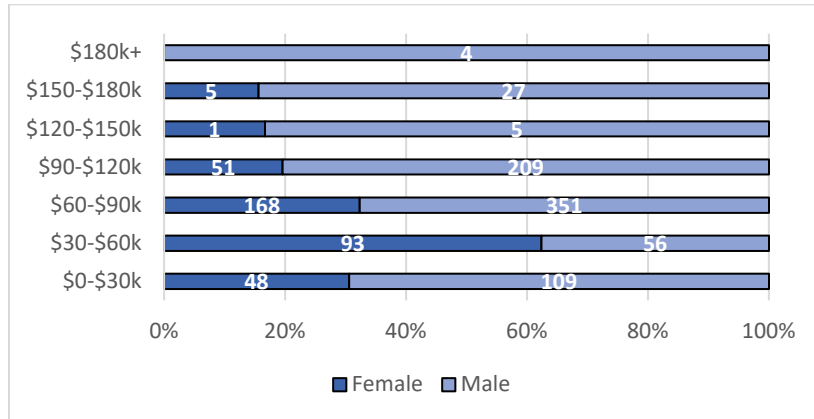
Figure 127: Ethnicity/Race of Full-Time and Part-Time Police Employees, 2016-2025

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	69%	13%	8%	5%	1%	1%	1.0%	0.6%	0.1%	0.3%
2017	68%	13%	8%	6%	1%	1%	0.6%	0.6%	0.1%	0.2%
2018	68%	13%	8%	6%	2%	2%	0.7%	0.6%	0.1%	0.1%
2019	66%	13%	8%	6%	3%	2%	0.5%	0.7%	0.1%	0.1%
2020	64%	15%	8%	5%	4%	1%	0.6%	0.6%	0.1%	0.1%
2021	64%	16%	8%	6%	5%	1%	0.5%	0.6%	0.1%	0.1%
2022	62%	17%	8%	5%	4%	1%	0.7%	0.7%	0.2%	0.1%
2023	59%	20%	8%	5%	5%	1%	0.6%	0.8%	0.3%	0.1%
2024	57%	21%	8%	5%	5%	1%	0.5%	0.9%	0.3%	0.1%
2025	57%	21%	8%	5%	5%	1%	0.8%	1.0%	0.2%	0.1%
2024 City Population	28%	29%	19%	12%	7%	4%	0.1%	1.3%	N/A	0.5%

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

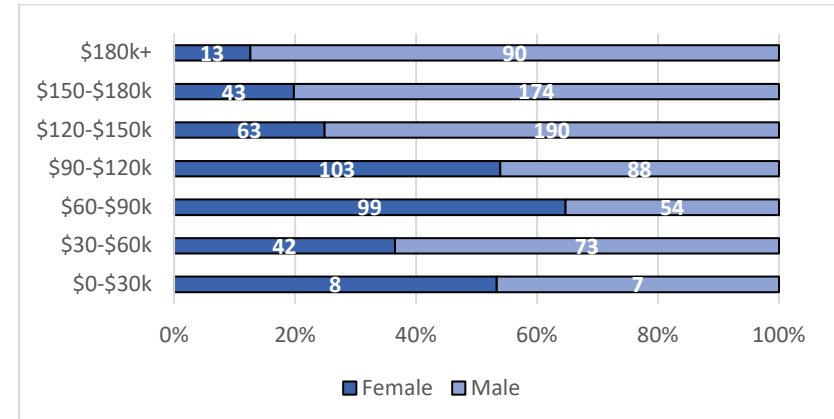
Source: Auditor generated from City of Sacramento eCAPS data and the U.S. Census Bureau data.

Figure 128: Salary Ranges of Full-Time and Part-Time Police Employees, 2016



Source: Auditor generated from City of Sacramento eCAPS data.

Figure 129: Salary Ranges of Full-Time and Part-Time Police Employees, 2025



Source: Auditor generated from City of Sacramento eCAPS data.

Public Works

The charts below analyze the employee demographics in the Public Works Department.

Figure 130: Gender Breakdown of Full-Time and Part-Time Public Works Employees, 2016-2025

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	493	594
2022	16%	84%	92	479	571
2023	16%	84%	94	500	594
2024	17%	83%	103	497	600
2025	17%	83%	104	491	595
2024 City Population	51%	49%			535,787

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

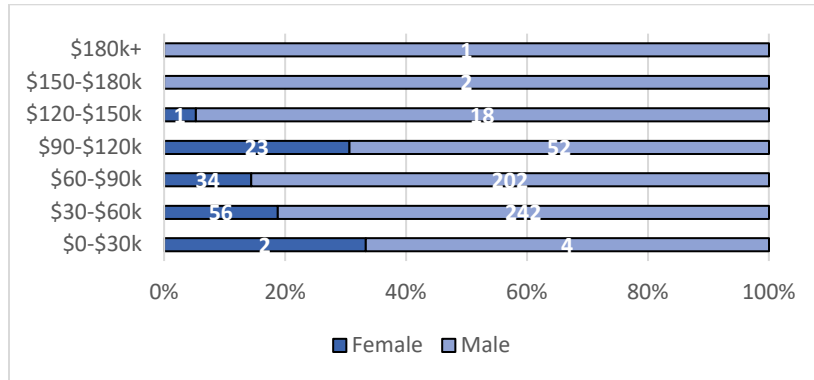
Figure 131: Ethnicity/Race of Full-Time and Part-Time Public Works Employees, 2016-2025

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%	4%	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	39%	29%	9%	13%	5%	3%	1.7%	0.7%	0.0%	0.0%
2022	37%	29%	10%	14%	5%	3%	1.8%	0.5%	0.2%	0.0%
2023	34%	31%	10%	14%	4%	3%	2.0%	1.3%	0.2%	0.0%
2024	32%	31%	9%	15%	5%	3%	1.8%	1.5%	0.5%	0.5%
2025	31%	33%	9%	16%	4%	3%	1.7%	1.3%	0.7%	0.2%
2024 City Population	28%	29%	19%	12%	7%	4%	0.1%	1.3%	N/A	0.5%

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

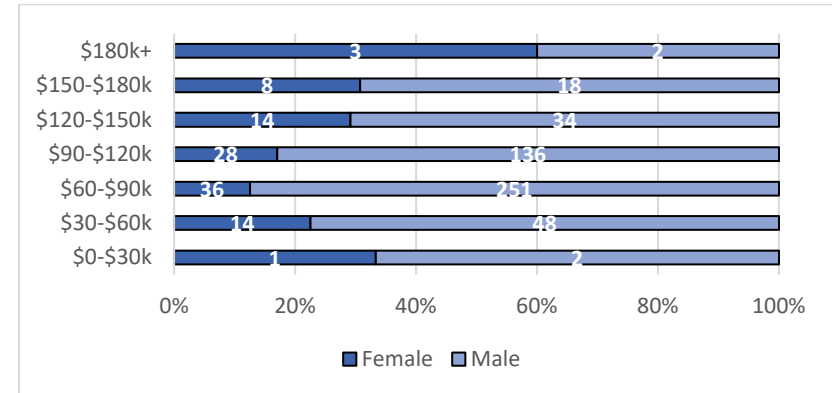
Source: Auditor generated from City of Sacramento eCAPS data and the U.S. Census Bureau data.

Figure 132: Salary Ranges of Full-Time and Part-Time Public Works Employees, 2016



Source: Auditor generated from City of Sacramento eCAPS data.

Figure 133: Salary Ranges of Full-Time and Part-Time Public Works Employees, 2025



Source: Auditor generated from City of Sacramento eCAPS data.

Utilities

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

Figure 134: Gender Breakdown of Full-Time and Part-Time Utilities Employees, 2016-2025

Year	Female Percentage	Male Percentage	Female	Male	Unknown	Grand Total
2016	23%	77%	116	387	0	503
2017	23%	77%	116	385	0	501
2018	23%	77%	115	382	1	498
2019	24%	76%	124	388	0	512
2020	23%	77%	116	388	1	505
2021	22%	78%	105	378	1	484
2022	22%	78%	109	376	0	485
2023	22%	78%	112	406	0	518
2024	22%	78%	116	414	0	530
2025	22%	78%	121	423	0	544
2024 City Population	51%	49%				535,787

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

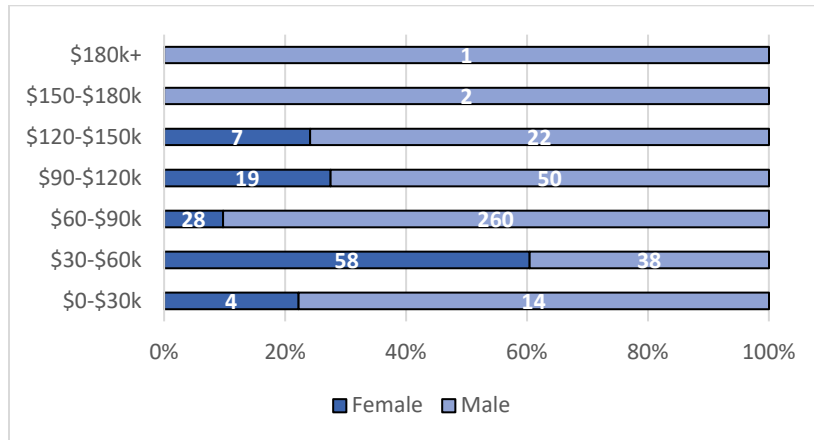
Figure 135: Ethnicity/Race of Full-Time and Part-Time Utilities Employees, 2016-2025

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%	1.6%	0.2%	0.0%	1.0%
2017	58%	19%	7%	7%	4%	2%	1.4%	0.4%	0.0%	1.0%
2018	58%	20%	7%	7%	5%	2%	1.4%	0.6%	0.2%	0.4%
2019	54%	21%	7%	7%	6%	2%	1.4%	0.8%	0.4%	0.2%
2020	55%	21%	8%	6%	5%	2%	1.8%	1.0%	0.4%	0.2%
2021	55%	20%	8%	7%	5%	2%	1.7%	0.6%	0.4%	0.2%
2022	52%	22%	8%	7%	5%	2%	2.1%	0.8%	0.4%	0.2%
2023	50%	24%	8%	7%	6%	2%	2.1%	0.8%	0.4%	0.2%
2024	51%	25%	8%	6%	5%	2%	1.9%	0.8%	0.2%	0.2%
2025	49%	27%	8%	7%	4%	2%	1.8%	0.7%	0.4%	0.0%
2024 City Population	28%	29%	19%	12%	7%	4%	0.1%	1.3%	N/A	0.5%

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

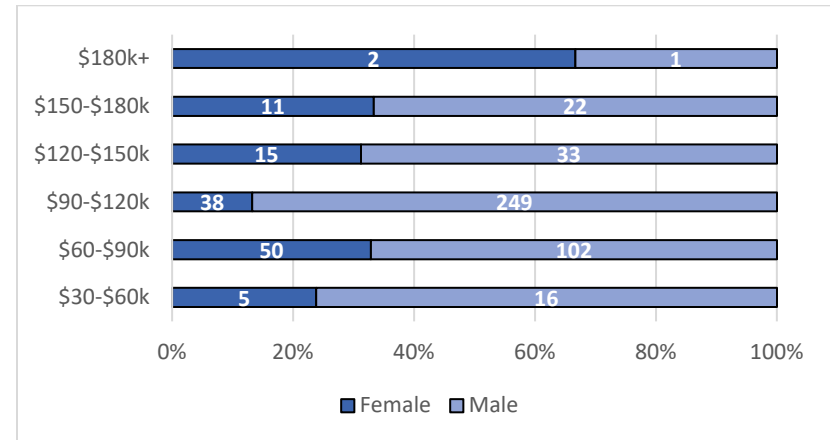
Source: Auditor generated from City of Sacramento eCAPS data and the U.S. Census Bureau data.

Figure 136: Salary Ranges of Full-Time and Part-Time Utilities Employees, 2016



Source: Auditor generated from City of Sacramento eCAPS data.

Figure 137: Salary Ranges of Full-Time and Part-Time Utilities Employees, 2025



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).

Figure 138: Gender Breakdown of Full-Time and Part-Time YPCE Employees, 2016-2025

Year	Female Percentage	Male Percentage	Female	Male	Unknown	Grand Total
2016	54%	46%	617	527	3	1147
2017	52%	48%	537	503	0	1040
2018	51%	48%	468	440	11	919
2019	52%	48%	516	477	1	994
2020	52%	48%	411	374	0	785
2021	52%	48%	475	442	0	917
2022	53%	47%	484	436	1	921
2023	53%	47%	566	494	2	1062
2024	53%	47%	591	521	8	1120
2025	54%	46%	581	495	0	1076
2024 City Population	51%	49%				535,787

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

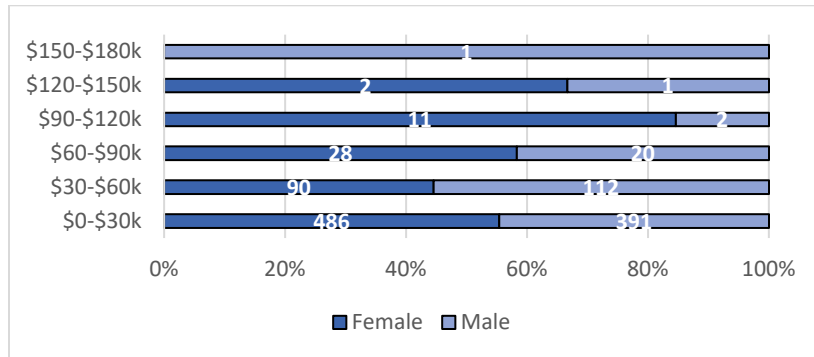
Figure 139: Ethnicity/Race of Full-Time and Part-Time YPCE Employees, 2016-2025

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%	19%	5%	1%	0.6%	0.6%	0.0%	12.4%
2017	34%	21%	9%	20%	10%	2%	0.8%	0.7%	0.1%	2.1%
2018	34%	22%	9%	21%	9%	3%	0.7%	0.4%	0.1%	0.2%
2019	30%	24%	9%	21%	11%	2%	1.0%	0.9%	0.5%	0.2%
2020	28%	26%	10%	20%	11%	3%	0.9%	0.8%	0.5%	0.1%
2021	28%	27%	10%	17%	11%	3%	1.5%	1.0%	0.5%	0.4%
2022	29%	29%	10%	17%	10%	2%	1.1%	0.7%	0.5%	0.2%
2023	29%	27%	10%	18%	11%	3%	0.9%	0.8%	0.2%	0.2%
2024	27%	29%	11%	17%	11%	3%	0.6%	0.7%	0.4%	1.3%
2025	26%	31%	11%	15%	12%	2%	0.6%	0.7%	0.7%	0.1%
2024 City Population	28%	29%	19%	12%	7%	4%	0.1%	1.3%	N/A	0.5%

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

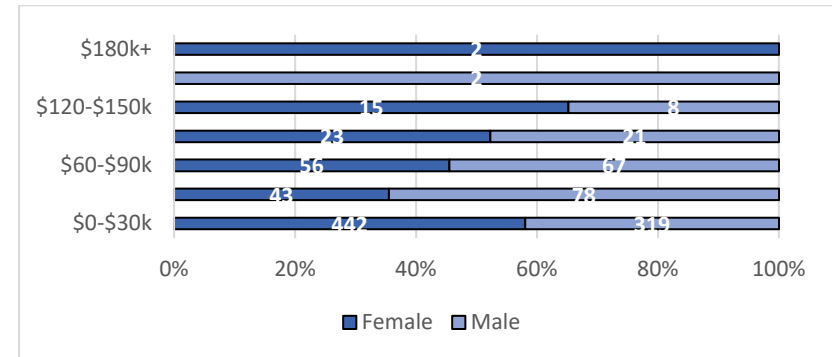
Source: Auditor generated from City of Sacramento eCAPS data and the U.S. Census Bureau data.

Figure 140: Salary Ranges of Full-Time and Part-Time YPCE Employees, 2016



Source: Auditor generated from City of Sacramento eCAPS data.

Figure 141: Salary Ranges of Full-Time and Part-Time YPCE Employees, 2025



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.

- 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.

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. The highlighted positions are new positions that were added since our review in the *2021 Audit of City Employees' Workforce and Salary Trends*.

2026 Management Class List

Management Classes - City

Last Updated on 5/1/26

<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
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
020021	Director of Public Works	EXM	Executive

020020	Director of PubSafety Acctblty	EXM	Executive
020022	Director of Utilities	EXM	Executive
020019	Director of Yth Parks&Comm Enr	EXM	Executive
020023	Executive Director SAC CCOMWP	EXM	Executive
020024	Fire Chief	EXM	Executive
020051	OPSA Assistant Director	EXM	Executive
020028	Police Chief	EXM	Executive
001815	Senior Deputy City Attorney	MGM	Executive
020037	Supervising Deputy City Atty	EXM	Executive
001914	311 Manager	MGM	Senior
001845	Animal Care Services Manager	MGM	Senior
020002	Assistant City Clerk	EXM	Senior
020040	Assistant to the City Manager	EXM	Senior
001837	Banking Operations Manager	MGM	Senior
020005	Budget Manager	EXM	Senior
001709	Business Services Manager	MGM	Senior
001924	Cannabis Manager	MGM	Senior
020046	Chief Assistant City Attorney	EXM	Senior
001712	Chief Building Official	MGM	Senior
001714	Chief Investment Officer	MGM	Senior
021006	Chief of Staff to the Mayor	MCS	Senior
001905	City Historian	MGM	Senior
001917	Code&Housing Enforcement Chief	MGM	Senior
020049	Community Engagement Manager	EXM	Senior
001723	Convention Center General Mgr	MGM	Senior
001921	Cultural&Creative Economy Mgr	MGM	Senior
001728	Curator of Education	MGM	Senior
001731	Deputy City Attorney II	MGM	Senior
020025	Deputy Fire Chief	EXM	Senior

020011	Deputy Police Chief	EXM	Senior
020043	Director of Emergency Mgmt	EXM	Senior
001923	Diversity and Equity Manager	MGM	Senior
001745	Economic Development Manager	MGM	Senior
001884	Engineering Manager	MGM	Senior
001880	Facilities Manager	MGM	Senior
001925	Finance Manager	MGM	Senior
001753	Fire Assistant Chief	MGM	Senior
001948	Fire Assistant Chief (2912)	MGM	Senior
001926	Fire Marshal	MGM	Senior
001881	Fleet Manager	MGM	Senior
001939	Homeless Services Manager	MGM	Senior
001851	Human Resources Manager	MGM	Senior
020038	Human Resources Manager-Rep20	EXM	Senior
001764	Integrated Waste General Mgr	MGM	Senior
001761	IT Manager	MGM	Senior
001853	Law Office Administrator	MGM	Senior
001781	Park Maintenance Manager	MGM	Senior
001869	Park Plan Design & Devlpmt Mgr	MGM	Senior
001882	Parking Manager	MGM	Senior
001786	Planning Director	MGM	Senior
001789	Police Captain	MGM	Senior
001937	Principal Fiscal Policy Anlyst	MGM	Senior
001797	Procurement Services Manager	MGM	Senior
001788	Public Safety Admin. Manager	MGM	Senior
001931	Public Safety Communicatns Mgr	MGM	Senior
001803	Recreation Manager	MGM	Senior
001864	Risk Manager	MGM	Senior
001915	Special Districts Manager	MGM	Senior

001883	Streets Manager	MGM	Senior
001834	Support Services Manager	MGM	Senior
001801	Treasury Manager	MGM	Senior
001702	Administrative Officer	MGM	Mid-Level
001703	Arts Administrator	MGM	Mid-Level
001886	Building Services Manager	MGM	Mid-Level
001912	Camp Sacramento Supervisor	MGM	Mid-Level
001827	Chief Animal Control Officer	MGM	Mid-Level
001933	City Housing Manager	MGM	Mid-Level
001861	Code Enforcement Manager	MGM	Mid-Level
021007	Council/Clerk Operations Mngr	MCS	Mid-Level
001900	Deputy Chief Building Official	MGM	Mid-Level
001730	Deputy City Attorney I	MGM	Mid-Level
020017	Director of Govtal Affairs	EXM	Mid-Level
001928	Environmental Hlth & Sfty Mngr	MGM	Mid-Level
001809	Environmental Hlth & Sfty Offr	MGM	Mid-Level
001139	Equal Employment Manager	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
001890	Investment Operations Analyst	MGM	Mid-Level
001762	IT Supervisor	MGM	Mid-Level
001770	Licensed Land Surveyor	MGM	Mid-Level
001773	Marina Manager	MGM	Mid-Level
020027	Media & Communications Officer	EXM	Mid-Level
001775	Media & Communications Spclst	MGM	Mid-Level

001778	Neighborhood Services Area Mgr	MGM	Mid-Level
001777	New Growth Manager	MGM	Mid-Level
001802	Operations General Supervisor	MGM	Mid-Level
001782	Park Maintenance Superintendnt	MGM	Mid-Level
001784	Permit Services Manager	MGM	Mid-Level
001870	Police Lieutenant	MGM	Mid-Level
001793	Principal Building Inspector	MGM	Mid-Level
001918	Principal Engineer	MGM	Mid-Level
001795	Principal Planner	MGM	Mid-Level
001798	Program Manager	MGM	Mid-Level
001799	Program Specialist	MGM	Mid-Level
001805	Recreation General Supervisor	MGM	Mid-Level
001804	Recreation Superintendent	MGM	Mid-Level
021016	Senior Council Representative	MCS	Mid-Level
001816	Senior Development Project Mgr	MGM	Mid-Level
001938	Senior Fiscal Policy Analyst	MGM	Mid-Level
001819	Senior Landscape Architect	MGM	Mid-Level
001945	Stores Administrator	MGM	Mid-Level
001829	Supervising Architect	MGM	Mid-Level
001831	Supervising Engineer	MGM	Mid-Level
001832	Supervising Financial Analyst	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
001875	Veterinarian	MGM	Mid-Level
001904	Website Administrator	MGM	Mid-Level
001927	Workers Comp Claims Mgr	MGM	Mid-Level

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

MEMORANDUM

DATE: May 18, 2026

TO: Mayor and Council Members

FROM: Samantha Hardy, Interim Director of Human Resources
Aimée Zenzele Barnes, Diversity & Equity Manager
Ebony Heaven, Employment Services Manager

RE: **2025 Audit of City Employees' Workforce Diversity and Salary Trends**

In review of the City Auditor's 2025 Report of City Employees' Workforce Diversity and Salary Trends, the report provides useful and purposeful information to inform Human Resources' ongoing capacity building efforts as we continue to move the City forward in developing a workforce that is more reflective of the community.

The Human Resources Department thanks staff from the Auditor's Office and the Information Technology Department for their assistance in providing information and cooperation during the development of this audit.

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 2021 through 2025. This enables the City to measure progress toward the 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 report provides annual trends from 2016-2025, which serve as a "data snapshot" of the City's workforce from a racial, ethnic, and gender perspective each July 1. Human Resources recognizes the importance of continued assessment and improving data collection systems. To lessen the occurrence of missing race and gender data, Human Resources currently runs a report every two weeks to determine and follow up with departments on missing information.

The 2021-2025 reporting period also possibly reflects workforce and hiring trends shaped by the impacts of the COVID-19 pandemic most specifically during 2021 and 2022. During the pandemic, many employers experienced recruitment and retention challenges which could have impacted hiring, retention, and workforce demographics.

Gender Information

Along with the [diversity dashboards](#), the 2025 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 female employees represented in the full-time and part-time workforce remained consistent at 36% from 2016-2025, while female employees represented in management increased from 41% in 2016 to 43% in 2025. There continues to be value of capturing and tracking trends of gender diversity in legacy and new hires available in the data set to see where there may be additional opportunities to strengthen our practices.

Non-Management Employees

The percentage of females in full-time and part-time non-management employment has remained consistent at 52% on average between 2016–2025.

Figure 28 from Auditor’s report

	Female									
Department	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025
City Attorney	93%	89%	82%	85%	86%	86%	91%	91%	91%	82%
City Clerk	90%	100%	100%	100%	100%	92%	92%	83%	94%	94%
City Manager	64%	58%	57%	67%	71%	76%	85%	75%	72%	74%
City Treasurer	57%	63%	63%	67%	60%	60%	75%	80%	75%	60%
Community Development	45%	40%	41%	39%	42%	43%	40%	39%	38%	41%
Community Response	N/A	N/A	N/A	N/A	N/A	71%	58%	52%	59%	55%
Convention & Cultural Services	61%	61%	61%	64%	68%	72%	61%	64%	68%	66%
Finance	74%	77%	76%	74%	74%	69%	70%	68%	70%	72%
Fire	9%	9%	9%	9%	9%	9%	9%	10%	9%	9%
Human Resources	82%	76%	79%	78%	76%	83%	88%	84%	85%	85%
Information Technology	33%	30%	33%	34%	36%	35%	35%	36%	36%	38%
Mayor/Council	54%	53%	54%	57%	52%	58%	67%	57%	59%	50%
Police	33%	33%	32%	34%	33%	33%	34%	34%	35%	36%
Public Works	17%	18%	18%	16%	15%	15%	14%	13%	15%	15%
Utilities	22%	22%	22%	23%	21%	20%	21%	20%	20%	21%
Youth, Parks, and Community Enrichment	53%	51%	51%	51%	52%	51%	52%	53%	53%	54%
Grand Total	53%	51%	51%	51%	52%	51%	52%	53%	53%	54%
City Population	51%	51%	51%	50%	51%	51%	51%	50%	51%	51%

Management Employees

The percentage of female employees in management positions increased from 41% to 46% from 2016-2023. Since 2023, the percentage decreased to 43% in 2025. From 2016-2025, the overall average was 44%.

Figure 27 from Auditor's report

	Female									
Department	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025
City Attorney	35%	35%	38%	38%	39%	37%	38%	37%	42%	41%
City Auditor	N/A	N/A	N/A	86%	63%	60%	56%	56%	71%	63%
City Clerk	100%	100%	83%	83%	100%	100%	100%	100%	100%	100%
City Manager	69%	53%	63%	58%	62%	67%	64%	60%	62%	63%
City Treasurer	40%	50%	50%	60%	60%	60%	60%	60%	60%	60%
Community Development	48%	46%	50%	56%	52%	44%	45%	47%	48%	44%
Community Response	N/A	N/A	N/A	N/A	N/A	50%	25%	17%	29%	25%
Convention & Cultural Services	55%	50%	50%	50%	54%	53%	53%	46%	38%	33%
Finance	73%	53%	67%	69%	87%	88%	82%	75%	65%	67%
Fire	36%	33%	20%	38%	38%	38%	40%	35%	29%	30%
Human Resources	59%	59%	50%	54%	55%	50%	62%	62%	55%	62%
Information Technology	25%	26%	25%	30%	30%	32%	35%	30%	29%	31%
Mayor/Council	25%	40%	44%	56%	56%	78%	50%	59%	56%	56%
Police	17%	20%	23%	26%	21%	22%	26%	31%	28%	24%
Public Works	26%	31%	35%	34%	35%	33%	37%	42%	39%	37%
Utilities	38%	42%	38%	40%	42%	41%	40%	40%	41%	37%
Youth, Parks, and Community Enrichment	80%	73%	79%	80%	65%	65%	64%	69%	62%	60%
Grand Total	41%	41%	43%	45%	45%	45%	45%	46%	44%	43%
City Population	51%	51%	51%	50%	51%	51%	51%	50%	51%	51%

Gender of Legacy Hires Compared to New Hires

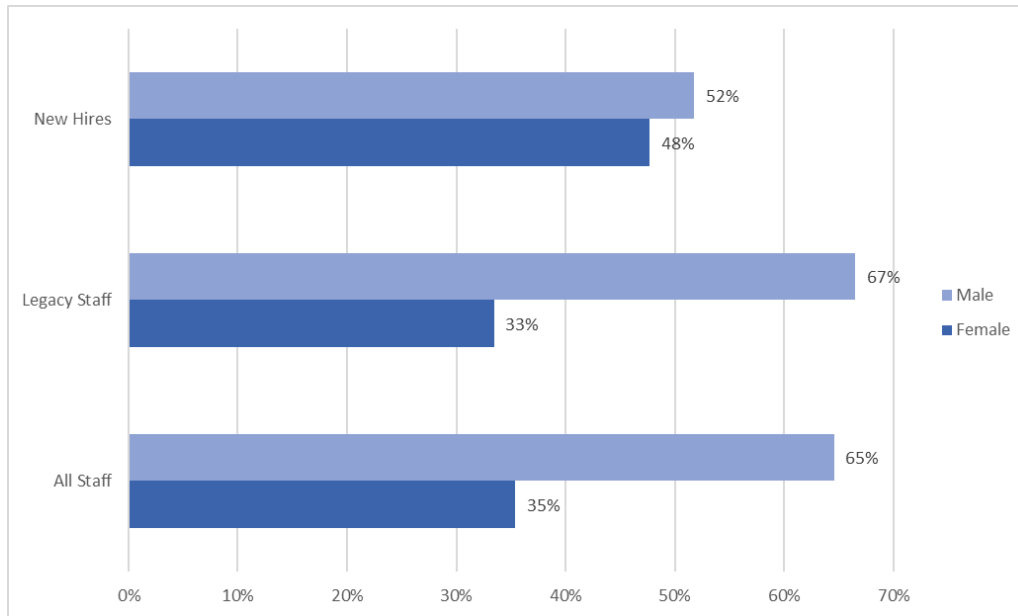
In the report, the gender composition of employees hired prior to July 1, 2024, are compared to newly hired employees hired on or after July 1, 2024. Employees that were hired prior to July 1, 2024, are referred to as legacy staff. This provides relevant data points of hiring trends of the total 953 newly hired employees from July 1, 2024, to July 1, 2025.

Non-Management Employees

There was a total of 933 newly hired non-management employees on or after July 1, 2024. The gender composition of non-management new hires more closely resembles the gender of the City's residents compared to legacy staff.

Gender of Legacy Non-Management Staff (Hired before 7/1/2024) Compared to New Hires (Hired on or after 7/1/2024)

Figure 24 from Auditor's Report

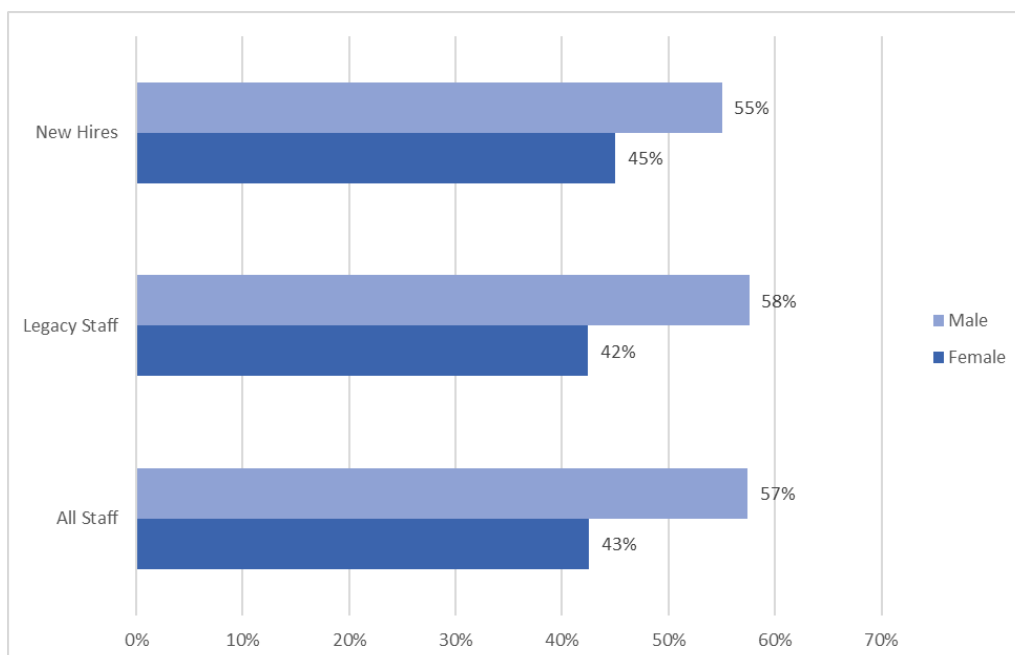


Management Employees

There was a total of 20 newly hired management employees on or after July 1, 2024. The gender composition of management new hires is less representative of the gender of the City's residents and the legacy staff.

Gender of Legacy Management Staff (Hired before 7/1/2024) Compared to New Hires (Hired on or after 7/1/2024)

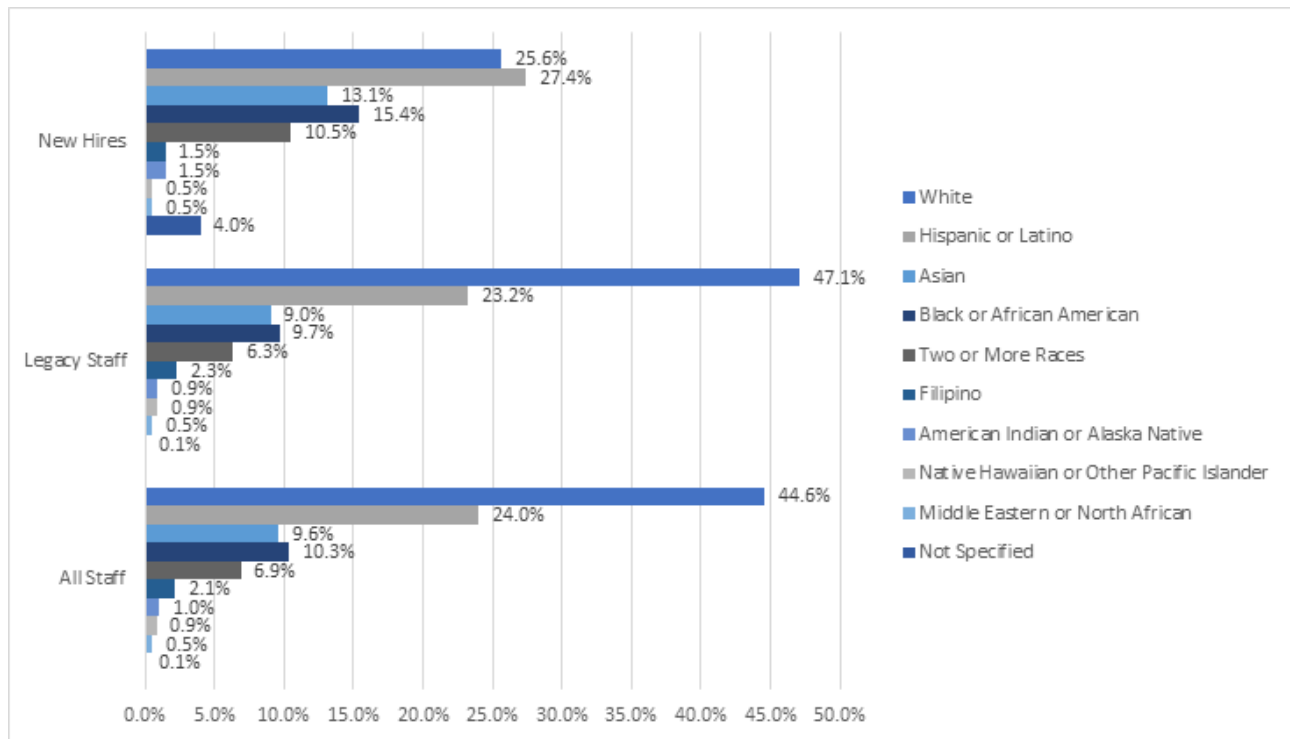
Figure 23 from Auditor's Report



Race/Ethnicity Information

The largest racial and ethnic groups among City employees are White (45%), Hispanic or Latino (24%), Asian (10%), and Black or African American (10%).

Figure 31 from Auditor's report



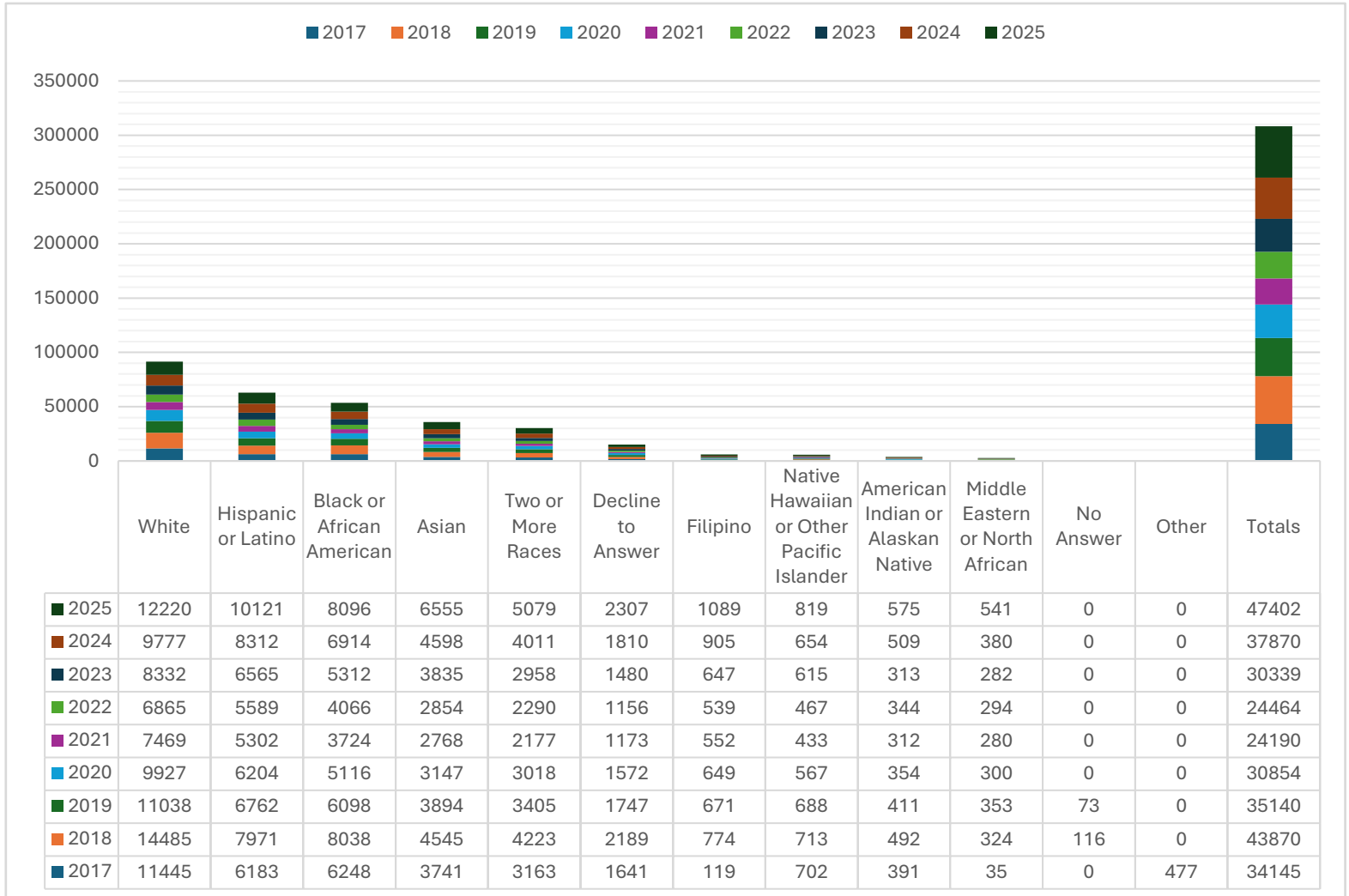
From 2016 – 2025:

- The largest racial/ethnic group to be hired at the City are White employees.
- Hispanic or Latino, Asian, Black or African American, and Two or More Races made up a larger percentage of newly hired non-management employees each year.
- White, Asian, and Two or More Races made up a larger percentage of the newly hired management employees each year.

Job Applicants

From 2021 to 2025, the City experienced significant growth in its overall applicant pool, with total employment applications increasing from 24,190 to 47,402. Following a decline during the pandemic years, application volume rebounded sharply beginning in 2023 and reached the highest level in the reporting period in 2025. The growth reflects expanded interest in City employment opportunities from a broad and increasingly diverse applicant pool. The data suggests the City's recruitment efforts and visibility in the labor market strengthened considerably over the five-year period.

Job applicant data from the City's applicant tracking system, Neogov¹:



Full-Time and Part-Time Non-Management Employees

Between 2021-2025, the largest changes in representation were in White non-management employees, decreasing 7%, while the percentage of Hispanic or Latino, Black or African American, and, Two or More Races each increased from 2021-2025.

¹ Data reflected in the image is reported by fiscal year (July 1 through June 30).

Full-Time and Part-Time Non-Management Employees

Figure 38 Auditor's Report

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 (4,593)	54%	17%	8%	11%	3%	2%	1.1%	0.6%	0%	3.6%
2017 (4,516)	54%	18%	9%	11%	4%	2%	1.1%	0.6%	0%	0.9%
2018 (4,412)	53%	18%	9%	11%	5%	2%	1.1%	0.6%	0%	0.2%
2019 (4,543)	52%	19%	8%	11%	5%	2%	1.1%	0.9%	0%	0.2%
2020 (4,346)	52%	19%	9%	10%	5%	2%	1.2%	0.9%	0%	0.2%
2021 (4,373)	50%	20%	9%	10%	6%	2%	1.3%	0.9%	0%	0.2%
2022 (4,301)	48%	22%	9%	10%	6%	2%	1.2%	0.8%	0%	0.2%
2023 (4,544)	46%	23%	9%	11%	7%	2%	1.3%	0.9%	0%	0.2%
2024 (4,627)	44%	24%	9%	11%	7%	2%	1.1%	0.9%	0%	0.6%
2025 (4,603)	43%	25%	9%	11%	7%	2%	1.1%	0.9%	0%	0.1%

Management Employees

Between 2021 and 2025, the percentage of White management employees increased by 1%, while Hispanic or Latino representation decreased by 1%, Black or African American representation decreased by 1%, and both Asian and Two or More Races representation each increased by 1%.

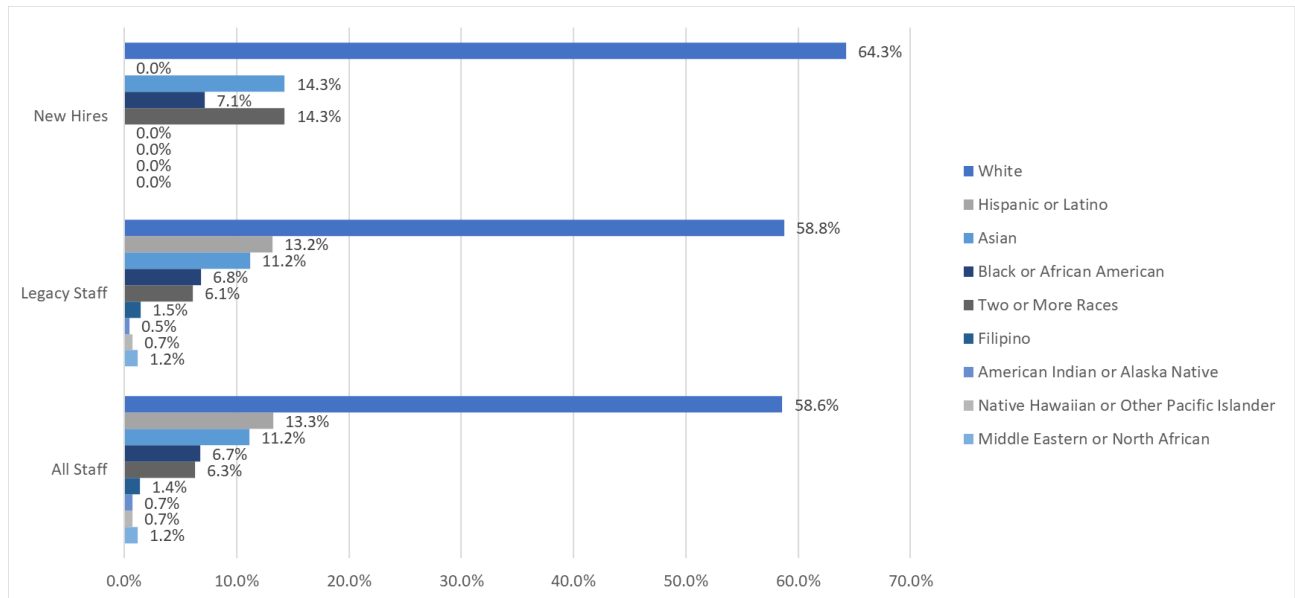
Figure 37 Auditor's Report

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 (318)	67%	7%	8%	10%	4%	1%	1%	0.3%	0.0%	1.9%
2017 (322)	66%	8%	9%	8%	5%	2%	1%	0.3%	0.0%	0.6%
2018 (320)	63%	9%	10%	8%	5%	2%	1%	0.3%	0.3%	0.3%
2019 (347)	60%	11%	11%	7%	5%	3%	1%	0.3%	1.4%	0.3%
2020 (366)	59%	13%	10%	8%	5%	2%	0%	0.3%	1.4%	0.3%
2021 (384)	58%	14%	10%	8%	5%	2%	0%	0.5%	1.3%	0.3%
2022 (395)	58%	14%	9%	9%	6%	1%	1%	0.5%	1.3%	0.3%
2023 (404)	59%	12%	11%	8%	5%	1%	0%	0.7%	1.2%	0.2%
2024 (419)	59%	12%	11%	7%	6%	1%	0%	0.7%	1.2%	0.2%
2025 (430)	59%	13%	11%	7%	6%	1%	1%	0.7%	1.2%	0.0%

Race/Ethnicity of Legacy Hires Compared to New Hires Management Staff

The racial/ethnic diversity of management new hires is less representative of the race/ethnicity of the City's residents than legacy hires.

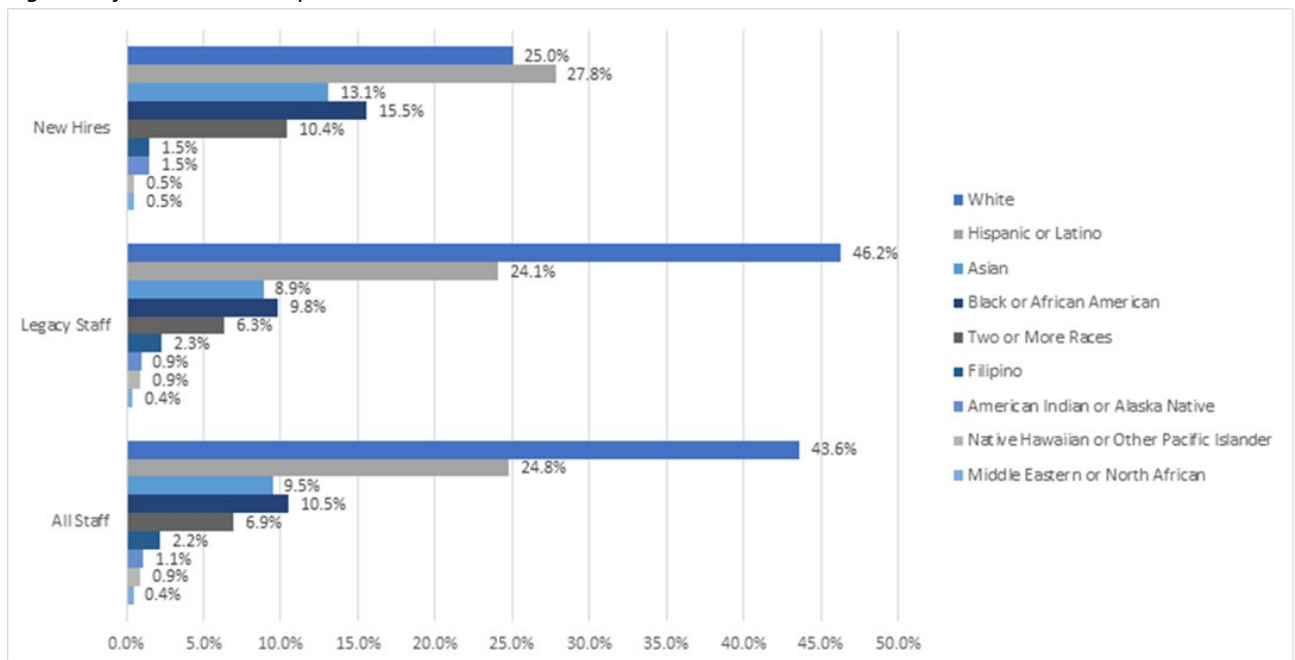
Figure 32 from Auditor's Report



Non-Management Staff

The race/ethnicity of the 933 newly hired non-management employees compared to the non-management legacy staff is on average more reflective of the diversity of our residents.

Figure 33 from Auditor's report



Race & Gender Equity Action Plan (RGEAP)

While the report reflects trends that are encouraging signs of workforce diversity, it also reflects areas for improvement. The City recognizes that achieving our workforce equity goals requires ongoing, sustained, and systemic efforts that include engaging with staff, leadership, and careholders throughout the organization. The City is committed to becoming a more diverse and equitable organization by continuing to assess, evaluate, and strengthen infrastructure, operations, policy, and programs that build systemic capacity for 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 and resources to hiring managers in order to increase representation and drive equity.
- Develop new internal and external partnerships to move workforce equity forward.

Department Equity Teams are central to supporting the implementation of the RGEAP by identifying priority outcomes and actions for their Departments or Offices and working with leadership to develop action plans to address targeted areas of improvement. There are currently 12 Equity Teams in Departments and two in Charter Offices.

Background & Overview

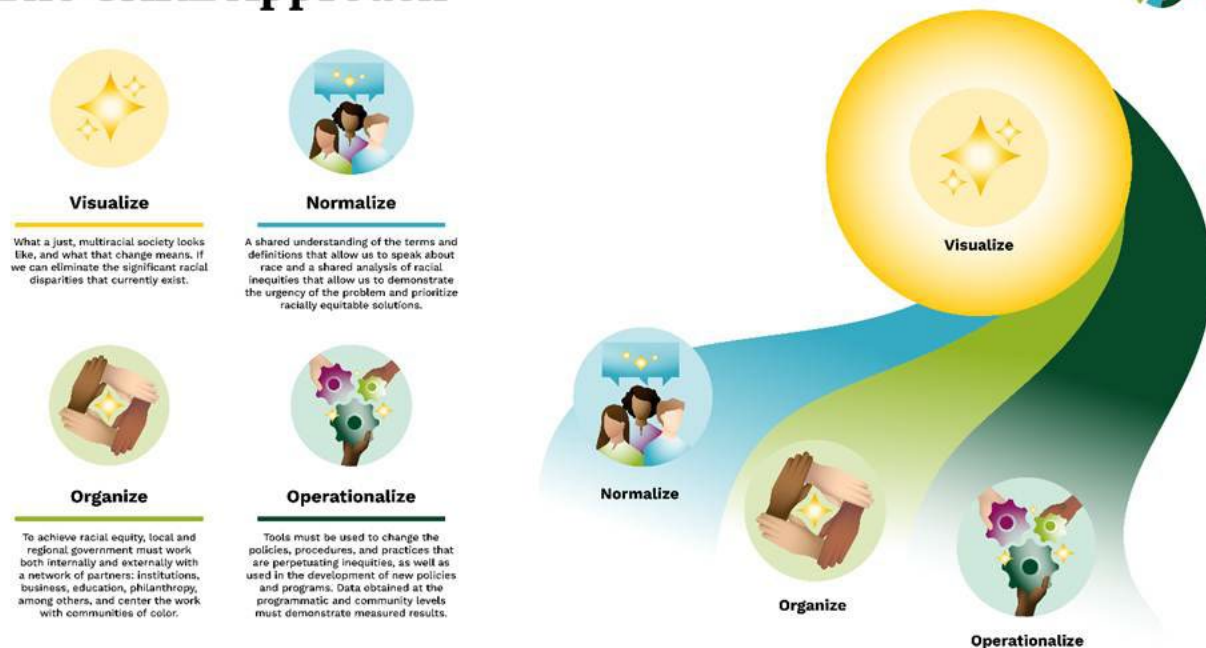
The RGEAP supports ongoing learning, assessment, and internal transformational change to ensure that the City provides a continued high level of service to our evolving diverse community. The action plan is organized to achieve the goal to attract, hire, develop, and retain a workforce that reflects the diversity of the community across the breadth and depth of the City.

Workforce equity efforts are continuing throughout the City through Department and Charter Office Equity Teams with a new framework called Results-Based Accountability in which teams develop performance measures to track progress, accountability, and develop action plans to lead to more equitable outcomes in their areas.

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 careholder engagement, data-driven outcomes and indicators, and the application of racial equity tools and analysis.

The model of change is illustrated below:

The GARE Approach



April 2022-June 2024: Equity Teams continued working toward their goals and outcomes based on their Department Profile & Assessments.

May 2023: City Council passed Resolution 2023-0113 for Mandatory Diversity, Equity, Inclusion, and Belonging Training for City Elected Officials, Council Staff, and Appointed Officers. In August, to begin implementation of DEIB/RE trainings, the Racial Equity Committee affirmed the direction for City Elected Officials, Council Staff, and Appointed Officers to complete the DEIB/RE baseline learning assessment to inform and prioritize which type of training, training content, and learning objectives are needed and prioritized for 2024. The DEIB/RE learning baseline assessment was administered and completed in September and October 2023. The Office of Diversity and Equity (ODE) leveraged an existing contract with CPS HR Consulting to provide Cultural Competency training geared toward Elected Officials, Council staff, and Appointed Officers. Training was completed between July and October in 2024 and newly Elected Officials completed training in 2025.

2024-2025: Introduced Results-Based Accountability (RBA) framework to Equity Teams through the Equity Team Convenings in 2024 and 2025. RBA uses performance measures to help teams and departments assess service delivery by identifying and measuring how much they are doing, how well they are doing it, and if anyone is better off because of what they are doing. From October 2024 through October 2025, ODE participated in the Jurisdiction Evaluation Learning Exchange

Cohort through GARE, which led to a networking connection and support for implementing the RBA framework through the Clear Impact suite.

Summer 2025: In preparation for the transition to RBA, ODE conducted a Listening Tour with all department Equity Teams to better understand who they serve and help them develop performance measures based on what was shared.

ODE has provided ongoing capacity building for equity teams through virtual workshops, annual Equity Teams Convenings, 1:1 meetings, and more.

Ongoing for employees: Annual 21-Day Racial Equity Habit Building Challenge since 2020.

ODE is currently working directly with department equity teams to identify headline performance measures, to be finalized by June 2026, and accountability structures to support them through the RBA framework. As department equity teams continue this work, the following represents transformational efforts to change policies, practices, and systems in the City that support the implementation of the RGEAP.

ODE presented an RGEAP update, including department progress reports, to the Racial Equity Committee at their [July 1, 2025 meeting](#).

Employee Resource Groups (ERGs)

In addition to the established African American Leadership Employee Council (AAELC), two new ERGs were established in 2021: the Asian Pacific Islander (API) ERG and the LGBTQ+ ERG. An ERG resource page was created on Nexus, the City's employee intranet. All new hires receive information about ERGs during onboarding through the City's learning management system, including opportunities for involvement. In addition, all employees receive annual communication regarding ERG opportunities and participation. The Women's ERG was established after an interest meeting in 2023, and a new Latino ERG is in formation. In September 2025, the City implemented the [Employee Resource Groups \(ERG\) Policy](#) to further the City's goal of reflecting the community we serve. ODE is working with the African American Leadership Employee Council (AAELC), Asian Pacific Islander (API) ERG, and LGBTQ+ ERG to support the establishment of formal recognition and governance structures under the ERG policy framework.

Developing Equity Leadership Through Action (DELTA)

Employee learning and development is an important operational theme within the RGEAP. In 2024, ODE transitioned the Equity & Inclusion Leadership Series to DELTA to better align with our approach to capacity building for employees. Through a year-long listening tour, ODE developed a better understanding of what the equity-focused training needs were for employees across the City in a variety of roles including those who do not primarily work in an office.

The first series through DELTA was offered in early 2025. Development of a multi-year training plan is ongoing with focuses on developing a manager track and learning journeys for employees at different levels and in different roles. The goal is to begin launching additional DELTA offerings in the fall of 2026.

Recruitment Strategies

Executive Recruitments

Human Resources 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 Fiscal Year (FY) 2021/22, the City recruited for and filled four positions using executive recruitment firms. Of the four placements:

- Three were female; of these, one was a person of color;
- One was male and was a person of color.

For FY2022/23, the City recruited for and filled four positions using executive recruitment firms. Of the four placements:

- Two were female; of these, one was a person of color;
- Two were male; of these, none identify as a person of color.

For FY2023/24, the City recruited for and filled five positions using executive recruitment firms. Of the four placements:

- Two were female; of these, one was a person of color;
- Three were male; of these, none identify as a person of color.

For FY2024/25, the City recruited for and filled five positions using executive recruitment firms. Of the four placements:

- Four were female; of these, three were persons of color;
- One was male; of these, none identify as a person of color.

Human Resources has recently released a new executive recruitment request for proposal to expand the current vendor pool.

Modernization of Civil Service Examinations Through Online Platforms

Human Resources partners closely with departmental subject matter experts to design and administer civil service examinations that are valid, job-related, and aligned with industry best

practices. In support of modernizing the City’s hiring processes, Human Resources has expanded the use of online examination platforms, enabling candidates to complete assessments remotely and, where appropriate, on a flexible schedule. This approach enhances accessibility, broadens the applicant pool, and reduces barriers for candidates who may otherwise face challenges attending in-person testing.

In addition to improving access, Human Resources has leveraged online platforms to increase operational efficiency through the implementation of automated scoring methodologies, including training and experience-based assessments. These enhancements significantly reduce processing time, allowing for faster development of eligible lists and more timely hiring decisions. The transition to online examination administration also strengthens consistency, standardization, and data tracking across recruitments, while maintaining strict confidentiality and the integrity of the examination process.

Mandated Implicit Bias Training, “Hiring: Uncovering Unconscious Bias in Hiring and Interviewing”

Human Resources launched the 60-minute implicit bias training mandated for all City staff who participate on job interview panels in September 2023. Developed in collaboration with Dr. Tana Session, a learning expert for diversity, equity, and inclusion in recruiting and interviewing practices, this online training is accessed through the City’s learning management software. The training is designed to help interview panel members recognize and address personal, hidden biases that may interfere with hiring decisions and can potentially lead to illegal, discriminatory behavior. The training is intentionally designed to cover common unconscious biases, City resources and strategies to minimize bias during the hiring and interview process, ensuring equitable hiring decision-making, and information on hiring the most qualified and diverse applicants.

Enhancements to Examinations: Gender Inclusive Language

Human Resources continues to review and update existing civil service examinations to ensure the use of gender-inclusive language. This effort supports the City’s commitment to equity and inclusion by removing gender-specific terminology that may create barriers or unintended bias in the testing process.

For examinations that require additional consideration due to their structure and operational context, such as promotional examinations within the Police and Fire departments, Human Resources is working closely with external examination vendors to incorporate inclusive practices. This includes providing guidance on the RGEAP, aligning examination content with inclusive standards, and partnering with departments to ensure consistency in implementation.

In addition, Human Resources established new contracts with vendors for examination development services, which explicitly include expectations for the use of gender-inclusive

language and equitable assessment practices. Moving forward, Human Resources will continue to monitor examination content, partner with departments and vendors, and identify opportunities to strengthen fairness, accessibility, and inclusivity across all stages of the examination process.

Modernizing Minimum Qualifications and Expanding Workforce Access

Research has shown that strict college degree requirements can have a disparate impact on communities of color and other historically underrepresented groups. Requiring a degree for positions where it is not essential to perform the core duties may unintentionally exclude qualified and capable candidates, limiting access to employment opportunities and reducing overall workforce diversity. This can also restrict earning potential for individuals who have gained relevant skills through experience, training, or alternative pathways.

Human Resources is evaluating minimum qualifications across classifications with the goal of modernizing job requirements. Where appropriate, the City aims to incorporate more flexible qualification patterns that allow candidates to substitute relevant work experience, certifications, or other demonstrated competencies in place of formal education. This approach supports a more inclusive and equitable hiring process while ensuring candidates possess the knowledge, skills, and abilities necessary to successfully perform the work.

In addition, the City is comprehensively reviewing classification specifications to ensure they accurately reflect current job duties, operational needs, and workforce expectations. This effort includes updating outdated or overly restrictive requirements, clarifying roles and responsibilities, and removing language that may be considered exclusionary or not aligned with the City's commitment to diversity, equity, and inclusion. By modernizing classification specifications, the City aims to create clearer, more accessible pathways to employment while fostering a more inclusive and representative workforce.

Expanding Workforce Pipelines Through Community Engagement and Entry-Level Opportunities

Human Resources has expanded its outreach efforts by increasing participation in community events and job talks, allowing the City to connect directly with prospective candidates and raise awareness of public sector career opportunities. Looking ahead, Human Resources is working to establish stronger partnerships with local high schools and colleges to promote awareness of trade positions and career pathways within the public sector. This proactive approach is intended to build early interest, develop talent pipelines, and address workforce gaps in hard-to-fill and specialized roles.

Human Resources continues to focus on creating “foot-in-the-door” classifications that broaden access to entry-level employment opportunities. These efforts are designed to reduce barriers to entry by incorporating minimal minimum qualifications, where applicable. Candidates hired into these classifications will have structured opportunities for career progression as they build skills and experience within the organization. In alignment with this strategy, Human Resources

established a General Intern classification to expand access to workforce services and employment opportunities. This classification can be utilized citywide, is available to individuals 16 years of age or older, and does not require minimum qualifications, further supporting equitable access to public sector employment.

Additionally, Human Resources has increased communication with departments regarding the strategic use of non-career classifications as a tool to develop talent pipelines, particularly for classifications that are historically difficult to recruit. By leveraging these classifications, departments are better positioned to cultivate internal talent, support workforce development, and create sustainable pathways into long-term City employment.

Expanding Equitable Recruitment Through Social Media and Community-Based Outreach

Human Resources created social media accounts on LinkedIn, Facebook, and Instagram, combined with the strategic use of City-owned billboards, in an effort to significantly expand the City's recruitment outreach efforts. These platforms allow Human Resources to proactively share job opportunities, highlight career fairs and job talks, and engage with a broader and more diverse audience in real time. By meeting candidates where they are, across digital and community spaces, the City is able to reach individuals who may not traditionally access government job boards. This approach directly supports the City's Diversity, Equity, and Inclusion goals by reducing barriers to information, increasing visibility of public sector careers, and fostering a more inclusive and representative applicant pool that better reflects the community we serve.

Enhancing the New Hire Experience Through a Streamlined and Equitable Onboarding Platform

The implementation of the City's onboarding platform has significantly streamlined the onboarding process by automating pre-employment requirements and centralizing access to critical, job-related information for new hires. Through this platform, tasks such as document completion, next steps, and critical reminders are completed electronically, reducing administrative delays and ensuring a more seamless transition into the organization. Early access to relevant resources, expectations, and tools enables new hires to begin their roles with greater clarity and confidence, improving overall productivity and engagement. The platform promotes consistency and transparency by ensuring all employees receive the same information and onboarding experience, regardless of department, while also reducing barriers for individuals who may have limited availability or access to in-person processes. This approach fosters a more inclusive, efficient, and supportive onboarding experience that better positions employees for long-term success.

Recruitment Improvements

Human Resources 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 under-resourced, including the loss of staff positions due to citywide budget reductions, Human Resources 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:

- Finalized the [IT Security Policy](#) (May 1, 2023)
- Finalized the [Personnel Policy Instruction Concerning Employee Personnel and Medical Records III-86-1](#) (June 15, 2022)
- Human Resources updated and confirmed the requirement and annual signature of the Human Resources Confidentiality Agreement for all Human Resources personnel who access confidential and privileged information in eCAPS. (Completed)
- Helped to establish the LGBTQ+ Employee Resource Group (2023)

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 audit report has not identified a pay equity issue within the City. It is important to note that when the City establishes pay for a new employee or changes in range, we consider differences in education, experience, job roles, employee

performance, scope of authority, level of supervision both given and received, and decision-making requirements, and other factors aside from gender that affect pay. This reflects the efforts already undertaken by Human Resources to compare similarly situated employees by gender/ethnicity, years of service, and performance and other related factors outlined above and implement adjustments as necessary if discrepancies are identified.

Collectively, Human Resources' efforts reflect the City's ongoing commitment to modernizing recruitment, hiring, onboarding, and workforce development practices to promote greater equity, accessibility, efficiency, and inclusion across the organization. Through expanded outreach, modernization of examinations and minimum qualifications, implementation of equitable hiring practices and training, investment in technology and process improvements, and support for employee engagement initiatives, the City continues to strengthen its capacity to attract, hire, develop, and retain a workforce that reflects the diverse community it serves.

City Auditor's 2025 Audit of City Employees' Workforce Diversity and Salary Trends

Farishta Ahrary, City Auditor

Joyce Chih, Principal Fiscal Policy Analyst

Chevelle Jackson, Senior Fiscal Policy Analyst



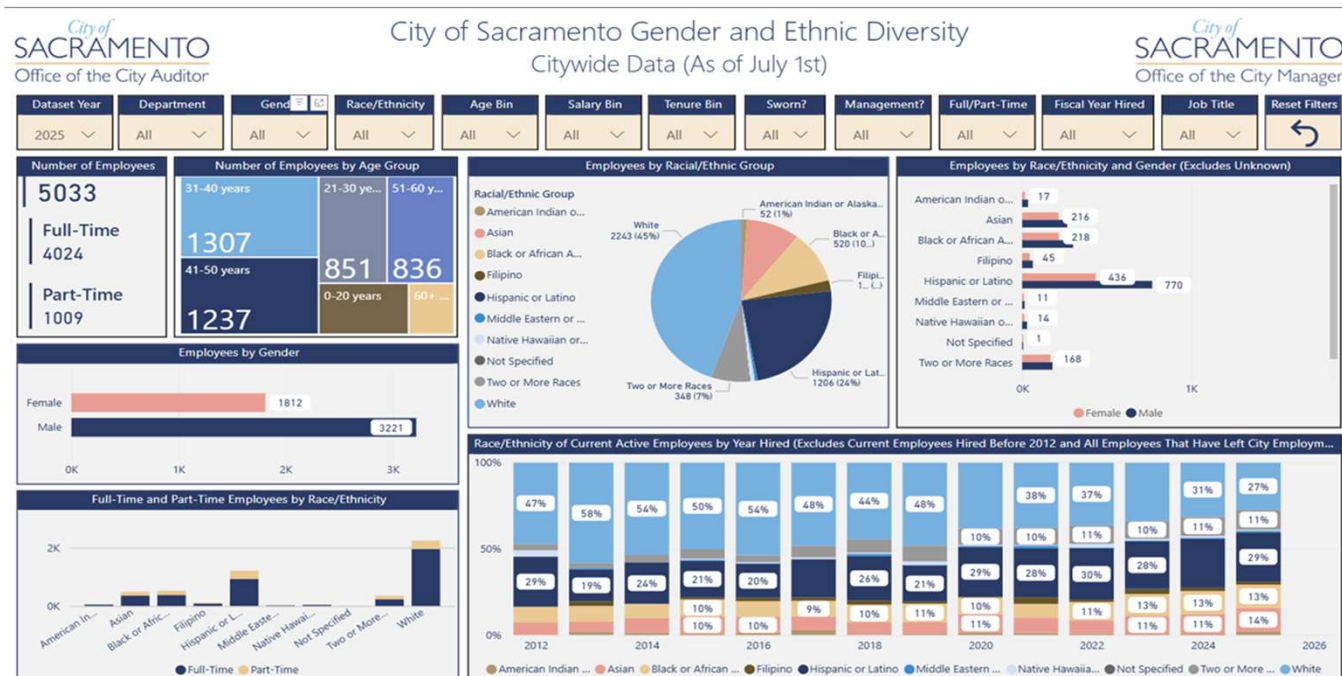
Background

- ▶ The City Auditor has been conducting annual employee diversity assessments since 2016.
- ▶ The objective was to assess the diversity of City employees as of July 1, 2025, as it compares to the diversity of City of Sacramento residents and conduct trend analyses of 2025 results compared to previous years.
- ▶ The 2025 Audit of City Employees' Workforce Diversity and Salary Trends consists of the following sections:
 - ▶ Background
 - ▶ Chapter 1: Demographics of City of Sacramento Residents
 - ▶ Chapter 2: Demographics of City of Sacramento Employees
 - ▶ Chapter 3: Gender Analysis of City of Sacramento Employees
 - ▶ Chapter 4: Ethnicity/Race Analysis of City of Sacramento Employees
 - ▶ Chapter 5: Salary Analysis of City of Sacramento Employees
 - ▶ Chapter 6: Analysis of Each Department Over Time

Improvements Since Last Audit

- ▶ Developed and implemented required diversity, equity, and inclusion and unconscious bias training for internal hiring panelists.
- ▶ Expanded outreach through HR-specific social media accounts and billboard campaigns for hard-to-fill classifications, increasing visibility and access to opportunities and resulting in nearly 4,000 additional applicants.
- ▶ Partnered with IT to develop self-identification functionality within the Human Resource Information System for gender, ethnicity, sexual orientation, and veteran status, improving the City's ability to assess and address workforce diversity.
- ▶ Created the General Intern classification with no minimum education or experience requirements, expanding access to City employment and creating more inclusive entry points into the workforce.

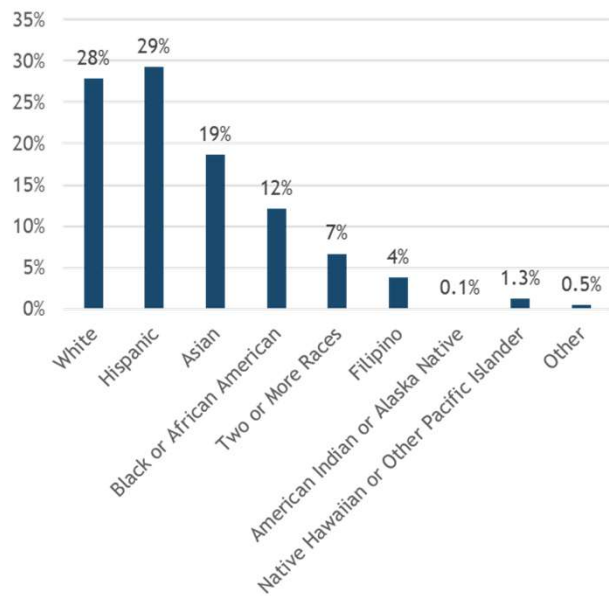
City of Sacramento Gender and Ethnic Diversity Dashboard



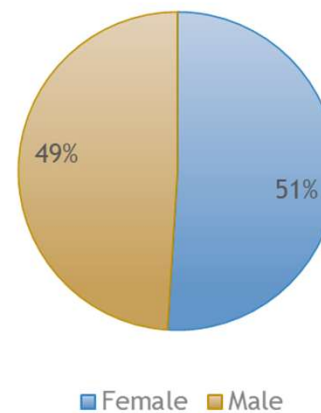
Source: <https://www.cityofsacramento.gov/auditor/dashboards>.

Demographics of City of Sacramento Residents

► Ethnic/Racial Composition of City Residents



► Gender Composition of City Residents



Source: U.S. Census Bureau 2024 estimates.

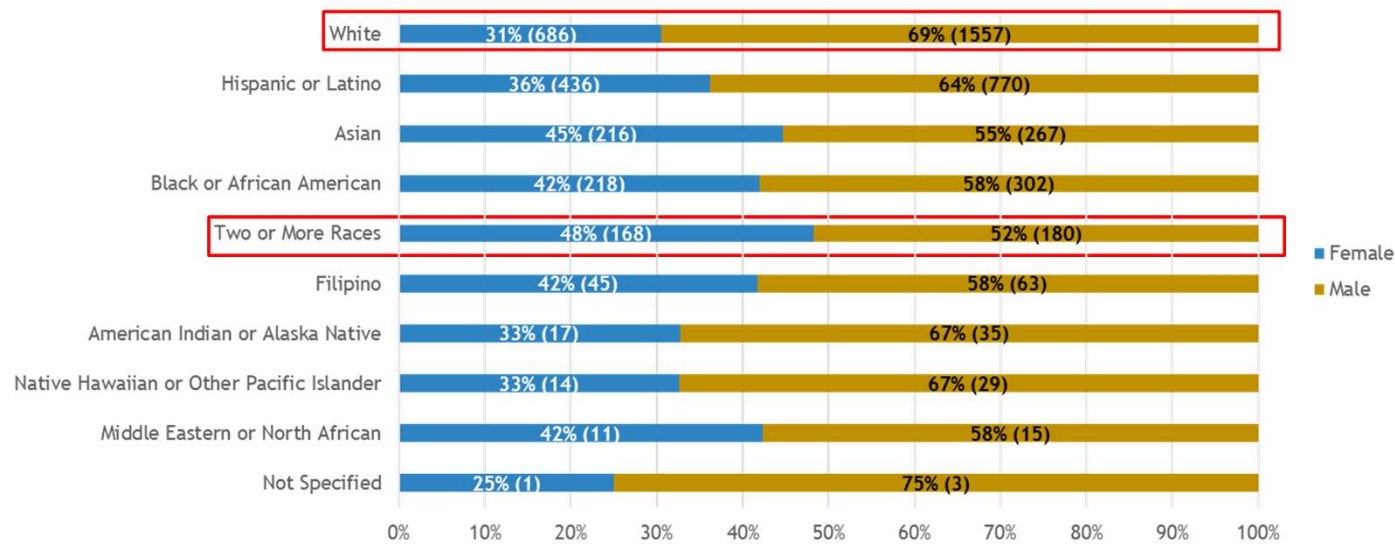
Full-Time and Part-Time City Employees by Department and Gender, 2025

Department	Percent of Female and Male		Number of Employees		
	Female	Male	Female	Male	Total
City Attorney	56%	44%	35	28	63
City Auditor	63%	38%	5	3	8
City Clerk	95%	5%	20	1	21
City Manager	69%	31%	29	13	42
City Treasurer	60%	40%	6	4	10
Community Development	41%	59%	115	163	278
Community Response	47%	53%	14	16	30
Convention & Cultural Services	63%	38%	100	60	160
Finance	71%	29%	68	28	96
Fire	10%	90%	72	644	716
Human Resources	81%	19%	60	14	74
Information Technology	37%	63%	75	128	203
Mayor/Council	51%	49%	36	34	70
Police	35%	65%	371	676	1,047
Public Works	17%	83%	104	491	595
Utilities	22%	78%	121	423	544
Youth, Parks, and Community Enrichment	54%	46%	581	495	1,076
Grand Total	36%	64%	1,812	3,221	5,033
City Population	51%	49%			535,787

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

Demographics of City of Sacramento Employees

Full-Time and Part-Time City Employees by Ethnic/Racial Groups and Gender, 2025 (5,033 Total)



Note: Bar lengths represent the percentage distribution within each respective range, while the data labels indicate the percentage distribution and the number of employees (counts). Percentages may not total 100% due to rounding.

Source: Auditor generated from City of Sacramento eCAPS data.

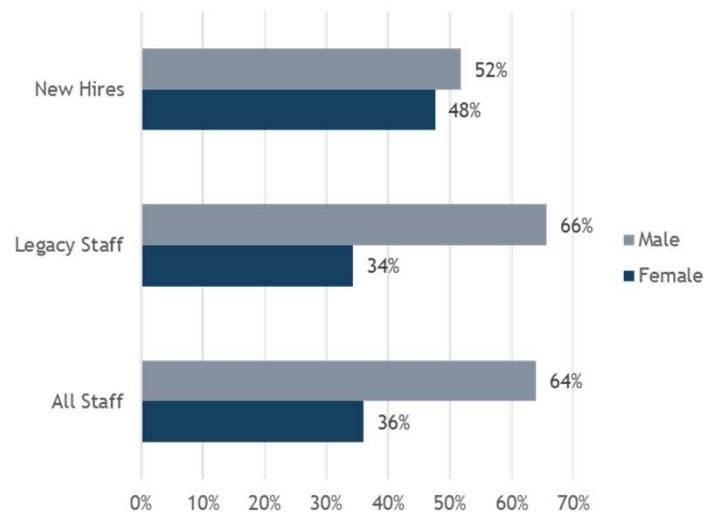
Percentage of Full-Time and Part-Time City Employees by Department and Gender, 2016-2025

Department	Female										Male									
	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025
City Attorney	54%	55%	53%	56%	57%	56%	58%	57%	61%	56%	46%	45%	47%	44%	43%	44%	42%	43%	39%	44%
City Auditor	N/A	N/A	N/A	86%	63%	60%	56%	56%	71%	63%	N/A	N/A	N/A	14%	38%	40%	44%	44%	29%	38%
City Clerk	94%	100%	94%	94%	100%	94%	95%	89%	95%	95%	6%	0%	6%	6%	0%	6%	5%	11%	5%	5%
City Manager	67%	56%	60%	63%	67%	71%	75%	68%	67%	69%	33%	44%	40%	37%	33%	29%	25%	32%	33%	31%
City Treasurer	50%	58%	58%	64%	60%	60%	67%	70%	67%	60%	50%	42%	42%	36%	40%	40%	33%	30%	33%	40%
Community Development	45%	40%	42%	41%	43%	43%	40%	40%	39%	41%	55%	60%	58%	59%	57%	57%	60%	60%	61%	59%
Community Response	N/A	N/A	N/A	N/A	N/A	67%	45%	45%	50%	47%	N/A	N/A	N/A	N/A	N/A	33%	55%	55%	50%	53%
Convention & Cultural Services	60%	60%	61%	63%	67%	70%	60%	62%	65%	63%	40%	40%	39%	37%	33%	30%	40%	38%	35%	38%
Finance	73%	73%	74%	73%	76%	73%	73%	70%	69%	71%	27%	27%	26%	27%	24%	27%	27%	30%	31%	29%
Fire	10%	10%	9%	10%	10%	10%	10%	10%	10%	10%	90%	90%	91%	90%	90%	90%	90%	90%	90%	90%
Human Resources	76%	72%	73%	74%	72%	77%	83%	80%	81%	81%	24%	28%	27%	26%	28%	23%	17%	20%	19%	19%
Information Technology	31%	29%	32%	34%	35%	35%	35%	35%	35%	37%	69%	71%	68%	66%	65%	65%	65%	65%	65%	63%
Mayor/Council	50%	51%	52%	57%	53%	61%	63%	58%	59%	51%	50%	49%	48%	43%	47%	39%	37%	42%	41%	49%
Police	32%	32%	32%	33%	33%	33%	33%	34%	34%	35%	68%	68%	68%	67%	67%	67%	67%	66%	66%	65%
Public Works	18%	19%	19%	18%	17%	17%	16%	16%	17%	17%	82%	81%	81%	82%	83%	83%	84%	84%	83%	83%
Utilities	23%	23%	23%	24%	23%	22%	22%	22%	22%	22%	77%	77%	77%	76%	77%	78%	78%	78%	78%	78%
Youth, Parks, and Community Enrichment	54%	52%	52%	52%	52%	52%	53%	53%	53%	54%	46%	48%	48%	48%	48%	48%	47%	47%	47%	46%
Grand Total	36%	34%	34%	35%	34%	35%	35%	35%	36%	36%	64%	66%	66%	65%	66%	65%	65%	65%	64%	64%
City Population	51%	51%	51%	50%	51%	51%	51%	50%	51%	51%	50%	49%	49%	50%	49%	49%	49%	50%	49%	49%

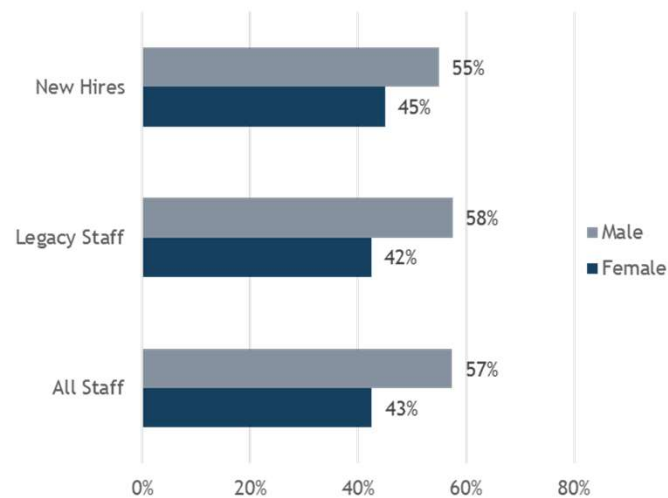
Source: Auditor generated from City of Sacramento eCAPS data and U.S. Census Bureau data.

Gender of Legacy Staff (Hired before 7/1/2024) Compared to New Hires (Hired on or after 7/1/2024)

All Staff



Management Staff



Source: Auditor generated from City of Sacramento eCAPS data.

Full-Time and Part-Time City Employees by Department and Ethnicity/Race, 2025

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	62%	11%	8%	8%	8%	3%	0.0%	0.0%	0%	0.0%	63
City Auditor	38%	13%	25%	13%	0%	0%	0.0%	0.0%	13%	0.0%	8
City Clerk	67%	10%	14%	10%	0%	0%	0.0%	0.0%	0%	0.0%	21
City Manager	31%	19%	12%	14%	17%	2%	0.0%	0.0%	5%	0.0%	42
City Treasurer	40%	10%	20%	10%	0%	10%	0.0%	0.0%	10%	0.0%	10
Community Development	44%	20%	12%	15%	6%	1%	0.7%	0.7%	1%	0.0%	278
Community Response	30%	17%	20%	20%	13%	0%	0.0%	0.0%	0%	0.0%	30
Convention & Cultural Services	53%	15%	9%	15%	4%	3%	0.0%	1.3%	1%	0.0%	160
Finance	34%	18%	11%	18%	11%	4%	1.0%	2.1%	0%	0.0%	96
Fire	62%	17%	5%	5%	6%	2%	1.7%	0.4%	0%	0.1%	716
Human Resources	45%	12%	12%	12%	9%	3%	1.4%	4.1%	1%	0.0%	74
Information Technology	40%	16%	27%	7%	5%	3%	1.0%	1.0%	0%	0.0%	203
Mayor/Council	30%	29%	11%	17%	11%	1%	0.0%	0.0%	0%	0.0%	70
Police	57%	21%	8%	5%	5%	1%	0.8%	1.0%	0%	0.1%	1,047
Public Works	31%	33%	9%	16%	4%	3%	1.7%	1.3%	1%	0.2%	595
Utilities	49%	27%	8%	7%	4%	2%	1.8%	0.7%	0%	0.0%	544
Youth, Parks, and Community Enrichment	26%	31%	11%	15%	12%	2%	0.6%	0.7%	1%	0.1%	1,076
All City Staff Total	45%	24%	10%	10%	7%	2%	1.0%	0.9%	1%	0.1%	5,033
City Population	28%	29%	19%	12%	7%	4%	0.1%	1.3%	N/A	0.5%	535,787

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.

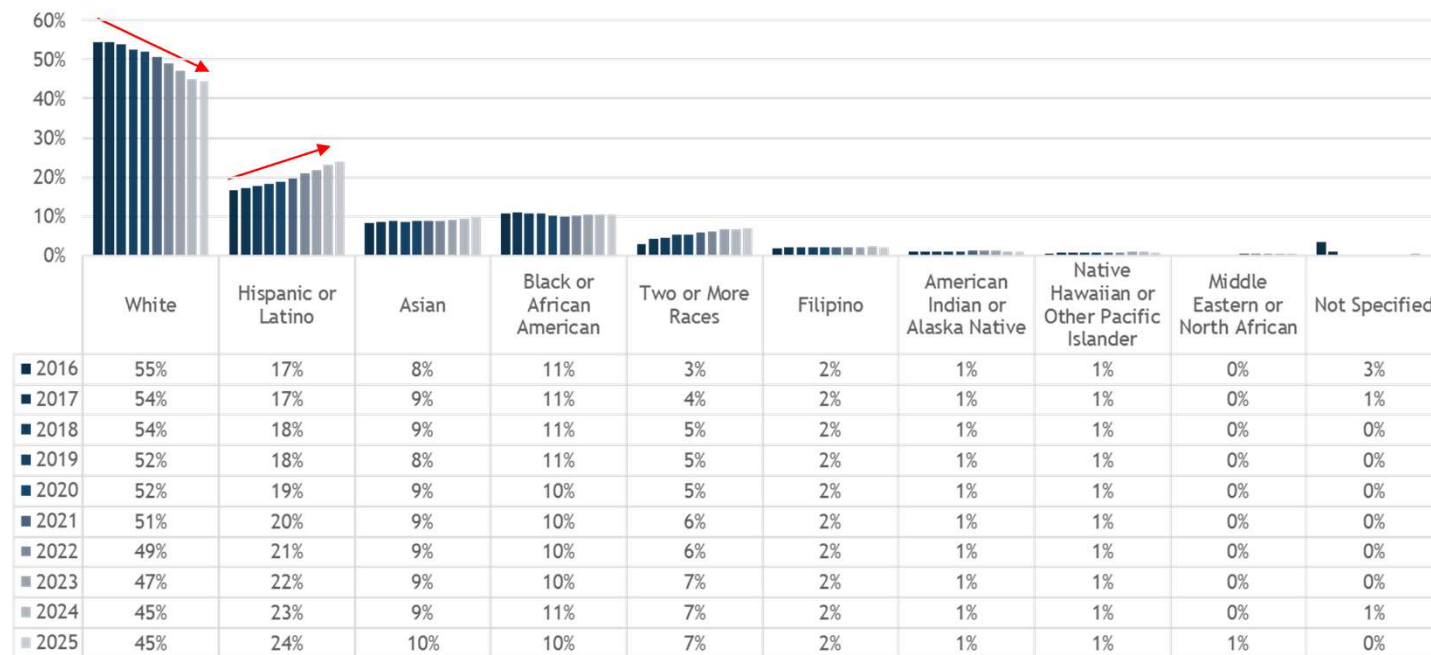
Ethnic/Racial Difference Between the City Population and Full-Time and Part-Time City Employees, 2025

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	34%	-18%	-11%	-4%	1%	-1%	0%	-1%	63
City Auditor	22%	-17%	6%	0%	-7%	-4%	0%	-1%	8
City Clerk	39%	-20%	-4%	-3%	-7%	-4%	0%	-1%	21
City Manager	8%	-10%	-7%	2%	10%	-1%	0%	-1%	42
City Treasurer	22%	-19%	1%	-2%	-7%	6%	0%	-1%	10
Community Development	17%	-10%	-7%	3%	-1%	-2%	1%	-1%	278
Community Response	2%	-13%	1%	8%	7%	-4%	0%	-1%	30
Convention & Cultural Services	25%	-14%	-10%	3%	-2%	-1%	0%	0%	160
Finance	7%	-12%	-7%	6%	5%	0%	1%	1%	96
Fire	35%	-12%	-13%	-7%	-1%	-2%	2%	-1%	716
Human Resources	18%	-17%	-6%	0%	3%	-1%	1%	3%	74
Information Technology	12%	-14%	8%	-5%	-1%	-1%	1%	0%	203
Mayor/Council	2%	-1%	-7%	5%	5%	-2%	0%	-1%	70
Police	30%	-8%	-11%	-7%	-1%	-2%	1%	0%	1,047
Public Works	4%	4%	-10%	4%	-2%	-1%	2%	0%	595
Utilities	22%	-2%	-11%	-5%	-2%	-2%	2%	-1%	544
Youth, Parks, and Community Enrichment	-1%	2%	-8%	3%	5%	-1%	0%	-1%	1,076
All City Staff Total	17%	-5%	-9%	-2%	0%	-2%	1%	0%	5,033

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.

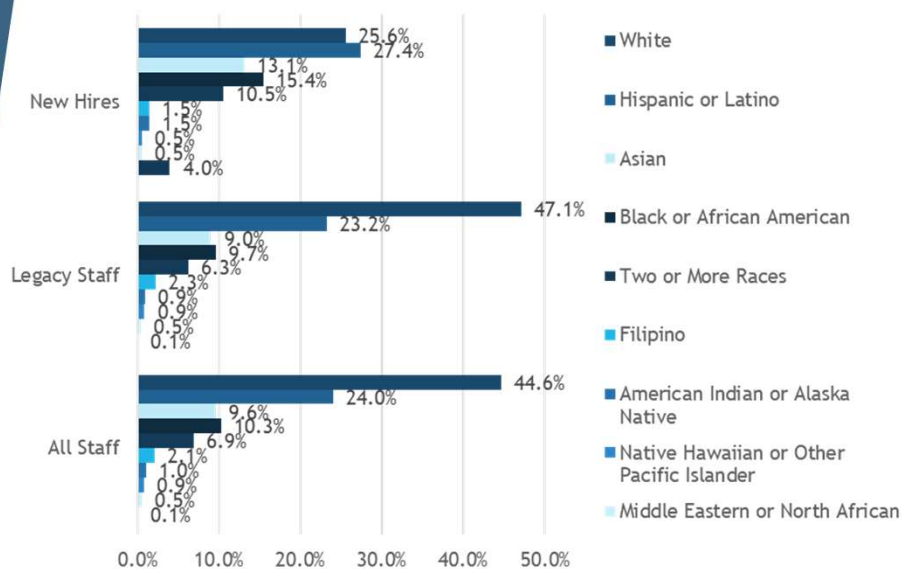
Full-Time and Part-Time City Employees by Ethnicity/Race, 2016-2025



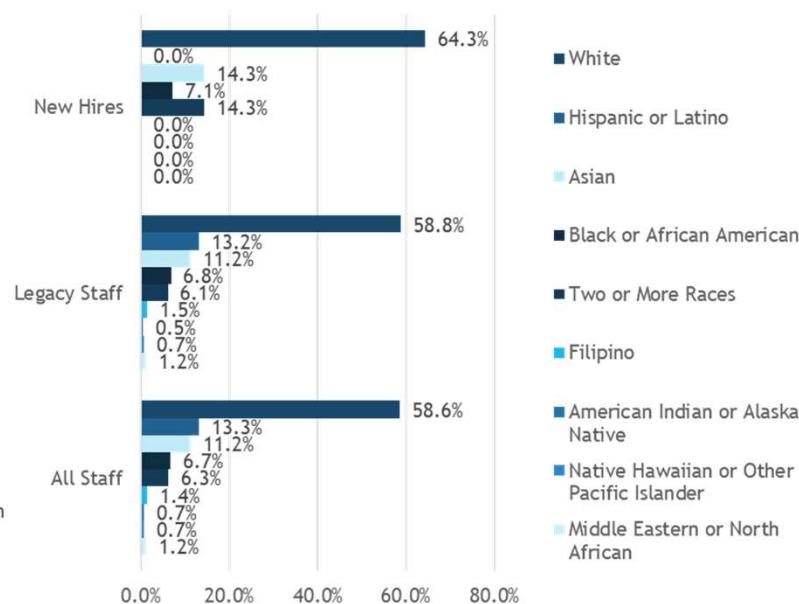
Source: Auditor generated from City of Sacramento eCAPS data.

Full-Time and Part-Time Legacy Staff (Hired before 7/1/2024) Compared to New Hires (Hired on or After 7/1/2024)

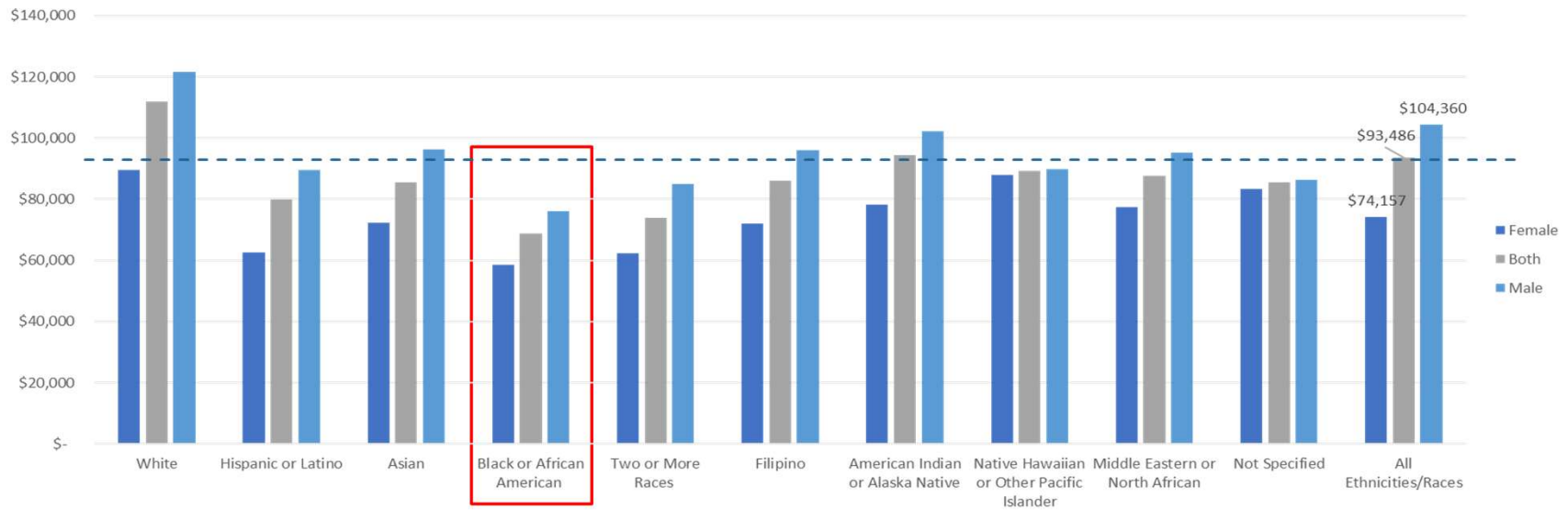
► All Staff



► Management Staff



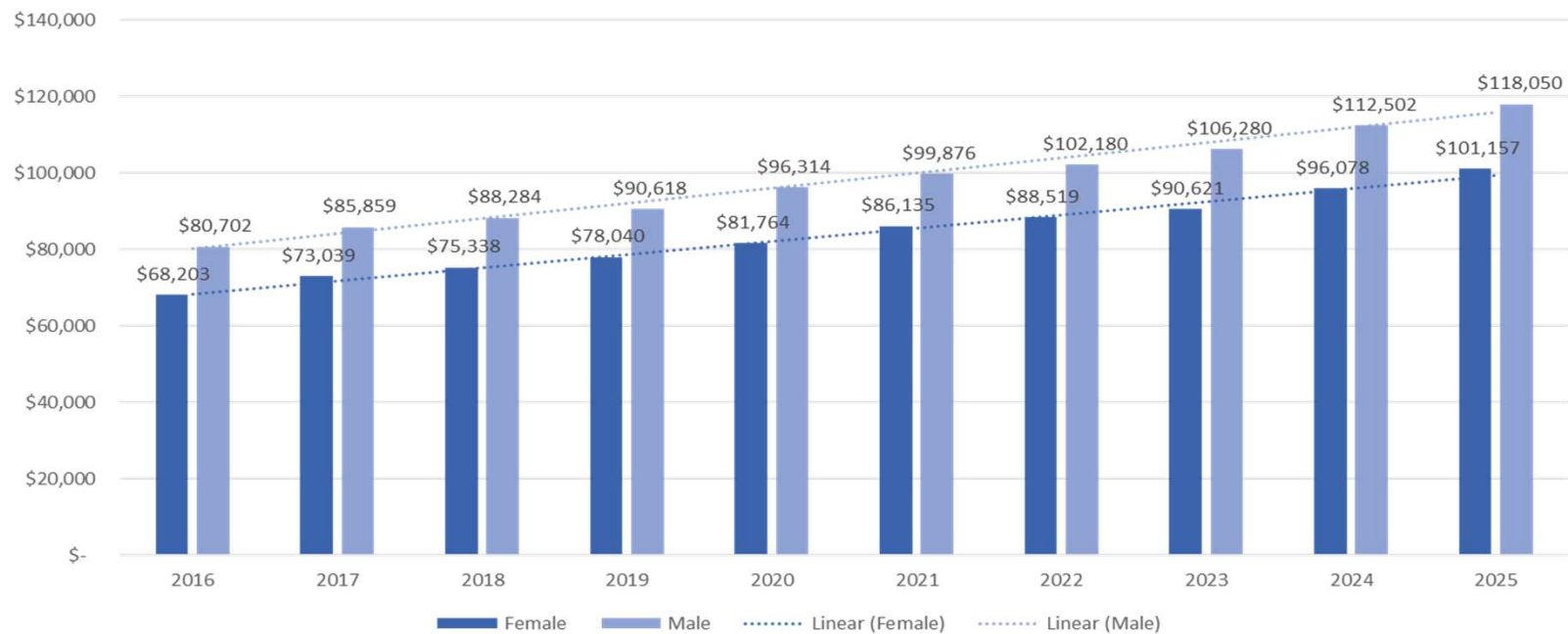
Source: Auditor generated from City of Sacramento eCAPS data.



Source: Auditor generated from City of Sacramento eCAPS data.

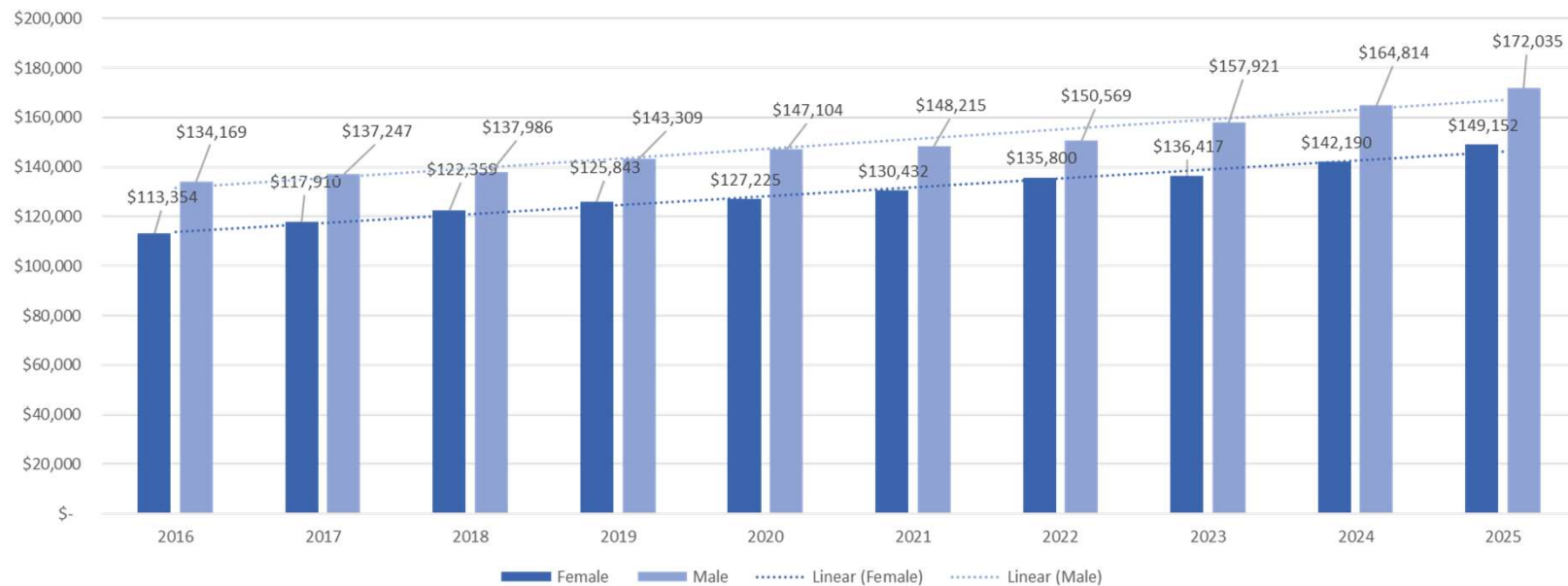
Average Salaries of All City Employees by Gender and Ethnicity/Race excluding Part-Time Employees, 2025

Average Salary of All City Employees by Gender excluding Part-Time Employees, 2016-2025



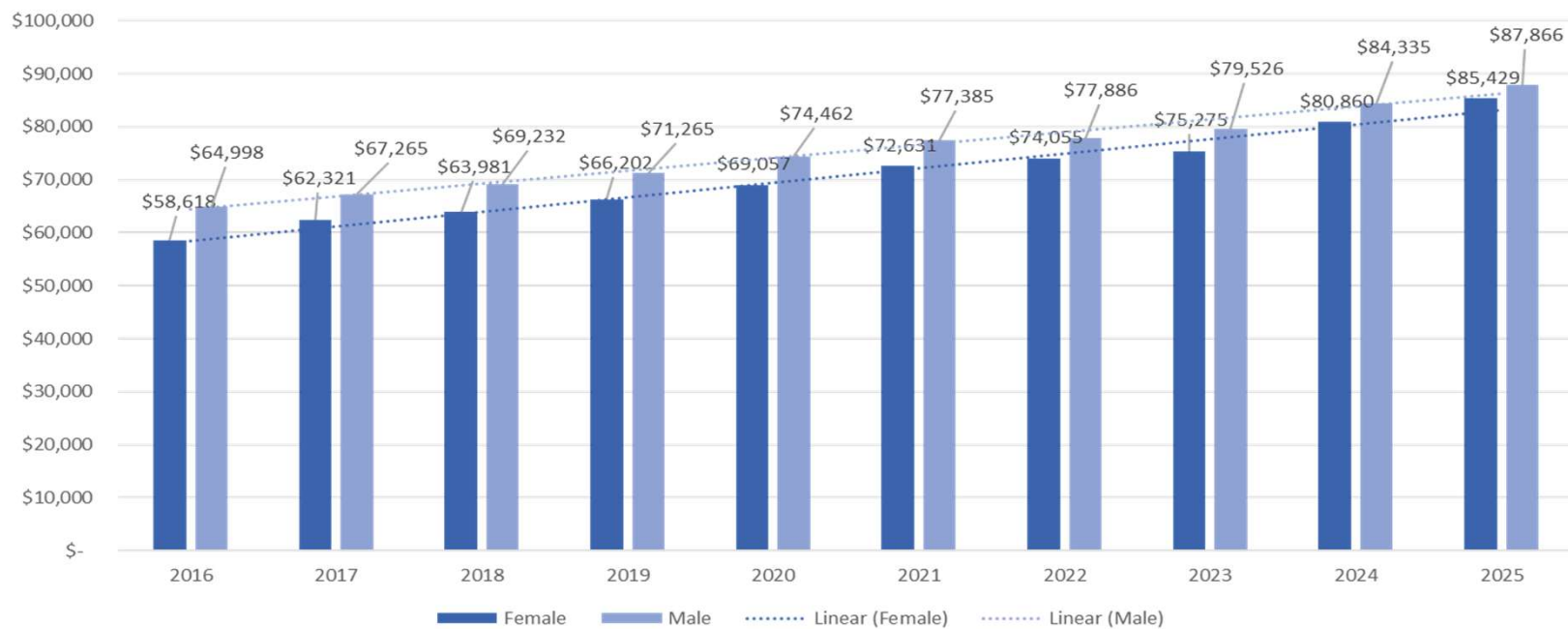
Source: Auditor generated from City of Sacramento eCAPS data.

Average Salary of All Management City Employees by Gender, 2016-2025



Source: Auditor generated from City of Sacramento eCAPS data.

Average Salary of All Employees by Gender excluding Part-Time and Sworn SFD and SPD Employees, 2016-2025



Source: Auditor generated from City of Sacramento eCAPS data.

Full-Time City Employees' Ratio of Earnings Relative to White Male Employees, 2025

Ethnicity/Race and Gender	Total Employees	Average Salary	Ratio of Earnings Relative to White Males
Male White	1,418	\$130,898	\$1.00
Female Middle Eastern or North African	6	\$127,805	\$0.98
Male (All)	2,772	\$118,047	\$0.90
Male Asian	209	\$117,954	\$0.90
Male Filipino	51	\$112,902	\$0.86
Citywide	4,021	\$112,805	\$0.86
Male American Indian or Alaska Native	32	\$110,538	\$0.84
Female White	536	\$110,040	\$0.84
Male Two or More Races	134	\$109,694	\$0.84
Male Hispanic or Latino	649	\$103,018	\$0.79
Female Asian	144	\$102,875	\$0.79
Female Native Hawaiian or Other Pacific Islander	12	\$101,175	\$0.77
Female (All)	1,249	\$101,171	\$0.77
Male Middle Eastern or North African	14	\$100,918	\$0.77
Female Filipino	31	\$99,372	\$0.76
Male Native Hawaiian or Other Pacific Islander	26	\$98,431	\$0.75
Female Two or More Races	98	\$97,230	\$0.74
Male Black or African American	239	\$92,614	\$0.71
Female Hispanic or Latino	271	\$91,793	\$0.70
Female American Indian or Alaska Native	14	\$89,524	\$0.68
Female Black or African American	137	\$86,484	\$0.66

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

Analysis of Each Department Over Time

Final chapter analyzes each department over time and contains the following data:

- ▶ Gender Breakdown of Full-Time and Part-Time City Department Employees, 2016-2025
- ▶ Ethnicity/Race of Full-Time and Part-Time City Department Employees, 2016-2025
- ▶ Salary Ranges of Full-Time and Part-Time City Department Employees, 2016
- ▶ Salary Ranges of Full-Time and Part-Time City Department Employees, 2025

Questions?



Human Resources Department Efforts and Initiatives 2025 Workforce Diversity & Salary Report

City of
SACRAMENTO

A dark blue silhouette of the Sacramento skyline, featuring various building shapes and the two towers of the Golden Gate Bridge on the right side.

Department of Human Resources

City Council
June 9, 2026

workforce equity - defined

*“Workforce equity is when the workforce is inclusive of people of color and other marginalized or underrepresented groups **at a rate representative** of the {greater Sacramento} area at all levels of City employment; where institutional and structural barriers impacting employee attraction, selection, participation and retention have been eliminated, enabling opportunity for employment success and career growth.”*

*~ adapted from the
Workforce Equity Strategic Plan, City of Seattle,
2016*



Race & Gender Equity Action Plan (RGEAP)

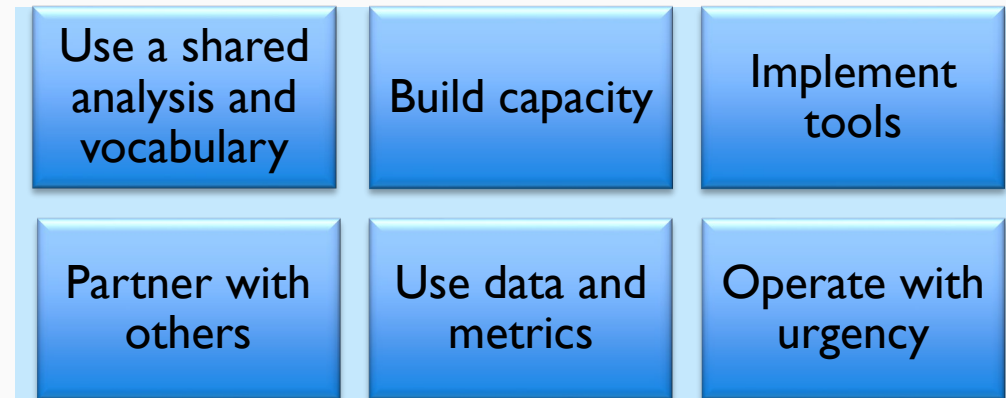
Office of Diversity & Equity (ODE)
Department of Human Resources



City of Sacramento's Workforce Equity Goal

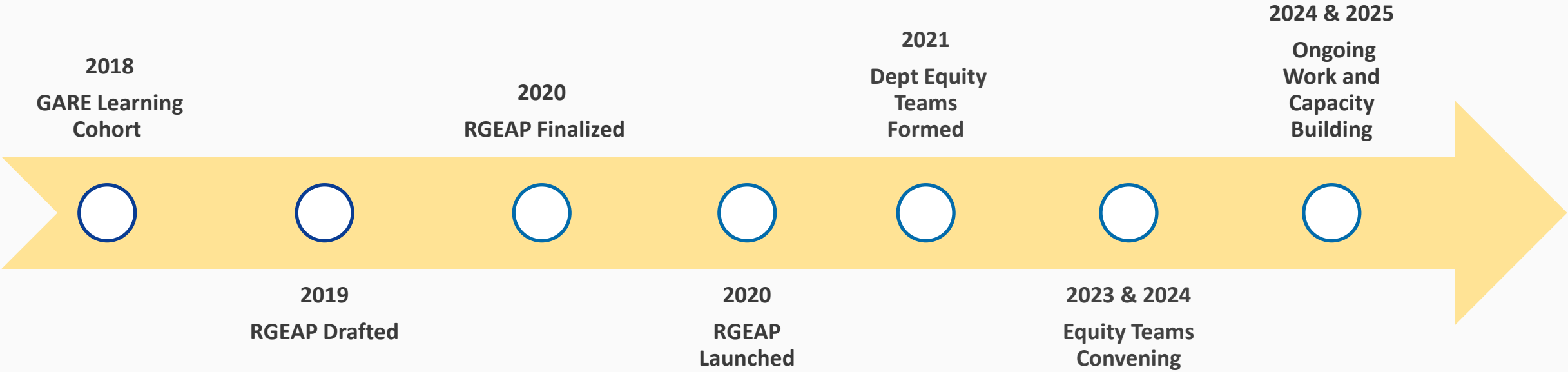
**“To reflect the City
to better serve the
City”**

Our Race & Gender Equity Action Plan, focused on workforce equity, is the living road map resulting from the racial equity analysis tool process.



The goal is systemic change through our collective decision making, data systems, policies, practices, and procedures

Brief History of RGEAP



The GARE Approach



Visualize

What a just, multiracial society looks like, and what that change means. If we can eliminate the significant racial disparities that currently exist.



Normalize

A shared understanding of the terms and definitions that allow us to speak about race and a shared analysis of racial inequities that allow us to demonstrate the urgency of the problem and prioritize racially equitable solutions.



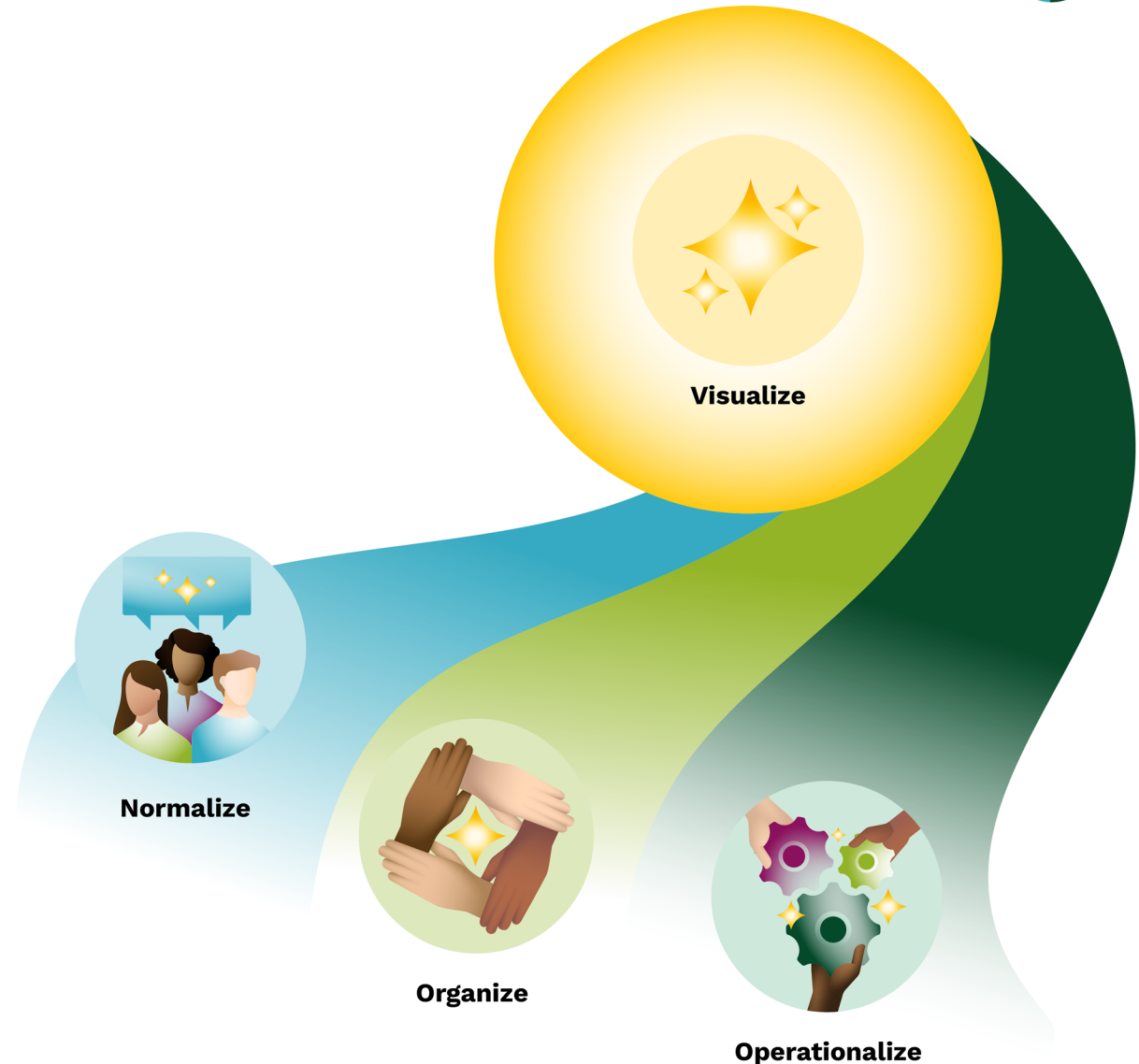
Organize

To achieve racial equity, local and regional government must work both internally and externally with a network of partners: institutions, business, education, philanthropy, among others, and center the work with communities of color.



Operationalize

Tools must be used to change the policies, procedures, and practices that are perpetuating inequities, as well as used in the development of new policies and programs. Data obtained at the programmatic and community levels must demonstrate measured results.



RGEAP - Since 2022

- Citywide coordinated strategic work plan focused on workforce equity
- 14 outcomes action along workforce continuum - pipeline to retention
- 15 City Department Equity Teams
- 43 Equity Point Department Assessment & Profile
- Racial Equity & Role of Government (Phase 1 of Developing Equity Leadership Through Action (DELTA))

"To reflect the City to better serve the City"

Ongoing work to Support and Implement the RGEAP

May 2023: City Council passed Resolution 2023-0113 for Mandatory Diversity, Equity, Inclusion, and Belonging Training for City Elected Officials, Council Staff, and Appointed Officers. ODE Conducts Learning Baseline Assessments for City Staff and Council.



2024-2025: Introduced Results-Based Accountability (RBA) Performance Measure framework to Equity Teams through the Equity Team Convenings in 2024 and 2025.



Summer 2025: In preparation for the transition to RBA, ODE has provided ongoing capacity building for equity teams through virtual workshops, annual Equity Teams Convenings, 1:1 meetings, and more.



ODE is currently working directly with department equity teams to identify headline performance measures, to be finalized by June 2026, and accountability structures to support them through the RBA framework



ODE presented an RGEAP update, including department progress reports, to the Racial Equity Committee at their July 1, 2025, meeting.

What Have We Learned and Gained – RGEAP Outcomes

Most common RGEAP outcomes

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

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

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

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

Transforming the RGEAP

Equity Centered Results Based Accountability (RBA) Framework

Technical Assistance Roadmap with ODE and Clear Impact Summer 2025

- 30-minute listening session with each Equity Team to identify and imagine what racial and gender equity looks like for their Department or Office.
- ODE to identify performance measures from listening sessions with the support of Clear Impact.
- 1-hour follow up meeting with each Equity Team to discuss and refine performance measures.
- September Equity Teams convening to begin inputting performance measures and efforts into Scorecard (Clear Impact software).

Ongoing Efforts 2025 and beyond

Employee Resource Groups (ERGs)

All new hires receive information about ERGs during onboarding through the City's learning management system, including opportunities for involvement.

In addition, all employees receive annual communication regarding ERG opportunities and participation.

In September 2025, the City implemented the Employee Resource Groups (ERG) Policy to further the City's goal of reflecting the community we serve.

ODE is working with the African American Leadership Employee Council (AAELC), Asian Pacific Islander (API) ERG, Women's ERG, and LGBTQ+ ERG to support the establishment of formal recognition and governance structures under the ERG policy framework.

Ongoing Efforts 2025 and beyond

Developing Equity Action Through Leadership (DELTA)

Capacity building for
City employees

Employee learning and development is an important operational theme within the RGEAP.

In 2024, ODE transitioned the Equity & Inclusion Leadership Series to DELTA to better align with our approach to capacity building for employees

Future goals:

- Manager track
- Developing learning journeys in the City's Learning Management System for employees in different roles

Ongoing Efforts 2025 and beyond

Equity Point Assessment Road Map Tool

Designed to measure the following five areas

- Organizational Commitment
- Leadership and Management
- Recruitment, Retention, Development, and Advancement
- Diversity & Inclusion Learning and Education
- Assessment, Measurement, & Continuous Quality Improvement

1	INACTIVE Passive
2	REACTIVE Symbolic
3	PROACTIVE Identity Change
4	PROGRESSIVE Structure Change
5	BEST PRACTICE Full Inclusion

Results of this tool help Equity Teams identify areas of growth around workforce equity.

Working to turn this assessment into an easily accessible online survey for all employees to take in 2026.

Will help Equity Teams track progress towards outcomes of RGEAP and inform future work, particularly as we transition to integrating this into the Sacramento Centered on Racial Equity (SCORE) Initiative.

RGEAP Strategic Alignment with Sacramento Centered on Race and Equity (SCORE) and One City, One Future

SCORE workplan discussions will include how we approach updating the RGEAP and bring workforce equity efforts into Citywide racial equity work and action plans.

How do we restructure RGEAP outcomes to be Citywide or have systemic implementation?

Strategic alignment with and build upon City equity centered initiatives, efforts, long-range planning, and strategic priorities of City Leadership and Council.

Recruitment Strategies

Employment Services
Department of Human Resources

Recruitment Modernization & Workforce Strategy

- Expanded use of online civil service examinations
- Remote and flexible testing options to improve accessibility
- Automated scoring methodologies for Training & Experience (T&E) assessments
- Faster eligible list development and hiring timelines
- Improved standardization, confidentiality, and recruitment tracking



Advancing Equity in Hiring Practices

Equity-Focused Recruitment Strategies

- Mandatory implicit bias training for all interview panel members
- Gender-inclusive language updates in examinations and class specifications
- Collaboration with examination vendors to align with inclusive standards
- Modernization of minimum qualifications to reduce unnecessary barriers

Why it matters:

- Supports equitable access to public sector employment
- Reduces unintended bias in recruitment and testing
- Expands opportunities for historically underrepresented communities

Building Workforce Pipelines & Community Partnerships

Increased participation in community events, job fairs, and job talks

Expansion of outreach through LinkedIn, Facebook, Instagram, and City billboards

Creation of “foot-in-the-door” and non-career classifications

Establishment of the General Intern classification for individuals age 16+

STRATEGIC GOALS:

Increase awareness of public sector careers

Develop talent pipelines for hard-to-fill positions

Expand workforce accessibility and long-term career pathways

Enhancing the Candidate & New Hire Experience



Automated
onboarding
platform
implementation

Centralized access
to job-related
information and
onboarding tasks

Electronic
completion of
pre-employment
requirements

Consistent
onboarding
experience across
departments

Improved
transparency and
communication
for new hires

Benefits:

Reduced administrative
delays

Improved employee
engagement and readiness

More inclusive and
accessible onboarding
experience

Recruitment Challenges & Future Focus Areas

Current Challenges

- Competitive labor market conditions
- Hard-to-fill and specialized classifications
- Staffing and budget limitations
- Increasing workforce expectations and service demands

Future Focus Areas

- Continued modernization of classification specifications
- Expansion of workforce data and analytics
- Strengthening partnerships with educational institutions
- Ongoing process automation and recruitment innovation
- Continued focus on diversity, equity, inclusion, and workforce accessibility

Thank you!

Website:

<https://www.cityofsacramento.gov/HR>

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https://www.instagram.com/thecityofsac_hr



<https://www.linkedin.com/showcase/human-resources-department-city-of-sacramento/>

City of
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