

**2024 ANNUAL
WORKFORCE STATISTICS REPORT**

Airports

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TABLE OF CONTENTS

Departmental Diversity Policies and Efforts Questionnaire	3
Workforce Comparative Analysis - Table 1	7
Job Categories Summary - Table 2.1	8
Job Categories Detail - Table 2.2	9
Personnel Actions Report: Hires/Rehires - Table 3.1	10
Personnel Actions Report: Terminations - Table 3.2	11
Personnel Actions Report: Promotions/Demotions - Table 3.4	12
Discrimination Complaints - Table 4	13

DIVERSITY POLICIES AND EFFORTS QUESTIONNAIRE

IF ANY QUESTION HAS A “NON-APPLICABLE” ANSWER, PLEASE EXPLAIN WHY.

- (1) Please provide a brief description of the services and functions provided by your department.

The Sacramento County Department of Airports (Department) operates four airports within Sacramento County, collectively known as the Sacramento County Airport System. Sacramento International Airport (SMF) is the principal air carrier airport and serves the County of Sacramento and the surrounding area. Reliever airports include (1) Executive Airport, a general aviation airport, and (2) Mather Airport which serves as a cargo and general aviation facility. Franklin Field is a general aviation airstrip used mostly for training.

There are 24 sections within the Department: Accounting, Administration, Air Service Development, Airport Concessions, Aircraft Rescue and Firefighting, Central Warehouse, Communication Center & Security Access Control, Design & Development, Facilities & Custodial Services, Financial Planning & Analysis, General Aviation, Maintenance Administration, Airfield Maintenance, Equipment Maintenance, Parks Maintenance, Media & Communications, Operations Administration, Airside Operations, Landside Operations, Parking & Ground Transportation, Planning & Environmental, Project Portfolio Office, Properties & Commercial Business Development and Safety Management Systems.

- (2) Please describe your department’s selection and hiring procedures and how they help ensure a workforce representative of Sacramento County. (Include, if applicable, hiring interview procedures & policies; internships; education & training opportunities; training & develop assignments, etc);

a. Advertising

- i. Job announcements are posted on the County's internet and intranet sites ensuring all Department employees as well as the general public can view them.
- ii. Job openings are advertised in multiple national and local publications that reach a broad population. Specifically, the Department advertises employment opportunities in airport industry media such as Airports Council International- North America (ACI-NA) and the American Association of Airport Executives (AAAE).
- iii. For technical positions such as engineers, architects and planners, the Department advertises in professional organizations such as American Society of Civil Engineers, Construction Management Association of America, American Institute of Architect, and American Planning Association. For Airport Fire staff, the Department also advertises in Aircraft Rescue and Firefighting (ARFF) Working Group and military publications.

b. Selection Process:

- i. As much as possible, interview panels include internal and external members, and women and minority panel members to ensure diverse representation.
 - ii. As another means of gauging our recruitment and outreach successes, we query applicants to determine where they heard or learned about our vacancies by utilizing NEOGOV's online hiring center.
- c. Training and Development Assignments:
- i. The Department has taken advantage of opportunities under the County Charter, Section 21-J to give entry-level employees an opportunity to work in higher positions, gain experience, and then become competitive when permanent positions become available.
 - ii. The Department also rotates roles in its biggest sections, Operations and Maintenance, to help employees gain experience and be positioned to succeed in advancement opportunities.

(3) Please describe what recruiting and/or informational events your department has participated in and how they help to ensure a workforce representative of Sacramento County. (Include, if applicable, high school or college job fairs, high school or college programs, church events, or community events.

- a. The Department participated in the job fair that took place at the Capital Air Show, at which positions with the department were promoted with attendees. The Department participated virtually and in person in many industry conferences and other professional events for professional development purposes. The presence of members of our leadership team in industry leadership roles gave staff the visibility and opportunity to interact with diverse colleagues from across the industry and promote our Department as a place that values diverse candidates.

(4) Please describe all websites your department advertises its job vacancies to help ensure a workforce representative of Sacramento County.

- a. All vacancies are advertised on the County website. Certain vacancies are advertised on specialized sites such as California Society of Certified Public Accountants (CalCPA), Government Finance Officers Association (GFOA), and the Southwest Chapter of the American Association of Airport Executives (SWAAAE). The Department advertises engineer, architect, and planner vacancies in professional organizations such as American Society of Civil Engineers, Construction Management Association of America, American Institute of Architect, and American Planning Association. Additionally, many Department vacancies are advertised on airport industry websites, most notably Airports Council International – North America (ACI-NA) and the American Association of Airport Executives (AAAE). The County retains higher-level positions through industry recruiters such as ADK Executive Search who was retained to find replacement of the Airport Director in 2018, as well as the Deputy Director of Finance & Administration and the Deputy Director of Airport Commercial Development (both in 2021), and Managers of Air Service Development, Customer Service and Emergency Management *(all in 2022-2023). The Department's outreach also includes military branches and

academies for certain positions such as Firefighters.

- (5) Please describe your department's promotion and career advancement procedures designed to enable all employees to have an equal and fair opportunity to compete for and attain County Promotional opportunities. (Include, if applicable, mentoring, career development activities, etc.)
- a. The Department encourages employees to attend industry training sessions to develop skills that will build qualifications for promotional opportunities. Department employees also have access to the County Training Web Site and the Employment Services Division's Web Site.
 - b. In addition, the Department has offered opportunities to full time employees to gain additional experience through special projects, training assignments and committee leadership.
 - c. The Department continues to work with the County's Employment Services Division to revise class specifications to better create advancement opportunities through a more- specific and clear career path.
 - d. The Human Resources team collects and reports on exit interview feedback to further improve employee career advancement processes.
- (6) Please describe how the County's Equal Employment Opportunity program objectives are incorporated into your department's strategic and operational priorities.
- a. The Department continues to fully support the County's Equal Employment Opportunity program in creating a workforce representative of the County we serve. The Department strives to achieve that objective through a number of processes. As in years past, our hiring and selection procedures ensure that our employment opportunities are disseminated to a widely diverse population both locally and nationally.
 - b. The Department encourages all employees to pursue both personal and professional growth through strong development programs offered through the aviation industry (ACI, AAAE and Others). Additional coaching and leadership training provided by the County's Training and Organization Development Office are encouraged. The Department also sends staff to participate in leadership development opportunities host by local chambers of commerce and professional organizations.
 - c. The Department's leadership has a strong focus on Diversity, Equity and Inclusion (DEI) and takes on leadership role in DEI committees in regional organizations such as Southwest Chapter of American Association of Airport Executives and Sacramento Asian Chamber of Commerce.
- (7) Please describe your department's method to ensure its EEO activities and efforts result in service delivery across all sectors of the community (e.g. systems or processes for

communication between County agencies and direct contact with community organizations, etc)

- a. The Department's marketing efforts continue to be designed to reach residents in the Northern California region and beyond. These efforts include advertisements on a broad diversity of radio, billboard ads, and social media outlets. Our Marketing Division frequently makes special presentations to many different community groups. Department Planners actively seek diverse community participation in on-going noise forums and Master Planning efforts. This year, virtual pre-bid conferences for County contracting opportunities offered outreach efforts to minority and women owned businesses in the community. In addition, we will continue to promote greater public transportation options to the Airport such as the new Sacramento Regional Transit (SacRT) bus service.
- b. In addition, as a Federal grant recipient, the Department adheres to Title VI of the Civil Rights Act of 1964, which prohibits discrimination on the grounds of race, color, or national origin.

(8) For complaints reported in Table 4, if there were any with a finding of *Violation of County Policy*, for each category of complaints (i.e. race, gender, age, etc.) please provide a description of the measures taken to prevent recurrences. Please do not provide specifics regarding the case(s), individual(s) involved, or corrective/disciplinary action taken.

- a. There was one finding for violation of County Policy in the Sexual Orientation category. The measures taken to prevent recurrence included the termination of the violating employee, and an emphasis on the importance of mandatory harassment prevention training was stressed.

TABLE 1
WORKFORCE COMPARATIVE ANALYSIS

	Census Data 2010	Census Data 2020	Workforce Composition				Workforce Composition			
			County of Sacramento				Airport			
			2018 (1)		2023 (2)		2019 Report (3)		2024 Report (4)	
<i>ETHNICITY</i>	%	%	#	%	#	%	#	%	#	%
2 or More Races	4.4%	6.5%	268	2.4%	504	4.2%	7	2.4%	12	3.7%
American Indian/Alaskan Native	1.3%	0.5%	117	1.0%	107	0.9%	3	1.0%	0	0.0%
Asian	13.6%	17.4%	1,710	15.2%	2,070	17.3%	43	14.9%	46	14.3%
Black/African American	10.5%	9.2%	1,368	12.2%	1,360	11.4%	30	10.4%	27	8.4%
Hispanic/Latino	17.9%	23.6%	1,836	16.3%	2,424	20.3%	55	19.1%	70	21.7%
Native Hawaiian/Pacific Islander	1.0%	1.1%	113	1.0%	167	1.4%	10	3.5%	18	5.6%
Other		0.6%								
White/Non-Hispanic	51.4%	41.0%	5,824	51.8%	5,300	44.4%	140	48.6%	149	46.3%
Total	100.0%	100.0%	11,237	100.0%	11,932	100.0%	288	100.0%	322	100.0%
Minority Representation	48.6%	59.0%	5,412	48.2%	6,632	55.6%	148	51.4%	173	53.7%
Female Representation	50.8%	51.1%	5,812	51.7%	6,142	51.5%	79	27.4%	95	29.5%

¹ Sacramento County Workforce as of pay period 26 ending 12/22/2018

² Sacramento County Workforce as of pay period 26 ending 12/16/2023

³ Employed by County of Sacramento as of pay period 26 ending 12/22/2018

⁴ Employed by County of Sacramento as of pay period 26 ending 12/16/2023

TABLE 2.1
JOB CATEGORIES COMPARISON
BETWEEN 2023 AND 2024 REPORTS

JOB Categories		Minority Females		Minority Males		Minority Total		Female Total		Total Employees	
		2023*	2024**	2023*	2024**	2023*	2024**	2023*	2024**	2023*	2024**
1. Officials/Administrators	#	2	3	18	20	20	23	13	17	59	67
	%	3.4%	4.5%	30.5%	29.9%	33.9%	34.3%	22.0%	25.4%	100.0%	100.0%
2. Professionals	#	11	9	10	10	21	19	23	22	56	57
	%	19.6%	15.8%	17.9%	17.5%	37.5%	33.3%	41.1%	38.6%	100.0%	100.0%
3. Technicians	#	2	1	0	0	2	1	2	2	4	5
	%	50.0%	20.0%	0.0%	0.0%	50.0%	20.0%	50.0%	40.0%	100.0%	100.0%
4. Protective Services	#	0	0	7	8	7	8	0	1	15	16
	%	0.0%	0.0%	46.7%	50.0%	46.7%	50.0%	0.0%	6.3%	100.0%	100.0%
5. Para-Professionals	#		0		0		0		1		2
	%		0.0%		0.0%		0.0%		50.0%		100.0%
6. Office/Clerical Workers	#	10	12	9	9	19	21	19	21	37	37
	%	27.0%	32.4%	24.3%	24.3%	51.4%	56.8%	51.4%	56.8%	100.0%	100.0%
7. Skilled Craft Workers	#	1	1	24	24	25	25	2	3	42	43
	%	2.4%	2.3%	57.1%	55.8%	59.5%	58.1%	4.8%	7.0%	100.0%	100.0%
8. Service Maintenance	#	20	23	48	53	68	76	27	28	91	95
	%	22.0%	24.2%	52.7%	55.8%	74.7%	80.0%	29.7%	29.5%	100.0%	100.0%
Total	#	46	49	116	124	162	173	86	95	304	322
	%	15.1%	15.2%	38.2%	38.5%	53.3%	53.7%	28.3%	29.5%	100.0%	100.0%

TABLE 2

* The numbers for the 2023 Report are taken from pay period 26, ending December 17, 2022

** The numbers for the 2024 Report are taken from pay period 26 ending December 16, 2023

TABLE 2.2
JOB CATEGORIES DETAIL (End of 2023 Data)

	Female						Female Total	Male						Male Total	Grand Total
	2+	ASN	BLK	HIS	NHPI	WHT		2+	ASN	BLK	HIS	NHPI	WHT		
Airport	4	15	6	21	3	46	95	8	31	21	49	15	103	227	322
41 – Officials/Administrators		1		2		14	17	1	5	3	10	1	30	50	67
Accounting Mgr, Admin Svcs Officer 3, Airfield Superintendent, Airport Chief Administrative Officer, Airport Mgr, Airport Operations Officer, Dep Director Airport Commercial Dev, Dep Director Airport Finance and Admin, Dep Director Airport Ops and Maint, Dir of Airports, Fire Battalion Chief SCAF (24), Fire Battalion Chief SCAF (40), Fire Chief SCAF, Fleet Manager, Park Maintenance Superintendent, Sr Accounting Mgr, Sr Administrative Analyst Rng B, Sr Airport Mgr, Sr Civil Engineer, & Sr Engineer Architect															
42 – Professionals		4		4	1	13	22	1	1		6	2	25	35	57
Accountant, Admin Svcs Officer 1, Admin Svcs Officer 2, Airport Economic Development Specialist, Airport Planner, Assoc Civil Engineer, Assoc Engineer Architect, Asst Engineer - Civil Lv 2, Asst Engineer Architect Lv 2, Construction Management Specialist, Customer Svc Officer, Environmental Specialist 3, Environmental Specialist 4, Environmental Specialist Lv 1, Fire Captain SCAF (24), Fire Captain SCAF (40), Public Information Officer, Safety Specialist, Sr Accountant, Sr Airport Economic Dev Specialist, Sr Airport Planner, & Sr Public Information Officer															
43 – Technicians		1				1	2						3	3	5
Accounting Technician, Engineering Technician Lv 2, Principal Engineering Technician, Supv Engineering Technician															
44 – Protective Service Workers						1	1	1		1	4	2	7	15	16
Fire Engineer SCAF (24) & Firefighter SCAF Lv 2 (24)															
45 - Paraprofessionals						1	1						1	1	2
Planning Technician & Safety Technician															
46 – Admin Support/Office Clerical	1	2	3	5	1	9	21	1	3	2	3		7	16	37
Account Clerk Lv 2, Airport Operations Dispatcher, Executive Secretary, Office Assistant Lv 2, Office Specialist Lv 2, Sr Account Clerk, Sr Airport Operations Dispatcher, Sr Office Assistant, Sr Office Specialist, Sr Storekeeper Fleet Services, Stock Clerk, Storekeeper 1, Storekeeper Fleet Services, & Supv Communication Ops Dispatcher															
47 – Craft Workers	1					2	3	2	5	4	13		16	40	43
Automotive Technician, Equipment Technician, Fleet Supervisor, Highway Maint Equipment Operator, Highway Maintenance Supv, Highway Maintenance Wkr, Sr Automotive Technician, Sr Equipment Technician, Sr Highway Maintenance Wkr															
48 – Service/Maintenance	2	7	3	10	1	5	28	2	17	11	13	10	14	67	95
Airport Operations Wkr, Custodian Lv 2, Fleet Service Wkr, Maintenance Wkr, Park Maintenance Supv, Park Maintenance Wkr 1, Park Maintenance Wkr 2, Sr Airport Operations Worker, Sr Park Maintenance Wkr, Supv Custodian 1, Supv Custodian 2															

TABLE 3.1
Personnel Actions Report
HIRES/RE-HIRES - Permanent Position Employees
(From 01/01/2023 to 12/31/2023)

NEW HIRES	FEMALE	%	MALE	%	TOTAL	%
White	7	15.9%	15	34.1%	22	50.0%
American Indian/Alaskan Native	0	0.0%	0	0.0%	0	0.0%
Asian	1	2.3%	4	9.1%	5	11.4%
Black	1	2.3%	1	2.3%	2	4.6%
Native Hawaiian/Pacific Islander	0	0.0%	4	9.1%	4	9.1%
2 or More Races	0	0.0%	3	6.8%	3	6.8%
Hispanic	3	6.8%	5	11.4%	8	18.1%
TOTAL MINORITY HIRES	5	11.4%	17	38.6%	22	50.0%
TOTAL NEW HIRES	12	27.3%	32	72.7%	44	100.0%

NEW RE-HIRES	FEMALE	%	MALE	%	TOTAL	%
White	0	0.0%	0	0.0%	0	0.0%
American Indian/Alaskan Native	0	0.0%	0	0.0%	0	0.0%
Asian	1	33.3%	0	0.0%	1	33.3%
Black	0	0.0%	1	33.3%	1	33.3%
Native Hawaiian/Pacific Islander	0	0.0%	0	0.0%	0	0.0%
2 or More Races	0	0.0%	0	0.0%	0	0.0%
Hispanic	0	0.0%	1	33.3%	1	33.3%
TOTAL MINORITY RE-HIRES	1	33.3%	2	67.6%	3	99.9%
TOTAL RE-HIRES	1	33.3%	2	67.6%	3	99.9%

COMMENTS FOR TABLE 3.1

The number and proportion of female new hires increased from a total of 6 (22.2%) in 2022 to a total of 12 (or 27.3%) in 2023. Of these, the share of female minority candidates increase to 5, but decreased in proportion from 14.8% in 2022 to 11.4% in 2023. Overall, the count of minority new hires increased from 16 (or 59.2%) in 2022 to 22 (or 50.0%) in 2023.

TABLE 3.2
Personnel Action Report
TERMINATIONS – Permanent Position Employees
(From 01/01/2023 to 12/31/2023)

TERMINATIONS	FEMALE	%	MALE	%	TOTAL	%
White	2	10.0%	11	55.0%	13	65.0%
American Indian/Alaskan Native	0	0.0%	0	0.0%	0	0.0%
Asian	1	5.0%	1	5.0%	2	10.0%
Black	0	0.0%	3	15.0%	3	15.0%
Native Hawaiian/Pacific Islander	0	0.0%	0	0.0%	0	0.0%
2 or More Races	0	0.0%	0	0.0%	0	0.0%
Hispanic	0	0.0%	2	10.0%	2	10.0%
TOTAL MINORITY TERMINATIONS	1	5.0%	6	30.0%	7	35.0%
TOTAL TERMINATIONS	3	15.0%	17	85.0%	20	100.0%

REASON TERMINATED	Number	% of Total	# of Female	# of Minority
RETIRED OR DISABILITY RETIREMENT	6	30.0%	1	2
RESIGN OTHER EMPLOYMENT	0	0.0%	0	0
EMPLOYEE INITIATED / NO REASON GIVEN	9	45.0%	0	3
DECEASED	0	0.0%	0	0
LAID OFF/REDUCTION IN FORCE	0	0.0%	0	0
DISCIPLINARY, PENDING DISCIPLINE OR RELEASE FROM PROBATION	4	20.0%	2	1
AUTOMATIC RESIGNATION	0	0.0%	0	0
OTHER– Please list: Medically Disqualified	1	5.0%	0	1
Totals:	20	100%	3	7

COMMENTS FOR TABLE 3.2

The total count of terminations impacting Minority Employees decreased from 19 to 7 from 2022 to 2023, and the proportion of overall terminations decreased from 57.6% to 35.0%. Only one minority termination was initiated as a result of disciplinary or probation release action. This is the same number as 2022, though a higher proportion (on a lower total count of terminations).

TABLE 3.4
Personnel Action Report
PROMOTIONS/DEMOTIONS - Permanent Positions
(From 01/01/2023 to 12/31/2023)

PROMOTIONS	FEMALE	%	MALE	%	TOTAL	%
White	9	23.7%	9	23.7%	18	47.4%
American Indian/Alaskan Native	0	0.0%	0	0.0%	0	0.0%
Asian	1	2.6%	1	2.6%	2	5.2%
Black	2	5.3%	1	2.6%	3	7.9%
Native Hawaiian/Pacific Islander	1	2.6%	2	5.3%	3	7.9%
2 or More Races	2	5.3%	1	2.6%	3	7.9%
Hispanic	4	10.5%	5	13.2%	9	23.7%
TOTAL MINORITY PROMOTIONS	10	26.3%	10	26.3%	20	52.6%
TOTAL PROMOTIONS	19	50.0%	19	50.0%	38	100.0%

DEMOTIONS	FEMALE	%	MALE	%	TOTAL	%
White	0	0.0%	1	0.0%	1	33.3%
American Indian/Alaskan Native	0	0.0%	0	0.0%	0	0.0%
Asian	0	0.0%	0	0.0%	0	0.0%
Black	0	0.0%	1	0.0%	1	33.3%
Native Hawaiian/Pacific Islander	0	0.0%	0	0.0%	0	0.0%
2 or More Races	0	0.0%	0	0.0%	0	0.0%
Hispanic	0	0.0%	1	0.0%	1	33.3%
TOTAL MINORITY DEMOTIONS	0	0.0%	2	0.0%	3	66.6%
TOTAL DEMOTIONS	0	0.0%	3	0.0%	3	99.9%

COMMENTS FOR TABLE 3.4

Among demoted employees, the share of women decreased from 100% to 0% from 2022 to 2023, and the share of minorities decreased from 100% to 66.6%. Two of these three minority demotions were voluntary.

TABLE 4
Discrimination/Harassment Complaint Activity
(From 01/01/2023 to 12/31/2023)

The purpose of this section is to provide the Committee with an overview of the department’s complaint activity. Please supply information pertaining to the last 12 months if the department is reviewed annually or the last two years if the department is reviewed bi-annually.

Complaint Types	In House				Outside Investigator				CRD or EEOC		Total Allegat.
	Violation	No Violation	Insuff Evid	On-going	Violation	No Violation	Insuff Evid	On-going	Closed	On-going	
Age											
Disability/Medical Condition/Genetic Information		A									1
Marital Status											
Pregnancy											
Political Affiliation or Beliefs											
Race/Color/National Origin/Ancestry										C	1
Religion											
Retaliation		A								C	2
Sex/Gender											
Sexual Orientation	B										1
TOTAL Allegations:	1	2								2	5

Note: Use an alpha to represent each complaint. **[Airport had a total of 3 COMPLAINTS]**
i.e. Employee Smith files a complaint involving Gender / Disability. You would place alpha A in columns Gender and Disability.
Employee Lopez files a complaint involving Religion / Race. You would place alpha B in columns Religion and Race
This information is collected for use by the Equal Employment Opportunity Advisory Committee to tabulate the County’s total annual number of complaints.