

**2023 ANNUAL
WORKFORCE STATISTICS REPORT**

Airports

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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. An Executive recruitment firm (ADK) was retained in 2022 to facilitate nationwide recruitment for three management Positions, and was directed to reach out to diverse candidates who would increase the number of women and minorities in positions of leadership in the County’s Department of Airports. Airports Council International-North America (ACI-NA) and American Association of Airport Executives (AAAE).

- iv. 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.
 - iii. In 2021, the Department updated the New Employee Orientation (NEO) Training manual. The NEO training class and tour, which had been suspended in light of the pandemic, was restarted in November of 2021, and a total of three sessions took place in Fiscal Year 2022, with an additional three scheduled for Fiscal Year 2023.

(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 held several fairs at SMF in 2022 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 resumption of in-person conferences for the airport industry gave staff the 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. N/A This inquiry is not applicable due to the fact that there were no findings of Violation of County Policy.

TABLE 1
WORKFORCE COMPARATIVE ANALYSIS

<i>ETHNICITY</i>	Census Data	Census Data	Workforce Composition				Workforce Composition			
	2010	2020	County of Sacramento				Airports			
			2017 (1)		2022 (2)		2018 Report (3)		2023 Report (4)	
	%	%	#	%	#	%	#	%	#	%
2 or More Races	4.4%	6.5%	268	2.4%	437	3.8%	5	1.7%	10	3.3%
American Indian/Alaskan Native	1.3%	0.5%	117	1.0%	102	0.9%	4	1.4%	0	0.0%
Asian	13.6%	17.4%	1,710	15.2%	1,938	16.9%	44	15.2%	41	13.5%
Black/African American	10.5%	9.2%	1,368	12.2%	1,312	11.5%	32	11.1%	27	8.9%
Hispanic/Latino	17.9%	23.6%	1,836	16.3%	2,272	19.8%	56	19.4%	70	23.0%
Native Hawaiian/Pacific Islander	1.0%	1.1%	113	1.0%	136	1.2%	8	2.8%	14	4.6%
Other		0.6%								
White/Non-Hispanic	51.4%	41.0%	5,824	51.8%	5,257	45.9%	140	48.4%	142	46.7%
Total	100.0%	100.0%	11,237	100.0%	11,454	100.0%	289	100.0%	304	100.0%
Minority Representation	48.6%	59.0%	5,412	48.2%	6,197	54.1%	149	51.6%	162	53.3%
Female Representation	50.8%	51.1%	5,812	51.7%	5,867	51.2%	82	28.4%	86	28.3%

¹ Sacramento County Workforce as of pay period 26 ending 12/23/2017

² Sacramento County Workforce as of pay period 26 ending 12/17/2022

³ Employed by County of Sacramento as of pay period 26 ending 12/23/2017

⁴ Employed by County of Sacramento as of pay period 26 ending 12/17/2022

TABLE 2
JOB CATEGORIES COMPARISON
BETWEEN 2022 AND 2023 REPORTS

JOB Categories	REPORT:	Minority Females		Minority Males		Minority Total		Female Total		Total Employees	
		2022*	2023**	2022*	2023**	2022*	2023**	2022*	2023**	2022*	2023**
1. Officials/Administrators	#	2	2	15	18	17	20	14	13	58	59
	%	3.4%	3.4%	25.9%	30.5%	29.3%	33.9%	24.1%	22.0%	100.0%	100.0%
2. Professionals	#	9	11	9	10	18	21	19	23	50	56
	%	18.0%	19.6%	18.0%	17.9%	36.0%	37.5%	38.0%	41.1%	100.0%	100.0%
3. Technicians	#	2	2	2	0	4	2	2	2	6	4
	%	33.3%	50.0%	33.3%	0.0%	66.7%	50.0%	33.3%	50.0%	100.0%	100.0%
4. Protective Services	#	0	0	8	7	8	7	0	19	17	15
	%	0.0%	0.0%	47.1%	46.7%	47.1%	46.7%	0.0%	126.7%	100.0%	100.0%
5. Para-Professionals	#										
	%										
6. Office/Clerical Workers	#	14	10	5	9	19	19	27	19	43	37
	%	32.6%	27.0%	11.6%	24.3%	44.2%	51.4%	62.8%	51.4%	100.0%	100.0%
7. Skilled Craft Workers	#	1	1	24	24	25	25	2	2	42	42
	%	2.4%	2.4%	57.1%	57.1%	59.5%	59.5%	4.8%	4.8%	100.0%	100.0%
8. Service Maintenance	#	25	20	51	48	76	68	31	27	98	91
	%	25.5%	22.0%	52.0%	52.7%	77.6%	74.7%	31.6%	29.7%	100.0%	100.0%
Total	#	53	46	114	116	167	162	95	105	314	304
	%	16.9%	15.1%	36.3%	38.2%	53.2%	53.3%	30.3%	34.5%	100.0%	100.0%

TABLE 2

* The numbers for the 2022 Report are taken from pay period 26, ending December 18, 2021

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

TABLE 3.1
Personnel Actions Report
HIRES/RE-HIRES - Permanent Position Employees
(From 01/01/2022 to 12/31/2022)

NEW HIRES	FEMALE	%	MALE	%	TOTAL	%
White	2	7.4%	9	33.3%	11	40.7%
American Indian/Alaskan Native	0	0.0%	0	0.0%	0	0.0%
Asian	1	3.7%	2	7.4%	3	11.1%
Black	2	7.4%	1	3.7%	3	11.1%
Native Hawaiian/Pacific Islander	0	0.0%	0	0.0%	0	0.0%
2 or More Races	0	0.0%	2	7.4%	2	7.4%
Hispanic	1	3.7%	7	25.9%	8	29.6%
TOTAL MINORITY HIRES	4	14.8%	12	44.4%	16	59.2%
TOTAL NEW HIRES	6	22.2%	21	77.7%	27	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	0	0.0%	1	50.0%	0	50.0%
Black	1	50.0%	0	0.0%	0	50.0%
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%	0	0.0%	0	0.0%
TOTAL MINORITY RE-HIRES	1	0.0%	1	0.0%	2	100.0%
TOTAL RE-HIRES	1	50.0%	1	50.0%	2	100.0%

COMMENTS FOR TABLE 3.1

The number and proportion of Female new hires decreased from a total of 12 (or 35.3%) in 2021 to a total of 6 (or 22.2%) in 2022. Of these, the share of female minority candidates stayed the same at 4, but increased in proportion from 11.8% in 2021 to 14.8% in 2022 due to the lower overall number of new hires. Overall, the count of minority new hires increased from 14 (or 41.2%) in 2021 to 16 (or 59.2%) in 2022.

TABLE 3.2
Personnel Action Report
TERMINATIONS – Permanent Position Employees
(From 01/01/2022 to 12/31/2022)

TERMINATIONS	FEMALE	%	MALE	%	TOTAL	%
White	4	12.1%	10	30.3%	14	42.4%
American Indian/Alaskan Native	1	3.0%	1	3.0%	2	6.1%
Asian	1	3.0%	0	0.0%	1	3.0%
Black	4	12.1%	2	6.1%	6	18.2%
Native Hawaiian/Pacific Islander	0	0.0%	0	0.0%	0	0.0%
2 or More Races	1	3.0%	2	6.1%	3	9.1%
Hispanic	3	9.1%	4	12.1%	7	21.2%
TOTAL MINORITY TERMINATIONS	10	30.3%	9	27.3%	19	57.6%
TOTAL TERMINATIONS	14	42.4%	19	57.6%	33	100.0%

REASON TERMINATED	Number	% of Total	# of Female	# of Minority
RETIRED OR DISABILITY RETIREMENT	10	30.3%	4	6
RESIGN OTHER EMPLOYMENT	1	3.0%	0	0
EMPLOYEE INITIATED / NO REASON GIVEN	18	54.5%	9	12
DECEASED	0	0.0%	0	0
LAI D OFF/REDUCTION IN FORCE	0	0.0%	0	0
DISCIPLINARY, PENDING DISCIPLINE OR RELEASE FROM PROBATION	3	9.0%	1	1
AUTOMATIC RESIGNATION	0	0.0%	0	0
OTHER– Please list: Medical Termination	1	3.0%	0	0
Totals:	33	100%	14	19

COMMENTS FOR TABLE 3.2

The total count of terminations affecting Minority Employees increased from 12 to 19 from 2021 to 2022, and the proportion of overall terminations increased from 36.4% to 57.6%. All minority and female terminations except one were attributable to retirement, other employment or another employee-initiated, non-punitive reason in 2022, which represents an increase from zero in 2021.

TABLE 3.4
Personnel Action Report
PROMOTIONS/DEMOTIONS - Permanent Positions
(From 01/01/2022 to 12/31/2022)

PROMOTIONS	FEMALE	%	MALE	%	TOTAL	%
White	3	8.8%	12	35.2%	15	44.0%
American Indian/Alaskan Native	0	0.0%	0	0.0%	0	0.0%
Asian	1	2.9%	2	5.9%	3	8.8%
Black	0	0.0%	1	2.9%	1	2.9%
Native Hawaiian/Pacific Islander	1	2.9%	3	8.8%	4	11.8%
2 or More Races	1	2.9%	0	0.0%	1	2.9%
Hispanic	1	2.9%	9	26.5%	10	29.4%
TOTAL MINORITY PROMOTIONS	4	11.8%	15	44.1%	19	55.9%
TOTAL PROMOTIONS	7	20.6%	27	79.3%	34	100.0%

DEMOTIONS	FEMALE	%	MALE	%	TOTAL	%
White	1	20.0%	0	0.0%	1	20.0%
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%	0	0.0%	0	0.0%
Native Hawaiian/Pacific Islander	0	0.0%	0	0.0%	0	0.0%
2 or More Races	2	40.0%	0	0.0%	2	40.0%
Hispanic	2	40.0%	0	0.0%	2	40.0%
TOTAL MINORITY DEMOTIONS	4	80.0%	0	0.0%	4	80.0%
TOTAL DEMOTIONS	5	100.0%	0	0.0%	5	100.0%

COMMENTS FOR TABLE 3.4

Among employees who received a promotion over the course of 2022, the share of women minorities receiving promotions rose from 9.8% to 11.8%, and the share of minorities increased from 51% to 55.9%.

Among demoted employees, the share of women increased from 33% to 100% from 2021 to 2022, and the share of minorities increased from 33% to 100%.

TABLE 4
Discrimination/Harassment Complaint Activity
(From 01/01/2022 to 12/31/2022)

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

Complaint Types	In House				Outside Investigator				DFEH 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											
Marital Status											
Pregnancy											
Political Affiliation or Beliefs											
Race/Color/National Origin/Ancestry											
Religion											
Retaliation											
Sex/Gender		A									1
Sexual Orientation		A									1
TOTAL Allegations:		2									2

Note: Use an alpha to represent each complaint. **[Airports had a total of 1 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.