



# Workforce Demographics

REPORT DATE:

**DECEMBER 20, 2022**

2008

THROUGH

2021



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# **Workforce Demographics Update 2008 to 2021**

## **Executive Summary**

**December 20, 2022**

## Introduction

Human Resources has completed the City's workforce demographics report for the calendar years 2008 through 2021. This update covers the last fourteen years of employee demographic information. As in the case with previous demographic reports, the data being provided follows federal and state reporting guidelines for race/ethnicity reporting. The reporting categories are Asian/Pacific Islander, Black, Hispanic, Native American, White, Other, and Two or More. In addition to the federal and state guidelines, the Armenian and Not Specified categories have also been included in this report. While the Armenian reporting category is included as part of the White reporting category for federal and state guidelines, the current City policy is to track the Armenian category separately for reporting purposes.

The demographic information contained in this report has been prepared for each calendar year beginning in 2008 through 2021. A total of 10 schedules have been prepared that reflect the City's workforce demographics in a variety of ways.

## Significant Changes Within the Organization

In 2011, the Community Development Department was created as part of an organizational realignment. The department consists of the previous Community Planning and Community Redevelopment and Housing Departments. In FY 2012-13, the City offered retirement incentives as part of budget balancing strategies. The retirements were effective August 2012. In 2017, the Innovation,

Performance & Audit Department was created also as part of an organizational realignment. The department consists of the Internal Audit Section that was previously part of the Administrative Services Department and several individuals from the Community Development Department. The Innovation, Performance & Audit Department was dissolved in 2021 moving the Innovation and Performance function to the Management Services Department and the Internal Audit function to the Administrative Services Department.

## Methodology Used

In order to consistently report information and to provide an accurate representation of the City's workforce demographics over a range of reporting periods, several assumptions were made.

- **Salaried employees must work 1,040 hours in a year:** salaried employees must work at least 1,040 hours in a calendar year to be included in the demographic information. This threshold helps ensure that either employees who retired during the year or new employees hired during the year that worked 50% or more of the available hours are included in the headcount. Employees meeting this threshold may include active, retired, and separated employees that worked the required minimum number of hours and are not counted as an hourly employee in this report. Employees that did not meet the minimum hour threshold have not been included in the overall headcount regardless of their employment status.

- **Hourly employees must work 100 hours in a year:** for an hourly employee to be included in the demographic information, the employee must work 100 hours or more in a calendar year. This threshold helps ensure that seasonal employees who worked during the year are included in the workforce demographics. Employees that meet this threshold include active, retired, and separated employees that worked the required minimum number of hours and are not counted as a salaried employee in this report. Hourly employees that did not meet the minimum hour threshold have not been included in the overall headcount regardless of their employment status.
- **Employees are assigned to the last department worked:** employees are reported in the Department in which they worked at the end of the calendar year or before they were separated from their employment. This assumption impacts departments where an employee is working for part of a year and then transfers to another department. The overall impact is statistically minor, but due to the complexities in programming no proration was made between departments.

## Comparison of Headcounts

The methodology used in creating the demographics report was developed several years ago as a result of a collaborative effort by the City Manager's Office, Human Resources, and Internal Audit. This management team recognized that there was no standard method to report

workforce demographics. As such, the management team considered various options that would best represent the demographics of the City's employees over a given amount of time, and decided to report the demographics as a representation of the City's workforce over a 12-month period rather than to limit the headcount reporting to one given day. This method ensures that (1) employees who work close to a full year will be included in the report, and (2) seasonal hourly employees who work a small percentage of the year will also be included. The employees included in the demographics statistics have a direct relationship to their contribution to the City for the period reported.

## Summary

The total City workforce has been decreasing since 2008. A 14.7% decrease in the workforce can be seen during the fourteen years reported. The workforce numbers for the past fourteen years is summarized in the table below.

**Total Workforce**

	2008	2009	2010	2011	2012	2013	2014
Salaried	1,785	1,766	1,751	1,722	1,640	1,469	1,486
Hourly	479	460	493	511	551	541	525
Total	2,264	2,226	2,244	2,233	2,191	2,010	2,011

	2015	2016	2017	2018	2019	2020	2021
Salaried	1,406	1,417	1,402	1,423	1,450	1,439	1,428
Hourly	531	530	538	582	589	483	503
Total	1,937	1,947	1,940	2,005	2,039	1,922	1,931

The racial/ethnic composition of the City's workforce has continued to shift as the result of the yearly changes to the City's workforce.

**Race/Ethnicity Composition**

Some of the noticeable trends from 2008 to 2021 include:

- The Armenian workforce increased 36.2% since 2008, from 315 to 429. For salaried employees, the total number of Armenian employees increased 63.6%, from 165 to 270.
- The Asian/Pacific Islander workforce decreased 17% since 2008, from 200 to 166. For salaried employees, the total number of Asian/Pacific Islander employees decreased 18.6%, from 167 to 136.
- The Black workforce decreased 31.5% since 2008, from 89 to 61. For salaried employees, the total number of Black employees decreased 30.9%, from 68 to 47.
- The Hispanic workforce increased 1.9% since 2008, from 631 to 643. For salaried employees, the total number of Hispanic employees decreased 9.1%, from 493 to 448.
- The White workforce decreased 38.8% since 2008, from 995 to 609. For salaried employees, the total number of White employees decreased 41.1%, from 867 to 511.

- The "Two or More" ethnicity category was added by the Federal Government as part of the available categories included in the 2017 EEO-4 survey and is now available to be selected by employees. This category will be reported in this report and going forward.

- Employees who have selected to not specify their ethnicities are also being reported.

**Gender Composition**

Statistically, the gender composition of the workforce has not changed much throughout the years. In 2008, out of 2,264 employees, there were 688 (30.4%) females and 1,576 (69.6%) males. In 2021, out of 1,931 employees, there were 608 (31.5%) females and 1,323 (68.5%) males.

The gender composition for each department in 2021 is summarized in the following table.

**Gender Composition in 2021**

Department	Total Department		Management Positions	
	Female	Male	Female	Male
<b><u>Departments with higher % in female employees (listed high to low in female %)</u></b>				
City Attorney	85.0%	15.0%	76.9%	23.1%
City Treasurer	83.3%	16.7%	50.0%	50.0%
City Clerk	80.0%	20.0%	0.0%	100.0%
Human Resources	73.9%	26.1%	80.0%	20.0%
Administrative Services	63.8%	36.2%	58.3%	41.7%
Library	63.8%	36.2%	56.3%	43.8%
<b><u>Departments with higher % in male employees (listed high to low in male %)</u></b>				
Fire Department	11.6%	88.4%	7.1%	92.9%
Information Technology	13.6%	86.4%	20.0%	80.0%
Public Works	16.6%	83.4%	20.6%	79.4%
GWP	19.7%	80.3%	25.0%	75.0%
Police Department	31.5%	68.5%	25.0%	75.0%
Community Services and Parks	39.9%	60.1%	65.2%	34.8%
Management Services	44.0%	56.0%	40.0%	60.0%
Community Development	45.9%	54.1%	25.0%	75.0%

The male to female distribution within departments depends on the type of positions each department offers and the level of interest from each group for those positions. Historically, there are types of positions that are of more interest to males and there are positions that are of more interest to females. For example, positions within the Fire, Information Technology, Public Works, and GWP departments are filled with a higher percentage of males, while positions within the City Attorney, City Treasurer, City Clerk, and Human Resources departments are filled with a higher percentage of females.

**Conclusion**

The change in the City's workforce demographics composition will continue to be an evolving process that will be subject to the dynamics of employees retiring,

employees separating from service, and the availability of additional new positions. The trends noted have been and will continue to be gradual as evidenced by the large number of employees who have been with the City for over 14 years.

**Total Employees  
By Race/Ethnicity**

		2008		2009		2010		2011		2012		2013		2014		2015		2016		2017		2018		2019		2020		2021		% Increase / Decrease from 2008 to 2021
	Race/Ethnicity	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	
<b>Total</b>	Armenian	315	13.9%	329	14.8%	353	15.7%	362	16.2%	349	15.9%	343	17.1%	347	17.3%	355	18.3%	356	18.3%	393	20.3%	410	20.4%	431	21.1%	413	21.5%	429	22.2%	36.2%
	Asian/Pacific Islander	200	8.8%	192	8.6%	204	9.1%	202	9.0%	201	9.2%	191	9.5%	190	9.4%	180	9.3%	184	9.5%	173	8.9%	177	8.8%	191	9.4%	176	9.2%	166	8.6%	-17.0%
	Black	89	3.9%	90	4.0%	86	3.8%	92	4.1%	85	3.9%	72	3.6%	71	3.5%	67	3.5%	73	3.7%	67	3.5%	68	3.4%	68	3.3%	61	3.2%	61	3.2%	-31.5%
	Hispanic	631	27.9%	610	27.4%	632	28.2%	623	27.9%	625	28.5%	598	29.8%	617	30.7%	594	30.7%	618	31.7%	619	31.9%	645	32.2%	655	32.1%	631	32.8%	643	33.3%	1.9%
	Native American/Alaskan	12	0.5%	12	0.5%	8	0.4%	9	0.4%	9	0.4%	10	0.5%	11	0.5%	7	0.4%	9	0.5%	9	0.5%	9	0.4%	12	0.6%	8	0.4%	12	0.6%	0.0%
	Not Specified	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	5	0.3%	6	0.3%	6	0.3%	5	0.3%	5	0.3%	N/A
	Other	22	1.0%	19	0.9%	10	0.4%	12	0.5%	6	0.3%	4	0.2%	4	0.2%	3	0.2%	3	0.2%	3	0.2%	8	0.4%	5	0.2%	4	0.2%	4	0.2%	-81.8%
	Two or More	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	2	0.1%	2	0.1%	2	0.1%	2	0.1%	2	0.1%	N/A
	White	995	43.9%	974	43.8%	951	42.4%	933	41.8%	916	41.8%	792	39.4%	771	38.3%	731	37.7%	704	36.2%	669	34.5%	680	33.9%	669	32.8%	622	32.4%	609	31.5%	-38.8%
<b>Grand Total</b>		<b>2,264</b>	<b>100.0%</b>	<b>2,226</b>	<b>100.0%</b>	<b>2,244</b>	<b>100.0%</b>	<b>2,233</b>	<b>100.0%</b>	<b>2,191</b>	<b>100.0%</b>	<b>2,010</b>	<b>100.0%</b>	<b>2,011</b>	<b>100.0%</b>	<b>1,937</b>	<b>100.0%</b>	<b>1,947</b>	<b>100.0%</b>	<b>1,940</b>	<b>100.0%</b>	<b>2,005</b>	<b>100.0%</b>	<b>2,039</b>	<b>100.0%</b>	<b>1,922</b>	<b>100.0%</b>	<b>1,931</b>	<b>100.0%</b>	<b>-14.7%</b>

		2008		2009		2010		2011		2012		2013		2014		2015		2016		2017		2018		2019		2020		2021		% Increase / Decrease from 2008 to 2021
Type	Race/Ethnicity	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	
<b>Hourly</b>	Armenian	150	31.3%	157	34.1%	168	34.1%	171	33.5%	159	28.9%	152	28.1%	148	28.2%	156	29.4%	145	27.4%	174	32.3%	188	32.3%	187	31.7%	157	32.5%	159	31.6%	6.0%
	Asian/Pacific Islander	33	6.9%	28	6.1%	34	6.9%	39	7.6%	42	7.6%	46	8.5%	40	7.6%	44	8.3%	48	9.1%	43	8.0%	46	7.9%	52	8.8%	33	6.8%	30	6.0%	-9.1%
	Black	21	4.4%	17	3.7%	15	3.0%	19	3.7%	21	3.8%	18	3.3%	20	3.8%	21	4.0%	20	3.8%	21	3.9%	20	3.4%	17	2.9%	14	2.9%	14	2.8%	-33.3%
	Hispanic	138	28.8%	122	26.5%	142	28.8%	132	25.8%	152	27.6%	160	29.6%	165	31.4%	158	29.8%	180	34.0%	174	32.3%	193	33.2%	203	34.5%	181	37.5%	195	38.8%	41.3%
	Native American/Alaskan	2	0.4%	2	0.4%	1	0.2%	2	0.4%	2	0.4%	2	0.4%	3	0.6%	1	0.2%	2	0.4%	1	0.2%	2	0.3%	3	0.5%	1	0.2%	3	0.6%	50.0%
	Not Specified	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	1	0.2%	1	0.2%	1	0.2%	0	0.0%	0	0.0%	N/A
	Other	7	1.5%	4	0.9%	1	0.2%	3	0.6%	1	0.2%	0	0.0%	1	0.2%	0	0.0%	0	0.0%	3	0.6%	8	1.4%	4	0.7%	3	0.6%	3	0.6%	-57.1%
	Two or More	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	1	0.2%	1	0.2%	1	0.2%	1	0.2%	1	0.2%	N/A
	White	128	26.7%	130	28.3%	132	26.8%	145	28.4%	174	31.6%	163	30.1%	148	28.2%	151	28.4%	135	25.5%	120	22.3%	123	21.1%	121	20.5%	93	19.3%	98	19.5%	-23.4%
<b>Hourly Total</b>		<b>479</b>	<b>100.0%</b>	<b>460</b>	<b>100.0%</b>	<b>493</b>	<b>100.0%</b>	<b>511</b>	<b>100.0%</b>	<b>551</b>	<b>100.0%</b>	<b>541</b>	<b>100.0%</b>	<b>525</b>	<b>100.0%</b>	<b>531</b>	<b>100.0%</b>	<b>530</b>	<b>100.0%</b>	<b>538</b>	<b>100.0%</b>	<b>582</b>	<b>100.0%</b>	<b>589</b>	<b>100.0%</b>	<b>483</b>	<b>100.0%</b>	<b>503</b>	<b>100.0%</b>	<b>5.0%</b>

		2008		2009		2010		2011		2012		2013		2014		2015		2016		2017		2018		2019		2020		2021		% Increase / Decrease from 2008 to 2021
Type	Race/Ethnicity	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	
<b>Salaried</b>	Armenian	165	9.2%	172	9.7%	185	10.6%	191	11.1%	190	11.6%	191	13.0%	199	13.4%	199	14.2%	211	14.9%	219	15.6%	222	15.6%	244	16.8%	256	17.8%	270	18.9%	63.6%
	Asian/Pacific Islander	167	9.4%	164	9.3%	170	9.7%	163	9.5%	159	9.7%	145	9.9%	150	10.1%	136	9.7%	136	9.6%	130	9.3%	131	9.2%	139	9.6%	143	9.9%	136	9.5%	-18.6%
	Black	68	3.8%	73	4.1%	71	4.1%	73	4.2%	64	3.9%	54	3.7%	51	3.4%	46	3.3%	53	3.7%	46	3.3%	48	3.4%	51	3.5%	47	3.3%	47	3.3%	-30.9%
	Hispanic	493	27.6%	488	27.6%	490	28.0%	491	28.5%	473	28.8%	438	29.8%	452	30.4%	436	31.0%	438	30.9%	445	31.7%	452	31.8%	452	31.2%	450	31.3%	448	31.4%	-9.1%
	Native American/Alaskan	10	0.6%	10	0.6%	7	0.4%	7	0.4%	7	0.4%	8	0.5%	8	0.5%	6	0.4%	7	0.5%	8	0.6%	7	0.5%	9	0.6%	7	0.5%	9	0.6%	-10.0%
	Not Specified	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	4	0.3%	5	0.4%	5	0.3%	5	0.3%	5	0.4%	N/A
	Other	15	0.8%	15	0.8%	9	0.5%	9	0.5%	5	0.3%	4	0.3%	3	0.2%	3	0.2%	3	0.2%	0	0.0%	0	0.0%	1	0.1%	1	0.1%	1	0.1%	-93.3%
	Two or More	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	1	0.1%	1	0.1%	1	0.1%	1	0.1%	1	0.1%	N/A
	White	867	48.6%	844	47.8%	819	46.8%	788	45.8%	742	45.2%	629	42.8%	623	41.9%	580	41.3%	569	40.2%	549	39.2%	557	39.1%	548	37.8%	529	36.8%	511	35.8%	-41.1%
<b>Salaried Total</b>		<b>1,785</b>	<b>100.0%</b>	<b>1,766</b>	<b>100.0%</b>	<b>1,751</b>	<b>100.0%</b>	<b>1,722</b>	<b>100.0%</b>	<b>1,640</b>	<b>100.0%</b>	<b>1,469</b>	<b>100.0%</b>	<b>1,486</b>	<b>100.0%</b>	<b>1,406</b>	<b>100.0%</b>	<b>1,417</b>	<b>100.0%</b>	<b>1,402</b>	<b>100.0%</b>	<b>1,423</b>	<b>100.0%</b>	<b>1,450</b>	<b>100.0%</b>	<b>1,439</b>	<b>100.0%</b>	<b>1,428</b>	<b>100.0%</b>	<b>-20.0%</b>



### Total Employees By Level

	Level	2008		2009		2010		2011		2012		2013		2014		2015		2016		2017		2018		2019		2020		2021		%Increase / Decrease from 2008 to 2021
		#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	
Total Employees	Executive	19	0.8%	18	0.8%	18	0.8%	17	0.8%	17	0.8%	17	0.8%	19	0.9%	17	0.9%	18	0.9%	18	0.9%	17	0.8%	17	0.8%	17	0.9%	16	0.8%	-15.8%
	Management/Supervisor	256	11.3%	251	11.3%	279	12.4%	284	12.7%	278	12.7%	249	12.4%	260	12.9%	247	12.8%	254	13.0%	230	11.9%	240	12.0%	246	12.1%	245	12.7%	241	12.5%	-5.9%
	Technical/Professional	141	6.2%	139	6.2%	111	4.9%	109	4.9%	95	4.3%	87	4.3%	76	3.8%	73	3.8%	76	3.9%	75	3.9%	76	3.8%	75	3.7%	86	4.5%	78	4.0%	-44.7%
	Supervisor Non-Mid-Management	162	7.2%	158	7.1%	155	6.9%	154	6.9%	148	6.8%	142	7.1%	136	6.8%	135	7.0%	140	7.2%	128	6.6%	127	6.3%	128	6.3%	134	7.0%	135	7.0%	-16.7%
	Non-Manager	1,686	74.5%	1,660	74.6%	1,681	74.9%	1,669	74.7%	1,653	75.4%	1,515	75.4%	1,520	75.6%	1,465	75.6%	1,459	74.9%	1,489	76.8%	1,545	77.1%	1,573	77.1%	1,440	74.9%	1,461	75.7%	-13.3%
Total		2,264	100.0%	2,226	100.0%	2,244	100.0%	2,233	100.0%	2,191	100.0%	2,010	100.0%	2,011	100.0%	1,937	100.0%	1,947	100.0%	1,940	100.0%	2,005	100.0%	2,039	100.0%	1,922	100.0%	1,931	100.0%	-14.7%

Type	Level	2008		2009		2010		2011		2012		2013		2014		2015		2016		2017		2018		2019		2020		2021		%Increase / Decrease from 2008 to 2021
		#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	
Total Hourly	Executive	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	1	0.2%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	N/A
	Management/Supervisor	0	0.0%	0	0.0%	27	5.5%	34	6.7%	34	6.2%	32	5.9%	24	4.6%	24	4.5%	27	5.1%	1	0.2%	1	0.2%	0	0.0%	0	0.0%	0	0.0%	N/A
	Technical/Professional	32	6.7%	32	7.0%	1	0.2%	0	0.0%	5	0.9%	6	1.1%	3	0.6%	4	0.8%	5	0.9%	5	0.9%	3	0.5%	3	0.5%	1	0.2%	0	0.0%	-100.0%
	Supervisor Non-Mid-Management	0	0.0%	0	0.0%	1	0.2%	2	0.4%	1	0.2%	2	0.4%	2	0.4%	1	0.2%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	N/A
	Non-Manager	447	93.3%	428	93.0%	464	94.1%	475	93.0%	511	92.7%	500	92.4%	496	94.5%	501	94.4%	497	93.8%	532	98.9%	578	99.3%	586	99.5%	482	99.8%	503	100.0%	12.5%
Total Hourly Total		479	100.0%	460	100.0%	493	100.0%	511	100.0%	551	100.0%	541	100.0%	525	100.0%	531	100.0%	530	100.0%	538	100.0%	582	100.0%	589	100.0%	483	100.0%	503	100.0%	5.0%

Type	Level	2008		2009		2010		2011		2012		2013		2014		2015		2016		2017		2018		2019		2020		2021		%Increase / Decrease from 2008 to 2021
		#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	
Total Salaried	Executive	19	1.1%	18	1.0%	18	1.0%	17	1.0%	17	1.0%	16	1.1%	19	1.3%	17	1.2%	18	1.3%	18	1.3%	17	1.2%	17	1.2%	17	1.2%	16	1.1%	-15.8%
	Management/Supervisor	256	14.3%	251	14.2%	252	14.4%	250	14.5%	244	14.9%	217	14.8%	236	15.9%	223	15.9%	227	16.0%	229	16.3%	239	16.8%	246	17.0%	245	17.0%	241	16.9%	-5.9%
	Technical/Professional	109	6.1%	107	6.1%	110	6.3%	109	6.3%	90	5.5%	81	5.5%	73	4.9%	69	4.9%	71	5.0%	70	5.0%	73	5.1%	72	5.0%	85	5.9%	78	5.5%	-28.4%
	Supervisor Non-Mid-Management	162	9.1%	158	8.9%	154	8.8%	152	8.8%	147	9.0%	140	9.5%	134	9.0%	133	9.5%	139	9.8%	128	9.1%	127	8.9%	128	8.8%	134	9.3%	135	9.5%	-16.7%
	Non-Manager	1,239	69.4%	1,232	69.8%	1,217	69.5%	1,194	69.3%	1,142	69.6%	1,015	69.1%	1,024	68.9%	964	68.6%	962	67.9%	957	68.3%	967	68.0%	987	68.1%	958	66.6%	958	67.1%	-22.7%
Total Salaried Total		1,785	100.0%	1,766	100.0%	1,751	100.0%	1,722	100.0%	1,640	100.0%	1,469	100.0%	1,486	100.0%	1,406	100.0%	1,417	100.0%	1,402	100.0%	1,423	100.0%	1,450	100.0%	1,439	100.0%	1,428	100.0%	-20.0%

**Total Employees  
By Race/Ethnicity and Level**

		2008		2009		2010		2011		2012		2013		2014		2015		2016		2017		2018		2019		2020		2021		%Increase / Decrease from 2008 to 2021
Race/Ethnicity	Level	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	
Armenian	Executive	3	0.1%	3	0.1%	3	0.1%	2	0.1%	3	0.1%	4	0.2%	5	0.2%	5	0.3%	6	0.3%	7	0.4%	7	0.3%	7	0.4%	6	0.3%	7	0.4%	100.0%
	Management/Supervisor	14	0.6%	15	0.7%	21	0.9%	23	1.0%	30	1.4%	31	1.5%	37	1.8%	36	1.9%	37	1.9%	35	1.8%	40	2.0%	47	2.3%	49	2.5%	52	2.7%	271.4%
	Technical/Professional	32	1.4%	34	1.5%	30	1.3%	29	1.3%	20	0.9%	22	1.1%	19	0.9%	17	0.9%	20	1.0%	21	1.1%	23	1.1%	22	1.1%	26	1.4%	26	1.3%	-18.8%
	Supervisor Non-Mid-Management	10	0.4%	12	0.5%	10	0.4%	10	0.4%	10	0.5%	10	0.5%	8	0.4%	13	0.7%	12	0.6%	8	0.4%	8	0.4%	4	0.2%	5	0.3%	7	0.4%	-30.0%
	Non-Manager	256	11.3%	265	11.9%	289	12.9%	298	13.3%	286	13.1%	276	13.7%	278	13.8%	284	14.7%	281	14.4%	322	16.6%	332	16.6%	351	17.2%	326	17.0%	338	17.5%	32.0%
Armenian Total		315	13.9%	329	14.8%	353	15.7%	362	16.2%	349	15.9%	343	17.1%	347	17.3%	355	18.3%	356	18.3%	393	20.3%	410	20.4%	431	21.1%	413	21.5%	429	22.2%	36.2%
Asian/Pacific Islander	Executive	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	1	0.0%	1	0.1%	1	0.1%	1	0.1%	1	0.0%	0	0.0%	0	0.0%	0	0.0%	N/A
	Management/Supervisor	23	1.0%	23	1.0%	32	1.4%	33	1.5%	30	1.4%	27	1.3%	30	1.5%	32	1.7%	30	1.5%	28	1.4%	30	1.5%	32	1.6%	35	1.8%	32	1.7%	39.1%
	Technical/Professional	21	0.9%	19	0.9%	16	0.7%	16	0.7%	16	0.7%	13	0.6%	11	0.5%	11	0.6%	13	0.7%	12	0.6%	11	0.5%	10	0.5%	12	0.6%	10	0.5%	-52.4%
	Supervisor Non-Mid-Management	13	0.6%	12	0.5%	15	0.7%	17	0.8%	17	0.8%	17	0.8%	15	0.7%	12	0.6%	11	0.6%	10	0.5%	11	0.5%	10	0.5%	9	0.5%	11	0.6%	-15.4%
	Non-Manager	143	6.3%	138	6.2%	141	6.3%	136	6.1%	138	6.3%	134	6.7%	133	6.6%	124	6.4%	129	6.6%	122	6.3%	124	6.2%	139	6.8%	120	6.2%	113	5.9%	-21.0%
Asian/Pacific Islander Total		200	8.8%	192	8.6%	204	9.1%	202	9.0%	201	9.2%	191	9.5%	190	9.4%	180	9.3%	184	9.5%	173	8.9%	177	8.8%	191	9.4%	176	9.2%	166	8.6%	-17.0%
Black	Executive	1	0.0%	1	0.0%	1	0.0%	1	0.0%	1	0.0%	1	0.0%	1	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	-100.0%
	Management/Supervisor	12	0.5%	11	0.5%	11	0.5%	12	0.5%	11	0.5%	8	0.4%	6	0.3%	6	0.3%	7	0.4%	4	0.2%	6	0.3%	7	0.3%	6	0.3%	6	0.3%	-50.0%
	Technical/Professional	9	0.4%	9	0.4%	10	0.4%	9	0.4%	7	0.3%	7	0.3%	7	0.3%	8	0.4%	9	0.5%	7	0.4%	7	0.3%	5	0.2%	7	0.4%	6	0.3%	-33.3%
	Supervisor Non-Mid-Management	9	0.4%	9	0.4%	7	0.3%	6	0.3%	4	0.2%	3	0.1%	3	0.1%	4	0.2%	4	0.2%	4	0.2%	5	0.2%	6	0.3%	6	0.3%	6	0.3%	-33.3%
	Non-Manager	58	2.6%	60	2.7%	57	2.5%	64	2.9%	62	2.8%	53	2.6%	54	2.7%	49	2.5%	53	2.7%	52	2.7%	50	2.5%	50	2.5%	42	2.2%	43	2.2%	-25.9%
Black Total		89	3.9%	90	4.0%	86	3.8%	92	4.1%	85	3.9%	72	3.6%	71	3.5%	67	3.5%	73	3.7%	67	3.5%	68	3.4%	68	3.3%	61	3.2%	61	3.2%	-31.5%
Hispanic	Executive	1	0.0%	0	0.0%	1	0.0%	3	0.1%	4	0.2%	4	0.2%	4	0.2%	4	0.2%	4	0.2%	3	0.2%	1	0.0%	2	0.1%	2	0.1%	2	0.1%	100.0%
	Management/Supervisor	38	1.7%	39	1.8%	38	1.7%	38	1.7%	40	1.8%	36	1.8%	36	1.8%	31	1.6%	35	1.8%	39	2.0%	39	1.9%	41	2.0%	45	2.3%	46	2.4%	21.1%
	Technical/Professional	17	0.8%	17	0.8%	17	0.8%	16	0.7%	11	0.5%	11	0.5%	14	0.7%	13	0.7%	15	0.8%	15	0.8%	14	0.7%	16	0.8%	19	1.0%	16	0.8%	-5.9%
	Supervisor Non-Mid-Management	29	1.3%	29	1.3%	33	1.5%	32	1.4%	33	1.5%	37	1.8%	39	1.9%	37	1.9%	37	1.9%	31	1.6%	30	1.5%	31	1.5%	34	1.8%	36	1.9%	24.1%
	Non-Manager	546	24.1%	525	23.6%	543	24.2%	534	23.9%	537	24.5%	510	25.4%	524	26.1%	509	26.3%	527	27.1%	531	27.4%	561	28.0%	565	27.7%	531	27.6%	543	28.1%	-0.5%
Hispanic Total		631	27.9%	610	27.4%	632	28.2%	623	27.9%	625	28.5%	598	29.8%	617	30.7%	594	30.7%	618	31.7%	619	31.9%	645	32.2%	655	32.1%	631	32.8%	643	33.3%	1.9%
Native American/Alaskan	Executive	0	0.0%	1	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	N/A
	Management/Supervisor	2	0.1%	1	0.0%	2	0.1%	2	0.1%	2	0.1%	3	0.1%	3	0.1%	2	0.1%	2	0.1%	2	0.1%	1	0.0%	1	0.0%	0	0.0%	0	0.0%	-100.0%
	Technical/Professional	1	0.0%	1	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	1	0.1%	0.0%
	Supervisor Non-Mid-Management	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	1	0.0%	1	0.0%	1	0.1%	1	0.1%	N/A
	Non-Manager	9	0.4%	9	0.4%	6	0.3%	7	0.3%	7	0.3%	7	0.3%	8	0.4%	5	0.3%	7	0.4%	7	0.4%	7	0.3%	10	0.5%	7	0.4%	10	0.5%	11.1%
Native American/Alaskan Total		12	0.5%	12	0.5%	8	0.4%	9	0.4%	9	0.4%	10	0.5%	11	0.5%	7	0.4%	9	0.5%	9	0.5%	9	0.4%	12	0.6%	8	0.4%	12	0.6%	0.0%
Not Specified	Executive	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	1	0.0%	1	0.1%	1	0.1%	N/A
	Management/Supervisor	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	2	0.1%	2	0.1%	1	0.0%	1	0.1%	1	0.1%	N/A
	Supervisor Non-Mid-Management	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	1	0.1%	1	0.0%	1	0.0%	1	0.1%	1	0.1%	N/A
	Non-Manager	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	2	0.1%	3	0.1%	3	0.1%	2	0.1%	2	0.1%	N/A
Not Specified Total		0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	5	0.3%	6	0.3%	6	0.3%	5	0.3%	5	0.3%	N/A
Other	Executive	0	0.0%	0	0.0%	1	0.0%	1	0.0%	1	0.0%	1	0.0%	1	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	N/A
	Management/Supervisor	2	0.1%	2	0.1%	1	0.0%	1	0.0%	1	0.0%	1	0.0%	1	0.0%	2	0.1%	2	0.1%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	-100.0%
	Technical/Professional	3	0.1%	2	0.1%	1	0.0%	1	0.0%	1	0.0%	1	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	1	0.0%	1	0.1%	1	0.1%	-66.7%
	Non-Manager	17	0.8%	15	0.7%	7	0.3%	9	0.4%	3	0.1%	1	0.0%	2	0.1%	1	0.0%	1	0.1%	3	0.2%	8	0.4%	4	0.2%	3	0.2%	3	0.2%	-82.4%
Other Total		22	1.0%	19	0.9%	10	0.4%	12	0.5%	6	0.3%	4	0.2%	4	0.2%	3	0.2%	3	0.2%	3	0.2%	8	0.4%	5	0.2%	4	0.2%	4	0.2%	-81.8%
Two or More	Technical/Professional	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	1	0.1%	1	0.1%	N/A
	Non-Manager	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	2	0.1%	2	0.1%	2	0.1%	2	0.1%	2	0.1%	N/A
Two or More Total		0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	2	0.1%	2	0.1%	2	0.1%	2	0.1%	2	0.1%	N/A
White	Executive	14	0.6%	13	0.6%	12	0.5%	10	0.4%	8	0.4%	7	0.3%	7	0.3%	7	0.4%	7	0.4%	7	0.4%	8	0.4%	7	0.3%	7	0.4%	7	0.4%	-50.0%
	Management/Supervisor	165	7.3%	160	7.2%	174	7.8%	175	7.8%	164	7.5%	143	7.1%	147	7.3%	138	7.1%	141	7.2%	120	6.2%	122	6.1%	117	5.7%	109	5.7%	104	5.4%	-37.0%
	Technical/Professional	58	2.6%	57	2.6%	37	1.6%	38	1.7%	40	1.8%	33	1.6%	25	1.2%	24	1.2%	19	1.0%	20	1.0%	21	1.0%	21	1.0%	20	1.0%	17	0.9%	-70.7%
	Supervisor Non-Mid-Management	101	4.5%	96	4.3%	90	4.0%	89	4.0%	84	3																			

### By Race/Ethnicity and Level

Type	Race/Ethnicity	Level	2008		2009		2010		2011		2012		2013		2014		2015		2016		2017		2018		2019		2020		2021		% Increase / Decrease from 2008 to 2021
			#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	
Hourly	Armenian	Management/Supervisor	0	0.0%	0	0.0%	4	0.8%	4	0.8%	4	0.7%	4	0.7%	3	0.6%	4	0.8%	4	0.8%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	N/A
		Technical/Professional	5	1.0%	6	1.3%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	-100.0%
		Non-Manager	145	30.3%	151	32.8%	164	33.3%	167	32.7%	155	28.1%	148	27.4%	145	27.6%	152	28.6%	141	26.6%	174	32.3%	188	32.3%	187	31.7%	157	32.5%	159	31.6%	9.7%
	Armenian Total		150	31.3%	157	34.1%	168	34.1%	171	33.5%	159	28.9%	152	28.1%	148	28.2%	156	29.4%	145	27.4%	174	32.3%	188	32.3%	187	31.7%	157	32.5%	159	31.6%	6.0%
	Asian/Pacific Islander	Management/Supervisor	0	0.0%	0	0.0%	7	1.4%	7	1.4%	6	1.1%	4	0.7%	2	0.4%	2	0.4%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	N/A
		Technical/Professional	5	1.0%	4	0.9%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	1	0.2%	1	0.2%	1	0.2%	1	0.2%	1	0.2%	0	0.0%	-100.0%
		Supervisor Non-Mid-Management	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	1	0.2%	1	0.2%	1	0.2%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	N/A
	Asian/Pacific Islander Total		28	5.8%	24	5.2%	27	5.5%	32	6.3%	36	6.5%	42	7.8%	37	7.0%	41	7.7%	44	8.3%	42	7.8%	45	7.7%	51	8.7%	32	6.6%	30	6.0%	7.1%
	Black	Management/Supervisor	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	1	0.2%	1	0.2%	1	0.2%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	N/A
		Technical/Professional	21	4.4%	17	3.7%	15	3.0%	19	3.7%	21	3.8%	18	3.3%	20	3.8%	20	3.8%	19	3.6%	20	3.7%	20	3.4%	17	2.9%	14	2.9%	14	2.8%	-33.3%
		Non-Manager	21	4.4%	17	3.7%	15	3.0%	19	3.7%	21	3.8%	18	3.3%	20	3.8%	21	4.0%	20	3.8%	21	3.9%	20	3.4%	17	2.9%	14	2.9%	14	2.8%	-33.3%
	Black Total		21	4.4%	17	3.7%	15	3.0%	19	3.7%	21	3.8%	18	3.3%	20	3.8%	21	4.0%	20	3.8%	21	3.9%	20	3.4%	17	2.9%	14	2.9%	14	2.8%	-33.3%
	Hispanic	Executive	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	1	0.2%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	N/A
		Management/Supervisor	0	0.0%	0	0.0%	2	0.4%	3	0.6%	3	0.5%	3	0.6%	3	0.6%	2	0.4%	4	0.8%	1	0.2%	1	0.2%	0	0.0%	0	0.0%	0	0.0%	N/A
		Technical/Professional	2	0.4%	1	0.2%	1	0.2%	0	0.0%	2	0.4%	2	0.4%	2	0.4%	1	0.2%	1	0.2%	1	0.2%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	-100.0%
	Hispanic	Supervisor Non-Mid-Management	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	1	0.2%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	N/A
		Non-Manager	136	28.4%	121	26.3%	139	28.2%	129	25.2%	147	26.7%	154	28.5%	160	30.5%	154	29.0%	175	33.0%	172	32.0%	192	33.0%	203	34.5%	181	37.5%	195	38.8%	43.4%
	Hispanic Total		138	28.8%	122	26.5%	142	28.8%	132	25.8%	152	27.6%	160	29.6%	165	31.4%	158	29.8%	180	34.0%	174	32.3%	193	33.2%	203	34.5%	181	37.5%	195	38.8%	41.3%
	Native American/Alaskan	Management/Supervisor	0	0.0%	0	0.0%	1	0.2%	1	0.2%	1	0.2%	1	0.2%	1	0.2%	1	0.2%	1	0.2%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	N/A
		Technical/Professional	1	0.2%	1	0.2%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	-100.0%
		Non-Manager	1	0.2%	1	0.2%	0	0.0%	1	0.2%	1	0.2%	1	0.2%	2	0.4%	0	0.0%	1	0.2%	1	0.2%	2	0.3%	3	0.5%	1	0.2%	3	0.6%	200.0%
	Native American/Alaskan Total		2	0.4%	2	0.4%	1	0.2%	2	0.4%	2	0.4%	2	0.4%	3	0.6%	1	0.2%	2	0.4%	1	0.2%	2	0.3%	3	0.5%	1	0.2%	3	0.6%	50.0%
	Not Specified		0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	1	0.2%	1	0.2%	0	0.0%	0	0.0%	N/A
	Not Specified Total		0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	1	0.2%	1	0.2%	0	0.0%	0	0.0%	N/A
	Other	Management/Supervisor	1	0.2%	1	0.2%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	-100.0%
		Technical/Professional	6	1.3%	3	0.7%	1	0.2%	3	0.6%	1	0.2%	0	0.0%	1	0.2%	0	0.0%	0	0.0%	3	0.6%	8	1.4%	4	0.7%	3	0.6%	3	0.6%	-50.0%
		Non-Manager	6	1.3%	3	0.7%	1	0.2%	3	0.6%	1	0.2%	0	0.0%	1	0.2%	0	0.0%	0	0.0%	3	0.6%	8	1.4%	4	0.7%	3	0.6%	3	0.6%	-50.0%
	Other Total		7	1.5%	4	0.9%	1	0.2%	3	0.6%	1	0.2%	0	0.0%	1	0.2%	0	0.0%	0	0.0%	3	0.6%	8	1.4%	4	0.7%	3	0.6%	3	0.6%	-57.1%
	Two or More	Management/Supervisor	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	1	0.2%	1	0.2%	1	0.2%	1	0.2%	1	0.2%	N/A
		Technical/Professional	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	1	0.2%	1	0.2%	1	0.2%	1	0.2%	1	0.2%	N/A
		Non-Manager	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	1	0.2%	1	0.2%	1	0.2%	1	0.2%	1	0.2%	N/A
	Two or More Total		0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	1	0.2%	1	0.2%	1	0.2%	1	0.2%	1	0.2%	N/A
	White	Management/Supervisor	0	0.0%	0	0.0%	13	2.6%	19	3.7%	20	3.6%	20	3.7%	15	2.9%	15	2.8%	16	3.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	N/A
		Technical/Professional	18	3.8%	19	4.1%	0	0.0%	0	0.0%	3	0.5%	4	0.7%	1	0.2%	2	0.4%	2	0.4%	2	0.4%	2	0.3%	2	0.3%	0	0.0%	0	0.0%	-100.0%
		Supervisor Non-Mid-Management	0	0.0%	0	0.0%	1	0.2%	2	0.4%	1	0.2%	2	0.4%	1	0.2%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	N/A
	White Total		110	23.0%	111	24.1%	118	23.9%	124	24.3%	150	27.2%	137	25.3%	131	25.0%	134	25.2%	117	22.1%	118	21.9%	121	20.8%	119	20.2%	93	19.3%	98	19.5%	-10.9%
	Hourly Total		479	100.0%	460	100.0%	493	100.0%	511	100.0%	551	100.0%	541	100.0%	525	100.0%	531	100.0%	530	100.0%	538	100.0%	582	100.0%	589	100.0%	483	100.0%	503	100.0%	5.0%

**Total Salaried Employees  
By Race/Ethnicity and Level**

Type	Race/Ethnicity	Level	2008		2009		2010		2011		2012		2013		2014		2015		2016		2017		2018		2019		2020		2021		%Increase / Decrease from 2008 to 2021
			#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	
Salaried	Armenian	Executive	3	0.2%	3	0.2%	3	0.2%	2	0.1%	3	0.2%	4	0.3%	5	0.3%	5	0.4%	6	0.4%	7	0.5%	7	0.5%	7	0.5%	6	0.4%	100.0%		
		Management/Supervisor	14	0.8%	15	0.8%	17	1.0%	19	1.1%	26	1.6%	27	1.8%	34	2.3%	32	2.3%	33	2.3%	35	2.5%	40	2.8%	47	3.2%	49	3.4%	52	3.6%	271.4%
		Technical/Professional	27	1.5%	28	1.6%	30	1.7%	29	1.7%	20	1.2%	22	1.5%	19	1.3%	17	1.2%	20	1.4%	21	1.5%	23	1.6%	22	1.5%	26	1.8%	26	1.8%	-3.7%
		Supervisor Non-Mid-Management	10	0.6%	12	0.7%	10	0.6%	10	0.6%	10	0.6%	10	0.7%	8	0.5%	13	0.9%	12	0.8%	8	0.6%	8	0.6%	4	0.3%	5	0.3%	7	0.5%	-30.0%
		Non-Manager	111	6.2%	114	6.5%	125	7.1%	131	7.6%	131	8.0%	128	8.7%	133	9.0%	132	9.4%	140	9.9%	148	10.6%	144	10.1%	164	11.3%	169	11.7%	179	12.5%	61.3%
	Armenian Total		165	9.2%	172	9.7%	185	10.6%	191	11.1%	190	11.6%	191	13.0%	199	13.4%	199	14.2%	211	14.9%	219	15.6%	222	15.6%	244	16.8%	256	17.8%	270	18.9%	63.6%
	Asian/Pacific Islander	Executive	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	1	0.1%	1	0.1%	1	0.1%	1	0.1%	1	0.1%	0	0.0%	0	0.0%	0	0.0%	N/A
		Management/Supervisor	23	1.3%	23	1.3%	25	1.4%	26	1.5%	24	1.5%	23	1.6%	28	1.9%	30	2.1%	28	2.0%	28	2.0%	30	2.1%	32	2.2%	35	2.4%	32	2.2%	39.1%
		Technical/Professional	16	0.9%	15	0.8%	16	0.9%	16	0.9%	16	1.0%	13	0.9%	11	0.7%	11	0.8%	12	0.8%	11	0.8%	10	0.7%	9	0.6%	11	0.8%	10	0.7%	-37.5%
		Supervisor Non-Mid-Management	13	0.7%	12	0.7%	15	0.9%	17	1.0%	17	1.0%	17	1.2%	14	0.9%	11	0.8%	10	0.7%	10	0.7%	11	0.8%	10	0.7%	9	0.6%	11	0.8%	-15.4%
		Non-Manager	115	6.4%	114	6.5%	114	6.5%	104	6.0%	102	6.2%	92	6.3%	96	6.5%	83	5.9%	85	6.0%	80	5.7%	79	5.6%	88	6.1%	88	6.1%	83	5.8%	-27.8%
	Asian/Pacific Islander Total		167	9.4%	164	9.3%	170	9.7%	163	9.5%	159	9.7%	145	9.9%	150	10.1%	136	9.7%	136	9.6%	130	9.3%	131	9.2%	139	9.6%	143	9.9%	136	9.5%	-18.6%
	Black	Executive	1	0.1%	1	0.1%	1	0.1%	1	0.1%	1	0.1%	1	0.1%	1	0.1%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	-100.0%
		Management/Supervisor	12	0.7%	11	0.6%	11	0.6%	12	0.7%	11	0.7%	8	0.5%	6	0.4%	6	0.4%	7	0.5%	4	0.3%	6	0.4%	7	0.5%	6	0.4%	6	0.4%	-50.0%
		Technical/Professional	9	0.5%	9	0.5%	10	0.6%	9	0.5%	7	0.4%	7	0.5%	7	0.5%	7	0.5%	8	0.6%	6	0.4%	7	0.5%	5	0.3%	7	0.5%	6	0.4%	-33.3%
		Supervisor Non-Mid-Management	9	0.5%	9	0.5%	7	0.4%	6	0.3%	4	0.2%	3	0.2%	3	0.2%	4	0.3%	4	0.3%	4	0.3%	5	0.4%	6	0.4%	6	0.4%	6	0.4%	-33.3%
		Non-Manager	37	2.1%	43	2.4%	42	2.4%	45	2.6%	41	2.5%	35	2.4%	34	2.3%	29	2.1%	34	2.4%	32	2.3%	30	2.1%	33	2.3%	28	1.9%	29	2.0%	-21.6%
	Black Total		68	3.8%	73	4.1%	71	4.1%	73	4.2%	64	3.9%	54	3.7%	51	3.4%	46	3.3%	53	3.7%	46	3.3%	48	3.4%	51	3.5%	47	3.3%	47	3.3%	-30.9%
	Hispanic	Executive	1	0.1%	0	0.0%	1	0.1%	3	0.2%	4	0.2%	3	0.2%	4	0.3%	4	0.3%	4	0.3%	3	0.2%	1	0.1%	2	0.1%	2	0.1%	2	0.1%	100.0%
		Management/Supervisor	38	2.1%	39	2.2%	36	2.1%	35	2.0%	37	2.3%	33	2.2%	33	2.2%	29	2.1%	31	2.2%	38	2.7%	38	2.7%	41	2.8%	45	3.1%	46	3.2%	21.1%
		Technical/Professional	15	0.8%	16	0.9%	16	0.9%	16	0.9%	9	0.5%	9	0.6%	12	0.8%	12	0.9%	14	1.0%	14	1.0%	14	1.0%	16	1.1%	19	1.3%	16	1.1%	6.7%
		Supervisor Non-Mid-Management	29	1.6%	29	1.6%	33	1.9%	32	1.9%	33	2.0%	37	2.5%	39	2.6%	36	2.6%	37	2.6%	31	2.2%	30	2.1%	31	2.1%	34	2.4%	36	2.5%	24.1%
		Non-Manager	410	23.0%	404	22.9%	404	23.1%	405	23.5%	390	23.8%	356	24.2%	364	24.5%	355	25.2%	352	24.8%	359	25.6%	369	25.9%	362	25.0%	350	24.3%	348	24.4%	-15.1%
	Hispanic Total		493	27.6%	488	27.6%	490	28.0%	491	28.5%	473	28.8%	438	29.8%	452	30.4%	436	31.0%	438	30.9%	445	31.7%	452	31.8%	452	31.2%	450	31.3%	448	31.4%	-9.1%
	Native American/Alaskan	Executive	0	0.0%	1	0.1%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	N/A
		Management/Supervisor	2	0.1%	1	0.1%	1	0.1%	1	0.1%	1	0.1%	1	0.1%	2	0.1%	1	0.1%	1	0.1%	2	0.1%	1	0.1%	1	0.1%	0	0.0%	0	0.0%	-100.0%
		Technical/Professional	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	1	0.1%	N/A
		Supervisor Non-Mid-Management	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	1	0.1%	1	0.1%	1	0.1%	1	0.1%	N/A
		Non-Manager	8	0.4%	8	0.5%	6	0.3%	6	0.3%	6	0.4%	6	0.4%	6	0.4%	5	0.4%	6	0.4%	6	0.4%	5	0.4%	7	0.5%	6	0.4%	7	0.5%	-12.5%
	Native American/Alaskan Total		10	0.6%	10	0.6%	7	0.4%	7	0.4%	7	0.4%	8	0.5%	8	0.5%	6	0.4%	7	0.5%	8	0.6%	7	0.5%	9	0.6%	7	0.5%	9	0.6%	-10.0%
	Not Specified	Executive	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	1	0.1%	1	0.1%	1	0.1%	N/A
		Management/Supervisor	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	2	0.1%	1	0.1%	1	0.1%	1	0.1%	N/A
		Supervisor Non-Mid-Management	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	1	0.1%	1	0.1%	1	0.1%	1	0.1%	N/A
		Non-Manager	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	1	0.1%	2	0.1%	2	0.1%	2	0.1%	N/A
		Not Specified Total		0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	4	0.3%	5	0.4%	5	0.3%	5	0.3%	5	0.4%
	Other	Executive	0	0.0%	0	0.0%	1	0.1%	1	0.1%	1	0.1%	1	0.1%	1	0.1%	1	0.1%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	N/A
		Management/Supervisor	2	0.1%	2	0.1%	1	0.1%	1	0.1%	1	0.1%	1	0.1%	1	0.1%	2	0.1%	2	0.1%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	-100.0%
		Technical/Professional	2	0.1%	1	0.1%	1	0.1%	1	0.1%	1	0.1%	1	0.1%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	1	0.1%	1	0.1%	1	0.1%	-50.0%
		Non-Manager	11	0.6%	12	0.7%	6	0.3%	6	0.3%	2	0.1%	1	0.1%	1	0.1%	1	0.1%	1	0.1%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	-100.0%
		Other Total		15	0.8%	15	0.8%	9	0.5%	9	0.5%	5	0.3%	4	0.3%	3	0.2%	3	0.2%	3	0.2%	0	0.0%	0	0.0%	1	0.1%	1	0.1%	1	0.1%
	Two or More	Executive	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	1	0.1%	1	0.1%	N/A
		Management/Supervisor	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	1	0.1%	1	0.1%	1	0.1%	0	0.0%	N/A
		Technical/Professional	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	N/A
		Non-Manager	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	1	0.1%	1	0.1%	1	0.1%	1	0.1%	N/A
		Two or More Total		0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	1	0.1%	1	0.1%	1	0.1%	1	0.1%	1	0.1%
	White	Executive	14	0.8%	13	0.7%	12	0.7%	10	0.6%	8	0.5%	7	0.5%	7	0.5%	7	0.5%	7	0.5%	7	0.5%	8	0.6%	7	0.5%	7	0.5%	7	0.5%	-50.0%
		Management/Supervisor	165	9.2%	160	9.1%	161	9.2%	156	9.1%	144	8.8%	123	8.4%	132	8.9%	123	8.7%	125	8.8%	120	8.6%	117	8.1%	109	7.6%	104	7.3%	-37.0%		
		Technical/Professional	40	2.2%	38	2.2%	37	2.1%	38	2.2%	37	2.3%	29	2.0%	24	1.6%	22	1.6%	17	1.2%	18	1.3%	19	1.3%	20	1.4%	17	1.2%	-57.5%		
Supervisor Non-Mid-Management		101	5.7%	96	5.4%	89	5.1%	87	5.1%	83	5.1%	73	5.0%	70	4.7%	69	4.9%	76	5.4%	74	5.3%	71	5.0%	75	5.2%	78	5.4%	73	5.1%	-27.7%	
Non-Manager		547	30.6%	537	30.4%	520	29.7%	497	28.9%	470	28.7%	397	27.0%	390	26.2%	359															



**Total Employees  
By Gender and Level**

Gender	Level	2008		2009		2010		2011		2012		2013		2014		2015		2016		2017		2018		2019		2020		2021		%Increase / Decrease from 2008 to 2021
		#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	
Female	Executive	4	0.6%	2	0.3%	3	0.4%	3	0.4%	3	0.5%	3	0.5%	3	0.5%	2	0.3%	2	0.3%	3	0.5%	3	0.5%	3	0.5%	3	0.5%	2	0.3%	-50.0%
	Management/Supervisor	79	11.5%	81	12.0%	84	12.4%	85	12.6%	88	13.9%	78	13.3%	85	14.5%	79	13.6%	84	14.4%	80	13.2%	86	13.6%	84	12.8%	83	13.9%	87	14.3%	10.1%
	Technical/Professional	64	9.3%	66	9.8%	55	8.1%	53	7.9%	42	6.7%	43	7.3%	39	6.7%	37	6.4%	36	6.2%	36	5.9%	39	6.2%	43	6.5%	43	7.2%	38	6.3%	-40.6%
	Supervisor Non-Mid-Management	28	4.1%	27	4.0%	29	4.3%	27	4.0%	26	4.1%	24	4.1%	23	3.9%	27	4.6%	26	4.5%	21	3.5%	17	2.7%	15	2.3%	14	2.3%	16	2.6%	-42.9%
	Non-Manager	513	74.6%	500	74.0%	508	74.8%	506	75.1%	472	74.8%	439	74.8%	436	74.4%	437	75.1%	436	74.7%	467	76.9%	487	77.1%	512	77.9%	453	76.0%	465	76.5%	-9.4%
Female Total		688	100.0%	676	100.0%	679	100.0%	674	100.0%	631	100.0%	587	100.0%	586	100.0%	582	100.0%	584	100.0%	607	100.0%	632	100.0%	657	100.0%	596	100.0%	608	100.0%	-11.6%

Gender	Level	2008		2009		2010		2011		2012		2013		2014		2015		2016		2017		2018		2019		2020		2021		%Increase / Decrease from 2008 to 2021
		#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	
Male	Executive	15	1.0%	16	1.0%	15	1.0%	14	0.9%	14	0.9%	14	1.0%	16	1.1%	15	1.1%	16	1.2%	15	1.1%	14	1.0%	14	1.0%	14	1.1%	14	1.1%	-6.7%
	Management/Supervisor	177	11.2%	170	11.0%	195	12.5%	199	12.8%	190	12.2%	171	12.0%	175	12.3%	168	12.4%	170	12.5%	150	11.3%	154	11.2%	162	11.7%	162	12.2%	154	11.6%	-13.0%
	Technical/Professional	77	4.9%	73	4.7%	56	3.6%	56	3.6%	53	3.4%	44	3.1%	37	2.6%	36	2.7%	40	2.9%	39	2.9%	37	2.7%	32	2.3%	43	3.2%	40	3.0%	-48.1%
	Supervisor Non-Mid-Management	134	8.5%	131	8.5%	126	8.1%	127	8.1%	122	7.8%	118	8.3%	113	7.9%	108	8.0%	114	8.4%	107	8.0%	110	8.0%	113	8.2%	120	9.0%	119	9.0%	-11.2%
	Non-Manager	1,173	74.4%	1,160	74.8%	1,173	75.0%	1,163	74.6%	1,181	75.7%	1,076	75.6%	1,084	76.1%	1,028	75.9%	1,023	75.1%	1,022	76.7%	1,058	77.1%	1,061	76.8%	987	74.4%	996	75.3%	-15.1%
Male Total		1,576	100.0%	1,550	100.0%	1,565	100.0%	1,559	100.0%	1,560	100.0%	1,423	100.0%	1,425	100.0%	1,355	100.0%	1,363	100.0%	1,333	100.0%	1,373	100.0%	1,382	100.0%	1,326	100.0%	1,323	100.0%	-16.1%

	Level	2008		2009		2010		2011		2012		2013		2014		2015		2016		2017		2018		2019		2020		2021		%Increase / Decrease from 2008 to 2021
		#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	
Total	Executive	19	0.8%	18	0.8%	18	0.8%	17	0.8%	17	0.8%	17	0.8%	19	0.9%	17	0.9%	18	0.9%	18	0.9%	17	0.8%	17	0.8%	17	0.9%	16	0.8%	-15.8%
	Management/Supervisor	256	11.3%	251	11.3%	279	12.4%	284	12.7%	278	12.7%	249	12.4%	260	12.9%	247	12.8%	254	13.0%	230	11.9%	240	12.0%	246	12.1%	245	12.7%	241	12.5%	-5.9%
	Technical/Professional	141	6.2%	139	6.2%	111	4.9%	109	4.9%	95	4.3%	87	4.3%	76	3.8%	73	3.8%	76	3.9%	75	3.9%	76	3.8%	75	3.7%	86	4.5%	78	4.0%	-44.7%
	Supervisor Non-Mid-Management	162	7.2%	158	7.1%	155	6.9%	154	6.9%	148	6.8%	142	7.1%	136	6.8%	135	7.0%	140	7.2%	128	6.6%	127	6.3%	128	6.3%	134	7.0%	135	7.0%	-16.7%
	Non-Manager	1,686	74.5%	1,660	74.6%	1,681	74.9%	1,669	74.7%	1,653	75.4%	1,515	75.4%	1,520	75.6%	1,465	75.6%	1,459	74.9%	1,489	76.8%	1,545	77.1%	1,573	77.1%	1,440	74.9%	1,461	75.7%	-13.3%
Grand Total		2,264	100.0%	2,226	100.0%	2,244	100.0%	2,233	100.0%	2,191	100.0%	2,010	100.0%	2,011	100.0%	1,937	100.0%	1,947	100.0%	1,940	100.0%	2,005	100.0%	2,039	100.0%	1,922	100.0%	1,931	100.0%	-14.7%

	Gender	2008		2009		2010		2011		2012		2013		2014		2015		2016		2017		2018		2019		2020		2021		%Increase / Decrease from 2008 to 2021
		#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	
Total	Female	688	30.4%	676	30.4%	679	30.3%	674	30.2%	631	28.8%	587	29.2%	586	29.1%	582	30.0%	584	30.0%	607	31.3%	632	31.5%	657	32.2%	596	31.0%	608	31.5%	-11.6%
	Male	1,576	69.6%	1,550	69.6%	1,565	69.7%	1,559	69.8%	1,560	71.2%	1,423	70.8%	1,425	70.9%	1,355	70.0%	1,363	70.0%	1,333	68.7%	1,373	68.5%	1,382	67.8%	1,326	69.0%	1,323	68.5%	-16.1%
Grand Total		2,264	100.0%	2,226	100.0%	2,244	100.0%	2,233	100.0%	2,191	100.0%	2,010	100.0%	2,011	100.0%	1,937	100.0%	1,947	100.0%	1,940	100.0%	2,005	100.0%	2,039	100.0%	1,922	100.0%	1,931	100.0%	-14.7%

### Total Hourly Employees By Gender and Level

Type	Gender	Level	2008		2009		2010		2011		2012		2013		2014		2015		2016		2017		2018		2019		2020		2021		%Increase / Decrease from 2008 to 2021
			#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	
Hourly	Female	Management/Supervisor	0	0.0%	0	0.0%	9	4.4%	14	6.8%	12	6.3%	9	4.8%	6	3.2%	6	2.9%	6	2.9%	1	0.4%	1	0.4%	0	0.0%	0	0.0%	0	0.0%	N/A
		Technical/Professional	10	4.8%	11	5.6%	1	0.5%	0	0.0%	2	1.0%	2	1.1%	1	0.5%	1	0.5%	2	1.0%	2	0.9%	1	0.4%	2	0.8%	1	0.5%	0	0.0%	-100.0%
		Non-Manager	198	95.2%	185	94.4%	192	94.6%	192	92.8%	177	92.7%	176	94.1%	183	96.3%	203	96.7%	197	96.1%	221	98.7%	243	99.2%	251	99.2%	202	99.5%	210	100.0%	6.1%
		Supervisor Non-Mid-Management	0	0.0%	0	0.0%	1	0.5%	1	0.5%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	N/A
	Female Total		208	100.0%	196	100.0%	203	100.0%	207	100.0%	191	100.0%	187	100.0%	190	100.0%	210	100.0%	205	100.0%	224	100.0%	245	100.0%	253	100.0%	203	100.0%	210	100.0%	1.0%

Type	Gender	Level	2008		2009		2010		2011		2012		2013		2014		2015		2016		2017		2018		2019		2020		2021		%Increase / Decrease from 2008 to 2021
			#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	
Hourly	Male	Executive	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	1	0.3%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	N/A
		Management/Supervisor	0	0.0%	0	0.0%	18	6.2%	20	6.6%	22	6.1%	23	6.5%	18	5.4%	18	5.6%	21	6.5%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	N/A
		Technical/Professional	22	8.1%	21	8.0%	0	0.0%	0	0.0%	3	0.8%	4	1.1%	2	0.6%	3	0.9%	3	0.9%	3	1.0%	2	0.6%	1	0.3%	0	0.0%	0	0.0%	-100.0%
		Non-Manager	249	91.9%	243	92.0%	272	93.8%	283	93.1%	334	92.8%	324	91.5%	313	93.4%	298	92.8%	300	92.3%	311	99.0%	335	99.4%	335	99.7%	280	100.0%	293	100.0%	17.7%
	Male Total		271	100.0%	264	100.0%	290	100.0%	304	100.0%	360	100.0%	354	100.0%	335	100.0%	321	100.0%	325	100.0%	314	100.0%	337	100.0%	336	100.0%	280	100.0%	293	100.0%	8.1%

Type	Level	2008		2009		2010		2011		2012		2013		2014		2015		2016		2017		2018		2019		2020		2021		%Increase / Decrease from 2008 to 2021
		#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	
Hourly Total	Executive	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	1	0.2%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	N/A
	Management/Supervisor	0	0.0%	0	0.0%	27	5.5%	34	6.7%	34	6.2%	32	5.9%	24	4.6%	24	4.5%	27	5.1%	1	0.2%	1	0.2%	0	0.0%	0	0.0%	0	0.0%	N/A
	Technical/Professional	32	6.7%	32	7.0%	1	0.2%	0	0.0%	5	0.9%	6	1.1%	3	0.6%	4	0.8%	5	0.9%	5	0.9%	3	0.5%	3	0.5%	1	0.2%	0	0.0%	-100.0%
	Non-Manager	447	93.3%	428	93.0%	464	94.1%	475	93.0%	511	92.7%	500	92.4%	496	94.5%	501	94.4%	497	93.8%	532	98.9%	578	99.3%	586	99.5%	482	99.8%	503	100.0%	12.5%
Hourly Total		0	0.0%	0	0.0%	1	0.2%	2	0.4%	1	0.2%	2	0.4%	2	0.4%	2	0.4%	1	0.2%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	N/A
Hourly Total		479	100.0%	460	100.0%	493	100.0%	511	100.0%	551	100.0%	541	100.0%	525	100.0%	531	100.0%	530	100.0%	538	100.0%	582	100.0%	589	100.0%	483	100.0%	503	100.0%	5.0%

### Total Salaried Employees By Gender and Level

Type	Gender	Level	2008		2009		2010		2011		2012		2013		2014		2015		2016		2017		2018		2019		2020		2021		%Increase / Decrease from 2008 to 2021
			#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	
Salaried	Female	Executive	4	0.8%	2	0.4%	3	0.6%	3	0.6%	3	0.7%	3	0.8%	3	0.8%	2	0.5%	2	0.5%	3	0.8%	3	0.8%	3	0.7%	3	0.8%	2	0.5%	-50.0%
		Management/Supervisor	79	16.5%	81	16.9%	75	15.8%	71	15.2%	76	17.3%	69	17.3%	79	19.9%	73	19.6%	78	20.6%	79	20.6%	85	22.0%	84	20.8%	83	21.1%	87	21.9%	10.1%
		Technical/Professional	54	11.3%	55	11.5%	54	11.3%	53	11.3%	40	9.1%	41	10.3%	38	9.6%	36	9.7%	34	9.0%	34	8.9%	38	9.8%	41	10.1%	42	10.7%	38	9.5%	-29.6%
		Supervisor Non-Mid-Management	28	5.8%	27	5.6%	28	5.9%	26	5.6%	26	5.9%	24	6.0%	23	5.8%	27	7.3%	26	6.9%	21	5.5%	17	4.4%	15	3.7%	14	3.6%	16	4.0%	-42.9%
		Non-Manager	315	65.6%	315	65.6%	316	66.4%	314	67.2%	295	67.0%	263	65.8%	253	63.9%	234	62.9%	239	63.1%	246	64.2%	244	63.0%	261	64.6%	251	63.9%	255	64.1%	-19.0%
	Female Total		480	100.0%	480	100.0%	476	100.0%	467	100.0%	440	100.0%	400	100.0%	396	100.0%	372	100.0%	379	100.0%	383	100.0%	387	100.0%	404	100.0%	393	100.0%	398	100.0%	-17.1%

Type	Gender	Level	2008		2009		2010		2011		2012		2013		2014		2015		2016		2017		2018		2019		2020		2021		%Increase / Decrease from 2008 to 2021
			#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	
Salaried	Male	Executive	15	1.1%	16	1.2%	15	1.2%	14	1.1%	14	1.2%	13	1.2%	16	1.5%	15	1.5%	16	1.5%	15	1.5%	14	1.4%	14	1.3%	14	1.3%	14	1.4%	-6.7%
		Management/Supervisor	177	13.6%	170	13.2%	177	13.9%	179	14.3%	168	14.0%	148	13.8%	157	14.4%	150	14.5%	149	14.4%	150	14.7%	154	14.9%	162	15.5%	162	15.5%	154	15.0%	-13.0%
		Technical/Professional	55	4.2%	52	4.0%	56	4.4%	56	4.5%	50	4.2%	40	3.7%	35	3.2%	33	3.2%	37	3.6%	36	3.5%	35	3.4%	31	3.0%	43	4.1%	40	3.9%	-27.3%
		Supervisor Non-Mid-Management	134	10.3%	131	10.2%	126	9.9%	126	10.0%	121	10.1%	116	10.9%	111	10.2%	106	10.3%	113	10.9%	107	10.5%	110	10.6%	113	10.8%	120	11.5%	119	11.6%	-11.2%
		Non-Manager	924	70.8%	917	71.3%	901	70.7%	880	70.1%	847	70.6%	752	70.3%	771	70.7%	730	70.6%	723	69.7%	711	69.8%	723	69.8%	726	69.4%	707	67.6%	703	68.3%	-23.9%
		Male Total	1,305	100.0%	1,286	100.0%	1,275	100.0%	1,255	100.0%	1,200	100.0%	1,069	100.0%	1,090	100.0%	1,034	100.0%	1,038	100.0%	1,019	100.0%	1,036	100.0%	1,046	100.0%	1,046	100.0%	1,030	100.0%	-21.1%

Type	Level	2008		2009		2010		2011		2012		2013		2014		2015		2016		2017		2018		2019		2020		2021		%Increase / Decrease from 2008 to 2021
		#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	
Salaried Total	Executive	19	1.1%	18	1.0%	18	1.0%	17	1.0%	17	1.0%	16	1.1%	19	1.3%	17	1.2%	18	1.3%	17	1.2%	17	1.2%	17	1.2%	17	1.2%	16	1.1%	-15.8%
	Management/Supervisor	256	14.3%	251	14.2%	252	14.4%	250	14.5%	244	14.9%	217	14.8%	236	15.9%	223	15.9%	227	16.0%	229	16.3%	239	16.8%	246	17.0%	245	17.0%	241	16.9%	-5.9%
	Technical/Professional	109	6.1%	107	6.1%	110	6.3%	109	6.3%	90	5.5%	81	5.5%	73	4.9%	69	4.9%	71	5.0%	70	5.0%	73	5.1%	72	5.0%	85	5.9%	78	5.5%	-28.4%
	Supervisor Non-Mid-Management	162	9.1%	158	8.9%	154	8.8%	152	8.8%	147	9.0%	140	9.5%	134	9.0%	133	9.5%	139	9.8%	128	9.0%	127	8.9%	128	8.0%	134	9.5%	135	9.5%	-16.7%
	Non-Manager	1,239	69.4%	1,232	69.8%	1,217	69.5%	1,194	69.3%	1,142	69.6%	1,015	69.1%	1,024	68.9%	964	68.6%	962	67.9%	957	68.3%	967	68.0%	987	68.1%	958	66.6%	958	67.1%	-22.7%
Salaried Total		1,785	100.0%	1,766	100.0%	1,751	100.0%	1,722	100.0%	1,640	100.0%	1,469	100.0%	1,486	100.0%	1,406	100.0%	1,417	100.0%	1,402	100.0%	1,423	100.0%	1,450	100.0%	1,439	100.0%	1,428	100.0%	-20.0%

**Total Employees  
By Gender and Race/Ethnicity**

		2008		2009		2010		2011		2012		2013		2014		2015		2016		2017		2018		2019		2020		2021		% Increase / Decrease from 2008
		#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	
Total	Female	688	30.4%	676	30.4%	679	30.3%	674	30.2%	631	28.8%	587	29.2%	586	29.1%	582	30.0%	584	30.0%	607	31.3%	632	31.5%	657	32.2%	596	31.0%	608	31.5%	-11.6%
	Male	1,576	69.6%	1,550	69.6%	1,565	69.7%	1,559	69.8%	1,560	71.2%	1,423	70.8%	1,426	70.9%	1,355	70.0%	1,363	70.0%	1,333	68.7%	1,373	68.5%	1,382	67.8%	1,326	69.0%	1,323	68.5%	-16.1%
Grand Total		2,264	100.0%	2,226	100.0%	2,244	100.0%	2,233	100.0%	2,191	100.0%	2,010	100.0%	2,011	100.0%	1,937	100.0%	1,947	100.0%	1,940	100.0%	2,005	100.0%	2,039	100.0%	1,922	100.0%	1,931	100.0%	-14.7%

	Gender	Race/Ethnicity	2008		2009		2010		2011		2012		2013		2014		2015		2016		2017		2018		2019		2020		2021		% Increase / Decrease from 2008 to 2021
			#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	
<b>Total</b>	<b>Female</b>	Armenian	160	7.1%	167	7.5%	174	7.8%	177	7.9%	171	7.8%	171	8.5%	180	9.0%	187	9.7%	182	9.3%	201	10.4%	211	10.5%	226	11.1%	226	11.8%	233	12.1%	45.6%
		Asian/Pacific Islander	64	2.8%	62	2.8%	68	3.0%	62	2.8%	60	2.7%	57	2.8%	58	2.9%	52	2.7%	57	2.9%	52	2.7%	54	2.7%	61	3.0%	55	2.9%	51	2.6%	-20.3%
		Black	20	0.9%	22	1.0%	24	1.1%	28	1.3%	23	1.0%	19	0.9%	17	0.8%	16	0.8%	18	0.9%	17	0.9%	16	0.8%	17	0.8%	13	0.7%	12	0.6%	-40.0%
		Hispanic	179	7.9%	164	7.4%	169	7.5%	167	7.5%	156	7.1%	146	7.3%	141	7.0%	137	7.1%	147	7.6%	161	8.3%	168	8.4%	178	8.7%	157	8.2%	160	8.3%	-11.6%
		Native American/Alaskan	3	0.1%	3	0.1%	2	0.1%	3	0.1%	3	0.1%	3	0.1%	4	0.2%	2	0.1%	3	0.2%	2	0.1%	2	0.1%	2	0.1%	2	0.1%	4	0.2%	33.3%
		Not Specified	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	2	0.1%	3	0.1%	3	0.1%	2	0.1%	2	0.1%	N/A
		Other	10	0.4%	7	0.3%	5	0.2%	6	0.3%	3	0.1%	3	0.1%	2	0.1%	2	0.1%	2	0.1%	2	0.1%	5	0.2%	2	0.1%	1	0.1%	1	0.1%	-90.0%
		Two or More	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	1	0.1%	1	0.0%	1	0.0%	1	0.1%	2	0.1%	N/A
		White	252	11.1%	251	11.3%	237	10.6%	231	10.3%	215	9.8%	188	9.4%	184	9.1%	186	9.6%	175	9.0%	169	8.7%	172	8.6%	167	8.2%	139	7.2%	143	7.4%	-43.3%
		<b>Female Total</b>	688	30.4%	676	30.4%	679	30.3%	674	30.2%	631	28.8%	587	29.2%	586	29.1%	582	30.0%	584	30.0%	607	31.3%	632	31.5%	657	32.2%	596	31.0%	608	31.5%	-11.6%
	<b>Male</b>	Armenian	155	6.8%	162	7.3%	179	8.0%	185	8.3%	178	8.1%	172	8.6%	167	8.3%	168	8.7%	174	8.9%	192	9.9%	199	9.9%	205	10.1%	187	9.7%	196	10.2%	26.5%
		Asian/Pacific Islander	136	6.0%	130	5.8%	136	6.1%	140	6.3%	141	6.4%	134	6.7%	132	6.6%	128	6.6%	127	6.5%	121	6.2%	123	6.1%	130	6.4%	121	6.3%	115	6.0%	-15.4%
		Black	69	3.0%	68	3.1%	62	2.8%	64	2.9%	62	2.8%	53	2.6%	54	2.7%	51	2.6%	55	2.8%	50	2.6%	52	2.6%	51	2.5%	48	2.5%	49	2.5%	-29.0%
		Hispanic	452	20.0%	446	20.0%	463	20.6%	456	20.4%	469	21.4%	452	22.5%	476	23.7%	457	23.6%	471	24.2%	458	23.6%	477	23.8%	477	23.4%	474	24.7%	483	25.0%	6.9%
		Native American/Alaskan	9	0.4%	9	0.4%	6	0.3%	6	0.3%	6	0.3%	7	0.3%	7	0.3%	5	0.3%	6	0.3%	7	0.4%	7	0.3%	10	0.5%	6	0.3%	8	0.4%	-11.1%
		Not Specified	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	3	0.2%	3	0.1%	3	0.1%	3	0.2%	3	0.2%	N/A
		Other	12	0.5%	12	0.5%	5	0.2%	6	0.3%	3	0.1%	1	0.0%	2	0.1%	1	0.1%	1	0.1%	3	0.1%	3	0.1%	3	0.1%	3	0.2%	3	0.2%	-75.0%
		Two or More	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	1	0.1%	1	0.0%	1	0.0%	1	0.1%	0	0.0%	N/A
		White	743	32.8%	723	32.5%	714	31.8%	702	31.4%	701	32.0%	604	30.0%	587	29.2%	545	28.1%	529	27.2%	500	25.8%	508	25.3%	502	24.6%	483	25.1%	466	24.1%	-37.3%
		<b>Male Total</b>	1,576	69.6%	1,550	69.6%	1,565	69.7%	1,559	69.8%	1,560	71.2%	1,423	70.8%	1,425	70.9%	1,355	70.0%	1,363	70.0%	1,333	68.7%	1,373	68.5%	1,382	67.8%	1,326	69.0%	1,323	68.5%	-16.1%
	<b>Grand Total</b>		2,264	100.0%	2,226	100.0%	2,244	100.0%	2,233	100.0%	2,191	100.0%	2,010	100.0%	2,011	100.0%	1,937	100.0%	1,947	100.0%	1,940	100.0%	2,005	100.0%	2,039	100.0%	1,922	100.0%	1,931	100.0%	-14.7%



## Total Hourly Employees By Gender and Race/Ethnicity

Type	Gender	2008		2009		2010		2011		2012		2013		2014		2015		2016		2017		2018		2019		2020		2021		% Increase / Decrease from 2008 to 2021
		#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	
Hourly	Female	208	43.4%	196	42.6%	203	41.2%	207	40.5%	191	34.7%	187	34.6%	190	36.2%	210	39.5%	205	38.7%	224	41.6%	245	42.1%	253	43.0%	203	42.0%	210	41.7%	1.0%
	Male	271	56.6%	264	57.4%	290	58.8%	304	59.5%	360	65.3%	354	65.4%	335	63.8%	321	60.5%	325	61.3%	314	58.4%	337	57.9%	336	57.0%	280	58.0%	293	58.3%	8.1%
Hourly Total		479	100.0%	460	100.0%	493	100.0%	511	100.0%	551	100.0%	541	100.0%	525	100.0%	531	100.0%	530	100.0%	538	100.0%	582	100.0%	589	100.0%	483	100.0%	503	100.0%	5.0%

			2008		2009		2010		2011		2012		2013		2014		2015		2016		2017		2018		2019		2020		2021		% Increase / Decrease from 2008 to 2021
Type	Gender	Race/Ethnicity	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	
Hourly	Female	Armenian	75	15.7%	78	17.0%	76	15.4%	80	15.7%	74	13.4%	70	12.9%	75	14.3%	82	15.4%	71	13.4%	85	15.8%	96	16.5%	100	17.0%	91	18.8%	92	18.3%	22.7%
		Asian/Pacific Islander	10	2.1%	8	1.7%	10	2.0%	11	2.2%	11	2.0%	13	2.4%	12	2.3%	13	2.4%	19	3.6%	15	2.8%	17	2.9%	17	2.9%	13	2.7%	11	2.2%	10.0%
		Black	4	0.8%	4	0.9%	6	1.2%	9	1.8%	7	1.3%	7	1.3%	8	1.5%	7	1.3%	7	1.3%	8	1.5%	5	0.9%	4	0.7%	4	0.8%	3	0.6%	-25.0%
		Hispanic	56	11.7%	45	9.8%	49	9.9%	42	8.2%	43	7.8%	44	8.1%	40	7.6%	42	7.9%	48	9.1%	57	10.6%	62	10.7%	71	12.1%	53	11.0%	54	10.7%	-3.6%
		Native American/Alaskan	1	0.2%	1	0.2%	0	0.0%	1	0.2%	1	0.2%	1	0.2%	2	0.4%	0	0.0%	1	0.2%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	2	0.4%	100.0%
		Not Specified	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	1	0.2%	1	0.2%	0	0.0%	0	0.0%	N/A
		Other	3	0.6%	0	0.0%	0	0.0%	1	0.2%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	2	0.4%	5	0.9%	2	0.3%	1	0.2%	1	0.2%	-66.7%
		Two or More	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	1	0.2%	N/A		
		White	59	12.3%	60	13.0%	62	12.6%	63	12.3%	55	10.0%	52	9.6%	53	10.1%	66	12.4%	59	11.1%	57	10.6%	59	10.1%	58	9.8%	41	8.5%	46	9.1%	-22.0%
	Female Total		208	43.4%	196	42.6%	203	41.2%	207	40.5%	191	34.7%	187	34.6%	190	36.2%	210	39.5%	205	38.7%	224	41.6%	245	42.1%	253	43.0%	203	42.0%	210	41.7%	1.0%
	Male	Armenian	75	15.7%	79	17.2%	92	18.7%	91	17.8%	85	15.4%	82	15.2%	73	13.9%	74	13.9%	74	14.0%	89	16.5%	92	15.8%	87	14.8%	66	13.7%	67	13.3%	-10.7%
		Asian/Pacific Islander	23	4.8%	20	4.3%	24	4.9%	28	5.5%	31	5.6%	33	6.1%	28	5.3%	31	5.8%	29	5.5%	28	5.2%	29	5.0%	35	5.9%	20	4.1%	19	3.8%	-17.4%
		Black	17	3.5%	13	2.8%	9	1.8%	10	2.0%	14	2.5%	11	2.0%	12	2.3%	14	2.6%	13	2.5%	13	2.4%	15	2.6%	13	2.2%	10	2.1%	11	2.2%	-35.3%
		Hispanic	82	17.1%	77	16.7%	93	18.9%	90	17.6%	109	19.8%	116	21.4%	125	23.8%	116	21.8%	132	24.9%	117	21.7%	131	22.5%	132	22.4%	128	26.5%	141	28.0%	72.0%
		Native American/Alaskan	1	0.2%	1	0.2%	1	0.2%	1	0.2%	1	0.2%	1	0.2%	1	0.2%	1	0.2%	1	0.2%	1	0.2%	2	0.3%	3	0.5%	1	0.2%	1	0.2%	0.0%
		Not Specified	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	1	0.2%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	N/A
		Other	4	0.8%	4	0.9%	1	0.2%	2	0.4%	1	0.2%	0	0.0%	1	0.2%	0	0.0%	0	0.0%	1	0.2%	3	0.5%	2	0.3%	2	0.4%	2	0.4%	-50.0%
		Two or More	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	1	0.2%	1	0.2%	1	0.2%	0	0.0%	N/A		
		White	69	14.4%	70	15.2%	70	14.2%	82	16.0%	119	21.6%	111	20.5%	95	18.1%	85	16.0%	76	14.3%	63	11.7%	64	11.0%	63	10.7%	52	10.8%	52	10.3%	-24.6%
	Male Total		271	56.6%	264	57.4%	290	58.8%	304	59.5%	360	65.3%	354	65.4%	335	63.8%	321	60.5%	325	61.3%	314	58.4%	337	57.9%	336	57.0%	280	58.0%	293	58.3%	8.1%
Hourly Total		479	100.0%	460	100.0%	493	100.0%	511	100.0%	551	100.0%	541	100.0%	525	100.0%	531	100.0%	530	100.0%	538	100.0%	582	100.0%	589	100.0%	483	100.0%	503	100.0%	5.0%	

**Total Salaried Employees  
By Gender and Race/Ethnicity**

Type	Gender	2008		2009		2010		2011		2012		2013		2014		2015		2016		2017		2018		2019		2020		2021		% Increase / Decrease from 2008 to 2021
		#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	
<b>Salaried</b>	Female	480	26.9%	480	27.2%	476	27.2%	467	27.1%	440	26.8%	400	27.2%	396	26.6%	372	26.5%	379	26.7%	383	27.3%	387	27.2%	404	27.9%	393	27.3%	398	27.9%	-17.1%
	Male	1,305	73.1%	1,286	72.8%	1,275	72.8%	1,255	72.9%	1,200	73.2%	1,069	72.8%	1,090	73.4%	1,034	73.5%	1,038	73.3%	1,019	72.7%	1,036	72.8%	1,046	72.1%	1,046	72.7%	1,030	72.1%	-21.1%
<b>Salaried Total</b>		<b>1,785</b>	<b>100.0%</b>	<b>1,766</b>	<b>100.0%</b>	<b>1,751</b>	<b>100.0%</b>	<b>1,722</b>	<b>100.0%</b>	<b>1,640</b>	<b>100.0%</b>	<b>1,469</b>	<b>100.0%</b>	<b>1,486</b>	<b>100.0%</b>	<b>1,406</b>	<b>100.0%</b>	<b>1,417</b>	<b>100.0%</b>	<b>1,402</b>	<b>100.0%</b>	<b>1,423</b>	<b>100.0%</b>	<b>1,450</b>	<b>100.0%</b>	<b>1,439</b>	<b>100.0%</b>	<b>1,428</b>	<b>100.0%</b>	<b>-20.0%</b>

Type	Gender	Race/Ethnicity	2008		2009		2010		2011		2012		2013		2014		2015		2016		2017		2018		2019		2020		2021		% Increase / Decrease from 2008 to 2021
			#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	
<b>Salaried</b>	<b>Female</b>	Armenian	85	4.8%	89	5.0%	98	5.6%	97	5.6%	97	5.9%	101	6.9%	105	7.1%	105	7.5%	111	7.8%	116	8.3%	115	8.1%	126	8.7%	135	9.4%	141	9.9%	65.9%
		Asian/Pacific Islander	54	3.0%	54	3.1%	58	3.3%	51	3.0%	49	3.0%	44	3.0%	46	3.1%	39	2.8%	38	2.7%	37	2.6%	37	2.6%	44	3.0%	42	2.9%	40	2.8%	-25.9%
		Black	16	0.9%	18	1.0%	18	1.0%	19	1.1%	16	1.0%	12	0.8%	9	0.6%	9	0.6%	11	0.8%	9	0.6%	11	0.8%	13	0.9%	9	0.6%	9	0.6%	-43.8%
		Hispanic	123	6.9%	119	6.7%	120	6.9%	125	7.3%	113	6.9%	102	6.9%	101	6.8%	95	6.8%	99	7.0%	104	7.4%	106	7.4%	107	7.4%	104	7.2%	106	7.4%	-13.8%
		Native American/Alaskan	2	0.1%	2	0.1%	2	0.1%	2	0.1%	2	0.1%	2	0.1%	2	0.1%	2	0.1%	2	0.1%	2	0.1%	2	0.1%	2	0.1%	2	0.1%	2	0.1%	0.0%
		Not Specified	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	2	0.1%	2	0.1%	2	0.1%	2	0.1%	2	0.1%	N/A
		Other	7	0.4%	7	0.4%	5	0.3%	5	0.3%	3	0.2%	3	0.2%	2	0.1%	2	0.1%	2	0.1%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	-100.0%
		Two or More	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	1	0.1%	1	0.1%	1	0.1%	1	0.1%	1	0.1%	N/A
		White	193	10.8%	191	10.8%	175	10.0%	168	9.8%	160	9.8%	136	9.3%	131	8.8%	120	8.5%	116	8.2%	112	8.0%	113	7.9%	109	7.5%	98	6.8%	97	6.8%	-49.7%
	<b>Female Total</b>		<b>480</b>	<b>26.9%</b>	<b>480</b>	<b>27.2%</b>	<b>476</b>	<b>27.2%</b>	<b>467</b>	<b>27.1%</b>	<b>440</b>	<b>26.8%</b>	<b>400</b>	<b>27.2%</b>	<b>396</b>	<b>26.6%</b>	<b>372</b>	<b>26.5%</b>	<b>379</b>	<b>26.7%</b>	<b>383</b>	<b>27.3%</b>	<b>387</b>	<b>27.2%</b>	<b>404</b>	<b>27.9%</b>	<b>393</b>	<b>27.3%</b>	<b>398</b>	<b>27.9%</b>	<b>-17.1%</b>
	<b>Male</b>	Armenian	80	4.5%	83	4.7%	87	5.0%	94	5.5%	93	5.7%	90	6.1%	94	6.3%	94	6.7%	100	7.1%	103	7.3%	107	7.5%	118	8.1%	121	8.4%	129	9.0%	61.3%
		Asian/Pacific Islander	113	6.3%	110	6.2%	112	6.4%	112	6.5%	110	6.7%	101	6.9%	104	7.0%	97	6.9%	98	6.9%	93	6.6%	94	6.6%	95	6.6%	101	7.0%	96	6.7%	-15.0%
		Black	52	2.9%	55	3.1%	53	3.0%	54	3.1%	48	2.9%	42	2.9%	42	2.8%	37	2.6%	42	3.0%	37	2.6%	37	2.6%	38	2.6%	38	2.6%	38	2.7%	-26.9%
		Hispanic	370	20.7%	369	20.9%	370	21.1%	366	21.3%	360	22.0%	336	22.9%	351	23.6%	341	24.3%	339	23.9%	341	24.3%	346	24.3%	345	23.8%	346	24.0%	342	23.9%	-7.6%
		Native American/Alaskan	8	0.4%	8	0.5%	5	0.3%	5	0.3%	5	0.3%	6	0.4%	6	0.4%	4	0.3%	5	0.4%	6	0.4%	5	0.4%	7	0.5%	5	0.3%	7	0.5%	-12.5%
		Not Specified	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	2	0.1%	3	0.2%	3	0.2%	3	0.2%	3	0.2%	N/A
		Other	8	0.4%	8	0.5%	4	0.2%	4	0.2%	2	0.1%	1	0.1%	1	0.1%	1	0.1%	1	0.1%	0	0.0%	0	0.0%	1	0.1%	1	0.1%	1	0.1%	-87.5%
		White	674	37.8%	653	37.0%	644	36.8%	620	36.0%	582	35.5%	493	33.6%	492	33.1%	460	32.7%	453	32.0%	437	31.2%	444	31.2%	439	30.3%	431	30.0%	414	29.0%	-38.6%
	<b>Male Total</b>		<b>1,305</b>	<b>73.1%</b>	<b>1,286</b>	<b>72.8%</b>	<b>1,275</b>	<b>72.8%</b>	<b>1,255</b>	<b>72.9%</b>	<b>1,200</b>	<b>73.2%</b>	<b>1,069</b>	<b>72.8%</b>	<b>1,090</b>	<b>73.4%</b>	<b>1,034</b>	<b>73.5%</b>	<b>1,038</b>	<b>73.3%</b>	<b>1,019</b>	<b>72.7%</b>	<b>1,036</b>	<b>72.8%</b>	<b>1,046</b>	<b>72.1%</b>	<b>1,046</b>	<b>72.7%</b>	<b>1,030</b>	<b>72.1%</b>	<b>-21.1%</b>
<b>Salaried Total</b>			<b>1,785</b>	<b>100.0%</b>	<b>1,766</b>	<b>100.0%</b>	<b>1,751</b>	<b>100.0%</b>	<b>1,722</b>	<b>100.0%</b>	<b>1,640</b>	<b>100.0%</b>	<b>1,469</b>	<b>100.0%</b>	<b>1,486</b>	<b>100.0%</b>	<b>1,406</b>	<b>100.0%</b>	<b>1,417</b>	<b>100.0%</b>	<b>1,402</b>	<b>100.0%</b>	<b>1,423</b>	<b>100.0%</b>	<b>1,450</b>	<b>100.0%</b>	<b>1,439</b>	<b>100.0%</b>	<b>1,428</b>	<b>100.0%</b>	<b>-20.0%</b>

**Total Employees  
By Department and Race/Ethnicity**

Department	Type	Ethnic Group	2008		2009		2010		2011		2012		2013		2014		2015		2016		2017		2018		2019		2020		2021		% Increase / Decrease from 2008 to 2021
			#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	
Administrative Services	Hourly	Armenian	5	9.3%	3	7.5%	1	2.2%	1	2.2%	1	2.1%	1	2.4%	2	5.4%	5	11.6%	1	2.2%	3	7.7%	0	0.0%	0	0.0%	1	2.6%	1	2.1%	-80.0%
		Asian/Pacific Islander	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	1	2.4%	1	2.7%	1	2.3%	1	2.2%	0	0.0%	0	0.0%	1	2.6%	1	2.6%	1	2.1%	N/A
		Hispanic	4	7.4%	1	2.5%	3	6.7%	3	6.7%	2	4.3%	1	2.4%	1	2.7%	2	4.7%	2	4.3%	1	2.6%	0	0.0%	0	0.0%	0	0.0%	1	2.1%	-75.0%
		White	1	1.9%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	2	4.8%	1	2.7%	1	2.3%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	1	2.6%	0	0.0%	-100.0%
		<b>Hourly Total</b>	<b>10</b>	<b>18.5%</b>	<b>4</b>	<b>10.0%</b>	<b>4</b>	<b>8.9%</b>	<b>4</b>	<b>8.9%</b>	<b>3</b>	<b>6.4%</b>	<b>5</b>	<b>11.9%</b>	<b>5</b>	<b>13.5%</b>	<b>9</b>	<b>20.9%</b>	<b>4</b>	<b>8.7%</b>	<b>4</b>	<b>10.3%</b>	<b>0</b>	<b>0.0%</b>	<b>1</b>	<b>2.6%</b>	<b>3</b>	<b>7.7%</b>	<b>3</b>	<b>6.4%</b>	<b>-70.0%</b>
	Salaried	Armenian	4	7.4%	5	12.5%	6	13.3%	7	15.6%	7	14.9%	8	19.0%	9	24.3%	9	20.9%	13	28.3%	14	35.9%	12	36.4%	12	30.8%	12	30.8%	15	31.9%	275.0%
		Asian/Pacific Islander	13	24.1%	12	30.0%	14	31.1%	13	28.9%	14	29.8%	11	26.2%	8	21.6%	11	25.6%	13	28.3%	9	23.1%	10	30.3%	13	33.3%	12	30.8%	15	31.9%	15.4%
		Black	1	1.9%	1	2.5%	1	2.2%	1	2.2%	1	2.1%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	-100.0%
		Hispanic	8	14.8%	5	12.5%	9	20.0%	9	20.0%	9	19.1%	8	19.0%	8	21.6%	6	14.0%	8	17.4%	5	12.8%	6	18.2%	7	17.9%	8	20.5%	8	17.0%	0.0%
		Native American/Alaskan	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	1	2.1%	N/A
		Other	1	1.9%	1	2.5%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	1	2.3%	1	2.2%	0	0.0%	0	0.0%	1	2.6%	1	2.6%	1	2.1%	0.0%
		White	17	31.5%	12	30.0%	11	24.4%	11	24.4%	13	27.7%	10	23.8%	7	18.9%	7	16.3%	7	15.2%	6	15.4%	4	12.1%	4	10.3%	2	5.1%	3	6.4%	-82.4%
		Not Specified	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	1	2.6%	1	3.0%	1	2.6%	1	2.6%	1	2.1%	N/A
		<b>Salaried Total</b>	<b>44</b>	<b>81.5%</b>	<b>36</b>	<b>90.0%</b>	<b>41</b>	<b>91.1%</b>	<b>41</b>	<b>91.1%</b>	<b>44</b>	<b>93.6%</b>	<b>37</b>	<b>88.1%</b>	<b>32</b>	<b>86.5%</b>	<b>34</b>	<b>79.1%</b>	<b>42</b>	<b>91.3%</b>	<b>35</b>	<b>89.7%</b>	<b>33</b>	<b>100.0%</b>	<b>38</b>	<b>97.4%</b>	<b>36</b>	<b>92.3%</b>	<b>44</b>	<b>93.6%</b>	<b>0.0%</b>

Department	Ethnic Group	2008		2009		2010		2011		2012		2013		2014		2015		2016		2017		2018		2019		2020		2021		% Increase / Decrease from 2008 to 2021
		#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	
Total	Armenian	9	16.7%	8	20.0%	7	15.6%	8	17.8%	8	17.0%	9	21.4%	11	29.7%	14	32.6%	14	30.4%	17	43.6%	12	36.4%	12	30.8%	13	33.3%	16	34.0%	77.8%
	Asian/Pacific Islander	13	24.1%	12	30.0%	14	31.1%	13	28.9%	14	29.8%	12	28.6%	9	24.3%	12	27.9%	14	30.4%	9	23.1%	10	30.3%	14	35.9%	13	33.3%	16	34.0%	23.1%
	Black	1	1.9%	1	2.5%	1	2.2%	1	2.2%	1	2.1%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	-100.0%
	Hispanic	12	22.2%	6	15.0%	12	26.7%	12	26.7%	11	23.4%	9	21.4%	9	24.3%	8	18.6%	10	21.7%	6	15.4%	6	18.2%	7	17.9%	8	20.5%	9	19.1%	-25.0%
	Native American/Alaskan	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	1	2.1%	N/A
	Other	1	1.9%	1	2.5%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	1	2.3%	1	2.2%	0	0.0%	0	0.0%	1	2.6%	1	2.6%	1	2.1%	0.0%
	White	18	33.3%	12	30.0%	11	24.4%	11	24.4%	13	27.7%	12	28.6%	8	21.6%	8	18.6%	7	15.2%	6	15.4%	4	12.1%	4	10.3%	3	7.7%	3	6.4%	-83.3%
	Not Specified	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	1	2.6%	1	3.0%	1	2.6%	1	2.6%	1	2.1%	N/A
<b>Total</b>		<b>54</b>	<b>100.0%</b>	<b>40</b>	<b>100.0%</b>	<b>45</b>	<b>100.0%</b>	<b>45</b>	<b>100.0%</b>	<b>47</b>	<b>100.0%</b>	<b>42</b>	<b>100.0%</b>	<b>37</b>	<b>100.0%</b>	<b>43</b>	<b>100.0%</b>	<b>46</b>	<b>100.0%</b>	<b>39</b>	<b>100.0%</b>	<b>33</b>	<b>100.0%</b>	<b>39</b>	<b>100.0%</b>	<b>39</b>	<b>100.0%</b>	<b>47</b>	<b>100.0%</b>	<b>-13.0%</b>

In 2015, the Internal Audit function moved from the Management Services Department to the Administrative Services Department.

In 2017, the Internal Audit function moved from the Administrative Services Department to the Innovation, Performance, and Audit Department.

In 2021, the Internal Audit function moved from the Innovation, Performance, and Audit Department back to Administrative Services Department.

**Total Employees  
By Department and Race/Ethnicity**

Department	Type	Ethnic Group	2008		2009		2010		2011		2012		2013		2014		2015		2016		2017		2018		2019		2020		2021		% Increase / Decrease from 2008 to 2021
			#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	
City Attorney	Hourly	Armenian	0	0.0%	0	0.0%	2	8.0%	2	8.7%	0	0.0%	0	0.0%	1	5.3%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	N/A
		Asian/Pacific Islander	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	1	5.6%	1	5.3%	1	5.0%	N/A
		Black	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	1	5.3%	2	10.0%	N/A
		Hispanic	0	0.0%	0	0.0%	1	4.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	N/A
		White	0	0.0%	0	0.0%	1	4.0%	1	4.3%	2	10.5%	2	10.5%	1	5.3%	2	10.0%	2	10.5%	1	5.6%	0	0.0%	1	5.6%	1	5.3%	0	0.0%	N/A
	Hourly Total		0	0.0%	0	0.0%	4	16.0%	3	13.0%	2	10.5%	2	10.5%	2	10.5%	2	10.0%	2	10.5%	1	5.6%	0	0.0%	2	11.1%	3	15.8%	3	15.0%	N/A
	Salaried	Armenian	3	14.3%	4	19.0%	4	16.0%	4	17.4%	4	21.1%	4	21.1%	4	21.1%	4	20.0%	4	21.1%	4	22.2%	4	23.5%	4	22.2%	5	26.3%	4	20.0%	33.3%
		Asian/Pacific Islander	1	4.8%	1	4.8%	1	4.0%	1	4.3%	2	10.5%	2	10.5%	2	10.5%	2	10.0%	2	10.5%	2	11.1%	1	5.9%	1	5.6%	1	5.3%	1	5.0%	0.0%
		Black	2	9.5%	2	9.5%	2	8.0%	2	8.7%	1	5.3%	1	5.3%	1	5.3%	1	5.0%	1	5.3%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	1	5.0%	-50.0%
		Hispanic	5	23.8%	5	23.8%	5	20.0%	5	21.7%	3	15.8%	3	15.8%	3	15.8%	4	20.0%	4	21.1%	4	22.2%	4	23.5%	5	27.8%	5	26.3%	5	25.0%	0.0%
		White	10	47.6%	9	42.9%	9	36.0%	8	34.8%	7	36.8%	7	36.8%	7	36.8%	7	35.0%	6	31.6%	7	38.9%	8	47.1%	6	33.3%	5	26.3%	6	30.0%	-40.0%
	Salaried Total		21	100.0%	21	100.0%	21	84.0%	20	87.0%	17	89.5%	17	89.5%	17	89.5%	18	90.0%	17	89.5%	17	94.4%	17	100.0%	16	88.9%	16	84.2%	17	85.0%	-19.0%

Department	Ethnic Group	2008		2009		2010		2011		2012		2013		2014		2015		2016		2017		2018		2019		2020		2021		% Increase / Decrease from 2008 to 2021
		#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	
Total	Armenian	3	14.3%	4	19.0%	6	24.0%	6	26.1%	4	21.1%	4	21.1%	5	26.3%	4	20.0%	4	21.1%	4	22.2%	4	23.5%	4	22.2%	5	26.3%	4	20.0%	33.3%
	Asian/Pacific Islander	1	4.8%	1	4.8%	1	4.0%	1	4.3%	2	10.5%	2	10.5%	2	10.5%	2	10.0%	2	10.5%	2	11.1%	1	5.9%	2	11.1%	2	10.5%	2	10.0%	100.0%
	Black	2	9.5%	2	9.5%	2	8.0%	2	8.7%	1	5.3%	1	5.3%	1	5.3%	1	5.0%	1	5.3%	0	0.0%	0	0.0%	0	0.0%	1	5.3%	3	15.0%	50.0%
	Hispanic	5	23.8%	5	23.8%	6	24.0%	5	21.7%	3	15.8%	3	15.8%	3	15.8%	4	20.0%	4	21.1%	4	22.2%	4	23.5%	5	27.8%	5	26.3%	5	25.0%	0.0%
	White	10	47.6%	9	42.9%	10	40.0%	9	39.1%	9	47.4%	9	47.4%	8	42.1%	9	45.0%	8	42.1%	8	44.4%	8	47.1%	7	38.9%	6	31.6%	6	30.0%	-40.0%
Total		21	100.0%	21	100.0%	25	100.0%	23	100.0%	19	100.0%	19	100.0%	19	100.0%	20	100.0%	19	100.0%	18	100.0%	17	100.0%	18	100.0%	19	100.0%	20	100.0%	-4.8%



**Total Employees  
By Department and Race/Ethnicity**

Department	Type	Ethnic Group	2008		2009		2010		2011		2012		2013		2014		2015		2016		2017		2018		2019		2020		2021		% Increase / Decrease from 2008 to 2021
			#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	
City Clerk	Hourly	Armenian	1	9.1%	2	11.8%	1	8.3%	4	23.5%	2	20.0%	2	18.2%	1	12.5%	3	27.3%	0	0.0%	2	18.2%	1	16.7%	2	22.2%	1	14.3%	0	0.0%	-100.0%
		Asian/Pacific Islander	0	0.0%	0	0.0%	0	0.0%	1	5.9%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	N/A
		Black	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	1	9.1%	0	0.0%	1	11.1%	1	14.3%	0	0.0%	N/A
		Hispanic	0	0.0%	1	5.9%	1	8.3%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	1	14.3%	1	14.3%	1	9.1%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	N/A
		White	0	0.0%	4	23.5%	0	0.0%	2	11.8%	0	0.0%	2	18.2%	1	12.5%	3	27.3%	0	0.0%	2	18.2%	0	0.0%	0	0.0%	1	14.3%	0	0.0%	N/A
	Hourly Total		1	9.1%	7	41.2%	2	16.7%	7	41.2%	2	20.0%	4	36.4%	2	25.0%	6	54.5%	1	14.3%	6	54.5%	1	16.7%	3	33.3%	3	42.9%	0	0.0%	-100.0%
	Salaried	Armenian	2	18.2%	2	11.8%	2	16.7%	2	11.8%	2	20.0%	2	18.2%	2	25.0%	2	18.2%	3	42.9%	3	27.3%	3	50.0%	4	44.4%	3	42.9%	4	80.0%	100.0%
		Asian/Pacific Islander	0	0.0%	1	5.9%	1	8.3%	1	5.9%	1	10.0%	1	9.1%	1	12.5%	1	9.1%	1	14.3%	1	9.1%	1	16.7%	1	11.1%	1	14.3%	1	20.0%	N/A
		Black	1	9.1%	1	5.9%	1	8.3%	1	5.9%	1	10.0%	1	9.1%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	-100.0%
		Hispanic	4	36.4%	3	17.6%	4	33.3%	4	23.5%	2	20.0%	1	9.1%	1	12.5%	1	9.1%	1	14.3%	1	9.1%	1	16.7%	1	11.1%	0	0.0%	0	0.0%	-100.0%
		White	3	27.3%	3	17.6%	2	16.7%	2	11.8%	2	20.0%	2	18.2%	2	25.0%	1	9.1%	1	14.3%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	-100.0%
	Salaried Total		10	90.9%	10	58.8%	10	83.3%	10	58.8%	8	80.0%	7	63.6%	6	75.0%	5	45.5%	6	85.7%	5	45.5%	5	83.3%	6	66.7%	4	57.1%	5	100.0%	-50.0%

Department	Ethnic Group	2008		2009		2010		2011		2012		2013		2014		2015		2016		2017		2018		2019		2020		2021		% Increase / Decrease from 2008 to 2021
		#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	
Total	Armenian	3	27.3%	4	23.5%	3	25.0%	6	35.3%	4	40.0%	4	36.4%	3	37.5%	5	45.5%	3	42.9%	5	45.5%	4	66.7%	6	66.7%	4	57.1%	4	80.0%	33.3%
	Asian/Pacific Islander	0	0.0%	1	5.9%	1	8.3%	2	11.8%	1	10.0%	1	9.1%	1	12.5%	1	9.1%	1	14.3%	1	9.1%	1	16.7%	1	11.1%	1	14.3%	1	20.0%	N/A
	Black	1	9.1%	1	5.9%	1	8.3%	1	5.9%	1	10.0%	1	9.1%	0	0.0%	0	0.0%	0	0.0%	1	9.1%	0	0.0%	1	11.1%	1	14.3%	0	0.0%	-100.0%
	Hispanic	4	36.4%	4	23.5%	5	41.7%	4	23.5%	2	20.0%	1	9.1%	1	12.5%	1	9.1%	2	28.6%	2	18.2%	1	16.7%	1	11.1%	0	0.0%	0	0.0%	-100.0%
	White	3	27.3%	7	41.2%	2	16.7%	4	23.5%	2	20.0%	4	36.4%	3	37.5%	4	36.4%	1	14.3%	2	18.2%	0	0.0%	0	0.0%	1	14.3%	0	0.0%	-100.0%
Total		11	100.0%	17	100.0%	12	100.0%	17	100.0%	10	100.0%	11	100.0%	8	100.0%	11	100.0%	7	100.0%	11	100.0%	6	100.0%	9	100.0%	7	100.0%	5	100.0%	-54.5%

**Total Employees  
By Department and Race/Ethnicity**

Department	Type	Ethnic Group	2008		2009		2010		2011		2012		2013		2014		2015		2016		2017		2018		2019		2020		2021		% Increase / Decrease from 2008 to 2021
			#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	
City Treasurer	Hourly	Armenian	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	1	20.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	1	16.7%	N/A
	Hourly Total		0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	1	20.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	1	16.7%	N/A
	Salaried	Armenian	1	20.0%	0	0.0%	0	0.0%	0	0.0%	2	28.6%	1	20.0%	2	40.0%	2	40.0%	3	60.0%	3	60.0%	3	60.0%	3	60.0%	3	60.0%	3	50.0%	200.0%
		Asian/Pacific Islander	1	20.0%	2	40.0%	2	50.0%	2	40.0%	2	28.6%	1	20.0%	1	20.0%	1	20.0%	1	20.0%	1	20.0%	1	20.0%	1	20.0%	1	20.0%	1	16.7%	0.0%
		Hispanic	0	0.0%	0	0.0%	0	0.0%	1	20.0%	1	14.3%	1	20.0%	1	20.0%	1	20.0%	1	20.0%	1	20.0%	1	20.0%	1	20.0%	1	20.0%	1	16.7%	N/A
		White	3	60.0%	3	60.0%	2	50.0%	2	40.0%	2	28.6%	1	20.0%	1	20.0%	1	20.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	-100.0%
	Salaried Total		5	100.0%	5	100.0%	4	100.0%	5	100.0%	7	100.0%	4	80.0%	5	100.0%	5	100.0%	5	100.0%	5	100.0%	5	100.0%	5	100.0%	5	100.0%	5	83.3%	0.0%

Department	Ethnic Group	2008		2009		2010		2011		2012		2013		2014		2015		2016		2017		2018		2019		2020		2021		% Increase / Decrease from 2008 to 2021
		#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	
Total	Armenian	1	20.0%	0	0.0%	0	0.0%	0	0.0%	2	28.6%	2	40.0%	2	40.0%	2	40.0%	3	60.0%	3	60.0%	3	60.0%	3	60.0%	3	60.0%	4	66.7%	300.0%
	Asian/Pacific Islander	1	20.0%	2	40.0%	2	50.0%	2	40.0%	2	28.6%	1	20.0%	1	20.0%	1	20.0%	1	20.0%	1	20.0%	1	20.0%	1	20.0%	1	20.0%	1	16.7%	0.0%
	Hispanic	0	0.0%	0	0.0%	0	0.0%	1	20.0%	1	14.3%	1	20.0%	1	20.0%	1	20.0%	1	20.0%	1	20.0%	1	20.0%	1	20.0%	1	20.0%	1	16.7%	N/A
	White	3	60.0%	3	60.0%	2	50.0%	2	40.0%	2	28.6%	1	20.0%	1	20.0%	1	20.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	-100.0%
	Total	5	100.0%	5	100.0%	4	100.0%	5	100.0%	7	100.0%	5	100.0%	5	100.0%	5	100.0%	5	100.0%	5	100.0%	5	100.0%	5	100.0%	5	100.0%	6	100.0%	20.0%

**Total Employees  
By Department and Race/Ethnicity**

Department	Type	Ethnic Group	2011		2012		2013		2014		2015		2016		2017		2018		2019		2020		2021		%Increase / Decrease from 2011 to 2021
			#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	
Community Development	Hourly	Armenian	5	3.5%	5	4.0%	10	8.7%	10	7.9%	13	10.2%	14	10.2%	15	10.9%	12	9.0%	13	9.6%	12	8.9%	11	8.3%	120.0%
		Asian/Pacific Islander	1	0.7%	2	1.6%	2	1.7%	2	1.6%	1	0.8%	2	1.5%	2	1.5%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	-100.0%
		Black	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	1	0.8%	0	0.0%	0	0.0%	0	0.0%	N/A
		Hispanic	3	2.1%	2	1.6%	4	3.5%	3	2.4%	1	0.8%	6	4.4%	7	5.1%	7	5.3%	5	3.7%	7	5.2%	7	5.3%	133.3%
		Native American/Alaskan	1	0.7%	1	0.8%	1	0.9%	1	0.8%	1	0.8%	1	0.7%	1	0.7%	1	0.8%	1	0.7%	1	0.7%	1	0.8%	0.0%
		White	7	4.9%	8	6.4%	5	4.3%	7	5.5%	10	7.8%	7	5.1%	3	2.2%	2	1.5%	2	1.5%	2	1.5%	4	3.0%	-42.9%
	Hourly Total		17	12.0%	18	14.4%	22	19.1%	23	18.1%	26	20.3%	30	21.9%	28	20.4%	25	18.8%	21	15.6%	22	16.3%	23	17.3%	35.3%
	Salaried	Armenian	25	17.6%	19	15.2%	20	17.4%	24	18.9%	28	21.9%	29	21.2%	31	22.6%	31	23.3%	36	26.7%	43	31.9%	46	34.6%	84.0%
		Asian/Pacific Islander	9	6.3%	6	4.8%	4	3.5%	5	3.9%	7	5.5%	7	5.1%	7	5.1%	7	5.3%	7	5.2%	7	5.2%	7	5.3%	-22.2%
		Black	8	5.6%	6	4.8%	3	2.6%	3	2.4%	4	3.1%	5	3.6%	5	3.6%	5	3.8%	6	4.4%	4	3.0%	3	2.3%	-62.5%
		Hispanic	31	21.8%	28	22.4%	26	22.6%	27	21.3%	25	19.5%	24	17.5%	23	16.8%	24	18.0%	25	18.5%	21	15.6%	20	15.0%	-35.5%
		White	52	36.6%	48	38.4%	40	34.8%	45	35.4%	38	29.7%	42	30.7%	42	30.7%	40	30.1%	39	28.9%	37	27.4%	33	24.8%	-36.5%
		Two or More	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	1	0.7%	1	0.8%	1	0.7%	1	0.7%	1	0.8%	N/A
	Salaried Total		125	88.0%	107	85.6%	93	80.9%	104	81.9%	102	79.7%	107	78.1%	109	79.6%	108	81.2%	114	84.4%	113	83.7%	110	82.7%	-12.0%

Department	Ethnic Group	2011		2012		2013		2014		2015		2016		2017		2018		2019		2020		2021		%Increase / Decrease from 2011 to 2021
		#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	
Community Development	Armenian	30	21.1%	24	19.2%	30	26.1%	34	26.8%	41	32.0%	43	31.4%	46	33.6%	43	32.3%	49	36.3%	55	40.7%	57	42.9%	90.0%
	Asian/Pacific Islander	10	7.0%	8	6.4%	6	5.2%	7	5.5%	8	6.3%	9	6.6%	9	6.6%	9	6.6%	7	5.2%	7	5.2%	7	5.3%	-30.0%
	Black	8	5.6%	6	4.8%	3	2.6%	3	2.4%	4	3.1%	5	3.6%	5	3.6%	6	4.5%	6	4.4%	4	3.0%	3	2.3%	-62.5%
	Hispanic	34	23.9%	30	24.0%	30	26.1%	30	23.6%	26	20.3%	30	21.9%	30	21.9%	31	23.3%	30	22.2%	28	20.7%	27	20.3%	-20.6%
	Native American/Alaskan	1	0.7%	1	0.8%	1	0.9%	1	0.8%	1	0.8%	1	0.7%	1	0.7%	1	0.8%	1	0.7%	1	0.7%	1	0.8%	0.0%
	White	59	41.5%	56	44.8%	45	39.1%	52	40.9%	48	37.5%	49	35.8%	45	32.8%	42	31.6%	41	30.4%	39	28.9%	37	27.8%	-37.3%
	Two or More	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	1	0.7%	1	0.8%	1	0.7%	1	0.7%	1	0.8%	N/A
Total		142	100.0%	125	100.0%	115	100.0%	127	100.0%	128	100.0%	137	100.0%	137	100.0%	133	100.0%	135	100.0%	135	100.0%	133	100.0%	-6.3%

In 2011, the Community Development Department was created as a result of an organizational realignment. It consists of the previous Community Planning and Community Redevelopment and Housing Departments.

In 2013, the Economic Development function moved from the Community Development Department to the Management Services Department.

In 2015, the Transit function moved from the Public Work Department to the Community Development Department.

In 2016, the Economic Development function moved from the Management Services Department to the Community Development Department.

In 2018, the Transit function moved from the Community Development Department to the Public Works Department.

**Total Employees  
By Department and Race/Ethnicity**

Department	Type	Ethnic Group	2008		2009		2010		% Increase / Decrease from 2009 to 2010
			#	%	#	%	#	%	
Community Planning	Hourly	Armenian	1	1.0%	3	3.0%	3	3.0%	200.0%
		Asian/Pacific Islander	1	1.0%	0	0.0%	0	0.0%	-100.0%
		Black	2	2.0%	1	1.0%	0	0.0%	-100.0%
		Hispanic	2	2.0%	2	2.0%	3	3.0%	50.0%
		White	7	6.9%	6	6.0%	4	4.0%	-42.9%
		<b>Hourly Total</b>	<b>13</b>	<b>12.7%</b>	<b>12</b>	<b>12.0%</b>	<b>10</b>	<b>10.1%</b>	<b>-23.1%</b>
	Salaried	Armenian	14	13.7%	12	12.0%	12	12.1%	-14.3%
		Asian/Pacific Islander	7	6.9%	7	7.0%	7	7.1%	0.0%
		Black	2	2.0%	2	2.0%	3	3.0%	50.0%
		Hispanic	19	18.6%	19	19.0%	19	19.2%	0.0%
		White	47	46.1%	48	48.0%	48	48.5%	2.1%
		<b>Salaried Total</b>	<b>89</b>	<b>87.3%</b>	<b>88</b>	<b>88.0%</b>	<b>89</b>	<b>89.9%</b>	<b>0.0%</b>

Department	Ethnic Group	2008		2009		2010		% Increase / Decrease from 2009 to 2010
		#	%	#	%	#	%	
Total	Armenian	15	14.7%	15	15.0%	15	15.2%	0.0%
	Asian/Pacific Islander	8	7.8%	7	7.0%	7	7.1%	-12.5%
	Black	4	3.9%	3	3.0%	3	3.0%	-25.0%
	Hispanic	21	20.6%	21	21.0%	22	22.2%	4.8%
	White	54	52.9%	54	54.0%	52	52.5%	-3.7%
<b>Total</b>		<b>102</b>	<b>100.0%</b>	<b>100</b>	<b>100.0%</b>	<b>99</b>	<b>100.0%</b>	<b>-2.9%</b>

In 2010, the Building and Safety function moved from the Public Works Department to the Community Planning Department.

In 2011, the Community Planning Department was combined with Community Redevelopment & Housing Department into the new Community Development Department as a result of an organization realignment.



**Total Employees  
By Department and Race/Ethnicity**

Department	Type	Ethnic Group	2008		2009		2010		% Increase / Decrease from 2008 to 2010
			#	%	#	%	#	%	
Community Redevelopment & Housing	Hourly	Armenian	2	5.3%	1	2.5%	0	0.0%	-100.0%
		Asian/Pacific Islander	0	0.0%	0	0.0%	1	2.5%	N/A
		Native American/Alaskan	1	2.6%	1	2.5%	1	2.5%	0.0%
		<b>Hourly Total</b>	<b>3</b>	<b>7.9%</b>	<b>2</b>	<b>5.0%</b>	<b>2</b>	<b>5.0%</b>	<b>-33.3%</b>
	Salaried	Armenian	12	31.6%	15	37.5%	14	35.0%	16.7%
		Asian/Pacific Islander	1	2.6%	1	2.5%	1	2.5%	0.0%
		Black	4	10.5%	4	10.0%	4	10.0%	0.0%
		Hispanic	11	28.9%	11	27.5%	12	30.0%	9.1%
		White	7	18.4%	7	17.5%	7	17.5%	0.0%
		<b>Salaried Total</b>	<b>35</b>	<b>92.1%</b>	<b>38</b>	<b>95.0%</b>	<b>38</b>	<b>95.0%</b>	<b>8.6%</b>

Department	Ethnic Group	2008		2009		2010		% Increase / Decrease from 2008 to 2010
		#	%	#	%	#	%	
Total	Armenian	14	36.8%	16	40.0%	14	35.0%	0.0%
	Asian/Pacific Islander	1	2.6%	1	2.5%	2	5.0%	100.0%
	Black	4	10.5%	4	10.0%	4	10.0%	0.0%
	Hispanic	11	28.9%	11	27.5%	12	30.0%	9.1%
	Native American/Alaskan	1	2.6%	1	2.5%	1	2.5%	0.0%
	White	7	18.4%	7	17.5%	7	17.5%	0.0%
	<b>Total</b>	<b>38</b>	<b>100.0%</b>	<b>40</b>	<b>100.0%</b>	<b>40</b>	<b>100.0%</b>	<b>5.3%</b>

In 2011, the Community Redevelopment & Housing Department was combined with Community Planning into the new Community Development Department as a result of an organizational realignment.

**Total Employees  
By Department and Race/Ethnicity**

Department	Type	Ethnic Group	2008		2009		2010		2011		2012		2013		2014		2015		2016		2017		2018		2019		2020		2021		%Increase / Decrease from 2008 to 2021
			#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	
Community Services & Parks	Hourly	Armenian	68	17.1%	83	21.0%	97	22.7%	98	23.2%	96	24.9%	88	24.8%	90	24.3%	92	24.9%	90	23.7%	107	26.6%	112	27.3%	112	27.1%	87	25.1%	90	25.3%	32.4%
		Asian/Pacific Islander	11	2.8%	9	2.3%	14	3.3%	16	3.8%	16	4.1%	20	5.6%	17	4.6%	20	5.4%	22	5.8%	24	6.0%	24	5.9%	25	6.0%	14	4.0%	12	3.4%	9.1%
		Black	15	3.8%	13	3.3%	10	2.3%	13	3.1%	12	3.1%	12	3.4%	16	4.3%	18	4.9%	16	4.2%	17	4.2%	15	3.7%	13	3.1%	9	2.6%	10	2.8%	-33.3%
		Hispanic	102	25.7%	89	22.5%	95	22.2%	88	20.9%	92	23.8%	97	27.3%	106	28.6%	114	30.8%	119	31.4%	119	29.6%	118	28.8%	119	28.7%	100	28.8%	101	28.4%	-1.0%
		Native American/Alaskan	1	0.3%	1	0.3%	0	0.0%	1	0.2%	1	0.3%	1	0.3%	2	0.5%	0	0.0%	1	0.3%	0	0.0%	1	0.2%	1	0.2%	0	0.0%	2	0.6%	100.0%
		Other	5	1.3%	3	0.8%	1	0.2%	3	0.7%	1	0.3%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	3	0.7%	5	1.2%	3	0.7%	3	0.9%	3	0.8%	-40.0%
		White	48	12.1%	46	11.6%	54	12.6%	55	13.0%	50	13.0%	42	11.8%	45	12.1%	41	11.1%	45	11.9%	43	10.7%	42	10.2%	49	11.8%	40	11.5%	40	11.2%	-16.7%
		Not Specified	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	1	0.2%	1	0.2%	0	0.0%	0	0.0%	N/A
	Hourly Total		250	63.0%	244	61.8%	271	63.5%	274	64.9%	268	69.4%	260	73.2%	276	74.4%	285	77.0%	293	77.3%	313	77.9%	318	77.6%	323	78.0%	253	72.9%	258	72.5%	3.2%
	Salaried	Armenian	24	6.0%	27	6.8%	30	7.0%	29	6.9%	25	6.5%	25	7.0%	25	6.7%	23	6.2%	22	5.8%	24	6.0%	25	6.1%	25	6.0%	28	8.1%	32	9.0%	33.3%
		Asian/Pacific Islander	11	2.8%	11	2.8%	10	2.3%	9	2.1%	7	1.8%	6	1.7%	6	1.6%	4	1.1%	4	1.1%	4	1.0%	4	1.0%	4	1.0%	4	1.2%	4	1.1%	-63.6%
		Black	5	1.3%	6	1.5%	10	2.3%	9	2.1%	8	2.1%	6	1.7%	6	1.6%	6	1.6%	6	1.6%	6	1.5%	6	1.5%	8	1.9%	8	2.3%	8	2.2%	60.0%
		Hispanic	56	14.1%	58	14.7%	58	13.6%	55	13.0%	47	12.2%	42	11.8%	44	11.9%	40	10.8%	41	10.8%	44	10.9%	46	11.2%	44	10.6%	44	12.7%	44	12.4%	-21.4%
		Other	0	0.0%	1	0.3%	2	0.5%	2	0.5%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	N/A
		White	51	12.8%	48	12.2%	46	10.8%	44	10.4%	31	8.0%	16	4.5%	14	3.8%	12	3.2%	13	3.4%	11	2.7%	11	2.7%	10	2.4%	10	2.9%	10	2.8%	-80.4%
	Salaried Total		147	37.0%	151	38.2%	156	36.5%	148	35.1%	118	30.6%	95	26.8%	95	25.6%	85	23.0%	86	22.7%	89	22.1%	92	22.4%	91	22.0%	94	27.1%	98	27.5%	-33.3%

Department	Ethnic Group	2008		2009		2010		2011		2012		2013		2014		2015		2016		2017		2018		2019		2020		2021		%Increase / Decrease from 2008 to 2021
		#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	
Total	Armenian	92	23.2%	110	27.8%	127	29.7%	127	30.1%	121	31.3%	113	31.8%	115	31.0%	115	31.1%	112	29.6%	131	32.6%	137	33.4%	137	33.1%	115	33.1%	122	34.3%	32.6%
	Asian/Pacific Islander	22	5.5%	20	5.1%	24	5.6%	25	5.9%	23	6.0%	26	7.3%	23	6.2%	24	6.5%	26	6.9%	28	7.0%	28	6.8%	29	7.0%	18	5.2%	16	4.5%	-27.3%
	Black	20	5.0%	19	4.8%	20	4.7%	22	5.2%	20	5.2%	18	5.1%	22	5.9%	24	6.5%	22	5.8%	23	5.7%	21	5.1%	21	5.1%	17	4.9%	18	5.1%	-10.0%
	Hispanic	158	39.8%	147	37.2%	153	35.8%	143	33.9%	139	36.0%	139	39.2%	150	40.4%	154	41.6%	160	42.2%	163	40.5%	164	40.0%	163	39.4%	144	41.5%	145	40.7%	-8.2%
	Native American/Alaskan	1	0.3%	1	0.3%	0	0.0%	1	0.2%	1	0.3%	1	0.3%	2	0.5%	0	0.0%	1	0.3%	0	0.0%	1	0.2%	1	0.2%	0	0.0%	2	0.6%	100.0%
	Other	5	1.3%	4	1.0%	3	0.7%	5	1.2%	1	0.3%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	3	0.7%	5	1.2%	3	0.7%	3	0.9%	3	0.8%	-40.0%
	White	99	24.9%	94	23.8%	100	23.4%	99	23.5%	81	21.0%	58	16.3%	59	15.9%	53	14.3%	58	15.3%	54	13.4%	53	12.9%	59	14.3%	50	14.4%	50	14.0%	-49.5%
	Not Specified	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	1	0.2%	1	0.2%	0	0.0%	0	0.0%	N/A
Total		397	100.0%	395	100.0%	427	100.0%	422	100.0%	386	100.0%	355	100.0%	371	100.0%	370	100.0%	379	100.0%	402	100.0%	410	100.0%	414	100.0%	347	100.0%	356	100.0%	-10.3%

In 2013, the Project Management function moved from the Community Services & Parks Department to the Public Works Department.

**Total Employees  
By Department and Race/Ethnicity**

Department	Type	Ethnic Group	2008		2009		2010		2011		2012		2013		2014		2015		2016		2017		2018		2019		2020		2021		%Increase / Decrease from 2008 to 2021
			#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	
Fire Department	Hourly	Armenian	3	1.2%	3	1.3%	3	1.2%	3	1.2%	4	1.4%	5	1.8%	2	0.8%	3	1.2%	4	1.6%	4	1.7%	7	2.6%	5	2.0%	8	3.2%	8	3.1%	166.7%
		Asian/Pacific Islander	3	1.2%	3	1.3%	2	0.8%	2	0.8%	6	2.1%	9	3.3%	3	1.1%	5	1.9%	4	1.6%	4	1.7%	7	2.6%	4	1.6%	4	1.6%	2	0.8%	-33.3%
		Black	0	0.0%	0	0.0%	1	0.4%	1	0.4%	4	1.4%	3	1.1%	2	0.8%	3	1.2%	3	1.2%	2	0.9%	2	0.7%	1	0.4%	0	0.0%	1	0.4%	N/A
		Hispanic	1	0.4%	2	0.8%	10	4.0%	8	3.2%	19	6.5%	22	8.1%	23	8.7%	17	6.6%	22	8.7%	18	7.8%	28	10.4%	29	11.5%	28	11.2%	31	12.0%	3000.0%
		Native American/Alaskan	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	1	0.4%	0	0.0%	0	0.0%	N/A
		Other	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	1	0.4%	0	0.0%	0	0.0%	0	0.0%	1	0.4%	0	0.0%	0	0.0%	0	0.0%	N/A
		White	3	1.2%	6	2.5%	13	5.1%	25	9.9%	52	17.9%	47	17.3%	39	14.8%	38	14.7%	28	11.0%	13	5.7%	22	8.2%	16	6.3%	14	5.6%	18	6.9%	500.0%
	Hourly Total		10	4.1%	14	5.9%	29	11.5%	39	15.4%	85	29.2%	86	31.6%	70	26.6%	66	25.6%	61	24.0%	41	17.8%	67	24.9%	56	22.2%	54	21.6%	60	23.2%	500.0%
	Salaried	Armenian	8	3.3%	8	3.4%	11	4.3%	11	4.3%	12	4.1%	11	4.0%	12	4.6%	11	4.3%	14	5.5%	14	6.1%	13	4.8%	16	6.3%	17	6.8%	19	7.3%	137.5%
		Asian/Pacific Islander	11	4.5%	10	4.2%	12	4.7%	10	4.0%	9	3.1%	9	3.3%	9	3.4%	9	3.5%	10	3.9%	9	3.9%	11	4.1%	11	4.4%	11	4.4%	12	4.6%	9.1%
		Black	7	2.9%	7	3.0%	6	2.4%	6	2.4%	6	2.1%	6	2.2%	6	2.3%	5	1.9%	5	2.0%	5	2.2%	7	2.6%	6	2.4%	5	2.0%	5	1.9%	-28.6%
		Hispanic	35	14.3%	34	14.4%	36	14.2%	34	13.4%	35	12.0%	31	11.4%	35	13.3%	36	14.0%	38	15.0%	38	16.5%	43	16.0%	42	16.7%	44	17.6%	47	18.1%	34.3%
		Native American/Alaskan	1	0.4%	1	0.4%	1	0.4%	1	0.4%	1	0.3%	1	0.4%	1	0.4%	1	0.4%	1	0.4%	1	0.4%	1	0.4%	1	0.4%	1	0.4%	1	0.4%	0.0%
		Other	3	1.2%	3	1.3%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	-100.0%
		White	170	69.4%	159	67.4%	158	62.5%	152	60.1%	143	49.1%	128	47.1%	130	49.4%	130	50.4%	125	49.2%	122	53.0%	127	47.2%	120	47.6%	118	47.2%	115	44.4%	-32.4%
	Salaried Total		235	95.9%	222	94.1%	224	88.5%	214	84.6%	206	70.8%	186	68.4%	193	73.4%	192	74.4%	193	76.0%	189	82.2%	202	75.1%	196	77.8%	196	78.4%	199	76.8%	-15.3%
Grand Total		245	100.0%	236	100.0%	253	100.0%	253	100.0%	291	100.0%	272	100.0%	263	100.0%	258	100.0%	254	100.0%	230	100.0%	269	100.0%	252	100.0%	250	100.0%	259	100.0%	5.7%	

Department	Sworn	Ethnic Group	2008		2009		2010		2011		2012		2013		2014		2015		2016		2017		2018		2019		2020		2021		% Increase / Decrease from 2008 to 2021
			#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	
Fire Department	Non-Sworn	Armenian	8	3.3%	8	3.4%	9	3.6%	9	3.6%	11	3.8%	11	4.0%	9	3.4%	9	3.5%	11	4.3%	10	4.3%	12	4.5%	12	4.8%	16	6.4%	16	6.2%	100.0%
		Asian/Pacific Islander	9	3.7%	9	3.8%	8	3.2%	7	2.8%	10	3.4%	13	4.8%	6	2.3%	8	3.1%	7	2.8%	6	2.6%	10	3.7%	7	2.8%	7	2.8%	5	1.9%	-44.4%
		Black	0	0.0%	0	0.0%	1	0.4%	1	0.4%	4	1.4%	3	1.1%	2	0.8%	3	1.2%	3	1.2%	2	0.9%	3	1.1%	1	0.4%	0	0.0%	1	0.4%	N/A
		Hispanic	7	2.9%	8	3.4%	16	6.3%	14	5.5%	27	9.3%	27	9.9%	28	10.6%	22	8.5%	28	11.0%	25	10.9%	38	14.1%	39	15.5%	38	15.2%	43	16.6%	514.3%
		Native American/Alaskan	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	1	0.4%	0	0.0%	0	0.0%	N/A
		Other	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	1	0.4%	0	0.0%	0	0.0%	0	0.0%	1	0.4%	0	0.0%	0	0.0%	0	0.0%	N/A
		White	30	12.2%	29	12.3%	36	14.2%	48	19.0%	73	25.1%	70	25.7%	62	23.6%	62	24.0%	49	19.3%	32	13.9%	42	15.6%	34	13.5%	31	12.4%	33	12.7%	10.0%
	Non-Sworn Total		54	22.0%	54	22.9%	70	27.7%	79	31.2%	125	43.0%	124	45.6%	108	41.1%	104	40.3%	98	38.6%	75	32.6%	106	39.4%	94	37.3%	92	36.8%	98	37.8%	81.5%
	Sworn	Armenian	3	1.2%	3	1.3%	5	2.0%	5	2.0%	5	1.7%	5	1.8%	5	1.9%	5	1.9%	7	2.8%	8	3.5%	8	3.0%	9	3.6%	9	3.6%	11	4.2%	266.7%
		Asian/Pacific Islander	5	2.0%	4	1.7%	6	2.4%	5	2.0%	5	1.7%	5	1.8%	6	2.3%	6	2.3%	7	2.8%	7	3.0%	8	3.0%	8	3.2%	8	3.2%	9	3.5%	80.0%
		Black	7	2.9%	7	3.0%	6	2.4%	6	2.4%	6	2.1%	6	2.2%	6	2.3%	5	1.9%	5	2.0%	5	2.2%	6	2.2%	6	2.4%	5	2.0%	5	1.9%	-28.6%
		Hispanic	29	11.8%	28	11.9%	30	11.9%	28	11.1%	27	9.3%	26	9.6%	30	11.4%	31	12.0%	32	12.6%	31	13.5%	33	12.3%	32	12.7%	34	13.6%	35	13.5%	20.7%
		Native American/Alaskan	1	0.4%	1	0.4%	1	0.4%	1	0.4%	1	0.3%	1	0.4%	1	0.4%	1	0.4%	1	0.4%	1	0.4%	1	0.4%	1	0.4%	1	0.4%	1	0.4%	0.0%
		Other	3	1.2%	3	1.3%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	-100.0%
		White	143	58.4%	136	57.6%	135	53.4%	129	51.0%	122	41.9%	105	38.6%	107	40.7%	106	41.1%	104	40.9%	103	44.8%	107	39.8%	102	40.5%	101	40.4%	100	38.6%	-30.1%
	Sworn Total		191	78.0%	182	77.1%	183	72.3%	174	68.8%	166	57.0%	148	54.4%	155	58.9%	154	59.7%	156	61.4%	155	67.4%	163	60.6%	158	62.7%	158	63.2%	161	62.2%	-15.7%
Grand Total		245	100.0%	236	100.0%	253	100.0%	253	100.0%	291	100.0%	272	100.0%	263	100.0%	258	100.0%	254	100.0%	230	100.0%	269	100.0%	252	100.0%	250	100.0%	259	100.0%	5.7%	

		2008		2009		2010		2011		2012		2013		2014		2015		2016		2017		2018		2019		2020		2021		% Increase / Decrease from 2008 to 2021
Department	Ethnic Group	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	
Total	Armenian	11	4.5%	11	4.7%	14	5.5%	14	5.5%	16	5.5%	16	5.9%	14	5.3%	14	5.4%	18	7.1%	18	7.8%	20	7.4%	21	8.3%	25	10.0%	27	10.4%	145.5%
	Asian/Pacific Islander	14	5.7%	13	5.5%	14	5.5%	12	4.7%	15	5.2%	18	6.6%	12	4.6%	14	5.4%	14	5.5%	13	5.7%	18	6.7%	15	6.0%	14	5.4%	0.0%		
	Black	7	2.9%	7	3.0%	7	2.8%	7	2.8%	10	3.4%	9	3.3%	8	3.0%	8	3.1%	8	3.1%	7	3.0%	9	3.3%	7	2.8%	5	2.0%	6	2.3%	-14.3%
	Hispanic	36	14.7%	36	15.3%	46	18.2%	42	16.6%	54	18.6%	53	19.5%	58	22.1%	53	20.5%	60	23.6%	56	24.3%	71	26.4%	71	28.2%	72	28.8%	78	30.1%	116.7%
	Native American/Alaskan	1	0.4%	1	0.4%	1	0.4%	1	0.4%	1	0.3%	1	0.4%	1	0.4%	1	0.4%	1	0.4%	1	0.4%	1	0.4%	2	0.8%	1	0.4%	1	0.4%	0.0%
	Other	3	1.2%	3	1.3%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	1	0.4%	0	0.0%	0	0.0%	0	0.0%	1	0.4%	0	0.0%	0	0.0%	0	0.0%	-100.0%
	White	173	70.6%	165	69.9%	171	67.6%	177	70.0%	195	67.0%	175	64.3%	169	64.3%	168	65.1%	153	60.2%	135	58.7%	149	55.4%	136	54.0%	132	52.8%	133	51.4%	-23.1%
Total		245	100.0%	236	100.0%	273	100.0%	253	100.0%	291	100.0%	272	100.0%	263	100.0%	258	100.0%	254	100.0%	230	100.0%	269	100.0%	252	100.0%	250	100.0%	259	100.0%	5.7%

**Total Employees  
By Department and Race/Ethnicity**

Department	Type	Ethnic Group	2008		2009		2010		2011		2012		2013		2014		2015		2016		2017		2018		2019		2020		2021		% Increase / Decrease from 2008 to 2021
			#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	
GWP	Hourly	Armenian	4	1.0%	6	1.5%	4	1.0%	5	1.2%	6	1.5%	1	0.3%	3	0.9%	2	0.7%	3	1.0%	3	1.1%	3	1.0%	1	0.3%	1	0.3%	2	0.7%	-50.0%
		Asian/Pacific Islander	4	1.0%	4	1.0%	5	1.2%	7	1.7%	6	1.5%	3	1.0%	4	1.2%	4	1.4%	4	1.4%	1	0.4%	2	0.7%	2	0.7%	2	0.7%	3	1.0%	-25.0%
		Black	1	0.2%	1	0.2%	1	0.2%	3	0.7%	3	0.8%	1	0.3%	1	0.3%	0	0.0%	0	0.0%	1	0.4%	2	0.7%	0	0.0%	0	0.0%	0	0.0%	-100.0%
		Hispanic	2	0.5%	2	0.5%	3	0.7%	3	0.7%	6	1.5%	6	1.9%	5	1.5%	2	0.7%	4	1.4%	3	1.1%	9	3.1%	10	3.3%	9	3.1%	15	5.1%	650.0%
		White	8	2.0%	10	2.5%	10	2.5%	8	1.9%	8	2.0%	5	1.6%	4	1.2%	3	1.0%	3	1.0%	3	1.1%	4	1.4%	5	1.7%	2	0.7%	3	1.0%	-62.5%
	Hourly Total		19	4.7%	23	5.7%	23	5.7%	26	6.3%	29	7.3%	16	5.1%	17	5.2%	11	3.7%	14	4.7%	11	4.0%	20	6.8%	18	5.9%	14	4.8%	23	7.8%	21.1%
	Salaried	Armenian	25	6.2%	27	6.7%	31	7.7%	35	8.5%	33	8.3%	32	10.3%	32	9.8%	33	11.2%	31	10.5%	29	10.4%	31	10.6%	36	11.9%	34	11.7%	35	11.9%	40.0%
		Asian/Pacific Islander	40	10.0%	38	9.5%	42	10.4%	43	10.4%	40	10.1%	36	11.6%	42	12.9%	36	12.2%	35	11.8%	33	11.9%	32	11.0%	36	11.9%	36	12.4%	32	10.8%	-20.0%
		Black	21	5.2%	22	5.5%	23	5.7%	23	5.6%	21	5.3%	13	4.2%	14	4.3%	11	3.7%	15	5.1%	10	3.6%	9	3.1%	12	4.0%	10	3.4%	10	3.4%	-52.4%
		Hispanic	105	26.2%	104	25.9%	105	25.9%	110	26.6%	107	27.0%	91	29.3%	95	29.2%	85	28.9%	83	28.0%	84	30.2%	90	30.8%	87	28.7%	85	29.2%	85	28.8%	-19.0%
		Native American/Alaskan	5	1.2%	5	1.2%	3	0.7%	3	0.7%	3	0.8%	3	1.0%	3	0.9%	2	0.7%	3	1.0%	3	1.1%	3	1.0%	4	1.3%	3	1.0%	4	1.4%	-20.0%
		Other	2	0.5%	5	1.2%	4	1.0%	4	1.0%	3	0.8%	2	0.6%	1	0.3%	1	0.3%	1	0.3%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	-100.0%
		White	184	45.9%	178	44.3%	174	43.0%	170	41.1%	160	40.4%	118	37.9%	121	37.2%	115	39.1%	114	38.5%	106	38.1%	104	35.6%	107	35.3%	106	36.4%	103	34.9%	-44.0%
		Not Specified	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	2	0.7%	3	1.0%	3	1.0%	3	1.0%	3	1.0%	N/A
	Salaried Total		382	95.3%	379	94.3%	382	94.3%	388	93.7%	367	92.7%	295	94.9%	308	94.8%	283	96.3%	282	95.3%	267	96.0%	272	93.2%	285	94.1%	277	95.2%	272	92.2%	-28.8%

Department	Ethnic Group	2008		2009		2010		2011		2012		2013		2014		2015		2016		2017		2018		2019		2020		2021		% Increase / Decrease from 2008 to 2021
		#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	
Total	Armenian	29	7.2%	33	8.2%	35	8.6%	40	9.7%	39	9.8%	33	10.6%	35	10.8%	35	11.9%	34	11.5%	32	11.5%	34	11.6%	37	12.2%	35	12.0%	37	12.5%	27.6%
	Asian/Pacific Islander	44	11.0%	42	10.4%	47	11.6%	50	12.1%	46	11.6%	39	12.5%	46	14.2%	40	13.6%	39	13.2%	34	12.2%	34	11.6%	38	12.5%	38	13.1%	35	11.9%	-20.5%
	Black	22	5.5%	23	5.7%	24	5.9%	26	6.3%	24	6.1%	14	4.5%	15	4.6%	11	3.7%	15	5.1%	11	4.0%	11	3.8%	12	4.0%	10	3.4%	10	3.4%	-54.5%
	Hispanic	107	26.7%	106	26.4%	108	26.7%	113	27.3%	113	28.5%	97	31.2%	100	30.8%	87	29.6%	87	29.4%	87	31.3%	99	33.9%	97	32.0%	94	32.3%	100	33.9%	-6.5%
	Native American/Alaskan	5	1.2%	5	1.2%	3	0.7%	3	0.7%	3	0.8%	3	1.0%	3	0.9%	2	0.7%	3	1.0%	3	1.1%	3	1.0%	4	1.3%	3	1.0%	4	1.4%	-20.0%
	Other	2	0.5%	5	1.2%	4	1.0%	4	1.0%	3	0.8%	2	0.6%	1	0.3%	1	0.3%	1	0.3%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	-100.0%
	White	192	47.9%	188	46.8%	184	45.4%	178	43.0%	168	42.4%	123	39.5%	125	38.5%	118	40.1%	117	39.5%	109	39.2%	108	37.0%	112	37.0%	108	37.1%	106	35.9%	-44.8%
Grand Total		401	100.0%	402	100.0%	405	100.0%	414	100.0%	396	100.0%	311	100.0%	325	100.0%	294	100.0%	296	100.0%	278	100.0%	292	100.0%	303	100.0%	291	100.0%	295	100.0%	-26.4%

**Total Employees  
By Department and Race/Ethnicity**

Department	Type	Ethnic Group	2008		2009		2010		2011		2012		2013		2014		2015		2016		2017		2018		2019		2020		2021		% Increase / Decrease from 2008 to 2021
			#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	
Human Resources	Hourly	Armenian	1	3.2%	1	3.3%	1	3.7%	1	3.6%	1	3.7%	2	8.0%	2	8.0%	2	8.7%	0	0.0%	0	0.0%	0	0.0%	2	8.7%	2	8.3%	1	4.3%	0.0%
		Asian/Pacific Islander	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	1	4.2%	1	4.5%	1	5.0%	1	4.3%	1	4.2%	0	0.0%	N/A
		Hispanic	1	3.2%	1	3.3%	0	0.0%	0	0.0%	0	0.0%	1	4.0%	1	4.0%	1	4.3%	1	4.2%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	-100.0%
		White	1	3.2%	1	3.3%	1	3.7%	1	3.6%	1	3.7%	1	4.0%	1	4.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	-100.0%
	Hourly Total		3	9.7%	3	10.0%	2	7.4%	2	7.1%	2	7.4%	4	16.0%	4	16.0%	3	13.0%	2	8.3%	1	4.5%	1	5.0%	3	13.0%	3	12.5%	1	4.3%	-66.7%
	Salaried	Armenian	9	29.0%	9	30.0%	10	37.0%	10	35.7%	10	37.0%	10	40.0%	9	36.0%	9	39.1%	11	45.8%	12	54.5%	10	50.0%	11	47.8%	12	50.0%	14	60.9%	55.6%
		Asian/Pacific Islander	1	3.2%	1	3.3%	1	3.7%	2	7.1%	2	7.4%	2	8.0%	2	8.0%	1	4.3%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	1	4.2%	1	4.3%	0.0%
		Black	1	3.2%	1	3.3%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	-100.0%
		Hispanic	8	25.8%	7	23.3%	7	25.9%	7	25.0%	7	25.9%	5	20.0%	6	24.0%	5	21.7%	5	20.8%	4	18.2%	4	20.0%	4	17.4%	3	12.5%	3	13.0%	-62.5%
		Other	1	3.2%	1	3.3%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	-100.0%
		White	8	25.8%	8	26.7%	7	25.9%	7	25.0%	6	22.2%	4	16.0%	4	16.0%	5	21.7%	6	25.0%	5	22.7%	5	25.0%	5	21.7%	5	20.8%	4	17.4%	-50.0%
	Salaried Total		28	90.3%	27	90.0%	25	92.6%	26	92.9%	25	92.6%	21	84.0%	21	84.0%	20	87.0%	22	91.7%	21	95.5%	19	95.0%	20	87.0%	21	87.5%	22	95.7%	-21.4%

Department	Ethnic Group	2008		2009		2010		2011		2012		2013		2014		2015		2016		2017		2018		2019		2020		2021		% Increase / Decrease from 2008 to 2021
		#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	
Total	Armenian	10	32.3%	10	33.3%	11	40.7%	11	39.3%	11	40.7%	12	48.0%	11	44.0%	11	47.8%	11	45.8%	12	54.5%	10	50.0%	13	56.5%	14	58.3%	15	65.2%	50.0%
	Asian/Pacific Islander	1	3.2%	1	3.3%	1	3.7%	2	7.1%	2	7.4%	2	8.0%	2	8.0%	1	4.3%	1	4.2%	1	4.5%	1	5.0%	1	4.3%	2	8.3%	1	4.3%	0.0%
	Black	1	3.2%	1	3.3%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	-100.0%
	Hispanic	9	29.0%	8	26.7%	7	25.9%	7	25.0%	7	25.9%	6	24.0%	7	28.0%	6	26.1%	6	25.0%	4	18.2%	4	20.0%	4	17.4%	3	12.5%	3	13.0%	-66.7%
	Other	1	3.2%	1	3.3%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	-100.0%
	White	9	29.0%	9	30.0%	8	29.6%	8	28.6%	7	25.9%	5	20.0%	5	20.0%	5	21.7%	6	25.0%	5	22.7%	5	25.0%	5	21.7%	5	20.8%	4	17.4%	-55.6%
Total		31	100.0%	30	100.0%	27	100.0%	28	100.0%	27	100.0%	25	100.0%	25	100.0%	23	100.0%	24	100.0%	22	100.0%	20	100.0%	23	100.0%	24	100.0%	23	100.0%	-25.8%

**Total Employees  
By Department and Race/Ethnicity**

Department	Type	Ethnic Group	2008		2009		2010		2011		2012		2013		2014		2015		2016		2017		2018		2019		2020		2021		% Increase / Decrease from 2008 to 2021
			#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	
Information Technology	Hourly	Armenian	4	6.5%	3	5.1%	4	6.8%	5	7.6%	5	7.1%	5	7.7%	2	3.6%	2	4.5%	3	7.3%	2	4.4%	0	0.0%	1	2.3%	1	2.3%	2	4.5%	-50.0%
		Asian/Pacific Islander	2	3.2%	2	3.4%	4	6.8%	5	7.6%	5	7.1%	4	6.2%	2	3.6%	2	4.5%	1	2.4%	1	2.2%	1	2.3%	3	6.8%	0	0.0%	0	0.0%	-100.0%
		Black	1	1.6%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	-100.0%
		Hispanic	3	4.8%	2	3.4%	3	5.1%	6	9.1%	6	8.6%	5	7.7%	4	7.1%	0	0.0%	0	0.0%	0	0.0%	1	2.3%	2	4.5%	1	2.3%	0	0.0%	-100.0%
		Other	1	1.6%	1	1.7%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	-100.0%
		White	2	3.2%	5	8.5%	3	5.1%	3	4.5%	5	7.1%	5	7.7%	2	3.6%	2	4.5%	2	4.9%	3	6.7%	2	4.7%	1	2.3%	1	2.3%	2	4.5%	0.0%
	Hourly Total		13	21.0%	13	22.0%	14	23.7%	19	28.8%	21	30.0%	19	29.2%	10	17.9%	6	13.6%	6	14.6%	6	13.3%	4	9.3%	7	15.9%	3	6.8%	4	9.1%	-69.2%
	Salaried	Armenian	6	9.7%	5	8.5%	7	11.9%	7	10.6%	8	11.4%	8	12.3%	8	14.3%	7	15.9%	8	19.5%	10	22.2%	11	25.6%	11	25.0%	11	25.0%	11	25.0%	83.3%
		Asian/Pacific Islander	6	9.7%	6	10.2%	7	11.9%	6	9.1%	8	11.4%	8	12.3%	9	16.1%	4	9.1%	3	7.3%	5	11.1%	5	11.6%	4	9.1%	6	13.6%	6	13.6%	0.0%
		Black	4	6.5%	4	6.8%	3	5.1%	3	4.5%	2	2.9%	3	4.6%	3	5.4%	2	4.5%	4	9.8%	2	4.4%	2	4.7%	2	4.5%	2	4.5%	1	2.3%	-75.0%
		Hispanic	10	16.1%	8	13.6%	6	10.2%	7	10.6%	6	8.6%	6	9.2%	5	8.9%	6	13.6%	6	14.6%	8	17.8%	7	16.3%	8	18.2%	10	22.7%	11	25.0%	10.0%
		Other	1	1.6%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	-100.0%
		White	22	35.5%	23	39.0%	22	37.3%	24	36.4%	25	35.7%	21	32.3%	21	37.5%	19	43.2%	14	34.1%	14	31.1%	14	32.6%	12	27.3%	12	27.3%	11	25.0%	-50.0%
	Salaried Total		49	79.0%	46	78.0%	45	76.3%	47	71.2%	49	70.0%	46	70.8%	46	82.1%	38	86.4%	35	85.4%	39	86.7%	39	90.7%	37	84.1%	41	93.2%	40	90.9%	-18.4%

Department	Ethnic Group	2008		2009		2010		2011		2012		2013		2014		2015		2016		2017		2018		2019		2020		2021		% Increase / Decrease from 2008 to 2021
		#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	
Total	Armenian	10	16.1%	8	13.6%	11	18.6%	12	18.2%	13	18.6%	13	20.0%	10	17.9%	9	20.5%	11	26.8%	12	26.7%	11	25.6%	12	27.3%	12	27.3%	13	29.5%	30.0%
	Asian/Pacific Islander	8	12.9%	8	13.6%	11	18.6%	11	16.7%	13	18.6%	12	18.5%	11	19.6%	6	13.6%	4	9.8%	6	13.3%	6	14.0%	7	15.9%	6	13.6%	6	13.6%	-25.0%
	Black	5	8.1%	4	6.8%	3	5.1%	3	4.5%	2	2.9%	3	4.6%	3	5.4%	2	4.5%	4	9.8%	2	4.4%	2	4.7%	2	4.5%	2	4.5%	1	2.3%	-80.0%
	Hispanic	13	21.0%	10	16.9%	9	15.3%	13	19.7%	12	17.1%	11	16.9%	9	16.1%	6	13.6%	6	14.6%	8	17.8%	8	18.6%	10	22.7%	11	25.0%	11	25.0%	-15.4%
	Other	2	3.2%	1	1.7%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	-100.0%
	White	24	38.7%	28	47.5%	25	42.4%	27	40.9%	30	42.9%	26	40.0%	23	41.1%	21	47.7%	16	39.0%	17	37.8%	16	37.2%	13	29.5%	13	29.5%	13	29.5%	-45.8%
Total		62	100.0%	59	100.0%	59	100.0%	66	100.0%	70	100.0%	65	100.0%	56	100.0%	44	100.0%	41	100.0%	45	100.0%	43	100.0%	44	100.0%	44	100.0%	44	100.0%	-29.0%

In 2022, the Information Services Department was renamed to be the Information Technology Department.

**Total Employees  
By Department and Race/Ethnicity**

Department	Type	Ethnic Group	2017		2018		2019		2020		% Increase / Decrease from 2017 to 2020
			#	%	#	%	#	%	#	%	
Innovation Performance & Audit	Hourly	Armenian	0	0.0%	0	0.0%	0	0.0%	1	12.5%	N/A
		Asian/Pacific Islander	0	0.0%	0	0.0%	1	9.1%	0	0.0%	N/A
		White	1	20.0%	2	28.6%	4	36.4%	1	12.5%	0.0%
	Hourly Total		1	20.0%	2	28.6%	5	45.5%	2	25.0%	100.0%
	Salaried	Armenian	1	20.0%	2	28.6%	2	18.2%	2	25.0%	100.0%
		Asian/Pacific Islander	3	60.0%	3	42.9%	3	27.3%	3	37.5%	0.0%
		White	0	0.0%	0	0.0%	1	9.1%	1	12.5%	N/A
	Salaried Total		4	80.0%	5	71.4%	6	54.5%	6	75.0%	50.0%

Department	Ethnic Group	2017		2018		2019		2020		% Increase / Decrease from 2017 to 2020
		#	%	#	%	#	%	#	%	
Total	Armenian	1	20.0%	2	28.6%	2	18.2%	3	37.5%	200.0%
	Asian/Pacific Islander	3	60.0%	3	42.9%	4	36.4%	3	37.5%	0.0%
	White	1	20.0%	2	28.6%	5	45.5%	2	25.0%	100.0%
	Total	5	100.0%	7	100.0%	11	100.0%	8	100.0%	60.0%

In 2017, the Innovation, Performance, & Audit Department was created as a result of an organizational realignment. It consists of the Internal Audit function in the Administrative Services Department and several employees from the Community Development Department. In 2021, the Innovation, Performance, & Audit Department was dissolved, moving the Innovation and Performance function to the Management Services Department and the Internal Audit function to the Administrative Services Department.



**Total Employees  
By Department and Race/Ethnicity**

Department	Type	Ethnic Group	2008		2009		2010		2011		2012		2013		2014		2015		2016		2017		2018		2019		2020		2021		% Increase / Decrease from 2008 to 2021
			#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	
Library	Hourly	Armenian	51	29.1%	42	26.8%	42	27.8%	38	27.5%	32	24.4%	28	24.1%	22	19.1%	25	22.3%	21	19.4%	27	22.5%	38	25.7%	33	22.8%	25	20.7%	22	19.0%	-56.9%
		Asian/Pacific Islander	11	6.3%	9	5.7%	8	5.3%	7	5.1%	7	5.3%	7	6.0%	9	7.8%	8	7.1%	9	8.3%	8	6.7%	8	5.4%	10	6.9%	6	5.0%	7	6.0%	-36.4%
		Black	1	0.6%	1	0.6%	1	0.7%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	1	0.9%	0	0.0%	0	0.0%	1	0.7%	1	0.8%	1	0.9%	0.0%
		Hispanic	13	7.4%	11	7.0%	13	8.6%	12	8.7%	12	9.2%	11	9.5%	11	9.6%	10	8.9%	11	10.2%	13	10.8%	18	12.2%	21	14.5%	19	15.7%	19	16.4%	46.2%
		Other	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	2	1.4%	1	0.7%	0	0.0%	0	0.0%	N/A
		White	38	21.7%	35	22.3%	31	20.5%	24	17.4%	23	17.6%	21	18.1%	24	20.9%	24	21.4%	23	21.3%	30	25.0%	36	24.3%	35	24.1%	24	19.8%	22	19.0%	-42.1%
		Not Specified	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	1	0.8%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	N/A
		Two or More	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	1	0.8%	1	0.7%	1	0.7%	1	0.8%	0	0.0%	N/A
	Hourly Total		114	65.1%	98	62.4%	95	62.9%	81	58.7%	74	56.5%	67	57.8%	66	57.4%	67	59.8%	65	60.2%	80	66.7%	103	69.6%	102	70.3%	76	62.8%	71	61.2%	-37.7%
	Salaried	Armenian	6	3.4%	6	3.8%	7	4.6%	7	5.1%	8	6.1%	7	6.0%	8	7.0%	7	6.3%	7	6.5%	7	5.8%	7	4.7%	6	4.1%	6	5.0%	8	6.9%	33.3%
		Asian/Pacific Islander	12	6.9%	11	7.0%	11	7.3%	11	8.0%	11	8.4%	9	7.8%	9	7.8%	9	8.0%	9	8.3%	9	7.5%	9	6.1%	9	6.2%	11	9.1%	11	9.5%	-8.3%
		Black	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	1	0.9%	1	0.9%	0	0.0%	1	0.7%	1	0.7%	1	0.8%	1	0.9%	N/A
		Hispanic	7	4.0%	7	4.5%	7	4.6%	7	5.1%	7	5.3%	6	5.2%	5	4.3%	5	4.5%	5	4.6%	5	4.2%	6	4.1%	5	3.4%	8	6.6%	7	6.0%	0.0%
		Native American/Alaskan	1	0.6%	1	0.6%	1	0.7%	1	0.7%	1	0.8%	1	0.9%	1	0.9%	1	0.9%	1	0.9%	1	0.8%	1	0.7%	1	0.7%	1	0.8%	1	0.9%	0.0%
		Other	3	1.7%	3	1.9%	2	1.3%	2	1.4%	1	0.8%	1	0.9%	1	0.9%	1	0.9%	1	0.9%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	-100.0%
		White	32	18.3%	31	19.7%	28	18.5%	29	21.0%	29	22.1%	25	21.6%	25	21.7%	21	18.8%	19	17.6%	17	14.2%	20	13.8%	20	13.8%	17	14.0%	16	13.8%	-50.0%
		Not Specified	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	1	0.8%	1	0.7%	1	0.7%	1	0.8%	1	0.9%	N/A
	Salaried Total		61	34.9%	59	37.6%	56	37.1%	57	41.3%	57	43.5%	49	42.2%	49	42.6%	45	40.2%	43	39.8%	40	33.3%	45	30.4%	43	29.7%	45	37.2%	45	38.8%	-26.2%

Department	Ethnic Group	2008		2009		2010		2011		2012		2013		2014		2015		2016		2017		2018		2019		2020		2021		% Increase / Decrease from 2008 to 2021
		#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	
Total	Armenian	57	32.6%	48	30.6%	49	32.5%	45	32.6%	40	30.5%	35	30.2%	30	26.1%	32	28.6%	28	25.9%	34	28.3%	45	30.4%	39	26.9%	31	25.6%	30	25.9%	-47.4%
	Asian/Pacific Islander	23	13.1%	20	12.7%	19	12.6%	18	13.0%	18	13.7%	16	13.8%	18	15.7%	17	15.2%	18	16.7%	17	14.2%	17	11.5%	19	13.1%	17	14.0%	18	15.5%	-21.7%
	Black	1	0.6%	1	0.6%	1	0.7%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	1	0.9%	2	1.9%	0	0.0%	1	0.7%	2	1.4%	2	1.7%	2	1.7%	100.0%
	Hispanic	20	11.4%	18	11.5%	20	13.2%	19	13.8%	19	14.5%	17	14.7%	16	13.9%	15	13.4%	16	14.8%	18	15.0%	24	16.2%	26	17.9%	27	22.3%	26	22.4%	30.0%
	Native American/Alaskan	1	0.6%	1	0.6%	1	0.7%	1	0.7%	1	0.8%	1	0.9%	1	0.9%	1	0.9%	1	0.9%	1	0.8%	1	0.7%	1	0.8%	1	0.8%	1	0.9%	0.0%
	Other	3	1.7%	3	1.9%	2	1.3%	2	1.4%	1	0.8%	1	0.9%	1	0.9%	1	0.9%	1	0.9%	0	0.0%	2	1.4%	1	0.7%	0	0.0%	0	0.0%	-100.0%
	White	70	40.0%	66	42.0%	59	39.1%	53	38.4%	52	39.7%	46	39.7%	49	42.6%	45	40.2%	42	38.9%	47	39.2%	56	37.8%	55	37.9%	41	33.9%	38	32.8%	-45.7%
	Not Specified	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	2	1.7%	1	0.7%	1	0.7%	1	0.8%	1	0.9%	N/A
	Two or More	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	1	0.8%	1	0.7%	1	0.7%	1	0.8%	0	0.0%	N/A
	Total	175	100.0%	157	100.0%	151	100.0%	138	100.0%	131	100.0%	116	100.0%	115	100.0%	112	100.0%	108	100.0%	120	100.0%	148	100.0%	145	100.0%	121	100.0%	116	100.0%	-33.7%

**Total Employees  
By Department and Race/Ethnicity**

Department	Type	Ethnic Group	2008		2009		2010		2011		2012		2013		2014		2015		2016		2017		2018		2019		2020		2021		% Increase / Decrease from 2008 to 2021
			#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	
Management Services	Hourly	Armenian	0	0.0%	0	0.0%	0	0.0%	1	4.3%	0	0.0%	1	3.8%	2	7.7%	1	5.9%	2	10.5%	2	7.7%	4	15.4%	3	12.0%	1	4.5%	4	16.0%	N/A
		Hispanic	0	0.0%	1	3.1%	0	0.0%	0	0.0%	1	4.2%	0	0.0%	0	0.0%	0	0.0%	2	10.5%	3	11.5%	3	11.5%	3	12.0%	3	13.6%	3	12.0%	N/A
		White	1	3.7%	1	3.1%	1	3.8%	1	4.3%	3	12.5%	5	19.2%	2	7.7%	4	23.5%	3	15.8%	3	11.5%	1	3.8%	1	4.0%	1	4.5%	1	4.0%	0.0%
		<b>Hourly Total</b>	<b>1</b>	<b>3.7%</b>	<b>2</b>	<b>6.3%</b>	<b>1</b>	<b>3.8%</b>	<b>2</b>	<b>8.7%</b>	<b>4</b>	<b>16.7%</b>	<b>6</b>	<b>23.1%</b>	<b>4</b>	<b>15.4%</b>	<b>5</b>	<b>29.4%</b>	<b>7</b>	<b>36.8%</b>	<b>8</b>	<b>30.8%</b>	<b>8</b>	<b>30.8%</b>	<b>7</b>	<b>28.0%</b>	<b>5</b>	<b>22.7%</b>	<b>8</b>	<b>32.0%</b>	<b>700.0%</b>
	Salaried	Armenian	6	22.2%	6	18.8%	6	23.1%	5	21.7%	6	25.0%	7	26.9%	7	26.9%	5	29.4%	6	31.6%	7	26.9%	8	30.8%	10	40.0%	10	45.5%	9	36.0%	50.0%
		Asian/Pacific Islander	2	7.4%	3	9.4%	3	11.5%	2	8.7%	2	8.3%	2	7.7%	3	11.5%	1	5.9%	1	5.3%	2	7.7%	2	7.7%	1	4.0%	1	4.5%	1	4.0%	-50.0%
		Black	1	3.7%	1	3.1%	1	3.8%	1	4.3%	1	4.2%	3	11.5%	2	7.7%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	-100.0%
		Hispanic	1	3.7%	4	12.5%	1	3.8%	1	4.3%	2	8.3%	1	3.8%	3	11.5%	3	17.6%	2	10.5%	5	19.2%	4	15.4%	4	16.0%	4	18.2%	3	12.0%	200.0%
		Native American/Alaskan	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	1	3.8%	1	3.8%	1	5.9%	1	5.3%	1	3.8%	1	3.8%	1	4.0%	0	0.0%	0	0.0%	N/A
		Other	1	3.7%	0	0.0%	1	3.8%	1	4.3%	1	4.2%	1	3.8%	1	3.8%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	-100.0%
		White	15	55.6%	16	50.0%	13	50.0%	11	47.8%	8	33.3%	5	19.2%	5	19.2%	2	11.8%	2	10.5%	3	11.5%	3	11.5%	2	8.0%	2	9.1%	4	16.0%	-73.3%
		<b>Salaried Total</b>	<b>26</b>	<b>96.3%</b>	<b>30</b>	<b>93.8%</b>	<b>25</b>	<b>96.2%</b>	<b>21</b>	<b>91.3%</b>	<b>20</b>	<b>83.3%</b>	<b>20</b>	<b>76.9%</b>	<b>22</b>	<b>84.6%</b>	<b>12</b>	<b>70.6%</b>	<b>12</b>	<b>63.2%</b>	<b>18</b>	<b>69.2%</b>	<b>18</b>	<b>69.2%</b>	<b>18</b>	<b>72.0%</b>	<b>17</b>	<b>77.3%</b>	<b>17</b>	<b>68.0%</b>	<b>-34.6%</b>

Department	Ethnic Group	2008		2009		2010		2011		2012		2013		2014		2015		2016		2017		2018		2019		2020		2021		% Increase / Decrease from 2008 to 2021
		#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	
Total	Armenian	6	22.2%	6	18.8%	6	23.1%	6	26.1%	6	25.0%	8	30.8%	9	34.6%	6	35.3%	8	42.1%	9	34.6%	12	46.2%	13	52.0%	11	50.0%	13	52.0%	116.7%
	Asian/Pacific Islander	2	7.4%	3	9.4%	3	11.5%	2	8.7%	2	8.3%	2	7.7%	3	11.5%	1	5.9%	1	5.3%	2	7.7%	2	7.7%	1	4.0%	1	4.5%	1	4.0%	-50.0%
	Black	1	3.7%	1	3.1%	1	3.8%	1	4.3%	1	4.2%	3	11.5%	2	7.7%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	-100.0%
	Hispanic	1	3.7%	5	15.6%	1	3.8%	1	4.3%	3	12.5%	1	3.8%	3	11.5%	3	17.6%	4	21.1%	8	30.8%	7	26.9%	7	28.0%	7	31.8%	6	24.0%	500.0%
	Native American/Alaskan	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	1	3.8%	1	3.8%	1	5.9%	1	5.3%	1	3.8%	1	3.8%	1	4.0%	0	0.0%	0	0.0%	N/A
	Other	1	3.7%	0	0.0%	1	3.8%	1	4.3%	1	4.2%	1	3.8%	1	3.8%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	-100.0%
	White	16	59.3%	17	53.1%	14	53.8%	12	52.2%	11	45.8%	10	38.5%	7	26.9%	6	35.3%	5	26.3%	6	23.1%	4	15.4%	3	12.0%	3	13.6%	5	20.0%	-68.8%
<b>Total</b>		<b>27</b>	<b>100.0%</b>	<b>32</b>	<b>100.0%</b>	<b>26</b>	<b>100.0%</b>	<b>23</b>	<b>100.0%</b>	<b>24</b>	<b>100.0%</b>	<b>26</b>	<b>100.0%</b>	<b>26</b>	<b>100.0%</b>	<b>17</b>	<b>100.0%</b>	<b>19</b>	<b>100.0%</b>	<b>26</b>	<b>100.0%</b>	<b>26</b>	<b>100.0%</b>	<b>25</b>	<b>100.0%</b>	<b>22</b>	<b>100.0%</b>	<b>25</b>	<b>100.0%</b>	<b>-7.4%</b>

In 2013, the Economic Development function moved from the Community Development Department to the Management Services Department.

In 2015, the Internal Audit function moved from the Management Services Department to the Administrative Services Department.

In 2016, the Economic Development function moved from the Management Services Department to the Community Development Department.

In 2021, the Innovation and Performance function moved from the Innovation, Performance, and Audit Department to the Management Services Department.

**Total Employees  
By Department and Race/Ethnicity**

Department	Type	Ethnic Group	2008		2009		2010		2011		2012		2013		2014		2015		2016		2017		2018		2019		2020		2021		%Increase / Decrease from 2008 to 2021	
			#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%		
Police Department	Hourly	Armenian	6	1.5%	4	1.0%	3	0.8%	3	0.8%	4	1.1%	5	1.4%	4	1.1%	2	0.6%	3	0.8%	3	0.8%	2	0.6%	4	1.1%	7	2.0%	8	2.3%	33.3%	
		Asian/Pacific Islander	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	1	0.3%	1	0.3%	2	0.6%	2	0.6%	1	0.3%	1	0.3%	1	0.3%	1	0.3%	N/A	
		Black	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	1	0.3%	0	0.0%	N/A	
		Hispanic	8	2.0%	6	1.6%	5	1.4%	5	1.4%	6	1.7%	7	1.9%	6	1.7%	9	2.5%	10	2.8%	7	2.0%	6	1.7%	10	2.8%	12	3.4%	10	2.8%	25.0%	
		Other	1	0.3%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	-100.0%	
		White	14	3.5%	12	3.1%	10	2.7%	16	4.4%	17	4.7%	20	5.5%	18	5.0%	18	5.0%	15	4.2%	13	3.6%	7	2.0%	5	1.4%	4	1.1%	6	1.7%	-57.1%	
		Two or More	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	1	0.3%	N/A	
		Hourly Total	29	7.3%	22	5.7%	18	4.9%	24	6.6%	27	7.4%	32	8.8%	29	8.0%	30	8.4%	30	8.4%	25	7.0%	16	4.6%	20	5.6%	25	7.1%	26	7.3%	-10.3%	
	Salaried	Armenian	19	4.8%	20	5.2%	20	5.4%	21	5.8%	24	6.6%	26	7.2%	30	8.3%	32	8.9%	33	9.3%	35	9.8%	34	9.8%	37	10.3%	38	10.8%	38	10.7%	100.0%	
		Asian/Pacific Islander	35	8.8%	34	8.8%	33	9.0%	31	8.5%	32	8.8%	33	9.1%	32	8.8%	32	8.9%	31	8.7%	29	8.1%	29	8.4%	30	8.4%	30	8.5%	30	8.5%	-14.3%	
		Black	10	2.5%	11	2.8%	8	2.2%	9	2.5%	7	1.9%	8	2.2%	6	1.7%	6	1.7%	6	1.7%	5	1.4%	6	1.7%	7	2.0%	8	2.3%	8	2.3%	-20.0%	
		Hispanic	100	25.0%	100	25.9%	100	27.2%	101	27.7%	99	27.3%	95	26.2%	98	27.0%	99	27.6%	101	28.4%	106	29.6%	98	28.3%	101	28.2%	99	28.2%	104	29.3%	4.0%	
		Native American/Alaskan	1	0.3%	1	0.3%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	-100.0%	
		Other	1	0.3%	1	0.3%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	-100.0%	
		White	205	51.3%	197	51.0%	189	51.4%	179	49.0%	174	47.9%	169	46.6%	168	46.3%	160	44.6%	155	43.5%	158	44.1%	163	47.1%	163	45.5%	151	43.0%	149	42.0%	-27.3%	
		Salaried Total	371	92.8%	364	94.3%	350	95.1%	341	93.4%	336	92.6%	331	91.2%	334	92.0%	329	91.6%	326	91.6%	333	93.0%	330	95.4%	338	94.4%	326	92.9%	329	92.7%	-11.3%	
	Grand Total	400	100.0%	386	100.0%	368	100.0%	365	100.0%	363	100.0%	363	100.0%	363	100.0%	363	100.0%	359	100.0%	356	100.0%	358	100.0%	346	100.0%	358	100.0%	351	100.0%	355	100.0%	-11.3%

Department	Sworn	Ethnic Group	2008		2009		2010		2011		2012		2013		2014		2015		2016		2017		2018		2019		2020		2021		%Increase / Decrease from 2008 to 2021
			#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	
Police Department	Non-Sworn	Armenian	12	3.0%	11	2.8%	10	2.7%	8	2.2%	11	3.0%	12	3.3%	13	3.6%	12	3.3%	13	3.7%	14	3.9%	13	3.8%	15	4.2%	19	5.4%	20	5.6%	66.7%
		Asian/Pacific Islander	16	4.0%	16	4.1%	16	4.3%	14	3.8%	16	4.4%	15	4.1%	16	4.4%	16	4.5%	14	3.9%	13	3.6%	12	3.5%	13	3.6%	11	3.1%	12	3.4%	-25.0%
		Black	2	0.5%	3	0.8%	0	0.0%	1	0.3%	1	0.3%	1	0.3%	1	0.3%	1	0.3%	1	0.3%	1	0.3%	1	0.3%	2	0.6%	3	0.9%	2	0.6%	0.0%
		Hispanic	43	10.8%	37	9.6%	37	10.1%	38	10.4%	38	10.5%	38	10.5%	34	9.4%	38	10.6%	39	11.0%	39	10.9%	32	9.2%	38	10.6%	40	11.4%	42	11.8%	-2.3%
		Other	1	0.3%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	-100.0%
		White	66	16.5%	64	16.6%	62	16.8%	67	18.4%	69	19.0%	71	19.6%	68	18.7%	63	17.5%	61	17.1%	57	15.9%	53	15.3%	49	13.7%	46	13.1%	45	12.7%	-31.8%
		Two or More	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	1	0.3%	N/A
	Non-Sworn Total		140	35.0%	131	33.9%	125	34.0%	128	35.1%	135	37.2%	137	37.7%	132	36.4%	130	36.2%	128	36.0%	124	34.6%	111	32.1%	117	32.7%	119	33.9%	122	34.4%	-12.9%
	Sworn	Armenian	13	3.3%	13	3.4%	13	3.5%	16	4.4%	17	4.7%	19	5.2%	21	5.8%	22	6.1%	23	6.5%	24	6.7%	23	6.6%	26	7.3%	26	7.4%	26	7.3%	100.0%
		Asian/Pacific Islander	19	4.8%	18	4.7%	17	4.6%	17	4.7%	16	4.4%	18	5.0%	17	4.7%	17	4.7%	19	5.3%	18	5.0%	18	5.2%	18	5.0%	20	5.7%	19	5.4%	0.0%
		Black	8	2.0%	8	2.1%	8	2.2%	8	2.2%	6	1.7%	7	1.9%	5	1.4%	5	1.4%	5	1.4%	4	1.1%	5	1.4%	5	1.4%	6	1.7%	6	1.7%	-25.0%
		Hispanic	65	16.3%	69	17.9%	68	18.5%	68	18.6%	67	18.5%	64	17.6%	70	19.3%	70	19.5%	72	20.2%	74	20.7%	72	20.8%	73	20.4%	71	20.2%	72	20.3%	10.8%
		Native American/Alaskan	1	0.3%	1	0.3%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	-100.0%
		Other	1	0.3%	1	0.3%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	-100.0%
		White	153	38.3%	145	37.6%	137	37.2%	128	35.1%	122	33.8%	118	32.5%	118	32.5%	115	32.0%	109	30.6%	114	31.8%	117	33.8%	119	33.2%	109	31.1%	110	31.0%	-28.1%
	Sworn Total		260	65.0%	255	66.1%	243	66.0%	237	64.9%	228	62.8%	226	62.3%	231	63.6%	229	63.8%	228	64.0%	234	65.4%	235	67.9%	241	67.3%	232	66.1%	233	65.6%	-10.4%
Grand Total			400	100.0%	386	100.0%	368	100.0%	365	100.0%	363	100.0%	363	100.0%	363	100.0%	359	100.0%	356	100.0%	358	100.0%	346	100.0%	358	100.0%	351	100.0%	355	100.0%	-11.3%

Department	Ethnic Group	2008		2009		2010		2011		2012		2013		2014		2015		2016		2017		2018		2019		2020		2021		% Increase / Decrease from 2008 to 2021
		#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	
Total	Armenian	25	6.3%	24	6.2%	23	6.3%	24	6.6%	28	7.7%	31	8.5%	34	9.4%	34	9.5%	36	10.1%	38	10.6%	36	10.4%	41	11.5%	45	12.8%	46	13.0%	84.0%
	Asian/Pacific Islander	35	8.8%	34	8.8%	33	9.0%	31	8.5%	32	8.8%	33	9.1%	33	9.1%	33	9.2%	33	9.3%	31	8.7%	30	8.7%	31	8.7%	31	8.8%	31	8.7%	-11.4%
	Black	10	2.5%	11	2.8%	8	2.2%	9	2.5%	7	1.9%	8	2.2%	6	1.7%	6	1.7%	6	1.7%	5	1.4%	6	1.7%	7	2.0%	9	2.6%	8	2.3%	-20.0%
	Hispanic	108	27.0%	106	27.5%	105	28.5%	106	29.0%	105	28.9%	102	28.1%	104	28.7%	108	30.1%	111	31.2%	113	31.6%	104	30.1%	111	31.0%	111	31.6%	114	32.1%	5.6%
	Native American/Alaskan	1	0.3%	1	0.3%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	-100.0%
	Other	2	0.5%	1	0.3%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	-100.0%
	White	219	54.8%	209	54.1%	199	54.1%	195	53.4%	191	52.6%	189	52.1%	186	51.2%	178	49.6%	170	47.8%	171	47.8%	170	49.1%	168	46.9%	155	44.2%	155	43.7%	-

**Total Employees  
By Department and Race/Ethnicity**

Department	Type	Ethnic Group	2008		2009		2010		2011		2012		2013		2014		2015		2016		2017		2018		2019		2020		2021		%Increase / Decrease from 2008 to 2021
			#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	
Public Works	Hourly	Armenian	4	1.4%	6	2.0%	7	2.3%	5	1.7%	3	1.0%	3	1.1%	7	2.6%	6	2.4%	4	1.6%	6	2.5%	9	3.6%	11	4.3%	10	3.9%	9	3.6%	125.0%
		Asian/Pacific Islander	1	0.3%	1	0.3%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	1	0.4%	2	0.8%	2	0.8%	0	0.0%	0	0.0%	3	1.2%	3	1.2%	3	1.2%	200.0%
		Black	1	0.3%	1	0.3%	2	0.7%	2	0.7%	2	0.7%	2	0.7%	1	0.4%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	1	0.4%	1	0.4%	0	0.0%	-100.0%
		Hispanic	2	0.7%	4	1.3%	5	1.7%	4	1.4%	6	2.0%	6	2.1%	5	1.8%	2	0.8%	2	0.8%	2	0.8%	3	1.2%	4	1.6%	2	0.8%	8	3.2%	300.0%
		White	5	1.7%	4	1.3%	4	1.3%	2	0.7%	5	1.7%	6	2.1%	3	1.1%	5	2.0%	7	2.7%	5	2.0%	5	2.0%	2	0.8%	1	0.4%	2	0.8%	-60.0%
	Hourly Total		13	4.4%	16	5.2%	18	5.9%	13	4.5%	16	5.4%	17	6.0%	17	6.3%	15	5.9%	15	5.9%	13	5.3%	17	6.8%	21	8.1%	17	6.6%	22	8.9%	69.2%
	Salaried	Armenian	26	8.8%	26	8.5%	25	8.3%	28	9.6%	30	10.2%	30	10.5%	27	10.0%	27	10.7%	27	10.5%	25	10.2%	28	11.2%	31	12.0%	32	12.4%	32	13.0%	23.1%
		Asian/Pacific Islander	26	8.8%	26	8.5%	25	8.3%	23	7.9%	23	7.8%	21	7.4%	21	7.7%	18	7.1%	19	7.4%	16	6.6%	16	6.4%	18	7.0%	18	6.9%	14	5.7%	-46.2%
		Black	9	3.1%	11	3.6%	9	3.0%	10	3.4%	10	3.4%	10	3.5%	10	3.7%	10	4.0%	10	3.9%	13	5.3%	12	4.8%	9	3.5%	9	3.5%	10	4.0%	11.1%
		Hispanic	124	42.0%	123	40.2%	121	39.9%	119	40.8%	120	40.7%	122	42.8%	121	44.6%	120	47.4%	119	46.5%	117	48.0%	118	47.2%	118	45.7%	118	45.6%	110	44.5%	-11.3%
		Native American/Alaskan	2	0.7%	2	0.7%	2	0.7%	2	0.7%	2	0.7%	2	0.7%	2	0.7%	1	0.4%	1	0.4%	2	0.8%	1	0.4%	2	0.8%	2	0.8%	2	0.8%	0.0%
		Other	2	0.7%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	-100.0%
		White	93	31.5%	102	33.3%	103	34.0%	97	33.2%	94	31.9%	83	29.1%	73	26.9%	62	24.5%	65	25.4%	58	23.8%	58	23.2%	59	22.9%	63	24.3%	57	23.1%	-38.7%
	Salaried Total		282	95.6%	290	94.8%	285	94.1%	279	95.5%	279	94.6%	268	94.0%	254	93.7%	238	94.1%	241	94.1%	231	94.7%	233	93.2%	237	91.9%	242	93.4%	225	91.1%	-20.2%

Department	Ethnic Group	2008		2009		2010		2011		2012		2013		2014		2015		2016		2017		2018		2019		2020		2021		%Increase / Decrease from 2008 to 2021
		#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	
Total	Armenian	30	10.2%	32	10.5%	32	10.6%	33	11.3%	33	11.2%	33	11.6%	34	12.5%	33	13.0%	31	12.1%	31	12.7%	37	14.8%	42	16.3%	42	16.2%	41	16.6%	36.7%
	Asian/Pacific Islander	27	9.2%	27	8.8%	25	8.3%	23	7.9%	23	7.8%	21	7.4%	22	8.1%	20	7.9%	21	8.2%	16	6.6%	16	6.4%	21	8.1%	21	8.1%	17	6.9%	-37.0%
	Black	10	3.4%	12	3.9%	11	3.6%	12	4.1%	12	4.1%	12	4.2%	11	4.1%	10	4.0%	10	3.9%	13	5.3%	12	4.8%	10	3.9%	10	3.9%	10	4.0%	0.0%
	Hispanic	126	42.7%	127	41.5%	126	41.6%	123	42.1%	126	42.7%	128	44.9%	126	46.5%	122	48.2%	121	47.3%	119	48.8%	121	48.4%	122	47.3%	120	46.3%	118	47.8%	-6.3%
	Native American/Alaskan	2	0.7%	2	0.7%	2	0.7%	2	0.7%	2	0.7%	2	0.7%	2	0.7%	1	0.4%	1	0.4%	2	0.8%	1	0.4%	2	0.8%	2	0.8%	2	0.8%	0.0%
	Other	2	0.7%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	-100.0%
	White	98	33.2%	106	34.6%	107	35.3%	99	33.9%	99	33.6%	89	31.2%	76	28.0%	67	26.5%	72	28.1%	63	25.8%	63	25.2%	61	23.6%	64	24.7%	59	23.9%	-39.8%
Total		295	100.0%	306	100.0%	303	100.0%	292	100.0%	295	100.0%	285	100.0%	271	100.0%	253	100.0%	256	100.0%	244	100.0%	250	100.0%	258	100.0%	259	100.0%	247	100.0%	-16.3%

**Total Employees  
By Department and Gender**

			2008		2009		2010		2011		2012		2013		2014		2015		2016		2017		2018		2019		2020		2021		% Increase / Decrease from 2008 to 2021
Department	Gender	Type	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	
Administrative Services	Female	Hourly	8	14.8%	3	7.5%	3	6.7%	3	6.7%	2	4.3%	4	9.5%	4	10.8%	7	16.3%	2	4.3%	3	7.7%	0	0.0%	0	0.0%	2	5.1%	3	6.4%	-62.5%
		Salaries	28	51.9%	25	62.5%	27	60.0%	26	57.8%	24	51.1%	20	47.6%	20	54.1%	22	51.2%	27	58.7%	24	61.5%	23	69.7%	28	71.8%	25	64.1%	27	57.4%	-3.6%
	Female Total		36	66.7%	28	70.0%	30	66.7%	29	64.4%	26	55.3%	24	57.1%	24	64.9%	29	67.4%	29	63.0%	27	69.2%	23	69.7%	28	71.8%	27	69.2%	30	63.8%	-16.7%
	Male	Hourly	2	3.7%	1	2.5%	1	2.2%	1	2.2%	1	2.1%	1	2.4%	1	2.7%	2	4.7%	2	4.3%	1	2.6%	0	0.0%	1	2.6%	1	2.6%	0	0.0%	-100.0%
		Salaries	16	29.6%	11	27.5%	14	31.1%	15	33.3%	20	42.6%	17	40.5%	12	32.4%	12	27.9%	15	32.6%	11	28.2%	10	30.3%	10	25.6%	11	28.2%	17	36.2%	6.3%
Male Total		18	33.3%	12	30.0%	15	33.3%	16	35.6%	21	44.7%	18	42.9%	13	35.1%	14	32.6%	17	37.0%	12	30.8%	10	30.3%	11	28.2%	12	30.8%	17	36.2%	-5.6%	
Grand Total			54	100.0%	40	100.0%	45	100.0%	45	100.0%	47	100.0%	42	100.0%	37	100.0%	43	100.0%	46	100.0%	39	100.0%	33	100.0%	39	100.0%	39	100.0%	47	100.0%	-13.0%

In 2015, the Internal Audit function moved from the Management Services Department to the Administrative Services Department.

In 2017, the Internal Audit function moved from the Administrative Services Department to the Innovation, Performance, and Audit Department.

In 2021, the Internal Audit function moved from the Innovation, Performance, and Audit Department back to Administrative Services Department.

			2008		2009		2010		2011		2012		2013		2014		2015		2016		2017		2018		2019		2020		2021		% Increase / Decrease from 2008 to 2021
Department	Gender	Type	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	
City Attorney	Female	Hourly	0	0.0%	0	0.0%	4	16.0%	3	13.0%	1	5.3%	2	10.5%	2	10.5%	2	10.0%	1	5.3%	1	5.6%	0	0.0%	2	11.1%	3	15.8%	3	15.0%	N/A
		Salaries	15	71.4%	16	76.2%	16	64.0%	16	69.6%	13	68.4%	13	68.4%	13	68.4%	14	70.0%	14	73.7%	13	72.2%	12	70.6%	13	72.2%	13	68.4%	14	70.0%	-6.7%
	Female Total		15	71.4%	16	76.2%	20	80.0%	19	82.6%	14	73.7%	15	78.9%	15	78.9%	16	80.0%	15	78.9%	14	77.8%	12	70.6%	15	83.3%	16	84.2%	17	85.0%	13.3%
	Male	Hourly	0	0.0%	0	0.0%	0	0.0%	0	0.0%	1	5.3%	0	0.0%	0	0.0%	0	0.0%	1	5.3%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	N/A
		Salaries	6	28.6%	5	23.8%	5	20.0%	4	17.4%	4	21.1%	4	21.1%	4	21.1%	4	20.0%	3	15.8%	4	22.2%	5	29.4%	3	16.7%	3	15.8%	3	15.0%	-50.0%
	Male Total		6	28.6%	5	23.8%	5	20.0%	4	17.4%	5	26.3%	4	21.1%	4	21.1%	4	20.0%	4	21.1%	4	22.2%	5	29.4%	3	16.7%	3	15.8%	3	15.0%	-50.0%
Grand Total			21	100.0%	21	100.0%	25	100.0%	23	100.0%	19	100.0%	19	100.0%	19	100.0%	20	100.0%	19	100.0%	18	100.0%	17	100.0%	18	100.0%	19	100.0%	20	100.0%	-4.8%

			2008		2009		2010		2011		2012		2013		2014		2015		2016		2017		2018		2019		2020		2021		% Increase / Decrease from 2008 to 2021
Department	Gender	Type	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	
City Clerk	Female	Hourly	0	0.0%	4	23.5%	1	8.3%	5	29.4%	1	10.0%	3	27.3%	1	12.5%	3	27.3%	1	14.3%	5	45.5%	1	16.7%	1	11.1%	3	42.9%	0	0.0%	N/A
		Salaried	7	63.6%	7	41.2%	7	58.3%	7	41.2%	6	60.0%	4	36.4%	3	37.5%	3	27.3%	3	42.9%	2	18.2%	3	50.0%	4	44.4%	3	42.9%	4	80.0%	-42.9%
	Female Total		7	63.6%	11	64.7%	8	66.7%	12	70.6%	7	70.0%	7	63.6%	4	50.0%	6	54.5%	4	57.1%	7	63.6%	4	66.7%	5	55.6%	6	85.7%	4	80.0%	-42.9%
	Male	Hourly	1	9.1%	3	17.6%	1	8.3%	2	11.8%	1	10.0%	1	9.1%	1	12.5%	3	27.3%	0	0.0%	1	9.1%	0	0.0%	2	22.2%	0	0.0%	0	0.0%	-100.0%
		Salaried	3	27.3%	3	17.6%	3	25.0%	3	17.6%	2	20.0%	3	27.3%	3	37.5%	2	18.2%	3	42.9%	3	27.3%	2	33.3%	2	22.2%	1	14.3%	1	20.0%	-66.7%
Male Total		4	36.4%	6	35.3%	4	33.3%	5	29.4%	3	30.0%	4	36.4%	4	50.0%	5	45.5%	3	42.9%	4	36.4%	2	33.3%	4	44.4%	1	14.3%	1	20.0%	-75.0%	
Grand Total			11	100.0%	17	100.0%	12	100.0%	17	100.0%	10	100.0%	11	100.0%	8	100.0%	11	100.0%	7	100.0%	11	100.0%	6	100.0%	9	100.0%	7	100.0%	5	100.0%	-54.5%

			2008		2009		2010		2011		2012		2013		2014		2015		2016		2017		2018		2019		2020		2021		% Increase / Decrease from 2008 to 2021
Department	Gender	Type	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	
City Treasurer	Female	Hourly	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	1	20.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	1	16.7%	N/A
		Salaries	3	60.0%	4	80.0%	3	75.0%	4	80.0%	4	57.1%	3	60.0%	4	80.0%	4	80.0%	4	80.0%	4	80.0%	4	80.0%	4	80.0%	4	80.0%	4	66.7%	33.3%
	Female Total		3	60.0%	4	80.0%	3	75.0%	4	80.0%	4	57.1%	4	80.0%	4	80.0%	4	80.0%	4	80.0%	4	80.0%	4	80.0%	4	80.0%	4	80.0%	5	83.3%	66.7%
	Male	Salaries	2	40.0%	1	20.0%	1	25.0%	1	20.0%	3	42.9%	1	20.0%	1	20.0%	1	20.0%	1	20.0%	1	20.0%	1	20.0%	1	20.0%	1	20.0%	1	16.7%	-50.0%
		Male Total		2	40.0%	1	20.0%	1	25.0%	1	20.0%	3	42.9%	1	20.0%	1	20.0%	1	20.0%	1	20.0%	1	20.0%	1	20.0%	1	20.0%	1	20.0%	1	16.7%
Grand Total			5	100.0%	5	100.0%	4	100.0%	5	100.0%	7	100.0%	5	100.0%	5	100.0%	5	100.0%	5	100.0%	5	100.0%	5	100.0%	5	100.0%	5	100.0%	6	100.0%	20.0%

**Total Employees  
By Department and Gender**

			2011		2012		2013		2014		2015		2016		2017		2018		2019		2020		2021		% Increase / Decrease from 2011 to 2021
Department	Gender	Type	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	
Community Development	Female	Hourly	9	6.3%	9	7.2%	12	10.4%	12	9.4%	11	8.6%	14	10.2%	12	8.8%	12	9.0%	10	7.4%	11	8.1%	10	7.5%	11.1%
		Salaried	57	40.1%	46	36.8%	39	33.9%	46	36.2%	46	35.9%	48	35.0%	51	37.2%	49	36.8%	51	37.8%	52	38.5%	51	38.3%	-10.5%
	Female Total		66	46.5%	55	44.0%	51	44.3%	58	45.7%	57	44.5%	62	45.3%	63	46.0%	61	45.9%	61	45.2%	63	46.7%	61	45.9%	-7.6%
	Male	Hourly	8	5.6%	9	7.2%	10	8.7%	11	8.7%	15	11.7%	16	11.7%	16	11.7%	13	9.8%	11	8.1%	11	8.1%	13	9.8%	62.5%
		Salaried	68	47.9%	61	48.8%	54	47.0%	58	45.7%	56	43.8%	59	43.1%	58	42.3%	59	44.4%	63	46.7%	61	45.2%	59	44.4%	-13.2%
	Male Total		76	53.5%	70	56.0%	64	55.7%	69	54.3%	71	55.5%	75	54.7%	74	54.0%	72	54.1%	74	54.8%	72	53.3%	72	54.1%	-5.3%
Grand Total			142	100.0%	125	100.0%	115	100.0%	127	100.0%	128	100.0%	137	100.0%	137	100.0%	133	100.0%	135	100.0%	135	100.0%	133	100.0%	-6.3%

In 2011, the Community Development Department was created as a result of an organizational realignment. It consists of the previous Community Planning and Community Redevelopment & Housing Departments.

In 2013, the Economic Development function moved from the Community Development Department to the Management Services Department.

In 2015, the Transit function moved from the Public Work Department to the Community Development Department.

In 2016, the Economic Development function moved from the Management Services Department to the Community Development Department.

In 2018, the Transit function moved from Community Development Department to the Public Works Department.

			2008		2009		2010		% Increase / Decrease from 2008 to 2010
Department	Gender	Type	#	%	#	%	#	%	
Community Planning	Female	Hourly	4	3.9%	5	5.0%	5	5.1%	25.0%
		Salaried	35	34.3%	33	33.0%	32	32.3%	-8.6%
	Female Total		39	38.2%	38	38.0%	37	37.4%	-5.1%
	Male	Hourly	9	8.8%	7	7.0%	5	5.1%	-44.4%
		Salaried	54	52.9%	55	55.0%	57	57.6%	5.6%
	Male Total		63	61.8%	62	62.0%	62	62.6%	-1.6%
Grand Total			102	100.0%	100	100.0%	99	100.0%	-2.9%

In 2010, the Building and Safety function moved from the Public Works Department to the Community Planning Department.

In 2011, the Community Planning Department was combined with Community Redevelopment & Housing Department into the new Community Development Department as a result of an organization realignment.

			2008		2009		2010		% Increase / Decrease from 2008 to 2010
Department	Gender	Type	#	%	#	%	#	%	
Community Redevelopment & Housing	Female	Hourly	1	2.6%	1	2.5%	0	0.0%	-100.0%
		Salaried	23	60.5%	24	60.0%	26	65.0%	13.0%
	Female Total		24	63.2%	25	62.5%	26	65.0%	8.3%
	Male	Hourly	2	5.3%	1	2.5%	2	5.0%	0.0%
		Salaried	12	31.6%	14	35.0%	12	30.0%	0.0%
	Male Total		14	36.8%	15	37.5%	14	35.0%	0.0%
Grand Total			38	100.0%	40	100.0%	40	100.0%	5.3%

In 2011, the Community Redevelopment & Housing Department was combined with Community Planning into the new Community Development Department as a result of an organizational realignment.

			2008		2009		2010		2011		2012		2013		2014		2015		2016		2017		2018		2019		2020		2021		% Increase / Decrease from 2008 to 2021
Department	Gender	Type	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	
Community Services & Parks	Female	Hourly	93	23.4%	89	22.5%	96	22.5%	97	23.0%	89	23.1%	87	24.5%	95	25.6%	103	27.8%	105	27.7%	123	30.6%	133	32.4%	133	32.1%	99	28.5%	103	28.9%	10.8%
		Salaried	51	12.8%	53	13.4%	53	12.4%	48	11.4%	39	10.1%	36	10.1%	34	9.2%	32	8.6%	32	8.4%	34	8.5%	37	9.0%	33	8.0%	34	9.8%	39	11.0%	-23.5%
	Female Total		144	36.3%	142	35.9%	149	34.9%	145	34.4%	128	33.2%	123	34.6%	129	34.8%	135	36.5%	137	36.1%	157	39.1%	170	41.5%	166	40.1%	133	38.3%	142	39.9%	-1.4%
	Male	Hourly	157	39.5%	155	39.2%	175	41.0%	177	41.9%	179	46.4%	173	48.7%	181	48.8%	182	49.2%	188	49.6%	190	47.3%	185	45.1%	190	45.9%	154	44.4%	155	43.5%	-1.3%
		Salaried	96	24.2%	98	24.8%	103	24.1%	100	23.7%	79	20.5%	59	16.6%	61	16.4%	53	14.3%	54	14.2%	55	13.7%	55	13.4%	58	14.0%	60	17.3%	59	16.6%	-38.5%
	Male Total		253	63.7%	253	64.1%	278	65.1%	277	65.6%	258	66.8%	232	65.4%	242	65.2%	235	63.5%	242	63.9%	245	60.9%	240	58.5%	248	59.9%	214	61.7%	214	60.1%	-15.4%
Grand Total			397	100.0%	395	100.0%	427	100.0%	422	100.0%	386	100.0%	355	100.0%	371	100.0%	370	100.0%	379	100.0%	402	100.0%	410	100.0%	414	100.0%	347	100.0%	356	100.0%	-10.3%

In 2013, the Project Management function moved from the Community Services & Parks Department to the Public Works Department.

**Total Employees  
By Department and Gender**

			2008		2009		2010		2011		2012		2013		2014		2015		2016		2017		2018		2019		2020		2021		% Increase / Decrease from 2008 to 2021
Department	Gender	Type	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	
Fire Department	Female	Hourly	3	1.2%	3	1.3%	6	2.4%	9	3.6%	5	1.7%	5	1.8%	6	2.3%	8	3.1%	7	2.8%	3	1.3%	6	2.2%	4	1.6%	4	1.6%	4	1.5%	33.3%
		Salaried	22	9.0%	22	9.3%	22	8.7%	21	8.3%	20	6.9%	18	6.6%	20	7.6%	19	7.4%	20	7.9%	21	9.1%	24	8.9%	24	9.5%	23	9.2%	26	10.0%	18.2%
	Female Total		25	10.2%	25	10.6%	28	11.1%	30	11.9%	25	8.6%	23	8.5%	26	9.9%	27	10.5%	27	10.6%	24	10.4%	30	11.2%	28	11.1%	27	10.8%	30	11.6%	20.0%
	Male	Hourly	7	2.9%	11	4.7%	23	9.1%	30	11.9%	80	27.5%	81	29.8%	64	24.3%	58	22.5%	54	21.3%	38	16.5%	61	22.7%	52	20.6%	50	20.0%	56	21.6%	700.0%
		Salaried	213	86.9%	200	84.7%	202	79.8%	193	76.3%	186	63.9%	168	61.8%	173	65.8%	173	67.1%	173	68.1%	168	73.0%	178	66.2%	172	68.3%	173	69.2%	173	66.8%	-18.8%
Male Total		220	89.8%	211	89.4%	225	88.9%	223	88.1%	266	91.4%	249	91.5%	237	90.1%	231	89.5%	227	89.4%	206	89.6%	239	88.8%	224	88.9%	223	89.2%	229	88.4%	4.1%	
Grand Total			245	100.0%	236	100.0%	253	100.0%	253	100.0%	291	100.0%	272	100.0%	263	100.0%	258	100.0%	254	100.0%	230	100.0%	269	100.0%	252	100.0%	250	100.0%	259	100.0%	5.7%

			2008		2009		2010		2011		2012		2013		2014		2015		2016		2017		2018		2019		2020		2021		% Increase / Decrease from 2008 to 2021
Department	Gender	Type	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	
GWP	Female	Hourly	3	0.7%	5	1.2%	6	1.5%	6	1.4%	7	1.8%	1	0.3%	2	0.6%	2	0.7%	2	0.7%	5	1.8%	7	2.4%	5	1.7%	5	1.7%	4	1.4%	33.3%
		Salaried	62	15.5%	68	16.9%	72	17.8%	73	17.6%	72	18.2%	60	19.3%	60	18.5%	57	19.4%	57	19.3%	55	19.8%	56	19.2%	62	20.5%	55	18.9%	54	18.3%	-12.9%
	Female Total		65	16.2%	73	18.2%	78	19.3%	79	19.1%	79	19.9%	61	19.6%	62	19.1%	59	20.1%	59	19.9%	60	21.6%	63	21.6%	67	22.1%	60	20.6%	58	19.7%	-10.8%
	Male	Hourly	16	4.0%	18	4.5%	17	4.2%	20	4.8%	22	5.6%	15	4.8%	15	4.6%	9	3.1%	12	4.1%	6	2.2%	13	4.5%	13	4.3%	9	3.1%	19	6.4%	18.8%
		Salaried	320	79.8%	311	77.4%	310	76.5%	315	76.1%	295	74.5%	235	75.6%	248	76.3%	226	76.9%	225	76.0%	212	76.3%	216	74.0%	223	73.6%	222	76.3%	218	73.9%	-31.9%
Male Total			336	83.8%	329	81.8%	327	80.7%	335	80.9%	317	80.1%	250	80.4%	263	80.9%	235	79.9%	237	80.1%	218	78.4%	229	78.4%	236	77.9%	231	79.4%	237	80.3%	-29.5%
Grand Total			401	100.0%	402	100.0%	405	100.0%	414	100.0%	396	100.0%	311	100.0%	325	100.0%	294	100.0%	296	100.0%	278	100.0%	292	100.0%	303	100.0%	291	100.0%	295	100.0%	-26.4%

			2008		2009		2010		2011		2012		2013		2014		2015		2016		2017		2018		2019		2020		2021		% Increase / Decrease from 2008 to 2021
Department	Gender	Type	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	
Human Resources	Female	Hourly	3	9.7%	3	10.0%	2	7.4%	2	7.1%	2	7.4%	4	16.0%	4	16.0%	3	13.0%	2	8.3%	1	4.5%	1	5.0%	2	8.7%	2	8.3%	1	4.3%	-66.7%
		Salaried	22	71.0%	21	70.0%	20	74.1%	20	71.4%	19	70.4%	16	64.0%	16	64.0%	15	65.2%	16	66.7%	15	68.2%	14	70.0%	15	65.2%	15	62.5%	16	69.6%	-27.3%
	Female Total		25	80.6%	24	80.0%	22	81.5%	22	78.6%	21	77.8%	20	80.0%	20	80.0%	18	78.3%	18	75.0%	16	72.7%	15	75.0%	17	73.9%	17	70.8%	17	73.9%	-32.0%
	Male	Hourly	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	1	4.3%	1	4.2%	0	0.0%	N/A
		Salaried	6	19.4%	6	20.0%	5	18.5%	6	21.4%	6	22.2%	5	20.0%	5	20.0%	5	21.7%	6	25.0%	6	27.3%	5	25.0%	5	21.7%	6	25.0%	6	26.1%	0.0%
Male Total		6	19.4%	6	20.0%	5	18.5%	6	21.4%	6	22.2%	5	20.0%	5	20.0%	5	21.7%	6	25.0%	6	27.3%	5	25.0%	6	26.1%	7	29.2%	6	26.1%	0.0%	
Grand Total			31	100.0%	30	100.0%	27	100.0%	28	100.0%	27	100.0%	25	100.0%	25	100.0%	23	100.0%	24	100.0%	22	100.0%	20	100.0%	23	100.0%	24	100.0%	23	100.0%	-25.8%

			2008		2009		2010		2011		2012		2013		2014		2015		2016		2017		2018		2019		2020		2021		% Increase / Decrease from 2008 to 2021
Department	Gender	Type	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	
Information Technology	Female	Hourly	5	8.1%	5	8.5%	5	8.5%	7	10.6%	7	10.0%	6	9.2%	5	8.9%	3	6.8%	2	4.9%	2	4.4%	0	0.0%	0	0.0%	0	0.0%	1	2.3%	-80.0%
		Salaried	12	19.4%	10	16.9%	8	13.6%	8	12.1%	8	11.4%	8	12.3%	8	14.3%	6	13.6%	5	12.2%	6	13.3%	6	14.0%	6	13.6%	5	11.4%	5	11.4%	-58.3%
	Female Total		17	27.4%	15	25.4%	13	22.0%	15	22.7%	15	21.4%	14	21.5%	13	23.2%	9	20.5%	7	17.1%	8	17.8%	6	14.0%	6	13.6%	5	11.4%	6	13.6%	-64.7%
	Male	Hourly	8	12.9%	8	13.6%	9	15.3%	12	18.2%	14	20.0%	13	20.0%	5	8.9%	3	6.8%	4	9.8%	4	8.9%	4	9.3%	7	15.9%	3	6.8%	3	6.8%	-62.5%
		Salaried	37	59.7%	36	61.0%	37	62.7%	39	59.1%	41	58.6%	38	58.5%	38	67.9%	32	72.7%	30	73.2%	33	73.3%	33	76.7%	31	70.5%	36	81.8%	35	79.5%	-5.4%
Male Total		45	72.6%	44	74.6%	46	78.0%	51	77.3%	55	78.6%	51	78.5%	43	76.8%	35	79.5%	34	82.9%	37	82.2%	37	86.0%	38	86.4%	39	88.6%	38	86.4%	-15.6%	
Grand Total			62	100.0%	59	100.0%	59	100.0%	66	100.0%	70	100.0%	65	100.0%	56	100.0%	44	100.0%	41	100.0%	45	100.0%	43	100.0%	44	100.0%	44	100.0%	44	100.0%	-29.0%

In 2022, the Information Services Department was renamed to be the Information Technology Department.

			2017		2018		2019		2020		% Increase / Decrease from 2017 to 2020
Department	Gender	Type	#	%	#	%	#	%	#	%	
Innovation Performance & Audit	Female	Hourly	0	0.0%	0	0.0%	3	27.3%	1	12.5%	N/A
		Salaried	3	60.0%	4	57.1%	4	36.4%	4	50.0%	33.3%
	Female Total		3	60.0%	4	57.1%	7	63.6%	5	62.5%	66.7%
	Male	Hourly	1	20.0%	2	28.6%	2	18.2%	1	12.5%	0.0%
		Salaried	1	20.0%	1	14.3%	2	18.2%	2	25.0%	100.0%
	Male Total		2	40.0%	3	42.9%	4	36.4%	3	37.5%	50.0%
Grand Total			5	100.0%	7	100.0%	11	100.0%	8	100.0%	60.0%

In 2017, the Innovation, Performance, & Audit Department was created as a result of an organizational realignment. It consists of the Internal Audit function in the Administrative Services Department and several employees from the Community Development Department.  
In 2021, the Innovation, Performance, & Audit Department was dissolved, moving the Innovation and Performance function to the Management Services Department and the Internal Audit function to the Administrative Services Department.

**Total Employees  
By Department and Gender**

			2008		2009		2010		2011		2012		2013		2014		2015		2016		2017		2018		2019		2020		2021		% Increase / Decrease from 2008 to 2021
Department	Gender	Type	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	
Library	Female	Hourly	66	37.7%	59	37.6%	57	37.7%	51	37.0%	49	37.4%	41	35.3%	41	35.7%	45	40.2%	44	40.7%	53	44.2%	69	46.6%	68	46.9%	45	37.2%	47	40.5%	-28.8%
		Salariel	37	21.1%	35	22.3%	33	21.9%	33	23.9%	35	26.7%	30	25.9%	30	26.1%	28	25.0%	27	25.0%	24	20.0%	29	19.6%	25	17.2%	26	21.5%	27	23.3%	-27.0%
	Female Total		103	58.9%	94	59.9%	90	59.6%	84	60.9%	84	64.1%	71	61.2%	71	61.7%	73	65.2%	71	65.7%	77	64.2%	98	66.2%	93	64.1%	71	58.7%	74	63.8%	-28.2%
	Male	Hourly	48	27.4%	39	24.8%	38	25.2%	30	21.7%	25	19.1%	26	22.4%	25	21.7%	22	19.6%	21	19.4%	27	22.5%	34	23.0%	34	23.4%	31	25.6%	24	20.7%	-50.0%
		Salariel	24	13.7%	24	15.3%	23	15.2%	24	17.4%	22	16.8%	19	16.4%	19	16.5%	17	15.2%	16	14.8%	16	13.3%	16	10.8%	18	12.4%	19	15.7%	18	15.5%	-25.0%
	Male Total		72	41.1%	63	40.1%	61	40.4%	54	39.1%	47	35.9%	45	38.8%	44	38.3%	39	34.8%	37	34.3%	43	35.8%	50	33.8%	52	35.9%	50	41.3%	42	36.2%	-41.7%
Grand Total			175	100.0%	157	100.0%	151	100.0%	138	100.0%	131	100.0%	116	100.0%	115	100.0%	112	100.0%	108	100.0%	120	100.0%	148	100.0%	145	100.0%	121	100.0%	116	100.0%	-33.7%

			2008		2009		2010		2011		2012		2013		2014		2015		2016		2017		2018		2019		2020		2021		% Increase / Decrease from 2008 to 2021
Department	Gender	Type	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	
Management Services	Female	Hourly	0	0.0%	0	0.0%	0	0.0%	0	0.0%	4	16.7%	4	15.4%	3	11.5%	2	11.8%	3	15.8%	2	7.7%	4	15.4%	4	16.0%	3	13.6%	5	20.0%	N/A
		Salaried	16	59.3%	18	56.3%	17	65.4%	15	65.2%	15	62.5%	13	50.0%	12	46.2%	4	23.5%	5	26.3%	7	26.9%	7	26.9%	8	32.0%	8	36.4%	6	24.0%	-62.5%
	Female Total		16	59.3%	18	56.3%	17	65.4%	15	65.2%	19	79.2%	17	65.4%	15	57.7%	6	35.3%	8	42.1%	9	34.6%	11	42.3%	12	48.0%	11	50.0%	11	44.0%	-31.3%
	Male	Hourly	1	3.7%	2	6.3%	1	3.8%	2	8.7%	0	0.0%	2	7.7%	1	3.8%	3	17.6%	4	21.1%	6	23.1%	4	15.4%	3	12.0%	2	9.1%	3	12.0%	200.0%
		Salaried	10	37.0%	12	37.5%	8	30.8%	6	26.1%	5	20.8%	7	26.9%	10	38.5%	8	47.1%	7	36.8%	11	42.3%	11	42.3%	10	40.0%	9	40.9%	11	44.0%	10.0%
	Male Total		11	40.7%	14	43.8%	9	34.6%	8	34.8%	5	20.8%	9	34.6%	11	42.3%	11	64.7%	11	57.9%	17	65.4%	15	57.7%	13	52.0%	11	50.0%	14	56.0%	27.3%
Grand Total			27	100.0%	32	100.0%	26	100.0%	23	100.0%	24	100.0%	26	100.0%	26	100.0%	17	100.0%	19	100.0%	26	100.0%	26	100.0%	25	100.0%	22	100.0%	25	100.0%	-7.4%

In 2013, the Economic Development function moved from the Community Development Department to the Management Services Department.

In 2015, the Internal Audit function moved from the Management Services Department to the Administrative Services Department.

In 2016, the Economic Development function moved from the Management Services Department to the Community Development Department.

In 2021, the Innovation and Performance function from the Innovation, Performance, and Audit Department to the Management Services Department.

			2008		2009		2010		2011		2012		2013		2014		2015		2016		2017		2018		2019		2020		2021		% Increase / Decrease from 2008 to 2021
Department	Gender	Type	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	
Police Department	Female	Hourly	17	4.3%	13	3.4%	10	2.7%	11	3.0%	13	3.6%	13	3.6%	13	3.6%	15	4.2%	18	5.1%	11	3.1%	7	2.0%	12	3.4%	18	5.1%	19	5.4%	11.8%
		Salaried	106	26.5%	106	27.5%	104	28.3%	102	27.9%	102	28.1%	101	27.8%	98	27.0%	94	26.2%	94	26.4%	98	27.4%	90	26.0%	93	26.0%	92	26.2%	93	26.2%	-12.3%
	Female Total		123	30.8%	119	30.8%	114	31.0%	113	31.0%	115	31.7%	114	31.4%	111	30.6%	109	30.4%	112	31.5%	109	30.4%	97	28.0%	105	29.3%	110	31.3%	112	31.5%	-8.9%
	Male	Hourly	12	3.0%	9	2.3%	8	2.2%	13	3.6%	14	3.9%	19	5.2%	16	4.4%	15	4.2%	12	3.4%	14	3.9%	9	2.6%	8	2.2%	7	2.0%	7	2.0%	-41.7%
		Salaried	265	66.3%	258	66.8%	246	66.8%	239	65.5%	234	64.5%	230	63.4%	236	65.0%	235	65.5%	232	65.2%	235	65.6%	240	69.4%	245	68.4%	234	66.7%	236	66.5%	-10.9%
	Male Total		277	69.3%	267	69.2%	254	69.0%	252	69.0%	248	68.3%	249	68.6%	252	69.4%	250	69.6%	244	68.5%	249	69.6%	249	72.0%	253	70.7%	241	68.7%	243	68.5%	-12.3%
Grand Total			400	100.0%	386	100.0%	368	100.0%	365	100.0%	363	100.0%	363	100.0%	363	100.0%	359	100.0%	356	100.0%	358	100.0%	346	100.0%	358	100.0%	351	100.0%	355	100.0%	-11.3%

			2008		2009		2010		2011		2012		2013		2014		2015		2016		2017		2018		2019		2020		2021		% Increase / Decrease from 2008 to 2021
Department	Gender	Type	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	
Public Works	Female	Hourly	5	1.7%	6	2.0%	8	2.6%	4	1.4%	2	0.7%	4	1.4%	2	0.7%	6	2.4%	4	1.6%	3	1.2%	5	2.0%	9	3.5%	7	2.7%	9	3.6%	80.0%
		Salaried	41	13.9%	38	12.4%	36	11.9%	37	12.7%	37	12.5%	39	13.7%	32	11.8%	28	11.1%	27	10.5%	26	10.7%	29	11.6%	34	13.2%	34	13.1%	32	13.0%	-22.0%
	Female Total		46	15.6%	44	14.4%	44	14.5%	41	14.0%	39	13.2%	43	15.1%	34	12.5%	34	13.4%	31	12.1%	29	11.9%	34	13.6%	43	16.7%	41	15.8%	41	16.6%	-10.9%
	Male	Hourly	8	2.7%	10	3.3%	10	3.3%	9	3.1%	14	4.7%	13	4.6%	15	5.5%	9	3.6%	11	4.3%	10	4.1%	12	4.8%	12	4.7%	10	3.9%	13	5.3%	62.5%
		Salaried	241	81.7%	252	82.4%	249	82.2%	242	82.9%	242	82.0%	229	80.4%	222	81.9%	210	83.0%	214	83.6%	205	84.0%	204	81.6%	203	78.7%	208	80.3%	193	78.1%	-19.9%
	Male Total		249	84.4%	262	85.6%	259	85.5%	251	86.0%	256	86.8%	242	84.9%	237	87.5%	219	86.6%	225	87.9%	215	88.1%	216	86.4%	215	83.3%	218	84.2%	206	83.4%	-17.3%
Grand Total			295	100.0%	306	100.0%	303	100.0%	292	100.0%	295	100.0%	285	100.0%	271	100.0%	253	100.0%	256	100.0%	244	100.0%	250	100.0%	258	100.0%	259	100.0%	247	100.0%	-16.3%

In 2010, the Building and Safety function moved from the Public Works Department to the Community Planning Department.

In 2013, the Project Management function moved from the Community Services & Parks Department to the Public Works Department.

In 2015, the Transit function moved from the Public Work Department to the Community Development Department.

In 2018, the Transit function moved from Community Development Department to the Public Works Department.



**Total Employees  
By Department, Level, and Gender**

Department	Level	Gender	2008		2009		2010		2011		2012		2013		2014		2015		2016		2017		2018		2019		2020		2021		% Increase / Decrease from 2008 to 2021
			#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	
Administrative Services	Executive	Female	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	1	2.6%	1	2.6%	1	2.1%	N/A
		Male	1	1.9%	1	2.5%	1	2.2%	1	2.2%	1	2.1%	1	2.4%	1	2.7%	1	2.3%	1	2.2%	1	2.6%	1	3.0%	0	0.0%	0	0.0%	0	0.0%	-100.0%
	Executive Total		1	1.9%	1	2.5%	1	2.2%	1	2.2%	1	2.1%	1	2.4%	1	2.7%	1	2.3%	1	2.2%	1	2.6%	1	3.0%	1	2.6%	1	2.6%	1	2.1%	0.0%
	Management/Supervisor	Female	9	16.7%	8	20.0%	6	13.3%	6	13.3%	6	12.8%	7	16.7%	7	18.9%	11	25.6%	8	17.4%	7	17.9%	7	21.2%	7	17.9%	7	17.9%	6	12.8%	-33.3%
		Male	6	11.1%	4	10.0%	6	13.3%	7	15.6%	9	19.1%	7	16.7%	6	16.2%	7	16.3%	7	15.2%	6	15.4%	5	15.2%	4	10.3%	4	10.3%	5	10.6%	-16.7%
	Management/Supervisor Total		15	27.8%	12	30.0%	12	26.7%	13	28.9%	15	31.9%	14	33.3%	13	35.1%	18	41.9%	15	32.6%	13	33.3%	12	36.4%	11	28.2%	11	28.2%	11	23.4%	-26.7%
	Technical/Professional	Female	2	3.7%	2	5.0%	2	4.4%	2	4.4%	2	4.3%	2	4.8%	3	8.1%	2	4.7%	3	6.5%	2	5.1%	2	6.1%	6	15.4%	4	10.3%	6	12.8%	200.0%
		Male	0	0.0%	0	0.0%	1	2.2%	0	0.0%	3	6.4%	2	4.8%	1	2.7%	0	0.0%	2	4.3%	1	2.6%	0	0.0%	2	5.1%	2	5.1%	4	8.5%	N/A
	Technical/Professional Total		2	3.7%	2	5.0%	3	6.7%	2	4.4%	5	10.6%	4	9.5%	4	10.8%	2	4.7%	5	10.9%	3	7.7%	2	6.1%	8	20.5%	6	15.4%	10	21.3%	400.0%
	Supervisor Non-Mid-Management	Female	1	1.9%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	-100.0%
		Male	1	1.9%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	-100.0%
	Supervisor Non-Mid-Management Total		1	1.9%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	-100.0%
	Non-Manager	Female	24	44.4%	18	45.0%	22	48.9%	21	46.7%	18	38.3%	15	35.7%	14	37.8%	16	37.2%	18	39.1%	18	46.2%	14	42.4%	14	35.9%	15	38.5%	17	36.2%	-29.2%
		Male	11	20.4%	7	17.5%	7	15.6%	8	17.8%	8	17.0%	8	19.0%	5	13.5%	6	14.0%	7	15.2%	4	10.3%	4	12.1%	5	12.8%	6	15.4%	8	17.0%	-27.3%
	Non-Manager Total		35	64.8%	25	62.5%	29	64.4%	29	64.4%	26	55.3%	23	54.8%	19	51.4%	22	51.2%	25	54.3%	22	56.4%	18	54.5%	19	48.7%	21	53.8%	25	53.2%	-28.6%
Grand Total			54	100.0%	40	100.0%	45	100.0%	45	100.0%	47	100.0%	42	100.0%	37	100.0%	43	100.0%	46	100.0%	39	100.0%	33	100.0%	39	100.0%	39	100.0%	47	100.0%	-13.0%

In 2015, the Internal Audit function moved from the Management Services Department to the Administrative Services Department.

In 2017, the Internal Audit function moved from the Administrative Services Department to the Innovation, Performance, and Audit Department.

In 2021, the Internal Audit function moved from the Innovation, Performance, and Audit Department back to Administrative Services Department.

Department	Level	Gender	2008		2009		2010		2011		2012		2013		2014		2015		2016		2017		2018		2019		2020		2021		% Increase / Decrease from 2008 to 2021
			#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	
City Attorney	Executive	Male	1	4.8%	1	4.8%	1	4.0%	2	8.7%	1	5.3%	1	5.3%	1	5.3%	1	5.0%	1	5.3%	1	5.6%	1	5.9%	1	5.6%	1	5.3%	1	5.0%	0.0%
	Executive Total		1	4.8%	1	4.8%	1	4.0%	2	8.7%	1	5.3%	1	5.3%	1	5.3%	1	5.0%	1	5.3%	1	5.6%	1	5.9%	1	5.6%	1	5.3%	1	5.0%	0.0%
	Management/Supervisor	Female	7	33.3%	7	33.3%	8	32.0%	9	39.1%	8	42.1%	9	47.4%	10	52.6%	10	50.0%	10	52.6%	9	50.0%	9	52.9%	9	50.0%	9	47.4%	10	50.0%	42.9%
		Male	5	23.8%	4	19.0%	4	16.0%	2	8.7%	2	10.5%	2	10.5%	2	10.5%	2	10.0%	3	15.8%	2	11.1%	2	11.8%	1	5.6%	1	5.3%	2	10.0%	-60.0%
	Management/Supervisor Total		12	57.1%	11	52.4%	12	48.0%	11	47.8%	10	52.6%	11	57.9%	12	63.2%	12	60.0%	13	68.4%	11	61.1%	11	64.7%	10	55.6%	10	52.6%	12	60.0%	0.0%
	Technical/Professional	Female	3	14.3%	4	19.0%	3	12.0%	2	8.7%	1	5.3%	1	5.3%	0	0.0%	0	0.0%	0	0.0%	1	5.6%	1	5.9%	2	11.1%	2	10.5%	2	10.0%	-33.3%
		Male	0	0.0%	0	0.0%	0	0.0%	0	0.0%	1	5.3%	1	5.3%	1	5.3%	1	5.0%	0	0.0%	1	5.6%	2	11.8%	1	5.6%	1	5.3%	0	0.0%	N/A
	Technical/Professional Total		3	14.3%	4	19.0%	3	12.0%	2	8.7%	2	10.5%	2	10.5%	1	5.3%	1	5.0%	0	0.0%	2	11.1%	3	17.6%	3	16.7%	3	15.8%	2	10.0%	-33.3%
	Non-Manager	Female	5	23.8%	5	23.8%	9	36.0%	8	34.8%	5	26.3%	5	26.3%	5	26.3%	6	30.0%	5	26.3%	4	22.2%	2	11.8%	4	22.2%	5	26.3%	5	25.0%	0.0%
		Male	0	0.0%	0	0.0%	0	0.0%	0	0.0%	1	5.3%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	N/A
	Non-Manager Total		5	23.8%	5	23.8%	9	36.0%	8	34.8%	6	31.6%	5	26.3%	5	26.3%	6	30.0%	5	26.3%	4	22.2%	2	11.8%	4	22.2%	5	26.3%	5	25.0%	0.0%
Grand Total			21	100.0%	21	100.0%	25	100.0%	23	100.0%	19	100.0%	19	100.0%	19	100.0%	20	100.0%	19	100.0%	18	100.0%	17	100.0%	18	100.0%	19	100.0%	20	100.0%	-4.8%

**Total Employees  
By Department, Level, and Gender**

Department	Level	Gender	2008		2009		2010		2011		2012		2013		2014		2015		2016		2017		2018		2019		2020		2021		% Increase / Decrease from 2008 to 2021
			#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	
City Clerk	Executive	Male	1	9.1%	1	5.9%	1	8.3%	1	5.9%	1	10.0%	1	9.1%	1	12.5%	1	9.1%	1	14.3%	1	9.1%	1	16.7%	1	11.1%	1	14.3%	1	20.0%	0.0%
	Executive Total		1	9.1%	1	5.9%	1	8.3%	1	5.9%	1	10.0%	1	9.1%	1	12.5%	1	9.1%	1	14.3%	1	9.1%	1	16.7%	1	11.1%	1	14.3%	1	20.0%	0.0%
	Management/Supervisor	Female	2	18.2%	2	11.8%	1	8.3%	2	11.8%	1	10.0%	2	18.2%	0	0.0%	1	9.1%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	-100.0%
	Management/Supervisor Total		2	18.2%	2	11.8%	1	8.3%	2	11.8%	1	10.0%	2	18.2%	0	0.0%	1	9.1%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	-100.0%
	Technical/Professional	Female	0	0.0%	1	5.9%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	N/A
	Technical/Professional	Male	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	1	9.1%	1	12.5%	1	9.1%	1	14.3%	1	9.1%	1	16.7%	1	11.1%	0	0.0%	0	0.0%	N/A
	Technical/Professional Total		0	0.0%	1	5.9%	0	0.0%	0	0.0%	0	0.0%	1	9.1%	1	12.5%	1	9.1%	1	14.3%	1	9.1%	1	16.7%	1	11.1%	0	0.0%	0	0.0%	N/A
	Non-Manager	Female	5	45.5%	8	47.1%	7	58.3%	10	58.8%	6	60.0%	5	45.5%	4	50.0%	5	45.5%	4	57.1%	7	63.6%	4	66.7%	5	55.6%	6	85.7%	4	80.0%	-20.0%
	Non-Manager	Male	3	27.3%	5	29.4%	3	25.0%	4	23.5%	2	20.0%	2	18.2%	2	25.0%	3	27.3%	1	14.3%	2	18.2%	0	0.0%	2	22.2%	0	0.0%	0	0.0%	-100.0%
	Non-Manager Total		8	72.7%	13	76.5%	10	83.3%	14	82.4%	8	80.0%	7	63.6%	6	75.0%	8	72.7%	5	71.4%	9	81.8%	4	66.7%	7	77.8%	6	85.7%	4	80.0%	-50.0%
Grand Total			11	100.0%	17	100.0%	12	100.0%	17	100.0%	10	100.0%	11	100.0%	8	100.0%	11	100.0%	7	100.0%	11	100.0%	6	100.0%	9	100.0%	7	100.0%	5	100.0%	-54.5%

Department	Level	Gender	2008		2009		2010		2011		2012		2013		2014		2015		2016		2017		2018		2019		2020		2021		% Increase / Decrease from 2008 to 2021
			#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	
City Treasurer	Executive	Male	1	20.0%	1	20.0%	1	25.0%	1	20.0%	1	14.3%	1	20.0%	1	20.0%	1	20.0%	1	20.0%	1	20.0%	1	20.0%	1	20.0%	1	20.0%	1	16.7%	0.0%
	Executive Total		1	20.0%	1	20.0%	1	25.0%	1	20.0%	1	14.3%	1	20.0%	1	20.0%	1	20.0%	1	20.0%	1	20.0%	1	20.0%	1	20.0%	1	20.0%	1	16.7%	0.0%
	Management/Supervisor	Female	1	20.0%	1	20.0%	1	25.0%	1	20.0%	1	14.3%	1	20.0%	1	20.0%	1	20.0%	1	20.0%	1	20.0%	1	20.0%	1	20.0%	1	20.0%	1	16.7%	0.0%
	Management/Supervisor Total		1	20.0%	1	20.0%	1	25.0%	1	20.0%	1	14.3%	1	20.0%	1	20.0%	1	20.0%	1	20.0%	1	20.0%	1	20.0%	1	20.0%	1	20.0%	1	16.7%	0.0%
	Non-Manager	Female	2	40.0%	3	60.0%	2	50.0%	3	60.0%	3	42.9%	3	60.0%	3	60.0%	3	60.0%	3	60.0%	3	60.0%	3	60.0%	3	60.0%	3	60.0%	4	66.7%	100.0%
	Non-Manager	Male	1	20.0%	0	0.0%	0	0.0%	0	0.0%	2	28.6%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	-100.0%
	Non-Manager Total		3	60.0%	3	60.0%	2	50.0%	3	60.0%	5	71.4%	3	60.0%	3	60.0%	3	60.0%	3	60.0%	3	60.0%	3	60.0%	3	60.0%	3	60.0%	4	66.7%	33.3%
Grand Total			5	100.0%	5	100.0%	4	100.0%	5	100.0%	7	100.0%	5	100.0%	5	100.0%	5	100.0%	5	100.0%	5	100.0%	5	100.0%	5	100.0%	5	100.0%	6	100.0%	20.0%

**Total Employees  
By Department, Level, and Gender**

Department	Level	Gender	2011		2012		2013		2014		2015		2016		2017		2018		2019		2020		2021		%Increase / Decrease from 2011 to 2021
			#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	
Community Development	Executive	Male	1	0.7%	2	1.6%	1	0.9%	1	0.8%	1	0.8%	1	0.7%	1	0.7%	1	0.8%	1	0.7%	1	0.7%	1	0.8%	0.0%
	Executive Total		1	0.7%	2	1.6%	1	0.9%	1	0.8%	1	0.8%	1	0.7%	1	0.7%	1	0.8%	1	0.7%	1	0.7%	1	0.8%	0.0%
	Management/Supervisor	Female	11	7.7%	11	8.8%	7	6.1%	11	8.7%	11	8.6%	13	9.5%	13	9.5%	11	8.3%	9	6.7%	8	5.9%	7	5.3%	-36.4%
	Management/Supervisor	Male	21	14.8%	21	16.8%	18	15.7%	24	18.9%	22	17.2%	21	15.3%	17	12.4%	18	13.5%	21	15.6%	21	15.6%	20	15.0%	-4.8%
	Management/Supervisor Total		32	22.5%	32	25.6%	25	21.7%	35	27.6%	33	25.8%	34	24.8%	30	21.9%	29	21.8%	30	22.2%	29	21.5%	27	20.3%	-15.6%
	Technical/Professional	Female	13	9.2%	8	6.4%	7	6.1%	9	7.1%	10	7.8%	9	6.6%	9	6.6%	10	7.5%	11	8.1%	13	9.6%	12	9.0%	-7.7%
	Technical/Professional	Male	8	5.6%	8	6.4%	7	6.1%	5	3.9%	9	7.0%	12	8.8%	7	5.1%	6	4.5%	7	5.2%	7	5.2%	5	3.8%	-37.5%
	Technical/Professional Total		21	14.8%	16	12.8%	14	12.2%	14	11.0%	19	14.8%	21	15.3%	16	11.7%	16	12.0%	18	13.3%	20	14.8%	17	12.8%	-19.0%
	Supervisor Non-Mid-Management	Female	3	2.1%	2	1.6%	1	0.9%	1	0.8%	1	0.8%	1	0.7%	1	0.7%	1	0.8%	1	0.7%	1	0.7%	1	0.8%	-66.7%
	Supervisor Non-Mid-Management Total		3	2.1%	2	1.6%	1	0.9%	1	0.8%	1	0.8%	1	0.7%	1	0.7%	1	0.8%	1	0.7%	1	0.7%	1	0.8%	-66.7%
	Non-Manager	Female	39	27.5%	34	27.2%	36	31.3%	37	29.1%	35	27.3%	39	28.5%	40	29.2%	39	29.3%	40	29.6%	41	30.4%	41	30.8%	5.1%
	Non-Manager	Male	46	32.4%	39	31.2%	38	33.0%	39	30.7%	39	30.5%	41	29.9%	49	35.8%	47	35.3%	45	33.3%	43	31.9%	46	34.6%	0.0%
	Non-Manager Total		85	59.9%	73	58.4%	74	64.3%	76	59.8%	74	57.8%	80	58.4%	89	65.0%	86	64.7%	85	63.0%	84	62.2%	87	65.4%	2.4%
	Grand Total		142	100.0%	125	100.0%	115	100.0%	127	100.0%	128	100.0%	137	100.0%	137	100.0%	133	100.0%	135	100.0%	135	100.0%	133	100.0%	-6.3%

In 2011, this department was created as a result of an organizational realignment. It consists of the previous Community Planning and Community Redevelopment & Housing Departments.

In 2013, Economic Development function moved from the Community Development Department to the Management Services Department.

In 2015, the Transit function moved from the Public Work Department to the Community Development Department.

In 2016, Economic Development function moved from the Management Services Department to the Community Development Department.

In 2018, the Transit function moved from Community Development Department to the Public Works Department.

**Total Employees  
By Department, Level, and Gender**

Department	Level	Gender	2008		2009		2010		% Increase / Decrease from 2008 to 2010
			#	%	#	%	#	%	
Community Planning	Executive	Male	1	1.0%	1	1.0%	1	1.0%	0.0%
	Executive Total		1	1.0%	1	1.0%	1	1.0%	0.0%
	Management/Supervisor	Female	7	6.9%	7	7.0%	8	8.1%	14.3%
	Management/Supervisor	Male	13	12.7%	13	13.0%	13	13.1%	0.0%
	Management/Supervisor Total		20	19.6%	20	20.0%	21	21.2%	5.0%
	Technical/Professional	Female	5	4.9%	5	5.0%	3	3.0%	-40.0%
	Technical/Professional	Male	8	7.8%	9	9.0%	8	8.1%	0.0%
	Technical/Professional Total		13	12.7%	14	14.0%	11	11.1%	-15.4%
	Supervisor Non-Mid-Management	Female	3	2.9%	3	3.0%	3	3.0%	0.0%
	Supervisor Non-Mid-Management Total		3	2.9%	3	3.0%	3	3.0%	0.0%
	Non-Manager	Female	24	23.5%	23	23.0%	23	23.2%	-4.2%
	Non-Manager	Male	41	40.2%	39	39.0%	40	40.4%	-2.4%
Non-Manager Total			65	63.7%	62	62.0%	63	63.6%	-3.1%
Grand Total			102	100.0%	100	100.0%	99	100.0%	-2.9%

In 2010, the Building and Safety function moved from the Public Works Department to the Community Planning Department.

In 2011, as a result of an organization realignment, this department was combined with Community Redevelopment & Housing into the new Community Development Department.

Department	Level	Gender	2008		2009		2010		% Increase / Decrease from 2008 to 2010
			#	%	#	%	#	%	
Community Redevelopment & Housing	Executive	Male	1	2.6%	1	2.5%	1	2.5%	0.0%
	Executive Total		1	2.6%	1	2.5%	1	2.5%	0.0%
	Management/Supervisor	Female	2	5.3%	2	5.0%	3	7.5%	50.0%
	Management/Supervisor	Male	5	13.2%	6	15.0%	8	20.0%	60.0%
	Management/Supervisor Total		7	18.4%	8	20.0%	11	27.5%	57.1%
	Technical/Professional	Female	8	21.1%	8	20.0%	9	22.5%	12.5%
	Technical/Professional	Male	4	10.5%	3	7.5%	1	2.5%	-75.0%
	Technical/Professional Total		12	31.6%	11	27.5%	10	25.0%	-16.7%
	Non-Manager	Female	14	36.8%	15	37.5%	14	35.0%	0.0%
	Non-Manager	Male	4	10.5%	5	12.5%	4	10.0%	0.0%
Non-Manager Total			18	47.4%	20	50.0%	18	45.0%	0.0%
Grand Total			38	100.0%	40	100.0%	40	100.0%	5.3%

In 2011, as a result of an organizational realignment, this department was combined with Community Planning into the new Community Development Department.

**Total Employees  
By Department, Level, and Gender**

Department	Level	Gender	2008		2009		2010		2011		2012		2013		2014		2015		2016		2017		2018		2019		2020		2021		% Increase / Decrease from 2008 to 2021
			#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	
Community Services & Parks	Executive	Female	1	0.3%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	-100.0%
		Male	1	0.3%	1	0.3%	1	0.2%	1	0.2%	1	0.3%	1	0.3%	1	0.3%	2	0.5%	1	0.2%	1	0.2%	1	0.2%	1	0.2%	1	0.3%	1	0.3%	0.0%
	Executive Total		2	0.5%	1	0.3%	1	0.2%	1	0.2%	1	0.3%	1	0.3%	1	0.3%	2	0.5%	1	0.2%	1	0.2%	1	0.2%	1	0.3%	1	0.3%	1	0.3%	-50.0%
	Management/Supervisor	Female	13	3.3%	13	3.3%	15	3.5%	13	3.1%	15	3.9%	12	3.4%	12	3.2%	11	3.0%	15	4.0%	12	3.0%	13	3.2%	13	3.1%	14	4.0%	15	4.2%	15.4%
		Male	14	3.5%	13	3.3%	18	4.2%	17	4.0%	16	4.1%	14	3.9%	14	3.8%	13	3.5%	13	3.4%	7	1.7%	6	1.5%	7	1.7%	7	2.0%	7	2.0%	-50.0%
	Management/Supervisor Total		27	6.8%	26	6.6%	33	7.7%	30	7.1%	31	8.0%	26	7.3%	26	7.0%	24	6.5%	28	7.4%	19	4.7%	19	4.6%	20	4.8%	21	6.1%	22	6.2%	-18.5%
	Technical/Professional	Female	15	3.8%	16	4.1%	15	3.5%	12	2.8%	9	2.3%	9	2.5%	8	2.2%	8	2.2%	5	1.3%	6	1.5%	6	1.5%	3	0.7%	4	1.2%	2	0.6%	-86.7%
		Male	11	2.8%	10	2.5%	13	3.0%	13	3.1%	9	2.3%	4	1.1%	3	0.8%	3	0.8%	3	0.8%	3	0.7%	1	0.2%	1	0.2%	3	0.9%	3	0.8%	-72.7%
	Technical/Professional Total		26	6.5%	26	6.6%	28	6.6%	25	5.9%	18	4.7%	13	3.7%	11	3.0%	11	3.0%	8	2.1%	9	2.2%	7	1.7%	4	1.0%	7	2.0%	5	1.4%	-80.8%
	Supervisor Non-Mid-Management	Female	5	1.3%	6	1.5%	6	1.4%	6	1.4%	5	1.3%	5	1.4%	5	1.3%	7	1.9%	7	1.8%	4	1.0%	4	1.0%	3	0.7%	1	0.3%	1	0.3%	-80.0%
		Male	9	2.3%	9	2.3%	5	1.2%	5	1.2%	5	1.3%	3	0.8%	3	0.8%	2	0.5%	2	0.5%	3	0.7%	3	0.7%	2	0.5%	3	0.9%	3	0.8%	-66.7%
	Supervisor Non-Mid-Management Total		14	3.5%	15	3.8%	11	2.6%	11	2.6%	10	2.6%	8	2.3%	8	2.2%	9	2.4%	9	2.4%	7	1.7%	7	1.7%	5	1.2%	4	1.2%	4	1.1%	-71.4%
	Non-Manager	Female	110	27.7%	107	27.1%	113	26.5%	114	27.0%	99	25.6%	97	27.3%	104	28.0%	109	29.5%	110	29.0%	135	33.6%	147	35.9%	147	35.5%	114	32.9%	124	34.8%	12.7%
		Male	218	54.9%	220	55.7%	241	56.4%	241	57.1%	227	58.8%	210	59.2%	221	59.6%	216	58.4%	222	58.6%	231	57.5%	229	55.9%	237	57.2%	200	57.6%	200	56.2%	-8.3%
	Non-Manager Total		328	82.6%	327	82.8%	354	82.9%	355	84.1%	326	84.5%	307	86.5%	325	87.6%	325	87.8%	332	87.6%	366	91.0%	376	91.7%	384	92.8%	314	90.5%	324	91.0%	-1.2%
Grand Total			397	100.0%	395	100.0%	427	100.0%	422	100.0%	386	100.0%	355	100.0%	371	100.0%	370	100.0%	379	100.0%	402	100.0%	410	100.0%	414	100.0%	347	100.0%	356	100.0%	-10.3%

In 2013, the Project Management function moved from the Community Services & Parks Department to the Public Works Department.

Department	Level	Gender	2008		2009		2010		2011		2012		2013		2014		2015		2016		2017		2018		2019		2020		2021		% Increase / Decrease from 2008 to 2021
			#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	
Fire Department	Executive	Male	1	0.4%	1	0.4%	1	0.4%	1	0.4%	1	0.3%	1	0.4%	1	0.4%	1	0.4%	1	0.4%	1	0.4%	1	0.4%	1	0.4%	1	0.4%	1	0.4%	0.0%
	Executive Total		1	0.4%	1	0.4%	1	0.4%	1	0.4%	1	0.3%	1	0.4%	1	0.4%	1	0.4%	1	0.4%	1	0.4%	1	0.4%	1	0.4%	1	0.4%	1	0.4%	0.0%
	Management/Supervisor	Female	0	0.0%	0	0.0%	1	0.4%	1	0.4%	1	0.3%	2	0.7%	2	0.8%	2	0.8%	4	1.6%	3	1.3%	3	1.1%	2	0.8%	1	0.4%	1	0.4%	N/A
		Male	10	4.1%	10	4.2%	13	5.1%	13	5.1%	12	4.1%	14	5.1%	14	5.3%	10	3.9%	13	5.1%	12	5.2%	11	4.1%	13	5.2%	12	4.8%	12	4.6%	20.0%
	Management/Supervisor Total		10	4.1%	10	4.2%	14	5.5%	14	5.5%	13	4.5%	16	5.9%	16	6.1%	12	4.7%	17	6.7%	15	6.5%	14	5.2%	15	6.0%	13	5.2%	13	5.0%	30.0%
	Technical/Professional	Female	3	1.2%	3	1.3%	2	0.8%	2	0.8%	1	0.3%	2	0.7%	1	0.4%	2	0.8%	1	0.4%	1	0.4%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	-100.0%
		Male	0	0.0%	0	0.0%	0	0.0%	0	0.0%	1	0.3%	1	0.4%	1	0.4%	1	0.4%	1	0.4%	1	0.4%	1	0.4%	1	0.4%	2	0.8%	2	0.8%	N/A
	Technical/Professional Total		3	1.2%	3	1.3%	2	0.8%	2	0.8%	2	0.7%	3	1.1%	2	0.8%	3	1.2%	2	0.8%	2	0.9%	1	0.4%	1	0.4%	2	0.8%	2	0.8%	-33.3%
	Supervisor Non-Mid-Management	Female	3	1.2%	3	1.3%	3	1.2%	3	1.2%	4	1.4%	3	1.1%	3	1.1%	3	1.2%	3	1.2%	3	1.3%	3	1.1%	3	1.2%	3	1.2%	3	1.2%	0.0%
		Male	42	17.1%	40	16.9%	40	15.8%	38	15.0%	40	13.7%	37	13.6%	38	14.4%	40	15.5%	41	16.1%	40	17.4%	43	16.0%	41	16.3%	46	18.4%	44	17.0%	4.8%
	Supervisor Non-Mid-Management Total		45	18.4%	43	18.2%	43	17.0%	41	16.2%	44	15.1%	40	14.7%	41	15.6%	43	16.7%	44	17.3%	43	18.7%	46	17.1%	44	17.5%	49	19.6%	47	18.1%	-4.4%
	Non-Manager	Female	19	7.8%	19	8.1%	22	8.7%	24	9.5%	19	6.5%	16	5.9%	20	7.6%	20	7.8%	19	7.5%	17	7.4%	24	8.9%	23	9.1%	23	9.2%	26	10.0%	36.8%
		Male	167	68.2%	160	67.8%	171	67.6%	171	67.6%	212	72.9%	196	72.1%	183	69.6%	179	69.4%	171	67.3%	152	66.1%	183	68.0%	168	66.7%	162	64.8%	170	65.6%	1.8%
	Non-Manager Total		186	75.9%	179	75.8%	193	76.3%	195	77.1%	231	79.4%	212	77.9%	203	77.2%	199	77.1%	190	74.8%	169	73.5%	207	77.0%	191	75.8%	185	74.0%	196	75.7%	5.4%
Grand Total			245	100.0%	236	100.0%	253	100.0%	253	100.0%	291	100.0%	272	100.0%	263	100.0%	258	100.0%	254	100.0%	230	100.0%	269	100.0%	252	100.0%	250	100.0%	259	100.0%	5.7%

**Total Employees  
By Department, Level, and Gender**

Department	Level	Gender	2008		2009		2010		2011		2012		2013		2014		2015		2016		2017		2018		2019		2020		2021		% Increase / Decrease from 2008 to 2021
			#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	
GWP	Executive	Male	1	0.2%	1	0.2%	1	0.2%	1	0.2%	1	0.3%	1	0.3%	1	0.3%	1	0.3%	1	0.3%	1	0.4%	1	0.3%	1	0.3%	1	0.3%	1	0.3%	0.0%
	Executive Total		1	0.2%	1	0.2%	1	0.2%	1	0.2%	1	0.3%	1	0.3%	1	0.3%	1	0.3%	1	0.3%	1	0.4%	1	0.3%	1	0.3%	1	0.3%	1	0.3%	0.0%
	Management/Supervisor	Female	9	2.2%	9	2.2%	9	2.2%	9	2.2%	10	2.5%	6	1.9%	10	3.1%	9	3.1%	9	3.0%	12	4.3%	16	5.5%	16	5.3%	14	4.8%	15	5.1%	66.7%
	Management/Supervisor	Male	58	14.5%	56	13.9%	61	15.1%	65	15.7%	58	14.6%	46	14.8%	49	15.1%	49	16.7%	45	15.2%	44	15.8%	50	17.1%	48	15.8%	49	16.8%	44	14.9%	-24.1%
	Management/Supervisor Total		67	16.7%	65	16.2%	70	17.3%	74	17.9%	68	17.2%	52	16.7%	59	18.2%	58	19.7%	54	18.2%	56	20.1%	66	22.6%	64	21.1%	63	21.6%	59	20.0%	-11.9%
	Technical/Professional	Female	5	1.2%	6	1.5%	6	1.5%	6	1.4%	5	1.3%	5	1.6%	4	1.2%	4	1.4%	5	1.7%	2	0.7%	3	1.0%	3	1.0%	3	1.0%	2	0.7%	-60.0%
	Technical/Professional	Male	24	6.0%	21	5.2%	16	4.0%	16	3.9%	14	3.5%	10	3.2%	10	3.1%	4	1.4%	3	1.0%	4	1.4%	4	1.4%	5	1.7%	8	2.7%	7	2.4%	-70.8%
	Technical/Professional Total		29	7.2%	27	6.7%	22	5.4%	22	5.3%	19	4.8%	15	4.8%	14	4.3%	8	2.7%	8	2.7%	6	2.2%	7	2.4%	8	2.6%	11	3.8%	9	3.1%	-69.0%
	Supervisor Non-Mid-Management	Female	0	0.0%	0	0.0%	2	0.5%	2	0.5%	2	0.5%	2	0.6%	2	0.6%	2	0.7%	2	0.7%	2	0.7%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	N/A
	Supervisor Non-Mid-Management	Male	29	7.2%	30	7.5%	27	6.7%	29	7.0%	28	7.1%	22	7.1%	20	6.2%	16	5.4%	19	6.4%	16	5.8%	14	4.8%	18	5.9%	18	6.2%	20	6.8%	-31.0%
	Supervisor Non-Mid-Management Total		29	7.2%	30	7.5%	29	7.2%	31	7.5%	30	7.6%	24	7.7%	22	6.8%	18	6.1%	21	7.1%	18	6.5%	14	4.8%	18	5.9%	18	6.2%	20	6.8%	-31.0%
	Non-Manager	Female	51	12.7%	58	14.4%	61	15.1%	62	15.0%	62	15.7%	48	15.4%	46	14.2%	44	15.0%	43	14.5%	44	15.8%	44	15.1%	48	15.8%	43	14.8%	41	13.9%	-19.6%
	Non-Manager	Male	224	55.9%	221	55.0%	222	54.8%	224	54.1%	216	54.5%	171	55.0%	183	56.3%	165	56.1%	169	57.1%	153	55.0%	160	54.8%	164	54.1%	155	53.3%	165	55.9%	-26.3%
	Non-Manager Total		275	68.6%	279	69.4%	283	69.9%	286	69.1%	278	70.2%	219	70.4%	229	70.5%	209	71.1%	212	71.6%	197	70.9%	204	69.9%	212	70.0%	198	68.0%	206	69.8%	-25.1%
Grand Total			401	100.0%	402	100.0%	405	100.0%	414	100.0%	396	100.0%	311	100.0%	325	100.0%	294	100.0%	296	100.0%	278	100.0%	292	100.0%	303	100.0%	291	100.0%	295	100.0%	-26.4%

Department	Level	Gender	2008		2009		2010		2011		2012		2013		2014		2015		2016		2017		2018		2019		2020		2021		% Increase / Decrease from 2008 to 2021
			#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	
Human Resources	Executive	Male	1	3.2%	1	3.3%	1	3.7%	1	3.6%	1	3.7%	1	4.0%	1	4.0%	1	4.3%	1	4.2%	1	4.5%	1	5.0%	1	4.3%	1	4.2%	1	4.3%	0.0%
	Executive Total		1	3.2%	1	3.3%	1	3.7%	1	3.6%	1	3.7%	1	4.0%	1	4.0%	1	4.3%	1	4.2%	1	4.5%	1	5.0%	1	4.3%	1	4.2%	1	4.3%	0.0%
	Management/Supervisor	Female	6	19.4%	6	20.0%	7	25.9%	7	25.0%	6	22.2%	5	20.0%	6	24.0%	4	17.4%	4	16.7%	4	18.2%	4	20.0%	3	13.0%	4	16.7%	4	17.4%	-33.3%
	Management/Supervisor	Male	1	3.2%	1	3.3%	1	3.7%	1	3.6%	1	3.7%	1	4.0%	3	12.0%	2	8.7%	1	4.2%	1	4.5%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	-100.0%
	Management/Supervisor Total		7	22.6%	7	23.3%	8	29.6%	8	28.6%	7	25.9%	6	24.0%	9	36.0%	6	26.1%	5	20.8%	5	22.7%	4	20.0%	3	13.0%	4	16.7%	4	17.4%	-42.9%
	Technical/Professional	Female	7	22.6%	7	23.3%	5	18.5%	5	17.9%	4	14.8%	2	8.0%	2	8.0%	3	13.0%	5	20.8%	5	22.7%	4	20.0%	5	21.7%	5	20.8%	4	17.4%	-42.9%
	Technical/Professional	Male	2	6.5%	2	6.7%	1	3.7%	2	7.1%	2	7.4%	2	8.0%	0	0.0%	1	4.3%	2	8.3%	2	9.1%	2	10.0%	2	8.7%	5	20.8%	4	17.4%	100.0%
	Technical/Professional Total		9	29.0%	9	30.0%	6	22.2%	7	25.0%	6	22.2%	4	16.0%	2	8.0%	4	17.4%	7	29.2%	7	31.8%	6	30.0%	7	30.4%	10	41.7%	8	34.8%	-11.1%
	Non-Manager	Female	12	38.7%	11	36.7%	10	37.0%	10	35.7%	11	40.7%	13	52.0%	12	48.0%	11	47.8%	9	37.5%	7	31.8%	7	35.0%	9	39.1%	8	33.3%	9	39.1%	-25.0%
	Non-Manager	Male	2	6.5%	2	6.7%	2	7.4%	2	7.1%	2	7.4%	1	4.0%	1	4.0%	1	4.3%	2	8.3%	2	9.1%	2	10.0%	3	13.0%	1	4.2%	1	4.3%	-50.0%
	Non-Manager Total		14	45.2%	13	43.3%	12	44.4%	12	42.9%	13	48.1%	14	56.0%	13	52.0%	12	52.2%	11	45.8%	9	40.9%	9	45.0%	12	52.2%	9	37.5%	10	43.5%	-28.6%
Grand Total			31	100.0%	30	100.0%	27	100.0%	28	100.0%	27	100.0%	25	100.0%	25	100.0%	23	100.0%	24	100.0%	22	100.0%	20	100.0%	23	100.0%	24	100.0%	23	100.0%	-25.8%

**Total Employees  
By Department, Level, and Gender**

Department	Level	Gender	2008		2009		2010		2011		2012		2013		2014		2015		2016		2017		2018		2019		2020		2021		% Increase / Decrease from 2008 to 2021
			#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	
Information Technology	Executive	Female	1	1.6%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	-100.0%
		Male	0	0.0%	1	1.7%	1	1.7%	1	1.5%	1	1.4%	1	1.5%	1	1.8%	1	2.3%	1	2.4%	1	2.2%	1	2.3%	1	2.3%	1	2.3%	1	2.3%	N/A
	Executive Total		1	1.6%	1	1.7%	1	1.7%	1	1.5%	1	1.4%	1	1.5%	1	1.8%	1	2.3%	1	2.4%	1	2.2%	1	2.3%	1	2.3%	1	2.3%	1	2.3%	0.0%
	Management/Supervisor	Female	1	1.6%	1	1.7%	3	5.1%	4	6.1%	3	4.3%	2	3.1%	2	3.6%	1	2.3%	1	2.4%	1	2.2%	1	2.3%	3	6.8%	3	6.8%	3	6.8%	200.0%
		Male	6	9.7%	5	8.5%	10	16.9%	14	21.2%	15	21.4%	12	18.5%	10	17.9%	9	20.5%	8	19.5%	6	13.3%	6	14.0%	11	25.0%	12	27.3%	11	25.0%	83.3%
	Management/Supervisor Total		7	11.3%	6	10.2%	13	22.0%	18	27.3%	18	25.7%	14	21.5%	12	21.4%	10	22.7%	9	22.0%	7	15.6%	7	16.3%	14	31.8%	15	34.1%	14	31.8%	100.0%
	Technical/Professional	Female	5	8.1%	6	10.2%	2	3.4%	2	3.0%	2	2.9%	4	6.2%	4	7.1%	4	9.1%	4	9.8%	4	8.9%	4	9.3%	2	4.5%	2	4.5%	2	4.5%	-60.0%
		Male	11	17.7%	13	22.0%	7	11.9%	9	13.6%	8	11.4%	8	12.3%	8	14.3%	8	18.2%	8	19.5%	9	20.0%	9	20.9%	3	6.8%	6	13.6%	7	15.9%	-36.4%
	Technical/Professional Total		16	25.8%	19	32.2%	9	15.3%	11	16.7%	10	14.3%	12	18.5%	12	21.4%	12	27.3%	12	29.3%	13	28.9%	13	30.2%	5	11.4%	8	18.2%	9	20.5%	-43.8%
	Non-Manager	Female	10	16.1%	8	13.6%	8	13.6%	9	13.6%	10	14.3%	8	12.3%	7	12.5%	4	9.1%	2	4.9%	3	6.7%	1	2.3%	1	2.3%	0	0.0%	1	2.3%	-90.0%
		Male	28	45.2%	25	42.4%	28	47.5%	27	40.9%	31	44.3%	30	46.2%	24	42.9%	17	38.6%	17	41.5%	21	46.7%	21	48.8%	23	52.3%	20	45.5%	19	43.2%	-32.1%
	Non-Manager Total		38	61.3%	33	55.9%	36	61.0%	36	54.5%	41	58.6%	38	58.5%	31	55.4%	21	47.7%	19	46.3%	24	53.3%	22	51.2%	24	54.5%	20	45.5%	20	45.5%	-47.4%
Grand Total			62	100.0%	59	100.0%	59	100.0%	66	100.0%	70	100.0%	65	100.0%	56	100.0%	44	100.0%	41	100.0%	45	100.0%	43	100.0%	44	100.0%	44	100.0%	44	100.0%	-29.0%

In 2022, the Information Services Department was renamed to be the Information Technology Department.

Department	Level	Gender	2017		2018		2019		2020		% Increase / Decrease from 2017 to 2020
			#	%	#	%	#	%	#	%	
Innovation Performance & Audit	Executive	Female	1	20.0%	1	14.3%	1	9.1%	1	12.5%	0.0%
	Executive Total		1	20.0%	1	14.3%	1	9.1%	1	12.5%	0.0%
	Management/Supervisor	Female	1	20.0%	1	14.3%	1	9.1%	1	12.5%	0.0%
	Management/Supervisor Total		1	20.0%	1	14.3%	1	9.1%	1	12.5%	0.0%
	Technical/Professional	Female	1	20.0%	2	28.6%	3	27.3%	2	25.0%	100.0%
		Male	2	40.0%	3	42.9%	3	27.3%	2	25.0%	0.0%
	Technical/Professional Total		3	60.0%	5	71.4%	6	54.5%	4	50.0%	33.3%
	Non-Manager	Female	0	0.0%	0	0.0%	2	18.2%	1	12.5%	N/A
		Male	0	0.0%	0	0.0%	1	9.1%	1	12.5%	N/A
	Non-Manager Total		0	0.0%	0	0.0%	3	27.3%	2	25.0%	N/A
Grand Total			5	100.0%	7	100.0%	11	100.0%	8	100.0%	60.0%

In 2017, this department was created as a result of an organizational realignment. It consists of the Internal Audit function in the Administrative Services Department and several employees from the Community Development Department. In 2021, this department was dissolved, moving the Innovation and Performance function to the Management Services Department and the Internal Audit function to the Administrative Services Department.

**Total Employees  
By Department, Level, and Gender**

Department	Level	Gender	2008		2009		2010		2011		2012		2013		2014		2015		2016		2017		2018		2019		2020		2021		% Increase / Decrease from 2008 to 2021
			#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	
Library	Executive	Female	1	0.6%	1	0.6%	1	0.7%	1	0.7%	1	0.8%	1	0.9%	1	0.9%	1	0.9%	1	0.9%	1	0.8%	1	0.7%	0	0.0%	0	0.0%	0	0.0%	-100.0%
		Male	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	1	0.7%	1	0.8%	1	0.9%	N/A
	Executive Total		1	0.6%	1	0.6%	1	0.7%	1	0.7%	1	0.8%	1	0.9%	1	0.9%	1	0.9%	1	0.9%	1	0.8%	1	0.7%	1	0.7%	1	0.8%	1	0.9%	0.0%
	Management/Supervisor	Female	11	6.3%	11	7.0%	10	6.6%	11	8.0%	12	9.2%	9	7.8%	10	8.7%	8	7.1%	8	7.4%	6	5.0%	9	6.1%	8	5.5%	9	7.4%	9	7.8%	-18.2%
		Male	3	1.7%	3	1.9%	3	2.0%	3	2.2%	4	3.1%	5	4.3%	5	4.3%	5	4.5%	5	4.6%	5	4.2%	5	3.4%	5	3.4%	6	5.0%	6	5.2%	100.0%
	Management/Supervisor Total		14	8.0%	14	8.9%	13	8.6%	14	10.1%	16	12.2%	14	12.1%	15	13.0%	13	11.6%	13	12.0%	11	9.2%	14	9.5%	13	9.0%	15	12.4%	15	12.9%	7.1%
	Technical/Professional	Female	1	0.6%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	-100.0%
		Male	1	0.6%	1	0.6%	1	0.7%	1	0.7%	1	0.8%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	-100.0%
	Technical/Professional Total		2	1.1%	1	0.6%	1	0.7%	1	0.7%	1	0.8%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	-100.0%
	Supervisor Non-Mid-Management	Female	1	0.6%	1	0.6%	1	0.7%	1	0.7%	1	0.8%	1	0.9%	1	0.9%	1	0.9%	1	0.9%	1	0.8%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	-100.0%
		Male	1	0.6%	1	0.6%	1	0.7%	1	0.7%	1	0.8%	1	0.9%	1	0.9%	1	0.9%	1	0.9%	1	0.8%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	-100.0%
	Supervisor Non-Mid-Management Total		1	0.6%	1	0.6%	1	0.7%	1	0.7%	1	0.8%	1	0.9%	1	0.9%	1	0.9%	1	0.9%	1	0.8%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	-100.0%
	Non-Manager	Female	89	50.9%	81	51.6%	78	51.7%	71	51.4%	70	53.4%	60	51.7%	59	51.3%	63	56.3%	61	56.5%	69	57.5%	88	59.5%	85	58.6%	62	51.2%	65	56.0%	-27.0%
		Male	68	38.9%	59	37.6%	57	37.7%	50	36.2%	42	32.1%	40	34.5%	39	33.9%	34	30.4%	32	29.6%	38	31.7%	45	30.4%	46	31.7%	43	35.5%	35	30.2%	-48.5%
	Non-Manager Total		157	89.7%	140	89.2%	135	89.4%	121	87.7%	112	85.5%	100	86.2%	98	85.2%	97	86.6%	93	86.1%	107	89.2%	133	89.9%	131	90.3%	105	86.8%	100	86.2%	-36.3%
Grand Total			175	100.0%	157	100.0%	151	100.0%	138	100.0%	131	100.0%	116	100.0%	115	100.0%	112	100.0%	108	100.0%	120	100.0%	148	100.0%	145	100.0%	121	100.0%	116	100.0%	-33.7%

Department	Level	Gender	2008		2009		2010		2011		2012		2013		2014		2015		2016		2017		2018		2019		2020		2021		% Increase / Decrease from 2008 to 2021
			#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	
Management Services	Executive	Female	1	3.7%	1	3.1%	2	7.7%	2	8.7%	2	8.3%	2	7.7%	2	7.7%	1	5.9%	1	5.3%	1	3.8%	1	3.8%	1	4.0%	1	4.5%	1	4.0%	0.0%
		Male	3	11.1%	2	6.3%	2	7.7%	1	4.3%	2	8.3%	3	11.5%	4	15.4%	3	17.6%	3	15.8%	3	11.5%	3	11.5%	2	8.0%	2	9.1%	2	8.0%	-33.3%
	Executive Total		4	14.8%	3	9.4%	4	15.4%	3	13.0%	4	16.7%	5	19.2%	6	23.1%	4	23.5%	4	21.1%	4	15.4%	4	15.4%	3	12.0%	3	13.6%	3	12.0%	-25.0%
	Management/Supervisor	Female	2	7.4%	4	12.5%	2	7.7%	2	8.7%	3	12.5%	4	15.4%	4	15.4%	1	5.9%	1	5.3%	0	0.0%	1	3.8%	2	8.0%	2	9.1%	3	12.0%	50.0%
		Male	5	18.5%	6	18.8%	4	15.4%	3	13.0%	1	4.2%	3	11.5%	2	7.7%	2	11.8%	2	10.5%	3	11.5%	4	15.4%	4	16.0%	3	13.6%	4	16.0%	-20.0%
	Management/Supervisor Total		7	25.9%	10	31.3%	6	23.1%	5	21.7%	4	16.7%	7	26.9%	6	23.1%	3	17.6%	3	15.8%	3	11.5%	5	19.2%	6	24.0%	5	22.7%	7	28.0%	0.0%
	Technical/Professional	Female	5	18.5%	4	12.5%	4	15.4%	5	21.7%	6	25.0%	6	23.1%	5	19.2%	1	5.9%	1	5.3%	2	7.7%	2	7.7%	2	8.0%	2	9.1%	1	4.0%	-50.0%
		Male	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	1	3.8%	1	3.8%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	1	4.0%	N/A
	Technical/Professional Total		5	18.5%	4	12.5%	4	15.4%	5	21.7%	6	25.0%	7	26.9%	6	23.1%	1	5.9%	1	5.3%	2	7.7%	2	7.7%	2	8.0%	2	9.1%	2	8.0%	-60.0%
	Non-Manager	Female	8	29.6%	9	28.1%	9	34.6%	6	26.1%	8	33.3%	5	19.2%	4	15.4%	3	17.6%	5	26.3%	6	23.1%	7	26.9%	7	28.0%	6	27.3%	6	24.0%	-25.0%
		Male	3	11.1%	6	18.8%	3	11.5%	4	17.4%	2	8.3%	2	7.7%	4	15.4%	6	35.3%	6	31.6%	11	42.3%	8	30.8%	7	28.0%	6	27.3%	7	28.0%	133.3%
	Non-Manager Total		11	40.7%	15	46.9%	12	46.2%	10	43.5%	10	41.7%	7	26.9%	8	30.8%	9	52.9%	11	57.9%	17	65.4%	15	57.7%	14	56.0%	12	54.5%	13	52.0%	18.2%
Grand Total			27	100.0%	32	100.0%	26	100.0%	23	100.0%	24	100.0%	26	100.0%	26	100.0%	17	100.0%	19	100.0%	26	100.0%	26	100.0%	25	100.0%	22	100.0%	25	100.0%	-7.4%

In 2013, the Economic Development function moved from the Community Development Department to the Management Services Department.

In 2015, the Internal Audit function moved from the Management Services Department to the Administrative Services Department.

In 2016, Economic Development function moved from the Management Services Department to the Community Development Department.

In 2021, the Innovation and Performance function from the Innovation, Performance, and Audit Department to the Management Services Department.



**Total Employees  
By Department, Level, and Gender**

Department	Level	Gender	2008		2009		2010		2011		2012		2013		2014		2015		2016		2017		2018		2019		2020		2021		%Increase / Decrease from 2008 to 2021
			#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	
Police Department	Executive	Male	1	0.3%	2	0.5%	1	0.3%	1	0.3%	1	0.3%	1	0.3%	1	0.3%	1	0.3%	1	0.3%	1	0.3%	1	0.3%	1	0.3%	1	0.3%	1	0.3%	0.0%
	Executive Total		1	0.3%	2	0.5%	1	0.3%	1	0.3%	1	0.3%	1	0.3%	1	0.3%	1	0.3%	1	0.3%	1	0.3%	1	0.3%	1	0.3%	1	0.3%	1	0.3%	0.0%
	Management/Supervisor	Female	5	1.3%	6	1.6%	7	1.9%	6	1.6%	8	2.2%	6	1.7%	6	1.7%	7	2.0%	7	2.0%	6	1.7%	5	1.4%	5	1.4%	6	1.7%	20.0%		
	Management/Supervisor	Male	18	4.5%	15	3.9%	16	4.3%	18	4.9%	18	5.0%	20	5.5%	20	5.5%	20	5.6%	23	6.5%	19	5.3%	18	5.2%	19	5.3%	18	5.1%	17	4.8%	-5.6%
	Management/Supervisor Total		23	5.8%	21	5.4%	23	6.3%	24	6.6%	26	7.2%	26	7.2%	26	7.2%	26	7.2%	30	8.4%	26	7.3%	24	6.9%	24	6.7%	23	6.6%	23	6.5%	0.0%
	Technical/Professional	Female	2	0.5%	1	0.3%	1	0.3%	1	0.3%	1	0.3%	2	0.6%	2	0.6%	2	0.6%	2	0.6%	2	0.6%	2	0.6%	2	0.6%	2	0.6%	2	0.6%	0.0%
	Technical/Professional	Male	6	1.5%	6	1.6%	3	0.8%	1	0.3%	1	0.3%	1	0.3%	1	0.3%	1	0.3%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	-100.0%
	Technical/Professional Total		8	2.0%	7	1.8%	4	1.1%	2	0.5%	2	0.6%	3	0.8%	3	0.8%	3	0.8%	2	0.6%	2	0.6%	2	0.6%	2	0.6%	2	0.6%	2	0.6%	-75.0%
	Supervisor Non-Mid-Management	Female	12	3.0%	11	2.8%	11	3.0%	9	2.5%	9	2.5%	10	2.8%	9	2.5%	11	3.1%	10	2.8%	9	2.5%	7	2.0%	7	2.0%	8	2.3%	10	2.8%	-16.7%
	Supervisor Non-Mid-Management	Male	43	10.8%	41	10.6%	43	11.7%	45	12.3%	41	11.3%	46	12.7%	42	11.6%	40	11.1%	42	11.8%	41	11.5%	41	11.8%	43	12.0%	44	12.5%	43	12.1%	0.0%
	Supervisor Non-Mid-Management Total		55	13.8%	52	13.5%	54	14.7%	54	14.8%	50	13.8%	56	15.4%	51	14.0%	51	14.2%	52	14.6%	50	14.0%	48	13.9%	50	14.0%	52	14.8%	53	14.9%	-3.6%
	Non-Manager	Female	104	26.0%	101	26.2%	95	25.8%	97	26.6%	97	26.7%	96	26.4%	94	25.9%	90	25.1%	93	26.1%	91	25.4%	82	23.7%	91	25.4%	95	27.1%	94	26.5%	-9.6%
	Non-Manager	Male	209	52.3%	203	52.6%	191	51.9%	187	51.2%	187	51.5%	181	49.9%	188	51.8%	188	52.4%	178	50.0%	188	52.5%	189	54.6%	190	53.1%	178	50.7%	182	51.3%	-12.9%
	Non-Manager Total		313	78.3%	304	78.8%	286	77.7%	284	77.8%	284	78.2%	277	76.3%	282	77.7%	278	77.4%	271	76.1%	279	77.9%	271	78.3%	281	78.5%	273	77.8%	276	77.7%	-11.8%
Grand Total			400	100.0%	386	100.0%	368	100.0%	365	100.0%	363	100.0%	363	100.0%	363	100.0%	359	100.0%	356	100.0%	358	100.0%	346	100.0%	358	100.0%	351	100.0%	355	100.0%	-11.3%

Department	Level	Gender	2008		2009		2010		2011		2012		2013		2014		2015		2016		2017		2018		2019		2020		2021		% Increase / Decrease from 2008 to 2021
			#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	
Public Works	Executive	Male	1	0.3%	1	0.3%	1	0.3%	1	0.3%	0	0.0%	0	0.0%	1	0.4%	1	0.4%	1	0.4%	1	0.4%	0	0.0%	1	0.4%	1	0.4%	1	0.4%	0.0%
	Executive Total		1	0.3%	1	0.3%	1	0.3%	1	0.3%	0	0.0%	0	0.0%	1	0.4%	1	0.4%	1	0.4%	1	0.4%	0	0.0%	1	0.4%	1	0.4%	1	0.4%	0.0%
	Management/Supervisor	Female	4	1.4%	4	1.3%	3	1.0%	3	1.0%	3	1.0%	6	2.1%	4	1.5%	3	1.2%	3	1.2%	4	1.6%	4	1.6%	5	1.9%	5	1.9%	7	2.8%	75.0%
	Management/Supervisor	Male	33	11.2%	34	11.1%	38	12.5%	35	12.0%	33	11.2%	29	10.2%	26	9.6%	27	10.7%	29	11.3%	28	11.5%	29	11.6%	29	11.2%	29	11.2%	26	10.5%	-21.2%
	Management/Supervisor Total		37	12.5%	38	12.4%	41	13.5%	38	13.0%	36	12.2%	35	12.3%	30	11.1%	30	11.9%	32	12.5%	32	13.1%	33	13.2%	34	13.2%	34	13.1%	33	13.4%	-10.8%
	Technical/Professional	Female	3	1.0%	3	1.0%	3	1.0%	3	1.0%	3	1.0%	3	1.1%	1	0.4%	1	0.4%	1	0.4%	1	0.4%	3	1.2%	4	1.6%	4	1.5%	5	2.0%	66.7%
	Technical/Professional	Male	10	3.4%	8	2.6%	5	1.7%	6	2.1%	5	1.7%	6	2.1%	5	1.8%	7	2.8%	8	3.1%	8	3.3%	8	3.2%	6	2.3%	7	2.7%	7	2.8%	-30.0%
	Technical/Professional Total		13	4.4%	11	3.6%	8	2.6%	9	3.1%	8	2.7%	9	3.2%	6	2.2%	8	3.2%	9	3.5%	9	3.7%	11	4.4%	10	3.9%	11	4.2%	12	4.9%	-7.7%
	Supervisor Non-Mid-Management	Female	3	1.0%	3	1.0%	3	1.0%	3	1.0%	3	1.0%	2	0.7%	2	0.7%	2	0.8%	2	0.8%	1	0.4%	2	0.8%	1	0.4%	1	0.4%	1	0.4%	-66.7%
	Supervisor Non-Mid-Management	Male	11	3.7%	11	3.6%	11	3.6%	10	3.4%	8	2.7%	10	3.5%	10	3.7%	10	4.0%	10	3.9%	7	2.9%	9	3.6%	9	3.5%	9	3.5%	9	3.6%	-18.2%
	Supervisor Non-Mid-Management Total		14	4.7%	14	4.6%	14	4.6%	13	4.5%	11	3.7%	12	4.2%	12	4.4%	12	4.7%	12	4.7%	8	3.3%	11	4.4%	10	3.9%	10	3.9%	10	4.0%	-28.6%
	Non-Manager	Female	36	12.2%	34	11.1%	35	11.6%	32	11.0%	30	10.2%	32	11.2%	27	10.0%	28	11.1%	25	9.8%	23	9.4%	25	10.0%	33	12.8%	31	12.0%	28	11.3%	-22.2%
	Non-Manager	Male	194	65.8%	208	68.0%	204	67.3%	199	68.2%	210	71.2%	197	69.1%	195	72.0%	174	68.8%	177	69.1%	171	70.1%	170	68.0%	170	65.9%	172	66.4%	163	66.0%	-16.0%
	Non-Manager Total		230	78.0%	242	79.1%	239	78.9%	231	79.1%	240	81.4%	229	80.4%	222	81.9%	202	79.8%	202	78.9%	194	79.5%	195	78.0%	203	78.7%	203	78.4%	191	77.3%	-17.0%
Grand Total			295	100.0%	306	100.0%	303	100.0%	292	100.0%	295	100.0%	285	100.0%	271	100.0%	253	100.0%	256	100.0%	244	100.0%	250	100.0%	258	100.0%	259	100.0%	247	100.0%	-16.3%

In 2010, the Building and Safety function moved from the Public Works Department to the Community Planning Department.  
In 2013, the Project Management function moved from the Community Services & Parks Department to the Public Works Department.  
In 2015, the Transit function moved from the Public Work Department to the Community Development Department.  
In 2018, the Transit function moved from Community Development Department to the Public Works Department.

## Retired Employees By Race/Ethnicity

		2008		2009		2010		2011		2012		2013		2014		2015		2016		2017		2018		2019		2020		2021		% Increase / Decrease from 2008 to 2021
	Race/Ethnicity	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	
Total	Armenian	2	3.8%	3	5.9%	4	7.1%	3	3.9%	5	2.8%	1	3.2%	3	4.6%	2	4.4%	2	3.7%	3	5.9%	1	2.1%	1	2.0%	2	3.9%	5	8.2%	150.0%
	Asian/Pacific Islander	3	5.8%	2	3.9%	2	3.6%	3	3.9%	13	7.4%	0	0.0%	4	6.2%	3	6.7%	8	14.8%	4	7.8%	3	6.4%	5	10.0%	7	13.7%	2	3.3%	-33.3%
	Black	1	1.9%	2	3.9%	1	1.8%	5	6.6%	10	5.7%	1	3.2%	3	4.6%	2	4.4%	3	5.6%	1	2.0%	0	0.0%	4	8.0%	0	0.0%	4	6.6%	300.0%
	Hispanic	11	21.2%	13	25.5%	8	14.3%	7	9.2%	39	22.2%	5	16.1%	16	24.6%	10	22.2%	13	24.1%	17	33.3%	14	29.8%	11	22.0%	15	29.4%	9	14.8%	-18.2%
	Native American/Alaskan	2	3.8%	1	2.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	1	2.1%	0	0.0%	0	0.0%	2	3.3%	0.0%
	White	33	63.5%	30	58.8%	41	73.2%	58	76.3%	109	61.9%	24	77.4%	39	60.0%	28	62.2%	28	51.9%	25	49.0%	28	59.6%	29	58.0%	27	52.9%	38	62.3%	15.2%
	Not Specified	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	1	2.0%	0	0.0%	0	0.0%	0	0.0%	1	1.6%	N/A
Total		52	100.0%	51	100.0%	56	100.0%	76	100.0%	176	100.0%	31	100.0%	65	100.0%	45	100.0%	54	100.0%	51	100.0%	47	100.0%	50	100.0%	51	100.0%	61	100.0%	17.3%

Retirement incentives were offered for budget balancing strategies effective August 2012.

		2008		2009		2010		2011		2012		2013		2014		2015		2016		2017		2018		2019		2020		2021		% Increase / Decrease from 2008 to 2021
Type	Race/Ethnicity	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	
Hourly	Armenian	0	0.0%	0	0.0%	1	1.8%	1	1.3%	0	0.0%	0	0.0%	0	0.0%	1	2.2%	0	0.0%	2	3.9%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	N/A
	Asian/Pacific Islander	0	0.0%	0	0.0%	0	0.0%	0	0.0%	1	0.6%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	3	6.0%	0	0.0%	0	0.0%	N/A
	Black	0	0.0%	0	0.0%	1	1.8%	0	0.0%	0	0.0%	0	0.0%	1	1.5%	1	2.2%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	N/A
	Hispanic	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	1	1.5%	2	4.4%	1	1.9%	1	2.0%	0	0.0%	0	0.0%	1	2.0%	1	1.6%	N/A
	White	0	0.0%	0	0.0%	2	3.6%	2	2.6%	3	1.7%	1	3.2%	1	1.5%	1	2.2%	0	0.0%	0	0.0%	0	0.0%	1	2.0%	3	5.9%	3	4.9%	N/A
Hourly Total		0	0.0%	0	0.0%	4	7.1%	3	3.9%	4	2.3%	1	3.2%	3	4.6%	5	11.1%	1	1.9%	3	5.9%	0	0.0%	4	8.0%	4	7.8%	4	6.6%	N/A
Salaried	Armenian	2	3.8%	3	5.9%	3	5.4%	2	2.6%	5	2.8%	1	3.2%	3	4.6%	1	2.2%	2	3.7%	1	2.0%	1	2.1%	1	2.0%	2	3.9%	5	8.2%	150.0%
	Asian/Pacific Islander	3	5.8%	2	3.9%	2	3.6%	3	3.9%	12	6.8%	0	0.0%	4	6.2%	3	6.7%	8	14.8%	4	7.8%	3	6.4%	2	4.0%	7	13.7%	2	3.3%	-33.3%
	Black	1	1.9%	2	3.9%	0	0.0%	5	6.6%	10	5.7%	1	3.2%	2	3.1%	1	2.2%	3	5.6%	1	2.0%	0	0.0%	4	8.0%	0	0.0%	4	6.6%	300.0%
	Hispanic	11	21.2%	13	25.5%	8	14.3%	7	9.2%	39	22.2%	5	16.1%	15	23.1%	8	17.8%	12	22.2%	16	31.4%	14	29.8%	11	22.0%	14	27.5%	8	13.1%	-27.3%
	Native American/Alaskan	2	3.8%	1	2.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	1	2.1%	0	0.0%	0	0.0%	2	3.3%	0.0%
	White	33	63.5%	30	58.8%	39	69.6%	56	73.7%	106	60.2%	23	74.2%	38	58.5%	27	60.0%	28	51.9%	25	49.0%	28	59.6%	28	56.0%	24	47.1%	35	57.4%	6.1%
	Not Specified	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	1	2.0%	0	0.0%	0	0.0%	0	0.0%	1	1.6%	N/A
Salaried Total		52	100.0%	51	100.0%	52	92.9%	73	96.1%	172	97.7%	30	96.8%	62	95.4%	40	88.9%	53	98.1%	48	94.1%	47	100.0%	46	92.0%	47	92.2%	57	93.4%	9.6%
Total Employees		52	100.0%	51	100.0%	56	100.0%	76	100.0%	176	100.0%	31	100.0%	65	100.0%	45	100.0%	54	100.0%	51	100.0%	47	100.0%	50	100.0%	51	100.0%	61	100.0%	17.3%

The percentage column is calculated using the percent of column total whereas in prior reports, this column was calculated using the percent of grand total.

**Total Employees  
By Length of Service  
As of December 31, 2021**

		0 - 05		06 - 10		11 - 15		16 - 20		21 - 25		26 - 30		30 - 35		36+		Total #	Total %
	Ethnic Group	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%		
<b>Total</b>	Armenian	241	29.1%	48	22.1%	57	21.2%	54	16.8%	23	14.7%	2	3.3%	3	4.6%	1	6.3%	429	22.2%
	Asian/Pacific Islander	58	7.0%	20	9.2%	33	12.3%	31	9.7%	13	8.3%	2	3.3%	8	12.3%	1	6.3%	166	8.6%
	Black	28	3.4%	3	1.4%	8	3.0%	11	3.4%	7	4.5%	3	5.0%	1	1.5%	0	0.0%	61	3.2%
	Hispanic	287	34.7%	79	36.4%	76	28.3%	112	34.9%	48	30.8%	15	25.0%	21	32.3%	5	31.3%	643	33.3%
	Native American/Alaskan	5	0.6%	0	0.0%	1	0.4%	4	1.2%	0	0.0%	1	1.7%	0	0.0%	1	6.3%	12	0.6%
	Other	4	0.5%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	4	0.2%
	White	202	24.4%	67	30.9%	92	34.2%	108	33.6%	63	40.4%	37	61.7%	32	49.2%	8	50.0%	609	31.5%
	Not Specified	1	0.1%	0	0.0%	1	0.4%	1	0.3%	2	1.3%	0	0.0%	0	0.0%	0	0.0%	5	0.3%
	Two or More	1	0.1%	0	0.0%	1	0.4%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	2	0.1%
<b>Total</b>		<b>827</b>	<b>100.0%</b>	<b>217</b>	<b>100.0%</b>	<b>269</b>	<b>100.0%</b>	<b>321</b>	<b>100.0%</b>	<b>156</b>	<b>100.0%</b>	<b>60</b>	<b>100.0%</b>	<b>65</b>	<b>100.0%</b>	<b>16</b>	<b>100.0%</b>	<b>1,931</b>	<b>100.0%</b>

		0 - 05		06 - 10		11 - 15		16 - 20		21 - 25		26 - 30		36+		Total #	Total %
Type	Ethnic Group	#	%	#	%	#	%	#	%	#	%	#	%	#	%		
<b>Hourly</b>	Armenian	144	34.3%	7	18.4%	4	21.1%	2	11.8%	1	25.0%	1	50.0%	0	0.0%	159	31.6%
	Asian/Pacific Islander	21	5.0%	4	10.5%	1	5.3%	4	23.5%	0	0.0%	0	0.0%	0	0.0%	30	6.0%
	Black	12	2.9%	1	2.6%	1	5.3%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	14	2.8%
	Hispanic	164	39.0%	16	42.1%	7	36.8%	6	35.3%	2	50.0%	0	0.0%	0	0.0%	195	38.8%
	Native American/Alaskan	2	0.5%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	1	33.3%	3	0.6%
	Other	3	0.7%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	3	0.6%
	White	73	17.4%	10	26.3%	6	31.6%	5	29.4%	1	25.0%	1	50.0%	2	66.7%	98	19.5%
	Two or More	1	0.2%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	1	0.2%
<b>Hourly Total</b>		<b>420</b>	<b>100.0%</b>	<b>38</b>	<b>100.0%</b>	<b>19</b>	<b>100.0%</b>	<b>17</b>	<b>100.0%</b>	<b>4</b>	<b>100.0%</b>	<b>2</b>	<b>100.0%</b>	<b>3</b>	<b>100.0%</b>	<b>503</b>	<b>100.0%</b>

		0 - 05		06 - 10		11 - 15		16 - 20		21 - 25		26 - 30		30 - 35		36+		Total #	Total %
Type	Ethnic Group	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%		
<b>Salaried</b>	Armenian	97	23.8%	41	22.9%	53	21.2%	52	17.1%	22	14.5%	1	1.7%	3	4.6%	1	7.7%	270	18.9%
	Asian/Pacific Islander	37	9.1%	16	8.9%	32	12.8%	27	8.9%	13	8.6%	2	3.4%	8	12.3%	1	7.7%	136	9.5%
	Black	16	3.9%	2	1.1%	7	2.8%	11	3.6%	7	4.6%	3	5.2%	1	1.5%	0	0.0%	47	3.3%
	Hispanic	123	30.2%	63	35.2%	69	27.6%	106	34.9%	46	30.3%	15	25.9%	21	32.3%	5	38.5%	448	31.4%
	Native American/Alaskan	3	0.7%	0	0.0%	1	0.4%	4	1.3%	0	0.0%	1	1.7%	0	0.0%	0	0.0%	9	0.6%
	Other	1	0.2%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	1	0.1%
	White	129	31.7%	57	31.8%	86	34.4%	103	33.9%	62	40.8%	36	62.1%	32	49.2%	6	46.2%	511	35.8%
	Not Specified	1	0.2%	0	0.0%	1	0.4%	1	0.3%	2	1.3%	0	0.0%	0	0.0%	0	0.0%	5	0.4%
	Two or More	0	0.0%	0	0.0%	1	0.4%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	1	0.1%
<b>Salaried Total</b>		<b>407</b>	<b>100.0%</b>	<b>179</b>	<b>100.0%</b>	<b>250</b>	<b>100.0%</b>	<b>304</b>	<b>100.0%</b>	<b>152</b>	<b>100.0%</b>	<b>58</b>	<b>100.0%</b>	<b>65</b>	<b>100.0%</b>	<b>13</b>	<b>100.0%</b>	<b>1,428</b>	<b>100.0%</b>

The percentage column is calculated using the percent of column total whereas in prior reports, this column was calculated using the percent of grand total.

**Total Employees**  
**By Length of Service & Age Group**  
**As of December 31, 2021**

		0 - 05		06 - 10		11 - 15		16 - 20		21 - 25		26 - 30		30 - 35		36+		Total #	Total %
	Age Range	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%		
<b>Total</b>	20 and under	91	11.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	91	4.7%
	21 - 25	205	24.8%	5	2.3%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	210	10.9%
	26 - 30	174	21.0%	37	17.1%	1	0.4%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	212	11.0%
	31 - 35	144	17.4%	74	34.1%	19	7.1%	2	0.6%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	239	12.4%
	36 - 40	79	9.6%	39	18.0%	69	25.7%	38	11.8%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	225	11.7%
	41 - 45	50	6.0%	20	9.2%	61	22.7%	82	25.5%	18	11.5%	0	0.0%	0	0.0%	0	0.0%	231	12.0%
	46 - 50	31	3.7%	15	6.9%	53	19.7%	86	26.8%	54	34.6%	14	23.3%	0	0.0%	0	0.0%	253	13.1%
	51 - 55	13	1.6%	11	5.1%	25	9.3%	58	18.1%	34	21.8%	24	40.0%	19	29.2%	0	0.0%	184	9.5%
	56 - 60	19	2.3%	4	1.8%	23	8.6%	27	8.4%	25	16.0%	15	25.0%	30	46.2%	4	25.0%	147	7.6%
	61+	21	2.5%	12	5.5%	18	6.7%	28	8.7%	25	16.0%	7	11.7%	16	24.6%	12	75.0%	139	7.2%
<b>Total</b>		<b>827</b>	<b>100.0%</b>	<b>217</b>	<b>100.0%</b>	<b>269</b>	<b>100.0%</b>	<b>321</b>	<b>100.0%</b>	<b>156</b>	<b>100.0%</b>	<b>60</b>	<b>100.0%</b>	<b>65</b>	<b>100.0%</b>	<b>16</b>	<b>100.0%</b>	<b>1,931</b>	<b>100.0%</b>

		0 - 05		06 - 10		11 - 15		16 - 20		21 - 25		26 - 30		36+		Total #	Total %
Type	Age Range	#	%	#	%	#	%	#	%	#	%	#	%	#	%		
<b>Hourly</b>	20 and under	89	21.2%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	89	17.7%
	21 - 25	157	37.4%	5	13.2%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	162	32.2%
	26 - 30	68	16.2%	14	36.8%	1	5.3%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	83	16.5%
	31 - 35	38	9.0%	7	18.4%	4	21.1%	2	11.8%	0	0.0%	0	0.0%	0	0.0%	51	10.1%
	36 - 40	23	5.5%	3	7.9%	3	15.8%	4	23.5%	0	0.0%	0	0.0%	0	0.0%	33	6.6%
	41 - 45	15	3.6%	1	2.6%	2	10.5%	2	11.8%	0	0.0%	0	0.0%	0	0.0%	20	4.0%
	46 - 50	9	2.1%	1	2.6%	6	31.6%	2	11.8%	1	25.0%	1	50.0%	0	0.0%	20	4.0%
	51 - 55	5	1.2%	4	10.5%	1	5.3%	3	17.6%	0	0.0%	0	0.0%	0	0.0%	13	2.6%
	56 - 60	7	1.7%	2	5.3%	1	5.3%	1	5.9%	1	25.0%	0	0.0%	0	0.0%	12	2.4%
	61+	9	2.1%	1	2.6%	1	5.3%	3	17.6%	2	50.0%	1	50.0%	3	100.0%	20	4.0%
<b>Hourly Total</b>		<b>420</b>	<b>100.0%</b>	<b>38</b>	<b>100.0%</b>	<b>19</b>	<b>100.0%</b>	<b>17</b>	<b>100.0%</b>	<b>4</b>	<b>100.0%</b>	<b>2</b>	<b>100.0%</b>	<b>3</b>	<b>100.0%</b>	<b>503</b>	<b>100.0%</b>

		0 - 05		06 - 10		11 - 15		16 - 20		21 - 25		26 - 30		30 - 35		36+		Total #	Total %
Type	Age Range	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%		
<b>Salaried</b>	20 and under	2	0.5%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	2	0.1%
	21 - 25	48	11.8%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	48	3.4%
	26 - 30	106	26.0%	23	12.8%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	129	9.0%
	31 - 35	106	26.0%	67	37.4%	15	6.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	188	13.2%
	36 - 40	56	13.8%	36	20.1%	66	26.4%	34	11.2%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	192	13.4%
	41 - 45	35	8.6%	19	10.6%	59	23.6%	80	26.3%	18	11.8%	0	0.0%	0	0.0%	0	0.0%	211	14.8%
	46 - 50	22	5.4%	14	7.8%	47	18.8%	84	27.6%	53	34.9%	13	22.4%	0	0.0%	0	0.0%	233	16.3%
	51 - 55	8	2.0%	7	3.9%	24	9.6%	55	18.1%	34	22.4%	24	41.4%	19	29.2%	0	0.0%	171	12.0%
	56 - 60	12	2.9%	2	1.1%	22	8.8%	26	8.6%	24	15.8%	15	25.9%	30	46.2%	4	30.8%	135	9.5%
	61+	12	2.9%	11	6.1%	17	6.8%	25	8.2%	23	15.1%	6	10.3%	16	24.6%	9	69.2%	119	8.3%
<b>Salaried Total</b>		<b>407</b>	<b>100.0%</b>	<b>179</b>	<b>100.0%</b>	<b>250</b>	<b>100.0%</b>	<b>304</b>	<b>100.0%</b>	<b>152</b>	<b>100.0%</b>	<b>58</b>	<b>100.0%</b>	<b>65</b>	<b>100.0%</b>	<b>13</b>	<b>100.0%</b>	<b>1,428</b>	<b>100.0%</b>

The percentage column is calculated using the percent of column total whereas in prior reports, this column was calculated using the percent of grand total.

**Total Employees  
By Age Grouping  
As of December 31, 2021**

		20 and under		21 - 25		26 - 30		31 - 35		36 - 40		41 - 45		46 - 50		51 - 55		56 - 60		61+		Total #	Total %
Total	Ethnic Group	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%		
	Armenian	50	54.9%	86	41.0%	44	20.8%	53	22.2%	51	22.7%	47	20.3%	42	16.6%	21	11.4%	11	7.5%	24	17.3%	429	22.2%
	Asian/Pacific Islander	3	3.3%	7	3.3%	17	8.0%	27	11.3%	17	7.6%	19	8.2%	27	10.7%	22	12.0%	12	8.2%	15	10.8%	166	8.6%
	Black	0	0.0%	3	1.4%	4	1.9%	7	2.9%	6	2.7%	10	4.3%	9	3.6%	6	3.3%	5	3.4%	11	7.9%	61	3.2%
	Hispanic	22	24.2%	72	34.3%	93	43.9%	85	35.6%	72	32.0%	77	33.3%	79	31.2%	59	32.1%	52	35.4%	32	23.0%	643	33.3%
	Native American/Alaskan	2	2.2%	0	0.0%	2	0.9%	0	0.0%	0	0.0%	1	0.4%	1	0.4%	3	1.6%	2	1.4%	1	0.7%	12	0.6%
	Other	0	0.0%	2	1.0%	1	0.5%	1	0.4%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	4	0.2%
	White	14	15.4%	39	18.6%	51	24.1%	66	27.6%	79	35.1%	74	32.0%	93	36.8%	73	39.7%	64	43.5%	56	40.3%	609	31.5%
	Not Specified	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	3	1.3%	1	0.4%	0	0.0%	1	0.7%	0	0.0%	5	0.3%
	Two or More	0	0.0%	1	0.5%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	1	0.4%	0	0.0%	0	0.0%	0	0.0%	2	0.1%
	Total	91	100.0%	210	100.0%	212	100.0%	239	100.0%	225	100.0%	231	100.0%	253	100.0%	184	100.0%	147	100.0%	139	100.0%	1,931	100.0%

		20 and under		21 - 25		26 - 30		31 - 35		36 - 40		41 - 45		46 - 50		51 - 55		56 - 60		61+		Total #	Total %
Type	Ethnic Group	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%		
Hourly	Armenian	49	55.1%	70	43.2%	9	10.8%	12	23.5%	4	12.1%	5	25.0%	4	20.0%	3	23.1%	3	25.0%	0	0.0%	159	31.6%
	Asian/Pacific Islander	3	3.4%	5	3.1%	7	8.4%	7	13.7%	1	3.0%	1	5.0%	3	15.0%	2	15.4%	0	0.0%	1	5.0%	30	6.0%
	Black	0	0.0%	2	1.2%	3	3.6%	0	0.0%	2	6.1%	1	5.0%	2	10.0%	2	15.4%	1	8.3%	1	5.0%	14	2.8%
	Hispanic	22	24.7%	59	36.4%	48	57.8%	24	47.1%	14	42.4%	10	50.0%	8	40.0%	3	23.1%	2	16.7%	5	25.0%	195	38.8%
	Native American/Alaskan	2	2.2%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	1	5.0%	3	0.6%
	Other	0	0.0%	2	1.2%	1	1.2%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	3	0.6%
	White	13	14.6%	23	14.2%	15	18.1%	8	15.7%	12	36.4%	3	15.0%	3	15.0%	3	23.1%	6	50.0%	12	60.0%	98	19.5%
	Two or More	0	0.0%	1	0.6%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	1	0.2%
Hourly Total		89	100.0%	162	100.0%	83	100.0%	51	100.0%	33	100.0%	20	100.0%	20	100.0%	13	100.0%	12	100.0%	20	100.0%	503	100.0%

		20 and under		21 - 25		26 - 30		31 - 35		36 - 40		41 - 45		46 - 50		51 - 55		56 - 60		61+		Total #	Total %
Type	Ethnic Group	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%		
Salaried	Armenian	1	50.0%	16	33.3%	35	27.1%	41	21.8%	47	24.5%	42	19.9%	38	16.3%	18	10.5%	8	5.9%	24	20.2%	270	18.9%
	Asian/Pacific Islander	0	0.0%	2	4.2%	10	7.8%	20	10.6%	16	8.3%	18	8.5%	24	10.3%	20	11.7%	12	8.9%	14	11.8%	136	9.5%
	Black	0	0.0%	1	2.1%	1	0.8%	7	3.7%	4	2.1%	9	4.3%	7	3.0%	4	2.3%	4	3.0%	10	8.4%	47	3.3%
	Hispanic	0	0.0%	13	27.1%	45	34.9%	61	32.4%	58	30.2%	67	31.8%	71	30.5%	56	32.7%	50	37.0%	27	22.7%	448	31.4%
	Native American/Alaskan	0	0.0%	0	0.0%	2	1.6%	0	0.0%	0	0.0%	1	0.5%	1	0.4%	3	1.8%	2	1.5%	0	0.0%	9	0.6%
	Other	0	0.0%	0	0.0%	0	0.0%	1	0.5%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	1	0.1%
	White	1	50.0%	16	33.3%	36	27.9%	58	30.9%	67	34.9%	71	33.6%	90	38.6%	70	40.9%	58	43.0%	44	37.0%	511	35.8%
	Not Specified	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	3	1.4%	1	0.4%	0	0.0%	1	0.7%	0	0.0%	5	0.4%
	Two or More	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	1	0.4%	0	0.0%	0	0.0%	0	0.0%	1	0.1%
Salaried Total		2	100.0%	48	100.0%	129	100.0%	188	100.0%	192	100.0%	211	100.0%	233	100.0%	171	100.0%	135	100.0%	119	100.0%	1,428	100.0%

The percentage column is calculated using the percent of column total whereas in prior reports, this column was calculated using the percent of grand total.