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RESOLUTION NO. C-

RESOLUTION OF THE CITY COUNCIL OF THE CITY
OF LONG BEACH ADOPTING AN EQUAL EMPLOYMENT
OPPORTUNITY PLAN

WHEREAS, the City of Long Beach is firmly committed to a policy of
nondiscrimination and equal employment opportunity on all matters affecting
employment with the City; and

WHEREAS, the City of Long Beach reaffirms its commitment that no
person shall be benefitted or discriminated against in any manner which is inconsistent
with federal or state statutes, the City Charter, City ordinances, resolutions, rules, or
regulations in its employment practices; and

WHEREAS, the City of Long Beach will continue working toward the
achievement of equal employment opportunity objectives which are both realistic and
meaningful; and

WHEREAS, an effective program is necessary to achieve a
representative work force at all levels of employment; and

WHEREAS, a recognition of equal business practices and principles is
consistent with program objectives; and

WHEREAS, the City solicits and requires the cooperation and support of
its officers and employees to promote the Equal Employment Opportunity Plan of the
City to successfully implement the Plan;

NOW, THEREFORE, the City Council of the City of Long Beach resolves
as follows:

Section 1. That the City Council of the City of Long Beach hereby adopts
an Equal Employment Opportunity Plan, a copy of which is attached hereto as Exhibit
"A" and made a part hereof by this reference.

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Sec. 2. This resolution shall take effect immediately upon its adoption by the City Council, and the City Clerk shall certify the vote adopting this resolution.

I hereby certify that the foregoing resolution was adopted by the City Council of the City of Long Beach at its meeting of August 17, 2004, by the following vote:

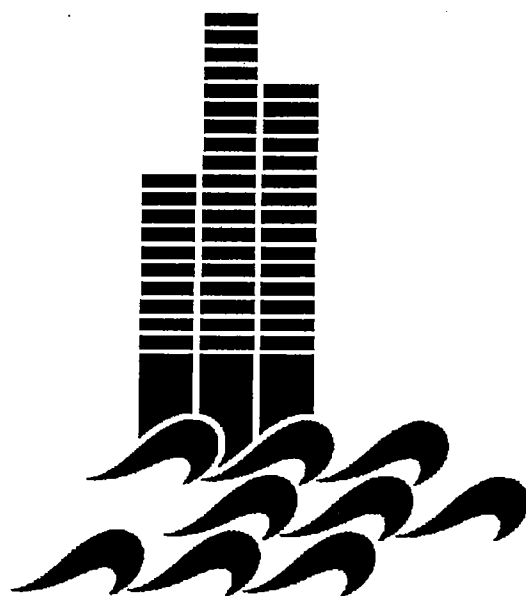
Ayes: Councilmembers: _____

Noes: Councilmembers: _____

Absent: Councilmembers: _____

City Clerk

City of Long Beach



EQUAL EMPLOYMENT OPPORTUNITY PLAN

2004 - 2006

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EQUAL EMPLOYMENT OPPORTUNITY POLICY

It is the policy of the City of Long Beach to actively promote and provide equal employment opportunity to all persons on all matters affecting City employment. The City of Long Beach is committed to a policy of non-discrimination in employment practices, and reaffirms its commitment that no person shall benefit or be discriminated against on the basis of race, religion, color, national origin, ancestry, physical or mental disability, medical condition, marital status, age, sex, sexual orientation, or any other basis that is inconsistent with federal or state statutes, the City Charter, ordinances, resolutions, rules, or regulations.

To ensure enactment of this policy, the City Manager has approved this Equal Employment Opportunity Plan (EEOP), and the City Council, as the City's policy-making body, has adopted it by resolution. The EEOP establishes responsibility and accountability for the City's Equal Employment Opportunity Program. The plan analyzes the City's work force, identifies areas of under-utilization, and establishes specific objectives for addressing areas of under-utilization for achieving a representative work force at all levels of employment. To achieve a successful program, the City requires the full support and cooperation of its officers and employees in following both the spirit and intent of this Plan. Equal opportunity is consistent with sound management and quality services.

RESPONSIBILITY

The City Council adopts the EEOP by resolution to reaffirm the City's commitment to equal employment opportunity for all persons in all areas affecting City employment. The EEOP requires the cooperation of City officers and employees to achieve program success. To ensure program success, specific responsibilities have been delegated.

City Manager

The City Manager, as Chief Administrative Officer of the City, has the ultimate responsibility of carrying out the equal employment opportunity policy. Therefore, the City Manager is the official signatory on any document requiring certification of compliance with equal employment opportunity rules and regulations. The City Manager shall:

1. Review and approve the EEOP;
2. Ensure that the City of Long Beach adheres to the stated policy of equal employment opportunity and complies with the intent and objectives of the EEOP;
3. Evaluate the City's overall performance in obtaining a work force representative of its relevant labor market.

Director of Human Resources

The Director of Human Resources reports directly to the City Manager regarding the administration of the Equal Employment Opportunity Office. Upon completion of the hiring process, the Director has primary responsibility for all personnel-related matters, except as detailed in the Civil Service Rules and Regulations. The Director of Human Resources shall:

1. Assist Departments with recruitment, referral, screening, and record keeping for unclassified employees;
2. Review and modify employment practices to avoid adverse impact and unlawful discrimination;
3. Ensure that managers address areas of under-utilization in their departments to maintain a workforce representative of the relevant labor market.
4. Implement programs to ensure the success of the EEOP.

Equal Employment Opportunity Office

The Equal Employment Opportunity Officer represents the City on all equal employment opportunity matters and discrimination complaints, except those brought before the Civil Service Commission. The Equal Employment Opportunity Officer shall:

1. Prepare the City's EEOP;
2. Prepare annual reports for the City Council, City Manager, and the Director of Human Resources regarding the City's work force utilization;
3. Coordinate and/or direct equal employment opportunity activities within the City;
4. Provide training and technical assistance to City departments on the EEOP and EEO matters;
5. Administer a system for resolving employment opportunity complaints from employees, applicants, and third parties;
6. Submit an annual status report on discrimination complaints filed against the City to the City Manager and the Director of Human Resources;
7. Review all policies, procedures, rules, and appropriate documents for compliance with EEO laws and regulations;
8. Prepare administrative regulations and/or personnel policies to ensure proper implementation and maintenance of EEO practices and procedures;
9. Monitor departmental compliance with state and federal EEO laws and regulations;
10. Interface with state and federal regulatory agencies regarding complaints, investigations, and reporting requirements.

Civil Service Department

The Civil Service Department has the primary responsibility for recruitment, testing, validation, certification, data collection, and reporting for the classified service in accordance with state and federal regulations. These activities are coordinated in conjunction with the Equal Employment Opportunity Office. The Civil Service Department shall:

1. Recruit applicants in a manner consistent with established objectives set to address under-utilization, as stipulated in the EEOP;

2. Advertise job openings in various forms of media as to maximize recruitment efforts to address under-utilization objectives;
3. Maintain liaisons with relevant community groups for recruitment purposes;
4. Test applicants in a manner consistent with applicable state and federal testing guidelines;
5. Monitor the certification process;
6. Collect, analyze, and maintain applicant flow data;
7. Prepare and submit required reports and documents to governmental agencies;
8. Review and revise Civil Service Rules and Regulations and Operating Procedures for compliance with EEO laws, regulations, and guidelines;
9. Ensure that minimum requirements and examinations are job-related.

City Attorney's Office

The City Attorney is responsible for handling all lawsuits, civil actions, and proceedings in which the City may have a legal interest. As such, complaints of discrimination and non-compliance, which are served upon the City by external regulatory agencies shall be referred to the City Attorney's Office for advice and/or appropriate action.

Department Heads

For the purposes of implementing the EEOP, a department head shall include all department heads appointed by the City Manager or the City Council, and elected officials who participate in the City's program. Each department head shall:

1. Comply with all aspects of the City's EEOP;
2. Implement the City's EEO policy;
3. Develop, implement, and revise departmental EEO programs, as appropriate;
4. Establish and monitor objectives for addressing under-utilization for all job categories;
5. Establish specific steps to achieve the objectives listed in #4 above;
6. Designate specific program responsibility within the department;
7. Inform all employees of the City's EEO policy and the EEOP;

8. Conduct outreach recruitment for unclassified positions and for classified positions, when appropriate;
9. Maintain data required to document EEO practices;
10. Advise the Civil Service Department of specific recruitment needs for addressing under-utilization;
11. Develop training and career advancement programs for employees;
12. Submit an annual report no later than October 31st to the Director of Human Resources regarding actions taken to address under-utilization in all job categories.
13. Assist the Equal Employment Opportunity Office in resolving EEO complaints regarding departmental employment practices.

Equal Employment Opportunity Counselors

Each department head designates an Equal Employment Opportunity Counselor to act as a liaison between management and employees for EEO matters. To be effective, the Equal Employment Opportunity Counselor should have sufficient organizational authority and access to the department head. Each Equal Employment Opportunity Counselor shall:

1. Be knowledgeable of the City's EEO policy and the EEOP;
2. Apprise management of employee concerns regarding EEO matters;
3. Assist in resolving problems and concerns related to EEO matters;
4. Serve as the department's primary contact person on all internal and external EEO matters;
5. Make recommendations to management for efficient operation of the EEOP;
6. Analyze departmental utilization ratios.

Designated Equal Employment Opportunity Counselors:

<u>Department</u>	<u>Name</u>	<u>Phone Number</u>
City Attorney	Tyler Pike	570-2200
City Auditor	J. C. Squires	570-6267
City Clerk	Monique DelaGarza	570-6000
City Council	Roxana Valencia	570-6605
City Manager	Steve Scott	570-6835
City Prosecutor	Sherri Seldon	570-5621
Civil Service	Christina Winting	570-7334
Community Development	Barbara Wiseman	570-5818
Financial Management	David Gonzalez	570-5045
Fire	Georgia Pon	570-2548
Long Beach Energy	Joan Collier	570-2007
Harbor	Toni Whitesell	590-4128
Health & Human Services	Michael Johnson	570-4012
Human Resources	Dora Jones	570-6304
Library	Theressa Graham	570-6110
Oil Properties	Lennie Arazo	570-3925
Parks, Recreation & Marine	Kevin Pregovisk	570-3200
Planning & Building	Willie Miranda	570-6038
Police	Debbie Bonesteel-Smith	570-7310
Public Works	Brian Burns	570-4686
Technology Services	Patty Heintzelman	570-6898
Water	Ken Walker	570-2379

City Employees

All City employees shall:

1. Demonstrate sensitivity and respect to fellow employees and the public;
2. Submit suggestions for strengthening their departmental EEO Program;
3. Advise supervisors of their desire to participate in training and/or educational activities that may enhance skill development, improve current job performance, or provide career development;
4. Assist with identifying EEO problems or concerns.

EEO Complaints and Counseling

There are two administrative processes available to City employees, job applicants, and third parties for resolving EEO complaints. Individuals may file EEO complaints with the City's Equal Employment Opportunity Office or with the Civil Service Commission for matters under the Commission's authority. Both processes are designed to resolve EEO complaints and minimize the financial impact to the complainant and the City.

Counseling is available to City employees, applicants, and third parties at the Equal Employment Opportunity Office and by the departmental Equal Employment Opportunity Counselors.

CITY OF LONG BEACH WORK FORCE

The figures shown in the following charts are reflective of the City's work force as of January 1, 2004. The work force of 4629 is distributed among 22 departments ranging in size from 13 to 1495 employees. All departments employ females and minorities. Only permanent full-time employees are counted for the purpose of the Plan.

City of Long Beach Work Force by Job Category*
(Permanent Full Time Work Force as of 01/01/04)

Job Category	Totals	Male					Female					
		White	Black	Hispanic	Asian	American Indian	White	Black	Hispanic	Asian	American Indian	
Officials/ Administrators (1)	241	100	11	14	17	2	60	15	11	11	0	
	100%	41.5%	4.6%	5.8%	7.1%	0.8%	24.9%	6.2%	4.6%	4.6%	0.0%	
Professional	668	174	26	49	74	1	204	43	37	59	1	
	100%	26.0%	3.9%	7.3%	11.1%	0.1%	30.5%	6.4%	5.5%	8.8%	0.1%	
Technicians	167	65	13	17	18	0	19	7	13	15	0	
	100%	38.9%	7.8%	10.2%	10.8%	0.0%	11.4%	4.2%	7.8%	9.0%	0.0%	
Protective Services	Fire	Officials (2)	110	77	8	21	3	1	0	0	0	0
			100%	70.0%	7.3%	19.1%	2.7%	0.9%	0.0%	0.0%	0.0%	0.0%
	Fire Fighters(3)	310	200	26	54	16	2	11	0	1	0	0
			100%	64.5%	8.4%	17.4%	5.2%	0.6%	3.5%	0.0%	0.3%	0.0%
	Police	Officials (2)	163	128	4	13	6	1	6	0	5	0
			100%	78.5%	2.5%	8.0%	3.7%	0.6%	3.7%	0.0%	3.1%	0.0%
	Patrol Officers (4)	751	374	51	176	69	2	48	8	20	2	1
	100%	49.8%	6.8%	23.4%	9.2%	0.3%	6.4%	1.1%	2.7%	0.3%	0.1%	
Other (5)	218	92	18	38	14	2	31	13	9	0	1	
	100%	42.2%	8.3%	17.4%	6.4%	0.9%	14.2%	6.0%	4.1%	0.0%	0.5%	
Para- professional	137	19	0	11	10	0	31	19	27	19	1	
	100%	13.9%	0.0%	8.0%	7.3%	0.0%	22.6%	13.9%	19.7%	13.9%	0.7%	
Office/Clerical	948	65	28	37	22	1	294	169	186	138	8	
	100%	6.9%	3.0%	3.9%	2.3%	0.1%	31.0%	17.8%	19.6%	14.6%	0.8%	
Skilled Craft	412	222	58	82	32	5	10	1	2	0	0	
	100%	53.9%	14.1%	19.9%	7.8%	1.2%	2.4%	0.2%	0.5%	0.0%	0.0%	
Service/ Maintenance	504	131	155	132	32	2	15	20	17	0	0	
	100%	26.0%	30.8%	26.2%	6.3%	0.4%	3.0%	4.0%	3.4%	0.0%	0.0%	
TOTAL (gender/race)	4,629	1,647	398	644	313	19	729	295	328	244	12	
	100%	35.6%	8.6%	13.9%	6.8%	0.4%	15.7%	6.4%	7.1%	5.3%	0.3%	

*U. S. Department of Justice Groups

(1) Citywide-Includes Non-Sworn Officials/Administrators from Police and Fire

(2) Fire Officials -Fire Captain and above; Police Officials-Sergeant and above

(3) Includes Fire Fighter and Fire Recruit

(4) Includes Police Officer and Police Recruit

(5) Includes Security Officers, Marine Safety Personnel, Animal Control Officer Series, Parking Control Checker Series, Park Rangers

City of Long Beach
Fire Department Work Force by Job Category* (Sworn Personnel)
 (Permanent Full Time Work Force as of 01/01/04)

Job Category	Totals	Male					Female						
		White	Black	Hispanic	Asian	AM/IN	White	Black	Hispanic	Asian	AM/IN		
Officials	Fire Chief	1	1	0	0	0	0	0	0	0	0	0	
		100%	100.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	
	Asst Fire Chief	2	2	0	0	0	0	0	0	0	0	0	
		100%	100.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	
	Deputy Fire Chief	3	2	0	0	1	0	0	0	0	0	0	
		100%	66.7%	0.0%	0.0%	33.3%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	
	Battalion Chief	12	8	1	3	0	0	0	0	0	0	0	
		100%	66.7%	8.3%	25.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	
	Fire Captain	92	64	7	18	2	1	0	0	0	0	0	
		100%	69.6%	7.6%	19.6%	2.2%	1.1%	0.0%	0.0%	0.0%	0.0%	0.0%	
	Totals	110	77	8	21	3	1	0	0	0	0	0	
		100%	70.0%	7.3%	19.1%	2.7%	0.9%	0.0%	0.0%	0.0%	0.0%	0.0%	
	Firefighters	Fire Boat Operator	6	6	0	0	0	0	0	0	0	0	0
			100%	100.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Fire Engineer		82	56	10	12	4	0	0	0	0	0	0	
		100%	68.3%	12.2%	14.6%	4.9%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	
Firefighter		222	138	16	42	12	2	11	0	1	0	0	
		100%	62.2%	7.2%	18.9%	5.4%	0.9%	5.0%	0.0%	0.5%	0.0%	0.0%	
Totals		310	200	26	54	16	2	11	0	1	0	0	
		100%	64.5%	8.4%	17.4%	5.2%	0.6%	3.5%	0.0%	0.3%	0.0%	0.0%	

* U. S. Department of Justice Groups

City of Long Beach
Police Department Work Force by Job Category* (Sworn Personnel)
 (Permanent Full Time Work Force as of 01/01/04)

	Job Category	Totals	Male					Female				
			White	Black	Hispanic	Asian	AM/IN	White	Black	Hispanic	Asian	AM/IN
Officials	Chief of Police	1	0	1	0	0	0	0	0	0	0	0
		100%	0.0%	100.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
	Deputy Chief of Police	3	2	0	1	0	0	0	0	0	0	0
		100%	66.7%	0.0%	33.3%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
	Police Commander	10	8	0	0	1	0	0	0	1	0	0
		100%	80.0%	0.0%	0.0%	10.0%	0.0%	0.0%	0.0%	10.0%	0.0%	0.0%
	Police Lieutenant	28	21	1	1	0	0	4	0	1	0	0
100%		75.0%	3.6%	3.6%	0.0%	0.0%	14.3%	0.0%	3.6%	0.0%	0.0%	
Police Sergeant	121	97	2	11	5	1	2	0	3	0	0	
	100%	80.2%	1.7%	9.1%	4.1%	0.8%	1.7%	0.0%	2.5%	0.0%	0.0%	
Totals	163	128	4	13	6	1	6	0	5	0	0	
	100%	78.5%	2.5%	8.0%	3.7%	0.6%	3.7%	0.0%	3.1%	0.0%	0.0%	
Patrol Officers	Police Corporal	35	27	1	2	0	1	3	0	1	0	0
		100%	77.1%	2.9%	5.7%	0.0%	2.9%	8.6%	0.0%	2.9%	0.0%	0.0%
	Police Officer	716	347	50	174	69	1	45	8	19	2	1
		100%	48.5%	7.0%	24.3%	9.6%	0.1%	6.3%	1.1%	2.7%	0.3%	0.1%
Totals**	751	374	51	176	69	2	48	8	20	2	1	
	100%	49.8%	6.8%	23.4%	9.2%	0.3%	6.4%	1.1%	2.7%	0.3%	0.1%	

*U. S. Department of Justice Groups

**Total does not include Security Officers

RELEVANT LABOR MARKET (RLM)

The City of Long Beach uses Los Angeles County and Orange County as its Standard Metropolitan Statistical Area (SMSA). SMSA's are intended to reflect the general areas for recruitment, as well as the areas where most employees live. This is a practice accepted by the federal government, and further defined in case law. Census figures for general labor market availability (LMA) for the SMSA are the standards, which the City has traditionally used to establish equal employment objectives and to measure the progress toward a diverse work force. The relevant labor market for the City is the combined labor forces of Los Angeles and Orange Counties, since both counties are used as primary areas for recruitment and where most employees live. At this time, 71.5% of permanent full-time City employees live in Los Angeles County, 23.5% live in Orange County, and 5.0% live in other counties.

The City used labor market data purchased from Biddle & Associates, a well established consulting firm in the fields of test validation and scoring, job and pay analysis, and equal employment opportunity plan development and statistical support. The labor market figures provided by Biddle & Associates were derived from the United States Department of Commerce, Bureau of the Census, 2000 Census of Population and Housing, Equal Employment Opportunity File. LMA data includes persons over the age of sixteen who are already employed, as well as those recorded as unemployed.

Biddle & Associates developed the 2000 Labor Market Analysis for the City by conducting a series of calculations utilizing raw census data and employment data from the City. The employment data (zip code analysis) consisted of the primary areas of recruitment and where most employees live, percentages stated above. However, Biddle removed the data from any counties demonstrating less than 5% representation, and used the weighted average of the figures from Los Angeles County and Orange County. Thus, providing representation figures of 75.2% for Los Angeles County and 24.8% for Orange County.

Biddle & Associates excluded occupations unrelated to the City's work force, such as airplane mechanic and dentist. Even with taking this step, labor market figures remain general since all jobs in the entire nation are categorized into 512 occupations. While occupations obviously unrelated to City jobs were eliminated, each occupation remains broad in itself. However, by eliminating these unrelated occupations, more realistic objectives were established for the City's work force. Bottom-line relevant Labor Market Availability figures are provided only for informational purposes. RLM figures by job category are much more realistic when comparing the City's work force, which is used to determine under-representation.

The figures used in the chart are based upon the 2000 U.S. Census data for each of the eight standard EEO-4 job categories. The data has been broken down by gender within each racial/ethnic group.

City of Long Beach
Relevant Labor Market* (RLM)
 (Los Angeles County + Orange County)

Job Category	Population Totals*	Male					Female				
		White	Black	Hispanic	Asian	American Indian	White	Black	Hispanic	Asian	American Indian
Officials/ Administrators	809,500	309,775	21,115	86,170	77,610	2,675	178,925	23,470	59,915	47,535	2,300
	100%	38.3%	2.6%	10.6%	9.6%	0.3%	22.1%	2.9%	7.4%	5.9%	0.3%
Professional	1,074,905	348,415	29,250	66,170	101,785	3,265	302,100	45,400	78,300	96,640	3,500
	100%	32.4%	2.7%	6.2%	9.5%	0.3%	28.1%	4.2%	7.3%	9.0%	0.3%
Technicians	101,509	23,455	3,824	12,785	11,745	250	20,120	6,710	10,810	11,480	300
	100%	23.1%	3.8%	12.6%	11.6%	0.2%	19.8%	6.6%	10.6%	11.3%	0.3%
Protective Services	90,339	31,825	12,550	22,295	6,390	640	5,950	5,045	4,670	694	200
	100%	35.2%	13.9%	24.7%	7.1%	0.7%	6.6%	5.6%	5.2%	0.8%	0.2%
Para- professional	4,720	1,355	250	400	133	45	1,090	334	985	113	0
	100%	28.7%	5.3%	8.5%	2.8%	1.0%	23.1%	7.1%	20.9%	2.4%	0.0%
Office/Clerical	1,473,265	236,865	43,840	178,640	79,125	3,060	403,240	93,385	306,185	122,225	6,700
	100%	16.1%	3.0%	12.1%	5.4%	0.2%	27.4%	6.3%	20.8%	8.3%	0.4%
Skilled Craft	367,830	61,105	19,770	208,985	36,770	2,900	9,700	2,150	18,105	8,045	300
	100%	16.6%	5.4%	56.8%	10.0%	0.8%	2.6%	0.6%	4.9%	2.2%	0.1%
Service/ Maintenance	1,523,475	188,775	54,100	581,885	79,540	4,080	134,805	42,165	359,235	75,890	3,000
	100%	12.4%	3.6%	38.2%	5.2%	0.3%	8.8%	2.8%	23.6%	5.0%	0.2%
Totals by Gender/Ethnicity	5,445,543	1,201,570	184,699	1,157,330	393,098	16,915	1,055,930	218,659	838,205	362,622	16,500
	100%	22.1%	3.4%	21.3%	7.2%	0.3%	19.4%	4.0%	15.4%	6.7%	0.3%

All Job Groups Combined	Male	Female	White	Black	Hispanic	Asian	American Indian	Total Minority
Population	2,953,612	2,491,931	2,257,500	403,358	1,995,535	755,720	33,430	3,188,043
Bottom-line Availability*	54.9%	45.1%	41.5%	7.3%	35.6%	13.4%	0.6%	58.5%

*The sum of Total Minorities under the Labor Market Availability may include Others
 Based on 2000 Census data

WORK FORCE UTILIZATION ANALYSIS

To determine the level of utilization, the percentages obtained from the RLM chart are subtracted from those obtained in the "City of Long Beach Work Force. "

When reviewing the chart, it should be remembered that the number of employees in a job category impacts the significance of the percentage difference. For example, the degree of significance of a negative 1.2% under-utilization factor for Hispanic females in the Para-professionals category equates to 1.6 persons. This is not very significant, since the total number of employees for that job category is only 137. We would consider this as "near parity," since normal turnover activity could account for any under- or over-representation. However, a 1.2% under-utilization factor in the Office/Clerical category would be significant, since it equates to more than 11.4 persons, based on 948 employees in that job category.

The following chart displays deficiencies of the work force by job categories where under-representation exists:

Group	Gender	Job Categories with under-utilization
White	M	Professional, Para-Professional and Office/Clerical
	F	Technicians and Service/Maintenance
Black	M	Protective Services and Para-Professional
	F	Technicians and Protective Services
Hispanic	M	All job categories, except for Professionals and Para-Professional
	F	All job categories
Asian	M	Officials/Administrators, Office/Clerical, and Skilled Craft
	F	Officials/Administrators, Technicians, Skilled Craft, and Service/Maintenance
American Indian	M	None
	F	None

UTILIZATION ANALYSIS

CHARTS:

The attached charts reflect the City's work force and its relevant labor market (as depicted in the 2000 Census). The charts are broken down by job category, ethnicity and gender, which provide an avenue to determine under-representation in the City's work force.

For purposes of simplicity, the narrative of the charts will discuss over- and under-utilization by using percentage points, as opposed to actual percentages.

NARRATIVE:

The RLM for the City is the combined labor forces of Los Angeles and Orange Counties. Both counties are used since they are the primary areas for recruitment, and where most employees live. Refer to page 13.

FEMALE:

The bottom line total for female representation for the City of Long Beach is 34.8%, which is lower than the labor market's 45.1%. Because the City has several male-dominated job categories, such as Protective Services, Skilled Craft and Service/Maintenance, the weighted average for female representation was reviewed. The weighted average female representation in the work force is 36.6%, which is closer to the relevant labor market of 45.1%.

Female Hispanics are under-represented in all job categories, as it relates to the labor market. However, females as a whole, are over-represented in the Professional, Para-Professional, and Office/Clerical job categories. Females are under-represented in the Officials/Administrators, Technicians, Protective Services, and Service/Maintenance job categories.

BLACK:

As a whole, male and female Blacks are over-represented in the work force for the City of Long Beach in all categories, except Technicians, Para-Professional and Protective Services, as it relates to labor market availability standards. Black females are under-represented by 2.4 percentage points in the Technician job category, and by 3.8 percentage points in the Protective Services category. Black males are under-represented by 6.5 percentage points in the Protective Services category and 5.3 percentage points in the Para-Professional category. Based on the bottom line total for the relevant labor market, which is 7.3%, the City's 15% Black representation exceeds the labor market average.

HISPANIC:

When broken down by gender, male Hispanics are under-represented in all job categories, except Professionals (by 6.2 percentage points) and Para-Professional (near Parity). Female Hispanics are under-represented in all job categories. The bottom line total for all job categories for Hispanic representation in the work force (21%) is below the labor market average of 35.6%. Overall, it is 14.6 percentage points below the relevant labor market.

Asian:

As a whole, Asians are under-represented in the work force for the City of Long Beach in all categories, except Professional, Para-Professional and Protective Services as it relates to labor market availability. Based on the relevant labor market of 13.4%, the City's 12% Asian representation is below the labor market availability.

When broken down by gender, male Asians are under-represented in Officials/Administrators, Office/Clerical and Skilled Craft job categories. Female Asians are under-represented in Officials/Administrators, Technicians, Skilled Craft and Service/Maintenance job categories.

American Indian:

The City's American Indian representation in the work force is 0.6% and the labor market availability is 0.7%. American Indians are at or near Parity in all job categories.

City of Long Beach
Utilization Analysis (%Work Force - %RLM)
(Permanent Full Time Work Force as of 01/01/04)

Job Category (RLM = Relevant Labor Market)		Total	Male					Female				
			White	Black	Hispanic	Asian	American Indian	White	Black	Hispanic	Asian	American Indian
Officials/ Administrators	Work Force	241	41.5%	4.6%	5.8%	7.1%	0.8%	24.9%	6.2%	4.6%	4.6%	
	RLM	809,500	38.3%	2.6%	10.6%	9.6%	0.3%	22.1%	2.9%	7.4%	5.9%	
	Utilization		3.2%	2.0%	-4.8%	-2.5%	0.5%	2.8%	3.3%	-2.8%	-1.3%	
Professional	Work Force	668	26.0%	3.9%	7.3%	11.1%	0.1%	30.5%	6.4%	5.5%	8.8%	
	RLM	1,074,905	32.4%	2.7%	6.2%	9.5%	0.3%	28.1%	4.2%	7.3%	9.0%	
	Utilization		-6.4%	1.2%	1.2%	1.6%	-0.2%	2.4%	2.2%	-1.7%	-0.2%	
Technicians	Work Force	167	38.9%	7.8%	10.2%	10.8%	0.0%	11.4%	4.2%	7.8%	9.0%	
	RLM	101,509	23.1%	3.8%	12.6%	11.6%	0.2%	19.8%	6.6%	10.6%	11.3%	
	Utilization		15.8%	4.0%	-2.4%	-0.8%	-0.2%	-8.4%	-2.4%	-2.9%	-2.3%	
Protective Services	Work Force	1,552	48.1%	7.4%	22.7%	9.0%	0.4%	7.2%	1.8%	3.0%	0.2%	
	RLM	90,339	35.2%	13.9%	24.7%	7.1%	0.7%	6.6%	5.6%	5.2%	0.8%	
	Utilization		12.8%	-6.5%	-2.0%	2.0%	-0.3%	0.6%	-3.8%	-2.2%	-0.5%	
Para- professional	Work Force	137	13.9%	0.0%	8.0%	7.3%	0.0%	22.6%	13.9%	19.7%	13.9%	
	RLM	4,720	28.7%	5.3%	8.5%	2.8%	1.0%	23.1%	7.1%	20.9%	2.4%	
	Utilization		-14.8%	-5.3%	-0.4%	4.5%	-1.0%	-0.5%	6.8%	-1.2%	11.5%	
Office/ Clerical	Work Force	948	6.9%	3.0%	3.9%	2.3%	0.1%	31.0%	17.8%	19.6%	14.6%	
	RLM	1,473,265	16.1%	3.0%	12.1%	5.4%	0.2%	27.4%	6.3%	20.8%	8.3%	
	Utilization		-9.2%	-0.0%	-8.2%	-3.1%	-0.1%	3.6%	11.5%	-1.2%	6.3%	
Skilled Craft	Work Force	412	53.9%	14.1%	19.9%	7.8%	1.2%	2.4%	0.2%	0.5%	0.0%	
	RLM	367,830	16.6%	5.4%	56.8%	10.0%	0.8%	2.6%	0.6%	4.9%	2.2%	
	Utilization		37.3%	8.7%	-36.9%	-2.2%	0.4%	-0.2%	-0.3%	-4.4%	-2.2%	
Service/ Maintenance	Work Force	504	26.0%	30.8%	26.2%	6.3%	0.4%	3.0%	4.0%	3.4%	0.0%	
	RLM	1,523,475	12.4%	3.6%	38.2%	5.2%	0.3%	8.8%	2.8%	23.6%	5.0%	
	Utilization		13.6%	27.2%	-12.0%	1.1%	0.1%	-5.9%	1.2%	-20.2%	-5.0%	
TOTAL	Work Force	4,629	35.6%	8.6%	13.9%	6.8%	0.4%	15.7%	6.4%	7.1%	5.3%	
	RLM	5,445,543	22.1%	3.4%	21.3%	7.2%	0.3%	19.4%	4.0%	15.4%	6.7%	
	Utilization		13.5%	5.2%	-7.3%	-0.5%	0.1%	-3.6%	2.4%	-8.3%	-1.4%	

All Job Groups Combined	Male	Female	White	Black	Hispanic	Asian	American Indian	Total Minority
RLM - Availability*	54.9%	45.1%	41.5%	7.3%	35.6%	13.4%	0.6%	58.5%
Workforce %	65.2%	34.8%	51.3%	15.0%	21.0%	12.0%	0.7%	48.7%

City of Long Beach
Fire Department Work Force Utilization Analysis by Job Category* (%Work Force - %RLM)
 (Permanent Full Time work Force as of 01/01/04)

Job Group Category (RLS = Regional Labor Statistics)*	Totals	Male					Female					
		White	Black	Hispanic	Asian	AM/IN	White	Black	Hispanic	Asian	AM/IN	
Officials/ Administrators*	Workforce	5	40.0%	0.0%	0.0%	0.0%	20.0%	0.0%	0.0%	0.0%	40.0%	0.0%
	RLM		38.3%	2.6%	10.6%	9.6%	0.3%	22.1%	2.9%	7.4%	5.9%	0.3%
	Utilization		1.7%	-2.6%	-10.6%	-9.6%	19.7%	-22.1%	-2.9%	-7.4%	34.1%	-0.3%
Professional	Workforce	5	20.0%	20.0%	0.0%	0.0%	0.0%	60.0%	0.0%	0.0%	0.0%	0.0%
	RLM		32.4%	2.7%	6.2%	9.5%	0.3%	28.1%	4.2%	7.3%	9.0%	0.3%
	Utilization		-12.4%	17.3%	-6.2%	-9.5%	-0.3%	31.9%	-4.2%	-7.3%	-9.0%	-0.3%
Technicians	Workforce	2	100.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
	RLM		23.1%	3.8%	12.6%	11.6%	0.2%	19.8%	6.6%	10.6%	11.3%	0.3%
	Utilization		76.9%	-3.8%	-12.6%	-11.6%	-0.2%	-19.8%	-6.6%	-10.6%	-11.3%	-0.3%
Protective Services (Officials)**	Workforce	110	70.0%	7.3%	19.1%	2.7%	0.9%	0.0%	0.0%	0.0%	0.0%	0.0%
	RLM		35.2%	13.9%	24.7%	7.1%	0.7%	6.6%	5.6%	5.2%	0.8%	0.3%
	Utilization		34.8%	-6.6%	-5.6%	-4.3%	0.2%	-6.6%	-5.6%	-5.2%	-0.8%	-0.3%
Protective Services (Fire Fighters)	Workforce	334	65.9%	7.8%	16.5%	5.1%	0.6%	3.9%	0.0%	0.3%	0.0%	0.0%
	RLM		35.2%	13.9%	24.7%	7.1%	0.7%	6.6%	5.6%	5.2%	0.8%	0.3%
	Utilization		30.6%	-6.1%	-8.2%	-2.0%	-0.1%	-2.7%	-5.6%	-4.9%	-0.8%	-0.3%
Para- professional	Workforce	1	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%	0.0%	0.0%	0.0%	0.0%
	RLM		28.7%	5.3%	8.5%	2.8%	1.0%	23.1%	7.1%	20.9%	2.4%	0.3%
	Utilization		-28.7%	-5.3%	-8.5%	-2.8%	-1.0%	76.9%	-7.1%	-20.9%	-2.4%	-0.3%
Office/Clerical	Workforce	35	17.1%	0.0%	0.0%	0.0%	0.0%	54.3%	8.6%	14.3%	5.7%	0.0%
	RLM		16.1%	3.0%	12.1%	5.4%	0.2%	27.4%	6.3%	20.8%	8.3%	0.5%
	Utilization		1.1%	-3.0%	-12.1%	-5.4%	-0.2%	26.9%	2.2%	-6.5%	-2.6%	-0.5%
Skilled Craft	Workforce	3	100.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
	RLM		16.6%	5.4%	56.8%	10.0%	0.8%	2.6%	0.6%	4.9%	2.2%	0.1%
	Utilization		83.4%	-5.4%	-56.8%	-10.0%	-0.8%	-2.6%	-0.6%	-4.9%	-2.2%	-0.1%
Service/ Maintenance	Workforce	1	0.0%	100.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
	RLM		12.4%	3.6%	38.2%	5.2%	0.3%	8.8%	2.8%	23.6%	5.0%	0.2%
	Utilization		-12.4%	96.4%	-38.2%	-5.2%	-0.3%	-8.8%	-2.8%	-23.6%	-5.0%	-0.2%

2000 Census Data

* Non-Sworn Officials

**Fire Captain and Above

City of Long Beach
Police Department Work Force Utilization Analysis by Job Category* (%Work Force - %RLM)
 (Permanent Full Time Work Force as of 01/01/04)

Job Group Category (RLM = Regional Labor Market)*		Totals	Male					Female				
			White	Black	Hispanic	Asian	AM/IN	White	Black	Hispanic	Asian	AM/IN
Officials/ Administrators*	Workforce	7	14.3%	14.3%	14.3%	0.0%	0.0%	57.1%	0.0%	0.0%	0.0%	0.0%
	RLM		38.3%	2.6%	10.6%	9.6%	0.3%	22.1%	2.9%	7.4%	5.9%	0.3%
	Utilization		-24.0%	11.7%	3.6%	4.7%	-0.3%	-22.1%	54.2%	-7.4%	-5.9%	-0.3%
Professional	Workforce	9	22.2%	0.0%	22.2%	0.0%	0.0%	55.6%	0.0%	0.0%	0.0%	0.0%
	RLM		32.4%	2.7%	6.2%	9.5%	0.3%	28.1%	4.2%	7.3%	9.0%	0.3%
	Utilization		-10.2%	-2.7%	16.1%	-9.5%	-0.3%	27.5%	-4.2%	-7.3%	-9.0%	-0.3%
Technicians	Workforce	28	17.9%	0.0%	3.6%	10.7%	0.0%	32.1%	14.3%	14.3%	7.1%	0.0%
	RLM		23.1%	3.8%	12.6%	11.6%	0.2%	19.8%	6.6%	10.6%	11.3%	0.3%
	Utilization		-5.2%	-3.8%	-9.0%	-0.9%	-0.2%	12.3%	7.7%	3.6%	-4.2%	-0.3%
Protective Services (Officials)**	Workforce	163	78.5%	2.5%	8.0%	3.7%	0.6%	3.7%	0.0%	3.1%	0.0%	0.0%
	RLM		35.2%	13.9%	24.7%	7.1%	0.7%	6.6%	5.6%	5.2%	0.8%	0.3%
	Utilization		43.3%	-11.4%	-16.7%	-3.4%	-0.1%	-2.9%	-5.6%	-2.1%	-0.8%	-0.3%
Protective Services (Patrol Officers)	Workforce	861	48.3%	7.4%	23.0%	8.9%	0.5%	6.7%	1.7%	2.9%	0.2%	0.2%
	RLM		35.2%	13.9%	24.7%	7.1%	0.7%	6.6%	5.6%	5.2%	0.8%	0.3%
	Utilization		13.1%	-6.5%	-1.7%	1.9%	-0.2%	0.2%	-3.8%	-2.3%	-0.5%	-0.1%
Para- professional	Workforce	36	13.9%	0.0%	2.8%	11.1%	0.0%	27.8%	11.1%	19.4%	13.9%	0.0%
	RLM		28.7%	5.3%	8.5%	2.8%	1.0%	23.1%	7.1%	20.9%	2.4%	0.3%
	Utilization		-14.8%	-5.3%	-5.7%	8.3%	-1.0%	4.7%	4.0%	-1.4%	11.5%	-0.3%
Office/Clerical	Workforce	214	9.3%	0.5%	0.9%	3.3%	0.0%	35.0%	20.1%	11.2%	18.2%	1.4%
	RLM		16.1%	3.0%	12.1%	5.4%	0.2%	27.4%	6.3%	20.8%	8.3%	0.5%
	Utilization		-6.7%	-2.5%	-11.2%	-2.1%	-0.2%	7.7%	13.8%	-9.6%	9.9%	0.9%
Service/ Maintenance	Workforce	11	9.1%	9.1%	18.2%	0.0%	0.0%	0.0%	36.4%	27.3%	0.0%	0.0%
	RLM		12.4%	3.6%	38.2%	5.2%	0.3%	8.8%	2.8%	23.6%	5.0%	0.2%
	Utilization		-3.3%	5.5%	-20.0%	-5.2%	-0.3%	-8.8%	33.6%	3.7%	-5.0%	-0.2%

2000 Census Data

* Non-Sworn Officials

**Sergeants and Above

OBJECTIVES TO ADDRESS UNDER-UTILIZATION

The City of Long Beach is committed to aggressively reaching out to candidates to create a work force, at all levels of employment, which reflects the diversity of the City's relevant labor market. Because the City has historically had low turnover and attrition, we continue to focus on outreach endeavors to ensure that all individuals have equal access to all employment opportunities.

To further ensure equal access, the City has also implemented several new techniques in the recruiting and testing areas, including but not limited to, the use of the Internet, the use of band scores on eligible lists, selective certification for bilingual candidates and the streamlining of testing processes to expedite candidate selection. These combined tools allow the City to access and process a larger pool of candidates from the relevant labor market.

The City's current work force, as a whole, meets or exceeds its relevant labor market availability in all ethnic categories, except Hispanic and Asian. The Hispanic labor market availability, as a whole, is 35.6%. However, the City's Hispanic work force is 20%, thus creating an under-utilization in this category by 15.6 percentage points. The Asian labor market availability, as a whole is 13.4%. Its representation in the work force is 12%, creating an under-utilization of 1.4 percentage points.

To enhance the recruitment and selection of Hispanic and Asian candidates, the City will continue to access available resources throughout the Southern California region. Specifically, we will continue to target community organizations, Community Colleges and Universities, Trade Schools and Professional associations with large Hispanic and Asian populations. The City will continue to use internal methods to identify possible career paths and career development programs, where appropriate, such as the management rotation, mentor, job specific training, and transfer-for-training programs to provide opportunities for upward mobility within the work force. Further, the City will continue to enhance youth development programs, such as Police Explorer and Fire Search and Rescue, to capture the growing youth population for potential female and minority Firefighter and Police Officers.

In addition, based on the City's work force by gender, females are under-represented in the bottom line totals for all City job categories. This is due to approximately 53% of the City's work force being concentrated in traditionally male-dominated job categories, such as Protective Services, Skilled Craft and Service/Maintenance. The weighted average female representation in the work force is 36.6%, which is near parity with the relevant labor market, at 45.1%.

To address the under-utilization of females in male-dominated job categories, the City will increase its recruitment efforts at the regional City Colleges and Universities and Professional associations. Although females overall are under-represented, the City's

outreach efforts to attract a larger applicant pool of females has focused on areas wherein female candidates are concentrated, and will continue to do so.

While the current City of Long Beach statistics indicate that females and individuals from under-utilized ethnic groups have been hired at a significantly higher rate than their work force representation, the City's ultimate objective is a work force that is fully representative of our relevant labor market.

STEPS TO ACHIEVE OBJECTIVES

1. Contact technical schools, colleges and universities with large minority populations within Los Angeles and Orange Counties to encourage graduates to apply for positions within the City;
2. Identify, contact, and advertise in local minority news media and in locations that will maximize minority and female applicant flow;
3. Identify and contact minority community organizations in order to develop contacts and a presence;
4. Visit local universities, colleges, trade schools, and other career development centers on a regular basis in order to cultivate prospective minority employees for internship programs or job placement;
5. Assign the City's Public Information Office the task of developing a series of articles on the City's outreach efforts (e.g. Job Fairs, Expositions, and Safety Recruitment);
6. Identify possible career paths and create career development programs, where appropriate (e.g. Mentor Program);
7. Participate in local outreach programs.

DISSEMINATION

Internal

1. Copies of the EEOP will be distributed to Councilmembers, elected and appointed officials, City management, Equal Employment Opportunity Counselors, employee organizations, and City Boards and Commissions.
2. The EEOP will be available on the City's intranet site.
3. Department heads will advise their employees that a copy of the EEOP is available for review.
4. The City's EEO policy statement will be distributed annually to all employees.
5. All required federal and state posters and notices will be posted at appropriate locations.
6. In-house publications will bear the statement "Equal Opportunity Employer" on the cover or face sheet, as appropriate.
7. City-sponsored publications will feature both minority and non-minority men and women.
8. EEO policy will be discussed in new employee orientation sessions and appropriate training programs.
9. Non-discrimination clauses will be included in all union agreements. All contracts will be reviewed to ensure they are non-discriminatory.

External

1. Any method used for recruitment purposes will conclude with the statement that the City is an "Equal Opportunity Employer."
2. Relevant advertising or City-sponsored publications prepared for the general public will feature both minority and non-minority men and women.
3. Printed material for external dissemination will include the statement "Equal Opportunity Employer," as appropriate.

4. The Civil Service Department will maintain a current listing of female/minority publications and community organizations whose interests are directed at ensuring equality.
5. Female/minority recruiting sources will be used to address areas of under-utilization.

Conclusion

It is the policy of the City to promote and provide equal employment opportunity to all persons on all matters affecting City employment. It is our policy to be committed to non-discriminatory employment practices.

The City's ultimate objective is to establish a diverse work force that is reflective of the relevant labor market. For the past ten years, the City's efforts were directed by statistical data provided from the 1990 Census. Citywide objectives were established to achieve work-force parity with the relevant labor market by job category for all ethnic and gender groups. Although, the City was unable to meet the bottom-line objectives for females and Hispanics, significant gains were made. As a group, females and minorities continue to be hired at a significantly higher rate than their work force representation. In 2003, 64.5% of all the new hires were minorities and white females.

New 2000 Census data shows the City's demographic statistics have become increasingly more diverse. The new data reflects further growth in female, Hispanic, and Asian categories. Although, the City's ethnic and gender representation in the work force has increased to a record level, the numbers have fell slightly below minority and female representation as it relates to the relevant labor market. The City recognizes that in order to achieve full labor market representation, it must continue its efforts in outreach recruitment to obtain a qualified applicant pool that provides full representation of all ethnic and gender categories.

The City of Long Beach will continue in its path of utilizing diversity-enhancing programs and activities. We will persevere to maintain our current efforts, as well as implement additional efforts towards labor market diversification. The City will be proactive in our efforts, creative in our approach and adaptable to the ever-changing demographic realities of Long Beach.

Work Force By Department

The Equal Employment Opportunity Officer provided each department with their annual utilization statistical data. The information contained an analysis of the relevant labor market availability data as it relates to ethnicity and job category.

Each department was advised to establish a narrative addressing under-utilization, by job category and ethnicity. This narrative would address the inability to attain the work force at the level of the labor market availability standards. This narrative should also include information on specific efforts to increase diversity, by job category.

Based on the information received from the departments, the attached summary was developed. The summary contains charts depicting each department's annual utilization statistics, as compared to the relevant labor market availability standards. In addition, a narrative detailing objectives to address under-utilization, by department, has been included.

CITY AUDITOR

OBJECTIVES TO ADDRESS UNDER-UTILIZATION

OFFICIALS/ADMINISTRATORS

- ◆ Will focus recruitment efforts on existing employees by establishing a career path (e.g. Reassignment for Training Program, Mentor Program, etc.) and promoting from within the department.
- ◆ Will increase external recruitment efforts at national colleges and universities, professional organizations, and minority communities.
- ◆ Will use all forms of media (newspaper and magazine advertisements, internet and intranet access, and mailings) to increase outreach.

PROFESSIONALS

- ◆ External outreach will be the same as listed above.

OFFICE/CLERICAL

- ◆ Will increase outreach efforts in minority communities by attending job fairs and expositions and will post job vacancy announcements at the Career Transition Center.
- ◆ Additional efforts as listed above.

Department: CITY AUDITOR

Job Category	Total Employees		Female		Black		Hispanic		Asian		American Indian	
	#	%	#	%	#	%	#	%	#	%	#	%
Officials/Administrators-Labor Market			38.8		5.7		18.2		15.4		0.6	
2003 Workforce (Actual)	4	2	50.0	0	0.0	0	0.0	0	0.0	0	0.0	0.0
Diff (Workforce/Labor Market)			11.2		5.7		18.2		15.4		0.6	0.6
Professionals -Labor Market			48.9		6.9		13.2		18.1		0.6	
2003 Workforce (Actual)	11	6	54.5	2	18.2	1	9.1	1	9.1	0	0.0	0.0
Diff (Workforce/Labor Market)			5.6		1.3		4.1		9.0		0.6	0.6
Office/Clerical -Labor Market			63.2		9.2		32.3		13.4		0.6	
2003 Workforce (Actual)	2	2	100.0	1	50.0	0	0.0	0	0.0	0	0.0	0.0
Diff (Workforce/Labor Market)			36.8		40.3		32.3		13.4		0.6	0.6
TOTAL (Bottom Line) -Labor Market			45.1		7.3		35.6		13.4		0.6	
2003 Workforce (Actual)	17	10	58.8	3	17.6	1	5.9	1	5.9	0	0.0	0.0
Diff (Workforce/Labor Market)			13.7		10.3		29.7		7.5		0.6	0.6

CITY CLERK

OBJECTIVES TO ADDRESS UNDER-UTILIZATION

OFFICIALS/ADMINISTRATORS

- ◆ Will increase recruitment efforts at national colleges, universities, professional and trade publications, and minority communities.
- ◆ Will contact Civil Service regarding increasing attendance at job fairs and expositions.
- ◆ Will use all forms of media (newspaper and magazine advertisements, internet and intranet access, and mailings) to increase outreach.

PROFESSIONALS

- ◆ Will target internal recruitment efforts by establishing a career path for current employees (e.g. Reassignment for Training Program, Mentor Program, etc.)
- ◆ External outreach will be the same as listed above.

PARA-PROFESSIONALS

- ◆ Outreach efforts will be the same as mentioned above.

OFFICE/CLERICAL

- ◆ Will increase outreach efforts in minority communities by attending job fairs and expositions, will post vacancy announcements at the Career Transition Center.
- ◆ Additional efforts as listed above.

Department: CITY CLERK

Job Category	Total Employees		Female		Black		Hispanic		Asian		American Indian	
	#	%	#	%	#	%	#	%	#	%	#	%
Officials/Administrators -Labor Market			38.8		5.7		18.2		15.4		0.6	
2003 Workforce (Actual)	2	1	50.0	0	0.0	1	50.0	1	50.0	0	0.0	
Diff (Workforce/Labor Market)			-11.2		-5.7		-31.8		-34.6		-0.6	
Professional -Labor Market			48.9		6.9		13.2		18.1		0.6	
2003 Workforce (Actual)	1	1	100.0	0	0.0	1	100.0	0	0.0	0	0.0	
Diff (Workforce/Labor Market)			-51.1		-6.9		-86.8		-18.1		-0.6	
Paraprofessionals -Labor Market			50.1		11.5		33.1		4.8		1.2	
2003 Workforce (Actual)	3	3	100.0	0	0.0	1	33.3	1	33.3	0	0.0	
Diff (Workforce/Labor Market)			-49.9		-11.5		-0.2		-28.5		-1.2	
Office/Clerical -Labor Market			63.2		9.2		32.3		13.4		0.6	
2003 Workforce (Actual)	13	11	84.6	3	23.1	2	15.4	1	7.7	0	0.0	
Diff (Workforce/Labor Market)			-21.4		-13.9		-16.9		-5.7		-0.6	
TOTALS (Bottom Line) -Labor Market			45.1		7.3		35.6		13.4		0.6	
2003 Workforce (Actual)	19	16	84.2	3	15.8	5	26.3	3	15.8	0	0.0	
Diff (Workforce/Labor Market)			-39.1		-8.5		-9.3		-2.4		-0.6	

CITY MANAGER

OBJECTIVES TO ADDRESS UNDER-UTILIZATION

OFFICIALS/ADMINISTRATORS

- ◆ Will increase recruitment efforts at national colleges, universities and law schools, professional and legal organizations, and minority communities.
- ◆ Will use all forms of media (newspaper and magazine advertisements, internet and intranet access, and mailings) to increase outreach.
- ◆ Will target internal recruitment efforts by establishing a career path for current employees (e.g. Reassignment for Training Program, Mentor Program, etc.)

PROFESSIONALS

- ◆ External outreach will be the same as listed above.

OFFICE/CLERICAL

- ◆ Outreach efforts as listed above.

Department: CITY MANAGER

Job Category	Total Employees		Female		Black		Hispanic		Asian		American Indian	
	#	%	#	%	#	%	#	%	#	%	#	%
Officials/Administrators	-Labor Market		38.8		5.7		18.2		15.4		0.6	
2003 Workforce (Actual)	12	7	58.3	3	25.0	1	8.3	0	0.0	0	0.0	0.0
Diff (Workforce/Labor Market)			19.5		19.3		9.9		15.4		0.6	-0.6
Professionals	-Labor Market		48.9		6.9		13.2		18.1		0.6	
2003 Workforce (Actual)	2	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0.0
Diff (Workforce/Labor Market)			48.9		6.9		13.2		18.1		0.6	-0.6
Office/Clerical	-Labor Market		63.2		9.2		32.3		13.4		0.6	
2003 Workforce (Actual)	9	9	100.0	1	11.1	2	22.2	1	11.1	0	0.0	0.0
Diff (Workforce/Labor Market)			36.8		1.9		10.1		2.3		0.6	-0.6
TOTAL (Bottom Line)	-Labor Market		45.1		7.3		35.6		13.4		0.6	
2003 Workforce (Actual)	23	16	69.6	4	17.4	3	13.0	1	4.3	0	0.0	0.0
Diff (Workforce/Labor Market)			24.5		10.1		22.6		9.1		0.6	-0.6

CITY PROSECUTOR

OBJECTIVES TO ADDRESS UNDER-UTILIZATION

OFFICIALS/ADMINISTRATORS

- ◆ Will increase recruitment efforts at national colleges, universities and law schools, professional and legal organizations, and minority communities.
- ◆ Will use all forms of media (newspaper and magazine advertisements, internet and intranet access, and mailings) to increase outreach.

PROFESSIONALS

- ◆ Will target internal recruitment efforts by establishing a career path for current employees (e.g. Reassignment for Training Program, Mentor Program, etc.)
- ◆ External outreach will be the same as listed above.

PARA-PROFESSIONALS

- ◆ Outreach efforts will be the same as mentioned above.

OFFICE/CLERICAL

- ◆ Will increase outreach efforts in minority communities by attending job fairs and expositions, will post vacancy announcements at the Career Transition Center.
- ◆ Additional efforts as listed above.

Department: CITY PROSECUTOR

Job Category	Total Employees		Female		Black		Hispanic		Asian		American Indian	
	#	%	#	%	#	%	#	%	#	%	#	%
Officials/Administrators -Labor Market			38.8		5.7		18.2		15.4		0.6	
2003 Workforce (Actual)	2	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0.0
Diff (Workforce/Labor Market)			-38.8		-5.7		-18.2		-15.4		-0.6	
Professionals -Labor Market			48.9		6.9		13.2		18.1		0.6	
2003 Workforce (Actual)	18	9	50.0	1	5.6	4	22.2	1	5.6	0	0.0	0.0
Diff (Workforce/Labor Market)			-11.1		-1.3		-9.0		-12.5		-0.6	
Paraprofessionals -Labor Market			50.1		11.5		33.1		4.8		1.2	
2003 Workforce (Actual)	1	1	100.0	0	0.0	0	0.0	0	0.0	0	0.0	0.0
Diff (Workforce/Labor Market)			-49.9		-11.5		-33.1		-4.8		-1.2	
Office/Clerical -Labor Market			63.2		9.2		32.3		13.4		0.6	
2003 Workforce (Actual)	13	10	76.9	1	7.7	6	46.2	2	15.4	0	0.0	0.0
Diff (Workforce/Labor Market)			-13.7		-1.5		-13.9		-2.0		-0.6	
TOTAL (Bottom Line) -Labor Market			45.1		7.3		35.6		13.4		0.6	
2003 Workforce (Actual)	34	20	58.8	2	5.9	10	29.4	3	8.8	0	0.0	0.0
Diff (Workforce/Labor Market)			-13.7		-1.4		-6.2		-4.6		-0.6	

CIVIL SERVICE

OBJECTIVES TO ADDRESS UNDER-UTILIZATION

OFFICIALS/ADMINISTRATORS

- ◆ Will increase recruitment efforts to target Females, Asians, and American Indian populations.
- ◆ Will use all forms of media (newspaper and magazine advertisements, internet and intranet access, and mailings) to increase outreach.

PROFESSIONALS

- ◆ Will target internal recruitment efforts by establishing a career path for current employees (e.g. Reassignment for Training Program, Mentor Program, etc.)
- ◆ External outreach will be the same as listed above.

PARA-PROFESSIONALS

- ◆ There is only one position in this category. Due to low turnover in this job category, the department does not anticipate future recruitment in this area.

OFFICE/CLERICAL

- ◆ Department is currently up to staffing in this area. No future recruitment anticipated.
- ◆ Any additional recruitment will focus on the areas listed above.

Department: CIVIL SERVICE

Job Category	Total Employees	Female		Black		Hispanic		Asian		American Indian	
		#	%	#	%	#	%	#	%	#	%
Officials/Administrators	-Labor Market		38.8		5.7		18.2		15.4		0.6
2003 Workforce (Actual)	4	1	25.0	1	25.0	2	50.0	0	0.0	0	0.0
Diff (Workforce/Labor Market)			-13.8		-19.3		-31.8		-15.4		-0.6
Professionals	-Labor Market		48.9		6.9		13.2		18.1		0.6
2003 Workforce (Actual)	10	6	60.0	2	20.0	3	30.0	2	20.0	0	0.0
Diff (Workforce/Labor Market)			-11.1		-13.1		-16.8		-1.9		-0.6
Paraprofessionals	-Labor Market		50.1		11.5		33.1		4.8		1.2
2003 Workforce (Actual)	1	1	100.0	0	0.0	0	0.0	0	0.0	0	0.0
Diff (Workforce/Labor Market)			-49.9		-11.5		-33.1		-4.8		-1.2
Office/Clerical	-Labor Market		63.2		9.2		32.3		13.4		0.6
2003 Workforce (Actual)	7	6	85.7	3	42.9	3	42.9	0	0.0	0	0.0
Diff (Workforce/Labor Market)			-22.5		-33.7		-10.6		-13.4		-0.6
Total (Bottom Line)	-Labor Market		45.1		7.3		35.6		13.4		0.6
2003 Workforce (Actual)	22	14	63.6	6	27.3	8	36.4	2	9.1	0	0.0
Diff (Workforce/Labor Market)			-18.5		-20.0		-0.8		-4.3		-0.6

COMMUNITY DEVELOPMENT

OBJECTIVES TO ADDRESS UNDER-UTILIZATION

OFFICIALS/ADMINISTRATORS

- ◆ Will increase recruitment efforts to target Hispanic and American Indian populations.
- ◆ Will use all forms of media (newspaper and magazine advertisements, internet and intranet access, and mailings) to increase outreach.

PROFESSIONALS

- ◆ Will increase recruitment efforts to target Asian and American Indian populations.
- ◆ Will target internal recruitment efforts by establishing a career path for current employees (e.g. Reassignment for Training Program, Mentor Program, etc.)
- ◆ External outreach will be the same as listed above.

PARA-PROFESSIONALS

- ◆ Will increase recruitment efforts to target American Indian populations.
- ◆ Internal outreach will be the same as above.

OFFICE/CLERICAL

- ◆ The department continues to actively recruit for Hispanic candidates using all available resources, including selective certifications and targeted mailings.
- ◆ Will continue to work with Civil Service and City Manager Departments to increase the pool of Hispanic candidates to fill both classified and unclassified positions, including those that require bilingual skills.

Department: COMMUNITY DEVELOPMENT

Job Category	Total Employees	Female		Black		Hispanic		Asian		American Indian	
		#	%	#	%	#	%	#	%	#	%
Officials/Administrators- Labor Market			38.8		5.7		18.2		15.4		0.6
2003 Workforce (Actual)	28	13	46.4	5	17.9	0	0.0	3	10.7	0	0.0
Diff (Workforce/Labor Market)			-7.6		-12.2		-18.2		-4.7		-0.6
Professionals - Labor Market			48.9		6.9		13.2		18.1		0.6
2003 Workforce (Actual)	79	44	55.7	13	16.5	18	22.8	11	13.9	0	0.0
Diff (Workforce/Labor Market)			-6.8		-9.6		-9.6		-4.2		-0.6
Paraprofessionals - Labor Market			50.1		11.5		33.1		4.8		1.2
2003 Workforce (Actual)	27	18	66.7	7	25.9	11	40.7	5	18.5	0	0.0
Diff (Workforce/Labor Market)			-16.6		-14.4		-7.6		-13.7		-1.2
Office/Clerical - Labor Market			63.2		9.2		32.3		13.4		0.6
2003 Workforce (Actual)	77	67	87.0	25	32.5	20	26.0	13	16.9	1	1.3
Diff (Workforce/Labor Market)			-23.8		-23.3		-6.3		-3.5		-0.7
TOTAL - (Bottom Line)- Labor Market			45.1		7.3		35.6		13.4		0.6
2003 Workforce (Actual)	211	142	67.3	50	23.7	49	23.2	32	15.2	1	0.5
Diff (Workforce/Labor Market)			-22.2		-16.4		-12.4		-1.8		-0.1

FINANCIAL MANAGEMENT

OBJECTIVES TO ADDRESS UNDER-UTILIZATION

OFFICIALS/ADMINISTRATORS

- ◆ Will increase recruitment efforts to target Asian and American Indian populations.
- ◆ Will use all forms of media (newspaper and magazine advertisements, internet and intranet access, professional organizations, and mailings) to increase outreach.

PROFESSIONALS

- ◆ Will increase recruitment efforts to target Hispanic and American Indian populations.
- ◆ Will target internal recruitment efforts by establishing a career path for current employees (e.g. Reassignment for Training Program, Mentor Program, etc.).
- ◆ External outreach will be the same as listed above.

TECHNICIANS

- ◆ Will increase recruitment efforts to target Black, Asian, and American Indian populations.
- ◆ External outreach will be the same as listed above.

PARA-PROFESSIONALS

- ◆ Will increase recruitment efforts to target Hispanic and American Indian populations.
- ◆ External outreach will be the same as listed above.

OFFICE/CLERICAL

- ◆ Will increase recruitment efforts to target Hispanic populations.
- ◆ External outreach will be the same as listed above.

Department: FINANCIAL MANAGEMENT

Job Category	Total Employees		Female		Black		Hispanic		Asian		American Indian	
	#	%	#	%	#	%	#	%	#	%	#	%
Officials/Administrators -Labor Market			38.8		5.7		18.2		15.4		0.6	
2003 Workforce (Actual)	16	7	43.8	2	12.5	4	25.0	2	12.5	0	0.0	
Diff (Workforce/Labor Market)			5.0		6.8		6.8		2.9		0.6	
Professionals -Labor Market			48.9		6.9		13.2		18.1		0.6	
2003 Workforce (Actual)	26	16	61.5	2	7.7	3	14.5	7	26.9	0	0.0	
Diff (Workforce/Labor Market)			12.6		0.8		1.7		8.8		0.6	
Technicians -Labor Market			48.8		9.9		22.5		22.4		0.6	
2003 Workforce (Actual)	5	3	60.0	0	0.0	2	40.0	1	20.0	0	0.0	
Diff (Workforce/Labor Market)			11.2		9.9		17.5		2.4		0.6	
Paraprofessionals -Labor Market			50.1		11.5		33.1		4.8		1.2	
2003 Workforce (Actual)	8	7	87.5	1	12.5	1	12.5	1	12.5	0	0.0	
Diff (Workforce/Labor Market)			37.4		1.0		20.6		7.7		1.2	
Office/Clerical -Labor Market			63.2		9.2		32.3		13.4		0.6	
2003 Workforce (Actual)	84	66	78.6	24	28.6	20	23.8	14	16.7	1	1.2	
Diff (Workforce/Labor Market)			15.4		19.4		8.5		3.3		0.6	
TOTAL (Bottom Line) -Labor Market			45.1		7.3		35.6		13.4		0.6	
2003 Workforce (Actual)	139	99	71.2	29	20.9	30	21.6	25	18.0	1	0.7	
Diff (Workforce/Labor Market)			26.1		13.6		14.0		4.6		0.4	

FIRE DEPARTMENT

OBJECTIVES TO ADDRESS UNDER-UTILIZATION

OFFICIALS/ADMINISTRATORS

- ◆ Will increase recruitment efforts to target Female, Black, and Hispanic populations.
- ◆ Will use all forms of media (newspaper and magazine advertisements, internet and intranet access, professional organizations, and mailings) to increase outreach.

PROFESSIONALS

- ◆ Will increase recruitment efforts to target Hispanic, Asian and American Indian populations.
- ◆ External outreach will be the same as listed above.

TECHNICIANS

- ◆ There is only one position in this job category.
- ◆ Future recruitment efforts to target all groups (Female, Black, Hispanic, Asian, and American Indian).
- ◆ External outreach will be the same as listed above.

PROTECTIVE SERVICES

- ◆ Future recruitment efforts to target all groups (Female, Black, Hispanic, Asian, and American Indian). Recommend to Civil Service that Firefighter recruitments be held on an annual basis and target all groups.
- ◆ Internal promotions are based on qualifications and seniority. Development and implementation of Captain's Preparation Academy, wherein outreach efforts target all groups (Female, Black, Hispanic, Asian and American Indian).

PARA-PROFESSIONALS

- ◆ There is only one position in this job category, and it is currently filled.

FIRE DEPARTMENT

OBJECTIVES TO ADDRESS UNDER-UTILIZATION (continued)

- ◆ Will increase recruitment efforts to target Black, Hispanic, Asian, and American Indian populations.

OFFICE/CLERICAL

- ◆ Will increase recruitment efforts to target Male and minority populations.
- ◆ External outreach will be the same as listed above.

SKILLED CRAFT

- ◆ Future recruitment efforts to target all groups (Female, Black, Hispanic, Asian, and American Indian).
- ◆ There are only three positions in this job category, and they are currently filled.

SERVICE MAINTENANCE

- ◆ Future recruitment efforts to target all groups, except Black (Female, Hispanic, Asian, and American Indian).
- ◆ There is only one position in this job category, and it is currently filled.

Department: FIRE

Job Category	Total Employees	Female		Black		Hispanic		Asian		American Indian	
		#	%	#	%	#	%	#	%	#	%
Officials/Administrators -Labor Market											
2003 Workforce (Actual)	11	2	18.2	0	0.0	0	0.0	3	27.3	1	9.1
Diff (Workforce/Labor Market)			-20.6		-5.7		-18.2		-11.9		-8.5
Professionals -Labor Market											
2003 Workforce (Actual)	5	3	60.0	1	20.0	0	0.0	0	0.0	0	0.0
Diff (Workforce/Labor Market)			-11.1		-13.1		-13.2		-18.1		-0.6
Technicians -Labor Market											
2003 Workforce (Actual)	2	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
Diff (Workforce/Labor Market)			-48.8		-9.9		-22.5		-22.4		-0.6
Protective Services -Labor Market											
2003 Workforce (Actual)	438	14	3.2	34	7.8	77	17.6	19	4.3	3	0.7
Diff (Workforce/Labor Market)			-15.1		-10.7		-11.3		-3.4		-0.3
Paraprofessionals -Labor Market											
2003 Workforce (Actual)	1	1	100.0	0	0.0	0	0.0	0	0.0	0	0.0
Diff (Workforce/Labor Market)			-49.9		-11.5		-33.1		-4.8		-1.2
Office/Clerical -Labor Market											
2003 Workforce (Actual)	35	29	82.9	3	8.6	5	14.3	2	5.7	0	0.0
Diff (Workforce/Labor Market)			-19.7		-0.6		-18.0		-7.7		-0.6
Skilled Craft -Labor Market											
2003 Workforce (Actual)	3	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
Diff (Workforce/Labor Market)			-8.3		-4.6		-48.2		-9.6		-0.7
Service/Maintenance -Labor Market											
2003 Workforce (Actual)	1	0	0.0	1	100.0	0	0.0	0	0.0	0	0.0
Diff (Workforce/Labor Market)			-40.4		94.0		-60.6		-10.2		-0.5
TOTAL (Bottom Line) -Labor Market											
2003 Workforce (Actual)	496	49	9.9	39	7.9	82	16.5	24	4.8	4	0.8
Diff (Workforce/Labor Market)			-35.2		0.6		-19.1		-8.6		0.2

Department: FIRE - SWORN (Firefighter classifications including Fire Recruit)

Job Category	Total Employees	Female		Black		Hispanic		Asian		American Indian	
		#	%	#	%	#	%	#	%	#	%
Officials/Administrators*	-Labor Market		38.8		5.7		18.2		15.4		0.6
2003 Workforce (Actual)	110	0	0.0	8	7.3	21	19.1	3	2.7	1	0.9
Diff (Workforce/Labor Market)			-38.8		-1.6		-0.9		-12.7		-0.3
Protective Services	-Labor Market		18.3		18.5		28.9		7.7		1.0
2003 Workforce (Actual)	310	12	3.9	26	8.4	55	17.7	16	5.2	2	0.6
Diff (Workforce/Labor Market)			-14.4		-10.1		-11.2		-2.5		-0.4
TOTAL (Bottom Line)	-Labor Market		45.1		7.3		35.6		13.4		0.6
2003 Workforce (Actual)	420	12	2.9	34	8.1	76	18.1	19	4.5	3	0.7
Diff (Workforce/Labor Market)			-42.2		-0.8		-17.5		-8.9		-0.1

*Includes Fire Captain and above

HARBOR DEPARTMENT

OBJECTIVES TO ADDRESS UNDER-UTILIZATION

OFFICIALS/ADMINISTRATORS

- ◆ Will increase recruitment efforts to target Female, Hispanic, Asian, and American Indian populations.
- ◆ Will use all forms of appropriate media (newspaper and magazine advertisements, internet and intranet access, professional organizations, and mailings) and/or executive search firms to increase outreach.

PROFESSIONALS

- ◆ Will increase recruitment efforts to target Female, Hispanic and Black populations.
- ◆ External outreach will be the same as listed above.

TECHNICIANS

- ◆ Will increase recruitment efforts to target Female, Black, and Hispanic populations. Will also continue to use current Civil Service eligibility lists.
- ◆ External outreach will be the same as listed above, and include technical organizations.

PROTECTIVE SERVICES

- ◆ Future recruitment efforts to target Black, Hispanic, and American Indian populations. Current Civil Service eligibility lists continue to be utilized.

PARA-PROFESSIONALS

- ◆ There is only five positions in this job category and turnover is low.
- ◆ Future recruitment efforts to target Hispanic and Asian populations.

HARBOR DEPARTMENT

OBJECTIVES TO ADDRESS UNDER-UTILIZATION (continued)

OFFICE/CLERICAL

- ◆ Will increase recruitment efforts to target Male candidates.
- ◆ External outreach will be the same as listed above.

SKILLED CRAFT

- ◆ Future recruitment efforts to target Female, Hispanic, Asian, and American Indian populations.
- ◆ Current Civil Service eligibility lists continue to be utilized.

SERVICE MAINTENANCE

- ◆ Future recruitment efforts to target Female, Hispanic, and American Indian populations.
- ◆ Current Civil Service eligibility lists continue to be utilized.

Department: HARBOR

Job Category	Total Employees	Female		Black		Hispanic		Asian		American Indian	
		#	%	#	%	#	%	#	%	#	%
Officials/Administrators -Labor Market			38.8		5.7		18.2		15.4		0.6
2003 Workforce (Actual)	14	5	35.7	1	7.1	0	0.0	0	0.0	0	0.0
Diff (Workforce/Labor Market)			-3.1		-1.4		-18.2		-15.4		-0.6
Professionals -Labor Market			48.9		6.9		13.2		18.1		0.6
2003 Workforce (Actual)	85	22	25.9	1	1.2	6	7.1	24	28.2	0	0.0
Diff (Workforce/Labor Market)			-23.0		-5.7		-6.1		-10.1		-0.6
Technicians -Labor Market			48.8		9.9		22.5		22.4		0.6
2003 Workforce (Actual)	28	6	21.4	0	0.0	4	14.3	7	25.0	0	0.0
Diff (Workforce/Labor Market)			-27.4		-9.9		-8.2		-2.6		-0.6
Protective Services -Labor Market			18.3		18.5		28.9		7.7		1.0
2003 Workforce (Actual)	29	6	20.7	3	10.3	6	20.7	3	10.3	0	0.0
Diff (Workforce/Labor Market)			-2.4		-8.2		-8.2		-2.6		-1.0
Paraprofessionals -Labor Market			50.1		11.5		33.1		4.8		1.2
2003 Workforce (Actual)	5	4	80.0	1	20.0	1	20.0	0	0.0	0	0.0
Diff (Workforce/Labor Market)			-29.9		-8.5		-13.1		-4.8		-1.2
Office/Clerical -Labor Market			63.2		9.2		32.3		13.4		0.6
2003 Workforce (Actual)	47	40	85.1	12	25.5	8	32.3	9	19.1	0	0.0
Diff (Workforce/Labor Market)			-21.9		-16.3		0.0		-5.7		-0.6
Skilled Craft -Labor Market			8.3		4.6		48.2		9.6		0.7
2003 Workforce (Actual)	53	1	1.9	8	15.1	7	13.2	2	3.8	0	0.0
Diff (Workforce/Labor Market)			-6.4		-10.5		-35.0		-5.8		-0.7
Service/Maintenance -Labor Market			40.4		6.0		60.6		10.2		0.5
2003 Workforce (Actual)	42	1	2.4	16	38.1	11	26.2	1	2.4	0	0.0
Diff (Workforce/Labor Market)			-38.0		-32.1		-34.4		-7.8		-0.5
TOTAL (Bottom Line) -Labor Market			45.1		7.3		35.6		13.4		0.6
2003 Workforce (Actual)	303	85	28.1	42	13.9	43	14.2	46	15.2	0	0.0
Diff (Workforce/Labor Market)			-17.0		-6.6		-21.4		-1.8		-0.6

HEALTH AND HUMAN SERVICES

OBJECTIVES TO ADDRESS UNDER-UTILIZATION

OFFICIALS/ADMINISTRATORS

- ◆ Will increase recruitment efforts to target Hispanic and American Indian populations.
- ◆ Will use all forms of media (newspaper and magazine advertisements, internet and intranet access, professional organizations, and mailings) to increase outreach.

PROFESSIONALS

- ◆ Will increase recruitment efforts to target Hispanic and American Indian populations.
- ◆ External outreach will be the same as listed above.

TECHNICIANS

- ◆ Will increase recruitment efforts to target Female, Black, Hispanic and American Indian populations.
- ◆ External outreach will be the same as listed above, and include technical organizations.

PROTECTIVE SERVICES

- ◆ Future recruitment efforts to target Black, Hispanic, Asian and American Indian populations.
- ◆ External outreach will be the same as listed above, and include technical organizations.

PARA-PROFESSIONALS

- ◆ Future recruitment efforts to target Hispanic and American Indian populations.

HEALTH AND HUMAN SERVICES

OBJECTIVES TO ADDRESS UNDER-UTILIZATION (continued)

OFFICE/CLERICAL

- ◆ Work force is at parity with relevant labor market in gender and ethnic categories.

SKILLED CRAFT

- ◆ Future recruitment efforts to target Female, Hispanic, Asian, and American Indian populations.
- ◆ Will use all forms of media (newspaper and magazine advertisements, internet and intranet access, professional organizations, and mailings) to increase outreach.

SERVICE MAINTENANCE

- ◆ Future recruitment efforts to target Female, Hispanic, and American Indian populations.

Department: HEALTH & HUMAN SERVICES

Job Category	Total Employees		Female		Black		Hispanic		Asian		American Indian
	#	%	#	%	#	%	#	%	#	%	#
Officials/Administrators -Labor Market			38.8		5.7		18.2		15.4		0.6
2003 Workforce (Actual)	17	8	47.1	3	17.6	1	5.9	3	17.6	0	0.0
Diff (Workforce/Labor Market)			-8.3		-11.9		-12.3		-2.2		-0.6
Professionals -Labor Market			48.9		6.9		13.2		18.1		0.6
2003 Workforce (Actual)	124	84	67.7	24	19.4	14	11.3	33	26.6	0	0.0
Diff (Workforce/Labor Market)			-18.8		-12.5		-1.9		-8.5		-0.6
Technicians -Labor Market			48.8		9.9		22.5		22.4		0.6
2003 Workforce (Actual)	14	6	42.9	0	0.0	2	14.3	10	71.4	0	0.0
Diff (Workforce/Labor Market)			-5.9		-9.9		-8.2		-49.0		-0.6
Protective Services -Labor Market			18.3		18.5		28.9		7.7		1.0
2003 Workforce (Actual)	16	11	68.8	1	6.3	2	12.5	0	0.0	0	0.0
Diff (Workforce/Labor Market)			-50.5		-12.3		-16.4		-7.7		-1.0
Paraprofessionals -Labor Market			50.1		11.5		33.1		4.8		1.2
2003 Workforce (Actual)	9	9	100.0	2	22.2	2	22.2	5	55.6	0	0.0
Diff (Workforce/Labor Market)			-49.9		-10.7		-10.9		-50.8		-1.2
Office/Clerical -Labor Market			63.2		9.2		32.3		13.4		0.6
2003 Workforce (Actual)	208	170	81.7	40	19.2	84	40.4	43	20.7	3	1.4
Diff (Workforce/Labor Market)			-18.5		-10.0		-8.1		-7.3		-0.8
Skilled Craft -Labor Market			8.3		4.6		48.2		9.6		0.7
2003 Workforce (Actual)	1	0	0.0	1	100.0	0	0.0	0	0.0	0	0.0
Diff (Workforce/Labor Market)			-8.3		-95.4		-48.2		-9.6		-0.7
Service/Maintenance -Labor Market			40.4		6.0		60.6		10.2		0.5
2003 Workforce (Actual)	9	1	11.1	6	66.7	1	11.1	2	22.2	0	0.0
Diff (Workforce/Labor Market)			-29.3		-60.7		-49.5		-12.0		-0.5
TOTAL (Bottom Line) -Labor Market			45.1		7.3		35.6		13.4		0.6
2003 Workforce (Actual)	398	289	72.6	77	19.3	106	26.6	96	24.1	3	0.8
Diff (Workforce/Labor Market)			-27.5		-12.0		-9.0		-10.7		-0.2

HUMAN RESOURCES

OBJECTIVES TO ADDRESS UNDER-UTILIZATION

OFFICIALS/ADMINISTRATORS

- ◆ Will use all forms of media (newspaper and magazine advertisements, internet and intranet access, professional organizations, and mailings) to increase outreach.
- ◆ Will target internal recruitment efforts by establishing a career path for current employees (e.g. Reassignment for Training Program, Mentor Program, etc.)

PROFESSIONALS

- ◆ External outreach will be the same as listed above.

PARA-PROFESSIONALS

- ◆ Outreach efforts will be the same as listed above.

OFFICE/CLERICAL

- ◆ Outreach efforts will be the same as listed above.

Department: HUMAN RESOURCES

Job Category	Total Employees	Female		Black		Hispanic		Asian		American Indian	
		#	%	#	%	#	%	#	%	#	%
Officials/Administrations	Labor Market		38.8		5.7		18.2		15.4		0.6
2003 Workforce (Actual)	5	3	60.0	1	20.0	0	0.0	0	0.0	0	0.0
Diff (Workforce/Labor Market)			-21.2		-14.3		-18.2		-15.4		-0.6
Professionals	Labor Market		48.9		6.9		13.2		18.1		0.3
2003 Workforce (Actual)	7	4	57.1	1	14.3	2	28.6	0	0.0	0	0.0
Diff (Workforce/Labor Market)			-8.2		-7.4		-15.4		-18.1		-0.3
Paraprofessionals	Labor Market		50.1		11.5		33.1		4.8		1.2
2003 Workforce (Actual)	4	4	100.0	0	0.0	1	25.0	1	25.0	0	0.0
Diff (Workforce/Labor Market)			-49.9		-11.5		-33.1		-20.2		-1.2
Office/Clerical	Labor Market		63.2		9.2		32.3		13.4		0.6
2003 Workforce (Actual)	4	4	100.0	0	0.0	1	25.0	2	50.0	0	0.0
Diff (Workforce/Labor Market)			-36.8		-9.2		-7.3		-36.6		-0.6
Total (Bottom Line)	Labor Market		45.1		7.3		35.6		13.4		0.6
2003 Workforce (Actual)	20	15	75.0	2	10.0	4	20.0	3	15.0	0	0.0
Diff (Workforce/Labor Market)			-29.9		-2.7		-15.6		-1.6		-0.6

LAW DEPARTMENT

OBJECTIVES TO ADDRESS UNDER-UTILIZATION

OFFICIALS/ADMINISTRATORS

- ◆ Will use all forms of media (newspaper and magazine advertisements, internet and intranet access, and mailings) to increase outreach.
- ◆ Will post job descriptions and employment opportunities on the City Attorney's website.

PROFESSIONALS

- ◆ Outreach efforts will be the same as listed above.

PARA-PROFESSIONALS

- ◆ Will contact Civil Service and Human Resources to identify appropriate recruitment techniques as future openings occur.
- ◆ Outreach efforts will be the same as mentioned above.

OFFICE/CLERICAL

- ◆ Will contact Civil Service and Human Resources to identify appropriate recruitment techniques as future openings occur.
- ◆ Additional efforts as listed above.

Department: LAW

Job Category	Total Employees	Female		Black		Hispanic		Asian		American Indian	
		#	%	#	%	#	%	#	%	#	%
Officials/Administrators -Labor Market			38.8		5.7		18.2		15.4		0.6
2003 Workforce (Actual)	7	4	57.1	0	0.0	0	0.0	1	14.3	0	0.0
Diff (Workforce/Labor Market)			-18.3		-5.7		-18.2		-1.1		-0.6
Professionals -Labor Market			48.9		6.9		13.2		18.1		0.6
2003 Workforce (Actual)	26	11	42.3	3	11.5	2	7.7	0	0.0	1	3.8
Diff (Workforce/Labor Market)			-6.6		-4.6		-5.5		-18.1		-3.2
Paraprofessionals -Labor Market			50.1		11.5		33.1		4.8		1.2
2003 Workforce (Actual)	9	8	88.9	2	22.2	2	22.2	1	0.0	0	0.0
Diff (Workforce/Labor Market)			-38.8		-10.7		-10.9		-4.8		-1.2
Office/Clerical -Labor Market			63.2		9.2		32.3		13.4		0.6
2003 Workforce (Actual)	27	25	92.6	3	11.1	4	14.8	2	7.4	0	0.0
Diff (Workforce/Labor Market)			-29.4		-1.9		-17.5		-6.0		-0.6
TOTALS (Bottom Line) -Labor Market			45.1		7.3		35.6		13.4		0.6
2003 Workforce (Actual)	69	48	69.6	8	11.6	8	11.6	4	5.8	1	1.4
Diff (Workforce/Labor Market)			-24.5		-4.3		-24.0		-7.6		-0.8

LEGISLATIVE

OBJECTIVES TO ADDRESS UNDER-UTILIZATION

OFFICIALS/ADMINISTRATORS

- ◆ Will increase recruitment efforts at national colleges, universities and law schools, professional and legal organizations, and minority communities.
- ◆ Will contact Civil Service regarding increasing attendance at job fairs and expositions.
- ◆ Will use all forms of media (newspaper and magazine advertisements, internet and intranet access, and mailings) to increase outreach.

PROFESSIONALS

- ◆ Will target internal recruitment efforts by establishing a career path for current employees (e.g. Reassignment for Training Program, Mentor Program, etc.)
- ◆ External outreach will be the same as listed above.

PARA-PROFESSIONALS

- ◆ Will contact Civil Service and Human Resources to identify appropriate recruitment techniques as future openings occur.
- ◆ Outreach efforts will be the same as mentioned above.

OFFICE/CLERICAL

- ◆ Will increase outreach efforts in minority communities by attending Job Fairs and Expositions, will post vacancy announcements at the Career Transition Center.
- ◆ Additional efforts as listed above.

Department: **LEGISLATIVE**

Job Category	Total Employees	Female		Black		Hispanic		Asian		American Indian	
		#	%	#	%	#	%	#	%	#	%

Officials/Administrators-Labor Market			38.8		5.7		18.2		15.4		0.6
2003 Workforce (Actual)	2	2	100.0	0	0.0	0	0.0	0	0.0	0	0.0
Diff (Workforce/Labor Market)			-61.2		-5.7		-18.2		-15.4		-0.6

Professionals -Labor Market			48.9		6.9		13.2		18.1		0.6
2003 Workforce (Actual)	23	15	65.2	1	4.3	5	21.7	3	13.0	0	0.0
Diff (Workforce/Labor Market)			-16.3		-2.6		-8.5		-5.1		-0.6

Paraprofessionals-Labor Market			50.1		11.5		33.1		4.8		1.2
2003 Workforce (Actual)	7	3	42.9	0	0.0	6	85.7	0	0.0	0	0.0
Diff (Workforce/Labor Market)			-7.2		-11.5		-52.6		-4.8		-1.2

Office/Clerical -Labor Market			63.2		9.2		32.3		13.4		0.6
2003 Workforce (Actual)	3	2	66.7	1	33.3	1	33.3	0	0.0	0	0.0
Diff (Workforce/Labor Market)			-3.5		-24.1		-1.0		-13.4		-0.6

TOTAL (Bottom Line) -Labor Market			45.1		7.3		35.6		13.4		0.6
2003 Workforce (Actual)	35	22	62.9	2	5.7	12	34.3	3	8.6	0	0.0
Diff (Workforce/Labor Market)			-17.8		-1.6		-1.3		-4.8		-0.6

LIBRARY SERVICES

OBJECTIVES TO ADDRESS UNDER-UTILIZATION

OFFICIALS/ADMINISTRATORS

- ◆ Will increase recruitment efforts to target Hispanic, Asian, and American Indian populations.
- ◆ Will use all forms of media (newspaper and magazine advertisements, internet and intranet access, professional organizations, and mailings) to increase outreach.

PROFESSIONALS

- ◆ Will increase recruitment efforts to target non-Female Black, Hispanic, Asian, and American Indian populations.
- ◆ External outreach will be the same as listed above.

TECHNICIANS

- ◆ Will increase recruitment efforts to target all groups, should a vacancy occur.
- ◆ External outreach will be the same as listed above, and include technical organizations.

PARA-PROFESSIONALS

- ◆ Will increase recruitment efforts to target all groups, should a vacancy occur.

OFFICE/CLERICAL

- ◆ Will increase recruitment efforts to target Hispanic, Asian, and American Indian populations.

SKILLED CRAFT

- ◆ There is only one position in this job category.
- ◆ Future recruitment efforts to target all groups.

LIBRARY SERVICES

OBJECTIVES TO ADDRESS UNDER-UTILIZATION (continued)

SERVICE MAINTENANCE

- ◆ Future recruitment efforts to target Female, Hispanic, Asian, and American Indian populations.

Department: LIBRARY SERVICES

Job Category	Total Employees	Female		Black		Hispanic		Asian		American Indian	
		#	%	#	%	#	%	#	%	#	%
Officials/Administrators	-Labor Market		38.8		5.7		18.2		15.4		0.6
2003 Workforce (Actual)	5	5	100.0	1	20.0	0	0.0	0	0.0	0	0.0
Diff (Workforce/Labor Market)			-61.2		-14.3		-18.2		-15.4		-0.6
Professionals	-Labor Market		48.9		6.9		13.2		18.1		0.6
2003 Workforce (Actual)	39	34	87.2	1	2.6	1	2.6	2	5.1	0	0.0
Diff (Workforce/Labor Market)			-38.3		-4.3		-10.6		-13.0		-0.3
Technicians	-Labor Market		48.8		9.9		22.5		22.4		0.6
2003 Workforce (Actual)	1	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
Diff (Workforce/Labor Market)			-48.8		-9.9		-22.5		-22.4		-0.6
Paraprofessionals	-Labor Market		50.1		11.5		33.1		4.8		1.2
2003 Workforce (Actual)	1	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
Diff (Workforce/Labor Market)			-50.1		-11.5		-33.1		-4.8		-1.2
Office/Clerical	-Labor Market		63.2		9.2		32.3		13.4		0.6
2003 Workforce (Actual)	33	23	69.7	4	12.1	10	30.3	1	3.0	0	0.0
Diff (Workforce/Labor Market)			-6.5		-2.9		-2.0		-10.4		-0.6
Skilled Craft	-Labor Market		8.3		4.6		48.2		9.6		0.7
2003 Workforce (Actual)	1	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
Diff (Workforce/Labor Market)			-8.3		-4.6		-48.2		-9.6		-0.7
Service/Maintenance	-Labor Market		40.4		6.0		60.6		10.2		0.5
2003 Workforce (Actual)	1	0	0.0	1	100.0	0	0.0	0	0.0	0	0.0
Diff (Workforce/Labor Market)			-40.4		94.0		-60.6		-10.2		-0.5
TOTAL (Bottom Line)	-Labor Market		45.1		7.3		35.6		13.4		0.6
2003 Workforce (Actual)	81	62	76.5	7	8.6	11	13.6	3	3.7	0	0.0
Diff (Workforce/Labor Market)			-31.4		-1.3		-22.0		-9.7		-0.6

LONG BEACH ENERGY

OBJECTIVES TO ADDRESS UNDER-UTILIZATION

OFFICIALS/ADMINISTRATORS

- ◆ Will increase recruitment efforts to target all groups, except American Indian.
- ◆ Will use all forms of media (newspaper and magazine advertisements, internet and intranet access, professional organizations, and mailings) to increase outreach.

PROFESSIONALS

- ◆ Will increase recruitment efforts to target all groups, except Female.
- ◆ External outreach will be the same as listed above.

TECHNICIANS

- ◆ Will increase recruitment efforts to target all groups, except Asian.
- ◆ External outreach will be the same as listed above, and include technical organizations.

PROTECTIVE SERVICES

- ◆ Will increase recruitment efforts to target Hispanic, Asian, and American Indian populations.

PARA-PROFESSIONALS

- ◆ Will increase recruitment efforts to target Black and Hispanic populations.

OFFICE/CLERICAL

- ◆ Will increase recruitment efforts to target Hispanic, Asian and American Indian populations.

SKILLED CRAFT

- ◆ Future recruitment efforts to target Female and Hispanic populations.

LONG BEACH ENERGY

OBJECTIVES TO ADDRESS UNDER-UTILIZATION (continued)

SERVICE MAINTENANCE

- ◆ Future recruitment efforts to target Female, Hispanic, Asian, and American Indian populations.

Department: Long Beach Energy

Job Category	Total Employees	Female		Black		Hispanic		Asian		American Indian	
		#	%	#	%	#	%	#	%	#	%
Officials/Administrators -Labor Market			38.8		5.7		18.2		15.4		0.6
2003 Workforce (Actual)	17	5	29.4	0	0.0	3	17.6	1	5.9	1	5.9
Diff (Workforce/Labor Market)			-9.4		-5.7		-0.6		-9.5		-5.3
Professionals -Labor Market			48.9		6.9		13.2		18.1		0.6
2003 Workforce (Actual)	12	7	58.3	0	0.0	1	8.3	2	16.7	0	0.0
Diff (Workforce/Labor Market)			-9.4		-6.9		-4.9		-1.4		-0.6
Technicians -Labor Market			48.8		9.9		22.5		22.4		0.6
2003 Workforce (Actual)	7	1	14.3	0	0.0	0	0.0	2	28.6	0	0.0
Diff (Workforce/Labor Market)			-34.5		-9.9		-22.5		-6.2		-0.6
Protective Services -Labor Market			18.3		18.5		28.9		7.7		1.0
2003 Workforce (Actual)	22	12	54.5	7	31.8	5	22.7	0	0.0	0	0.0
Diff (Workforce/Labor Market)			-36.2		-13.3		-6.2		-7.7		-1.0
Paraprofessionals -Labor Market			50.1		11.5		33.1		4.8		1.2
2003 Workforce (Actual)	4	4	100.0	0	0.0	1	25.0	1	25.0	1	25.0
Diff (Workforce/Labor Market)			-49.9		-11.5		-8.1		-20.2		-23.8
Office/Clerical -Labor Market			63.2		9.2		32.3		13.4		0.6
2003 Workforce (Actual)	42	29	69.0	9	21.4	11	26.2	5	11.9	0	0.0
Diff (Workforce/Labor Market)			-5.8		-12.2		-6.1		-1.5		-0.6
Skilled Craft -Labor Market			8.3		4.6		48.2		9.6		0.7
2003 Workforce (Actual)	94	0	0.0	9	9.6	20	21.3	12	12.8	3	3.2
Diff (Workforce/Labor Market)			-8.3		-5.0		-26.9		-3.2		-2.5
Service/Maintenance -Labor Market			40.4		6.0		60.6		10.2		0.5
2003 Workforce (Actual)	223	13	5.8	97	43.5	51	22.9	17	7.6	1	0.4
Diff (Workforce/Labor Market)			-34.6		-37.5		-37.7		-2.6		-0.1
TOTALS (Bottom Line) -Labor Market			45.1		7.3		35.6		13.4		0.6
2003 Workforce (Actual)	421	71	16.9	122	29.0	92	21.9	40	9.5	6	1.4
Diff (Workforce/Labor Market)			-28.2		-21.7		-13.7		-3.9		-0.8

OIL PROPERTIES

OBJECTIVES TO ADDRESS UNDER-UTILIZATION

OFFICIALS/ADMINISTRATORS

- ◆ Will increase recruitment efforts to target all groups.
- ◆ Will use all forms of media (newspaper and magazine advertisements, internet and intranet access, professional organizations, and mailings) to increase outreach.

PROFESSIONALS

- ◆ Will increase recruitment efforts to target Female, Hispanic and American Indian populations.
- ◆ External outreach will be the same as listed above.

TECHNICIANS

- ◆ Will increase recruitment efforts to target all groups.
- ◆ External outreach will be the same as listed above, and include technical organizations.

OFFICE/CLERICAL

- ◆ Will increase recruitment efforts to Hispanic and American Indian populations.

Department: OIL PROPERTIES

Job Category	Total Employees	Female		Black		Hispanic		Asian		American Indian	
		#	%	#	%	#	%	#	%	#	%
Officials/Administrators	-Labor Market		38.8		5.7		18.2		15.4		0.6
2003 Workforce (Actual)	7	2	28.6	0	0.0	1	14.3	1	14.3	0	0.0
Diff (Workforce/Labor Market)			-10.2		-5.7		-3.9		-1.1		-0.6
Professionals	-Labor Market		48.9		6.9		13.2		18.1		0.6
2003 Workforce (Actual)	16	3	18.8	3	18.8	2	12.5	4	25.0	0	0.0
Diff (Workforce/Labor Market)			-30.2		-11.9		-0.7		-6.9		-0.6
Technicians	-Labor Market		48.8		9.9		22.5		22.4		0.6
2003 Workforce (Actual)	7	1	14.3	0	0.0	2	28.6	0	0.0	0	0.0
Diff (Workforce/Labor Market)			-34.5		-9.9		-6.1		-22.4		-0.6
Office/Clerical	-Labor Market		63.2		9.2		32.3		13.4		0.6
2003 Workforce (Actual)	7	7	100.0	1	14.3	1	14.3	1	14.3	0	0.0
Diff (Workforce/Labor Market)			-36.8		-5.1		-18.0		-0.9		-0.6
TOTAL (Bottom Line)	-Labor Market		45.1		7.3		35.6		13.4		0.6
2003 Workforce (Actual)	37	13	35.1	4	10.8	6	16.2	6	16.2	0	0.0
Diff (Workforce/Labor Market)			-10.0		-3.5		-19.4		-2.8		-0.6

PARKS, RECREATION AND MARINE

OBJECTIVES TO ADDRESS UNDER-UTILIZATION

OFFICIALS/ADMINISTRATORS

- ◆ Will increase recruitment efforts to target Asian populations.
- ◆ Will use all forms of media (newspaper and magazine advertisements, internet and intranet access, professional organizations, and mailings) to increase outreach.

PROFESSIONALS

- ◆ Will increase recruitment efforts to target Hispanic, Asian, and American Indian populations.
- ◆ External outreach will be the same as listed above.
- ◆ Continue to work with Civil Service.

TECHNICIANS

- ◆ Will increase recruitment efforts to target Black populations.
- ◆ External outreach will be the same as listed above, and include technical organizations.

PROTECTIVE SERVICES

- ◆ Will increase recruitment efforts to target all groups, except Hispanic.
- ◆ Continue to work with Civil Service.

PARA-PROFESSIONALS

- ◆ Will increase recruitment efforts to target all groups.
- ◆ There are only two positions in this category.

PARKS, RECREATION AND MARINE

OBJECTIVES TO ADDRESS UNDER-UTILIZATION (continued)

OFFICE/CLERICAL

- ◆ Will increase recruitment efforts to target Hispanic and Asian populations.

SKILLED CRAFT

- ◆ Future recruitment efforts to target all groups, except Black.

SERVICE MAINTENANCE

- ◆ Future recruitment efforts to target all groups.

Department: PARKS, RECREATION & MARINE

Job Category	Total Employees	Female		Black		Hispanic		Asian		American Indian	
		#	%	#	%	#	%	#	%	#	%
Officials/Administrators	-Labor Market		38.8		5.7		18.2		15.4		0.6
2003 Workforce (Actual)	26	11	42.3	3	11.5	7	26.9	0	0.0	0	0.0
Diff (Workforce/Labor Market)			-3.5		-5.8		-8.7		-15.4		-0.6
Professionals	-Labor Market		48.9		6.9		13.2		18.1		0.6
2003 Workforce (Actual)	41	28	68.3	8	19.5	3	7.3	2	4.9	0	0.0
Diff (Workforce/Labor Market)			-19.4		-12.6		-5.9		-13.2		-0.6
Technicians	-Labor Market		48.8		9.9		22.5		22.4		0.6
2003 Workforce (Actual)	4	2	50.0	0	0.0	1	25.0	1	25.0	0	0.0
Diff (Workforce/Labor Market)			-1.2		-9.9		-2.5		-2.6		-0.6
Protective Services	-Labor Market		18.3		18.5		28.9		7.7		1.0
2003 Workforce (Actual)	7	1	14.3	0	0.0	4	57.1	0	0.0	0	0.0
Diff (Workforce/Labor Market)			-4.0		-18.5		-28.2		-7.7		-1.0
Paraprofessionals	-Labor Market		50.1		11.5		33.1		4.8		1.2
2003 Workforce (Actual)	2	1	50.0	0	0.0	0	0.0	0	0.0	0	0.0
Diff (Workforce/Labor Market)			-0.1		-11.5		-33.1		-4.8		-1.2
Office/Clerical	-Labor Market		63.2		9.2		32.3		13.4		0.6
2003 Workforce (Actual)	48	43	89.6	9	18.8	8	16.7	3	6.3	0	0.0
Diff (Workforce/Labor Market)			-26.4		-9.6		-15.6		-7.2		-0.6
Skilled Craft	-Labor Market		8.3		4.6		48.2		9.6		0.7
2003 Workforce (Actual)	39	1	2.6	10	25.6	13	33.3	0	0.0	1	2.6
Diff (Workforce/Labor Market)			-5.7		-21.0		-14.9		-9.6		-1.9
Service/Maintenance	-Labor Market		40.4		6.0		60.6		10.2		0.5
2003 Workforce (Actual)	84	15	17.9	20	23.8	30	35.7	2	2.4	0	0.0
Diff (Workforce/Labor Market)			-22.5		-17.8		-24.9		-7.8		-0.5
TOTAL (Bottom Line)	-Labor Market		45.1		7.3		35.6		13.4		0.6
2003 Workforce (Actual)	251	102	40.6	50	19.9	66	26.3	8	3.2	1	0.4
Diff (Workforce/Labor Market)			-4.5		-12.6		-9.3		-10.2		-0.2

PLANNING AND BUILDING

OBJECTIVES TO ADDRESS UNDER-UTILIZATION

OFFICIALS/ADMINISTRATORS

- ◆ Will increase recruitment efforts to target all groups.
- ◆ Will use all forms of media (newspaper and magazine advertisements, internet and intranet access, professional organizations, and mailings) to increase outreach.

PROFESSIONALS

- ◆ Will increase recruitment efforts to target Female candidates.
- ◆ External outreach will be the same as listed above.

PARA-PROFESSIONALS

- ◆ Will increase recruitment efforts to target Female and Black populations.

OFFICE/CLERICAL

- ◆ Will increase recruitment efforts to target Hispanic populations.

SKILLED CRAFT

- ◆ Future recruitment efforts to target Hispanic, Asian and American Indian populations.

Department: PLANNING & BUILDING

Job Category	Total Employees	Female		Black		Hispanic		Asian		American Indian	
		#	%	#	%	#	%	#	%	#	%
Officials/Administrators -Labor Market			38.8		5.7		18.2		15.4		0.6
2003 Workforce (Actual)	7	1	14.3	0	0.0	0	0.0	1	14.3	0	0.0
Diff (Workforce/Labor Market)			-24.5		-5.7		-18.2		-11.1		-0.6
Professionals -Labor Market			48.9		6.9		13.2		18.1		0.6
2003 Workforce (Actual)	21	7	33.3	1	4.8	3	14.3	4	19.0	0	0.0
Diff (Workforce/Labor Market)			-15.6		-2.1		-1.1		-0.9		-0.6
Paraprofessionals -Labor Market			50.1		11.5		33.1		4.8		1.2
2003 Workforce (Actual)	4	1	25.0	0	0.0	2	50.0	2	50.0	0	0.0
Diff (Workforce/Labor Market)			-25.1		-11.5		-16.9		-45.2		-1.2
Office/Clerical -Labor Market			63.2		9.2		32.3		13.4		0.6
2003 Workforce (Actual)	14	13	92.9	1	7.1	0	0.0	4	28.6	0	0.0
Diff (Workforce/Labor Market)			-29.7		-2.1		-32.3		-15.2		-0.6
Skilled Craft -Labor Market			8.3		4.6		48.2		9.6		0.7
2003 Workforce (Actual)	53	7	13.2	4	7.5	4	7.5	3	5.7	0	0.0
Diff (Workforce/Labor Market)			-4.9		-2.9		-40.7		-3.9		-0.7
TOTAL (Bottom Line) -Labor Market			45.1		7.3		35.6		13.4		0.6
2003 Workforce (Actual)	99	29	29.3	6	6.1	9	9.1	14	14.1	0	0.0
Diff (Workforce/Labor Market)			-15.8		-1.2		-26.5		-0.7		-0.6

POLICE DEPARTMENT

OBJECTIVES TO ADDRESS UNDER-UTILIZATION

(SWORN/NON-SWORN PERSONNEL)

OFFICIALS/ADMINISTRATORS

- ◆ Will increase recruitment efforts to target all groups.
- ◆ Will use all forms of media (newspaper and magazine advertisements, internet and intranet access, professional organizations, and mailings) to increase outreach.
- ◆ Will target internal recruitment efforts by establishing a career path for current employees (e.g. Reassignment for Training Program, Mentor Program, etc.)

PROFESSIONALS

- ◆ Will increase recruitment efforts to target Black, Asian, and American Indian populations.
- ◆ External outreach will be the same as listed above.

TECHNICIANS

- ◆ Will increase recruitment efforts to target Hispanic, Asian, and American Indian populations.
- ◆ External outreach will be the same as listed above, and include technical organizations.

PROTECTIVE SERVICES

- ◆ Will increase recruitment efforts to target Female, Black, Hispanic and American Indian populations.
- ◆ Continue to work with Civil Service.

POLICE DEPARTMENT

OBJECTIVES TO ADDRESS UNDER-UTILIZATION (SWORN/NON-SWORN PERSONNEL) (continued)

PARA-PROFESSIONALS

- ◆ Will increase recruitment efforts to target Black, Hispanic and American Indian populations.

OFFICE/CLERICAL

- ◆ Will increase recruitment efforts to target Hispanic populations.

SERVICE MAINTENANCE

- ◆ Future recruitment efforts to target Hispanic, Asian and American Indian populations.

Department: POLICE

Job Category	Total Employees	Female		Black		Hispanic		Asian		American Indian	
		#	%	#	%	#	%	#	%	#	%
Officials/Administrators -Labor Market			38.8		5.7		18.2		15.4		0.6
2003 Workforce (Actual)	19	4	21.1	1	5.3	2	10.5	1	5.3	0	0.0
Diff (Workforce/Labor Market)			-17.7		-0.4		-7.7		-10.1		-0.6
Professionals -Labor Market			48.9		6.9		13.2		18.1		0.6
2003 Workforce (Actual)	9	5	55.6	0	0.0	2	22.2	0	0.0	0	0.0
Diff (Workforce/Labor Market)			-6.7		-6.9		-9.0		-18.1		-0.6
Technicians -Labor Market			48.8		9.9		22.5		22.4		0.6
2003 Workforce (Actual)	28	19	67.9	4	14.3	5	17.9	5	17.9	0	0.0
Diff (Workforce/Labor Market)			-19.1		-4.4		-4.6		-4.5		-0.6
Protective Services -Labor Market			18.3		18.5		28.9		7.7		1.0
2003 Workforce (Actual)	1011	112	11.1	82	8.1	239	23.6	84	8.3	7	0.7
Diff (Workforce/Labor Market)			-7.2		-10.4		-5.3		-0.6		-0.3
Paraprofessionals -Labor Market			50.1		11.5		33.1		4.8		1.2
2003 Workforce (Actual)	36	26	72.2	4	11.1	8	22.2	9	25.0	0	0.0
Diff (Workforce/Labor Market)			-22.1		-0.4		-10.9		-20.2		-1.2
Office/Clerical -Labor Market			63.2		9.2		32.3		13.4		0.6
2003 Workforce (Actual)	215	185	86.0	44	20.5	26	12.1	46	21.4	3	1.4
Diff (Workforce/Labor Market)			-22.8		-11.3		-20.2		-8.0		-0.8
Service/Maintenance -Labor Market			40.4		6.0		60.6		10.2		0.5
2003 Workforce (Actual)	11	7	63.6	5	45.5	5	45.5	0	0.0	0	0.0
Diff (Workforce/Labor Market)			-23.2		-39.5		-15.1		-10.2		-0.5
TOTAL (Bottom Line) -Labor Market			45.1		7.3		35.6		13.4		0.6
2003 Workforce (Actual)	1329	358	26.9	140	10.5	287	21.6	145	10.9	10	0.8
Diff (Workforce/Labor Market)			-18.2		-3.2		-14.0		-2.5		-0.2

Department: POLICE - SWORN (Police Officer classifications including Police Recruit)

Job Category	Total Employees	Female		Black		Hispanic		Asian		American Indian	
		#	%	#	%	#	%	#	%	#	%
Officials/Administrator*	-Labor Market		38.8		5.7		18.2		15.4		0.6
2003 Workforce (Actual)	163	11	6.7	4	2.5	18	11.0	6	3.7	1	0.6
Diff (Workforce/Labor Market)			-32.1		-3.2		-7.2		-11.7		-0.0
Protective Services	-Labor Market		18.3		18.5		28.9		7.7		1.0
2003 Workforce (Actual)	751	79	10.5	59	7.9	196	26.1	71	9.5	3	0.4
Diff (Workforce/Labor Market)			-7.8		-10.6		-2.8		-1.8		-0.6
TOTAL (Bottom Line)	-Labor Market		45.1		7.3		35.6		13.4		0.6
2003 Workforce (Actual)	914	90	9.8	63	6.9	214	23.4	77	8.4	4	0.4
Diff (Workforce/Labor Market)			-35.3		-0.4		-12.2		-5.0		-0.2

*Includes Sergeants and above

PUBLIC WORKS

OBJECTIVES TO ADDRESS UNDER-UTILIZATION

OFFICIALS/ADMINISTRATORS

- ◆ Will increase recruitment efforts to target Hispanic and American Indian populations.
- ◆ Will use all forms of media (newspaper and magazine advertisements, internet and intranet access, professional organizations, and mailings) to increase outreach.

PROFESSIONALS

- ◆ Will increase recruitment efforts to target Female, Black, and American Indian populations.
- ◆ External outreach will be the same as listed above.

TECHNICIANS

- ◆ Will increase recruitment efforts to target all groups, except Asian.
- ◆ External outreach will be the same as listed above, and include technical organizations.

PROTECTIVE SERVICES

- ◆ Will increase recruitment efforts to target all groups, except Asian.
- ◆ Continue to work with Civil Service.

PARA-PROFESSIONALS

- ◆ Will increase recruitment efforts to target all groups.

OFFICE/CLERICAL

- ◆ Will increase recruitment efforts to target Black, Hispanic, Asian and American Indian populations.

PUBLIC WORKS

OBJECTIVES TO ADDRESS UNDER-UTILIZATION (continued)

SKILLED CRAFT

- ◆ Will increase recruitment efforts to target Female and Hispanic populations.

SERVICE MAINTENANCE

- ◆ Future recruitment efforts to target Female, Hispanic and American Indian populations.

Department: PUBLIC WORKS

Job Category	Total Employees	Female		Black		Hispanic		Asian		American Indian	
		#	%	#	%	#	%	#	%	#	%
Officials/Administrators	-Labor Market		38.8		5.7		18.2		15.4		0.6
2003 Workforce (Actual)	21	9	42.9	3	14.3	3	14.3	4	19.0	0	0.0
Diff (Workforce/Labor Market)			-4.1		-8.6		-3.9		-3.6		-0.6
Professionals	-Labor Market		48.9		6.9		13.2		18.1		0.6
2003 Workforce (Actual)	37	10	27.0	1	2.7	7	18.9	12	32.4	0	0.0
Diff (Workforce/Labor Market)			-21.9		-4.2		-5.7		-14.3		-0.6
Technicians	-Labor Market		48.8		9.9		22.5		22.4		0.6
2003 Workforce (Actual)	16	3	18.8	1	6.3	2	12.5	4	25.0	0	0.0
Diff (Workforce/Labor Market)			-30.1		-3.7		-10.0		-2.6		-0.6
Protective Services	-Labor Market		18.3		18.5		28.9		7.7		1.0
2003 Workforce (Actual)	11	1	9.1	0	0.0	2	18.2	2	18.2	0	0.0
Diff (Workforce/Labor Market)			-9.2		-18.5		-10.7		-10.5		-1.0
Paraprofessionals	-Labor Market		50.1		11.5		33.1		4.8		1.2
2003 Workforce (Actual)	12	3	25.0	1	8.3	2	16.7	2	16.7	0	0.0
Diff (Workforce/Labor Market)			-25.1		-3.2		-16.4		-11.9		-1.2
Office/Clerical	-Labor Market		63.2		9.2		32.3		13.4		0.6
2003 Workforce (Actual)	26	25	96.2	6	6.2	4	15.4	3	11.5	0	0.0
Diff (Workforce/Labor Market)			-33.0		-3.0		-16.9		-1.9		-0.6
Skilled Craft	-Labor Market		8.3		4.6		48.2		9.6		0.7
2003 Workforce (Actual)	95	2	2.1	18	18.9	21	22.1	10	10.5	1	1.1
Diff (Workforce/Labor Market)			-6.2		-14.3		-26.1		-0.9		-0.4
Service/Maintenance	-Labor Market		40.4		6.0		60.6		10.2		0.5
2003 Workforce (Actual)	67	15	22.4	18	26.9	28	41.8	8	11.9	0	0.0
Diff (Workforce/Labor Market)			-18.0		-20.9		-18.8		-1.7		-0.5
TOTAL (Bottom Line)	-Labor Market		45.1		7.3		35.6		13.4		0.6
2003 Workforce (Actual)	285	68	23.9	48	16.8	69	24.2	45	15.8	1	0.4
Diff (Workforce/Labor Market)			-21.2		-9.5		-11.4		-2.4		-0.2

TECHNOLOGY SERVICES

OBJECTIVES TO ADDRESS UNDER-UTILIZATION

OFFICIALS/ADMINISTRATORS

- ◆ Will increase recruitment efforts to target Female, Hispanic, and American Indian populations.
- ◆ Will use all forms of media (newspaper and magazine advertisements, internet and intranet access, professional organizations, and mailings) to increase outreach.

PROFESSIONALS

- ◆ Will increase recruitment efforts to target Female, Black, Hispanic, and American Indian populations.
- ◆ External outreach will be the same as listed above.

TECHNICIANS

- ◆ Will increase recruitment efforts to target Female, Hispanic, Asian, and American Indian populations.
- ◆ External outreach will be the same as listed above, and include technical organizations.

OFFICE/CLERICAL

- ◆ Will increase recruitment efforts to target Asian, and American Indian populations.

SKILLED CRAFT

- ◆ Will increase recruitment efforts to target all groups.
- ◆ External outreach will be the same as listed above.

Department: TECHNOLOGY SERVICES

Job Category	Total Employees	Female		Black		Hispanic		Asian		American Indian	
		#	%	#	%	#	%	#	%	#	%
Officials/Administrators -Labor Market			38.8		5.7		18.2		15.4		0.6
2003 Workforce (Actual)	12	4	33.3	1	8.3	0	0.0	2	16.7	0	0.0
Diff (Workforce/Labor Market)			-5.5		-2.6		-18.2		-1.3		-0.6
Professionals -Labor Market			48.9		6.9		13.2		18.1		0.6
2003 Workforce (Actual)	58	22	37.9	2	3.4	4	6.9	19	32.8	0	0.0
Diff (Workforce/Labor Market)			-11.0		-3.5		-6.3		-14.7		-0.6
Technicians -Labor Market			48.8		9.9		22.5		22.4		0.6
2003 Workforce (Actual)	40	9	22.5	12	30.0	8	20.0	2	5.0	0	0.0
Diff (Workforce/Labor Market)			-26.3		-20.1		-2.5		-17.4		-0.6
Office/Clerical -Labor Market			63.2		9.2		32.3		13.4		0.6
2003 Workforce (Actual)	17	14	82.4	3	17.6	6	35.3	1	5.9	0	0.0
Diff (Workforce/Labor Market)			-19.2		-8.4		-3.0		-7.5		-0.6
Skilled Craft -Labor Market			8.3		4.6		48.2		9.6		0.7
2003 Workforce (Actual)	2	0	0.0	0	0.0	0	0.0	1	50.0	0	0.0
Diff (Workforce/Labor Market)			-8.3		-4.6		-48.2		-40.4		-0.7
TOTALS (Bottom Line) -Labor Market			45.1		7.3		35.6		13.4		0.6
2003 Workforce (Actual)	129	49	38.0	18	14.0	18	14.0	25	19.4	0	0.0
Diff (Workforce/Labor Market)			-7.1		-6.7		-21.6		-6.0		-0.6

WATER DEPARTMENT

OBJECTIVES TO ADDRESS UNDER-UTILIZATION

OFFICIALS/ADMINISTRATORS

- ◆ Will increase recruitment efforts to target Female and Hispanic populations.
- ◆ Will use all forms of media (newspaper and magazine advertisements, internet and intranet access, professional organizations, and mailings) to increase outreach.

PROFESSIONALS

- ◆ Will increase recruitment efforts to target Female populations.
- ◆ External outreach will be the same as listed above.

TECHNICIANS

- ◆ Will increase recruitment efforts to target Female and Asian populations.
- ◆ External outreach will be the same as listed above, and include technical organizations.

PARA-PROFESSIONALS

- ◆ Will increase recruitment efforts to target Hispanic populations.

OFFICE/CLERICAL

- ◆ Will increase recruitment efforts to target Hispanic populations.

SKILLED CRAFT

- ◆ Will increase recruitment efforts to target Female and Hispanic populations.

SERVICE MAINTENANCE

- ◆ Future recruitment efforts to target Female, Hispanic and Asian populations.

Department: WATER

Job Category	Total Employees	Female		Black		Hispanic		Asian		American Indian	
		#	%	#	%	#	%	#	%	#	%
Officials/Administrators	-Labor Market		38.8		5.7		18.2		15.4		0.6
2003 Workforce (Actual)	21	2	9.5	2	9.5	2	9.5	7	33.3	0	0.0
Diff (Workforce/Labor Market)			-29.3		-3.8		-3.7		-17.9		-0.6
Professionals	-Labor Market		48.9		6.9		13.2		18.1		0.6
2003 Workforce (Actual)	18	7	38.9	2	11.1	4	22.2	6	33.3	1	5.6
Diff (Workforce/Labor Market)			-10.0		-4.2		-9.0		-15.2		-5.0
Technicians	-Labor Market		48.8		9.9		22.5		22.4		0.6
2003 Workforce (Actual)	15	4	26.7	3	20.0	4	26.7	1	6.7	0	0.0
Diff (Workforce/Labor Market)			-22.1		-10.1		-4.2		-15.7		-0.6
Paraprofessionals	-Labor Market		50.1		11.5		33.1		4.8		1.2
2003 Workforce (Actual)	3	3	100.0	1	33.3	0	0.0	1	33.3	0	0.0
Diff (Workforce/Labor Market)			-49.9		-21.8		-33.1		-28.5		-1.2
Office/Clerical	-Labor Market		63.2		9.2		32.3		13.4		0.6
2003 Workforce (Actual)	18	16	88.9	3	16.7	1	5.6	7	38.9	1	5.6
Diff (Workforce/Labor Market)			-25.7		-7.5		-26.7		-25.5		-5.0
Skilled Craft	-Labor Market		8.3		4.6		48.2		9.6		0.7
2003 Workforce (Actual)	71	2	2.8	9	12.7	19	26.8	4	5.6	0	0.0
Diff (Workforce/Labor Market)			-5.5		-8.1		-21.4		-4.0		-0.7
Service/Maintenance	-Labor Market		40.4		6.0		60.6		10.2		0.5
2003 Workforce (Actual)	66	0	0.0	11	16.7	23	34.8	2	3.0	1	1.5
Diff (Workforce/Labor Market)			-40.4		-10.7		-25.8		-7.2		-1.0
TOTAL (Bottom Line)	-Labor Market		45.1		7.3		35.6		13.4		0.6
2003 Workforce (Actual)	212	34	16.0	31	14.6	53	25.0	28	13.2	3	1.4
Diff (Workforce/Labor Market)			-29.1		-7.3		-10.6		-0.2		-0.8

POSITION TITLES BY JOB CATEGORY

OFFICIALS/ADMINISTRATORS:

Appointed Positions
Assistant City Manager
Deputy City Manager
Elected Officials
Management Positions
Office Manager – Attorney
Officer Manager – Water

PROFESSIONALS:

Accident Prevention Coordinator I-II
Accountant series
Administrative Analyst series
Administrative Projects Coordinator
Airport Operations Specialist I-II
Aquatics Supervisor I-IV
Assistant Administrative Analyst series
Assistant Band Conductor
Assistant Chief Harbor Engineer
Assistant Chief Wharfinger
Assistant Director of Finance
Assistant Director of Maintenance
Assistant Marketing Manager series
Assistant Planner I-II
Assistant Traffic Manager
Associate Director of Properties
Audit Analyst
Audit Manager
Auditor series
Business Systems Specialist I-VII
Buyer I-II
Capital Project Coordinator I-III
Chief Building Inspector
Chief Construction Inspector
Chief Investigator
Chief Wharfinger
City Clerk Analyst
Civil Engineer series
Civil Engineering Assistant
Civil Engineering Associate

Claims Investigator/Representative I
Communications Center Coordinator
Communications Officer
Communications Specialist VII
Community Development Analyst I-III
Community Development Specialist I-V
Community Services Supervisor I-II
Contract Administrator I-II
Contractor – Special Status
Corrosion Control Supervisor
Cultural Program Supervisor
Department Librarian I-II
Deputy Chief Harbor Engineer I-II
Deputy City Attorney
Deputy City Prosecutor
Development Project Manager I-III
Economic Development Specialist I-III
Electrical Engineer
Electrical Engineering Associate
Emergency Medical Education
Coordinator
Emergency Medical Educator
Employee Services Assistant
Environmental Health Specialist series
Environmental Remediation Spec I-II
Environmental Specialist series
Epidemiologist series
General Librarian I-II
Geographic Info System Analyst I-III
Geographic Info System Tech I-II
Geologist series
Hazardous Materials Specialist I-II
Hazardous Waste Coordinator
Historical Curator series
Housing Rehabilitation Supervisor I-II
Intelligence Analyst
Investigator I-III
Investigator – City Manager
Investigator – City Prosecutor
Landscape Architect
Legislative Assistant
Management Assistant

Manager of Environmental Planning
Manager of Leasing Sales
Manager of Master Planning
Manager of Rail Transportation
Manager of Transportation Planning
Market Planning Assistant
Market Research Economists
Marketing Manager
Mechanical Engineer series
Medical Social Worker I-II
Microbiologist Supervisor
Nurse series
Office Administrator
Office Automation Analyst I-IV
Office Manager – Prosecutor
Park Naturalist
Personnel Analyst I-III Conf
Petroleum Engineer series
Planner series
Port Communication Specialist I-V
Port Financial Analyst I-II
Port Leasing Sales Officer I-IV
Port Planner I-III
Port Risk series
Program Specialist – City Manager
Programmer/Analyst I-VI
Public Health Nurse series
Public Health Nutritionist I-III
Public Health Physician
Public Health Professional I-III
Recycling Specialist I-II
Senior Architectural Engineer
Senior Program Manager
Structural Engineer series
Systems Support Specialist I-VII
Traffic Engineer series
Traffic Manager
Transportation Planner I-III
Victim's Advocate
Water Quality Organic Chemist
Water Quality Process Engineer
Workers Comp Claims Examiner series
Workforce Development Supervisor I

TECHNICIANS:

Communications Specialist I-VI
Computer Operator I-III
Criminalist I-III
Data Processing Assistant
Electronic Communication Tech I-III
Engineering Technician series
Fingerprint Classifier
Gas Measurement Assistant I-II
Gas Systems Control Supervisor
Geographic Info Systems Technician I-II
Graphic Artist
Handwriting Examiner
Housing Rehabilitation Counselor
Identification Technician I-II
Laboratory Analyst I-III
Laboratory Assistant I-III
License Inspector I-II
Marina Supervisor
Materials Inspector
Materials Testing Chemist
Microbiologist series
Microfilm Technician
Musician
Oil Field Gauger I-II
Petroleum Operations Coordinator I-II
Photographer
Polygraph Examiner
Principal Geological Drafting Technician
Programmer
Property Management Specialist I-II
Senior Engineering Technician I-II
Senior Geological Drafting Technician
Senior Records Clerk
Senior Survey Technician
Senior Surveyor
Survey Technician
Surveyor
Systems Analyst I-II
Systems Technician I-IV
Technical Assistant
Telemetry Instrument Technician I-II
Visual Arts Specialist I-II
Wharfinger I-II
X-Ray Technician

PROTECTIVE SERVICES:

Animal Control Officer series
Animal Health Technician
Animal License Inspector
Battalion Chief
Chief Port Security Officer
Detention Officer I-II
Fire Boat Operator
Fire Captain
Fire Engineer
Fire Recruit
Fire Safety Specialist
Firefighter
Firefighter Trainee
Fire Recruit
Graphics Technician
Identification Officer
Lieutenant – Beach Safety
Lieutenant – Rescue Boats
Lifeguard
Marine Safety Captain
Marine Safety Lieutenant
Marine Safety Officer
Marine Safety Sergeant
Park Ranger I-II
Parking Control Checker I-II
Parking Control Supervisor
Police Cadet
Police Corporal
Police Investigator
Police Lieutenant
Police Officer
Police Recruit
Police Sergeant
Pool Lifeguard I-II
School Guard
Security Officer I-IV
Senior Animal Control Officer
Supervising Park Ranger

PARAPROFESSIONALS:

Accounting Technician
Administrative Aide I-III Conf.

Administrative Intern
Airport Operations Assistant I-II
Assistant Buyer
Chief Deputy City Clerk
Chief Surveyor
Combination Building Inspector Aide I-II
Community Development Technician I-IV
Community Information Specialist I-II
Engineering Aide I-III
Law Clerk
Legal Assistant III-IV
Legal Records Management Supervisor
Licensed Vocational Nurse
Nutrition Aide I-II
Paralegal
Payroll Specialist I-II
Personnel Assistant I-II
Personnel Assistant I-II Conf.
Petroleum Engineering Technician
Planning Aide
Police Services Assistant I-III
Protection Aide
Real Estate Technician I-II
Recreation Assistant
Recreation Leader/Specialist I-X
Senior Payroll/Personnel Assistant
Student Worker
Technical Aide
Traffic Engineering Aide I-II
Workers Comp Claims Assistant

OFFICE/CLERICAL:

Accounting Clerk I-III
Assistant to Executive Director
Cargo Audit Clerk I-IV
Case Manager I-III
City Clerk Assistant
Clerical Aide I-II
Clerk I-III
Clerk Supervisor
Clerk Typist I-V Conf.
Communications Assistant I-III
Communications Center Supervisor
Communications Dispatcher I-IV

Community Develop Clerical Assistant I-III
 Community Worker
 Councilmanic Secretary
 Counselor I-II
 Customer Service Representative I-III
 Customer Services Supervisor I-II
 Data Entry Operator I-II
 Deputy City Clerk I-II
 Election Employee
 Election Supervisor
 Executive Secretary series
 Health Educator I-II
 Housing Assistance Coordinator
 Housing Specialist I-III
 Legal Assistant I-II
 Legal Office Assistant
 Legal Office Specialist
 Legal Records Assistant
 Legal Records Specialist
 Legal Records Supervisor
 Legal Secretary I-II
 Legal Stenographer I-III
 Liability Claims Assistant I-II
 Library Aide
 Library Circulation Supervisor
 Library Clerk I-IV
 Marina Agent I-III
 Mechanical Equipment Stock Clerk I-III
 Medical Assistant I-II
 Messenger/Mail Clerk I-II
 Minute Clerk
 Neighborhood Svcs Specialist I-III
 Occupancy Specialist I-III
 Office Services Assistant I-III
 Office Specialist – Prosecutor
 Outreach Worker I-II
 Page
 Payroll/Personnel Assistant I-III
 Police Property & Supply Clerk I-II
 Police Systems Supervisor
 Public Health Associate I-III
 Public Health Registrar
 Records Center Supervisor I-II
 Records Manager – City Clerk
 Secretary series

Senior Legal Secretary I-II
 Senior Minute Clerk
 Stock and Receiving Clerk
 Storekeeper I-II
 Student Worker
 Supervising Senior Legal Secretary
 Supervising Workers' Comp Secretary
 Supervisor Stores & Property
 Workers' Compensation Administrative
 Assistant
 Workers' Compensation Office Asst. I-II

SKILLED CRAFT:

Alternative Fuels Coordinator
 Assistant Traffic Signal Technician I-II
 Body & Fender Mechanic – Painter I-II
 Building Maintenance Engineer
 Building Services Supervisor
 Carpenter
 Carpenter Supervisor
 Cement Finisher I-II
 Combination Building Inspector series
 Construction Inspector series
 Construction Supervisor
 Electrical Inspector series
 Electrical Supervisor
 Electrician
 Equipment Mechanic I-II
 Equipment Operator I-III
 Fleet Services Supervisor
 Gas Distribution Supervisor I-II
 Gas Instrument Technician
 Gas Maintenance Supervisor I-II
 Gas Orifice Meter Technician I-II
 General Maintenance Supervisor I-II
 Harbor Maintenance Mechanic I-II
 Harbor Maintenance Superintendent I-II
 Helicopter Mechanic
 Locksmith
 Machinist
 Mechanic – Harbor
 Mechanical Supervisor I-II
 Mechanical Systems Supervisor
 Office Services Supervisor

Offset Press Operator I-II
Painter I-II
Painter Supervisor
Parking Meter Technician I-II
Pipeline Welder
Plan Checker series
Plasterer
Plumber
Plumber Supervisor
Plumbing Inspector series
Power Equipment Repair Mechanic I-III
Principal Building Inspector
Principal Construction Inspector
Senior Mechanical Inspector
Street Maintenance Supervisor I-II
Supervisor – Facilities Maintenance
Traffic Painter I-II
Traffic Signal Coordinator
Traffic Signal Technician series
Utilities System Operator
Water Support Services Supervisor
Water Treatment Operator I-III
Water Treatment Plant Supervisor
Water Utility Supervisor I-II
Welder

SERVICE/MAINTENANCE:

Automatic Sprinkler Control Technician

Garage Service Attendant I-III
Garage Supervisor
Gardener I-II
Gas Crew Utility Assistant I-III
Gas Field Service Representative I-III
General Maintenance Assistant
Groundskeeper I-II
Harbor Maintenance Supervisor
Institutional Cook
Maintenance Aide I-II
Maintenance Assistant I-III
Maintenance Supervisor
Marine Aide
Motor Sweeper Operator
Park Maintenance Supervisor
Park Operations Attendant I-II
Refuse Field Investigator
Refuse Operator I-III
Refuse Supervisor
Storm Drain Maintenance Crew Member
I-II
Storm Drain Maintenance Crew Leader
Storm Drain Plan Mechanic
Street Landscaping Supervisor I-II
Supervisor – Waste Operations
Tree Trimmer I-II
Vector Control Specialist I-II
Water Utility Mechanic I-III
Youth Trainee I-IV

COMPARATIVE ANALYSIS OF WORK FORCE
Compares 2003 with 1973 (base year) and 2001 (year prior to last Plan)

	1973		2001		2003		Difference in Percentage Points Between 2003 &	
	#	%	#	%	#	%	1973	2001
Total Employees*	4,306		4698		4629		7.5%	1.5%
Male	3,549	82.4%	3134	66.7%	3019	65.2%	17.2%	1.5%
Female	757	17.6%	1564	33.3%	1611	34.8%	-17.2%	-1.5%
Total White	3,452	80.2%	2533	53.9%	2376	51.3%	28.8%	2.6%
Male	2,798	65.0%	1784	38.0%	1645	35.5%	29.4%	2.4%
Female	654	15.2%	749	15.9%	731	15.8%	-0.6%	0.2%
Total Minority	854	19.8%	2165	46.1%	2253	48.7%	-28.8%	-2.6%
Male	751	17.4%	1350	28.7%	1374	29.7%	-12.2%	-0.9%
Female	103	2.4%	815	17.3%	880	19.0%	-16.6%	-1.7%
Black	576	13.4%	723	15.4%	693	15.0%	-1.6%	0.4%
Hispanic	168	3.9%	894	19.0%	972	21.0%	-17.1%	-2.0%
Asian	93	2.2%	519	11.0%	557	12.0%	-9.9%	-1.0%
American Indian	17	0.4%	29	0.6%	31	0.7%	-0.3%	-0.3%

* Percent of change (All other figures in this column indicate changes in percentage points).

Table A
ETHNIC/SEX REPRESENTATION IN WORK FORCE 1973 - 2003
 Permanent Full-time Work Force

Year	Total Work Force	Male		Female		White		Total Minorities		Black		Hispanic		Asian		American Indian	
	#	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%
1973	4306	3549	82.4	757	17.6	3452	80.2	854	19.8	576	13.4	168	3.9	93	2.2	17	0.4
1974	4464	3598	80.6	866	19.4	3529	79.1	935	20.9	625	14.0	195	4.4	96	2.2	19	0.4
1975	4513	3648	80.8	865	19.2	3555	78.8	958	21.2	640	14.2	197	4.4	104	2.3	17	0.4
1976	4489	3590	80.0	899	20.0	3498	77.9	991	22.1	649	14.5	213	4.7	111	2.5	18	0.4
1977	4404	3493	79.3	911	20.7	3398	77.2	1006	22.8	646	14.7	234	5.3	110	2.5	16	0.4
1978	3894	3041	78.1	853	21.9	3003	77.1	891	22.9	569	14.6	212	5.4	94	2.4	16	0.4
1979	3858	3006	77.9	852	22.1	2915	75.6	943	24.4	589	15.3	221	5.7	119	3.1	14	0.4
1980	3948	3035	76.9	913	23.1	2872	72.7	1076	27.3	664	16.3	244	6.2	156	4.0	12	0.3
1981	3941	2978	75.6	963	24.4	2800	71.0	1141	29.0	697	17.7	257	6.5	171	4.3	16	0.4
1982	4035	3045	75.5	990	24.5	2849	70.6	1186	29.4	714	17.7	263	6.5	192	4.3	17	0.4
1983	4075	3069	75.3	1006	24.7	2878	70.6	1197	29.4	711	17.4	277	6.8	192	4.7	17	0.4
1984	3986	2994	75.1	992	24.9	2807	70.4	1179	29.6	681	17.1	282	7.1	197	4.9	19	0.5
1985	3999	2964	74.1	1035	25.9	2799	70.0	1200	30.0	683	17.1	302	7.6	194	4.9	21	0.5
1986	4109	3026	73.6	1083	26.4	2846	69.3	1263	30.7	686	16.7	351	8.5	202	4.9	24	0.6
1987	4157	3036	73.0	1121	27.0	2856	68.7	1301	31.3	667	16.0	382	9.2	226	5.4	26	0.6
1988	4125	2986	72.4	1139	27.6	2804	68.0	1321	32.0	660	16.0	405	9.8	229	5.6	27	0.7
1989	4144	2964	71.5	1180	28.5	2761	66.6	1383	33.4	656	15.8	446	10.8	250	6.0	31	0.7
1990	4187	2949	70.4	1238	29.6	2708	64.7	1479	35.3	678	16.2	498	11.9	274	6.5	29	0.7
1991	4209	2968	70.5	1241	29.5	2654	63.1	1555	36.9	692	16.4	537	12.8	295	7.0	31	0.7
1992	4123	2890	70.1	1233	29.9	2555	62.0	1568	38.0	671	16.3	563	13.7	301	7.3	33	0.8
1993	4231	2957	69.9	1274	30.1	2576	60.9	1655	39.1	673	15.9	617	14.6	331	7.3	34	0.8
1994	4228	2937	69.5	1291	30.5	2559	60.5	1669	39.5	655	15.5	631	14.9	350	8.3	33	0.8
1995	4156	2896	69.7	1260	30.3	2501	60.2	1655	39.8	644	15.5	622	15.0	356	8.6	33	0.8
1996	4109	2839	69.1	1270	30.9	2433	59.2	1676	40.8	627	15.3	639	15.6	377	9.2	33	0.8
1997	4181	2891	69.1	1290	30.9	2451	58.6	1730	41.4	634	15.2	665	15.9	399	9.5	32	0.8
1998	4182	2880	68.9	1302	31.1	2429	58.1	1753	41.9	640	15.3	682	16.3	399	9.5	32	0.8
1999	4192	2873	68.5	1319	31.5	2409	57.5	1783	42.5	635	15.1	709	16.9	410	9.8	29	0.7
2000	4383	2972	67.8	1411	32.2	2461	56.1	1922	43.9	655	14.9	788	18.0	449	10.2	30	0.7
2001	4698	3134	66.7	1564	33.3	2533	53.9	2165	46.1	723	15.4	894	19.0	519	11.0	29	0.6
2002	4784	3136	65.6	1648	34.4	2496	52.2	2287	47.8	725	15.2	962	20.1	570	11.9	30	0.6
2003	4630	3019	65.2	1611	34.8	2376	51.3	2253	48.7	693	15.0	972	21.0	557	12.0	31	0.7

Table B
FEMALE REPRESENTATION BY JOB CATEGORY 1973 - 2003
 Permanent Full-time Work Force

Year	Total Work Force		Total Female		Officials/ Administrators		Professionals		Technicians		Protective Services		Para- Professionals		Office/Clerical		Skilled Craft		Service Maintenance	
	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%
1973	4306	17.6	757	17.6	10	5.0	109	24.7	29	7.1	33	3.8	16	4.2	544	32.7	0	0.0	16	1.1
1974	4464	18.3	818	18.3	10	5.3	120	21.0	29	5.4	34	4.1	11	2.8	600	35.5	0	0.0	14	1.1
1975	4513	19.2	865	19.2	10	5.3	131	21.9	36	6.4	36	4.4	13	3.1	622	35.1	0	0.0	17	1.1
1976	4489	20.0	899	20.0	10	5.2	146	23.4	39	6.6	36	4.8	11	3.2	640	35.2	0	0.0	17	1.1
1977	4408	20.8	915	20.8	14	8.2	144	23.7	38	6.7	48	6.3	12	3.1	641	35.3	0	0.0	18	1.1
1978	3894	21.6	843	21.6	16	9.1	111	20.9	26	5.2	50	6.8	11	4.5	612	36.2	1	0.2	16	1.2
1979	3858	22.1	852	22.1	14	8.8	109	21.5	25	5.1	56	7.7	8	3.8	619	34.7	0	0.0	21	2.2
1980	3948	23.1	913	23.1	15	9.6	115	21.7	21	5.1	62	7.8	18	5.8	647	36.2	1	0.2	34	4.1
1981	3941	24.4	963	24.4	18	11.3	139	25.3	31	7.5	60	7.6	22	5.6	653	37.4	3	0.6	37	4.4
1982	4035	24.5	990	24.5	20	12.0	137	24.9	42	9.8	69	8.0	41	10.4	639	38.1	4	0.8	38	5.5
1983	4075	24.7	1006	24.7	21	13.0	138	24.3	43	9.9	74	8.4	40	10.3	647	37.7	5	1.0	38	5.5
1984	3986	24.9	992	24.9	27	16.5	141	25.3	44	10.4	70	8.1	33	8.2	636	38.3	4	0.8	37	5.5
1985	3999	25.9	1035	25.9	29	17.8	149	27.0	40	9.4	78	8.9	42	10.7	655	39.0	4	0.8	38	5.5
1986	4109	26.4	1083	26.4	36	19.5	158	28.6	39	9.6	97	10.0	35	12.9	688	37.4	2	0.4	28	4.1
1987	4157	27.0	1121	27.0	40	19.9	166	29.5	42	10.0	103	10.6	46	14.2	688	36.6	2	0.4	34	5.5
1988	4125	27.6	1139	27.6	37	18.0	181	31.5	46	11.1	107	11.3	49	17.8	677	36.6	4	0.8	38	5.5
1989	4144	28.5	1180	28.5	53	25.0	187	32.5	47	11.3	105	11.2	54	17.0	684	37.6	5	1.0	45	7.7
1990	4187	29.6	1238	29.6	65	29.3	204	35.9	52	13.0	102	10.9	58	15.3	705	38.2	7	1.4	45	7.7
1991	4209	29.5	1241	29.5	64	27.7	211	34.9	55	13.5	117	12.1	64	16.8	670	36.6	7	1.4	53	8.3
1992	4123	29.9	1233	29.9	61	28.1	208	34.6	57	13.4	131	13.1	62	16.2	657	36.2	8	1.7	49	8.3
1993	4231	30.1	1274	30.1	62	28.2	220	36.8	58	13.7	144	14.1	61	16.3	674	35.3	8	1.7	47	8.3
1994	4228	30.5	1291	30.5	61	27.2	238	39.0	54	12.8	150	14.4	62	16.5	671	35.6	9	2.0	46	8.3
1995	4156	30.8	1260	30.8	58	26.1	236	39.6	50	12.3	148	13.3	64	17.0	652	35.6	8	1.8	44	8.3
1996	4109	30.9	1270	30.9	61	27.4	243	39.6	55	13.0	156	13.5	61	17.2	641	35.6	11	2.6	42	8.3
1997	4181	30.7	1285	30.7	72	30.1	245	39.3	48	11.5	161	13.7	54	17.3	653	35.3	11	2.5	41	8.3
1998	4182	31.1	1302	31.1	78	32.2	247	39.1	48	11.5	163	13.8	82	19.8	631	35.0	12	3.0	41	7.7
1999	4192	31.5	1319	31.5	86	32.6	260	39.6	46	11.0	155	13.6	60	17.4	660	36.0	12	2.9	40	7.7
2000	4383	32.2	1411	32.2	92	34.7	289	40.7	43	10.0	168	13.8	71	19.6	694	35.3	12	2.9	42	8.3
2001	4698	33.3	1564	33.3	97	35.9	310	40.9	51	11.0	165	13.5	73	19.9	805	33.7	14	3.2	49	9.9
2002	4784	34.4	1648	34.4	105	38.2	331	40.4	53	11.1	156	13.2	118	24.4	819	33.1	13	3.0	53	10.0
2003	4630	34.8	1611	34.8	98	37.3	344	41.5	54	11.7	157	13.4	97	20.8	796	33.9	13	3.2	52	10.0

Table C
TOTAL MINORITY REPRESENTATION BY JOB CATEGORY 1973-2003
 Permanent Full-time Work Force

Year	Total Work Force		Total Minorities		Officials/ Administrators		Professionals		Technicians		Protective Services		Para- Professionals		Office/Clerical		Skilled Craft		Service Maintenance	
	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%
1973	4306	19.3	854	19.8	9	4.5	52	10.4	34	7.1	73	8.3	17	44.7	88	13.5	57	12.6	524	47.7
1974	4464	20.9	935	20.9	9	4.8	60	10.5	39	7.8	79	9.6	18	37.5	113	16.1	78	15.3	539	49.9
1975	4513	21.2	958	21.2	12	6.6	69	11.3	42	7.5	79	9.8	17	40.5	124	17.0	75	14.6	540	50.0
1976	4489	22.1	991	22.1	12	6.2	83	13.3	49	8.3	79	10.6	14	41.2	142	18.9	86	16.3	526	51.0
1977	4408	22.8	1006	22.8	12	7.0	78	12.3	49	8.6	90	11.7	18	47.4	152	20.3	133	23.2	474	50.0
1978	3894	22.9	891	22.9	12	7.5	68	12.8	40	8.1	84	11.2	11	45.8	151	21.3	113	22.5	412	56.6
1979	3858	24.4	943	24.4	17	10.7	66	12.9	51	10.5	93	12.8	10	47.6	171	23.4	123	25.2	412	55.9
1980	3948	27.3	1076	27.3	20	12.7	74	14.0	55	13.4	116	14.5	15	48.2	213	28.1	146	29.0	437	57.7
1981	3941	29.0	1141	29.0	20	12.5	84	15.6	61	14.7	118	14.9	16	41.0	245	32.8	153	31.2	444	58.9
1982	4035	29.4	1186	29.4	24	14.4	92	16.7	70	16.4	125	14.6	17	33.3	259	35.7	154	31.2	445	58.8
1983	4075	29.1	1197	29.1	25	15.5	95	17.1	75	17.2	133	15.2	16	33.3	264	35.8	154	30.9	435	57.7
1984	3986	29.6	1179	29.6	28	17.1	100	18.1	80	13.8	124	14.4	14	35.0	260	36.1	161	33.0	412	55.9
1985	3999	30.0	1200	30.0	34	20.9	107	19.4	79	18.5	128	14.6	18	36.7	278	37.8	161	33.3	395	55.9
1986	4109	30.7	1263	30.7	41	22.2	116	21.0	78	19.3	175	18.1	18	37.5	295	37.5	158	32.8	382	55.9
1987	4157	31.3	1301	31.3	42	19.9	122	21.7	84	20.0	189	19.4	22	35.5	313	39.2	157	32.0	372	56.6
1988	4125	32.0	1321	32.0	43	20.9	125	21.8	87	20.9	192	20.2	22	34.9	318	40.7	156	32.2	378	57.7
1989	4144	33.4	1383	33.4	46	21.7	136	23.6	91	21.9	200	21.2	31	41.3	335	42.9	162	32.3	382	59.9
1990	4187	35.3	1479	35.3	49	22.1	150	25.7	96	24.0	219	23.3	48	46.2	364	45.6	160	32.0	393	61.1
1991	4209	36.9	1555	36.9	55	23.8	168	27.8	98	24.1	262	27.1	44	47.3	356	46.0	168	33.7	404	63.3
1992	4123	38.0	1568	38.0	53	24.4	158	33.9	85	40.9	315	23.8	35	44.3	362	47.5	169	35.1	391	66.6
1993	4231	39.1	1655	39.1	54	24.5	170	36.2	83	41.1	377	26.4	34	44.7	383	48.7	169	35.8	385	66.6
1994	4228	39.5	1669	39.5	57	25.4	182	37.4	79	40.7	393	27.2	37	45.7	376	48.0	169	37.2	376	67.7
1995	4156	39.8	1655	39.8	57	25.7	181	37.8	77	42.1	400	27.8	36	43.9	374	49.1	164	37.0	366	67.7
1996	4109	40.8	1676	40.8	58	26.0	185	39.3	75	42.1	434	29.2	42	54.5	375	50.1	161	38.8	346	68.8
1997	4181	41.4	1730	41.4	69	28.9	186	38.2	67	39.2	463	30.7	41	50.6	385	50.6	168	40.0	351	68.8
1998	4182	42.0	1757	42.0	70	28.9	189	38.3	69	41.6	472	31.3	50	48.1	388	52.3	165	40.6	354	67.7
1999	4192	42.5	1783	42.5	74	28.9	199	38.7	70	43.5	470	31.9	43	48.3	411	53.6	168	40.3	348	67.7
2000	4383	43.9	1922	43.9	73	27.5	215	39.2	72	43.1	528	34.0	53	52.0	457	56.1	174	41.7	350	67.7
2001	4698	46.1	2165	46.1	79	27.5	257	42.2	86	46.0	551	35.3	55	51.9	583	60.5	177	40.0	377	69.9
2002	4784	47.9	2287	47.9	87	31.6	282	42.9	88	47.6	564	36.3	100	61.3	606	61.5	184	41.9	376	71.1
2003	4630	48.7	2253	48.7	86	33.2	290	43.4	83	49.7	580	37.8	87	63.5	589	62.1	180	43.7	358	71.1