



Date: April 10, 2019
To: Jennifer Cooperman, Revenue & Financial Services Director
Scott Karter, Auditing and Accounting Manager
OMF-Bureau of Revenue & Financial Services
From: Serilda Summers-McGee, Human Resources Director
Carol Cruzan, Human Resources Data Analyst
Subject: Annual Affirmative Action Program (AAP) Plan Strategies Report
(January 1 – December 31, 2018)

Executive Summary

Thank you for submitting your bureau’s Annual AAP Plan Strategies Report for the current reporting period. The report shows your bureau’s strategic plan toward hiring, current benchmark activities in progress and your accomplishments toward that plan during the months of January through December 2018. At the end of your bureau’s report, you will find statistical data regarding your recruitment and hiring trends, including applicants’ race/ethnicity, gender, protected veteran and disability status.

The table below shows how many employees who voluntarily self-identified as people with disabilities and protected veterans were employed in your bureau as of 12/31/2018.

Data Source: SAP Roster as of 12/31/2018						
Total Workforce:		6120				
Number of City employees who voluntarily self-identify as people with disabilities or protected veterans						
Annual AAP Plan Strategies Report (January 1 – December 31, 2018)						
		People with Disabilities		Protected Veterans		Bureau Totals
PA#	Bureau	#	%	#	%	
1275	OMF-BRFS	5	3.31%	2	1.32%	151

Ted Wheeler, Mayor

We are an equal opportunity employer





In addition, below is an overview of your bureau's recruitment and hiring activities from January through December 2018. *The number of hires may include promotions.* Please review the following:

PA # and Bureau Name	No. of Recruitments	Hires/Promotions (1/1/2018 to 12/31/2018) (Some positions may have more than one hire and may include recruitments opened prior to 1/1/2018, and from active, resurrected and/or comparable eligible lists.)				
		Total Hires by Race	Race/Ethnicity	Gender	ID as People with Disabilities	ID as Protected Veterans
1275: OMF-BRFS	25	2	Asian	F	1	1
		2	Black/African American	F		
		3	Hispanic/Latino	F		
		1	Two or More Races	F		
		7	White/European American	F		
		2	Asian	M		
		1	Black/African American	M		
		2	Hispanic/Latino	M		
		12	White/European American	M		
		32	Total			

Thank you.

cc: Mayor Ted Wheeler

Attachments:

1. Bureau Strategies Report
2. Bureau Recruitment and Hiring Activity Report

Ted Wheeler, Mayor

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Please notify the City of Portland of the need for ADA accommodations no less than five (5) days prior to any City-sponsored event by contacting the Bureau of Human Resources at 503-823-3572 or the City's TTY at 503-823-6868.



Calendar Years 2018-2022
Annual Report on Affirmative Action Program (AAP) Plan Strategies (January 1, 2018 to December 31, 2018)
OMF-Bureau of Revenue & Financial Services (BRFS)

Name and Position of Person Submitting Report: Scott Karter, Audit and Accounting Manager (Revenue Division)
 Telephone Number: 503-865-2470

Area of Focus	Planned Actions	Benchmarks Activities	Intended Purpose	Person(s) Responsible	Projected Timeframe	Completion Date(s)	Progress, Accomplishments or Outcomes (1/1/2018 to 12/31/2018)
Recruitment - Outreach	Promote BRFS as an employer of choice.	<p>Produce publications highlighting BRFS as an employer of choice.</p> <p>Target schools, universities, community organizations in recruitments.</p> <p>Review existing hiring practices to determine what, if any, barriers exist to increasing the diversity of the workforce, with the intention of reducing/eliminating any identified barriers.</p>	Promote BRFS as an Employer of Choice by broadening the applicant pool to increase diversity within the bureau.	Director, Division Managers and Supervisors, in coordination with BHR.	Ongoing	Ongoing	<p>On 10/2/2018, the Revenue Division participated in a “Meet the Firms Night” at Portland State University. The two-person panel from Revenue included a person of color.</p> <p>As a default for job recruitment outreach, all BRFS divisions include the for-charge publications that are specifically directed to underrepresented communities.</p> <p>All division recruitments use BHR-suggested outreach platforms.</p> <p>The Revenue Division interview panels, as a normal course of action, include at least one person of color. The Revenue Division Equity Committee members are considered as potential participants for all panels.</p> <p>The Accounting Division is working with PSU (Office of Diversity and Inclusion) to engage student volunteers in the Popular Annual Financial Report (PAFR) translation project.</p>

Recruitment-Outreach	Racial equity and cultural responsiveness knowledge, skills and practices are part of all job descriptions and/or work plans.	Work with BHR to review existing job descriptions for cultural responsiveness	Ensures that appropriate equity/cultural responsiveness knowledge, skills and abilities are included in descriptions and make changes where appropriate.	Division Managers and Supervisors	Ongoing	Ongoing	Job descriptions were reviewed as part of the non-rep Class/Comp study.
Workforce Retention	Professional Development opportunities to build capacity and to implement racial equity goals are made available to all levels of staff.	Employee development plans are prepared for all BRFS employees and reviewed annually as part of the performance evaluation process.	Raise interest level and knowledge base of diverse employees in all levels of staff to encourage promotional opportunities.	Division Managers and Supervisors	Ongoing	Ongoing	The Revenue Division regularly uses internal staff for non-English translation and interpretation. This demonstrates the high value that the Revenue Division places on bilingual speaking abilities. Employee development plans were prepared and reviewed with most performance evaluations.
Workforce Retention	Performance evaluations include progress on racial equity and cultural responsiveness goals.	Roll-out measures in performance evaluation plan documentation. Include specific goals in individual employee performance reviews. Completion of appropriate equity training by all Bureau employees.	Documentation of racial equity and cultural responsiveness measures.	Division Managers and Supervisors	Ongoing	Ongoing	BRFS held a bureau-wide diversity, inclusion and equity training on June 20, 2018. Lou Radja presented "Ubuntu Leadership: Diversity, Inclusion and Equity through Interdependence" Equity 101 training is completed by all staff including new hires, who must complete the training within 90 days of hire.

Workforce Retention	Integrate equity principles into Bureau processes as outlined in the Portland Plan and citywide equity goals.	Coordinate with Division Managers and Equity Committee. Analyze Bureau/Division policies, vision, goals, and procedures. Report recommendations to Director for how the Bureau could enhance the integration of equity into its mission. Host/participate in cultural celebrations.	In recognition of value of diversity, provide practical ways of developing understanding and overcoming barriers between people.	Division Managers and Supervisors and Equity Committee	Ongoing	Ongoing	<p>The Revenue Division has a robust Equity Committee that builds understanding and removes barriers. The work of this committee helps maintain a diverse workforce and more effectively recruit individuals to increase diversity in the Division. 2018 activities included:</p> <ul style="list-style-type: none"> • Black America Since MLK Lunch and Learn Film Series • And Still I Rise Film Showing (Black History Month) • Dia de los Muertos presentation and interactive exhibit <p>Director and several BRFS staff attended the Northwest Public Employees Diversity Conference on October 23, 2018.</p>
Veterans/ People with Disabilities	Recruit, hire, retain and promote veterans and people with disabilities.	Develop/plan outreach and recruitment for veterans and people with disabilities.	Increase applicant pool of veterans and disabled people for BRFS positions to maximize employment opportunities.	Division Managers and Supervisors and Equity Committee	Ongoing	Ongoing	BRFS works with BHR recruiters to actively identify opportunities to recruit veterans and people with disabilities. When interviewing candidates who are veterans, a veteran is included on the City's interview panel to ensure open and clear communications. BRFS engages Elders In Action (EIA) to ensure the accessibility of programs to seniors. Veterans and disabled individuals are significantly represented in EIA's advocacy efforts.

<p>Increase the Number of Under-represented and Women Prime Contractors (construction)</p>	<p>Development and utilization of the Prime Contractor Development Program (PCDP).</p>	<p>Develop a program that addresses the issues raised in the 2009 Disparity Study in utilizing Under-represented and Women Prime Contractors on City Construction projects.</p> <p>Provide educational, training, and mentoring opportunities.</p> <p>Provide technical assistance for the program participants.</p>	<p>Increase the number of underrepresented and women contractors. By providing development opportunities and educational programs, the City will empower underrepresented individuals, women, and emerging small businesses (M/W/ESB) to grow and develop.</p>	<p>Lester Spitler, Stacey Edwards</p>	<p>2013 - Ongoing</p>	<p>Ongoing</p>	<p>Conducted a strategic plan and needs assessment to increase the number of contractors in the program and increase technical assistance.</p> <p>Revised application process and on-boarding for new contractors— Received 19 applications. Revised manual to include recommendations and changes to the PCDP per the Strategic Plan.</p> <p>Teamed with the City of Portland’s Prequalification Board as new PCDP Evaluation Committee for greater transparency and support from bureaus.</p> <p>Created, in partnership with various organizations, a new pre-apprenticeship program to support workforce with Prime Contractors.</p> <p>Produced 3rd Annual PCDP Reports with data that supports continued growth of projects and prime capacity in the program.</p>
<p>Section 3 Program</p>	<p>Continuing implementation of the Housing Urban Development (HUD) Act of 1968.</p>	<p>Direct employment and contracting opportunities to Section 3 residents of Section 3 businesses on HUD funded housing projects. HUD goals are 30% of new hires are Section 3 residents and 10% of construction contract dollars to Section 3 businesses and 3% of non-construction dollars to Section 3 businesses.</p>	<p>Certification of Section 3 businesses to increase contracting opportunities to low and very low-income persons and businesses residing in the community. Employment of Section 3 Residents on HUD funded projects.</p>	<p>Cathleen Massier, Lester Spitler</p>	<p>Ongoing</p>	<p>Ongoing</p>	<p>Instituted a method for accurate tracking of Section 3 Residents in LCP Tracker.</p> <p>Added HUD funding sources to LCP Tracker to easily run yearly HUD reporting.</p> <p>Continuing work to educate contractors and community partners on Section 3 Program, in an effort to increase results.</p> <p>During last HUD Reporting period, sixteen, or 14% of new hires were Section 3 Residents (goal is 30%). Section 3 businesses received a total of \$6,257,861 in contracts, or 16% of total construction contract dollars (goal is 10%) on Section 3 covered projects.</p>

Workforce Training & Hiring Program	Continuing implementation of Social Equity Contract Strategy that established goals for apprentices and journey level workers on City construction projects.	Continue to work with apprenticeship programs to support workforce diversity in the construction trades.	The goal is to increase the numbers of women and underrepresented individuals in the construction trades through apprenticeship opportunities on City of Portland construction projects.	Cathleen Massier, Lester Spittler	Ongoing	Ongoing	Apprentices worked 18% of total hours (goal is 20%). Underrepresented individuals and women worked 32% of total hours (goal is 27%).
Professional, Technical and Expert (PTE) Services Small Business Contracting	Implementation of Social Equity Contract Strategy that addresses changes in the way the City contracts for PTE services with M/W/ESB firms.	Increase formal solicitation threshold to allow for targeting contracting with certified M/W/ESB firms. Direct contracts with certified firms up to \$100,000. Corporate Responsibility RFP evaluation criteria that includes point allocation for M/W/ESB certification, use of certified sub-consultants, workforce diversity, community involvement, and sustainable business practices.	Designed to increase opportunities for M/W/ESBs by increasing access to useful information, removing barriers, improving policies, and advising City employees.	Lester Spittler, Larry Pelatt	2013 - Ongoing	Ongoing	In FY17-18, the City awarded 298 PTE contracts to D/M/W/ESB certified firms for a total amount of \$71,228,904 as a result of increasing the direct contract threshold to \$100,000. In FY17-18, D/M/W/ESB certified firms were awarded 238 subcontracts for a total amount of \$7,00,382 as a result of the Corporate Responsibility evaluation criteria in RFPs.

Minority Evaluator Program	Engage diverse members of the community into the evaluation and contractor selection process.	Update the Standard Operating Procedures. Continue outreach to diverse community members. Identify training needed on recent changes to the PTE process.	Provides transparency and builds relationships between City bureaus, business partners and the community.	Lester Spittler, Tiffani Penson	Ongoing		2017 – Summary: 72 panels, 58 volunteers used, 14 waivers. 2018 – Summary to date: 55 panels, 43 volunteers used, 12 waivers. 2018 - 449 Minority Evaluator Program Volunteers. Total - 753 Panels, 708 Volunteers, 58 Waivers (slightly over 7%) from 2010 – December 2018.
Subcontractor Equity Program (SEP)	Continuing implementation of Social Equity Contract Strategy that addresses changes to how D/M/W/ESB firms participate as subcontractors on City construction projects.	Continue to work with Bureaus to foster greater opportunities for small business by unbundling projects or using alternative contracting methods. Continue efforts to achieve SEP goals of 20% DMWESB (within that goal 14% DMWBE) subcontractor participation.	The SEP requires prime contractors to make an effort to provide subcontracting opportunities to state certified D/M/W/ESB firms.	Lester Spittler, Larry Pelatt	September 2013 - Ongoing	Ongoing	DMWESB contractors were awarded 16% of subcontracting dollars (goal is 20%). Within that 16%, DMWBE contractors were awarded 14% of those subcontracting dollars (goal is 14%).

1275-OMF-BRFS
Recruitment and Hiring Activities
(1/1/2018 to 12/31/2018)

1275-OMF-Bureau of Revenue & Financial Services Application Information		Female									Male									Unknown Gender									ID as PWD	ID as PV	Total Apps	
Job Number	Job Title	A	B	H	I	P	T	W	U	Total	A	B	H	I	P	T	W	U	Total	A	B	H	I	P	T	W	U	Total				
2017-00642	Procurement Specialist	2	4	3	0	1	2	10	0	22	4	3	4	0	1	4	22	0	38	0	0	0	0	0	0	0	0	4	5	60		
2017-00759	Claims Technician, Assistant	2	9	4	0	1	4	24	0	44	3	4	5	0	1	0	22	0	35	0	0	0	0	0	0	0	0	7	5	79		
2017-00873	Procurement Specialist, Sr	2	3	1	0	0	0	7	0	13	2	2	0	0	0	1	12	0	17	0	0	0	0	0	0	0	1	4	30			
2017-00950	Technology Svcs Contracts Coordinator	0	1	1	0	0	3	3	0	8	0	0	2	0	0	4	9	0	15	0	0	0	0	0	0	0	2	1	23			
2017-00984	Treasurer, City	1	1	0	0	0	0	3	0	5	0	1	0	0	0	0	14	0	15	0	0	0	0	0	0	0	1	0	20			
2017-01019	Tax Division Manager	2	0	0	0	0	0	1	0	3	0	1	0	0	0	0	5	0	6	0	0	0	0	0	0	0	0	0	9			
2018-00018	Financial Analyst	8	1	3	0	0	0	7	0	19	8	5	3	0	1	0	26	1	44	0	0	0	0	0	0	1	1	5	1	64		
2018-00019	Tax Supervisor	0	1	0	0	0	1	2	0	4	0	0	0	0	0	0	1	0	1	0	0	0	0	0	0	0	0	0	5			
2018-00039	Chief Procurement Officer	2	0	1	0	0	1	2	0	6	3	1	1	1	1	0	25	0	32	0	0	0	0	0	0	0	0	1	5	38		
2018-00065	Business Systems Analyst	3	2	0	0	0	1	6	0	12	0	2	0	0	0	3	15	0	20	0	0	0	0	0	0	0	4	3	32			
2018-00141	Accountant III	7	2	0	0	0	3	17	1	30	3	1	2	0	1	4	13	0	24	0	0	0	0	0	0	1	1	5	2	55		
2018-00219	Training & Development Analyst	3	0	3	0	0	1	5	0	12	0	2	2	0	0	0	13	0	17	0	0	0	0	0	0	0	1	2	29			
2018-00227	Accountant IV	5	1	3	0	0	0	7	0	16	1	0	3	1	2	0	9	1	17	0	0	0	0	0	0	0	2	0	33			
2018-00313	Program Coordinator	3	1	3	0	0	1	14	0	22	6	1	2	0	1	2	14	0	26	0	0	0	0	0	0	0	0	4	4	48		
2018-00351	Procurement Specialist, Assistant	3	7	2	0	0	1	32	0	45	1	3	2	0	1	2	27	0	36	0	0	0	0	0	0	1	1	10	5	82		
2018-00374	Workers Comp/Disability Analyst, Sr	0	0	2	0	0	0	5	0	7	2	2	0	0	0	3	0	7	0	0	0	0	0	0	0	0	2	2	14			
2018-00375	Debt Manager	0	0	0	0	0	0	0	0	0	1	0	1	0	0	0	8	0	10	0	0	0	0	0	0	2	2	0	0	12		
2018-00408	Revenue Auditor	2	1	0	0	0	0	1	0	4	5	0	1	0	1	1	7	0	15	0	0	0	0	0	0	0	2	0	19			
2018-00458	Revenue Auditor, Sr	2	0	0	0	0	0	0	0	2	0	0	0	0	0	0	2	0	2	0	0	0	0	0	0	0	0	0	4			
2018-00462	Revenue & Tax Specialist II	6	4	3	0	1	0	11	0	25	5	1	5	0	0	2	9	0	22	0	0	0	0	0	0	0	5	0	47			
2018-00477	Revenue & Tax Specialist V	0	0	0	0	0	0	5	0	5	0	0	1	0	0	0	5	0	6	0	0	0	0	0	0	0	0	1	11			
2018-00539	Risk Manager	1	1	1	0	1	3	6	0	13	2	2	2	0	0	1	19	0	26	0	0	0	0	0	0	0	1	1	39			
2018-00745	Revenue & Tax Specialist IV	9	0	5	0	0	1	9	0	24	1	1	2	0	1	2	9	0	16	0	0	0	0	0	0	0	4	3	40			
2018-00786	Regulatory Program Administrator	1	0	3	0	0	0	0	0	4	0	1	1	0	0	0	2	1	5	0	0	0	0	0	0	0	0	0	9			
2018-00807	Accounting Manager	3	2	0	0	1	1	8	0	15	2	0	1	0	0	1	10	0	14	0	0	0	0	0	0	0	2	2	29			
Total:		67	41	38	0	5	23	185	1	360	49	33	40	2	11	27	301	3	466	0	0	0	0	0	0	0	0	5	5	59	46	831

A = Asian
B = Black/AA
H = Hisp/Lat
I = Am Ind/AK Nat

P = Nat HI/Other Pac Is
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W = White/Euro Am
U = Unknown

PWD = Pers w/ Dis
PV = Prot Vet

1275-OMF-BRFS
Recruitment and Hiring Activities
(1/1/2018 to 12/31/2018)

Job Number	Job Title	Female									Male									Unknown Gender									ID as PWD	ID as PV	Total Apps
		A	B	H	I	P	T	W	U	Total	A	B	H	I	P	T	W	U	Total	A	B	H	I	P	T	W	U	Total			
2017-00642	Procurement Specialist	1	2	3	0	0	0	6	0	12	1	2	1	0	0	2	9	0	15	0	0	0	0	0	0	0	0	2	3	27	
2017-00759	Claims Technician, Assistant	0	1	2	0	0	2	9	0	14	0	2	0	0	0	7	0	9	0	0	0	0	0	0	0	0	0	3	3	23	
2017-00873	Procurement Specialist, Sr	0	1	0	0	0	0	3	0	4	0	1	0	0	1	6	0	8	0	0	0	0	0	0	0	0	0	2	12		
2017-00950	Technology Svcs Contracts Coordinator	0	0	0	0	0	0	1	0	1	0	0	0	0	0	6	0	6	0	0	0	0	0	0	0	0	0	0	7		
2017-00984	Treasurer, City	1	0	0	0	0	0	1	0	2	0	1	0	0	0	11	0	12	0	0	0	0	0	0	0	0	1	0	14		
2017-01019	Tax Division Manager	0	0	0	0	0	0	1	0	1	0	1	0	0	0	4	0	5	0	0	0	0	0	0	0	0	0	0	6		
2018-00018	Financial Analyst	5	1	2	0	0	0	4	0	12	2	2	1	0	1	10	0	16	0	0	0	0	0	0	0	0	1	0	28		
2018-00019	Tax Supervisor	0	1	0	0	0	0	2	0	3	0	0	0	0	0	1	0	1	0	0	0	0	0	0	0	0	0	0	4		
2018-00039	Chief Procurement Officer	0	0	1	0	0	0	0	0	1	2	1	1	1	0	15	0	21	0	0	0	0	0	0	0	0	1	3	22		
2018-00065	Business Systems Analyst	2	1	0	0	0	1	4	0	8	0	0	0	0	1	4	0	5	0	0	0	0	0	0	0	0	2	1	13		
2018-00141	Accountant III	3	2	0	0	0	2	10	0	17	1	0	0	0	0	9	0	10	0	0	0	0	0	0	1	1	3	2	28		
2018-00219	Training & Development Analyst	1	0	1	0	0	0	0	0	2	0	0	0	0	0	4	0	4	0	0	0	0	0	0	0	0	0	1	6		
2018-00227	Accountant IV	3	0	2	0	0	0	7	0	12	0	0	3	0	2	7	0	12	0	0	0	0	0	0	0	0	2	0	24		
2018-00313	Program Coordinator	2	1	3	0	0	1	13	0	20	3	1	2	0	1	13	0	20	0	0	0	0	0	0	0	0	0	3	40		
2018-00351	Procurement Specialist, Assistant	2	3	2	0	0	0	21	0	28	1	3	2	0	1	20	0	27	0	0	0	0	0	0	0	1	1	7	4	56	
2018-00374	Workers Comp/Disability Analyst, Sr	0	0	0	0	0	0	5	0	5	1	1	0	0	0	0	0	2	0	0	0	0	0	0	0	0	0	0	7		
2018-00375	Debt Manager	0	0	0	0	0	0	0	0	0	1	0	1	0	0	4	0	6	0	0	0	0	0	0	0	1	1	0	7		
2018-00408	Revenue Auditor	1	0	0	0	0	0	1	0	2	0	0	0	0	1	4	0	5	0	0	0	0	0	0	0	0	0	0	7		
2018-00458	Revenue Auditor, Sr	1	0	0	0	0	0	0	0	1	0	0	0	0	0	1	0	1	0	0	0	0	0	0	0	0	0	0	2		
2018-00462	Revenue & Tax Specialist II	5	4	3	0	1	0	6	0	19	5	0	3	0	1	9	0	18	0	0	0	0	0	0	0	0	4	0	37		
2018-00477	Revenue & Tax Specialist V	0	0	0	0	0	0	5	0	5	0	0	1	0	0	5	0	6	0	0	0	0	0	0	0	0	0	1	11		
2018-00539	Risk Manager	0	0	1	0	0	2	5	0	8	2	1	0	0	1	12	0	16	0	0	0	0	0	0	0	0	0	1	24		
2018-00745	Revenue & Tax Specialist IV	3	0	2	0	0	1	6	0	12	0	1	1	0	1	3	0	6	0	0	0	0	0	0	0	0	1	0	18		
2018-00786	Regulatory Program Administrator	0	0	2	0	0	0	0	0	2	0	1	1	0	0	1	1	4	0	0	0	0	0	0	0	0	0	0	6		
2018-00807	Accounting Manager	0	0	0	0	0	0	2	0	2	0	0	0	0	0	7	0	7	0	0	0	0	0	0	0	0	1	1	9		
Total:		30	17	24	0	1	9	112	0	193	19	18	17	1	7	7	172	1	242	0	0	0	0	0	0	0	3	3	28	25	438

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P = Nat HI/Other Pac Is
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PWD = Pers w/ Dis
PV = Prot Vet

1275-OMF-BRFS
 Recruitment and Hiring Activities
 (1/1/2018 to 12/31/2018)

Please note the Hiring Information includes all hires made from Active, Resurrected and/or Comparable Eligible Lists during 1/1/2018 to 12/31/2018 reporting period.

Job Number	Job Title	Female									Male									Unknown Gender									ID as PWD	ID as PV	Total Hired		
		A	B	H	I	P	T	W	U	Total	A	B	H	I	P	T	W	U	Total	A	B	H	I	P	T	W	U	Total					
2017-00642	Procurement Specialist	0	0	0	0	0	0	1	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1	
2017-00759	Claims Technician, Assistant	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1	0	1	0	0	0	0	0	0	0	0	0	0	0	0	1	
2017-00873	Procurement Specialist, Sr	0	0	0	0	0	0	1	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1		
2017-00950	Technology Svcs Contracts Coordinator	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1	0	1	0	0	0	0	0	0	0	0	0	0	0	0	1		
2017-00984	Treasurer, City	0	0	0	0	0	0	1	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1		
2017-01019	Tax Division Manager	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1	0	1	0	0	0	0	0	0	0	0	0	0	0	0	1		
2018-00018	Financial Analyst	0	0	1	0	0	0	0	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1		
2018-00019	Tax Supervisor	0	1	0	0	0	0	0	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1		
2018-00039	Chief Procurement Officer	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1	0	1	0	0	0	0	0	0	0	0	0	0	0	0	1		
2018-00065	Business Systems Analyst	0	0	0	0	0	1	0	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1		
2018-00141	Accountant III	0	0	0	0	0	0	1	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1		
2018-00219	Training & Development Analyst	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1	0	1	0	0	0	0	0	0	0	0	0	0	0	0	1		
2018-00227	Accountant IV	1	0	0	0	0	0	0	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1		
2018-00313	Program Coordinator	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1	0	1	0	0	0	0	0	0	0	0	0	0	0	0	1		
2018-00351	Procurement Specialist, Assistant	0	1	1	0	0	0	0	0	2	0	1	0	0	0	0	0	1	0	0	0	0	0	0	0	0	0	1	0	0	3		
2018-00374	Workers Comp/Disability Analyst, Sr	0	0	0	0	0	0	1	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1		
2018-00375	Debt Manager	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1	0	1	0	0	0	0	0	0	0	0	0	0	0	0	1		
2018-00408	Revenue Auditor	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1	0	1	0	0	0	0	0	0	0	0	0	0	0	0	1		
2018-00458	Revenue Auditor, Sr	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1	0	1	0	0	0	0	0	0	0	0	0	0	0	0	1		
2018-00462	Revenue & Tax Specialist II	1	0	0	0	0	0	0	0	1	2	0	0	0	0	0	0	2	0	0	0	0	0	0	0	0	0	0	0	0	3		
2018-00477	Revenue & Tax Specialist V	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1	0	1	0	0	0	0	0	0	0	0	0	0	0	1	1		
2018-00539	Risk Manager	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1	0	1	0	0	0	0	0	0	0	0	0	0	0	0	1		
2018-00745	Revenue & Tax Specialist IV	0	0	1	0	0	0	2	0	3	0	0	1	0	0	0	0	1	0	0	0	0	0	0	0	0	0	0	0	0	4		
2018-00786	Regulatory Program Administrator	0	0	0	0	0	0	0	0	0	0	0	1	0	0	0	0	1	0	0	0	0	0	0	0	0	0	0	0	0	1		
2018-00807	Accounting Manager	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1	0	1	0	0	0	0	0	0	0	0	0	0	0	0	1		
Total:		2	2	3	0	0	1	7	0	15	2	1	2	0	0	0	12	0	17	0	0	0	0	0	0	0	0	0	0	0	1	1	32

A = Asian
 B = Black/AA
 H = Hisp/Lat
 I = Am Ind/AK Nat

P = Nat HI/Other Pac Is
 T = Two or More
 W = White/Euro Am
 U = Unknown

PWD = Pers w/ Dis
 PV = Prot Vet