2022 ANNUAL WORKFORCE STATISTICS REPORT

Human Assistance

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DIVERSITY POLICIES AND EFFORTS QUESTIONNAIRE

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

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

The core purpose of the Department of Human Assistance (DHA) is to improve the lives of families and individuals. The primary goal of the Department is to provide the tools, training and temporary support to assist people in their transition from welfare to self-sufficiency. DHA is setting the bar high for premier performance in service delivery, steadfast commitment to empowered staff, innovation and technology.

DHA employs approximately 1,800 skilled and dedicated employees to plan, implement and oversee a spectrum of programs and services designed to move people from public assistance to self-sufficiency. Department programs address many facets of daily life, including employment, housing, health care, transportation, education and childcare. DHA's programs are specifically designed to assist low-income families and individuals find workable solutions to daily-living problems.

DHA is responsible for the initial application processing and ongoing case maintenance, including yearly redeterminations, of financial assistance programs for families, single adults and children. Specific programs are listed below.

- Adoption Assistance Program (AAP) provides financial and/or health insurance coverage support to facilitate the adoption of children who otherwise would remain in long-term foster care.
- California Work Opportunity and Responsibility to Kids (CalWORKs) provides financial support for families with dependent children who experience deprivation due to a parent's absence, incapacity, death, unemployment or underemployment.
- **Refugee Cash Assistance (RCA)** provides cash benefits for new refugees who are not eligible for CalWORKs.
- CalFresh, federally known as the Supplemental Nutrition Assistance Program (SNAP), issues monthly electronic benefits that can be used to buy most foods at many markets and food stores. The CalFresh Program assists qualified households and individuals by providing a means to meet nutritional needs.
- Cash Assistance Program for Immigrants (CAPI) is a 100 percent state funded program that provides financial assistance to aged, blind or disabled non-citizens who are ineligible for Supplemental Security Income (SSI) solely due to their immigrant status
- General Assistance (GA) provides short-term cash assistance and services. It is a program of last resort for adults without children who are at least eighteen (18) years of age.
- Foster Care provides cash and health insurance benefits for children placed into protective custody by Child Protective Services (CPS) or Probation in approved placement homes, agencies or facilities.

- **Approved Relative Caregiver (ARC)** provides basic foster care assistance rates to caretaker relatives of non-federally eligible dependent children.
- **Kinship Guardianship Assistance Payment (Kin-Gap)** provides continued cash assistance utilizing Aid to Families with Dependent Children (AFDC)/Foster Care rates to legal guardian relative caretakers of foster children whose court dependency is terminated.
- Medi-Cal / Insurance Affordability Programs provides health insurance for lowincome families and individuals. Insurance Affordability Programs either reduce the amount individuals pay for their monthly health insurance premiums or discount outof-pocket costs for health-care expenses.
- County Medically Indigent Services Program (CMISP) provides necessary medical care to indigent adults who are Sacramento County residents not eligible for any other available health coverage programs.

DHA offers a range of Employment Services through the following programs: the CalWORKs-based Welfare-to-Work (WTW), Cal-Learn, General Assistance Training and Employment (GATE), and CalFresh Employment and Training (CFET). These programs assist individuals and families to find and keep jobs by providing pre-employment training workshops, resume writing assistance, job referrals, on-the-job training, and "dress for success" seminars. For the WTW program, DHA administers the Stage One Child Care program, which provides subsidized childcare for CalWORKs aided customers in the Welfare-to-Work program. Stage Two and Three subsidized childcare programs are administered by our contractor Child Action, Inc.

In addition to the programs listed above, DHA's Homeless Services Division offers an array of supportive services to Sacramento County community members experiencing homelessness. Street outreach, sheltering, case management and rehousing services for families and single adults provide much needed assistance to move people from a precarious existence on the streets into stable shelter and housing. Close collaboration and service coordination with County partner agencies, local community based organizations and the Sacramento Continuum of Care ensures that people have long lasting connections needed to maintain housing stability and a fruitful existence. DHA's Homeless Services Division continues to expand these support services while working collaboratively with the Office of Homeless Initiatives. New funding will increase more projects and the number of those served in the community who are experiencing homelessness.

DHA also manages the Veterans Services Office. Staff in this office assist veterans with filing VA disability and pension claims and enrolling in VA health care. In addition, the Veterans Services Office administers the CALVET College Fee Waiver program for dependents of disabled veterans. The Veterans Services Office also processes applications for death benefits for surviving spouses and dependent children of veterans.

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

Selection and Hiring

DHA follows all Civil Service Rules and applicable County Personnel Policies and Procedures when hiring staff. These are the steps the Department follows:

- 1. Based on our labor agreements with the Welfare Supervisory Unit, the Welfare Non-Supervisory Unit, and the Office Technical Unit, all vacancies are advertised to provide eligible current staff an opportunity to apply.
- 2. If a vacancy is not filled through Step 1, the supervisor/manager requests an eligible list of candidates from the County Department of Personnel Services.
- 3. For the Human Services Specialist induction classes, the most qualified candidates are hired from the three available ranks of the eligible candidate list to fill the training class availability. This list typically includes both internal and external candidates.

The Department works to establish interview panels whose members reflect the diversity of our staff and client populations. Client statistics are reviewed quarterly. DHA hires employees with special skills (language and/or culture) based on client populations. DHA currently has 14 different language and/or culture classifications.

Internships

DHA has an Educational Advancement policy that allows staff to flex their work hours if they are attending college classes and, on a limited basis, allows for staff to do required fieldwork or college internships on the job.

Education and Training Opportunities

DHA management works closely with the various civil rights caucuses on issues relevant to the caucus members and their represented communities. The Department currently has six caucuses: Asian Pacific Islander Caucus; African-American Caucus; Latino Caucus; Native American Caucus, Lesbian Gay Bisexual Transgender Caucus, and the Slavic Caucus. The Caucuses provide their members and other employees training and career development opportunities. These trainings have been modified during the pandemic.

In addition to working with the caucuses, the Department provides various training opportunities for employees. Computer, customer service, and diversity training are offered to employees. Some are optional and others mandatory. DHA supervisors and managers are mandated to take the AB 1825 Discrimination and Harassment Prevention Training every two years. Client confidentiality training is also provided. The Department also provides a mandatory Sexual Orientation and Gender Identity (SOGI) training. This training covers basic terminology, best practices and instruction on how to collect the SOGI information required by the State.

Employees are also eligible to apply for the County's Education Reimbursement Program. The County will provide education reimbursement for education costs incurred by regular employees who apply and are eligible for the reimbursement. The program offers a maximum reimbursement of \$1,500 per year. DHA staff regularly take advantage of this program.

(3) Please describe what recruiting and/or informational events your department has participated in and how they help to ensure a workforce representative of Sacramento County. (Include, if

applicable, high school or college job fairs, high school or college programs, church events, or community events.

The Department practice has been to perform active recruitment through various community-based organizations whose clientele are predominantly minority and, in addition to bringing needed skills to the Department programs, may speak one of the languages required to serve our customers. DHA has a dedicated outreach team focused entirely on recruitment at job fairs to ensure that the Department gets the diversity needed in the workforce. The Department participated in several recruitment outreach events in the last year including: the Sacramento County Virtual Career Fair, and SacJobs Summer Career Fair.

DHA implemented Virtual Job Talk in August 2021. Virtual Job Talk is a job search session designed to connect job seekers with employers who are hiring. Employers are invited to give presentation about their company, explain their hiring process, and answer questions. Additionally, Workforce Coordinators provide referrals to current job openings, job search information, job fair information, access to employment and training resources, and job search assistance. They follow up by sending job leads and employer information to all registered participants. Workforce Coordinators are available to meet weekly with participants to provide job-matching services upon request. Individuals are encouraged to attend if they are job ready and can complete a job application, communicate their job skills in an interview, arrange for childcare, and have reliable transportation to and from work.

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

DHA posts Announcement Bulletins (ABs) on myDHAnet, the internal Department intranet website. When a vacancy occurs, the Department posts an AB on the site and eligible employees can submit their interest to the hiring contact. Additionally, the County of Sacramento Department of Personnel Services posts open competitive examinations on their website (www.SacCountyJobs.net). Individuals who are interested may apply and submit their applications online at www.SacCountyJobs.net. For job seekers who are interested in an exam that is not yet open to the public, they have the option to fill out a Job Interest Card for a specific job category at www.SacCountyJobs.net. For the next 12 months after the form is submitted, an email notification will be sent each time a position opens with County of Sacramento whose category matches one of the categories chosen.

(5) Please describe your department's promotion and career advancement procedures designed to enable all employees to have an equal and fair opportunity to compete for and attain County Promotional opportunities. (Include, if applicable, mentoring, career development activities, etc.)

The Department currently uses several methods to ensure all employees have an equal and fair opportunity to compete for and attain County promotional opportunities. DHA informs employees of job opportunities (promotional exams, transfers, jobs outside of the County) by posting them on the Department's intranet (myDHAnet). DHA managers send out relevant announcements for all promotional exams via email to staff along with providing exam announcements to the Caucuses to distribute to their members and community agencies to

enhance DHA's ability to build a diverse workforce. Additionally, in response to the changes in the job market, DHA has worked with the Department of Personnel Services, Employment Services Division, to streamline the application process by consolidating and reducing the number of questions requiring a written response in order to encourage as many candidates as possible to submit their application for consideration.

Sacramento County uses the MyLearning portal that allows employees to schedule their own trainings and also to view their training history. Employees can review the courses that are offered in the County training catalog and then if they would like to register for a training, they use MyLearning to submit their request to their supervisor.

DHA uses the Performance Evaluation and Goals program with an automated evaluation form that contains a goal library with 500 ready-to-use goals and 86 competencies organized by categories and job classifications. These specific job-tailored resources allow employees and supervisors to jointly complete the evaluation with relevant goals and competencies based on the employee's position. This allows employees to target individual goals that they can work toward attaining, in order to obtain experience and prepare for career advancement.

The Leadership Dashboard Learning and Coaching Portal 1 invites employees to access over 300 free resources created by subject matter experts via 2 to 20-minute YouTube & TED Talk videos, podcasts, apps, websites, articles, blogs, books, etc. on various topics such as: Change Leadership, Communication, Emotional Intelligence, Stress Management and Resilience, Team Building and more. Employees can also connect to a wide variety of learning and leadership coaching resources.

(6) Please describe how the County's Equal Employment Opportunity program objectives are incorporated into your department's strategic and operational priorities.

It is the policy of the County and the Department to provide equal opportunities in all areas of employment to all people, regardless of race, color, sex, national origin, age, marital status, religion, ancestry, medical condition, disability, political affiliation, sexual orientation, or other factors not directly related to County job duties.

DHA is one of the largest departments in Sacramento County, with approximately 1,800 employees. There are more than 130 job classifications within the Department, including social work, eligibility, supervision, management, accounting and law enforcement positions. Opportunities for advancement to a variety of specialized positions both within the Department and throughout the County are continually available.

Almost 50 percent of DHA's workforce is classified as minority. DHA has bilingual staff and provides services in 14 languages. The department also has 15 vendors who assist with our customers' language needs in our offices and over the phone. The vendors support up to 200 languages including sign language. In addition, the department utilizes the California Relay Service, a state organization that assists hearing impaired customers communicate with staff. The Department's six Civil Rights Advisory Caucuses serve in an advisory capacity to the DHA Director. These caucuses champion the civil rights of customers as well as employees. The Department Caucuses deliver cultural awareness training and education as well as raise money to award college scholarships for children of diverse families on our public assistance caseloads. These activities were modified during the pandemic.

DHA provides basic services and care to the neediest in our community and in recent years, the Department has broadened the mission statement to include goals of fostering economic stability and self-sufficiency for those served. DHA is dedicated to providing quality assistance to our customers and to curtailing the cycle of poverty through education and job training.

DHA has demonstrated innovative policy development, implementation, service delivery, and best practices to achieve workforce diversity. DHA stays current with data on its customer base and reinforces the need to address broad customer diversity with diversity training for all employees. DHA provides specially trained employees, special skilled language employees, and customized literature for its varied customer populations. The Department maintains direct contact with community organizations and through the various caucuses and keeps open communication with representation units.

The Department mandated an Implicit (Unconscious) Bias Awareness and Mitigation Training presented by Dr. Bryant T. Marks, Sr. for managers and made it voluntary for line staff. The training discussed group-based biases, which involve varying degrees of stereotyping, prejudice, and/or discrimination that occur above or below conscious awareness. Implicit bias has become very important to understand given systemic inequities and disparate outcomes in society for different racial groups. The impact of implicit bias on others depends on social and professional roles in society. This training addressed the ability to implement practices or policies that reduce the likelihood that implicitly biased beliefs will lead to biased behaviors.

(7) Please describe your department's method to ensure its EEO activities and efforts result in service delivery across all sectors of the community (e.g. systems or processes for communication between County agencies and direct contact with community organizations, etc.)

DHA performs outreach with many agencies in the community and works collaboratively with several other County departments, including Probation; Sheriff; Child, Family and Adult Services; and Health Services. DHA also has staff members located in schools and other non-profit organizations in order to provide access to services for local residents.

DHA offices throughout the County play an active role in the community. The Department has a website that can be accessed by members of the public. The site provides information on the various services that the Department provides.

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

There were no complaints that resulted in a Violation of County Policy during this period.

TABLE 1 WORKFORCE COMPARATIVE ANALYSIS

	Census Data	Census Data	W	Workforce Composition				Workforce Composition			
	2010	2020	C	ounty of S	acrament	to		Human Assistance			
			201	6 (1)	202	1 (2)	2017 R	eport (3)	2022 Re	eport (4)	
ETHNICITY	%	%	#	%	#	%	#	%	#	%	
2 or More Races	4.4%	6.5%	243	2.2%	366	3.3%	42	2.1%	58	3.3%	
American Indian/Alaskan Native	1.3%	0.5%	119	1.1%	102	0.9%	19	1.0%	13	0.7%	
Asian	13.6%	17.4%	1,670	14.9%	1,841	16.4%	420	21.1%	400	22.7%	
Black/African American	10.5%	9.2%	1,369	12.2%	1,286	11.5%	338	17.0%	292	16.6%	
Hispanic/Latino	17.9%	23.6%	1,769	15.8%	2,098	18.7%	411	20.6%	408	23.2%	
Native Hawaiian/Pacific Islander	1.0%	1.1%	108	1.0%	128	1.1%	25	1.3%	26	1.5%	
Other		0.6%									
White/Non-Hispanic	51.4%	41.0%	5,937	52.9%	5,383	48.0%	736	37.0%	563	32.0%	
Total	100.0%	100.0%	11,215	100.0%	11,204	100.0%	1,991	100.0%	1,760	100.0%	
Minority Representation	48.6%	59.0%	5,278	47.1%	5,821	52.0%	1,255	63.0%	1,197	68.0%	
Female Representation	50.8%	51.1%	5,767	51.4%	5,733	51.2%	1,418	71.2%	1,245	70.7%	

¹ Sacramento County Workforce as of pay period 26 ending 12/24/2016

² Sacramento County Workforce as of pay period 26 ending 12/18/2021

³ Employed by County of Sacramento as of pay period 26 ending 12/24/2016

⁴ Employed by County of Sacramento as of pay period 26 ending 12/18/2021

TABLE 2 JOB CATEGORIES COMPARISION BETWEEN 2021 AND 2022 REPORTS

JOB Categories			ority nales	, I		Minority Total		Female Total		Total Employees	
F	REPORT:	2021*	2022**	2021*	2022**	2021*	2022**	2021*	2022**	2021*	2022**
Officials/Administrators	#	11	11	4	4	15	15	26	26	34	36
1. Officials/Administrators	%	32.4%	30.6%	11.8%	11.1%	44.1%	41.7%	76.5%	72.2%	100.0%	100.0%
2. Professionals	#	633	645	229	225	862	870	925	918	1285	1272
2. Professionals	%	49.3%	50.7%	17.8%	17.7%	67.1%	68.4%	72.0%	72.2%	100.0%	100.0%
3. Technicians	#	3	3	1	1	4	4	5	5	8	7
3. Technicians	%	37.5%	42.9%	12.5%	14.3%	50.0%	57.1%	62.5%	71.4%	100.0%	100.0%
4. Protective Services	#	0	0	3	5	3	5	3	3	19	22
4. Flotective Services	%	0.0%	0.0%	15.8%	22.7%	15.8%	22.7%	15.8%	13.6%	100.0%	100.0%
5. Para-Professionals	#	34	29	13	17	47	46	49	43	74	71
5. Para-Professionals	%	45.9%	40.8%	17.6%	23.9%	63.5%	64.8%	66.2%	60.6%	100.0%	100.0%
6. Office/Clerical Workers	#	196	187	74	70	270	257	269	250	377	352
o. Office/Cleffcal Workers	%	52.0%	53.1%	19.6%	19.9%	71.6%	73.0%	71.4%	71.0%	100.0%	100.0%
7. Skilled Craft Workers	#										
7. Skilled Craft Workers	%										
9. Convice Maintenance	#										
8. Service Maintenance	%										
Total	#	877	875	324	322	1201	1197	1277	1245	1797	1760
Total	%	48.8%	49.7%	18.0%	18.3%	66.8%	68.0%	71.1%	70.7%	100.0%	100.0%

TABLE 2

^{*} The numbers for the 2021 Report are taken from pay period 26, ending December 19, 2020

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

TABLE 3.1

Personnel Actions Report

HIRES/RE-HIRES - Permanent Position Employees

(From 01/01/2021 to 12/31/2021)

NEW HIRES	FEMALE	%	MALE	%	TOTAL	%
White	13	10.6%	13	10.6%	26	21.1%
American Indian/Alaskan Native	0	0.0%	0	0.0%	0	0.0%
Asian	22	17.9%	7	5.7%	29	23.6%
Black	17	13.8%	6	4.9%	23	18.7%
Native Hawaiian/Pacific Islander	1	0.8%	1	0.8%	2	1.6%
2 or More Races	6	4.9%	0	0.0%	6	4.9%
Hispanic	26	21.1%	11	8.9%	37	30.1%
TOTAL MINORITY HIRES	72	58.5%	25	20.3%	97	78.9%
TOTAL NEW HIRES	85	69.1%	38	30.9%	123	100.0%

NEW RE-HIRES	FEMALE	%	MALE	%	TOTAL	%
White	2	28.6%	1	14.3%	3	42.9%
American Indian/Alaskan Native	0	0.0%	0	0.0%	0	0.0%
Asian	2	28.6%	0	0.0%	2	28.6%
Black	0	0.0%	0	0.0%	0	0.0%
Native Hawaiian/Pacific Islander	0	0.0%	0	0.0%	0	0.0%
2 or More Races	1	14.3%	0	0.0%	1	14.3%
Hispanic	1	14.3%	0	0.0%	1	14.3%
TOTAL MINORITY RE-HIRES	4	57.1%	0	0.0%	4	57.1%
TOTAL RE-HIRES	6	85.7%	1	14.3%	7	100.0%

COMMENTS FOR TABLE 3.1

TABLE 3.2

Personnel Action Report

TERMINATIONS – Permanent Position Employees

(From 01/01/2021 to 12/31/2021)

TERMINATIONS	FEMALE	%	MALE	%	TOTAL	%
White	45	26.6%	18	10.7%	63	37.3%
American Indian/Alaskan Native	1	0.6%	1	0.6%	2	1.2%
Asian	21	12.4%	11	6.5%	32	18.9%
Black	19	11.2%	8	4.7%	27	16.0%
Native Hawaiian/Pacific Islander	1	0.6%	0	0.0%	1	0.6%
2 or More Races	2	1.2%	4	2.4%	6	3.6%
Hispanic	30	17.8%	8	4.7%	38	22.5%
TOTAL MINORITY TERMINATIONS	74	43.8%	32	18.9%	106	62.7%
TOTAL TERMINATIONS	119	70.4%	50	29.6%	169	100.0%

REASON TERMINATED	Number	% of Total	# of Female	# of Minority
RETIRED OR DISABILITY RETIREMENT	68	40.2%	43	42
RESIGN OTHER EMPLOYMENT	7	4.1%	7	4
EMPLOYEE INITIATED / NO REASON GIVEN	80	47.3%	62	50
DECEASED	3	1.8%	0	1
LAID OFF/REDUCTION IN FORCE	0	0.0%	0	0
DISCIPLINARY, PENDING DISCIPLINE OR RELEASE FROM PROBATION	6	3.6%	2	5
AUTOMATIC RESIGNATION	4	2.4%	4	3
OTHER- Please list: Service Retirement In Lieu of				
Discipline	1	0.6%	1	1
Totals:	169	100%	119	106

COMMENTS FOR TABLE 3.2

TABLE 3.4

Personnel Action Report

PROMOTIONS/DEMOTIONS - Permanent Positions

(From 01/01/2021 to 12/31/2021)

PROMOTIONS	FEMALE	%	MALE	%	TOTAL	%
White	27	22.0%	13	10.6%	40	32.5%
American Indian/Alaskan Native	0	0.0%	1	0.8%	1	0.8%
Asian	15	12.2%	9	7.3%	24	19.5%
Black	18	14.6%	3	2.4%	21	17.1%
Native Hawaiian/Pacific Islander	0	0.0%	0	0.0%	0	0.0%
2 or More Races	6	4.9%	3	2.4%	9	7.3%
Hispanic	20	16.3%	8	6.5%	28	22.8%
TOTAL MINORITY PROMOTIONS	59	48.0%	24	19.5%	83	67.5%
TOTAL PROMOTIONS	86	69.9%	37	30.1%	123	100.0%

DEMOTIONS	FEMALE	%	MALE	%	TOTAL	%
White	7	38.9%	1	5.6%	8	44.4%
American Indian/Alaskan Native	0	0.0%	0	0.0%	0	0.0%
Asian	0	0.0%	1	5.6%	1	5.6%
Black	5	27.8%	1	5.6%	6	33.3%
Native Hawaiian/Pacific Islander	0	0.0%	0	0.0%	0	0.0%
2 or More Races	1	5.6%	0	0.0%	1	5.6%
Hispanic	2	11.1%	0	0.0%	2	11.1%
TOTAL MINORITY DEMOTIONS	8	44.4%	2	11.1%	10	55.6%
TOTAL DEMOTIONS	15	83.3%	3	16.7%	18	100.0%

COMMENTS FOR TABLE 3.4								

TABLE 4

Discrimination/Harassment Complaint Activity

(From 01/01/2021 to 12/31/2021)

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

	In House				Outside Investigator				DFEH or EEOC		
Complaint Types	Violation	No Violation	Insuff Evid	On-going	Violation	No Violation	Insuff Evid	On- going	Closed	On- going	Total Allegat.
Age								Q		K, M	3
Disability/Medical Condition/Genetic Information		E, J, N, O, R						U	В	I	8
Marital Status											
Pregnancy											
Political Affiliation or Beliefs											
Race/Color/National Origin/Ancestry		A, D, F, G, R, S,						Q, T		K, L, M	11
Religion											
Retaliation		F, G, O, R						Q		I, L	7
Sex/Gender		C, F, H, J, O, P,						Q		L	8
Sexual Orientation											
TOTAL Allegations:		21						6	1	9	37

Note: Use an alpha to represent each complaint. [Human Assistance had a total of 21 COMPLAINTS]

This information is collected for use by the Equal Employment Opportunity Advisory Committee to tabulate the County's total annual number of complaints.

i.e. Employee Smith files a complaint involving Gender / Disability. You would place alpha A in columns Gender and Disability. Employee Lopez files a complaint involving Religion / Race. You would place alpha B in columns Religion and Race