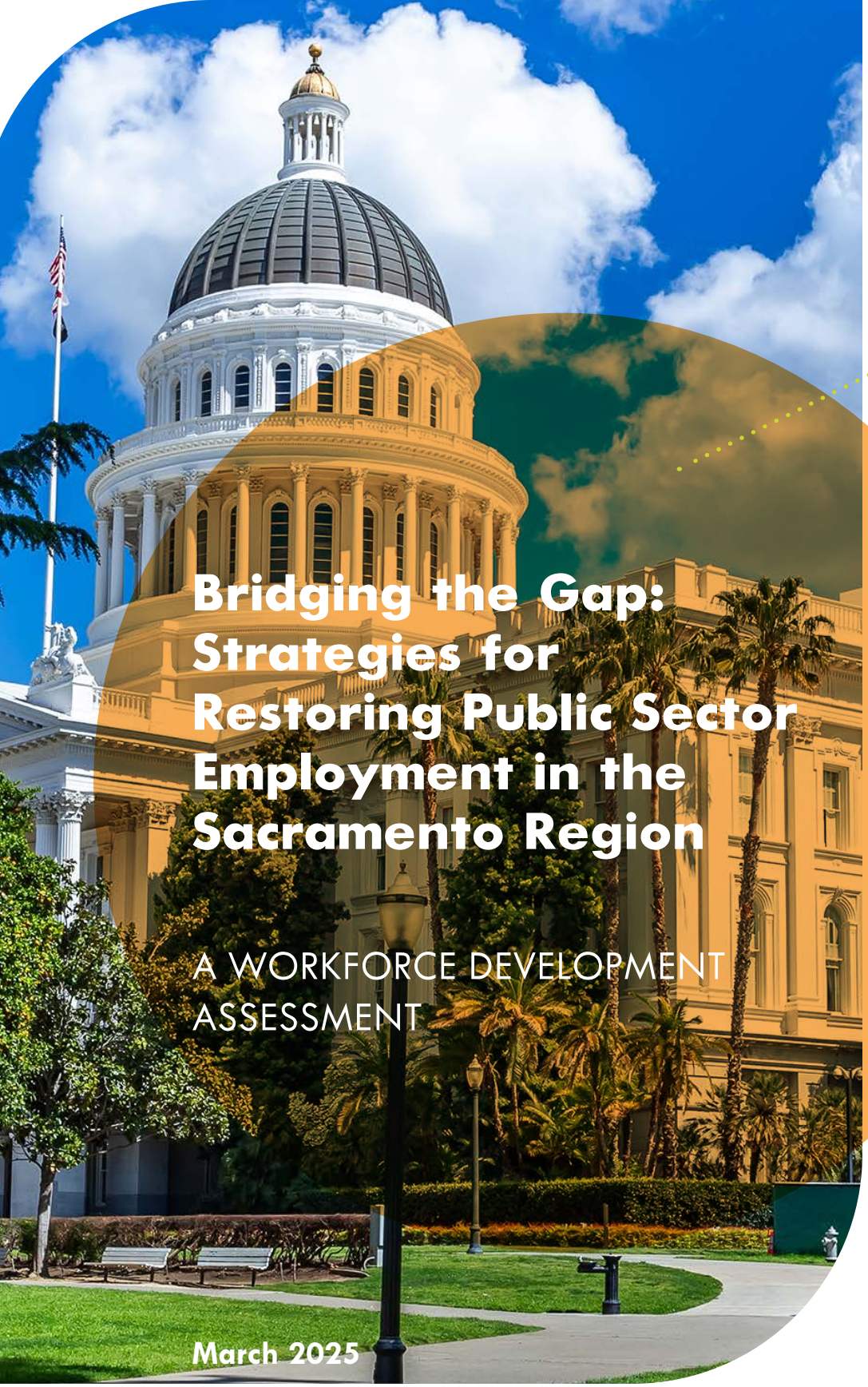

FOR LABOR MARKET RESEARCH

NORTH FAR NORTH

Bridging the Gap: Strategies for Restoring Public Sector Employment in the Sacramento Region

A WORKFORCE DEVELOPMENT ASSESSMENT

March 2025

Prepared by the North Far North Center of Excellence

POWERED BY

California Community Colleges

INSTITUTE FOR LOCAL GOVERNMENT℠

Promoting Good Government at the Local Level

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EXECUTIVE SUMMARY

The public sector plays a critical role in Sacramento region's economy, employing nearly one-quarter of the region's workforce. *Bridging the Gap: Strategies for Restoring Public Sector Employment in the Sacramento Region* analyzes the key trends in public sector employment, with a particular focus on local government. Developed by the North Far North Center of Excellence for Labor Market Research (NFN COE) and the Institute for Local Government (ILG), it highlights workforce challenges, including recruitment and retention difficulties, the effects of the COVID-19 pandemic, and the need for strategic workforce development.

Key Findings

- **Public Sector Employment Trends:** The public sector accounted for more than 250,000 jobs in 2022, representing 23.3% of Sacramento's overall employment. Despite its significance, job growth in the public sector has lagged behind that in the private sector in the past decade. However, projections indicate that public sector growth will outpace private sector growth between 2022 and 2027, with an estimated addition of 25,000 jobs.
- **Pandemic Impact and Uneven Recovery:** The COVID-19 pandemic significantly disrupted public sector employment. Local government jobs, particularly in public K–12 schools and community colleges, experienced the steepest declines. Although state and federal government jobs have fully recovered, there are 2,300 fewer local government jobs since the pandemic. However, local government administration jobs have increased by 4% since 2017.
- **Hiring Challenges:** Public sector employers are facing substantial challenges in recruiting and retaining workers, particularly in critical occupations such as IT, finance, planning, and public safety. As retirement rates increase and vacancies rise, many agencies are struggling to fill essential roles. This issue is compounded by wage disparities with the private sector and outdated hiring systems.
- **Workforce Demographics:** The public sector workforce in Sacramento is older and more diverse and has a higher proportion of women compared with the private sector workforce. However, this demographic composition poses future challenges because a significant portion of workers are nearing retirement age. The sector's reliance on older employees underscores the need for succession planning and targeted recruitment efforts.
- **Future Workforce Needs:** Over the next five years, key occupations such as civil engineers, operations research analysts, and law enforcement officers are projected to grow. However, many of these roles will be difficult to fill without strategic workforce interventions, including apprenticeship programs, skills development, and career pathway creation. Middle-skill jobs represent a significant opportunity for residents to access stable, well-paying employment.

Recommended Strategies

- **Strengthen Workforce Pipelines:** Local government should partner with local educational institutions to promote public sector careers and create clear pathways to middle-skill jobs. This effort includes expanding apprenticeship and internship programs, particularly in critical fields like IT, public safety, and finance.
- **Enhance Job Vacancy Data Collection:** ILG should collaborate with member organizations to improve collection of data on job vacancies, including wage, benefits, and qualifications data. Publicly sharing these data can inform the public about service impacts due to vacancies and can support targeted solutions to workforce shortages.
- **Develop Career Pathways for Critical Occupations:** Local government agencies should identify career pathways for critical roles, especially those with a high percentage of workers nearing retirement. This effort should be accompanied by succession planning to ensure continuity of service in leadership and specialized roles.

- **Address Wage and Compensation Issues:** Local government agencies should conduct wage studies to assess and address gaps between public and private sector compensation, particularly in hard-to-fill roles like engineering and IT. In addition, internal pay audits should be performed to address pay equity and compression issues.
- **Streamline Hiring Processes:** Complex hiring procedures often deter potential candidates. Local governments should simplify hiring processes, including removing barriers like lengthy background checks, and improve the collection of hiring data to reduce time-to-hire for critical positions.
- **Foster Diversity and Inclusion:** Local governments should prioritize diversity in recruitment, hiring, and career development processes. By developing programs targeting underrepresented groups and creating inclusive work environments, public sector agencies can better reflect the communities they serve.
- **Retain Skilled Workers:** Offering flexible work schedules, telework options, and professional development opportunities can improve retention. Local governments should also provide clear pathways for career progression to retain younger workers and prevent turnover in key entry-level roles.

Conclusion

The Sacramento region's public sector faces a range of workforce challenges, including recruitment and retention difficulties, skills gaps, and pandemic impacts. Addressing these challenges will require coordinated efforts to strengthen workforce pipelines, improve data collection, and create career advancement opportunities. By implementing these strategic workforce development recommendations, local governments can ensure a stable and skilled workforce capable of meeting the region's governance needs.

INTRODUCTION

Bridging the Gap: Strategies for Restoring Public Sector Employment in the Sacramento Region analyzes and addresses key employment trends within the public sector, with a special focus on local government. Produced by the North Far North Center of Excellence for Labor Market Research (NFN COE) and the Institute for Local Government (ILG), it builds on a 2019 public workforce needs assessment, highlighting current workforce challenges, projected job growth, and strategic solutions.[1]

The public sector plays a critical role in the region, accounting for nearly one-quarter of total employment in Sacramento. Despite its importance, the sector faces significant challenges in recruitment and retention, particularly in key occupations such as IT, finance, and public safety. The pandemic further exacerbated these challenges, causing uneven job recovery across different government subsectors, especially in local government.

This report provides an in-depth analysis of the workforce landscape, including an overview of public sector employment, wages, and demographics, as well as specific insights into local government career clusters, high-demand occupations, and areas of projected growth. Additionally, the report addresses the need for workforce pipeline development, diversity and inclusion initiatives, and improved job vacancy data collection and transparency.

The findings underscore the necessity of targeted workforce development strategies to address current and future challenges, while also highlighting opportunities for upskilling, apprenticeship programs, and career pathway development to ensure a stable and skilled public sector workforce for the years ahead.

1. North Far North Center of Excellence for Labor Market Research, *Innovative Pathways to Public Service: Sacramento Region Public Sector Workforce Needs Assessment*, 2019, https://www.ca-ilg.org/workforcereport.

A LETTER FROM THE
INSTITUTE FOR LOCAL GOVERNMENT

A Letter from the Institute for Local Government

Dear Colleagues and Partners,

As the Institute for Local Government (ILG) marks its 70th anniversary, we are proud to renew our commitment to fostering resilient, innovative, and inclusive California communities. California's wonderful diversity, creativity and potential are increasingly apparent in our cities, counties and special districts, where so many important opportunities exist, especially in the area of workforce and economic development.

Melinda Gates said, "To build a more inclusive future, we must break down the barriers that prevent people from achieving upward mobility"(Speech on Gender and Economic Mobility, October 2021). A well-paying job with a career pathway and growth opportunities can provide the level of upward mobility that can lift an individual, a family and a community out of poverty and into a better future.

Building on the foundational work of the 2019 report, *Innovative Pathways to Public Service (IPPS): Sacramento Region Public Sector Workforce Needs Assessment*, this report underscores the pressing need to continue to lead by example in local government. It underscores the sector's desire to expand career opportunities in local government while also uncovering some of the public sector's burgeoning workforce challenges and providing actionable solutions.

This report comes at a critical time for local governments. While the economy has largely rebounded from the COVID-19 pandemic, our public sector workforce faces persistent challenges that were only exacerbated by the public health crisis: high vacancy rates, an aging workforce nearing retirement, and an urgent need to attract and retain diverse talent. These issues are not just numbers on a page—they represent real barriers to delivering the critical services our communities rely on every day. Luckily, local governments are ready and willing to make the adjustments necessary to move the needle.

This report integrates comprehensive labor market data from the North Far North Center of Excellence (COE) with critical, real-time insights from local government leaders. This blend of data and ground-level perspectives provides a clearer picture of the challenges and opportunities shaping the public sector in Greater Sacramento, and the state as a whole.

Through strategic partnerships with workforce development agencies, community colleges, and public sector leaders, ILG is supporting local governments as they advance forward-looking solutions to address these challenges. Our workforce programs like the "IDEA" initiative (Improving Diversity, Equity, and Access) and the "Bridge" Registered Apprenticeship Program are designed to create innovative talent pipeline strategies in critical fields highlighted in this report, such as human resources, IT, mental and behavioral and accounting. These efforts reflect the sector's shared commitment to cultivating a workforce that mirrors the diversity, resilience, and innovation of California's communities.

We extend our sincere gratitude to the North Far North Center of Excellence, the California Workforce Development Board, the Innovative Pathways to Public Service collaborative and our dedicated collaborators statewide. By uniting expertise, data, and action, we can ensure California's public sector remains a cornerstone of stability, equity, and opportunity for generations to come.

Our call to action is simple yet urgent: we must act decisively and collaboratively to build a sustainable talent pipeline for the public sector. This requires translating insights into practice through targeted partnerships, internal policy changes, expanded work-based learning programs like apprenticeships, and innovative recruitment and retention strategies. By acting now, with strategies grounded in data and informed by lived experiences, we can lay the foundation for a workforce that thrives in the face of emerging challenges.

Local governments are often the first line of defense for our democracy and the stewards of our community spirit. As ILG celebrates 70 years of service, we invite you to join us in advancing this critical work. Together, we can continue to build the public sector workforce with the best and brightest —not just as a source of stability for working families but as a driver of innovation, equity, and opportunity in every corner of California.

Sincerely,
Erica L. Manuel
CEO & Executive Director
Institute for Local Government

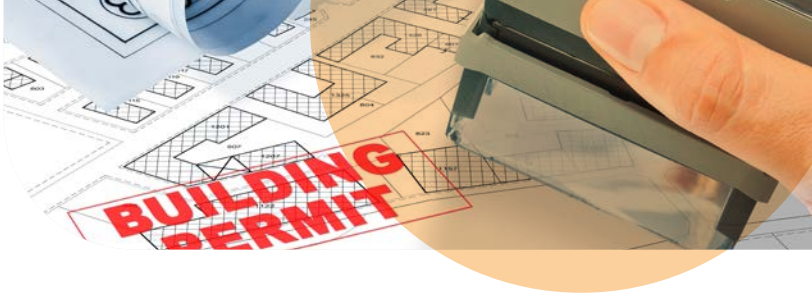
About the Institute for Local Government

The Institute for Local Government (ILG) is a nonprofit nonpartisan organization that supports local governments with tackling their most pressing and evolving issues related to workforce development, leadership, ethics, public engagement, and climate action. Since 1955, ILG has provided conscious counsel, training, resources, and technical assistance to empower and educate local agency leaders and deliver real-world expertise to help them navigate complex issues, increase their capacity, and build trust in their communities. As the nonprofit affiliate of the League of California Cities, the California State Association of Counties, and the California Special Districts Association, ILG proudly serves municipalities large and small, urban, and rural throughout California.

Innovative Pathways TO PUBLIC SERVICE

Special thanks to the Innovative Pathways to Public Service (IPPS) collaborative for their longstanding work to advance public sector career pathways in the Greater Sacramento region. The group's commitment to opening doors into the public sector was the inspiration for ILG's Workforce Accelerator Fund project and its 2019 Public Sector Needs Assessment was a foundational element of this report.

METHODOLOGY



This report is a result of ongoing collaboration between the North Far North Center of Excellence for Labor Market Research (NFN COE) and the Institute for Local Government (ILG). In 2019, the two organizations partnered to create a comprehensive report for the regional initiative, *Innovative Pathways to Public Service: Sacramento Region Public Sector Workforce Needs Assessment*. The report identified critical workforce shortages in areas such as finance, management, IT, skilled trades, and public safety, and it highlighted challenges like applicant shortages, high retirement rates, and outdated systems that discouraged potential job seekers.

The goal of the current report is to analyze and outline key employment trends in Sacramento's public sector workforce, in a post-pandemic setting, with a focus on identifying essential occupations crucial to fulfilling the mission and operations of local government. The study defines the Sacramento region as the six counties of El Dorado, Placer, Sacramento, Sutter, Yolo, and Yuba.

This report consists of six analyses.

- **Public Sector Industry:** Using data from the Quarterly Census of Employment and Wages (QCEW), accessed via Lightcast, the report examines employment trends and earnings in the public sector. For additional information about QCEW, please see Appendix F. By categorizing data by ownership, the analysis distinguishes between job counts and earnings in Sacramento's public and private sectors. It covers public sector employment in each county, detailing the number of establishments and average annual wages. Whereas QCEW relies on traditional North American Industry Classification System (NAICS) codes and combines public sector with private sector data across all industry codes, Lightcast combines all public sector data into one sector and provides detailed estimates of employment for federal, state, and local governments.[2]

- **Public Sector Workforce Demographics:** The report analyzes the demographic composition of the public sector workforce, comparing it to that of the private sector for added context, using data from Lightcast.
- **Local Government Subsector Industry:** The report provides a detailed breakdown of employment in Sacramento's local government subsector, covering industries such as local government administration, public K–12 schools, and community colleges. It reviews historical and projected employment trends in the subsector, using data primarily from Lightcast.
- **Local Government Occupations:** Using regional occupational and staffing patterns data, the NFN COE estimates the concentration of occupations in the local government subsector. This analysis is organized by COE skill levels to help identify focus areas for workforce interventions, such as addressing retirements and filling high-demand roles.
- **Public Sector Job Postings:** The NFN COE reviews online job postings from July 1, 2019, to June 30, 2024, to better understand the types of roles that public sector employers are seeking to fill. This analysis relies on traditional NAICS codes for the public sector, is based on "unique" jobs posting listings from Lightcast, and highlights job trends over the past five years.[3]
- **Local Government Workforce Needs Survey:** Conducted by ILG in early summer 2024, the survey examines current and near-future workforce needs across California's cities, counties, and special districts. The report summarizes key survey findings and validates the labor market data analysis.

2. Lightcast, "Lightcast NAICS," https://kb.lightcast.io/en/articles/6957524-lightcast-naics, accessed June 18, 2024.
3. Unique job postings are sometimes referred to as "deduplicated" job postings. Appendix D lists some sources for these job postings.

PUBLIC SECTOR INDUSTRY ANALYSIS

Public Sector Overview

More than one million jobs are spread across the six-county Sacramento region. Although most are classified as private sector jobs, nearly one-quarter of the region's employment comes from the public sector. In 2022, the sector accounted for more than 250,000 jobs (Exhibit 1).

Exhibit 1. Employment in Sacramento region's public and private sectors, 2022

Sector	2022 Jobs	Share of 2022 Jobs
Public	256,605	23.3%
Private	842,691	76.7%
Sacramento Region	**1,099,295**	**100.0%**

Source: Lightcast, 2024.2, QCEW employees only.

State government jobs compose the largest share of public sector employment in Sacramento (Exhibit 2). In 2022, state government employment accounted for more than half of the region's public sector jobs, with more than 130,000 jobs in 2022 (Exhibit 2). Local government represents the next largest share of public sector employment at 10% of the region's overall employment and nearly 110,000 jobs in 2022. Last, up to 1% of Sacramento's public sector jobs are employed by the federal government (excludes tribal employment). In 2022, there were nearly 16,000 jobs in federal government establishments across the region.

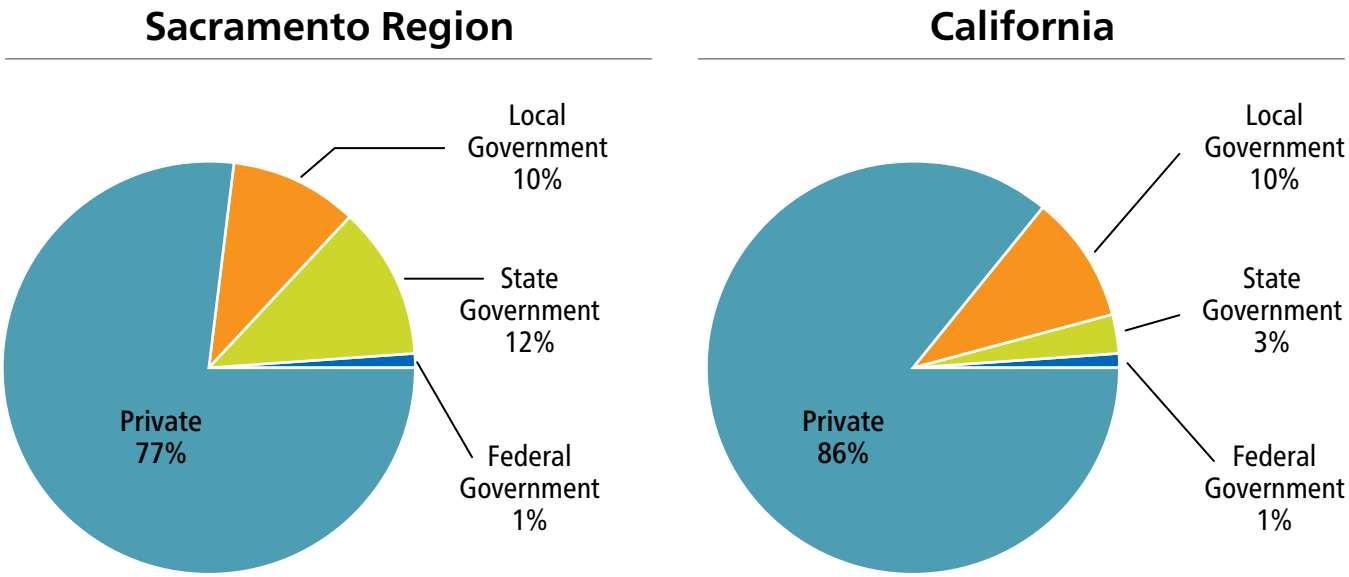
Exhibit 2. Sacramento region's public sector employment by government level, 2022

Government Level	2022 Jobs	Share of Public Sector Jobs
Local	109,662	42.7%
State	131,038	51.1%
Federal	15,905	6.2%
Sacramento Region	**256,605**	**100%**

Source: Lightcast, 2024.2, QCEW employees only.

Compared with the state, the Sacramento region has a higher proportion of employment in the public sector. In 2022, the region's share of public sector jobs was 1.6 times bigger than the state's share. And the region's share state government jobs is four times higher than the state's share. Overall, more than one-quarter of California's state government jobs are in the Sacramento region (Exhibit 3). This finding reflects the large number of state government jobs concentrated in and around the state capitol, which is in downtown Sacramento.

Exhibit 3. Share of public and private sector employment, Sacramento region and California, 2022



Source: Lightcast, 2024.2, QCEW employees only.

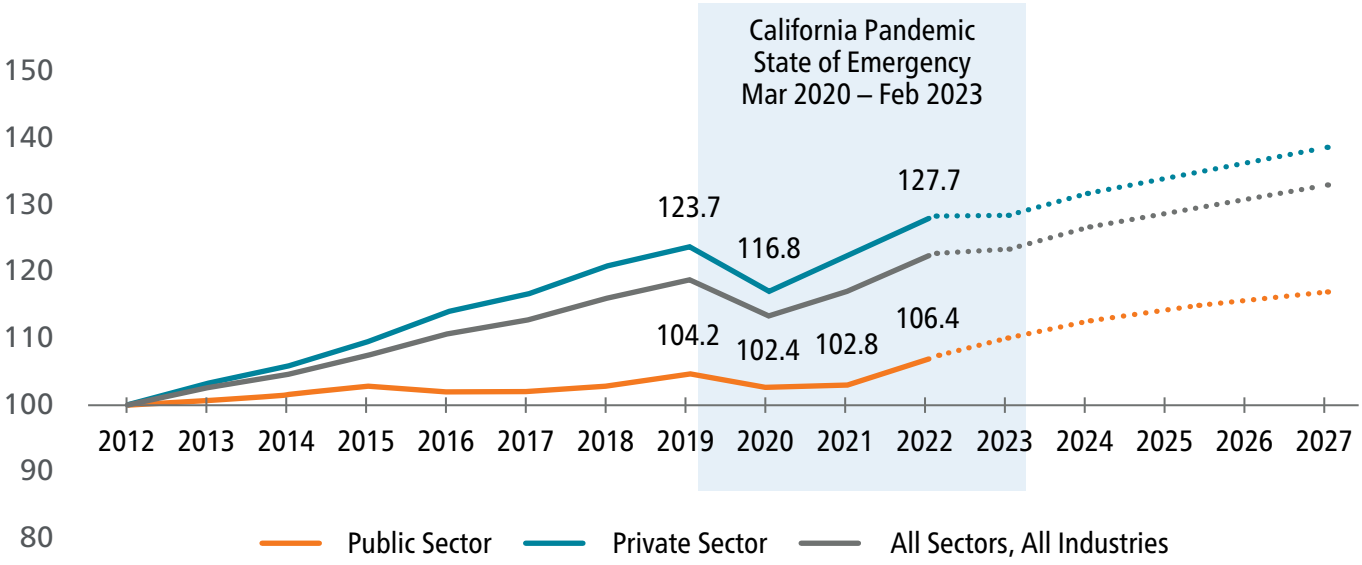
Employment Trends

Since 2012, job growth in Sacramento's public sector has remained below the overall job growth of the region and significantly below job growth in the private sector. Exhibit 4 compares net employment changes across Sacramento's public and private sectors and includes a 10-year historical window (2012–2022) and a five-year projection period (2022–2027). Job changes are indexed to 2012.

In 2019, job growth in the Sacramento region's public and private sectors reached its highest point: compared with 2012 levels, public sector employment was 4% higher and private sector employment was 24% higher. However, during the pandemic, both sectors saw declines, with the private sector experiencing a sharper drop. From 2019 to 2022, employment in the private sector dropped nearly 6%, compared with 2% in the public sector. This difference in decrease suggests a certain amount of resilience and stability in public sector employment. During the pandemic, public sector jobs appeared to experience less labor market volatility than private sector jobs.

During the recovery phase, job growth surpassed pandemic-era job losses, with public sector employment 6.4% and private sector employment 27.7% higher than 2012 levels by 2022. Public sector job losses had largely been erased by 2022, but public sector employment required a longer recovery period than the private sector employment. Furthermore, job recovery has been uneven within the public sector, as detailed in this report's analysis of local government's historical and projected employment trends.

Exhibit 4. Sacramento region's public and private sector employment trends, 2012–2027



Source: Lightcast, 2024.2, QCEW employees only.

Exhibit 5 shows the historic and projected job changes in the public and private sectors across the Sacramento region. For the last 10 years, job growth in the private sector significantly outpaced growth in the public sector in each of the five-year periods measured. Between 2012 and 2017, the region's private sector added more than 100,000 jobs, a rate of nearly 17% job growth. In contrast, the region's public sector added slightly more than 4,000 jobs, a rate of 2% job growth. Between 2017 and 2022, jobs in the private sector increased by nearly 9% with 73,000 new jobs, while jobs in the public sector increased by 4% with 11,000 new jobs.

Over the next five years, job growth in the public sector is expected to shift from its historically below-average trend to surpass job growth in the private sector. From 2022 to 2027, public sector jobs are projected to increase by nearly 10%, outpacing the 8.5% growth forecast for the private sector. During this period, the region's public sector is expected to add more than 25,000 new jobs.

Exhibit 5. Historical and projected job changes in the Sacramento region's public and private sectors, 2012–2027

Sector	Historic Changes				Projected Change	
	2012–2017		2017–2022		2022–2027	
	#	%	#	%	#	%
Public	4,145	1.7%	11,290	4.4%	25,247	9.8%
Private	109,457	16.6%	73,421	8.7%	71,863	8.5%
Sacramento Region	**113,602**	**12.6%**	**84,711**	**7.7%**	**97,110**	**8.8%**

Source: Lightcast, 2024.2, QCEW employees only.

Compared with the region's private sector, the public sector was more resilient to job losses during the pandemic (Exhibit 6). Before the pandemic, from 2018 to 2019, public sector jobs grew at a rate of 1.7%, which was below the regional average of 2.2%. During the first year of the pandemic, 2019 to 2020, employment in the public sector declined at a slower rate than in the private sector. Public sector jobs fell by 1.7% from 2019 to the end of 2020, while private sector jobs decreased three times faster, at a rate of 5.5%. The COVID-19 pandemic and related government restrictions, such as California's stay-at-home order, caused the significant job contractions and losses observed in early 2020.

Exhibit 6. Year-over-year employment changes by sector, 2018–2022

Sector	2018–2019	2019–2020	2020–2021	2021–2022
Public	1.7%	(1.7%)	0.4%	3.5%
Private	2.4%	(5.5%)	4.6%	4.5%
Sacramento Region	**2.2%**	**(4.6%)**	**3.6%**	**4.2%**

Source: Lightcast, 2024.2, QCEW employees only.

According to economists, the pandemic-related recession, although deep, was the shortest in our post-World War II era and lasted only two months: March and April 2020.[4] Job recovery from the pandemic began immediately and progressed relatively quickly in the private sector, as shown by the above-average growth rate of 4.6% and the increase in job numbers by 2021.

In contrast, the recovery in the public sector started more slowly and has been uneven across government industry subsectors.[5] Between 2018 and 2022, state and federal government sectors saw an increase in available jobs across their subsectors, while local government continued to recover from pandemic-related job losses in 2020 and 2021 (Exhibit 7). Local government jobs fell from a peak of 112,000 in 2019 to a low of 104,000 in 2021. By 2022, local government employment across the region had risen to nearly 110,000 jobs, but it remains below pre-pandemic levels.

Exhibit 7. Employment levels by public and private subsector, 2019–2022

	Historic Jobs			Current Jobs
Industry Subsector	**2019**	**2020**	**2021**	**2022**
Local Government	112,011	104,756	104,398	109,662
State Government	123,590	125,815	127,455	131,038
Federal Government	15,758	16,394	16,073	15,905
Private Sector (All Industries)	816,012	770,964	806,689	842,691
Sacramento Region	**1,067,371**	**1,017,929**	**1,054,614**	**1,099,295**

Source: Lightcast, 2024.2, QCEW employees only.

4. National Bureau of Economic Research (NBER), "Determination of the April 2020 Trough in US Economic Activity," July 19, 2021, https://www.nber.org/news/business-cycle-dating-committee-announcement-july-19-2021.
5. Ibid. According to the NBER, job recovery across the United States was hugely driven by several federal policy interventions, including the Coronavirus Aid, Relief, and Economic Security (CARES) Act of 2020, the Coronavirus Response and Consolidated Appropriations Act (2021), and the American Rescue Plan Act (ARPA) of 2021.

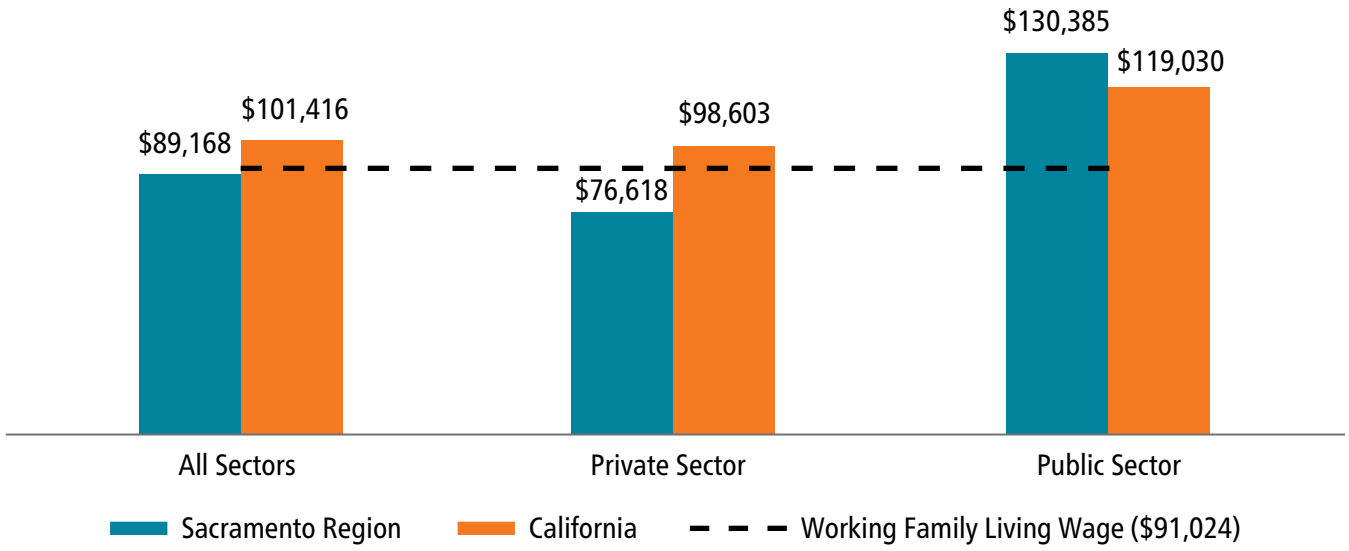
Average Sector Earnings

Exhibit 8 compares the average earnings per job in the Sacramento region's public sector with those in the private sector and across California. Average earnings are determined by summing all annual earnings within a regional industry and dividing them by the total number of jobs in that industry. This calculation, which is referred to as average earnings per worker, includes earnings from pre-tax wages, salaries, profits, benefits, and other forms of compensation. Notably, this measure does not account for the distribution of earnings between high- and low-wage jobs. Consequently, a sector with a higher proportion of low-wage jobs will have lower average earnings per job, and vice versa.

In the Sacramento region, average earnings are higher in the public sector compared with the private sector (Exhibit 8). In 2022, the average annual earnings per job in Sacramento's public sector were $130,000, while in the private sector, they were $77,000. On average, jobs in the public sector earn $53,000 more than those in the private sector.

Additionally, the average earnings in the region's public sector surpass the living wage needed to support a small family in the region.[6] In 2024, a working family in one of the region's six counties would need to earn more than $91,000 annually (equivalent to $43.76 per hour) to be self-sufficient. The average earnings in the public sector exceed this threshold by nearly $40,000.

Exhibit 8. Average earnings per job, Sacramento region's public and private sectors, 2022



Source: Lightcast, 2024.2, QCEW employees only.

6. Amy K. Glasmeier, "Living Wage Calculator," 2024. https://livingwage.mit.edu/. Living wage is defined as the level of income one working adult with no children must earn to meet basic needs, including food, housing, transportation, healthcare, taxes, and other miscellaneous basic needs. A small family is defined as one working adult and one school-aged child (between the ages of 5 and 12 years). The calculated self-sufficiency wage of $91,000 represents an average of the six counties studied in this report.

Sector Establishments

Establishments refer to individual, physical locations where businesses with payrolls operate. A single company or agency may have multiple establishments, which can result in a higher-than-expected number of locations associated with that entity. Exhibits 9 and 10 present a breakdown of the share and number of public sector establishments in the Sacramento region.

The region has a higher concentration of public sector establishments than the state (Exhibit 9). In 2022, 7% of Sacramento's establishments were in the public sector, compared with just 2% statewide.

Exhibit 9. Number of establishments, Sacramento region's public and private sectors, 2022

Sector	Sacramento		California	
	Number	Share	Number	Share
Public	6,745	7%	36,351	2%
Private	93,209	93%	1,370,256	98%
Sacramento Region	**99,954**	**100%**	**1,706,607**	**100%**

Source: Lightcast, 2024.2, QCEW employees only.

In the Sacramento region, more than 75% of public sector establishments (nearly 5,000) are associated with state government (Exhibit 10). Most of these state government establishments fall under the public administration sector, which includes offices and buildings linked to the executive, legislative, and judicial branches, as well as administrative offices for various state departments and programs. The campuses of CSU Sacramento and UC Davis are also included in the state government establishment count because they are part of the public university system.

Local government establishments make up about 20% of the region's total, or approximately 1,300 establishments (Exhibit 10). The majority of these establishments are in public education, including K–12 schools (881 establishments) and public community colleges (14 establishments). Although the California community college system is overseen by a state-level organization, community colleges are classified as independent local agencies and are therefore categorized under local government. The remaining local government establishments include nearly 460 administrative offices and buildings for municipal officials and local government employees.

Exhibit 10. Number of establishments, Sacramento region's public sector, 2022

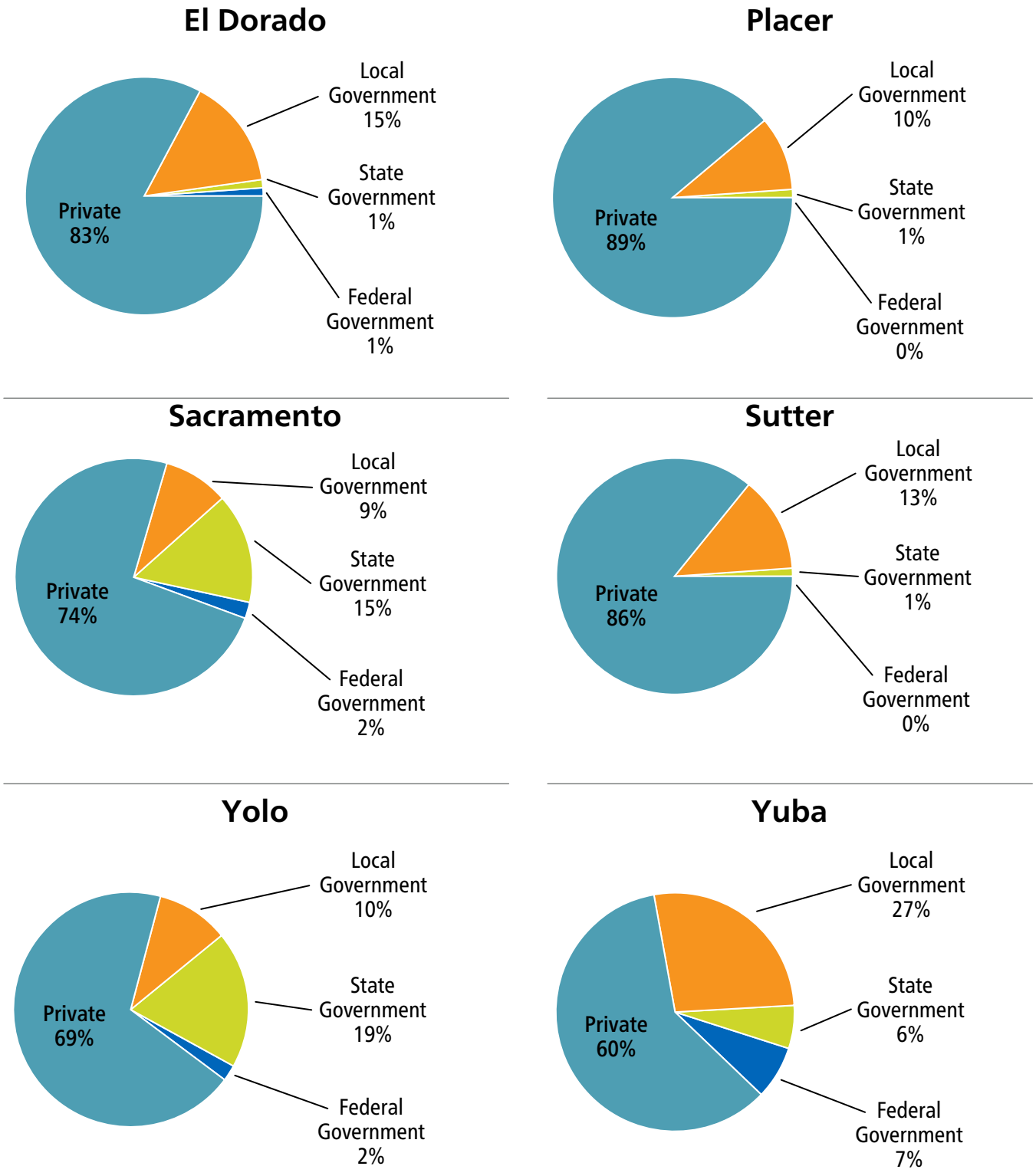
Public Sector and Subsector	2022 Establishments
Local Government	
Local Government (Administration)	457
Elementary and Secondary Schools (Public K–12)	881
Colleges, Universities, and Professional Schools (California Community Colleges)	14
All Other Educational Services	3
Local Government Totals	**1,355**
State Government	
State Government (Administration)	4,833
Colleges, Universities, and Professional Schools (University of California and California State University)	276
All Other Educational Services	3
Hospitals	1
State Government Totals	**5,113**
Federal Government	
Federal Government (Administration)	152
U.S. Postal Service	125
Federal Government Totals	**277**
Six-County Sacramento Region Totals	**6,745**

Source: Lightcast, 2024.2, QCEW employees only.

Sector Employment by County

The public sector represents differing shares of employment across the six-county Sacramento region (Exhibit 11). In all, the public sector ranges from as low as 11% of jobs in Placer County to as high as 40% of jobs in Yuba County. In four of the six counties, the subsector with the largest amount of employment is local government, ranging from 9% in Sacramento to 27% in Yuba.

Exhibit 11. Share of public and private sector jobs by county, 2022



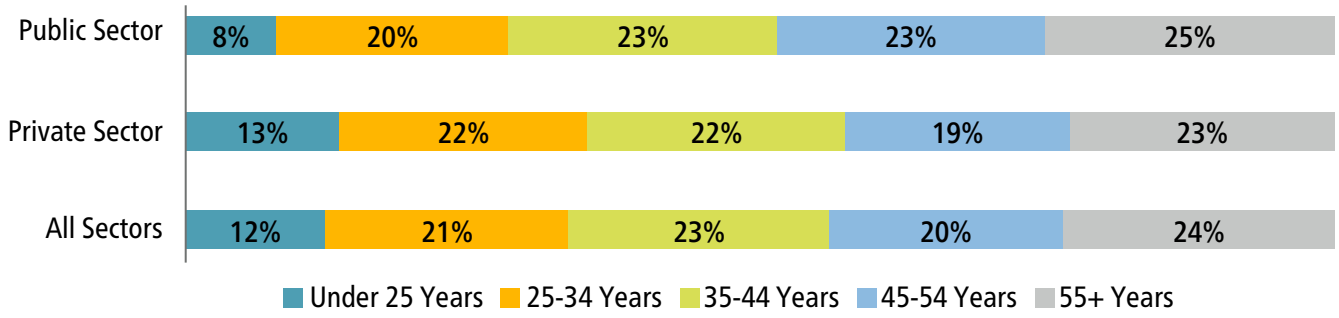
Source: Lightcast, 2024.2, QCEW employees only.

Workforce Demographics

The Sacramento region's public sector workforce includes fewer young employees (Exhibit 12). In 2022, only 8% of public sector workers were under 25, and just 28% were under 34. In comparison, the private sector employs a larger proportion of younger workers, with 13% under 25 and 35% under 34.

The public sector workforce also skews older than the private sector workforce (Exhibit 12). Forty-eight percent of public sector employees were 45 or older, compared with 42% of private sector employees. Additionally, the public sector faces a slightly higher retirement risk. In 2022, 25% of the region's public sector workers were over 55, compared with 23% of the region's private sector workers.

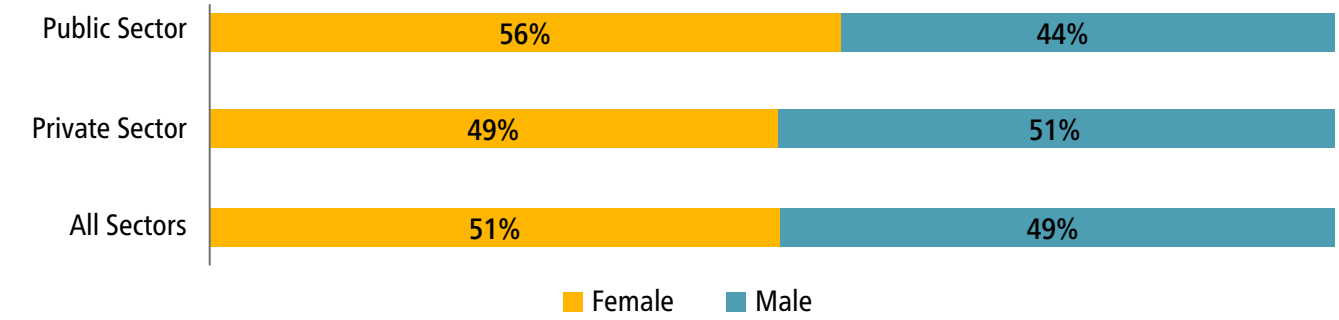
Exhibit 12. Workforce age range, Sacramento region's public and private sectors, 2022



Source: Lightcast, 2024.2, QCEW employees only.

The region's public sector workforce has a higher proportion of women than the private sector workforce (Exhibit 13). In 2022, 56% of public sector employees identified as female, compared with 49% of private sector employees.

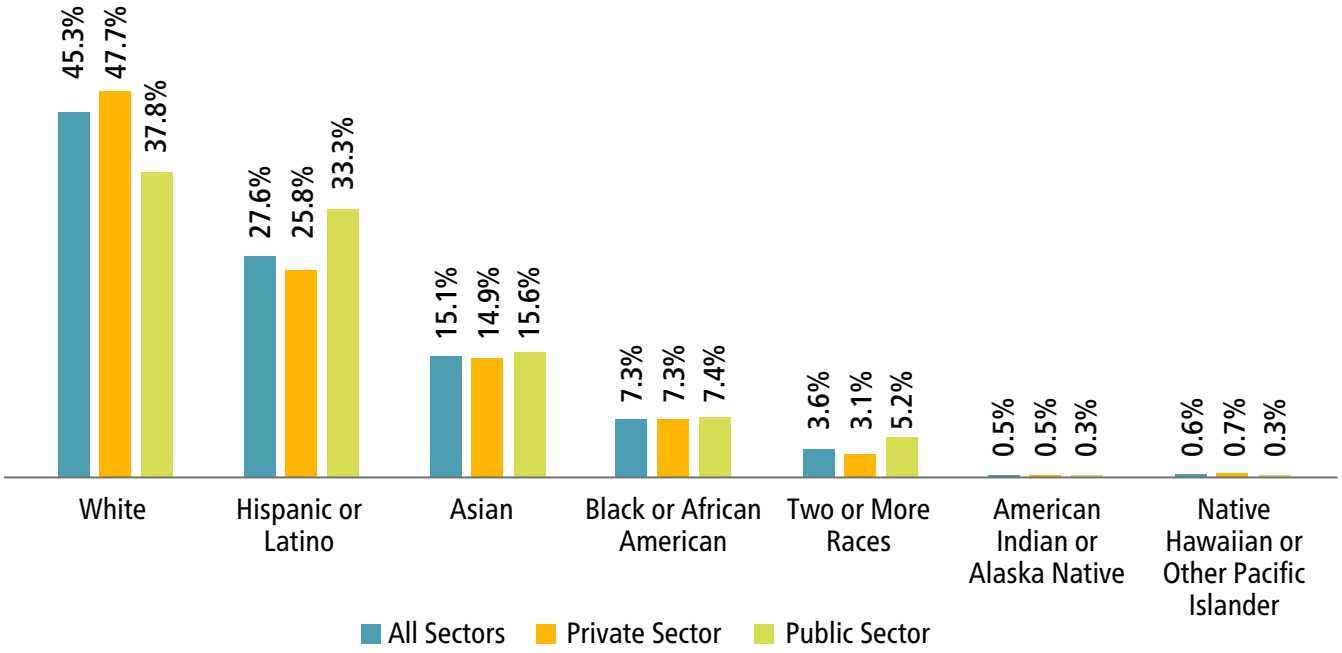
Exhibit 13. Workforce gender diversity, Sacramento region's public and private sectors, 2022



Source: Lightcast, 2024.2, QCEW employees only.

The region's public sector workforce is more racially and ethnically diverse than the private sector workforce (Exhibit 14). In 2022, 38% of public sector workers identified as white, compared with 48% of private sector workers; 62% of public sector workers identified as a race other than white, compared with 52% of private sector workers. Additionally, one-third of the public sector workforce identified as Hispanic or Latino, compared with 26% of the private sector workforce. The public sector also has a higher proportion of multiracial employees, at 5%, compared with the private sector, at 3%.

Exhibit 14. Workforce racial and ethnic diversity, Sacramento region's public and private sectors, 2022



Source: Lightcast, 2024.2, QCEW employees only.

LOCAL GOVERNMENT IN SACRAMENTO

LOCAL GOVERNMENT SUBSECTOR INDUSTRY ANALYSIS

Following is an analysis of historical and projected employment trends of the local government subsector in the six-county Sacramento region.

Local Government Overview

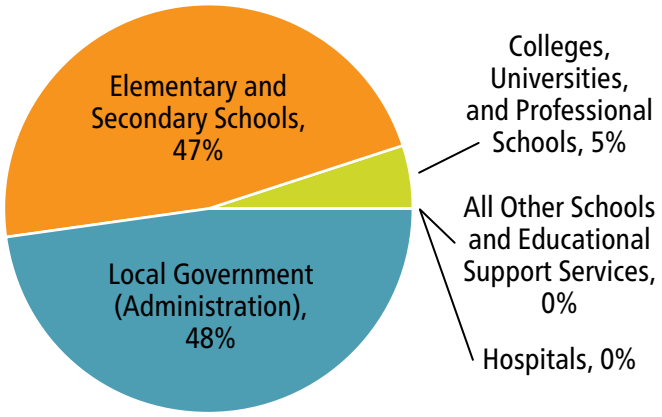
With more than 112,000 jobs, local government accounts for about 10% of the Sacramento region's public sector employment (see exhibits 2 and 3). Nearly all local government jobs are concentrated in public administration and public education, including employment in K–12 schools and community colleges (Exhibit 15).

The largest segment of local government employment is administration, which encompasses county, municipal, and special districts. Education, including K–12 school districts and local education agencies, along with hospitals, are counted separately from local government administration. In 2022, local government administration employed more than 52,000 people, making up 48% of all local government employment across the region (see Appendix B for detailed job counts by industry).

The second-largest segment is local government elementary and secondary schools, or public K–12 schools. In 2022, K–12 schools in the region employed more than 51,000 workers, representing 47% of local government jobs.

The smallest segment is local government colleges, universities, and professional schools. Employment in this segment consists mostly of jobs within California community colleges, which are governed locally. In 2022, community colleges made up 5% of the region's total local government employment.

Exhibit 15. Local government industries by share of employment, 2022



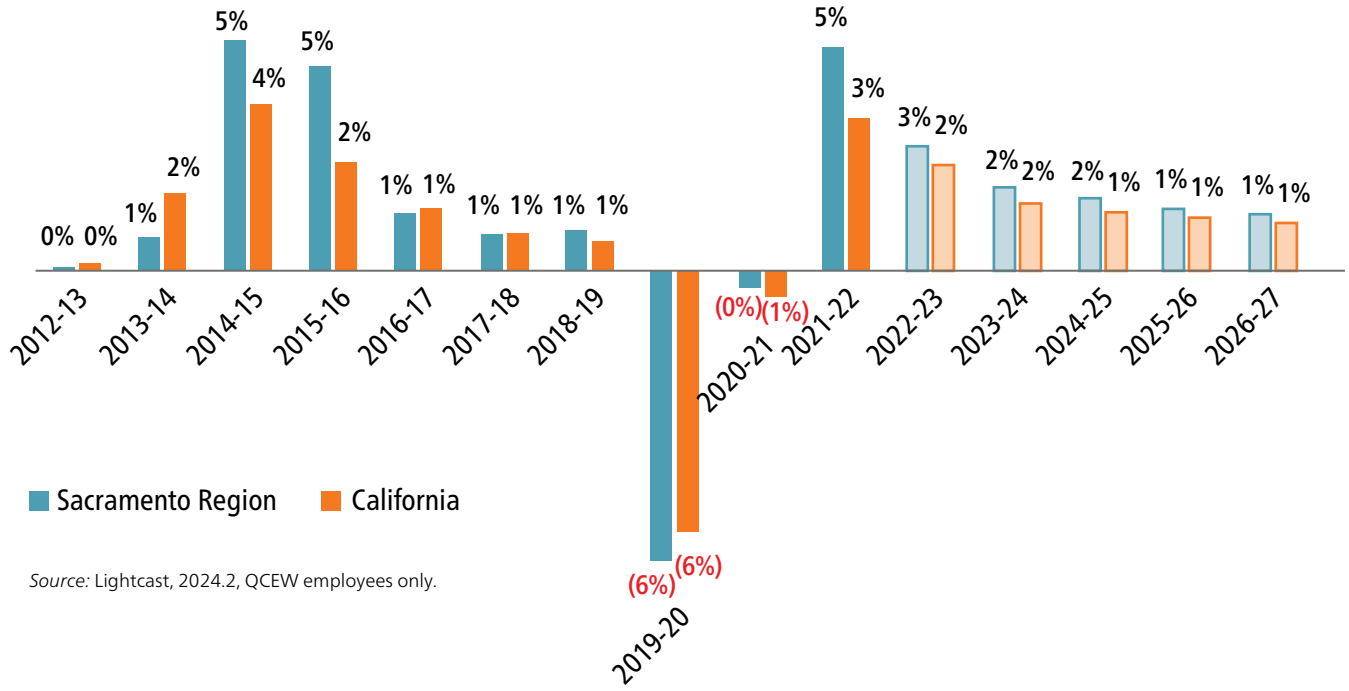
Source: Lightcast, 2024.2, QCEW employees only. Note: The Local Government (Administration) industry includes jobs found in local public administration establishments. Employment in education and hospitals is excluded from this category as it is counted separately.

Employment Trends

Historically, employment in the Sacramento region's local government subsector has increased annually (Exhibit 16). Between 2012 and 2019, job growth in this sector generally matched or surpassed that of the state. The fastest growth occurred between 2014 and 2016, with an annual increase of 5%, largely driven by recovery from the Great Recession. However, by 2016, job growth in the subsector slowed to 1%, aligning with the state's overall job growth rate of 1%.

During the pandemic, the local government subsector experienced a 6% job loss, like the rest of the state, but the decline quickly stabilized between 2020 and 2021. By 2022, job growth in the subsector rebounded, surpassing that in the state with a 5% increase compared with the state's 3%. Job growth in the subsector is expected to slow, aligning with the state average of 1% by 2026.

Exhibit 16. Year-to-year historical and projected job changes, local government subsector, 2012–2027



Source: Lightcast, 2024.2, QCEW employees only.

Between 2012 and the onset of the COVID-19 pandemic, the local government subsector experienced significant job growth (Exhibit 17). Over the past decade, local government employment increased by more than 9% with the addition of more than 9,600 jobs by 2022. This growth was largely drive by substantial job gains in local government's public administration sector and public K–12 schools.

Exhibit 17. Overall historical employment in the local government subsector by industry

Local Government Industry	2012 Jobs	2022 Jobs	2012–2022 Change	2012–2022 % Change
Local Government (Administration)	46,862	52,525	5,663	12%
Elementary and Secondary Schools (Public K–12)	44,671	51,226	6,555	15%
Colleges, Universities, and Professional Schools (Community Colleges)	6,145	5,874	(271)	(4%)
All Other Schools and Educational Support Services	0	37	37	N/A
Hospitals	0	0	0	N/A
Sacramento Region	**102,387**	**112,070**	**9,683**	**9.5%**

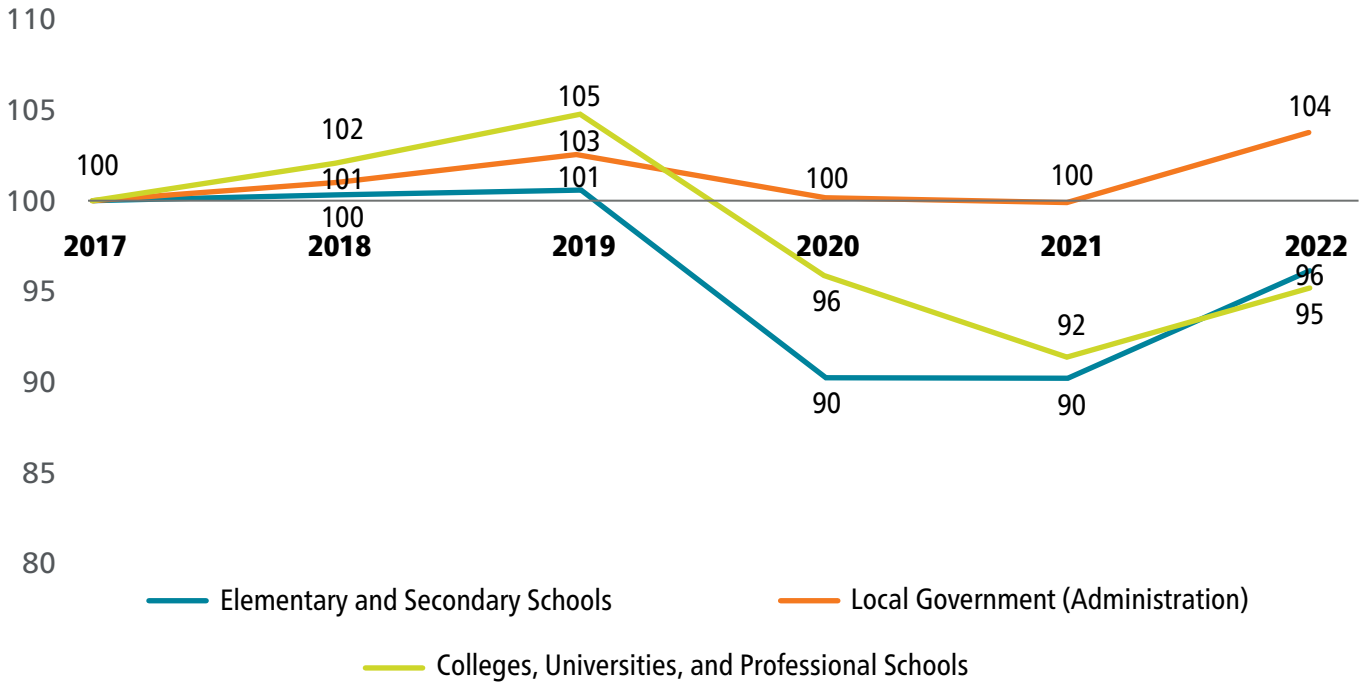
Source: Lightcast, 2024.2, QCEW employees only.
Note: The Local Government (Administration) industry includes jobs found in local public administration establishments. Employment in education and hospitals is excluded from this category because it is counted separately.

The full impact of the pandemic on the Sacramento region's local government subsector is not immediately apparent from the broader data. However, a focus on the 2017–2022 period makes clear the disruption caused by the pandemic. Exhibit 18 highlights annual employment changes in the top three local government industries relative to 2017, when many sectors had recovered from the 2008 Great Recession.

Education was particularly hit hard during the pandemic (Exhibit 18). By 2019, employment in public K–12 schools had increased by nearly 1% of its 2017 levels. However, by 2020, it had plummeted to 90% of 2017 levels, representing a 10% drop in just one year due to the pandemic. Colleges, universities, and professional schools (community colleges) saw a smaller decline, with a 4% reduction in employment during the first year of the pandemic. Between 2019 and 2020, public K–12 schools lost nearly 5,500 jobs while community colleges shed 540 jobs (see Appendix B for more details). By 2022, employment in both industries remained below pre-pandemic levels.

In contrast, local government administration maintained relatively stable employment during the pandemic (Exhibit 18). Although local government administration saw a 3% increase in jobs between 2017 and 2019, it lost 1,200 jobs in 2020, bringing employment back to 2017 levels. By 2022, employment in local government administration had recovered, exceeding pre-pandemic levels by 4%.

Exhibit 18. Job changes in the local government subsector, indexed to 2017



Source: Lightcast, 2024.2, QCEW employees only.

Job growth in the local government subsector is expected to align with historical trends over the next five years (Exhibit 19). The subsector is projected to grow by 9%, adding approximately 10,000 new jobs by 2027. Most of this growth will come from local government administration and public K–12 schools. Local government administration is projected to add more than 5,000 jobs, while public K–12 schools is expected to add 4,500 jobs over the next five years.

Exhibit 19. Projected job changes for local government across the Sacramento region

Local Government Subsector	2022 Jobs	2027 Jobs	2022–2027 Change	2022–2027 % Change
Local Government (Administration)	52,525	58,084	5,559	11%
Elementary and Secondary Schools (Public K–12)	51,226	55,752	4,526	9%
Colleges, Universities, and Professional Schools (Community Colleges)	5,874	6,150	276	5%
All Other Schools and Educational Support Services	37	70	33	88%
Hospitals	0	0	0	0%
Sacramento Region	**109,662**	**120,056**	**10,394**	**9%**

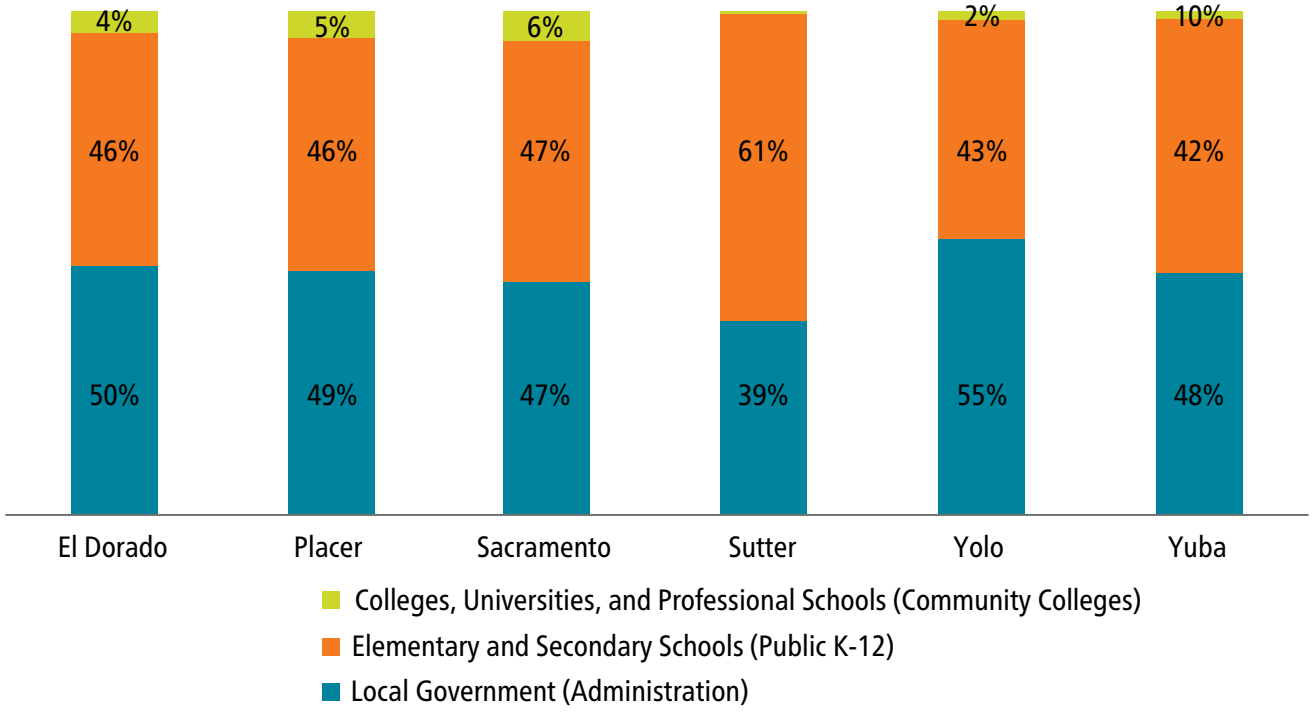
Source: Lightcast, 2024.2, QCEW employees only.
Note: The Local Government (Administration) industry includes jobs found in local public administration establishments. Employment in education and hospitals is excluded from this category because it is counted separately.

Employment by County

The proportion of workers in local government administration and public education varies from county to county in the Sacramento region (Exhibit 20). Key observations about the region's local government employment:

- Yolo County has the highest share of employment in local government administration at 55%.
- Sutter County leads in employment in public K–12 schools, with 61% of local government jobs concentrated in this industry.
- Employment in colleges, universities, and professional schools (i.e., community colleges) tends to vary by county because not every county hosts a community college. It ranges from 1% in Sutter County, which hosts the Yuba College Sutter County Center, to a high of 14% in Yuba County, home to Yuba College's main and Marysville campuses.

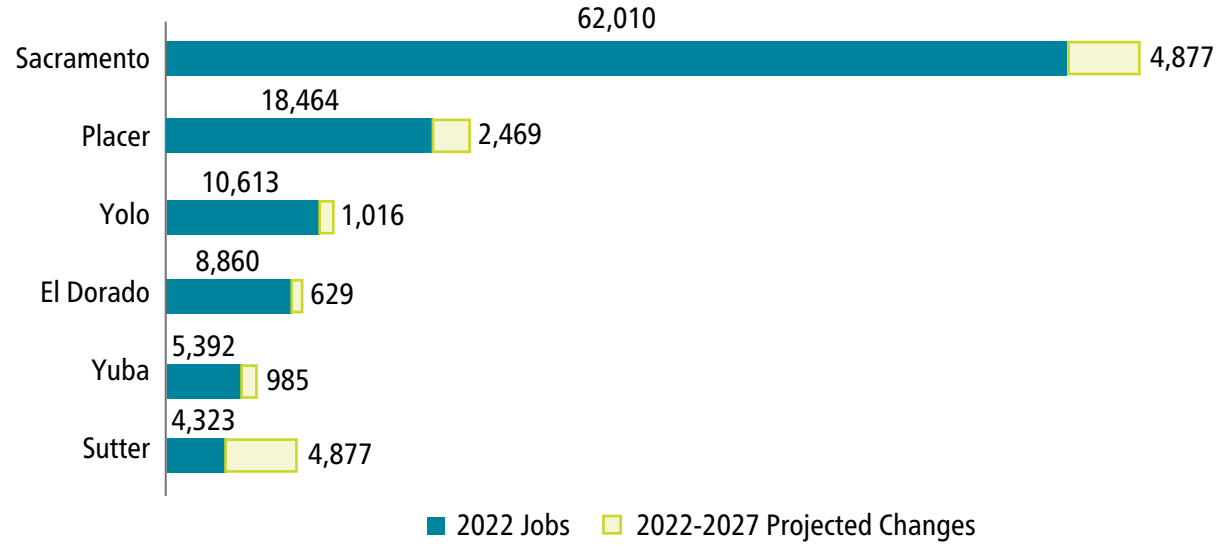
Exhibit 20. Local government employment by subsector and county, 2022



Source: Lightcast, 2024.2, QCEW employees only.
Note: The Local Government (Public Administration) industry includes jobs found in local public administration establishments. Employment in education and hospitals is excluded from this category as it is counted separately.

Exhibit 21 highlights current and projected employment changes for local government across the six counties. Sacramento County leads in both current and projected employment. In 2022, the county had more than 62,000 jobs in the local government subsector, with a projected increase of 4,800 jobs by 2027. Appendix B presents additional details on historical and projected employment changes for each county in the local government subsector.

Exhibit 21. Local government employment and projected change by county, 2022



Source: Lightcast, 2024.2, QCEW employees only.

LOCAL GOVERNMENT CAREER CLUSTER
AND DETAILED OCCUPATIONAL ANALYSIS

The previous sections of this report use industry data to estimate job counts in the public and private sectors. These data are based on a near-census survey of establishments (business locations or sites) across the region, primarily sourced from the U.S. Bureau of Labor Statistics' Quarterly Census of Employment and Wages (QCEW).

In contrast, this section estimates job counts on the basis of occupational data. Occupations group workers by similar knowledge, skills, and abilities required to perform similar tasks, regardless of the industry in which they work. These data are drawn from the Bureau of Labor Statistics' Occupational Employment and Wage Statistics (OEWS) dataset.

This section provides insights into the local government workforce and identifies potential areas for targeted interventions, including entry-level pipeline development, skill- and occupation-specific training, and focused community outreach efforts.

Career clusters in local government

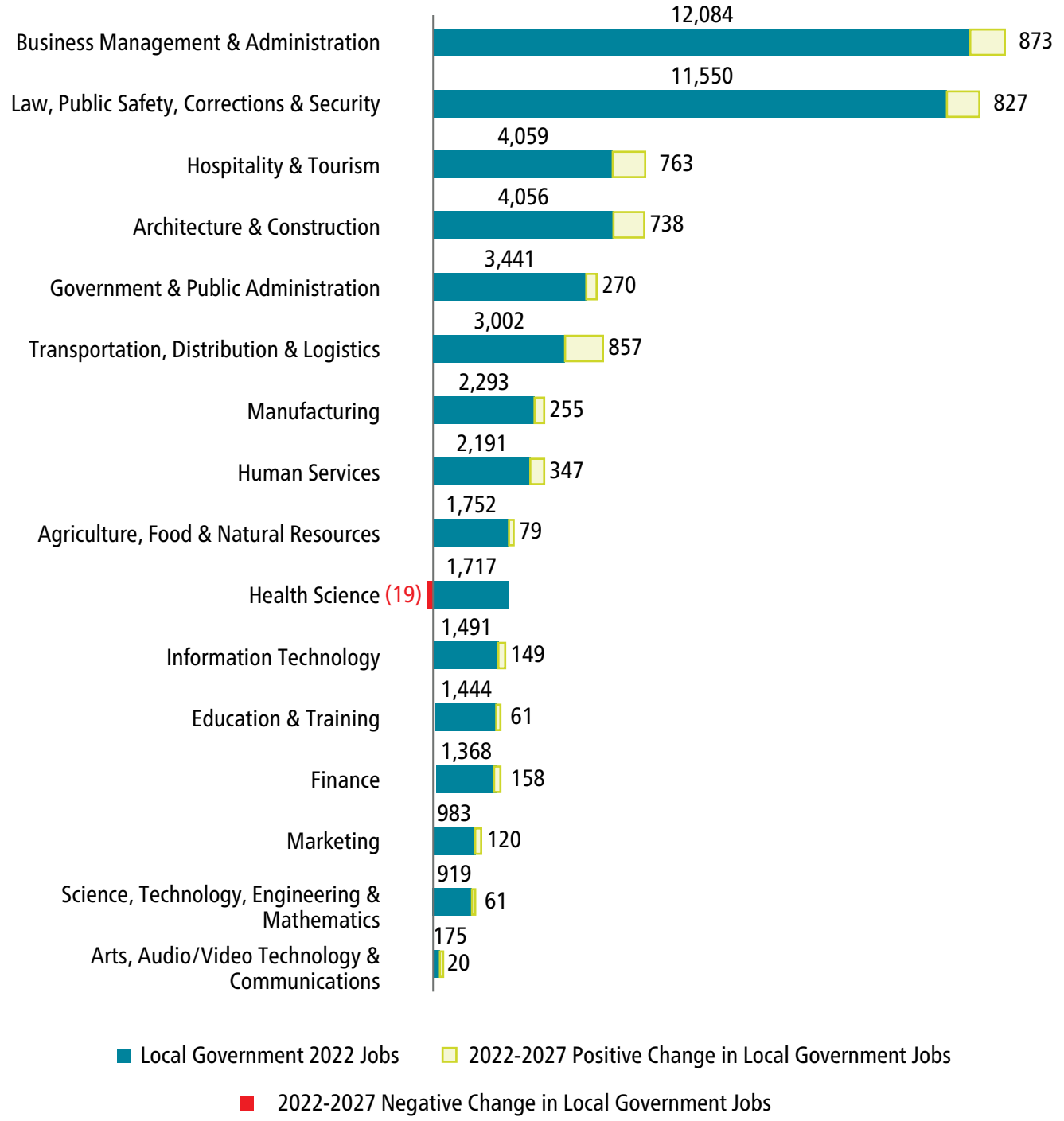
Given the size and scope of employment in the Sacramento region's public sector, this analysis begins by examining occupational employment through career clusters. The North Far North COE utilized O*NET OnLine career clusters to estimate the count and distribution of jobs in Sacramento's local government subsector. Occupations are grouped into career clusters on the basis of similar work tasks and required skills.

Streamlining more than 800 occupations into these categories provides a holistic view of the workforce within the region's local government subsector. Exhibit 22 shows that a significant proportion of local government jobs are in business management and administration (23%) and in law, public safety, corrections, and security occupations (22%). The third-largest cluster, hospitality and tourism, is less than one-fifth the size of the two largest clusters combined.

The career clusters with the highest projected job growth over the next five years include business management and administration (+873 new jobs by 2027); transportation, distribution, and logistics (+857 jobs); law, public safety, corrections, and security (+827 jobs); hospitality and tourism (+763 jobs); and architecture and construction (+738 jobs).

One of the fastest-growing clusters is human services, which is projected to increase by 16% with the addition of nearly 350 new jobs to the local government subsector by 2027.

Exhibit 22. Local government employment by O*Net career cluster, 2022–2027



Sources: (1) Lightcast, 2024.2, QCEW employees only. (2) O*NET OnLine Career Clusters, https://www.onetonline.org/find/career.

Exhibit 23 offers a sample of occupations found within each career cluster, highlighting those with the highest number of jobs at various skill levels. For example, "water and wastewater treatment plant and system operators" is the middle-skill occupation with the most jobs in the agriculture, food, and natural resources cluster within the local government subsector. Median hourly wages are also provided for each occupation.

Exhibit 23. O*NET career clusters with key local government occupations

Key occupations with education and training requirements and median hourly wage						
O*NET Career Cluster	**Middle-Skill Occupations**		**Above-Middle-Skill Occupations**		**Below-Middle-Skill Occupations**	
Agriculture, Food & Natural Resources	Water and Wastewater Treatment Plant and System Operators [a]	$39.94	Environmental Engineers	$60.92 [b]	Refuse and Recyclable Material Collectors	$29.16
Architecture & Construction	Operating Engineers and Other Construction Equipment Operators	$39.19	Civil Engineers [a]	$59.66 [b]	Landscaping and Groundskeeping Workers	$19.16
Arts, Audio/Video Technology & Communications	Telecommunications Equipment Installers and Repairers, Except Line Installers	$33.92	Graphic Designers	$32.33	N/A	N/A
Business Management & Administration	Office Clerks, General [a]	$22.45	Management Analysts [a]	$41.59	Library Assistants, Clerical	$21.08
Education & Training	Library Technicians [a]	$24.88	Librarians and Media Collections Specialists	$39.28	N/A	N/A
Finance	Bill and Account Collectors	$25.96	Accountants and Auditors [a]	$40.72	N/A	N/A
Government & Public Administration	Court, Municipal, and License Clerks [a]	$27.47	Tax Examiners and Collectors, and Revenue Agents [a]	$30.69	Eligibility Interviewers, Government Programs	$29.15
Health Science	Registered Nurses	$74.31 [b]	Medical and Health Services Managers	$74.30 [b]	N/A	N/A
Hospitality & Tourism	First-Line Supervisors of Entertainment and Recreation Workers	$22.18	N/A	N/A	Recreation Workers	$18.27
Human Services	Social and Human Service Assistants	$23.26	Child, Family, and School Social Workers [a]	$32.99	Residential Advisors	$18.92
Information Technology	Computer User Support Specialists [a]	$47.92 [b]	Computer Systems Analysts	$53.27 [b]	N/A	N/A
Law, Public Safety, Corrections & Security	Police and Sheriff's Patrol Officers [a]	$53.38 [b]	Lawyers [a]	$80.76 [b]	Crossing Guards and Flaggers	$35.54
Manufacturing	Maintenance and Repair Workers, General [a]	$24.17	N/A	N/A	Weighers, Measurers, Checkers, and Samplers, Recordkeeping	$20.73
Marketing	Buyers and Purchasing Agents	$36.18	Public Relation Specialists	$37.92	Cashiers	$16.89
Science, Technology, Engineering & Mathematics	Life, Physical, and Social Science Technicians, All Other	$30.74	Environmental Scientists and Specialists, including health	$48.10 [b]	N/A	N/A
Transportation, Distribution & Logistics	Bus Drivers, Transit and Intercity [a]	$28.77	N/A	N/A	Bus Drivers, School	$25.98

Sources: Lightcast, 2024.2, QCEW employees only, and O*NET OnLine Career Clusters, https://www.onetonline.org/find/career.
Note: Median hourly wages represent wages for all workers employed within the occupation across all the region's sectors, including the public and private sectors.
a These occupations appear on two or more detailed occupation lists in the following section of the report.
b These median hourly wages exceed the six-county Sacramento region's living wage standard for a small family ($43.76 per hour).

Key occupations employed in local government

To help local government institutions identify mission-critical occupations, the North (Greater Sacramento) COE compiled detailed lists of occupations in the local government public administration sector, focusing on three key measurements: occupations with the most jobs, occupations projected to experience the most job growth over the next five years, and occupations with a higher-than-average percentage of workers nearing retirement (aged 55 years or older).

The tables in this section include 2022 job counts and five-year projected changes within the local government public administration industry. They provide current job counts, projected (2022–2027) job openings, and median hourly wages for all sectors across the six-county Sacramento region. The "All Sectors" data serve as a comparison to contextualize job trends in local government.

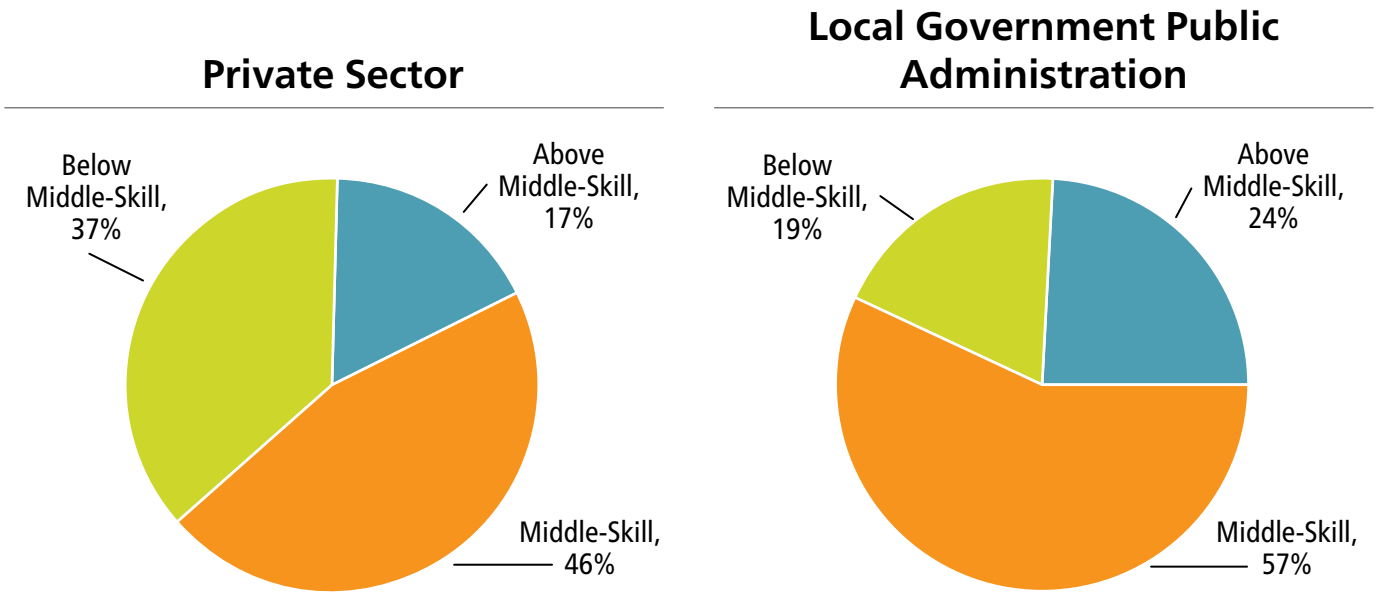
Occupations are organized by skill level, which refers to the level of education and training typically required for entry into a given occupation. Exhibit 24 presents definitions of these skill levels.

Exhibit 24. Center of Excellence for Labor Market Research skill level definitions

Skill Level	Education, Training, and Experience Requirements
Above Middle Skill	• Bachelor's degree or higher
Middle Skill	• Typical entry-level education of high school diploma (or its equivalent), some college, a postsecondary nondegree award, or an associate degree • Up to long-term on-the-job training • More than five years of work experience • Significant proportion of the national workforce with community college postsecondary educational attainment • Apprenticeship
Below Middle Skill	• No work experience requirements • No formal educational requirements • No or short-term on-the-job training

Based on the COE skill level framework, local government has a larger share of middle-skill jobs than the private sector (Exhibit 25). In local government administration, 57% of jobs are classified as middle-skilled, compared with 46% of jobs in the private sector. This finding suggests that the public sector offers more opportunities for workers without a four-year degree than the private sector.

Exhibit 25. Occupational employment by skill level, Sacramento Region, 2022



Source: Lightcast, 2024.2, QCEW employees only.

Occupations with the most jobs in local government

Exhibit 26 provides a detailed breakdown of the occupations with the highest employment in the Sacramento region's local government public administration sector (Lightcast NAICS 903999), organized by skill level. While not exhaustive, the table includes up to 15 occupations for each skill level. A significant share of local government jobs are represented by these occupations, making them key drivers of workforce demand in public administration. These roles are essential for maintaining sufficient staffing to achieve the core mission and goals of local government.

Exhibit 26. Occupations with the most jobs in local government public administration

	Local Government Administration Only		All Sectors			
Occupation Title	2022 Jobs	2022–2027 Projected Change	2022 Jobs	2022–2027 Projected Change	Annual Job Openings	Median Hourly Wages
Above-Middle-Skill Occupations						
Management Analysts	794	(375)	15,244	(7,014)	883	$41.59
Accountants and Auditors [a]	782	59	12,864	1,000	1,215	$40.72
Tax Examiners and Collectors, and Revenue Agents [a]	621	10	3,866	90	322	$30.69
Lawyers [a]	592	(51)	6,304	244	352	$80.76b
Civil Engineers [a]	576	61	5,023	515	411	$59.66
Urban and Regional Planners [a]	569	50	952	81	97	$42.14
Chief Executives [a]	434	41	3,845	7	271	$74.43 [b]

continued

	Local Government Administration Only		All Sectors			
Occupation Title	2022 Jobs	2022–2027 Projected Change	2022 Jobs	2022–2027 Projected Change	Annual Job Openings	Median Hourly Wages
Environmental Scientists and Specialists, Including Health	400	50	9,162	368	906	$38.08
Child, Family, and School Social Workers	375	(2)	3,124	316	326	$48.10 [b]
Financial Managers [a]	322	13	3,285	434	349	$32.99
Human Resources Specialists [a]	268	32	4,736	551	521	$37.35
Librarians and Media Collections Specialists	248	(3)	588	(33)	61	$39.28
Substance Abuse, Behavioral Disorder, and Mental Health Counselors [a]	225	98	2,772	1,116	503	$29.07
Compliance Officers [a]	206	34	2,733	385	300	$39.29
Project Management Specialists [a]	200	67	5,598	1,171	673	$50.24 [b]
Middle-Skill Occupations						
Police and Sheriff's Patrol Officers [a]	3,827	261	5,979	421	574	$53.38 [b]
Firefighters	2,346	38	2,837	(25)	248	$47.76 [b]
Office Clerks, General [a]	2,109	140	23,384	1,733	3,259	$22.45
Maintenance and Repair Workers, General [a]	1,139	126	8,239	699	921	$24.17
Secretaries and Administrative Assistants, Except Legal, Medical, and Executive [a]	955	10	11,005	(223)	1,252	$23.27
Court, Municipal, and License Clerks [a]	886	74	2,169	288	286	$27.47
First-Line Supervisors of Office and Administrative Support Workers [a]	857	115	11,115	1,192	1,374	$35.87
Water and Wastewater Treatment Plant and System Operators	791	22	985	34	108	$39.94
Bus Drivers, Transit and Intercity [a]	778	176	1,452	222	254	$28.77
Computer User Support Specialists	732	43	13,365	(19)	904	$47.92 [b]
Bookkeeping, Accounting, and Auditing Clerks [a]	706	10	10,399	(430)	1,215	$24.89
General and Operations Managers [a]	542	148	16,733	2,055	1,814	$55.34 [b]
First-Line Supervisors of Firefighting and Prevention Workers [a]	537	80	600	86	56	$74.26 [b]
Public Safety Telecommunicators	520	64	716	97	95	$35.26
Operating Engineers and Other Construction Equipment Operators [a]	505	114	2,906	395	340	$39.19

continued

	Local Government Administration Only		All Sectors			
Occupation Title	2022 Jobs	2022–2027 Projected Change	2022 Jobs	2022–2027 Projected Change	Annual Job Openings	Median Hourly Wages
Below Middle Skill Occupations						
Recreation Workers [a]	1,120	272	2,804	673	788	$18.27
Janitors and Cleaners, Except Maids and Housekeeping Cleaners	780	24	14,607	508	2,259	$18.19
Landscaping and Groundskeeping Workers [a]	771	213	8,386	884	1,311	$19.16
Amusement and Recreation Attendants [a]	523	116	3,613	689	1,247	$16.73
Library Assistants, Clerical [a]	441	(98)	2,755	(235)	277	$19.65

Source: Lightcast, 2024.2, QCEW employees only.
Note: Median hourly wages represent wages for all workers employed within the occupation across all sectors, including the public and private sectors.
a These occupations appear on two or more detailed occupation lists.
b These median hourly wages exceed the six-county Sacramento region's living wage standard for a small family ($43.76 per hour).

Occupations with the most projected growth

Exhibit 27 presents a detailed list of occupations expected to see the most job growth in Sacramento's local government public administration sector over the next five years. These occupations offer opportunities to address rising demand by developing targeted workforce strategies that ensure a prepared and stable workforce. Although some of the projected job increases may appear modest for local government, many of the occupations listed are expected to grow at a rate comparable to or faster than Sacramento's overall labor market.

Exhibit 27. Occupations with the most projected growth over the next five years

	Local Government Public Administration		All Sectors			
Occupation Title	2022 Jobs	2022–2027 Projected Change	2022 Jobs	2022–2027 Projected Change	Annual Job Openings	Median Hourly Wages
Above-Middle-Skill Occupations						
Operations Research Analysts	153	105	5,423	4,998	1,548	$38.01
Substance Abuse, Behavioral Disorder, and Mental Health Counselors [a]	225	98	2,772	1,116	503	$29.07
Project Management Specialists [a]	200	67	5,598	1,171	673	$50.24
Civil Engineers [a]	576	61	5,023	515	411	$59.66
Accountants and Auditors [a]	782	59	12,864	1,000	1,215	$40.72
Urban and Regional Planners [a]	400	50	9,162	368	906	$38.08
Chief Executives [a]	569	50	952	81	97	$42.14
Financial Managers [a]	434	41	3,845	7	271	$74.43
Compliance Officers [a]	108	36	3,081	219	244	$50.42
Human Resources Specialists [a]	299	34	4,960	359	421	$71.66
Mental Health and Substance Abuse Social Workers	117	147	1,147	212	129	$28.81

continued

	Local Government Public Administration		All Sectors			
Occupation Title	2022 Jobs	2022–2027 Projected Change	2022 Jobs	2022–2027 Projected Change	Annual Job Openings	Median Hourly Wages
Instructional Coordinators	48	75	1,651	160	179	$51.99 [b]
Software Developers	131	157	6,391	1,042	576	$68.31 [b]
Public Relations Specialists	181	206	2,128	188	210	$37.92
Computer and Information Systems Managers	195	219	3,498	485	338	$75.51 [b]
Middle-Skill Occupations						
Police and Sheriff's Patrol Officers [a]	3,827	261	5,979	421	574	$53.38 [b]
Bus Drivers, Transit and Intercity [a]	778	176	1,452	222	254	$28.77
General and Operations Managers	542	148	16,733	2,055	1,814	$55.34 [b]
Office Clerks, General [a]	2,109	140	23,384	1,733	3,259	$22.45
Administrative Services Managers [a]	426	134	3,754	1,796	745	$45.93 [b]
Bus and Truck Mechanics and Diesel Engine Specialists	213	130	1,630	439	243	$31.08
Maintenance and Repair Workers, General [a]	1,139	126	8,239	699	921	$24.17
First-Line Supervisors of Office and Administrative Support Workers a	857	115	11,115	1,192	1,374	$35.87
Operating Engineers and Other Construction Equipment Operators [a]	505	114	2,906	395	340	$39.19
First-Line Supervisors of Police and Detectives	437	111	770	164	88	$73.40 [b]
First-Line Supervisors of Firefighting and Prevention Workers [a]	537	80	600	86	56	$74.26 [b]
First-Line Supervisors of Construction Trades and Extraction Workers	364	80	5,464	864	640	$42.75
Court, Municipal, and License Clerks [a]	886	74	2,169	288	286	$27.47
Security Guards	221	72	10,160	1,538	1,775	$19.06
First-Line Supervisors of Entertainment and Recreation Workers	249	70	972	213	160	$22.18
Below-Middle-Skill Occupations						
Recreation Workers [a]	1,120	272	2,804	673	788	$18.27
Landscaping and Groundskeeping Workers [a]	771	213	8,386	884	1,311	$19.16
Lifeguards, Ski Patrol, and Other Recreational Protective Service Workers	264	127	650	282	301	$16.98
Amusement and Recreation Attendants [a]	523	116	3,613	689	1,247	$16.73
Library Assistants, Clerical [a]	396	114	517	156	140	$21.08

Source: Lightcast, 2024.2, QCEW employees only.
Note: Median hourly wages represent wages for all workers employed within the occupation across all sectors, including the public and private sectors.
a These occupations appear on two or more detailed occupation lists.
b These median hourly wages exceed the six-county Sacramento region's living wage standard for a small family ($43.76 per hour).

Occupations with a high risk of retirement

Exhibit 28 highlights the top occupations, grouped by COE skill level, that employ the highest proportion of workers aged 55 years and older in Sacramento's local government public administration sector. Identifying occupations with an above-average percentage of workers nearing retirement is crucial for developing future plans to ensure continuity and stability of the local government workforce.

Exhibit 28. Occupations with a larger-than-average share of workers aged 55 years and older

	Share of Workers Aged 55 Years and Older	Local Government Administration Only		All Sectors			
Occupation Title		2022 Jobs	2022–2027 Projected Change	2022 Jobs	2022–2027 Projected Change	Annual Job Openings	Median Hourly Wages
Above-Middle-Skill Occupations							
Legislators	48%	244	25	337	63	40	$53.10 [b]
Chief Executives [a]	44%	434	41	3,845	7	271	$74.43 [b]
Librarians and Media Collections Specialists	38%	248	(3)	588	(33)	61	$39.28
Tax Examiners and Collectors, and Revenue Agents [a]	37%	621	10	3,866	90	322	$30.69
Social and Community Service Managers	34%	171	15	1,697	331	209	$37.48
Construction Managers	31%	97	15	2,577	169	227	$57.88 [b]
Education Administrators, All Other	31%	33	(10)	556	(35)	41	$46.03 [b]
Lawyers [a]	31%	592	(51)	6,304	244	352	$80.76 [b]
Instructional Coordinators	30%	48	28	1,651	160	179	$51.99 [b]
Architectural and Engineering Managers	30%	104	4	1,847	101	139	$86.31 [b]
Middle Skill Occupations							
Legal Secretaries and Administrative Assistants	43%	103	2	1,307	(12)	153	$29.05
Bus Drivers, Transit and Intercity [a]	43%	778	176	1,452	222	254	$28.77
Bookkeeping, Accounting, and Auditing Clerks [a]	40%	706	10	10,399	(430)	1,215	$24.89
Construction and Building Inspectors	39%	412	(11)	997	6	123	$44.99 [b]
Court Reporters and Simultaneous Captioners	38%	23	(5)	184	(29)	18	$60.32 [b]
Property Appraisers and Assessors	38%	150	39	324	71	44	$41.50
Executive Secretaries and Executive Administrative Assistants	37%	312	9	3,445	(18)	366	$35.96
Secretaries and Administrative Assistants, Except Legal, Medical, and Executive [a]	36%	955	10	11,005	(223)	1,252	$23.27
Library Technicians	36%	276	22	430	14	77	$24.88
Facilities Managers	35%	116	18	953	91	94	$51.35 [b]

continued

	Share of Workers Aged 55 Years and Older	Local Government Administration Only		All Sectors			
Occupation Title		2022 Jobs	2022–2027 Projected Change	2022 Jobs	2022–2027 Projected Change	Annual Job Openings	Median Hourly Wages
Court, Municipal, and License Clerks [a]	35%	886	74	2,169	288	286	$27.47
Property, Real Estate, and Community Associate Managers	35%	113	20	3,347	803	454	$32.32
Stationary Engineers and Boiler Operators	34%	78	10	709	143	112	$37.10
Maintenance and Repair Workers, General [a]	32%	1,139	126	8,239	699	921	$24.17
Office Clerks, General [a]	31%	2,109	140	23,384	1,733	3,259	$22.45
Below-Middle-Skill Occupations							
Crossing Guards and Flaggers	53%	279	19	534	29	128	$35.54
Library Assistants, Clerical [a]	39%	396	114	517	156	140	$21.08

Source: Lightcast, 2024.2, QCEW employees only.
Note: Median hourly wages represent wages for all workers employed within the occupation across all sectors, including the public and private sectors.
a These occupations appear on two or more detailed occupation lists.
b These median hourly wages exceed the six-county Sacramento region's living wage standard for a small family ($43.76 per hour).

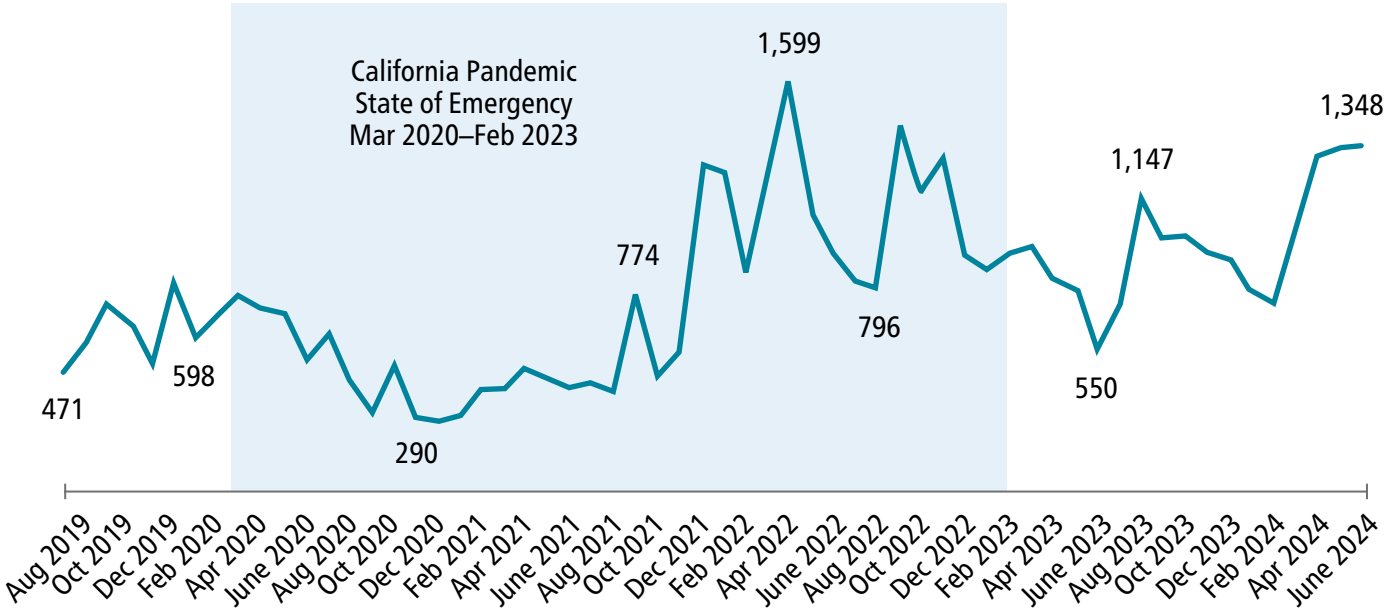
PUBLIC SECTOR JOB POSTING ANALYSIS

PUBLIC SECTOR JOB POSTING ANALYSIS

Following is an overview of public sector job postings from July 2019 to June 2024. The North (Greater Sacramento) COE identified 47,000 online job postings from nearly 350 government and public entities across the Sacramento region.

Between July 2019 and June 2024, public sector job postings in the region nearly tripled (Exhibit 29). Posting activity declined early in the pandemic, dropping to a low of 290 postings by November 2020. However, postings surged in fall 2021, reaching 774 in September and peaking at nearly 1,600 by spring 2022. Since then, activity has remained high, with a monthly average of more than 1,000 public sector postings between July 2023 and June 2024.

Exhibit 29. Public sector online job postings trend, July 2019–June 2024



Source: Lightcast Job Postings Analytics 2024.

The majority of public sector job postings are concentrated in the Sacramento metropolitan area (Exhibit 30), which is home to the state capitol and multiple government agencies. Over the past five years, Sacramento County had the highest number of job postings, with more than 35,000 online listings, followed by Yolo County with nearly 3,700, Placer County with 3,300, and El Dorado County with 2,800 postings.

Exhibit 30. Public sector job postings by county, July 2019–June 2024

Source: Lightcast Job Postings Analytics 2024.

Exhibit 31 provides a sample of agencies that posted online job advertisements in the Sacramento region's public sector between July 2019 and June 2024. While not exhaustive, this list highlights the diverse range of agencies actively seeking workers within the region's public sector.

Exhibit 31. Sample of public sector employers by government subsector, July 2019–June 2024

Government Subsector	Employer	Number of Job Postings (July 2019–June 2024)
Federal	U.S. Department of Veterans Affairs	2,131
	U.S. Army Reserve	1,878
	U.S. Department of Homeland Security	637
	U.S. Department of Agriculture	212
	U.S. Department of Energy	134
State	State of California	13,368
	California Public Utilities Commission	5,928
	California Public Employees' Retirement System	1,008
	Judicial Council of California	372
	California Department of Health Services	147
Local	Sacramento County	2,152
	Placer County Office of Education	394
	City Of West Sacramento	269
	City Of Elk Grove	266
	El Dorado County Superior Court	117
Tribal	Northern Valley Indian Health	159
	Shingle Springs Rancheria	140
	Yocha Dehe Wintun Nation	115
Special Districts and Agencies	Sacramento Regional Transit District	554
	Sacramento Housing and Redevelopment Agency	205
	California Conservation Corps	128
	Sacramento Metropolitan Fire District	122

Source: Lightcast Job Postings Analytics 2024.

Exhibit 32 highlights the occupations with the highest number of online job postings in the region's public sector from July 2019 to June 2024.

Exhibit 32. Occupations with the most postings, sorted by COE skill level, July 2019–June 2024

Occupation	Number of Online Postings (July 2019–June 2024)
Above-Middle-Skill Occupations	
Management Analysts [a]	1,519
Accountants and Auditors [a]	1,421
Lawyers [a]	1,083
Human Resources Specialists [a]	964
Civil Engineers [a]	853
Child, Family, and School Social Workers [a]	587
Financial Managers [a]	520
Environmental Scientists and Specialists, Including Health [a]	512
Compliance Officers [a]	460
Database Architects	453
Middle-Skill Occupations	
Secretaries and Administrative Assistants, Except Legal, Medical, and Executive [a]	1,320
Computer User Support Specialists [a]	982
Police and Sheriff's Patrol Officers [a]	796
Registered Nurses	708
First-Line Supervisors of Office and Administrative Support Workers [a]	662
First-Line Supervisors of Police and Detectives [a]	499
Bookkeeping, Accounting, and Auditing Clerks [a]	440
Human Resources Assistants, Except Payroll and Timekeeping	432
First-Line Supervisors of Mechanics, Installers, and Repairers	396
Buyers and Purchasing Agents	386
Below-Middle-Skill Occupations	
Helpers--Installation, Maintenance, and Repair Workers	816
Janitors and Cleaners, Except Maids and Housekeeping Cleaners [a]	464
Recreation Workers [a]	271

Source: Lightcast Job Postings Analytics 2024.
a These occupations appear on two or more detailed occupation lists in the occupational analysis section of the report.

Exhibit 33 summarizes the most in-demand skills for the public sector, and it includes specialized, common (or soft), and software/technical skills. These skills were the most requested, listed in descending order of number of mentions, among online public sector jobs postings.

Exhibit 33. Most in-demand skills in the public sector, July 2019–June 2024

Specialized Skills	Common Skills	Software Skills
Accounting	Management	Microsoft Excel
Appeals	Communication	Spreadsheets
Auditing	Operations	Microsoft Office
Project Management	Planning	Microsoft Outlook
Office Equipment	Customer Service	Microsoft PowerPoint
Construction	Writing	Microsoft Word
Data Analysis	Research	Geographic Information Systems
Rehabilitation	Training And Development	Operating Systems
Finance	Coordinating	Microsoft Access
Social Work	Leadership	SQL (Programming Language)

Source: Lightcast Job Postings Analytics 2024.

INSTITUTE FOR LOCAL GOVERNMENT'S SURVEY OF LOCAL GOVERNMENT WORKFORCE NEEDS

INSTITUTE FOR LOCAL GOVERNMENT'S

SURVEY OF LOCAL GOVERNMENT WORKFORCE NEEDS

"Preparing for the Future: Local Government Workforce Needs Assessment," a survey conducted by the Institute for Local Government (ILG) in summer 2024, aimed to assess non-public safety workforce needs across California's local government agencies. Key findings follow.

Survey Participation:

- One hundred and fifty-five local government agencies responded, with city agencies making up the majority (69%), followed by counties (17%), and special districts (14%).
- Sacramento region based agencies represented 13% of the responses.

Current Hiring Challenges:

- More than half of the respondents indicated difficulty filling entry- and mid-level jobs.
- The top difficult-to-fill roles varied by agency type:
  - Cities: Planning and Community Development, Accounting and Finance, Office and Administrative Support
  - Counties: Information Technology (IT), Health Services, Planning and Community Development
  - Special Districts: Accounting and Finance, IT, Maintenance, and Human Resources

Available Job Openings:

- Cities have a large number of openings in Planning and Community Development (120 positions), Office and Administrative Support (80 positions), and Recreation (70 positions).
- Counties reported openings in IT (45 positions), Health Services (68), and Planning and Community Development (33).
- Special districts listed a smaller number of job openings, including in Accounting and Finance (4) and Communications (3).

Future Hiring Needs:

- Many agencies expect continued hiring challenges in the next three to five years, especially in Accounting and Finance, IT, and Health Services.
- Cities anticipate needing to fill more than 100 positions in Accounting and Finance, as well as roles in IT and Planning.
- Counties expect significant future needs in IT (200 positions) and Mental and Behavioral Health Services (64 positions).
- Special districts foresee hiring needs in Accounting and Finance and in Human Resources.

Workforce Skills Readiness:

- Many agencies feel unprepared for future workforce demands; only 45% of city agencies and 56% of special districts report that their current workforce is equipped with the necessary skills.
- Future job roles of concern include Accounting and Finance, Engineering, IT, and Planning and Management.
- Skills gaps in policy analysis, advanced analytical abilities, financial management, and digital literacy are also key areas of concern across agencies.

In summary, the survey highlighted widespread hiring challenges in local government, particularly in areas like Information Technology, Accounting, and Health Services, both now and in the near future. Additionally, there is growing recognition of the need to equip the workforce with the skills required for future job roles, including advanced technical and soft skills.

KEY FINDINGS

This report's data analyses and the 2024 ILG survey results lead to multiple key findings for the Sacramento region's public sector and local government subsector.

Significance of the Public Sector:

- In 2022, the public sector made up nearly a quarter of the region's total employment, with more than 256,000 jobs. While state government jobs accounted for more than half of this workforce, local government represented 43% of public sector employment.
- Today, public sector employment is approximately 10 percentage points higher than the statewide average, largely due to the concentration of state government positions in the capitol. The public sector makes up nearly 14% of the region's overall employment.

Public Sector Job Growth:

- Although historically lagging behind private sector growth, public sector growth is projected to outpace private sector growth with the addition of approximately 25,000 new jobs by 2027.

Public Sector Pandemic Resilience:

- Although the public sector showed greater resilience during the pandemic than the private sector, its recovery has been uneven, with local government still below pre-pandemic employment levels.

Public Sector Wages:

- Public sector wages, at an average of $130,000, are significantly higher than private sector wages, at an average of $77,000. The former exceed the region's living wage requirements.

Public Sector Workforce Demographics:

- The public sector workforce is generally older and more diverse and has a higher percentage of female employees than the private sector. Public sector workers are more likely to be near retirement age.

Local Government:

- Local government represents about 10% of overall public sector employment, with most jobs concentrated in public administration and public K–12 education.
- Eighty-one percent of public administration jobs in local government require education or training beyond a high school diploma.
- Employment remains below pre-pandemic levels, with 2,300 fewer jobs than in 2019, and is particularly lower in public K–12 schools and community colleges. However, local government administration has fully recovered, surpassing 2017 employment levels by 4% by 2022.

Local Government Employment Opportunities:

- Employment is concentrated in two career clusters: 23% of the subsector's jobs are found in business management and administration occupations with another 22% of jobs in law, public safety, corrections, and security occupations.
- Although 8 of 10 jobs in the public administration sector require, at a minimum, some postsecondary education, training, or experience, nearly 60% of the sector's jobs are considered middle-skilled. These jobs represent an opportunity for residents to access stable employment without a four-year degree.
- Cluster analysis of local government public administration highlights key opportunities for workforce pipeline and pathway development, focusing on high-demand career clusters and occupations to ensure adequate staffing for agencies to meet their goals.
- Targeted workforce development strategies are essential to address projected job growth and to ensure continuity in occupations with a high share of workers nearing retirement.

ILG Workforce Needs Survey:

- Statewide, local government agencies are finding it difficult to fill entry- and mid-level positions, especially in planning, accounting, finance, IT, and office support. Counties and special districts expect continued hiring challenges over the next three to five years.
- Employment demand is growing in career clusters such as business management, law enforcement, transportation, and human services. The need for middle-skilled jobs presents opportunities for upskilling and pathway development.
- Local governments are concerned about future skills gaps, particularly in soft skills such as adaptability, communication, and leadership. They anticipate the need for workers familiar with new technologies, including AI tools like ChatGPT.

In short, the Sacramento region's public sector is a critical component of the regional economy. It faces workforce recruitment and retention challenges, especially for finance, IT, and health services occupations. Opportunities for to develop the workforce and address future skill needs are significant.

CONCLUSION AND RECOMMENDATIONS

This report examines key employment trends in the Sacramento region's public sector workforce, focusing on identifying essential occupations that support the mission and operations of local government. With one-quarter of the region's workforce employed in the public sector, public employers, like their private sector counterparts, face significant challenges in filling critical positions needed to navigate the complexities of 21st-century governance. The following recommendations are proposed to address the challenges highlighted through research and the Institute for Local Government (ILG) survey.

Engage with communities and continue to build on partnerships with local educational institutions:

- Local government agencies should work with their local communities and higher education institutions to promote public sector career opportunities, especially given the strong connections between these institutions and public service employers.
- Local government agencies should increase awareness of public sector job opportunities through targeted outreach campaigns, job fairs, and partnerships with local institutions and should emphasize the career stability, benefits, and community impact of working in local government.

Collect and utilize job vacancy data in a way that can lead to targeted strategies:

- Much of the data in this report reflects publicly and privately available labor market information, which outlines overall workforce trends. However, a key gap is analysis of local-level impacts, which could be addressed by examining job vacancy data. Extracting meaningful insights from such data is challenging because the data are often inaccessible and the data that are shared are often inconsistent, that is, vacancies do not always lead to job postings.
- Local government agencies should systematically collect and analyze job vacancy data, including details on wages, benefits, qualifications, and hiring processes, to better understand local workforce challenges and develop targeted strategies.

Utilize job vacancy data for career pathway development:

- Local government agencies should use job vacancy data to identify priorities for career pathway development in critical positions.
- Local governments should collaborate with unions to involve workers in job vacancy studies to help identify ways to meet evolving job requirements and enhance training opportunities to attract new talent.

Assess pay gaps and compensation issues:

- Local government should conduct wage studies to assess the public-private sector pay gap, especially for hard-to-fill roles, and should perform internal pay audits to address pay equity and compression issues.
- Local government agencies should collaborate with each other to share resources and best practices for conducting internal pay audits, focusing on addressing pay equity concerns and issues related to wage compression.

Streamline hiring processes in local government:

- Navigating a complex and lengthy hiring process may deter even the best candidates from accessing available jobs. Local government agencies should identify and share best practices for simplifying hiring processes, removing barriers, and collecting detailed hiring data to improve recruitment efficiency.

Enhance hiring, job quality, and retention:

- Local government agencies should focus on improving job quality by improving pathways from temporary to permanent positions and by supporting leadership development and skills-based hiring to attract and retain workers.
- Local government agencies should implement retention incentives such as flexible work schedules, career progression opportunities, and competitive benefits packages to reduce turnover and ensure long-term workforce stability.
- To attract and retain a multigenerational workforce, local government agencies should adopt a values-based retention approach that aligns workplace benefits and incentives with employees' values and priorities.

Target critical jobs through public sector skill development, career progression, and apprenticeship:

- Local government agencies should foster a culture of continuous learning by providing employees with access to training and professional development resources. These programs should focus on both soft skills (e.g., communication, management, planning) and technical skills (e.g., accounting, project management, analysis) to ensure employees are well-equipped to meet evolving public service needs.
- To improve retention and mobility, local governments should identify and implement best practices for career progression, particularly for entry-level employees. Establishing structured career pathways and succession planning initiatives—especially in occupations with a high proportion of workers nearing retirement, such as facilities managers and librarians—will help maintain institutional knowledge and leadership continuity.
- Local governments should develop targeted apprenticeship programs to support workforce entry and career advancement in critical public sector roles. These programs should provide hands-on training, mentorship, and structured skill development to prepare employees for long-term career growth. Apprenticeships should be strategically designed to address workforce gaps in occupations with high shares of retiring workers and those projected to experience high demand, such as analyst roles, civil engineers, and law enforcement officers.

Strengthen educational and workforce pipelines:

- Stronger connections between high schools, community colleges, and public sector jobs through outreach and internship programs help create a steady talent pipeline. Local government agencies should develop partnerships with local educational institutions to create clear pathways for middle-skill job opportunities in local government, targeting sectors such as business management and administration and public safety.
- Local government agencies should introduce or expand apprenticeship and internship programs in technical and middle-skill positions to attract younger workers and provide hands-on experience for students and recent graduates.

Prioritize and promote workforce diversity:

- Local government agencies should create diversity and inclusion programs aimed at attracting and retaining a more diverse workforce. They should focus on putting underrepresented groups in local government roles and on fostering a more inclusive work environment.
- Local government agencies should enhance outreach, recruitment, and development efforts to ensure the public sector workforce reflects the community, and they should establish local hiring programs for underserved populations.

APPENDICES

Appendix A. Public and Private Sector Industry Tables

Exhibit A0. Public Sector Industry Codes and Descriptions

Lightcast NAICS Code	Lightcast NAICS Description
90	Public Sector (all federal, state, and local government)
901	Federal Government
902	State Government
903	Local Government

Source: Lightcast, 2024.

Exhibit A1. Share of public and private employment, six-county Sacramento region and California, 2022

Sector Ownership	Six-County Sacramento Region		California	
	2022 Jobs	Share of 2022 Jobs	2022 Jobs	Share of 2022 Jobs
Public	256,605	23.3%	2,464,985	13.8%
Local Government	*109,662*	*10.0%*	*1,724,972*	*9.6%*
State Government	*131,038*	*11.9%*	*492,218*	*2.7%*
Federal Government	*15,905*	*1.4%*	*247,795*	*1.4%*
Private	842,691	76.7%	15,438,555	86.2%
Sacramento Region	**1,099,295**	**100%**	**17,903,539**	**100%**

Source: Lightcast, 2024.2, QCEW employees only.

Exhibit A2. Historical job changes by sector, 2012–2022

Sector	2012 Jobs	2022 Jobs	2012–2022 Historic Change	2012–2022 Historic % Change
Public	241,169	256,605	15,436	6.4%
Private	659,813	842,691	182,878	27.7%
Sacramento Region	**900,982**	**1,099,295**	**198,313**	**22.0%**

Source: Lightcast, 2024.2, QCEW employees only.

Exhibit A3. Projected job changes by sector, 2022–2027

Sector	2022 Jobs	2027 Jobs	2022–2027 Projected Change	2022–2027 Projected % Change
Public	256,605	281,852	25,247	9.8%
Private	842,691	914,553	71,862	8.5%
Sacramento Region	**1,099,295**	**1,196,405**	**97,110**	**8.8%**

Source: Lightcast, 2024.2, QCEW employees only.

Exhibit A4. Public sector jobs by county, 2022

2022 Jobs				
County	**Local Government**	**State Government**	**Federal Government**	**Grand Total**
Sacramento	62,010	107,791	10,588	180,389
Yolo	10,613	20,659	2,558	33,829
Placer	18,464	793	649	19,905
El Dorado	8,860	490	600	9,951
Yuba	5,392	1,184	1,442	8,018
Sutter	4,323	121	68	4,512
Sacramento Region	**109,662**	**131,038**	**15,905**	**256,605**

Source: Lightcast, 2024.2, QCEW employees only.

Exhibit A5. Average earnings per job, public and private sectors, 2022

Lightcast NAICS Code	Lightcast Sector	2022 Average Earnings Per Job	2022 Jobs
22	Utilities	$198,272	5,352
90	Government	$130,385	256,605
55	Management of Companies and Enterprises	$128,619	13,552
52	Finance and Insurance	$125,134	33,084
54	Professional, Scientific, and Technical Services	$124,931	60,750
21	Mining, Quarrying, and Oil and Gas Extraction	$119,985	369
51	Information	$108,761	10,464
42	Wholesale Trade	$94,471	29,384
23	Construction	$94,419	79,447
31	Manufacturing	$91,486	42,479
99	Unclassified Industry	$89,828	110
53	Real Estate and Rental and Leasing	$85,369	19,404
62	Health Care and Social Assistance	$82,971	163,742
48	Transportation and Warehousing	$65,972	36,990
56	Administrative and Support and Waste Management and Remediation Services	$62,571	66,134
11	Agriculture, Forestry, Fishing and Hunting	$59,800	13,609
81	Other Services (except Public Administration)	$59,411	34,075
61	Educational Services	$57,139	13,355
44	Retail Trade	$51,235	106,427
71	Arts, Entertainment, and Recreation	$45,329	18,398
72	Accommodation and Food Services	$31,046	95,566
	Sacramento Region Average/Total	**$89,168**	**1,099,295**

Source: Lightcast, 2024.2, QCEW employees only.

Exhibit A6. Average earnings per job, public sector only, 2022

Lightcast NAICS Code	Lightcast Sector	2022 Average Earnings Per Job	2022 Jobs
902	State Government	$151,176	131,038
901	Federal Government	$125,684	15,905
903	Local Government	$106,223	109,662
	Sacramento Region Average/Total	**$130,385**	**256,605**

Source: Lightcast, 2024.2, QCEW employees only.

Exhibit A7. Public sector establishments by county, 2022

Establishments	El Dorado	Placer	Sacramento	Sutter	Yolo	Yuba	Grand Total
Local Government							
Public Administration	44	74	215	38	57	30	457
Colleges, Universities, and Professional Schools (Community Colleges)	1	3	5	1	1	3	14
Other Public Educational Services	1	0	2	0	0	0	3
Elementary and Secondary Schools (Public K–12)	69	178	458	42	85	49	881
Local Government Totals	**115**	**254**	**680**	**81**	**143**	**82**	**1,355**
State Government							
Public Administration	16	27	4,551	5	219	15	4,833
Colleges, Universities, and Professional Schools (UC and CSU)	0	0	274	0	2	0	276
Other Public Educational Services	0	0	3	0	0	0	3
Public Hospitals	0	0	1	0	0	0	1
State Government Totals	**16**	**27**	**4,829**	**5**	**221**	**15**	**5,113**
Federal Government							
Public Administration	12	16	83	5	16	21	152
U.S. Postal Service	22	25	44	8	15	12	125
Federal Government Totals	**33**	**41**	**126**	**13**	**31**	**33**	**277**
Six-County Totals	**165**	**322**	**5,635**	**98**	**394**	**130**	**6,745**

Source: Lightcast, 2024.2, QCEW employees only.

Exhibit A8. Public sector current workforce demographics: Age by subsector

Subsector	Under 22 Years	22–24 Years	25–34 Years	35–44 Years	45–54 Years	55+ Years
Local Government	3%	3%	20%	24%	25%	24%
State Government	5%	5%	20%	23%	22%	26%
Federal Government	3%	4%	21%	22%	21%	29%

Source: Lightcast, 2024.2, QCEW employees only.

Exhibit A9. Public sector current workforce demographics: Gender by subsector

Subsector	Male	Female
Local Government	39%	61%
State Government	46%	54%
Federal Government	57%	43%

Source: Lightcast, 2024.2, QCEW employees only.

Exhibit A10. Public sector current workforce demographics: Race and ethnicity by subsector

Subsector	White	Hispanic or Latino	Asian	Black or African American	Two or More Races	American Indian or Alaska Native	Native Hawaiian or Other Pacific Islander
Local Government	39%	37%	12%	7%	5%	0%	0%
State Government	37%	31%	18%	8%	6%	0%	0%
Federal Government	32%	31%	21%	10%	5%	1%	1%

Source: Lightcast, 2024.2, QCEW employees only.

Appendix B. Local Government Industry Tables

Exhibit B0. Local government industry codes and descriptions

Lightcast NAICS Code	Lightcast NAICS Description	COE Descriptor Used in Report
903611	Elementary and Secondary Schools (Local Government)	Elementary and Secondary Schools (Public K–12)
903612	Colleges, Universities, and Professional Schools (Local Government)	Colleges, Universities, and Professional Schools (Community Colleges)
903619	All Other Schools and Educational Support Services (Local Government)	All Other Schools and Educational Support Services
903999	Local Government, Excluding Education and Hospitals	Local Government (Administration)

Source: Lightcast, 2024.

Exhibit B1. Annual job counts by industry, 2017–2022

Local Government Industry	2017 Jobs	2019 Jobs	2020 Jobs	2022 Jobs	2019–2020 Change
Elementary and Secondary Schools (Public K–12)	53,231	53,575	48,106	51,226	(5,469)
Local Government (Administration)	50,587	51,920	50,703	52,525	(1,217)
Colleges, Universities, and Professional Schools (California Community Colleges)	6,159	6,455	5,915	5,874	(540)
All Other Schools and Educational Support Services	12	62	33	37	(29)
Sacramento Region	**109,989**	**112,011**	**104,756**	**109,662**	**(7,255)**

Source: Lightcast, 2024.2, QCEW employees only.

Exhibit B2. Local government employment by county

County	2022 Jobs	Share of 2022 Jobs	2022 Establishments	Share of 2022 Establishments
El Dorado	8,860	8%	115	9%
Placer	18,464	17%	254	19%
Sacramento	62,010	57%	680	50%
Sutter	4,323	4%	81	6%
Yolo	10,613	10%	143	11%
Yuba	5,392	5%	82	6%
Sacramento Region	**109,662**	**100%**	**1,355**	**100%**

Source: Lightcast, 2024.2, QCEW employees only.

Exhibit B3. Historic job changes in local government employment by county

County	2012 Jobs	2022 Jobs	2012–2022 Change	2012–2022 % Change
El Dorado	8,853	8,860	7	0%
Placer	15,560	18,464	2,904	19%
Sacramento	56,051	62,010	5,959	11%
Sutter	4,020	4,323	303	8%
Yolo	9,498	10,613	1,115	12%
Yuba	3,696	5,392	1,696	46%
Sacramento Region	**97,678**	**109,662**	**11,984**	**12%**

Source: Lightcast, 2024.2, QCEW employees only.

Exhibit B4. Projected job changes in local government employment by county

County	2022 Jobs	2027 Jobs	2022–2027 Change	2022–2027 % Change
El Dorado	8,860	9,490	629	7%
Placer	18,464	20,933	2,469	13%
Sacramento	62,010	66,887	4,877	8%
Sutter	4,323	4,740	417	10%
Yolo	10,613	11,629	1,016	10%
Yuba	5,392	6,377	985	18%
Sacramento Region	**109,662**	**120,056**	**10,394**	**9%**

Source: Lightcast, 2024.2, QCEW employees only.

Exhibit B5. Local government employment by subsector and county, 2022

County	Local Government (Administration)	Elementary and Secondary Schools	Colleges, Universities, and Professional Schools	All Other Schools and Educational Support Services	2022 Local Government Job Totals
El Dorado	4,396	4,105	500	5	9,006
Placer	9,015	8,457	1,399	0	18,871
Sacramento	29,002	29,201	5,323	32	63,558
Sutter	1,674	2,633	22	0	4,329
Yolo	5,844	4,581	265	0	10,690
Yuba	2,594	2,249	773	0	5,617
Sacramento Region	**52,525**	**51,226**	**8,282**	**37**	**112,070**

Source: Lightcast, 2024.2, QCEW employees only.

Appendix C. Occupational Tables

Exhibit C1. Sacramento jobs by skill level and sector

COE Skill Level	All Jobs	Public Sector	Private Sector	Local Govt Admin	K–12 Schools	Community Colleges
Above Middle-Skill	264,504	119,349	145,155	12,620	30,744	4,039
Middle-Skill	494,199	106,822	387,377	30,143	15,151	1,476
Below Middle-Skill	340,592	30,434	310,158	9,762	5,331	359
Sacramento Region	**1,099,295**	**256,605**	**842,691**	**52,525**	**51,226**	**5,874**

Source: Lightcast, 2024.2, QCEW employees only.

Please contact the COE for additional information about top occupations by skill level and county.

Appendix D. Top Online Job Postings Sources

The table below lists the top 10 websites Lightcast scrubbed for online job postings related to the Public Administration Sector (NAICS 92) in the six-county Sacramento region. The job posting counts provided here are not deduplicated.

Exhibit D1. Number of job postings by website

Website	Number of Online Postings (July 2019–June 2024)
ca.gov	17,499
indeed.com	12,845
simplyhired.com	9,505
governmentjobs.com	6,287
dejobs.org	3,612
usajobs.gov	2,688
glassdoor.com	2,686
recruiternetworks.com	1,559
jobsinlogistics.com	1,130
sacramentorecruiter.com	1,070

Source: Lightcast Job Postings Analytics, 2024.

Appendix E. Institute for Local Government Survey Data

Exhibit E1. Survey respondents by district and agency type

League of Cities District Division	Cities	Counties	Special Districts	Responses by Division	Share of Responses
Central Valley	6	1	1	8	5%
Channel Counties	7	--	1	8	5%
Desert Mountain	3	--	2	5	3%
East Bay	10	--	3	13	8%
Imperial County	1	--	--	1	1%
Inland Empire	2	--	--	2	1%
Los Angeles County	16	3	--	19	12%
Monterey Bay	3	--	--	3	2%
North Bay	13	3	--	16	10%
Orange County	8	1	5	14	9%
Peninsula	13	3	1	17	11%
Riverside County	4	1	3	8	5%
Sacramento Valley	8	9	3	20	13%
San Diego County	3	2	2	7	5%
South San Joaquin Valley	10	3	1	14	9%
Responses by Agency Type	**107**	**26**	**22**	**155**	**100%**

Source: Institute for Local Government's Survey of Local Government Workforce Needs, 2024.

Exhibit E2. Agency size by number of employees

Agency Type	Fewer Than 50 Employees	50–99 Employees	100–249 Employees	250–499 Employees	500–999 Employees	1,000 or More Employees
City	10%	17%	21%	27%	17%	9%
County	12%	19%	27%	12%	4%	27%
Special District	50%	27%	9%	9%	5%	N/A

Source: Institute for Local Government's Survey of Local Government Workforce Needs, 2024.

Exhibit E3. Diversity question: "Would you say your agency's current workforce demographics accurately represent your community's diversity?"

Agency Type	"Yes"	"No"	"Unsure"
City	70%	22%	8%
County	63%	26%	11%
Special District	75%	13%	13%

Source: Institute for Local Government's Survey of Local Government Workforce Needs, 2024.

Appendix F. Data Notes on Sources and Methods

Defining the Public Sector and Local Government

Government services in the United States operate within a complex structure composed of numerous public bodies and agencies, and California's six-county Sacramento region is no exception. Beyond the federal government and 50 state governments, the U.S. Census Bureau identifies five basic types of local governments: counties, municipalities (such as city governments), townships, school districts, and special districts. Collectively, the public sector includes the workforce and economic activities of federal, state, and local governments across the country.

North American Industry Classification System

The North American Industry Classification System (NAICS) is a standardized system used to categorize business establishments on the basis of their production processes. Each establishment is assigned a six-digit code that fits within a hierarchy of five levels: sector, subsector, industry group, industry, and national industry. The codes are structured hierarchically, with more general categories obtained by removing digits from the more detailed codes.

Lightcast's classification system differs from NAICS in several key ways. Specifically, Lightcast groups all public sector establishments under code 90. The Quarterly Census of Employment and Wages (QCEW) dataset uses ownership flags (private, federal, state, or local government) across NAICS codes to separate public and private ownership. Lightcast, however, reclassifies all government-run establishments into one "Government" sector (NAICS code 90). As a result, public sector establishments in industries such as health care and education are classified under Lightcast's NAICS 90 code, while private sector establishments in the same fields are classified under their respective NAICS codes.

Quarterly Census of Employment and Wages

The Quarterly Census of Employment and Wages (QCEW) dataset is produced by California's Employment Development Department (EDD) and the U.S. Bureau of Labor Statistics. It provides detailed data by NAICS industry code, county, and ownership (public or private) for the entire United States. Lightcast modifies this dataset to provide estimates for suppressed data (protecting the confidentiality of small businesses) and to consolidate public sector employment under a single industry code. The QCEW dataset, based on official government records, is highly reliable and serves as the gold standard for employment and industry data across the United States. In this report, QCEW data offer insights into historical employment trends in the public sector across California's Sacramento region (El Dorado, Placer, Sacramento, Sutter, Yolo, and Yuba counties).

Standard Occupational Classification System

The Standard Occupational Classification (SOC) system is a federal statistical standard used by agencies to classify workers into occupational categories, thereby facilitating data collection on and analysis of the U.S. workforce. The SOC system includes more than 867 detailed occupations, covering private, public, and military roles. The most recent version (2018) is maintained by the Bureau of Labor Statistics.

Lightcast produces occupational data on the basis of a modified version of the SOC system, with some key differences. Lightcast aggregates military occupations under one code, instead of the 20 codes used by SOC, and similarly consolidates postsecondary teaching roles under a single code. Other modifications include the addition of codes for substitute teachers and unclassified occupations, as well as the reassignment of occupational categories with no specific assigned tasks.

Occupational Employment and Wage Statistics

The Occupational Employment and Wage Statistics (OEWS) program provides national estimates for employment and wages across most occupations by industry and sector. These estimates are available at various geographic levels, including state and metropolitan statistical areas, for each state and the District of Columbia. Lightcast relies on OEWS as its primary source for occupational data.

About Job Postings Analysis

Online job postings can offer insights into recent labor market changes that may not be captured by historical trends. However, job postings should not be confused with labor market demand, which is based on projected annual job openings derived from historical data. Job postings serve as a snapshot of current job advertisement activity and are best used in conjunction with traditional labor market data.

It's important to recognize the limitations of job postings data. Employers may repost the same position multiple times to increase applicant numbers, keep postings online after deciding not to fill the position, or use one posting to fill several vacancies. Additionally, not all job openings are advertised online.

Appendix G. Data Sources

California Community Colleges Chancellor's Office. "Management Information Systems (MIS) Data Mart." https://datamart.cccco.edu/.

California Community Colleges Chancellor's Office. 2023. Taxonomy Programs Manual, 7th edition. https://www.cccco.edu/-/media/CCCCO-Website/docs/curriculum/final-top-code-manual-2023edit-4-a11y.pdf?la=en&hash=28074BFE9915B49A7688B8BDEF0DB7E55FEB3A2C.

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National Center for Education Statistics. "Integrated Postsecondary Education Data System (IPEDS)." https://nces.ed.gov/ipeds/.

O*NET OnLine. https://www.onetonline.org/.

University of Washington Center for Women's Welfare. "Self-Sufficiency Standard: California." https://selfsufficiencystandard.org/California/.

CENTER OF EXCELLENCE
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ABOUT THE
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The Centers of Excellence (COE) for Labor Market Research delivers regional workforce research and technical expertise to California community colleges for program decision-making and resource development. This information has proven valuable to colleges in beginning, revising, or updating economic development and career education (CE) programs; strengthening grant applications, assisting in the accreditation process; and supporting strategic planning efforts.

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