



Equal Employment Opportunity Committee

2020 Annual Report

March 4, 2021



**City of Santa Cruz Equal Employment Opportunity Committee**  
**2020 Annual Report**  
March 4, 2021

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**EEO Committee Members and Staff – 2020**

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Jennifer Hooker, 5/10/19  
City Manager's Appointment



Robert Oatey, 8/29/19  
Management Association Appointment



Tony Elliot, 12/20/18  
City Manager's Appointment (Director)



Tremain Hedden-Jones, 6/20/17  
City Manager's Appointment



Elizabeth Howard-Gibbon, 11/14/19  
Non-Management Association Appointment



Brenda Whitley, 7/18/20  
SEIU Local #521 Appointment



Nancy Degnan, 1/28/20  
City Council Appointment



Adam Spickler, 7/22/14  
City Council Appointment



Amanda Rotella, 1/7/20  
City Manager's Appointment

Staff Support (not pictured)

Nico Megevand, Human Resources Analyst

Beth Thurman, Human Resources Administrative Assistant

Joe McMullen, Principal Human Resources Analyst



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*The 2020 Equal Employment Opportunity Committee Annual Report was created by  
Tremain Hedden-Jones, Joe McMullen, and Nico Megevand  
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# City of Santa Cruz Equal Employment Opportunity Committee 2020 Annual Report

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## **Section 1:** Overview of Committee and 2020 Activities

Joe McMullen, Principal Human Resources Analyst – EEO Committee Staff Liaison

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The purpose of the Equal Employment Opportunity (“EEO”) Committee is to serve as a communication channel between City employees, the community, the City Manager, the City Council and the EEO Coordinator on equal employment opportunity concerns. The EEO Committee meets on the first Thursday of March, June, September, and December at 1:30 pm in the City Council Chambers.

The EEO Committee consists of nine members. The City Council appoints two members of the public; the City Manager appoints one executive and three employee representatives; the service employees bargaining unit (SEIU Local 521) appoints one member; and the other bargaining units take turns appointing two members.

In 2019, the Committee had proposed a campaign of greater outreach to City staff by promoting the Respectful Workplace Policy through the distribution of a poster designed by member Spickler and having a series of “brown bag” lunches where staff would be able to discuss respect in the workplace with Committee members directly. The Committee was not able to implement these actions in 2020 during the Covid-19 pandemic. In 2021, the Committee also plans to also be involved in promoting the City’s new reporting application (#NotMe) and in crafting a City-wide Diversity/Equity/Inclusion (“DEI”) statement and program.

The Committee also received training in the “Health in All Policies” framework (“HiAP”) which helped set the stage for the upcoming DEI work.

### City Contact and EEO Committee Coordinator:

Joe McMullen – Principal Human Resources Analyst  
Human Resources Department – City of Santa Cruz  
809 Center Street, Room 6  
Santa Cruz, CA 95060  
Phone: 831-420-5044  
HR Main: 831-420-5040  
Email: [jmcmullen@cityofsantacruz.com](mailto:jmcmullen@cityofsantacruz.com)





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## **Section 2:** Statement of EEO Committee 2021 Goals & Objectives

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**Goal #1:** The EEOC will be vigilant and committed to a non-discriminatory and respectful work environment.

**Objective(s):**

- Review City's Discrimination/Harassment and Respectful Workplace Conduct Complaint logs to address recurring issues.
- Review the Respectful Workplace Conduct policy periodically and revise as needed.

**Goal #2:** The EEOC will continue to raise awareness about all types of discrimination and equal employment opportunity issues within the City of Santa Cruz workplace and community.

**Objective(s):**

- Post EEO-related information and updates to the City's intranet and public website to share awareness regarding the EEOC's focus.
- Reach out to departments, at least once annually, to determine if any EEO-related issues of concern have arisen, if there is a need for awareness, training, or to provide state and/or federal updates that are relevant to the EEOC's focus.
- Provide workshops, speakers, and other forms of communications at EEO Committee meetings and other City events to provide state and/or federal updates of relevance, as well as EEOC updates.
- Work with partnering agencies, vendors, and the community to raise awareness of the EEOC and its policies.

**Goal #3:** The EEOC will help the City work towards maintaining pay equity and ensuring it is realized for all its employees.

**Objective(s):**

- Review hiring and promotion reports from Human Resources quarterly as received.
- Make policy recommendations to Human Resources and the City Council on pay equity issues.
- Continue to monitor State and Federal legislation on Pay Equity and its impacts on the City.

**Goal #4:** The EEOC will help the City explore avenues to apply the Health in All Policies (HiAP) framework to its Human Resources policies.

**Objective(s):**

- Work towards creating a culture of greater trust and engagement.
- Improve employee retention.
- Support Human Resources in education and outreach on existing resources and accomplishments.
- Provide support to HR in its DE&I initiative.

## **Activities Planned in Support of Goals & Objectives**

<b>ACTIONS</b>	<b>WHO</b>	<b>TIMELINE</b>
Discuss issues on Complaint Logs. (Goal #1)	All	At regular Committee meetings
Provide EEOC update at Supervisors/Managers quarterly meeting. (Goal #2)	Rotating	At least once a year
Select Subcommittee members and develop Annual Report. (Goal #2)	All	Draft to Committee in December; Final approval by Committee in March; FYI to City Council in March
Offer resources to present at EEOC meetings. (Goals #1 & #2)	All	Ongoing
Inform members of updated EEO laws, support members in educating City leaders where appropriate. (Goals #1 & #2)	Staff	Ongoing
Review Committee's Goals and Action Items (Goals #1, #2, #3, and #4); Conduct outreach to departments (Goal #2)	All	September and December meetings
Review quarterly employee turnover reports as received from Human Resources. (Goal #3)	All	Ongoing
Survey City staff regarding workplace culture and trust-building. (Goal #4)	All	December 2021
DE&I Sub-Committee formed at March 4, 2021 regular meeting; members will assist HR in its DE&I initiative. (Goal #4)	All	June 2022

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## **Section 3:** Training & Employee Development

Nicolas Megevand, Human Resources Analyst

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The City's training programs are administered in the Human Resources Department. The EEO Committee has an interest in all of the training programs because they contribute to a more positive working environment in some way.

In order to comply with City requirements and State mandates, the City continues to provide Harassment Prevention and Cultural Diversity trainings to employees, including elected officials (Councilmembers). The Cultural Diversity training is provided twice a year in classroom format. Due to new State-mandated training requirements, Harassment Prevention training was offered twenty-six times in a classroom setting; there is also an online format available to all employees.

### Harassment Prevention Training

All employees, City advisory groups, and Councilmembers are required to take either a one-hour training (for non-supervisors) or a two-hour training (for supervisors) of Harassment and Discrimination Prevention. Additionally, a refresher training must be completed every two years after the initial training. In light of the Covid-19 pandemic's social distancing protocols, the City did not host live trainings and converted to an online Zoom meeting class format for the summer Lifeguard employees. All other employees completed their training requirement by connecting to either of the City's online platforms. Target Solutions and the California Department of Fair Employment and Housing (DFEH) are the current platforms used by the City and approved by the State of California.

### Cultural Diversity Training

Three live sessions of Cultural Diversity training were offered in 2020 via Zoom, presented by Patty Sapone, retired Deputy Police Chief for the City of Santa Cruz. Forty-Eight newly hired employees attended in 2020.

Additionally, the City contracted with non-profit training organization CircleUp and created a Diversity Uncovered class that was offered twice at the end of the calendar year and trained 70 employees virtually using the Zoom Meeting application.

The class was designed to help employees build a framework to talk about both conscious, intentional discrimination and unconscious, unintentional discrimination. Participants then learned the difference between unconscious and conscious discrimination and explored challenges with identifying and interrupting them. Employees walked away with common knowledge of diversity terms, practice talking about discrimination and challenges with one another, and helpful tools and tips to address discrimination in the workplace.

In 2021, the Human Resources Department will offer this class as an alternative option for employees to complete the City's Cultural Diversity training requirement for all new-hires and Councilmembers.

#### Employee Training Calendar

The Human Resources Department provided a 2020 Training Calendar to all City employees with a variety of training opportunities in several categories, including "Mandatory Training for New Employees" (Harassment Prevention and Cultural Diversity) and the City of Santa Cruz's Core Values: Communication - Openness - Service – Collaboration (COSC).

Classes were led by instructors from Claire Laughlin Consulting Training, City staff. The training calendar also incorporated courses offered by the Monterey Bay Employment Relations Consortium (ERC).

Not accounting for multiple-session attendance, Three-hundred and eighty-nine employees attended a training class in 2019 (not including Harassment Prevention and Cultural Diversity).

#### Employee and Leadership Development Program

The Human Resources Department further strengthened the Employee and Leadership Development (E&LD) Program by offering a wider variety of classes. The E&LD Program is comprised of a series of class modules designed to develop participants' leadership skills and job competencies. Upon completion of eight qualifying classes, participants receive a Certificate of Completion that counts toward one year of supervisory experience in meeting the minimum qualifications for internal job opportunities.

This Program continues to be an important component of the City's succession planning efforts in that it helps employees grow both personally and professionally and provides tools designed to help prepare them for supervisory and management roles. Even if participants have no desire to become supervisors or managers, many of these courses are geared toward developing personal effectiveness and leadership skills. The City recognizes that leadership occurs at all levels, and this Program is designed to maintain leadership continuity throughout the organization as a whole. Department Heads, Mid-Managers, and Supervisors are now expected to attend an Introduction to Leadership Class along with two leadership classes annually from the E&LD series.

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**Section 4:** Sub-Committee Reports

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4.1 Respectful Workplace Policy Development Sub-Committee



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**Section 4.1:** Respectful Workplace Sub-Committee  
Joe McMullen

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The sub-committee started the year intending to host Brown Bag Lunches and engage in activities promoting the City's new employee reporting application #NotMe, however the Covid-19 pandemic resulted in a delay of those plans and no meetings held.

In anticipation of continuing its work in 2021 new volunteers joined the sub-committee which is now made up of Tremain Hedden-Jones, Elizabeth Howard-Gibbon, and Tony Elliot.

A City-wide effort to craft a Diversity/Equity/Inclusion statement and program has begun in the City Manager's and Human Resources offices. They have requested assistance and input from the EEO Committee and this sub-committee.





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**Section 5:** Appendices

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5.1 Calendar Year 2020 Harassment/Discrimination and  
Respectful Workplace Conduct Complaints

5.2 Fiscal Year 2020 City Workforce & Census Demographics Analysis

5.3 United States Department of Labor Federal Contractor Program Veterans'  
Employment Report for 2019 ("VETS-4212 Report")



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**Section 5.1**

**Calendar Year 2020 Harassment/Discrimination and Respectful Workplace  
Conduct Complaints**

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No complaints were filed in Calendar Year 2020 under the City's Harassment/Discrimination Prevention Policy.

Two complaints were filed by different employees in Calendar Year 2020 under the City's Respectful Workplace Conduct Policy. Both complaints were for "retaliation for participating in an investigation" against different individuals, and both complaints were substantiated. The action taken is confidential.



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**Appendix 5.2:** Fiscal Year 2020 City Workforce & Census Demographics Analysis

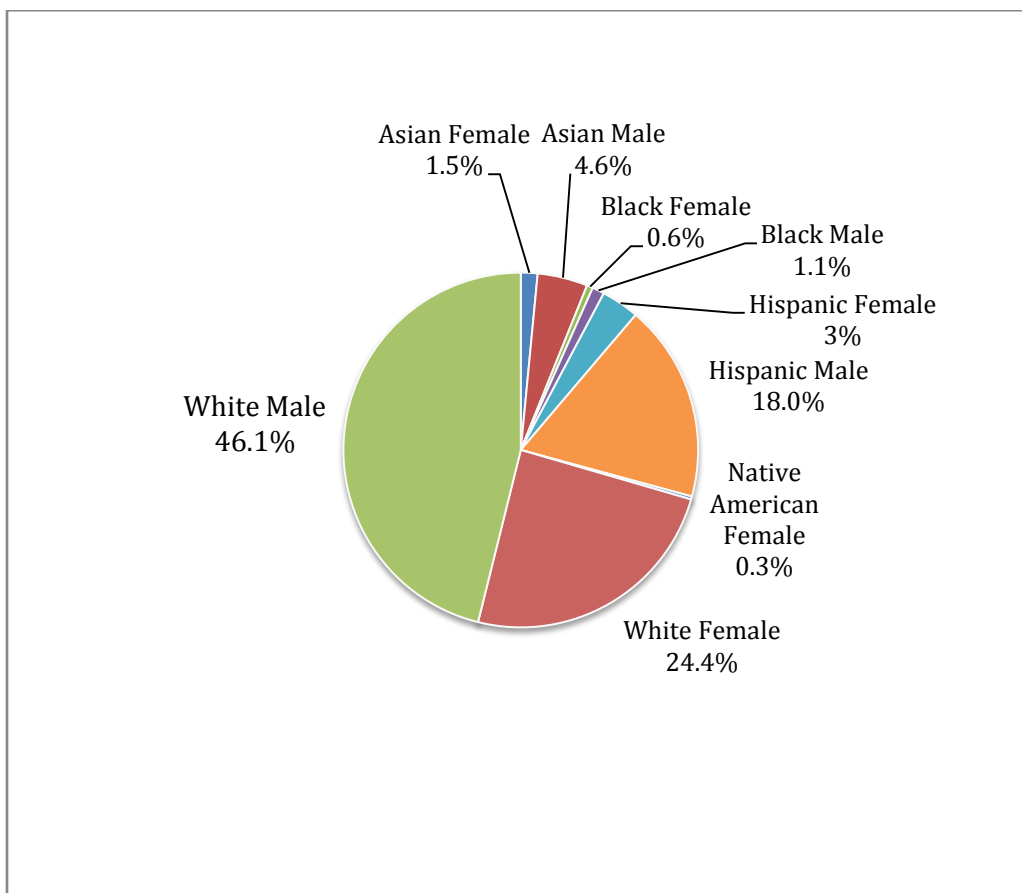
Nancy Degnan

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The City's full-time workforce as of July, 2020 was 722 employees (excluding part-time, elected officials, and 13 employees reporting two or more ethnicities), 44 employees smaller than in 2018. The proportion of white male employees decreased 1.5%; white female employees increased .3%. The proportion of Hispanic/Latino male employees increased 1.1%. There were slight changes in the proportions of other sex/ethnic combinations.

**Chart 1**

**Sex and Ethnic Diversity of the City Full-time Workforce, July 1, 2020**



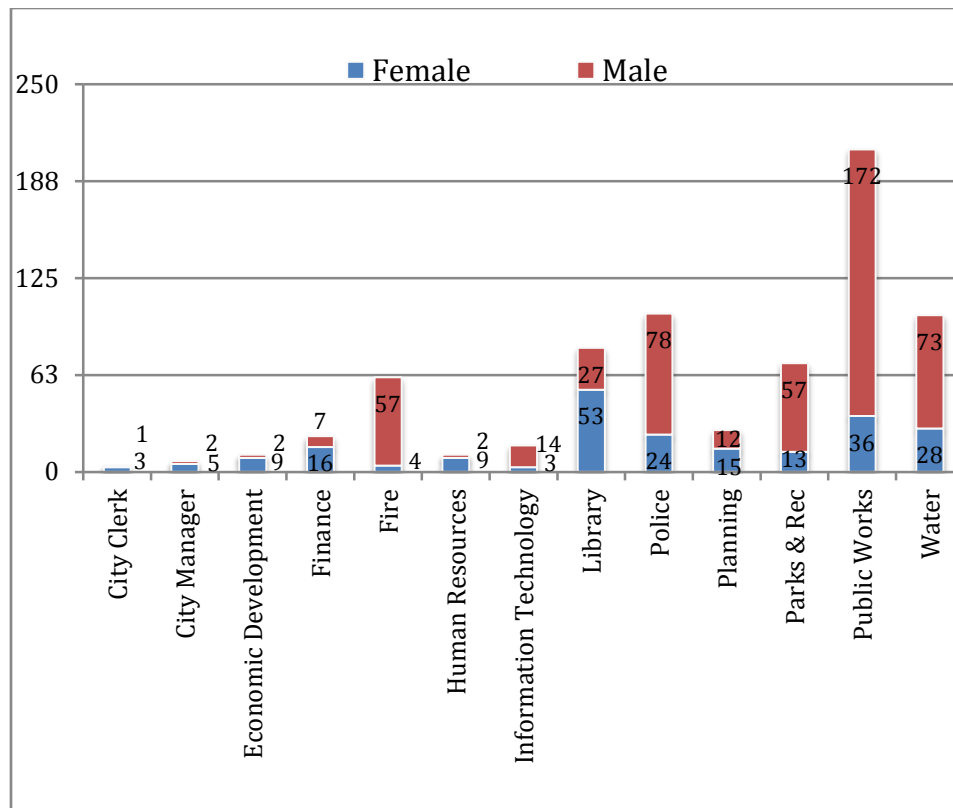
**Table 1**

**Full-time Employees by Department, Sex, and Ethnicity**

	Asian American		Black		Hispanic		Native Amer		White		Totals
	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	
City Clerk	0	0	0	0	0	0	0	0	3	1	4
City Manager	1	1	0	0	0	1	0	0	4	0	7
Economic Development	1	1	0	0	0	0	0	0	8	1	11
Finance	0	2	0	0	4	1	1	0	11	4	23
Fire	0	2	0	1	0	7	0	0	4	47	61
Human Resources	0	0	0	0	0	0	0	0	9	2	11
Information Technology	0	3	0	0	1	3	0	0	2	8	17
Library	2	0	1	1	7	6	0	0	43	20	80
Police	1	8	1	0	3	18	1	0	18	52	102
Planning	1	0	0	0	2	2	0	0	12	10	27
Parks & Rec	1	6	0	2	0	14	0	0	12	35	70
Public Works	2	7	2	4	5	65	0	0	27	96	208
Water	2	3	0	0	3	13	0	0	23	57	101
Totals	11	33	4	8	25	130	2	0	176	333	722

**Chart 2**

**Full Time Employees by Department and Sex**



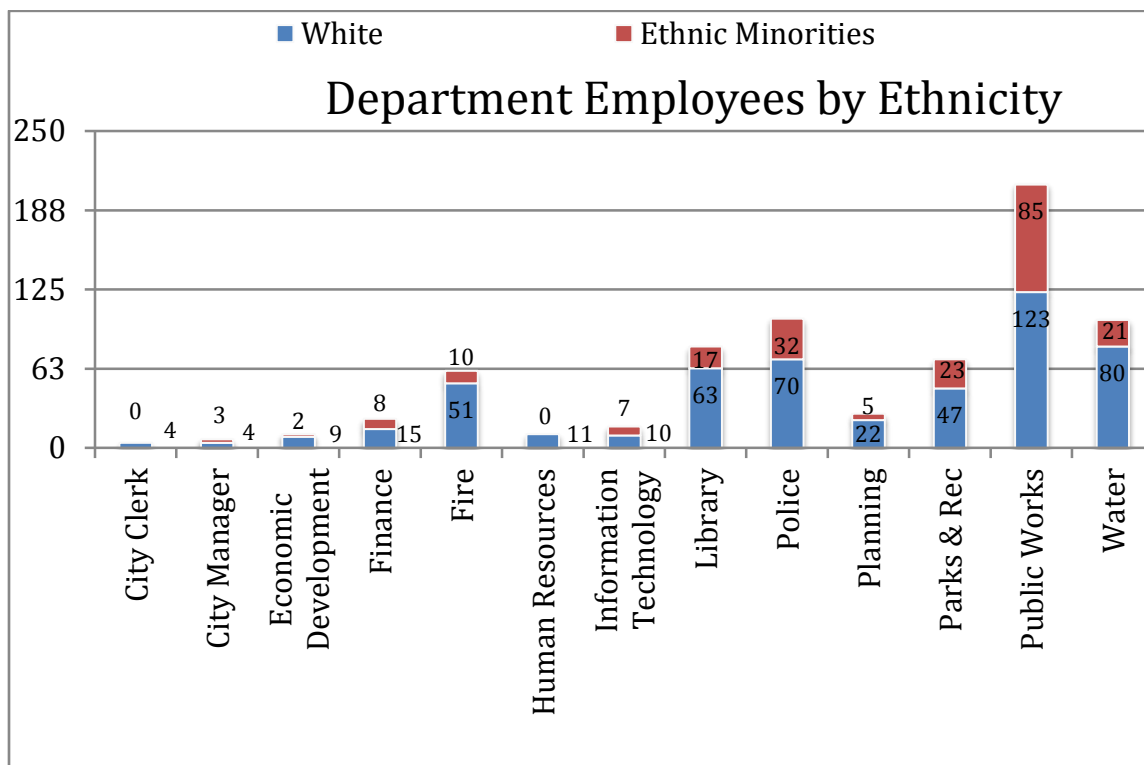
Women continue to be concentrated in Planning, the Library, Economic Development, Finance, City Manager, City Clerk, and Human Resources. The largest majorities of men are in Public Works, Water, Parks & Recreation, Police, and Fire. As noted above, the overall proportion of women increased slightly from past years.

**Table 2**  
**Sex of Employees by EEO-4 Job Category**

	Total		Men		Women	
	Headcount	Percent	Headcount	Percent	Headcount	Percent
Officials/Administrators	43	6.0%	20	4.0%	23	10.6%
Professionals	169	23.4%	83	16.5%	86	39.4%
Technicians	24	3.3%	22	4.4%	2	0.9%
Protective Service	110	15.2%	98	19.4%	12	5.5%
Para-Professionals	59	8.2%	33	6.5%	26	11.9%
Admin. Support	69	9.6%	15	3.0%	54	24.8%
Skilled Crafts	119	16.5%	114	22.6%	5	2.3%
Service/Maintenance	129	17.9%	119	23.6%	10	4.6%
Total	722		504		218	
Percent of Total			69.8%		30.2%	

As last year, there were slightly more men in professional and para-professional positions than in the past. Men and women hold close to equal numbers of jobs in Officials and Administrators. Men dominate in technical jobs, protective service, skilled crafts, and service/maintenance. As is ever true, women hold the great majority of administrative support jobs.

**Chart 3**



As was true for the last several years, the largest concentrations of ethnic minority employees are in Public Works, Police, Parks & Recreation, and Water.

**Table 3**  
**New Full-time Hires (July 1, 2019 to June 30, 2020)**

Department	Men	Women	Asian	Black	Hispanic	Nat. Amer	White	Two/More
City Clerk	1						1	
City Manager		2					2	
Economic Development		1						1
Fire	2						2	
Finance	1	5	1		1		4	
Human Resources		1					1	
Information Technology	1	1		1			1	
Library Systems & Services	1	5			1		5	
Police	13	4	2		3	1	11	
Planning	1	4					4	1
Parks & Recreation	3	5		1			7	
Public Works	19	4	1		12		7	3
Water	5	5			1		8	1
<b>Total</b>	<b>46</b>	<b>35</b>	<b>4</b>	<b>2</b>	<b>18</b>	<b>1</b>	<b>50</b>	<b>6</b>
<b>Percent of Total</b>	<b>57.00%</b>	<b>47.00%</b>					<b>62.00%</b>	

New full-time hires were 57% male and 47% female; 62% were white.

**Table 4**  
**Full-time Separations (July 1, 2019 to June 30, 2020)**

Department	Men	Women	Asian	Black	Hispanic	Nat. Amer	White	Two/More
City Clerk		1					1	
Economic Development		1					1	
Fire	4			1			3	
Finance	3	1					4	
Human Resources		1						1
Library Systems & Services	1	4					5	
Police	17	6	3		5	1	14	
Planning		2	1				1	
Parks & Recreation	7	2		1			8	
Public Works	20	2	1	1	8		11	1
Water	6	2			1		7	
<b>Total</b>	<b>58</b>	<b>21</b>	<b>5</b>	<b>3</b>	<b>14</b>	<b>1</b>	<b>54</b>	<b>2</b>
<b>Percent of Total</b>	<b>73.00%</b>	<b>27.00%</b>					<b>68.00%</b>	

Full-time separations were 73% male and 27% female; 68% white.



## Reference Groups

To further evaluate the City's EEO efforts, the diversity of the City workforce is compared below to relevant reference groups (numbers are from suburbanstats.org. for 2019. Ethnic categories used by this site are different from those used by the city. We used those categories that appear to be the closest match).

**Table 5**  
**City Employees Compared to Reference Group Diversity**

City Employees Compared to Reference Group Diversity							
	% Female	% Male	% White	% Black	% Hispanic	% Asian	% Nat Amer
City Employees 2020	30.19%	69.81%	70.50%	1.66%	21.47%	6.09%	0.28%
City Population	49.88%	50.12%	74.50%	1.79%	19.39%	7.66%	0.73%
County Population 2020	50.11%	49.89%	72.49%	1.05%	32.05%	4.24%	0.86%
State Population	50.29%	49.71%	57.59%	6.17%	37.62%	13.05%	0.97%

The City workforce continues to have a lower percentage of women than the overall City, County, and State populations. The percentage of Hispanic employees exceeds that of the City but is lower than the County and State. The percentage of White City employees is slightly less than the City and County populations but far greater than the State. Black employee percentages are close to those of the City and County populations but fall far short of the State. Asian employees are a lower percentage of the workforce than the City and State populations but greater than the County population. Native American employees are a lower percentage of the City's workforce than the City, County, and State populations.

**Table 6**  
**Average Salaries by Department and Sex (excluding Executives)**

	Average Wage		Number	
	Women	Men	Women	Men
City Clerk	40.15	26.9	3	1
City Manager	63.19	51.1	4	1
Economic Development	48.07	49.82	8	2
Fire	43.42	50.46	4	56
Finance	39.83	41.18	15	7
Human Resources	43.42	50.46	8	2
Information Technology	49.58	53.92	3	13
Library	34.71	34.93	52	27
Police	38.06	51.34	24	77
Planning	47.37	53.3	15	11
Parks and Recreation	35.97	32.34	13	56
Public Works	38.72	35.09	36	171
Water	40.28	42.02	27	73
TOTAL HEADS			212	497

Men earn more than women in ten of the City's thirteen departments. Many factors contribute to the differences including job tenure. A deeper analysis would need to be done to determine what the differences can be attributed to.

**Table 7****Full-time Employees' Average Salaries by Bargaining Unit, Sex, and Ethnicity**

Bargaining Unit	Asian American		Black		Hispanic		Native American		White		Total	
	Women	Men	Women	Men	Women	Men	Women	Men	Women	Men	Women	Men
Executive	108.7					112.32			100.08	99.06	101.51	100.95
Fire		37.6		39.94		38.14			63.99	45.03	63.99	43.76
Management	49.04	50.89	56.76	70.39	49.98	61.47			52.14	60.52	51.96	59.46
Police		46.7			49.75	51.52			41.96	52.51	43.91	51.97
Service	31.83	33.57	26.84	27.69	29.03	28.81	35.43		30.22	32.71	30.15	31.35
Supervisor	34.39	49.28		34.49	28.22	41.62			36.46	43.59	35.95	43.15
Average Salary	45.31	42.62	41.8	36.26	35.67	35.79	35.43		41.86	43.37	41.26	41.25
Number	11	33	4	8	25	130	2	0	176	333	218	504

**722**

When considered by bargaining unit, men earn more than women in four of the six bargaining units.

# FEDERAL CONTRACTOR VETERANS' EMPLOYMENT REPORT VETS-4212

OMB NO:1293-0005

Expires: 08/31/2020

Persons are not required to respond to this collection of information unless it displays a valid OMB number. It is mandatory for a covered Federal contractor respond to this information collection. See 38 U.S.C. § 4212(d) and "Who Must File" section of instructions.

## RETURN COMPLETED REPORT TO:

VETS-4212 Submission  
VETERANS' EMPLOYMENT AND TRAINING SERVICE (VETS)  
Service Center  
In care of: Department of Labor National Contact Center (DOL-NCC)  
15000 Conference Center Drive, Suite B0132  
Chantilly, VA 20151

ATTN: Human Resource/EEO Department

<b>TYPE OF REPORTING ORGANIZATION</b> (Check one or both, as applicable) <input checked="" type="checkbox"/> Prime Contractor <input type="checkbox"/> Subcontractor	<b>TYPE OF FORM</b> (Check only one) <input checked="" type="checkbox"/> Single Establishment <input type="checkbox"/> Multiple Establishment-Headquarters <input type="checkbox"/> Multiple Establishment-Hiring Location <input type="checkbox"/> Multiple Establishment-State Consolidated (specify number of locations) (MSC)
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## COMPANY IDENTIFICATION INFORMATION (Omit if items preprinted above-ADD Company Contact Information Below)

COMPANY No: V041555		TWELVE MONTH PERIOD ENDING: 8/21/2020	
NAME OF PARENT COMPANY: CITY OF SANTA CRUZ		ADDRESS (NUMBER AND STREET): 877 CEDAR ST SUITE 100	
CITY: SANTA CRUZ	COUNTY: 	STATE: CA	ZIP CODE: 95060
NAME OF COMPANY CONTACT: LEVY, DEBBIE A		TELEPHONE FOR CONTACT: (831) 420-5048	EMAIL: dlevy@cityofsantacruz.com

NAME OF HIRING LOCATION: Same		ADDRESS (NUMBER AND STREET): 	
CITY: 	COUNTY: 	STATE: 	ZIP CODE: 

NAICS: 921110	DUNS: 050515881	EMPLOYER ID: (IRS TAX No.) 946000427
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## INFORMATION ON EMPLOYEES

REPORT THE TOTAL NUMBER OF EMPLOYEES AND NEW HIRES WHO ARE PROTECTED VETERANS, AS DEFINED IN THE INSTRUCTIONS. DATA ON NUMBER OF EMPLOYEES ARE TO BE ENTERED IN COLUMN A AND B, LINES 1.1 THROUGH 9. DATA FOR NEW HIRES ARE ENTERED IN COLUMNS C AND D. LINE 10 IS TOTAL OF EACH COLUMN. ENTRIES IN COLUMNS C AND D, LINES 1.1 THROUGH 9 (GRAY SHADED AREAS) ARE OPTIONAL. ENTER THE MAXIMUM AND MINIMUM NUMBER OF EMPLOYEES.					
JOB CATEGORIES		NUMBER OF EMPLOYEES		NEW HIRES (PREVIOUS 12 MONTHS)	
		PROTECTED VETERANS (A)	TOTAL EMPLOYEES (B)	PROTECTED VETERANS (C)	TOTAL NEW HIRES (D)
EXECUTIVE/SENIOR LEVEL OFFICIALS AND MANAGERS	1.1		15	0	4
FIRST/MID LEVEL OFFICIALS AND MANAGERS	1.2	1	80	0	12
PROFESSIONALS	2	1	76	0	6
TECHNICIANS	3		60	0	7
SALES WORKERS	4	1	26	0	12
ADMINISTRATIVE SUPPORT WORKERS	5	2	116	0	10
CRAFT WORKERS	6	3	85	0	10
OPERATIVES	7		88	0	5
LABORERS/HELPERS	8	1	123	0	29
SERVICE WORKERS	9	2	330	0	46
TOTAL EMPLOYEES	10	11	999	0	141

Report the total maximum and minimum number of permanent employees during the period covered by this report.

Maximum Number	Minimum Number
1,196	932