

MEMORANDUM

February 16, 2017

TO: CIVIL SERVICE/EQUAL EMPLOYMENT COMMISSION

FROM: ERIC JONES, CHIEF OF POLICE

SUBJECT: **2016 ANNUAL EQUAL EMPLOYMENT REPORT**

Introduction

The Stockton Police Department reports that in 2016, the overall percentage of underrepresented groups employed by the Department increased by two percent. The percentage of Hispanic, Black, Asian/OPI, and Native American employees remained the same as in 2015. The increase of two percentage points was in the new category of "Two or More Races," still reflective of the overall increase of underrepresented groups employed by the Department. The overall percentage of female employees increased from 29% in 2015 to 30% in 2016.

The 2015 Annual Report identified the Police Department's goal in 2016 to continue the improvement shown the previous year in increasing the relative percentages of underrepresented ethnic groups employed by the Department. The Department planned on achieving this goal by continuing our short-term and long-term recruiting and hiring strategies designed to develop a qualified employee base that more closely mirrors the diverse population of the city of Stockton.

During 2016, the Department worked extensively on our recruiting and hiring process toward achieving our goals. As a part of the Department's continuing participation in the City Council's Ad Hoc committee on diversity, the immediate and long-term strategies to increase diversity in our Departmental hiring have been implemented and are ongoing. Although modest, the increases reported in the overall percentage of underrepresented employees follows three years of similar increases, reflecting these ongoing efforts.

The Department continued to provide training in diversity and equal employment in order to ensure a workplace that is free of harassment and discrimination, thereby increasing worker morale and retention.

Organizational Structure and Responsibilities

MISSION STATEMENT

To work in partnership with our community, to build and maintain relationships founded on trust and mutual respect, while reducing crime and improving the quality of life.

The Stockton Police Department is divided into two Bureaus, which are each managed by a Deputy Chief of Police who reports directly to Chief of Police Eric Jones. Deputy Chief of Police Rick Salsedo heads the Logistics Bureau, and Deputy Chief of Police Trevor Womack heads the Operations Bureau. The Bureaus are comprised of Divisions, which are managed by Captains.

Under the Operations Bureau, Captain Jeff Coon commands the Field Operations Division, Captain Scott Meadors commands the Investigations Division, and Captain Aaron Rose commands the Special Operations Division.

The Field Operations Division is responsible for responding to calls-for-service made by citizens, initial investigations, and other duties typically handled by a patrol officer. The Investigations Division is responsible for most criminal follow-up and gang suppression efforts. The Special Operations Division is responsible for Traffic enforcement, Police Department deployment during special events, Strategic Operations, Neighborhood Services, and the Neighborhood Blitz Team.

Under the Logistics Bureau, Captain Antonio Sajor commands the Technical Services Division, which includes Records, Telecommunications, the Crime Information Center, Information Technology, Evidence Identification, and the Property Room.

Captain Tom Jernigan commands the Administrative Services Division, which includes Personnel and Training, Animal Services, Volunteers in Police Service, Facility/Fleet Maintenance, the Chaplaincy Program, the Cadet Program, and the Reserve Officer Program.

The Professional Standards Section, Planning and Fiscal Affairs Unit, Public Information Officer, Chief of Staff, and Legal Advisor all report directly to Chief Jones. (Please see Attachment "A" for the Police Department Organizational Chart.)

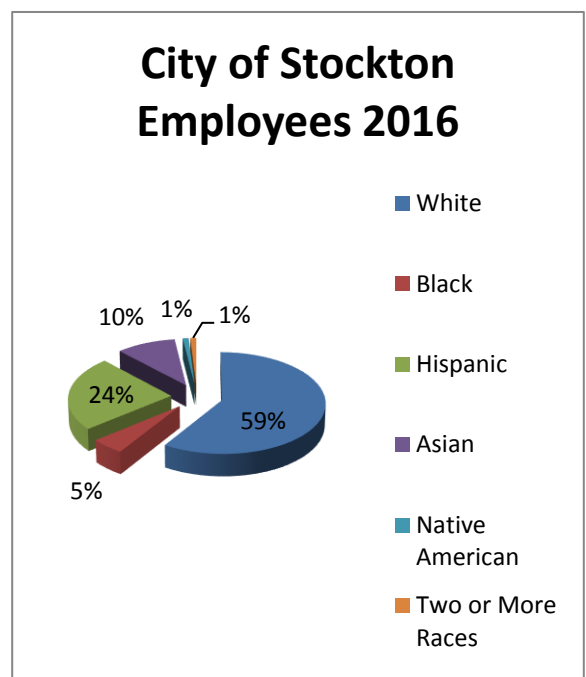
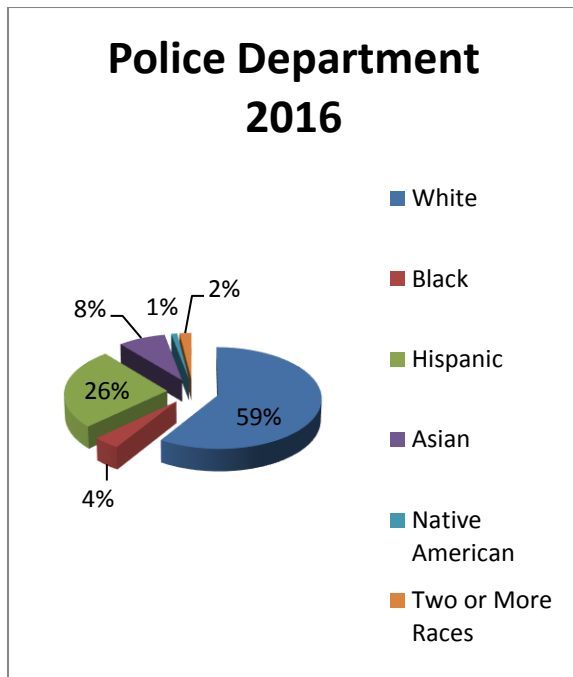
Workforce Composition

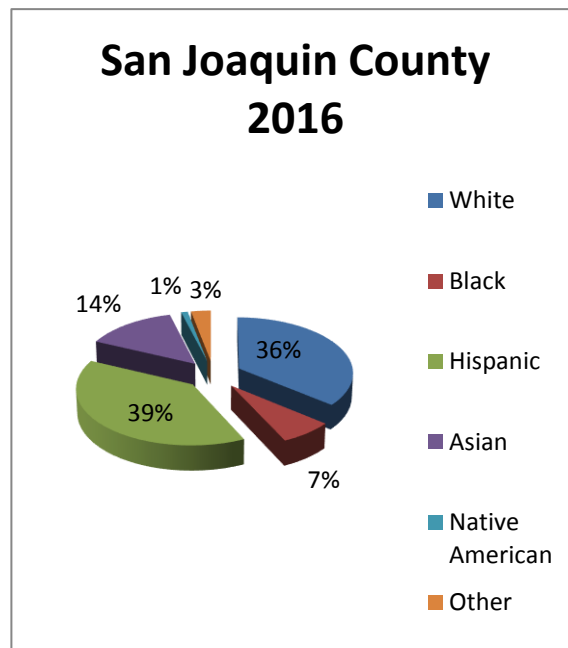
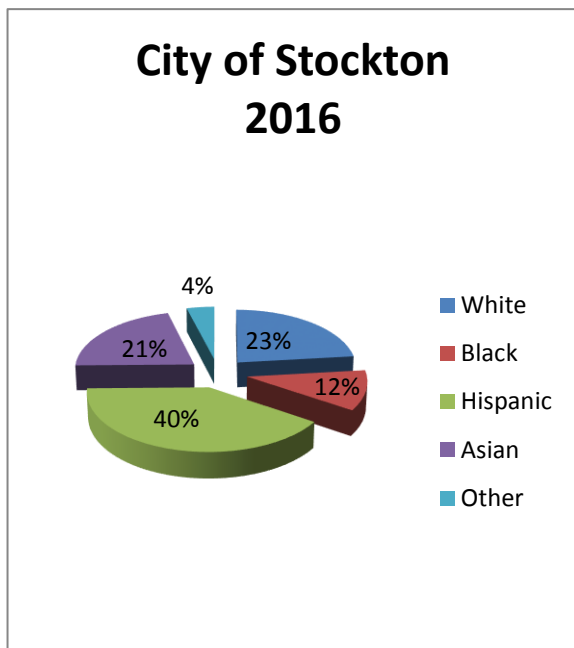
As of December 31, 2016, the Stockton Police Department was made up of 417 sworn and 198 non-sworn members, for a total of 615 full-time employees. In comparison, at the end of 2015, we had 390 sworn members and 177 non-sworn members, for a total of 567 full-time employees, representing a net increase of 48 employees in 2016.

The tables and charts on the next page show the demographic breakdown of the full-time Police Department employees (both sworn and non-sworn) compared to the demographics of all City of Stockton employees, and the 2010 census populations for both Stockton and San Joaquin County.

	Police Department		City Employees		City of Stockton		San Joaquin County	
Male	429	70%	991	68%	142,925	49%	341,230	50%
Female	186	30%	464	32%	148,782	51%	344,076	50%
Total	615	100%	1455	100%	291,707	100%	685,306	100%

	Police Department		City Employees		City of Stockton		San Joaquin County	
White	365	59%	856	59%	66,836	23%	246,025	36%
Black	25	4%	75	5%	33,507	12%	48,657	7%
Hispanic	160	26%	341	24%	117,590	40%	266,584	39%
Asian/OPI	51	8%	151	10%	61,945	21%	97,999	14%
Native American/Alaskan	6	1%	16	1%	1,237	0%	3,427	1%
Two or More Races	8	2%	16	1%	N/A	N/A	N/A	N/A
Other	N/A	N/A	N/A	N/A	10,592	4%	22,614	3%
Total	615	100%	1,455	100%	291,707	100%	685,306	100%





Personnel Changes in the Department

The Department is currently approved for 485 sworn and 227 civilian support employees. The Personnel and Training Section is working hard to fill all of the vacant positions within the Department with a diverse workforce.

In 2016, the Police Department hired 81 sworn officers, 74 of those hired are male, and seven are female. Of the males, 38 are White, 20 are Hispanic, eight are Asian/OPI, three are Black, one is American Indian/Alaskan, and four are Two or More Races. Of the seven females hired, four are White, two are Hispanic, and one is Asian/OPI. We also hired 31 full-time civilian support employees, of which 25 are female, and six are male. Of the males, three are White, one is Asian/OPI, one is Hispanic, and one is Black. Of the females, 14 are White, six are Hispanic, two are Black, two are Two or More Races, and one is Asian/OPI.

The Department lost 53 sworn officers in 2016 (compared to 52 in 2015); 27 of these were newly-hired officers who resigned or did not pass their probation. In addition, 12 tenured officers resigned to work at other departments, 11 officers retired due to reaching retirement age or because of a disability, one officer resigned and left the state for unknown reasons, one officer passed away (not in the line of duty), and one officer was terminated. There were 11 full-time, civilian support employees who also left the Department in 2016: nine resigned, and two retired. Of the 64 employees who left the Department in 2016, 49 were male, and 15 were female; 24 were White, 31 were Hispanic, five were Asian/OPI, and four were Black.

As previously stated, the Department saw a two percent increase in the total percentage of underrepresented groups (those belonging to the Black, Hispanic, Asian/OPI, Native American/Alaskan and Two or More Races ethnic groups) employed by the Police Department in 2016 compared to 2015. This was reflected by a two percent increase in the percentage of employees with Two or More Races (this category was not reported in 2015 and represented two percent of employees in 2016). There was a corresponding two percent decrease in the percentage of White employees (59% in 2016 compared to 61% in 2015). The percentage of female employees increased by 1% in 2016.

Overall, the number of underrepresented employees within the Police Department is the same as it is for all City employees at 41%. This number improved by one percent compared to 39% and 40%, respectively, in 2015.

In 2016, the Department promoted ten employees to new positions. Of these employees, one was female, and nine were male; five were White, four were Hispanic, and one was Asian/OPI.

The following chart explains the ethnic breakdown of Police Department supervisors and subordinates (sworn and non-sworn) as compared to the previous year.

	2016				2015			
	Supervisors		Subordinates		Supervisors		Subordinates	
White	70	72%	295	57%	71	80%	278	58%
Black	1	1%	24	5%	3	3%	19	4%
Hispanic	19	20%	141	27%	10	11%	138	28%
Asian/OPI	5	5%	46	9%	4	5%	44	9%
Native American	1	1%	5	1%	1	1%	4	1%
Two or More Races	1	1%	7	1%				
Total	97	100%	518	100%	89	100%	483	100%

In 2016, we saw an eight percent increase in the percentage of supervisors belonging to underrepresented ethnic groups. The increase was reflected by a nine percent increase in the percentage of Hispanic supervisors, a two percent decrease in the percentage of Black supervisors, and a one percent increase in the percentage of supervisors with Two or More Races, which was not previously reported. The percentage of Native American/Alaskan and Asian/OPI supervisors remained the same. There was a corresponding eight percent decrease in the percentage of White supervisors.

Professional and Diversity Training

During 2016, the Stockton Police Department continued to provide training in diversity and equal employment to all Department employees to ensure a workplace that is free of harassment and discrimination. All new employees receive a two-hour block of

training regarding our policy on discrimination and harassment (General Order I-2) and the City's policy (Directive HR-15) during their orientation. The policy is also reviewed twice annually with all employees by their supervisors, and this training is entered into their performance or training logs.

The new employee training is also now provided to all new volunteers, including Sentinels, VIPS, Junior Cadets, and Chaplains.

In addition to this, AB 1825 requires mandatory EEO training for new supervisors within six months of appointment, as well as biennial training for all supervisors. The Department EEO Officer coordinates and schedules AB 1825 EEO update training for all supervisors in the Department.

Recruitment Efforts

As noted above, there was a slight increase in the number of sworn officers who left the Department due to resignations and retirements in 2016, compared to 2015. Due to our ongoing recruitment efforts, we were still able to produce a net increase of 27 sworn officers.

Although the Police Department recognizes that it continues to be underrepresented concerning employees belonging to the Black, Hispanic, and Asian/OPI ethnic groups, our ongoing hiring and recruitment strategies will give us a continued opportunity to recruit, train, and retain a more diversified employee base that better represents the diversity of the city we serve.

The Department continues to operate a robust and diverse recruiting team. Our Department recruiting team now has 23 members, with 16 members from the underrepresented population groups, up from 19 and 13 respectively, in 2015. Our recruitment team attends events all over the State of California and across the nation, focusing on events that are likely to pull more qualified applicants from underrepresented groups.

In 2016, the Department recruiting team attended 111 events in an effort to recruit all classifications of police officers, including lateral officers from other agencies, police academy graduates, and trainees (non-sworn, entry-level officers with no police academy training or previous law enforcement experience). Noted events attended by the team include:

- National Organization of Black Law Enforcement Executives Conference in Washington, DC
- NAACP National Conference in Cincinnati, OH
- Black College Expo in Oakland and Los Angeles, CA
- Stockton's HIREevent
- Stockton Black Family Day

- Diversity Employment Day Career Fair in Sacramento, CA
- Diversity in Law Enforcement Careers in Sacramento, CA.
- Chinese New Year Celebration in Stockton, CA.

These events, among many others, give us an ongoing opportunity to focus our recruiting on a more diverse applicant pool that may otherwise not consider a career in law enforcement. Recruitment team members also follow up on interest cards submitted through these events to build relationships with potential applicants, to help them through the hiring and testing process.

As previously noted, because of our participation in the City Council's Ad Hoc committee on diversity, the Police Department has continued several immediate and long-term strategies to increase diversity in our Departmental hiring.

The strategies included proactively engaging underrepresented applicants throughout the hiring process, forming and strengthening partnerships within the underrepresented communities through the ongoing implementation of Principled Policing, and our participation in the National Initiative for Building Community Trust and Justice.

The Department also set benchmarks to be measured at six-month intervals to help gauge our progress and stay on track for implementing these strategies. The benchmarks and the corresponding results are listed below:

- Hold fewer testing dates for the trainee position.
 - Hiring is regulated by the City Charter and Civil Service Commission, requiring an eligibility list. Testing was being done too often, which caused the merging of lists. This continually pushed lower-testing applicants who were still eligible to the bottom of the list, as opposed to exhausting a single list of qualified applicants. The Department held two Police Trainee tests in 2016, in April and December.
 - Police Trainee tests were also moved from Wednesdays to Saturdays to reduce conflict with class and occupation schedules, thereby decreasing no-show rates.
- Hold three or more orientations for each test for Police Trainee.
 - The Department hosted seven testing orientation sessions in 2016, three for the April 9, 2016, trainee test and four for the December 3, 2016, trainee test. At each orientation, the testing process was explained, recruiting was conducted, and applications were accepted onsite via Internet-connected iPads. A practice physical agility course was given and recruiters answered questions and coached the potential candidates. These orientations were very helpful for female and smaller-statured

candidates who at first had difficulty completing the wall-climb and dummy drag portions of the course but were successful on testing day. The goal of the orientation sessions is to help increase the number of candidates in attendance who successfully pass the physical and written tests and move on in the hiring process.

- Evaluation of the Requirements for Police Officer Trainee and Recruit.
 - The minimum Pellet-B score was previously lowered for Police Officer Recruit applicants to 42, consistent with the POST standards and requirements with our academy partner, the San Joaquin Delta College Police Academy. In 2016, the minimum Pellet-B score for Police Officer Trainee was lowered to 42 as well, further opening our available applicant pool, while still ensuring we are hiring applicants that are likely to be successful in the police academy.
- Continue to work with the Career Pathway Alliance to develop a Public Safety Academy for K-12 students.
 - The Public Safety Academy was opened in August 2016. The goal of the Public Safety Academy is to give a career pathway for local students to becoming a local officer.
 - The curriculum is focused on the Six Pillars of Character, increasing the likelihood that students will pass background checks in the future.
 - The Academy is a joint venture with the Stockton Unified School District, Delta College, the California Highway Patrol, and the San Joaquin County Sheriff's Office.
 - The Academy initially began with grades 5-8 and will add a new grade level each year as the students progress all the way through 12th grade.
 - Department recruiting team members will work alongside academy staff to recruit students for the Public Safety Academy. They will also be recruiting students for future sworn positions in the Department.
- Focuses Recruiting via Volunteer Opportunities
 - The Department implemented an adult volunteer program called the Sentinels and continued to operate the Junior Cadet program, giving potential applicants an opportunity to become familiarized with Law Enforcement and establish a pathway into a full-time career. Out of the Sentinels and Junior Cadets, 55% are female, and 65% belong to an underrepresented group.

The Stockton Police Department also continued advertising in 2016 to target a more ethnically diverse demographic. The advertisements included two online magazines, *Saludos Hispanos*, which focuses on Hispanic employment opportunities, and *The Cause*, reaching out to the Black community. These both contain links directing viewers to the City of Stockton job application website and the JoinSPD.com recruiting web page.

The Stockton Police Department is also advertising with the National Organization of Black Law Enforcement Executives (NOBLE), on both the national and San Francisco Chapter websites. There are also recruiting billboards that have been strategically placed in diverse locations throughout the city of Stockton and other, more diverse, nearby cities. The Department has recruitment videos playing at local theaters. The recruiting team has also placed "QR Codes" on every police car that can be scanned to direct the individual to the Department's recruiting website. The team has also installed a full-color vehicle wrap on the Department's recruiting SUV to increase interest and visibility.

The City is still considering adjusting the minimum applicant age for all categories of Police Applicants to 19 ½, from 20 ½. This change will open up a large pool of applicants from our local area, giving them an opportunity to start the hiring process and a career with the Stockton Police Department prior to being eligible with other departments or embarking on another career. A 19 ½-year-old applicant will still meet the minimum age requirement of a sworn Officer, due to the length of the application and background processes, and academy training.

The Department is continuing its study of the feasibility and best location for a "storefront" recruiting location where potential applicants and interested individuals can seek information, have questions answered, and apply at Internet-enabled computers. This will be at a location where local applicants especially can receive assistance with the application process.

Summary

In 2016, the Police Department saw a two percent increase in the overall percentage of underrepresented employees within the Department. While this percentage remains smaller when compared to the populations of the city and county, progress is still being made. The Department also experienced an eight percent increase in the percentage of underrepresented supervisors and female employees during the year.

We successfully followed the short-term recruiting strategies that were outlined in last year's report by proactively engaging underrepresented applicants throughout the hiring process and increasing our attendance at recruiting events held by underrepresented groups. Our long-term recruiting strategies, such as the Public Safety Academy and implementation of our adult volunteer programs, will give us more opportunities to increase the percentage of underrepresented groups employed by the

Department as we continue to work toward filling our open positions with a workforce that better reflects the community we serve.

Our goal for 2017 will be to continue to develop a qualified employee base that closely mirrors the diverse population of the city of Stockton. In order to improve the relative percentages of underrepresented groups employed by the Department, we will continue our emphasis on local recruitment and targeted advertising of underrepresented groups. We will continue to monitor our progress as we work toward our goals for next year. Attachment B is the Stockton Police Department Strategic Plan for 2017-2019. The Strategic Plan also emphasizes a few of the recruiting efforts mentioned in this report.



ERIC JONES
CHIEF OF POLICE

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Attachments