

## MEMORANDUM

February 27, 2019

TO: CIVIL SERVICE/EQUAL EMPLOYMENT COMMISSION

FROM: ERIC JONES, CHIEF OF POLICE

SUBJECT: **2018 ANNUAL EQUAL EMPLOYMENT REPORT**

### **Introduction**

The Stockton Police Department reports that in 2018, the overall percentage of underrepresented groups employed by the Department increased by one percent. The percentage of Native American/Alaskan employees and employees belonging to two or more races remained the same as in 2017. There was a one percent increase in the percentage of Black and Hispanic employees and a one percent decrease in the number of Asian employees. The overall percentage of female employees increased from 29 percent in 2017 to 30 percent in 2018.

The 2017 Annual Report identified the Police Department's goal in 2018 to continue the improvement shown the previous year in increasing the relative percentages of underrepresented ethnic groups employed by the Department to better reflect the diversity of the City of Stockton. The Department planned to meet this continued goal by maintaining our emphasis on targeted, local recruitment and advertising to underrepresented groups in publications likely to reach this demographic.

During 2018, the Department continued to work extensively on our recruiting and hiring process toward achieving our goals. The Department has ongoing short- and long-term strategies aimed at increasing diversity within our workforce. The Department has steadily increased the percentage of employees belonging to underrepresented groups over the last five years.

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 Jim Chraska heads the Logistics Bureau, and Deputy Chief of Police Trevor Womack heads the Operations Bureau. The Bureaus are divided into Divisions, which are managed by Captains.

Under the Operations Bureau, Captain Ivan Rose commands the Field Operations Division, Captain Aaron Rose commands the Investigations Division, and Captain Scott Meadors 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 as well as running Operation Ceasefire. The Special Operations Division is responsible for Traffic enforcement, Police Department deployment during special events, Strategic Operations, Neighborhood Services, and the Neighborhood Betterment 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, Training, Animal Services, Volunteers in Police Service, Facility and Fleet Maintenance, the Chaplaincy Program, the Cadet Program, the Reserve Officer Program, and the volunteer Sentinel 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, 2018, the Stockton Police Department was made up of 467 sworn and 201 civilian members, for a total of 668 full-time employees. In comparison, at the end of 2017, we had 445 sworn members and 206 civilian members, for a total of 651 full-time employees. This represents a net increase of 17 employees in 2018. The Stockton Police Department has 713 full-time budgeted allocated positions, including 18 vacant sworn positions and 27 vacant civilian positions.

The tables on the next page show the demographic breakdown of the full-time Police Department employees (both sworn and civilian) 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	472	70%	1071	69%	142,925	49%	341,230	50%
Female	196	30%	485	31%	148,782	51%	344,076	50%
Total	668	100%	1556	100%	291,707	100%	685,306	100%

	Police Department		City Employees		City of Stockton		San Joaquin County	
White	383	57%	878	56%	66,836	23%	246,025	36%
Black	30	5%	91	6%	33,507	12%	48,657	7%
Hispanic	187	28%	389	25%	117,590	40%	266,584	39%
Asian/OPI	58	8%	164	11%	61,945	21%	97,999	14%
Native American/Alaskan	4	1%	15	1%	1,237	0%	3,427	1%
Two or More Races	6	1%	19	1%	0	0%	0	0%
Other	0	0%	0	0%	10,592	4%	22,614	3%
Total	668	100%	1556	100%	291,707	100%	685,306	100%

### **Personnel Changes in the Department**

The Department is currently approved for 485 sworn and 228 civilian support employees. The Personnel Section has continued to work hard to fill the vacant positions within the Department with a diverse workforce.

In 2018, the Police Department hired 66 sworn officers, 59 of those hired are male, and seven are female. Of the males, 31 are White, 22 are Hispanic, four are Asian/OPI, and two are Black. Of the seven females, five are White, one is Hispanic, and one is Black. We also hired 13 full-time civilian support employees, 12 of which are female and one who is male. Of the females, four are Black, four are White, two are Asian/OPI, and two are Hispanic. The male who was hired is Hispanic.

The Department lost 44 sworn officers in 2018 (compared to 50 in 2017); 28 of these were newly-hired officers who resigned or did not pass their probation. In addition, five tenured officers resigned to work at other police departments, ten officers retired due to reaching retirement age or because of a disability, and one tenured officer resigned. There were 23 full-time, civilian support employees who also left the Department in 2018: 17 resigned, three resigned to work at another City Department and three retired. Of the 67 employees who left the Department in 2018, 49 were male, and 18 were female; 42 were White, 17 were Hispanic, four were Black, two were Asian/OPI, two were Native American/Alaskan.

As previously stated, the Department saw a one 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 2018 compared to 2017. This was reflected by a one percent increase in the number of Black and Hispanic employees and a one percent decrease in the number of Asian/OPI employees. There was a corresponding one percent decrease in the percentage of White employees (57% in 2018 compared to 58% in 2017). The percentage of female employees increased by 1% in 2018.

Overall, the number of underrepresented employees within the Police Department is one percent less than it is for all City employees at 44%, a one percent increase from 2017.

In 2018, the Department promoted 15 employees to new positions. Of these employees, two were female and 13 were male; 11 were White, two were Hispanic, one was Black, and one was Asian/OPI.

The following chart explains the ethnic breakdown of Police Department supervisors and subordinates (sworn and civilian) in 2018 as compared to the previous year.

	2018				2017			
	Supervisors		Subordinates		Supervisors		Subordinates	
White	82	70%	301	54%	78	70%	301	54%
Black	3	3%	27	5%	2	2%	24	5%
Hispanic	23	20%	164	29%	23	20%	155	27%
Asian/OPI	7	6%	51	10%	7	6%	49	9%
Native American	1	1%	3	1%	1	1%	4	1%
Two or More Races	0	0%	6	1%	1	1%	6	1%
Total	116	100%	552	100%	112	100%	539	100%

In 2018, the percentage of supervisors belonging to underrepresented ethnic groups remained flat. There was a one percent increase in the percentage of Black supervisors and a one percent decrease in the percentage of supervisors belonging to Two or More Races. The percentage of Hispanic, Native American/Alaskan and Asian/OPI supervisors remained unchanged. The Department also reports that out of the 116 supervisors, 91 are male and 25 are female, 78% and 22% respectively.

### **Professional and Diversity Training**

During 2018, the Stockton Police Department continued to provide training in diversity and equal employment to all Department employees in order 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 documented in their performance or training logs.

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

In addition to this, AB 1825 requires mandatory Harassment and Discrimination Prevention training for new supervisors within six months of appointment, as well as biennial training for all supervisors, including Field Training Officers. This training also includes abusive conduct and workplace violence recognition and prevention. The Department Equal Employment Opportunity Officer coordinates and schedules this training for all supervisors in the Department.

### **Recruitment Efforts**

As noted above, there was a decrease in the number of sworn officers who left the Department in 2018, compared to 2017. This is the second year in a row that there was a decrease in the number of departures. Due to our ongoing recruitment efforts, we were able to produce a net increase of 22 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 long-term recruitment strategies should yield significant results in years to come.

The department continues to operate a robust and diverse recruiting team. Our Department recruiting team now has 24 members, with 14 members from the underrepresented population groups. Our recruitment team attends events all over the State of California, focusing on events that target qualified applicants from underrepresented groups.

In 2018, the Department recruiting team attended 133 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). This reflects an average of 11 recruiting events per month being attended by recruiting team members. Noted events attended by the team include:

- African American Chamber of Commerce Multi-Cultural Festival
- California Military Transition Center Career Fairs
- Stockton Black Family Day
- Diversity in Law Enforcement Careers in Sacramento, CA
- El Concilio Community Job Fair
- Stockton Cinco de Mayo Parade
- Chinese New Year Celebration in Stockton, CA
- Cambodian New Year Celebration in Stockton, CA
- The Women in History Job Fair at San Joaquin Delta College

- Multiple NAACP-hosted community events:
  - Dr. Martin Luther King Jr. Run and Festival
  - Juneteenth Celebration
  - The NAACP Youth Summit
- The Stockton Sikh Festival
- The Stockton PRIDE Festival
- Multiple Department-sponsored events in the City of Stockton

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, in order to help them through the hiring and testing process. The events hosted by the local chapter of the NAACP gives us an opportunity to engage members of these communities in a way that we would not otherwise be able to.

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 has set continued benchmarks to be measured at six-month intervals to help gauge our progress and stay on track for implementing our ongoing recruitment strategies and goals. The benchmarks, continued from 2017, and the corresponding results are listed below:

- Hold fewer testing sessions 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, causing the merging of lists which 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 trainee tests in 2018, allowing enough time between the two tests to evaluate possible qualified candidates.
  - Both trainee tests were given on a weekend, ensuring there would be less conflict with school or work schedules, thereby decreasing no-show rates among qualified applicants.
- Hold three or more orientations for each test for Police Trainee.
  - The Department hosted eleven testing orientation sessions in 2018 in preparation for trainee position testing, up from ten in 2017. 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 prospective candidates. These orientations are especially helpful for female and smaller-statured candidates who traditionally have difficulty completing the wall-climb and dummy drag portions of the course. The orientations give them training strategies in order to later be 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.

- Work with the Career Pathway Alliance and the 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 provide a career pathway for local students to become officers at area Law Enforcement agencies.
  - The curriculum is focused on the Six Pillars of character, giving students a solid foundation that will help ensure they are able to pass future background checks related to law enforcement careers.
  - The Academy is a joint venture with the Stockton Police Department, 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 has been adding one grade each year as the original students progress through their high school careers. The Academy currently has students in grades 5-10.
  - Our Department recruiting team members attend Academy events and work alongside the instructors to recruit future sworn members from the ranks of the Academy.
  - The students enrolled in the Public Safety Academy represent the diversity within the City of Stockton more than the Department itself and is a long-term strategy to recruit officers who reflect that diversity.
- Focuses Recruiting via Volunteer Opportunities
  - The Department operates an adult volunteer program called the Sentinels in addition to continuing to operate the Junior Cadet program. These programs give an opportunity for potential applicants to become familiar with Law Enforcement and establish a pathway into a full-time career. Of the current Sentinels volunteering in the program, the majority are female and members of underrepresented groups. These numbers reflect the future recruitment opportunities and better reflect Stockton's diversity.

The Department has set up this career pathway, from the Public Safety Academy to graduating and having a volunteer opportunity in the Sentinel program while they are not yet old enough to apply to be a Police Officer. These volunteer opportunities create a partnership between the Department and the individual Sentinel, increasing the chance they will apply for and get hired by the Stockton Police Department in the future.

The Stockton Police Department also continues to advertise to an ethnically diverse demographic. This included continued advertising in 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 webpage.

The recruiting team has also started to attend small, targeted recruiting events hosted by local groups such as El Concilio and the NAACP, specifically organized to present the Stockton Police Department and our career opportunities to members of these communities.

The Stockton Police Department is also advertising with the National Organization of Black Law Enforcement Executives (NOBLE), on both the national and Central Valley Chapter websites. In addition to the QR codes placed on all police vehicles and the vehicle WRAP placed on the primary recruiting vehicle, the Department has placed recruiting advertisements on five large windows at the Stockton Arena.

Also beginning in 2018, the Department began advertising at the Spanos Center on the electronic marquee. This advertisement is visible during all indoor sporting events and has been visible on multiple nationally televised events at the Center.

### **Summary**

In 2018, the Police Department saw a one percent increase in the overall percentage of underrepresented employees within the Department. While the overall percentage of employees belonging to underrepresented groups remains smaller when compared to the populations of the City and County, steady progress is still being made. The Department also experienced a one percent increase in the percentage of Black supervisors in 2018.

We have continued to be successful in our short-term recruiting strategies that were outlined in last year's report by proactively engaging underrepresented applicants throughout the hiring process and continuing our attendance at recruiting events hosted by underrepresented groups. The smaller community meetings that have been organized by our community partners, such as the NAACP, have given us an opportunity to recruit from these groups in a smaller setting, where their questions and concerns can be addressed directly. Our long-term recruiting strategies, such as the Public Safety Academy and implementation of our adult volunteer programs will give us a lifelong pathway from grade school through employment and give us an increased opportunity to hire a workforce that contains a higher percentage of underrepresented groups, ensuring we fill our vacant positions with a workforce that better reflects the community we serve.

As we have approached our authorized strength of 485 officers, hiring will slow to maintaining our workforce through normal turnover. This will give us an opportunity to further focus our recruiting and 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 targeted, local recruitment and advertising to underrepresented groups. We will continue to monitor our progress as we work toward our goals for next year.



A handwritten signature in blue ink, appearing to read 'ERIC JONES', with a large circular flourish at the bottom.

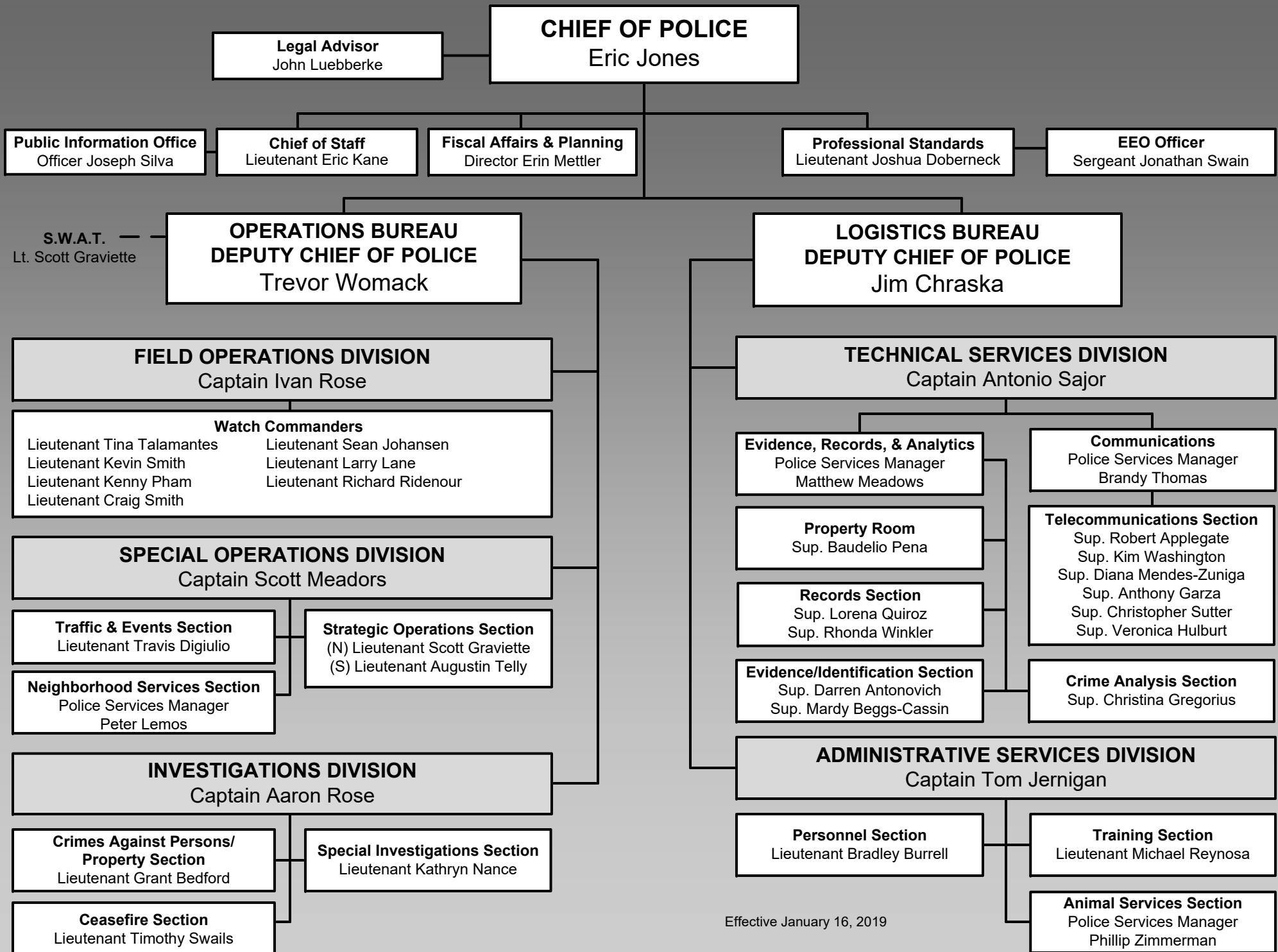
ERIC JONES  
CHIEF OF POLICE

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Attachment

# Stockton Police Department

ATTACHMENT A



# Stockton Police Department Programs and Special Units

