

November 20, 2025

TO: CIVIL SERVICE/EQUAL EMPLOYMENT COMMISSION

FROM: Chad Reed, Deputy City Manager / Interim Director of Public Works

SUBJECT: **ANNUAL EQUAL EMPLOYMENT REPORT**

### **Introduction**

The Public Works Department provides a broad range of services to the entire community and strives to create a more diverse workforce while maintaining a high level of skill and professionalism. This report covers changes in the Public Works Department staffing between October 16, 2024, and October 15, 2025. The primary personnel challenge for the Department over the past year continues to be the prompt filling of positions vacated by retirements or separations. The challenge stems, in part, from competition for skilled staff due to the robust construction market and lagging compensation adjustments, and difficulty finding suitable applicants that can pass a background check.

### **Organizational Structure and Responsibilities**

The Public Works Department consists of four major divisions: Engineering, Operations and Maintenance, Waste and Recycling, and Administration/Fiscal. Staff generally provide services to build and improve the City's transportation and parks infrastructure, maintain our City facilities and fleet of vehicles, and manage the Waste and Recycling program. Supporting activities include preparing and administering the Capital Improvement Program and Department budgets, seeking out and securing grants, and contract compliance.

### **MISSION STATEMENT**

*"Plan, design, build, and maintain public works for residents, businesses, and departments of the City of Stockton to meet their needs and expectations with pride and professionalism in a cost-effective manner."*

The Public Works Department is comprised of four divisions, namely:

1. Engineering – Oversee traffic engineering, traffic system management, and delivery of the City's Capital Improvement Program.
2. Operations and Maintenance – Maintain transportation infrastructure, parks, trees, Landscape and Lighting Assessment Districts, City facilities, and City fleet.
3. Waste and Recycling – Manage the City's recycling programs and oversee the City's franchise agreements.

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4. Administration/Fiscal – Provide management support for the Department, which includes budget development, grant management, contract compliance, and all aspects of financial and office administration.

**Workforce Composition**

The Public Works Department has 174 authorized positions. Currently, there are 152 filled positions. For purposes of this report, San Joaquin Area Flood Control Agency staff are counted as Public Works employees, though they do not report to the Director of Public Works.

The table below compares the Public Works Department's workforce to that of the Entire City Workforce, the City of Stockton, and San Joaquin County employable populations.

*Public Works Department Workforce Compared to the City and San Joaquin County Populations*

Ethnicity	Department		City Employees		City of Stockton (Employable Population) Taken from the 2019 U.S. Census Bureau		San Joaquin County (Employable Population) Taken from the 2019 U.S. Census Bureau	
	Count	Percentage	Count	Percentage	Count	Percentage	Count	Percentage
White	52	34%	701	43%	59,410	19%	228,644	30%
Hispanic	61	40%	558	35%	134,738	43%	320,102	42%
Black	9	6%	81	5%	31,268	10%	54,825	7%
Asian	24	16%	187	12%	68,790	22%	121,944	16%
American Indian	0	0%	7	0%	2,517	1%	2,336	0%
Two or More Races	4	3%	58	4%	12,832	4%	30,486	4%
Other	2	1%	16	1%	3,127	1%	3,811	1%
<b>TOTAL</b>	<b>152</b>	<b>100%</b>	<b>1608</b>	<b>100%</b>	<b>312,682</b>	<b>100%</b>	<b>762,148</b>	<b>100%</b>

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The Department is comprised primarily of male employees, 75%, as compared to 51% within Stockton, and 50% within San Joaquin County. A breakdown of Gender for the Department as it compares to City Employees, Stockton residents, and San Joaquin County residents is as follows:

Gender	Department		City Employees		City of Stockton (Figures Reflect Employable Population Only) <i>Taken from the 2019 U.S. Census Bureau</i>		San Joaquin County (Figures Reflect Employable Population Only) <i>Taken from the 2019 U.S. Census Bureau</i>	
	Count	Percentage	Count	Percentage	Count	Percentage	Count	Percentage
Male	114	75%	1071	67%	159,468	51%	381,074	50%
Female	38	25%	537	33%	153,214	49%	381,074	50%
<b>Total</b>	<b>152</b>	<b>100%</b>	<b>1608</b>	<b>100%</b>	<b>312,682</b>	<b>100%</b>	<b>762,148</b>	<b>100%</b>

The Public Works Department continually seeks to recruit and retain employees of all genders and races. The Department strives to create a better workforce by improving recruitment efforts, providing adequate training, and by hiring qualified, educated staff.

### Personnel Changes in the Department

Public Works has 174 full-time budgeted positions, of which 22 are currently vacant as follows:

Position	Number of
Assessment District Program Coordinator	1
Associate Engineer	2
Associate Civil Engineer	2
Director of Public Works	1
Engineering Services Manager	1
Janitor	1
Mechanic II	2
Program Manager II	2
Program Manager III	1
Project Manager I	1
Project Manager II	1
Public Works Maintenance Worker II	1
Public Works Supervisor	1
Senior Civil Engineer	1
Senior Electrician	1
Senior Maintenance Repair Technician	1
Traffic Signal Electrician Trainee	2

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In the 2025 reporting period, Public Works set four staffing goals: 1) continue to fill selected vacancies, 2) continue to expand ethnic diversity of the Department's new hires and transfers, 3) work with Human Resources to explore ways to streamline the recruitment and hiring process, and 4) encourage staff to participate in leadership development and customer service training. Public Works addressed these goals by hiring 24 new employees and promoting 11 employees. The ethnic and gender breakdown of these 35 staffing changes are as follows: 9 White males, 9 Hispanic males, 3 Asian males, 1 Other race male, 1 Black male, 1 White female, 8 Hispanic females, 2 Asian females, and 1 Other race female.

The following two tables show the 35 new hires, transfers, and promotions by position, ethnicity, and gender:

*New Hires/Transfers*

<b>Position</b>	<b>Race</b>	<b>Gender</b>
Administrative Analyst	H	F
Administrative Analyst	H	M
Assistant Engineer	W	M
Crafts Maintenance Worker	H	M
Heating/Air Conditioning Mechanic	H	M
Junior Engineer	W	M
Materials Specialist	O	M
Maintenance Repair Technician I	H	M
Maintenance Repair Technician I	A	M
Maintenance Repair Technician I	W	M
Mechanic II	H	M
Mechanic II	W	M
Office Specialist	A	F
Project Manager I	H	F
Public Works Field Specialist	H	F
Public Works Field Specialist	W	M
Public Works Field Specialist	W	M
Public Works Inspector	W	M
Public Works Inspector	H	M
Public Works Safety Officer	W	F
Senior Maintenance Repair Technician	B	M
Supervising Materials Specialist	H	M
Tree Worker	H	M
Welder/Fabricator	W	M

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*Promotions*

Previous Position	New Position	Race	Gender
Administrative Analyst I	Administrative Analyst II	A	F
Junior Engineer	Assistant Engineer	H	F
Junior Engineer	Assistant Engineer	H	F
Program Manager III	Deputy Public Works Director	H	F
Janitor	Facilities Maintenance Worker	H	M
Program Manager II	Facilities Manager	O	F
Mechanic II	Mechanic III	W	M
Mechanic II	Mechanic III	A	M
Project Manager III	Program Manager I	H	F
Program Manager II	Program Manager III	H	F
Associate Engineer	Transportation Manager	A	M

**Professional and Diversity Training**

Staff development is essential to improving awareness and understanding of the challenges of a diverse workforce. Professional development provides improved or new knowledge, skills, and abilities for career advancement and assisting staff in making sound decisions in the workplace.

Public Works' staff have received a total of 346 training courses and workshops during this EEC reporting period. The training courses ranged from professional to technical and were attended by various staff either in person or via webinars. Training topics included 2025 KnowBe4 Security Awareness, Anti-Harassment Training for All Employees-California (SB1343), substance abuse awareness, development of supervisory skills, safety awareness, workshops for advanced leadership concepts, and stress management. Many of the classes offered, such as training in operating software program, and Liebert Cassidy Whitmore courses in legal issues related to mandated reporting, performance management, and violence in the work place, were free of charge through the Human Resources Department or Information Technology.

**Recruitment Efforts**

Recruitment outreach efforts are coordinated through the Human Resources Department and place emphasis on communication opportunities that reach a multitude of elements within the community. Opportunities are posted in publications and with agencies such as The Record, Modesto Bee, Black Careers, Hispanic Hotline, Asian-Pacific Careers, Central Valley Jobs website, and newspapers in the Bay Area. The intent of this extensive outreach is to continue Public Works' climate of diversity while attracting the most qualified candidates.

The Human Resources Department also advertises to the community by participating in events such as State of the City, Cinco de Mayo, Black Family Day, Juneteenth, and the Pride Festival. Public Works works with the University of the Pacific (UOP). This

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opportunity frequently results in contacts with people of diverse backgrounds, experiences, and cultures interested in pursuing a career with Public Works.

The Public Works Department also has an active intern program, and recruits/employs interns, primarily UOP Engineering students, on an ongoing basis. The Department has been successful in retaining several interns as permanent staff.

**Summary**

The Public Works Department continues to strive to build a strong and diverse workforce and provide exceptional customer service to our community. The Department is addressing the loss of key staff due to employee separations through hiring decisions based on the most qualified individuals without regard to race, religion, color, national origin, gender, sexual orientation, veteran status, age, disability, or political affiliation/influence. All hiring decisions are based solely on job-related criteria and demonstrated ability to perform.

The Public Works Department will continue to meet its objectives and goals set in the previous cycle to develop a qualified employee base while continuing to work toward filling our open positions. The following goals are continued for the ensuing year:

- 1) Fill selected vacancies;
- 2) Expand ethnic diversity of the Department's new hires and transfers;
- 3) Work with Human Resources to explore ways to streamline the recruitment and hiring process; and
- 4) Encourage staff to participate in leadership development and customer service training.



CHAD REED, DEPUTY CITY MANAGER /  
INTERIM DIRECTOR OF PUBLIC WORKS