



# Memorandum

**TO: PUBLIC SAFETY, FINANCE &  
STRATEGIC SUPPORT  
COMMITTEE**

**FROM:** Anthony Mata

**SUBJECT: POLICE DEPARTMENT  
RECRUITMENT AND HIRING  
ACTIVITY ANNUAL REPORT**

**DATE:** August 8, 2022

Approved

Date

8/11/2022

## **RECOMMENDATION**

Accept the annual report on San José Police Department (Police Department) sworn and communications personnel recruitment and hiring activity for 2021-2022, including recruiting climate, communication/marketing activities and analysis, qualified applicant pool diversity, resignation data, and sworn demographic data by rank.

## **BACKGROUND**

On December 1, 2015, as part of their review of the Police Department Hiring Audit, the City Council directed the City Manager to report to the Public Safety, Finance, and Strategic Support Committee (PSFSS) on the Police Academy recruitment cycle with a Recruitment Activity Report, beginning in spring 2016. On October 4, 2016, the City Council heard and accepted a report from the Chief of Police entitled "*Police Department Staffing and Discussion of Options to Address the Unprecedented Low Staffing Levels in the Patrol Division*,"<sup>1</sup> which included a detailed overview of the Department's police officer recruiting efforts. Subsequently, the Police Department provided semi-annual reports on police officer recruitment activity beginning in October 2016. As part of its consideration of the October 18, 2018, Recruitment Activity Report, PSFSS directed those future reports be provided on an annual basis. This report is the fourth annual report, covering the 2021-2022 Fiscal Year (FY).

In response to an information request from a member of the PSFSS Committee, the Police Department presented information on the demographics of the Department as part of the February 18, 2021, San José Police Department Operations and Performance Bi-Monthly Status Report. The information included statistics on the gender and ethnicity of the Department as a whole, and at each rank within the Department. At the conclusion of the report, the Committee

<sup>1</sup> Council report: [http://sanjose.granicus.com/MetaViewer.php?view\\_id=&event\\_id=2156&meta\\_id=594329](http://sanjose.granicus.com/MetaViewer.php?view_id=&event_id=2156&meta_id=594329)

asked the Police Department to continue providing demographic information annually as part of the Recruitment Activity Annual Report. This is the second annual recruiting report also containing the demographic information.

In summary, this Police Department Recruitment and Hiring Activity Annual Report for 2021-2022 includes the following information for sworn personnel.

- Recruiting climate
- Recruiting unit budget and activities
- Communication/marketing activities and analysis
- Qualified applicant pool diversity and sworn demographic data by rank
- Resignation data

Information regarding general recruitment and hiring activity for communications personnel is also provided.

## **ANALYSIS**

### **Sworn Personnel**

#### **Recruiting Climate**

The San José Police Department Recruiting Unit currently accepts police officer applications year-round and holds three academies per fiscal year in October, February, and June. The recruiting cycle is approximately four months per Academy. However, the timeline for each recruit may vary from four to nine months from the time of application to final enrollment in the Police Academy. This variation depends on when the applicant applies during a hiring cycle, as well as the complexity of the applicant's background. In February of 2021, Academy SJ40 began with 42 recruits and graduated 36 on September 17, 2021. Academy SJ41 started on June 14, 2021, with 32 recruits and on January 21, 2022, graduated 25 recruits. SJ42 began on October 18, 2021, with 39 recruits and graduated 26 on June 10, 2022. The current senior academy, SJ43, began on February 22, 2022, with 37 recruits. That academy is now down to 28 recruits with an anticipated graduation date of September 30, 2022. The newest academy, SJ44, started on June 27<sup>th</sup> with 28 recruits.

Staffing for sworn personnel within the Police Department fluctuates between authorized staffing numbers and the number of "street ready" officers<sup>2</sup>. On July 1, 2022, the Department was budgeted for 1,153 sworn positions. There were 1,140 filled positions, which indicated 13 vacancies. Of the 1,140 filled positions, 32 were in the Field Training Program, 55 were recruits

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<sup>2</sup> "Street ready" is defined as an officer who can work on their own with no restrictions and is not on modified duty (due to injury or other limitation) or on any type of leave from the Department (e.g., medical, military, or administrative).

in the Academy, 44 were on disability, 29 were on modified duty, and 19 officers were on other types of leave. Therefore, the total number of “street ready” officers as of July 01, 2022, was 961 officers.

As of July 1, 2022, seven lateral officers have been hired from other agencies since January 1, 2022. Three of those laterals were re-hires who rejoined the ranks of the Police Department. By comparison, the Department hired five laterals in the 2020-2021 Fiscal Year, two of which were re-hires, and twelve laterals during the 2019-2020 fiscal year, four of which were re-hires.

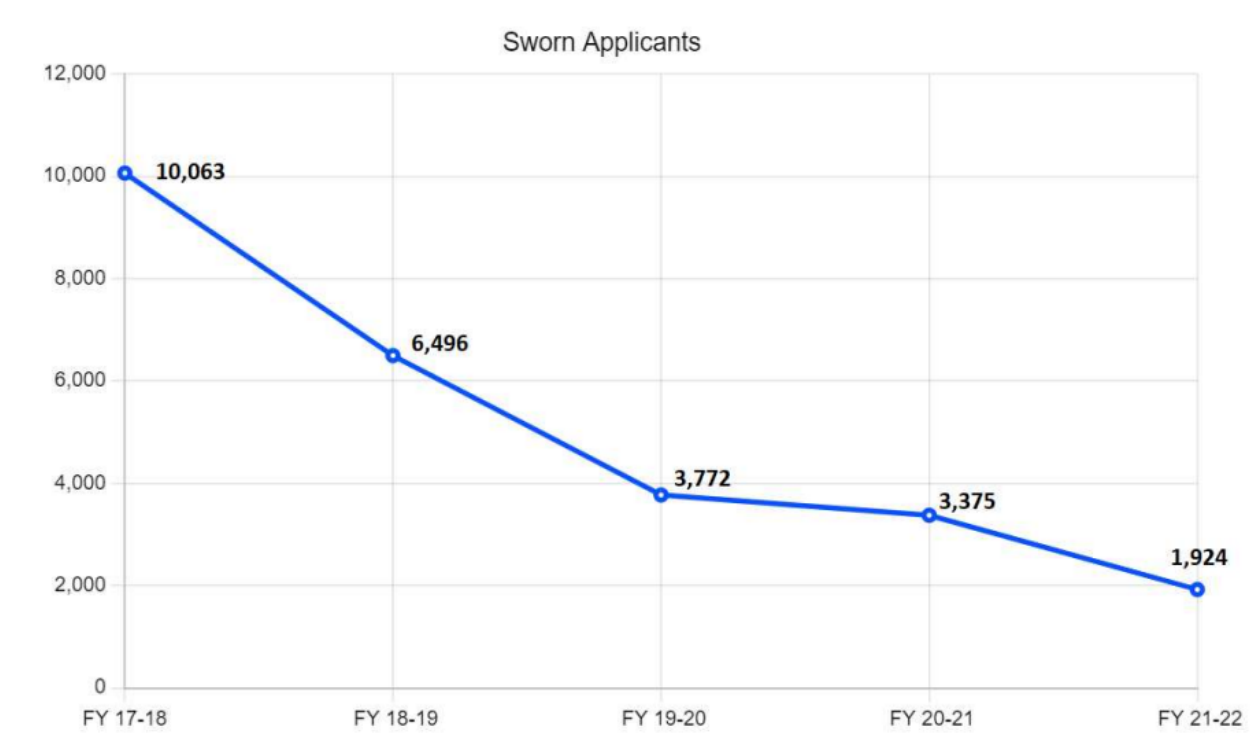
The San José Police Department had experienced success with recruiting efforts and was able to fill academy classes with an average of 40 recruits per cycle all the way through SJ42 which graduated 36 of their 42 recruits in September of 2021. During the height of the COVID-19 pandemic, the Police Department’s recruiting numbers fell, likely due to the disruption the pandemic caused. However, a lack of qualified applicants has continued to be a challenge even as the pandemic has waned. Some of this challenge can be attributed to the loss of our advertising vendor, Civilian, Inc., whose contract expired April 22, 2021. Fortunately, due to a mid-year budget add in October of 2021, the Recruiting Unit received the funding and was able to secure a new contract with Civilian, Inc. and they re-started service on March 3, 2022.

During the pandemic, the Police Department benefited from the fact that almost all of our neighboring law enforcement agencies instituted a “hiring freeze” and made no attempts to recruit and/or hire new police officers for approximately 18-24 months. This enabled the Police Department to capitalize on almost every recruiting opportunity in Northern California. For example, the PELLETB is the certified, California-specific, standardized written test for law enforcement. This test is hosted by many police training facilities throughout the state; these organizations are only able to test and train recruits, not hire them for full-time employment. The San José Police Recruiting Unit traveled to many of these testing sites and was given the opportunity to provide in-person recruiting presentations to testing classes of 30-60 applicants on average. These candidates were interested in law enforcement, paid a fee to take the standardized test, were congregated in a single location, and almost none of them had any solid job prospects. This gave us an excellent opportunity to discuss the benefits of working at the San José Police Department, without competing interests.

Today, every law enforcement agency in the state is proactively recruiting and hiring. We are thus no longer the only agency giving a presentation and now must set up an outside booth with up to a dozen other agencies. Everyone then competes for the applicants as they exit the testing classroom. The San José Police Department hired a total of 108 police recruits and laterals during this fiscal year. Last year 129 officers joined the San José Police Department, which is down by 18%.

The number of applications received by the Police Department in FY 2021-2022 is significantly lower than those received in FY 2020-2021. The total number of applications received this year was 1924 compared to the 3375 applications received during the previous fiscal year. That is 1451 fewer applications which represents a 43% reduction overall. A report from the Police Executive Research Forum (PERF) documents that the decline in applications is a national trend.

PERF stated, “The policing profession is facing a workforce crisis. Fewer people are applying to become police officers, and more people are leaving the profession, often after only a few years on the job.”<sup>3</sup> The following chart illustrates the number of applications received by the Police Department over the last five years.



Source: Recruiting Unit - NeoGov

The PERF report points to several potential causes for this trend, including the complex challenges faced by modern police departments, such as the need for officers to spend a significant amount of time doing work that is more akin to social work than to law enforcement.

The Police Department will continue its recruiting efforts in FY 2022-2023. At a minimum, the Police Department needs to keep up with attrition, which can be difficult to project. For example, while the Department accurately projected 47 sworn personnel would retire during FY 2021-2022, another 84 officers resigned, were terminated, or resigned in lieu of termination during that time period. During FY 2020-2021, there were 48 resignations, terminations, and resignations in lieu of termination in addition to the 69 projected retirements. This trend in increasing retirements is not specific to the San José Police Department but is being experienced across the nation. The [New York Times](https://www.nytimes.com/2021/06/24/us/police-resignations-protests-asheville.html)<sup>4</sup> reported that “a survey of almost 200 police departments indicated that retirements were up 45 percent and resignations rose by 18 percent in the year from April 2020 to April 2021 when compared with the previous 12 months, according to the Police Executive Research Forum, a Washington policy institute.” The Times added,

<sup>3</sup> Police Executive Research Forum, *The Workforce Crisis, and What Police Agencies Are Doing About It*, (2019), <https://www.policeforum.org/assets/WorkforceCrisis.pdf>

<sup>4</sup> <https://www.nytimes.com/2021/06/24/us/police-resignations-protests-asheville.html>

“New York City saw 2,600 officers retire in 2020 compared with 1,509 the year before. Resignations in Seattle increased to 123 from 34 and retirements to 96 from 43. Minneapolis, which had 912 uniformed officers in May 2019, is now down to 699.”<sup>5</sup>

*a. Funds expended to date in recruiting and hiring, and the uses of funds.*

For FY 2021-2022, the Recruiting Unit’s budget allocation was 2.4 million, with expenditures and commitments for the year totaling 2.06 million as of May 31, 2022 (Note: these funds represent only Recruiting Unit expenditures, the costs of the Background Unit are not included). This year’s Recruiting Unit expenditures have not and will not exceed its allocations. It should be noted that during Fiscal Year 2020-2021, the Unit’s costs were approximately \$100,000 over budget, and these costs were absorbed within the Department’s overall budget.

One of the primary cost drivers for the Recruiting Unit was overtime. The allotted budget was \$338,988 and the actual amount spent was \$345,060, as of May 31, 2022. Although overtime is slightly above budget, the costs will be absorbed with the Unit’s remaining available funds. The Recruiting Unit exceeded its overtime budget during the previous fiscal year (2020-2021) by more than \$150,000. The overtime costs are high mainly due to the recruiting events personnel must attend. Most of these events are on weekends and/or in the evening on weekdays. Often, there are two events at the same time at different locations which require additional staff.

This fiscal year, overtime expenses funded several in-person (and virtual) recruiting events at career and job fairs, college and universities, military bases, unaffiliated police academies, and outside POST testing sites:

- South Bay Regional Training Center presentations (61)
- College/Universities Class presentations (35)
- Presentations at Military Bases (5)
- Non-Affiliated Police Academy presentations (20)
- Career/Job Fair booths (24)
- Community events (11). These include but are not limited to, the San Francisco Pride Festival, the Morgan Hill Mushroom Mardi-Gras, the Vietnamese Moon Festival, the Islamic Community Center BBQ, and National Night Out.

In addition, overtime expenses fund staffing for:

- Physical Agility testing at the Substation (22)
- Pellet-B Testing sessions at the Substation (22)
- Zoom Oral Board preparations classes (34)
- Pellet-B written test webinars (12)
- Communication Information sessions (10)
- Conducting oral board testing for Sworn, Communications, and Records (15)

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<sup>5</sup> The [New York Times](https://www.nytimes.com/2021/06/24/us/police-resignations-protests-asheville.html) (6/24, A1, MacFarquhar); <https://www.nytimes.com/2021/06/24/us/police-resignations-protests-asheville.html>

- SJPD Fitness series sessions (62)

All these events are critical to the ongoing recruiting requirements for the Department. The Recruiting Unit recognized the potential value in conducting in-house testing for candidates, as it ensures candidates are not recruited by competing agencies during the testing process. As such, the Recruiting Unit is certified to test for the physical agility and written tests. While some testing costs are offset by accepting scores for unaffiliated candidates from the Academy at South Bay Regional Public Safety Training, the number of candidates being tested by the Department remains steady.

As a cost-saving measure, the Department created training videos for the oral board test preparation and the background process. These videos were made available to applicants to assist them in navigating the process and passing the oral board examination.

Staffing within the Recruiting Unit is currently two civilian administrative staff, two full-duty officers, one full-time Communications Recruiter, and one full-duty sergeant. Personnel from throughout the Department are used to assist as test administrators and satellite recruiters on an overtime basis, as needed.

*b. The nature, intended audiences, and outcomes of various communication and marketing activities such as, but not limited to, advertising on radio, billboards, signage on city-owned vehicles, and other advertising.*

The Department secured a new contract to again, work with Civilian, Inc., a professional marketing firm, during this fiscal year. The agreement began in March of 2022 and will expire in February of 2023; the total cost is just under \$100,000. The objective of Civilian, Inc. is to increase recruiting efficiency in finding and retaining highly qualified candidates. Civilian, Inc.'s campaign strategy is designed to reach audiences representing the diversity of San José's residents, women, military, college students, and police officers employed at other agencies. This strategy includes the use of social media tools (advertising through Indeed, Facebook, Google) and using programmatic display tactics (banners). The results of using Civilian, Inc. for the six previous years were impressive. Although the funds were available in October of 2021, the Request for Proposal (RFP) process and procurement were lengthy so Civilian, Inc. was only back online for the final four months of this fiscal year.

Approximately \$10,000 of the funds provided to the Recruiting Unit with the mid-year budget add in October 2021, were used to contract with a company called, *Interview Now*. This is a cellular text-based application for contact, screening, and information provision to potential job candidates. The candidate texts a specific word to a designated phone number and receives a reply text prompting them to provide preliminary biographical information. The system captures this information, then asks a series of screening questions to ensure the candidate meets the job requirements. Once completed, the candidate is then directly connected with a recruiter, via phone or email, or assisted with completing an application online. The system also provides answers to numerous frequently asked questions. Included with the contract were magnets that were affixed to the Department's marked patrol cars.



- c. Use and analysis of data identifying those specific marketing and outreach activities that yield the best results, and to assess optimal marginal allocation of future resources.

The Department received 814 sworn applications during the four months that Civilian, Inc. was back under contract. Additionally, we received 225 Communications applications during that same time. The total payments to Civilian, Inc for this fiscal year were \$19,365. That brings the cost per application to about \$18.64 each. The consultant and the Recruiting Unit learn from each campaign or activity, and strategies and tactics are redirected to the best key-performer digital marketing tools. The goal is to reach the highest numbers of individuals within the target audiences. To do so, the campaign uses location-based, Geo-fencing technology (virtual geographic boundaries using GPS data) and optimizes outreach to military bases, universities, athletic teams, audiences engaged with prospecting efforts, job seekers using social media, and other law enforcement-related agencies.

*Indeed* is one of the most successful job recruiting platforms and not just for law enforcement. In an effort to track SJPD sworn applications through *Indeed*, the Recruiting Unit just began a monthly subscription directly with them. This is in addition to the *Indeed* platform used by Civilian, Inc. as part of our contract with them.

- d. Data describing measurements of results specific to the ethnic and gender make-up of the Department, as a whole and by rank, as well as for the academy entrants.

The Department currently divides ethnicity into 18 different self-report categories. These categories were then filtered into the six race-data categories used by the U.S. Office of Civil Rights: 1) American Indian or Alaska Native; 2) Asian; 3) Black or African American; 4) Hispanic or Latino; 5) Native Hawaiian or Other Pacific Islander; and 6) White.<sup>6</sup> The

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<sup>6</sup> American Indian or Alaska Native includes is defined by the US Office of Civil Rights as "A person having origins in any of the original peoples of North and South America (including Central America), and who (*next page*)

Department also included the seventh category “Not Specified,” for employees who chose to not specify their ethnicity; under California State law, disclosure of one’s race is voluntary and Department members will continue to have the option to select this category.

The Department strives for diverse and ethnic recruitment, which mirrors and potentially exceeds the ethnic make-up of the City. According to the July 2019 United States Census population estimates, the following is the ethnic breakdown for the City of San José: 35% Asian, 32% Hispanic or Latino, 26% White, 3% African American, and 4% other.

As of July 01, 2022, the overall Department, as well as each rank within the Department, was made up of the following self-reported ethnicities:

	Officer	Sergeant	Lieutenant	Captain
American Indian	.6%			
Asian	13%	15%	5%	
Black or African	3%	4%	7%	11%
Hispanic or Latino	22%	22%	28%	44%
Native Hawaiian or Pacific Islander	.2%		2%	
White	32%	51%	33%	33%
Non-Specified	29%	9%	9%	11%
TOTALS	848	177	43	9

*Source: Police Personnel Unit – People Soft*

In June of 2022, the Recruiting Unit conducted a comparative analysis (included as Attachment A) of fifteen law enforcement agencies that serve city populations of similar size, including the San José Police Department. The following are the agencies and the number of sworn personnel:

- San José Police Department, CA – 1,084 sworn (population: 1,003,120)
- Austin Police Department, TX – 1,809 sworn (population: 1,028,220)
- Charlotte Police Department, NC – 1,817 sworn (population: 925,290)
- Columbus Police Department, OH – 1,862 sworn (population: 905,748)
- Dallas Police Department, TX – 3,640 sworn (population: 1,348,890)
- Fort Worth Police Department, TX – 1,639 sworn (population: 918,915)
- Indianapolis Police Department, IN – 1,659 sworn (population: 887,642)
- Jacksonville Police Department, FL – 2,082 sworn (population: 954,614)

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maintains tribal affiliation or community attachment.” Asian is defined as “a person having origins in any of the original peoples of the Far East, Southeast Asia, or the Indian subcontinent including, for example, Cambodia, China, India, Japan, Korea, Malaysia, Pakistan, the Philippine Islands, Thailand, and Vietnam.” Black or African American is defined as “a person having origins in any of the black racial groups of Africa. Terms such as ‘Haitian’ or ‘Negro’ can be used in addition to ‘Black or African American.’” Hispanic or Latino is defined as “a person of Cuban, Mexican, Puerto Rican, South or Central American, or other Spanish culture or origin, regardless of race. The term ‘Spanish origin’ can be used in addition to ‘Hispanic or Latino.’” Native Hawaiian or Other Pacific Islander is defined as “a person having origins in any of the original peoples of Hawaii, Guam, Samoa, or other Pacific Islands.” White is defined as “a person having origins in any of the original peoples of Europe, the Middle East, or North Africa.”



- Philadelphia Police Department, PA – 6,500 sworn (population: 1,576,250)
- Phoenix Police Department, AZ – 2,813 sworn (population: 1,615,041)
- San Antonio Police Department, TX – 2,471 (population: 1,508,083)
- Los Angeles Police Department, CA – 9,823 sworn (population: 3,985,520)
- Sacramento Police Department, CA – 746 sworn (population: 531,285)
- San Diego Police Department, CA – 1,731 sworn (population: 1,400,000)
- San Francisco Police Department, CA – 2,023 sworn (population: 874,784)

The objective was to see if other departments' police ranks reflect the ethnicity and diversity of the cities they serve. The analysis compared the four major ethnic groups: White, Black or African American, Hispanic or Latino, and Asian. A comprehensive description of the analysis can be found in Attachment A.

The analysis concluded there are generally more white officers in law enforcement than any of the other three races. However, there were exceptions, and the cities were ranked using the following criteria: The difference between a particular ethnicity of a city population and that of the police department is reflected by a percentage. The more the police department is over the population percentage (except for White), the higher the ranking. For example, the San Francisco Police Department is 18.7% Hispanic and the Hispanic population in the city is 15.1%, so the department is 3.6% higher than that of the community. Since the idea is to have more representation of those minority groups, the higher the percentage, the higher the ranking. In this category, the San Francisco Police Department ranked #1.

Since the study revealed that Whites were overrepresented in the police departments when compared to the communities they serve, the percentage difference was rated differently. Those cities where White officers exceeded the percentage of White people in the community, the lower the ranking. For example, in Charlotte, North Carolina, the percentage of White people that live in the city is 40.5% but the percentage of White officers in Charlotte Police Department is 74%. This +33.5% is the highest when compared to other cities in the study and therefore, Charlotte PD ranked 15 out of 15 in this category.

The Dallas Police Department set the bar for the best representation of all groups within a 1% margin of error. When compared to the other fourteen agencies, the San José Police Department ranked 5th in the area of White officers, 4th with regards to Black or African American, 10th in representing the Hispanic or Latino demographics, and 15 out of 15 when it came to employing Asian officers.<sup>7</sup> One of the reasons for the unfavorable ranking in this category is that the City of San José has the highest Asian population when compared to the other agencies. The Recruiting Unit is focused on reaching out to Asian community organizations in an effort to increase interest in law enforcement. The Unit attended the Vietnamese Annual BBQ on July 9, 2022 and will be attending the Vietnamese Community Day event on August 27, 2022. Additionally, the Unit will travel to San Diego later during the fiscal year to attend the National Asian Peace Officers Association Conference (NAPOA).

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<sup>7</sup> San José Police Recruiting Unit Comparative Analysis, CNA 21<sup>st</sup> CP, recommendation #75 1.8.3

The following chart provides the breakdown of the self-reported ethnicities of the last three police academies:

	<b>SJ42</b>	<b>SJ43</b>	<b>SJ44</b>
<i>American Indian</i>	1	0	0
<i>Asian</i>	8	9	3
<i>Black or African American</i>	1	1	1
<i>Hispanic or Latino</i>	17	15	13
<i>Native Hawaiian or Pacific Islander</i>	1	1	1
<i>White</i>	6	0	4
<i>Non-Specified</i>	0	0	0
<i>Other/Multiple</i>	4	1	5
<b>TOTALS</b>	<b>38</b>	<b>27</b>	<b>27</b>

Source: San José Police Recruiting Unit – Survey Monkey

In previous academies, many candidates would often check the “Not Specified” box, which made their demographics difficult to compare against current City demographic data. Beginning with SJ42, the Recruiting Unit created a new survey and now gives a presentation to the recruits about the importance of completing the survey with accuracy. As you can see from the chart above, no one in the last three academies checked the “Not Specified” box.

Gender diversity, in addition to ethnic diversity, remains a high priority for the Department. According to the July 2019 United States Census, the City of San José is comprised of 49.5% female and 50.5% male. The following chart provides the breakdown of the self-reported genders of the Department as a whole, as well as within each rank of the Department:

	<b>Officer</b>	<b>Sergeant</b>	<b>Lieutenant</b>	<b>Captain</b>
<b>FEMALE</b>	119	10	5	1
<b>MALE</b>	729	167	38	8
<b>TOTALS</b>	<b>848</b>	<b>177</b>	<b>43</b>	<b>9</b>

Source: Police Personnel Unit – People Soft

As of July 1, 2022, the San José Police Department was 87.4% male and 12.6% female.

The following chart provides the breakdown of the self-reported genders of the last three police academies:

	<b>SJ42</b>	<b>SJ43</b>	<b>SJ44</b>
<b>FEMALE</b>	10	6	3
<b>MALE</b>	27	21	24
<b>NON-DISCLOSED</b>	1	0	0
<b>TOTALS</b>	<b>38</b>	<b>27</b>	<b>27</b>

Source: San José Police Recruiting Unit – Monkey Survey

Also, part of the comparative analysis discussed above was the percentage of women in those fifteen law enforcement agencies. The percentage range for the female population in those cities was 49%-53.6%. The percentage range for women represented in the ranks of the police

departments in those cities was 10.9% to 19%. The Jacksonville Police Department was the lowest at 10.9% and the Dallas Police Department was the highest at 19%. In 2019, the Federal Bureau of Investigations Uniform Crime Reporting Report stated the national average of female sworn members at departments across the nation was 12.8 percent. The San José Police Department came in just under average at 12.6% and ranked 8 out of the 15 cities studied when it came to female representation with their sworn ranks. In recent years, Recruiting Unit has succeeded in increasing the gender diversity of the police academies. SJ41 was 34% female, the highest percentage of female recruits in the history of the Department. SJ42 began with 26% female, SJ43 had 22%, and the current academy SJ44 started June 27, 2022, with only 11% female recruits.

*e. Data describing the reasons officers are resigning from the Department (e.g., retirement, moving to another city department, resignation in lieu of termination, etc.).*

During the exit interview process, officers have the option to voluntarily note in their Notice of Separation form, their reason(s) for resigning from the Department. During this reporting period, 131 officers separated from the City, which is a 12% increase over Fiscal Year 2020-2021. The San José Police Personnel Unit anticipates 45 Sworn retirements for FY 2022-2023, but that does not include resignations, terminations, or movement to other positions within the City; that number cannot be predicted.

FY 2021 - 2022 SWORN SEPARATIONS													Grand Total
	2020	2020	2020	2020	2020	2020	2021	2021	2021	2021	2021	2021	
Separation Type	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	
Resignation													
In lieu	2		2			2	3		1	2	5	3	20
Transfer		3	1										4
Other													
Agency	1	1	1			1				1	1	1	7
Personal	1		1	1		2						1	6
Other	5	3	1	2	3	3	1	4	5	3	3	3	36
Retirement													
Disability				2	3		1			1			7
Service	1	1	1	2		9	17		2	2	5		40
Termination													
			1	1				1			1	5	9
Deceased		1							1				2
Grand Total	10	9	8	8	6	17	22	5	9	9	15	13	131

Source: Police Personnel Unit

*f. The status of efforts to boost applications and hiring of women, veterans, and a diverse applicant pool by re-focusing marketing, as suggested above.*

The Department strives to seek highly qualified candidates nationwide, and although the COVID-19 pandemic was a concern for the two previous fiscal years, the Recruiting Unit was able to attend many in-person events as the Covid restrictions were lifted during FY 2021-2022. They focused their efforts within California and the neighboring states. As conditions continue to improve, more focus will be put on recruiting at out-of-state locations, which often offer a highly diverse pool of candidates.

The San José Police Department strives to attend and recruit at diversity-specific community events. Fiscal Year 2021-2022 gave officers the opportunity to attend many in-person events and to provide presentations (virtual and in-person) to several colleges. The following is a list of colleges and universities, rated high in racial diversity<sup>8</sup>, at which the Recruiting Unit gave presentations:

- |                              |                                   |
|------------------------------|-----------------------------------|
| - Ohlone College (CA)        | - San Diego State University (CA) |
| - San José City College (CA) | - San José State University (CA)  |
| - Diablo Valley College (CA) | - San Francisco City College (CA) |
| - John Jay College (NY)      | - St. John's University (NY)      |

The Department continues to seek new and innovative ways to enhance recruiting efforts and expand the hiring of qualified candidates. Every event is analyzed for its success, outreach, and potential improvements in efficiency. By measuring responses from these efforts, the Department can determine which events will generate large numbers of qualified applicants. Other ongoing recruiting efforts include:

- Recruiting at non-affiliated police academies throughout California
- Hosting a physical fitness program
- Providing free workshops to aid potential applicants through the testing process:
  - Physical agility workshop
  - Written test workshop
  - Oral Board interview workshop
- Providing free testing:
  - Physical agility test
  - Written test
  - Oral board interview
- Providing “All-in-One” testing weekends for out-of-state applicants
- Providing one-on-one candidate mentoring
- Continuing to seek new activities, venues, and methods to reach intended audiences
- Continuing to partner with community, education, and leaders in the law enforcement field

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<sup>8</sup> [Collegefactual.com](http://Collegefactual.com)

### Communications Division Recruiting Efforts

The Communications Division consists of Public Safety Communications Specialists (call takers), who are the first interface when residents call 9-1-1 or police non-emergency, and Public Safety Radio Dispatchers (dispatchers), who dispatch officers and communicate with them in the field. Recruiting and retention for call takers and dispatchers is an issue in San José, as well as throughout the State of California. The Communications Division currently has 29.5 call taker and dispatcher vacancies, which is up 33% from vacancy levels reported last year when there was a total of 21 vacancies.

#### Communications Vacancies (as of July 1, 2022)

Senior Public Safety Dispatcher	Public Safety Radio Dispatcher FT	Public Safety Communications Specialist FT
13.00 (1.00)	61.00 (19.00)	59.5 (9.5)

*Source: Police Personnel Unit*

When hired, all Communications personnel attend the Basic Communications Academy to become call takers. At the conclusion of the Academy, they enter the Communications Training Program, a field training program where they receive hands-on training answering 9-1-1 and police non-emergency calls. At the conclusion of this training program, based on the position for which they applied, the candidates either remain call takers or enter the Radio Academy to become dispatchers. Once the Radio Academy is completed, the candidate completes another Dispatch Training Program before being released as a full-duty dispatcher. The process, from the start of the Basic Communications Academy to the conclusion of call taker training, takes approximately 6 months. The process, from the start of the Basic Communications Academy to the conclusion of dispatcher training, takes approximately 13 months.

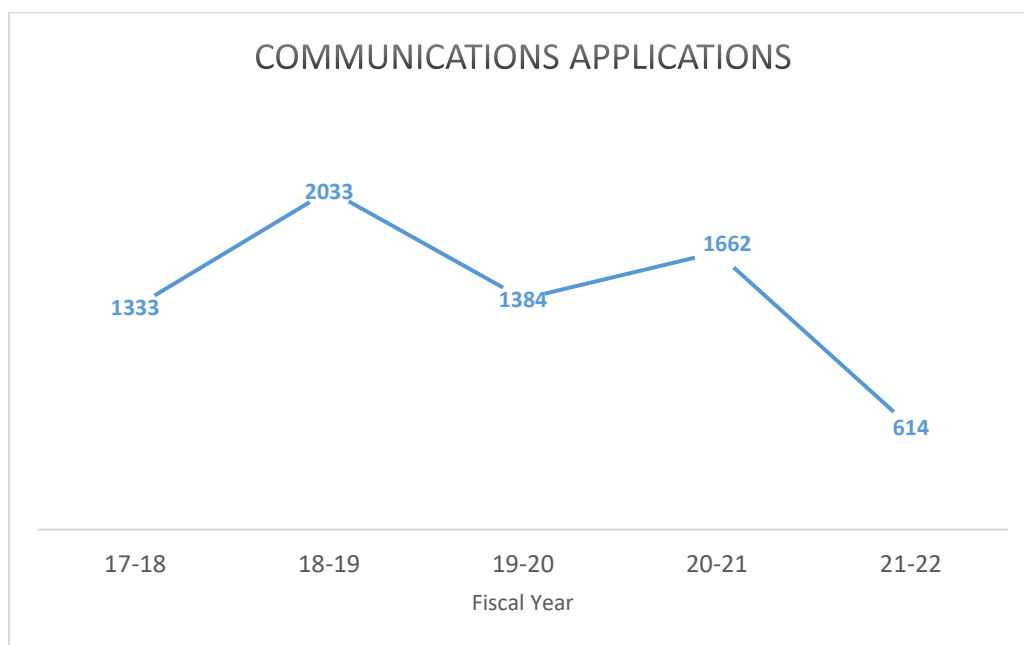
The Communications Division hosts five academies per year, alternating between the Basic Communications Academy and Radio Academy. Currently, 17 employees are in training; 2 are in the Public Safety Communications Training Program and 15 are in the Radio Dispatcher Training Program. These numbers were reported on July 1, 2022. The next Basic Communications Academy for incoming personnel is scheduled for August of 2022 and there are ten people scheduled to attend. The next Radio Academy will begin in October of 2022 with an unknown number of candidates.

During Fiscal Year 2021-2022, efforts by the Department's Recruiting Unit helped fill vacant positions in the Communications Division; the Communications Division hired 17 employees. However, the Communications Division lost 21 employees due to resignations, terminations, and service retirements; this brought the number of vacancies as of July 1, 2022, to 9.5 in the Public Safety Communications Specialist rank, 19 in the Public Safety Radio Dispatcher rank, and 1 in the Senior Public Safety Dispatcher Rank.

The Public Safety Communications Specialists rank is authorized for 59.5 positions. They currently have 50 positions filled and have 9.5 vacancies. Of the 50 Public Safety Communications Specialists, two are in training. Due to TDY assignments and leaves of absence, there are 45, or approximately 76%, are control-room-ready.

The Public Safety Radio Dispatcher rank is authorized for 81 positions. They currently have 62 positions filled and have 19 vacancies. Of the 62 Public Safety Radio Dispatchers, 15 are in training. Due to temporary duty assignments and leaves of absence, there are 44, or approximately 71% are control-room-ready.

Recruitment efforts are critical and remain a high priority for the Department. With the renewal of the Civilian, Inc. advertising vendor, they were able to add communications into their platform and share time between sworn application cycles and communication application cycles. Job openings are also posted on the websites for CALNENA (California National Emergency Number Association) and State of California Commission on Peace Officer Standards and Training (POST), this is in addition to the City of San José jobs website and the Department's recruiting website ([www.SJPDyou.com](http://www.SJPDyou.com)). Fiscal Year 2021-2022 was a less successful year for recruiting for Communications when compared to the last fiscal year. In FY 2020-2021, Communications received a total of 1662 applications. During FY 2021-2022, Communications only received 614 applications. If they stay on the decline, the Department will continue to struggle with getting Communications up to full staffing. The current application numbers demonstrate a 63% reduction this fiscal year when compared to FY 2020-2021.



Source: Police Personnel Unit

It should be noted that the number of applications fluctuates based on the number of Basic Communications Academies held each year. In the years with three Basic Communications Academies, the number of applications has been significantly higher than in the years with two

Basic Communications Academies. This is because the application process is opened and closed for each Academy. As a pilot program, the Recruiting Unit changed to an open enrolment/application accepting strategy, which allowed Communications applicants to apply year-round. However, this extended the entire process to more than a year for most applicants, which is too long to keep applicants interested and engaged; many get hired by other agencies with a quicker hiring process. Moving forward, the Recruiting Unit will continue to open and close applications for each cycle.

The Recruiting Unit and the Communications Division are continually working on new display and social media advertisements featuring Communications opportunities. The Department's video unit is working with Communications to create features for the control room and opportunities within the Division. Additionally, our renewed contract with Civilian, Inc. includes digital platforms specific to Communications recruitment.

As in-person events continue to increase post-pandemic, the Communications Division recruiters will resume previously used recruiting strategies and will attend police department recruitment events. They will go to local Community Colleges, post recruitment flyers, meet with students, and coordinate with instructors to speak during class periods. Staff from Communications will recruit at the Department's "Coffee with a Cop" events and attend community events with Crime Prevention staff. The SJPD Recruiting Unit provides Communications Division flyers to interested applicants at all recruiting events; these flyers give information about the Communications Specialist and Radio Dispatcher positions, including job duties, minimum requirements, salary and benefits, how to apply, and FAQs.

One of the biggest challenges for Communication candidates is the Criticall test, a requirement to be hired by Communications. The SJPD Recruiting Unit and the Communication Recruiter worked with Communications Training Unit staff to devote time and resources to host workshops to help familiarize candidates with the Criticall test, so they can successfully complete it. The Criticall Workshop was created two years ago and has been very successful. The feedback from applicants has been entirely positive. Due to the pandemic and the progression of virtual options, the Recruiting staff was able to dedicate more time to streamlining these additional resources and information for Communications candidates.

The Recruiting Unit is working to increase recruiting and ongoing testing for future dispatchers. The Recruiting Unit staff and Communications Division staff have reviewed the Civil Grand Jury's 2018-2019 report entitled, *Improving San José Police Department's 9-1-1/3-1-1 Call Answering Time: When Seconds Count*<sup>9</sup> as well as the February 2019 *Audit of 9-1-1 and 3-1-1: Changes to Call Handling and Increased Hiring Efforts Could Improve Call Answering Times*.<sup>10</sup> These reports continue to direct the Communications Division's marketing and recruiting strategies. For example, Recommendation #6 from the *Audit of 911 and 311* proposed that the Police Department use an external marketing firm to bolster marketing efforts to recruit

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<sup>9</sup> <http://www.sccourt.org/documents/CGJ%20SJPD%20Final%20Report%20-%2006.18.19.pdf>

<sup>10</sup> <https://www.sanJoseca.gov/home/showdocument?id=38067>

communications staff. As noted above, the contract with Civilian, Inc. was expanded to include the Communications Division.

### Community Service Officer Recruiting

The Community Service Officer (CSO) Program is currently authorized for 68 positions. There are currently 67 CSO's working, which includes 6 Senior CSO's (supervisors). The CSO program was established in 2014 and rarely has vacancies, so concentrated recruiting for these positions is not a priority. However, the Recruiting Unit retains information about the CSO program and shares it at all recruiting events. There are generally few openings in the CSO program, as the positions get filled by other City employees. For example, when Police Recruits fail or resign from the Police Academy, the Department strives to redeploy them to the CSO program, based on their City employment and their skill set obtained in the Police Academy. Additionally, other City employees represent most of the other applications to become Community Service Officers. The reasons for this vary between the desire to be more active in the Community, higher salary, or they use it as a stepping-stone to becoming a police officer. There are currently 3 people on the eligibility list and the next academy is scheduled for October 3, 2022.

### CONCLUSION/NEXT STEPS

In the year ahead, the City and Department will continue to look for ways to expand the hiring of qualified candidates. Staff will continue to work to reach our intended audiences, with a goal of providing opportunities to learn about the Department and the value of work as police officers, call takers, and dispatchers, as well as the reward of providing public service to our City and residents. The Department has procured an advertising contract to continue the efforts of reaching more applicants. The costs of the contract were funded through a mid-year budget add in October of 2021 and are part of the approved budget for FY 2022-2023.

### COORDINATION

This memorandum has been coordinated with the City Attorney's Office, Human Resources Department, Office of Employee Relations, and the City Manager's Budget Office.

/s/  
ANTHONY MATA  
Chief of Police

For questions, please contact Recruiting Unit Lieutenant Christina Anaya at (408) 277-4951.

**Attachment A:** Comparative Analysis



## ATTACHMENT A: COMPARATIVE ANALYSIS

### Background

As part of the CAN 21<sup>st</sup> Community Policing recommendations #75 1.8.3 – Recommended that the San José Police Department do an analysis of recruitment efforts to assess comparative effectiveness against 15 cities of similar size to San José, listed below. The analysis was to include City demographics, Department demographics, and specific recruiting strategies. Although obtaining City and Department demographics was relatively simple, agencies were less forthcoming with their individual recruiting tactics and strategies when it came to recruiting for diversity. The City of Long Beach was not forthcoming with any of their department demographics and there was no information available online. Only fifteen cities and their departments were analyzed.

### Analysis

The information in the following pages demonstrates a pattern with regard to White men in law enforcement. The number of White officers was significantly higher than the number of those represented in the population. The disproportionate average ranged from +10.4 % to +33.5% except for the Dallas Police Department, the Los Angeles Police Department, the San Diego Police Department, and the San Francisco Police Department; they were all within 3%. **The San José Police Department ranked 5/15 with a +10.4%.**

The next ethnic group was Black or African American. The cities with the worse representation of Black or African American officers within their departments were the Columbus Police Department, the Charlotte Police Department, the Indianapolis Police Department, and the Jacksonville Police Department. The rest of the agencies averaged between -9% to +3.1% and the San Francisco Police Department ranked #1 with a +3.6%. **The San José Police Department ranked 4/15 with a +.3%.**

The next comparison was that of the sworn ranks of Hispanic or Latino officers versus their representation within the cities they serve. The San Diego Police Department earned the #1 ranking with +10.4%. The Dallas Police Department was also still on top with +.5%. The two worst agencies were the Austin Police Department and the Phoenix Police Department. **The San José Police Department ranked 10/15 with a -9.6%.**

None of the fifteen agencies had more Asian officers than what was represented in the population. The Range was -1.1% to -22.2%. Once again, the Dallas Police Department ranked #1. Unfortunately, **The San José Police Department ranked 15/15 with a -22.2% difference.** The City of San José has the highest Asian population compared to the other fourteen cities at 35%.

The last category of comparison was that of females in the population and those that make up the ranks of the police agencies. The average female population for the cities that were studied was 49% to 53.6%. The percentage range of women in the police departments was 10.9% to 19%. The Dallas Police Department had the highest number of women at 19% but because they have more females in their population, they ranked second behind the San Diego Police Department. **The San José Police Department ranked 8/15 with a total of 12.6% female officers.**

The City of Dallas has a population of 1,348,890 and the Dallas Police Department employs 3,640 sworn officers. They had the highest percentage of women at 19% and were +/- 1.1% in every other category except in the comparison between the number of white officers and those in the population. Therefore, they were the #1 agency whose police department reflects the demographics of their community.

**Austin, TX PD**

**Charlotte, NC PD**

**Columbus, OH PD**

**Dallas, TX PD**

**Ft. Worth, TX PD**

**Indianapolis, IN PD**

**Jacksonville, FL PD**

**Philadelphia, PA PD**

**Phoenix, AZ PD**

**San Antonio, TX PD**

**Long Beach PD**

**Los Angeles PD**

**Sacramento PD**

**San Diego PD**

**San Francisco PD**

**San José PD, California**

Population: 1,003,120

Black: 3%, White: 26%, Hispanic: 32%, Asian: 35%, Other: 4%, Female: 49.2%

Police Force: 1084 sworn

Black: 3.3%, White: 36.4%, Hispanic: 22.4%, Asian: 12.8%, American Indian: .6%, Native Hawaiian or Pacific Islander: .3%, Non-Specified: 24.2%, FEMALE: 12.6%

**Austin PD, Texas**

Population: 1,028,220

Black: 7.8%, White: 48.2%, Hispanic 33.3%, Asian: 7.1%, Native American: .72%, FEMALE: 49.2%

Police Force: 1,809

Black: 9%, White: 69%, Hispanic 20%, Asian: 2%, FEMALE: 11%

***Recruiting Statement: None***

**Charlotte PD, North Carolina**

Population: 925,290

Black: 34.7%, White: 40.5%, Hispanic 13.9%, Asian: 6.2%, FEMALE: 52%

Police Force: 1,817

Black: 17%, White: 74%, Hispanic 4%, Asian: 2%, Native American: 1%, FEMALE: 14%

***Recruiting Statement: None***

### **Columbus PD, Ohio**

Population: 905,748

Black: 29.2%, White: 57.4%, Hispanic: 6.3%, Asian: 5.9%, Native American: .2%, FEMALE: 51%

Police Force: 1,862

Black: 10.2%, White: 87%, Hispanic 1.4%, Asian: .9%, American Indian: .2%, Bi-racial: .5%, Other: .3%, FEMALE: 10.9%

***Recruiting Statement: None***

### **Dallas PD, Texas**

Population: 1,348,890

Black: 24.3%, White: 28.8%, Hispanic 41.5%, Asian: 3.6%, American Indian: .14%, Pacific Islander: .03%, Other: .18%, Two or more races: 1.8% FEMALE: 50.4%

Police Force: 3,640

Black: 24%, White 29%, Hispanic: 42%, Asian: 2.5%, FEMALE: 19%

***Recruiting Statement: None***

### **Fort Worth PD, Texas**

Population: 918,915

Black: 19%, White: 37%, Hispanic 35%, Asian: 5%, Other: 4% FEMALE: 51%

Police Force: 1639

Black: 10%, White: 62%, Hispanic: 23%, Asian: 2.3%, American Indian: .9%, Pacific Islander: .1%, Two or more races: 1.1%, FEMALE: 13%

***Recruiting Statement: None***

### **Indianapolis PD, Indiana**

Population: 887,642

Black: 28.9%, White: 58.9%, 13% Hispanic, 3.6% Asian, Two or more races: 4.23%, Other: 3.89%, FEMALE: 51.84%

Police Force: 1,659 sworn

Black: 14%, White: 81%, Hispanic: 4%, Asian: 0%, Other: 1%, FEMALE: 13.4%

***Recruiting Statement: We have a 'Women behind the Badge' event on a Saturday once a year. We invite future candidates and current female officers to our training academy in the morning and do a question-and-answer time. We also talk about the 30 x 30 initiative. We break for lunch and the officers break into groups with the candidates and go over the physical agility test that they will be required to pass prior to hiring. It is fairly informal, we do not want to intimidate the future candidates with a lot of 'brass', we have found that having more non-ranking females attend leads to more questions and a more open environment. We provide lunch, and it has been a success in the recent years. Most of our advertising includes officers of diverse backgrounds, gender, etc. We have a specific advertising campaign that is 'women behind the badge' which has three females on our department holding out their badges representing various backgrounds and ages. Check our social media for the video. As a recruiting unit, we do not make marketing campaigns. That is the responsibility of our Public Information Office.***

### **Jacksonville PD, Florida**

Population: 954,614

Black: 30.4%, White: 50%, Hispanic: 10.4%, Asian: 4.8%, Native American: .17%, Two or more races: 3.48%, FEMALE: 51.6%

Police Force: 2082

Black: 16%, White: 73%, Hispanic: 6%, FEMALE: 11%

***Recruiting Statement: None***

### **Philadelphia PD, PA**

Population: 1,576,250 (07/01/2021)

Black: 42%, White: 37%, Hispanic: 13%, Asian: 7%, FEMALE: 53.6%

Police Force: 6,500 sworn

Black: 33%, White: 57%, Hispanic: 8%, Asian: 2%, FEMALE: 22%

***Recruiting Statement: The Philadelphia recruiting unit is attending numerous community events in their low-income neighborhoods to recruit minority applicants. They also offer tutoring seminars for the police written exam that applicants must pass to become police officers. They have the tutoring classes at a variety of colleges and community centers to help minority applicants pass the exam. They host a free physical agility practice exams for women at the police department.***

### **Phoenix PD, Arizona**

Population: 1,615,041

Black: 6.6%, White: 45%, Hispanic: 41.3%, Asian: 3.3%, Native: 1.7%, Pacific Islander: .2%, Other: .1%, 2 or More Races: 1.9%, FEMALE: 50.3%

Police Force: 2813 sworn

Black: 4.51%, White: 69.36%, Hispanic: 20.83%, Asian: 2.69%, Native American: .87%, Pacific Islander: .40%, Other Origin: 1.34%: FEMALE: 14.07%

***Recruiting Statement: None***

### **San Antonio PD, Texas**

Population: 1,508,083

Black: 6.95%, White: 23.9%, Hispanic: 54.5%, Asian: 2.83%, American Indian or Alaska Native: .77%, Pacific Islander: .20%, Two or more races: 3.02%

FEMALE: 50.63%

Police Force: 2,471 sworn

Black: 4.97%, White: 40.42%, Hispanic: 52.97%, Other: 1.6%, FEMALE: 11.33%

***Recruiting Statement: Women's Wednesday where every Wednesday they have PT seminars only for Women. They host a Women's event where issues regarding women's concerns of being a police officer are addressed, such as Gun Safety, range work for women who never shot a gun before, how to be a police officer and have a family, and self-defense. They also have women who are interested in police work meet one-on-one with other female officers, Sgt's, Lt's and up so they can ask questions specifically about women in the Police force. Diversity recruitment efforts reach out by attending events that attract individual type of cultures.***

**Long Beach PD, California**

Population: 462,081

Black: 12.6%, White: 28.4%, Hispanic: 44.8%, Asian: 11.8%, Native American: .5%, Pacific Islander: .59%, Other: .7%, FEMALE: 50.54%

Police Force: 820 sworn

Demographics Unavailable

***Recruiting Statement: None***

**Los Angeles PD, California**

Population: 3,985,520

Black: 8.8%, White: 27.8%, Hispanic: 47.7%, Asian: 13.5%, Native American: 1%, Other: 3.5%, FEMALE: 50.47%

Police Force: 9,823

Black: 9%, White: 30%, Hispanic: 50%, Asian: 8%, Filipino: 2%, Native American: .4%, Other: .37%, FEMALE: 18.28%

***Recruiting Statement: Specifically, track all diverse applicants and assist them through the testing process with mentors and advisors. Diversity recruitment efforts reach out by attending events that attract individual type of cultures.***

**Sacramento PD, California**

Population: 531,285

Black: 13%, White: 43%, Hispanic: 28%, Asian: 19%, FEMALE: 51.4%

Police Force: 746 sworn

Black: 5%, White: 74%, Hispanic: 10%, Asian: 9%, Filipino: 2%, American Indian: 1%, FEMALE: 17%

***Recruiting Statement: We have notoriously struggled with recruiting minorities with the exception of Asian and Hispanic Candidates lately. First off, we aren't supposed to ask candidates their ethnicity during the hiring process, so we have found any event we do that brings candidates to us and we can see them, is helpful to target candidates. We also use our employees to help recruit friends and family. We do our own PELLETB testing and Physical Agility Test as well as events such as SPARTA (Sheriff's Pre-Academy Recruit Training Activities) where we have a 45-minute presentation about our Academy or Agency, then a 45-minute workout to demonstrate what would be done in the Academy. We also do an Interview Prep Seminar. With regards to female candidates, we have tried targeted areas, but we always find our best recruiting is at the local colleges.***

**San Diego PD, California**

Population: 1,400,000

Black: 6%, White: 62%, Hispanic: 30%, Asian: 17%, FEMALE: 49.5%

Police Force: 1,731 sworn

Black: 6.38%, White: 65.38%, Hispanic: 19.61%, Asian: 7.93%, Native American: .59%, FEMALE: 18.48%

***Recruiting Statement: None***

**San Francisco PD, California**

Population: 874,784

Black: 6.1%, White: 48.1%, Hispanic: 15.1%, Asian: 33.3%, Native American: .5%, Pacific Islander: .4%, Other: 6.6%, Two or more races: 4.7%, FEMALE: 49%

Police Force: 2023 sworn

Black: 9.14%, White: 46.22%, Hispanic: 18.73%, Asian: 17.75%, Native American: .30%, Filipino: 6.28%, Other: 1.58%, FEMALE: 14.38%

**Recruiting Statement: None**

<i>Cities</i>	<b>Black or African American (population)</b>	<b>Black or African American (Police)</b>	<b>Difference</b>	<b>Ranking</b>
<i>San José PD, CA</i>	3%	3.3%	+3%	4
<i>Austin PD, TX</i>	7.8%	9%	+1.2%	2
<i>Charlotte PD, NC</i>	34.7%	17%	-17.7%	14
<i>Columbus PD, OH</i>	29.2%	10.2%	-19%	15
<i>Dallas PD, TX</i>	24.3%	24%	-.3%	6
<i>Ft. Worth PD, TX</i>	19%	10%	-9%	10
<i>Indianapolis PD, IN</i>	29.9%	14%	-14.9%	13
<i>Jacksonville PD, FL</i>	30.4%	16%	-14.4%	12
<i>Philadelphia PD, PA</i>	42%	33%	-9%	11
<i>Phoenix PD, AZ</i>	6.6%	4.5%	-2.1%	8
<i>San Antonio PD, TX</i>	6.9%	5%	-1.9%	7
<i>Long Beach PD, CA</i>	12.6%	No data available	No data available	No data available
<i>Los Angeles PD, CA</i>	8.8%	9%	+2%	5
<i>Sacramento PD, CA</i>	13%	5%	-8%	9
<i>San Diego PD, CA</i>	6%	6.4%	+4%	3
<i>San Francisco PD, CA</i>	6.1%	9.2%	+3.1%	1

<i>Cities</i>	<b>White (population)</b>	<b>White (Police)</b>	<b>Difference</b>	<b>Ranking</b>
<i>San José PD, CA</i>	26%	36.4%	+10.4%	5
<i>Austin PD, TX</i>	48.2%	69%	+20.8%	8
<i>Charlotte PD, NC</i>	40.5%	74%	+33.5%	15
<i>Columbus PD, OH</i>	57.4%	87%	+29.6%	13
<i>Dallas PD, TX</i>	28.8%	29%	+.2%	2
<i>Ft. Worth PD, TX</i>	37%	62%	+25%	12
<i>Indianapolis PD, IN</i>	58.9%	81%	+22.1%	9
<i>Jacksonville PD, FL</i>	50%	73%	+23%	11
<i>Philadelphia PD, PA</i>	37%	57%	+20%	7
<i>Phoenix PD, AZ</i>	45%	69.6%	+24.6%	10
<i>San Antonio PD, TX</i>	24%	40.4%	+16.4%	6
<i>Long Beach PD, CA</i>	28.4%	No data available	No data available	No data available
<i>Los Angeles PD, CA</i>	27.8%	30%	+2.2%	3
<i>Sacramento PD, CA</i>	43%	74%	+31%	14
<i>San Diego PD, CA</i>	62%	65.4%	+3.4%	4
<i>San Francisco PD, CA</i>	48.1%	46.2%	-1.9%	1

<i>Cities</i>	<b>Hispanic or Latino (population)</b>	<b>Hispanic or Latino (Police)</b>	<b>Difference</b>	<b>Ranking</b>
<i>San José PD, CA</i>	32%	22.4%	-9.6%	9
<i>Austin PD, TX</i>	33.3%	20%	-13.3%	13
<i>Charlotte PD, NC</i>	13.9%	4%	-9.9%	10
<i>Columbus PD, OH</i>	6.3%	1.4%	-3.7%	6
<i>Dallas PD, TX</i>	41.5%	42%	+5%	3
<i>Ft. Worth PD, TX</i>	35%	23%	-12%	12
<i>Indianapolis PD, IN</i>	13%	10.4%	-2.6%	5
<i>Jacksonville PD, FL</i>	10.4%	6%	-4%	7
<i>Philadelphia PD, PA</i>	13%	8%	-5%	8
<i>Phoenix PD, AZ</i>	41.3%	20.8%	-20.5%	15
<i>San Antonio PD, TX</i>	54.5%	52.9%	-1.6%	4
<i>Long Beach PD, CA</i>	44.8%		No data available	No data available
<i>Los Angeles PD, CA</i>	47.7%	50%	+2.3%	2
<i>Sacramento PD, CA</i>	28%	10%	-18%	14
<i>San Diego PD, CA</i>	30%	19.6%	-10.4%	11
<i>San Francisco PD, CA</i>	15.1%	18.7%	+3.6%	1

<i>Cities</i>	<b>Asian (population)</b>	<b>Asian (Police)</b>	<b>Difference</b>	<b>Ranking</b>
<i>San José PD, CA</i>	35%	12.8%	-22.2%	15
<i>Austin PD, TX</i>	7.1%	2%	-5.1%	10
<i>Charlotte PD, NC</i>	6.2%	2%	-4.2%	6
<i>Columbus PD, OH</i>	5.9%	.9%	-5%	9
<i>Dallas PD, TX</i>	3.6%	2.5%	-1.1%	2
<i>Ft. Worth PD, TX</i>	5%	2.3%	-2.7%	3
<i>Indianapolis PD, IN</i>	3.6%	0%	-3.6%	5
<i>Jacksonville PD, FL</i>	4.8%	0%	-4.8%	7
<i>Philadelphia PD, PA</i>	7%	2%	-5%	8
<i>Phoenix PD, AZ</i>	3.3%	2.7%	-.6%	1
<i>San Antonio PD, TX</i>	2.8%	0%	-2.8%	4
<i>Long Beach PD, CA</i>	11.8%	No data available	No data available	No data available
<i>Los Angeles PD, CA</i>	13.5%	8%	-5.5%	11
<i>Sacramento PD, CA</i>	19%	9%	-10%	13
<i>San Diego PD, CA</i>	17%	7.9%	-9.1%	12
<i>San Francisco PD, CA</i>	33.3%	17.7%	-15.6%	14

<i>Cities</i>	<b>Female (population)</b>	<b>Female (Police)</b>	<b>Difference</b>	<b>Ranking</b>
<i>San José PD, CA</i>	49.2%	12.6%	-36.6%	8
<i>Austin PD, TX</i>	49.2%	11%	-38.2%	11
<i>Charlotte PD, NC</i>	52%	14%	-38%	9
<i>Columbus PD, OH</i>	51%	10.9%	-40.1%	15
<i>Dallas PD, TX</i>	50.4%	19%	-31.4%	2
<i>Ft. Worth PD, TX</i>	51%	13%	-38%	10
<i>Indianapolis PD, IN</i>	51.8%	13.4%	-38.4%	12
<i>Jacksonville PD, FL</i>	51.6%	11%	-40.6%	14
<i>Philadelphia PD, PA</i>	53.6%	22%	-31.6%	3
<i>Phoenix PD, AZ</i>	50.3%	14.1%	-36.2%	7
<i>San Antonio PD, TX</i>	50.6%	11.3%	-39.3%	13
<i>Long Beach PD, CA</i>	50.5%	No date available	No data available	No data available
<i>Los Angeles PD, CA</i>	50.5%	18.3%	-32.2%	4
<i>Sacramento PD, CA</i>	51.4%	17%	-34.4%	5
<i>San Diego PD, CA</i>	49.5%	18.5%	-31%	1
<i>San Francisco PD, CA</i>	49%	14.4%	-34.6%	6