Mayor – Sandy Sanders

Acting City Administrator – Jeff Dingman

City Clerk – Sherri Gard

Board of Directors

Ward 1 – Keith Lau
Ward 2 – Andre' Good
Ward 3 – Mike Lorenz
Ward 4 – George Catsavis
At Large Position 5 – Tracy Pennartz
At Large Position 6 – Kevin Settle
At Large Position 7 – Don Hutchings

AGENDA

Fort Smith Board of Directors

STUDY SESSION

April 26, 2016 ~ 12:00 Noon

River Park Events Building East Room

121 Riverfront Drive

CALL TO ORDER

1. Review diversity of each City department *~ Pennartz/Lau placed on agenda at the March 1, 2016 regular meeting ~*

2. Update on 2015 Debt Service Coverage Ratio

3. Discussion regarding proposed Staff Augmentation services for the Utilities Department

4. Review preliminary agenda for the May 3, 2016 regular meeting

ADJOURN

Memo

To: Honorable Mayor & Members of the Board of Directors

From: Jeff Dingman, Acting City Administrator

Date: 4/21/2016

Re: Diversity of city staff – general discussion

On the agenda for the April 26, 2016 study session is a discussion requested by the Board of Directors related to the diversity of city staff, as well as discussion of diversity policies in employment practices and operations of the city staff.

The Human Resources department has compiled the attached report breaking down the existing full-time city staff by race and age (as far as gender, the city staff as a whole is 81% male/19% female). This is not data that we can require during the hiring process, rather, this data is collected from employees at the time of hire (after job offer and acceptance), and the provision of this information is voluntary for the employees.

I have also attached information dated March 8 and compiled by the Police Department's recruiting coordinator, Cpl. Scott Jackson (comprised of several reports). This information outlines the Department's written directives, current and past demographics, and efforts to improve diversity in both sworn and civilian ranks.

The city's Human Resources Policies expressly mention (in Section I.A.) that "personnel appointments will be based solely on the basis of job-related merit and ability to do the job." The policies also state that all terms and conditions of employment including but not limited to hiring, placement, promotion, demotion, discipline, termination, layoff, recall, transfer, leave of absence, compensation, and training "shall be applied equally to all employees and applicants without regard to race, color, religion, sex, national origin, handicap or disability, or status as a Vietnam era, special disabled, or other veteran who served on active duty during a war campaign in accordance with federal laws." (Section I.B.) In addition, the policies state that the city will comply with all applicable state laws governing nondiscrimination in employment.

The Board's request for a general discussion of the diversity of the city staff, and the city's overall policies related to diversity issues is potentially a very broad subject. The information attached is intended to provide background and support for that discussion.

Please contact me if you have questions related to this agenda item.

City Employee Data

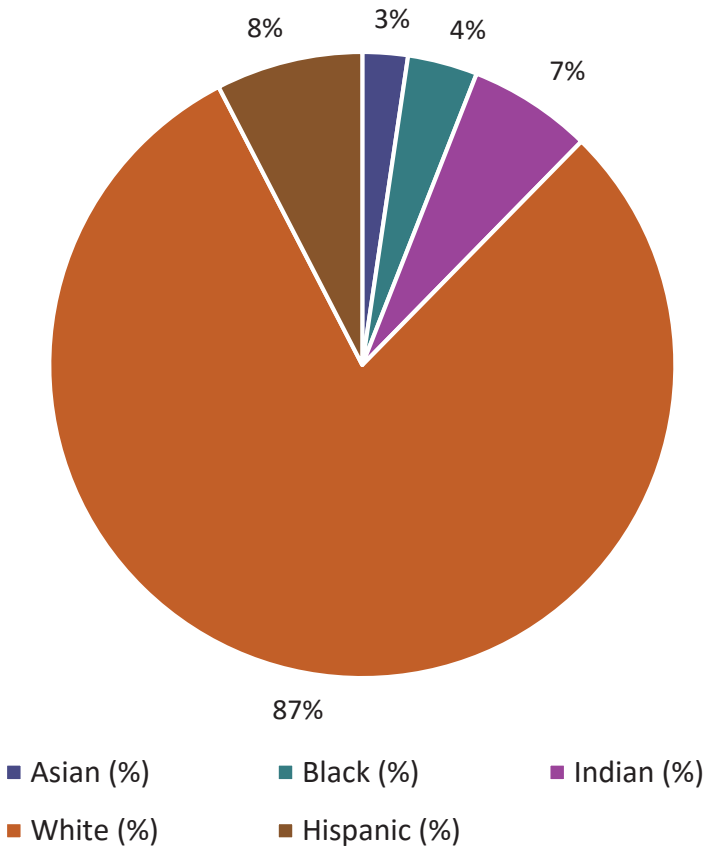
as of March 25, 2016

BUILDING SAFETY	**19**	**2.12%**
White	19	100.00%
CITY ADMINISTRATION	**3**	**0.34%**
White	3	100.00%
CITY CLERK	**3**	**0.34%**
White	3	100.00%
COMMUNITY DEVELOPMENT	**3**	**0.34%**
White	3	100.00%
CONVENTION CENTER	**13**	**1.45%**
White	11	84.62%
Indian	1	7.69%
Hispanic	1	7.69%
DISTRICT COURT	**21**	**2.35%**
White	18	85.71%
Hispanic	2	9.52%
Black	1	4.76%
ENGINEERING	**18**	**2.01%**
White	18	100.00%
FINANCE	**33**	**3.69%**
White	31	93.94%
Indian	1	3.03%
Hispanic	1	3.03%
FIRE	**150**	**16.76%**
White	142	94.67%
Indian	3	2.00%
Hispanic	2	1.33%
Black	3	2.00%
HUMAN RESOURCES	**3**	**0.34%**
White	2	66.67%
Asian	1	33.33%
INFORMATION TECHNOLOGY	**10**	**1.12%**
White	9	90.00%
Black	1	10.00%
INTERNAL AUDIT	**2**	**0.22%**
White	2	100.00%
OPERATIONS/STREET	**96**	**10.73%**
White	82	85.42%
Indian	4	4.17%
Hispanic	3	3.13%
Black	4	4.17%
Asian	3	3.13%
PARKS	**29**	**3.24%**
White	25	86.21%
Black	4	13.79%
PLANNING & ZONING	**8**	**0.89%**
White	8	100.00%
POLICE	**209**	**23.35%**
White	174	83.25%
Indian	15	7.18%
Hispanic	10	4.78%
Black	7	3.35%
Asian	3	1.44%
SANiTATION	**77**	**8.60%**
White	51	66.23%
Indian	1	1.30%
Hispanic	4	5.19%
Black	21	27.27%
TRANSIT	**32**	**3.58%**
White	27	84.38%
Hispanic	2	6.25%
Black	3	9.38%
UTILITIES	**164**	**18.32%**
White	146	89.02%
Indian	5	3.05%
Hispanic	2	1.22%
Black	5	3.05%
Asian	6	3.66%
CITY PROSECUTOR	**2**	**0.22%**
White	2	100.00%
Grand Total	**895**	**100.00%**

City staff compared to community

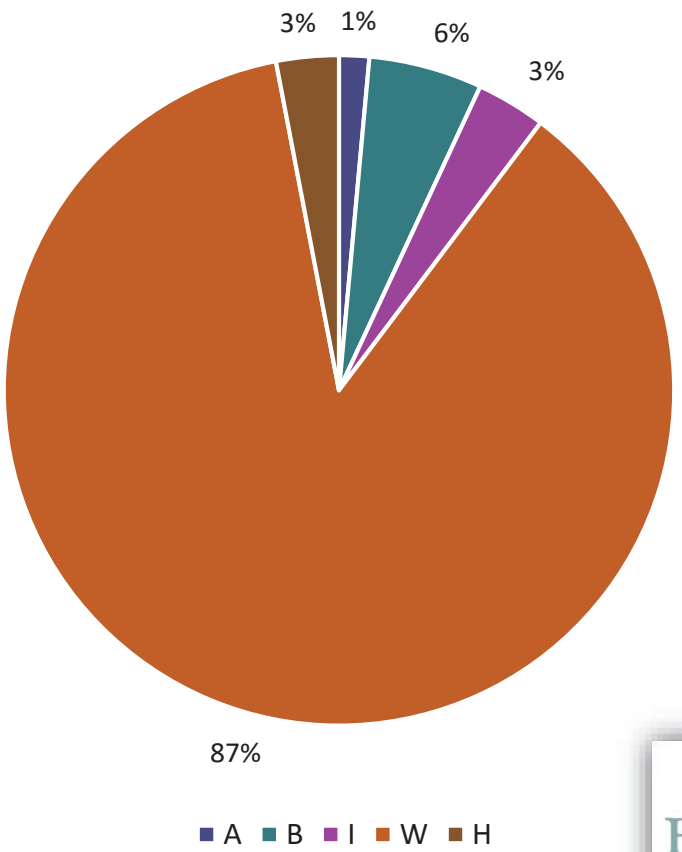
Fort Smith Metro Area

(from 2010 Census Data)

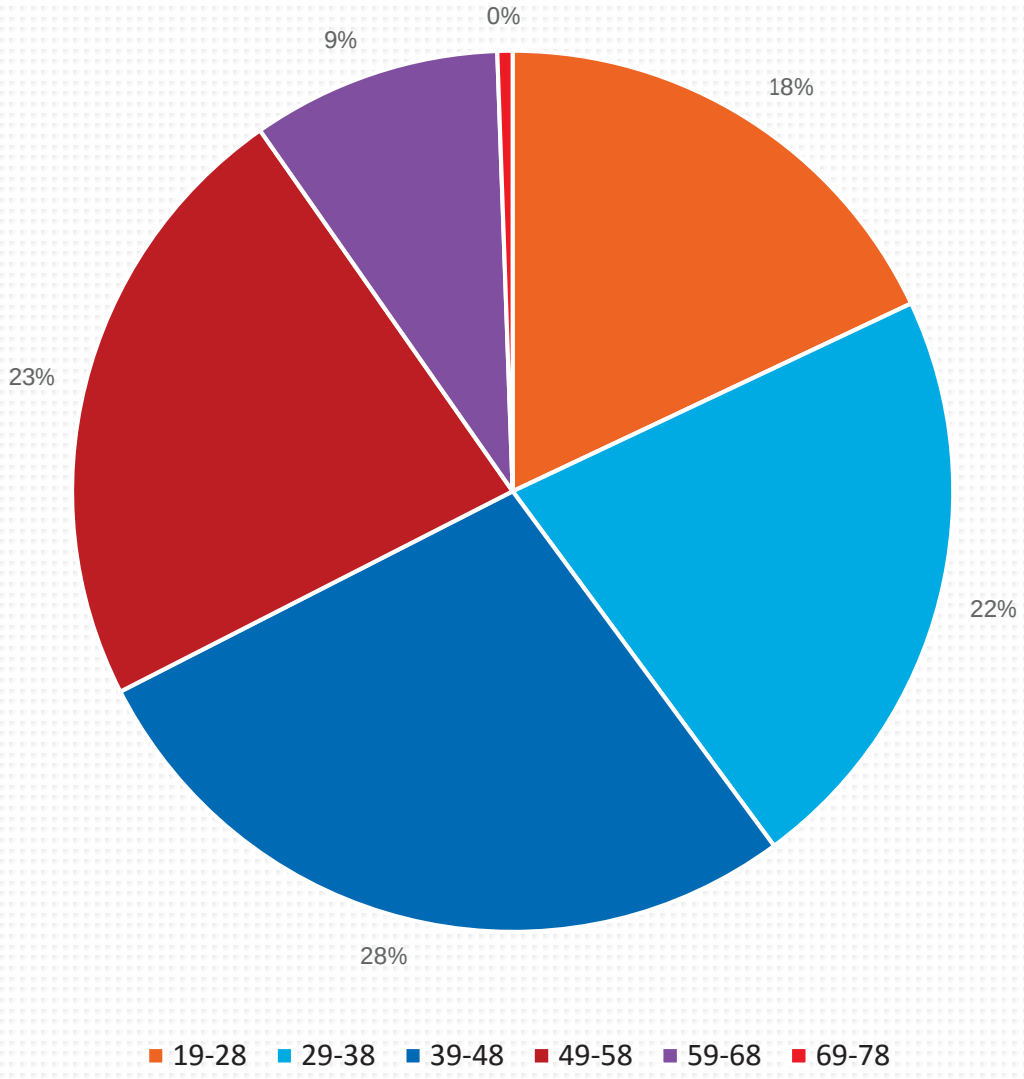


City Staff – All Departments

(as of March 25, 2016)



City of Fort Smith Employees
Age Demographics
(as of March 25, 2016)



Fort Smith Police Department

Kevin Lindsey, Chief of Police

Inter-Office Memorandum

To: **Chief Kevin Lindsey**

From: **Cpl. Scott Jackson-Recruiting Coordinator**

Subject: **Diversity workforce efforts**

Date: **March 8th, 2016**

The purpose of this document is to outline the Department's written directives, current and past demographics and efforts to improve our diversity in both our sworn and civilian ranks.

This report contains the following addendums.

1. ***1103.01: Recruitment and Retention;***
2. ***1103.02 – Selection Process: Police Officer;***
3. ***1103.04 – Selection Process: Non-sworn;***
4. ***2016 Recruitment Plan;***
5. ***2016 FSPD Diversity numbers by gender, race, and age;***
6. ***2016 FSPD Diversity percentages by gender, race, and age;***
7. ***Memo of Recruitment Experiences, Tactics, and Methods;***
8. ***Governing Diversity of the force: Where police don't mirror communities;***
9. ***Memo of Improving Diversity in the Police Department.***
10. ***2012 – 2015 Sworn Officer Process by step***

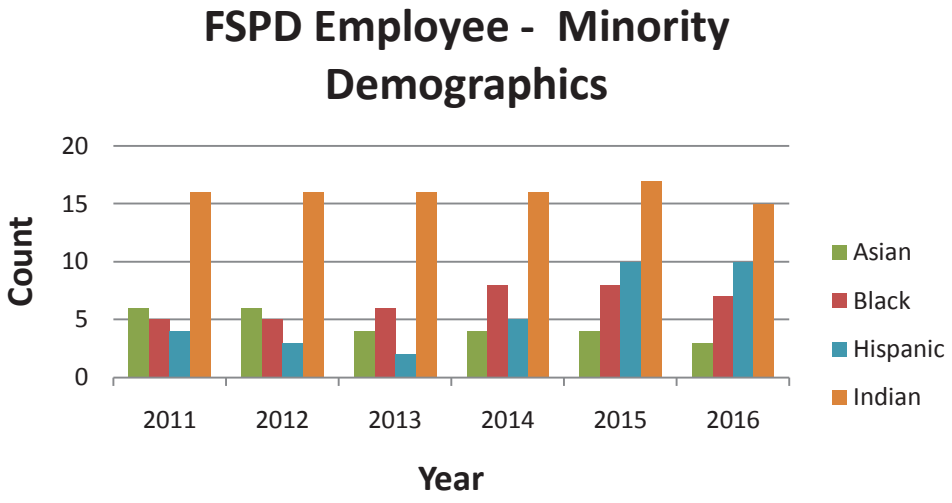
Our recruitment efforts are governed by policy ***1103.01: Recruitment and Retention***. This policy outlines procedures for the recruitment of personnel to fill vacancies for all positions for the Fort Smith Police Department. The hiring of Sworn and Civilian personnel is governed by policies ***1103.02 – Selection Process: Police Officer and 1103.04 – Selection Process: Non-sworn***. These policies will describe testing and ultimately the grounds for rejections of candidates.

Fort Smith Police Department

Kevin Lindsey, Chief of Police

Every year, the Recruitment Coordinator updates the department's ***Recruitment Plan***. This document is the road map utilized by the department and highlights some of the efforts utilized to recruit qualified applicants for the Fort Smith Police Department.
Currently, the Fort Smith Police Department employs 55 civilian and 151 sworn personnel. Within the Civilian ranks, the PD employs 37 females and 18 males. Within the Sworn ranks, the PD employs 9 females and 142 males. As addendums, I have included two relating charts that will provide a detailed view of the department's current demographics with respect to gender, race, and age. The first chart shows an actual count of each represented demographic. The second chart shows the same information based on a percentage. Those charts are labeled ***2016 FSPD Diversity numbers by gender, race, and age*** and ***2016 FSPD Diversity percentages by gender, race, and age*** are located at the end of this report.

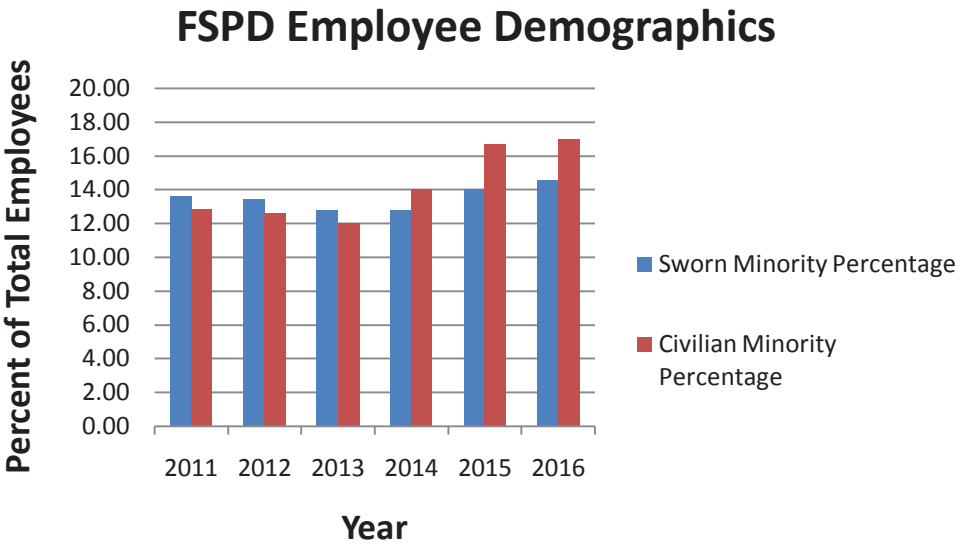
The data for the charts below was mined from the payroll records of the City of Fort Smith. They will provide a visual impact of the diversity within the Fort Smith Police Department. Currently the Fort Smith Police Department employs 171 White employees. This demographic was left off of the chart to make it easier to read.



Fort Smith Police Department

Kevin Lindsey, Chief of Police

The chart below will compare the diversity at the Fort Smith Police Department between Civilian and Sworn personnel.

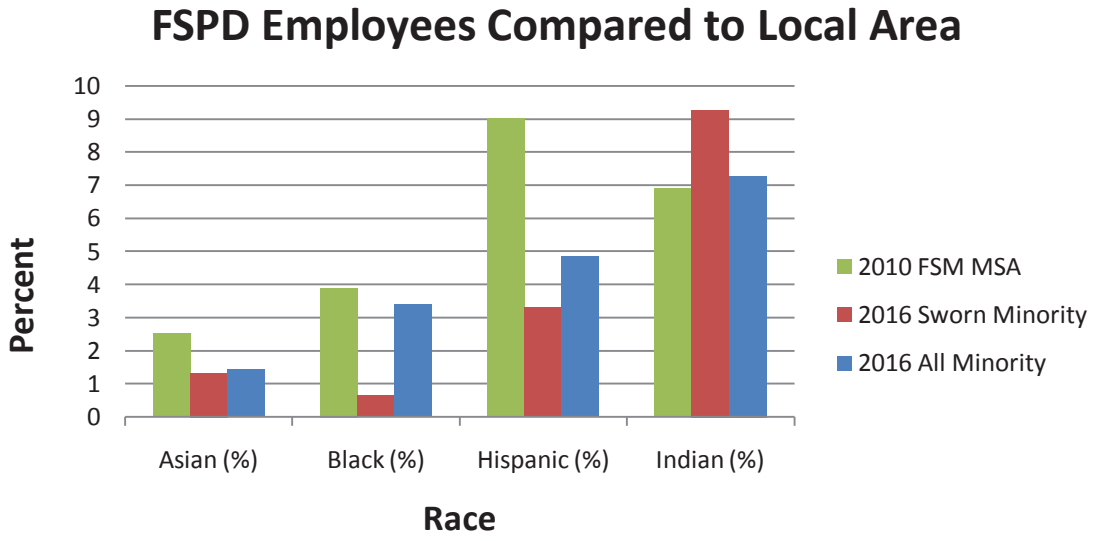


As you can see from the charts above, minority representation at the Fort Smith Police Department started to drop until 2013, it has risen every year since.

Fort Smith Police Department

Kevin Lindsey, Chief of Police

The next chart will compare the 2010 Metropolitan Statistical Area (M.S.A.) for The City of Fort Smith to the sworn minority employees and then all minority employees of the Fort Smith Police Department as of 2016.



Even though the demographics at the Fort Smith Police Department have increased since 2013, the Fort Smith Police Department does not yet completely mirror the diversity of the community we serve.

Below are some of the efforts made by Fort Smith Police Personnel to recruit minority applicants over the last several years.

2011

Job announcements were advertised in the news paper, on the radio, on the internet; email and social media. We were assisted by Reverend Ulysses Washington of the Northside Branch Town Group. Rev. Washington is assisting the department with locating qualified minority applicants interested in pursuing a career with the Fort Smith Police Department.

Criminal Justice Symposium at the University of Arkansas – Fort Smith

On Wednesday, March 16, 2011 a Recruiting Team attended a Criminal Justice Symposium at the University of Arkansas – Fort Smith Campus, from 11 AM until 2:30 PM. The team members included Sergeant Brandon Davis, Corporal Wendall Sampson (communications supervisor), and myself. We had the recruiting T.V. in the background playing our video of the hiring process at the Fort Smith Police Department. We also had a new Dell MDT that was supplied by our IT department

Fort Smith Police Department

Kevin Lindsey, Chief of Police

on display. We had used Taser cartridges, informational brochures, and applications for non-sworn positions.

We spoke with several interested applicants and handed out several applications for part-time positions within the department as well as a few for full-time communications. We also recorded seven (7) recruiting contacts for the next police officer testing cycle.

Of the seven, two were black males and five (5) were white males. Chris Chapple did submit an application for police officer but he did not pass the written exam. Joshua Hodge also submitted an application but he was eliminated during the police review board.

Tulsa Collegiate Job Fair

On Wednesday, April 6th, 2011 I traveled to Tulsa, Oklahoma to attend a job fair at the University of Tulsa. This job fair also included several of the area colleges. A recruiting booth was set up with posters of our Communications Center, K-9, and other civilian positions. I handed out informational brochures and recorded four (4) contacts for full time police officers; two (2) black males, one (1) Hispanic female, and one (1) white male. None of the four applied for police officer during the fall application cycle.

National Night Out

On Tuesday, August 2, 2011 members of the Fort Smith Police Department's Training Unit, SWAT Team, and several K-9 officers attended the first annual National Night Out in Fort Smith. This event was held at Columbus Acres in Fort Smith. The event ran from 6 pm to 9 pm. The turnout at this event was low but the 100 + degree temperature was probably to blame.

2012

The following events were attended during the 2012 year; Spring Career fair sponsored by Arkansas Tech University – Ozark Campus, University of Arkansas- Fort Smith Criminal Justice Symposium, National Night Out in Fort Smith, Careers for Our Region Job Fair, and Super Hero Day – sponsored by Chick Fil A.

University of Arkansas- Fort Smith Criminal Justice Symposium

A recruitment team attended the 2012 Criminal Justice Symposium that was hosted by the University of Arkansas in Fort Smith. The Team consisted of Corporal Wendall Sampson – from the Communication Center, Detective Rob Schibbelhut, Officer Troy Williams, and myself. Chief Kevin Lindsey was also present as he was a guest speaker at the event.

Fort Smith Police Department

Kevin Lindsey, Chief of Police

Internal referral

On March 8th, 2012 I received an email from Officer Chris Robles. He forwarded me the contact information for Juan Padilla, who was interested in becoming a translator for the police department. During our conversation, Mr. Padilla was also willing to assist in any recruitment efforts of the department to recruit qualified applicants from the Latino Community. Mr. Padilla's email was included in several job announcements in 2012. It's unknown if Mr. Padilla referred anyone specific to the Police Department. However, Alejandro Marin was hired from the 2012 Police Officer Testing.

Chic-Fil-A

On June 30th, 2012, Cpl. Steven Dooly attended Super Hero Day sponsored by Chic-Fill-A in Fort Smith. Also present were the Sebastian County Sheriff's Office and the Fort Smith Fire Department. This event is geared towards children and leaves a positive impression about law enforcement.

Police Department open positions

The Customer Service positions were filled through applications on file at Human Resources, notifying Monique Forehand with career services at the University of Arkansas – Fort Smith, and notifying department personnel. Hayden Ohm was hired as a result of the department notification and Sierra McFerren was hired because of the contact with the University of Arkansas – Fort Smith.

We tested for the open Communication Center positions throughout the 2012 year. We advertised through Facebook, Human Resources, the Fort Smith Police Department Web site, APCO online, Nationjob.com and through notification of career services through the University of Arkansas – Fort Smith. Emails were also sent out to local minority hiring contacts: Northside Town Branch Group and Rev. Ulysses Washington, plus the local Veteran Center and the Department of Work Force. An ad was placed in the Southwest Times Record. This type of advertising resulted in a flood of applications for the open positions. Throughout the year, we tested approximately 74 applicants on CritiCall and filled five openings. Of the five filled positions, four were white females and one was an African American female.

2013

University of Arkansas- Fort Smith Criminal Justice Symposium

A recruitment team attended the 2013 Criminal Justice Symposium that was hosted by the University of Arkansas in Fort Smith. The Team consisted of Corporal Steven Dooly, Detective Buddy Snell, Officer Nathan Sosebee, Sgt. Bales and Cpl. Wendall Sampson – from the Communication Center, and Alvey Matlock - Network Administrator. Chief Kevin Lindsey was also present, as he was a guest speaker at the event.

Fort Smith Police Department

Kevin Lindsey, Chief of Police

We have tested for the open Communication Center positions throughout the 2013 year. We advertised through Human Resources, the Fort Smith Police Department web site, APCO online, Nationjob.com and through notification of career services through the University of Arkansas – Fort Smith. Emails were also sent out to local minority hiring contacts: Northside Town Branch Group and Rev. Ulysses Washington, plus the local Veteran Center and the Department of Work Force. An ad was placed in the Southwest Times Record. We also advertised the open position on Facebook but paid to promote the post this time. According to Facebook, the promoted ad reached an estimate 9,000 additional people. The post was advertised in the surrounding states. Sgt. Bales also became active in publishing recruiting posters at the local college. In the past, I would remove the listed opening on our web site during times we were not actively filling the vacant positions. This year, I left it posted and it has generated more activity. This combined advertising resulted in a continuous supply of applications for the open positions. Throughout the year, we tested approximately 70 applicants on CritiCall and filled eight openings

In reviewing the recruitment efforts of 2013, internal department contacts and online job postings have assisted us greatly in filling our vacancies. In an effort to track the best avenues of advertising, we surveyed those applicants who took the written police test. Only 66 participated but here are the results:

Radio	13.64%	9
Newspaper	13.64%	9
Lincoln Echo	0.00%	0
Online Job Posting	24.24%	16
Electronic Billboard	1.52%	1
A University	1.52%	1
Facebook	4.55%	3
Member of FSPD	34.85%	23
Local Business	1.52%	1
Other	4.55%	3

Fort Smith Police Department

Kevin Lindsey, Chief of Police

2014

The following events were attended during the 2014 year; University of Arkansas- Fort Smith Criminal Justice Symposium, National Night Out in Fort Smith, Zonta Club Career Day for women at Kimmons Junior High, Hurricane Katrina-Rita Community Gathering, and the Junior Police Program at Spradling Elementary.

On August 5, 2014 I attended National Night Out which was being held at Kay Rodgers Park at 5000 Midland Avenue. This event is geared more toward crime prevention by involving law enforcement, businesses, and citizens. However, I did have brochures and applications available to anyone interested. The Communications Unit also had a table set up and it was attended by Samantha Wagner, Donne Reneau, and Shangaleza Benton. During this event, Mrs. Wagner notified me that Marideis Medina, who was there representing Arkansas United Community Coalition (A.U.C.C.), was interested in the Communications Center. I delivered an application and Information sheet about the Telecommunication position. I also added Ms. Medina to our email list as she was more than happy to assist us in the recruitment of interested Hispanic applicants.

I was also invited to attend the Hurricane Katrina and Rita Community Gathering on August 29th, 2014. The event was attended by approximately 30 people to include Rev. Washington, Rhonda Royal (NAACP), Mayor Sanders, Representative George McGill, Cecil Green (Lincoln Echo) and Sherry Toliver. There were several other guests in attendance. Rev. Washington is one of our community hiring contacts and we were able to update our contact information. Cecil Green is a writer/photographer/owner of the Lincoln Echo News Paper and a board member of the Commission on Law Enforcement Standards and Training for the State of Arkansas. Since we are currently in a hiring process for Probationary Patrol Officer, I had plenty of applications on hand. I also had F.S.P.D. Brochures available to list other positions in the department. Several members of the audience took some of the brochures but only a few took an application for Probationary Patrol Officer.

We tested for the open Communication Center positions throughout the 2014 year. We advertised through Human Resources, the Fort Smith Police Department web site, Nationjob.com and through notification of career services through the University of Arkansas – Fort Smith. Emails were also sent out to local minority hiring contacts: Northside Town Branch Group and Rev. Ulysses Washington, plus the local Veteran Center and the Department of Work Force. By again not closing the application process and leaving it open we received a constant supply of applications. Of those submitted, we tested 80 applicants on Criticall. Of the 80 applicants tested, we hired 11 qualified applicants to make our goal of being fully staffed by the end of 2014. The following Telecommunicators were hired: Shangleza Benton, Janie Lasiter, BriAnna Lyle, Terri VerKamp, Tristyn Stotts, Kelsey Steele, Ashley Claggett, Rosalinda Marrufo, Taneka Rucker, Andrea Kelley, and Ingrid Arce.

Fort Smith Police Department

Kevin Lindsey, Chief of Police

2015

A recruitment team attended the 2015 Criminal Justice Symposium that was hosted by the University of Arkansas in Fort Smith. The Team consisted of Detective Joe Armer, Officer Alejandro Marin, Shangaleza Benton, Alvey Matlock and myself. Chief Lindsey was again a guest speak at the Symposium

Veterans Job and Resource Fair

I attended a Veterans Job and Resource Fair that was sponsored by the University of Arkansas Fort Smith. I stayed at the even from 8:00 AM until 12:00 PM. There was very little traffic during that time. Most vendors left by noon. I had only recorded two contacts.

Darby Jr. High Career Fair

In May 2015 Detective Chris Deason and Corporal Barbara Williams attended a female only career fair at Darby Jr. High.

2015 Police testing

Advertising was handled by Human Resources and the Fort Smith Police Department. This year we ran advertisements statewide in the Arkansas Democrat Gazette and the Lincoln Echo. Human Resources also posted with www.nationjob.com. The posting on Nationjob had 746 views. We ran radio a ad on La Raza 92.3. This ad ran for one week at several times per day and during peak times.

We also contacted several local colleges with Criminal Justice Degree programs to allow Career Services to further reach out into the community. We notified Arkansas Tech University, University of Arkansas-Fort Smith, University of Arkansas-Pine Bluff, The University of Tulsa, and The Texas Women's College. A job announcement was also sent to the Arkansas Department of Work Force and a contact for Veterans Affairs. I also emailed several community contacts. Based on information I gathered from a recruiting analysis from this year, I also contacted the following colleges or organizations to reach out further into the African American Community. Arkansas Baptist College in Little Rock and Philander College. I emailed the National Black Police Association to post the announcement on their job board but I never found a posting on their site: www.blackpolice.org/career.html. I was never able to get in touch with anyone there, but I do receive announcements from them. I also contacted our local chapter of the NAACP. As a result of this call, Jerry Jennings and I met in my office. Mr. Jennings picked up 50 applications to distribute into the community. He was also helpful in getting our posting up on the Lincoln Echo Facebook page. The job announcement was also posted on the Discover Police web site, which is part of the International Chiefs of Police site.

Fort Smith Police Department

Kevin Lindsey, Chief of Police

I notified Northside Town Branch Group (NSTBG). The NSTBG is assisting the police department in its recruiting efforts in the area of minority applicants.

The Parker Center in Fort Smith also translated our announcement in Spanish and Vietnamese. I also asked those who translated our documents at the Parker Center to email the announcement to their contacts so we would reach further out into the minority community.

Chief Lindsey has also been building our Chaplin Program and reaching out to local African American Church pastors as well as the NAACP.

Towards the end of 2015 Southwest Times Records reached out to the Police Department to assist in our recruitment efforts in the area of minority applicants. Chief Lindsey, Human Resource Coordinator Lindsey Kaelin and I met with JoAnn Carrier and Bernie Schutz. They discussed with us how they could target not only passive applicants but minority applicants as well. They suggested a 25 post package for $6,262.00 through Monster.com. As far as I am aware, this additional expense is not an option.

Towards the end of 2015, the City of Fort Smith purchased an applicant tracking system called ***NeoGov***. This is a subscription based service that electronically manages applicants from Recruitment to hire. This is a very beneficial step and will help in the recruitment of qualified personnel across all city departments. This system went live in February 2016.

2016

On Tuesday, February, 23rd, 2016 I attended a job fair at the Adult Education Center that was organized by the Junior League of Fort Smith. This event lasted from 10:00 AM until 2:00 PM.

At this event, I had a computer available (with internet access) which allowed those interested in employment with not only the Fort Smith Police Department but the City of Fort Smith to complete 'job interest cards' through the new city service NeoGov. Any applicant can select one or several categories to get notified by email immediately once a job is posted and then apply on-line. Overall, we had 71 interest cards submitted. I was only able to sort the cards by date, not by the event so there could be others that were submitted from outside the event. Since this system included all city opportunities, I had interest in Utilities, Sanitation, Fire, and anything administrative in nature. During this event, I did speak with several African American males and females, who either completed job interest cards or took information down to pass along to others who may be interested in employment with the City of Fort Smith. There was also a strong Hispanic female presence. They mainly took brochures about employment opportunities at the Fort Smith Police Department. One African American male I spoke with had more of an interest in the Fire Department and was about to leave when I told him that he could also complete a job interest card for the fire department to get notified

when an announcement occurs. He then completed a job interest card. I believe his name was Jason Johnson.

2016 Unsung Hero Award

A recruitment table was set-up for the 7th annual Unsung Hero Award Ceremony held at the University of Arkansas- Fort Smith. The Fort Smith Police Department was honored by The American Democracy Project for our service to the Fort Smith Community. This was a diverse audience, and we spoke with several people, but no one expressed a strong interest in applying.

In 2014 I was tasked with contacting several area law enforcement agencies in our area to find out their ***Recruitment Experiences, Tactics and Methods*** used to recruit qualified applicants, specifically minority applicants for police positions. A copy of this report is also included. In doing more research, I located a Police Diversity Report completed in September of 2015 by Governing. I am including an excerpt from the report below regarding issues of diversity in police departments across the nation. The full report, ***National Study of Police Diversity Report,*** is an addendum.

> 'A *Governing* analysis of recently published 2013 personnel data reported to the Bureau of Justice Statistics finds minority groups remain underrepresented, to varying degrees, in nearly all local law enforcement agencies serving at least 100,000 residents. Racial and ethnic minorities are underrepresented by a combined 24 percentage points on average when each police department's sworn officer demographics are compared with Census estimates for the general public. In 35 of the 85 jurisdictions where either Blacks, Asians or Hispanics make up the single largest racial or ethnic group, their individual presence in the police department is less than half their share of the population.'

I have also included a report completed by Chief Kevin Lindsey, ***Improving Diversity in the Police Department***, where he compares best practices for recruiting a diverse law enforcement workforce to what we are doing here at the Fort Smith Police Department.

The final addendum in this report is a break-down of the sworn officer testing process. The data for the 2012 process was corrupted during compilation.

We cannot forget the day-to-day contact that Officers have with all segments of our community. Our School Resources Officers are interacting with students daily. Normally, these contacts are not recorded but just today, an article was published by The Fraternal Order of Police where Cpl. Watkins has become friends with a 3rd grade student at Howard Elementary. This student has a goal to become a police officer. And because of this student's interest, our entire K-9 unit met with the student and made him an Honorary K-9 Officer.

FORT SMITH POLICE DEPARTMENT
POLICIES AND PROCEDURES

SUBJECT	Recruitment and Retention		
NUMBER	1103.01	EFFECTIVE DATE	February 1, 2002
SCHEDULED REVIEW DATE	September 16, 2016	ISSUE DATE	February 1, 2002
DATE REVIEWED	September 16, 2015	REVISION DATE	May 21, 2013
APPROVED BY	Kevin D. Lindsey	CALEA STANDARDS	LE31.1.1; LE31.1.2; LE31.2.1; LE31.2.2; LE31.2.3; LE31.3.1; LE31.3.2; LE31.3.3; LE31.3.4; COM 4.1.1; COM 4.1.2; COM 4.1.3; COM 4.1.4; COM 4.1.5

I. Purpose

A. The purpose of this policy is to establish procedures for the recruitment of personnel to fill vacancies for all positions for the Fort Smith Police Department.

II. Policy [COM 4.1.3.a]

A. The recruitment and selection processes are vitally important elements in the Fort Smith Police Department's effort to attract and appoint only the most qualified personnel. It is the policy of the Fort Smith Police Department to ensure that in its recruitment and selection process, equal employment opportunity is guaranteed to all persons without regard to race, creed, color, sex, national origin, age, religion, mental or physical handicap, labor affiliation, sexual orientation, or any other factors not related to merit and fitness for the position. The Fort Smith Police Department operates under the *Equal Employment Opportunity Policy* adopted by the City of Fort Smith. This policy is maintained by the City of Fort Smith's Human Resources Department and is available for all employees to review upon request.

B. The recruiting process shall be a joint effort of the Fort Smith Police Department and the City of Fort Smith's Human Resources Department [LE 31.1.1][COM 4.1.1]

III. Recruitment Process

A. The Fort Smith Police Department implements its recruitment process in full compliance with all applicable state and federal laws, local ordinances, and City policies. The Chief of Police and the City of Fort Smith's Human Resources Director are ultimately responsible for all agency activities involving recruitment and selection. Normally, the Department's Recruitment Coordinator will direct recruitment team activities in carrying out agency recruitment goals.**[LE 31.2.1.c][COM 4.1.3.c]**

B. In order to identify and employ the best candidates available, personnel assigned to recruiting duties will meet the standards designated by the policy and be specifically trained in personnel matters, especially in equal opportunity and affirmative action issues as they affect

the management and operation of the Department. The effectiveness of the recruiting process can be directly attributed to the personnel selected to represent the Fort Smith Police Department in this role. To provide the best personnel to participate in recruitment, the following criteria will be used:

1. All personnel at or above the rank of police officer will be eligible for appointment to the recruitment team.

2. Each potential candidate must have demonstrated an adequate knowledge of the duties of a police officer, the Fort Smith Police Department, and its programs.

3. The candidate must be able to clearly verbally articulate knowledge and ideas.

4. The candidate must agree to represent the Fort Smith Police Department in a positive manner and abide by the recruitment policies and procedures.

5. The Fort Smith Police Department recognizes that in utilizing minorities and women in its recruitment efforts, commitment to the minority community is demonstrated, reception by the minority community is greater, and the potential for recruiting minority personnel is increased. Whenever possible, minority members and women from the Fort Smith Police Department shall be included in formal recruiting presentations by the recruiting team.

C. The Recruitment Coordinator will recommend selection of recruitment personnel to the Chief of Police for final approval.

D. Prior to initiating recruitment efforts, personnel selected for recruiting duties will undergo a training program, conducted by the Recruitment Coordinator. At a minimum, the following areas of training will be addressed: **[LE 31.1.2] [COM 4.1.2]**

1. The Department's recruitment needs and commitments.

2. Career opportunities, salaries, benefits and training of the Fort Smith Police Department.

3. Equal Employment Opportunity, Affirmative Action, and other applicable federal and state guidelines.

4. Community information and needs, including demographics, community organizations, and educational institutions.

5. Cultural awareness of various ethnic groups and cultures.

6. Techniques of formal and informal record keeping systems for candidate tracking.

7. Components of the screening and selection process to include procedures involving the background investigations, the written and oral examinations, and the physical agility examinations.

8. Arkansas Commission on Law Enforcement Standards and Training (CLEST) requirements for employment of law enforcement officers.

9. Rejection guidelines for those not meeting minimum requirements for employment.

10. Medical requirements for position of police officer.

E. The Recruitment Coordinator shall be responsible for training recruiting teams and for maintaining documentation on recruiting team training and activities.

IV. On-Site Recruitment

A. Recruiting teams will be assigned to visit educational institutions and organizations that offer a potential for future candidates. The Department recognizes that recruiting efforts among the youth within the community is important for future needs. Events such as job fairs and career days at local high schools, colleges, and community organizations offer excellent opportunities to set up displays, pass out recruitment material, and speak to those who may be interested in law enforcement.**[LE 31.2.1.a][COM 4.1.3.a]**

B. In the event a recruiting visit occurs at a time when the Department is not accepting employment applications, all interested parties will be encouraged to complete a City of Fort Smith Police Department Recruiting Contact Sheet or have the Recruiter electronically file their information so that they can be notified by mail or e-mail when applications are being accepted. At a minimum, the contact sheet should contain the applicant's name, home and alternate addresses, and home and alternate phone numbers.

C. The Fort Smith Police Department involves its members in recruitment activities by notifying members of the date of the upcoming entrance examinations, and soliciting input from them as to potential candidates.

V. Recruitment Plan [LE 31.2.1.b][COM 4.1.3.b]

A. The Fort Smith Police Department directs its recruitment efforts by making positive efforts to recruit qualified minority group members and women with the intent to employ them as members of the Police Department. These efforts include, but are not limited to:

1. The use of application forms and related pre-employment documents that are in compliance with applicable federal, state, and local Equal Employment Opportunity Commission recommendations and guidelines.

2. Placing job announcements in certain print media where minority groups represent a substantial number of readers.

3. Annual review of the entire recruitment and selection process to ensure that it is non-discriminatory. **[LE 31.2.2.a][COM 4.1.3.d]**

4. Making efforts to involve qualified minority group members in the recruitment and selection process whenever possible.

B. To promote the aggressive recruitment of qualified women and minorities, the Fort Smith Police Department's Recruitment Coordinator shall be responsible for the development and implementation of the Department's recruitment plan. The recruitment plan shall include:

1. A statement of the objectives of the recruitment plan. **[LE 31.2.1.a]**

2. A plan of action designed to achieve the objectives contained in V.B.1 of this policy.

3. Annual evaluation of progress made towards objectives established by the recruitment plan. **[LE 31.2.2.a] [COM 4.1.3.d]**

4. Annual evaluation of the recruitment plan, making revisions as appropriate. **[LE 31.2.2.b] [COM 4.1.3.e]**

C. The Recruitment Coordinator will complete an annual review and updating of the department demographics. **[LE 31.2.1]**

VI. Equal Employment Opportunity Policy [LE 31.2.3] [COM 4.1.3.a]

A. The equal employment opportunity policy for the Fort Smith Police Department provides that there shall be no discrimination against any individual because of race, color, sex, age, religion, political beliefs, national origin, ancestry, age or disability in any manner involving employment—including recruitment, advertising, appointment, promotion, layoff, compensation, benefits, training or selection for training, or any other terms, conditions or privileges of employment.

B. This policy allows for the reporting of suspected violations and discrimination recourse, both internally and to the Equal Employment Opportunity Commission.

VII. Job Announcements and Recruitment Notices [COM 4.1.3.b]

A. Advertising and posting job announcements for entry level positions within the Fort Smith Police Department will be a joint effort of the City of Fort Smith's Human Resources Department and the Fort Smith Police Department.

B. Job announcements shall provide a description of the duties, responsibilities, requisite skills, educational level, physical requirements, and any other minimum qualifications or requirements for the position. **[LE 31.3.1.a] [COM 4.1.4.a]**

1. To ensure job relevancy, the Fort Smith Police Department's recruitment strategies and procedures will be based on a detailed written analysis of the nature of the job to be performed, the knowledge, skills and training required to perform these essential job tasks and any prerequisite personal attributes.

C. The Fort Smith Police Department will advertise vacancies for entry-level positions utilizing the mass media, to include print, electronic, or other reasonable forums.
[LE 31.3.1.b] [COM 4.1.4.b]

D. All employment applications and recruitment announcements for the Fort Smith Police Department shall contain the phrase "Equal Opportunity Employer". **[LE 31.3.1.c] [COM 4.1.4.c]**

E. Job announcements shall be publicized with official application filing deadlines. The preliminary application filing deadline will be clearly printed in bold type on any recruitment advertisements or preliminary application forms. **[LE 31.3.1.d] [COM 4.1.4.d]**

F. The Fort Smith Police Department seeks cooperation from various community organizations, educational institutions, local community organization leaders, and local governmental personnel agencies in its recruitment efforts for personnel. The Fort Smith Police Department requests permission to post job vacancy announcements and job requirement information with local community organizations as a part of its recruitment effort.
[LE 31.3.2] [COM 4.1.5]

G. The Fort Smith Police Department utilizes the recruiting contact sheet or directly enters their information electronically when persons express an interest in testing for the position of police officer. The Recruitment Coordinator maintains the contact sheets and electronic records until such time as employment applications are accepted, generally beginning about sixty days before the entrance examination is scheduled. The Recruitment Coordinator will contact the applicant and supply all needed employment information and forms. Once the formal testing process begins, the Recruitment Coordinator will also periodically inform the applicant of the status of their application process. These contacts should be documented. **[LE 31.3.3]**

H. Employment applications for sworn positions will not be rejected because of minor omissions or deficiencies that can be corrected prior to the testing or interview process. The Recruitment Coordinator shall be responsible for checking applications and rectifying identified deficiencies. **[LE 31.3.4]**

FORT SMITH POLICE DEPARTMENT
POLICIES AND PROCEDURES

SUBJECT	Selection Process-Police Officer		
NUMBER	1103.02	EFFECTIVE DATE	February 1, 2002
SCHEDULED REVIEW DATE	September 16, 2016	ISSUE DATE	February 1, 2002
DATE REVIEWED	September 16, 2015	REVISION DATE	September 16, 2015
APPROVED BY	Kevin D. Lindsey	CALEA STANDARDS	LE31.3.1; LE31.3.3; LE32.1.1; LE32.1.2; LE32.1.3 LE32.1.4; LE32.1.5; LE32.1.6; LE32.1.7; LE32.2.1 LE 32.2.2; LE 32.2.3; LE32.2.4; LE 32.2.5; LE32.2.6; LE32.2.7; LE32.2.8; LE 32.2.9; LE32.2.10; TC 1.1.4

I. Purpose

A. The purpose of this policy is to establish the guidelines for the Fort Smith Police Department's employment selection process.

II. Policy

A. The Fort Smith Police Department is committed to hiring the best-qualified candidates by using selection methods that are based upon the concepts of validity, utility, and minimum adverse impact. Using these concepts, the Fort Smith Police Department has developed an efficient, effective and fair selection process that is intended to result in the appointment of those individuals who best possess the skills, knowledge, and abilities necessary for an effective, professional law enforcement agency.

III. Elements of the Selection Process [LE 32.1.1]

A. The responsibility for the selection of prospective police officers for the Fort Smith Police Department is shared by the Fort Smith Police Department, the City of Fort Smith's Human Resources Department, and the City of Fort Smith's Civil Service Commission. The authority and responsibility for administering the Police Department's role in the selection process is vested in the Recruitment Coordinator, assigned by the Chief of Police.

B. Throughout the year, individuals frequently contact the City's Human Resources Department to express an interest in applying for the position of police officer. The Human Resources Office should direct the person to the Police Department's designated Recruitment Coordinator. If the department is not currently in an application cycle for police officer, the Recruitment Coordinator will record any contact information on the interested individual and explain the minimum requirements for the position, benefits, description of duties, and any other minimum qualifications for the position of police officer **[LE 31.3.1.a]**.

C. If the City of Fort Smith is accepting employment applications at the time of the inquiry *and* if the person is interested in competing for the position, the Recruitment Coordinator shall inform the candidate to obtain an application packet from Human Resources, the Information Desk at the Police Department, the City's web site, or the Police Department's web site. The packet will include an explanation of the minimum qualifications and requirements for each phase of testing along with the duration of the selection process. The candidate shall be

advised *in writing* of the deadline by which the completed application must be returned. **[LE 32.1.4.a] [LE 32.1.4.b][LE 31.3.3]**

D. At least annually, or more often if necessary, the City of Fort Smith's Human Resources Department will announce a specific date, time, and location that a written examination for persons interested in testing for the position of police officer will be administered. To allow sufficient opportunity for interested persons to respond, this announcement should occur at least sixty (60) days prior to the date of the written test. The Recruitment Coordinator shall notify all persons who have previously expressed an interest in competing and that have submitted Recruiting Contact Sheets, or electronic records, of the upcoming test. The Recruitment Coordinator shall direct the candidate to the location of a preliminary employment application form, and notify them in writing of the deadline by which the form must be completed and returned to the City's Human Resources Office. The Recruitment Coordinator shall also advise the candidate in writing of the date, time, and location of both the physical agility examination and the written Civil Service entrance examination. *In order to allow sufficient time to order the testing material, this deadline shall occur no less than 30 days prior to the date of the written examination.* Upon expiration of the deadline and based on the number of preliminary applications received, the Recruitment Coordinator shall cause to be ordered the appropriate quantity of written test packets from the test vendor approved by the City's Human Resources Department and the Civil Service Commission.

E. *All elements of the hiring process are intended to assess those traits that are directly related to the tasks of a police officer.***[LE 32.1.2]**

F. The various testing phases of the selection process include several different steps, most of which are dependent on successfully completing other steps involved in the selection process. These steps occur in the following order:

1. In the first step in the selection process, candidates are administered a written Civil Service entrance examination of a type and form approved by the City of Fort Smith's Civil Service Commission and the City's Director of Human Resources. In order to receive approval, the test vendor must prove content validity and relevancy to the satisfaction of the City's Human Resources Director and the Civil Service Commission. **[LE 32.1.2]**

2. Candidates who successfully complete the Written Civil Service Entrance Examination will submit to a physical fitness agility examination administered by Fort Smith Police Department personnel. The physical fitness agility examination is intended to assess the candidate's ability to perform physical tasks that can reasonably be expected to be performed by a police officer, consistent with the Fort Smith Police Department's job description for a police officer. Candidates must complete the course within a prescribed period of time to continue the employment application process. Candidates who fail to complete the course within the allotted time period will be offered the opportunity to immediately retest. Failing to complete the course within the allotted time period for a second time will result in the candidate's disqualification from further testing during this testing cycle. (See FSPD Policy and Procedure 1103.03 Selection Process Physical Agility Examination for further information). **[LE 32.1.2]**

3. Candidates are determined to be "eligible" for continued consideration for employment once they have successfully passed the physical agility examination and the written entrance examination. Once the first two steps are completed successfully, eligible candidates are instructed to complete a comprehensive written employment application (Personal History Statement). The Background Investigator(s), under direction of the Recruitment Coordinator shall advise all

candidates of the deadline by which the comprehensive employment application must be completed and turned in.

4. Eligible candidates are fingerprinted and photographed by Fort Smith Police Department personnel.

   a. Arkansas' Commission on Law Enforcement Standards and Training (CLEST) Minimum Standards Manual, Section 1002, Subsection c and d requires fingerprinting of all potential candidates, and a search of state and national fingerprint files to disclose any criminal record for the candidate.

   b. The employment of persons as police officers who have pled guilty or been convicted of a crime, the punishment for which could have been imprisonment in a federal penitentiary or state prison, is prohibited by Arkansas law.

   c. The criminal history check shall be conducted through the Arkansas Crime Information Center and the National Crime Information Center.

5. The Fort Smith Police Department conducts thorough background investigations on all eligible candidates.

   a. Arkansas' Commission on Law Enforcement Standards and Training (CLEST) Minimum Standards Manual, Section 1002, Subsection e requires that complete background investigations be conducted for each applicant employed as a law enforcement officer.

   b. The purpose of the background investigation is to find character traits that might prevent the applicant from becoming a successful law enforcement officer.

   c. Candidates will be required to complete a release of information form prior to the background investigation being initiated.

   d. Background investigations will include, at a minimum, verification of qualifying credentials, a thorough review of any criminal history record found, and verification of *at least three* personal references. **[LE 32.2.1.a] [LE 32.2.1.b] [LE 32.2.1.c] [TC 1.1.4]**

   e. Background investigations shall be conducted by members of the Fort Smith Police Department, as assigned by the Chief of Police or his designee. Prior to conducting a background investigation all background investigators shall receive specialized training in techniques used in conducting background investigations. **[LE 32.2.2]**

   f. Background investigations shall include a credit history of the candidate.

6. A panel of officers, selected by the Chief of Police, forms an oral review board whose purpose is to conduct oral interviews of all eligible candidates. The purpose of the oral interview phase is an attempt to assess the interpersonal skills of the candidate. Additionally, board members have access to the candidate's background investigation file and have the opportunity to discuss any areas of concern that may be relevant. Prior to the interviews, board members are briefed by the Chief of Police or his designee as to any special instructions about the interview process. All components of the oral review interview phase shall be conducted in compliance with applicable Civil Service Rules and Regulations. Candidates must achieve a minimum score of seventy percent during the oral interview phase to be further

considered for employment. In accordance with Civil Service Rules and Regulations, failure to achieve the minimum score disqualifies the candidate from further consideration for employment.

7. Members of the Civil Service Commission meet and interview eligible applicants in order to assess their fitness, reputation and character for the position. Candidates must achieve a minimum score of seventy percent during the Commission's oral interview phase to be further considered for employment. In accordance with Civil Service Rules and Regulations, failure to achieve the minimum score disqualifies the candidate from further consideration for employment during this testing cycle.

8. Candidates who successfully complete all phases of the hiring process, as described in section one through seven of this policy, shall have their names placed on a hiring eligibility list, and certified by the Civil Service Commission. The applicant's names shall be listed in descending order from the highest to lowest total aggregate score achieved on the written examination, police oral interview board, and the Civil Service Commission's oral interview. This certified list will remain in effect for one year, unless the list is depleted sooner.

9. As vacancies occur, persons whose name appears on the eligibility list are offered a conditional *offer of employment, orally and in writing.* The candidate has ten days from the receipt of the first notification to accept or decline the offer, in accordance with Section 8 of the Civil Service Rules and Regulations. Candidates will also be required to accept the Training and Expense Agreement during the Conditional Offer of employment.

10. Once a candidate has accepted a conditional offer of employment, the candidate must submit to three additional examinations, in accordance with Civil Service Rules and Regulations.

    a. A medical examination is conducted by a licensed physician, at the City's expense. The purpose of the medical examination is to certify that the candidate is in good health and is physically capable of performing the essential job functions of a police officer. A drug test is also administered during the physical examination. Failing this examination disqualifies the candidate from further consideration for appointment as a police officer. (See Rule 8:01 and 8:02 of the Civil Service Commission's Rules and Regulations) **[LE 32.2.7]**

    b. A psychological examination is administered by a licensed health professional, at the City's expense. The purpose of the psychological examination is to determine the applicant's emotional stability. Failing this examination disqualifies the candidate from further consideration for appointment as a police officer. (See Rule 8:06 of the Civil Service Commission's Rules and Regulations) **[LE 32.2.8]**

    c. A Polygraph Examination, administered by a trained and licensed examiner, will be given to the applicant. **[LE 32.2.5] [LE 42.2.8]**. Prior to the examination, during the pre-test interview, the candidate will be apprised of the areas from which questions will be drawn. **[LE 32.2.4]**. *The results of this examination will not be permitted as the single determinant of employment status. However, any admissions made to the examiner prior to, during, and after the test, combined with other information, may be considered to support decisions relevant to employment status.* **[LE 32.2.6]**

11. Candidates who successfully pass the three examinations described in the preceding section are appointed to the position of patrol officer for the Fort Smith Police Department. For the first twenty-four months of employment, the officer shall serve in a probationary status during which time the new officer will participate in basic training at a Commission on Law Enforcement Standards and Training approved Police Academy(if not previously certified) and in the FSPD's Police Training Officer (P.T.O.) program. **[LE 32.2.10]**

IV. Grounds for Rejection

A. The following list includes, but is not limited to, examples of reasons that may be used for the rejection of a candidate for employment:

1. Any felony conviction for a crime would disqualify the individual for employment due to sensitive law enforcement material and areas within the department.

2. Any use of a prohibited substance or abuse of a controlled substance within the past 10 years.

3. Usually, marijuana use within the past 3 years. However, circumstances surrounding the usage will be taken into consideration and evaluated on a case by case basis depending upon the frequency and the most recent date of usage for final determination.

4. Any domestic abuse conviction regardless of the date committed.

5. Any misdemeanor conviction of a crime of theft, violence or drug usage.

6. Any DWI/DUI conviction within the past 5 years.

7. Persons charged with a criminal offense that was dismissed through deferred adjudication may be considered for employment except when the charge was for:

a. Murder

b. Voluntary or involuntary manslaughter

c. Rape

d. Any felony theft offense

e. Indecency with a child

f. Injury to a child, elderly, or disabled individual

g. Kidnapping

h. Aggravated assault

i. Aggravated sexual assault

j. Sexual assault of a child

k. Domestic abuse

l. Aggravated robbery

m. Any felony where a deadly weapon was used or exhibited

n. Any felony related to the manufacture, delivery, or possession of marijuana, a controlled substance or a dangerous drug.

8. Misleading and/or false information supplied by the applicant to background investigators or administration.

9. Personal history form containing significant omissions.

10. Untruthfulness.

11. A composite of unsuitable characteristics. Occasionally a candidate exhibits a number of characteristics, which when reliably documented and taken in combination, produce a pattern judged clearly to be inappropriate for law enforcement duties.

B. Disqualification – failure to complete any phase of the selection procedure, including failure to submit completed forms within the specified time limits, will result in disqualification. An applicant found ineligible for appointment to a position will be informed in writing within thirty (30) days of the decision. **[COM 4.2.5]**

V. Scoring

A. It is essential that all scoring in each phase of the Fort Smith Police Department's selection process be conducted in the fairest possible manner. The goal of the selection process is to ensure that each candidate is permitted a fair and equal opportunity to successfully complete the test. In testing phases that result in the assignment of a numerical score expressed as a percentage, the passing score shall be seventy (70) percent of the total score possible. In testing phases that require the candidate to meet some sort of established time limit, that time limit shall be exactly the same for all candidates participating in that particular test. Any oral instructions given to candidates must be given to all candidates. No candidate shall be shown any special consideration in any phase of the testing process. **[LE 32.1.3]**

B. Candidates are required to successfully complete each phase of the selection process. Failing to do so disqualifies the candidate from further consideration for employment during the current selection process. In the event that a candidate fails any phase of the process, the Recruitment Coordinator shall ensure that the candidate is apprised *in writing* of his or her disqualification from the current selection process and the candidate's option for reapplication for future testing cycles.**[LE 32.1.4.c] [LE 32.1.5]**

VI. Selection Process Records Management

A. The Recruitment Coordinator will maintain records of applicants not appointed to a probationary status for any reason in a secure filing cabinet or electronically for a period of three years. Disposal of records shall be by shredding, and shall be monitored by the Recruitment Coordinator. **[LE 32.1.6]**

B. Selection materials used by the Fort Smith Police Department will be stored in a secure manner in the Human Resources Department when not in active use. Only those persons authorized by the Chief of Police shall have access to selection material records. To prevent the unauthorized disclosure of information, selection materials that are disposed of shall be destroyed by shredding. **[LE 32.1.7**]

C. All medical records and records of psychological examinations for candidates maintained by the Police Department shall be stored in a secure manner. **[LE 32.2.9]**

D. The Recruitment Coordinator shall maintain the records of all background investigations for those applicants not hired in a secure file cabinet or electronically for at least three (3) years. **[LE 32.2.3]**

FORT SMITH POLICE DEPARTMENT
POLICIES AND PROCEDURES

SUBJECT	Selection Process – Non-Sworn		
NUMBER	1103.04	EFFECTIVE DATE	March 1, 2005
Scheduled Review Date	May 1, 2015	ISSUE DATE	March 1, 2005
Date Reviewed	April 3, 2014	REVISION DATE	April 3, 2014
APPROVED BY	Kevin D. Lindsey	CALEA STANDARDS	LE 31.3.1; LE 32.1.1; LE 32.2.4; COM 3.4.5; COM 4.1.6; COM 4.2.1; COM 4.2.2; COM 4.2.3; COM 4.2.4; COM 4.2.5; COM 4.2.6; COM 4.2.7; COM 4.3.1; COM 4.3.2; COM 4.3.3; COM 4.3.4; COM 4.3.5; COM 4.3.6; COM 4.3.7; COM 4.3.8; COM 4.3.9; COM 4.3.10; COM 4.3.11

I. Purpose

A. The purpose of the following policy shall be to set guidelines for the selection of non-sworn employees for the Fort Smith Police Department.

II. Policy

A. The policy of the Fort Smith Police Department is to use an efficient, effective and fair selection process, which will identify persons who possess the highest knowledge, skills and abilities for successful performance. Each component of the process will be valid, useful, and nondiscriminatory, as described in the paragraphs to follow; adverse impact, if any, will be minimized. A summary of this directive comprises an information sheet, which will be given to applicants by the Recruiting Coordinator.

III. Definitions

***A. Preliminary Application* –The Fort Smith Police Department works in conjunction with the Human Resources Department of the City of Fort Smith. The original application for employment for the City of Fort Smith is turned in to the Human Resources Department. This application is known as the preliminary application.**

***B. Formal Application* –The formal application is made when the candidate for employment is scheduled for an interview at the Fort Smith Police Department. This appointment will be scheduled by the Human Resources Department or by the Recruitment Coordinator at the direction of the Human Resources Department.**

IV. Minimum Qualifications for Employment [LE 31.3.1.a]

A. To be considered for employment, any applicant for a non-sworn position with the Fort Smith Police Department must:

1. Be at least 18 years of age and be a US citizen or have a valid work visa;

2. Possess a high school diploma or its equivalent from an accredited institution;

3. Possess a valid driver's license;

4. Be able to speak, read, and write the English language; and

5. Possess a clear speaking voice.

V. Responsibilities

A. The City of Fort Smith's Human Resources Department assisted by the Recruiting Coordinator of the Fort Smith Police Department and/or designee is responsible for general management of the entry level non-sworn selection process.

B. The Human Resources Department's responsibilities include, but are not limited to, the following:

1. Announcing job vacancies and posting selection criteria.

2. Receiving the preliminary application.

C. The Fort Smith Police Department Recruiting Coordinator's responsibilities include, but are not limited to, the following:

1. Ensuring that appropriate letters are sent to job applicants during the application processing period.

2. Assist in the selection of candidates for appointment.

3. Ensure continuing contact between applicants and the Department as the selection process advances.**[COM 4.1.6]**

4. Schedule applicants to participate in various components of the process.

5. As appropriate, advise an applicant of the need to submit missing portions of the Personal History Statements.

6. Maintain applicant files.

7. Ensure that all applications are reviewed for satisfaction of minimum employment requirements.

8. Ensure all elements of the selection process use only those rating criteria or minimum qualifications that are job related.**[COM 4.2.2]**

9. Conducting an annual review of the entire selection process.

10. Maintain control over any selection materials and ensure that all elements of the process are administered, scored, evaluated, and interpreted in a uniform manner. **[COM 4.2.3]**

VI. Application and Employment Process [COM 4.2.1] [LE 32.1.1]

A. The Fort Smith Police Department's non-sworn selection process takes place in three (3) phases described below:

1. *Phase 1*

a. With the opening of a non-sworn position, the unit supervisor will notify the Recruitment Coordinator.

b. The Recruitment Coordinator will contact The City of Fort Smith's Human Resources Department to initiate an application process as described in the City of Fort Smith Human Resources Policy Manual.

c. Preliminary applications will be reviewed by the Recruitment Coordinator or his designee for the purpose of making recommendations as to which applicants should be considered for an initial interview or for computer based screening. Criteria to be considered includes but is not limited to:

(1) Experience;

(2) Education; and

(3) Past job history.

d. Those formal applications selected will be scheduled for an initial interview or computer based screening depending on the position that is being filled.

(1) Those contacted for an initial interview or computer based screening will be provided with an informational sheet, to include a description of all elements of the selection process; salary and benefits, the expected duration of the selection process; and the agency's policy on reapplication of candidates not appointed. **[COM 4.2.4.a][COM 4.2.4.b][COM4.2.4.c].**

e. Those qualified candidates selected to continue in the selection process will be assigned by the Recruitment Coordinator to a background investigator.

2. Phase 2

a. The Fort Smith Police Department conducts thorough background investigations on all eligible candidates. The Background Investigator will require the individual to:

(1) Sign an Authorization to Release Information wavier;

(2) Letter of Understanding wavier;

(3) Pre-employment Discover wavier;

(4) Complete a mandatory Personal History statement.

b. The purpose of the background investigation is to identify any character traits that might prevent the applicant from becoming a successful employee.

c. Background investigations will include, at a minimum, verification of qualifying credentials, a thorough review of any criminal history record found, and verification of *at least three* personal references. **[COM 4.3.1.a] [COM 4.3.1.b] [COM 4.3.1.c]**

d. Background investigation shall include a credit history of the candidate**.**

e. Background investigations shall be conducted by members of the Fort Smith Police Department, as assigned by the Chief of Police or his designee. All background investigators shall receive specialized training from the Recruitment Coordinator or his designee in techniques of conducting background investigations prior to conducting background investigations. **[COM 4.3.2]**

f. The Recruitment Coordinator, or his designee, will schedule those qualified candidates after the initial background investigation for an oral interview with the supervision of the vacant position.

g. Those candidates selected by the oral board will finish their background investigation before being offered a conditional offer of employment

3. *Phase 3*

a. Those candidates who have successfully passed a background investigation and selected for hire, will be offered a conditional offer of employment. Once a candidate has accepted a conditional offer of employment, the candidate must submit to the following additional examinations:

(1) *General Medical Screening* - Licensed physicians approved by the City of Fort Smith Human Resources Department will be used for general medical screening. The physician or his/her representative shall request the name(s) of any medication being used by the applicant at the time of testing. Licensed technicians approved by the Human Resources Department will be used for hearing, vision and drug screening. Results of screenings are utilized only to determine ability to carry out required job duties. This examination shall be conducted at the City's expense. **[COM 4.3.7]**

(2) *Psychological Examination* – A psychological examination shall be administered to only those candidates applying for a position in the Communication Unit. The examination shall be completed by a licensed health professional, at the City's expense. The purpose of the psychological examination is to determine the applicant's emotional stability. Failing this examination disqualifies the candidate from further consideration for appointment. **[COM 4.3.8].**

(3) *Polygraph* - A polygraph examination administered by a trained and licensed examiner will be given to the applicant.**[COM 4.3.5]** Prior to the examination, during the pre-test interview, the candidate will be apprised of the areas from which polygraph questions will be drawn.**[LE 32.2.4][COM 4.3.4]***The results of the examination will not be permitted as the single determinant of employment status.***[COM 4.3.6]***However, any admissions made to the examiner prior to, during, and after the test, combined with other information, may be considered to support decisions relevant to employment status.*

b. In the event that a candidate fails any phase of the process (Starting with the Formal Application), the Recruitment Coordinator shall ensure that the candidate is apprised *in writing* of his or her disqualification from the current selection process. **[COM 4.2.5]**

VII. Inquiries as to Disabilities

A. At no time will any Department employee make inquiry into whether an applicant is a disabled person or as to the nature of a disability.

VIII. Grounds for Rejection

A. The following list includes, but is not limited to, examples of grounds that may be used for the rejection of a candidate for employment:

1. Any felony conviction for a crime would disqualify the individual for employment due to sensitive law enforcement material and areas within the department.

2. Any use of a prohibited substance or abuse of a controlled substance within the past 10 years.

3. Usually, marijuana use within the past 3 years. However, circumstances surrounding the usage will be taken into consideration and evaluated on a case by case basis depending upon the frequency and the most recent date of usage for final determination.

4. Any domestic abuse conviction regardless of the date committed.

5. Any misdemeanor conviction of a crime of theft, violence or drug usage.

6. Any DWI/DUI conviction within the past 5 years.

7. Persons charged with a criminal offense that was dismissed through deferred adjudication may be considered for employment except when the charge was for:

a. Murder

b. Voluntary or involuntary manslaughter

c. Rape

d. Any felony theft offense

e. Indecency with a child

f. Injury to a child, elderly, or disabled individual

g. Kidnapping

h. Aggravated assault

i. Aggravated sexual assault

j. Sexual assault of a child

k. Domestic abuse

l. Aggravated robbery

m. Any felony where a deadly weapon was used or exhibited

n. Any felony related to the manufacture, delivery, or possession of marijuana, a controlled substance or a dangerous drug.

8. Misleading and/or false information supplied by the applicant to background investigators or administration.

9. Personal History form containing significant omissions.

10. Untruthfulness.

11. A composite of unsuitable characteristics. Occasionally a candidate exhibits a number of characteristics, which when reliably documented and taken in combination, produce a pattern judged clearly to be inappropriate for any civilian position at the Fort Smith Police Department.

B. Disqualification – failure to complete any phase of the selection procedure, including failure to submit completed forms within the specified time limits, will result in disqualification. An applicant found ineligible for appointment to a position will be informed in writing within thirty (30) days of the decision.**[COM 4.2.5]**

IX. Records Control [COM 4.2.6]

A. Selection materials used by the Fort Smith Police Department will be stored in a secure manner when not in active use. Only those persons authorized by the Chief of Police shall have access to selection material records. To prevent the unauthorized disclosure of information, selection materials that are disposed of shall be destroyed by shredding. **[COM 4.2.7]**

B. All medical records and records of psychological examinations for candidates shall be stored electronically or in a locked file cabinet.**[COM 4.3.9]**

C. Background investigations on applicants hired by the Fort Smith Police Department shall be stored electronically or in a locked file cabinet during their employment plus three years. **[COM 4.3.3]**

D. The Recruitment Coordinator shall maintain the records of **ALL** background investigations on applicants not selected for hire either electronically or in a locked file cabinet for three (3) years. **[COM 4.3.3]**

X. Re-Evaluation of Candidates Not Appointed [COM 4.2.4.c]

A. The Fort Smith Police Department may keep contact information of interested applicants on file for selection purposes in the event of future job openings. However, the City of Fort Smith's Human Resource Department maintains original applications for a period of one year. Therefore, candidates who are not selected for employment during this time and who remain interested in a position with Fort Smith Police Department will need to submit another application with the City of Fort Smith Human Resources Department. This will ensure consideration for future job openings.

XI. Activities on Date of Appointment

A. The Training Unit shall be responsible for ensuring the timely, correct initial processing of those appointed. These responsibilities shall include:

1. Providing newly appointed personnel with the following information:

   a. The Police Department's purpose, goals, policies and procedures; **[COM 4.3.10.a]**

   b. Explaining the working conditions and regulations; **[COM 4.3.10.b]**

   c. Advising the newly appointed person of their responsibilities and rights as an employee of the Police Department. **[COM 4.3.10.c]**

   d. Ensuring newly appointed personnel receive identification cards, attend orientation at Human Resources, and complete the necessary paperwork for payroll.**[COM 1.1.7.b]**

   e. Ensure all newly appointed personnel receive all necessary uniforms and equipment.

B. The new employee's direct supervisor shall be responsible for ensuring the new employee receives any job specific information relating to their duties and position.

XII. Probationary Period [COM 4.3.11]

A. All employees appointed to the Fort Smith Police Department Communications Unit will be subject to a probationary period with the following guidelines:

1. Each new employee must successfully complete a one (1) year probationary period. To be retained, the employee must receive a rating of "meets expectations" or better on a performance evaluation, which shall be completed quarterly by the Communications Unit Supervisor during the probationary period.**[COM 3.4.5]**

2. The job performance of probationary employees will be evaluated by valid, useful and nondiscriminatory procedure as approved by the Chief of Police.

B. All non-sworn employees assigned to other units within the Police Department are not subject to a probationary period.

Fort Smith Police Department
Recruitment Plan, 2016

The recruitment and selection processes are vitally important elements in the Fort Smith Police Department's effort to attract and appoint only the most qualified personnel. It is the policy of the Fort Smith Police Department to ensure that in its recruitment and selection process, equal employment opportunity is guaranteed to all persons without regard to race, creed, color, sex, national origin, age, religion, mental or physical handicap, labor affiliation, sexual orientation, or any other factors not related to merit and fitness for the position. The Fort Smith Police Department operates under the *Equal Employment Opportunity Policy* adopted by the City of Fort Smith. This policy is maintained by the City of Fort Smith's Human Resources Department and is available for all employees to review upon request. The following plan of action will assist in bringing in the highly qualified diverse applicants to fill the needs of the Fort Smith Police Department.

A. Recruiting teams will be assigned to visit educational institutions and organizations that offer a potential for future candidates. The Department recognizes that recruiting efforts among the youth within the community is important for future needs. Events such as job fairs and career days at local high schools, colleges, and community organizations offer excellent opportunities to set up displays, pass out recruitment material, and speak to those who may be interested in law enforcement.

B. In the event a recruiting visit occurs at a time when the Department is not accepting employment applications, all interested parties will be encouraged to provide the recruiter with the necessary contact information so that they can be notified by either phone, email, or mail when applications are being accepted. At a minimum, the contact information should include the applicant's name and email address.

C. The Fort Smith Police Department involves its members in recruitment activities by notifying members of the date of the upcoming entrance examinations, and soliciting input from them as to potential candidates.

D. The Fort Smith Police Department directs its recruitment efforts by making positive efforts to recruit qualified minority group members

and women to work at the Fort Smith Police Department. These efforts include, but are not limited to:

1. The use of application forms and related pre-employment documents that are in compliance with applicable federal, state, and local Equal Employment Opportunity Commission recommendations and guidelines.

2. Placing job announcements in certain print media where minority groups represent a substantial number of readers.

3. Notifying minority groups by phone, email, or mail.

4. Annual review of the entire recruitment and selection process to ensure that it is non-discriminatory.

5. Making efforts to involve qualified minority group members in the recruitment and selection process whenever possible.

6. Job announcements will be printed in various languages and sent directly to civic leaders within the diverse minority communities throughout the city or region.

E. The Fort Smith Police Department seeks cooperation from various community organizations, educational institutions, local community organization leaders, and local governmental personnel agencies in its recruitment efforts for sworn personnel. The Fort Smith Police Department requests permission to post job vacancy announcements and job requirement information with local community organizations as a part of its recruitment effort.

F. The Fort Smith Police Department, while seeking the highest qualified applicants, will advertise the job openings in many varied media outlets. This will include outlets specifically targeting minority groups when available, but not be limited to the following:

1. Newspaper Advertising, local or area wide.
2. Radio public service announcements
3. Television and Cable advertising area wide
4. Magazines and periodicals
5. Internet advertising in diversified areas

G. The Fort Smith Police Department utilizes the Recruiting Contact Spread Sheet when persons express an interest in testing for the position of police officer. The Recruitment Coordinator maintains

the contact sheets until such time as employment applications are accepted, generally beginning about sixty days before the entrance examination is scheduled. The Recruitment Coordinator will contact the applicant and supply all needed employment information. A Recruiting Information Packet will be sent to each interested party outlining the testing process, listing the duties and qualifications for the position and an estimated time frame for the next testing cycle. Once the formal testing process begins, the Recruitment Coordinator will also periodically inform the applicant of the status of their application process. These contacts should be documented. In 2016, the City of Fort Smith is bringing NeoGov online. This cloud based applicant tracking system will allow applicants to apply electronically for advertised positions and allow any applicant to submit "interest cards" for any position they may be interested in. This will eventually take place of the Recruitment Contact Spread Sheet.

H. Employment applications for sworn positions will not be rejected because of minor omissions or deficiencies that can be corrected prior to the testing or interview process. The Recruitment Coordinator shall be responsible for checking applications and rectifying identified deficiencies.

In 2016, the Recruiting Unit will continue to reach out to the Hispanic and African American communities as well as the Laotian and Vietnamese communities. We will continue to work with Community Development Groups in order to reach diversity goals for the department. Job announcements will be translated into Spanish, Vietnamese and Laotian languages. In addition, the Recruiting Unit has taken active steps in keeping in personal contact with all applicants. All Fort Smith police officers are encouraged to reach out as recruiters within their own ethnic communities and have made numerous contacts as a result. With this effort, minority percentages are rising for our testing. Through these contacts we will be able to reach our long term recruitment diversity goals for the department. Even though we are currently only getting a few minority applicants, with the start of a few and our continued effort in this area, it is believed that more and more minorities will begin to look at the Fort Smith Police Department as a serious career opportunity. We will continue to use Social Networking pages to assist the Police Department in its recruitment efforts for all positions. With the implementation of NeoGov, we will work with the community to build an applicant base for the time when job positions do become available.

Cpl. Scott Jackson
Recruitment Coordinator
Fort Smith Police Department

2016 FSPD Diversity numbers by gender, race, and age

Count of TERM	Column Labels		
Row Labels	Civilian	Sworn	Grand Total
Male	18	142	160
Black	1	1	2
38-47	1	1	2
Indian		14	14
28-37		4	4
38-47		6	6
48-57		4	4
Asian		2	2
38-47		2	2
Hispanic	1	5	6
18-27	1	3	4
28-37		2	2
White	16	120	136
18-27	3	15	18
28-37	4	37	41
38-47	3	45	48
48-57	2	20	22
58-67	4	3	7
Female	37	9	46
Black	5		5
18-27	5		5
Indian	1		1
18-27	1		1
Asian	1		1
38-47	1		1
Hispanic	4		4
18-27	4		4
White	26	9	35
18-27	11	2	13
28-37	6	2	8
38-47	5	3	8
48-57	2		2
58-67	2	2	4
Grand Total	55	151	206

2016 FSPD Diversity percentages by gender, race, and age

Count of TERM	Column Labels		
Row Labels	Civilian	Sworn	Grand Total
Male	**8.74%**	**68.93%**	**77.67%**
Black	**0.49%**	**0.49%**	**0.97%**
38-47	0.49%	0.49%	**0.97%**
Indian	0.00%	**6.80%**	**6.80%**
28-37	0.00%	1.94%	**1.94%**
38-47	0.00%	2.91%	**2.91%**
48-57	0.00%	1.94%	**1.94%**
Asian	0.00%	**0.97%**	**0.97%**
38-47	0.00%	0.97%	**0.97%**
Hispanic	**0.49%**	**2.43%**	**2.91%**
18-27	0.49%	1.46%	**1.94%**
28-37	0.00%	0.97%	**0.97%**
White	**7.77%**	**58.25%**	**66.02%**
18-27	1.46%	7.28%	**8.74%**
28-37	1.94%	17.96%	**19.90%**
38-47	1.46%	21.84%	**23.30%**
48-57	0.97%	9.71%	**10.68%**
58-67	1.94%	1.46%	**3.40%**
Female	**17.96%**	**4.37%**	**22.33%**
Black	**2.43%**	**0.00%**	**2.43%**
18-27	2.43%	0.00%	**2.43%**
Indian	**0.49%**	**0.00%**	**0.49%**
18-27	0.49%	0.00%	**0.49%**
Asian	**0.49%**	**0.00%**	**0.49%**
38-47	0.49%	0.00%	**0.49%**
Hispanic	**1.94%**	**0.00%**	**1.94%**
18-27	1.94%	0.00%	**1.94%**
White	**12.62%**	**4.37%**	**16.99%**
18-27	5.34%	0.97%	**6.31%**
28-37	2.91%	0.97%	**3.88%**
38-47	2.43%	1.46%	**3.88%**
48-57	0.97%	0.00%	**0.97%**
58-67	0.97%	0.97%	**1.94%**
Grand Total	**26.70%**	**73.30%**	**100.00%**

Fort Smith Police Department

Kevin Lindsey, Chief of Police

Inter-Office Memorandum

To: **Chief Kevin Lindsey**

From: **Corporal Scott Jackson**

Subject: Recruitment Experiences, Tactics and Methods

Date: **Tuesday, October 7, 2014**

I was tasked with contacting other Law Enforcement agencies in Arkansas to find out what their recruitment experiences, tactics, and methods have been in recruiting qualified applicants; specifically minority applicants for police positions. More specifically what each agency is doing and what results they are achieving. I have also included current department demographics for each agency and demographics for their Metropolitan Statistical Area (M.S.A.).

Fayetteville Police Department
Contact: Michelle Bechahold – Human Resources (479-575-8278)
Contact: Sergeant Shepard – Training Unit
Contact: Will Newman – Administrative

Recruitment tactics and methods used to recruit qualified applicants, specifically minority applicants for police positions: run state wide ads in the Arkansas Democrat-Gazette prior to testing. Attend college career fairs locally, in Fort Smith and in Missouri. They also send recruitment teams to job fairs and send minority officers to their local churches. Sgt. Shepard

specifically held two separate Diversity Network events at the University of Arkansas - Fayetteville.

Recruitment experiences: Sgt. Shepard is the Training Sergeant for Fayetteville PD. I told Sgt. Shepard that I was inquiring about their recruitment efforts, specifically with regards to minority applicants. Sgt. Shepard said his department also struggles in this area as there is just not any interest in applying. Sgt. Shepard referenced that he recently hosted two different Diversity Network events on the campus at the University in Fayetteville which didn't yield any results. Sgt. Shepard referred to Officer Tim Franklin, who goes into African American churches, but that also hasn't yielded any results. Sgt. Shepard was told; why would someone apply to be an officer when they can go to work for Wal-Mart or JB Hunt, or any number of the other companies in the area. Sgt. Shepard was able to provide the recent applicant testing numbers. They had 87 applications submitted but only 32 showed up to take the test. Of the 32; 27 passed both the written POST exam and physical agility test. Of those; 21 were Caucasian males, 3 Caucasian females, 1 Samoan male, 1 Hispanic male, and 1 Native American male. Will Newman was able to provide current demographics for the Fayetteville Police Department. As of August 2014, they have 118 sworn officers; 106 Caucasian males, 5 Caucasian females, 2 African American males, 1 Hispanic male, 1 Hispanic female, 2 males - other, and 1 female - other.

Bentonville Police Department
Contact: Corporal Mike Calnan (479-271-3179)
Contact: Captain Mike Smith (479-271-3180) Unable to make contact

Recruitment tactics and methods used to recruit qualified applicants, specifically minority applicants for police positions: advertises in the paper in Little Rock and in Dallas, Texas. They attend College career fairs locally and in Missouri, specifically at Missouri Southern State College. Cpl. Calnan said "word of mouth" through the police department also helps to recruit applicants.

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Recruitment experiences: Cpl. Calnan wasn't able to provide the last testing demographics but did provide current department demographics. Of the 67 sworn officers; 60 are Caucasian males, 1 African American male, 3 Hispanic males, and 3 Hispanic females. Cpl. Calnan directed me to Captain Mike Smith for related testing information to include any other recruitment activities and recruitment experiences. I called Cpt. Smith (479-271-3180) and left him a message. I called back on 10-9-14 and left a second message. Cpt. Smith did call me back but I wasn't in the office. He left a message and I called back but had to leave him a message.

Little Rock Police Department

Contact: Kelley Hughes – Human Resources (501-371-4590)
Contact: Kathleen Walker – Human Resources (501-371-4590)
Contact: Lt. Fuller – Training Officer at the Little Rock PD (501-918-4309)
Contact: Jim Foster – Data Collection (501-244-5470)

Recruitment tactics and methods used to recruit qualified applicants, specifically minority applicants for police positions: runs ads in the Arkansas Democrat-Gazette, two different Hispanic newspapers, runs radio ads directing interested applicants to their web site. They attend college career fairs and local job fairs. They send out flyers to churches and they are going to increase their foot-print on social media; LinkedIn and possible others. Kathleen Walker said they are not just advertising for specific positions, they are trying to get the city's web site out there so all interested applicants are directed to one source and can complete contact cards through their web site which is powered by NeoGov Applicant tracking software.

Recruitment experiences: I explained to Ms. Hughes that we are having trouble getting minority applicants, specifically African Americans, to apply and are reviewing and comparing our activities to see if there is more we can do or if there is something different we should try. Ms. Hughes did say that when or if I figure it out to let her know, as they too struggle in the recruitment of minority applicants. I asked about testing and department demographics but

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Ms. Hughes told me that I would need to speak with Kathleen Walker as she is the record keeper for demographics. She inquired about our testing numbers because they have been seeing an increase in applicants getting removed during the background investigation phase of screening. I told Ms. Hughes that we did see an increase during testing in 2013 the cycle also. I told her we are currently in a testing cycle but haven't had the written test yet.

Kathleen Walker was able to email me the testing demographics for their 2014 and 2013 tests. I have attached those results to the end of this report. Ms. Walker did add that they are beginning to move to more social media in an effort to attract the target age of 25-35 and to direct interested applicants to the web site so they can fill out an interest card. This is a way to keep in touch with applicants to fill jobs for the city and not just a specific position. Ms. Walker mentioned LinkedIn and other types of Social Media. Ms. Walker said they are having difficulty recruiting qualified Hispanic applicants.

Lt. Fuller said they too have the same problems with recruitment of minority applicants, specifically with African American males and females. Lt. Fuller, who did share that she is an African American female, said there is just not a strong interest in Law Enforcement from that demographic. Lt. Fuller added that they are also struggling to recruit qualified Hispanic applicants. Lt. Fuller said they send out flyers to the minority churches and with C.O.P. Officers. They attend career fairs at colleges and just recently attended one sponsored by the Arkansas Democrat-Gazette. Lt. Fuller also said they have an officer who is also an adjunct instructor with UALR and he notifies them when they can come in to speak with an individual class. Lt. Fuller said when officers go out to Recruitment events, she tries to include minority recruiters. Lt. Fuller did remember a recruit class from 2012 where they had 39 recruits in their academy and 13 were African Americans, which included 4 females. Lt. Fuller said they were in shock over that recruit class. When I inquired as to what they did to achieve that, Lt. Fuller pointed to a poor economy and the fact the City of Little Rock passed a sales tax in September of 2011 to hire more officers and she believes that, coupled with the economy, drew in a greater number of applicants. Lt. Fuller also emailed me a list of Historically Black Colleges in Arkansas: Arkansas Baptist College, Philander Smith College, Shorter College, and UAPB – University of AR at Pine Bluff.

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Jim Foster was able to provide overall department demographics for Little Rock PD. That document is located at the end of this report.

North Little Rock Police Department
Contact: Betty Anderson – Human Resources (501-975-8855)
Contact: Officer Hilton – Recruiter – (501-812-5106-Office or 501-690-2109-cell)

Recruitment tactics and methods used to recruit qualified applicants, specifically minority applicants for police positions: advertises in the Arkansas Democrat –Gazette, public broadcasting, local gyms, Arkansas Press, minority radio stations, Arkansas Times paper and gives recruitment cards to officers. Officer Hilton also uses social media; Department web page and Facebook.

Recruitment experiences: Ms. Anderson directed me to Officer Hilton for further information. After several attempts, Officer Hilton and I were able to talk. I explained to Officer Hilton why I was calling and she immediately said it is not just you guys, it's all over – it's a nationwide problem, especially if your standards are high like ours. Officer Hilton, who shared that she is African American, said some of their common elimination criteria is: felonies or domestic abuse convictions, violent misdemeanors in last ten years, non-violent misdemeanors in the last 24 months, tattoos need covered but if they are on their hands or neck it's an automatic removal from the process. Officer Hilton wasn't sure who had their department demographics but she would find out and let me know. She is also going to contact HR to see if demographics are available for the last testing process.

Springdale Police Department
Contact: Gina Lewis – Human Resources (479-750-8121)
Contact: Corporal Mike Hignite – Training Supervisor (479-756-8200)

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Recruitment tactics and methods used to recruit qualified applicants, specifically minority applicants for police positions: posts openings on their web site, advertises in the local paper, interactions from school resources officers, and advertises with KNWA to target the Hispanic Community. They also visit the Criminal Justice Program at the local High School, and advertise on Social Media; Twitter and Facebook.

Recruitment experiences: Gina Lewis said they are looking to expand their efforts in the area of minority recruitment but do struggle in the area of African American recruitment because there is just not a large population in the city. Mrs. Lewis will advertise on their web site, the local paper, and she believes the School Resource Officers (S.R.O.) also help in recruitment efforts. Mrs. Lewis referenced a Hispanic female who developed an interest in law enforcement because of the S.R.O. Mrs. Lewis directed me to Corporal Mike Hignite for further information on department demographics.

Corporal Hignite is the training supervisor and was able to provide department demographics. Of the current 133 sworn officers; 111 are Caucasian males, 3 African American males, 12 Hispanic males, 1 Marshallese male, 1 Hispanic female, and 5 Caucasian females. Corporal Hignite also spoke about their Criminal Justice Program at the High School. This has been going on for approximately 9 years, similar to a JROTC Program. Cpl. Hignite remembers three officers; two of which were females, graduating from the program and getting hired by Springdale PD.

Benton Police Department

Contact: Kathy Kirk – Human Resources (501-776-5900 EXT 106)
Contact: LT Kevin Russell – Benton Police Department (501-776-5948)

Recruitment tactics and methods used to recruit qualified applicants, specifically minority applicants for police positions: advertises in the Arkansas Democrat-Gazette, their local paper, job boards at University of Arkansas-Pine Bluff and University of Arkansas-Little Rock, their web site, job fairs in the area, and recruits in Ola, Arkansas to target the Hispanic Population there.

Fort Smith Police Department

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Recruitment experiences: Ms. Kirk said they test in April in each year and advertise in the Arkansas Democrat-Gazette on Sunday and Wednesday. A week out from the deadline, she increases the advertisement to daily. Ms. Kirk also mentioned their web site but then directed me to Lt. Kevin Russell for further recruitment activities. Ms. Kirk directed me to the Chief's office for current department demographics. I'm not sure who I spoke with in the Chief's office but she said they currently have 64 sworn officers; 58 Caucasian males, 3 Caucasian females, 2 Hispanic males, and 1 African American male.

I contacted Lt. Russell and told him why I was calling. Lt. Russell said they are not having much success in getting minority applicants to apply. He also acknowledged that their city has a lower percentage of minorities. Lt. Russell said they drop off literature at the University of Arkansas-Pine Bluff, the University of Arkansas-Little Rock, as well as post positions on college job boards. When I asked Lt. Russell if he was working within their community, he referenced contacts within the Ralph Bunche Community; which is predominantly an African American Community. Lt. Russell said they have a great relationship with the Ralph Bunche Community but in the past nine years he can only remember two African Americans officers who came from this community. Lt. Russell said they also attend National Night Out and participate in Neighborhood Watch programs.

Texarkana PD

Contact: Lt. Todd Harness – Texarkana PD – 903-798-3153

Recruitment tactics and methods used to recruit qualified applicants, specifically minority applicants for police positions: advertises on their web site, news papers – local, Arkansas Democrat-Gazette, and the Dallas area, and local job fairs. No social media at this time.

Recruitment experiences: Lt. Harness said they advertise in the Arkansas Democrat-Gazette and their local paper –Texarkana Gazette. They also announce on local college job boards and

attend any career fairs in the area. When asked about social media, Lt. Harness said their department currently does not use any form of social media; Facebook, Twitter, etc. He did say they are looking into it but a decision has not yet been made. Lt. Harness did say they post openings on their department web page.

Hot Springs PD
Contact: Minnie Lenox – Human Resources – (501-321-6800)
Contact: Cpl. Sonia Luzader – Hot Springs PD (501-321-6789)

Recruitment tactics and methods used to recruit qualified applicants, specifically minority applicants for police positions: handout flyers, advertise in the Arkansas Democrat-Gazette, attends career fairs, use social media – to include Facebook, and attends community events. The Chief is working with minority pastors.

Recruitment experiences: Cpl Luzader travels to Career Fairs at local colleges and uses flyers, pop-ups, and table cover during the event. She said they try to attend career fairs at the University of Arkansas- Pine Bluff and Henderson State University. They even looked at going to Memphis to target African American applicants but the cost of the event was $400 plus travel and lodging. Cpl. Luzader said the cost may keep them from attending the event. Cpl. Luzader has also traveled to Arkansas Tech University for Career Fairs. Cpl. Luzader said she is scheduled to attend a basketball event in the African American Community. Cpl. Luzader likes to attend these events for the community interaction.

Minnie Lenox said they too struggle in the recruitment of minority applicants but also knows the Chief of Police for Hot Springs meets with a local Pastor to assist in their recruitment. Ms. Lenox also talked about disqualifiers and how they should be put in the applications. Ms. Lenox is also attempting to get a Mentoring program started “Under Construction” to give young children a positive role model and to tell them that decisions they are making now will affect them as they seek employment in the Criminal Justice Field.

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Jonesboro PD
Contact: Amy- 870-933-4614 - Administration at Jonesboro PD
Contact: Sgt. Waterworth – lwaterworth@jonesboro.org – 870-933-7367

Recruitment tactics and methods used to recruit qualified applicants, specifically minority applicants for police positions: Waiting for return call from Sgt. Waterworth.

Recruitment experiences: I was able to make contact with Amy in Administration who did supply me with department demographics. They currently have 148 sworn officers; 129 Caucasian males, 8 Caucasian females, 3 Hispanic males, 6 African American males and 2 African American females. Amy referred me to Sgt. Waterworth for recruitment activities and provided me with a contact number of 870-933-7367 for Sgt. Waterworth, which turned out to be a fax machine. So I called Amy back and she provided me with Sgt. Waterworth's email address. I sent an email on 10-29-14 and asked Sgt. Waterworth to contact me by phone in reference to their recruitment activities. I have not yet received a call from Sgt. Waterworth.

Pine Bluff PD
Contact: Lt. Edna Butler – Internal Affairs – 870-850-2414
Contact: Human Resources – City of Pine Bluff – 870-730-2038

Recruitment tactics and methods used to recruit qualified applicants, specifically minority applicants for police positions: Accept applications year round.

Recruitment experiences: Lt. Edna Butler said her department hasn't done any recruitment in the last year and a half. They don't advertise in the paper, social media, and haven't attended any career fairs. She said they receive a constant supply of applications and when positions become available they pull from applications on file. Lt. Butler did say she supervises Desiree

Fort Smith Police Department

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Shy who is the department recruiter. I told Lt. Butler we struggle in the recruitment of minority applicants, specifically with African Americans. I told her we email members of the community, run ads in local papers, on radio stations, attend job fairs and career fairs, utilize Social Media, our web site, post openings on college job boards, and post on Nationjob.com. Lt. Butler asked if we run job notices with the University of Arkansas – Pine Bluff. I told her we have but I cannot say for sure that we have had an applicant apply specifically from that posting. Lt. Butler said she attended UAPB and a lot of students who attend UAPB are from out of the area or the state. And once they graduate, the student moves back home to go to work or will move to larger agencies where they can make more money and have better opportunities. Lt. Butler was also able to supply me with their current department demographics. They currently have 148 sworn officers; 60 Caucasian males, 6 Caucasian females, 53 African American males, 28 African American females and 1 male-other. I also called Human Resources and left a message with Vicky Connelly (10-21-14 at 2:13 PM and 10-29-14 at 4:03 PM) asking for any additional recruitment information. I have not yet received a call back from Ms. Connelly.

In the following charts, I wanted to generate a visual picture of the demographics for the surveyed agencies with demographics from their Metropolitan Statistical Area. Each agency provided me with their department demographics and the director of Human Resources for the City of Fort Smith provided the web site where I could obtain Metropolitan Statistical Area demographics.

Fort Smith Police Department

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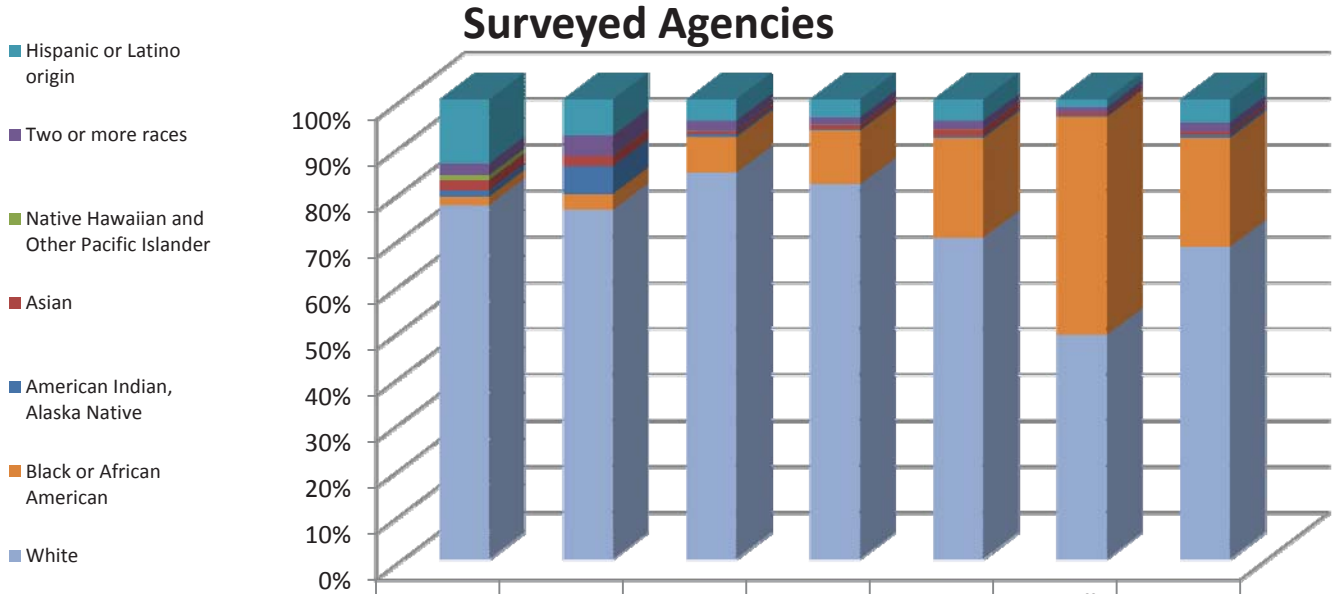
Demographics for the Metropolitan Statistical Area of Surveyed Agencies



	Fay-Spdale-Rogers	Fort Smith	Hot Springs	Jonesboro	LR-NLR-Conway	Pine Bluff	Texarkana, AR/TX
Hispanic or Latino origin	69,087	24,468	4,622	4,820	33,575	1,816	7,100
Two or more races	12,625	13,551	2,214	2,025	13,255	1,142	2,719
Native Hawaiian and Other Pacific Islander	5,068	200	45	33	373	11	68
Asian	11,008	6,628	695	1,120	10,310	638	932
American Indian, Alaska Native	6,997	18,943	587	401	3,265	274	987
Black or African American	8,981	10,643	7,615	14,415	155,081	47,921	33,054
White	379,400	234,790	82,964	100,412	500,681	49,366	94,775

Fort Smith Police Department

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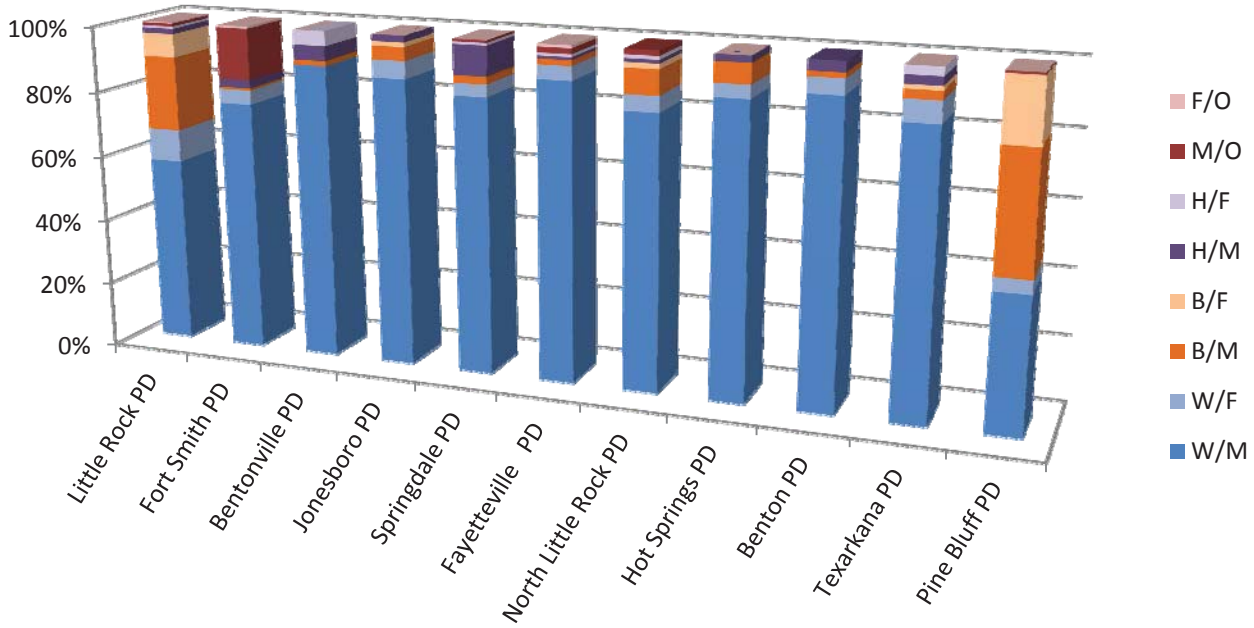
Demographics for Surveyed Agencies



	Little Rock PD	Fort Smith PD	Bentonville PD	Jonesboro PD	Springdale PD	Fayetteville PD	North Little Rock PD	Hot Springs PD	Benton PD	Texarkana PD	Pine Bluff PD
F/O	2	1	0	0	0	1	0	0	0	0	0
M/O	5	25	0	0	1	2	3	0	0	0	1
H/F	4	0	3	0	1	1	2	0	0	2	0
H/M	9	4	3	3	12	1	2	2	2	2	0
B/F	40	0	0	2	0	0	3	0	0	1	28
B/M	127	1	1	6	3	2	14	6	1	2	53
W/F	55	7	0	8	5	5	9	4	3	5	6
W/M	317	122	60	129	111	106	155	88	58	66	60

Fort Smith Police Department

Kevin Lindsey, Chief of Police

After speaking with several different law enforcement agencies and their personnel, we are all doing similar things to recruit qualified applicants. Overall it appears each department might be reaching qualified applicants, there just doesn't seem to be a strong interest from the minority demographic, specifically African Americans, as mentioned by Lt. Fuller of the Little Rock Police Department and our own Corporal Wendall Sampson. I received a great deal of cooperation from everyone I contacted and most were more than willing to share their recruitment tactics and experiences. There are a few things I will add as a result of these contacts. The two additional documents attached to the end of this report are from Little Rock PD. One is a break-down of their department demographic and the other is from their most recent sworn officer testing process.

Resources:

Census Data: Metropolitan Area Population & Housing Density; http://www.census-charts.com/Metropolitan/Density.html

LITTLE ROCK POLICE DEPARTMENT
MONTHLY REPORT - 2014

RACE & SEX BY DEPARTMENT

		Percent of total
1	American Indian or Alaska Native Female	0.18%
3	American Indian or Alaska Native Male	0.54%
2	Asian Male	0.36%
1	Asian Female	0.18%
40	Black Females	7.16%
127	Black Males	22.72%
4	Hispanic Females	0.72%
9	Hispanic Males	1.61%
55	White Females	9.84%
317	White Males	56.71%
559	**TOTAL**	100.00%

RACE & SEX BY POSITION

				Percent of Total
Chief	1	1	B/M	100.0%
Assistant Chief	3	2	B/M	66.7%
		1	W/M	33.3%
Captain	8	1	B/F	12.5%
		0	B/M	0.0%
		1	W/F	12.5%
		6	W/M	75.0%
Lieutenant	30	5	B/F	16.7%
		5	B/M	16.7%
		2	W/F	6.7%
		18	W/M	60.0%
Sergeant	74	1	AI/M	1.4%
		4	B/F	5.4%
		26	B/M	35.1%
		2	H/M	2.7%
		6	W/F	8.1%
		35	W/M	47.3%
Police Officer	422	1	A/F	0.2%
		1	AI/F	0.2%
		4	AI/M	0.9%
		29	B/F	6.9%
		83	B/M	19.7%
		3	H/F	0.7%
		7	H/M	1.7%
		45	W/F	10.7%
		249	W/M	59.0%
Recruits	21	1	B/F	4.8%
		10	B/M	47.6%
		1	H/F	4.8%
		1	W/F	4.8%
		8	W/M	38.1%
TOTAL		**559**		

CIVILIAN COMPLEMENT - RACE & SEX

		% of Total
1	Asian Female	0.85%
44	Black Females	37.61%
11	Black Males	9.40%
1	Hispanic Female	0.85%
0	Other Male	0.00%
40	White Females	34.19%
20	White Males	17.09%
117	**TOTAL**	99.15%

RACE & SEX BY DIVISION

				Percent of total
Administration	23	5	B/F	21.7%
		7	B/M	30.4%
		4	W/F	17.4%
		7	W/M	30.4%
S.I.D.	38	1	AI/M	2.6%
		1	B/F	2.6%
		6	B/M	15.8%
		4	W/F	10.5%
		26	W/M	68.4%
Training Division	37	0	A/F	0.0%
		3	B/F	8.1%
		15	B/M	40.5%
		1	H/F	2.7%
		2	W/F	5.4%
		16	W/M	43.2%
Major Crimes Unit	47	1	AI/M	2.1%
		2	B/F	4.3%
		6	B/M	12.8%
		2	H/M	4.3%
		8	W/F	17.0%
		28	W/M	59.6%
Downtown Division	119	0	AI/M	0.0%
		8	B/F	6.7%
		24	B/M	20.2%
		0	H/F	0.0%
		3	H/M	2.5%
		14	W/F	11.8%
		70	W/M	58.8%
Southwest Division	102	1	A/F	1.0%
		7	B/F	6.9%
		17	B/M	16.7%
		2	H/F	2.0%
		2	H/M	2.0%
		8	W/F	7.8%
		65	W/M	63.7%
Airport Security	20	1	A/F	5.0%
		7	B/M	35.0%
		0	W/F	0.0%
		12	W/M	60.0%
Northwest Division	116	2	A/M	1.7%
		1	AI/M	0.9%
		9	B/F	7.8%
		25	B/M	21.6%
		1	H/F	0.9%
		1	H/M	0.9%
		10	W/F	8.6%
		67	W/M	57.8%
Headquarters	57	5	B/F	8.8%
		20	B/M	35.1%
		0	H/F	0.0%
		1	H/M	1.8%
		5	W/F	8.8%
		26	W/M	45.6%
TOTAL		**559**		

9/30/2014

CIVIL SERVICE COMMISSION INFORMATION FORM

Please provide the following information for each list to be certified. The Lead Analyst for the project is responsible for submitting this information **to the Human Resources Director or designee** at least two (2) days before the Civil Service Commission meeting. A copy of this form should accompany the certified list and be placed in the Civil Service Certification Books in the Employment Division.

DATE: August 13, 2014

POSITION TITLE: Police Officer

☒ OPEN ☐ PROMOTIONAL CSC MTG. DATE: August 14, 2014

DEPARTMENT: Police

OF VACANCIES: # OF AUTHORIZED POSITIONS:

APPLICANTS	Points Possible	Total	WM	WF	BM	BF	OM	OF	UNK
Number of Applications Received		1143	470	76	335	141	96	19	7
Step 2 - Job Requirements		1143	470	76	335	141	96	19	7
Passing Step 2		1040	442	67	302	121	84	17	7
Step 3 – Prelim Background Check			442	67	302	121	84	17	7
Passing Step 3			430	66	283	119	81	17	7
Step 4 – Written Exam	100		226	41	150	119	41	7	7
Passing Step 4			180	34	92	35	22	5	2
Step 5 – PEAT			167	31	90	32	20	4	2
Passing Step 5			166	27	90	27	20	4	2
Step 6 – Structured Interview	35		107	22	74	24	20	4	2
Passing Step 6			81	17	51	16	12	2	2
Step 7 – Final Background			81	17	51	16	12	2	2
Passing Step 7			13	2	11	1	1	1	0
To be certified this meeting			13	2	11	1	1	1	0

If rank ordered, attach entire ranked list including name, race and sex. If clustered, attach list (in alphabetical order) including name, race and sex.

8.13.13 – NOTE: There are still 65 Eligible candidates from the 12/2013 Recruitment

GOVERNING
THE STATES AND LOCALITIES

DIVERSITY ON THE FORCE: WHERE POLICE DON'T MIRROR COMMUNITIES

September 2015

A Governing Special Report

Despite efforts to improve diversity, minorities remain largely underrepresented in many local police departments.

DIVERSITY ON THE FORCE: WHERE POLICE DON'T MIRROR COMMUNITIES

A GOVERNING SPECIAL REPORT

September 2015

A number of responses are being explored in communities where tensions between police departments and citizens have intensified. Some law enforcement agencies focus on community policing tactics and outreach efforts, while others are adopting body cameras or related measures aimed at improving accountability. Another often-cited component in strengthening community relations is ensuring that a police department's demographics mirror that of its residents. Accordingly, some agencies are stepping up recruitment of minority candidates, and the White House Task Force on 21st Century Policing made several recommendations regarding the issue earlier this year.

Despite efforts to become more diverse, minorities remain underrepresented in the vast majority of larger police departments throughout the country. Particularly in jurisdictions experiencing rapid demographic shifts, police largely do not reflect the racial and ethnic makeup of their communities.

To assess the extent to which law enforcement demographics resemble their communities, *Governing* reviewed recently released 2013 police personnel data for 269 local departments serving more than 100,000 residents. This report outlines a series of findings, along with results for each agency. An accompanying story further discusses factors contributing to minority underrepresentation and what departments are doing to correct it.

ABOUT GOVERNING: Governing *is the nation's leading media platform covering politics, policy and management for state and local government leaders. As a monthly publication and website, it provides nonpartisan news, insight and analysis on such issues as public finance, transportation, public safety, economic development, health, energy, the environment and technology.*

About the Data

Police agencies report personnel statistics to the Bureau of Justice Statistics for its Law Enforcement Management and Administrative Statistics (LEMAS) survey. Results for the latest LEMAS survey were published in May and are current as of 2013. Figures reflecting the racial and ethnic makeup of each department's full-time sworn officers were compared with demographic estimates of corresponding jurisdictions recorded in the U.S. Census Bureau's 2010-2013 American Community Survey.

National Underrepresentation of Racial and Ethnic Minorities

Racial and ethnic minorities were underrepresented by a combined 24 percentage points on average when shares of police officers were compared to Census population estimates for each of the 269 jurisdiction reviewed.

The disparity was greatest for Hispanics -- nearly 11 percentage points below Census population estimates. Many in this rapidly-growing demographic group identify more with their country of origin (not recorded in the data) than their shared ethnicity. Blacks and Asians, two smaller minority groups, also remain underrepresented, but to lesser degrees on average.

Along with aggregate totals, each jurisdiction's largest demographic group was also compared to its presence in the police department. These figures highlight significant disparities that exist in many majority-minority cities.

Demographic Group	Average Percentage Point Difference
Hispanic	-10.8
Black	-6.4
Asian	-5.2
Other	-2.1
Minority Total	**-24.5**

In 35 of the 85 jurisdictions where either blacks, Asians or Hispanics make up the single largest racial or ethnic group, their individual presence in police departments was less than half their share of the population. Asians were most underrepresented, averaging 33 percentage points below Census population estimates in the seven jurisdictions where they accounted for the single largest demographic.

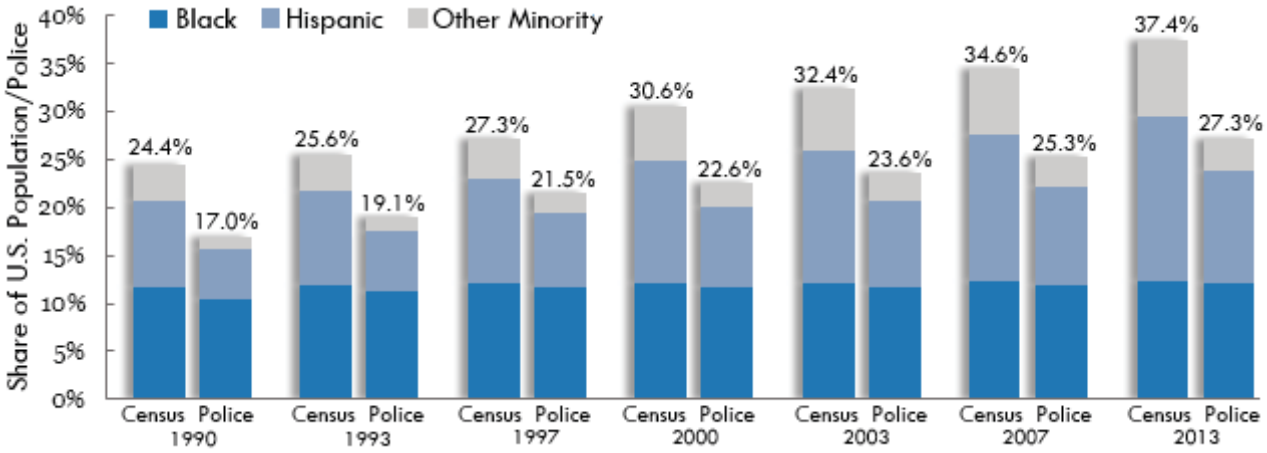
Jurisdiction's Largest Demographic	Average Percentage Point Difference	Number of Agencies
Asian	-33.4	7
Black	-14.5	26
Hispanic	-22.7	53
White	-22.2	183

No national standards outlining specific levels of police diversity exist. However, the Commission on Accreditation for Law Enforcement Agencies (CALEA) does require accredited agencies to take specific measures ensuring their workforce mirrors that of their jurisdictions.

Diversity Lags Further Behind Despite Progress

Efforts to improve police diversity date back decades in some agencies. About 27 percent of officers in all local police departments in 2013 were racial or ethnic minorities, according to Bureau of Justice Statistics data. This represents an increase from only 17 percent in 1990.

Still, diversity efforts haven't kept pace with the country's shifting demographics. In fact, total minority representation in local law enforcement agencies trails the U.S. population more so now than two decades ago. National figures also mask large disparities present in many individual agencies.



FIGURES REPRESENT NATIONAL TOTALS FOR MORE THAN 12,000 LOCAL POLICE DEPARTMENTS IN THE BJS SURVEY
SOURCES: BJS LEMAS SURVEY, U.S. CENSUS BUREAU POPULATION ESTIMATES PROGRAM

Where Minority Police Underrepresentation is Greatest

Diversity in a police department may be lacking for a variety of reasons. Many struggle to recruit minority candidates, and a few have faced allegations of unfair hiring practices over the years.

Agencies least resembling their communities generally serve jurisdictions experiencing major demographic shifts over a number of years. Many of these departments, particularly ones with low turnover, haven't hired new officers fast enough to keep pace with changes. New Jersey (-39 percentage points), Connecticut (-36 percentage points), California (-32 percentage points) and Nevada (-30 percentage points) recorded the greatest minority underrepresentation, on average, among their police departments reviewed.

Minority groups, in aggregate, were most underrepresented in the following jurisdictions with populations exceeding 100,000. (See page 6 for a complete list of agencies.)

	Local Agency	Percentage-Point Difference	2013 Police Minority Share	2013 Population Minority Share
1	Fontana Police Department (CA)	-59.9	25.6%	85.6%
2	Edison Township Police Department (NJ)	-55.1	8.5%	63.6%
3	Irving Police Department (TX)	-53.4	16.7%	70.1%
4	Grand Prairie Police Department (TX)	-51.6	21.1%	72.5%
5	Daly City Police Department (CA)	-50.8	36.7%	87.5%
6	Allentown Police Department (PA)	-49.0	10.3%	59.3%
7	Hartford Police Department (CT)	-48.8	35.3%	84.1%
8	Fremont Police Department (CA)	-47.6	28.1%	75.7%
9	Elizabeth Police Department (NJ)	-47.3	37.4%	84.7%
10	West Covina Police Department (CA)	-46.9	39.3%	86.1%
11	Ontario Police Department (CA)	-46.6	36.0%	82.7%
12	Carrollton Police Department (TX)	-46.4	9.8%	56.1%
13	Stockton Police Department (CA)	-45.5	32.9%	78.4%
14	Salinas Police Department (CA)	-44.9	39.9%	84.8%
15	Rialto Police Department (CA)	-44.7	43.8%	88.4%
16	Beaumont Police Department (TX)	-43.7	22.1%	65.8%
17	Garden Grove Police Department (CA)	-43.5	34.6%	78.1%
18	San Bernardino Police Department (CA)	-43.0	39.0%	82.1%
19	North Charleston Police Department (SC)	-43.0	19.2%	62.1%
20	Jersey City Police Department (NJ)	-42.6	35.7%	78.3%
21	Yonkers (City) Police Department (NY)	-42.3	17.1%	59.4%
22	Providence Police Department (RI)	-41.9	21.1%	63.1%
23	Chula Vista Police Department (CA)	-41.9	38.0%	79.8%
24	Aurora Police Department (IL)	-41.7	18.1%	59.9%
25	Pembroke Pines Police Department (FL)	-41.6	27.7%	69.3%
26	Sacramento Police Department (CA)	-41.3	24.8%	66.2%
27	Hayward Police Department (CA)	-41.1	39.9%	81.1%
28	Kent Police Department (WA)	-40.7	12.3%	53.0%
29	El Monte Police Department (CA)	-40.2	55.7%	95.9%
30	Elgin Police Department (IL)	-40.0	19.6%	59.7%

NOTE: FIGURES REPRESENT AGGREGATE TOTALS FOR ALL MINORITY GROUPS.

Police Diversity by Jurisdiction Characteristics

Some may perceive police diversity to be a problem mostly prevalent among poorer, low-income jurisdictions. But when poverty rates of police jurisdictions are taken into consideration, data suggests very similar disparities across the board. More affluent areas with poverty rates below the national average have levels of underrepresentation roughly equal to the poorest jurisdictions.

Police departments employing fewer officers and smaller jurisdictions tend to exhibit slightly greater levels of minority underrepresentation as well.

Jurisdiction Type	Average Percentage-Point Difference	Number of Agencies
Poverty rate under 15%	-25	79
Poverty rate 15% to 20%	-24.1	70
Poverty rate 20.1% to 25%	-24.8	68
Poverty rate greater than 25%	-23.7	52
Population less than 200K	-25.7	151
Population 200-500K	-24.4	77
Population 500K+	-20.0	41
Less than 200 officers	-27.2	82
200 to 499 officers	-24.7	100
500 to 1000 officers	-23.8	46
1,000+ officers	-19.1	41

NOTE: FIGURES REPRESENT AGGREGATE TOTALS FOR ALL MINORITY GROUPS.

Local Agency Data

The following table lists data for all local law enforcement agencies reviewed serving populations exceeding 100,000. Percentages shown refer to minority shares of police officers as of 2013 and include other groups (excluding non-Hispanic whites) not shown. Numbers in parenthesis represent percentage-point differences between shares of police officers and a jurisdiction's Census population estimates.

Law Enforcement Agency	Total Minority Representation	Hispanic Police Representation	Black Police Representation	Asian Police Representation
Abilene Police Department (TX)	11% (-28.4)	7.9% (-17.4)	3.1% (-6.9)	0% (-2)
Akron Police Department (OH)	19.7% (-19.9)	0.2% (-2)	18.4% (-12)	1% (-1.6)
Albemarle County Police Department (VA)	5.8% (-16.7)	2.5% (-3.2)	3.3% (-5.7)	0% (-4.2)
Albuquerque Police Department (NM)	42.9% (-15.4)	39.4% (-7.5)	2.3% (-0.6)	1% (-1.4)
Alexandria Police Department (VA)	31.5% (-16)	10.3% (-6.4)	16.1% (-5.1)	4.8% (-1.5)
Allentown Police Department (PA)	10.3% (-49)	7.5% (-37.6)	2.8% (-7.2)	0% (-1.6)
Amarillo Police Department (TX)	15.3% (-26.9)	13.6% (-16.6)	1.5% (-4.6)	0% (-3.3)
Amherst (Town) Police Department (NY)	2% (-16.4)	0.7% (-2.4)	1.3% (-4.5)	0% (-7.6)
Anaheim Police Department (CA)	35.5% (-37.1)	24.5% (-28.1)	3.3% (+0.7)	7% (-8.1)
Ann Arbor Police Department (MI)	17.2% (-12.6)	2.6% (-1.8)	8.6% (+1.3)	3.4% (-10.9)
Arlington County Police Department (VA)	25.7% (-10.8)	12.2% (-3.2)	10.2% (+1.8)	3.3% (-6.3)
Arlington Police Department (TX)	34.8% (-21.3)	12.9% (-15.4)	16.1% (-2.8)	4.5% (-2.4)
Athens-Clarke County Police Department (GA)	18.9% (-24.4)	3.8% (-6.8)	14.7% (-11.6)	0.4% (-3.9)
Atlanta Police Department (GA)	62.8% (-0.1)	3.8% (-1.5)	57.9% (+5.7)	1% (-2.7)
Aurora Police Department (CO)	15.1% (-38.2)	7.6% (-21.3)	3.8% (-11.8)	0.9% (-3.9)
Aurora Police Department (IL)	18.1% (-41.7)	11.5% (-30.2)	4.9% (-3.5)	0% (-7.4)
Austin Police Department (TX)	30.8% (-19.9)	20.5% (-13.4)	8.7% (+1.2)	1.6% (-4.9)
Bakersfield Police Department (CA)	25% (-39.3)	19.2% (-27.7)	3.4% (-4.6)	2.4% (-4.2)
Baltimore County Police Department (MD)	14.5% (-24.4)	1.4% (-3.2)	11.5% (-14.9)	1.3% (-4.1)
Baltimore Police Department (MD)	49.3% (-22.6)	7.1% (+2.6)	40.3% (-22.2)	1.6% (-0.8)
Baton Rouge Police Department (LA)	30.2% (-33.3)	0.6% (-2.4)	29.6% (-25.2)	0% (-3.7)
Beaumont Police Department (TX)	22.1% (-43.7)	7.5% (-6.4)	13.8% (-32.8)	0% (-3.4)
Bellevue Police Department (WA)	14.2% (-28)	2.3% (-3.6)	1.7% (-0.3)	8.5% (-21)
Berkeley Police Department (CA)	42.8% (-1.6)	10.8% (-0.8)	16.3% (+8.2)	15.7% (-3.5)
Billings Police Department (MT)	2.2% (-11.5)	0.7% (-4.8)	0.7% (-0.3)	0% (-0.9)
Birmingham Police Department (AL)	60.7% (-17.9)	0% (-3.3)	60.7% (-12.4)	0% (-1.1)
Boise Police Department (ID)	8.5% (-7.7)	3.9% (-3.7)	3.5% (+2.3)	0.7% (-2.8)
Boston Police Department (MA)	34.5% (-19.4)	8.3% (-10.2)	23.9% (+1.4)	2.4% (-6.7)
Bridgeport Police Department (CT)	42.4% (-36.5)	26.6% (-13.2)	15.2% (-18.1)	0.5% (-2.9)
Buffalo (City) Police Department (NY)	29.2% (-25.5)	7.1% (-3.6)	21.9% (-14.5)	0.3% (-3.7)
Burbank Police Department (CA)	28.9% (-15.6)	21.1% (-5.6)	3.9% (+2)	0% (-11.4)
Cambridge Police Department (MA)	22.4% (-15.7)	8.7% (+0.7)	10.8% (0)	2.9% (-12.1)
Cape Coral Police Department (FL)	9.3% (-16.4)	7.4% (-11.7)	1.9% (-1.4)	0% (-1.8)
Carrollton Police Department (TX)	9.8% (-46.4)	3.1% (-27.8)	4.9% (-3.7)	1.8% (-12.4)
Cary Police Department (NC)	10.6% (-23.2)	1.1% (-7.7)	9.4% (+1.7)	0% (-14.3)

Law Enforcement Agency	Total Minority Representation	Hispanic Police Representation	Black Police Representation	Asian Police Representation
Cedar Rapids Police Department (IA)	4% (-10.8)	1% (-2.7)	2% (-4.3)	1% (-0.7)
Chandler Police Department (AZ)	14.2% (-26)	9.1% (-13.2)	2.8% (-2.4)	1.6% (-6.7)
Charleston Police Department (SC)	21.7% (-8.3)	2.7% (-0.2)	18.6% (-5.3)	0.2% (-1.2)
Charlotte-Mecklenburg Police Department (NC)[1]	22.8% (-33)	3.7% (-9.7)	16.5% (-18)	2.1% (-3)
Chesapeake Police Department (VA)	19.9% (-20.5)	5% (+0.2)	12.2% (-17.2)	2.5% (-0.7)
Chesterfield County Police Department (VA)	11.6% (-24.2)	2.1% (-5.4)	7.6% (-14.7)	1.5% (-2)
Chicago Police Department (IL)	47.9% (-20.1)	18.8% (-10.3)	24.7% (-6.6)	0.3% (-5.5)
Chula Vista Police Department (CA)	38% (-41.9)	29% (-29.5)	4% (-0.1)	5% (-8.6)
Cincinnati Police Department (OH)	33.9% (-16.7)	0.5% (-2.4)	30.6% (-12.4)	0.6% (-1.3)
Clarksville Police Department (TN)	15.8% (-24)	2.9% (-7.3)	11% (-11.4)	0% (-2.1)
Clearwater Police Department (FL)	18.6% (-9.7)	7.8% (-5.1)	9.1% (-1)	0.9% (-1.7)
Cleveland Police Department (OH)	35.8% (-29.9)	8.9% (-1.6)	26% (-24.9)	0.9% (-0.8)
Clovis Police Department (CA)	26.7% (-15.3)	20% (-5.9)	2.2% (-0.1)	2.2% (-8.4)
College Station Police Department (TX)	12.2% (-19.4)	5.7% (-8.6)	5.7% (-0.5)	0% (-8.8)
Colorado Springs Police Department (CO)	17.9% (-12.1)	10% (-7.1)	4.4% (-1.5)	2.7% (-0.1)
Columbia Police Department (MO)	5.3% (-17.9)	0.7% (-2.9)	3.3% (-6.4)	0% (-5.6)
Columbia Police Department (SC)	33.8% (-18.6)	3.2% (-2.9)	29.8% (-11.6)	0.8% (-1.7)
Columbus Police Department (OH)	13.6% (-27.9)	1.2% (-4.6)	11.3% (-16.1)	1% (-3.3)
Concord Police Department (CA)	21.8% (-28.8)	12% (-18.5)	2.8% (-1.1)	5.6% (-4.7)
Coral Springs Police Department (FL)	17.7% (-32.5)	9.9% (-14.1)	7.9% (-11.7)	0% (-4.1)
Corona Police Department (CA)	36.1% (-25.5)	25.9% (-16.3)	1.4% (-3.8)	0.7% (-10.3)
Corpus Christi Police Department (TX)	51% (-16.9)	48% (-12.7)	2.9% (-1.1)	0% (-1.8)
Costa Mesa Police Department (CA)	25.4% (-22.9)	15.6% (-19.8)	1.6% (+0.5)	8.2% (-0.9)
Dallas Police Department (TX)	46.2% (-24.4)	18.4% (-23.4)	25.3% (+1)	1.8% (-1.1)
Daly City Police Department (CA)	36.7% (-50.8)	12.8% (-10.8)	6.4% (+3.6)	11.9% (-45.4)
Davenport Police Department (IA)	0% (-24.6)	0% (-8.1)	0% (-11.2)	0% (-2.3)
Dayton Police Department (OH)	11.4% (-37)	0.9% (-2.8)	9.4% (-31.1)	0.9% (-0.3)
DeKalb County Police Department (GA)	61.2% (-9)	3.2% (-6.1)	56.1% (+3.1)	1.7% (-3.7)
Denton Police Department (TX)	23.1% (-17.5)	7.7% (-14.3)	12.2% (+1.3)	1.9% (-2)
Denver Police Department (CO)	32.9% (-14.1)	20% (-11.2)	9.7% (+0.2)	2% (-1.4)
Des Moines Police Department (IA)	11.4% (-19.4)	4.2% (-8.2)	4.2% (-6.2)	2.8% (-2.2)
Detroit Police Department (MI)	66.9% (-24.6)	3.8% (-3.7)	62.6% (-18.1)	0.4% (-0.9)
Downey Police Department (CA)	49% (-34.1)	45.1% (-26.2)	2% (-2.2)	1% (-5.6)
Durham Police Department (NC)	35.6% (-26.3)	4.6% (-9.2)	29.6% (-10.4)	0.2% (-4.6)
Edison Township Police Department (NJ)	8.5% (-55.1)	1.8% (-7.6)	3% (-2.5)	1.8% (-44.1)
El Cajon Police Department (CA)	11.8% (-31.6)	6.4% (-22.1)	0.9% (-4.5)	4.5% (+1.1)
El Monte Police Department (CA)	55.7% (-40.2)	46.1% (-19.8)	1.7% (+1.1)	7% (-21.7)
El Paso Police Department (TX)	81.1% (-4.1)	76.9% (-2.8)	2.9% (-0.2)	0% (-1.2)
Elgin Police Department (IL)	19.6% (-40)	9.5% (-36)	7.8% (+1.5)	1.7% (-4.4)
Elizabeth Police Department (NJ)	37.4% (-47.3)	28.2% (-35)	8.3% (-8.4)	0.9% (-0.9)
Elk Grove Police Department (CA)	26.4% (-37.1)	9.3% (-9.4)	5.4% (-5.4)	11.6% (-15)

[1] Mecklenburg County demographic data excludes Cornelius, Davidson, Huntersville, Matthews, Mint Hill, Pineville and Stallings, which have their own departments.

Law Enforcement Agency	Total Minority Representation	Hispanic Police Representation	Black Police Representation	Asian Police Representation
Erie Bureau of Police (PA)	3.5% (-24.4)	1.2% (-5.6)	1.7% (-13.5)	0% (-2.3)
Escondido Police Department (CA)	19% (-37.7)	16.2% (-30.8)	1.4% (-0.6)	1.4% (-4.4)
Evansville Police Department (IN)	3.2% (-15.8)	0.4% (-2.6)	2.1% (-10.2)	0.4% (-0.1)
Everett Police Department (WA)	10.9% (-24.5)	3.1% (-12.1)	1.6% (-2)	4.7% (-4.7)
Fairfax County Police Department (VA)	16.2% (-30.5)	4.3% (-11.7)	7.9% (-1.1)	3.8% (-14)
Fairfield Police Department (CA)	25.9% (-39.4)	18.1% (-10)	3.4% (-10.7)	4.3% (-11.3)
Fargo Police Department (ND)	0% (-12.1)	0% (-2.9)	0% (-2.9)	0% (-2.7)
Fayetteville Police Department (NC)	28.1% (-31.1)	5.4% (-5.7)	18.6% (-21.2)	2.6% (-0.1)
Fontana Police Department (CA)	25.6% (-59.9)	22.7% (-43.9)	1.1% (-8.8)	1.1% (-5)
Fort Collins Police Department (CO)	7.1% (-10.7)	4.6% (-6)	1.5% (+0.4)	0.5% (-2.4)
Fort Lauderdale Police Department (FL)	29.4% (-21)	15.4% (-0.4)	13% (-18)	1% (-0.3)
Fort Wayne Police Department (IN)	17.6% (-13.3)	4.2% (-4.1)	11.8% (-4.1)	0.9% (-2.4)
Fort Worth Police Department (TX)	30.8% (-28.3)	16.4% (-18.1)	11.6% (-6.9)	1.5% (-2.1)
Fremont Police Department (CA)	28.1% (-47.6)	12.9% (-1.5)	3.5% (-0.1)	9.9% (-42.4)
Fresno Police Department (CA)	45.2% (-26.3)	33% (-15)	6.3% (-1.4)	3.3% (-9.5)
Frisco Police Department (TX)	11.1% (-24)	8.3% (-4)	2.1% (-5.8)	0.7% (-10.7)
Fullerton Police Department (CA)	33.3% (-31)	22.2% (-13.7)	3% (+0.7)	5.9% (-17.3)
Gainesville Police Department (FL)	24.6% (-18)	6.1% (-4)	16.4% (-6.1)	0.7% (-6.1)
Garden Grove Police Department (CA)	34.6% (-43.5)	26.8% (-9)	2% (+0.7)	5.2% (-33.2)
Gilbert Police Department (AZ)	12.8% (-16.9)	10.5% (-6.4)	0.9% (-2.2)	0.9% (-5.7)
Glendale Police Department (AZ)	20% (-30.1)	12.8% (-24.4)	3.8% (-2)	2.8% (-0.8)
Glendale Police Department (CA)	39.9% (+2)	27.5% (+10.2)	3% (+1.8)	9.4% (-7.2)
Grand Prairie Police Department (TX)	21.1% (-51.6)	10.1% (-33.2)	10.6% (-10.4)	0.5% (-6)
Grand Rapids Police Department (MI)	12.4% (-28.6)	3.4% (-11.6)	4.1% (-16)	2.7% (+0.8)
Green Bay Police Department (WI)	3.9% (-21.5)	0.6% (-11.7)	1.1% (-2.6)	0% (-4.4)
Greensboro Police Department (NC)	24.2% (-30.7)	3.5% (-3.9)	19.6% (-21)	0.6% (-3.3)
Hampton Police Division (VA)	34.2% (-25.2)	4.3% (-0.7)	27% (-22.4)	0% (-2.1)
Hartford Police Department (CT)	35.3% (-48.8)	20.9% (-24)	12.4% (-22.3)	1.9% (-0.4)
Hawaii County Police Department (HI)	64.4% (-4.8)	0.7% (-11.3)	0.5% (-0.1)	30.9% (+9.6)
Hayward Police Department (CA)	39.9% (-41.1)	20.2% (-20.1)	8.4% (-1.9)	2.8% (-20.7)
Henderson Police Department (NV)	13.5% (-18.8)	6.3% (-7.8)	3.9% (-2.1)	3% (-5.1)
Henrico County Police Department (VA)	9.5% (-34.6)	2.2% (-3)	6% (-23.1)	1% (-5.8)
Hialeah Police Department (FL)	89.4% (-6.6)	67% (-27.7)	10.6% (+9.8)	1.1% (+0.7)
High Point Police Department (NC)	11% (-40)	0.9% (-8.2)	9.6% (-22.4)	0.5% (-7.5)
Hollywood Police Department (FL)	36.8% (-16)	22.3% (-9.6)	12.2% (-3.3)	2% (-0.5)
Honolulu County Police Department (HI)	86.7% (+6.1)	1.3% (-7.6)	1.6% (-0.8)	31.8% (-10.4)
Houston Police Department (TX)	54.9% (-19.3)	25.3% (-18.5)	22.8% (+0.1)	6% (-0.2)
Howard County Police Department (MD)	23.2% (-19.6)	3.3% (-2.8)	15.2% (-2.4)	4.5% (-10.9)
Huntsville Police Department (AL)	13.2% (-28)	1% (-4.8)	11.5% (-19.2)	0.5% (-1.6)
Independence Police Department (MO)	8.2% (-11.8)	3.1% (-5.8)	3.6% (-3.2)	0.5% (-0.5)
Indianapolis Metro Police (IN)[2]	15.8% (-26.7)	1.8% (-7.9)	13.9% (-13.7)	0.1% (-2.1)

[2] IMPD is responsible for policing Indianapolis and all of Marion County, with the exception of Beech Grove, Lawrence, Southport and Speedway.

Law Enforcement Agency	Total Minority Representation	Hispanic Police Representation	Black Police Representation	Asian Police Representation
Inglewood Police Department (CA)	61% (-35.7)	37.8% (-12.2)	16.3% (-27)	4.7% (+3.5)
Irvine Police Department (CA)	27.3% (-27.8)	12.1% (+2.5)	2% (+0.2)	12.6% (-26.6)
Irving Police Department (TX)	16.7% (-53.4)	7.7% (-32)	6.5% (-6.2)	1.8% (-13.7)
Jackson Police Department (MS)	85.6% (+2.6)	0.2% (-1.3)	85.4% (+4.9)	0% (-0.3)
Jacksonville Sheriff's Office (FL)	24% (-21.7)	4.3% (-3.9)	17.3% (-12.8)	2% (-2.3)
Jersey City Police Department (NJ)	35.7% (-42.6)	22.9% (-4.4)	10% (-13.4)	2.3% (-22.5)
Joliet Police Department (IL)	15.9% (-32.4)	7.1% (-21.2)	7.5% (-8.7)	0.4% (-1.6)
Kansas City Police Department (KS)	24.7% (-35.7)	10.6% (-17.8)	12.8% (-13.4)	0.8% (-2.4)
Kansas City Police Department (MO)	21.4% (-23.1)	4.2% (-5.8)	11.4% (-16.9)	0.7% (-1.9)
Kent Police Department (WA)	12.3% (-40.7)	3.8% (-12.9)	3.1% (-6.6)	4.6% (-12.5)
Knoxville Police Department (TN)	7.2% (-18.3)	0.7% (-3.7)	5.7% (-11.3)	0% (-1.7)
Lafayette Police Department (LA)	17.4% (-21.4)	0.8% (-3.6)	16.1% (-14.5)	0.4% (-1.6)
Lakeland Police Department (FL)	24.4% (-13.6)	9.9% (-3.9)	14.1% (-6.8)	0% (-1.2)
Lakewood Police Department (CO)	11.8% (-17.7)	8.4% (-14)	2.7% (+1.5)	0.8% (-2)
Lansing Police Department (MI)	21.2% (-23)	6.9% (-5.6)	10.6% (-9.8)	3.2% (-1.2)
Laredo Police Department (TX)	98% (+1.8)	97.5% (+2.3)	0.2% (-0.1)	0.2% (-0.4)
Las Cruces Police Department (NM)	65.3% (+1.7)	55.1% (-2.6)	4.5% (+2.6)	0.6% (-1)
Las Vegas Metropolitan Police Department (NV)[3]	19.1% (-35.6)	11.7% (-19.2)	7.4% (-2.5)	0% (-9.5)
Lewisville Police Department (TX)	17.7% (-34)	7.1% (-23.3)	9.2% (+0.6)	1.4% (-7.1)
Lexington-Fayette County Police (KY)	11.1% (-16.2)	1.2% (-5.7)	9.3% (-5.1)	0.4% (-3.2)
Lincoln Police Department (NE)	5.8% (-11.7)	1.8% (-4.9)	1.8% (-2.1)	1.5% (-2.5)
Little Rock Police Department (AR)	31.5% (-21.4)	2.2% (-3.7)	27.9% (-14.1)	0.4% (-2.6)
Long Beach Police Department (CA)	46.5% (-24.7)	31.6% (-10)	5.7% (-7.2)	8.7% (-3.3)
Los Angeles Police Department (CA)	64.6% (-6.9)	43.4% (-5.2)	11.6% (+2.8)	7.1% (-4.2)
Louisville Metro Police Department (KY)[4]	15.2% (-17.1)	2% (-2.8)	11.7% (-10.8)	1.4% (-0.9)
Lowell Police Department (MA)	19.2% (-29)	12.9% (-4.8)	2.2% (-4.7)	4% (-15.4)
Lubbock Police Department (TX)	20.9% (-24.9)	18.8% (-14.8)	1% (-6.7)	0.3% (-2)
Manchester Police Department (NH)	4.2% (-15)	1.4% (-6.7)	0.9% (-3.5)	0.5% (-4)
McAllen Police Department (TX)	95.8% (+7.3)	95.8% (+11)	0% (-0.4)	0% (-2.5)
McKinney Police Department (TX)	17.2% (-19.9)	9.2% (-10.7)	4.9% (-5.4)	1.8% (-3.1)
Memphis Police Department (TN)	51.9% (-21.1)	1.3% (-5.4)	50.7% (-12.2)	0% (-1.8)
Mesa Police Department (AZ)	20% (-16.1)	14.4% (-12)	3.5% (-0.3)	1.7% (-0.1)
Miami Police Department (FL)	89.5% (+0.8)	55.9% (-14.4)	32.5% (+15.6)	1.1% (+0.2)
Miami-Dade County Police Department (FL)[5]	77.6% (-9.5)	56.9% (-11.8)	19.6% (+3.8)	1.1% (-0.6)
Midland Police Department (TX)	27.4% (-23.1)	23.4% (-16.5)	3.4% (-3.9)	0% (-1.5)
Milwaukee Police Department (WI)	37.1% (-26.3)	11.4% (-6.2)	20.7% (-18.3)	1.4% (-2.1)

[3] Clark County population data excludes Boulder City, Henderson, North Las Vegas and Mesquite, which have their own departments.
[4] The Louisville Metro Police Department is responsible for policing Louisville and all of Jefferson County, with the exception of a few incorporated cities.
[5] Population estimates represent all unincorporated areas of Miami-Dade County. The department maintains mutual aid agreements with some incorporated municipalities, though.

Law Enforcement Agency	Total Minority Representation	Hispanic Police Representation	Black Police Representation	Asian Police Representation
Minneapolis Police Department (MN)	20.2% (-19)	4.4% (-5.7)	8.8% (-8.9)	4.4% (-1.4)
Miramar Police Department (FL)	51.8% (-36.4)	27.7% (-8.4)	18.8% (-26.4)	5.2% (+1.4)
Mobile Police Department (AL)	33.8% (-22.6)	0.7% (-1.8)	32.2% (-19.1)	0.7% (-0.6)
Modesto Police Department (CA)	22.1% (-30.4)	17.8% (-19.9)	1.4% (-2.2)	2.4% (-4.4)
Montgomery County Police Department (MD)	21.7% (-30.7)	5.3% (-12.6)	13.3% (-3.6)	3% (-11.2)
Montgomery Police Department (AL)	43.6% (-21.9)	0.9% (-2.8)	42.2% (-15.9)	0.4% (-1.8)
Murfreesboro Police Department (TN)	16% (-11.9)	0.9% (-4.5)	11.4% (-4.9)	1.8% (-1.1)
Naperville Police Department (IL)	8.3% (-22.2)	3% (-3.8)	3% (-1)	1.8% (-15.2)
Nashville Metro Police Department (TN)	15.1% (-28.9)	1% (-9.1)	12.3% (-15.9)	1.5% (-1.7)
New Haven Police Department (CT)	47.5% (-20.7)	20.8% (-7.2)	25.6% (-6.8)	0.3% (-4.6)
New Orleans Police Department (LA)	61.5% (-7.8)	1.9% (-3.5)	58.2% (-1.2)	1% (-2)
New York City Police Department (NY)	47.8% (-19.3)	26.1% (-2.7)	16.1% (-6.5)	5.5% (-7.6)
Newark Police Department (NJ)	74.8% (-14.2)	38.8% (+4.1)	36% (-13)	0% (-1.5)
Newport News Police Department (VA)	23.8% (-30.6)	4.5% (-3.5)	14.4% (-25)	3.7% (+0.8)
Norfolk Police Department (VA)	25.7% (-30.1)	5.2% (-1.9)	16.2% (-25)	0% (-3.1)
Norman Police Department (OK)	11% (-12.6)	2.4% (-3.5)	4.3% (0)	3% (-1)
North Charleston Police Department (SC)	19.2% (-43)	3.2% (-6.4)	16% (-31.7)	0% (-2.1)
North Las Vegas Police Department (NV)	32.8% (-35.3)	12.4% (-26.7)	15.2% (-3.8)	3.7% (-1.1)
Oakland Police Department (CA)	57.1% (-16.1)	21.5% (-4.4)	22.2% (-3.2)	12% (-4.4)
Oceanside Police Department (CA)	24.5% (-29.2)	13.5% (-23.5)	6% (+1.2)	2% (-4.9)
Oklahoma City Police Department (OK)	14.5% (-29.7)	4.7% (-13.6)	6.7% (-7.3)	0.8% (-3.3)
Olathe Police Department (KS)	9% (-14)	5.4% (-5.2)	3% (-1.7)	0.6% (-4)
Omaha Police Department (NE)	16.1% (-15.9)	8.3% (-5)	7.9% (-4.9)	0% (-2.8)
Ontario Police Department (CA)	36% (-46.6)	29.8% (-40.4)	3.6% (-1.5)	2.2% (-3)
Orlando Police Department (FL)	36.5% (-23.8)	16.3% (-11.4)	17.5% (-9.1)	2.6% (-0.9)
Overland Park Police Department (KS)	12% (-9.1)	4.4% (-2.3)	6% (+1.2)	1.6% (-5.3)
Palm Bay Police Department (FL)	21.1% (-13.4)	10.2% (-3.4)	9.5% (-7.2)	1.4% (+0.1)
Pasadena Police Department (CA)	60.4% (-0.2)	35.6% (+3.7)	14.9% (+4.7)	9.9% (-5.4)
Paterson Police Department (NJ)	54.4% (-37.6)	43.3% (-15.8)	11.2% (-17.1)	0% (-3.9)
Pearland Police Department (TX)	25.5% (-28.3)	17.7% (-4)	6.4% (-10.6)	1.4% (-11.7)
Pembroke Pines Police Department (FL)	27.7% (-41.6)	17.7% (-27)	9.1% (-7.4)	0% (-6.1)
Peoria Police Department (AZ)	15.6% (-11.9)	9.1% (-8.7)	2.7% (-0.3)	2.2% (-1.2)
Philadelphia Police Department (PA)	43.2% (-20.5)	8.2% (-4.8)	33.4% (-8.3)	1.5% (-5)
Phoenix Police Department (AZ)	23.4% (-30.6)	14.8% (-25.8)	3.8% (-2.7)	1.9% (-1.3)
Pittsburgh Bureau of Police (PA)	15.7% (-19.4)	0.7% (-1.8)	14.3% (-10.4)	0.6% (-4.3)
Plano Police Department (TX)	16.8% (-26)	8.2% (-6)	7.1% (-0.2)	0.6% (-17.9)
Pomona Police Department (CA)	48.3% (-38.4)	35.8% (-33)	4.6% (-2.1)	7.9% (-1.5)
Port St. Lucie Police Department (FL)	21.5% (-19.8)	11% (-8.8)	7.3% (-9.2)	0.9% (-0.9)
Portland Police Bureau (OR)	14.6% (-13.4)	3.8% (-5.8)	3.8% (-2.1)	6.1% (-1.4)
Prince William County Police Department (VA)	20.5% (-32.3)	8.4% (-12.7)	7.2% (-12.5)	2.1% (-5.6)
Providence Police Department (RI)	21.1% (-41.9)	10.3% (-29.7)	8.2% (-4.7)	0.2% (-6.3)
Provo Police Department (UT)	4% (-22.5)	1% (-17.2)	0% (-0.7)	0% (-3.1)
Pueblo Police Department (CO)	29.2% (-27)	25.9% (-25.2)	1.1% (-1.1)	0.5% (-0.1)

Law Enforcement Agency	Total Minority Representation	Hispanic Police Representation	Black Police Representation	Asian Police Representation
Raleigh Police Department (NC)	16.2% (-31)	3.1% (-8.2)	12.2% (-17)	0.9% (-3.5)
Ramapo Town Police Department (NY)	12.9% (-22.7)	9.9% (-4.1)	3% (-13.2)	0% (-3.6)
Rialto Police Department (CA)	43.8% (-44.7)	25% (-45.8)	15.6% (+2.5)	2.1% (-0.1)
Richardson Police Department (TX)	14.5% (-30.7)	6.6% (-11.1)	4.6% (-4.1)	3.3% (-11.7)
Richmond Police Department (CA)	51.4% (-29.4)	14.6% (-25.4)	21.1% (-0.3)	6.5% (-7.7)
Richmond Police Department (VA)	34.4% (-25.9)	3.3% (-3)	31.1% (-17.6)	0% (-2.1)
Riverside Police Department (CA)	30.3% (-37.9)	21.3% (-30.9)	6% (+0.4)	2.7% (-4.1)
Rochester (City) Police Department (NY)	25.3% (-37.5)	11.1% (-6.4)	11.2% (-27.2)	2.3% (-0.8)
Rochester Police Department (MN)	6.8% (-15)	3% (-2.5)	2.3% (-4.2)	0.8% (-6.1)
Rockford Police Department (IL)	16.4% (-27)	4.6% (-12.4)	9.9% (-11.2)	0% (-2.5)
Round Rock Police Department (TX)	16.8% (-32.5)	13.4% (-17.4)	2.7% (-7.8)	0% (-5.6)
Sacramento Police Department (CA)	24.8% (-41.3)	10.6% (-16.9)	4% (-9.4)	7.9% (-10.4)
Salem Police Department (OR)	5.9% (-24.9)	5.4% (-15.3)	0% (-1.2)	0.5% (-2.5)
Salinas Police Department (CA)	39.9% (-44.9)	28.4% (-46.6)	1.4% (-0.2)	2.7% (-4.2)
Salt Lake City Police Department (UT)	12.1% (-22)	5.8% (-14.4)	1.4% (-1.3)	4.2% (-1)
San Antonio Police Department (TX)	57.7% (-15.8)	51.5% (-11.5)	5.4% (-1.1)	0% (-2.3)
San Bernardino Police Department (CA)	39% (-43)	26.6% (-34)	9.7% (-4.1)	1.5% (-3)
San Diego Police Department (CA)	34.3% (-22.4)	19.6% (-10.3)	6.5% (+0.1)	4.3% (-12.2)
San Francisco Police Department (CA)	47.6% (-10.8)	15.7% (+0.4)	9% (+3.5)	22.3% (-10.8)
San Jose Police Department (CA)	43.7% (-28.6)	24.4% (-9)	4.7% (+2)	3% (-29.6)
Sandy Springs Police Department (GA)	23.6% (-20.5)	6.3% (-8.7)	15.7% (-5.6)	1.6% (-3.5)
Santa Ana Police Department (CA)	53.8% (-37.2)	47.1% (-31.5)	2.2% (+1.3)	4% (-6.6)
Santa Clara Police Department (CA)	27.2% (-38.7)	13.2% (-6.1)	4.4% (+0.5)	8.8% (-30.3)
Santa Maria Police Department (CA)	44.4% (-34.3)	36.7% (-34.4)	3.3% (+2.6)	2.2% (-3)
Savannah-Chatham Metro Police Department (GA)[6]	38% (-13.3)	5.1% (-0.4)	30.3% (-11.1)	1.5% (-0.9)
Scottsdale Police Department (AZ)	11.9% (-7.2)	6.2% (-4.4)	2.8% (+0.9)	2.3% (-1.6)
Seattle Police Department (WA)	24.7% (-9.3)	5.2% (-1.6)	8.6% (+1.1)	8.6% (-5.3)
Shreveport Police Department (LA)	37.3% (-23.4)	1.8% (-1)	33.5% (-21.4)	1.3% (+0.1)
Simi Valley Police Department (CA)	12.3% (-25.3)	6.6% (-16.7)	1.6% (+0.3)	4.1% (-4.3)
Sioux Falls Police Department (SD)	5.6% (-10.6)	2.2% (-2.7)	0.4% (-4.1)	1.3% (-0.8)
South Bend Police Department (IN)	17.9% (-27.1)	4.4% (-9.4)	12.7% (-14.2)	0.4% (-0.7)
Spokane Police Department (WA)	7.7% (-8.5)	2.2% (-3.3)	1.1% (-1.4)	0.7% (-2.2)
Springfield Police Department (IL)	7.8% (-18.8)	1.2% (-1.3)	5.8% (-13.3)	0.8% (-1.6)
Springfield Police Department (MA)	36.4% (-28.5)	23.4% (-17.5)	12.8% (-6.6)	0.2% (-1.7)
Springfield Police Department (MO)	5.7% (-8.1)	3.2% (-0.9)	0.6% (-3.5)	1.6% (-0.5)
St. Louis Metropolitan Police Department (MO)	35.4% (-21.6)	2.7% (-1)	32.7% (-15.1)	0% (-2.8)
St. Paul Police Department (MN)	17.8% (-27.3)	4.1% (-5.5)	6.1% (-8.9)	6.4% (-9.7)
St. Petersburg Police Department (FL)	21.8% (-15.5)	5.4% (-2)	14.2% (-10)	2.2% (-0.7)
Stamford Police Department (CT)	13.2% (-36.4)	7.2% (-18.7)	5.6% (-8.1)	0.4% (-8.2)
Sterling Heights Police Department (MI)	0.7% (-16.6)	0% (-2)	0.7% (-4.8)	0% (-7.2)

[6] Chatham County population data excludes Bloomingdale, Pooler, Port Wentworth, Tybee Island and Garden City, which have their own departments.

Law Enforcement Agency	Total Minority Representation	Hispanic Police Representation	Black Police Representation	Asian Police Representation
Stockton Police Department (CA)	32.9% (-45.5)	1.8% (-40.3)	22% (+11.4)	6.4% (-14.9)
Suffolk County Police Department (NY)	11.5% (-18)	7.6% (-9.8)	2.6% (-4.5)	1% (-2.6)
Sunnyvale Department of Public Safety (CA)	29.9% (-35.9)	11.7% (-6.2)	3.6% (+1.5)	13.2% (-28.2)
Surprise Police Department (AZ)	13.3% (-13.8)	9.2% (-8.8)	3.3% (-1.7)	0.8% (-1)
Syracuse (City) Police Department (NY)	9.2% (-38.8)	1.7% (-6.2)	7.1% (-21.2)	0.4% (-5.6)
Tacoma Police Department (WA)	6.5% (-33.1)	1.9% (-9.3)	4.7% (-5.3)	0% (-8.7)
Tallahassee Police Department (FL)	21.1% (-27.1)	4.5% (-2.1)	15.5% (-19.7)	0.6% (-3.3)
Tampa Police Department (FL)	30.7% (-23.2)	14.3% (-8.3)	14.5% (-10.2)	1.6% (-2.2)
Tempe Police Department (AZ)	21.1% (-18.4)	16.1% (-5.9)	3.2% (-1.7)	0.6% (-6.5)
Thornton Police Department (CO)	15.6% (-24.8)	11.3% (-20.9)	0% (-1.3)	1.9% (-2.7)
Toledo Police Department (OH)	26.5% (-12.4)	8.5% (+0.7)	16.6% (-9.8)	0.7% (-0.4)
Topeka Police Department (KS)	12.9% (-18.3)	5.1% (-8.6)	5.1% (-4.8)	0.7% (-0.6)
Torrance Police Department (CA)	33.5% (-25.5)	15.1% (-1.8)	6% (+3.3)	11% (-23.4)
Tucson Police Department (AZ)	31.3% (-22.8)	25.3% (-17.3)	2% (-2.6)	2.5% (-0.3)
Tulsa Police Department (OK)	23.8% (-19.2)	2.6% (-12)	9.9% (-5)	1.3% (-1.2)
Tyler Police Department (TX)	10.7% (-39.3)	4.8% (-18)	5.3% (-18.2)	0% (-2.1)
Vancouver Police Department (WA)	16.7% (-8.6)	6.1% (-5)	3.9% (+0.9)	2.8% (-2.4)
Ventura Police Department (CA)	24.8% (-15.1)	22.4% (-9.1)	2.4% (+0.7)	0% (-3.6)
Virginia Beach Police Department (VA)	15.5% (-20.8)	3.3% (-3.9)	9.4% (-9.3)	2.2% (-4.2)
Waco Police Department (TX)	19.8% (-35.7)	10.9% (-20.7)	8.5% (-11.8)	0% (-1.9)
Warren Police Department (MI)	2% (-23.1)	0.5% (-1.2)	0.5% (-13.7)	0.5% (-5.5)
Washington Metropolitan Police Department (DC)	68.4% (+3.8)	6.9% (-3)	59.3% (+10.6)	2.3% (-1.2)
Waterbury Police Department (CT)	19.2% (-38)	12.3% (-22.7)	6.9% (-10.4)	0% (-2.1)
West Covina Police Department (CA)	39.3% (-46.9)	25.8% (-28.8)	4.5% (+0.6)	9% (-16.9)
West Jordan Police Department (UT)	2.1% (-23.8)	2.1% (-16.6)	0% (-1)	0% (-2.2)
West Palm Beach Police Department (FL)	32.3% (-25.4)	12.6% (-10.6)	18.1% (-12.7)	1.2% (-0.8)
West Valley City Police Department (UT)	12.5% (-39)	4.9% (-32.4)	2.2% (-0.4)	2.2% (-2)
Wichita Falls Police Department (TX)	14.8% (-22.9)	9% (-11)	2.1% (-9.9)	1.6% (-0.8)
Wichita Police Department (KS)	18.6% (-17.6)	7.1% (-8.8)	7.9% (-3.2)	3% (-1.7)
Wilmington Police Department (NC)	15.7% (-12.6)	0.5% (-4.7)	12.7% (-6.9)	2% (+0.3)
Winston-Salem Police Department (NC)	19.3% (-34.2)	4% (-11.5)	14.1% (-19.9)	0.7% (-1.2)
Woodbridge Township Police Department (NJ)	15.1% (-36.9)	11.5% (-3.9)	2.1% (-8.8)	1% (-22.6)
Yonkers (City) Police Department (NY)	17.1% (-42.3)	12.3% (-23.8)	4.2% (-11.4)	0.6% (-5.5)

Methodology

Governing analyzed police personnel data for 269 departments serving as primary local law enforcement agencies for areas with populations exceeding 100,000. Most were city departments, although some county police departments and metropolitan area agencies were also included. Data was obtained from the 2013 Law Enforcement Management and Administrative Statistics (LEMAS) survey conducted by the Bureau of Justice Statistics. Reported figures in the survey only reflect full-time sworn officers. These were compared with demographic estimates for the total population of corresponding communities from the U.S. Census Bureau's 2010-2013 American Community Survey. Officers categorized as having an unknown race in the LEMAS survey were excluded from all calculations. All references to white demographic groups refer to non-Hispanic whites.

Excluded Agencies: Most, but not all, law enforcement agencies participate in the LEMAS survey. Some participating agencies did not report race and ethnicity personnel totals. These include police departments for Carlsbad, Calif.; Lawton, Okla.; Killeen, Texas; Maui County, Hawaii; Mesquite, Texas; Murrieta, Calif.; Santa Rosa, Calif.; Sparks, Nev.; Redding, Calif.; Reno, Nev.; and Roseville, Calif. The Boulder, Colo., and Huntington Beach, Calif., police departments did not classify more than 20 percent of sworn personnel. Some police departments not responsible for policing approximately 10 percent or more of a locality's residents were also excluded from the analysis if comparable demographic data were unavailable.

Report Contact

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Board Info

Fort Smith Police Department

Kevin Lindsey, Chief of Police

INTERDEPARTMENTAL MEMORANDUM

To: **Jeff Dingman, Acting City Administrator**

From: **Kevin Lindsey, Chief of Police**

Subject: **Improving Diversity in the Police Department**

Date: **September 25, 2015**

Purpose

The purpose of this memorandum is to clarify and expand upon comments made by Directors at the August 25th Study Session concerning the Department's current and future diversity in hiring and staffing.

Recruiting 101

The recruitment and selection processes are vitally important elements in the Fort Smith Police Department's effort to attract and appoint only the most qualified personnel. It is the policy of the Fort Smith Police Department to ensure that in its recruitment and selection process, equal employment opportunity is guaranteed to all persons without regard to race, creed, color, sex, national origin, age, religion, mental or physical handicap, labor affiliation, sexual orientation, or any other factors not related to merit and fitness for the position. The Police Department works closely with the Human Resources Department for all recruiting campaigns.

Current Recruiting Practices

As part of the Department's ongoing recruiting efforts, the Department's Recruitment Coordinator and/or a Recruitment Team routinely participate in several events throughout the calendar year such as the UAFS Criminal Justice Symposium, National Night Out, and various job fairs throughout the region. The Department advertises all job openings on our website at http://www.fortsmithpd.org/EmploymentOpps.asp. We also utilize the University of Arkansas – Fort Smith as a partner in filling many vacant positions within the Department, including part-time and unpaid internship positions. Depending upon the type of opening, the Recruitment Coordinator also advertises in specialized newspapers, websites, and social media. The Department regularly reaches out to the African-American community via partnering with the Northside Town Branch Group, Reverend Ulysses Washington, Lincoln Echo newspaper, and since January, 2015, through the National Association for the Advancement of Colored People (NAACP).

Minority applicants are sought through advertising on government websites such as the Association of Public Safety Communications (APCO) online for telecommunicator positions and Nationjob.com. Police Officer job searches also include advertisements placed through *LaRaza* radio and the City's Human Resources department.

Strategies

According to a June, 2015 article in *Police Chief* magazine, entitled "Recruiting a Diverse Law Enforcement Workforce", author Fields lists several strategies that could possibly boost the recruiting agency's ability to hire more minorities and women. These categories include the location of the agency, its application and selection process, and advertising. The Department has made changes to its recruiting process in each one of these areas, often following the recommendations made by Dr. Fields. A list of strategies and responses by category indicating Fort Smith Police Department's participation, if any, for each strategy is provided in the attached list.

Summary

The Fort Smith Police Department conducts most of its recruiting efforts within Metropolitan Service Area. Direct recruiting occurs with the Department's Recruiting Coordinator with UAFS and indirectly with our local high schools. One Cadet, which is a paid part-time position, is staffed strictly from our partnership with UAFS' Criminal Justice program. The Department needs to assign additional and diverse officers as Recruiting Officers in order to attain the necessary outreach and follow up as recommended.

The Department's initial steps of the selection process confirm with best practice recommendations, including a valid and reliable written test and use of a pre-employment questionnaire. In-depth background investigations are conducted on all police applicants. The Department utilizes a performance related physical fitness test and encourages potential applicants to become familiar with the test process by viewing a video and practicing the various activities.

The Department's advertising of vacancies incorporates a variety of media, including word of mouth and some specialty sources available within our community. Additional funding for recruiting outreach would allow the Department to expand our efforts into Explorer programs and add an additional Cadet position. The Department's application process has been expanded to include multiple testing dates to accommodate out of state applicants and taking applications on a continuous basis. Recruits are paid full salary while they attend the basic police academy training. Successful candidates are also eligible to receive additional pay for educational and certification achievements, as well as utilize tuition reimbursement for attending college courses during their employment. Funding for relocation premiums or to receive pay during their last year of school while waiting to join the department is not available.

The Department complies with most of the best practice recommendations listed below, which have been implemented due to their low cost to the City. Compliance with the

other best practices listed would require additional funding for personnel and outreach activities.

Notes About the Source's Author

Dr. Cassi Fields has served on the Diversity Panel of the International Association of Chiefs of Police (IACP) since 2006, and is an internationally renowned industrial and organizational psychologist who has pioneered many of the United States' most successful public safety human capital selection initiatives, promotion, and training programs.

Dr. Fields remarks in her article's summary that:

> Police departments that are serious about hiring more minorities and females should be devoting resources (people and equipment) to the effort. Unfortunately, most are not, and many do it in a piecemeal fashion. Some departments visibly appear to recruit aggressively, but their hiring strategies limit the number of minorities and females that are selected. Some departments are invested in the idea of diversity, but do not direct the necessary funding to the effort. Some departments aggressively recruit and hire minorities and females, but devote insufficient resources to their academy training and success. Recruitment is one factor, but retaining minorities and females is equally challenging, and efforts need to start early in their careers. Many communities question how law enforcement can fail to represent their communities in this day and age. What few understand is that many departments wait until it is too late to properly incorporate new and progressive ideas into their departments or they incorporate incomplete efforts. Funding drives these decisions, but deciding which specific programs to fund is always a challenge and must always be prioritized to match the requirements of today's policing needs.

Source:

Fields, C. (2015, June). Recruiting a Diverse Law Enforcement Workforce. *Police Chief*. Retrieved from http://www.iacpnet.com/iacpnet/members/databases/core/doc_display.asp?page=984131974&g=137024&cmd=ViewGroup

LIST OF RECRUITMENT STRATEGIES AND RESPONSES BY CATEGORY

Category: Location

Strategy 1: ***Attract and recruit as many minorities from within the target police department's state as possible.***

Response: Most of the Department's recruiting efforts are confined to the state, especially in the River Valley area.

Strategy 2: ***Place recruiting officers in the local high schools and colleges.***

Response: The Department has only one full-time recruitment coordinator, who is assigned to the Training Unit. The Department's four (4) School Resource Officers assist with recruiting efforts, but are not devoted to this activity on a full-time basis. It is desirable by both the police department and the leadership of Fort Smith Public Schools to embed more school resource officers in the remaining junior high and elementary schools as funding permits, which would expand the Department's recruiting opportunities.

Strategy 3: ***Hire Cadets who are minorities from in-state colleges and, during the cadet program, prepare them for the selection process.***

Response: The Department does hire Cadets as part of our partnership with UAFS, but the Cadet positions are not necessarily reserved for minorities. A previous Cadet was female, but there have been no other minorities in the position within the previous eight years.

Strategy 4: ***Make personal contact with potential applicants through a trained recruiter. One recruiter in departments that include between 100 and 500 sworn personnel is insufficient".***

Response: The Department's only Recruiting Coordinator utilizes "recruitment contacts" obtained from job fair appearances and potential applicant inquiries; and then re-contacts each person just prior to beginning a new recruitment process.

Strategy 5: ***Utilize internal trained recruiters who are female or from a minority group.***

Response: The single Recruiting Coordinator for the Department is currently white and male. Female and other minority members of the department are currently assigned to various units within the department that do not easily allow them to act as department recruiters.

Category: The Selection Process

Strategy 6: ***Ensure that minorities are able to pass the written test and the background investigation used in the selection program. Regarding the background investigation, the best method is to ask applicants to complete a pre-employment questionnaire. This questionnaire must not invade their privacy (and it requires legal counsels approval), but it can contain questions that are similar to the background investigation, and most applicants will admit their shortcomings in this questionnaire. Therefore, this type of instrument may help departments initially recruit minorities who are more likely to pass the background investigation.***

Response: The Fort Smith Police Department's written policy on recruitment practices states that we are "…committed to hiring the best-qualified candidates by using selection methods that are based upon the concepts of validity, utility, and minimum adverse impact. Using these concepts, the Fort Smith Police Department has developed an efficient, effective and fair selection process that is intended to result in the appointment of those individuals who best possess the skills, knowledge, and abilities necessary for an effective, professional law enforcement agency." The Department utilizes written examinations from a reputable Human Resources consulting firm that deemed to be statistically valid and reliable insofar as any adverse impacts to minority applicants are concerned. Police officer applicants complete a comprehensive pre-employment questionnaire.

Strategy 7: ***Review the background investigation as it eliminates a disproportionate number of minorities.***

Response: Background investigations are conducted on all applicants, and an especially rigorous background investigation is conducted on police officer applicants. The primary focus of the police officer background investigation is to identify character traits that might prevent the applicant from becoming a successful law enforcement officer. Background investigations will include verification of qualifying credentials; a thorough review of any criminal history record, if found; verification of personal references; and review of the applicant's credit history.

Strategy 8: ***Females are most likely to fail out of the physical abilities test. The entry-level physical ability test is an impractical standard -- applicants must pass it to be hired; however, once officers graduate from the academy, they rarely (if ever) have to maintain the same physical standards. However, if the test is truly necessary, physical ability preparation programs have proved very effective in preparing females for an upcoming physical ability test.[7] This strategy is really a win-win in that the resources devoted to assisting females become stronger and faster are good for the department, good for diversity, and good for the females' health.***

Response: The Department's physical fitness requirements are minimal, and reflect activities that officers would perform while on duty. The physical fitness test has been reviewed for applicability to both genders. A video demonstrating the physical fitness test is available to all applicants on the Department's website, which enables them to practice the various activities that are required during the test.

Category: Advertising

Strategy 9: ***It makes sense that advertising in a variety of locations allows a department to reach a variety of potential applicants. Some departments are applying this logic by advertising in both traditional and innovative locations and mediums, such as the following:***

(The Department's participation in specific items is listed as Yes or No)
Movie theaters - No
Newspapers - Yes
Community-based publications - Yes
Campus-based publications - Yes
Faith-based publications - No
Trade magazines and social media sites – Yes
Cable television - No
Career fairs - Yes
Online job sites - Yes
Citizens (word of mouth) – Yes
NAACP – Yes
Northside Town Branch Group – Yes

Strategy 10: ***Individual departments may be able to coordinate with other organizations in their communities, such as schools, to reach potential applicants and prepare them for the application process and to increase those applicants' chances of being hired. These programs are adaptable***

to the community and department, but might include the following:

(A description of the Department's participation is included with each item)
College internships and externships – Yes
Expanded Explorer, Cadet, and Reserve programs to include summer employment and seasonal work experience and wages – The Cadet position is a paid part-time position
School Resource Officers who can serve as professional technical instructors – Not trained as recruitment officers
School-based career path development – The Department partners with UAFS and works closely through their criminal justice program
Collaboration with local community colleges – UAFS only
Credit assistance and job and workforce development opportunities (for multiple public safety positions -- support staff and sworn officers) – No
Aggressive lateral, social service-based career and military veteran recruitment – No lateral or social service-based career opportunities; the Department does seek military veteran recruitment via word of mouth

Strategy 11: ***Agencies may be able to attract a wider, more diverse pool of applicants by adapting their application process to make it easier for interested individuals to apply. For example, agencies might consider the following adjustments: Accepting applications on a continual basis or whenever a vacancy exists and allowing applicants to live outside the agency's service area.***

Response: The Department accepts applications continuously, including those applicants from outside our service area. In addition, we expanded our initial testing dates to include mid-week and weekend testing opportunities to accommodate applicants' work schedules.

Category: The Selection Process

Strategy 12: ***To draw applicants who may not be able to wait out the long selection process while looking for work or to attract minority and female applicants from other areas, agencies might consider the following financial support options:***

(The Department's participation in specific items is listed as Yes or No)
Pay committed recruits a salary or stipend during their last year of school - No
Pay a relocation premium - No

Pay for off-site recruit training – Yes, recruits are paid while they attend the basic police academy training.
Offer salary increases for college degrees or loan repayment assistance – Yes, officers are paid an additional 3%, 6%, or 7% of their base salary for two-year, four-year, or graduate degrees, respectively.
Reimburse officers for college coursework taken during their employment with the agency – Yes, officers can apply for tuition reimbursement assistance up to a specified amount.

SWORN ANALYSIS OF APPLICANT POOL AT EACH STAGE

	Values						
	Submitted Applications	Written Test	Agility Test	Background	Police Review Board	Civil Service Board	Eligibility List
*2012 TEST	144	99	52	50	1	3	3
Asian	2	1					
Black	6	3	1	1			
Hispanic	14	12	2	2			
Indian	2	2	1	1		1	1
Unknown	32	1			1	1	1
White	88	80	48	46		1	1
2013 TEST	161	120	75	70	36	16	14
Black	3	3	2	2	1	1	
Hispanic	10	10	4	3	3	1	1
Indian	5	5	2	2	1	1	1
Unknown	1	1	1	1			
White	142	101	66	62	31	13	12
2014 TEST	132	94	72	65	28	24	22
Black	6	5	3	3	1		
Hispanic	1	1	1	1			
Indian	4	4	4	4	1	1	1
White	121	84	64	57	26	23	21
2015 TEST	75	45	42	29	8	6	5
Asian	2	2	2	2			
Black	4	4	3	2	1	1	1
Hispanic	6	5	5	3			
Indian	3	3	3	2	1	1	1
Unknown	29						
White	31	31	29	20	6	4	3
Grand Total	**512**	**358**	**241**	**214**	**73**	**49**	**44**

* 2012 Data was corrupted during compilation

SS #2

MEMORANDUM

April 22, 2016

TO: Jeff Dingman, Acting City Administrator
FROM: Jennifer Walker, Finance Director
SUBJECT: Update on 2015 Debt Service Coverage Ratio

The purpose of this memo is to provide an update on the Water & Sewer Fund Bond Debt Service Coverage (DSC) Ratio for the year ended December 31, 2015. The City Utility issued revenue bonds in late 2015 to support capital spending for the Water & Sewer Fund. DSC Ratio is defined in the 2015 Revenue Bond documents as follows: "Net Revenues available for debt service are defined to mean gross revenues of the System (including interest earnings) less the expenses of operation, maintenance and repair of the System (excluding depreciation, interest and amortization expenses)." Burns & McDonnell included a Consulting Engineer's Report that estimated DSC through 2019. At each fiscal year end, the City calculates the DSC for the calendar year. In 2014, the DSC on the audited financial statements was 0.97. Burns & McDonnell estimated DSC for 2015 – 2019 as follows:

Year	Estimated Debt Service Coverage
2015	1.16
2016	1.42
2017	1.57
2018	1.60
2019	1.53

The City is currently undergoing an annual audit of the Financial Statements for the Year Ended December 31, 2015. The Finance Department and the Audit Team have been evaluating the calculation of Debt Service Coverage. At the last Study Session (April 12, 2016), the question was asked of the Finance Department what the DSC ratio was for 2016. Finance answered that the calculation was still in process and the financial statements were still under audit, but that initial estimates were calculated at 25 to 30% for the year. We knew this did not meet estimated DSC, and we were continuing to evaluate the calculation. In the following days, we determined that the initial calculation had included the Debt Service Payments of approx. $13Million in the Operating Expenditures. This was an error, as these are not considered Operating Expenditures, which artificially decreased the DSC ratio.

The DSC ratio calculation has been corrected and reviewed in detail with the External Audit team. **While the financial statements are still in draft form and may have additional year-end adjustments, the current estimated Debt Service Coverage Ratio for 2015 is 1.21.** This figure is in line with estimates provided in late 2015 by Burns & McDonnell and meets the Finance Departments expectations for 2015.

Estimates for 2016 and future years remain unchanged at this time. We will continue to evaluate 2016 estimates as the year progresses and will make recommendations to adjust operations if needed.

Memo

To: Honorable Mayor & Members of the Board of Directors

From: Jeff Dingman, Acting City Administrator

Date: 4/22/2016

Re: Utilities Consulting Services Proposal

On the agenda for the April 26 study session is a discussion regarding proposed consulting services for the Utility Department. Upon review of the Statements of Qualifications for professional engineering services on file with the City Clerk according to the prescribed guidelines of experience/technical competence, capacity/capability, past record of performance, and proximity/familiarity of the proposed work, I have entered into discussion with Burns & McDonnell of Kansas City, Missouri.

The specific services being contemplated are Staff Augmentation Services for this interim period where the Director of Utilities position is vacant. The city is in a critical period of navigating challenges related to the water and sewer utilities. The Consent Decree alone represents significant demand on utility operations, financing, and capital project planning. It is critical to have experienced and qualified individuals leading the utility and providing advice and recommendation to the Board and City Administration during the time it takes to recruit and hire a new department director.

The attached letter from Burns & McDonnell outlines a Staff Augmentation Proposal that includes consideration of the following service areas:

1. Direction to staff members on policy procedures, operational requirements and emergency response.
2. Support the management and coordination of consultant services, including cost analysis.
3. Support staff assignments and activities, including analysis on operational issues.
4. Coordinate with various Federal and State agencies as required.
5. Maintain contact with the public regarding customer service matters
6. Represent the Utility before the Board of Directors
7. Provide supervisory support as needed.

The proposal names four qualified individuals from Burns & McDonnell that would be designated to this support services contract. This arrangement may ultimately include designating one of those individuals as Interim Utility Director.

The study session discussion will focus on what type of arrangement the Board prefers, and representatives from Burns & McDonnell will be present to engage in that discussion with the Board. Estimates of associated cost and the specifics of a contract for services will be determined after that discussion to clarify the Board's expectations.

Please contact me if you have questions related to this agenda item.

April 22, 2016

Jeff Dingman
Deputy City Administrator
623 Garrison Avenue
Room 315
Fort Smith, Arkansas 72902

Re: Staff Augmentation Proposal

Dear Mr. Dingman:

We understand that Fort Smith is in the process of transitioning long-time leadership of the Water & Wastewater Utility while at the same time, beginning implementation of a new and significant Consent Decree with the U.S. EPA. We also understand and recognize the importance of having adequate time to identify and recruit candidates with appropriate experience and leadership capabilities to effectively lead the organization during this critical time in its' history. Because of the City's needs and because of the City's long relationship with Burns & McDonnell, we would like to offer our assistance to the Board and Administration by providing temporary staff augmentation while Fort Smith searches to identify the next generation Utility leadership.

Over the past few years, our staff has grown to include several former utility directors and administrators. Because of these individual's knowledge and experience in managing and supporting operating utilities, we would like to offer temporary support and staff augmentation to the Utility during its search for a new Director and Engineering Manager. In addition to supporting the Utility with ongoing operations, we believe that additional value could be provided during this assignment by taking advantage of these individual's capabilities to review critical components of the utility and provide the Board and Administration deeper insights into staff capabilities, long-term planning needs, and critical utility operational elements.

We have defined areas below where we believe Burns & McDonnell could provide support the Utility. However, we would request that the Board and Administration guide the development of this initiative to best serve the Utility and provide the most ancillary benefit to the community.

Staff Augmentation Services

Provide direction to staff members on policy procedures, operational requirements, and emergency response.

Burns & McDonnell could provide a full or part-time Interim Utility Director during the leadership transition, providing guidance and leadership with regard to operating procedures and operational needs of the Utility. Although the organization is mature and has operated successfully for many years, events are dynamic, especially as the organization goes through its Consent Decree implementation. Tasks could include daily operations support and guidance, policy and strategy reviews requested by the Board and Administration; review and support of implementation and operational activities as it relates to the Consent Decree and other capital projects/programs;

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review and support of operations necessary to provide adequate customer service and comply with environmental mandates; and confirmation of emergency response procedures to ensure timely response with corrective measures if needed.

Burns & McDonnell would be available to support Board Meetings and Work Sessions and would report on completed activities during the reporting period and proposed activities for the next reporting period. The purpose of this reporting is to share utility activities as well as inform, educate and receive direction from the Board and Administration. Burns & McDonnell would also be available to conduct the City's review of Consent Decree deliverables, such as the Utility's Overflow Response Plan, due 12 months after lodging of the agreement.

Support management and coordination of consultant services.
The Utility is in the midst of rapid capital investment and Consent Decree implementation. As a result there will be multiple consultants providing services to the Utility. It is essential that staff manage the direction and completion of these contracts, and, more importantly, maximize the benefits of these projects while minimizing the cost to the community. For new contracts, Burns & McDonnell could support staff in the management and selection of engineering consultants and construction contractors through the City's prescribed procurement policies. For existing contracts, Burns & McDonnell could support staff in providing guidance and direction throughout project completion. Burns & McDonnell could attend monthly project meetings and, as part of Burns & McDonnell's report to the Board and Administration, provide an executive level summary defining capital program activities for each reporting period.

Support staff assignments and activities.
Burns & McDonnell could support daily operation of the Utility by managing or supporting senior Utility staff on operational activities. This could include conducting weekly staff meetings with the supervisory staff and notification of the Board and Administration regarding operational issues that have major utility impact. Additional value could be provided to the Utility through guidance, mentoring, evaluation of staff capabilities and development needs, and conducting training activities.

Coordinate with various Federal and State agencies as required.
The utility has a number of coordination and communications requirements required by State and Federal agencies. Some of the communications are regular and routine while others are occasional or as dictated by an event. Burns & McDonnell could support the Utility by preparing reporting schedules, monitoring reporting activities, providing review and guidance on reporting documents, meeting with regulatory officials, and by supporting the Utility when emergency notifications are required to be sent to the State regarding utility issues.

Maintain contact with the public regarding customer service matters.
It is essential that a utility develop and maintain good relations with its customers. Often as rates increase to support Consent Decree implementation, the Utility's communications need to both improve and increase in frequency to meet increased customer expectations. Burns & McDonnell could provide support in managing customer issues as well as developing proactive communications strategies to build customer confidence and awareness. Reporting will document the status, number and nature of complaints, as well as proposed solutions; documentation and recommendations to improve the customer service process; and proposed communications strategies to improve customer satisfaction.

Represent the Utility before the Board of Directors.
The Board sets policy and overall direction of the Utility. As a result, Utility staff must be prepared to provide information, answer questions, make presentations, and attend meetings to give recommendations to the Board on operational issues, performance and future Utility needs. Burns & McDonnell could support this process by developing a planning schedule and list of issues to be brought to the Board for consideration. This schedule will provide for better understanding of utility needs and adequate time for the Board to adjust policy accordingly. Burns & McDonnell could be available to attend Board meetings and work sessions and support the Utility to address Board questions and responses related to contractual and ordinance related items.

Provide additional supervisory support as needed.
As noted above, utilities function through lines of authority. The four deputy director positions in Fort Smith would be responsible for the day to day operations of the utility with an Interim Director providing oversight and guidance of utility operations. In support of this role, Burns & McDonnell could conduct weekly meetings with staff to become aware of issues and support appropriate action to provide service to the community. Our staff would be there to support, mentor and guide the deputy directors as needed or directed by the Board and Administration. We would also be available to assist the Administration in recruiting a permanent director and could help facilitate the integration of the permanent director into the Utility to expedite the transition process.

Available Staff to Support this Effort

With over 5,500 consulting professionals, Burns & McDonnell has the individual expertise to complete most utility services. For an augmentation of your staff, we believe the following individuals all have capabilities that could be utilized for this assignment. Depending on the level of effort needed, Burns & McDonnell would work with Fort Smith to match appropriate personnel. Summary levels of experience are included for your review.

Bob Roddy, PE
As a former public works director, Bob has more than 39 years of experience in public water and wastewater utilities, administration management, and public works program management. For the Unified Government of Wyandotte County/Kansas City, Kansas, Bob served as Director of Public

Works and was responsible for water pollution control, solid waste service, stormwater management, streets, and bridges. As Assistant County Administrator, he completed a four-year negotiation of a Partial Consent Decree with U.S. EPA regarding clean water compliance issues. He was also responsible for a variety of operational departments, including public works and water pollution control, economic development, planning and zoning, code enforcement, and parks and recreation. During his time as Assistant County Administrator, he assisted in a major development program that included more than $800M in public/private investment which has transformed the community.

Hill Baughman
Hill Baughman has more than 40 years of experience in water and wastewater facility operations and management, maintenance programs, start-up and commissioning, program and project management, and management of privatized and contract-operated treatment facilities. His experience includes serving as Operations Manager for the DeKalb County, Georgia Water Pollution Control Division where he led operations, maintenance, and management for two wastewater treatment plans and 15 major pump stations.

Scott Parker
With more than 15 years of public sector experience, Scott Parker has helped municipalities become more efficient and effective at asset management, knowledge management, green infrastructure program development, purchasing, and financial and data analyses. As a former utility director, Scott brings first-hand experience and knowledge in navigating public sector challenges and regulatory processes. As Strategic Manager and Assistant Director of Public Works for the City of Olathe, Kansas, Scott built an asset management program from the ground-up that incorporated data from multiple sources. For the City of Lenexa, Kansas, Scott was responsible for coordinating sustainability efforts and developed a City-wide asset management program that included green infrastructure and stormwater program operations.

Terry Cole
Terry Cole has more than 28 years of experience in developing and implementing strategic communications for utilities and public agencies focused on water and wastewater. Her experience includes spending 10 years as communications director for a water and wastewater agency in a rapidly growing suburb of metropolitan Atlanta. She offers a full range of communication skills including strategic communication planning, policy and rate changes/implementation, media relations, community engagement, web content analysis and development, social media, team-building facilitation, crisis communication, speech writing, customer service and field staff training, citizen advisory group facilitation, construction contractor liaison, community meeting, and communication process assessments.

Costs and Schedule

Burns & McDonnell could begin staff augmentation services immediately. The level of augmentation and associated cost for those services can range from part-time support of a single individual to full-time support by a team of individuals. Since we consider this a short-term assignment in support of a long-time client in need, Burns & McDonnell will discount rates for the services provided for the first 90-days of this assignment to reduce the cost burden to the Utility.

We hope these services can provide some benefit to the City of Fort Smith during your search for a permanent director. We are available to meet with the Board and Administration at your earliest convenience to discuss staff augmentation needs and costs. While we have completed similar types of engagements, we are offering this staff augmentation not as a Burns & McDonnell service, but in support of a long-time customer in need of support. Thank you for your consideration and good luck in your recruitment process. Please contact the undersigned at 816-447-2022 with questions or comments.

Sincerely,

Ron Coker, PE
Senior Vice President
Burns & McDonnell