

**CIVIL SERVICE COMMISSION
CITY AND COUNTY OF DENVER**

2015 ANNUAL REPORT





DENVER
THE MILE HIGH CITY

Civil Service Commission
Police and Fire Classified Service
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Summer 2016

Dear Friends and Colleagues:

The Denver Civil Service Commission has a lot to be proud of as we look back on calendar year 2015. The Commission was instrumental in reviewing and processing Englewood, CO Firefighters who, through an Inter-governmental Agreement, were considered for employment by the Denver Fire Department. The Executive Director of Safety ultimately hired forty (40) Englewood Firefighters.

The Commission participated in and supported the Denver Fire Department's mentoring efforts to attract, educate, and recruit a better quality Fire applicant. The Commission held forty-seven (47) days of Firefighter and Police Officer testing to address academy needs. The Commission also held special testing for the position of Fire Systems Technical Specialist. In addition, the Commission held Fire Lieutenant and Police Sergeant promotional examinations to fulfill Department management objectives.

Also in 2015, the Commission received input from the Executive Director of Safety's office, the Fire and Police Departments, the City Attorney's office, the Departments' employee groups, and the Departments' bargaining agents in consideration of changes to Commission Rule #14 – Hearing Officer Retention, Qualifications, Duties and Selection. Following a public hearing, the changes allowed for an expansion of Hearing Officer qualifications in order to attract a greater, diversified pool of Hearing Officer applicants. The Commission administratively handled twenty-two (22) Disciplinary Hearings in 2015.

Our efforts were aided by our partners in the Department of Public Safety, Police and Fire Administration, Fire and Police Recruitment, the Employee Groups, Local 858, the Police Protective Association, and members of the Classified Service. We attribute much of our success to our partners who have provided input, expertise, guidance, and support.

Sincerely,

Earl E. Peterson
Executive Director



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EXECUTIVE SUMMARY

The City Charter established the Denver Civil Service Commission in 1904. The Commission is one of the oldest merit systems in the nation and is modeled after the Pendleton Act of 1883, which created the U.S. Civil Service Commission now known as the U. S. Office of Personnel Management.

The Commission is governed by a board of Commissioners. City Charter §9.3.2 states the Commission shall consist of five (5) members; two members are to be appointed by the Mayor, two members are to be appointed by City Council and one member shall be nominated by the Mayor and appointed by Council ordinance or resolution. Each Commissioner shall be appointed for a term of two (2) years, except when appointed to complete an unexpired term, and may be reappointed. In making appointments to the Commission, the Mayor and City Council shall consider the diversity of the citizens of the City and County of Denver.

The duties, powers and responsibilities of the Commission include establishing, fostering and maintaining a merit personnel system for the Classified Service of the Denver Police and Fire Departments. Through this merit process, a listing of eligible applicants/candidates determined to be the best qualified, is provided to the Executive Director of Safety for selection and appointment to the Classified Service.

By Charter and Rule, the Commission has a duty to maintain a merit system that provides for equality, diversity and integrity in the examination process. The Commission evaluates components used in the examination process on a regular basis and determines how these components should be graded and weighted in order to identify the best-qualified applicants and candidates for placement on eligible registers. The Commission's ongoing review of test material, selection methods and policies and procedures ensures an effective, efficient, and equitable process for entry-level and promotional testing. The Commission is committed to testing and selection processes that are fair, content valid, reliable, and job related. The Commission adheres to all applicable Federal, State, and local laws and adheres to the Uniform Guidelines on Employee Selection Procedures as established by the Equal Employment Opportunity Commission (EEOC).

The Commission is also committed to Equal Employment Opportunity and non-discrimination. The Commission's consideration and examination of all applicants for employment with the Commission and all applicants and candidates for appointment and promotion in the Classified Service, shall be made without regard to race, color, religion or creed, sex, sexual orientation, age, national origin or ancestry, political affiliation, or disability for individual's otherwise qualified to perform the essential functions of the position with or without reasonable accommodation.

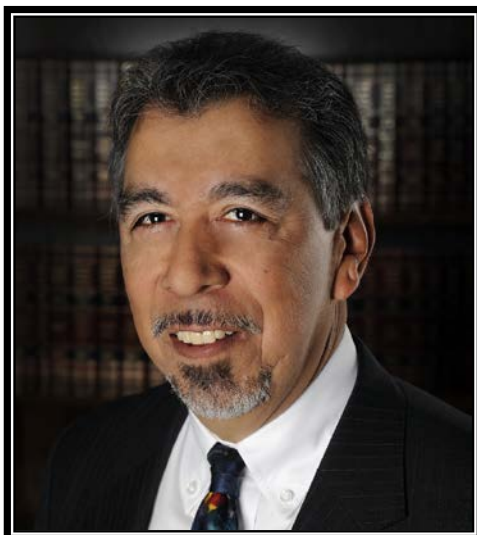
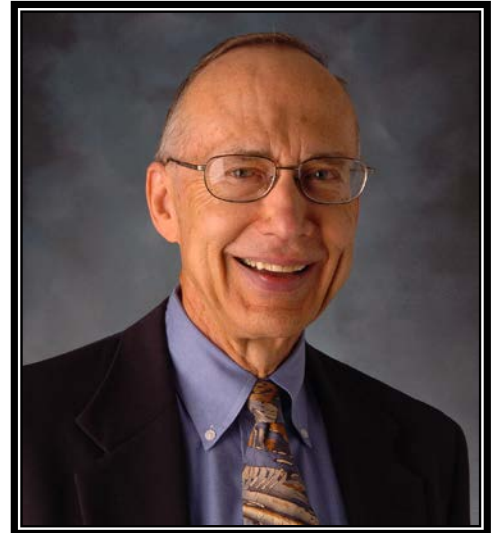
CIVIL SERVICE COMMISSIONERS

Neal G. Berlin, President

Neal G. Berlin has served continuously since being appointed by the City Council in January 2007. For many years he served citizens as a city manager in communities, including Ann Arbor, Michigan; Arvada, Colorado; Iowa City, Iowa, and Hanover, New Hampshire. Major responsibilities included oversight of police and fire operations. His primary professional interests are organizational change, personnel administration, responsiveness to citizens, prudent financial management, and consensus building.

Commissioner Berlin received a Master of Public Administration degree from the University of Michigan, and his Bachelor of Arts degree in Political Science from Illinois Wesleyan University.

He has undertaken additional academic work at the John F. Kennedy School of Government, Harvard University, American University, the University of Colorado and the University of Denver. Commissioner Berlin served as a member of the Board of Directors of the Developmental Disabilities Resource Center for many years, seeking to improve the lives of persons challenged with developmental disabilities. He is a council member of the Unity Spiritual Center of Denver.



Federico Alvarez, Esq., Vice President

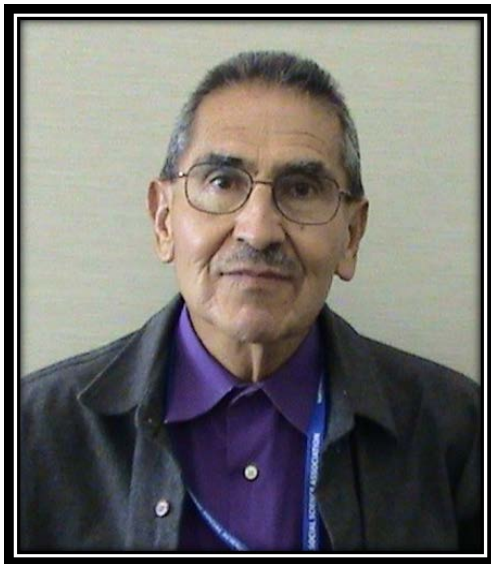
As a joint representative appointment of the Mayor and City Council, Federico Alvarez, Esq. was appointed to the Commission in June, 2013. He is a graduate of Harvard Law School. As a practicing attorney, Commissioner Alvarez is currently involved in mediation and arbitration matters. He has extensive litigation experience and has worked in private practice and has served as a Public Defender and as an Assistant Attorney General. He has also served as a Judge in the Denver County and District Courts.

Commissioner Alvarez participates in a number of organizations including the American Arbitration Association, the Colorado Commission on Judicial Discipline, the Rhone-Brackett Inn of Court, the Del Norte Neighborhood Development Corporation, the Denver Athletic Club, and the Greater Park Hill Community, Inc. He is also a member of both the American and Colorado Bar Associations.

CIVIL SERVICE COMMISSIONERS **(CONTINUED)**

Anna Flores, Commissioner

As a City Council appointee, Anna Flores was first appointed to the Commission in October 2003. Commissioner Flores is a life long Denver resident. She attended Fairview Elementary School, Lake Jr. High School, West High School, and Metropolitan State College with a double major in Political Science and Spanish. Former Mayor Federico Pena appointed her as the Director for the Denver Commission on Aging from 1983 to 1989. Commissioner Flores previously narrated for the Colorado Talking Library for the Blind. She is an accomplished author and has written four books.



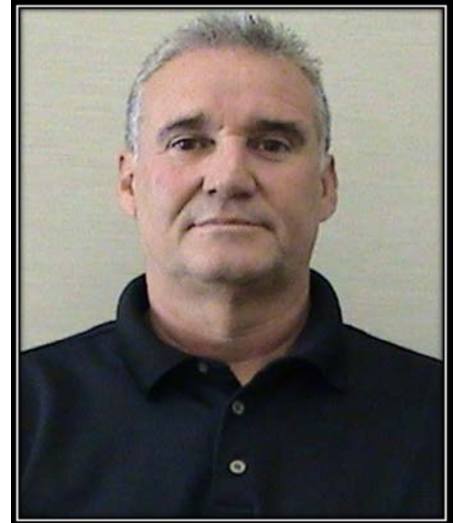
Joseph G. Sandoval, Esq., Commissioner

Beginning as a police officer for the City of Arvada in 1967, retired Professor Joseph G. Sandoval has worked in the area of public safety throughout his professional career. He worked as an attorney for approximately 20 years. Working in the area of police-community relations for over 45 years, he was involved in the process for establishing the Public Safety Review Commission and the Citizen Oversight Board, as well as the Office of Independent Monitor. He served as Chair of the Public Safety Review Commission and was the first Chair of the Citizen Oversight Board. He has made presentations on review of police and police-community relations at national conferences. He is a retired faculty member, after 42 years with the Criminal Justice and Criminology Department, at Metropolitan State University of Denver. He writes weekly faith-based commentaries; he also writes on family history with articles published in the Colorado Hispanic Genealogical Journal. Mayor Michael Hancock appointed Commissioner Sandoval in 2015.

CIVIL SERVICE COMMISSIONERS **(CONTINUED)**

Larry D. Trujillo, Commissioner

In August 2003, Mr. Trujillo was appointed by Mayor John Hickenlooper, to the position of Chief of the Denver Fire Department, responsible for one of the largest fire departments in the country. After 9/11, Mr. Trujillo assisted in raising over \$2 million for the New York Firefighters Emergency Relief Fund. He was also a very active member of the Firefighters Incorporated for Racial Equality (F.I.R.E). In August 2007, after 25 years of service, Mr. Trujillo retired from the Denver Fire Department. Appointed as Director of Homeland Security in 2010 by Governor Ritter, he remained in that position for one more year with Governor Hickenlooper.



In addition to currently serving as a Eucharistic Minister for Guardian Angel Church, Mr. Trujillo has made significant community contributions. He is a board member and or committee member for the following organizations: Denver's Latino Commission, LAEF (Latin American Education Foundation), American Heart Association, La Clinica Tepeyac and La Escuela Tlatelolco, and the Mark Langvardt Memorial Tournament for Mount St. Vincent Home. Mr. Trujillo attended the University of Northern Colorado and Metropolitan State University. He is bilingual, and holds numerous certifications. He is a Real Estate Broker for Modern Real Estate, the owner of LDT Consulting, LLC, and Managing Partner of CovertaCard, LLC. He was appointed Commissioner by Mayor Michael Hancock in 2015.

EXECUTIVE DIRECTOR



Earl E. Peterson

Earl E. Peterson has served as Executive Director since November 2000. Prior to this position he was in the private sector for over 19 years with Champion International Corporation, Nationwide Papers Division as Operations Manager, Administration Manager and Marketing Manager. Mr. Peterson is a graduate of the State University College of Arts and Science, Geneseo, NY, and holds a Bachelor of Science Degree in Management Science. Mr. Peterson is an active member of Eastern Hills Community Church. He currently serves on the architectural committee for the Prides Crossing HOA and was Vice President for seven years.

COMMISSION BUDGET

In 2015, the Commission was allocated a budget of \$1,634,700.00. The budget includes costs for a full-time staff of 9 employees, 19 on-call background investigators, and payment to contract independent hearing officers to conduct disciplinary appeal hearings. The budget also includes payment for entry-level and promotional test development and applicant processing.

The overall direct cost for the development and administration of the following two (2) promotional examinations was a total of \$78,500.00.

| | |
|-----------------|--------------|
| Fire Lieutenant | \$ 22,500.00 |
| Police Sergeant | \$ 56,000.00 |
| Police Captain | \$ 0.00* |

The processing of Fire and Police applicants and the processing of Denver Public Safety Cadets reflect the following line item expenditures for a total of \$ 406,222.00

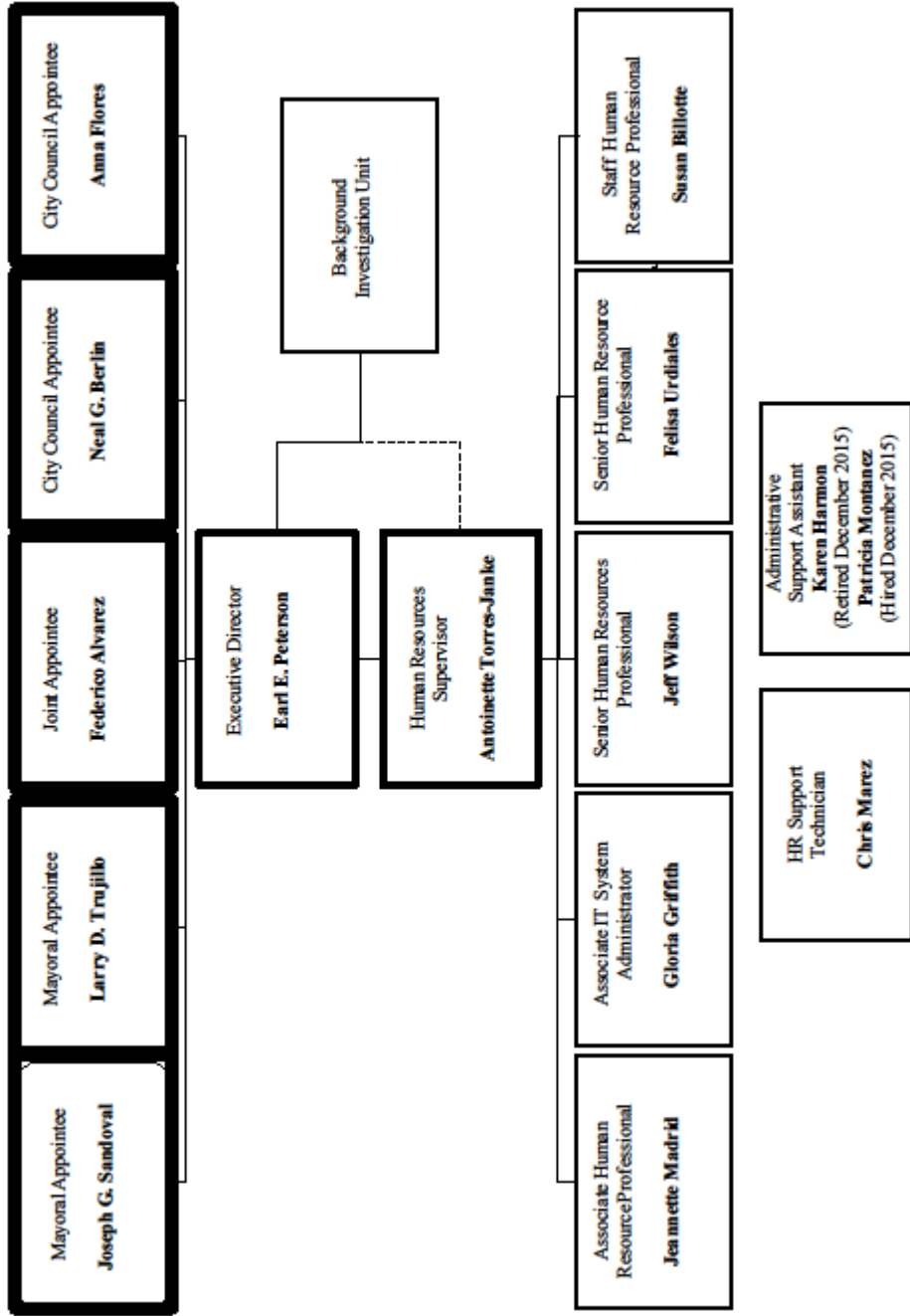
| | |
|-----------------------------------------------------|--------------|
| Background Investigation Unit | |
| —Payroll and Social Security | \$179,720.00 |
| Polygraph Exams | \$ 59,212.00 |
| Suitability Assessments, MMPIs, Psychological Exams | \$ 87,595.00 |
| Pre-Employment Drug Screening | \$ 1,195.00 |

The Civil Service Commission returned \$219,740.00 of the planned operating budget for 2015 back to the general fund. This saving represents 13.44% of the overall Commission budget for 2015.

*Per Denver Police Department Chief, there were no promotions in the rank of Police Captain.

NOTE: Costs associated with the processing of both Fire Department and Police Department applicants, are subject to the size of academy classes, as well as the start dates of academy classes which impacts the processing costs of each calendar year.

Civil Service Commission Organizational Chart



RULE 14: HEARING OFFICER RETENTION, QUALIFICATIONS, DUTIES AND SELECTION

On July 17, 2015, the following additions and amendments were adopted. Rule 14 is available in its entirety at denvergov.org/civilservice, in the Commission Rules section.

Section 1. Retention of Hearing Officers.

(2015 amendment moved subsections A & B from *Selection of Hearing Officers* section)

A. Independent Contractor: Any Hearing Officer shall be retained as an independent contractor and shall not be employed by nor be considered an employee of the City and County of Denver. (*Added November 7, 2006*)

B. Every 3 Years: At least once every three (3) years, the Civil Service Commission shall contract with three (3) or more qualified persons to serve as Hearing Officers to hear disciplinary or disqualification appeals, and to serve as Settlement Officers to facilitate mediation in such appeals. (*Amended November 7, 2006*)

Section 2. Hearing Officer Qualifications.

A. License to Practice Law:

1. For Application and Selection: To qualify for application and selection as a Hearing Officer, an individual shall have a Colorado license to practice law. However, for purposes of application and selection the license **need not currently be active** provided that it has not been suspended or revoked pursuant to a disciplinary order. (*Amended August 8, 2012; July 17, 2015*)

2. For Service as a Hearing Officer: Prior to execution of a Hearing Officer contract, and for continued service as a Hearing Officer, an individual must **have and maintain an active Colorado license** to practice law. (*Adopted July 17, 2015*)

B. Experience: To qualify for selection as a Hearing Officer, an individual shall also meet one of the following experience requirements:

1. Has served as an administrative law judge, neutral hearing officer or arbitrator in employer-employee or administrative law disputes for at least three (3) years out of the past six (6) years, and has conducted at least ten (10) hearings or arbitrations involving employer-employee disputes in the last six years; or (*Amended July 17, 2015*)

2. Has a minimum five (5) years' experience in the full-time, active practice of law, including two (2) years of experience practicing before federal or state courts or federal, state or local administrative agencies authorized to conduct evidentiary hearings; provided that the individual certifies that at least one-fourth (1/4) of his or her practice has involved the preparation and/or presentation of cases before federal or state courts involving employer-employee disputes, the National Labor Relations Board, state or local labor relations boards, the Merit Systems Protection Board, state or local personnel or civil service or career service boards, or labor-management arbitrators; or

3. Has a minimum of five (5) years of experience sitting as a judge in the Denver County Court, a state county court, a state district court, a state court of appeals, a state supreme court or in a federal court; or *(Added July 17, 2015)*
4. Is currently under a contract to serve as a Hearing Officer for the Denver Civil Service Commission; or
5. Has a quality, level, and length of experience deemed acceptable to, and approved unanimously by the Civil Service Commission. *(Amended July 17, 2015)*

C. Background Investigation: Prior to entering into a Hearing Officer contract with any applicant, the applicant shall be subject to a background investigation, with review and final approval by the Commission.

Section 3. Duties, Responsibilities and Limitations of Hearing Officers

[New Section 3. The provisions of Subsections A-D were previously contained in prior Section 1, Subsection A, *Hearing Officer Contracts*. *(Added July 17, 2015)*]

A. As may be provided by contract, in addition to the regular quasi-judicial or mediation activities, a Hearing Officer may assist the Commission with the orientation or training of other hearing officers, preparation of abstracts of appeal decisions, or other hearing related matters within their scope as an independent contractor and neutral party. *(Added November 7, 2006)*
(Amended July 17, 2015)

Section 4. Selection of Hearing Officers.

[This section was renumbered, and two provisions were moved to Section 1. Some of the provisions of this former Rule 14 § 1, *Selection of Hearing Officers*, were previously contained in Rule 12 § 7, *Retention of Hearing Officers*. Those provisions were deleted from Rule 12 § 7 and re-enacted in former Rule 14 § 1, with amendments. *(Adopted March 26, 1987 as Rule 12 § 7; Added to Rule 14 and Amended November 7, 2006)* *(Amended July 17, 2015)*]

A. Recruitment and Solicitation of Applications: The availability of Hearing Officer positions shall be widely advertised, posted and/or disseminated in a manner deemed appropriate by the Commission. A resume and/or application form detailing the applicant's prior experience shall be accepted as announced by the Commission. As determined by the Commission, an applicant may also be interviewed. In its recruitment and solicitation of applications the Commission shall make reasonable efforts to obtain a pool of qualified applicants that reflect the diversity of the citizens of the City and County of Denver. *(Amended November 7, 2006; July 17, 2015)*

B. List of Qualified Applicants:

1. A list of all qualified applicants shall be established by the Commission. The Commission shall submit the list of qualified applicants, along with their available resumes and applications, to the Executive Director of Safety and the designated representatives of the Firefighters and Police Officers. An opportunity to jointly interview the qualified applicants will be provided to the Executive Director of Safety and the designated representatives of the Firefighters and Police Officers during the fifteen (15) day time period provided for review of the list of all qualified applicants. *(Amended July 17, 2015)*
2. The designated representatives, acting as a single entity, and the Executive Director of Safety shall then each strike no more than one third (1/3) of the names on the list.

DISQUALIFICATION & DISCIPLINARY APPEALS

The Appeal Process

The entire Appeal Process is outlined in City Charter §9.4.15 and Commission Rule 12 – Disqualification and Disciplinary Appeals, Hearings and Procedures. Except for the disqualification of any probationary member of the Classified Service, a member who is subject to disqualification and is being dismissed for a failure or inability to meet the qualifications necessary to perform the essential functions of the position may also file an appeal for a hearing before a Hearing Officer.

Any final decision and order of a Hearing Officer may be appealed by the member, the Manager of Safety, or by both, for a limited review by the Civil Service Commissioners. In lieu of an appeal to the Commissioners, a final decision at the Hearing Officer level may be appealed directly to Denver District Court. A final decision at the Commissioner level also may be appealed to District Court.

Hearing Officers

Hearing Officers are selected as established by City Charter §9.3.7 and Commission Rule 14. The following two individuals were selected in 2015 to serve as a Hearing Officer for the 2016-2019 contract period: Daniel C. Ferguson, Esq., and Carrie Klein, Esq.

2015 Disciplinary Appeals

Disciplinary and Disqualification Appeal decisions, listed by Year of appeal filing or by the Classified Member's Last Name can be found on the Commission's website at www.denvergov.org/civilservice.

ENTRY-LEVEL POLICE/FIRE TESTING 2015

The required qualifications for Original Appointment are set in Commission Rule 3, and Commission Rule 5 establishes the Examination and Screening phases. During the respective open application periods, applicants interested in testing for a Police Officer or Firefighter position first complete an application form and schedule a test date online through the Commission's web site at www.denvergov.org/civilservice. Upon an acceptable application being submitted, the Commission's testing center can accommodate up to 32 applicants per test session.

If there are no available test appointments for a particular day, an applicant can "walk-in" on any scheduled test day and will be permitted to fill any vacant testing stations on a first come first served basis providing all qualifications are met.

Police Officer Testing

The Commission tests for the position of Police Officer on an annual basis. Testing for Police Officer was conducted in the months of March, and October, 2015 for applicant processing in 2015 and 2016. (2,197) applications were accepted. *See the demographic breakdown on page 12.*

Police applicants who are currently employed as peace officers (with appropriate State certification), and who have a minimum of three years patrol experience, can be considered for lateral-entry placement. A benefit of the combined entry-level and lateral-entry academies allows lateral-entry applicants to complete the academy in 16 weeks (versus 25-28 weeks for entry-level applicants), if their previous training and experience warrants.

In 2015, three (3) Police academies were placed in June, August, and December, from testing conducted in 2013, 2014, and 2015. A total of ninety-four (94) new Police recruits were hired in 2015. *See the demographic breakdown on pages 13-15.*

Firefighter Testing

The Commission typically tests for the position of Firefighter every two (2) years, and testing was administered in 2014. (1,882) applications were accepted; (1,321) applicants passed the written test. *See the demographic breakdown in the Civil Service Commission Annual Report 2014.*

Two Fire academies were placed in 2015 from Firefighters tested in 2014 and October/November 2013. Thirty-four (34) Firefighters were hired in 2015. *See the demographic breakdown on pages 16-17.*

In addition, through an Intergovernmental Agreement with the Englewood Fire Department, (40) Lateral Firefighters were placed in a Denver Fire Department Academy on June 1, 2015. *Thirty-nine (39) were White Males, and one (1) was a Hispanic/Latino Male.*

SPECIALIZED FIRE TESTING

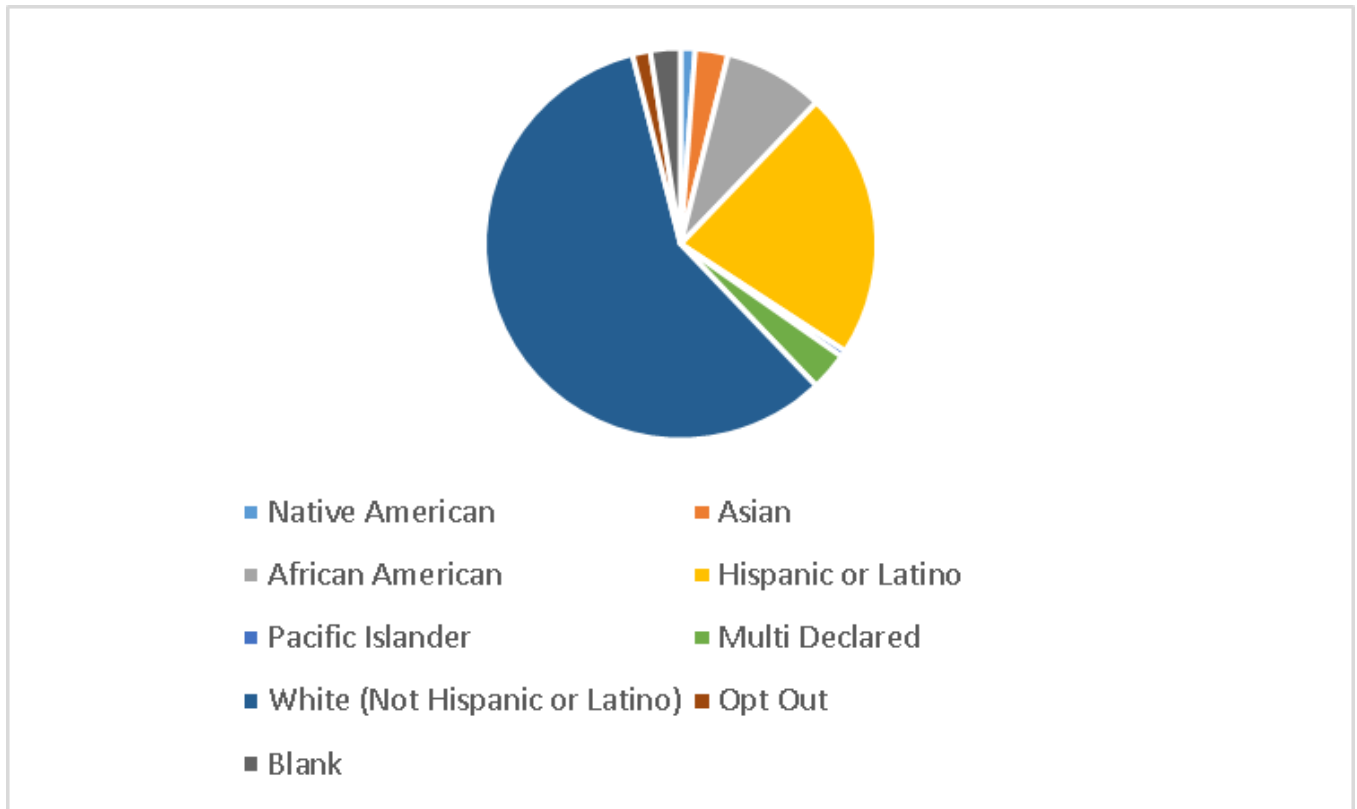
The Commission also tests for two specialized Fire entry-level positions in the Classified Service; Fire Mechanic and Fire Systems Technical Specialist (including Electricians and Electronic Technicians). Fire Mechanics perform skilled work in the maintenance and repair of automotive equipment, fire apparatus and fire suppression equipment. Fire Systems Technical Specialists (Electricians) design, install and maintain all electrical, heat, and power systems. Fire Systems Technical Specialists (Electronic Technicians) design, build, install, inspect and repair all division systems and equipment. Equipment maintained includes radio fire-box transmitters and receivers, microwave, two-way mobile radios and pagers, towers, antennas, etc. When a vacancy is anticipated in any of these specializations, the Commission will screen and test applicants as outlined in the respective Announcements of Examination and the respective Informational Booklets.

In 2015, one Fire Systems Technical Specialist (Electronic Technician) was hired from testing conducted in 2014; *one (1) White Male*.

2015 # APPLYING FOR POLICE OFFICER TESTING (By Race/Ethnicity and Gender)

| Race/ Ethnicity | Male | % of Total | Female | % of Total | Opt Out | % of Total | Blank | % of Blank | Total | % of Total |
|--------------------|-------------|---------------|------------|---------------|------------|---------------|------------|---------------|-------------|----------------|
| African American | 139 | 6.33% | 36 | 1.64% | 0 | 0.00% | 0 | 0.00% | 175 | 7.97% |
| Hispanic | 373 | 16.98% | 107 | 4.87% | 1 | 0.05% | 0 | 0.00% | 481 | 21.89% |
| White | 983 | 44.74% | 187 | 8.51% | 3 | 0.14% | 0 | 0.00% | 1173 | 53.39% |
| Asian | 46 | 2.09% | 5 | 0.23% | 0 | 0.00% | 0 | 0.00% | 51 | 2.32% |
| Native American | 20 | 0.91% | 4 | 0.18% | 0 | 0.00% | 0 | 0.00% | 24 | 1.09% |
| Pacific Islander | 9 | 0.41% | 2 | 0.09% | 0 | 0.00% | 0 | 0.00% | 11 | 0.50% |
| Multi | 53 | 2.41% | 15 | 0.68% | 0 | 0.00% | 0 | 0.00% | 68 | 3.10% |
| Opt Out | 25 | 1.14% | 1 | 0.05% | 6 | 0.27% | 0 | 0.00% | 32 | 1.46% |
| Blank | 42 | 1.91% | 4 | 0.18% | 0 | 0.00% | 136 | 6.19% | 182 | 8.28% |
| Total | 1690 | 76.92% | 361 | 16.43% | 10 | 0.46% | 136 | 6.19% | 2197 | 100.00% |

Percentages are rounded to two decimal places, and therefore totals may not add up to 100%.



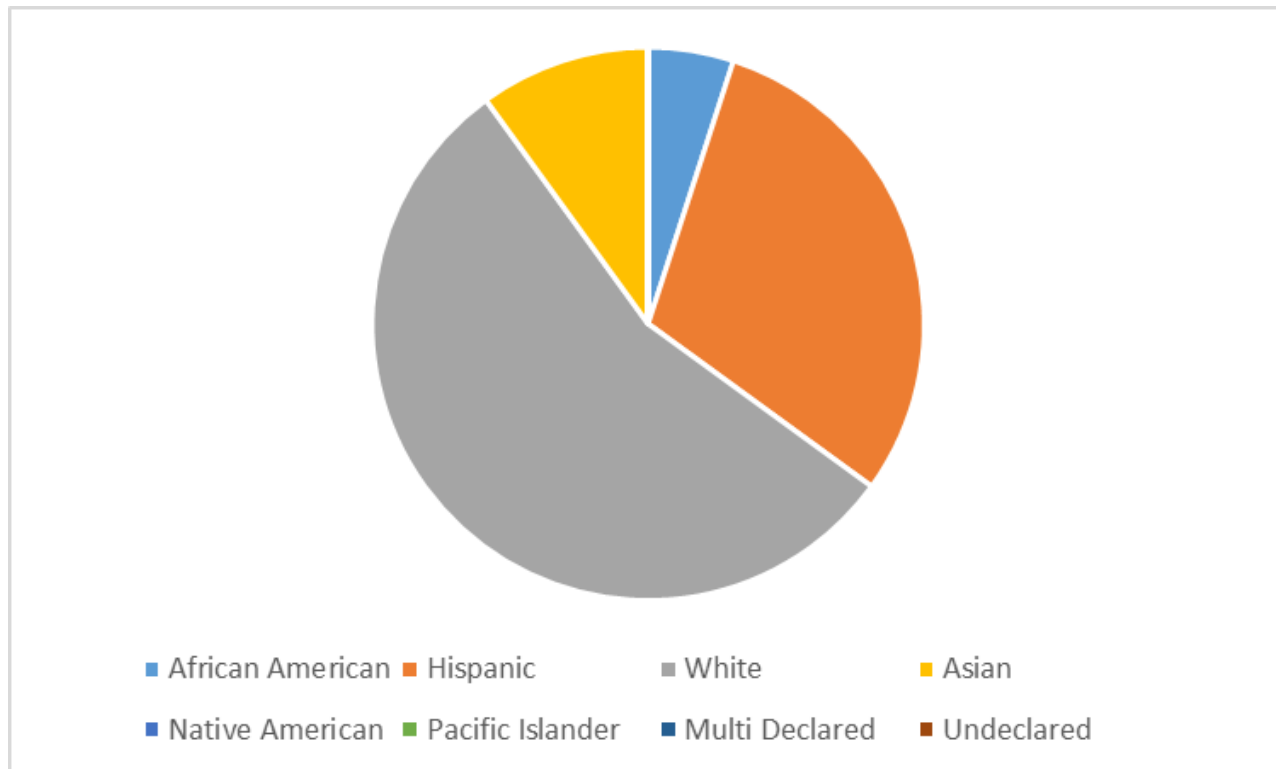
POLICE ACADEMY DEMOGRAPHICS

JUNE 22, 2015

(By Race/Ethnicity and Gender)

| Race/ Ethnicity | Male | % of Total | Female | % of Total | Undeclared | % of Total | Total | % of Total |
|--------------------|-----------|----------------|----------|---------------|------------|---------------|-----------|----------------|
| African American | 1 | 5.00% | 0 | 0.00% | 0 | 0.00% | 1 | 5.00% |
| Hispanic | 6 | 30.00% | 0 | 0.00% | 0 | 0.00% | 6 | 30.00% |
| White | 11 | 55.00% | 0 | 0.00% | 0 | 0.00% | 11 | 55.00% |
| Asian | 2 | 10.00% | 0 | 0.00% | 0 | 0.00% | 2 | 10.00% |
| Native American | 0 | 0.00% | 0 | 0.00% | 0 | 0.00% | 0 | 0.00% |
| Pacific Islander | 0 | 0.00% | 0 | 0.00% | 0 | 0.00% | 0 | 0.00% |
| Multi Declared | 0 | 0.00% | 0 | 0.00% | 0 | 0.00% | 0 | 0.00% |
| Undeclared | 0 | 0.00% | 0 | 0.00% | 0 | 0.00% | 0 | 0.00% |
| Total | 20 | 100.00% | 0 | 0.00% | 0 | 0.00% | 20 | 100.00% |

Percentages are rounded to two decimal places, and therefore totals may not add up to 100%.



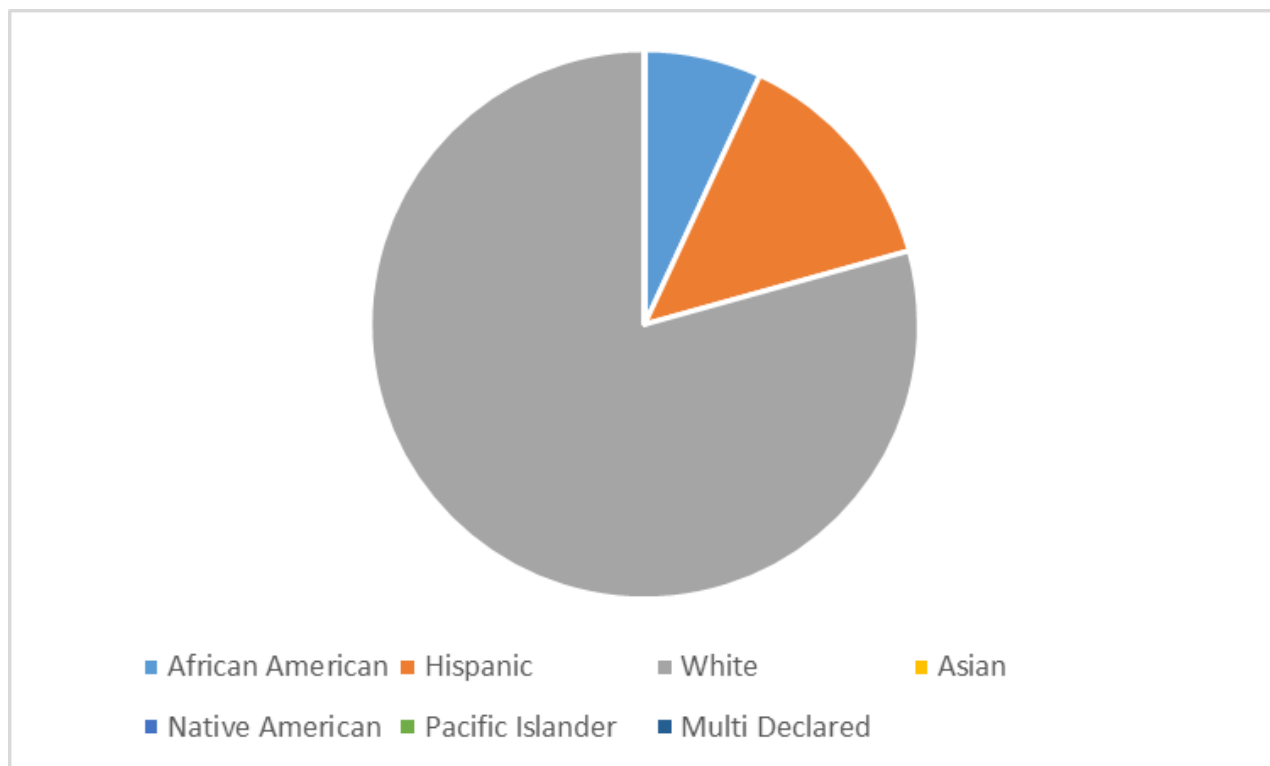
POLICE ACADEMY DEMOGRAPHICS

AUGUST 3, 2015

(By Race/Ethnicity and Gender)

| Race/ Ethnicity | Male | % of Total | Female | % of Total | Undeclared | % of Total | Total | % of Total |
|----------------------------|-------------|-----------------------|---------------|-----------------------|-------------------|-----------------------|--------------|-----------------------|
| African American | 2 | 5.88% | 0 | 0.00% | 0 | 0.00% | 2 | 5.88% |
| Hispanic | 4 | 11.76% | 3 | 8.83% | 0 | 0.00% | 7 | 20.59% |
| White | 23 | 67.65% | 1 | 2.94% | 0 | 0.00% | 24 | 70.59% |
| Asian | 0 | 0.00% | 0 | 0.00% | 0 | 0.00% | 0 | 0.00% |
| Native American | 0 | 0.00% | 1 | 2.94% | 0 | 0.00% | 1 | 2.94% |
| Pacific Islander | 0 | 0.00% | 0 | 0.00% | 0 | 0.00% | 0 | 0.00% |
| Multi Declared | 0 | 0.00% | 0 | 0.00% | 0 | 0.00% | 0 | 0.00% |
| Total | 29 | 85.29% | 5 | 14.71% | 0 | 0.00% | 34 | 100.00% |

Percentages are rounded to two decimal places, and therefore totals may not add up to 100%.



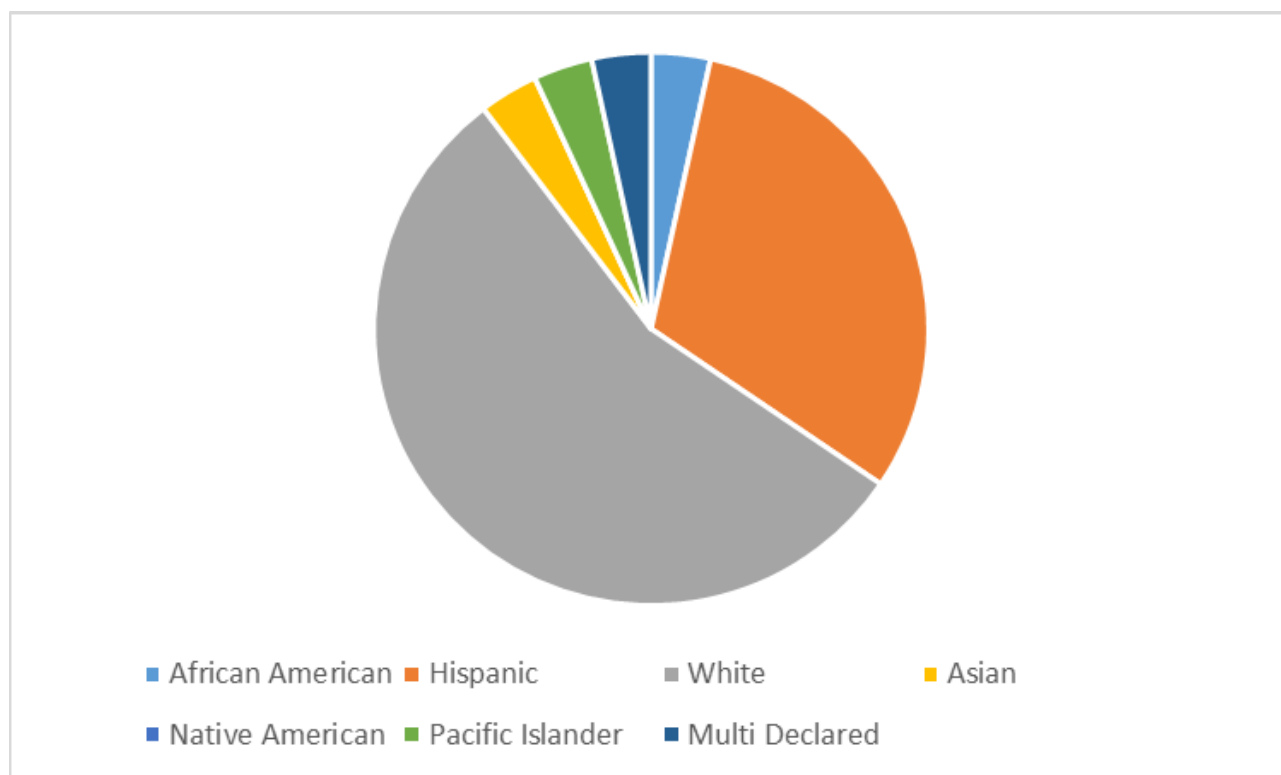
POLICE ACADEMY DEMOGRAPHICS

DECEMBER 28, 2015

(By Race/Ethnicity and Gender)

| Race/ Ethnicity | Male | % of Total | Female | % of Total | Undeclared | % of Total | Total | % of Total |
|----------------------------|-------------|-----------------------|---------------|-----------------------|-------------------|-----------------------|--------------|-----------------------|
| African American | 1 | 2.50% | 1 | 2.50% | 0 | 0.00% | 2 | 5.00% |
| Hispanic | 9 | 22.50% | 3 | 7.50% | 0 | 0.00% | 12 | 30.00% |
| White | 16 | 40.00% | 6 | 15.00% | 0 | 0.00% | 22 | 55.00% |
| Asian | 1 | 2.50% | 1 | 2.50% | 0 | 0.00% | 2 | 5.00% |
| Native American | 0 | 0.00% | 0 | 0.00% | 0 | 0.00% | 0 | 0.00% |
| Pacific Islander | 1 | 2.50% | 0 | 0.00% | 0 | 0.00% | 1 | 2.50% |
| Multi Declared | 1 | 2.50% | 0 | 0.00% | 0 | 0.00% | 1 | 2.50% |
| Total | 29 | 72.50% | 11 | 27.50% | 0 | 0.00% | 40 | 100.00% |

Percentages are rounded to two decimal places, and therefore totals may not add up to 100%.



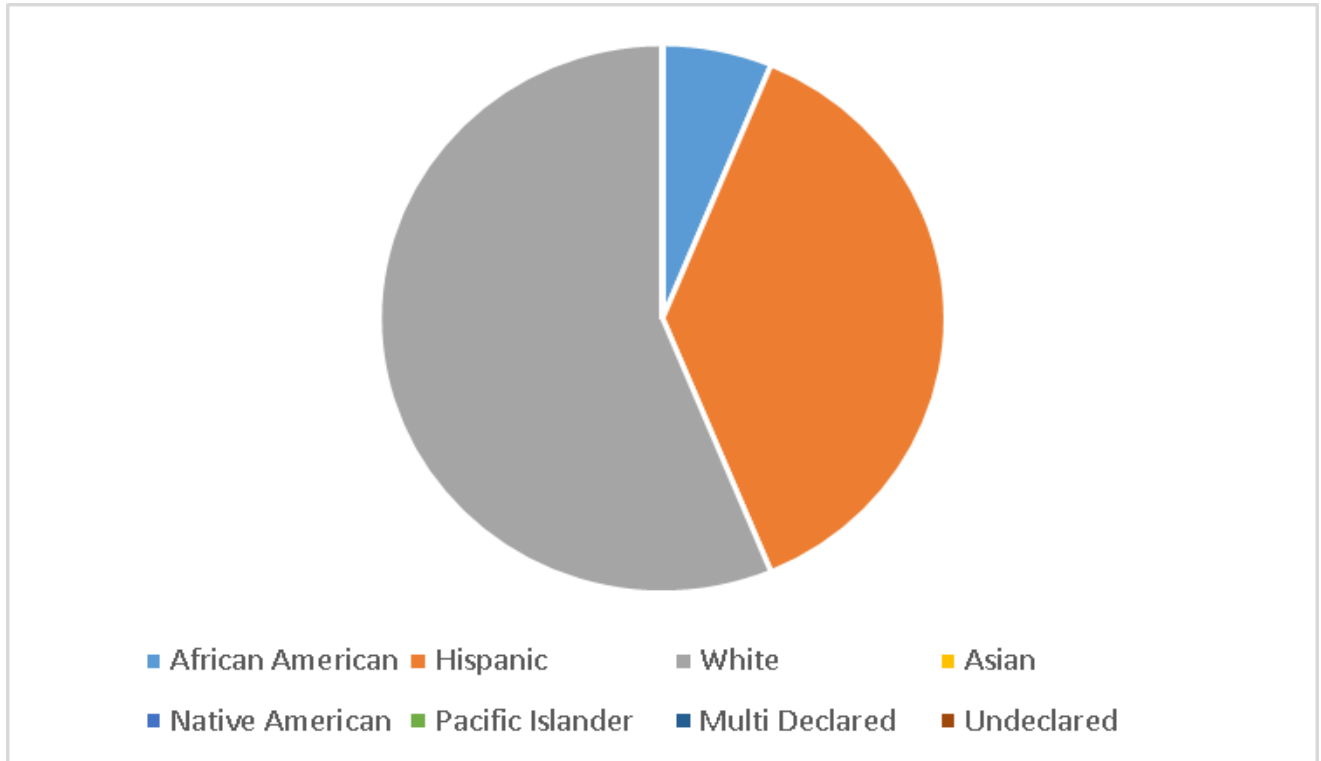
FIRE ACADEMY DEMOGRAPHICS

FEBRUARY 9, 2015

(By Race/Ethnicity and Gender)

| Race/ Ethnicity | Male | % of Total | Female | % of Total | Undeclared | % of Total | Total | % of Total |
|--------------------|-----------|----------------|----------|---------------|------------|---------------|-----------|----------------|
| African American | 1 | 6.25% | 0 | 0.00% | 0 | 0.00% | 1 | 6.25% |
| Hispanic | 6 | 37.50% | 0 | 0.00% | 0 | 0.00% | 6 | 37.50% |
| White | 9 | 56.25% | 0 | 0.00% | 0 | 0.00% | 9 | 56.25% |
| Asian | 0 | 0.00% | 0 | 0.00% | 0 | 0.00% | 0 | 0.00% |
| Native American | 0 | 0.00% | 0 | 0.00% | 0 | 0.00% | 0 | 0.00% |
| Pacific Islander | 0 | 0.00% | 0 | 0.00% | 0 | 0.00% | 0 | 0.00% |
| Multi Declared | 0 | 0.00% | 0 | 0.00% | 0 | 0.00% | 0 | 0.00% |
| Undeclared | 0 | 0.00% | 0 | 0.00% | 0 | 0.00% | 0 | 0.00% |
| Total | 16 | 100.00% | 0 | 0.00% | 0 | 0.00% | 16 | 100.00% |

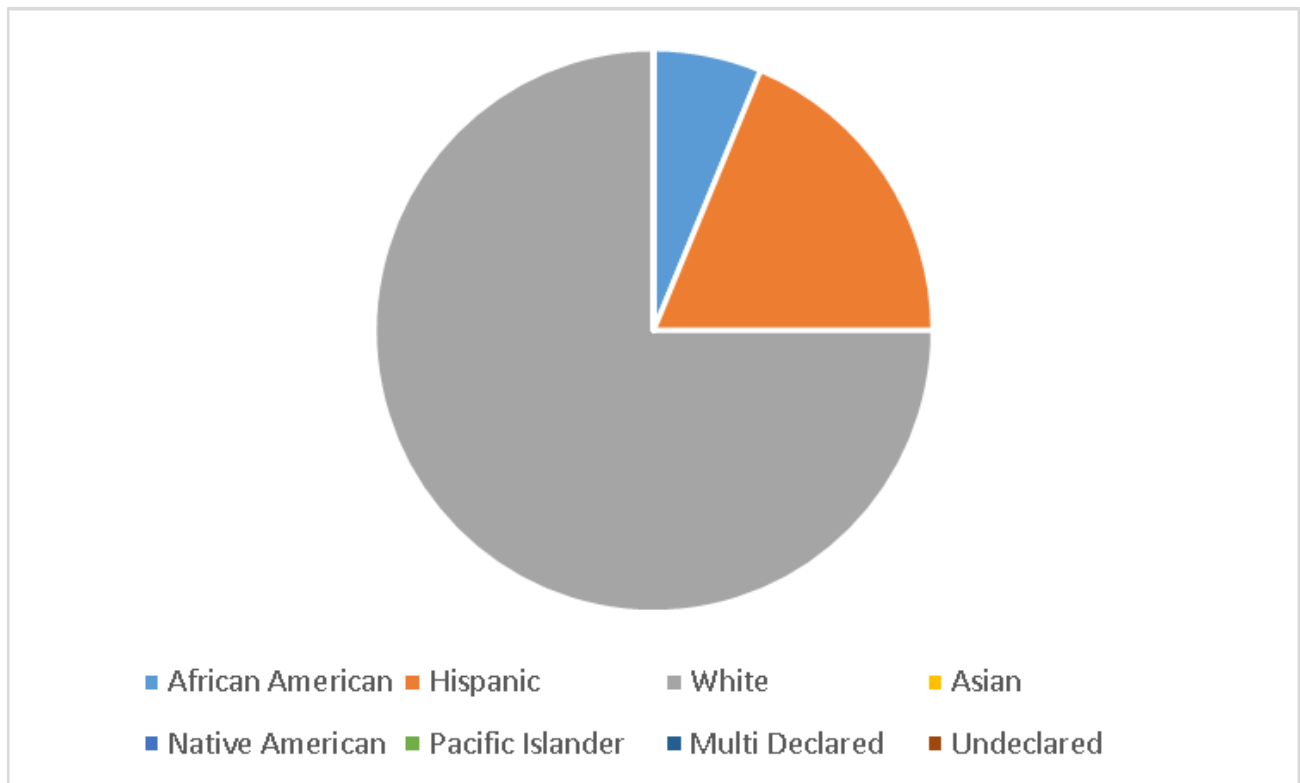
Percentages are rounded to two decimal places, and therefore totals may not add up to 100%.



Fire Academy Demographics September 21, 2015 (By Race/Ethnicity and Gender)

| Race/ Ethnicity | Male | % of Total | Female | % of Total | Undeclared | % of Total | Total | % of Total |
|--------------------|-----------|---------------|----------|---------------|------------|---------------|-----------|----------------|
| African American | 1 | 5.60% | 0 | 0.00% | 0 | 0.00% | 1 | 5.60% |
| Hispanic | 3 | 16.70% | 0 | 0.00% | 0 | 0.00% | 3 | 16.70% |
| White | 12 | 66.70% | 2 | 11.10% | 0 | 0.00% | 14 | 77.80% |
| Asian | 0 | 0.00% | 0 | 0.00% | 0 | 0.00% | 0 | 0.00% |
| Native American | 0 | 0.00% | 0 | 0.00% | 0 | 0.00% | 0 | 0.00% |
| Pacific Islander | 0 | 0.00% | 0 | 0.00% | 0 | 0.00% | 0 | 0.00% |
| Multi Declared | 0 | 0.00% | 0 | 0.00% | 0 | 0.00% | 0 | 0.00% |
| Undeclared | 0 | 0.00% | 0 | 0.00% | 0 | 0.00% | 0 | 0.00% |
| Total | 16 | 89.00% | 2 | 11.10% | 0 | 0.00% | 18 | 100.00% |

Percentages are rounded to two decimal places, and therefore totals may not add up to 100%.



FIRE AND POLICE PROMOTIONAL EXAMINATIONS

In 2015, the Civil Service Commission conducted two Promotional Examinations. For both Fire Lieutenant, and Police Sergeant, a written test was administered to all registered candidates, addressing content areas from among those that are determined as a result of the job analysis to be essential or important for the successful performance of the duties and responsibilities of the particular rank.

Only those candidates who attained a passing score on the written test advanced to the Assessment Center. Candidates were then ranked by their total examination score. The total examination score is the sum of the points earned from the written test, the assessment center or practical test, and seniority.

| FIRE LIEUTENANT | |
|----------------------------------------------------------------|------------|
| Number of Candidates Who Registered | 168 |
| Number of Candidates Passed Written Exam | 50 |
| Number of Candidates Who Attended the Assessment Center | 46 |

| POLICE SERGEANT | |
|----------------------------------------------------------------|------------|
| Number of Candidates Who Registered | 240 |
| Number of Candidates Passed Written Exam | 63 |
| Number of Candidates Who Attended the Assessment Center | 61 |

The Commission greatly appreciates the cooperation and assistance from the Fire and Police Administrations, Department Subject Matter Experts and Employee Groups in the development of the promotional examinations.

FIRE AND POLICE PROMOTIONS IN 2015*

| FIRE DEPARTMENT | |
|------------------------|-----------|
| Fire Engineer | 15 |
| Fire Engineer | 29 |
| Fire Captain | 12 |
| Assistant Chief | 6 |

| POLICE DEPARTMENT | |
|--------------------------|-----------|
| Police Sergeant | 11 |
| Police Lieutenant | 4 |
| Police Captain | 0 |

*Includes only those promotional ranks within the Classified Service. Promotional tests are administered every two years except in the case of Assistant Superintendent of Fire Alarm, and Assistant Master Mechanic, which are administered on an as-needed basis. Promotions can be made off of an eligible register that was created in the previous year.