

Salisbury Police Department



End of Year Summary and Analysis: 2019 Recruitment Plan

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January 15, 2020

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End of Year Summary and Analysis: 2019 Recruitment Plan

A. Progress Towards 2019 Objectives (CALEA Section # 117)

- In 2019, a total of **143** Candidates applied for the Police Officer Position (currently 10 Vacancies). A total of **43** Candidates applied for the Police Officer Position in 2018 (**this represents a 233% increase in Candidates from the previous year**).

Objective 1 (CALEA: Section # 117)	2015 Candidates	2016 Candidates	2017 Candidates	2018 Candidates	2019 Candidates
Qualified Candidates	76	62	93	43	143

- The Salisbury Police Department hired **five (5)** recruits for ESCJA Class 83 (July 2019 Session). In late 2019, the Salisbury Police Department hired **one (1)** qualified Candidate who will be attending the ESCJA Class 84 (January 2020 Session).
- A total of **six (6)** qualified Candidates were hired for the position of Police Officer and their race/ethnicity is as followed:
 - **Six (6)** Caucasian Males
- A total of **three (3)** qualified Candidates were hired for the position of Police Officer in 2018 which represents a **100% increase** in 2019.
- Of the **143** Candidates in 2019, **34** are still in an active phase, thus the above figure represents a **6%** Hiring Rate.

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1. Increase the number of qualified African-American Candidates for the position of police officer.

- In 2019, we received **38** (22 males and 16 female) applications from African-American Candidates. In 2018, we received **9** (8 males and 1 female) applications from African-American Candidates. The number of African-American Candidates for the position of Police Officer **increased** by **29** Candidates in 2019 (**322% increase**).

Objective 1 (CALEA: Section #117)	2016 Candidates	2017 Candidates	2018 Candidates	2019 Candidates
African-American Candidates	17	19	9	38

- **Results: 0** of the **38** African-American Candidates were hired (**See below**):
 - **12 of the 38 Candidates** within this demographic are currently in the Selection Process and eligible for the July 2020 Academy Session (pending successful completion of all phases of the Selection Process).
 - **26 of the 38 Candidates** within this demographic were unable to successfully complete fundamental tasks as required for the Selection Process, to include but not limited to the following:
 - Failing to pass the Physical Agility Test,
 - Failing to achieve a 70 % (passing) or higher on the written examination,
 - Untruthfulness,
 - 2 or more terminations within the past 5 years,
 - Failing to RSVP for the One Day Testing,
 - Failing to show up for their scheduled One Day Testing date.

2. Increase the number of qualified Female Candidates for the position of police officer.

- In 2019, we received **28** applications from Female Candidates. In 2018, we received **6** applications from Female Candidates. The number of Female Candidates for the position of Police Officer **increased** by **22** Candidates in 2019 (**367% increase**).

Objective 2 (CALEA: Section #117)	2016 Candidates	2017 Candidates	2018 Candidates	2019 Candidates
Female Candidates	4	11	6	28

- **Results: 0** of the **28** Female Candidates were hired (**See below**):
 - **8 of the 28 Candidates** within this demographic are currently in the Selection Process and eligible for the July 2020 Academy Session (pending successful completion of all phases of the Selection Process).
 - **20 of the 28 Candidates** within this demographic were unable to successfully complete fundamental tasks as required for the Selection Process, to include but not limited to the following:
 - Failing to pass the Physical Agility Test,
 - Failing to RSVP for the One Day Testing,
 - Failing to show up for their scheduled One Day Testing date.

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3. Increase the number of qualified Hispanic Candidates for the position of police officer.

- In 2019, we received **11** (8 males and 3 female) applications from Hispanic Candidates. In 2018, we received **1** (1 male) application from a Hispanic Candidate. The number of Hispanic Candidates for the position of Police Officer **increased** by **ten (10)** Candidates in 2019 (**900% increase**).

Objective 3 (CALEA: Section #117)	2016 Candidates	2017 Candidates	2018 Candidates	2019 Candidates
Hispanic Candidates	3	6	1	11

- Results: 0** of the **11** Hispanic Candidates were hired (**See below**):
 - 1 of the 11 Candidates** within this demographic are currently in the Selection Process and eligible for the July 2020 Academy Session (pending successful completion of all phases of the Selection Process).
 - 10 of the 11 Candidates** within this demographic were unable to successfully complete fundamental tasks as required for the Selection Process, to include but not limited to the following:
 - Withdrawing from the Selection Process for a medical reason,
 - 6 points or more on their driving record,
 - Failing to achieve a 70 % (passing) or higher on the written examination,
 - Failing to show up for their scheduled One Day Testing date.

4. Identify and attend specialized recruitment training.

- Results:** On May 20 – 21, 2019, the Recruitment Division attended a training entitled Recruiting for Law Enforcement which was held at the Maryland- National Capital Park Police (Saddlebrook Headquarters), 12751 Layhill Rd, Silver Spring, MD 20906.

B. Specific Steps to Achieve Objectives

- Continue already established relationships with groups in and outside the community who represent African-American, Female, and Hispanic demographics.
 - Identify Institutions (i.e. colleges, universities, etc.) that have a largely African American student body and attend any Career Fairs they have to offer (within reason).

Activity: In 2019, the Recruitment Division attended **three (3)** separate Job Fairs at three Historically Black College and Universities (HBCU).

- Coppin State University
- Delaware State University
- Morgan State University

Results: A total of **three (3)** Candidate Leads were established; however, none of the individuals from any of the aforementioned Job Fairs completed an application for employment.

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- b. Identify Institutions (i.e. colleges, universities, etc.) that have a largely female student body and attend any Career Fairs they have to offer (within reason).

Activity: In 2019, the Recruitment Division attended two (2) Job Fairs at colleges with a large female student body.

- University of Delaware (57% Female Student Body)
- West Chester University (59% female Student Body)

Results On October 11, 2019, a total of 15 Candidate Leads were established at the West Chester University Job Fair. Two of the Candidate Leads were female and none of which applied for the position of Police Officer.

- c. Identify Institutions (i.e. colleges, universities, etc.) that have a largely Hispanic student body and attend any Career Fairs they have to offer (within reason).

Activity: In 2019, the Recruitment Division attended **one (1)** Job Fair, "Building Delmarva 2019 Career and Job Fair" presented by The Voice Radio Network (Maxima 95.3) in Georgetown, DE with a target audience of Hispanic job seekers.

Results: Unfortunately, this Job Fair was during the transition period to the Policeapp.com Candidate Lead Management from the SPD Interest Forms and the number of individuals the Recruitment Division spoke with was not documented. However, none of the individuals hired in 2019 identified this Job Fair as their Referral Source.

2. Expedite the hiring process by converting over to Policeapp.com and accurately document the results.

Activity: In February 2019, the Salisbury Police Department began our partnership with Policeapp.com. During the transition period, the Recruitment Division had to take the 43-page paper application and convert it to a more user friendly electronic version (9-page application). With the assistance of Policeapp.com personnel, we were able to create a more efficient application by separating the initial application (which includes all of the potential disqualifiers) and the Personal History Questionnaire. It was determined that the information required on the Personal History Questionnaire was not needed for the initial testing phase and that all we required was an application documenting that the Candidate meets the minimal standards to apply. Also, by breaking the two entities up, it allows the Candidate a sense of achievement when they receive a notification that they have successfully completed a phase of the selection process and have been moved to the next step in the selection process.

Results: In 2019, our applications increased by **233%** from the previous year. We were able to streamline the application process by simply converting the 43-page paper application to electronic form. All of the information (i.e. the 21-page Selection Process) is still available to the Candidate, it's just not part of the actual application. Instead, it is a separate PDF file that the Candidate can open in Policeapp.com and read at their leisure.

The Application Process Explained: After the Candidate submits their application, it is reviewed by the Recruitment Division and should that individual meet the required minimal standards set forth by the MPCTC and our Written Directives, they are sent (via email through

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Policeapp.com) a One Day Testing notification. This notification allows the Candidate to schedule their desired One Day Testing date from one of the pre-set dates that the Recruitment Division had already identified. After successful completion of the One Day Testing and just prior to the Truth Verifying Examination Phase, the Candidate is then sent (via email through Policeapp.com) a Personal History Questionnaire (PHQ) to complete.

Breaking up the application into sections has been extremely efficient. Furthermore, we were able to do this without compromising the application and essentially all we did was just alter its presentation.

2. Recruit qualified Military Veterans by Continuing to identify and attending Military Career Fairs (within reason).

Activity: In 2019, the Recruitment Office attended **18** Job Fairs / Events (22% decrease from the 23 Job Fairs / Events attended in 2018), of which **8** Job Fairs / Events were outside the Delmarva area (See Page 6).

- **Eight (8)** of the Job Fairs / Events were of no cost.
- **Ten (10)** of the Job Fairs / Events did have a registration fee. In 2019, the amount of registration fees totaled \$4,250.00.

Results: In 2019, a total of **174 Candidate Leads** were established during our Job Fairs / Events (30% increase from the **134** Candidate Leads in 2018). Of those **174 Candidate Leads**, a total of **seven (7)** submitted an application for employment (see below):

- **Two (2) Candidates** were disqualified during the selection process,
- **Two (2)** Candidates are currently in the selection process,
- **One (1)** Candidate withdrew from the selection process,
- **One (1)** Candidate failed the written exam, and
- **One (1)** Candidate applied for the ACO position which was filled prior them beginning the selection process.

3. Recruitment activities may be conducted outside the Service Area to attract qualified Candidates.

Activity: In 2019, the Recruitment Office attended **Four (4)** Military Job Fairs / Events. (see Page 7).

Results: In 2019, the Salisbury Police Department hired **Two (2)** Candidates who had prior Military Service. Neither of those **Two (2)** Candidates identified any of those **Four (4)** Job Fairs / Events as their referral source.

4. Recruit qualified Lateral Maryland Certified Police Officers by offering a competitive salary and signing bonus.

Activity: In 2019, the Salisbury Police Department, with the approval of the City Council offered a one-time signing bonus of \$10,000.00 for Lateral Maryland Certified Police Officers.

Results: A total of **Eight (8)** Lateral Maryland Certified Police Officers applied; however, none of those Candidates were selected for hire.

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Of note, one (1) of the Candidates is currently in the Selection Process.

5. Job announcements will be placed on the Department social media, the Department website, City of Salisbury website, and internet recruitment outlets (i.e. Policeapp.com).

Activity: In 2019, the Recruitment Division made sure that the Job Announcements were current and were placed on the aforementioned platforms. We also added the testing dates on the Job Announcements and on the Department website under the Employment Section.

Results: Of the **143** Candidates, **15** Candidates identified the internet as their Referral Source and **Three (3)** Candidates identified Social Media as their Referral Source.

Of Note, 66 Candidates identified Policeapp.com as their Referral Source.

6. Recruitment activities may be conducted outside the Service Area to attract qualified Candidates.

Activity: In 2019, the Recruitment Office attended **Four (4)** Job Fairs / Events. **(see below)**.

Results: In 2019, the Salisbury Police Department hired **Two (2)** Candidates who had prior Military Service. Neither of those **Two (2)** Candidates identified any of the **Four (4)** Military Job Fairs / Events as their referral source.

2019 Career / Job Fairs & Events:

1. Event: Eastern Shore Law Enforcement Presentation
Location: Maryland National Guard Armory (Salisbury, MD)
Date: January 5, 2019
Cost: Free
2. Event: Harrisburg Law Enforcement Hiring Expo
Location: Harrisburg, PA
Date: February 12, 2019
Number of Candidate Leads: 19
Number of Candidate Leads who applied: 1 (Candidate was disqualified during the selection process)
Cost: \$350 (credited from 2018)
3. Event: Spring Career and Internship Fair
Location: University of Delaware
Date: February 19, 2019
Cost: \$425
4. Event: DAV Recruit Military Baltimore Veterans Job Fair
Location: Coppin State University (Baltimore, MD)
Date: February 21, 2019
Cost: \$595

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5. Event: Second Annual WBOC Job Fair
Location: Georgetown, DE
Date: March 2, 2019
Number of Candidate Leads: 54
Number of Candidate Leads who applied: 1 (Candidate withdrew from the selection process)
Cost: \$1,250

6. Event: DAV Recruit Military Veterans Job Fair
Location: Pittsburgh, PA
Date: March 7, 2019
Number of Candidate Leads: 9
Number of Candidate Leads who applied: 0
Cost: \$595

7. Event: Building Delmarva 2019 Career & Job Fair
Location: Georgetown, DE
Date: March 9, 2019
Number of Candidate Leads:
Number of Candidate Leads who applied:
Cost: \$150

8. Event: University at Buffalo Spring Job & Internship Fair 2019
Location: University at Buffalo
Date: March 14, 2019
Number of Candidate Leads: 10
Number of Candidate Leads who applied: 0
Cost: \$335

9. Event: Morgan State University Community & Veterans' Hiring Fair
Location: Morgan State University
Date: March 27, 2019
Number of Candidate Leads: 2
Number of Candidate Leads who applied: 0
Cost: Free

10. Event: Fort Meade Technical Job Fair
Location: Fort Meade, MD
Date: March 27, 2019
Number of Candidate Leads: 11
Number of Candidate Leads who applied: 0
Cost: \$475

11. Event: Wor-Wic Annual Spring Fair 2019
Location: Wor-Wic Community College
Date: March 28, 2019
Number of Candidate Leads: 11
Number of Candidate Leads who applied: 1 (Candidate failed the written exam)
Cost: Free

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12. Event: Spring 2019 Career & Graduate School Fair
Location: Delaware State University
Date: March 29, 2019
Number of Candidate Leads: 1
Number of Candidate Leads who applied: 0
Cost: \$300
13. Event: RBPB Seasonal Visit
Location: Rehoboth Beach Police Department, DE
Date: May 5, 2019
Number of Candidate Leads: 8
Number of Candidate Leads who applied: 0
Cost: Free
14. Event: Wicomico Public Library Bi-Annual Job Fair
Location: Salisbury, MD
Date: May 8, 2019
Number of Candidate Leads: 4
Number of Candidate Leads who applied: 1 (Candidate currently in the selection process)
Cost: Free
15. Event: OCPD Seasonal 2019 Job Fair
Location: Ocean City, MD
Date: July 11, 2019
Number of Candidate Leads: 17
Number of Candidate Leads who applied: 1 (Candidate currently in the selection process)
Cost: Free
16. Event: National Folk Festival
Location: Salisbury, MD
Date: September 6-8, 2019
Number of Candidate Leads: 8
Number of Candidate Leads who applied: 2 (1 Candidate applied for the ACO position which was filled prior them beginning the selection process and the other Candidate was disqualified during the selection process)
Cost: Free
17. Event: Chamber of Commerce Job and Career Fair
Location: Salisbury, MD
Date: October 11, 2019
Number of Candidate Leads: 5
Number of Candidate Leads who applied: 0
Cost: \$125
18. Event: 2019 Criminal Justice Networking & Recruitment Fair
Location: West Chester University, PA
Date: October 14, 2019
Number of Candidate Leads: 15
Number of Candidate Leads who applied: 0
Cost: Free

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7. The Department will continue to attend job and career fairs (**see above**).

A total of Seven (7) Candidates for the position of Police Officer were identified from the Job Fairs / Events attended in 2019. Based on the above, the Recruitment Division will be more selective in the number of Job Fairs attended.

8. Command Staff will be encouraged to discuss employment opportunities with community organizations.

On January 6, 2020, the Recruitment Division along with Captain Drewer and Chief Duncan attended the Ministerial Alliance Meeting which was held at the First Baptist Church. During the meeting, we had a tabletop discussion regarding minority Candidates and strategies to recruit this demographic of Candidates. We plan on continuing this discussion throughout the year with the Ministerial Alliance.

9. Officers will continue to be encouraged to discuss law enforcement career opportunities with area youth.

Activity: In 2019, the Salisbury Police Department Explorer Post #710 was extremely active and currently has 18 high school aged members. This group meets twice a month and the purpose of this group is to introduce them to Police work, Community Involvement, and to help build interest in a career in Law Enforcement (particularly with the Salisbury Police Department).

In 2019, the Recruitment Office continued partnering with the Quota: Cops N Kids Program, and participated in numerous community events (i.e. book readings at elementary schools, meetings with Boy Scouts and Girl Scouts troops, National Night Out, PAL activities / events, Shop with a Cop, Tours of the Police Department, Chief for a Day, etc.). During these events, Officers got a chance to engage with, interact with, and speak with children (aged 4 - 18) about the Salisbury Police Department and answer any questions they wanted to ask.

Results: For the first time in over 40 years, the Salisbury Police Department has an active Explorer Post. For the past 3 years, this program has allowed us to successfully promote our department and its positive community partnerships while at the same time, providing its Explorers with the foundation to pursue a career in law enforcement.

NOTE: In 2019, Luke Bohtling (one of our past Explorers) was hired as a Police Communications Officer.

10. Continue partnering with the Career Technology Education (CTE) - Criminal Justice Department at Parkside High School. This will allow us to work closely with individuals in the CTE program / within our community who want to pursue a career in law enforcement, particularly at our department. The goal is to hire **two (2)** Public Safety Officers (PSO) under the Cadet Program which was approved for the current 2018 Budget.

Activity: Nearly 90% of our Explorers are either a current or former student of the CTE – Criminal Justice Program. In fact, Luke Bohtling was also a former CTE – Criminal Justice Program student.

Result: In 2019, the **two (2)** Cadet positions were frozen.

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11. Identify an abundance of qualified Candidates for the position of Police Officer to not just fill the **three (3)** Sworn Police Officer vacancies, but to fill the **five (5)** Frozen Sworn Police Officer vacancies as well (with the City Councils' approval of course). Barring the departure of any current sworn SPD Officers, this would allow SPD to be fully staffed. Should we be able to accomplish this goal, we would be able to focus on establishing a pool of qualified Police Officer Candidates should any vacancies arise.

Activity: In 2019, the Salisbury Police Department hired **six (6)** qualified Candidates for the position of Police Officer. All six (6) were Entry Level positions.

Results: In 2019, a total of **three (3)** Police Officers departed from the Salisbury Police Department.

As of the time of this report, there are currently **ten (10)** vacancies for the position of Police Officer:

- **Seven (7)** Frozen Sworn Police Officer Positions (this number is up from 5 in 2018),
- **Three (3)** Sworn Police Officer Positions.

12. Fill the **four (4)** Police Communications Officer vacancies and the **one (1)** Animal Control Officer vacancy. With all of the civilian positions filled, the Recruitment Office can focus their attentions on recruiting/ hiring qualified Candidates for Police Officer and/ or establishing a pool of qualified Police Officer Candidates (**see above**).

Activity: In 2019, a total of **four (4)** Civilian Personnel departed from the Salisbury Police Department.

- **Three (3)** Policed Communications Officers
- **One (1)** Records Technicians

Result: In 2019 the Victim/Witness Coordinator along with numerous other civilian positions became vacant. Currently there are vacancies for the following Civilian positions:

- **One (1)** Victim/Witness Coordinator:
 - In 2019, Tiffanie Cannon (the Victim/Witness Coordinator) requested to be reassigned as a Police Communications Officers. As result, the Victim/Witness Coordinator Position is now vacant. The Victim/Witness Coordinator Position is currently being revamped and is not currently not being published as a Job Announcement.
- **One (1)** Records Technician Position
 - **In 2019, John Moore 4th resigned from the Salisbury Police Department and relocated to Hawaii.**
- **Two (2)** Police Communications Officer Positions
 - In 2019, the City Council approved four (4) additional Police Communication Officer positions.

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- In 2019, The Salisbury Police Department **hired six (6)** Police Communications Officers; however, Savannah Cole (the newly hired PCO) resigned during her probationary period.

NOTE: In 2019, both Animal Control Officer vacancies were filled.

C. Community Outreach Activities:

1. In 2019, the Recruitment Office received a budget of \$5,500 for promotional items (for both Recruitment and Community Affair Events).

Activity: As of the date of this report, we are still waiting on a quote from the third company.

Results: No promotional items have been purchased (**see above**).

2. In 2019, the Recruitment Office remained active with community outreach activities.

Activity: In 2019, the Recruitment Office participated in numerous community outreach activities to include:

- Numerous Mayor for a Day Tours,
- Numerous Chief for a Day Tours,
- Numerous Security Surveys completed,
- Numerous tours of the Department with various elementary schools,
- On a monthly basis, Explorer Post 710 meetings,
- On a monthly basis; Quota International Cops N' Kids at the Salvation Army (reading books to children in the program),
- Conducted multiple Security Surveys for the Lower Shore Clinic,
- School Visit to Pemberton Elementary School,
- Tour of the Police Department for Mitchell's Martial Arts,
- Polar Bear Plunge,
- Annual Froggy 99.9 St Jude radio telethon,
- Career Cluster Expo at Parkside High School,
- Guest Reader at Pemberton Elementary School,
- Junior Achievement Event to Inspire at Wicomico County Youth & Civic Center,
- Tri-County Volunteer Dinner,
- Tour of the Police Department for Beaver Run Elementary Children,
- 21st Annual Fruitland Intermediate Career Fair,
- Salisbury Marathon,
- Wild About Reading at the Salisbury Zoo,
- West Side Intermediate Career Fair,
- Operation We Care packing party at Mardela Springs VFD,
- Cops on Rooftops,
- Donuts and Thanks Parade in Ocean City,
- Poplar Hill Mansion Festival,
- Salisbury Festival,
- Walmart Safety Event,
- Boy Scout Pack #827 Community Service Project,

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- Cub Scout Bicycle Rodeo at St Francis Church,
- PAC 14 NNO Taping,
- Salisbury Sunrise Rotary Meeting,
- Numerous tours of the Police Department for newly hired city employees,
- Third Friday event,
- Wheels that Heal Event,
- Presentation Pemberton Park Nature Camp,
- Dairy Queen Fundraiser Event,
- Riverwalk Movie Night,
- Elks Lodge A&W Root Beer Float Pool Party,
- Shorebirds Safety Night,
- AT&T Safety Event,
- Lake Street Neighborhood Pop Up Event,
- Blue Light Night in Delmar,
- Skate with Nate at Mitchell's Martial Arts,
- Foot Pursuit in the Park 5K,
- National Night Out,
- PAL: Badges for Baseball Clinic in Aberdeen, MD,
- Parkside CTE Meeting,
- Out of the Dark Suicide Prevention Event in Ocean City, MD,
- National Folk Festival,
- Assisted HCDD with installing basketball equipment at Truitt Street Community Center,
- Kid-a-Palooza at Mitchell's Martial Arts,
- Community Helper Presentation at St Francis,
- Coffee with a Cop event at Rise Up,
- Spooktacular Halloween event at Crown Sports Center,
- Quota (Cops N' Kids) International Christmas Gift and Crat Show Event,
- Trunk or Treat at Glen Ave Elementary School,
- Trunk or Treat at Emmanuel Wesleyan Church,
- Tour of the Police Department for WI HI students,
- Mayor swearing ceremony at SFD,
- Downtown Vigil for Suicide Awareness,
- Cover the Cruiser Event at Chic-Fil-a,
- Shop with a Cop Event at Target,
- Wreaths Across America at Parsons Cemetery,
- Chipman Elementary Reading Event,
- Kohl's Operation Hope Event,
- Explorer Post 710 Open House Event,
- PAL: "Remember the Titans" Movies on the Riverwalk Event,
- Jaycees Salisbury Christmas Parade,
- Boy Scout Meeting at the Police Department,
- Girl Scout Troop 490 Meeting at the Police Department.

Results: Our continued partnership with the community continues to grow immensely as we attend as many community events as possible. Not only do we participate in events that we are requested to attend, but we also seek out community events to be part of as well. The Recruitment Office remains extremely active in the community and makes itself readily available to the community for planned events.

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3. In 2018, the Recruitment Office purchased a Law Enforcement Officers (LEO) Digital Custom ID System (\$5,000 was grant money awarded to our department in 2017).

Activity: The Recruitment Office continues to utilize this system at numerous community events. The Explorers are also trained on how to use this system as well and have become extremely proficient with the system.

Results: In 2019, we fingerprinted over 500 children. This service that we now provide our community has been well received and we often receive requests to bring the Law Enforcement Officers (LEO) Digital Custom ID System to Community Events. This resource has allowed the Salisbury Police Department to further advance its partnership with our community by providing a service that not only gives the parent/guardian reassurance, but could prove to be beneficial should that child ever become missing.

4. Job Announcements Distribution.

- a. Department Recruiters will deliver job announcements to the African-American locations and organizations with which they have set up networks.

Activity: In 2019, the Recruitment Office attended numerous job fairs at HBCUs (**see above**).

Results: No African-American Candidates were hired in 2019.

- b. Job announcements will be sent to be sent to African-American community organizations.

Activity: **See above**

Results: **See above**

- c. Employees will be encouraged to solicit applications from all prospective Candidates.

Activity: SPD employees are encouraged to refer qualified Candidates for the selection process and are eligible for the Referral Bonus should the Candidate they referred is hired and successfully completes their FTO phase.

Results:

- d. Job announcements will be placed in news media, the Department social media, and the Department and city website.

Activity: **See Section B.5**

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D. Other Activities

1. 2019 Sworn Workforce Chart (See below):

- Data Gathered from U.S. Census Bureau (American Fact Finder)
- Data includes persons 20-60 Years of age, with high school education attainment (Salisbury Police Department minimum qualifications)
- Other includes, but not limited to (Hispanic, Latino, American Indian, Alaskan, Asian, Native Hawaiian, Pacifica Islander, White and Black and White and Asian)

2019 Sworn Workforce Chart

Sworn Workforce	Service Population		Available Workforce		Current Sworn Officers		Current Female Sworn Officers		Prior Assessment Sworn Officers		Prior Assessment Female Sworn Officers	
	#	%	#	%	#	%	#	%	#	%	#	%
Caucasian	16,075	49%	10,650	70%	80	89%	9	10%	83	90%	10	11%
African-American	12,467	38%	4,147	27%	6	7%	1	1%	6	6%	1	1%
Hispanic	2,297	7%	265	2%	2	2%	0	0%	2	2%	0	0%
Other	1,968	6%	259	2%	2	2%	0	0%	2	2%	0	0%
Total	32,807	100%	15,321	100%	90	100%	10	11%	93	100%	11	12%

Sworn Workforce by Gender	Service Population #	Service Population %	Available Workforce #	Available Workforce %	Salisbury Police #	Salisbury Police %
Males	15,419	47%	8,273	54%	80	89%
Females	17,388	53%	7,048	46%	10	11%
Total	32,807	100%	15,321	100%	90	100%

Note: This service population was obtained on 02/11/2019 from the Neighborhood Scout website (<https://www.neighborhoodscout.com/>). The Available Workforce total was compiled using the statistics from the EMPLOYMENT STATUS 2010-2014 American Community Survey 5-Year Estimates, the EDUCATIONAL ATTAINMENT 2010-2014 American Community Survey 5-Year Estimates, and the ACS DEMOGRAPHIC AND HOUSING ESTIMATES 2010-2014 American Community Survey 5-Year Estimates (American Fact Finder). This number (15,321) represents an 2.4% increase in the available workforce from the 2010 Census.

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E. Recruitment Analysis (information is obtained from the Candidates's Voluntary Data Record)

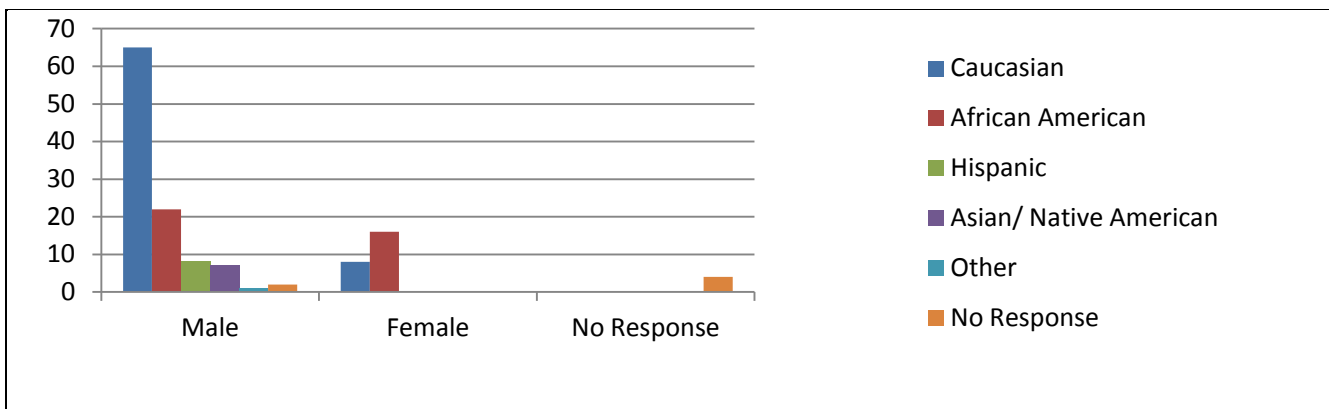
1. Entry Level Police Officer Recruitment Analysis.

A. Entry Level Police Officer Candidates by Gender and Race

Candidates's Gender	Caucasian	African American	Hispanic	Asian/ Native American	Other	No Response	Totals
Male	64	22	8	7	1	2	104
Females	8	16	3	0	0	0	27
No Response	0	0	0	0	0	4	4
Totals	72	38	11	7	1	6	135

No Response column is new for 2019

- 54% of the Candidates were Caucasian (**77% in 2018**)
- 28% of the Candidates were African American (**21% in 2018**)
- < 1% of the Candidates were Hispanic (**<1 % in 2018**)
- < 1% of the Candidates were Asian/ Native American (**0% in 2018**)
- < 1% of the Candidates were Other (**0% in 2018**)
- < 1% of the Candidates provided no response

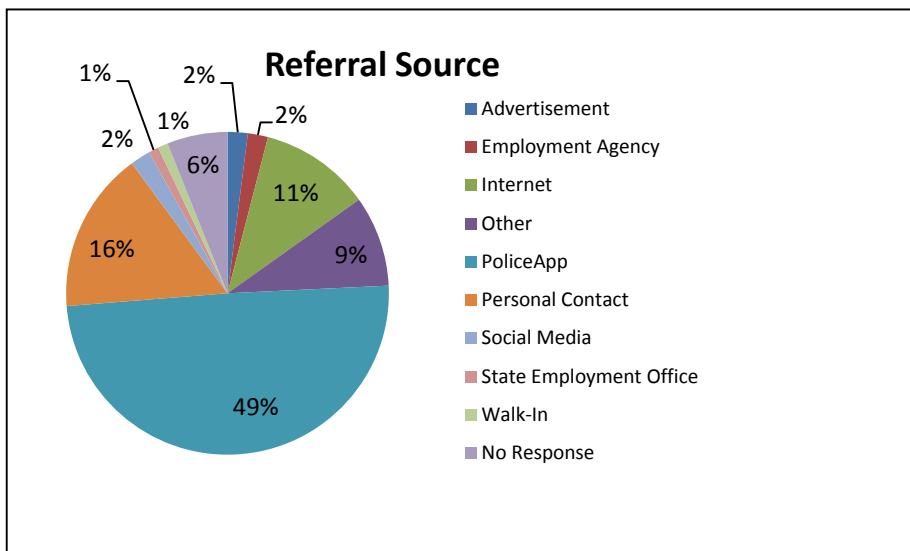


- 77% of the Candidates were male (**86% in 2018**)
- 20% of the Candidates were female (**14% in 2018**)
- 3% of the Candidates provided no response

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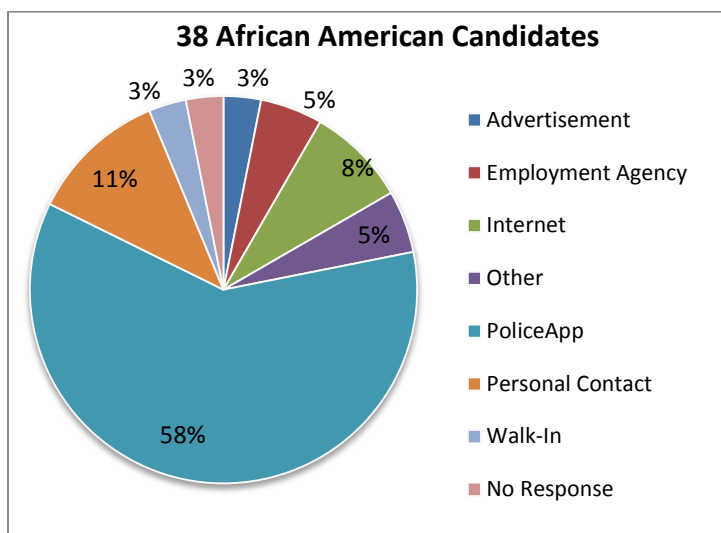
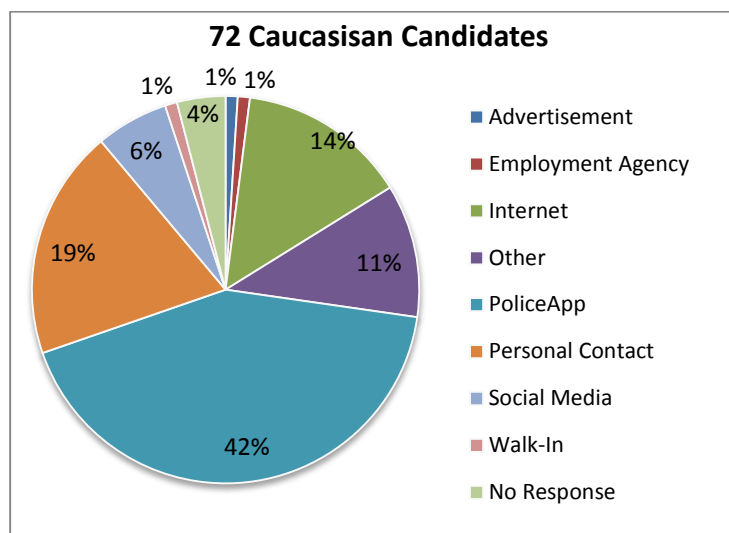
B. Where Entry Level Police Officer Candidates heard about the job

Referral Source	Candidates
Advertisement	3
Employment Agency	3
Internet	15
Other	12
PoliceApp	66
Personal Contact	21
Social Media	4
State Employment Office	1
Walk-In	2
No Response	8
Total	135

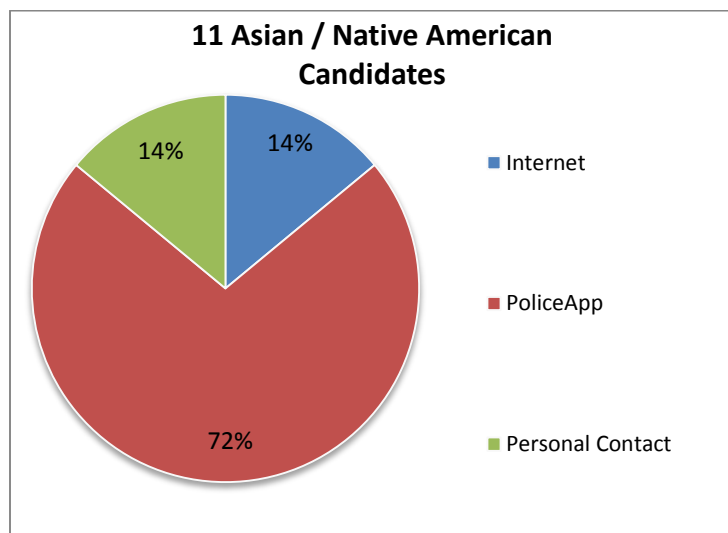
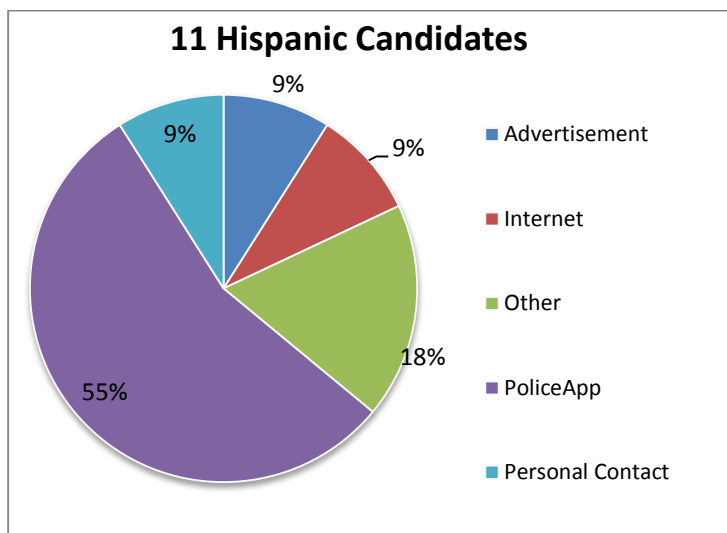


C. Entry Level Police Officer Candidates Referral Source by Race.

Candidates's Referral Source	Caucasian	African American	Hispanic	Asian/ Native American	Other	No Response	Total
Advertisement	1	1	1	0	0	0	3
Employment Agency	1	2	0	0	0	0	3
Internet	10	3	1	1	0	0	15
Other	8	2	2	0	0	0	12
PoliceApp	30	22	6	5	1	2	66
Personal Contact	14	4	1	1	0	0	20
Social Media	4	0	0	0	0	0	4
State Employment Office	0	1	0	0	0	0	1
Walk-In	1	1	0	0	0	0	2
No Response	3	2	0	0	0	4	9
Total	72	38	11	7	1	6	135

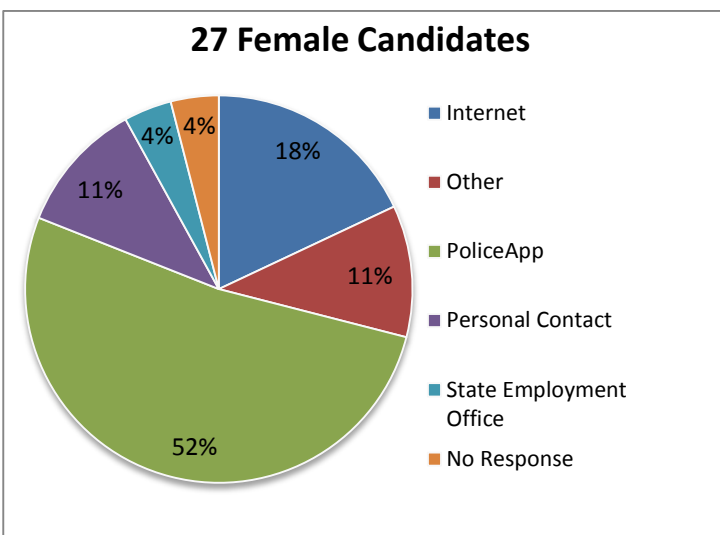
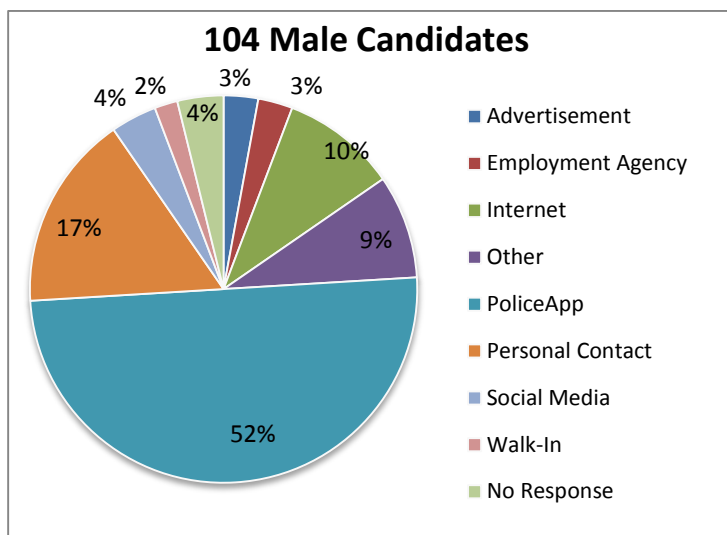


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D. Entry Level Police Officer Candidates Referral Source by Gender

Candidates's Referral Source	Male	Female
Advertisement	3	0
Employment Agency	3	0
Internet	10	5
Other	9	3
PoliceApp	52	14
Personal Contact	17	3
Social Media	4	0
State Employment Office	0	1
Walk-In	2	0
No Response	4	1
Total	104	27



Salisbury Police Department

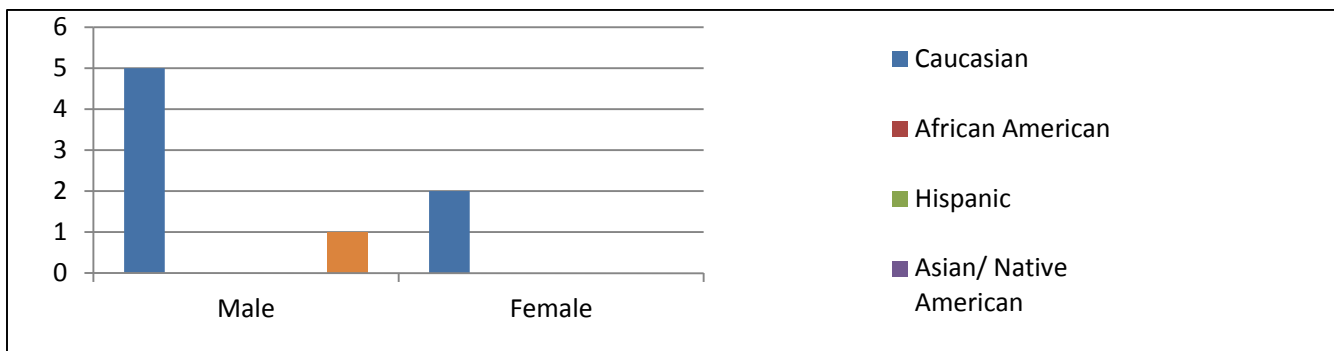
2. Lateral & Comparative Compliance Police Officer Recruitment Analysis.

A. Lateral & Comparative Compliance Police Officer Candidates by Gender and Race

Candidates's Gender	Caucasian	African American	Hispanic	Asian/ Native American	Other	No Response	Total
Male	5	0	0	0	0	1	6
Females	2	0	0	0	0	0	2
Totals	7	0	0	0	0	1	8

***All of the above Candidates were Lateral Maryland Certified Police Officers**

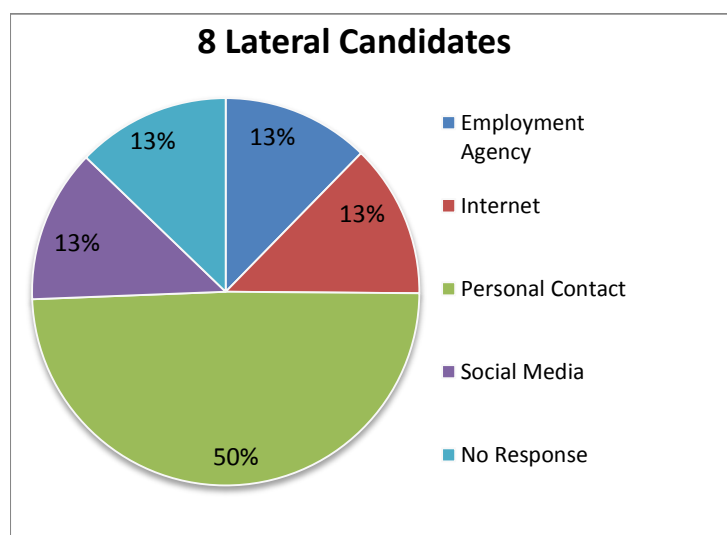
- 88 % of the Lateral & Comparative Compliance Officer Candidates were Caucasian
- **One (1)** of the male Lateral & Comparative Compliance Officer Candidates did not indicate his race



- 75% of the Candidates were Male (**100% in 2018**)
- 25% of the Candidates were Female (**0% in 2018**)

B. Where Lateral Police Officer Candidates heard about the job

Referral Source	Candidates
Employment Agency	1
Internet	1
Personal Contact	4
Social Media	1
No Response	1
Total	8



- In 2019, the Salisbury Police Department, with the approval of the City Council offered a one-time signing bonus of \$10,000.00 for Lateral Maryland Certified Police Officers. As of the date of this report, none of the **eight (8)** Candidates were hired.

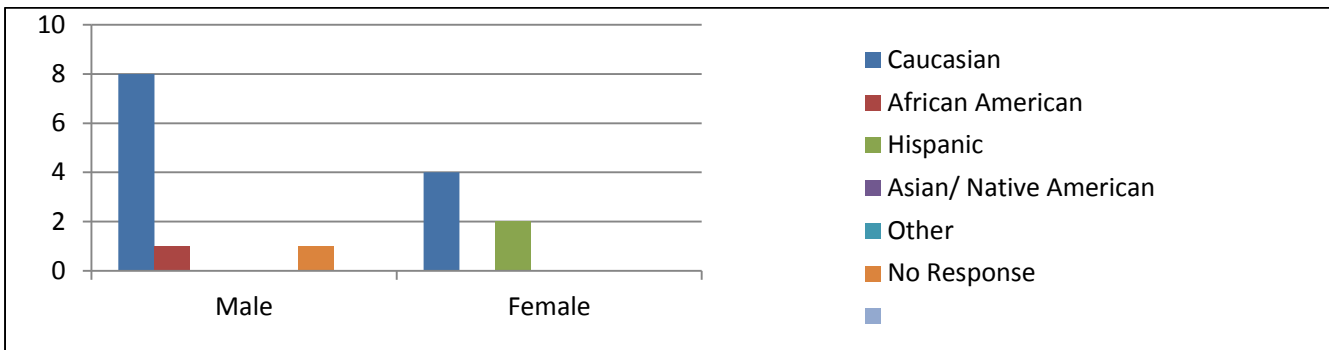
Salisbury Police Department

3. Animal Control Officer Recruitment Analysis.

A. Animal Control Officer Candidates by Gender and Race

Candidates's Gender	Caucasian	African American	Hispanic	Asian/ Native American	Other	No Response	Total
Male	8	1	0	0	0	1	10
Females	4	0	2	0	0	0	6
Totals	12	1	2	0	0	1	16

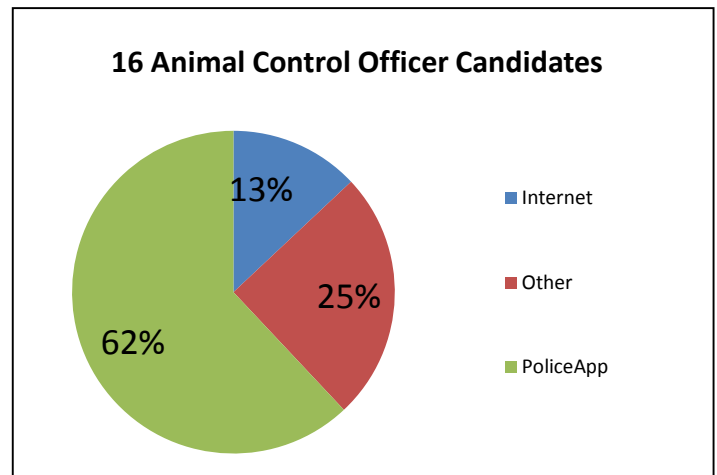
- 75% of the Candidates were Caucasian
- 6% of the Candidates were African American
- 13% of the Candidates were Hispanic
- 6% of the Candidates did not indicate their race



- 63% of the Candidates were Male
- 37% of the Candidates were Female

B. Where Animal Control Officer Candidates heard about the job

Referral Source	Candidates
Internet	2
Other	4
PoliceApp	10
Total	16



- In 2019, the Salisbury Police Department hired **two (2)** Animal Control Officers.
- Both Animal Control Officers are Caucasian female and both were Candidates from the 2018 Selection Process.

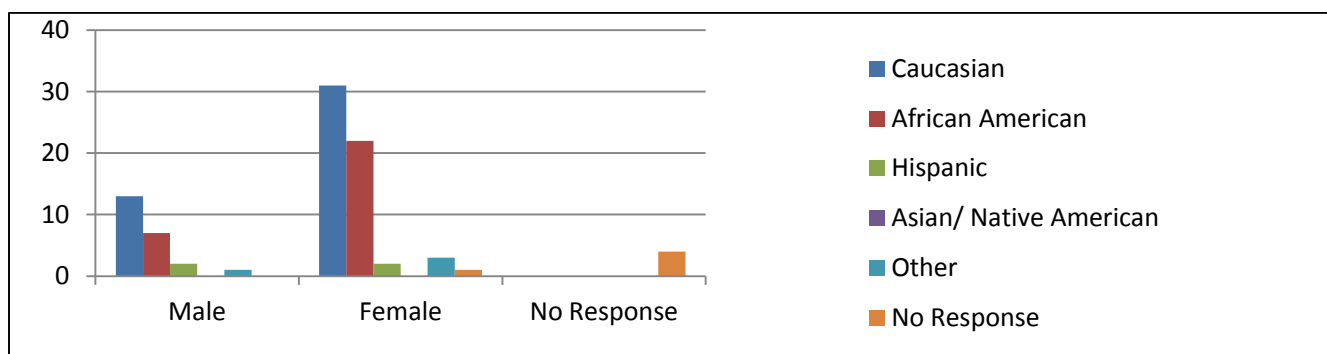
Salisbury Police Department

4. Police Communications Officer (PCO) Recruitment Analysis.

A. Police Communications Officer Candidates by Gender and Race

Candidates's Gender	Caucasian	African American	Hispanic	Asian/ Native American	Other	No Response	Total
Male	13	7	2	0	1	0	23
Females	31	22	2	0	3	1	59
No Response	0	0	0	0	0	4	4
Totals	44	29	4	0	4	5	86

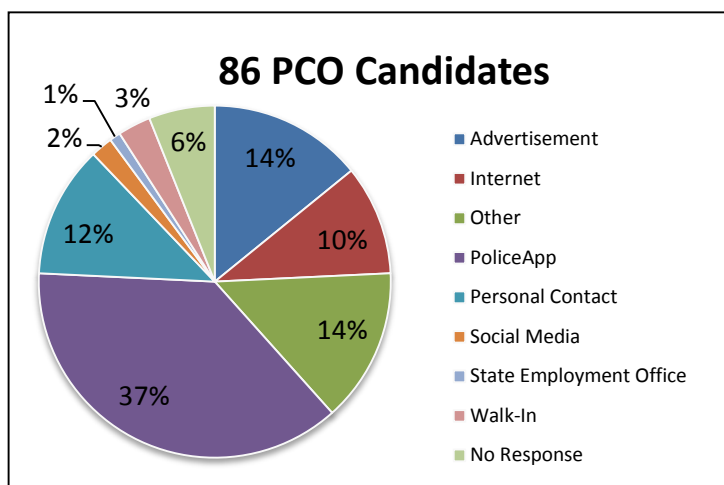
- 51% of the Candidates were Caucasian **(60% in 2018)**.
- 34% of the Candidates were African American **(40% in 2018)**.
- 5% of the Candidates were Hispanic **(0% in 2018)**.
- 5% of the Candidates were Other **(0% in 2018)**.



- 27 % of the Candidates were Male **(27% in 2018)**.
- 69% of the Candidates were Female **(73% in 2018)**.
- 5% of the Candidates provided no response.

B. Where Police Communications Officer Candidates heard about the job

Referral Source	Candidates
Advertisement	12
Internet	9
Other	12
PoliceApp	32
Personal Contact	10
Social Media	2
State Employment Office	1
Walk-In	3
No Response	5
Total	86



- In 2019, The Salisbury Police Department hired **six (6)** Police Communications Officers; however, Savannah Cole (the newly hired PCO) resigned during her probationary period.

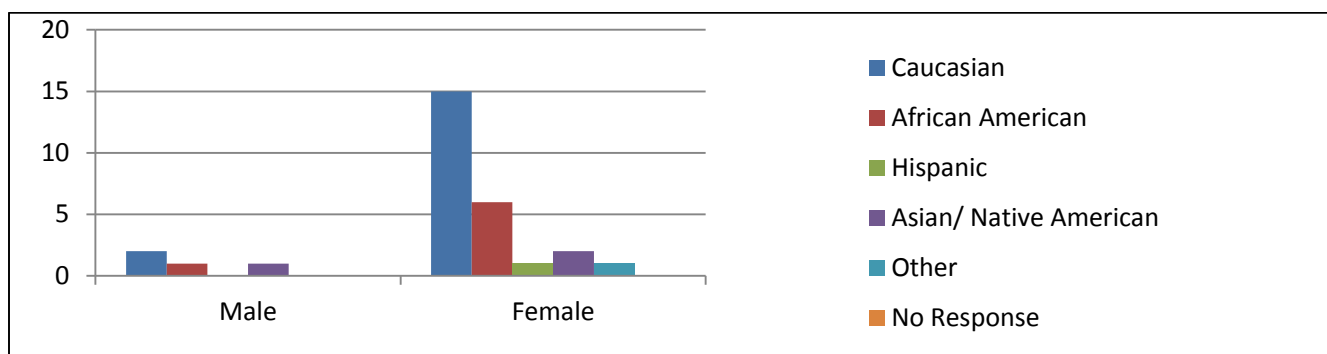
Salisbury Police Department

5. Record Technician Recruitment Analysis.

A. Record Technician Candidates by Gender and Race

Candidates's Gender	Caucasian	African American	Hispanic	Asian/ Native American	Other	No Response	Total
Male	2	1	0	1	0	0	4
Females	15	6	1	2	1	0	25
No Response	0	0	0	0	0	0	0
Totals	17	7	1	3	1	0	29

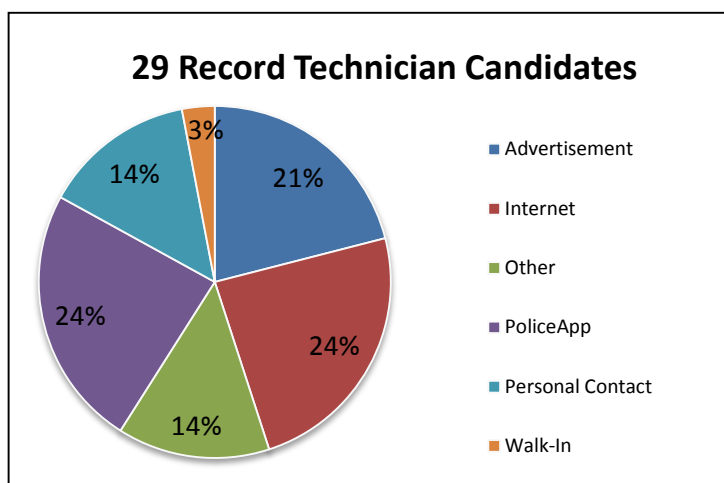
- 59% of the Candidates were Caucasian.
- 24% of the Candidates were African American.
- 3% of the Candidates were Hispanic.
- 10% of the Candidates were Asian/ Native American.
- 3% of the Candidates were Other.



- 14% of the Candidates were Male.
- 86% of the Candidates were Female.

B. Where Record Technician Candidates heard about the job

Referral Source	Candidates
Advertisement	6
Internet	7
Other	4
PoliceApp	7
Personal Contact	4
Walk-In	1
Total	29



- At the time of this report, the Record Technician Position is currently vacant.

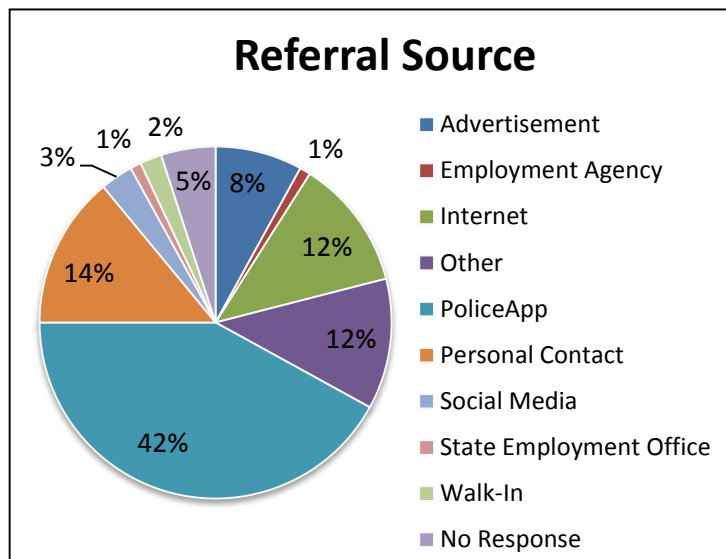
Salisbury Police Department

6. Referral Source Statistics (Overall)

A. A total of 276 Candidates applied for various positions with the Salisbury Police Department. The following table shows the statistics of the Candidates' Referral Source (see chart)

- Of note, a total of 69 Candidates applied in 2018. This represents a 300% increase in total Candidates.

Referral Source	Candidates
Advertisement	21
Employment Agency	4
Internet	34
Other	33
PoliceApp	116
Personal Contact	39
Social Media	7
State Employment Office	2
Walk-In	6
No Response	14
Total	276



- **42%** of all the Candidates identified "PoliceApp" as their source of hearing about the job. This Referral Source was the most identified.
 - Of note, "Personal Contact" was the most identified Referral Source in 2018 (57%).
- Less than **1%** of all of the Candidates identified a "State Employment Office" as their source of hearing about the job. This Referral Source was the least identified.

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F. Retention

1. In 2019, a total of **three (3)** Sworn Police Officers departed from the Salisbury Police Department (**See Below**):

Name	Years of Service	New Agency
Dibbern, Laura	30 Years of Service	N/A
Gullett, Cole	Less than 1	N/A
King, Jason	More than 15	N/A

- **One (1)** Sworn Officers retired.
 - **One (1)** Sworn Officer medically retired.
 - **One (1)** Sworn Officer resigned and relocated to Texas.
2. In 2018, a total of **6** Police Officers departed from the Salisbury Police Department. Thus there was a **50% increase** in retention in 2019 from the previous year.
 3. In 2019, there was only **one (1)** anticipated retirement as Sergeant Dibbern was in the DROP Program.
 4. In 2020, there are not anticipated retirements.

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G. Evaluation of each objective's strengths and weaknesses

1. Objective to increase the number of qualified African-American Candidates for the position of police officer.

Situation: The objectives were drawn from current demographics and Candidates statistics from the previous year. The number of African-American Candidates was successfully identified.

Activities: The Recruitment Division attended numerous job fairs at colleges/ universities with a high number of minority students and at community events with high minority attendance.

Results: The number of African-American Candidates **increased** by **322%** compared to the previous year. The number of **qualified** African-American Candidates was recorded, accurately documented, and tracked.

Recommendation: As documented above, job fairs have been unproductive and costly. It is recommended that the Recruitment Division make contact with Historically Black Colleges and Universities (specifically ones with a Criminal Justice track) and attempt to establish a partnership which would allow us to speak to students who may have an interest in becoming a police officer.

It is also recommended that the Recruitment Division continue advertising on-line (Social Media, news outlets, city website, etc.), continue partnering with the Ministerial Alliance, and continue to record qualified African-American Candidates.

2. Objective to increase the number of qualified Female Candidates for the position of police officer

Situation: The objectives were drawn from current demographics and Candidates statistics from the previous year. The number of female Candidates was successfully identified.

Activities: The Recruitment Office attended **two (2)** job fairs at colleges/ universities with a large number of female students.

Results: The number of female Candidates **increased** by **367%** compared to the previous year. The number of **qualified** Female Candidates was recorded, accurately documented, and tracked.

Recommendations: As documented above, job fairs have been unproductive and costly. It is recommended that the Recruitment Division make contact with Colleges and Universities (specifically ones with a large number of female students and a Criminal Justice track) and attempt to establish a partnership which would allow us to speak to students who may have an interest in becoming a police officer.

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It is also recommended that the Recruitment Division continue advertising on-line (Social Media, news outlets, city website, etc.) and continue to record qualified Female Candidates.

3. Increase the number of qualified Hispanic Candidates for the position of police officer.

Situation: The objectives were drawn from current demographics and Candidates statistics from the previous year. The number of Hispanic Candidates was successfully identified.

Activities: On March 9, 2019, the Recruitment Division attended the Voice Radio Network-Building Delmarva 2019 Career & Job Fair in Georgetown, DE. This event had a large number of Hispanic people in attendance.

Results: The number of Hispanic Candidates **increased** by **900%** compared to the previous year. The number of qualified Hispanic Candidates was recorded, accurately documented, and tracked.

Recommendations: As documented above, job fairs have been unproductive and costly. It is recommended that the Recruitment Division make contact with Colleges and Universities (specifically ones with a large number of Hispanic students and a Criminal Justice track) and attempt to establish a partnership which would allow us to speak to students who may have an interest in becoming a police officer.

It is also recommended that the Recruitment Division continue advertising on-line (Social Media, news outlets, city website, etc.) and continue to record qualified Hispanic Candidates.

4. Identify and attend specialized recruitment training.

Situation: The objectives were drawn from the lack of any specialized recruitment training.

Activities: On May 20 – 21, 2019, the Recruitment Division attended a training entitled Recruiting for Law Enforcement which was held at the Maryland- National Capital Park Police (Saddlebrook Headquarters), 12751 Layhill Rd, Silver Spring, MD 20906.

Results: This training was beneficial as it has been the only specialized recruitment training we've been able to identify. However, much of the subject matter were tactics our Recruitment Division had already implemented.

Recommendations: Due to the very nature of recruitment and the ever evolving practices and techniques, the Recruitment Division will seek to attend another specialized recruitment training in 2020 (if feasible).

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H. Recommended Revisions to the 2019 Recruitment Plan

1. Organization and Format
 - a. The current format of this document was changed in 2016 and this format will continue to be used until deemed insufficient.
2. Future Revisions
 - a. Amend and Revise the 2020 Recruitment Plan during the year, to keep current the Department Recruiter's recommendations and activities.

I. Conclusion

1. Our minority recruitment efforts were directed to reach African-Americans Candidates. None of the **38** African-American Police Officer Candidates identified their Referral Source as any of the HBCUs visited. The Salisbury Police Department showed a **322% increase** in African-American Candidates. Unfortunately, the Salisbury Police Department was unable to identify nor hire any qualified African-American Police Officer Candidates in 2019. However, at the time of this report, **12 of the 38 Candidates** within this demographic are currently in the Selection Process and eligible for the July 2020 Academy Session (pending successful completion of all phases of the Selection Process).
2. Our minority recruitment efforts were directed to reach Female Candidates. None of the **28** Female Police Officer Candidates identified their Referral Source as either of the aforementioned College (University of Delaware and West Chester University) visits. The Salisbury Police Department showed a **367% increase** in Female Candidates. Unfortunately, the Salisbury Police Department was unable to identify nor hire any qualified Female Police Officer Candidates in 2019. However, at the time of this report, **8 of the 28 Candidates** within this demographic are currently in the Selection Process and eligible for the July 2020 Academy Session (pending successful completion of all phases of the Selection Process).
3. Our minority recruitment efforts directed to reach Hispanic Candidates were limited to the Voice Radio Network-Building Delmarva 2019 Career & Job Fair in Georgetown, DE. None of the **11** Hispanic Police Officer Candidates identified their Referral Source as this Job Fair. The Salisbury Police Department showed a **900% increase** in Hispanic Candidates. Unfortunately, the Salisbury Police Department was unable to identify nor hire any qualified Hispanic Candidates in 2019. However, at the time of this report, **1 of the 11 Candidates** within this demographic are currently in the Selection Process and eligible for the July 2020 Academy Session (pending successful completion of all phases of the Selection Process).
4. **Six (6)** of the **143** Police Officer Candidates processed in 2019 were hired. Of the 143 Candidates in 2019, 34 are still in an active phase, thus the above figure represents a **6%** Hiring Rate. In 2018 The Salisbury Police Department had a **7%** hiring rate for the position of Police Officer.