

DURHAM POLICE DEPARTMENT

**86 Dover Road
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POLICY #: 31.2.1

**SUBJECT: Police Officer Selection, Equal Employment Opportunity
PLAN FOR 2020-2022**

NOTE: This written directive is for the internal governance of the Durham Police Department, and as provided by RSA 516:36, is not intended and should not be interpreted to establish a higher standard of care in any civil or criminal action than would otherwise be applicable under existing law.

An Equal Opportunity Plan ensures equal opportunities for employment and employment conditions for minority persons and women. The department issued a policy statement from Chief David Kurz in 1997 that has been revised and re-affirmed in 1998, 1999, 2001, 2004, 2006, 2007, 2011, 2014, 2017, 2018, and most recently with the issuance of the 2020-2022 revision.

ANALYSIS OF CURRENT EMPLOYMENT

The Durham Police Department is committed to attract the most qualified persons to perform the essential functions of the position occupied. The department also recognizes equal employment does not stop there. The department's responsibility continues in this area so that training, promotion and career development opportunities are made available to all members of the department.

HISTORICAL PERSPECTIVE

Although it has been historically difficult to attract qualified females and other minorities, the department has continued to successfully recruit female candidates for the position of patrol officer.

Since 2007, by attrition and police officer selection, the department has added Jennifer Kelly, Michelle Montville, Pam Donley, Katie Bolton, Kathryn Callahan, Emily Festa and Chloe Robidas to the ranks of female officers.

In 2013, Officer Montville left to pursue another position and we hired Katie Bolton. In 2016, Jennifer Kelly (Misek) left the department to pursue a career in the FBI. During that same year, we hired Kathryn Callahan. In 2018, Kathryn Mone left to continue her career as the Chief in North Hampton, NH. We subsequently hired Emily Festa and Chloe Robidas. We continue to maintain five females within the sworn ranks. Pam Donley continues to maintain her certification but remains a part-time officer with the department.

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During this same period, also by attrition, the department added Stephen Misek, Matthew Brown, Jonathan Lavoie, Greg Ruby, Thomas Kilroy, David Carpenter, Clifford (CJ) Young, Max Castricone, David Skelly, Frank Daly, Brett Pestana, Randy Pelletier, Kevin Abbott, Nicholas Glowacki, Christopher Spitalere, Carrington Cazeau, Michael Nicolosi and Robert Keith to the sworn officer staff.

Greg Ruby was added to the department with the authorization of a 19th officer position. Officer Brown left the department and was replaced by David Carpenter. CJ Young, Max Castricone, and David Skelly were added in the following years. Officer Carpenter left the department in 2013, and Detective Sgt. Frank Daly departed to pursue a career in Lawrence, Massachusetts in 2014 and returned in 2017. We hired Brett Pestana in 2014, and with the departure of Officer Stephen Misek in 2015, we replaced him with Officer Randy Pelletier. In 2016, we hired Officer Kevin Abbott after losing Officer Nicholas Glowacki to the City of Dover Police Department. In 2017, Detective Sergeant Michael Bilodeau accepted the position as Chief of the Newington Police Department. Shortly after his departure, Officer Max Castricone left the department to pursue a career with the San Diego Police Department only to return in 2018. The two positions were quickly filled with the hiring of Christopher Spitalere and Carrington Cazeau. Officer Spitalere was subsequently released from service, and Officer Abbott left the department in 2017 to pursue a position with the Strafford County Sheriff's Department. Michael Nicolosi and Robert Keith were hired in 2018 to fill the positions left vacant by the departure of Officer Skelly to New Hampshire State Police and Officer Donley's status change to part-time officer.

Between 2011 and 2013, the number of officers in the Durham Police Department fluctuated between 18 and 19 officers. In 2011, The Durham Police Department was approved for 19 officers and subsequently lost a position in 2012. There were no lay-offs during this time period, as the Town of Durham chose not to fill the loss of Officer Brown. The position was returned to the department in 2013.

In 2014, the department's authorized strength increased to 20 officers. The increase was due to the Durham Police Department receiving a grant award from the Community Oriented Policing Services (COPS) program. In 2017, the department's authorized full-time certified strength remained at 20 officers. The department was approved for a 21st position in July 2018.

The selection process for sworn officer positions is extensive and has proven effective for the identification of qualified police officer candidates. To attract a broad spectrum of candidates from the community, a letter is typically sent to each of the following community based organizations:

1. Presidents of every sorority on the UNH campus;
2. Office of Multicultural Affairs on the UNH campus;
3. Women's Studies Department on the UNH campus;
4. Career Placement Office on the UNH campus;

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5. UNH Athletics Department with separate e-mails sent to each of the coaches of female athletes;
6. Sexual Harassment and Rape Prevention Program SHARPP;
7. NAACP;
8. Massachusetts Association of Minority Law Enforcement Officers MAMLEO.
9. National Black Police Association NBPA.
10. A recruiting announcement was posted in the front lobby of the Durham Police Department;
11. A letter was sent to each candidate appearing on the Great Bay Community College Police Testing Alliance list that scored greater than 80%. *If the candidate is not an already certified police officer, the Durham Police Department will only accept written scores generated by the Great Bay Community College Police Testing Alliance list.*
12. A letter was sent to each person that had submitted unsolicited letters and resumes during the period that we were NOT conducting a selection process, but had met the written testing requirement or had a waiver for being certified as a police officer.

Additionally, a newspaper advertisement is typically posted in the Fosters Daily Democrat or the New Hampshire Union Leader along with Electronic advertisements on www.calea.org , www.theiacp.org , www.newhampshirehelpwanted.com, www.monster.com, Durham Cable Access Television (DCAT) Town of Durham Friday Updates, Town of Durham Website, and Facebook.

The so-called “self-selection” process requires potential candidates to submit a letter of interest, a professional resume, and a completed Town of Durham Employment Application. Once those three documents are received, the candidate is invited to participate in a physical fitness assessment.

It is important to note that the Physical Fitness Assessment utilized by the Durham Police Department is prescribed by the New Hampshire Police Standards and Training Council. The tests are based on those recommended by the Cooper Institute and are broken down by age and gender. The United States Court of Appeals for the Eighth Circuit has affirmed the job relatedness of the tests in WILLIAM PEANECK V. JANET RENO, ATTORNEY GENERAL OF THE UNITED STATES, and No. 95- 2594.

Once the physical fitness assessment is complete, the candidates’ files are reviewed and the top eight candidates are invited for an oral interview. Should the oral interview prove fruitless, additional invitations are made and interviews conducted.

I have reviewed our officer recruiting and selection policies and procedures, and have found them in compliance with all CALEA standards and NHPSTC minimum selection requirements. Though this process tends to be long and drawn out, it accomplishes in practice exactly what was intended in policy; it identifies the best qualified candidates for the Town of Durham.

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In 2017, the department conducted a promotional process to fill the slot vacated by Sergeant Michael Bilodeau. This process was completed in 2018 and consisted of five male officers and one female officer. Greg Ruby was chosen for promotion to Sergeant. In 2018, an additional promotional process was conducted to fill the departure of Sergeant Kathryn Mone's position. Frank Daly was the only officer that applied for the position. The promotional process was waived by the Chief of Police in favor of a direct appointment.

At the time that this plan is being developed, 24% of the sworn officer staff is female.

2020-2022 PLAN OBJECTIVES

The Equal Employment Opportunity Plan sets the following objectives we hope to accomplish:

1. **INCREASE DIVERSITY OF AGENCY PERSONNEL:** The Durham Police Department is committed to identifying and employing the best-qualified candidate available. The work force should be representative of the community employing Equal Opportunity Employment strategies that will remove barriers that prevent people from being treated fairly. As stated in the Town's Personnel Plan and EEO Policy Statement, persons will not be discriminated against based on race, sex, religion, ethnic origin, age, color, or disability.
2. **MAINTAIN CAREER AND SPECIALIZED ASSIGNMENT DEVELOPMENT PLAN:** Career and specialized Assignment development opportunities will be provided to female and other minority candidates, as any other employee, so that they may meet with minimum requirements for first line, middle management, and other positions that may become available within the department.

GOALS

The goals set forth should be measurable so progress may be determined:

1. Seek to have female applicants account for 20% of the entire applicant pool. (This can only be accomplished in partnership with Great Bay Community College).
2. Pursue the goal to have the minority applicant pool reflect the percentage of minorities within the State of NH. (This can only be accomplished in partnership with Great Bay Community College).
3. Seek to have the Durham Police workplace demographic to reflect those of the State of New Hampshire demographics.
4. Pursue the objective that the workplace demographics of the Durham Police maintain at a minimum or possibly exceed 25% females.
5. Identify at least one new partnership with an organization representing minority applicants during the current 2020-2022 planning period.

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EXECUTIVE SUMMARY

Facts and Issues challenging the agency are:

- Competition for quality employees continues to increase and is greater than ever. The Durham Police Department participates in the Great Bay Community College Testing Alliance and directly competes with more than 30 additional agencies for the list of qualified applicants from each testing process. Since our last report, more agencies have joined the alliance and larger agencies continue to increase their starting pay to a level that automatically places smaller departments at a disadvantage. Demand remains high as turnover and attrition rates in this region increase.
- The executive officers of the Durham Police Department are eligible to retire and several of the first line supervisors are approaching retirement eligibility.
- The best candidates go to those agencies that offer the best employment packages and that have the most to offer to the candidate in terms of job satisfaction and career opportunities. While our starting pay is competitive with other departments of similar size in the region, there is a trend amongst larger agencies to offer increasingly larger starting salaries and bonuses that make it harder for smaller departments such as ours to compete for quality candidates or hold on to the quality officers already serving within the agency. In an effort to remain competitive, it is critical that the agency continues to find innovative ways to market the department in the most attractive light possible.
- A prior study showed the Durham Police Department is understaffed according to the department size and number of calls per officer. With the increase in off-campus student housing, and the development of additional elderly housing units, the Durham Police Department will continue to be challenged to meet the anticipated increase in calls for service. In 2018 the Durham Police Department added a 21st officer.
- Although we continue to experience turnover due to officers pursuing their own personal goals, there is no trend concerning officers leaving for reasons of dissatisfaction with the agency. Our retention rate is above or on par with agencies of similar size. We currently maintain a gender ratio of 24% female, and 5% minority officers.
- In order to increase the numbers of qualified female and minority candidates we try to:
 1. Capture the best candidates in a highly competitive market. We can do this by maintaining and continually updating the quality of our literature; such as our recruitment pamphlet. Previously we added female and minority figures to the

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2. Reach out and develop new partners beyond our traditional borders. In 2017, we developed a new relationship with the Massachusetts Association of Minority Law Enforcement Officers (MAMLEO). In 2018, we reached out to the National Black Police Association (NBPA) and provided them with upcoming test dates and information on our agency. In doing so, in theory we increase the chances that more minorities take the Great Bay Community College written test and therefore increase the number of minority candidates available for future hiring processes. The NAACP on the Seacoast continues to be sounding board for recruitment strategies.
3. Continue to develop and maintain a positive image and professional status of the agency within both the law enforcement community and the region/country as a whole. It is the image of the Durham Police Department that is ultimately going to attract a more diverse group of candidates. Solid candidates become good officers who, in turn, recruit both their friends and their professional contacts.
4. We should continue our efforts to emphasize employee satisfaction and provide alternate career paths for all employees. One way we continue to enhance that satisfaction is through specialized assignments. In 2014, we added a Community Oriented Policing Services Officer position to our list of specialized assignments and that position is now staffed by Officer Holly Malasky. Officer Katie Bolton was chosen to fill the assignment of detective and Officer Thomas Kilroy was chosen to become the new School Resource Officer in 2019. The Durham Police Department offers many assignments that might not be available in agencies of similar size and should continue to remain open minded to alternative strategies.
5. Word of mouth from our officers to people they recognize as potential candidates should be emphasized to all employees. This is an effective way to not only get know future potential candidates, it allows us to promote the strong points of our agency at the same time. Officer Nicolosi is the perfect example of an officer joining our ranks due to officer recruitment.

PLAN

In order to meet the stated objectives of having highly qualified candidates, having the agency promoted as an equal opportunity employer, and enjoy a workforce that is comparable to the states demographic regarding race, ethnicity and gender; the following plan of action has been created. Although all members of the agency are expected to participate in the recruitment process, the Captain shall be responsible for the implementation of the plan.

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1. Continue to develop the skills of staff members in the area of recruitment through training opportunities.
2. Continue to develop relationships with organizations representing minorities that will enhance recruitment opportunities such as the NAACP, MAMLEO, National Black Officers Association, and the Office of Minority Affairs at the University of New Hampshire.
3. Seek out new organizations such as the Asian American Law Enforcement Association and the National Hispanic Law Enforcement Officers Association in order to reach a wider minority audience.
4. Continue to develop relationships with organizations that support our military men and women.
5. Periodically review brochure to make sure we are effectively highlighting the positive working environment at the Durham Police Department and the information remains updated according to the current DPOU contract.
6. Ensure our advertisements avoid setting standards that may screen out individual classes.
7. Continue to hire the individuals scoring at least 80% or higher on the Great Bay Regional Police Test.
8. Conduct recruitment through word of mouth.
9. Create and utilize advertisement for the agency that showcases the diversity of the agency as well as the attributes that may be appealing to a qualified applicant, such as specialized assignments.
10. Continue to participate in school activities such as, "Career Day". Attend recruitment outside the immediate testing alliance with Great Bay Regional College. Continue to participate in UNH Job Fair opportunities.
11. Continue to seek our interns through the UNH Criminal Justice program or similar programs that will allow us to evaluate their potential.
12. Ensure all [grievances](#) and [internal complaints](#) about recruiting, hiring, promotions and assignment selection will be handled promptly and in accordance with the collective bargaining agreements between the Town and the DPOA and/or the Town and the DPMMA.
13. Ensure all positions and [specialized assignments](#) will be open to all qualified department members.

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14. Whenever possible, the department will use females and other minorities on oral boards for entry level selection and promotions.
15. Ensure [Career development and training opportunities](#) are open to all department members as the schedules of the department allow.
16. Ensure the employment environment at the Durham Police Department is inclusive and eliminates gender bias terminology. The department has published a harassment and discrimination policy statement and procedure that all members have been trained on. The department will follow the provisions of this policy. Substantiated complaints of unfair treatment of any member will be corrected, and any member responsible for unfair treatment will be subject to the disciplinary procedures of this department.
17. On May 7, 2001, the Durham Police Department adopted a formal policy strictly prohibiting the use of [bias](#) in any form in any business of the Durham Police Department. The policy was last updated on May 21, 2019. The policy is reviewed and department practices analyzed annually to ensure that all persons are treated equally and with dignity and respect. The policy enhances the ability of the agency to better serve the community, maintain the trust of the community, and attract qualified candidates.

DEMOGRAPHIC ANALYSIS: STATE OF NEW HAMPSHIRE

A review of the community population is necessary in order to understand the overall composition of the population and seek to have an equitable representation of that demographic. The 2010 U.S. Census information (current) has been utilized for the 2020-2022 EEP plan.

**Note: The US census provides individuals with the choice of choosing more than one racial or ethnic background. The result of this approach often presents a total combined percentage that is greater than the actual total population. This approach makes it somewhat difficult to evaluate the actual number of individuals claiming minority status in a specific region. Due to a low minority population, the percentages in this region are relatively small and do not dramatically affect this analysis.*

DEMOGRAPHIC INFORMATION: STATE OF NEW HAMPSHIRE

As indicated in the following chart, the 2010 U.S. Census reflects a lack of ethnic and racial diversity in the State of New Hampshire. Although the population has grown by nearly 100,000 residents (a growth of 8% over the 2000 census), the minority population has only grown by 1.4%. Despite the slow minority growth, recruitment efforts will continue to attempt to reach out to those demographics.

Chart A

State of NH Demographic Composition by Race		Source: 2010 United States Census
		1,316,470
Total State Population		
		98.4%
Population claiming one race		
		1.6%
Population claiming two or more races		
		93.8%
Percent White		
		01.1%
Percent Black/African American		
		02.1%
Percent Asian		
		02.8%
Percent Hispanic		

CHART B

State of NH Demographic Composition by Race		Source: 2000 United States Census DP-1
Total State Population		1,235,786
Population claiming one race		98.9%
Population claiming two or more races		01.1%
Percent White		97.0%
Percent Black/African American		01.0%
Percent Asian		01.6%
Percent Hispanic		01.7%

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The State of New Hampshire significantly lags behind the rest of the nation in terms of percentage of minority population. Census data reflects that the NH population is approximately 93.8% white, whereas the total population of the United States is estimated at 75% white. 98.4% of the population in New Hampshire claims only one race.

An Assessment of the population by gender in the State shows that slightly more **than 50% of the total population is female.**

CHART C

State of NH Demographic Composition by Gender		Source: 2010 United States Census
		1,316,470
Total State Population		
		667,076
Total female population		
		649,394
Total male population		
		1,029,236
Total population 18+ years old		

DEMOGRAPHIC ANALYSIS: TOWN OF DURHAM

A review of the local demographics was also conducted to ascertain whether the makeup of the community as a whole is similar to that of the State. Information on female demographics over the age of 18 was not collected in the 2010 census and is therefore not available. The total population for the Town of Durham is 14,368. Females make up slightly more than 54% of the population. I cannot determine accurate numbers when the population of the University of New Hampshire is factored in, but the total population jumps to 29, 673. When factored together, the minority percentage remains extremely low as compared to other States.

*There has been a drastic increase in the number of Asian students at the University of New Hampshire. There are no specific numbers available at this time to determine the increase in the communities demographic.

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CHART D

	2010 Census
Population of NH	1, 316, 470
Population of Durham	14, 638
Males Population of Durham	6, 756
Female Population of Durham	7, 882

- The University of New Hampshire adds an additional total of 15, 305 students to the population.
- Approximately 1% of the total population, including UNH, is identified as African American.
- Approximately 2 %, including UNH is identified as Hispanic.
- Approximately 4%, including UNH identifies as “Other”.

CHART E

	Service Population		Available Workforce		Current Sworn Officers		Current Female Sworn Officers		Prior Assessment Sworn Officers		Prior Assessment Female Sworn Officers	
	#	%	#	%	#	%	#	%	#	%	#	%
Caucasian	13, 730	93.8	27,864	93	20	95	5	24	19	95	5	24
African-American	126	0.9	316	1	1	5	0	0	1	5	0	0
Hispanic	300	2.0	663	2	0	0	0	0	0	0	0	0
Other	482	3.1	1100	4	0	0	0	0	0	0	0	0
Total	14, 638	100	29943	100	21	100	5	24	20	100	5	24

The Service Population figures above represent the 2010 Census population information for the Town of Durham. The Available Workforce figures represent the combined information when factoring in the seasonal population of the University of New Hampshire in addition to our own community.

- When comparing these figures with the percentages representing the State of New Hampshire as a whole, they are remarkably similar.
- African American representation for the Town of Durham is 0.9%. Combined with UNH it is only 1%, compared to the State of New Hampshire which reflects 1.1%.
- The Hispanic population remains unchanged between the Town of Durham and UNH. The 2% population is slightly under the 2.8% represented for the total State of New Hampshire.
- The Town of Durham shows 3.1% claiming other. It increases when combined with UNH to 4%. There is no “Other” category when trying to compare to the State of New Hampshire.

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**DEMOGRAPHIC ANALYSIS: CURRENT EMPLOYMENT WITHIN THE
DURHAM POLICE DEPARTMENT**

CHART F

	2020
Authorized Full Time Sworn	21
Actual Full Time Sworn	21
Sworn Females	5
Authorized Part Time Sworn	1
Actual Part Time Sworn	1
Sworn Females Part Time	1
NON-SWORN	
Females, Full Time	3
Males Full Time	0
Females Part Time	4
Males Part Time	0
PHYSICALLY CHALLENGED	
Sworn and Non-Sworn	0
MILITARY VETERANS	
Male	4
Female	2

CHART G

JOB GROUP	TOTAL EMPLOYEES	# FEMALE	% FEMALE	GOAL	YEAR TO BE ACHIEVED
Ranking Sworn	8	0	0	25%	2021
Non-Ranking Sworn	13	5	38%	46%	2022
Part-Time Sworn	1	1	100%	N/A	N/A
Office Assistant	2	2	100%	N/A	N/A
Part-Time Office Clerk	1	1	100%	N/A	N/A
Full-time PEO/ACO	1	1	100%	N/A	N/A
Part-time PEO	3	3	100%	N/A	N/A
Part-Time Evidence Tech	1 (Same as full-time PEO)	1	100%	N/A	N/A

The final stage in the preliminary analysis of whether the police department is appropriately represented in terms of female and minority members within the ranks of sworn personnel is to evaluate the agency as compared to the larger population of the community [we have ascertained that the community is relatively the same in terms of total minority representation as the State].

- In 2014, the Durham Police Department was comprised of 25% females. In 2020, the percentage is now 24%. The number of female officers has not changed; rather, the number of authorized sworn positions has increased. This figure has remained relative from 2011 to 2020. When compared to other agencies of

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relative size, the Durham Police Department is well above our peers when it comes to employing female applicants.

- There have been two promotional processes in the past three years. Previously we had one ranking female on the department. Sergeant Kathryn Mone left to become the Chief of Police in North Hampton, NH. During the last promotional process we only had one candidate apply, although several male and female candidates were qualified to do so. Prior to that, we had six candidates apply for one position consisting of five males, and one female candidate. A male candidate was promoted during that process. It remains that the percentage of ranking females does not represent the overall percentage of females within the department. This should not reflect poorly on the opportunities provided by the department or the process itself. We simply have a situation where the female officer lacked the experience level exhibited by her peers.
- From 2017 to 2019, the Durham Police Department was lower in comparison to the community and State in terms of minority personnel. During that time frame, we averaged less than 1% of the total applicant pool when conducting our hiring practices. Although we use the Great Bay testing process, our efforts must increase in seeking applicants from outside the regional testing area and I believe we have made some progress in that respect. In August 2017, we hired Carrington Cazeau. Officer Cazeau represents a 5% increase in minority hiring. Although it is progress, we need to continue to pursue partnerships and opportunities that will help increase the pool of minority candidates.
- The Durham Police Department continues to seek out and employ veterans. Currently, 24% of our force is comprised of members with prior or current military service. We have one part-time, fully certified officer that is currently employed full-time with the Army National Guard. Her position with the department represents 27% of the total department's force having served as veterans.
- The Durham Police Department does not employ any physically challenged persons at this time. There is no comparative information available with other departments of similar make-up. That does not reflect on our support of person's dealing with physical challenges. We simply have limited employment opportunities. Our Volunteer Program allows us to utilize persons with physical challenges in exciting and productive ways. Kim Ward has become an integral part of our team and has received training comparable to full-time employees working in the same roles that she helps supplement. We should continue to increase awareness of our hiring practices by seeking out organizations that support physically challenged persons.

DEMOGRAPHIC ANALYSIS: FINDINGS AND CONCLUSIONS

Community demographics paint a fairly clear picture of the Town and our police agency that is generally unchallenged by the need to provide multi-lingual or other special services to the population base.

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- The community is roughly 93% white, with a population that does not change drastically when the University of New Hampshire is in session. There are no ethnic neighborhoods in the Town of Durham where the department personnel would police significant cultural or ethnic differences.

At this time, the ethnic representation within the department has increased to better represent the minority population within the State of NH general population group.

- The Durham Police Department employed one African American male as of August 14, 2017.
- CALEA understands that agencies that do not have sufficient community generated data regarding available workforce, may assume an estimated available female workforce of 14%. The police department sworn female representation has been at 24% for the past several years. The last female candidate hired was December 11, 2018.

There will always be a need to conduct equal opportunity recruiting for ethnic, race and gender populations to increase current overall minority representation or increase representation in other minority groups.

ANALYSIS OF 2017-2019 RESULTS

- From 2017 to 2019, the Durham Police Department continued to provide all employees with career development opportunities and specialized assignment roles.
- We continued to hire the best qualified employee, while making efforts at recruiting minorities and females from the applicant pool.

PROGRESS MADE TOWARD STATED OBJECTIVES/GOALS

- The Durham Police Department has hired the most qualified candidate for each of the hiring process's conducted from 2017 to 2019.
- In August 2017, the Durham Police Department hired one African American male based on the hiring process conducted at the beginning of the year.
- From 2017 to 2019, the Durham Police Department's employment rate of female officers reduced to 24% due to an increase in the authorized number of full-time officers. The number of full-time certified females employed by the agency, five, has remained consistent during the past three years of the plan. The one part-time female officer is not factored in for percentage purposes. The total number of full-time female employees is nine and represents 38% of the total workforce.
- The Durham Police Department has developed a partnership with the Massachusetts Association of Minority Law Enforcement Officers (MAMLEO)

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- The Durham Police Department has shown it is a strong supporter of females and minorities. The efforts the department has made over the last evaluation period reflect this.

REVISIONS FOR THE 2020-2022 EQUAL OPPORTUNITY RECRUITMENT PLAN-ACTION PLAN

The revisions for 2020 are reflected in and throughout this document.

- Our action plan has been modified to reflect the listed goals and provides us with a clear path towards attainability.
- I would recommend we maintain the new goals and action plan provided. I recommend we work towards improving our overall program utilizing the suggestions in the plan.
- I recommend we continue to attend job fairs as the opportunities present themselves.
- I recommend we enhance our partnerships with interns provided by the UNH Criminal Justice Program or similar programs at area colleges.
- Our recruitment brochure has been updated with each successive hiring process.
- I recommend we increase our partnership with the NAACP in an effort to seek out new strategies for attracting strong minority candidates.
- I recommend we seek out new organizations such as the Asian American Law Enforcement Association and the National Hispanic Law Enforcement Officers Association in order to reach a wider minority audience.

EVALUATION

Once every three years, the Captain will forward existing or revised EEO plans to the Chief of Police for review and further evaluation. This last took place March 15, 2017. For the purpose of proposed revisions, the Captain should use any or all of the following (at a minimum) to complete the initial evaluation:

1. Reports on recruitment, selection, and promotion.
2. Announcements of recruitment for positions or assignments.

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3. Grievances filed involving the selection or promotion of members.
4. The summary of any lawsuit filed against the department due to the selection or promotion of members to any assignment or position.
5. Any internal affairs investigation(s) involving this issue as it relates to the department.
6. Any suggestions for improvement or changes made to the Chief of Police related to the issue of EEO.
7. Any other pertinent information available on the issue.

The Chief of Police will evaluate this data and make a determination of the need for changes or modifications to this plan and any other policy or procedure used by the department.

Review and Analysis

- The Chief of Police shall review this plan once every three years and revise the goals and objectives as needed. These goals will be made based at least in part on the population census completed each decade by the US Census Bureau.
- The Captain shall conduct an annual analysis of this plan that shall be reviewed by the Chief of Police.