

Memo



To: Chief Kelley
From: Captain Lavoie
cc: Deputy Chief Dalton
Date: 12/23/2025
Re: 2025 EEO Plan Analysis

I. Summary: The following is a comprehensive analysis of the 2025-2026 Recruitment Plan for the Durham Police Department (DPD) based on current 2025 personnel data. This analysis evaluates progress toward established departmental objectives, verifies current workforce composition against 2020 U.S. Census benchmarks for New Hampshire and the Town of Durham, and offers strategic recommendations for future recruitment and retention.

II. Objectives and Strategic Goals: The Durham Police Department remains committed to fostering a diverse and inclusive environment that reflects the community it serves. We remain committed to attracting the most qualified people to perform the essential functions of the position to be filled. Training, promotion, and career development opportunities continue to be made available to all members within the department. The following objectives and goals continue to guide our efforts:

- **Objective 1: Increase Agency Diversity** – Proactively recruit from underrepresented demographics to broaden the range of perspectives within the department.
- **Objective 2: Career & Specialized Assignment Development** – Ensure equitable access to specialized training and roles through career counseling.

Goals:

1. Target a female applicant pool comprising 20% of all candidates.
2. Seek a minority applicant pool that reflects or exceeds the State of New Hampshire's minority percentage.
3. Align workplace demographics with the 2020 New Hampshire and local Durham benchmarks.
4. Seek to have the workplace demographics of the Durham Police Department exceed 20% females.
5. Establish at least one new recruitment partnership annually with organizations representing minority populations.

III. Current Workforce Composition (Full-Time Sworn Personnel) As of December 2025, the DPD workforce consists of 21 full-time sworn officers. The following table reflects the current representation:

Gender Composition	2024	2025 Total	2025 Detailed Breakdown
Authorized Full-Time Sworn	21	21	-
Actual Full-Time Sworn	21	21	19 Male / 2 Female
— White Personnel	20	20	18 Male / 2 Female
— Black Personnel	1	1	1 Male
— Other Personnel	1	-	-
Sworn Females (Full-Time)	4	2	2 White
Sworn Females (Part-Time)	2	2	2 White
Sworn Males (Part-Time)	1	-	1 White
Racial Diversity Percentage	-	4.8%*	1 Black Male out of 21 Total

In 2025, we conducted one hiring process that hired two new white male police officers. This process was conducted in April of 2025.

The process was conducted due to a vacant position caused when a female officer laterally transferred to another department and in anticipation of a planned retirement of a police administrator.

As part of the selection process, inquiries were made about the candidate’s attitudes and behaviors that would suggest bias toward any people or groups. Our hiring processes are supported by a polygraph examination and psychological examination. The selection process for all candidates suggested no bias of any kind. It should be noted that two officer candidates were eliminated from our background process due to failing crucial elements in our thorough vetting processes.

State of NH Demographic	
Composition by Race	Source: 2020 United States Census*
(*Our data for this chart is based on our current accreditation cycle and numbers used are from what is available prior to an annual CALEA Review.)	
Total State Population	1,377,529
Population claiming one race	98.40%
Population claiming two or more races	1.60%
Percent White	87.20%
Percent Black/African American	1.50%
Percent Asian	2.60%
Percent Hispanic	4.30%

State of NH and Durham Police Department Workforce Diversity Composition

	Service Population		Available Workforce		Total Full-Time Sworn Officers		Full-Time Female Sworn Officers	
	#	%	#	%	#	%	#	%
White	14,050	90.4	28,184	91.38	19	90.5%	2	10.5%
Black	94	0.6	284	0.92	1	4.8%	0	0
Hispanic	467	3	830	2.69	0	0	0	0
Other	928	6	1,546	5.01	0	0	0	0
Total	15,539	100	30,844	100	21	100%	2	9.5%

Racial diversity within the Durham Police Department is 4.8%. Although we are above the percentages for the State of New Hampshire, we continue our attempts to attract candidates from many ethnic backgrounds. A strong, competitive job market continues to be our biggest issue when it comes to recruitment efforts of qualified candidates of all minority classes.

Our recruitment efforts continue to include minority groups such as the New Hampshire Seacoast Chapter of the NAACP, the office of Multi-Cultural Affairs at the University of New Hampshire, and local community organizations.

Hiring Process Procedures

The Captain at the time of our hiring process conducted in 2025 used our EEO plan as a guide for that process. The following steps were taken to ensure that our department remained in compliance with all applicable standards as set forth in our policies and procedures.

1. A hiring notice was posted in the front lobby.
2. Letters/emails were sent to all the candidates who sent us information within the past year. Each letter was accompanied by an updated recruitment brochure.
3. Hiring information was posted on Durham Cable Access Television, Facebook, Instagram, the Town of Durham website, and the New Hampshire Municipal Association website.
4. Hiring ads were posted on numerous local, regional, and national recruiting sites.
5. The information was posted in the Town of Durham Friday Updates email newsletter.
6. Candidates with a cognitive score of 70% or above on the Great Bay Community College Alliance Test (GBCC) were contacted and instructed on how to apply for job openings with the Durham Police Department. In 2022, we added a new, nationally recognized police exam. This exam can be administered in-person at the Durham Police Station and allows us to not solely rely on the GBCC test. Candidates were provided with a closing date for each hiring process.
7. When applications were received, the candidate was invited to attend a scheduled physical fitness test. No candidates were rejected during the hiring process due to minor omissions or deficiencies that could have been corrected prior to the testing or interview process.
8. All oral board participants were contacted and verified to participate in the oral board process. Our four oral boards consist of a command level officer, sergeant, patrol officer, and two citizens from the community. Prior to the interview we instruct the oral board members in AA/EEO and ADA issues that are relevant to the oral board process. The examination is conducted using valid and job-related rating criteria. Questions are administered in a uniform manner and standardized evaluation guidelines are always used during the process to ensure consistency of rater evaluations. The evaluations are scored, evaluated, and interpreted in a uniform manner. All the candidates are advised of their eligibility status following the oral board examination.
9. We personally call each candidate at the conclusion of the oral board process, and, in addition, letters are sent to those who are not selected. Score sheets used by the board members are added to all the candidate's files.
10. A written test is administered to all the candidates preceding the administration of the oral board. This process consists of the candidate completing a three-paragraph handwritten essay in response to the question: "Please describe why you want to become a police officer." The written essay is scored by the Chief of Police, Deputy Chief of Police, and the Captain.

11. A complete background investigation is conducted using the guidelines provided by the New Hampshire Police Standards and Training Academy, utilizing *policy 301.05, Background Investigations* as a guideline. The background investigation for all officers is completed by an investigator from the Larmonie Group, LLC Investigative Services. The investigators for this agency are trained specifically in conducting background investigations. All investigations include at a minimum:

- Verification of qualifying credentials
- Review of their criminal and motor vehicle record
- Verification of at least three personal references

Maintain Career and Specialized Assignment Development

The Department provides career counseling forms as a part of the performance evaluation process for each officer, in addition to providing specialized assignments. The career counseling forms provide the officer with the opportunity to identify the type of training they wish to attend.

Although many of the specialized assignments are limited to the number of officers that can fill the assignment, other assignments, such as instructor positions, are available at almost any time. Assignment to the color guard and evidence collection teams only require the officer to volunteer to participate and are opportunities that are open throughout the year. Officers continue to be provided with training based on their career development form requests and as the needs of the department allow.

A Job Task Analysis was completed in 2020 and supported our current hiring process and job descriptions as valid.

Revisions and Recommendations to Plan - as needed

Our EEO Plan was updated in 2020.

I believe the selection process is fair and impartial as conducted. Our selection process remains extensive and reliable for the identification of qualified police officer candidates. Recruitment campaigns can be specifically pointed at institutions or organizations with high Asian and Hispanic membership to address the specific demographic gaps identified.

To reach the 20% female applicant goal, we could utilize testimonials from current female officers in recruitment materials.

Our hiring process should be reviewed on a continuous basis for improvement opportunities.