

City of Cleveland Public Safety Recruitment Year-End Report FY 2017/2018



TABLE OF CONTENTS

Message from the Director of Public Safety.....	3
Message from the Assistant Director of Public Safety.....	4
Message from the Chief of the Division of Police.....	5
Message from the Chief of the Division of Fire.....	6
Message from the Commissioner of the Division of EMS.....	7
Biographies of the Public Safety Recruitment Team.....	8
Background.....	12
I. Recruitment Goals and Objectives.....	13
II. Additional Recruitment Activities.....	24
III. Summary Statement and Activities for 2020.....	36



**Safety Director Michael
McGrath**



CITY OF CLEVELAND
Mayor Frank G. Jackson

As I stated years ago, our Safety Forces should reflect the diversity of our communities in the City of Cleveland. Today, we are realizing that goal in the Division of Police with each new academy class. We are now applying the same innovative hiring improvements to the Fire and EMS Divisions to continue this trend.

The Public Safety Recruitment team, serving all our safety forces, was established in 2017 after the signing of the Settlement Agreement with the Department of Justice. The men and women assigned to this team understand and accept the daunting challenge of addressing decades of disparities in our justice system here and across the nation. This challenge is no less dramatic than it sounds and in the following pages, you will see the difference their efforts have made.

Assistant Safety Director Barry Withers



CITY OF CLEVELAND Mayor Frank G. Jackson

These last few years have seen many changes in the way we recruit, select and hire for the Division of Police. Embracing change is not always an easy thing to do, however, the women and men of the division have stepped up to the plate and in partnership with the Cleveland community, have begun to move ahead in establishing policies and practices that lead to dispensing these public services in a procedurally just and constitutionally fair manner across the board.

I want to thank the Mayor Frank G. Jackson, the Safety Director Michael McGrath, my co-workers and staff for their years of service and the intentional work we have done thus far. This is only the beginning of forging ahead towards established 21st Century Policing and progress in the Division of Police and all of public safety.



Division of Police, Chief
Calvin D. Williams



The mission of the Cleveland Division of Police is to serve as guardians of the Cleveland community. Guided by the Constitution, we shall enforce the law, maintain order, and protect the lives, property, and rights of all people. We shall carry out our duties with a reverence for human life and in partnership with members of the community through **P**rofessionalism, **R**espect, **I**ntegrity, **D**edication and **E**xcellence in policing.
P.R.I.D.E.!



Division of Fire, Chief Angelo Calvillo



The Division of Fire seeks to serve the City of Cleveland with the highest degree of quality and professionalism through a proactive commitment to prevent and mitigate emergency situations where life and property are at risk.



Division of EMS,
Commissioner Nicole Carlton



We are committed to improving the quality of life in the City of Cleveland by maintaining the highest ethical and professional standards of pre-hospital care, treating our patients with dignity and respect, and caring for each patient as if they were a member of our own family.

Public Safety Recruitment Team



Sergeant Charmin Leon

Sgt. Leon joined the Cleveland Division of Police in 2008. After graduating the Academy, she worked patrol in the city's 4th District. During her time there she created a summer Youth Outreach program. In March of 2013 she was promoted to Sergeant and assigned as an Investigator in the Office of Professional Standards. In January of 2016, Leon was assigned as the Officer in Charge of the Personnel Unit. She served her final year as Acting Lieutenant of the five units under the Personnel Section before being appointed as Officer in Charge of the Recruitment Team.

Sgt. Leon has worked in urban communities and in partnership with Law Enforcement for over 25 years. Prior to becoming an Officer, she was a Victims Advocate in the Domestic Violence Unit and a Home Detention Officer with Cuyahoga County Juvenile Court. She's served on various boards and committees and currently teaches *'The Law and Your Community'* to local high school students as well as *'Policing the Teen Brain: Strategies for Youth'* and *Procedural Justice, Legitimacy and Implicit Bias* to fellow officers.

Sgt. Leon holds a Master's Degree in Public Administration from the City University of New York's Baruch College and a Bachelor of Arts in Liberal Studies with a Minor in Legal Studies from the University of Central Florida.



Detective Marie Clark

Detective Marie Clark was born and raised in the City of Cleveland, having attended St. Joseph Academy and Cuyahoga Community College.

She was hired by the City of Cleveland, Division of Police in 2006 and was assigned to the first district on night shift for seven years. She was then assigned to the First District Detective Unit until she transferred to the Public Safety Recruitment Team in 2017. Detective Clark enjoys establishing and maintaining new relationships with

citizens and community partners.



Detective Felton Collier

Detective Felton Collier began with the Cleveland Division of Police on February 25, 2008. Upon graduation of the police academy he was assigned to the city's 5th District. While at the 5th District, Detective Collier became a Field Training Officer as well as working with the Community Service Unit. Detective Collier is a certified member of the bicycle unit where he served during the Republican National Convention.

Prior to his time with the Division, Detective Collier received an athletic scholarship to Eastern Michigan University for track and field where he also majored in Communication Technology. He competed there for two years before receiving an offer from the University of Michigan to continue his athletic career.

Detective Collier is a Veteran of the U.S. Marine Corps. He was deployed to Iraq as a part of Operation Iraqi Freedom and, upon returning to the U.S. he was assigned to the recruiting depot in Maple Heights where he successfully helped the Corps meet their recruitment goals. After 13 years of both active duty and reserve he was honorably discharged at the rank of Staff Sergeant. Detective Collier is now a part of The Public Safety Recruitment Team where he assists with recruitment for all of the City's Public Safety Careers.



Lieutenant Thomas Pryor

Thomas Pryor has been a member of the Cleveland Division of Fire since 1989. During his time as a firefighter, he was assigned to various suppression units on both the East and West sides of the City. In 1998 he was promoted to the rank of Lieutenant and was assigned to the Fire Prevention Bureau. As a member of the Fire Prevention Bureau he was responsible for conducting fire code compliance inspections throughout the City and ultimately served as the Cleveland Municipal School Liaison for the Cleveland Division of Fire.

After serving over 8 years in the Fire Prevention Bureau, Lt Pryor transferred to the Payroll/Statistical Unit as the Officer in charge. With a staff of three civilian personnel members and one uniformed firefighter, the unit had the responsibility of preparing the payroll for the entire Division, providing statistical data for annual reports, council members, public request and other special payments.

Lt. Pryor later transferred to the Chief's Office as the Personnel Officer, whose responsibilities included preparing charging documents, conducting disciplinary hearings, arranging award ceremonies, processing new hires and members that were retiring as well as interacting and working closely with the Director of Public Safety.

Once the City of Cleveland's Division of Police entered a consent decree with The Department of Justice (DOJ), The Department Public Safety decided to combine the recruitment efforts of the Divisions of Police, Fire and EMS. So in 2017, Lt. Pryor joined the Public Safety Recruitment Team representing the Division of Fire.

As part of the Public Safety Recruitment Team, Lt. Pryor is out in the community sharing the opportunity of being a public servant. When not at work, Lt. Pryor enjoys golfing, is an avid reader and enjoys his most passionate pastime of spending time with his first grandson. Lt. Pryor resides in the City of Cleveland with his wife of 26 years, Michelle.



Sergeant Desmond Anderson

Sergeant Desmond Anderson is assigned to the Team from the Division of EMS. He has worked for the City of Cleveland for over 20 years. He received his Emergency Medical Technician training at Meridia South Pointe and trained as a Paramedic here at the City of Cleveland.

Before being promoted to Sergeant, he worked in the field as a Paramedic and Field Training Officer (FTO). His career choice is based on Sgt. Anderson's love of people. He loves helping others and having the opportunity to give back to the community.

In his spare time, he enjoys watching sports, comedy shows, traveling, making people laugh, and spending quality time with family and friends. A word of advice he would like to give about this profession is to treat everyone as you would want to be treated or your family to be treated; with kindness, dignity

and respect, not only because it's right, but you'll never know who you may come in contact with.



Tyler Eidson, Administrative Assistant

A new addition to the Recruitment team during the fall of 2018, Tyler is originally from Northeast Ohio. He previously worked for a U.S. Congressman outside of Philadelphia, PA as a District Representative.

With a Masters in international peace and conflict resolution in addition to time spent with the Dept. of Justice Community Relations Service, and a former EMT-B in the state of Ohio, Tyler has obtained a diverse set of public safety experiences and training that allow him to assist with the Recruitment team's mission.



Background

On May 26, 2015 the City of Cleveland entered into a Settlement Agreement with the United States Department of Justice (DOJ) to ensure that police services in Cleveland are delivered in a manner that is constitutional, effective, and consistent with community values, while preserving officer and public safety.¹ The agreement states that to further these goals, we must have a strong relationship with the community that is built on mutual trust and respect.

The city seized upon this opportunity and expanded the above mentioned goals to all of our safety forces as these personnel are the most visible face of government within our communities. Safety Force personnel interact with the community on a daily and personal basis calling for the highest level of trust and service.

In February 2017, the City of Cleveland established a Public Safety Recruitment Team (PSRT) whose goal is to identify and recruit a qualified and diverse number of individuals that are representative of Greater Cleveland neighborhoods and maintain a pool of potential recruits for Police, Fire and EMS. The PSRT is comprised of a Sergeant who serves as the Officer In Charge (OIC), 2 Patrol Officers, 1 Firefighter, 1 Emergency Medical Technician (EMT) and an administrative assistant.

In February of 2017, Sgt. Charmin Leon and Detectives Marie Clark and Felton Collier began working on recruitment efforts. They were joined by members of the Division of Fire; Lieutenant Thomas Pryor and Firefighters Al Cardona and Victor Gill as well as Sgt. Desmond Anderson of the EMS Division. Firefighter Gill retired in 2017 and Cardona in 2018.

In November of 2018, the team was joined by Administrative Assistant Tyler Eidson who familiarized himself with the requirements of the Settlement Agreement and will receive additional training in recruitment in the spring of 2019 at a conference in San Diego.

Through direct communication at safety fairs, visits to elementary and high schools, beauty/barbershop and nail salon talks as well as social media outlets, the PSRT is improving the image of the safety forces; highlighting the positive aspects of these careers while addressing the community's concerns regarding the historically segregated cultures within the three divisions. By

¹ http://www.city.cleveland.oh.us/sites/default/files/forms_publications/SADoc2016.pdf

keeping residents apprised of the systemic changes being made as a result of the city's settlement agreement with the DOJ, the PSRT is a major contributor in reshaping public confidence in the forward movement of its safety forces of being inclusive, responsive and procedurally just.

The PSRT also creates long-term relationships with various organizations and agencies in and outside of Cleveland that serve our many residents to consistently communicate that our Department of Public Safety is seeking applicants who represent and possess the ability to treat our constituency with dignity and respect while engaging in positive interactions to proactively provide public safety services.

I. Recruitment Goals, Objectives and Accomplishments

Goal #1. Increase staffing levels to effectively implement our Community and Problem Oriented Policing plan (CPOP).

What is CPOP? CPOP is a combination of the core principles of community policing and the methodology of collaborative problem solving (also referred to as problem-oriented policing). To effectively institute CPOP, officers must routinely and proactively engage the community in non-enforcement activities to create partnerships and co-produce public safety. To do this, there has to be an adequate number of officers available to efficiently answer calls for service while leaving time in their schedules for non-law enforcement engagement with our citizens.

As Safety Director McGrath mentioned in the City's Five Year Public Safety Recruitment Plan; "Attracting a diverse group of qualified public safety personnel has become quite a challenge." Many agencies have found that their number of applicants have diminished in some cases as much as 75%.²

Accomplishments

The first objective under this goal was to ensure we had a full time, well-trained recruitment team. Each PSRT member has received training on the hiring process from the City's Human Resource Department and is fluent in the

² <https://www.governing.com/topics/public-justice-safety/gov-hiring-police-officers.html>

salary, benefits, job requirements and qualifications for the positions of Patrol Officer, Firefighter and Emergency Medical Technician.

Sergeant Leon and recruiters Sgt. Anderson and Lt. Pryor attended the Police Recruitment and Retention Summit: Practical Hiring & Retention Strategies for Your Modern Police Force in Miami in 2017. Here they attended workshops on; Fostering diversity in your police force, Retaining the best personnel, Developing emerging leaders and Leveraging technology to streamline recruitment.

The team continuously ‘sharpens their saw’ by staying on top of developments not only in recruitment techniques, but researching and reviewing hiring trends relating to the safety forces locally and across the nation. The training they’ve received to date is:

- ❖ Webinar – 21st Century Background Investigation Software
- ❖ Trauma Informed Policing
- ❖ Procedural Justice, Legitimacy and Implicit Bias
- ❖ Poverty Simulation Training

The second objective was for the PSRT to identify individuals best suited to integrate CPOP principles in the discharging of their duties as safety personnel.

PSRT reformed recruitment language to ensure a clear message to those applying that personnel are expected to work in *collaboration* with the community in addressing issues. Officers, firefighters and EMT/paramedics become interwoven in the fabric of our city’s daily life and residents expect our safety force personnel to work hand and hand with efforts to address quality of life issues. To achieve this lofty goal, we must ensure that those who are hired into our forces possess the compassion, team orientation, problem solving and highest ethics within their skill sets in addition to being able to successfully perform their specific job functions.

At information sessions, which are conducted to instruct potential applicants of each step in the hiring process, we reiterate that in 2017, the Division of Police received over 300,000 calls for service but the total number of arrests of all contacts made was less than 7% of that number and in 2018 with the same number of calls, the arrest rate was less than 5%. This information is also shared during our beauty/barbershop and nail salon discussions. Our purpose here is to ensure that applicants understand that the majority of calls we receive require and result in conflict resolution and de-escalation solutions. We reiterate that law enforcement is not in the top 10 most dangerous professions in the United States and that the majority of patrol officers go through their entire career never firing their weapons in the line of duty.

We believe this messaging, sharing the actual realities of the job, help remove the stigma of policing being an occupation of an occupying force, which was a major deterrent for women and minority applicants. It also conveys the City’s desire to employ those who have a heart for serving the residents of the community in each of our Safety Divisions.

Goal #2. Attract and hire a diverse group of qualified applicants from a broad cross-section of the community.

Across the nation for many years, citizens have voiced their desire that safety forces reflect the communities they serve. Not unlike many other municipalities, meeting that goal had been an elusive undertaking. Having a safety force that mirrors the community lends to its legitimacy and a community’s belief that their interests and concerns are important to the agency as well as assurance that there is equal opportunity for employment.

2017 and 2018 Divisional Breakdowns:



Division of Police – the end of 2017;

Classification	No.	Male	Female	Caucasian	Black	Hispanic	Other
Chief	1	1	0		1		
Deputy Chief	4	3	1	1	2	1	
Commander	10	8	2	7	3		
Traffic Commissioner	1	1	0	1			

Captain	16	15	1	15		1	
Lieutenant	57	51	6	51	5	1	
Sergeant	198	161	37	141	43	12	2
Patrol Officer	1137	979	158	741	264	114	18
Academy	47	38	9	29	9	9	0
Total	1471	1257	214	986	327	138	20
Percent		85%	15%	67%	22%	10%	1%
Community breakdown		48%	52%	37%	53%	9%	2%

Division of Police – the end of 2018;

Classification	No.	Male	Female	Caucasian	Black	Hispanic	Other
Chief	1	1	0		1		
Deputy Chief	4	3	1	1	2	1	
Commander	12	10	2	9	3		
Traffic Commissioner	1	1	0	1			
Captain	17	16	1	16		1	
Lieutenant	50	45	5	44	5	1	
Sergeant	205	168	37	146	42	14	3
Patrol Officer	1161	995	166	771	261	113	16
Academy	149	111	38	84	52	10	3
Total	1600	1350	250	1072	366	140	22
Percent		84%	16%	67%	23%	9%	1%
Community breakdown		48%	52%	37%	53%	9%	2%

Although the increase in the number of women and minorities moved only one percentage point in the Division of Police, it translated into a net increase of 36 females and 43 minority officers (this includes those that are female). Additionally, the percentage of females gained during this time outpaced the increase of males by 10%.

2017 began with CDP's strength at 1,485 officers. Two academies were held in 2017, the 137th and the 138th. 78 officers were hired (this includes 6 officers who had previously resigned and requested reinstatements) and 91 left the Division. 2017 ended and 2018 began with a strength of 1,471.

The 137th academy was a lateral class that began with and graduated all 20 recruits. 25% were women and minorities with 1 female in the group.

The 138th was an entry level class that began with 52 recruits and 43 recruits graduated. 52% were women and minorities. Women made up 19% of the class and 40% were minorities (including those that were female). This was also the

last class completing their first four months of training at the Ohio State Highway Patrol, which is in Columbus, OH. This posed a hardship for recruits with families and responsibilities here at home as they spent the entire week at the academy there. There are no plans currently to resume that practice.

In 2018 there were five academies held. The 139th academy was a lateral class that began with and graduated 3 recruits. This group consisted of no women or minorities. The 140th and all subsequent academies for 2018 were entry level classes. The 140th began with 70 recruits and 49 graduated (there were 15 terminations and six resignations). 38% were women and minorities. Women made up 22% of the class and 26% were minority (including those that were female). The 141st class began with 44 recruits and 38 graduated. 45% were women and minorities. Women made up 23% of the class and 32% were minority (including those that were female). The 142nd academy began with 49 recruits and 47 graduated. 51% were women and minorities. Women made up 14% of the class and 45% were minority (including those that were female). The final class was the 143rd which began with 70 recruits and 56 graduated. 62% were women and minorities. Women made up 35% of the class and 38% were minority (including those that were female).

2018 ended and 2019 began with 1,600 officers. We are budgeted for 1,610 officers and look to hire 150 in 2019.

Lastly, we began tracking the educational attainment of the recruits with the 140th Academy class. The majority of recruits have some college or a degree. The breakdowns are as follows;

Class	HS Dip.	Some College	Associate	Bach	Mast
140	28%	27%	20%	25%	
141	24%	29%	13%	32%	2%
142	24%	45%	10%	21%	
143	12%	42%	5%	36%	5%



Division of Fire

2018				2017			
Hired	59			Hired	36		
Separated	37			Separated	29		

The current Divisional strength is 762 (as of May 6, 2019):

Chief	1		WM	BM	HM	OM	WF	BF	HF	OF						
Assistant Chief	6		3	1	2											
Battalion Chiefs	23		22	1												
Captains	54		47	6	1											
Lieutenants	164		122	27	13		1	1								
FGF	397		284	77	33	3										
4GF	21		20				1									
3GF	38		31	4	3											
2GF	35		26	5	4											
Cadets	23		20		3											
Total	762		574	121	60	3	3	1	0	0						



Division of EMS – close of 2017;

	African-American		Asian		Caucasian		Hispanic		Other		Total	
Female	36	12%	1	1%	50	17%	4	1%	3	1%	94	31%
Male	29	10%	3	1%	158	52%	11	4%	7	2%	208	69%
Total	65	22%	4	1%	208	69%	15	5%	10	3%	302	100%

Executive Staff {1 Commissioner - 1 Admin Mngr - 1 Payroll – 3 EMT-Supervisor}

	African-American		Asian		Caucasian		Hispanic		Other		Total	
Female	1	0%	0	0%	1	20%	0	0%	0	0%	2	20%
Male	0	0%	1	0%	3	60%	0	0%	0	0%	4	80%
Total	1	0%	1	20%	4	80%	0	0%	0	0%	6	100%

Captains {EMT-Supervisors}

	African-American		Asian		Caucasian		Hispanic		Other		Total	
Female	2	17%	0	0%	3	25%	0	0%	0	0%	5	42%
Male	4	33%	0	0%	3	25%	0	0%	0	0%	7	58%
Total	6	50%	0	0%	6	50%	0	0%	0	0%	12	100%

Sergeants (Crew Chiefs / Coordinators) {20 EMTs/Paramedics – 8 EMDs}

	African-American		Asian		Caucasian		Hispanic		Other		Total	
Female	6	21%	0	0%	4	15%	3	11%	1	4%	14	50%
Male	3	11%	1	4%	9	32%	1	4%	0	0%	14	50%
Total	9	32%	1	4%	13	46%	4	15%	1	4%	28	100%

Emergency Medical Technicians / Paramedics

	African-American		Asian		Caucasian		Hispanic		Other		Total	
Female	13	7%	0	0%	27	14%	1	1%	1	1%	42	22%

Male	20	11%	0	0%	116	60%	9	4%	5	2%	150	78%
Total	33	18%	0	0%	143	74%	10	5%	6	3%	192	100%

Emergency Medical Dispatchers {EMDs}

	African-American		Asian		Caucasian		Hispanic		Other		Total	
Female	10	44%	1	4%	8	35%	0	0%	0	0%	19	83%
Male	1	4%	0	0%	2	9%	1	4%	0	0%	4	17%
Total	11	48%	1	4%	10	44%	1	4%	0	0%	23	100%

Emergency Medical Technician Trainees 2017-2 Class

	African-American		Asian		Caucasian		Hispanic		Other		Total	
Female	4	10%	0	0%	7	17%	0	0%	1	2%	12	29%
Male	1	2%	1	2%	25	61%	0	0%	2	5%	29	71%
Total	5	12%	1	2%	32	78%	0	0%	3	7%	41	100%

Division of EMS – close of 2018;

	African-American		Asian		Caucasian		Hispanic		Other		Total	
Female	42	13%	1	1%	52	17%	6	2%	3	1%	104	33%
Male	33	10%	2	1%	164	51%	10	4%	5	2%	214	68%
Total	75	23%	3	1%	216	68%	16	5%	8	3%	318	100%

Executive Staff {1 Commissioner - 1 Admin Mngr - 1 Payroll – 3 EMT-Supervisor}

	African-American		Asian		Caucasian		Hispanic		Other		Total	
Female	2	25%	0	0%	2	25%	0	0%	0	0%	4	50%
Male	0	0%	1	13%	3	37%	0	0%	0	0%	4	50%
Total	2	25%	1	13%	5	62%	0	0%	0	0%	8	100%

Captains {EMT-Supervisors}

	African-American		Asian		Caucasian		Hispanic		Other		Total	
Female	2	13%	0	0%	2	13%	0	0%	0	0%	4	25%
Male	5	31%	0	0%	7	44%	0	0%	0	0%	12	75%
Total	7	44%	0	0%	9	56%	0	0%	0	0%	16	100%

Sergeants (Crew Chiefs / Coordinators) {25 EMTs/Paramedics – 8 EMDs}

	African-American		Asian		Caucasian		Hispanic		Other		Total	
Female	7	21%	0	0%	8	24%	3	9%	1	3%	19	60%
Male	3	9%	1	3%	8	24%	2	6%	0	0%	14	40%
Total	10	30%	1	3%	16	48%	5	15%	1	3%	33	100%

Paramedics / Emergency Medical Technicians

	African-American		Asian		Caucasian		Hispanic		Other		Total	
Female	17	8%	0	0%	30	14%	2	1%	2	1%	51	23%
Male	24	11%	0	0%	130	60%	7	4%	5	2%	166	77%
Total	41	19%	0	0%	160	74%	9	5%	7	3%	217	100%

Emergency Medical Dispatchers {EMDs}

	African-American		Asian		Caucasian		Hispanic		Other		Total	
Female	11	46%	1	4%	7	29%	1	4%	0	0%	20	84%
Male	1	8%	0	0%	1	4%	1	4%	0	0%	3	16%
Total	12	54%	1	4%	8	33%	2	8%	0	0%	23	100%

Emergency Medical Technician Trainees 2018-2

	African-American		Asian		Caucasian		Hispanic		Other		Total	
Female	3	14%	0		3	18%	0		0		6	32%
Male	0	0	0		15	68%	0		0		15	68%
Total	3	14%	0		18	86%	0		0		21	100%

The Recruitment Plan is being updated to include goals and objectives for the Divisions of Fire and EMS in 2020.

Accomplishments

Our first objective was to identify and maintain a pool of qualified potential recruits. As written in our Five Year Recruitment Plan, the term ‘qualified’ must encompass more than the minimum qualifications.

Employing the new entry level exam and accepting applications electronically through NEOGOV allowed for a more streamlined hiring process. As evidenced through the installation of five police academy classes in 2018, a steady pool of potential recruits was maintained through each hiring cycle, of which there were three. For 2019, Civil Service will supply PSRT with the list of individuals that did not successfully complete all phases of the hiring process to identify any additional barriers to be addressed or supports to be provided for promising applicants.

The second objective was to recruit applicants from multiple disciplines at colleges and universities. During 2018, PSRT’s number of college fairs and visits almost doubled with a total of 23. With less than 28% of our recruits having only a high school diploma, we believe these efforts to have garnered positive results.

Our third objective was to reduce the gap in percentage points between the Division’s demographic breakdown of women and minorities by 5% at the end of 2019 or the next four entry level and two lateral classes. Although our numbers have been impressive with the increase in the percentage of women and minorities entering the academy, attrition and the termination of 15 recruits from one academy class, of whom were mostly minority, has made this a challenge. We will continue with our outreach to women and minority advocacy groups along with our regular recruitment efforts.

Division of Fire

For the first time in twenty eight years, the Division of Fire hired a female firefighter. In the hiring committees evaluation of the process, it was determined that a number of improvements needed to be implemented to ensure the hiring process was more transparent and fair.

The following improvements and efforts will be implemented into the next application period:

1. A new, validated, agility test was vetted and approved. The National Testing Networks' *Firefighter Mile* will replace the old agility test.
2. The city will provide various sizes of gear to better accommodate female applicants. They will no longer have to perform the agility test in gear meant only for male firefighters.
3. A visual clock will be installed at the test site as discrepancies were found in the time taken by the proctors and others in attendance.
4. Practice sessions will be implemented for all applicants so that the techniques needed to successfully pass the test are available to everyone with the ability to do so.

The next application period for the position of firefighter is anticipated to begin in the second quarter of 2020.

Division of EMS

For the first time in over 17 years, the city of Cleveland is licensed to conduct the certification for Emergency Medical Technicians. What this means for our residents and applicants is that they no longer have to already have EMT certification before applying. The cost for this training was a barrier for those who could not afford it. Now our applicants have the opportunity to receive their EMT certification while also being employed and receiving medical benefits.

We will also be reviewing the hiring process for EMS's Dispatchers. There is high turnover in this area and researching more effective ways to onboard, train and retain these individuals will result in better service to our residents. A barrier to recruitment in this area is also the pay. The contract for these dispatchers is still being negotiated and we hope that this will be resolved in the coming year.

3. Create and maintain partnerships with community stakeholders to enhance recruitment efforts.

In the past, the hiring process for public safety employees was not transparent to the community. Most applicants received hiring information from family members or friends who were already employed with the Division making diversity increasingly difficult and unintentionally serving to make our targeted population feel isolated and unwelcome. With partnerships established with agencies such as Leadership Cleveland, the NAACP, Fatima Family Center, Community Development Corporations, etc. we have begun to break down the

walls between the neighborhoods and the City's hiring process for the Safety Forces.³ As mentioned in the recruitment plan, the PSRT recruiters meet with the CEO's (Community Engagement Officers) of each district regularly. CEO's have been versed on the new hiring process and standards, supplied with recruitment material and are accompanied by recruiters at various events.

One of the communities concerns regarded hiring personnel who were not familiar with the city, its residents or its culture. To bridge that divide, Lieutenant Shawn Smith who is the officer in charge of the training section partnered with Joe Black of Neighborhood Promise a local non-profit agency and created 'Community Engagement Days'. This was likened to a reverse ride along where instead of a member of the community riding along with officers, recruits rode along with community members in various neighborhoods learning about the people and the culture and history of the city. Now, each academy class participates in community engagement day where they are educated on the communities they will be serving, by the community members who live and work there.

Asset maps for each district are still being created for use in identifying additional community partners for recruitment.

³ City of Cleveland Safety Forces Five Year Recruitment Plan – page 28



II. Additional Recruitment Activities

A. Hiring Process Committee Meeting

In 2015, the City of Cleveland entered into a Settlement Agreement with the Department of Justice. Within this agreement, Section XI: C, paragraphs 300 through 312 addresses recruitment and hiring.⁴ Specifically, it outlines our agreement to: maintain high-level, quality service, ensure officer safety and accountability, and promote constitutional, effective policing including that CDP will review and revise as necessary its recruitment and hiring program to ensure that CDP successfully attracts and hires a diverse group of qualified individuals.

⁴ http://www.city.cleveland.oh.us/sites/default/files/forms_publications/SADoc2016.pdf

To that end, the Department of Public Safety first convened a set of meetings consisting of the Civil Service Commission, the City's Division of IT and a consultant to review the hiring program. As a result, the City instituted two new services. The first was transitioning from paper to an online application system called NEOGOV. The second was a change in our entry level exam for the position of Patrol Officer through the National Testing Network (NTN). The implementation of these tools took our application process and testing nationally as potential applicants can now apply and test across the nation. Furthermore, NTN's test was designed to identify character traits in applicants that support community based policing. According to the 2017 Police Executive Research Forum (PERF) publication *Hiring for the 21st Century Law Enforcement Officer*, "In the 21st Century, police agencies need to use the hiring process to do more than simply disqualify the negative. Agencies need to use that process to *proactively identify and hire the positive* – candidates who possess the values, character traits and capabilities that agencies are looking for in their employees." (PERF, 2017)⁵

This workgroup developed into our Hiring Process Committee which began meeting bi-weekly in February of 2018. To meet the Mayor's goal of hiring 250 officers throughout 2018 and 2019 and to comply with the Settlement Agreement, this method and model proved successful with an adequate overview of the hiring process, focusing on the areas needed for improvement with the administrative decision makers at the table. For example, we found that we were losing a large pool of candidates during the physical agility testing stage. We formed and began work out camps for potential applicants and current applicants to assist them in getting in shape.

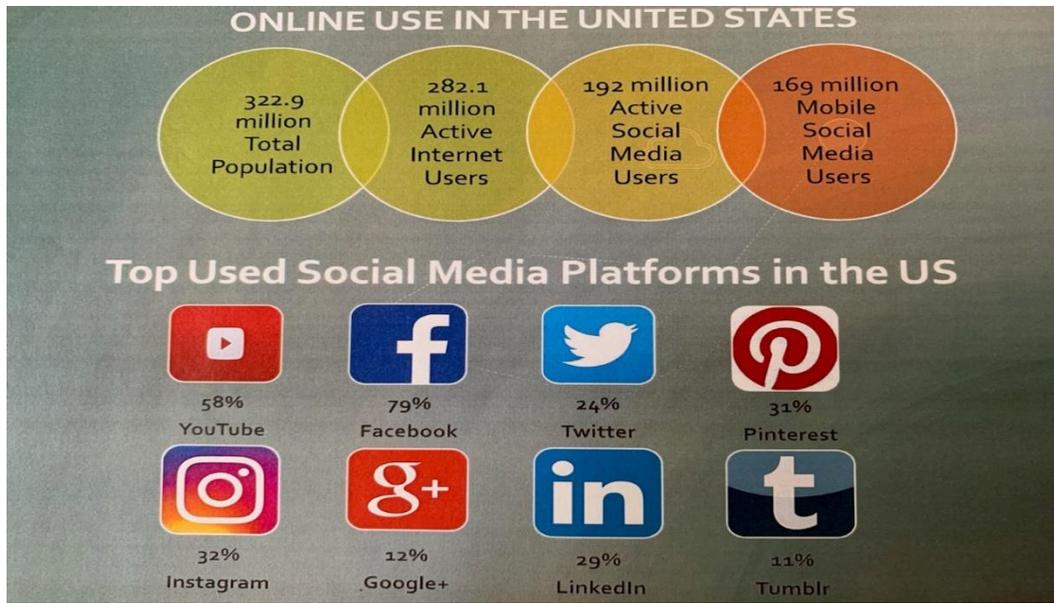
⁵ Hiring for the 21st Century Law Enforcement Officer; COPS, PERF 2017, p. 5



B. Social Media

With the information age, social media for a great segment of our population has taken the place for the nightly news, the library, current events and yes, even job searching. Potential applicants inquire about our presence on social media. As Facebook was hugely popular and the City already had a presence online, the City of Cleveland Public Safety Recruitment page was created in April of 2017. A Twitter account soon followed.

During the summer, a number of youth groups from the community visited the Team. When asked if they'd seen us on Facebook and Twitter, little noses wrinkled and asked, "You're not on the Gram?" "Um, What? What's the Gram?" "Instagram!" they replied in disbelief. So, we got on "The Gram". Check us out @clerecruitment.



In 2019 we will work with the Mayor’s Office of Communication to learn how to use the many analytical tools available within these sites to review and document levels of engagement gained from our presence and how to better use that information going forward to enhance our recruiting efforts.

C. Youth Activities

The recruitment of individuals for future generations of the Safety Forces must begin at an early age. Many members of our safety forces began their love of service in cadet programs or from positive interactions early in life. Therefore, we engage our younger population in various activities to spark their interests and introduce them to the benefits of a career of public service.

For the year of 2017 when we were just beginning, we forged relationships with many youth agencies including Jr. Achievement, the Boys and Girls Club, Cleveland Metropolitan Schools and community groups such as Youth Opportunities Unlimited (Y.O.U.), Mentor in CLE (area high school youth).



In 2018, we made over 11 visits to area high schools and five to elementary/middle schools. We participated in both the Mayor’s summer job jumpstart in April, and Youth Summit and Back to School Fair.

Serving as volunteers with Empowering Youth, Exploring Justice (EYEJ) school discussions, we also participated in a Police/Youth discussion which culminated in the video “Are We the Same?” which was presented to the Mayor and Chief of Police as well as other concerned community members in October. https://youtu.be/80_Z1EgqMY.

Sgt. Leon co-facilitated the *Law and Your Community* curriculum along with other local members of the National Organization of Black Law Enforcement Executives (NOBLE) to the summer public safety youth pipeline program at Martin Luther King, Jr. High School.

In September 2017, Case Western Reserve University’s School of Applied Sciences surveyed a cross-section of Cleveland youth about their views and attitudes regarding a career in law enforcement with the Cleveland Division of Police (CDP). The purpose of this survey was to identify the leading factors impacting youth decision to pursue law enforcement

careers with CDP and help inform the local recruitment efforts of the PSRT. The PSRT is particularly interested in creating a recruiting pipeline that identifies and fosters ongoing relationships with adolescents from Cleveland neighborhoods who may be interested in a career with the Cleveland Division of Police (CDP) after they graduate high school.

Youth at 22 City recreation centers and 1 community center were surveyed using a 2-page, 17- item survey. The majority of survey items were anchored using a 4-item Likert scale (Strongly Agree, Agree, Disagree, and Strongly Disagree). Examples of Likert survey items include:

- “I would consider becoming a Cleveland police officer after I finish high school”.
- “I would be a role model for my family, community and friends if I became a police officer”.
- “I would be more likely to become a police officer if I thought my work would make Cleveland neighborhoods safe”.

A total of 400 youth from the above sites completed a survey in September 2017. Of those 400 youth, 303 of the youth were ages 12-18, which was the target age range (middle school/high school). Those 303 youth are used in the analyses that follow. The average age of the youth completing a survey was 15. Over three-fourths of youth were African-American and over half were male (61.2%). Hispanic youth comprised 15.8% of all respondents.

Findings show that 84.4% of surveyed youth want to work at a job where they can help people. When asked whether they thought if they became a police officer they would be a role model for their family, community and friends, 68.3% indicated agreement or strong agreement. Although the majority of youth want to work in a profession that benefits people and many see police officers as role models, a smaller percentage (28.6%) of surveyed youth indicated they would consider joining the Cleveland Division of Police after finishing high school.

Key Overall Findings about Factors Impacting Decisions to Join; CDP Economic Factor – The highest percentage of youth (81.8%) indicated that “making good money” would be a factor impacting their decisions to joining CDP. Over half (58.7%) indicated that getting paid during CDP training would increase likelihood they would consider joining CDP:

Job Security Factor

Over half of youth respondents indicated that knowing that there was a clear path for promotion based on merit would impact their decision to become a Cleveland police officer (53.0%), 4 out of 10 (42.6%) would be

more likely to join CDP because they believe it is a solid profession for a young person to pursue.

College Assistance Factor

A significant percentage indicated they would be more likely to join CDP if they knew they could reduce future college debts (52.0%) and receive reimbursement for college tuition (41.3%).

Altruistic Factors

Approximately 6 out of 10 Cleveland youth indicated they would be more likely to join CDP if they thought they could help reduce community violence (63.7%) and make Cleveland neighborhoods safer (62.4%). Over half (54.8%) would be more likely to join the force if they thought they could help people in their community.

Survey examines gender differences in youth attitudes about joining CDP after high school. Male Cleveland youth were more likely to indicate they would consider joining CDP compared with female youth (32.6 vs 20.5%).

Key Gender Findings

Girl respondents were significantly more likely than boys to say they would join CDP if they knew they would be helping people and making neighborhoods safe.

Girls also appear more likely to view CDP as a good profession for a young person and were also much more interested in the promotion tract involved with being a police officer.

Boys were more likely to indicate they would join CDP if they had higher levels of trust in the police.

The surveys also examines o age differences in youth attitudes about joining CDP after high school. Youth 16-18 years old were slightly less likely than youth in the 12-15 year old group to indicate consideration of becoming a Cleveland police officer after high school (25.6% versus 30.7%).

Key Age Findings

Older youth were more likely than younger youth to view good compensation as a factor in joining CDP (86% versus 78.8%), as well as whether they are paid during training (63.5% versus 55.4%).

Youth in the younger age group were more likely than older youth to indicate that trust with the police is a factor in their decision to join CDP. (46.9% versus 39.2%).

Key Race/Gender Findings

Black female youth were the least likely to indicate they would consider joining the CDP after high school (14.8%), substantially less than their Black male peers (30.6%).

Black females were also more likely than Black males to indicate that helping people in their community would make them more likely to join CDP after high school (60.5% versus 47%).

Black males were more likely than Black females to indicate that increased trust in the police would make them more likely to join CDP (45.3% versus 35%). The small group of White males were the most likely to indicate that increased trust in the police would impact their decision to join CDP, followed by White females (63.6% versus 50%).

Survey findings for Hispanic and Non-Hispanic youth indicate that Hispanic youth were slightly more likely than non-Hispanic youth to indicate they would consider becoming a Cleveland police officer after high school (40% versus 25.9%).

Hispanic youth were more likely than non-Hispanic youth to indicate that having a part in reducing the safety and violence in their neighborhoods would impact their decision to join CDP after high school. Hispanic youth were more likely to indicate that assistance with college and knowing there was a clear promotion track with CDP would influence their decision to join.

Overall, Hispanic youth were overwhelmingly more likely than non-Hispanic youth to view joining CDP as a good career for a young person (60% versus 39.6%).

A total of 215 out of 303 youth (71.4%) indicated they did not think they would pursue a career in law enforcement with CDP after they graduate high school.

Key Findings indicate that 79.5% of youth who indicated they did not think they will join CDP after high school would like to find work in a job where they help people. This finding indicates that the vast majority of these youth want to work at a job where they impact other people's lives, but for some reason do not envision becoming a police officer.

As with the total surveyed youth population, over three-fourths (78.5%) of this subgroup indicated that they would be more likely to join CDP if they knew they would make decent money.

Over half of these youth would be more likely to join CDP if they knew they could positively impact Cleveland neighborhoods and reduce violence, a finding consistent with previous research on factors impacting adolescent decisions to become police officers.

Conclusions and Recommendations

Findings from this study of Cleveland youth and their attitudes about a career in law enforcement provide potential useful information for future recruitment outreach efforts. While having a good paying job is obviously important, this is not the only crucial factor influencing Cleveland youths' decision to join CDP.

Cleveland youth, especially girls, are interested in joining the Cleveland police force if they think they can help the people in their neighborhoods and have an impact on violence reduction. Girls are also more likely than boys to be interested in joining the Cleveland police force if there is a clear promotion tract. Cleveland youth are interested in a law enforcement profession that supports their participation in higher education. It is noteworthy that there is a large percentage point difference between Cleveland youth wanting to work in a profession that benefits people and youth indicating they would consider joining the Cleveland Division of Police after finishing high school. The issue of trust with police is more of an issue for male and younger respondents, but was not deemed to be as important an issue as good pay and the opportunity to help people. Hispanic youth were especially likely to consider a career with CDP and view the job in a positive light. As a result of the above findings, there are a number of specific external and internal recruitment strategies that are recommended for consideration.

- Recommendation 1. Include college assistance information when developing recruiting outreach materials.
- Recommendation 2. Emphasize promotion track timelines with real life examples using actual veteran police officers who have been promoted.
- Recommendation 3. Address the gap between youth indicating interests in working in a career that helps people and youth that would consider a law enforcement career. Provide real life examples of how police help people in the community on a daily basis, and what percentage of time this entails compared to arrests.
- Recommendation 4. Develop recruitment strategies that provide examples of how individual CDP officers impact neighborhood safety.

- Recommendation 5. Recruitment strategies need to take into consideration possible attitudinal differences with gender and racial groups.
- Recommendation 6. Attempt to address community/police relations with Cleveland youth who belong to the non-joiner group, who do not see police officers as role models, and who indicate a lack of trust with the CDP.
- Recommendation 7. Consider developing a youth policing forum where youth from various Cleveland neighborhoods can engage in an open youth-led dialogue with police officers about CDP, the challenges of being a police officer, and the positive aspects of serving with CDP. Perhaps the Partnership for a Safer Cleveland and/or MyCom could help develop this forum.
- Recommendation 8. Recruitment outreach efforts need to emphasize opportunities for specialized non-patrol CDP careers such as technicians, DNA experts, etc. Outreach campaigns should include necessary qualifications, salary potential and links to local and online university degree programs for each career field.
- Recommendation 9. Hispanic youth outreach efforts should include partnerships with local agencies serving Cleveland's Hispanic youth population including the Hispanic Alliance Inc., Esperanza, City Recreation Centers on the west side (e.g., Clark, Cudell) and HUMADAOP's Hispanic Youth Center.



D. Outreach Efforts

Information Sessions

We began conducting informational sessions to inform the public about the City of Cleveland's hiring process. With the implementation of online applications and an outside agency conducting the entry level exams, it became necessary to go out into the community and make ourselves available for any questions potential applicants may have.

We held 10 information sessions across the city. Our first sessions were well attended with between 35-50 participants.

Open Gyms at Recreation Centers

Attending a local NAACP meeting, we were given the suggestion of going to our local recreation centers and speaking to residents utilizing the open gyms. This was an eye opening and sobering experience. Most of the residents at the gyms were black males. One particular gym we attended, was having two 'pick-up' games for men of two different age groups. A sobering conversation took place when we were informed, "Most of us here have felonies, some we didn't even earn." We acknowledged that felonies are a disqualifier for the position of patrol officer, but took the opportunity to explain that the City of Cleveland is a second chance employer. Also, that sealed or expunged records could would allow residents to apply for the position of firefighter, EMT/Paramedic, etc. It was evident that a lot of residents were unaware of this.



Beauty, Badges and Bonding in the Barbershops

Our information sessions were helpful to potential applicants by providing detailed information regarding the hiring process. However, we realized there was a whole segment of the community that we were not reaching. For potential applicants that would reflect the diversity of the city, we needed to go into new spaces.

Beauty, barbershops and nail salons are gathering places in our communities throughout Cleveland and the nation. The conversations that take place in these businesses revolve around many community issues and political topics. In an atmosphere where segments of our community express their feelings of being disconnected from their safety forces, police in particular, we must be proactive in reaching across the divide.

We reached out to Damien Calvert, Outreach Staff Supervisor with the City of Cleveland Community Relations Board who set up a meeting between PSRT and Waverly Willis, president of a local non-profit entitled TUBA, The Urban Barbers Association. The members of the association also include beauty and nail salons. Our first 'shop talk' was held in Mr. Waverly's own shop, Urban Kutz.

In opening the discussions, we explain that we are there to have open and honest dialogue about anything the patrons want to talk about. It

was important to us for them to know that we were not trying to control the conversation. In the aftermath of #BLM (Black Lives Matter), the response of local law enforcement families with Blue Lives Matter left the community feeling that their concerns were being disregarded and their message usurped by the very people who claim to have chosen this profession to 'serve and protect'.

We understood that we were opening ourselves to potentially heated engagement, and have in fact had a few of those instances occur. However, our response is one of ownership of our failings and acknowledgement of present and historical wrongdoings of those within the profession.



III. Summary Statement and efforts for the Coming Year

The first two years have proven to be a great time for expanding our reach to potential applicants. The lessons we are learning continue as we realize the opportunity to provide further support throughout the entire process for our potential applicants, recruits and probationary officers.

Moving into 2019, we look to increase our social media presence by posting informational videos covering many topics such as:

1. Officers' careers prior to joining the Division.
2. The application process, step by step, narrated by team members.
3. Coverage of common City Ordinances to inform the public and increase our on line relevance.
4. Women in Policing
5. Veterans of the Safety Forces
6. Safety Forces as a second career.

Through our participation on the hiring committee, we will look further into areas that address retention issues such as where applicants fall out of the process, leave the academy and those that don't complete field training. We will also look at what issues probationary officers are facing in the field and how they fare during the first five years of their careers.

Our community engagement will continue and expand to include the following;

- a. The Public Safety Pipeline Program – Working with the Cleveland Metropolitan School District and the Police Foundation, we will continue to track and engage the youth participants of this program to assist those that choose a career in public safety.
- b. In the Neighborhood, Clerk of Courts office – this effort was begun by Clerk of Court Earl B. Turner over ten years ago. Here residents who have outstanding traffic violations can attend sessions that are given throughout the city and schedule new court dates and set up payment plans for unpaid tickets and court costs. The Clerk has agreed to allow the PSRT to participate and inform attendees of employment opportunities with the Department of Public Safety. There are over 15 sessions throughout the year and attendance at

these events number over 100 participants with the largest serving 300 participants.

- c. As the Cleveland Community Police Commission has reorganized and stabilized, we will resume our regular engagement by attending open meetings and maintaining communication through the co-chairs to ensure we are integrating the concerns and recommendations from the segment of the community they reach.

Thanks so much to the administration for its' tremendous support. Thank you to the community that have embraced our efforts and given their recommendations, feedback and at times, warranted criticism. We look forward to the continued work in partnership with you to establish a safety force that is for the people and by the people.

