



Huntersville Police Department

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Cleveland L. Spruill
Chief of Police

DATE: July 19, 2017

TO: Cleveland L. Spruill
Chief of Police

THROUGH: Lieutenant Brian Vaughan-Personnel, Training and Fleet Division Commander
Major Barry Graham, Administrative Services Bureau Commander

FROM: Sergeant Jennifer Sprague, Recruitment Coordinator

SUBJECT: 2017-18 Annual Recruitment Plan Analysis Report

The purpose of this memorandum is to provide analysis of the FY-2016/2017 Police Officer Recruitment Plan efforts and to determine if revisions to this plan are needed. It is also to provide challenges and recruiting strategies for the coming FY 2017-18. This document is submitted in accordance with the requirements of CALEA standard 31.2.1 and 31.2.2.

The Huntersville Police Department is committed to recruiting and hiring the most qualified persons to fill vacancies for sworn law enforcement officer positions, while simultaneously striving for ethnic, racial and gender representation within the workforce that is reflective of the community we serve. Responsibility for administering this Recruitment Plan has been delegated by the Chief of Police to the Recruitment Coordinator (Sgt. Jennifer Sprague) under the command of the Personnel, Training and Fleet Division Commander (Lt. Brian Vaughan).

Attrition and retention rates of sworn law enforcement officers are important indicators and benchmarks that have a direct impact on the agency's recruiting plan and efforts. During FY 2016/2017, the Huntersville Police Department lost 6 officers who left for a variety of reasons. The following charts show the Huntersville attrition rates over the last 10 years and identify some of the reasons officers chose to leave. We had a unique situation this past FY in that two officers were hired and resigned within the same FY. One was hired and resigned a few months later, and another resigned and was hired back a few months later.

Attrition and Retention Rates 2007/2008-2016/2017

**Attrition Rate = # of officers separated last year / total number of current employees. **Retention Rate = [1 - Attrition Rate] X 100*

	FY 07/08	FY 08/09	FY 09/10	FY 10/11	FY 11/12	FY 12/13	FY 13/14	FY 14/15	FY 15/16	FY 16/17
Attrition Rate	14.30%	6%	6%	15%	10.20%	14.60%	13.90%	10.40%	6.90%	6.60%
Retention Rate	85.70%	94%	94%	85%	92%	85.40%	86.10%	89.60%	93.10%	93.60%

Reasons for Officers Leaving the Agency

	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017
Relocation	1	2	1	1	1	3	2	1	0	1
Another LE job	2	0	1	3	4	2	2	1	1	1
Private sector	0	0	1	2	1	1	1	0	0	4
Probation release	1	3	1	0	1	0	1	0	0	0
Personal reasons	1	0	0	1	0	0	0	1	5	0
Other/Unknown	0	0	0	0	0	0	1	0	0	0
Retirement	0	0	0	1	0	2	3	2	0	0
Term. Or Resigned in lieu of term.	2	0	1	3	1	3	1	0	0	0
Death	1	0	0	1	0	0	0	0	0	0
TOTAL	8	5	5	12	8	11	11	5	6	6

According to the most recent available data (2010 U.S. Census) the demographic breakdown of the population for the Town of Huntersville is in the chart below. Demographic breakdowns are only done every 10 years, not with each 5 year census. The population estimate for the 2016 census is 54,839, however, the 2016 census doesn't break down the demographics further so the 2010 census numbers must be used for demographic purposes. The Town population gender breakdown is reported in the Census at 49% male and 51% female across all demographic groups.

Race	Population	Percent
Caucasian	41,780	82.8%
Male	20,472	49%
Female	21,307	51%
African American	4,743	9.4%
Male	2,324	49%
Female	2,418	51%
Asian	1,250	2.7%
Male	612	49%
Female	637	51%
Native Hawaiian/Other	19	≈0%
Male	9	49%
Female	10	51%
American Indian	163	.3%
Male	80	49%
Female	83	51%
Some Other Race	1,239	3.8%
Male	607	49%
Female	632	51%
Two or More Races	1,748	2.1%
Male	856	49%
Female	891	51%
Total	50,458	99%

Hispanic/Latino (of Any Race)	3,733	7.4%
Male	1,829	3.6%
Female	1,903	3.7%

** Service population includes all residents of Huntersville. This does not include out of town residents who are in town for school, work, or travel.

The following chart illustrates the demographic breakdown of officers within the Huntersville Police Department compared to the departmental goal established based on Town demographics. Percentages are based on the 88 officers employed at the end of this reporting period, not on the 92 authorized officer positions.

Current Sworn Officers

Race	% Goal	Ofc. Goal	% Act.	Ofc. Act	+/-
African American	9%	8 Ofc.	8%	9	+1
Male	4%	4 Ofc	4.5%	7	+3
Female	5%	4 Ofc	2.25%	2	-2
Caucasian	82%	72 Ofc	82%	73	+1
Male	40%	35 Ofc	70%	62	+27
Female	42%	37 Ofc	12%	11	-26
Asian	3%	2 Ofc	0%	0	-2
Male	1%	1 Ofc	0%	0	-1
Female	2%	1 Ofc	0%	0	-1
American Indian			0%	0	N/A
Male			0%	0	N/A
Female			0%	0	N/A
Native Hawaiian/Other			0%	1	N/A
Male			0%	1	N/A
Female			0%	0	N/A
Hispanic (of Any Race)	7%	6 Ofc	5.5%	5	-1
Male	3%	2 Ofc	4.5%	4	+1
Female	4%	4 Ofc	1%	1	-3
TOTAL			100%	88	

(As of 6/30/2017)

The above data reveals that the Huntersville Police Department is under-represented in the number of Caucasian, African American, and Hispanic females and in the number of Asian males and females. However, of the 11 officers hired this FY, 54.5% of them were either minority or female. We also achieved a significant goal that the Huntersville Police Department has never reached. We have 13 women serving in a sworn capacity (14%), and have exceeded the national average of 13% for sworn female officers. Targeted recruiting efforts toward women have contributed to this achievement.

The following list highlights some of the efforts made by Huntersville Police during FY2016-17 in an effort to achieve our recruitment goals.

- Attended Career Day/Employment advisory events at local BLET programs. (Rowan-Cabarrus CC, Gaston CC)
- We have attended the past three NCLEWA Fall conferences and have hosted call-in board meetings at HPD consistently every quarter. This effort increased our face time with female officers from other departments who may be considering a lateral transfer.
- An online presence was maintained on the IACP, NCLEWA, CALEA, the police department's website, Facebook and Twitter pages, and the Town of Huntersville's website, advertising for vacant police officer positions.
- Special attention was made to increase contacts with females and minorities during career fairs and employment information sessions. There was also an increased level of attention to applicants in these demographics.
- The Huntersville Police Department continued to partner with local colleges and Basic Law Enforcement Training (BLET) programs in the area. Through these collaborative efforts, the agency was able to present information to six BLET classes, attend three BLET class graduations, and participate in two career fairs.
- Attended the Lake Norman Chamber of Commerce career fair.
- Established internship opportunities for college students with an interest in the law enforcement field. We hosted two interns during this reporting period, a male student from CPCC and a female student from ECU.
- Spoke at four college level Criminal Justice classes about a career in municipal policing. We have been invited back to continue this partnership in future semesters.
- During presentations at colleges, special efforts have been made to emphasize that law enforcement is a rewarding career for women.
- Made a recruiting presentation to the students attending a Females in Leadership class at CPCC.
- Continued using the recruiting team of diverse officers who assisted in recruitment efforts and provided advice on recruiting minorities. We've started using alumni from each of the BLET programs for the students to be able to relate to an officer who also graduated from the program they're in.
- Provided BLET sponsorships to many people. We continue to look at those we sponsor as a pool of potential applicants and keep up with their progress in the academy.
- Setup many ride-alongs with patrol officers for people interested in the department or in the field of law enforcement.

The chart below reveals that our efforts in FY 2017 have contributed to the increase in the number of minority, female, and overall applicants. The only category in which we had fewer applicants was white males.

Officer Selection Activity for Previous Fiscal Year with comparison to last year

Race/Sex	Applications Received	Applicants Hired	Percent of all hires	Percent of Applicants Hired	Year on Year comparison of applicants
Caucasian/Male	108	5	45.5%	4.6%	-14
Caucasian/Female	23	3	27.5%	13%	+12
African-American/Male	39	1	9%	2.5%	+26
African-American/Female	11	1	9%	9%	+8
Hispanic/Male	11	1	9%	9%	+7
Hispanic/Female	1	0	0%	0%	=
Other	5	0	0%	0%	+1
Total	187	11	100%		+29

** This includes no outstanding Conditional Offers.

We had 29 more applicants this year than last, likely a reflection of the Neogov website being launched at the calendar new year. There have been 129 applicants through the Neogov website in the seven months we have used it so it is increasing our applicant pool which is positive. The negative side of this increased pool is that the vast majority of applicants through Neogov do not have BLET certification and are disqualified before they move forward further in the hiring process.

Local Recruiting Trends

Most agencies in our area are extremely short on officers and having a difficult time hiring quality candidates. Top cadets in the BLET programs are being recruited by several departments.

After speaking with several local police recruiters, I discovered that departments are employing the following strategies to attract recruits:

1. Hiring candidates as police cadets and paying them through BLET
2. Offering relocation bonuses and moving expenses paid
3. Offering a bonus to candidates coming in with BLET certification
4. Offering significant bonuses to candidates who are making a lateral transfer including:
 - a. Markedly higher starting pay depending upon years of experience
 - b. Starting out with vacation and sick time depending upon years of service instead of having to accrue
 - c. Offering incentive pay for Intermediate and Advanced law enforcement certification
 - d. Higher pay for educational incentives than HPD offers, and pay incentive for Master's degree
 - e. Further distances for take home vehicles than HPD offers

Anticipated Challenges for this FY

The Town of Huntersville has been approved to annex approximately 20 square miles of the Extra Territorial Jurisdiction (ETJ) on July 1, 2018 which will add approximately 50% more land to the Huntersville Police Department's jurisdiction. The police department will need to add a significant number of officers and restructure to add Chain of Command to support all of the new area. Since hiring quality police officers is challenging right now, I anticipate that this will be the biggest challenge Recruiting has faced yet. We will need to be competitive in order to not lose potential hires to other agencies offering better incentives.

We have two members of our sworn personnel who will retire within this FY, both in 2017. Added to the average rate of attrition (8% average for the past 3 years), we can anticipate losing 7 more officers in addition to those 2. This adds to the significant challenge the Recruiting Division faces.

The last challenge we face is that with other departments employing such aggressive recruiting strategies, we may lose officers to agencies offering better pay and benefits than we are able to offer.

Specific FY-2017-18 Goals and Objectives Include

1. Continue to recruit and hire only the most highly trained and qualified applicants
2. Increase representation of Caucasian females, African American females, Hispanic females, and Asian males and females.
3. Have candidates ready for hire as the two anticipated retirees depart.
4. Hire a significant number of officers to adequately cover the new territory we'll annex in the ETJ on July 1, 2018. (it is unknown the exact number we'll add at this writing)

The following Action Plan will be utilized to reach the above goals.

FY2018 Action Plan

- 1) Use current female and minority employees during police recruitment efforts
- 2) Attend minority institutions' Career Days, Job Fairs, Expos and other events which are specifically designed to attract a high turnout of female or minority attendees
- 3) Continue the initiative of more involvement in the North Carolina Law Enforcement Women's Association.
- 4) Continue to advertise position openings through the Town of Huntersville's website, IACP's Discover Policing, the CALEA employment website, the department's Facebook and Twitter pages and other mass media outlets.
- 5) Utilize social media to advertise job openings, and promote positive activities of our department and officers. Expand our social media presence to recruit police candidates.
- 6) Continue the internship program with area colleges and universities.
- 7) Maintain liaison with Central Piedmont Community College and other area community colleges by attending Basic Law Enforcement Training classes and actively recruiting qualified students for employment.
- 8) Offer opportunities to hire many top candidates without BLET certification as cadets and employ them while in the academy.
- 9) Review our current hiring incentives and look at improving them to become more competitive in attracting candidates.
- 10) Advertise in other areas and states to increase the applicant pool to areas with a depressed economy. Consider travel to these areas for recruiting.

- 11) Extend our current efforts in attracting military service members who are either finishing their term of service or reservists who are interested in a career in law enforcement post military.

Conclusion:

The purpose of the recruitment plan analysis is to review the past year's applicant pool, retention rates, and hiring. It also gives a picture of the efforts of achieving a sworn work force that represents the diversity of the community served. The department has experienced challenges in recruiting and hiring qualified individuals to fill Police Officer vacancies and likely will continue to do so. In spite of these challenges, the Huntersville Police Department remains committed to taking the necessary steps to hire the most qualified applicants to serve the community and to achieve an ethnic, racial and gender representation within the workforce that is reflective of the community we serve.