



Police Department

Office of Professional Standards

MEMORANDUM

TO: Chief Edward Googins
FROM: Lt. Frank Clark
DATE: 02/23/2018
SUBJECT: OPS Annual Report

Introduction

Please accept this as the Office of Professional Standard's 2017 Annual Report, providing a broad overview of department activities, followed by reviews and / or analyses of our command and administrative review, internal affairs, bias-based policing and early intervention system processes, as well as department staffing and recruitment functions.

Please let me know if there are any questions or if you need additional information or clarification.

Overview:

During 2017, the department responded to approximately 33,738 calls for service, a fourth year of declining calls and a 6.7% decrease in comparison to 2016. Officers investigated 4,290 formal crime, incident and / or crash reports, with 190 of those being filed online; this is an increase in overall reports (+5%), bringing us almost back in line with 2015 levels, with a 19.5% increase in online reporting. Officers arrested or summonsed 927 people, another fourth year decrease (-13.4%); they conducted 5,025 traffic stops (-11.6%), a second year decline, and issued 874 traffic citations, a marked and fourth year decrease (-27.5%). The reasons for these decreases are unknown at the time of this report, but further consideration and analyses of the reasons for these trends would be recommended.

During 2017, 133 officers died in the line of duty in the United States, a 7.9% decrease compared to 2016 and the lowest number since 2013, with approximately:

- 46 being the result of traffic, pursuit, and motor vehicle-related incidents;
- 46 being the result of gunfire;
- Other deaths were the result of other factors, including fatal heart attacks, duty-related, including 9/11 illnesses, aircraft and boating incidents;
- 120 officers being male, and 9 being female;
- Average age: 42, and Average Years of Service: 13

One thing that jumps out from the above numbers is the number of officers killed due to gunfire. Law enforcement deaths due to traffic, pursuit or other motor vehicle related causes often markedly exceed those related to gunfire. In 2017, the difference between the number of traffic related deaths and the number of deaths due to gunfire decreased. The top call types resulting in these incidents, from highest to lowest, included *investigating suspicious persons or circumstances, disturbance / domestic violence, ambushes, tactical situations, investigations, prisoner transportation / handling*, and a *robbery* related call. Note that these call types are those frequently handled by members of this department.

These somber statistics account for the department's efforts in requiring soft body armor (at least 9, and as many as 15 officers killed in 2017 were not wearing armor), specialized ballistic doors in the patrol vehicles,

specialized vehicles, equipment, teams and training, firearms training, restrictive response and pursuit guidelines, high visibility vehicles and equipment, administrative review of high liability incidents, and the annual fitness program.

Given the current national climate, and the threat they face every day, our officers continue to balance the department's mission of working cooperatively with all citizens to protect life and property, preserve the peace, enforce the law and maintain civil rights through proper and responsive community based service, while ensuring the public's, and their own, safety. In light of the significant number of contacts our officers have with the public, often during stressful, tense and chaotic situations, the reviews and analyses contained herein would indicate that our officers continue to conduct themselves not only with the restraint and professionalism that is both expected of and regularly demonstrated by them, but with the spirit and intent of our *Mission Statement* and our *Guiding Values*: Integrity, Respect, Service, Fairness and Leadership.

Reports & Analyses

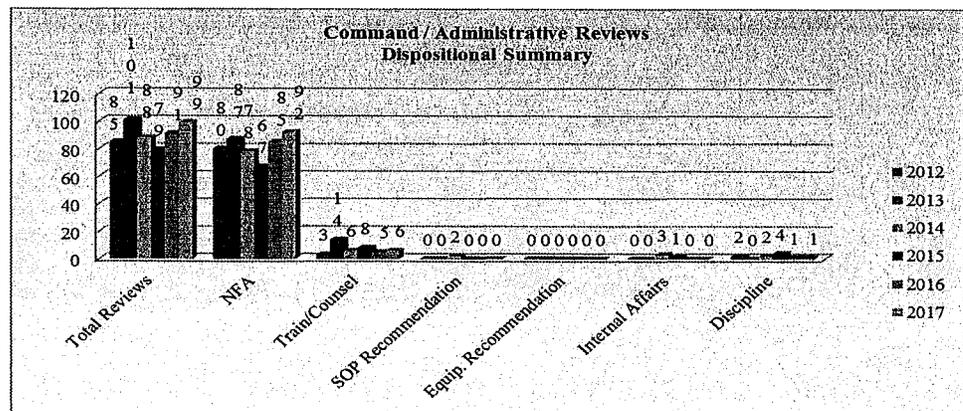
Training Report:

South Portland police officers attended upwards of 8,490 hours of recruit, field and in-service training during 2017, representing a 120.6% increase in training hours over 2016. This included Academy mandated training (e.g., Firearms, New Law Updates, Response to Sexual Assault, Human Trafficking, Roadside Drug Impairment Recognition and Addiction), as well as a variety of elective and specialty training (e.g., SWAT, CNT, Dive Team, K-9 (Patrol & Drug Detector) and officer safety related training). Both the SWAT team and CNT maintained state level certifications. The department continued to provide training via internal and external classroom opportunities and online via JPMA and PowerDMS. This included 52 weeks of roll call length training, titled, *Path of the Guardian*, by Eric Daigle, Esq. Evaluation tests were also posted on certain high liability SOPs (e.g. Use of Force, Firearms, Arrests, Vehicle Operations and Mental Health Crisis Intervention), in order to enhance SOP review and understanding. Personnel display an interest and commitment to seeking, attending and providing training relevant to their assignments and professional development.

Command / Administrative Review Analyses:

During 2017, a total of 99 reviews of high liability incidents were conducted, specifically including all uses of force, all pursuit and failure to stop incidents, and all cruiser collisions. This represents an 8.8% increase in the number of these types of incidents and reviews when compared to 2016. All were subject to preliminary review and recommendations by at least two members of the command staff. Sixteen (16) reviews, or 16.2%, were additionally referred to the standing Administrative Review Board, consisting of Lt. Bernard, Lt. Simonds, and Sgt. Sutton. Per SOP criteria, the Board is tasked with reviewing incidents involving any use of deadly force or certain non-deadly force response options, those resulting in officer or subject injuries or complaints of injuries, or when force is used at the termination of a foot or vehicle pursuit; and any pursuit, failure to stop, or police vehicle collision incident resulting in death, bodily injury or property damage exceeding \$5,000.

Recommendations from and actions taken during the command and administrative reviews are compiled and all are referred to the Chief of Police for final review. The adjacent chart notes the dispositions and six-year historical trend of these reviews.



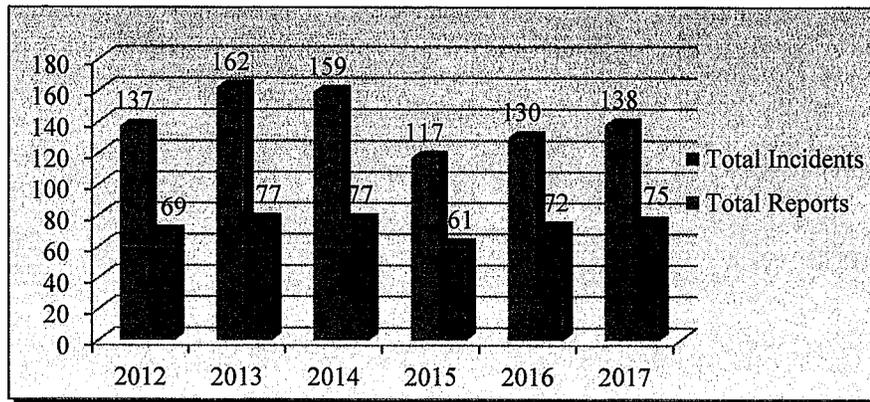
The following reviews and analyses are additionally offered in the separate functional areas reviewed:

Use of Force and Control Analysis (1.3.13):

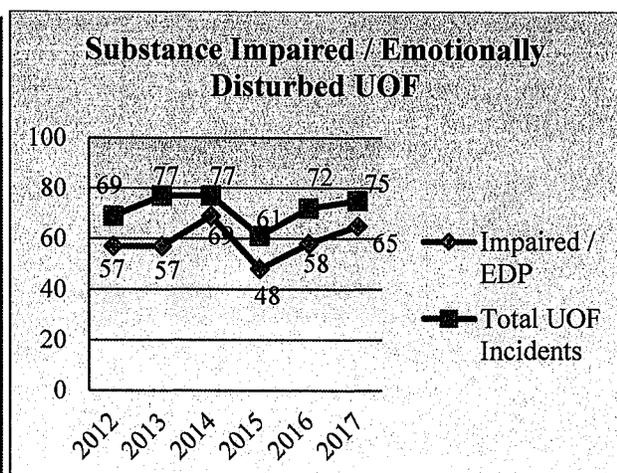
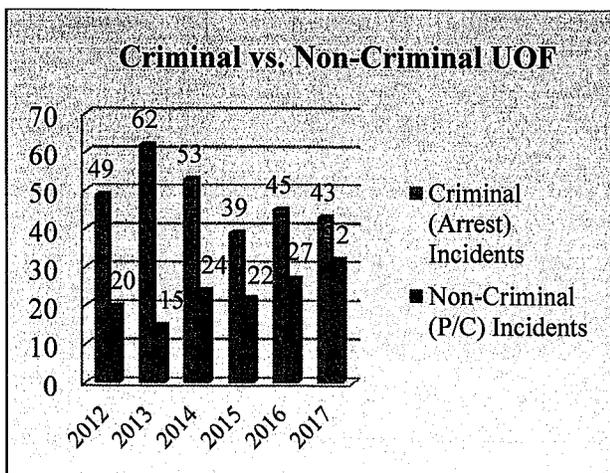
The department maintains a high standard for force reporting. Officers are required to report any use of deadly, non-deadly and physical force (greater than un-resisted handcuffing), in writing, before the end of the tour of duty in which the force is applied. Supervisory response and investigation remains mandatory for certain instances, as dictated by SOP, and is encouraged for all use of force incidents.

During 2017, South Portland police officers filed 138 separate Use of Force and Control Reports, resulting from 75 recorded use of force and control incidents. Similar to last year, while the overall number of arrests and summonses was down, the raw number of use of force incidents (+4.2%) and individual report filings increased (+6.2%). That said, overall use of force incidents remain low relative to calls for service (0.2% of calls), and to enforcement actions (8.1% of arrests and summons contacts). All of the incidents involved the use of non-deadly force; there were no deadly force applications.

The department's system of reporting and accounting for use of force incidents appears to be appropriate and functional. As noted in the dispositional chart above, the majority of reviews in these cases required no further action, with training, counseling, and an oral reprimand in others.

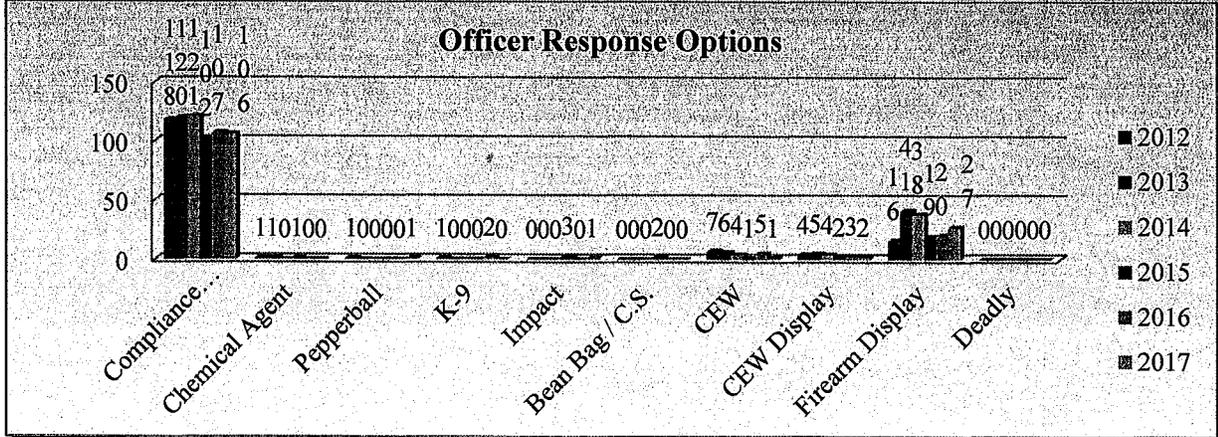


As will be further outlined within the bias-based analysis below, approximately, 84% of the department's uses of force involved adults, 66.7% involved males, and 82.7% involved white people. Approximately 57.3% of all use of force incidents stemmed from criminal / arrest situations, while the remaining 42.7% involved non-criminal, or primarily protective custody (i.e., mental or behavioral health), situations. This is a third year increase in non-criminal use of force applications. Maintaining another three-year upward trend, approximately 86.6% of all our use of force incidents involved persons whom the officers reported to be emotionally disturbed and / or using alcohol and / or drugs.



Force frequency by all personnel, along with a breakdown and trend of officer response options, follows:

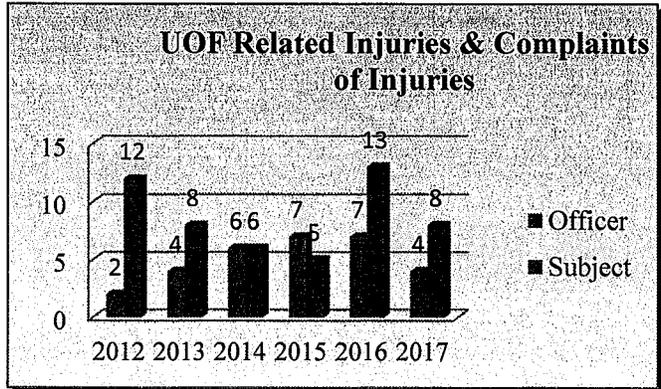
Admin/Command	# Reports	A/B Team	# Reports	D Team	# Reports
[Redacted]	0	[Redacted]	3	[Redacted]	7
[Redacted]	0	[Redacted]	1	[Redacted]	3
[Redacted]	0	[Redacted]	2	[Redacted]	3
[Redacted]	0	[Redacted]	4	[Redacted]	8
[Redacted]	2	[Redacted]	1	[Redacted]	5
TOTAL:	2	[Redacted]	4	[Redacted]	6
Sgt's		[Redacted]	5	D TOTAL:	32
[Redacted]	7	[Redacted]	0	E Team	
[Redacted]	2	[Redacted]	0	[Redacted]	3
[Redacted]	2	[Redacted]	0	[Redacted]	2
[Redacted]	8	[Redacted]		[Redacted]	3
[Redacted]	1	[Redacted]		[Redacted]	4
[Redacted]	5	[Redacted]		[Redacted]	4
TOTAL:	25	A/B TOTAL:	20	E TOTAL:	16
CID / CRU:		C Team		Total Incidents:	75
[Redacted]	0	[Redacted]	6	+4.2%	
[Redacted]	0	[Redacted]	5	Total Reports:	138
[Redacted]	0	[Redacted]	3	+6.2%	
[Redacted]	0	[Redacted]	0		
[Redacted]	0	[Redacted]	9		
[Redacted]	0	[Redacted]	13		
[Redacted]	1				
[Redacted]	1				
[Redacted]	1				
[Redacted]	2				
[Redacted]	1				
[Redacted]	0				
TOTAL:	7	C TOTAL:	36		



In comparing the attached statistics with those from 2016, you will note that the force reports filed by the sergeants (+92.3%), A / B (+17.6%), and C (+28.6%) Teams all increased; and those filed by CID / CRU (-30%), D Team (-13.5%) and E Team (-30.4%) all decreased; command staff uses remained static. The range of individual officer use of force report filings ranged from zero to thirteen, with the approximate average per sworn officer being 2.71. It should be noted that the department's EIS use of force reporting criteria was not triggered by any personnel.

In comparison to 2016, both officer and subject injuries decreased. The eight subject injuries consisted of bruising, abrasions, lacerations, and CEW probe marks; and the four officer injuries consisted of scratches, abrasions, and a bloodborne exposure.

As you will also note below, the department did not receive any excessive force complaints or conduct any internal affairs investigations related to a use of force during 2017.



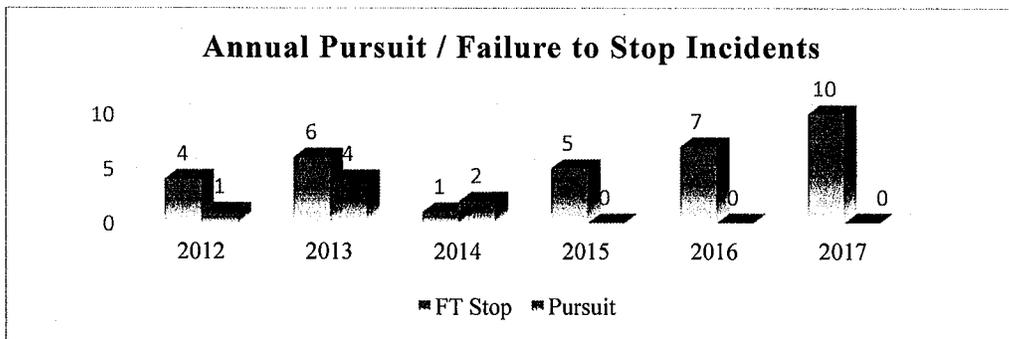
SOP #1-1-A, Use of Force & Control, was revised during 2017, with input from all personnel. A review and training on the SOP was provided via PowerDMS. All personnel also received Taser, Firearms and other relevant training, to include an online *Path of the Guardian* series by Attorney Eric Daigle, Esq.

Based upon this information and analysis, there are no further recommendations for policy revisions at this time.

Pursuit / FT Stop Analysis & Review (41.2.2):

Department SOP remains restrictive in this area. Incidents involving a *pursuit*, as defined by SOP, are generally prohibited barring the commission of a “violent felony” prior to the initiation of a pursuit. Current SOP substantially defines a *pursuit* as emergency vehicle operations in order to attempt to stop a violator who flees and operates a vehicle in a *reckless manner or in excess of ten (10) miles per hour over the speed limit*. Additional discretion is offered for those instances that fall under the SOP definition of a *failure to stop* incident, which generally involves emergency vehicle operations in order to attempt to stop and a violator who flees but does not operate a vehicle in a *reckless manner or in excess of ten (10) miles per hour over the speed limit*. Officers are required to report all pursuit and failure to stop incidents, in writing.

During 2017, officers did not engage in any *pursuits* but did engage in ten (10) *failure to stop* incidents, compared to seven (7) in 2016, but not out of line or in any way unreasonable when evaluated in light of the overall appropriate and disciplined actions during these incidents by department personnel.



The following additional details are offered regarding these incidents:

<u>Date/ Time</u>	<u>Primary</u>	<u>Secondary</u>	<u>Initiating Event</u>	<u>Terminating Event</u>	<u>Suspect Charged / Crime</u>	<u>S / C</u>
1/21/2017 1958 hours	█	█	OUI	Suspect Stopped	OUI	█
2/02/2017 1157 hours	█	█	Theft	Supervisor Terminated	None	█
3/23/2017 1659 hours	█	█	OUI	Suspect Stopped	LSOA / FT Stop / VCR	█
4/20/2017 1000 hours	█	█	FT Stop	Defect	Eluding	█
4/21/2017 1055 hours	█	█	Erratic Driving	Suspect Stopped	None (Elderly)	█
5/21/2017 0154 hours	█	█	Speed	Suspect Stopped	OUI, FT Stop, Crim Speed	█
7/21/2017 1322 hours	█	█	Erratic Driving	Officer Terminated	None (Medical Issue)	█
8/23/2017 2117 hours	█	█	Speed	Officer. Terminated	None (escape)	█
10/20/2017 0053 hours	█	█	Speed	Driver Stopped	OUI	█
12/09/2017 0146 hours	█	█	Speed	Suspect Crashed	OUI	█

- All incidents involved marked South Portland police vehicles;
- Police vehicle speeds ranged from approximately 30 to 70 mph;
- There were no injuries or damage to department personnel or property during these incidents;
- The suspect crash incident did result in a non-serious third party (passenger) head injury;
- The seven involved primary officers range in experience from approximately 5 to 28 years of service;
- There were no Stinger Spike attempts or deployments.

With the overriding goal of officer and public safety, SOP directives in this area appear to be effectively limiting these types of incidents. Based upon the individual reviews and this analysis, these directives appear to be understood and followed by personnel. Officers appropriately reported each failure to stop incident; and reviews, by command staff up through to the Chief of Police, were conducted consistent with SOP. These reviews found the majority of the officers' actions during these events to be within policy and law, with remedial training having been provided in two of the ten incidents.

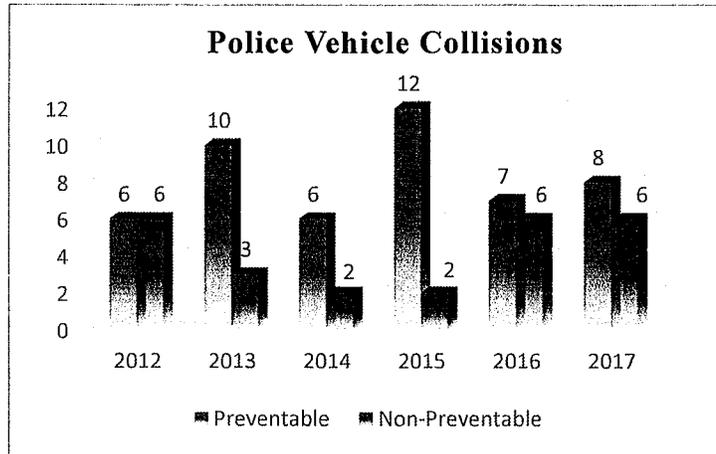
During 2017, SOP #4-41, Operation of Police Vehicles, which includes pursuit policies and reporting procedures, was reviewed and revised, with input from all personnel. The revisions did not impact the threshold for or reporting, investigation and review of *pursuit* and *failure to stop* incidents. A review and testing on the SOP for all impacted personnel was administered via PowerDMS. The SOP just went through an annual review and revision process in September 2017; no additional recommendations for revisions are offered at this time.

Collisions Report:

Department personnel reported involvement in a total of 14 police vehicle involved collisions during 2017, a 7.7% increase in reported incidents compared to 2016. The Command / Administrative review process deemed eight of those collisions to be preventable, resulting in drivers being counseled, assigned to defensive driver training and / or reprimanded.

Given the number of hours spent driving under routine and non-routine situations, and adverse weather and circumstances, this data would seem to indicate that officers are driving with due regard for safety, and that collisions and cruiser damage, regardless of extent, are being consistently reported, as per SOP.

A January 2018 department review of SOP #6-62, Vehicle Crash Investigation & Reporting, resulted in revisions related to jurisdictional response issues and lobby complaints. No additional revisions are offered at this time.



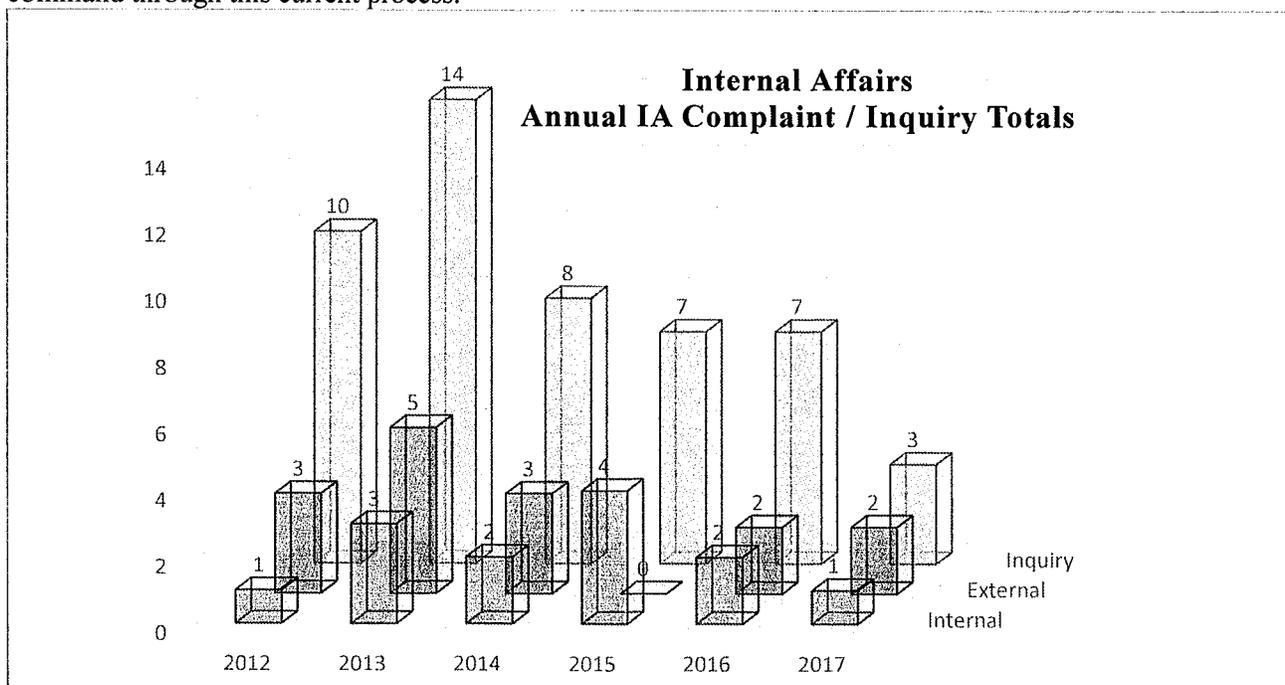
Internal Affairs Report & Analysis:

During 2017, the department conducted three (3) Internal Affairs investigations; two (2) of these were based upon external complaints, and one (1) was generated internally.

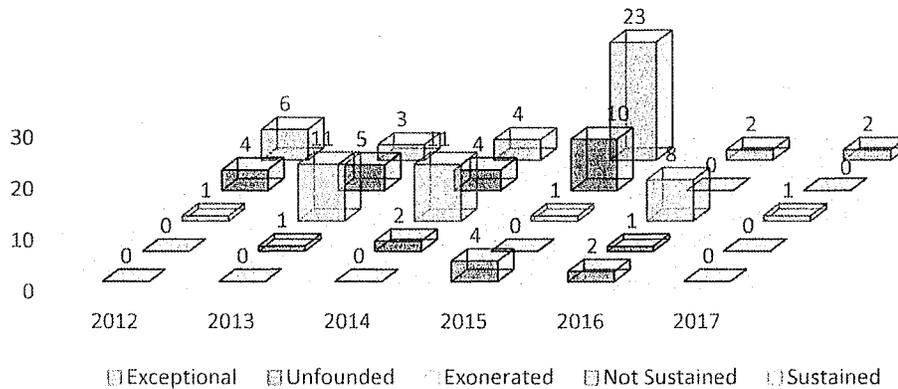
Of the received complaints, there were three (3) separate allegations involving three (3) separate sworn personnel, both line officers and supervisors. The nature of the complaints involved Firearm Security violations and Unlawful Arrest.

The internal complaint and one of the external complaints were “Sustained,” both resulting in written reprimands. The officer was “Exonerated” in the second external complaint.

Department supervisors also documented and resolved a total of three (3) Inquiries, which involve any issues, concerns or allegations brought forward that, even if true, would not rise to the level of a complaint, in that the allegations themselves would not be a violation of any law, rule or SOP. In short, all concerns brought forward by the public should and appear to be appropriately documented, investigated and reviewed by the chain of command through this current process.



Internal Affairs Dispositional Summary



Given the nature of our profession, the national climate, and the high standards to which we hold ourselves accountable, complaints and internal affairs investigations are a predictable component of law enforcement activities. That said, the number of complaints received and / or initiated by the agency remain extremely low, especially in comparison to the agency's historical data. Complaints, however, are simply allegations; notwithstanding internal complaints, generated by personnel who are familiar with our policies and procedures, the number of sustained complaints remains extremely low. Given the thousands of interactions that our officers have with the public, the investigative results and findings this past year and related to the vast majority of complaints continue to demonstrate that our officers are professionally interacting with the public in accordance with the law, their training and the department's policies, procedures and expectations.

There are no recommendations related to SOP #5-52, Administrative Complaint / Internal Affairs SOP (#5-52) at this time.

Bias-Based Policing (1.2.9):

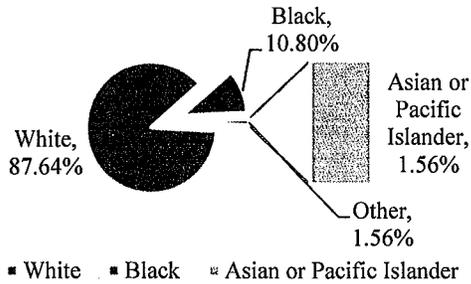
Pursuant to SOP #1-4, *Bias-Based Policing / Profiling*, the following review was conducted to assess the likelihood of illegal or bias-based policing occurring during the operation and enforcement activities of this department.

Bias-based policing generally includes the targeting, detention, interdiction or other enforcement or disparate treatment of any person based solely upon on the basis of characteristics or traits common to a group, including but not limited to race, ethnic background, age, gender, economic status, cultural group, national origin, religion, sexual orientation or other group identifier.

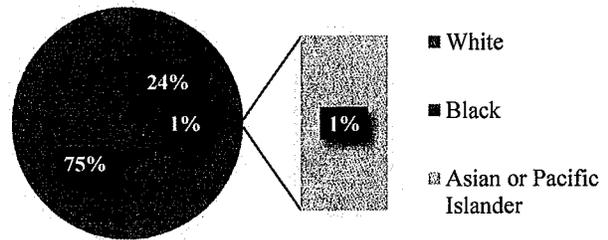
First, there were no external or internal complaints, inquiries or investigations during 2017 involving allegations of bias-based policing or profiling by department personnel.

In terms of analysis, datasets related to the department's law enforcement activities, specifically including adult and juvenile arrests and criminal summonses and traffic citations ("VSACs"), as well as uses of force and control, were reviewed in relation to the involved persons' race. The department does not currently collect or track such individual characteristics or traits in regards to stops, detentions or other contacts (e.g., traffic warnings or field interviews) that do not result in an enforcement action.

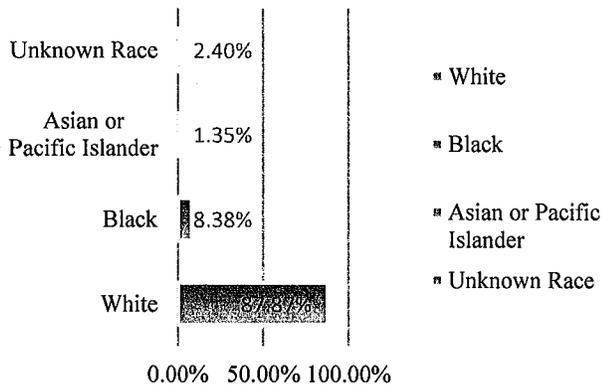
**Adult Enforcement
(Arrest / Criminal Summons)
By Race**



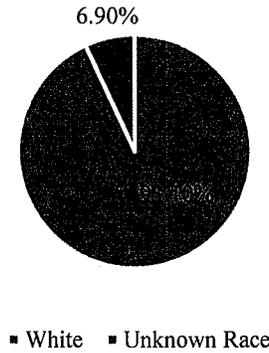
**Juvenile Enforcement
(Arrest / Criminal Summons)
By Race**



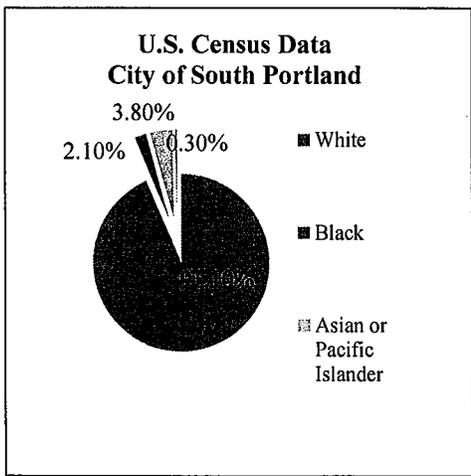
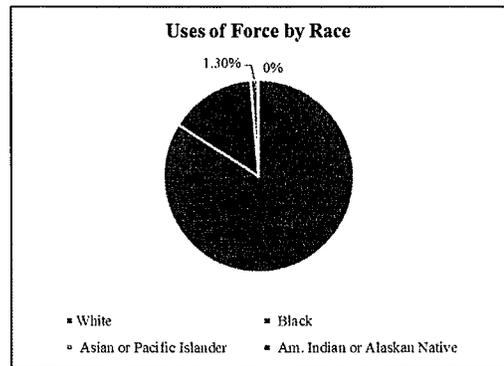
Adult Citations By Race



**Juvenile Citations
By Race**



The data from these enforcement activities was then compared against relevant city demographic levels (2010 Census and subsequent estimates). When viewed on its face, the raw data, as outlined in these charts, would reflect that enforcement actions were not directly proportional to the black demographic in the city. Although 2.1% of the city's population is Black (2010 Census), enforcement activities involving those of the black race appear to range from 8.38% (Adult Citations) up to 24% (Juvenile Crimes). Based upon this perceived discrepancy, this data was analyzed further.



To add perspective, the City of South Portland is the fourth largest municipality in the State of Maine and, bordered by the City of Portland, the state's largest municipality (pop. 67,000), is part of the state's largest urban service center. The black population of our neighbor, the City of Portland, is approximately 7.1% of the community's demographics. South Portland is home to the Maine Mall, the region's largest retail shopping district, and has significant technical, industrial and post-secondary education facilities. It also has a working waterfront and is considered the second largest oil port on the eastern seaboard. There are several major thoroughfares

running through the city, including portions of US Route 1, Interstate 95 (Maine Turnpike), Interstate 295, and Maine Routes 9 and 77. The city also houses one of the largest concentrations of hotel rooms in Southern Maine. Although home to a residential population of approximately 25,577 the city's daytime population expands significantly due to an increasingly large transient population, represented primarily by the business, industrial, retail, and educational sectors of our workforce, all of which require varying levels of police service. Prior studies have indicated that there are approximately 55,500 employees in the area of the Maine Mall alone. Visitors to just the west end of the city are estimated to range from 46,000 to 102,000 per day, resulting in the additional daily-traffic flow of between 65,000 and 71,000 vehicles.

In comparison to 2016, the department's relevant enforcement activities involving the black demographic increased somewhat for juvenile criminal enforcement and adult traffic citations, while decreasing for adult criminal enforcement and juvenile traffic citations (there were no traffic citations issued to black juveniles in 2017). While considering the apparent disproportionality in the department's contacts with the black population, with the highest disproportionate rate appearing to be related to juvenile crimes, the crime types in that category were reviewed in order to determine if the resultant charges appeared to be based upon officer-*initiated* versus officer-*responsive* calls and contacts. Not surprisingly, the largest single charge type was made up of theft / shoplifting offenses, the majority of which occurred at or around the Maine Mall. This is significant in that SOP and current practice leave the discretion in these types of cases up to the individual stores (victims), not the officers. Our officers simply respond to the store's call for service and then facilitate the process by issuing the requisite Court paperwork. Beyond that, South Portland School Department records indicate that approximately 22.5% of the student population in the city's schools are non-white, not of Hispanic origin. The same data indicates that approximately 7.2% of the sixth through twelfth grade student population is black. These facts help clarify the data and bring what could have been perceived as the largest disproportionality with Census data into perspective.

Although the percentages outlined above allow for a comparative overview, the actual number of enforcement actions speak volumes as well. A total of 11 use of force incidents, 162 arrests and summonses (adults and juveniles), and 56 traffic citations involved a member of the black race. As noted above, no traffic citations were issued to black juveniles. Using these numbers, a total of 229 recorded enforcement related contacts involved a black person. This reflects a mere 0.68% of the department's 33,738 calls for service in 2017. Lastly, the same disproportionate relationship exists when reviewing the race of crime *victims* in 2017, in that 8.5% of the victims in the city were black. Therefore, when viewed in their totality, the department's enforcement actions are very much explainable or understandable and are not out of line with the community's demographics. No patterns or trends were identified that would indicate bias-based policing exists within the department.

The Training Officer is reminded that SOP requires "*initial and annual training* in proactive enforcement tactics and biased - based policing concepts, including conducting lawful field contacts, traffic stops, search, seizure and forfeiture issues, courtesy, diversity, discrimination, interviewing and interpersonal communications skills, community support and the need to respect the rights of all citizens." During 2017, this requirement was met in September via *the Path of the Guardian* online training video (#22), titled, "Bias-Based Policing Policy" by Eric Daigle, Esq.

No revisions are recommended to SOP #1-4, *Bias-Based Policing / Profiling*, at this time.

Early Intervention System (EIS) Evaluation (35.1.9):

I reviewed the EIS reporting criteria outlined in SOP #3-35-B, *Early Intervention System*, and have found no officers who triggered early intervention protocols for 2017.

This is the third year that the EIS has been used, and the first year that none of the triggering criteria has been met. Beyond the triggering criteria, the EIS in both of the prior years resulted in enhanced review but yielded no need for additional action.

As the EIS seems to be meeting our needs, I have no recommendations for revision to the SOP at this time.

Recruitment / Staffing Analysis (31.2.2):

Pursuant to SOP #3-31, *Recruitment and Selection*, the following is the annual analysis of staffing and the department's recruitment plan.

In terms of staffing, four sworn officers, including two sergeants, severed employment during 2017. Three retired and one left for employment with another Maine police agency. The department hired three (3) officers during 2017, all of whom graduated from the MCJA in December 2017, and are currently in the field training program. As of this writing, there remains one (1) open sworn officer position within the agency, with eleven (11) others spread out among all ranks remaining eligible for retirement.

A newly approved Behavioral Health Liaison position was also filled during 2017. Deputy Chief Amy Berry coordinated a process resulting in the selection of a new full-time employee to focus on mental health and substance use disorder issues within the community.

In terms of process, the department's hiring of sworn personnel is dictated, in large part, by the Civil Service Commission pursuant to City of South Portland Code of Ordinances, Ch. 19, Article II. In contrast to several years ago, in which the department would receive one or two hundred some odd applications per announcement, the applicant pool during the past ten or more years has been significantly less.

At the request of the department, and pending revisions to the ordinance that were originally proposed to the Commission in January 2016 and were intended to streamline the pre-employment process, the Commission agreed to replace their additional written testing component with the MCJA ALERT test, and to consolidate their historically separate oral board with the department's interview panel.

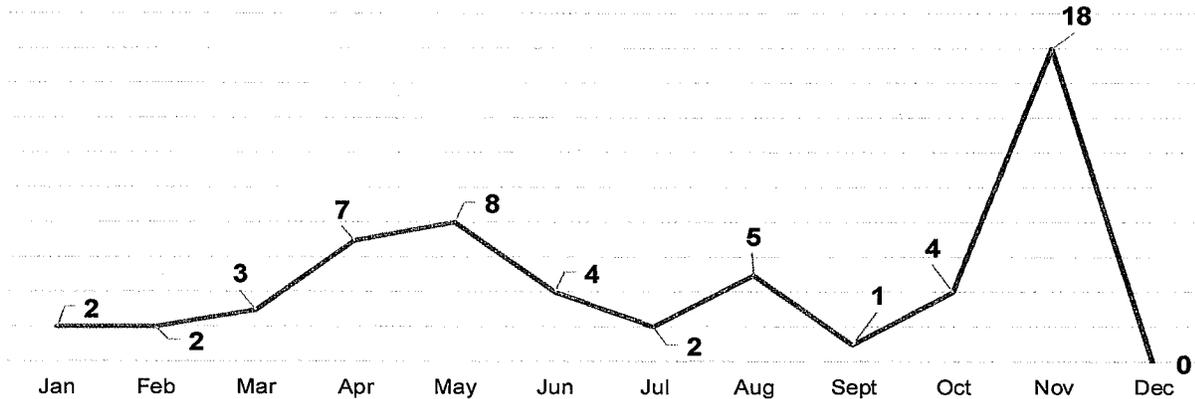
The 2017 hiring process, streamlined as noted above, generally includes the following steps:

1. Submission of the City of South Portland application, to include ALERT and PFT results
2. Completion and submission of a background booklet with associated preliminary background checks
3. Oral Board Interview, including SPPD and Civil Service Commission members
4. Conditional offer
5. Completion of background
6. Polygraph testing
7. Psychological (Job Assessment) testing
8. Medical (Physical) evaluation, including drug screen

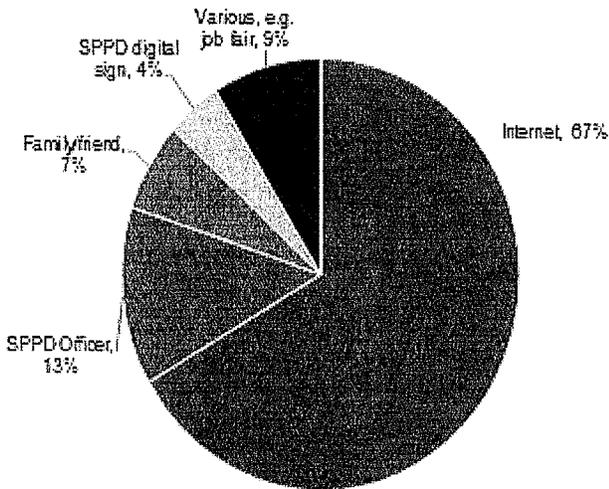
During the period January 1, 2017 to December 31, 2017, the department received 57 applications for the position of police officer. Four of the applicants were Blue Pins. There were six female applicants. Per HR and legal guidance, the department does not track or allow for the identification of applicants by race.

As indicated in the graph below May and November were the months with the most applicants. May is likely due to new college graduates seeking employment in the workforce. November included additional internet and electronic advertisements and dissemination of possible employment opportunities.

CY 2017 - Number of Applications Received by Month



How did you hear about the position?



Approximately 66% of the applicants who responded to the question “How did you learn about this position?” indicated via the internet: 36% on the MCJA website, 22% by executing an on-line search, and the balance on the City of South Portland and SPPD websites with one respondent indicating Facebook.

Approximately 23%, heard about the position opening from a current or retired SPPD Officer.

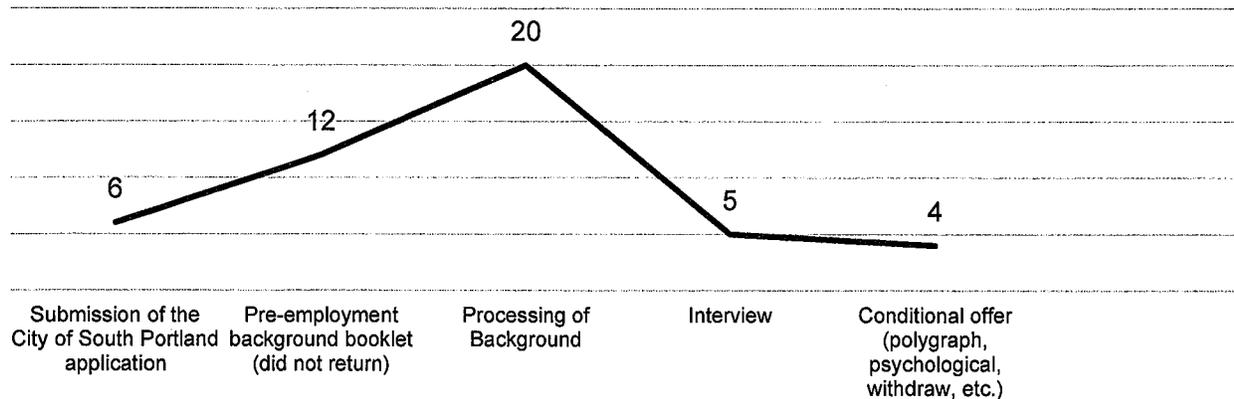
The balance of answers ran the gamut from the SPPD digital sign to job fairs to friends, family or professors talking about law enforcement and encouraging the candidate to apply. Two applicants eventually hired had both spoken with a current or former member of the SPPD; one had interned for the agency.

As mentioned above, of the 57 applicants, 3 were hired. Of the remaining 54 applicants, 7 (13%) accepted offers from other police departments prior to the department even receiving their applications from the Commission for review and processing.

Five of these applicants had applied in November and withdrew prior to submitting their background booklets. One applied in June and withdrew prior to submitting his background booklet, and the last one applied in July but withdrew prior to the interview stage.

The remaining 47 applicants either withdrew or did not meet the established standards at the following points in the hiring process:

Stage in hiring process at which applications fail or are withdrawn



The department's first formal recruitment plan was enacted in March 2016, with the following objectives and action steps:

- To attract a sufficient number of qualified applicants to fill existing and anticipated vacancies in the agency.
 - Unlike in years past, this has been a problematic issue for Maine and other law enforcement agencies for several years now. The department worked with the Civil Service Commission and / or the Human Resources Department, posting job opportunities for sworn personnel on an ongoing basis, and for non-sworn personnel, as available.
- To develop an easier and streamlined online application process, as opposed to the current paper process;
 - The department has been in contact with the city's Human Resources and IT Department staff, with a request to implement an online Application / Applicant Tracking option using the city's current MUNIS program. This was a work in progress in 2017, but due to recent vacancies of the city's IT and HR Directors, this request remains a pending item at this time.
- To propose revisions to the Civil Service Commission aimed at making the hiring process more streamlined and flexible;
 - During January 2016, the department, with the support and involvement of the city's Human Resources Department, proposed a number of revisions to "Civil Service Ordinance," Chapter 19 of the Code of Ordinances.
 - While those revisions remain under consideration by the Commission, the Commission did agree to temporarily enact some of the revisions proposed by the department that would streamline the hiring process by effectively eliminating two steps from the hiring process.
 - Since August 2016, the Commission has waived its standardized written examination in lieu of using the already mandated Maine Criminal Justice Academy (MCJA) entrance (ALERT) exam used by other agencies. Instead of the Commission offering a written test once or twice per year, the ALERT test is offered at least twice per month, allowing for more opportunities to access the department's hiring process.

- The Commission and department have also merged what were previously two separate oral boards run by each into a single consolidated interview.
- To seek qualified minority personnel in approximate proportion to the makeup of the available work force in the community;
 - The department's current sworn staff demographics are: five (5) female officers (9.4%), 0 African American officers (0%), 0 Hispanic officers (0%) and 1 officer (1.9%) of Asian or Middle Eastern decent.
 - During 2017, the department utilized the National Minority Update website to target minority applicants, to include those from various cultural groups, veterans and women.
 - Part of the department's proposed revisions to the Civil Service ordinance include added points for applicants demonstrating fluency in a foreign language.
 - As noted above, the standardized written examination was waived, allowing for easier access by everyone into the hiring process itself.
 - The department revised its application forms based upon input of items that may generate confusion or unintended barriers to minority applicants.
 - The department communicated these efforts using social media and local media coverage.
 - Based upon anti-discrimination laws, the department does not collect applicant data or base employment decisions directly or related solely on gender, race, ethnicity or other protected classes.
 - The department should retain its high hiring standards and continue taking steps to attract female and minority applicants who will successfully make it through the rigorous hiring process.
 - The department falls short of mirroring community demographics, but has hired excellent and well qualified officers without regard to gender, race or ethnic background.
- To ensure that all individuals be given equal opportunity to apply for and obtain employment regardless of race, creed, color, age, gender, sex, sexual orientation, gender expression, gender identity, national origin or ancestry, religion, genetic information, physical or mental disability (except where such disability manifestly disqualifies an individual for the particular position), workers' compensation history, whistleblower status, veteran status, use of tobacco products outside the course of employment, previous or present union activities, union membership, or any other legally protected category;
 - Consistent with the Civil Service ordinance, all job announcements use the phrase "Equal Opportunity Employer."

The department continued recruiting efforts, with members attending job fairs, providing presentations to college students at SMCC and St. Joseph's College, providing ride-a-longs, posting information on various social media, websites and electronic mail lists (aimed at college and military).

In its second year, with work still to be done, and with recent feedback from CALEA Assessors that the plan itself was solid, I offer no recommendations for changes to the recruitment plan at this time.