City of Cleveland
Public Safety Recruitment
2019 Year-End Report
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Division of Fire, Chief Angelo Calvillo
Division of EMS,
Commissioner Nicole Carlton
Public Safety Recruitment Team

Sergeant Charmin Leon
POLICE

Detective Marie Clark
POLICE

Lieutenant Thomas Pryor
FIRE

Detective Felton Collier
POLICE

Sergeant Desmond Anderson
EMS

Administrative Assistant
Tyler Eidson
2019 was a wonderfully busy year for the City of Cleveland’s Recruitment Team. We’d like to thank the community for all the support and your participation in recruiting for our safety force personnel. The Public Safety Recruitment Team was established in 2017 and over the last three years have been amazed at the willingness of our citizens to engage in meaningful dialogue around reform, cooperation and working towards more just and equitable opportunities to serve the community as a member of our team.

For the first time in seventeen years, the city obtained licensing to train entry level applicants as Emergency Medical Technicians for the Division of Emergency Medical Services (EMS). The Division of Police saw an uptick in successful women and minority applicants entering the academy and the Division of Fire continued their updates of the physical agility exam and will be providing more transparency during its testing process, allowing oversight by union and recruitment team members.

I. Recruitment Goals, Objectives and Accomplishments

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

The CPOP plan highlights the need for adequate staffing so that officers have adequate time to not only respond to calls for service, but to also participate in problem solving and positive engagement with the community. Although specifically penned for the Cleveland Division of Police, during preparation to train personnel that are involved in hiring in behavioral based interviewing, we discovered that many of the characteristics and skill sets needed in police recruits mirror those preferred characteristics for the positions of firefighter
and EMS personnel as well. Compassion, critical thinking, inclusion, etc. are needed to provide superior service by all divisions. Taking the time to adequately address issues of traumatic events is essential in fulfilling the duties of all the safety forces and this goal will be adopted across the board.

**Accomplishments**

Supporting this goal, there are two objectives:

1. To maintain a well-trained, full time, Public Safety Recruitment Team (PSRT) that can adequately respond to inquiries regarding employment within all three Division.

2. Identify those individuals most suited with the ability to integrate the principles of CPOP in the discharging of their duties by incorporating the tenets of CPOP in recruitment messaging.

1. TRAINING

The PSRT consists of personnel from each of the three divisions and are assigned on a full time basis. In 2019, the team received the trainings listed in Appendix A. These trainings not only ensure the team stays current on developments in recruiting safety forces in the 21st Century, they also forge connections with other recruiters in the field. As other departments participated in these trainings, these efforts also help to reinforce the goal of creating and maintaining partnerships with other jurisdictions as we share ideas and potential candidate information.

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**Members of the PSRT meet with recruiters from the City of Akron Police Department**
Finally, discussions regarding the PSRT absorbing background investigation duties were suspended pending the review of budget considerations for making the team permanent under the Department of Public Safety.

2. IDENTIFYING MOST SUITED CANDIDATES

Part of communicating the culture of the safety forces to attract the most suited candidates includes messaging that expresses a desire to serve. This year, the updated recruitment brochure only included the mission statement for the Department of Public Safety as space was limited:

The mission of the Department of Public Safety is to effectively provide a wide range of services which protect the life and property of the community.

To better help individuals determine whether or not they have a disposition to serve, conflict resolution skills and the ability to treat others with dignity and respect, the team provided links on all social media platforms directing potential applicants to online career assessments through a contributor of the Monster employment site.¹ Team members would refer potential applicants to these resources when met with skepticism by residents who had not considered a career in the police, fire or EMS fields to explore their options.

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

The city of Cleveland is comprised of many different cultures. PSRT connects with and shares employment opportunities at events that celebrate our differences throughout Cleveland.

Accomplishments

Supporting this goal, there are five objectives:

1. Identify and maintain a pool of qualified potential recruits.

2. Recruit applicants from multiple disciplines at colleges and universities, in addition to those candidates enrolled in Criminal Justice Programs. The PSRT will also court applicants from disciplines such as Behavioral/Social Sciences and Health Sciences for their ‘service’ aspect and Urban Studies for the knowledge base students gain around inner cities and how they’ve developed.

¹ [https://m.365tests.com/job-tests/career-assessment-test/?fbclid=IwAR2f_JLLPcrFOwCbV5mh3XJTcZ99D8pcEpRkin-U9JPzNqAcxLOdsMpDY8](https://m.365tests.com/job-tests/career-assessment-test/?fbclid=IwAR2f_JLLPcrFOwCbV5mh3XJTcZ99D8pcEpRkin-U9JPzNqAcxLOdsMpDY8) – What’s Your Talent?
3. Reduce the large gap in percentage points between the Division’s demographic breakdown of minorities and women and that of the Cleveland community by 5% by the end of 2019 or the next four entry level and two lateral classes.

4. Reach segments of the community that we have not been successful in accessing through other efforts such as the information sessions, social media posts, recruitment events and job fairs.

5. Utilize various advertisement vehicles to garner interest in a public safety career across a broad cross-section of the community as evidenced by an increased number of applicants from non-traditional communities.

1. POOL OF QUALIFIED APPLICANTS

In 2018, the Hiring Process Committee was established to provide ongoing evaluations of the hiring process, focusing on the areas needed for improvement, with the administrative decision makers at the table. The committee consists of the following leadership and their support staff:

- Member of the Mayor’s Cabinet, for 2019 – Chief Natoya Walker-Minor
- Director of Public Safety, Michael McGrath, or a representative
- Secretary of Civil Service (chair), Michael Spreng
- Director of Human Resources, Nycole West
- Chief of Police, Calvin D. Williams
- Chief of Fire, Angelo Calvillo
- Commissioner of EMS
- Members of the PSRT from Police, Fire and EMS

Joining the hiring committee this year were members of the minority firefighters’ union, the Vanguards.

The following developments occurred during this reporting year:

1. Reduced the numbers of documents needed to prove residency
2. Third party vendor to off-board portions of background screenings
3. Application period for both OPOTA Certified and entry level officers

As indicated in the approved Recruitment Plan, qualified applicant refers to more than potential applicants meeting the minimum qualifications. In 2019, the Divisions of Police, Fire and EMS worked with Business Volunteers Unlimited (BVU) to complete a needs assessment to build a training curriculum to conduct behavioral based interviewing. This technique of interviewing elicits responses from applicants that better identify competencies and leadership attributes of candidates. The process began in June of 2019 and the
curriculum was completed and presented in November. (See Appendix B, BVU proposal) An interviewing committee consisting of personnel across divisions will be established and trained to interview safety force applicants; patrol officer, firefighter, EMT/paramedics, traffic controllers and dispatchers.

To increase efficiency and provide consistency, the hiring committee further explored the ability to contract out to a third party parts of background investigation work. Separate divisions are conducting different forms of these efforts and to different degrees. The director of human resources expanded their request for proposals of third party services to include public safety. In 2020, the first group of civilian backgrounds will be conducted through human resources instead of police.

2. RECRUIT FROM MULTIPLE DISCIPLINES
Recruitment of police, fire and EMS was previously conducted only in respective disciplines such as criminal justice for police, suppression for fire and medical areas for EMS. Partnering with the National Testing Network and BVU further emphasized the intersection of skill sets in public safety. This helps to understand and explain why there is often personnel that transfer within the department from dispatch to patrol officer, patrol officer to firefighter, traffic controller to patrol officer, etc. In 2019, PSRT attended 36 career fairs. (See Appendix C) The fairs were held at multiple colleges and consisted of many disciplines.

3. REDUCE GAP OF WOMEN & MINORITIES BETWEEN DIVISIONS AND COMMUNITY
This year we acknowledge that diversity in the safety forces that mirror the community is an issue across all safety divisions. Police, Fire and EMS will work towards this goal to more closely reflect the demographics of our communities.

In the year of 2019, we held 2 academy classes, 144th & 145th.

The 144th academy began with 51 recruits; 31% women and 45% minorities, at 59% women and minorities. We graduated 41 recruits; 20% women and 39% minorities, ending with 49% women and minorities.

Our 145th academy class began with 85 recruits; 31% women and 45% minorities, at 55% women and minorities. We graduated 72 recruits; 33% women and 43% minorities, at 55% women and minorities.
### Division of Police – End of 2018

<table>
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<th>No.</th>
<th>Male</th>
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**End of 2019**

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<tr>
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<td>52%</td>
<td>37%</td>
<td>53%</td>
<td>9%</td>
<td>2%</td>
</tr>
</tbody>
</table>

2018 began with a strength of 1,471 and 2019 began with 1,600 officers. We were budgeted to hire 150 officers in 2019 and hired 136 plus 1 re-instated officer. 114 officers left the division in 2019.

To explain the percentages of the academy classes in relation to the percentages of the division at the end of 2019, the PSRT submitted data to the data analyst team consisting of Dr. Raina Issa and the Case Western Reserve University (CWRU) partners. The percentage of Hispanic and Asian officers...
leaving the division has remained consistent while the percentage of Black officers leaving has risen from 30% in 2018 to 41% in 2019. The number of White officers has dropped only 4% in the same timeframe and therefore, overall percentages have not changed. Please refer to the charts located in Appendix C. The PSRT will continue its work with the analysts for a more in depth picture of how these departures relate to hiring and projected increases over the next few years.

PSRT completed informational videos highlighting the hiring process in 2019. These videos were posted on the city’s public safety page under each respective divisions tab. They can be found here: http://www.city.cleveland.oh.us/PublicSafetyCareers

PSRT the videos highlighting women, veterans and second career personnel of the safety forces will begin 2020/2021 (postponed from 2019).
Division of Fire

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

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The current Divisional strength is 762
(as of December 30, 2019):

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For full transparency, a finding of discriminatory employment practices was found to have occurred by the U.S. Equal Employment Opportunity Commission, Cleveland Field Office by the Division of Fire. Because of this, a conciliation process has begun and the following remedies are being implemented as mentioned in the 2017-2018 report:

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.
5. Accommodations for female facilities in the firehouses has begun.

As stated earlier in the report, the goal of attracting and hiring a diverse group of qualified applicants from a cross section of the community with the objective of reducing the large gap in percentage points between all divisions’ demographic makeup and that of the Cleveland community is being taken on by the administration through all divisions. The citizens of the city expect that all persons will truly have an equal and fair opportunity to become employed to serve their community should they have the desire and required competencies. It is not a fact nor an acceptable perspective that these abilities are found in the majority of only one demographic.
### Division of EMS – End of 2018

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

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### Captains {EMT-Supervisors}

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

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### Paramedics / Emergency Medical Technicians

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**Emergency Medical Technician Trainees 2018-2**

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**Diversity Report through 12.31.2019**

**Division of Emergency Medical Service**

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**Executive Staff [1 Commissioner - 1 Admin Mngr - 0 Payroll – 1 Sn Pers Asst – 4 EMT-Supervisor]**

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**Captains [EMT-Supervisors]**

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**Sergeants [Crew Chiefs / Coordinators] [23 EMTs/Paramedics – 8 EMDs]**

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**Paramedics / Emergency Medical Technicians**

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**Emergency Medical Dispatchers [EMDs]**

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Here again, we are working to realize equal opportunity for all of our applicants. The Division of EMS hired its first entry level EMT’s in 17 years. The class began with 26 recruits and completed with 13. Next year’s report will outline the demographic breakdown, the reasons recruits did not complete training and any additional changes/updates to future classes.

4. INNOVATIVE OUTREACH TO UNTAPPED COMMUNITY

As working in partnership with those in the community is a major part of CPOP, the PSRT continued the relationship forged in 2018 with the ‘Beauty, Badges and Bonding in the Barbershop’ talks, encouraging members of the community to apply to serve their neighborhoods. This year, the talks were highlighted by local media. The news piece can be found here:

News Channel 5 Barbershop Talk Story-

In 2019 we held 14 shop presentations. Here we were met with many members of the community that shared their belief that equal opportunities for women and minorities in all divisions was pretty much impossible. Acknowledging their concerns, we shared the changes underway such as updating the physical agility testing, a commitment to adding personnel for outreach before the next test, facilities for women in the fire houses and finally, providing

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practice sessions for applicants prior to the exams which would include oversight by members of the minority unions.

In the Neighborhood

The first annual report included our plans to expand our engagement with the Clerk of Courts office at their ‘In the Neighborhood’ events.

Last year the PSRT attended 8 of their 12 events. Here we shared with participants the opportunities to work for the city of Cleveland including in the Department of Public Safety. A lot of participants were surprised by this as they believed that because of a record of traffic violations or other issues with their driver’s license that they were ineligible to be considered for these positions. The Clerk of Court, Earl B. Turner and his communication manager Obed Shelton, began highlighting the PSRT participation and recognized the partnership at their first annual appreciation luncheon in November of 2018.
5. INNOVATIVE MARKETING

Ads at the Bureau of Motor Vehicles (BMV)

This year, we highlighting employment opportunities at nine different BMV locations throughout Greater Cleveland. Ads ran for 10 seconds every 2.5 minutes and with an average wait time of 21 minutes at the BMV, potential applicants had the ability to view the ads over 8 times during their visit.

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

Accomplishments

Supporting this goal, there are four objectives:

1. Maintain successful partnerships that were created in the first year to bridge the divide between the community and its safety force members and rely on those partnerships to build transparency and inclusion regarding the hiring process.

2. Establish additional partnerships with community agencies to expand our reach into the communities that make up the City of Cleveland. This creates inclusion and input into who is referred and eventually hired into the divisions.

3. Improve our efforts in outreach, hiring and long-term recruitment efforts by collaborating with public safety agencies in other jurisdictions to help identify
individuals who have the abilities and desire to work and be successful servicing urban neighborhoods.

4. Consult with the Community Police Commission and other community stakeholders from the academic, religious, non-profit and business community on additional strategies to attract a diverse pool of applicants.

1. MAINTAIN PARTNERSHIPS

We continued our participation with Junior Achievement in April this year. EMS demonstrated CPR techniques for the events participants.
2. NEW PARTNERSHIPS

Asset mapping associations – postponed. Mapping incomplete.

3. PUBLIC SAFETY COLLABORATIONS

Friendship through Reading/CEOGC Family Fun Day
Youth Empowerment Series- Temple of Praise Church

4. CCPC AND OTHER STAKEHOLDER CONSULTATIONS

Throughout the year, the OIC of the PSRT communicated with the Community Engagement and Project Coordinator Shalenah Williams to stay updated on their efforts and to collaborate. CCPC approached PSRT to collaborate on the formation of an addition to the commission; a young adult commission, the CPC Intergenerational Leadership Initiative. Mrs. Williams drafted a proposal that will be shared with public safety and the city council in 2020.

II. Additional Recruitment Activities

A. Youth Activities – Little Ruth,

In 2019 we continued actively participating in the recruitment of individuals for future generations for the Safety Forces. Chief Calvin Williams was approached by a member of our Somalian community regarding a little girl who has dreams of being a police officer one day. We coordinated with Officer Hamadi, Cleveland’s first Somalian officer and a representative of their resettlement community for a day to meet Little Ruth.

As is customary in their culture, a number of family and friends showed up to support Ruth’s future goals.
In 2019, we made 9 visits to area high schools and 5 elementary/middle schools. We again participated in the Mayor’s Youth Summit and Back to School Fair.

Summer Pipeline Program

Officer Maliko Hamadi, Friends and Family Gather to support Little Ruth’s dreams of being an Officer!
We again 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. This year the program was held at the Cleveland Metropolitan School District Administration building. Over 60 area high school students participated. The closing ceremony was held in the City Hall Rotunda and the students worked with Chasity Morgan to complete a video of their summer. It can be found here: https://vimeo.com/351383339

This year’s theme was “Level Up!” The young adults participated in a number of enrichment activities such as completing a capstone covering the issues they face living in an urban area, behavioral based interviewing techniques and they spent a week at Hocking College in their Public Safety program.

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**III. Summary Statement and efforts for the Coming Year**

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As we are already in 2020 and experiencing the pandemic and civil unrest across the nation and the world, one thing remains clear: Public Safety is part of the bedrock of a civil society. Due to the quarantine, recruitment efforts have largely moved to increasing our social media content. The team and the administration have remained connected through webinars and online meetings, maintaining the applicant pool for our safety forces during this time.

As the country forges towards its new normal, we look to continue building upon the progress that has been made. New entry exams, opportunities for entry level positions and addressing past disparities in hiring are just some of our major focuses through the end of this year.

The following efforts will be the focus of the public safety administration and the PSRT through the end of 2020:

1. Completion of background investigations and the seating of Academy Class 147.
3. Establishing and training a permanent committee of interviewers for sworn and specialized positions in public safety.
4. Securing a vendor or coordinating with TV20 to complete videos of the following,
   a. Women in Policing
   b. Veterans of the Safety Forces
   c. Safety Forces as a second career.

We will also continue to work with the data analyst team to further drill down into the many ways and reasons we attract, hire and then lose the personnel that we do. We know there is a greater story there.
APPENDIX A

January (2019)

Community Partner Events
   Books at Work Discussion- EAU
   CSU vs CPD Dodge ball recruitment Event
Youth Engagement
   CSU Dodge ball
Presentations
   DV Presentation at Christian Hope MBC
   Barbershop Talk First Draft Picks on Superior
   143rd Class family Night
Career Fairs
   Cavaliers Career Fair
   College Now Fair- Renaissance Hotel
Media engagements

College Visits
   Notre Dame College
   Ohio State Career Fair

Training

February (2019)

Community Partner Events
   Nu School vs Old School BBall Game
   Designer Cuts & Styles Annual Bowling Party
   3rd District Community Relations Meeting
Youth Engagement
   Tri-C 2019 Northeast Ohio Conflict Resolution Youth Symposium
   Spoke to MLK Jr. on Public Safety Careers
   Met with Pipeline Students
   Cleveland Ten Point Coalition
   TLYC program at East Tech High
   John Marshall Career Day
Presentations
   Safety Committee City Council Presentation
   Beauty Shop Talk- Uniek Kreations on Buckeye
   Budget Hearing- City Council
Career Fairs
   Job Corp
Media engagements
   Muni-Toons Meeting
College Visits
Toledo University Career Day
Akron University Career Fair and Internship
Baldwin Wallace Career and Internship Expo
John Carroll University Career Fair
Kent State Career Fair

Training
  Sgt. and Officer Clark & Collier In-service

March (2019)

Community Partner Events
  6th Annual Salute to Women in Public Safety
  Destination CLE Annual Meeting
  2nd District Community Commander Meeting
  Meeting with African Leader and Ruth
  Cavs Firefighter Rescue night
  4th District Community Commander Meeting
  State of the Ward- Ward 7

Youth Engagement
  International Campus Conference

Presentations
  Barbershop Talk- Trim Broadview Rd.
  Barbershop Talk- Keratin Barber College
  Meeting with Canton Police Recruitment Team

Career Fairs
  Ohio Means Jobs Fair
  Cavs College and Career Fair
  University Settlement/ AmeriCorps NEO Skill Corps

Media engagements
  Radio interview with Doreen Burt

College Visits
  Eastern Mich. University Spring Career Fair
  Miami University Career Fair
  Notre Dame College Visit
  Tri-C- Speak with students

Training
  Webinar- Governing and Cornerstone OnDemand w/ Dr. Holliday
  Police and EMS In-Services
  Webinar- 21st Century Background Invest Software

April (2019)

Community Partner Events
  In the Neighborhood
  Summer Jump Start Career Fair- Bellaire-Puritas
YMCA of Greater Cleveland Annual Health Kids Day
Coffee with a Cop

Youth Engagement
Adlai Stevenson Career Day
Marion Seltzer School Career Day
Speak with students at Benedictine
Jr. Achievement Day

Presentations
Barbershop Talk Tarblooders Sports
Barbershop Talk Allstate Hairstyling & Barber College
Speak with EMT Basic students - Akron General Hospital
Speak with EMT Basic students - Tri-C Metro
Speak with Semi Pro Football Team (The Howard Huskies)
Speak with paramedic students Akron General

Career Fairs
Lorain County Community College
Glennville Career Fair

Media engagements
College Visits

Training
Webinar- Social media on a Shoestring Budget
San Diego Conference- recruitment and retention

May (2019)

Community Partner Events
In the Neighborhood
Survivors of Violence Conference/Concert
Police Memorial Week
Drinking water week open house at Baldwin Water Treatment Plant
Asian Festival
Friendship through Reading/CEOGC Family Fun Day
Meeting with Ms. Jowan Smith of “Getting Our Babies to College”

Youth Engagement
Madison Community Elementary Career Day
Wings Academy
Friendship through Reading/CEOGC Family Fun Day

Presentations
Info Sessions
Speak with Tri-C OPOTA class
Presentation to City Council
Barbershop Talk Lady G’s (tentative)
Barbershop Talk Top Flyt

Career Fairs
Glennville Rec Job Fair
Philadelphia Career Event/fair
Tri-C Career/Job Fair
Media engagements
   Radio One Police Recruitment Production Commercial
   City Council Presentation
College Visits
Training
   Webinar: Succession Planning: Building the Next Generation of Leadership

June (2019)
Community Partner Events
   PRIDE in the CLE
   In the Neighborhood
   Present at Al-Omary Masjid Mosque
   Mocktails & Mingle Event
   The Hooley
   Community Resource event- Inspiring Lives Forever Transportation
   Safety Fair- Cleveland Job Corps
   Pipeline Programing
Youth Engagement
   College & Career Week at Rhodes School of Environment Studies
   Invictus H.S. Career Fair
   Pipeline Family orientation
Presentations
   Barbershop Talk All the Kings Men
   Motivation & Direction Meetings with police applicants
   Lunch with CPD Classes
Career Fairs
   CEOGC Resource Palooza
Media engagements
   BMV Advertising
   Browns Yearbook Advertising
   Informational Video filming
College Visits
Training

July (2019)
Community Partner Events
   4th of July Parade
   MLB All Star Week
   In the Neighborhood
   Pipeline Program
   Health and Wellness Fair at Zelma George & Estabrook Rec
   Family Unity Days
Youth Engagement
Youth Empowerment Series- Temple of Praise Church
Division of Fire Ice Cream Socials
Career Pathways Seminar- Designing your path
Presentations
  Barbershop Talk – Meryma’at Barber College
  Barbershop Talk – West Park Barber Shop Premier Lounge
  Information Sessions for EMT application
  Recruitment and Retention Conference, Chicago
Career Fairs
  CEOGC Resource Palooza
Media engagements
  Facebook Lives at MLB All Star Week
College Visits
Training

August (2019)
Community Partner Events
  Three “In the Neighborhood
  “First District Safety Fair
  Division of Fire Ice Cream Social
  Community of Faith Festival
  Mayors Night Out
  CHN Housing Partners Community Event
  74th Annual One World Day
Youth Engagement
  Pipeline Closing Ceremony
  Mayor Jackson CMSD Youth Summit & Back to school Fair
  Safety/Back to School Fair- Keratin Barber College
  Back to School Event- Trim Barbershop- Chiefs Barbershop
Presentations
  NOBLE Conference
  Barbershop Talk at LaBarberia Institute of Hair
Career Fairs
  AmeriCorps NEO Skills Community Job Fair
  4th Annual Collinwood Community Resource & Empowerment Fair
Media engagements
  Browns Year Book Ad
  BMV Ad
  Meetings with Chastity for recruitment video
College Visits
Training
  NOBLE Conference
  Police In-Service

September (2019)
Community Partner Events
  In the Neighborhood
  Cleveland Air Show
  Police District Community Meetings
  Open Door Missionary Baptist Church- Health Fair
  Catholic Charities Resource Fair
Youth Engagement
  Parents Night- Collinwood
Presentations
  Met with Police academy class 144
  Cadet/Academy Barbershop Talk
  NOBLE Conference meeting
  Panel- National Action Network
Career Fairs
  Career Fair- University of Dayton
  Career Fair- Ohio State University
  Job Fair Union Miles
  Career Fair- University of Cincinnati
  Career Fair- Kent State University
Media engagements
  Filming with new videographer for recruitment video
  Facebook Live ‘911 Action’
College Visits
  Employer Information table- Lorain Community College
  Employer Information table- Notre Dame College (two)
  Employer Information table- John Carroll
Training
  Officer In-service’s
  Kronos Training

October (2019)
Community Partner Events
  In the Neighborhood
  Coffee With a Cop
  145th Academy Class Family Night
  Recovery Resources Youth Leadership
  3rd Annual Black Diamonds Women’s Conference
  Non-Traditional Career Fair for Women
Youth Engagement
Presentations
  Speak with Paramedic Students at UH Parma
  Interview on Reverse ride-along
  Safety Job Fair- Female Firefighter Recruitment event
Career Fairs
  CareerFest 2019!
  Urban League of Greater Cleveland & Lakewood College- resource fair
Career Fair- University of Akron
Career Fair- Bowling Green
Career Fair- Central State University
Career Fair- Cleveland State Police Dept. Safety Fair

Media engagements
Filming with videographer (Chastity)

College Visits
Employer Information table- Cleveland State
Employer Information table- Hiram College

Training

November (2019)

Community Partner Events
Fatimas Annual Pancake Breakfast
Visit with Urban League of Greater Cleveland
2nd District Commander Community meeting
Cleveland NAACP General Body meeting
5th District Commander Community meeting
Sgt. Anderson met with Tri-C EMT class

Youth Engagement
HBCU College Fair
Sgt. Leon Youth Panel discussion

Presentations
Speak with Intro to Urban Studies CSU
Speak with Criminal Justice Class Baldwin Wallace University
Information Sessions for Patrol Officer application
Meet with Academy Class 145 during lunch
Barbershop Talk at Designer Cuts & Styles

Career Fairs
Eastern Michigan University
Bowling Green University Public Safety Career Fair
2019 veteran & Community Career Expo at Akron University
Indiana Tech Criminal Justice & Pre-Law Career Fair

Media engagements
Filming for recruitment videos
Recruitment FB Live Event
Radio 1 Commercial
La Mega Commercial

College Visits
Employer Information table- Notre Dame College
Employer Information table- Baldwin Wallace University
Employer Information table- John Carroll University

Training
Law Enforcement Symposium-Daytona
Webinar- Police recruitment with Metro DC Police
Visit with Columbus PD on testing and background process

December (2019)

Community Partner Events
  2nd District Commander Meeting
  Cleveland Branch NAACP General body meeting

In the Neighborhood

Youth Engagement
  2019 Winter Commencement Job Fair

Presentations
  Information Session- Patrol Officer
  Barbershop Talk- Barberia Cache

Career Fairs
  Veterans Career Fair
  Tri-C Job Fair

Media engagements
  Meeting with Chaz on Recruitment Video
  Filming with Chaz for Recruitment Video
  Black History Month Docu Series Interview

College Visits
  Employer Information Table- Hiram College

Training
  Miami Conference
APPENDIX B

City of Cleveland Safety Forces
Behavior Interview Protocol and Training Proposal

OBJECTIVE OF RECRUITING TRAINING:
Properly preparing a team to conduct searches of City of Cleveland safety personnel is critical to effectively meet the strategic objectives of the team.

VALUE OF RECRUITING PREPARATION FOR THE SAFETY FORCES:

1. Identify leadership and personal attributes necessary to meet defined objectives
2. Understand the culture sensitivities and needs of each safety team
3. Agreement on search method and protocol
4. Have the hiring process achieve annual hiring goals, increasing diversity, and recruiting the best and most qualified police officers and safety personnel for the city.

BVU’S CONSULTING APPROACH:

1. Meet with Director Withers and the Public Safety Recruitment team to define how behavior interviews can best fit into the current hiring process as defined by Civil Service and City of Cleveland.
2. Interview members of the team to understand success factors.
3. Define position criteria: competencies and leadership attributes
4. Develop bank of behavioral based interviewed based agreed attributes
5. Train the Committee or their designees on the following:
   a. Success Factor Criteria
   b. Interview Structure
   c. Behavioral Interview Protocol
   d. Develop Evaluation Form

DELRIVERABLES:
1. Agreed upon leadership attributes and success factors
2. Interview Question Bank
3. Evaluation Form
4. Interview Protocol
5. Training for the trainers for the Public Safety Recruiting designees

TIMEFRAME:
2 months from start to finish
BVU CONSULTANTS (BIOS ATTACHED):
Judy Tobin
Brian Broadbent

FEES AND HOURS:
The hours and fee for conducting to enhance recruiting processes: $6,500 for 40 hours
BRIAN F. BROADBENT

Brian Broadbent is the President and Chief Executive Officer of BVU: The Center for Nonprofit Excellence which was founded in 1993. BVU is a highly successful program for training and placing business professionals and executives on nonprofit boards of directors. BVU has placed over 3,200 business executives on 500 nonprofit boards of directors; over half of the candidates have risen to board leadership positions. BVU assists over 130 business clients annually in developing and implementing strategies for community involvement. BVU also provides board consulting and training services to 1,000 nonprofits annually. BVU was featured in a front-page article of The Wall Street Journal. The organization developed a unique business model that supports BVU’s annual operating budget of $2 million.

Prior to joining BVU, Mr. Broadbent was one of the global Director of Human Resources for Accenture. He has worked on employee relations, professional development, performance management and compensation and benefits. He has had extensive international experience supporting consulting and operations personnel in North America, Europe and Asia. Brian established HR policies and processes for the consulting and outsourcing businesses in periods of rapid expansion. He has developed personnel and finance programs to improve profitability and manage the workforce.

Mr. Broadbent serves on the boards of The City Mission, Youth Opportunities Unlimited, St. Edward High School and the Higley Family Foundation. A Cleveland native, he graduated from Case Western Reserve University with a BS degree in Accounting and became a CPA in 1980.
JUDY TOBIN

Judy Tobin is Senior Director, Pro Bono Consulting, at BVU: The Center for Nonprofit Excellence (BVU). In this role, she provides oversight of BVU’s Pro Bono Corps Program where she connects skilled business volunteers to capacity building projects within the nonprofit sector. Judy also consults with nonprofit organizations to develop succession plans for staff leadership.

Prior to joining BVU, Judy served in lead human resources roles for several local organizations in the nonprofit sector. As the Human Resources Director for Recovery Resources, she oversaw all human resources functions, including employee relations, benefits, performance management, compensation, recruitment, training and development and regulatory compliance. Previously, Judy held various human resources roles for Chapman and Culter Law Firm in Chicago, Illinois and Cooley, Godward, Huddleston and Taylor in San Francisco, California.

Judy previously served as Enrichment Chair of the Communion of Saints School Advisory Committee and formerly as the Second Vice President on the Board of Directors for Cleveland Women's City Club Foundation. She holds a Bachelor of Science in Communications Management from the University of Dayton.
APPENDIX C

Analysis A
Trends of Yearly Departures for the Cleveland Division of Police (Department-wide analysis): 2014-2019

Gender Overview of Departures for the Cleveland Division of Police (Department-wide analysis): 2014-2019
Yearly Totals of Gender Overview of Departures for the Cleveland Division of Police: 2014-2019 (Department-wide analysis)

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Note: The above information are number counts only

Gender: Count vs Percentage Comparisons

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Analysis B

Ethnicity Trends of Departures for the Cleveland Division of Police (Department-wide analysis): 2014-2019

Note: The above information are number counts only. Currently, Race/Ethnicity is captured simultaneously to mean the same thing but efforts are being made to change this category going forward.
(a) Yearly Totals of Ethnicity/Race Characteristics of Departures for the Cleveland Division of Police: 2014-2019 (Department-wide analysis)

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Note: The above information are number counts only. Currently, Race/Ethnicity is captured simultaneously to mean the same thing but efforts are being made to change this category going forward.

### Ethnicity: Count vs Percentage Comparisons

| Years | Black | | | White | | | Asian | | | Totals |
|-------|------| | |      | | |      | | |      |
|       | Count | % | Count | % | Count | % | Count | % | Totals |
| 2014  | 37 | 33.9 | 7 | 6.4 | 62 | 56.9 | 3 | 2.8 | 109 |
| 2015  | 34 | 40.0 | 7 | 8.2 | 44 | 51.8 | 0 | 0.0 | 85 |
| 2016  | 30 | 28.8 | 10 | 9.6 | 64 | 61.5 | 0 | 0.0 | 104 |
| 2017  | 27 | 29.7 | 11 | 12.1 | 51 | 56.0 | 2 | 2.2 | 91 |
| 2018  | 30 | 27.8 | 8 | 7.4 | 69 | 63.9 | 1 | 0.9 | 108 |
| 2019  | 41 | 36.0 | 8 | 7.0 | 65 | 57.0 | 0 | 0.0 | 114 |
| Totals | 199 | 32.6 | 51 | 8.3 | 355 | 58.1 | 6 | 1.0 | 611 |
Analysis C

Departures Characteristics for the Cleveland Division of Police: 2014-2019 (Department-wide analysis)

Note: There certainly appears to be a significant increase in resignation in 2019 vs. previous years.
Total Departures from 2014-2019 (Department-wide analysis)

Yearly Trends of Departures for the Cleveland Division of Police: 2014-2019 (Department-wide analysis)

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Note: The above information are number counts only

Departure Types: Count vs Percentage Comparisons

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Cross-relationship between Departures and Ethnicity/Race for the Cleveland Division of Police: 2014-2019 (Department-wide analysis)
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