



WILMINGTON POLICE DEPARTMENT

Recruitment Update

Fourth Quarter, 2020



January 1, 2021

This quarterly update includes a summary of efforts in the fourth quarter of 2020 regarding recruitment for the Wilmington Police Department. Included as appendices to this report are the reports for the First, Second and Third Quarters of 2020, as well as December 2019, which include details about past efforts and initiatives.

Launch of the 100th Wilmington Police Academy

The final quarter of 2020 saw the completion of the application and selection processes for the Wilmington Police Department’s historic 100th Police Academy, as well as the start of the rigorous training program. Following the completion of the Chief’s interviews, psychological evaluations and final selections, on November 16 the 21 recruits selected for the class began the six-month training program.

The 21 recruits were selected from among the 141 men and women who initially applied to join the class; of those, six are current Wilmington residents and the others will have to establish residency in the City after graduation to comply with the City’s five-year residency requirement for all City employees. Since the start of the 100th WPD Academy, two recruits have withdrawn; the demographic breakdown of those remaining in the class is as follows:

Race/Ethnicity	Female	Male	Total
Black	1	5	6
Hispanic	1	0	1
White	3	9	12
Total	5	14	19

Chief Robert J. Tracy has recognized the efforts of Inspector of Administration Charles Emory; Captain Tashawn Counts; Captain Anthony Bowers; and the WPD Human Resources Division team for their continued efforts to recruit large numbers of applicants amidst nationwide hiring challenges for law enforcement, and for their efforts to attract minority recruits and to help continue to increase the diversity of the Wilmington Police Department. The recruitment process for this class reflected efforts by the City to leverage media exposure and work with the community to attract interested candidates. These efforts included attendance by WPD recruiters at career fairs and other programs in high schools and colleges – including Historically Black Colleges and Universities – and visits to community centers and community meetings. WPD recruitment teams also worked with City Council members, the faith community, and other community-based organizations to promote the application process.

Chief Tracy has also applauded their flexibility and adaptation amidst Covid-19 health guidance and restrictions, as they have continued to manage the department's application, selection and training processes despite the challenges posed by the pandemic. The team has put into place various safeguards and precautions for the members of the academy class as well, to ensure their health and safety throughout the training program. Classroom and training space is regularly disinfected and cleaned; desks have been arranged to allow for social distancing; partitions have been installed between workspaces; and health guidance is being followed.



In the weeks and months to come, the 19 recruits will receive training to help prepare them for the wide range of scenarios they will encounter in service to the City of Wilmington. The Academy includes training on constitutional law and legal matters, de-escalation tactics, community engagement, law enforcement legitimacy, implicit bias, ethics, procedural justice, patrol functions, and crisis intervention tactics, in addition to many other topics. The recruits will also receive training and education about the agency's 21st century, evidence-based crime strategies and the effective approaches the department has taken to address gun violence. Each day for the recruits begins at 5:30 a.m. with two hours of physical fitness, followed by eight hours of classroom instruction.

Future Recruitment Efforts

As our agency has done consistently in past years, efforts to recruit future Wilmington Police officers continue to take place even as this academy class is in session. Members of the recruitment team are exploring participation in virtual job and career fairs, and look forward to resuming participation in traditional, in-person recruitment events and programs once public health guidance and restrictions allow.

Appendix 1
Third Quarter 2020 Recruitment Report



WILMINGTON POLICE DEPARTMENT

Recruitment Update

Third Quarter, 2020



October 1, 2020

This quarterly update includes a summary of efforts in the third quarter of 2020 regarding recruitment for the Wilmington Police Department. Included as appendices to this report are the reports for the First and Second Quarters of 2020, as well as December 2019, which include details about past efforts and initiatives.

Continued Efforts Amidst Covid-19

As noted in our previous quarter's report, it is critical to continue to consider the impact of Covid-19 and the global and national health pandemic on services and activities in Wilmington and across the country. In particular, hiring freezes, travel restrictions and the suspension of many operations have affected many aspects of Wilmington government, including our recruitment efforts and the application process for the 100th Wilmington Police Academy. However, the WPD Command Staff and Human Resources Division have continued to work with health officials and to follow health guidance as we make adjustments to ensure these processes can continue.

100th Wilmington Police Academy

Following approval of a resolution by City Council and the department meeting the requisite staffing threshold as codified in the Wilmington City Code, the application process for the 100th Wilmington Police Academy officially opened in early February. The application process closed on March 27.

In the months that followed, the WPD Human Resources Division – under the leadership of Captain Anthony Bowers and Inspector Charles Emory – has worked diligently to proceed with the traditional application process while adapting to public health guidance and restrictions. As noted in our last quarterly report, these steps have included holding orientation meetings and question-and-answer sessions virtually using the Zoom platform, along with weekly check-ins through email and phone calls with each applicant. The physical ability and written test phases were completed in June, with steps in place to ensure compliance with CDC and public health recommendations and guidelines.

The department subsequently completed the Oral Board phase of the application and selection process on August 3 and 4, and the Human Resources Division more recently conducted background investigations and polygraph examinations for each applicant. The next phase of the process, interviews with the Chief of Police, are underway.

The updated breakdown of applicants remaining in the process is as follows:

Race/Ethnicity	Female	Male	Total
Black	2	13	15
Hispanic	4	6	10
Two or More	1	1	2
White	3	17	20
Total	10	37	47

While some applicants did not pass various phases of the application and selection process, others withdrew to accept positions with other law enforcement agencies or to pursue careers outside of law enforcement.

Future Recruitment Efforts

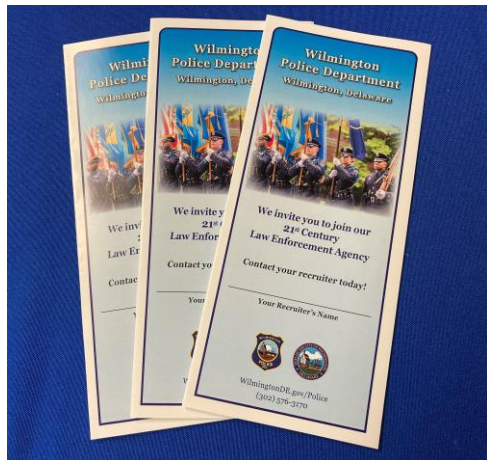
Our agency continues its efforts to recruit throughout the year, and to cultivate interest in our department among those who might be interested in applying for future academy classes. While we will follow the guidance of public health officials at the time, we hope to have the opportunity to resume normal recruitment efforts and participation in job and career fairs and events in the spring. Additionally, we are exploring participation in future programs that might be conducted by some of our college, university and community partners virtually.

Continued Expansion of the WPD Website and Recruitment Materials

Over the course of the past several months, the Wilmington Police Department has significantly enhanced its website, dedicating a new section to recruitment and providing details on the hiring process. Since our last quarterly report, the department has also posted its Policy and Procedures Manual, in its entirety with only limited redactions, online for the public to review. With this step, our agency continues to act on the vanguard of law enforcement agencies in enhancing transparency and sharing more details about how we work each day to enhance public safety in Delaware’s largest city. While this measure was not specifically connected to recruitment, we have found among our recent applicants that the innovations our agency has brought about over the past several years – including the crime strategies we have implemented, and the community-centric approach we take to policing – have increased their interest in our agency.

In our last report, we included mention of a new web-based recruitment interest form. Since adding that functionality to our website, we have received contacts from 38 individuals interested in joining our agency. Their information will be kept on file, and they will be contacted regarding future hiring processes.





In addition, we have refreshed some of our materials for recruitment, including stand-up banners for career fairs and recruiting events. We have also developed updated recruitment brochures to reflect the crime strategies our department has adopted; updated listings of career opportunities within the Wilmington Police Department; and links to our updated recruitment website and our agency's social media platforms.

Appendix 2
Second Quarter 2020 Recruitment Report



WILMINGTON POLICE DEPARTMENT

Recruitment Update

Second Quarter, 2020



July 1, 2020

This quarterly update includes a summary of efforts in the second quarter of 2020 regarding recruitment for the Wilmington Police Department. Included as appendices to this report are the reports for the First Quarter of 2020, as well as December 2019, which include details about past efforts and initiatives.

General Efforts Amidst Covid-19

It is critical to consider the role of Covid-19 and the global and national health pandemic, and the impact that it has had on services and activities in Wilmington and throughout the United States. With hiring freezes, travel restrictions and the suspension of many operations, the City of Wilmington has been affected by the pandemic, as has the hiring process for the 100th Wilmington Police Academy. Travel restrictions in particular have played a role in limiting traditional selection process phases. In spite of these challenges, however, the WPD Command Staff and Human Resources Division has adapted and found ways to continue to engage with applicants while keeping the selection process moving forward, as detailed in this report.

100th Wilmington Police Academy

Following approval of a resolution by City Council and the department meeting the requisite staffing threshold as codified in the Wilmington City Code, the application process for the 100th Wilmington Police Academy officially opened in early February. The application process closed on March 27.

The WPD received a total of 136 applications. Since the application period closed, 5 applicants have voluntarily withdrawn from the process; of those, 2 reported that they accepted non-law enforcement positions.

The demographic breakdown of the 131 applicants remaining in the process is as follows:

Race/Ethnicity	Female	Male	Total
Asian	1	0	1
Black	10	43	53
Hispanic	8	12	20
Two or More	2	3	5
White	5	47	52
Total	26	105	131

Following the close of the application process, members of the Human Resources Division explored virtual platforms that could serve in place of in-person meetings and information sessions. Each applicant was invited to participate in a meeting via the Zoom platform, which detailed the selection from start to finish; included information about the Wilmington Police Department; and included remarks from Chief Tracy. Those meetings took place on Tuesday, April 21; Thursday, April 23; and Tuesday, April 28.



Members of the Human Resources Division also held mandatory test preparation meetings through the Zoom platform, which took place on Tuesday, May 26; Wednesday, May 27; Thursday, May 28 and Tuesday, June 2.

On a weekly basis, the WPD Human Resources Division has been in touch with each applicant – by email and/or phone – to check in, provide updates and answer questions about the selection process as well as the impact of Covid-19.

Following the lifting of travel restrictions, the Physical Ability and Written Tests were able to be administered on June 27 and 28, in a location that allowed for social distancing and adherence

to all CDC and public health recommendations and guidelines. Following this phase of the process, the department is in the process of scheduling Oral Board preparation and Oral Board testing.

The screenshot shows the website for the City of Wilmington, Delaware. The main heading is "JOIN THE WILMINGTON POLICE DEPARTMENT". Below this, there is a section titled "Recruitment Standards and Best Practices" which describes the department's hiring process, including its collaboration with the Human Resources Division and the City of Wilmington Department of Human Resources. It mentions that the process follows best-practice standards set by the Commission on Accreditation for Law Enforcement Agencies (CALEA). Other sections include "Recruitment Teams and Appearances", "Quarterly Recruitment Reports", and "Providing Applicants with the Tools to Succeed". A sidebar on the right contains a "CONTACT" section with names like Robert J. Tracy (Chief of Police) and Cecilia Ashe (Inspector of Operations), along with the office location and phone number.

Expansion of the WPD Recruitment Website

Over the course of the past several months, the Wilmington Police Department has significantly enhanced its website, dedicating a new section to recruitment and providing details on the hiring process. That section includes a web form that visitors can use to share their information with the recruitment team, for a follow-up acknowledgement and notification when the hiring process for the next police academy begins. Over the course of the first few weeks of that form being live, 8 individuals already completed the form to express their interest in future academy classes.

Appendix 3
First Quarter 2020 Recruitment Report



WILMINGTON POLICE DEPARTMENT

Recruitment Update

First Quarter, 2020



April 1, 2020

This quarterly update includes a summary of efforts in the first quarter of 2020 regarding recruitment for the Wilmington Police Department. The December 2019 Recruitment Report, which includes background on our agency’s general recruitment efforts, is included as ‘Appendix 1’.

100th Wilmington Police Academy

Following approval of a resolution by City Council and the department meeting the requisite staffing threshold as codified in the Wilmington City Code, the application process for the 100th Wilmington Police Academy officially opened in early February.

Efforts to publicize the 100th Wilmington Police Academy application process

Following the opening of the application process, the Wilmington Police Department has taken a number of steps to promote the application process and in the hopes of attracting a wide range of applicants representing a variety of backgrounds, including:

- Issuing a joint news release from the Mayor’s Office and the Police Department, which was subsequently shared on social media
- Distributing flyers about the academy in City water bill mailings
- Posting job announcements and other materials online
 - This has included working with the City Human Resources Department and the IT Department to create an online application portal – this will be the first time this has been available for a police academy recruitment process
- Distributing printed applications at the City/County Building as well as the Wilmington Police Department at 4th and Walnut Streets (House Sergeant’s Office)

Arranging interviews with media outlets

Given the department’s limited budget for advertising and recruiting, we invested significant time and effort in leveraging relationships and arranging interviews with media outlets in Delaware and





throughout the region, with the goal of promoting the academy application process.

Those efforts have included:

- [Inspector Charles Emory was interviewed by NBC 10](#), following a contact with the Philadelphia-based station about getting the word out about the application on NBC as well as through Telemundo and the NBC network of stations
- [Sergeant Michael Coleman participated in a ride-along with a producer from WITN-22](#), to film material for a PSA on the 100th Wilmington Police Academy
- [Chief Robert Tracy joined WITN-22 host Yesenia Taveras for a live segment of IN Focus](#), during which he spoke about the efforts of the Wilmington Police Department, his career in law enforcement, and the 100th Wilmington Police Academy
- Captain Tashawn Counts, Lieutenant Andrea Janvier and Sergeant David Prado visited Channel 28 to film [a PSA promoting the 100th Wilmington Police Academy](#)
- Inspector Charles Emory and Captain Tashawn Counts visited the studios of [Power 99 in Philadelphia for an interview with host Loraine Ballard Morrill](#), which aired as part of a podcast focusing on the 100th Wilmington Police Academy, as well as the community engagement efforts of the WPD and the training officers receive related to de-escalation, working with individuals experiencing mental health issues and more. That podcast has aired online and on the air across the iHeart Radio media network.



Attending community meetings and events

With the objective of sharing news about the 100th Wilmington Police Academy with as many Wilmingtonians as possible, members of the command staff and the WPD Human Resources Division visited community meetings and sites throughout the city to share information about the process, answer questions and encourage residents to apply. Those include:

- Cool Springs Civic Association
- Browntown Civic Association
- West Center City Civic Association
- Henrietta Johnson Medical Center
- Neighborhood House
- People's Settlement
- Wilmington Library
- Wilmington Job Corps Center
- North Wilmington Library
- Police Athletic League of Wilmington
- Achievement Center/Hope Commission
- Kingswood Community Center
- Interfaith Community Housing
- Teen Warehouse



Attending recruitment fairs and recruiting events

The WPD Recruitment Team also continued its efforts to share information about the 100th Wilmington Police Academy through attending recruitment fairs and events, including:

- Widener University Spring Career Fair (February 10)
- St. Joseph University 2020 Spring Career Fair (February 13)
- University of Maryland Eastern Shore Career and Internship Fair (February 20)
- Delaware State University 2020 Spring Career Fair (February 25)
- John Jay Spring 2020 Career and Internship Fair (March 12)
- John Dickinson High School-Career Fair (March 10)

Following up with interested parties

During each field visit of the WPD Recruitment Team, as well as through regular contacts, calls and emails, the WPD Human Resources Division creates and maintains interest cards, with contact information about individuals who, at one point, expressed interest in applying for a future academy.



As of February 2020, the WPD had accumulated 189 interest cards, and each of those individuals was contacted with details about the application process.

Advertising and additional outreach

The WPD Human Resources Division has also worked with each WPD division and unit to spread the word about the academy. Through these collaborations, advertisements have been posted throughout the City and materials have been provided to the dozens of groups and entities, including:

- Members of the Wilmington City Council
- Neighborhood Planning Councils and Civic Associations
- Faith communities and congregations
- Westside Coalition/St. Paul's Church
- Latin American Community Center
- West End Neighborhood House
- Hotels
- Residential properties (apartments and condominiums)
- Fitness Centers
- Businesses

Advertisements have also been circulated through The News Journal (several Sunday editions); the National Organization of Black Law Enforcement Executives (NOBLE) and the National Latino Peace Officers Association.

Additionally, members of the Philadelphia Police Department's Recruitment Unit met with WPD staff, and have collected flyers about our academy to distribute to African-American, Hispanic and Asian communities, as well as neighborhoods, businesses and military veterans throughout the Philadelphia region.



Appendix 4
December 2019 Recruitment Report



WILMINGTON POLICE DEPARTMENT

Recruitment Report

December 2019



Prepared by Inspector Charles Emory and Captain Tashawn Counts

Background and Objectives

The City of Wilmington, Delaware, is an Equal Opportunity/Affirmative Action Employer. Recent Census estimates reflect an overall population of just over 70,000 residents, of whom 58.1% are African American, 34% are Caucasian and 10.8% are Hispanic. Ongoing recruitment undertaken by the Wilmington Police Department reflects our continuous efforts to attract applicants who are representative of the community we serve, without jeopardizing the integrity of the hiring process.



Recruitment Standards and Best Practices

The department’s recruitment and hiring processes reflect a collaboration between the Wilmington Police Department’s Human Resources Division – led by Captain Tashawn Counts and overseen by Inspector of Administration Charles Emory – and the City of Wilmington’s Department of Human Resources led by Charlotte B. Barnes. The WPD, which is accredited through the *Commission on Accreditation for Law Enforcement Agencies (CALEA)*, follows best-practice standards set by

the Commission and followed by departments throughout the United States. Those standards encompass administrative practices and procedures; equal employment opportunity and recruitment; job opportunity and publicity; and professional and legal responsibilities in the selection process. Additional elements of the recruitment process are set forth for all Delaware law enforcement agencies through State law and the *Council on Police Training (COPT)*.

99th Police Academy

At a time when police departments across the country are struggling to attract applicants for hiring processes, the Wilmington Police Department continues to see high levels of interest—with 175 applicants participating in the process for the 99th Wilmington Police Academy that began last March, including the 32 recruits that graduated in August. A third of that class was comprised of minority recruits.



100th Police Academy

The Wilmington Police Department anticipates that the 100th Wilmington Police Academy will commence in calendar year 2020. In anticipation of this process, from September through December of 2019, recruitment teams attended 12 college and job fairs – half of which took place at Historically Black Colleges and Universities (HBCUs), and one that was sponsored by the *National Organization of Black Law Enforcement Executives (NOBLE)*. Those efforts have resulted thus far in the collection of 141 interest cards from potential applicants, of whom 83 were male and 58 were female.

Overall Recruitment Efforts

Recruitment efforts for the Wilmington Police Department are led by Inspector Emory and Captain Counts, along with other Human Resources Division staff – including Lieutenant Andrea Janvier, Master Sergeant David Prado, and Master Corporal Simeon Crocker. Additional officers from various divisions and units also participate in recruitment events, providing insights from their experiences in other divisions and units to potential applicants.



The WPD Human Resources Division recruits throughout the year in anticipation of when the next academy will be held. Staff works to identify individuals who might be interested in and qualified for a career in law enforcement. While formal recruitment and Police Academy processes commence once the department's manpower levels reach 95 percent of the overall authorized strength of 315 (which is currently 299 positions), members of the HR Division as well as police officers from other divisions and units participate in recruitment efforts with the goal of reaching potential applicants with information on the many career opportunities available in policing.



WPD Recruitment Teams

Our efforts to enhance the diversity of our department begin with our recruitment teams; the WPD Human Resources Division actively recruits officers of all genders and racial/ethnic backgrounds to participate in these teams. Those selected receive specialized training. Some recruitment team members are also part of the National Organization of Black Law Enforcement Executives, and network with other NOBLE members from across the country to share

strategies and ideas to help bolster the recruitment of minority applicants.

Recruitment Team Appearances in 2019

Recruitment teams participated in the following career and job fairs in 2019, including some university-based programs, which typically occur in the fall to assist students who are nearing graduation:

- National Night Out (August 6)
- Rutgers University Career Fair (September 11)
- St. Joseph's University Fall Career Fair (September 19)
- University of Pennsylvania Policy & Government Center Fair (September 20)
- Lincoln University Career and Graduate Fair (October 10)
- Morgan State University 45th Annual Career Day (October 16)
- Temple University 2019 Fall Career Fair (October 16)
- Cheyney University of Pennsylvania Career Development Expo (October 23)
- First Responder's Event at Harriet Tubman Park (October 26)
- Bowie State University Career and Graduate Fair (October 30)
- Wesley College Career Fair (November 15)
- Sergeant Bond Law Enforcement Forensic Science-Career Fair (*Sponsored by the National Organization of Black Law Enforcement Executives*)
- Tri-College Recruiting Day at Bryn Mawr (*All Female College*)/Haverford College (*Scheduled for January 20, 2020*)

Other Recruitment Team Appearances

In previous years, in preparation for upcoming academies, recruitment teams have participated in job fairs and career fairs with numerous colleges, universities and community-based institutions. They have included the John Jay College of Criminal Justice; Delaware State University; Delaware Technical Community College; Morgan State University; Rutgers University; Claymont Community Center; the United States Department of Labor (Wilmington office); St. Joseph University; the University of Pennsylvania; Temple University, Wesley College; and Lincoln University, among others. Ongoing recruitment efforts also include colleges, universities and community-based institutions.



Presentations, Recruitment Fairs, Community Contacts

Our recruiting teams have made various presentations and participated in community programs and recruitment fairs to increase the diversity of applicants.

The WPD also recruits for academy candidates through its contacts with the Latin American Community Center; the William “Hicks” Anderson Community Center; the Department of Labor; and with community faith leaders and those serving young people in Wilmington – reflecting our efforts to reach as many potential applicants as possible in our community. Our team has also worked with the Philadelphia Police Department to recruit in various sections of Philadelphia to reach potential applicants representing a broad range of cultural backgrounds.

Youth Police Academy

The Wilmington Police Department organizes an annual Youth Police Academy, which includes participants ranging in age from 13 to 17, which helps to promote police-community relations and spark an interest among young people for a career in law enforcement.



Community Engagement

Our department’s community engagement philosophy states that every officer is a community policing officer who is engaged in a variety of ways with the community being served. This has resulted in stronger relationships between officers and the community. These officers work in the same neighborhoods each time they report for duty. They are engaged in the community and they play a key role in helping to identify potential applicants. They also work with local businesses to provide recruitments materials for distribution to patrons.

Ongoing Strategies for WPD Recruitment

The Wilmington Police Department leads the region in recruitment efforts. Captain Counts recently participated in a working group in Washington, DC with the *Police Executive Research Forum* that resulted in a publication, “The Workforce Crisis, and What Police Agencies Are Doing About It.” Our agency continues to explore innovative recruitment strategies to supplement our traditional outreach methods. These strategies for the 100th Police Academy include:

- Issuing news releases and postings to WPD and City of Wilmington social media accounts
- Posting job announcements and other materials through online job platforms
- Scheduling interviews with media outlets to promote the recruitment process
- Participation in community programs and recruitment fairs
- Recruitment efforts at colleges, universities and community-based institutions



- Exploring advertising opportunities with WDEL, Telemundo, Power 99 and other platforms
- Exploring advertising opportunities on DART buses and billboards
- Flyers to be inserted into water bills and in other city billings and mailed announcements
- Flyers for distribution door-to-door in neighborhoods

The Wilmington Police Department is also looking at additional recruitment options centered on the successful Cadet Program that it has organized in the past, with the goal of developing a new program to identify youth interested in policing careers and engaging with them as they finish school in the hopes they will apply upon graduation.

Providing Applicants with the Tools to Succeed

Once individuals have submitted their applications, efforts are made to ensure that they have the tools to succeed in the hiring process. All applicants are required to participate in mandatory orientation sessions, which can also help them through the hiring process which includes:

Physical ability test

Applicants are informed on what to expect and how to successfully pass the physical ability test

Written test

Applicants are provided with an informational packet that explains the written test process, as well as a practice test to gauge their overall knowledge

Applicants who pass these tests are invited to participate in additional orientation sessions that help prepare them for the oral interview and the Chief's interview.

Those interested in a career with the Wilmington Police Department are encouraged to contact the WPD Human Resources Division at 302.576-3170.