TulStat
Police Recruiting

Understanding and Solving
Challenging Problems, Defining Success, and
Measuring Progress

February 15, 2018

CITY OF Tulsa
A New Kind of Energy

Key Learnings from TulStat 1.0

- Focus was on presentation, not dialog
- Data was show-n-tell
- Rarely concrete action steps at meeting conclusion
- Metrics did not have a refresh “velocity” that was helpful between meetings
- We should be focusing on a handful of problems rather than a comprehensive approach
- Attendance should be opened up
- Meeting space does not inspire dialog

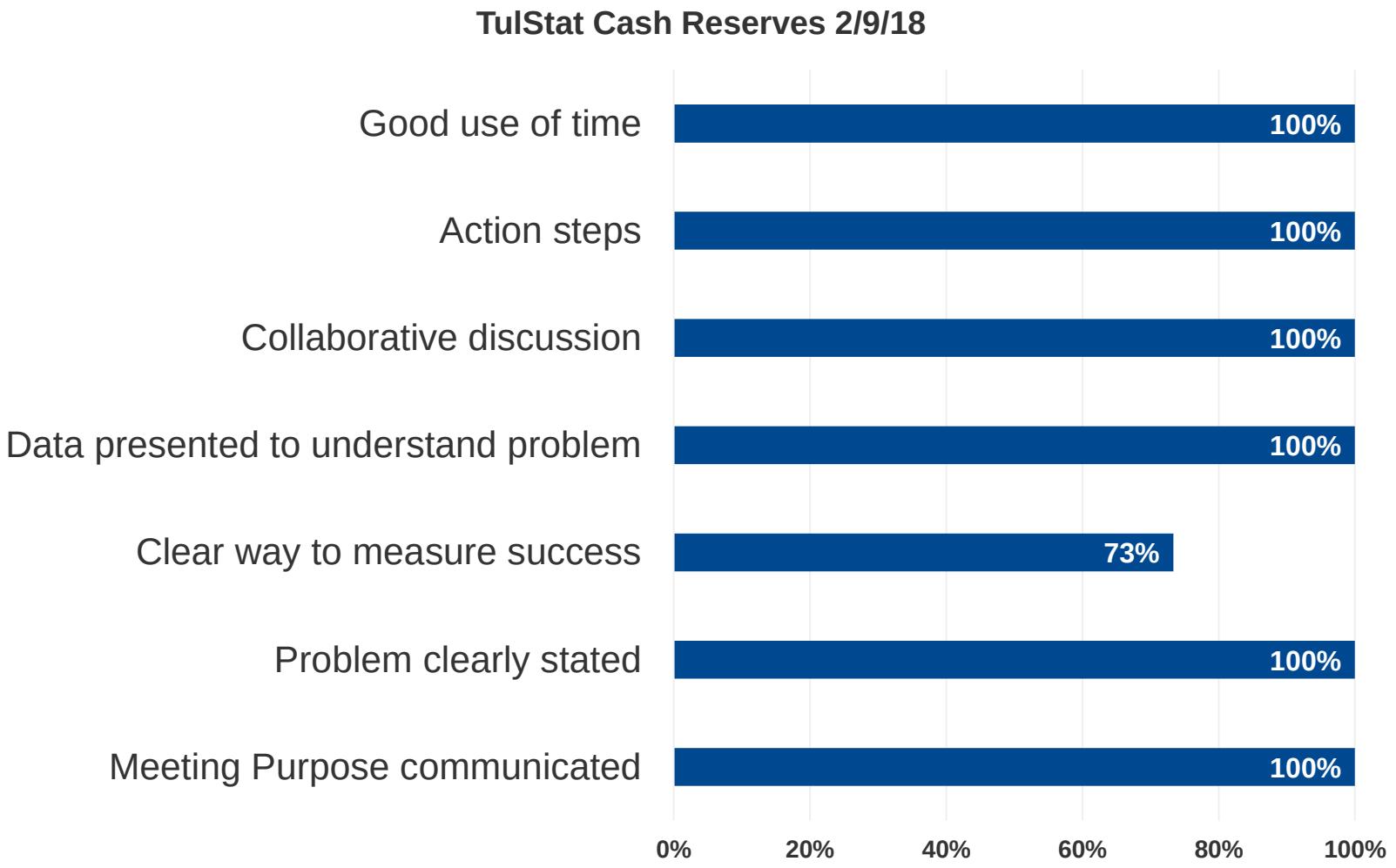
	TulStat 1.0	TulStat 2.0
Focus	Focused on presentation from department head	Focused on dialog on solutions to pressing problems and follow-up actions
Meeting Frequency	Every other week, Friday Afternoons	Varied. Some monthly, some every other week.
Participation	Presenting Department leaders and support department leaders	Targeted based on topic, but open to anyone.
Meeting duration	90 minutes	Varies based on topic
Space	10 North	15th Floor Innovation Lab
Overall Feel	Presentation with some dialog	Dialog about possible solutions and action plan

Mission & Vision

TulStat Mission: Create a forum for city leaders to discuss priority problems, a clear definition of success, innovative solutions, and a method to measure progress.

Vision - *What does success look like?* The OPSI staff creates a collaborative forum where participants leave with a better **understanding** of the priority problem, a way to **measure** success, **strategies** to solve the problem, and **action** steps before the next TulStat meeting.

Feedback from 2/9/18 Cash Reserves TulStat Meeting



Priority Issues for 2018

1. **Police Recruiting / Community Policing (Monthly)**
   a) How can we recruit enough police officers to meet the targets set by the Mayor?

2. **Employee Morale, Compensation & Benefits (every other week at Dept Head Meeting)**
   a) How can we ensure great employees are compensated adequately?

3. **Cash Reserves / Municipal Funding (Every Other Month)**
   a) How can we ensure that the city's financial resiliency is strong?

4. **Commercial and Neighborhood Placemaking (Monthly)**
   a) How can we address the greyfields – declining retail space?
   b) Our neighborhoods and commercial districts lack an "identity of place."

The Process

1. Problem Definition and Context

2. Measurement Framework

3. Defining Success

4. Possible Solutions

5. Action Plan

Defining the Problem

What is the right-sized problem?

How do we raise the manpower of the Tulsa Police Department to the funded number?

Measuring Success

How can we measure ultimate success?

Ultimate success is TPD having **459** sworn patrol officers and **499** sworn non-patrol officers as recommended in the University of Cincinnati study.

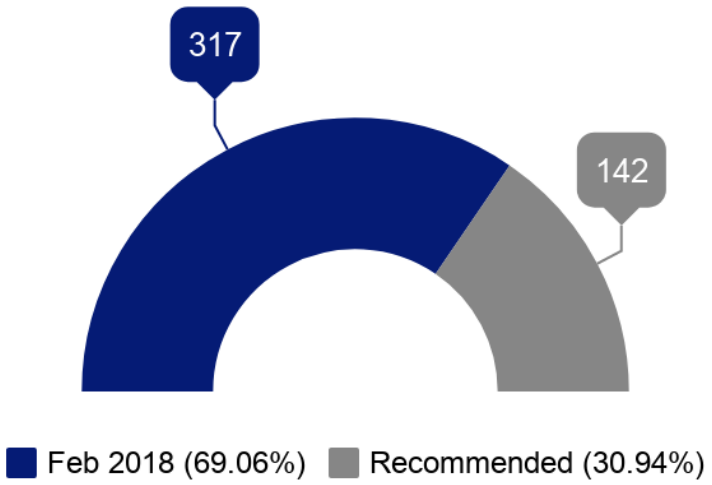
How can we measure incremental progress?

Increased recruitment success – full classes

Decreased attrition

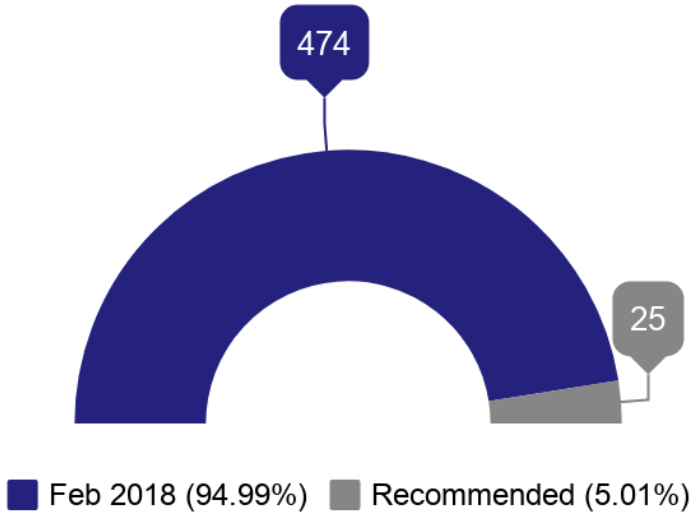
University of Cincinnati Staffing Recommendations

Sworn Patrol Officers



Recommended: 459

Sworn Non-Patrol Officers



Recommended: 499

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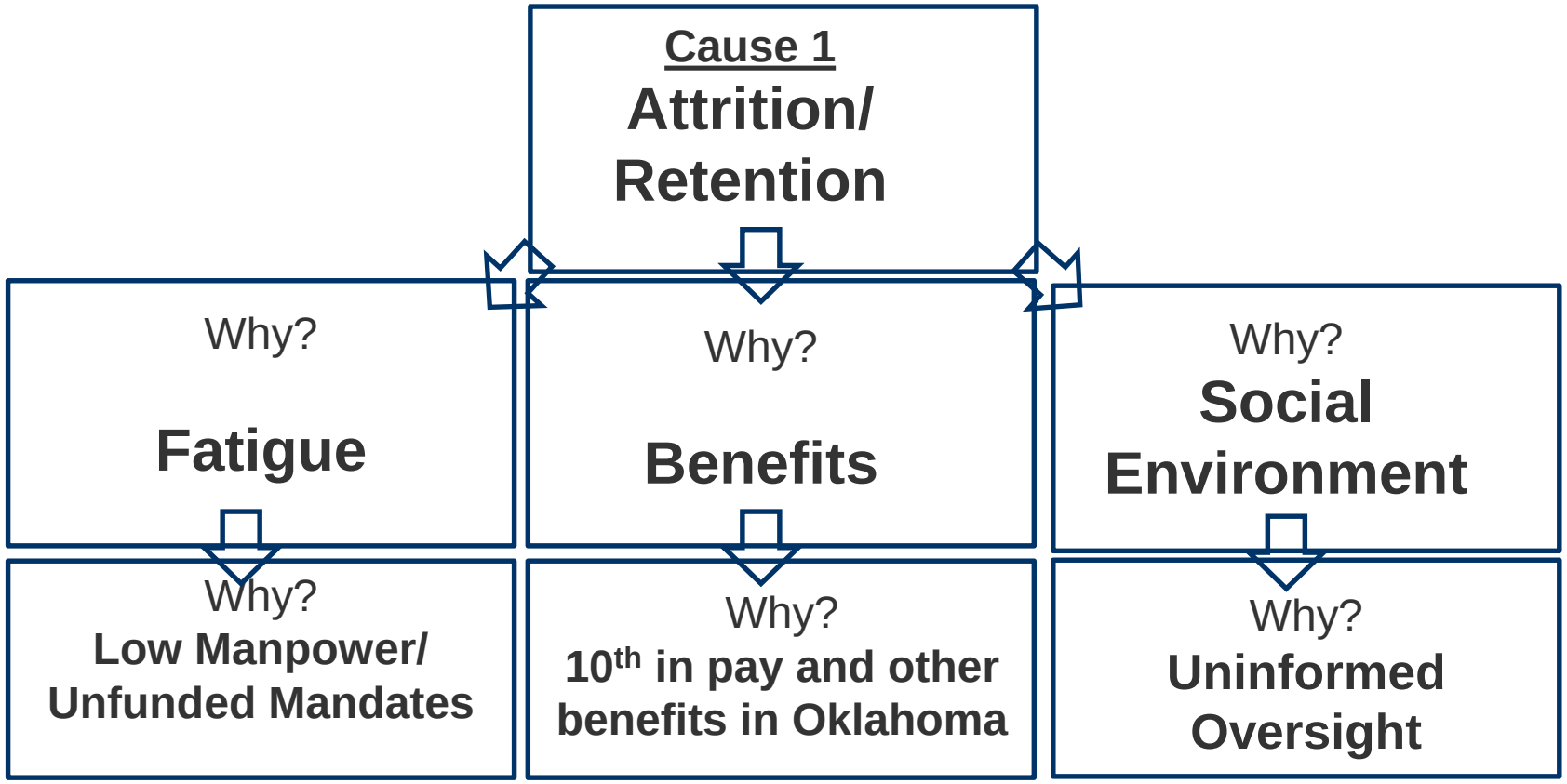

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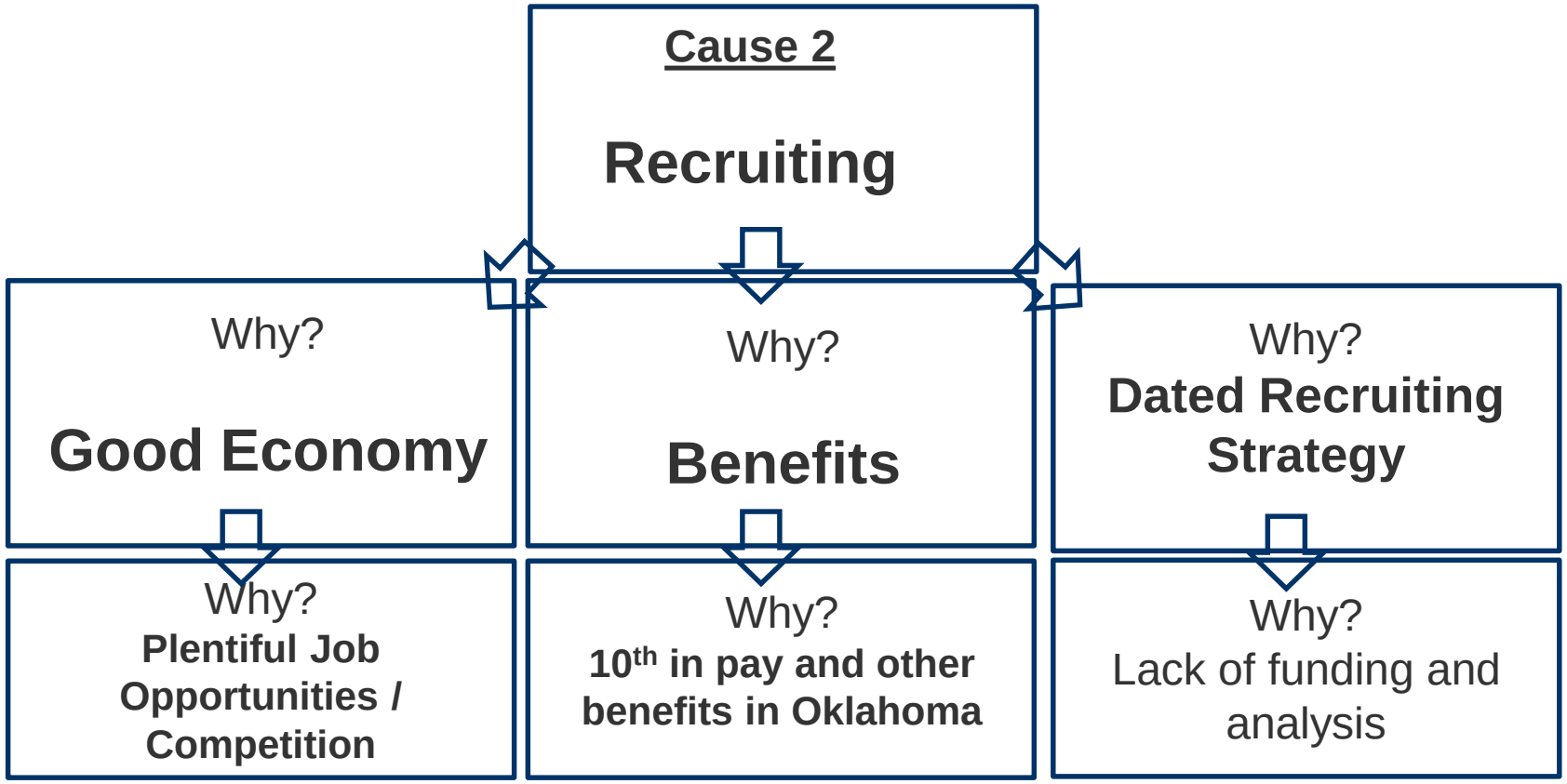
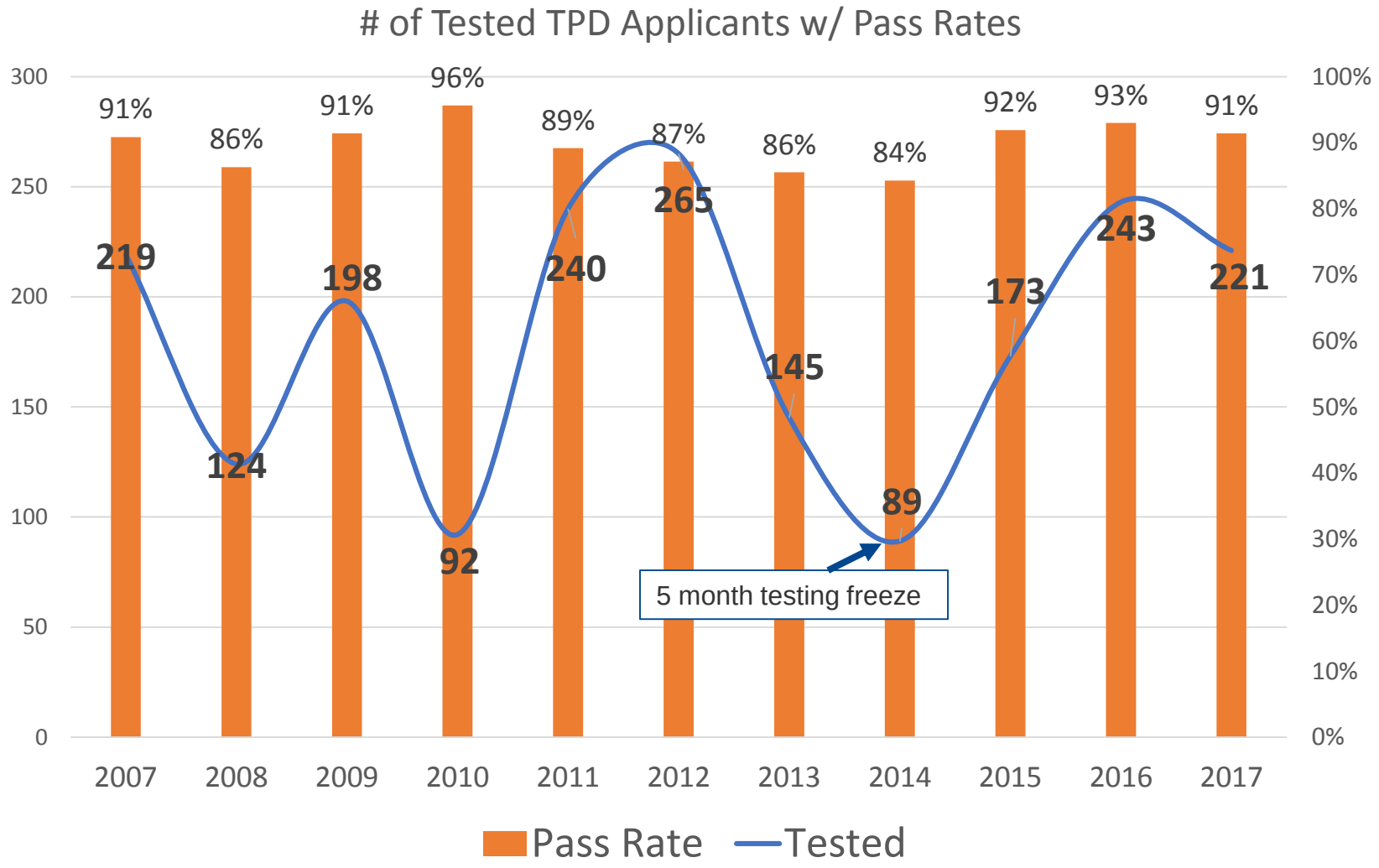
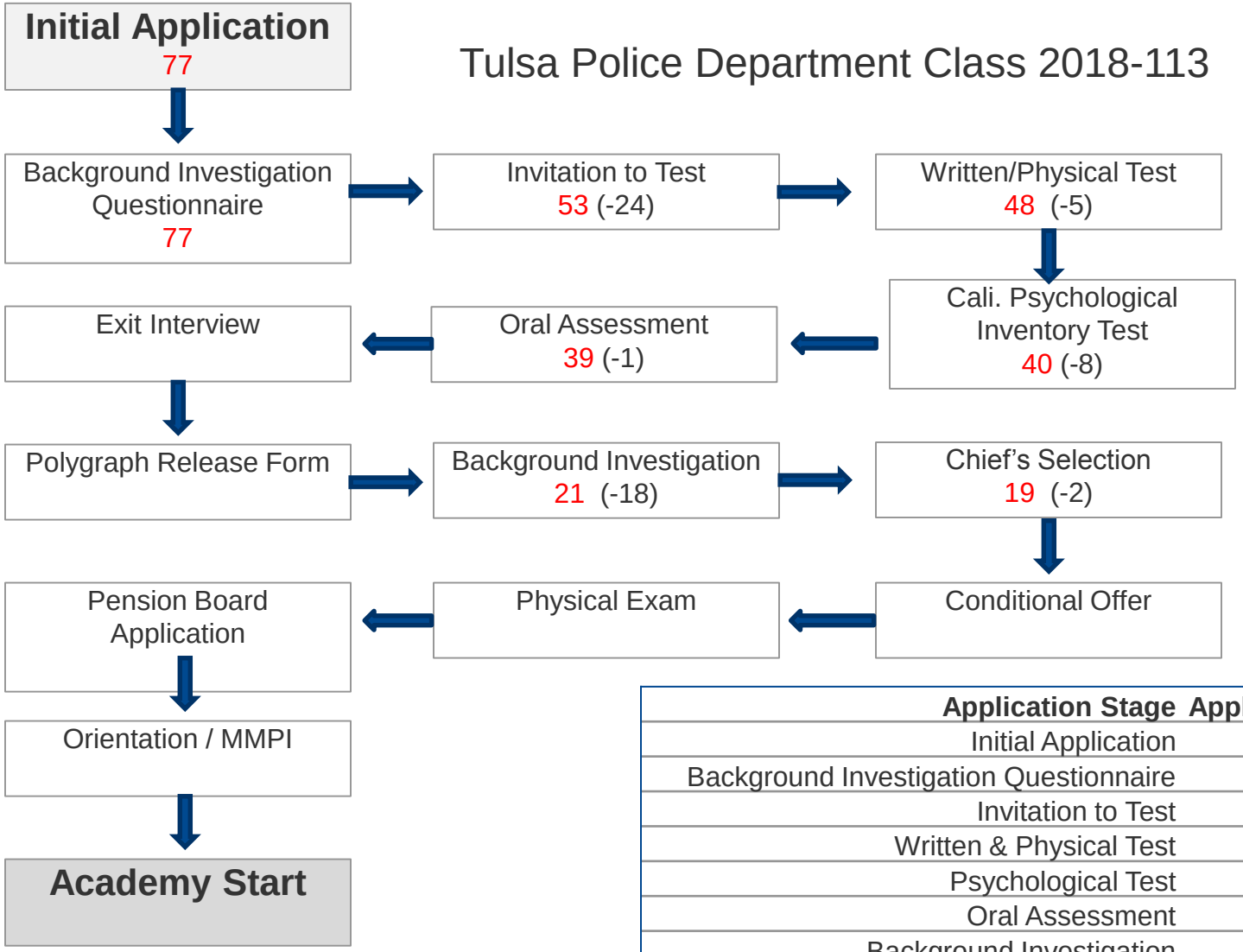
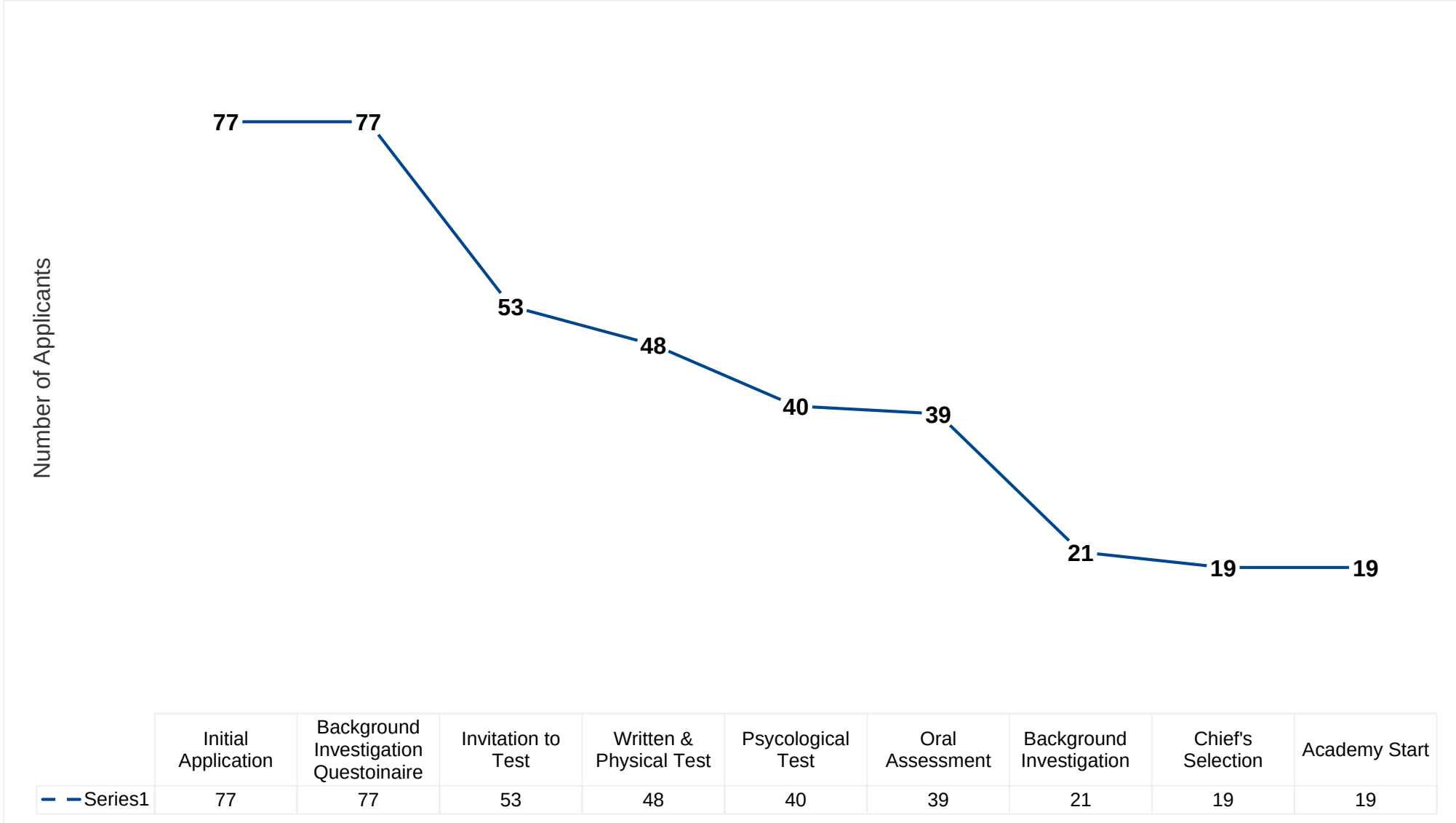


Testing Pool and Pass Rates



Stages in TPD Applicant Screening



Application Stage	Applicants	Fallout #	Fallout %
Initial Application	77		
Background Investigation Questionnaire	77		
Invitation to Test	53	-24	31%
Written & Physical Test	48	-5	6%
Psychological Test	40	-8	10%
Oral Assessment	39	-1	1%
Background Investigation	21	-18	23%
Chief's Selection	19	-2	3%
Academy Start	**19**	**0**	**25%**

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