TulStat Meeting Notes
Police Recruiting
Feb. 15, 2018

Attendees:
- Ryan Perkins
- Amy Brown
- Christina Starzl
- Jack Blair
- Mayor Bynum
- Terry Ball
- Eric Dalgleish
- Devon Douglass
- Mark Weston
- Marty Drobinko

1. **New TulStat Model (James)**
   a. What we heard from feedback
   b. Difference between TulStat 1.0 and 2.0
   c. Mission & Vision
   d. TulStat topics for 2018
   e. Process (Problem, Measurement, Defining Success, Solutions, Actions)

2. **Defining the problem (Perkins and Dalgleish)**
   a. How do we raise the manpower of the Tulsa Police Department to the funded number? Applicant pool declining. Attrition is high. Perfect storm that has led to low numbers. Same issue for other cities. Edmond highest paying in the state had 15 openings and struggling to get applicants for those.

      How do we expand the applicant pool?

      Christina – is it just numbers or the quality too? There is a minimum standard we've always held. We've historically had so many applicants that we got to pick the cream of the crop and now we're in the position of scraping the bottom of the minimum and taking chances on people – we never would have looked at some of these people historically. History is that you need a minimum of 4 applicants per position to get the quality to choose from.

      For the recruiting issue – what is the number we need to get to? We've funded 90 per year and we need 4 applicants for every position = 360 applicants every year

   b. Causes
      i. Attrition. Used to be average of 2 per month. Now we're looking at about 4 average per month – includes retirements, people leaving to take other jobs,

people getting fired, etc. When employees leave do we do exit interviews? At the academy – yes, but it isn't something we're tracking.

   ii. Fatigue – counts of mental health calls have increased significantly since 2001/2002 – state has shut down mental health facilities and it's just become so much more difficult to get mental health so police are covering that even more

  iii. Benefits – 10th in pay for total compensation – starting pay, topped out pay, longevity pay

  iv. Social Environment

   v. Good economy

  vi. Benefits - hard sale with new applicants because our top officers pay is nearly $30,000 lower than Edmond.

      1. Amy – might be a matter of how we allocate pay.

      2. Pay chart – could remove steps off bottom of pay.

      3. Health care costs

  vii. Dated Recruiting Strategy

      1. One of the primary reasons for recruiting is that we're at almost 100% employment in the nation which hasn't been the case in the past. In bad economies we get a lot of applicants. Not the situation now. Now federal government has opened up hiring at federal agencies who we compete with for educated people. Buyer's market.

      2.

  viii. Uninformed oversight – have to have a camera on every time you do everything so that it can be replayed creates rouge environment at work because there's a feeling like the expectation is that "we think you're going to mess up" and it isn't something someone is going to refer someone into

c. Strategies we've attempted in the past – very dated: Websites + job fairs

Asked Mayor's office for funding for stand alone website & marketing campaign

Marketing campaign locally will only get about

Who do we want to target? People who value education; West Texas & Eastern New Mexico – Hispanics.

We can do two days of application to make it fast track for them to get through initial application quickly.

Recruiting from other agencies is difficult. Primary hurdles to hiring other officers – (a) candidates don't want to go through an academy. We have CLEET academy that we think is vital and others say it is vital (we don't do lateral transfer academies and (B) we can't compete with pay – they would take a pay cut with us – we should institute lateral transfer program where officers certified with up to 5 years of experience upon graduation from academy they will immediately escalate up the pay chart so it's financially beneficial to them. Union says they don't have a problem with it as long as they don't gain seniority – literally just need MOU with the union.

Did we get a proposal for how much for a website? It was submitted with the budget – requested $50,000 for website and $40,000 for first year roll out of social media marketing

What are thoughts to share:
1. When are you approaching students? When they are freshmen in college
2. Do we have internships? We can't say enough or overstate the effectiveness of Jesse. We
3. What's being done for creating local pipelines? Working with instructors to go out and teach – we see a specific program at Tulsa Tech to start working on this particularly with the Hispanic population
4. Opportunities for giving high school students exposure and learning credits so that when they graduate from HS they might have a little time cut off how long it would take to – Jesse is talking to some about that
   a. Explorer program – would triple the program and expand it all over the community – just don't have the time and people to do that
5. Can we expand ride alongs with all high school students? Need to decide if we want to allow kids under 18 and deal with the liability of that

3. **Measuring Success**
   a. Ultimate Success: 459 Patrol Officers and 499 Non-Patrol officers

4. **Can we set a goal for incremental success?**
   a. Increasing the number of applicants
   b. Increasing the number of applicants who make it through to the academy

5. **Action steps**

1. **Marketing/Website:** Status of proposal for marketing & website request **(Perkins)**
2. **Exit survey** for officers retiring or leaving – exit form (checklist) so we could potentially add questions to this checklist **(Dalgleish)**
3. **Lateral transfers:** work with the FOP to allow lateral transfers from other police departments **(Perkins)**
4. **Pre-Hires:** Currently have 10 authorized civilian pre-hire positions. Want to expand that – want to be able to hire anyone who wants to do this position. Historically it's been an issue of "we only have $X for civilian positions" but with Vision $ we think it should be allowed. Those 10 aren't funded in the budget so they have to look around for funding. Answer is we would just need to create more positions and would have to start putting it in the budget. **(Dalgleish)**
5. **G4S:** – conversations with G4S about willingness to hire people with no penalty. How do we maximize that (detention officers who transition to become police officers)? **(Perkins)**
6. **Word of Mouth Marketing:** What could we do as an organization in lead or support role to change the answer to the question – is this a job you'd recommend to your children? – so that the answer is "yes" **(Drobinko)**
7. **Demographic breakout** of Recruiting pool and ultimate classes broken down by race/ethnicity, men/women so we can see by variable who stays and who falls out. Same chart as we saw with most recent class but broken down by race/ethnicity and sex. **(Perkins)**
8. **Recruitment data** from Jesse: #s talked to, #s interested, #s not interested, # took test, # in academy, etc. **(Guardiola)**