

RECRUITING SWOT

STRENGTHS

WEAKNESSES

OPPORTUNITIES

THREATS



THE CITY OF
COLUMBUS

ANDREW J. GINTHER, MAYOR

DIVISION OF POLICE

Presented by:

DC Tom Quinlan | Sgt. Christopher Smith-Hughes
Officer Wilbert James | Officer Diane Yandrich

Commission Insight

- Recruiting ideas
- Barriers
- Expectations

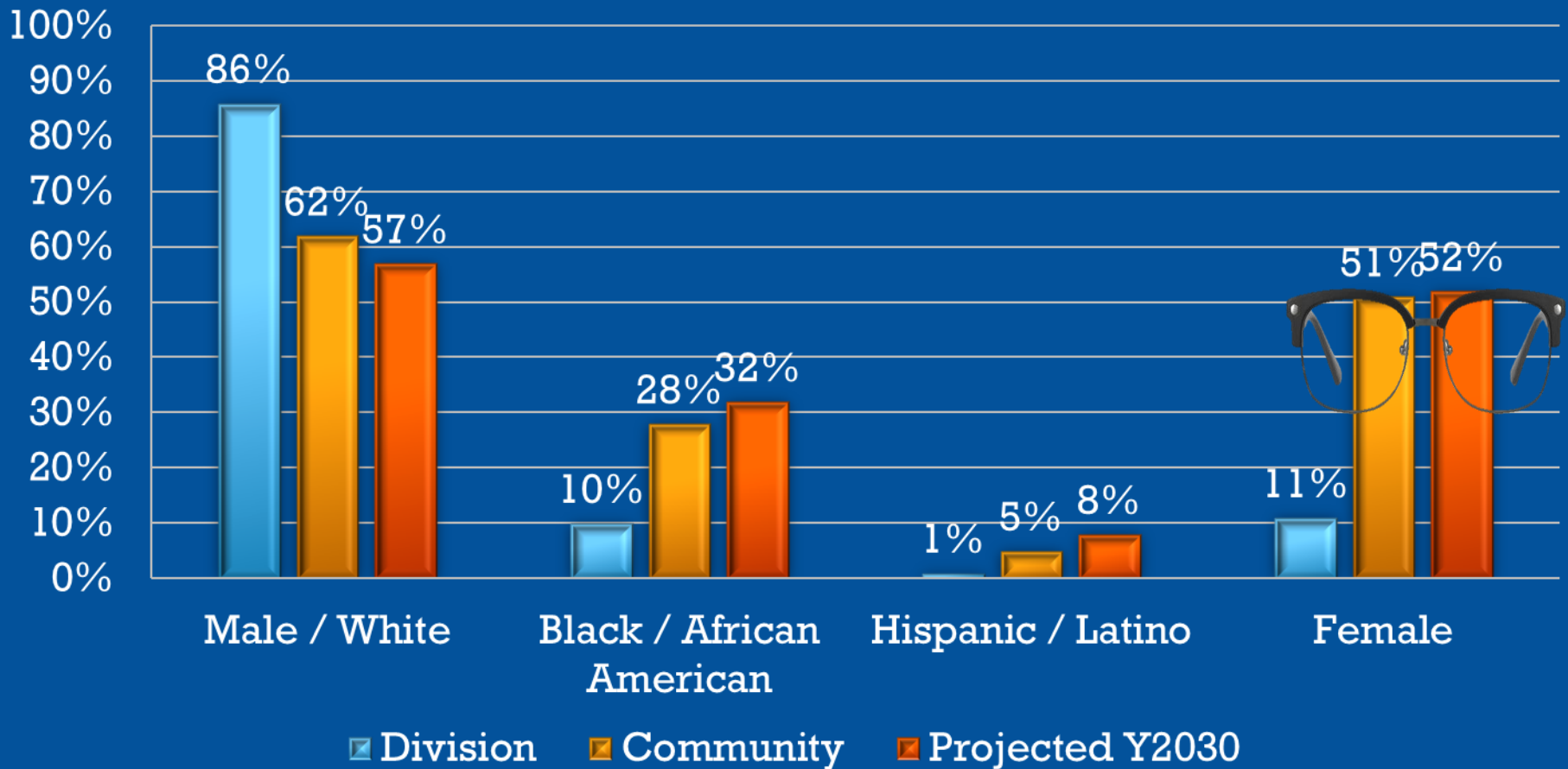


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COLUMBUS

ANDREW J. GINTHER, MAYOR

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Columbus Police | Columbus Community



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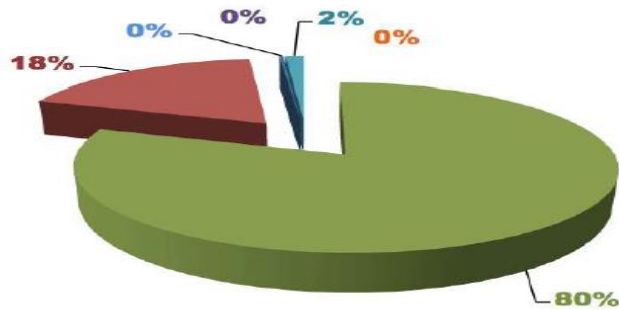
DIVISION OF POLICE

Overview of Current Diversity

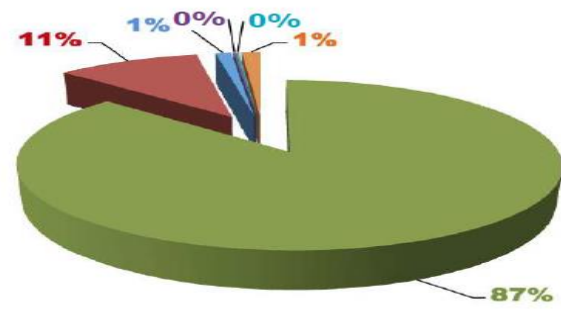
STAFFING DEMOGRAPHICS

Race

Civilian Personnel

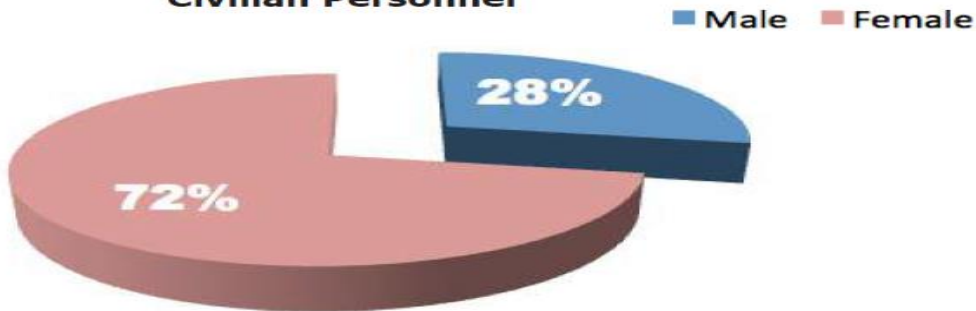


Sworn Personnel

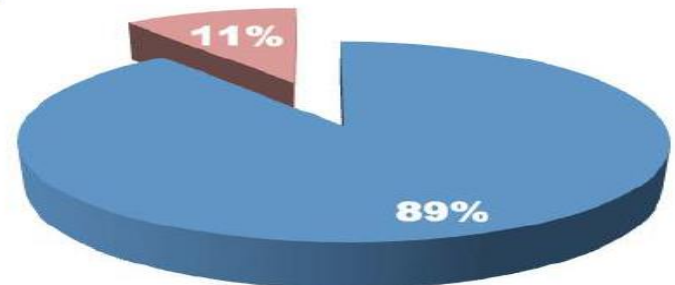


Gender

Civilian Personnel



Sworn Personnel



STRENGTHS

- New Recruiting Staff
- New Pipeline Programs
- Top-Down Commitment
- POSC



MEET THE TEAM (THEN & NOW)



THE CITY OF
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OFFICE OF THE MAYOR

March 2018

Dear Valued Stakeholder,

One of Columbus' greatest strengths lies in the rich diversity of our community and the vitality and creativity we gain from interacting and collaborating with people different from us. Our city's work should reflect and benefit from this incredible asset as well. We want to ensure that the City of Columbus is an employer of choice among our diverse residents.

As Mayor, I have set a goal that our public safety agencies double the percentage of uniformed officers hired from traditionally under-represented demographic groups in the community over the next 10 years. In this strategic plan, the Columbus Division of Police sets out a pathway to accomplish this goal. One foundational strategy calls for an enhanced "Pipeline Project" that builds relationships with our community's young people to encourage them to seek out and prepare for a career as a Columbus police officer. This will help us open new employment doors to homegrown talent, cultivate real relationships between young people and law enforcement, and enhance our recruitment efforts.

Based upon best practices here and across the country, this plan calls for innovative approaches to building confidence and faith within all sectors of our community. It will enable us to remove unnecessary barriers to hiring and attract the best diverse applicants possible. As we measure the success and impact of every tactic and strategy, we will report back to the community annually, as our city changes and grows, revise or evolve strategies as needed along the way.

Our leaders in public safety will use this overarching strategic plan as a guide to develop annual comprehensive operational plans that specify resources, staffing and other needed investments and action steps. I am confident that this plan will offer strategic direction for our officials so that the community gains a police force that champions the value of diversity.

I want to thank the members of the Columbus Division of Police, the Department of Public Safety, the Office of Diversity and Inclusion for their vision and their work. Together we can reach our goal to ensure that every resident in every neighborhood of Columbus feels safe and that our Division of Police, like our community, benefits from the value of our differences.

Sincerely,

Andrew J. Ginther
Mayor

KIM JACOBS
Chief of Police



March 2018

Dear Columbus Partners,

I am pleased to support new innovative strategies being implemented in the Division of Police to improve the diversity of our great police force. A youth pipeline program is being developed to spark the interest of the diverse youth in our community to pursue public service.

A diverse workforce is stronger than a homogenous workforce. The different perspectives that we hear from our diverse group of police employees allows us to better understand what is going on in our community's neighborhoods and to respond in a manner that has a greater chance of success.

Columbus is a robust and thriving community because of the diversity of our residents. When citizens interact with police officers that look like them, they tend to have more trust in the organization itself. Trust between citizens and the police keep everyone safer.

Diversity of our staff helps us understand the needs of people without a majority voice, aids awareness and appreciation of cultural differences and sensitivities, and promotes a positive work environment for all. We also benefit from each other by learning new customs, communication tools, and viewpoints.

When I was sworn in as your Chief of Police, I outlined my vision for the future. My vision for the members of the Division of Police is that we will be united in a spirit of teamwork. We will be a trustworthy, diverse, progressive and community-minded organization devoted to providing excellent public service. I am encouraged that in partnering with our youth, the diversity I envisioned will become more reflective of the community we so proudly serve.

I am devoted to serving my entire community in an unbiased manner and I believe that applies to all of our personnel. But I also know that my experiences and perspectives are not exactly the same as that of our community but we share similar goals of safety for all. Diversity helps us challenge assumptions, opens our minds, and unlocks the creative potential we all bring to problem solving. I value both our differences and our commonalities. The similarities in our character keep us focused on our mission and our differences make us wiser.

Sincerely,

Kimberley Jacobs
Chief of Police

Current Efforts

- P.A.S.S. (Police Applicant Study Skills)
- Get Fit and Informed
- Run with Recruiting
- Diversity Recruiting Council
- Basketball Bootcamps
- Police Job Seminars / Expos
- Colleges & Universities – to include HBCU's where practical
- Recruiting Summits
- Targeted Advertising

WEAKNESSES

- Staffing levels
- Budget
- Processing Times



POLICE RECRUITING PERSONNEL COMPARISONS

	Columbus	Atlanta	San Francisco	New Orleans	Miami
Sworn Personnel	1,871	1,700	2,150	1,261	1,050
Recruiting Supervision	1	1	1	2	2
Recruiting Officers	4 (Recruiters & Explorer Advisors)	13	6	12 (includes Background)	24 (includes Background)
Civilian Staff	0	2	0	3	N/A
Point Difference	-31%	-.1%	-10.8%	-7.8%	.8%



Note: CPD has 2 full-time background investigators & 1 civilian manager

ADVERTISEMENT 2017-18

Budget

Radio Advertising

Power 107.5, Boom 106.3, Joy 107.1, Magic 95.5

\$19,728.00

MLK Magazine Ad for 2018

\$300.00

COTA Ads 6 months

\$10,000.00

Extra Recruiting Budget Spent For Sports Magazine Ads (Blue Jackets, Indians, Cavaliers)

\$15,000.00

Television & Newspaper Advertising

Minority Brands Television-Bounce Columbus
Azteca Columbus
Guardian Studios

\$4,800.00



OPPORTUNITIES

- Developing interest in public service and law enforcement as a career beginning in Middle School
- Additional Staff (now 4 officers and 1 sergeant) expands our reach
- Community Relations Situation

EXPLORER PROGRAM

- In 2018, the Division assigned 2 officers strictly for the Explorer Program for Young Adults 14 – 20 Years of Age
- PROGRAM PURPOSE
 - Provide youth and young adults with an interest in a career in Law Enforcement an ability to shadow officers, learn policing techniques, and compete.
 - Program Successes - # Hired as Officers.
 - Previous program unofficial, now adopted in core approach

2017 Recruiting In Person Activities

	Amount Attended	Contacts Collected
College Job Fairs	23	143
Military Visits	6	0
High School Career Fair	11	2
Recreation Centers & City Pools	49	0
Arnold Expo	3	246
Community Festivals, Career Fairs & Other Events	10	180
Other Location Opportunities	715	989

Other locations were mainly Businesses to display Recruiting information

THREATS

- **No Show Rates**
- **Fitness Failure Rates**
- Low Unemployment rates
- Childhood Obesity rates
- Trust
- Legal (residency, military, disqualifiers, standards)
- Franklin County – Population
 - 1,227,560 +/- Now | 1,394,980 +/- 2030 @ 14% ↑
 - **2018 – 44%**
 - **2030 – 40%**
- Tenure – anticipated turnover

APPLICANT DIVERSITY POOL

Selection Phase	Female	Male	Black	Other	White	Unk	Total	WM + Unk	Diversity	% Diversity
Applied	426	2082	528	347	1624	15	2514	1404	1110	44%
Passed ABQ	406	1997	502	326	1567	14	2409	1352	1057	44%
Showed MC, WS, COPE	192	1032	223	170	828	8	1229	720	509	41%
Passed MC	149	772	141	119	659	7	926	570	356	38%
Passed WS	139	690	107	107	613	7	834	528	306	37%
Passed COPE	129	582	94	93	524	5	716	448	268	37%
Showed Physical Fitness	85	449	78	72	383	4	537	337	200	37%
Eligible	61	383	67	58	318	4	447	285	162	36%
90 BAND	29	130	23	21	115	2	161	100	59	37%
80 BAND	19	155	29	25	119	2	175	107	66	38%
70 BAND	13	98	15	12	84	0	111	78	33	30%

DIVISION STAFFING BY RANKS AND AVERAGE AGES

ENTIRE DIVISION

	Age	Service	Count
Officer	43.19	15.74	1565
Sergeant	47.41	21.22	227
Lieutenant	48.38	22.83	55
Commander	50.80	26.70	17
Deputy Chief	53.38	30.69	6
Chief	60.68	38.44	1
TOTAL AVE:	43.97	16.77	1871

BY DIVISIONS

Averages	Age	Service	Count
Patrol	40.42	12.72	1149
Investigative	50.46	24.18	379
All Other Personnel	48.49	22.05	343



WHAT ELSE CAN BE DONE?

- Increase travel budget to allow recruiters to attend Historically Black Colleges (HBC) in other states.
- Target testing with Civil Service in areas outside the Columbus area.
- Increase staffing/consistent Temp. assignments to allow coverage for more community events.
- Internship Programs Marketing/Advertising



THANK YOU FOR YOUR ATTENTION & INPUT!



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