

# THE PIPELINE PROJECT

10-Year Strategic Plan for Increasing Diversity  
within the Division of Police



THE CITY OF  
**COLUMBUS**  
ANDREW J. GINTHER, MAYOR  
DIVISION OF POLICE

**RANDALL SISTRUNK & TOM QUINLAN**





# Strategic Intent

## Mission:

Recruit applicants that reflect the diversity of the community and meet the employment requirements set by law.

## Goal:

Double the percentage of uniformed officers hired from traditionally underrepresented demographic groups representative of the community over the next 10 years.

## Plan:

Build on best practices identified by CPD, ODI, Community Safety Advisory Commission, and peer agencies nationwide.

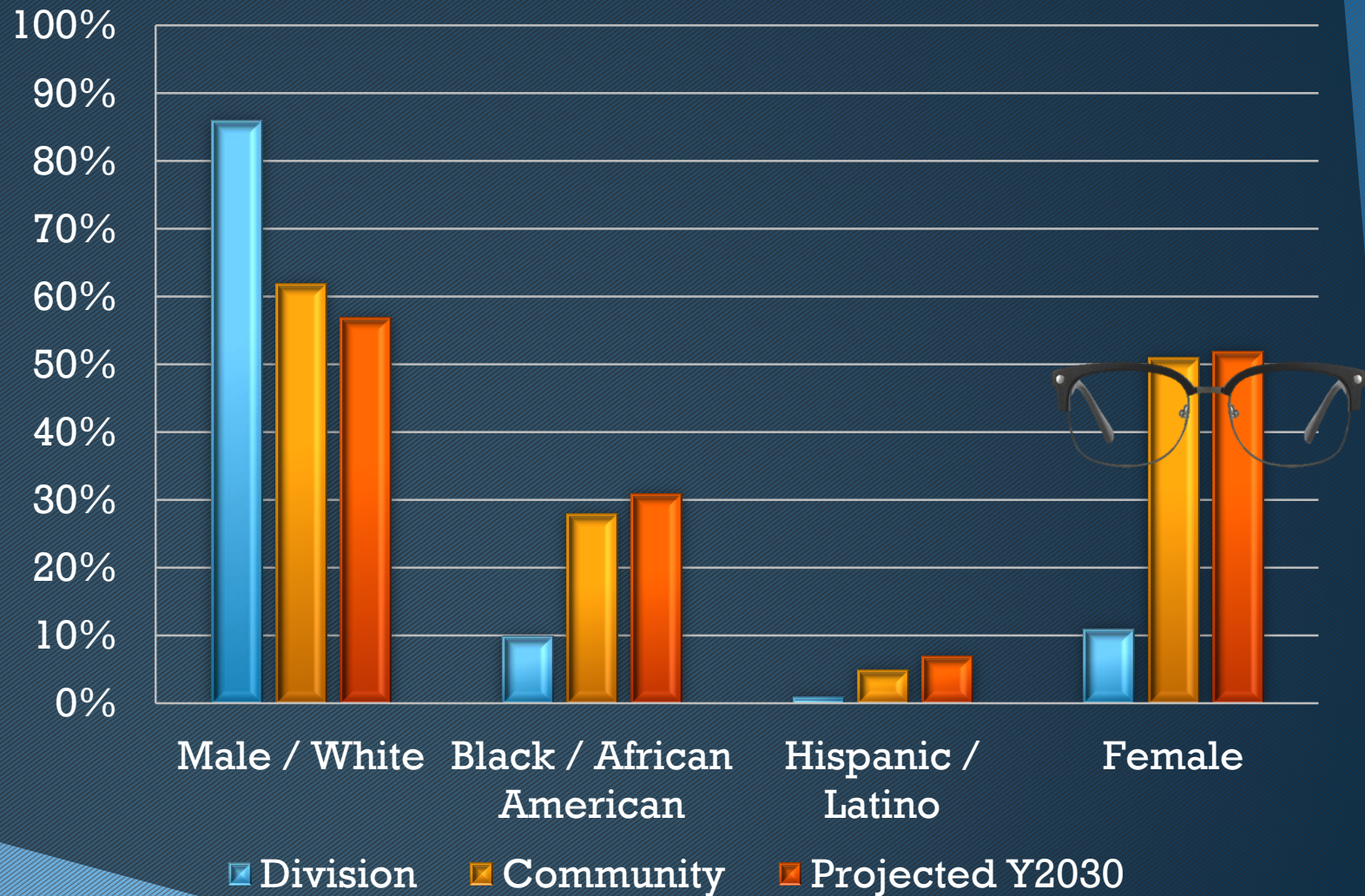
## Vision:

Officers and Command Staff should reflect the community's diversity. Success will reinforce public trust and improve service to the community.



# Overview of Current Diversity

## Columbus Police | Columbus Community





Engagement Model → Relationship Model





## Element One

### **Assess current diversity recruiting efforts using empirical data for effectiveness**

- Continue developing and prioritizing successful efforts
- Revise or eliminate less productive strategies
- Pilot test new and innovative recruitment strategies
- Harness power of current officers to each be a recruiter



## Element Two

### Targeted Marketing Messages and Channels

- **Customized Recruiting** targeted at different demographic groups tailored to emphasize career benefits most attractive to underrepresented groups
- **Focus Groups**
  - Annual focus groups of current diverse officers to allow fresh voices to develop strategies on areas most appealing to desired audiences
  - Refine strategies based on intrinsic benefits most motivating and recommendations on messaging and channels to reach targeted groups
- **Message and Media** – Develop messages relevant to key audiences, devote necessary resources, and enhance social media platforms to improve interactions, feedback, and engagement.



# Home



Alerts



Submit a Tip



Tip Chat



Crime Maps



Crime Stoppers



Police Stations



News



Making a Difference



Directory



Videos



Photos



Twitter



## AUSTIN POLICE

"Keeping you, your family and our community safe."

# Home



Facebook



Nextdoor



Instagram



Sex Offenders



APD Recruiting



General Orders



File a Report



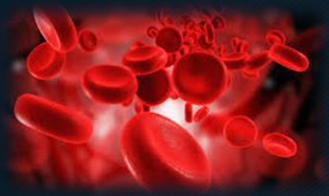
Links



## AUSTIN POLICE

"Keeping you, your family and our community safe."





## Element Three

### Custom messaging focused on Columbus City Schools

- Youth Programs
- Explorer Programs
- Pre-Cadet School Based Programs
- Cadet Programs
- Adult Recruiting Programs



## Element Four

**Directly connect community trust building and diversity recruiting efforts**

- Gather Community Input
- Diversity Recruiting Council
- Community Safety Advisory Commission
- Mentoring
- Make Responsiveness a Priority



## Element Five

### **Remove Barriers to Recruiting Diverse Candidates**

- External Public Perception
- Internal Officer Perception
- Recruiting Unit Resources



## Element Six

### Support the Structure, Procedures, and Processes that will Lead to Success

- Distribute Strategic Plan widely across all ranks within CPD
- Document and Review all Outcomes
- Produce an **Annual Report** on the Strategic Plan for Diversity in Recruiting and Hiring
- Create an **Annual Operational Plan** that revises diversity efforts and strategies for that year



## Partnerships

- “Driven Foundation – Recruitment Videos
- “Urban based recruitment centers
- “Boys & Girls Club Mentorship
- “Downtown High School
- “Linden Area Explorer Post



# Moving from an **Engagement** Model to a **Relationship** Model





# President's Task Force on 21<sup>st</sup> Century Policing

“Increase Community  
Engagement with local law  
enforcement

“Participate in problem-  
solving efforts

“Examine ways to involve  
community in recruiting

“Increase incidents of non-  
enforcement contacts



# Questions

