



Wauwatosa Police Department

Departmental Correspondence

DATE: 2/28/23

TO: Financial Affairs Committee

FROM: Capt. Luke Vetter, HR Director Beth Mbow, Finance Director John Ruggini

SUBJECT: Police Recruitment and Retention Task Force (RRTF)
2022 Report and 2023 Proposal

ATTACHED: none

Background

In November of 2021 the Police Command Staff and HR Director proposed to Council the need for funding to stand up a recruitment and retention task force for the current challenges in hiring Police Officers. The council approved \$203,000.00 to be used for recruitment efforts as determined by the task force, to include hiring bonuses, referral bonuses, and police academy reimbursement.

The RRTF is made up of members from the Police, HR, and Communications Departments. Regular assistance is provided by the Finance and IT Departments, also. The main goals of the RRTF are clear: to attract a wide range of qualified, diverse candidates that are both *newly called* to the law enforcement profession, and attract *current officers looking to develop* and move to our agency which offers numerous advancement and specialty assignments.

RRTF spending was divided into two main categories:

1. Bonuses
 - a. New hires given \$7500 after successfully completing a year of training
 - b. Employees received \$2500 for referring a candidate that was hired
 - c. New hires that paid for their own State Recruit Academy Training were reimbursed \$5000 after completion of training
2. Marketing & Advertisement
 - a. Hired a local contractor for Videography and ads: Detonator
 - b. Created a new website: www.ServeTosa.com
 - c. Created targeted web and social media ads
 - d. Purchased recruitment media
 - e. Formed a Police recruitment team who attend job fairs, colleges, tech schools, and make one-on-one contact with potential candidates
 - i. Over-time, travel & lodging covered by RRTF funds

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Summary of 2022 RRTF Efforts

- 14 Officers were hired in 2022 (*5 were hired in Jan. of 2023, 1 in Feb. of 2023, and 2 more will likely be hired in March of 2023*)
- We propose a roll-over of the available balance into our continued efforts in 2023.

We are very thankful for the flexibility and resources the Council granted the RRTF to use for this staffing challenge. We anticipate there still could be as many as **10 vacancies** through Summer of 2023 out of a total of 104 authorized sworn positions. Additional pending MRMC contracts, as well as upcoming resignations and retirements, drive the need to continue RRTF efforts for the **next several years. The RRTF and the funding approved by Council has proven itself.**

2023 NEW PROPOSAL

We are proposing a level 3 transfer to fund recruitment & retention efforts into 2023. The proposals again fall into the same two main categories and **total an estimated \$60,000.00**:

1. Bonus
 - a. Referral bonus for police employees who refer a candidate that is hired
 - i. Personal contact for potential candidates continues to be very successful
2. Marketing & Advertisement
 - a. Ongoing recruitment team efforts & associated costs
 - b. IT & training funding to adequately train the large amount of new Officers
 - c. On-going, targeted social media & ads

To accommodate the additional initiatives described above, the total budget will need to be increased \$27,425 from \$203,000 to \$230,425. Similar to last year, this will be funded through police department salary savings and the Reserve for Contingencies if salary savings are insufficient. Approval of a level three fund transfer by the Common Council is also required for the IT upgrades and marketing and advertisement initiatives.

On behalf of the entire RRTF team, we thank you for your continued support and appreciate considering approval of this proposal for the on-going hiring challenges the Police Department is facing.

Respectfully, and for the RRTF Team,

Capt. Luke Vetter and HR Dir. Beth Mbow