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**CITY of DAYTON, OHIO**  
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November 5, 2020

TO: Police Reform Working Group- Recruitment

FROM: Ariel Walker  
Director, Office of the City Commission

RE: Recommendation's Regarding Recruitment

On October 6, 2020 the Recruitment Working Group voted to put forward the following recommendations to the Dayton City Commission (abbreviated):

1. Create a permanent, full-time recruitment unit
2. Ensure a robust annual budget for recruitment
3. Create an advisory group of community leaders
4. Work with a diverse group of community partners to create recruitment materials
5. Create a variety of programs to employ 18 to 21 year-olds that are interested in careers in policing
6. Bid the psychologist contract with a preference for a diverse group practice
7. Create multiple opportunities to take the physical fitness test and preliminary entry-level assessment outside of normal business hours.
8. The recruitment unit and Civil Service will explore creative ways to test applicants in the field
9. Create test prep materials and sessions for the entry level assessment with an eye toward cultural competency.

In reference to recommendations 1 and 2, the City Commission Accepts the recommendation to create a full-time dedicated recruitment unit within the Dayton Police Department and provide an appropriate budget. The City Commission directs the City Manager to work with the Dayton Police Department to create the recruitment unit with at least one full-time recruitment officer and non-sworn personnel lead by command staff. This team will report directly to the Dayton Police Chief's Office (Chief and Assistant Chiefs). Additionally, within 30 days, the City Manager will provide the Working Group with an itemized budget for further discussion and review.

In reference to recommendation 3, the City Commission Accepts the recommendation to create an advisory group of diverse community leaders to assist the recruitment unit in reaching diverse police recruits. The City Commission will work with the City Manager and Dayton Police Department to create the advisory group.

In reference to recommendation 4, the City Commission Accepts the recommendation to work with a diverse group to create recruitment materials that appeal to diverse applicants and highlight various aspects of police work. The City Commission directs the City Manager to work with the Dayton Police Department to ensure the utilization of such a team.

In reference to recommendation 5, the City Commission Accepts the recommendation to create programs for 18 to 21 year-olds that are interested in careers in policing. The City Commission Directs the City Manager to work with the Dayton Police Department to develop a long-range plan to attract and maintain the interest of diverse candidates in public safety. The strategic plan should clearly define structure and expectations for program development and ensure the incorporation of best practices in hiring and retention practices.

In reference to recommendation 6, the City Commission Accepts the recommendation to bid out the psychologist contract with a preference for a diverse practice in order to allow for a broader range of professional opinions in making hiring decisions and to shorten the pre-employment time period. The City Commission directs the City Manager to work with the Dayton Police Department, Civil Service, and Purchasing to identify when the current contract expires, and provide direction to staff during the next bidding process to include a focus on a diverse group practice.

In reference to recommendation 7, the City Commission Accepts the recommendation to create multiple opportunities to take the physical fitness test and preliminary entry-level assessment outside of normal business days and hours. The City Commission directs the City Manager to work with the Dayton Police Department and Civil Service to create and implement a plan to expand the accessibility of the physical fitness test and entry-level assessment.

In reference to recommendation 8, the City Commission Accepts the recommendation that the recruitment unit and Civil Service explore creative ways to test applicants in the field. The City Commission directs the City Manager to work with the Dayton Police Department and Civil Service to research creative ideas in this area.

In reference to recommendation 9, the City Commission Accepts the recommendation to create test prep materials and sessions for the entry-level assessment with an eye toward cultural competency. The City Commission directs the City Manager to work with the Dayton Police Department and Civil Service to create and implement a process to accomplish this goal.

Thank you for your work on behalf of the City of Dayton.

Sincerely,

A handwritten signature in blue ink that reads "Ariel Walker". The signature is written in a cursive, flowing style.

Ariel Walker

Cc: Ms. Dickstein, Mr. Parlette, Ms. Lofton, Ms. Doseck, Chief Biehl