



Office of Mayor Emma Mulvaney-Stanak

To: City Council
From: Mayor Emma Mulvaney-Stanak
Re: Response to the Chief of Police's December 2024 Recruitment Report
Date: December 16, 2024

I am writing to address the recent recruitment report submitted by Chief Murad. For several reasons I respectfully cannot endorse it at this time. After careful review of the report, I have identified several areas of concern. I communicated these concerns to the Chief, and though he made some changes, the majority of my concerns remain. Specifically:

1. **Impact on Bargaining Position:** Much of the information in the un-redacted report negatively impacts the city's bargaining position with the BPOA by unilaterally and prematurely recommending specific proposals. The City is just weeks away from commencing bargaining with both the Police and Fire Unions for their next three-year contract, and the Chief's report serves as a laundry list of possible contract-related offers, but without my review and feedback and at a time of significant budgetary challenges for the City. The Chief shared an early draft of this report with the Police Union, without my knowledge or consent and without the knowledge and review of Human Resources or the City Attorney. This ill-advised action has already diminished our bargaining stance; publishing the full report publicly will only serve to further complicate negotiations with both the BPOA and BFFA.
2. **Responsiveness to City Council:** The report does not adequately address the City Council's request for information about current recruitment efforts and future plans. This omission means the City cannot effectively assess what the Department is currently doing to recruit new officers, what is working, and what we might do next to improve our recruitment strategies and outcomes. As a legislator, I relied heavily on professional, well researched, and data rich reports to make policy decisions. That is critical for any part time legislative body. The Chief's report is not that.

Accordingly, I plan to commission an expert assessment for my office and Council, which will provide data-informed analysis and recommendations. As a starting point, please see the attached slides by Nancy Stetson, the City's Senior Policy and Data Analyst. Nancy presented this to the Bloomberg Philanthropies What Works Cities team on December 13, and she is available to present this and more data and thinking to the Council at an upcoming work session.

3. **Responsiveness to the Mayor's Office:** As the Chief indicates at the top of his memo, the report reflects his analyses and conclusions. The Mayor's Office reviewed the report and requested changes that would have made the report more directly responsive to questions about recruitment efforts while not compromising our bargaining position. In response, very few changes were made, leading to a report that the Administration cannot endorse while on the eve of bargaining.
4. **Resource Allocation:** The financial implications of many proposals outlined in the report exceed what is currently sustainable within our municipal budget. While I am fully committed to rebuilding the Department, supporting the current Department staff, improving morale, and employing data-informed recruitment and retention efforts, the City cannot commit to efforts and expenditures that exceed what we can afford.

The fact that I cannot endorse the report in no way changes my commitment to rebuilding the Department and to helping address recruitment challenges and low morale. I intend to do all three, but I cannot suggest to the Union or to the public that we have unlimited resources to do so. We need to be fiscally responsible in all of our decisions and negotiations with all City employees and in upcoming bargaining with the BPOA and the BFFA.

I remain committed to working closely with the Police Department leadership and staff and with all relevant stakeholders to revise the recruitment strategy in a manner that aligns with our shared goals, available resources, and the community's expectations. I look forward to engaging with the Department, the Senior Advisor on Community Safety, the Senior Data and Policy Analyst, and other experts to help identify workable, data-driven strategies for improving recruitment and retention at the Department.