



REPORT
FROM

THE PERSONNEL
DEPARTMENT

TO: Honorable members of the Public Safety Committee	DATE February 6, 2019
REFERENCE: Unappropriated Balance - Recruitment Funding	COUNCIL FILE 18-0600

SUBJECT:
Transfer \$151,000 from UB

RECOMMENDATIONS:

Transfer \$151,000, budgeted in the UB, to the Personnel Department to conduct ongoing targeted recruitment to diversify the Police and Fire Departments and attain outreach and recruitment goals (CF 18-0600). Funds are part of the total \$401,000 budgeted for this effort for FY 2018-19 and should be placed in the Department's Contractual Services account, 100/66/003040.

DISCUSSION:

The hiring of Police Officers and Firefighters involves meeting LAPD's and LAFD's numeric targets (in order to meet or exceed attrition rates), continually improving candidate caliber, and enhancing their demographic diversity, given that African Americans, Asian Americans and Pacific Islanders, and women remain underrepresented groups.

Public safety hiring faces the additional challenges of a dwindling pool of qualified candidates (due to physical fitness or background issues), increased competition from other federal and local agencies, and social attitudes toward these professions.

As such, the Personnel Department's Public Safety Division (PSD) must communicate via persuasive language, develop creative assets, and identify effective forms of distribution to ensure that marketing materials and advertising methods reach the target audience and resonate so that candidates are prompted to visit the joinlapd.com and joinlafd.org websites and apply.

PSD has been exploring new and innovative recruitment strategies to set LAPD and LAFD apart in their outreach campaigns. Having engaged a digital marketing and social media consultant, PSD has elevated its social media outreach, placing ads informed by behavioral science principles (after online A/B testing) and analyzing the pricing of such ads (e.g., cost per click, landing page views, "reach" vs. "impressions") to maximize the value of expenditures.

This fiscal year alone, PSD pioneered the use of virtual reality (VR) technology in police recruitment, bolstered its diversity outreach, and launched a new campaign ahead of the 2020 Firefighter exam to educate non-traditional candidates, particularly women, about the prerequisites for the job (such as EMT certification). At the mid-year mark, PSD had dedicated nearly \$100,000 to diversity efforts alone. Diversity will continue to be a cornerstone of spending for the remainder of the year; specifically, the \$151,000 amount that is the subject of this report will be earmarked as follows:

Creating a New Series of Recruitment Videos

Having transitioned from terrestrial to digital advertising, PSD is upping its production and utilization of videos in the recruitment effort. Videos featuring actual officers and firefighters from diverse backgrounds will be used for social media and Public Service Announcements to raise awareness and increase traffic to

the joinlapd and joinlafd websites. Video content and infographics will also be created for myPD, the groundbreaking portal that will serve as a “virtual mentor” to shepherd Police Officer candidates through the multi-stage hiring process. Finally, production of a VR video sequel will focus on Academy training and life as a cadet.

The campaigns to reach ethnically diverse and female candidates will be expanded, utilizing such specific ad sources, publications, and online streaming services as Spotify, Hyphen, Mochi, Waze, ESPN-W, Oxygen, and Professional Women magazine. Funds will also be dedicated to geo-fencing and display ads targeting malls, fitness centers, and other unique locations that see heavy traffic by the targeted demographics.

Purchasing Google Ads/Adwords

Google Ads uses paid placements to target specific groups. Adwords will increase our position when potential candidates search keywords (e.g. LAPD + Hiring or Police + Academy) and allow for specific jobs to appear as part of a potential candidate’s search results. Adwords is the only real time response to people searching for those key terms and allows PSD to re-target potential candidates with repeat ads. The expected ROI will be more traffic to the joinlapd and joinlafd websites, more sign-ups to the LAPD mailing list, and increased attendance/testers at the LAPD monthly seminars.

Increasing Advertisement of Testing Sites

PSD intends to initiate a campaign to increase combined monthly testing at four designated sites (downtown, Hollywood, West Hills, and San Pedro). PSD will collaborate with its digital media consultant to deploy the Perfect Match Campaign (ads that resonate with a target audience so they visit the website and apply) every three months, consisting of both e-mail and Facebook marketing.



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