

PERSONNEL AND ANIMAL WELFARE COMMITTEE REPORT relative to ongoing targeted recruitment to diversify the Los Angeles Police Department (LAPD) and the Los Angeles Fire Department (LAFD).

Recommendation for Council action, SUBJECT TO THE APPROVAL OF THE MAYOR:

TRANSFER \$151,000, budgeted in the Unappropriated Balance, to Personnel Department Fund No. 100/66, Account No. 003040, Contractual Services to conduct ongoing targeted recruitment to diversify the LAPD and LAFD.

Fiscal Impact Statement: None submitted by the Personnel Department. Neither the City Administrative Officer nor the Chief Legislative Analyst has completed a financial analysis of this report.

Community Impact Statement: None submitted.

**(Also referred to the Budget and Finance Committee)**

Summary:

On February 20, 2019, your Committee considered a February 6, 2019 Personnel Department report relative to ongoing targeted recruitment to diversify the LAPD and the LAFD. According to the Personnel Department, the hiring of Police Officers and Firefighters involves meeting the 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](http://joinlapd.com) and [joinlafd.org](http://joinlafd.org) websites and apply.

The 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, the 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, the 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, the PSD had dedicated nearly \$100,000 to diversity efforts alone and diversity will continue to be a cornerstone of spending for the remainder of the year. After consideration and having provided an opportunity for public comment, the Committee moved to recommend approval of the recommendation contained in the Personnel Department report and detailed in the above

recommendation. This matter is now submitted to Council for its consideration.

Respectfully Submitted,

PERSONNEL AND ANIMAL WELFARE COMMITTEE

A handwritten signature in black ink, appearing to read "Paul Kretz", written over the printed name of the committee.

**MEMBER VOTE**

KORETZ: YES

SMITH: YES

PRICE: YES

ARL

2/20/19

**-NOT OFFICIAL UNTIL COUNCIL ACTS-**