



County of Los Angeles CHIEF EXECUTIVE OFFICE

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May 14, 2019

To: Supervisor Janice Hahn, Chair
Supervisor Hilda L. Solis
Supervisor Mark Ridley-Thomas
Supervisor Sheila Kuehl
Supervisor Kathryn Barger

From: Sachi A. Hamai *Jim Jones for*
Chief Executive Officer

Arlene Barrera *Arlene Barrera*
Acting Auditor-Controller

Alex Villanueva *Alex Villanueva*
Sheriff

SHERIFF'S DEPARTMENT BUDGET STATUS REPORT (ITEM NO. 2D-8, AGENDA OF JUNE 26, 2017)

On June 26, 2017, the Board of Supervisors (Board) directed the Chief Executive Officer (CEO), and the Auditor-Controller (A-C), in consultation with the Sheriff's Department (Department), to report to the Board semi-annually with an overview of the financial status of the Department. The Board further instructed that the report include the number of vacancies compared to budgeted positions, actual overtime costs compared to budgeted overtime amount, funding and resources dedicated to unincorporated areas of the County of Los Angeles (County), and emerging issues with significant fiscal impacts to the Department's budget.

Executive Summary

The Department's fiscal year (FY) 2018-19 adjusted budget is \$3.4 billion, with a net County cost (NCC) to the General Fund of \$1.7 billion. The Department's budget currently includes eleven budget units: Administration, County Services, Court Services, Custody, Detective, General Support Services, Patrol-Clearing, Patrol-Contract Cities, Patrol-Specialized and Unallocated, Patrol-Unincorporated Areas, and Clearing.

The Department has 18,246 budgeted positions, (10,859 – sworn; 7,387 – professional staff) with 17,035 filled full-time employees as of March 2019.

The Department and the CEO are committed to working cooperatively to continue efforts to right-size and improve the Department's budget. However, budget gaps persist primarily in the categories of retiree health, workers' compensation, separation pay, miscellaneous earnings pay, and overtime because the shortfall has either only been partially addressed and/or increases to these cost categories occur each year. To ensure the Department closes with a balanced budget, one-time solutions that include various fiscal controls, vacancies and attrition, the deferral of purchases from services and supplies and capital assets, and the cancellation of prior-year encumbrances will be implemented. The Sheriff is currently exploring ways to consolidate operations to control expenditures, increase efficiency and effectiveness and achieve cost savings to provide ongoing solutions to the structural deficit.

FY 2018-19 Budget Status

The Department's 9th Month Budget Status Report reflects a projected \$25.5 million deficit, approximately 1.5 percent of their adjusted NCC allocation of \$1.7 billion. The deficit is primarily attributable to over-expenditures in salaries and employee benefits (\$70.9 million) and under-realization of revenue (\$18.1 million). The over expenditures are partially offset by savings in services and supplies (\$36.7 million), other charges (\$1.8 million), capital assets-equipment (\$17.0 million), reimbursable revenue from other County departments (\$3.2 million) and prior-year revenue and commitment cancellations (\$4.8 million).

Table 1 below provides a summary of FY 2018-19 financial status. A more detailed report, including variances by major budget categories, is reflected in Attachment A.

Table 1			
Sheriff's Department 9th Month Budget Status Report			
Fiscal Year 2018-19			
\$ in Millions			
Description	Adjusted Budget	Annual Estimate 9 th Month	Variance Surplus/Deficit
<u>Expenditures</u>			
Salaries & Employee Benefits	\$2,904.1	\$2,975.0	(\$70.9)
Services & Supplies	447.5	410.8	36.7
Other Charges	53.3	51.5	1.8
Capital Assets-Equipment	30.7	13.7	17.0
Total Expenditures	\$3,435.6	\$3,451.0	(\$15.4)
<u>Intrafund Transfer (IFT)</u>			
<u>& Revenue</u>			
IFT	\$106.6	\$109.8	\$3.2
Revenue	1,659.0	1,640.9	(\$18.1)
Total IFT & Revenue	\$1,765.6	\$1,750.7	(\$14.9)
Total Current Year NCC	\$1,670.0	\$1,700.3	(\$30.3)
<i>Prior-Year Savings/Deficits</i>		\$4.8	\$4.8
Total Net County Cost			(\$25.5)

The primary factors contributing to the Department's over expenditures in salaries and employee benefits continue to be \$107.8 million in unfunded employee benefits costs, including: retiree health (\$18.5 million), workers' compensation (\$44.7 million), separation pay (\$21.7 million), and miscellaneous earnings pay (\$22.9 million).

The Department plans to mitigate these costs through various one-time solutions including fiscal controls, stricter monitoring of overtime, vacancies and attrition, the deferral of purchases from services and supplies and capital assets, and the cancellation of prior-year encumbrances along with the Sheriff's long-range plans to consolidate operations to achieve operational efficiencies and cost savings. While the Department is committed to balancing its budget, critical incidents and unforeseen factors (e.g. Woolsey Fire) are inherent in the nature of the Sheriff's 24/7 emergency operations. This requires constant monitoring of activities which have a fiscal impact to ensure that departmental resources are managed appropriately, and the budget is balanced at year end.

Expenditure and Revenue Realignment

The Department and CEO continue their efforts to evaluate expenditure and revenue trends along with current operational spending plans that drive the forecast to identify opportunities that allow for better alignment of the budget. The FY 2019-20 Recommended Budget includes approximately \$76.9 million in redirection of funding from other budget categories and increases to program revenues to address historical cost increases in retiree health, workers' compensation, separation and miscellaneous earning pay, as follows:

- Recognized \$31.4 million in law enforcement services revenue to address unfunded employee benefits.
- Increased the Department's salary savings target by \$22.8 million, from 5.0 percent to 6.5 percent, to reflect a realistic target based on historical hiring trends and anticipated outcomes from recent marketing efforts.
- Redirected \$13.4 million in overtime funding added during FY 2018-19 Final Changes to unfunded employee benefits.
- Allocated \$5.2 million in Assembly Bill (AB) 109 funding to address unfunded employee benefits associated with AB 109 program positions.
- Redirected \$3.9 million and \$176,000 budgeted under CAO Adjustment and nursing bonus respectively to address unfunded employee benefits.

The above actions significantly close the budget gap in unfunded employee benefits. In FY 2017-18, the projected shortfall in this area, when comparing budget to actuals, was approximately \$103.6 million. In FY 2019-20, the projected deficit is now approximately \$60.1 million as follows: workers compensation (\$54.2 million), separation pay (\$3.7 million), and miscellaneous earnings pay (\$2.2 million) (reflected in Table 2 below).

Summary of Historical Unfunded Employee Benefits									Table 2
\$ in Millions									
Description	Budget			Actual/Estimate			Estimated Shortfall	Estimated Shortfall	
	2017-18 (a)	2018-19 (b)	2019-20* (c)	2017-18 (d)	2018-19 (e)	2019-20 (f)	2018-19 (b) - (e)	2019-20 (c) - (f)	
Retiree Health Insurance	\$78.1	\$81.8	\$108.2	\$94.0	\$100.3	\$108.2	(\$18.5)	\$0	
\$ Change from Previous Year		\$3.7	\$26.4		\$6.3	\$7.9			
% Change from Previous Year		4.7%	32.3%		6.7%	7.9%			
Workers' Compensation	\$94.3	\$98.5	\$108.7	\$136.3	\$143.2	\$162.9	(\$44.7)	(\$54.2)	
\$ Change from Previous Year		\$4.2	\$10.2		\$6.9	\$19.7			
% Change from Previous Year		4.5%	10.4%		5.1%	13.8%			
Separation Pay	\$14.4	\$16.4	\$35.4	\$40.0	\$38.1	\$39.1	(\$21.7)	(\$3.7)	
\$ Change from Previous Year		\$2.0	\$19.0		(\$1.9)	\$1.0			
% Change from Previous Year		13.9%	115.9%		(4.8%)	2.5%			
Miscellaneous Earnings Pay	\$0	\$1.0	\$22.3	\$20.1	\$23.9	\$24.5	(\$22.9)	(\$2.2)	
\$ Change from Previous Year		\$1.0	\$21.3		\$3.8	\$0.6			
% Change from Previous Year		100%	2,130.0%		18.9%	2.5%			
TOTAL Unfunded Employee Benefits	\$186.8	\$197.7	\$274.6	\$290.4	\$305.5	\$334.7	(\$107.8)	(\$60.1)	
\$ Change from Previous Year		\$10.9	\$76.9		\$15.1	\$29.2			
% Change from Previous Year		5.8%	38.9%		5.2%	9.5%			

*Reflects Recommended Budget.

Since our first report in April of 2018, the Department has taken steps, when financially feasible, to align their unfunded employee benefits appropriation to actual expenditures. Table 2 reflects the Department's ongoing efforts to align the budget over the past two fiscal years to address historical budgetary shortfalls. However, while the Department is making gains in right-sizing the budget, the changes/impact are not as apparent because either they did not fully address the shortfall in a given budget year and/or these categories experience unavoidable cost increases in the same year. In some fiscal years, the actual costs continue to outpace the Department's efforts to close the budgetary gap. For example, in FY 2018-19, \$10.9 million was added to the Department's unfunded employee benefits budget, while during the same year, the costs increased by \$15.1 million, thus growing the shortfall by \$4.2 million in FY 2018-19.

Lastly, the Department is in the process of completing a more comprehensive review of its revenue-offset programs, completely segregated from the Department's NCC budget, to determine if the revenue collected is fully offsetting the costs of the program. This assessment will ensure that whatever revenue is added for a new program or adjustments

are made due to rate increases for existing programs, funding is added to the appropriate categories, which include unfunded employee benefits, associated with the program positions.

Overtime Assessment

The Department is projecting to exceed its overtime budget by approximately \$148.9 million in FY 2018-19. The Department indicates that over expenditures in overtime is attributable to hiring delays, vacancies, contract obligations, and the need to meet mandated requirements associated with court settlements and agreements. Table 3 illustrates the historical and actual expenditures for overtime over a five-year period which continues to trend upward.

Table 3			
Summary of Overtime			
\$ in Millions			
Fiscal Year	Adjusted Budget	Actual/Estimate	Variance
2018-19*	\$140.313	\$289.194	(\$148.881)
2017-18	\$126.548	\$269.667	(\$144.119)
2016-17	\$158.756	\$283.973	(\$125.217)
2015-16	\$137.751	\$273.572	(\$135.821)
2014-15	\$124.858	\$189.646	(\$64.788)
* Reflects the redirection of \$13.4 million in overtime to unfunded employee benefits (included in the FY 2019-20 Recommended Budget).			

Effective July 1, 2018, the Department restructured its overtime coding convention to include a four-digit budget activity code that represents what activity the overtime is being used for (i.e. RE01 – Special Event Contract, TR02 – Training Relief POST Training, VA01 – Injured on Duty). The new coding will increase the availability of meaningful data that will enable the Department to better analyze and articulate the specific reasons for overtime, as well as when the overtime was worked and how much overtime was worked attributable to a specific activity and fiscal year. Given the increase in hiring and new overtime control tools, it is anticipated that overtime utilization will decrease, and the CEO will continue to work with the Department to reduce costs.

In the future reports a detailed study of overtime usage based on the data provided by the new overtime control numbers will be included and enable the Department to separately identify the causes for the overtime and the relation to vacant positions, critical incidents (e.g. Woolsey Fire) and other unforeseen factors (e.g. change in federal/State law, that may impact the Department's staffing needs).

A-C's Overtime Assessment

As requested by the CEO, the A-C issued a report on March 7, 2019 on the level of staffing that would be required for the Sheriff to phase out mandatory overtime. For more details, please refer to the Sheriff's Department – Quantification of the Staffing Level to Phase Out Mandatory Overtime (Attachment B). In addition, note that the Department is performing an in-depth analysis to identify the reasons for overtime, and determine the staff positions required to meet the operational needs of the Department.

Department Reorganization and Budgetary Restructuring

With the recent changes in the Department's leadership, the Department is in the process of restructuring its organization and corresponding chart of accounts. The Department continues to work with the A-C and CEO to align its budgetary structure to its organizational structure and consolidate the existing eleven budget units to five to more closely reflect its operational and reporting structure. The proposed five budget units would be: Custody, Patrol, Executive, Administration, and Countywide Operations. The process to operationalize the new organizational structure may take up to two years to complete.

Recruitment and Retention

Improving the hiring and retention of personnel with the goal of fully closing the vacancy gap continues to be the primary focus of the Department. The 9th Wonder and the International Association of Chiefs of Police (IACP) have provided the Sheriff with recommendations. The 9th Wonder has completed its Recruitment Marketing Strategy Report encompassing best practices for targeting high interest applicants, optimization of marketing content appeal, and development of applicant engagement and retention processes. The 9th Wonder continues to manage the Department's social media recruitment marketing campaign. IACP has provided a Retention and Recruitment in-progress report with preliminary findings and recommendations that have a recurring theme: development of a comprehensive human resource strategic plan that is institutionalized and utilizes data analytics for planning, decision making, and measuring success. For more detailed information, please see Sheriff Recruitment, Hiring, and Retention Strategies: Third Quarterly Program Report dated March 4, 2019 (Attachment C).

Vacancies

As of March 2019, the Department had 371 sworn vacancies compared to the 460 in September 2018; a decline of 89 vacancies (see Table 4).

Summary of Net Vacancies				Table 4
Classification	February 2018	September 2018	March 2019	
Commander	0	0	0	
Captain	0	0	8	
Lieutenant	21	32	22	
Sergeant	250	247	259	
Deputy	293	181	82	
TOTAL	564	460	371	

For a more detailed report regarding the Department's vacancies, please refer to Attachment D, which is provided to the Board monthly.

Emerging Issues and/or Other Areas of Focus

Below are critical issues/challenges that the Department has identified for FY 2019-20.

- **Body-Worn Cameras** – The Sheriff has identified body-worn cameras as a priority for the Department. The Department's preliminary implementation plan to outfit the Department with body-worn cameras and to provide the necessary software and storage to support the program will require \$13.0 million in ongoing and \$15.0 million in one-time funding. The project will enhance public safety, video evidence will enhance criminal investigations, and increase accountability and transparency on behalf of the Department. This funding request comes in advance of a consultant's report, by the International Association of Chiefs of Police, which will provide insight into costs and implementation strategies for body-worn cameras. The report is expected to be completed by the end of May 2019.
- **Recruitment Unit/Training Bureau Staffing Needs** – The Department's mission is to hire over 1,400 new sworn and civilian staff over the next fiscal year. Funding for positions is needed to provide training and support the increased capacity of academy classes.

- **Senate Bill (SB) 1421 [Discovery Unit]** – SB 1421 authorizes the release of information relative to personnel investigations to members of the public and the media. This information, which was previously protected under California Penal Code 832.7 and 832.8, is now available and subject to release effective January 1, 2019. The workload within the Department's Discovery Unit, relative to its compliance with these public records act requests, is expected to increase substantially. To ensure this mandate is adhered to appropriately and in a timely manner, the Department will require additional staffing.
- **Station Jail Staffing** – An additional 45.0 Custody Assistants (CA) to perform duties required by stations is needed. These CAs would be allocated throughout the North, Central, South, and East Patrol Divisions to ensure adequate coverage during all three shifts at the stations and to eliminate the need to pull staff from field operations.
- **Custody-Discharge Planning (Mental Health)** – Additional funding for personnel aimed at improving discharge planning services provided to a broader range of inmates.
- **Fleet (Vehicles, Buses, and Helicopters)** – Continued reliance on ensuring year-end savings in services and supplies, other charges, and capital assets to absorb cost increases in employee benefits negatively impacts the Department's ability to develop and adhere to sufficient annual replacement plans for depreciating equipment such as vehicle, buses, and helicopters.
- **Trial Court Funding** – The Department, along with most other counties throughout the State, has historically been underfunded by the State for Trial Court Security services that the Department provides to the Superior Court. Over the past several months, the Department has been working with the Superior Court to evaluate potential amenable options for ensuring that the Department meets its obligation to provide trial court security services but doing so in a way that reduces the shortfall in unsupported costs to the Department.

Each Supervisor
May 14, 2019
Page 10

Conclusion

The CEO, A-C and the Department will continue to work collaboratively to assess the Department's financial status, explore alternative funding options and opportunities, as well as continue to assess other internal mitigation efforts and offer recommendations to improve its budgetary performance. The next semi-annual report will be issued in October 2019.

SAH:JJ:MM:SW
RP:JV:AP:cc

Attachments

c: Executive Office, Board of Supervisors
County Counsel
Sheriff
Auditor-Controller

	FY18-19 Adjusted Budget	LASD Forecast	Adjusted Budget vs LASD Surplus/Deficit
	(a)	(b)	(c)
Appropriation			
1000 Salaries & Employee Benefits	2,904,088,000	2,974,965,000	(70,877,000)
2000 Services & Supplies	447,469,000	410,800,000	36,669,000
5500 Other Charges	53,251,000	51,487,000	1,764,000
6030 Cap Assets - Equipment	30,745,000	13,736,000	17,009,000
6100 Other Financing	0	0	0
Total Financing Uses	3,435,553,000	3,450,988,000	(15,435,000)
Less: 6800 Intrafund Transfer	(106,611,000)	(109,789,000)	3,178,000
Net Financial Uses	3,328,942,000	3,341,199,000	(12,257,000)
Revenues			
82B Buisness Licenses	53,000	50,000	(3,000)
84A Vehicle Code Fines	12,117,000	11,703,000	(414,000)
84B Other Court Fines	1,400,000	123,000	(1,277,000)
84C Forfeitures & Penalties	924,000	851,000	(73,000)
86C Rents & Concessions	200,000	500,000	300,000
89B State-Other	2,784,000	1,081,000	(1,703,000)
89E State-Prop 172	642,229,000	642,229,000	0
89G State-Citizens' Option for Public Safety (COPS)	5,317,000	5,200,000	(117,000)
89H State-2011 Realignment	224,581,000	222,533,000	(2,048,000)
90K Federal-Other	26,226,000	32,701,000	6,475,000
91B Other-Governmental	4,037,000	3,067,000	(970,000)
92F Legal Services	1,100,000	600,000	(500,000)
92L Civil Process Serv	5,309,000	4,000,000	(1,309,000)
92M Court Fees & Costs	26,000	26,000	0
92Q Law Enforcement Services	507,567,000	501,240,000	(6,327,000)
92R Recording Fees	1,519,000	1,000,000	(519,000)
92W Trial Court Security	170,870,000	170,000,000	(870,000)
93A Insitutional Care	845,000	819,000	(26,000)
93E Charges for Services	4,244,000	4,179,000	(65,000)
94B Other Sales	140,000	100,000	(40,000)
94C Miscellaneous	10,538,000	9,638,000	(900,000)
96A Sales of Capital Assets	180,000	300,000	120,000
96B Transfers In	36,758,000	28,952,000	(7,806,000)
Total Revenues	1,658,964,000	1,640,892,000	(18,072,000)
Current Year Net County Cost	1,669,978,000	1,700,307,000	(30,329,000)
Prior Year Surplus/Deficit			4,807,000
TOTAL ESTIMATED YEAR-END NET COUNTY COST			(25,522,000)



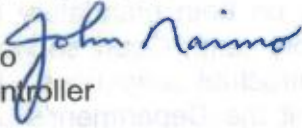
JOHN NAIMO
AUDITOR-CONTROLLER

**COUNTY OF LOS ANGELES
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March 7, 2019

TO: Sachi A. Hamai
Chief Executive Officer

FROM: John Naimo 
Auditor-Controller

SUBJECT: **SHERIFF'S DEPARTMENT – QUANTIFICATION OF THE STAFFING LEVEL TO PHASE OUT MANDATORY OVERTIME (April 10, 2018, Board Agenda Item 59-A)**

On April 10, 2018, the Board of Supervisor's (Board) directed the Chief Executive Officer (CEO), working with the Sheriff's Department (Sheriff or Department) and labor partners, to identify strategies and lasting solutions to the recruitment, hiring, and retention of sworn personnel at the Sheriff. At the CEO's request, the Auditor-Controller (A-C) agreed to assist the CEO's efforts by quantifying the level of staffing that would be required for the Sheriff to phase out their mandatory overtime.

Our review focused on the overtime for sworn staff since these positions comprise approximately 2.8 million (78%) of the total 3.6 million overtime hours in Fiscal Year (FY) 2017-18, and present a higher risk of potential negative impacts to the community and employee safety. We did not evaluate the Sheriff's overtime controls, the reasons for overtime, or compare the Sheriff's overtime to other jurisdictions because the CEO and Sheriff are conducting a separate study.

Our review included interviewing Sheriff staff and Fiscal management from the Department's Administrative Services Division, examining the Department's available overtime data, and estimating the staffing levels by item and division, and calculating the corresponding Salary and Employee Benefit (S&EB) cost needed to eliminate overtime. We also performed a high-level cursory review of the Department's non-sworn overtime to identify the staff items that accounted for the most overtime hours.

We conducted our review in conformance with the *International Standards for the Professional Practice of Internal Auditing*.

Background

On April 3, 2018, the CEO and A-C, in conjunction with the Sheriff, issued the Sheriff Budget Status Report indicating that the Department's total overtime costs have increased annually over the past five years. For FY 2017-18, the report indicated that the Department projected total paid overtime costs to be approximately \$260.3 million, which exceeded their overtime budget by approximately \$142.3 million.

Sheriff's Fiscal management indicated that the reasons they exceeded their overtime budget were primarily due to hiring delays, vacancies, leaves of absence, etc. that required the Department to rely heavily on both mandatory (e.g., emergencies, and unincorporated patrol) and non-mandatory (e.g., Court services, and special events) overtime to meet critical needs and contractual obligations. Based on concerns that significant amounts of overtime may limit the Department's ability to meet additional needs and negatively impact both community and officer safety, the Board issued a motion with multiple directives for the CEO and Sheriff to identify creative strategies and lasting solutions for the Department's recruitment, hiring, and retention processes. At the CEO's request, the A-C agreed to assist in the motion by quantifying the level of staffing that would be required for the Sheriff to phase out their mandatory overtime.

Review Methodology and Scope Limitations

The Board motion directed us to quantify the staffing level needed to phase out mandatory overtime. However, our review noted that, while the Sheriff tracks and monitors certain overtime details (e.g., date worked, hours, budgetary code, and overtime reason code), the Department does not currently have a mechanism to reliably identify/summarize mandatory vs. non-mandatory overtime without a review of each overtime shift, and collaborating with the sworn staff at the facilities, stations, and units responsible for assigning and/or working the overtime. The Department indicated that mandatory overtime statistics are not currently available since there has not been a need to separately identify and track these hours and costs.

Our preliminary estimates in this report are primarily based on a calculation of the Sheriff's *total* overtime worked data (paid and compensatory time) from FY 2017-18 through April 2018 (10 months, the most recent data available at the time of our review) that were annualized, and converted into an equivalent level of full-time positions, and the corresponding estimated direct S&EB cost. Our calculations include paid and compensatory overtime since both can impact the Sheriff's need to meet critical operations/contractual obligations and can potentially be reduced through the hiring of additional sworn and non-sworn positions. In addition, a significant amount of overtime, regardless of whether it is paid or compensatory time, may impact community and officer safety. Officers commonly work extended hours which can cause great mental and physical stress. The decision on whether to hire additional positions or have existing

employees work overtime to meet obligations and critical needs is a common issue that Sheriff and Police departments frequently struggle to balance.

Our report presents estimates based on FY 2017-18 data for the purpose of stimulating future discussion and analysis regarding the total staffing that would be required to eliminate the majority of the Department's *total* overtime. In addition, the Sheriff's processes cannot separately identify:

- Overtime that may be unavoidable.
- Overtime that is split due to function/work location.
- Overtime that is due to major critical incidents, such as the Woolsey Fire.
- Overtime from other unforeseen factors, such as changes in federal/State law, that may impact the Department's future staffing needs.

As a result of these limitations, these estimates are not intended, nor suitable to be used for budgetary or decision-making purposes.

CEO's and Sheriff's Analysis

The CEO and Sheriff are performing a separate in-depth analysis to identify the reasons for the overtime, and to estimate the impact of the required additional positions to the Sheriff's annual budget. Therefore, our review did not evaluate whether the overtime was justifiable and/or whether the Department has sufficient policies and procedures, management controls, and oversight to prevent overtime abuse and excessive amounts.

Review Summary

Based on the data available at the time of our review, we preliminarily estimate that the Sheriff would need to fill at least 2,270 positions to substantially phase out their total sworn, and non-sworn overtime worked for FY 2017-18, inclusive of both paid and saved compensatory overtime hours, at an estimated direct S&EB cost of approximately \$295.1 million.

Specifically, the estimate includes hiring 1,873 sworn positions, consisting of 1,582 Deputies, 251 Sergeants, and 40 Lieutenants to eliminate the overtime hours for these respective items, at an estimated cost of \$262.3 million. In addition, we estimate that the Sheriff would need to fill 397 positions to eliminate their non-sworn overtime for the top three items (i.e., Custody Assistants, Security Officers, and Law Enforcement Technicians (LET)) which comprise of 74% of their total non-sworn items, at an estimated direct S&EB cost of \$32.8 million. The CEO indicated that the Department currently has only 1,284 overall net vacancies (comprised of both sworn and non-sworn positions), which is considerably less than the 2,270 positions (1,873 sworn and 397 non-sworn) estimated in this report.

It should be noted that the \$34.8 million cost difference between our \$295.1 million preliminary cost estimate for the positions indicated above (\$262.3 million for sworn and \$32.8 for non-sworn) and the \$260.3 million in projected overtime costs for FY 2017-18 is primarily due to the inclusion of both paid and saved compensatory overtime in our calculations. Compensatory overtime comprised approximately 306,000 hours (9%) of the 3.6 million in total overtime hours for our review period (July 2017 through April 2018). In addition, we noted that there is not a significant difference in employee benefit costs between filling shifts with the use of overtime, as oppose to full-time positions. Specifically, the Sheriff's estimated FY 2017-18 employee benefits costs are approximately 54% for each full-time sworn position as compared to approximately 56% for sworn shifts filled with overtime. Overtime benefits are generally paid at time and a half, plus 6% for unemployment insurance and workers' compensation. In addition, overtime is generally not pensionable.

However, as mentioned previously, the estimates in this report are preliminary and are not intended for budgetary or decision-making purposes since they are based on total overtime and account for only direct S&EB staffing and costs. In addition, other factors such as indirect support staffing requirements, Services and Supplies (S&S) costs, existing vacancies, and reasons for overtime (e.g., major critical incidents, shift extensions, and court appearances), should be evaluated in further detail since overtime is an inevitable part of law enforcement and cannot be entirely eliminated, regardless of the staff employed. Due to the 24 hours a day, seven days a week nature of their work, and the need to "cover" for officers leave, the CEO and Sheriff are performing a separate in-depth analysis to determine the causes of the over expenditures in overtime and the potential budgetary hiring impact.

The detailed results of our review are included below.

Results of Review

Total Overtime Hours

Based on overtime information provided by the Sheriff, and as indicated in Table 1 below, the Department's total overtime worked in FY 2017-18 (through April 2018, 10 months reviewed) for sworn and non-sworn staff totaled approximately 3.6 million hours. The overtime for sworn staff represents approximately 2.8 million or 78% of the total overtime hours reported.

Table 1 Actual Overtime Hours for Sworn and Non-Sworn Staff (Rounded) Fiscal Year 2017-18 (Through April 2018, 10 Months)					
Staff Type	Paid Time	Compensatory		Total Hours	Percentage
			Time		
Sworn	2,526,000		255,000	2,781,000	78%
Non-Sworn	731,000		51,000	782,000	22%
Total:	3,257,000		306,000	3,563,000	100%

Source: Sheriff's Department (unaudited)

However, as mentioned above, we noted the Department does not have a current mechanism to reliably identify the portion of their overtime hours that are mandatory versus non-mandatory without a review of each overtime shift, and collaborating with the sworn staff at the facilities, stations, and units responsible for assigning and/or working the overtime. As a result, our staffing estimates were generally based on total sworn and non-sworn overtime, instead of total mandatory overtime as directed in the Board motion.

Estimate of Required Sworn Staff - By Staff Item

Based on our review of the Sheriff's FY 2017-18 total overtime information from Table 1 above, we estimate that the Department would need to fill at least 1,873 positions to phase out their sworn overtime, at an estimated direct S&EB cost of approximately \$262.3 million for the year. Specifically:

Table 2 Estimated Staff Required to Eliminate Sworn Overtime - By Item Fiscal Year 2017-18 (Through April 2018, 10 Months)			
Staff Item	Overtime Hours	Positions (A)	S&EB Cost (B)
Deputy	2,299,000	1,582	211,860,000
Sergeant	364,000	251	42379000
Lieutenant	59,000	40	8026000
Other Sworn - Not Fillable by an FTE	59,000	N/A (C)	N/A (C)
Total:	2,781,000	1,873	262,265,000

(A) The estimated number of positions is based on the Auditor-Controller, Accounting Division's Fiscal Year (FY) 2017-18 Productive Work Hours (PWH) calculation and adjusted to reflect the 10-month period covered (1,743 PWH x 10/12 months (July 2017 through April 2018) = 1,453 Adjusted PWH).

(B) Based on estimated FY 2017-18 salaries, including cost of living increases, and applicable employee benefit costs.

(C) The overtime worked for these items (e.g., Reserve Deputies, and Captains) do not appear to be preventable through the hiring of additional sworn staff due to the nature of the position, amount of overtime hours worked, etc.

Source: Sheriff's Department and Auditor-Controller, Accounting Division (unaudited)

As indicated in Table 2 above, we noted that the Deputy, Sergeant, and Lieutenant staff items account for approximately 2.7 million (96%) of the 2.8 million sworn overtime hours worked. Based on our analysis, we estimated that the Department would need to hire 1,582 Deputies, 251 Sergeants, and 40 Lieutenants to phase out the overtime hours for these respective items. Our estimate does not include 59,000 overtime hours for "Other Sworn" items, including Reserve Deputies, Captains, etc., where the overtime worked does not appear to be preventable and cannot be eliminated through the hiring of additional personnel.

Estimate of Required Sworn Staff - By Division

As part of our analysis, we further estimated the required sworn staff needed by Sheriff divisions. As indicated in Table 3 below, the Patrol and Custody Divisions comprise of approximately 2.2 million (79%) of the 2.8 million sworn overtime hours for FY 2017-18 (through April 2018) and would require 855 and 693 positions, respectively. Specifically:

Table 3			
Estimated Staff Required to Eliminate Sworn Overtime - By Division			
Fiscal Year 2017-18 (Through April 2018, 10 Months)			
Division	Overtime Hours	Positions (A)	S&EB Cost (B)
Patrol	1,240,000	855	120,366,000
Custody	1,007,000	693	96,264,000
Courts	252,000	173	23,619,000
Detective	135,000	92	13,187,000
General Support Services	59,000	40	5,909,000
Administration	29,000	20	2,920,000
Other - Positions not fillable by an FTE	59,000	N/A	N/A
Total:	2,781,000	1,873	262,265,000

(A) The estimated number of positions is based on the Auditor-Controller, Accounting Division's Fiscal Year (FY) 2017-18 Productive Work Hours (PWH) calculation and adjusted to reflect the 10-month period covered (1,743 PWH x 10/12 months (July 2017 through April 2018) = 1,453 Adjusted PWH).

(B) Based on estimated FY 2017-18 salaries, including cost of living increases, and applicable employee benefit costs.

Source: Sheriff's Department and Auditor-Controller (unaudited)

Non-Sworn Overtime

Although our review focus was to quantify the sworn staff needed to phase out mandatory overtime, we also performed a high-level cursory review of non-sworn staff overtime hours. As noted in Table 1 above, the Sheriff's total non-sworn overtime was approximately 782,000 hours, consisting of 731,000 paid hours at a total cost of \$29.3 million, and 51,000 compensatory hours. As previously mentioned, the Department does

not have a current mechanism to reliably identify the portion of their overtime hours that are mandatory without a review of each overtime shift, and collaborating with the sworn staff at the facilities, stations, and units responsible for assigning and/or working the overtime. As a result, our staffing estimates below are based on the total non-sworn overtime hours reported at the time of our review.

While we noted that the Department reported over 240 non-sworn items that worked overtime from July 2017 to April 2018, three staff items (i.e., Custody Assistants, Security Officers, and LETs) comprised approximately 577,000 (74%) of the 782,000 total non-sworn hours. Specifically:

Table 4 Estimated Staff to Eliminate the Top Non-Sworn Overtime Items Fiscal Year 2017-18 (Through April 2018, 10 Months)			
Staff Item	Overtime Hours	Positions (A)	S&EB Cost (B)
Custody Assistant	391,000	269	23,634,000
Security Officer	116,000	80	5,308,000
Law Enforcement Technician	70,000	48	3,821,000
All Other Non-Sworn Positions	205,000	N/A (C)	N/A (C)
Total:	782,000	397	32,763,000

(A) The estimated number of positions is based on the Auditor-Controller, Accounting Division's Fiscal Year (FY) 2017-18 Productive Work Hours (PWH) calculation and adjusted to reflect the 10-month period covered (1,743 PWH x 10/12 months (July 2017 through April 2018) = 1,453 Adjusted PWH).

(B) Based on estimated FY 2017-18 salaries, including cost of living increases, and applicable employee benefit

(C) The overtime hours for these remaining non-sworn items consist of over 240 other items, including operations assistants, custodians, clerks, etc.

Source: Sheriff's Department and Auditor-Controller, Accounting Division (unaudited)

Using the same calculation methodology applied to sworn items, as indicated in Table 4 above, we estimated that the Sheriff needs to hire approximately 269 Custody Assistants, 80 Security Officers, and 48 LETs to phase out the overtime for these non-sworn items, at an estimated direct S&EB cost of approximately \$32.8 million.

Services & Supplies Costs for New Budgeted Positions

Sheriff's Fiscal management indicated that as part of their annual budgetary process, the CEO has historically included \$15,000 in S&S appropriations for each new budgeted position added to the Department's budget. Specifically, the CEO includes \$6,000 in S&S appropriations for one-time costs and \$9,000 in S&S appropriations for ongoing costs such as computers, police supplies, etc. All newly-added sworn budgeted positions also include an additional \$9,000 in one-time capital assets appropriation for costs associated with outfitting the Department's sworn personnel with portable radios.

Our estimates in this report were limited to calculating the number of positions that the Sheriff would need to hire to phase out their sworn overtime, and the corresponding direct salary and employee benefit costs only. While certain S&S costs should be included in the estimated total costs for each new position, we did not estimate these costs in our calculation. This estimate will be addressed by the CEO.

Review of Report

We discussed the results of our review with Sheriff's management and they indicated general agreement with our qualifications and cited limitations, the review results and conclusions. We also shared our results with CEO Public Safety management and they are working to identify the reasons for the overtime, and estimate the impact of the required additional positions to the Sheriff's annual budget.

Sheriff's management agrees with the A-C that the staffing and cost estimates in this report should not be used for budgetary or decision-making purposes and are only intended to stimulate future discussion and analysis, since they are generally based on total overtime worked, include only direct S&EB costs, and do not account for other factors that need to be further considered and/or evaluated. Specifically:

- Any potential effort to hire additional sworn personnel would require a sufficient amount of fully budgeted indirect sworn and non-sworn support staff to accommodate these new hires.
- The hiring of additional sworn personnel would be subject to the Sheriff's ability to identify, recruit, and graduate a sufficient number of Deputy Sheriff Trainees.
- Certain amounts of overtime cannot be eliminated due to the presence or occurrence of major incidents, late calls or arrests, future vacancies, etc.
- In order to attempt to fully phase out overtime, the CEO must continue to consider the budgeted positions and staffing that would be needed related to the functions and responsibilities throughout the Department that were previously/originally funded by the County and staffed by the Department in the form of overtime (e.g., Custody settlement and mental health expansion staffing, and Summer Crime Enforcement Program).

Please call me if you have any questions, or your staff may contact Mike Pirolo at (213) 253-0100.

JN:AB:PH:MP:JU

c: Alex Villanueva, Sheriff
Audit Committee



SACHI A. HAMAI
Chief Executive Officer

County of Los Angeles CHIEF EXECUTIVE OFFICE

Kenneth Hahn Hall of Administration
500 West Temple Street, Room 713, Los Angeles, California 90012
(213) 974-1101
<http://ceo.lacounty.gov>

March 4, 2019

To: Supervisor Janice Hahn, Chair
Supervisor Hilda L. Solis
Supervisor Mark Ridley-Thomas
Supervisor Sheila Kuehl
Supervisor Kathryn Barger

From: Sachi A. Hamai
Chief Executive Officer

Board of Supervisors
HILDA L. SOLIS
First District

MARK RIDLEY-THOMAS
Second District

SHEILA KUEHL
Third District

JANICE HAHN
Fourth District

KATHRYN BARGER
Fifth District

SHERIFF RECRUITMENT, HIRING, AND RETENTION STRATEGIES: THIRD QUARTERLY PROGRESS REPORT (ITEM NO. 59-A, AGENDA OF APRIL 10, 2018)

On April 10, 2018, the Board directed the Chief Executive Office (CEO) to work with the Los Angeles County Sheriff's Department (Sheriff) to hire outside consultants to assist in developing long-term recruitment, hiring, and retention strategies to reduce the high number of vacant Deputy Sheriff positions. The CEO and Auditor-Controller (Auditor) were also instructed to analyze the Sheriff's overtime costs.

This is the third quarterly status update.

Recruitment, Hiring, and Retention Strategies

The 9th Wonder and the International Association of Chiefs of Police (IACP) have provided the Sheriff with recommendations, as summarized in Attachment I.

The 9th Wonder has completed its Recruitment Marketing Strategy Report encompassing best practices for targeting high interest applicants, optimization of marketing content appeal, and development of applicant engagement and retention processes. The 9th Wonder continues to manage the Sheriff's social media recruitment marketing campaign.

IACP has provided a Retention and Recruitment in-progress report with preliminary findings and recommendations that have a recurring theme: development of a comprehensive human resource strategic plan that is institutionalized and utilizes data analytics for planning, decision making, and measuring success.

Each Supervisor
March 4, 2019
Page 2

The CEO and Sheriff are working with the Department of Human Resources, Chief Information Officer, and the Women's and Girls Initiative to begin assessing the policy, operational, and fiscal feasibility of implementing the consultants' recommendations. Furthermore, many of the strategies recommended by the consultants can be applied to other County departments to refine their recruitment efforts.

Overtime Analysis

The Auditor has completed their analysis to quantify the level of staffing required for the Sheriff to phase out their mandatory overtime and have cleared the report with both Sheriff and CEO management. The report is pending final review and issuance by the Auditor and will be filed under separate cover.

The November 21, 2018 Sheriff's Department Budget Status Report included a detailed in-progress analysis of the factors contributing to overtime expenditures.

The next quarterly Recruitment, Hiring, and Retention Strategies report will be submitted on May 17, 2019.

If you have any questions, please contact Rene Phillips at (213) 974-1478 or at rphillips@ceo.lacounty.gov, or contact David Turla at (213) 974-1178 or at dturla@ceo.lacounty.gov.

SAH:JJ:MM:SW
RCP:DT:cc

Attachments

c: Executive Office, Board of Supervisors
County Counsel
Sheriff
Auditor-Controller
Human Resources

030419.B101112.LASD Recruitment Retention Status Update No. 3.bm.docx

**SHERIFF RECRUITMENT, HIRING, & RETENTION PROJECT:
CONSULTANT RECOMMENDATIONS**
(as of March 1, 2019)

Recruitment Marketing Analysis

On December 10, 2018, the 9th Wonder completed the Sheriff Recruitment Marketing Strategy Report. The following summarizes their key recommendations:

1. Five “personas”: The 9th Wonder’s proposed best practice is a recruitment strategy that encapsulates within a “persona” the characteristics, traits, and behaviors sought in qualified applicants. This contrasts with traditional marketing efforts that are either generic or focused on demographics. The five personas are: legacy (friends/family of law enforcement), ex-military, law learners, college athletes, and high school students. These personas and their attributes were developed from interviews of Sheriff personnel (recent Academy graduates, deputies, sergeants, lieutenants, and executives) and a survey of 1,500 Southern California residents interested in a law enforcement career.

Note: The survey did yield interesting insights into the prospective candidate pool: 44 percent female, average age is 27 but the highest interest level was from those in their 30’s, 20 percent are married with a child and salary is important. Based on some of these demographics, the 9th Wonder did consider a “career change” persona but determined the attributes would be very ambiguous, unlike the other personas which had clearly defined characteristics, traits, and behaviors. Further, limiting the number of personas will allow the Sheriff to manage recruitment marketing focus.

2. Creative content:
 - Imagery and corresponding narratives should humanize the deputy, bring the sought-after attributes to life, and include one or more of the following components: casual candid moments between deputies, deputy-community interaction in the field, and one-on-one interaction between people.
 - Produce more stories featuring deputies or describing an incident. Stories and imagery should highlight the positive human impact a deputy has on their community.
 - Highlight the benefits of working for the Sheriff, including prestige of the Department, salary and benefits, etc.

3. **Geographic marketing:** The Sheriff's priority is to target interested potential applicants in communities served by the Department. In addition, the 9th Wonder identified Kern and San Bernardino counties with populations that showed a high interest in a law enforcement career.
4. **Customer service:** A critical and often overlooked factor is improving the Sheriff's ongoing engagement with prospective and current applicants to attract and retain their interest in becoming a Sheriff's Deputy. Recommended applicant-oriented services include:
 - Establish a customer relationship management program that standardizes applicant-recruiter engagement (talking points/explanations, setting expectations, proactive ongoing personalized communication, etc.), and incorporates technology to manage, track, and build those relationships.
 - Website content that provides readily available user-friendly information that demystifies the application process.
 - "Click to Call" online telephone option to speak directly with a recruiter.

The 9th Wonder will continue to spearhead the social media campaign through June 30, 2019.

Hiring Process Improvement

The International Association of Chiefs of Police (IACP) is required to provide in-progress reports with their preliminary findings and recommendations on key recruitment and hiring operations. The objective of these in-progress reports is to provide the Sheriff with tangible recommendations for immediate consideration instead of waiting for the final consolidated report that is due on September 30, 2019. Again, these are "in-progress" reports and IACP will be continuing their research and analysis for the final report.

On January 18, 2019, IACP submitted a retention and recruitment in-progress report. The critical findings and recommendations are summarized as follows:

1. **Human resource (HR) analytics:** A critical best practice is the capture, compilation, and analysis of personnel data that encompasses the employment lifecycle, from application through retirement. An HR analytics unit would be able to identify trends, examine underlying causes, and provide management with the necessary information to adjust personnel policy and operations to improve recruitment, hiring processes, retention, and morale. The Sheriff's personnel records management is currently decentralized among several units or retained in physical personnel folders. This limits management's ability to identify, understand, prioritize, adjust, and monitor systemic personnel trends and issues.

ATTACHMENT I

IACP recommends a stepwise strategy to develop the Sheriff's HR analytics ability, beginning with developing the analytic capacity to provide standardized vetted operational reporting on past/current experience, advanced reporting relying on proactive and automated management reports, strategic analytics using models to evaluate cause and effect, and cumulating with predictive analytics capabilities to predict trends and plan for changes.

2. Strategic Human Capital Plan: IACP identified a formal Strategic Human Capital Plan as a best practice in the development and decision making of personnel policies and operations, because it documents the organization's goals and the corresponding metrics of success.
3. Managing candidate expectations: A critical retention factor for applicants and Academy trainees is making sure they understand all aspects of the job (law enforcement, community relations/education, role model, etc.), work environment (custody and patrol), professional and personal demands, etc. The correlation between a new deputy's expectations with the reality of the job can set their perspective for the rest of their career; this is reflected in research that has shown the highest attrition of law enforcement officers is within the first five years on the job.

IACP's preliminary recommendations to begin addressing this issue include expanding the candidate job preview program (going beyond a ride-along) and use of self-evaluation processes for applicants to decide their own suitability for a career in law enforcement.

4. Career development: Research has shown that career development is one of the most important factors in predicting employee engagement, morale, and ultimately turnover. IACP recommends development of a program that maps out the career opportunities and pathways for the varied specialties within the department. Such a program would include a self-assessment (interests, knowledge, and skills), a personalized career map that match those interests with specialties/positions, and strategies to prepare and develop the skills and experience to move along that career pathway.
5. Recruitment marketing: IACP concurs with the 9th Wonder's recruitment marketing recommendations with the following enhancements:
 - Further development of the five personas whose attributes may overlap with populations not traditionally associated with law enforcement (e.g. Expansion of "law learners" to include social work which would capitalize on traits needed for effective community policing).

ATTACHMENT I

- Proactively attract, select, develop, and retain a diverse workforce which brings together a wide range of experiences and perspectives which will strengthen the organization. At a minimum, the demographic makeup of the applicant pool should be monitored throughout the selection process.
6. Retention research findings: IACP research identified the issues below as significant contributors to retention and morale.
- Turnover rates: Using historical data provided by the Sheriff, IACP analyzed reasons for deputies to leave service. The majority of separations were classified as retirement (53 percent), unknown (15 percent), service connected disability (11 percent), discharge (8 percent), and other employment (6 percent).
 - Work-life balance: Research identified work-life balance/conflict as a strong predictor of turnover. IACP conducted interviews that revealed new deputies were initially surprised and had ongoing concerns about unpredictable work hours and shifts that affect their relationships and responsibilities at home.
 - Organizational factors: Multiple facets of the Sheriff's organizational structure and culture were identified as areas of improvement:
 - i. Dual track: The dual track for career advancement received mixed reviews by deputies: some prefer custody and appreciate the opportunities to promote within custody, while others, including new graduates, viewed the custody assignment as not desirable. In addition, transferring from custody to patrol may require a demotion.
 - ii. Recognition of accomplishments: Research indicates that employee recognition, building a sense of belonging, can have a positive impact on morale and retention. Interviewees stated there is no formal recognition of promotions or retirements.
 - iii. Specialized jobs. IACP noted the broad array of opportunities to work specialized jobs is considered highly attractive and a retention factor. However, many of the specialties require patrol qualification. In addition, specialization may potentially lead to being pigeonholed and subsequent performance issues.
 - Local competition: The Sheriff faces competition from the current positive civilian job market and other law enforcement agencies in the region for new candidates and contributes toward attrition and lateral deputy/officer transfers.

IACP's next in-progress report will be focused on the background process.

Los Angeles County Sheriff's Department

Sheriff Recruitment Marketing Strategy Report

Presented December 10, 2018



Phelps

Today's Agenda

- Goals of Current Scope Of Work
- Recap of Work Completed
- Recommended Marketing Plan

GOALS OF CURRENT SCOPE OF WORK

Goals of Current Scope of Work

- A.** Develop candidate profiles and identify corresponding target demographic populations and key advertising markets.
- B.** Develop quality assurance tools to measure the performance of recruitment marketing efforts.
- C.** Increase the number of targeted, diverse, qualified applicants.
- D.** Optimize the return on investment by directing advertising toward high-return ad design, messaging and placement for the target demographics.
- E.** Review and improve the Department's social media presence, creative assets and long-term social media recruitment marketing strategy.
- F.** Develop a comprehensive, multifaceted long-term recruitment marketing strategy.

RECAP OF WORK COMPLETED

RESEARCH

A. Develop candidate profiles and identify corresponding target demographic populations and key advertising markets

Research Performed

Initial Discovery Session and planning with
LASD leadership

Stakeholder Discussion Groups & Interviews

- Deputies – 9 participants
- Chiefs and Executives – 10 participants
- Lieutenants and Sergeants – 8 participants
- Recent Graduates – 10 participants
- Lt. Dulla

On-site Observations

- Ethics and Leadership Course
- Escalated Incidents Course
- Jail Ops Training at the Pitchess Detention Center
(recent academy grads)



Primary Research

Quantitative online survey conducted in September 2018 to understand the attributes of those interested in a career in law enforcement

- Southern California residents, ages 16-35
- 1,576 respondents
- Demo representative of U.S. census
- *Follow-up individual online text chats with 28 high-interest participants to gain a deeper understanding of their perceptions and opportunities for improvements*

Secondary Research

Analysis of the industry, LASD, competitors and target audience

- Industry landscape review
- Millennial and Gen Z research
- Competitive positioning and advertising
- Best practices in law enforcement recruiting
- Asset and challenges analysis
- Market analysis to build look-alike modeling



LASD Advantages, Challenges and Prospects



Advantages

- Great pay, retirement and benefits
- Prestigious reputation
- Opportunities for advancement
- Recruits can control their path within Department
- 22-week paid training program with competitive salary
- Paid sick/vacation time

Challenges

- Long and complicated application process
- Generational differences
- Budget restrictions
- Competition
- Operational issues
- Hours and stress



Who are high-interest prospects?

- 13% of 16-35-year-olds in lower half of California
- More knowledgeable about LASD
- More interested in learning more
- Have more favorable perceptions of LASD
- More likely to have friend/relative in LASD

Their Key Demographics – and What They Mean for LASD

56% males means
44% females –
high interest from a
minority we are
targeting.

Hispanic is high
due to our
population statistics
in SoCal.

Income is higher
than in low interest,
but still low for cost
of living in CA –
money matters.

20% more likely to
be married and have
a child – they are
more mature at a
young age and can
handle responsibility.

16-to-18-year-
olds were a
very small
percentage of
survey.

Average
age was 27,
but highly interested
were **over 30%**
in their 30s.

Construction
workers are
interested, but the
field is **probably**
too niche to mine.

Religion is high, but
could be a factor of
the high Hispanic
demo whom
are **Catholic**
and often family-
driven.

*Highly interested are more likely to be older millennials (36% are ages 30-35)

Why Do They Want to Work in Law Enforcement?

TOP PERCEPTIONS OF LAW ENFORCEMENT

(agree strongly)

1. Protect/help others
2. Opportunities for advancement
3. Prestigious career
4. Is interesting/exciting

5. Salary and benefits
6. Challenging
7. Opportunity to try different roles
8. Job security

PRIMARY MOTIVATOR IS HELPING OTHERS

"I am passionate about serving others and creating a better future for children and adults."

- FEMALE 30-35

"Very rewarding both financially and in the sense of pride that comes along with it."

- MALE 18-20

"I like serving the people and the public, being a part of a community where you are able to make an influence on others, and providing a sense of security and safety for others..."

- FEMALE 21-24

Why Behavioral Segmentation Rather Than Demographic?

In the past we have looked at prospective recruits by desired demographics (e.g., women, African Americans, etc.)

But the best way to get more recruits, better recruits and natural diversity is to **target prospects by habits, behaviors and mindsets** that tend to be most akin to what LASD is looking for.

Persona Overview: Why Target These Prospects?



Legacy Led

- **Over 60%** of law enforcement officers were **drawn to their profession by legacy friends or family**.
- Our survey notes **target prospects are 15% more likely to have friends and relatives in law enforcement** than non-target respondents.



Military Naturals

- Because the **military structure is similar to law enforcement and they share key traits** such as discipline, integrity and physical agility, Military Naturals are ideal prospects.
- This group is also **interested in the profession** for its similar benefits, job purpose and team culture.



Law Learners

- With a **law-forward mindset**, Law Learners are **highly informed and educated** about the current political and social landscape of the industry.
- Law Learners may be interested in more lucrative jobs, so it is important to **educate them about the strong job salaries/benefits** and opportunities.



College Players

- College Players are grounded in core traits such as **discipline, hard work, physical agility and teamwork**.
- **Specifying the type of athlete is key** – those who are lower divisions such as DII, DIII and community college. They embody the needed traits, but are often considering other career paths than pro sports.



Career Questers

- High school students are **making critical career decisions**, learning about opportunities for the first time and weighing options.
- Informing young people **early on about opportunities and inspiring them to consider this career** may encourage prospects to join sooner.

CAREER QUESTERS



"I am in a JROTC program in leadership and occasionally working with others and helping."

Making critical life decisions and having career interests that can be realized within LASD.

At a time when they are making critical life decisions—considering which university to attend, whether to even go to college, etc.—high school students are our most malleable persona. As a product of the times in which they live, high school kids — Gen Z — understand the importance of financial responsibility, and they seek long-term jobs in which they can try different roles within the same organization (compared to job-hopping Millennials). They are less likely to attend a university simply because it is the “thing to do.” And above all, they are passionate about making an impact. All of these needs and desire can be fulfilled within LASD. Educating this persona is key.

LASD Most Desired Benefits

View of Law Enforcement

- They protect the community
- Challenging
- Offers opportunity to try different roles

Personal Motivations

- Wants a career, not just a job
- Desires advancement
- Career that lets them express their ideas

Character Traits

- Morals guide decisions
- Concerned about financial future
- Desire to help others
- Views self as kind, intelligent and honest

Of 141 surveyed high school students, **over half** are interested in a career in law enforcement. And of the 55% of high school students familiar with LASD, **over half** want to learn more.

A Day in the Life of CAREER QUESTERS

Top Interests

Going to concerts, gaming, playing sports, internet culture, dancing, hanging out with friends

Favorite Brands

Nintendo, Call of Duty, Observatory concert venue, Coachella, Disneyland, Nike, Monster Energy, Ubisoft, Marvel



Top Influencers

Sports: LA Dodgers, LA Lakers, Cristiano Ronaldo
Music: Lil Pump, Ariana Grande, Lana Del Rey
Models: Kylie Jenner

Top Websites

Buzzfeed Video, Spanish-language sites, Dude Perfect, IGN, Fu*k Jerry, Fail Army, WorldstarHipHop, LAD Bible

CAREER QUESTERS Media Usage



Heavy Movies
Heavy Websites
Heavy TV



Avg Magazines
Avg Apps
Avg Radio



Light Newspapers
Light Outdoor

How to Connect with CAREER QUESTERS



Where to Find Career Questers

- **Army Junior Reserve Officer Training Corps (JROTC)**
- **Volunteer/Charity/Service Clubs** — e.g., Young Life, Key Club, Rotary Club, Amnesty International
- **Leadership Clubs** — e.g., ASB, Orientation Leaders, Shadow Program, Speech and Debate, LEAP
- **Political Action Clubs** — e.g., Future Problem-Solving Program International
- **Athletic Departments**
- **Career Fairs**
- **Classrooms** — e.g., Civics, Current Events, U.S. Government
- **School Rallies/Morning Announcements**
- **On-Campus Safety Programs** — e.g., Every Fifteen Minutes, D.A.R.E.

Efforts That Can Be Made

- **Have a presence** at "Where to Find" locations:
 - Set up booths/have casual conversations
 - Arrange speeches/talks at "Where to Find" locations
- Partner with schools to implement **safety programs that introduce students to deputies** in a casual way
- **Reboot explorer program/internship program**
- **Ride-alongs**
- **Educate them about the qualifications** so they maintain background standards to qualify for academy
- **Let them know they will have a say** in their career path
- Speak about **financial benefits AND emotion**
 - Financially pragmatic generation
 - Passionate about making an impact
- **Paid Media strategy**

What Are the Most Desirable Attributes of Deputy Sheriff Prospects?

The recommended “target prospects” have **desirable traits that make them stand out** from their peers:

- **Motivated and hardworking**
- **Possess leadership qualities**
- **Desire to help others, make improvements and serve the community**
- **Want to be challenged**
- **Are loyal, a trait they view as important for success**
- **Clear, articulate communicators**
- **Feel in control of their lives**
- **Knowledgeable, strong attention to detail – problem solvers**
- **Dedicated and have high integrity**
- **Go-getters with a strong work ethic**

And Where Are the Best Places to Reach Them?

LOCALLY

While LA County has the largest population of high-interest candidates, the disproportionate amount of people interested in **Kern County** and **San Bernardino County** makes those areas the most highly recommended markets to test.

NATIONALLY

Based on the previous geographic recommendations, we suggest **a test campaign** to see if we get more traction with a broad reach strategy or a niche affinity strategy.

We can use our knowledge of each prospect to **craft targeted messaging** to them and align on what delivers the most high-quality prospect results.

PAID MEDIA

- C. Increase the number of targeted, diverse, qualified applicants.
- D. Optimize the return on investment by directing advertising toward high-return ad design, messaging and placement for the target demographics.

Recap of Campaign to Date

Date: July 26, 2018 – November 30, 2018

- Delivered **10,151 total clicks** to NeoGov (conversions) at **\$5.66 cost per action (CPA)**
- Overall, campaigns improved over time as we optimized and implemented different tactics and strategies

Channel	Campaign Start (Month)	Initial CPA	CPA to Date	Conversions to Date
Paid Search	July	\$4.49	\$6.47	4,994
Paid Social	July	\$9.90	\$4.39	5,084
Programmatic	Sept.	\$242.39	\$85.91	15
YouTube	Oct.	\$49.73	\$25.65	58
Total	-	\$7.68	\$5.66	10,151

How We Define Conversions

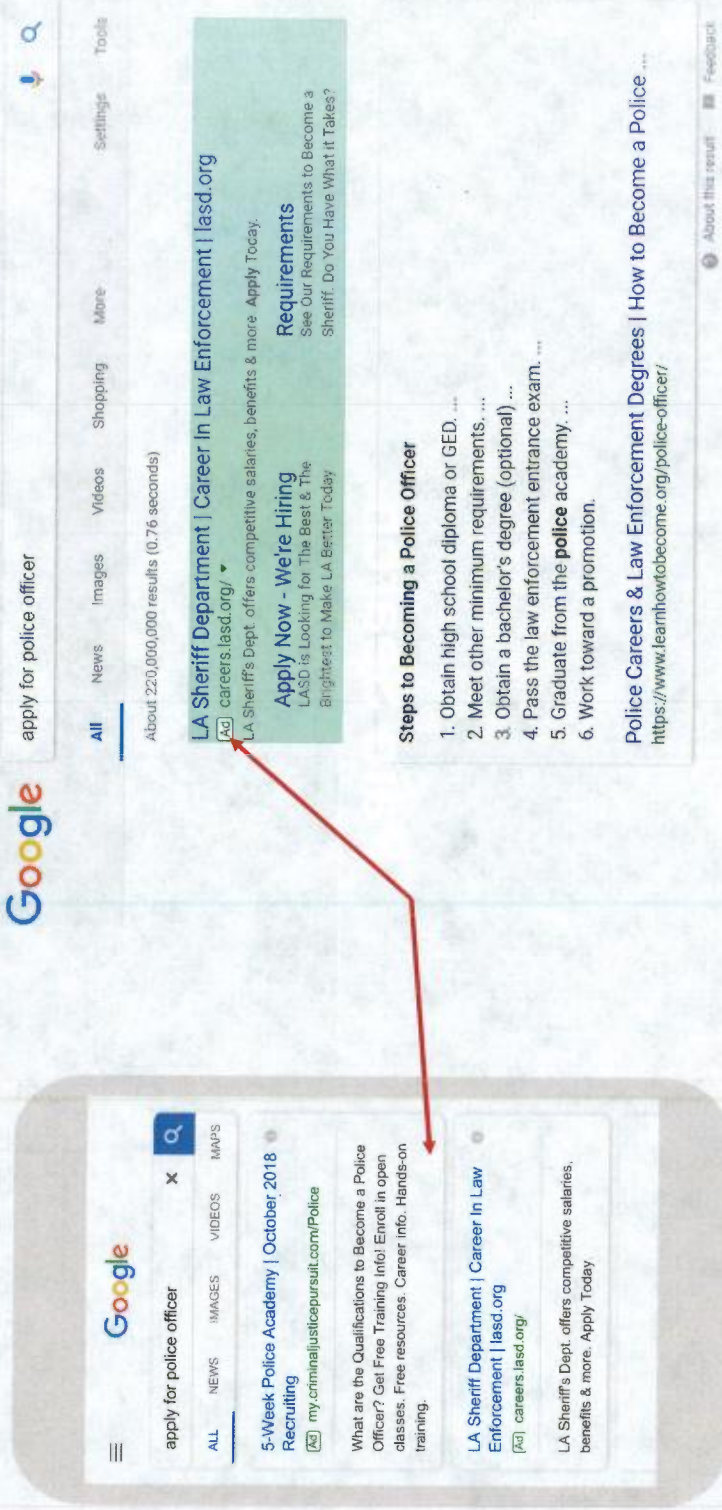
- The initial goal for this campaign was defined as “increase candidate application volume.” We drove traffic to the careers.lasd.org landing page and considered a click-through to the NeoGov website a conversion
- To improve the candidate's experience, we've added alternate recruiter engagement initiatives:
 - Click-to-Call launched 11/20 – paid search call extensions only
 - Form Fills – awaiting new landing page design



Paid Search

Paid Search Goals & Example

Goal: Intent-based users, located in Los Angeles and neighboring counties, aimed at users seeking a career in law enforcement



Paid Search – Overall Results: July 26 – November 30, 2018

Key Results:

- **4,994 users** clicked to NeoGov (Conv) after clicking a paid search ad
- Google delivered **4,267** users to NeoGov (Conv)
- Bing ads delivered **727** users to NeoGov (Conv)

Paid Search	Google	Bing	Total
Impressions	285,061	134,447	419,508
NeoGov Clicks	4,267	727	4,994
CPA	\$6.14	\$8.39	\$6.47

Young Men Seek Law Enforcement Careers

Male Gen-Zs and Millennials Searching for Law Enforcement Careers



18-34-year-olds
= 45% of clicks
to NeoGov



Males = 47% of
total clicks
to NeoGov

Adding Salary Info to Ads Boosted Conversions

Created a series of paid search ad copy tests. These tests measured language between salary, “sense of urgency,” and position title.

Now Hiring - Sheriff Trainee | Starting Salary at \$66K
 careers.lasd.org

You will also receive the strongest public-sector benefits, retirement, & family plans!

Now Hiring – Sheriff Trainee | Starting Salary \$68-76k
 careers.lasd.org

Also receive exceptional public-sector benefits, retirement, & family plans

Results:

- Adding salary copy to ads boosted the rate of clicks to NeoGov (Conversions) by 6.25%
- Adding “sense of urgency” copy increased click-through rates by 25% but did not drive efficient clicks to NeoGov
- Position title did not improve metrics

Programmatic & YouTube

TradeDesk & YouTube Creative & Goals



LASD Action/Slomo



Languages (Two)



Baby Rescue



Doors



POV



Programmatic

Definition: Targeting users to show display, video and native ads on premium websites.

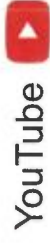
Goal: Increase reach and awareness to potential candidates within underrepresented demographics. (women and African Americans).

YouTube

Goal: Leverage the second-largest search engine to display video content to users showing interest in law enforcement careers.

*Please note: The personas and behaviors/interests were not available at the campaign launch, so we had to target based on demographics.

YouTube Video: October 1 – November 30, 2018



Mobile



Desktop



Launched YouTube video in October. Improved cost to NeoGov 93% from \$220 at start, to \$15 as of November 30. Within a two-month time frame, we drove more than 43,000 video views.

Learnings

- Users who viewed the POV were 93% more likely to click to NeoGov
- "Action/SloMo" and "Doors" videos held users' attention 54% longer than all other videos

Programmatic Video: September 18 – November 30



Users viewed LASD videos over **57,000 times** at a cost-per-view of \$0.02. We've tracked **16 users** who viewed the video and then clicked to NeoGov (converted).

Learnings

- African American audiences were 19% more likely to click through the video ad to learn more.
- Law enforcement job seekers outperformed all targets by delivering 53% of NeoGov clicks.

Programmatic Key Value

- Granular audience targeting
- Precise user, device and location targeting

Click-to-Call Campaign

Click-to-Call Campaigns: Goals & Example



Call Extensions Goals:

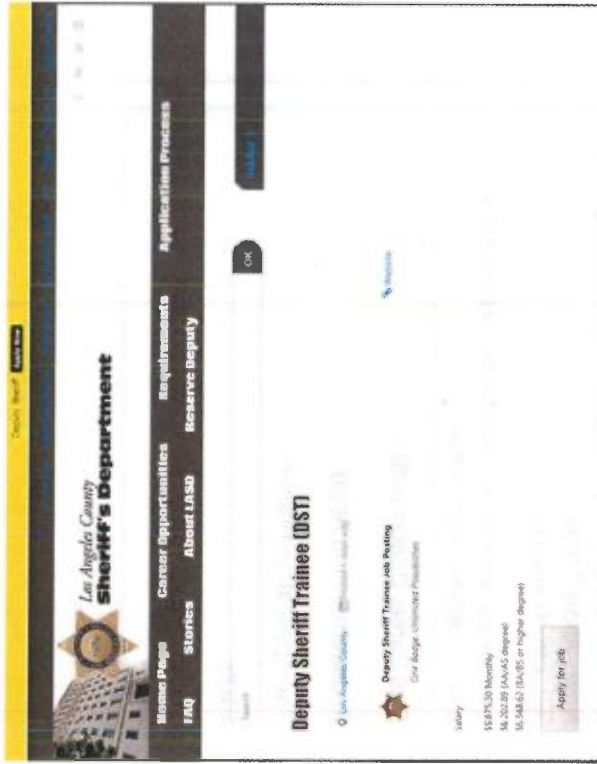
- Launched: November 19 – November 26
- Drive calls to recruitment center during business hours: Mon.-Fri. 7am – 4pm
- Improve communication between candidate and recruiter to qualify candidate further

First 8 Days' Results

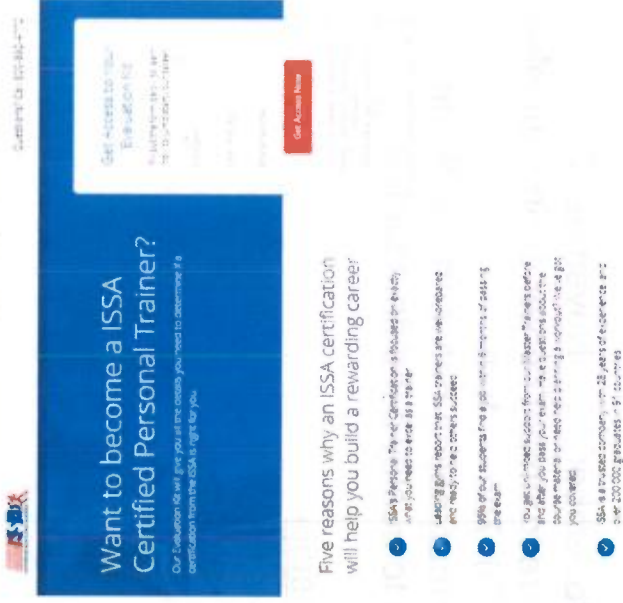
- 10 total calls
- 25 min. total talk time

Click-to-Call Campaigns: Landing Page (Currently in development by LASD Team)

Current Page:



Click-to-Call Landing Page Example



- Provide content to help users get more information
- Include FAQ, requirements and testimonials
- Direct users to fill out form so a recruitment member can contact them
- Provide phone number and email address to drive users to call
- We will own candidate information before user reaches NeoGov

Paid Social

Paid Social Goals & Examples

Goal: Entice interest and brand awareness of LASD while driving volume of quality potential applicants

LA SD Recruitment Unit
Sponsored (demo)

Now hiring at LASD. We need responsible, hard-working deputy sheriffs to lead, protect and help the County of Los Angeles. Train to become a deputy sheriff and once you graduate from the academy, you will earn between \$73,000 and \$107,000.



CAREERS.LASD.ORG
Join the LASD family
Start your deputy sheriff trainee application

Apply Now

9 Comments

Like Comment Share

See All

Sponsored

Create Ad



Where will you go next?
CITICARDS.COM
Get bonus miles and more with the Citicards® / AAdvantage® Platinum Select® card.



WIN VIP TICKETS

Visit for a chance to win VIP Rolling Loud ti...
power106.com
@StellaRosa is giving you a chance to win VIP tickets to SOLD OUT @RollingLoud! Visit the...

Paid Social Goals & Examples

Goal: Entice interest and brand awareness of LASD while driving volume of quality potential applicants

Static Facebook Ad (Carousel)



LASD Recruitment Unit Sponsored

Joining LASD is more than just starting your career, you'll be joining a family. Become a part of ours by submitting an application today!

Submit an Application Today!

Apply Now

Submit an Application Today!

Facebook Canvas Ad



LASD Recruitment Unit Sponsored

Joining LASD is more than just starting your career, you'll be joining a family. Become a part of ours by submitting an application today!

LASD is Hiring!

112

Like Comment Share

Static Instagram Ad



lasdrecruitment Sponsored

Apply Now

lasdrecruitment As a Deputy Sheriff Trainee you will earn a minimum of \$66,000/year and a 6.5% raise upon graduation! Click now to start your career with [lasdrecruitment](#)

Instagram Canvas Ad



lasdrecruitment Joining LASD is more than just starting your career, you'll be joining a family.

philips66co

Paid Social Overall Performance Overview: July 26 – November 30, 2018

- Facebook drove 91% of NeoGov clicks (conversions) for the campaign to date. Facebook drove higher click-through rates and more efficient cost per action.
- From campaign start until the end of November, a total of **5,084 users** clicked to NeoGov after being exposed to a paid social ad.
 - First month of campaign cost per action: **\$9.90**
 - Current cost per action: **\$4.39**
- Increased focus toward Facebook due to stronger performance compared to Instagram.

Paid Social Gender & Age Overall Insights: July 26 – November 30, 2018

- Males and females **25-34-years-old** drove 50% of all NeoGov clicks (conversions). Overall, this age group drove the most efficient performance.



Creative Analysis: July 26 – November 30, 2018

Creative Analysis								Total	
NeoGov Clicks	1,608	664	698	611	441	434	198	159	4,813
		Static	Canvas	Static	Static	Static	Carousel	Carousel	

Takeaway:

All types of ad units (static, canvas and carousel) drove NeoGov clicks (conversions) over the course of the campaign – the creative with the highest number of NeoGov clicks was the "Sheriffs Walking"

SOCIAL MEDIA

E. Review and improve the Department's social media presence, creative assets and long-term social media recruitment marketing strategy.

Social Media Goals

Increase applications and interest from high-quality prospective recruits (and underrepresented targets) looking to join LASD

Increase ratio of applicants to academy graduates by leveraging higher-funnel content ad units

Creative Key Takeaways

- Static Facebook ads and mobile-friendly Facebook Canvas ad units led to the most clicks to NeoGov for both men and women
 - Overall, men clicked through LASD ad units at a higher rate than women
- **Gen Z (18-24) users favored mobile-optimized Canvas ads and static Facebook news feed ads**
- **Millennial users (25-34) clicked through ad creative at a higher rate than Gen Z, but both groups favored similar ad creative**
- **Mobile-friendly Canvas ad led to second-highest number of clicks to NeoGov for both millennials and Gen Z**
- Female users responded more favorably to creative that featured youthful women – but men also responded to creative featuring women (for example, “Solo Female at Night” creative led to highest NeoGov clicks on Instagram for men and women)

**Please note: The personas and behaviors/interests were not available at the campaign launch, so we had to target based on demographics.*

High-Performing Imagery from Campaign to Date: Paid Facebook



Sheriffs Walking



Canvas Ad



Female Deputies on Bench

Key Takeaways:

- Facebook users overall responded more favorably to ad units featuring a variety of LASD personnel (1,549 clicks to NeoGov from top-performing “Sheriffs Walking” ad unit)
- Canvas ads allow for multiple images and copy options, providing LASD the opportunity to promote its diversity and educate recruits on application journey
 - Recruits want to see themselves depicted in ads when looking at age and gender – especially Gen Z and millennial targets

High-Performing Imagery from Campaign to Date: Paid Instagram



Key Takeaways:

- Overall, Instagram users responded more favorably to static ad units (96 clicks to NeoGov on "Solo Female at Night") followed by mobile-friendly Canvas ads

Campaign-to-Date Paid Social Ad Units: Gender

Top ad unit performers among women on Facebook



Female Deputies on Bench

Third Generation

Solo Female at Night

Ad Unit Type	Clicks to NeoGov (Conv)	Click-Through Rate (CTR)
Static Facebook ad (Sheriffs Walking)	542	1.07%
Static Facebook ad (Female Deputies on Bench)	270	1.13% (at campaign average)
Facebook Canvas ad*	251	1.03%

*Canvas ad includes new imagery ("Third Generation" and "Solo Female at Night")

Paid Social Ad Units: Gender

Top ad unit performers among men on Facebook

Sheriffs Walking



Female Deputies on Bench



Image within Canvas Ad



Ad Unit Type	Clicks to NeoGov (Conv)	Click-Through Rate (CTR)
Static Facebook ad (Sheriffs Walking)	997	1.26% (higher than campaign average)
Facebook Canvas ad (featuring men & women)	489	1.21% (higher than campaign average)
Static Facebook ad (Female Deputies on Bench)	354	1.01%

Campaign-to-Date Paid Social Ad Units: Gender

Top ad unit performers among women on Instagram

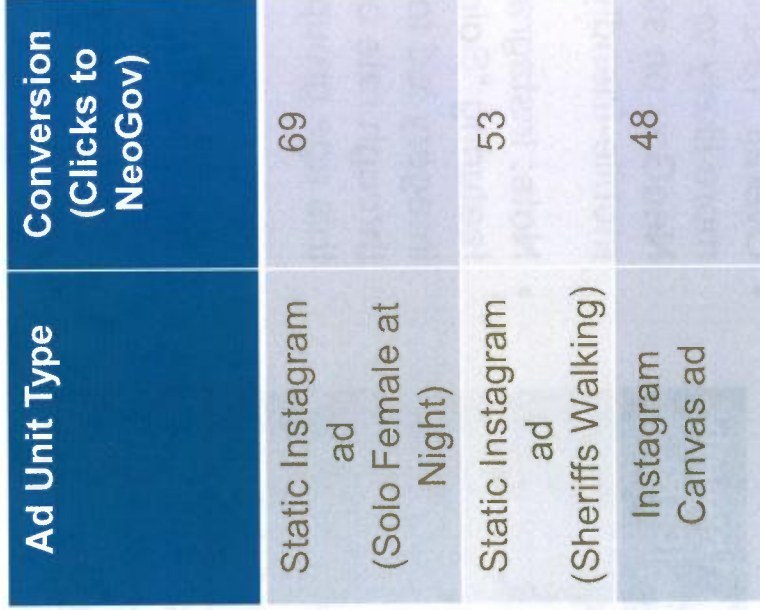
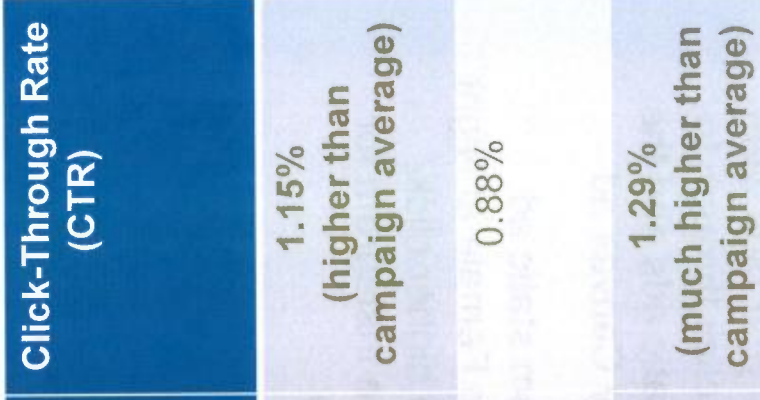


Ad Unit Type	Conversions (Clicks to NeoGov)	Click-Through Rate (CTR)
Static Instagram ad (Solo Female at Night)	27	0.83%
Static Instagram ad (Sheriffs Walking)	22	0.66%
Instagram Canvas ad	18	0.92% (campaign average)

Campaign-to-Date Paid Social Ad Units: Gender

Top ad unit performers among men on Instagram

Ad Unit Type	Conversion (Clicks to NeoGov)	Click-Through Rate (CTR)
Static Instagram ad (Solo Female at Night)	69	1.15% (higher than campaign average)
Static Instagram ad (Sheriffs Walking)	53	0.88%
Instagram Canvas ad	48	1.29% (much higher than campaign average)



Gen Z: Best Performing Ad Creative from Campaign to Date

Gen Z defined as users ages 18-24

Ad Unit Type	Conversion (Clicks to NeoGov)	Click-Through Rate (CTR)
Facebook static ad ("Sheriffs Walking")	446	0.96%
Canvas ad	226	1.00%
Facebook static ad (Solo Female at Night")	138	0.71%
Instagram static ad (Solo Female at Night")	57	1.13% (at campaign average)

- Overall, 18-24-year olds were more likely to click through to NeoGov on static ads and the mobile-friendly Canvas ad
- Note: Instagram static ad featuring "Solo Female at Night" imagery led to higher click-through rate on Instagram for this age group

Millennials: Best-Performing Ad Creative from Campaign to Date

Millennials defined as users age 25-34

Ad Unit Type	Conversions (Clicks to NeoGov)	Click-Through Rate (CTR)
Facebook static ad ("Sheriffs Walking")	744	1.14% (higher than campaign average)
Canvas ad	375	1.15% (higher than campaign average)
Facebook static ad ("Female Deputies on Bench")	324	1.01%
Facebook static ad ("Solo Female at Night")	209	0.82%

- Like Gen Z, millennials were more likely to click through to NeoGov on static ads and the mobile-friendly Canvas ad
- In general, this age group was more likely than Gen Z to click through ads on Facebook and Instagram

Creative Direction Provided per Research Applications: Creative

Copy applications after completing research

LASD is Hiring! Los Angeles needs dependable deputy sheriffs who can lead, protect and help our community. Start your future today as a deputy sheriff trainee.

Your next career? Protecting the County of Los Angeles.

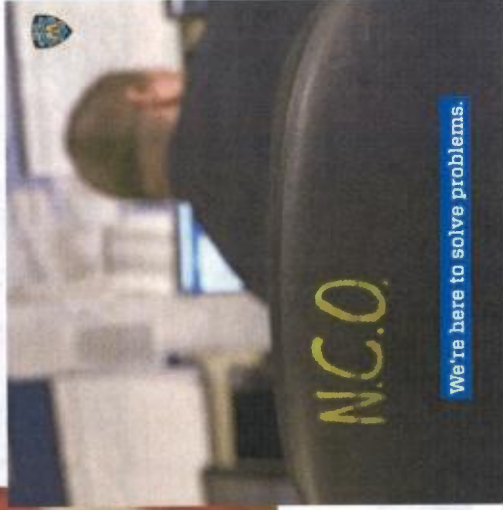
Make a career change today. Earn \$73,000 through \$107,000 as deputy sheriff.

Realize your career potential at LASD. Start earning \$68-76K as a deputy sheriff trainee while in the academy.

Creative to Appeal to Gen Z



Screenshots from an Instagram video from NYPD, featuring young female officer and her work in neighborhood policing in the Bronx



- **Money and mission matters**
 - Target the behavioral mindset of this “Career Quester” by emphasizing how recruits can contribute to LASD – and to their own careers and households
 - We tested ad copy that included both LASD’s mission and specific salary information
- **Recommendations**
 - Create an Instagram-focused advertising campaign to focus on the theme of building a career of variety – featuring just-starting-out deputy sheriffs
 - Demonstrate the high level of rewards that result from joining LASD

Creative to Appeal to Millennials



Miami Police VLOG: A Sergeant's Role: Patrol versus P.S.T.
38,372 views

Consider building a library of video and photography assets from the deputy sheriff's perspective as endorsement of LASD (such as this Miami police vlog from YouTube)

- **Millennials want to take control of their career paths**
 - High-interest millennials want to be active and help others – but understand that the role often comes with high risk
 - Opportunity to demonstrate in creative active shots – showcase how LASD pushes deputies to grow in their careers
- **Present LASD as a career pivot for the better**
 - Recommendation: Balance the messages of both salary, personal purpose and providing for one's family in Millennial ad creative
 - Call-to-action could include messaging Recruitment Page for info

Creative Direction Provided: What to Look for in LASD Creative Assets

Faces

Action/Motion

Rigor

Close-ups

Youth

Diversity

Find any opportunity for one-on-one interaction between 2-3 people. Attempt to shoot photography after ceremonies or toward the end of events to capture more candid, casual photos between deputies.

Creative Direction Provided: What to Look for in LASD Creative Assets

Diversity (People & Roles)



Emotion



Movement



If LASD wishes for more interest from underrepresented groups, build in efforts to capture those members of LASD in the field and interacting with the community.

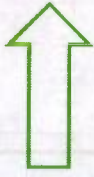
ANALYTICS IMPLEMENTATION

- B. Develop quality assurance tools to measure the performance of recruitment marketing efforts.

Analytics Tracking from Start of Campaign to Now

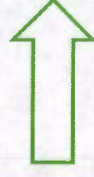
Start:

We could see clicks to NeoGov but not what the user did after they got there.



Mid:

We could see clicks to NeoGov, and we could match completed applications back to our ads.

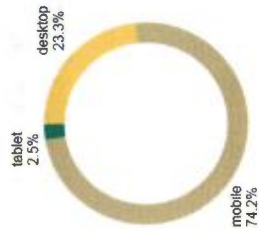


Now:

We see the full view of what ads they clicked on, what they do in NeoGov (drop-off points), and when they complete the application.

Total Visitors: Top-Level Metrics (careers.lasd.org, ehire.lasd.org)

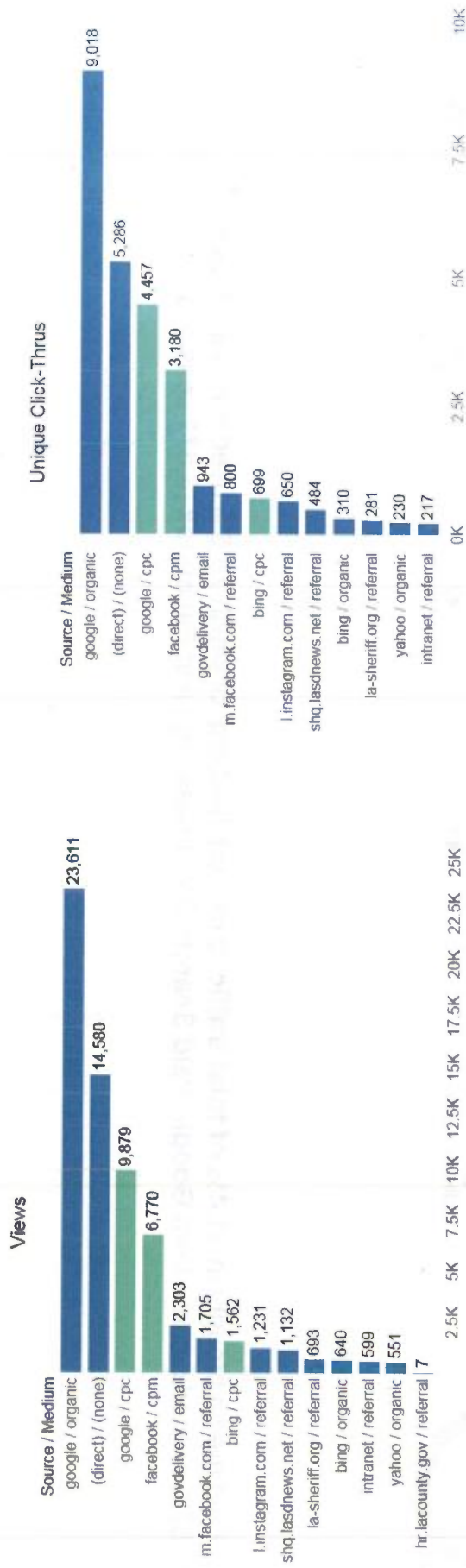
Traffic by Device



Source	Sessions	Users	V / UV	Bounce Rate
careers.lasd.org	186,738	158,298	1.2	46.6%
google / cpc	3,981	2,936	1.4	43.1%
facebook / cpm	3,571	3,182	1.1	50.9%
bing / cpc	824	701	1.2	32.2%
instagram / cpm	242	239	1.0	61.6%
tradedesk / cpm	40	40	1.0	92.5%

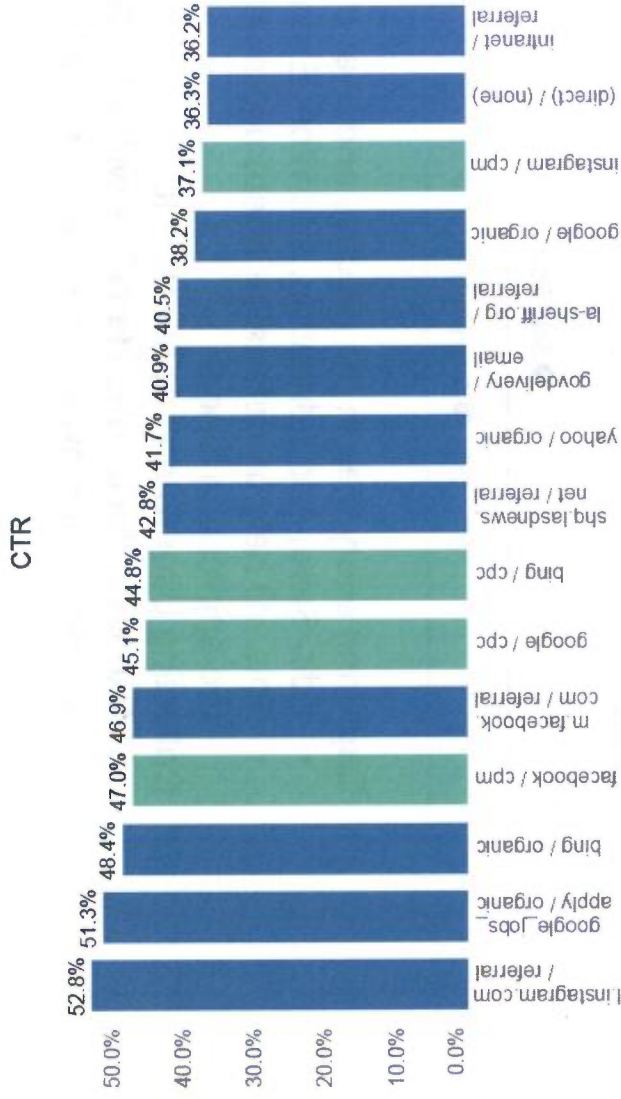
- Paid media brought in 31.4% of total traffic to careers.lasd.org, of which 76.6% used a mobile device
- 87% of media came from Google Paid Search (3,981 sessions) and Facebook (3,571 sessions)

careers.lasd.org: Which Sources/Mediums Are Driving Job Posting Views/Clicks



- Google Organic generated 47.6% of job views, but drove only 46.5% of the clicks to NeoGov (Conv)
- Paid Media drove 27.2% of the job views and 30.4% of clicks to NeoGov (Conv) – Paid Media continues to be more effective in driving CTRs

Click-Through Rates to NeoGov



- Facebook/CPM currently is generating the highest CTR among the paid media channels at 47.0% followed by Google at 45.1%
- Paid Media CTR of 45.6% is 11.5% higher than overall rate of 40.9%; again, we see that the paid media placements are more effective in driving NeoGov clicks (Conv) than non-paid media traffic drivers (organic social, organic search and direct traffic)

NeoGov Tracking

- Info
- Work (1)
- Education
- ... Additional
- Attachments
- Questions
- Review
- Certify

Contact Information

Please fix the errors in the following section.

Name

Address

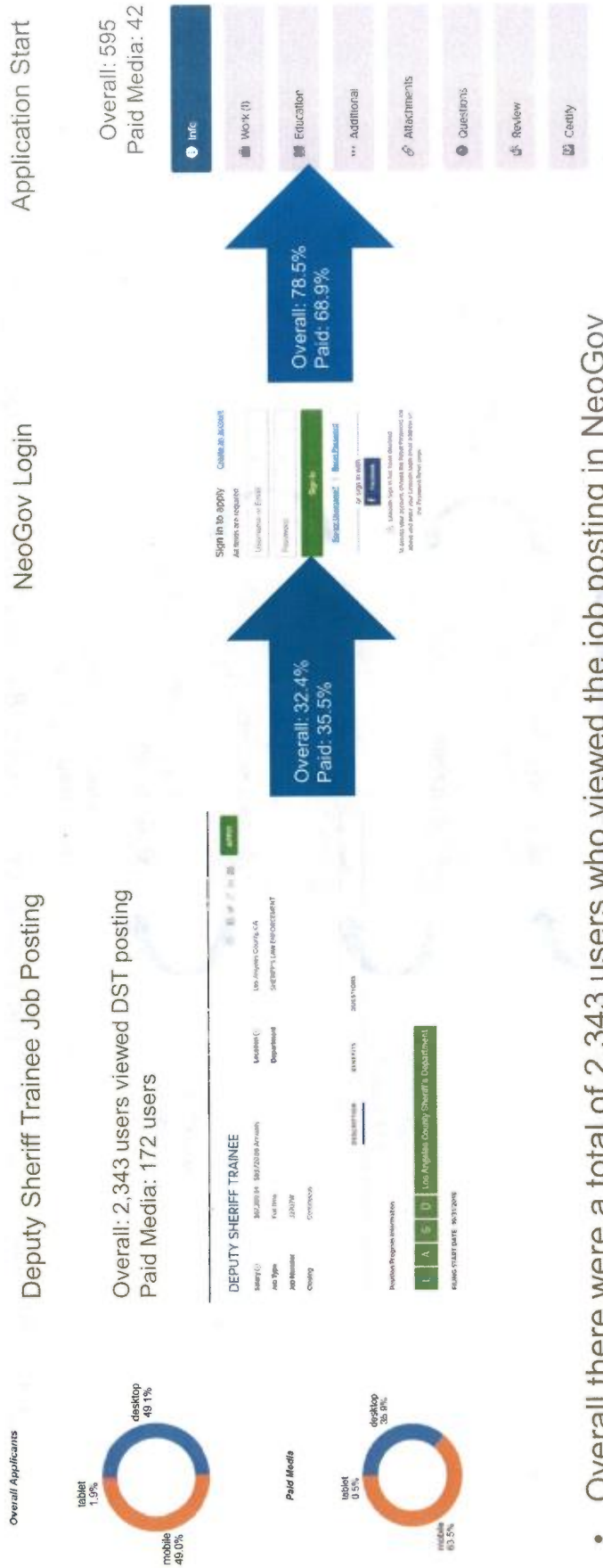
Edit

+ Add Education

+ Add work experience

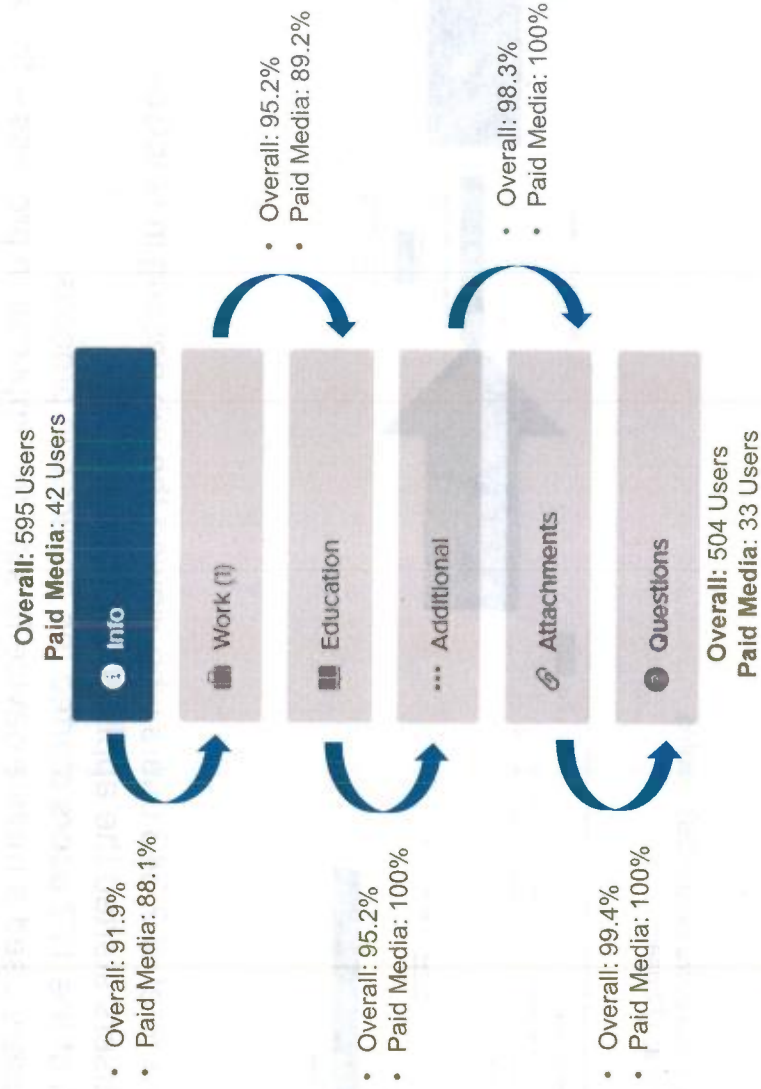
- Capturing every step in the process and user engagement
 - Edit, Save, Add Education, Add Work Experience
 - This will help us determine where users are falling out of the application funnel
- Collecting User ID and Application ID
 - Exposing the unique identifiers will help LASD tie users to eHire and provide a complete view of the user journey

Application Funnel for Deputy Sheriff Trainee: November 12 – November 30, 2018



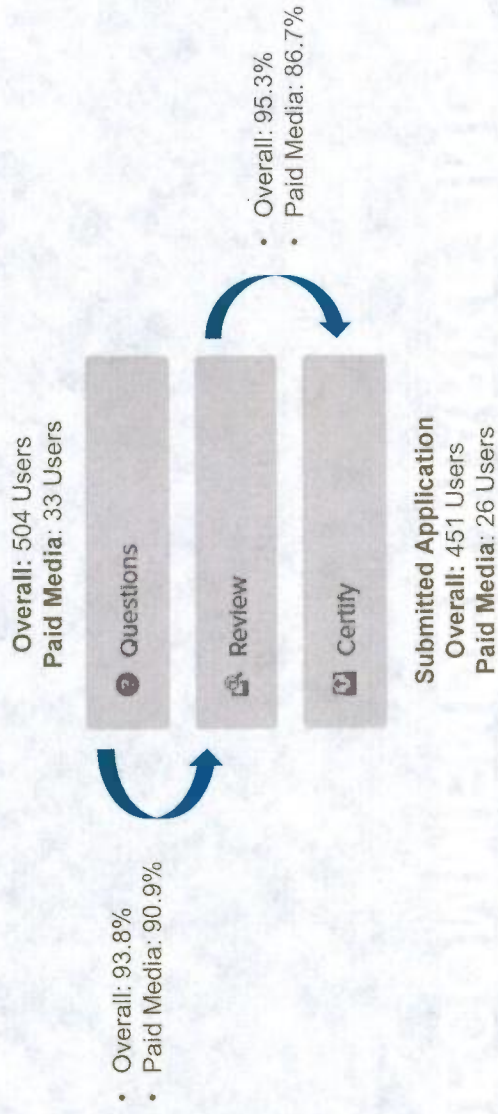
- Overall there were a total of 2,343 users who viewed the job posting in NeoGov
- 25% of those users started the application process
- Paid Media: 21.5% of the 172 users started the application process
 - 63.5% of the users used a mobile device to start the application process – the application is not mobile friendly, contributing to the drop-off rate

Application Funnel for Deputy Sheriff Trainee: Nov. 12 – Nov. 30, 2018



- Of the 595 users who started the application, a total of 84.7% of applicants made it to the Questions portion of the application
- 33 applicants (78.5%) from Paid Media efforts made it to the Questions portion of the application

Application Funnel for Deputy Sheriff Trainee: November 12 – November 30, 2018



- Out of the 595 users who started the application process, a total of 451 users completed the application (75.8% completion rate), while paid media drove 26 applicants (61.9% completion rate)
- Device type affected drop rates: 63.5% of users from paid media came from mobile phones, while 49.1% of overall applicants used a desktop device

RECOMMENDED MARKETING PLAN

F. Develop a comprehensive, multifaceted long-term recruitment marketing strategy.

CREATIVE CAMPAIGN

Evaluation of Current Campaign: "One Badge, Unlimited Possibilities"

- Must be mindful **not to overpromise** career opportunities
- Continue to develop transparency with respect to what it takes/how long it takes to get desired position
- Communicate jobs that actually exist within Department
- Imagery of sworn staff needs to **create a balance** when being portraying as both professionals and humans
- Avoid presence in **ineffective areas** (should not recruit at Disneyland and beer festivals — need to be in recommended locations such as career fairs, etc.)
- Need to **narrow targets** to our five personas (current issue isn't attracting candidates, but attracting **qualified** candidates)

Now, with the ability to track candidates throughout the whole application process, we will be able to identify points of friction and narrow our marketing efforts on critical areas of attention from the points listed above.

New Creative Campaign

First priority is developing a creative campaign.

We have already put together a creative brief with several positioning options. This brief will help inspire messaging designed to engage potential recruits and deliver a positive, enticing concept that polishes the Department's brand while also triggering the recruit to reach out for more information or to apply.

MANAGING BRAND CONSISTENCY

Brand Management

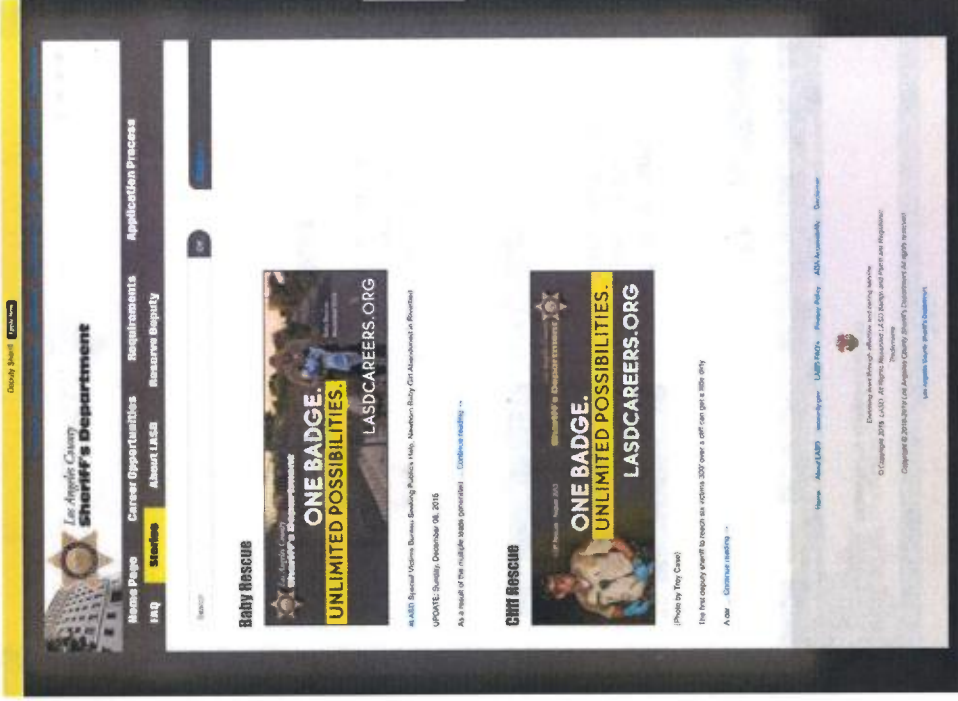
- To manage audience perceptions in the digital and social space, your brand must be unified. A unified brand communicates and is supported by one consistent experience, allowing for focused alignment and coherence to reinforce the brand position and message. Coherence builds brand awareness and strengthens loyalty.
- Once the strategy and strategic marketing plan are established and approved, we will manage the brand and reach your audience consistently to reinforce the desired perception.
- We'll steward the brand with style guides, version controls and a tone of voice that align with the strategy. We'll also work closely with your teams to review assets and provide feedback, so the brand is represented in a consistent manner.

CONTENT STRATEGY

Creating More Stories

Humanize the job

- Stories are a great way to humanize the job and highlight the real impact that deputies can have in their communities.
- We recommend implementing an ongoing content creation program to develop new stories to publish on the website and social.
- Story ideas should be informed by our key personas and regional opportunities.
- Video-based stories may have more impact.
- Stories should focus more on the deputy and their personal experience, as opposed to just the incident itself.

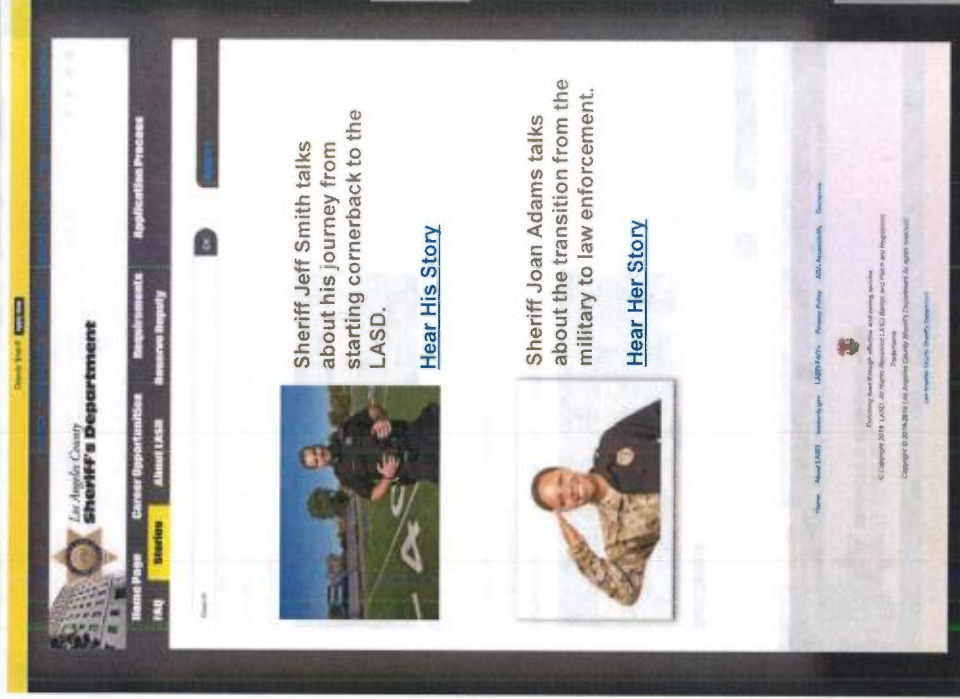


Creating More Stories

Humanize the job

Sample story ideas

- A sheriff who used to play college football talks about their personal journey and how team sports helped prepare them for a career in law enforcement.
- A sheriff talks about their transition from the military to law enforcement.



Requirements

Bring successful attributes to life

- In addition to the basic job requirements, the Requirements page also includes a list of attributes that a successful candidate should have.
- While these attributes are admirable, they're also vague and could mean different things to different people.
- We can help bring these to life by highlighting stories/deputies that embody each of these attributes.

Story Idea: Series of short videos where we ask deputies what each of these attributes means to them and how they've seen that at work in their job.

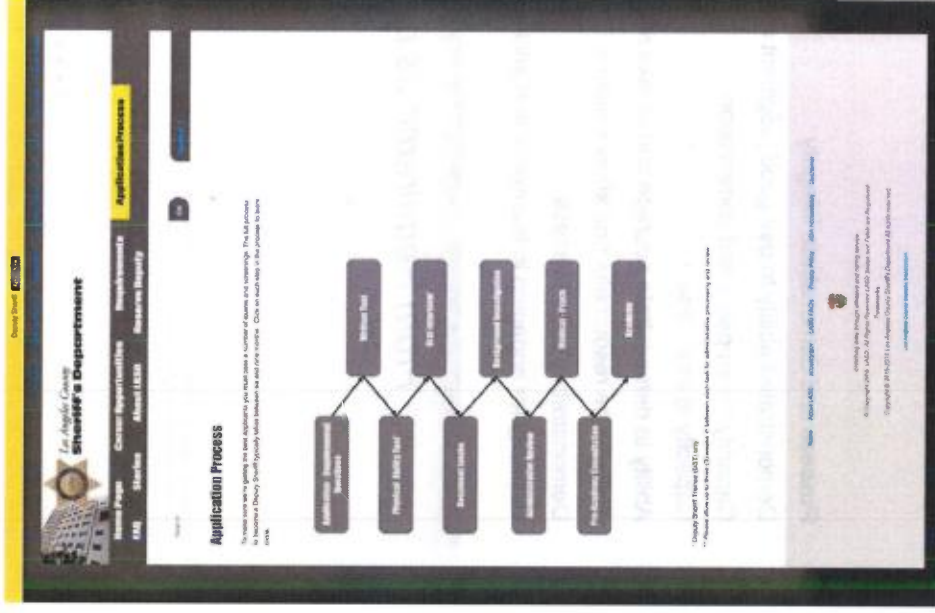
Possess and demonstrate integrity
Demonstrated ability to use good judgment and problem solving
Capacity for empathy and compassion
Capacity to multi-task
Ability to demonstrate courage and to take responsibility
Ability to be resourceful and show initiative
Demonstrating assertiveness
Capacity for engaging in teamwork and ability to collaborate

From Requirements page

Applications

Demystify the application process

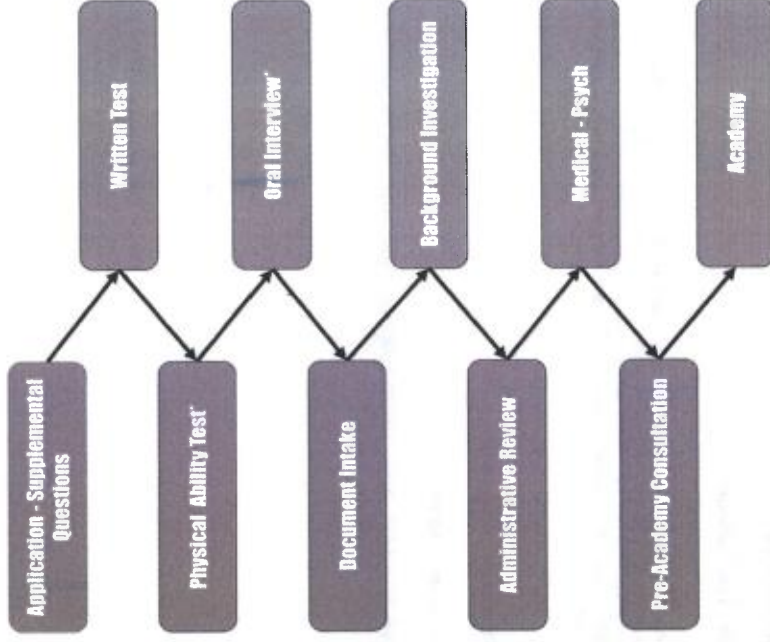
- The length and complexity of the application process is one of the main barriers for potential recruits.
- We recommend creating content that helps illuminate and demystify the application process.
- **IDEA:** Follow 2-3 recruits throughout the application process, and create content based on their experiences.
- **IDEA:** Create an article containing tips and tools for navigating the application process.



LASD Infographic (as found on https://lasdcareers.org/essential_grid/application-process/)



- After users click "Application Process," site directs them to an application infographic, but not all buttons are linked to external pages with more information (example, Written Test button)
- Opportunity to use application process landing page to create a better UX/UI experience for those interested in learning more about the LASD process



LASD Infographic Recommendations



- Break down infographic into separate sections, with each mobile-friendly header dropping down into an expanded explanation and embedded links (as seen at top right from Seattle police Department's website)
- Could also be opportunity to embed existing video content to further educate site visitors on the purpose and mission of LASD

Find out many more details on hiring process on our [Entry-Level Officer](#) and [Lateral Entry Officer](#) pages.

Types of Candidates

What is an Entry Level Candidate?

Entry Level Police Officer describes a candidate with no prior law enforcement experience and those who have completed a self-sponsored academy and have not worked as a commissioned officer/deputy for a law enforcement agency. All candidates must meet the minimum qualifications. Entry Level candidates must bring a completed, notarized, SPD Personal History Information Packet to their Physical Ability Test. Learn more about the [Entry Level Hiring Process](#).

What is an Exceptional Entry Candidate?

What is a Lateral Entry Candidate?

Forbes Top Employer

Trust signals

- Highlight the Department's inclusion on the Forbes top 500 employers list by including the Forbes logo on the website.
- Seeing trusted third parties speak highly of LASD as an employer will have a positive effect on recruits.

L.A. County Sheriff's Department among Forbes' top 500 employers

by City News Service • May 4, 2018 — 2 Comments

LOS ANGELES — Los Angeles County sheriff's officials Friday touted the department's inclusion on Forbes Magazine's list of the country's top 500 employers.

The department placed 363rd among 500 companies or institutions ranked, and y

agency in America to mal

"I am very proud of the c



Use the Forbes Logo...*

- ✓ On your company website
- ✓ In advertising materials
- ✓ In presentations
- ✓ On official documents
- ✓ E-mail signatures
- ✓ Business papers
- ✓ In social media
- ✓ Magazine print advertising
- ✓ Sales and marketing brochures

Request Logo

Highlight Benefits

- There is no page on the website dedicated to describing the job benefits.
- Recruit interest increases significantly after seeing benefits.
- We recommend creating a new page where we can list (and tout) the great benefits that LASD offers.



Key Personas

Develop content that resonates

- When recruits can recognize themselves in the people/stories we tell, they're more likely to think, "I can do this."
- We recommend identifying current deputies who match each of our target personas to create content around.
- **IDEA:** Video segments where our deputies tell their stories of how (and why) they decided to join LASD.

 <p>Legacy Law</p>	<ul style="list-style-type: none">• Over 60% of law enforcement officers were drawn to their professions by legacy friends or family.• Our survey notes target prospects are 15% more likely to have friends and relatives in law enforcement than non-target respondents.
 <p>Military Veterans</p>	<ul style="list-style-type: none">• Because the military structure is similar to law enforcement and they share key traits such as discipline, integrity, and loyalty, Military Veterans are ideal prospects.• This group is also interested in the profession for its similar benefits, job purpose and team culture.
 <p>Law Learners</p>	<ul style="list-style-type: none">• With a law-forward mindset, Law Learners are highly informed and educated about the profession and social landscape of the industry.• Law Learners may be interested in more lucrative jobs, so it is important to educate them of the strong job salaries/benefits and opportunities.
 <p>College Players</p>	<ul style="list-style-type: none">• College Players are grounded in core traits such as discipline, hard work, physical agility and teamwork.• Specifying the type of athletes is key – those who are lower divisions such as DII, DIII and community college. They embody the needed traits, but are often considering alternative career paths than pro sports.
 <p>Career Questers</p>	<ul style="list-style-type: none">• High school students are making critical career decisions, exploring options, and looking for the first time, and weighing options.• Informing young people early on about opportunities and inspiring them about the career may encourage prospects to join sooner.

SOCIAL MEDIA

Social Media as a Recruitment Tool

The Los Angeles Sheriff's Department network of social media channels is important not only for brand awareness and sharing information with the public, but also for building relationships with prospective recruits



Social Priorities for LASD

Establish
consistent editorial
style and voice
standards

Increase
opportunities for
real-time
interaction

Use targeted,
paid social media
to attract high-
quality recruits

Use community
of ambassadors
to expand
network

Create process
for tracking and
measuring
success

Create
opportunities for
deputies to learn
social media
best practices

Social Priorities for LASD

Establish a consistent style of messaging for the network

- Provide guidelines for length, editorial style, use of emojis/hashtags, how pages should link to the LASD careers site, types of photos to use

Incorporate more “real time” content

- Continue promoting when deputies are available to speak with prospective recruits
- Opportunity to promote and boost Facebook messaging function

Responsiveness is important for engagement, but so are first impressions and how LASD speaks to recruits

- Move toward a consistent, personal and friendly voice in messages and comments
- Instead of closing the door to conversation, think about ways in which LASD can promote the Department instead of just facts about programs

Social Media Key Takeaways: Instagram

Develop regular recruitment content strategy for Instagram Stories

- Instagram Stories allow accounts with more than 10,000 followers to “swipe up” and visit external websites, and are also more easily discoverable within the Instagram platform

Instagram audience values personal stories and results

- For recruitment content across the network, help recruits feel as though they’re a part of the action – continue to frame shots and videos from the perspective of the deputy
- Identify underrepresented recruitment groups and give them a voice to tell their stories

LASD Social Media Recommendations and Priorities

- Execute a network-wide social media communications plan and strategy for recruitment
 - Create benchmark goals for organic recruitment content in coordination with paid efforts to track and measure success
- Host a social media summit to discuss content ideas, social media best practices and emerging tools among deputies
- Develop library of video and photo assets to be utilized across the network from the first-person perspective of a deputy
 - Create content from the first-person perspective featuring underrepresented groups: video and photos
- Archive inactive accounts and consolidate their content for larger, more active pages
- Transition password system to an enterprise security tool like LastPass

CRM MESSAGING STRATEGY

LASD CRM Messaging Strategy

CRM, or Customer Relationship Management

- Practices, strategies and technologies used to manage customer interactions and data throughout the customer lifecycle
- Goals:
 - Improve relationships
 - Drive engagement and conversion
 - Assist in customer retention
- For LASD, "customers" are recruits and the CRM components need to be consistent with all other marketing/advertising
- CRM communications should:
 - Provide clarity and transparency around the application process, and set expectations
 - Always reiterate benefits
 - Walk candidates through this lengthy process step by step
 - Reassure candidates when steps are taking an unexpected length of time
 - Lead to a higher percentage of qualified candidates completing the application process

LASD CRM Recommendations

1. Conduct an RFP for a new CRM platform

Ehire and Sharepoint have limited tracking, automated email and SMS functionality. In order to properly implement a CRM strategy, we propose conducting an RFP/vendor procurement effort to contract and implement a fully functional CRM for LASD applicants to take full advantage of tracking options required for an optimal recruitment effort.

2. "Welcome Kit" for new applicants

Develop a Welcome Kit – a series of 2-4 emails – to send to applicants as soon as we have their email address. The Welcome Kit will let them know what to expect from the rest of the application process and could include content like:

- A point of contact for any questions
- A restatement of the benefits of the job
- Detailed steps in the process and expected timelines
- A way to refer their friends to apply
- A way to let us know their communication preferences (email vs. SMS)

LASD CRM Recommendations

3. Collect contact information (Email + Phone #) as early as possible in the process

If we collect contact information (in addition to our click-to-call landing page) prior to an applicant submitting their completed application on the NeoGov site, we can:

- Send them the Welcome Kit earlier, with more information about the early steps in the process
- Help set expectations for the application process
- Follow up and remind them to complete the application if a certain amount of time elapses without submission

LASD CRM Recommendations

4. Automated communications after each step in the process

We should deliver an automated communication (Email or SMS) after an applicant completes each step in the process – noting which step they just completed and detailing the next step.

5. Automated communications when an applicant has waited more than 30 days

We should deliver an automated communication (Email or SMS) when an applicant has been waiting more than 30 days for the next step in the process – for whatever reason-- to keep the application “warm.”

All communications should be complemented by follow-up from case manager. Nothing can replace human interaction, but optimized CRM communications are expected by applicants to show that the Department is sophisticated.

LASD CRM Recommendations

6. Create an incentivized Refer-A-Legacy program

Legacy applicants are our lowest-hanging fruit. We can leverage your existing officers' relationships and ask officers to refer any friends or family members who are potential candidates.

- Use a third-party "refer-a-friend" platform (Email or SMS) to allow current officers to send invitations to friends and family to apply
- These emails are sent on a peer-to-peer basis, meaning they come "from" the referrer. Emails like this are highly trusted and usually get very good open and click-through rates.
- Incentivize referrals with a small cash award or other incentive if the referral candidate makes it all the way through the process to the academy.

MEDIA

Expand Paid Media Targeting

Apply research findings to media campaigns

Paid Search

- Expand Geo locations to key feeder markets
- Work with recruitment Department to learn which non-SoCal markets organically have the most deputies

Paid Social

- Become more Programmatic
- Work with third-party data providers to build custom audiences that match “personas” within paid social platforms

Programmatic (Video)

- Build “persona” audience
- Utilize immense third-party data to build unique audiences around each “persona”



NEW CHANNELS

Find Potential Candidates Through Connected TV

Reach persona's through TV with precision targeting & actionable insights

- 61% of 18-to-29-year-olds watch television through streaming devices. Reach these potential candidates with programmatic targeting.
- Utilize third-party data sources to build unique audiences that match each persona.
- Show recruitment ads during popular programming through connected devices and full episode players.
- Measure the impact of TV advertising by seeing the full candidate journey, from CTV ad exposure to an application submissions.



Reach Core Candidates Through Streaming Ads

Connect with persona's using audio ads while streaming music

- Over 55% of 18-to-34-year-olds listen to music through a streaming service. Connect with these potential candidates with audio ads.
- Utilize third-party data sources to build unique audiences that match each persona.
- Leverage both audio & display ads to help drive potential candidates to fill out an application.



Google Play Music



tunein

ANALYTICS

Ongoing Quantifiable Evaluation Process to Measure Program Success

- Need to complete Data Insertion from eHire
 - Measure applicants through eHire process
 - Report total hires
- We recommend using LiveRamp to ingest Applicant data
 - Allows you to upload your personal data through LiveRamp's secure process
 - LiveRamp anonymizes and then matches records to online devices
 - Data is distributed to your preferred marketing platforms for audience suppression or creating look-a-like audience

OVERALL MARKETING PLAN SCHEDULE

Marketing Plan Schedule

	January	February	March	April	May	June	July	August	September	October	November	December
Reevaluate and optimize operational recommendations												
Creative												
Creative Campaign Development												
Style Guide/Tone of Voice Guide Development												
Ongoing asset creation/collection												
Ongoing Brand Management												
Content/SEO Strategy												
Develop Content Creation Schedule for 2019												
Ongoing Content Development/ Collection												
Social Media												
Develop Social Media Communications Plan												
Host Social Media Training Session for Department												
Ongoing Social Media consulting												

Marketing Plan Schedule

	January	February	March	April	May	June	July	August	September	October	November	December
RFP of CRM Provider/Implementation/Data Migration												
Develop new email campaign strategy												
Create new emails/SMS content and development												
Deploy new CRM campaign												
Ongoing CRM Optimization/Consulting												
Media												
Implement new channels												
Ongoing campaign monitoring/optimization/reporting												
Analytics												
Ongoing analytics monitoring/optimization/identification of new opportunities												



Thank you!

APPENDIX

Belacqua

Personas

LEGACY LED



"My dad was in law enforcement and told me to be the change and make things better"

High interest in law enforcement due to exposure through friend or family member.

Legacy Leds are introduced to a career in law enforcement through a family member, friend or acquaintance. Often, their admiration for a loved one who "wears the badge" during youth develops into a life-long passion to follow in his or her footsteps. In other cases, Legacy Leds become interested after an encounter with an acquaintance, such as a neighbor, that educates him or her on the advantages of the profession.

View of Law Enforcement

- They protect the community
- Offers good benefits
- Job security

Most Desired LASD Benefits

- Salary
- Retirement
- Medical benefits

Personal Motivations

- Wants a career, not just a job
- Desires advancement
- Job should be a source of pride

Character Traits

- Morals guide decisions
- Active lifestyle
- Good at finances
- Views self as happy, hardworking, honest

43% of legacies are interested in a career in law enforcement.

65% of legacies are familiar with LASD, and of those familiar, **over half** want to learn more.

A Day In the Life of LEGACY LED

Top Interests

Internet, gaming, concerts, comic books, movies, adrenaline junkies, fantasy sports

Favorite Brands

Observatory concert venue, Universal Studios Hollywood, Marines, Jordan clothing, Disneyland, Skittles, Space X, Monster Energy, Netflix, Playstation



Top Influencers

TV Shows: Game of Thrones, Southpark. Sports: UFC, LA teams (Lakers, Dodgers, Rams, Kings), USC. Music: Nathaniel Knows

Top Websites

ESPN LA, EDM music sites, Spanish sites, Worldstar Hip Hop, Military.com, Vine, Food Insider, Fail Army, Buzzfeed Video, Did You Know? Blog

LEGACY LED Media Usage



Heavy Movies
Heavy Apps
Heavy Websites



Avg Magazines
Avg Radio



Light TV
Light Newspapers

How to Connect with LEGACY LED



Where to Find Legacy Led

- Anyone **YOU** know who would make a great candidate!

Efforts that Can Be Made

- **Expedite** friends/family
- **Educate Deputies** about benefits, qualifications, and application/hiring process in order to have informed conversations
- Friends/family **events**
- Friends/family **ride-alongs**
- Bring your kid to work day
- Educate Legacy Led about the benefits/salary
- Speak highly of what you do to **foster pride and build desire**

MILITARY NATURALS



"It's something I can relate to that's close to my job experience and has the same benefits"

Has recently returned home from deployment and is searching for a career that feels like a "natural fit."

Upon returning home from deployment, Military Naturals are actively searching for a career. Because the structure of the Sheriff's Department is set up similarly to the military, it seems like a natural choice. Additionally, the traits that make a person successful in the military are similar to those of a successful Deputy, including discipline, integrity, responsibility, ability to use firearms safely and has a team mentality. Ultimately, Military Naturals embody the highest level of interest, experience and skills necessary to be extremely qualified as a LASD recruit.

View of Law Enforcement

- They protect the community
- Think it's easy to get in/be promoted
- Offers good benefits and job security
- Exciting/interesting

Most Desired LASD Benefits

- Salary
- Pay while in Academy
- Paid vacation, holidays and sick time

Personal Motivations

- Wants a challenging career
- Would like to travel
- Seeks work-life balance

Character Traits

- Happy where they are in life
- Morals guide decisions
- Concerned about financial future
- Good at finances
- Views self as approachable

Though we surveyed minimal military veterans, **half** are interested in pursuing a career in law enforcement.

A Day In the Life of MILITARY NATURALS

Top Interests

Video games, Internet, concerts, sports, comic books, working on cars, movies



Top Influencers

Comedians: George Lopez, Khalil Underwood, Alonzo Lerone. Sports teams: LA Dodgers, LA Lakers, Oakland Raiders

Favorite Brands

Call of Duty, Observatory concert venue, Marines, PlayStation, Terminal Lance comic, Bark Box, Monster Energy

Top Websites

Vevo, Spanish sites, Univision, Buzzfeed, Fandango, NBA, Bleacher Report, Yahoo! Sports

MILITARY NATURALS Media Usage



Heavy Movies
Heavy Radio
Heavy Apps



Avg Magazines
Avg TV
Avg Websites
Avg Outdoor



Light Newspapers

How to Connect with **MILITARY NATURALS**



Where to Find Military Naturals

- Greater Los Angeles Veterans Job Fairs
- Military Bases—i.e. Camp Pendleton, Edwards Air Force Base, Fort Irwin
- Army Reserves
- Transition to civilian life programs, i.e. AMVETS
- Veterans Affairs offices

Efforts that Can Be Made

- Offer military bonus pay
- Expedite the Vets – they are most qualified
- Presence at location listed at left
- Speak to challenging aspects of **career and work-life balance**
- Reach through paid media strategy

LAW LEARNERS



"I have always been interested in this subject and have taken many law classes in college because it was my major"

Has "law enforcement" mindset due to pursuit of a degree in the field.

Law Learners either currently attend or recently graduated from a university, with a degree in the law enforcement field – such as Law Enforcement, Criminal Justice, Criminology, Police Science. They embody a "law enforcement" mindset, meaning they understand the current political and social landscape of the industry and its challenges, as well as laws, practices and policies. In addition to being the most educated prospect in the field, they demonstrate the interest necessary to potentially pursue a career with LASD. This group has the highest potential to recruit for women deputies.

View of Law Enforcement	Most Desired LASD Benefits	Personal Motivations	Character Traits
<ul style="list-style-type: none"> Good job security and benefits Interesting and challenging Thinks it's easier to get hired/promoted than white collar 	<ul style="list-style-type: none"> Salary Retirement 12 paid holidays 	<ul style="list-style-type: none"> Wants a career, not just a job Desires advancement Mental challenge Career that lets me express my ideas 	<ul style="list-style-type: none"> Morals guide decisions Friends come to them for advice Concerned about financial future Career is number one priority

A DC Metropolitan Police Department case study shows no interest cards filled-out at non-law enforcement colleges (i.e. U of A), but an average of **10% filled-out interest cards at law enforcement colleges** and, of those, **over 30% apply**.

A Day In the Life of LAW LEARNERS

Top Interests

Video games, Internet culture, listening to music, adrenaline junkies, TV fans

Favorite Brands

Jamba Juice, Nintendo, Coachella, Disneyland, League of Legends, Nike, Pokémon, Monster Energy



Top Influencers

Athletes and sports teams: LA Dodgers, Cristiano Ronaldo, LA Lakers, Austin McBroom
Models: Kylie Jenner

Top Websites

Spanish sites, BuzzFeed Video, Best of Tumblr, BuzzFeed Food, Dude Perfect, IGN, Fu*k Jerry, Fail Army, Men's Humor

LAW LEARNERS Media Usage



Heavy Websites
Heavy Apps



Avg Radio
Avg TV



Light Magazine
Light Newspapers

How to Connect with LAW LEARNERS



Where to Find Law Learners

- **Career Fairs and Classrooms at Criminal Justice Colleges** such as:
 - California State University – Long Beach, Criminology and Criminal Justice
 - California State University, San Bernardino, Criminal Justice
 - California State University-Dominguez Hills Carson, Criminal Justice Policy, Conflict Resolution and Peacebuilding
 - Merced College, P.O.S.T. Modular Training
 - San Bernardino Valley College, Corrections
 - Santa Barbara City, Law Enforcement
 - UC Irvine Law Enforcement

Efforts that Can Be Made

- **Create partnerships** with Law Enforcement and Criminal Justice Schools to introduce students to LASD
- Arrange **talks/speeches** in classrooms or at school assemblies
- **Expedited Program**
- **College Internships**
- **Shadow Program**
- Educate them as to **how much more you can make** with a college degree
- Speak to the **“working for the government”** aspect of the job
- **Present it as a lucrative career** that they can be proud of—Career – career is their number one priority
- Let them know **they will have a voice/be** in control of their career path
- **Paid Media Strategy**

COLLEGE PLAYERS



"Being on a sports team was such an integral part of my life. I was always on a team, I always wanted to compete. And as a cop, you're always competing against the bad guy"

Member of collegiate sports team; but not pursuing pro athletics and searching for alternative career path.

College Players are interested in, as well as highly equipped for, a career in law enforcement. Competitive by nature, they are motivated by the challenging aspect of the job and know what it takes to work hard. They are disciplined, physically fit, and enjoy the camaraderie of working with a team. However, we believe we should target lower division sports such as DIII DIII and community colleges. These athletes are most likely not equipped to go pro and will need careers that fit their goals, mindsets and skillsets.

View of Law Enforcement	Most Desired LASD Benefits	Personal Motivations	Character Traits
<ul style="list-style-type: none"> They protect our community Challenging and exciting and interesting Stressful 	<ul style="list-style-type: none"> Salary Retirement Paid vacation and sick time Receive salary and benefits in the academy 	<ul style="list-style-type: none"> Desires advancement Career that lets me express my ideas Career that is a source of pride 	<ul style="list-style-type: none"> Desire to help others Active lifestyle Morals guide decisions Views self as hardworking, loyal and confident

Of the 118 college or junior college athlete respondents, **over half** are interested in a career in law enforcement. And of the 55% of college or junior college athletes who are familiar with LASD, **87%** want to learn more.

A Day In the Life of COLLEGE PLAYERS

Top Interests

Playing sports, car enthusiasts, fashion, skateboard, adrenaline junkies, video games



Top Influencers

Athletes and sports teams: international soccer, LA Galaxy, LA Rams. Music Artists: Wiz Khalifa, Kendrick Lamar

Favorite Brands

FIFA, Adidas, Nike, EA Sports, Red Bull, Beats, Foot Locker, In & Out, Monster Energy, Jordan clothing, Call of Duty

Top Websites

UEFA.com, Spanish sports sites, ESPN LA, NIKE.com, Bleacher Report, World Star Hip Hop, LAD Bible

COLLEGE PLAYER'S Media Usage



Heavy Movies
Heavy Websites
Heavy TV
Heavy Outdoor



Avg Magazines
Avg Apps



Light Radio
Light Newspapers

How to Connect with COLLEGE PLAYERS



Where to Find College Players

- **SoCal DII Athletic Departments**—i.e. Point Loma Nazarene University, Azusa Pacific University
- **SoCal DIII Athletic Departments**—i.e. Mills College, University of Redlands
- **SoCal National Association of Intercollegiate Athletics**— i.e. University of Antelope Valley, California Maritime Academy
- **SoCal California Community College Athletic Associations**— i.e. Rio Hondo College, Santa Barbara City College
- **Career Fairs at Colleges with Athletic Department**
- **Training Camps**

Efforts that Can Be Made

- Presence at **Career Fairs** and Athletic Departments at Smaller Colleges and Junior Colleges
- **College Internship Program**
- **Ride-along Program**
- Speak to **most desired LASD benefits**: salary, retirement plans, paid vacation/sick time
- Educate them **about how much more you can make** with a college degree
- **Speak to personal motivations** of having a career not just a job, in which they can advance, be heard, and be proud of
- **Paid Media Strategy**

CAREER QUESTERS



"I am in a JROTC program in leadership and occasionally working with others and helping."

Making critical life decisions and having career interests that can be realized within LASD.

At a time when they are making critical life decisions—considering which university to attend, whether to even go to college, etc.—high school students are our most malleable persona. As a product of the times in which they live, high school kids — Gen Z — understand the importance of financial responsibility, and they seek long-term jobs in which they can try different roles within the same organization (compared to job-hopping Millennials). They are less likely to attend a university simply because it is the “thing to do.” And above all, they are passionate about making an impact. All of these needs and desire can be fulfilled within LASD. Educating this persona is key.

View of Law Enforcement	LASD Most Desired Benefits	Personal Motivations	Character Traits
<ul style="list-style-type: none"> They protect the community Challenging Offers opportunity to try different roles 	<ul style="list-style-type: none"> Salary Retirement Receive salary and benefits in the academy 	<ul style="list-style-type: none"> Wants a career, not just a job Desires advancement Career that lets them express their ideas 	<ul style="list-style-type: none"> Morals guide decisions Concerned about financial future Desire to help others Views self as kind, intelligent and honest

Of 141 surveyed high school students, **over half** are interested in a career in law enforcement. And of the 55% of high school students familiar with LASD, **over half** want to learn more.

A Day in the Life of CAREER QUESTERS

Top Interests

Going to concerts, gaming, playing sports, internet culture, dancing, hanging out with friends



Top Influencers

Sports: LA Dodgers, LA Lakers, Cristiano Ronaldo
Music: Lil Pump, Ariana Grande, Lana Del Rey
Models: Kylie Jenner

Favorite Brands

Nintendo, Call of Duty, Observatory concert venue, Coachella, Disneyland, Nike, Monster Energy, Ubisoft, Marvel

Top Websites

Buzzfeed Video, Spanish-language sites, Dude Perfect, IGN, Fu*k Jerry, Fail Army, WorldstarHipHop, LAD Bible

CAREER QUESTERS Media Usage



Heavy Movies
Heavy Websites
Heavy TV



Avg Magazines
Avg Apps
Avg Radio



Light Newspapers
Light Outdoor

How to Connect with CAREER QUESTERS



Where to Find Career Questers

- **Army Junior Reserve Officer Training Corps (JROTC)**
- **Volunteer/Charity/Service Clubs** — e.g., Young Life, Key Club, Rotary Club, Amnesty International
- **Leadership Clubs** — e.g., ASB, Orientation Leaders, Shadow Program, Speech and Debate, LEAP
- **Political Action Clubs** — e.g., Future Problem-Solving Program International
- **Athletic Departments**
- **Career Fairs**
- **Classrooms** — e.g., Civics, Current Events, U.S. Government
- **School Rallies/Morning Announcements**
- **On-Campus Safety Programs** — e.g., Every Fifteen Minutes, D.A.R.E.

Efforts That Can Be Made

- **Have a presence** at "Where to Find" locations:
 - Set up booths/have casual conversations
 - Arrange speeches/talks at "Where to Find" locations
- Partner with schools to implement **safety programs that introduce students to deputies** in a casual way
- **Reboot explorer program/ internship program**
- **Ride-alongs**
- **Educate them about the qualifications** so they maintain background standards to qualify for academy
- **Let them know they will have a say** in their career path
- Speak about **financial benefits AND emotion**
 - Financially pragmatic generation
 - Passionate about making an impact
- **Paid Media strategy**

And Here Is Where We Can Find Them Nationwide



Legacy Led

BROAD REACH

- NY, NJ, Long Island
- Providence, RI
- Atlanta, GA

NICHE AFFINITY

- Kingman/Havasu, AZ
- Madera, CA
- Pottsville, PA
- Spearfish, SD
- Emporia KS
- Minot, ND
- Ellensburg, WA



Military Naturals

BROAD REACH

- NY, NJ, Long Island
- Chicago, IL
- Dallas, TX
- Philadelphia, PA
- Washington DC

NICHE AFFINITY

- Jacksonville, NC
- Fayetteville, NC
- Winchester, VA
- Columbus, GA
- Kennewick, WA
- Mobile, AL
- Fort Smith, AR/OK
- Corpus Christi TX



Law Learners

BROAD REACH

- NY, NJ, Long Island
- Chicago, IL
- Miami, FL
- Philadelphia, PA
- Atlanta, GA

NICHE AFFINITY

- Sacramento State University
- Sam Houston State University
- Kaplan University
- University of Pennsylvania
- John Jay College of Criminal Justice
- Temple University
- University of California, Irvine
- George Washington University
- Arizona State University
- Northeastern University



College Players

BROAD REACH

- NY, NJ, Long Island
- Miami, FL
- Chicago, IL
- Washington DC
- Houston, TX

NICHE AFFINITY

- Sumter, SC
- Aberdeen, WA
- Pascagoula, MS
- Brownsville, TX
- Bridgeport, CT



Career Questers

BROAD REACH

- NY, NJ, Long Island
- Chicago, IL
- Miami, FL
- Atlanta, GA
- Houston, TX

NICHE AFFINITY

- Pascagoula, MS
- Jacksonville, NC
- Winchester, VA
- Ann Arbor, MI
- Fayetteville, NC

Creative Brief & Positioning Options

Creative Brief

WHAT IS THE MARKETING OBJECTIVE?

To develop a creative campaign in order to attract, build interest and encourage target personas to apply.

WHAT IS THE COMMUNICATION OBJECTIVE?

Convince the target population that a career with LASD will allow them to feel personally fulfilled while being able to financially support themselves.

WHAT DO WE WANT THE TARGET TO DO?

Understand and connect with our message, as well as understand how LASD stands out among its competitors. Ultimately we want the target to take action to apply and stay committed to the process throughout its entirety.

WHAT DO WE WANT THEM TO FEEL WHEN INTERACTING WITH OUR MESSAGING?

Our message resonates with exactly what our target personas are searching for in a career. They are intrigued by the salary and benefits, confident their experience makes them a viable candidate, and above all, inspired to make a difference in their communities. The target becomes motivated to learn more.

WHAT DOES SUCCESS LOOK LIKE?

TBD—success metrics and KPIs will be decided upon following the December Marketing Plan presentation.

Creative Brief

TARGET:

WHO ARE WE TALKING TO?

- Legacy Leds, Military Naturals, Law Learners, College Players, Career Questers
- Males and Females; various race and ethnicity to build diversity; likely married with kids if 27+; Millennials and GenZ (16-35)

WHAT IS THEIR CURRENT MIND-SET?

Our target is either actively searching for a career or passively weighing options. While a portion of our target has long been passionate about pursuing a career in law enforcement, a large portion has not yet realized it is their perfect career match. Despite this, our target shares universal qualities—they consider themselves leaders, go-getters and want to seize the day. Additionally, they view themselves as hardworking, honest and loyal, whereas they view law enforcement personnel as courageous, heroic, and confident. In a career, our target seeks challenge and excitement, the opportunity to help others and financial security.

MESSAGING:

REASONS TO BELIEVE / KEY MESSAGES

- 1. Opportunity to make an impact and help others
- 2. Quality of life (based on competitive salary, benefits, retirement, advancement opportunities)
- 3. Varied nature of job/variety of career paths
- 4. Prestige

TOPE OF VOICE

- **TBD based on selected communication strategy**

Positioning / Guiding Strategy Options

- 1. Give Back, Get Back:** A career with LASD allows you to give back to the community and truly make an impact. But that doesn't mean your financial well-being and future needs to be impacted. Make a difference in the world while making a difference in your future – with one of the best salaries and benefit packages in Southern California's law enforcement industry.
- 2. A Job Above Others:** The prestige and leadership of the Los Angeles County Sheriff's Department is second to none in Southern California. Here you will not just have a job, but a career – flush with opportunity for advancement and the choice to find a dynamic career path that challenges you every day. Seize your moment and feel the pride of having a job above others.
- 3. Everyday Heroes:** Ordinary people who do extraordinary things – these are the everyday heroes that make up LASD. Perhaps it's a career you never considered because it didn't seem like you had the courage or discipline. But not all heroes wear capes. They simply become heroes just by giving their all and being the best version of themselves.
- 4. Choose Your Adventure:** Let's face it – the standard 9-5 desk job is not you. You crave excitement, variety and new experiences that let you help others and be part of the community. Find dynamic career paths and extraordinary days, every day, with a career at LASD.

Operational Recommendations

A Culmination of Our Thinking As a Result of the
Research Findings

Strategic Operational Recommendations

STEP
1

**Make it
Easy
&
Modern**

STEP
2

**Guide
Them to
Success**

STEP
3

**Focus on
Transparency**

MAKE IT EASY & MODERN

A. Adjust standards to reflect societal norms. While it is important not to lower standards, it is equally important to reconsider adjusting them (as done by law enforcement agencies nationwide) so LASD does not disqualify extremely qualified candidates for irrelevant reasons.

B. Reconsider current testing methods for more accuracy. We see from best practices in law enforcement that some are replacing generic written aptitude tests with multiple-choice exams based on video vignettes of real-life policing situations – a better predictor of job performance than junior high-level math and grammar questions.

C. A budget-must is adding an electronic review policy. To save time and money in the long run, it's time to turn to technology. After implementing electronic review, DC Metropolitan Police saw 2.7 months shaved off their hiring of a candidate – critical time when we see candidates taking the first offer – as well as hundreds of thousands in paperwork costs.

MAKE IT EASY & MODERN

D. Integrate new recruits/deputies into the review process. If you can't go electronic or hire more background investigators, integrate new recruits and/or deputies into the process – perhaps as a set assignment before or after Jail Ops and help them to see it's a duty they must serve to help bolster the force.

E. Simplify the E-hire process. We heard many challenging stories about application submission glitches, a disorganized process and limited places to test and submit forms. Gen Z and Millennials are naturals with technology, so glitches and things that inhibit ease and efficiency make them feel less invested in the process and less “courted.”

F. Expedite the “low-hanging fruit.” The most ideal candidates have the ability to be selective in the agency they choose, and typically, they go to the one that hires them the quickest or offers them the most. Don't let a long hiring process prevent LASD from getting the best – such as military or strong friends and family. They come with “built-in” background checks.

GUIDE THEM TO SUCCESS

A. Encourage questions via phone or chat. Informing candidates and answering their questions is key. Often, candidates are unaware about background disqualifiers, what to expect throughout the hiring process, and even basic requirements such as age. Lack of simple knowledge can inhibit a highly qualified candidate from applying or have them apply sooner than they can – causing delays.

B. Set up practice tests to help with expectations and confidence. Even more of a challenge than attracting candidates, is attracting prepared candidates. Help them prepare, like the Chicago PD, by setting up practice written and physical tests and training sessions so they know what to expect. This also builds their confidence, enabling them to better succeed in testing.

GUIDE THEM TO SUCCESS

C. Encourage more comradery and culture. Combat the stressful nature of the job by encouraging a positive work culture and facilitating comradery among members. This will make it more desirable for the sworn staff as well as interested applicants. This can be achieved through a more thoughtful mentorship program, so experienced members can help “bring up” new recruits, as well as through fun events and incentives that boost morale.

D. Be cheerleaders. Create incentives or simple practices to encourage candidates to remain with the process. Simple phone calls letting them know how close they are and that they are being cheered on can make a huge impact, especially for a generation that wants to feel that they matter in their careers. And to encourage more applicants to show up for testing, call them beforehand for a reminder and pep talk.

STEP
3

FOCUS ON TRANSPARENCY

A. Be obvious and clear about qualifications and disqualifiers. On all channels, educate. Communicate everything candidates need to know for success.

B. Be honest about the career paths offered. As LASD's core selling point, communicating the variety of opportunities is critical for a target that seeks a career in which they have the opportunity to advance, try different roles within the same organization and be in control of their futures. The goal is to be honest about what those career paths look like and the work ethic needed to get there.

STEP
3

FOCUS ON TRANSPARENCY

C. Reduce their anxiety about safety. Fear of safety is one of the top disadvantages of joining among recruits and their family members. While it is more dangerous than an office job, it has no higher a mortality rate than a construction job.

D. Help them understand where they are in the process. Lack of transparency can steer candidates elsewhere. Many recent grads recall considering other agencies because they had no idea where they stood in LASD's process. Simple phone calls reminding candidates of crucial deadlines, communications letting them know where they stand, and access to this information via online portal is all crucial.

Paid Media

Paid Media Legend

Legend	
Impression	The number of times an LASD ad was shown
Ad Click	The number of times a user clicked an ad to careers.lasd.org
Cost	Total media cost of campaigns
CTR	Click-through rate (CTR) is the ratio of users who click on a specific ad to the number of total users who view an ad
CPC	Cost Per Click (CPC) refers to the actual price you pay for each click in your pay-per-click (PPC) marketing campaigns
CPA	Cost Per Action (CPA) refers to the actual cost to have a user click through to the NeoGov website or Application
Keyword	Words or phrases helps bid on to match against users actual searches
Search Term	Actual user search terms within search engines
Conv	Clicks to NeoGov website or application (Unique)

FY18/19 POSITION CONTROL MONTHLY VACANCY REPORT
FEBRUARY 4, 2019 TO MARCH 3, 2019

Item - Position	BEGINNING OF MONTH SNAPSHOT				CURRENT MONTH ACTIVITY				END OF MONTH (k)=(e)+(g)+(h)+(i)+(j)		
	(a)	(b)	(c)	(d)	(f)	(g)	(h)	(i)		(j)	
	Ordinance	Budget	Adjustments ¹	Filled	Available to Fill/Vacancy	Ordinance	New Budget Adjustments	New Adjustments ²		Newly Vacant Positions ³	Newly Filled Positions ⁴
2708 - DEPUTY SHERIFF	9203	8812	-882	-7747	183	--	--	-62	32	-71	82
2717 - SERGEANT	1511	1505	-19	-1243	243	--	2	2	14		259
2719 - LIEUTENANT	439	419	-8	-391	20	--	--	--	2		22
2721 - CAPTAIN	80	75	-1	-68	6	--	--	--	2		8
2723 - COMMANDER	35	30	1	-31	--	--	--	--	1	-1	--
TOTALS	11268	10841	-909	-9480	452	--	-60	-60	51	-72	371

Note: Budget Adjustments include additions and deletions.

LASD ACADEMY

Class Number	Start Date	Graduation Date	Class Start Size	Current/Graduation Size				Retention Rate
				(a)	(b)	(c)=(e)+(b)	(d)=(e)+(b)	
431	5/3/2018	10/5/2018	89	66	66	74%	74%	
432	6/14/2018	11/16/2018	90	64	64	71%	71%	
433	8/2/2018	1/4/2019	90	73	73	81%	81%	
434	9/6/2018	2/8/2019	85	66	66	77%	77%	
435	10/25/2018	3/29/2019	90	71	71	In progress	In progress	
436	12/13/2018	5/24/2019	89	72	72	In progress	In progress	
437	10/25/2018	7/12/2019	90	84	84	In progress	In progress	
438	12/13/2018	8/2/2019	85	85	85	In progress	In progress	

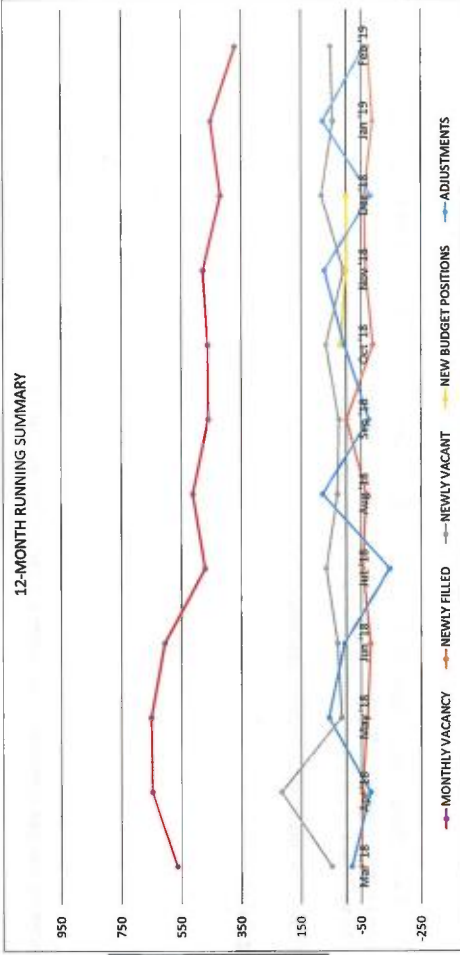
FILL DETAILS

	CURRENT MONTH:		FILL DETAILS		TOTAL	
	Promotion/Demotion/Restoration	Academy Graduates	External Hires/Rehires	Involuntary Termination	Resigned/Other	TOTAL
DEPUTY SHERIFF	2	66	3			71
SERGEANT						
LIEUTENANT						
CAPTAIN						
COMMANDER	1					1
TOTAL	3	66	3	3	3	72

VACANCY DETAILS

	CURRENT MONTH:		FILL DETAILS		TOTAL	
	Adjustments/Promotions/Restorations/Deletions	Newly Vacant Positions ³	Retirement	Involuntary Termination	Resigned/Other	TOTAL
DEPUTY SHERIFF	-62	32	27		5	-30
SERGEANT	2	14				16
LIEUTENANT		2				2
CAPTAIN	1	2				2
COMMANDER		1				1
TOTAL	-59	45	27	2	5	-9

12-MONTH RUNNING SUMMARY



12-MONTH RUNNING SUMMARY

	Mar '18	Apr '18	May '18	Jun '18	Jul '18	Aug '18	Sep '18	Oct '18	Nov '18	Dec '18	Jan '19	Feb '19
NEWLY FILLED	-49	-53	-70	-81	-55	-67	-1	-89	-65	-60	-88	-72
NEWLY VACANT	48	216	16	29	66	29	24	67	8	82	43	51
NEW BUDGET POSITIONS								18				
ADJUSTMENTS	-17	-80	58	6	-145	79	-75	6	73	-81	78	-60
MONTHLY VACANCY	564	647	651	605	471	512	460	462	478	419	452	371

**FY18/19 POSITION CONTROL MONTHLY VACANCY REPORT
FEBRUARY 4, 2019 TO MARCH 3, 2019**

February 4, 2019

(1) Adjustments (909)

Deputy Sheriff (-882):

(-81) funding 81 ordinance only CA positions, (-4) 4 encumbered by 4 CA's, (-25) funding OSA's, (-5) funding Sworn Entry & Exam Team, (-12) Bus Opts., (-2) MCI Vaidivia, (-1) funding a BT to CS/CMB, (-2) contract positions pending future additions, (-79) frozen to fund 120 Day Retirees, (-297) salary savings positions (170 frozen throughout Patrol, Countywide and Special Operations, (-128) Pitchess East closure, (-249) DST Academy Classes, (1) Authorized Ordinance position at Communications and Fleet. (2) Deputies encumbering Sergeant positions.

Sergeant (-19):

(-11) Pitchess East closure, (-5) Bus Opts, (-1) Reserve Forces Detail to fund 120 Day Retiree, (-2) Deputies encumbering Sergeant positions.

Lieutenant (-8):

(-5) Pitchess East closure, (-4) Bus Opts (1) Lieutenant encumbering 1 Captain position as Acting Captain.

Captain (-1):

(-1) Lieutenant encumbering 1 Captain position Acting Captain.

Commander (1):

(1) Commander encumbering 1 Assistant Sheriff position.

Current Monthly Activity February 4, 2019 to March 3, 2019:

(2) Adjustments (-60)

Deputy Sheriff (-62):

(-66) DST increase from 249 to 351, (-1) frozen to fund 120 Day Retirees, (-2) deputies repositioned from sergeant positions. (7) position unfrozen at Pitchess East Facility

Sergeant (2):

(2) Deputies repositioned from Sergeant to Deputy positions.

(3) Newly Vacant Positions (51):

Deputy Sheriff (32):

(32) out of service

Sergeant (14):

(14) out of service.

Lieutenant (2):

(2) out of service.

Captain (2):

(1) out of service, (1) promotion to Commander.

Commander (1):

(1) out of service.

(4) Newly Filled Positions (-72)

Deputy Sheriff (-71):

(-66) Academy Graduates, (-3) rehires, (-1) restoration, (-1) reinstatement.

Commander (-1):

(-1) promotion from Captain.