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700 EAST TEMPLE STREET
LOS ANGELES, CA 90012

Wendy G. Macy
GENERAL MANAGER

February 26, 2016

Honorable Members of the City Council
City of Los Angeles
Room 395, City Hall
Los Angeles, CA 90012

**Subject: PERSONNEL DEPARTMENT FISCAL YEAR 2015-16 INTERIM BUDGET REQUEST TO
SUPPORT POLICE OFFICER RECRUITMENT**

Dear Councilmembers:

Attached for your review and approval is an interim budget request for Personnel Department resources to support the recruitment of LAPD Police Officer candidates. The proposed recruitment strategies and goals have been discussed and developed together with the support of the Mayor's Office and the LAPD.

Background

The Personnel Department is requesting resources to support the recruitment of LAPD Police Officer candidates. The law enforcement recruitment environment is more challenging and competitive than ever. As the economy has improved, law enforcement agencies have begun to hire again, creating increased competition. Most notably, the Los Angeles Sheriff's Department's marketing budget is \$500,000 and they have expanded their recruitment cadre. The improved economy has also created numerous employment options to potential candidates in addition to opportunities in law enforcement. The LAPD has also experienced a higher than anticipated attrition rate, impacting the need to recruit and hire. And lastly, the increased scrutiny police are facing nationwide has influenced potential candidates' employment choices, thereby impacting the number of open positions for law enforcement professionals in California.

The attached interim budget request provides detailed information on the requested resources, proposed outcomes, and performance metrics. The requested funding will implement a recruitment marketing strategy to make Los Angeles' diverse communities aware that LAPD is hiring and brands LAPD as an inclusive employer of choice.

Fiscal Impact

The Personnel Department has also included a request to continue these resources as part of the Fiscal Year 2016-2017 Proposed Budget.

Please contact me at (213) 473-3470 or Susan Nakafuji at 473-9120 with any additional questions.

Respectfully submitted,


WENDY G. MACY
General Manager

Attachment

cc: Matt Szabo, Deputy Mayor
Matthew Crawford, Director, Mayor's Office of Budget and Innovation
Miguel Santana, City Administrative Officer

2015-16 New Service Request – Justification

Department Name: PERSONNEL DEPARTMENT	
Program Number:	Program Name (if Service would be added to existing Program): PUBLIC SAFETY RECRUITMENT
New Service Description <i>Provide a brief description of the new Service. If applicable, note any legal or Charter requirements associated with the provision of the Service.</i>	
<p>The Mayor has continued to express that public safety is one of his primary goals. To meet that goal, it is necessary to continue to hire Police Officers in sufficient numbers and with the diversity that reflects the communities they serve. However, over the past several years, the police hiring effort has experienced significant challenges. According to USA Today, there has been “a post-recession boom in job openings, lack of qualified candidates, change in pension plans, and, to a certain extent, the increased scrutiny police are facing nationwide” that has impacted recruitment and hiring.</p> <p>Therefore, the LAPD and Personnel Department are prepared to engage in a concerted recruitment effort. We are requesting \$585,000 in marketing funds that will be used to enhance recruitment efforts such as, radio, internet, and print ads, and to explore new avenues such as streaming services (internet radio) and Mass Transit (metro bus and rail) advertising. The return on investment for these recruitment efforts will be measured through recruitment surveys completed by test-takers. Funds will be expended on those areas that demonstrate the greatest return.</p>	
Alignment with Priority Outcome(s) <i>Departments should select the Priority Outcome area within which this Service best aligns. Describe how this Service addresses the Budget Guidance Document’s goals in selected Priority Outcome area.</i>	
<p>Priority Outcome: Public Safety: Police Officer hiring; Promote good jobs for Angelenos Description: With these resources, LAPD recruitment will be competitive with other agencies seeking candidates. We will utilize the tools candidates use to communicate (social media), and engage in a campaign that maximizes exposure of the message that LAPD is hiring.</p>	
Performance Metrics <i>All numerical metric data should be provided on the Excel Metric template. At minimum, one metric must be provided for this new requested Service. Identify briefly here the metric(s) applicable to this Service and describe why the metric(s) is an appropriate measure for this Service.</i>	
<p>Goal: Recruit candidates in sufficient numbers to reach and maintain 10,000 Police Officers. Metric: Number of Police Officer candidates taking the written test (PQE).</p>	
Partnering with Residents and Civic Groups <i>Describe if/how this service will address the Mayor’s outcome of “Partnering with Residents and Civic Groups.”</i>	
<p>The LAPD and Personnel collaborate to recruit and test throughout the City of Los Angeles. For example, the LAPD participated in a recruitment expo on February 20th, 2016, at the Crenshaw Christian Center. In addition, the LAPD distributes recruitment information when meeting with community groups, at Community Police Advisory Board meetings, and through Community Relations.</p>	

2015-16 New Service Request – Justification

Coordination with other City departments

Describe the coordination that will occur with other City departments for this service. List services provided by any other City departments that are associated with this requested service and that are required to be continued in order to support this new service.

This Mid-Year Budget Request will address the critical need for funding for Police Officer recruitment and marketing. Personnel and LAPD partner to recruit and test throughout the five-County area and beyond, as funding permits. The LAPD and LAFD also work together with the Personnel Department to partner at recruitment events on a regular basis. In addition, the LAPD and LAWA have collaborated at recruitment events. The February 20th Recruitment Expo at the Crenshaw Christian Center was coordinated by Personnel, and included LAPD, LAFD, and LAWA. In addition, Personnel has collaborated with Recreation and Parks to post joint LAPD and LAFD recruitment banners at several Rec & Parks facilities/sports complexes in 2016.

2015-16 New Service Request – Justification

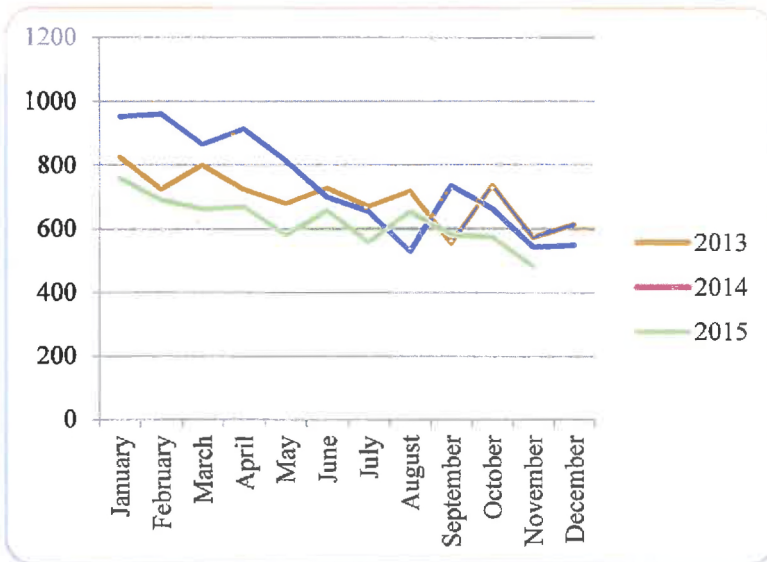
Justification

Describe what positions/items are being requested and provide a justification as to why these items should be approved.

USA Today reported that “open positions for law enforcement professionals in California have increased by 603% since 2010,” according to the Peace Officer Standards and Training (POST) government job listings. There has been “a post-recession boom in job openings, lack of qualified candidates, change in pension plans, and, to a certain extent, the increased scrutiny police are facing nationwide” (USA Today). In regard to candidates’ qualifications, a California POST survey identified up to a 95% applicant failure rate. With that failure rate, more test-takers are needed simply to have enough qualified candidates in the process for hire. As it relates to the open positions and competition among law enforcement agencies, many other local agencies pay more than LAPD. L.A. County recently approved salary increases for Sheriff’s Deputies; their starting salary is \$59,873 per year, and LAPD’s is \$57,420. With a 10% increase over three years, L.A. County’s salary will increase to approximately \$65,860.

The LAPD and Personnel Department have undertaken a number of efforts to impact Police hiring, such as implementing an expedited hiring process. In addition, there has been a focus on candidates already in the process, attempting to keep them engaged and moving through the process. Unfortunately these efforts have not resulted in a sufficient increase the number of qualified candidates available for hire, and the number of test-takers continues to decline. In addition, LAPD is experiencing a greater-than-expected attrition rate, also impacting hiring efforts by creating an increased need for hiring simply to maintain deployment numbers.

The challenges LAPD and Personnel are facing can be seen in the charts below, which reflect the declining numbers of test-takers during Calendar Year 2015. The average number of monthly testers in 2015 is 624, and the average number in 2014 was 740. This significant decrease of 116 testers per month has a negative impact on Police hiring, particularly given the aforementioned challenging environment.



	2013	2014	2015
January	825	952	758
February	724	960	689
March	799	865	661
April	723	913	668
May	678	814	579
June	728	699	658
July	670	654	557
August	718	530	655
September	553	736	580
October	737	663	574
November	572	544	482
December	614	549	
Total	8341	8879	6861

2015-16 New Service Request – Justification

Describe any potential revenue for this Service

N/A

Additional comments (optional)