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June 28, 2022

BPC #22-142

The Honorable City Council
City of Los Angeles, Room 395
c/o City Clerk's Office
Los Angeles, CA 90012

Dear Honorable Members:

RE: LOS ANGELES POLICE DEPARTMENT'S RESPONSE TO LOS ANGELES CITY
COUNCIL PUBLIC SAFETY COMMITTEE (CITY COUNCIL FILE NO. 21-1471) AND
BUDGET AND FINANCE COMMITTEE (CITY COUNCIL FILE NO. 22-0600)
RELATIVE TO INCREASE HIRING OF CITY RESIDENTS AND OTHER HIRING
INCENTIVES

At the special meeting of the Board of Police Commissioners held Tuesday, June 28, 2022 the Board APPROVED the Department's report relative to the above matter.

This matter is being forwarded to you for approval.

Respectfully,

BOARD OF POLICE COMMISSIONERS

A handwritten signature in blue ink that reads "Maria Silva".

MARIA SILVA
Commission Executive Assistant

Attachment

c: Chief of Police

INTRADEPARTMENTAL CORRESPONDENCE

22-1472 4B
RECEIVED
RICHARD M. TEFANK
EXECUTIVE DIRECTOR
DATE
JUN 23 2022
POLICE COMMISSION

June 23, 2022

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TO: The Honorable Board of Police Commissioners

FROM: Chief of Police

SUBJECT: LOS ANGELES POLICE DEPARTMENT'S RESPONSE TO LOS ANGELES CITY COUNCIL PUBLIC SAFETY COMMITTEE (CITY COUNCIL FILE NO. 21-1471) AND BUDGET AND FINANCE COMMITTEE (CITY COUNCIL FILE NO. 22-0600)

RECOMMENDED ACTION

1. That the Board of Police Commissioners (BOPC) REVIEW and APPROVE the Los Angeles Police Department's (LAPD) response to the Los Angeles City Council Public Safety Committee and Budget and Finance Committee.
2. That the BOPC TRANSMIT to the Los Angeles City Council the attached response.

DISCUSSION

On January 19, 2022, the Public Safety Committee directed the LAPD to report with the following (Council File No. 21-1471):

- 1) Recommendations to increase the recruitment and hiring of City of Los Angeles residents;
- 2) Recommendations to establish an incentive program for current personnel who successfully recruit City residents to join the Department; and,
- 3) Recommendation to develop a point system to elevate City candidates in the hiring process.

During the consideration of the Mayor's Proposed 2022-23 Budget, the adopted Budget and Finance Committee report instructed the Department to report back on two items dealing with recruitment incentives (Council File No. 22-0600):

- 4) Report on incentives to enhance police recruiting in light of the tight labor market, including the use of expanded referral bonuses, signing bonuses, and other incentives; and,
- 5) Report on other hiring incentives as well as best practices to increase the candidate pool.

This report addresses the Public Safety Committee and Budget and Finance Committee matters.

The Honorable Board of Police Commissioners

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If you have any questions, please contact the Office of Support Services at (213) 486-8410.

Respectfully,



MICHEL R. MOORE
Chief of Police

**BOARD OF
POLICE COMMISSIONERS**

**Approved
Secretary**

June 28, 2022
Maria Silva

Attachment

FACT SHEET
INCREASE HIRING OF CITY RESIDENTS AND OTHER HIRING INCENTIVES
June 23, 2022

BACKGROUND

Los Angeles City Councilmember Joe Buscaino has presented a Motion to address the recruitment and hiring within the Los Angeles Police Department (Department) and Los Angeles Fire Department. Councilmember Buscaino identified that while both Departments offer great opportunities for those interested in a career in public safety and public service, most officers and firefighters are not residents of the City of Los Angeles (City). To ensure that the police officers and firefighters are representative of the City, the following motions were directed:

1. Recommendations to increase the recruitment and hiring of City of Los Angeles residents;
2. Recommendations to establish an incentive program for current personnel who successfully recruit City residents to join the departments;
3. Recommendations to develop a point system to elevate City candidates in the hiring process;
4. Report on incentives to enhance police recruiting in light of the tight labor market, including the use of expanded referral bonuses, signing bonuses, and other incentives; and,
5. Report on other hiring incentives as well as best practices to increase the candidate pool.

FINDINGS

The Los Angeles Police Department's Recruitment and Hiring Plan is aimed at marketing the Department as one that reaches the diversity of the City. The plan makes recommendations for strategic initiatives to invest and carry out specific measures for increased recruitment and hiring of African Americans, Asians and Pacific Islanders, and women. The plan also identifies challenges that impact the current national and local law enforcement recruitment and hiring environment. The City of Los Angeles Personnel Department and the Department review between 6,000 and 10,000 police applications every year. These applicants are screened through a seven-step process to ensure they are mentally and physically fit to police the City of Los Angeles. Hiring responsibilities are split between the two departments. The Personnel Department oversees paid marketing programs and administers hiring tests, while the Department conducts field recruitment, supports candidates through the process, and makes the final decision on hiring police officers.

The Department's Recruitment and Hiring Plan recommends eight strategic initiatives focused on media marketing and advertisement, enrichment of outreach and recruitment processes, development of mentoring and retention programs, and expanded pathways to police candidate hiring programs. The initiatives include employee training and development, a hiring process restructuring plan, and improved facilities and work environments. These initiatives are consistent with and support the 2021-2023 Strategic Plan for recruitment and hiring initiatives.

DISCUSSION

The Department and the City of Los Angeles Personnel Department are partnering agencies in the recruitment and hiring of police officers for the Department. The Department's Recruitment and Employment Division (RED) serves as a support to Personnel Department by providing personnel resources and expertise in the delivery of recruitment and hiring initiatives. The intent of these initiatives is to meet the recruitment and hiring goals outlined in the 2021-2023 Strategic Plan.

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2021-2023

Strategic Plan

Goal 6 Maximize Workforce Potential

Initiative A: Strengthen Recruitment Efforts to Increase Diversity Among Ranks

Key Activity:

1. Identify organizational recruitment needs to attract high-caliber candidates.
2. Engage candidates already in the hiring process.
3. Expand hiring of female police officers.
4. Expand hiring of African-American police officers.
5. Expand hiring of Asian American Pacific Islander police officers.

The Motion initiated by the Los Angeles City Council is consistent with and may be included in the overall hiring plan. Focus on recruiting candidates in the City of Los Angeles has been a steadfast practice, and emphasis on City residents may be a beneficial additive to the hiring strategy.

The year over year trend of viable candidates appeared to be in a downward slope as a result of the COVID-19 social distancing restrictions, recruitment budget reduction, hiring pause and anti-police climate. These factors have all played a significant role in impeding the recruitment and hiring of police officers.

Fiscal Year 2021/2022 saw a return of hiring of police officers and funding for marketing and advertising, however the rhythm and momentum of appointments have been significantly interrupted. The following measures have been put in place to reverse the downward motion and meet the hiring goals of sworn officers for the Department:

- Reestablishment of the recruitment budget;
- Reestablishment of police officer hiring;
- Relaxed COVID-19 social distancing restrictions;
- Restoration of staffing of RED;
- Restoration of staffing of Public Safety Bureau;
- Restoration of in-person hiring seminars;
- Implementation of revised hiring guidelines to reflect 21st Century Policing;
- Enhancement of background investigations through the recently implemented digital Investigative Case Management System;
- Focused engagement and management of candidates in the hiring pipeline;
- Addressed impediments for candidates in the hiring process, including issues at the Personal History Statement, Polygraph Exam, Field Investigations and other areas that lead to “Hard Deny,” “Soft Deny” and “Fix It” declarations; and,
- Marketing and advertisement strategies directed at diversity outreach and reshaping of negative imagery.

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RECOMMENDATIONS

The Department understands and appreciates the importance of recruiting candidates who call Los Angeles home, as this may result in an increased number of officers who have a connection with the City and its residents. To maximize the Department's workforce potential, RED requires its officers to conduct recruitment outreach activities at locations focused on City residents. These activities include but are not limited to recruitment at colleges and universities, community and diversity specific events, and partnerships with entities within the City. The following measures are in place or will be enhanced to ensure recruitment emphasis is placed on City residents:

1. Increase the recruitment and hiring of City of Los Angeles residents:

Recruitment and Employment Division will work with the Personnel Department to evaluate current marketing initiatives and ensure strategies are in place to proactively recruit residents of the City of Los Angeles. Strategic planning, marketing, advertising and outreach will be done through the following measures:

- Develop a media campaign targeting awareness for City residents of the benefits of joining the Los Angeles Police Department.
- Direct marketing recruitment advertisements and short video clips on City transportation (buses, trains, etc.), in lobbies of City buildings and on City community websites, as well as digital billboards and digital bus stop advertisements in the City of Los Angeles.
- Collaborate with Personnel Department and Economic Workforce Development Department to strategize on encompassing LA Local Hire programs as a path to sworn officer.
- Collaborate with Personnel Department regarding incentive plans for City residents.
- Implement social media marketing including Facebook and Instagram Ads, Google Ads/AdWords, and Web/Pixel ROI Development. Sponsored web banners and graphics utilizing paid advertisement spaces that allow the Department to target City of Los Angeles residents. Increase brand awareness and direct prospects to the JoinLAPD webpage. These platforms enable the team to market hiring advertisements to City of Los Angeles residents and direct individuals to recruitment events, test locations and hiring seminars.
- Join forces with City community-based organizations and faith-based institutions. Engage and build relationships with members of the Los Angeles community organizations to reach prospective police candidates. Broaden and deepen partnerships with local faith-based institutions. Encourage Senior Lead Officers, Community Relations Officers and patrol officers to promote the JoinLAPD brand. Build relationships with community leaders and stakeholders who can provide assistance in recruitment within the City of Los Angeles.

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- Collaborate with City social media influencers with a diverse following to provide in-depth, behind the scenes perspective of police work. Social media influencer marketing should feature police officers on ride-a-longs, local landmarks, patrol and specialized divisions. Past Los Angeles influencers have been Big Boy and DJ Lezlee, 92.3 The Beat, Mychel Thompson, Los Angeles Lakers, Candace Parker, Los Angeles Sparks, Lee Nguyen, Los Angeles Football Club and Robert Woods, Los Angeles Rams.
- Collaborate with the Los Angeles Community College District and Los Angeles-based universities. This outreach is developed through partnering with college faculty, including instructors and department chairs, career centers and student organizations to promote the JoinLAPD brand.
- Solidify pathways to becoming a police officer:

Police Orientation and Preparation Program. Police Orientation and Preparation Program is a two-year Associate Degree program supported by the LAPD, the Los Angeles Unified School District, and the Los Angeles Community College District.

Police Academy Magnet School Program. Los Angeles Police Academy Magnet School Program offers a rigorous, police officer-led high school curriculum developed for young men and women expressing an interest in a career in law enforcement. The program provides a better understanding of law enforcement for students no matter what career path they eventually follow and provides a high-quality recruiting resource for the LAPD.

Los Angeles Police Department Cadet Program. The Cadet program is a community-based program aimed to empower youth age 13-17, to maximize their personal and scholastic potential through the emphasis of the program's four cornerstones: Leadership, Academic Excellence, Ethical and Wise Decision Making and Community Stewardship.

Associate Community Officer Program. The Associate Community Officer Program (ACOP), also known as "Pledge to Patrol" is a pathway employment program for young adults who have been outstanding participants in the LAPD youth programs. These participants have expressed an explicit desire and commitment to join the LAPD as sworn officers. Participants of ACOP may be selected from the LAPD Youth Programs, LAPD Interns, LAPD Volunteers, college students or as community-based organization referrals.

- Focus on mentorship and retention of candidates. The mentorship and candidate retention initiatives have been focused on keeping candidates engaged and advancing them through the recruitment and hiring process. City of Los Angeles residents may be identified and evaluated for opportunities to fast track from initial application to appointment.

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- Partnerships with Department Affinity Groups and external organizations. This partnership initiative includes engagement with both employee and private organizations. This allows the Department to leverage available resources and to communicate more effectively and efficiently with City of Los Angeles residents.
- 2. Incentive program for current personnel who successfully recruit City residents to join the LAPD:**

The Police Officer Recruitment Incentive Plan (PORIP) was designed to encourage City employees, Neighborhood Councils and Non-Profit Organizations to become involved in the recruitment of qualified candidates for Police Officer. Recruiters were given a \$500 incentive once their candidate was appointed and an additional \$500 once the candidate graduated from the LAPD Police Academy.

Recruitment and Employment Division has met with the Personnel Department and proposed reactivating the PORIP, as it has proven to be an effective recruitment tool in the past. A review of past Public Safety Hiring Proposals revealed that over three Fiscal Years (2006/07, 2007/08, 2008/09) PORIP recorded 464 appointments and 402 graduates. That resulted in a yearly average of 155 appointments and 134 graduates. The average cost to fund the PORIP over those three years was \$145,000 and an additional \$5,000 was used for marketing and advertisement.

Personnel Department has researched historical records and has determined that PORIP was of value and should be implemented as a modern-day recruitment tool. Recruitment and Employment Division will work with the Personnel Department to modify the hiring plan and reactivate a PORIP that may benefit residents of the City of Los Angeles.

It is recommended that PORIP be reestablished and all successful referrals from City employees be offered a total of \$2,000.

- \$1,000 for each candidate that is appointed to the academy; and,
- \$1,000 upon their graduation.

3. Report with recommendations to develop a point system to elevate City candidates in the hiring process.

The Personnel Department has been designated with the responsibility for researching recruitment methods, strategies and incentives to determine applicability to the Department recruitment effort. Recruitment and Employment Division met and conferred with Personnel Department regarding the feasibility of developing a point system to elevate City candidates in the hiring process. It was determined that instituting a point system would present considerable challenges, as the hiring process is based on the merit system and there is no evident nexus to residency and job performance. It was recommended that the City does not pursue a point system as a factor in elevating candidates in the hiring process.

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4. Report on incentives to enhance police recruiting in light of the tight labor market, including the use of expanded referral bonuses, signing bonuses, and other incentives.

Many law enforcement agencies both locally and nationally have found that offering a hiring bonus provided them a competitive advantage and subsequently have adjusted their initiatives and budget. Based on local and national agencies offering bonuses, it is recommended that \$8,500,000 be allocated to fund a hiring bonus, with a hiring plan of 780 recruits in Fiscal Year 2022/23 with 13 classes of 60 recruits each. The funding would be directed as follows for new candidates:

\$10,000 per candidate for 640 candidates	= \$6,400,000
\$15,000 per candidate for 140 lateral candidates	= <u>\$2,100,000</u>
<u>Total</u>	= \$8,500,000

Additionally, the Department is seeking to stay competitive in the tight labor market by also increasing the hiring of lateral police officers, which has historically been challenging. A strategy to offset this includes a proposal to start the pay of lateral police officers at a rate commensurate to their prior tenure in law enforcement. The Department will discuss this further with the Employee Relations Administrator and the Los Angeles Police Protective League, as well as the Personnel Department, City Administrative Officer, and Mayor's Office.

As of June 8, 2022, the Los Angeles Police Foundation (LAPF) received \$1,245,000 in private donations for the housing subsidy initiative program. The capital raised was intended to fund housing for 100 recruit officers within the City of Los Angeles for up to 24 months and would be at no cost to the City.

As of June 20, 2022, three recruit officers have enrolled in this program. Several recruit officers are currently seeking housing and over 3,000 have received notifications. It is anticipated that an increase of participation in the program will occur as candidates become eligible for hire.

Several police agencies nationally have or are also considering offering housing subsidy incentives. For example, the Metropolitan Police Department of the District of Columbia has initiated a housing subsidy program as follows:

- **Temporary Housing:** \$200 a night for two weeks up to \$2,800 from a hotel in Washington D.C. The candidate must live 50 miles away from Washington D.C.
- **Rental Assistance:** \$1,000 a month for six months, up to \$6,000.

Note: If Temporary Housing benefit is used, that amount is deducted from the \$6,000 benefit.

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5. Report on other hiring incentives as well as best practices to increase the candidate pool.

The continuous efforts in the areas of job fairs and events, social media, the Associate Community Officer Program, recruitment at colleges and universities, the Fit-for-Hire Program, and the Diversity Hiring Committee will play a vital role in meeting the hiring number for Fiscal Year 2022/2023. These programs have begun to progress towards operating at pre-pandemic levels as restrictions are loosened. In an effort to increase recruitment and hiring, staffing was restored to the following: Recruitment Section, Hiring and Evaluation Section, and the Personnel Department. Lastly, the re-implementation of expedited hiring and the Housing for Hires Program, which would subsidize up to \$1,000 monthly to candidates for up to 24 months, should strengthen the pool of candidates moving forward.

The initiation of hiring and referral bonuses may play a significant role in attracting and retaining quality police officer candidates, while the housing subsidy offered by the LAPF is a sensible initiative and will be a great incentive to further assist any out of area candidates in their transition to Los Angeles.

Many competing police agencies have struggled with a tight labor market coinciding with a need to hire police officers. Consequently, these agencies have aggressively pursued incentives to bolster their hiring efforts. To meet the demand, it has become imperative for the Department to establish an assertive recruitment and hiring agenda.

Prepared by:

Aaron McCraney, Captain
Commanding Officer
Recruitment and Employment Division