



**DATE:** April 2, 2019

**TO:** Mayor and City Council

**FROM:** Chief of Police

**SUBJECT:** Authorize the City Manager to Execute an Agreement with Epic Productions of Phoenix, LLC to Provide an Online Recruitment Campaign for the Police Department

### **RECOMMENDATION**

That the City Council adopts the attached resolution(s) authorizing the City Manager to execute an agreement with Epic Productions of Phoenix, LLC for an Online Recruiting Campaign for the Police Department in an amount not to exceed \$195,000.

### **SUMMARY**

The Hayward Police Department recommends entering into an agreement not to exceed \$195,000 with Epic Productions of Phoenix, LLC for an online recruiting campaign to facilitate online application submittals for Police Department vacancies. The strategy is designed to put the Hayward Police Department in front of potential job candidates and increase the City's online presence for potential candidates searching for careers in law enforcement. This recruitment campaign will use Google Searches and all social media platforms to drive traffic to the Hayward PD recruiting website. The \$195,000 total contract amount will include the following services:

- a. Managing Online Recruitment Campaign
- b. Posting of Multimedia and Recruitment Information via Social Media
- c. Run Paid Marketing Campaigns with Google, YouTube, Facebook, & Instagram
- d. Track/Retarget Visitors to the Recruiting Website
- e. Analyze Marketing Data
- f. Provide Monthly Performance Reports

### **BACKGROUND**

Law enforcement agencies across California are facing significant challenges with recruiting, selecting, and retaining both sworn and professional employees. Given the current environment within the policing profession, recruiting the next generation of police officers and professional staff is more difficult than ever. With the pressures, demands, and

community expectations, finding qualified candidates who want to enter and stay in law enforcement careers creates some challenges.

Often, extended vacancies lead to increased overtime costs as the need to fill shifts arises and maintaining vacancies has additional non-financial ripple effects over time, such as low staff morale due to employees' inability to take time off or transfer to special assignments, ultimately resulting in a decrease in delivery of services to the community. From a retention viewpoint, HPD is suffering from a leadership vacuum caused by mass retirements and diminishing applications. The loss of highly trained and experienced officers hinders the department from maintaining a robust succession planning effort. The race to pull qualified recruits out of the civilian population is on. Police Departments compete against each other for hires but they also compete in the general marketplace for a shrinking pool of talent.

Research conducted by HPD staff showed that a need exists to utilize different approaches to recruiting in the current workforce generation and concentrating efforts on the diversified recruitment of females and minorities. A major strategy was to develop digital formats such as a new recruitment website and increasing outreach/engagement on social media platforms. The development of these new strategies will allow us to proactively engage a wide variety of potential candidates and utilize analytics from digital marketing to better target recruitment resources.

In May of 2018, the Hayward Police Department contracted with Epic Productions of Phoenix, LLC, which is a leading police recruiting agency. Epic offers modern tools to locate and hire the best qualified candidates for law enforcement jobs. The company has been built around serving police and sheriff departments around the country and they use variety of systems to optimize recruiting via website design, video production, photography, and social media/digital marketing. After extensive consulting with Epic, the department opted to expand on several key areas in our recruitment planning to provide a recruiting website, online advertising/digital marketing, web video production, and promotional photography. Epic Recruiting was contracted to provide full digital production and marketing for our recruitment efforts for a six-month period, with optional extensions. The current online advertising/digital marketing portion of the contract expired on January 15<sup>th</sup>, 2019. The overall contract expires in April 2019. To date, the Hayward Police Department has spent \$72,000 for services with Epic Productions of Phoenix, LLC.

With a goal of increasing our applications for career opportunities within the department, Epic provided analytics from digital marketing and engagement tools (social media platforms) from the created video production and professional photography. This has shown a drastic increase in applications for jobs from August to January 2019. Since the recruitment website and social media platforms kicked off in August of 2018, we have seen an increase in applications across the board. A total of 1,129 applications from August to November were received just from digital marketing through our recruitment website.

## DISCUSSION

The Hayward Police Department proposes contracting with Epic Productions of Phoenix, LLC to execute an online recruiting campaign to facilitate online application submittals. The strategy is designed to put the Hayward Police Department in front of potential job candidates and increase our online presence for those searching for careers in law enforcement. This recruitment campaign will use Google Searches and all social media platforms to drive traffic to the Hayward PD Recruiting website. Epic will also continue to provide monthly reports to help guide each month's strategy and allow a transparent assessment of return on our investment.

Online recruiting/marketing requires spending resources to increase the flow of traffic to our recruitment website. Epic will allocate a monthly budget to ensure an increase of traffic to our website by launching recruitment campaigns monthly. These campaigns will be based on targeted marketing (i.e. women, specific jobs...etc.).

Below are some examples of the campaigns that were utilized in 2018:

| DATE           | DESCRIPTION                                                                                                                                                                                                                                                                                                                                                                                                              |
|----------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| August 2018    | <b>STRATEGY:</b> Website launched 8/2018, recruitment campaigns started on 8/20 - generating 1,406 sessions (clicking on the advertisement and looking through content).<br><b>BUDGET:</b> \$963.18 spent, allocating 50% toward sworn positions and 50% toward professional staff positions.<br><b>RESULTS:</b> 170 Applications submitted – 90 Sworn and 80 Professional staff<br><b>COSTS:</b> \$5.67 per application |
| September 2018 | <b>STRATEGY:</b> Drive as much traffic to the recruitment website - generating 9,784 sessions to the website.<br><b>BUDGET:</b> \$4,251.33, allocating 40% to Text Ads and 60% on display and video ads.<br><b>RESULTS:</b> 327 applications submitted – 102 Sworn and 225 Professional Staff.<br><b>COSTS:</b> \$13.00 per application.                                                                                 |
| October 2018   | <b>STRATEGY:</b> Increase more Police Officer Applications - generating 2,906 sessions to the website.<br><b>BUDGET:</b> Spent \$4,093.30, allocating 85% of the budget towards "Police Jobs" (Key Search Words) and 15% towards "Professional Staff Job" (Key Search Words) search ads.<br><b>RESULTS:</b> 278 Applications submitted - 159 Sworn and 119 Professional Staff.<br><b>COSTS:</b> \$14.73 per application. |
| November 2018  | <b>STRATEGY:</b> 1) Increase more female officer applications. 2) Generate more CSO/Jailer applications, generating 2,249 session to the website.                                                                                                                                                                                                                                                                        |

| DATE          | DESCRIPTION                                                                                                                                                                                                                                                             |
|---------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|               | <b>BUDGET:</b> Spending \$4,163.24, allocating 70% of the budget targeting female searches and 20% towards solely pushing the CSO/Jailer position.<br><b>RESULTS:</b> 254 applications, 150 Sworn and 204 Professional Staff.<br><b>COSTS:</b> \$11.48 per application. |
| December 2018 | <b>STRATEGY:</b> Drive traffic to the recruitment website through diversified banners/display ads focusing on the recruitment of minorities.<br><b>BUDGET:</b> \$4,025.75 (remaining funds)<br><b>RESULTS:</b> TBD<br><b>COSTS:</b> TBD                                 |

2019 Online Recruiting Objective Overview: Understanding the digital marketing tools we will deploy as compared to older strategies that have traditionally been used in law enforcement recruitment is important to recognize. This recruiting campaign will continue to provide techniques already shown to increase our digital presence in the online job recruiting world. Below are some examples of digital advertising tools as compared to the traditional career/job fair strategies that have been the staple of law enforcement recruitment:

| DIGITAL RECRUITMENT TOOLS                                                                                                                                                                                                                                                 | COMPARATIVE TO OLDER RECRUITMENT STRATEGY                                                                                                                                                                                |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <u>Online Impressions:</u> An impression is when an ad is fetched from its source and is countable because it was served. Each time an ad is served, it is counted as an impression.                                                                                      | <u>Job Fair Attendees:</u> If 2,500 job-seekers attend a job fair, that would be 2,500 impressions regardless if they stopped by or engaged with our recruiting booth because that is the total attendance of the event. |
| <u>Online Clicks/Views:</u> When a potential applicant clicks our job ad, they are directed to our recruitment website. The same goes for clicking and viewing a recruitment video - a view counts if someone clicks play or views the video for a duration of 5 seconds. | <u>Visited Booth:</u> If 500 job-seekers at a job fair stop by our booth, this would be considered a click or a video view because they are making a conscious effort to observe what we are offering.                   |
| <u>Engagement:</u> Engagements count as clicks to the website, post likes, new followers, comments, and shares. The total number of applicants that engage with the social media post and recruitment website.                                                            | <u>Spoke with Recruiter:</u> If 250 job-seekers took a brochure or recruiting collateral (Swag), spoke with a recruiter or informed their friends/family of your presence at the job fair.                               |
| <u>Conversions:</u> The total number of leads which include actual submission and/or online inquires with the recruiter. The total number of online application submissions.                                                                                              | <u>Submitted Resume/Application:</u> If our booth collected 50 resumes or an applicant provided their contact information, that would be 50 conversions in the digital world, leading to a 10% conversion rate.          |

Google Searches: The most popular form of a search engine marketing campaign is a text ad. Text ads are optimized for conversions based on specific search key words. Above all, the

point is for the viewer of the ad to take action and make contact with the ad – this is what potential applicants see throughout California. 46% of online traffic comes from ads placed at the top of the first page of Google searches. The goal of this strategy is to ensure that Hayward Police Department jobs make it near the top of first page ads during a job search.

Display and YouTube Advertising: 80% of 14 to 49-year-olds watch YouTube each month. Display advertising on the internet consists of over 2,500,000 websites reaching over 90% of the internet. Audiences are groups of people with specific interests, intents, and demographics as estimated by Google. These are the potential job-seekers that we can show our ads to. Data from our audience sources may then be used to improve the bidding and targeting of our recruitment campaigns.

Social Media: With 73% of US companies utilizing social media to successfully recruit and hire candidates, we also will continue to utilize social media platforms to follow this industry standard. It is estimated that 88% of 18 to 29 year olds use social media daily and access their accounts 10 times a day on average. Instagram (IG) stories will be optimized for brand awareness. We will continue to push our short 15 second vertical recruitment video advertisements to play in-between other IG stories. We can target within a 25-mile radius of Hayward, any number of metropolitan areas through out California, and the Western United States for individuals who may be interested in law enforcement careers and their followers on the IG pages.

Epic's 2019 Campaign Projections:

- Google Searches: 30,000 Impressions and 1,200 clicks
- Display and YouTube Advertising: 950,000 impressions, 35,000 views, and 10,000 clicks
- Total: 980,000 impressions, 11,200 clicks, and 35,000 views.

## **FISCAL IMPACT**

This request does not require an additional appropriation to the General Fund as savings related to vacant budgeted positions in the department will offset the expense. The total not to exceed contract amount will be \$195,000. This includes the original contract that ran from August 2018 – April 2019 at a cost of \$72,000. The new contract and scope of services will run from April 2019 through June 2020 and will cost \$123,000.

## **STRATEGIC INITIATIVES**

This agenda item is a routine operational item and does not relate to one of the Council's Strategic Initiatives.

## **NEXT STEPS**

If the Council authorizes this action, staff will enter into a new contract for services with Epic Productions of Phoenix, LLC.

*Prepared by:* Ryan Cantrell, Lieutenant/Program Manager, Recruiting

*Recommended by:* Mark Koller, Chief of Police

Approved by:

A handwritten signature in black ink, appearing to read 'K. McAdoo', written over a horizontal line.

Kelly McAdoo, City Manager