

San Diego Police Department Recruiting Initiative



TABLE OF CONTENTS

Executive Summary	3
CAMPAIGN COMPONENTS INCLUDED	4
CAMPAIGN RESULTS	5
Mission	6
RECRUITMENT PROCESS TIMELINE	8
AUDIENCE OVERVIEW - CURRENT vs TARGET	9
CREATING A CULTURE OF RECRUITMENT	10
The Campaign	11
Brand and Identity	13
BRAND COMPASS	15
Digital Assets	17
BANNER ADS/INFOGRAPHICS	19
WEBSITE REDESIGN	20
Video Content	21
VIDEO CONTENT - Examples	23
Outreach Strategy	25
Traditional and Non-Traditional Media	28
CAR WRAPS	30
POSTERS/WRITTEN TEST FLYER	31
PR and Media Engagement	32
COVERAGE - Examples	34

Executive Summary

"The way to keep San Diego one of the safest big cities in the country is by attracting the best and brightest recruits. We're going to be innovative and creative in how we do that."

– San Diego Mayor Kevin Faulconer

Building on its national reputation for effective community policing, the San Diego Police Department engaged Loma Media to strategize, execute and implement an innovative, hyper-targeted recruiting campaign. Our 2-year mission was to engage and direct qualified candidates to the 'joinSDPDnow.com' website, where they would apply for officer training.

Our engagement commenced in June 2018 with an inclusive research component and Strategy Phase. Following a strategic analysis of national best practices aligned with local challenges and opportunities, a digital campaign was launched in October to test platform mix and creative impact. Following analysis, the comprehensive campaign launched in February 2019 and concluded in July 2020.



EXECUTIVE SUMMARY

CAMPAIGN COMPONENTS INCLUDED:

- Analytics
- Brand & Identity development
- Communication Plan
- Community Outreach
- Cross-Platform Digital Outreach
- Events/Experiential
- Graphic Design
- Media Planning & Buying
- Print & Outdoor Media
- Social Media Communications
- Video
- Website Design/Integration



EXECUTIVE SUMMARY

CAMPAIGN RESULTS:

Awareness and recruiting success was achieved by creating compelling, authentic creative to engage tech-savvy job seekers through a digitally driven, highly customized campaign focused on community engagement and immediate opportunity.

- Website traffic to www.JoinSDPDnow.com **tripled within the first 24 hours** of the campaign's launch and increased more than **400%** over the course of our engagement.
- In June 2019 SDPD **welcomed the largest Academy class in 25 years.**
- The campaign **exceeded the national average for minority and women recruiting.**
- Exit interview data showed a **decrease in the average number of officers who left** for other law enforcement agencies.



Mission

Mission

"Fully staffing the police department has been one of my highest priorities. Graduating large number of recruits from the academy will help us continue to provide the highest level of police service."

- SDPD Chief David Nisleit

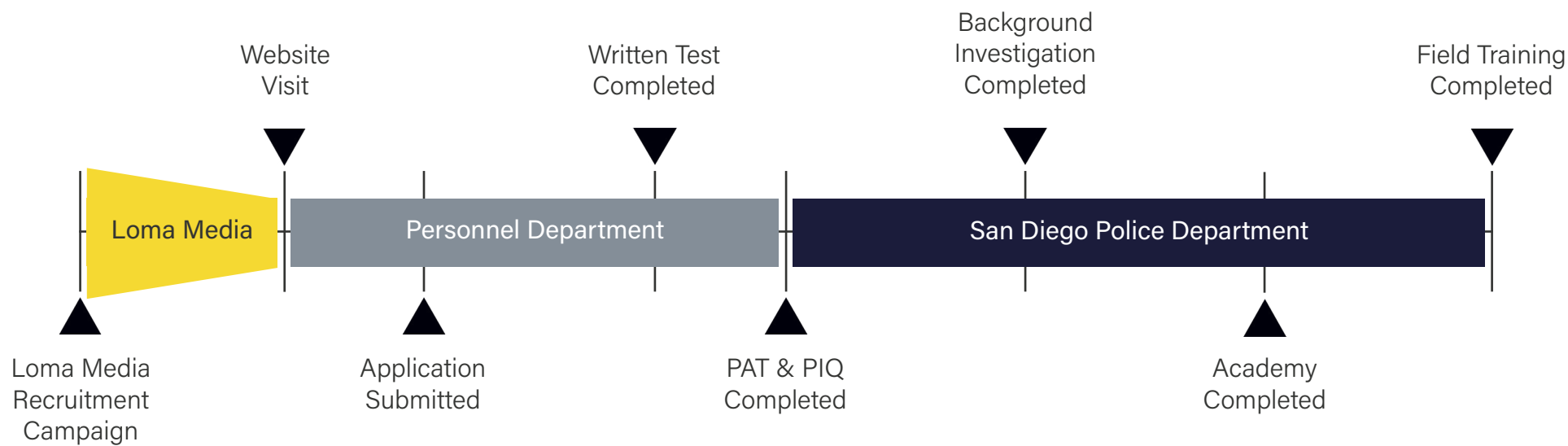
Our challenge was framed by a May 2018 report from the city's independent budget analyst, which found that the department was understaffed by more than 10%. The shortage was primarily due to a sharp decline in applications. In the 5 years prior to our engagement, the number of annual applications had fallen by 40%. As a consequence, the department paid officers more overtime and response times grew.

Our mission was to attract and engage qualified candidates who possessed the attributes necessary to graduate from the Academy and become outstanding police officers. Emphasis was placed on recruiting individuals who reflect the community, requiring targeted outreach to women and people of color.



MISSION

RECRUITMENT PROCESS TIMELINE:



MISSION

AUDIENCE OVERVIEW - CURRENT vs TARGET:

Current Workforce:

Baby Boomers
Gen Xers
Millennials



Campaign Target:

Age 21-35
San Diego Regional Demo
Millennials



BIG PICTURE MOTIVATION

Desire a comfortable, positive work environment in which they have the opportunity for rapid upward mobility.

MISSION

CREATING A CULTURE OF RECRUITMENT:

Research has shown that **more than 60 percent** of law enforcement officers were **drawn to their professions by friends or family within law enforcement.**

- 86% of active candidates use their smartphones to begin a job search.
- Best performers are often passive job seekers who lack either interest or the time in going through a cumbersome application process.
- 365% increase in conversion if the application process is 5 minutes or less.


SOURCE: Castaneda and Ridgeway, Today's Police and Sheriff Recruits



Takeaway:

Great content is critical to a successful recruitment campaign, BUT it will fall on deaf ears and waste precious money and resources unless we have:

- 1. A website that is easy to navigate**
- 2. Mobile-first website and application process (mobile-friendly is not enough)**
- 3. A robust strategy on digital recruitment sites**



The Campaign

THE CAMPAIGN



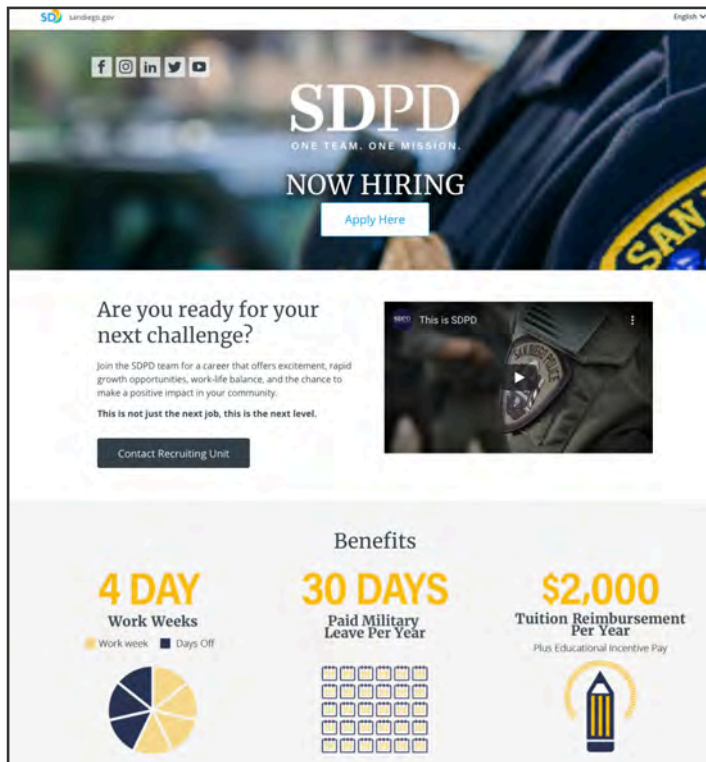
Logo Design and Brand Guide



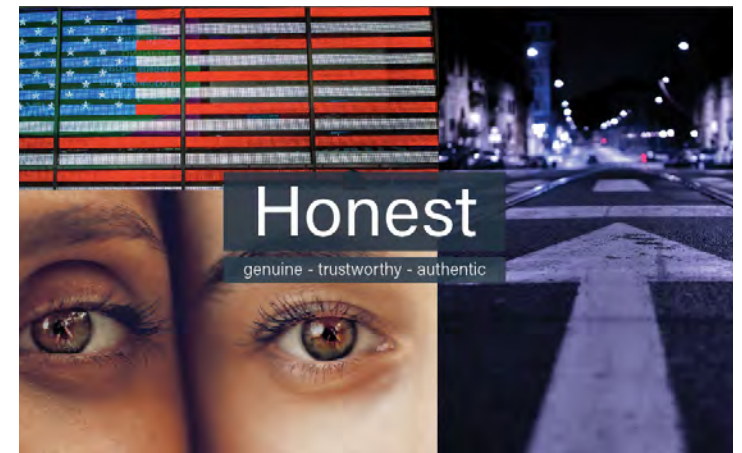
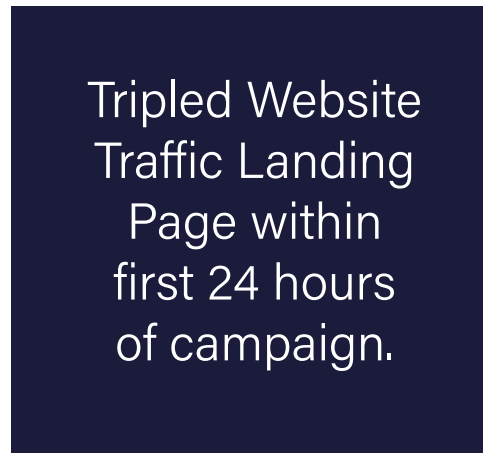
Banner Ads



Video Content



Website Redesign



Brand Compass



Car Wraps



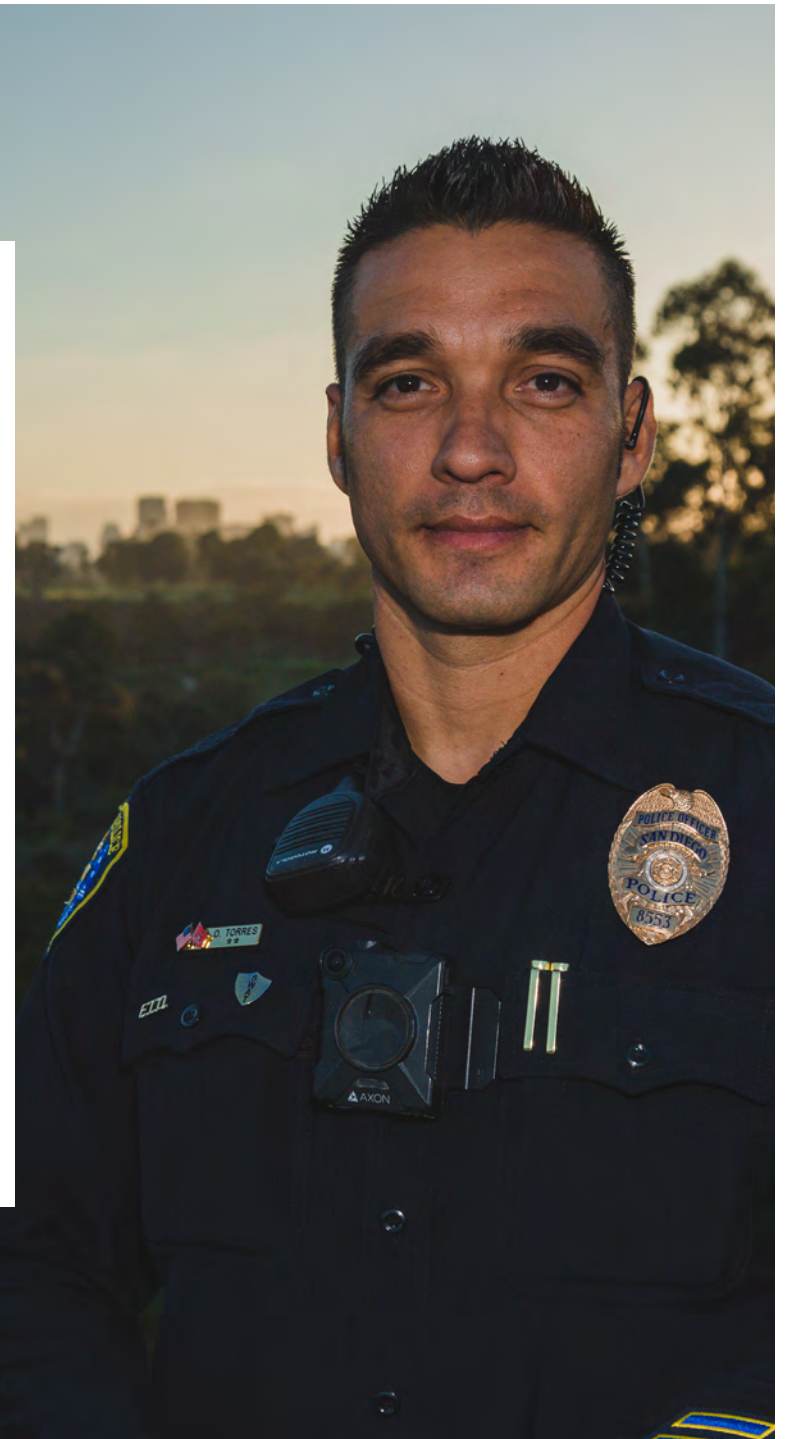
Brand & Identity

Brand and Identity

One Team. One Mission.

A brand 'refresh' was a foundational element in attracting identified core audiences. A clean, simplified and modernized brand would frame our 'digital first' approach to the new recruitment strategy. This included both a cosmetic and messaging shift to create an immediate, personalized connection to SDPD's inclusive culture and service ethos.

Brand Creation included: Discovery Phase, Identity Survey and Workshops, Slogan Development, Brand Compass, Style Board, Design Concepts, Final Design and Execution. Style and Brand Guide.



BRAND AND IDENTITY

BRAND COMPASS:

To maintain ¹ **peace** and ² **order**
by ³ providing the highest ⁴ **quality** police **services.**

Our Brand Truths

BRAND AND IDENTITY

BRAND COMPASS:

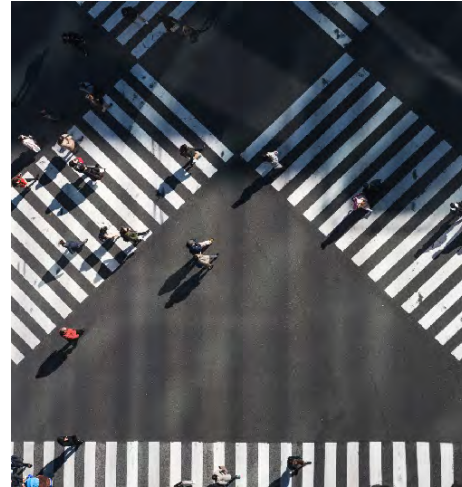
1. peace

We are committed to creating
a safe community for all.



2. order

We are willing to sacrifice
everything to bring justice.



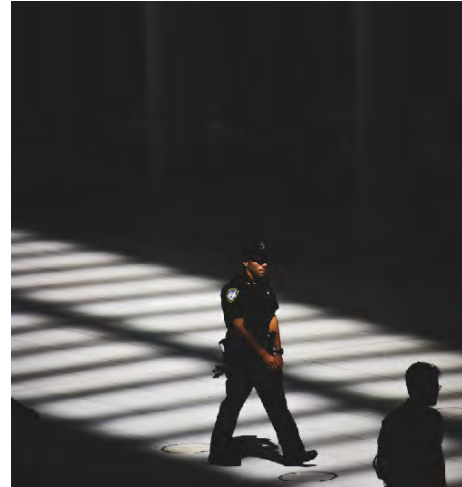
3. quality

Instilling trust within
the community.



4. services

We serve a purpose
bigger than ourselves.



A nighttime photograph of a city street with several San Diego Police cars. The cars have their emergency lights on, and the scene is illuminated by streetlights and the car lights. The text "Digital Assets" is overlaid in the center of the image.

Digital Assets



Digital Assets

In harmony with the rebrand, supporting digital assets were designed for cross-platform application. Banner ads featuring new photography, logos and messaging debuted in tandem with an optimized website landing page designed to quickly engage candidates and focus their journey.

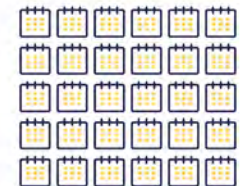
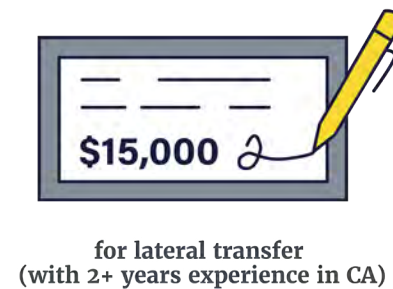


DIGITAL ASSETS

BANNER ADS



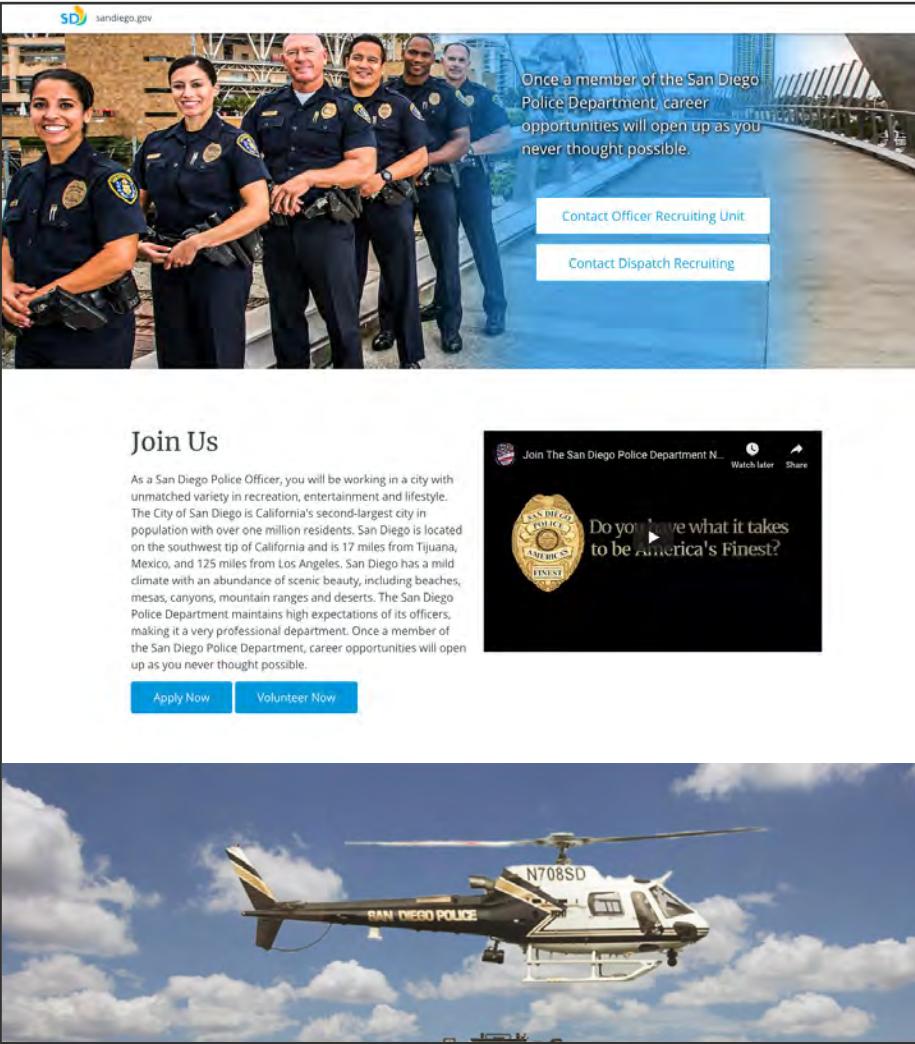
INFOGRAPHICS



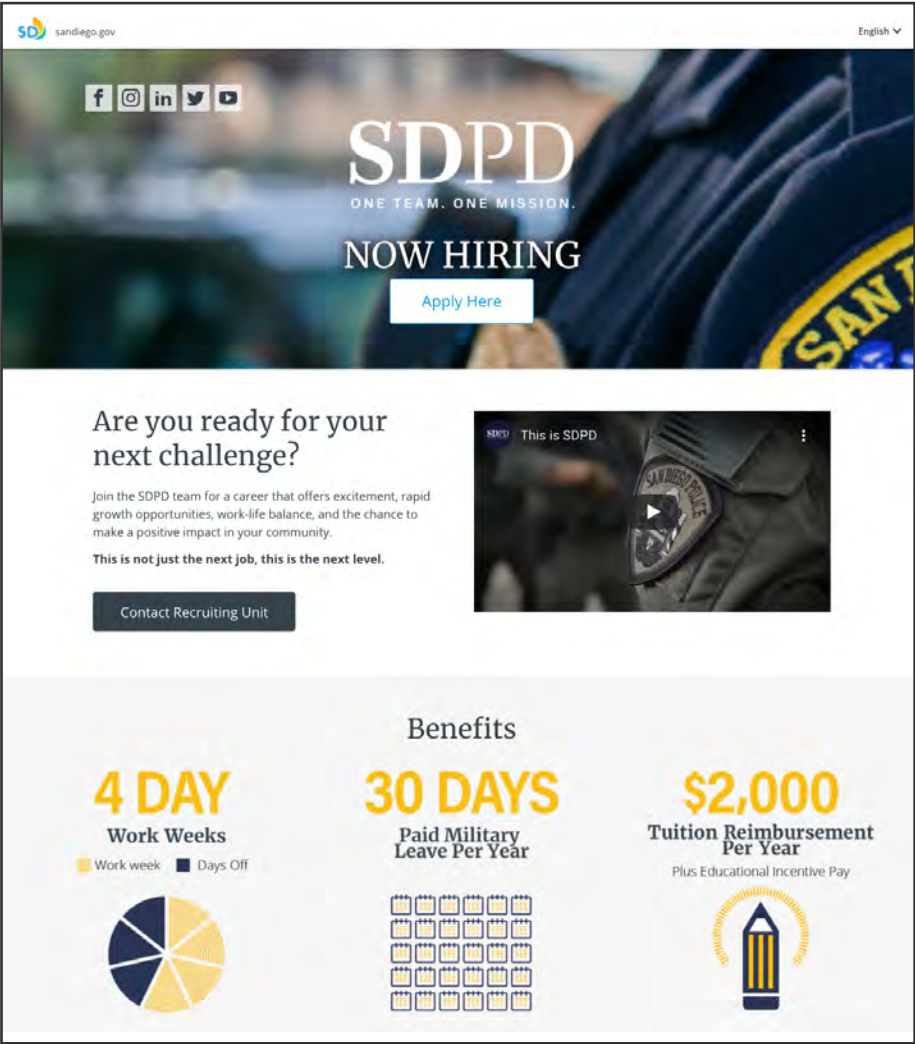
DIGITAL ASSETS

WEBSITE REDESIGN

THEN



NOW





Video Content

Video Content

To build brand awareness and reach candidates, a series of “real and authentic” video narratives were produced (15/30/60 seconds). Video would prove to be the single most effective way to leverage the effectiveness of our ‘digital first’ media plan encompassing online and social platforms.

Three Main Categories of Content:

Produced Content, Employee Generated Content and Shareable Content.

Produced Content:

The People: Diverse officers and roles (underscoring family and opportunity)

The Community: Engagement and interaction (making a positive difference)

The Action: Adrenaline, innovation and teamwork (delivering impactful results)

Throughout the campaign, we measured audience response to video content. Based on findings, we revised content strategy to increase connection with our identified personas. The award-winning campaign achieved a **54.5% video completion rate** (outperforming industry standards).



VIDEO CONTENT - Examples



Neighborhood Policing



Komen



Not a Desk Job



Give it a Shot

VIDEO CONTENT - Examples

180 HELO VIDEO:



Virtual Reality 180 video was created as an interactive recruiting and community engagement tactic. This example offers a ride in an SDPD helicopter.

A San Diego Police officer, seen from the back, is interacting with a group of young people. The officer's black long-sleeved shirt features the "San Diego POLICE" logo and a badge emblem. To the left, a young woman in a grey "San Diego Soccer" hoodie smiles with her arms crossed. Behind the officer, a young man in a black "USA" hoodie is visible. To the right, two more young men are present; one wears a grey "UCSD" long-sleeved shirt and a black cap, while the other wears a dark blue "UCSD" jacket. They are standing in an outdoor area with a building and a red-and-white striped traffic cone in the background.

Outreach Strategy

Outreach Strategy

"Of SDPD officers hired this year, 50 percent are minorities and 15 percent are women. That is significantly higher than national law enforcement averages of 27 percent for minorities and 12 percent for women."

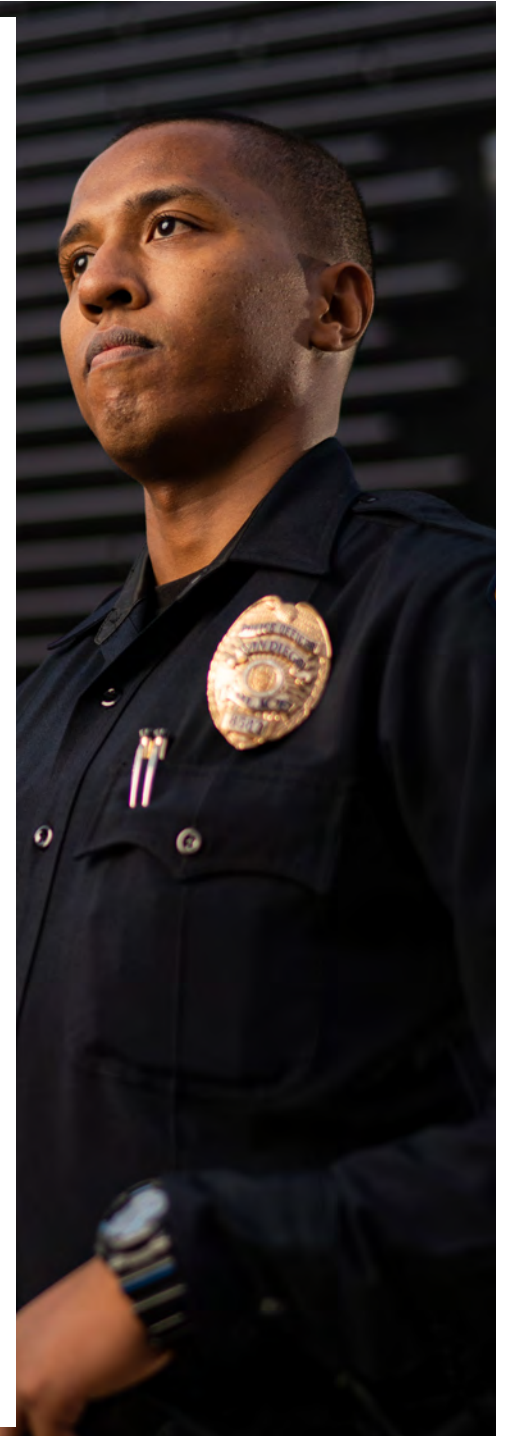
- San Diego Union-Tribune, July 24, 2019

Integrating the new brand, revitalized website presence, digital assets and video content, we launched a comprehensive, cross-platform digital media campaign in support of SDPD hiring goals.

Employing state-of-the-art analytics, we regularly adjusted content mix and outreach platforms to retarget priority candidates and optimize results. In addition to regional outreach, selected major markets were targeted based on competitive advantage.

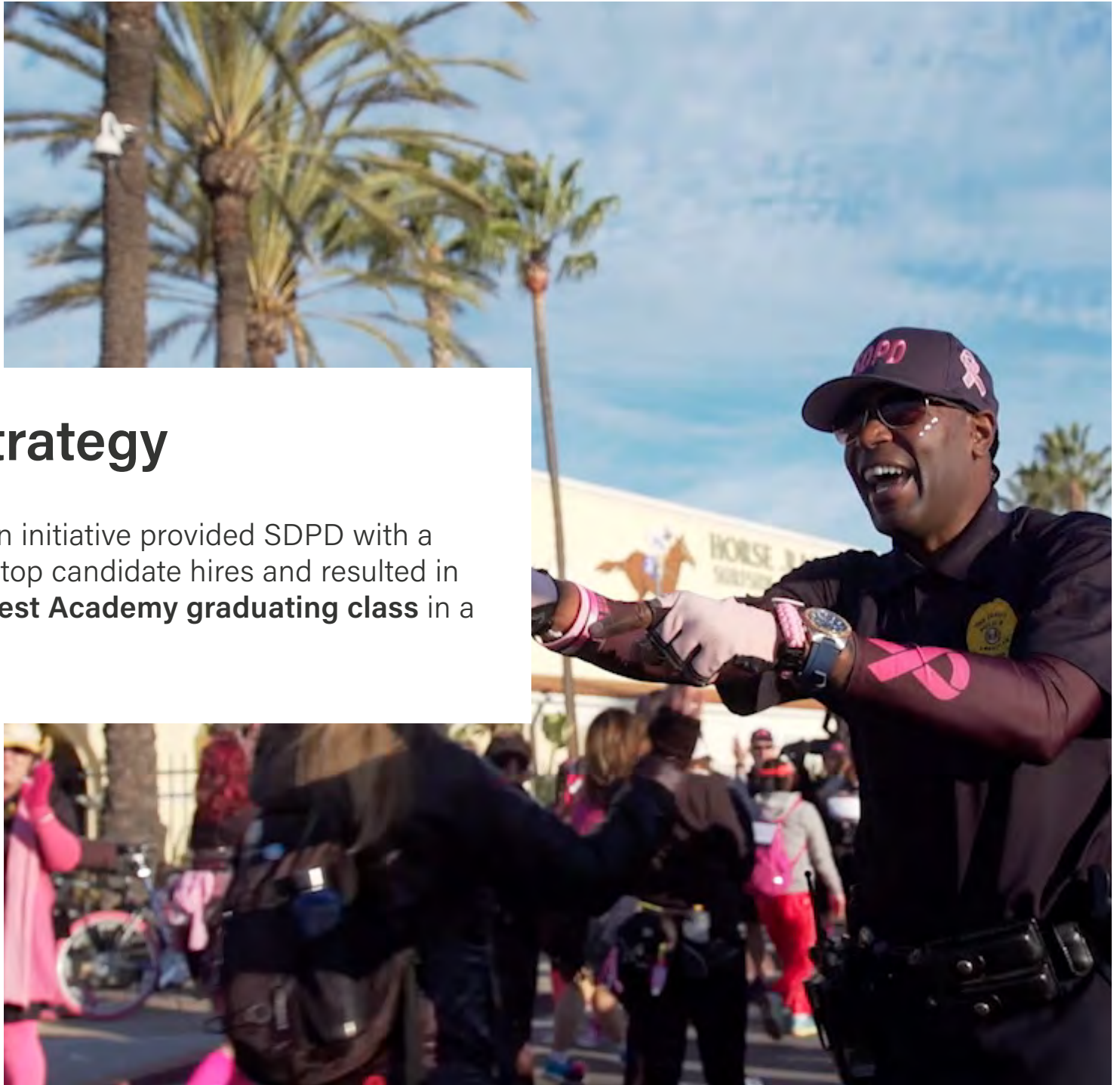
Within the first 24 hours of campaign launch, SDPD's website traffic tripled. The recruiting landing page saw an increase of **360+%** growth YoY (2018 → 2019) and **400+%** growth over the span of the 2-year effort.

In addition to increased traffic, website metrics showed that user engagement increased markedly. Within the initial 6-month period, we increased session duration by **103%**, increased pages per session by **28%** and decreased bounce rate by **22%**.



Outreach Strategy

This strategic campaign initiative provided SDPD with a substantial increase in top candidate hires and resulted in the **department's largest Academy graduating class** in a quarter century.



A police officer in a dark uniform and a white helmet with a blue visor is seated on a BMW motorcycle. The motorcycle is black and white, featuring a BMW logo on the side and a gold police badge. It is parked in a row of similar motorcycles. In the background, there is a tall, modern glass skyscraper and a wall covered in green ivy. The scene is set in an urban environment under a clear blue sky.

Traditional & Non-Traditional Media



Traditional and Non-Traditional Media

A combination of traditional and non-traditional media was employed to complement and enhance digital media outreach. This included an extended trade show presence with geo-fencing, tie-ins with Major League Baseball, new 'in-brand' car wraps and use of social media influencers to deliver.



TRADITIONAL AND NON-TRADITIONAL MEDIA

CAR WRAPS:



TRADITIONAL AND NON-TRADITIONAL MEDIA

POSTERS:



WRITTEN TEST FLYER:

SDPD

ONE TEAM. ONE MISSION.

APPLY NOW!

www.joinSDPDnow.com

If you have a strong dedication to public service, we encourage you to apply to the SDPD team today. A career with the San Diego Police Department offers excitement, rapid growth opportunities, work-life-balance, and the chance to make a positive impact in your community.

4 DAY

Work Weeks

■ Work week ■ Days Off

30 DAYS

Paid Military Leave Per Year

\$2,000

Tuition Reimbursement Per Year

Plus Educational Incentive Pay

BENEFITS

- \$2,500 Equipment Bonus
- Medical, Dental, Life, Disability & Health Insurance
- 11 Paid Holidays
- 13 Paid Vacation Days
- INCENTIVE PAY**
 - EDUCATION:** Intermediate (6%); Advanced (8.5%)
 - SHIFT DIFFERENTIAL:** 2nd Watch (3.8%); 3rd Watch (5.3%)
 - SPECIALTY:** 17 Assignments (up to 5%) (FTO, SWAT, AIB, K-9, ENT, ABLE)

SALARY

Police Officer Recruit	\$61K
Police Officer I	\$72K
Police Officer II	\$97K
Police Officer III	\$102K
Detective	\$102K
Sergeant	\$118K
Lieutenant	\$149K
Captain	\$173K

*Shown as top step of Incremental increase starting July 14, 2018

HIRING PROCESS (3-6 months)

1. Apply at JoinSDPDnow.com
2. Written test
**Waived for Bachelor's/Graduate degree or Pellet B score of 46+*
3. Physical Abilities Test (PAT)
4. Pre-Investigative Questionnaire (PIQ)
5. Extensive Background Investigation
 - Detective Interview
 - Polygraph
 - Financial Credit Check
 - Reference Check
 - Medical Exam
 - Psychological Exam

Condensed application processing offered to candidates who live 100+ miles away.

MINIMUM QUALIFICATIONS

- Must be 20 years old to apply
- Must be a US Citizen
- Must have a US High School Diploma or GED or CA HS proficiency test
- NO FELONY convictions
- NO DOMESTIC VIOLENCE convictions
- Must pass extensive background investigation to the satisfaction of the Chief of Police

For more information visit www.joinSDPDnow.com or email us at SDPDrecruiting@pd.sandiego.gov

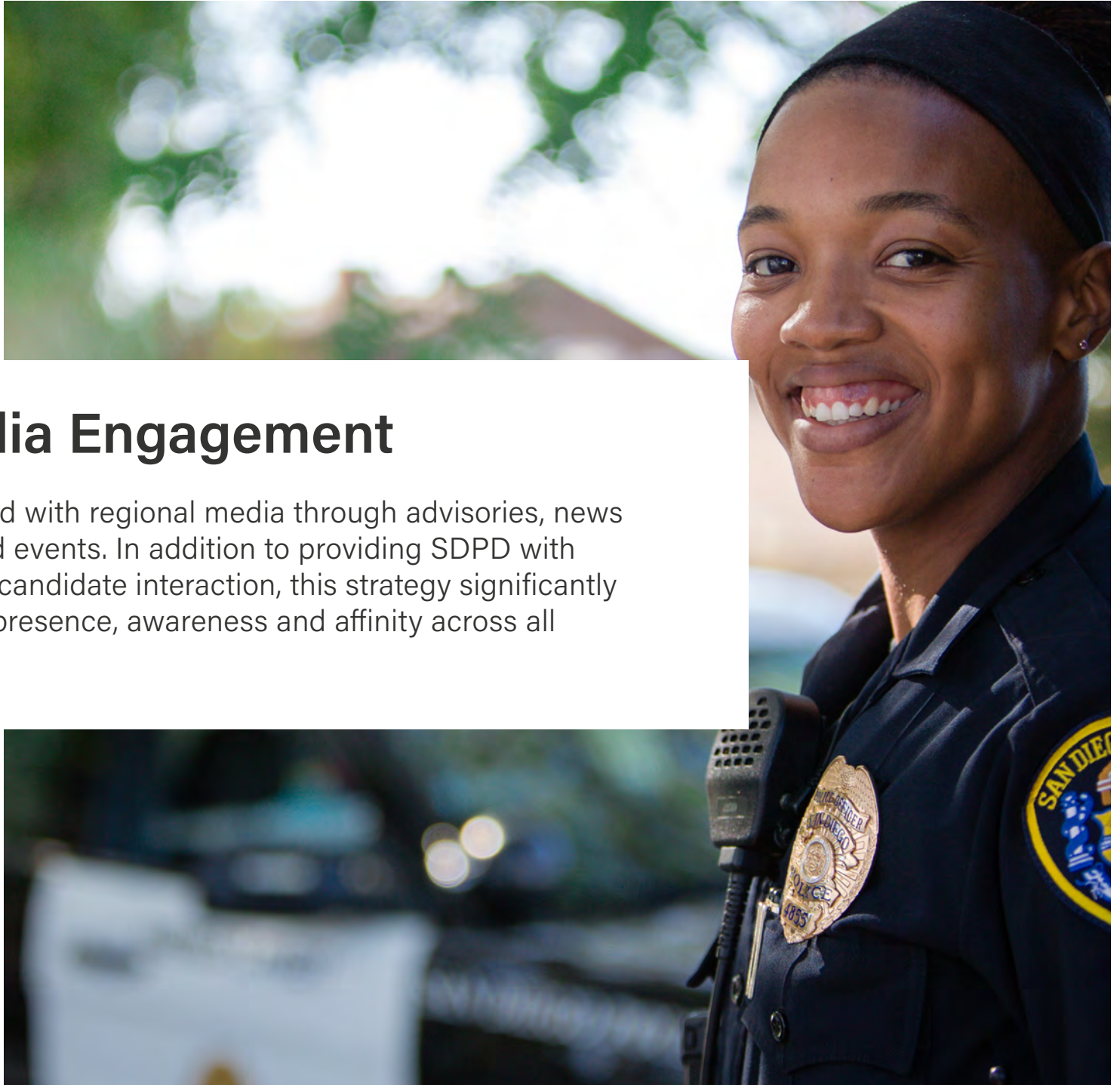
@SDPDrecruiting

@JoinSDPDnow

JoinSDPDnow



PR & Media Engagement

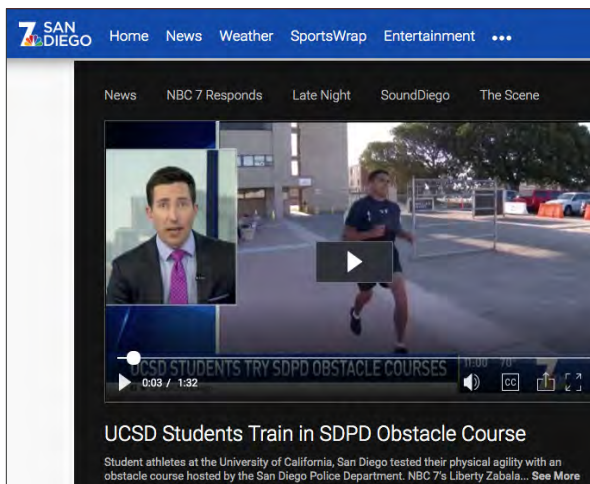


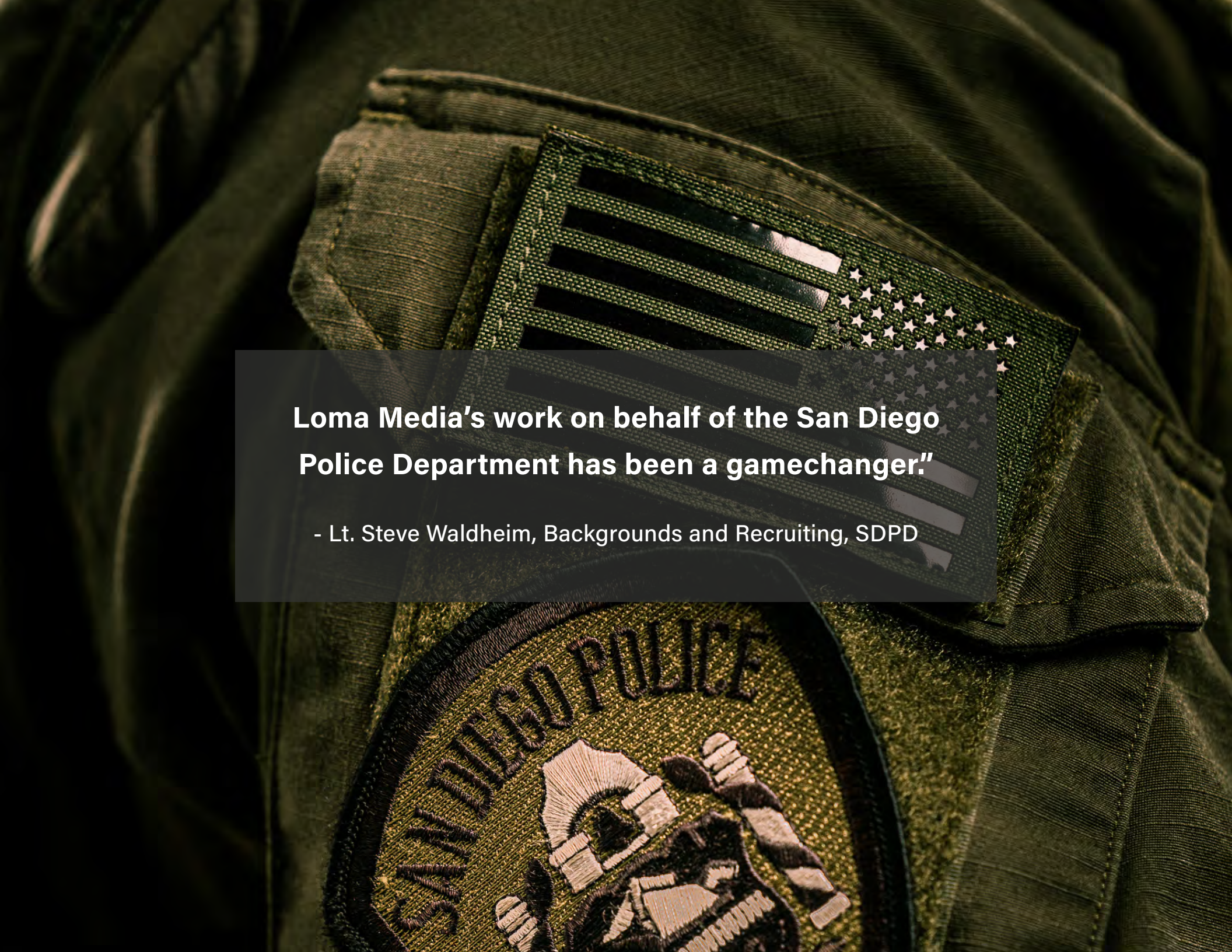
PR and Media Engagement

We proactively engaged with regional media through advisories, news releases and originated events. In addition to providing SDPD with additional avenues for candidate interaction, this strategy significantly increased community presence, awareness and affinity across all demographics.

PR AND MEDIA ENGAGEMENT

COVERAGE - Examples





**Loma Media's work on behalf of the San Diego
Police Department has been a gamechanger!"**

- Lt. Steve Waldheim, Backgrounds and Recruiting, SDPD



John DeBello

jdebello@lomamedia.com / 858-442-5765

401 West A Street, Suite 200, San Diego, CA 92101

www.lomamedia.com

LM
LOMA MEDIA