



Office of the City Manager

CONSENT CALENDAR
September 10, 2024

To: Honorable Mayor and Members of the City Council

From: LaTanya Bellow, Interim City Manager

Submitted by: Jennifer Louis, Chief of Police
David Sprague, Fire Chief

Subject: Contract: All-Star Talent for Recruiting, Advertising, and Marketing Strategy for the Berkeley Police and Fire Departments

RECOMMENDATION

Adopt a Resolution authorizing the City Manager to execute a contract and any amendments with All-Star Talent for public safety recruiting and retention services from June 1, 2024 through May 30, 2028 and a not to exceed \$1,313,482 with an option to extend for two additional two-year periods.

FISCAL IMPACTS OF RECOMMENDATION

Funds for this contract will be allocated from the police department's General Fund budget, from the fire departments General Fund, Measure FF and from UC settlement funds.

CURRENT SITUATION AND ITS EFFECTS

The Berkeley Fire Department is responsible for providing fire suppression, emergency medical, hazardous materials and technical rescue response services to the community inclusive of the UC Campus. The Department is challenged with a call volume that continues to rapidly increase, rising 1,000 calls or 6% in 2023 alone. This challenge is exacerbated by the most challenging period the fire service has faced in modern history with regard to recruitment. The Department has been experiencing a vacancy rate hovering around 20% for several years and has struggled to hire and retain qualified candidates. This has resulted in a spike in forced extra overtime for current employees that has ballooned to over 300% of normal. Such a high degree of extra work exacerbates mental and physical fatigue and has caused a spike in injuries and employees on leave, further exacerbating the base condition. Having adequate staffing directly impacts the quality of service that the Department is capable of providing to the community.

The Berkeley Police Department is experiencing a critical challenge that is confronting law enforcement agencies nationwide: attracting and retaining a qualified and diverse

workforce. This challenge is complex, arising from multiple factors that contribute to the current difficulties in law enforcement recruitment and retention.

A key obstacle is the shifting societal expectations for law enforcement officers. Today, the role of a police officer is not only about traditional policing skills but also requires significant emotional intelligence, community engagement, and an understanding of complex social dynamics. These expanded expectations have made the job more demanding, narrowing the pool of individuals both interested in and qualified for the profession under these new criteria.

Furthermore, the competitive landscape for recruiting qualified candidates has become more intense. Those with the desired blend of skills, integrity, and dedication are in demand across various sectors, often with more attractive compensation, benefits, and perceived work-life balance than what the public sector can offer. This makes it challenging for police departments to compete with private sector opportunities.

Finally, traditional recruitment methods are failing to attract a diverse and qualified pool of candidates. Reliance on in-person recruitment events, for instance, may not be as effective in an era dominated by digital platforms and social media, which are crucial for information sharing and networking.

BACKGROUND

For the past four years, the Police Department has worked with a professional firm dedicated to marketing and recruiting law enforcement applicants, with a specific budget allocated for this purpose. Ongoing efforts to evaluate and improve how we attract and maintain connections with applicants have led us to recognize the need for enhanced strategies in today's competitive market.

During that same time period the Fire Department has pieced together a recruitment program using various contractors and in-house talent. While there were some good gains made in terms of social media presence and reach to candidates, the model is complicated, non-centralized and requires a great deal of staff time to coordinate.

Through a joint fire and police evaluation, All-Star Talent has emerged as a promising option to help us achieve our recruiting and retention goals. All-Star Talent offers unique advantages and services which will be crucial for improving recruitment efforts.

All-Star Talent employs a combination of engineering, data science, and specialized strategies for recruitment. Their methods, driven by both technical and strategic insights, are designed to meet the specific needs of recruiting and retaining personnel. By working with federal, state, and local agencies, All-Star Talent provides insights into effective recruitment strategies and identifies opportunities for innovation.

The organization's partnerships with public safety organizations and their proprietary methods for developing talent brands are significant. Specifically, their collaboration with The National Association of Women Law Enforcement Executives (NAWLEE) and the support for the 30X30 Initiative aim to increase the representation and experiences of women in law enforcement, contributing to a diverse and skilled workforce.

All-Star Talent's use of advanced tracking technologies and interactive communication platforms, such as email, text messaging, and drip campaigns, establishes meaningful connections with candidates and supports them throughout the hiring process. Their comprehensive recruitment strategies are designed not only to meet immediate staffing needs but also to build a long-term pipeline of law enforcement professionals.

The services offered by All-Star Talent, including the maintenance of a recruitment landing page with professional graphic design, the implementation of an advanced lead relationship management system, and the oversight of advertising campaigns on social media and Google platforms, are tailored to enhance engagement with potential candidates. Additionally, the management of the Department's Indeed profiles and the provision of a monthly license for a candidate relationship management system allow for extensive direct engagement with candidates.

Regular meetings with recruitment leadership, custom digital design work for campaigns and initiatives, and the organization of digital career fairs are among the strategies employed to expand the recruitment strategy's reach and effectiveness. All-Star Talent's commitment to adjusting advertising strategies based on performance metrics ensures the optimization of recruitment efforts for maximum impact.

ENVIRONMENTAL SUSTAINABILITY AND CLIMATE IMPACTS

There are no identifiable environmental effects or opportunities associated with the subject of this report.

RATIONALE FOR RECOMMENDATION

The National Association of State Procurement Officials (NASPO) is a nonprofit organization focused on enhancing public procurement practices through best practices and cooperative purchasing agreements, ensuring ethical, efficient, and cost-effective government acquisitions.

Our selection of All-Star Talent, a member of NASPO's cooperative purchasing program (AR #2490), was driven by their record in exceeding client expectations and delivering high levels of satisfaction. Their specialized expertise in crafting comprehensive recruiting advertising and marketing strategies is well-evidenced by positive feedback from their clientele, underscoring the effectiveness and quality of their services. This choice reflects our commitment to securing the best overall value and solutions that precisely meet our city's needs.

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ALTERNATIVE ACTIONS CONSIDERED

The Police Department's contract with the current recruitment vendor lapsed April 30, 2024. All-Star Talent expands on the available level of service and has enhanced data metrics to track our return on investment and adjust to focus on efforts providing the best results. Consequently, unless the departments enter into a new contract, there will be an absence of an external recruitment partner to support hiring efforts. Additionally, it would preclude the police and fire departments from leveraging the innovative services offered by All-Star Talent.

CONTACT PERSON

Melanie Turner, Lieutenant, 510-981-5970
David Sprague, Fire Chief, 510-981-3473

Attachments:

1: Resolution

RESOLUTION NO. ##,###-N.S.

CONTRACT: ALL-STAR TALENT FOR RECRUITING, ADVERTISING, AND
MARKETING STRATEGY FOR THE BERKELEY POLICE AND FIRE DEPARTMENTS

WHEREAS, the City of Berkeley seeks to implement an effective recruiting advertising and marketing strategy for the Police and Fire Departments; and

WHEREAS, the National Association of State Procurement Officials (NASPO) offers access to a portfolio of pre-vetted vendors through its cooperative purchasing program, which facilitates the procurement of high-quality services and goods; and

WHEREAS, All-Star Talent is a recognized vendor within the NASPO cooperative purchasing program, Contract #AR2490, known for its expertise in providing comprehensive recruiting advertising and marketing strategies; and

WHEREAS, after careful consideration and in alignment with the city's procurement policies that allow for the use of cooperative agreements for such services, All-Star Talent has been identified as the vendor that best meets the needs of the City of Berkeley.

NOW, THEREFORE, BE IT RESOLVED by the Council of the City of Berkeley that the City Manager is hereby authorized to execute a contract and any amendments with All-Star Talent for public safety recruiting and retention services from June 1, 2024 through May 30, 2028 not to exceed \$1,313,482 with an option to extend for two additional two-year periods.

