

# DEFERRED COMPENSATION PLAN BOARD REPORT 09-21



Date: March 23, 2009  
 To: Board of Deferred Compensation Administration  
 From: Staff  
 Subject:: 2009 Enrollment Initiative: Targeted Enrollment Campaign - Animal Services

*Members*  
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Recommendation:

That the Board of Deferred Compensation Administration receive and file the following information regarding a targeted enrollment campaign for the Department of Animal Services.

Discussion:

As previously reported to the Board, part of staff's 2009 Enrollment Initiative involves conducting a targeted enrollment campaign focused on a single Department below the City's average participation rate. To identify a potential candidate department staff worked with the City Controller to generate contribution data broken out by City department codes (Attachment A). There are 29 department groupings falling below the City's average participation rate of 61%. Staff identified the adjacent ten groups as having the lowest rates.

Bottom 10 Contributing Departments	Current % Contrib.	# of Non-participants
Mayor	21.7%	126
Council	31.7%	244
Employee Relations	33.3%	2
Rec. & Parks	39.0%	1,176
<b>Animal Services</b>	<b>39.2%</b>	<b>228</b>
General Services	44.4%	1,260
Los Angeles Zoo	44.5%	121
Library	46.6%	436
Airports	49.0%	1,737
Commission - Status of Women	50.0%	4

→ Since the Plan has not previously conducted the kind of highly disciplined targeted marketing effort contemplated for this exercise, staff elected to use a pilot approach on a modestly sized group. Of the five groups listed above, the most appropriate appeared to be Animal Services. Elected official groups (Mayor and Council) have historically been very challenging to enroll because many of their unique, generally more temporary, employment status. Employee Relations is too small (three staff), and Recreation and Parks too large, for a pilot effort. Animal Services, by contrast, is modestly sized and structurally lends itself well to this initial effort.

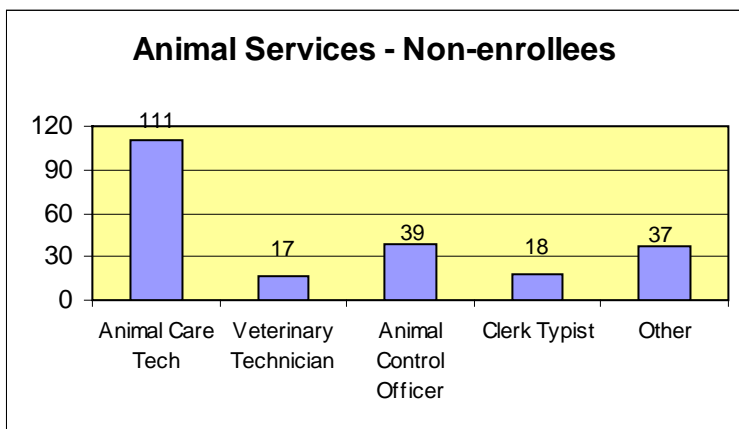
Staff developed a marketing strategy containing the following key elements:

- (1) Identifying unique data regarding the specific work population in order to better inform the marketing initiative;
- (2) Developing a custom marketing campaign with the goal of engaging and drawing the attention of the target group;
- (3) Meeting with departmental “gatekeepers” to obtain their support in gaining access to the target group;
- (4) Pre-defining a target enrollment goal;
- (5) Utilizing tested methods for effective marketing campaigns (as identified by the Plan’s communications consultants at Mercer); and
- (6) Identifying means to measure the success of the enrollment effort.

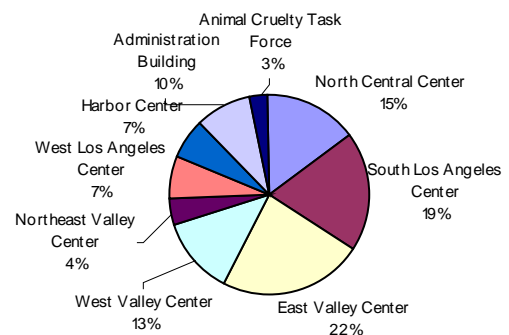
Staff will address its efforts in each of these areas.

### (1) Data Search

Staff worked with the City Controller to break out non-participants by both job classification and work location, as illustrated by the following charts:



### Work Locations of non-participants



As a result of these efforts, staff is capable of sending target mailings to this specific population and can also identify where among the Department’s worksites the non-participants work.

### (2) Custom Marketing Campaign

Staff assembled a team of individuals to develop a custom marketing campaign. That team included staff members Steven Montagna, Natasha Zuvich and Ashley Stracke; and Great-West local staff members Usha Archer, Gary Robison, Tisha Neal, Leslie Caldwell, Henry Victor and Steve Harman. As a result of that collaboration it was determined that a “Hollywood Film” theme incorporating the Plan’s recently redesigned enrollment materials could be particularly effective. In addition to those previously developed materials, the specific theme elements include:

- (a) A special mailing including faux movie tickets redeemable for prizes for attending a group enrollment meeting;
- (b) Prizes of candy bars and popcorn at the actual meetings;
- (c) A film and investment trivia component of the enrollment meeting in order to make the meeting entertaining as well as informative; and
- (d) Props for the presenters.

**(3) Gatekeeper Meeting**

Staff contacted Animal Service’s Personnel Services Section to request assistance with its efforts. Based on those conversations, staff determined that in order to maximize the effectiveness of this effort it was necessary to work with area supervisors who have operational oversight over the various facilities. With the support of Personnel Services, staff arranged to attend a Department-wide supervisors meeting. Staff developed and presented a custom PowerPoint presentation which focused on the importance of the Deferred Compensation Plan relative to the City’s defined benefit retirement plans, specific statistics on Animal Services participation rates, and an outline of the proposed marketing campaign and how the supervisors could assist in the effort. The presentation was well-received.

**(4) Target Enrollment Goal**

Mercer provided staff with recommendations regarding how to measure the success of an enrollment effort, as outlined in the following table:

If Current Participation Level Is...	A Successful Participation Increase Percentage Would Be...
0 - 39%	15-20%
40 - 49%	10-15%
50% or more	5%

Given the current contribution rate of 39.2%, staff determined that an appropriate goal would be 15%.

**(5) Marketing Strategy**

Again using Mercer as a resource, staff found that successful marketing campaigns generally require multiple contacts, or “hits,” within a relatively narrow window of time. This is because most people generally require being exposed to a concept more than once before they find a comfort level at which they’re willing to take action. As a result, staff’s strategy will employ the following:

- (a) An initial mailing to the non-participant group inviting their attendance to an upcoming group meeting;

- (b) Posters and signs in all of the Department's facilities advertising the campaign and the meeting;
- (c) The enrollment meeting;
- (d) A Department-wide e-mail; and
- (e) A follow-up mailing/postcard.

**(7) Measuring Success**

Staff's will compare pre- and post-campaign participation rates to determine whether the marketing goal met the stated objective. The results will be presented to the Board with an analysis of which elements of the campaign were successful, which could be improved upon, and the degree to which these efforts might be translated to similar initiatives in the future.

**Scheduling** – Staff is presently working with the area supervisors to coordinate the timing of the enrollment meetings such that the entire population can be engaged consistent with the previously discussed marketing strategy. Staff presently expects that the campaign will be executed sometime within the next 2-3 months.

Submitted by:

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Natasha Zuvich

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Steven Montagna

Approved by:

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Alejandrina Basquez

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Library	46.6%	436
Airports	49.0%	1,737
Commission - Status of Women	50.0%	4
El Pueblo	50.0%	9
Coliseum	50.0%	16
Building & Safety	50.6%	487
Public Works	51.1%	2,779
Harbor	51.4%	453
Cultural Affairs	51.5%	32
CDD	54.5%	132
Transportation	54.8%	696
Commission - Child & Youth	56.3%	7
Housing	56.3%	229
Convention Center	56.4%	68
Commission - Human Relations	57.1%	6
Dept. on Disability	57.9%	8
Fire Civilian	58.1%	150
Emergency Preparedness Dept.	58.3%	10
City Clerk	59.4%	67
Police Civilian	59.5%	1,309
Pensions	59.8%	41
City Attorney	61.5%	375
DWP	62.5%	3,140
Planning	64.6%	105
Treasurer	66.1%	130
Personnel	66.3%	163
Environmental Affairs	67.7%	10
ITA	72.2%	201
LACERS	73.1%	35
CAO	73.4%	34
Neighborhood Empowerment	73.8%	11
Controller	75.3%	46
Police Officers	78.3%	2,113
Aging	80.0%	10
Fire – Firefighters	85.2%	547
<b>TOTALS</b>		<b>18,753</b>