

SERVICE CONTRACT
ALL STAR TALENT

AGREEMENT is made this 1st day of FEBRUARY, 2023, by the COUNTY OF WASHTENAW, a municipal corporation, with offices located in the County Administration Building, 220 North Main Street, Ann Arbor, Michigan 48107 ("County") and All-Star Talent Inc. located at 2368 Culpepper Drive, Lincoln, CA 95648 ("Contractor").

In consideration of the promises below, the parties mutually agree as follows:

ARTICLE I - SCOPE OF SERVICES

The Contractor will create and implement a marketing and messaging strategy that builds upon the Sheriff's Office brand for the purpose of enhancing recruitment and hiring into full-time and part-time positions.

The Contractor will build upon and enhance the existing brand of the Sheriff's Office, as based upon our mission, philosophy, values, logo, colors, and the history of the Sheriff's Office to create a comprehensive, unified, multimedia marketing strategy incorporating digital and traditional media to encourage engagement of potential applicants to open positions within the Sheriff's Office.

The Contractor will work to the extent possible to incorporate existing recruitment materials into the new strategy to include but not be limited to recruitment videos, Beyond the Badge series videos, and other materials that highlight the Sheriff's Office's focus on inclusion, belonging, and service.

The Contractor will recommend and apply methods and media for the consistent communication of a clear and focused recruitment message including but not limited to the use of social media, mobile and email marketing, search engine optimization, web, billboards, television, and radio, including diligent efforts to market to underrepresented communities, such as women, BIPOC (black, indigenous, and people of color), the LGBTQ+ community, and people with disabilities.

The Contractor will create and design advertisements and other graphic materials and will coordinate their placement in accordance with the larger marketing strategy and message utilizing photos and other content that properly represent the diversity of individuals that comprise the Sheriff's Office and promote an inclusive employment environment.

The Contractor will focus recruitment activities on the following positions: Corrections Officer, Communications Operator, Deputy Sheriff, and Community Services Officer. To a lesser extent, work will include recruitment for Part-Time Court Security Officer, Part-Time Drug Testing Agent, and Part-Time Court Services Liaison.

The Contractor will emphasize, in all aspects of the initiative, the values most closely aligned with the Sheriff's Office mission, including a strong connection to and collaboration with the Washtenaw County community.

The Contractor will become familiar with the Sheriff's Office's mission, operational philosophies and other agency character defining qualities to be able to

translate them into the messaging strategy, taking care to use gender-affirming language throughout all published material.

The Contractor will provide a timeline for phases of the process to include but not be limited to information-gathering, campaign development, campaign deployment, and campaign realignment.

The Contractor will provide weekly written status reports at all phases of the process to the Sheriff or his designee.

ARTICLE II - COMPENSATION

Upon completion of the above services and submission of invoices the County will pay the Contractor an annual amount not to exceed **\$91,500.00**.

ARTICLE III - REPORTING OF CONTRACTOR

Section 1 - The Contractor is to report to the Sheriff (or designated contact) and will cooperate and confer with him/her as necessary to insure satisfactory work progress.

Section 2 - All reports, estimates, memoranda, and documents submitted by the Contractor must be dated and bear the Contractor's name.

Section 3 - All reports made in connection with these services are subject to review and final approval by the County Administrator.

Section 4 - The County may review and inspect the Contractor's activities during the term of this contract.

Section 5 - When applicable, the Contractor will submit a final, written report to the County Administrator.

Section 6 - After reasonable notice to the Contractor, the County may review any of the Contractor's internal records, reports, or insurance policies.

ARTICLE IV - TERM

This contract begins on the date of this agreement and ends on December 31, 2023, *with an option to extend for two (2) additional one (1) year periods.*

ARTICLE V - PERSONNEL

Section 1 - The contractor will provide the required services and will not subcontract or assign the services without the County's written approval.

Section 2 - The Contractor will not hire any County employee for any of the required services without the County's written approval.

Section 3 - The parties agree that all work done under this contract shall be completed in the United States and that none of the work will be partially or fully completed by either an offshore subcontractor or offshore business interest either owned or affiliated with the contractor. For purposes of this contract, the term, "offshore" refers to any area outside the contiguous United States, Alaska or Hawaii.

ARTICLE VI - INDEPENDENT CONTRACTOR

Contractor and the County shall, at all times, be deemed to be independent contractors and nothing herein shall be construed to create or imply that there exists between the parties a partnership, joint venture or other business organization. Contractor shall hold no authority, express or implied, to commit, obligate or make representations on behalf of the County and shall make no representation to others to the contrary.

Nothing herein is intended nor shall be construed for any purpose as creating the relationship of employer and employee or agent and principal between the parties. Except as otherwise specified in this contract, Contractor retains the sole right and obligation to direct, control or supervise the details and means by which the services under this contract are provided.

Contractor shall not be eligible for, or participate in, any insurance, pension, workers' compensation insurance, profit sharing or other plans established for the benefit of the County's employees. Contractor shall be solely responsible for payment of all taxes arising out of the Contractor's activities in connection with this Agreement, including, without limitation, federal and state income taxes, social security taxes, unemployment insurance taxes and any other tax or business license fees as required. The County shall not be responsible for withholding any income or employment taxes whatsoever on behalf of the Contractor.

ARTICLE VII - INDEMNIFICATION AGREEMENT

The contractor will protect, defend and indemnify Washtenaw County, its officers, agents, servants, volunteers and employees from any and all liabilities, claims, liens, fines, demands and costs, including legal fees, of whatsoever kind and nature which may result in injury or death to any persons, including the Contractor's own employees, and for loss or damage to any property, including property owned or in the care, custody or control of Washtenaw County in connection with or in any way incident to or arising out of the occupancy, use, service, operations, performance or non-performance of work in connection with this contract resulting in whole or in part from negligent acts or omissions of contractor, any sub-contractor, or any employee, agent or representative of the contractor or any sub-contractor.

ARTICLE VIII - INSURANCE REQUIREMENTS

The Contractor will maintain at its own expense during the term of this Contract, the following insurance:

1. Workers' Compensation Insurance with Michigan statutory limits and Employers Liability Insurance with a minimum limit of \$100,000 each accident for any employee.
2. Commercial General Liability Insurance with a combined single limit of \$1,000,000 each occurrence for bodily injury and property damage. The County shall be added as "additional insured" on general liability policy with respect to the services provided under this contract.
3. Automobile Liability Insurance covering all owned, hired, and non-owned vehicles with Personal Protection Insurance and Property Protection Insurance to comply with the provisions of the Michigan No Fault Insurance Law, including residual liability insurance with a minimum combined single limit of \$1,000,000 each accident for bodily injury and

Contract # 54514

property damage. For transportation services contracts, the County shall be added as additional insured on automobile liability policy with respect to the services provided under this contract.

Insurance companies, named insured's and policy forms may be subject to the approval of the Washtenaw County Administrator, if requested by the County Administrator. Such approval shall not be unreasonably withheld. Insurance policies shall not contain endorsements or policy conditions which reduce coverage provided to Washtenaw County. Contractor shall be responsible to Washtenaw County or insurance companies insuring Washtenaw County for all costs resulting from both financially unsound insurance companies selected by Contractor and their inadequate insurance coverage. Contractor shall furnish the Washtenaw County Administrator with satisfactory certificates of insurance or a certified copy of the policy, if requested by the County Administrator.

No payments will be made to the Contractor until the current certificates of insurance have been received and approved by the Administrator. If the insurance as evidenced by the certificates furnished by the Contractor expires or is canceled during the term of the contract, services and related payments will be suspended. Contractor shall furnish the certification of insurance evidencing such coverage and endorsements at least ten (10) working days prior to commencement of services under this contract. Certificates shall be addressed to the Washtenaw County c/o: LaMisha Berryhill Washtenaw County Sheriff's Office, 2201 Hogback Road, Ann Arbor, MI 48105, **CONTRACT # 54514** and shall provide for written notice to the Certificate holder of cancellation of coverage.

ARTICLE IX - COMPLIANCE WITH LAWS AND REGULATIONS

The Contractor will comply with all federal, state, and local regulations, including but not limited to all applicable OSHA/MIOSHA requirements and the Americans with Disabilities Act.

ARTICLE X - INTEREST OF CONTRACTOR AND COUNTY

The Contractor promises that it has no interest which would conflict with the performance of services required by this contract. The Contractor also promises that, in the performance of this contract, no officer, agent, employee of the County of Washtenaw, or member of its governing bodies, may participate in any decision relating to this contract which affects his/her personal interest or the interest of any corporation, partnership or association in which he/she is directly or indirectly interested or has any personal or pecuniary interest. However, this paragraph does not apply if there has been compliance with the provisions of Section 3 of Act No. 317 of the Public Acts of 1968 and/or Section 30 of Act No. 156 of Public Acts of 1851, as amended by Act No. 51 of the Public Acts of 1978, whichever is applicable.

ARTICLE XI - CONTINGENT FEES

The Contractor promises that it has not employed or retained any company or person, other than bona fide employees working solely for the Contractor, to solicit or secure this contract, and that it has not paid or agreed to pay any company or person, other than bona fide employees working solely for the Contractor, any fee, commission, percentage, brokerage fee, gifts or any other consideration contingent upon or resulting from the award or making of this contract. For breach of this promise, the County may cancel this contract without liability or, at its discretion, deduct the full amount of the fee, commission, percentage, brokerage fee, gift, or contingent fee from the compensation due the Contractor.

ARTICLE XII - EQUAL EMPLOYMENT OPPORTUNITY

The Contractor will not discriminate against any employee or applicant for employment because of race, creed, color, sex, sexual orientation, national origin, physical handicap, age, height, weight, marital status, veteran status, religion, and political belief (except as it relates to a bona fide occupational qualification reasonably necessary to the normal operation of the business).

The Contractor will take affirmative action to eliminate discrimination based on sex, race, or a handicap in the hiring of applicant and the treatment of employees. Affirmative action will include, but not be limited to: Employment; upgrading, demotion or transfer; recruitment advertisement; layoff or termination; rates of pay or other forms of compensation; selection for training, including apprenticeship.

The Contractor agrees to post notices containing this policy against discrimination in conspicuous places available to applicants for employment and employees. All solicitations or advertisements for employees, placed by or on the behalf of the Contractor, will state that all qualified applicants will receive consideration for employment without regard to race, creed, color, sex, sexual orientation, national origin, physical handicap, age, height, weight, marital status, veteran status, religion, and political belief.

ARTICLE XIII - LIVING WAGE

The parties understand that the County has enacted a Living Wage Ordinance that requires covered Contractors who execute a service or professional service contract with the County to pay their employees under that contract, a minimum of either \$14.82 per hour with benefits or \$16.52 per hour without benefits. Contractor agrees to comply with this Ordinance in paying its employees. Contractor understands and agrees that an adjustment of the living wage amounts, based upon the Health and Human Services poverty guidelines, will be made on or before April 30, 2023 and annually thereafter which amount shall be automatically incorporated into this contract. County agrees to give Contractor thirty (30) days written notice of such change. Contractor agrees to post a notice containing the County's Living Wage requirements at a location at its place of business accessed by its employees.

ARTICLE XIV - EQUAL ACCESS

The Contractor shall provide the services set forth in Article I without discrimination based on race, color, religion, national origin, sex, sexual orientation, marital status, physical handicap, or age.

ARTICLE XV - OWNERSHIP OF DOCUMENTS AND PUBLICATION

All documents developed because of this contract will be freely available to the public. None may be copyrighted by the Contractor. During the performance of the services, the Contractor will be responsible for any loss of or damage to the documents while they are in its possession and must restore the loss or damage at its expense. Any use of the information and results of this contract by the Contractor must reference the project sponsorship by the County. Any publication of the information or results must be co-authored by the County.

ARTICLE XVI - ASSIGNS AND SUCCESSORS

This contract is binding on the County and the Contractor, their successors, and assigns. Neither the County nor the Contractor will assign or transfer its interest in this contract without the written consent of the other.

ARTICLE XVII - TERMINATION OF CONTRACT

Section 1 - Termination without cause. Either party may terminate the contract by giving thirty (30) days written notice to the other party.

ARTICLE XVIII - PAYROLL TAXES

The Contractor is responsible for all applicable state and federal social security benefits and unemployment taxes and agrees to indemnify and protect the County against such liability.

ARTICLE XIX - PRACTICE AND ETHICS

The parties will conform to the code of ethics of their respective national professional associations.

ARTICLE XX- CHANGES IN SCOPE OR SCHEDULE OF SERVICES

Changes mutually agreed upon by the County and the Contractor, will be incorporated into this contract by written amendments signed by both parties.

ARTICLE XXI - CHOICE OF LAW AND FORUM

This contract is to be interpreted by the laws of Michigan. The parties agree that the proper forum for litigation arising out of this contract is in Washtenaw County, Michigan.

ARTICLE XXII - EXTENT OF CONTRACT

This contract represents the entire agreement between the parties and supersedes all prior representations, negotiations, or agreements whether written or oral.

ARTICLE XXIII – ELECTRONIC SIGNATURES

All parties to this contract agree that either electronic or handwritten signatures are acceptable to execute this agreement.

ARTICLE XXIV – CONFIDENTIALITY

All parties expressly acknowledge that in the course performing their duties, they may learn or have access to Confidential Information of the other Party or its Affiliates, or their customers or third parties to whom the other Party or its Affiliates owe a duty of confidentiality. Anything in the Agreement to the contrary notwithstanding, each Party expressly agrees that it shall keep strictly confidential the Confidential Information of the other Party using the same standard of care (which shall be at least a reasonable standard of care) that such Party uses in the protection of its own confidential or proprietary information.

The foregoing duties of confidentiality set forth in the previous paragraph_ shall not apply to any particular information that the Receiving Party can show: (a) was or has later become available to the public through no breach of this Agreement; (b) was obtained from a third party lawfully in possession of such information that had the legal

Contract # 54594

right to disclose the information without it being subject to a continuing obligation of confidentiality; (c) was already in the Receiving Party's possession prior to direct or indirect disclosure pursuant to this Agreement (or any predecessor agreement between the Parties governing the confidentiality of such information) and was not generated in the course of, or in connection with, this Agreement; or (d) was disclosed only after receipt of prior written approval from a duly authorized representative of the Disclosing Party.


ARTICLE XXV – INTELLECTUAL PROPERTY

Other than as set forth in this section, Contractor shall acquire no right, title or interest from County or its licensors under this agreement in or to any content ("**Customer Materials**") created by Contractor for the purposes of this Agreement. Contractor hereby grants to County a royalty-free, non-exclusive, sublicensable (solely to Affiliates or contractors of County in furtherance of this Agreement), irrevocable, worldwide right and license to reproduce, distribute, display, and prepare derivative works of the Customer Materials.

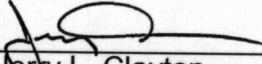
ATTESTED TO:

By:  03/07/2023
Signed by Deputy E. Golembiewski for L. Kestenbaum
Lawrence Kestenbaum (DATE)
County Clerk/Register

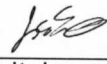
WASHTENAW COUNTY

By:  03/03/2023
Gregory Dill (DATE)
County Administrator

APPROVED AS TO CONTENT:

By:  01/31/2023
Jerry L. Clayton (DATE)
Sheriff

CONTRACTOR

By:  01/05/2023
Jason Litchney (DATE)
Founder/CEO of All-Star Talent Inc.

APPROVED AS TO FORM:

By:  03/03/2023
Office of Corporation Counsel
Michelle K. Billard (DATE)
Office of Corporation Counsel

REQUEST FOR PROPOSAL

#8321

WCSO Recruitment Marketing

FOR

Washtenaw County Sheriff

Issued By:

Washtenaw County Purchasing
Administration Building
220 N. Main Street
Ann Arbor, MI 48104

Beth A. Duffy, CPPB
Senior Buyer
(734) 222-6761



Proposal Submitted by:

All-Star Talent, Inc.

Please type Bidder's Company Name & include as proposal cover

June 15, 2022

Thank you for the opportunity to submit our proposal for your Recruiting Marketing Request For Proposal.

We are excited to partner with the Washtenaw County Sheriff's Office. Our experience fits well with your law enforcement recruiting goals, especially with Corrections Officer, Community Service Officers, Deputy Sheriff, and Communications Operators.

As you know, the employment environment has changed dramatically over the last year, making it even more difficult for law enforcement departments to attract the talent they need. Our work with the California Department of Corrections and Rehabilitation, the Idaho Department of Corrections, California State Hospitals, Broward County Florida Sheriff's Office, City of Oakland Police Department, City of Lathrop Police Department, and other law enforcement agencies gives us the unique position to bring real world knowledge on the marketing methods that are working and not working.

Our experience will greatly shorten our learning curve, making our marketing more effective and efficient. In addition, we are part of a monthly recruitment marketing mastermind group for State Departments of Corrections - current participants include: California, Idaho, Texas, Wisconsin, Tennessee, Oregon, Washington, Michigan, Montana, Missouri, and Arizona. During this meeting we share updates on our marketing results, with what is working and not working, along with new marketing ideas and the results the departments are seeing. This knowledge and insight will benefit your department as we continue to evolve with an changing employment market.

We manage every campaign with a strong commitment to mission including strong community policing, promoting a diverse workforce, and recruiting underrepresented communities. As you look at our featured case study from the California Department of Corrections and Rehabilitation, we hope you notice how we promote the diverse staff, humanize the career, craft marketing material that represents a diverse workforce, and communicate the department employee value proposition.

Regards,



Jason Litchney
All-Star Talent / Law Enforcement Recruiter

Table of Contents

Talent Marketing / Recruitment Services	3
Price Sheet	3
Agency Research	4
Strategic Planning	5
Graphic Design and Communication Development	6
Direct Marketing and Advertising	6
Social Media	7
Addendum A - Qualifications	8
About Us	8
Our Services	8
Work Sample: California Department of Corrections and Rehabilitation	9
Ad Designs and Geotargeted Social Media Campaigns	9
Virtual Career Fair Events	10
Diversity Recruitment Campaign	11
Research and Messaging Reports	12
Event and Campaign Management	13
Application Metrics	14
Project Staffing	17
Jason Litchney, M.E., MBA	17
David Starnes	18
Pamela Hong, Ph.D.	19
Misti Lewis	20
Dion Faradonez	21
Addendum B - References	22
Addendum C - Contract Provisions and Insurance Requirements	23
Addendum D - Local Vendor Preference Certification	24

Talent Marketing / Recruitment Services

Washtenaw County Sheriff's Office is seeking a marketing company to create and implement a marketing and messaging strategy for the purposes of recruitment for hire to full-time and part-time positions. The positions include: Deputy Sheriff, Corrections Officer, Communications Operator, Community Services Officer, Animal Control Officer. To a lesser extent, work will include recruitment for Part-Time Court Security Officer, Part-Time Drug Testing Agent, and Part-Time Court Services Liaison.

The goal is to leverage current brand guidelines and assets to create a talent pipeline strategy for the identified positions.

Price Sheet

The price sheet below identifies the pricing stipulated in this proposal.

Other approaches may be discussed that will alter the cost of the project. The total cost estimate is based upon the tasks described in this proposal and has been prepared as accurately as possible based on discussions. If changes or additional services are required, All-Star Talent is agreeable to discuss changes to the project activities, schedule, and cost estimate. Pages to follow identify proposed scope of work and tasks to accomplish WCSO's recruitment goals.

Total estimated cost of project: \$91,500

	Services	Estimated Hours	Hourly Rate
1.	Agency Research	70	\$125
2.	Strategic Planning	88	\$125
3.	Graphic Design and Communication Development	312	\$125
4.	Direct Marketing and Advertising	130	\$125
5.	Social Media	132	\$125

Agency Research

All-Star Talent Inc. has developed a unique and proprietary methodology to build recruitment pipelines for law enforcement agencies. It has proven to be successful for law enforcement talent marketing initiatives in other states.

Bringing more than digital marketing, the All-Star Talent Inc. team executes a complete marketing system with data research guided messaging, artificial intelligence based targeting of prospective candidates, custom prospect data collection systems and proprietary talent engagement events. Our proprietary data-based approach that merges Jungian Archetypes and the Aaker Brand Personality Model to target candidates is unique to All-Star Talent only and is in the patent process.

Task	Description	Est. Hours	Hourly Rate	TOTAL
Research	Understand the employee value proposition and what attracts and keeps current correctional officers at their career. We will create and conduct a survey of existing correctional officers. The survey will test messaging and direction set by leadership to understand resonance with the target demographic across all departments of the department. Custom messaging and notifications will be developed to reinforce department brand and built to attract a diverse candidate pool.	28	\$125 / hr	\$3,500
Focus Groups	3 focus groups of 5 people (organization to select participants) to test, verify and build acceptance of the messaging and values identified in the survey research. These messages and guidelines will be used in the creative process to guide design and ad language. After the focus groups are conducted, there will be a meeting with key leadership to discuss findings and finalize messaging and brand.	12	\$125 / hr	\$1,500

1:1 Employee Interviews	1:1 interviews and reports from 10 individuals that the department identifies to gain insights and personal stories to personalize the correctional officer position. Take-aways from interviews will be leveraged in social media ads as well as messaging.	30	\$125 / hr	\$3,750
TOTAL		70		\$8,750

Strategic Planning

Strategic planning creates accountability and tracking to verify that every decision is producing the required outcome. We approach decisions on both a weekly and monthly basis depending on the advertising source to pivot and constantly optimize against key performance indicators.

Task	Description	Est. Hours	Hourly Rate	TOTAL
Leadership Direction / Talent Marketing Consulting	Twice monthly leadership meeting to assess direction, feedback, positioning, and talent brand management. Includes setting weekly / quarterly and yearly strategy measuring success and building reports/dashboards to provide metrics to leadership.	48	\$125 / hr	\$6,000
Current Marketing and Advertising Analysis & Strategic Recommendations	Analysis of current marketing and advertising methodology to identify items successful to reach key performance indicators and gap analysis to pivot to highest and best use of resources.	40	\$125 / hr	\$5,000
TOTAL		88		\$11,000

Graphic Design and Communication Development

Our graphic design team is capable of creating any type of digital or print media. We have specialists that can write copy, press releases, design web pages, program applications, infographics, motion graphics, video and anything else you would expect from an agency.

Task	Description	Est. Hours	Hourly Rate	TOTAL
Graphic Design and Communication	Dedicated hours from our writing, graphic design, email marketing, web development team to create any print, digital or marketing campaign elements to support the agency.	6 / week for a total of 312 hours	\$125 / hr	\$39,000
	TOTAL	312		\$39,000

Direct Marketing and Advertising

Depending on the strategy we will negotiate and coordinate placements. Whether that is a media buy with TV streaming, live TV, social media, advertisements in movie theaters, event sponsorship, diversity job boards, billboards, radio - we will get you the best pricing.

Task	Description	Est. Hours	Hourly Rate	TOTAL
Coordination and Implementation	Coordinate and implement strategy as defined in the Strategic Planning tasks. Interface with vendors and advertising sources to execute targeted initiatives. Provide digital assets and resources as required. Provide updates and recommendations to the management team.	2.5 hours / week for a total of 130 hours	\$125 / hr	\$16,250
	TOTAL	130		\$16,250

Social Media

We offer comprehensive social media services. Social media is key to build awareness of open positions and to create a talent funnel. Understanding and planning for success based on what has worked for our multitude of law enforcement clients will help to bring not only engagement but brand your organization to the community.

Task	Description	Est. Hours	Hourly Rate	TOTAL
Analysis	Social media analysis and strategy includes analysis of competing agencies, key takeaways and recommendations for LinkedIn, Facebook, Youtube, Twitter, Instagram.	8 hours per platform - total of 40 hours.	\$125 / hr	\$5,000
Content Calendar / Social Media Plan	Develop a yearly content calendar / plan to post to Facebook, Youtube, Twitter, Instagram. Coordinate with communications team / vendor partners to execute posts.	1 hours / week for a total of 52 hours	\$125 / hr	\$6,500
Paid Ad Strategy	Create paid ad strategy to build awareness for Deputy Sheriff, Corrections Officer, Communications Operator, Community Services Officer, Animal Control Officer, Part-Time Court Security Officer, Part-Time Drug Testing Agent, and Part-Time Court Services Liaison.	40	\$125 / hr	\$5,000
	TOTAL	132		\$16,500

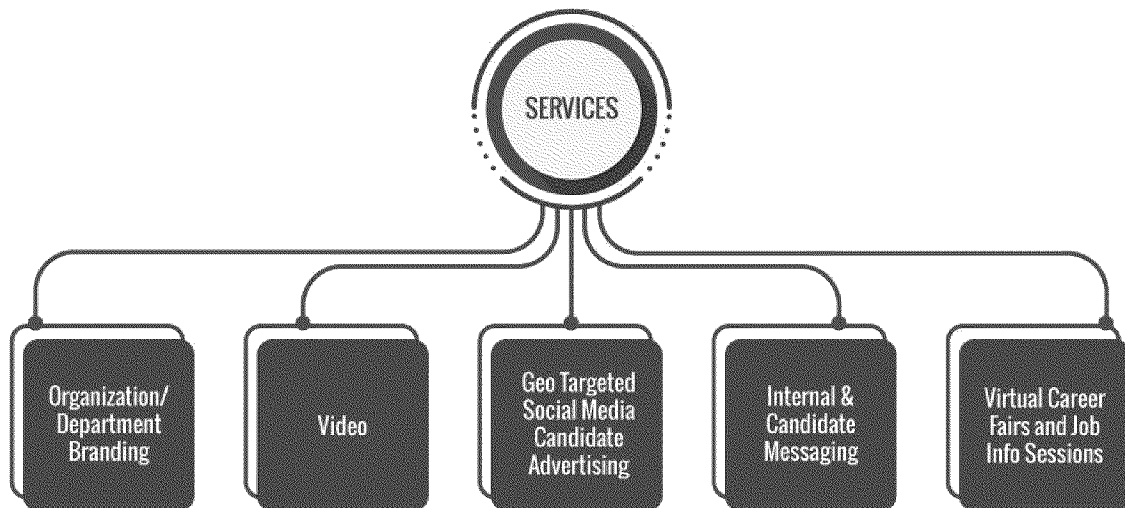
Addendum A - Qualifications

About Us

All-Star Talent is an innovative, client-centered talent marketing and consulting firm that specializes in solving unique problems and challenges recruiting and retaining talent in law enforcement. We have decades of combined experience recruiting and building talent pipelines for law enforcement and have helped some of the largest agencies in the country achieve success. Over the past five years the team has been working under the umbrella of CPS HR Consulting and separated to form a specialized firm in 2021. We continue to work with CPS HR Consulting as a strategic partner.

We take an engineering and tactical data science approach to support decisions, design and ultimately drive tangible results.

Our Services



Our services cross the talent marketing landscape. From organizational and department branding to video to advertising to targeted messaging and virtual events. We have a breadth and depth of experts that understand how to solve problems and leverage research, technology, messaging and design to accomplish your law enforcement agency's goals. Whether it is a small virtual event for internal staff or a commercial in the Super Bowl, All-Star Talent can help.

Work Sample: California Department of Corrections and Rehabilitation

Services:

- Uniform Branding Strategy
- Marketing Design
- Advertising Strategy and Management
- Talent Attraction Research
- Targeted Recruitment Events
- Commercial and Video Production
- Email Outreach Management
- Website Asset Development
- Reports and Analysis

Primary Goal:

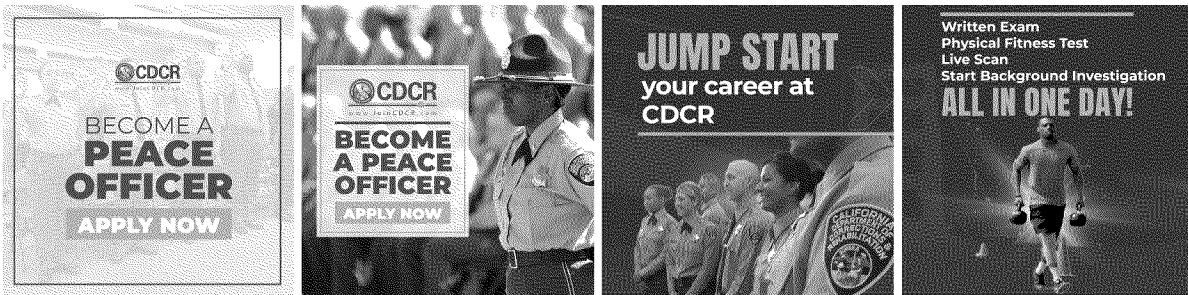
Increase applications to 1,500/month

Current Status:

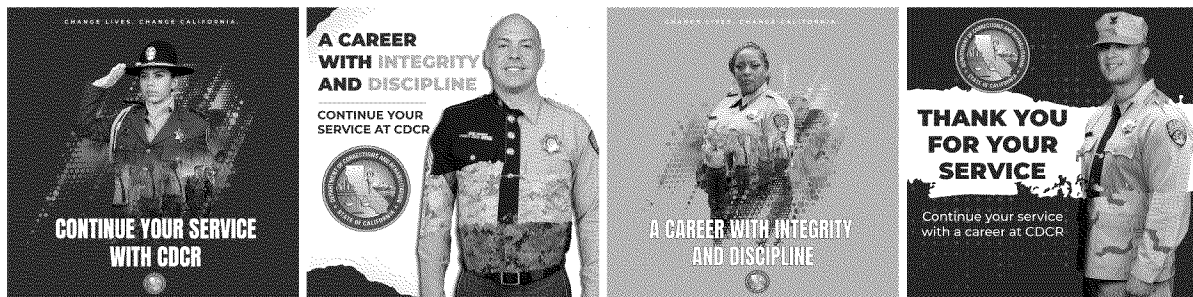
Reached 2,367 applications in the most recent month.

Ad Designs and Geotargeted Social Media Campaigns

OVERALL CAMPAIGN



MILITARY FOCUSED CAMPAIGN



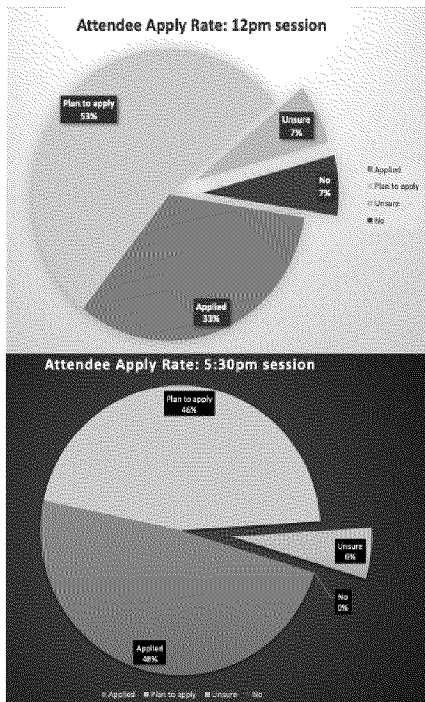
Virtual Career Fair Events

Our virtual career fair events are a secret weapon to recruit candidates in positions. It creates an environment that humanizes an organization and provides a connection point for prospective candidates. In addition to the event, we also generate a candidate list of emails and provide an email marketing campaign prior to and after the event to collected contacts.

Correctional Officer Virtual Career Fair - May 18, 2022

The fifth Virtual Career Fair was led by Lt. Berry and Sgt. Melendez. Danny Royster moderated the panel questions.

There was a **47.5%** attendance rate (221 registered, 105 attended) for the Afternoon session at 12pm, and a **40.6%** attendance rate for the Evening session at 5:30pm (219 registered, 89 attended).



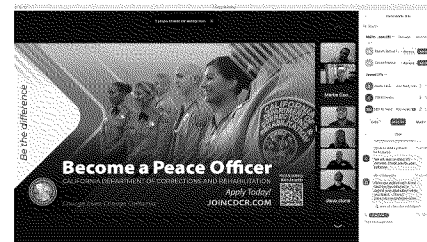
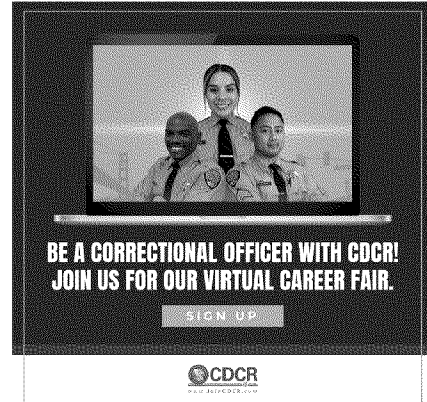
Feedback from attendees:

- The Virtual Career Fair in my opinion was conducted professionally by true professionals who are very knowledgeable with the CDCR career path. It was very informative and they answered all the questions posted by attendees. Outstanding job overall.
- It was very informative and encouraging. I gotta get in shape and stop playing games. lol! thanks again.
- I understand there multiple people in the meeting but I asked a a whole and directly messaged and never got questions answered about opportunities for ex military personnel.
- Keep it up. I love the career fairs. I learn something new every time I join.
- This was a great way to get information, I hope you continue to share this way in the future.
- I am thankful for the opportunity to attend virtually, it was very convenient.

Average rating:

3.76 out of 4

Overall, 90.5% of attendees surveyed about the CDCR Virtual Career Fair will or have already applied.



kelepi vaea to Everyone 7:54 PM

kv

Appreciate the information. Very informative. You guys/ gals rock 🙌

Diversity Recruitment Campaign

I came here from Africa at 13. When I came, I didn't even know how to speak, read, or write in English. Working for CDCR has given me financial stability. I bought a home. I'm a single mom, I'm able to raise my son, and take care of my family back home in Africa.



Sergeant Yeboah

California Department of Corrections and Rehabilitation

Every day, every second, in an institution, there are Correctional Officers that are saving lives. We don't have to do it physically. It's just listening, or being there, or words of encouragement. All that can go a long way toward rehabilitating an individual.



Sergeant Maldonado

California Department of Corrections and Rehabilitation

As one of the largest agencies in California, CDCR listens and adapts to calls for change. To be a successful Correctional Officer with us, candidates must have a progressive & open-minded approach to law enforcement.



Sergeant Melendez

California Department of Corrections and Rehabilitation

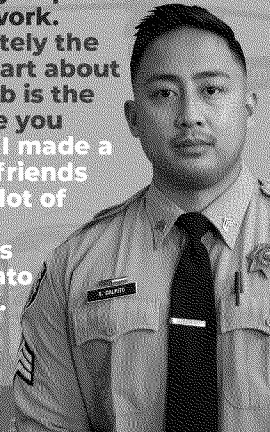
CDCR has made me a better person, and it has given me a new light. It's inspiring to see the different things that occur around Correctional Officers in the institutions, like mental health programs and other rehabilitative opportunities that we have to help individuals. I've become more open minded. I've become more independent and strong.



Lieutenant Acevedo

California Department of Corrections and Rehabilitation

COs rely heavily on our partners, supervisors, and on each other. We're heavily dependent on teamwork. Definitely the best part about this job is the people you meet. I made a lot of friends and a lot of those friends turn into family.



Sergeant Calpito

California Department of Corrections and Rehabilitation

We have opportunities for personal and professional growth at CDCR to promote and move up the ranks. You have an opportunity to meet wonderful people. You have an opportunity to change lives.

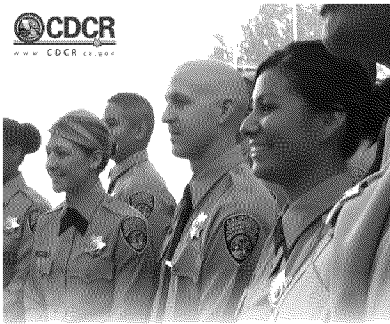


Lieutenant Hunter

California Department of Corrections and Rehabilitation

Research and Messaging Reports

The Employer Branding and Recruitment Survey is a powerful marketing tool that allows us to start with a data-centric approach to understand and build messaging to attract talent to your organization. Below is a sample of the report from the California Department of Corrections and Rehabilitation.



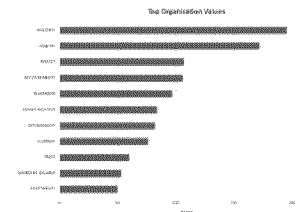
VOICE OF THE CO BRANDING SURVEY REPORT

2) Organization Values

Respondents were asked to rank "values" (up to 5 different values) in a word bank that aligned with CDCR's organizational values. Ranking was determined by priority points and the number of times selected.

CDCR's top values were:

INTEGRITY, HONESTY, RESPECT, ACCOUNTABILITY, and TEAMWORK.



Sample marketing materials for marketing Co. values:

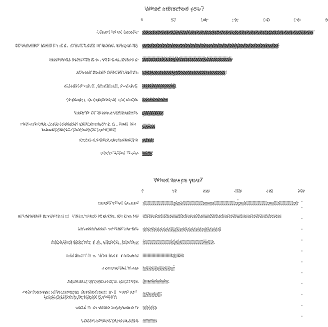


VOICE OF THE CO BRANDING SURVEY REPORT - PAGE 5



3) Attract/Keep

Previous findings make it seem like the way to attract candidates is to inspire the purpose and mission of CDCR, but respondents score salary, benefits, and job logistics as the top reasons that they are attracted to this job, and also why they want to keep this job.



VOICE OF THE CO BRANDING SURVEY REPORT - PAGE 6



4) Report by Segment

a) Women

The personality archetypes of women versus male respondents in the survey show that The Ruler archetype resulted as the top personality archetype, based on women's top scoring attributes.

HARD-WORKING, TOUGH, RELIABLE, SECURE, and FRIENDLY.

Attributes of The Ruler archetype:

CARE DESIRE Control	GOAL Creative, personable, purposeful, family or community	SALARY Accountability and leadership
-------------------------------	--	--

Women respondents highlight **COMMUNITY** when describing how CDCR is unique or stands out from other organizations.

What makes working at CDCR unique?

- "You work with your peers so much that they become like family."
- "It feels like a welcoming team of people who work together towards one goal."
- "We work as a team. We watch out for each other."
- "The family dynamic with working alongside other law enforcers."
- "The teamwork and camaraderie."
- "Cohesiveness."
- "Everyone is willing to help you out."

Other answers include:

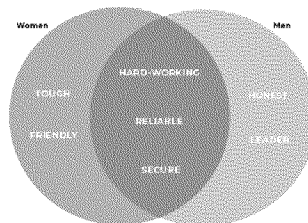
Promotional opportunities within the organization.
One of the largest statewide departments and big on diversity.
We are impacting incarcerated individuals lives and helping them to be better people when they get out.
This department tries to meet employees' financial, mental, physical and emotional needs.

VOICE OF THE CO BRANDING SURVEY REPORT - PAGE 7



In contrast, male respondents more align with the Regular Guy/Everyman archetype

Highest Scoring Attributes



CONCLUSIONS:

CDCR attracts women who embody the Ruler archetype. This has implications on the type of women who will be successful in a Correctional Officer role within the organization.
These are women who place value on toughness and working with grit. This interestingly is a deviation of how we were trying to market to women prior to the survey results.

VOICE OF THE CO BRANDING SURVEY REPORT - PAGE 8

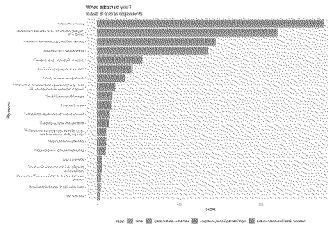


b) Racially diverse

When comparing with white respondents, there was not much notable difference between diverse groups. Top reasons that diverse races were attracted to CDCR are:

- Competitive salary,
- Retirement benefits,
- Insurance benefits,
- Advancement opportunities, and
- Flexibility

as well as other reasons.



VOICE OF THE CO BRANDING SURVEY REPORT - PAGE 9

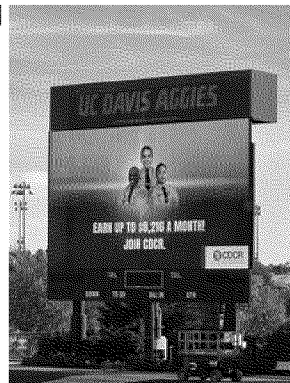
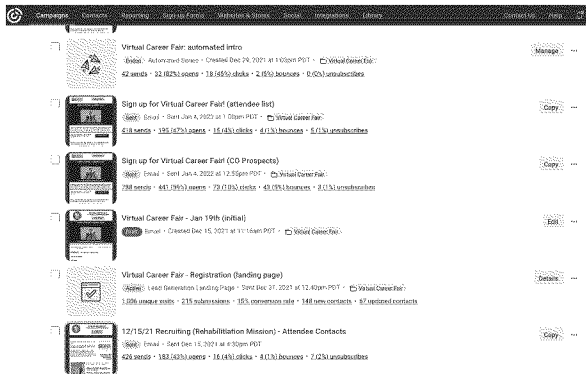


Event and Campaign Management

We have managed specialized events to speed up the hiring process, event campaigns for local sport events, fleet week / military events, large scale career fairs that feature multiple law enforcement agencies and classifications and email campaigns.



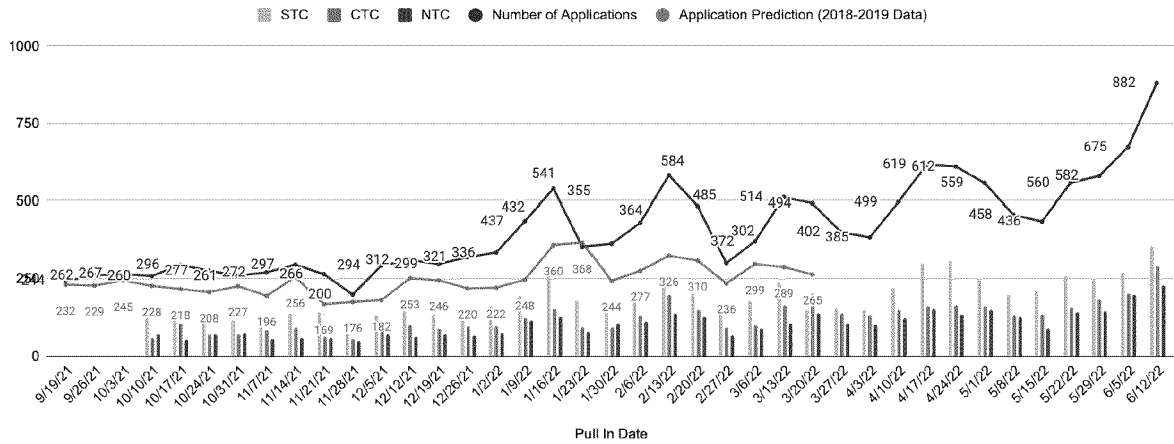
Represented Agencies



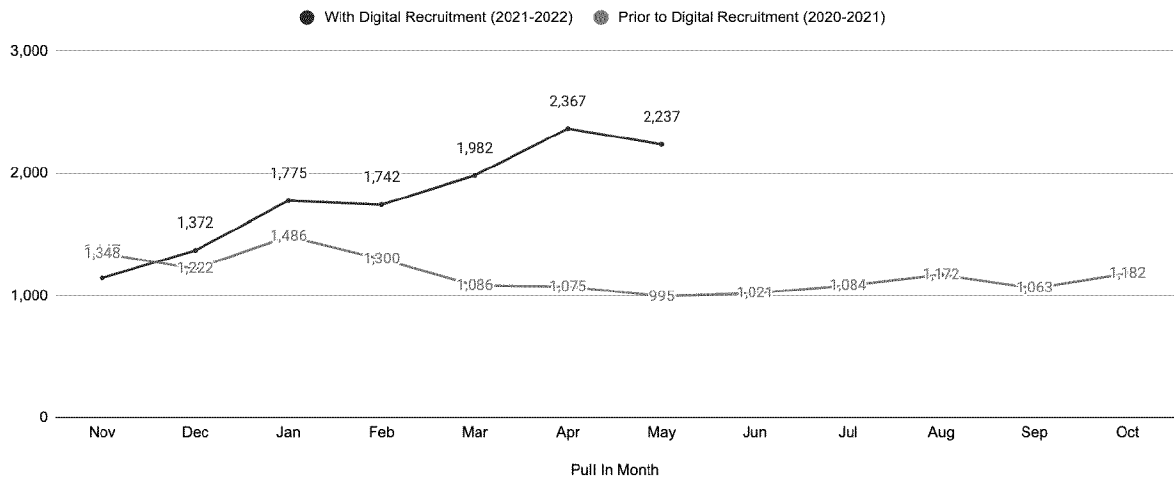
Application Metrics

When our team started the initiative with CDCR they were receiving roughly 1,000 applications per month. That metric has significantly increased to the point that we are projected to achieve over 3,000 candidate applications for June 2022. The week ending 6/12/22 saw 882 applications alone.

Applications (weekly) & Count By Center



Applications (Monthly)





Time in contract: Dec 2021 - Present

Recruiting for Hospital Police Officer

Services:

- Marketing Design
- Website Asset Development
- Advertising Strategy and Management
- Talent Attraction Research
- Virtual Career Fair Event
- Video Production
- CRM Process Development

Primary Goal:

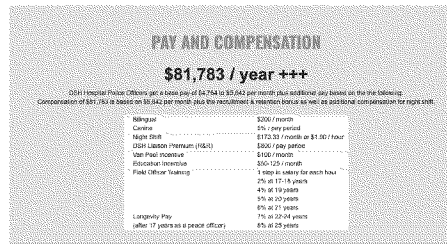
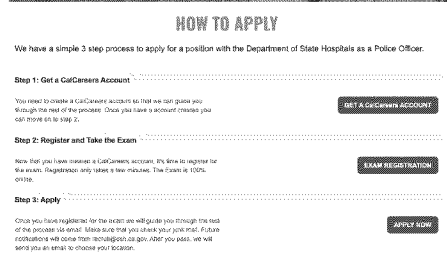
- Increase candidate pipeline according to 1) exam registrations, 2) number of applications, and 3) number of eligible candidates.

Current status:

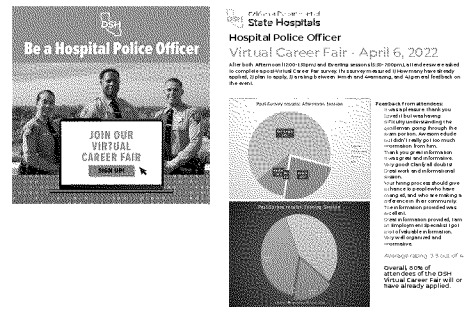
- 195% increase in registrations
- Improving application process to maximize efficiency

Samples of Work:

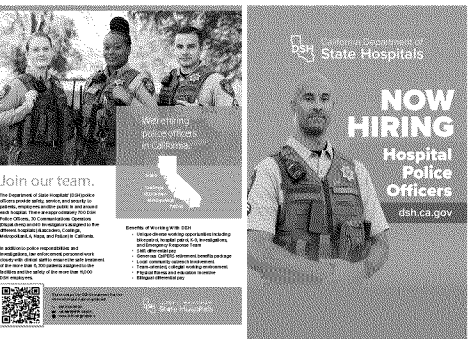
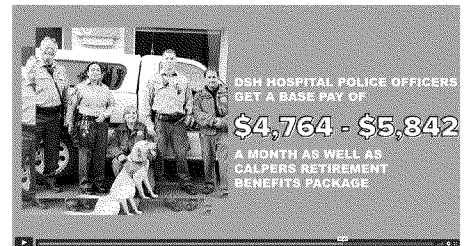
Ad Designs & Geotargeted Social Media Campaigns



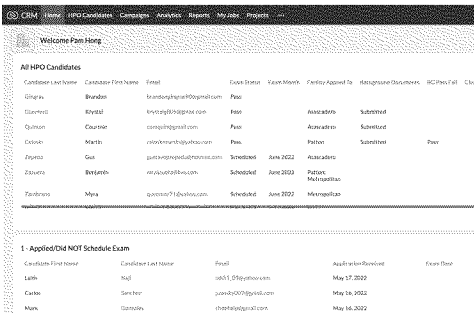
HPO Virtual Career Fair Events



Video and Print Production



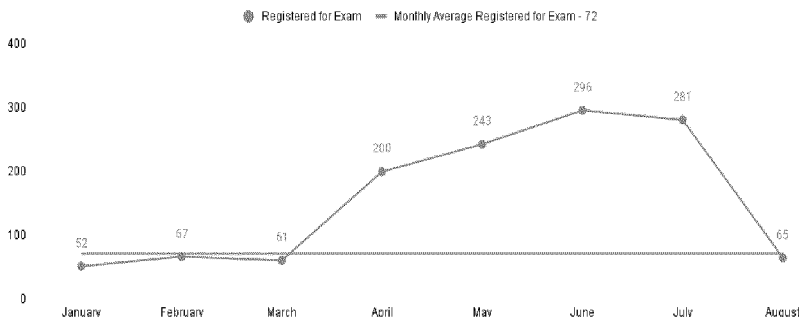
Web and Software Consulting



Success Metrics -

Increased applicant pipeline by an average of 195%

Applications (Monthly)





Broward County Sheriff's Office

Time in contract: April 2022 - May 2022

Recruiting for Detention Deputies

Services:

- Marketing Design
- Website Asset Development
- Advertising Strategy and Management
- Virtual Career Fair Event

Primary Goal:

- Increase applications for Detention Deputy position

Current status:

- Completed two (2) Virtual Career Fairs
- Successful landing page and ad retargeting campaign

Samples of Work:

Ad Designs & Geotargeted Social Media Campaigns



Two Virtual Career Fair Events



HOW TO APPLY

We have a simple 4 step process to apply for a position with the Broward County Sheriff's Office as a Detention Deputy.

Step 1: Register for Physical Ability Test

The first step in the process is to register for the Physical Ability Test (PAT). There is a fee of approximately \$400 that covers the test. Once you have scheduled your PAT you can move on to step 2: [PAT Application](#).

Once registered, you can return a positive PAT (practice for the PAT is available Wednesday thru Friday 8:00 am and 8:00-10:00 am at the Broward College Institute of Public Safety). There is a \$10 cost to attend a

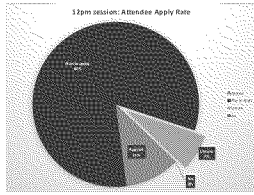
Veronica Simmons to Everyone	3:04 PM
VS Thank you ...	
Robert Zucco to Everyone	3:04 PM
RZ Thanks. Very informative.	
Me to Everyone	3:04 PM



Broward County Sheriff's Office

Detention Deputy Virtual Career Fair - April 30, 2022

The BSO Virtual Career Fair took place on Saturday, April 30th for two sessions: one **Afternoon** (12:00-1:00pm) and one **Evening** session (3:00-4:00pm). After the session, attendees were asked to complete a post-Virtual Career Fair survey. This survey measured 1) How many have already applied, 2) plan to apply, 3) a rating between 1-mein and 4-amazing, and 4) general feedback on the event.



Afternoon session = 104 attendees
Evening session = 100 attendees

Lt. Smith introduced, while Sgt. Wallen and Deputy Lee led the session, along with Carolina Cerquozzi and Jeff Whitehurst.

- Feedback from attendees:**
- Very good information thank you guys
 - The virtual career fair was very informative, thank you.
 - Very good career fair. We need this more.
 - This was awesome I will apply.
 - Maybe a longer session so more questions can be answered. Other than that, it was very informative. Thank you!
 - Outstanding
 - Very informative info and answered all pertinent questions that were asked. BSO rocks
 - Thank you for your time, was very informative and clear.
 - It was a really great to hear the deputy's story on what they accomplish and im going to give my all so that can be me one day
 - Very informative. I wish I would entertained this 20 years ago. But I may give it a shot.
 - Very well put together. Great job
 - Very professional 100%

Average rating: 3.95 out of 4

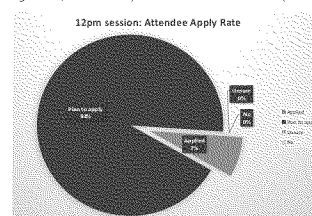
Overall, 89% of attendees of the BSO Virtual Career Fair will or have already applied!



Broward County Sheriff's Office

Detention Deputy virtual Career Fair - May 21, 2022

The second BSO Virtual Career Fair took place on Saturday, May 21st for two sessions: one **Afternoon** (12:00-1:00pm) and one **Evening** session (3:00-4:00pm). There was a **21.3% attendance rate** for the first session (315 registered, 67 attendees), and a **21.2% attendance rate** for the second session (189 registered, 40 attended). 25 total attendees took the post-survey.



12pm survey takers = 14 attendees
3pm survey takers = 11 attendees

Lt. Smith introduced, while Sgt. Melvin and Deputy Jordan led the session, along with Carolina Cerquozzi and Jeff Whitehurst.

- Feedback from attendees:**
- Very informative and straight to the point.
 - Thank for the opportunity. As a Veteran I look for these qualities in organization. I definitely want to join the team.
 - I think it would be better to have in person career fair.
 - Lots of great information.
 - Love it what a great experience I would love to be a part of it.
 - Look forward to being a part of the team

Average rating: 3.85 out of 4

Overall, 94.5% of attendees who completed the BSO Virtual Career Fair survey will or have already applied!

Success Metrics -

Lively virtual recruitment events with overwhelmingly positive attendee feedback.

Engagement with application process.

Successful ad campaign to streamline prospective candidates.



Project Staffing

All-Star Talent proposes that Jason Litchney serve as a Senior Consultant. He is highly experienced with projects of this nature; resumes are presented below.

Jason Litchney, M.E., MBA

Mr. Litchney is the Talent Marketing Practice Leader at All-Star Talent, Inc. Prior to founding All-Star Talent, he was the Employer Branding Practice Leader at CPS HR Consulting. He has successfully managed the talent brand to attract and retain talent at the state, special district and local level. He is responsible for founding two companies that have made the INC 500 fastest companies list and is a successful entrepreneur and founder of the application company, Umzie, LLC. that was sold in 2017.

Mr. Litchney has a deep understanding and knowledge in marketing, branding and recruitment that he has gained in his over 17 years in executive roles in the private and nonprofit sectors. Mr. Litchney typically operates at Project Manager and Senior Leader levels during strategy development, consulting, and implementation. Major sectors served include federal, state, county, and city governments. Jason is a frequent speaker on employer branding and host of a podcast focused on Public Sector HR.

Professional Experience

- Marketing & Brand Strategy
- Public Relations
- Website Production
- Graphic Design
- Photography & Videography
- Data Analytics
- Paid Ads / Geotargeting / Geofencing
- Social Media

Education

- M.E., Marketing Analytics, Cornell University
- MBA, Western Governors University
- B.S., Operations Research & Information Engineering, Cornell University

David Starnes

Mr. Starnes is a retired Deputy Director and Chief of Law Enforcement for the California Department of State Hospitals, where he led the nation's largest forensic hospital system's Office of Protective Services. David has 31 years of Law enforcement experience, and is a subject matter expert for the Los Angeles County courts.

Mr. Starnes has a deep understanding and knowledge in public safety, specializing in custodial settings. Mr. Starnes typically operates at Senior Leader levels during strategy development, consulting, and implementation.

Qualifications

- 31 years of experience with the California Department of Corrections and Rehabilitation (CDCR), California Department of State Hospitals (DSH) and ongoing experience as a Public Safety Consultant.
- Experienced practitioner in all facets of correctional management including fiscal management, gang management, Internal Affairs, strategic planning and evaluation, policy development, litigation management, project management, cell phone interdiction, internal/external communications, and risk assessment.
- Strong management skills leading peace officer selection for the entire department. Providing oversight for the processing of 120,000 applicants in each phase of the selection process.
- Demonstrated ability to provide strategic leadership to one of the nation's largest and complex prison systems as well as the Nation's largest Forensic Mental Health Hospital system.
- Qualified in state and federal courts as an expert in CDCR Policies and Procedures, Prison Gangs, In-custody and Community Risk Assessment, and Internal Affairs.

Pamela Hong, Ph.D.

Pamela has a focus on bridging science, statistics, and psychology with talent recruitment for the public sector. Pamela is a published author, nationally recognized scholar and national speaker on social sciences and diverse perspectives. She has helped public, non-profit and private organizations achieve successful recruitment efforts through an analytical approach to recruitment messaging and communication.

Professional Experience

- Statistics
- Social Psychology
- Project Management
- Message Design
- Diversity Recruitment

Education

- Ph.D. Sociology, Indiana University-Bloomington, Statistics Minor
- M.A., Sociology, Indiana University-Bloomington
- B.A., Psychology, University of Nevada, Reno, Mathematics minor

Misti Lewis

Misti is a skilled marketing professional with a passion for developing solutions that address clients' pain points. She has a demonstrated history of managing high-profile and high-risk projects, as well as building and nurturing client relationships to ensure satisfaction and retention.

Throughout her career, Misti has worn many hats: account supervisor, brand strategist, production coordinator, copywriter, social media manager, graphic designer and more. She leverages this breadth and depth of experience and expertise to ensure all deliverables successfully meet clients' business objectives.

Professional Experience

- Marketing & Brand Strategy
- Creative Direction
- Data Analytics
- Event Planning
- Graphic Design
- Paid Ads / Geotargeting / Geofencing
- Project Management
- Public Relations
- Social Media

Education

- B.A., Mass Communication - Public Relations and Advertising, Summa Cum Laude, Sam Houston State University, Marketing minor

Dion Faradonez

Highly innovative visual designer with a passion for connecting people and providing memorable experiences through compelling storytelling. Over 15 years of experience in understanding and developing products from concept ideas into production, with a high degree of success. High proficiency in visual design, branding, product development, user-centered design, and project management. Proven leader with exceptional problem-solving skills, researching, ideating, and collaborating that drives strategies to achieve business goals.

Professional Experience

- Marketing & Brand Strategy
- Creative Direction
- Website Production
- Graphic Design
- Illustration
- UI/UX Design
- Paid Ads / Geotargeting / Geofencing
- Social Media

Education

- B.S., Graphic Design & Illustration, California State University-Fullerton

Addendum B - References

Steve Stone

Assistant Chief of Peace Officer Selection
California Department of Corrections and Rehabilitation
916-708-7403
Steve.Stone@cdcr.ca.gov

Dan Moschella

Chief, Management Services Division
Idaho Department of Correction
208-658-2108
dmoschel@idoc.idaho.gov

Lieutenant Robert Smith

Recruitment and Retention Unit
Broward Sheriff's Office
954-321-4148
Robert_Smith@sheriff.org

Addendum C - Contract Provisions and Insurance Requirements

All-Star Talent has reviewed the contract provisions and insurance requirements. There are no limitations on any of the articles or providing insurance requirements as outlined in the contract provisions contained in Sample Contract.

Addendum D - Local Vendor Preference Certification

All-Star Talent, Inc. does not qualify as a Local Vendor.

SIGNATURE PAGE

	6/15/22
Signature of Authorized Signer	Date
Jason Litchney	87-3779798
Contact Name (Print)	Federal Tax Identification Number
Founder/CEO	All-Star Talent, Inc.
Title	Company Name
916-412-9530	2368 Culpepper Drive
Office Phone Number	Company Address
916-995-7122	Lincoln CA 95648
Cell Phone Number	City State Zip
jason@allstartalent.us	Placer
Contact Email	County

The above individual is authorized to sign on behalf of company submitting proposal.

Proposals must be signed by an official authorized to bind the provider to its provisions for at least a period of 90 days. Signature page must be signed, box checked below, and returned as part of vendor proposal.

By signing this bid submission, I certify that I and/or my corporation, company, limited liability company, business association, partnership, society, trust or any other non-governmental entity, organization or group is not an "Iran linked business" as defined by P.A. 517 of 2012 (MCLA 129.311 et seq)("Act").

I understand that under the Act, an "Iran linked business means an individual or one of the above-listed groups who engages in investment activities in the energy sector of Iran, including, but not limited to, providing oil or liquefied natural gas tankers or products used to construct or maintain pipelines used to transport oil or liquefied gas for Iran's energy sector or a financial institution extending credit to another person to engage in investment activities in Iran's energy sector.

I further understand that "investment activity" is defined by the Act as an individual or one of the above listed groups that invests \$20,000,000.00 or more in Iran's energy sector or a financial institution that extends credit to another person, if that person uses the credit to engage in "investment activity" in Iran's energy sector.