



# SEATTLE CITY COUNCIL

## Governance, Accountability, and Economic Development Committee

### Agenda

Thursday, April 11, 2024

2:00 PM

Council Chamber, City Hall

600 4th Avenue

Seattle, WA 98104

Sara Nelson, Chair

Robert Kettle, Vice-Chair

Joy Hollingsworth, Member

Maritza Rivera, Member

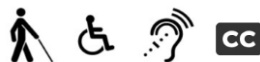
Rob Saka, Member

Chair Info: 206-684-8809; [Sara.Nelson@seattle.gov](mailto:Sara.Nelson@seattle.gov)

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Council Chamber Listen Line: 206-684-8566

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**SEATTLE CITY COUNCIL**  
**Governance, Accountability, and Economic  
Development Committee**  
**Agenda**  
**April 11, 2024 - 2:00 PM**

**Meeting Location:**

Council Chamber, City Hall , 600 4th Avenue , Seattle, WA 98104

**Committee Website:**

[seattle.gov/council/committees/governance-accountability-and-economic-development](https://seattle.gov/council/committees/governance-accountability-and-economic-development)

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This meeting also constitutes a meeting of the City Council, provided that the meeting shall be conducted as a committee meeting under the Council Rules and Procedures, and Council action shall be limited to committee business.

Members of the public may register for remote or in-person Public Comment to address the Council. Details on how to provide Public Comment are listed below:

Remote Public Comment - Register online to speak during the Public Comment period at the meeting at

<https://www.seattle.gov/council/committees/public-comment>

Online registration to speak will begin one hour before the meeting start time, and registration will end at the conclusion of the Public Comment period during the meeting. Speakers must be registered in order to be recognized by the Chair.

In-Person Public Comment - Register to speak on the Public Comment sign-up sheet located inside Council Chambers at least 15 minutes prior to the meeting start time. Registration will end at the conclusion of the Public Comment period during the meeting. Speakers must be registered in order to be recognized by the Chair.

Pursuant to Council Rule VI.C.10, members of the public providing public comment in Chambers will be broadcast via Seattle Channel.

Submit written comments to Councilmembers at [Council@seattle.gov](mailto:Council@seattle.gov).

*Please Note: Times listed are estimated*

**A. Call To Order**

**B. Approval of the Agenda**

**C. Public Comment**

**D. Items of Business**

1. [Appt 02828](#) **Reappointment of Baylie Freeman as member, Domestic Workers Standards Board, for a term to February 28, 2025.**

Attachments: [Appointment Packet](#)

**Briefing, Discussion, and Possible Vote**

**Presenter:** Diana Salazar, Office of Labor Standards (OLS)

2. [Appt 02829](#) **Reappointment of Jordan N. Goldwarg as member, Domestic Workers Standards Board, for a term to February 28, 2025.**

Attachments: [Appointment Packet](#)

**Briefing, Discussion, and Possible Vote**

**Presenter:** Diana Salazar, Office of Labor Standards (OLS)

3. [Appt 02830](#) **Reappointment of Etelbina Hauser as member, Domestic Workers Standards Board, for at term to February 28, 2025.**

Attachments: [Appointment Packet](#)

**Briefing, Discussion, and Possible Vote**

**Presenter:** Diana Salazar, Office of Labor Standards (OLS)

4. [Appt 02831](#) **Reappointment of Silvia Gonzalez as member, Domestic Workers Standards Board, for a term to February 28, 2027.**

*Attachments:* [Appointment Packet](#)

**Briefing, Discussion, and Possible Vote**

**Presenter:** Diana Salazar, Office of Labor Standards (OLS)

5. [Appt 02832](#) **Reappointment of Elizabeth Leigh Hunter as member, Domestic Workers Standards Board, for a term to February 28, 2027.**

*Attachments:* [Appointment Packet](#)

**Briefing, Discussion, and Possible Vote**

**Presenter:** Diana Salazar, Office of Labor Standards (OLS)

6. [CB 120763](#) **AN ORDINANCE relating to City employment, commonly referred to as the First Quarter 2024 Employment Ordinance; exempting positions from the civil service system; and returning positions to the civil service system; all by a 2/3 vote of the City Council.**

*Supporting Documents:* [Summary and Fiscal Note](#)  
[Central Staff Memo \(4/8/2024\)](#)  
[Presentation](#)

**Briefing, Discussion, and Possible Vote**

**Presenter:** Aly Pennucci, Deputy Director, Council Central Staff

7. **SPD Recruitment and Retention Ordinance Pre-Introduction Discussion**

Supporting Documents:

[SPD Recruitment Ordinance - Draft Proposal](#)

[SPD Recruitment Ordinance - Draft Fiscal Note](#)

[Central Staff Memo \(4/9/2024\)](#)

**Briefing and Discussion**

**Presenter:** Greg Doss, Council Central Staff

**E. Adjournment**



Legislation Text

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**File #:** Appt 02828, **Version:** 1

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Reappointment of Baylie Freeman as member, Domestic Workers Standards Board, for a term to February 28, 2025.

The Appointment Packet is provided as an attachment.



# City of Seattle Boards & Commissions Notice of Appointment

<b>Appointee Name:</b> <i>Baylie Freeman</i>		
<b>Board/Commission Name:</b> <i>Domestic Workers Standards Board</i>		<b>Position Title:</b> <i>Member, Position 2</i>
<input type="checkbox"/> <b>Appointment</b> OR <input checked="" type="checkbox"/> <b>Reappointment</b>		<b>City Council Confirmation required?</b> <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
<b>Appointing Authority:</b> <input type="checkbox"/> City Council <input checked="" type="checkbox"/> Mayor <input type="checkbox"/> Other:		<b>Term of Position: *</b> 3/1/2022 <b>to</b> 2/28/2025  <input type="checkbox"/> <i>Serving remaining term of a vacant position</i>
<b>Residential Neighborhood:</b> <i>Northgate</i>	<b>Zip Code:</b> <i>98133</i>	<b>Contact Phone No.:</b> [REDACTED]
<b>Background:</b> Baylie has been a community organizer and advocate since 2018. Her background in building worker power includes co-founding a Seattle-based advocacy group called the Nanny Collective, which continues to create a safe space for domestic workers to share their stories and participate in local legislation. She has been a member of the Domestic Workers Standards Board since 2020 and a co-chair since 2022. She currently works as a union organizer with SEIU 775 in their Nursing Home department. She hopes to continue applying her skills to the board's mission in making a significant difference in the lives of vulnerable workers.		
<b>Authorizing Signature (original signature):</b>  <i>Bruce A. Harrell</i> <b>Date Signed (appointed):</b> 11/22/2023		<b>Appointing Signatory:</b> <i>Bruce A. Harrell</i> <i>Mayor of Seattle</i>

\*Term begin and end date is fixed and tied to the position and not the appointment date.

# **Baylie Freeman**

## **Experience**

### **SEIU 775 — Organizer, Growth Department**

May 2023 - Present

- Recruit and develop new member leaders
- Make house calls to workers during internal and external organizing drives
- Assist CNAs in increasing their local and federal political engagement
- Work as a team with other organizers to advance campaign goals

### **Ridwell — Driver (Member Organizer)**

January 2022 - April 2023

- Walk door to door for 10 hours at a time and safely operate company vehicles
- Member leader, organize committee meetings and plan campaign development
- Led successful external organizing campaign of fellow drivers and warehouse workers
- 65% support at card check, 75% turnout of by-mail ballots, 0 invalid ballots, 93% Yes vote

### **Seattle Domestic Workers Standards Board (DWSB) — Co-Chair**

March 2020 - Present

- Advocate for increased rights for diverse and vulnerable low wage workers, such as childcare and home care providers
- Plan and facilitate monthly multilingual board meetings, utilizing a racial justice lens
- Engage with city officials and community organizers to move relevant policy forward, emphasizing the interest of all workers
- Invite members of the public and worker stakeholders to participate in labor standards and policy discussions



## **Education**

**Master of Science:** Developmental Psychology, 2018

- Southern New Hampshire University—03106, NH

**Bachelor of Arts:** Theatre Arts and Production, 2011

- The Evergreen State College—98505, WA

# Domestic Workers Standards Board

9 Members: Pursuant to CB 119286; effective January 2020 13 members.

All members subject to City Council confirmation, initial terms for positions 1, 3, 5, 7, 10 and 11 are 2-year terms, positions 2, 4, 6, 8, 9, 12, and 13 to 3-year terms; all subsequent terms shall be 3-years.

- 6 City Council-appointed
- 6 Mayor-appointed
- 1 Other Appointing Authority: Board

## Roster:

*D	**G	RD	Position No.	Position Title	Name	Term Begin Date	Term End Date	Term #	Appointed By
3	F	NA	1.	Member	Silvia Gonzalez	3/1/21	2/28/24	2	Mayor
6	F	5	2.	Member	Baylie Freeman	3/1/22	2/28/25	2	Mayor
6	F	6	3.	Member	Liz Hunter	3/1/21	2/28/24	2	Mayor
			4.	Member	VACANT	3/1/19	2/28/22	-	Mayor
3	F		5.	Member	Edilka Dominguez	3/1/21	2/28/24	1	City Council
			6	Member	VACANT	3/1/21	2/28/24	-	City Council
			7.	Member	VACANT	3/1/21	2/28/24	-	City Council
	F	2	8.	Member	VACANT	3/1/22	2/28/25	1	City Council
2	F	NA	9.	Member	Estefana Harry	3/1/22	2/28/25	1	Board
6	M	4	10.	Member	Jordan N. Goldwarg	3/1/22	2/28/25	2	Mayor
2	F	NA	11.	Member	Etelbina Hauser	3/1/22	2/28/25	2	Mayor
3	M	NA	12.	Member	VACANT	3/1/23	2/28/26	1	City Council
3	F	2	13.	Member	VACANT	3/1/23	2/28/26	1	City Council

## SELF-IDENTIFIED DIVERSITY CHART

					(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)
	Male	Female	Transgender	NB/ O/ U	Asian	Black/ African American	Hispanic/ Latino	American Indian/ Alaska Native	Other	Caucasian/ Non-Hispanic	Pacific Islander	Middle Eastern	Multiracial
Mayor													
Council													
Other													
Total													

### Key:

- \*D List the corresponding *Diversity Chart* number (1 through 9)
- \*\*G List *gender*, M= Male, F= Female, T= Transgender, NB= Non-Binary, O= Other, U= Unknown
- RD Residential Council District number 1 through 7 or N/A

*Diversity information is self-identified and is voluntary.*



Legislation Text

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**File #:** Appt 02829, **Version:** 1

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Reappointment of Jordan N. Goldwarg as member, Domestic Workers Standards Board, for a term to February 28, 2025.

The Appointment Packet is provided as an attachment.



# City of Seattle Boards & Commissions Notice of Appointment

<b>Appointee Name:</b> <i>Jordan N. Goldwarg</i>		
<b>Board/Commission Name:</b> <i>Domestic Workers Standards Board</i>		<b>Position Title:</b> <i>Member, Position 10</i>
<input type="checkbox"/> Appointment OR <input checked="" type="checkbox"/> Reappointment	<b>City Council Confirmation required?</b> <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	
<b>Appointing Authority:</b> <input type="checkbox"/> City Council <input checked="" type="checkbox"/> Mayor <input type="checkbox"/> Other:	<b>Term of Position: *</b> 3/1/2022 to 2/28/2025  <input type="checkbox"/> <i>Serving remaining term of a vacant position</i>	
<b>Residential Neighborhood:</b> <i>Wallingford</i>	<b>Zip Code:</b> <i>98103</i>	<b>Contact Phone No.:</b> [REDACTED]
<b>Background:</b> Jordan is a domestic worker hiring entity of a house cleaner. In his professional life he has been a high school teacher and nonprofit executive, and currently serves as Executive Director of OneWorld Now, a youth development nonprofit. He also is an active volunteer with the Jewish Coalition for Immigrant Justice, the Washington Immigrant Solidarity Network (WAISN) and a number of progressive political causes. Jordan is passionate about racial equity and looks forward to helping ensure that all domestic workers in our city have dignified working conditions and are valued for the critical services they provide.		
<b>Authorizing Signature (original signature):</b>  <i>Bruce A. Harrell</i> <b>Date Signed (appointed):</b> 11/22/2023	<b>Appointing Signatory:</b> <i>Bruce A. Harrell</i> <i>Mayor of Seattle</i>	

\*Term begin and end date is fixed and tied to the position and not the appointment date.

## SUMMARY

Experienced non-profit leader with a background in education. Proven abilities in organizational growth, fundraising, and program development. Strong networker and community engager who can quickly gain trust across diverse constituents. High emotional intelligence, with a track record of building strong teams around a shared vision. Fast learner with an unwavering commitment to equity.

## EXPERIENCE

### **OneWorld Now -- Executive Director**, Seattle, 2020-Present

- Oversee Seattle-based youth development organization that promotes global citizenship in high school students through world language classes, leadership development workshops, and study abroad opportunities
- Manage a staff of 14 and a budget of \$750,000
- Work collaboratively to develop an inclusive and equitable culture for students and staff

### **Takele for SeaTac -- Field Director**, Seattle, 2019

- Led volunteer recruitment, launched canvasses, and managed social media accounts for Takele Gobena's successful campaign for SeaTac City Council

### **Community Volunteer & Consultant**, Seattle, 2018-2020

- Co-lead organizer for the Washington Immigrant Solidarity Network's first statewide convening in September 2019; also co-led fundraising & communications teams for Olympia lobby day
- Team Captain for Common Purpose, helping mobilize Seattle volunteers to do on-the-ground voter engagement work in Florida and North Carolina
- Conducted research with SeaTac Community Coalition for a potential discrimination lawsuit against city for displacing immigrant-owned businesses
- Managed outreach and recruitment strategy with 21 Progress for their summer internship program

### **Kids4Peace International -- Seattle Chapter Director**, Seattle, 2013-2018

#### *Organizational Development*

- Launched local chapter of international organization
- In five years, turned Seattle into the flagship US chapter of the organization
- Built the chapter's Program Team, a group of volunteer educators committed to delivering programs to our youth
- Created and managed the chapter's Advisory Board, a group of volunteers dedicated to fundraising, community engagement, and organizational development
- Successfully expanded budget by 25% in one year to hire Program Director, which doubled staff capacity and allowed development of new programs
- Supervised volunteer leaders in other chapters of the organization

#### *Program Development*

- Successfully replicated initial program model from elsewhere in organization
- Developed multiple new programs that now serve over 400 teenagers annually, and which have been emulated by other Kids4Peace chapters
- Created and led new leadership program for 50 youth annually in Washington, DC
- Designed collaborative processes for working with colleagues across the US and Israel/Palestine

#### *Fundraising*

- Fundraised and managed annual budget of \$100,000
- Developed balanced revenue portfolio of 60% individual gifts, 30% grants, 10% earned income
- Grew annual gala from \$10,000 in 2014 to \$55,000 in 2018
- Secured first regional foundation grant in 2017 and first national grant in 2018

#### *Community Engagement*

- Forged partnerships with over 40 local religious congregations and other organizations
- Collaboratively planned multiple youth events that drew over 100 participants

#### **Seattle Academy of Arts & Sciences -- 9th Grade Coordinator/History Teacher, Seattle, 2010-2013**

- Served as student-support coordinator for over 100 9<sup>th</sup> grade students annually, ensuring academic, social, and emotional well-being
- Developed programming designed to ease transition to high school and the SAAS community, including a 9<sup>th</sup> grade Health class
- Designed and taught classes on US History, genocide, social entrepreneurship, and discrimination

#### **Lincoln-Sudbury Regional High School -- History Teacher, Sudbury, MA, 2009-2010**

- Teacher for 9<sup>th</sup> Grade Modern European History and 10<sup>th</sup> Grade Modern US History
- Coach of Boys and Girls Varsity Cross-Country Ski Team

#### **Equal Education -- Managing Director, Cape Town, South Africa, 2006-2007**

- Worked with longtime community activist to start new non-governmental organization aiming to improve South African schools through community action
- Produced research summaries on multiple aspects of schooling in South Africa

#### **Movimiento Homosexual de Lima -- Volunteer, Lima, Peru, 2005**

- Translated communiqués and provided general support for largest LGBTQ organization in Peru
- Assisted with organizing first national meeting of LGBTQ organizations

## **EDUCATION**

#### **Tufts University -- Master of Arts in Teaching (History Education), Medford, MA, 2008-2009**

- Recipient of Mary Ann Mulcahy Service in Education Award, for demonstrating a commitment to integrating social activism with classroom teaching

#### **University of Oxford -- Master of Science (Geography), Oxford, England, 2005-2006**

- Title of Masters Dissertation: *"You Feel the Whole World Is Against You": HIV-Related Stigma in South Africa*

#### **Williams College -- Bachelor of Arts (History & Environmental Studies), Williamstown, MA, 1999-2003**

## **PUBLICATIONS**

- [\*Intentional Collaboration Ensures Education Equity In Times of Crisis\*](#), op-ed in the South Seattle Emerald, 4/2/20
- [\*Stand With Your Muslim Neighbors and Fight Bigotry\*](#), op-ed in the Seattle Times, 12/1/16
- [\*Progressives Must Stop Weaponizing Charges of Anti-Semitism Against Critics of Israel\*](#), op-ed in Common Dreams (co-authored with Aneelah Afzali), 2/27/19
- [\*A Palestinian Flag at a Jewish American Summer Camp: One Year Later\*](#), op-ed in the Times of Israel, 8/1/18

## **PERSONAL**

- Member of City of Seattle Domestic Workers Standards Board (2020-present)
- Board member at Social Venture Partners, a social impact philanthropy partnership (2023-present)
- Advocacy Committee member at Jewish Coalition for Immigrant Justice (2023-present)
- Advisory board member of Youth Development Executives of King County (2022-present)
- 2017 graduate of Leadership Tomorrow, a regional leadership development program
- Participant in Undoing Institutional Racism training and Intercultural Development Inventory
- Verbal and written fluency in French and Spanish
- Five-time marathon finisher

# Domestic Workers Standards Board

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Legislation Text

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**File #:** Appt 02830, **Version:** 1

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Reappointment of Etelbina Hauser as member, Domestic Workers Standards Board, for at term to February 28, 2025.

The Appointment Packet is provided as an attachment.



# City of Seattle Boards & Commissions Notice of Appointment

<b>Appointee Name:</b> <i>Etelbina Hauser</i>		
<b>Board/Commission Name:</b> <i>Domestic Workers Standards Board</i>		<b>Position Title:</b> <i>Member, Position 11</i>
<input type="checkbox"/> Appointment OR <input checked="" type="checkbox"/> Reappointment	<b>City Council Confirmation required?</b> <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	
<b>Appointing Authority:</b> <input type="checkbox"/> City Council <input checked="" type="checkbox"/> Mayor <input type="checkbox"/> Other:	<b>Term of Position: *</b> 3/1/2022 <b>to</b> 2/28/2025  <input type="checkbox"/> <i>Serving remaining term of a vacant position</i>	
<b>Residential Neighborhood:</b> <i>Kent</i>	<b>Zip Code:</b> <i>98032</i>	<b>Contact Phone No.:</b> [REDACTED]
<b>Background:</b> Etelbina has been involved in ALA Garifuna, an organization dedicated to building leadership among Black Caribbean people. A domestic worker for over 20 years, Etelbina has expert experience on the needs and working conditions of domestic workers, particularly Black immigrant women. During her time at the Board, she has provided leadership and guidance on worker outreach.		
<b>Authorizing Signature (original signature):</b>  <i>Bruce A. Harrell</i> <b>Date Signed (appointed):</b> 11/22/2023	<b>Appointing Signatory:</b> <i>Bruce A. Harrell</i> <i>Mayor of Seattle</i>	

\*Term begin and end date is fixed and tied to the position and not the appointment date.

# Etelbina Hauser

## Domestic Workers Standards Board Member

### Contact

[REDACTED]

[REDACTED]

### Experience

Downtown Emergency Center, Seattle June 2022 - Present

- Custodian Lead
- Handle overall cleanliness and sanitation of Center

Certified Nursing Assistant January 1997 – Present

- Providing quality healthcare and sanitation to individuals
- Worked at Hospitals, Clinics and Home Assistance Living all over the state

ALA Garifuna Women January 2019 – Present

- Facilitate workshops and general outreach
- Provide information and leadership development for Garifuna people

# Domestic Workers Standards Board

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6	F	6	3.	Member	Liz Hunter	3/1/21	2/28/24	2	Mayor
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3	F		5.	Member	Edilka Dominguez	3/1/21	2/28/24	1	City Council
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			7.	Member	VACANT	3/1/21	2/28/24	-	City Council
	F	2	8.	Member	VACANT	3/1/22	2/28/25	1	City Council
2	F	NA	9.	Member	Estefana Harry	3/1/22	2/28/25	1	Board
6	M	4	10.	Member	Jordan N. Goldwarg	3/1/22	2/28/25	2	Mayor
2	F	NA	11.	Member	Etelbina Hauser	3/1/22	2/28/25	2	Mayor
3	M	NA	12.	Member	VACANT	3/1/23	2/28/26	1	City Council
3	F	2	13.	Member	VACANT	3/1/23	2/28/26	1	City Council

## SELF-IDENTIFIED DIVERSITY CHART

					(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)
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Mayor													
Council													
Other													
Total													

### Key:

\*D List the corresponding *Diversity Chart* number (1 through 9)

\*\*G List *gender*, M= Male, F= Female, T= Transgender, NB= Non-Binary, O= Other, U= Unknown

RD Residential Council District number 1 through 7 or N/A

*Diversity information is self-identified and is voluntary.*



Legislation Text

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**File #:** Appt 02831, **Version:** 1


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Reappointment of Silvia Gonzalez as member, Domestic Workers Standards Board, for a term to February 28, 2027.

The Appointment Packet is provided as an attachment.



# City of Seattle Boards & Commissions Notice of Appointment

<b>Appointee Name:</b> Silvia Gonzalez		
<b>Board/Commission Name:</b> Domestic Workers Standards Board		<b>Position Title:</b> Member Position 1
<input type="checkbox"/> Appointment OR <input checked="" type="checkbox"/> Reappointment		<b>City Council Confirmation required?</b> <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
<b>Appointing Authority:</b> <input type="checkbox"/> City Council <input checked="" type="checkbox"/> Mayor <input type="checkbox"/> Other: <i>Fill in appointing authority</i>		<b>Term of Position: *</b> 3/1/2024 to 2/28/2027  <input type="checkbox"/> Serving remaining term of a vacant position
<b>Residential Neighborhood:</b> Renton, WA	<b>Zip Code:</b> 98055	<b>Contact Phone No.:</b> [REDACTED]
<b>Background:</b> Silvia González is a mother and has been an immigrant domestic worker for about 15 years. Silvia has combined her work of cleaning houses with work as a staff member of Casa Latina for the last five years. This helps her see the real needs of her compañerxs domestic workers and to make sure that their voices can be heard and that changes can be achieved in this labor sector. Silvia has also been part of the Board of Directors of the National Domestic Workers Alliance (NDWA) for three years, where they are currently working on the Bill of Rights for domestic workers at the national level and the launch of Alia (portable benefits for workers who clean houses). Silvia played a very active role in the campaign to pass the bill of rights at the local Seattle level as an organizer for domestic workers at Casa Latina.		
<b>Authorizing Signature (original signature):</b>  <b>Date Signed (appointed):</b> 3/6/2024		<b>Appointing Signatory:</b> Bruce A. Harrell Mayor of Seattle

\*Term begin and end date is fixed and tied to the position and not the appointment date.

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## Community Organizing Experience

**Women Without Borders Program Coordinator II**  
*Casa Latina*

2019 - present  
Seattle, WA

- Oversee programming for Women Without Borders.
  - Coordinate Women Without Borders' groups' logistics (Outreach, location).
  - Coordinate presentations with Women Without Borders facilitators or external presenters responding to each group's needs.
  - Promote the Women Without Borders Program with internal and external opportunities.
  - Supervise and train facilitators and organizer.
  - Recruit, train and assist facilitators and organizer in 'Women Without Borders' meetings.
  - Organize leadership development activities for facilitators and organizer.
- Implement and oversee policy campaigns.
  - Motivate and mobilize workers for the campaign.
  - Identify, recruit and develop domestic workers to leaders.
  - Support and prepare workers to share their stories with the press and/or legislators.
  - Represent Casa Latina in coalition with other domestic workers' organizations.
  - Coordinate informative and organizational meetings with domestic workers and immigrant community.
  - Coordinate large events for organization and community partners.
  - Lead and support drafting legislation on different Boards of Directors supporting Casa Latina's mission, both locally and nationally.
- Manage and fulfill contracts.
  - Ensure that all necessary data for reports are entered.
  - Achieve contract goals as assigned.
  - Report on contract goals as assigned.

**Women Without Borders Facilitator/ Household Helper Organizer**  
*Casa Latina*

2015 - 2019  
Seattle, WA

## Other Work Experience:

- **Workforce Development Trainer** *Casa Latina* – Seattle, WA 2013 - 2015
- **Domestic Worker Member** *Casa Latina (group HHH)* – Seattle, WA 11/2011 - 04/2013
- **Customer Service** *Quiznos Restaurant* – Factoria, Wa 12/2005 - 04/2013
- **Housekeeping** *KBS* – Bellevue, WA 10/2002 - 09/2006

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## Board Experience

**Vice-President**  
*WSLC Executive Board*

05/2023 - present  
Seattle, WA

- Represent the real needs of day laborers and explain how Casa Latina empowers low-income Latino immigrants to move from economic insecurity to economic prosperity and raise their voices to take action on public policy issues facing them.

**Co-chair***Domestic Workers Standards Board*02/2019 - present  
Seattle, WA

- Suggest ways to improve the working conditions of domestic workers.
- Prepare the agenda and facilitate the monthly standard board meetings.
- Create surveys to identify the most urgent labor rights of domestic workers.

**Domestic Worker Leader***Domestic Workers Workgroup (LNI)*07/2021 - 07/2022  
Seattle, WA

- Raise the voice of domestic workers, taking their stories to recognize the urgent need to be included in the protections of Labor & Industries. Sending to the office of Governor Jay Inslee the final report of the work assigned to the task force for domestic workers.

**Committee Member***State Fund Steering Committee*10/2020 - 12/2020  
Seattle, WA

- Review and approval of applications for the first economic relief of COVID-19 for the immigrant community in the different counties of the state of WA. Making sure that the funds reached the hands of those who needed it most.

**Domestic Worker Leader***National Domestic Worker Alliance Board of Directors*01/2016 - 02/2020  
Seattle, WA

- Raise the voice of domestic workers and help create strategies for organizing at the national level.
- Lobbying DC for the National Bill of Rights for Domestic Workers in 2019.
- Investigation of the process of online platforms for domestic workers like handy and care.com.

**Education****Certificate OSHA***Training Institute Education Center*2021  
DeKalb, Illinois**ESL Diploma***Bellevue College*2015  
Bellevue, WA**Administration Diploma***Colegio Nacional de Educación Profesional (CONALEP)*1986  
Mexico**Skills**

- Managing classroom for diverse populations
- Experience with instructional design
- ESL- English as Second Language
- Positive learning environment
- Positive reinforcement
- Computer proficient
- Report development
- Project planning
- Meeting minutes
- Business correspondence
- Public speaking
- Student motivation



# Domestic Workers Standards Board

9 Members: Pursuant to CB 119286; effective January 2020 13 members.

All members subject to City Council confirmation, initial terms for positions 1, 3, 5, 7, 10 and 11 are 2-year terms, positions 2, 4, 6, 8, 9, 12, and 13 to 3-year terms; all subsequent terms shall be 3-years.

- 6 City Council-appointed
- 6 Mayor-appointed
- 1 Other Appointing Authority: Board

## Roster:

*D	**G	RD	Position No.	Position Title	Name	Term Begin Date	Term End Date	Term #	Appointed By
3	F	NA	1.	Member	Silvia Gonzalez	3/1/24	2/28/27	2	Mayor
6	F	5	2.	Member	Baylie Freeman	3/1/19	2/28/22	1	Mayor
6	F	6	3.	Member	Elizabeth Leigh Hunter	3/1/24	2/28/27	2	Mayor
			4.	Member	VACANT	3/1/19	2/28/22	-	Mayor
3	F	4	5.	Member	Edilka Dominguez	3/1/21	2/28/24	1	City Council
			6.	Member	VACANT	3/1/21	2/28/24	-	City Council
			7.	Member	VACANT	3/1/21	2/28/24	-	City Council
			8.	Member	VACANT	3/1/19	2/28/22	-	City Council
2	F	NA	9.	Member	Estefana Harry	3/1/19	2/28/22	1	Board
6	M	4	10.	Member	Jordan Goldwarg	3/1/20	2/28/22	1	Mayor
2	F	NA	11.	Member	Etelbina Hauser	3/1/20	2/28/22	1	Mayor
			12.	Member	VACANT	3/1/20	2/28/23	-	City Council
			13.	Member	VACANT	3/1/20	2/28/23	-	City Council

## SELF-IDENTIFIED DIVERSITY CHART

					(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)
	Male	Female	Transgender	NB/ O/ U	Asian	Black/ African American	Hispanic/ Latino	American Indian/ Alaska Native	Other	Caucasian/ Non-Hispanic	Pacific Islander	Middle Eastern	Multiracial
Mayor													
Council													
Other													
Total													

### Key:

\*D List the corresponding *Diversity Chart* number (1 through 9)

\*\*G List *gender*, M= Male, F= Female, T= Transgender, NB= Non-Binary, O= Other, U= Unknown

RD Residential Council District number 1 through 7 or N/A

*Diversity information is self-identified and is voluntary.*



Legislation Text

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**File #:** Appt 02832, **Version:** 1

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Reappointment of Elizabeth Leigh Hunter as member, Domestic Workers Standards Board, for a term to February 28, 2027.

The Appointment Packet is provided as an attachment.



# City of Seattle Boards & Commissions Notice of Appointment

<b>Appointee Name:</b> <i>Elizabeth Leigh Hunter</i>		
<b>Board/Commission Name:</b> Domestic Workers Standards Board		<b>Position Title:</b> <i>Member Position 3</i>
<input type="checkbox"/> Appointment OR <input checked="" type="checkbox"/> Reappointment	<b>City Council Confirmation required?</b> <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	
<b>Appointing Authority:</b> <input type="checkbox"/> City Council <input checked="" type="checkbox"/> Mayor <input type="checkbox"/> Other: <i>Fill in appointing authority</i>	<b>Term of Position: *</b> 3/1/2024 <b>to</b> 2/28/2027  <input type="checkbox"/> <i>Serving remaining term of a vacant position</i>	
<b>Residential Neighborhood:</b> <i>Ballard/Whittier Heights</i>	<b>Zip Code:</b> <i>98117</i>	<b>Contact Phone No.:</b> [REDACTED]
<b>Background:</b> Elizabeth Leigh Hunter is a marketing and communications professional who lives in Seattle with her husband and two children. She has a master's in communications and digital media from the University of Washington and is one of the original members of the Womxn's March Seattle team, with whom she has organized for the last three years. Liz credits the support of amazing domestic workers, including nannies and a housekeeper, with keeping her life and family happy and healthy, and she believes domestic workers deserve the same rights, protections, and opportunities any worker enjoys in the United States.		
<b>Authorizing Signature (original signature):</b>  <i>Bruce A. Harrell</i> <b>Date Signed (appointed):</b> 3/6/2024	<b>Appointing Signatory:</b> <i>Bruce A. Harrell</i> <i>Mayor of Seattle</i>	

\*Term begin and end date is fixed and tied to the position and not the appointment date.

Elizabeth Leigh Hunter



## SUMMARY

Successful, strategic and innovative communicator

*I persuade, inspire, and compel people to action*

## PROFESSIONAL EXPERIENCE

**Writer** January 2019 - current

### Recent Published Works

- [Visiting the Calder Exhibit at Seattle Art Museum with Kids](#)  
*Seattle's Child Magazine*, January 2023
- [Mother-Daughter Art Review: Raul de Nieves at the Henry Art Gallery](#)  
*Seattle's Child Magazine*, October 2023
- [The Gentlest Touch: CST for Infants](#)  
*Seattle's Child Magazine*, January 2024

**Emphatic Thinking, Seattle WA** August 2017 – January 2019

### Lead Writer

Part of a small but mighty consulting agency that deployed academic research and theories in strategic communications  
Corporate Communications

- Microsoft Education
  - Composed research market papers directed at IT school professionals
  - Research, interview, and compose case studies
- Microsoft University Relations
  - Composed standalone case studies on Microsoft's most fascinating university relationships; later printed into the department's annual report
  - Traveled around the country interviewing various university professors, using interviews for both case studies and video scripts
- Pitney Bowes
  - Copywriting, research, case studies
  - Strategic positioning document for full-company re-branding effort

**University of Washington School of Nursing, Seattle, WA** September 2014 – August 2017

### Public Relations and Digital Media

Part of a two-person team that provided all strategic and day-to-day marketing and communications work for the top-ranked UW School of Nursing (UWSON).

- Day-to-day Communications
  - Developed multiplatform strategy for internal communications including writing and managing internal newsletter and blog
- Social Media
  - Led UWSON overall social media efforts, including content, strategy and implementation
- Advancement
  - Lead writer and content creator overseeing UWSON fundraising efforts, from small events to enormous, university-wide multi-million dollar fundraising campaigns
- Marketing and Media relations
  - Translate complex scientific research studies and academic writing for lay audiences and pitch to appropriate outlets
- Publications and asset production

- o Managing editor of UWSON's annual report, Connections

**UW Medicine, Seattle, WA, June 2012 – September 2014**

Part of the UW Medicine Department of Strategic Marketing and Communications that provides marketing and communications support for all UW Medicine patient care entities, 2000+ physicians, and a billion-dollar research industry.

**Media Relations Manager**

- Social Media
  - o Led UW Medicine's overall social media efforts, strategy, and implementation, starting from scratch and building out an enormous, robust, and multi-platform presence
- Media Relations
  - o Wrote and disseminated news stories and blog posts about UW Medicine scientific research and patient care
  - o Successfully pitched, organized, and managed weekly local and national media stories

**VOLUNTEER/NONPROFIT EXPERIENCE**

**Domestic Workers Standards Board for the City of Seattle, Seattle, WA, April 2019 – Present**

**Board Member**

Part of advisory board consisting of domestic workers and employers tasked with improving working conditions for domestic workers in the city of Seattle

- Developed and wrote 15-page document of recommendations for the Mayor of Seattle and Seattle City Council
- Worked with community partners to determine where to allot \$500,000 budget for domestic work issues

**Womxn's March on Seattle, Seattle, WA, November 2016 – October 2021**

**Communications Chair**

- Used communications best practices to mobilize more than 175,000 peaceful protestors for Seattle's largest single day demonstration in history
- Worked closely with elected officials, such as Patty Murray, to convey messages of support and arrange participation
- Worked with local and national media outlets to convey the mission of the Womxn's March on Seattle through television, print and digital media; focused on presenting women and people of color and longtime civil rights activists
- Managed daily press requests for interviews and stories

**Founding Member, COLLECT Seattle, April 2015 – March 2020**

- A small arts organization founded to support artists by cultivating collectors

**EDUCATION**

**University of Washington, Seattle, Washington** Sept. 2010 – Mar. 2012

Master of Communication in Digital Media, now called the Master's of Communication Leadership

**University of Washington, Seattle, Washington** Sept. 2005 – Jun. 2007

Bachelor of Arts, Comparative Literature

**Hamilton College, Sept. 2002 – Sept. 2004**

Undergraduate study

# Domestic Workers Standards Board

9 Members: Pursuant to CB 119286; effective January 2020 13 members.

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## Roster:

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## SELF-IDENTIFIED DIVERSITY CHART

					(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)
	Male	Female	Transgender	NB/ O/ U	Asian	Black/ African American	Hispanic/ Latino	American Indian/ Alaska Native	Other	Caucasian/ Non-Hispanic	Pacific Islander	Middle Eastern	Multiracial
Mayor													
Council													
Other													
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### Key:

\*D List the corresponding *Diversity Chart* number (1 through 9)

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RD Residential Council District number 1 through 7 or N/A

*Diversity information is self-identified and is voluntary.*



Legislation Text

File #: CB 120763, Version: 1

CITY OF SEATTLE

ORDINANCE \_\_\_\_\_

COUNCIL BILL \_\_\_\_\_

AN ORDINANCE relating to City employment, commonly referred to as the First Quarter 2024 Employment Ordinance; exempting positions from the civil service system; and returning positions to the civil service system; all by a 2/3 vote of the City Council.

**BE IT ORDAINED BY THE CITY OF SEATTLE AS FOLLOWS:**

Section 1. Exempting one position from Civil Service status. As recommended by the Seattle Human Resources Director in the Classification Determination Report specified, the following position is exempted from Civil Service:

- 1 filled position (00019585) in the Law Department, Manager 1, Exempt (Report #20567)

Section 2. Returning two positions to Civil Service status. As recommended by the Seattle Human Resources Director in the Classification Determination Report specified, the following positions are returned to Civil Service:

- 1 filled position (10007855) in the Office of Inspector General, Public Relations Specialist, Senior (Report #21228)
- 1 filled position (10005188) in the Office of Economic Development, Manager 2, General Government (Report #21287)

Section 3. This ordinance shall take effect as provided by Seattle Municipal Code Sections 1.04.020 and 1.04.070.

Passed by a 2/3 vote of all the members of the City Council the \_\_\_\_\_ day of

\_\_\_\_\_, 2024, and signed by me in open session in authentication of its passage this

\_\_\_\_\_ day of \_\_\_\_\_, 2024.

\_\_\_\_\_  
President \_\_\_\_\_ of the City Council

Approved / returned unsigned / vetoed this \_\_\_\_\_ day of \_\_\_\_\_, 2024.

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Bruce A. Harrell, Mayor

Filed by me this \_\_\_\_\_ day of \_\_\_\_\_, 2024.

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Scheereen Dedman, City Clerk

(Seal)



## SUMMARY and FISCAL NOTE

<b>Department:</b>	<b>Dept. Contact:</b>	<b>CBO Contact:</b>
Seattle Department of Human Resources	Amanda Grumbach	Kailani DeVille

### 1. BILL SUMMARY

**Legislation Title:** AN ORDINANCE relating to City employment, commonly referred to as the First Quarter 2024 Employment Ordinance; exempting positions from the civil service system; and returning positions to the civil service system; all by a 2/3 vote of the City Council.

**Summary and Background of the Legislation:** If passed, this legislation would:

- a. Exempt one position from the civil service system. As a result of a classification review and determination, the position meets a blanket exemption defined by Seattle Municipal Code 4.13.010 subsection 13.
- b. Return two positions to the civil service system. As a result of a classification review and determination, the positions no longer meet the exemption criteria.

### 2. CAPITAL IMPROVEMENT PROGRAM

Does this legislation create, fund, or amend a CIP Project?  Yes  No

### 3. SUMMARY OF FINANCIAL IMPLICATIONS

Does this legislation have financial impacts to the City?  Yes  No

#### 3.d. Other Impacts

**Does the legislation have other financial impacts to The City of Seattle, including direct or indirect, one-time or ongoing costs, that are not included in Sections 3.a through 3.c? If so, please describe these financial impacts.**

*This section was prepared by Council Central Staff in collaboration with the City Budget Office:*  
There are no direct costs associated with the recommended changes to civil service status. Any changes to compensation for incumbents or new hires in the reclassified positions covered by this legislation would be subject to the appointing authority (i.e., head of department) and do not relate directly to the Council's decision to approve the recommended civil service status. In this sense, the legislation does not have an immediate fiscal impact.

However, in the interest of fiscal transparency and focusing on long-term budget sustainability, Central Staff is highlighting the associated costs of the reclassified positions in this legislation. As mentioned above, the reclassified positions included in quarterly employment ordinances

only include those that involve a change to civil service status, a small subset of position changes resulting from SDHR’s administrative classification reviews.

The “actual costs” associated with the reclassifications in this legislation are \$3,403 based on (1) the difference between the mid-point salary<sup>1</sup> and the new hire salary for a formerly vacant position in OIG that is now filled; and (2) the difference in the actual salaries for incumbents in the filled positions at OED and OIG. In this instance, the departments will absorb the costs (or cost savings) associated with the reclassifications within their existing budget authority. Based on discussions with the City Budget Office (CBO), we do not anticipate requests to increase the departments’ personnel budgets this year or in 2025 as a result of the administratively approved reclassifications that are associated with this legislation. Council Central Staff worked with the Seattle Human Resources Department (SDHR) and CBO to quantify these potential costs and CBO and SDHR have begun ongoing work to better detail these in future quarterly employment ordinances.

The projected potential fiscal impact associated with these reclassifications is \$24,715 based on the difference between the mid-point salaries of the initial and final classifications. At some point in the past, each department’s personnel budget was calculated by summing the midpoint salary for each position in that department. Since that calculation is not automatically adjusted when a reclassification occurs the department’s personnel budget will not reflect the difference between midpoint for the previous classification compared to the new classification unless the department requests and receives additional appropriation authority during the budget process. In practice, most departments absorb the costs of reclassifications, and this method typically allows flexibility for departments to use savings achieved from positions that are currently paid below the midpoint for the costs associated with reclassifications and for positions paid above the midpoint. However, the personnel costs for departments that experience high staff retention rates or multiple reclassifications will, over time, exceed the personnel budget calculated using the midpoint formula. With that in mind, Central Staff calculated the mid-point difference for each position in this legislation. From a long-term budget sustainability perspective, the projected costs of the mid-point difference illustrate how a new classification might increase (or decrease) costs in the future, even if the reclassification does not currently impact a department’s budget. The table below shows the differences in the labor costs between the initial and final classifications.

*Table 3. Associated labor costs of reclassifications.*

	<b>Department</b>	<b>Initial classification</b>	<b>Final classification</b>	<b>Actual cost difference</b>	<b>Mid-point cost difference</b>
1	OED	Strategic Advisor 2, Exempt	Manager 2, General Government	\$10,440	n/a

<sup>1</sup> The mid-point salary includes wages, benefits, employer tax contributions and is the amount used for budget purposes (i.e., the amount that Council appropriates to departments for new positions).

	Department	Initial classification	Final classification	Actual cost difference	Mid-point cost difference
2	OIG	Strategic Advisor 1, Exempt	Public Relations Specialist, Senior	(\$24,054)	(\$29,862)
3	CAO	Administrative Support Supervisor	Manager 1, Exempt	\$17,017	\$54,577
			<b>Total</b>	<b>\$3,403</b>	<b>\$24,715</b>

**If the legislation has costs, but they can be absorbed within existing operations, please describe how those costs can be absorbed. The description should clearly describe if the absorbed costs are achievable because the department had excess resources within their existing budget or if by absorbing these costs the department is deprioritizing other work that would have used these resources.**

**Please describe any financial costs or other impacts of *not* implementing the legislation.** This legislation is needed to appropriately designate civil service status which can have personnel implications.

**4. OTHER IMPLICATIONS**

**a. Please describe how this legislation may affect any departments besides the originating department.**

This legislation would affect the City Attorney’s Office, the Office of Economic Development, and the Office of Inspector General.

**b. Does this legislation affect a piece of property? If yes, please attach a map and explain any impacts on the property. Please attach any Environmental Impact Statements, Determinations of Non-Significance, or other reports generated for this property.**

No.

**c. Please describe any perceived implication for the principles of the Race and Social Justice Initiative.**

**i. How does this legislation impact vulnerable or historically disadvantaged communities? How did you arrive at this conclusion? In your response please consider impacts within City government (employees, internal programs) as well as in the broader community.**

N/A

**ii. Please attach any Racial Equity Toolkits or other racial equity analyses in the development and/or assessment of the legislation.**

**iii. What is the Language Access Plan for any communications to the public?**

N/A

**d. Climate Change Implications**

- i. Emissions: How is this legislation likely to increase or decrease carbon emissions in a material way? Please attach any studies or other materials that were used to inform this response.**

N/A

- ii. Resiliency: Will the action(s) proposed by this legislation increase or decrease Seattle’s resiliency (or ability to adapt) to climate change in a material way? If so, explain. If it is likely to decrease resiliency in a material way, describe what will or could be done to mitigate the effects.**

N/A

- e. If this legislation includes a new initiative or a major programmatic expansion: What are the specific long-term and measurable goal(s) of the program? How will this legislation help achieve the program’s desired goal(s)? What mechanisms will be used to measure progress towards meeting those goals?**

N/A

## 5. CHECKLIST

Please click the appropriate box if any of these questions apply to this legislation.

- Is a public hearing required?**
- Is publication of notice with *The Daily Journal of Commerce* and/or *The Seattle Times* required?**
- If this legislation changes spending and/or revenues for a fund, have you reviewed the relevant fund policies and determined that this legislation complies?**
- Does this legislation create a non-utility CIP project that involves a shared financial commitment with a non-City partner agency or organization?**  
If yes, please review requirements in Resolution 31203 for applicability and complete and attach “Additional risk analysis and fiscal analysis for non-utility partner projects” form.

## 6. ATTACHMENTS

**Summary Attachments:** None

April 8, 2024

## MEMORANDUM

**To:** Government, Accountability, and Economic Development Committee  
**From:** Karina Bull, Analyst, and Aly Pennucci, Deputy Director  
**Subject:** Council Bill 120763: First Quarter 2024 Employment Ordinance

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On April 11, 2024, the Government, Accountability, and Economic Development Committee will discuss and may vote on [Council Bill \(CB\) 120763](#), the First Quarter Employment Ordinance. The legislation would exempt one position from the civil service system and return two positions to the civil service system. This memo provides background information, a summary of CB 120763, and describes potential impacts.

### Background

The Council authorizes certain City of Seattle (City) personnel actions (e.g., changes to civil service status for reclassified positions, creation of new job titles) through quarterly employment ordinances. In the First Quarter 2024 Employment Ordinance, the Council would authorize the Seattle Department of Human Resources (SDHR) Director to:

1. Return two positions to the civil service system, and
2. Exempt one position from the civil service system.

The [City Charter Article XVI, Section 3](#)<sup>1</sup> requires civil service membership for all City employees except for those in positions specifically exempted from civil service in the Charter and [Seattle Municipal Code \(SMC\) 4.13](#).<sup>2</sup> Approximately 90 percent of City employees are in the civil service.

Civil service provides a range of job protections for City employees, including merit-based hiring and promotions, opportunity for employees to correct performance issues, and “for cause” termination (i.e., termination based only on unsatisfactory job performance). In contrast, employees exempt from civil service may be appointed without a competitive hiring process and are subject to “at-will employment” (i.e., employment that may be terminated at any time for any reason not prohibited by law).

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<sup>1</sup> The Charter exempts the following from civil service: elected officers, certain appointive offices, assistant city attorneys, heads of departments, members of boards and commissions, and job titles/positions exempted by legislation approved by two-thirds vote of the Council.

<sup>2</sup> SMC 4.13 exempts certain job titles in all employing units and specific positions from civil service. Examples of exempted job titles include temporary employees, interns, administrative secretaries, executives, office/maintenance aides, and exempt strategic advisors, managers, and information technology professionals. Examples of exempted positions include electric utility executives at Seattle City Light, administrative staff and executive assistants identified by position number, and all directors of offices in the Executive Department.

The SDHR Director has authority under [Personnel Rule 2.2](#) to review the duties and responsibilities of certain positions to determine whether such positions merit a return to civil service status or designation as exempt under SMC 4.13. The Director may only exempt the following types of positions:

- Positions requiring a particularly high degree of professional responsiveness and individual accountability;
- Positions requiring a confidential or fiduciary relationship with the appointing authority; or
- Judicial positions requiring insulation as a third branch of government.

The SDHR Director determines whether a change to a position’s civil service status is warranted during a “classification review” performed by the Compensation/Classification unit.<sup>3</sup> The Compensation/Classification unit performs classification reviews upon the request of a department, employee, or union representative (depending on the nature of review) when (1) a new position is created (e.g., after Council adds a position during a budget process), (2) a position’s body of work gradually changes over a period of six months or longer, or (3) a department intends to change a position’s body of work.

After completing the review, the Compensation/Classification unit issues a “classification determination report” with notice of the appropriate classification and, if applicable, the recommended change to civil service status. The Compensation/Classification unit completes classification reviews within SDHR’s administrative authority<sup>4</sup> and only transmits legislation for the small subset of determinations that require Council approval for changes to civil service status. In 2023, SDHR completed 568 requests for classification review, resulting in 246 classification changes – only seven of which required Council approval to change a position’s civil service status.<sup>5</sup>

Note, the Council also has authority to introduce legislation that would change a position’s civil service status.

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<sup>3</sup> A “classification” is a management tool that groups positions by similarities in duties, responsibilities, knowledge and skills, and ability requirements. Creating classifications helps the City plan, budget, recruit, and select employees, set compensation, and handle other personnel processes including promotions, transfers, and demotions.

<sup>4</sup> See [City Charter XVI, Section 1](#), [SMC 4.04.040](#), and [SMC 4.04.130](#).

<sup>5</sup> Of the 568 requests for classification review, 50% were for new positions added during the budget process (SDHR requires review of budget positions to ensure that the intended body of work matches the classification) and 50% of the requests were for existing positions.

## CB 120763

### 1. Return two positions to the civil service system.

The SDHR Director has determined that the body of work of two positions no longer meets the criteria for civil service exemption and recommends returning these positions to the civil service system. See Table 1 for information on these positions.

*Table 1. Positions returned to civil service.*

	<b>Department</b>	<b>Initial Classification (Exempt)</b>	<b>Final Classification (Civil Service)</b>	<b>Vacancy Status</b>
1	Office of Economic Development (OED)	Strategic Advisor 2, Exempt	Manager 2, General Government	Filled
2	Office of Inspector General (OIG)	Strategic Advisor 1, Exempt	Public Relations Specialist, Senior	Filled <sup>6</sup>

- OED: Manager 2, General Government

The department requested a classification review of a position in the Community Wealth Building Division that is intended to develop and implement programs that seek to close the racial wealth gap and support historically displaced and excluded business owners; manage a team of four employees; and oversee a budget of \$10.8 million. After review, the SDHR Compensation/Classification unit recommended (a) reallocating the position to the Manager program due to its accountability for program outcomes through utilization of financial and human resources, and (b) returning the position to civil service because its primary functions (i.e., broadly facilitating and supporting general government services and operations) do not meet civil service exemption criteria.

- OIG: Public Relations Specialist, Senior

The department requested a classification review of a position that is intended to increase public awareness of the OIG's role in the City's police accountability system, developing materials (e.g., reports, presentations, newsletters) and presentations for the Office's leadership team, organizing outreach events, and responding to public requests for information. After review, the SDHR Compensation/Classification unit recommended (a) reallocating the position to a Public Relations, Senior position, and (b) returning the position to civil service because there was not sufficient nexus to sensitive and controversial information to meet civil service exemption criteria.

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<sup>6</sup> The OIG position was vacant at the time of SDHR's classification review, but the department filled the position in March 2024.

## 2. Exempt one position from the civil service system.

The SDHR Director has determined that the body of work of one position meets the criteria for civil service exemption and recommends exempting this position from the civil service system. The SDHR Director’s recommendation for this exemption will only take effect upon approval by two-thirds vote of the Council. See Table 2 for information on this position.

Table 2. Position exempted from civil service.

	Department	Initial Classification (Civil Service)	Final Classification (Exempt)	Vacancy Status
1	City Attorney’s Office (CAO)	Administrative Support Supervisor	Manager 1, Exempt	Filled

- CAO: Manager 1, Exempt

The incumbent requested a classification review due to a gradual increase in duties. The position is responsible for oversight of the Case Preparation program, managing up to seven Legal Assistant positions, assisting in developing the division’s annual budget, representing the department in external meetings, providing training on legal support, and working with external organizations. After review, the SDHR Compensation / Classification unit recommended (a) placing the position in the Manager program and (b) designating the position as exempt from civil service status due to the broad exemption in SMC 4.13 for all positions in the CAO except for the Administrative Support and Accounting support classification series and a specific Strategic Advisor position.

### Impacts of CB 120763

#### Financial Impacts

There are no direct costs associated with the recommended changes to civil service status. Any changes to compensation for incumbents or new hires in the reclassified positions covered by this legislation would be subject to the appointing authority (i.e., head of department) and do not relate directly to the Council’s decision to approve the recommended civil service status. In this sense, the legislation does not have an immediate fiscal impact.

However, in the interest of fiscal transparency and focusing on long-term budget sustainability, Central Staff is highlighting the associated costs of the reclassified positions in this legislation. As mentioned above, the reclassified positions included in quarterly employment ordinances only include those that involve a change to civil service status, a small subset of position changes resulting from SDHR’s administrative classification reviews.

The “actual costs” associated with the reclassifications in this legislation are \$3,403 based on (1) the difference between the mid-point salary and the new hire salary for a formerly vacant position in OIG that is now filled; and (2) the difference in the actual salaries for incumbents in the filled positions at OED and OIG. In this instance, the departments will absorb the costs (or cost savings) associated with the reclassifications within their existing budget authority. Based



on discussions with the City Budget Office (CBO), we do not anticipate requests to increase the departments’ personnel budgets this year or in 2025 as a result of the administratively approved reclassifications that are associated with this legislation. Council Central Staff worked with the Seattle Human Resources Department (SDHR) and CBO to quantify these potential costs and CBO and SDHR have begun ongoing work to better detail these in future quarterly employment ordinances.

The projected potential fiscal impact associated with these reclassifications is \$24,715 based on the difference between the mid-point salaries of the initial and final classifications. At some point in the past, each department’s personnel budget was calculated by summing the midpoint salary for each position in that department. Since that calculation is not automatically adjusted when a reclassification occurs the department’s personnel budget will not reflect the difference between midpoint for the previous classification compared to the new classification unless the department requests and receives additional appropriation authority during the budget process. In practice, most departments absorb the costs of reclassifications, and this method typically allows flexibility for departments to use savings achieved from positions that are currently paid below the midpoint for the costs associated with reclassifications and for positions paid above the midpoint. However, the personnel costs for departments that experience high staff retention rates or multiple reclassifications will, over time, exceed the personnel budget calculated using the midpoint formula. With that in mind, Central Staff calculated the mid-point difference for each position in this legislation. From a long-term budget sustainability perspective, the projected costs of the mid-point difference illustrate how a new classification might increase (or decrease) costs in the future, even if the reclassification does not currently impact a department’s budget. The table below shows the differences in the labor costs between the initial and final classifications.

*Table 3. Associated labor costs of reclassifications.*

	<b>Department</b>	<b>Initial classification</b>	<b>Final classification</b>	<b>Actual cost difference</b>	<b>Mid-point cost difference</b>
1	OED	Strategic Advisor 2, Exempt	Manager 2, General Government	\$10,440	n/a
2	OIG	Strategic Advisor 1, Exempt	Public Relations Specialist, Senior	(\$24,054)	(\$29,862)
3	CAO	Administrative Support Supervisor	Manager 1, Exempt	\$17,017	\$54,577
			<b>Total</b>	<b>\$3,403</b>	<b>\$24,715</b>

## Racial Equity Impacts

Increasing the number of positions with civil service status supports the City's commitment to eliminating racial disparities and achieving workforce equity.<sup>7</sup> The City's [2021 Workforce Equity Update](#) reports that Black, Indigenous, and People of Color (BIPOC), and especially BIPOC women, are underrepresented at the top levels (e.g., supervisors and high wage earners) of City employment when compared to the general population. Increasing the number of positions with civil service protections, especially those with opportunities for higher pay and/or additional benefits, could achieve more equity for BIPOC employees by requiring a competitive hiring process and removing the barriers that create risk and uncertainty for employees seeking career growth.

Exempting positions from civil service creates greater risk for employees. In recognition of these risks, SDHR has partnered with CBO and Finance Managers to prioritize civil service status for new positions and decrease the number of exemption requests.

Additionally, SDHR is initiating a comprehensive review of the Citywide Classification and Compensation program that will include examination of ways to ensure consistency and equity in the civil service exemption process and other initiatives to promote employee recruitment/retention and advance pay equity. SDHR's 2024 Adopted Budget includes \$1.13 million for the first phase of this multi-year project.

## **Next Steps**

If the Committee votes to recommend approval of CB 120763 on April 11, the Council could consider the legislation on April 16, 2024. If the Council votes to approve CB 120763, the civil service status of the three positions covered by this legislation would change on the effective date of this ordinance.

Please contact me if you have questions about this legislation.

cc: Ben Noble, Director  
Lish Whitson, Supervising Analyst

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<sup>7</sup> In the City's 2021 Workforce Equity Update Report, "workforce equity" is defined as (1) when the workforce is inclusive of people of color and other marginalized or under-represented groups at a rate representative of the greater Seattle area at all levels of government and (2) where institutional and structural barriers impacting employee attraction, selection, participation, and retention have been eliminated, enabling opportunity for employment success and career growth.



SEATTLE CITY COUNCIL  
**CENTRAL STAFF**

# **Council Bill 120763**

# **First Quarter 2024 Employment Ordinance**

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ALY PENNUCCI, DEPUTY DIRECTOR  
GOVERNANCE, ACCOUNTABILITY & ECONOMIC DEVELOPMENT COMMITTEE  
APRIL 11, 2024

# Quarterly Employment ORDs

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When needed:

- When positions are proposed to move in or out of civil service (per [City Charter Article XVI, Section 3](#))
- Creation of new titles and pay schedules

# Background – Civil Service Status

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- Civil service status provides certain job protections, including merit-based hiring and promotions, opportunity to correct performance issues, and “for cause” termination (i.e., termination based only on unsatisfactory job performance)
- Positions exempt from civil service may be appointed with competitive hiring processes, and are subject to “at-will employment” (i.e., termination for any reason)
- Charter requires civil service membership for all City employees except positions specifically exempted
  - Charter outlines specific positions exempt from civil service
  - Additional exemptions outlined in [Seattle Municipal Code \(SMC\) 4.13](#)
- The SDHR Director determines whether a change to a position’s civil service status is warranted during a “classification review” performed by the Compensation/Classification unit
- Approximately 90 percent of City employees are in the civil service.

# Background – Changes to Titles & Pay Schedules

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- Occurs when there is a body of work that does not fit within a current job title
- It is not about reclassifying an individual position but rather a change to the overall classification and compensation program

# Council Bill 120763

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1. Returns two positions to the civil service system

Department	Initial Classification (Exempt)	Final Classification (Civil Service)
Office of Economic Development (OED)	Strategic Advisor 2, Exempt	Manager 2, General Government
Office of Inspector General (OIG)	Strategic Advisor 1, Exempt	Public Relations Specialist, Senior

2. Exempt one position from the civil service system

Department	Initial Classification (Exempt)	Final Classification (Civil Service)
City Attorney's Office (CAO)	Administrative Support Supervisor	Manager 1, Exempt

# Questions?





Legislation Text

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**File #:** Inf 2451, **Version:** 1

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SPD Recruitment and Retention Ordinance Pre-Introduction Discussion

**CITY OF SEATTLE**

**ORDINANCE \_\_\_\_\_**

**COUNCIL BILL \_\_\_\_\_**

..title

AN ORDINANCE relating to recruitment and retention of police officers in the Seattle Police Department (SPD); transferring positions from Seattle Department of Human Resources (SDHR) to SPD; creating in SPD a recruitment and retention program; amending Ordinance 126955, which adopted the 2024 Budget; changing appropriations to various departments and budget control levels, and from various funds in the Budget; amending Section 4.08.070 of the Seattle Municipal Code; and ratifying and confirming certain prior acts.

..body

WHEREAS, Seattle Police Department (SPD) officers work to protect the community, are tasked with upholding the rule of law and protecting life and property and put themselves in harm’s way to fight crime, get drugs off our streets, and protect Seattle residents and visitors; and

WHEREAS, since the summer of 2020, SPD separation surveys show that some departing officers have indicated that a perceived lack of support from the community and Seattle’s elected representatives have contributed to the largest number of officer resignations in recent history, resulting in a net reduction of 337 Fully Trained Officers and 368 Deployable Officers;<sup>1</sup> and

WHEREAS, SPD and other large local law enforcement agencies continue to struggle to meet annual hiring goals, and Seattle elected officials wish to create a welcoming environment that attracts quality officer candidates; and

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<sup>1</sup> SPD 2023 Year End Staff Report - The difference between 2019 year-end data and 2023 year-end data as a net of incoming new officers and outgoing officers who retired or separated from service.

1 WHEREAS, the Council has since 2021 fully funded SPD’s recruitment plans and supports the  
2 department’s efforts to add by the end of the year a net of 15 new officers, representing a  
3 combination of 120 new hires and 105 separations; and

4 WHEREAS, the Council passed in May 2022 Resolution 32050 calling for the establishment of a  
5 hiring incentive program to provide bonuses for entry level and lateral police officer  
6 hires, funded by salary and benefits savings from vacant SPD positions to better compete  
7 against regional jurisdictions offering the same; and

8 WHEREAS, the City passed in August 2022 Ordinance 126654, which authorized funding for  
9 police officer hiring bonuses, allocated \$1.6 million towards the recruitment and retention  
10 of SPD officers, and created in the Seattle Department of Human Resources (SDHR)  
11 three new recruitment positions and one new police officer testing position; and

12 WHEREAS, the 2023 and 2024 Adopted Budgets each included: (1) full funding for police  
13 hiring bonuses, and (2) \$2.9 million per year for an Executive-led recruitment and  
14 retention program; and

15 WHEREAS, Council investments in SPD recruitment have in the last two years yielded  
16 approximately half of the department’s annual hiring targets, reaching a high of only 61  
17 hires out of 1,948 applications in 2023, a conversion rate of three percent compared to the  
18 national average of ten percent; and

19 WHEREAS, the Executive has transferred into SPD two of the three recruitment positions that  
20 were created in Ordinance 126654, and has entered into an Memorandum of  
21 Understanding that repurposes the third position, a Manager 2 position, for other duties at  
22 the Public Safety Civil Service Commission (PSCSC); and

1 WHEREAS, the PSCSC is statutorily responsible civil service examinations for sworn positions  
2 in the public safety civil service system, including entry level and lateral police officer  
3 positions, creation of an eligibility register and the certification of names of persons who  
4 pass civil service examinations; and

5 WHEREAS, the officer hiring process at a majority of regional jurisdictions is shorter than  
6 Seattle's minimum of six months and includes best practices such as timely personal  
7 acknowledgement of application receipt and successful test completion; and

8 WHEREAS, the PSCSC does not have the staffing resources to certify passing police officer  
9 candidate names more than seven times per year, or to make personal contact with  
10 candidates before or after an exam; and

11 WHEREAS, the PSCSC does not currently use a public safety civil service exam that is  
12 compatible with Seattle's neighboring law enforcement agencies; and

13 WHEREAS, the Council is committed to a process of regularly re-examining the City's budget  
14 to determine how to best allocate resources and seeks to improve the recruitment and  
15 retention initiative in a manner that focuses staffing resources and eliminates potential  
16 barriers that impede the hiring process; and

17 WHEREAS the Council, the Executive, and PSCSC share a goal of continuous improvement and  
18 are already engaged in updates to the SPD recruitment and retention initiative and  
19 PSCSC processes to speed up the publication of eligibility certifications, including the  
20 addition of PSCSC personnel resources necessary to achieve this end, and the Council  
21 seeks to codify these process changes; NOW, THEREFORE,

1 **BE IT ORDAINED BY THE CITY OF SEATTLE AS FOLLOWS:**

2           Section 1. There is created in the Seattle Police Department (SPD) a Recruitment and  
3 Retention Program to be staffed by City personnel who are responsible for increasing the number  
4 of sworn officers in SPD. The program shall be led by the Manager 2, General Government  
5 position, transferred in Section 3 of this ordinance. The Manager 2 position shall have the  
6 responsibility for developing and implementing recruitment strategies, in consultation with  
7 contracted marketing or media consultants, and ensuring that a personal contact is made  
8 available to all police officer applicants for the public safety test. The Manager 2 position shall  
9 be committed to continuous improvement and shall ensure that recruitment strategies reflect best  
10 practices both nationwide and regionally.

11           Section 2. Beginning on July 15, 2024, and occurring semiannually thereafter, the Seattle  
12 Police Department, in coordination with the Public Safety Civil Service Commission, will  
13 provide a report to the Mayor and City Council on the City’s efforts to recruit and retain sworn  
14 officers. Elements of the report shall include:

15           A. Metrics on the number of personal contacts made by civilians or sworn staff to  
16 candidates who have registered for or completed a public safety exam. The data should be  
17 broken down by the type of contact made, disaggregating contacts made for test reminders or  
18 notification of a passing exam score from those that result in personal contact with an SPD  
19 recruiter.

20           B. Seattle’s measures on industry standards such as the exam pass rate, the number of  
21 applicants who sit for an exam, the entry applications per day, and the apply-to-eligible rate, and  
22 a measure of applicants who end up on the Register. Seattle’s rates on these standards shall be

1 displayed alongside similar rates for competing law enforcement organizations both regionally  
2 and nationally.

3 C. Information and metrics on new and innovative programs that are designed to increase  
4 diversity within the department, to include an increase in female candidates, consistent with  
5 SPD’s “30 by 30” campaign.

6 D. Pre-exam and post-exam survey data that is used guiding marketing campaigns, ensure  
7 that more candidates sit for the exam, and provide an opportunity for continuous improvement  
8 on messaging and outreach strategies.

9 E. The average time necessary to complete the backgrounding process, as compared with  
10 historical backgrounding timelines and regional competitors.

11 F. Officer exit interviews and surveys that can inform retention strategies.

12 Section 3. The following positions are transferred from the Seattle Department of Human  
13 Resources (SDHR) to the Seattle Police Department:

<b>Item</b>	<b>Department</b>	<b>Position Title</b>	<b>Position Numbers</b>	<b>Number</b>
3.1	Seattle Department of Human Resources	Manager 2, General Government	10007452	(1.0)
	Seattle Police Department	Manager 2, General Government	10007452	1.0
	Seattle Department of Human Resources	Personnel Specialist	10007453	(1.0)
	Seattle Police Department	Personnel Specialist	10007453	1.0
	Seattle Department of Human Resources	Personnel Specialist	10007454	(1.0)
	Seattle Police Department	Personnel Specialist	10007454	1.0

14 The Chief of Police is authorized to fill any of the positions subject to Seattle Municipal  
15 Code Title 4, the City’s Personnel Rules, and applicable employment laws.

1           Section 4. Positions transferred in Section 3 of this ordinance shall be solely dedicated to  
2 recruiting new sworn employees and retaining existing sworn employees for the Seattle Police  
3 Department (SPD). Salary and benefits for eight months of funding for 1.0 full-time employee  
4 (FTE) Manager 2, General Government, and 2.0 FTE Personnel Specialist are transferred from  
5 SDHR to SPD in Section 7 of this ordinance.

6           Section 5. The following new position is created in the Seattle Department of Human  
7 Resources:

<b>Department</b>	<b>Position Title</b>	<b>Position Status</b>	<b>Number</b>
Seattle Department of Human Resources	Personnel Analyst, Sr	Full-time	1.0

8           The Director of the Department of Human Resources may fill this position subject to  
9 Seattle Municipal Code Title 4, the City’s Personnel Rules, and applicable employment laws.

10          Section 6. The position created in Section 5 of this ordinance shall assist Public Safety  
11 Civil Service Commission staff as they endeavor to increase entry and lateral police register  
12 publication from seven times a year to every two weeks (26 times a year), and to endeavor to  
13 transition to a continuous examination process for Entry and Lateral Police officers. The  
14 position will also assist Commission staff as they endeavor to do following as it relates to the  
15 Seattle Police Department:

16          A. Pre-exam. Personally contacting and supporting each candidate by acknowledging  
17 their application, offering support with exam scheduling, addressing equipment challenges,  
18 providing exam reminders, assisting with test preparation and facilitating contact with SPD  
19 recruiters.

1 B. Post-exam. Personally contacting and supporting each candidate who passes the exam  
2 with notification of next steps and facilitating contact with SPD recruiters, and contacting  
3 candidates who do not pass the exam to encourage re-application,

4 Section 7. The appropriations for the following items in the 2024 Budget are modified as  
5 follows:

Item	Department	Fund	Budget Summary Level	Amount
5.1	Seattle Police Department	General Fund (00100)	Leadership and Administration (00100-BO- SP-P1600)	\$310,000
	Seattle Human Resources Department	General Fund (00100)	HR Services (00100-BO-HR- N6000)	(\$310,000)
<b>Total</b>				<b>\$0</b>

6 Section 8. Section 4.08.070 of the Seattle Municipal Code, last amended by Ordinance  
7 125315, is amended as follows:

8 **4.08.070 Powers and duties of Commission**

9 The Commission shall:

10 \* \* \*

11 C. With the support of the Seattle Human Resources Director pursuant to Section  
12 4.04.040, prepare and administer examinations, which shall be graded and open to all who meet  
13 appropriate job-related qualifications; provided that the Commission may, by rule, designate  
14 other methods of examination based on merit when in the Commission's judgment graded  
15 examination is not practicable. Such examinations may include tests of physical fitness and/or  
16 manual skill. The Commission may designate a suitable number of persons to be examiners to  
17 conduct such examinations. A Commissioner may act as examiner.

18 When preparing or administering exams for entry level police officer candidates, the  
19 Commission should seek to use a public safety testing service that is also used by law  
20 enforcement agencies operating in King County, and geographically contiguous counties, and



1 that provides greater access to candidates who wish to make multiple applications with such  
2 local law enforcement agencies; provided that any such exam is consistent with the goals of the  
3 Consent Decree or the City's Accountability Ordinance (Ordinance 125315).

4 D. With the support of the Seattle Human Resources Director, examinations for all  
5 classes shall be timely prepared and administered by the Commission so as to provide at all times  
6 current registers for all classifications. The Commission is encouraged to keep entry level police  
7 officer position registers current by endeavoring to provide an updated register every two weeks.  
8 Eligible registers shall remain in effect for a time determined by the Commission; provided, that  
9 no eligible register shall remain in effect for more than two years.

10 E. With the support of the Seattle Human Resources Director, provide notice of the time,  
11 place and general scope of every examination not less than ten days preceding such examination,  
12 and for promotional exams by posting in the Commission office and in Police and Fire  
13 Department offices for not less than 90 days, and by other notice deemed reasonable or necessary  
14 by the Commission.

15 F. Endeavor to personally contact entry level and lateral exam police officer applicants  
16 for the Seattle Police Department within two business days of application submittal to offer  
17 assistance and support for completing the exam. Commission staff also endeavor to personally  
18 contact, within two business days of their completion of the exam, candidates who have  
19 successfully completed the exam, to discuss next steps and answer questions. The goal of the  
20 personal contacts should be to improve the candidate experience and to facilitate contact with  
21 Seattle Police Department recruiters, so that Seattle Police Department recruitment personnel  
22 may contact candidates in a manner that is consistent, equitable and that conforms with  
23 employment law.

1           ((F)) G.

2                   1. With the support of the Seattle Human Resources Director, prepare a register  
3 for each class of positions in this system from the returns or reports of the examiners of the  
4 persons whose standing upon examination for such class is not less than the minimum  
5 established by the Commission. Persons, when graded, shall take rank upon the register as  
6 candidates in the order of their relative excellence as determined by competitive examination.

7                   a. Veteran's preference. Veteran's preference in examination and  
8 appointment shall be granted as required by federal and state law including RCW 41.04.010;  
9 provided, a person shall be entitled to use such preference only once to successfully attain an  
10 appointment or promotion to a position.

11                   b. Language preference. An applicant for a Seattle Police Department  
12 (SPD) position deemed fluent in a language other than English may be entitled to have 10  
13 percent credit added to the applicant's examination score for initial hiring or promotion. To  
14 receive such credit on ((his or her)) the examination score, the applicant's fluency will be  
15 verified by the hiring authority based on a measure to be established by the Department.

16                   c. Community service/work experience preference. An applicant for an  
17 SPD position who has completed service in the Peace Corps, AmeriCorps, or other verified  
18 equivalent work experience or community service of two years or more, may be entitled to have  
19 10 percent credit added to the examination score. An applicant seeking credit for service in the  
20 Peace Corps must present a Peace Corps Description of Service (DOS) certifying completion of  
21 their service in the Peace Corps. To receive such credit on ((his or her)) the examination score,  
22 an applicant's equivalent work experience or community service will be assessed by the hiring  
23 authority based on standards to be established by the SPD. For example, equivalent work

1 experience or community service might include professional or volunteer experience providing  
2 domestic violence counseling, mental health care, or social services. The equivalent work  
3 experience or community service must be confirmed through regular SPD background  
4 verification processes.

5           2. No applicant for an SPD position may receive more than a single 10 percent  
6 credit, which may be either for veteran's preference, language preference, or community  
7 service/work experience preference.

8           ((G)) H. When an entry level position is to be filled, certify to the appointing authority  
9 the names of candidates in the top 25 percent of the eligible register or the top six candidates,  
10 whichever number is larger. When a vacant position other than entry level is to be filled, certify  
11 to the appointing authority to names of the top five candidates. In either circumstance, where  
12 more than one position in a class is to be filled, certify one additional name of the person  
13 standing next highest on the register for each additional position. The appointing authority shall  
14 fill such positions by appointment only from the persons certified by the Commission.

15           ((H)) I. If there are no registers for a class, authorize temporary, provisional appointment  
16 to the vacant position. A provisional appointment shall not continue for a period longer than four  
17 months, and no person shall receive more than one (1) provisional appointment or serve more  
18 than four months as provisional appointee in any 12 month period.

19           ((I)) J. Make investigations concerning the enforcement and effect of this chapter and the  
20 rules prescribed hereunder; and inspect all offices, places, positions and employments affected  
21 by this chapter and ascertain whether this chapter and all such rules are being obeyed. Such  
22 investigations may be made by the Commission, or by any Commissioner or agent designated by  
23 the Commission for that purpose. Like investigation may be made on written petition of a person

1 duly verified stating that irregularities or abuses exist, setting forth in concise language the  
2 necessity and grounds for such investigation. In the course of such investigation, the  
3 Commission shall have the power to administer oaths, subpoena and require the attendance of  
4 witnesses and the production of books and papers relevant to such investigation. Alternatively,  
5 investigation or hearing may be conducted by a delegated agent of the Commission, whose  
6 investigation may be aided by subpoenas issued by the Commission.

7 ~~((J))~~ K. To hear and determine appeals or complaints respecting the administration of this  
8 chapter.

9 ~~((K))~~ L. With the support of the Seattle Human Resources Director, maintain a roster of  
10 employees of this system, and other records as may be necessary for proper administration of this  
11 chapter, and provide all necessary records to the Seattle Human Resources Director for inclusion  
12 in the City's personnel management information records system.

13 ~~((L))~~ M. Recommend from time to time such City legislation as the Commission may  
14 deem advisable for the betterment of this system and/or its administration.

15 ~~((M))~~ N. Comply with the procedures regarding the promotions of police officers and  
16 sergeants set forth in the effective collective bargaining agreement between the City and the  
17 exclusive bargaining agent of such employees, as approved by ordinance, to the extent such  
18 procedures are inconsistent with those set forth herein.

19 ~~((N))~~ O. Jointly with the Civil Service Commission, supervise the Executive Director.

20 \* \* \*

21 Section 9. The City acknowledges that some aspects of this ordinance may be subject to  
22 bargaining with its union partners and the City intends to do so in good faith.

1           Section 10. Any action consistent with the authority of Sections 3 through 10 of this  
2 ordinance taken prior to its effective date is ratified and confirmed.

3           Section 11. The provisions of this ordinance are declared to be separate and severable.  
4 The invalidity of any clause, sentence, paragraph, subdivision, section, subsection, or portion of  
5 this ordinance, or the invalidity of its application to any person or circumstance, does not affect  
6 the validity of the remainder of this ordinance or the validity of its application to other persons or  
7 circumstances.

8

1 Section 12. This ordinance shall take effect as provided by Seattle Municipal Code  
2 Sections 1.04.020 and 1.04.070.

3 Passed by the City Council the \_\_\_\_\_ day of \_\_\_\_\_, 2024,  
4 and signed by me in open session in authentication of its passage this \_\_\_\_\_ day of  
5 \_\_\_\_\_, 2024.

6 \_\_\_\_\_  
7 President \_\_\_\_\_ of the City Council

Approved / returned unsigned / vetoed this \_\_\_\_\_ day of \_\_\_\_\_, 2024.

8 \_\_\_\_\_  
9 Bruce A. Harrell, Mayor

10 Filed by me this \_\_\_\_\_ day of \_\_\_\_\_, 2024.

11 \_\_\_\_\_  
12 Scheereen Dedman, City Clerk

13 (Seal)

14 Attachments:

**SUMMARY and FISCAL NOTE\***

<b>Department:</b>	<b>Dept. Contact:</b>	<b>CBO Contact:</b>
LEG	Greg Doss 206-681-5911	N/A

*\* Note that the Summary and Fiscal Note describes the version of the bill or resolution as introduced; final legislation including amendments may not be fully described.*

**1. BILL SUMMARY**

**Legislation Title:** AN ORDINANCE relating to recruitment and retention of police officers in the Seattle Police Department (SPD); transferring positions from Seattle Department of Human Resources (SDHR) to SPD; creating in SPD a recruitment and retention program; amending Ordinance 126955, which adopted the 2024 Budget; changing appropriations to various departments and budget control levels, and from various funds in the Budget; amending Section 4.08.070 of the Seattle Municipal Code; and ratifying and confirming certain prior acts.

**Summary and Background of the Legislation:** This legislation recognizes that the Council, the Executive and Public Safety Civil Service Commission (PSCSC) share a goal of continuous improvement to the SPD Recruitment and Retention Initiative. In furtherance of this goal, the Executive, SPD and PSCSC are currently working together to (1) improve inter-departmental communication by physically relocating SDHR recruitment personnel to SPD; (2) increasing the speed and frequency of entry level police officer exams and the publication of candidate registers (i.e., a list of those who have taken and passed the exam); and (3) examining the entry level police officer candidate test to ensure that it maximizes flexibility of applicants to apply both with SPD and other law enforcement agencies located in the Puget Sound region.

This legislation would encourage PSCSC to take the following actions:

1. When preparing or administering exams for entry level police officer candidates, the Commission should seek to use a public safety testing service that is also used by law enforcement agencies operating in King County, and geographically contiguous counties, and that provides greater access to candidates who wish to make multiple applications with such local law enforcement agencies; provided that any such exam is consistent with the goals of the Consent Decree and the City’s Accountability Ordinance (Ordinance 125315).
2. Endeavor to personally contact entry level and lateral exam police officer applicants for the Seattle Police Department within two business days of application submittal to offer assistance and support for completing the exam. Commission staff also endeavor to personally contact, within two business days of their completion of the exam, candidates who have successfully completed the exam, to discuss next steps and answer questions. The goal of the personal contacts should be to improve the candidate experience and to facilitate contact with Seattle Police Department recruiters, so that Seattle Police Department recruitment personnel may contact

candidates in a manner that is consistent, equitable and that conforms with employment law.

- The Commission is encouraged to keep entry level police officer position registers current by endeavoring to provide an updated register every two weeks.

The legislation would also transfer from SDHR to SPD \$310,000 and three recruitment positions that were created in SDHR via Ordinance 126654 (2.0 FTE Personnel Specialist, 1.0 FTE Manager 2). These positions would be solely dedicated to recruiting new sworn employees and retaining existing sworn employees for SPD. The ordinance established duties and reporting requirements for the positions.

When created in Ordinance 126654 in August 2022, the full cost of the three positions was \$465,000. This Council Bill transfers from SDHR \$310,000 of this funding to support the three positions for eight months of salary and benefit costs in SPD. The \$155,000 of budget authority remaining in SDHR is sufficient to support: (1) year-to-date expenses for the single filled recruiter position in the unit (Jan-April) and (2) partial year funding (May-Dec) of a new Personnel Analyst Sr. position that the legislation creates for PSCSC.

**2. CAPITAL IMPROVEMENT PROGRAM**

Does this legislation create, fund, or amend a CIP Project?       Yes  No

**3. SUMMARY OF FINANCIAL IMPLICATIONS**

Does this legislation amend the Adopted Budget?       Yes  No

The legislation would transfer 3.0 FTE positions and \$310,000 in General Fund authority between SDHR and SPD. Given that this is just a transfer of funding, there is no net change in overall appropriation authority. The legislation would also create a new 1.0 FTE Personnel Analyst Sr. position within SDHR.

Appropriation change (\$):	General Fund \$		Other \$	
	2023	2024	2023	2024
	\$0	\$0	\$0	\$0
Estimated revenue change (\$):	Revenue to General Fund		Revenue to Other Funds	
	2023	2024	2023	2024
	\$0	\$0	\$0	\$0
Positions affected:	No. of Positions		Total FTE Change	
	2023	2024	2023	2024
	0	1.0 FTE	0	1.0 FTE



**Does the legislation have other financial impacts to The City of Seattle that are not reflected in the above, including direct or indirect, short-term or long-term costs?**

Yes. Going forward, the net addition of one new position will add an on-going General Fund cost of approximately \$146,000, which be made through additional appropriations to SDHR and SPD in the 2025 Annual Budget.

**Are there financial costs or other impacts of *not* implementing the legislation?**

Yes. Potential improvements to the SPD Recruitment and Retention program and PSCSC testing processes include more effective and timely hiring practices, and better management of retention strategies. Without such improvements, the City may forgo an opportunity to maximize sworn officer staffing increases.

If there are no changes to appropriations, revenues, or positions, please delete sections 3.a., 3.b., and 3.c. and answer the questions in Section 4.

**3.a. Appropriations**

**YES. This legislation adds, changes, or deletes appropriations.**

Fund Name and Number	Department	Budget Summary Level	2024 Estimated Appropriation Change
General Fund (00100)	Seattle Police Department	Leadership and Administration (00100-BO-SP-P1600)	\$310,000
General Fund (00100)	Seattle Human Resources Department	HR Services (00100-BO-HR-N6000)	(\$310,000)
<b>Total</b>			<b>\$0</b>

**3.b. Revenues/Reimbursements**

**NO. This legislation adds, changes, or deletes revenues or reimbursements.**

**3.c. Positions**

**YES.** This legislation adds, changes, or deletes positions.

**Total Regular Positions Created, Modified, or Abrogated through This Legislation, Including FTE Impact:**

Position Numbers	Position Title & Department	Fund Name and Number	Program & BSL	PT/FT	2024 Positions	2024 FTE	Sunset?
10007452	Manager 2, General Government	General Fund (00100)	HR Services (00100-BO-HR-N6000)	FT	(1.0)	(1.0)	No
10007452	Manager 2, General Government	General Fund (00100)	Leadership and Administration (00100-BO-SP-P1600)	FT	1.0	1.0	No
10007453	Personnel Specialist	General Fund (00100)	HR Services (00100-BO-HR-N6000)	FT	(1.0)	(1.0)	No
10007453	Personnel Specialist	General Fund (00100)	Leadership and Administration (00100-BO-SP-P1600)	FT	1.0	1.0	No
10007454	Personnel Specialist	General Fund (00100)	HR Services (00100-BO-HR-N6000)	FT	(1.0)	(1.0)	No
10007454	Personnel Specialist	General Fund (00100)	Leadership and Administration (00100-BO-SP-P1600)	FT	1.0	1.0	No
New Position	Personnel Analyst, Sr	General Fund (00100)	HR Services (00100-BO-HR-N6000)	FT	1.0	1.0	No
<b>Total</b>					<b>1.0</b>	<b>1.0</b>	<b>No</b>

**4. OTHER IMPLICATIONS**

- a. Does this legislation affect any departments besides the originating departments? No
- b. Is a public hearing required for this legislation? No
- c. Is publication of notice with *The Daily Journal of Commerce* and/or *The Seattle Times* required for this legislation? No
- d. Does this legislation affect a piece of property? No

**e. Please describe any perceived implication for the principles of the Race and Social Justice Initiative. Does this legislation impact vulnerable or historically disadvantaged communities? What is the Language Access plan for any communications to the public?**

The Seattle Police Department has realized a net loss of 337 fully trained police officers since 2020. Consequently, 911 response times have increased, and many of Seattle’s elected officials have indicated that police hiring is a priority for the City.

This legislation has the potential to increase the speed and efficacy of SPD and the PSCSC’s police officer recruitment, retention and testing processes. To the extent that the legislation can create changes that improve these processes, the City may realize more sworn officer hires than it would have absent the adoption of the legislation.

In the last five years, SPD has put greater effort into recruiting people of color and has seen an increase in BIPOC hires from 37% to a high of 55%. If SPD continues to be successful in its efforts to recruit people of color, it will have an effect of diversifying the sworn force. This legislation has a potential to assist with the department’s goals in this area.

Additional sworn officer hires would increase the size of the Seattle Police Department sworn force and, depending on how any additional officers are used and deployed, could increase the incidence of arrests and for individuals’ entry into a criminal legal system that has historically had disproportionate impacts on vulnerable and historically disadvantaged communities. Elected leaders and police command staff must consider the potential for reducing these harms as SPD replenishes its officer numbers to prior levels.

**f. Climate Change Implications**

**1. Emissions: Is this legislation likely to increase or decrease carbon emissions in a material way?**

Seattle will see an increase in carbon emissions as SPD nears its historical deployment rates and expands its existing/ current use of fossil fuels that support its patrol fleet.

**2. Resiliency: Will the action(s) proposed by this legislation increase or decrease Seattle’s resiliency (or ability to adapt) to climate change in a material way? If so, explain. If it is likely to decrease resiliency in a material way, describe what will or could be done to mitigate the effects.**

**g. If this legislation includes a new initiative or a major programmatic expansion: What are the specific long-term and measurable goal(s) of the program? How will this legislation help achieve the program’s desired goal(s)?**

See Seattle Police Department Micro Policing Plans at:  
<https://www.seattle.gov/police/information-and-data/data/mcpp-about>

**Summary Attachments (if any):**

April 9, 2024

## MEMORANDUM

**To:** Governance, Accountability & Economic Development Committee  
**From:** Greg Doss, Analyst  
**Subject:** TMP-10423 (D1c) – Seattle Police Department Recruitment and Retention

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On April 11, 2024, the Governance, Accountability & Economic Development Committee will discuss a draft ordinance, TMP-10423, which would:

1. Create in the Seattle Police Department (SPD) a new Recruitment & Retention program that would be staffed by three positions that would be transferred from the Seattle Department of Human Resources (SDHR);
2. Encourage the Public Safety Civil Service Commission (PSCSC) to use an entry level police officer exam that is presently used by multiple law enforcement agencies in the Puget Sound region, and to increase candidate contacts and the frequency of publication of its police officer eligibility registers; and
3. Add to SDHR a new Personnel Analyst Sr. position to support registry publications and to provide more robust candidate support.

This memo describes the changes that would be made by the draft ordinance and compares those changes with the budget adjustments and recruitment process revisions currently under consideration by the Executive and PSCSC. The bill Sponsors, Executive and PSCSC have indicated that they have shared goals to improve SPD’s recruitment processes. Central staff could, if requested, draft amendments that might align the disparate approaches to this issue.

### Background

In May 2022, the Council passed [Resolution 32050](#), calling for the establishment of a hiring incentive program to provide bonuses for entry level and lateral police officer hires to better compete against regional jurisdictions offering the same. In August 2022, the Council passed [Ordinance \(ORD\) 126654](#), which authorized funding for police officer hiring bonuses, allocated funding towards the recruitment and retention of SPD officers and created in SDHR three new police officer recruitment positions (a Manager 2 position and two Personnel Specialist positions) and one new position (Personnel Specialist) for the SDHR Fire and Police Exams Unit.

Council investments in police officer recruitment have not resulted in an increase in hiring. In the last two years, SPD yielded approximately half of its annual hiring targets, reaching a high of only 61 hires out of 1,948 applications in 2023, a conversion rate of three percent. A nationwide shortage of police applicants has likely contributed to the difficulty SPD has experienced hiring new recruits, and it’s possible that SPD might have hired fewer recruits absent the City’s investments.<sup>1</sup>

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<sup>1</sup> See [Recruitment Retention.pdf \(policeforum.org\)](#)

Applications submitted to the PSCSC have in the past five years declined from a high of 3,118 in 2019 to a low of 1,895 in 2022.<sup>2</sup> At the same time, applicant-to-hire conversion rates have hovered around three percent regardless of the number of applicants.

The bill sponsors indicated in the March 12, 2024, meeting of the Public Safety Committee that: (1) the SPD recruitment initiative would be more effective if it was organized under a professional manager that would implement best practices and could be held accountable for results; and (2) that changes must be made to PSCSC processes so that register publication would occur more frequently and candidates would receive prompt personal contact from the City.

In that meeting, the Mayor's Office and PSCSC indicated that they are currently working to improve recruiting by (1) physically relocating to SPD the two SDHR recruitment staff that were created in ORD 126654; and (2) increasing the speed and frequency of entry level police officer exams and the publication of candidate registers (i.e., a list of those who have taken and passed the exam). Committee members voiced concerns that the PSCSC's proposed changes were happening too slowly to remedy SPD's shrinking police force, and asked the PSCSC Executive Director to send to members a memo that provides information that is responsive to their concerns. Soon thereafter, the Public Safety Committee Chair sent to the PSCSC Executive Director a formal inquiry about the resources necessary to improve the PSCSC testing and candidate process. In response, the PSCSC Executive Director sent a memo on April 8, 2024, that indicated that the desired process efficiencies could be achieved through the addition of a new Personnel Analyst position (see Attachment 1).

### **TMP-10423**

TMP-10423 would create a new SPD Recruitment & Retention program, and staff the program through the transfer from SDHR to SPD of the three recruitment positions that were created in SDHR via ORD 126654 (2.0 FTE Personnel Specialist, 1.0 FTE Manager 2). These positions would be solely dedicated to recruiting new sworn employees and retaining existing sworn employees for SPD. The bill would establish duties and reporting requirements for the positions. The bill would also add to the SDHR Fire and Police Exams unit a Personnel Analyst Sr. position to assist with more frequent publication of PSCSC registers and more robust candidate support during the testing phase. In summary, the outcomes of this re-organization would be a new dedicated recruitment team in SPD, and a strengthened testing unit in SDHR.

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<sup>2</sup> 2020 is not included in these statistics because it was an extreme outlier for application numbers and applicant testing.

TMP-10423 also requests that the PSCSC to take the following actions:

1. When preparing or administering exams for entry level police officer candidates, the Commission should seek to use a public safety testing service that is also used by law enforcement agencies operating in King County, and geographically contiguous counties, and that provides greater access to candidates who wish to make multiple applications with such local law enforcement agencies; provided that any such exam is consistent with the goals of the Consent Decree or the City's Accountability Ordinance ([ORD 125315](#)).
2. Endeavor to personally contact entry level and lateral exam police officer applicants for the Seattle Police Department within two business days of application submittal to offer assistance and support for completing the exam. Commission staff also endeavor to personally contact, within two business days of their completion of the exam, candidates who have successfully completed the exam, to discuss next steps and answer questions. The goal of the personal contacts should be to improve the candidate experience and to facilitate contact with Seattle Police Department recruiters, so that Seattle Police Department recruitment personnel may contact candidates in a manner that is consistent, equitable and that conforms with employment law.
3. The Commission is encouraged to keep entry level police officer position registers current by endeavoring to provide an updated register every two weeks.

#### Fiscal Implications

The legislation would transfer from SDHR to SPD \$310,000 and the three recruitment positions that were created in SDHR via ORD 126654 (2.0 FTE Personnel Specialist, 1.0 FTE Manager 2). These positions would be solely dedicated to recruiting new sworn employees and retaining existing sworn employees for SPD

When created in ORD 126654 in August 2022, the full annual cost of the three positions was \$465,000. This Council Bill transfers from SDHR \$310,000 of this funding to support the three positions for eight months of salary and benefit costs in SPD. The \$155,000 of budget authority remaining in SDHR is sufficient to support: (1) year-to-date expenses for the single filled recruiter position in the unit (Jan-April) and (2) partial year funding (May-Dec) of a new Personnel Analyst Sr. position that the legislation creates for PSCSC.

Going forward, the net addition of one new position will add an on-going General Fund cost of approximately \$146,000, which would be funded through additional appropriations made to SDHR and SPD in the 2025 Annual Budget.

#### Reorganizations in TMP-10423 as compared with those being made by the Executive

The Executive is in the process of implementing via inter-departmental Memorandums of Understanding (MOUs) a reorganization of the recruitment and retention positions that were created in ORD 126654. Some of the Executive's actions are similar to those that would be implemented through TMP-10423. Table 1 provides a comparison of TMP-10423 with Executive actions.

Table 1. Comparison of TMP-10423 with Executive actions.

SPD Recruitment Positions created in ORD 126654	TMP-10423	Under Consideration by Executive
<p><b>Manager 2</b> *Position currently vacant</p>	<p>Would require the Manager 2 to oversee all aspects of SPD’s Recruitment &amp; Retention Program as originally intended by ORD 126654.</p> <p>Legally transfer from SDHR to SPD position and budget authority for eight months, with the transfer made permanent in the 2025 budget</p>	<p>Manager 2 position and budget is repurposed to manage the SDHR Fire &amp; Police Exams unit, which is moved into the PSCSC via an MOU between SDHR and PSCS.</p> <p>The Executive would request position and budget to be legally transferred from SDHR to the PSCSC in a future request to the Council.</p> <p>The Executive would require the two SPD Recruiters to report to SPD’s HR Director.</p>
<p><b>SPD Recruiter / Personnel Spec</b></p>	<p>Legally transfers from SDHR to SPD position and budget authority for eight months with the transfer made permanent in the 2025 budget. Incumbent moves to SPD.</p>	<p>Position incumbent physically relocates from SDHR to SPD via an MOU.</p> <p>The Executive would request position and budget to be legally transferred to SPD in a future request to the Council.</p>
<p><b>SPD Recruiter/ Personnel Spec</b> *Position currently vacant</p>	<p>Legally transfers from SDHR to SPD position and budget authority for eight months with the transfer made permanent in the 2025 budget</p>	<p>Physically locates any new hire from SDHR to SPD via an MOU</p> <p>The Executive would request position and budget to be legally transferred in a future request to the Council</p>
<p><b>New Position for Exams unit</b></p>		
<p><b>New Personnel Analyst Sr. Position</b></p>	<p>Creates a new Personnel Analyst Sr. position in SDHR Fire &amp; Police Exams unit to support the PSCSC.</p> <p>Partial year funding (May-Dec) is available through existing vacancy savings in SDHR.</p> <p>Vacancy savings comes from vacancies in SPD Recruitment unit (see above).</p>	<p>Adds an Emergency Position (Personnel Analyst) to support the Fire &amp; Police Exams unit, which is relocated to the PSCSC.</p> <p>The Executive would request a new permanent position and the associated budget authority in a future request to the Council.</p> <p>Budget authority likely derived from SDHR vacancies, but not presently understood.</p>

**Transfer of the Public Safety Civil Service Exams Unit:** SDHR and the PSCSC have entered into an MOU that would request in the 2025 Proposed Budget a transfer to the PSCSC of the four positions that are currently housed in the SDHR Fire & Police Exams Unit. They have also entered into an MOU that would permit the Manager 2 position created by ORD 126654 to be hired by and report to the PSCSC Executive Director to supervise the Fire & Police Exams Unit. Council approval would be required to make any of these transfers permanent. Additionally, Council approval is required to make permanent the Emergency Position that would be added to the PSCSC to supplement the Exams unit.

The Fire & Police Exams unit is currently managed by the SDHR Workforce Development manager, who splits his time between management of the Fire & Police Exams Unit and the three-person Workforce Development unit. This organizational structure is illustrated in the SDHR Org Chart in Attachment 3. Under the Executive's proposed reorganization, the Workforce Development Manager position would continue to manage the three-person Workforce Development unit, but would no longer manage the Fire & Police Exams unit.

The MOU that transfers the Exams unit says that the parties acknowledge that the Exams unit's work falls under the independent authority and direction of the PSCS and its Executive Director. It goes on to indicate that since 2001, pursuant to [Seattle Municipal Code \(SMC\) 4.04.040.C](#), the Exams unit has been located within SDHR, to provide staff and support for the development and administration of entry and promotional merit-based exams in service to the PSCSC.

**New Personnel Analyst Sr. Position:** In an April 8 memo to Public Safety Committee members, the PSCSC Director indicates that an additional 0.5 FTE would allow the PSCSC to provide wrap-around support during the testing process and that an additional 0.5 FTE would allow the PSCSC to increase the frequency of the candidate register publications. Finally, the memo also notes that an additional 0.2 FTE would allow the PSCSC to administer ongoing surveys to applicants to better understand and improve the candidate experience (See Attachment 1 and Attachment 2).

The Executive has indicated that the City Finance Director will soon create in the PSCSC a 1.0 FTE temporary Emergency Position that would address the activities noted above. The Executive would eventually request that the Council provide permanent position authority and ongoing budget to support the position. The position is created in the PSCSC as an addition to the Fire & Police Exams unit that is moving into the PSCSC, pending Council approval.

TMP-10423 adds a permanent position for the same purpose, and thus there is general agreement about the need for additional staff at PSCSC, whether or not the testing unit is transferred here. The budget for the position is derived from salary savings in SDHR, which had accumulated from the vacancies in the SPD Recruitment unit.



**Manager Position:** As noted above, TMP-10423 and the Executive would make different uses of the Manager 2 position that was originally created in ORD 126654. TMP-10423 would retain the position for the management of SPD's Recruitment and Retention program, including:

- responsibility for developing and implementing recruitment strategies, in consultation with contracted marketing or media consultants,
- ensuring that a personal contact is made available to all police officer applicants for the public safety test, and
- accountability for continuous improvement and ensuring that recruitment strategies reflect best practices both nationwide and regionally.

The Executive has entered into an MOU that would repurpose this position and associated funding to manage the Fire & Police Exams unit, and would eventually request that the Council relocate all the positions and budget in this unit to the PSCSC.

The Executive has also indicated the PSCSC is requesting a Manager position and an Analyst (emergency position) to assist with speedier certification of the qualified register. Central staff have asked the Executive and PSCSC staff why both positions are needed to successfully complete the duties noted in a March 25<sup>th</sup> memo to Council President Nelson and the April 8<sup>th</sup> memo to Public Safety Committee members (see Attachments 1 and 2). A response has not been received at the time of this writing.

#### PSCSC Process Changes and Entry Level Police Officer Exam

Sponsors of TMP-10423 and The Executive have articulated an interest in changing the City's entry level police officer exam from one that is administered by NTN (National Testing Network) to one that is administered by PST (Public Safety Testing); or utilizing a testing process that employs both exams. Such a change might maximize the flexibility of applicants to apply with SPD and other regional law enforcement agencies that use only the PST exam. This issue was discussed in depth at the March 12, 2024, meeting of the Public Safety Committee. Additionally, the Primary Sponsor has articulated a need to address customer service concerns that SPD recruitment personnel have made about the NTN test, and which may result in some candidates not taking the exam.

In the April 8, 2024, memo to Public Safety Committee members, the PSCSC Executive Director indicates that she has not yet finalized her due diligence report on the feasibility of using PST, However, she reports a number of potential barriers to using the PST exam, including:

- A PST validation process would customize the test for Seattle candidates. An expedited process could be completed in eight weeks, or may take several months to complete.<sup>3</sup>

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<sup>3</sup> The PSCSC memo in Attachment 1 indicates that the process would take "several months" to complete. This information conflicts with recent communications that were made with PST President John Walters, who said that the process could be expedited and completed in less than eight weeks. Central staff has not had time to investigate the differences between these estimates.

- The PSCSC's due diligence process involves completion of a 44-question survey, which it indicates is designed to ensure that hiring standards are not compromised, and that police candidates have the competencies to carry out their duties in a manner that supports constitutional policing. PST has declined to participate in the due diligence process.

A recent communication with the PST Company President indicates that he believes that some of the questions require information that is proprietary and confidential and would be subject to public disclosure. He further indicates that his company will not complete the PSCSC due diligence process because it poses much risk to PST. The PSCSC Executive Director indicates that the survey does not request information that the PSCSC considered to be proprietary. More staff research on this issue is ongoing.

The PSCSC Executive Director has concluded that it is not possible to produce merit-based eligibility lists when using two different tests. She has indicated that her conclusion is based on her professional experience and input that she has received from experts in the field of personnel selection testing. More information is available in the April 8 memo. (Attachment 1)

Central Staff is conducting further research on the potential use of a new exam vendor and the other changes that would affect PSCSC processes (See Section 8 in TMP-10423 or page 2 in this memo). TMP-10423 does not currently mandate these changes, but rather uses discretionary language to request that the PSCSC consider the changes.

### Race and Social Justice Implications

The Seattle Police Department has realized a net loss of 337 fully trained police officers since 2020. Consequently, 911 response times have increased, and many of Seattle's elected officials have indicated that police hiring is a priority for the City.

This legislation has the potential to increase the speed and efficacy of SPD and the PSCSC's police officer recruitment, retention and testing processes. To the extent that the legislation can create changes that improve these processes, the City may realize more sworn officer hires than it would have absent the adoption of the legislation.

In the last five years, SPD has put greater effort into recruiting people of color and has seen an increase in BIPOC hires from 37 percent to a high of 55 percent. If SPD continues to be successful in its efforts to recruit people of color, it will have an effect of diversifying the sworn force. This legislation has a potential to assist with the department's goals in this area.

Additional sworn officer hires would increase the size of the Seattle Police Department sworn force and, depending on how any additional officers are used and deployed, could increase the incidence of arrests and for individuals' entry into a criminal legal system that has historically had disproportionate impacts on vulnerable and historically disadvantaged communities.

Elected leaders and police command staff should consider the potential for reducing these harms as SPD replenishes its officer numbers to prior levels.

### Policy Considerations

It is possible that technical amendments made to TMP-10423 would achieve the policy objectives shared by the Executive and bill sponsors, while supporting the Executive's reorganization of the Fire & Police Exams unit. Such amendments would presume that the Council would concur with the Executive's proposed reorganization, which the Committee has not had time to fully consider and is not strictly necessary to achieve the sponsor's policy goals for TMP-10423.

### **Attachments:**

1. April 8, 2024, PSCSC Memo - Civil Service Exam Processes for Police Officers
2. March 25, 2024, PSCSC Memo - Increasing PSCSC staff capacity to support continuous police officer certification and more robust candidate support
3. SDHR 2024 Organizational Chart (Talent Acquisition Section)

cc: Ben Noble, Director  
Aly Pennucci, Deputy Director



# City of Seattle

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## PUBLIC SAFETY CIVIL SERVICE COMMISSION

Andrea Scheele, Executive Director

### MEMORANDUM

DATE: April 8, 2024  
TO: Council President Sara Nelson  
Councilmember Robert Kettle  
Councilmember Rob Saka  
Councilmember Joy Hollingsworth  
Councilmember Cathy Moore  
Councilmember Maritza Rivera  
FROM: PSCSC Executive Director Andrea Scheele  
SUBJECT: Civil Service Exam Processes for Police Officers

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Members of the Seattle City Council,

I am writing you today in follow-up to your March 21, 2024, email about entry-level police officer exam processes. You requested responses on three items related to public safety civil service testing, which I am cutting and pasting below for your reference.

We hear and share your urgency around supporting expedited police officer hiring. Given the appropriate resources, we are ready to staff these efforts. However, there are significant challenges associated with the request to administer a test that has not been validated for use by the City of Seattle or any other city of similar size. This is discussed below (Item 2).

#### Item 1

***Please describe the current 6-week cycle register publication process that sends the list of candidates that have passed the test, identify what changes would be necessary to implement for register publication in 2-week cycles, and explain how an additional analyst would enable that process change. An estimate of hours spent for current 6-week register publication versus an estimate of hours needed for 2-week register publication would be helpful here.***

Our exam staff completes multiple tasks for each 6-week testing cycle to produce registers to SPD (see attached Table 1 for an expansive list). These tasks span multiple systems, require coordination with outside vendors and staff, and are very manual.

We estimate that under the current 6-week model, approximately 8-16 hours per week are required to produce eligibility registers, communicate with candidates who both passed and failed

the exam, collect and review documentation for four different types of preference points<sup>1</sup>, schedule candidates for language proficiency tests, add all required preference points, and produce spreadsheets for the SPD Background Unit to enable scheduling of WAPAT (physical agility test) and oral board interviews. In addition to the above tasks associated with the production of an eligibility list, staff must respond to numerous emails and phone calls from individuals who contact the Fire & Police Exam Unit on a variety of topics after receiving the email regarding exam results. We estimate that 28-36 hours per week (an additional 0.5 FTE over current workload) will be required under a 2-week model. In addition to more frequent processing of entry-level scores, exam staff will need to hold more frequent oral board interviews for lateral candidates if the City switches to a 2-week model. Currently, staff create efficiencies by running the reports and communicating with candidates, vendors, SPD, and other process owners all at once. These efficiencies are lost when moving to a 2-week model.

The PSCSC is ready to speed up its processes if given the necessary resources of a Personnel Analyst, Sr (1.0 FTE). The PSCSC may reassign job duties amongst the unit to complete this additional workload. We will also require some ramp-up time to hire and train a new employee. Our unit's work requires a strong knowledge of personnel selection and assessment, necessitating specialized experience and/or advanced education. It took two recruitment cycles and approximately 5 months to recruit and hire our most recent exam staff member.

Table 2 shows how this body of work is incorporated into a 1.0 FTE to complete additional tasks asked of the PSCSC staff<sup>2</sup>.

### Item 2

***Please provide an update on the PST assessment and the feasibility of the PSCSC using both tests (e.g., by supplementing the PST where an applicant has only taken that test to make sure that standards are not lowered).***

As you know, I have been conducting a due diligence investigation to determine whether or not the City could utilize Public Safety Testing ("PST") as a testing vendor for entry-level police officers. The City currently contracts with the National Testing Network ("NTN") to test our police officers. The PSCSC and City Council share an interest in ensuring that hiring standards are not compromised, and that the police candidates have the competencies to carry out their duties in a manner that supports constitutional policing. To conduct my due diligence, I have reviewed literature about each vendor's products (including user manuals and validation reports), sent a questionnaire with 40+ questions to each vendor, sent a questionnaire and met with IOS (developer and owner of the PST police exam), and personally completed testing for each police exam.

I have not finalized my due diligence report on the feasibility of using PST; however, I do have some high-level conclusions to share.

- A. IOS, the product developer and owner of PST's test, would require Seattle to undergo a rigorous validation study prior to switching to a new exam tool.** The process would

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<sup>1</sup> In the most recent closed exam cycle, 31% or nearly 1/3 candidates submitted requests for preference points to be applied to their scores.

<sup>2</sup> A version of this table was shared with Mayor's Office and Council President Nelson and staff on March 25, 2024.

include a job analysis, local validation study, and analysis of equally valid and less adverse testing solutions. Such a study would likely take several months and require the training and involvement of SPD police officers and sergeants, coordination with unions, and thorough data analysis.

Validation is critical to ensure that the test accurately measures 1) the ability of applicants to do the job of a Seattle police officer, and 2) that there are no adverse impacts on candidates based on EEO categories. Methods of exam validation vary by agency size. A more rigorous exam validation process is required of large cities because they have higher litigation risk profiles, more candidates take their exams, and they are more likely to be targeted by DOJ investigations. Additionally, the job of a police officer varies between jurisdictions of different sizes. It is common for large law enforcement agencies to use a different test than their smaller neighboring jurisdictions.

**IOS said an exam specific to Seattle would likely be required.** If Seattle were to engage IOS and PST to provide an entry-level law enforcement officer examination, it would likely not be the same solution used by PST or IOS's other clients. Rather, results from the mandatory validation process would likely be used to identify and develop a composite of exam components that are valid for the City of Seattle.

- B. In our professional experience, and with the input we have received from experts in the field of personnel selection testing, it is not possible to produce merit-based eligibility lists by using two different tests.** Such an action would not meet the requirements of RCW 41.12.050 and would not be legally defensible. This is because candidates cannot be ranked in relation to one another using two tests that measure different characteristics and have varying difficulty levels, adverse impact metrics, and psychometric properties--- Supplementing the PST exam with the NTN exam is an additional area in which we would need to complete an analysis to understand what (if any) risks such an approach would present and how this might impact candidate flow.
- C. PST declined to participate in the due diligence investigation.** I was unable to determine whether PST would be a suitable alternative for Seattle to use for entry police testing. I want to emphasize that I did not request information that the PSCSC considered to be proprietary from either PST or NTN. The questions submitted to both entities were strictly related to their exam services, current clients, applicant pool, exam participation and pass rates, and exam development and validation processes. Many of these questions are standard to those used in the RFP processes for vendor selection. However, I respect PST's determination that participation in the process would pose risk for their organization.

I would like to reiterate that my due diligence has not been completed, nor have community or employee stakeholders had the opportunity to provide input on any decision considered by the PSCSC. However, based on the preliminary information received, it does not appear that Seattle can easily be added to the list of cities to access a regional candidate pipeline, or determine if PST is the right fit for civil service testing of Seattle police officers.

PSCSC will continue to explore PST and other ways in which it may utilize an exam vendor to identify potential new candidates, and compete with regional and national peers for police talent.

Item 3

*Please provide an update on the process of sending passing test scores to SPD within 2 business days after receipt.*

The exams staff already provides passing test scores to SPD within 48 hours of receipt (at the end of an exam cycle). The real-time impact of this could change if we move to a more continuous testing model with more frequent registers. (This task is encompassed in the process described in Item 1 of this questionnaire.)

Cc: Brent Lo, Policy Director to Councilmember Bob Kettle  
Steven Smith, Chief of Staff to Councilmember Bob Kettle  
Greg Doss, Policy Analyst, Legislative Department  
Anne Gorman, Policy Analyst, Legislative Department

Table 1: Current Register Publication Tasks
<p>Exam score report reconciliation</p> <ul style="list-style-type: none"> <li>• Run reports from NTN and NeoGov (City application system)</li> <li>• Reconcile candidate names</li> <li>• Confirm that candidates have taken the correct test</li> <li>• Confirm that candidates have completed the correct application</li> <li>• Communicate with candidates who have submitted incomplete information or incorrect application processes</li> </ul>
<p>Communicate and coordinate with vendors for language testing</p> <ul style="list-style-type: none"> <li>• Schedule language testing</li> <li>• Track and document results</li> </ul>
<p>Communicate and coordinate with candidates to collect documentation for preference points</p> <ul style="list-style-type: none"> <li>• Gather documentation required for veterans' preference and community preference points</li> <li>• Follow up with candidates on additional information needed</li> <li>• Evaluate candidate documentation and consult with team to make eligibility determinations</li> </ul>
<p>Compile data needed to rank applicants and provide eligibility list to SPD</p> <ul style="list-style-type: none"> <li>• Identify candidate scores and upload into the applicant tracking system</li> <li>• Calculate and apply preference points for language, community service, and veteran status</li> <li>• Rank candidates</li> <li>• Send eligibility list to SPD via the applicant tracking system</li> <li>• Send second list to SPD with candidates' physical ability testing results 1-2 weeks after the original list is provided</li> </ul>
<p>Candidate score communications</p> <ul style="list-style-type: none"> <li>• Notify passing candidates of their scores, their rank on the eligibility list, and next steps in the hiring process</li> <li>• Notify candidates who did not pass and encourage them to re-test in 3 months</li> <li>• Respond individually to candidates who reach out with inquiries after they receive their results</li> </ul>



<b>Table 2: Personnel Analyst, Sr. Duties (1.0 Budgeted FTE)</b>			
<b>Job Duties</b>	<b>Current Work Process</b>	<b>Additionally Funded Work Process</b>	<b>FTE Estimate</b>
Provide candidate contact and support (application and testing phase only)	Candidates receive up to six automated emails and texts per exam cycle.  Exam analysts respond to candidate communications.  Testing company sends daily reminders on next steps to complete application and exam.	Add staff to increase wrap-around contact and support. Will contact each applicant to acknowledge application, offer support with exam scheduling, equipment challenges, test prep. Staff will also provide deadline reminders, notices and next steps for candidates who pass the exam, and re-test encouragement for unsuccessful candidates.	0.5 FTE <sup>1</sup>
Increase entry and lateral police register publication	Registers are published after exam cycle closes, seven times every year for entry level and eight times every year for lateral  For lateral candidates, staff organize and administer individual oral board interviews which take place before the register is published.	Registers will be published every two weeks, reducing efficiencies/economies of scale for exam staff .  More frequent lateral oral boards will be administered (in order for more frequent lateral registers to be published).  Staff may need to gather and compile results and EEO data from multiple exam vendors.	0.5 FTE <sup>2</sup>
Ongoing surveys to applicants to understand the candidate experience, reporting and analysis of exam metrics for continued improvement	Ongoing surveys are not built into the workplan	Surveys would be sent to candidates after completion of exam or within a period of inactivity, reviewed and analyzed monthly; implement candidate experience process improvements identified in the survey data.  PSCSC would conduct data analysis and report to Citywide workgroup and Council to update and inform process changes	0.2 FTE <sup>3</sup>
<p>FTE analysis assumptions are listed below. Workload is subject to increase/decrease in applications. Total FTE is 1.2, PSCSC may need to assign overtime to meet full obligations of these additional tasks.</p> <ol style="list-style-type: none"> <li>1. FTE estimate is based on 2,000 applications/year and a) welcome call/text, b) reminder to complete test (50%), c) notice of exam pass and next step support (50%) - 15 min phone calls (and associated data entry and analysis).</li> <li>2. FTE estimate factors the need to run more frequent reports from NTN/NeoGov, send communications to candidates, communicate/coordinate with vendors for language testing, communicate with a cohort of candidates who do not complete tasks, and generate spreadsheets for SPD. These processes span multiple systems, require coordination with outside staff, and are very manual.</li> <li>3. FTE estimate assumes up to an average of eight hours/week to monitor, reconcile, analyze and produce reports with findings and recommendations for City workgroup efforts, and for Council visibility.</li> </ol>			



## Memo

To: Council President Sara Nelson

From: PSCSC Executive Director Andrea Scheele

Date: March 25, 2024

Subject: Increasing PSCSC staff capacity to support continuous police officer certification and more robust candidate support

In response to the police hiring crisis, the Seattle City Council and Mayor's Office has asked the PSCSC to further expedite the exam and registry production process, and improve the candidate experience, including:

1. **Increase Direct Candidate Contact** for every candidate entering the entry police testing process (**2000+** applicants annually)
2. **Increase Entry and Lateral Police Register Publication** from seven times a year to every two weeks (26 times a year), and transition to a continuous examination process for Entry and Lateral Police officer.
3. **Increase Data Collection and Analysis** efforts to better understand the candidate experience and hiring funnel (via candidate surveys and data aggregation)

The changes requested by the Council and Mayor's Office are possible and permissible under the PSCSC Rules of Process and Procedure, SMC 4.08 and RCW 41.12<sup>1</sup>. The addition of new work and publishing continuous registers for Police Officer would necessitate the addition of one Sr. Personnel Analyst FTE. PSCSC's direction of this work will also ensure consistency and accuracy of messaging about exam information to job candidates, privacy of candidates who do not want their information shared, and reduction of legal risk to the City in the areas of discrimination or bias in hiring decisions.

The cost of a full-time (1.0) Personnel Analyst, Sr. is \$145,557 in 2024 (prior to any AWI increases approved in 2024) for a regularly budgeted position; a full cost analysis is in the attached Excel file.

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<sup>1</sup> The Washington State Court of Appeals held that the PSCSC's substantive powers (as opposed to administrative or ministerial matters) cannot be delegated, and that preparing and administering exams and certain other matters, as well as related rulemaking, are key functions of civil service. See, *Seattle Police Officers' Guild v. City of Seattle*, 121 Wn.App. 453 (2004).

The below table identifies the estimated FTE to achieve additional tasks. The PSCSC may reassign job duties amongst the unit to complete this additional workload.

The above tasks are in addition to the existing legally mandated work of the unit to develop and administer exams for 11 entry and promotional ranks for SFD and SPD. Officer recruitment will likely improve after the City and SPOG enter a new contract; and PSCSC is ready to speed up its processes, given necessary resources.

Additionally, the PSCSC has been asked to utilize the PST exam as part of its testing process; that option is being investigated separately and is outside the scope of this memo.

<b>Personnel Analyst, Sr. (1.0 Budgeted FTE)</b>			
<b>Job Duties</b>	<b>Current Work Process</b>	<b>Additionally Funded Work Process</b>	<b>FTE Estimate</b>
Provide candidate contact and support (application and testing phase only)	<p>Candidates receive up to six automated emails and texts per exam cycle.</p> <p>Exam analysts respond to candidate communications.</p> <p>Testing company sends daily reminders on next steps to complete application and exam.</p>	<p>Add staff to increase wrap-around contact and support. Will contact each applicant to acknowledge application, offer support with exam scheduling, equipment challenges, test prep. Staff will also provide deadline reminders, notices and next steps for candidates who pass the exam, and re-test encouragement for unsuccessful candidates.</p>	0.5 FTE <sup>1</sup>
Increase entry and lateral police register publication	<p>Registers are published after exam cycle closes, seven times every year for entry level and eight times every year for lateral</p> <p>For lateral candidates, staff organize and administer individual oral board interviews which take place before the register is published.</p>	<p>Registers will be published every two weeks, reducing efficiencies/economies of scale for exam staff</p> <p>More frequent lateral oral boards will be administered (in order for more frequent lateral registers to be published).</p> <p>Staff may need to gather and compile results and EEO data from multiple exam vendors.</p>	0.5 FTE <sup>2</sup>

<b>Personnel Analyst, Sr. (1.0 Budgeted FTE)</b>			
<b>Job Duties</b>	<b>Current Work Process</b>	<b>Additionally Funded Work Process</b>	<b>FTE Estimate</b>
Ongoing surveys to applicants to understand the candidate experience, reporting and analysis of exam metrics for continued improvement	Ongoing surveys are not built into the workplan	<p>Surveys would be sent to candidates after completion of exam or within a period of inactivity, reviewed and analyzed monthly; implement candidate experience process improvements identified in the survey data.</p> <p>PSCSC would conduct data analysis and report to Citywide workgroup and Council to update and inform process changes</p>	0.2 FTE <sup>3</sup>
<p>FTE analysis assumptions are listed below. Workload is subject to increase/decrease in applications. Total FTE is 1.2, PSCSC may need to assign overtime to meet full obligations of these additional tasks.</p> <ol style="list-style-type: none"> <li>1. FTE estimate is based on 2,000 applications/year and a) welcome call/text, b) reminder to complete test (50%), c) notice of exam pass and next step support (50%) - 15 min phone calls (and associated data entry and analysis).</li> <li>2. FTE estimate factors the need to run more frequent reports from NTN/NeoGov, send communications to candidates, communicate/coordinate with vendors for language testing, communicate with a cohort of candidates who do not complete tasks, and generate spreadsheets for SPD. These processes span multiple systems, require coordination with outside staff, and are very manual.</li> <li>3. FTE estimate assumes up to an average of eight hours/week to monitor, reconcile, analyze and produce reports with findings and recommendations for City workgroup efforts, and for Council visibility.</li> </ol>			

Attachment 3 – SDHR 2024 Organizational Chart (Talent Acquisition Section)

**SDHR –Talent Acquisition**

