

April 26, 2022

MEMORANDUM

To: Public Safety and Human Services Committee
From: Greg Doss, Analyst
Subject: Resolution 32050 - SPD Staffing Incentives

On April 26, 2022, the Public Safety and Human Services Committee (PSHS) will discuss [Resolution 32050](#), sponsored by Councilmember Nelson. The resolution would establish the Council’s intent to pass legislation that would allow the Seattle Police Department (SPD) to use sworn salary savings to fund staffing incentives for the hiring of uniformed police officers.

This memorandum provides background, describes the resolution, lays out issues for consideration, and outlines next steps.

Background

SPD Staffing Reductions

Since 2020, SPD incurred a net loss of 255 police hires.¹ During that time, SPD transferred more than 100 officers from specialty, investigative and other units into 911 response to address SPD’s goals for response times and patrol coverage. These transfers required that they (1) disband Problem-solving Community Police Teams and precinct-based Anti-Crime Teams; (2) reduce the number of officers on bike and foot beats from 55 to four; and (3) reduce investigation and specialty units below prior staffing levels. Table 1 shows reductions to non-patrol units in SPD.

Table 1: SPD Non-Patrol Unit Reductions

Non-Patrol Trained Sworn:	2020 ²	2020 ³	2022 ⁴	2022 ⁵
	Count of Sworn	% of Sworn	Count of Sworn	% of Sworn
Investigative Units	214	16%	161	14%
Specialty Units	119	9%	33	3%
Operations Support	201	15%	218	20%
Leadership	89	7%	86	8%
Administrative	54	4%	39	4%
Total Trained Sworn	677	51%	537	48%

¹ Jan 2020 - March 2022, Hires = 145, Separations = 400, Net of 255. Approximately 225 were fully trained officers.

² Fully Trained Officers 8/2020 SPD Staffing Report

³ SPD DAP Data 8/31/2020

⁴ Fully Trained Officers 2/2022 SPD Staffing Report

⁵ SPD DAP Data 2/28/2022

In 2020, SPD's 911 responder force had 563 Patrol Officers and Sergeants that were deployed across three shifts and throughout the city's five precincts. In 2022, SPD has a 911 responder force of 538 Officers and Sergeants, some of whom are senior officers who volunteered for a transfer and now are assigned to a citywide Community Response Unit that responds to calls during the daytime, peak-volume call times. More detail on SPD sworn staffing and the distribution of 911 responders can be found in Central Staff's SPD 2022 Q1 Sworn Staffing report.

Despite the transfers into 911 response, SPD indicated that it needs to augment per-watch staffing with overtime-funded officers 90 percent of the time to meet its established minimum staffing standards. The department's median response time for Priority 1 calls has increased from 6.48 minutes in 2020⁶ to 7.5 minutes today. The median response for Priority 2 calls is now 23.8 minutes. SPD has indicated that it no longer responds to Priority 3 and Priority 4 calls.

Prior Use of Cash Bonuses for Hiring

On October 29, 2021, former Mayor Durkan issued an Emergency Order under her authority provide the proclamation of civil emergency due to the COVID-19 pandemic, that authorized one-time cash bonuses (hiring bonuses) for new Dispatcher hires in the Community Safety and Communications Center and for SPD recruits and lateral hires, at \$10,000 and \$25,000 respectively. The hiring bonuses were offered through January 2022 in both departments.

In its response to Statement of Legislative Intent (SLI) CBO-013-A-002: Citywide hiring incentive impact analysis, the Executive indicated that SPD had not experienced an increase in hiring since implementing the hiring bonus in October 2021. The Executive also indicated the following:

"The issue of whether SPD has seen benefits from incentives is incredibly difficult to conclude because the incentives have been offered and removed several times. In addition, these incentives have been offered at a time when police departments around the region and state have been offering hiring incentives. This limits our conclusion of the effectiveness of hiring incentives. The hiring incentive was implemented over a limited time period and based on feedback from departments. The City has seen mixed results with its implementation."

Finally, the SLI response indicated that employees promoted internally or already working in the job can feel undervalued and unappreciated when their financial package does not match what new police hires receive. The full Executive response and data on the number of applications made to SPD over the hiring bonus period can be found in Attachment 1.

⁶ 2020 through 9/17. Reported in 2021 Budget Issue Paper.

In 2019, the Council passed [Ordinance 125784](#), which authorized a similar one-time hiring bonus program that existed for approximately one year before sunseting on June 30, 2020. On September 16, 2019, SPD issued a preliminary evaluation on the hiring bonus program (see Attachment 2). The preliminary evaluation noted the following:

“Since the inception of hiring incentives in April 2019, SPD has conducted one entry-level test and one lateral test. Due to the resulting small sample size, a complete analysis of the incentives is premature. However, initial indications are positive. Approximately 18% of SPD applicants (20% among applicants of color and 19% among female-identifying applicants) cited the incentive as an “important factor” in their decision to apply with those who more recently started exploring a career in policing showing a more pronounced effect.”

The final evaluation would have been due in April 2020 but was never submitted due to the declaration of the COVID emergency.

Between 2013 and 2018, SPD on average hired 72 recruits per year and 17 laterals per year, with the smallest numbers occurring in 2018 (59 recruits and nine laterals). This trend had already started to reverse itself in early 2019 before the hiring bonus was implemented. In the first five months of 2019, SPD had already made 32 recruit hires and four lateral hires. In the year that the hiring bonus was in place (June 2019-May 2020), SPD recruited 107 recruits and 12 laterals. This level of hires was disproportionately high when compared to historical averages.

SPD Recruitment and Retention Report

In 2019, The Mayor’s Office convened a Recruitment and Retention Workgroup comprised of staff from the SPD, Seattle Department of Human Resources (SDHR), City Budget Office (CBO) budget analysts, CBO’s Innovation & Performance team, City Council Central Staff and Legislative Staff, and others to: (1) better understand why new hires and overall sworn officer counts are declining; and (2) identify short- and long-term strategies to improve recruitment and retention outcomes. Recommendations from that report can be found here: [Recruitment and Retention Report](#)

The September 2019 report noted that “while it is too early to assess the impact of the new signing bonuses on SPD’s recruitment results, our research suggests that SPD would benefit from additional initiatives aimed at increasing application rates.” The report noted that, at the time, local police agencies had made “appeals to prospective candidates by offering competitive wages, incentives, and hiring bonuses.”

Resolution 32050

The resolution would establish the Council's intent to:

1. Support SPD's development of a staffing incentives program to enhance its provision of an adequate number of fully trained, deployable officers to prevent, respond to, and investigate crime in Seattle;
2. Lift by ordinance the proviso imposed by Council Budget Action (CBA) SPD-003-B-001 to authorize use of salary savings to fund staffing incentives at SPD, at a level not to exceed anticipated 2022 salary and benefits savings and any additional funding available for this purpose; and
3. Pass an ordinance that would allow the implementation of a staffing incentives program at SPD.

The resolution's sponsor indicated that the term "Staffing Incentive" should be construed to mean any pre-hire incentive that could increase sworn applications at SPD. Such incentives may include, but not be limited to, either hiring bonuses to laterals or recruits or a reimbursement for moving expenses such as that outlined in the City's personnel rules ([Personnel Manual Rule 4.2.9](#)).

The sponsor also clarified that the resolution would show intent for a modification, rather than a full lift, of the proviso in [SPD-003-B-001](#). Such a modification might allow the department to spend sworn salary savings on any kind of staffing incentive, but continue to restrict all other sworn salary saving expenditures unless further appropriation is received from the Council.

The resolution makes several references to a reduction in "Officers in Service," a metric that is also referred to as "deployable officers." This metric is a net calculation of the department's total number of Fully Trained Officers less the number of officers that are absent on some form of long-term leave. Following is a categorical breakout of the officers that are out on long-term leave in March of 2022:

- Workers Comp: 26
- Sick Leave/Accrued Benefits: 75
- Family Medical Leave: 19
- Parental Leave: 7
- Medical Leave of Absence: 3
- Administrative Leave: 16

Over the last two years SPD had fewer officers available for deployment. This trend began in the summer of 2020 as the number of officers on the long-term leave list began to increase. The trend has yet to reverse itself or stabilize. To illustrate, in 2019, there were an average of 49 officers on long-term leave. In the last six months, there have been an average of 166 officers on long-term leave.

While long-term leave usage negatively affects the department's ability to deploy officers, it is difficult to determine if Officers in Service is a good metric for police staff planning. On one hand, it is possible that officers that are using long-term leave may return to service. On the other hand, it is not uncommon for officers to use accrued benefits, one form of long-term leave, before retiring or separating from SPD. In the last eighteen months, there has been a high correlation between the increase in use of long-term leave and the increase of officer separations.

Issues for Consideration

Some hiring incentives may be authorized without an ordinance and may not have direct labor implications.

The resolution states the Council's intent to pass legislation to authorize a hiring program. Legislation like Ordinance 125784 would be required to authorize on a temporary or permanent bases hiring bonuses for lateral or recruit hires. However, legislation may not be needed for other kinds of hiring incentive programs.

SPD has indicated that it does not currently reimburse new officer hires for moving expenses, which is another pre-hire tool that would be available for lateral transfer officers under the City's existing personnel rules. However, the current personnel rules would limit SPD's ability to reimburse for moving expenses in some circumstances:

- Some City positions do not qualify for reimbursement, including recruit positions at SPD;
- An individual's new job with the City must be at least 50 miles farther from their place of residence than their former job to qualify for moving expenses; and
- Moving expenses cannot exceed \$25,000 and are limited to the cost of transportation to Seattle to find housing; food and lodging expenses for up to five days while engaged in the search for housing; and the cost of transporting the employee and their family and household goods and personal effects to Seattle.

Section 4.04.050 of the Seattle Municipal Code (SMC) provides rule-making authority to Seattle Department of Human Resources (SDHR) for the administration of the personnel system. Council cannot directly amend the rules but take actions to influence them. One option is to adopt a resolution or include a statement in a council bill requesting that SDHR complete a process to update the City's personnel rules to provide appointing authorities greater flexibility to pay for moving expenses for new police hires and for a broader range of positions. As an alternative, the Council could amend Chapter 4.04 to legislate criteria under which appointing authorities can offer to pay for moving expenses.

Labor Relations has advised that hiring incentives that are extended pre-hire would not have direct labor implications. Although as pointed out above, there may be a demoralizing impact to existing officers/ union members who do not receive similar compensation (e.g., retention incentives). Additionally, the City may want to give notice to the unions of any pre-hire benefit

when any cash payment falls within the employment period. This might occur if the second installment of a hiring incentive is paid after a probationary period.

Legislation is necessary to authorize SPD use of sworn salary savings to pay for hiring incentives.

The proviso in [SPD-003-B-001](#) restricts the department's ability to expend its sworn salary savings without future appropriation from the Council. As noted in Central Staff's SPD 2022 Q1 Sworn Staffing Report posted to the April 26 PSHS agenda, staff estimates that, based on hiring to date, between \$4.1 and \$4.5 million in SPD salary savings is available and could be used for a hiring bonus or other recruitment incentive program. Legislation authorizing SPD's use of this salary savings for staffing incentives could either lift the proviso and allow full expenditure of all salary savings or more narrowly define how SPD may use the savings.

SPD's budget is primarily supported by GF resources. As has been discussed in the Council's Finance and Housing Committee, the City is currently facing a long-term structural budget issue, where general fund (GF) expenditures are outpacing GF revenues. One of the potential strategies identified to address this structural budget issue in 2023 and 2024 is to use 2022 underspend, such as savings achieved through delayed hirings, for future year spending. If the proviso on SPD's salary saving remains in place and no other actions are taken to lift or modify the proviso, those GF resources are restricted, meaning the money cannot be spent and at the end of 2022 will lapse and revert to the GF – those funds would be assumed in the starting balance going into 2023. If a staffing incentive program is a priority for the Council that decision should be made in the context of knowing that it may mean reductions in spending in 2023 and 2024.

Staffing Incentive Proposal

CM Herbold asked Central Staff to prepare a draft bill that would modify the proviso imposed in CBA SPD-003-B-001 to authorize use of SPD's salary savings to (1) pay for moving expenses for new officer hires; and (2) pay for the salary and benefits for an additional SPD recruiter. In addition, the bill would request that SDHR amend the City's Personnel Rules to provide greater flexibility to pay for moving expenses for new police hires and to extend those benefits to a broader range of positions if the appointing authority determines they are unable to recruit persons in the immediate employment area who possess the unique skills, expertise, and/or educational qualifications. (See Attachment 3 to review the draft council bill).

As noted above, this may impact future budget decisions before the council. In addition, the salary savings are considered a one-time resource. Hiring an SPD recruiter, unless intended to be term limited, is an ongoing expense; this would assume that in 2023 either: (1) the number of funded police officer positions would be reduced to offset the cost of paying for the recruiter; or (2) additional GF funding would be needed to maintain the number of funded police officer positions. In the latter case, the impact would worsen the existing structural deficit of the City's general fund.

National Research on the Efficacy of Hiring Incentives

Staff contacted the Research Director of the Police Executive Research Foundation (PERF) and the Executive Director of the International Association of Police Chiefs (IAPC) to determine if there are any scientific evaluations or research on the effectiveness of hiring (cash) incentives in policing. Both organizations confirmed that many agencies are now using cash incentives, but that there is not yet a body of research to support the practice.

In the April 12, 2022, PSHS Committee meeting, Councilmember Lewis asked staff for an answer to the question of “what are agencies around the country doing that works?” One comprehensive study of police recruiting, [a 2019 PERF report](#) examined the “workforce crisis” in policing and identified many of the incentives used by law enforcement agencies around the county. The following information is an extract from the report:

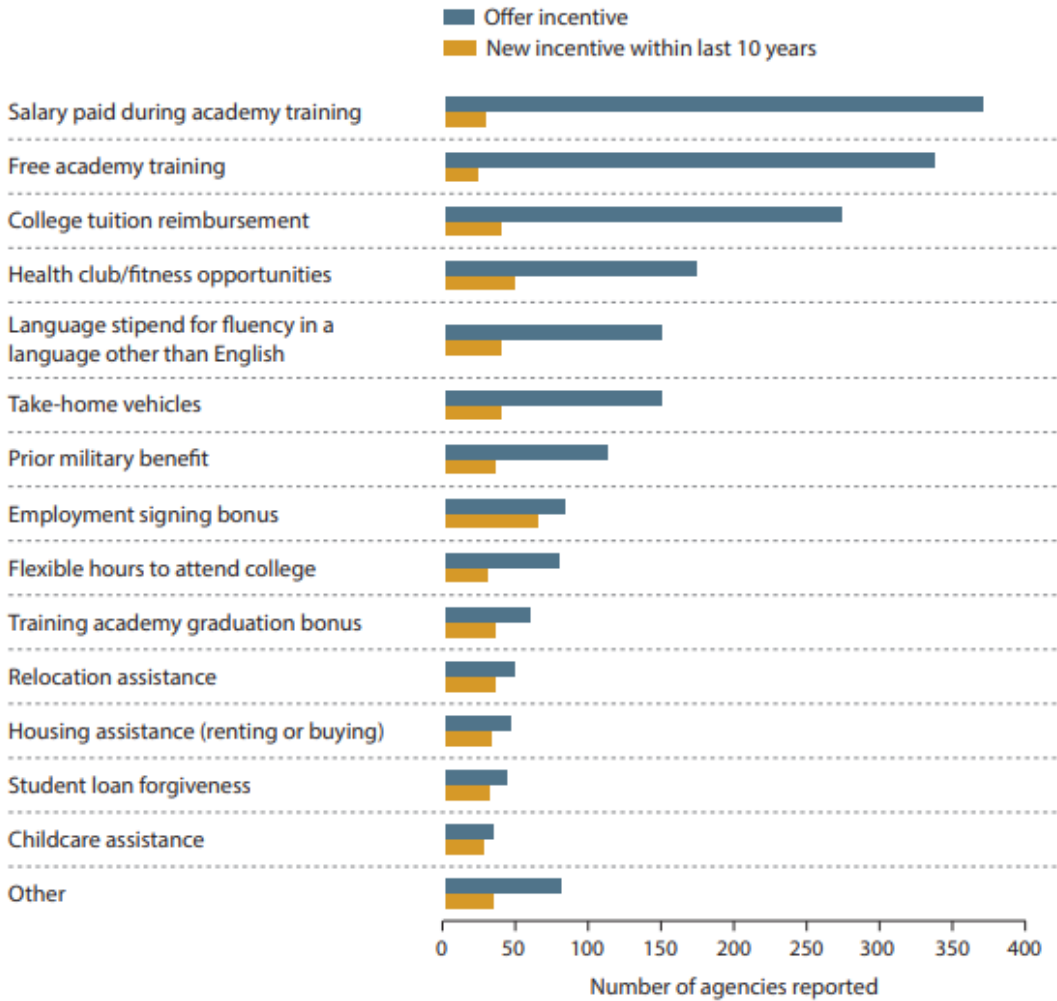
“To understand current efforts to improve recruitment, PERF asked survey respondents to indicate which types of recruitment offers their agency makes, and whether each incentive is a relatively new development (within the past 10 years) or is a longstanding, traditional benefit of joining a police department. As seen in Figure 10, the most common recruitment incentive among the survey respondents was paying recruits salaries while they are in the academy, closely followed by free academy training, and college tuition reimbursement. In each case, large majorities of agencies said they have offered these benefits for more than 10 years.

Offering new recruits assistance with childcare is a more recent development. Only 33 of 412 responding agencies offer childcare assistance, and 27 of the 33 departments implemented that incentive within the last 10 years. Other popular recent incentives include relocation assistance, housing assistance, and student loan forgiveness.

These newer incentives reflect the changes that some agencies are making to attract more recruits. Offering childcare assistance, for example, is a way to draw individuals with families into a career that can often be perceived as incompatible with raising a family. Student loan forgiveness could attract candidates who otherwise would feel a need to enter a higher-paying career to pay off student loans.”

Figure 10: Recruitment Incentives

n = 412



Source: PERF Survey

Per staff’s exchange with PERF and IAPC, it is likely that hiring bonuses are used more in 2022 than in 2019. Chief Diaz has indicated that SPD should be utilizing a variety of these methods to attract new candidates. SPD currently pays its recruits to attend the Washington State Training Academy and covers all Academy costs. However, the department makes limited or no use of the other incentives. Many of these incentives may require some form of bargaining if they are provided post-hire.

Regional Hiring Bonuses, Incentives and Wage Data

SPD human resources staff have indicated that the efficacy of hiring bonuses should be considered in the context of the overall economic package offered by a policing agency, including the starting salary, vacation and total earning potential. Table 2: Hiring Bonuses and Financial Compensation at Regional Police Agencies, reflects hiring bonuses as well as financial compensation and vacation available to new police hires. Table 3: Other Incentives at Regional

Policing Agencies, reflects recruitment incentives similar to those found in the PERC survey on page 8.

Table 2: Hiring Bonuses and Financial Compensation at Regional Police Agencies

Agency	Incentives Entry/Lateral	Starting Salary	Salary Top Step	Months to Top Step	Longevity Pay	Lateral Vacation Hours
Auburn	20K Lateral	\$87,530	\$106,415	54 months	Yes	80 hours
Seattle	No	\$83,640	\$109,512	54 months	Yes	No
Kennewick	No	\$83,472	\$115,361	48 months		80 hours
Kent	10K/25K	\$83,000	\$117,000	56 months	Yes	400 Hours
Everett	15K/30K	\$81,408	\$106,692	36 months	Yes	160 Hours
Pasco	No	\$81,161	\$110,400	36 months		No
Tacoma	25K Lateral	\$78,998	\$109,200	48 months	Yes	No
Bellevue	\$16K Lateral	\$78,263	\$100,231	48 months	Yes	No
Puyallup		\$76,740	\$102,312	36 months		No
Vancouver	\$10K/\$25K	\$75,612	\$101,328	84 months		No
Renton	\$1K/\$20K	\$74,699	\$97,932	48 months	Yes	40 hours
King County	7.5K/15K	\$73,401	\$102,777	36 months	Yes	No
Federal Way	3K/20K	\$73,044	\$97,980	48 months		No
Spokane	No	\$55,645	\$101,226	54 months		No

* Most of the departments listed will receive an additional 3.5% - 6.5% based on cola at the beginning of 2023.

Table 3: Other Incentives at Regional Policing Agencies

Agency	Language Incentive	Education Incentive	Uniform	Dry Clean	Take Home Car	On-Duty Workout Program	Tuition Assistance	Shift Differential
Auburn	No	4%/6%	Yes	No	No	No	No	No
Seattle	No	No	*No	No	No	No	No	No
Kennewick	Yes		Yes	No	No	No	No	No
Kent	Yes	Yes	Yes	No	Yes	No	Yes	No
Everett	No	2%/11%	Yes	No	Yes	No	Yes	No
Pasco	Yes	3%/6%	Yes	Yes	Yes	Yes	Yes	Yes
Tacoma	Yes	2%	Yes	No	Yes	No	Yes	Yes
Bellevue		Yes	Yes		No	Yes	Yes	No
Puyallup	No	2%/4%	Yes	No	Yes	No	No	No
Vancouver		2.5%/5%	Yes	No	No		Yes	Yes
Renton	Yes	4%/6%	Yes	Yes	Yes	No	Yes	No
King County	No	Up to 6%	Yes	No	Yes	No	No	No
Federal Way	No	2%/4%	Yes	No	Yes	No	No	No
Spokane	No	Yes	Yes		No	No	Yes	Yes

*For uniforms, the City of Seattle pays for new recruit uniforms then provides an annual stipend of \$550.

Potential Structure and Cost of a New Hiring Bonus Program

Councilmember Nelson requested that SPD provide costs estimates for a new hiring bonus program. SPD estimates that a two-year hiring bonus program would cost about \$538,000 in 2022 and \$1.3 million in 2023. Such a program would mirror the last hiring bonus program and provide \$25,000 to lateral police hires and \$10,000 to recruit police hires. SPD’s projections are based on its most recent hiring projections. Table 4 shows the costs of the program over 2022 and 2023.

SPD recommends that the bonus payments be paid in two equal installments. The first would be payable on the first regularly scheduled pay date after the hiring agreement is signed and the second after successful completion of the probationary period. SPD also recommended that bonus payments be subject to a retention term of three years following the hire date. Such a program would likely require notice to the Seattle Police Officer’s Guild of the City’s intent to initiate a payment after the probationary period.

Table 4: Recruitment Incentive Program Costs

	2022 (est.)		2023 (est.)			
	Count	1st Payment	Count	2nd Payment	Count	1st Payment
RECRUITS <i>\$10k; split payments</i>	70	\$350,000	70	\$350,000	105	\$525,000
LATERALS <i>\$25k; split payments</i>	15	\$187,500	15	\$187,500	20	\$250,000
TOTAL	85	\$537,500	85	\$537,500	125	\$775,000
ANNUAL TOTAL		\$537,500				\$1,312,500

Next Steps

Resolution 32050 is scheduled for another discussion and potential vote in the PSHS Committee on May 10, 2022. Central Staff are available to answer Councilmember questions on today’s presentations or to prepare amendments to the resolution. Please submit any amendment request to Central Staff by May 3.

Attachments:

1. Hiring Incentive Responses to Council Members Questions
2. SPD Initial Evaluation of the Recruitment Bonus Program
3. Draft Council Bill to modify the SPD salary saving proviso and request modifications to the City’s personnel rules.

cc: Aly Pennucci, Acting Director

Hiring Incentive Responses to Council Members Questions

1. I'd like to know numbers of SPD candidates applying (applicants, not "recruits entering academy data") each October, November, December, and January as compared to monthly averages when there has been no incentive offered.

Please note the two spreadsheets below includes data around applicants applying for the SPD exams and not recruits entering the academy. The PO exam spreadsheet breaks down how many applicants applied when the hiring incentive was advertised. You will notice on the spreadsheet highlighted in green when the hiring incentive was advertised. The other processes were without an incentive advertised.

ENTRY EXAMS				
EXAM CYCLE	PERIOD APPLICATIONS WERE ACCEPTED	APPLICATIONS RECEIVED/SCHEDULED	APPLICANTS WHO SAT FOR THE TEST	APPLICANTS WHO PASSED EXAM
2020				
P2020-011120	October 23, 2019 - December 27, 2019	698	210	168
2021				
P2021-021921	January 5, 2021 - February 10, 2021	512	266	188
P2021-041621	February 12, 2021 - April 7, 2021	468	253	156
P2021-070921	April 16, 2021 - June 23, 2021	478	212	142
P2021-100821	July 9, 2021 - September 28, 2021	519	219	139
P2022-010722	October 6, 2021 - December 15, 2021	524	230	156
2022				
P2022-032522	December 22, 2021 - March 16, 2021	480	213	145
LATERAL EXAMS				
EXAM CYCLE	PERIOD APPLICATIONS WERE ACCEPTED	APPLICATIONS RECEIVED/SCHEDULED	APPLICANTS WHO SAT FOR THE TEST	APPLICANTS WHO PASSED EXAM
2020				
P2020-022120	November 20, 2019 - February 7, 2020	21	18	15
P2020-061220	March 24, 2020 - May 29, 2020	33	6	4
2021				
P2021-022521	January 5, 2021 - January 27, 2021	13	4	2
P2021-042321	February 3, 2021 - March 17, 2021	16	5	3
P2021-071621	March 23, 2021 - June 16, 2021	12	5	2
P2021-091021	June 23, 2021 - September 8, 2021	7	2	2
2022				
P2022-010522	September 15, 2021 - December 15, 2021	17	6	4
P2022-022522	December 22, 2021 - February 6, 2022	6	2	1

Attachment 1. Hiring Incentive Responses to Council Members Questions

We have also included a copy of all entry level Police Officer exam processes that have been offered since 2012. You will notice somewhat of a down trend in our applicant pool when the COVID-19 pandemic hit us back in 2020.

Year	Total Applicants	Sit for Exam	Apply/Sit Ratio	Pass	Pass Rate	Notes
2012	2349	1446	61.56%	755	52.21%	
2013	4049	2031	50.16%	1021	50.27%	
2014	4096	1454	35.50%	784	53.90%	
2015	3526	1163	32.98%	805	69.21%	
2016	3486	1204	34.53%	754	62.62%	
2017	3472	1036	29.84%	667	64.38%	
2018	2856	837	29.31%	681	81.36%	
2019	3172	908	28.63%	713	78.52%	
2020	698	210	30.09%	168	80.00%	As of 4/1/2020 (One exam in 2020)
2021	2518	1036	41.14%	669	64.58%	Cycles 1-5
	Applicants (POC)	Sit for Exam	Apply/Sit Ratio	Pass	Pass Rate	
2012	797	472	59.22%	190	40.25%	
2013	1416	707	49.93%	276	39.04%	
2014	1577	512	32.47%	209	40.82%	
2015	1422	459	32.28%	261	56.86%	
2016	1600	481	30.06%	254	52.81%	
2017	1595	449	28.15%	239	53.23%	
2018	1295	346	26.72%	249	71.97%	
2019	1535	422	27.49%	296	70.14%	
2020	332	91	27.41%	67	73.63%	As of 4/1/2020
2021	1457	556	38.16%	324	58.27%	Cycles 1-5
	Applicants (Female)	Sit for Exam	Apply/Sit Ratio	Pass	Pass Rate	
2012	341	178	52.20%	91	51.12%	
2013	552	248	44.93%	134	54.03%	
2014	614	203	33.06%	109	53.69%	
2015	550	163	29.64%	96	58.90%	
2016	579	147	25.39%	91	61.90%	
2017	565	160	28.32%	99	61.88%	
2018	519	118	22.74%	98	83.05%	
2019	534	110	20.60%	90	81.81%	
2020	184	82	44.57%	43	52.44%	As of 4/1/2020
2021	331	126	38.07%	89	70.63%	Cycles 1-5

It was a challenge to break applications down by month, but we were able to do a deeper dive and show how many applications we received each day pre hiring incentive announcement and post hiring incentive announcement. As you will see below there is not much of a change in applicant pool. The holiday season could have played a factor during this time.

Entry Level

We have received slightly fewer entry level applications per day since the hiring incentive announcement (on 10/29/2021) compared to the number of applications we received in 2021 before the announcement. This may be tied to the holiday season or other factors.

Pre-Announcement Average Applicants per Day	9
Post Announcement Average Applicants per Day	7

Lateral

We have received about the same number of lateral applications since the hiring announcement as we did in 2021 before the announcement, which is about one application every two days.

Pre-Announcement Average Applicants per Day	0.5
Post Announcement Average Applicants per Day	0.4

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2. I'm not seeing any numerical analysis in terms of which departments are hurting more for recruits. It would be illuminating, for example, to see the number of vacancies compared to the budgeted or original amount of FTEs for each corresponding classification. The report lists "Public Safety Auditor" in the same list of "Police Officers," but are we seeking 1 Public Safety Auditor compared to seeking 125 to 360 police officers? Albeit there might be just 1 Public Safety Auditor position in the City, but there should be in total 1,200 to 1,400 police officers.

Please be sure to click on the link below and make sure you are logged into the network to access the report. This report will provide a closer look at the front facing positions/vacancies broken down by department. It will also give a snapshot of how many budgeted FTEs are in each department broken down by the actual position. This report is specifically for the positions that came back as being hard to fill. Below is the CSCC 911 vacancy list which has about 24 vacant positions as of 3/31.



****Vacancy Report by Department:** <https://reporting.seattle.gov/#/site/SDHR/workbooks/5068/views..>

September 16, 2019

Hiring Incentives Report to Council

The Seattle Police Department (“SPD”) is providing this report on the department’s entry-level and lateral hiring incentive in response to Council s. In general, police officer hiring remains very competitive in Washington State and nationally, driven by low unemployment, a demographic bubble driving officer retirements, and jurisdictions aggressively adding staff. Eighty percent of Washington’s 25 largest police forces have budgeted for growth in their sworn ranks in the last five years, outpacing population growth by 17 percent. In response to these challenges, regional police agencies are offering or increasing hiring incentives.

The Seattle City Council authorized hiring incentives of \$7,500 for entry-level applicants and \$15,000 for lateral applicants in March 2019. Other jurisdictions continue to provide incentives with some jurisdictions, such as Everett, increasing their incentive to \$20,000 for lateral applicants.

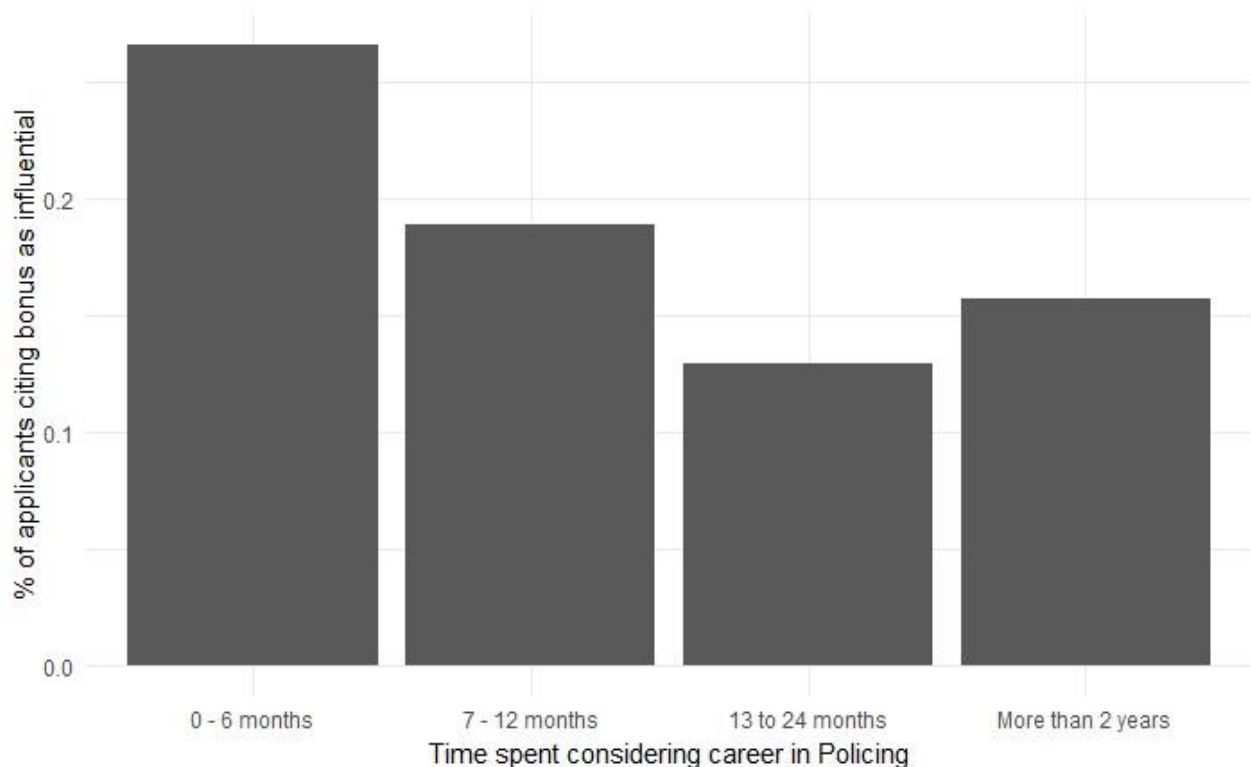
Table 1. Hiring Incentives of Other Forces

Jurisdiction	Salary (Annual)	Hiring Incentive
Seattle	Entry Level: \$81,444 - \$106,632 Lateral: Starting \$91,308	Entry: Up to \$7,500 Laterals: \$15,000
Bellevue	Entry Level: \$74,868 - \$95,883	Entry: Up to \$2,000 Laterals: \$16,000
Everett	Entry Level: \$72,192 - \$94,620 Lateral: \$94,620	Laterals: \$15,000 - \$20,000
Kent	Lateral: \$68,520 - \$89,208	Laterals: \$10,000
Renton	Entry Level: \$67,976 - \$96,672	Laterals: \$10,000, 40-hour sick leave and 40-hour personal leave banks
King County Sheriff’s Office	Entry level: \$62,462 - \$87,464	

Since the inception of hiring incentives in April 2019, SPD has conducted one entry-level test and one lateral test. Due to the resulting small sample size, a complete analysis of the incentives is premature. However, initial indications are positive. Approximately 18 percent of SPD applicants (20 percent among applicants of color and 19 percent among female-identifying applicants) cited the incentive as an “important factor” in their decision to apply with those who more recently started exploring a career in policing showing a more pronounced effect.

Attachment 2. SPD Initial Evaluation of the Recruitment Bonus Program

Chart 1. Applicants Citing Bonus as Influential



Source: SDHR hiring data

Surveying also indicated that SPD draws applicants from across the state, resulting in competition with other agencies. For example, only 14 percent of recent applicants have a Seattle home address. Similarly, 52 percent of entry level applicants (51 percent applicants of color and 52 percent female-identifying applicants) reported applying to other law enforcement agencies when they applied to SPD.

Applicants learned of the hiring incentives from a variety of sources, as shown in Chart 2.

Attachment 2. SPD Initial Evaluation of the Recruitment Bonus Program

Chart 2. How Applicants Find Out about the Incentive.



Source: SDHR hiring data

To date SPD has paid a total of 36 entry-level and six lateral incentives. Of those receiving the incentive, 40.5 percent were people of color (16.7 percent Asian, 9.5 percent Black or African American, 7.1 percent Hispanic or Latino, 7.1 percent identifying as two or more races, and 59.5 percent White) and 21.4 percent identified as female (with 78.6 percent identifying as male).

Due to nearly one-fifth of recent applicants citing the incentive as an “important factor” in their decision to apply with SPD, the department recommends the continuation of the incentive program at this time. Additional testing cycles will provide more applicant data and allow for better insight into the impact of the incentives.