



SEATTLE CITY COUNCIL

Governance, Accountability, and Economic Development Committee

Agenda

Special Meeting

Monday, September 16, 2024

9:30 AM

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

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SEATTLE CITY COUNCIL
**Governance, Accountability, and Economic
Development Committee**
Agenda
September 16, 2024 - 9:30 AM
Special Meeting

Meeting Location:

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

Committee Website:

seattle.gov/council/committees/governance-accountability-and-economic-development

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.

Please submit written comments at Council@seattle.gov or at least two business hours prior to the meeting at Seattle City Hall, Attn: Council Public Comment, 600 4th Ave., Floor 2, Seattle, WA 98104. Business hours are considered 8 a.m.-5 p.m., Monday through Friday. The deadline is 4:30 p.m. the business day before a meeting with a start time of 9:30 a.m.

Please Note: Times listed are estimated

A. Call To Order

B. Approval of the Agenda

C. Public Comment

D. Items of Business

1. [Appt 02930](#) **Appointment of Mina Hashemi as Director of the Office of Intergovernmental Relations.**

Attachments: [Appointment Packet](#)

Supporting Documents: [Questions for OIR Director Confirmation](#)

Briefing, Discussion, and Possible Vote (20 minutes)

Presenter: Mina Hashemi, Interim Director, Office of Intergovernmental Relations

2. [CB 120862](#) **AN ORDINANCE related to recruitment and retention of police officers in the Seattle Police Department; making permanent a hiring incentives program in the Seattle Police Department; and amending Ordinance 126654.**

Supporting Documents: [Summary and Fiscal Note](#)
[Central Staff Memo](#)

Briefing and Discussion (30 minutes)

Presenter: Tamaso Johnson, Council Central Staff

E. Adjournment



Legislation Text

File #: Appt 02930, **Version:** 1

Appointment of Mina Hashemi as Director of the Office of Intergovernmental Relations.

The Appointment Packet is provided as an attachment.

City of Seattle



Director

**Office of
Intergovernmental Relations**

**Confirmation Packet
July 24, 2024**

Mina Hashemi



July 24, 2024

The Honorable Sara Nelson
President, Seattle City Council
Seattle City Hall, 2nd Floor
Seattle, WA 98104

Dear Council President Nelson:

I am pleased to transmit to the City Council the following confirmation packet for my appointment of Mina Hashemi as Director of the Office of Intergovernmental Relations.

The materials in this packet are divided into two sections:

1. **Mina Hashemi**

This section contains Ms. Hashemi's appointment and oath of office forms, resume, and the press release announcing her selection.

2. **Background Check**

This section contains the report on Ms. Hashemi's background check.

The Office of Intergovernmental Relations (OIR) serves as a bridge connecting Seattle with other jurisdictions, including regional, state, federal, Tribal, and international governments. Our City's success depends heavily on collaboration with other governments around us. By maintaining strong relationships, we can more effectively address shared challenges and ensure that our voice is heard at all levels. Ms. Hashemi, as a proven leader in intergovernmental affairs, is the right person to guide OIR toward success.

Ms. Hashemi has worked closely with governmental partners at a variety of levels and has a strong reputation as a collaborative problem solver. She joined the City in May after several years at King County, where she served as the Director of Strategic Partnerships for Executive Dow Constantine. In this role, she was a key member of Executive Constantine's leadership team and led high-priority government relations projects for the County. Prior, she served as the liaison between the Executive and King County Council, successfully building relationships between both branches. On top of her notable career at the County, she previously served as the Executive Director of the Washington State House Democratic Campaign Committee, where she fostered close relationships with members of the Seattle delegation and other legislators across the state. In all of her experiences, she has demonstrated a strong ability to think strategically and work collaboratively to accomplish policy goals.

Since joining the department in May, Ms. Hashemi has actively engaged with other governmental partners with an eye toward strengthening the City's relationships. I have been impressed by her interest in reaching consensus while taking into account a diversity of viewpoints and stakeholders. She is also prepared to advance the City's legislative priorities, including by improving the efficacy of the State Legislative Agenda for the upcoming legislative session. I understand that she has already engaged with each of your offices to understand your priorities to ensure your perspectives are well represented. In addition, she is already well respected by her OIR staff, who enthusiastically support her becoming the next OIR Director.

Before sending Ms. Hashemi's nomination to you today, my office consulted with stakeholders, including staff at the Office of Intergovernmental Relations, state legislators, County employees, Tribal government affairs representatives, labor representatives, and members of the business community. These stakeholders fully supported Ms. Hashemi's nomination and collectively expressed that she is the ideal person for this role. Her strong leadership skills, close ties with key governmental partners, proven dedication to public service, and enthusiastic support from stakeholders informed my decision to advance Ms. Hashemi's nomination for your consideration. Following the thoughtful review process by Council President Nelson's Governance, Accountability, and Economic Development Committee, I trust that you will agree that Ms. Hashemi has tenacity and brings the right blend of interpersonal and critical thinking skills.

If you have any questions about the attached materials or need additional information, Deputy Mayor Greg Wong would welcome hearing from you. I appreciate your consideration.

Sincerely,

A handwritten signature in black ink that reads "Bruce A. Harrell". The signature is written in a cursive, flowing style.

Bruce A. Harrell
Mayor of Seattle

SECTION

A



City of Seattle

Mayor Bruce Harrell

July 8, 2024

Mina Hashemi
Seattle, WA
Transmitted via e-mail

Dear Mina,

It gives me great pleasure to appoint you to the position of Director of the Office of Intergovernmental Relations at an annual salary of \$181,050.

Your appointment as Director is subject to City Council confirmation; therefore, you will need to attend the Council's confirmation hearings. Once confirmed by the City Council, you serve at the pleasure of the Mayor.

Your contingent offer letter provided employment information related to the terms of your employment, benefits, vacation, holiday and sick leave.

I look forward to working with you in your role as Director and wish you success. We have much work ahead of us, and I am confident that the Office will thrive under your leadership.

Sincerely,


A handwritten signature in black ink that reads "Bruce A. Harrell". The signature is written in a cursive, flowing style.

Bruce A. Harrell
Mayor of Seattle

cc: Seattle Department of Human Resources file



City of Seattle Department Head Notice of Appointment

Appointee Name: <i>Mina Hashemi</i>	
City Department Name: <i>Office of Intergovernmental Relations</i>	Position Title: <i>Director</i>
<input checked="" type="checkbox"/> Appointment OR <input type="checkbox"/> Reappointment	City Council Confirmation required? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Appointing Authority: <input type="checkbox"/> City Council <input checked="" type="checkbox"/> Mayor <input type="checkbox"/> Other: <i>Fill in appointing authority</i>	Term of Position: * Council Confirmation to Mayor's Discretion <input type="checkbox"/> <i>Serving remaining term of a vacant position</i>
Background: Ms. Hashemi has worked closely with governmental partners at a variety of levels and has a strong reputation as a collaborative problem solver. She joined the City in May after several years at King County, where she served as the Director of Strategic Partnerships for Executive Dow Constantine. In this role, she was a key member of Executive Constantine's leadership team and led high-priority government relations projects for the County. Prior, she served as the liaison between the Executive and King County Council, successfully building relationships between both branches. On top of her notable career at the County, she previously served as the Executive Director of the Washington State House Democratic Campaign Committee, where she fostered close relationships with members of the Seattle delegation and other legislators across the state. In all of her experiences, she has demonstrated a strong ability to think strategically and work collaboratively to accomplish policy goals.	
Authorizing Signature:  Date Signed: July 24, 2024	Appointing Signatory: <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.



CITY OF SEATTLE ▪ STATE OF WASHINGTON
OATH OF OFFICE

State of Washington

County of King

I, Mina Hashemi, swear or affirm that I possess all of the qualifications prescribed in the Seattle City Charter and the Seattle Municipal Code for the position of Director of the Office of Intergovernmental Relations; that I will support the Constitution of the United States, the Constitution of the State of Washington, and the Charter and Ordinances of The City of Seattle; and that I will faithfully conduct myself as Director of the Office of Intergovernmental Relations.

Mina Hashemi

Subscribed and sworn to before me

this ____ day of _____, 2024.

[Seal]

Scheereen Dedman, City Clerk

MINA HASHEMI

<http://www.linkedin.com/in/hashemi-mina>

Summary

- Proven problem solver and transformational leader with demonstrated success writing and executing strategic plans, directing government and external relations, influencing policy, fostering diversity, equity and inclusion, and building effective teams.
- Exceptionally skilled in high-level decision-making and analysis, executive presentations and briefings, relationship building, interpersonal communication, and group development.
- Extensive record of success in Director-level roles and experience working with government, political campaigns, and non-profit organizations.

Recent Professional Experience

Office of King County Executive Dow Constantine, King County, WA

Director of Strategic Partnerships, July 2023 - Present

Fulfill a critical role on the Executive's leadership team leading government relations for high priority projects and public and private partnerships. Manage regional and municipal government and external relationships, programs, and staff to drive the strategic direction of all external affairs and projects. Develop and advise on state and local legislative strategy for the county's priority issues and projects related to housing, climate, infrastructure, equity, and more. Create and deliver business cases to show value of new partnerships and influence public policy and develop strategic and operational plans to engage in intersectional issues lead by government, private, and community partners. Provide strategic direction to leadership of 10+ agencies and offices across the government, serving over 2.25 million residents of King County.

Director of Council Relations, January 2022-July 2023

Lead government relations with the King County Council on behalf of the Executive branch. Directed legislative strategy on priority issues under the county's jurisdiction including budgets, public safety, transit, homelessness, human services, public health, and more. Implemented and advised on legislative strategy for passage of the \$16.2 billion biennial budget and property tax levies, including the Doors Open Cultural Access and Crisis Cares Center levies, and creation of new Office of Economic Opportunity and Creative Economy and the Office of Climate. Provided strategic direction to leadership of 10+ agencies and offices across county government and managed coordination of all legislative activities.

Community Engagement and Co-Creation Program Manager, Office of Equity, Racial and Social Justice, April 2021-January 2022

Worked closely with King County's first Chief Equity and Inclusion Officer to develop new programs and special projects related to the declaration of Racism as a Public Health Crisis in King County, WA, established with one-time federal funding. Lead the vision, strategy, and execution of new Community Engagement and Co-Creation team and program tasked with ensuring that community engagement across the Executive Branch of government incorporates pro-equity and anti-racist principles.

House Democratic Campaign Committee, Seattle, WA

Executive Director, September 2017 – April 2021

Directed the largest legislative campaign operation in Washington state. Wrote and implemented strategic plan, which ensured protection of 57 Democratic legislative seats and crafted the successful 2020 and 2018 campaign strategies which flipped eight Republican held seats and elected the most diverse House Democratic Caucus in

Washington's history. Worked closely with the Speaker of the House and Executive Board and built key relationships with House members, federal, state, and local elected officials, labor unions, Tribes, advocacy groups, donors, and other important constituencies. Recruited and trained a team of direct employees and candidates across Washington to run for office.

Deputy Director, March 2015 – December 2016

Served as an internal general consultant to House candidates: set up operations, hired staff, advised on policy, messaging, and paid communications. Conducted media and candidate and staff trainings. Managed the \$6M fundraising program to guarantee budget goals were met, resulting in record-breaking spending. Identified, cultivated, and stewarded major individual donors, annual corporate and tribal donors. Managed all organizational operations.

Director of Development and Operations, September 2013 - March 2015

Finance Director, January 2010 - November 2012

Friends of Dow Constantine, Political Director, January – August 2017

Strengthened and grew the incumbent King County Executive's political network by cultivating relationships with key allies, elected officials, labor unions, and a diverse range of constituents. Expanded the Executive's digital footprint with development of an online campaign plan, quadrupling the campaign's email subscribers, and re-launching the campaign website and branding guide. Wrote and executed 2017 re-election campaign plan: secured key endorsements, analyzed data regarding the electoral, political, and demographic landscapes of the electorate, represented the Executive at community events, and monitored progress toward goals and addressed challenges.

Additional Experience

Assistant Director of Corporate Relations, Michael G. Foster School of Business, University of Washington,
November 2012 – September 2013

King County Community Organizer, Washington Conservation Voters, November 2008 – December 2009

Outreach Director, Fuse Washington, January – October 2008

Campaign Manager, Gael Tarleton for Port Commissioner, April – November 2007

Lobbying Assistant, Sharon Case, Government Relations, 2007 Legislative Session

Field Organizer and Volunteer Coordinator, Darcy Burner for Congress, April - November 2006

Volunteer Service

National Women's Political Caucus of Washington, Candidate Trainer, March 2016-Present

Seattle City of Literature, Board Member & Treasurer, February 2021-August 2023

the Service Board, Board Member & Secretary (2017), March 2016-March 2019

College Success Foundation, Hometown Mentor, September 2014-August 2016

Education

Bachelor of Arts in Political Science, Minor in Art History, University of Washington, Seattle, WA



City of Seattle Office of the Mayor

Press Release

For Immediate Release

Contact Information

Callie Craighead

callie.craighead@seattle.gov

Mayor Harrell Announces Additions and Changes to Cabinet and Office Staff

Seattle – Today, Mayor Bruce Harrell announced additions and changes to his Cabinet and Mayor’s Office staff:

Natalie Walton-Anderson will join Mayor Harrell’s staff on June 5, 2024 as the Director of Public Safety. She fills the position previously held by Kerry Keefe who moved to a role with the police department to work on matters related to women in policing and criminal case investigations.

Julie Dingley will step away from her position as Director of the City Budget Office on May 17, 2024. The Mayor’s Director of Policy **Dan Eder** will fill the role of interim CBO Director until a search for the next permanent director is launched.

Mayor Harrell will appoint **Mina Hashemi** to serve as the interim Director of the Office of Intergovernmental Relations, taking the role of former Director Gael Tarleton who retired earlier this year. Director Hashemi’s first day at the City of Seattle is today, Wednesday, May 8.

Mayor Harrell will nominate **Jamie Carnell** as permanent Director of City Finance.

Aisha Foster will serve as Executive Director of Human Resources for the Mayor’s Office.

Callie Craighead will serve as Press Secretary under the Communications Director for the Mayor's Office.

"My administration is a learning organization that always seeks to grow, improve, and elevate talent to help us reach our goals. I am confident these new and empowered members of our staff will help us advance our mission to build a safe, healthy, and sustainable Seattle," **said Mayor Harrell**. "I'm excited to work with this set of leaders to continue driving progress – creating a safe city through urgency and comprehensive solutions to issues like crime and fentanyl; investing in a stronger, more effective budget for our residents; and building a model for a collaborative government with our local, county, state, and federal partners."

Mayor Harrell continued, "I want to express my sincere and heartfelt gratitude to Director Dingley, who since Day One of my administration has been an essential member of our team and who we can thank for giving us the tools and approach needed to address forecasted deficits and build a solid financial future. I also want to thank Deputy OIR Director Sierra Howlett-Browne for her leadership and strong example as acting director over the last several months and look forward to her continued partnership in the years to come."

"I look forward to serving with Mayor Harrell to deliver on our shared mission to create a safe Seattle for every resident," **said Natalie Walton-Anderson**. "We know true safety requires holistic, multi-faceted solutions, and, in this role, I'm excited to build on longstanding relationships with law enforcement, social service providers, public health leaders, and more to create partnerships, strategies, and programs that keep neighbors and communities safe."

"Serving as CBO Director over the last two and a half years has been an honor as we've worked to produce effective, balanced budgets in the face of significant general fund deficits, implement biennial budgeting, and restore relationships based in trust and collaboration with the City Council. CBO remains a critical steward of taxpayer dollars, providing invaluable institutional knowledge across administrations, and has an impressive bench of thoughtful, dedicated, and resourceful public servants," **said CBO Director Julie Dingley**. "Despite this progress, the last six years with CBO and two and a half years as its Director have been extremely demanding, and after working to transform the City's fiscal policies and budgeting practices to promote a more sustainable and accountable budget process, now is the right time to step away so I can focus on my family and my next chapter. I know the City is in good hands, and I'm incredibly grateful to Mayor Harrell, my colleagues in the City Budget Office, my fellow Directors, and every City employee who worked with us to craft budgets that reflect our values."

“The City faces serious budget challenges in the coming years, but also significant opportunities to improve how we invest to serve our residents,” **said Director of Policy Dan Eder**. “I look forward to drawing on my 16 years of experience helping craft City budgets to address these challenges, ensure the City is on a sustainable fiscal trajectory, and invest in the priorities and essential services of the people of Seattle.”

“It’s an honor to be chosen to lead the Office of Intergovernmental Relations and an incredible team of dedicated public servants,” **said Interim Director of the Office of Intergovernmental Relations Mina Hashemi**. “I’m looking forward to further strengthening the City’s relationships as together we work to build a thriving, innovative, and equitable Seattle we are all proud to call home.”

“I’ve known Mina for more than 15 years and have deep admiration for her career experience and dedicated public service,” **said Gael Tarleton, former state representative and OIR Director from January, 2022 to March, 2024**. “Mina brings to this office invaluable perspective on and first-hand knowledge of the City’s relationships with our government partners. She knows how to create an environment where diverse voices come together to address critical public policy challenges. And she understands how to navigate the competing pressures our elected leaders face. Mina will be a strong director for the intergovernmental relations office.”

About



Natalie Walton-Anderson is an experienced public safety leader, who has worked to address complex safety issues in Seattle and Washington state for nearly 30 years. As a former Assistant United States Attorney for the Western District of Washington Criminal Division, Senior Deputy Prosecuting Attorney for the King County Prosecuting Attorney’s Office Criminal Division, and Criminal Division Chief for the Seattle City Attorney’s Office, she is a champion for keeping people safe, including supporting survivors and victims of crimes such as domestic violence and sexual assault, holding offenders accountable, and designing and implementing diversion strategies and programs like LEAD and Mental Health Court.



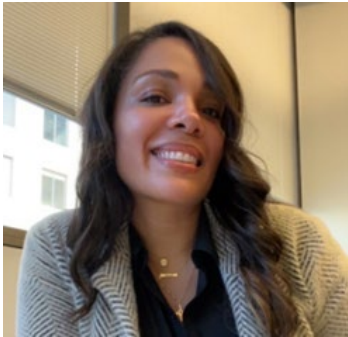
Dan Eder currently serves as the Director of Policy for Mayor Bruce Harrell, where he is responsible for researching, analyzing, and evaluating policy proposals related to Mayor’s Office priorities. Eder brings decades of local government leadership experience and expertise to the role. He was the Interim and Deputy Director of Seattle City Council Central Staff, where he specialized in budget and fiscal issues, after rising through the ranks as an analyst, and before that worked as a project manager for Sound Transit. Eder has a Master of Public Administration from the University of Washington Evans School and a Bachelor of Arts from Swarthmore College.



Mina Hashemi most recently served as the Director of Strategic Partnerships in the Office of King County Executive Dow Constantine. In that role, she lead government relations for high priority projects and forging impactful partnerships across the public, private, and community sectors for one of the nation's largest counties. In her role, she also helped oversee the passage of the \$16.2 billion biennial budget and critical levies including the Crisis Cares Center and Conservation Futures levies. Prior to joining King County, she served as Executive Director of the House Democratic Campaign Committee, where she crafted the successful 2018 and 2020 campaign strategies that added seven seats to Democratic control and elected the most diverse House Democratic Caucus in state history. Growing up in a small town in Southwest Washington, Mina graduated from the University of Washington where she earned her degree in Political Science and Art History.



Jamie Carnell is the City of Seattle Interim City Finance Director, Jamie Carnell, has worked for the City of Seattle since 1994. Prior to becoming the Interim City Finance Director, Jamie served as Director of the City’s Business Systems Division and Deputy Director to former City Finance Director, Glen Lee. Jamie has overseen several enterprise financial system implementations for the City of Seattle as well as across other multiple jurisdictions in Western Washington. Jamie has an extensive background in information technology, communications, and project management. Jamie received her Bachelor of Arts from Seattle Pacific University.



Aisha Foster, a proud native of Seattle, brings nearly three decades of expertise in Human Resources to the forefront, contributing to citywide HR initiatives and demonstrating a proven record of executive-level recruitment. Since joining Mayor Harrell's administration, Aisha has consistently made significant contributions and earned recognition as a problem solver with the keen ability to navigate complex challenges with precision, dedication, and a commitment to positive change.



Callie Craighead is responsible for working with journalists, members of the media, and community stakeholders to ensure Mayor Harrell’s policies and goals are communicated efficiently and effectively. Callie joined Mayor Harrell’s communications team in 2022 from the nonprofit sector where she developed strategic media plans about global health efforts to expand vaccine access. She previously worked at the Seattle P-I and reported on local politics, transportation, and real estate, and her writing has also appeared in Seattle magazine. Craighead has a Bachelor of Arts from Seattle University and completed a media and journalism fellowship at the Poynter Institute.

SECTION

B

Memo

Date: April 10, 2024

To: Pam Inch – Senior Executive Recruiter

From: Annie Nguyen – Seattle Human Resources

Subject: **Background check for Amina Hashemi**

The Seattle Department of Human Resources has received a copy of **Amina Hashemi's** background check provided by Global Screening Solutions. There were no findings that would impact their employment eligibility.

Cc: Personnel File

Questions for OIR Director Confirmation

Leadership/Management

- 1. Your background demonstrates a strong commitment to developing relationships with governmental partners and collaborative problem solving. How do you think that experience and background is going to shape your approach to the way the Office of Intergovernmental Relations approaches its work, especially when it comes to working with both parties in Olympia?**

I strongly believe the City is most effective over the long term when we have strong, collaborative relationships with partners at all levels of government. This can take many forms, but it's essential the City always have a seat at the table and that we participate meaningfully and effectively. For my team, that means arriving prepared and actively listening, maintaining open two-way communication, offering transparency, and showing respect and understanding for the intricacies of our partner's unique governments and politics.

I've had the opportunity to directly serve elected officials at the state, regional, and local government level. In each role, I've demonstrated my ability to forge relationships with people from diverse regions, backgrounds, and ideologies. In my role with the State House Democrats, I worked closely and effectively with experienced members of House leadership as well as freshmen, members from the most urban district in Seattle to the most rural areas of Clallam County, and members who identify as progressives as well as members who identify as moderates. In my role as Council Relations Director at King County, I worked with Democrats and Republicans on the Council to find consensus on extremely important, sometimes contentious, issues including public safety, budgets and revenue, and housing. These examples illustrate my commitment to collaboration and finding consensus to solve problems and achieve meaningful results for the public.

On some issues, OIR faces the challenge of providing our best advice to elected officials with regards to maintaining positive relationships with other governments, while also keeping the interests of Seattle residents at the forefront of our work. It is a delicate balance that emphasizes why we must always be cultivating and stewarding our relationships with government partners.

- 2. How do you frame the role of the City's State Legislative Agenda in advancing the City's legislative priorities and what are your ideas for improving the efficacy of this tool?**

The City's State Legislative Agenda is one of the key components of the City's overall legislative strategy. The written agenda provides a guiding document and reminder to

legislators, especially our Seattle delegation, of the City's policy priorities and positions. To be truly effective, the City should also be well represented on the ground in Olympia by a team of both in-house and contract lobbyists who meet with legislators to advocate for the City, provide testimony, and engage with other local governments to promote shared priorities.

Legislative sessions are fast, legislators and staff are extremely busy, and so to be effective it's crucial our written agenda be something they can easily absorb and carry. As such, as OIR has met with Council offices to discuss the legislative agenda, we've expressed a strong interest and found mutual alignment in scaling the City's Legislative Agenda back to a two to three-page document. It will be a challenge to reflect all the shared priorities of the Executive, the Council, and the departments in a shorter document, but I'm confident our team has the skill to effectively capture and communicate what they've heard and work with all parties to find alignment.

3. In the first few months on the job, what have you learned to be the biggest challenges and opportunities for the Office of Intergovernmental Relations?

As with many other governments in Washington, the City is facing a serious budget crisis. At the City, OIR plays a crucial role in finding both funding and policy solutions to address this crisis. Our role, and what I see as our biggest opportunity, is to ensure we are securing federal, state, and local resources to address funding challenges. To aid these efforts, I intend to lead my team by working closely with City departments and regional governments and funding agencies, as well as providing assistance and support, and encouraging and maintaining positive relationships with our federal delegation, King County, and the suburban cities that surround Seattle.

I pride myself in being a creative problem solver, so I look for opportunity in every challenge. Over the past four months, I've been deeply invested in identifying funding sources, crafting strategy to secure funding, and improving processes to ensure OIR is properly situated to advocate for the City at every level of government. This includes frequent funding discussions with our federal lobbying team in Washington, DC, participation in intergovernmental groups and task forces to coordinate and strengthen funding requests at the state and local level, looking for opportunities to organize tours of city projects with state and federal elected officials, and more detailed internal tracking systems.

4. Councilmembers serve on several regional committees, such as the Board of Health, King County Regional Homelessness Authority, Sound Transit, the Puget Sound Regional Council and its subcommittees, etc. Do you have any ideas for

strengthening efforts to ensure Councilmembers' participation best helps achieve the City of Seattle's policy goals?

The City is most effective over the long term when we are regular and collaborative participants in regional conversations. Many new councilmembers have made a strong effort to attend their regional committees, including frequently attending hybrid meetings in person. Regular participation helps our members develop relationships with regional elected officials and demonstrates our respect for the work that is done in these committees and boards. This respect and understanding helps us when we have positions that we need to advocate for. I am grateful for the Council's participation in regional committees, and under my leadership, OIR will seek more opportunities to work with councilmembers ahead of high-need votes for the City, to strategize and advocate among your fellow committee members, potentially in the form of member to member asks.

I have appreciated how our new Council has also made an effort to be available for briefings and preparation from OIR and our departmental policy experts. This is helpful in allowing our committee representatives to get up to speed on issues that can be long running and technical and giving us time to sync up on strategy. Advanced preparation puts our members in the best position to advocate effectively during complex negotiations with other government leaders.

5. Are there any missing components or unexplored options in the City's current approach to working with governmental partners and/or advancing legislative actions that you believe should be addressed? If so, please describe here these issues and your ideas or suggestions for change.

While I'm very proud of the work our team is currently doing, as referenced in my responses to questions 2 and 4, I do think there is room for more engagement and effective communication with government partners. The Executive and Council together have ambitious agendas to achieve. A coordinated approach, working with all areas of government and our governmental partners, will be necessary to solve some of the tough problems we are facing today.

During my short time at the City, OIR is engaging more with State legislators and Federal delegation staff outside of legislative sessions, seeking opportunities to brief them on ongoing projects, organizing project tours, developing a more concise State Legislative Agenda, and coordinating with councilmembers to advocate for the City's needs with the Association of Washington Cities. The Council is amongst the most powerful voices the City has, and I have appreciated many councilmembers' willingness to advocate for major priorities when approached by OIR.

I'm committed to continuous improvement and hope councilmembers will feel welcome to share their ideas and feedback with me directly.

Council Relations:

- 1. OIR is an Executive department and the OIR Director is appointed by the Mayor. How do you intend to balance being a member of the Mayor's Cabinet with the vital role of providing unbiased, complete, and timely information to all branches of City government?**

As the Director of OIR, I'm committed to transparency and keeping all communication channels open. OIR staff take our unique role of reporting to both the Mayor and Council very seriously.

My experience working for an Executive, as well as a legislative body, and my experience here heading a department have well prepared me to understand and balance the diverse needs of each group. To illustrate this, I'd look to OIR's work as we approach the State legislative session. Over the summer, we've worked hard to solicit priorities, needs, and feedback from departments, the Council, and the Mayor, creating new systems and strategies for effectively managing the incoming information. As we work to understand and prioritize the list and create an effective document that is easy for legislators to absorb, we're committed to a transparent, well-balanced process with no surprises for interested parties at the City. This includes timely two-way engagement with internal and external partners.

Our team plans to offer weekly check-ins with offices during the legislative session and to provide weekly briefings to the Council and the public. Our individual check-ins ensure we have a solid understanding of each councilmember's priorities and an opportunity to update you on arising issues with your policy priorities, making the City as a whole more effective in Olympia. Our Council briefings also provide a wonderful opportunity to share information about the City's work in Olympia with the public, and for City departments to track policy debates in real time.

- 2. How would you resolve a situation where there was a disagreement between the Executive and the Council? How would you approach this situation?**

Seattle is a diverse city, and our residents hold a variety of views, needs, lived experience, and access to government. As such, elected officials and constituents alike hold differing viewpoints on policy and issues and an important part of the legislative process is to allow all viewpoints to be expressed and heard.

As the Director of OIR, I will respect the desire of every City elected official to express their personal and collective views. My team and I are always available to work together to prepare effective testimony and letters of support or opposition, either on behalf of an individual councilmember, the collective Council, or the City as a whole. Throughout OIR's history there are many examples of the Executive and councilmembers holding varying views from one another. We will continue to provide avenues for expression of those views.

The very nature of the legislative process is to understand where there is alignment and differences of view on policy issues. I'm committed to transparency and will make sure the Council and the Executive are aware of differences of view emerging with pieces of legislation and will work closely with the team at OIR to help legislators know when City policymakers are on the same page and where positions may diverge.

3. Do you have any suggestions for improving how the Council and Office of Intergovernmental Relations work together? How would you suggest more effectively responding to Council interests?

OIR strives to be extremely responsive to the Council and we're committed to frequent engagement with your offices. I think one of the key elements for working together is maintaining frequent and open lines of communication. This might take the form of regular check ins between OIR and Council offices but could also be more one-off topic specific meetings, or of course picking up the phone and calling one another. Each Council office is unique and has their own preferences and I welcome a custom approach based on your preferred style of engagement

Staff-level communication is helpful for maintaining these channels for information sharing. We can better provide strategic guidance when we have a deep understanding of Council goals and direction.

In my short time with the City, I've been encouraged by the receptiveness of Council offices to meeting with me and my team and grateful for my growing relationships with you and your teams. Hearing councilmembers' interests and passions directly in my meet and greets has been incredibly helpful, and our state team greatly appreciated and benefited from their meetings earlier this summer with your offices to hear about legislative session priorities. It is through this direct and frequent communication that OIR is best positioned to be your advocates and provide strategic feedback at every level of government that your offices engage with.



Legislation Text

File #: CB 120862, **Version:** 1

CITY OF SEATTLE

ORDINANCE _____

COUNCIL BILL _____

AN ORDINANCE related to recruitment and retention of police officers in the Seattle Police Department; making permanent a hiring incentives program in the Seattle Police Department; and amending Ordinance 126654.

WHEREAS, the Seattle Police Department strives to maintain a highly qualified, diverse, and professional police service to meet the complex public safety demands of Seattle neighborhoods; and

WHEREAS, the Seattle Police Department has successfully increased the hiring of people of color from 22 percent in 2014 to 64 percent in 2024 year-to-date through the end of July; and

WHEREAS, The City of Seattle and the Seattle Police Department have recognized the need to urgently hire additional officers to meet minimum staffing levels and community expectations; and

WHEREAS, the Seattle Police Department faces increased competition for qualified applicants for the position of police officer due, in part, to regional and national hiring incentives at law enforcement agencies; and

WHEREAS, Seattle police response times to 9-1-1 Priority 1 dispatches have a median measure of 7.8 minutes in the first two quarters of 2024, longer than the desired seven minutes; and

WHEREAS, Resolution 32050, adopted in 2022, established the intent of the Council to pass legislation allowing the Seattle Police Department'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; and

WHEREAS, Ordinance 126654, adopted in 2022, authorized the creation of a hiring incentives pilot program in the Seattle Police Department; and

WHEREAS, Ordinance 127026, adopted in 2024, created a dedicated Recruitment and Retention Program in the Seattle Police Department responsible for increasing the number of sworn officers; and

WHEREAS, the number of Seattle police officers fully trained and available for deployment was 930 at the end of July 2024, among the lowest numbers since at least 1991, the first year the number of “in-service” officers was reported; and

WHEREAS, the City conducted a mandatory Hiring, Recruitment, and Retention Survey to all new recruits during the Before the Badge program, which examined potential reasons for interest in police work and joining SPD, and from November 2022 through October 2023, the City received 60 non-duplicated responses, and all but two hires selected incentive pay as having some level of importance in their decision to become a police officer. Of these respondents, 23 percent ranked incentive pay first or second in importance, 41 percent ranked it as third, and 36 percent ranked it as fourth or fifth; and

WHEREAS, while the Seattle Police Department has one of the highest starting salaries in the state and region, recruitment of new police officers has become increasingly difficult in Seattle and across the United States, and police agencies now offer hiring incentives to attract applicants; in the Seattle region the cities of Auburn, Bellevue, Des Moines, Everett, Federal Way, Issaquah, Kent, Kirkland, Mercer Island, Renton, and Tacoma, and the King County Sheriff’s Office, offer incentives ranging from \$1,000 to \$40,000; and

WHEREAS, the City of Seattle's goal is to increase the number of Seattle police officers who are fully trained and deployable to 1,450; and

WHEREAS, the Mayor and Council wish to extend the hiring incentives program to bolster the number of officers in Seattle; NOW, THEREFORE,

BE IT ORDAINED BY THE CITY OF SEATTLE AS FOLLOWS:

Section 1. Section 6 of Ordinance 126654 is amended as follows:

Section 6. ~~((From July 13, 2022, to December 31, 2024, t))~~The Seattle Police Department may

offer certain police officer candidates, including new recruit~~((s))~~ candidates, ~~((and))~~ new lateral officer~~((s))~~ candidates, and former officers reinstated under Rule 10.03 of the Public Safety Civil Service Commission Rules of Practice and Procedure, a hiring incentive to be paid after beginning or restarting employment with The City of Seattle. ~~((Public Safety Civil Service Commission (PSCSC) Rule 10.03 describes the process by which former officers may request and receive reinstatement to a sworn SPD position with the approval of the Chief of Police and the Executive Director of the PSCSC, and officers so appointed are neither new recruits nor new lateral officers))~~. The Council recognizes that lateral officers and former officers who are reinstated or re~~((-))~~hired by SPD require minimal training and can immediately bolster the department's 9-1-1 response ability or provision of investigative services. The Council also recognizes that the Seattle Police Officers Guild collective bargaining agreement provides that former officers who leave SPD and are re~~((-))~~hired in the same classification within the next two years return to their previous salary step and benefit accrual rates ~~((and that this return constitutes an economic benefit))~~. This provision in the collective bargaining agreement provides an economic benefit to officers who are rehired within two years of their departure from SPD. For these reasons, eligibility for the hiring incentive shall be extended to former officers who are reinstated or rehired to SPD after two years or more or who do not otherwise receive the economic benefit of a return to their previous salary step and benefit accrual rates.

A. Incentives provided to lateral police officer hires and to officers who are reinstated or rehired to SPD after two years or more shall be paid one incentive per employee, ~~((and be based on market demand,))~~ which shall not exceed \$~~((30,000))~~50,000 per hire. Incentives paid to new recruit hires shall be one-time per employee, ~~((and be based on market demand))~~ not to exceed \$7,500 per hire. If an employee who has received this incentive leaves the department, that person may not receive an incentive to return.

B. Half of the hiring incentive will be paid in the first paycheck and the second half upon

completion of any probationary period (~~(established)~~) required by the Public Safety Civil Service Rules or SPD.

C. Hiring incentives paid to new recruits, lateral transfers, and reinstated or rehired officers who leave Seattle Police Department employment before five years of completed services must be paid back to the City on a pro rata basis as calculated against the five-year commitment.

D. Current City employees, with the exception of recruiters in the Seattle Department of Human Resources, recruiters in the Seattle Police Department, and employees of the Public Safety Civil Service Commission, who (~~(make a referral of)~~) refer to the City a lateral hire or new recruit hire are eligible to receive a referral incentive of up to \$1,000, payable when the applicant graduates from the state police academy and begins police officer field training with SPD.

E. Beginning October 1, 2022, and occurring every three months thereafter for the duration of this program, the Seattle Police Department will provide a quarterly report to the Mayor and City Council on the use of hiring incentives. The report shall include the number and amount of new, lateral, and reinstated or rehired incentives paid as well as the number and amount of new and lateral incentives pending completion of the requirements of subsection 6.B of this ordinance. (~~(The Seattle Police Department and the City Budget Office Innovation and Performance Team shall also conduct an evaluation of the city's use of hiring incentives authorized in subsection 6.A of this ordinance that shall include, but not be limited to, the following information:~~

- ~~1. How the incentive compares with similar incentives offered by other local and state law enforcement agencies;~~
- ~~2. Responses to survey questions that specifically identify:
 - ~~a. Whether the hiring incentive contributed to a new recruit's decision to work in policing versus another profession;~~
 - ~~b. Whether the incentive resulted in a new recruit's or lateral officer's decision to~~~~

~~work for the Seattle Police Department versus another local or state law enforcement agency;~~

~~e. How the recruit or lateral officer learned about the hiring incentive; and~~

~~d. Whether the incentive was effective than other recruitment tactics, such as being contacted by a member of the Seattle Police Department or meeting Department representatives at a career fair or other event;~~

~~3. A demographic and race and social justice analysis of the information collected pursuant to subsection E; and~~

~~4. An analysis of costs and benefits of the City's use of hiring incentives and a recommendation about whether the City should continue the use of incentives as an ongoing recruitment strategy.~~

~~The Seattle Police Department shall begin collecting data required for the evaluation at the same time that it begins providing the hiring incentives authorized in subsection 6.A of this ordinance and will endeavor to analyze and disclose one full year of data in the evaluation. The evaluation shall be transmitted to the City Clerk; the Chair of the Public Safety and Human Services Committee or successor committee, and the Central Staff Director no later than 15 months after the Department begins to offer the hiring incentives.))~~

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

Passed by 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.
/

Bruce A. Harrell, Mayor

Filed by me this _____ day of _____, 2024.

Scheereen Dedman, City Clerk

(Seal)

SUMMARY and FISCAL NOTE

Department:	Dept. Contact:	CBO Contact:
Mayor’s Office	Sarah Smith	Geoffrey Detweiler

1. BILL SUMMARY

Legislation Title: AN ORDINANCE related to recruitment and retention of police officers in the Seattle Police Department; making permanent a hiring incentives program in the Seattle Police Department; and amending Ordinance 126654.

Summary and Background of the Legislation:

The number of Seattle police officers fully trained and available for deployment was 930 at the end of July 2024, among the lowest numbers since at least 1991, the first year the number of “in-service” officers was reported.

While the Seattle Police Department has one of the highest starting salaries in the state and region, recruitment of new police officers has become increasingly difficult in Seattle and across the United States, and police agencies now offer hiring incentives to attract applicants; in the Seattle region the cities of Auburn, Bellevue, Everett, Federal Way, Issaquah, Kent, Kirkland, Mercer Island, Renton, and Tacoma, and the King County Sheriff’s Office, offer incentives ranging from \$1,000 to \$40,000.

Agency	Incentives Recruits	Incentives Lateral	Incentives Recruits	Incentives Lateral
	2022		2024	
1. Redmond			None	None
2. Kent	\$10,000	\$25,000	\$10,000	\$25,000
3. Bellevue	\$2,000	\$16,000	\$2,000	\$16,000
4. Everett	\$15,000	\$30,000	\$15,000	\$30,000
5. Edmonds			None	\$25,000
6. Bothell			None	None
7. Tukwila			None	\$25,000
8. Auburn	None	\$20,000	\$5,000	\$20,000
9. Lynnwood			\$5,000	\$25,000
10. Port of Seattle	None	None	None	\$10,000
11. Bellingham			\$2,000	None
12. Renton	\$1,000	\$20,000	\$1,000	\$20,000
13. King County	\$7,500	\$15,000	\$7,500	\$15,000
14. Pierce County			\$10,000	\$25,000

15. Seattle	\$7,500	\$30,000	\$7,500	\$30,000
16. Federal Way	\$3,000	\$20,000	\$5,000	\$30,000
17. Tacoma	None	\$25,000	None	\$25,000
18. Lakewood			None	None
19. WA State Patrol			\$10,000	\$20,000
20. Des Moines			Not available	\$40,000
21. Mercer Island			Not available	\$40,000

In July 2022, the Mayor and Council approved the creation of a hiring incentives pilot program in the Seattle Police Department that expires at the end of 2024. Since that time SPD has welcomed 100 new hires, 7 lateral hires, and 2 re-hires of employees who had been gone for more than 2 years.

Benchmarking data shows that 18 out of 21 local agencies, offer lateral or new hire incentives. Given SPD’s staffing challenges, the relatively low cost, and the fact that other competing jurisdictions continue to provide the incentive, the City is extending the hiring incentive program and increases the lateral hire incentive from \$30,000 to \$50,000 per lateral hire. These additional costs will be covered by the existing budget.

Incentives provided to lateral police officer hires and to officers who are reinstated to SPD after two years or more shall be paid one incentive per employee, which shall not exceed \$50,000 per hire, and which will be paid out in two installments. Incentives paid to new recruit hires shall be one-time per employee, shall not exceed \$7,500 per hire, and will be paid out in two installments.

For the overall hiring incentive program, the first installment will be paid in the officer’s first paycheck and the second half on completion of any probationary period established by the PSCSC rules. Hiring incentives paid to individuals who leave Seattle Police Department employment before five years of completed services must be paid back to the City. Failure to meet the five-year commitment will result in the recruit or lateral hire having to pay back the hiring incentive on a pro rata basis as calculated against the five-year commitment.

The annual estimated cost for the hiring incentive award program is \$1.5 million and is included in the Mayor’s 2025-2026 Proposed Budget. This incentive program shall continue until the designated budget is exhausted or Council passes a separate ordinance terminating the program, whichever comes first.

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.a. Appropriations

- This legislation adds, changes, or deletes appropriations.

Appropriations Notes: The appropriations needed to support the hiring incentive program are included in the 2025-2026 Proposed Budget.

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.

No.

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.
N/A

4. OTHER IMPLICATIONS

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

This program primarily impacts the Seattle Police Department.

- 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.**

Public Safety is a core Charter obligation of the City of Seattle. All residents deserve public safety, and all communities and neighborhoods benefit from a safe city. This legislation is designed to increase the number of officers who can respond to calls for help from residents in a timely manner.

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?**

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

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?

6. ATTACHMENTS

Summary Attachments: None.

September 11, 2024

MEMORANDUM

To: Governance, Accountability, and Economic Development Committee
From: Tamaso Johnson, Analyst
Subject: Council Bill 120862 – Police Hiring Incentives 2024

On September 16, 2024, the Governance, Accountability, and Economic Development Committee will discuss [Council Bill \(CB\) 120862](#), sponsored by Council President Nelson. This bill would modify and make permanent the Seattle Police Department’s (SPD’s) pilot program offering monetary staffing incentives designed to enhance the recruitment of sworn officers.

The SPD hiring incentives pilot program, authorized by the Council in 2022, would be expanded under this bill to be a permanent program, the lateral hiring bonus would be increased from \$30,000 to a maximum of \$50,000, and several other minor changes would be made to the incentives.

This memorandum provides background, describes the bill, and outlines next steps.

Background

Prior SPD Incentive Programs

In 2019, the Council adopted [Ordinance 125784](#), authorizing SPD to provide a one-time hiring incentive program, effective through June 2020, which paid new lateral police officer hires up to \$15,000 and new recruit hires up to \$7,500. In October 2021, former Mayor Durkan authorized one-time hiring bonuses of up to \$25,000 for lateral hires and up to \$10,000 for recruit hires and via an Emergency Order issued pursuant to mayoral emergency powers related to the COVID-19 pandemic.¹ Following the expiration of bonuses created by the Emergency Order in early 2022, the Council adopted [Resolution 32050](#) and then [Ordinance 126654](#) in 2022, creating the current SPD hiring incentives pilot program which offers lateral police officer hires up to \$30,000 and recruit hires up to \$7,500. The current hiring incentive program is set to expire on December 31, 2024.²

¹ See, Civil Emergency Order – IMMEDIATE HIRING INCENTIVES FOR PUBLIC SAFETY EMERGENCY RESPONSE, issued October 29, 2021: <https://durkan.seattle.gov/wp-content/uploads/sites/9/2021/10/Civil-Emergency-Order-PS-Hiring.pdf>

² SPD reports three lateral police officer hires occurred between July 1, 2023 and June 30, 2024.

Council Bill 120862

Incentive Program Changes

Section one amends language in Ordinance 126654 modifying and making permanent SPD's current staffing incentive pilot program originally authorized to be in effect from July 13, 2022 to December 31, 2024. The bill removes the existing requirement that incentives be based on market demand and increases the maximum incentive amount for officers who are lateral hires from other law enforcement agencies, or former SPD officers who are reinstated or rehired, from \$30,000 to \$50,000.³ Going forward the Chief will have the authority to determine the specific amount of the lateral hiring incentive, subject both to the \$50,000 maximum and the availability of the required funding.

The bill also modifies the 'clawback' provision of the incentive program, designed to increase officer retention by requiring that officers who leave SPD before five years repay the monetary incentive, by pro-rating the amount to be paid back based on years of service. Finally, the bill makes some technical corrections to eligibility language for the incentive program by including consistent references to former SPD officers that are "reinstated" as well as those that are "rehired" as eligible for monetary incentives. This technical change is designed to reflect the multiple ways that officers may choose to return to SPD employment as contemplated by Public Safety Civil Service Commission Rules of Practice and Procedure.⁴

Reporting Requirements

The bill strikes language in Ordinance 126654 requiring an evaluation of the incentive pilot program by SPD and the City Budget Office. This evaluation was completed and transmitted to Council in February 2024 and is attached to this memo.⁵

Fiscal Impact

The summary and fiscal note for this bill identifies an estimated ongoing annual cost of \$1.5 million for the incentive program. The entirety of this cost is expected to be funded through ongoing reallocation of SPD salary savings to this program, which will be included in the Mayor's 2025-2026 proposed budget.⁶

³ Data provided by the Executive indicates that a large majority of other law enforcement agencies in western Washington offer lateral hire incentives, in amounts ranging from \$15,000-\$16,000 (King County, Bellevue, Issaquah) to \$40,000 (Des Moines, Mercer Island).

⁴ See, Public Safety Civil Service Commission Rules of Practice and Procedure, amended December 14, 2023:

https://www.seattle.gov/documents/Departments/PSCSC/Rules/Rules%202023/2023_FINAL_PSCSC_Signed_Filed.pdf

⁵ See, Attachment 1: February 26, 2024 Briefing Memo to Seattle City Councilmembers from Leah Tivoli, Director of Innovation and Performance. Available at: https://clerk.seattle.gov/~CFS/CF_322964.pdf. This memo concluded, in part, that: salary is the most significant factor in recruitment, though incentive payments appear to be compelling to some applicants; 14 of 18 local law enforcement agencies surveyed offer incentives; and, modifying the clawback provision of SPD's incentive program could make incentives more effective, as several competing local agencies have shorter periods.

⁶ The existing SPD hiring incentive program is funded in a similar manner through reallocated salary savings.

Next Steps

CB 120862 is scheduled for a second hearing and potential vote in the Governance, Accountability, and Economic Development Committee on September 23, 2024.

Attachments:

1. Mayor's Office of Innovation and Performance – Briefing Memo to Seattle City Councilmembers on Hiring Incentive Payment for SPD per Ordinance 126654 – 2/26/2024

cc: Ben Noble, Director
Yolanda Ho, Deputy Director



Briefing Memo

Date: February 26, 2024
To: Seattle City Councilmembers
From: Director Leah Tivoli, Innovation & Performance
Subject: **Response to request to evaluate the Hiring Incentive Payment for Seattle Police Department per Ordinance 126654**

The City Council adopted Ordinance 126654, directing the Innovation & Performance team to coordinate with the Seattle Police Department (SPD) to evaluate the effectiveness of officer hiring incentives. This memo reviews salary comparisons, survey results, and race and social justice concerns as required in Ordinance 126654. (Questions and requests in Ordinance 126654 are in boldface italics below.)

As called for in the [Comprehensive Police Recruitment and Retention Plan](#), Ordinance 126654 authorizes using \$1.57 million of SPD salary savings for recruiting and retaining officers. Section 6A allows a hiring incentive program for lateral transfers and recruits to SPD, effective July 13, 2022. Lateral transfers may receive up to \$30,000, and recruits may receive up to \$7,500. Lateral transfers and recruits must pay back incentives if they leave SPD employment before five years of service.

How does the incentive compare with similar incentives other local and state law enforcement agencies offer?

SPD’s Human Resources (SPD-HR) designed and conducted a mandatory Hiring, Recruitment, and Retention Survey¹ (survey). Recruits completed the survey during the *Before the Badge* program, which examined potential reasons for interest in police work and joining SPD. Sixty non-duplicated responses were collected from the survey’s launch in November 2022 through October 2023.

- **Nearly half (44.3%) of respondents indicated that they also applied for work at other police and sheriff’s departments, both locally and in other states.** The top three departments named in the survey were the King County Sheriff’s Office, Kent Police Department, and Bellevue Police Department.
- **Of the respondents who indicated they applied to another police department or agency, 70% applied to local agencies within Washington State.** Table 1 lists all 18 local agencies mentioned by applicants by salary and incentives for 2022 (as data is available) and 2024. Not included in Table 1 are other agencies that respondents applied to, including Los Angeles, Houston, New Orleans, and Honolulu.
- **Of the competing jurisdictions mentioned by respondents, Seattle ranks fifteenth on entry-level salary, first for lateral incentives (tied with Everett), and third for entry-level incentives.**

¹ While the survey itself was mandatory, all questions were optional to answer.

Table 1: Local Agency Benchmarking Data (2022, 2024)²

Agency	Entry-Level Salary		Incentives Recruits	Incentives Lateral	Incentives Recruits	Incentives Lateral
	2022	2024	2022		2024	
1. Redmond		\$101,844			None	None
2. Kent	\$83,000	\$96,268	\$10,000	\$25,000	\$10,000	\$25,000
3. Bellevue	\$78,263	\$95,850	\$2,000	\$16,000	\$2,000	\$16,000
4. Everett	\$81,408	\$94,104	\$15,000	\$30,000	\$15,000	\$30,000
5. Edmonds		\$93,772			None	\$25,000
6. Bothell		\$90,888			None	None
7. Tukwila		\$90,552			None	\$25,000
8. Auburn	\$87,530	\$90,156	None	\$20,000	\$5,000	\$20,000
9. Lynnwood		\$88,961			\$5,000	\$25,000
10. Port of Seattle	\$81,078	\$88,719	None	None	None	\$10,000
11. Bellingham		\$88,068			\$2,000	None
12. Renton	\$74,699	\$86,442	\$1,000	\$20,000	\$1,000	\$20,000
13. King County	\$73,401	\$85,259	\$7,500	\$15,000	\$7,500	\$15,000
14. Pierce County		\$84,822			\$10,000	\$25,000
15. Seattle	\$83,000	\$83,000	\$7,500	\$30,000	\$7,500	\$30,000
16. Federal Way	\$73,044	\$82,980	\$3,000	\$20,000	\$5,000	\$30,000
17. Tacoma	\$78,998	\$82,950	None	\$25,000	None	\$25,000
18. Lakewood		\$82,032			None	None
19. WA State Patrol		\$75,792			\$10,000	\$20,000

Responses to survey questions that specifically identify: a) Whether the hiring incentive contributed to a recruit's decision to work in policing versus another profession; b) Whether the incentive resulted in a recruit's or lateral officer's decision to work for the Seattle Police Department versus another local or state law enforcement agency; c) How the recruit or lateral officer learned about the hiring incentive; and d) Whether the incentive was effective than other recruitment tactics, such as being contacted by a member of the Seattle Police Department or meeting Department representatives at a career fair or other event.

Additional key findings from the SPD's Human Resources (SPD-HR) Hiring, Recruitment and Retention Survey include:

- **All but two hires selected incentive pay as having some level of importance in their decision to become a police officer.** Of these respondents, 23% ranked incentive pay first or second in importance, 41% ranked it as third, and 36% ranked it as fourth or fifth. On average, incentive pay was ranked below salary and benefits.

Four recruitment ads were tested for three weeks between February 15, 2023, and March 8, 2023, to understand whether the hiring incentive message was compelling to potential applicants. Ads were placed with LinkedIn and Meta (Facebook and Instagram) that were nearly identical, except for message testing. The tested messages included: 1) professional growth (Growth), 2) salary (Salary), 3) hiring

² See Appendix A for more comprehensive list of 2024 Entry-Level Salaries

incentive (Incentive), and 4) benefits (Benefits). The click-through rate (CTR) is a metric used to measure the effectiveness of online advertisements.

Table 2. LinkedIn Ads by Ad Type				Table 3. Meta Ads by Ad Type			
Ad Type	Impressions	Clicks	CTR (%)	Ad Type	Impressions	Clicks	CTR (%)
Growth	9,093	115	1.27%	Benefits	104,811	1,328	1.27%
Salary	11,263	132	1.17%	Salary	118,547	1,279	1.08%
Incentive	11,925	117	0.98%	Growth	117,290	1,247	1.06%
Benefits	10,792	105	0.97%	Incentive	116,890	1,147	0.98%

Statistical testing³ was performed across the click-through rates on all four ads. The key findings are:

- Using the A/B test, the Meta sample was large enough to gauge whether differences in ad performance were statistically significant. **Ads with messaging related to benefits and salary generated statistically significant higher click-through rates than the hiring incentive message (p<5%).**
- Privacy policies prevent tracking of applicants, which would reveal if those who click on advertisements continue to complete an application, limiting our ability to gauge success.

A demographic analysis of the information collected under subsection E, the number and amount of new, lateral, and reinstated incentives paid, and the number and amount of new and lateral incentives pending completion of the requirements.

A demographic analysis was completed of the recruits who responded to the survey compared to Seattle Census data and SPD Hiring data. Key findings include:

- Survey respondent demographics were similar to hiring data from previous reporting periods (Table 4: Demographics).
- Most survey respondents were:
 - Between 25 and 34 years old (55.0%)
 - Between 35 and 44 (18.3%)
 - Between 18 and 24 (16.7%)
 - Members of the LGBTQIA+ community (16%)

³ When comparing incentive to benefits, incentive to salary, and incentive to growth, we used a two-tailed A/B statistical test with false discovery correction to gauge the performance of click-through rates between different ad types.

Table 4: Demographics

Employee Race/Ethnicity	Seattle 2022 Census ⁴ (%)	SPD All Staff As of 7/23 (%)	SPD New Hires 8/21-7/22 (%)	SPD New Hires 8/22-7/23 (%)	Survey Respondents 11/22-10/23 (%)
White	63.6	63.5	54.6	40.4	47.5
2+ Races	9.4	6.9	12.1	14.9	11.9
Hispanic/Latino	7.5	7.1	12.1	19.2	27.1
Black/African American	6.7	8.0	7.6	8.5	6.8
Asian	16.8	7.1	10.6	8.5	6.8
Native Hawaiian/Other Pacific Islander	0.2	1.2	3.0	4.3	-
American Indian/Alaska Native	0.6	1.1	-	-	-
Unknown	-	0.1	-	-	-
Not Specified	-	4.9	-	4.3	-

An analysis of the costs and benefits of the City's hiring incentives and a recommendation about whether the City should continue using incentives as an ongoing recruitment strategy.

- From July 13, 2022, to May 31, 2023, sixty-one employees received their first payment, including 55 new hires, four lateral hires, and two rehires, for a total payout of \$296,250. Central Staff previously presented the complete financial report to the Public Safety and Human Services Committee. The 2023 Q4 report is set to be presented to the City Council in March.

Conclusions and Recommendation

- 1. Salary was the most important factor in the applicants' decision to become a police officer, based on the Hiring, Recruitment, and Retention Survey.** Seattle ranks fifteenth on entry-level salary in the Puget Sound region. The last time Seattle officers received a raise was four years ago, on January 1, 2020.
- 2. It is impossible to pinpoint the hiring incentive's specific effect with the available data. It is clear from the survey and A/B testing that the hiring incentive is compelling to some applicants yet does not have as strong an effect as salary and benefits. Benchmarking data shows that 15 out of 18 local agencies, or 83%, offer lateral or new hire incentives. Given SPD's staffing challenges, the relatively low cost, and the fact that other competing jurisdictions continue to provide the incentive, we recommend the continued use of hiring incentives.**
- 3. We recommend shortening the five-year clawback period to three years to align with other jurisdictions, such as the King County Sheriff's Office and police agencies in Bellevue, Kent, and Federal Way.** King County and Bellevue have a 3-year clawback period, while Kent and Federal Way have a 1-year clawback period.

⁴ The Census data is from the 5-Year American Community Survey for 2022, the most recent 5-year data set.

4. **A/B testing results are limited; however, recruitment advertisements should continue to focus on ongoing quality of life (Salary and Benefits) and, to some extent, professional development (Growth).**

Appendix A: Current Entry-Level Police Officer Base Pay (as of 2/23/2024)

Yellow highlights indicate other departments or agencies where new SPD recruits applied per the Hiring, Recruitment, and Retention Survey.

1	Redmond Police	\$ 101,844.00
2	Richland police	\$ 101,700.00
3	Kennewick Police	\$ 99,411.00
4	Kent Police	\$ 96,268.00
5	Bellevue Police	\$ 95,850.00
6	Everett Police	\$ 94,104.00
7	Edmonds	\$ 93,772.00
8	Bainbridge Island	\$ 92,112.00
9	Issaquah Police	\$ 90,894.00
10	Bothell Police	\$ 90,888.00
11	Tukwila Police	\$ 90,552.00
12	Auburn Police	\$ 90,156.00
13	Mount Vernon	\$ 89,632.00
14	Puyallup Police	\$ 89,280.00
15	Medina Police	\$ 89,184.00
16	Lynnwood Police	\$ 88,961.00
17	Kirkland Police	\$ 88,872.00
18	UW Police	\$ 88,800.00
19	Port of Seattle	\$ 88,719.00
20	Sumner Police	\$ 88,566.00
21	Mercer Island	\$ 88,474.00
22	Bellingham Police	\$ 88,068.00
23	Renton Police	\$ 86,442.00
24	Lacey Police	\$ 85,944.00
25	Centralia Police	\$ 85,416.00
26	King County	\$ 85,259.00
27	Pierce County	\$ 84,822.00
28	Longview Police	\$ 83,520.00
29	Seattle Police	\$ 83,000.00
30	Federal Way Police	\$ 82,980.00
31	Tacoma Police	\$ 82,950.00

32	Enumclaw Police	\$ 82,884.00
33	Edmonds Police	\$ 82,692.00
34	Bonney Lake	\$ 82,649.00
35	Marysville Police	\$ 82,596.00
36	Black Diamond Police	\$ 82,188.00
37	Lakewood	\$ 82,032.00
38	Fife Police	\$ 81,762.00
39	Ferndale Police	\$ 81,240.00
40	Burlington Police	\$ 80,868.00
41	Milton Police	\$ 80,748.00
42	Vancouver Police	\$ 80,148.00
43	Kitsap County	\$ 79,497.00
44	Mason County	\$ 79,440.00
45	Lake Forrest Police	\$ 79,212.00
46	Lake Stevens Police	\$ 79,080.00
47	Portland Police Bureau	\$ 79,000.00
48	Bremerton Police	\$ 78,811.00
49	DuPont Police	\$ 78,580.00
50	Normandy Park Police	\$ 77,100.00
51	Oak Harbor Police	\$ 76,872.00
52	WA State Patrol	\$ 75,792.00
53	Des Moines Police	\$ 75,608.00
54	Duvall Police	\$ 75,372.00
55	Olympia Police	\$ 74,868.00
56	Ocean Shores	\$ 74,520.00
57	Snoqualmie Police	\$ 73,200.00
58	Yakima Police	\$ 72,920.00
59	Kelso Police	\$ 72,708.00
60	Blain Police	\$ 72,000.00
61	Denver Police	\$ 68,878.00
62	Spokane Police	\$ 65,980.00
63	Elma Police	\$ 62,208.00
64	Cheney Police	\$ 55,980.00

CC: Chief Adrian Diaz, Seattle Police Department
Deputy Mayor Tim Burgess
Kerry Keefe, Director, Public Safety, Mayor's Office
Sarah Smith, Strategic Advisor, Mayor's Office