

SEATTLE POLICE DEPARTMENT

Staff: Greg Doss

Budget Summary (\$ in 000s)

	2021 Adopted	2022 Proposed	% Change
Appropriations by BSL			
Operating			
Chief of Police	\$7,580	\$5,455	(28%)
Office of Police Accountability	\$4,824	\$5,264	9%
Leadership and Administration	\$74,878	\$87,429	17%
Patrol Operations	\$10,083	\$7,910	(22%)
North Precinct	\$30,342	\$33,206	9%
South Precinct	\$19,542	\$23,466	20%
East Precinct	\$21,198	\$22,522	6%
West Precinct	\$26,651	\$30,209	13%
SW Precinct	\$16,410	\$17,147	4%
Compliance and Professional Standards Bureau	\$4,648	\$5,011	8%
Special Operations	\$45,897	\$43,527	(5%)
Collaborative Policing	\$12,591	\$12,588	0%
Criminal Investigations	\$57,480	\$48,770	(15%)
Administrative Operations	\$28,723	\$20,808	(28%)
School Zone Camera Program	\$2,131	\$2,135	0%
Total Appropriations¹	\$362,979	\$365,448	1%
Total FTEs	2,020	1,769	(12%)
Revenues			
General Fund	\$360,848	\$363,313	
Other Sources	\$2,131	\$2,135	
Total Revenues	\$362,979	365,448	

¹ Numbers may not add up due to rounding.

I. Background

The Seattle Police Department (SPD) provides law enforcement services throughout the City. SPD precincts are organized into five geographical areas: East, West, North, South, and Southwest. Primary duties include 911 response; harbor patrol; criminal investigations; traffic enforcement; and specialty units, such as Special Weapons and Tactics (SWAT).

In 2021, the Office of Emergency Management (OEM) moved out of SPD and became an independent department within the Executive Branch. Parking Enforcement moved from SPD to the Seattle Department of Transportation; and the Communications Center (911 call center) moved to the Community Safety and Communications Center (CSCC).

SPD has incurred a net loss of 211 officers¹ since the beginning of 2020. In an attempt to address SPD's goals for response times and patrol coverage, the department has in the last year transferred 100 officers from specialty units into 911 response and created a new city-wide Community Response Unit (CRU) to provide additional coverage during the daylight, high call volume hours. SPD increased its 911 response by transferring officers from non-Patrol units; disbanding problem-solving Community Police Teams and precinct-based Anti-Crime Teams; and reducing the number of officers on bike and foot beats. Transfers into 911 response and attrition further reduced specialty units below prior staffing levels. As an example, SPD reduced the Traffic Section to 50 percent of its prior level; and SPD reduced Harbor Patrol staffing by 40 percent as departing officers were not replaced with new officers.

Despite efforts to address the staffing shortages in Patrol, SPD declared "Priority Call Handling" status on 225 days last year, meaning the department delivered a reduced level of 911 services for at least part of the day because on-street resources from one or more precincts were below minimum required staffing levels. Under this circumstance, certain categories of callers are requested to re-contact SPD and given an approximate time when routine services will be restored (see Appendix A for further explanation of Priority Call Handling). Additionally, 911 response times have been increasing steadily over the last year. Section 3 of this paper addresses the impact of the staffing shortage on 911 response times.

SPD staff have identified an immediate need to identify an alternative response that can take non-criminal calls to alleviate the strain on SPD sworn staffing resources. SPD staff have indicated that per the NICJR analysis² up to 12 percent of 911 calls for service can be responded to without SPD involvement in the near-term. The City's new Triage One program will soon begin to handle some portion of these calls. However, the City would need to stand up a must more robust, 24-7 program such as Eugene, Oregon's CAHOOTs program (Crisis Assistance Helping Out On The Streets) to help to relieve the call response burden felt by SPD officers. City leaders have expressed interest in exploring such a program and ensuring that, like CAHOOTs, the program could respond to low level criminal calls like trespassing. This kind of response would further the City's racial justice goals and help to end the disparity that is inherent to the criminal justice system. A separate Central Staff paper discusses alternatives to responses by sworn police officers.

¹ Hires less separations through September 2021 per the October 9 SPD Staffing Report.

² A recent [National Institute of Criminal Justice Reform](#) analysis of SPD call types identified a number of calls that could be handled by a civilian in the place of a sworn officer.

II. Summary of the Changes in the Mayor’s 2022 Proposed Budget

The Mayor’s 2022 Proposed Budget makes two new direct investments as follows:

- Language Premium Staff Stipend - \$19,000**
 This item would provide ongoing appropriation authority for language services stipends per the Coalition of City Unions collective bargaining agreement.
- Office of Police Accountability Video Analyst - \$156,698, 1.0 FTE**
 This item would provide funding and position authority for a full-time video content creator who will be responsible for analyzing and creating video content that provides the information used to make investigative decisions.

More significantly, the Mayor’s 2022 Proposed Budget would reprogram \$17.9 million in salary savings that became available due to a net decrease in the number of sworn officers during 2021.³ The department proposes to reinvest the salary savings into administrative improvements and new investments to help mitigate the effects of the patrol staffing shortage and improve departmental efficiency.

Table 1 shows the department’s proposed use of the \$17.9 million in salary savings as it tracks against investments made in the 2021 Mid-Year Supplemental Budget ([Ordinance 126429](#)).

Table 1. Reprogramming of Officer Salary Savings

SPD Budget Adjustments	2021 Mid-Year Budget	2022 Proposed Budget
One-Time Items		
a) NICJR Contract, CSCC Dispatch Protocol Updating SPD spent \$50,000 for a contract with the National Institute of Criminal Justice Reform (for examination of calls that might receive alternative police response) and \$340,000 for acquisition of a protocol system for the CSCC 911 dispatchers. Ord 126429 transferred the \$340,000 from SPD to the Seattle Fire Department (SFD).	\$390,000	-
b) HSD Community Safety Capacity Building Ord 126429 transferred funding from SPD to the Human Services Department (HSD) for the Community Safety Capacity Building Request for Proposals (RFP) that the Council funded in the 2021 Adopted Budget.	\$3,000,000	-
Technical Adjustments		
c) Separation Pay Shortfall Estimate SPD would use this funding as a one-time strategy to cover increased costs of paying out vacation and other separation related expenses.	\$2,593,626	\$2,000,000

³ See Table 2, Page 6.

SPD Budget Adjustments	2021 Mid-Year Budget	2022 Proposed Budget
d) Deferred Compensation Shortfall Estimate SPD would use this funding as a one-time strategy to cover increased costs of deferred compensation that come due when officers separate.	\$602,020	\$650,000
e) Paid Parental Leave The City Budget Office (CBO) plans to fund SPD's 2021 paid parental leave (PPL) expenses by requesting in the Year-End Supplemental a transfer of \$1.8 million from a reserve in Finance General. CBO has indicated that this is not enough funding to address SPD's 2021 PPL costs and has asked SPD to hold in its own budget another \$200,000. In 2022, the Mayor's Proposed Budget moves \$2.0 million into the base budget to fully address SPD's 2022 PPL need.	\$200,000	\$2.0 million Included in Base Budget
f) Event Overtime Through Ordinance 126429, the City supplemented SPD's event budget by \$2.6 million to pay for police overtime at events that are occurring in fall 2021, particularly at professional sports events (Mariners, Seahawks, Sounders, Kraken, etc.). The Mayor's 2022 Proposed Budget fully restores in the base budget a \$6.4 million overtime cut that was made in the 2021 Adopted Budget.	\$2,600,000	\$6.4 million added back to Base Budget
Ongoing Funding for Items added in the 2021 Mid-Year Supplemental Budget		
g) Civilian Personnel Costs SPD would use this funding to continue to support civilian positions that were unfunded in the 2021 budget process. In 2021, SPD also repurposed long-term vacancies to add new positions to address critical departmental needs. A complete list of positions can be found in Appendix B.	\$1,154,000	\$2,100,000
h) Precinct-based MHP Program SPD would use this funding to continue a contract with a mental health professional (MHP) to expand access to mental health resources for police employees.	\$150,000	\$150,000
i) Contract Background Services SPD would use this funding to continue to retain a third-party backgrounding service to prevent the sworn staffing shortage in the SPD Background unit from further impeding its hiring process.	\$110,000	\$218,000
j) Regional Community Safety Plan / Peacekeepers Collective Ord 126429 transferred \$500,000 in funding from SPD to the Human Services Department (HSD) for the Regional Peacekeepers Collective. SPD would use \$1.5 million in salary savings to backfill a cut	\$500,000	\$1,500,000

SPD Budget Adjustments	2021 Mid-Year Budget	2022 Proposed Budget
that would transfer \$1.5 million from SPD to HSD to continue funding the contract with the King County Regional Peacekeepers Collective.		
k) Triage One Ord 126429 transferred \$700,000 in funding from SPD to Finance General for the Triage One program. SPD would use \$2.2 million in salary savings to backfill a cut that would transfer \$2.2 million from SPD to SFD to fund the program at SFD. Triage One is a new specialized triage response that would provide an alternative model for some non-criminal 9-1-1 calls.	\$700,000	\$2,150,000
l) Work Scheduling Timekeeping Project SPD would use this funding to continue work on a project that would automate an overtime tracking system that would processes authorizations, record overtime, reconcile hours paid to hours worked, and ensure compliance with existing policies.	\$500,000	\$1,500,000
m) Public Disclosure Positions SPD would use this funding to provide ongoing support for two public disclosure positions that were funded in Ord 126429 . The Office of Police Accountability received \$50,000 and new position authority for a dedicated public disclosure position. The Seattle Information Technology Department received \$50,000, via a transfer from SPD, for a position that would assist SPD with e-mail searches related to public disclosure. The funding for the IT public disclosure position would be transferred to Seattle IT in 2022 via an internal billing process.	\$100,000	\$248,000
n) Post Basic Law Enforcement Training Position (Relational Policing Program) SPD would use this funding to continue support for a position that manages its 45-day program to immerse recruits in community-based, peer-based, and introspective experiences that provides them a lens through which to receive their Academy training.	\$68,000	Ongoing costs included in \$2.1 million Civilian Personnel Costs (see item a) in this table)
o) Evidence Storage Capacity Ord 126429 transferred \$500,000 in funding from SPD to the Finance and Administrative Services Department to address SPD evidence storage capacity issues by leasing additional storage space. SPD has indicated that FAS is still determining how to spend these funds and may propose to carry forward these funds into 2022.	\$500,000	\$0

SPD Budget Adjustments	2021 Mid-Year Budget	2022 Proposed Budget
New Initiatives		
<p>p) Technology Investments (Estimate) SPD would use this funding to support the continuation of technology projects currently underway, and implementation of new solutions related to data governance, privacy and transparency, officer wellness, equity, and accountability. A complete list of technology projects can be found in Issue Identification under Issue #3.</p>	\$2,250,000	\$5,000,000
<p>q) Hiring Incentives The Council rejected SPD's proposal to spend approximately \$1.0 million for hiring bonuses in 2021. In 2022, SPD again proposes to use this funding to support hiring bonuses in the amount of \$7,500 for recruit hires and \$15,000 for lateral hires. The item is dependent on the passage of budget legislation and is discussed further in Issue Identification under Issue #5.</p>	\$0	\$1,087,500
<p>r) Additional CSO Unit SPD would use this funding to hire a new squad of Community Service Officers (CSO) within SPD's Collaborative Policing Bureau. This proposal is discussed further in Issue Identification under Issue #4.</p>	\$0	\$1,252,883
Total	\$15,417,646	\$17,856,383

III. Issue Identification

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1. Sworn Staffing Background

With a Proposed Budget of \$365 million and 1,766 FTEs, SPD has one of the largest workforces of all City departments. About three quarters are sworn officers, including about 579 sworn personnel assigned to Patrol and distributed throughout the five precincts.⁴ Appendix C (Patrol Staffing) provides information on the distribution of SPD officers assigned to the precincts; and Appendix B (Sworn Officer Allocation) provides a breakout showing how officers and sergeants are distributed across department functions.

Table 2. Sworn Officer Hiring and Funding History

Year	Funded FTE	New Hires	Separations	Net Adds	Fully Trained
2012	1,300	32	36	(4)	1,272
2013	1,315	85	39	46	1,264
2014	1,359	81	59	22	1,297
2015	1,375	96	72	24	1,308
2016	1,422	107	67	40	1,340
2017	1,457	102	79	23	1,359
2018	1,457	68	109	(41)	1,344
2019	1,467	108	92	16	1,331
2020 ¹	1,422	51	186	(135)	1,231
2021 (projected to YE)	1,343	85	163	(78)	1,153
2022 (planned) ²	1,357	125	94	31	1,176
Blue Cells = Projected Numbers					

Source: SPD Draft Sworn Hiring Projections with Actuals through September 2021, 10/9/21

¹The Adopted Budget funded 1,497 FTE. This was revised mid-year to 1,422 FTE.

²The Mayor’s Proposed Budget indicates a net of 35 sworn officers because it does not consider four civilian recruit dropouts as sworn separations.

Table 2 shows an eight-year history of sworn officer funding and hiring. “Funded FTE” is an annual average of the funding necessary to support all Fully Trained Officers, Student Officers

⁴ The 579 Patrol positions includes Sergeants and Officers but not Lieutenants and above.

and Recruits. “Fully Trained” officers are those that have completed Phase II Field Training and can be deployed through the Computer Aided Dispatch (CAD) system as individual 911 responders or can serve in other specialty functions in the department. “Separations” include sworn officer resignations, sworn Student Officer resignations and civilian Recruit Academy dropouts. “Hires” include civilian Recruit hires, rehires and Lateral hires from other departments.

In the decade leading up to 2020, the City steadily increased SPD’s funded FTEs (Full Time Equivalents) in an effort to boost hiring and increase the department’s number of fully trained officers. These efforts produced mixed results. While the City has seen increases in Recruit hiring in some years, it has also seen a larger (and much larger than anticipated) number of officer separations.

During 2020, the City began to reverse its investments in SPD staffing (increasing Funded FTE). The department in the summer of 2020 reduced its internal budget allocations for sworn Funded FTEs from 1,497 (original 2020 Adopted Budget) to 1,422 (updated in [Ordinance 119825](#)) and instituted a five-month hiring freeze as a result of:

1. The mid-year cuts in response to the COVID revenue crisis; and
2. SPD hiring faster than expected/planned; and
3. the need to free up future funding to address significant unforeseen overtime costs stemming from the George Floyd and Black Lives Matter demonstrations.

In the 2021 Adopted Budget, the City further reduced the Funded FTE to 1,343 to reflect an unprecedented number of officer separations that had been occurring in the fall of 2020 and was expected to continue throughout 2021.⁵ The staffing losses continued throughout 2021, and SPD’s current staffing plan⁶ predicts that there will be a net loss of 215 officers by the end of 2021. The department has indicated that just over a third of these officers had fewer than seven years of service and approximately 25 percent were people of color.

Mayor’s 2022 Proposed Budget: The Mayor’s Proposed Budget would increase sworn salary funding to a level that would support 1,357 Funded FTE.⁷ This is an increase from the 2021 Adopted Budget, which supported 1,343 Funded FTE. The Executive increased Funded FTE to match the department’s authorized sworn position count because the Executive viewed the City Council’s funding cut for 14 FTE (from 1,357 to 1,343 through CBA SPD-025-B-002) as a one-time cut designed to capture attrition savings that was expected to occur in 2021. CBA SPD-025-B-002 cut only funding for 14 FTE but did not cut the positions themselves.

⁵ The Chair’s Balancing package had assumed 1,357 but was amended before passage to assume 1,343. The amendment was based on new forecast information that had been received in the 48 hours prior to the vote.

⁶ Staffing plan submitted to the City Council on October 9, 2021.

⁷ The Funded FTE support a mix of recruits, student officers and sworn officers and is one input to the SPD staffing plan.

The current SPD staffing projections (discussed in more detail below) show that the department will only reach an average level of 1,223 filled FTEs in 2021. Therefore, the Council may wish to reduce SPD’s sworn funding levels; otherwise, SPD’s adopted budget would have more salary funding than needed to implement the current staffing plan for 2022. Central Staff estimates that the difference between what is needed to support the current projected FTE (1,223) and the FTE that is funded in the 2022 Proposed Budget is approximately \$19.0 million. However, the Department plans to repurpose \$17.9 million of this salary savings (see Table 1).

If the Council supports the department’s plan to repurpose all \$17.9 million, then SPD would appear to have \$1.1 million in unprogrammed salary savings available. SPD has acknowledged this unprogrammed funding and suggested that the department be allowed to retain the funding for expenditure on its new Relational Policing Program. Specifically, SPD suggests that the \$1.1 million be used to support the development of training curricula on trauma-informed care and social-emotional learning as well as an implementation evaluation and an initial outcome evaluation.

SPD 2022 Staffing Projections: SPD’s current staffing plan indicates that the recent trend of higher-than-average separations will end in 2022 and that there will be 94 separations, including 90 sworn separations and four civilian recruit separations (Academy dropouts). The staffing projections also assume a total of 125 hires, including 105 Recruits and 20 Lateral hires. SPD indicates that the staffing projections are aggressive and acknowledge that (1) the department has not yet achieved a total of 125 New Hires during any year in the last decade; and (2) 94 separations is a significant departure from the trend seen in the last 15 months (significantly fewer separations than in recent months). However, SPD also notes that the hiring process has been made more efficient by recent improvements to the testing and backgrounding processes. Additionally, department staff note that the hiring bonuses in the 2022 Proposed Budget would have a positive impact on SPD’s ability to attract recruit and lateral hires. See Issue #5 for more discussion of this proposal.

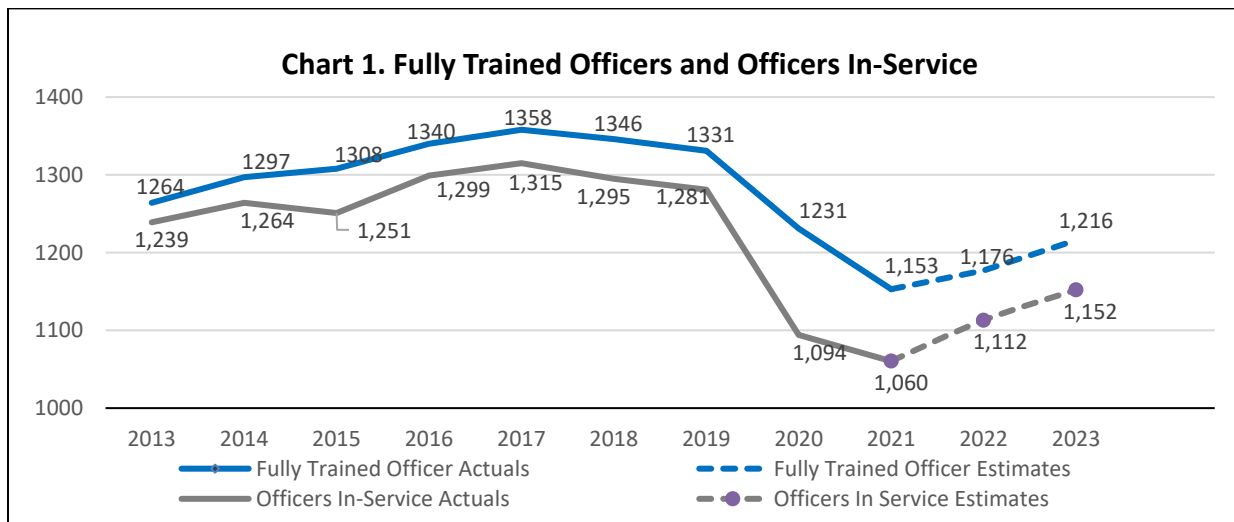


Chart 1. shows:

1. An eight-year history of SPD's fully trained officers (2013 through 2020);
2. The projected effects of the Mayor's 2022 Proposed Budget and SPD's 2022-23 Current Staffing Plan.

SPD Staffing and 911 Response: On October 8, 2021, SPD's point-in-time count of 911 responders was 564, holding steady since last year's 563 point-in-time count in August 2020. However, the makeup of the 911 responder force has changed. Until 2020, 911 call responders were solely based in the five SPD Precincts and answered calls on a 24-7 basis within a geographical "beat." There are still precinct-based officers today, but there are fewer of them. The balance of the 911 responder force belongs to a "Community Response Unit" (CRU) that operates throughout the city and during the daytime, peak-volume call times. The CRU was created when SPD transferred 100 officers out of specialty units and into 911 response to address the department's goals for response times and patrol coverage.

While the overall number of 911 responders has not changed in the last year, the department has seen in the same period a steady increase in 911 call response times and the number of Priority Call Response days, which are days when SPD will stop responding to all but the most serious 911 calls. (See Appendix A for a list of call response times and Priority Call Response Days in 2021). The department has indicated that the increase in response times can be attributed to "the re-opening of the City, which has led to more calls for service as well as increased traffic congestion. Additionally, with the uptick in shots fired and violence, 911 Patrol and CRG resources often have been dedicated to these emergency incidents."⁸

SPD indicates that these metrics are unlikely to improve without (1) an increase in SPD staffing; and/or (2) the implementation of alternative police response such that demand for non-urgent calls is alleviated.

Options:

- A. Reduce SPD budget by \$1.1 million to capture unprogrammed salary savings in the Mayor's 2022 Proposed Budget. This is the difference between the salary savings projected for use by the department (\$19 million) and the salary savings that the department plans to repurpose for other needs (\$17.9 million) (see Table 1).
- B. Consistent with Council actions taken in 2021 (CBA SPD-025-B-002), assume a greater separation level than 94 FTE and further reduce the SPD budget.
- C. No Action

⁸ Response to SPD budget question provided to Central Staff on 9/27/21

2. Restoration of Reductions made in 2021 Adopted Budget

As shown in Table 3, the 2021 Adopted Budget included some reductions that were based on the premise that demand for services would be reduced due to the COVID-19 Pandemic. Other reductions were made to achieve specific policy objectives such as to reduce the size of the overall SPD budget.

Table 3. 2021 Reductions:

Spending Categories	Original/ Baseline 2021 Budget	2021 Reduction	2021 Adopted Budget
COVID Related Overtime	\$10,100,000	\$6,400,000	\$3,700,000
COVID Related Travel & Training	\$1,100,000	\$175,000	\$925,000
Discretionary Purchases	\$4,800,000	\$300,000	\$4,500,000
Total			\$16,000,000

Numbers may not add up due to rounding.

COVID Related Overtime Reduction (\$6.4 million): The 2021 Adopted Budget included a \$6.4 million cut to SPD’s overtime budget. This cut consisted of two discrete actions:

1. a \$2.7 million cut in the 2021 Proposed Budget that represented a reduction that was based on (a) a forecasted decrease in demand for special events; and (b) the discontinuation of emphasis patrols; and
2. a \$3.7 million cut Council cut (CBA SPD-010-A-003), which limited expenditures on staffing of special events and sports, traffic and parking enforcement, community engagement activities, and some internal training.

The Mayor’s 2022 Proposed Budget would fully restore the \$6.4 million reduction that was made in the 2021 Adopted Budget. SPD indicates that the fully restored events budget is necessary to support (a) an events schedule that they expect will return to historic levels and (b) new work such as the Kraken games that will occur in Climate Pledge Arena. SPD notes that the department worked overtime at 603 events in 2019 as opposed to 68 in 2020 and 144 in 2021 (year-to-date). SPD also notes that the department would not be able to support the events that are occurring now (in fall 2021) without the additional \$2.6 million in authority that was made available for special events in the 2021 Mid-Year Supplemental (see Table 1). Finally, Central Staff notes that SPD has started spending on emphasis patrols; and, as of August 31, 2021, SPD has spent a total of \$468,000 during 2021 to support 5,497 hours of overtime on emphasis patrols.

Background - Cost Recovery and Budget for Events: The City receives payments through contract events and permit events. Contracts between the City and professional sporting teams provide cost reimbursement for traffic control near the stadiums on event days. These contracts do not cover the additional deployments made by SPD for public safety purposes (e.g., pre-positioning of the bomb squad, additional DUI patrols). Overtime hours worked at other types of events (e.g., fun runs, parades, and festivals) largely fall under the special events permit regulations in SMC 15.52. A 2017 study by the City Auditor found that cost recovery for

permitted event overtime averaged around 27 percent.⁹ The special event permit fees, charged at \$67 per overtime hour, and the sporting contract revenues, are deposited into the General Fund, which in turn supports the Seattle Police Department.

In 2022, SPD expects to generate approximately \$5 million in revenues for contracted events, primarily for sporting events (Mariners, Seahawks, Storm, etc.). The City will also collect permit event revenue, which Central Staff has asked CBO to estimate. Given the relatively low cost recovery rate of permit event revenue, SPD routinely requests a greater level of appropriation authority to support its event overtime activities than the revenue that the City receives and deposits in the General Fund.

In the event that the Council fully restores the 2021 event overtime cuts, SPD's overtime budget allocation for events would approximate \$10.1 million.¹⁰ However, this amount would be reserved for both events and for overtime that will be used for demonstrations and free speech events. SPD staff have indicated that they do not specifically plan for demonstration expenditures. However, during the three-year period from 2016 to 2019, demonstrations expenditures accounted for between 10 percent and 17 percent of all event expenditures.

The 2020 and 2021 event and demonstration expenditures were outliers for different reasons (COVID and protests related to the murder of George Floyd and other police violence). Based on trends during the three-year period from 2016 to 2019, Central Staff would expect SPD's proposed 2022 budget of \$10.1 million for events to pay overtime costs of between \$8.4 and \$9.0 million for contract and permit events and between \$1.1 million and \$1.7 million for demonstrations.

Travel and Training Reduction (\$175,000): As part of its review of the 2021 Proposed Budget, the Council approved CBA SPD-013-B-002 which made a \$175,000 cut to SPD's Travel and Training budget. The Travel and Training budget is used to fund civilian training, continuing education, travel to attend conferences, and required certifications, some of which are required under the Consent Decree between the City and the United States Department of Justice.

The CBA indicates that "SPD is not expected to need all of this funding due to potential losses in staffing and COVID-19 restrictions on training opportunities. This CBA would leave \$925,000 GF remaining in SPD's Travel and Training budget. It is the intent of the Council that this action will not impede the department from fulfilling requirements of the Consent Decree."

The department expects to finish the year within its Travel and Training budget, which is 30% expended through September (see Table 4). SPD staff have indicated that this budget was restored to \$1.1 million in the 2022 Proposed Budget because the easing of COVID-19 restrictions on large gatherings, the associated increase in travel and training opportunities,

⁹ [2017 Seattle Special Events Audit](#)

¹⁰ This budget estimate was provided as part of the 2021 Proposed Budget review process and consists of the allocations made for Events, Seattle Center Events and Sporting Events.

and the backlog of certifications, would make it difficult for the department to continue to operate under a budget that would only be sufficient under the highly unusual circumstances of 2021.

Discretionary Purchase Budget (\$300,000): CBA SPD-014-A-003 made a \$300,000 cut to SPD’s 2021 Discretionary Purchase budget. The Discretionary Purchase budget is used to fund office supplies, operating supplies, equipment, software purchases, wireless charges, advertising, and furniture. Like the Travel and Training CBA, the Discretionary Purchase CBA indicated that “it is the intent of the Council that this CBA will not impede the department from fulfilling requirements of the Consent Decree.” However, unlike the other 2021 budget cuts, the Discretionary Purchase CBA did not contain language that acknowledged that COVID would have an impact on the expenditures made within this budget area.

The department expects to finish the year within its Discretionary Purchases budget, which is 81% expended through September (see Table 4). SPD staff have indicated that this budget was restored to \$4.8 million in the 2022 Proposed Budget because: (1) discretionary purchases made in 2021 were partially supplemented by COVID-19 funding; and (2) the department deferred facility projects, furniture replacement and other purchases in response to the cuts made in the 2021 Adopted Budget. SPD indicates that a restoration of the Discretionary Purchases budget is necessary to cover deferred items from 2021 and for investment in less-lethal tools, such as the BolaWrap, which is a tool to de-escalate situations, including those involving people with knives.

Table 4. Expenditures to Date

Expense Category	Jan-Sept: 2021 Adopted Budget	
	Expenditures	% of Adopted Budget
Overtime	\$15,541,591	71 %
Travel and Training	\$271,349	30 %
Discretionary Purchases ¹¹	\$2,310,506	81 %
Total:	\$18,123,446	

At this point in the year, assuming an even rate of expenditure throughout the year, one might expect SPD to have spent about 75 percent of its Travel & Training and Discretionary Purchase budgets. Due to the seasonality of events, the Overtime budget might under normal circumstances be more than 75 percent expended at this time of year. However, due to the recent resumption of events, particularly sporting events, it is possible that spending in this category will be disproportionately higher in the last quarter of 2021.

Options:

- A. Reinstate some portion of the 2021 Adopted Budget Reductions
- B. No Action

¹¹ Includes incumbrances.

3. Technology Investments - \$5.0 million

The 2022 Proposed Budget would continue investments in technology projects that were initially funded in the 2021 Mid-year Supplemental Budget and also invest in new projects that would advance data governance, privacy and transparency, officer wellness, equity, and accountability. The 2022 Proposed Budget would use \$5.0 million of sworn salary savings for the following projects:

Table 5. Technology Projects

Technology Name	Cost
Data Analytics Platform (DAP) Rearchitecting (continuation from 2021)	\$1,000,000
Officer Accountability and Trust Hub (OATH) (continuation from 2021)	\$750,000
Equity, Accountability and Quality (EAQ) Forum and Truleo software	\$1,000,000
Transfer Force Reporting and Assessment to Mark43	\$1,000,000
Active Workforce Wellness Management (AWWM)	\$500,000
Risk Managed Demand	\$750,000
Total:	\$5,000,000

Appendix E includes descriptions from SPD of the proposed technology projects. All the projects come with ongoing costs that would need funding in future budgets. SPD has indicated that, except for the Data Analytics Platform (DAP) rearchitecting project, ongoing costs will be unknown until the projects are more fully developed. In addition to the information provided in Appendix E, Central Staff would note the following:

- The \$1.0 million DAP technology Project will pay for the necessary licensing fees, maintenance, and upkeep of the system, which serves as a central repository for data from multiple SPD systems. The department uses the DAP system to collect and synthesize data for crime analysis, reporting to the public and reporting to the Department of Justice to satisfy requirements of the Federal Consent Decree.
- The \$750,000 Officer Accountability and Trust Hub (OATH) project provides accurate statistical models for predicting and guiding interventions for employees exhibiting signs they need support. The department invested in 2021 \$350,000 of its salary savings as part of the \$2.25 Technology Item noted in Table 1. SPD indicates that the project is key to the department’s employee wellness and retention strategy.
- The \$1.0 million Equity, Accountability and Quality (EAQ) Forum and Truleo software project includes \$260,000 for contracted services with the Research Triangle Institute (RTI) for an independent, third-party validation of the [National Institute of Criminal Justice Reform \(NICJR\)](#) study on alternative police response. SPD plans to complete this work in the first quarter of 2022 and provide to the Council a recommendation on which of the 29 Tier 1

identified call types¹² in the NICJR study can safely receive a civilian response.

- The \$750,000 for the Risk Managed Demand (RMD) project includes a \$50,000 commitment (contract) with the Council of State Governments for work to validate early models of the software. The \$50,000 will be paid in 2022 regardless of whether the Council chooses to provide funding for the entire project.

Options:

- A. Seek more information on technology purchases before approving use of salary savings.
- B. No Action

4. Community Service Officers - \$1.3 million and 6.0 FTE

Community Service Officers (CSOs) are civilian staff who work as liaison personnel between the community and the SPD. CSOs neither carry weapons nor enforce criminal laws. Instead, they serve to bridge the service gap on non-criminal calls and perform a public safety-related community services and outreach that does not require the enforcement authority of a sworn officer. CSOs help residents and businesses involved in non-criminal calls navigate services, engage with communities and neighborhoods, and support programming for at-risk youth.

The 2022 Proposed Budget would use \$1.3 million in sworn salary savings to fund a full year of personnel costs and six vehicles for a new squad of six CSOs (five CSOs and one CSO Supervisor).

The most recent expansion of the CSO program happened in the 2020 Adopted Budget when the City added a third squad of six CSOs for a total of 18 CSOs. In mid-year 2020, SPD reported 15 filled positions and three vacancies. As part of the City's COVID reduction efforts, SPD implemented a civilian hiring freeze in July of 2020 and continued the hiring freeze through April of 2021. During this time, separating CSOs were not replaced as they left the department. Currently, SPD has 9 CSO vacancies and 1 CSO Supervisor vacancy. SPD indicates that it has in the SPD backgrounding process enough candidates to fully staff the program (15 CSOs, 3 CSO Supervisors). SPD staff have also indicated that the department is currently holding open a job listing to expedite the hiring of an additional squad if approved by the Council. This could potentially expedite the hiring process since the typical 4-5 months hiring time includes time for drafting the job description and minimum required posting time.

CSO Duties: During the SPD budget presentation on September 29, 2021, Councilmembers asked questions about CSO duties, both related to how CSOs are currently used and what metrics are captured to track CSO work in the community or work to alleviate officer workload.

SPD indicates that the department tracks officer-initiated CSO responses in its Computer Aided Dispatch (CAD) system. As of October 2021, officers have requested that CSOs respond to a

¹² For further discussion, see Central Staff Issue Paper on Alternatives to Police Response and the Criminal Legal System.

total of 753 calls. The CAD dataset do not include more granular details such as which units requested the CSO assistance or information on the specific activities. As an example, out of the 753 calls that CSOs have responded to YTD, 212 were categorized as “Assist Public – Other (Non-Specified).”

Appendix F provides SPD’s description of the various job duties and work performed by the CSOs during the period from June 2021 to Aug 2021. SPD indicates that there is additional need for all core aspects of the CSO job function (all categories noted in Appendix F), and if the program were expanded beyond the 24 CSOs that would be funded in the 2022 Proposed Budget, then resource guidance for community members and SPD staff alike could be increased, as well as community outreach and engagement.

CSO Location and Expansion of Duties: The Central Staff Issue Paper on Alternatives to Police Response and the Criminal Legal System discusses options for how and where to implement alternatives to police response. As one example, the Community Safety and Communications Center could assume additional functions, potentially including centralized administrative and outreach responses that are currently performed by CSOs.

Options (not mutually exclusive):

- A. Add a new squad of six CSOs
- B. Move CSO function to the CSCC
- C. No Action

5. Hiring Incentives - \$1 million

The Mayor transmitted budget legislation that would authorize the Seattle Police Department to provide one-time hiring bonuses to Recruit hires in the amount of \$7,500 and Lateral hires in the amount of \$15,000. Similarly, the 2022 Proposed Budget includes about \$1 million for this purpose. The budget legislation would authorize half of the bonus upon hire and the other half after the first year of service. The program would require budget legislation, which as transmitted, would make the bonuses ongoing.

[Ordinance 125784](#) authorized a similar one-time hiring bonus program, which existed for approximately one year before sunseting on June 30, 2020. On September 16, 2019, SPD issued a preliminary evaluation on the recruitment bonus program. The preliminary evaluation noted the following (see Appendix G for complete report):

“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. Central Staff have asked SPD staff if there is any more information that was collected from recruit surveys that were taken during the hiring bonus period. Central Staff is currently awaiting an answer to that question.

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.

Recruitment and Retention Report: In 2019, The Mayor’s Office convened a Recruitment and Retention Workgroup comprised of staff from the Innovation & Performance team, SPD, Seattle Department of Human Resources (SDHR), City Budget Office (CBO), City Council, and others to: (1) Better understand why new hires and overall sworn officer counts are declining (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.” Central Staff asked SPD for data on local agencies that are currently offering hiring bonuses. Table 6 below shows that five competitor agencies are currently offering such bonuses.

Table 6: Hiring Bonuses

	Bonus - Recruit	Bonus - Lateral	Starting Salary
Seattle Police Department			Recruit: \$81,444 Lateral \$91,308
Pierce County Sheriff’s Dept		\$15,000	\$69,846
Everett Police Dept		\$20,000 (In-State) \$15,000 (Out-of-State)	\$78,276
Spokane County Sheriff’s Office	\$5,000	\$15,000	\$63,051 (Total Comp) \$49,259 (Salary)
Toppenish Police Dept		\$10,000	\$52,080
Bellevue Police Dept	\$2,000	\$16,000	\$78,263

Options:

- A. Approve hiring bonuses.
- B. Cut \$1.1 million from SPD budget to recognize that SPD will not need salary savings to fund the hiring incentive program.

IV. Budget Legislation

1. 2022 SPD Hiring Incentives Ordinance

This proposed legislation would authorize the Seattle Police Department to provide one-time hiring bonuses to recruit hires in the amount of \$7,500 and lateral hires in the amount of \$15,000. Half of the bonuses would be given upon hire and the other half after the first year of service.

As transmitted, the legislation would (1) continue the program in perpetuity; and (2) require negotiating with the police unions.

Options:

- A. Amend legislation before introduction so that the bonus program sunsets at a specific date and add language that recognizes the need to bargain the wage impacts with the police unions.

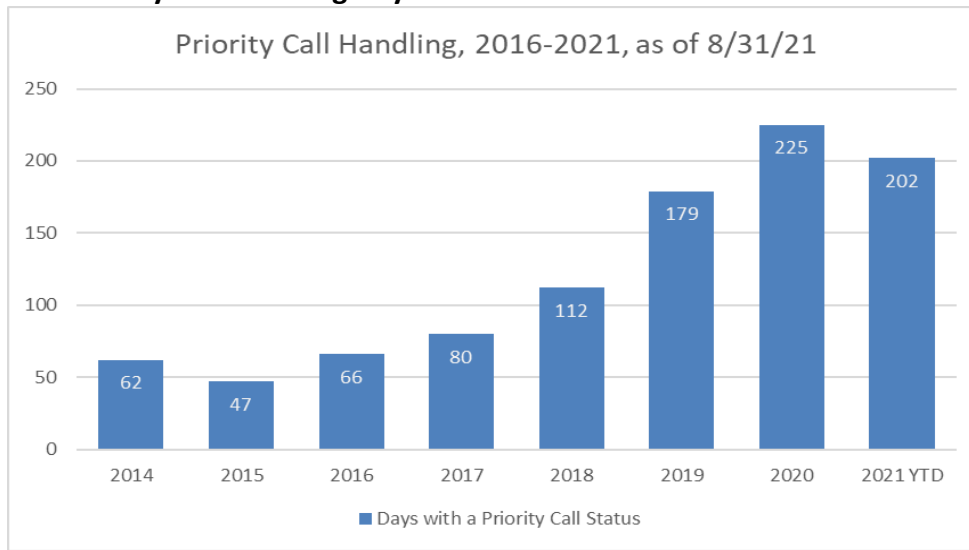
Appendix A – 911 Response Times and Priority Call Handling Days

SPD Officer Response Times:

Year	Emergency Call Response Time	
	Median Response Time	Average Response Time
2016	6.34	9.27
2017	6.19	8.87
2018	6.34	9.03
2019	6.19	8.89
2020	6.62	9.58
2021*	7.34	10.19

*Through 9/06/21

SPD Priority Call Handling Days:



SPD's Priority Call Response Policy:

- 1. Communications will dispatch to all Priority 1 and Priority 2 calls**
- 2. Communications will also dispatch to the following types of calls regardless of priority:**
 Domestic Violence related calls; Missing /runaway persons;
 Parking complaints if PEO's are available and the call is not near the scene of the incident;
 Vehicle lockouts with engine running only with a human occupant (child or incapacitated.);
 Sobering Unit Van calls when available; and Auto Theft calls.
- 3. Communications will NOT dispatch to:** Narcotic activity; Burglar alarms with no evidence of suspect on premise; Audible Residential panic alarms; **Priority 3 and Priority 4 calls and callers requiring officer to respond only for reports.**
- 4. Callers shall be informed of the current situation causing the reduction in service and be advised to re-contact SPD with an approximate time when routine services will be restored.**

Appendix B – Civilian positions supported by the \$2.1 million use of Salary Savings in Table 1

	FTE
Legal Unit Expansion	
<i>Admin Staff Analyst</i>	6.0
<i>Admin Staff Assistant</i>	2.0
<i>Video Specialist II</i>	1.0
Total	9.0
Budget/Legislative Position	
<i>Sr. Mgmt. Systems Analyst</i>	1.0
Total	1.0
Community Service Officer Expansion	
<i>Community Service Officers</i>	5.0
<i>Community Service Officer-Supervisor</i>	1.0
Total	6.0
Crime Prevention Coordinator - North	
<i>Crime Prevention Coordinator</i>	1.0
Total	1.0
Bias Crimes Coordinator	
<i>Strategic Advisor 2</i>	1.0
Total	1.0
CID Public Safety Liaison	
<i>Planning & Development Specialist, Sr</i>	1.0
Total	1.0
Relational Training Advisor	
<i>Strategic Advisor 2</i>	1.0
Total	1.0
Grand Total	20.0
Total w/o CSO Expansion	16.0

Precinct Staffing Report as of 8/31/20 | S = Sergeant | O = Officer

Job Categories	EAST		NORTH		SOUTH		SOUTHWEST		WEST		Grand Total
	S	O	S	O	S	O	S	O	S	O	
911	11	79	22	134	13	99	8	66	14	117	563
ACT		4	1	5	1	5		6	1	4	27
Beats	2	7		6					4	34	53
CPT	1	5	1	8	1	3		3	1	5	28
Precinct Support						1					1
Seattle Center									1	2	3
Stationmaster				1				1			2
Grand Total	14	95	24	154	15	108	8	76	21	162	677

Precinct Staffing Report as of 10/8/21 | S = Sergeant | O = Officer

Job Categories	CRU		EAST		NORTH		SOUTH		SOUTHWEST		WEST		Grand Total
	S	O	S	O	S	O	S	O	S	O	S	O	
911	10	60	10	76	18	130	11	82	8	58	12	89	564
ACT													
Beats											1	10	11
CPT													
Precinct Support													
Seattle Center											1	2	3
Stationmaster											1		1
Grand Total	10	60	10	76	18	130	11	82	8	58	14	102	579

These reports include the following:

- Personnel who are unavailable due to vacation, training, limited duty, or short-term illness or injury, which is addressed by shift relief analysis;
- Half time officers;
- Officers in acting sergeant assignments (counted as sergeants); and
- Phase III student officers, who have completed all officer training yet remain in probationary status.

These reports exclude the following:

- Phase I (recruits) and Phase II student officers;
- Precinct detectives; and
- Personnel who are on extended sick leave or activated military leave.

Appendix D - Sworn Officer Allocation

As of August 31, 2021, the allocation of sworn positions was distributed as follows:

Patrol Personnel:	2020 % of Sworn	2021% of Sworn
911 Responders	35.9%	44.4%
Other Precinct-Based Patrol Officers	6.9%	1.0%
Sergeants Supervising Patrol	5.9%	6.4%
Non-Patrol Personnel:		
Investigative Units	16.2%	14.4%
Specialty Units	9.0%	3.2%
Operations Support	15.2%	19.4%
Leadership	6.7%	7.6%
Administrative	4.1%	3.7%
Total Sworn*	100.0%	100.0%

Source: DAP, Reporting Hierarchy (as of 8/31/20 and 8/31/21)

Sworn position assignments are based on training, tenure, business needs, and contractual obligations. The department projects total sworn staffing but does not project where personnel will be assigned. SPD is in the process of reallocating sworn personnel to ensure minimum staffing for public safety.

*The Total Sworn count above may differ slightly from the total sworn count in the Precinct Report (Appendix A). The SPD Precinct Report is used for budgeting and planning purposes only. The calculated fields used to estimate staffing levels in current and future months are based on a series of assumptions that may result in slight deviations from actual staff counts.

Appendix E Proposed Technology Projects

Data Analytics Platform (DAP) Rearchitecting - \$1.0 million

This item would use \$1 million in salary savings for contract consultant support. SPD requires ongoing funding to cover operating costs associated with the Data Analytics Platform (DAP). This funding will provide for maintenance and support of the system, including monthly fees. The DAP is the department's central data repository and a requirement of the Consent Decree. Deferred maintenance and technology staff constraints have been offset by contractors in 2021. Ongoing maintenance for the system was not previously included in the department's budget.

Officer Accountability and Trust Hub (OATH) – \$750,000

This item would use \$750,000 in salary savings for estimated contract consultant support to develop and implement computer code in a new software. The Officer Accountability and Trust Hub (OATH) is a new application that models high, medium and low risk outcomes for officers. It will be used to predict and guide interventions for employees exhibiting signs they need wellness support. In recent years, SPD has expanded its wellness efforts with existing resources. Under Chief Best, a new Wellness Unit was created and tasked with developing a wellness program to support and improve employees' mental and physical health. This application, expected to launch in 2022, will allow the department to identify opportunities for intervention and greater wellness support. This funding is necessary to pay for the ongoing maintenance and support of the OATH application. Without this funding, SPD will only be able to address wellness issues after critical incidents, in response to poor performance or when employees self-identify as needing assistance.

Equity, Accountability and Quality (EAQ) Forum and Truleo software - \$1.0 million

This item would use \$1.0 million in salary savings for estimated contract consultant support to develop and implement computer code and software. The department is designing the Equity, Accountability and Quality (EAQ) Forum to advance the City's commitment to reimagining policing by developing a process to assess, evaluate and act on key performance indicators related to disparity in policing (e.g., over/under policing) and quality of service. The department will work with the Office of the Inspector General to develop a program that leverages new and existing technology (e.g., Body Worn Video) to assess police interactions (e.g., officer civility, respect, de-escalation tactics, etc.). SPD has partnered with Research Triangle Institute (RTI) International for an independent, third-party validation of the methods and evaluation of the first six months of operation. This program will allow for ongoing critical assessment post-Consent Decree. This funding supports consultant services needed to implement the EAQ program, including costs associated with the Truleo software (estimated at \$200,000), which allows for automated transcription and classification of body worn video audio and is required for the assessment of officer interactions. Without this funding, SPD and its accountability partners will continue to use crime data to try and extract patterns/trends after the fact. SPD leadership will not be able to review or proactively address disparity or other quality of service issues disproportionately impacting communities of color, such as over/under policing.

Transfer Force Reporting & Assessment to Mark43 (Computer Aided Dispatch system) - \$1.0 M

This item would use \$1.0 million in salary savings for estimated contract consultant support (technical and project management). SPD currently uses the IAPRO/BlueTeam software to record and manage the review of incidents of use of force. This system is a separate software that requires officers to log into a separate system and re-enter, manually, information. There have been documented data governance issues by the department highlighting how this process introduces opportunities for error ranging from mistyping incident numbers (which can make linking other data sources difficult or impossible) or failing to enter information not captured in other systems. SPD, working with its records management system vendor, Mark43, has confirmed the Mark43 force reporting module meets the needs of the department and would eliminate these manual data error and duplicate work incidents. When Mark43 was implemented, the decision was made not to switch over to its force reporting module due to project capacity, cost, and the then current status of the consent decree. At this time, the Department is confident the switch to Mark43 meets all data and monitoring needs and will improve performance and analytics. This project supports the work necessary to migrate data, confirm full functionality, and link the new data module to the DAP system. This transfer supports the one-time cost, which also would allow the department to end its on-going payments for the IAPRO system.

Active Workforce Wellness Management (AWWM) - \$500,000

This item would use \$500,000 in salary savings for estimated research and research management (WSU), as well as biomedical devices and software costs. The Active Workforce Wellness Management (AWWM) program will pilot body-worn biometric technology to assess physiological indicators (e.g., heart rate, respiration, galvanic skin response, etc.) of stress and other nervous system responses to mitigate undesirable policing outcomes tied to wellness. This is especially important as the department contemplates use of Live 911, which exposes officers to 911 audio prior to on-scene arrival for the purpose of greater situational awareness and improved emergency call handling. This exposure, however, may also trigger overactivation of the body's natural stress response with adverse outcomes. The AWWM program will allow SPD to partner with WSU to determine whether overactivation occurs and develop strategies to mitigate it. Without this funding, SPD will be unable to assess the true impact of critical incidents on officers in real-time.

Risk Managed Demand – \$750,000

The item would use an estimated \$750,000 in salary savings for contract consultant support to develop and implement computer code, as well as project management for implementation and evaluation by the Council of State Governments (\$250k over 3 years). Risk Managed Demand (RMD) is a first of its kind evidence-based approach to call classification and Differential Police Response (DPR). A continuation of the National Institute for Criminal Justice Reform (NICJR) tiered call response protocol, this analysis uses calculations of severity (death, injury, significant property loss) and likelihood to classify calls based on the probability of harm to victims, witnesses and bystanders. This analysis will be used to define tiered response (co-response, non-response, deferred response, self-service, etc.) under a framework of risk management. Without this funding, the City will be unable to make informed, risk-based decisions about the transfer of call response duties from police officers to civilian or community-based alternatives.

Appendix F Community Service Officer Activities

SPD has reported that CSOs performed the following activities over the period of June-Aug 2021:

- **Community Outreach – 20%**

- CSOs provided business checks and offered additional follow-up throughout the greater Seattle area (i.e., Uwajimaya, PCC, Safeway, Trader Joes, etc.).
- CSOs attended community meetings (i.e., Advisory Council meetings, public safety forums, meetings with the Mayor’s Office, and with local business improvement associations).

- **Community Engagement – 20%**

- CSOs attended community events/fairs (i.e., Beds for Kids, Share the Warmth, CID Celebration, National Night Out, Duwamish River Festival, Friday Night Lights, IDIC/Interim CDA Food Delivery).

- **Youth Outreach – 5%**

- CSOs provided introduction at community centers/public & private schools.
- CSOs provided introduction at youth day centers/shelters (i.e., Youth Care, ROOTS, Orion Center, & New Horizons).

- **Youth Engagement – 5%**

- CSOs engaged with youth through various community events (i.e., SEAPAL, late-night community center basketball, Duwamish Youth Coalition Clean-Up, and SPD Chess Club).

- **Resource Guidance (911/Officer Requested) – 25%**

Through 911/Officer requests, CSO’s provided a variety of resource guidance:

- CSOs provided DV support.
- CSOs provided mediation assistance.
- CSOs provided partial transportation.
- CSOs assisted SPD detectives at crime scenes.
- CSOs provided assistance in locating missing children/juvenile runaways/silver alerts.
- CSOs distributed outreach supplies (food, meals, snacks, blankets, clothing, socks, & shoes).
- CSOs provided job resources.
- CSOs located shelter placement.
- CSOs transported to/from shelter placement.
- CSOs provided bus tickets/Uber rides.
- CSOs assisted officers with Crisis Solutions referral process, which included transportation.
- CSOs connected and re-connected to community resources (LEAD, DESC, UGM, Community Passages, and local food banks).
- CSOs assisted with staffing the City of Seattle Cold-Weather Emergency Shelter.
- CSOs assisted with staffing the City of Seattle Hot-Weather Cooling Center.
- CSOs provided mediation assistance to prevent eviction.
- CSOs provided outreach and collaborated with our community partners (REACH Ministries, LEAD/REACH, MID Outreach, and UGM).
- CSOs assisted SPD Parking Enforcement with offering housing and other resources to individuals living in their vehicles.
- CSOs provided pet supplies to pet owners experiencing homelessness.
- CSOs provided personal protective equipment such as masks throughout the pandemic.

- **Resource Guidance (through direct email or phone community requests) – 25%**
 - CSOs provided referrals to both internal/external stake holders (e.g., Crime Prevention Coordinators, VST, Resource Officers, Bias detective, Conditions of Entry/No-Trespassing Program).
 - CSOs offered mediation assistance.

CSOs offered liaison assistance between the community and the department.

Appendix G – SPD Initial Evaluation of the Recruitment Bonus Program
 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.

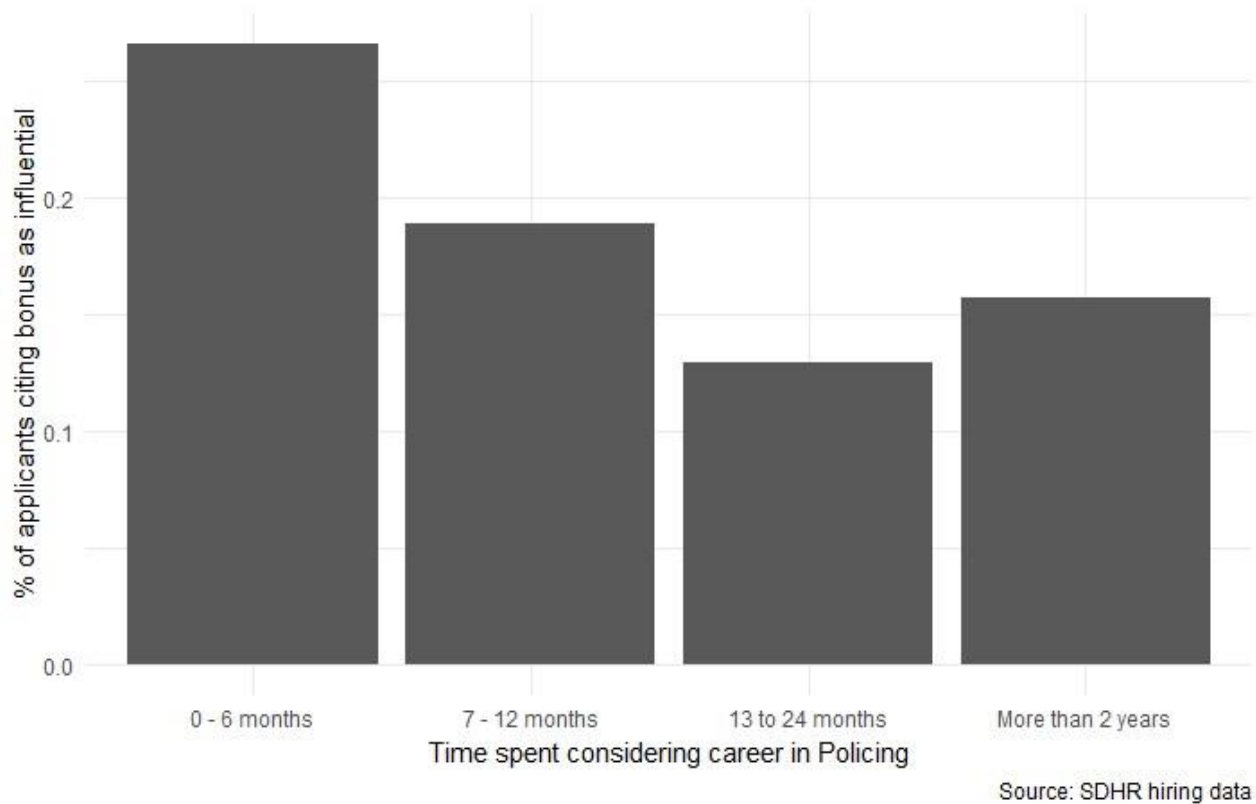
The Seattle City Council authorized hiring incentives of \$7,500 for entry-level applicants and \$15,000 for lateral applicants in March 2019. Other jurisdictions continue to provide incentives with some jurisdictions, such as Everett, increasing their incentive to \$20,000 for lateral applicants.

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% 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.

Chart 1. Applicants citing bonus as influential



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.

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.