



SEATTLE CITY COUNCIL

Public Safety Committee

Agenda

Tuesday, March 12, 2024

9:30 AM

Council Chamber, City Hall

600 4th Avenue

Seattle, WA 98104

Robert Kettle, Chair

Rob Saka, Vice-Chair

Joy Hollingsworth, Member

Cathy Moore, Member

Sara Nelson, Member

Chair Info: 206-684-8807; Robert.Kettle@seattle.gov

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March 12, 2024 - 9:30 AM

Meeting Location:

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

Committee Website:

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

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

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

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

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

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

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

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

Submit written comments to Councilmembers at Council@seattle.gov.

Please Note: Times listed are estimated

A. Call To Order

B. Approval of the Agenda

C. Public Comment

D. Items of Business

1. Civil Service, Public Safety Civil Service Commission (PSCSC) & Entry Police Testing

Supporting Documents: [Presentation](#)

Briefing and Discussion (25 minutes)

Presenters: Andrea Scheele, Executive Director, and Richard Greene, Chair, Public Safety Civil Service Commission

2. Seattle Police Department (SPD) Recruitment and Retention

Supporting Documents: [Presentation](#)

Briefing and Discussion (60 minutes)

Presenters: Adrian Diaz, Chief of Police, Brian Maxey, Chief Operating Officer, and Mike Fields, Executive Director of Human Resources, Seattle Police Department; Sarah Smith and Tim Burgess, Deputy Mayor, Mayor's Office; Andrea Scheele, Director, and Dave Wright, Civil Service Exams Manager, Public Safety Civil Service Commission

E. Adjournment



Legislation Text

File #: Inf 2420, **Version:** 1

Civil Service, Public Safety Civil Service Commission (PSCSC) & Entry Police Testing

Civil Service, PSCSC & Entry Police Testing

Seattle City Council

Public Safety and Human Services Committee

Executive Director Andrea Scheele

March 12, 2024



City of Seattle

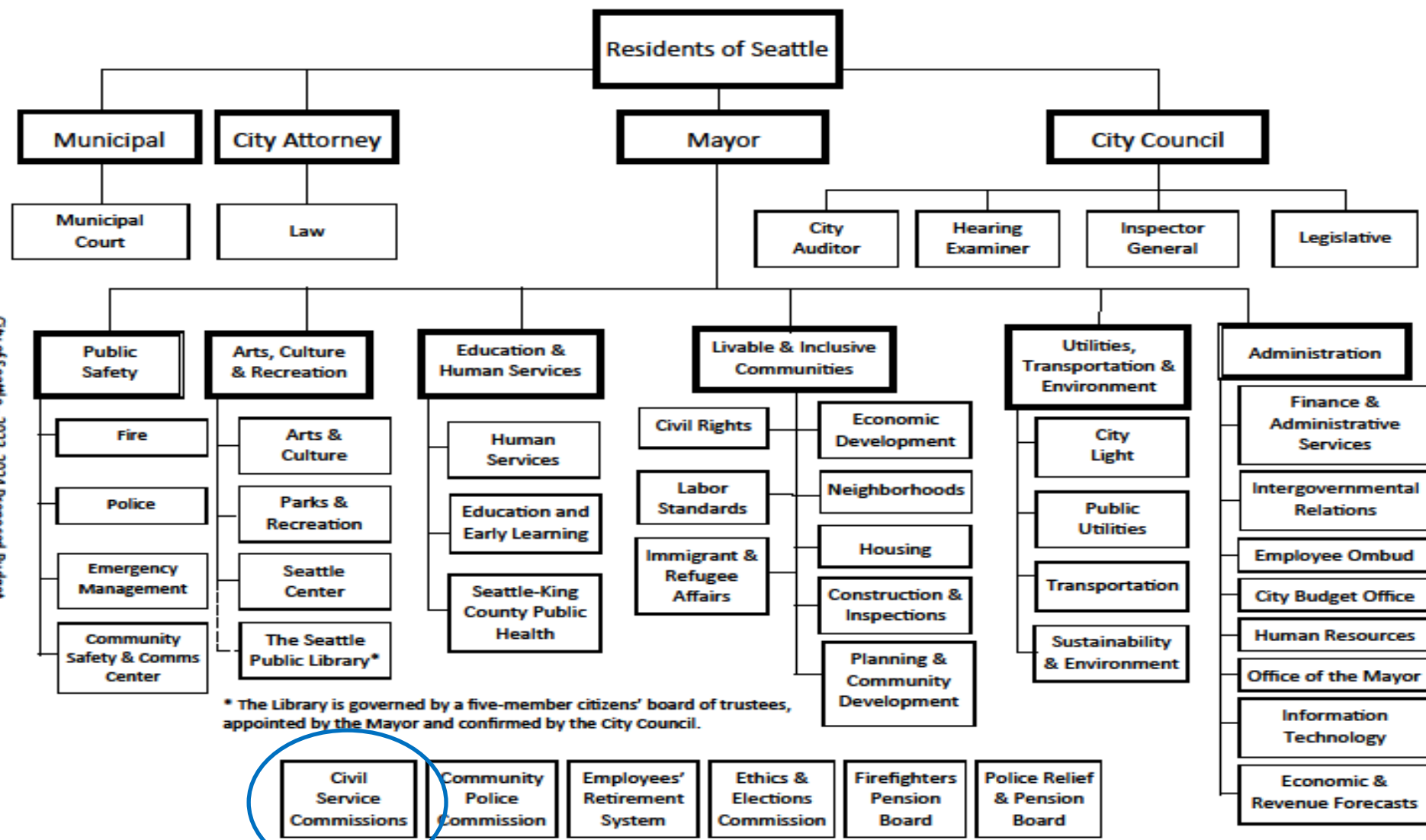
Presentation Topics

- Civil Service Commissions
- Public Safety Exams
- Entry Police Exam
- Questions



Civil Service Commissions Overview



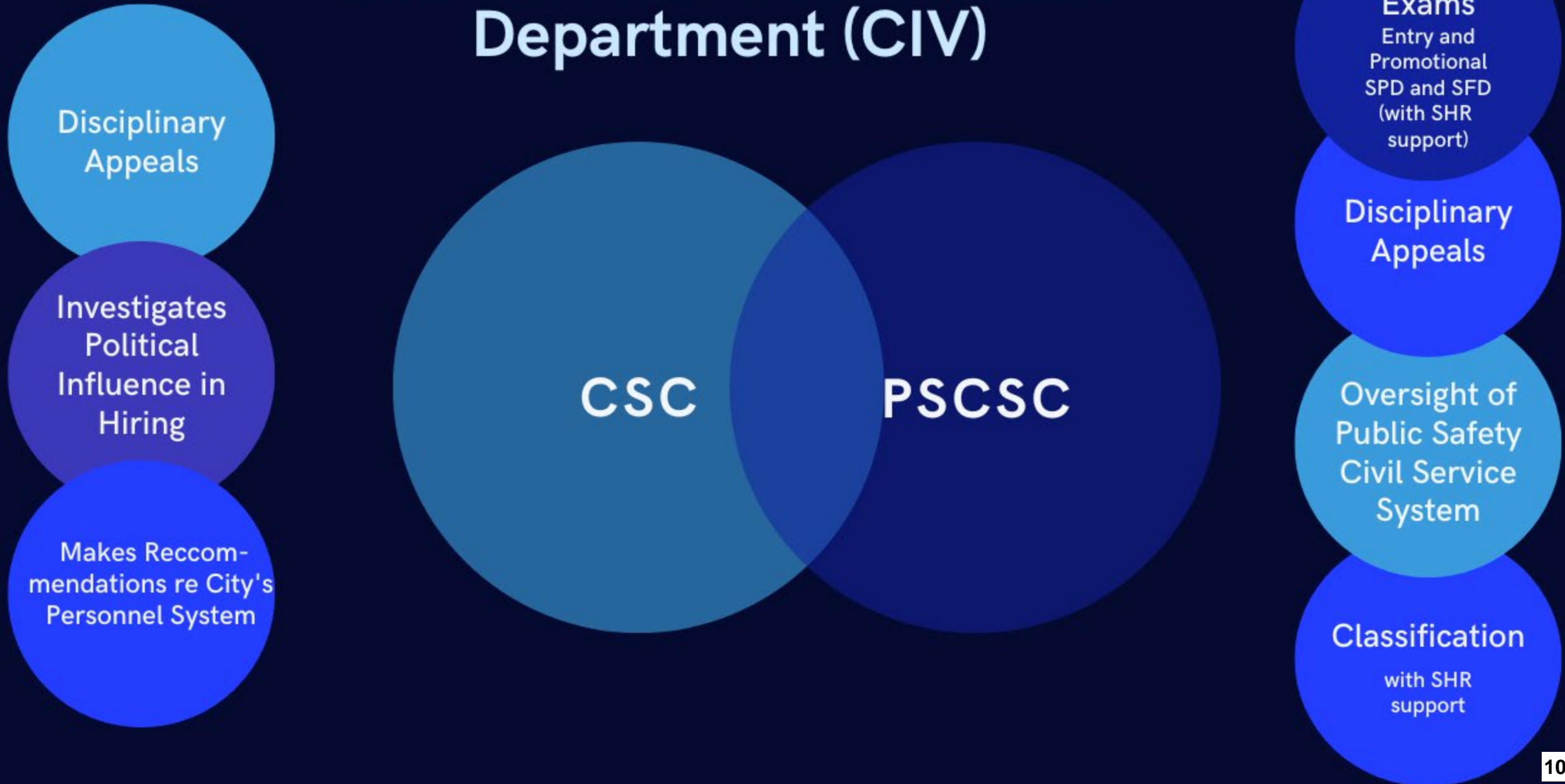


Two Civil Service Commissions

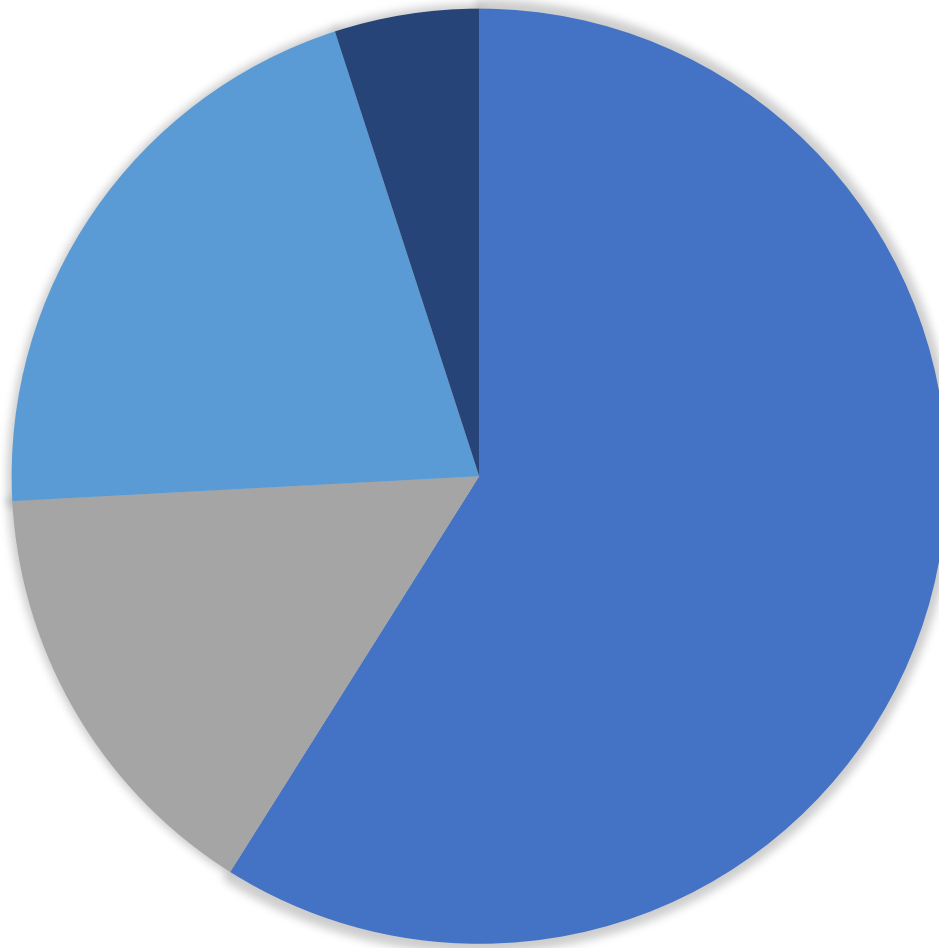
Public Safety Civil
Service
Commission
(PSCSC)

Civil Service
Commission
(CSC)

Civil Service Commissions Department (CIV)



COS Employees' Civil Service Status



Total Employees: 13,417

- Civil Service (7,908)
- Public Safety Civil Service (2,041)
- Exempt, regular and temporary employees (2,798)
- SPL, not in civil service system (670)

Source: City of Seattle 1/22/2024

Authority and Mandate

Charter of the City of Seattle, Article XVI, Sec. 3- Personnel System and Civil Service

- Employees shall be members of the civil service
- Merit principles
- Just cause, due process
- Right to appeal to Commission

State law requires Washington cities operate a merit based civil service system for fire and police department employees.

- Civil Service for City Firefighters, [RCW 41.08](#)
- Civil Service for City Police, [RCW. 41.12](#)

Authority, Mandate, cont.

SMC 4.08- Public Safety Civil Service Ordinance

- "Appointments, promotions, removals shall be based on merit.."
- Excludes highest ranks at SPD, SFD
- Established rulemaking, classification, and other duties for the Commission

Vahle v. City of Lakewood, 14 Wn. App. 2d 1068 (2020)

"The fundamental purpose of civil service laws is to require public officials to hire, promote and discharge employees based on merit rather than political affiliation, religion, favoritism or race." City of Yakima, 117 Wn.2d at 664. In other words, "the civil service system was designed to replace the spoils system with a merit system." *Id.*

Civil Service Merit Principles

- Selection and advancement based on fair and open competition
- Fair and equal treatment of applicants and employees
- Exams and hiring processes based on KSAs necessary for the job
- Proper regard for applicant and employees' privacy and constitutional rights
- Right to appeal serious discipline to Commission
- Independence is to insulate employment actions from political influence
- 1-year probationary period



Independent Authority

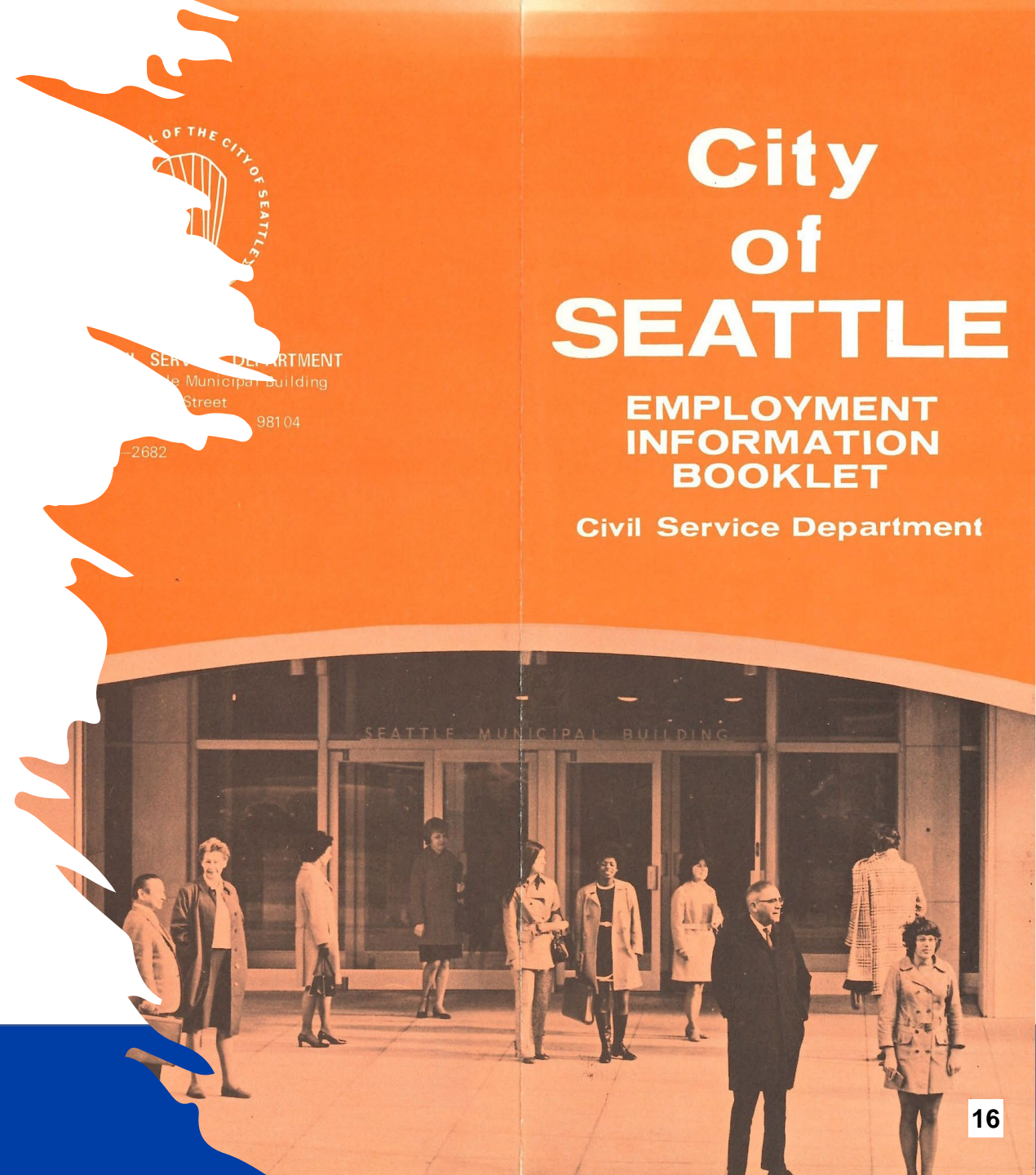
Seattle Police Officers' Guild v. City of Seattle, 121 Wn.App. 453 (2004)

Court of Appeals held that Ordinance was void that transferred powers away from PSCSC to HR Director. Transfer "abridged the independence of the commission" and "did not substantially accomplish the purpose of civil service," as required by RCW.

2017 Police Accountability Ordinance:

- PSCSC is preferred venue for disciplinary appeals.
- Language and Community Service Preference Points for ELPO (Added 2018 , 2022.)

What does the Public Safety Civil Service Commission (PSCSC) do?



City of SEATTLE

EMPLOYMENT INFORMATION BOOKLET

Civil Service Department

Commission Governance

- Three commissioners, terms staggered:
 - Chair Richard Greene (SCC)
 - Commissioner Stacy Connoles (MO)
 - Commissioner Tom Applegate (elected)
- OPMA
- Quasi judicial when conducting disciplinary appeal hearings



Commission Duties

- Monthly meetings to conduct business
- Hear appeals of alleged violations of PSCSC Rules
- Oversee competitive merit-based testing system
- Oversee other aspects of the public safety civil service system, including position classification, probationary periods, calculation of service credit, and more.
- Jointly with CSC commissioners, appoint and supervise the Executive Director



Public Safety Exams Overview



Exams Overview: 11 Exam Types

Police Exams

Police Officer

Lateral Entry

Sergeant

Lieutenant

Captain

Fire Exams

Firefighter

Lieutenant

Fireboat Engineer

Fireboat Pilot

Fire Captain

Battalion Chief

* Promotional exams are administered every-other year. **Entry and lateral exams** have varying schedules based on need.

Mitigate Risk, Increase Trust, Morale

Discrimination/Adverse Impact

- [Feds: NJ police sergeant exams discriminatory](#)
- [Justice Dept Settles Employment Discrimination Allegations Against City of Austin](#)
- [Minority New York firefighters settle racial bias suit for \\$98 million](#)
- [Washington sues Florida city over firefighter tests](#)

Testing Integrity, Cheating, and Nepotism

- [Chicago Police Sergeant Challenges Testing System as Rigged](#)
- [Richmond Police, Firefighters Question Promotion Process](#)

- [Port Authority police captain accused of e-mailing promotion exam to himself](#)
- [LAFD Hiring Controversy](#)

Other Legal Challenges, Issues, and Errors

- [Washington State Patrol settles veterans preference lawsuit, awards \\$13 million to applicants](#)
- [Glitch Prompts Alliance to offer firefighter test again](#)
- [Boston union wins its case on exam issue](#)
- [Dallas police investigating potential irregularities on promotion exams](#)

Exams Overview: Quality & Integrity



Assessors for promotional exams from external public safety departments



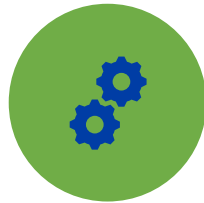
Job Task Analysis and exams are validated by consultants



Exams are reviewed and informed by SFD and SPD development committees



All involved follow strict confidentiality procedures



Continuous process analysis and improvement



Equity lens woven through all components of process

Exams Overview: What we do not do

Recruiting

Physical
Fitness Testing

Drug Testing

Polygraph

Job Offers

Outreach

Background
Investigations

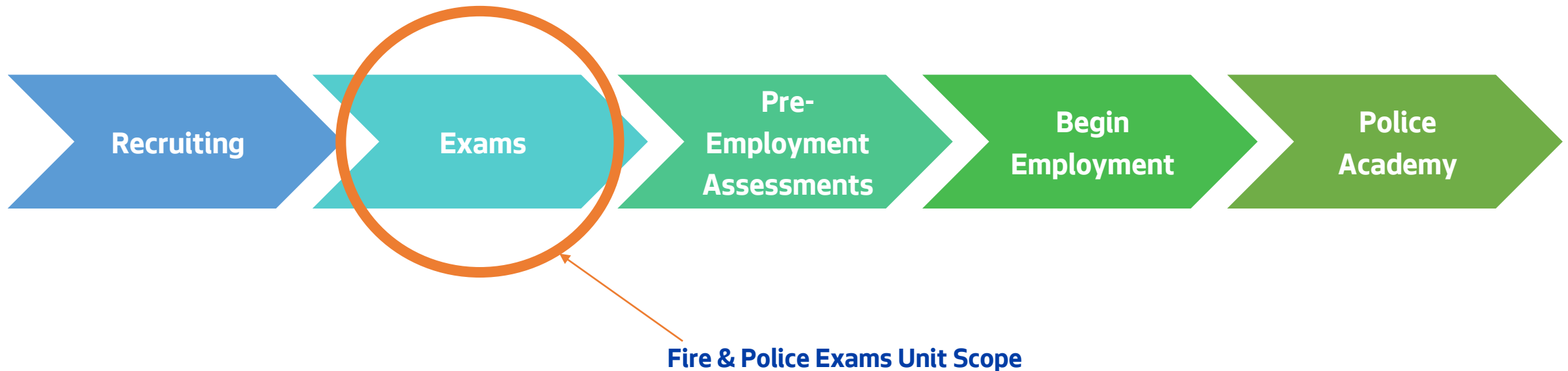
Job Specific
Training

Entry Police Exams



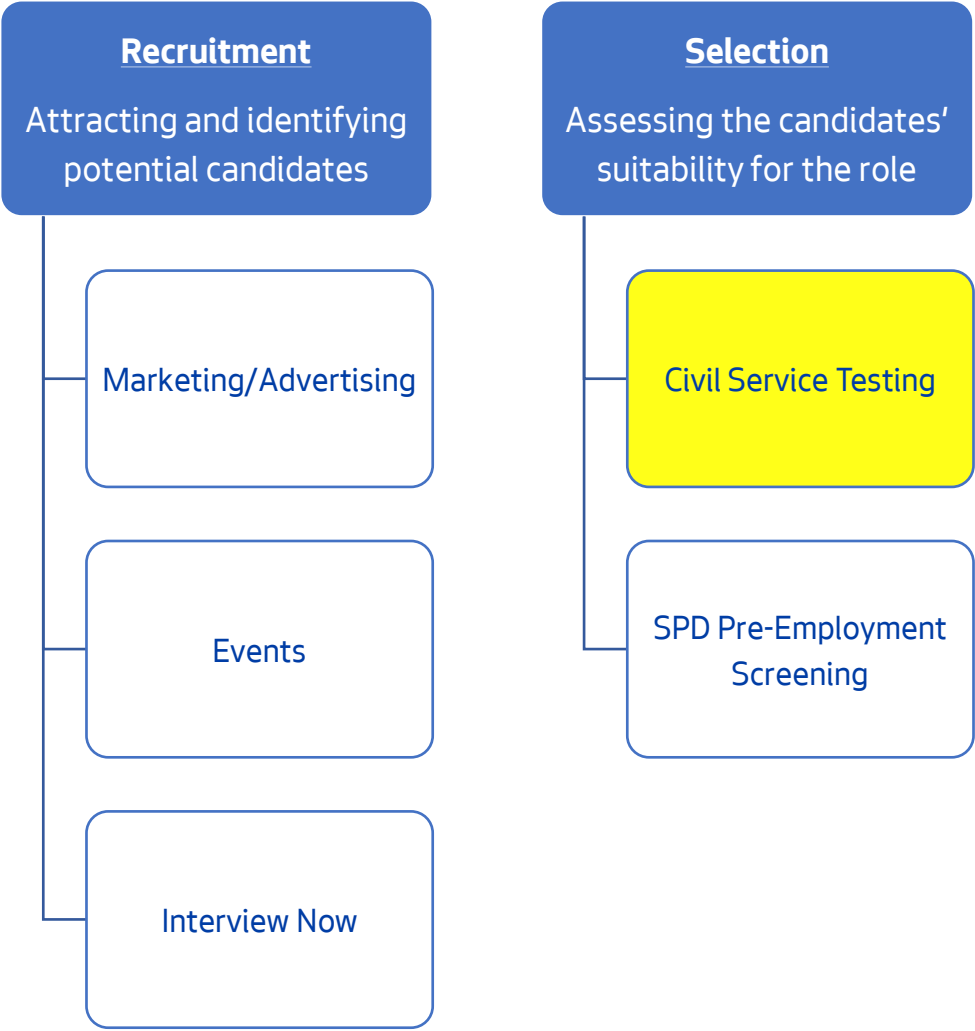
Entry Police Exams: Scope

Entry Level Police Hiring Process



*Promotional exams are truncated versions of the above process, as all applicants are internal [except police command staff]

Entry Police Exams: Scope



Recruitment and Retention Goal #1
To redesign systems to accelerate the recruitment and application process to increase the number of successful applicants **without compromising quality.**

PSCSC's functions : Entry Police Officer

- Handle candidates from application until their name is certified to SPD passing the exam.
- 6+ communications to candidates during exam period
- Candidates can reach out to exam team for help
- Consistent treatment, clear messaging supports a fair process
- Easy “opt in” to Interview Now, attend a workshop, or contact a recruiter
- We notify of pass/fail at end of cycle, transition candidate to SPD for next steps

Entry Police Exam: History

- Seattle developed a new comprehensive police officer civil service exam following the Federal Consent Decree [settlement agreement](#) and [memorandum of understanding](#) (MOU) with the U.S. Department of Justice (DOJ).
- **Priorities:** High quality, valid assessment of knowledge, skills, and abilities required of our police officers, especially in areas of [use of force](#), [judgment](#), [integrity](#), and [potential for group bias](#).

Entry Police Exams: Competencies Assessed

Human Relations

Incident Observation &
Report Writing

Reading Comprehension

Integrity

Group Bias, Use of
Force, Commitment to
Equality

Common Questions

Candidate Funnel

- Why don't all applicants schedule or complete the exam?

Confidentiality

- Can applicant data be shared?

Registration Publication Cadence

- Can registers be published more frequently?

Testing Vendor

- Can we use other testing vendors?
- Why don't more people pass the exam?

Key Takeaways



Key Takeaways

- **The PSCSC is an independent body**, charged with a public safety civil service system where personnel decisions are based on merit.
- **The PSCSC continuously uses data** to monitor and improve exams and processes to assess critical competencies for the job, in service to community. We center accessibility, equity, and exam validity.
- **The PSCSC is a committed, collaborative partner in the effort to address** the current police staffing crisis ongoing needs of public safety employees and departments.

**Thank you
&
Questions**





Legislation Text

File #: Inf 2421, **Version:** 1

Seattle Police Department (SPD) Recruitment and Retention

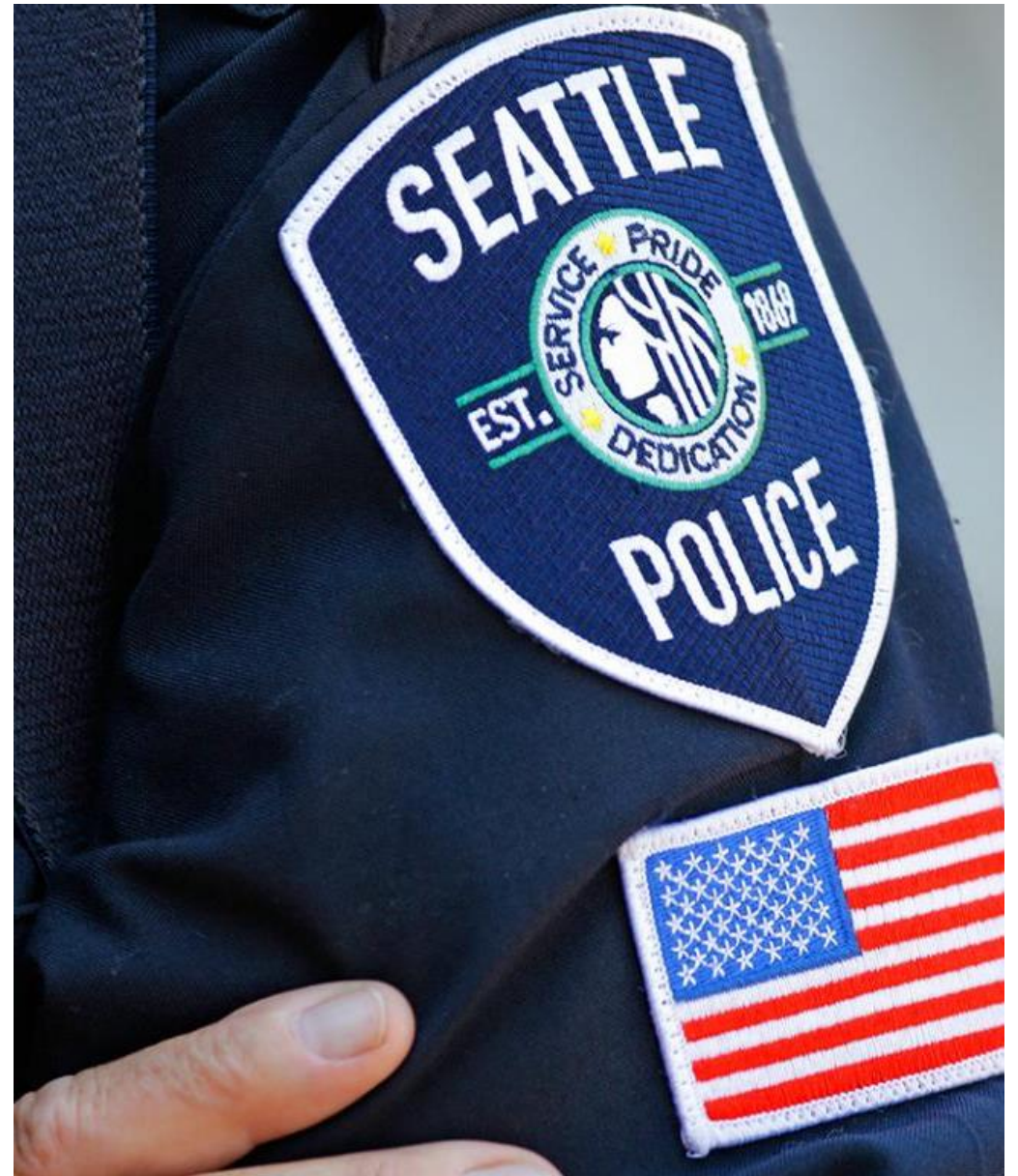
SPD Recruitment Project

March 12, 2024



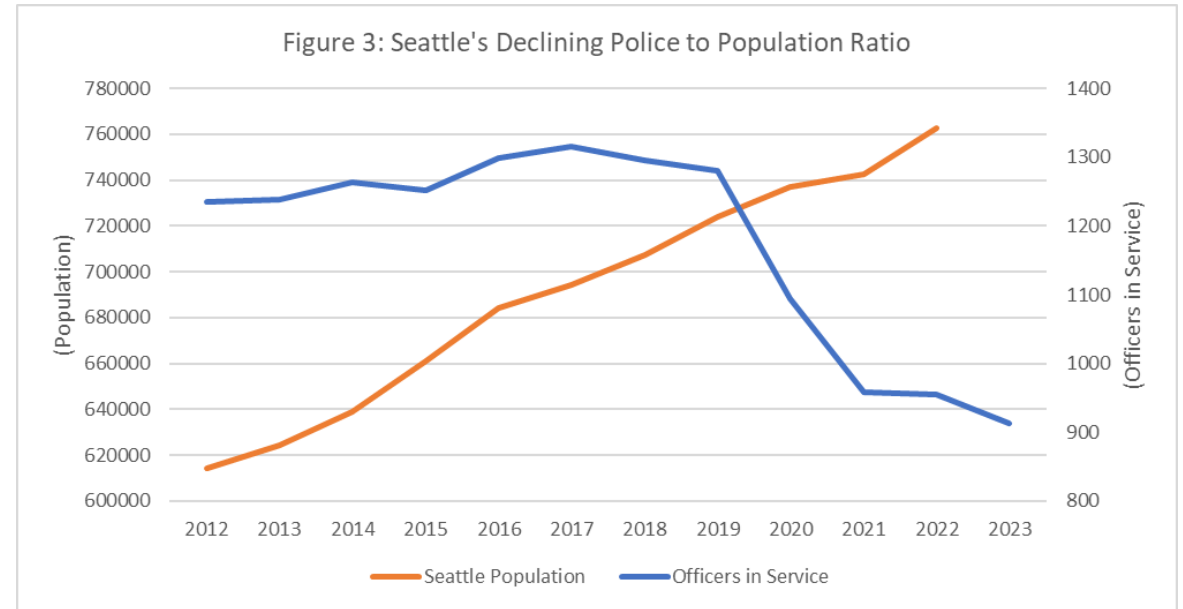
Agenda

- Background
- Mayor's Recruitment and Retention Plan
- Overall Hiring Process
 - Marketing
 - Recruitment
 - Application & Exams
 - Backgrounds
- Considerations
- Future



Background

- Staffing levels are at their lowest with over 700 officers departing SPD since 2019.
- As of January 2024, SPD had only 913 fully trained and deployable officers, the lowest level since the 1990s.



Mayor's Recruitment and Retention Plan

In July 2022, Mayor Harrell announced a new comprehensive recruitment plan intended to:

1. Make Hiring Easier, Faster, and More Efficient

- Hired recruitment and innovation team to support SPD at recruiting events and chatting with candidates
- Digital file management via eSOPH to significantly increase efficiency in backgrounding candidates
- Eliminate travel requirements for the Physical Agility Test and Oral Boards

2. Attract Top Recruits

- Instituted a hiring bonus of \$7,500 for recruits and \$30,000 for lateral transfers
- In August 2023, launched a new branding and marketing campaign with Copacino + Fujikado
- Created new initiatives to inspire and maintain candidate interest such a new applicant workshop, ride along program, and more

Mayor's Recruitment and Retention Plan

3. Recruit Candidates Committed to Our Community

- Work with Universities and colleges to develop new pipelines into law enforcement
- In the summer of 2023, PSCSC launched community preference points to support the recruitment of candidates with direct experience serving their community. Candidates can also earn preference points for multi-language competency and more.

4. Retain Officers

- Move to a 4 days/10 hours patrol schedule that prioritizes employee wellness and ensures long term stability and sustainability
- Expand wellness program
- Command/leadership attending roll calls and hearing from officers

Overall Hiring Process Summary

Starting in 2023, the City simplified the hiring process and reduced the hiring wait time by half—from 5-9 months to 3-4 months.

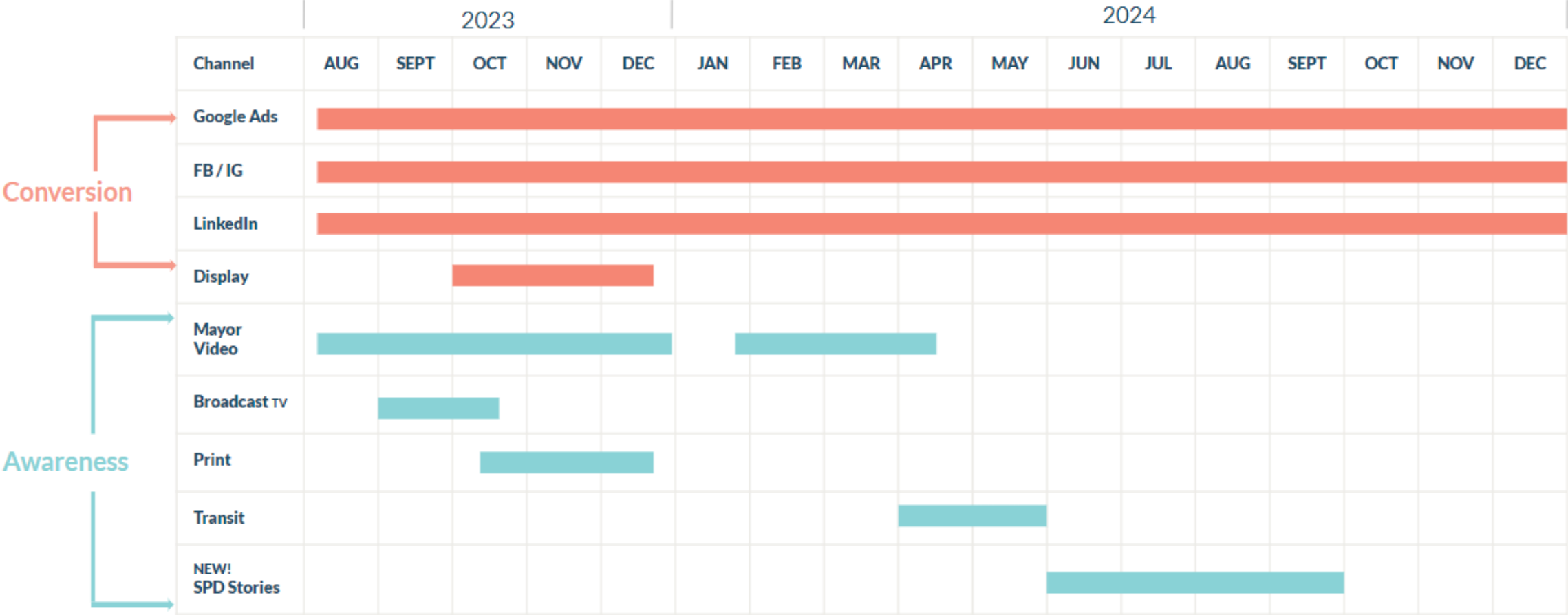


* Green boxes indicate process steps managed by the PSCSC.

Marketing

MEDIA PLAN

SPD Media Plan



Recruitment: Marketing

Copacino + Fujikado, a local marketing firm, began in August 2023.

PERFORMANCE SNAPSHOT

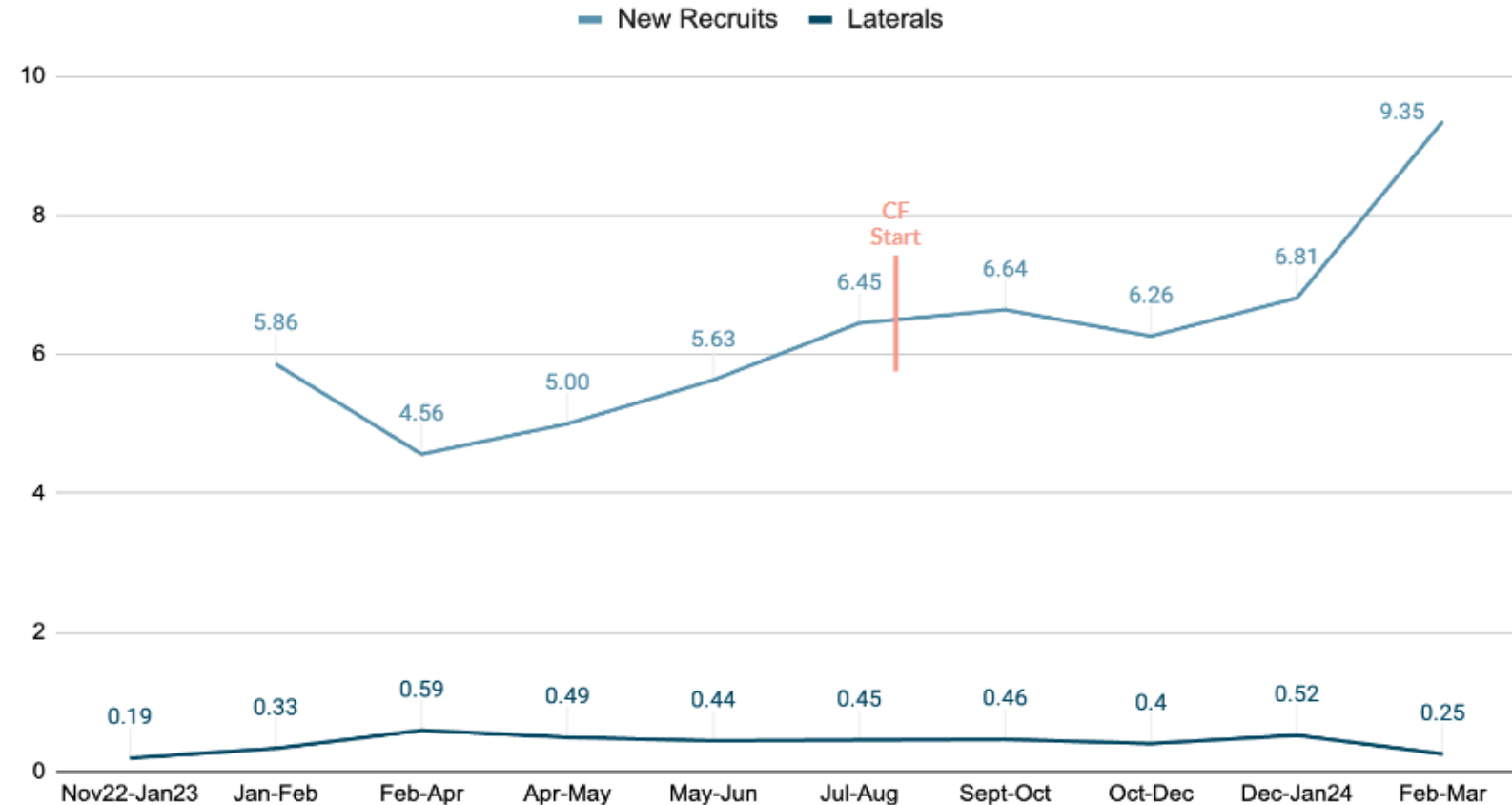
Media Results: Aug '23 Through Feb '24

Impressions:
18,327,631

Clicks to SPD Site:
155,180

Applications:
992

Applicants/ Day



*CF began working with SPD in mid-August

Marketing

Videos

:15/:30s Mayor Recruitment Video



:30s Officer Turner Video



Social/ OTT

Don't Just Aspire
for Change



Looking to Support
Your Community



Display/Other



Recruitment



Created Recruitment and Innovation team. In 2023, this team attended **89 in-person recruitment events** that included college career fairs, JBLM lunch bag, community events, criminal justice classes, and more.

In May, launched “Interview Now” an applicant communication tool to better connect with interested candidates. From May- December 2023 this team interacted with **1,744 unique candidates**.

Joined Handshake, an online career management platform. Became career “sponsors” through WSU and UW career centers.

Recruitment



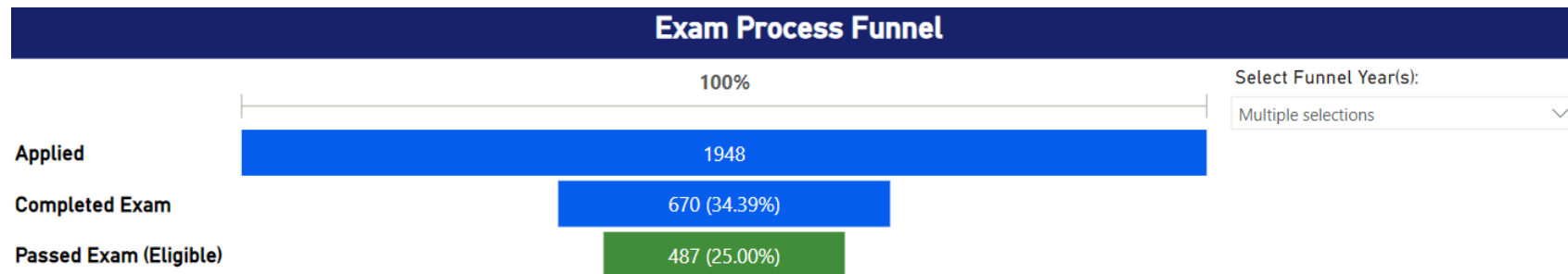
In Fall 2023, the city created a new Police Applicant preparation workshop. In 2023, we hosted 11 workshops with **261 attendees**.

Starting in September, re-launched candidate ride-along program. In 2023 we completed **47 ride-alongs with interested applicants**.

In late October, launched a new pilot program of offering additional training and testing to applicants who initially fail the Physical Agility test (PAT). In 2023, the team began working with **47 candidates**. So far **13 of them have now passed the test**.

Application & Examination Process Improvements – PSCSC

- The City uses the National Testing Network (NTN) FrontLine Exam for entry police civil service examinations
- Recent process improvements include:
 - **Reducing barriers to testing** (significantly expanded testing dates and locations, shortened retest period)
 - Significant and commonsense **application and website changes**
 - Sending lists of **eligible candidate lists to SPD every 6-8 weeks** (decrease from every 12 weeks)
 - **Increasing email communications** with all applicants, including multiple text messages
 - Creating new **comprehensive and dynamic dashboards** shared with MO and SPD
 - Co-creating and co-presenting at the **Police Applicant Workshops** (ongoing)
 - Implementing **Community Preference Points** for candidates with experience serving the community



Application and Exam Data – PSCSC

Application Demographics 2023			
Race	#	%	Seattle Demo. (2018)
Indigenous/Native American/American Indian or Alaska Native	27	1.4%	0.5%
Asian or Pacific Islander	299	15.3%	14.9%
Black	492	25.3%	6.8%
Hispanic	357	18.3%	6.6%
White	687	35.3%	64.5%
Undisclosed/Prefer Not to Respond	86	4.4%	
Total	1948	100.0%	
Gender			%
Female	264	13.6%	49.6%
Male	1648	84.6%	50.4%
Non Binary	12	0.6%	
Transgender	5	0.3%	
Undisclosed/Prefer Not to Respond	19	1.0%	
Total	1948	100.0%	
State			%
In-State	1323	67.9%	
Out-of-State	625	32.1%	
Total	1948	100.0%	

2023 Exam Pass Rate

73%

Average Exam Pass Rate
(2013-2023)

68%

Current Entry Apps per Day
(2024 Cycle 2)

9.35

2024 Average Entry Apps
per Day

8.08

2023 Apply-to-Eligible Rate

25%

Average Apply-to-Eligible
Rate (2013-2023)

22%

NOTE: "Apply-to-Eligible Rates" are the percent of applicants who end up on the register/eligibility list

SPD Backgrounding

- Transitioned to a digital backgrounding system (eSOPH)
- Updated physical agility test options
- Added Kaiser option for medical screening
- Out-of-state candidates have more virtual options



Considerations: Local Agency Comparison

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

Considerations: Incentive and New Hire Report

The City conducted recruitment survey for new hires. 60 non-duplicated responses were collected in Nov 2022 - Oct 2023

- **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.**
- **Of the respondents who indicated they applied to another police department or agency, 70% applied to local agencies within Washington State.**
- **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.**
- **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.**

2024 and Beyond Planning



- Finalize labor contract
- Expand marketing to increase awareness and applications
- Continue to shorten the hiring process by exploring changes to current exam cycles and backgrounding process
- Collaborate with external recruitment experts to develop new initiatives based off current hiring trends

2024 and Beyond Planning



- Explore and create new candidate pipelines :
 - Amplify the Explorer program
 - DoD Skill Bridge
 - College athletes
 - And more!
- Increase recruitment presence at community events
- Focus on attracting women applicants and incorporating “30 by 30” Initiative best practices
- Develop mentorship program
- Increase leadership (City and SPD) attending roll calls

Questions?



Creative Ad Testing: Entry Level

Tested two creative themes during Track 1 and CF also tested 6 creative versions for New Recruits and 4 versions for Laterals

MEDIA TACTIC	Click Through Rate
Accept the Challenge (blue)	0.26%
Meet the New SPD (yellow)	0.52%

9 to 5



A
.21%↑^c

Don't Just Aspire
for Change



B
.87%↑^{acdef}

For Yourself and
Your City



C
.19%

Looking to Support
Your Community



D
.47%↑^{ace}

Serve Your
Community



E
.26%↑^{ac}

Wanted Problem
Solvers



F
.75%↑^{acde}



Creative Testing: Lateral

MEDIA TACTIC	Click Through Rate
Accept the Challenge (blue)	0.54%
Meet the New SPD (yellow)	0.33%

A Job With Impact



A
1.98%↑bcd

Bet On Yourself



B
.30%

Lead The Charge



C
.30%

Take Things Up a Notch



D
.67%↑bc