SEATTLE POLICE DEPARTMENT (SPD)

2027–2028 PROPOSED BUDGET

OVERVIEW & POLICY CONSIDERATIONS PAPER

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Table 1. Department Budget Summary

Budget Summary Level	2026 Adopted	2027 Proposed	% Change	2028 Proposed	% Change
Operating Budget					
Chief of Police	$19.1M	$18.3M	(4.1%)	$18.5M	1.0%
Collaborative Policing	$15.6M	$17.0M	8.8%	$17.1M	1.1%
Compliance & Prof. Stnd. Bureau	$6.1M	$6.8M	11.5%	$6.8M	0.6%
Criminal Investigations	$53.6M	$62.5M	16.6%	$63.3M	1.3%
East Precinct	$23.3M	$30.7M	31.5%	$31.2M	1.8%
Leadership and Administration	$125.2M	$133.2M	6.4%	$137.1M	2.9%
North Precinct	$34.0M	$45.3M	33.2%	$46.1M	1.7%
Office of Police Accountability	$6.8M	$6.9M	1.4%	$7.0M	1.0%
Patrol Operations	$24.3M	$25.7M	5.9%	$26.0M	0.9%
School Zone Camera Program	$4.6M	$6.8M	49.8%	$8.1M	18.7%
South Precinct	$23.6M	$31.5M	33.2%	$32.0M	1.6%
Southwest Precinct	$17.9M	$23.7M	32.6%	$24.1M	1.6%
Special Operations	$73.0M	$77.0M	5.6%	$78.0M	1.3%
Technical Services	$34.2M	$34.5M	1.0%	$35.7M	3.4%
West Precinct	$27.4M	$36.6M	33.8%	$37.2M	1.5%
Total	**$488.6M**	**$556.5M**	**13.9%**	**$568.2M**	**2.1%**
FTE	**1,879**	**1,855**	**(1%)**	**1,855**	**0%**

I. OVERVIEW AND SUMMARY

The 2027-2028 Proposed Budget for the Seattle Police Department (SPD) would increase by $68 million (13.9 percent) compared to the 2026 Adopted Budget; the increase is primarily driven by new labor contracts ratified after adoption of the 2026 budget and funding 1,250 sworn FTE in both years of the biennium.

- $56.5 million increase to SPD's base budget to fund the ongoing labor costs associated with the 2025 collective bargaining agreement with the Seattle Police Officer's Guild (SPOG) and the Seattle Police Management Association (SPMA);
- $1.2 million increase for the ongoing labor costs associated with the Seattle Parking Enforcement Officers' Guild (SPEOG); and
- $12.6 million increase to fund the SPD Sworn Staffing Plan at 1,250 FTE in each year of the biennium, resulting in a net of 43 new hires in 2027. The 2028 budget is calibrated for maintenance hiring – no officer growth. (See Issue 1 – Sworn Staffing).

The 2027 budget includes a two percent, or $9.5 million, General Fund reduction (excluding baseline adjustments) as part of the citywide effort to address Seattle's structural deficit. SPD meets this requirement through programmatic reductions, elimination of long-term vacancies, reducing temporary/term-limited funding, and a series of technical reductions.

Despite facing a structural deficit since 2020, the City has continued to expand and add new programs across SPD. The Mayor's 2027-2028 Proposed Budget scales back program expansions that have not yet been implemented and makes cuts to SPD's recruitment program. This includes the following reductions:

- Reducing $2.4 million in paid commercial marketing efforts and hiring incentive bonuses for new and lateral officers, while retaining recruiting professionals and funding to meet contractually obligated payments (See Issue 3 below);
- Reducing $1.1 million and 7.0 FTE Civilian Investigator positions that were added to perform administrative functions and were not filled (See Issue 6 below); and
- Reducing $500,000 and unfunding 3.0 FTE, while retaining funding for 6.0 FTE, unfilled Real-Time Crime Analyst positions that were added in 2026 to triage and coordinate emergency responses 24 hours per day, 7 days per week (See Issue 5 below).

Issues examined in further detail in this paper:

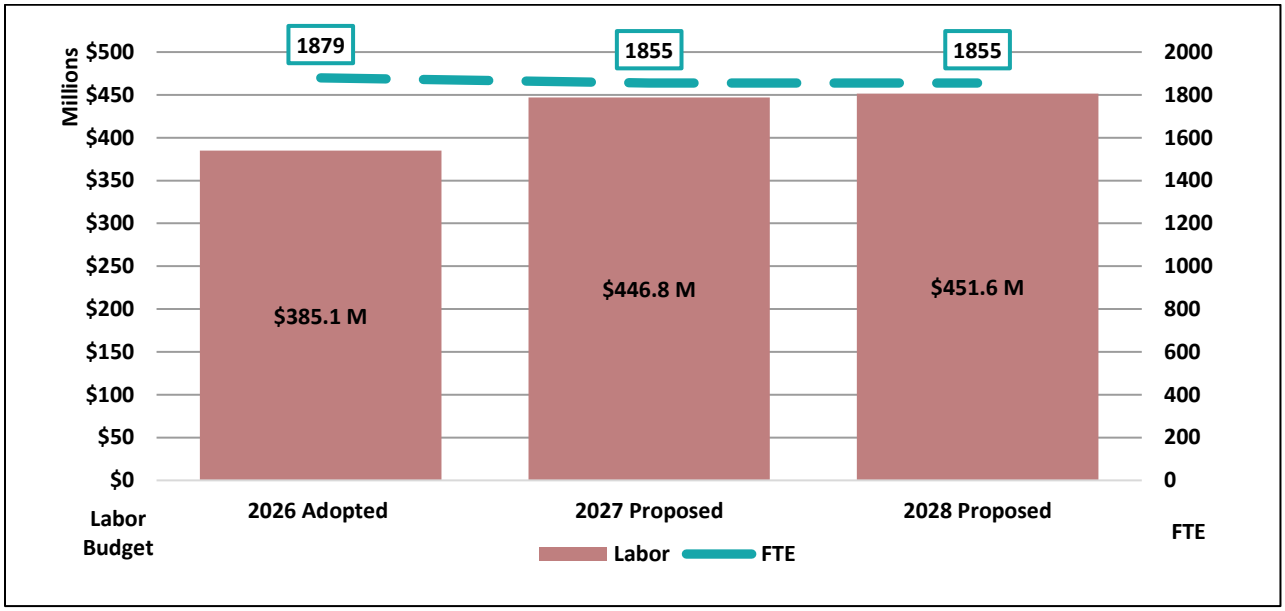
1. Sworn Staffing
2. What is the "right size" for the Seattle Police Department
3. Reductions to media/marketing and pausing the hiring incentive
4. Parking Enforcement Officers
5. Civilian Staffing for the Real Time Crime Center (RTCC)
6. Civilian Investigator positions in the Criminal Investigations Division
7. Diversity Equity and Inclusion (DEI) and 30x30 positions
8. Overtime – Information only

A. Operating Budget

Staffing, overtime and interfund charges make up 95 percent of SPD's Operating Budget. Therefore, the large majority of changes made in the Mayor's 2027-2028 Proposed Budget are specific adds or reductions to personnel, primarily SPD's 605 civilian workforce. These changes are discussed in the FTE section below.

B. FTE & Labor Changes

Figure 1. FTE & Labor Budget Summary



The 2027-2028 Proposed Budget for SPD would decrease by 24 FTE (1.2 percent) compared to the 2026 Adopted Budget. In addition to the changes noted above, the 2027-2028 Proposed Budget would:

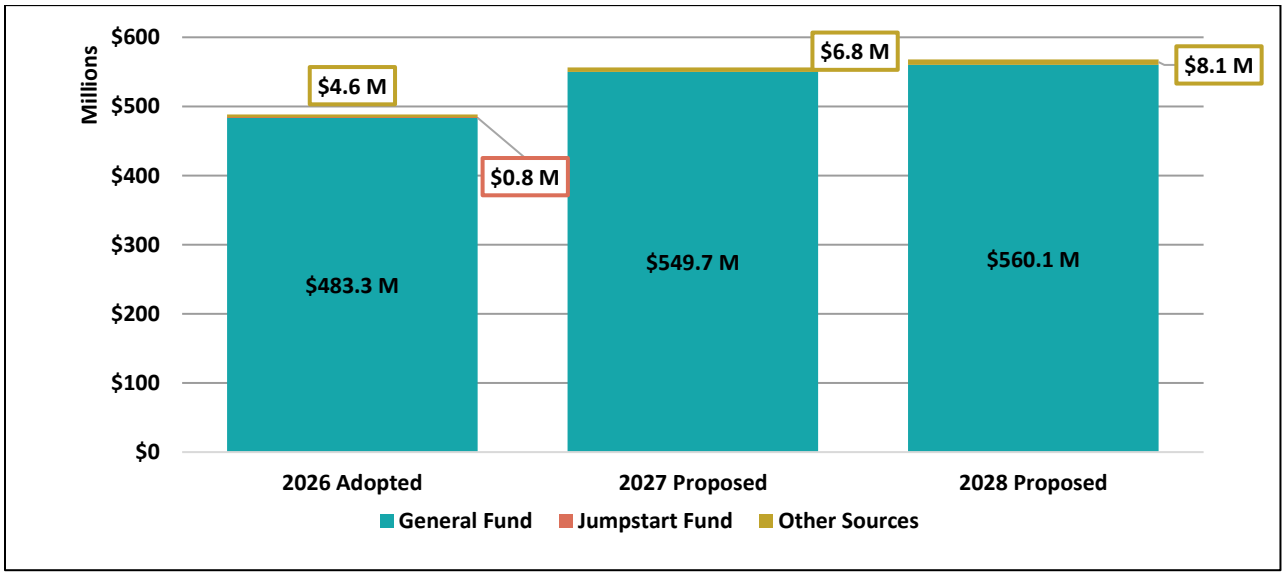
- **Reduce $3.1 million and abrogate 9.0 FTE vacant Parking Enforcement Officer (PEO) positions.** This item eliminates position authority and funding for nine positions ($1.1 million) and makes a technical adjustment to remove the restricted appropriation authority that the Council provided to incentivize SPD to hire its vacant PEO positions ($2.0 million). (See Issue 4 below.)
- **Reduce $835,000 and abrogate 5.0 FTE long-term vacant positions.** This item decreases appropriation authority for five positions that have been vacant for over one year.
- **Reduce $207,000 and abrogate 2.0 FTE vacant positions in Human Resources**. This item decreases appropriation authority and eliminates 1.0 FTE vacant position intended to serve as a DEI Officer; and eliminates an additional 1.0 FTE unfunded vacant position intended to support the 30x30 Workgroup (See Issue 7 below).
- **Reduce $207,000 and abrogate 1.0 FTE filled position in Data Analytics.** This item decreases appropriation authority and eliminates 1.0 FTE position that is located in the Data Analytics unit and is expected to be vacant by the end of the year. After this reduction, the Data Analytics budget would retain $3.7 million and 11.0 FTE.
- **Reduce $126,000 and abrogate 1.0 FTE filled position in the Criminal History Unit.** This item decreases appropriation authority and eliminates 1.0 FTE filled Warehouser position. This position supports the physical transfer of records and related supplies from across the department. This reduction would retain a Records Section budget of $2.9 million and 23.0 FTE.

- **Reduce $118,000 and abrogate 1.0 FTE filled position in the Auto Records Unit.** This item decreases appropriation authority and eliminates 1.0 FTE filled Administrative Specialist 1 position in the Auto Records Unit. This work would be absorbed by existing staff. The Records Section budget, which includes Auto Records, would be $2.9 million and 23.0 FTE after this reduction.
- **Reduce $105,000 for temporary or term-limited (TLT) personnel staffing.** This funding is not tied to a specific position or temporary job. This reduction may result in existing staff having to absorb additional work.
- **Reduce $217,000 and abrogate 1.0 FTE vacant position in the Office of Police Accountability.** This item decreases appropriation authority and eliminates 1.0 FTE vacant Executive 1 position in the Office of Police Accountability (OPA). The budget would preserve 2.0 FTE OPA Executive positions, a Director and a Deputy Director.

  For the past two years, the Executive 1 position has been occupied by OPA's legal advisor, who is now serving in the Deputy Director role (Executive 2) and performing both functions.
- **Add $1.9 million and add 4.0 FTE to expand the Automated Traffic Safety Camera (ATSC) Program.** This item adds revenue-backed funding to install seven new full-time speed cameras to be deployed starting in mid-2027. Funding will cover vendor payments for the new cameras and 4.0 civilian FTE for citation review. The total amount of SPD's budget being funded directly by the ATSC Fund is $6.8 million in 2027.

C. Fund Appropriations Summary

Figure 2. Fund Appropriations Summary



Like most of Seattle's public safety departments, the City's General Fund supports nearly all of SPD's expenditures. The Automated Traffic Safety Camera Fund supports appropriations that pay for the City's Automated Enforcement camera contract that is housed in SPD (e.g., Red Light Cameras and School Zone Cameras). In 2026 only, the Jumpstart Fund was used to pay for costs related to the FIFA World Cup games.

II. ISSUES FOR COUNCIL CONSIDERATION DURING BUDGET DELIBERATIONS

1. Sworn Staffing

SPD has one of the largest workforces of all City departments with a budget of $488.6 million and 1,879 FTE in 2026. About three-quarters of SPD's personnel are sworn officers, including roughly 498 sworn personnel assigned to Patrol and distributed throughout the five precincts. Attachment 1 (Patrol Staffing) provides information on the distribution of SPD officers assigned to the precincts; and Attachment 2 (Sworn Officer Allocation) provides a historical breakout showing how officers and sergeants are distributed across department functions.

2027-2028 SPD Sworn Staffing Plan

Every August, SPD submits a Sworn Staffing Plan that identifies the department's hiring and separation projections for the upcoming year. The most recent plan (Aug 2026) assumes the department will make 128 hires and realize 85 separations in 2027, resulting in 43 net new officer hires. The 2028 hiring plan would not add any net new officers to the police force. Hiring in 2028 is deliberately calibrated to replace separating officers only.

Table 2. Net adds 2019-2028

Year	New Hires	Separations	Net Adds	Funded FTE
2019	108	(92)	16	1,467
2020	51	(186)	(135)	1,497
2021	81	(171)	(90)	1,343
2022	58	(159)	(101)	1,200
2023	61	(97)	(36)	1,113
2024	84	(83)	1	1,074
2025	165	(70)	95	1,041
2026 (projected)	145	(92)	53	1,184
2027 (planned)	128	(85)	43	1,250
2028 (planned)	79	(79)	0	1,250

The Executive has indicated that SPD must slow hiring to stabilize the City's financial position and respond to additional financial pressures on SPD's budget, including a $56.5 million increase to SPD's base budget to fund the ongoing labor costs associated with recent labor agreements with SPOG and SPMA.

Record high hiring is also straining SPD's capacity to train student officers graduating from the state academy. In each of the last few months, about 135 student officers have been assigned to SPD's Field Training Program – a threefold increase from pre-pandemic levels – with roughly 20 waiting to be paired with a Field Training Officer (FTO). SPD has reduced the backlog of students awaiting FTO assignment, is developing new strategies to expedite training and has added a significant number of new trainers. SPD is actively working to address this bottleneck by offering FTO trainer certification trainings to more eligible officers (including 15 newly certified FTO trainers in July 2026 and an upcoming class of up to an additional 20 FTO trainers). However, it is unlikely that SPD can fully resolve this bottleneck until more fully trained officers are willing to volunteer to serve as FTOs.[1]

[1] The department cannot unilaterally assign officers to be trainers. The SPOG contract stipulates that officers must volunteer for this assignment.

Figure 3. Recruit and Lateral Hires 2027-2028



Hiring and training a police officer takes about one year, and recruits initially cost the department relatively little—especially when hired mid-year. SPD does not incur the full annual cost of these hires until the following year, when their salary obligations rise substantially.

The 2028 Proposed Budget for sworn staff is sized to (1) absorb the full-year cost of net new hires made in 2027 and (2) hire enough officers to replace expected separations (79 each year). However, this is only achievable if SPD slows hiring during the third and fourth quarters of 2027.

Figure 4 shows the hiring reductions required for SPD to stay within 1,250 funded FTEs in 2028. Recruit hiring would drop in late 2027 from about 12 per month to about seven per month, and lateral hiring would fall from roughly two per month to about four per year.

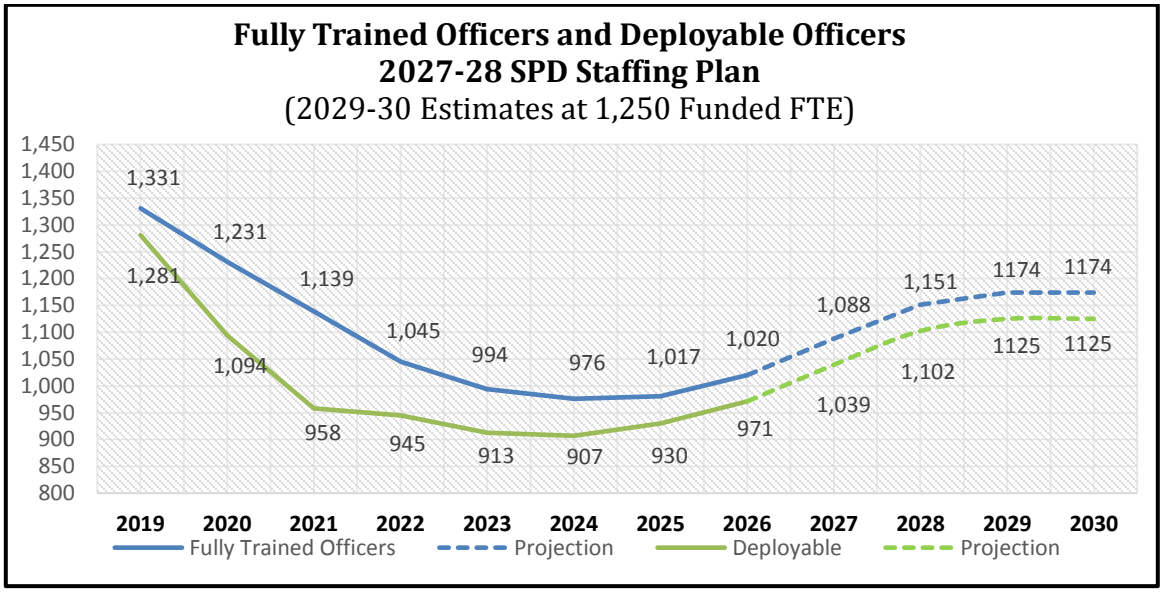
1,250 Funded FTE:

Funded FTE is not a count of sworn officers; it reflects the total funding needed to support recruits, student officers, and fully trained officers. Because recruits have not yet taken the sworn oath, funded FTE will never match the number of sworn officers. Recently, SPD has had an average of over 60 recruits in the academy each month.

As noted above, Executive staff have calibrated the sworn staffing plan to fund an ongoing 1,250 funded FTE in each year of the biennium. However, SPD will not require that level of funding until 2028. In 2027, the department needs funding for 1,229 FTE (not 1,250 FTE) to support its current staffing plan, leaving roughly $4.5 million more in sworn staffing funds than required.

SPD plans to submit an errata request to transfer $2.5 million of that surplus to the Technical Services Bureau to cover ongoing technology program costs that have lacked dedicated funding. After this transfer, the sworn staffing plan remains overfunded by about $2.0 million. SPD has indicated it intends to use the remaining amount to serve as a cushion for unexpected staffing pressures such as a need to cover additional salary costs that might arise from fewer officers separating, which happened in early 2026. SPD has other unfunded critical needs in the upcoming biennium, including, but not limited to, needing to replace the evidence freezer; design for the replacement project is fully funded, but equipment and installation are not funded and will cost approximately $2.6 million.

Figure 4. Fully Trained Officers and Deployable Officers



A historically large share of funded FTE now supports recruits and student officers. Those individuals will move into fully trained positions over the next two years, causing the number of deployable sworn officers to steadily increase until 2029.

Figure 4 shows that – without funding for additional net new hires – sworn staff will eventually plateau at 1,174 fully trained officers and 1,125 deployable officers.[2]

Options:

A. Size SPD sworn salary funding to the 2027-2028 SPD sworn staffing plan.
   - Reduce salary budget by $2.0 million in 2027. No reduction is available in 2028.

B. Maintain current recruit hiring (an annual average of 12 per month) through 2028.
   - $792,000 would add 23 net new officers in 2027
   - $11.6 million would add another 69 net new officers, and equipment in 2028
   - This option creates ongoing costs of approximately $22.0 million in 2029 to pay for the 92 net new hires.

C. Maintain current recruit hiring (annual average of 12 per month) and lateral hiring (2 per month) through 2028.
   - $2.1 million would add 38 net new officers in 2027
   - $17.0 million would add another 87 net new officers, and equipment in 2028
   - This option creates ongoing costs of $29.1 million in 2029 to pay for 125 net new hires.

D. Option A plus either Option B or Option C.

E. No Change

[2] Deployable officers are the total of Fully Trained Officers that are not out on some kind of long-term leave such as military service, FMLA leave or long-term disability.

2. What is the "right" number of police officers for Seattle

Councilmembers have asked staff to produce a table that compares police staffing, budget and crime rates in cities that are of similar size to Seattle. Table 3 is responsive to this request.

Table 3. 2025 Police staffing and budget in cities comparable to Seattle

City (sorted by officers most to least)	Population	Violent Crime Rate	Property Crime Rate	Sworn Officers	Percent Female	Officers per 1,000	Police Budget (1)	Rank - Spending per officer (2)
Washington, DC	693,000	746	3,070	3,388	23%	4.9	$573M	8
Boston, MA	671,000	582	1,908	2,172	17%	3.2	$453M	7
Baltimore, MD	563,000	1,346	3,981	2,051	18%	3.6	$593M	6
San Francisco, CA	815,000	486	2,932	1,881	15%	2.3	$849M	2
Atlanta, GA	526,000	732	3,100	1,817	23%	3.5	$306M	9
San Diego, CA	1,409,000	372	1,538	1,757	17%	1.2	$680M	5
San Jose, CA	994,000	503	2,372	1,065	13%	1.1	$609M	1
Seattle, WA	792,000	698	4,419	1,064	14%	1.3	$465M	3
Portland, OR	631,000	694	5,036	814	18%	1.3	$317M	4

1. Budget data taken from 2025 budgets published on City websites. Rates are per 100,000.
2. Number of sworn divided by Police Budget. For discussion purposes only. This is not a valid metric to evaluate sworn police personnel investments. See narrative below.
3. All other data for 2025 as reported to the FBI and available at: *https://cde.ucr.cjis.gov/LATEST/webapp/#/pages/home*

Departments across the country look to officer-to-population ratios as an easy method to determine police staffing. However, using this method alone can be problematic. The International Association of Police Chiefs has indicated that "ratios, such as officers-per-thousand population, are inappropriate as a basis for staffing decisions. Defining patrol staffing allocations and deployment requirements is a complex endeavor which requires consideration of an extensive series of factors and a sizable body of reliable, current data."[3]

The per-capita ratio method of determining staffing does not account for geographic differences, workload, or call complexity issues. Such comparisons also do not consider the unique needs of a community, such as commuter and transient populations, or whether a jurisdiction uses its police resources for specialized services such as Seattle's Harbor Patrol.

Using a jurisdiction's budget to judge force size is also problematic because salary levels vary dramatically across the country. In particular, West Coast agencies—especially in Washington, Oregon, and California—pay significantly higher salaries and benefits than many East Coast agencies.

Meliora Police Staffing Study

In 2025, Chief Shon Barnes commissioned Meliora Public Safety Consulting to conduct a data-driven analysis of SPD's patrol workload and develop precinct staffing recommendations (Meliora Study – SPD Patrol Staffing Analysis, November 2025). Meliora reviewed six years of staffing and workload data, including time spent responding to 911 calls, officer-initiated activity, and proactive policing. The study identifies optimal patrol staffing levels to expand proactive work, strengthen supervision, improve use of technology, and increase efficiencies achievable with existing personnel.[4]

Meliora's recommended patrol staffing levels were calibrated to ensure that officers do not spend more than 60 percent of their time answering calls for service, a threshold at which officers cease proactive policing and engage in a reactionary style of policing. The remaining 40 percent of the time is discretionary time for officers to be available to address community problems and be available for serious emergencies.

[3] See Center for Public Safety Management: https://cpsm.us/police-staffing-standards-are-a-myth-experts-say/
[4] See page 31 of Meliora study

Importantly, the study does not provide a roadmap or method that SPD can use to improve some key patrol metrics/indicators (e.g., response times) beyond historical averages. SPD's Data Driven unit is undertaking such an exercise and hopes to complete its work by December 2026. This topic is discussed in further detail below. Current 911 Response times can be found in Attachment 6.

Meliora Patrol Staffing Recommendations

Meliora's recommended precinct staffing levels would increase patrol staffing by 153 officers and 16 Sergeants for a total increase of 169 officers. Such an increase would bring the 911 responder total to 662 officers. As Table 4 shows below, SPD operated its precincts at this staffing level prior to the 350 net separations that followed the pandemic.

The Meliora recommended staffing levels do not include proactive units such as bike patrols or the Seattle Center Team and acknowledge that precinct responders need the support of a fully staffed Traffic Unit.

Table 4. 2020-2026 Precinct Staffing

Date	911 Response	Patrol Proactive (Not logged into 911 system)	Total Patrol
Sept. 2020	668	26 (Bikes, Beats, ACT, CRT, Seattle Center*)	694
Aug. 2026	485	13 (Bikes and Seattle Center)	498

*ACT is the Anti-Crime Team, CRT is the Community Response Team

SPD Patrol Staffing Study

SPD's Data Driven Unit will collaborate with internal and external stakeholders to establish specific performance targets for key patrol metrics. For example, the target for Priority 1 response time might be set at seven minutes or sooner. Once targets are defined, the unit will use statistical methods to determine how each metric changes at different staffing levels, ultimately identifying the minimum staffing needed to meet the established goals.

In addition to sworn officers, the analysis will review additional opportunities for Seattle's alternative crisis responders to respond to more calls for service, providing a more diversified emergency response[5]. As discussed below, this is a key element when determining the size of a patrol force or other sworn function.

Force Deployment, Civilianization and Alternative Response

The Meliora study recommends that approximately 60 percent of the total number of sworn officers in a department be assigned to the patrol function. The study notes that officers assigned to this important function are the most visible members of the department and command the largest share of departmental resources. Proper allocation of these resources is critical to having officers readily available to respond to calls for service and to provide law enforcement services to the public.

In recent history, SPD has had fewer than 50 percent of its officers assigned to patrol functions. In 2026, SPD has approximately 43 percent of its officers assigned to patrol functions. Some of the non-patrol functions – such as Harbor Patrol – are unique to Seattle and are a reason to use caution when using the 60 percent metric to compare SPD to other police departments. As SPD grows its sworn force, it will have the opportunity to supplement patrol numbers without affecting other critical functions like criminal investigations. Ultimately, this will change the current sworn distribution, which can be seen in Table 5.

[5] Any new changes to alternative response, not covered by existing collective bargaining agreements, would need to be negotiated with SPOG.

Table 5. Sworn distribution in SPD

Units	% of Sworn
911 Responders	36.5%
Other Precinct-Based Patrol Officers	0.3%
Sergeants Supervising Patrol	5.9%
Non-Patrol Personnel:	
Investigative Units	13.2%
Specialty Units	8.7%
Operations Support	25.7%
Leadership	5.7%
Administrative	4.0%

Note: 19 Community Response Group officers that were previously counted under the "911 Responders" category. This group was moved under the Investigations Bureau in a departmental reorganization.

Civilianization improves efficiency by reallocating sworn officers to duties that require police authority while shifting administrative, technical, and lower-risk operational tasks to civilian specialists who can perform them at lower cost, and without drawing officers away from core policing functions.

In May of 2024, the Council passed ORD 127019, which authorized the Mayor to implement an Interim Agreement (IA) between the City and SPOG for the period of 2021-2023. As part of this agreement, the City received ongoing permission from SPOG to use civilians for several duties that were being performed by sworn individuals, including, responding to lost or missing property calls, addressing landlord tenant problems, addressing nuisance noise complaints, hospital guard, property damage reporting, picking up witnesses and assisting with investigative duties.

SPD has recently expanded its use of civilian personnel to perform some duties once performed by a police officer. For example, civilians now assist with automated enforcement citation review and with criminal investigations where appropriate. Although, SPD has yet to maximize its use of civilians for many of the other duties authorized in the SPOG contract.

When determining the "right" size of a police force, it is important to consider the growing impact of civilianization on officer workload as well as the value of diverting specific types of 911 calls away from sworn officers or reducing the amount of time that officers must spend on a call. Last year, SPD recategorized a number of Priority 1 calls to better reflect those that constitute a true emergency. As a result, some Priority 1 calls were moved into the Priority 2 and Priority 3 categories. These lower-level calls, particularly when involving non-violent people with mental or behavioral health issues, become opportunities for the expansion of alternative response.

Options:

A. Adopt a Statement of Legislative Intent (SLI) on new police hires, encouraging SPD to use new officers to enhance/supplement patrol numbers to (1) reduce 911 response times and increase capacity to respond to 911 calls; and (2) add bike and proactive units to crime hot spots, including the 3rd Ave Pike/Pine area.

B. Adopt a Statement of Legislative Intent (SLI) requesting an analysis of the deployment of SPD officers outside of patrol functions. This SLI could request SPD to engage with a consultant or use internal resources to determine how to staff various policing functions outside of patrol.

C. No Change

3. Reductions to Recruitment Media/Marketing and the pause in hiring incentives

The Mayor's 2027–2028 Proposed Budget cuts $2.4 million in 2027 and $3.5 million in 2028 from SPD's recruitment efforts. These reductions eliminate funding for hiring incentives—$7,500 for recruits and $50,000 for laterals—and the media and marketing resources added in 2023 to boost officer hiring. The cuts do not affect SPD's recruitment staff or funding for streamlined hiring processes, leadership training, or third-party backgrounding and testing services.

SPD staff will continue to attend job fairs, use its social media accounts to produce content (including LinkedIn and other avenues), and to communicate ongoing opportunities with SPD for new recruits and laterals. Although, the $2.0 million reduction in the 2027 Proposed Budget means that SPD will not have any remaining budget specifically for advertising production or placement with external media companies.

The Chief formally ended the hiring incentive program in August 2026. Executive staff report that it is too early to determine whether ending the hiring incentives has affected applicant numbers. SPD staff have stated that recent collective bargaining agreements, which raised officer pay to the highest in the state, have been the primary driver of increased applicant interest since 2024.

Ordinance 127026, adopted in May 2024, established a Recruitment and Retention program within SPD and requires quarterly reporting on hiring and retention efforts. The June 2026 report includes survey data from entry-level candidates who had not yet taken the police exam. Fewer than 15 percent of recruits and laterals learned about SPD opportunities through traditional or social media.

A significantly larger share reported that hiring incentives influenced their decision to apply: 60 percent of lateral hires were aware of the $50,000 bonus before applying, and 64 percent of entry-level hires said the incentive factored into their decision. The full survey can be found in Attachment 3.

In February 2024, the Seattle Office of Innovation & Performance published a formal evaluation of the hiring incentive program. Survey results show that all but two hires considered incentive pay at least somewhat important in their decision to become a police officer. Among respondents, 23 percent ranked incentive pay first or second in importance, 41 percent ranked it third, and 36 percent ranked it fourth or fifth. Although, on average, incentive pay ranked below salary and benefits. The full evaluation can be found in Attachment 4.

Options:

A. Restore media and marketing funding:
   - $2.0 million in 2027 and $2.0 million in 2028

B. Restore hiring incentive for recruits and laterals through 2028:
   - $955,000 in 2027 and $2.0 million in 2028
   - This option assumes that the Council adopts Option C from the Staffing section and continues to hire 12 recruits per month and 2 laterals per month.
   - The second payment of the 2028 hiring bonuses would create costs of $1.4 million in the 2029-30 biennium.

C. Restore hiring incentive for laterals only through 2028:
   - $550,000 in 2027 and $1.1 million in 2028
   - The second payment of the 2028 hiring bonuses would create costs of $1.4 million in 2029.

D. No Change

4. Parking Enforcement Officers

As noted above, the 2027-2028 Proposed Budget decreases appropriation authority by $3.1 million and eliminates 9.0 FTE vacant Parking Enforcement Officer (PEO) positions. These nine positions represent approximately half of the PEO vacancies that have existed since 2020. Like prior years, SPD has indicated that it plans to fill some or all of its vacant PEO positions next year, and specifically, by the end of the first quarter.

In any given year, regular turnover and long-term position vacancies will create some amount of salary savings – unspent salary dollars - within the department's budget. Historically, 17-18 long-term PEO vacancies have been one of SPD's largest sources of civilian salary savings, amounting to approximately $2.1 million on an annual basis.

The 2027-2028 Proposed Budget would again reduce SPD's civilian salary budget through a "civilian salary savings cut."[6] This reduction may create fiscal pressures to maintain vacancies among remaining PEO positions to create salary savings that would fulfill SPD's civilian salary reduction target.

Each PEO typically writes enough infractions/tickets in one year to create $200,000 in fine revenue, while only costing the City $115,000 in salary and benefits. The fine revenue goes to the General Fund, and the General Fund pays for the majority of costs incurred by Seattle's Public Safety departments. However, the fine revenue is not appropriated directly to SPD. Therefore, the department has no incentive to hire PEOs, and rather has an incentive to leave the positions vacant to capture salary savings.

The Executive has not completed a violation capture rate study to determine if the Parking Enforcement Unit is effectively enforcing the right of way. A count of citations issued by PEOs – pre- and post-pandemic – suggests that additional filled positions could better enforce the right of way.

Table 6. History of PEO staffing & Citation writing

Year	Number of PEOs	Citation Count
2018	92	430,317
2019	95	448,698
2023	77	358,126
2024	78	363,083

The PEO vacancy problem is creating at least two issues for the City: (1) SPD is providing a lower level of service when managing the right-of-way, enforcing parking regulations, and performing other related activities; and (2) the City is not taking full advantage of recent collective bargaining changes that allow PEOs to staff special events in place of sworn officers.

In December 2023, the Council passed ORD 120720, which authorized a Memorandum of Understanding (MOU) with SPOG that provided additional flexibility for the City to use non-commission employees to fill special event assignments. The MOU allows SPD to create event staffing plans that expand its use of PEOs by filling posts that might otherwise be filled with SPOG members, where legally allowable and within public safety constraints.

The City and SPOG incorporated the provisions of this MOU into the most recent SPOG contract, including the renewal of a $250 voucher that is provided to officers who volunteer to fill special event posts, among other things (see ORD 127366). SPD expects to spend $5.2 million on vouchers in 2026. It is possible that greater use of PEOs for event staffing could alleviate officer fatigue and lower event staffing costs.

[6] The 2026 Adopted Budget includes a $2.8 million "salary savings cut," that will likely require SPD to hold open civilian positions to create savings up to $2.8 million. Some of this savings is naturally occurring due to regular turnover. This cut is ongoing in the 2027-2028 Proposed Budget.

The Executive has indicated that the City has struggled to attract qualified applicants who can make it through SPD's backgrounding and hiring process. SPD staff are hopeful that recent changes to PEO salaries in the SPEOG contract will be helpful in this regard. Additionally, the department will review the entire hiring process and institute changes to help expedite the process in 2027.

Options:

A. Adopt a Statement of Legislative Intent that requires SPD to report on changes instituted to the PEO hiring process.

B. No change.

5. Civilian Staffing in the Real Time Crime Center (RTCC)

The 2027-2028 Proposed Budget decreases funding for three of nine vacant positions in the RTCC that were added in the 2026 Adopted Budget, although no position authority is eliminated. SPD plans to hire for the six remaining funded vacancies in early 2027.

The Executive has indicated that the three unfunded positions would have provided coverage for long-term vacancies and room for growth in the program. SPD staff have said that short-term vacancies (e.g., sick leave and vacation) can be covered with the other RTCC personnel.

On July 7, 2026, Mayor Wilson turned off the Stadium District cameras that had been operational during the World Cup. Mayor Wilson stated that the cameras would remain off until the New York University (NYU) Policing Project completes its audit of all RTCC surveillance policies and data practices, expected later this fall. A separate evaluation by the University of Pennsylvania will assess the overall effectiveness of the camera program. That report is due at the end of 2027, with a preliminary report expected at the end of this year.

Executive staff have indicated that no new police CCTV cameras will be activated until the NYU findings are reviewed and shared publicly. SPD staff have indicated that the 3.0 FTE were not eliminated because an expansion of the RTCC could require the funding and filling of these positions at a later time. If the Mayor activated new/additional cameras in 2027, or if the unit began to experience long-term absences that would affect 24/7 coverage, the Council could provide funding for the 3.0 FTE in the 2027 Mid-year Supplemental Budget.

Options:

A. Restore funding for 3.0 FTE in the Real Time Crime Center:
   - $511,000 in 2027 and $517,000 in 2028
   - Ongoing costs of approximately $517,000 in 2029

B. No Change

6. Civilian Positions in the Criminal Investigation Bureau

This item decreases appropriation authority by $1.1 million and eliminates 7.0 FTE civilian investigative support positions added in the 2026 Adopted Budget. A total of 14 civilian positions were added, 7.0 FTE in 2025 and 7.0 FTE in 2026, to assist SPD Detectives with homicide, robbery, and gun crime investigations. The positions were intended to expand capacity and allow for additional information and intelligence analysis, as well as provide increased support to Detectives. The department filled half of the positions as planned and is scaling back the expansion of the program to help address the City's structural deficit.

Executive staff have committed to ensuring SPD has the resources needed to minimize case backlogs and investigate cold cases and is working with SPD to ensure that no additional positions are needed to support detective work. Central Staff is continuing to research this item in cooperation with the Executive.

Options:

A. Restore funding and position authority for 7.0 FTE in the Criminal Investigations Bureau:
   - $1.1 million in 2027 and $1.1 million 2028
   - Ongoing costs of approximately $1.1 million in 2029

B. No Change

7. Diversity, Equity and Inclusion (DEI) and 30x30 Positions

This item decreases appropriation authority by $207,000 and eliminates 1.0 FTE vacant position intended to serve as a DEI Officer; and eliminates an additional 1.0 FTE unfunded vacant position intended to support the 30x30 Workgroup.

DEI Position

The 1.0 FTE DEI Officer position was added in the 2026 Adopted Budget, but was never filled. This position would have made permanent a term-limited position that had been in use since 2022, but expired in August of 2025, and performed the following functions:

1. Manage DEI projects and programs from initiation to program rollout and evaluation;
2. Organize and lead the internal Race and Social Justice Initiative (RSJI) Change Team, including managing the preparation of Racial Equity Toolkits;
3. Identify and provide trainings to SPD employees - including Command Staff - to create an awareness and understanding of fair and equitable outcomes; and
4. Serve as liaison to the City's RSJI, OCR, and Workforce Equity and Planning Committee.

Prior to the creation of a term-limited DEI Officer position, SPD did not have staff performing these job duties. SPD has indicated it is continuing this work using existing Human Resources staff and has designated staff to perform these duties.

30x30 Program

The Council added to the 2026 Proposed Budget a position that would serve as a 30x30 Program coordinator. The position add was accompanied by a proviso that would require SPD to fund the position using savings from other areas in its budget. SPD did not fill the position. The 2027-2028 Proposed Budget eliminates the position.

As reported in last year's SPD Central Staff Issue Paper, the department has made progress by hiring and directing external partners that advanced childcare and advertising initiatives (e.g., Imagine Institute and Epic Agency), and by changing the way it teaches defensive tactics, equips women, and provides facilities for new mothers. Outreach to women through advertising, target marketing and events increased in 2026.

As of August 2026, however, SPD has not made as much progress with its goals to establish a mentorship program, identify flexible shift options or launch a professional development program that provides training and career advancement opportunities for female officers. The department and its 30x30 Workgroup continue to work in these areas, which are difficult and complex undertakings for staff that must advance the 30x30 Initiative while performing in their assigned shifts and regular duties. SPD has indicated that these are longer-term processes. Attachment 5 compares accomplishments made in 2025 with those made in 2026.

Hiring Data

In June 2026, Central Staff presented to the Council's Public Safety Committee a Q1 Report on SPD Staffing and Performance Metrics. Staff reported that SPD is now hiring women at higher rates than in recent years. Table 7 shows a significant improvement in the percentage of female hires. Although, the rate is still below the 20 percent national average for female hires in policing agencies. Table 8 shows SPD officer hires by all demographic groups.

Table 7: SPD Hiring by Gender

	2023	**2024**	**2025**	**2026** (Jan-June)
Sworn Hires Male	54	72	148	73
Sworn Hires Female	7	12	17	14
Percent Female	11%	14%	10%	16%

Table 8: 2026 SPD officer hires by demographic group (N=87)

Race / Ethnicity	**Count**	**% Total Hires**
American Indian/ Alaska Native	0	0%
Asian	12	14%
Black or African American	13	15%
Hispanic or Latino/a/x	14	16%
Native Hawaiian or Other Pacific Islander	2	2%
Not Specified	0	0%
Two or More Races	3	3%
White	43	49%

Options:

A. Add 1.0 FTE and add $207,000 in 2027 and in 2028 for 1.0 FTE DEI Officer:
   - Ongoing costs of approximately $207,000 in 2029

B. Add 1.0 FTE and add $207,000 in 2027 and in 2028 for 1.0 FTE 30x30 Coordinator:
   - Ongoing costs of approximately $207,000 in 2029

C. No Change

8. Overtime

The 2027 Proposed Budget includes no change in funded hours when compared to the 2026 Adopted Budget.

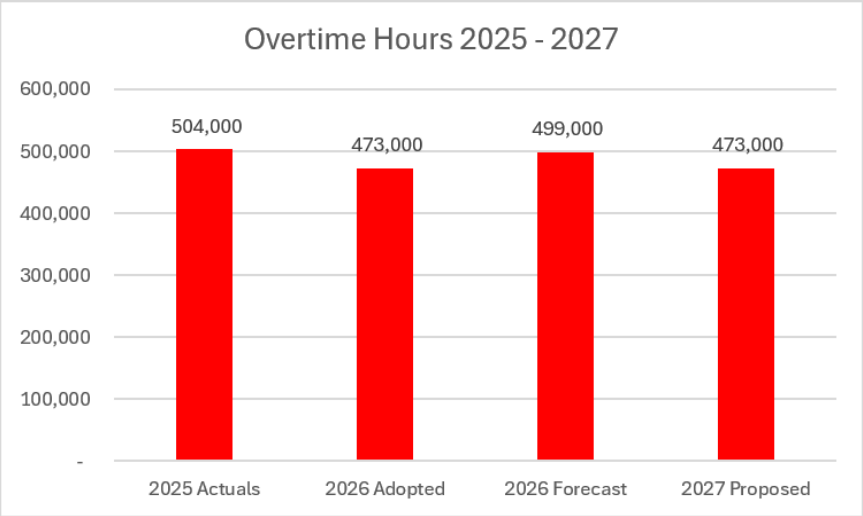
Between 2021 and 2023, ongoing officer shortages forced SPD to rely heavily on overtime to maintain core public-safety services. Emphasis patrols and patrol augmentation routinely pushed overtime spending beyond the department's budget, culminating in 2023 when overtime use reached roughly 500,000 hours—a level that has remained stable since then (see Figure 5).

In 2025, SPD had funding for 489,000 overtime hours but used 504,000, creating a $1.6 million deficit. Staff reported that the department covered this shortfall by redirecting unused funds from other areas, such as civilian salary savings.

In 2026, SPD is funded for 473,000 overtime hours but expects to use 499,000, resulting in a projected $2.1 million deficit. Because the 2026 Adopted Budget reduced civilian salary savings by $2.8 million, SPD can no longer absorb these costs internally. The Executive proposes addressing the deficit through a $2.1 million appropriation increase in the Year-end Supplemental Budget.

The 2027 Proposed Budget again funds 473,000 overtime hours. If SPD continues to use approximately 500,000 hours annually, the 17,000-hour gap would create an estimated $2.1 million deficit. With continued reductions to civilian salary savings, SPD will have limited ability to absorb any shortfall and may again need additional authority in the 2027 Year-end Supplemental Budget.

Figure 5. Overtime hours budget and actuals:



Options:

A. Add $2.1 million for overtime

B. No Change

III. BUDGET LEGISLATION

1. 2025 Year-End Supplemental Appropriations ORD

Table 9 shows the SPD-related changes in the 2026 Proposed Year-end Supplemental Ordinance.

2026 Year-end Supplemental Ordinance – Revenue Backed Items.

- **$2.9 million for task force reimbursements, grant revenue adjustments and revenue increases:** This item would increase appropriation authority to reimburse the overtime funding used for SPD officers who work on intergovernmental or multijurisdictional task forces, and for revenue adjustments or other reimbursements.

Table 9. Revenue backed Task force reimbursements and adjustments:

Organization / Revenue Source	Amount
ATF Puget Sound Regional Gun Task Force	$29,000
Homeland Security Investigation Task Force	$48,000
Durg Enforcement Administration Task Force	$33,000
Homeland Security Task Force Strategic Initiatives	$13,000
Puget Sound Joint Terrorism Task Force	$1,000
Pacific Northwest Violent Offender Task Force	$27,000
Safe Streets Task Force	$125,000
Seattle Sound Regional Violent Crime Task Force	$50,000
State Controlled Substances Forfeiture Funds (see $4.2 million item below)	$300,000
Denied Firearms Transactions Program	$11,000
Commercial Sex Abuse of a Minor Court Assessments and Impound Fees	$4,000
Genesis IV Disposal Reimbursement	$104,000
ICAC Vehicle Loss Reimbursement	$23,000
Downtown Business Improvement Area	$510,000
Technical Adjustments to grant revenues	$1.7 million
Total	**$2.9 million**

- **$4.2 million for State Narcotics Forfeiture Funds.** This item would increase appropriation authority in **Finance General** to account for a restricted cash balance for state forfeiture revenues that have been collected through the end of 2025. This revenue is highly restricted for narcotics law enforcement and will be appropriated to SPD as the department identifies appropriate uses for the funding.

  The first distribution of this funding is for $300,000 and would be appropriated in the 2026 Proposed Year-End Supplemental Budget. SPD has indicated that this funding will be used by the Major Investigations Section to purchase updated safety equipment (hearing protection, night vision goggles, binoculars, infrared illuminators, ballistic helmets and visors, headlamps, flashlights, holsters and lights for firearms), as well as an updated breaching ram and Halligan bars.

- **$415,000 Block the Box and Bus Lane Cost Transfer.** The City is currently operating 7 block-the-box and 6 public transportation-only (“bus lane”) cameras, which had been paid for out of the General Fund. To comply with new funding guidelines, these costs are being moved to the Automated Traffic Safety Camera (ATSC) Fund.

2026 Year-end Supplemental - Appropriations for unbudgeted General Fund costs

- **$2.1 million PEO proviso release**: The Council added $2.1 million in funding for PEO hires, with a proviso that prohibited use of the funding until PEOs were hired and had written tickets sufficient to create revenue to back the appropriation. The proviso stated that Council may lift the proviso in a future Supplemental Budget. The PEOs were not hired. By lifting the proviso now, SPD would be accessing additional unbacked authority that would be used to balance the 2026 budget.

  SPD has indicated that it requires the additional $2.1 million to stay within 2026 Adopted Budget appropriation levels. The unforeseen costs are not related to PEOs. SPD provided some examples of areas where 2026 projected costs are higher than anticipated in the 2026 Adopted Budget:

  - Technology items that were previously supported with sworn salary savings including Tableau Server Renewal and Automated License Plate Recognition (ALPR) costs.
  - Service contracts, including an HR assessment and other service contracts that were budgeted in a prior year but delayed, and then moved forward into 2026 without sufficient lapsable balance to pay for the projects.
  - Vehicles that were budgeted in a prior year but delayed and then moved forward into 2026 without sufficient lapsable balance to pay for the projects.

- **$2.1 million Supplemental Appropriation for Overtime**: This appropriation increase is necessary to fund overtime costs above adopted budget levels. Overtime overages were previously funded with sworn salary savings, but increased sworn hiring has eliminated the savings to fund these costs, and if additional appropriation is not approved, the department is expected to overspend its budget at year-end.
- **$634,000 for Chief of Police separation costs.** This item increases appropriation authority for costs associated with the separation of the former Chief of Police (Chief Barnes). This additional appropriation is necessary to avoid a budget exception at the end of the year from this unanticipated expense.
- **$123,000 Gas Mask Replacement**. this appropriation increase is necessary to replace expiring biological and chemical filters for existing gas masks. Filters are required to be replaced every five years.
- **$300,000 for Amazon Web Service (AWS) Cloud Costs.** This item would increase appropriation authority to pay for AWS comprehensive cloud computing platform that supports SPD's Data Analytics Platform (DAP).
- **$100,000 for radio encryption.** This item would increase appropriation authority to continue SPD's reprogramming of mobile and portable radios to translate encrypted channels.
- **$125,000 for evidence freezer design.** This item would increase appropriation authority to allow FAS to complete the design phase for the replacement of SPD's evidence freezer, which has reached its end-of-life. The department will need another estimated $2.6 million in the upcoming biennium to begin construction on the freezer.
- **$500,000 for cellular costs**. This item would increase appropriation authority to pay for cell phone services for sworn and civilian staff. The annual costs of the initiative have increased, and the department has previously absorbed the difference with salary savings, but increased sworn hiring and the formal adoption of a civilian vacancy rate have eliminated the savings to fund these costs.

2026 year-end Supplemental - Labor Related Increases

- **$13.1 million for SPOG retroactive payments.** This funding would increase appropriation authority necessary to pay retroactive wage increases for 2024-2025 associated with the collective bargaining agreement for SPOG. However, actual retroactive payments issued in June 2026 overpaid SPOG members by approximately $13.1 million.
- **$5.3 million for SPOG Language Premiums.** This appropriation increase is necessary to pay language and education premiums associated with the SPOG 2024-2027 Collective Bargaining Agreement
- **$2.8 million for SPEOG retroactive payments.** This appropriation increase is necessary to pay retroactive wage increases for 2024-2025 along with various premiums associated with the Collective Bargaining Agreement for SPEOG.

IV. ATTACHMENTS

1. Patrol Staffing
2. Sworn Officer Allocation
3. Recruitment and Retention 2nd Quarterly Report 2026
4. Hiring Incentive Program Evaluation
5. Comparison of 30x30 program accomplishments 2025 and 2026
6. 911 Response Times

Attachment 1: Precinct Staffing Report History 2022-2025

Precinct Staffing Report as of 6/30/26 | S = Sergeant | O = Officer

	CRU		EAST		NORTH		SOUTH		SOUTHWEST		WEST		Grand Total
Job Categories	**S**	**O**	**S**	**O**	**S**	**O**	**S**	**O**	**S**	**O**	**S**	**O**	
911	3	18	11	70	16	110	11	79	9	49	17	92	485
Beats													
Bikes											1	8	9
Seattle Center											1	3	4
Stationmaster													
Grand Total	**3**	**18**	**11**	**70**	**16**	**110**	**11**	**79**	**9**	**49**	**19**	**103**	**498**

Precinct Staffing Report as of 8/31/25 | S = Sergeant | O = Officer

	CRU		EAST		NORTH		SOUTH		SOUTHWEST		WEST		Grand Total
Job Categories	**S**	**O**	**S**	**O**	**S**	**O**	**S**	**O**	**S**	**O**	**S**	**O**	
911	4	17	9	60	19	96	11	71	12	53	17	98	467
Beats													0
Bikes											2	13	15
Seattle Center											1	3	4
Stationmaster													0
Grand Total	**4**	**17**	**9**	**60**	**19**	**96**	**11**	**71**	**12**	**53**	**20**	**114**	**486**

Precinct Staffing Report as of 8/31/24 | S = Sergeant | O = Officer

	CRU		EAST		NORTH		SOUTH		SOUTHWEST		WEST		Grand Total
Job Categories	**S**	**O**	**S**	**O**	**S**	**O**	**S**	**O**	**S**	**O**	**S**	**O**	
911	5	20	9	78	15	105	10	73	11	52	18	104	500
Beats													
Bikes											1	6	7
Seattle Center													
Stationmaster											1	3	4
Grand Total	**5**	**20**	**9**	**78**	**15**	**105**	**10**	**73**	**11**	**52**	**20**	**113**	**511**

Precinct Staffing Report as of 8/31/23 | S = Sergeant | O = Officer

	CRU		EAST		NORTH		SOUTH		SOUTHWEST		WEST		Grand Total
Job Categories	**S**	**O**	**S**	**O**	**S**	**O**	**S**	**O**	**S**	**O**	**S**	**O**	
911	5	20	10	71	18	110	12	79	9	56	17	100	507
Beats													
Seattle Center													
Stationmaster											1	3	4
Grand Total	**5**	**20**	**10**	**71**	**18**	**110**	**12**	**79**	**9**	**56**	**18**	**103**	**511**

Precinct Staffing Report as of 8/31/22 | S = Sergeant | O = Officer

	CRU		EAST		NORTH		SOUTH		SOUTHWEST		WEST		Grand Total
Job Categories	**S**	**O**	**S**	**O**	**S**	**O**	**S**	**O**	**S**	**O**	**S**	**O**	
911	5	30	11	68	19	116	12	76	8	55	11	120	531
Beats												3	3
Seattle Center											1	2	3
Stationmaster													
Grand Total	**5**	**30**	**11**	**68**	**19**	**116**	**12**	**76**	**8**	**55**	**12**	**125**	**537**

Attachment 1: Precinct Staffing Report History 2022-2025

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.

Attachment 2: Sworn Officer Allocation History 2022-2025

As of August 31, 2025, the allocation of sworn positions was distributed as follows:

	Aug 2022 % of Sworn	August 2023 % of Sworn	August 2024 % of Sworn	August 2025 % of Sworn	August 2026 % of Sworn
Patrol Personnel:					
911 Responders	42.9%	42.7%	43.9%	39.3%	36.5%
Other Precinct-Based Patrol Officers	0.6%	0.3%	0.3%	0.3%	0.3%
Sergeants Supervising Patrol	6.1%	7.1%	7.0%	7.1%	5.9%
Non-Patrol Personnel:					
Investigative Units	12.5%	12.9%	13.2%	12.3%	13.2%
Specialty Units	8.0%	8.9%	8.8%	8.8%	8.7%
Operations Support	17.9%	16.4%	15.5%	21.9%	25.7%
Leadership	8%	6.7%	6.8%	6.1%	5.7%
Administrative	4.1%	5.1%	4.3%	4.2%	4.0%
Total Sworn*	**100%**	**100%**	**100%**	**100%**	**100%**

Source: DAP, Reporting Hierarchy

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 percent above may differ slightly from the total sworn count in the Precinct Report. 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.

Seattle
Police Department

Quarterly Update on SPD Recruitment and Retention – Q2 2026

August 4, 2026

Background

Ordinance 127026, adopted in May 2024, created a Recruitment and Retention program within the Seattle Police Department. It also requires SPD to report quarterly on the City's latest recruitment and retention efforts.

Q2 2026 Update

Please refer to the detailed attached reports responsive to the data request. Attachments A through C are semiannual reports and include data from January to June 2025:

- Attachment A – Data on SPD and PSCSC applicant contacts
- Attachment B – PSCSC data on civil service exam metrics
- Attachment C – Overview of programs to increase diversity

Attachments D through G are quarterly reports and include data from April to June 2026:

- Attachment D – Pre-Exam survey results for both entry-level and lateral applicants
- Attachment E – Results of a survey of police officer applicants who were invited to complete the civil service exam
- Attachment F – Backgrounding timeline
- Attachment G – Summary of results from officer exit interviews and surveys that can inform retention strategies

Data in Attachments D and E are based on two surveys that are offered at different points in the hiring process:

1. The Pre-Exam survey (Attachment D) is a **mandatory** part of the initial application process. Everyone who begins the process to become a Seattle Police Officer is required to complete this survey.
2. Some – but not all – of those applicants are invited to complete the written exam. Everyone who is invited to do so is also given the opportunity to complete the survey that informs Attachment E. This survey is optional and typically has low return rates.

Attachment A

SPD and PSCSC Contact with Applicants

January to June 2026

Introduction

1. The Seattle Police Department has an internal Recruiting Team of four (4) employees, both sworn and civilian. The Recruiting Cadre, an auxiliary team of Department employees, also lends support to recruitment efforts. Working in collaboration with the Seattle Police Department Background Investigations Team and the City of Seattle Fire & Police Exam Unit, the current recruiting process engages prospective candidates for police officer through the variety of strategies described herein. This high touch recruiting model is essential for building strong relationships, ensuring a positive and successful experience throughout the recruitment process, and hiring quality candidates.

The contacts noted herein represent the timeframe between January 2026 – June 2026.

Contacts with Public Safety Civil Service Commission (PSCSC)

Upon application, candidates are asked if they would like to speak with an SPD recruiter. The PSCSC sends weekly reports to SPD Recruiting with the names, email addresses, and phone numbers of all candidates who selected "yes" to this question. Between January 1 and June 16, 2026, 93% of applicants opted to speak to an SPD recruiter.

Candidates are further asked upon application if they would like to be contacted by a member of the PSCSC Exam Unit. Those who opt in to speak with PSCSC staff are contacted individually using their preferred outreach method (phone, text, email). Between January 1 and June 16, 2026, 90% of applicants opted to speak to PSCSC staff.

In addition, candidates receive the following standard messages through the exam cycle:

1. Automated **email confirmation** that application was received
2. **Welcome email** with details on the exam and hiring processes
5. **Exam Result Notification** – Candidates are notified if they passed or failed and instructed on next steps

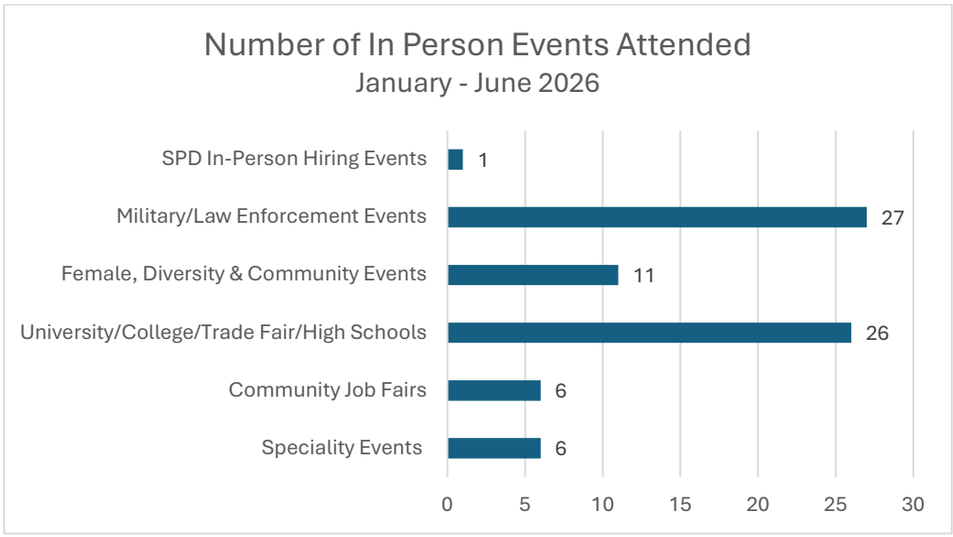
All emails contain links to speak with a recruiter and register for an applicant workshop. Furthermore, all information provided in the candidate communications is also accessible in the job bulletin, which is available to candidates at any time. Contact information is provided in every email. Candidates can call exam staff or respond directly via email at any time. Exam staff engage in individualized contact with applicants and test takers daily.

Contacts with SPD Recruiting

IN-PERSON EVENTS:

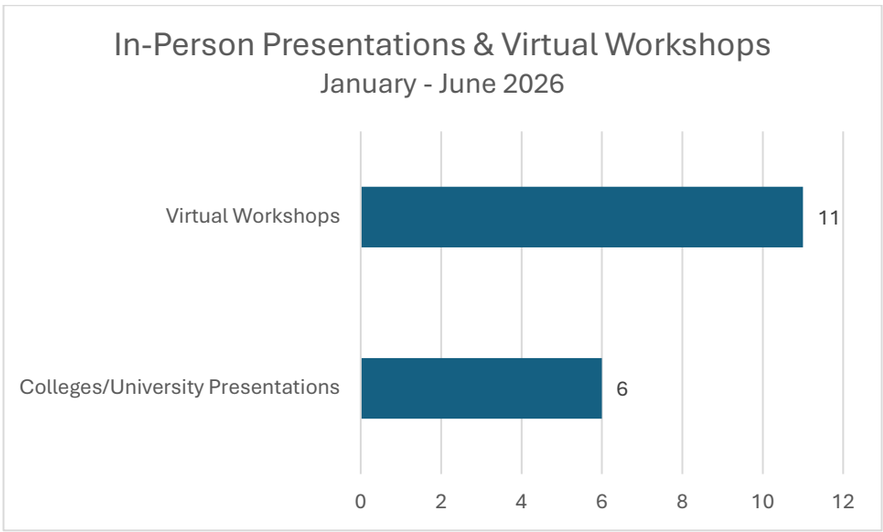
In-person events offer the perfect opportunity to engage candidates interested in applying, facilitate interaction with the community at large, and to lend a sense of what SPD is about. Focused recruitment to

historically underrepresented groups and women remains a top priority and part of the overall recruitment strategy. SPD attended over 80 events and presentations in the first half of 2026. A sampling of these in-person events is included on the last page of this section.

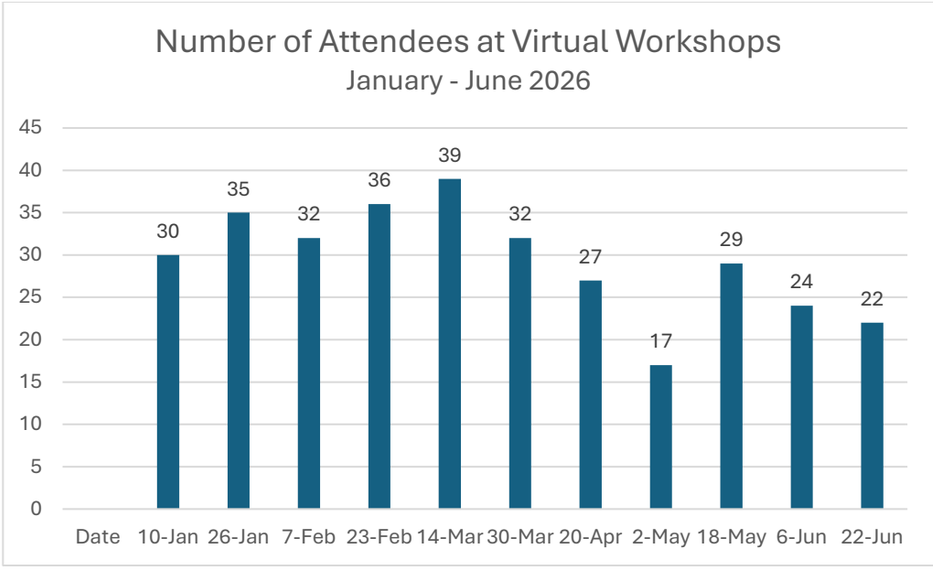


IN-PERSON PRESENTATIONS & VIRTUAL WORKSHOPS

Proactive, face-to-face interactions facilitate more direct and spontaneous discussions, make participants feel more comfortable asking questions, and ultimately allow the presenter to better engage with candidates interested in applying. The Recruiting Team has created and delivered multiple presentations over the past six (6) months and will continue to prioritize and seek out these opportunities. The Seattle Police Department has built a relationship with the Pierce College EMT program and regularly speaks to students about a career with SPD. A sampling of in-person presentations is included on the last page of this section.



Virtual workshops provide prospective candidates with the opportunity to connect with the SPD Recruiting Team, the City of Seattle Fire & Police Exam Unit, and to gain valuable insight into the testing and hiring process from the convenience of their own homes, office spaces, and/or state of residence. Eleven (11) Virtual workshops were held this reporting cycle: Jan 10, Jan 26, Feb 7, Feb 23, Mar 14, Mar 30, Apr 20, May 2, May 18, June 6 and June 22 . The workshops have consistently had a positive impact in helping candidates navigate the hiring process, especially those from out of state and will continue to be held twice monthly throughout 2026 except for months there is an in-person hiring event.



IN-PERSON HIRING WORKSHOPS

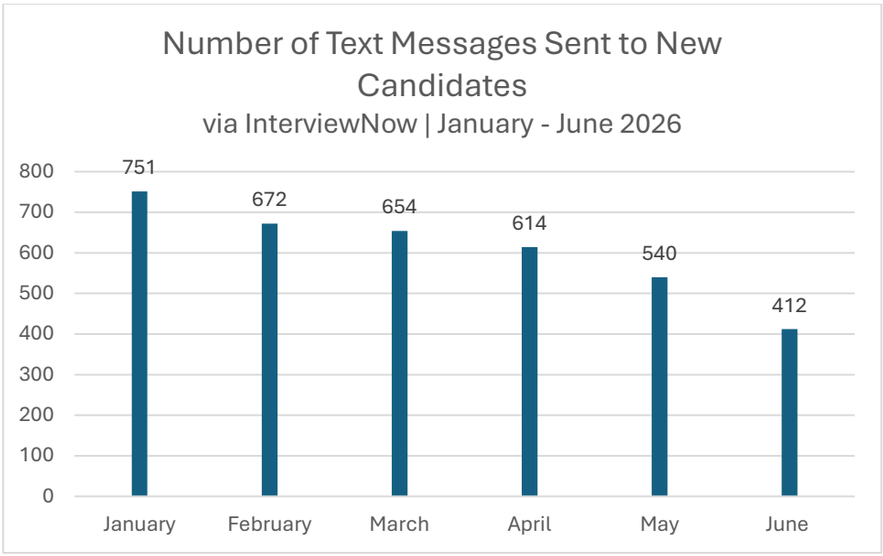
The Recruiting Team hosted an In-Person Hiring workshop in April that hit a record attendance number of 179 participants. The events are very successful and continue to grow in attendance. The Workshop permits the participants to get an understanding of what policing is all about and includes breakout sessions with SPD specialty units; presentations on the testing, hiring, and academy processes; question-and-answer sessions; and the opportunity to complete the physical agility test (PAT). The next Workshop is scheduled for July 25, 2026.

RIDE ALONG PROGRAM

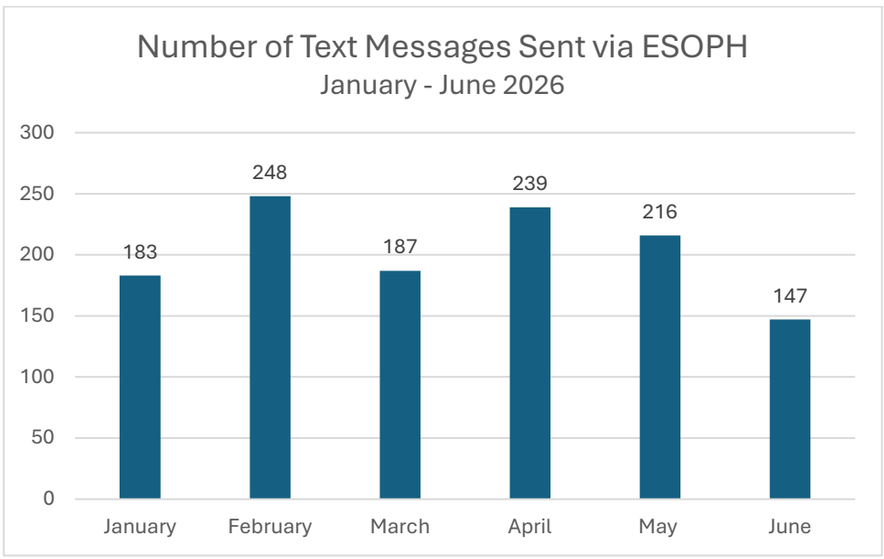
The Ride Along Program allows an observer to accompany an officer during an assigned shift. The Seattle Police Department recognizes the value in allowing firsthand observation of daily police operations and looks to provide a safe and informative experience. The Ride Along tends to be **THE** selling point to get candidates to commit to SPD. The capacity of the Ride Along program has been improved, and the team is able to proactively offer Ride Alongs.

INTERVIEWNOW AND eSOPH TEXT MESSAGE COMMUNICATION

Interview Now is a cutting-edge recruiting platform that streamlines communication, enhances candidate engagement with law enforcement agencies, and facilitates the high-touch experience expected by today's applicants. The Recruiting Team heavily leverages this technology to connect with prospective applicants and candidates in real-time, facilitate rapid responses, and provide timely feedback and updates. Below is the number of new candidates texted through InterviewNow each month. Follow up texts are too numerous to quantify.

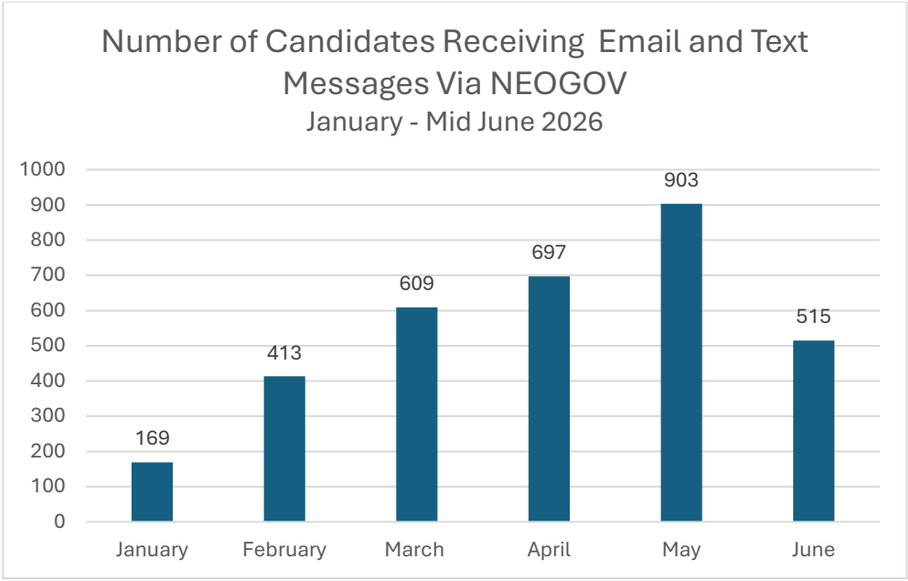


In November 2024, the Background Investigations Team began sending text messages through eSOPH. Candidates who opt-in to the messaging service receive reminders of upcoming requirements, deadlines, and communicate in real time with the Background Investigators. This personalized approach ensures candidates are more engaged in the process and motivated to join SPD versus other agencies. Below is a graph of text communication through June 30, 2026.



NEOGOV EMAIL AND TEXT COMMUNICATION

The Recruiting and Background Investigations Team collaborate to send both standardized and personalized email communications to prospective candidates and to lateral and entry level applicants in the pre-employment screening process. As part of their standard process, the Background Investigations Team sends a minimum of five (5) standard email messages through NEOGOV to eligible applicants. Both email and text messages sent through NEOGOV are charted below. The multitude of other emails sent by other Team members did not lend to quantification. As part of their standard process, the Background Investigations Team also sends one (1) text message, through NEOGOV to each candidate on the eligibility roster upon inception of their profile on that platform (refer to the Email Communication section below for charting of text messages sent via NEOGOV through Mid-June).



PHONE COMMUNICATION

The Recruiting Team, Background Investigations Team, and the Recruiting Cadre collaborate to place phone calls to prospective candidates and to applicants in the pre-employment screening process. Applicants who opt for contact and candidates on the eligibility roster receive an introductory phone call (at a minimum). In addition, the group consistently fields phone calls to respond to general inquiries, provide clarifying information, and offer support or assistance with the hiring process. These calls are too numerous to quantify.

PHYSICAL AGILITY TEST (PAT) SCHEDULING, TRAINING ASSISTANCE, AND COMPLETION

The Recruiting and Background Investigations Teams generate and send email communications to applicants with reminders about timelines for completing the PAT, resources available for training and preparation, and the option of completing a virtual PAT with a Team member. This last option is helpful for candidates that live outside of western Washington as NTN does not provide the option to do in an in-person PAT outside of the Everett/Seattle/Lacey area. In the past six (6) months, members of the SPD Recruiting team have personally conducted over 95 virtual PAT's. SPD also hosts bi-monthly PAT's at the Seattle training facility. This has streamlined and simplified the process with attendance as high as 50 candidates per session.

Sampling of In-Person Events and Presentations

In-person events: Gonzaga Career Fair, JBLM Brown bags bi-monthly, Worksource Career Fairs, Utah State University Spring Career Fair, Rutgers women's college Career Fair, UW Winter Job Fair, BYU Student Athlete Networking event and Career Fair, WSU Career Expo, University of Puget Sound Career Fair, In-person SPD Hiring Event, University of Idaho Spring Career Fair, Seattle University Criminal Justice Career Fair, Clearwater College Women's Softball Tournament sponsorship and tabling, CIAA Career Expo - Sponsorship, Vendor Village and Women's Empowerment Lunch, Oregon State Law & Justice Caree Fair, Lunar New Year Community Event, Lynnwood Regional Career Fair, Ft Campbell Career Event, WSU Public Safety Fair, NAWLEE Conference vendor tabling, UW Bothell Spring Career Fair, Emerald Cup, Greater Seattle Korean Assoc. K-Job Fair, K-fest, Olympic College Career Fair, Renton Tech College, Eritrean Independence Day tabling, Camp Pendleton Law Enforcement Hiring Event, Schofield Barracks Career Event, FIFA Vendor Village tabling x 6, Kaneohe Bay Marines Job Fair, Spokane Hoopfest

In-person presentations: Presentation to several EMT classes at Pierce College, Bellevue College Class Presentation, Criminal Justice presentation at CWU

Attachment B
Applicant and Test Taker Data

Metric	Current Status	Notes
Applicants (as of 6/16/26)	**ENTRY LEVEL** **TOTAL APPLICATIONS: 2,814** Avg per day: 16.85 **TOTAL PASSED MINIMUM QUALIFICATIONS: 2,727** Avg per day: 16.33	Please note that for lateral applications, there is a substantial difference between the number of total applications and the number of applications that passed the minimum qualifications audit. This is because many entry level candidates mistakenly apply for the lateral classification. These applicants are advised to re-apply for the entry level exam. If applicable, they are also notified of the criteria and instructions for entering the hiring process as an "exceptional entry" candidate (i.e., a candidate who has prior law enforcement experience but does not currently meet the minimum qualifications for the lateral classification).
	LATERAL **TOTAL APPLICATIONS: 98** Avg per day: 0.59 **TOTAL PASSED MINIMUM QUALIFICATIONS: 62** Avg per day: 0.37	
Apply-to-eligible rate (as of 6/12/26)	27.3%	
% of applicants who participate in exam (as of 6/12/26)	36.1%	
% of applicants by type (as of 6/16/26)	**Entry Level:** 97% **Lateral:** 3%	
Exam pass rate by applicant type (as of 6/16/26)	**Entry Level:** 76% **Lateral:** 100% (written exam) 100% (oral board interview)	
Pre-exam survey metrics	See attached reports	
Post-exam survey metrics	See attached report	

Attachment C

Programs to Address Barriers to Recruiting and Retaining a Diverse Workforce: January to June 2026

Introduction

In January 2024, SPD established an employee-led, interest-based, cross-rank and -position internal workgroup to examine organizational practices and culture that may contribute to substantial disparities between representation of women in the Department and in the communities we serve. The workgroup continues to move forward with research and development on new initiatives/programs and remains committed to exploring viable options to existing challenges.

New and Innovative Programs to Address Barriers to Recruiting and Retaining a Diverse Workforce

Childcare Initiatives

Challenge: Childcare is a significant barrier for recruiting and retaining a diverse, healthy, and community-oriented law enforcement workforce

Vision:

a. Establish childcare centers and increase childcare options for children of SPD employees
b. Provide round-the-clock childcare services to accommodate varying shift schedules
c. Offer flexible drop-off and pick-up times to accommodate irregular work hours

Completed:

a. Contract finalized with Marie Keller, of Imagine Institute, to evaluate childcare options for SPD
b. Imagine Institute prepared a report and recommendations June 2025
c. Report provided to Council July 2025 in response to SLI

In progress:
Pursuing Jovie.com option through HB 2015 Grant application funding request

Mentorship Programs

Vision:

a. Raise the bar on professional development
b. Mentorship options for all sworn and civilian employees

Under development:

a. Employee wants/needs assessment survey
b. Program structure options
   - Flash Mentorship: Reviewing City program with modifications
   - Traditional Mentorship
c. Building the base of Mentors
d. Pilot program for sworn employees

Exploration of flexible shift options and shift rotations

Vision: Shift flexibility

Completed:

a. MOU for Part-Time Officer Program is in line with RCW 49.28.160

Under development:

a. Evaluating job sharing, flexible shifts options, and shift rotations

b. Identify ways to communicate the program to employees

Expanded awareness of existing employee benefits

Benefit examples:
Career Quest Programs – job readiness workshops, career coaching, scholarships, mentorship programs (Flash Mentorship, Traditional Mentorship); professional development and training opportunities; CityU First Responders tuition discount program; SPD Part-time Officer Program; employee leave options - PPL, FML (City and State); accommodations; et cetera

Vision: Expand awareness and internal visibility of existing employee benefits and innovations under development

Launched by the Performance Analytics and Research Team (in July 2024):
a. APPSPACE

Ongoing broadcasts on APPSPACE:
a. Workgroup email blasts
b. Inclusive recruiting videos on display
   - SPD One Seattle: New Voices, New Perspectives
   - SPD One Seattle: Women in Law Enforcement
   - SPD One Seattle
   - New recruits bring hope and change to Seattle police force amid staffing improvements

Under development:
a. Creation of additional announcements to inform of available City benefits
b. Expanded information sharing through SPD Notices, SPD SharePoint HR page, and SPD Recruiting SharePoint page

Return to work (RTW) post-childbearing challenges

Vision: Ensure support to new parents upon RTW

Completed:
a. Upgrade of existing lactation spaces (comfort-related upgrades, ensuring appropriate privacy, seating, sanitation, and refrigeration space)

Under development:
a. Exploration of flexible shift and schedule options
b. Awareness and understanding of available options (i.e. lactation accommodation)
c. SPD Part-Time Officer Program

Initiatives to Increase Recruiting and Retention

Vision: Initiatives to increase inclusive strategies in recruiting and retention

Completed:
a. Creation of marketing content highlighting female officers and their stories posted on website and throughout paid social media ad campaigns
b. Posting Entry and Lateral Police Officer positions on female focused jobs boards
c. Women in Police Jobs
d. NAWLEE (National Association of Women Law Enforcement Executives) attendance
e. IAWP (International Association of Women Police) attendance
f. Female-specific and all female training options, including a 2-part defensive tactics series on Sept 12 & Sept 19
g. Attend Fall career fairs at women's colleges & colleges with large female student enrollment (Meredith College)
h. Refocused military recruiting to bases with larger female populations, Fort Hood.
i. Purchase of uniform and body armor options with female-specific cuts, sizing, and fit
j. Attending NAWLEE and IAWP conferences as a vendor/recruiting
k. SPD Women's Alliance and Recruiting Unit to run Community Safety Day for women in the community Feb 27.
l. Created more female based marketing content to highlight more Officer stories end of February

Under development:

a. Virtual Ride Along featuring female officers
b. Expand female-specific uniform options
c. SPD organized and led Physical Agility Test (PAT) Readiness Training
d. Female-specific leadership, tactical, and promotional training
e. Career longevity coaching
f. Mentor - Mentee pairing: outreach via sworn women email to match recent hires with experienced officers as a "Buddy" resource for new hires

Ongoing:

The Seattle Police Department takes all allegations of discrimination, retaliation, or other prohibited workplace behaviors seriously; quite simply, there is no place for these behaviors within the Department. Additionally, any personnel who become aware of alleged EEO misconduct are mandated by Department policy to report those allegations. The Department's EEO framework is built on an intake model designed to remove traditional reporting obstacles. Central to this process is a "zero-barrier" approach, where all internal concerns are formally referred to the Department's EEO office for intake. Following referral, complainants are promptly contacted and advised of their rights. To support the integrity of these inquiries, the Department integrates trauma-informed interviewing techniques and adheres to the principles of procedural justice. This approach ensures that participants are provided with a transparent and equitable forum, prioritizing professional respect and the comprehensive fact-finding necessary to maintain a non-discriminatory workplace.

Expanded support systems for women in law enforcement

Vision:

Expand support for women in law enforcement

Completed:

a. Female affinity group formed Seattle Police Women's Alliance (SPWA)

Under development:

a. Interdepartmental mobility (e.g. - Sponsorship of women for career advancement, specialty assignments, and promotional assignments); informal test mentor sessions for upcoming Sergeant's exam
b. Identify and support attendance at sworn women-focused national conferences and professional development opportunities for women officers
c. Evaluate policies and practices related to promotions and assignments

Language in Advertising

Plan: Implement best practices in eliminating barriers to recruiting a diverse workforce

Completed:

Implemented RTI International's Best Practices for Optimizing Law Enforcement Job Descriptions to Recruit Diverse Candidates

Under development:

Continue to monitor job descriptions and make changes as recommended by updated analytics and research

Revised recruitment strategies to reach under-represented groups

Vision: Increase outreach

Completed:

a. Increased in-person recruiting presentations
b. Colleges/Universities
c. Advisory Councils
d. High schools
e. Community Events
f. Female-focused marketing and hiring campaigns
g. Recruitment campaigns to the various and diverse SPD Advisory Councils
h. Engaged law enforcement specific recruitment firm to create and produce new marketing content (videos, photos)

i. Creation of marketing content highlighting female, and historically underrepresented officers and their stories posted on website and throughout paid social media ad campaigns.
j. Create more marketing content to highlight more female Officer stories at the end of February
k. SPD Women's Alliance and Recruiting Unit to run Community Safety Day for women in the community Feb 27.
l. CIAA tournament sponsorship that includes Career and vendor booth with 150,000 male and female HBCU athletes and attendees over 5 days. SPD ads will be run courtside, over the PA, and on the Jumbotron. Women's only luncheon will be attended by SPD Recruiters.
m. 30 30 second radio ads on El Rey 1360AM, a Spanish radio station
n. Increased in-person recruiting presentations (Colleges/Universities, Advisory Councils, High schools, Community Events)
o. Female-focused marketing and hiring campaigns
p. Recruitment campaigns to the various and diverse SPD Advisory Councils
q. Engaged law enforcement specific recruitment firm to create and produce new marketing content (videos, photos)
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u. CIAA tournament sponsorship that includes Career and vendor booth with 150,000 male and female HBCU athletes and attendees over 5 days. SPD ads will be run courtside, over the PA, and on the Jumbotron. Women's only luncheon will be attended by SPD Recruiters.
v. 30 30 second radio ads on El Rey 1360AM, a Spanish radio station
w. Created Recruitment flyer in Tigrinya
x. Sponsored College Women's Softball tournament and had vendor booth

In progress:
a. Continued in-person recruiting presentations (Colleges/Universities, Advisory Councils, High schools, Community Events)

DOD SkillBridge Program

Plan: Service members gain valuable work experience through specific industry training during the last 30 to 270 days of service, facilitating the hiring process to become Seattle Police Officers

Completed:
a. Twenty-four (24) candidates were hired in 2025
b. Marketing sponsorship at JLBM and Bangor with digital ads at gyms, bowling alleys, and an intersection banner advertising SkillBridge program
c. Attended Recruiting events at bases not previously visited

In progress:
a. Continuing proactive outreach through in-person-base visits
b. 13 Skillbridge hires YTD

Assessment of special assignment and on-loan assignment selection process

Vision: Comprehensive review and assessment of the current process

Completed:
a. Review and assessment of current processes
b. Changes to assessment and review process outlined
c. Final approved guidelines determined for special assignment and selection process

In progress:
a. Communication of changes to SPD

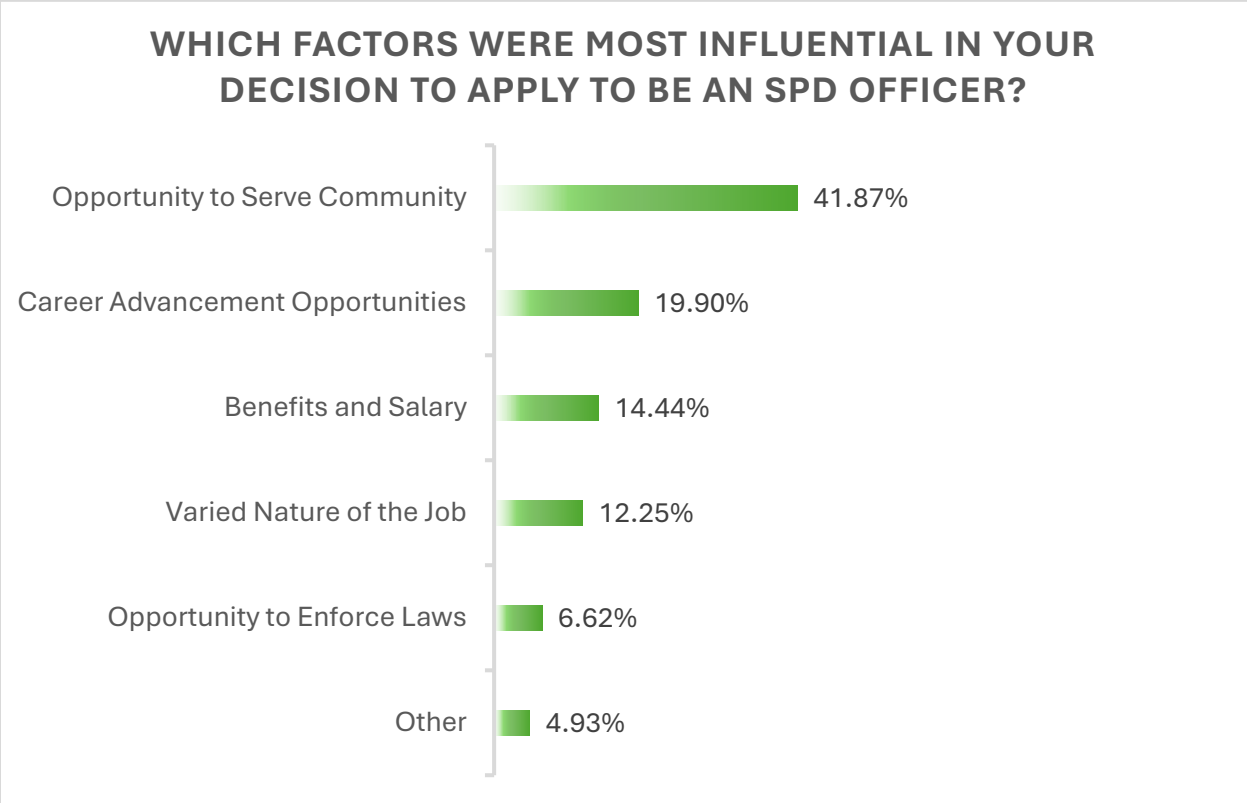
Attachment D

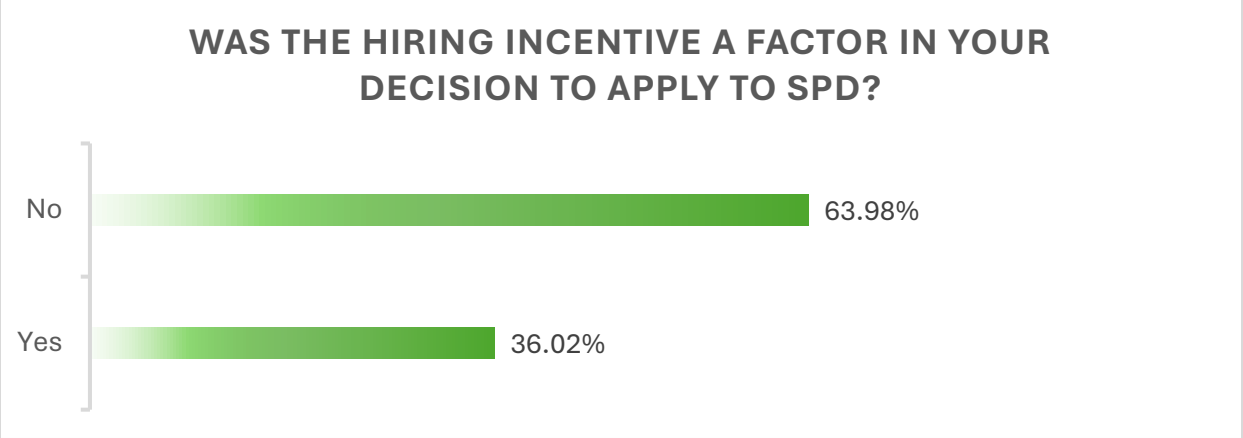
Entry Level Police Officer

Candidate "Pre-Exam Survey"/Supplemental Application Question Report

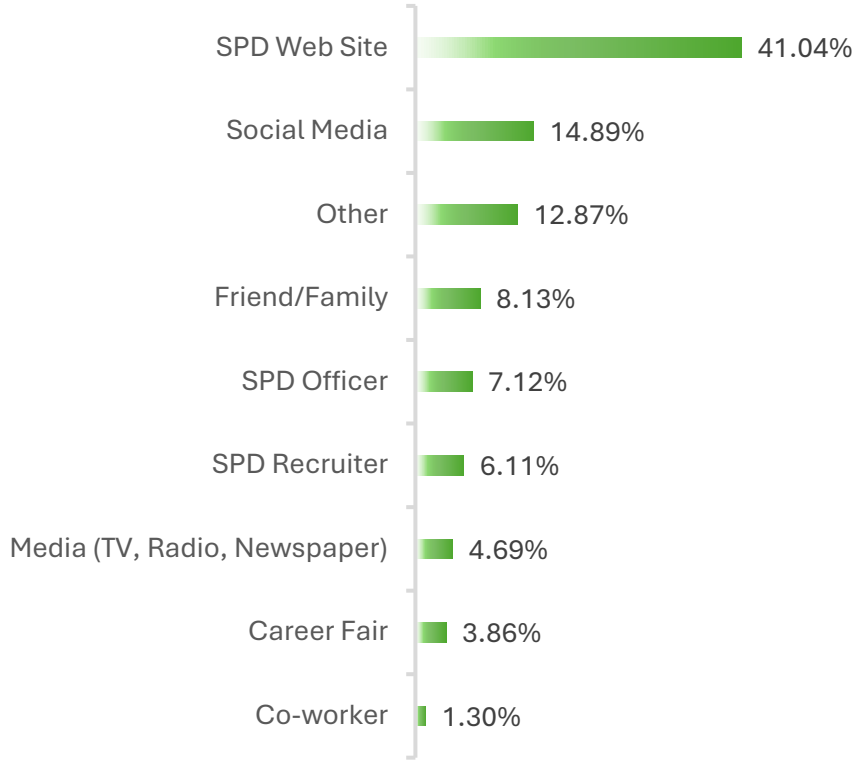
July 2026

The graphs below reflect data from 2,826 entry-level police officer applicants between 1/1/26 – 6/16/26.

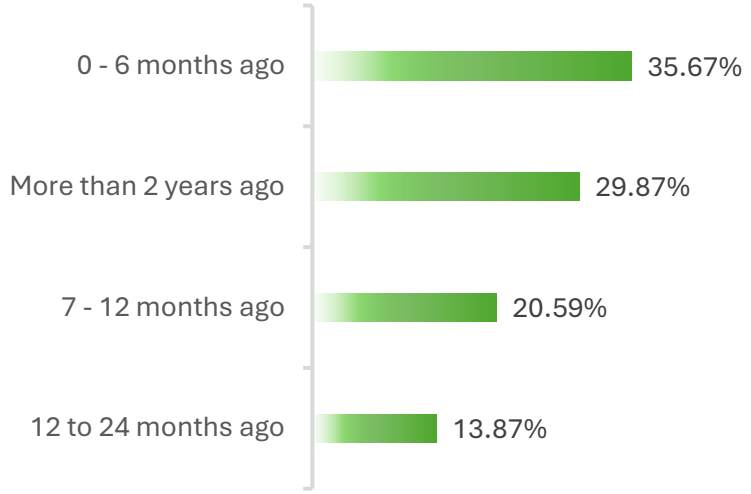


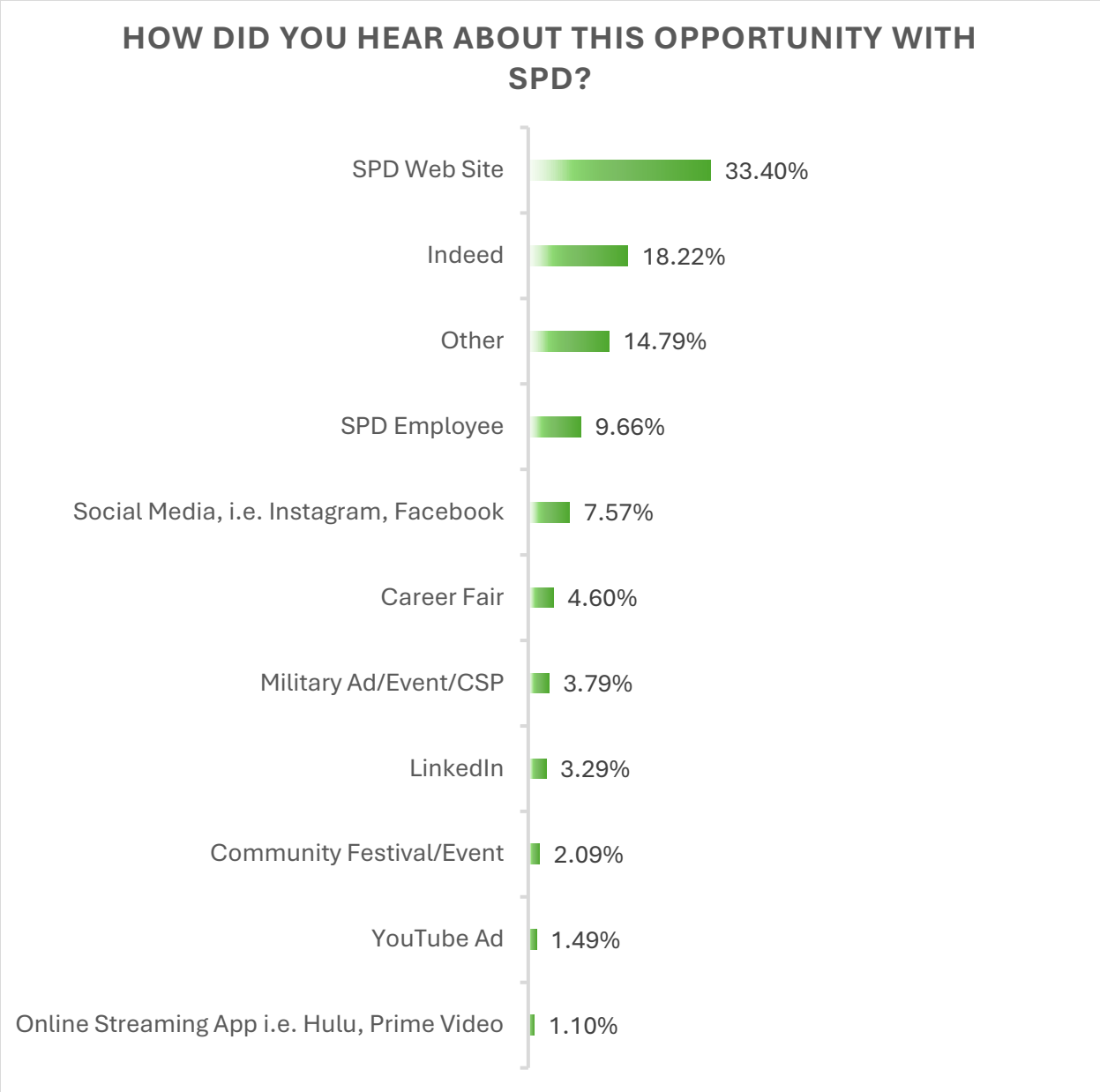


HOW DID YOU HEAR ABOUT THE HIRING INCENTIVE?



HOW RECENTLY DID YOU DECIDE TO PURSUE A CAREER IN POLICING?

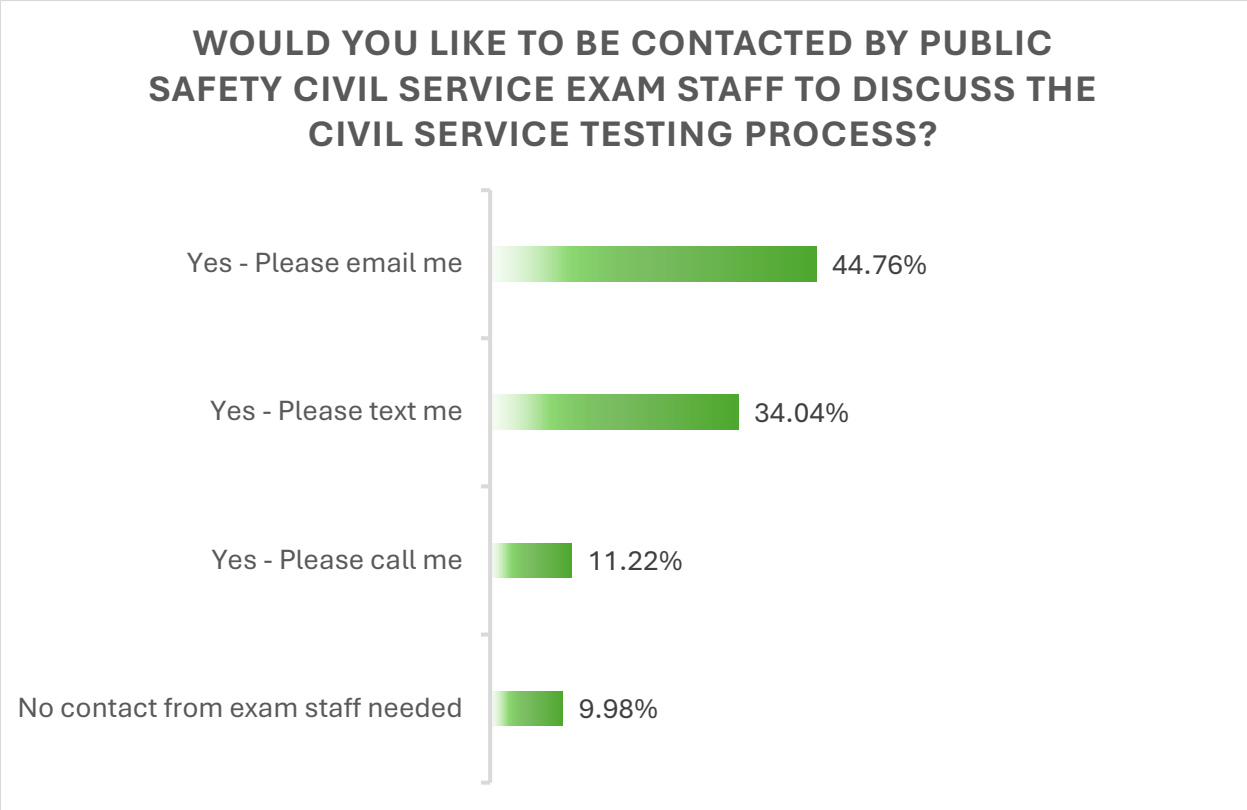




“Other” Response Themes:

- Friend/Family/Co-Worker
- Self-Initiated Online Research
- City of Seattle Job Site/Governmentjobs.com
- Law Enforcement Employee (non-SPD)
- Other advertisement (patrol vehicle ad, bus ad, radio ad, pamphlet, news, etc.)
- Visiting or living/working in the Seattle area
- National Testing Network (NTN)


WOULD YOU LIKE TO BE CONTACTED BY THE SEATTLE POLICE DEPARTMENT (SPD) TO LEARN MORE ABOUT THE HIRING PROCESS, THE DAY-TO-DAY WORK, AND/OR CAREER PATH OPPORTUNITIES?
Yes
92.92%
No
7.08%

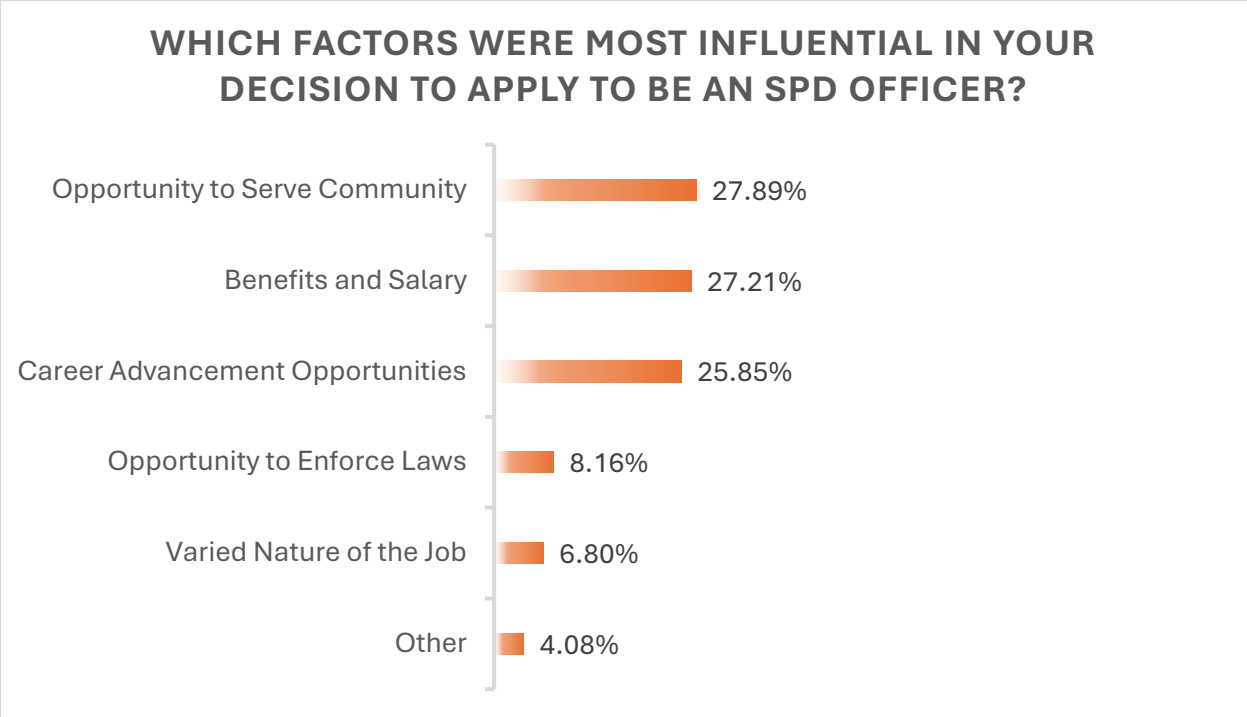

WOULD YOU LIKE TO BE CONTACTED BY PUBLIC SAFETY CIVIL SERVICE EXAM STAFF TO DISCUSS THE CIVIL SERVICE TESTING PROCESS?
Yes - Please email me
44.76%
Yes - Please text me
34.04%
Yes - Please call me
11.22%
No contact from exam staff needed
9.98%

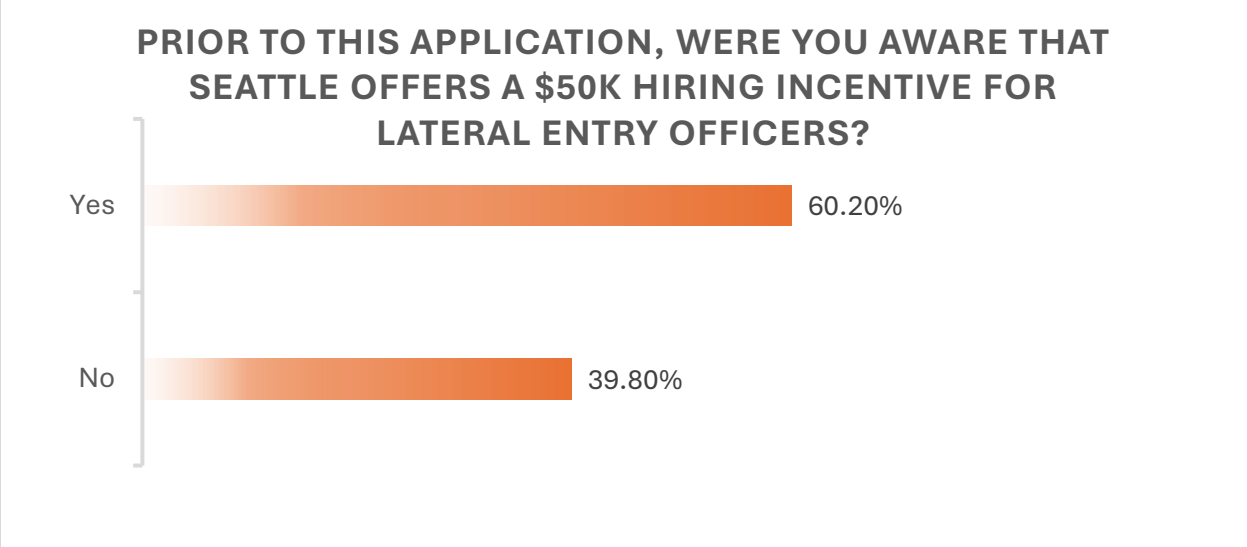
Lateral Police Officer

Candidate "Pre-Exam Survey"/Supplemental Application Question Report

July 2026

The graphs below reflect data from 98 lateral police officer applicants between 1/1/26 – 6/16/26.







“Other” Response Themes:

- Friend/Family/Co-Worker
- Self-Initiated Online Research

Attachment E

City of Seattle

Entry Police Officer Exam Applicant Survey Report



JULY 2026

Civil Service Department

Public Safety Exams Unit

Seattle
Civil Service
Department

Contents

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Candidate Intent to Test 14
Feedback on Candidate Resources 14
Improvement Opportunities 14

Introduction

Purpose

Pursuant to State Law and City Ordinance, the Civil Service Department's Public Safety Exams Unit develops and administers merit-based entry-level and promotional exams under direction of the Public Safety Civil Service Commission (PSCSC) and in service to the Seattle Police Department (SPD) and Seattle Fire Departments (SFD).

As a part of the Citywide effort to boost police officer recruitment and retention, the Public Safety Exams Unit was asked to survey police officer applicants. The goal of the survey was to allow candidates to provide feedback on the hiring process and share the factors that may have impacted their decision and/or ability to participate in the civil service exam.

Survey Development

The survey was originally adapted from a 2022 Firefighter applicant survey created for a similar purpose. The questions were customized to the entry level police officer exam and recruitment process. Further revisions have been made over time to align the survey content with updates to the civil service exam procedures.

The primary goal of the survey was to collect detailed data while minimizing survey fatigue and time burden on respondents. The survey utilized branching logic and presented candidates with 15-19 questions. Candidates spent an average of 5 minutes completing the survey.

Survey Group, Data Collection, and Response Rates

Survey Group

The target group for the survey was police officer applicants who were invited to complete the civil service exam – including those who did and did not participate in the exam. All survey recipients passed the minimum qualifications to participate in the exam.

Similar surveys conducted prior to 2025 only included candidates who did not participate in the exam. This practice was modified in order to increase survey response rates and gather more robust information about the hiring process.

Data Collection and Response Rates

Survey data is collected quarterly. Details about each administration of the survey can be found on the table below:

Data Collection Window	Candidates Invited (N)	Survey Respondents (N)	Response Rate (%)	Group Description
March 2025	1,396	171	12.2%	Candidates who applied between 10/18/24 – 2/26/25
June 2025	844	115	13.6%	Candidates who applied between 2/27/25 – 5/18/25
September 2025	953	92	9.7%	Candidates who applied between 5/19/25 – 8/18/25
November - December 2025	1,081	98	9.1%	Candidates who applied between 8/19/25 – 11/3/25
March 2026	1,546	146	9.4%	Candidates who applied between 11/4/25 – 2/9/26
May-June 2026	1,416	136	9.6%	Candidates who applied between 2/10/26 – 5/7/26
Total	**7,236**	**758**	**10.5%**	

The email invitation outlined the purpose of the survey, the information to be collected, the voluntary and confidential nature of the survey, the closing date for the survey, and contact information for questions and/or concerns. Candidates received email reminders to participate in the survey between the open and close dates.

While the overall response rate was 10.5%, the response rate was significantly higher for candidates who participated in the exam (20.6%) compared to those who did not participate in the exam (4.8%).

Approximately 79% of candidates who were invited to participate in the survey opened their survey invitation email – indicating a limited interest in survey participation.

Confidentiality

To ensure respondent confidentiality, individual identifying data is not included in this report, and responses are reported in the aggregate. Candidates were notified in the survey invitation and survey introduction that their responses will be confidential and have no impact on any active hiring process.

Respondent Demographics

The table below displays the demographics of the survey respondents along with the demographics of all candidates invited to complete the survey. Respondents self-identify their own demographics from available categories.

	Survey Respondents		Survey Recipients
Race	**n**	**%**	**%**
American Indian or Alaska Native	6	0.8%	1.5%
Asian or Pacific Islander	112	14.8%	14.9%
Black	137	18.1%	24.0%
Hispanic	98	12.9%	18.3%
White	255	33.6%	36.6%
Two or More Races	93	12.3%	
Other	13	1.7%	
Prefer Not to Respond	44	5.8%	4.6%
Total	758	100.0%	100.0%
Gender	**n**	**%**	**%**
Women	102	13.5%	14.9%
Men	611	80.6%	83.3%
Non-Binary	3	0.4%	0.3%
Transgender	0	0.0%	0.5%
Other	3	0.4%	0.0%
Prefer Not to Respond	39	5.1%	0.9%
Total	758	100.0%	100.0%

**Note: the demographic categories of "Two or More Races" and "Other" are not available in the city's application system. As such, there are no comparison points in the application data for these categories.*

Limitations & Interpretation Notes

Caution should be taken while interpreting the data from candidates who did not participate in the civil service exam due to this group's low response rate (4.8%). When response rates are small and samples are not representative, the data gathered are more susceptible to bias and the findings are less generalizable. Thus, it may be difficult to generate meaningful insights or robust conclusions on this group based on the limited sample.

Low response rates were expected from candidates who did not participate in the exam. We suspect motivation to complete the survey was low among these candidates. Though the survey only took approximately 5 minutes to complete, there is limited incentive to provide feedback among those who are no longer actively seeking law enforcement opportunities with Seattle.

Likewise, it was expected that we would observe some level of nonresponse bias in the survey. According to OMB Standards and Guidelines for Statistical Surveys, "nonresponse bias occurs when the observed value deviates from the population parameter due to differences between respondents and nonrespondents." Specifically, we expected to see that candidates who had negative testing or application experiences would be more likely to complete the survey than candidates who had neutral or positive experiences. As a result, our data may not reflect the full range of candidate perceptions, nor the full range of factors that impacted candidates' decision and/or ability to complete exam process. Nonetheless, all feedback is taken into consideration to better understand the police officer candidate experience and possible opportunities for improvement.

The following pages detail the findings from this survey.

Survey Results

RESPONDENT TESTING STATUS



REASON FOR NOT TESTING

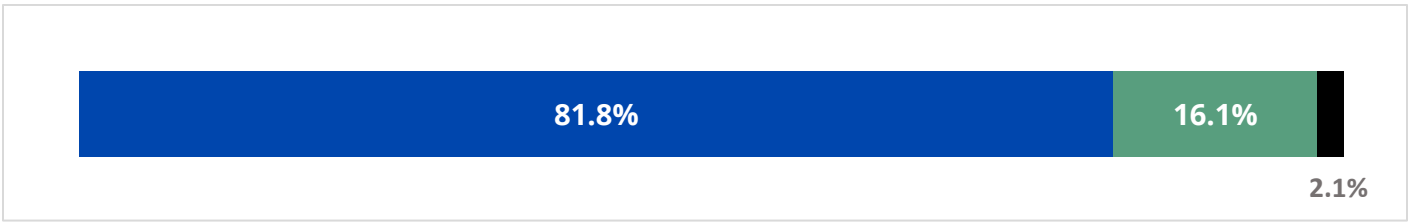


"Other" Response Themes:

- Change in life circumstance
- Physical fitness concerns
- Needs additional information and/or assistance
- Needs additional time to prepare for the hiring process
- Misconception that the candidate must pay for their exam (the city covers candidates' exam fees)

PLANS TO TEST IN THE FUTURE

(If you have not tested), do you plan to complete a Seattle Police Officer exam in the future?

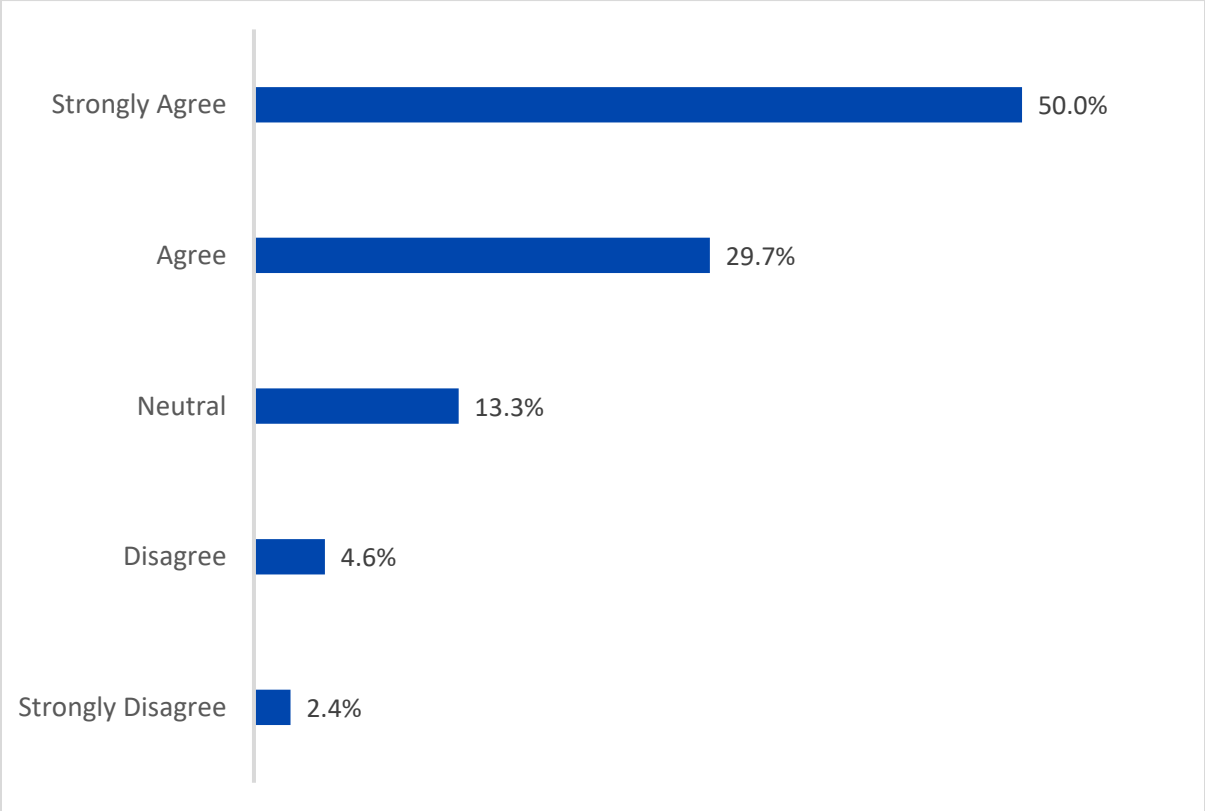


COMMUNICATION RATING

Information about the hiring process was communicated consistently throughout my involvement with the process.

80% of respondents agree or strongly agree

Mean Rating	Std Dev
4.2 (“Agree”)	1.0



APPLICANT WORKSHOPS

Did you participate in a Police Officer Applicant Workshop?

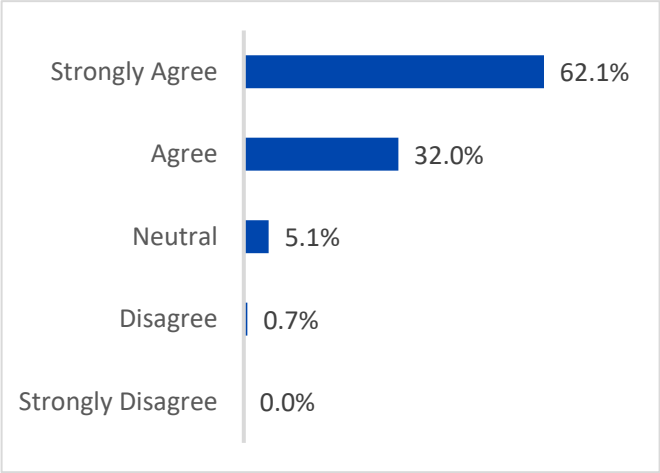


FEEDBACK

The Police Officer Applicant Workshop was helpful to me as a police officer candidate.

94% of respondents agree or strongly agree

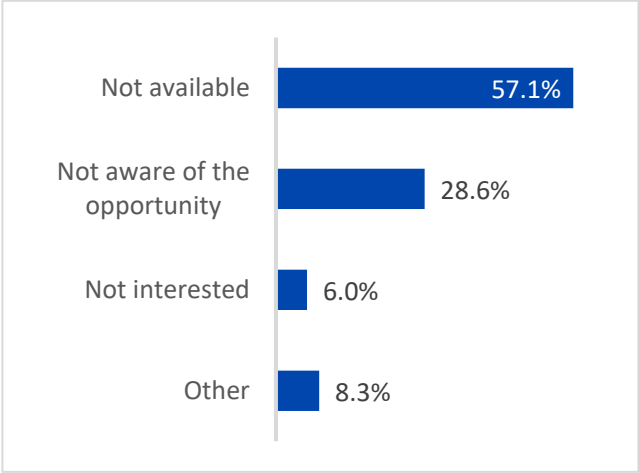
Mean Rating	Std Dev
4.6 ("Strongly Agree")	0.6



REASON FOR NOT PARTICIPATING

Which of the following best describes why you did not participate in the Police Officer Applicant Workshop?

Note: Links to register for applicant workshops are sent to candidates via email and text. Registration links are also available on the SPD website.



"Other" Response Themes:

- Misconception that workshops are only in person/not available to out-of-state candidates
- Plans to attend an upcoming workshop

INTERACTIONS WITH RECRUITERS AND/OR SPD OFFICERS

Did you speak with a recruiter or current Seattle Police Officer about the hiring process, the police academy, or other topics related to careers at SPD?

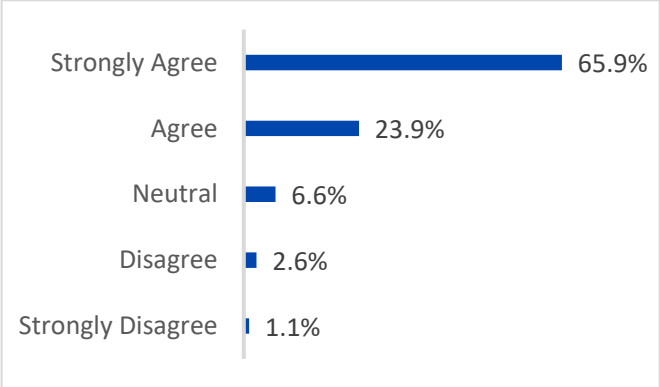


FEEDBACK

Speaking with a recruiter or current Seattle Police Officer was helpful to me as a candidate.

90% of respondents agree or strongly agree

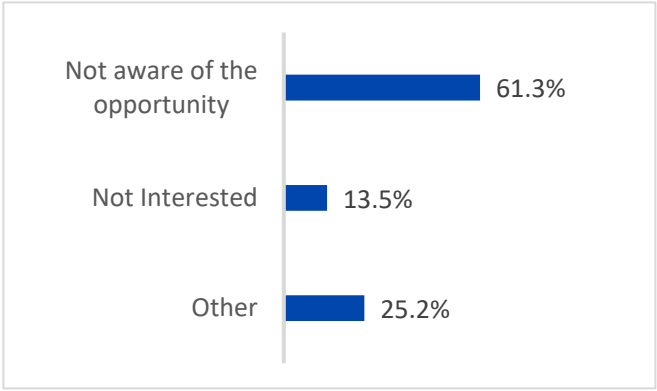
Mean Rating	Std Dev
4.5 ("Strongly Agree")	0.8



REASON FOR NOT PARTICIPATING

Which of the following best describes why you didn't speak with a recruiter or current Seattle Police Officer?

**Links to speak with a recruiter are located in the job bulletin, the SPD website, and email communications to candidates. Additionally, as of March 2024, all applicants are prompted to "opt in" to speak with a recruiter at the time of application. The Civil Service Department provides SPD with weekly lists of all candidates who opted in.*

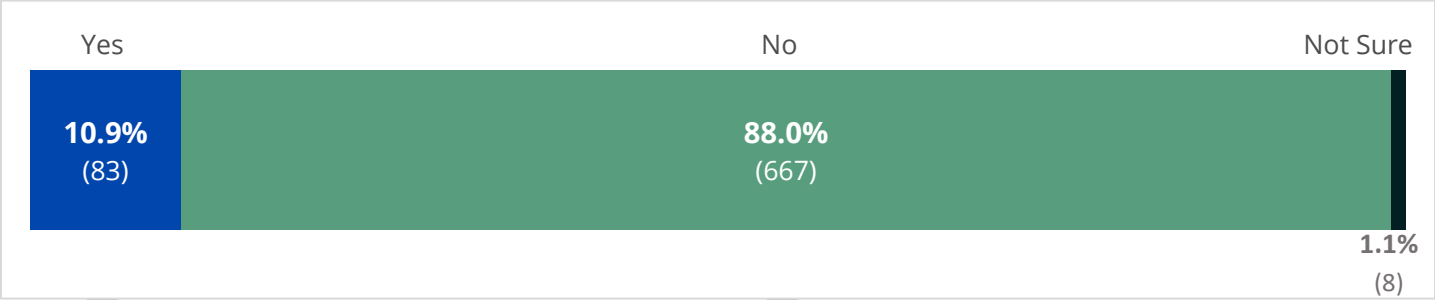


"Other" Response Themes:

- Did not feel it was necessary
- Busy or unavailable
- Interested but unsure how to get in contact
- Waiting until they progress further in the hiring process

RIDE-ALONGS

Did you participate in a ride-along with the Seattle Police Department?

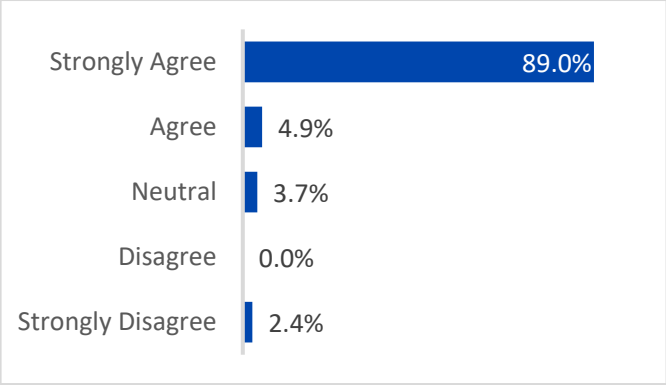


FEEDBACK

Participating in a ride-along was helpful to me as a candidate.

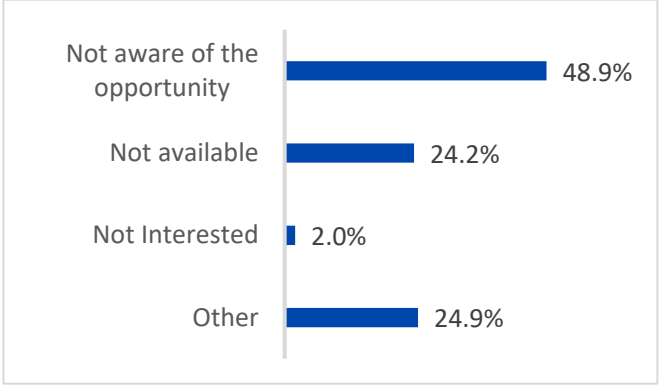
94% of respondents agree or strongly agree

Mean Rating	Std Dev
4.8 ("Strongly Agree")	0.7



REASON FOR NOT PARTICIPATING

Which of the following best describes the reason why you did not participate in a ride-along?

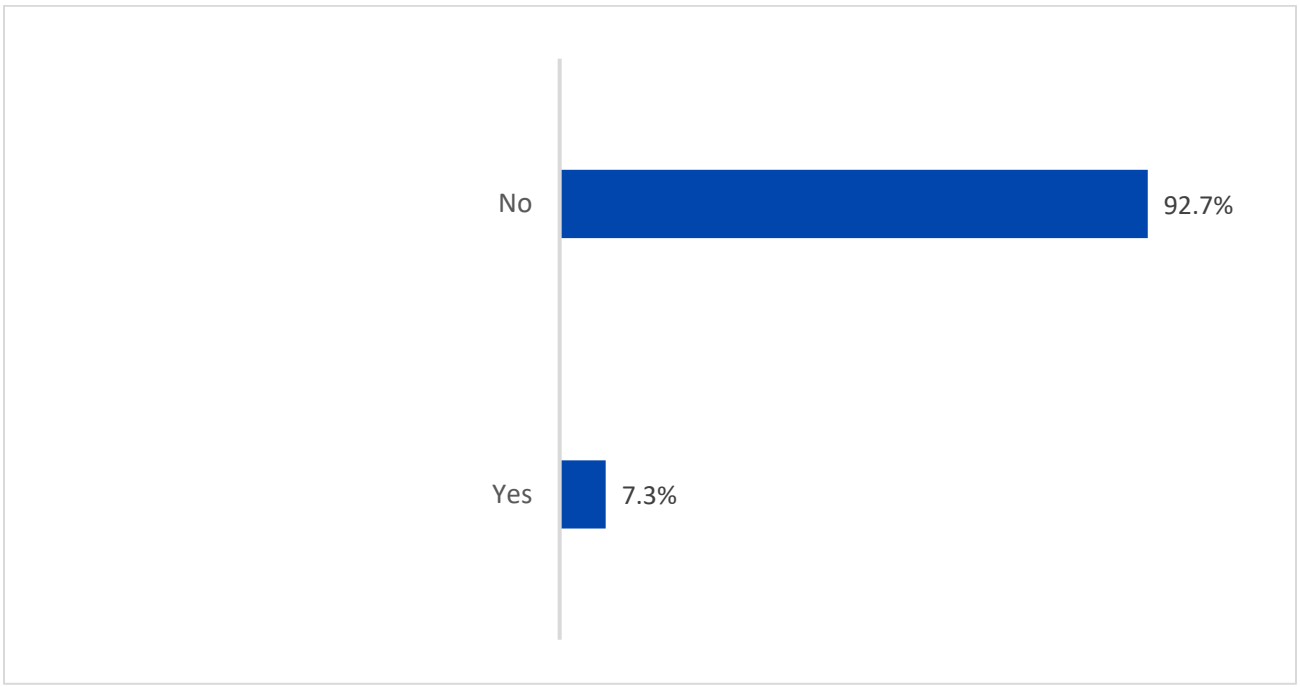


"Other" Response Themes:

- Lives out of state/isn't local
- Plans to sign up for a ride-along in the future
- Already signed up for a ride-along – waiting for availability
- Unsure how to sign up
- Waiting until they progress further in the hiring process

QUESTION 12:

Did you participate in any other police officer applicant resources or events that were not listed in the previous questions?

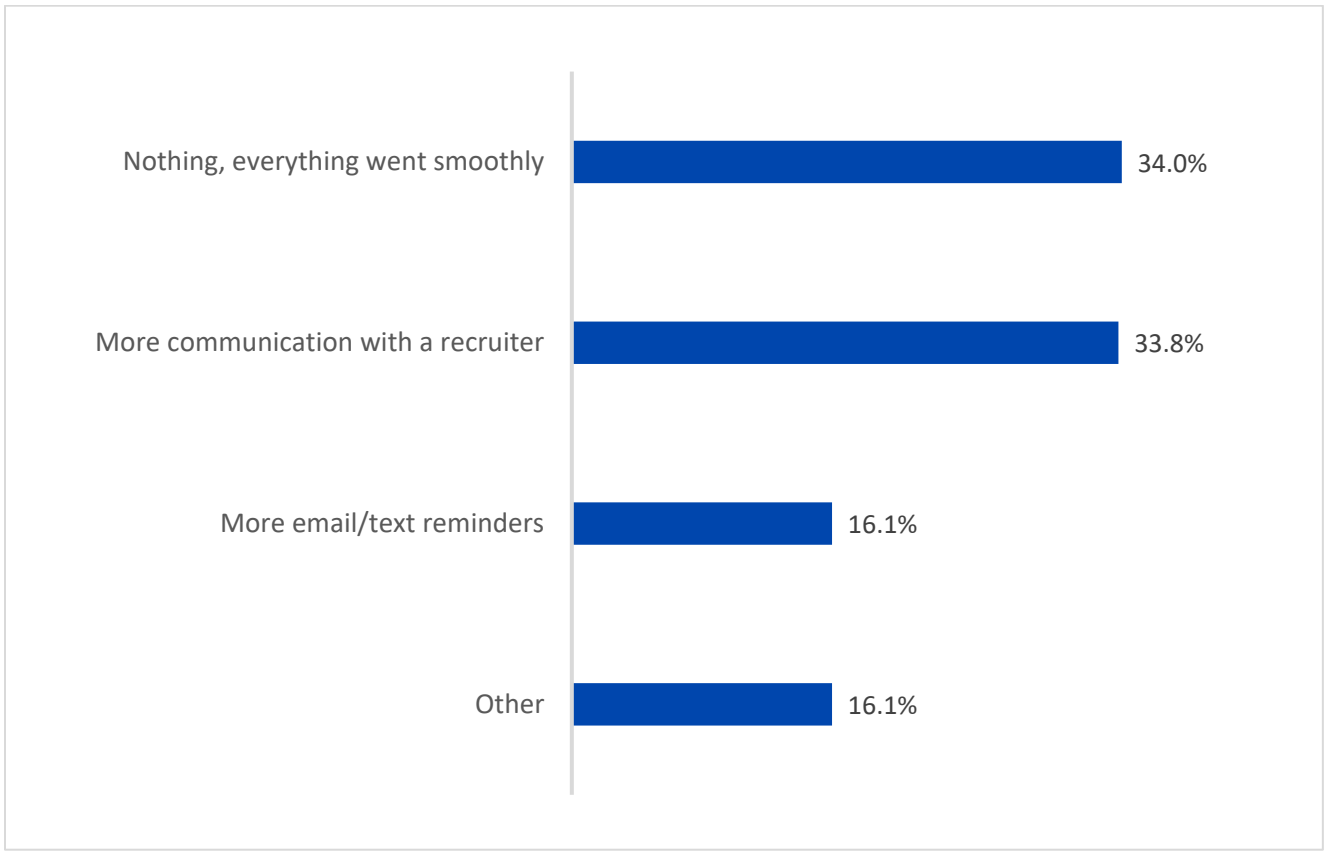


Other Resource Listed:

- Interactions with SPD at other events (e.g., career fairs, hiring events)
- Workshops and/or ride-alongs with other police agencies

QUESTION 13:

What would make the hiring process better? Check all that apply.

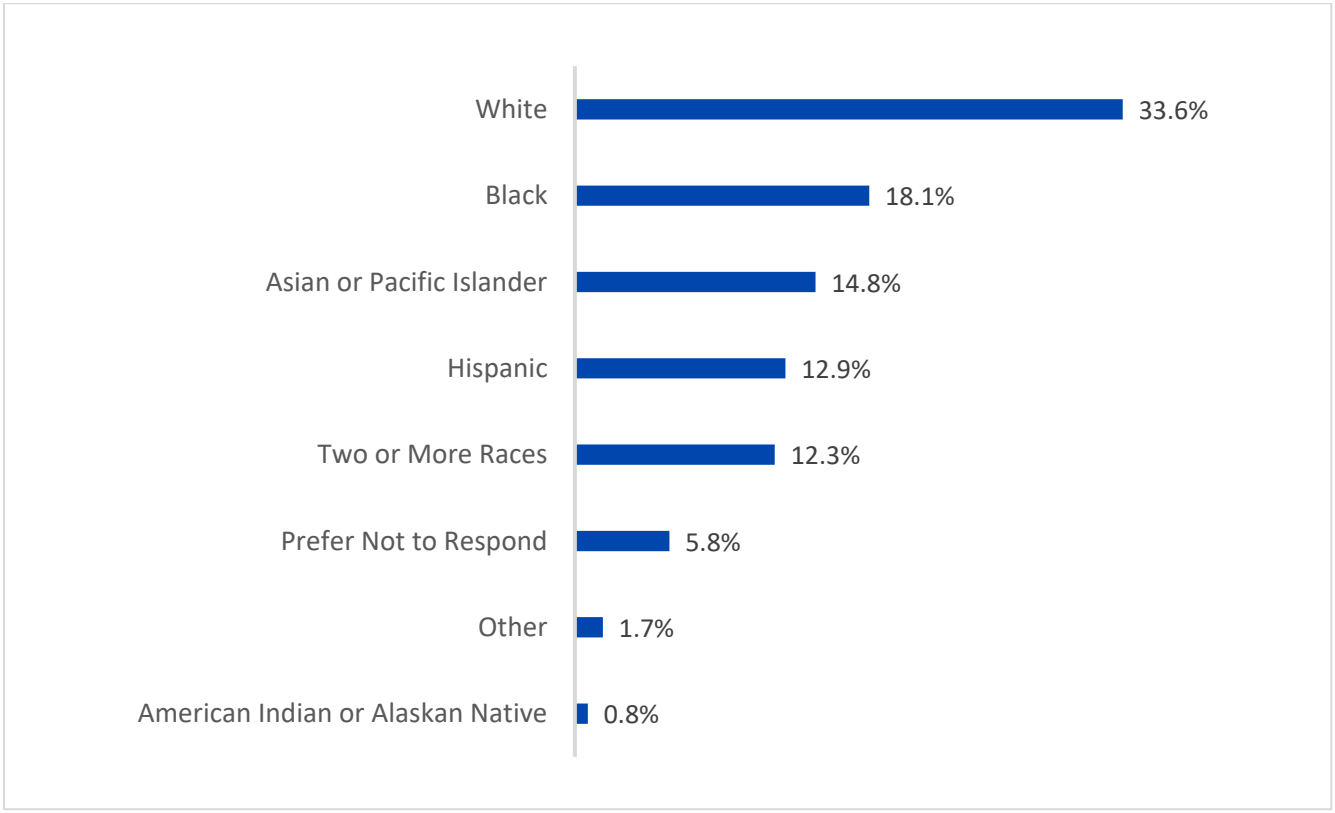


"Other" Response Themes:

- More communication during the background investigation process (check-ins, status updates, instructions, feedback)
- More information and/or instructions
- Faster hiring process/less wait time

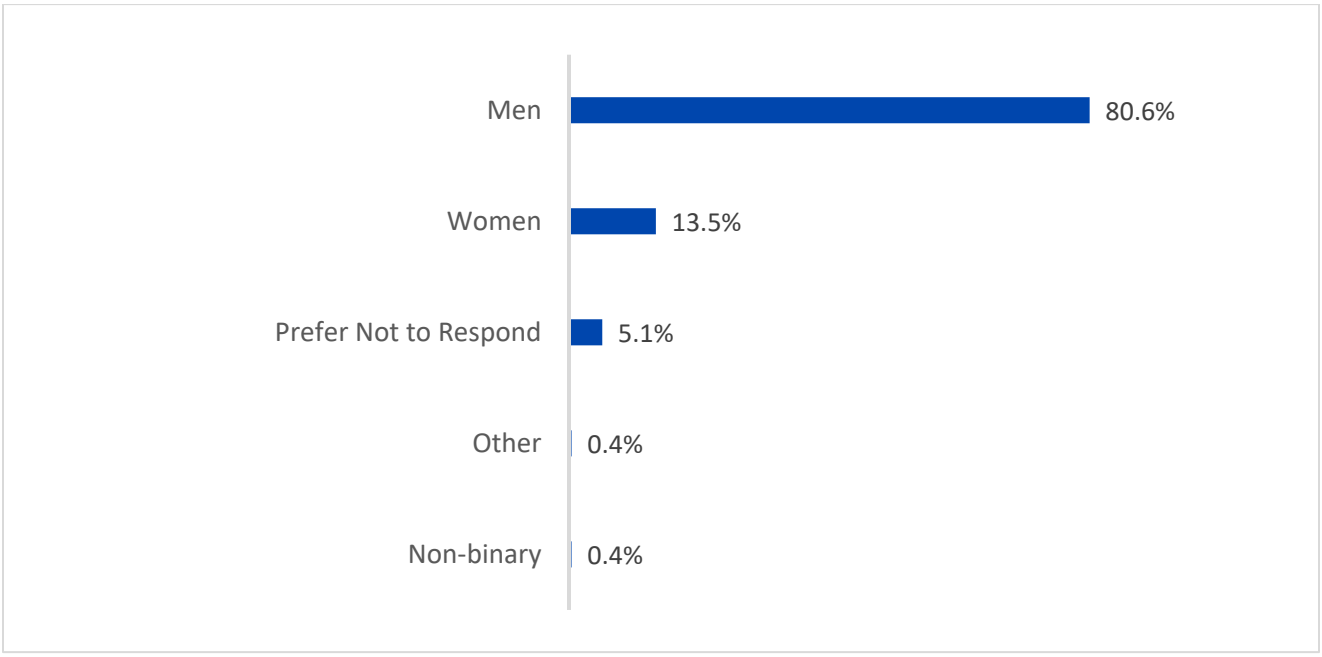
QUESTION 14:

Respondent Race



QUESTION 15:

Respondent Gender



Conclusion/Recommendations

Limited Data from Candidates who Didn't Test

- Due to the low survey response rates from candidates who did not participate in the civil service exam, caution should be taken in generalizing the findings about this group. When the sample size is limited, results may not reflect the full range of candidate experiences, making it difficult to develop robust conclusions.

Candidate Intent to Test

- The majority (82%) of respondents who haven't participated in the civil service exam reported that they intend to do so in the future.

Feedback on Candidate Resources

- Candidates strongly agreed that participating in the police applicant workshops and speaking with a recruiter was helpful.
- Candidates also strongly agreed that participating in a ride-along was helpful. This is consistent with extant research on the benefits of realistic job previews.
- Many respondents reported that they did not participate in a ride-along because they live out of state. Out of state applicants may benefit from virtual ride-alongs or other technology-based realistic job previews. (Samples: Tallahassee PD Live Virtual Ride-Along Program, Pierce County Pre-Recorded Virtual Ride-Along Video)

Improvement Opportunities

- Candidates generally agreed that communication was consistent throughout the hiring process. Many candidates also expressed interest in additional communication from recruiters and background investigators, more email/text reminders about testing, and more instructions and information.
- Candidates may also benefit from the following:
    - Additional awareness of candidate resources (e.g., opportunities to speak with SPD recruiters and CIV staff, virtual police applicant workshops, support lines for exam scheduling, etc.)
    - Continued availability of ride-along opportunities
    - Continued clarification that the exam is no cost to candidates (the City of Seattle pays candidates' exam fees)
    - Reminders to look for and follow exam-related instructions from the vendor

Attachment F

Intro to Sworn Hiring and Backgrounding

The first step towards becoming a sworn officer with SPD is to register with the Public Safety Civil Service Commission (PSCSC) and complete the written examination. Once a candidate passes the written test, they are added to the eligibility list. This is the point at which SPD begins tracking their movement through the backgrounding process. Next steps include:

1. Physical Agility Test: This test, required by the state of Washington, is scheduled by the applicant. It can be completed via the National Testing Network (NTN) at any of their testing locations across the US or it can be completed in person by the SPD background unit which offers testing of the PAT every 2 weeks.
2. eSOPH Application: Each candidate is invited to complete an online application via eSOPH, where they answer several questionnaires and upload required documents. The candidate typically has two weeks to complete this process. Once the candidate submits their profile, the candidate's file is under review and then assigned to a background detective based on the candidate's profile and the detective case load.
3. Initial Background Investigation: At this point, a background detective completes a thorough investigation that includes criminal records requests, residence and work history, drug use, driving history, family history, social media, financial, military, and education history. Some candidates are eliminated at this stage.
4. Background Interview: Candidates who are chosen to move forward in the hiring process are invited to complete a background interview with the detective. Some candidates are eliminated at this stage.
5. Polygraph: Candidates who are chosen to move forward in the hiring process are then scheduled for a polygraph with a SPD polygraph detective. Some candidates are eliminated at this stage.
6. Medical and Psychological Evaluation: If the candidate passes the polygraph, then the candidate is scheduling for an interview with a psychologist and for medical appointments.
7. Detective's Report/Approval for Hire: If the candidate passes all the previous testing, the detective submits a report for review by the chain of command to be approved for hire.

The background process itself (steps 3-6) typically takes about 8-12 weeks. The length of time from eligibility list to offer letter can be impacted by several factors, including the responsiveness of the candidate, how quickly they can arrange to travel to Seattle for the polygraph and medical evaluations, the complexity of the candidate's personal background, and the responsiveness of the candidate's references.

Background Process Timelines as of June 2026

Time Period	Average Time from Eligibility List to Offer Letter	# FT Investigators	Average Case Load
April 2006 – June 2026	150 days	12	12-16
January – March 2026	141 days	11	10-14
October-December 2025	140 days	10	10-14
July – September 2025	138 days	11	10-14

January – June 2025	119 days	11	10-14
July – December 2024	140 days	10	Data unavailable
January – July 2024	142 days	5	Data unavailable
2023 Full Year	174 days	Data unavailable	Data unavailable

Data obtained from NEOGOV

Attachment G

Summary of Results from Officer Exit Interviews and Surveys: June 2026

Officer Exit Interview Data (April – June 2026)

The SPD Human Resources Bureau Exit Interview is a series of pre-defined questions; participation in the survey instrument is voluntary. The responses below were compiled from three (3) exit interviews received between April - June 2026. During that time, there were 35 separations – 15 terminations, 7 resignations, and 13 retirements. All voluntarily departing employees are offered the opportunity to complete the exit survey, though it is not mandatory and a part of the separation/retirement packets employees are given. Two (2) employees who completed the survey between January and March were retiring and one (1) resigned.

Reason for leaving:

- "Just retirement. Time to spend with brand new grandchild and travel"
- "Personal"
- "Almost 34 years is long enough."

Interest in working for SPD again in the future:

- "It would depend on many things. I love working in ICAC as I feel I was really making a difference. Intelligence is my specialty. Real time crime center was also a great spot."
- "Probably."
- "I am open to it. Drone person."

What employees enjoyed most about working at SPD and/or in their position:

- "The people I worked with mostly. But I did enjoy doing my best to assist people who were experiencing a hard time. Helping people when they were at their weakest and changing maybe some bad attitudes towards police in general."
- "Pay & benefits."
- "Most of the people I worked with and for were amazing. My position in the bike squad was a positive."

What employees enjoyed least about working at SPD and/or in their position:

- "When Command Staff all of a sudden stopped supporting the cops doing their best to help people, and decided they would rather become politicians."
- "N/A"
- "Some of the people I worked with and for were not a positive experience."

Factors with a positive effect on morale in the Department:

- "Being supported by your commanders. I would love to hear a department spokesperson tell the public, when appropriate, that they stand behind the officer 100% when they did nothing wrong, instead of giving a politically correct answer."
- "N/A"
- "Good leadership, and support to do my job."

Factors with a negative effect on morale in the Department:

- "Same as above. No support for Officers who were doing their best. Taking away money from programs, training, OT etc."
- "N/A"
- "Bad leadership, and lack of support to do my job."

Suggestions for improving the job and/or department:

- "Basically stop making the police department a political object. Start supporting officers and bureaus that do good work."
- "N/A"
- "Hire the most qualified people, and stop checking boxes."

Did you have the necessary equipment to successfully complete your job:

- "Sometimes certain equipment was not purchased because of a false narrative that it would be used to, "spy", on law abiding citizens. We all know that is not true. We don't have time to do that."
- "Yes."
- "Most of the time. The Police Foundation should not have to buy vital equipment for units."

Professional development opportunities:

- "Yes, the department almost always allowed me to better prepare myself by attending trainings and paying for conferences etc."
- "Yes."
- "I feel that there were many opportunities to advance and develop new skills."

Feelings about whether the salary was competitive:

- "Yes."
- "Yes."
- "Sometimes, depending on the contract cycle. More so recently."

Opportunities to develop relationships with your peers and supervisors:

- "Yes."
- "Yes."
- "Yes."

Anything else to add:

- "Not really."
- "N/A"

- "The police department is not a social experiment. Hire the best people to become the best department."

Retention Strategies and Improvement Opportunities Suggested by the SPD Human Resources Bureau Exit Interview Data

Retention strategies and improvement opportunities suggested by available Exit Interview data:

- Maintaining high supervisory standards
- Consistent show of support from SPD command staff

City of Seattle
Mayor Bruce Harrell

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 Survey[1] (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 <u>some level of importance</u> 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 testing[3] 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

Attachment 5: Comparison of 30x30 program accomplishments 2025-2026

January to August 2025	January to August 2026
Childcare Initiative (Jan 2025) **Challenge:** Childcare is a significant barrier for recruiting and retaining a diverse, healthy, and community-oriented law enforcement workforce **Vision:** a. Establish childcare centers and increase childcare options for children of SPD employees b. Provide round-the-clock childcare services to accommodate varying shift schedules c. Offer flexible drop-off and pickup times to accommodate irregular work hours **Completed:** a. Contract finalized with Marie Keller, of Imagine Institute, to evaluate childcare options for SPD In progress: a. b. Imagine Institute is preparing a report and recommendations (completion expected by early Spring) b. Contract scope calls for Imagine Institute to conduct informational gathering forums **Aug 2025 Update:** The 30X30 Workgroup retained childcare consultant Marie Keller at Imagine Institute to conduct a comprehensive evaluation of childcare options for SPD employees with the goal of strengthening recruitment, retention, morale, and workforce diversity, while also reducing missed shifts and overtime costs. Childcare difficulties are a barrier to becoming and staying employed, particularly for officers working nonstandard hours, responding to emergencies, and managing unpredictable schedules. Imagine Institute and SPD took a multipronged approach to collecting data about SPD employees' childcare needs and attitudes, including two surveys, an analysis of payroll data, and two focus groups. This work also involved evaluating existing childcare data and employee demographics, assessing operational risks, and providing recommendations for implementing childcare benefits for department employees. Imagine	**Childcare Initiatives** **Challenge:** Childcare is a significant barrier for recruiting and retaining a diverse, healthy, and community-oriented law enforcement workforce **Vision:** a. Establish childcare centers and increase childcare options for children of SPD employees b. Provide round-the-clock childcare services to accommodate varying shift schedules c. Offer flexible drop-off and pick-up times to accommodate irregular work hours **Completed:** a. Contract finalized with Marie Keller, of Imagine Institute, to evaluate childcare options for SPD b. Imagine Institute prepared a report and recommendations June 2025 c. Report provided to Council July 2025 in response to SLI **In progress:** Pursuing Jovie.com option through HB 2015 Grant application funding request

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January to August 2025	January to August 2026
Institute identified three potential options for the city to consider implementing. The full report was presented to Council in July 2025; SPD looks forward to engaging with Council on next steps following Council's review.	
<u>Mentorship Programs (Jan 2025)</u> **Vision:** a. Raise the bar on professional development b. Mentorship options for all sworn employees **Completed**: a. City of Seattle Career Quest Program identified as the mentorship platform b. Consultation with San Francisco Police Department (SFPD) to explore their experience and success with Career Quest, and discuss best practices, challenges, and upcoming developments **Under development:** a. Employee wants/needs assessment survey b. Program structure options • Flash Mentorship • Traditional Mentorship c. Building the base of Mentors d. Pilot program for sworn employees **Aug 2025Update:** The 30X30 Workgroup continues to partner with the department's Change Team in its work evaluating mentorship programs and platforms to supplement existing city-wide mentorship programs. Additionally, as the Seattle Police Women's Alliance (SPWA) continues to build its membership and agenda, the organization focuses on enhancing the professional development, mentorship and support of women in law enforcement at the Seattle Police Department. SPD remains both respectful of the SPWA's independence and fully supportive of its mission, and stands ready to work with the SPWA on mentorship or any other program.	**<u>Mentorship Programs</u>** **Vision:** a. Raise the bar on professional development b. Mentorship options for all sworn and civilian employees **Under development:** a. Employee wants/needs assessment survey b. Program structure options • Flash Mentorship: Reviewing City program with modifications • Traditional Mentorship c. Building the base of Mentors d. Pilot program for sworn employees

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January to August 2025	January to August 2026
<u>Expanded Support Systems for Women in Law Enforcement (Jan 2025)</u> **Vision:** Expand support for women in law enforcement **Under development:** a. Professional and promotional development groups b. Interdepartmental mobility (e.g. - Sponsorship of women for career advancement, specialty assignments, and promotional assignments) c. Affinity groups **Aug 2025 Update:** SPD recognizes that its dated precincts, stretched beyond functional capacity, are in need of significant capital improvements across the board. As short-term improvements, in addition to providing new dedicated wellness spaces, SPD implemented changes in all precincts and HQ to ensure it is meeting the needs of officers who are new mothers by providing appropriate and secure lactation rooms with refrigeration and sanitation supplies.	**<u>Expanded support systems for women in law enforcement</u>** **Vision:** Expand support for women in law enforcement **Completed:** a. Female affinity group (open to everyone) formed Seattle Police Women's Alliance (SPWA) b. supported attendance at sworn women-focused national conferences (NAWLEE) **Under development:** a. Interdepartmental mobility (e.g. - Sponsorship of women for career advancement, specialty assignments, and promotional assignments); informal test mentor sessions for upcoming Sergeant's exam b. Evaluate policies and practices related to promotions and assignments
<u>Return to work (RTW) post-childbearing challenges</u> **Vision:** Ensure support to new parents upon RTW **Completed:** a. Upgrade of existing lactation spaces (comfort-related upgrades, ensuring appropriate privacy, seating, sanitation, and refrigeration space) **Under development:** a. New parent focus group b. Exploration of flexible shift and schedule options c. Awareness and understand of available options • Lactation accommodation • SPD Part-time Officer Program	**<u>Return to work (RTW) post-childbearing challenges</u>** **Vision:** Ensure support to new parents upon RTW **Completed:** a. Upgrade of existing lactation spaces (comfort-related upgrades, ensuring appropriate privacy, seating, sanitation, and refrigeration space) **Under development:** a. Exploration of flexible shift and schedule options b. Awareness and understanding of available options (i.e. lactation accommodation) c. SPD Part-Time Officer Program

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January to August 2025	January to August 2026
Partnering with SPWA on Defensive Tactics Defensive Tactics training, which necessitates physical contact, can be uncomfortable for women when paired with their male colleagues. Leaning into recommendations from the national 30x30 Initiative, SPD's 30x30 Workgroup partnered with the SPWA to help facilitate a sworn women-focused Defensive Tactics two-part training now scheduled for October 2025.	Addressed below in Initiatives to Increase Recruiting and Retention
SPD and SPWA are currently evaluating the feasibility of re-establishing ongoing safety awareness courses for women in the community, providing not only a public service but also giving women who may not otherwise have considered policing as a career option unique insight into the profession. As other agencies have experienced increased interest of women in joining policing after participating in such courses, SPD is encouraged that these courses may also prove a valuable recruiting tool.	Not addressed in 2026 Report
Female oriented initiatives **Vision:** Female oriented initiatives to increase recruiting and retention **Completed:** Female-focused recruiting, support, and career highlight videos created by the Public Affairs Unit • SPD One Seattle: New Voices, New Perspectives • SPD One Seattle: Women in Law Enforcement • SPD One Seattle **Upcoming in February 2025:** a. "Gear Up for Change," forum with Avient, to provide feedback on PPE fit for female officers **In progress:** a. Selection of an Ad marketing firm with a clear proposal on engaging female applicants (refer to Revised recruitment strategies section)	**Initiatives to Increase Recruiting and Retention** **Vision:** Initiatives to increase inclusive strategies in recruiting and retention **Completed:** a. Creation of marketing content highlighting female officers and their stories posted on website and throughout paid social media ad campaigns b. Posting Entry and Lateral Police Officer positions on female focused jobs boards c. Women in Police Jobs d. NAWLEE (National Association of Women Law Enforcement Executives) attendance e. IAWP (International Association of Women Police) attendance f. Female-specific and all female training options, including a 2-part defensive tactics series on Sept 12 & Sept 19 g. Attended Fall career fairs at women's colleges & colleges with large female student enrollment (Meredith College)

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January to August 2025	January to August 2026
Under development: a. Virtual Ride Along featuring female officers b. New hire survey to gauge career aspirations and guide mentorship options c. Ensuring female-specific needs are met d. Appropriate equipment and/or equipment accommodations e. Female-specific and all female training options, to include defensive tactics f. SPD organized and led Physical Agility Test (PAT) Readiness Training g. Female-specific leadership, tactical, and promotional training h. "Zero tolerance" EEO practices i. Career longevity coaching j. Mentor - Mentee pairing k. Review of existing and future advertising to ensure gender neutrality	h. Refocused military recruiting to bases with larger female populations, Fort Hood. i. Purchase of uniform and body armor options with female-specific cuts, sizing, and fit j. Attending NAWLEE and IAWP conferences as a vendor/recruiting k. SPD Women's Alliance and Recruiting Unit to run Community Safety Day for women in the community Feb 27. l. Created more female based marketing content to highlight more Officer stories end of February **Under development:** a. Virtual Ride Along featuring female officers b. Expand female-specific uniform options c. Female-specific leadership, tactical, and promotional training d. Career longevity coaching e. Mentor - Mentee pairing: outreach via sworn women email to match recent hires with experienced officers as a "Buddy" resource for new hires
<u>Revised recruitment strategies to reach under-represented groups</u> **Vision:** Increase outreach **Completed:** a. Increased in-person recruiting presentations • Colleges/Universities • College athletes • High schools • EMT programs b. Female-focused marketing and hiring campaigns c. Recruitment campaigns to the various and diverse SPD Advisory Councils d. Engaging family and community	**<u>Revised recruitment strategies to reach under-represented groups</u>** **Vision:** Increase outreach **Completed:** a. Increased in-person recruiting presentations b. Colleges/Universities c. Advisory Councils d. High schools e. Community Events f. Female-focused marketing and hiring campaigns g. Recruitment campaigns to the various and diverse SPD Advisory Councils h. Engaged law enforcement specific recruitment firm to create and produce new marketing content (videos, photos)

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In progress: a. Engaging law enforcement specific recruitment firm to create and produce new marketing content (videos, photos) b. Selection of an Ad marketing firm with a clear proposal on how to engage female, lateral, and underrepresented candidates SPD has transitioned fully to the EPIC firm for marketing, including focused recruiting of women. See examples of this work here. As SPD continues to see an increase in applications, providing real-life examples of women who are successfully able to balance the opportunities of their careers with their commitment to their families. SPD continues to explore recruitment opportunities focused towards women and anticipates holding a women-focused recruitment event in Spring 2026. Vision: Increase outreach	i. Creation of marketing content highlighting female, and historically underrepresented officers and their stories posted on website and throughout paid social media ad campaigns. j. Create more marketing content to highlight more female Officer stories at the end of February k. SPD Women's Alliance and Recruiting Unit to run Community Safety Day for women in the community Feb 27. l. CIAA tournament sponsorship that includes Career and vendor booth with 150,000 male and female HBCU athletes and attendees over 5 days. SPD ads will be run courtside, over the PA, and on the Jumbotron. Women's only luncheon will be attended by SPD Recruiters. m. 30 30 second radio ads on El Rey 1360AM, a Spanish radio station n. Increased in-person recruiting presentations (Colleges/Universities, Advisory Councils, High schools, Community Events) o. Female-focused marketing and hiring campaigns p. Recruitment campaigns to the various and diverse SPD Advisory Councils q. Engaged law enforcement specific recruitment firm to create and produce new marketing content (videos, photos) r. Creation of marketing content highlighting female, and historically underrepresented officers and their stories posted on website and throughout paid social media ad campaigns. s. Create more marketing content to highlight more female Officer stories at the end of February t. SPD Women's Alliance and Recruiting Unit to run Community Safety Day for women in the community Feb 27. u. CIAA tournament sponsorship that includes Career and vendor booth with 150,000 male and female HBCU athletes and attendees

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	over 5 days. SPD ads will be run courtside, over the PA, and on the Jumbotron. Women's only luncheon will be attended by SPD Recruiters. v. 30 30 second radio ads on El Rey 1360AM, a Spanish radio station w. Created Recruitment flyer in Tigrinya x. Sponsored College Women's Softball tournament and had vendor booth **In progress:** Continued in-person recruiting presentations (Colleges/Universities, Advisory Councils, High schools, Community Events),as budget allows
<u>Equity and Transparency in Promotions and Assignments</u> Chief Barnes' 2026 Workplan for SPD includes as an area of focus with clear deliverables an overhaul of how promotional decisions and assignments are made, rooted in equity, transparency of process, and roadmaps for professional development. This focus not only meets the recommendations from the national initiative based on voices heard across policing, generally, but also direct feedback received from nearly all who participated in SPD's Phase II qualitative study, conducted by Dr. Lois James, of the experience of women in SPD. As with all elements of SPD's 2026 workplan, SPD will provide regular updates as to implementation and those that intersect with the priorities of the 30x30 initiative.	Not addressed in 2026 Report
<u>Exploration of flexible shift options and ship rotations</u> **Vision**: Shift flexibility **Under development:** Dialogue on job sharing, flexible shifts options, and shift rotations Revamping and restructuring of Part-Time Officer Program	**<u>Exploration of flexible shift options and shift rotations</u>** **Vision:** Shift flexibility **Completed:** a. MOU for Part-Time Officer Program is in line with RCW 49.28.160 **Under development:** a. Evaluating job sharing, flexible shifts options, and shift rotations b. Identify ways to communicate the program to employees

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January to August 2025	January to August 2026
Expanded awareness of existing employee benefits **Vision:** Expand awareness and internal visibility of existing employee benefits and innovations under development **Completed:** • APPSPACE (launched by Performance Analytics and Research team in July 2024). **Ongoing broadcasts on APPSPACE:** a. 30x30 Workgroup email blasts b. Female-focused recruiting videos on display • SPD One Seattle: New Voices, New Perspectives • SPD One Seattle: Women in Law Enforcement • SPD One Seattle • New recruits bring hope and change to Seattle police force amid staffing improvements **Under development:** a. Creation of additional announcements to inform of available City benefits b. Creation of additional announcements to inform of 30X30 and generate support c. Expanded information sharing through SPD Notices, SPD SharePoint HR page, and SPD Recruiting SharePoint page	**Expanded awareness of existing employee benefits** **Benefit examples:** Career Quest Programs – job readiness workshops, career coaching, scholarships, mentorship programs (Flash Mentorship, Traditional Mentorship); professional development and training opportunities; CityU First Responders tuition discount program; SPD Part-time Officer Program; employee leave options - PPL, FML (City and State); accommodations; et cetera **Vision:** Expand awareness and internal visibility of existing employee benefits and innovations under development **Launched by the Performance Analytics and Research Team** (in July 2024)**:** APPSPACE **Ongoing broadcasts on APPSPACE:** Workgroup email blasts Inclusive recruiting videos on display SPD One Seattle: New Voices, New Perspectives SPD One Seattle: Women in Law Enforcement SPD One Seattle New recruits bring hope and change to Seattle police force amid staffing improvements **Under development:** Creation of additional announcements to inform of available City benefits Expanded information sharing through SPD Notices, SPD SharePoint HR page, and SPD Recruiting SharePoint page

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January to August 2025	January to August 2026
Language in advertising (specific to recruiting and hiring female officers) **Vision:** Implement best practices endorsed by the 30x30 Initiative **In progress:** Implementing RTI International's Best Practices for Optimizing Law Enforcement Job Descriptions to Recruit Diverse Candidates	**Language in Advertising** **Plan:** Implement best practices in eliminating barriers to recruiting a diverse workforce **Completed:** Implemented RTI International's Best Practices for Optimizing Law Enforcement Job Descriptions to Recruit Diverse Candidates **Under development:** Continue to monitor job descriptions and make changes as recommended by updated analytics and research
DOD Skill Bridge Program **Vision:** Service members gain valuable work experience through specific industry training during the last 30 to 270 days of service, facilitating the hiring process to become Seattle Police Officers **Completed**: a. Final vetting by City labor law attorneys b. Outreach to eligible candidates c. Four (4) candidates have been hired In progress: a. Continuing proactive outreach	DOD Skill Bridge Program **Plan:** Service members gain valuable work experience through specific industry training during the last 30 to 270 days of service, facilitating the hiring process to become Seattle Police Officers **Completed:** a. Twenty-four (24) candidates were hired in 2025 b. Marketing sponsorship at JLBM and Bangor with digital ads at gyms, bowling alleys, and an intersection banner advertising Skill Bridge program c. Attended Recruiting events at bases not previously visited **In progress:** a. Continuing proactive outreach through in-person-base visits b. 22 Skill bridge hires YTD

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January to August 2025	January to August 2026
<u>Assessment of special assignment and on-loan assignment selection process</u> **Vision:** Comprehensive review and assessment of the current process **In progress:** Taskforce Career Advancement Meetings and dialogue organized by RSJI Change Team	**<u>Assessment of special assignment and on-loan assignment selection process</u>** **Vision:** Comprehensive review and assessment of the current process **Completed:** a. Review and assessment of current processes b. Changes to assessment and review process outlined c. Final approved guidelines determined for special assignment and selection process **In progress:** a. Communication of changes to SPD

Attachment 6: 911 Response Times

Table 1: Eight-Year History of Priority 1 Response Times (7 min average is historical goal)

Priority 1 Emergency Call Response Time		
Year	**Median Response Time**	**Average Response Time**
2018	6.34	9.03
2019	6.19	8.89
2020	6.62	9.58
2021	7.49	10.49
Aug 2022	7.20	10.27
Aug 2023	7.30	10.40
July 2024	7.80	11.10
July 2025	7.00	10.50
July 2026	7.00	10.80

- Between Jan and July 2026, SPD responded to 50 percent of all Priority 1 calls within seven minutes. Between January and August 2024, SPD responded to 50 percent of all Priority 1 calls within seven minutes.

Between January and July 2025, only 0.1 percent of Priority 1 calls – or 60 calls – were Z-disposition calls. These are calls cleared without an SPD response. The instruction provided to SPD supervisors for this call disposition is “A callback is not required but may be made at your discretion.” SPD supervisors review the call narrative and notes, and honor requests for callbacks when noted on the call log.