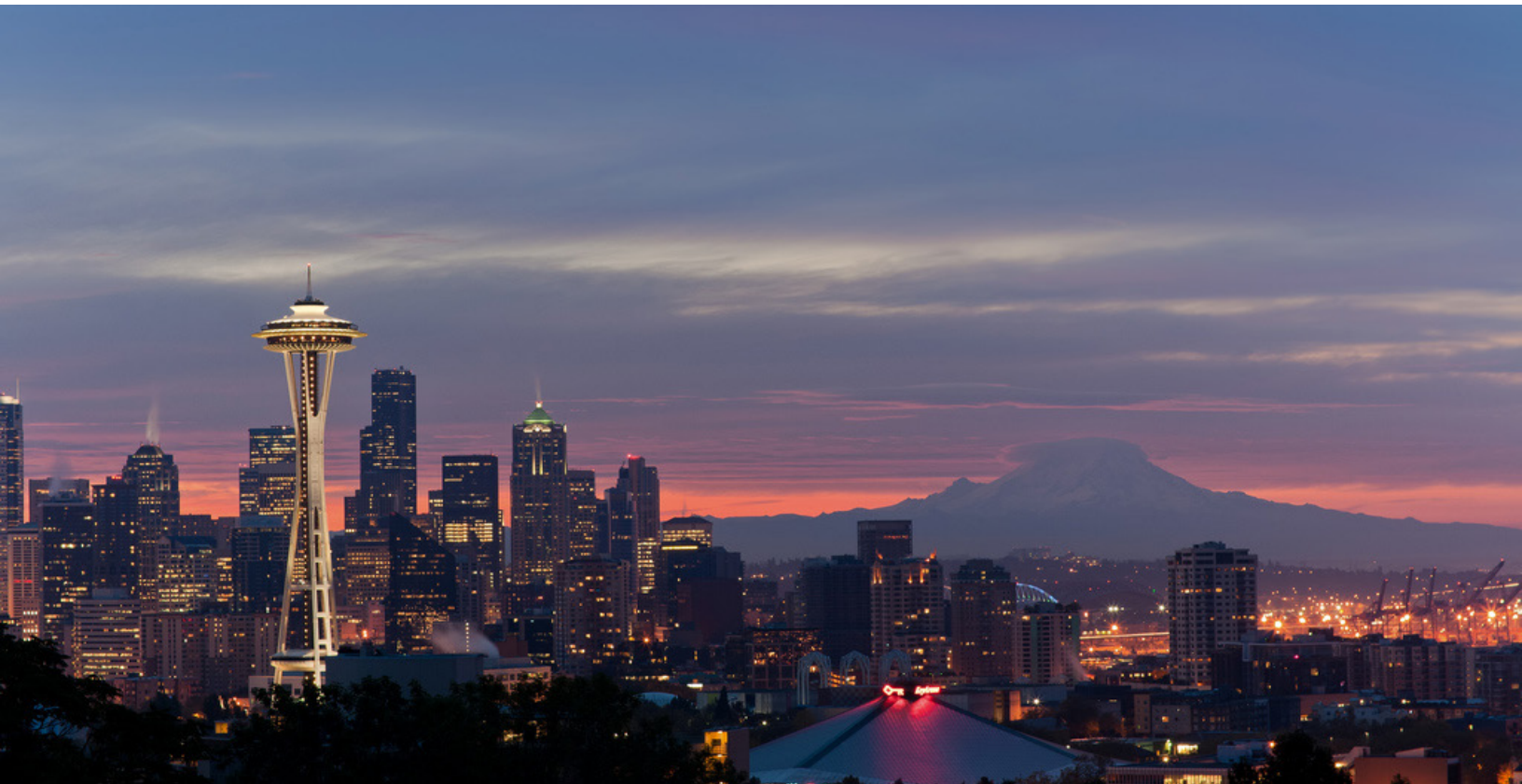




Seattle Office of Inspector General



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2019 Annual Work Plan

Jan. 23, 2019

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ESTABLISHMENT OF THE OFFICE OF INSPECTOR GENERAL

The City of Seattle Office of Inspector General for Public Safety (OIG) was established in 2017 by Ordinance 125315 (the police accountability ordinance) to help ensure the delivery of constitutional, accountable, effective, and respectful police services to the people of Seattle. OIG works closely with two other civilian-led departments that provide oversight to the Seattle Police Department (SPD) – the Community Police Commission (CPC) and the Office of Police Accountability (OPA). OIG provides systemic oversight by auditing and reviewing the management practices and policies of the Seattle Police Department and OPA to ensure the City maintains its course in prioritizing police reform in accordance with the goals of the 2012 federal consent decree.¹

Lisa Judge was confirmed by the City Council on April 30, 2018, as the inaugural Inspector General (IG). The office opened in mid-May and has now been operational for six months. The IG’s vision is for an oversight agency that objectively and effectively supports informed, compassionate policing. The credibility of OIG as an effective agent for sustained reform requires (1) a fundamental commitment of the team to objectivity and accuracy, (2) empathy for community concerns and perspectives on policing, and (3) an understanding of law enforcement principles, laws, and tactics for safe and effective policing.

PRIMARY OIG FUNCTIONS

In fulfilling the duties established by Ordinance 125315, OIG conducts audits, reviews, investigations, and policy work, all informed by community engagement and stakeholder partnerships (see Figure 1 OIG structure).

1. Audits

OIG audits are guided by the Generally Accepted Government Auditing Standards (GAGAS), also known as the Yellow Book. These standards provide a rigorous framework for conducting consistent, objective audits of SPD. At times, OIG may also conduct reviews, studies, or special projects not governed by GAGAS; these may be performed by either audit staff or policy analysts. An audit plan is included as a component of the OIG work plan, but it should be recognized that audit priorities can shift throughout the year as new information becomes available.

¹ *United States of America v. City of Seattle*, 12 Civ. 1282 (JLR)

2. Classification and Investigation Review

OIG investigations staff perform reviews and/or certifications of OPA classifications and investigations, a function that was performed by an OPA Auditor prior to implementation of the accountability ordinance. This body of work entails reviewing OPA complaints for appropriateness of classifications and certifying whether investigations are thorough, timely, and objective. In addition, in the event a complaint is received about an OPA staff member, OIG may conduct the investigation when a conflict of interest prevents OPA from doing so.

3. Data-Driven Policy Work

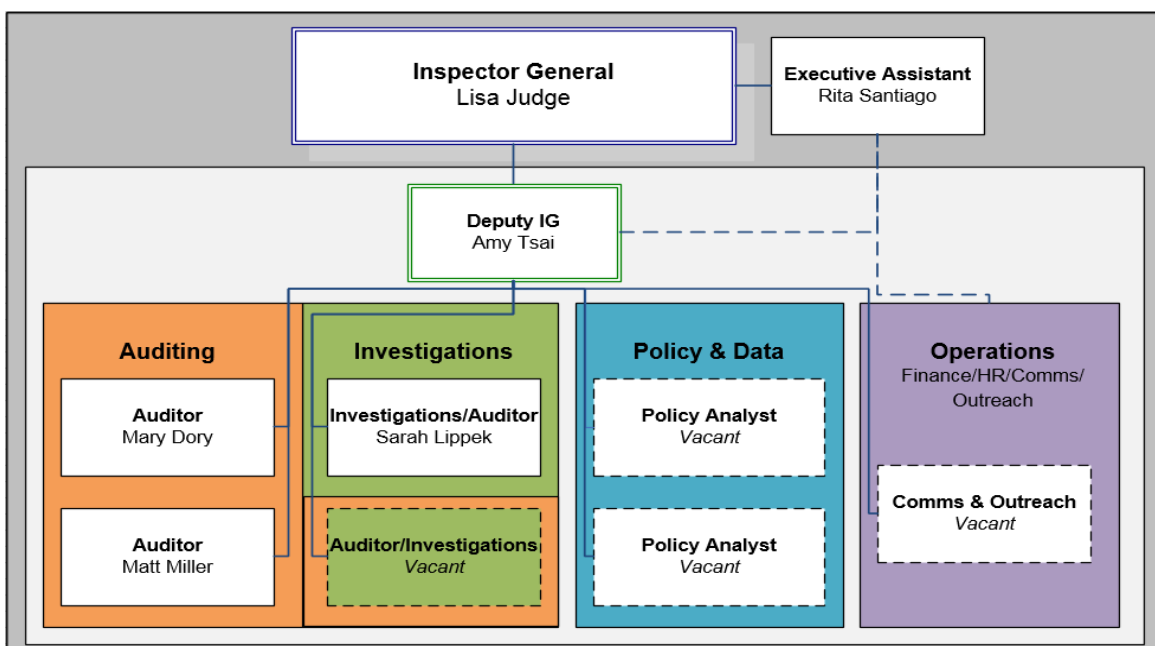
OIG serves as a clearinghouse for identifying innovations and best practices in policing and criminal justice. OIG will convene meetings, symposiums, and forums to discuss and share developments and improvements in law enforcement accountability and oversight. Specifically, OIG will identify and disseminate information on management policies, personnel practices, organizational structures, and information technology systems that can provide public safety while protecting civil liberties and maintaining community trust.

4. Partnerships and Outreach

Effective communications and outreach are essential to supporting the work of OIG. Increasing OIG understanding of community issues and concerns will be one of the first operational priorities of 2019. In cooperation with CPC, OIG will promote conversations between community and police about police reform, best practices, and how to decrease misconduct through the use of models consistent with constitutional policing strategies and tactics.

OIG seeks to objectively and effectively support informed, compassionate policing.

Figure 1: OIG Organizational Chart



Work Plan Requirements

OIG is charged with creating an annual work plan and submitting it to the Council by January 1.² The IG may modify the work plan during the year to accommodate emergent issues, taking into account budget constraints and the need to balance a range of priorities.

This work plan addresses priority areas identified by OIG, in addition to suggestions offered by other stakeholders. Where OPA and CPC suggestions are not incorporated into the work plan, the work plan provides an explanation of the decision as per Ordinance 125315.

AREAS OF INTEREST

Among the duties identified in the police accountability ordinance, OIG is charged with conducting audits and reviews of SPD operations. The purpose is to determine whether SPD is delivering “constitutional, professional, and effective police services consistent with best practices, and meeting its mission in a way that reflects the values of Seattle’s diverse communities.”³ Out of the City’s three police oversight entities, the audit and review function is an authority and responsibility that is unique to OIG.

Audits are both an important oversight tool employed by OIG and one of the most resource-intensive of OIG functions. This is in part because OIG aims to conduct high-quality audits that conform to federal standards and because the subject of the audits, SPD, is a large, complex entity.⁴

The police accountability ordinance identifies fifteen areas for potential audit or review. These areas reflect a history of community concerns, issues identified by the federal consent decree, and SPD practices that have drawn public attention. This work plan describes the activities of OIG in 2018 relative to these areas and identifies topics for which OIG intends to devote staff and resources in 2019. Specific projects for which reports will be produced are further described in the Audit and Special Projects sections. It should be noted that the list below is a starting point for discussion and is not meant to be exhaustive; the auditing and review authority of OIG extends broadly to any “any and all SPD and OPA operations, and criminal justice system operations that involve SPD or OPA.”⁵

Grouped by common categories, the areas identified by the police accountability ordinance include the following:

- **Administrative investigation unit processes such as force review and collision review;**

In 2018, OIG attended Force Review Board meetings on a weekly basis. Use of force is a subject of central interest to the consent decree and has undergone significant scrutiny.

2 Ord 125315, 3.29.240.F

3 Ordinance 125315, 3.29.270.A

4 SPD has a 2019 adopted budget of \$398.5 million and over 2,100 full-time equivalents (Ordinance 125724).

5 Ordinance 125315, 3.29.200.E

In 2019, OIG will continue to observe and evaluate the effectiveness of SPD administrative investigation unit processes in meeting the goals of the consent decree. There is no specific project on this topic planned at this time for 2019, but OIG participation in force-related activities continues to significantly inform the work of the office and its understanding of SPD internal processes.

- **SPD crime data and SPD's overall crime data collection and reporting practices, technology, and systems of data collection, management, and analysis;**

In 2018, OIG attended SeaStat meetings on a biweekly basis and began meeting with SPD to better understand the new Data Analytics Platform (DAP) and its potential uses. SPD's sophisticated data collection and reporting tools present an incredible opportunity to use data to support effective policies, practices, and strategies. It is also a challenge to filter the extensive data and use the information meaningfully and accurately. In 2019, OIG expects to onboard analytical staff who will help assess the accuracy and effectiveness of SPD data use and identify areas for future inquiry.

- **Recruitment, hiring, post-Academy and in-service training, promotions, assignments, use of overtime, secondary employment, deployment, and supervision, including command and front-line supervisory functions;**

In 2018, OIG staff attended numerous post-Basic Law Enforcement Academy trainings for new officers and participated in patrol ride-alongs. SPD takes great pride in its training program, and in 2019 OIG looks forward to continuing to work with SPD to provide feedback on training curricula.

In 2019, OIG will engage in discussions with CPC and OPA on their collective charge under the police accountability ordinance to provide input to SPD on the formation of a secondary employment office, with recognition of and respect for potential collective bargaining implications. As discussed in the audit plan, in 2019 OIG will conduct an audit of SPD officer retention. This is consistent with the mandate of the police accountability ordinance for OIG, in partnership with CPC, to periodically evaluate the diversity of SPD's work force and assess if there are unfair impediments to hiring and retaining diverse and skilled officers.

- **The effectiveness of any early intervention or performance mentoring system in supporting improved officer performance and mitigating misconduct;**

SPD's early intervention system (EIS) is a subject of the consent decree. In 2018, OIG met with the Monitoring Team to learn about the Monitoring Team's oversight work and how it intersects with OIG present and future responsibilities. While EIS is a subject being addressed in the consent decree sustainment plan, in 2019, OIG will support SPD's efforts to explore options for alternative effective peer intervention systems.

SPD's sophisticated data collection and reporting tools present an incredible opportunity to use data to support effective policies, practices, and strategies.

- **The acquisition of, uses, and significant changes to tactical equipment, vehicles, facilities, and uniforms;**

In 2018, OIG reviewed some of SPD's asset management practices with SPD. There is no equipment audit planned for 2019, but OIG will monitor any issues that arise in the course of its oversight activities.

- **The accuracy and thoroughness of video recording reviews and the appropriate recording and retention of video recordings;**

The implementation of body-worn cameras provides an unprecedented view of day-to-day patrol operations. As a newly instituted practice, the body-worn camera program is not yet ripe for auditing in 2019. As video footage is viewed in the course of OIG duties, systemic concerns will be noted and addressed.

- **Patterns of practice indicating disparate impact in SPD deployment of officers, uses of force, re-classifications of force; stops, arrests, searches, and interactions with those in behavioral crisis; and incidents of significant concern to the public, such as those involving injury or death in police custody or the management of demonstrations;**

Disparate impact in stops and detentions, and SPD interactions with individuals in behavioral crisis, are topics that will be explored by OIG in 2019. These are two areas that have a profound impact on community trust. OIG efforts in these areas will include examining how community and police can better interact when an officer's use of force results in significant injury or death. The sentinel event review methodology employed by the airline and healthcare industries for tragic events provides one possible approach to building community trust through asking and answering questions that matter the most to community and identifying system issues that contribute to undesired outcomes.⁶

- **Patterns in complaints and misconduct outcomes; assessment of the appropriateness and effectiveness of imposed discipline in sustained misconduct cases; and evaluation of grievance and appeal outcomes and whether overturned findings or discipline suggest opportunities to improve OPA processes and SPD training;**

OIG has an audit and investigations specialist dedicated to conducting the classification and investigation reviews of OPA that were previously performed by the City's OPA Auditor. The Interim OPA Auditor will remain on retainer for assistance with the transition until the beginning of 2019 and will generate a final report of past Interim OPA Auditor activities in February 2019.

In addition to these classification and investigation duties, in 2019 OIG intends to review OPA processes and outcomes for opportunities for systemic improvements. This includes evaluating the effectiveness

OIG conducts the classification and investigation reviews of OPA previously performed by the OPA Auditor.

⁶ See, e.g., NIJ, Sept. 2014, "Mending Justice: Sentinel Event Reviews," <https://www.ncjrs.gov/pdffiles1/nij/247141.pdf>. Sentinel event review is discussed further in the Special Projects section of this work plan.

of the OPA complaint system in achieving a fair, appropriate outcome and fostering effective, respectful policing. OIG will also begin to study the impact of OPA's civilian and sworn staffing mix.

With the recent ratification of the police officers guild contract, the effect of the new disciplinary grievance system remains to be seen. OIG has not scheduled an audit for 2019 as the new system has yet to be implemented, but will monitor issues as they emerge and consider the topic for 2020. OIG may further explore aspects of SPD's disciplinary system compared to nationwide practices in early 2019, and will track discipline recommendations and appeal processes for trend analysis.

- **Assessment of inquests, federal and local litigation, and their final outcomes, patterns relating to civil claims and lawsuits alleging SPD misconduct, payout amounts over time, units disproportionately represented as subjects of claims and lawsuits, related training, and review of the investigation of the underlying incidents described in such claims and lawsuits;**

Pursuant to Ordinance 125315 directives, OIG intends to conduct analyses of any patterns and trends of disproportionality or other concerns compared to previous years, including from reviews of inquests, claims, or lawsuits alleging SPD misconduct.

- **Evaluation of appropriate SPD records retention, and conformity to public disclosure, open access to information, and privacy standards;**

Particularly with the implementation of body-worn cameras, SPD ability to respond to public disclosure requests will continue to experience resource pressures. There is no audit of public records planned in 2019, but OIG intends to continue to monitor SPD public disclosure performance as an area of known risk.

- **All SPD and OPA policies, regulations, practices, budgets, and consultant contracts**

This category recognizes the broad authority of OIG to examine all SPD operations. Throughout the year, OIG will continue to review SPD policies and operational units for areas of concern and take into consideration feedback and observations from its police accountability partners. In 2018, SPD was of great assistance in helping to provide OIG with facility and data access, on-site meetings, demonstrations, and trainings, in addition to answering OIG questions about technology challenges, security clearance requirements, and substantive questions about SPD practices. SPD's cooperation allowed OIG to promptly commence its work in 2018, including the start of its first police intelligence audit.

*OIG has broad authority
to examine all SPD
operations.*

The OIG risk assessment approach to auditing focuses efforts where they are needed most.

Overview of Audit Planning Process

The audit plan is a component of the overall OIG work plan focused specifically on audits to be conducted by OIG. The audit plan reflects OIG audit priorities for the coming year but may be modified as circumstances change and new information becomes available.⁷

OIG takes a risk management approach to auditing. The audit plan is derived from a continuous risk assessment process, which helps to maximize the effectiveness of OIG resources and to focus OIG efforts on areas with greater impacts to the City and its residents.

Risk assessment has two components: potential impact and likelihood of the impact occurring. OIG prioritizes risks that have a high potential impact if the risk did manifest and a high likelihood of occurring.

In the OIG operating environment, high impact risks include, but are not limited to, those that involve potential loss of life, damage to public trust, and weakening of accountability systems or major reforms. Likelihood is evaluated through a variety of factors, including past incidents and the strength of any preventative or mitigating systems.

The risk assessment process for the OIG audit plan considers information from a wide variety of sources, such as:

- Information gathered by OIG staff through the course of prior projects or on-going activities;
- Systematic review of SPD organizational units and policies;
- Input from community members;
- Referrals or work plan requests from stakeholders;
- Prior audits completed by OIG itself, the City Auditor, or audit entities in other jurisdictions;
- Reports and internal analyses produced by the City or relevant partners; and
- Media reports and investigations.

OIG reviews the relevancy, validity, and reliability of information sources when assessing risk and developing the audit plan.

On occasion, the OIG audit team may conduct special projects that are not performance audits. In these cases, the team has determined that the topic or request is best served through some other format, such as a summary of best practices. However, special projects are still subject to rigorous standards of criteria selection, evidence review, and quality control.

⁷ If the work plan is amended during the year, OIG will notify the Council, Community Police Commission, Office of Police Accountability, Mayor, and the Seattle Police Department, and will update the version of the plan posted on the OIG website.

Risk Assessment Matrix

OIG assesses all potential risks according to a decision matrix. See Exhibit 1, below. Likelihood and potential impact are rated on a one to three scale, with three being the highest or most severe rating. The combined rating sets the overall risk priority level. The final audit plan is determined by the IG after consultation with the Deputy IG and OIG audit staff.

Figure 2: Risk Assessment Matrix

Likelihood	3	Medium Risk	High Risk	Highest Risk
	2	Low Risk	Medium Risk	High Risk
	1	Insignificant Risk	Low Risk	Medium Risk
		1	2	3
		Potential Impact		

Source: OIG risk matrix.

Mandated Projects

OIG has undertaken two projects that are required by municipal code.

- **Audit of Collection of Information for Law Enforcement Purposes (x2)**

Pursuant to Seattle Municipal Code Chapter 14.12.330, OIG will, on a biannual basis, determine whether the Seattle Police Department is complying with Chapter 14.12 of the Municipal Code regarding the collection of private sexual information and other restricted information.

Informed by the audit, OIG will work with CPC to review and recommend improvements to the police intelligence auditor Chapter 14.12 SMC, pursuant to Resolution 31753.

- **Surveillance Review**

Pursuant to Seattle Municipal Code Chapter 14.28.060, OIG will review the Seattle Police Department's use of surveillance technology and the extent to which the department is in compliance with Chapter 14.18 of the Municipal Code. In 2018, OIG attended the SPD surveillance technology community meetings held by the City to answer community questions and obtain public input about proposed acquisition of new surveillance technologies by SPD.

OIG will undertake intelligence and surveillance projects in 2019 mandated by the Seattle Municipal Code.

In 2019 OIG will examine whether SPD is effectively retaining officers and command staff.

2019 Audits

In addition to the preceding two mandated subjects, OIG plans to initiate the following performance audits in 2019.

- **Officer Retention**

The preliminary objective of this audit is to determine whether the Seattle Police Department is effectively retaining officers and command staff. Potential factors associated with this topic include officer safety, staffing, use of force, discipline, and supervision.

- **Mutual Aid and Use of Specially Commissioned Officers**

The preliminary objective of this audit is to determine whether the Seattle Police Department ensures its reform efforts and commitments are carried out when mutual aid agreements are activated and in the use of specially commissioned officers. Potential impacts associated with this topic include use of force, bias, improper consideration of immigration status, and discipline.

Horizon Projects

OIG is monitoring the following topics and will prioritize them if one of the planned projects is not conducted. Other topics may be added to the list as the year progresses.

- Adequacy of training facilities to meet SPD needs;
- Effectiveness of body-worn video technology and SPD policies regarding its use;
- Transportation of individuals in custody who are physically uncooperative;
- Discipline and appeal processes;
- Hiring and recruitment processes; and
- Coordination of SPD with mental health, substance use, and housing resources.

The Inspector General has identified three special projects for 2019, as described below.

- **Interrogation Practices**

A recent court case¹, as well as longstanding efforts of criminal justice reform groups, continue to highlight issues with police interview and interrogation practices that employ deception and/or use techniques not grounded in current social science research. Such practices in other jurisdictions have been linked to false confessions, as well as missed opportunities to identify actual perpetrators. OIG will coordinate a collaborative project with a variety of partners, including CPC, SPD, national and local Innocence Project offices, Seattle ACLU, and social science experts to identify best practices regarding effective interviewing techniques that best capture reliable information from victims, witnesses and suspects, to provide SPD officers with additional investigative skills. The project will identify scientifically-based interview techniques that will be supported by policy recommendations and appropriate training. In the Fall of 2018, OIG met with the national Innocence Project and obtained the organization's support for a Spring symposium on interrogation practices that will be part of the collaborative project.

The national Innocence Project is partnering with OIG to bring a symposium on interrogation practices to Seattle.

- **Peer Intervention**

Peer intervention programs for police officers, for example the New Orleans EPIC (Ethical Policing Is Courageous) Program, have gained attention from police departments and professional associations in the last couple of years as an innovative approach to reducing situations that result in complaints against officers and/or occurrences of officer misconduct.

Significant social science research has been done on the issue of the “bystander effect.” Research has demonstrated that failing to intervene can create an atmosphere of tacit acceptance of wrongful conduct. Training SPD officers to be “active bystanders” teaches officers to recognize when a situation may be escalating into unnecessary force or unprofessional conduct and empowers officers to intervene to redirect the situation. Doing so can greatly improve service delivery and build trust with the community, and provides officers a mechanism to protect each other and the reputation of SPD.

An effective peer intervention program provides officers with training and tools. A good peer intervention program can benefit the community by reducing the likelihood that law enforcement officers will react inappropriately or unprofessionally in a high stress or heated situation. It can also benefit officers and SPD by acknowledging the realities of human nature in a high stress or frustrating encounter, affording officers the training and tools to step in and assist each other in de-escalation and avoidance of unprofessional behavior or misconduct.

OIG presented a proposal for this program to SPD in 2018. In 2019,

¹ *People v. Sanchez*, 2018 IL App. (1st) 143899.

OIG will work with SPD and other partners to develop and implement a peer intervention program.

- **Sentinel Event Review**

An event resulting in death, significant injury to a member of the public, or that involves public perception of improper policing can have a lasting negative impact on a police department. It can also undermine critical relationships with community. One avenue to foster community understanding of such an event, and to critically assess the incident to determine ways to prevent future similar events, is a thorough external review process involving community members and subject matter experts. The health care and aeronautics industries have long used such processes as a non-punitive means to examine the systemic failures and defects that contribute to or allow tragic events to happen. While individual responsibility is a critical component in addressing community concern with a tragic incident, systemic analysis and improvement are critical to minimizing the likelihood of similar future tragedies. OIG will continue to explore the feasibility of a review board to engage in a comprehensive, methodical, in-depth examination of incidents involving significant force, pursuits resulting in significant injury, and other such events.

Sentinel event reviews are just one means that OIG is exploring for how to improve community-police understanding. SPD has requested that OIG consider providing a family liaison service to help coordinate information-sharing to families whose family member was involved in a high-profile incident and who do not want to be contacted by SPD. That function is not necessarily within the mandate for OIG, but OIG will work with SPD in 2019 to identify possible solutions.

Sentinel event reviews look at improving systems to minimize the likelihood of future tragedies.

INTER-AGENCY REQUESTS

CPC and OPA have requested that OIG conduct certain projects in 2019. Below is a list of the requests and the determination of whether OIG will undertake them in 2019. OIG responses fall into the following four categories:

1. **Accept** – OIG will undertake a project on this topic in the current audit year.
2. **Deferred** – OIG recognizes that the topic is appropriate for OIG oversight, but reasons exist why it is not feasible to perform in the current audit year, e.g., availability of sufficient data to audit, OIG resource constraints.
3. **Declined** – OIG will not undertake the project.
4. **Assess** – OIG will take a preliminary assessment of the subject and evaluate it as a potential future audit.

Some requests touch on areas of concern that are currently being scrutinized by the federal Monitor and United States Department of Justice. For such areas, OIG will have a more active oversight role in the future.

Community Police Commission

- **[Accepted] Racial Disparity**

CPC has asked OIG to explore the dynamics that may account for racial differences in officer stops and frisks and in officer perceptions of subjects in behavioral crisis. OIG will look further into this subject with its policy analyst staff who will be hired in early 2019. In addition, after SPD has had an opportunity to research the identified disparities in more detail and take any necessary action, this may be a timely subject to audit in 2020 to assess SPD implementation of the changes and the effectiveness of its practices.

- **[Accepted] Coercive Interrogations**

OIG is in discussions with the Innocence Project (NY) regarding bringing a symposium to Seattle in 2019 on interrogation practices and welcomes CPC's continued collaboration in a workgroup formed for this topic. In 2018, CPC held a one-day session on deceptive practices attended by OIG staff and others. Planning will commence in early 2019 to engage experts in the field and coordinate the workgroup.

- **[Accepted] Federal Taskforce Collaboration**

CPC requests that OIG examine the implications of SPD's involvement in responding to federal requests for information which involve undocumented people within Seattle. SPD's data management and sharing practices, including for regional task forces, will be considered as part of the OIG surveillance review scheduled for 2019 and also as part of the OIG mutual aid audit.

- **[Deferred/Assess] SPD Responses to Demonstrations**

CPC requests an audit or review of SPD use of force in arrests at demonstrations. While crowd management, crowd control, and use of force are timely topics for police reform, OIG does not have the resources to add this topic to the work plan at this time; however, elements of this request will be considered in the planned audit of mutual aid agreements and specially commissioned officers. Additionally, SPD is currently amending its use of force procedures. Any changes would need to be implemented for a period of time before OIG could conduct an audit or review of its effectiveness.

- **[Assess] Assessment of Force Review Board**

SPD is currently amending its use of force procedures. Any changes would need to be implemented for a period of time before OIG could conduct an audit or review of its effectiveness. OIG observes Force Review Board meetings and will respond if OIG identifies any discrepancies that suggest the need for a more immediate audit.

OIG looks forward to continuing to collaborate with CPC in 2019.

- **[Assess] Audit or Review 911 Dispatch Center**

CPC requests review of 911 Center response times, call classifications and assignments, and SPD response times to shelters. OIG does not have the resources to add this topic to the work plan at this time. However, OIG will continue to evaluate opportunities to work on this subject in 2019. For example, SPD and Seattle Fire Department joint response and finding ways to better connect individuals with needed services is a subject that may have relevance to officer responses to individuals in crisis.

- **[Accepted] SPD Litigation Review**

In 2019, OIG intends to analyze any patterns of disproportionality for vulnerable populations over time in inquests, claims, or lawsuits alleging SPD misconduct.

CPC also requested an update on the Force Review Board recommendation referred to OIG to provide a family liaison outside of SPD. Participation by OIG in a family liaison capacity would severely limit the ability of OIG to provide oversight over such a function. OIG will explore alternatives with SPD.

Lastly, CPC suggested that OIG be informed about the Carl Wingate/ Cynthia Whitlatch case and gaps in policy and practice identified by CPC. OIG will outreach to CPC in 2019 to discuss this case in greater detail. (Case name as referenced in CPC request. Please note that this issue is in regards to the William Wingate case.)

OIG will review SPD's interactions with other law enforcement partners.

Office of Police Accountability

- **[Assess] Supervisor Handling of Minor Misconduct**

OPA requests OIG to consider a 2020 audit of revisions in supervisory handling of minor misconduct allegations. Significant changes in the handling of misconduct cases would be a good candidate for auditing. OIG will continue to monitor this issue in 2019.

- **[Accepted] Review of Special Police Officer Commissions**

OPA requests OIG to review policies and practices governing the limited law enforcement authority of Special Police Officer Commissions which generate numerous OPA complaints each year. OIG has incorporated this request into its 2019 work plan as part of a larger consideration of SPD's interactions with other law enforcement partners.

- **[Assess] Training Roll-Out for Use of Force Policy Changes**

OPA requests OIG to assess the adequacy of the training process for rolling out use of force policy changes. This is an important and necessary topic. To the extent that OIG capacity allows, OIG will monitor the issue and if it appears to be time critical, OIG will reevaluate it for potential inclusion in the 2019 work plan.

HIGHLIGHTS FROM 2018

The first quarterly accountability partners collaboration meeting took place in 2018.

At six months from initial creation of the office, OIG has recorded the following milestones:

- **Standing up a new office**
 - Created operational infrastructure and secured future permanent office space for a new independent office;
 - Advocated for additional staffing capacity in 2019 in the first City budget for OIG; and
 - Worked with SPD to obtain security clearances and access to SPD data systems.
- **Building collaborative partnerships**
 - Participated in establishing and hosting the first quarterly collaboration meetings with the accountability entities and SPD as mandated by the police accountability ordinance;
 - Conducted site visits to Los Angeles, Oakland and New York City Offices of Inspector General, as well as other oversight entities and police reform organizations in those jurisdictions, to inform the establishment of the office, build relationships, and exchange information; and
 - Engaged with the federal Monitor and team members, DOJ, and SPD on their work on the sustainment plan.
- **Examining and improving OIG understanding of SPD systems and community concerns**
 - Attended all of the 2018 SPD surveillance community meetings hosted by the City to obtain community input on proposed new SPD technology;
 - Participated in patrol ridealongs and attended numerous SPD new officer trainings;
 - Received in-depth introductions from SPD for the Data Analytics Platform and new Records Management System; and
 - Regularly attended Force Review Board meetings and SeaStat.
- **Progressing on reform efforts**
 - Delivered a peer intervention program recommendation to SPD, establishing buy-in for a 2019 workgroup;
 - Established a collaborative endeavor with CPC, the national and regional Innocence Project offices, the Seattle ACLU, and recognized experts on improving police interrogation practices;
 - Began conversations with accountability partners on establishment of a system of sentinel event review, with an accompanying public education component, for critical incidents involving SPD;

Standing up a new Office of Inspector General took place with the generous assistance of the Legislative and Executive Branch.

- Transitioned Interim OPA Auditor work for classification and investigation review and certification from a contract consultant to OIG staff;
 - Reached an agreement with OPA for the timing and process for migrating from individual OPA classification review to quarterly reviews;
 - Established a process for OIG handling of complaints where a potential conflict of interest prevents OPA from dealing with the case;
 - Created an intake process for receiving misconduct complaints; and
 - Began work on the first mandated OIG audits.
- **Presenting to partners**
 - Participated in the Regional National Association for Civilian Oversight of Law Enforcement conference in Seattle, including moderation of a panel by Inspector General Judge;
 - Delivered a presentation on Seattle's police accountability system to a New York University School of Law externship class for the Policing Project; and
 - Presented on the purpose of OIG at new-sergeant and sergeant in-service trainings.

The creation of a new and independent department from whole cloth, without an established system for human resources, finance, or information technology support, was a significant challenge. OIG would like to acknowledge considerable assistance from the Legislative Department, the Information Technology Department, and Department of Finance and Administrative Services, for their assistance in providing interim services that allowed the office to begin establishing necessary infrastructure. In 2019, administrative, human resource, and finance, functions will be assumed by OIG staff.

OIG looks forward to serving the people of Seattle with its police accountability work in 2019.