

City of Seattle



**Inspector
General for Public Safety**

Confirmation Packet

Lisa Allison Judge



SEATTLE CITY COUNCIL | DISTRICT 7

COUNCILMEMBER ROBERT KETTLE

MEMORANDUM

To: Inspector General Lisa Judge

From: Councilmember Robert Kettle

Date: May 21, 2024

Subject: Reappointment of Inspector General Lisa Judge

It is my intention to nominate Lisa Judge as Inspector General (IG) to serve a second six-year term. IG Judge has been an integral component in creating a formal police accountability system following the onset of the 2012 consent decree and 2017 Accountability Ordinance. IG Judge has led the OIG towards the goal of a more effective, robust, and trustworthy police accountability system, developing a small office into a fully-fledged department capable of taking over the oversight of SPD from the Federal Monitor and the Court. It now boasts an award-winning audit team, a refined policy team, and an experienced investigations team that have undergone years of difficult analysis in response to the protests in 2020, like the Sentinel Event Review and review of the SPD crowd management tactics.

IG Judge has effectively led the Office of the Inspector General in engaging with community, studying concerns, surfacing problems, and following up on recommendations. The Inspector General's reports and audits are publicly available online, providing transparency for those who wish to know how the Seattle Police Department has operated and developed into a more accountable organization since the onset of the consent decree.

Please see IG Judge's attached letter of interest and résumé for a longer list of her accomplishments and experience.

IG Judge's current term expires on December 31, 2024, but the Municipal Code requires the Council to act on the reappointment 45 days prior to this date. Since Council's annual budget deliberations consume much of the fall schedule, my Committee will first consider this reappointment on June 11 with a second meeting and vote on June 25.

Please send any questions or concerns to myself and Brent Lo at brent.lo@seattle.gov. Thank you for your consideration.



City of Seattle Department Head Notice of Appointment

Appointee Name: <i>Lisa Allison Judge</i>	
City Department Name: <i>Office of the Inspector General for Public Safety</i>	Position Title: <i>Inspector General</i>
<input type="checkbox"/> Appointment OR <input checked="" type="checkbox"/> Reappointment	City Council Confirmation required? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Appointing Authority: <input checked="" type="checkbox"/> City Council <input type="checkbox"/> Mayor <input type="checkbox"/> Other:	Term of Position: * 1/1/2025 to 12/31/2030 <input type="checkbox"/> Serving remaining term of a vacant position
Legislated Authority: SMC 3.29.110	
<p>Background: Inspector General Lisa Judge has a background in police reform, an understanding of police culture and policing, a commitment to procedural justice, and an articulated vision on how accountability and community coexist. Previously from Tucson, IG Judge has over 20 years of experience as an attorney, serving as the Senior In-House Counsel to the Tucson Police Department and their Chief of Police Chris Magnus. In this role, she led efforts to implement both a Critical Incident Review Board and a Force Review Board, which include community review and transparency mechanisms. During the search process, IG Judge displayed subject matter expertise, management experience, and sound moral character.</p> <p>In addition to her professional experience, IG Judge served as an ACLU approved trainer on Fourth Amendment and Anti-Bias Training for the Maricopa County Sheriff’s Department, was a past Chair of the Legal Officers’ Section of the International Association of Chiefs of Police, and has a long standing relationship with the Innocence Project.</p> <p>IG Judge has led the OIG towards the goal of a more effective, robust, and trustworthy police accountability system since being first appointed in 2018, developing a small office into a fully-fledged department capable of taking over the oversight of SPD from the Federal Monitor and the Court. It now boasts an award-winning audit team, a refined policy team, and an experienced investigations team that have undergone years of difficult analysis in response to the protests in 2020, like the Sentinel Event Review and review of the SPD crowd management tactics.</p>	
Authorizing Signature: Date Signed: 5/29/2024	Appointing Signatory: <i>Robert E. Kettle</i> Councilmember, District 7

*Term begin and end date is fixed and tied to the position and not the appointment date.

May 4, 2024

Council Member Robert Kettle
Public Safety Committee Chair

Re: Request for Re-Appointment

Dear Councilmember Kettle,

It has been my honor to serve the City of Seattle as its first Inspector General for Public Safety, and I am writing to express my strong desire to continue to serve our community in this capacity with reappointment to a second term. My first term will expire on December 31, 2024, and I would like the opportunity to continue the important work of the Office of Inspector General (OIG) in seamlessly transitioning from federal oversight as well as ensuring accountable policing practices remain a cornerstone of the Seattle Police Department (SPD).

Over the past six years, I have taken the theoretical blueprint for OIG, envisioned by the 2017 Accountability ordinance, and created a diverse, well-respected, high-performing office that delivers quality systemic oversight of SPD and OPA and performs detailed audits and reviews of SPD systems and operations. The office has gone from a small operation in the basement of City Hall to a properly staffed department capable of assuming systemic oversight of SPD from the federal monitor and Court. I am proud of how OIG has grown in terms of structure and staffing and of the substantial body of significant work we have produced in a relatively short time frame. I am excited to continue the important work we have in progress and partner with SPD, stakeholders, and our community to solidify the strong foundation of systemic public safety oversight we have created.

Of paramount importance on the near horizon is transitioning oversight work performed by the federal monitor and Court to the City, with OIG at the helm. Federal oversight has resulted in significant progress by SPD and the City but has come at a cost, both in terms of financial investments and reduced independence for the City. Transitioning the work to OIG will allow the City to assume independence to tailor police accountability to address our specific community concerns, and will provide savings to the City when it no longer must pay for external oversight. This transition is well underway and an interim work plan and methodology have been filed with the federal court, but it is important for OIG and the City to have stability and a steady vision for assuming oversight in a comprehensive, thoughtful, collaborative manner. I have brought significant policing expertise to OIG and have built relationships based upon trust and respect with SPD, stakeholders, and community that will foster continued collaboration and growth.

I respect and value external feedback and critique of OIG and have welcomed several independent examinations of our operations. In 2021, I engaged the OIR Group to evaluate OIG

handling of OPA oversight, and in 2023, the OIG audit function passed an extensive peer review by The Association of Local Government Auditors (ALGA), which is a remarkable achievement for a first evaluation. Notably, the federal monitor recently commissioned an independent evaluation of the Seattle accountability system by Dr. Richard Rosenthal. The Rosenthal report provided an in-depth review of OIG operations within the Seattle Accountability triad, finding OIG is credible, produces reputable work, and has the confidence of stakeholders.

A compendium of projects, accomplishments, and milestones is attached to this letter, but I would like to highlight some significant achievements from the first six years of OIG:

- Audits are highly collaborative and factually supported, resulting in a high implementation rate for recommendations.
- OIG Audit operations passed its first peer review by a national organization.
- The audit of SPD compliance with youth Miranda requirements won a prestigious national “Knighton” Award in 2023.
- Significant work in the area of Use of Force, including: mapping of the process for investigation and review of force, creation of various reports on less lethal weapons, crowd management, systemic review of 2020 protests, assessment of FRB in 2019 and 2023, technical assistance with force response to persons in crisis, and technical assistance with policy.
- Traffic Stop safety projects designed to reduce the instances where officers and community members come into contact in uncertain and potentially dangerous encounters when unnecessary for traffic safety, and to explore alternative approaches for enforcement and reduction of offenses.
- Projects to improve SPD practices around the use of deception in interrogations and to explore and implement more effective means of interviewing using the “peace model” of interviewing.
- Audits and projects to better understand the disciplinary system and assess its effectiveness, including: mapping of the process for investigation and meting out discipline, an audit with recommendations around the discipline process, with a follow-up audit currently ongoing.
- Input and technical assistance with Collective Bargaining Agreement issues, including: Identifying barriers to accountability in CBAs, providing input to Council and LRPC on bargaining parameters, and providing technical assistance during bargaining.
- Surveillance technology oversight, including reports on 12 technologies to date, development of internal expertise and capability to conduct assessments, ongoing assessment of new technologies, and revamping of the review process to efficiently allocate city efforts and resources.
- Created an innovative, community-centered Sentinel Event Review to pioneer a new way to problem-solve issues of great concern to community by facilitating a cooperative, forward-looking approach with SPD and community at the table.

- Projects to improve approaches to responding to persons in crisis, including an alert letter to the Chief in 2021, ongoing technical assistance, ongoing evaluation of SPD use of force and practices related to crisis response.
- Review of all OPA classification decisions and investigations with regular reporting out to stakeholders and community.
- Significant engagement with community and relationship building. Centering our work around community concerns and values and imbuing all our endeavors with DEI principles.
- Liaison and partnership with Seattle City Councilmembers, the Mayor’s Office, and system and community partners in planning, conducting and communicating our work.

Although I came to the position of Inspector General with expansive knowledge and expertise in police policy and practices, I have worked during my term to cultivate expertise in auditing, choosing to have my audit team adhere to the stringent Generally Accepted Government Auditing Standards (GAGAS or “Yellow Book”), as well as to attain certification as an Inspector General from the Association of Inspectors General, a national standards and certification organization. The unique experience and skillset I possess continue to make me uniquely qualified to continue serving as Seattle’s Inspector General for Public Safety.

A second term would allow for establishing a solid foundation and body of work reflecting the priorities and concerns of a new council, fully assuming responsibility to provide full systemic oversight of SPD, ensuring reforms established under the consent decree continue and the underlying philosophy of continuous self-reflection, innovation, and improvement flourish in a cooperative atmosphere where oversight is understandable and transparent. I appreciate your partnership in public safety oversight and your consideration of this request. I would be honored to continue to serve the City of Seattle.

Respectfully yours,



Lisa Judge
Inspector General for Public Safety

Attachments:

- A—First Term Review
- B—Report on the Seattle Accountability System by Dr. Richard Rosenthal
- C—Audit Recommendation Tracker
- D—Policy Recommendation Tracker

LISA ALLISON JUDGE

SKILLS SUMMARY

I have spent the previous six years as the inaugural Inspector General for Public Safety for the City of Seattle. I have built the office from the ground up into a robust, values-driven oversight body, committed to objectivity, independence, and reliance on data. During this time, I have become proficient in the principles of auditing under the Generally Accepted Government Auditing Standards (GAGAS) and have earned certification as an Inspector General from the Association of Inspectors General.

Prior to that, I spent over 23-year practicing criminal and municipal law with the City of Tucson. I was General Counsel for the Tucson Police Department for more than 21 years of that time, where my focus was constitutional law, criminal procedure, and risk management.

EDUCATION

UNIVERSITY OF ARIZONA

Juris Doctor, 1994

UNIVERSITY OF ARIZONA

Bachelor of Arts, Anthropology, 1989

CONTINUING PROFESSIONAL EDUCATION

Ongoing participation in a wide variety of training opportunities to maintain current knowledge and expertise in relevant areas of law, management, auditing, and topics specific to Inspectors General. Attendance at training conferences focused on civilian oversight, policing practices, anti-bias, and DEI.

PROFESSIONAL EXPERIENCE

I have six years of experience as an Inspector General with oversight of the Seattle Police Department and the Office of Police Accountability. I have demonstrated proficiency in management and leadership of the Seattle OIG. Previously, I had more than 23 years of experience as a practicing attorney, with over 21 years as General Counsel for the Tucson Police Department.

CITY OF SEATTLE

INSPECTOR GENERAL FOR PUBLIC SAFETY / MAY 2018 TO PRESENT

Lead an office of audit, policy, and statistical analysis professionals in providing independent, data-driven systemic oversight of SPD and OPA. Act as the audit executive and subject matter expert for OIG policy and audit projects, as well as OPA oversight efforts. Guide and direct efforts to transition systemic oversight from the federal monitor and Court to OIG.

CITY OF TUCSON

PRINCIPAL ASSISTANT CITY ATTORNEY, POLICE LEGAL ADVISOR / AUGUST 1996 TO MAY 2018

Senior in-house counsel to a large urban police department, providing legal and management advice to the Chief and senior commanders. Provided legal advice to command and line-level personnel on use of force and force investigation, employment law, criminal law, contracts, labor issues, Fair Labor Standards Act, public relations and public records; provided ongoing legal advice and guidance for handling high-profile events, including misconduct investigations; represented the agency in various administrative and judicial proceedings; drafted proposed state legislation and engaged in lobbying efforts regarding law enforcement related legislation; provided 24/7 legal assistance to department personnel; drafted and reviewed agency policy and training.

SIGNIFICANT ACCOMPLISHMENTS AND EXPERIENCE

- Created and led a comprehensive "Sentinel Event Review" (SER) of the SPD response to protests in the summer of 2020, which included innovative use of emerging crowd psychology research and significant inclusion of community input and participation, resulting in dramatic improvements to SPD crowd management practices.
- Received a "pass" for the first-ever peer review of the OIG audit function by the Association of Local Government Auditors (ALGA). This is uncommon and a major achievement.
- Received a "Knighton Award" from ALGA for an audit of SPD compliance with Youth Miranda laws. This is a prestigious award and a noteworthy accomplishment for a new audit office.
- Attained Inspector General certification through the Association of Inspectors General.
- Acted as an ACLU-approved trainer for court-ordered refresher training on Fourth Amendment law and anti-bias in the DOJ lawsuit against Maricopa County, Arizona.
- Served as Chair of the Legal Officers Section of the International Association of Chiefs of Police.
- Published articles on *Miranda* rights, *Brady* issues, and other legal training topics.
- Presented numerous times at NACOLE and IACP conferences on a variety of legal and equity topics, and at the 2023 Penn Law Spring Symposium on the SER process.

PROFESSIONAL ORGANIZATIONS AND ACTIVITIES

- Member of the Association of Inspectors General
- Member of the Association of Local Government Auditors
- Member of the National Association for Civilian Oversight of Law Enforcement
- Member of the National Association of Black Law Enforcement Executives
- Committee member of the IACP Policy Center since 2008
- Admitted to practice before the U.S. Supreme Court, Ninth Circuit Court of Appeals, and the U.S. District Court for the District of Arizona, and Member of the State Bar of Arizona



CITY OF SEATTLE ▪ STATE OF WASHINGTON
OATH OF OFFICE

State of Washington

County of King

I, Lisa Allison Judge, swear or affirm that I possess all of the qualifications prescribed in the Seattle City Charter and the Seattle Municipal Code for the position of Inspector General of the City of Seattle; that I will support the Constitution of the United States, the Constitution of the State of Washington, and the Charter and Ordinances of The City of Seattle; and that I will faithfully conduct myself as Inspector General.

Lisa Allison Judge

Subscribed and sworn to before me

this ____ day of _____, 2024.

[Seal]

Scheereen Dedman, City Clerk