

1. Since the Consent Decree has been terminated, the accountability partners have moved into a larger role of oversight and monitoring of SPD. How is your collaboration, coordination, and communication with the CPC and the OIG changing?

OPA has a great relationship with both the Office of Inspector General (OIG) and the Community Police Commission (CPC). We meet quarterly with each other and SPD and provide updates on the work we are conducting. Also, we all provide input on SPD policies, and OPA shares our Management Action Recommendations (MARS) that identify gaps we may see in SPD policy that might be helpful to them.

Additionally, we meet individually on various matters when needed and collaborate on proposed changes like the Chief of Police Ordinance and policy reviews. We have agreed to collaborate on at least two events each year to educate the public about our accountability process and our distinct roles in that process.

Each of the accountability partners are mindful of our obligation of independence, and value collaboration and communication.

Now that the Consent Decree has been terminated, we will continue to collaborate, coordinate, and communicate.

2. What are the barriers and bottlenecks that OPA faces in accomplishing your mission? What do you need to be successful in doing your job to the best of your ability?

Some of the barriers and bottlenecks OPA faces include:

- a. The time to complete cases within the 180 timelines. For many cases this works fine; however, when you have more complex cases and people are on leave, or there is a parallel criminal matter, the timeline may become shortened. One of the new proposed changes in the Tentative Agreement with the Seattle Police Officer's Guild (SPOG), designates the start time for OPA investigations to begin at the time OPA receives the complaint or referral. This new change will make the calculation of the 180 timeline easier.
- b. Metrics, Dashboards and Funding

I'm in the process of creating dashboards for investigative cases and metrics at OPA so it's easier to track cases and their status in real time. A case has

many moving parts, so calculating the 180 deadline and tracking where a case is at any given point can be challenging at times. The development of these dashboards and metrics will be helpful to ensure we carry out investigations in an objective, thorough, and timely manner, as prescribed by our ordinance.

Funding for parity of pay for our civilian investigative staff with our sworn staff would be helpful. The talent of our civilian investigators and our sworn officers are equal. Parity of pay between our civilian and sworn staff would allow us to retain valuable employees and carry out the mission of OPA. OIG has noted this issue in their reports in the past.

Funding for the creation of dashboards and metrics to ensure our work is timely, objective and thorough. Currently we have spreadsheets in place and have updated them to monitor our work. It would be nice to automate our current process.

Also, due to budget cuts two years ago, we lost a communication position and an administrative position which are needed.

- 3. With the new SPOG Tentative Agreement allowing for frontline investigations to be kept between Sergeants and Officers for non-serious misconduct, how will OPA determine the delineation between non-serious and serious misconduct cases and make sure that the serious misconduct cases are referred to OPA? Is there a plan to work with SPD Sergeants to delineate this work, educate them on their new responsibilities, and collaborate on any process improvements/changes?**

OPA and SPD are currently in initial discussion to determine this important work. I have had initial discussions with Chief Barnes, and this work is still a work in progress. There are various models and ways to do this to include putting together a memorandum of agreement on agreed upon types of cases and processes. Other ways to do this include the development of a matrix which outlines this body of work and policy.

OPA and SPD are currently in discussion regarding Sgt's delineation of work and education and training. OPA will also need to update our OPA Manual and procedures as well.

- 4. With a change in leadership, there is always an opportunity to improve, address and instill positive culture change within a department. How will**

you approach this opportunity and what will you do toward fostering a positive culture within OPA?

One of my first priorities as Director was to instill and foster a positive culture within OPA. There is always an opportunity to improve. After assuming leadership at OPA in the first quarter of 2024, I held a retreat for all staff. Together we developed guiding principles and identified goals. As a team we developed guiding principles for our office that our displayed in our office. They were developed by all of us, coming together and deciding what type of environment OPA wanted for our office to carry out this important work.

- Trust
- Informed Decision-Making
- Fun/Humor
- Flexibility
- Respectful Communication
- Collaboration

Additionally, we identified key areas that we want to work on as a team to include:

- Achieve and maintain compliance with legal and organizational mandates.
- Proactively and intentionally raise awareness about OPA's role in police oversight, particularly in BIPOC/marginalized communities.
- Enhance internal systems and capacity to maximize staff's ability to execute functions. This work includes internal dashboards and metrics to assist us in meeting our required goals and responsibilities.
- Improve language access for OPA materials and formats for those who may need special assistance to read our closed case summaries. Also, the development of an OPA resource guide to assist the community with connections to needed resources.
- Enhance the OPA website with the ability to use key words to search through closed case summaries. This will help with better transparency with the community and users of our website.

5. What is your plan for the mediation program within OPA and what will you do to encourage more mediation as part of this work at OPA?

To grow our mediation program, we have brought together professional mediators from King County who are certified in mediation. In addition, we made

a video to help people have a better understanding of what the mediation process is like from a real case. Also, OPA staff look for cases that fit our criteria for mediation to forward to our community engagement staff to reach back to complainants to see if they want to participate.

OPA's criteria for mediation is for minor misconduct and both parties must voluntarily agree to participate. The biggest barriers at times are building trust with community and police, the time commitment, and participants seeing the value in participating.

6. How will you operationalize the inclusion of civilians into the organization as per the tentative agreement with SPOG, that Council will be voting on in the coming weeks?

OPA is fortunate to have talented trained civilian investigators to assist OPA with our work. We recently hired two new civilian investigators with experience in investigations. Each with their own special skill sets. I am in the process of developing a civilian training curriculum for OPA investigators and staff. Each would need to attend various training and receive a certification from OPA and/or a certified trainer. It would include attending patrol tactics, a ride along, interviewing technique courses, report writing, training in less lethal tools etc. Also, I would partner a sworn employee with a civilian employee in participating with them on interviews in working with SPOG.