



# SEATTLE CITY COUNCIL

## Public Safety and Human Services Committee

### Agenda

Tuesday, January 10, 2023

9:30 AM

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

Lisa Herbold, Chair  
Andrew J. Lewis, Vice-Chair  
Teresa Mosqueda, Member  
Sara Nelson, Member  
Alex Pedersen, Member

Chair Info: 206-684-8801; [Lisa.Herbold@seattle.gov](mailto:Lisa.Herbold@seattle.gov)

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**SEATTLE CITY COUNCIL**  
**Public Safety and Human Services Committee**  
**Agenda**  
**January 10, 2023 - 9:30 AM**

**Meeting Location:**

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

**Committee Website:**

<http://www.seattle.gov/council/committees/public-safety-and-human-services>

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

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

Remote Public Comment - Register online to speak during the Public Comment period at the meeting at <http://www.seattle.gov/council/committees/public-comment>. Online registration to speak will begin two hours before the meeting start time, and registration will end at the conclusion of the Public Comment period during the meeting. Speakers must be registered in order to be recognized by the Chair.

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

Submit written comments to Councilmember Herbold at [Lisa.Herbold@seattle.gov](mailto:Lisa.Herbold@seattle.gov)

*Please Note: Times listed are estimated*

**A. Call To Order**

**B. Approval of the Agenda**

**C. Public Comment**

**D. Items of Business**

1. [Appt 02430](#) **Reappointment of Alina Santillan as member, Community Police Commission, for a term to December 31, 2025.**

Attachments: [Appointment Packet](#)

**Briefing, Discussion, and Possible Vote** (10 minutes for items 1-3)

**Presenters for items 1-3:** Joel Merkel, Co-Chair, Community Police Commission; Newell Aldrich, Office of Councilmember Herbold

2. [Appt 02429](#) **Reappointment of Erica Newman as member, Community Police Commission, for a term to December 31, 2025.**

Attachments: [Appointment Packet](#)

**Briefing, Discussion, and Possible Vote**

3. [Appt 02428](#) **Reappointment of Mark Mullens as member, Community Police Commission, for a term to December 31, 2025.**

Attachments: [Appointment Packet](#)

**Briefing, Discussion, and Possible Vote**

4. **Office of Inspector General 2023 Work Plan**

Supporting Documents: [2023 Work Plan Presentation](#)

**Briefing and Discussion** (20 minutes)

**Presenter:** Lisa Judge, Inspector General, Alyssa Perez-Morrison and Matthias Gyde, Office of the Inspector General

5. **City Response to Flooding in South Park**

Supporting Documents: [Presentation](#)

**Briefing and Discussion** (30 minutes)

**Presenters:** Monisha Harrell, Senior Deputy Mayor; Curry Mayer, Director, Office of Emergency Management; Andrew Lee and Keri Burchard-Juarez, Seattle Public Utilities; Tanya Kim, Acting Director, and Michael Bailey, Human Services Department

**E. Adjournment**



Legislation Text

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**File #:** Appt 02430, **Version:** 1

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Reappointment of Alina Santillan as member, Community Police Commission, for a term to December 31, 2025.

The Appointment Packet is provided as an attachment.



# City of Seattle Boards & Commissions Notice of Appointment

<b>Appointee Name:</b> <i>Alina Santillan</i>		
<b>Board/Commission Name:</b> <i>Community Police Commission</i>		<b>Position Title:</b> <i>Commissioner</i>
<input type="checkbox"/> Appointment OR <input checked="" type="checkbox"/> Reappointment	<b>City Council Confirmation required?</b> <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	
<b>Appointing Authority:</b> <input checked="" type="checkbox"/> City Council <input type="checkbox"/> Mayor <input type="checkbox"/> Other: <i>Fill in appointing authority</i>	<b>Term of Position: *</b> 1/1/2023 <b>to</b> 12/31/2025  <input type="checkbox"/> <i>Serving remaining term of a vacant position</i>	
<b>Residential Neighborhood:</b> <i>Central District</i>	<b>Zip Code:</b> <i>98122</i>	<b>Contact Phone No.:</b> <i>Business phone # - NOT personal phone #</i>
<b>Background:</b> Alina works as the Director of Racial Equity for Seattle Center Cohort, supporting Seattle Center organizations to strengthen their racial equity strategies and practices. Previously, Alina worked at KEXP 90.3 FM in several roles including as Community Engagement Manager. Alina is a graduate of the Seattle Community Police Academy and has volunteer for a number of nonprofit organizations including YouthCare, the Rainier Valley Corps and the Black Prisoners <sup>1</sup> Caucus at Clallam Bay. Alina earned a Bachelor <sup>1</sup> s Degree from the University of Southern Mississippi.		
<b>Authorizing Signature (original signature):</b>  <i>Lisa A. Herbold</i>  <b>Date Signed (appointed):</b> <b>12/16/2022</b>	<b>Appointing Signatory:</b> <i>Lisa Herbold</i>  <i>Seattle City Councilmember</i>	

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

# Alina Santillan

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## EDUCATION

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**University of Southern Mississippi**  
Bachelor of Science, School of Human Performance

**August 2003 - December 2007**

## PROFESSIONAL EXPERIENCE

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### **Director of Racial Equity for Seattle Center Cohort**

**April 2019 - Until**

- Create and cultivate a Racial Equity toolkit of resources that can be utilized by Seattle Center organizations
- Develop and implement campus wide onboarding racial equity training strategies for new employees of Seattle Center organizations
- Serve as a resource for each of the participating organizations on issues of race and social justice as they explore opportunities for improving their individual cultural competency and work on the challenges moving forward
- Assist individual organizations and the cohort in evaluating deficiencies, identifying areas for progress and appropriate strategies to move the work forward
- Generate a framework and roadmap for the continuation of the Seattle Center Racial Equity Cohort and the racial equity initiative

### **KEXP 90.3 FM, Seattle, WA**

**May 2018 - April 2019**

#### *Community Engagement Manager*

- Establish a strategic budget for KEXP's Racial Equity initiatives
- Build a comprehensive outreach plan to authentically engage more historically under-invited communities
- Cultivate and maintain long-lasting partnerships with the communities we serve while fostering new relationships with people we hope to engage
- Evaluate KEXP's progress toward their Racial Equity commitment and goals by providing feedback, education, and tangible tools to move forward
- Act as lead and sounding board for programming staff to ensure on-air content aligns with the organization's Racial Equity initiatives

### **KEXP 90.3 FM, Seattle, WA**

**February 2017 - May 2018**

#### *Major Gifts Officer*

- Fostered and stewarded meaningful relationships with core portfolio and prospective donors
- Implemented stewardship best practices to foster and engage major donors along the philanthropic continuum
- Worked collaboratively across departments to cultivate and solicit donors for organization-wide priorities
- Created strategic opportunities to engage prospects and connect them to their passion within the mission

**KEXP 90.3 FM, Seattle, WA**

**November 2015 - February 2017**

*Development Coordinator*

- Developed and implemented engaging donor stewardship for KEXP's 17,000+ donors and provided lead support in annual fundraising activities including on-air fundraising drives and year-end solicitations
- Supervised the Development Intern and frequently managed large groups of volunteers
- Lead member of KEXP's Racial Equity Committee-provided leadership and guidance for racial equity initiatives within KEXP, focusing on staff education and training, and re-visiting policies, practices, and procedures through an equity lens

**Mary Lambert/Capitol Records, Seattle, WA**

**March 2014- November 2014**

*Tour Manager*

- Established a strategic budget for all tour related travel, accommodations and logistics
- Managed principle artist, band and crew's schedules and objectives
- Produced and advanced all radio sets, performances, meet & greets and publicity events
- Evaluated all contracts and settlements to ensure principle artist's interests were met and protected

## **PROFESSIONAL TRAININGS**

Seattle Community Police Academy '16 Class • White Fragility with Dr. Robin DiAngelo • Storytelling Strategies for Dismantling Racism • Structural Racism with Cultures Connecting • The People's Institute for Survival & Beyond Undoing Racism • Facing Race Conference in Detroit • Leveraging Your Talent & Radical Self-Care for POC Art Leaders with Aiko Bethea • Deepening Our Capacity for Racial Equity with Dr. DiAngelo, Victoria Santos, Natasha Aruliah & LeAnne Moss • Implicit Bias with Darlene Flynn • Why Lead With A Racial Equity Lens to Achieve Structural Transformation with Scott Winn • RSJI Seattle Center Summit • People's Academy for Civic Engagement with the Department of Neighborhoods • WSLC AFL-CIO Path to Power Candidate Training

## **VOLUNTEER EXPERIENCE**

**2019 Institute for A Democratic Future, Seattle, WA**

*Fellow*

- Participant in a six-month political, educational fellowship program. I'll travel across Washington state and DC to speak with elected officials, non-profit leaders, small business owners and other community members about policy issues that impact their communities and what we can do to stand in solidarity and action with those communities. I will also have the opportunity to learn more about the legislative and political process, campaigns and elections and other public policy and emerging issues across the state.

**2019 Duwamish Tribe 10<sup>th</sup> Annual Gala Committee, Seattle, WA**

*Member*

- Support the Tribe in the planning of their 10<sup>th</sup> annual gala by securing auction items & venue as well as identifying major donors who are passionate about indigenous justice, land preservation and restoration of the Duwamish's Federal recognition

**Village of Hope, Seattle, WA**

*Member*

- Support community organizing work for attendance and support at various summits and forums that happen throughout the year at various institutions



**Black Prisoners' Caucus at Clallam Bay, Seattle, WA**

*Podcast Volunteer*

- Provide financial, logistical and relational support for incarcerated folx who are creating a podcast about BPC educational programs inside Clallam Bay.

**2019 YouthCare Gala, Seattle, WA**

*Table Captain*

- Organize potential funders to support YouthCare's mission *"to end youth homelessness and to ensure that young people are valued for who they are and empowered to achieve their potential."*

**Association for Fundraising Professionals, Seattle, WA**

*Diversity, Equity, Inclusion, and Access Committee*

- Consult the Association for Fundraising Professionals Advancement NW chapter on best practices around diversity, equity, inclusion and access, making recommendations for how they approach the DEIA work.

**Rainier Valley Corps POC Peer Learning Group, Seattle, WA**

*Member*

- Facilitate conversations with other POC community non-profit leaders on how we address unjust barriers facing communities of color in the world of development, management, operations, policy and community organizing.




**Social Justice Fund, Seattle, WA**

*2018 Immigrantjustice Giving Project Member*

- Secured funds for various non-profits who are serving immigrant and refugee populations across three states.

**REFERENCES**

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- Susan James  
KEXP Community Programs Manager  
  
Manager
- JeeYoung Dobbs  
Ostara Director of Campaign Services  
  
Colleague
- Zoe Brown  
Freedom Education Project Puget Sound Program Manager  
  
Colleague

## Community Police Commission

21 Members: Pursuant to 125315, all members subject to City Council confirmation, 3

- 7 City Council-appointed
- 7 Mayor-appointed
- 7 Other Appointing Authority-appointed (specify):

**Changes that were made: including for clarity between departments. Delete upon reviewing.**

1. Prachi Dave needs to be reassigned to Seat 3 as our Public Defense seat and as intended in the initial appointment process. Please readjust during next appointment hearing.
2. Seat 6 should be vacant, and we are actively recruiting based on correction to seat. Please adjust during the next appointment hearing.
3. Seat 7 should be vacant and Commissioner Joel Merkel who's a City Council appointee should be moved to seat 11.
4. Seat states Council seat due to Commissioner Merkel being a Council appointee, however moving forward this will reflect as a Mayoral seat making the 7/7/7 split reflective.
5. Please refer to footnote 3.

**Roster:**

*D	**G	RD	Position No.	Position Title	Name	Term Begin Date	Term End Date	Term #	Appointed By
	F		1.	Member	Asha Mohamed	1/1/20	12/31/22	2	Mayor
			2.	Member	Patricia L. Hunter	1/1/21	12/31/23	1	City Council
			3.	Public Defense	Prachi Vipinchandra Dave	1/1/21	12/31/23	2	CPC
2	F		4.	Member	Suzette Dickerson	1/1/21	12/31/23	2	Mayor
			5.	Member	Douglas E. Wagoner	1/1/21	12/31/23	2	City Council
			6.	Civil Liberties	Vacant	1/1/21	12/31/23	1	CPC
			7.	Member	Vacant	1/1/22	12/31/24	1	Mayor
			8.	Member	Mary Ruffin	1/1/22	12/31/24	1	City Council
4	M		9.	Member	Vacant	1/1/20	12/31/22	1	CPC
2	F		10.	Member	Harriett Walden	1/1/19	12/31/21	3	Mayor
			11.	Member	Joel Merkel	1/1/22	12/31/24	1	City Council
7	M		12.	Member	Joseph Seia	1/1/19	12/31/21	2	CPC
9	F		13.	Member	Vacant	1/1/22	12/31/24		Mayor
			14.	Member	Le'Jayah Washington	1/1/22	12/31/24	1	City Council
2	M		15.	SPOG	Mark Mullens	1/1/23	12/31/25	2	CPC
			16.	Member	Vacant	1/1/20	12/31/22		Mayor
3	NB	3	17.	Member	Alina Santillan	1/1/23	12/31/25	3	City Council
			18.	SPMA	Vacant	1/1/20	12/31/22		CPC
			19.	Member	Jeremy Wood	1/1/22	12/31/23	1	Mayor
			20.	Member	Tascha R. Johnson	1/1/20	12/31/22	1	City Council

2	F		21.	Member	Erica Newman	1/1/23	12/31/25	2	CPC
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SELF-IDENTIFIED DIVERSITY CHART					(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)
	Male	Female	Transgender	NB/ O/ U	Asian	Black/ African American	Hispanic/ Latino	American Indian/ Alaska Native	Other	Caucasian/ Non- Hispanic	Pacific Islander	Middle Eastern	Multiracial
Mayor		5				2		2					2
Council	1	1	1			2	1						1
Other	4	2			1	2			1	1	1		
Total	5	9	1		1	6	1	2	1	1	1		3

Key:

**\*D** List the corresponding *Diversity Chart* number (1 through 9)

**\*\*G** List *gender*, **M**= Male, **F**= Female, **T**= Transgender, **NB**= Non-Binary **O**= Other **U**= Unknown

**RD** Residential Council District number 1 through 7 or N/A

*Diversity information is self-identified and is voluntary.*



Legislation Text

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**File #:** Appt 02429, **Version:** 1

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Reappointment of Erica Newman as member, Community Police Commission, for a term to December 31, 2025.

The Appointment Packet is provided as an attachment.



# City of Seattle Boards & Commissions Notice of Appointment

<b>Appointee Name:</b> <i>Erica Newman</i>		
<b>Board/Commission Name:</b> <i>Community Police Commission</i>		<b>Position Title:</b> <i>Commissioner</i>
<b>Appointment OR Reappointment X</b>		<b>City Council Confirmation required?</b> <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
<b>Appointing Authority:</b> <input type="checkbox"/> City Council <input type="checkbox"/> Mayor <input checked="" type="checkbox"/> Other: <i>Community Police Commission</i>		<b>Term of Position: *</b> Term begin: <i>01/01/2023</i> to Term end: <i>12/31/2025</i>  <i>Serving remaining term of a vacant position</i>
<b>Residential Neighborhood: Beacon Hill</b>	<b>Zip Code:</b> <i>98144</i>	<b>Contact Phone No.:</b> [REDACTED]
<b>Background:</b> A long-term resident of the City of Seattle, for the past decade Erica has spent a large amount of her time helping individuals and families navigate the education and criminal justice system. She has a long history of work in legislation including in the King County Prosecuting Attorney’s Office and Metropolitan King County Council. Erica has also dedicated her time to volunteering for many community organizations including Africatown, Antioch University, and the NAACP.		
<b>Authorizing Signature (original signature):</b>  <i>Joel C. Merkel, Jr.</i>  <i>Rev. Hannitt Walden</i>  <b>Date Signed (appointed): 12/14/2022</b>		<b>Appointing Signatory:</b>  <i>Joel Merkel, Co-Chair Community Police Commission</i>  <i>Reverend Walden, Co-Chair Community Police Commission</i>

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

# ERICA NEWMAN

## SUMMARY OF QUALIFICATIONS

- Proven ability to create and design presentations for targeted audiences.
- Adept at researching ideas or concerns and proposing solutions.
- Proficient in developing policies and procedures.
- Effective listener and communicator with excellent problem-solving skills.
- Experience developing creative strategies and community outreach.
- Knowledgeable of economic, systemic, and environmental barriers.
- Superior application of leadership strategies, principals, and theories.

## PROFESSIONAL EXPERIENCE

*Metropolitan King County Council*

2016- present

### Legislative Analyst

- Research and analyze legislation, conduct objective analysis of policy and fiscal matters, and coordinate legal review as necessary.
- Prepare and present staff reports, amendments, and briefings for Council committees.
- Review annual budget proposals for assigned agencies.
- Participate in internal, external, and virtual committees and teams.
- Review and track performance reports from departments and agencies.
- Establish and maintain productive relationships with other committee teams, county departments, and external customers.

### Legislative Assistant

- Assisted Lead Analyst with legislation research and analysis.
- Prepared staff reports and provided presentations to elected officials.
- Assisted Senior Staff in reviewing and tracking performance reports from departments.
- Created speaking notes, reviewed annual reports, and completed special projects.

### Legislative Clerk

- Communicated with elected officials and outside agencies.
- Served as clerk and point of contact for regional and standing committees.
- Tracked and recorded legislation, prepared agendas, and recorded meeting minutes.
- Coordinated staff training and participated on hiring panels.
- Identified processes improvement, edited and published media recordings.
- Created procedural manuals, updated webpages and electronic records database.
- Maintained the confidentiality of sensitive and controversial communications.
- Prepared Council Chambers for committee meetings including reserved seating, literature handouts, program displays, and presentations.
- Assisted Lead Analyst with committee logistics, securing venues, and preparing relevant materials.
- Provided general project management and administration as necessary.

*King County Prosecuting Attorney*

2006-2016

### Legal Administrative Specialist II/III

- Coordinated and managed multiple priorities and projects.

- Provided technological and administrative support for software conversions.
- Performed general accounting functions, maintained journals, investigated and resolved billing issues using Oracle and P-Card software.
- Trained and supervised other staff and volunteers.
- Maintained strict confidentiality, assisted victims of trauma, scheduled settlement conferences and language interpreters.
- Researched and located defendants in all 50 states and collected DNA samples.
- Confirmed court calendars and utilized electronic case records software
- Assisted attorneys during the intake and litigation process.
- Conducted preliminary screening for juvenile diversion eligibility, entered all new cases into database, and processed rush filing cases.

### **LEADERSHIP & VOLUNTEER EXPERIENCE**

*The National Council for Negro Women (NCNW)* 2020-present  
Member

I have recently joined this organization and have yet to volunteer or plan events. The NCNW's mission is to lead, empower and advocate for women of African descent, their families and communities.

*King County Legislative Branch African American Affinity Group* 2019-present  
Chair

- Plan educational events in regards to race, equity, and social justice.
- Propose ideas, create work programs, and develop partnerships.
- Participate in the Equity and Social Justice Sub-Committee planning.

*King County Martin Luther King Jr. Planning Committee* 2019-2020  
Member

- Attended meetings and developed ideas for the annual Martin Luther King Jr. event in King County.
- Proposed ideas, contacted guest speakers, drafted speaking points, and co-hosted the event.

*AFRICATOWN* 2019  
Volunteer

- Attended planning meetings for TAAG and conducted community outreach.
- Assisted with logistics and recruited volunteers for the day of the event.

*National Association for the Advancement of Color People (NAACP)* 2016-2018  
Education Committee member

- Attended meetings, communicated with the public, and recorded meeting minutes.
- Evaluated intake referrals and determined next steps.
- Participated in the development of Ethnic Curriculum for public schools.
- Acted as back up to the Chair and briefed members on current matters.

*Antioch University Seattle* 2010  
Co-Facilitator

- Researched and developed a keen understanding of historical oppression.
- Created speaking points and designed interview questions for inmates.
- Researched "Three-strikes Law" for Washington State.
- Facilitated a college level Human Development course for inmates serving life sentences.

## **EDUCATION & PROFESSIONAL DEVELOPMENT**

Annual Legislative Conference <i>Congressional Black Caucus Foundation</i>	2020
Conflict Awareness in the Workplace Training <i>South Seattle College</i>	2019
Race, Equity, and Social Justice Training <i>King County</i>	2019
Making Government Work in Hard Places: Public Policy and Leadership Course <i>Princeton University</i>	2018
M.A., Organizational Leadership <i>City University Seattle</i>	2017
Project L.E.A.D: Non-profit Management Training <i>United Way King County</i>	2015
Bachelor of Arts: Human Services and Social Justice <i>Antioch University Seattle</i>	2010
Associate of Arts: General Studies/ Child and Family Studies <i>Seattle Central Community College</i>	2008



# Community Police Commission

**21** Members: Pursuant to **125315**, *all* members subject to City Council confirmation, **3**

- **7** City Council-appointed
- **7** Mayor-appointed
- **7** Other Appointing Authority-appointed (specify):

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**Roster:**

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**SELF-IDENTIFIED DIVERSITY CHART**

					(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)
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<b>Council</b>	1	1	1			2	1						1
<b>Other</b>	4	2			1	2			1	1	1		
<b>Total</b>	5	9	1		1	6	1	2	1	1	1		3

**Key:**

**\*D** List the corresponding *Diversity Chart* number (1 through 9)

**\*\*G** List *gender*, **M**= Male, **F**= Female, **T**= Transgender, **NB**= Non-Binary **O**= Other **U**= Unknown

**RD** Residential Council District number 1 through 7 or N/A

*Diversity information is self-identified and is voluntary.*



Legislation Text

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**File #:** Appt 02428, **Version:** 1

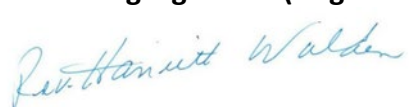

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Reappointment of Mark Mullens as member, Community Police Commission, for a term to December 31, 2025.

The Appointment Packet is provided as an attachment.



# City of Seattle Boards & Commissions Notice of Appointment

<b>Appointee Name:</b> Mark Mullens		
<b>Board/Commission Name:</b> Community Police Commission		<b>Position Title:</b> Commissioner
<input type="checkbox"/> Appointment OR <input checked="" type="checkbox"/> Reappointment		<b>City Council Confirmation required?</b> <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
<b>Appointing Authority:</b> <input type="checkbox"/> City Council <input type="checkbox"/> Mayor <input checked="" type="checkbox"/> Other: Community Police Commission		<b>Term of Position: *</b> 1/1/2023 <b>to</b> 12/31/2025  <input type="checkbox"/> Serving remaining term of a vacant position
<b>Residential Neighborhood:</b> N/A	<b>Zip Code:</b> N/A	<b>Contact Phone No.:</b> Business phone # - NOT personal phone #
<b>Background:</b> <p>Officer Mullens was born and raised in Dayton Ohio. He applied for a job at Intel Corporation where he worked for four years then got a job at Microsoft in Redmond, WA, and then switched over to Airborne Express where he realized that he missed being in a uniform and working in his community helping others. He began testing for SPD and became an officer in 1990 when he graduated from the Academy.</p> <p>Through the Field Training Officer's Program, he has worked in all precincts and landed in the South Precinct where he has been for the duration of his career, which has been 29 years.</p> <p>Since being with the Seattle Police Department, Officer Mullens spent several years on the Anti-Crime Team and served as a Community Police Officer. When he was a Community Police Officer he worked closely with El Centro de La Raza and the work included creating relationships with residents in El Centro de La Raza's housing program. He was one of the original mountain bike patrol officers and was voted Officer of the Year for the South Precinct in 2017.</p> <p>Officer Mullens currently serves as Shop Steward for SPOG. He has spent most of his time at SPD in patrol and has worked in the North Beacon Hill Community. In 2015, his car was selected to not answer 911 calls but to instead ride around in the community and speak and engage with residents instead of patrolling. Officer Mullens does this In the Rainier Beach area.</p>		
<b>Authorizing Signature (original signature):</b>    		<b>Appointing Signatory:</b> Rev. Harriett Walden, Co-Chair, Community Police Commission  Joel Merkel, Co-Chair Community Police Commission
<b>Date appointed: 12/14/2022</b>		

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



# MARK MULLENS

Officer, Seattle Police Department

*"Being a police officer gives me a chance to make a difference every single day."*

## CONTACT

PHONE:

EMAIL:

## HOBBIES

Fishing  
Hunting  
Vintage comic collection  
Camping

## EDUCATION

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**Central State University**  
1978- 1981  
Political Science Major

## WORK EXPERIENCE

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### **Seattle Police Department - Officer**

1990 - present

- Patrol officer - South Precinct
- Anti-crime team
- Community Police Officer - El Centro de la Raza
- Mountain bike patrol officer - original patrol
- Shop steward - Seattle Police Officers Guild
- Officer of the year - 2017

## SKILLS

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Crisis Intervention Training  
De-Escalation Training

## **Mark Mullens, Bio**

With *over* twenty-five years of experience as a patrol officer at South Precinct, Mark has accumulated a breadth of professional skills that meets CPC criteria. He spent several years on the Anti-Crime Team, and as a Community Police Officer worked closely with El Centro de La Raza, and was one of the original mountain bike patrol officers, a program that paved the way for cities across the rest of the country. Mark was Officer of the Year for the South Precinct in 2017 and currently serves as Shop Steward elected to represent his fellow officers in dealings with management.

Originally from the Midwest, Mark was a Political Science major at Central State University in Ohio, and since moving to the Pacific Northwest has worked for Intel, Microsoft and Airborne Express. He is a strong believer in the power of diversity and believes he can aid in restoring community faith in the police. He also enjoys a good Netflix documentary binge but can also be found fishing on his bass boat on his day off, weather permitting.

# Community Police Commission

**21** Members: Pursuant to **125315**, *all* members subject to City Council confirmation, **3**

- **7** City Council-appointed
- **7** Mayor-appointed
- **7** Other Appointing Authority-appointed (specify):

**Changes that were made: including for clarity between departments. Delete upon reviewing.**

1. Prachi Dave needs to be reassigned to Seat 3 as our Public Defense seat and as intended in the initial appointment process. Please readjust during next appointment hearing.
2. Seat 6 should be vacant, and we are actively recruiting based on correction to seat. Please adjust during the next appointment hearing.
3. Seat 7 should be vacant and Commissioner Joel Merkel who's a City Council appointee should be moved to seat 11.
4. Seat states Council seat due to Commissioner Merkel being a Council appointee, however moving forward this will reflect as a Mayoral seat making the 7/7/7 split reflective.
5. Please refer to footnote 3.

**Roster:**

*D	**G	RD	Position No.	Position Title	Name	Term Begin Date	Term End Date	Term #	Appointed By
	F		1.	Member	Asha Mohamed	1/1/20	12/31/22	2	Mayor
			2.	Member	Patricia L. Hunter	1/1/21	12/31/23	1	City Council
			3.	Public Defense	Prachi Vipinchandra Dave	1/1/21	12/31/23	2	CPC
2	F		4.	Member	Suzette Dickerson	1/1/21	12/31/23	2	Mayor
			5.	Member	Douglas E. Wagoner	1/1/21	12/31/23	2	City Council
			6.	Civil Liberties	Vacant	1/1/21	12/31/23	1	CPC
			7.	Member	Vacant	1/1/22	12/31/24	1	Mayor
			8.	Member	Mary Ruffin	1/1/22	12/31/24	1	City Council
4	M		9.	Member	Vacant	1/1/20	12/31/22	1	CPC
2	F		10.	Member	Harriett Walden	1/1/19	12/31/21	3	Mayor
			11.	Member	Joel Merkel	1/1/22	12/31/24	1	City Council
7	M		12.	Member	Joseph Seia	1/1/19	12/31/21	2	CPC
9	F		13.	Member	Vacant	1/1/22	12/31/24		Mayor
			14.	Member	Le'Jayah Washington	1/1/22	12/31/24	1	City Council
2	M		15.	SPOG	Mark Mullens	1/1/23	12/31/25	2	CPC
			16.	Member	Vacant	1/1/20	12/31/22		Mayor
3	NB	3	17.	Member	Alina Santillan	1/1/23	12/31/25	3	City Council
			18.	SPMA	Vacant	1/1/20	12/31/22		CPC
			19.	Member	Jeremy Wood	1/1/22	12/31/23	1	Mayor
			20.	Member	Tascha R. Johnson	1/1/20	12/31/22	1	City Council
2	F		21.	Member	Erica Newman	1/1/23	12/31/25	2	CPC

**SELF-IDENTIFIED DIVERSITY CHART**

(1) (2) (3) (4) (5) (6) (7) (8) (9)

	Male	Female	Transgender	NB/ O/ U	Asian	Black/ African American	Hispanic/ Latino	American Indian/ Alaska Native	Other	Caucasian/ Non- Hispanic	Pacific Islander	Middle Eastern	Multiracial
<b>Mayor</b>		5				2		2					2
<b>Council</b>	1	1	1			2	1						1
<b>Other</b>	4	2			1	2			1	1	1		
<b>Total</b>	5	9	1		1	6	1	2	1	1	1		3

**Key:**

**\*D** List the corresponding *Diversity Chart* number (1 through 9)

**\*\*G** List *gender*, **M**= Male, **F**= Female, **T**= Transgender, **NB**= Non-Binary **O**= Other **U**= Unknown

**RD** Residential Council District number 1 through 7 or N/A

*Diversity information is self-identified and is voluntary.*





Legislation Text

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**File #:** Inf 2211, **Version:** 1

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Office of Inspector General 2023 Work Plan



# Seattle Office of Inspector General

## 2023 OIG Work Plan

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December 16, 2022

Office of Inspector General  
City of Seattle  
PO Box 94764  
Seattle, WA 98124-7064

[www.seattle.gov/oig/reports](http://www.seattle.gov/oig/reports)  
[oig@seattle.gov](mailto:oig@seattle.gov)  
(206) 684-3663



## I. Introduction

The Office of Inspector General for Public Safety (OIG) was established in 2017 as part of Seattle’s police oversight system. OIG provides oversight of management, practices, and policies of the Seattle Police Department (SPD) and Office of Police Accountability (OPA). OIG promotes fairness and integrity in the delivery of law enforcement services and the investigation of police misconduct. OIG strives to make systemic recommendations for lasting reform that reflect the values of Seattle’s diverse communities.

OIG responsibilities include:

- conducting performance audits and reviews to ensure the integrity of SPD and OPA processes and operations;
- ensuring SPD is meeting its mission to address crime and improve quality of life through the delivery of constitutional, professional, and effective police services that retain the trust, respect, and support of the community;
- reviewing OPA’s intake and investigation of misconduct allegations;
- evaluating SPD response to incidents involving death, serious injury, serious use of force, mass demonstrations, or other issues of significant public concern to assess the integrity of SPD investigative processes; and
- making recommendations to policymakers for increasing fairness and integrity in the delivery of SPD services and related criminal justice system processes.

To fulfill these responsibilities, OIG has four operational functions: audit, policy, investigations, and strategic leadership, guided by an overarching goal to work toward a sustainable, accountable law enforcement system.

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### *Looking Back and Ahead*

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In addition to producing important work and continuing to strengthen relationships with community, OIG was able to use 2022 as a building year for internal processes and staffing. The audit, policy, and OPA/investigations teams all focused on achieving full staffing, training staff, developing and implementing processes to ensure quality control, and teambuilding. These efforts produced a solid foundation for undertaking new bodies of work in the area of surveillance review and transitioning of federal monitor duties to OIG.

The coming year will provide an opportunity for OIG to step into the role of ensuring continued progress begun with the consent decree, while continuing to provide SPD and OPA with ongoing critical insight and critique, informed by audits, best-practices, and community input.

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### *Project Prioritization*

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OIG uses a risk management approach for project selection. This increases the effectiveness of OIG resources and focuses efforts on issues with greater impact on the City and its residents. Risk assessment has two components: potential impact and likelihood of the impact occurring. OIG prioritizes issues with risks that have a high potential impact and a high likelihood of occurrence.

In the OIG assessment process, high-impact risks include, but are not limited to, those involving potential loss of life, racial disparity, damage to public trust, or 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.

OIG considers information from a wide variety of sources, such as:

- systemic issues identified by OIG staff during ongoing work;
- input from community members;
- referrals or work plan requests from stakeholders;
- regulatory and consent decree-related requirements;
- best practice trends, reports, or activities in the field of accountability, both within the City and in other jurisdictions; and
- current events and news media.

With so many sources of significant topics and limited OIG resources, OIG strategically balances project selection to better achieve our work plan commitments. Any projects added during the year will undergo holistic consideration of need versus impact on ability to complete existing projects.

This work plan preserves necessary space for emerging issues that may arise during the coming year. That space is critical for work efficiency, allowing OIG to complete a planned body of work, while providing flexibility to address unanticipated issues of concern.



## II. Audits

This section of the work plan describes work performed by OIG's Audit Unit. The Audit Unit follows the Generally Accepted Government Auditing Standards (GAGAS) set by the United States Government Accountability Office. These standards provide requirements for how OIG auditors perform their work, including guidelines related to independence, objectivity, standards of evidence, and reporting.

OIG sometimes issues non-audit reviews, including alert letters, when full compliance with GAGAS is not feasible. The decision to issue a non-audit review may be made due to external time constraints, the urgency of an issue, or if the work was performed by an external consultant. In all cases, OIG follows the same evidence and quality control standards applied to its audit products.

### Ongoing Projects

#### Youth Miranda Rights

In July 2022, OIG initiated an audit of SPD's compliance with the Mi'Chance Dunlap-Gittens Youth Rights Ordinance. This project is anticipated to be completed in 2023.

#### Leave Administration

In July 2022, OIG initiated an audit to assess SPD's controls to prevent fraud, waste, and abuse of leave benefits. This project is anticipated to be completed in 2023.

#### Mutual Aid

OIG is conducting an audit of SPD operations and actions when engaging with other law enforcement agencies pursuant to task force and mutual aid agreements to assess compliance with SPD policy. Due to staffing limitations and other priority audits, this project was suspended through 2022 and will be completed in 2023.

#### Audit Recommendation Follow-Up

OIG will obtain updates on implementation status for all outstanding audit recommendations and determine an effective means of publicly reporting these. This project was on OIG's workplan for 2022, however staffing limitations and priority audits limited the extent to which follow-up could be conducted.

### Recurring Projects

#### Chapter 14.12 Collection of Information for Law Enforcement Purposes

Pursuant to Seattle Municipal Code (SMC) 14.12.330, OIG determines whether SPD is complying with Chapter 14.12 regarding the collection of private sexual information and other restricted information, including religious and political affiliation. Audits of SPD compliance with Chapter 14.12 are required bi-annually. OIG is currently completing a follow-up of the office's original audit of Chapter 14.12, and the report is anticipated to be issued in 2023.

#### Annual Surveillance Usage Reviews

Pursuant to SMC 14.18.060, OIG conducts an annual review of SPD use of surveillance technologies. Annual reviews of the technologies used in the previous year are due each September. Currently, there



are 10 approved technologies to review. Eight of these technologies were due for issuance of initial reviews in 2022; however, due to limited capacity, OIG requested and City Council approved an extension of these reports' due date to March 2023.<sup>1</sup> Technologies scheduled to be reviewed in 2023 are:

- 
- CopLogic
  - Computer Aided Dispatch (CAD)
  - Forward Looking Infrared Real-Time Video (FLIR)
  - 911 Logging Recorder
  - Situational Awareness Cameras Without Recording
  - Video Recording Systems (Cameras in SPD facilities)
  - Automated License Plate Readers (ALPR)
  - Parking Enforcement (Including ALPR)
  - Audio Recording Systems (Wires)
  - I2 iBase
- 

### 2023 New Performance Audits and Reviews

#### Audit of Community Safety and Communications Center (CSCC)

OIG will examine issues around the transition of the 911 call center from SPD to the Community Safety and Communications Center (CSCC) and consider other areas of community concern such as call assignment, dispatch protocols, response times, crisis and equity training, and disparate impact analysis.

#### Audit of Taser Effectiveness

OIG will examine prior SPD taser deployments to assess their historical effectiveness as a less-lethal tool. This audit may include analysis of Neuromuscular Incapacitation (NMI) rates, how often taser deployment is a significant factor in resolving conflict, and assessment of policies and training related to tasers.

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<sup>1</sup> In 2022 OIG hired one full-time staff to begin work on surveillance reviews and contracted with an external consultant to assist in performance of the pending surveillance usage reviews. OIG will be hiring an additional full-time surveillance analyst in early 2023.



### III. Policy Work

OIG policy work utilizes a data-driven approach to increase the organizational effectiveness and efficiency of Seattle's public safety and accountability system, with a focus on projects that impact community trust and support racial justice and diversity. OIG utilizes statistical, analytical, and process-mapping expertise to support its mission and to inform decision-making processes.

#### Ongoing Projects

##### Sentinel Event Review

In 2021 OIG began a community-centered Sentinel Event Review (SER) of 2020 mass demonstrations in Seattle. A sentinel event is a significant negative outcome, such as a death or serious injury, which signals the existence of systemic problems. A sentinel event review seeks to identify root causes of the negative event in order to prevent its recurrence.

**Wave 2 through 4 Reports** OIG is conducting SERs of four waves of critical protest incidents; the first report covering the first wave was released in July 2021. Two subsequent reports were released in 2022. Additionally, the Wave 4 Panel Review was completed in 2022. The Wave 4 Report is expected to be published in the first quarter of 2023.

OIG will continue to develop and adapt the Sentinel Event Review process and include community in review of other significant issues. In 2023, OIG will develop a SER Panel review of officer involved shootings of persons in crisis.

##### Minor Traffic Stops Workgroup

In May 2021, the IG sent a letter to Police Chief Diaz encouraging SPD to explore alternatives to traffic enforcement by reducing reliance on routine stops for civil and non-dangerous violations.<sup>2</sup> OIG will continue its work on reimagining traffic stops in 2023 and will review implementation of the recommendations that came out of the 2021 letter.

##### Effective Interviewing

OIG will continue to engage with Dr. Griffiths, SPD, and OPA on training for effective interview techniques, and to develop supporting policies. Policy work will include ongoing efforts to address the use of deception by SPD officers in investigations.

##### Data Collaborations

OIG collaborates with police accountability system partners (CPC, OPA, and SPD) to standardize and provide public access to data used by SPD, OPA and OIG for analysis. The SPD Data Analytics Platform (DAP) is a data warehouse drawing from multiple systems of records within SPD. In 2022, OIG worked with SPD to increase data transparency and accessibility of data and processes. There are many opportunities for the development of meaningful data dashboards in DAP that can increase oversight ability and efficiency in 2023.

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<sup>2</sup> <http://www.seattle.gov/Documents/Departments/OIG/Other/OIGDiazLetterMinorTrafficOffenses051821.pdf>



## Recurring Projects

### State Legislative Agenda

OIG issues recommendations on the City’s State Legislative Agenda (SLA) each year.<sup>3</sup> OIG’s priorities are determined by assessing themes in OIG work throughout the year to identify areas where legislative efforts may be necessary to improve systems of policing. OIG recommendations are also supported by considering laws, practices, and stakeholder concerns, locally and nationally.

### Trends in Inquests, Claims and Lawsuits

OIG annually reports data on inquests, claims, and lawsuits alleging police misconduct.<sup>4</sup> OIG works with city agencies to identify data sources, partnerships, and methods to collect and analyze relevant data. Such data provide an opportunity for future trend analysis.

### Study of OPA Sworn and Civilian Staff

OIG is charged with annually examining the impact of OPA's civilianization efforts on OPA processes and outcomes for complaint investigation.<sup>5</sup> In 2022, OIG designed a cross-jurisdictional review of staffing and police misconduct allegations. Results from those interviews were compiled and current findings are being analyzed. Additionally, OIG is compiling a literature review of best practices for civilianization. OIG will develop an assessment to compare civilian and sworn hires to see if any measurable difference exist between their investigations, decisions, and past affiliations.

## 2023 New Projects

### Monitoring Assessments of SPD

OIG is currently developing a methodology to facilitate the transfer of SPD assessments from the DOJ monitoring team to OIG. OIG will work with SPD and stakeholders to ensure these assessments are meaningful, uphold and continue the gains made under the consent decree, and foster transparency.

### Mapping Use of Force

In 2019 OIG created a detailed process map of the SPD disciplinary system as part of OIG’s ongoing efforts to provide transparency to the public about SPD operations.<sup>6</sup> This map led to OIG’s 2021 audit of the SPD disciplinary system.<sup>7</sup> A visual mapping of the Use of Force (UoF) incident handling process, checks and balances, and decision-making steps would provide similar transparency and utility for investigation and review of force.

### Use of Deception in Public Safety

In 2022, OIG facilitated roundtables with stakeholders and SPD to discuss the use of deception in public safety. The focus of these roundtables was the use of deception in patrol activities. This discussion resulted in recommendations and feedback from the roundtable and the OIG. In 2023, OIG will continue work on the use of deception in public safety with a focus on interviews and interrogation.

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<sup>3</sup> This project is mandated by Ordinance 125315.

<sup>4</sup> This project is required by Ordinance 125315.

<sup>5</sup> This work is required by Ordinance 125315.

<sup>6</sup> <http://www.seattle.gov/oig/policy/spd-disciplinary-process-roadmap>

<sup>7</sup> <http://www.seattle.gov/Documents/Departments/OIG/Audits/AuditofDisciplinarySystemforSPDSwornPersonnel.pdf>





## IV. Investigations and OPA Review

With both OIG and OPA being civilian-led, OIG acts as a double safeguard to ensure investigations are conducted properly and the OPA Director has the information needed to reach fair findings of fact and issue recommendations on disciplinary outcomes. In that capacity, OIG reviews OPA investigations and certifies them for timeliness, thoroughness, and objectivity. The OPA Director then issues findings and recommendations to SPD based on the results of the OPA investigation. In addition, OIG reviews OPA classification decisions for new cases on a weekly basis so feedback can be provided to OPA in real time and classifications can be changed, if appropriate. OIG evaluates handling of complaint intake to ensure no allegations have been missed. OIG also has a charge to review OPA and SPD for systemic issues of concern; work on systemic matters occurs on multiple fronts throughout OIG's audit, policy, and OPA case review functions.

### Recurring Work

#### Case Certification and Classification Review

OIG conducts individual reviews of OPA investigations and weekly reviews of classifications.

#### Programmatic Reviews

OIG assesses OPA programs that offer alternative responses to addressing complaints. Presently, work in this area is captured in the OIG annual report. In 2023, OIG will refine and document its processes for regular review of OPA programs and begin quarterly reporting of these reviews.

- 
- Bias reviews closed out by OPA - Bias Reviews are one of two primary methods by which biased based policing allegations against SPD are resolved (the second method are complaints filed directly with OPA). All bias reviews completed by SPD supervisors in the field are submitted to OPA for final review before being closed out.
  - Mediation - OPA may offer Mediation to Complainants and Named Employees to resolve disagreements, particularly those involving possible miscommunication or misperception, with the guidance of a neutral third party. When accepted by both parties, mediation is the final resolution of the case.
  - Rapid adjudication - Rapid Adjudication is available in certain circumstances for employees who acknowledge their behavior was inconsistent with policy and are willing to accept discipline without undergoing a full investigation by OPA. OPA submits cases to OIG for review prior to final classification.
  - Management Action Recommendations – As one potential case outcome, OPA may issue recommendations for systemic policy or training improvements when the OPA Director identifies a potential deficiency.
-



### 2023 Projects

#### OIG Case Management System

During the latter part of 2022, OIG developed a Case Management System that was completed in December. OIG will begin working with this system in January 2023, with an emphasis on refining its functions and capabilities to best suit the needs of the office and the public.

#### OIG Reporting on OPA review

For 2023, OIG will begin quarterly reporting on its classification and contact log reviews and semi-annual reporting for OIG case reviews. This is intended to provide increased transparency of OIG review of OPA operations.

#### Staff Training

Having completed investigation/interviewing training for OIG staff in 2022, OIG will continue to emphasize training for its OPA review staff regarding investigation and interviewing techniques and best practices. OIG will also begin work on developing robust onboarding and training materials for future new staff.

#### OIG Website Dashboard

OIG will create a navigable dashboard on its website to allow complainants to track the status of complaints OIG is investigating.



## V. Strategic Leadership, Outreach, and Partnerships

Strategic work is performed by the Inspector General in order to further the goals of OIG, represent the expertise of OIG in stakeholder activities, and participate in Consent Decree sustainability efforts as OIG prepares to assume the role of the federal monitor. The IG conducts outreach to inform community about OIG work and develops partnerships with community and other stakeholders to ensure that OIG work products are relevant and reflect public concern.

The IG at her discretion maintains a monitoring presence at significant use of force scene investigations and at the SPD Force Review Board that meets on a weekly basis to review significant uses of force.

Work product requirements coordinated by OIG Operations include production of the Annual Report, annual Work Plan, annual Mid-Year Report, and ongoing public disclosure request responses. In addition to the annual work plan and annual report, the IG produces memoranda and correspondence, including alert letters, throughout the year on emerging issues identified as matters of immediate concern by the IG, or sometimes at the request of Councilmembers, the Mayor, or in response to a request for independent technical assistance



## VI. Horizon Project Areas

Horizon topics arise from existing work and the same sources that inform OIG risk assessment and strategic planning for its annual work plan. These are topics OIG has identified for review, but due to resource limitations or other environmental factors are not anticipated to be actionable this year.

### SPD Hiring Practices Review

Appropriate hiring practices within in the SPD is a matter of public concern. Increasing transparency in the recruitment and hiring of officers can contribute to an increase in legitimacy with the community. OIG would assess the SPD recruitment process, minimum qualifications, employment screening tools, and any barriers to hiring.

### SPD Response to Hate Crimes

CPC has expressed repeated interest in an audit of SPD response to hate crimes, including review of potential bias in investigations and interviews of hate crime victims. OIG concurs that this is a matter of priority and will continue to assess opportunities to follow up on the work performed by the City Auditor in their two-part review of hate crime response issued in 2017 and 2019.

### Discipline Follow-up

In November 2021 OIG issued an audit of the disciplinary system for SPD sworn personnel. Some areas of the disciplinary system could not be fully assessed at the time due to a lack of data, such as the outcomes of disciplinary grievances and compliance with new state laws regarding decertification. OIG will continue to monitor such areas of the disciplinary system for an effective time to review.

### Overtime and Personnel Management

The ability to reliably track and report on employee hours, including the assignment and fulfillment of overtime hours, is crucial to ensuring public dollars are spent efficiently and appropriately. Use of overtime and personnel management emerged as risk areas through the SER process and discipline audit, and public concern over high wages paid to SPD personnel without adequate documentation. OIG is currently conducting an audit of SPD's Leave Administration, which examines related controls and systems and may inform later work in this area.

### SPD Contracting and Purchasing

Appropriate use of City funds, particularly on items of major monetary value or related to critical areas such as training, is intrinsically connected to SPD's ability to provide transparent, efficient, effective public safety to community. Prior OIG projects have encountered potential issues with the accuracy and completeness of SPD contract records.



## VII. Inter-Agency Requests

OIG requests input from stakeholders when establishing the annual work plan. OIG responses to such requests fall into the following categories:

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

### Council Requests

Public Safety Chair Herbold has requested two items for OIG review:

1. [Review of How SPD Evaluates Candidates Applying at SPD for Possible White Supremacist or Extremist Ties.](#)

This was a request made in relation to CPC's 2022 request that OIG evaluate rates of white supremacy in SPD. Councilmember Herbold requested that in addition, OIG evaluate the thoroughness of background searches of SPD candidates, including their social media activity.

**OIG Response: [Deferred]** OIG has added a review of SPD hiring practices to the 'Horizon Projects' in this workplan due to staffing limitations. This assessment may include the SPD recruitment process, minimum qualifications, and employment screening tools including backgrounding and social media activity.

2. [Review of OPA Actions Taken to Address Findings in 2021 User Survey](#)

This request cites the 2021 OPA report [Complainant Experience: Report & Recommendations](#)

**OIG Response: [Assess]** OIG will request information from OPA on the status of actions taken to address findings. These actions, along with actions taken to implement recommendations made to OPA in the 2021 Discipline Audit, may form the basis for future work related to complainant experience.

### Community Police Commission Requests

For 2023, CPC's requests were generally follow-up items to requests from last year. However, among these, the CPC identified three items for OIG to perform new work in.

1. [Review or Audit 911 Dispatch Center](#)

CPC expressed that 911 dispatch remains their top priority for the OIG workplan in 2023. In addition to what is included in the 2022 OIG Work Plan, CPC requested that OIG begin a specific project related to the October 19, 2022, death of D'Vonne Pickett, Jr., and errors made by CSCC



dispatchers in dispatching police and fire to the wrong location, resulting in the delay of lifesaving care to Mr. Pickett.

**OIG Response: [Accept]** *OIG has added an audit of the Community Safety and Communications Center to the 2023 workplan.*

### 2. Improve SPD Disciplinary Process

In 2022, CPC requested that OIG collaborate with SPD to improve its disciplinary process. Specifically, CPC asked OIG to assess what process is in place to ensure officers are not repeat offenders regarding misconduct and officer-involved shootings. CPC asked OIG to conduct an audit of officers involved in multiple officer-involved shootings to determine if there is a pattern in the cases that produce repeated involvement. In 2023, CPC requested, in addition, a follow-up of the status of OIG's discipline audit from November 2021.

**OIG Response: [Accept/Assess]** *OIG has placed audit recommendation follow-up on the 2023 workplan. Recommendations from the Discipline Audit will be included in this effort.*

*As it concerns an evaluation of officers repeating misconduct or who are involved in multiple officer-involved shootings, OIG is assessing how best to evaluate SPD's early-intervention system which is intended to identify such officers for appropriate intervention. Assessment of SPD's early-intervention system is one component of OIG's assumption of monitoring duties from the DOJ.*

### 3. Audit of SPD Supervision

In 2022, CPC requested that OIG conduct an audit of SPD supervision to evaluate consistency in supervisory duties and training across Seattle, as well as examine accountability for supervisors. Specifically, CPC asked that OIG focus on supervisory reporting and discipline in the field. In 2023 CPC requested a follow-up of the supervision components of OIG's projects.

**OIG Response: [Accept]** *Rather than a unified audit of SPD supervision, OIG has incorporated elements of supervision into audits it has conducted, namely the canine and discipline audits, and will continue to do so in future projects. Additionally, supervision is a key element in the monitoring duties OIG will be assuming.*

*OIG will provide an update on the status of prior recommendations related to supervision, among other topics.*

## Office of Police Accountability Requests

### 1. Use of Frontline Investigations

OPA reports that they would benefit from a data-driven understanding of the present use or disuse of Frontline Investigations to address minor misconduct. (SPD Manual 5.003 – Front Line Investigations). As OIG noted in the 2021 Discipline Audit, this process was explicitly provided for in policy but is seldom used. Specific areas of inquiry could include the number, types, and provenance of OPA complaints that could be appropriately handled as frontline investigations.



***OIG Response: [Deferred]** OIG agrees that the apparent under-utilization of Frontline Investigations may represent an opportunity for greater efficiency within the disciplinary system that is worth evaluating. However, this is an area that may be impacted by ongoing collective bargaining and OIG will wait to assess what work may be done at a later date.*

2. **Audit of Chain of Command Responses to Supervisor Actions Issued by OPA**

OPA relies on both Supervisor Actions and Training Referrals, as indicated by the OPA Manual, to address minor misconduct, possible misconduct, and systemic/training/performance issues. OPA views these as important tools to promote accountability, improve SPD performance, and increase public trust. However, OPA would appreciate a data-driven understanding of how the chain of command presently follows through on supervisor actions. This was identified as an area for “future follow-up” in OIG’s 2021 Audit of Disciplinary System for SPD Sworn Personnel.

***OIG Response: [Assess]** OIG agrees that the results of supervisor actions and training referrals are important to assess as they make up a significant portion of how misconduct allegations are resolved. There is little objective data related to the outputs and outcomes of supervisor coaching conversations in general; however, OIG plans to conduct an assessment of the Force Review Board as part of its monitoring duties, and a portion of that assessment will examine how the chain of command acts on recommendations that come from the Board. We will assess if responses to supervisor actions and training referrals can also be evaluated as a part of this work.*

## 2023 Work Plan Timelines

Project	Beginning	End
<b>AUDITS AND REVIEWS</b>		
<b>Ongoing Projects</b>		
Audit of Youth Miranda Rights	Q3 2022	Q2 2023
Audit of Leave Administration	Q3 2022	Q3 2023
Audit of Mutual Aid	Q3 2019	Q3 2023
2022 Annual Surveillance Usage Reviews (8 Technologies)	Q3 2022	Q1 2023
<b>Recurring Projects</b>		
Chapter 14.12 (Follow-up to 2019 audit)	Ongoing	Q1 2023
Chapter 14.12 2023 First Biannual	Q1 2023	Q2 2023
Chapter 14.12 2023 Second Biannual	Q3 2023	Q4 2023
Recommendation Follow-up	Q2 2023	Q3 2023
2023 Annual Surveillance Usage Reviews (10 Technologies)	Q1 2023	Q3 2023
<b>New Projects</b>		
Audit of Community Safety and Communications Center	Q2 2023	Q1 2024
<b>POLICY PROJECTS</b>		
<b>Ongoing Projects</b>		
Sentinel Event Review - Waves 2 through 5	Q2 2020	Q1 2023
<b>Recurring Projects</b>		
State Legislative Agenda	Ongoing	Ongoing
Annual Trends in Inquests, Claims and Lawsuits	Q1 2023	Q4 2023
Annual Study of OPA Sworn and Civilian Staff	Q1 2023	Q4 2023
<b>2023 Projects</b>		
Monitoring assessments	Q3 2022	Ongoing
Mapping of Use of Force	Q1 2023	Q4 2023
Use of Deception in Public Safety	Q2 2022	Q4 2023
<b>INVESTIGATIONS AND OPA REVIEW</b>		
<b>Recurring Projects</b>		
Case certification and classification review	Ongoing	Ongoing
Quarterly report on OPA classification and contact logs	Q2 2023	Quarterly
Semi-annual report on OPA review	Q3 2023	Q3 2023
<b>2023 Projects</b>		
Staff training	Q1 2023	Q4 2023
Onboarding/new staff training program	Q2 2023	Q4 2023
OIG case management system refinement	Q1 2023	Ongoing
OIG website dashboard	Q1 2023	Q3 2023
<b>OTHER DEPARTMENTAL RECURRING WORK</b>		
Annual Work Plan	Q4 2023	Q4 2023





OIG & CPC Mid-Year Report	Q3 2023	Q3 2023
Annual Report	Q1 2023	Q2 2023
Consent Decree and Monitoring Plan Work Items	As needed	As needed
Emerging Issues Memoranda	As needed	As needed
Public Disclosure Requests	Ongoing	Ongoing



# Seattle Office of Inspector General

Lisa Judge, Inspector General  
Public Safety Committee—Work Plan Presentation  
January 10, 2023

# OIG Areas of Work

## Authorities and Duties

- SPD oversight
- OPA oversight
- Recommending system improvements
- Consent decree fidelity over time

## Mechanisms

- Audits and reviews of SPD and OPA
- Policy work
- Evaluating SPD response to significant incidents
- Collaborative work with system partners, including issuing recommendations to policymakers



# Work Plan Requests by Accountability Partners

- Accepted projects
  - Review or Audit 911 Dispatch Center (Audit in 2023)
  - Improve SPD Disciplinary Process (Discipline audit follow-up)
  - Audit of SPD Supervision (Addressed in monitoring transition work)
- Continue to Assess
  - Review of OPA Actions Taken to Address Findings in 2021 User Survey
  - Audit of Chain of Command Responses to Supervisor Actions Issued by OPA (Assess in FRB/Force evaluations)
  - Review of How SPD Evaluates Candidates Applying at SPD for Possible White Supremacist or Extremist Ties (Deferred for horizon hiring audit)
  - Use of Frontline Investigations (Deferred until current collective bargaining is closed)
- Joint mid-year report



# Project Selection

- Risk assessment
  - Potential impact
  - Likelihood of occurrence
- Best practices research and development
- Community interest, stakeholder input
- Resources available

Risk Assessment Matrix

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

# Audits

- Ongoing work
- Recurring projects mandated by ordinance
- New Performance audits

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# Ongoing Audit Projects

- Youth Miranda Rights— In July 2022, OIG initiated an audit of SPD’s compliance with the Mi’Chance Dunlap-Gittens Youth Rights Ordinance. This project is anticipated to be completed in 2023.
- Leave Administration—In July 2022, OIG initiated an audit to assess SPD’s controls to prevent fraud, waste, and abuse of leave benefits. This project is anticipated to be completed in 2023.
- Mutual Aid—OIG is conducting an audit of SPD operations and actions when engaging with other law enforcement agencies pursuant to task force and mutual aid agreements to assess compliance with SPD policy. Due to staffing limitations and other priority audits, this project was suspended through 2022 and will be completed in 2023.
- Audit Recommendation Follow-Up—OIG will obtain updates on implementation status for all outstanding audit recommendations and determine an effective means of publicly reporting these. This project was on OIG’s workplan for 2022, however staffing limitations and priority audits limited the extent to which follow-up could be conducted

# Recurring Audit Projects

Chapter 14.12 Collection of Information for Law Enforcement Purposes—Pursuant to Seattle Municipal Code (SMC) 14.12.330, OIG determines whether SPD is complying with Chapter 14.12 regarding the collection of private sexual information and other restricted information, including religious and political affiliation. Audits of SPD compliance with Chapter 14.12 are required biannually. OIG is currently completing a follow-up of the office’s original audit of Chapter 14.12, and the report is anticipated to be issued in 2023.

Annual Surveillance Usage Reviews Pursuant to SMC 14.18.060—Currently, there are 10 approved technologies to review. Eight of these technologies were due for issuance of initial reviews in 2022; however, due to limited OIG capacity, City Council approved an extension of these reports to March 2023.<sup>1</sup> Technologies scheduled to be reviewed in 2023 are:

- CopLogic
- Computer Aided Dispatch (CAD)
- Forward Looking Infrared Real-Time Video (FLIR)
- 911 Logging Recorder
- Situational Awareness Cameras Without Recording
- Video Recording Systems (Cameras in SPD facilities)
- Automated License Plate Readers (ALPR)
- Parking Enforcement (Including ALPR)
- Audio Recording Systems (Wires)
- I2 iBase



# Performance Audits

Audit of Community Safety and Communications Center (CSCC)—OIG will examine issues around the transition of the 911 call center from SPD to the Community Safety and Communications Center (CSCC) and consider other areas of community concern such as call assignment, dispatch protocols, response times, crisis and equity training, and disparate impact analysis.

Audit of Taser Effectiveness—OIG will examine prior SPD taser deployments to assess their historical effectiveness as a less-lethal tool. This audit may include analysis of Neuromuscular Incapacitation (NMI) rates, how often taser deployment is a significant factor in resolving conflict, and assessment of policies and training related to tasers.

# Policy

- Ongoing work
- Recurring projects mandated by ordinance
- New policy projects

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# Ongoing Policy Projects

**Sentinel Event Review**—The Wave 4 Report is expected to be published in the first quarter of 2023. OIG will continue to develop and adapt the Sentinel Event Review process and include community in review of other significant issues. In 2023, OIG will develop a SER Panel review of officer involved shootings of persons in crisis.

**Minor Traffic Stops Workgroup**—OIG will continue its work on reimagining traffic stops in 2023 and will review implementation of the recommendations that came out of previous work with SPD, SDOT and other stakeholders.

**Effective Interviewing**—OIG will continue to engage with Dr. Griffiths, SPD, and OPA on training for effective interview techniques, and to develop supporting policies. Policy work will include ongoing efforts to address the use of deception by SPD officers in investigations.

**Data Collaborations**—OIG collaborates with police accountability system partners (CPC, OPA, and SPD) to standardize and provide public access to data used by SPD, OPA and OIG for analysis. In 2022, OIG worked with SPD to increase data transparency and accessibility of data and processes and will continue to assist in development of public access to DAP information to increase oversight ability and efficiency in 2023.

# Recurring Policy Projects

State Legislative Agenda—OIG issues recommendations on the City’s State Legislative Agenda (SLA) each year. OIG priorities are determined by assessing themes in OIG work throughout the year to identify areas where legislative efforts may be necessary to improve systems of policing. OIG recommendations are also supported by considering laws, practices, and stakeholder concerns, locally and nationally.

Trends in Inquests, Claims and Lawsuits—OIG annually reports data on inquests, claims, and lawsuits alleging police misconduct. OIG works with city agencies to identify data sources, partnerships, and methods to collect and analyze relevant data to support trend analysis and public visibility.

Study of OPA Sworn and Civilian Staff—OIG is charged with annually examining the impact of OPA's civilianization efforts on OPA processes and outcomes for complaint investigation. In 2022, OIG designed a cross-jurisdictional review of staffing and police misconduct allegations. Additionally, OIG is compiling a literature review of best practices for civilianization. OIG will develop an assessment to compare civilian and sworn hires to see if any measurable difference exist between their investigations, decisions, and past affiliations

# New Policy Projects

Mapping Use of Force—In 2019 OIG created a detailed process map of the SPD disciplinary system as part of our ongoing efforts to provide transparency to the public about SPD operations. This map led to OIG’s 2021 audit of the SPD disciplinary system. A visual mapping of the Use of Force (UoF) incident handling process, checks and balances, and decision-making steps would provide similar transparency and utility for investigation and review of force.

Use of Deception in Public Safety—In 2022, OIG facilitated roundtables with stakeholders and SPD to discuss the use of deception in public safety. The focus of these roundtables was the use of deception in patrol activities. This discussion resulted in recommendations and feedback from the roundtable and the OIG. In 2023, OIG will continue work on the use of deception in public safety with a focus on interviews and interrogation.

# New Policy Projects

Monitoring Assessments of SPD—OIG is currently developing a methodology to facilitate the transfer of SPD assessments from the DOJ monitoring team to OIG. Work will include:

- establishing ongoing metrics to maintain “compliance” in a post-consent decree environment,
- individual and collaborative analysis with SPD of data in relevant areas of SPD operation,
- collaborative work with SPD and stakeholders around policy development to ensure innovative best practices are prioritized, and
- reporting out to community and relevant stakeholders.

OIG will work with SPD and stakeholders to ensure these assessments are meaningful, uphold and continue the gains made under the consent decree, and foster transparency.

# OPA Review and Investigations

- Recurring work
- New initiatives

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# Recurring Work

Case Certification and Classification Review—OIG conducts individual reviews of OPA investigations and weekly reviews of classifications.

Programmatic Reviews—OIG assesses OPA programs that offer alternative responses to addressing complaints. Presently, work in this area is captured in the OIG annual report. In 2023, OIG will refine and document its processes for regular review of OPA programs and begin quarterly reporting of these reviews

- Bias reviews closed out by OPA
- Mediation
- Rapid adjudication
- Management Action Recommendations



# New Initiatives

**OIG Case Management System**—During the latter part of 2022, OIG developed a Case Management System that was completed in December. OIG will begin working with this system in January 2023, with an emphasis on refining its functions and capabilities to best suit the needs of the office and the public.

**OIG Reporting on OPA review**—OIG will begin quarterly reporting on its classification and contact log reviews and semi-annual reporting for OIG case reviews. This is intended to provide increased transparency of OIG review of OPA operations.

**Staff Training**—Having completed investigation/interviewing training for OIG staff in 2022, OIG will continue to emphasize training for its OPA review staff regarding investigation and interviewing techniques and best practices. OIG will also begin work on developing robust onboarding and training materials for future new staff.

**OIG Website Dashboard**—OIG will create a navigable dashboard on its website to allow complainants to track the status of complaints OIG is investigating.

# Horizon Projects

**SPD Hiring Practices Review**—Appropriate hiring practices within in the SPD is a matter of public concern. Increasing transparency in the recruitment and hiring of officers can contribute to an increase in legitimacy with the community. OIG would assess the SPD recruitment process, minimum qualifications, employment screening tools, and any barriers to hiring.

**SPD Response to Hate Crimes**—CPC has expressed repeated interest in an audit of SPD response to hate crimes, including review of potential bias in investigations and interviews of hate crime victims. OIG concurs that this is a matter of priority and will continue to assess opportunities to follow up on the work performed by the City Auditor in their two-part review of hate crime response issued in 2017 and 2019.

**Discipline Follow-up**—In November 2021 OIG issued an audit of the disciplinary system for SPD sworn personnel. Some areas of the disciplinary system could not be fully assessed at the time due to a lack of data, such as the outcomes of disciplinary grievances and compliance with new state laws regarding decertification. OIG will continue to monitor aspects of the disciplinary system and plan a review.

# Horizon Projects

Overtime and Personnel Management—The ability to reliably track and report on employee hours, including the assignment and fulfillment of overtime hours, is crucial to ensuring public dollars are spent efficiently and appropriately.

SPD Contracting and Purchasing—Appropriate use of City funds, particularly on items of major monetary value or related to critical areas such as training, is intrinsically connected to SPD's ability to provide transparent, efficient, effective public safety to community. Prior OIG projects have encountered potential issues with the accuracy and completeness of SPD contract records



Legislation Text

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**File #:** Inf 2212, **Version:** 1

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City Response to Flooding in South Park

# South Park Flooding Recovery Incident

## Public Safety and Human Services Committee

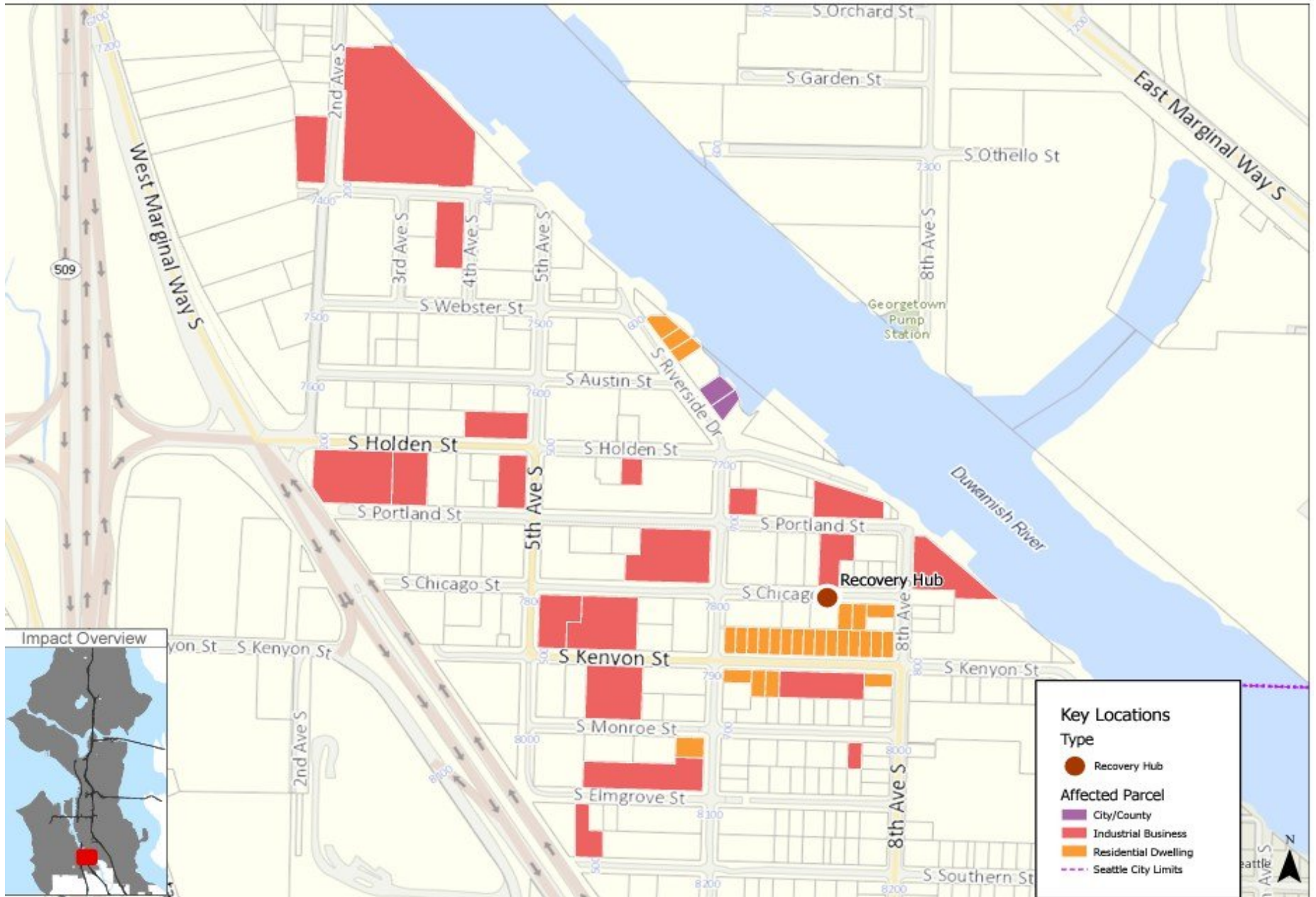
January 10, 2023  
OEM, SPU, HSD

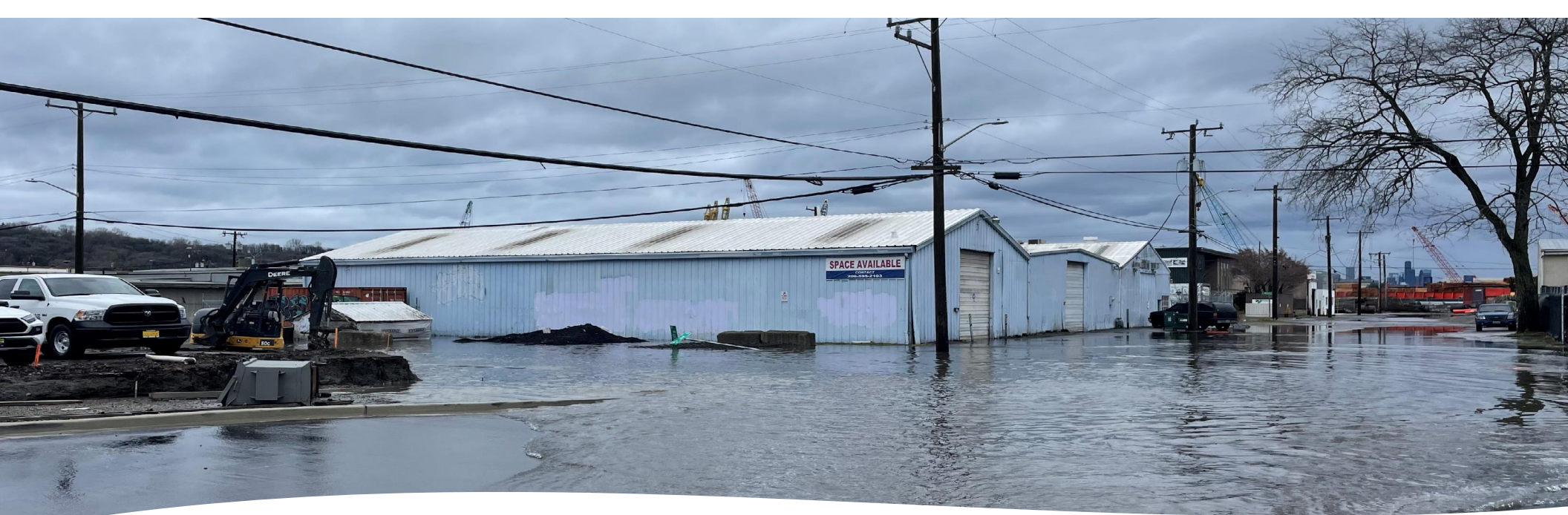
Seattle Office Of Emergency Management



**City of Seattle**







## Office of Emergency Management

- Flooding in South Park started on December 27<sup>th</sup>
- Literally perfect storm; very low pressure, extreme King Tide, heavy rain resulting in Duwamish River overtopping its banks
- 49 properties – homes and businesses impacted
- 14 agencies involved
  - City departments & Community Based Orgs (CBOs)
- Urban flooding response, then recovery effort

# Office of Emergency Management

- Now assisting with on-scene project management for recovery efforts
  - OEM does not usually work on-scene
  - Recovery focus makes this incident unique
- Community connections with Khmer and Villa Comunitaria
- Working with King County & State Emergency Management organizations to find possible funding opportunities





# Seattle Public Utilities Response

## Pre-storm Preparedness

- Wet Weather Preparedness
- Prepared for King Tides: staged resources before Dec. 27 storm
- Just Health Action contract for community preparedness
- Installed grinder pumps and backflow preventers in high impact homes
- Sandbag stations in community

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## Dec 27, 2022 Storm Event

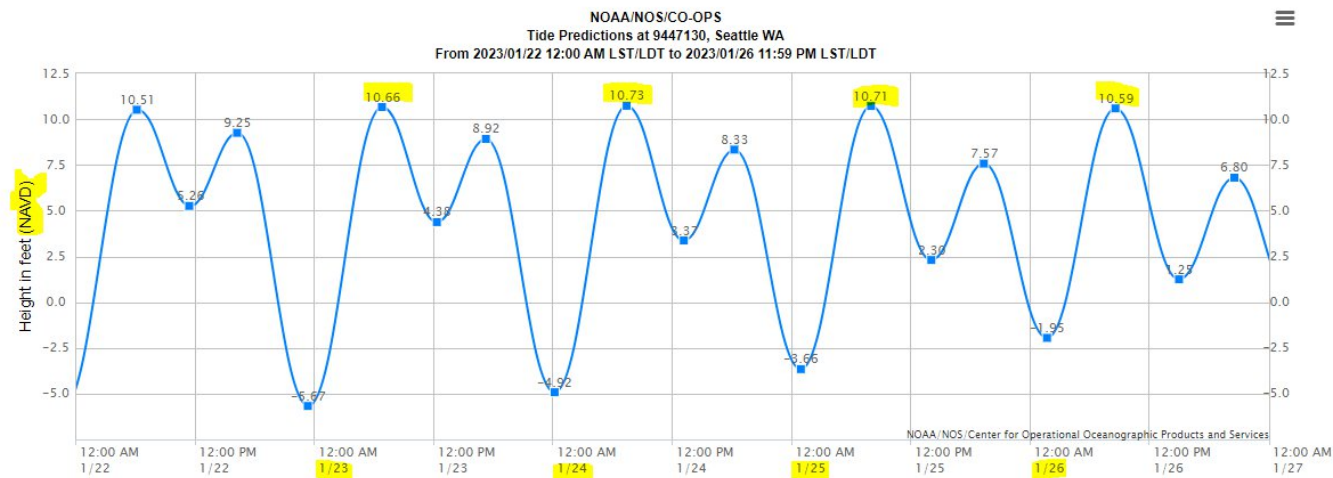
- Exceeded predicted intensity from NOAA/NWS and SPU's readiness preparation

## SPU initiated the response

- Infrastructure assessment, sandbags
- Emergency housing for 15 families
- Engaged OEM, worked with Mayor's office leadership
- Significant coordination with City depts, community partners
- Coordination trailer, meeting tents, portable toilets, sinks, shower, laundry
- Clean City solid waste/debris collection/sharps collection kits
- In-home clean-up
- Media Response

# Preparing for January King Tide

- Next King Tides expected last week of January
- Incident Command Structure in place
- Predicted tides: 10.6-10.7' (Dec 27 water level was 12.8')
- SPU identifying riverside bank low points and sandbagging opportunities
- Install berm at SPU pump station site prior to next King Tide
- SPU communication with residents and businesses on preparation strategies



# Preparing for Sea Level Rise

## Planning

### Duwamish Valley Resilience District

- Grant-funded OSE/OPCD/SPU sea level rise adaptation planning with South Park and Georgetown community members

### SPU sea level rise adaptation planning (pictured on right)

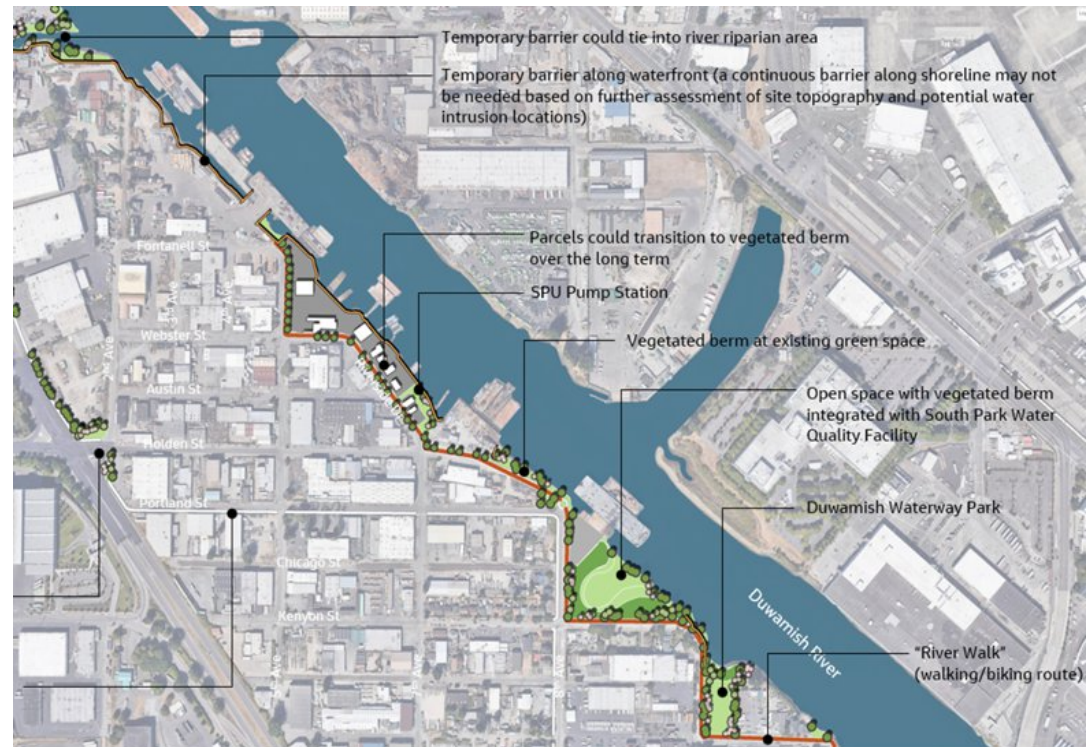
- Future property acquisition
- Physical infrastructure construction to prevent future shoreline flooding

## Funding Opportunities

### Federal

- US Army Corps of Engineers
  - 2017 Corps-SPU Planning Study
  - New Start Program
- BRIC Grant

### King County Flood Control District



# Key SPU and Partner Actions: To-Date and Future

Project	Lead	Funding	Complete/ 2023	2024	2025	2026	2027	2028	2029	2030+
Prelim South Park CBA/ Flood Risk Management Study	US Army Corps of Engineers	USACE/SPU	✓							
Prelim Sea Level Rise (SLR) Adaptation Strategy	Jacobs	SPU	✓							
Stormwater Drainage Improvements, Phase 1	SPU	SPU/SDOT	Pump Station, Drainage + Roadway Improvements					Stormwater Quality Facility		
Resilience District: SLR Adaptation/Community Capacity/Funding	OSE/OPCD/ SPU	Robert Wood Johnson Foundation								
Ongoing Operational Readiness	SPU	SPU								
Stormwater Drainage Improvements, Phase 2 (additional roadway improvements)	SPU, partner with SDOT	Possible KC Flood Control District, federal transportation funding	Currently in options analysis							
SLR Infrastructure - Planning & Prelim Design	OPCD/SPU	FEMA BRIC (Local match required)								
SLR Infrastructure - Design	TBD	TBD								
SLR Infrastructure - Permitting	TBD	TBD								
SLR Infrastructure - Construction	TBD	TBD								





# SPU Next Steps

- Community Meetings:
  - Open House and community discussion last Saturday to support impacted residents
  - Late Jan/early Feb – community meeting on future investments and timeframes
- Next King Tide events week of January 23<sup>rd</sup> – ongoing preparedness work
- Community recovery - ongoing
- Community SLR resilience planning and action

# Human Service Department Response

Role: HSD is responsible for the coordination of the City's Emergency Support Function 6 (ESF #6) Mass Care, Housing, and Human Services

HSD Response:

- Regular coordination meetings with Community-Based Organizations (CBOs) who are taking the lead on culturally appropriate and in-language service for impacted communities
- Utilizing ongoing HSD programs/contracts and invested \$35,000 into new emergency contracts for case management and need response
- Coordinating with CBOs and American Red Cross on meeting non-shelter needs including:
  - Medical support
  - Transportation
  - Food
  - Primary school coordination
  - Pet care
  - Utility Discount Program



# HSD Response

Thank you to the CBO's supporting the response.

HSD's guiding partnership principles with Community Based Organizations (CBOs)

- Ensuring all impacted households receive a check-up every 24 to 48 hours
- Assigning unassigned families to a culturally and linguistically appropriate CBO
- Ensuring impacted families have a housing option and food option
- Ensuring timely and accurate sharing of information to CBOs, to community members and to city departments

Work ahead

- Property owners will determine safe return per property
- Continue offering housing and need option to support transitions



# Summary

- Recovery efforts involved multiple departments and agencies
- Engagement and interaction with Community Based Organizations (CBOs) critical
- Ongoing operations
  - After Action Report and Improvement Plan to be developed once operations have concluded.