



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
	1	2	3

Potential Impact

Audits

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

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 2023.¹ 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

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

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