



# Seattle Office of Inspector General

## 2022 OIG Work Plan

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December 30, 2021

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## I. Introduction

The Office of Inspector General for Public Safety (OIG) was established in 2017 as part of the City of Seattle 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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OIG work in 2021 continued to be impacted by the historic global events of 2020: the COVID-19 pandemic and mass demonstrations demanding police reform and accountability. COVID-19 changed the way OIG performs its work, while the demonstrations altered the priorities of OIG work for 2020 and beyond. These events meant that OIG delayed planned 2020 projects and re-evaluated its work plan for 2021.

Going into 2021, staff were still managing the significant impacts of 2020 and adjusting the workload to manage and complete large projects begun during that prolonged period of turmoil. The 2022 work plan continues to dedicate resources to finishing projects from prior work plans that are important for accountability. Clearing the slate of projects from the past two years will allow OIG to start 2023 with a clean slate for the new challenges that lie ahead for police accountability.



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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 racial disparity, potential loss of life, 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;
- consent decree-related and regulatory 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 salient potential topics and limited OIG resources, OIG strategically balances project selection to better achieve work plan commitments. Any projects added during the year will undergo strategic consideration of need versus impact on ability to complete existing projects.

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*Emerging Issues*

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This work plan preserves necessary space for emerging issues impacting accountability that arise during the year. That space is critical to allow OIG to devote resources to unplanned significant issues, while also leaving sufficient resources to complete the planned body of work with minimal disruptions.



## II. Audits

This section of the work plan describes OIG audit work performed in accordance with the Generally Accepted Government Auditing Standards (GAGAS)<sup>1</sup> and other “non-audit projects.” Non-audit projects are not subject to the strict standards of GAGAS and are used when the analysis of the topic or request is best approached with a less formal and time/resource intensive process. Examples include alert letters, highlighting emergent issues, or a -summaries of best practices. However, these non-audit projects are still subject to rigorous standards of criteria selection, evidence review, and quality control. Selection of audits also depends upon available resources, given expected resource needs for a project.

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### *Audit Team Projects*

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#### Ongoing Projects

##### Audit of Mutual Aid

OIG is conducting an audit of SPD operations and actions when the agency engages with other law enforcement agencies pursuant to task force and mutual aid agreements to assess SPD compliance with policy. OIG expanded the scope of this audit to include an assessment of interactions with mutual aid entities during the 2020 mass demonstrations.

##### Non-Audit Report on High-Risk Persons-in-Crisis SPD Responses

OIG is finalizing work on this non-audit report about SPD responses to high-risk persons-in-crisis calls, particularly those where the subject is armed.

#### Recurring Projects

##### Review of Collection of Information for Law Enforcement Purposes

Pursuant to 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. This work is done on an on-going basis. The follow-up review to the original OIG audit of Chapter 14.12 will determine whether SPD implemented prior OIG recommendations.

##### Audit Follow-Up Reporting

OIG will examine how best to report on recommendation follow-ups on its website and identify a schedule for follow-up of its existing audits. This is related to the OIG 2021 Work Plan request by Public Safety Chair Herbold for a public dashboard of the status of OIG recommendations.

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<sup>1</sup> Promulgated by the U.S. Government Accountability Office.



**2022 Performance Audits and Reviews**

Youth Rights Ordinance

OIG will undertake a work request from Councilmember Herbold to review SPD compliance with the Mi'Chance Dunlap-Gittens' Youth Rights Ordinance. See Inter-Agency Requests below.



### III. Surveillance Work

Pursuant to Section 14.18.060 of the Seattle Municipal Code (SMC), OIG annually reviews SPD use of surveillance technology and department compliance with SMC Chapter 14.18 by September for the technologies of the previous year.

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#### *First-Year Implementation*

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There are presently eight technologies that have been approved, and are required to be included in the review, including two with additional requested analysis.



## IV. Policy

OIG policy work utilizes a data-driven approach to increase the organizational effectiveness and efficiency of the 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 and inform our work.

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### *Policy Projects*

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#### Ongoing Projects

##### Sentinel Event Review

A sentinel event is a significant negative outcome, such as a death or serious injury, that acts as a signal that problems exist within a system. A sentinel event review seeks to determine root causes of the negative event in order to prevent its recurrence. In 2019 OIG began a community-centered Sentinel Event Review (SER) of 2020 mass demonstrations in Seattle. OIG is conducting SERs on five waves of critical protest incidents; the inaugural report covering the first wave was released in July 2021. OIG is also working with an international expert consultant on crowd psychology to further inform our understanding of the events of 2020, and approaches for improved crowd management in a separate report.

##### Minor Traffic Stops Workgroup

In May 2021, the IG sent a letter to Police Chief Diaz inviting SPD to collaborate in exploring alternatives to traffic enforcement in ways that do not involve in-person stops for minor violations.<sup>2</sup> A stakeholder workgroup was formed and data gathering commenced in mid-2021. The goal of this effort is to identify and implement alternatives to minor traffic stops that support racial equity (by reducing opportunities for racial disparity in traffic stops as has been discussed nationwide).

#### 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 seen in OIG work throughout the year that signal areas where greater strides may be made to improve the systems of policing through legislative efforts. OIG recommendations are also supported by considering laws, practices, and stakeholder concerns, locally and nationally.

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

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



[Trends in Inquests, Claims and Lawsuits](#)

OIG annually reports data on inquests, claims, and lawsuits alleging police misconduct.<sup>4</sup> OIG worked 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.

[OPA Sworn and Civilian Staff Study](#)

OIG is charged with annually examining the impact of OPA's civilianization efforts on OPA processes and outcomes for complaint investigation.<sup>5</sup> A cross-jurisdictional review and analysis is in progress to determine the impact of civilianization within OPA.

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

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



## V. Investigations and OPA Review

With both OIG and OPA being civilian-led, OIG acts as a double safeguard in the system to ensure investigations are conducted properly and -that the OPA Director is provided the necessary information to reach fair findings of fact and issue recommendations for discipline. In that capacity, OIG reviews completed OPA investigations and certifies whether they are timely, thorough, and objective. On a quarterly basis, OIG reviews OPA decisions about classifying a complaint for full investigation; OIG also assesses the appropriateness of the allegations to ensure no allegations have been missed. OIG is charged with reviewing OPA and SPD for systemic issues of concern.<sup>6</sup>

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### *OPA Review Work*

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#### Recurring Work

##### Case Certification and Classification Review

OIG conducts individual reviews of completed OPA investigations and quarterly sampling of classification decisions. Classification review has an added focus on cases OPA has referred to the SPD chain of command to address.

##### Programmatic Reviews

OIG assesses OPA programs that offer alternative responses to addressing complaints. In 2022, OIG will refine and document its processes for regular review of OPA programs.

- Unsubstantiated misconduct screenings - a program to screen allegations of serious misconduct that are learned of during an internal Chain of Command review that can be clearly refuted by the evidence.
- 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 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.

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<sup>6</sup> Work on systemic matters occurs on multiple fronts throughout OIG's audit, policy, and OPA case review functions.



- 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.

## 2022 Projects

### Bias Complaint Investigation Process Alternative

In 2021, Councilmember Herbold requested work to determine whether the OPA investigation process might benefit from a Biased-Policing Review Team of community members. OIG is conducting a descriptive analysis of the handling of bias allegations against SPD officers and a benchmarking analysis of other jurisdictions.

### OIG Case Management System

OIG is developing an internal database for case reviews, along with a dashboard for case tracking.



## VI. Strategic Leadership, Outreach, and Partnerships

Strategic work is performed by the Inspector General to further the goals of OIG, represent the expertise of OIG in stakeholder activities, and participate in Consent Decree sustainability efforts in preparation for the future OIG sustainment role. 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 or a designee responds to officer-involved shooting (OIS) scenes, certain significant use of force scene investigations, and is present at the SPD Force Review Board that meets on a weekly basis to review significant uses of force.

Work product requirements for OIG include production of an annual report, annual work plan, annual mid-year report, and ongoing public disclosure request responses. Additionally, the IG produces memoranda throughout the year on emerging issues identified as matters of immediate concern by OIG, at the request of Councilmembers, the Mayor, or in response to a request for independent technical assistance.



## VII. Horizon Project Areas

Horizon topics arise from existing work and the same sources of systemic issues that inform OIG risk assessment and strategic planning for its annual work plan. These are generally projects that, but for staffing limitations, OIG would otherwise add to its work plan. It may include projects that were previously on the OIG work plan which were discontinued due to resource constraints but remain a priority for review.

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### *Horizon Audit and Review Areas*

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#### Overtime and Personnel Management

The ability to reliably track and report on SPD 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 OIG sentinel event review and discipline audit, as well as public concern over high wages paid to SPD personnel without adequate documentation.

#### 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 the community. Prior OIG projects have encountered potential issues with the accuracy and completeness of SPD contract records.

#### Planned Audit(s) in Response to Sentinel Event Review

The community-led Sentinel Event Review work may lead to one or more audits as a by-product of the review, in areas such as use of force, crowd management and force review.

#### 911 Call Center Transition

Previously, CPC requested work related to the 911 Call Center. The City will need to be clear on its system for effective oversight of 911 now that it is outside of SPD. OIG may examine issues around the transition. Other issues of interest and community concern in this category include call assignment, response times, response protocols, crisis and equity training, and disparate impact analysis.

#### SPD Response to Hate Crimes

With hate crimes on the rise in 2020, this area remains ripe for review and of immediate community concern. CPC has expressed interest in an audit of SPD response to hate crimes, including review of potential bias in investigations and interviews of hate crime victims. The City Auditor issued a two-part review of hate crime response in 2017 and 2019. OIG will continue to review and assess opportunities for improved police response to hate crimes in collaboration with the City Auditor's Office and other partners.



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*Horizon Policy Areas*

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#### Mapping Use of Force

Previously, OIG created a detailed process map of the SPD disciplinary system.<sup>7</sup> That map is part of OIG efforts to provide transparency to the public about SPD operations. It also created a starting foundation for the 2021 OIG audit of the SPD disciplinary system.<sup>8</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, beginning with when an incident is reported through to force administrative review.

#### Data Collaborations

OIG collaborates with police accountability system partners (CPC, OPA, and SPD) to standardize and provide access to data used by SPD, OPA and OIG for its analysis. The SPD Data Analytics Platform (DAP) is a data warehouse drawing from multiple systems of record within SPD. In 2020, OIG worked closely with OPA and SPD to produce standardized fields for more transparent and efficient case trend analysis – an endeavor that previously has required labor intensive manual counting due to OPA case management system limitations. There are many opportunities for the development of meaningful data dashboards in DAP that can increase oversight ability and efficiency.

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<sup>7</sup> <http://www.seattle.gov/oig/policy/spd-disciplinary-process-roadmap>

<sup>8</sup> <http://www.seattle.gov/Documents/Departments/OIG/Audits/AuditofDisciplinarySystemforSPDSwornPersonnel.pdf>



## VIII. 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. **Defer** – 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. **Decline/Refer to Other Agency** – OIG will refer to this work to a more appropriate agency, with reason given.

### Council Requests

1. [Accept] Audit/Review/Collaboration of Youth Rights

Public Safety Chair Herbold has requested OIG to review SPD's implementation of and compliance with the Mi'Chance Dunlap-Gittens' Youth Rights Ordinance. The Mi'Chance Dunlap-Gittens' Youth Rights Ordinance prohibits law enforcement officers from questioning youths aged 18 or younger, in circumstances where a Miranda warning is administered, until a lawyer at King County Department of Public Defense explains Miranda Rights to the young person in question. The ordinance also prohibits law enforcement from requesting consent from a youth to conduct a person, property, or vehicle search, unless that young person has spoken with the Department of Public Defense and has chosen to waive their rights.<sup>9</sup> This was also requested by CPC for the OIG 2021 work plan. The ordinance passed in August 2020, so sufficient data should be available to examine this request.

### Community Police Commission Requests

For many of the below requests, CPC expressed willingness to collaborate with OIG in 2022. OIG appreciates that the numerous requests, many of high concern to community, illustrate the breadth of issues in police oversight to address with limited resources. With requests far outpacing resources, OIG will continue to work with CPC in 2022 to identify opportunities for further collaboration in the requested areas. Some of the topics below are touched on in work already in progress throughout the City.

1. Review or Audit 911 Dispatch Center—Assess

CPC requests a review of topics related to the 911 Dispatch Center. These include how calls are classified and assigned, what the reported race and ethnicity were in call types involving a "suspect" or "suspicious person," response times, response protocols, and what crisis and equity

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<sup>9</sup> <https://council.seattle.gov/2020/08/17/council-passes-michance-dunlap-gittens-youth-rights-ordinance/>



training is provided to employees. CPC also requests that OIG complete a disparate impact analysis as well as an analysis of how moving 911 dispatch out of the department impacts the ordinance, consent decree, and work conducted by the accountability partners and their ability to receive data, if at all. CPC previously made a similar request for inclusion in the 2019 work plan.

*OIG Response: Migration of the 911 center is included on OIG's list of horizon projects. Call assignment, response times, response protocols, crisis and equity training, and disparate impact analysis will be added to that topic in recognition of CPC's highlighted areas of community concern.*

2. SPD Body-Worn Video (Audit Request)—Deferred

CPC requests an audit focused on the drafted policy and if officers are activating their cameras appropriately. If there is a randomized review process for supervisors, that could be reviewed as well.

*OIG Response: As new BWV policies are implemented, OIG will monitor compliance through OPA case review and issues raised at the Force Review Board. OIG will reconsider the priority of this request relative to other work plan items if issues emerge from monitoring in 2022.*

3. Assess Disparity in Police Stops—Accept [Ongoing]

CPC requests OIG to provide recent data for 2021 and share data from 2020 that highlights findings on disparity in stops. This should be an ongoing study conducted through OIG.

*OIG Response: OIG shares CPC's interest in the ongoing assessment of disparity in police stops. This has been a requirement for SPD under the Consent Decree. OIG will continue to participate as one of the accountability partners, including lending technical expertise to disparity discussions and analysis. Disparity in stops is also part of ongoing stakeholder work regarding minor traffic stops commenced by OIG in 2021. Because this topic intersects with other existing work projects and an SPD dashboard is pending, OIG is not adding a specific separate item to its work plan at this time, but welcomes the opportunity to discuss opportunities for additional analysis with CPC and the other Consent Decree partners throughout 2022.*

4. Follow Up on OIG and CPC Recommendations—Accept

CPC requests that OIG follow up on recommendations made in its 2021 reports and the recommendations CPC made by the CPC to OIG in the previous year. The request includes updates on the status of recommendations not yet implemented (as seen in CPC's recommendation tracker, PART).

*OIG Response: OIG agrees with CPC on the need to follow up on recommendations from OIG audits. It is standard audit procedure to do so, but staff resource limitations have hampered the ability to conduct regular follow-ups. In recognition of this need, the development of a public reporting system for audit recommendation follow-up has been identified in this year's work plan.*



5. Evaluate SPD Response to Hate Crime Reports—Assess

CPC requests a status report of the current hate crimes reports. CPC requests OIG initiate a continuing audit of hate crimes and department response to hate crimes. This should also include review of potential bias in investigations and interviews of hate crime victims.

*OIG Response: OIG concurs with the CPC's identification of hate crimes as a priority area, with the rise of hate crimes nationally as noted in media and FBI statistics – including a 73 percent rise in anti-Asian hate crimes from 2019 to 2020,<sup>10</sup> and the recent assault on CPC Co-Chair Rev. Walden. The City Auditor previously issued a Review of Hate Crime Prevention, Response, and Reporting in Seattle in 2017 and 2019.<sup>11</sup> In 2022, OIG will continue to offer its technical expertise to City efforts in addressing hate crimes and extremism. Due to staffing limitations, OIG will place this item on its list of horizon projects and discuss with the City Auditor about potential partnership in this area.*

6. Evaluate White Supremacy in SPD—Assess

CPC requests an evaluation of the rate of white supremacy in the ranks of SPD, how SPD is ensuring candidates are being screened to eliminate bias, and how current SPD personnel are being screened or re-screened to eliminate bias and acts of hate.

*OIG Response: Work is presently ongoing by the Office of the Employee Ombud in this area. OIG provides technical expertise in collaborative discussions as needed and will assess its role in these efforts related to SPD as the project unfolds.*

7. Continued Efforts on Effective Interviewing—Deferred [Partially completed]

CPC requests that OIG continue to work with CPC and SPD to bring training on effective interviewing techniques and relevant policy changes to SPD, OPA, and OIG. CPC also requests that OIG conduct ongoing audits or review of SPD interviewing practices in the future.

*OIG Response: Since the fall of 2018, OIG has worked to bring an international expert to Seattle to develop a customized training on effective interviewing based on best practices, in collaboration with the other accountability partners and SPD. Early work included discussions with the Washington Innocence Project and Innocent Project New York due to the nexus between bad interviewing practices and false confessions. In 2020, OIG implemented a training program for OPA, OIG, and SPD Force Investigations Team staff which was converted to a virtual training after the advent of COVID-19. Since then, SPD has begun work on a program for a larger segment of its police force. As that program is deployed, OIG will assess opportunities for future evaluation, sustainability, and improvement.*

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<sup>10</sup> <https://www.nbcnews.com/news/asian-america/anti-asian-hate-crimes-rose-73-last-year-updated-fbi-data-says-rcna3741>

<sup>11</sup> <http://www.seattle.gov/Documents/Departments/CityAuditor/auditreports/Hate%20Crime%20Final%20092017v2.pdf>; [http://www.seattle.gov/Documents/Departments/CityAuditor/auditreports/2017-09%20Hate%20Crimes%20Ph2\\_Final.pdf](http://www.seattle.gov/Documents/Departments/CityAuditor/auditreports/2017-09%20Hate%20Crimes%20Ph2_Final.pdf)



8. **Less-lethal Demonstrations—Declined/Referred to Other Agency**

CPC requests a partnership with OIG to plan and share a live demonstration for community of SPD's less-lethal tools. CPC would like this to lead to an ongoing performance review of those less-lethal tools and tactics that would rate tool management, efficacy, and safety.

*OIG Response: SPD arranged less-lethal tool demonstrations for community and the accountability partners as the City was grappling with SPD use of less-lethal tools in mass demonstrations, including as part of OIG's sentinel event review of protest response. OIG believes that expanding these opportunities with community is a matter better suited to CPC working directly with SPD. OIG can continue discussions with CPC on possible future work within OIG's purview.*

9. **Officer Wellness Survey— Declined/Referred to Other Agency [Ongoing]**

CPC requests OIG to conduct an ongoing Officer Wellness survey that evaluates officer wellness and the correlation between officer wellness and de-escalation efforts.

*OIG Response: Officer wellness was part of the recommendations arising out of the OIG sentinel event review of police protest response. SPD has a wellness unit that is already surveying officers, and it is better positioned to perform any ongoing assessment. However, as illustrated by the sentinel event review, OIG remains attuned in the course of its work to the impacts and implications of officer wellness in ongoing OIG projects.*

10. **Review OPA Complaint Handling—Accept [Ongoing]**

CPC requests that OIG conduct ongoing reviews and issue a report on the thoroughness, fairness, consistency, and timeliness of OPA complaint handling for cases that are not investigated by OPA. For example, these include cases that result in supervisor action, mediation, and rapid adjudication.

*OIG Response: Since 2020, OIG has engaged in significant efforts to increase staffing for its investigations unit that reviews OPA work. In 2022, staffing resources will be more closely aligned with the heavy workload for the first time. The 2022 work plan reflects that OIG will return to quarterly reporting in mid-2022 as new staff are trained. In the meantime, OIG continues to report on these areas as part of its annual report.*

11. **Improve SPD Disciplinary Process—Assess**

CPC requests that OIG collaborate with SPD to improve its disciplinary process. Specifically, CPC would like OIG to determine what process is in place to ensure officers are not repeat offenders regarding misconduct and officer-involved shootings. CPC would like OIG to conduct an audit of officers involved in multiple shooting incidents to determine if there is a pattern in the cases that produce repeated involvement in using deadly force.

*OIG Response: OIG shares CPC's high prioritization of disciplinary process improvement; it has long been an item of concern to the federal court and to community predating the consent decree. OIG has been engaged in a multi-year effort to address this issue, beginning with a 40-*



*page mapping of the SPD disciplinary process. From that starting point, OIG initiated a discipline audit that was published in November 2021. As OIG engages in follow up to its audit, OIG welcomes further discussion with CPC on areas of strong community interest.*

#### 12. Retention and Recruitment Audit—Deferred

CPC requests an audit of SPD's recruitment and retention efforts to ascertain how the loss of officers impacts communities and the goals of policing in Seattle.

*OIG Response: OIG had retention on its 2020 work plan, but much of the work plan was disrupted by the major events of 2020. COVID-19 and protests in the aftermath of George Floyd's murder changed the public discourse around staffing and budgeting for SPD. After the effects become more settled in 2022, OIG can re-examine this issue.*

#### 13. Sentinel Event Review—Assess

CPC requests that OIG conduct a sentinel event review of the Iosia Faletofo officer-involved shooting to identify avenues for preventing similar incidents, including changes to SPD policies and training to avoid the use of deadly force.

*OIG Response: Sentinel event review has been in the OIG work plan since the first filing in 2019. In the 2020 OIG work plan, OIG agreed with CPC that the tragic officer-involved death of Iosia Faletofo could be an important case for sentinel review. As initial work progressed on developing an approach for the review, the summer of 2020 police protests happened. The rolling incidents that occurred became the basis for a years-long sentinel event review that is still in progress. The methodology that was developed to keep the process community-centered includes a stakeholder planning group that helps to identify incidents for review. As OIG concludes its review of five waves of protest activity, OIG will bring the Faletofo case, as well as others involving persons in crisis, to the planning group for consideration as the next subject of review.*

#### 14. Audit of SPD Supervision—Assess [Ongoing]

CPC requests that OIG conduct an audit of SPD supervision to evaluate consistency in supervisory duties and training across Seattle, and to examine accountability for supervisors, with particular focus on supervisory reporting and discipline in the field.

*OIG Response: OIG had supervision on its 2020 work plan, but much of the work plan was disrupted by the major events of 2020. Supervision is a recurring theme in the accountability ordinance, as supervision and mentoring play an important role in building a sustainable culture of accountability. Because supervision has so many aspects, OIG has instead incorporated elements of supervision into ongoing projects, such as the audit of the canine unit and the recently released discipline audit. As OIG engages in follow up to the discipline audit, OIG welcomes further discussion with CPC on supervision topics of interest to CPC and community.*

## 2022 Work Plan Timelines

Project	Beginning	End
<b>AUDITS AND REVIEWS</b>		
<b>Ongoing Projects</b>		
Persons in Crisis	Q2 2021	Q1 2022
Mutual Aid	Q3 2019	Q2 2022
<b>Recurring Projects</b>		
Chapter 14.12	n/a	Q3 2022
Audit Follow-up Reporting Dashboard	Q1 2022	Q4 2022
<b>New Projects</b>		
SPD Compliance with Mi'Chance Dunlap-Gittens' Youth Rights Ordinance	Q2 2022	Q4 2022
<b>SURVEILLANCE WORK</b>		
Surveillance Annual Review	Q1 2022	Q3 2022
<b>POLICY PROJECTS</b>		
<b>Ongoing Projects</b>		
Sentinel Event Review Waves 2 through 5	Q2 2020	Q4 2022
Sentinel Event Review OIG Critical Events Summary	Q2 2020	Q1 2022
Minor Traffic Offenses Workgroup	Q2 2021	Q4 2022
<b>Recurring Projects</b>		
State Legislative Agenda	Q4 2021	Q4 2021
Trends in Inquests, Claims and Lawsuits	Q1 2021	Q2 2021
OPA Sworn and Civilian Staff Study	Q2 2021	Q2 2022
<b>INVESTIGATIONS AND OPA REVIEW</b>		
<b>Recurring Projects</b>		
Case certification and classification review	Ongoing	Ongoing
Quarterly report on OPA Review activities	Q2 2022	Quarterly
<b>Ongoing Projects</b>		
Review of Bias Complaint Investigation Process Alternatives	Q4 2021	Q3 2022
OIG case management system and public dashboard	Q2 2021	Q4 2022
<b>OTHER DEPARTMENTAL RECURRING WORK</b>		
Annual Work Plan	Q4 2021	Q4 2021
OIG & CPC Mid-Year Report	Q3 2022	Q3 2022
Annual Report	Q1 2022	Q3 2022
Consent Decree and Monitoring Plan Work Items	As needed	As needed
Emerging Issues Memoranda	As needed	As needed
Public Disclosure Requests	Ongoing	Ongoing