

Seattle
Community
Police Commission

Our city. Our safety.
Our police. Better together.

April 23, 2019

Via Electronic Mail

Monique Guevara, Policy Analyst
Anne Bettsworth, Deputy Director
Office of Police Accountability
720 Third Avenue, 18th Floor
Seattle, WA, 98104

Dear Monique and Anne,

The Community Police Commission (CPC) relays this correspondence to your office regarding the Mediation Program. To fulfill its responsibilities under the Ordinance regarding mediation, the Office of Police Accountability (OPA) recently shared with the CPC your Mediation assessment report to include nine key components of mediation in the context of policing, with some suggested best practices for each. OPA reviewed each of these components (by conducting interviews, administering surveys, and reviewing program documentation) in comparison to its current procedures, and then assigned a grading system in order to demonstrate how the current mediation program aligns with those highlighted best practices. These best practices were assessed using information gathered through literature reviews and did not include many prior recommendations for best practices. Community-police mediation, if done well, should have benefits for the community, OPA, and officers and supervisors. The mediation program revamp creates an opportunity to address a number of issues that have been noted in the past, including approaching it more as an opportunity for problem-solving, by utilizing a program model that has “customer service” embedded in its approach.

If utilized regularly, mediation can lighten OPA’s caseload and allow resources to be focused on other investigations. But more importantly, it should help community members by providing not only an avenue for direct input, but also a way to know if that input has made a difference. The goal is for officers to receive input directly from those they serve so that they can continue to improve community-police interactions, but as traditionally designed, often only officers get concrete benefits from mediation. For example, if an officer engages in mediation, the complaint will not be included in the officer’s personnel file. Individual complainants, however, may only gain a subjective benefit. Unlike typical mediation, community-police mediation does not work toward a binding agreement. Instead the focus is on fostering understanding, which can be more like a facilitated discussion than actual facilitative mediation. And, the use of traditional confidential processes means that supervisors or oversight personnel don’t have an opportunity to see how the officer interacts, what commitments are made, or whether other details surface during the session that might be of concern. Traditional approaches also require the complainant to agree in advance that the officer will not be subject to disciplinary action as long as the mediator believes the officer participated in good faith. The individual complainant may not be provided any real resolution, and the general public must rely on officers correcting their own actions based on feedback only known to the officer and the mediator received from the complainant during their discussion.

Recommendations

There is no doubt that the mediation process can be a positive experience for some complainants in some instances. It is also important to acknowledge that community-police mediation can be designed to protect certain interests over others (see, e.g., certain elements that were not addressed as recommended in collective bargaining agreements). With that in mind, OPA should be particularly attentive to enhancing community trust and confidence as the mediation program's key outcome and should work to ensure as the program is being redesigned that each element of the program aligns with this outcome. Please see the following list of recommendations offered by the Community Police Commission (CPC).

1. **Address prior recommendations offered by former OPA Auditors related to improving the mediation program.** See Attachment A.
2. **Address Accountability System Structure Recommendations provided by the CPC, as part of its Settlement Agreement responsibilities for review of the accountability system, in April 2014, prior to the commencement of bargaining.** See Attachment B.

See specifically Recommendation 21

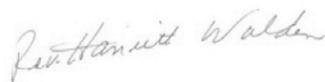
"The Department should improve its mediation and other alternative resolution processes:

1. Complainants who make use of a mediation or other alternative resolution process should not be limited to the results of that process and be able to elect that the case proceed to an OPA investigation. In such cases, everything said or done in the course of the alternative processes should remain privileged and may not be used against any party in subsequent administrative or legal proceedings.
2. If the employee in a mediation or other alternative resolution process does not participate in good faith, as determined by the mediator, the OPA should conduct an investigation and possible discipline should remain as an option for the complainant. Similarly, in such cases, everything said or done in the course of the alternative processes should remain privileged and may not be used against any party in subsequent administrative or legal proceedings.
3. The mediation or other alternative resolution process should be administered by an entity with mediation expertise rather than by SPD.
4. Mediations or other alternative resolution processes should take place at locations and times of day that are more convenient and comfortable for the public.
5. Mediations or other alternative resolution processes should occur as soon as possible after complaint intake has been completed.
6. Supervisors should receive documentation about mediations or other alternative resolution processes and be involved in the process when the OPA Director thinks it would be helpful.
7. The use of mediation or other alternative resolution processes should be documented in employee files, including employee performance mentoring records.
8. The data management and case tracking system used for mediations or other alternative resolution processes should be improved.

9. Outreach and education about mediation and other alternative resolution processes for the public and within SPD should be expanded and enhanced to raise awareness of these options.
 10. The OPA Director and/or Auditor should be allowed, if agreed to by both parties, to observe the mediation or other alternative resolution process as a means of assessing and ensuring quality.”
3. **Crosswalk and address the language in both the Seattle Police Management Association (SPMA) and the Seattle Police Officers Guild (SPOG) Collective Bargaining Agreements (CBAs) that related to mediation and Rapid Adjudication.** There are barriers in both CBA’s which prevent the OPA Director from fulfilling the mandate to collaborate with the other accountability partners as pursuant to 03.29.120.D, and requirements that are inconsistent with prior recommendations.
 4. **Fully examine the impact of issues of bias within cases.** Accusations of biased policing are serious in nature and should be addressed for impacts within the community-police mediation process. The community has longstanding concerns about the Seattle Police Department unfairly treating communities of color, LGBTQ people, people with disabilities, and homeless people. Addressing the impact of issues of bias within cases would signal to the community that bias is being treated not just as a basic interpersonal conflict but is being reviewed as a systemic problem that harms marginalized communities.
 5. **Make sure that criteria for suitability do not allow for use of mediation if a named officer has received numerous complaints.**
 6. **Plan for the needs of participants with disabilities.** It is unclear whether accommodations are currently available for complainants participating in mediation. Accommodations can range from having a pre-mediation debrief (days ahead of time) with the mediator or OPA staff to explain the process, interpreters with mediation experience, location needs, advocate present at mediation to help complainant articulate concerns, a longer mediation session, etc. Care should also be taken to make sure individuals fully understand what they are agreeing to participate in and what will happen to their complaint. While it is likely this is already done people with disabilities might need this information explained more than once or in a different way than usual. Excluding people with certain disabilities from the mediation process is not an option. Additionally, since there is no real way to determine who might need these accommodations, everyone should be asked about their accommodation needs if this is not already being done.

The CPC relays these preliminary recommendations to the Office of Police Accountability (OPA) regarding mediation and appreciates the opportunity to advise on the revamp of the mediation program, and all programs and processes that impact the community and the accountability system. We look forward to continued involvement as OPA moves forward with program design, implementation, and evaluation.

In partnership,



Rev. Harriett Walden, Co-Chair
Community Police Commission



Isaac Ruiz, Co-Chair
Community Police Commission



Emma Catague, Co-Chair
Community Police Commission

cc: Community Police Commission

**OPA Mediation Program – CPC Recommendations
Attachment A**

Memo

To: File
From: Bessie Scott, Policy Director
Cc: Monique Guevara, Policy Analyst- OPA
Date: Ongoing, First Draft 01/22/2019
RE: Auditor Recommendations for OPA Mediation Program

OPA Mediation Program

Ordinance language:

3.29.100

F. OPA shall have the authority to address complaints of police misconduct through investigation, Supervisor Action referral, mediation, Rapid Adjudication, or other alternative resolution processes, as well as through Management Action findings and Training Referrals. Management Action findings may be made for either Sustained or Not Sustained complaints of misconduct.

3.29.120

D. Oversee and strengthen the effectiveness of OPA investigations, Supervisor Action referrals, mediation, Rapid Adjudication, and other alternative resolution processes, as well as Management Actions and Training Referrals. The OPA Director shall, in consultation with CPC and OIG, make and maintain a fair and effective mediation program and a fair and effective Rapid Adjudication process.

Contract language:

CBA Citation

SPOG: Read Article 3.10.A-C and Appendix E.8

SPMA: Read Article 16.7

The Ordinance language was intended to ensure that OPA had the full authority to develop and utilize alternatives to investigations, and would work with the CPC and OIG to implement recommendations that had been made by the civilian oversight bodies over the years for mediation and rapid adjudication. The policies and processes in the CBA for how mediation is conducted either do not include or are not aligned with previous recommended reforms.

In Appendix E.8, the SPOG CBA states that “[t]he City agrees that [the Mediation program set forth in the Agreement] meet[s] the goals of the Ordinance.” This is only true if the OPA Director makes needed improvements to the Mediation program.

Note that the CBAs also in several places make incorrect references to the Department’s, rather than OPA’s, role. For example in the SPOG CBA, the mediator should inform OPA, not the

Department, whether the employee participated in good faith and OPA should determine what then occurs. In the SPMA CBA, determining whether a case is suitable for mediation is OPA's responsibility, not the Department's.

Auditor Report ¹	Page Number	Language
January - December, 2016	3	As I have noted in prior reports, OPA's mediation program still remains relatively dormant. One change made regarding mediation that should be revisited was the decision made as part of the consent decree process that no allegations of excessive force or bias-based policing should ever be mediated. This prohibition was perhaps appropriate during the initial work of reforming SPD's policies and practices as an additional safeguard to ensure every allegation was investigated that should be. However, as a consequence, mediation is foreclosed for some complaints involving use of force or bias where mediation would be a more effective alternative than an investigation. It would be more responsive to the complainant and better serve the public by helping employees gain enhanced understanding to improve future performance.
	7	Recommendation Number 1: Allow the use of mediation for complaints involving allegations of bias or use of force when both the OPA Director and the OPA Auditor (or Inspector General) agree that mediation would be more responsive to the complainant and better serve the public.
	13, 16	Note: Read <u>Investigation 5</u> and <u>Investigation 9</u> as it relates to Mediation Program.
July - December, 2015	3	As I have noted in prior reports, since 2013 very few complaints have been mediated. Mediation can be a more effective resolution for a variety of complaints (both for the complainant and the employee) and can help with timeliness of other investigations because more cases are not added to the caseload.

¹Note: The OPA Auditor who wrote the Dec. 2010 report through the 2016 January 2017 reports was (Ret.) Judge Anne Levinson. Prior to these, the reports were written by other OPA Auditors.

		<p>A. The areas for reform that were recommended for the City's collective bargaining agreements (CBAs), City ordinance (CO) and state law (SL)</p> <ul style="list-style-type: none"> • The disciplinary system should promote a robust mediation alternative that meets the expectations of the public, provides for a range of problem-solving tools, and proactively improves the relationship between SPD and the community. (CO) • The accountability system should include timelines for resolution of complaints handled through mediation, Supervisor Action, Training Referrals or Management Action. (CO)
		<p>C. Additional areas for consideration regarding investigation review</p> <p>1. If the City continues to have independent oversight of individual investigations, the review process should be refined and goals prioritized.</p> <ul style="list-style-type: none"> • Seattle's system does not include access to mediation files or observation of the mediation process by the OPA Auditor. <ul style="list-style-type: none"> ○ Should the commitment to confidentiality, which is an important element of mediation, include the ability to audit?
	35	Note: Read <u>Investigation 13</u> as it relates to Mediation Program.
January - June, 2015	8	Recommendation Number 1: OPA should re-institute a robust mediation program, integrating recommendations made in a 2012 OPA mediation program review. Mediation provides an alternative to the traditional complaint and disciplinary process, through use of a neutral third-party facilitator, and can often better address complainants' underlying concerns in certain types of complaints. OPA was among the first agencies to adopt a mediation program, but it has been largely dormant since 2013 (with a single case referred to mediation in this reporting period and none in the prior period).
	18	Note: Read <u>Investigation 3</u> as it relates to Mediation Program.

July - Dec, 2014	2	Policy, Procedure and Training Recommendations: "...enhancing the mediation program;"
January - June, 2014	4	No Recommendations. Mention of Mediation program on page 4.
July – December, 2013	7	Recommendation Number 10: The City’s Collective Bargaining Agreements with Departmental employees should be modified to allow OPA to have a more informal problem-solving process for certain types of complaints that can be more effectively resolved with a more immediate and flexible approach.
January – June, 2013	N/A	No Recommendations.
June – December, 2012	A-11	Recommendation Number 7: Assess obstacles to more frequent use of mediation.
December 2011 – May 2012	3	Note: Implementation of a recommendation to assess ways to increase the number of complaints resolved through mediation, which allows both the complainant and the officer to view the incident from each other’s perspective, is still underway.
	8	Recommendation: “I also asked that mediation not be routinely offered at intake for certain types of allegations where we would not permit its use even if requested by the complainant (e.g., misuse of authority, criminal law violation, dishonesty). The offer of mediation is well intentioned to encourage mediation, but is sometimes not appropriate.”
June – November, 2011	4	Note: Also still on the list for OPA improvements is an assessment of ways to increase the number of complaints resolved through mediation, which allows both the complainant and the officer to view the incident from each other’s perspective. Both complainants and officers report satisfaction with the result reached when mediation is used. However, complainants still do not use mediation as frequently

		as they could. In this six-month period, only a handful of complaints recommended for mediation were successfully resolved that way, with complainants declining to participate in nearly a third of the cases. In 2012, we will evaluate the barriers to more frequent use of mediation.
December, 2010 – May, 2011	9	Policy, Procedure and Training Recommendations: <i>Mediation</i> Seattle was among the first jurisdictions to establish a mediation process as an alternative to traditional complaint processing, as a way to help both the complainant and the officer see things from the other's perspective. Those who have been through mediation – both complainants and officers – report satisfaction with the result. However, we are still not using mediation as frequently as we could. One reason for this is that, both the complainant and the officer have to agree to mediate. As I mentioned in my initial report, some officers won't do so unless they are at risk of discipline ("why bother") and some complainants won't participate because they have to give up the right to possible discipline if the mediation is not successful or they have other concerns. I recommended that we take another look at the barriers to more frequent use of mediation. This was not done in the first half of 2011, but the OPA Director has it on her work plan for the second half of the year and has asked the OPA Review Board to do some outreach to complainants to see if we can learn more as to why they have declined mediation as an option.
	17	Note: Several cases highlighted a policy or training gap and one highlighted the challenges of differing perceptions and the potential value of mediation when concerns of bias arise.
July – November, 2010	14	Issues & Trends: Another area where a change in approach may be helpful is mediation. Here again the Department made some important improvements based on prior recommendations to offer mediation to citizens as a way to help address problems more quickly and to help both the complainant and the officer see things from the other's perspective. Unfortunately, while those cases going to mediation appear to have a high success rate judging from the evaluations, and the Director and Auditor continue to suggest mediation frequently, too few cases are being mediated. One obstacle is that the officer and complainant both have to agree to do it. Some officers won't do so unless they are at risk of discipline ("why bother") and some

		complainants won't do it because they have to give up the right to possible discipline if the mediation is not successful. I recommend we take another look at what else we can do to increase the frequency of mediation, seeing if there are ways to encourage both the complainant and officers to make more use of it. But we also may need to consider other informal problem-solving strategies that can provide for quicker, constructive results.
		I agree that we should
June 2009- November 2009	11	Recommendation: I agree that we should continue to recommend mediation to the parties involved in allegations of racially biased policing. We should also re-examine how we monitor the outcomes of these cases. Are we using meaningful measures that can reliably tell us whether mediation of these types of complaints is producing favorable outcomes for both the complainant and the officer?
October 2008 – March 2009	N/A	No Recommendations.
April-September 2008	6	Recommendation from the Mayor's Panel: The Mayor's Panel also suggested that the OPA should identify serious cases of misconduct and focus investigative resources thereon as soon as possible. This is and has been the practice, including review of OPA's classifications by the Auditor. The Panel went on to recommend that the OPA should encourage mediation of less serious charges. Both parties must agree to mediate a complaint, and the Director reviews all cases and refers those that seem suitable for this face-to-face disposition. Following mediator training in August, OPA coordinated with the Guild to approve an expanded list of available mediators. The Council's Panel suggested in addition that there be written guidelines for mediation cases, which would exclude serious cases, cases where the officer has a history of complaints, or where individuals have in the past failed to participate in good faith.

September 2007 – March 2008	N/A	No Recommendations.
April - September 2007	N/A	No Recommendations.
October 2006-March 2007	N/A	No Recommendations.
April – September 2006	N/A	No Recommendations.
October 2005-March 2006	N/A	No Recommendations.
For April – September 2005	N/A	<p>Note: On page 1 is states “The OPA Director has also sent ten policy recommendations to the Chief in this six-month period. She has led OPA in setting up an early intervention system, a system for voluntary mediation, and procedures for coordinating administrative review of potential criminal cases.</p> <p>These recommendations are not listed in this report, obtain them and see if any pertain to Mediation.</p>
October 2004 – March 2005	6	<p>Note: In my opinion, it is important for OPA IIS to make clear in its referrals exactly what it expects in follow-up by supervisors in the precincts. Sometimes the supervisor is expected to act as informal mediator – talking to both the employee and the complainant separately to help each see the other’s point of view. Hopefully the volunteer mediation program agreed to in the Guild contract will soon be implemented.</p>
January - September, 2004	6	<p>Comments on outcomes: “This is typical of a case where further investigation would be fruitless. Mediation about claims of repeated police harassment might be helpful however.”</p>
	11	<p>Note: Read “Cases that might benefit from Mediation.”</p>
For April – December, 2003	5	<p>Note: Terrence Carroll and the OPA Director have repeatedly suggested the adoption of a pilot voluntary mediation program so that civilians and</p>

		<p>police can better understand the perspectives each bring to a confrontation. Unfortunately, the City and the Seattle Police Officers' Guild have not yet reached an agreement including one. I join the OPA in urging the Guild and City to seek such an agreement. There are many situations where voluntary mediation might produce better mutual understanding between citizens and officers.</p>
--	--	---

**OPA Mediation Program – CPC Recommendations
Attachment B**

**COMMUNITY POLICE COMMISSION
ACCOUNTABILITY RECOMMENDATIONS**

APRIL 24, 2014

Accountability System Policies and Practices Recommendations

APRIL 30, 2014

Accountability System Structure Recommendations

Seattle Community Police Commission

Our City. Our Safety. Our Police. **Better Together.**

April 24, 2014

VIA EMAIL

Ed Murray
Mayor

Seattle City Council

Harry Bailey
Interim Chief of Police

Peter Holmes
Seattle City Attorney

Dear Mayor Murray, Councilmembers, Chief Bailey and Mr. Holmes:

At its April 23, 2014 meeting, the Community Police Commission (CPC) approved an extensive set of recommendations, attached as Exhibit A, to revise policies and practices of the City's police accountability system. The CPC will issue its recommendations on the structure of the police accountability system on April 30, 2014. All of the CPC's recommendations should be considered together, since they are an integrated set of reforms.

The Commission has confirmed that police accountability extends beyond the narrow confines of the current Office of Professional Accountability and its investigative processes. It has also established that the Department's professionalism standards (including expectations consistent with community care-taking), and ethics and values, should be made explicit and ultimately steer its policies and practices. Importantly, the Commission believes the City's collective bargaining and legislative priorities should support a robust and legitimate accountability system.

The CPC recommendations concern all aspects of the system from accessing the system to completing the appeal process. They also provide for certain systemic reforms and ways that ensure ongoing improvements to the accountability system will be undertaken. Some key recommendations include:

- Improving access to filing complaints
- Improving the Department's internal reporting and handling of complaints
- Ensuring Departmental neutrality in investigations
- Providing more frequent and timely information to complainants, named officers and the public
- Ensuring investigations are conducted on all allegations of policy violations and misconduct, and that the investigative unit has the necessary tools to complete thorough investigations
- Providing a range of mechanisms to address—in a more timely and effective manner—all types of policy violations and misconduct, from those that are relatively minor to those that may involve criminal behavior
- Ensuring training referrals are an education-based option when a policy violation or misconduct is found to have occurred, but a training referral should be neither a finding nor a discipline option

- Providing a mechanism for determining that Departmental policies or practices may have caused or contributed to inappropriate actions of officers, and for making corrections within the Department
- Providing some complainants an opportunity to provide information directly to the Chief of Police prior to the Chief making a disciplinary decision
- Revising practices associated with staffing the investigations unit, and providing for civilian staff at the precinct level, to support greater effectiveness of the unit and the accountability system
- Developing and implementing a discipline matrix that ensures more uniformity in disciplinary decisions, while allowing flexibility to account for aggravating and mitigating circumstances
- Establishing time limits on steps occurring after the completion of the investigation, specifically how soon the final decision of the Chief must be issued and for the appellate processes to be completed
- Establishing a single avenue for disciplinary appeals through the Public Safety Civil Service Commission (PSCSC), providing that members of the PSCSC be impartial third parties, and that the PSCSC chair be a hearing examiner
- Providing that no discipline imposed by the Chief of Police may be modified through a settlement process if the Chief opposes that resolution; that the appeal process should be handled outside the Department and any settlement proposals be initiated outside the Department; that the City Attorney's Office represent the City in any manner in which an appeal has been filed, and approve settlements only after taking into account the impact on public trust and potential ramifications for supporting the appropriate performance of other Department employees
- Providing a number of activities that will better identify patterns of problems and support the implementation of recommendations to improve Department practices
- Eliminating or revising arrangements that undermine accountability

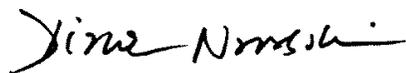
The CPC, informed by community feedback, has spent countless hours working with technical advisors, consultants and stakeholders to create a comprehensive and reasoned set of recommendations to improve our police accountability system. The Commission understands the difficult work involved in creating meaningful reform to this vital system to ensure accessibility, transparency, fairness and legitimacy.

The CPC would welcome an opportunity to meet with you to discuss its recommendations. Again, the remaining recommendations regarding restructuring of the components of the accountability system will be released next week, and these procedural recommendations should be understood in the context of the forthcoming proposal for structural changes.

Sincerely,



Lisa Dugaard, Co-Chair
Community Police Commission



Diane Narasaki, Co-Chair
Community Police Commission

Cc:
Merrick Bobb
J. Michael Diaz
Community Police Commission

Exhibit A
COMMUNITY POLICE COMMISSION
ACCOUNTABILITY SYSTEM RECOMMENDATIONS
ADOPTED 04-23-14

VALUES AND STANDARDS

Recommendation 1

The Department's standards and values should support a robust and legitimate accountability system

The accountability system for SPD includes not just the complaint and investigative processes, but also the performance management, training, disciplinary, grievance and appeals processes. The public and employees must have trust that all aspects of the process will be handled fairly and with legitimacy. The Department's professionalism standards, and ethics and values should be documented, and these should drive its policies, procedures and accountability processes. Similarly, the City's collective bargaining and legislative priorities should support a robust and legitimate accountability system that reflects these principles.

Recommendation 2

The Department should adopt hiring preference points for skills needed in current policing

A diverse workforce with the skills most needed in policing today can be a valuable instrument in strengthening Department accountability. The Department should adopt preference points in hiring for candidates who are multi-lingual or have work experience or educational background providing important skills needed in policing today, such as experience working with diverse communities, and social work, mental health or domestic violence counseling, Peace Corps, AmeriCorps or other similar work or community service backgrounds.

Recommendation 3

The Department's professionalism policy should articulate expectations consistent with community care-taking

SPD's professionalism policy should be modified to more clearly articulate expectations consistent with enhanced community trust and legitimacy; to emphasize listening, explaining, being empathetic, treating people with dignity and respect; to stress that community care-taking is at times the focus, not command and control; and to be clear that the guiding principle is to treat the public with respect and courtesy, guarding against employing an officious or overbearing attitude and refraining from language, demeanor and actions that may result in the individual feeling belittled, ridiculed, or intimidated. The policy should also make clear that unnecessary escalation, as determined from the perspective of a reasonable officer, is considered unprofessional.

Recommendation 4

The Department's professionalism policy should include a conduct unbecoming policy

SPD's professionalism policy should be modified to include a Conduct Unbecoming policy, making it clear that officers shall not, whether on or off duty, exhibit any conduct which discredits the Department or otherwise diminishes the public trust or the ability of officers or the Department to provide law enforcement services to the community. Because an officer's ability to perform his or her duties is dependent upon the respect and confidence communities have for the officer and law enforcement officers in general, officers must conduct themselves in a manner consistent with the integrity and trustworthiness expected of them by the public. SPD should consult with the Law Department in the drafting of this policy so that it complies with relevant case law.

Recommendation 5

The Department's professionalism policy regarding derogatory language should cover all members of the public

SPD's professionalism policy with regard to derogatory language should be modified to cover all members of the public rather than only those in protected classes.

COMPLAINT HANDLING

Recommendation 6

There should be additional community-based channels for complaint filing

The CPC supports OPA's intent to partner with community organizations that volunteer to facilitate public access to SPD's complaint process. The City should provide sufficient funds to a civilian oversight entity to develop and distribute materials and training information to selected community organizations that ensures the information about the SPD complaint process is consistent and that allows these organizations to provide uniform assistance to the public.

Recommendation 7

The Department's Public and Internal Complaint Process policy (SPD Policy Manual 5.002) should be revised

The recommended revisions to this policy are documented on a copy of the policy (see SPD Policy Manual 5.002 CPC Recs 04.23.14).

COMMUNICATIONS

Recommendation 8

The Department should establish a public response protocol for major or high profile incidents

The Department and other City officials should adopt a swifter and clearer public response protocol for public communications about major or high profile incidents. This protocol must ensure SPD maintains neutrality at all stages of incident reviews so that there is no question for either the public or employees that there will be an objective investigation process. This response protocol should include immediate acknowledgement and concern about the incident, a neutral Departmental stance, a clear commitment to conducting a full and fair investigation, and information concerning the type of investigation to be conducted and its timeline. As part of the protocol, the Department should commit to correcting as soon as possible any inaccurate information it may have previously released.

Recommendation 9

The City Attorney's Office should ensure impartial practices in SPD's public disclosure processes

An Assistant City Attorney should be assigned to assist SPD with oversight and advice on SPD's public disclosure practices in order to better ensure impartiality and appropriate responsiveness as required by law.

Recommendation 10

Materials should describe appellate and grievance review

All materials describing the process of investigating and concluding cases of possible policy violations or misconduct should include a description of the appellate and grievance processes available to named employees.

Recommendation 11

OPA should increase the frequency of communications with complainants and named employees

OPA should communicate with the complainant in the language preferred by the complainant and with named employees as follows. Except for (3) below, these communications should always be documented and delivered by email or, if the complainant does not have email, by mail:

1. *"OPA has received complaint"*
2. *"Investigation has begun" and where the investigation is on the 180-day schedule since the date of the incident*
3. *Periodic communication – during the investigation, OPA staff should contact the complainant and named employee at least every 30 days to check-in and confirm that an investigation is continuing (this may be communicated either in email or by telephone)*
4. *"Significant changes or delays" –OPA staff should provide notice of any tolling, due to court proceedings or other factors that significantly affect or delay the investigation, and updated information on where the investigation is on the 180-day schedule since the date of the incident*
5. *"Resolved through mediation or alternative resolution process"*
6. *"Investigation complete"*
7. *"Notice of the recommended finding of the OPA Director"*
8. *"Chief of Police determination" which should also include information that the officer has a right to appeal or grieve*
9. *"Appeal or grievance filed" and information about these processes*
10. *"Appeal or grievance outcome"*

Recommendation 12

OPA should provide a mechanism for tracking status of complaints online

Complainants and named employees should be able to track the status of complaints and investigations with a secure online tool (as one can check the status of a vote-by-mail ballot or a shipped package). The OPA and City Attorney's Office should work with the CPC to determine whether this provision for affected parties could be achieved through a publicly available database, with appropriate limitations on posted information.

Recommendation 13

OPA should post results of investigations and alternative resolutions online

OPA should post online the results of its investigations as they are concluded and the results of any alternatives used (mediation or other alternative resolution processes). The OPA and City Attorney's Office should work with the CPC to develop standards for the information to be posted.

Recommendation 14

OPA should post results of appeals and grievances online

OPA should post online appeal and grievance results in a timely manner. OPA and City Attorney's Office should work with the Community Police Commission to develop standards for the information to be posted.

Recommendation 15

The Chief of Police should be required to notify the Mayor and Council when findings are modified due to the outcome or settlement of an appeal or grievance

Amend SMC 3.28.812 to cover cases where the Chief of Police initially agreed with the recommended finding of the OPA Director and imposed discipline accordingly, but later modifies that finding due to the outcome or settlement of an appeal or grievance. Also revise Section D of the ordinance to require copies of written statements by the Chief of Police to be provided not only to the Mayor and Council, but also to the OPA Director and OPA Auditor.

A recommendation that came from past reviews of the City's police accountability system was to require the Chief to provide a written explanation to the Mayor and City Council whenever the Chief decided not to follow the recommendation of the OPA Director with regard to a finding in an OPA case. That recommendation was implemented by ordinance (see SMC 3.28.812A). Cases where the Chief initially agreed with the findings and imposed discipline accordingly, but that finding was later modified due to the outcome or settlement of an appeal or grievance are not currently covered by the language of SMC 3.28.812A.

INVESTIGATIONS

Recommendation 16

OPA jurisdiction should be expanded

Because the public expects the accountability system to address all relevant incidents, OPA's jurisdiction should encompass any incident or performance-related action involving an SPD employee where a thorough and unbiased internal investigation is needed concerning possible policy violations or misconduct, situations representing risk exposure, potential training issues or policy problems.

Specifically, the SMC enabling ordinance for OPA should be amended to make this jurisdiction clear. The Department should establish a formal routing process from City Claims and the City Law Department to OPA, and referral protocols to OPA for cases originating from other SPD investigation units such as the Force Investigation, the Use of Force Review Board, the Traffic Collision Investigation Section and the Firearms Review Board or their successors.

Recommendation 17

OPA involvement should be strengthened in cases involving possible criminal misconduct and tolling of the contractually-required 180-day time limit in these cases should be allowed

The language in the collective bargaining agreement with the police union should be modified to maximize the quality of both the criminal and administrative investigations in cases where possible criminal misconduct has been alleged.

The collective bargaining agreement currently requires OPA to refer criminal cases to other SPD or outside investigative units (such as the Washington State Patrol) and bars OPA involvement until the case is returned without criminal charges or after criminal prosecution. The 180-day contractual time limit is not tolled unless the case is referred to a prosecutor for filing. If there is not an administrative investigation underway, these cases should be tolled while the criminal investigation is active.

If the criminal investigation is not thorough or timely, the later OPA administrative investigation may be at risk of being compromised (e.g., evidence is no longer available, witnesses' memories have faded after months have

passed or there is limited time left in the 180-day investigation window). This change in the contract would allow the OPA Director and the lead for the criminal investigation to consult at the start of the process, seek input from the prosecuting attorney, and determine what approach will be most effective in supporting thorough and rigorous criminal and administrative investigations. For example, in some cases the preferred approach might be parallel administrative and criminal investigations, in other cases OPA might provide questions to be asked as part of the criminal investigation, or in certain cases it might be best for OPA to wait until further criminal investigation is done. (In no case would criminal investigators question named employees concerning administrative allegations.) Managing the schedule of these cases is important to ensure timeliness. If the case file does not indicate that the criminal investigation was continuously active, any tolling may later be challenged as exceeding the permitted time period. (Both the criminal and the administrative investigative file should indicate when Garritized statements were taken, if they were, so if the issue is later raised the record is clear.) Finally, if OPA has had substantive involvement in the criminal investigation, the case would not be tolled.

**Note: Tolling means the clock on the time period allowed for the complaint investigation (180 days) is paused.*

Recommendation 18

OPA should be given administrative subpoena power

OPA should have administrative subpoena power to compel the production of evidence not within the City or Department's control (such as store videos, text messages or financial records) and non-employee interviews. (The Seattle Ethics and Elections Commission has similar administrative subpoena power.)

Recommendation 19

Establish rapid adjudication process for certain types of alleged misconduct

OPA should have a rapid adjudication process for certain types of alleged misconduct. This will help strengthen SPD's internal accountability culture by allowing policy violations to be quickly acknowledged, to focus investigative resources most efficiently, and to minimize the time for which an employee has a misconduct allegation pending. The employee, upon realizing he or she violated Department policy, could immediately admit to OPA the misconduct, using a standardized form that also details the discipline to be imposed. The employee would waive the right for an investigative process, Loudermill hearing and any appeal. The employee's file and OPA records would indicate the finding was "Sustained-Rapid Adjudication", so as to make clear the employee chose to quickly acknowledge the violation. The discipline for a case resolved through rapid adjudication would be the same as that imposed after a full investigation.

The types of violations for which rapid adjudication could be used include allegations such as failure to obtain a secondary work permit, failure to use In-Car Video, failure to complete required annual training, and failure to complete Use of Force supervisory review in 72 hours where the discipline to be imposed would not be greater than an oral or written reprimand or up to one-day without pay.

Recommendation 20

The Department should establish an informal problem-solving process for certain "customer-service" types of complaints

OPA should establish a more informal problem-solving process for certain types of complaints that can be more satisfactorily resolved with a more immediate and flexible approach rather than using an investigative process, mediation that can takes several weeks or months to schedule, or a supervisor referral that takes up to 30 days.

The complainant would still have the right to request the traditional OPA investigation process if dissatisfied with the problem-solving process.

This is a way to more effectively handle complaints where a swifter problem-solving response would better address the underlying concern. The types of violations for which the problem-solving option could be used include those of a "customer service" nature. The appropriateness of this approach would be made by the OPA Director and Auditor at the time of complaint classification (as is currently done with mediation referrals).

Recommendation 21

The Department should improve its mediation and other alternative resolution processes

- 1. Complainants who make use of a mediation or other alternative resolution process should not be limited to the results of that process and be able to elect that the case proceed to an OPA investigation. In such cases, everything said or done in the course of the alternative processes should remain privileged and may not be used against any party in subsequent administrative or legal proceedings.*
- 2. If the employee in a mediation or other alternative resolution process does not participate in good faith, as determined by the mediator, the OPA should conduct an investigation and possible discipline should remain as an option for the complainant. Similarly, in such cases, everything said or done in the course of the alternative processes should remain privileged and may not be used against any party in subsequent administrative or legal proceedings.*
- 3. The mediation or other alternative resolution process should be administered by an entity with mediation expertise rather than by SPD.*
- 4. Mediations or other alternative resolution processes should take place at locations and times of day that are more convenient and comfortable for the public.*
- 5. Mediations or other alternative resolution processes should occur as soon as possible after complaint intake has been completed.*
- 6. Supervisors should receive documentation about mediations or other alternative resolution processes and be involved in the process when the OPA Director thinks it would be helpful.*
- 7. The use of mediation or other alternative resolution processes should be documented in employee files, including employee performance mentoring records.*
- 8. The data management and case tracking system used for mediations or other alternative resolution processes should be improved.*
- 9. Outreach and education about mediation and other alternative resolution processes for the public and within SPD should be expanded and enhanced to raise awareness of these options.*
- 10. The OPA Director and/or Auditor should be allowed, if agreed to by both parties, to observe the mediation or other alternative resolution process as a means of assessing and ensuring quality.*

Recommendation 22

Certain SPD internal investigations should be streamlined

The Firearms Review Board process should be merged with the Use of Force review process. If, as a result of that internal review, an officer's actions appear to have been contrary to policy, the case should be referred to OPA.

Recommendation 23

The Department should establish a protocol for investigation of allegations against OPA staff

There should be an established protocol for handling investigations of cases involving allegations against OPA staff that provides for the assignment of non-OPA investigators and/or non-OPA reviewers.

Recommendation 24

OPA should make training referrals an option in Sustained cases rather than a separate finding

“Training Referral” should not be a finding but an education-based option once a finding has been Sustained. An allegation would be determined to be Unfounded, Lawful & Proper, Inconclusive or Sustained. If Sustained, then training could be directed in addition to an oral or written reprimand or other discipline.

Recommendation 25

OPA should add a provision for "Department Management, Policy or Training Correction Required"

For cases where misconduct or a policy violation was not the fault of the employee - or in addition to the employee's actions there were SPD policies or practices that caused or contributed to the employee's inappropriate action - a finding of “Department Management, Policy or Training Correction Required” should be made. Where the employee is not at fault and there is no Sustained finding, this should be done through the OPA Director's Certification Memo. Where the employee is partially at fault, and there is a Sustained finding, the case should be bifurcated and for this aspect of “Management Action” the OPA Director should recommend required follow-up by the Department, which could include a change to training, policy or practices, and/or coaching for the named employee. In either, the recommendation and case file would be routed to the Chief, and the Department would have 30 days to respond. The OPA Director and Auditor would review the Department's response for completeness and timeliness as occurs with Supervisor Action cases.

Recommendation 26

The OPA Director should have the option to provide complainants in certain types of sustained cases an opportunity to meet with the Chief prior to the Chief making a final disciplinary decision

For cases in which the OPA Director has recommended a Sustained finding and also believes it would provide an important balance of perspective and information, the Director should be able to arrange for the complainant to meet with the Chief of Police before the Chief makes a final disciplinary decision (corresponding to the timeframe when the employee has a Loudermill hearing).

This recommendation is limited to cases in which a Sustained finding is recommended by the OPA Director and the Director feels that an in-person meeting would assist in the Chief's decision-making. There are cases, especially where credibility determinations are material, for which it would be valuable for the Chief to hear directly from the complainant, so the Chief can weigh that perspective along with the perspectives offered by the employee, the union, the OPA Director and the employee's chain of command.

Recommendation 27

The Department should revise practices related to staffing to support OPA effectiveness

In order to help ensure OPA has staffing expertise, conducts timely investigations, and maintains appropriate independence:

- 1. OPA sworn staff should be assigned to serve for a minimum of two years.*
- 2. The OPA Lieutenant and Captain should never be transferred out of OPA at the same time.*
- 3. New OPA Sergeants and Acting Sergeants should have at least 48 hours shadowing OPA staff they are replacing and a day of orientation.*
- 4. New OPA Lieutenants and Captains should have a week of shadowing OPA staff they are replacing.*

5. *Prior to starting, new OPA staff should be required, to go through an orientation that includes reviewing the training manual with the Director and/or others, reviewing selected completed investigations, reviewing materials provided to the public, and observing each step of the complaint process.*
6. *OPA should have at least two civilians with authority to handle intake or investigations and for drafting materials on behalf of the Director.*
7. *The OPA Director should be able to specify a pool of Captains, Lieutenants and Sergeants from which the Department will select OPA staff.*

Recommendation 28

The Department should employ civilian staff in its OPA precinct liaison program

The Department's planned precinct liaison program should be done with one or more civilians in OPA, called "Precinct Liaison Officers", rather than a Lieutenant at each precinct. An OPA civilian staff member has specific skills in performance management and related areas that can best provide additional support to supervisors responsible for mentoring and disciplining officers.

POST-OPA INVESTIGATION: CHIEF DECISION, APPEALS, GRIEVANCES AND SETTLEMENTS

Recommendation 29

The Department should use a discipline matrix to better ensure uniformity

To help ensure a predictable, consistent and uniform approach to imposing discipline, and provides employees and the public with a sense of fairness in management's disciplinary decisions, the Department should use a discipline matrix for the imposition of discipline. Following national best practices, disciplinary standards and principles, a matrix representing Seattle's values and expectations, should be developed in partnership with the CPC and community members, and with sworn and civilian members of SPD from all ranks and positions, as well as other City officials. The matrix should account for the nature and seriousness of the misconduct, any harm arising from the misconduct, the prior disciplinary history of the employee involved, and any aggravating or mitigating circumstances. The matrix should provide sufficient latitude for the Chief of Police to determine discipline in a fair and impartial manner.

Recommendation 30

The Department should maintain a tracking tool to maintain records of disciplinary determinations

The Department should track disciplinary decisions in a format that it can submit for evidentiary purposes in cases where the disciplinary decisions have been challenged, to prove that discipline was consistent among employees in similar circumstances and that mitigating circumstances were appropriately considered.

Recommendation 31

Time limits should be established on certain steps following completion of OPA investigations

To help ensure timeliness, there should be enforceable time limits on those steps that follow the completion of an OPA investigation, such as the length of time allowed to hold the internal command staff discipline review meeting, to notify the employee of the proposed findings and discipline, for the employee and his or her union to request a Loudermill hearing, for the Chief to issue his or her final disciplinary decision, for the employee to file an appeal, and for the appellate hearing to occur.

Recommendation 32

The role of SPOG in investigations should be to ensure contractual and due process rights

The role of SPOG representatives in the investigative processes should be only to ensure that an officer's contractual and due process rights are not violated.

Recommendation 33

Discipline should be imposed and implemented upon the Chief's final decision, not delayed pending a grievance or appellate process.

Discipline should be imposed upon final decision by the Chief of Police. If the discipline is overturned on appeal, restitution can be made at that time.

Recommendation 34

The grievance process should be exclusively used to review challenges based on contract violations

The City grievance process should only address allegations of contract violations that are not challenges to disciplinary decisions. Therefore, the collective bargaining agreements with the police unions should be revised to explicitly provide that challenges to any level of discipline are to go through the appellate and not the grievance process.

Recommendation 35

There should be one avenue for disciplinary appeals through the Public Safety Civil Service Commission

There should only be a one appellate avenue for disciplinary appeals and it should be through the Public Safety Civil Service Commission.

The collective bargaining agreement currently provides officers two different avenues to appeal disciplinary decisions, along with the option to file "grievances" for contractual violations and for cases where the only discipline imposed is a written reprimand. Because the contract requires "just cause" for discipline, any challenges on this ground are considered violations of the contract.

One avenue is the Public Safety Civil Service Commission, which was created by City ordinance based on Chapter 41.12 RCW, which provides that each City and County must have "a civil service commission which shall be composed of three persons". This Commission also establishes rules for hiring and promotions. The other is the Disciplinary Review Board, which was created by the collective bargaining agreement and does not exist in statute or ordinance. Since the Public Safety Civil Service Commission is required by state law, it is appropriate that it be designated as the single avenue for appeals.

Recommendation 36

Public Safety Civil Service Commission members should be impartial parties with appropriate expertise

Because having active members of the Police Department sit on any board or commission reviewing disciplinary decisions and setting the rules for hiring and promotions creates both real and the perception of conflicts of interest, the Public Civil Service Commission should be comprised only of impartial third parties with appropriate expertise. The description for its composition should clearly articulate the importance of ensuring public confidence in its fairness and that none of its members have the appearance of or actual conflicts.

Currently, the Public Safety Civil Service Commission has one member appointed by the Mayor, one by the Council, and one elected by a majority vote of police and fire appointees (these provisions are per Seattle Municipal Code, but are not required by State statute).

Recommendation 37

The chair of the Public Safety Civil Service Commission should be a City hearing examiner

The chair of the Public Safety Civil Service Commission should be a City hearing examiner, with authority to conduct appeal hearings on behalf of the Commission.

The CPC has recommended that all parts of the disciplinary process be made more timely, and notes that requiring arbitrators to be selected by both parties has unintended consequences of delay and of arbitrators not getting selected unless both parties approve of their past decisions. A professional hearing examiner as part of the Public Safety Civil Service Commission with the authority to hear appeals on behalf of the Commission would help further ensure timeliness, expertise and fairness.

Recommendation 38

Appellate hearings after the Chief of Police disciplinary determination should be in public

Any appellate hearings occurring after the Chief of Police has made a disciplinary determination should be open to the public.

Recommendation 39

Notice of appeals should be provided to the City Attorney's Office

The City Attorney's Office should be copied on any required filing by the employee or the union of a notice of intent to appeal at the time of that filing, followed by the City Attorney's Office filing a notice of representation.

Recommendation 40

The OPA Auditor should be notified of appeal or grievance filings and hearings and should provide input to the Director and the City Attorney's Office

The OPA Auditor should be notified when any appeal or grievance has been filed, and when any hearing is scheduled, and have an opportunity to give input to the Director and City Attorney's Office.

Recommendation 41

The City Attorney's Office should provide timely notice of appeal results to OPA

The City Attorney's Office should provide timely notice of appeal results to the OPA Director.

Recommendation 42

Improved policies and practices should be instituted concerning how modifications, appellate strategies and settlement decisions of disciplinary cases are made

Settlement discussions should not be initiated by the Department. Discussions regarding the possible settlement of cases should be between the employee's bargaining unit and the Law Department, to which the Chief of Police should have an opportunity to provide input, and if the Chief feels strongly that a case should not be settled, it should not be. No case should be modified after the Chief of Police disciplinary decision and no appellate strategy, settlement agreement or other resolution should be made without consultation with the OPA Director and the City Attorney's Office. Discussions regarding the possible settlement of cases should take into account the importance

of public trust in, and employee respect for, the police accountability system, as well as any potential ramifications for progressive discipline for future misconduct by that employee, as well as for disciplinary decisions and appeals for other employees. Any settlement agreement, court order or other resolution must be finalized and approved by the City Attorney's Office.

SYSTEMIC IMPROVEMENTS

Recommendation 43

The City should work to broaden the grounds for revocation of officer certification and allow the Washington State Criminal Justice Commission to initiate revocation after a final finding

Officers who violate the law or engage in serious misconduct should not be able to be employed in a sworn capacity elsewhere. The City should work with the State Legislature, the Washington State Criminal Justice Commission (WSCJTC) and others to broaden the grounds for revocation of officer certification and to allow the WSCJTC to initiate the process to revoke certification once there is a final finding instead of having to wait until after a termination is final – meaning all administrative appeals are done, including civil service and arbitration. So, if the arbitrator affirms that an officer committed an act of misconduct (lying and committing crimes) but does not uphold the termination, the WSCJTC can still revoke certification.

Recommendation 44

Department data systems should document all relevant information related to cases

There should be protocols to ensure that complete and accurate documentation related to disciplinary and post-disciplinary actions is recorded and maintained by the Department. All relevant information concerning these cases should be entered into SPD's software database and other records; the required substantive content and documentation, including associated dates, should be accurately captured, and the staff responsible for keeping and maintaining these records should be identified and assigned.

Recommendation 45

The Department should establish a protocol to ensure regular review of litigation and other observations and cases to improve training, hiring or policies

The Department should institute a protocol to ensure regular review of criminal and civil litigation against the City, Field Training Officer observations, other training observations, cases declined by the King County prosecutor or the City Attorney, and OPA cases, help highlight needed improvements in training, hiring or policies. The OPA Auditor should provide oversight of the Department's protocol, and of the policy and practice improvements it proposes or institutes to make improvements.

Recommendation 46

The City Attorney's Office should assess arbitrator rulings and propose improvements

The City Attorney's Office should assess past arbitrator rulings with regard to disciplinary appeals from SPD to determine whether the standards for arbitral review of SPD termination and disciplinary decisions for officers who have committed misconduct comport with a robust accountability system and, if not, propose ways for the City to improve that aspect of accountability.

Recommendation 47

The City should establish a system to ensure responsiveness to recommendations to improve accountability

The Department and City officials should have a system to ensure responsiveness to and/or follow through on OPA Director, Auditor, and civilian oversight entity recommendations. The Mayor's performance contract with the Chief and the quarterly updates to the City Council by the Chief, Mayor's Office and the City Attorney should include progress on accountability recommendations. Within 30 days of receiving an oversight report, the Department should issue a response to the issuing entity and all those to whom the report was officially submitted as required by ordinance that articulates which recommendations it agrees with, by when they will be implemented, as well as which recommendations it disagrees with and why. The response should identify who is responsible for implementing the recommendations the Department intends to enact. Regular progress updates should follow.

Recommendation 48

The City Attorney's Office should alert OPA of issues raised due to grievance or appeal that suggest practice improvements

The City Attorney's Office should discuss with the OPA Director any issues related to the investigative or disciplinary process that suggest a practice, procedure or approach could be improved and that are raised due to a grievance or appeal so that the Director can make necessary improvements for future cases.

Recommendation 49

The OPA Auditor should analyze the appropriateness of discipline imposed in prior cases

The Department should regularly provide the OPA Auditor data on disciplinary decisions (see Recommendation #30) and in periodic scheduled reports, the OPA Auditor should present an analysis of the appropriateness of discipline imposed in prior cases.

Recommendation 50

The Department should discontinue "extended authority commissions"

The Department should discontinue the practice of "Extended Authority Commissions" that permits retired officers to act with all the authorities of a law enforcement officer, in uniform with duty weapon.

Under current practice, these retired officers are not required to take the annual trainings required of active duty officers and because the City ordinance that authorizes this role for retired officers specifically deems them not employees of the City, accountability to the public for misconduct or poor performance is unclear at best.

Recommendation 51

The Department should create an internal, civilian office for management and oversight of secondary employment work

The Department should create an internal, civilian office for the management and oversight of secondary employment work, where no relationships exist between those authorizing the work and those being assigned the work or those authorizing the work and the private businesses purchasing the services.

Recommendation 52

The Department should revise its In-Car Video review policy to allow for its use in training and coaching

The Department should revise the In-Car Video (ICV) review policy to allow for a more robust use of ICVs by supervisors, command and training staff to improve performance and highlight good work.

Recommendation 53

The Department should retain holding cell video for 90 days

The Department should retain holding cell video for 90 days rather than the current practice of retaining the video for 60 days.

Recommendation 54

Reports describing results of investigations should include changes made as a result of appeals or grievances

All SPD and OPA reports describing results of investigations, including monthly, quarterly and annual case and statistical summaries, should include changes made to dispositions as the result of any appeals or grievances.

Recommendation 55

The City Attorney's Office and the City's Personnel Division should provide the OPA Auditor quarterly reports and information on challenged cases

The City Attorney's Office and the City's Personnel Department should provide the OPA Auditor quarterly reports of cases being challenged by appeal or grievance, the nature of the challenge, the status of the case and any other information requested by the Auditor.

**Community Police Commission
Accountability System Structure Recommendations
Adopted April 30, 2014**

Overview

The values of Constitutional policing and the protection of civil rights are of paramount importance. Civilian oversight of police accountability must be robust because, in the end, the police are answerable to the public for upholding these values.

The Community Police Commission believes its proposed structural changes, combined with its recommended policy and practice changes proposed separately, will significantly strengthen the checks and balances built into the police accountability system.

All of the Community Police Commission's accountability system recommendations—structural, as well as those involving policies and practices—align with key values it has identified as necessary for an effective accountability system: independence, accessibility, legitimacy, transparency, consistency, efficiency and continuous improvement.

The recommended structural changes are substantial. While the Commission believes many aspects of the current structure have been improved over time due to the efforts of many and should be retained, there is a need to strengthen the independence of the office responsible for investigating policy violations and misconduct, provide additional resources to the "auditor" function, and institutionalize accountability of the police to the public. The latter change, greater accountability to the public, is the most far reaching of the Commission's structural recommendations. Since the Commission recommends substantially new responsibilities for the community oversight function, many of these are detailed below. Unless and until the Commission recommends additional specific changes, it recommends maintaining other key aspects of existing ordinances governing the police accountability system.

In addition to the recommended structural changes, the 55 policy and procedure recommendations previously approved by the Commission are also essential to correct past practices that have undermined trust and confidence in the system. All of the Commission's recommendations should be considered together, since they are an integrated set of reforms. The accountability system is complex. To fully reform it, corrections in multiple areas are crucial.

Structural Recommendations

The accountability system should have three civilian-led bodies, and SPD and its Chief should be viewed as a critical fourth component. The Commission recommends that there continue to be an office responsible for investigating alleged policy violations and misconduct by SPD employees, that its work continue to be reviewed by a professional, external, independent, civilian oversight body, but with expanded responsibilities, and that the performance of both, as well as SPD's performance in this area, continue to be assessed by a community oversight commission, with a substantially wider scope than now charged to the Office of Professional Accountability Review Board. This structure provides the checks and balances needed to ensure the system works properly.

The names associated with the Office of Professional Accountability and the Office of the Professional Accountability Auditor should be changed to the Office of Police Accountability and the Office of the Independent Police Monitor. These changes are not merely semantic, but will provide greater clarity (in the case of the OPA), and underscore the independence exercised by the current Auditor and better reflect that this position has responsibilities that go beyond oversight of classifications and investigations to include systemic evaluation. The community oversight responsibilities should be assigned to the Community Police Commission because the Commission already has many of the critical elements needed.

The key structural entities recommended by the Commission are:

- ✓ **Office of Police Accountability:** Responsible for investigating alleged policy violations and misconduct, recommending findings, and discipline when appropriate, supporting the use of alternative resolution processes when appropriate, and for recommending revisions to policies and practices to support improvements in police accountability. This office should prioritize collaboration with the community oversight commission to improve public knowledge of and access to the system, and to make its work more transparent to the public.
- ✓ **Office of the Independent Police Monitor:** Responsible for reviewing the work of OPA, including ensuring all complaints are addressed as they should be and all investigations are properly conducted. This office should also be responsible for assessing the overall performance of the accountability system and the adequacy of SPD policies, practices and programs in supporting and maintaining professional excellence.
- ✓ **Community Police Commission:** Responsible for providing community oversight of the accountability system, as well as other police practices (in addition to its current charge), supporting transparency, engagement and public access to the system, and ensuring community and employee perspectives contribute to making ongoing improvements to the system. The Commission should play a key role in assessing how well the Director and Monitor perform in maintaining the integrity and quality of work done in their respective offices.
- ✓ **Seattle Police Department/Chief of Police:** Responsible for setting and enforcing values and principles, standards, providing training, managing/tracking employee performance, and collecting and maintaining data which are all foundational to an effective accountability system. The Chief should be responsible for ultimately determining findings and imposing discipline in Sustained cases, for revising those findings and discipline only if required by appellate and grievance outcomes, and with authority to veto settlements if the Chief believes a settlement undermines public trust and/or has negative ramifications for supporting

the appropriate performance of other SPD employees. The Chief should also be responsible for making improvements to the accountability system a priority.

Office of Police Accountability/Director

Key principles

- ✓ The OPA should be a hybrid model, functionally independent, operating within SPD to ensure access to needed information and with the Director's chain of command authority for purposes of accountability and disciplinary processes derived from the Chief. Although located in SPD with City employees, the Director must exercise his or her investigatory responsibilities without interference from the Chief and Mayor. The Director and OPA staff should conduct their work with the highest integrity, maintaining fairness and neutrality without bias.

Structure

- ✓ To strengthen independence, access, trust, timeliness, institutional expertise and consistency, the office should be staffed by a balance of professional civilian and sworn personnel, all of whom are City employees, and must have sufficient staff to effectively fulfill its duties. To achieve balance, there should be an additional civilian in-take staff position and two additional civilian investigator positions. As noted in other Commission recommendations, the proposed precinct liaison program should use civilian staff who report to OPA (CPC recommendation #28) and SPD should allow exceptions to usual Departmental sworn staffing practices to better ensure quality and consistency in OPA operations (CPC recommendation #27). Effective service in OPA should be considered a valuable criterion for promotional decisions for sworn SPD personnel.
- ✓ The qualifications of a civilian Director should be as presently specified in the Seattle Municipal Code (SMC), with the explicit addition of certain requirements now detailed in the SMC for the Auditor ("a reputation for integrity and knowledge of the need for and responsibilities of law enforcement and of the need to protect constitutional rights"). The Director should be removed only for cause following a public hearing and majority vote of the City Council. The Community Police Commission should advise on the hiring, re-nomination and removal for just cause of the Director, and conduct and report on its annual public evaluation of the Director. The Community Police Commission should also recommend candidates for the position, serving as a search committee when the position becomes open.
- ✓ OPA's location, communications and other symbols should support and reflect its independence from SPD.
- ✓ The budget should be separate from SPD or any other City department, and the Director should have budget and program control. No changes in staff reporting relationships are proposed, except that the Director should periodically advise the Commission as detailed below, and the authorizing ordinance should remove the provision that the Director "reports to the Chief of Police."

Responsibilities

- ✓ Some changes and strengthening of responsibilities are identified in previously approved Commission recommendations.

Office of the Independent Police Monitor

Key principles

- ✓ The functions of this office serve as a check against potential or actual bias, or other problems in OPA and SPD. The Monitor's office should be wholly independent and external to OPA and SPD, the Monitor and staff conducting their work with the highest integrity, maintaining fairness and neutrality without bias.

Structure

- ✓ The office and Monitor should continue to be entirely outside the City, led by an independent, civilian Monitor, who is not a City employee but is under contract, with qualifications as presently specified in the Seattle Municipal Code, but expanded to include provisions for "a judicial officer or others with similar backgrounds in which objectivity is a required primary attribute, with demonstrated skills in evaluating investigative records and system processes". The Monitor should be removed only for cause following a public hearing and majority vote of the City Council. The Community Police Commission should advise on the hiring, re-nomination and removal for just cause of the Monitor, and conduct and report on its annual public evaluation of the Monitor. The Community Police Commission should also recommend candidates for the position, serving as a search committee when the position becomes open.
- ✓ The function requires additional professional, civilian staff. Specifically, technical staff should be provided, through the City Auditor's office or the Community Police Commission (as City employees or contract staff), to support the Monitor's non-investigative activities; also .50 FTE administrative support should be provided to assist with data, case file and other clerical work related to the review of investigations. The payment terms of the current Auditor's contract should also be evaluated to ensure the Auditor is being appropriately compensated.
- ✓ The budget should be separate from SPD or any other City department, and the Monitor should have budget and program control. Staff report to the Monitor for the duration and to the extent of their assignment to work with the Monitor.

Responsibilities

- ✓ Some changes and strengthening of responsibilities are identified in previously approved Commission recommendations. In addition to responsibilities currently defined in the City code, the Monitor should function as a technical advisor to the civilian Police Commission, coordinating with and advising Commission staff, and attending appropriate meetings.

Community Police Commission

Key principles

- ✓ The police must ultimately be accountable to the public. A civilian community oversight commission, broadly representative of the diverse community, serves as a check to the accountability system, including the OPA and the Monitor, as well as to SPD, to ensure the system works well, responds to and is aligned with the values and expectations of the community.

- ✓ The commission should be independent and external to the Office of Police Accountability, the Office of the Independent Police Monitor and SPD.
- ✓ The commission should conduct its work with the highest integrity, maintaining fairness and neutrality without bias.

Structure

- ✓ The Office of Professional Accountability Review Board (OPARB) should be dissolved and replaced by the Community Police Commission. In doing so, certain OPARB functions should be retained and enhanced, principally in the areas of community engagement, supporting access and transparency, monitoring performance and conducting public hearings and others eliminated. (See key responsibilities listed below.)
- ✓ The Commission should continue to be within the Executive Department, but have formal guarantees of independence by ordinance. Its budget should be separate from any City department and its Director and the Commissioners should have budget and program control.
- ✓ Commissioners should be respected, broadly representative of the diverse community, and include police union representatives. The majority should be drawn specifically from communities that have had difficulties in their interactions with SPD. Specifically, members should have expertise on the issues of civil rights and civil liberties; should be from different racial and ethnic groups; should represent youth, LGBT communities, and those who are homeless or who have mental illness and substance abuse disorders; and should provide faith, business and other community perspectives.
- ✓ Collectively, Commissioners should have a deep understanding of community interests and needs, all should have general knowledge of police accountability matters and some should have extensive subject matter expertise. Some members should have expertise on culturally competent and linguistically accessible services. Altogether, there should be a balance that allows the Commission as a whole to benefit from the knowledge and expertise of its individual members. There should be an explicit addition of requirements now detailed in the SMC for the Auditor ("a reputation for integrity and knowledge of the need for and responsibilities of law enforcement and of the need to protect constitutional rights"). The ordinance establishing the Commission will need to be revised to establish qualifications, responsibilities and terms that account for its new and ongoing non-Consent Decree duties. The Commission's bylaws further provide binding guidance on the composition and internal processes of the Commission. The implementing ordinance should provide that nominees to the Commission must be confirmed by the Commission before the nomination is referred to the City Council for confirmation.
- ✓ The Commission should be served by volunteer members, with stipend support, but the Commission requires sufficient professional, civilian staff (City employees and/or under City contract) to fulfill its duties. The current Commission staff (3.0 FTE) should be increased as needed to provide support in the areas of communications, community engagement/outreach and policy/program evaluation. Commission staff should also include complainant advocates available to assist complainants in navigating the complaint process and who can keep complainants updated on the progress and outcomes of investigations and any appeal processes.

Accountability Responsibilities

The accountability oversight function of the Community Police Commission should not be to review the appropriateness of individual case investigations, findings and disciplinary determinations because this is a key responsibility of the Monitor position. Instead, the Commission's role should be to provide public input into improving the accountability system and to represent public values in overseeing the accountability system's effectiveness.

- ✓ The Commission should speak publicly and effectively on issues of concern regarding SPD and its practices. It should work to enhance community engagement in the ongoing work to reform SPD and improve police-community relations. It should protect and advocate for the civilian components of the accountability system and advocate for policy and law reforms based on Monitor, Director, community and other input.
- ✓ The Commission should serve as an advisory council to the OPA Director and Monitor, serving as the lead in identifying problems and possible improvements to the accountability system, including ways the system can be more accessible and transparent to the public. A key responsibility should be to oversee the development, distribution and revision of educational materials and information provided the public that explains the accountability system and the manner in which complaints can be lodged. The Commission should periodically make recommendations to improve the complaint handling system.
- ✓ Community engagement should be a primary focus. The Commission should be the lead in seeking to identify problematic aspects of the police-community relationship and deficiencies in the accountability system from the perspectives of the public and SPD employees. The goal should be to generate multiple sources of recommendations for improvement to supplement those of the Monitor and Director. The level of activity should be extensive, and it should be regular and ongoing. The Commission may propose changes to SPD policies and training, as well as statutory reforms, based on reports from the Monitor and Director but also based on information it obtains from the community engagement process, and from other sources such as practices in other police jurisdictions.
- ✓ The Commission should review and approve any proposed revisions to SPD's accountability system, including processes that intersect with the employee performance management system, and those that occur after cases have been certified and closed by the Director (such as Chief disciplinary decisions, appeals, grievances and settlements). As part of this work, the Commission should review the formal reports and recommendations of the Director and Monitor, and should be the lead in monitoring the status of responses to and follow-up by SPD and City policy-makers on recommendations for improvements made by the Director, Monitor and others.
- ✓ The Director and Monitor should meet quarterly with the Commission, providing information concerning SPD's performance, their own performance and the performance of their offices. Prior to completing and reporting its annual evaluations of the Director and Monitor, the Commission should obtain public and employee perspectives on their performance. The Commission should also be consulted prior to the re-nomination of the Director or Monitor and may serve as a search committee for new applicants for both positions.

- ✓ The Commission should be charged with holding a public hearing on the effectiveness of the City's police accountability system prior to collective bargaining per Ordinance 122809, which is currently the responsibility of OPARB.
- ✓ There is substantial community interest in an avenue for complainants to appeal the outcome of the complaint investigation process. We recognize that the issues and interests involved are complex and require further development. The Commission recommends that the City negotiate for a collective bargaining agreement re-opener to address this need and that a workgroup of interested parties develop a proposal for providing this avenue.