



KING COUNTY SHERIFF'S OFFICE

INTERNAL INVESTIGATIONS UNIT 2022 Annual Report

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Report Prepared By



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King County Sheriff's Office Internal Investigations Unit Annual Report - 2022

Message from Sheriff Patricia Cole-Tindall:

It is an honor and pleasure to serve as your Sheriff. When I started this job in January of 2022, I highlighted several values I hold dear, including honesty and respect. It is the foundation for the high standards we hold ourselves to as Members of the King County Sheriff's Office (KCSO). It is also what the residents of King County expect of us.

Over the last several years, KCSO has worked to create consistent Internal Investigations Unit (IIU) policies, procedures, and data sources. We have worked to simplify when and how complaints are investigated and continued to strive to meet reasonable performance outcomes. This hard work now allows KCSO to look at data trends related to complaints and uses of force.

As in years past, KCSO contracted with Police Strategies LLC to complete the reports required by King County Council Motion 14002. The 2022 Internal Investigations Unit Annual Report draws on nine years of data, from years 2014 through 2022.

In analyzing these nine years of complaints, Police Strategies LLC used a consistent data set, examining cases closed in a calendar year and case status. All data comes from IAPro, the complaint tracking system used by the King County Sheriff's Office and over eight-hundred other public safety organizations.



The following report from Police Strategies LLC shows that the majority of Sheriff's Office Employees who provided service to the community did so without receiving a complaint. In 2022 the Sheriff's Office had approximately 1,192 Employees. Of those, 312 (26.2%) had a complaint investigation that was closed during the year, a decrease of 9.2% from 2021. For further perspective, in 2022 the Sheriff's Office Communications Center received 319,263 emergency calls (911) and 185,334 non-emergency calls. They dispatched deputies to 132,425 calls for service and deputies on-viewed 158,613 incidents, most of which involved contact with one or more people. Of the total 504,597 calls and 158,613 on-views in 2022, 458 incidents (0.07%) resulted in a complaint.

This document also provides additional IIU database analysis and reports. It is all part of our continuing effort to be a premier law enforcement agency known for integrity, transparency, and accountability.

Sincerely,

Patricia Cole-Tindall, Sheriff

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King County Sheriff's Office Mission, Vision, Values, and Goals¹

MISSION – Why are we here?

The King County Sheriff's Office delivers compassionate and accountable police services to enhance public safety and community well-being.

VISION – Where are we going?

The King County Sheriff's Office is an innovative, trusted, and collaborative agency supporting safe, welcoming, and thriving communities.

VALUES - How do we do business?

Leadership:

- We are honest, direct, and transparent.
- We lead with grace through our diverse perspectives and experiences.
- We are a high-performing organization with a clearly articulated vision of our role in the community and contribution to public safety.
- We are committed to addressing the well-being of our communities.
- We promote positive change toward unity and racial equity through our community-centered initiatives.

Integrity:

- We are open and accountable to the public we serve.
- We foster a culture that actively identifies and acknowledges problems and welcomes them as opportunities for improvement.
- We take responsibility for our actions, celebrate successes, and address shortcomings.

Service:

- We continually seek to improve how we operate through advances in technology, policy, and using change and performance management.
- We act with speed and persistence to help provide community safety for all.

¹ KCSO's statement on its mission, vision, values, and goals, can be found in its General Orders Manual (GOM) at: <https://public.powerdms.com/KCSO/tree>

- We embrace creativity, innovation, and transparency.
- We employ evidence-based, data-driven, and adaptive strategies.

Teamwork:

- We, as one team, work with our partners to deter crime and the fear of crime.
- We foster a respectful work environment.
- We work across boundaries and acknowledge the valuable contributions employees bring to our agency and communities.
- We work to learn, co-create, collaborate, and adjust our services for our diverse communities.

GOALS - How will we get there?

- **Develop Leaders:** Establish leadership continuity and focus on process and project management. Ensure accountability, transparency, and follow-through to better serve our employees.
- **Support our Workforce:** Improve workforce health, well-being, and morale through continued focused efforts to recruit, retain, develop, and support the highest quality employees that reflect the diverse communities we serve.
- **Build Partnerships:** Build and strengthen our public safety partnerships to deliver equitable outcomes, trauma-informed incident response, and effective crime fighting services.
- **Improve Engagement:** Increase support for the King County Sheriff's Office and enhance relationships with our communities by clearly and proactively sharing our mission, values, and achievements.
- **Increase Effectiveness:** Advance our effectiveness by encouraging innovation and by employing emerging technology and data-informed, evidenced-based strategies.

Sheriff's Philosophy

Every King County Sheriff brings their own philosophy and approach to law enforcement and leadership to the King County Sheriff's Office. For Sheriff Patricia Cole-Tindall, this starts with policing with compassion and recognizing that King County is a dynamic and growing region,

where diverse groups of people come together to live in community. Everyone deserves to be treated with kindness and respect.

While showing both compassion and grace, Sheriff Cole-Tindall recognizes that we are a nation and community of laws and rules. People should be accountable for their actions and residents of King County expect this of both fellow community members and law enforcement officers.

Both commissioned deputies and professional staff of the King County Sheriff's Office are held to the highest standards. Sheriff Cole-Tindall expects everyone working at the Sheriff's Office to abide by our laws and KCSO's policies and supervisor direction. While the vast majority of Sheriff's Office employees undertake their duties with professionalism, exceptions do occur. In these rare cases the King County Sheriff's Office has robust and professional internal investigation protocols designed to address both minor and major conduct issues.

Internal Investigations Unit Policy Statement

The following language in effect for 2022 concerning KCSO personnel conduct expectations is replicated from the 2022 General Orders Manual, Chapter 3.

3.00.000 PERSONNEL CONDUCT

3.00.005 PURPOSE/POLICY STATEMENT: 02/20

A law enforcement agency must maintain a high level of personal and official conduct if it is to command and deserve the respect and confidence of the public it serves. Rules and regulations governing the conduct of Members of the Sheriff's Office ensure that the high standards of the law enforcement profession are maintained. Issues of honesty and integrity are of paramount importance in the operation of the Sheriff's Office. The purpose of this section is to provide guidelines and instructions concerning Employee conduct and responsibility for all Members in all of their activities, whether official or personal. Members will be evaluated based on whether or not their actions assist the King County Sheriff's Office in fulfilling its stated mission that the King County Sheriff's Office is a trusted partner in fighting crime and improving quality of life and reaching its goals of:

- Develop and sustain public trust and support while reducing crime and improving the community's sense of safety.
- Improve traffic safety by reducing impaired, unsafe driving behaviors and traffic collisions.
- Recruit, hire, train and promote the best people to provide high quality, professional and responsive service.
- Provide facilities, equipment, technology, systems, and processes that support the achievement of our mission.
- Provide for the safety, health, and wellness of Members of the King County Sheriff's Office.

Members must conduct themselves at all times in a manner that brings a level of conduct in their personal and official affairs consistent with the highest standards of the law enforcement profession. These standards are outlined in the Core Values adopted by the King County Sheriff's Office:

- Leadership.
- Integrity.
- Service.
- Teamwork.

Violations of these standards will result in corrective action or discipline up to and including dismissal from the Sheriff's Office. In general, Members shall:

- 1) Be honest.
- 2) Conduct themselves in a manner that creates and maintains respect for themselves, the Sheriff's Office and the County.
- 3) Avoid any actions which might result in adversely affecting confidence of the public in the integrity of the county government or the Sheriff's Office.
- 4) Perform all duties in a professional, courteous, competent, and efficient manner.
- 5) Comply with all the Sheriff's Office rules, policies and procedures.
- 6) Obey federal, state, county and municipal laws and regulations; and
- 7) Promptly report to their immediate supervisors' knowledge or reasonable suspicion of criminal activity or violations of any provision of this chapter.
- 8) Promptly report to their Precinct/Section Commander that their driver's license has been suspended (for whatever reason) and/or if they are ordered to have an interlock device on their vehicles.

Members are responsible for learning and abiding by the rules and guidelines in this chapter. Action may be taken against an Employee due to a failure of the Employee to meet the requirements of this chapter or of his/her position. Such action may be either disciplinary or non-disciplinary in nature. Examples of inappropriate conduct set out in this chapter are illustrative, and not exclusive, as it is impossible to anticipate every possible act of misconduct. Violations of this chapter will be considered misconduct.

While KCSO's Personnel Conduct Purpose/Policy Statement was last updated in 2020, a number of KCSO's policies relating to the investigation of personnel misconduct were revised as of April 2023. Specific changes are addressed in those sections of this report where a change is potentially relevant, with a full summary of the revisions planned for the report on 2023 data.

In addition to policies on conduct and the investigation of misconduct found in the GOM, the KCSO Internal Investigations Unit (IIU) Standard Operating Procedures (SOP) provides an overview for IIU Members of the work performed by IIU and also was updated in 2023.³ The SOP is written in a user-friendly manner, with frequent examples and illustrations. It provides an overview of IIU functions and step-by-step guidance on all aspects of handling complaints, from intake through investigative report writing and review. There is a section in the SOP on IAPro, though data entry and access are discussed throughout. The Office of Law Enforcement Oversight (OLEO) role is detailed and the SOP states that individuals in OLEO and IIU “have developed positive and constructive relationships” given their “almost daily” interactions.⁴

Metropolitan King County Council - Motion 14002

In 2013, the Metropolitan King County Council passed Motion 14002, providing that the Sheriff's Office submit an annual report with data regarding its internal review of complaints and investigations of Employee misconduct. The reports are to include, at a minimum, for each year and the three years prior:

1. The number of complaints and allegations received, including information on the origin of the complaint, be it either resident or internal.
2. The number of complaints, allegations, or incidents in the following areas:
 - a. Minor misconduct.
 - b. Major misconduct.
 - c. Use of force.
 - d. Criminal investigations.

³ The IIU SOP originally was issued 01/12/2012, with revisions dated 05/14/2022, and 05/11/2023.

⁴ SOP, Section 8. OLEO's role includes reviewing completed investigations for thoroughness and lack of bias, along with weighing in on complaint classifications, allegations, and findings.

3. The number of complaint, allegation, and incident resolutions by classification, to include data on the types of personnel actions taken when complaints are sustained, and data on the administrative actions taken when the investigation results in recommendations for changes in Sheriff's operations, such as training or policies.
4. The number of individual Employees that have accrued three or more complaints in the reporting year or eight or more complaints total in the reporting year and the three prior years. The Sheriff shall identify the outcome of the complaints and note whether any personnel or administrative action resulted from the complaints for these Employees.
5. Narrative information on any trends identified through its internal investigations and complaint process, and recommendations of any potential legislative changes that the Sheriff's Office has identified in its evaluation of complaint data that, if implemented, could improve public trust in the law enforcement.

The following data analysis addresses the requirements of Motion 14002, includes other information regarding misconduct complaint handling at the Sheriff's Office, and notes where there is a divergence in terminology used by the Motion, the Sheriff's Office, and/or the data analysis provided by Police Strategies.

IIU Complaint Tracking and Reporting

Increasing Accountability and Transparency

The Sheriff's Office engaged Police Strategies LLC to analyze complaint data using the same set of standards for all years reviewed to increase the reliability and consistency of data reported year to year.⁵ In September 2019, Police Strategies submitted its first IIU report, with follow-up reports addressing IIU matters through 2021. The current report adds 2022 IIU data to Police Strategies' previous assessments. While there were concerns about data entry inconsistencies, particularly in earlier years, data reliability continues to improve and the analysis in these reports allow for a much closer "apples to apples" comparison between years.

⁵ Inconsistencies likely resulted, at least in part, as different individuals assigned to IIU compiled information over time, under changing IIU Commanders and different administrations.

The Sheriff's Office uses a software program called IAPro to record and track Employee misconduct complaints.⁶ CI Technologies, the company that created IAPro, developed scripts for Police Strategies to extract misconduct complaint data directly from the KCSO IAPro system.⁷ Police Strategies built a relational database using the IAPro misconduct complaint information and constructed a series of interactive dashboards to facilitate analysis of the complaint data. This powerful data visualization system provided to the Sheriff's Office makes it easier to comprehend complex information about misconduct allegations, findings, discipline, and other matters related to the work of the IIU. Police Strategies summarized IIU data from 2014 to 2018 in its initial report and updated the database with misconduct complaint data from 2019, 2020, and 2021 in subsequent reports, including correcting earlier information that was originally miscategorized.⁸ As IIU focuses on quality control efforts and Police Strategies continues to check the information it receives, there should be increased confidence in the analysis conducted with the data.⁹

The current report includes nine years of IIU data, 2014 – 2022. The report provides examples of the types of information available using the IIU relational database, identifies some apparent trends in the data, and makes recommendations for ways that the Sheriff's Office can continue to improve accountability and transparency in misconduct complaint handling. Assumptions underlying the data now are being made explicit and the data is continuously being reviewed and corrected where necessary, with the goal that analyses moving forward should continue to be more consistent. However, in 2023, the Sheriff's Office made significant changes to the policies and procedures that guide the misconduct complaint investigation process and other work of the IIU. These changes will impact how information is added to and tracked in IAPro and will make the comparison of data in 2023 and later years with data from 2022 and earlier years confusing at best, and possibly misleading. As a result, this is the final report in which current data will be compared to information analyzed from 2014 - 2021.

⁶ IAPro is the records management software created by CI Technologies. IAPro also is used for recording and tracking commendations, section level discipline, use of force, first level discipline, vehicle collisions and pursuits, and early intervention issues. GOM 14.00.015.

⁷ Police Strategies appreciates the collaborative relationship it has with CI Technologies and the assistance provided on this project, which allowed Police Strategies to extract raw data from IAPro's proprietary system.

⁸ Over the years, KCSO has changed how it categorizes different types of IIU incidents in the IAPro system. Police Strategies has corrected data where earlier mischaracterizations have been discovered.

⁹ Changes over time in the Sheriff's Office's administration, policy, IIU management, data entry, and other factors all can influence the reliability of the data year to year.

Note that for the 2022 Annual Report, previous reports, and continuing forward, complaints tracked in IAPro can name a Sworn Member or a Civilian/Professional Member working for the Sheriff's Office. Unless otherwise noted, the data reported includes information on all Members of the Sheriff's Office named in misconduct complaints that were closed for each year covered. However, because some in the community are particularly interested in how the Sheriff's Office is addressing issues of alleged misconduct involving Sworn Members, some of the trends highlighted below will focus on complaints involving only this group of employees.

Terminology Used in Data Analysis and Report

In the IIU misconduct complaint data analysis conducted by Police Strategies and presented in this report, some terms are unique to the analytic approach that has been developed. These terms are listed below with definitions and are used throughout to promote consistency and reliability. Some terms relevant to the misconduct complaint investigation process and defined in the Sheriff's Office's General Orders Manual (GOM) are also addressed throughout the report.

- **Member/Employee:** A person who works for the King County Sheriff's Office.¹⁰
- **Incident:** An event where at least one Member/Employee receives a complaint. One incident can involve multiple Members/Employees who receive complaints. For example, an incident involving three Members alleged to have engaged in misconduct amounts to one incident and three complaints.
- **Complaint:** A claim of misconduct filed against a single Member/Employee during one incident. Each complaint may include one or more allegations.
- **Allegation:** A claim that a Member/Employee has engaged in an act in violation of a Sheriff's Office directive, rule, policy, or procedure.

Example: While making an arrest, three Members use force against a resisting subject. Member #1 orders the subject to stop, uses profanity, and strikes the subject with a baton. Member #2 strikes the subject in the arm with a closed fist. Member #3 holds the subject down while the subject is being handcuffed. The subject believes that the use of profanity was unprofessional and that the use of the baton and physical strikes were excessive force and files a complaint against two Members. The data from this incident would be entered into IAPro as follows:

- One incident – A single event that generated two complaints.
- Two Members – Allegations were made against Member #1 and Member #2.
- Two complaints – Each Member alleged to have engaged in misconduct is counted as having each received one complaint.

¹⁰ The General Glossary of Terms in the KCSO GOM defines "Department member" to mean, "any Department employee whether paid, unpaid, temporary, permanent, intern, probationary, volunteer, appointed, non-appointed, commissioned, or non-commissioned." <https://public.powerdms.com/KCSO/tree/documents/1757940>

- Three allegations – Allegations of excessive force against two Members and an allegation for the use of profanity against one Member.

Misconduct Complaint Intake and Investigation

Complaint Classification, Sources, and Types of Allegations - Changes in How the Sheriff's Office Categorizes and Processes Complaints

As Sheriff's Office supervisors or IIU become aware of misconduct or a complaint of misconduct, they enter information about the incident into the IAPro system through a program called BlueTeam. Based on the nature of the allegation and other factors, a determination is made as to whether the complaint will be handled by IIU or at the section/worksite level.

New policy guidance was provided in the GOM in 2023 addressing the complaint classification process, replacing a Special Order issued in November 2019 that provided interim changes regarding how different categories of complaints and policy infractions would be processed.¹¹ Because this Annual Report covers processes and data for cases closed in 2022, the classification approach followed under the Special Order continued to apply. Thus, the 2023 changes to the GOM regarding the classification scheme will be reflected in next year's Annual Report covering 2023 misconduct complaint investigations.

Much of the purpose for the Special Order was to address areas of overlap in the formal categorization scheme and to make explicit procedures that in some instances already had been instituted. The Special Order provides that Major Investigations will continue to be handled per policy, while revising and clarifying the definitions and processing expectations for Minor Complaints and SALs as follows:

- Major Investigations: Allegations that if sustained would likely "result in suspension, demotion, termination, or the filing of criminal charges."¹²

¹¹ While the Special Order was in effect, a policy improvement work group convened over time to revise the GOM. The work group included multiple Members with IIU experience, along with OLEO and labor representation.

¹² Id.

- Minor Investigations: Allegations that if sustained “would result in counseling or discipline up to and including a written reprimand.”¹³
- Supervisory Action Logs (SALs): Allegations that if sustained, “at most the outcome would be coaching, training, or counseling.”¹⁴ Allegations classified as SALs cannot involve CARE violation allegations (Alleged Criminal misconduct, Abuse of authority, Repeated allegations, or allegations which are Egregious in nature).¹⁵

Major and Minor Investigations are both categorized as an Inquiry when entered into BlueTeam in the IAPro database, while SALs are treated as a separate BlueTeam categorization. IIU uses the Non-Investigative Matter (NIM) classification for complaint allegations that, even if true, would not involve a policy violation or misconduct. OLEO has an opportunity to review and concur in the IIU Commander’s suggested classification and allegations to include for each complaint.

In addition to the changes in definition for Minor Investigations and SALs noted above, the Special Order details how these cases will be processed, including: IIU’s role in complaint classification; which investigations will be handled by IIU (Major Investigations) or by an investigator in the worksite (Minor Investigations); the investigative and review steps to be followed for Minor Investigations, including OLEO’s involvement and making recommendations for findings, notice to the complainant, and handling of discipline, counseling or training; and, how SALs are to be reviewed by IIU to ensure the designation is appropriate and resolution and documentation of SALs. Use of a SAL form was implemented, providing simplified and more consistent documentation, including specification of any training that results.

Regardless of how a complaint ultimately is classified, a single complaint can involve multiple allegations and a single incident can result in multiple Sheriff’s Office Members receiving complaints. However, it was not always clear in earlier IIU reports whether misconduct related statistics relied on individual complaints, considered the overall number of allegations involved, or accounted for all Sheriff’s Office Members named in a complaint. In the IIU data reviewed by Police Strategies and included in all reports since the original 2019 IIU Report (addressing 2014

¹³ Special Order 2019-2. Previously, a minor investigation was defined as meaning, “the alleged violations, if sustained, may be handled outside the disciplinary system.” GOM 3.03.010.

¹⁴ The GOM previously defined a SAL as “an entry into BlueTeam used to document a supervisor action related to observed or reported minor policy infractions.” GOM 3.03.010.

¹⁵ Special Order 2019-2.

to 2018 IIU data), the analysis uses the number of overall allegations, unless otherwise specified. Also, earlier IIU reports included data on all complaints that were open or had been resolved in the year under consideration. Police Strategies only extracted and analyzed information concerning closed cases, avoiding the problems of potentially including a complaint during more than one reporting cycle or counting cases in one category that are re-categorized before the complaint is closed.

The IAPro data analyzed and highlighted below includes all Sheriff's Office misconduct complaints classified as Inquiries (Major and Minor Investigations) and SALs that were closed in the years 2014 to 2022.¹⁶

Complaint Categorization, Source, and Types of Allegations

As discussed above, the Sheriff's Office categorizes misconduct complaints and minor policy infractions into Major Investigations, Minor Investigations, SALs, and NIMs. However, Metropolitan King County Council Motion 14002 requires that the Sheriff's Office report on the number of complaints, allegations, or incidents of major and minor misconduct received, and the origin of the complaint (resident or internal). Despite some difference in terminology, Tables 1 and 2 address the first two categories of information required by Motion 14002 (data concerning the number of complaints regarding use of force and criminal investigations is covered below at p. 20).

¹⁶ IAPro does not capture data on NIMs and, as a result, NIMs are not included in the IIU statistics.

**Table 1 – Complaint Classification
Inquiries and Supervisor Action Logs (SALs)**

	Year Investigation Completed								
	2014	2015	2016	2017	2018	2019	2020	2021	2022
Inquiries (Major or Minor Complaints per Sheriff's Office Policies vs. Major Complaints per Motion 14002)	437	430	337	226	357	561	614	476	398
Supervisor Action Logs (Complaints That, Even if Sustained, Only Result in Coaching, Training, or Counseling vs. Minor Complaints per Motion 14002)	388	293	269	189	188	169	128	137	60
Total	825	723	606	415	545	730	742	613	458

The term “Inquiries” is used by the Sheriff’s Office to refer to Major and Minor Investigations – misconduct complaints that, if sustained, likely would result in some level of discipline. The classification "Supervisory Action Logs (SALs)" is used for minor policy violations that are non-disciplinary and likely would result in coaching, training, or counseling if sustained. However, since Motion 14002 uses the terms "Major Complaints" and "Minor Complaints," Table 1 clarifies how data is classified under both Sheriff's Office's terminology and that used in Motion 14002.

Observations about complaint classification outcomes as summarized in Table 1 include:

- After reaching a recent high in 2020 of 742 total closed cases, the total number dropped to 613 in 2021 and declined again in 2022 to 458 total cases closed. This represents 155 fewer completed investigations for 2022, as compared to 2021, when IIU completed 129 fewer cases compared to 2020. The Sheriff's Office indicated this drop in total closed cases over the past two years likely represents a drop in complaints filed and investigated during the COVID pandemic, policy and training changes taking place in response to the enactment of the Law Enforcement Training and Community Safety Act (LETSCA), response to the murder of George Floyd, reduced Sheriff's Office staffing, reduced OLEO staffing, and changes in personnel from the IIU Commander up to the Sheriff.
- After a steady increase 2018 - 2020 in the number of closed cases classified as Inquiries, the number dropped significantly in 2021 (from 614 to 476) and again in 2022 (from 476 to 398).
- The number of closed cases classified as SALs/Minor Complaints rose slightly between 2020 and 2021, from 128 to 137, and then dropped significantly in 2022 to 60.

**Table 2 – Complaints and Allegations by Year
Inquiries and Supervisory Action Logs (SALs)**

	Year Investigation Completed								
	2014	2015	2016	2017	2018	2019	2020	2021	2022
Employees Receiving at Least One Complaint	454	392	350	261	336	428	422	372	312
Incidents Involving at Least One Complaint	679	573	477	351	426	515	530	403	298
Total Complaints	825	723	606	415	545	729	742	613	458
Total Allegations	744	862	669	480	646	1,169	952	793	592

As noted previously, a single incident can involve one or multiple Employees. An Employee alleged to have engaged in misconduct during the incident receives a complaint. If multiple

Employees in one incident allegedly engaged in misconduct, each is separately counted in the total number of complaints.¹⁷ Each complaint will include one or more allegations.

- As noted regarding Table 1, after reaching a recent high in 2020 of 742 total closed cases, the number dropped to 613 in 2021 and declined again in 2022 to 458 total cases closed. The total number of allegations included in these closed complaints dropped nearly 50% between 2019 and 2022, from a high of 1,169 total allegations in 2019 to 592 in 2022. Some of this decline is likely related to the decline in the number of total closed complaints, along with a change in approach used by IIU to avoid "stacking" allegations. Also, perhaps in response to recommendations made by Police Strategies in earlier reports, the IIU SOP that was revised in May 2022 includes direction on identifying the most appropriate allegation(s) in a misconduct complaint, noting that while the GOM is over 925 pages long, the list of allegations to be used by IIU is condensed to about one page, with appropriate allegations found "exclusively in Section-3 of the GOM." For misconduct data analyzed in 2022, most allegations referenced by IIU can be found in Section 3 of the GOM, which very likely contributed to the reduction in the overall number of allegations. The more recent reduced number of allegations also might reflect IIU's effort to eliminate duplicate allegations, where similar policy violations address the same alleged misconduct involved in a single complaint.¹⁸
- The number of employees receiving at least one complaint has continually dropped since 2019, when 428 employees received at least one complaint, down to 312 employees for 2022.

¹⁷ Multiple Employees alleged to have engaged in misconduct during one incident generally are investigated under a single complaint.

¹⁸ Previous reports provided examples of overlapping policies that can create confusion and that do not appear to have been resolved, i.e., (1) The subject of supervisory expectations is addressed in GOM 3.00.020(4), a subsection of Chapter 3.00.000 – Personnel Conduct. However, roles and responsibilities for supervisors also are addressed elsewhere in the Manual, e.g., 03.03.025, which outlines duties when a supervisor receives a complaint, and 03.03.055, which covers a supervisor's duties when a use of force complaint is received. One complaint potentially could result in all of these policy sections being cited, or only one or two of them. (2) There is overlap in Sheriff's Office policies cited for allegations of biased or discriminatory policing. 3.00.015(g) defines serious misconduct to include "Discrimination, Harassment, Incivility, and Bigotry," 3.00.015(h) refers to 3.01.000 for further definition of "Discrimination, [Harassment/hostile work environment, quid pro quo], and section 3.00.030 specifically addresses "Biased Based Policing," which refers back to 3.00.015. Both 3.00.015 and 3.00.030 list specific protected classes, though 3.00.015 also includes "Gender Identity or Expression."

- Similarly, the total number of incidents involving at least one employee resulting in a complaint of misconduct dropped from a high of 515 in 2019 and 530 in 2020 down to 298 in 2022.

Types of Misconduct Allegations

As discussed above, while extracting and analyzing IIU data in previous years, Police Strategies found that approximately 100 sections of the GOM were cited in identifying the policies at issue in processing misconduct complaints. Whether it is a result of IIU working to eliminate duplicate allegations and/or the revised IIU SOP's emphasis on using the condensed list of allegations in GOM Section-3, overall, there were significantly fewer allegations in 2021 and 2022 closed complaints as compared to earlier years. However, because the list of allegations summarized in previous reports created some confusion due to overlapping allegations and might misrepresent the actual allegation data, the full list of more common allegations made in closed complaints is not provided in this report. As previously noted, next year's annual report will use a different approach to summarize allegation type and other data to ensure accuracy and consistency.

However, Metropolitan King County Council Motion 14002 directs the Sheriff's Office to report on the number of complaints, allegations, or incidents of use of force and criminal investigations. Table 3 below provides information regarding use of force allegations.

**Table 3 – Use of Excessive/Unnecessary Force Misconduct Allegations by Year
Inquiries and Supervisory Action Logs (SALs)**

	Year Investigation Completed								
	2014	2015	2016	2017	2018	2019	2020	2021	2022
03.00.015(2)(d)– Excessive/Unnecessary Force	15	51	93	52	72	160	122	62	60

- Allegations involving excessive or unnecessary use of force held relatively steady between 2021 (62 allegations) and 2022 (60 allegations), after being more than double those numbers in 2019 (160 allegations) and about twice as high in 2020 (122 allegations).

Regarding the mandate under Motion 14002 to report on criminal investigations, IAPro does not record a criminal investigation as a separate specific allegation.¹⁹ The Sheriff's Office clarified that an allegation of "Conduct Criminal in Nature" is noted in the IIU file for complaints raising issues of potential criminal culpability and usually results in a criminal investigation outside of IIU. The completed criminal investigation is then added to the IIU administrative investigation. However, due to the way these allegations are recorded, they are not necessarily captured in the IAPro system nor easily tracked for public reporting purposes. Police Strategies will work with the Sheriff's Office to address this issue prior to the next report.

¹⁹ However, GOM 3.02.000 addresses incidents of domestic violence involving Sheriff's Office Members and 3.03.020 addresses notice and investigative responsibilities when there is information or reason to suspect a Member has committed a crime. Conduct of a criminal nature also may be included under serious misconduct in 3.00.015(1).

Investigation Findings, Discipline, and Other Outcomes²⁰

When a major Investigation is complete, Sheriff's Office policy sets out the steps to be taken to ensure that further inquiry is not necessary and includes review by the IIU Commander, the Precinct/Section Commander, Division Commander, and others depending on the nature of the allegations involved.²¹ Following these steps, the case is sent to the Undersheriff for review and to recommend discipline when appropriate. Finally, the Sheriff receives the investigation, findings, and recommended discipline and, if required, conducts a due process hearing (called a "Loudermill hearing") for the named Employee.²² The Sheriff can change the discipline recommendation made by the Undersheriff.²³ Following the investigation and review process, one of five potential findings is made for each allegation raised²⁴:

1. Unfounded: The allegation is not factual and/or the incident did not occur as described.
2. Exonerated: The alleged incident occurred but was lawful and proper.
3. Non-Sustained: There is insufficient factual evidence either to prove or disprove the allegation.
4. Sustained: The allegation is supported by sufficient factual evidence and was a violation of policy.
5. Undetermined: The completed investigation does not meet the criteria of classifications 1 through 4. This may involve the following: The complainant withdraws the complaint; the complainant cannot be located; the complainant is uncooperative; or the accused Member separates from the Sheriff's Office before the conclusion of the investigation and the investigator cannot reach another classification.²⁵

²⁰ While Special Order 2019-2 provided guidance on the review and discipline process for complaints categorized as Minor Investigations or SALs, when data is analyzed for 2023 in the next report, new policies and procedures will apply.

²¹ GOM 3.03.190.

²² The Supreme Court's decision in *Loudermill v. Cleveland Board of Education*, 470 U.S. 532 (1985), and subsequent cases established that Fourteenth Amendment due process rights mandate that a public employee be given the opportunity to be heard and to review evidence supporting the outcome prior to termination or the imposition of other significant discipline, such as demotion or suspension without pay.

²³ GOM 3.03.200.

²⁴ Under the 2023 GOM policy changes, a sixth alternative finding is added to the current 5 available - Performance Related Training (complaints where the accused member admitted to the conduct and counseling and/or training was provided). GOM 3.03.190.

²⁵ GOM 3.03.185. The policy notes that, notwithstanding the criteria that might make a finding of Undetermined appropriate, "if enough information has been collected to close the investigation with a classification of 1 through 4, an undetermined classification will not be used."

Table 4 – Allegation Findings and Other Determinations
Sworn and Professional Employees
Inquiries Only
By Number of Each Possible Finding Per Year and
By Percentage Each Finding Represents for the Total Findings Per Year

	Year Investigation Completed								
	2014	2015	2016	2017	2018	2019	2020	2021	2022
Exonerated	65	96	95	82	181	415	424	290	222
Sustained	89	169	93	97	99	222	127	98	89
Unfounded	96	184	147	58	85	172	140	148	118
Non-Sustained	81	95	48	52	58	100	87	78	60
Info Only/Unknown	11	9	10	13	19	41	25	13	7
No Finding/180-day Deadline Missed	4	4	4	1	27	33	12	24	15
Undetermined	12	7	12	4	2	11	24	13	18
Total Allegations	358	564	409	307	471	994	839	664	529

	Year Investigation Completed								
	2014	2015	2016	2017	2018	2019	2020	2021	2022
Exonerated	18%	17%	23%	27%	38%	42%	51%	44%	42%
Sustained	25%	30%	23%	32%	21%	22%	15%	15%	17%
Unfounded	27%	33%	36%	19%	18%	17%	17%	22%	22%
Non-Sustained	23%	17%	12%	17%	12%	10%	10%	11%	11%
Info Only/Unknown	3%	2%	2%	4%	4%	4%	3%	2%	1%
No Finding/180-day Deadline Missed	1%	1%	1%	0%	6%	3%	1%	4%	3%
Undetermined	3%	1%	3%	1%	0%	1%	3%	2%	3%
Total Allegations	100%	100%	100%	100%	100%	100%	100%	100%	100%

While the total number of allegation findings for all closed investigations in 2022 fell by 135, or approximately 20%, it is useful to look at the findings by percentages instead of raw numbers, to more easily appreciate any evident patterns. For example:

- The percentage of allegations resulting in a finding of Exonerated steadily increased over the years 2014 - 2020, from a low of 18% in 2014 to 51% of all findings in 2020, though decreased to 44% in 2021 and to 42% in 2022.
- While the total number of Sustained allegations fell from 98 in 2021 to 89 in 2022, the 89 Sustained findings represent 17% of all findings, two percentage points higher than the 15% of allegations that were Sustained in 2020 and 2021. The Sustained rates for 2020, 2021, and 2022 represent the lowest proportion of Sustained cases since 2018.

Collective bargaining agreements and Sheriff's Office policy require that investigations be completed within 180 days, with limited situations supporting an extension of the deadline.²⁶ Beginning in 2018, the Sheriff's Office determined that if it were clear that the investigation of alleged misconduct exceeded 180 days, investigations would be closed with a "No Finding" classification with notation of what the finding would have been had the investigation been finished in time.

- The number of cases in which the 180-day deadline was missed was relatively low until 2018, when the number rose to 27. The number of No Finding determinations has fluctuated between a high of 33 in 2019 to the lower number of 15 reported for 2022. Police Strategies' last two reports have acknowledged IIU's efforts to decrease investigative timelines through process improvements, increased communication to enhance accountability, training throughout the Sheriff's Office, weekly tracking reports, and other strategies. There is optimism that these changes will help IIU in continuing to reduce the number of missed deadlines moving forward, though No Finding determinations represented 4% of all cases in 2021 and 3% in 2022.

Because the data analyzed in this report is extracted from the IAPro tracking system, information on anticipated findings had the deadline not been missed is not available. As noted previously, it would be useful to analyze No Finding cases for any patterns that help explain why the deadline was missed and how to avoid similar problems in the future.

²⁶ The 180-day investigation requirement may be extended because the complaint involves alleged criminal conduct or because there were other extenuating circumstances impacting the investigation process. GOM 3.03.150.

Diagram 1 – Sustained Allegations by Year
Sworn and Professional Employees
Inquiries Only

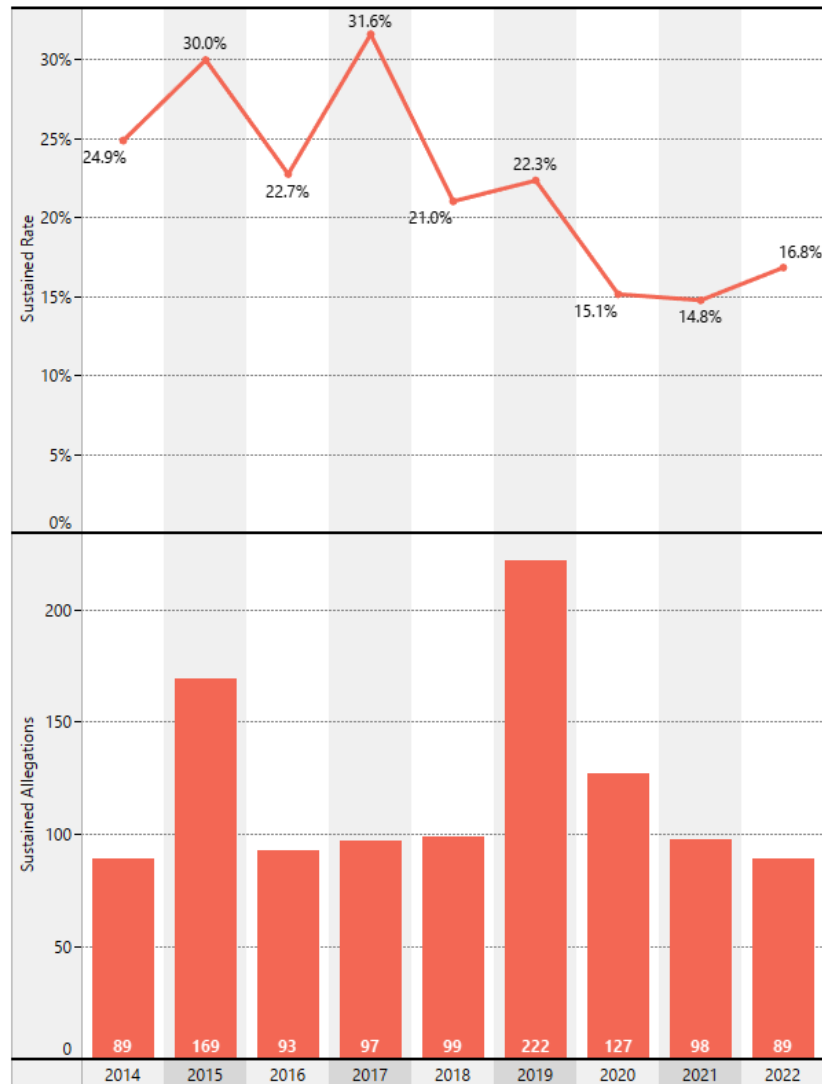
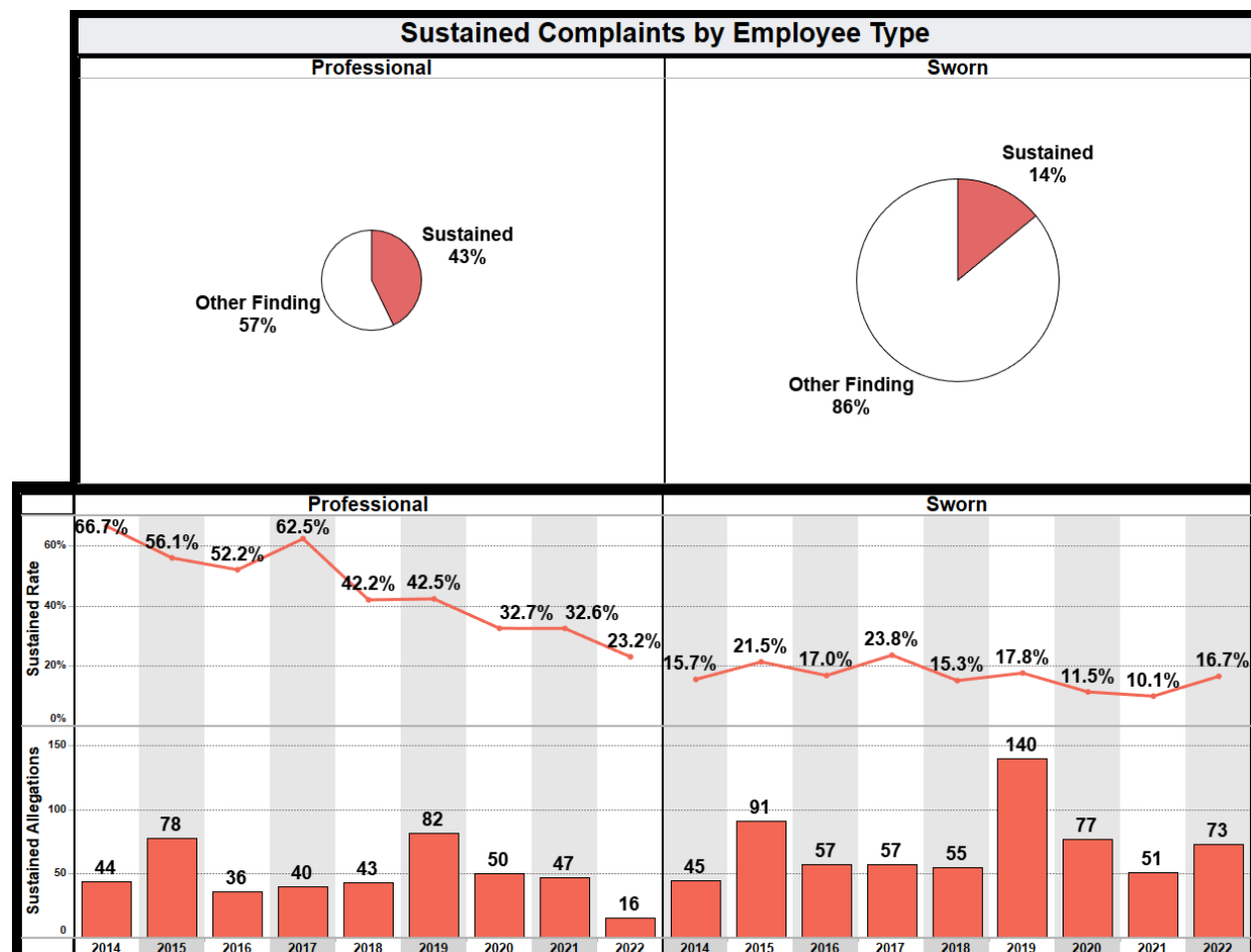


Diagram 1 provides data on the Sustained rate for completed cases involving both Professional and Sworn Employees for the years 2014 to 2022. It is difficult to interpret the significance of an increase or decrease in Sustained rates, particularly in isolation from other data on findings. An increase or decrease in Sustained findings could be indicative of more or less misconduct among Employees; result from enhanced training for investigators; could be explained by the overall caseload, Unit priorities, and the time available for investigations; or could be influenced by a combination of these contributors or a variety of other factors.

- Despite the difficulty in attributing meaning to this data, it is noted that both the number (127) and percentage (15.1%) of Sustained allegations decreased significantly in 2020, with another, more modest, decrease in 2021 to 98 Sustained allegations representing a rate of 14.8%. In 2022, the total number of Sustained allegations dropped again to 89, though represented a higher 16.8% of all findings.

Diagram 1 above presents Sustained finding data for all allegations involving Sworn and Professional Employees combined over the nine years reviewed. However, the IAPro data on Sustained rates can be broken down in a number of other ways. For example, see the diagrams below.

Diagram 2 – Sustained Complaints and Allegations 2014 to 2022
Inquiries Only - Employee Type



There continues to be a higher rate of Sustained allegation findings with Professional Employees, as compared to Sworn, whether looking at individual years or across the full data set. This might

be explained by more internally generated complaints against Professional Employees filed by supervisors who document an Employee's performance problems prior to pursuing a misconduct complaint, providing sufficient evidence to result in a Sustained finding.

- However, the rate of Sustained findings among Professional Employees has been dropping. The number of Sustained findings for Professional Employees decreased from 47 in 2021 to 16 in 2022, representing a 9% decrease from 32.6% to 23.2%.
- After a two year drop in the rate of Sustained findings in 2020 (11.5%) and 2021 (10.1%) for Sworn Employees, representing the lowest observed in the first eight years of data analyzed, the rate of Sustained findings for Sworn Employees rose to 16.7% in 2022.

**Table 5 – Discipline by Year
Based on Sustained Complaints
Inquiries Only**

	Year Investigation Completed								
	2014	2015	2016	2017	2018	2019	2020	2021	2022
Reprimand	13	14	12	14	18	23	34	13	8
Corrective Counseling	7	13	10	5	3	15	30	13	15
Suspension	5	16	12	13	10	6	8	15	9
Unknown²⁷	2	2	--	8	3	8	8	15	6
Resign & Terminate	3	10	4	2	1	4	3	6	3
Training & PIP	--	3	1	--	6	7	9	7	4
Demotion & Transfer	--	--	1	--	--	--	3	--	3
Annual Total	30	58	40	42	41	63	95	69	48

	2014	2015	2016	2017	2018	2019	2020	2021	2022
Reprimand	43%	24%	30%	33%	44%	37%	36%	19%	17%
Corrective Counseling	23%	22%	25%	12%	7%	24%	32%	19%	32%
Suspension	17%	28%	30%	31%	24%	10%	8%	22%	18%
Unknown	7%	3%	--	19%	7%	13%	8%	22%	13%
Resign & Terminated	10%	17%	10%	5%	2%	6%	3%	9%	6%
Training & PIP	--	5%	3%	--	15%	11%	9%	10%	8%
Demotion & Transfer	--	--	3%	--	--	--	3%	--	6%
Annual Total	100%	100%	100%	100%	100%	100%	100%	100%	100%

²⁷ The Sheriff's Office provided explanations for the six cases where discipline was "Unknown." In four of the six cases, the named employee resigned before the investigation was completed or after the investigation was completed and findings entered, but before discipline was imposed, and in one case the employee died prior to the conclusion of the investigation. The investigations were still completed and the findings and discipline that would have been made were noted, but listed as "no discipline," because the employee did not actually receive discipline. In the last of the six cases, the named employee received training and counseling, though it was not recorded in the usual way. Police Strategies will work with the Sheriff's Office to ensure there is a standard means to categorize these outcomes in IAPro to ensure consistency and clarity.

Table 5 provides a snapshot of the number and rates of the different types of discipline or other corrective action that can result when a complaint is Sustained. A complaint can involve multiple allegations and the Sheriff's Office can assign specific discipline to specific allegations or may group several forms of discipline together in response to several allegations. Thus, complaints are considered instead of allegations when analyzing discipline data.

- In 2022, the three types of discipline used most frequently involved Corrective Counseling (32%), Suspension (18%), and Reprimand (17%), similar to what was observed in 2021.²⁸

The 13% of Sustained cases in 2022 in which discipline is Unknown represents a reduction from the 22% of Unknown discipline outcomes in 2021. The Sheriff's Office IIU was able to track down what happened with each of the Sustained cases involved in the Unknown discipline category, as explained in Footnote 27. It is important to determine the discipline outcomes for all Sustained cases to ensure progressive discipline goals are met with individual employees and to allow for consistent discipline across the organization in like situations. Police Strategies will collaborate with IIU to ensure cases with unusual discipline outcomes are tracked in appropriate categories in IAPro. While the Sheriff's Office tracks information on employees who receive training as a complaint outcome, broader training or policy changes resulting from misconduct investigations are not recorded in the IAPro system. It is a continuing recommendation that the Sheriff's Office develop a means to record training and policy changes growing out of investigations where they impact Members beyond the originally involved Employee. This will allow for such information to be included in annual reports and be responsive to Motion 14002.

Sample Characteristics of Sworn and Professional Employees Named in Complaints

Many people and organizations interested in learning more about the misconduct investigation process and outcomes are primarily concerned with Sworn Employees. Table 6 provides information about complaints involving Sworn and Professional Employees, followed by tables and diagrams providing data regarding sample characteristics of Sworn Employees only.

²⁸ As noted in earlier reports, Corrective Counseling is often a lesser-included outcome and not considered discipline, e.g., an Inquiry founded as Exonerated but where a minor training issue was identified might result in a Corrective Counseling Memo.

**Table 6 – Sworn vs. Professional Employees Named in Complaints
(Excluding Unknown Employee Type)
Inquiries & Supervisory Action Logs (SALs)**

	Year Investigation Completed									9 Year Average
	2014	2015	2016	2017	2018	2019	2020	2021	2022	
Sworn	73%	74%	74%	78%	79%	78%	80%	77%	85%	75%
Professional	27%	26%	26%	22%	21%	22%	20%	23%	15%	25%

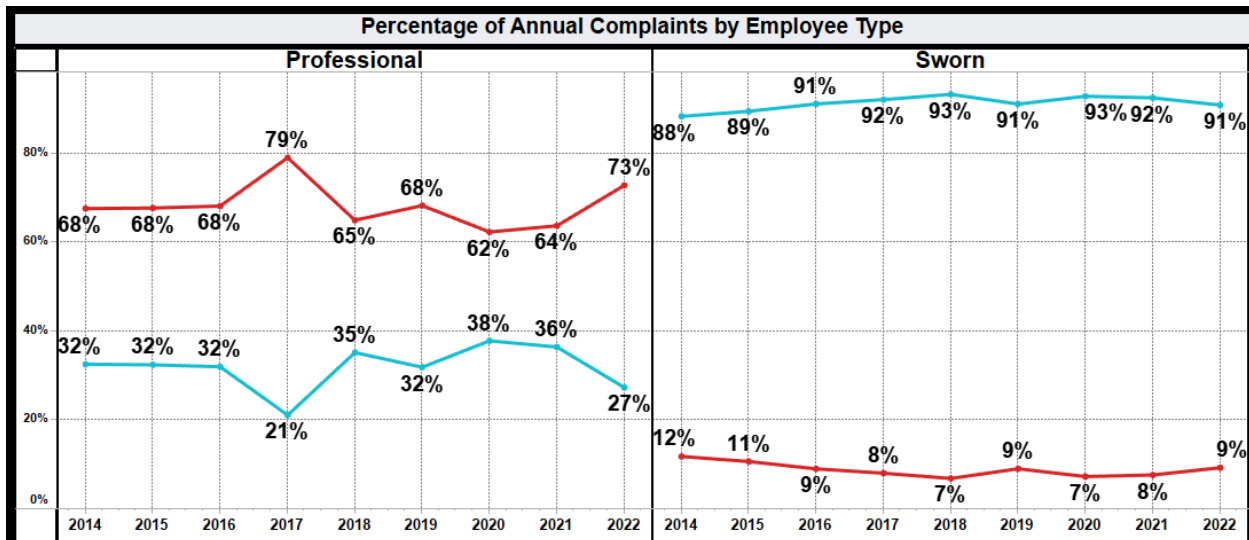
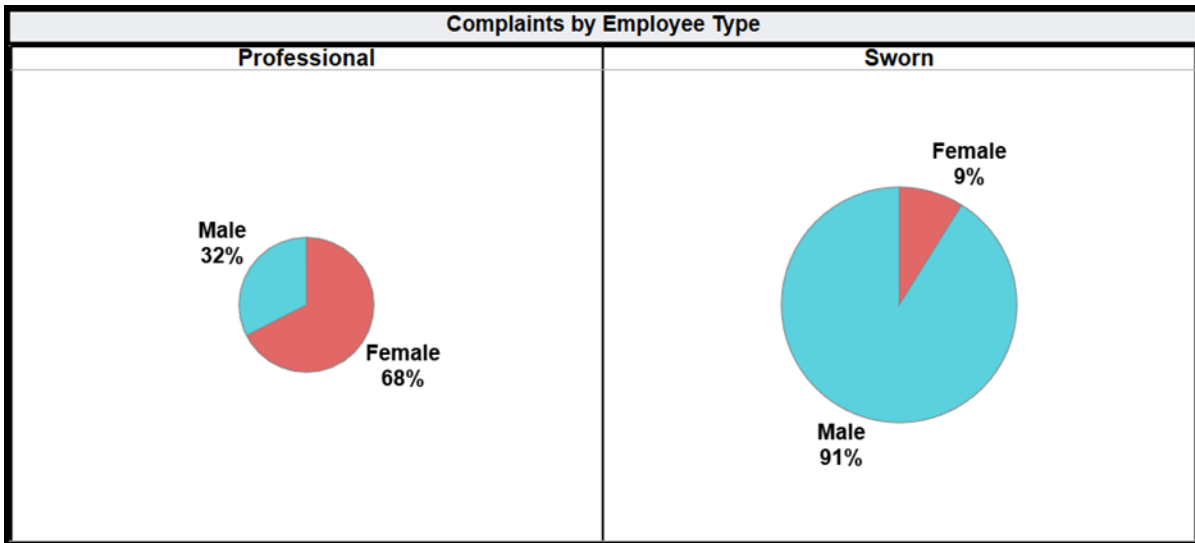
- Sworn Employees consistently have been named in misconduct complaints more often than Professional Employees, with complaints against Sworn Employees comprising an average of 75% of all complaints filed against Members of the Sheriff's Office.

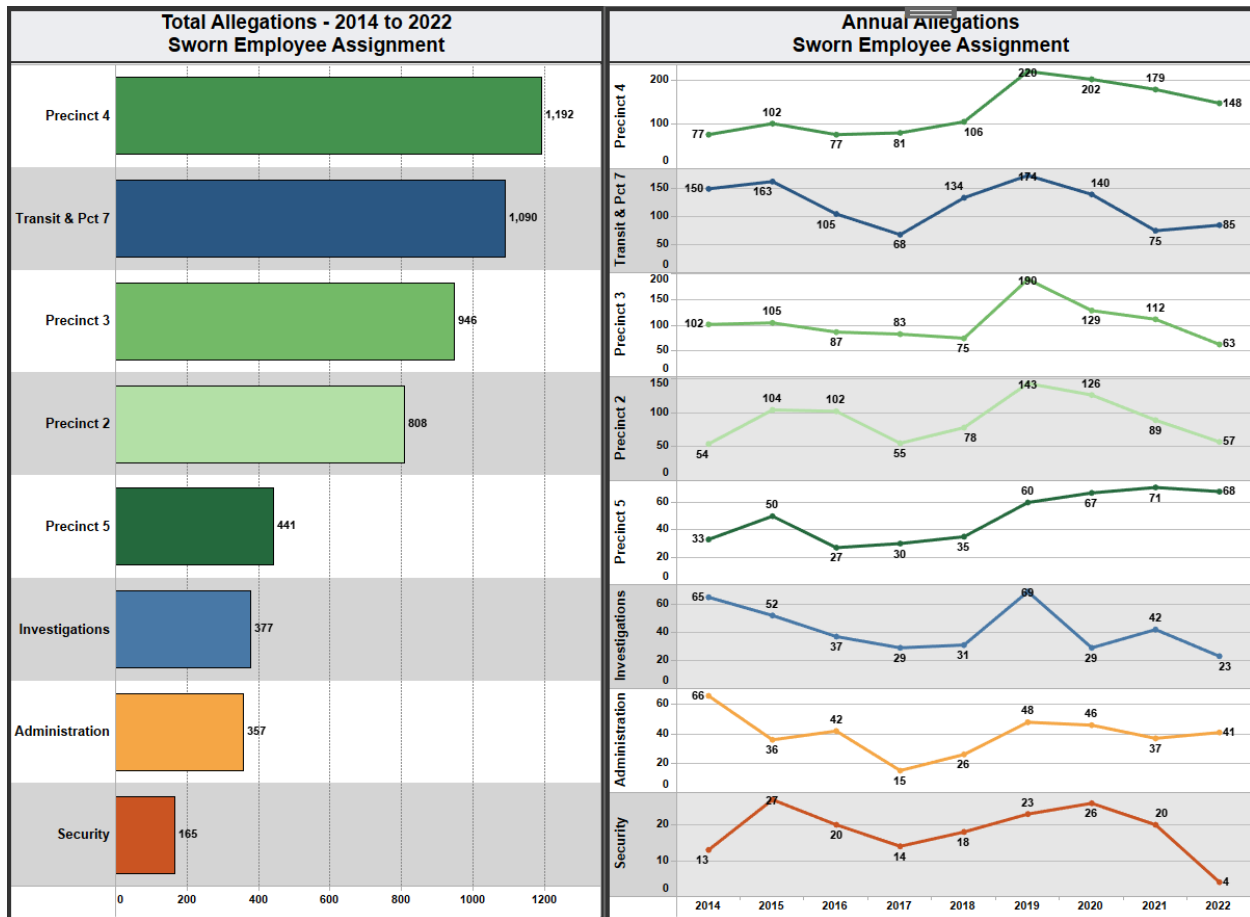
**Table 7 – Rank of Sworn Employees Named in Misconduct Complaints
Inquiries and Supervisor Action Logs (SALs)**

Rank	2014	2015	2016	2017	2018	2019	2020	2021	2022
Deputy	436	370	330	241	295	390	390	306	241
Sergeant	90	65	40	27	44	59	59	54	42
MPO	16	25	28	25	27	41	53	37	53
Marshal	14	19	17	6	10	14	17	13	4
Captain	17	18	8	9	14	13	0	17	9
Detective	2	4	9	9	11	18	31	32	17
Sheriff, Chief & Major	10	13	3	1	12	11	11	20	12
Reserve Deputy	4	1	4	1	1	4	4	3	2

- The majority of Sheriff's Office Sworn Members named in complaints are Deputies, which is to be expected as they represent the largest segment of Employees in the Department. Deputies also have the most law enforcement interactions with the public, some of which result in complaints of misconduct.
- After an increase in complaints against Deputies observed in 2018 and 2019, there was a 22% decrease in closed investigations involving Deputies in 2021 and another 21% decrease in 2022. This decrease could reflect administrative changes in IIU leading to fewer case closures, could be related to a decrease in the number of complaints filed, or there could be another explanation.
- Similarly, there was a decrease in the number of closed complaints against all other ranks except for MPO.

Diagram 3 – Allegations by Sworn Employee Assignment – 2014 to 2022
Inquiries and Supervisor Action Logs (SALs)





- In 2022, the number of allegations in closed complaints against Sworn Employees fell in every precinct and other work area except for Transit & Precinct 7 and Administration, which each experienced relatively small upticks in closed complaints.

Diagram 4 – Allegations by Sworn Employee Assignment – 2014 to 2022
Inquiries and Supervisor Action Logs (SALs)

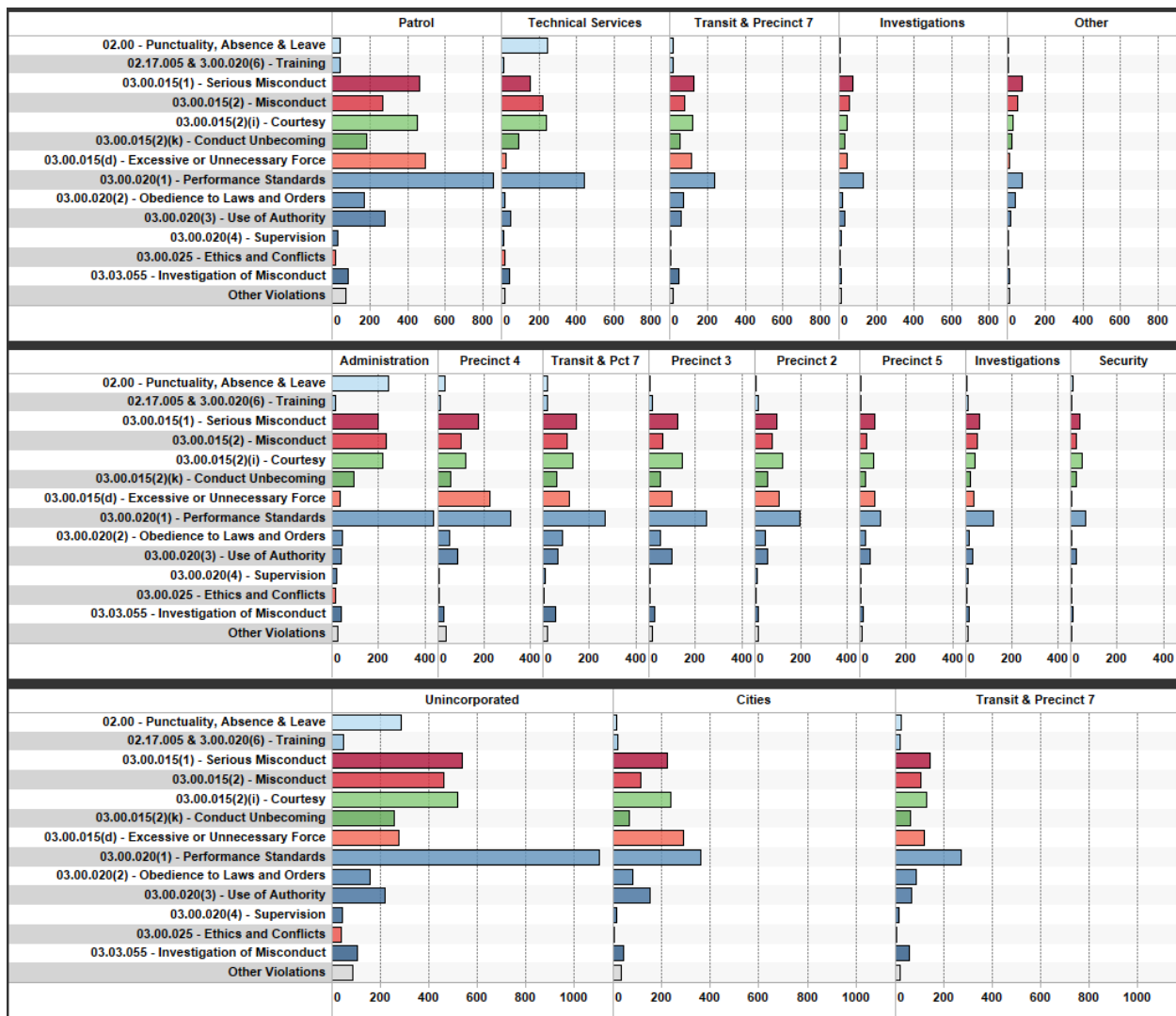


Diagram 4 examines how different types of misconduct allegations against Sworn Employees are distributed by precinct. While the highest number of complaints across all five precincts involved allegations related to Performance Standards, considering the percentage of Performance Standards allegations relative to other allegations within each precinct provides a different perspective.

- Looking across precincts, and similar to what was reported for 2021 data, Precinct 4 had the highest percentage of Excessive or Unnecessary Force allegations, and Excessive or Unnecessary Force rated as one of the top three types of allegations for Precinct 4.

- In prior years, the highest percentage of allegations in Precinct 4 related to Punctuality, Absence & Leave, while the number of allegations falling into this category for 2022 has dropped considerably.
- The highest number of allegations in 2022 closed complaints for each Precinct, Administration, Investigations, and Security involved Performance Standards.

Employees with Multiple Complaints

King County Council Motion 14002 calls for reporting on the number of individual Employees who have accrued three or more complaints in the reporting year or eight or more complaints total in the reporting year and the prior three years.

**Table 8 – Number of Employees with Three or More Closed Complaints
During the Reporting Year
Inquiries and Supervisor Action Logs (SALs)**

	Year Investigation Completed								
	2014	2015	2016	2017	2018	2019	2020	2021	2022
Professional	24	26	15	12	16	15	19	11	2
Sworn	57	47	41	25	33	55	41	39	23
Total	81	73	56	37	49	70	60	50	25

**Table 9 – Number of Employees with Eight or More Closed Complaints
During the Reporting Year and Prior Three Years
Inquiries and Supervisor Action Logs (SALs)**

	Year Investigation Completed				
	2015 - 2018	2016 - 2019	2017 - 2020	2018-2021	2019-2022
Professional	22	22	17	20	15
Sworn	33	30	41	38	32
Total	55	52	58	58	47

Many contextual elements can contribute to the likelihood of whether a Member/ Employee is named in a misconduct complaint, including factors such as whether the Employee is Sworn or Professional, specific job assignment, shift assignment, and work location. Sworn Employees comprise a much larger percentage of the overall workforce in the Sheriff's Office, so it would be expected that this group would draw more complaints by total number. Most Sworn Members hold the rank of Deputy. Deputies engaged in patrol functions regularly interface with the public, with more opportunities for complaints to arise. Further, law enforcement activity is higher in certain parts of King County, which might result in a higher incidence of use of force and more

complaints related to force from those areas. The data analysis underlying Tables 8 and 9 and throughout this report provide an opportunity to look at the number of Employees who accrue complaints within a year or over time to determine how the numbers are impacted by these and other factors.

Trends and Recommendations

Changes in the Sheriff's Office administration, policy, and procedures, IIU management, data entry quality control, and other factors can impact the reliability of data reported for misconduct complaints closed during the years 2014 to 2022. Over time, IIU has developed quality controls that emphasize the importance of accurate data entry. By continuing with these efforts, making explicit the assumptions underlying the data analysis, and recognizing unusual factors that might impact case processing in a particular year, it is hoped that data reliability will continue to improve moving forward.

For ease in reference, trends and recommendations noted below have been pulled from the body of the report, are divided by the corresponding report sections, and are consecutively numbered.

Misconduct Complaint Intake and Investigation

- 1) After reaching a recent high in 2020 of 742 total closed cases, the total number dropped to 613 in 2021 and declined again in 2022 to 458 total cases closed. This represents 155 fewer completed investigations for 2022, as compared to 2021, after IIU reported it completed a total of 129 fewer cases compared to 2020. The Sheriff's Office indicated that this drop in total closed cases over the past two years likely represents a drop in complaints filed and investigated during the COVID pandemic, policy and training changes taking place in response to the enactment of the Law Enforcement Training and Community Safety Act (LETSCA), response to the murder of George Floyd, reduced Sheriff's Office staffing, reduced OLEO staffing, and changes in personnel from the IIU Commander up to the Sheriff. After a steady increase 2018 - 2020 in the number of closed cases classified as Inquiries, the number dropped significantly in 2021 (from 614 to 476) and again in 2022 (from 476 to 398).
- 2) The number of closed cases classified as SALs/Minor Complaints rose slightly between 2020 and 2021, from 128 to 137, and then dropped significantly in 2022 to 60.
- 3) As noted above, after reaching a recent high in 2020 of 742 total closed cases, the total number dropped to 613 in 2021 and declined again in 2022 to 458 total cases closed. The total number of allegations included in these closed complaints dropped nearly 50% between 2019 and 2022, from a high of 1,169 total allegations in 2019 to 592 in 2022.

Some of this decline is likely related to the decline in the number of total closed complaints, along with a change in approach used by IIU to avoid "stacking" allegations. Also, perhaps in response to recommendations made by Police Strategies in earlier reports, the IIU SOP that was revised in May 2022 includes direction on identifying the most appropriate allegation(s) in a misconduct complaint, noting that while the GOM is over 925 pages long, the list of allegations to be used by IIU is condensed to about one page, with appropriate allegations found "exclusively in Section-3 of the GOM." For misconduct data analyzed in 2022, most allegations referenced by IIU can be found in Section 3 of the GOM, which very likely contributed to the reduction in the overall number of allegations. The more recent reduced number of allegations also might reflect IIU's effort to eliminate duplicate allegations, where similar policy violations address the same alleged misconduct involved in a single complaint.

- 4) The number of employees receiving at least one complaint has continually dropped since 2019, when 428 employees received at least one complaint, down to 312 employees for 2022.
- 5) Similarly, the total number of incidents involving at least one employee resulting in a complaint of misconduct dropped from a high of 515 in 2019 and 530 in 2020 down to 298 in 2022.
- 6) Allegations involving excessive or unnecessary use of force held relatively steady between 2021 (62 allegations) and 2022 (60 allegations), after being more than double those numbers in 2019 (160 allegations) and about twice as high in 2020 (122 allegations).

Investigation Findings, Discipline and Other Outcomes

- 7) The percentage of allegations resulting in a finding of Exonerated steadily increased over the years 2014 - 2020, from a low of 18% in 2014 to 51% of all findings in 2020, though decreased to 44% in 2021 and to 42% in 2022.
- 8) While the total number of Sustained allegations fell from 98 in 2021 to 89 in 2022, the 89 Sustained findings represent 17% of all findings, two percentage points higher than the 15% of allegations that were Sustained in 2020 and 2021. The Sustained rates

for 2020, 2021, and 2022 represent the lowest proportion of Sustained cases since 2018.

- 9) The number of cases in which the 180-day deadline was missed was relatively low until 2018, when the number rose to 27. The number of No Finding determinations has fluctuated between a high of 33 in 2019 to the lower number of 15 reported for 2022. Police Strategies' last two reports have acknowledged IIU's efforts to decrease investigative timelines through process improvements, increased communication to enhance accountability, training throughout the Sheriff's Office, weekly tracking reports, and other strategies. There is optimism that these changes will help IIU in continuing to reduce the number of missed deadlines moving forward, though No Finding determinations represented 4% of all cases in 2021 and 3% in 2022.
- 10) Despite the difficulty in attributing meaning to this data, it is noted that both the number (127) and percentage (15.1%) of Sustained allegations decreased significantly in 2020, with another, more modest, decrease in 2021 to 98 Sustained allegations, representing a rate of 14.8%. In 2022, the total number of Sustained allegations dropped again to 89, though represented a higher 16.8% of all findings.
- 11) The rate of Sustained findings among Professional Employees has been dropping. The number of Sustained findings for Professional Employees decreased from 47 in 2021 to 16 in 2022, representing a 9% decrease from 32.6% to 23.2%.
- 12) After a two year drop in the rate of Sustained findings in 2020 (11.5%) and 2021 (10.1%) for Sworn Employees, representing the lowest observed in the first eight years of data analyzed, the rate of Sustained findings for Sworn Employees rose to 16.7% in 2022.
- 13) In 2022, the three types of discipline used most frequently involved Corrective Counseling (32%), Suspension (18%), and Reprimand (17%).
- 14) The 13% of Sustained cases in which discipline is Unknown represents a reduction from the 22% of Unknown discipline outcomes in 2021. The Sheriff's Office IIU was able to track down what happened with each of the Sustained cases involved in the Unknown discipline category, as explained in Footnote 27. It is important to determine

the discipline outcomes for all Sustained cases to ensure progressive discipline goals are met with individual employees and to allow for consistent discipline across the organization in like situations. Police Strategies will collaborate with IIU to ensure cases with unusual discipline outcomes are tracked in appropriate categories in IAPro.

Sample Characteristics of Sworn and Professional Employees Named in Complaints

- 15) Sworn Employees consistently have been named in misconduct complaints more often than Professional Employees, with complaints against Sworn Employees comprising an average of 75% of all complaints filed against Members of the Sheriff's Office.
- 16) The majority of Sheriff's Office Sworn Members named in complaints are Deputies, which is to be expected as they represent the largest segment of Employees in the Department. Deputies also have the most law enforcement interactions with the public, some of which result in complaints of misconduct.
- 17) After an increase in complaints against Deputies observed in 2018 and 2019, there was a 22% decrease in closed investigations involving Deputies in 2021 and another 21% decrease in 2022. This decrease could reflect administrative changes in IIU leading to fewer case closures, could be related to a decrease in the number of complaints filed, or there could be another explanation.
- 18) Similarly, there was a decrease in the number of closed complaints against all other ranks except for MPO.

Allegations Against Sworn Employees by Precinct

- 19) In 2022, the number of allegations in closed complaints against Sworn Employees fell in every precinct and other work area except for Transit & Precinct 7 and Administration, which each experienced relatively small upticks in closed complaints.
- 20) Looking across precincts, and similar to what was reported for 2021 data, Precinct 4 had the highest percentage of Excessive or Unnecessary Force allegations, and Excessive or Unnecessary Force rated as one of the top three types of allegations for Precinct 4.

21) In prior years, the highest percentage of allegations in Precinct 4 related to Punctuality, Absence & Leave, while the number of allegations falling into this category for 2022 has dropped considerably.

22) The highest number of allegations in 2022 closed complaints for each Precinct, Administration, Investigations, and Security fell under Performance Standards.

Conclusion

Out of a concern that different KCSO administrations and IIU Commanders did not use a consistent approach in tracking, reviewing, and reporting misconduct complaint data, Police Strategies was asked to apply a new methodology to analyze the IIU information contained within IAPro, beginning with data for 2014. Over time, data has been corrected where necessary as new information was discovered. Using the same set of standards for the years 2014 to 2022, data has been extracted directly from the Sheriff's Office IAPro system, analyzed, and summarized for each reporting period.

In 2023, the Sheriff's Office implemented substantial enhancements to the policies and procedures that guide the misconduct complaint investigation process. The changes create efficiencies in the process, improve communication between the Office of Law Enforcement Oversight and the Sheriff's Office, reduce the time from initial complaint to final disposition, and help identify cases that may have better outcomes using the mediation process rather than the traditional complaint investigation process. This will affect how complaint and investigation information is tracked and may require a different approach when comparing data collected after 2022 with data collected between the years 2014 - 2022.