

Office of Independent Inspector General: Scope of Work

General Requirements

The following scope of work is intended to cover the range of tasks the Contractor will complete in performing the functions of the Office of the Inspector General (OIG), with the understanding that the amount of time spent on any one task may vary over time.

The OIG is a contract position with an annual fiscal year budget of \$100,000 with the potential for 30 to 40 hours per month, though some months may be less and some months more. The OIG may be required to be on-site as requested, including attending meetings of the Board of Supervisors, or other scheduled meetings as necessary to carry out the scope of work. Funding beyond the \$100,000 is possible in any given fiscal year of this contract by mutual consent of the parties and a contract amendment approved by the Board of Supervisors.

Specifically, the OIG will carry out the following tasks:

1. Review or Investigation of Santa Cruz Sheriff's Office (SCSO) community complaints
 - a. Receive notice of all complaints, classification and assigned investigator.
 - b. Receive complaints directly and refer them to the Sheriff's Office for investigation, or investigate independently, upon authorization of the County Administrative Officer.
 - c. Receive real time updates on internal affairs investigations for monitoring and to coordinate interviews, if needed.
 - d. At the discretion of the OIG, attend interviews of complainants, public witnesses, and sworn officers, asking questions directly (civilians) or through the lead investigator (police personnel).
 - e. Have full access to completed complaint investigation files; all evidence related to the issue, reports (as allowed by state law), analysis, proposed findings, and any proposed discipline.
 - f. Provide evaluations as to whether an investigation is complete, thorough, and objective; an explanation if more investigation or a change in finding is recommended.
 - g. Document any recommendations on policy, procedures, or training growing out of a complaint investigation.
 - h. If an external investigator is used, provide input into the scope of work of the investigator, and offer assistance in the selection of the investigator.
 - i. OIG may recommend to the Board of Supervisors that an independent investigation of a community complaint involving allegations of excessive force or violation of civil rights be conducted. OIG may interview any civilian witnesses or complainants in the course of OIG's reviewing an investigation into any community complaint.
2. Review of SCSO Internal Affairs Investigations
 - a. OIG will review all Department Internal Affairs investigations involving complaints against Sheriff's deputies which allege excessive or unnecessary force.
 - b. OIG will review some or all other Department Internal Affairs investigations, including internally initiated allegations of misconduct, against Sheriff's deputies to determine if the investigation was complete, thorough, objective, and fair.
 - c. OIG may attend Internal Affairs interviews of any civilian witness/complainant. The OIG may ask questions directly of civilians at the end of the interview in a manner that will not disrupt the timeliness or violate the Peace Officers Bill of Rights.
 - d. OIG shall make a request, in writing, to the Sheriff-Coroner for further investigation whenever OIG concludes that further investigation is warranted.
 - e. Unless OIG receives a satisfactory written response from the Sheriff-Coroner, OIG shall make a request to the County Administrative Officer for further independent investigation by the OIG.

- f. Monitor SCSO's compliance with SB 1421 related to release of Peace Officer records.
 - g. Monitor SCSO's compliance with SB 2 related to Peace Officer certification.
3. Review of SCSO Officer-Involved Shootings
 - a. OIG will be required to review each Department investigation of any officer involved shooting (regardless of whether a person was hit by gunfire) to determine if the investigation was complete, thorough, objective, and fair.
 4. Review of SCSO In-Custody deaths
 - a. OIG will be required to review each SCSO investigation of any in-custody death.
 5. Other review parameters
 - a. At the discretion of the OIG, OIG may attend interviews of complainants, public witnesses, and sworn officers.
 - b. The OIG may ask questions directly (civilians) or through the lead investigator (police personnel), in a manner that will not disrupt the timeliness or violate the Peace Officers Bill of Rights (POBAR).
 - c. OIG will have full access to completed complaint investigation files; all evidence related to the issue, reports (as allowed by state law), analysis, proposed findings, and any proposed discipline.
 - d. OIG will have subpoena power to complete review and/or investigative processes.
 - e. OIG will provide evaluations as to whether an investigation is complete, thorough, and objective and/or an explanation if more investigation or a change in finding is recommended.
 - f. OIG will document any recommendations on policy, procedures, or training growing out of a complaint investigation.
 - g. If an external investigator is used, OIG will provide input into the scope of work of the investigator and offer assistance in the selection of the investigator.
 6. Receipt of Cases
 - a. SCSO shall have a documented process to send notice to the OIG of all complaints, classification of complaints, and assigned investigator.
 - b. OIG shall have a publicly noticed email, phone number and/or website link to receive complaints directly and will refer them to the SCSO for investigation.
 - c. In order to monitor cases and coordinate interviews as needed, the OIG shall receive updates from an SCSO Internal Affairs Sergeant regarding cases and investigations.
 7. Notice of Death, Serious Injury, or Other Critical Incidents

The OIG will receive timely notification of critical incidents with authority to respond to the scene at OIG's discretion. An SCSO Internal Affairs Sergeant shall notify the OIG. Critical incidents include:

 - a. Officer-involved shootings, regardless of whether a person was hit by gunfire.
 - b. A traffic collision involving Sheriff's deputies that result in death or serious bodily injury to another person.
 - c. A use of force resulting in death or serious bodily injury to another person; or
 - d. All deaths while an arrestee/detainee is in the custodial care of the SCSO.
 8. Audit SCSO Misconduct Complaint and Discipline Process
 - a. The OIG will have access to the SCSO complaint database and regularly assess issues such as the nature of complaints, how complaints are classified, and whether investigation timelines are met.
 - b. The OIG will have access to SCSO personnel and discipline records and will assess the discipline system for fairness and appropriate levels of discipline.

9. Conduct Independent Investigations
In cases in which the OIG deems an investigation insufficient or the SCSO does not open an investigation, and recommendations for additional investigation are not heeded, after written notification to and concurrence from the County Administrative Officer and/or the Board of Supervisors, the OIG may conduct additional or an independent investigation. The SCSO will provide full access to all materials concerning the incident underlying the complaint and all relevant personnel. OIG will have subpoena power to conduct an independent investigation.
10. Audit Santa Cruz County Sheriff's Office Policies, Procedures, and Training
The OIG should prioritize and audit SCSO policies, procedures, or training related to the following topics or other matters that may be identified and take precedence for auditing purposes. The following is not an exhaustive list of issues but indicative of what can be done:
 - a. Progress on meeting SCSO Strategic Plan goals - in particular, goals with regards to training on procedural justice, the Guardian mindset, implicit/unconscious bias, and de-escalation.
 - b. SCSO's compliance with the California Racial and Identity Profiling Act (RIPA).
 - c. SCSO enforcement actions with regards to bias.
 - d. Individual use of force investigations with a focus on incidents involving use of force causing great bodily injury or death.
 - e. Body camera usage by officers and review by supervisors, Professional Standards, etc.
11. Recommend Changes/Improvements to Policy, Procedure, or Training
 - a. Systematically review SCSO existing policies and procedures and evaluate new or changed SCSO policies.
 - b. Systematically review SCSO training.
 - c. Make written recommendations for improvements or changes to SCSO policy, procedure, or training regarding any matter to the Sheriff.
12. Produce Reports
 - a. Regarding reviews conducted:
 - i. OIG shall provide summary reports regarding the number of incidents and investigations and other information as requested to the Board of Supervisors, with a copy to the County Administrative Officer and Sheriff-Coroner.
 - ii. OIG will publish public reports, at least on an annual basis, to include information about complaints received, reviews and investigations conducted, trends, improvements to SCSO policy procedures, and or training. OIG may be requested to present public reports to the Board of Supervisors and the County Administrative Officer.
13. Meetings with County Administrative Officer or designated representative
OIG may be required to meet with the County Administrative Officer or other designated County representative(s) on matters connected with carrying out reviews and/or investigations.
14. Help Develop and Participate in Community Outreach
Working closely with SCSO, help develop a community outreach plan and participate in community outreach efforts to both educate the community about the work of oversight in Santa Cruz County and to hear from the community about current law enforcement concerns. The initial outreach plan should take into consideration a variety of stakeholder groups, including those with lived experience in the criminal justice system and how to use social media to keep community members informed.