



**Seattle** Office of  
Inspector General

## **2025 OIG Work Plan**

December 19, 2024

**Office of Inspector General**

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# Introduction

The Office of Inspector General for Public Safety (OIG) was established in 2017 as part of Seattle's police oversight system. OIG provides oversight of management, practices, and policies of the Seattle Police Department (SPD) and Office of Police Accountability (OPA). OIG promotes fairness and integrity in the delivery of law enforcement services and the investigation of police misconduct. OIG strives to make systemic recommendations for lasting reform that reflect the values of Seattle's diverse communities.

## OIG responsibilities include:

- ensuring SPD is meeting its mission to address crime and improving quality of life through the delivery of constitutional, professional, and effective police services that retain the trust, respect, and support of the community;
- conducting performance audits and reviews to ensure the integrity of SPD and OPA processes and operations;
- reviewing OPA's intake and investigation of misconduct allegations;
- evaluating SPD response to incidents involving death, serious injury, serious use of force, mass demonstrations, or other issues of significant public concern to assess the integrity of SPD investigative processes; and
- making recommendations to policymakers for increasing fairness and integrity in the delivery of SPD services and related criminal justice system processes.

In 2025, OIG will continue to work with the Accountability Partners, SPD, and other external stakeholders on a number of initiatives to promote constitutionality and efficiency in policing while reducing bias and harm to the public. Among these initiatives is continuing the work of assuming the role of the Federal Monitor. This work started in 2024 with the issuance of OIG's first Use of Force and Crisis Intervention assessments and will expand in 2025 to include assessments of supervision, equity, and data governance, as well as a continued focus on use of force in crowd management. Additionally, OIG will map SPD operations and functions and begin an assessment of the Investigations Bureau.

In the next year, OIG will also expect to close a number of ongoing projects and investigations, including projects related to vehicular operations, professionalism, and extended leave prior to retirement. In addition to enumerating OIG's reoccurring mandated work, this workplan will also expand into several new areas including evaluation of the City's 'Technology Assisted Crime Prevention Pilot' project, the implementation of the 2023 Controlled Substances Ordinance, Community Assisted Response and Engagement (CARE) Team effectiveness, and crowd management policy changes.

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## Project Prioritization

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OIG strives to focus its efforts and resources on issues with greater impact on the City and its residents. OIG prioritizes issues with risks that have a high potential negative impact and a high likelihood of occurring, including but not limited to the potential for loss of life, racial disparity, damage to public trust, or weakening of accountability systems or major reforms.

OIG considers information from a wide variety of sources, such as:

- systemic issues identified by OIG staff during ongoing work;
- input from community members;
- referrals or work plan requests from stakeholders;
- regulatory and Consent Decree-related requirements;
- best practice trends, reports, or activities in the field of accountability, both within the City and in other jurisdictions; and
- current events and news media.

With so many sources of significant topics and limited resources, OIG strategically balances project selections to better achieve work plan commitments. This workplan also preserves necessary flexibility for emerging issues that may arise during the coming year. That space is critical for work efficiency, allowing OIG to complete a planned body of work, while providing capability to address unanticipated issues of concern.

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## Strategic Leadership, Outreach, and Partnership

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In addition to the projects described in this workplan, the Inspector General (IG) performs ongoing work to further the goals of OIG, represents the expertise of OIG in stakeholder activities, and participates in the Consent Decree sustainability efforts, as OIG assumes the role of the Federal Monitor. OIG conducts outreach to inform community about work products and develops partnerships with community and other stakeholders to ensure OIG work is relevant and reflects public concern.

The IG and her staff participate in the SPD Before the Badge program, quarterly Accountability Partner meetings, and standing collaborative meetings and workgroups with SPD and other community stakeholders.

The IG, at her discretion, maintains a monitoring presence at significant use of force scene investigations and at weekly SPD Force Review Board (FRB) meetings to review significant uses of force.

The IG may also produce memoranda and correspondence, including alert letters, throughout the year on emerging issues identified as matters of immediate concern by the IG, or sometimes at the request of Councilmembers, the Mayor, or in response to a request for independent technical assistance.

# Standards and Compliance

The transition of monitoring duties from the Federal Police Monitor to OIG will continue in 2025, with ongoing efforts to ensure fidelity to the Consent Decree, while also being responsive to emerging issues identified by OIG, SPD, and key stakeholder partners. OIG oversight will focus on opportunities for innovation and improvement of policing for the benefit and protection of the community. Ongoing and future assessments will focus on foundational elements for effective public safety, including: constitutional, fair, and equitable policing; community legitimacy; leadership; and officer wellness.

## 2025 Projects

### SPD Mapping

OIG will collaborate with SPD to develop a map of SPD internal structures to identify a comprehensive picture of the department and its operations. Previous monitoring work has primarily focused on the patrol operations. However, SPD consists of a much broader array of bureaus, sections, and units that may require similar inspections and evaluations. Once completed, the map will help OIG identify areas that necessitate further review.

### Use of Force

In 2024, OIG conducted a comprehensive assessment of SPD use of force, including an evaluation of the FRB. OIG published a follow-up memorandum in September 2024 outlining updates and changes made since the initial report. In 2025, OIG will continue to provide this level of ongoing assessment of FRB by attending all FRB meetings, providing feedback to SPD leadership in regularly scheduled meetings, and summarizing feedback in formalized memorandums.

The 2024 Use of Force Assessment highlighted the relevance of racial disparity in SPD use of force. In 2025, OIG will develop a research methodology for a more in-depth analysis of SPD use of force.

### Crisis Intervention

In 2024, OIG completed the SPD Crisis Assessment. In the assessment, OIG noted that the City of Seattle has implemented alternative responses to individuals in crisis to lessen reliance on law enforcement. The SPD co-responder program dispatches non-sworn mental health professionals alongside sworn officers to crisis contacts. The City of Seattle established the CARE department as a third branch of public safety. CARE consists of civilian Community Crisis Responders (CCR) who can respond to low-risk behavioral health incidents in lieu of officers. In addition to the planned 2025 audit of CCR effectiveness, OIG will develop methodologies for ongoing evaluation of these diversified approaches to crisis response and intervention.

## **Supervision**

In past assessments of SPD use of force and crisis response, OIG incorporated an assessment of supervision and chain of command review processes. OIG will continue to incorporate supervision evaluations, where appropriate, in all future assessments.

SPD is currently transitioning to a new system for proactive management of risk by supervisors for identifying opportunities for mentorship and enhanced training. OIG will collaborate with SPD to review any third-party evaluations of this new system and to identify any additional areas of assessment.

## **Equity Assessment**

OIG has begun an Equity Assessment in partnership with academic experts. The goals of this assessment include identifying any barriers and obstacles to SPD workplace equity, including both external and internal factors; identifying and assessing efforts to enhance culture and equity currently underway within SPD; and identifying solutions to bridge any gaps that may exist in those efforts. OIG is currently in the information-gathering stage of the assessment. OIG worked with SPD to identify external factors that may impact equitable workplace practices, such as state and local civil service rules and collective bargaining agreements. OIG will partner with the SPD to identify current efforts to enhance culture and equity within the department.

## **SPD Data Analytics Platform**

OIG collaborates with police accountability system partners to standardize and provide public access to data used by SPD, OPA, and OIG for analysis. The SPD Data Analytics Platform (DAP) is a data warehouse drawing from multiple records systems within SPD. OIG, along with police accountability system partners, use DAP to identify and report trends of community interest, such as crisis intervention and use of force. Additionally, SPD uses DAP to create visualizations of data in public-facing dashboards. In 2025, OIG will assess SPD data governance to increase transparency and accessibility of SPD data and processes.

# Audits

The Audit Unit follows the Generally Accepted Government Auditing Standards (GAGAS) set by the United States Government Accountability Office. These standards provide requirements for how OIG auditors perform their work, including guidelines related to independence, objectivity, standards of evidence, and reporting.

OIG also conducts non-audit reviews, including issuing alert letters, when full compliance with GAGAS is not feasible. The decision to perform a non-audit review may be based upon external time constraints, the urgency of an issue, or if the work was performed by an external consultant. In all cases, OIG follows the same evidence and quality control standards applied to its audit products.

## Ongoing Projects

### **Audit of Extended Leave Prior to Retirement**

In Q2 2025, OIG anticipates publishing an audit that will examine controls for and impacts of extended periods of sick leave taken by officers prior to retirement. This project was put on hold in 2024 due to staffing constraints at SPD and delays created by implementation of a new payroll system.

### **Audit of Vehicular Pursuits**

OIG is completing an audit of vehicular pursuits. This audit will describe outcomes of all pursuits occurring from 2021 through mid-2024, including assessing the effectiveness of current SPD policy and training. OIG anticipates this report will be published in Q1 2025.

### **Review of Sustained Professionalism Allegations**

In response to the Community Police Commission's (CPC) 2024 workplan request, OIG is conducting an analysis of sustained professionalism allegations to identify what conduct SPD and OPA have determined violate the professionalism policy, and the resulting disciplinary outcomes.

## Recurring Projects

### **Chapter 14.12 Collection of Information for Law Enforcement Purposes**

Pursuant to Seattle Municipal Code (SMC) 14.12.330, OIG determines whether SPD is complying with Chapter 14.12 regarding the collection of private sexual information and other restricted information, including religious and political affiliation. Audits of SPD compliance with Chapter 14.12 are required bi-annually.

### **Controlled Substances Ordinance Review**

In 2023, Seattle City Council passed Ordinance 126896 concerning controlled substances. Under the ordinance, OIG is required to report on the bill's implementation and impact by the end of 2025, with a preliminary report due by June 30, 2025.

## Annual Surveillance Usage Reviews

Pursuant to SMC 14.18.060, OIG conducts an annual review of SPD use of surveillance technologies. Annual reviews of the technologies used in the previous year are due each September. Currently, there are 13 approved technologies subject to review in 2025<sup>1</sup>:

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- |   |   |
|---|---|
| • Forward Looking Infrared Real-Time Video        | • Computer Cellphone Mobile Device Extraction Tools |
| • Situational Awareness Cameras Without Recording | • Remotely Operated Vehicles                        |
| • Automated License Plate Readers (ALPR)          | • Tracking Devices                                  |
| • Parking Enforcement (Including ALPR)            | • Callyo  |
| • Audio Recording Systems (Wires)                 | • Hostage Negotiation Throw Phone                   |
| • Camera Systems                                  | • Real Time Crime Center (RTCC)                     |
|   | • Closed Circuit Television (CCTV)                  |
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## 2025 New Projects

### Technology-Assisted Public Safety Pilot Review

OIG will contract with academic researchers to conduct an evaluation of SPD's pilot surveillance program, which includes the implementation of a RTCC, CCTV, and fleet-wide expansion of ALPR. This evaluation is expected to be completed in 2026, with an interim report issued at the end of 2025.

### Community Crisis Responders Dual-Dispatch<sup>1</sup>

CARE's CCRs may deploy alongside officers to low-acuity mental health crisis calls in a dual dispatch model. OIG seeks to assess the early roll-out of this model, including the timeliness and appropriateness of dual-dispatch deployments, and identify any barriers the program has encountered.

### SPD Training Facilities

In 2024, SPD requested that OIG perform an audit of identified safety issues at the Seattle Police Athletic Association firing range in Tukwila. Apparent safety issues observed by OIG during a walk-through examination of the firing range should be assessed in 2025, and OIG will also look to conduct a broader assessment of safety and effectiveness of SPD training facilities.

### Peer Review

OIG will undergo its second external peer review of quality control in Q3 2025. Preparation for this review will involve significant staff time and preparation in the first half of the year.

1. In September 2024, the City Information Technology Officer reduced the number of technologies considered to be 'surveillance.'

# Policy

OIG policy projects utilize a data-driven approach to increase the organizational effectiveness and efficiency of Seattle's public safety and accountability system, with a focus on projects that impact community trust and support racial justice and diversity. OIG utilizes statistical, analytical, and process-mapping expertise to support its mission and to inform decision-making processes.

## Recurring Projects

### State Legislative Agenda

OIG issues recommendations on the City's State Legislative Agenda each year. OIG priorities are determined by assessing themes in our work throughout the year to identify areas where legislative efforts may be necessary to improve systems of policing. OIG recommendations are also supported by considering laws, practices, and stakeholder concerns, locally and nationally.

### Annual Study of OPA Sworn and Civilian Staff

OIG is charged with annually examining the impact of OPA's civilianization efforts on processes and outcomes for complaint investigations. In 2023, OIG issued a report assessing the mix of OPA sworn and civilian staff. The report highlighted limitations preventing OIG from making recommendations, including the number of civilian investigators employed by OPA, as well as restrictions on the role and number of civilian investigators. As these limitations continued in 2024, there was insufficient data to allow for an adequate analysis of civilian and sworn investigations.

After 5 years of OPA civilianization, in 2025, OIG plans to conduct a qualitative analysis to ascertain:

- the impact of OPA civilianization on the effectiveness of investigations;
- the impact of collecting bargaining agreement requirements on OPA sworn and civilian staffing;
- OPA's capacity to retain civilian investigators; and
- potential future directions for review of OPA civilianization through review of successful practices in other jurisdictions.

### Annual Trends in Inquests, Claims, and Lawsuits

In early 2025, OIG will publish a report addressing resolution and payments of claims and lawsuits filed by community members related to SPD misconduct. OIG will continue annual reporting on claims and lawsuits in 2025, with a focus on analyzing SPD processing of litigation information. OIG plans to assess Early Intervention System interventions and the assessments offered to officers named in police action claims/lawsuits to analyze disciplinary outcomes for policy violations.



## 2025 New Projects

### Assessment of Officer-Involved in Collisions

In 2024, OIG conducted baseline research about SPD's Collision Review Board (CRB) and reviewed SPD's collisions involving department vehicles and CRB policies. In 2025, OIG will assess the CRB process and related SPD policies.

### Investigations Bureau Assessment

In 2025, OIG will continue work on the use of deception in public safety with a focus on interviews and interrogation practices, training, and policy. OIG will also expand this work to a broader assessment of the SPD investigations bureau. This will include continued engagement with Dr. Andy Griffiths, SPD, and OPA to develop policies for effective interview techniques aimed at standardizing practices grounded in current social science and reducing the use of deception.

### Officer-Involved Shootings with a Crisis/Mental Health Nexus

Between 2021 and 2023, OIG conducted a Sentinel Event Review (SER) of SPD response to the 2020 protests in Seattle. A panel of community members, SPD command staff, and Inspector General Judge convened to identify root causes of undesirable incidents and identify systemic changes to improve outcomes. In 2025, OIG will adapt this SER methodology to analyze officer-involved shooting incidents where there is an intersection with mental health/crisis. Collaborative analysis of these incidents with mental health experts, community members, and SPD may significantly improve service to people in crisis by identifying ways that SPD can better respond to these situations, including avenues for intervention well before a person encounters law enforcement.

### Involuntary Treatment Act

The Involuntary Treatment Act (ITA) establishes the legal framework for civil investigation, evaluation, detention, and commitment of individuals with severe mental disorder or substance use disorders who may require involuntary treatment. In 2025, OIG plans to evaluate SPD's use of ITA/emergent detention for crisis contacts involving youth and adults. The project will include analysis of data provided by SPD for incidents involving ITA, as well as review of trainings and policies for ITA/emergent detention to identify potential improvements. OIG plans to partner with the CPC and local mental and public health organizations to conduct community outreach.

### SPD Crowd Management Review

In October 2024, the Federal judge overseeing Seattle's Consent Decree ruled the City is not yet in compliance with crowd management requirements put forth in the Consent Decree. OIG will continue to review SPD policies for crowd management and crowd control in 2025. Work in this area will largely focus on assessment of recent changes to SPD crowd management policies and procedures, including the implementation of the Police Outreach and Response Team (POET) and the Community Response Group in 2020. OIG also plans to work with Professor Clifford Stott to evaluate SPD's response to 2025 May Day events and 2026 FIFA World Cup planning efforts.

### Ad Hoc Projects

In addition to the projects listed above, work will likely occur on policy projects and issues of concern that emerge throughout the year. These issues will be prioritized according to impact and capacity.

# Investigations and OPA Review

OIG acts as a safeguard to ensure OPA investigations are conducted properly and the OPA Director has the information needed to reach fair findings of fact and to issue appropriate recommendations for disciplinary outcomes. In that capacity, OIG reviews OPA investigations and certifies them for timeliness, thoroughness, and objectivity. In addition, OIG reviews OPA classification decisions for new cases on a weekly basis to ensure proper handling; feedback is provided to OPA in real time, and reclassification can occur if appropriate. OIG may also act as the primary investigative entity when a conflict of interest prevents OPA from handling a complaint made against one of its employees and manages external investigations of allegations against the Chief of Police.

## Recurring Work

### Case Certification and Classification Review

OIG conducts individual reviews of completed OPA investigations and weekly reviews of classification decisions.<sup>2</sup>

### Programmatic Reviews

OIG assesses OPA programs that offer alternative responses to addressing complaints. Possible alternative resolutions include Bias Reviews<sup>3</sup>, Mediation<sup>4</sup>, Rapid Adjudication<sup>5</sup>, and Management Action Recommendations.<sup>6</sup> Presently, work in this area is captured in the OIG annual report.

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2. Due to decreased staffing in 2024, batch contact logs were reviewed on a quarterly basis via statistically significant samples. Weekly review of batch contact logs will resume in 2025.
  3. Bias Reviews are one of two primary methods by which biased policing allegations against SPD are resolved (the second method are complaints filed directly with OPA). All bias reviews completed by SPD supervisors in the field are submitted to OPA for final review before being closed out.
  4. OPA may offer Mediation to Complainants and Named Employees to resolve disagreements, particularly those involving possible miscommunication or misperception, with the guidance of a neutral third party. When accepted by both parties, mediation is the final resolution of the case.
  5. Rapid Adjudication is available in certain circumstances for employees who acknowledge their behavior was inconsistent with policy and are willing to accept discipline without undergoing a full investigation by OPA. OPA submits cases to OIG for review prior to final classification.
  6. As one potential case outcome, OPA may issue recommendations for systemic policy or training improvements when the OPA Director identifies a potential deficiency.

## 2025 Projects

### **Improved System for OPA Referrals**

Occasionally, OIG receives complaints regarding an SPD employee. As OPA is the City's entity authorized to investigate SPD, these complaints are currently forwarded to OPA via email. In 2025, OIG will establish an improved system for tracking these referrals to better enable the office to access and analyze data on these complaints.

### **Documentation System for Classification Disagreements and Other OPA Communications**

When OIG has a disagreement with OPA on a classification decision, discussions about the disagreement can take place via email, telephone, or Microsoft Teams meeting. Similarly, when OIG has a minor request of OPA regarding certification, these same means are used to convey requests. In 2025, OIG will develop a system that allows for better documentation of these discussions. This will provide OIG the ability to reference documented past discussions should the need arise.

# Horizon Project Areas

Horizon topics arise from existing work and the same sources that inform OIG risk assessment and strategic planning for its annual work plan. These are topics OIG has identified for review, but due to resource limitations or other environmental factors are not anticipated to be actionable this year.

## **OPA Complainant Experience**

The 2021 OIG Audit of the Disciplinary System for SPD Sworn Personnel noted issues with the consistency and timing of OPA communications to complainants. OIG would like to assess progress in this area in addition to a broader review of best practices for fostering trust with complainants from both the community and within the department.

## **Asset Seizure/Forfeiture**

Maintenance and recordkeeping related to seized and forfeited assets present risk of fraud, waste, and abuse. OIG is considering a future assessment of SPD controls related to retention and disposal of such assets.

## **Taser Effectiveness**

In 2024, SPD updated their equipment from Taser 7 to Taser 10. OIG seeks to evaluate the effectiveness of SPD's use of tasers as a less-lethal tool. This audit may include analysis of Neuromuscular Incapacitation rates, how often taser deployment is a significant factor in resolving interactions, and assessment of policies and training related to tasers.

## **Audits of Impacts of Overtime on Officer Performance**

In the 2024 Workplan, OIG planned to conduct an audit assessing the impact of significant overtime on officer performance, including any relationships between overtime and negative policing outcomes, and wellness programs for officers to mitigate the impact of overtime. However, implementation of a new city-wide payroll system has made SPD's provision of timely and reliable records challenging. OIG is delaying this project until the payroll system is fully implemented and SPD HR has capacity to support this audit.

## **Emergency Vehicle Operation**

SPD emergency vehicle operations (EVOC) has been the subject of significant public attention following the death of Jaahnavi Kandula in January of 2023. OIG will be completing projects related to vehicular pursuits and collisions in 2025, and at the conclusion of these projects, OIG will assess impacts of SPD's EVOC policy revision (effective October 2024) and analyze ongoing trends in EVOC driving.

## **Inventory Management**

In 2024, SPD identified twenty-three firearms missing from their inventory. This appears to be a continuation of the issue OIG identified in its 2019 review on firearm inventory controls. The Washington State Auditor is currently reviewing SPD's loss report, and pending the result of that review, OIG will consider performance of a more systemic review of physical controls and tracking systems in place across high-risk SPD assets.

# Inter-Agency Requests

OIG requests input from stakeholders when establishing the annual work plan and is required to report responses to all workplan recommendations made by CPC and OPA. OIG responses to such requests fall into the following categories:

1. **Accept** – OIG will undertake a project on the topic in the current year;
2. **Assess** – OIG will take a preliminary assessment of the subject and evaluate it as a potential future project;
3. **Deferred** – OIG recognizes that the topic is appropriate for OIG oversight, but reasons exist why it is not feasible to perform in the current year (e.g., availability of sufficient data, OIG resource constraints, etc.);
4. **Declined/Referred to Other Agency** – OIG will not perform the request and will refer this work to a more appropriate agency with an explanation.

## Community Police Commission Requests

CPC made four recommendations for OIG to perform work in 2024. They are provided below with a response:

### 1. Review or Audit 911 Dispatch Center

“Priority item. OIG accepted this CPC recommendation as part of its 2024 workplan. However, CPC recognizes that due to the CARE team’s capacity constraints in 2024, significant progress may not have been achieved on this recommendation. This remains a top priority of CPC, particularly with the expansion of CSCC responsibilities into CARE in the most recent budget, with particular emphasis on dual dispatch and dispatch of civilian first responders with sworn law enforcement to community crisis calls. In 2022, we identified dispatch errors that contributed to delayed response for fire medic response for community members, which has been a persistent problem from earlier years. This is a critical time for a thorough and careful examination of CSCC and dispatch to ensure they are prepared for additional dispatch responsibilities and do not repeat past errors. The CPC reiterates its ask for an update of prior request and audit of the effectiveness, accuracy, and unbiasedness of the 911 Dispatch Center in CARE.”

**OIG Response:** OIG acknowledges that CPC has made this request multiple years in a row and it has multiple components. To appropriately respond to the different elements, OIG is splitting its response between effectiveness of dual dispatch and accuracy/unbiasedness of the 911 dispatch center.

- **Dual Dispatch [Accept]:** OIG will initiate an audit in 2025 to assess early operation of the CCR dual dispatch model. OIG will also begin work on a methodology for ongoing monitoring to evaluate diversified approaches to crisis response and intervention.
- **911 Dispatch [Defer]:** OIG recognizes that accurate and unbiased 911 dispatch is essential for all branches of public safety, however OIG does not expect to have capacity to perform a separate review or audit of the 911 Dispatch Center in 2025. OIG will continue to monitor the issue as a potential area of risk for future work.

## 2. Continued Analysis of Discipline Related to SPD Policy 5.001-POL 10: Employees will Strive to be Professional

“This policy covers a broad range of actions deemed to be unprofessional, including but not limited to use of profanity, using derogatory language, and being rude or dismissive of a community member. The CPC is interested in the interpretation and implementation of this policy because it encapsulates a broad range of behaviors as *unprofessional* where the term *unprofessional* can be challenging to define. Situations of unprofessionalism have shown up in at least two cases that faced national and international attention (1. [Mock tombstone and Trump flag in SPD break room](#), 2. [Body cam footage showing Daniel Auderer seemingly laughing at death of woman ran over by SPD officer](#)) as well as several OPA cases in 2022 where analyses suggest that there were dozens of reasons for unprofessional behavior.

In its 2024 workplan, OIG committed to conducting a follow-up assessment of how the Chief determines discipline, including the highlighting of any issues specific to professionalism as they appear within that assessment. CPC requests an update on that assessment and its findings. CPC anticipates the publication of OIG’s Discipline Audit in late 2024. While the report itself is not expected to include a specific analysis of professionalism, CPC supports OIG’s continued work to use this data set to identify any cases involving professionalism and an examination of the specific fact patterns referencing professionalism.”

**OIG Response: [Accept]** OIG appreciates CPC’s recognition of work being performed in this area. OIG is currently in the process of analyzing a population of sustained professionalism allegations to identify behavioral trends and resulting disciplinary outcomes. OIG expects to produce the results of this analysis in early 2025.

### 3. Continued Evaluation of the Effectiveness of SPD Implicit Bias Training

“Cultural incompetence, lack of self-awareness around implicit bias, and the perceived lack of care to resolve or address bias is a key challenge to SPD’s delivery of respectful, professional, and dependable police services. As noted in the request to review SPD Policy 5.001-POL 10, many of the more salient incidents that have occurred in this past year have been centered around inexcusable behavior by SPD that reflects a failure to have compassion, empathy, and understanding for the communities in which they serve. We recognize that much of the work that needs to be done around cultural competencies and implicit bias is at an individual level; however, we also believe SPD has a duty to ensure training is provided and accountability is held at the highest level. The 2023 OIG Monitoring Transition Plan transfers responsibility for assessing SPD compliance with their bias-free policing policy to OIG.

Accordingly, OIG committed in its 2024 workplan to analyzing racial disparities across relevant outcomes in all future evaluations of use of force, stops and detentions, crisis intervention, and supervision. OIG also committed to initiating a review of SPD workplace culture to identify their challenges in upholding the City of Seattle’s commitment to antiracism and social justice. CPC understands that OIG is engaging with SPD to understand its relevant trainings to evaluate their impact of SPD’s internal culture. CPC recommends that the OIG explore opportunities to use its data to further understand the impact of implicit bias training on interactions with the public, including OIG’s plan to develop methodology and a pilot study on racial disparity in use of force in 2025.”

**OIG Response: [Accept]** OIG again appreciates CPC’s recognition of ongoing work in this area. OIG is currently in the information-gathering phase of an Equity Assessment. This assessment is expected to identify and address any existing gaps in SPD’s current internal equity-building efforts, including addressing the effectiveness of any implicit bias training. As noted by CPC, OIG’s assessment of bias impacts generally cuts across several projects to create a more complete picture of how bias may be showing up in SPD’s external operations. In line with this, OIG expects to also develop a research methodology for more detailed examination of racial disparity in uses of force in 2025.

## Office of Police Accountability Requests

OPA made four recommendations for OIG to perform work in 2024. They are provided below with a response:

### 1. Chief of Police Accountability Requests

“Review the process outlined in the Chief of Police Investigation Ordinance to include clarifying scope (application to former chiefs), streamlining inefficiencies (with emphasis on intake process), and measuring body of work impact.”

**OIG Response: [Accept]** OIG agrees with the need to clarify, streamline, and monitor in the Chief of Police Investigation Ordinance. OIG and OPA partnered in 2024 to create suggestions for revision to the ordinance, and in 2025 will continue to advocate for City Council to implement the suggested revisions.

## 2. SPD Follow-up Unit Staffing

“Evaluate the impact of low staffing on follow-up units (detectives/investigations bureau) overall as well as resource allocation between patrol operations and investigations bureaus. Evaluation could consider quantitative and qualitative measures, such as case clearance rates, accountability system impact, public perception, officer morale, and/or a review of what factors and standards are used to assign cases within the General Investigations Unit.”

**OIG Response: [Assess]** OIG is currently planning to do work in the investigations bureau related to interviews and interrogation, and will be expanding that work into a broader assessment of SPD investigations. This assessment is not expected to be a wholistic review of efficiency but will illustrate in greater detail the staffing challenges facing the investigations bureau.

## 3. Innovative Staffing Solutions

“Improved Utilization of Internet and Telephone Reporting Unit (ITRU) to respond to crime reports, close out issues at primary investigation level, and/or ensure full, effective use of [charge-by-officer program](#). This could be considered together with other sworn and non-sworn workforce multipliers, such as expanded role of Community Service Officers, piloting an SPD Cadet program, non-sworn investigators or investigative assistants, or creating incentives for sworn officers at or nearing retirement eligibility to continue service in specific ways.”

**OIG Response: [Defer]** OIG agrees that ITRU, among other options, may represent opportunities to better mitigate SPD low-staffing issues. OIG does not expect to have the capacity for this project in 2025, but will consider it as a potential area of work in the future.

## 4. Firearms Disappearances

“Revisit/update [firearm disappearances](#) from SPD facilities.”

**OIG Response: [Defer]** OIG is aware that SPD is performing regular audits in this area, and the Washington State Auditor is currently reviewing SPD’s loss report. OIG will continue to monitor this issue as a potential area of work in the future.



# 2025 Work Plan Timelines

Project	Beginning	End
<b>STANDARDS AND COMPLIANCE</b>		
<b>Ongoing Projects</b>		
SPD Mapping	Q4 2024	Q2 2025
Use of Force Assessment	Ongoing	Ongoing
Equity Assessment	Q4 2023	Ongoing
<b>New Projects</b>		
Alternative Responses to Crisis	Q1 2025	Q3 2025
Proactive Supervision Review	Q1 2025	Q4 2025
SPD Data Analytics Platform Assessment	Q1 2025	Q3 2025
<b>AUDITS AND REVIEWS</b>		
<b>Ongoing Projects</b>		
Audit of Extended Leave Prior to Retirement	Q3 2022	Q2 2025
Audit of Vehicular Pursuits	Q2 2024	Q1 2025
Recommendation Follow-up	Ongoing	Ongoing
<b>Recurring Projects</b>		
2024 Annual Surveillance Usage Reviews	Q1 2025	Q3 2025
Chapter 14.12 2025 First Biannual Review	Q1 2025	Q1 2025
Chapter 14.12 2025 Second Biannual Review	Q3 2025	Q3 2025
<b>New Projects</b>		
Community Crisis Responders Dual-Dispatch	Q1 2025	Q4 2025
SPD Training Facilities	Q3 2025	Q2 2025
Controlled Substances Ordinance Review	Q1 2025	Q4 2025
Surveillance Pilot Program Review	Q1 2025	Q4 2026

## 2025 Work Plan Timelines continued

Project	Beginning	End
<b>POLICY PROJECTS</b>		
<b>Recurring Projects</b>		
State Legislative Agenda	Ongoing	Ongoing
Annual Study of OPA Sworn and Civilian Staff	Ongoing	Ongoing
Annual Trends in Inquests, Claims, and Lawsuits	Ongoing	Ongoing
<b>New Projects</b>		
Assessment of Officers Involved in Collisions	Q3 2024	Q1 2025
Investigations Bureau Assessment	Q3 2024	Q2 2025
Officer Involved Shootings with a Crisis/Mental Health Nexus	Ongoing	Ongoing
SPD Crowd Management Review	Q1 2025	Q4 2025
SPD 2026 FIFA World Cup Preparedness	Q4 2024	Ongoing
<b>INVESTIGATIONS AND OPA REVIEW</b>		
<b>Recurring Projects</b>		
Case certification and classification review	Ongoing	Ongoing
Quarterly report on OPA classification decisions	Quarterly	Quarterly
Semi-annual report on OPA review	Q3 2025	Q3 2025
<b>New Projects</b>		
Improved system for OPA referrals	Q2 2025	Q4 2025
Documentation system for OPA communications	Q1 2025	Q3 2025
<b>OTHER DEPARTMENTAL RECURRING WORK</b>		
Annual Work Plan	Q3 2025	Q4 2025
OIG & CPC Mid-Year Report	Q3 2025	Q3 2025
2025 Annual Report	Q1 2025	Q2 2025