

Status Report on the Implementation of City Auditor Recommendations as of December 2025

May 27, 2026

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Seattle Office of City Auditor

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STATUS REPORT BACKGROUND, SUMMARY, AND RESULTS

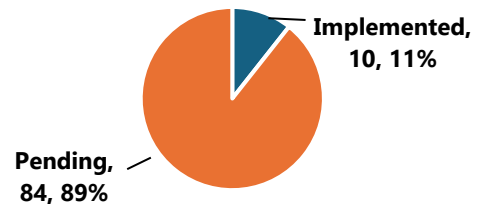
Background

The Office of City Auditor follows the implementation status of our past audit recommendations and reports annually on the results to the Seattle City Council. This process provides an opportunity for our office, the City Council, and audited City of Seattle (City) departments to review the results of our past audit work. We appreciate the cooperation of the many City departments involved in this effort.

Summary and Results

In 2025, we tracked a total of 94 recommendations from 20 audit reports (see Appendix A). As of December 31, 2025, 11% of those recommendations (10 out of 94) were implemented, 89% (84 out of 94) remain pending, and none were closed (no further follow up planned).

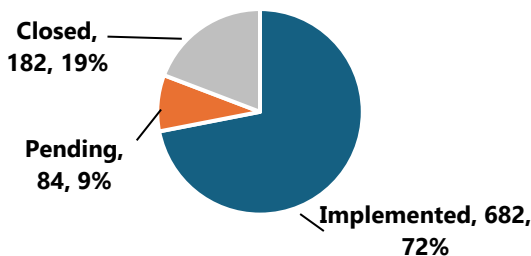
Final Status of 94 Pending Recommendations in 2025



It should be noted that for audit reports published during 2025, it is typical for those reports' recommendations to be pending, as it requires time and effort by departments to implement our audit recommendations. Not all audits with pending recommendations are featured in the narrative of this report. This report provides some highlights from the implemented recommendations, followed by the highlights of progress made towards the remaining 84 recommendations, which we will continue to track.

For detailed real-time information on the City's progress towards implementing each recommendation, visit our [online dashboard](#) (see Appendix B).

Final Status of All 948 Recommendations Since 2007



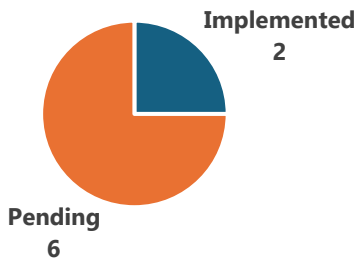
Overall, we have tracked 948 recommendations contained in 91 audit reports published since January 2007, of which 72% have been implemented. This report details the status of the 74 recommendations that were reported as "pending" in our [May 2025 follow-up report](#), as well as the 20 new recommendations from the audit reports published in 2025.

2025 HIGHLIGHTS: IMPLEMENTED RECOMMENDATIONS

2024 Annual Surveillance Technology Usage Review

Download our [report](#) and visit the [dashboard](#) for real-time updates.

Recommendations Status



AUDIT PUBLISHED: SEPTEMBER 30, 2025 RECOMMENDATIONS ISSUED: 8

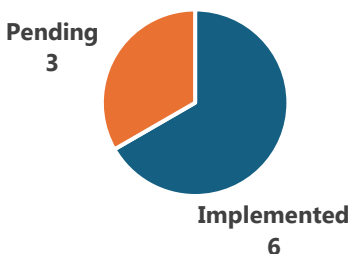
RECOMMENDATIONS 2 & 3: IMPLEMENTED.

The Seattle Department of Transportation (SDOT) implemented two of the eight recommendations issued during our 2024 Annual Surveillance Technology Usage Review of closed-circuit television (CCTV) traffic cameras. SDOT reported they have developed a process and checklist to ensure that the most current version of the CCTV Traffic Cameras Surveillance Impact Report is posted to the City's public website in a timely manner. We will continue tracking the progress of the remaining six recommendations.

Understanding Seattle's Housing Market Shift from Small to Large Rental Properties: A Rental Registration and Inspection Ordinance Program Audit

Download our [report](#) and visit the [dashboard](#) for real-time updates.

Recommendations Status



AUDIT PUBLISHED: DECEMBER 21, 2023 RECOMMENDATIONS ISSUED: 9

RECOMMENDATIONS 1, 4, 5, 7, & 8: IMPLEMENTED.

In 2025, five out of nine recommendations from our Rental Registration and Inspection Ordinance (RRIO) program audit were implemented, four by the Seattle Department of Construction and Inspections (SDCI) and one by the Seattle City Council.

SDCI completed technical modifications to Accela, a shared software system, to allow Short Term Rental licensing and RRIO registration information to be shared across departments, as well as established a new Contacts Policy and trained the RRIO

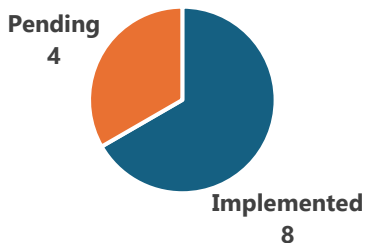
administrative team in the new policy. SDCI also updated their Race and Social Justice analysis roadmap using the current Racial Equity Toolkit (RET) and will conduct future RETs as warranted for program changes or periodic review.

The Director of Central Staff reported that under recent changes to state law, zoning measures to specifically preserve single family structures are now prohibited. The passage of Washington State House Bill 1110, also known as the “middle housing bill,” amended the state’s Growth Management Act to require certain cities, including Seattle, to allow the development of “middle housing,” such as multiplexes, townhouses, and cottage housing, in all residential areas. The City Council’s Select Committee on the Comprehensive Plan held public comment sessions in June 2025 and September 2025. Then in December 2025, the City Council adopted regulatory changes to Neighborhood Residential zones through Council Bill 120993, to better facilitate the development of small multifamily structures. SDCI also reported that in 2025, the City Council adopted the new proposed RRIO program fees in the 2026 budget.

Seattle Public Utilities Residential Solid Waste Billing Controls Audit

Download our [report](#) and visit the [dashboard](#) for real-time updates.

Recommendations Status



AUDIT PUBLISHED: MARCH 30, 2022
RECOMMENDATIONS ISSUED: 12

RECOMMENDATIONS 8 & 12: IMPLEMENTED.

In 2025, Seattle Public Utilities (SPU) reported the implementation of two recommendations. First, the department completed and aligned two job aids, one for the Customer Account and Billing Services and one for Solid Waste Code & Contracts Compliance. Additionally, SPU’s Internal Controls workgroup has identified and documented key controls in a risk and control matrix. These controls are documented in the solid waste billing risk assessment underway.

2025 HIGHLIGHTS: PROGRESS ON PENDING RECOMMENDATIONS

Four Recommendations to Better Understand and Address Current Gun Violence Patterns in Seattle

Download our [report](#) and visit the [dashboard](#) for real-time updates.

Recommendations Status



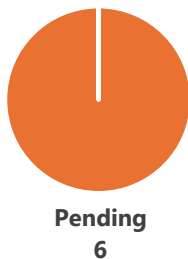
AUDIT PUBLISHED: MARCH 25, 2025
RECOMMENDATIONS ISSUED: 4

The Mayor's Office reported that they have begun development of a comprehensive gun violence reduction strategy that will build on work begun by the Human Services Department and be led by the Mayor. Specifically, the Mayor's Office has begun to assess existing gun violence reduction programs, identify gaps, and build a comprehensive strategy sponsored by the Mayor. This work will include a review of the Community Assisted Response and Engagement (CARE) Department's capacity and consideration of the feasibility of the department convening gun violence intervention partners. All four recommendations from this report remain pending.

City Should Reassess Approach to Park Restroom Cleanliness and Availability

Download our [report](#) and visit the [dashboard](#) for real-time updates.

Recommendations Status



AUDIT PUBLISHED: FEBRUARY 4, 2025
RECOMMENDATIONS ISSUED: 6

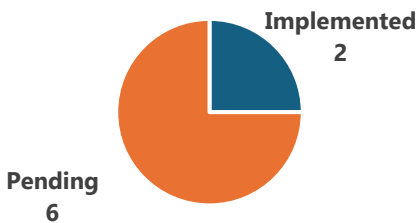
Seattle Parks and Recreation (SPR) reported that they are finalizing new restroom cleaning standards for dry, wet, and deep cleans. The department piloted these standards in 2025 and is refining them based on lessons learned for formal adoption in 2026. SPR also reported that they started to implement a routine monitoring program with crew chiefs and managers to complete monthly inspections across all park maintenance districts. In 2025, SPR filled vacant positions and

hired more seasonal staff to assist with cleaning restrooms and related park maintenance. All six recommendations from this report remain pending.

Addressing Places in Seattle Where Overdoses and Crime are Concentrated: An Evidence-Based Approach

Download our [report](#) and visit the [dashboard](#) for real-time updates.

Recommendations Status



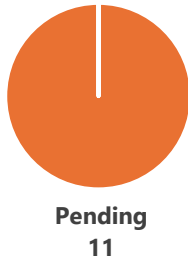
AUDIT PUBLISHED: JULY 9, 2024 RECOMMENDATIONS ISSUED: 8

The Mayor's Office reported that components of the Downtown Activation Team's (DAT) work, including its place-based problem-solving methodology, are moving forward under the Stabilize, Activate, and Invest (SAIL) Subcabinet. The Mayor's Office indicated they will tailor crime and overdose strategies, and the corresponding deployment of resources, to more specifically defined and localized problems, beginning with implementation of the [Phố Đẹp safety plan in Little Saigon](#) and the expansion of the Seattle Police Department's Neighborhood Resource Officer program to 12th & Jackson and 3rd & Pine. The Mayor's Office also indicated that the current administration does not intend to evaluate the preceding administration's work of the DAT and Seattle Restoration Framework, but will instead collaborate with public health, public safety, and community partners to establish agreed upon metrics for success for each location and reporting expectations.

City’s Construction Permitting Needs More Customer Focus and Consistency

Download our [report](#) and visit the [dashboard](#) for real-time updates.

Recommendations Status



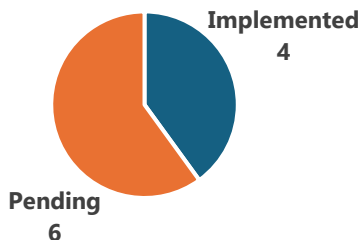
AUDIT PUBLISHED: OCTOBER 18, 2023
RECOMMENDATIONS ISSUED: 11

The Seattle Department of Construction and Inspections (SDCI) reported that in 2025, they signed a Memorandum of Understanding with four other City departments for pre-submittal conferences. The City Budget Office reported that the Permitting and Customer Trust (PACT) Team initiative was created in late 2025 and work to collaborate across departments is underway. SDCI also reported that in late 2025, work began on a new equity-focused toolkit for permitting through the Office of Innovation and Performance as part of the PACT initiative. All 11 recommendations from this report remain pending.

The City Can Do More to Tackle Organized Retail Crime in Seattle

Download our [report](#) and visit the [dashboard](#) for real-time updates.

Recommendations Status



AUDIT PUBLISHED: JULY 21, 2023
RECOMMENDATIONS ISSUED: 10

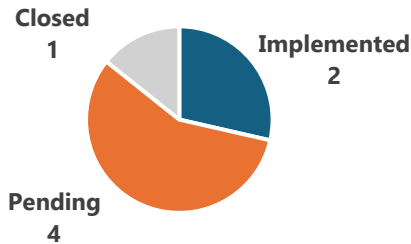
The Mayor's Office reported that the City joined the Vibrant Communities Initiative launched in Q4 2023 as a public-private partnership with King County, the Washington Attorney General's Office, and the Washington Retail Association. A May 2025 evaluation of the pilot revealed a statistically significant difference between those cities, like Seattle, that had strong direct engagement with the program by their law enforcement departments and those cities with non-direct (county or statewide only) engagement. The Mayor’s Office reported that subsequently, the Seattle Police Department relaunched its Organized Retail Theft program, clarifying and strengthening processes, and rebuilding relationships with businesses to

engage them in the program. In January 2026, the [Mayor's Directive](#) regarding Federal Immigration Enforcement took effect. This directive may affect the way the City collaborates with federal agencies to address the fencing operations that underpin organized retail crime. Six recommendations remain pending. We will revisit recommendations 2, 3, and 4 in 2029.

Seattle's Sidewalk Maintenance and Repair Program

Download our [report](#) and visit the [dashboard](#) for real-time updates.

Recommendations Status



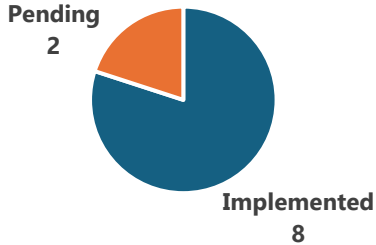
AUDIT PUBLISHED: OCTOBER 28, 2021 RECOMMENDATIONS ISSUED: 7

The Seattle Department of Transportation (SDOT) reported that the 2024 Seattle Transportation Levy included funding to support a task force that would assess strategies to improve the existing sidewalk network, including changes to sidewalk repairs enforcement process, a point-of-sale program, a sidewalk repair financing program, an income-based cost-sharing sidewalk repair program and cost waivers for lower-income property owners. In 2025, SDOT contracted with a consultant to develop the task force's workplan and facilitate its deliberations. SDOT indicated that they are consulting with the new mayoral administration on potential membership for the task force they hope to convene by mid-2026, with a tentative plan for the task force to complete their work by the end of 2028.

Seattle Department of Transportation: Strategic Approach to Vehicle Bridge Maintenance is Warranted

Download our [report](#) and visit the [dashboard](#) for real-time updates.

Recommendations Status



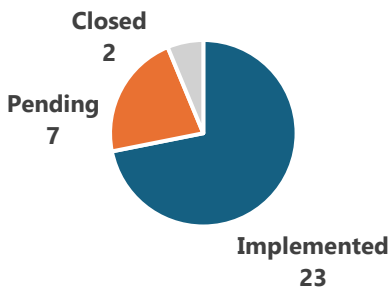
AUDIT PUBLISHED: SEPTEMBER 14, 2020
RECOMMENDATIONS ISSUED: 10

The Seattle Department of Transportation (SDOT) reported that the department has analyzed its personnel needs for a bridge preservation program and plans to finalize the staffing analysis report in Q1 2026. The department is also going through a final review of its Strategic Asset Management report and plans to finalize the report in Q2 2026. SDOT stated that both reports incorporate bridge condition data and other analyses, including estimated useful life calculations, lifecycle cost analysis, and historical averages for bridge minor repairs.

Seattle Police Department Overtime Controls Audit

Download our [report](#) and visit the [dashboard](#) for real-time updates.

Recommendations Status



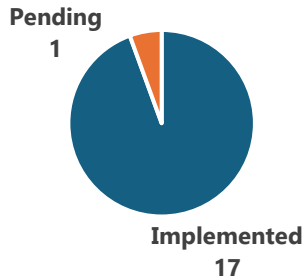
AUDIT PUBLISHED: APRIL 11, 2016
RECOMMENDATIONS ISSUED: 32

The Seattle Police Department (SPD) reported that they are working on transitioning scheduling and overtime tracking from the City's Workday payroll system to a software solution specifically designed for first responder agencies: the Ultimate Kronos Group (UKG) TeleStaff system via a dedicated data portal. This implementation is scheduled to be completed by September 2026. At this time, Workday is unable to provide the reports necessary to reconcile all overtime hours on the Event Summary Forms with those recorded in the City's payroll system.

Audit of the Seattle Police Department's Public Disclosure Process

Download our [report](#) and visit the [dashboard](#) for real-time updates.

Recommendations Status



AUDIT PUBLISHED: MARCH 16, 2015 RECOMMENDATIONS ISSUED: 18

The Seattle Police Department (SPD) reported they have added two public disclosure officers between 2022 and 2025, and looking forward, they will be adding another Analyst and another Manager in 2026 to assist with workflow and records request processing. SPD also reported they have also been working with the Seattle Department of Human Resources to standardize the job classification of public disclosure officers and establish position specifications that address workload expectations per full-time equivalent. SPD reported that they will continue to hold this recommendation open.

APPENDIX A

List of Reports Included in this Annual Review

1. 2024 Annual Surveillance Technology Usage Review; issued 9/30/2025.
2. Audit of Comcast's Compliance with Seattle's Cable Customer Bill of Rights; issued 7/25/2025.
3. Four Recommendations to Better Understand and Address Current Gun Violence Patterns in Seattle; issued 3/25/2025.
4. City Should Reassess Approach to Park Restroom Cleanliness and Availability; issued 2/4/2025.
5. Addressing Places in Seattle Where Overdoses and Crime are Concentrated: An Evidence-Based Approach; issued 7/9/2024.
6. Understanding Seattle's Housing Market Shift from Small to Large Rental Properties: A Rental Registration and Inspection Ordinance Program Audit; issued 12/21/2023.
7. City's Construction Permitting Needs More Customer Focus and Consistency; issued 10/18/2023.
8. Workforce Equity in Promotions Audit; issued 9/19/2023.
9. The City Can Do More to Tackle Organized Retail Crime in Seattle; issued 7/21/2023.
10. Action is Needed to Explore Ways to Offer an Evidence-Based Treatment for People Who Use Methamphetamine; issued 10/24/2022.
11. Seattle Public Utilities Residential Solid Waste Billing Controls Audit; issued 3/30/2022.
12. Seattle's Sidewalk Maintenance and Repair Program; issued 10/28/2021.
13. Evaluation of Compliance with Ordinance 125873: Notice of Intent to Sell; issued 9/21/2021.
14. Seattle Department of Transportation: Strategic Approach to Vehicle Bridge Maintenance is Warranted; issued 9/11/2020.
15. Seattle Minimum Wage Enforcement Audit; issued 12/16/2019.
16. City of Seattle Financial Condition; issued 5/13/2019.
17. SPU Wholesale Water Sales; issued 3/15/2018.
18. Special Events – Police Staffing and Cost Recovery; issued 12/13/2017.
19. Seattle Police Department Overtime Controls Audit; issued 4/11/2016.
20. Audit of the Seattle Police Department's Public Disclosure Process; issued 3/16/2015.

APPENDIX B

How to Use Our Public Recommendation Status Dashboard

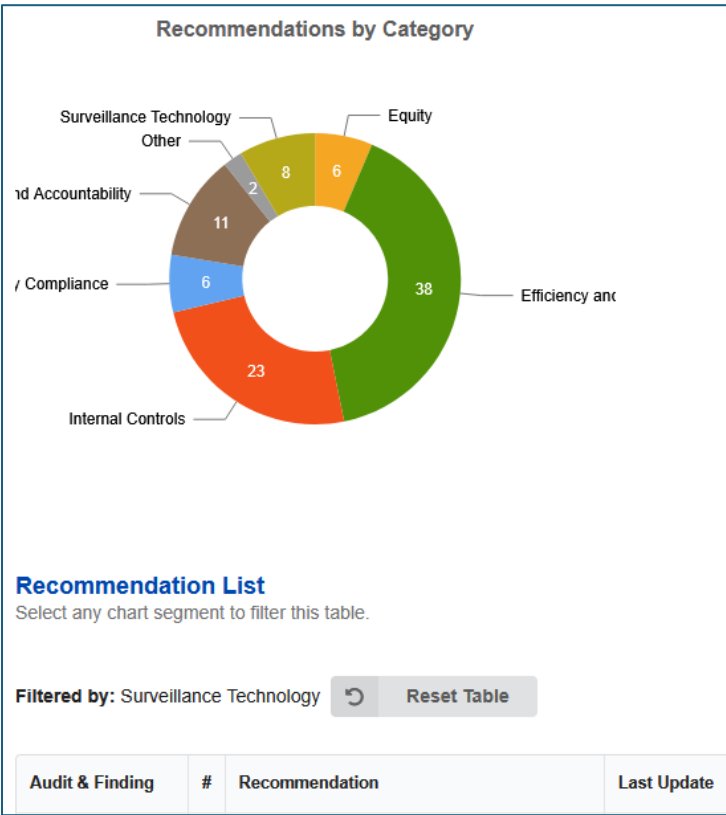
Information about the status of our recommendations is available on an [interactive dashboard](#). The dashboard allows users to review, sort, and further examine the detailed results of our follow-up work. Updates can be sorted by department, audit, category of recommendation, or recommendation status. Below are example images from the dashboard web page.



Click the “Showing all” drop-down menu to filter recommendations by Open (all pending) or Closed (all closed or implemented) Recommendations.

Click on “By Department” or “By Audit” to compare recommendation data.

Click on any category to see details of the audits, the recommendations, and any updates on department progress in the table below.



APPENDIX C

Seattle Office of City Auditor Mission, Background, and Quality Assurance

Our Mission:

We conduct independent analyses of City programs and services with an equity and social justice perspective, making recommendations on ways the City can better serve the people of Seattle.

Background:

Seattle voters established our office by a 1991 amendment to the City Charter. The office is an independent department within the legislative branch of City government. The City Auditor reports to the City Council and has a four-year term to ensure their independence in deciding what work the office should perform and reporting the results of this work. The Office of City Auditor conducts performance audits and non-audit projects covering City of Seattle programs, departments, grants, and contracts. The City Auditor's goal is to ensure that the City of Seattle is run as effectively, efficiently, and equitably as possible in compliance with applicable laws and regulations.

How We Ensure Quality:

The office's work is performed in accordance with the Government Auditing Standards issued by the Comptroller General of the United States. These standards provide guidelines for audit planning, fieldwork, quality control systems, staff training, and reporting of results. In addition, the standards require that external auditors periodically review our office's policies, procedures, and activities to ensure that we adhere to these professional standards.

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