

<b>Auditor</b>	<b>Audit</b>	<b>Recommendation Number</b>	<b>Recommendation</b>	<b>Issue Date</b>	<b>Department</b>
Alderson, Melissa	Seattle Department of Transportation: Strategic Approach to Vehicle Bridge Maintenance is Warranted	6	The Seattle Department of Transportation should incorporate the City's Race and Social Justice Initiative values into the staffing analysis of its bridge program.	9/11/2020	Transportation
Alderson, Melissa	Seattle Department of Transportation: Strategic Approach to Vehicle Bridge Maintenance is Warranted	10	After the Seattle Department of Transportation (SDOT) has accurate condition data, updated estimated useful life calculations, and lifecycle cost data, SDOT should develop a strategic asset management plan for its bridges and the City should develop and implement strategies to fill the bridge maintenance funding gap.	9/11/2020	Transportation
Alderson, Melissa	Seattle Department of Transportation: Strategic Approach to Vehicle Bridge Maintenance is Warranted	5	The Seattle Department of Transportation should conduct a staffing analysis to determine the number and type of staff required for the implementation of a bridge preservation program.	9/11/2020	Transportation
Alderson, Melissa	Seattle Department of Transportation: Strategic Approach to Vehicle Bridge Maintenance is Warranted	9	The Seattle Department of Transportation should use the updated useful life estimates of its bridges to plan for preservation work and lifecycle costs.	9/11/2020	Transportation
Alderson, Melissa	Seattle Department of Transportation: Strategic Approach to Vehicle Bridge Maintenance is Warranted	8	The Seattle Department of Transportation should update the estimated useful life of their bridges using the condition data of individual bridge components.	9/11/2020	Transportation
Bland, Sarah	Assessment of Seattle Municipal Court Probation Racial and Ethnic Proportionality	6	The Seattle Municipal Court should conduct and document an internal review of the activities involving monitoring not currently in its definition of probation to determine if these activities are having unintended negative impact on people of color.	9/23/2021	Municipal Court
Bland, Sarah	Seattle Minimum Wage Enforcement Audit	6	The Office of Labor Standards (OLS) and the City Attorney's Office should work together to propose to the City Council changes to the City's labor standards laws that would help encourage employers to cooperate with OLS by allowing for the daily and per employee accumulation of penalties while employers remain out of compliance with the City's labor standard laws. (Recommendation 5 from report)	12/16/2019	Labor Standards
Bland, Sarah	Seattle Minimum Wage Enforcement Audit	8	The Office of Labor Standards (OLS) should devise a proposal to incorporate strategic planning, evaluation and review as an ongoing function of OLS management to City Council by September 2020. (Recommendation 7 from report)	12/16/2019	Labor Standards

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Bland, Sarah	Seattle Minimum Wage Enforcement Audit	18	The Office of Labor Standards (OLS) should conduct an analysis of the merits of contracting with a prime contractor who then subcontracts with other contractors versus contracting directly with multiple contractors. This analysis should consider racial equity implications, and OLS' ability to oversee multiple contractors and hold them accountable. The results of this analysis should be submitted to the City Council. (Recommendation 12 from report)	12/16/2019	Labor Standards
Bland, Sarah	Seattle Minimum Wage Enforcement Audit	10	The Office of Labor Standards (OLS) should conduct an assessment of the appropriate level of enforcement versus outreach resources needed to implement strategic enforcement and achieve desired outcomes with a report to the City Council by September 2020. (Recommendation 7 from report)	12/16/2019	Labor Standards
Bland, Sarah	Seattle Minimum Wage Enforcement Audit	9	OLS should conduct an assessment of alternative staffing strategies to improve the efficiency and effectiveness of its investigations with a report to the City Council by September 2020. (Recommendation 7 from report)	12/16/2019	Labor Standards
Bland, Sarah	Evaluation of Compliance with Ordinance 125873: Notice of Intent to Sell	3	The Seattle Department of Construction and Inspections should include information about Notice of Intent to Sell Ordinance in the information packet sent to landlords who apply for Tenant Relocation licenses.	9/21/2021	Construction and Inspection
Bland, Sarah	Evaluation of Compliance with Ordinance 125873: Notice of Intent to Sell	1	The Seattle Department of Construction and Inspections and the Office of Housing should explore alternative approaches to oversight that would be cost efficient and would include ways to incentivize building owner compliance with the notice of intent to sell provisions of Ordinance 125873.	9/21/2021	Construction and Inspection
Bland, Sarah	Understanding Seattle's Housing Market Shift from Small to Large Rental Properties: A Rental Registration and Inspection Ordinance Program Audit	9	The Mayor's Office should collaborate with the Seattle Department of Construction and Inspections, the Seattle Information Technology Department, and other participating departments in the Rental Registration and Inspections Ordinance program, such as the Department of Finance and Administrative Services, to create and execute a strategy, that includes sufficient resources, to provide adequate support for the Accela software used in the Rental Registration and Inspection Ordinance process.	12/21/2023	Mayor

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Bland, Sarah	Understanding Seattle's Housing Market Shift from Small to Large Rental Properties: A Rental Registration and Inspection Ordinance Program Audit	2	<p>The Department of Construction and Inspections (SDCI) should coordinate with other City departments such as the Seattle Office for Civil Rights (SOCR) to provide more and better targeted information and resources to rental property owners. These resources should include comprehensive information on landlord-tenant regulations and programs and offer updated and accessible guidance on how to remain in compliance with the City's landlord-tenant regulations, beyond what is covered by SDCI's Rental Registration and Inspections Ordinance (RRIO) and Renting in Seattle programs. This could involve:</p> <ul style="list-style-type: none"> <li>• Improving current materials by including an easy-to-understand guide summarizing landlord-tenant regulations and programs.</li> <li>• Providing a regularly updated list of City of Seattle legislation affecting property owners, complete with direct links to the specific municipal codes for easy reference.</li> <li>• Developing a checklist of rental property owner (landlord) compliance requirements and a rental property owner (landlord) FAQ section that answers common questions about Seattle's rental regulations.</li> <li>• Resuming and offering more training and workshops to help property owners understand how to meet City of Seattle rental regulations.</li> </ul>	12/21/2023	Construction and Inspection
Bland, Sarah	Understanding Seattle's Housing Market Shift from Small to Large Rental Properties: A Rental Registration and Inspection Ordinance Program Audit	3	<p>The Department of Finance and Administrative Services should establish internal controls within their processes and information technology system (Accela), in consultation with the Seattle Department of Construction and Inspections (SDCI), to enhance Short-Term rental (STR) compliance with Rental Registration and Inspections Ordinance (RRIO) registration requirements during both new license issuance and renewal stages. These internal controls could include cross-referencing RRIO-registered addresses, verifying active RRIO status, and flagging and notifying the RRIO program and the STR licensee when a RRIO status becomes inactive.</p>	12/21/2023	Finance and Administrative Services

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Bland, Sarah	Understanding Seattle's Housing Market Shift from Small to Large Rental Properties: A Rental Registration and Inspection Ordinance Program Audit	4	The Department of Finance and Administrative Services and the Department of Construction and Inspections (SDCI) should use their shared information technology system (Accela) to enhance Rental Registration and Inspections Ordinance (RRIO) compliance monitoring and enforcement by providing each department access to relevant RRIO and Short-Term Rental (STR) data. This access could include key information such as STR licensee addresses, RRIO statuses, RRIO record IDs, and expiration dates.	12/21/2023	Construction and Inspection
Bland, Sarah	Understanding Seattle's Housing Market Shift from Small to Large Rental Properties: A Rental Registration and Inspection Ordinance Program Audit	7	The Seattle Department of Construction and Inspections should regularly update the Race and Social Justice Initiative (RSJI) Roadmap for the Rental Registration and Inspections Ordinance program to ensure that it is aligned with the City's RSJI guidelines.	12/21/2023	Construction and Inspection
Bland, Sarah	Understanding Seattle's Housing Market Shift from Small to Large Rental Properties: A Rental Registration and Inspection Ordinance Program Audit	5	The Seattle Department of Construction and Inspections (SDCI) should update its Rental Registration and Inspections Ordinance policies to define the roles, responsibilities, and liabilities for all parties involved in the rental registration process and improve communications with registrants to help ensure it has the correct contact information for property owners and their designees.	12/21/2023	Construction and Inspection
Bland, Sarah	Understanding Seattle's Housing Market Shift from Small to Large Rental Properties: A Rental Registration and Inspection Ordinance Program Audit	8	Given the trend of an increasing share of large multi-family properties registered with the Rental Registration and Inspections Ordinance (RRIO) program, the Seattle Department of Construction and Inspections should review and update the RRIO program's fee structure to ensure it adequately covers the program's operational costs and sustains it financially for the long term.	12/21/2023	Construction and Inspection
Bland, Sarah	Understanding Seattle's Housing Market Shift from Small to Large Rental Properties: A Rental Registration and Inspection Ordinance Program Audit	1	If the City of Seattle wants to preserve single-family and small multi-family property rental housing, it should consider enacting policies that support the continued presence of this type of property in Seattle's rental market. When considering such policies, the City should involve stakeholders most impacted by rental housing policies.	12/21/2023	City Council

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Bland, Sarah	Understanding Seattle's Housing Market Shift from Small to Large Rental Properties: A Rental Registration and Inspection Ordinance Program Audit	6	To ensure more effective Rental Registration and Inspections Ordinance (RRIO) program enforcement and outreach, the Seattle Department of Construction and Inspections (SDCI) should update its RRIO information technology system (Accela) to simplify the process of registration, renewal, and termination, reduce data entry errors, and enhance the management of information, particularly for property owners and their designees' contact information.	12/21/2023	Construction and Inspection
Gross-Shader, Claudia	Addressing Places in Seattle Where Overdoses and Crime are Concentrated: An Evidence-Based Approach	3	The Mayor's Office should identify a "project champion" to oversee the City's efforts to address places where overdoses and crime are concentrated.	7/9/2024	Mayor
Gross-Shader, Claudia	Addressing Places in Seattle Where Overdoses and Crime are Concentrated: An Evidence-Based Approach	4	The Mayor's Office, in collaboration with the Office of Emergency Management, Seattle Fire Department, Seattle Police Department, and other stakeholders, should establish a coordination system such as the Multi-Agency Coordination Group. The group should have well-defined objectives, goals, and reporting mechanisms.	7/9/2024	Mayor
Gross-Shader, Claudia	Addressing Places in Seattle Where Overdoses and Crime are Concentrated: An Evidence-Based Approach	7	The Seattle Police Department, in consultation with the Mayor's Office and federal partners, should explore the establishment of a joint law enforcement task force for fatal overdoses.	7/9/2024	Police
Gross-Shader, Claudia	Addressing Places in Seattle Where Overdoses and Crime are Concentrated: An Evidence-Based Approach	5	The Mayor's Office should formalize an ongoing City relationship with Northwest High Intensity Drug Trafficking Area's Overdose Response Strategy group to continue to leverage its technical assistance resources and coordination with other government agencies.	7/9/2024	Mayor
Gross-Shader, Claudia	Addressing Places in Seattle Where Overdoses and Crime are Concentrated: An Evidence-Based Approach	2	The Mayor's Office should lead the City in seeking federal technical assistance and funding to address places where overdoses and crime are concentrated.	7/9/2024	Mayor
Gross-Shader, Claudia	Addressing Places in Seattle Where Overdoses and Crime are Concentrated: An Evidence-Based Approach	1	The Mayor's Office should lead the City in addressing places where overdoses and crime are concentrated using a proven problem-solving methodology (e.g., the Substance Abuse and Mental Health Services Administration's Strategic Prevention Framework). This should include continuing the problem-solving work on Third Avenue from Virginia to Blanchard.	7/9/2024	Mayor

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Gross-Shader, Claudia	Addressing Places in Seattle Where Overdoses and Crime are Concentrated: An Evidence-Based Approach	6	The Mayor's Office should lead the City's implementation of the Overdose Mapping and Application Program (ODMAP).	7/9/2024	Mayor
Gross-Shader, Claudia	Addressing Places in Seattle Where Overdoses and Crime are Concentrated: An Evidence-Based Approach	8	The Mayor's Office should ensure that the City regularly evaluates its efforts to address places where overdoses and crime are concentrated as required by proven problem-solving methodologies (e.g., the Substance Abuse and Mental Health Services Administration's Strategic Prevention Framework).	7/9/2024	Mayor
Gross-Shader, Claudia	Action is Needed to Explore Ways to Offer an Evidence-Based Treatment for People Who Use Methamphetamine	1	Government, including the City of Seattle, should act with urgency to address methamphetamine use disorder in non-clinical settings by exploring ways to scale up implementation of evidence-based treatment (i.e., Contingency Management) with innovations that reduce barriers to participation and with ongoing rigorous research to ensure that positive outcomes are achieved.	10/24/2022	Mayor
Gross-Shader, Claudia	The City of Seattle Should Use a Data Dashboard to Track its Progress in Addressing Unsanctioned Encampments	1	The City of Seattle should develop and regularly update a data dashboard to track its progress addressing unsanctioned encampments. This dashboard should be developed with input from City departments, the King County Regional Homelessness Authority, and people with lived experience of homelessness. Any new data collection systems to support the dashboard should comply with privacy laws.	7/15/2022	Mayor
Gross-Shader, Claudia	The City Can Do More to Tackle Organized Retail Crime in Seattle	3	The City should consider using free technical assistance from the U.S. Department of Justice to begin to apply problem-oriented-policing techniques to address known organized retail crime fencing operations.	7/21/2023	Mayor
Gross-Shader, Claudia	The City Can Do More to Tackle Organized Retail Crime in Seattle	7	The City should leverage its experience with place-based crime prevention to address illegal street markets where stolen goods are fenced. This should include supporting the completion of Seattle Police Department's place-based recommendations for the 12th and Jackson intersection.	7/21/2023	Mayor
Gross-Shader, Claudia	The City Can Do More to Tackle Organized Retail Crime in Seattle	6	The City should explore leveraging pro bono technology services from retailers in its investigations of organized retail crime fencing.	7/21/2023	Mayor

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Gross-Shader, Claudia	The City Can Do More to Tackle Organized Retail Crime in Seattle	2	The City should make a coordinated and prioritized request(s) to the Washington State Attorney General and Homeland Security Investigations for assistance with organized retail crime fencing crime analysis.	7/21/2023	Mayor
Gross-Shader, Claudia	The City Can Do More to Tackle Organized Retail Crime in Seattle	8	To help address organized retail crime, the City should explore ways to reduce barriers for small businesses to participate in crime prevention trainings.	7/21/2023	Mayor
Gross-Shader, Claudia	The City Can Do More to Tackle Organized Retail Crime in Seattle	4	The City should explore opportunities for other law enforcement agencies to assist with conducting and documenting booster interviews for the purpose of gathering information on organized retail crime fencing operations.	7/21/2023	Mayor
Gross-Shader, Claudia	The City Can Do More to Tackle Organized Retail Crime in Seattle	5	As the City considers replacing the current Retail Theft Program technology, it should consider using emerging technology, such as rapid video response to help address organized retail crime.	7/21/2023	Mayor
Gross-Shader, Claudia	The City Can Do More to Tackle Organized Retail Crime in Seattle	10	The City should advocate for new state and federal legislation that could help address organized retail crime investigations and should seek opportunities for funding, technical assistance, or collaboration resulting from the legislation.	7/21/2023	Mayor
Gross-Shader, Claudia	The City Can Do More to Tackle Organized Retail Crime in Seattle	9	The City should request that King County Prosecuting Attorney's Office train Seattle Police Department (SPD) Detectives and their supervising Sergeants in the use of the organized retail crime prosecution checklist. This should include soliciting any feedback from SPD on obstacles faced in using the checklist or ideas for process improvements.	7/21/2023	Mayor
Gross-Shader, Claudia	The City Can Do More to Tackle Organized Retail Crime in Seattle	1	The City should explore ways to improve coordination among City staff who participate in organized retail crime (ORC) collaborations, including designating a central point of contact on ORC, creating a shared list of City contacts on ORC, and developing a central City repository for ORC information.	7/21/2023	Mayor
Jones, DavidG	Audit of the Seattle Police Department's Public Disclosure Process	12	As the Public Disclosure Unit (PDU) begins to track its workload and performance data, it should develop a staffing model to enable Seattle Police Department (SPD) management to assess the PDU's staffing levels, determine the most appropriate mix of positions, and adjust staff as needed.	3/16/2015	Police

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Jones, DavidG	Follow Up on Recent Loss Reports Filed by the Information Technology Department	1	The Information Technology Department (ITD) should implement the planned IT Service Management Asset Management (ITAM) module that will provide asset management functionality for Network equipment. After this is completed, ITD Asset Management should ensure all Network equipment is accurately recorded in ITAM.	12/11/2020	Information Technology
Jones, DavidG	Follow Up on Recent Loss Reports Filed by the Information Technology Department	7	The Information Technology Department (ITD) should ensure that a Surplus Form is completed and filed for all ITD equipment that is declared surplus, inventory tracking records are updated, and the items are sent to the FAS Surplus unit. ITD should regularly run reports on items with a "Surplus" status and reconcile these to the Surplus Forms.	12/11/2020	Information Technology
Jones, DavidG	Follow Up on Recent Loss Reports Filed by the Information Technology Department	5	The Information Technology Department (ITD) should review their receiving procedures for Network equipment and ensure that all new equipment is tagged with a City asset number.	12/11/2020	Information Technology
Jones, DavidG	Follow Up on Recent Loss Reports Filed by the Information Technology Department	4	The Information Technology Department (ITD) should revise how they determine their audit population of deployed Network equipment assets to ensure that items worth less than \$5,000 are included in any audits that they conduct. In the meantime, ITD should consider conducting some additional auditing of a sample of Network equipment items that are worth less than \$5,000.	12/11/2020	Information Technology
Jones, DavidG	Seattle Police Department Overtime Controls Audit	13	SPD should track all work time, including off-duty time, and require management approval for hours beyond the maximum allowable level. [Recommendation 11]	4/11/2016	Police



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Jones, DavidG	Seattle Police Department Overtime Controls Audit	32	SPD should implement a process for tracking off-duty work hours so SPD management can monitor whether officers are a) complying with the department's maximum weekly and daily hours thresholds, b) taking high amounts of sick or other paid leave while also working a lot of off-duty hours, or c) underperforming for SPD work due to high amounts of off-duty time. SPD Policy 5.120 states that SPD personnel are required to log in and out by radio when working off duty, so this might be one option to consider for tracking off-duty time. SPD should also consider developing a plan and timeline for requiring employers of off-duty SPD officers to contract directly with SPD. [Recommendation 30]	4/11/2016	Police
Jones, DavidG	Seattle Police Department Overtime Controls Audit	15	SPD should either (a) implement new scheduling and timekeeping systems or (b) enhance existing systems to include automated controls and to facilitate tracking and monitoring of overtime. [Recommendation 13]	4/11/2016	Police
Jones, DavidG	Seattle Police Department Overtime Controls Audit	10	SPD should develop automated controls or processes for detecting payroll errors or non-compliance with key policies, such as: <ul style="list-style-type: none"> <li>•duplicate payments for overtime;</li> <li>•entry of more than 24 hours in a single day; and</li> <li>•accrual of comp time in excess of maximum allowed.</li> </ul> [Recommendation 8]	4/11/2016	Police
Jones, DavidG	Seattle Police Department Overtime Controls Audit	29	For reimbursable events, SPD should reconcile all overtime hours on Event Summary Forms with hours recorded into SPD's payroll system to ensure all overtime is accurately billed. [Recommendation 27]	4/11/2016	Police
Jones, DavidG	Seattle Police Department Overtime Controls Audit	23	SPD should ensure that events are charged for police services as required by Ordinance 124680. This will involve SPD working with the City's Office for Special Events to develop and implement procedures for carrying out the terms of the Ordinance for permitted events related to collecting deposits for estimated police services, tracking actual police hours associated with the events, and billing or refunding event organizers for any differences between actual and estimated police hours. [Recommendation 21]	4/11/2016	Police

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Jones, DavidG	Seattle Police Department Overtime Controls Audit	11	SPD needs to enforce current overtime and compensatory time policies and procedures, including those related to the following: <ul style="list-style-type: none"> <li>•proper documentation of overtime authorization and approval;</li> <li>•accurate activity and assignment coding of overtime;</li> <li>•compensatory time thresholds; and</li> <li>•accurate recording of overtime and standby time.</li> </ul> [Recommendation 9]	4/11/2016	Police
Jones, DavidG	Special Events – Police Staffing and Cost Recovery	5	The Seattle Police Department should provide to the Special Events Office (SEO) an accounting of actual hours worked at permitted events so SEO can refund or bill event promoters for any variance between estimate and actual hours. (Report Recommendation 4)	12/13/2017	Police
Jones, DavidG	Special Events – Police Staffing and Cost Recovery	3	The City Council and the Special Events Office should consider reviewing the implementation of the new special event permit fee structure created by Ordinance 124860 to ensure the level of recovery of the Seattle Police Department’s staffing costs is aligned with the City’s intentions. Options that could be considered include: a.Charging permitted events for more of the actual police hours worked, including pre-event hours, post-event hours, and hours that exceed the hours that were initially estimated and paid. b.Including direct labor benefits and other event-related costs (e.g., event planning time, emphasis staffing, etc.) in analyses of event costs. (Report Recommendation 2)	12/13/2017	City Council
Jones, DavidG	Special Events – Police Staffing and Cost Recovery	7	The City Council and the Special Events Office should consider establishing criteria and a schedule for setting the fees for police services for Citywide permitted events (e.g., updating SMC 15.52 or developing department policies). (Report Recommendation 5b)	12/13/2017	City Council

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Jones, DavidG	Special Events – Police Staffing and Cost Recovery	6	The City Council and the Special Events Office should (a) review the definitions of Community and Mixed Free Speech events in Seattle Municipal Code (SMC) 15.52 and, given the level of commercial activity at some Community and Mixed Free Speech events, consider whether any updates to these definitions are necessary. (Report Recommendation 5a)	12/13/2017	City Council
Jones, DavidG	Special Events – Police Staffing and Cost Recovery	1	The Seattle Police Department (SPD) should continue reviewing and updating its special events memorandum of understanding (MOU) and event billing processes to ensure (a) the MOU cost estimate template includes accurate and complete direct cost information and (b) invoices sent to event organizers include non-wage direct costs (e.g., employee benefits and equipment) when they are specified as reimbursable in the MOU or when the MOU states that reimbursement will be for actual or full costs. (Report Recommendation 1)	12/13/2017	Police
Jones, DavidG	Special Events – Police Staffing and Cost Recovery	2	SPD should also consider charging other event-related SPD costs (e.g., event planning time, event emphasis staffing, equipment maintenance expenses, incidentals such as food, water, and supplies) to all reimbursable events. (Report Recommendation 1)	12/13/2017	Police
Jones, DavidG	Special Events – Police Staffing and Cost Recovery	18	SPD Fiscal should periodically compare planned reimbursable event police hours and expenses to actual hours to help ensure all hours are properly billed to the event organizers. (Report Recommendation 14)	12/13/2017	Police
Jones, DavidG	Special Events – Police Staffing and Cost Recovery	17	The City Council and the Mayor should evaluate the special events work SPD officers perform that is primarily a traffic-directing function and consider whether it could be handled by non-sworn personnel. We recognize this would require revising Seattle Municipal Code 11.50.380 covering the authority to override traffic signals. (Report Recommendation 13)	12/13/2017	City Council
Jones, DavidG	Special Events – Police Staffing and Cost Recovery	14	SPD should pursue a technology solution, such as a workforce scheduling system, to improve the effectiveness and efficiency of event staffing functions. (Report Recommendation 11)	12/13/2017	Police

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Jones, DavidG	Special Events – Police Staffing and Cost Recovery	16	SPD should improve tracking of personnel absences for special event drafts and should review and reconsider the department’s policies for No Show’s and when employees call in sick the day of an event. (Report Recommendation 12)	12/13/2017	Police
Jones, DavidG	Special Events – Police Staffing and Cost Recovery	19	The Office of Economic Development and the Seattle Police Department should consider investing in a Customer Relationship Management System (CRM) to improve the efficiency of the special events permit application review and event tracking functions. This system should facilitate tracking each event with a unique identifier and event numbering scheme that facilitates tracking the same event (or similar events) over time. (Report Recommendation 15)	12/13/2017	Special Events
Jones, DavidG	Special Events – Police Staffing and Cost Recovery	24	SPD should update and enforce its special event payroll policies and procedures, including those addressing payroll time coding, management approvals, and timekeeping functions. SPD should implement controls to ensure: <ul style="list-style-type: none"> <li>a.Regular time worked for special events is coded to the event,</li> <li>b.Time is coded to the accurate event code, including time for <ul style="list-style-type: none"> <li>i. multiple events held on the same day,</li> <li>ii. large Seattle Center events/festivals</li> </ul> </li> <li>c.Special event time is entered only by SPD Payroll staff.</li> </ul> (Report Recommendation 18)	12/13/2017	Police
Osuntoki, IB	Seattle’s Sidewalk Maintenance and Repair Program	1	To help improve sidewalk conditions in Seattle, the Seattle Department of Transportation should work with the City Attorney’s Office, the Office of Intergovernmental Relations, and the Seattle City Council, and other Washington jurisdictions to propose changes to explore changes to RCWs 35.68 et seq. and 35.69 et seq. and SMC 15.72 et seq. to allow for simpler, more streamlined enforcement options so that private property owners meet their legal responsibilities. (Related to recommendation 7.5 in 2020 Policy Report.)	10/28/2021	Transportation

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Osuntoki, IB	Seattle's Sidewalk Maintenance and Repair Program	5	The Seattle Department of Transportation should implement a five-year shim/bevel plan. (Recommendation 7.1 in the 2020 Policy Report.)	10/28/2021	Transportation
Osuntoki, IB	Seattle's Sidewalk Maintenance and Repair Program	2	To help improve sidewalk conditions in Seattle, the Seattle Department of Transportation should work with the City Attorney's Office to explore the use of a Buy, Sell, Repair Ordinance.	10/28/2021	Transportation
Osuntoki, IB	Seattle's Sidewalk Maintenance and Repair Program	4	To help ensure equity, in conjunction with enhanced education and enforcement, the Seattle Department of Transportation should institute an income-based cost-sharing program or cost waiver for lower-income property owners. (Recommendation 7.4 in the 2020 Policy Report.)	10/28/2021	Transportation
Osuntoki, IB	Seattle's Sidewalk Maintenance and Repair Program	3	To assist property owners in meeting their legal responsibilities to repair the sidewalks adjacent to their properties, in conjunction with enhanced education and enforcement, the Seattle Department of Transportation should implement a sidewalk repair financing program.	10/28/2021	Transportation
Osuntoki, IB	Seattle's Sidewalk Maintenance and Repair Program	7	The Seattle Department of Transportation should simplify the sidewalk permitting process. (Recommendation 7.3 in the 2020 Policy Report.)	10/28/2021	Transportation
Osuntoki, IB	Workforce Equity in Promotions	4	The Seattle Department of Human Resources, in collaboration with the Seattle Office for Civil Rights, should adapt the City's Racial Equity Toolkit and perform a racial equity analysis of promotion and reclassification policies.	9/19/2023	Human Resources
Osuntoki, IB	Workforce Equity in Promotions	3	The Seattle Department of Human Resources, in consultation with relevant stakeholders, should develop a multi-year plan to update the City's Class Specifications System. The plan should include a budget proposal for the City Council's consideration and a strategy for periodic updates of the Class Specifications System.	9/19/2023	Human Resources

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Osuntoki, IB	Workforce Equity in Promotions	2	The Seattle Department of Human Resources (SDHR), in collaboration with other City departments' Human Resources (HR) units, should explore ways to effectively work together to ensure Citywide implementation of promotion best practices. SDHR could consider modeling the City's Human Resources Leadership Team into a Community of Practice system that allows HR Leaders to collaboratively explore how to expand current promotion best practices Citywide.	9/19/2023	Human Resources
Osuntoki, IB	Workforce Equity in Promotions	1	The Seattle Department of Human Resources (SDHR) should use the transition of the City's Human Resources Information System to the Workday Human Resources system as an opportunity to evaluate and address data gaps, develop automated analytics, and set up systems to publish regular workforce analysis, including promotion and pay equity studies that use rigorous methodologies. For example, SDHR could explore A) onboarding functions that promote employees' demographics identification and B) automated reporting and analytics features that streamline workforce analyses of promotion and pay equity.	9/19/2023	Human Resources
Scoggin, Andrew	City of Seattle Financial Condition	1	The City should maintain a stable employer contribution rate and continue to fund SCERS at or above the actuarially determined rate to help them achieve full funding by the end of 2042.	5/13/2019	Retirement
Scoggin, Andrew	City's Construction Permitting Needs More Customer Focus and Consistency	11	The Seattle Department of Construction and Inspections (SDCI) should develop a process to monitor and evaluate permit application corrections. This process should be sustainable given current resource levels and provide reasonable assurance that permit corrections are meeting SDCI's standards of being necessary, understandable, code-based, directive, and specific. SDCI should track this information so that correction quality can be evaluated over time. To ensure the consistency of permit corrections, SDCI should involve and coordinate with other City departments that issue permits.	10/18/2023	Construction and Inspection

Auditor	Audit	Recommendation Number	Recommendation	Issue Date	Department
Scoggin, Andrew	City's Construction Permitting Needs More Customer Focus and Consistency	5	<p>The Seattle Department of Construction and Inspections (SDCI) should evaluate its ethical culture and make any needed improvements. SDCI should consider the following:</p> <ul style="list-style-type: none"> <li>• Periodic evaluations of the workplace culture and ethical environment through anonymous employee surveys</li> <li>• An internal ethics policy to address situations that are unique to SDCI's work environment</li> <li>• Ongoing ethics training that is tailored to SDCI's work environment and potential ethical scenarios employees may encounter</li> <li>• A clear process for employees to anonymously report ethical concerns</li> <li>• Leadership's demonstrated commitment to strong ethical values through their directives, attitudes, and behavior (also known as "tone at the top")</li> <li>• Reviewing and determining which employees should complete the City's Financial Interest Statement form based on their responsibilities</li> </ul>	10/18/2023	Construction and Inspection
Scoggin, Andrew	City's Construction Permitting Needs More Customer Focus and Consistency	1	<p>The Seattle Department of Construction and Inspections (SDCI) should develop metrics by construction permit type for total review time and a tracking process to support meeting those metrics. The metrics and SDCI's progress on meeting those metrics, along with the methodology and notices of any data limitations, should be displayed on SDCI's website and updated regularly. The data should meet the needs and expectations of customers and include other City departments' review times. SDCI should also consider whether to publish its review queue on its website.</p>	10/18/2023	Construction and Inspection

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Scoggin, Andrew	City's Construction Permitting Needs More Customer Focus and Consistency	3	<p>The Seattle Department of Construction and Inspections (SDCI) should develop a strategic customer engagement program for their construction permitting process, which could include:</p> <ul style="list-style-type: none"> <li>• Establishing customer service and satisfaction baseline data.</li> <li>• Defining performance measures that relate to SDCI's strategic goals.</li> <li>• A process to routinely monitor performance measures.</li> <li>• Defined roles for SDCI employees who are responsible for implementing process improvements.</li> </ul>	10/18/2023	Construction and Inspection
Scoggin, Andrew	City's Construction Permitting Needs More Customer Focus and Consistency	4	<p>The Seattle Department of Construction and Inspections (SDCI) should solidify and make more transparent how it prioritizes construction permit applications for review. This could include:</p> <ul style="list-style-type: none"> <li>• Creating a policy and providing training on how permit reviewers should prioritize projects assigned to them</li> <li>• Improving the workflow screen in Accela to make the priority of projects clearer</li> <li>• Reviewing and making updates to the Plan Review Priorities Guideline document (for example, considering the priority of medical or disability accommodations) and making it publicly available</li> <li>• Creating a method to document when and why the prioritization process is circumvented</li> </ul> <p>SDCI should coordinate with other City departments as needed to implement this recommendation.</p>	10/18/2023	Construction and Inspection
Scoggin, Andrew	City's Construction Permitting Needs More Customer Focus and Consistency	7	<p>The City Budget Office, in collaboration with other City departments, should evaluate the governance and funding structures of departments that review construction permit applications and determine if changes can be made to better position the City to quickly respond to fluctuations in permit demand while meeting customer expectations.</p>	10/18/2023	Budget Office



Auditor	Audit	Recommendation Number	Recommendation	Issue Date	Department
Scoggin, Andrew	City's Construction Permitting Needs More Customer Focus and Consistency	6	The Mayor's Office should lead a coordinated effort to document all recommendations related to the construction permitting process from consultant reports and internal improvement efforts. City departments should then evaluate each recommendation to determine whether they intend to implement it and why. The City should prioritize, assign an owner, and estimate a due date for each recommendation that is selected for implementation. Recommendations should be tracked in a central, publicly accessible location such as a dashboard to promote accountability.	10/18/2023	Mayor
Scoggin, Andrew	City's Construction Permitting Needs More Customer Focus and Consistency	10	<p>The Seattle Department of Construction and Inspections (SDCI) should develop a department policy for how construction permit corrections should be handled, including:</p> <ul style="list-style-type: none"> <li>• What rises to the level of needing an official correction</li> <li>• What is required back from the applicant to resolve the correction, including in what format</li> <li>• At what point to contact the applicant to discuss the issues, such as after a certain number of correction cycles</li> <li>• How this policy will be enforced</li> </ul> <p>SDCI should coordinate with other City departments involved in the construction permitting process in developing and implementing this policy. SDCI should also put relevant information about the policy on their website.</p>	10/18/2023	Construction and Inspection
Scoggin, Andrew	City's Construction Permitting Needs More Customer Focus and Consistency	9	The Seattle Department of Construction and Inspections (SDCI) should evaluate which departments are using Accela for construction permit review and determine how to improve their integration and use of the portal. SDCI should coordinate with other City departments involved in the construction permitting process.	10/18/2023	Construction and Inspection

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Scoggin, Andrew	City's Construction Permitting Needs More Customer Focus and Consistency	8	The Mayor's Office should develop and implement a strategy, including the required resources, for providing ongoing support for the Seattle Services Portal (Accele) and other software used in the construction permitting process. The Mayor's Office should collaborate with the Seattle Information Technology Department and other departments involved in construction permitting.	10/18/2023	Mayor
Scoggin, Andrew	City's Construction Permitting Needs More Customer Focus and Consistency	2	The Seattle Department of Construction and Inspections (SDCI) should address potential permitting barriers and equity concerns by incorporating the City's Race and Social Justice Initiative (RSJI) values into the permitting process. This should involve completing a Racial Equity Toolkit (RET) for the entire permitting process or several RETs for specific parts of the process. SDCI should consult with the Seattle Office for Civil Rights for RET guidance and support and with other City departments that are involved in permitting or have a stakeholder interest. In the RET, SDCI should evaluate the accessibility of their current process and tools, including considering the needs of customers who lack computer skills, people with disabilities, and people with limited English proficiency, among others. The RET should also include a stakeholder analysis to determine who is impacted by the permitting process and from whom SDCI should get regular feedback. The City should implement the recommendations that result from this effort.	10/18/2023	Construction and Inspection
Stepper, Marc	Seattle Public Utilities Residential Solid Waste Billing Controls Audit	8	Management from Seattle Public Utilities' Customer Accounts and Billing Services and the Solid Waste Inspection and Compliance work groups should agree on a uniform adjustment cancellation approval policy for residential solid waste billing. The policy should be documented and approved by Seattle Public Utilities management.	3/30/2022	Public Utilities
Stepper, Marc	Seattle Public Utilities Residential Solid Waste Billing Controls Audit	5	Seattle Public Utilities management should define a process by which cancelled adjustments are approved outside of the Customer Care and Billing system and document that process.	3/30/2022	Public Utilities

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Stepper, Marc	Seattle Public Utilities Residential Solid Waste Billing Controls Audit	4	Seattle Public Utilities management should re-visit adjustment approval dollar thresholds and align them between Procedure CS-320 and Customer Care and Billing system.	3/30/2022	Public Utilities
Stepper, Marc	Seattle Public Utilities Residential Solid Waste Billing Controls Audit	12	Seattle Public Utilities management should ensure that all risks and controls identified in the risk assessment of the residential solid waste billing process are documented.	3/30/2022	Public Utilities
Stepper, Marc	Seattle Public Utilities Residential Solid Waste Billing Controls Audit	11	Seattle Public Utilities management should perform a risk assessment of the residential solid waste billing process that include controls to address those risks. Risks and corresponding controls should be updated as necessary to reflect changes in the billing process. Control owners should be assigned for each control and be responsible for oversight and monitoring responsibilities to ensure that controls are working as intended.	3/30/2022	Public Utilities
Stepper, Marc	Seattle Public Utilities Residential Solid Waste Billing Controls Audit	6	Seattle Public Utilities management should implement written, management approved policies and procedures that include preventative controls to address the cancellation of residential solid waste bill segments.	3/30/2022	Public Utilities
Stepper, Marc	Seattle Public Utilities Residential Solid Waste Billing Controls Audit	1	Seattle Public Utilities management should investigate the causes of untimely completion of billing related To-Do's and implement controls to reduce or eliminate the untimeliness.	3/30/2022	Public Utilities
Stepper, Marc	SPU Wholesale Water Sales	16	During these audits, SPU should also review wholesale customers' controls that are used to help ensure the accuracy and completeness of facilities charge reporting and make any appropriate recommendations to improve controls. (Report Recommendation 11b)	3/15/2018	Public Utilities
Stepper, Marc	SPU Wholesale Water Sales	15	SPU management should periodically conduct audits of selected wholesale customers to review documentation in support of facilities charges reported to SPU. (Report Recommendation 11a)	3/15/2018	Public Utilities