



City of Seattle

Office of Professional Accountability

September 26, 2014

Chief Kathleen M. O'Toole
Seattle Police Department
PO Box 34986
Seattle, WA 98124-4986

RE: Special Report: Recommendations for Management Action

Dear Chief O'Toole:

Attached please find a *Special Report: Recommendations for Management Action* by the Office of Professional Accountability (OPA). This report covers issues raised as a result of our investigation into an anonymous complaint regarding excessive overtime spending in the Seattle Police Department's (SPD) training unit. This investigation was completed on September 10, 2014.

I am making three recommendations for management action by SPD.

- 1) That steps are taken to ensure that adequate leadership, management oversight, supervisory control, and robust procedures are in place to enforce budget compliance, control overtime spending and align employee efforts with the goals and mission of the Department. This should begin immediately within the Education and Training Section, but extend to all of SPD as soon as possible.
- 2) That the Chief of Police formally invites the City Auditor to conduct an audit of the ETS, along with recommendations for systemic improvements, if appropriate.
- 3) That the Chief of Police implement without delay those recommendations made by the City Auditor that will reasonably be expected to improve the effectiveness and accountability of the ETS.

I look forward to discussing this Special Report and my recommendations with you. Please do not hesitate to contact me should you have any questions. Thank you for your time and consideration of this report.

Sincerely,

A handwritten signature in black ink, appearing to read "Pierce Murphy".

Pierce Murphy, Director
Office of Professional Accountability

PM: ap

cc: File