



KING COUNTY AUDITOR'S OFFICE

2017 Performance Highlights

Driving Positive Change in County Government

We are proud of the positive impact that the Auditor's Office (KCAO) has had in 2017 for the county and the public. We leveraged our unique organizational position and skills in data analysis, modeling, and qualitative analytics to help address some difficult questions facing the county. This year:

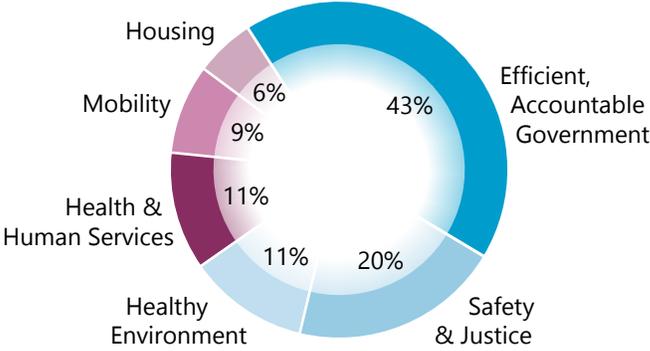
KCAO analysis improves services and saves

We published 28 products this year that are driving improvements for the public, county employees, and leaders. Some examples of change we initiated and that departments must finish:

- The Sheriff's Office has overtime information it can use to reduce workers' compensation claims, uses of force, and vehicle accidents
- Access paratransit riders will get to their destinations faster and wait for less time
- Residential homebuilders should experience shorter wait times for permits
- The Communicable Disease and Epidemiology program can staff up and respond to disease outbreaks more quickly

Audits and oversight amplified county goals

Our 2017 analytical work furthered county strategic goals, our audits and oversight focused on efficient and accountable government and had significant impact on all the county's goals.



Our office achieved the highest peer review rating

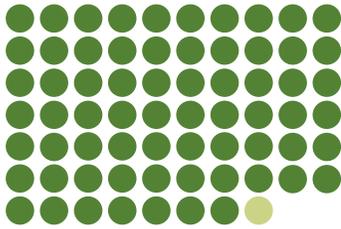
In order to ensure audit quality and adherence to Government Auditing Standards, KCAO is required to undergo a peer review every three years. Our reviewers conducted a thorough evaluation that included evaluation of internal monitoring procedures, assessment of a sample of audit documentation, and staff interviews to appraise our knowledge and skills. The report noted that our:

- staff are highly qualified and experienced
- collaborative environment leverages knowledge and abilities
- innovative project management techniques encourage efficiency and results
- reports are credible, informative, and impactful.

We look forward to our work planned for 2018 and the opportunity to enhance county government and communicate the commitment to excellence demonstrated in so many areas of the county. All of us here at the Auditor's Office are passionate about our mission and feel lucky to be in the position of making a difference. Onward and upward to advance performance and accountability for 2018!

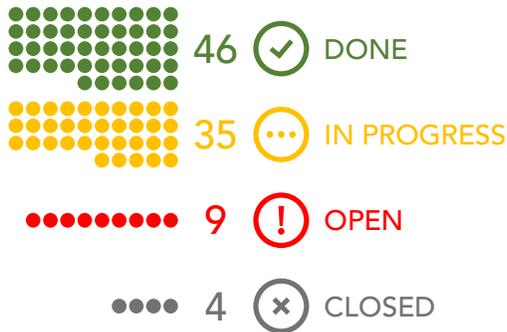
99 percent recommendation concurrence

Of the 68 recommendations we made to the Executive and Sheriff this year, they concurred with 67 and partially concurred with one. Concurrence with audit and capital projects oversight (CPO) recommendations is the first step in creating positive change for the county.



86 percent action on implementation

This year we followed up on 94 audit recommendations. We found that departments had fully implemented nearly half of these recommendations (green) and made progress on 35 others (yellow). A final set remain open or the time for implementation has passed (red, gray). Follow ups increase transparency and accountability.



Highlights of high-impact projects

Access Paratransit: Detailed Data Analysis and Focus Groups Highlighted Ways for Transit to Improve Service for Disabled Riders

Our audit of Access paratransit has already been a catalyst for improved service for the 8,000 King County residents who use paratransit to lead more independent lives. Access paratransit is a federally mandated program that costs \$61 million per year. Over the past decade Transit has worked to control the costs of the program. We held focus groups to understand rider experiences, interviewed a wide variety of stakeholders, compared Access service with peer jurisdictions, and analyzed travel time, on-time performance, vehicle occupancy, deadheads, and cost per trip. We found that certain legacy practices, such as a reliance on large vans running

routes with few or no passengers, contributed to inefficiencies. As a result, Transit purchased 34 smaller Access vehicles to right-size its fleet. Information from several sources indicate that substantial barriers to using Access exist for certain populations, such as those with limited English proficiency. As a result, Transit has implemented language caller ID that expedites connection to interpreters. We made further recommendations that will improve the flexibility, cost, ease of use, and quality of the service. Transit has revised its request for proposals to implement many of our recommendations through its next round of paratransit service contracts. We will continue to follow up and publish reports on its progress.

King County Sheriff’s Office Overtime: Auditor’s Application of Regression Analysis and Staffing Modeling Identified Ways to Reduce Hidden Costs and Safety Risks

Our audit of the King County Sheriff’s Office (KCSO) addresses both financial and public safety impacts of overtime use and has already had a significant impact. We found that some deputies were working excessively long hours, and sergeants did not consider the safety or health risks of overwork when allocating overtime shifts. We compiled and analyzed data from a variety of sources that had not previously been combined, used logistic regression analysis to prove the relationship between overtime and health/safety risks, and quantified this impact specifically for KCSO deputies. We also developed a model that predicted the impact various staffing alternatives would have on overtime hours. When we scrutinized payroll data and the complex calculations underlying it, we found that errors that resulted in overpayment of overtime premiums by more than \$5 million over the past five years. The Sheriff and the King County Executive concurred with all of our recommendations. The County Executive is using the audit to begin negotiations with the Police Officers Guild to reduce risk.

Capital projects oversight successes

In 2017, CPO closely monitored several high-risk capital projects, enhancing transparency and accountability. Outcomes included highlighting opportunities to better manage the Puget Sound Emergency Radio Network project and communicating schedule risks in the Georgetown Wet Weather Treatment Station project.

2017 publications

This year we published 28 reports and continue to seek ways to maximize our productivity. We have been consistently delivering more analysis, oversight, insights, and recommendations than we did five years ago.

Performance audits

- Access Paratransit: Action Needed to Address Cost, Quality, and Equity
- BSK Evaluation: Leverages Limited Budget but Could Improve Transparency and Reliability
- Department of Permitting and Environmental Review: Accountability Could Improve Efficiency
- King County Approach to Driver’s Relicensing May Need to Evolve
- King County Sheriff’s Office Overtime: Better Strategy Could Reduce Hidden Costs and Safety Risks
- Public Health CD-Epi: Strategy and Efficiencies Needed to Manage Periods of High Workload
- Transit IT: Improved Project Planning and Delivery Needed to Support Expanding Service

Capital projects oversight

- Capital Project Risk Scoring
- Georgetown Combined Sewer Overflow: Schedule Constrained by Permits, Regulatory Requirements
- Puget Sound Emergency Radio Network: In-Building Coverage Challenges and Falling Behind Schedule

Follow up on completed projects

- Accountable Business Transformation
- Brightwater
- Data Reliability (March)
- Data Reliability (December)
- Emergency Medical Services Levy 2011
- Emergency Medical Services Levy 2014
- Environmental Health Services
- Facilities Major Maintenance Reserve Fund
- Facilities Project Delivery
- Georgetown Audit
- Georgetown Oversight
- King County Courthouse Revitalization
- Law Enforcement Follow Up Compilation
- Lean in King County
- Light Duty Fleet
- Part-Time Employment
- Transfer Station Capital Projects
- Transit Asset Management