



## Highlights of 2016 Performance

### Advancing Transparency and Positive Change in County Government

This year the Auditor's Office (KCAO) produced work that created significant benefits for the county and its residents. At the same time, we focused internally on building skills in data analysis, modeling, and qualitative analytics that allowed us to bring unique insight to the difficult questions facing the county. We are proud that:

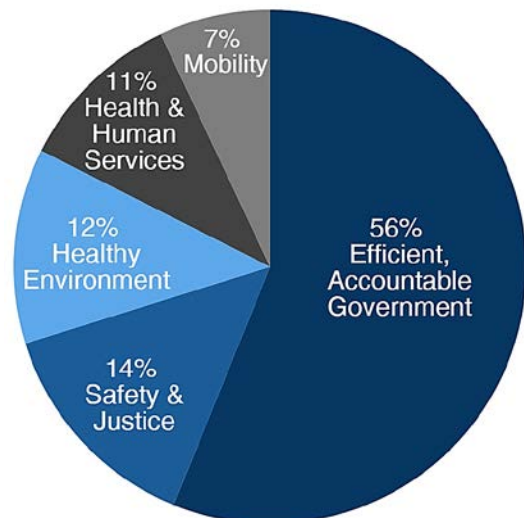
#### *Our Analysis Improved County Programs*

We published 36 products this year that are driving more efficient use of resources, data-based decision-making, and achievement of goals across the county. Some examples of impact that will come with implementation of our recommendations include:

- King County will be more prepared and responsive in the event of a disaster
- The Sheriff will be more able to detect and respond to concerning officer behavior
- King County Emergency Medical Services agencies will be able to provide more sensitive emergency medical care to the public in need
- Real Estate Services will be better able to detect and prevent fraud
- The risk of reputational and financial damages in law enforcement and real estate are reduced

#### *Audits and Oversight Amplified County Goals*

Our 2016 analytical work products furthered county strategic goals, focusing on efficient and accountable government and had significant impact on other goals.



#### *Our Office Recognized as Innovative, High-Impact*

We received the prestigious Exemplary Knighton Award honoring our performance audit, [Law Enforcement Oversight: Limited Independence, Authority and Access to Information Impede Effectiveness](#). In addition, our office was repeatedly sought out to teach other auditors about our cutting-edge techniques.

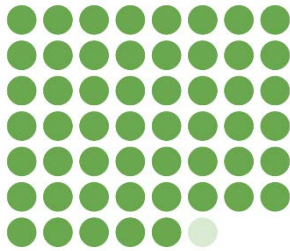
#### *KCAO Identified Millions in Savings*

The Auditor's Office has contributed to saving millions of dollars for county residents. Over the past three years, we identified almost \$127 million in one-time impacts, \$13.6 million in annual ongoing savings, and a further \$181.6 million in potential savings that we will reassess as recommendations are implemented.

We are already looking ahead to the 2017-18 biennium and the challenges facing the county. We embrace the opportunity to enhance county government and communicate the commitment to excellence demonstrated in so many areas of the county. Thank you for the opportunity to serve,

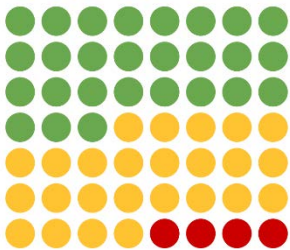
### 98% RECOMMENDATION CONCURRENCE

Of the 54 recommendations we made to the Executive and Sheriff this year, they concurred with 53 and partially concurred with one. Concurrence with audit and capital projects oversight recommendations is the first step in creating positive change for the county.



### 88% ACTION ON IMPLEMENTATION

This year we made a significant push to follow up on 56 pending audit recommendations spanning from 2007 to the present. We found that departments had fully implemented nearly half of these recommendations and made progress on 25 others. Following up increases transparency and accountability in King County.



### HIGHLIGHTS OF HIGH-IMPACT PROJECTS

#### The Early Intervention System: Better Use Could Improve Accountability

Our audit provides a foundation for the King County Sheriff’s Office to improve its ability to detect and address emerging employee problems, potentially enhancing agency practices while driving accountability and reducing county risk. The Sheriff concurred with all nine of our audit recommendations, committing to make important improvements to the system’s design and the ways that users interact with the Early Intervention System (EIS). Overall, we found that the Sheriff’s Office’s EIS costs the Sheriff time and money but is not designed or used in a way that achieves the system’s intended benefits. We provided an independent assessment of the EIS to determine if it was an effective tool for identifying and addressing early concerning employee behaviors. The Sheriff also agreed to develop a continuous improvement plan that can be used to further refine the system, and more fully take advantage of data available through the EIS by conducting more extensive trend analysis.

#### Emergency Management: Insufficient Authority and Communication Hinder Emergency Preparedness and Response in King County

Our audit positions King County’s Office of Emergency Management (OEM) to effectively lead King County’s emergency preparedness efforts and help the county increase its resilience in the case of a disaster. The Executive concurred with our 13 recommendations. OEM has improved its processes and relationships, but lacks the authority, visibility, and influence needed to drive emergency preparedness and response for King County. We determined that for King County, OEM’s organizational placement was a barrier in its ability to galvanize disparate stakeholders to improve preparedness and readiness for coordinated response and recovery in the case of emergency events. We recommended that the county increase the authority and effectiveness of OEM in fulfilling its mission, such as creating emergency preparedness-related requirements, strengthening coordination, and considering changes to OEM’s organizational placement.

#### TRANSIT AUDIT FUNCTION OUTCOMES

In 2016, we identified a number of ways that Transit can improve resource allocation in its vehicle maintenance department, leading to substantial savings. Building on findings from past audits and a significant increase in capital spending, we increased oversight of Transit’s capital program and will continue regular monitoring in 2017. We also reviewed Transit’s progress on 40 recommendations made since 2009 that will have direct impacts on the organization’s finances, management, and services. In addition, we made substantial progress on two performance audits: the Access Paratransit Program and Transit IT projects. Both of these audits will be published in early 2017.

#### CAPITAL PROJECTS OVERSIGHT SUCCESSES

In 2016, Capital Projects Oversight monitored four major capital projects, initiated monitoring of a significant ramp up in transit capital projects, and led efforts to improve capital programs across the county. Important outcomes of our efforts included highlighting scope changes on the Children and Family Justice Center project that may impact future expansion of the facility, increasing transparency on the Georgetown project, and guiding the Puget Sound Emergency Radio Network project team toward more effective project management. The Capital Projects Oversight program also completed the first significant update to the Mandatory Phased Appropriation Risk Scoring Instrument since its development in 2010.

## **2016 PUBLICATIONS**

This year we published 36 reports. Our productivity has more than doubled over the past four years even taking into account the unusual surge in follow up work for 2016.

### **PERFORMANCE AUDITS**

- Bus Part Rebuilds: More Planning Needed to Ensure Effectiveness
- Emergency Management: Insufficient Authority and Communication Hinder Preparedness and Response
- Lean: Approach Supports Continuous Improvement, Actions Are Needed to Improve Strategy & Measurement
- Real Estate Services Should Act to Save Money, Improve Results, and Prevent Fraud
- Wastewater Capacity Charges: Unclear Whether Growth is Paying for Growth
- Emergency Medical Services: Actions Needed to Address Upcoming Retirements and Workforce Diversity
- Sheriff's Early Intervention System: Better Use Could Improve Accountability
- Merit Pay: Changes Necessary for the Merit Over the Top Program

### **CAPITAL PROJECTS OVERSIGHT**

- Children and Family Justice Center: Project Schedule at Risk

### **FOLLOW-UP ON COMPLETED PROJECTS**

- Jail Health
- Harborview
- Emergency Medical Services Levy
- Sheriff 2011
- Family Medical Leave Administration
- Green Building
- Strategic Climate Action Plan
- Investments in Information Technology
- Transit Asset Management Program
- Transit Recommendation Summary
- Custodial Services
- Facilities Management Division Major Maintenance Reserve Fund
- Facilities Management Division Project Delivery
- Capital Project Prioritization
- Riparian Project Management
- E-911
- Puget Sound Emergency Radio Network
- Georgetown
- Small Construction Contracts
- Brightwater

### **OTHER PUBLICATIONS**

- 2015 Annual Report
- Transit Audit Program Annual Report
- Biennial Budget Summary
- Goal Planning White Paper
- Cost Analysis White Paper
- Capital Project Debt Usage Audit Termination