



Highlights of Performance 2013

March 2014

Advancing Improvement in County Government

In 2013, I was honored to be appointed King County Auditor. In my first few months as auditor, the King County Auditor's Office (KCAO) has continued to diligently pursue its mission of advancing performance and accountability in King County government. As I enter my first full year as auditor and reflect on our recent and longer term accomplishments, I am particularly proud to report:

KCAO Improves County Programs

Recommendations from audits and studies made a difference. For example, our audit of Environmental Health Services (EHS) made recommendations relating to the assumptions EHS uses to set its rates and the equity of the department's fee structure, and our 2013 audit of take-home vehicles in the King County Sheriff's Office made recommendations to improve the transparency and operations of the current program, which are in the process of being implemented.

KCAO Identifies Millions of Dollars in Savings

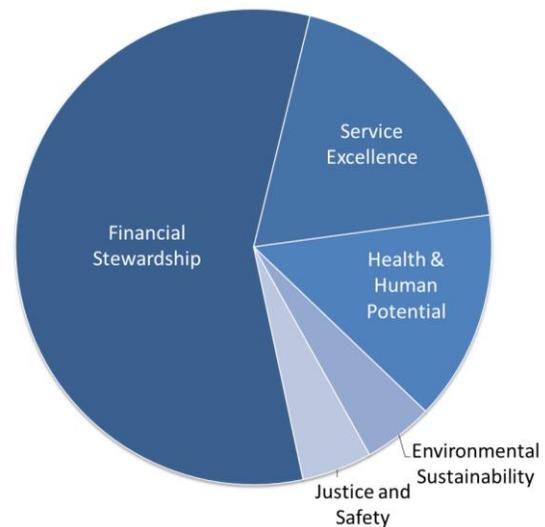
KCAO has contributed to saving millions of dollars for county residents. Over the past three years, we identified \$11.6 million in one-time impacts and \$16.1 million in ongoing savings.

KCAO Enhances Oversight, Compliance and Transparency in Capital Projects

The Capital Projects Oversight program continues to assist the County Council in monitoring select capital projects and increasing the transparency of the county's capital program performance.

KCAO Products Help Further County Strategic Goals

Our 2013 products contributed to King County Strategic Plan goals, including financial stewardship and service excellence.



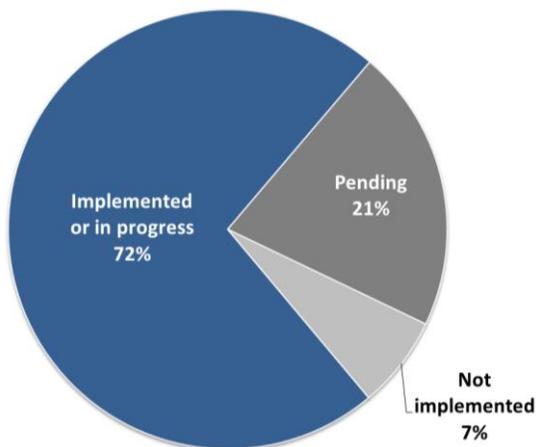
KCAO is Recognized by Peers

Our performance audit of King County's Investment in Information Technology, which identified \$60 million in potential project benefits, received a Knighton Award from the Association of Local Government Auditors.

A 2014 peer review of the KCAO found that we are in full compliance with government auditing standards. We appreciate the County Council's unwavering support of an independent audit organization as envisioned in the King County Charter and the King County Code. Within that framework and buttressed by the exemplary KCAO team, I am confident that the Auditor's Office will build on its solid reputation and expand into new territory advancing performance and accountability.

RECOMMENDATION IMPLEMENTATION RATE

County agencies took action on 72% of our performance audit recommendations over the last five years.



2013 PROJECTS

PERFORMANCE AUDITS

- Environmental Health Services
- Harborview Energy Conversion Phase I
- Office of Risk Management
- Take-Home Vehicles in the King County Sheriff's Office
- Performance Audit and 2012 Financial Review of the Emergency Medical Services Levy
- Countywide Community Forums Public Engagement Program Evaluation
- Performance Management Best Practice Review

CAPITAL PROJECTS OVERSIGHT

- Children and Family Justice Center Project
- Capital Project Data Reliability in New County Information Systems
- Review of Brightwater Cost Update
- Factoria Recycling and Transfer Station Project

FOLLOW UP ON COMPLETED PROJECTS

- Emergency Medical Services Levy Financial and Compliance Reviews, 2009-2012
- King County's Investment in Information Technology
- King County Sheriff's Office and Office of Law Enforcement Oversight
- Bus Replacement Economic Analysis
- 2009 Performance Audit of Transit

HIGHLIGHTS OF SELECTED 2013 PROJECTS

PERFORMANCE AUDIT

Environmental Health Services (EHS)

Implementation of the recommendations from this audit should address equity issues that arise from EHS fees not aligning with costs, update and validate the assumptions EHS uses for setting rates, and integrate best practices in determining staffing needs.

Upon evaluating the costs and process behind permit fees collected by EHS from a permit holder perspective, we found that EHS has reduced costs, introduced efficiencies, and begun efforts to improve rigor in setting permit fees for restaurants, solid waste facilities, and other programs. In addition to determining this progress, we identified three areas for recommendations: financial planning, fee setting, and staffing allocation decisions. Analysis also showed that food program permit fees in King County are higher than five of the six jurisdictions we surveyed. We will review progress on the recommendations as part of a 2014 follow-up audit.

CAPITAL PROJECTS OVERSIGHT PROGRAM

Children and Family Justice Center

Our recommendations, if implemented in early 2014, should increase accountability, result in greater benefits from the project, and better prepare the County Council for upcoming decisions needed to move the project forward.

Oversight of the Children and Family Justice Center project began with a focus on monitoring preliminary design decisions and their impacts on this project's scope, schedule, and budget. We reviewed the development of the risk management plan, and will monitor the effectiveness of activities planned to address those risks most difficult to mitigate. We found that the Facilities Management Division (FMD) is managing the project effectively and applying many lessons learned from past projects. We recommended FMD improve revenue and expenditure reporting, more transparently quantify schedule risks, and the County Executive ensure continued work on business processes and improved communication with the County Council. Our oversight will continue through 2014.