



# KING COUNTY AUDITOR'S OFFICE

## 2018 Performance Highlights

### Driving Positive Change in County Government

In addition to our typical financial savings and customer service enhancements, in 2018 we were able to bring about significant improvements for disadvantaged populations including people experiencing homelessness, low-income bus riders, voters with limited English proficiency, and customers of public defense services. This year the Council modernized and strengthened the decades-old code governing the operations and authorities of the Auditor's Office. This has already led to changes that amplify our efforts to maximize efficiency, effectiveness, and equity in King County.

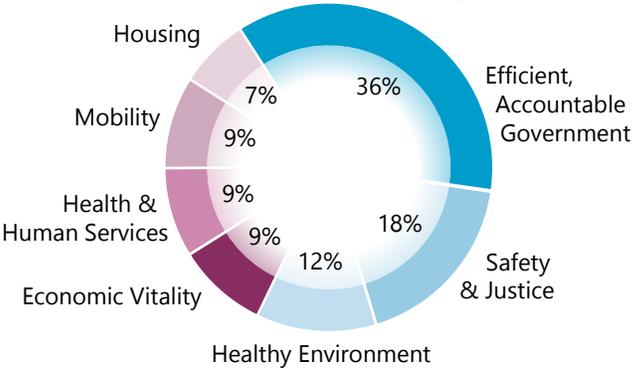
#### Audit Analysis = Improved Service, Revenue

Our audits led to positive outcomes for the public and the county. For example:

- King County and Seattle established a funded entity with the authority and independence to coordinate regional homelessness efforts
- Low-income transit riders are not receiving criminal citations when they can't pay their bus fare
- The County received \$1.5M in revenue from previously unsold tax title properties
- We identified \$900,000 in foregone parking revenue for the biennium
- King County Elections is taking steps to reduce risks and eliminate barriers to voting

#### Audits and Oversight Amplified County Goals

Our 2018 audit and oversight work furthered county strategic goals. Although our core work is efficient, accountable government, we were able to generate improvements across the spectrum of goals.



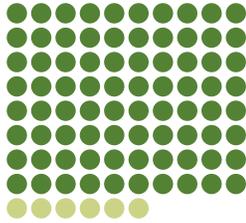
#### 50 Years of Audit in King County

2019 marks our 50<sup>th</sup> year of auditing in King County. My predecessors: Lloyd Hara, Rol Malan, Don Eklund, and Cheryle Broom set the stage for us. I'd like to thank them for their vision and their commitment to creating the platform of accountability and transparency on which we stand today.

There is a lot of exciting audit and oversight work on the horizon in 2019. Our recently approved biennial work program incorporates a wide breadth of topics such as reviewing workforce planning in the jails and Sheriff's Office, evaluating sexual assault investigations, assessing rural transit services, analyzing cybersecurity, overseeing the county's riskiest capital projects, and understanding departments' readiness to deliver on their capital programs. Our team is excited to dive into this work to assist the Council in its oversight role, promote due diligence, and serve the public interest.

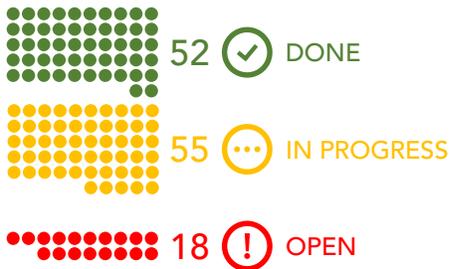
### 93 Percent Recommendation Concurrence

Concurrence with our recommendations is the first step in positive change for the county. Of the 86 recommendations we made to the Executive and elected officials this year, they concurred with 80 and partially concurred with six.



### 86 Percent Action on Implementation

Following up on our recommendations increases transparency and accountability. This year we followed up on 125 audit recommendations. We found that departments had fully implemented 52 of these recommendations (green) and made progress on 55 others (yellow). A final set remain open and unaddressed by agencies (red).



### Highlights of High-Impact Projects

#### RapidRide: Auditors’ Innovative Analytics Promoted Action on Efficiency and Equity Issues

One of the Auditor’s Office’s unique contributions to the county is our capacity to apply innovative, impactful methodologies to difficult problems. During the RapidRide audit, our office was conducting other work reviewing the county’s homelessness response. As part of that audit, we had data on emergency shelters and low-income housing programs around the county. We were able to match these addresses with the addresses given by people who received citations or misdemeanors for fare evasion. As a result, we found that about 25 percent of the citations and 30 percent of the misdemeanors went to people who were experiencing housing instability. After our RapidRide report was published, Transit quickly amended its fare enforcement policies and Council passed legislation reducing the likelihood that enforcement processes would lead to

a criminal record for those who could not afford to pay. We submitted this audit as our office’s best audit of the year to compete for the international Knighton Award acknowledging audit excellence.

#### Elections: Auditors Go Deep to Examine Micro-Level Elections Processes

To provide assurance of accuracy and transparency, the Auditor’s Office went into meticulous detail in our evaluation of King County Elections (KCE). KCE oversees and administers every initiative, measure, and race for political office for the citizens of the county. It manages complex processes that require strict controls to make sure that all ballots are counted correctly and that residents can trust that elections are administered fairly. Our methods included extensive interviews of leadership, staff, and advisory/oversight groups. We toured KCE’s ballot printing vendor, attended trainings, and observed all major aspects of ballot processing on six days throughout the 2017 general election. We also analyzed de-identified ballot return data for the 2017 general election in conjunction with U.S. Census data of various population groups. We created scatter plots to look for correlations between demographic categories and voter engagement rates and conducted linear regression to determine whether the correlations were statistically significant. We highlighted small changes that will make its strong system even more robust.

#### Capital Projects Oversight Successes

In 2018, we focused our work on some of the riskiest capital programs and projects in the county. We worked closely with those project teams to identify issues early and make plans to address them. We carefully monitored projects like the Children & Family Justice Center, Georgetown Wet Weather Treatment Station, Puget Sound Emergency Radio Network, West Point Treatment Plant, the Joint Ship Canal Project, Courthouse & Civic Campus Planning, Transit’s capital program, and the Algona Transfer Station. In concert with Performance, Strategy, and Budget, our office facilitated the scoring of 55 capital projects to help determine which projects may face the most risk.

## 2018 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

- [County Parking](#)
- [Elections: Ballot Processing](#)
- [Home Free Guarantee Program](#)
- [Homelessness](#)
- [Noise Code](#)
- [Property Tax Appeals](#)
- [Public Defense Management](#)
- [RapidRide Fare Enforcement](#)
- [Tax Title Properties](#)

### Capital Projects Oversight

- [Courthouse Revitalization Follow Up](#)
- [Puget Sound Emergency Radio Network Project](#)
- [Transit Capital Follow Up](#)

### Follow Up On Completed Audit Projects

- [Access Paratransit](#)
- [Best Starts for Kids Evaluation](#)
- [Bus Part Rebuilds](#)
- [Communicable Disease and Epidemiology](#)
- [Driver's Relicensing](#)
- [Family and Medical Leave Administration](#)
- [King County 911 System](#)
- [Real Estate Services](#)
- [Sheriff's Office Early Intervention System](#)
- [Sheriff's Office Overtime](#)
- [Small Construction Contracts](#)
- [Solid Waste Comprehensive Plan](#)
- [Strategic Climate Action Plan](#)
- [Transit](#)
- [Utility Rates Forecasting](#)

### Additional Publications

- [Transit Audit Program Annual Report](#)