

# Office of City Auditor

## **Status Report on Implementation of Audit Recommendations 2007-June 2011**

**September 20, 2011**

# City of Seattle

## Office of City Auditor

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### **Our Mission:**

To help the City of Seattle achieve honest, efficient management and full accountability throughout City government. We serve the public interest by providing the Mayor, the City Council, and City department heads with accurate information, unbiased analysis, and objective recommendations on how best to use public resources in support of the well-being of the citizens of Seattle.

### **Background:**

Seattle voters established our office by a 1991 amendment to the City Charter. The office is an independent department within the legislative branch of City government. The City Auditor reports to the City Council and has a four-year term to ensure his/her independence in selecting and reporting on audit projects. The Office of City Auditor conducts financial-related audits, performance audits, management audits, and compliance audits of City of Seattle programs, agencies, grantees, and contracts. The City Auditor's goal is to ensure that the City of Seattle is run as effectively and efficiently as possible.

### **How We Ensure Quality:**

The office's work is performed in accordance with the Government Auditing Standards issued by the Comptroller General of the United States. These standards provide guidelines for staff training, audit planning, fieldwork, quality control systems, and reporting of results. In addition, the standards require that external auditors periodically review our office's policies, procedures, and activities to ensure that we adhere to these professional standards.

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City of Seattle  
Office of City Auditor

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September 20, 2011

The Honorable Mayor Mike McGinn  
Seattle City Councilmembers  
City of Seattle  
Seattle, Washington 98104

Dear Mayor McGinn and City Councilmembers:

Attached is our report, Status Report on Implementation of Audit Recommendations 2007-June 2011. Our objective for this work is to communicate the implementation status of recommendations from audit reports published by our office from 2007 through June 2011.

Our review of 267 recommendations from 29 audit reports indicated that, as of June 2011, 61 percent of our recommendations had been implemented, 32 percent were pending, and 7 percent did not warrant further follow-up. Auditees disagreed with fewer than 1 percent of our recommendations.

The report discusses our process for tracking and following up on audit recommendations. It also lists each recommendation by audit report title, recommendation description, implementation status, and date of implementation.

If you have any questions or comments about this report, please contact me (206) 233-1095 or the auditor-in-charge of this report, Megumi Sumitani (233-1096).

Sincerely,

A handwritten signature in black ink that reads "David G. Jones".

David G. Jones  
City Auditor

Enclosure

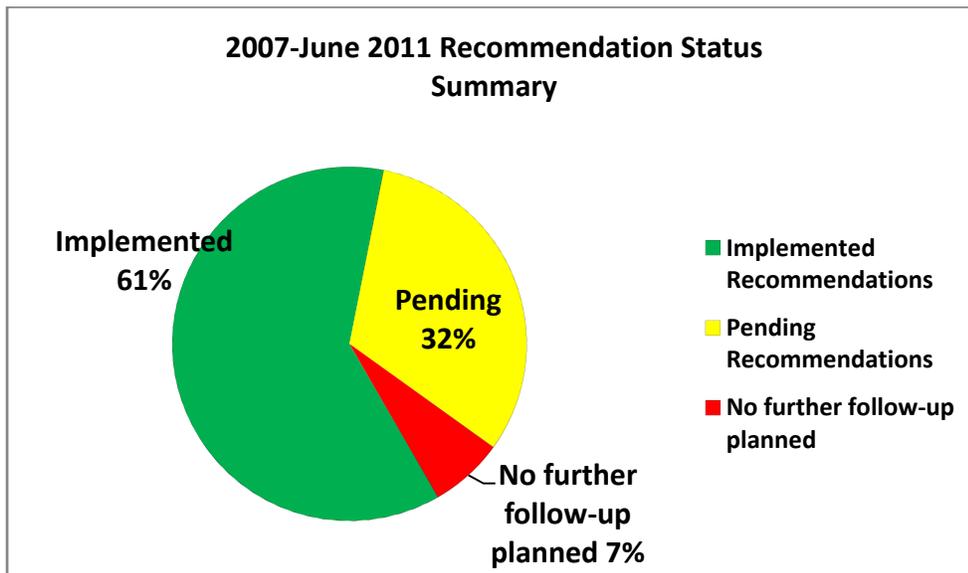
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# Status Report on Implementation of Office of City Auditor Recommendations 2007 - June 2011

## Status of Audit Recommendations

We reviewed the status of 267 recommendations contained in 29 audit reports issued from January 1, 2007 through June 30, 2011. As shown in the chart below, as of June 30, 2011, 61 percent of our recommendations (163 out of 267) were implemented, 32 percent (86 out of 267) were pending, and 7 percent (18 out of 267) did not warrant further follow-up.

Chart I: 2007-June 2011 Recommendations Status Summary



We reviewed the status of recommendations from the following 29 audit reports issued between January 2007 through June 30, 2011:

1. Seattle Municipal Court Accounts Receivable and Revenue Recovery, Internal Controls Review (January 4, 2007)
2. Seattle Public Utilities Billing and Accounts Receivable – Drainage Fees, Internal Controls Review (February 8, 2007)
3. Parks Public Involvement Audit, Phase 2: Case Study of Loyal Heights Playfield Renovation (April 12, 2007)
4. Seattle Indigent Public Defense Services (August 6, 2007)
5. Review of Millennium Digital Media’s Compliance with the City of Seattle’s Cable Customer Bill of Rights (August 21, 2007)
6. External Funding of Capital Projects (January 16, 2008)
7. Seattle’s Special Events Permitting Process: Successes and Opportunities (January 31, 2008)
8. Seattle City Light Travel (February 1, 2008)
9. Seattle Public Utilities Revenue Cycle Audit - Transfer Stations, Internal Controls Review (February 14, 2008)

10. Seattle Public Utilities Revenue Cycle Audit – Commercial Solid Waste, Internal Controls Review (April 9, 2008)
11. Seattle’s Enforcement of Bias Crimes (August 4, 2008)
12. City Should Take Steps to Enhance Pedestrian and Cyclist Mobility Through and Around Construction Sites (August 13, 2008)
13. Review of City Collection Policies and Procedures (September 25, 2008)
14. Follow-up Audit of Broadstripe’s Compliance with the City of Seattle’s Cable Customer Bill of Rights (October 24, 2008)
15. Review of Costs of Neighborhood Traffic Calming Projects (January 15, 2009)
16. Audit of Comcast’s Compliance with the City of Seattle’s Cable Customer Bill of Rights (May 13, 2009)
17. Management of City Trees (May 15, 2009)
18. Cash Handling Audit Seattle Center Parking (June 19, 2009)
19. Seattle District Council System Needs Renewal (June 22, 2009)
20. Cal Anderson Park Surveillance Camera Pilot Program Evaluation (October 26, 2009)
21. Compliance Audit of the Aquatic Habitat Matching Grant Program (December 14, 2009)
22. Efficiencies Audit: Parking and Traffic Ticket Processing (December 15, 2009)
23. Seattle Public Utilities Revenue Cycle Audit – Water (Retail and Wholesale) Internal Controls Review (March 1, 2010)
24. Follow-up Audit of Workers’ Compensation: Return-to-Work Program (June 15, 2010)
25. City of Seattle Anti-Graffiti Efforts: Best Practices and Recommendations (July 28, 2010)
26. Indigent Defense Services Follow-up and 2010 Audit (December 15, 2010)
27. Seattle Public Utilities Revenue Cycle Audit – Wastewater: Internal Controls (April 11, 2011)
28. City of Seattle Anti-Litter Efforts (April 19, 2011)
29. Promising Practices in Risk Management (June 22, 2011)

### **Categories of Recommendation Status**

For reporting purposes, we categorized the status of recommendations into the following four categories:



#### **Implemented**

We reviewed the status information provided by the audited entity and substantially agree with its assessment that the recommendation has been implemented, or is in the process of being implemented, and we see no barrier to its implementation.



#### **Pending**

We categorized a recommendation as pending when it met one of the following conditions:

- a) The implementation of the recommendation is in process. Implementation is not complete and additional monitoring to ensure its completion is warranted. In some cases, implementation requires City Council/Mayoral decision(s).
- b) The recommendation’s scheduled follow-up by our office is not yet due. This is the case for 63 percent (54 out of 86) of our total number of “pending”

recommendations (2007-June 2011). These recommendations are designated as “Follow-up Not Yet Due” within the category of pending.

### **No Further Follow-up Planned**

We categorized a recommendation for “no further follow-up” when it met one of the following conditions:

- a) The recommendation is no longer relevant.
- b) The recommendation’s implementation is not feasible due to budget, staffing, contractual, or other barriers. This is the case for the following: #11, #48, #98, #118, #171, #174, #176, #177, and #203.
- c) The audited entity’s management does not agree with the recommendation and is not planning to implement the recommendation. This is the case for #50 and #161.
- d) The recommendation was considered by the City Council but not adopted. This is the case for #69.

Please note that recommendation #170, which was assessed as “no action planned” due to budgetary restrictions in our previous June 15, 2010 report, was, this time, reported as implemented. The budgetary restriction imposed at the time of our previous follow-up report was removed.

Please also note that recommendation #104, which was assessed as “implemented” in our previous report, is now reported as “pending”. Seattle Public Utilities (SPU), reported that it discovered that new software system does not provide the function which would implement the audit recommendation, and SPU is working with the vendor to fix this error.

### **How We Track Our Audit Recommendations**

After we complete an audit, the City Auditor meets with the auditors who performed the audit to determine which recommendations will be added to our tracking database. Audit staff assess the status of recommendations by following up with the appropriate City departments and/or responsible individuals and obtaining testimonial or documentary evidence to verify the status assessment. Normally, our office will allow at least six months to a year to elapse before following up on a recommendation; this period is intended to give an auditee adequate time to implement the recommendation. However, certain recommendations may require follow-up sooner than this. We normally follow-up on recommendations listed in our database once every year.

In some cases, we go beyond our standard status tracking activity and perform a more in-depth examination and verification of the extent to which certain audit recommendations have been implemented. An example is Ordinance 122602 which required our office to conduct a second audit of the City’s public defense services program to determine its compliance with the ordinance’s standards and to verify the extent to which the City and its public defense contractors have implemented the recommendations in our August 6, 2007 report on the program. We completed the second audit and published the follow-up report<sup>1</sup> on December 15, 2010.

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<sup>1</sup> Indigent Defense Services Follow-up and 2010 Audit, published December 15, 2010.

## 2007-June 2011 Audit Recommendations Status

The following table lists the 267 recommendations we are tracking from 29 audit reports issued from January 2007 through June 30, 2011, and the status of each recommendation as of June 30, 2011.

Report Title	Rec #	Description	Status as of March 2010	Status as of June 2011	2011 Update Comments
Seattle Municipal Court (SMC) Accounts Receivable and Revenue Recovery, Internal Controls Review (January 4, 2007)	1	Citizens' fines placed in collections can be pulled out when the citizen receives new violations and fines.	Implemented December 2008		
	2	SMC's review of employee adjustments to financial obligations could be improved.	Implemented July 2009		
	3	A high percentage of citizens do not pay parking tickets or traffic and non-traffic infractions in a timely manner.	Implemented December 2008		
	4	Time-payment policies result in inefficiencies and allow citizens to delay payment.	Implemented December 2008		
	5	Most citizens set up on time-payments do not pay on time.	Implemented December 2008		
	6	Time-payment research functions are inefficient and not properly supported by the Court's information system (MCIS).	Pending	Pending	Seattle Municipal Court is performing MCIS system upgrades; they are currently implementing phase one of a two phase upgrade to add a time payment module.
	7	Community service policies result in inefficiencies and allow citizens not to properly honor their community service agreements.	Implemented December 2008		
	8	Many citizens set up on community service plans do not fulfill the plan's terms.	Pending	Implemented March 2011	Community service in lieu of cash payment is now an option only for indigent offenders.
	9	SMC does not collect or track performance measurement data for revenue recovery processes.	Implemented December 2009		
	10	SMC policies create inefficiencies and staff time is wasted pursuing monies unlikely to be paid.	Implemented December 2008		

<b>Report Title</b>	<b>Rec #</b>	<b>Description</b>	<b>Status as of March 2010</b>	<b>Status as of June 2011</b>	<b>2011 Update Comments</b>
Seattle Municipal Court (SMC) Accounts Receivable and Revenue Recovery, Internal Controls Review (January 4, 2007), continued	11	SMC's information system tools do not adequately support accounts receivable management or revenue recovery functions.	Pending	No Further Follow-up Planned	Although Seattle Municipal Court is performing MCIS system upgrades, the upgrades will not adequately transform the system to serve as an accounting system due to lack of requested funding from the City.
Seattle Public Utilities (SPU) Billing and Accounts Receivable (AR) – Drainage Fees, Internal Controls Review (February 8, 2007)	12	Variance reporting on property characteristics data is not adequate to ensure accurate updates to the Drainage Billing System (DBS).	Pending	Implemented March 2011	SPU has changed its process for reviewing variance report updates so that they are individually analyzed using aerial photos rather than applying business rules.
	13	Drainage fee updates/adjustments to customer accounts are made only once a year by King County, despite when property changes actually occur.	Pending	Pending	The resolution of this options still relies on a decision regarding a final billing system. The current estimate is that a decision on whether to upgrade or replace CCSS will be made in 2012, with the actual work occurring in 2013-4.

Report Title	Rec #	Description	Status as of March 2010	Status as of June 2011	2011 Update Comments
Seattle Public Utilities (SPU) Billing and Accounts Receivable (AR) – Drainage Fees, Internal Controls Review (February 8, 2007), continued	14	Property tax statements (Drainage fee bills) "returned to sender" are not researched and resolved by King County.	Pending	Pending	This was an issue for delinquent federal properties that were not subject to property tax, but SPU has since identified these properties and sent out bills this year for both current (2011) and delinquent drainage fee amounts. For delinquent accounts other than for federal properties, resolution is pending decisions on a long-term drainage billing solutions (i.e., whether to continue outsourcing billing or bring it in-house, and a decision on the billing application).
	15	No one in SPU or King County is monitoring DBS system access rights and two employee users should have their system update access rights revoked.	Implemented December 2009		

Report Title	Rec #	Description	Status as of March 2010	Status as of June 2011	2011 Update Comments
Seattle Public Utilities (SPU) Billing and Accounts Receivable (AR) – Drainage Fees, Internal Controls Review (February 8, 2007), continued	16	Delinquent drainage accounts aren't tracked, researched, or pursued by SPU or King County until they are three years past due.	Pending	Pending	Resolution of issues with delinquent taxable accounts is pending long term drainage billing decisions (i.e., whether to continue outsourcing billing or bring it in-house, and a decision on the billing application). Recent federal legislation (Amendment to the Clean Water Act passed in December 2010) determined that federal agencies are required to pay local stormwater management fees. SPU, in coordination with the City of Seattle's Law Department, contacted and rebilled delinquent federal agencies.
	17	King County estimates of the interest paid on delinquent drainage fees may result in underpayments to SPU.	Pending	Pending	SPU verified that according to King County's calculation methodology, King County's estimates of paid interest are now accurate. However, complete resolution of the finding is pending long term drainage decisions (i.e., whether to continue outsourcing billing or bring it in-house, and a decision on the billing application). . Meanwhile, SPU will continue to rely on King County's estimated interest.

Report Title	Rec #	Description	Status as of March 2010	Status as of June 2011	2011 Update Comments
Seattle Public Utilities (SPU) Billing and Accounts Receivable (AR) – Drainage Fees, Internal Controls Review (February 8, 2007), continued	18	Property data in DBS, including ownership data, is not always accurate.	Implemented December 2007		
	19	Reconciliations of the drainage receivable were not done on a timely basis by SPU.	Implemented December 2007		
	20	Delinquent drainage fee receivables are not always written off timely by SPU.	Implemented December 2007		
	21	SPU's memorandum of agreement (MOA) with King County for drainage billing and collection services requires updating.	Pending	Pending	A draft MOA has been completed and reviewed by the City and King County's legal department. SPU and King County are in the process of addressing some outstanding issues. The final determination of any new terms will depend on the resolution of the long term drainage billing and data management solution.
	22	SPU may wish to re-evaluate whether it is beneficial to continue outsourcing drainage fee administration functions.	Pending	Pending	The resolution of this option requires a decision regarding SPU's utility billing system (to replace or upgrade CCSS). The current estimate is that a decision on whether to upgrade or replace CCSS will be made in 2012, with the actual work occurring in 2013-4.
	23	SPU and King County's controls are not adequate to prevent or detect unauthorized employee adjustments to drainage accounts in the Drainage Billing System (DBS).	Implemented December 2008		
Parks Public Involvement Audit, Phase 2: Case Study of Loyal Heights Playfield Renovation (April 12, 2007)	24	Parks should make field schedules available on the web.	Implemented October 2008		
	25	Parks should provide important customer service information (including the phone number to request that lights be turned off when a field is not in use) on permanent signs.	Implemented October 2008		

Report Title	Rec #	Description	Status as of March 2010	Status as of June 2011	2011 Update Comments
Seattle Indigent Public Defense Services (August 6, 2007)	26	The City Budget Office (CBO) <sup>2</sup> should audit public defense attorney caseloads based on assigned cases to ensure adherence to caseload standards, and share the audit results with the City Council.	Implemented October 2009		
	27	The City should clarify that in the governing ordinance and in the contracts with the City's contracted public defense providers, attorney caseload is measured by the number of assigned cases, not closed cases.	Implemented July 2009		
	28	The City should have a larger secondary public defense agency.	Implemented July 2008		
	29	CBO should review a larger number of case files (minimum 30), and impose corrective measures if it does not find compliance by the public defense agencies.	Implemented October 2009		
	30	The public defense agencies should revise their client case file forms.	Pending	Implemented July 2010	We received copies of the most recent version of the forms from the three agencies that satisfied this recommendation.
	31	The City should clarify what constitutes assignment of a case.	Implemented July 2008		
	32	Phone calls/letters can replace public defense agencies' contact with defendants only when the defendant cannot or is unwilling to meet.	Implemented July 2008		
	33	Document evidence of attorney contacts with clients in the public defense agencies' client files.	Pending	Implemented March 2010	Verified in City Budget Office audits of the three agencies.
	34	Conduct an annual or biannual defendant satisfaction survey.	Implemented February 2010		
	35	Provide information to defendants on who they can call regarding complaints about the public defense services they receive.	Implemented October 2009		
	36	Document complaints in case files, give copies to CBO, and explain when cases are transferred due to attorney/client communication breakdown.	Implemented March 2010		
	37	CBO and the Seattle Municipal Court (SMC) should provide information about the City's contracted public defense agencies on the City's web site.	Implemented August 2009		
	38	Primary and secondary public defense agencies should have websites.	Implemented August 2009		

<sup>2</sup> Before 2010, the administrator of the Indigent Defense Services contracts resided in the Office of Policy and Management (OPM). In 2010, this office was eliminated and the administrator position moved to the City Budget Office. We have changed all references in the recommendations for the Seattle Indigent Public Defense Services Audit (August 6, 2007) about OPM to the City Budget Office.

Report Title	Rec #	Description	Status as of March 2010	Status as of June 2011	2011 Update Comments
Seattle Indigent Public Defense Services (August 6, 2007), continued	39	CBO should assess the public defense agencies' compliance with supervisor/attorney ratio.	Implemented March 2010		
	40	CBO should improve its audits related to training of public defense attorneys.	Implemented October 2009		
	41	CBO should assess the public defense agencies' compliance with contract performance evaluation requirements.	Implemented March 2010		
	42	CBO should assess the purpose of the performance evaluation summary.	Implemented July 2008		
	43	CBO should review the public defense agencies' investigator hours.	Pending	Implemented July 2010	<p>During our case file review we asked the defense agencies whether investigators were being used. In addition, CBO reviewed investigator hours as part of its support staff to attorney ratio review.</p> <p>CBO agreed to continue assessing investigator hours in the future. However, they assess compliance against .5 paraprofessional support staff for every attorney. Washington State Bar Association Standard 6 calls for one investigator for every four attorneys.</p>
	44	CBO should review the costs of the public defense agencies' use of investigators.	Pending	Implemented July 2010	CBO has agreed to continue monitoring this closely.
	45	SMC should track the public defense agencies' use of interpreters outside of court hearings.	Pending	Implemented May 2010	At our request, SMC provided 2008 and 2009 interpreter usage data for the three public defense agencies. SMC stated it will provide this data quarterly.
	46	The public defense attorneys should arrange for interpreters before meeting with their clients.	Pending	Implemented May 2010	

Report Title	Rec #	Description	Status as of March 2010	Status as of June 2011	2011 Update Comments
Seattle Indigent Public Defense Services (August 6, 2007), continued	47	OPM should use interpreter usage reports to evaluate public defense agencies' performance.	Pending	Implemented March 2010	
	48	SMC should track continuances.	Pending	No Further Follow-up Planned	Not feasible; SMC tracks continuances, but does not track the reason for the continuance. SMC's information system (MCIS) cannot track by reason and SMC has determined that creating this capability in MCIS is not feasible and we agree.
	49	SMC should improve its system to track open/closed case information.	Pending	Implemented May 2010	With the recent implementation of the Indigent Screening Information System (ISIS), the public defense agencies will be able to report when an agency accepts, withdraws or completes a case. Reports will be available after the agencies start using ISIS.
	50	SMC and CBO should evaluate case processing time.	Pending	No Further Follow-up Planned	SMC disagrees with this recommendation; there are no plans to use ISIS to track case processing time. We concluded that this recommendation has not been implemented and were unable to identify plans for its future implementation.
	51	CBO should consider paying on an open case basis instead of a closed case basis.	Implemented February 2010		
	52	CBO should review annual disposition data.	Pending	Implemented May 2010	
	53	CBO and SMC should decide whether appeals are a good measure of public defense services. OPM also needs to reconcile its appeal data with that maintained by the Law Department.	Implemented February 2010		

Report Title	Rec #	Description	Status as of March 2010	Status as of June 2011	2011 Update Comments
Seattle Indigent Public Defense Services (August 6, 2007), continued	54	CBO and SMC should decide if motions are an appropriate measure of public defense services. If yes, SMC should track.	Implemented February 2010		
	55	CBO and SMC should decide if probation and revocation hearings are an appropriate measure. If yes, SMC should track.	Implemented February 2010		
	56	CBO and SMC should decide if trials are an appropriate measure of public defense services. If yes, CBO should track.	Pending	Implemented September 2010	
	57	SMC should improve trial data collections.	Pending	Implemented May 2010	
	58	The City should decide whether the public defense agency contract selection process is independent enough, and assigned counsel should be done outside of SMC.	Implemented July 2008		
	59	CBO should determine if efforts are being made by the public defense agencies to ensure continuous representation.	Implemented March 2010		
	60	CBO should consider City prosecutors' salaries in determining parity with those for public defenders.	Pending	Implemented May 2010	
Review of Millennium Digital Media's (MDM) Compliance with the City of Seattle's Cable Customer Bill of Rights (August 21, 2007)	61	MDM should ensure customers are notified of changes to their cable rates, programming, and channels in a timely manner.	Implemented October 2008		
	62	MDM should improve outage reporting and notification.	Implemented October 2008		
	63	MDM should ensure accuracy of promotional material.	Implemented October 2008		
	64	MDM should improve customer service at their Customer Service Call Center.	Implemented October 2008		
	65	MDM should improve systems for tracking and responding to customer complaints.	Implemented October 2008		
	66	MDM will mail customers annually the comprehensive information on their products and services as required by Seattle Municipal Code 21.60.820E, a section of the Cable Customer Bill of Rights.	Implemented October 2008		
External Funding of Capital Projects (January 16, 2008)	67	The City Council should revisit and clarify the financial policies and procedures that apply to capital projects with public-private elements.	Pending	Implemented June 2010	Resolution 31203, adopted June 21, 2010.

Report Title	Rec #	Description	Status as of March 2010	Status as of June 2011	2011 Update Comments
External Funding of Capital Projects (January 16, 2008), continued	68	The City Council should clarify who should complete the analyses called for in Financial Policy 12 - the department responsible for the capital improvement, the Department of Finance, or another responsible party.	Pending	Implemented June 2010	Resolution 31203, adopted June 21, 2010.
	69	The City Council should provide a consistent format for displaying the analysis required.	Pending	No Further Follow-up Planned	Recommendation was considered by the City Council, but was not adopted as part of Resolution 31203.
	70	The City Council should establish a threshold size for projects that will undergo a review of external funding risk analysis and contingency planning.	Pending	Implemented June 2010	Resolution 31203
	71	The City Council should direct the designated party to submit completed analysis for all relevant capital projects with external funding.	Pending	Implemented June 2010	Resolution 31203
	72	City departments should obtain assurances for all external funding commitments to City capital projects, conduct and document a risk analysis and scenario analysis exploring funding options, or document that risks are accepted.	Pending	Implemented June 2010	Resolution 31203
	73	The City Council should develop Citywide policies and procedures for comprehensive legal review of external funding commitments. These policies should ensure that the City has considered inserting penalty provisions in the event of non-payment.	Pending	Implemented June 2010	Resolution 31203
	74	City officials should obtain independent legal advice from the City Attorney regarding the risks and advantages of entering into projects relying on external funding.	Pending	Implemented June 2010	Resolution 31203
	75	Risks of unsecured commitments that may not meet cash flow requirements must be clearly communicated to the City Council and documented, and a contingency plan should be in place.	Pending	Implemented June 2010	Resolution 31203

Report Title	Rec #	Description	Status as of March 2010	Status as of June 2011	2011 Update Comments
Seattle's Special Events Permitting Process: Successes and Opportunities (January 31, 2008)	76	To reduce special event expenses, the City may wish to consider eliminating or phasing out its policy of not charging "grandfathered" events for Seattle Department of Transportation (SDOT)-related expenses.	Follow-up Not Yet Due	Implemented January 2011	Starting in 2011, except for University of Washington (UW) football games, SDOT will not provide free traffic control devices (e.g., barricades) for special events. Event organizers now have to go to vendors and rent them at their own expense. According to SDOT, this will save \$192,200. The savings would come from no longer placing "NO PARKING" easels and traffic control devices in the public right-of-way to restrict parking for events like neighborhood parades, street fairs, and Seafair events. The current service provided for the UW football games will be phased out in 2012.
	77	The Special Events Office in collaboration with the Special Events Committee should consider developing annual or semi-annual voluntary orientation sessions for new permit applicants.	Follow-up Not Yet Due	Pending	The Special Events Office's current plan is to hold voluntary orientation sessions around October 2011.
	78	The Department of Parks and Recreation in collaboration with the Mayor's Office should develop and implement a succession plan for the Special Events Coordinator position. In addition, written policies and procedures for the Special Events Office and permit processes should be developed to provide guidance to incoming personnel, thereby ensuring the continued success of the citywide special events operation.	Follow-up Not Yet Due	Pending	The department has implemented a succession plan for the Coordinator position. Pending item: the department has not yet documented the policies and procedures; they plan to have this completed by the time of our next follow-up report.

Report Title	Rec #	Description	Status as of March 2010	Status as of June 2011	2011 Update Comments
Seattle's Special Events Permitting Process: Successes and Opportunities (January 31, 2008), continued	79	The Department of Parks and Recreation should develop and maintain a dedicated website for the Special Events Office containing, at minimum, general information on who to contact, the application process, permit requirements, Committee review process, and fees.	Follow-up Not Yet Due	Implemented September 2009	
	80	The Special Events Office should consider the benefits of an online application process.	Follow-up Not Yet Due	Implemented September 2009	Applications can now be completed and submitted online.
	81	The Special Events Office should consider posting on its website, the scheduled dates for approved events, type of event, estimated participants, etc. as courtesy to affected communities.	Follow-up Not Yet Due	Implemented September 2009	This information now available to public on web site.
	82	The City may want to revisit the requirements for citizen representatives to the Special Events Committee, given the ongoing vacancies for this position.	Follow-up Not Yet Due	Implemented December 2010	According to the Special Events Coordinator, filling vacancies for this position is no longer a problem. They received 30 applications for the positions, and as of December 2010, all 4 positions (3 positions and an alternate) were filled
	83	Ensure that all Department of Neighborhood (DON) Coordinators are on the distribution list for the Monthly Special Events Calendar Updates that list all citywide special events.	Follow-up Not Yet Due	Implemented September 2009	The Special Events Office now makes this information available to all DON coordinators within 24 hours of receipt of event applications.
Seattle City Light (SCL) Travel (February 1, 2008)	84	SCL will document what level of authorization is required for various types of travel and document guiding principles for approval to ensure business need.	Implemented November 2008		
	85	Guidelines for ticketing and the use of exceptions will be incorporated into travel policies.	Implemented November 2008		
	86	SCL will review the use of the declined carrier exception from 2006-07.	Implemented November 2008		

Report Title	Rec #	Description	Status as of March 2010	Status as of June 2011	2011 Update Comments
Seattle Public Utilities (SPU) Revenue Cycle Audit - Transfer Stations, Internal Controls Review (February 14, 2008)	87	The SPU transfer stations scales haven't been licensed with the State.	Pending	Implemented December 2009	SPU confirmed State licenses on private scales. Two were already licensed in 2008, at the time of the audit, and two more were licensed later in 2008.
	88	Procedures require improvements to minimize losses from customers who leave the transfer station without paying (i.e., skip-outs).	No Action Planned December 2008		
	89	Some controls over adjusting customer accounts in the Transfer Station Billing System (TSBS) need improvement.	Implemented December 2008		
	90	Deposits of billed customer payments could be made timelier.	Implemented December 2008		
	91	Improvements are needed with coding/blocking TSBS accounts.	Implemented December 2008		
	92	The percentage of TSBS customers who are delinquent is fairly high.	Pending	Implemented December 2010	New software was implemented that allows SPU the next day to identify not sufficient funds (NSF) and skipout transactions. After analyzing skipout and NSF data, SPU determined that its policies of blocking skipout vehicles from dumping and sending NSF and skipout accounts to collections are adequate. The skipout rate is less than 1%. The construction of the new transfer station should help decrease the overall number of skipouts due to its new configuration.
	93	Interest/penalties are not sufficient to provide sufficient incentives for billed customers to pay timely.	No Action Planned December 2008		
	94	Delinquent Transfer Station accounts are not sent to collections timely.	Implemented December 2008		

Report Title	Rec #	Description	Status as of March 2010	Status as of June 2011	2011 Update Comments
Seattle Public Utilities (SPU) Revenue Cycle Audit - Transfer Stations, Internal Controls Review (February 14, 2008), continued	95	SPU is not adequately monitoring the performance and status of accounts in collections.	Implemented December 2008		
	96	The collection rate and revenue recoveries are not maximized for Transfer Station accounts.	Pending	Implemented December 2010	
	97	Policies and procedures for the remission of customer payments made to the collection agency need improvements.	Implemented December 2008		
	98	Policies and procedures governing collection agency commission fees need to be improved.	Pending	No Further Follow-Up Planned	Not feasible. According to the Department of Finance and Administrative Services' (FAS) Treasury unit, it is not possible to track the collection fee on accounts that have been sent to collections; there is currently no way to track non-City money on the City's books.
	99	The method for estimating Transfer Station bad debts may not result in the most accurate reserve.	Pending	Implemented March 2011	SPU conducts a highly detailed analysis of the Allowance for Doubtful Accounts (i.e., reserve for bad debts) every year; Based on its 2010 analysis, SPU decided not to change its methodology.
	100	System access rights to TSBS need to be updated.	Implemented December 2008		
	101	Controls related to monitoring exception-type activity on TSBS could be improved.	Implemented December 2008		

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Seattle Public Utilities (SPU) Revenue Cycle Audit - Transfer Stations, Internal Controls Review (February 14, 2008), continued	102	Transfer Station transaction controls are not adequate to prevent and/or detect potential employee theft.	Pending	Pending	SPU Solid Waste crew chiefs and management are working more closely with Scale Attendants to develop improved procedures. New transaction exception reports are available and are being reviewed, and procedures are being developed to improve cash handling.
	103	Transfer Station policies and procedures do not ensure non-sufficient funds (NSF) check losses are minimized.	Pending	Implemented March 2011	SPU management has verified that Transfer Station are now properly recording vehicle license numbers for customers who pay by check. SPU Solid Waste staff met with City Treasury officials and verified check acceptance procedures. Current Transfer Station check acceptance policy is actually more conservative (restrictive) than City Treasury policy; therefore, no change to the check acceptance policy was made.
	104	The Scale House closing and daily reconciliation procedures could be improved.	Implemented December 2008	Pending	New Scale House software was installed that was supposed to provide blind cash counts. SPU discovered that is not the case and is working with the vendor to fix this error.
	105	Transfer Station employees are still picking up the money to restock the safes instead of using an armored car service.	Pending	Implemented December 2010	Money is currently handled by armored car service. Attendants no longer transport money.

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Seattle Public Utilities (SPU) Revenue Cycle Audit - Transfer Stations, Internal Controls Review (February 14, 2008), continued	106	There are issues with the video camera system setup utilized to monitor the Scale House operations.	Implemented December 2008		
	107	Separation of duties is not adequate for the receipt of funds for the sale of recycling waste.	Implemented December 2008		
Seattle Public Utilities (SPU) Revenue Cycle Audit – Commercial Solid Waste, Internal Controls Review (April 9, 2008)	108	Controls could be improved by reviewing customer account adjustments made by Waste Management.	Pending	Implemented March 2011	The Solid Waste Fund Accountant resumed the commercial annual reviews in the summer of 2009. During the 2009 and 2010 reviews, customer adjustments were tested at both contractors and no significant issues were found in the selected sample.
	109	Controls could be improved to ensure timely remittance of customer payments.	Implemented December 2008		
	110	There are no regular account aging reports prepared for Commercial Solid Waste accounts receivable.	Implemented May 2009		
	111	A significant percentage of SPU Commercial customers appear to consistently pay a month or more late.	Implemented December 2008		
	112	Interest fees charged do not appear to be adequate to encourage timely payment and other interest issues.	Implemented December 2008		

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Seattle Public Utilities (SPU) Revenue Cycle Audit – Commercial Solid Waste, Internal Controls Review (April 9, 2008), continued	113	Some improvements are needed with contractor and SPU customer communications on delinquent accounts.	Pending	Pending	During the 2009 and 2010 commercial solid waste annual reviews, SPU Accounting found that the contractors were calculating interest on delinquent accounts differently. In 2010, SPU Accounting recommended that Cleanscapes, a new contractor, charge a flat 1% rate on all delinquent balances rather than using their original methodology. The new method is consistent with how Waste Management is calculating late fees as well as late fees calculated in CCSS. SPU Accounting gave Cleanscapes a written recommendation last December on how to fix interest rate charges which were being underbilled. SPU staff will follow-up with Cleanscapes to see if this issue has been rectified.
	114	Delinquent accounts are not submitted to collections in a timely manner.	Implemented December 2008		

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Seattle Public Utilities (SPU) Revenue Cycle Audit – Commercial Solid Waste, Internal Controls Review (April 9, 2008), continued	115	Procedures for tracking and monitoring the performance of Commercial accounts in collections need improvement.	Pending	Pending	FAS's Treasury unit finalized a new citywide collections policy and provided training to department staff. The pending item is circulating collections performance reports to all applicable departments.
	116	The City's collection procedures require improvement to maximize the collection rate and revenue recoveries.	Pending	Pending	FAS Treasury finalized a new citywide collections policy and provided training to department staff. The pending item is circulating collections performance reports to all applicable departments.
	117	Policies and procedures governing the remission of customer payments to the collection agency need to be improved.	Implemented December 2008		
	118	Policies and procedures governing collection agency commission fees need improvement.	Pending	No Further Follow-Up Planned	Not feasible. According to FAS's Treasury unit, it is not possible to track the collection fee on accounts that have been sent to collections because there is currently no way to track non-City money on the City's books.
	119	Controls related to direct payments could be improved.	Pending	Implemented August 2010	Contractors are now following procedures for direct payments as stated in the 2009 Solid Waste Contract Operation Plan.
	120	SPU is not consistently writing off Commercial accounts by the time they are 1 1/2 years delinquent, per SPU policy.	Implemented April 2008		
	121	SPU was not reconciling the Commercial Solid Waste Receivable accounts frequently enough.	Implemented March 2010		

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Seattle Public Utilities (SPU) Revenue Cycle Audit – Commercial Solid Waste, Internal Controls Review (April 9, 2008), continued	122	Controls are not adequate to ensure SPU is charged accurately for yard and food waste processing tonnage.	Implemented December 2007		
	123	Improved procedures are needed for SPU's review and approval of invoices for yard and food waste processing.	Implemented January 2008		
	124	SPU needs to improve its verification of the recycling tonnage used for invoicing recycling processing and the commodity credit.	Pending	Implemented December 2009	The Solid Waste Fund Accountant resumed the commercial solid waste annual reviews in the summer of 2009. During the 2009 and 2010 reviews, scale tickets were tested and compared to reported tonnage. No significant issues were noted in the sample tested.
	125	None of the critical scales involved in the SPU solid waste processes have been certified/tested by the State.	Implemented December 2008		Scales are now calibrated quarterly by a State certified vendor and meet State and county requirements. (State weight and measures officers do not do the inspections themselves due to limited staffing.)
	126	Contractor reporting provided to SPU on customer complaints/issues needs to be improved.	Pending	Implemented March 2010	SPU receives complaint logs from the solid waste contractors and SPU monitors them for performance failures.
	127	SPU is not assessing penalties specified by contract terms for service failures, except for noise violations.	Pending	Implemented June 2010	SPU regularly reviews contractor and City complaint logs for non-compliance. Noise violations now result in fines.

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Seattle Public Utilities (SPU) Revenue Cycle Audit – Commercial Solid Waste, Internal Controls Review (April 9, 2008), continued	128	SPU's controls over the verification of tonnage invoiced for transfer services could be strengthened.	Pending	Implemented December 2009	The Solid Waste Fund Accountant resumed the commercial solid waste annual reviews in the summer of 2009. During the 2009 and 2010 reviews, scale tickets were tested and compared to reported tonnage. No significant issues were noted in the sample tested.
Seattle's Enforcement of Bias Crimes (August 4, 2008)	129	The Seattle Police Department (SPD) should simplify bias crime flagging in its SPIDER (Seattle Police Information, Dispatch, and Electronic Reporting) system.	Implemented June 2009		
	130	SPD should support a civilian web site for victim reporting of bias crimes.	No Action Planned		
	131	SPD should use SPIDER to compare Seattle's bias crime reporting to Sacramento's.	Implemented June 2009		
	132	Increase SPD officer training in identifying (i.e., recognizing when there is a bias element to a crime or incident) and flagging bias crimes (i.e., checking the bias field on the General Offense form, and/or adding an offense category of malicious harassment or bias incident).	Implemented May 2009		
	133	SPD should monitor the SPD Data Center workload regarding the shift to the National Incident Based Reporting System (NIBRS).	Implemented June 2009		
	134	The City should use SPIDER to create bias crime reporting.	Implemented June 2009		
	135	SPD should require officers to submit reports on bias incidents, not just bias crimes.	Implemented June 2009		
	136	The City should regularly publish reports on bias incidents and crimes.	Pending	Implemented February 2011	
	137	Increase coordination among City departments and between City and external agencies for bias crime education and response.	Pending	Implemented December 2010	
	138	SPD should increase support for Demographic Advisory Committees by paying for more police officer time to participate.	No Action Planned		

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City Should Take Steps to Enhance Pedestrian and Cyclist Mobility Through and Around Construction Sites (August 13, 2008)	139	The Seattle Department of Transportation (SDOT) should develop a set of preferred and alternative methods for pedestrian protection.	Pending	Implemented December 2010	SDOT Director's Rule 1-2011 incorporated the City's policy in this area, and included a set of preferred and alternative methods of pedestrian protection. Director's Rule 1-2011 was published 12-01-10 and became effective 02-04-11.
	140	SDOT should enforce Americans with Disabilities Act (ADA) standards for pedestrians.	Implemented February 2010		
	141	SDOT should dedicate a street use inspector to coordinate multiple construction projects.	Implemented February 2010		
	142	SDOT should ensure full implementation of the Construction Coordination and Mapping Tool.	Implemented February 2010		
	143	SDOT should develop a policy for waiving street use permit inspections.	Implemented February 2010		
	144	SDOT should ensure full implementation of new business procedures for street use permit inspection scheduling, tracking, and oversight.	Implemented February 2010		
	145	SDOT should develop and implement new policies and procedures for ensuring consistent application of street use permit fees and penalties.	Implemented February 2010		
	146	SDOT should develop a policy requiring applicants to submit a notification plan.	Implemented February 2010		
	147	SDOT should make information on sidewalk closures and alternative routes available on SDOT's website.	Implemented February 2010		
Review of City Collection Policies and Procedures (September 25, 2008)	148	The City does not refer delinquent accounts to the collection agency in a timely manner.	Pending	Implemented March 2010	FAS's Treasury unit completed development of new collections policies to cover timeliness, included them in the new contract, and provided training to City staff.

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Review of City Collection Policies and Procedures (September 25, 2008), continued	149	City departments do not provide the collection agency with the information needed to maximize revenue recovery.	Pending	Implemented March 2010	FAS's Treasury unit completed development of new collections policies to cover timeliness, included them in the new contract, and provided training to City staff.
	150	City departments do not adequately monitor and reconcile accounts referred to the collection agency.	Pending	Pending	Pending issue is informing City departments of collections agency performance reports.
	151	The collection rate for City accounts referred to the collection agency is lower than industry averages.	Pending	Pending	Pending issue is informing City departments of collections agency performance reports.
	152	Procedures for remittance of customer payments and handling direct payments need improvement.	Pending	Pending	Direct payments are now flagged in City records but needs to be reconciled with collection agency data; FAS's Treasury unit needs to work with SCL and the collection agency to come up with a reliable reconciliation process for direct payments.
	153	Policies and procedures governing interest charges, collection fees, and agency fees need to be examined by DEA Treasury.	Pending	Implemented March 2010	New collections contract, March 2010
	154	The City's contract for collection services should be improved.	Pending	Implemented March 2010	New collections contract, March 2010
	Follow up Audit of Broadstripe's Compliance with the City of Seattle's Cable Customer Bill of Rights (October 24, 2008)	155	Broadstripe needs to continue meeting call response time standards.	Pending	Implemented June 2011
156		Broadstripe needs to continue to meet busy signal standards.	Implemented September 2009		
157		Broadstripe needs to ensure that their customer privacy statement is included in the customer installation packet.	Pending	Implemented June 2011	Installation packets contain customer privacy statement.

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Follow up Audit of Broadstripe's Compliance with the City of Seattle's Cable Customer Bill of Rights (October 24, 2008), continued	158	The privacy statement included in Broadstripe's annual mailing must be a separate statement, not one embedded in the Annual Customer Notification Form.	Implemented September 2009		
Review of Costs of Neighborhood Traffic Calming Projects (January 15, 2009)	159	The Seattle Department of Transportation (SDOT) should improve the tracking of neighborhood traffic calming project design and construction costs.	Implemented December 2009		
	160	SDOT should work with the City Council to establish clear policies and procedures regarding if and how privately paid neighborhood traffic calming projects will be permitted.	Implemented December 2009		
Audit of Comcast's Compliance with the City of Seattle's Cable Customer Bill of Rights (May 13, 2009)	161	Comcast should revise its policies and procedures to include the complaint referral requirement specified in the Cable Customer Bill of Rights, cover this requirement during its Customer Service Representative training, and clearly display this policy on its website and on customer bills along with the Office of Cable Communication's telephone number.	Follow-up Not Yet Due	No Further Follow-Up Planned	Comcast disagreed with this recommendation and the Department of Information Technology (DoIT) agreed not to pursue it.
	162	Comcast should provide further information in its welcome packet and annual customer mailing on the additional services and discounts available to customers with disabilities.	Follow-up Not Yet Due	Implemented June 2011	DoIT committed to following up with Comcast regarding inclusion of the CCBOR brochure in Comcast's welcome packet. This brochure contains information on discounts available to customers with disabilities. We verified that the annual mailing packet included the CCBOR brochure.
Management of City Trees (May 15, 2009)	163	The City should adopt new tree regulations for tree protection on private property.	Pending	Pending	The Department of Planning and Development (DPD) reported that implementation timeline has shifted to 2012.
	164	The Department of Planning and Development needs to conduct an analysis to determine resource needs for implementing the new tree regulations.	Pending	Pending	DPD reported that implementation timeline has shifted to 2012.

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Management of City Trees (May 15, 2009), continued	165	If the City wants to achieve 30 percent tree canopy in 30 years, it will need to provide the necessary funding. The City needs to determine its highest tree management spending priorities.	Follow-up Not Yet Due	Implemented September 2010	The Office of Sustainability and Environment (OSE) provided their five year implementation strategy which establishes the City's tree management spending priorities for the next five years (2010-2014) and requires annual progress evaluations.
	166	Seattle City Light (SCL) needs to review its current process for reviewing the landscape portions of proposed capital projects to ensure that its Vegetation Management unit is included in its review process.	Pending	Implemented August 2010	
	167	SCL and the Seattle Department of Transportation (SDOT) need to review the current Recommended Tree Planting List and come to agreement on the appropriate trees to plant under power lines.	Pending	Implemented March 2011	SCL-SDOT Concurrence memorandum March 11, 2011. Agreed-upon list for trees under power lines located by clicking SDOT Master Tree List link at this web site: <a href="http://www.seattle.gov/transportation/treeplanting.htm">http://www.seattle.gov/transportation/treeplanting.htm</a>
	168	The SDOT Urban Forestry and Street Maintenance Divisions need to address the process of resolving differences of opinion between the two divisions regarding new tree plantings, and memorialize it in a revised Memorandum of Understanding (MOU).	Follow-up Not Yet Due	Implemented November 2009	MOA between SDOT Street Use and Urban Forestry Division and Street Maintenance Division signed November 9, 2009.
	169	SDOT needs to finalize and adopt new tree planting guidelines that are consistent throughout the department.	Follow-up Not Yet Due	Implemented November 2009	Included in November 9, 2009 MOA between SDOT Street Use and Urban Forestry Division and Street Maintenance Division.

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Management of City Trees (May 15, 2009), continued	170	To implement the education and outreach activities for the Urban Forest Management Plan (UFMP), the City needs to fund a full-time position to implement education and outreach activities.	No Action Planned	Implemented June 2011	Ordinance 123629 (passed June 13, 2011) removed budget provisos that restricted the expenditure of appropriations in the 2011 Budget for activities that engage the community in the planting and care of trees in Seattle to improve the City's urban forest, and created a new full-time employee position in Seattle Public Utilities .
	171	The City needs to conduct an inventory of City-managed trees.	Follow-up Not Yet Due	No Further Follow-Up Planned	The City does not have a complete, detailed, tree-by-tree inventory of City-managed trees. <sup>1</sup> Please see endnote 1 for comments.
	172	The City needs to re-establish the Sustainability and Environment Sub-cabinet and to set a regular meeting schedule for this entity.	Implemented December 2009		
	173	Agendas and minutes should be kept for all Urban Forest Coalition and Sub-cabinet meetings.	Follow-up Not Yet Due	Implemented September 2010	

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Management of City Trees (May 15, 2009), continued	174	The Mayor or the City Council needs to clarify the Office of Sustainability and Environment's roles regarding its authority and accountability for implementing the Urban Forest Management Plan (UFMP).	Follow-up Not Yet Due	No Further Follow-Up Planned	Our audit stated that the City needs to have a single, executive-level official or entity that has clear authority and accountability for 1) implementing the UFMP's goals, 2) setting program priorities, and 3) resolving conflicts. Further, OSE, as the City's lead environmental agency would be the logical entity to assume this leadership role, and that the Mayor or City Council needs to make this role explicit. We met with OSE officials and a City Council legislative assistant who confirmed that OSE's role is to facilitate the UFMP's implementation by coordinating with City departments on tree issues, but that OSE does not have ultimate authority and accountability for UFMP implementation. They agreed that the Mayor and City Council have ultimate UFMP authority and accountability through the budget decisions they make.

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Management of City Trees (May 15, 2009), continued	175	The City needs to develop a comprehensive implementation plan that establishes strategies and performance metrics for UFMP implementation.	Follow-up Not Yet Due	Implemented September 2010	OSE provided their five year implementation strategy which establishes the City's tree management spending priorities for the next five years (2010-2014) and requires annual progress evaluations.
Cash Handling Audit Seattle Center Parking (June 19, 2009)	176	Parking tickets issued at the First Avenue North garage are not dated by Seattle Center parking personnel.	Pending	No Further Follow-up Planned	Not operationally feasible for this garage.
	177	The manual gate log is not compared to the Amano McGann system gate lift report.	Pending	No Further Follow-Up Planned	Not operationally feasible for this garage.
	178	Parking attendants do not review identification when customers pay for parking by check.	Implemented December 2009		
	179	Parking attendants' daily balancing process is not a blind reconciliation.	Pending	Pending	Seattle Center management implemented blind reconciliation; however, this caused operational problems, including increased overages and shortages, frustration for cashiers and the accounting department and union push-back on the new duties. Seattle Center will reintroduce the blind deposit in September 2011 after providing additional cash handling training to staff.
	180	There are control issues related to Brinks deposit pickup procedures.	Implemented June 2009		
	181	There is no backup currently for the Parking Coordinator who reviews the daily deposits and overages-and-shortages.	Implemented June 2009		
	182	A significant number of people park without paying at the First Avenue North garage.	Implemented December 2009		
	183	Seattle Center employees pay low rates for monthly parking.	No Action Planned June 2009		

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Cash Handling Audit Seattle Center Parking (June 19, 2009), continued	184	The City's employee background check procedures could be strengthened.	No Action Planned June 2009		
	185	Parking pay station servicing procedures should be reviewed for security by the Seattle Police Department.	Pending	Implemented December 2010	
Seattle District Council System Needs Renewal (June 22, 2009)	186	The Department of Neighborhoods needs to improve its retention of district council records that it produces or that come into its possession. Records should be referred to the City Archivist when the retention period expires.	Follow-up Not Yet Due	Implemented October 2010	
Cal Anderson Park Surveillance Camera Pilot Program Evaluation (October 26, 2009)	187	If the City proceeds with a surveillance camera program, the City should take steps to increase public awareness of the cameras, and improve the quality of data gathered to assess the efficacy of camera installations.	Follow-up Not Yet Due	Implemented October 2010	Ordinance 123411 (passed September 27, 2010).  Although the surveillance camera program was discontinued at Cal Anderson Park, this ordinance provides for increased public awareness of the cameras (SMC 18.14.040 D) and improvement in the quality of data gathered (SMC 18.14.100) at the two remaining locations (SMC 18.14.030).
Compliance Audit of the Aquatic Habitat Matching Grant Program (December 14, 2009)	188	SPU should modify the language in the Program Guidelines and Draft Memorandum of Agreement to match the language in the enabling City Council resolution for the grant.	Follow-up Not Yet Due	Pending	SPU plans to implement this recommendation if the grant program is reactivated.
	189	SPU should draft a grant administration policies and procedures manual.	Follow-up Not Yet Due	Pending	SPU plans to produce a policy and procedures manual by the end of the 3rd quarter of 2011.
	190	The valuation of the volunteer match component should be indexed or increased by the City Council.	Follow-up Not Yet Due	Pending	SPU plans to implement this recommendation if the grant program is reactivated.
	191	SPU should develop contingency plans for dealing with a grantee or fiscal sponsor facing dissolution before the terms of their grant are completed.	Follow-up Not Yet Due	Pending	SPU plans to implement this recommendation if the grant program is reactivated.

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Compliance Audit of the Aquatic Habitat Matching Grant Program (December 14, 2009), continued	192	To ensure compliance with grant terms, SPU should perform random onsite spot checks to confirm the accuracy of grantee reports.	Follow-up Not Yet Due	Pending	SPU plans to implement this recommendation if the grant program is reactivated.
	193	If the program is restarted, SPU should provide an additional .5 FTE to assist with grant administration.	Follow-up Not Yet Due	Pending	SPU plans to review and incorporate appropriate staffing levels into the budget if the grant program is reactivated.
Efficiencies Audit: Parking and Traffic Ticket Processing (December 15, 2009)	194	The Seattle Police Department (SPD) should convert from paper to electronic traffic tickets.	Follow-up Not Yet Due	Pending	The City Budget Office and SPD are currently working on this issue.
<b>The following recommendations were added to our follow-up database after 2009.</b>					
Seattle Public Utilities (SPU) Revenue Cycle Audit – Water (Retail and Wholesale) Internal Controls Review (March 1, 2010)	195	There are some issues with meter reading quality assurance.		Pending	Two meter reader audits are planned for 2011. The first audit will be completed in the first quarter of 2011 and the second audit will be completed by the end of December 2011.

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Seattle Public Utilities (SPU) Revenue Cycle Audit – Water (Retail and Wholesale) Internal Controls Review (March 1, 2010), continued	196	SPU is not charging customers for “special meter readings” due to meters covered by construction, landscaping, cars, etc.		Implemented December 2010	A Maintenance Laborer was assigned to SPU’s Meter Reading unit to clean sod and debris around meter boxes. This was made a priority by the SPU Meter Crew. When the work required to uncover the meter is more extensive, a Senior Meter Reader sends a work order to Meter Maintenance to complete the work, and later enters a charge when the work is completed. The mechanism for assessing charges to uncover meters is already in place and requires no further action.
	197	Water usage exemption parameters and exception review procedures could be improved.		Pending	SPU management’s initial review of exception parameters on 3/24/10, led to a recommendation to make no changes because instances of zero consumption do not represent a significant barrier in time or effort to completing work. SPU has decided to review this issue again and will finalize their decision by December 2011.
	198	There may be some issues with timeliness of meter repair, replacement, and testing work.		Implemented January 2011	Additional staff have been dedicated to the installation and repair of electronic meters to alleviate installation and repair backlogs.

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Seattle Public Utilities (SPU) Revenue Cycle Audit – Water (Retail and Wholesale) Internal Controls Review (March 1, 2010), continued	199	Commercial meter testing results indicate the importance of the commercial testing and replacement program.		Implemented December 2010	
	200	There are issues with wholesale meter testing.		Pending	Target date for a service level agreement between SPU and its wholesale water customers is June 1, 2012.
	201	Controls are not adequate to ensure customers are billed or refunded in a timely manner for remaining amounts due or owed from guaranteed deposits for new water connections work.		Pending	Initial draft of new process has been completed but no date for full adoption has been set. The delay is due to SPU's changes in personnel and organizational structure.
	202	There are some issues with policies for special taps accounts.		Implemented December 2010	
	203	SPU allows wholesale water customers 60 days to pay for water services.		No Further Follow-up Planned	SPU reviewed this finding and no further action is planned. The Wholesale Water contracts are in effect through 2061.
	204	SPU is providing a refund for leaks within customer premises which does not appear to be the norm for the utilities industry and costs SPU money.		Implemented February 2011	New Director's rule was adopted and went into effect in February 2011 that restricts rebates to underground leaks.
	205	It appears that leak refunds are not always issued in a timely manner when the leak is on the City's property.		Implemented October 2010	Monthly reports from MAXIMO (SPU's work order system) are provided to customer billing services detailing City-side leak repairs that were completed by Field Operations field crews within the past 30 days. Leak adjustments are processed within 30 days of the receipt of the report.

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Seattle Public Utilities (SPU) Revenue Cycle Audit – Water (Retail and Wholesale) Internal Controls Review (March 1, 2010), continued	206	There is no formal procedure requiring monthly reconciliation of the water fund accounts receivable general ledger account.		Implemented December 2010	
	207	Three SPU general ledger accounting staff have the ability to access and enter billing and payment transactions to the SPU accounts receivable system.		Implemented December 2010	
	208	There are some issues with the insurance with the water treatment plants.		Pending	SPU completed a billing true-up process and recovered the over-billed insurance charges for the Cedar River plant from the contractor, OMI. SPU now requires the two contractors to provide supporting documentation to verify the accuracy of the insurance pass-through charges for the treatment plants. The implementation of this recommendation remains pending because FAS Risk Management needs to update insurance terms and obtain proof of property and pollution liability insurance for the Tolt Plant.
Follow-up Audit of Workers' Compensation: Return-to-Work Program (June 15, 2010)	209	Departments should create quarterly reports on multiple claims so that department directors focus on this issue.		Follow-up Not Yet Due	
	210	The City of Seattle should initiate multiple claim triages by departments' Return-to-Work Coordinators, Safety Officers, the injured workers' supervisors, and the Personnel Department's Workers' Compensation Unit to identify patterns and find solutions to avoid injuries.		Follow-up Not Yet Due	
	211	The Workers' Compensation Unit and department Return-to-Work Coordinators should conduct more analysis of multiple claims including possible use of job design diagnostics experts to determine how to ensure that workers can perform their jobs safely.		Follow-up Not Yet Due	

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Follow-up Audit of Workers' Compensation: Return-to-Work Program (June 15, 2010), continued	212	The City of Seattle should develop a citywide goal for providing light duty accommodations.		Follow-up Not Yet Due	
	213	Departments should generate monthly management reports on the status of light duty requests to increase management focus on light duty job requests that have not been accommodated.		Follow-up Not Yet Due	
	214	Departments should create light duty job profiles to help attending physicians understand the job requirements the returning worker will be performing. These will help departments rapidly identify light duty jobs for workers with job restrictions or limitations.		Follow-up Not Yet Due	
	215	The City of Seattle should explore the feasibility of creating a citywide pool of light duty jobs for use by departments that are unable to accommodate this need internally.		Follow-up Not Yet Due	
	216	Each large department should develop a Return-to-Work policies and procedures manual, drafts of which should be routinely reviewed by the Workers' Compensation Unit.		Follow-up Not Yet Due	
	217	The Workers Compensation Unit should develop Return-to-Work Coordinator training modules for processing complex claims and developing light duty jobs.		Follow-up Not Yet Due	
	218	The Workers Compensation Unit should convene regular Return-to-Work Coordinators' meetings to share experiences in areas such as multiple claims, new federal and state laws, and best practices.		Follow-up Not Yet Due	
	City of Seattle Anti-Graffiti Efforts: Best Practices and Recommendations (July 28, 2010)	219	The City Council and Mayor should develop clear policy statement on graffiti, establish clear directives about who in the City is authorized, responsible, and accountable for anti-graffiti efforts and develop specific outcome goals.		Follow-up Not Yet Due
220		The City Council and Mayor should require City departments to gather baseline data before new policies and procedures are implemented.		Follow-up Not Yet Due	
221		The City Council and Mayor should require an annual physical inventory to evaluate the effectiveness of the City's efforts.		Follow-up Not Yet Due	
222		Amend SMC 12.A.08.020 to include stickers in the list of prohibited materials.		Follow-up Not Yet Due	
223		Amend SMC 12.A.08.020 to add a clause stipulating the elements should be included in calculating restitution for violations of the code.		Follow-up Not Yet Due	

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City of Seattle Anti-Graffiti Efforts: Best Practices and Recommendations (July 28, 2010), continued	224	Have parking enforcement officers and other City employees photograph and report graffiti.		Follow-up Not Yet Due	
	225	Create and maintain a photographic database for analyzing graffiti crimes.		Follow-up Not Yet Due	
	226	Create a pilot program with a dedicated graffiti detective.		Follow-up Not Yet Due	
	227	Develop diversion program that is effective for graffiti offenders		Follow-up Not Yet Due	
	228	Redeploy resources to help ensure that graffiti on parking pay stations is abated within the City's 6 day target goal		Follow-up Not Yet Due	
	229	Implement a 3 part model to enhance community involvement and public education		Follow-up Not Yet Due	
	230	Conduct further study of Business Improvement Area programs for graffiti removal.		Follow-up Not Yet Due	

Report Title	Rec #	Description	Status as of March 2010	Status as of June 2011	2011 Update Comments
Indigent Defense Services Follow-up and 2010 Audit (December 15, 2010)	231	Change Section 5A.5 of the City's contract with the public defense agencies to clearly note that this contract provision applies to in-custody clients and that Section 5A.6 applies to out-of-custody clients.		Implemented June 2011	We recommended changes to include in new contracts for the primary, secondary, and third public defense service providers. The primary defender contract was executed (Ordinance 123634, passed June 27, 2011). The secondary contract was also executed (Ordinance 123667, passed August 1, 2011). An RFP for a third defender was issued in early September 2011 with legislation expected to go to the City Council in mid-November. If there is a conflict between the primary and secondary defenders, the interim plan until the issuance of the third defender contract is for the case to be assigned to a member of the Conflict Attorney Panel (CAP). The secondary agency is managing the CAP responsibilities.

Report Title	Rec #	Description	Status as of March 2010	Status as of June 2011	2011 Update Comments
Indigent Defense Services Follow-up and 2010 Audit (December 15, 2010), continued	232	Change the language in the contracts with public defense agencies related to initial attorney contact with out-of-custody clients as proposed in report. See page 8.		Implemented June 2011	We recommended changes to include in new contracts for the primary, secondary, and third public defense service providers. The primary defender contract was executed (Ordinance 123634, passed June 27, 2011). The secondary contract was also executed (Ordinance 123667, passed August 1, 2011). An RFP for a third defender was issued in early September 2011 with legislation expected to go to the City Council in mid-November. If there is a conflict between the primary and secondary defenders, the interim plan until the issuance of the third defender contract is for the case to be assigned to a member of the Conflict Attorney Panel (CAP). The secondary agency is managing the CAP responsibilities.

Report Title	Rec #	Description	Status as of March 2010	Status as of June 2011	2011 Update Comments
Indigent Defense Services Follow-up and 2010 Audit (December 15, 2010), continued	233	Change contracts with the public defense agencies or establish a memorandum of understanding to specify the circumstances an attorney-client contact before actual case assignment meets contract provisions 5A.5 and 5A.6.		Implemented June 2011	We recommended changes to include in new contracts for the primary, secondary, and third public defense service providers. The primary defender contract was executed (Ordinance 123634, passed June 27, 2011). The secondary contract was also executed (Ordinance 123667, passed August 1, 2011). An RFP for a third defender was issued in early September 2011 with legislation expected to go to the City Council in mid-November. If there is a conflict between the primary and secondary defenders, the interim plan until the issuance of the third defender contract is for the case to be assigned to a member of the Conflict Attorney Panel (CAP). The secondary agency is managing the CAP responsibilities.
	234	In conducting client case file reviews, the City Budget Office should select cases that better represent the workload of attorneys by selecting 25 full credit cases and 5 probation cases.		Follow-up Not Yet Due	

<b>Report Title</b>	<b>Rec #</b>	<b>Description</b>	<b>Status as of March 2010</b>	<b>Status as of June 2011</b>	<b>2011 Update Comments</b>
Indigent Defense Services Follow-up and 2010 Audit (December 15, 2010), continued	235	The City Budget Office (CBO) should monitor Continuing Legal Education (CLE) credits to confirm that attorneys that were on track to meet requirements in an audit actually do so in the next audit by reviewing those attorneys' CLE compliance. In addition, CBO should continue its practice of reviewing CLE reports for seven new randomly selected attorneys.		Follow-up Not Yet Due	
	236	The CAP Oversight Committee should consider whether the Seattle Municipal Court's Presiding Judge and Chief Clerk should refrain from selecting attorneys for the CAP, but continue to serve on the CAP Oversight Committee.		Follow-up Not Yet Due	
	237	The Seattle Municipal Court should continue to work with the City Budget Office, and the Department of Finance and Administrative Services (FAS) to address several issues related to the process of determining eligibility, the collection of defendants' public defender costs, and determining whether recovering costs from defendants who are found not guilty or whose case is dismissed, like King County does, is a viable option.		Follow-up Not Yet Due	
	238	The department responsible for collecting payments from defendants who can pay a portion of their costs should report to the City Council quarterly on the amount the City collects from those payments.		Follow-up Not Yet Due	The City Budget Office and the Seattle Municipal Court reported in August 2011 that upon the completion of Rec #237, the department responsible for collections will produce a quarterly report.

Report Title	Rec #	Description	Status as of March 2010	Status as of June 2011	2011 Update Comments
Indigent Defense Services Follow-up and 2010 Audit (December 15, 2010), continued	239	The City Budget Office should work with the public defense agencies to determine a method for taking into account large numbers of cases that are carried over from previous years when assessing attorney compliance with the 380 caseload standard.		Implemented June 2011	We recommended changes to include in new contracts for the primary, secondary, and third public defense service providers. The primary defender contract was executed (Ordinance 123634, passed June 27, 2011). The secondary contract was also executed (Ordinance 123667, passed August 1, 2011). An RFP for a third defender was issued in early September 2011 with legislation expected to go to the City Council in mid-November. If there is a conflict between the primary and secondary defenders, the interim plan until the issuance of the third defender contract is for the case to be assigned to a member of the Conflict Attorney Panel (CAP). The secondary agency is managing the CAP responsibilities.
	240	The City Budget Office should screen files for evidence of continuous representation in future audits of public defense agencies' client files.		Follow-up Not Yet Due	

Report Title	Rec #	Description	Status as of March 2010	Status as of June 2011	2011 Update Comments
Indigent Defense Services Follow-up and 2010 Audit (December 15, 2010), continued	241	The City's next contact with the public defense agencies should be more specific about the attorney/support ratio being met through an annual average of 5 support staff for every attorney.		Implemented June 2011	We recommended changes to include in new contracts for the primary, secondary, and third public defense service providers. The primary defender contract was executed (Ordinance 123634, passed June 27, 2011). The secondary contract was also executed (Ordinance 123667, passed August 1, 2011). An RFP for a third defender was issued in early September 2011 with legislation expected to go to the City Council in mid-November. If there is a conflict between the primary and secondary defenders, the interim plan until the issuance of the third defender contract is for the case to be assigned to a member of the Conflict Attorney Panel (CAP). The secondary agency is managing the CAP responsibilities.
	242	For the next City contract with the public defense agencies, the City Budget Office should ensure that a reconciliation process occurs when paraprofessional usage is significantly different from what is budgeted. Reconciliations should address the number of FTE's assigned to work these positions and the hours reported in closed case reports.		Follow-up Not Yet Due	

Report Title	Rec #	Description	Status as of March 2010	Status as of June 2011	2011 Update Comments
Indigent Defense Services Follow-up and 2010 Audit (December 15, 2010), continued	243	Change future defendants surveys by: 1) Asking respondents to identify themselves as in-custody or out-of-custody defendants; 2) Not allowing open-ended responses to questions when a choice of specific answers could be provided in the survey; 3) Allowing respondents to provide comments for both yes and no answers in the survey.		Follow-up Not Yet Due	
Seattle Public Utilities (SPU) Revenue Cycle Audit – Wastewater: Internal Controls (April 11, 2011)	244	SPU wastewater rates are high compared to similar municipalities.		Follow-up Not Yet Due	
	245	There are issues with King County's sewer processing rates that are resulting in somewhat higher wastewater charges for SPU customers.		Follow-up Not Yet Due	
	246	The Ronald Sewer District is not remitting half of the sewer charges collected from 8 customers connected to SPU's sewer system.		Follow-up Not Yet Due	
	247	There are issues with self-read sewer submeters.		Follow-up Not Yet Due	
	248	SPU does not have a program to ensure consistent and ongoing monitoring of the accuracy of customer sewer submeters and water meter setups.		Follow-up Not Yet Due	
	249	SPU does not have a program to verify the accuracy of sewer submeters.		Follow-up Not Yet Due	
	250	There are issues with the way sewer submeters are setup in the Consolidated Customer Service System (CCSS) billing system.		Follow-up Not Yet Due	
	251	High strength industrial waste (HSIW) discharge volumes used by SPU for billing purposes are self-reported by industrial commercial customers to King County, and there is little verification of these volumes.		Follow-up Not Yet Due	
	252	Contaminated stormwater volumes used by SPU for billing purposes are for the most part self-reported by industrial commercial customers to King County and verification of these volumes is limited.		Follow-up Not Yet Due	
	253	There is no procedure to ensure that all contractors are billed by SPU for construction site dewatering.		Follow-up Not Yet Due	
	254	Contractors self report construction site wastewater discharge volumes to SPU for billing purposes and there is almost no verification of these volumes.		Follow-up Not Yet Due	
	255	Many contractors make late payments on SPU's construction site wastewater charges.		Follow-up Not Yet Due	
	256	SPU has problems with delinquent inactive accounts that result in uncollectable accounts of over \$1 million.		Follow-up Not Yet Due	

Report Title	Rec #	Description	Status as of March 2010	Status as of June 2011	2011 Update Comments
Seattle Public Utilities (SPU) Revenue Cycle Audit – Wastewater: Internal Controls (April 11, 2011), continued	257	There are problems with SPU's contract with King County for sewer processing services and related authoritative wastewater guidance.		Follow-up Not Yet Due	
	258	Improved controls are needed over the review and approval of King County sewer processing invoices before payment.		Follow-up Not Yet Due	
City of Seattle Anti-Litter Efforts (April 19, 2011)	259	Consider modifying SMC 21.36.425A and B to replace volume reference (of 1 cubic foot or greater) with a qualitative standard to require property owners to clean-up and remove all litter that accumulates on their own property and adjacent rights-of-way.		Follow-up Not Yet Due	
	260	Work with Metro Transit to develop a plan for ensuring continued availability of litter receptacles at bus stops when bus shelters are removed and replaced with canopy bus zones.		Follow-up Not Yet Due	
	261	Consider establishing fees for specific parks users directly responsible for generating waste to help offset the cost of litter and garbage collection and disposal in City parks.		Follow-up Not Yet Due	
	262	SDOT should determine the magnitude of the costs for providing post-special event street sweeping services for free and consider whether to charge event organizers for this service.		Follow-up Not Yet Due	
	263	SPU should continue to work with its two contract solid waste contractors (CleanScapes and Waste Management) to ensure that :1) Clear Alleys Program collections are not missed, and 2) thicker bags are used. SPU should also explore solutions with their Clear Alleys Program (CAP) recycling contractors to improve the storing and pick-up of stacked, loose cardboard which can result in alley litter.		Follow-up Not Yet Due	
	264	Consider curb-to-curb street sweeping to increase street sweeping efficiency and ticketing of illegally parked cars, which could both ensure that streets are clear and help offset the costs of this service.		Follow-up Not Yet Due	
Promising Practices in Risk Management (June 22, 2011)	265	The City of Seattle should calculate its annual Cost of Risk index, track it over time, and compare it to the Cost of Risk index for similar jurisdictions.		Follow-up Not Yet Due	

Report Title	Rec #	Description	Status as of March 2010	Status as of June 2011	2011 Update Comments
Promising Practices in Risk Management (June 22, 2011), continued	266	Because we found that the City's draft Enhanced Loss Control Procedures reflect the risk management industry's most promising practices, we recommend that the City adopt these new policies for a trial period and periodically evaluate their effectiveness and revise them accordingly.		Follow-up Not Yet Due	
	267	Because workers' compensation claims are a substantial component of the City's claims costs, and some of the measures taken to protect worker safety also help reduce claims against the City, we recommend that the City's Risk Management Advisory Group (RMAG) include a senior staff representative from the Personnel Department's Employee Health Services Division, and that representatives from the Personnel Department's worker safety and workers' compensation units participate in the Risk Coordinators meetings.		Follow-up Not Yet Due	

<sup>1</sup> The City does not have a complete, detailed, tree-by-tree inventory of City-managed trees. The three major City departments which own and manage trees are Seattle Center, SDOT, and Parks. Seattle Center completed a tree inventory of its 74-acre campus which is included in its [HJanuary 2009 Landscape Management PlanH](#). In 2009, SDOT completed its inventory of 37,000 SDOT-owned street trees. In addition to the 37,000 SDOT-owned trees, SDOT currently has a tree inventory of approximately 90,000 additional street trees in the rights-of-way that are privately owned and maintained. The database for these ~127,000 trees is maintained in the Hansen system. Parks tracks and maintains an inventory of the type, location, and amount of restoration work in its forested (undeveloped) parks as part of the Green Seattle Partnership efforts but does not have a tree inventory in its developed parks. A Parks Department official stated that the department would like to start a tree inventory program in its developed parks but has no resources for this effort and believes it is unlikely that any will be available in the foreseeable future. In lieu of a citywide tree-by-tree inventory, in 2009 the Office of Sustainability (OSE) used a high resolution satellite to map the current tree canopy distribution across Seattle to identify recent canopy loss/gain trends. To augment the satellite work, OSE will leverage work done by the Integrated Urban Forest Assessment (IUFA) research project, an American Recovery and Reinvestment Act-funded partnership between the University of Washington, King County, the U.S. Forest Service, and the Cascade Land Conservancy. During the summer of 2010, the IUFA research team initiated the Forest Ecosystem Values project across Seattle using the i-Tree Eco assessment tool for which data (e.g., tree size, height, species, missing crown, ground cover, and distance to buildings) is gathered over a statistically valid sampling of individual trees. Data collection for the Forest Ecosystems Values project will be completed by the summer of 2011, with data analysis in the fall. Results of this study will be used to guide development of the Urban Forest Management Plan update in 2012.