

October 8, 1996

Introduced By: RON SIMS

suppem/de

Proposed No.: 96-844

MOTION NO. **9984**

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A MOTION adopting and accepting the recommendations of the management audit of King County's supported employment program (report no. 95-10); expressing Council intent regarding the 1997 budget and requesting the Executive to implement the County Auditor's recommendations.

WHEREAS, the county auditor conducted a management audit of the supported employment program at the request of the Metropolitan King County council which was included as an amendment to the auditor's work plan in 1994, and

WHEREAS, the management audit was prompted by the Council's interest in determining progress toward accomplishing the goals and objectives of the supported employment program, and

WHEREAS, the primary audit objective was to evaluate the county's effectiveness in meeting the goals and objectives established for the supported employment program and the potential expansion and integration of the supported employment program within the existing county human resource system, and

WHEREAS, King County's supported employment program provides developmentally disabled individuals an opportunity to perform meaningful, fairly compensated work in integrated settings, and

1 WHEREAS, county hiring agencies fund supported employee
2 salaries, benefits and operating expenses and the county
3 developmental disabilities division contracts with local
4 consultants and community agencies to provide job
5 development, placement, training and support services to the
6 supported employees and their supervisors and co-workers, and

7 WHEREAS, King County currently employs approximately 50
8 supported employees at a cost of approximately \$1.01 million
9 for employee salaries and benefits and \$236,000 for
10 contractual job development and support services, and

11 WHEREAS, the county has implemented successful supported
12 employment programs based upon national and state supported
13 indicators, but the recent goals established by the council
14 and executive for expansion of the program have not been met;

15 NOW, THEREFORE BE IT MOVED by the Council of King
16 County:

- 17 A. The Auditor's findings and recommendations found in
18 report #95-10 are hereby adopted and accepted.
- 19 B. The Council requests the County Executive implement
20 the County Auditor's recommendations.
- 21 C. The Council intends to request in the 1997 budget
22 funding to begin undertaking a survey of all County
23 job functions with the purpose of identifying which
24 jobs can be filled with developmentally disabled
25 employees.
- 26 D. The Council intends to allocate within the 1997
27 budget, funds to subsidize wages for supported
28 employees for 6-9 months' to offset initial hiring
29 and training expenses, provided that the hiring
30 department or program agrees to continuously employ

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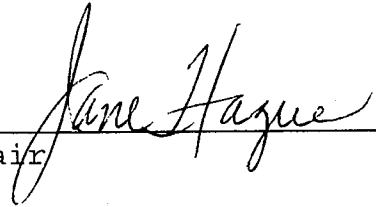
the supported employee, consistent with applicable personnel procedures, after that period.

E. The Council intends to encourage the Executive through whatever means at his disposal to vigorously enforce the County's employment laws to insure that developmentally disabled people are indeed treated as a protected class of employees


PASSED by a vote of 13 to 0 this 21ST day of

October, 1986.

KING COUNTY COUNCIL
KING COUNTY, WASHINGTON


Chair

ATTEST:


Clerk of the Council

Attachments: audit report no. 95-10

MANAGEMENT AUDIT

SUPPORTED EMPLOYMENT PROGRAM

Presented to
the Metropolitan King County Council
by the
County Auditor's Office

Don Eklund, King County Auditor
Susan Baugh, Principal Management Auditor
Claire O'Flaherty, Management Auditor Intern

Report No. 95-10

ATTACHMENT 2

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Metropolitan King County Council

Maggi Fimia, *District 1*
Cynthia Sullivan, *District 2*
Louise Miller, *District 3*
Larry Phillips, *District 4*
Ron Sims, *District 5*
Rob McKenna, *District 6*
Pete von Reichbauer, *District 7*
Greg Nickels, *District 8*
Kent Pullen, *District 9*
Larry Gossett, *District 10*
Jane Hague, *District 11*
Brian Derdowski, *District 12*
Christopher Vance, *District 13*




J J J J

Don Eklund
King County Auditor

402 King County Courthouse
Seattle, WA 98104-3272

(206) 296-1655
TTY/TDD 296-1024

MEMORANDUM

TO: Metropolitan King County Council Members
FROM:  Don Eklund, County Auditor
DATE: June 18, 1996
SUBJECT: Management Audit of Supported Employment Program

Attached for your review is the Supported Employment Program audit report. The primary objective of the audit was to evaluate the County's effectiveness in meeting the goals and objectives established for the employment of the severely developmentally disabled in King County and Metro agencies. The audit focused on existing supported employment program policies, procedures, and contracts as well as on the potential expansion of employment opportunities for the severely developmentally disabled by the year 2000.

The general audit conclusion was that King County and Metro implemented successful supported employment programs based upon national and state supported employment indicators. However, the recent goals established by the King County Council and Department of Human Services Developmental Disabilities for expansion of the program have not been met. The integration of the supported employment program with the County's human resources system could facilitate the expansion of the program to achieve the Council's goal of 300 placements by the year 2000.

The Executive Response, included in Appendix 3, indicates that both the Office of Human Resource Management and the Developmental Disabilities Section generally concurred with the audit findings and recommendations.

The Auditor's Office sincerely appreciates the cooperation of the King County and Metro Human Resource agencies and Developmental Disabilities Division management and staff as well as the supported employment program job development contractor and support services contractors.

DE:SB:hlm:ARreport
Attachment

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Abbreviations

ADA	Americans with Disabilities Act
COLA	Cost of Living Allowance
DSHS	Washington State Department of Social and Health Services
FTE	Full-Time Equivalent
Metro	Department of Metropolitan Services
OHRM	Office of Human Resource Management
WAC	Washington Administrative Code

EXECUTIVE SUMMARY

INTRODUCTION

The management audit of the supported employment program was initiated at the request of the Metropolitan King County Council and prompted by the Council's interest in determining the County's progress toward accomplishing the goals and objectives established for the supported employment program. King County's supported employment program provides developmentally disabled individuals an opportunity to perform meaningful, fairly compensated work in integrated job settings. King County, including the Department of Metropolitan Services (Metro), currently employs 50 supported employees. The estimated 1995 cost of the County's supported employment program was approximately \$1.01 million for employee salaries and benefits, and \$236,000 for contractual job development, placement, training and support services.

AUDIT OBJECTIVES

The primary audit objective was to evaluate the County's effectiveness in meeting the goals and objectives established for the supported employment program. In addition, the potential expansion of the County's supported employment program and improved integration within the existing County human resource system was examined.

GENERAL CONCLUSIONS

King County and Metro implemented successful supported employment programs based upon national and state supported employment indicators. However, the recent goals established by the King County Council and Department of Human Services Developmental Disabilities for expansion of the program have not been met. The integration of the supported employment program with the County's human resources system could facilitate the expansion of the program to achieve the Council's goal of 300 placements by the year 2000.

MAJOR FINDINGS AND RECOMMENDATIONS

King County and Metro Have Implemented Successful Supported Employment Programs

King County and Metro were early leaders in supported employment. King County implemented a group supported employment project in 1987 with the hiring of six developmentally disabled employees to staff a Parks Division maintenance crew, and Metro, prior to its consolidation with King County, hired its first individual supported employee in 1990. Currently, 50 developmentally disabled employees are employed in 15 County and Metro departments.

Both the County and Metro supported employment programs were considered to be highly successful based upon the quality of jobs provided for the developmentally disabled employees. For example, the average County and Metro wage was 27% higher than the Washington State average and 59% higher than the national average. The overall average hours worked per week by County and Metro supported employees was 22% higher than the Washington State average and 24% higher than the national average for supported employees. County and Metro supported employees also received annual raises that averaged 8% during the five-year period. Furthermore, the County and Metro's supported employment programs achieved positive outcomes for both employers and employees, including the promotion of supported employees to more complex, higher paid positions.

The Supported Employment Program Expansion Goals Were Not Met. Integration of the Supported Employment Program With the County's Human Resource System Could Facilitate the Program's Expansion

During the past three years, the Council established specific annual placement goals and a long-range goal of 300 supported employee placements by the year 2000. Although County agencies made progress in hiring supported employees during the past three years, the Council's annual placement goals have not been met. In fact, placements fell 50% or more below the established annual goals during the past three years. In addition, the Deputy County Executive has not yet developed a plan to provide 300 supported employee placements by the year 2000.

County and Metro managers identified numerous factors (e.g., budget constraints, workplace safety issues, etc.) that contributed to the low annual placement rate. In addition, concerns were expressed about a significant expansion given anticipated downsizing due to the County and Metro consolidation, and about the equity of targeting the program exclusively to the developmentally disabled. Thus, the 300 supported employee

placement goal was analyzed in relation to the prevalence of developmentally disabled workers in the local labor market.

Based upon audit analysis, the prevalence rate for developmentally disabled workers was 2.4% if all developmentally disabled individuals over 21 years of age were included in the base population, or 1.4% if only the percentage of developmentally disabled individuals registered with the State for employment services were considered. Applying the 1.4% and 2.4% rates, respectively, to the County work force resulted in a corresponding range of 155 to 267 rather than 300 supported employment positions.

Although the goal of 300 supported placements was high based upon the prevalence analysis, the need for expanding supported employment opportunities was clearly evident given the current 43% unemployment rate for King County's developmentally disabled workers. To encourage the identification of more employment opportunities for severely developmentally disabled workers, specific elements of the County's supported employment program could be coordinated through the Office of Human Resource Management (OHRM). For example, the hiring process could be integrated with existing OHRM systems, such as certification process for affirmative hiring groups.

The audit recommended that the Council consider adopting a new policy that encourages affirmative hiring of developmentally disabled workers through an integrated Office of Human Resource Management certification and referral process if a significant program expansion is still desired. In addition, the Deputy County Executive should again be directed to submit a formal plan for expansion of the County's support employment program that considers the potential for significantly increasing supported placements based on an integrated human resources systems approach.

Placement of Non-Severely Disabled Employees in Supported Positions Using Non-Competitive Hiring Procedures Circumvented the State and County Codes That Promote Fair Employment Practices

Issues surfaced during the audit regarding the absence of structured program guidelines and eligibility requirements for supported employees. Specifically, the Facilities Management Division used unique recruitment, examination, and hiring procedures, designed to eliminate employment barriers for the severely developmentally disabled, to hire three non-severely developmentally disabled employees. Placement of competitive employees in supported positions using non-competitive hiring procedures circumvented the State and County codes that promote non-discriminatory and fair practices in public employment. The placements also resulted in the misuse of grant resources since funds targeted for the employment of the developmentally disabled were used to create the three positions that were subsequently filled by non-severely developmentally disabled employees.

- ✓ The audit recommended that the Office of Human Resource Management establish formal supported employment guidelines for the recruitment, examination, and selection of supported employment program participants, and establish formal eligibility requirements for supported employees based upon Federal and State definitions of severely developmentally disabled. The guidelines should be reviewed and approved by the Council. In addition, formal procedures should be established for documenting disabled applicants' eligibility for supported employment services (e.g., State disability certification, etc.) prior to placement. Any exceptions to the established guidelines should be authorized by the Office of Human Resource Management Director.

The Developmental Disabilities Division Did Not Comprehensively Monitor Contracts in Compliance With State Requirements, Nor Require Contractors to Meet Performance Goals and Objectives Before Receiving Payments for Services

The County's contract with the Washington State Department of Social and Health Services (DSHS) specifically required the County to monitor the services delivered by its contractors and conduct at least one on-site visit to each contractor during the contract period to assure compliance with performance standards. However, the Developmental Disabilities Division did not comprehensively monitor contracts or conduct the required on-site visits since 1993. In addition, the Division did not require contractors to meet performance goals and objectives before receiving full reimbursement for services, and at least 5 (29%) of 17 active contractors were not meeting the contractual performance objectives. Thus, the Division was not in compliance with either the State contract or Department of Human Services contract and monitoring procedures.

It should be noted that the Developmental Disabilities Division was in the process of addressing both the contract compliance and monitoring issues. A committee comprised of contractors, parents, advocates, staff and other interested representatives was established to provide input and recommendations to promote better service delivery for supported employment throughout King County. New draft contracting and monitoring procedures were scheduled to be implemented by the end of 1995.

The audit recommended that the Developmental Disabilities Division continue its efforts to implement new contracting and monitoring procedures. On-site reviews should be conducted to ensure that reported activities and progress are consistent with performance objectives and State quality of service requirements. The Developmental Disabilities Division should also establish reasonable performance objectives for all contractors and require compliance, or reasonable justification for non-compliance, to receive full reimbursement of services.

Documentation and Reporting Practices for the Supported Employment Program Need to Be Strengthened to Ensure That County Officials Have Accurate Information on Program Status

Numerous County departments and contractors provided employment and support services to the County's 50 supported employees. Although the supported employment contractors maintained select records on specific employees or services, comprehensive and current information was not maintained by the Developmental Disabilities Division on the County's supported employment program. Consequently, no detailed records were available to document the number of County and Metro supported employees, their wages, hours worked, reasons why former employees terminated, and why certain supported positions were not refilled, or to evaluate the performance of the contractors providing supported employment services and the overall success of the County and Metro programs.

The absence of centralized, comprehensive, and current records also resulted in the dissemination of inaccurate information on County and Metro supported employees. For example, formal progress reports submitted to the Council on the County and Metro supported employment programs were inaccurate because the source data was outdated.

During the audit process, a suggested format was developed by audit staff for the collection and analysis of information necessary for evaluating the County's supported employment program,

along with a new database that could be easily updated and maintained for future reporting purposes. The Developmental Disabilities Division was also in the process of upgrading its management information system in order to address many of the data and reporting issues raised in the audit.

The audit recommended that the Office of Human Resource Management and Developmental Disabilities Division maintain detailed records for supported employment program personnel, including employee name, department, division, title, start date, employment duration, starting wage, current wage, hours worked, employment status, and reasons for any terminations.

In addition, the Office of Human Resource Management, in cooperation with the Developmental Disabilities Division, should routinely monitor the status of the County supported employment program positions and placements, and produce an annual report on the progress of County agencies and contractors in meeting both Council-established and contractual goals and objectives.

The Budgeting Methodology for the County's Supported Employment Program Could Be Improved to Reflect Actual Costs and Flexible Use of Funds to Expand Supported Employment Opportunities.

The Developmental Disabilities Division has developed a rate structure for placement, training, and extended support services for developmentally disabled workers placed in supported employment positions within King County's geographic boundaries. The rate structure was based upon the total employment service funds available annually for supported employment County-wide divided by the total number of supported employees, including King County and Metro supported employees. During the past five years, approximately \$6,000 was budgeted annually for support services to County and Metro supported employees.

However, the Developmental Disabilities Division provided data for County supported employees which clearly documented a decrease in service hours and costs inversely proportional to the increased duration of employment. Thus, "excess" funds were budgeted for long-term County and Metro supported employees that were used by the contractors for services to other non-King County and Metro supported employees in the County-wide area.

The Developmental Disabilities Division indicated that an alternative, flexible funding mechanism could be established that allows King County and Metro agencies to use budget savings for the direct benefit of its supported employees. For example, County employers could use the budget savings to obtain

additional training services so that supported employees could perform more job tasks, or to develop more extensive training and resources for supervisors and co-workers. The budget savings could also be utilized to fund new King County and Metro supported employment positions. Salary and benefit costs could be financed for the first six months, based on a commitment from hiring agencies to maintain the supported positions with agency resources subsequent to the six-month period

The audit recommended that the Developmental Disabilities Division develop a new budgeting mechanism for the County and Metro supported employment programs that reflects actual costs and promotes more flexible use of employment services funding by agencies that employ supported employees. The Division should also consider funding new supported employment positions from budget savings accumulated from long-term County and Metro supported employees, or make other resources available, to fund new positions for the first six months of employment based upon a commitment from hiring agencies to maintain the supported positions with agency resources.

AUDITOR'S MANDATE

The Supported Employment Program was reviewed by the County Auditor's Office pursuant to Section 250 of the King County Home Rule Charter and Chapter 2.20 of the King County Code. The audit was performed in accordance with generally accepted government auditing standards, with the exception of the external quality control review.

INTRODUCTION

BACKGROUND

The management audit of the supported employment program was initiated at the request of the Metropolitan King County Council and was included as an amendment to the Auditor's Office 1994 work program. The audit was prompted by the Council's interest in determining the County's progress toward accomplishing the goals and objectives established for the supported employment program.

King County's supported employment program provides developmentally disabled individuals an opportunity to perform meaningful, fairly compensated work in integrated job settings. The Department of Human Services Developmental Disabilities Division has administered the supported employment program since its inception in 1987. While County hiring agencies fund supported employee salaries, benefits, and operating expenses, the Developmental Disabilities Division contracts with local consultants and community agencies to provide job development, placement, training and support services to the supported employees and their supervisors and co-workers. King County, including the Department of Metropolitan Services, currently employs 50 supported employees. The estimated 1995 cost of the County's supported employment program is approximately \$1.01 million for employee salaries and benefits, and \$236,000 for contractual job development and support services.

AUDIT OBJECTIVES

The primary audit objective was to evaluate the County's effectiveness in meeting the goals and objectives established for the supported employment program. In addition, the potential expansion of the County's supported employment program and improved integration within the existing County human resource system was examined.

**AUDIT SCOPE AND
METHODOLOGY**

Audit methodology included a detailed review and analysis of the policies, procedures, contracts, and records established for the County's supported employment program. Interviews were conducted with personnel from the Office of Human Resources, Department of Human Services, and Metro as well as with County contractors who provide job development, placement, and support services to severely developmentally disabled employees. In addition, a survey was completed to determine the status of supported employment efforts in other public jurisdictions, including public agencies ranked as leaders by national disability and research organizations (e.g., Arc--formerly the Association of Retarded Citizens, University of Virginia Commonwealth, and University of Oregon Specialized Training Program).

SUPPORTED EMPLOYMENT PROGRAM

INTRODUCTION

King County's supported employment program provides employment opportunities to individuals with severe developmental disabilities in regular positions within integrated work settings. Historically, the majority of jobs and funds targeted to the developmentally disabled have been directed to private rehabilitation organizations that emphasized segregated custodial care. During the 1980s and early 1990s, however, the Federal government adopted legislation to create regular or mainstream employment opportunities for the severely disabled. The ultimate objectives of mainstream employment were to allow supported employees to become active and productive members of the regular work force and to reduce demands upon limited public and private social service resources.

While legislation was enacted to encourage hiring of persons from all disability groups, Federal demonstration grants were made available to provide regular employment opportunities specifically for persons with severe developmental and mental health disabilities who had been categorically denied mainstream employment. Both King County and Metro established supported employment programs in response to the national initiatives to create employment opportunities for the severely disabled.

In 1990, prior to its consolidation with King County, the Metro Council adopted Resolution No. 5837 endorsing the concept of supported employment for persons with developmental disabilities, and directing the Executive Director to develop a supported employment program. By the end of 1991, a formal policy and procedures on supported employment were implemented and developmentally disabled employees were placed in supported positions.

The King County Council also considered adopting a formal motion endorsing supported employment for the developmentally disabled in 1990, since the County had previously implemented a successful *group* supported employment program in 1987, however, the Council instead demonstrated its continuing commitment to supported employment program by hiring the first

individual supported employee as a Council staff member in 1990.

During the past five years, the County Council continued to endorse the supported employment program by authorizing new positions and funding for developmentally disabled employees. Furthermore, the Council's 1994 adopted annual budget ordinance contained a proviso requiring the Deputy County Executive to submit with the 1995 proposed budget a plan containing goals to increase the employment of persons with developmental disabilities to at least 300 FTE throughout County government by the year 2000.

However, the Deputy County Executive did not respond to the Council's adopted budget proviso. While the budget proviso expired at the end of 1994, and is no longer legally binding, the Council again appropriated new FTEs for supported employees in the 1995 adopted budget, clearly establishing the Council's intent to expand the program.

This chapter focuses on the evaluation of the County's supported employment program in relation to the goals and objectives established for the employment of the severely disabled within King County. The program's performance was also examined in relation to State and national supported employment program indices as well as the efforts of other local and comparably-sized public jurisdictions that employ individuals with severe disabilities.

FINDING II-1.

KING COUNTY AND METRO HAVE IMPLEMENTED SUCCESSFUL SUPPORTED EMPLOYMENT PROGRAMS BASED UPON NATIONAL AND STATE SUPPORTED EMPLOYMENT INDICATORS.

King County Supported Employment Program Successfully Implemented in 1987

King County became a leader in supported employment by responding to Federal initiatives to encourage mainstream employment opportunities for the severely disabled. During 1987, a group supported employment project was implemented with the hiring of six developmentally disabled employees to staff a Parks Division maintenance crew. In the early 1990s, King County significantly expanded its supported employment program with both individual and group placements of developmentally disabled employees in a variety of County agencies and positions.

Currently, 50 developmentally disabled employees are employed in 15 County departments, including Metro.¹

Metro Supported Employment Program Successfully Implemented Three Years Later

Metro also gained recognition as an early leader in individual supported employment prior to its consolidation with King County. In January 1990, the Metro Council adopted Resolution No. 5837 directing Metro's Executive Director to develop and implement a supported employment program. Metro hired its first supported employee in 1990, and 7 positions were filled by developmentally disabled employees by the end of 1991. Metro's supported employment program also became a model for other local jurisdictions (e.g., Cities of Seattle and Bellevue), which subsequently implemented supported employment programs.

Exhibit II-1 below provides an overview of the number and types of County and Metro positions held by supported employees from 1991 to 1995 (please refer to Appendix 1 for detailed position listing by agency).

EXHIBIT II-1				
SUPPORTED EMPLOYMENT PROGRAM				
POSITIONS FILLED 1991-1995				
YEAR	COUNTY	METRO	TOTAL	POSITIONS HELD 1991-1995
1991	16	7	23	Custodians and Custodial Assistants; Receptionists; File, Data Entry and Office Clerks; Office Aides and Assistants; Laboratory, Maintenance and Garage Assistants
1992	15	11	26	
1993	23	11	34	
1994	36	10	46	
1995	40	10	50	

As illustrated in Exhibit II-1 above, the County's supported employment program significantly increased from 16 to 40 (150%) placements during the five-year period. Metro's supported employment program also expanded from 7 to 10 (43%) placements during the same period, although the number of placements declined from 11 in 1992-93 to 10 in 1994-95. During the past few months, however, Metro has developed two new supported employment positions in the Transit Division. Both King County and Metro have employed developmentally

¹ Sixteen (16) of the County's severely developmentally disabled employees were placed in group supported employment (maintenance crews) that were fully supported by County supervisors and co-workers. Thirty-four (34) employees were placed in individual supported employment that were supported by County contractors in addition to County supervisors and co-workers.

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disabled individuals in a variety of clerical and service maintenance positions, working with non-disabled co-workers.

King County and Metro Programs Proven to Be Highly Successful Based on Recognized Job Quality Indicators

In evaluating the success of the County and Metro supported employment programs, the quality of the jobs for the developmentally disabled was considered. Factors generally identified as indicators of quality employment were the type of position, number of hours worked, average wages, and wage increases received over the duration of employment. Based on these indicators, King County and Metro's supported employment programs proved to be highly successful.

King County and Metro offered two general categories of positions for the developmentally disabled: clerical (44%) and maintenance (56%). In a national study on supported employment, 66% of the positions typically available for supported employment were in food services, custodial services and manufacturing industries.² Only 4.5% of supported employees were placed in clerical and office positions compared to the 44% placed in King County and Metro agencies. The high proportion of clerical positions at King County and Metro was one indicator of the higher quality of jobs created for supported employees.

Exhibit II-2 provides an overview of the number of clerical and maintenance positions along with 1995 wage and hour data for supported employees.

EXHIBIT II-2				
SUPPORTED EMPLOYMENT WAGE & HOURS COMPARISON BY JOB CATEGORY (1995)				
JOB CATEGORY	NUMBER OF POSITIONS	AVERAGE WAGE HOUR	AVERAGE HOURS/WEEK	AVERAGE WEEKLY WAGE
Clerical	22	\$9.48	28.2	\$267.34
Maintenance	28	\$8.39	33.0	\$276.87
TOTAL	50	\$8.93	30.6	\$272.11

As shown in Exhibit II-2, the County and Metro placed 22 developmentally disabled workers in clerical positions, and the supported clerical personnel were paid a higher hourly wage than

² Approximately 30% of the survey respondents were employed in other positions not represented by the four major categories used in the national questionnaire.

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the supported maintenance personnel. The higher wages were attributed to the broader range of skills required for clerical positions. However, the County and Metro's supported maintenance personnel also earned comparatively high wages and worked a greater number of hours during the work week.

King County and Metro Wages for Supported Employees Exceed State and National Averages

As confirmed by published wage and hour data, the County and Metro supported employees earned higher hourly wages than State or national average wages for the developmentally disabled. Exhibit II-3 provides a comparative wage and hour analysis based on County, State, and national supported employment program data for 1993, the most current comparative data available for individual supported employment.

EXHIBIT II-3				
SUPPORTED EMPLOYMENT WAGE & HOUR COMPARISON (1993)				
	HOURLY WAGE	WAGE VARIANCE	WEEKLY HOURS	HOUR VARIANCE
King County/Metro*	\$7.20	-	30.6	-
Washington State**	\$5.66	-27%	25.0	-22%
National**	\$4.53	-59%	22.5	-24%

*Estimate for wages based on starting salaries for employees hired in 1993 and are lower than the 1995 salaries shown in Exhibit II-3. National and State wage and hour data were not available yet for 1994 and 1995, so 1993 data was used for the wage and hour comparison.

**Both public & private sector supported employment data was included in State & national figures while County and Metro data was for public sector employment only.

As illustrated in Exhibit II-3, the average 1993 County and Metro wage was \$7.20³, which was 27% higher than the Washington State average of \$5.66 and 59% higher than the national average of \$4.53. The 1995 average wage for County and Metro current supported employees was \$8.93 an hour.

³ The 1993 King County and Metro average was conservatively estimated using only the starting salaries for supported employees hired during 1993.

**King County and Metro
Supported Employees'
Average Work Hours
Exceed National and State
Averages**

The overall average hours worked per week by County and Metro supported employees was 30.6 hours in 1993. The County and Metro average for supported employees compared favorably to Washington State's average of 25 hours and the national average of 22.5 hours, which were 22% and 24% lower, respectively, than the County and Metro average. In 1995, 47% of County and Metro supported employees were working full-time and almost all supported employees worked a minimum of three-quarter time.

In addition, County and Metro supported employees received an average annual raise of \$0.67 (8%) an hour during the five-year period, which included a Cost of Living Allowance (COLA) adjustment of approximately 2-3%. Furthermore, as the County's supported employment program focused more on individual rather than group placements, the average starting salaries for supported employees rose from \$4.13 in 1990 (adjusted for inflation) to \$8.60 per hour in 1995.

King County and Metro's supported employment programs were also noteworthy in relation to supported employment programs in other public jurisdictions. Exhibit II-4 provides a comparison of the County and Metro's supported employment program with other local and other public agencies.

EXHIBIT II-4						
COMPARISON OF KING COUNTY AND METRO AND OTHER PUBLIC AGENCY SUPPORTED EMPLOYMENT						
JURISDICTION	COUNTY SEAT	NUMBER REGULAR POSITIONS	NUMBER SUPPORTED POSITIONS	PERCENTAGE WORK FORCE PROPORTION	INDIVIDUAL OR GROUP PLACEMENT	FORMAL POLICY
<u>Counties</u>						
Clark County	Vancouver	1,280	2	.16%	Individual	No
Hennepin County	Minneapolis	10,500	5	.05%	Individual	No
King County	Seattle	7,414	40	.54%	Both	Yes
Maricopa County	Phoenix	13,000	0	.00%	None	No
Metro	Seattle	3,719	10	.27%	Individual	Yes
Multnomah County	Portland	3,701	0	.00%	None	No
Pierce County	Tacoma	2,500	1	.04%	Individual	No
Snohomish County	Everett	2,091	5	.24%	Both	No
Thurston County	Olympia	950	3	.32%	Individual	No
<u>Cities</u>						
City of Bellevue		1,050	1	.10%	Individual	No
City of Seattle		10,590	11	.10%	Individual	Yes
<p>NOTES: Number of regular positions includes all permanent, full- and part-time positions. Although the States of Connecticut, New Hampshire and Wisconsin received high rankings by the Association of Retarded Citizens for supported employment, categorical data was unavailable for supported employment placements for County and local governments in those states.</p> <p>Source: King County Auditor's Office Telephone Survey, June-July, 1995.</p>						

King County's Supported Employment Placements Surpassed All Other Agencies Surveyed

Based upon the results of an audit survey of supported employment placements in other local government agencies⁴, the number of supported placements averaged 6.75 for all agencies surveyed, ranging from a low of zero placements to a high of 40 placements. King County's supported employment placements

⁴ Other jurisdictions contacted during the audit survey included the cities of Austin, Hartford, Los Angeles, Madison, Manchester, Miami and San Francisco as well as Dade, Dane, Los Angeles and San Francisco counties. These cities and counties did not have supported employment programs and did not maintain categorical data on developmentally disabled employees.

surpassed all other agencies surveyed, and Metro's supported employment placements ranked in the upper third of the agencies surveyed, comparing favorably to the City of Seattle with twice the proportion of developmentally disabled employees (.27% vs. .10%).

Only one of the other jurisdictions surveyed had established formal policies or programs for supported employees, and two agencies did not employ or plan to employ any developmentally disabled workers. One positive trend for supported employment efforts in all jurisdictions surveyed was the emphasis on individual rather than group placements of developmentally disabled workers, which ultimately leads to more effective integration of disabled employees in the work force.

Several jurisdictions in States (e.g., Connecticut, Wisconsin and New Hampshire) identified in national surveys as leaders in the field of individual supported employment were also contacted during the audit survey process to obtain similar data on public sector employment efforts. However, comparative data for local government employment or public vs. private sector employment was not generally available through national disabilities and research organizations, State employment offices and disabilities organizations, or through direct contacts with local government agencies.

National Research Organizations Acknowledge King County as a Leader in Public Sector Supported Employment

According to two prominent Federally-funded supported employment research directors, categorical data on public sector supported employment was not maintained by any State developmental disabilities offices. The research directors indicated that the published national rankings were based predominantly on individual supported employment efforts in private agencies, and that employment opportunities for the severely developmentally disabled in public agencies across the country had significantly declined since the late 1980's and early 1990's with the expiration of Federal grants that funded public sector positions for the developmentally disabled. The directors were not aware of any public agency that had made comparable progress to King County in employing the developmentally disabled. Consequently, the County emerged as a leading public sector supported employer both locally and nationally based upon the national indicators and audit survey results.

Supported Employees Satisfactorily Maintain Regular Positions in King County Metro Agencies

Finally, it should be noted that the County and Metro's supported employment programs have achieved positive outcomes for both employers and employees. The employment programs clearly demonstrated that developmentally disabled employees can satisfactorily maintain regular positions when job tasks are matched to their abilities, and can provide important County and Metro services. The most significant measure of the supported programs' success, however, was that several supported employees developed skills to expand their positions and to earn promotions to more complex, higher paid positions with the training and assistance provided by supervisors, co-workers and contractors.

RECOMMENDATION II-1-1. None.

FINDING II-2.

WHILE THE SUPPORTED EMPLOYMENT PROGRAM HAS BEEN SUCCESSFUL THE COUNCIL'S GOALS FOR THE EXPANSION OF THE PROGRAM HAVE NOT BEEN MET. HOWEVER, THE DEVELOPMENTAL DISABILITIES DIVISION BELIEVES THE GOALS ARE ACHIEVABLE AND THAT INTEGRATION OF THE PROGRAM WITH THE COUNTY'S HUMAN RESOURCE SYSTEM COULD FACILITATE THE PROGRAM'S EXPANSION.

Council Established Specific Goals for Supported Employment Program

During the past three years, the Council established specific numerical goals for the hiring of developmentally disabled employees. Exhibit II-5 displays the numerical placement goals established by ordinance and the actual placements in 1993, 1994, and 1995.

EXHIBIT II-5			
COMPARISON OF SUPPORTED EMPLOYMENT GOALS AND ACTUAL PLACEMENTS 1993-1995			
YEAR	PLACEMENT GOAL	ACTUAL PLACEMENTS	GOAL ACCOMPLISHMENT
1993	28.75	14.00	49%
1994	20.00	9.00	45%
1995	15.50	6.00	39%

Source: King County Ordinances #11578, #11130, and #10641 adopting the annual budgets for 1993, 1994, 1995, respectively.

Council Established Placement Goals Have not Been Met

As depicted in Exhibit II-5, County agencies made progress in supported employment placements during the past three years, but did not attain the annual placement goals. In fact, placements fell 50% or more below the established goal during the past three years. In addition, the contractual goals for supported employment placements established in the Developmental Disabilities Division's job development contract for King County were not met. Although the required number of positions were identified by the County's job development contractor, and FTE appropriations were authorized by the Council, County agencies were reluctant to fill the positions.

Budgetary, Labor, and Consolidation Issues Led to Concern About Feasibility of Expanding the Supported Employment Program

Several factors were identified by County and Metro managers and staff that contributed to the low number of supported employee placements in the past, and that could potentially impact the accomplishment of future expansion goals. These factors included budget constraints, managers and supervisors' perceived lack of commitment by top management, insufficient matching of tasks/abilities, labor issues, and fewer placement opportunities due to technological improvements and workplace safety issues. The managers also expressed concern that the 300 FTE goal was too high given anticipated downsizing due to the County and Metro consolidation.

In addition, the human resource and human services managers and staff raised concern about the equity of targeting the supported employment program exclusively to the developmentally disabled given the high unemployment rate among all disability groups in the County labor force. The unemployment rate for severely developmentally disabled individuals was lower than the unemployment rate for persons with other severe disabilities.

Placement Goals Analyzed Based on Prevalence Data for Developmentally Disabled Population in King County

Consequently, an analysis was conducted to determine whether the placement goals were valid given the prevalence of the developmentally disabled workers in the County labor market. It should be noted that State-wide population data was used for the analysis rather than DSHS regional data for King County, because the DSHS Region IV data only included clients registered for services and could result in underestimating the employment needs of developmentally disabled workers in King County.

Exhibit II-6 displays a methodology for determining prevalence rates based on 1995 Washington State Employment Security and

DSHS developmental disabilities data for King County. Two possible options are shown for applying prevalence data to the total County work force population as a means of assessing the reasonableness of the expanded placement goals for supported employment. One approach is based on the total developmentally disabled population over 21 years of age regardless of work status, and the second approach is based upon the estimated percentage of King County developmentally disabled persons registered for State-funded employment services.

EXHIBIT II-6		
SUPPORTED EMPLOYMENT PROGRAM BASE POPULATION ESTIMATES		
	TOTAL	PERCENT
State Labor Force	2,805,000	100%
Developmentally Disabled Population Over 21 Years of Age	67,180	2.4%
King County and Metro Positions	11,133	100%
Developmentally Disabled Total Population Placement Goal	267	2.4%
State Labor Force	2,805,000	100%
Estimated Potential Developmentally Disabled Labor Force*	40,308	1.4%
King County and Metro Positions	11,133	100%
Developmentally Disabled Placement Goal	155	1.4%
<p>*Estimate based upon current Washington State Division of Developmental Disabilities statistics. Sixty percent (60%) of 67,180 is 40,308, which represents the number of developmentally disabled individuals registered for employment services in King County.</p> <p>Source: Washington State Employment Security and Department of Social and Health Services Office of Research and Data Analysis, Planning, Research and Development.</p>		

Based upon Washington State Employment Security labor market data and State Developmental Disabilities Division data, the prevalence rate for developmentally disabled workers is 2.4% or 1.4% depending upon whether all developmentally disabled individuals over 21 years of age are included in base population, or only the percentage of developmentally disabled individuals registered with the State that were interested in employment services. Applying the 1.4% and 2.4% rates, respectively, to the County work force resulted in a range of 155 to 267 supported employment positions. Consequently, based upon this analysis, the current goal of 300 appears to be slightly high.

However, it should also be noted that the Developmental Disabilities Division had not yet established a formal planning goal or assessed the number of positions required for the year 2000, but considered the Council's 300 placement goal to be attainable. In addition, the Division established a short-term expansion goal of 75 individual supported employment placements (50% increase) for King County in its 1995-97 biennial plan, based on a formal assessment documenting the need for 333 supported positions in the King County DSHS region during the 1995-1997 period. By setting the 1995-1997 goal at 25 placements, however, the Division shifted the onus for hiring 225 (or 86% of 300) workers into the last half of the five-year expansion period.

Forty-Three Percent (43%) of Developmentally Disabled Workers in King County Are Unemployed

Regardless of the numerical supported employment goal, the current unemployment rate for developmentally disabled workers in King County was 43% compared to a 5% unemployment rate for the general population. Thus, the need for supported employment services for developmentally disabled workers was clearly evident.

To encourage the identification of more employment opportunities for severely developmentally disabled workers and to facilitate an expanded program, specific elements of the County's supported employment program could be improved. For example, a systematic approach to the recruitment and placement of supported employees could be developed. If the representation of developmentally disabled persons within a particular County hiring agency was low, the Office of Human Resource Management (OHRM) could routinely identify positions that are suitable for developmentally disabled employees, when new personnel are requisitioned. A process could then be established to notify the supported employment contracting agencies to appropriately structure the vacant positions for developmentally disabled applicants.

Nine Supported Positions Eliminated Due to Fluctuating Work Demands, Union and Co-Worker Resistance, and Perceived Hazards in Work Environment

The Developmental Disabilities Division could also focus more effort on refilling vacant supported positions. As shown in Exhibit II-7 below, 9 or 15% of the positions created during the past five years were not refilled.

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EXHIBIT II-7							
SUPPORTED EMPLOYMENT POSITIONS NET GAIN/LOSS 1991-1995							
Positions Gained	Pre-1991	1991	1992	1993	1994	1995	Total
King County	15	2	2	13	8	6	46
Metro	1	7	3	1	1	0	13
Total	16	9	5	14	9	6	59
Positions Lost							
King County	-1	-3	0	0	-1	-1	-6
Metro	0	0	-1	-2	0	0	-3
Total	-1	-3	-1	-2	-1	-1	-9
King County Net Gain/Loss	14	-1	2	13	7	5	40
Metro Net Gain/Loss	1	7	2	-1	1	0	10
Total Net Gain/Loss	15	6	4	12	8	5	50

The vacated positions were not refilled for a variety of reasons, including fluctuating work demands, union and co-worker resistance, and perceived hazards in the work environment. However, the loss of nine positions was significant because job development is an expensive, complex, time-consuming task that requires specialized expertise to ensure that assigned job duties can be adequately performed by developmentally disabled employees. Thus, it would be appropriate to make every effort to monitor turnover and refill vacancies, particularly as the number of supported employment positions significantly expands.

The monitoring and refilling of vacancies could also be integrated with existing OHRM systems to achieve more efficient results. OHRM staff have already established an effective certification process for affirmative hiring groups and have demonstrated expertise to make objective assessments and employee referrals. As existing supported employees terminated, it would be possible for the OHRM affirmative action specialist to contact the appropriate agencies to encourage refilling positions or restructuring positions, if necessary, to ensure that employment opportunities for the developmentally disabled are not eliminated.

Other suggestions offered by County and Metro managers and staff for attaining the 300 FTE supported employment program expansion goal were to: (1) maintain the goal, but extend the target date beyond the year 2000; (2) provide program information, education and skills training as a component of the

OHRM-sponsored management and supervisory training program; and (3) maintain the County job development contract, but centralize the supported employment marketing and outreach function in the Office of Human Resource Management. Finally, managers and staff agreed that a strong commitment was required from both the Council and Executive in order implement a significant program expansion by the year 2000.

RECOMMENDATIONS

II-2-1.

If a significant supported employment program expansion is desired, the Council should consider adopting a policy that encourages affirmative hiring of disabled workers through an integrated OHRM certification and referral process.

II-2-2.

The Deputy County Executive should submit a formal plan for the expansion of the County's supported employment program that considers the potential for significantly increasing the number of supported placements based on an integrated human resource systems approach.

**SUPPORTED EMPLOYMENT PROGRAM
OPERATIONAL AND ADMINISTRATIVE ISSUES**

King County's supported employment program has resulted in the successful employment of developmentally disabled workers in competitive County and Metro positions. However, several operational and administrative issues were identified during the audit process that could impact the continued success and future expansion of the program. These issues include fair employment practices for supported employees; program contracting, contract monitoring and reporting practices; and the potential use of supported employment funds and other earmarked developmental disabilities revenues to expand supported employment opportunities in King County and Metro agencies. Chapter III focuses on a discussion of these issues and provides recommendations to strengthen select program operations and administrative procedures.

FINDING III-1.

**PLACEMENT OF NON-SEVERELY DISABLED EMPLOYEES
IN SUPPORTED POSITIONS USING NON-COMPETITIVE
HIRING PROCEDURES CIRCUMVENTED THE STATE AND
COUNTY CODES THAT PROMOTE NON-DISCRIMINATORY
AND FAIR PRACTICES IN PUBLIC EMPLOYMENT.**

**Fair Employment Issues
Surfaced Due to Absence
of Structured Guidelines
for Supported Employees**

While the overall performance of King County's supported employment program was excellent, fair employment issues have surfaced due to the absence of structured program guidelines and eligibility requirements for supported employees. The issues were of particular concern because unique recruitment, examination, and selection procedures were used by the Facilities Management Division in 1993 to hire three non-severely developmentally disabled employees.

In order to eliminate traditional barriers to direct employment of the severely developmentally disabled in public agencies, both King County and Metro created alternate procedures to accommodate supported employees. Specifically, positions were designed for supported employees with a functional range appropriate for the developmentally disabled rather than range of duties traditionally associated with competitive (

Metro positions. In addition, rather than broadly advertising the supported employment positions to the general public, applicants were selectively recruited from State and County agencies that serve the developmentally disabled. Competitive examination procedures were also replaced by a six- to nine-month trial period during which supported employees were trained and allowed to demonstrate proficiency in performing job-related tasks. These alternate recruitment, examination, and hiring procedures for supported employees were consistent with the King County Personnel Guidelines, which allowed for provisional hiring of County employees, and the Washington Administration Code (WAC 162-22-060), which allowed hiring preference to be given to the handicapped.

Unique Procedures Used to Hire Three Non-Severely Developmentally Disabled Employees

However, these alternate procedures were not formally documented and adhered to by hiring authorities. Formal eligibility requirements for supported employees were also not developed. The result was that three employees were hired into supported positions that were not severely developmentally disabled. (One of the three employees was also the step-son of another full-time County employee in the same Department and work location.) Although the three employees did have documented disabilities, the disabilities were not perceived by the Developmental Disabilities Division and its job development contractor to be severe enough to represent a significant barrier to competitive employment. Nevertheless, the employees were allowed to bypass the County's competitive examination and selection processes to secure employment.

Placement of Competitive Employees in Supported Employment Circumvented State and County Codes

Placement of competitive employees in supported positions using non-competitive hiring procedures circumvented the State and County codes that promote non-discriminatory and fair practices in public employment. It was also inconsistent with County supported employment policy to provide and expand employment opportunities for the severely developmentally disabled. The placements also resulted in the misuse of grant resources since funds targeted for the employment of the developmentally disabled were used to create the positions.

It should be noted that current Federal and Washington State regulations define a handicapped person as any person who has a physical or mental impairment which substantially limits one or more major life activities or has a record of such an impairment. For supported employment purposes, the State Department of Vocational Rehabilitation required disabled individuals not only to

Formal Program Guidelines and Eligibility Requirements Are Needed to Avoid Future Equity Issues

be substantially limited, but likely to experience difficulty in securing, retaining, or advancing in employment due to the disability in order to qualify for State-funded employment services.

Given the Council's intent to provide employment opportunities for the severely developmentally disabled, it would be prudent to develop structured program guidelines to document appropriate standards and practices for the recruitment, examination (i.e., on the job demonstration of performance), and selection of severely developmentally disabled employees. Specific eligibility requirements would also be useful to ensure that the positions were targeted to appropriate candidates, precluding the hiring of competitive employees in supported positions (see Appendix 2 for suggested supported employment program guidelines adapted from County practices and published articles on individual supported employment).

RECOMMENDATIONS

III-1-1.

The Office of Human Resource Management, in cooperation with the Department of Human Services Developmental Disabilities Division, should establish formal supported employment guidelines for the recruitment, examination (i.e., on the job demonstration of performance), and selection of supported employment program participants. The guidelines should be reviewed and approved by the Council, and disseminated to all County directors and hiring authorities.

III-1-2.

In addition, formal eligibility requirements should be established for supported employees based upon the Federal and State definitions of severely developmentally disabled. Disabled applicants' eligibility for supported employment services (e.g., State disability certification, requirements for extended support services, etc.) should be documented prior to their placement in the supported positions.

III-1-3.

The Office of Human Resource Management should require authorization from a department director for any exceptions to the established procedures for the recruitment, examination, or hiring of supported employees.

FINDING III-2.

THE DEVELOPMENTAL DISABILITIES DIVISION DID NOT COMPREHENSIVELY MONITOR CONTRACTS IN COMPLIANCE WITH STATE OR COUNTY REQUIREMENTS, AND DID NOT REQUIRE ITS CONTRACTORS TO MEET PERFORMANCE GOALS AND OBJECTIVES BEFORE RECEIVING REIMBURSEMENT FOR SERVICES.

Historically, King County and Metro's Supported Employment Programs have been operated by private sector service organizations under contract to the King County Department of Human Services Developmental Disabilities Division. The Developmental Disabilities Division retained two types of contractors to provide these basic services: 1) a job developer responsible for marketing the supported employment concept to hiring officials and creating positions for the severely developmentally disabled employees; and 2) service agencies responsible for providing placement, orientation, and ongoing support services to both the employee and hiring agency.

The Developmental Disabilities Division Did not Comprehensively Monitor Contract as Required by the State DSHS

In 1995, the Developmental Disabilities Division executed contracts that provided approximately \$50,000 for job development services and approximately \$186,000 in support services for King County and Metro supported employees from the \$15.9 million available for all services to the developmentally disabled throughout King County. The County's contract with the Washington State Department of Social and Health Services (DSHS) specifically required County monitoring of services delivered by its contractors, including at least one on-site visit to each contractor during the contract period to assure compliance with performance standards. In addition, the County and its contractors were also responsible for maintaining placement and retention goals pursuant to the provisions of the DSHS contract. However, the Developmental Disabilities Division did not comprehensively monitor contracts in compliance with State or County requirements, and did not require contractors to meet performance goals and objectives before receiving reimbursement for services.

In fact, the Developmental Disabilities Division had not conducted any on-site visits to review quality of service issues (e.g., whether disabled workers had adequate benefits, received increased wages over duration of employment, etc.) since 1993. In addition, 5 of 17 active contractors (29%) were not maintaining

the \$550 average wage rate, and no information was available to analyze performance on the contractual retention objective.

Some Contractors Were not in Compliance With Contractual Objectives for Supported Employment

Thus, improved monitoring practices were needed to ensure that corrective action was taken in a timely manner, or contractual performance objectives modified appropriately, for non-compliant contractors. Improved monitoring, including on-site reviews, was also necessary to verify that contractor billings and reported client services accurately corresponded to the actual type and amount of service provided; that the State and County were not doubled-billed for services to the same clients; and that the County could generate adequate documentation to recover payments successfully from contractors for non-performance and billing irregularities.

Developmental Disabilities Division Addressing Monitoring and Contract Compliance Issues

It should be noted that the Developmental Disabilities Division was developing new contracting and contract monitoring procedures in response to the recommendations of an ad hoc committee of contractors, parents, advocates, staff and other interested representatives on the contracting process, and the Auditor's Office Human Services Monitoring Practices for Contract Compliance Audit. The Developmental Disabilities Division indicated that its 1996 contracts would be modified in response to the Committee's recommendations to promote better service delivery for supported employment throughout King County, and the draft monitoring procedures were scheduled to be field tested and fully implemented by the end of 1995.

RECOMMENDATIONS

III-2-1.

The Developmental Disabilities Division should continue its effort to modify and implement new contract monitoring procedures. The new procedures should ensure that contractors report progress in a manner that allows for the rapid identification and correction of performance issues.

III-2-2.

The Developmental Disabilities Division should conduct on-site reviews of all contractors to ensure that reported activities and progress are consistent with actual performance. In addition, the Division should adhere to the specified time-frame for conducting site reviews with a minimum of one on-site visit during the life of each contract.

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III-2-3.

The Developmental Disabilities Division should establish reasonable performance objectives for all contractors and require full performance or justification for non-compliance in order to receive full reimbursement of services.

III-2-4.

The Developmental Disabilities Division should closely scrutinize a sample of client billings during the on-site review to ensure that the Division and State Department of Vocational Rehabilitation are not double-billed for the same client services.

FINDING III-3.

DOCUMENTATION AND REPORTING PRACTICES FOR THE SUPPORTED EMPLOYMENT PROGRAM NEED TO BE STRENGTHENED TO ENSURE THAT COUNTY OFFICIALS HAVE ACCURATE INFORMATION ON PROGRAM STATUS.

As noted earlier, numerous County departments and contractors provided employment and support services to the County's 50 supported employees. Although the supported employment contractors maintained select records on specific employees or services, comprehensive and current information was not maintained by the Developmental Disabilities Division on the County's supported employment program.

Progress Reports Submitted to the Council Were Inaccurate Due to Inadequate Record-Keeping Practices

Consequently, no detailed records were available to document the number of County and Metro supported employees, their wages, hours worked, reasons why former employees terminated, and why certain supported positions were not refilled. This data was essential to evaluate the performance of the contractors providing supported employment services and to determine the overall success of the County and Metro programs. The absence of centralized, comprehensive, and current records also resulted in the dissemination of inaccurate information on County and Metro supported employees. For example, formal progress reports submitted to the Council on the County and Metro supported employment programs were inaccurate because the source data was outdated.

During the audit process, a suggested format was developed by audit staff for the collection and analysis of information necessary for evaluating the County's supported employment program. In addition, a new database was established that could be easily updated and maintained for future reporting purposes. The Developmental Disabilities Division was also in the process of upgrading its management information system in order to address

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many of the data issues raised in the audit and to ensure that accurate status reports are produced on the supported employment program in the future.

RECOMMENDATIONS

III-3-1.

The Office of Human Resource Management and Developmental Disabilities Division should maintain detailed records for supported employment program personnel, including employee name, department, division, title, start date, employment duration, starting wage, current wage, hours worked, employment status, and reasons for any terminations.

III-3-2.

The Office of Human Resource Management, in cooperation with the Developmental Disabilities Division, should routinely monitor the status of the County supported employment program positions and placements, and produce an annual report on the progress of County agencies and contractors in meeting both Council-established and contractual goals and objectives.

FINDING III-4.

THE BUDGETING METHODOLOGY FOR THE COUNTY'S SUPPORTED EMPLOYMENT PROGRAM COULD BE IMPROVED TO ACCURATELY REFLECT COST AND TO PROMOTE FLEXIBLE USE OF FUNDS TO EXPAND SUPPORTED EMPLOYMENT OPPORTUNITIES.

The Developmental Disabilities Division has developed a rate structure for placement, training, and extended support services for developmentally disabled workers placed in supported employment positions within King County's geographic boundaries. The rate structure was based upon the total employment service funds available annually for supported employment County-wide divided by the total number of supported employees, including King County and Metro supported employees.

Approximately \$6,000 in Support Services Available Annually for Each Supported Employee

During the past five years, approximately \$6,000 was budgeted annually for support services to County and Metro supported employees. Exhibit III-1 depicts the annual budget per supported employee and the potential annual County funds available for support services based on the number of County and Metro employees placed in individual supported employment during the past five years.

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EXHIBIT III-1			
KING COUNTY AND METRO SUPPORTED EMPLOYMENT PROGRAM ANNUAL SUPPORT SERVICE FUNDING PER EMPLOYEE*			
YEAR	FUNDS PER EMPLOYEE	TOTAL EMPLOYED	TOTAL ANNUAL FUNDS
1991	\$4,696	10	\$46,960
1992	\$6,293	16	\$100,688
1993	\$6,682	22	\$147,004
1994	\$5,532	30	\$165,960
1995	\$5,466	34	\$185,844

*Excludes Parks and Facilities Employees who work in crews and are supported directly by County supervisors and co-workers rather than contractors.

As depicted in Exhibit III-1, the average budget for each employee King County and Metro employs was approximately \$6,000 during the 1991-1995 period. The average 1995 budget for each employee was \$5,466, and a total of \$185,844 was potentially available for services to all the County and Metro supported employees.

Costs for Supported Employees Decreased as the Duration of Employment Increased

However, the Developmental Disabilities Division provided data for County supported employees which clearly documented a decrease in service hours and costs inversely proportional to the increased duration of employment. While supported employment begins with intensive on-the-job training and supervision, it tapers off as developmentally disabled workers gain experience, resulting in lower service hours costs with each successive year of employment. Thus, "excess" funds were budgeted for long-term County and Metro supported employees that were generally used by the contractors for services to other non-King County and Metro supported employees in the County-wide area.

The Developmental Disabilities Division indicated that an alternative, flexible funding mechanism could be established that allows King County and Metro agencies to use budget savings for the direct benefit of its supported employees. That is, flexible funding could provide County employers with more options in selecting the contractor(s) with whom they want to work and more control over the type and amount of services to be provided. For example, many County employers could use the budget savings to obtain additional training services so that supported employees could perform more job tasks, or to develop more extensive training and resources for supervisors and co-workers.

**More Supported
Employment Positions
Could Be Funded With
Budget Savings and Real
Property Tax Revenue**

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The budget savings could also be utilized to fund new supported employment positions. Currently, State DSHS grant funds are targeted for specific services to the developmentally disabled. However, an amount equivalent to the DSHS grant funds could be substituted or supplemented with the \$1.5 million real property tax revenue currently earmarked for Developmental Disabilities Division to create new positions for County and Metro supported employees. Specifically, the funds could be used to finance salary and benefits for the first six months based on a commitment from hiring agencies to maintain the supported positions with agency resources subsequent to the six-month period. It should be noted that the Developmental Disabilities Division used "seed" funds in the past to stimulate interest in the County's supported employment program. In fact, the positions created for the County's first group supported employment project were initially funded by the Developmental Disabilities Division.

RECOMMENDATIONS

III-4-1.

The Developmental Disabilities Division should review its existing rate structure and develop a new budgeting mechanism for the County and Metro supported employment programs that more accurately reflects costs and promotes more flexible use of employment services funding by agencies that employ supported employees.

III-4-2.

The Department of Human Services Developmental Disabilities Division should make funds available for County employer and co-worker training to encourage greater commitment to and participation by County agencies in the supported employment program.

III-4-3.

The Developmental Disabilities Division should consider funding new supported employment positions from budget savings accumulated from long-term County and Metro supported employees, or make other resources available to fund new positions for the first six months of employment based upon a commitment from hiring agencies to maintain the supported positions with agency resources.

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APPENDICES

APPENDIX 1
SUMMARY LISTING OF SUPPORTED EMPLOYMENT POSITIONS BY AGENCY
1991-1995

AGENCIES	1991	1992	1993	1994	1995	POSITIONS
King County						
Council	1	1	1	1	1	Clerk
District Courts	1	1	1	1	1	File Clerk
Executive Office					1	Receptionist
Facilities	3	3	5	9	9	Custodial Assistants
Human Resources			1	1	1	Office Clerk
Human Services				3	2	Data Entry, Clerk and Office Assistant
Judicial Administration					1	Office Assistant
Parks Planning & Resources	10	7	7	7	7	Maintenance Workers
Prosecutor's Office					1	Mail Clerk
Public Health			1	3	4	Receptionist, Clerks
Public Safety				1	1	Office Aide
Public Works	1	3	5	7	8	Garage Assistant, Clerks and Litter Control
Stadium			2	3	2	Custodian, Clerk
Superior Court					1	Clerk
SubTotal	16	15	23	36	40	
Metro						
Finance	1	1	1	1	1	Clerical Assistant
Human Resources	1	1	1	1	1	Clerk
Technical Services	0	0	0	1	1	Clerk
Transit	3	5	4	3	3	Maintenance Assistants
Water Pollution Control	2	4	5	4	4	Lab Assistants, Clerk
SubTotal	7	11	11	10	10	
Totals	23	26	34	46	50	

APPENDIX 1 (Continued)

KING COUNTY AND METRO SUPPORTED EMPLOYMENT
PROGRAM PARTICIPANTS 1991-1995

Dept.	Title	New/ Refill	Start Date	End Date	Comments
Council	Clerk	R	11/1/91		
Council	Clerk	N	11/1/90	6/10/91	Position refilled
District Court	File Clerk	N	5/1/91		
Executive Office	Receptionist	N	5/16/95		
Facilities & Construction	Custodial Assistant	N	7/9/90	10/31/90	Position refilled
Facilities & Construction	Custodial Assistant	N	5/29/90	7/16/91	Position not refilled
Facilities & Construction	Custodial Assistant	N	11/1/93		
Facilities & Construction	Custodial Assistant	N	8/1/94		
Facilities & Construction	Custodial Assistant	N	8/6/90		
Facilities & Construction	Custodial Assistant	N	12/7/93		Not severely developmentally disabled
Facilities & Construction	Custodial Assistant	N	5/7/90		
Facilities & Construction	Custodial Assistant	N	12/7/93		Not severely developmentally disabled
Facilities & Construction	Custodial Assistant	N	7/16/93		Not severely developmentally disabled
Facilities & Construction	Custodial Assistant	R	3/1/91		Filled existing position
Facilities & Construction	Custodial Assistant	N	3/1/93		
Human Services	Office Assistant II	N	5/2/94		
Human Services	Data Entry Clerk I	N	9/6/94		
Human Services	Office Assistant I	N	7/11/94	5/24/95	
Judicial Administration	Office Assistant III	N	4/11/95		
Office of Human Resources	Office Clerk	N	6/2/93		
Parks, Planning & Resources	Maintenance Worker	N	8/1/88	7/1/91	Position not refilled
Parks, Planning & Resources	Maintenance Worker	N	7/1/88		
Parks, Planning & Resources	Maintenance Worker	N	7/1/87		Retirement planned
Parks, Planning & Resources	Maintenance Worker	N	7/1/88		
Parks, Planning & Resources	Maintenance Worker	N	8/1/87	7/1/91	Position not refilled
Parks, Planning & Resources	Maintenance Worker	N	8/1/87		
Parks, Planning & Resources	Maintenance Worker	N	5/18/87		
Parks, Planning & Resources	Maintenance Worker	N	5/18/87		
Parks, Planning & Resources	Maintenance Worker	N	8/18/87	7/1/91	Position not refilled
Parks, Planning & Resources	Maintenance Worker	N	7/1/88		
Prosecuting Attorney	Mail Clerk	N	3/13/95		
Public Health	Clerk	N	8/2/93		
Public Health	Receptionist	N	9/1/94	11/9/94	Position refilled
Public Health	Receptionist	R	3/1/95		
Public Health	Administrative Support	N	4/10/95		
Public Health	Clerk	N	3/7/94		
Public Safety	Office Aide	N	10/8/93		
Public Works	Clerk	N	1/2/91		
Public Works	Garage Assistant	N	4/24/95		
Public Works	Litter Control	R	11/16/94		
Public Works	Litter Control	N	8/10/92		
Public Works	Litter Control	N	8/10/92		
Public Works	Mail Clerk	N	8/2/93		
Public Works	Office Assistant II	N	6/30/93		
Public Works	Litter Control	N	11/1/93	7/31/94	Position refilled
Public Works	Litter Control	N	4/1/94		
Stadium	Helper	N	7/20/94		
Stadium	Clerk	N	5/1/93	12/31/94	Position not refilled
Stadium	Custodian	N	9/1/93		Promoted from temporary worker
Superior Court	Administrative Support	N	6/5/95		

APPENDIX 1 (Continued)

Dept.	Title	New/ Refill	Start Date	End Date	Comments
METRO - Human Resources	Clerk	R	2/1/93		
METRO - Human Resources	Clerk	N	9/9/91	1/29/93	Position refilled
METRO - Finance	Clerical Assistant	N	11/13/90	6/5/95	Position will be refilled
METRO - Technical Services	Clerk	N	7/13/94		
METRO - Transit	Maintenance Worker	R	3/6/95		
METRO - Transit	Maintenance Worker	N	10/22/91		
METRO - Transit	Maintenance Worker	N	8/20/91	2/9/93	Position not refilled
METRO - Transit	Clerical Assistant	R	9/12/94		
METRO - Transit	Maintenance Worker	N	8/20/91	1/9/95	Position refilled
METRO - Transit	Clerical Assistant	N	1/6/92	5/6/94	Position refilled
METRO - Transit	Maintenance Worker	N	9/30/91	7/29/93	Position not refilled
METRO - Water Pollution Control	Custodian	N	3/16/92		Promoted from Custodian Assistant
METRO - Water Pollution Control	Assistant Helper	N	11/16/92		
METRO - Water Pollution Control	Lab Assistant	N	7/1/91		
METRO - Water Pollution Control	Clerk	N	3/4/91		
METRO - Water Pollution Control	Clerk	N	4/12/93	10/11/93	

SUGGESTED SUPPORTED EMPLOYMENT**POLICY AND PROCEDURES**

It is the policy of the Metropolitan King County Council to provide paid, competitive employment for individuals with severe developmental disabilities in integrated work settings. Given the Council's intent to significantly expand supported employment placements in King County, OHRM in cooperation with the Department of Human Services Developmental Disabilities Section shall seek the cooperation, assistance and participation of all County and Metro departments in the successful expansion of the supported employment program.

Procedures for the recruitment, examination, and selection of supported employees shall include, but not be limited to:

- I. The County's job development contractor will develop generic job descriptions for positions within the clerical and service maintenance job categories that delineate the range of duties generally performed by severely developmentally disabled employees.
- II. The Department of Human Services Developmentally Disabilities Division, in cooperation with OHRM, County contractors, and other public and community agencies serving the developmentally disabled, will develop an applicant pool for County supported employment clerical and service maintenance positions.
- III. OHRM will develop a mechanism for the dissemination of job announcements to all agencies and contractors providing employment services to the severely developmentally disabled.
- IV. Hiring agencies will submit a requisition to OHRM to request new supported employment positions or refill existing positions. In turn, OHRM will contact the job development contractor to appropriately modify positions for supported employees.
- V. OHRM will also review requisitions for entry level clerical and maintenance position to determine if competitive positions can potentially be modified for supported employees. If so, OHRM will contact the job developer to review the position.
- VI. OHRM will officially disseminate job announcements for open positions through the established referral agencies and will receive applications from developmentally disabled applicants or their representatives.
- VII. OHRM and the Developmental Disabilities Division will establish a method to review and rank applicants based upon their qualifications for the position. Three of the top ranked developmentally disabled applicants will be referred with contractor or advocate to the County hiring agency for interviews.

- VIII. The County hiring agency will select a contractor to provide training and support services to the successful applicant and Departmental supervisors and co-workers.
- IX. Prior to approval of hiring, OHRM will review disability qualifications and documentation to ensure the finalist meets the requirements for supported employment.
- X. Supported employees will be hired on a provisional basis for a six-to-nine month period to receive extensive orientation and training services. At the conclusion of the training, the employee will be required to demonstrate proficiency in performing assigned tasks.
- XI. Supported employees will then serve in a probationary period for 6 months, which may be extended up to a maximum of 9 months.
- XII. The Office of Human Resource Management and Developmental Disabilities Division will maintain a record of all individuals hired as supported employees. The report will also include employee names, titles, hiring agencies, wage and hour data, and the status of unfilled positions.
- XIII. OHRM shall submit an annual report to the Council regarding the status of supported employment along with any recommendations for legislative action. The report will provide current information on the County's progress in attaining the goals and objectives established by the Council and set forth in supported employment contracts.



King County Executive
GARY LOCKE

RECEIVED

JAN 24 1996

KING COUNTY AUDITOR

January 22, 1996

Don Eklund
King County Auditor
Room 402
COURTHOUSE

Dear Mr. Eklund:

Thank you for your memorandum of November 21, 1995 and the preliminary draft management audit of the County's Supported Employment Program about which we have the following comments:

With respect to recommendations II-2-1 and II-2-2, we concur. If the Council adopts a policy that encourages affirmative hiring of disabled workers through an integrated Office of Human Resource (OHRM) certification and referral process, we will develop and submit a formal plan which provides for the expansion of the County's supported employment program through an integrated human resource systems approach.

With respect to recommendations III-1-1, III-1-2, and III-1-3, we concur. We will establish formal supported employment guidelines for the recruitment examination, and selection of program participants, have them approved by the Council, and disseminate them to the appointing authorities in agencies with supported employment programs. Eligibility requirements will be based upon federal and State definitions of the severely developmentally disabled, and formal documentation of eligibility will be required prior to placement of a supported employee in a supported position. Any exception to established requirements will require authorization by the department director requesting the exception.

It is our understanding that the Developmental Disabilities Division is in concurrence with recommendations III-2-1, III-2-2, III-2-3, and III-2-4 regarding contract monitoring and compliance issues.

With respect to recommendations III-3-1 and III-3-2, we concur. OHRM will develop and maintain detailed employment records for participants in the program and for the program itself. In addition, OHRM, in conjunction with the Developmental Disabilities Division, will monitor the status of the supported employment program and produce an annual report on the

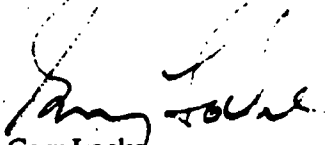
Don Eklund
January 22, 1996
Page 2

progress of County agencies and contractors in meeting the performance goals and expectations of the supported employment program.

With respect to recommendations III-4-1, III-4-2, and III-4-3, it is our understanding that the Developmental Disabilities Division concurs.

Thank you for the opportunity to comment on the audit. If you have any questions about our comments, please feel free to call Kerry Sievers, Acting Manager, Human Resource Services Division, at 296-8580.

Sincerely,



Gary Locke
King County Executive

SUMMARY OF FINDINGS AND RECOMMENDATIONS

FINDING II-1.

KING COUNTY AND METRO HAVE IMPLEMENTED SUCCESSFUL SUPPORTED EMPLOYMENT PROGRAMS BASED UPON NATIONAL AND STATE SUPPORTED EMPLOYMENT INDICATORS.

RECOMMENDATION

II-1-1. None.

FINDING II-2.

WHILE THE SUPPORTED EMPLOYMENT PROGRAM HAS BEEN SUCCESSFUL THE COUNCIL'S GOALS FOR THE EXPANSION OF THE PROGRAM HAVE NOT BEEN MET. HOWEVER, THE DEVELOPMENTAL DISABILITIES DIVISION BELIEVES THE GOALS ARE ACHIEVABLE AND THAT INTEGRATION OF THE PROGRAM WITH THE COUNTY'S HUMAN RESOURCE SYSTEM COULD FACILITATE THE PROGRAM'S EXPANSION.

RECOMMENDATIONS

- II-2-1. If a significant supported employment program expansion is desired, the Council should consider adopting a policy that encourages affirmative hiring of disabled workers through an integrated Office of Human Resource Management certification and referral process.
- II-2-2. The Deputy County Executive should submit a formal plan for the expansion of the County's supported employment program that considers the potential for significantly increasing the number of supported placements based on an integrated human resource systems approach.

FINDING III-1.

PLACEMENT OF NON-SEVERELY DISABLED EMPLOYEES IN SUPPORTED POSITIONS USING NON-COMPETITIVE HIRING PROCEDURES CIRCUMVENTED THE STATE AND COUNTY CODES THAT PROMOTE NON-DISCRIMINATORY AND FAIR PRACTICES IN PUBLIC EMPLOYMENT.

RECOMMENDATIONS

- III-1-1. The Office of Human Resource Management, in cooperation with the Department of Human Services Developmental Disabilities Division, should establish formal supported employment guidelines for the recruitment, examination (i.e., on the job demonstration of performance), and selection of supported employment program participants. The guidelines should be reviewed and approved by the Council, and disseminated to all County directors and hiring authorities.
- III-1-2. In addition, formal eligibility requirements should be established for supported employees based upon the Federal and State definitions of severely developmentally disabled. Disabled applicants'

eligibility for supported employment services (e.g., State disability certification, requirements for extended support services, etc.) should be documented prior to their placement in the supported positions.

- III-1-3.** The Office of Human Resource Management should require authorization from a department director for any exceptions to the established procedures for the recruitment, examination, or hiring of supported employees.

FINDING III-2.

THE DEVELOPMENTAL DISABILITIES DIVISION DID NOT COMPREHENSIVELY MONITOR CONTRACTS IN COMPLIANCE WITH STATE OR COUNTY REQUIREMENTS, AND DID NOT REQUIRE ITS CONTRACTORS TO MEET PERFORMANCE GOALS AND OBJECTIVES BEFORE RECEIVING REIMBURSEMENT FOR SERVICES.

RECOMMENDATIONS

- III-2-1.** The Developmental Disabilities Division should continue its effort to modify and implement new contract monitoring procedures. The new procedures should ensure that contractors report progress in a manner that allows for the rapid identification and correction of performance issues.
- III-2-2.** The Developmental Disabilities Division should conduct on-site reviews of all contractors to ensure that reported activities and progress are consistent with actual performance. In addition, the Division should adhere to the specified time-frame for conducting site reviews with a minimum of one on-site visit during the life of each contract.
- III-2-3.** The Developmental Disabilities Division should establish reasonable performance objectives for all contractors and require full performance or justification for non-compliance in order to receive full reimbursement of services.
- III-2-4.** The Developmental Disabilities Division should closely scrutinize a sample of client billings during the on-site review to ensure that the Division and State Department of Vocational Rehabilitation are not double-billed for the same client services.

FINDING III-3.

DOCUMENTATION AND REPORTING PRACTICES FOR THE SUPPORTED EMPLOYMENT PROGRAM NEED TO BE STRENGTHENED TO ENSURE THAT COUNTY OFFICIALS HAVE ACCURATE INFORMATION ON PROGRAM STATUS.

RECOMMENDATIONS

- III-3-1.** The Office of Human Resource Management and Developmental Disabilities Division should maintain detailed records for supported employment program personnel, including employee

name, department, division, title, start date, employment duration, starting wage, current wage, hours worked, employment status, and reasons for any terminations.

- III-3-2. The Office of Human Resource Management, in cooperation with the Developmental Disabilities Division, should routinely monitor the status of the County supported employment program positions and placements, and produce an annual report on the progress of County agencies and contractors in meeting both Council-established and contractual goals and objectives.

FINDING III-4.

THE BUDGETING METHODOLOGY FOR THE COUNTY'S SUPPORTED EMPLOYMENT PROGRAM COULD BE IMPROVED TO ACCURATELY REFLECT COST AND TO PROMOTE FLEXIBLE USE OF FUNDS TO EXPAND SUPPORTED EMPLOYMENT OPPORTUNITIES.

RECOMMENDATIONS

- III-4-1. The Developmental Disabilities Division should review its existing rate structure and develop a new budgeting mechanism for the County and Metro supported employment programs that more accurately reflects costs and promotes more flexible use of employment services funding by agencies that employ supported employees.
- III-4-2. The Department of Human Services Developmental Disabilities Division should make funds available for County employer and co-worker training to encourage greater commitment to and participation by County agencies in the supported employment program.
- III-4-3. The Developmental Disabilities Division should consider funding new supported employment positions from budget savings accumulated from long-term County and Metro supported employees, or make other resources available to fund new positions for the first six months of employment based upon a commitment from hiring agencies to maintain the supported positions with agency resources.

1975 - 1988

- 1975 Department of Assessments (M)
 - Building Division (M)
 - Office of the Pros. Atty - Civil & Fraud Divisions (M)
 - Department of Rehabilitative Services (M)
 - King County Domed Stadium Progress Report (M)
- 1976 Personnel Division & Personnel Practices (M)
 - Department of Judicial Administration (M)
 - Purchasing Section (M)
 - King County Park Acquisition & Dev. Fund 1968-1975 (F)
 - Public Facilities Consolidation Feasibility Study (S)
 - Seattle-King County Dept. of Public Health (S)
 - Building & Land Dev. Employee Attitude Questionnaire Results (S)
- 1977 General Services Division (M)
 - King County Accounting Resource Management System (ARMS) (M)
 - King County Arterial Highway Dev. Fund (F)
 - Superior Court Utilization Study (S)
 - Center of Addiction Services Study (S)
 - Animal Control Veterinarian Contract (S)
 - King County Parking Garage Study (S)
 - Improving King County Reporting (S)
- 1978 Real Property Division (M)
 - Safety & Worker's Compensation Study (S)
 - King County Cash Management (F)
 - Paint Procurement, Dept. of Public Works (M)
 - Road CIP Planning Process (M)
 - King County Motor Pool (M)
 - King County Special Programs (S)
- 1979 Roads CIP Design & Construction Mgt. Practices (M)
 - King County Payroll System Audit (F)
 - King County Professional/Technical Services (M)
 - Proposed King County Jail Project (S)
- 1980 Police Officer Hiring Process (M)
 - Accounts Payable System (F)
 - Public Works Equipment Rental and Revolving Fund (M/F)
 - Financial Management of Forward Thrust Bond Proceeds and General Obligation Bond Levy Monies (M/F)
- 1981 Housing Programs Study (S)
 - Harborview Medical Center 1977 Construction Capital Project Fund (F)
 - King County Budget Process (M)
 - King County Jail Cash Management Functions (F)
 - Emergency & Inpatient Alcoholism Treatment Programs (M)
 - King County Park Operations (M)
 - 1980 Year-End Expenditure Transactions (F)
- 1982 Investment Program Internal Controls (F)
 - King County Jail Cash Mgmt. Functions (F)
 - Police Staffing, Allocation & Scheduling Audit (M)
 - Cash Management of Federal Funds (F)
 - King County Park Acquisition and Development Fund, 1968-1981 (F)
 - City of Seattle Park Acquisition and Development Fund, 1968-1981 (F)
 - King County Arterial Highway Development Fund/City of Seattle Arterial Development Fund, 1968-1980 (F)
 - Dept. of Judicial Administration Internal Controls (F)
 - Sheriff's Real Property Sales (M)
 - Road Fund Property Holdings (M)
 - Emergency Medical Services Division/Funding Allocation, Service Delivery, & Financial Management Functions (M)
 - Public Defense System (F)
- 1983 1966 Harborview Hospital Construction Fund (F)
 - Follow-Up Study, King County Park Operations (S)
 - New Jail Construction Contract Administration (F)
 - King County Investment Management (F)
 - Gambling Tax Collection Process & Internal Controls (F)
- 1984 Solid Waste Staff Utilization (M)
 - DPPRC-Systems Development Process (M)
 - King County Parking Facilities Study (S)
 - Residential Real Prop. Assessment Level & Uniformity (M)
 - Roads CIP Budgeting and Scheduling Practices (M)
 - Review of King County Accounting Funds (S)
 - BALD Permit Fee Collection Process (F)
- 1985 Alcoholism and Substance Abuse Services Division
 - Receivables (F)
 - Test of Real Property Tax Systems Computer Files (F)
 - Budgetary Staffing Standards (M)
 - Police Overtime Usage and District Court Scheduling (S)
 - Roads CIP Budgeting and Staffing Practices Follow-Up (M)
 - Insurance Fund (F)
 - King County International Airport (F)
 - Equipment Management/Utilization, Maintenance, & Replacement Practices (M)
- 1986 Business License Inspection Practices (M)
 - County Gasoline Contract (M)
 - Parks Maintenance (M)
 - Collective Bargaining Agreements (M)
 - Finance Office Cashiering (M)
 - Risk Management Audit (F)
 - H&CD Housing Loans Administration (F)
 - Public Defense Program Fund Balance Levels (F)
 - King County Reporting of State Excise Tax (F)
 - Department of Public Safety, Financial and Personnel Administration (S)
- 1987 Harborview Medical Center Master Plan and CIP (M)
 - Jail Intake, Transfer, and Releases (M)
 - County Airport Historical Funding (F)
 - County Airport Operations (M)
 - Motor Pool Financing (S)
 - Meat Inspection Program (M)
- 1988 Accounts Payable (F)
 - Public Health Pooling Fund (S)
 - DPH Financing Provisions of 1984 Intergovernmental Agreement (S)
 - District Courts Time-Pay Collections Clerks (S)
 - Political Contributions by Charitable Organizations (S)
 - Surplus Personal Property (F)
 - Solid Waste Cashiering (F)
 - Project Management Cost Allocation Procedures (F)
 - Court Services (M)
 - Natural Resources and Parks Division Rental Houses (S)
 - M/WBE Utilization Requirements for Financial Services Contracts (S)
 - DPH, County Funded Community-Based Health Clinics and WIC Program (S)
 - Court Detail, Operation and Staffing (M)
 - Jail Classification Services (M)
 - Restaurant Inspection Program (M)

ATTACHMENT 2

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1989 - PRESENT

- 1989 Audit Coverage in King County Government (S)
 - Real Property Records (M)
 - Solid Waste Accounts Receivable (F)
 - Department of Public Health Car Rental (S)
 - Records Management (S)
 - Department of Public Health, Computer System Planning and Development (S)
 - Performa '87 (F)
 - Parks Capital Improvement Program (M)
 - 1988 Consultant Selection Processes for Harborview Capital Projects (S)
- 1990 Jail Intake, Transfer and Release -- Workload, Operations and Staffing (M)
 - Arbitrage Rebate Requirements on Tax-Exempt Bonds (F)
 - Conservation Futures (F)
 - Real Property Sale, Lease & Exchange Practices (M)
 - Youth Services (M)
 - Office of Civil Rights & Compliance (M)
 - Criminal Investigations & Special Operations (M)
 - Business and Occupation and Public Utility Taxes (F)
 - Earthquake Preparedness (M)
 - District Courts and Warrants Division Revenues (S)
 - State Auditor Use of County Facilities and Equipment (S)
 - Department of Youth Services Health Program (M)
 - Code Enforcement Program Building and Land Development Division (M)
 - Assigned Take Home Vehicles and Agency-Paid Parking (S)
- 1991 Carpentry Shop (F)
 - County Fuel Station Internal Controls (F)
 - County Agency Performance Monitoring Survey (S)
 - King County Elections Practices (M)
 - King County Purchasing Agency (M)
 - Farmlands and Open Space Preservation Program (M)
 - King County Detoxification Center (M)
 - Dept. of Public Safety Field Training Officer Program (S)
- 1992 King County Office of Emergency Management (S)
 - King County Dept. of Stadium Administration Revenues (F)
 - Environmental Health Charges to Solid Waste (S)
 - Sierra PERMITS Automation System (M)
 - King County Office of Human Resource Management (M)
 - BALD Financial Guarantee Administration (M)
 - Northshore Youth and Family Services (F)
 - Dept. of Youth Services Drug & Alcohol Program (M)
 - Dept. Adult Detention & Youth Services Overtime (S)
 - SEPA Revenues and Accounts Receivable (F)
 - Methodology for Funding Legal Services for Non-Current Expense Fund Agencies (S)
 - Accounts Payable (F)
 - Solid Waste Equipment Replacement Practices (M)

- 1993 Dept. of Development and Environmental Services Assigned Vehicles (M)
 - Certificate of Occupancy Process (M)
 - Collection of Civil Penalties and Recovery of Abatement Costs (F)
 - DDES Field Inspection Function (M)
 - Police Overtime for Court Appearances (M)
 - Dept. of Youth Services Sex Offender Unit and Special Sex Offender Dispositional Alternative Program (M)
 - Office of Open Space Financial Administration (M/F)
 - Collection Enforcement Section (S)
 - Cellular Phones (S)
 - Surface Water Management Service Charges (F)
 - Acceptance of Special Waste at County Landfills (S)
 - Solid Waste Division Internal Controls for Handling and Storage of Parts, Fuel, and Other Operating Supplies (F)
- 1994 Span of Control (S)
 - Community Diversion Program (M)
 - Dept. of Development & Environmental Services Reduction-In-Force Process (S)
 - Cedar Hills Alcohol Treatment Facility (CHAT) Accounting Procedures and Staffing Levels (M)
 - DDES Fire Marshal's Office Fire Investigation Unit (S)
 - DDES Accounts Receivable (F)
 - Travel Expenses and Credit Card Use (M/F)
 - Services & Treatment Alternatives for Developmentally Disabled Offenders Incarcerated in the King County Correctional Facility (M)
 - Board of Appeals and Equalization (S)
 - Surface Water Management Non-Construction CIP Costs (S)
 - Tracking and Reporting on Lawsuits Involving King County (S)
 - Jail Overtime Study Follow-Up (S)
- 1995 Dept. of Metropolitan Services Temporary Contract Workers (M)
 - King County Purchasing Practices & Supply Contract Prices (M)
 - Sewage Facilities Capacity Charge (F)
 - Audit Recommendation Implementation (S)
 - Dept. of Metropolitan Services Professional Services Contract (M)
 - Human Services Dept. Monitoring of Contract Compliance (F)
 - Biomedical Waste Regulation Enforcement (S)
 - Customer Service Motion Survey (S)
 - County Fair Financial & Contract Management (F/M)
 - Supported Employment Program (M)
- 1996 Dept. of Metropolitan Services West Point & Renton Wastewater Treatment Facilities (M)
 - 1990 Code Enforcement Audit Follow-Up (M)

(M) Management Audit
 (F) Financial Audit
 (S) Special Study

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