



SEATTLE CITY COUNCIL | POSITION 8

COUNCILMEMBER TIM BURGESS

MEMORANDUM

To: Councilmembers
From: Tim Burgess
Date: June 14, 2017
Subject: Reappointment of City Auditor David Jones

It is my intention to nominate David Jones as City Auditor to serve a third four-year term. Towards the goal of more effective, efficient, and equitable City operations, David has continued to move the City government forward in program evaluation and evidence-based practices. Office of the City Auditor staff continue to improve their analytical skills, such as learning how to use data mining and statistical software packages. The Auditor is also a partner in the City's efforts to achieve racial and social equity, including by using a modified Racial Equity Toolkit to consider the RSJI implication of their work.

In addition to working collaboratively with Councilmembers and City departments, David has effectively led the Office of the City Auditor in studying concerns, surfacing problems, and following up on recommendations. The Auditor's reports are publicly available online, providing transparency for those who wish to know how City departments have responded to Auditor findings.

Please see David's attached letter of interest and résumé for a longer list of his accomplishments and experience.

David's current term expires on December 14, 2017, but the Municipal Code requires the Council to act on the Auditor's reappointment 45 days prior to this date. Since Council's annual budget deliberations consume much of the fall schedule, my Committee will first consider this reappointment on July 19 with a second meeting and vote on August 2. It is anticipated that full Council will consider this reappointment on August 7.

Please send any questions or concerns to myself or to William Chen at william.chen@seattle.gov. Thank you for your consideration.



City of Seattle Department Head Notice of Appointment

Appointee Name: <i>David G. Jones</i>		
City Department Name: <i>Office of City Auditor</i>		Position Title: <i>City Auditor</i>
<input type="checkbox"/> Appointment OR <input checked="" type="checkbox"/> Reappointment		Council Confirmation required? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Appointing Authority: <input checked="" type="checkbox"/> Council <input type="checkbox"/> Mayor <input type="checkbox"/> Other:		Term of Office: <i>December 14, 2017 – December 13, 2021</i>
Legislated Authority: <i>Ordinance 122180</i>		
Background: <i>David G. Jones has worked successfully for 32 years as a government performance auditor and for 27 years as a supervisor or manager of auditors. He has performed or supervised all aspects of the audit process, including planning audits, performing and supervising audit fieldwork and analysis, writing and reviewing draft reports, and making presentations to the City Council and the public. He was appointed to a four-year term as Seattle's City Auditor in December 2009, and reappointed in December 2013.</i>		
Date of Appointment: <i>6/21/2017</i>	Authorizing Signature (original signature): 	Appointing Signatory: <i>Majority of the City Council</i>



CITY OF SEATTLE ▪ STATE OF WASHINGTON
OATH OF OFFICE

State of Washington

County of King

I, David G. Jones, swear or affirm that I possess all the qualifications prescribed in the Seattle City Charter and the Seattle Municipal Code for the position of City Auditor of the City of Seattle; that I will support the Constitution of the United States, the Constitution of the State of Washington, and the Charter and Ordinances of The City of Seattle; and that I will faithfully conduct myself as *City Auditor*.

David G. Jones

SUBSCRIBED AND SWORN TO BEFORE ME

THIS _____ DAY OF _____, 2017.

[SEAL]

MONICA MARTINEZ SIMMONS, CITY CLERK

David G. Jones, CGFM, CIA, CISA

davidg.jones@seattle.gov

(206) 233-1095 (work)

PROFESSIONAL EXPERIENCE

City Auditor, Office of City Auditor, Seattle, Washington, December 2009 – Present.

- Appointed by the Seattle City Council to a four-year term in December 2009 after a national search, and reappointed in September 2013 to a second term. Responsible for directing and prioritizing all audit activities; developing the office work plan and annual budget; hiring, evaluating, and assigning staff; ensuring quality and relevant work products to meet requesters' needs; maintaining compliance with Government Auditing Standards including successfully passing an independent peer review by the Association of Local Government Auditors (ALGA); making presentations to Seattle City Councilmembers; and responding to inquiries from the public and media. Expanded the office's use of data mining software, statistical analysis, information security reviews, program evaluations, and work with consultants. Served as Acting City Auditor from April 2009 to December 2009.

Deputy City Auditor, Office of City Auditor, Seattle, Washington, January 1998 – March 2009.

- Assisted the City Auditor with the supervision of the seven assistant auditors, administrative staff, consultants, and interns. Responsible for performing quality assurance reviews of draft reports; making presentations to councilmembers, professional associations, and citizen groups; assisting with development of the office work plan, annual report, and budget materials; writing performance evaluations of office staff; developing and updating the office's policies and procedures; preparing annual office staff assessment of the City Auditor, as required by the City Council; participating in hiring and personnel activities; overseeing work related to internal control and information technology; and coordinating and preparing for external peer reviews.

Supervisory Auditor, Office of City Auditor, Seattle, Washington, April 1996 – December 1997.

- Served as the lead auditor of four published audit products. Responsible for supervising audit staff, participating in hiring and personnel activities, and making presentations to the City Council on my reports. Assisted with development of the office work plan. Implemented the office's use of the Control Self-Assessment (CSA) audit technique.

Supervisory Auditor, U.S. General Accounting Office (GAO), Washington, D.C., October 1990 – April 1996.

- Planned and supervised the completion of four audit projects of sensitive U.S. government programs and contributed to the congressional testimony on a fifth program. Two of these audits were cited for their significance and quality in the U.S. Comptroller General's annual reports for 1994 and 1995.

Staff Auditor, U.S. General Accounting Office (GAO), Washington, D.C. and Panama City, Republic of Panama, August 1985 – September 1990.

- Performed audit research and drafted reports, including drafting a report on a \$17.7 million children's health program. Made significant contributions to ten other audits on topics ranging from information management systems to the effectiveness of U.S. narcotics enforcement programs. Earned the Outstanding Achievement Award for contributions to studies that

prompted improvements in the Interstate Commerce Commission's enforcement program and identified \$1.4 billion in reductions to the U.S. Navy's 1987 ship building budget.

EDUCATION

Master of Public Policy – John F. Kennedy School of Government, Harvard University, Cambridge, Massachusetts, June 1985.

Bachelor of Arts (History) – Haverford College, Haverford, Pennsylvania, May 1978.

AWARDS

Association of Local Government Auditors (ALGA) 2015 Knighton Distinguished Award for Report by Medium Size Audit Office

Manager for March 18, 2015 report: *Audit of the Seattle Police Department's Public Disclosure Process*

Association of Local Government Auditors (ALGA) 2014 Knighton Exemplary Award for Report by Medium Size Audit Office

Manager for October 17, 2014 report: *Seattle's Paid Sick and Safe Time Ordinance Enforcement Audit*

Association of Local Government Auditors (ALGA) 2010 Knighton Bronze Award for Report by Medium Size Audit Office

Supervisor for July 28, 2010 report: *Anti-Graffiti Efforts: Best Practices and Recommendations*

Association of Local Government Auditors (ALGA) 2007 Knighton Silver Award for Report by Medium Size Audit Office

Supervisor for August 6, 2007 report: *Seattle Indigent Public Defense Services*

Distinguished Faculty Member of Institute of Internal Auditors (IIA) Seminars Program

Named Distinguished Faculty Member in January 2001 for high level of performance in teaching courses on audit report writing, risk assessment, control self-assessment, interviewing techniques, and skills for new supervisory auditors.

GAO Exceptional Performance Bonus Awards, December 1993 and January 1995

For role as Auditor-in-Charge on major reports on the U.S-Israel Arrow missile program and the U.S-Japan FS-X aircraft program.

GAO Assistant Comptroller General Exceptional Performance Commendation, April 1992

For quickly providing the Senate Foreign Relations Committee with information needed for deliberations on military assistance to El Salvador.

GAO Assistant Comptroller General Letters of Commendation, May 1990

For contributions in 1989 and 1990 to reviews of Central American refugees and U.S. programs in Belize under extremely short time frames and stressful conditions.

U.S State Department Superior Honor Award, June 1988

For sustained superior performance with GAO's Latin America office throughout the June 1987 to June 1988 political and economic crisis in the Republic of Panama.

Letters of Commendation, January 1987

From Congressman Bill Chappell and the U.S. Comptroller General for significant assistance provided to the congressional review of the Department of Navy's fiscal year 1987 budget request.

GAO Washington Regional Office Outstanding Achievement Award, October 1986

For outstanding performance during audits of the Interstate Commerce Commission and the U.S. Navy.

ADDITIONAL EXPERIENCE

Certifications:

- Certified Internal Auditor (CIA) from the Institute of Internal Auditors (IIA)
- Certified Government Financial Manager (CGFM) from the Association of Government Accountants (AGA)
- Certified Information Systems Auditor (CISA) from the Information Systems and Control Association (ISACA)

Memberships:

- Since 2015, served as chair of the Association of Local Government Auditors (ALGA) Advocacy Committee, which advocates for the establishment and support of local government auditing.
- Former member of the National Association of Local Government Auditors (NALGA) Peer Review Committee and leader of three NALGA peer review teams (reviewed operations of audit offices in Multnomah County, Oregon; Stockton, California; and Austin, Texas). At the request of the King County Auditor, headed the team that performed the peer review of her office in December 2004.
- Member of 2005 King County Auditor Reappointment Committee.

Presentations (invited to speak on audit-related topics):

- Pacific Northwest Intergovernmental Audit Forum
- American Society for Public Administration
- OLGA (a Scandinavian local government auditors association)
- Washington State Finance Officers Association
- Washington Society of Certified Public Accountants
- Washington State Local Government Auditors Association
- Multnomah County Auditor's Office
- University of Washington's Daniel J. Evans School of Public Affairs
- Seattle University's Institute of Public Service
- News Media Internal Audit Association
- Seattle Management Association
- City of Seattle Administrative Forum
- Puget Sound Chapter of the Institute of Internal Auditors



City of Seattle
Office of City Auditor

June 6, 2017

Councilmember Tim Burgess
Chair, City Council Affordable Housing, Neighborhoods and Finance Committee
600 Fourth Avenue, 2nd Floor
Seattle, Washington 98124

Dear Councilmember Burgess,

On September 30, 2013, the City Council appointed me to a second four-year term as Seattle City Auditor. Given that this term will expire in December 2017, I am writing to convey my interest in seeking reappointment to another term because I want to continue to promote the effective, efficient, and equitable operations of City government.

The attached resume shows I have the educational background and work experience required for reappointment. I have worked successfully for 32 years as a government performance auditor and for 27 years as a supervisor or manager of auditors. I have performed or supervised all aspects of the audit process, including planning audits, performing and supervising audit fieldwork and analysis, writing and reviewing draft reports, and making presentations to the City Council and the public.

I believe the many accomplishments of our office during the past four years strongly support my reappointment. The following summary describes some of these accomplishments:

Effectively Responding to City Council Requests and Interests

- Focus on Council-Requested Audits: In accordance with Seattle Municipal Code 3.40.020, we have prioritized completing audits requested by City Councilmembers. Councilmember-requested audits that were completed during the past four years included audits of the City's effort to use incentive zoning for affordable housing, the Seattle Office for Civil Rights' enforcement and outreach efforts, the City's efforts to enforce the Paid Safe and Sick Time Ordinance, and the effectiveness of the Seattle Police Department's (SPD) public disclosure process. These audits have provided the Council with many recommendations for improving City programs and have often identified cost savings, efficiencies, and revenues. For example, the incentive zoning audit identified over \$5 million in affordable housing contributions that the City had not collected.
- Relevant Ongoing Work: Most of our ongoing work has been requested by Council, including audits of the Seattle Police Department's staffing of special events, Seattle Public Utilities' wholesale water sales, hate crimes in Seattle, the Seattle Municipal Court's Court Resource Center, and the City's financial condition based on selected financial and economic indicators.

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- Persistent Follow-Up on Audit Recommendations: In response to Council requests for information about the status of our audit recommendations, in 2010 we began issuing annual reports on the implementation status of all our audit recommendations. Our annual audit recommendation follow-up reports have shown that since 2007, about 75% of our recommendations have been implemented by departments.
- Timely Non-Audit Reports: During the past four years, we quickly completed several non-audit projects to provide information to Councilmembers when time did not allow for a traditional audit. Topics covered include how other cities operate their geographic district election systems, best practices and other jurisdictions' processes for selecting police chiefs, prescription drug disposal, adolescent family domestic violence, and re-thinking school discipline. Our report on district election systems was posted on the City's website to help inform Seattle residents about the decisions that would need to be made, and, according to the Councilmembers who requested our report on police chief selection processes, the information in that report was very useful in informing the process Seattle used to select its current police chief.
- Work on Other Topics of Interest to the Council: Although most of our work is in response to Council requests, we also try to respond to requests from other parties that are aligned with Council interests and priorities. For example, we issued a report in April 2016 requested by Police Chief Kathleen O'Toole on SPD's management of overtime. The audit report, which contained 30 recommendations, prompted the Council to pass Resolution 31675 requiring SPD to provide quarterly progress reports to the Council on the status of the department's efforts to implement the audit's recommendations.

Focusing on High Risk Areas

- Utility Audits: In the wake of an over \$1 million theft from Seattle Public Utilities (SPU) that was made public in 2011, and with the encouragement of the Council which provided us with a utility auditor position, we have focused on completing audits of high risk utility revenue streams. The recommendations from these reports are intended to ensure that SPU and Seattle City Light (SCL) collect and deposit customer payments and take reasonable steps to protect City assets and prevent fraud. For example, we issued an audit report in September 2013 on the financial controls over SPU's New Taps Program, which identified about \$190,000 in lost revenues that SPU eventually collected. During the past four years, we completed audits of the Consolidated Customer Information System (CCSS) used by SPU and SCL for customer billing, worked with a consultant to audit SCL's Salvage Unit operations, and reviewed SCL's controls over customer billing and payments for new electrical services. We are currently conducting an audit of SPU's wholesale water sales.
- Information Technology Work: We have continued to conduct audits of the City's information technology systems, sometimes by working in collaboration with staff from the City's Information Technology Department (ITD) and/or consultants. We completed an audit in 2014 of the City's ability to keep track of current and former employees' access to City information technology systems. In May 2015, in cooperation with ITD, our office hired and oversaw the work of a consultant firm that performed penetration testing of City of Seattle information technology networks to help ensure the City's compliance with the Payment Card Industry (PCI) Data Security Standards (DSS). The completion of the penetration testing and subsequent remediation of vulnerabilities contributed to the City achieving PCI compliance. In 2017, we

completed an audit at Council request of the New Customer Information System (NCIS) used by SPU and SCL for customer billing.

- Civilian Oversight of Policing: To help promote effective civilian oversight of SPD, in 2014 we provided data analysis and technical assistance to the Office of Professional Accountability (OPA), the OPA Civilian Auditor, and the Community Police Commission.

Supporting Evidence-Based Practices and Program Evaluation

- Work in Three Council Priority Areas: In response to direction from the City Council, our office has continued during the past four years to facilitate and be an advocate for effective design and rigorous evaluations of City programs. We are building our capacity in program evaluation through our work in three areas that are Council priorities: Public Safety, Labor Standards, and Affordable Housing.
- Seattle Youth Violence Prevention Initiative (SYVPI): As requested by the Council, we led several evaluations of the Seattle Youth Violence Prevention Initiative (SYVPI). This included overseeing an evaluation by the consulting firm MEF Associates that prompted the Executive to take steps to better define the City's youth violence problem. In 2015, we published a report that summarized our key conclusions from our two-year, three-pronged study of SYVPI. We also oversaw an evaluation by George Mason University and University of Maryland researchers on the Seattle Police Department's School Emphasis Officers program. We worked with SYVPI's Street Outreach provider, the YMCA, to strengthen its internal systems so it can be evaluated in the future, and enlisted technical assistance from the National Gang Center, Durham County North Carolina's street outreach program, and leading national gang researchers from Arizona State University, to publish a 2015 report on the City's Street Outreach services for youth violence prevention.
- Adolescent Family Domestic Violence: As we noted in an April 2015 presentation to the City Council, adolescent violence against family members was an unrecognized trend in youth violence in Seattle that had grown to account for one third of new bookings to juvenile detention in King County. We applied for and received free technical assistance from the U.S. Department of Justice Office of Justice Programs Diagnostic Center to conduct an in-depth analysis of this issue in Seattle. Additionally, our office partnered with King County on the development of a pilot program, the Family Intervention and Restorative Services (FIRS) Center to address adolescent family domestic violence without detention or prosecution. Currently, our office is overseeing a contract with the University of Washington School of Medicine for evaluation start-up activities and a comparison of recidivism of FIRS clients with youth in other counties in Washington with similar charges. Preliminary findings will be presented in the latter half of 2017.
- Non-Arrest Approaches to Reducing Youth Violence: Our work in this area was an outgrowth of our Council-requested work on the Seattle Youth Violence Prevention Initiative. During the past four years, we have been providing technical assistance for the implementation and evaluation of the Rainier Beach: A Beautiful Safe Place for Youth project, which was federally funded through 2015 and will continue through 2018 with City funding. The project is a community-led effort for using evidence-based non-arrest approaches to reduce violence that affects youth in five Rainier Beach neighborhood crime "hot spots." A member of our office helps facilitate the activities of the multi-lingual community task force for one of the five designated hot spots,

assists the core team with implementation and evaluation tasks, and serves as the research liaison for the project evaluation. An evaluation of the project will be presented to the Council in 2017.

A member of our office has also been serving as the lead evaluator on two grants (\$99,000 award in 2015, and \$133,000 award in 2016) from the U.S. Department of Education to implement Positive Behavioral Interventions and Supports (PBIS) in five Rainier Beach schools and other community settings. Decades of rigorous research and practice have found PBIS to be an effective framework for helping schools serve as effective learning environments, reducing suspensions and discipline referrals, and improving academic performance, attendance, perception of safety, and organizational health of schools. The PBIS project in Rainier Beach, which is known as Rainier Beach Beautiful, is the first in the country to expand the use of PBIS from schools to community settings including the community center, library, public spaces, and local businesses. A preliminary evaluation of the PBIS grant will be published in the fourth quarter of 2017. Moreover, our office partnered with researchers from George Mason University to receive a four-year \$3.8 million grant from the U.S. Department of Justice to expand our implementation of PBIS and introduce Restorative Justice practices in Rainier Beach schools and community settings. This innovative collaboration among the City, schools, police, and community partners is designed to eliminate racial disparity in school discipline and reduce youth exposure to the criminal justice system in Rainier Beach, and includes a rigorous research evaluation to determine the effectiveness of the approach.

- Effective Policing Website: We worked with researchers from George Mason University's Center for Evidence-Based Crime Policy, Arizona State University's School of Criminal Justice and Criminology, and SPD to develop a website that provides current research information on effective policing. The site also contains a case study of the extent to which SPD's current practices are aligned with research on effective policing.
- Labor Standards Work: Our office has managed several evaluations requested by the Council on various labor standards issues. We selected and monitored the work of a University of Washington (UW) research team that completed a study in 2014 of the implementation of the Paid Sick and Safe Time Ordinance by surveying and interviewing workers and employers affected by the legislation. We oversaw the Council-requested assessment of the Career Bridge program by the consulting firm MEF Associates. The Career Bridge program is designed to assist low-income men of color facing multiple barriers to employment through mentoring support, education, and job readiness training, along with "wrap-around" social services (e.g., housing, childcare, transportation). The evaluation concluded that the Career Bridge program has led to strong employment outcomes and has the potential to benefit the individuals enrolled and their communities. Since 2014 we have managed a contract with a UW research team to conduct a multi-year evaluation of the implementation and effects of the City's Minimum Wage Ordinance, which has resulted in the publication of three reports with one more due in 2017. As required by the Secure Scheduling Ordinance, which made Seattle the second U.S. city to establish guidelines to promote predictable employee scheduling and incomes, our office convened and is managing a team of academic researchers with expertise in employee scheduling to analyze the legislation's impacts. The research team are from the University of Chicago, University of California Berkeley, Rutgers University, and the UW's West Coast Poverty Center. The team's report on baseline conditions will be published in late 2017.

- Affordable Rental Housing Evaluation: In response to legislation passed by the Council concerning affordable housing, our office selected and is overseeing the work of University of Washington researchers to gather critical baseline data on rental housing conditions and cost. This research will provide valuable information about Seattle's rental housing market that can be used as the basis for future legislation and evaluations. The results of this study are due to the Council in 2018.

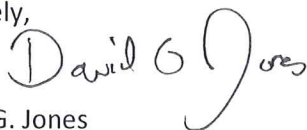
Advancing Professionalism and Analytical Capabilities

- Another Successful External Peer Review: In November 2014, our office underwent and passed its second external peer review of our compliance with the U.S. Comptroller General's rigorous Government Auditing Standards, which was conducted by a team of outside auditors selected by the Association of Local Government Auditors (ALGA).
- Awards for Office Reports: We won two ALGA Knighton Awards for the quality and impact of our audit reports: our October 2014 report "Seattle's Paid Safe and Sick Time Ordinance Enforcement Audit" and our March 2015 report "Audit of the Seattle Police Department's Public Disclosure Process."
- Increasing Analytical and Audit Skills: Our staff members have continued to learn how to use data mining and statistical software packages to enhance our audit capabilities, and have used these programs in our audits of SPD overtime and special events staffing as well as to review utility revenue streams. We have also continued to encourage and support the professional development of staff, which has resulted in certifications (e.g., Certified Fraud Examiner), professional memberships, and meaningful training opportunities that enhance the range and competency of our office.
- Commitment to RSJI: We continued to be a partner in the City's efforts to achieve race and social equity. During each of our audits we use a modified version of the City's Race and Social Justice Initiative (RSJI) Toolkit to consider the RSJI implications of our work during audit planning and fieldwork. Furthermore, in July 2015, we organized two events at which officials from the Oakland Unified School District presented their approach to reducing suspensions and eliminating racial disparity. The first was a well-attended event at City Hall hosted by Councilmember Bruce Harrell, and the second was an evening event at South Shore PK-8 School.

These accomplishments demonstrate the value and quality of our office's work, and I appreciate the dedicated, highly skilled team we have assembled that collectively possesses over 190 years of audit experience. I look forward to having an opportunity to continue to work with my colleagues on addressing ongoing areas of risk facing the City, as there is a considerable amount of work left to be done.

Thank you for considering my request for reappointment to the position of Seattle City Auditor.

Sincerely,



David G. Jones
City Auditor

Attachment:

5_31_17 DavidGJones_Resume