

# King County Auditor's Office

Kymber Waltmunson, King County Auditor



King County

DATE: December 18, 2014

TO: Metropolitan King County Councilmembers

FROM: Kymber Waltmunson, King County Auditor

SUBJECT: Follow-up on 2011 Performance Audit of the King County Sheriff's Office

The County Executive has fully implemented two recommendations pertaining to the Human Resources Division in our 2011 performance audit of the King County Sheriff's Office (KCSO). The remaining five recommendations are addressed to KCSO. Three are in progress and two are no longer applicable. The three recommendations in progress all relate to the need to set standards for how police services are to be delivered and then to design operations and develop staffing plans to meet those standards. KCSO has undergone two changes in administration since 2011 and is currently taking steps, with the technical assistance of a consultant, to strengthen the capacity to understand the drivers of its staffing needs.

Of the seven audit recommendations:

<b>DONE</b>	2	Recommendations have been fully implemented Auditor will no longer monitor
<b>PROGRESS</b>	3	Recommendations are in progress or partially implemented Auditor will continue to monitor
<b>OPEN</b>	0	Recommendations remain unresolved Auditor will continue to monitor
<b>CLOSED</b>	2	Recommendations are no longer applicable Auditor will no longer monitor

Please see below for details on the implementation status of these recommendations.

**Implementation Status as of December 2014**

#	Quick Status	Recommendation	Status Detail
1	<b>PROGRESS</b>	The KCSO should continue its efforts to develop a systematic patrol staffing plan that is tied to workload, operational, and performance goals, including those for community- and problem-oriented policing, and flexible to address changing department needs and priorities.	The Sheriff notes that a staffing review by a consultant will soon be under way. The consultant study is intended to help inform KCSO on how to strengthen staffing analyses and more efficiently utilize staff.
2	<b>CLOSED</b>	The KCSO should continue pursuing economies of scale in delivering its patrol services by merging precincts and pooling staff resources when feasible.	KCSO is modifying the current patrol zone approach to one that is more community based by assigning deputies to regular patrol districts. This recommendation is no longer applicable because the community-based approach represents a different model from the one that was being implemented in 2011.
3	<b>PROGRESS</b>	The KCSO should develop a plan that explains its patrol operations goals, activities, measures of success, and workload; and should establish a monitoring system for its community- and problem-oriented policing activities.	The Sheriff notes that a staffing review by a consultant will soon be under way. The consultant study is intended to help inform KCSO on how to strengthen staffing analyses and more efficiently utilize staff.
4	<b>PROGRESS</b>	The Criminal Investigations Division should develop a more systematic case management system and strengthen its approach to monitoring workload for detectives.	The Sheriff notes that a staffing review by a consultant will soon be under way. The consultant study is intended to help inform KCSO on how to strengthen staffing analyses and more efficiently utilize staff.
5	<b>DONE</b>	When comparing compensation rates to comparable jurisdictions, the Human Resources Division should include all forms of compensation, including extra pay, overtime policies, and benefits, in addition to base salaries.	This recommendation has been fully implemented. The comparison now includes the various forms of compensation with explanations of differences within categories, such as employee contributions to the retirement system.

#	Quick Status	Recommendation	Status Detail
6	<b>DONE</b>	When transmitting fiscal notes of the estimated impact of labor agreements to the County Council, the Human Resources Division should present both the annual incremental and annual cumulative impacts.	This recommendation has been fully implemented. The annual cost impact is shown in addition to the incremental cost impacts resulting from changes in the collective bargaining agreement.
7	<b>CLOSED</b>	KCSO should develop and document its criteria for determining which services are local, regional, and specialty.	KCSO publishes the services it offers for contracting. In addition, KCSO notes that to some extent how to characterize and price services is subject to negotiation with contracting entities. We agree, and we consider this recommendation closed because criteria will change based on competitive market conditions.

Based on our past experience in conducting performance audits of KCSO we recognize the importance of revisiting how operations are carried out as advances in police science are made. We encourage the periodic review and assessment of the county's provision of police services.

Bob Thomas, Senior Principal Management Auditor, and Chelsea Lei, Management Auditor conducted this review. Please contact Bob Thomas at 477-1042 if you have any questions about the issues discussed in this letter.

cc: Dow Constantine, King County Executive  
 John Urquhart, Sheriff, KCSO  
 Fred Jarrett, Deputy County Executive  
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