



# KING COUNTY AUDITOR'S OFFICE

AUGUST 3, 2020

## Follow-up on the King County Sheriff's Office Overtime Audit

**Despite minimal changes in the overall status of audit recommendations since our April 2019 follow-up, the King County Sheriff's Office continues to make progress in its implementation efforts.** Since April 2019, the King County Sheriff's Office (KCSO) has completed one recommendation and advanced another from "open" to "progress." The status of the remaining five recommendations has not changed. Nevertheless, KCSO has made progress on addressing these recommendations as it has engaged with its digital timesheet vendor to develop a project for capturing off-duty work hours in the time and labor system. Full implementation of this project would complete two additional recommendations and make a substantial step toward completion of a third.

**Contract negotiations remain a hurdle to completing audit recommendations, as noted during our April 2019 audit follow up.** Changes in the most recent King County Police Officers Guild (KCPOG) contract (April 2020) helped complete one audit recommendation by ensuring payment for roll call hours. However, multiple other audit recommendations were not addressed in the contract. These audit recommendations include creating limits on the number of hours worked by officers (both overtime and off-duty) and potential changes in staffing and scheduling. KCSO has engaged a consultant to help develop staffing models based on officer workloads and response times. Applying work limits and schedule changes could require additional bargaining with KCPOG.

Of the 15 audit recommendations:

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|--|--|--|---|
|  <p style="text-align: right;"><b>1</b><br/><b>DONE</b></p> <p><b>Fully implemented</b><br/>Auditor will no longer monitor.</p> |  <p style="text-align: right;"><b>5</b><br/><b>PROGRESS</b></p> <p><b>Partially implemented</b><br/>Auditor will continue to monitor.</p> |  <p style="text-align: right;"><b>1</b><br/><b>OPEN</b></p> <p><b>Remain unresolved</b><br/>Auditor will continue to monitor.</p> | <p style="text-align: right;"><b>8</b><br/><b>PENDING</b></p> <p><b>Not yet reviewed</b><br/>Auditor will follow up at future date.</p> |
|--|--|--|---|

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

## Recommendation 1

PROGRESS



**The King County Sheriff's Office should ensure that off-duty hours are tracked in its scheduling program.**

STATUS UPDATE: KCSO has engaged with the vendor for ATLAS, its time and labor system, to determine how to merge off-duty hour data into the ATLAS system. ATLAS already has the functionality to help sergeants assign overtime to officers based on an agreed prioritization with the KCPOG.

WHAT REMAINS: In order to fully implement this recommendation, KCSO should include all off-duty work hours in its scheduling system.

## Recommendation 2

PROGRESS



**The King County Sheriff's Office should incorporate total hours worked, including off-duty hours, into the overtime assignment criteria.**

STATUS UPDATE: KCSO reported that discussions regarding off-duty and overtime hours with KCPOG are ongoing. It noted there is a general understanding of the impact that significant work hours can have on officer safety, and that logically that includes off-duty work. Once a technical solution to capture off-duty and overtime hours in one system is reached (see Recommendation 1), off-duty hours can be included as part of a larger conversation with KCPOG around overtime management.

WHAT REMAINS: In order to fully implement this recommendation, KCSO should include off-duty work in the scheduling system's automated overtime assignment procedures.

## Recommendation 3

PROGRESS



**The King County Sheriff's Office should implement a policy to limit how much overtime an individual can work, for example, capping total hours worked or changing the prioritization structure of the overtime assignment system.**

STATUS UPDATE: See Recommendation 2, above. KCSO reports it is addressing both off-duty hours and limits on total hours as part of negotiations; completion of the recommendations ultimately depends on the outcome of negotiations.

WHAT REMAINS: In order to fully implement this recommendation, KCSO should reach agreement on a policy limit and incorporate the agreement into the scheduling system's automated assignment procedures.

## Recommendation 4

OPEN



**The King County Sheriff's Office should reduce how often unincorporated patrol schedules rotate to create more days with overlapping squads on duty.**

STATUS UPDATE: KCSO has engaged a consultant who is performing an ongoing workload and staffing analysis. The results of that work, anticipated to be completed this year, should inform staffing in unincorporated King County (see Recommendation 6, below). KCSO believes that more effective schedules (creating overlaps for training) exist and are allowed under the current contract terms, but implementation depends on improved staffing in unincorporated patrol (through additional hiring for vacant positions or changes underlying shift/post assignments).

WHAT REMAINS: KCSO's staffing analysis should help inform the patrol needs for unincorporated King County (see Recommendation 6, below). To complete this recommendation, KCSO should consider the effect of rotations and their frequency on unincorporated patrol overtime, determine which option best serves KCSO's mission, and implement that approach. These decisions should be informed by the workload analysis.

## Recommendation 5

On April 1, 2019

DONE



## Recommendation 6

PROGRESS



**The King County Sheriff's Office should document and integrate into its staffing system how it determines patrol minimums for unincorporated King County and how it calculates the relief factor it uses to set staffing targets.**

STATUS UPDATE: Staffing minimums in unincorporated King County are based on historic practices. KCSO's ongoing workload analysis should guide consideration of patrol staffing minimums for geographic areas at levels informed by actual workload rather than past practices. KCSO is working with King County Department of Information Technology in translating existing dispatch data into the format required for this analysis. It anticipates completing the first run of this work in 2020.

WHAT REMAINS: In order to fully implement this recommendation, once the workload analysis is complete, KCSO should determine minimum patrol levels based on the analysis and KCSO strategic objectives, document the basis for them, and then implement the appropriate staffing targets. The staffing model for patrol should include the basis for the staffing relief factor.

## Recommendation 7

PROGRESS



**The King County Sheriff's Office should create a staffing model for unincorporated patrol that accurately reflects both current and future staffing needs, the actual number of deputies that can be deployed to meet patrol minimums, and opportunities to reduce backfill overtime through strategic scheduling.**

STATUS UPDATE: As noted above, KCSO’s workload and staffing analysis is ongoing. As explained in the audit, staffing in unincorporated King County has historically relied on significant overtime due to a lack of deployable staff. The staffing study should result in a staffing model informed by actual workload data that accurately forecasts the level of staffing needed to meet performance criteria.

WHAT REMAINS: In order to fully implement this recommendation, KCSO should establish a staffing model based on the consultant workload and staffing analysis.

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|-------------------|------------------|---------|---|
| Recommendation 8  | On April 1, 2019 | CLOSED  |    |
| Recommendation 9  |                  | PENDING |   |
| Recommendation 10 | On April 1, 2019 | DONE    |    |
| Recommendation 11 | On April 1, 2019 | DONE    |    |
| Recommendation 12 | On April 1, 2019 | DONE    |  |
| Recommendation 13 |                  | DONE    |  |

**The King County Sheriff’s Office (KCSO) should collect and enter all work hours, including roll call hours in ATLAS (the KCSO time and labor system) and ensure that PeopleSoft (the King County payroll system) contains complete and accurate employee time and labor information.**

STATUS UPDATE: KCSO’s April 2020 contract with KCPOG includes terms that pay officers for all hours worked, including roll call hours. This time is included in each officer’s schedule in the ATLAS timekeeping system.

IMPACT: By including all hours in ATLAS, KCSO avoids undercounting the number of hours used to determine overtime pay, in turn avoiding potential violations of the Fair Labor Standards Act. It also helps ensure the accuracy of timekeeping records for purposes of overtime assignment and officer leave. These changes help protect KCSO from the costs of potential claims and lawsuits.

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|-------------------|--|---------|--|
| Recommendation 14 |  | PENDING |  |
|-------------------|--|---------|--|

Recommendation 15

PENDING

Recommendation 16

PENDING

Recommendation 17

PENDING

Recommendation 18

PENDING

Recommendation 19

PENDING

Recommendation 20

PENDING

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Justin Anderson conducted this review. If you have any questions or would like more information, please contact the King County Auditor's Office at [KCAO@kingcounty.gov](mailto:KCAO@kingcounty.gov) or 206-477-1033.