



KING COUNTY AUDITOR'S OFFICE

KyMBER WALTMUNSON, County Auditor

Sheriff's Office Overtime: Better Strategy Could Help Reduce Hidden Costs

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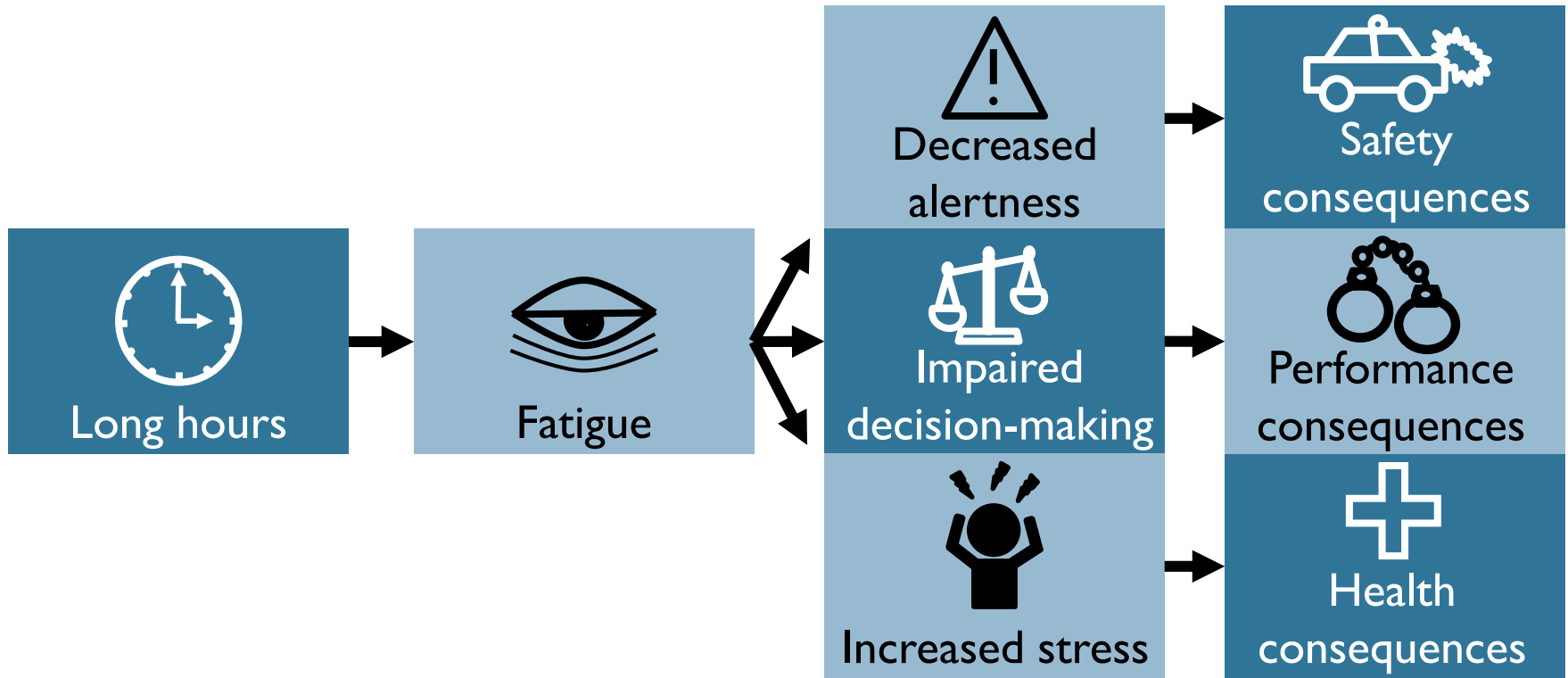
LAW & JUSTICE COMMITTEE

June 27, 2017

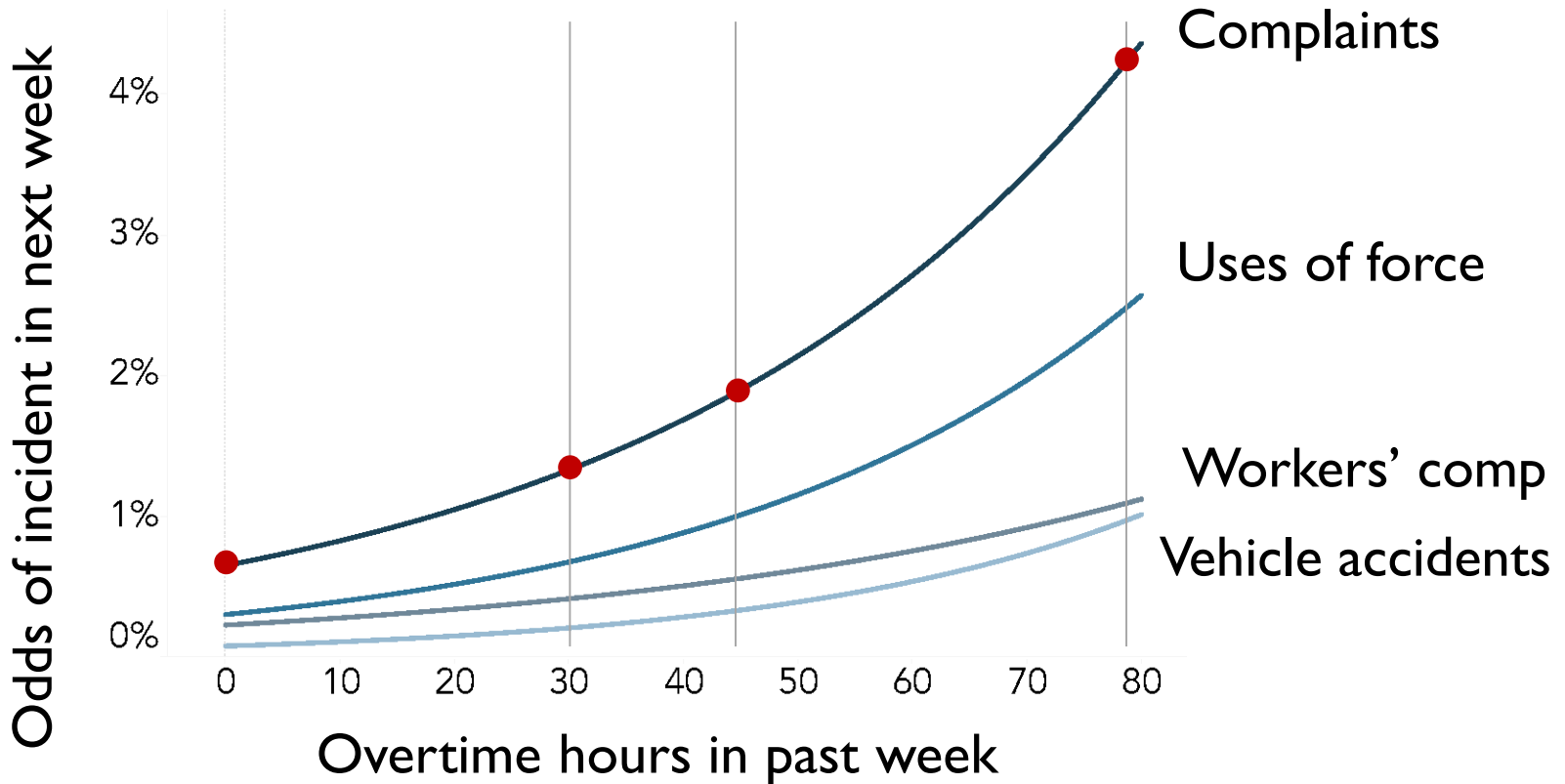
Summary

- KCSO has good internal controls
- Excessive overtime has negative effects
- KCSO can reduce some overtime through scheduling
- King County overpays overtime premiums

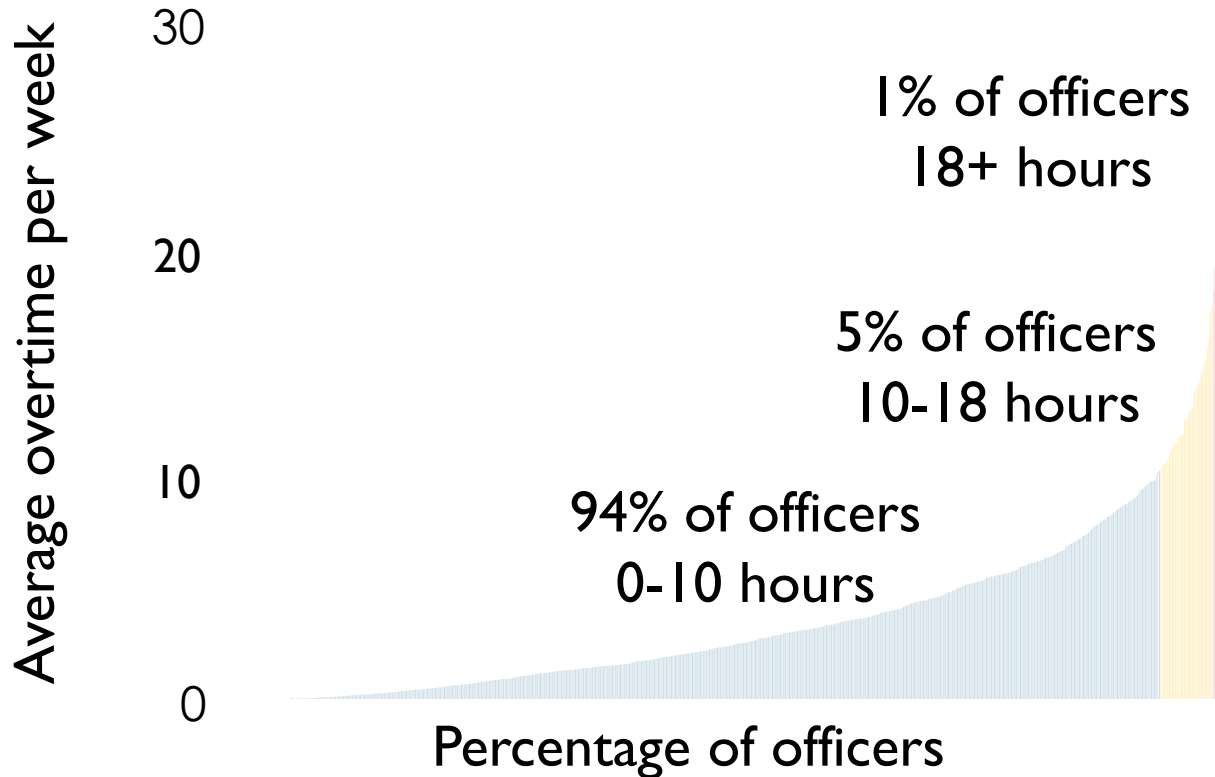
Overtime can have negative effects



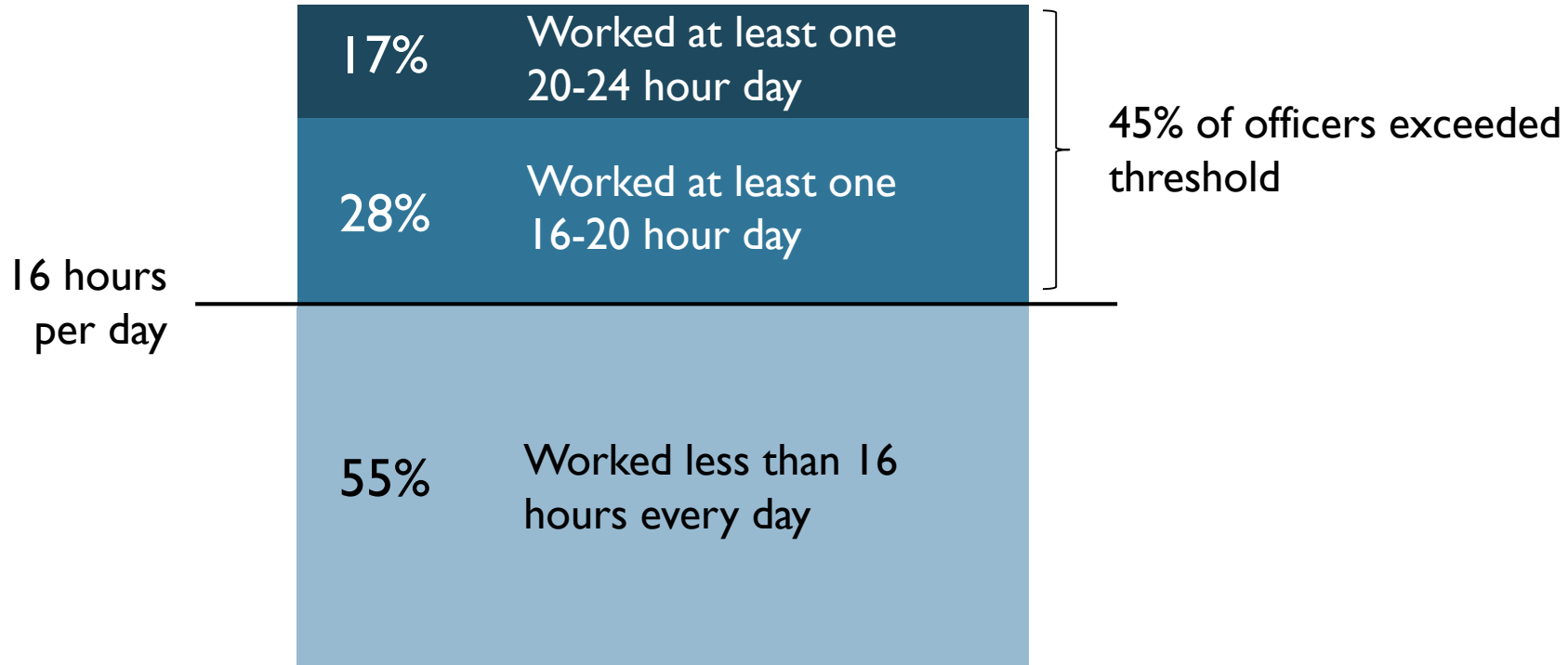
Overtime increases risk at KCSO



Few officers regularly work extreme hours



Many officers occasionally work long hours



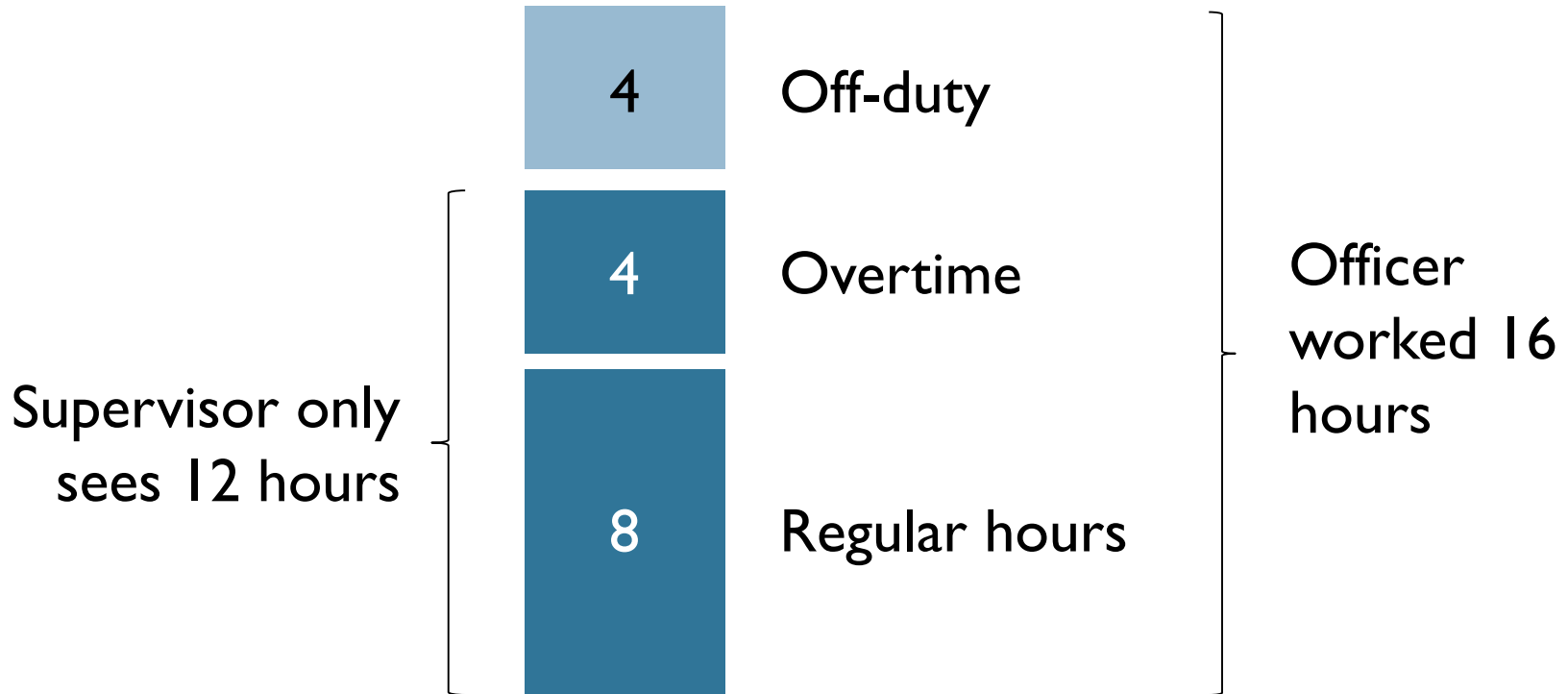
KCSO does not limit hours worked

- No caps on hours worked
- Overtime assignment tool:
 - Overtime worked in prior 24 hours
 - Overtime worked in prior 7 days
- The tool does not incorporate off-duty hours

KCSO allows off-duty work

- KCSO officers can work off-duty for private employers
- 32,000 off-duty hours in 2016
- Off-duty is not tracked in the scheduling system

Supervisors lack off-duty information





Recommendations

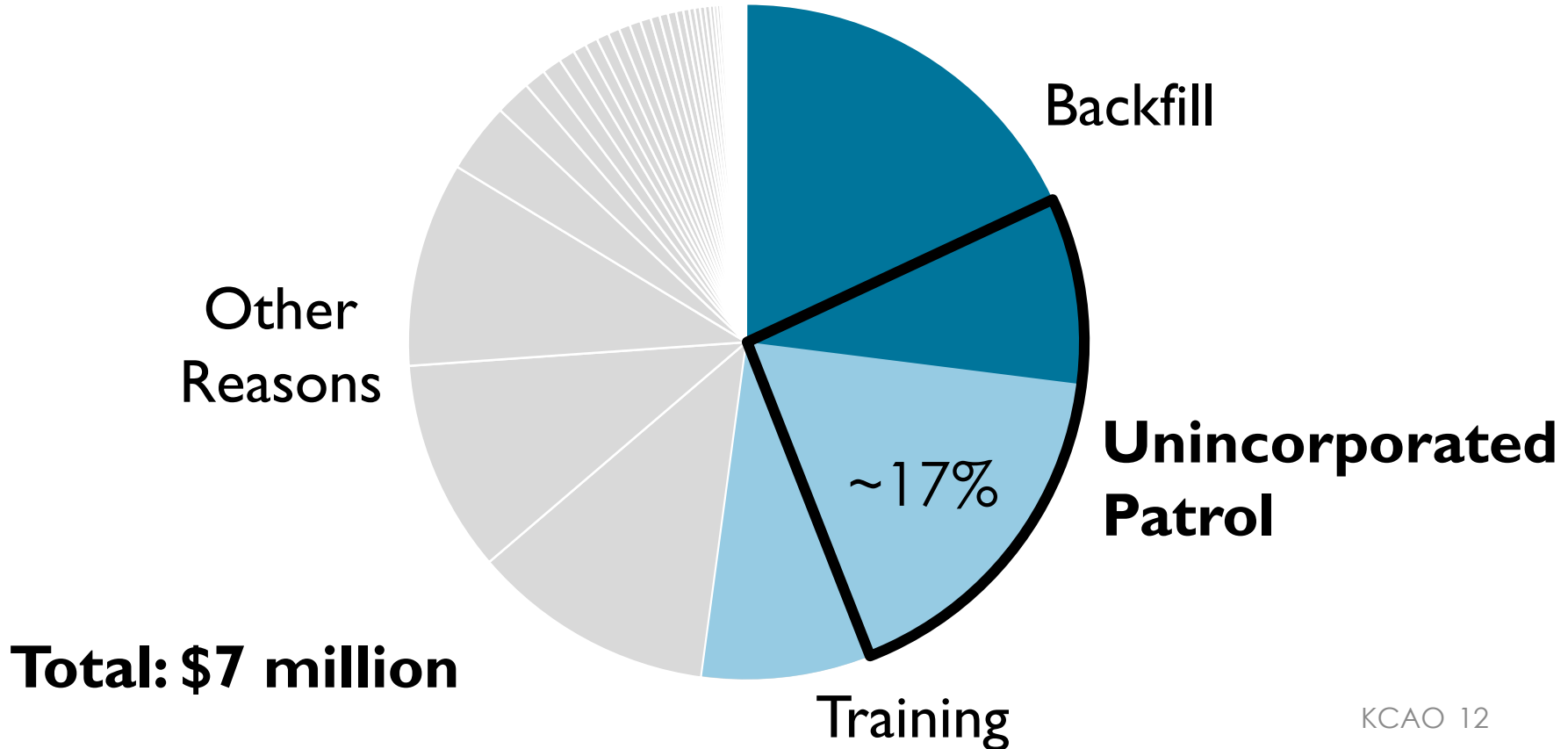
- ▶ Incorporate off-duty hours into overtime assignment decisions
- ▶ Limit how much overtime individual officers can work



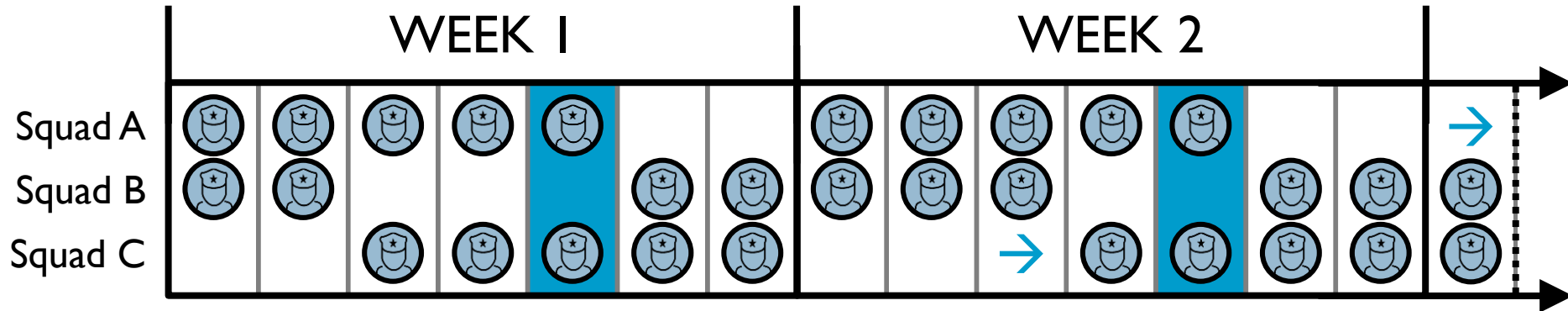
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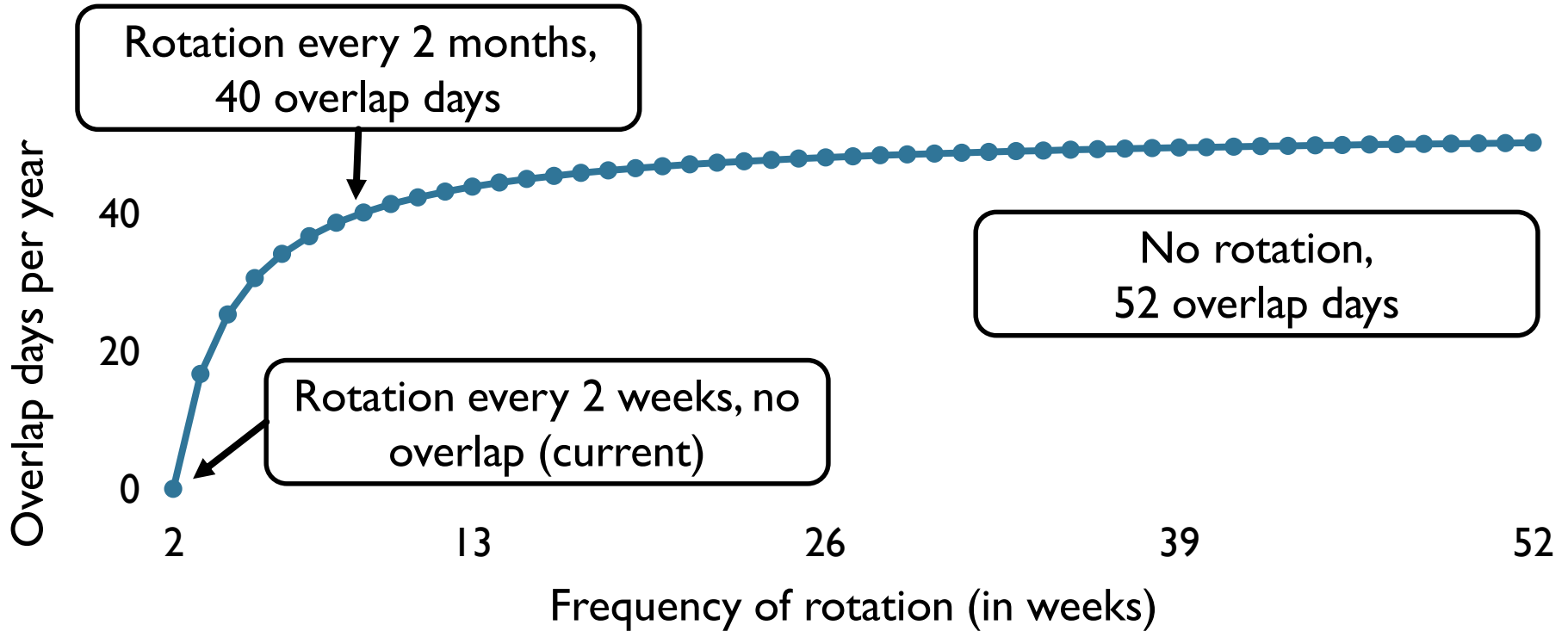
Training is a large cause of overtime



Overlap could help manage overtime



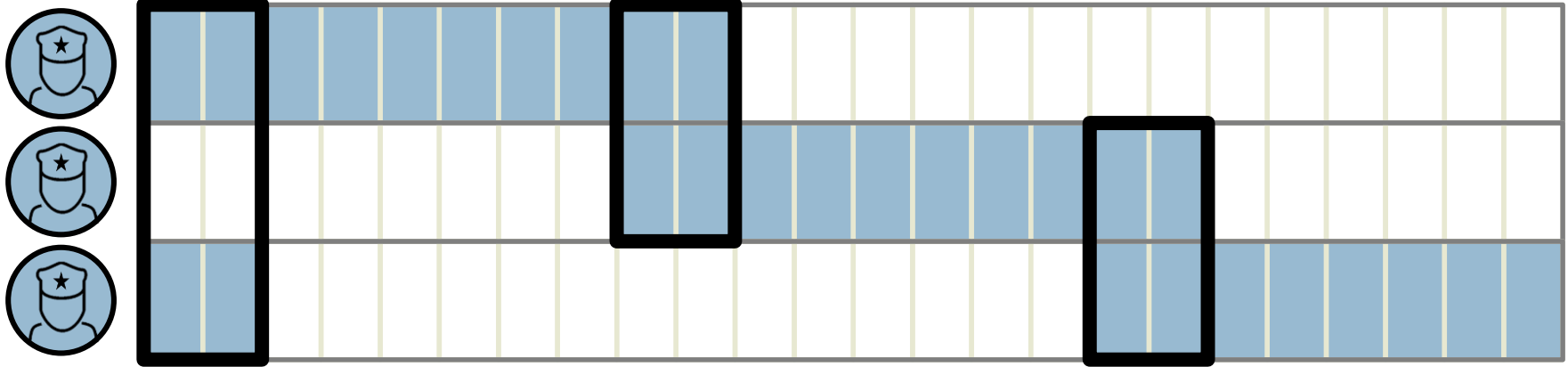
Reducing rotation creates overlap



4/10 creates different type of overlap

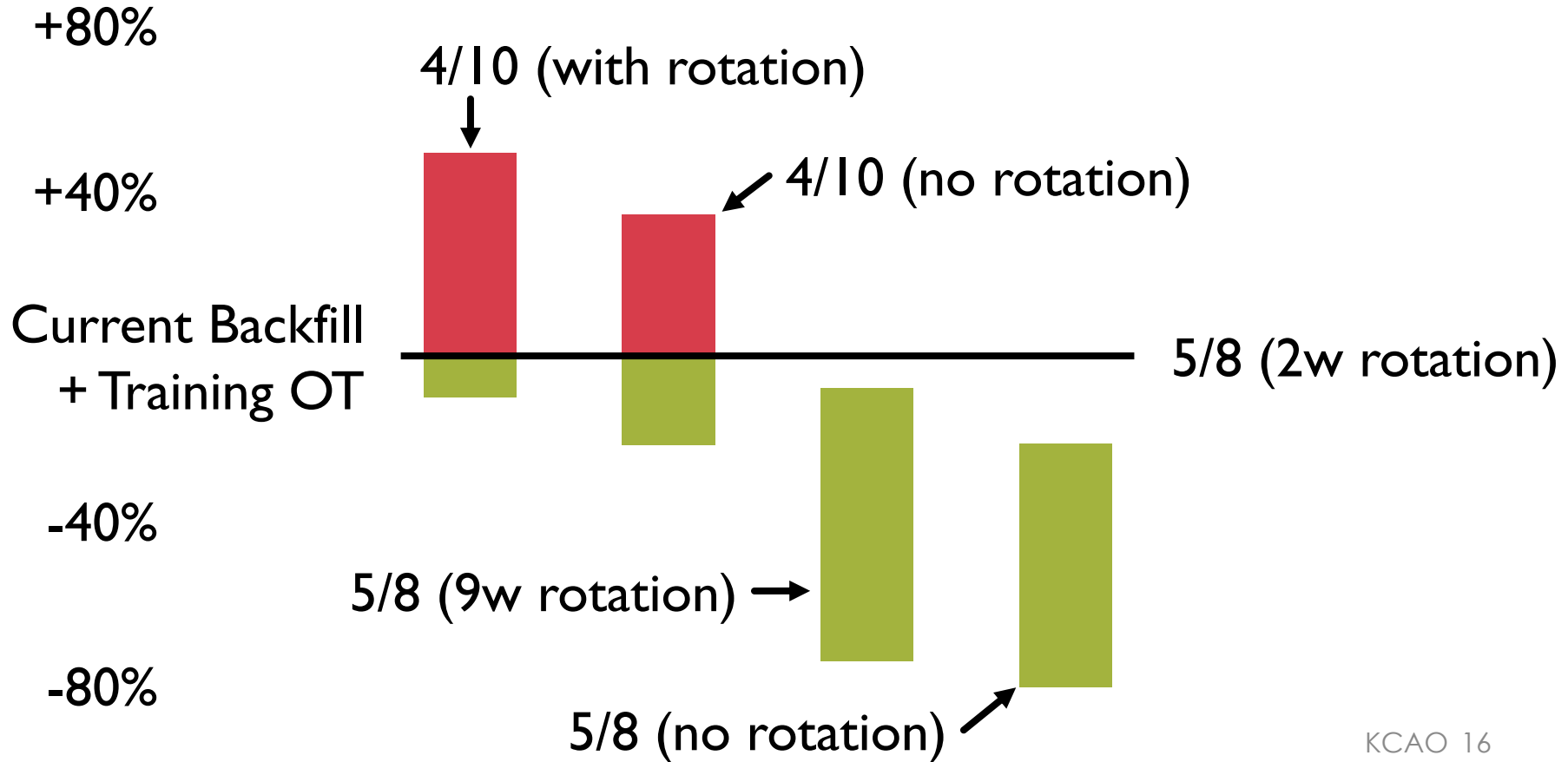


24-Hour Coverage



3 shifts per day

4/10 can increase overtime





Model needed to effectively use overlap

- Overlap gives opportunity to reduce overtime
- KCSO must use overlap effectively to see benefits
- KCSO lacks detailed staffing model that could help



Recommendations

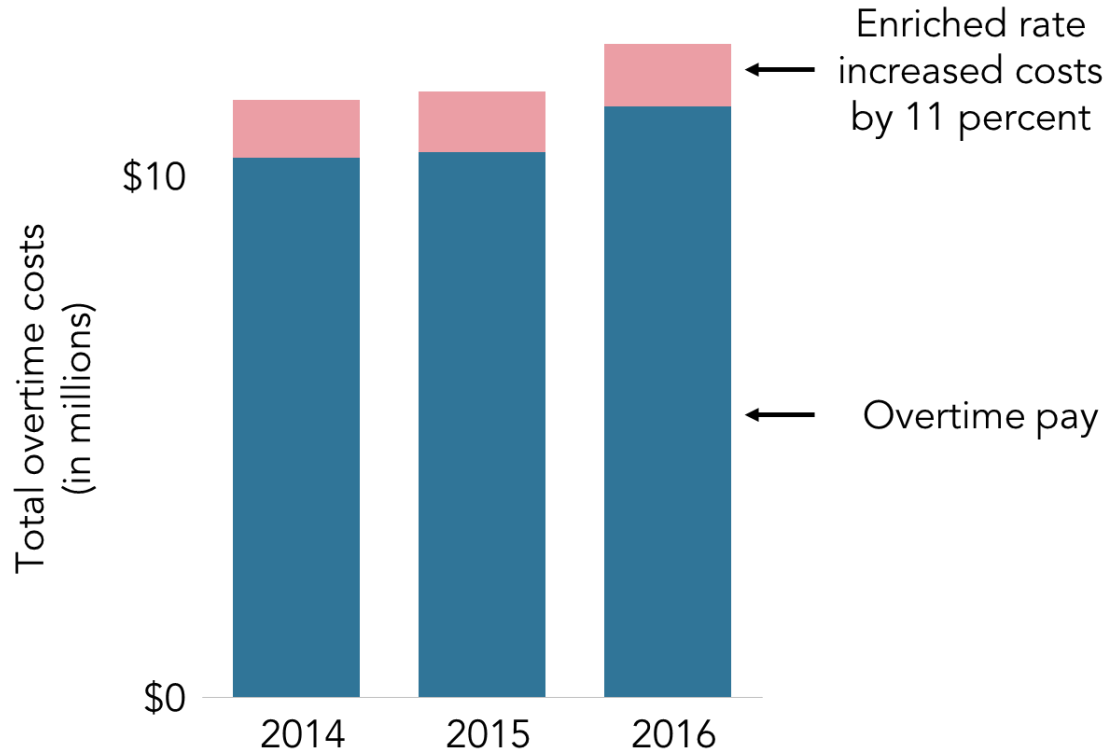
- ▶ Reduce how often schedules rotate
- ▶ Develop staffing model that reflects actual resources



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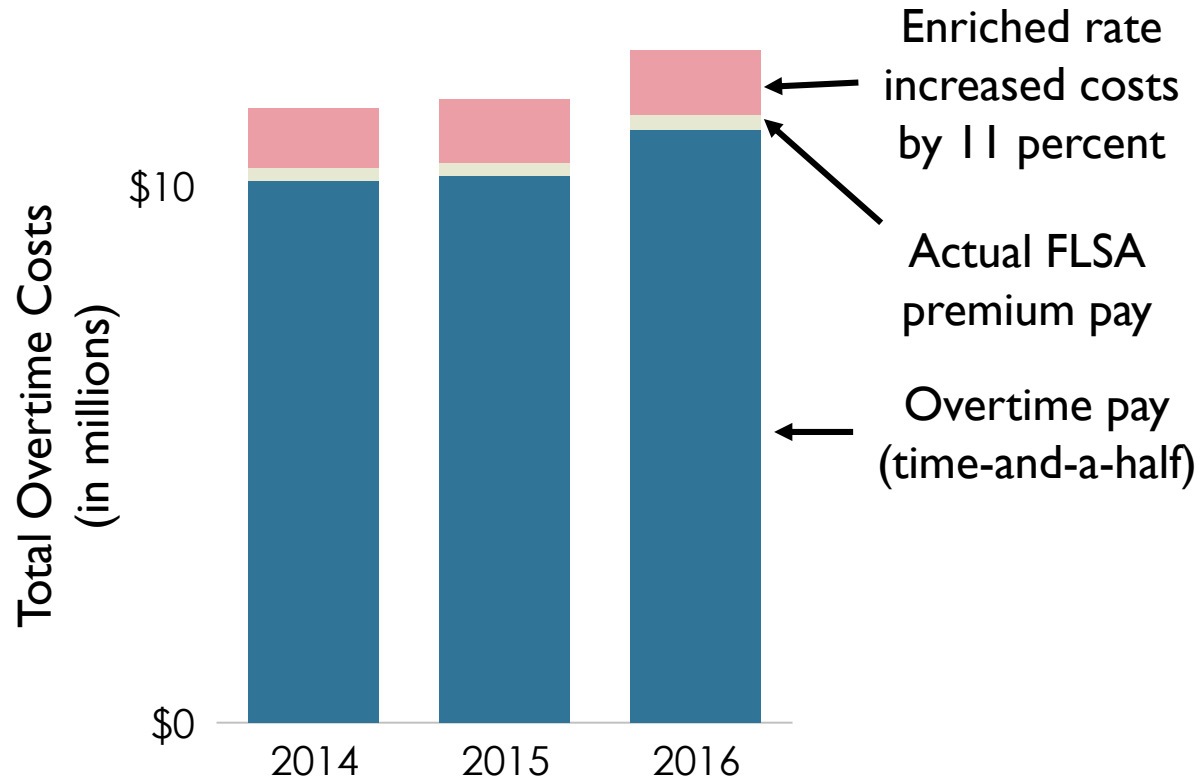
Enriched rate costs \$1.2 million/year



KCSO employees get two OT premiums

- FLSA rate is paid as required by law
- KCSO enriched rate is paid by calculation
- King County has paid both since 2012

Impact of enriched rate





Recommendation

- ▶ Eliminate the enriched rate

Recap

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Thank you

Full report available online

<http://www.kingcounty.gov/auditor>

Questions?