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**M E M O R A N D U M**

**DATE:** September 14, 1999  
**TO:** Metropolitan King County Councilmembers  
**FROM:** Don Eklund, County Auditor  
**SUBJECT:** Jail Overtime Study Report

Attached for your review is the Jail Overtime study report. The objective of the study was to review overtime expenditures for the Department of Adult Detention (DAD) from 1994 through 1998. The study also reviewed the department's status of exploring the feasibility of utilizing part-time corrections officer positions as recommended in the "Jail Overtime Study Follow-Up," Report No. 94-12.

The study found that overtime (excluding the Regional Justice Center) at DAD was \$2.8 million in 1994, dropping to \$1.6 million in 1996, increasing to \$3.2 million in 1998. The study also found that DAD had not conducted a study to determine the feasibility of creating part-time corrections officer positions.

The Executive's response to the study is included in its entirety as Appendix 1.

The Auditor's Office appreciates the cooperation received during the study from management and staff from the Department of Adult Detention.

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# **MANAGEMENT STUDY**

## **JAIL OVERTIME**

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

Don Eklund, King County Auditor  
Paul Walker, C.P.A., C.M.A., C.I.A., Financial Auditor

Report No. 99-05

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## Abbreviations

|     |                               |
|-----|-------------------------------|
| DAD | Department of Adult Detention |
| FTE | Full Time Equivalent          |
| ADP | Average Daily Population      |

# REPORT SUMMARY

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## **Introduction**

The study of Department of Adult Detention (DAD) overtime was requested by the Metropolitan King County Council and was included in the Auditor's Office 1998 work program. The study was prompted by the Council's interest in reducing overtime at the jail.

The King County Auditor's Office has completed two previous studies of overtime at the Department of Adult Detention: Report No. 92-9, "Special Study: Department of Adult Detention and Department of Youth Services Overtime" issued on February 5, 1993, and Report No. 94-12, "Special Study: Jail Overtime Study Follow-Up" issued on May 28, 1996. These previous studies noted an increase in overtime expenditures from 1986 through 1994.

This study focuses on overtime incurred during 1994 through 1998 and shows various expenditure amounts from prior years to present a historical perspective.

## **Study Objective**

The objective of this study was to review overtime expenditures for the Department of Adult Detention from 1994 through 1998 to determine whether overtime expenditures have increased or decreased. The study also reviewed the department's status of exploring the feasibility of utilizing part-time corrections officer positions as recommended in the "Jail Overtime Study Follow-Up," Report No. 94-12.

## **Study Scope**

The scope of the study focused on overtime expenditures incurred by the Department of Adult Detention during 1994-1998. The Regional Justice Center (RJC) in Kent opened during March 1997. Overtime amounts and other expenditures shown for 1997 and 1998 include the RJC unless stated

otherwise.

**SUMMARY OF FINDINGS AND RECOMMENDATIONS**

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**FINDING 1 (Page 3) Overtime Expenditures at County Correctional Facilities Dropped From \$2.8 Million to \$1.6 Million (43%) From 1994 to 1996, but Increased From \$1.6 Million to \$3.2 Million (103%) From 1996 to 1998.**

Overtime expenditures for the Department of Adult Detention (DAD), excluding the Regional Justice Center, fluctuated during 1994 through 1998 from \$2.8 million to \$3.2 million. The overtime amounts and the factors which appeared to contribute to the changes in overtime for the period 1994 through 1998 are discussed in the study. **The study recommended** that the Department of Adult Detention continue its efforts to monitor, review, and control overtime expenditures.

**FINDING 2 (Page 14) The Department of Adult Detention Has Not Conducted a Study to Determine the Feasibility of Creating Part-Time Corrections Officer Positions.**

One objective of this study was to determine DAD's status in reviewing the use of part-time corrections officers.

DAD to date has not explored the feasibility of utilizing part-time corrections officer positions as the executive response to audit report 94-12 stated they would do. **The study recommended** that DAD complete a study to determine the feasibility of employing part-time corrections officers. The DAD study should include the costs and benefits of part-time employees.

# AUDITOR'S MANDATE

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Department of Adult Detention overtime 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.

# 1 INTRODUCTION

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## **BACKGROUND**

The study of Department of Adult Detention (DAD) overtime was requested by the Metropolitan King County Council and was included in the Auditor's Office 1998 work program. The study was prompted by the Council's interest in reducing overtime at the jail.

The King County Auditor's Office has completed two previous studies of overtime at the Department of Adult Detention: Report No. 92-9, "Special Study: Department of Adult Detention and Department of Youth Services Overtime" issued on February 5, 1993, and Report No. 94-12, "Special Study: Jail Overtime Study Follow-Up" issued on May 28, 1996. These previous studies noted an increase in overtime expenditures from 1986 through 1994. The studies included a discussion of possible reasons for the increase and recommendations to reduce overtime. The follow-up study (Report No. 94-12) also provided an update of the implementation of recommendations contained in the first study.

This study focuses on overtime incurred during 1994 through 1998 and shows various expenditure amounts from prior years to present a historical perspective.

## **OBJECTIVE**

The objective of this study was to review overtime expenditures for the Department of Adult Detention from 1994 through 1998 to determine whether overtime expenditures have increased or decreased. The study also reviewed the department's status of exploring the feasibility of utilizing part-time corrections officer positions as recommended in the "Jail Overtime Study

**SCOPE AND  
METHODOLOGY**

Follow-Up,” Report No. 94-12.

The scope of the study focused on overtime expenditures incurred by the Department of Adult Detention during 1994-1998. The Regional Justice Center (RJC) in Kent opened during March 1997. Overtime amounts and other expenditures shown for 1997 and 1998 include the RJC unless stated otherwise.

Study methodology included interviews with Department of Adult Detention personnel; review of previous studies and workpapers; and review and analysis of relevant budget and financial data provided by the Department of Adult Detention and the county’s financial management system.

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# 2 FINDINGS AND RECOMMENDATIONS

## FINDING 1

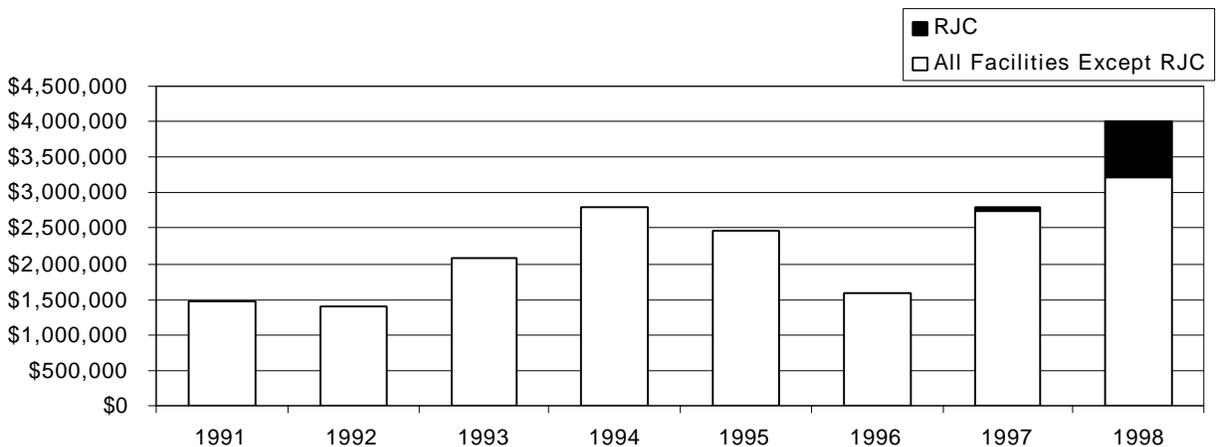
**OVERTIME EXPENDITURES AT COUNTY CORRECTIONAL FACILITIES DROPPED FROM \$2.8 MILLION TO \$1.6 MILLION (43%) FROM 1994 TO 1996, BUT INCREASED FROM \$1.6 MILLION TO \$3.2 MILLION (103%) FROM 1996 TO 1998.**

Overtime expenditures for the Department of Adult Detention (DAD), excluding the Regional Justice Center, fluctuated during 1994 through 1998 from \$2.8 million to \$3.2 million. The overtime amounts and the factors which appeared to contribute to the changes in overtime for the period 1994 through 1998 are discussed below.

Exhibit A shows overtime expenditures for DAD from 1991 through 1998. While the scope of this study is the years 1994 through 1998, earlier years are included for comparison purposes.

### EXHIBIT A

#### Overtime Expenditures



SOURCE: ARMS report AF110020 (Includes CX and CJ funding).

Exhibit A data shows overtime expenditures for DAD from 1991 through 1998 and the percent change from the previous year.

| <b>EXHIBIT A Data</b>        |   |               |                     |                         |                           |                     |
|------------------------------|---|---------------|---------------------|-------------------------|---------------------------|---------------------|
| <b>Overtime Expenditures</b> |   |               |                     |                         |                           |                     |
| <b>Year</b>                  | <b>All Facilities<br/>Except RJC<br/>Overtime</b> | <b>Change</b> | <b>%<br/>Change</b> | <b>RJC<br/>Overtime</b> | <b>Total<br/>Overtime</b> | <b>%<br/>Change</b> |
| 1991                         | \$1,475,807                                       |               | --                  | --                      | \$1,475,807               | --                  |
| 1992                         | \$1,399,188                                       | (76,619)      | (5%)                | --                      | \$1,399,188               | (5%)                |
| 1993                         | \$2,073,540                                       | 674,352       | 48%                 | --                      | \$2,073,540               | 48%                 |
| 1994                         | \$2,800,751                                       | 727,211       | 35%                 | --                      | \$2,800,751               | 35%                 |
| 1995                         | \$2,457,024                                       | (343,727)     | (12%)               | --                      | \$2,457,024               | (12%)               |
| 1996                         | \$1,583,161                                       | (873,863)     | (36%)               | --                      | \$1,583,161               | (36%)               |
| 1997                         | \$2,757,325                                       | 1,174,164     | 74%                 | \$32,076                | \$2,789,401               | 76%                 |
| 1998                         | \$3,221,185                                       | 463,860       | 17%                 | \$789,229               | \$4,010,414               | 44%                 |

SOURCE: King County ARMS report AF 1100-20 (includes CX and CJ funding).

Overtime expenditures for all DAD facilities and overtime expenditures related to the Regional Justice Center are listed separately. The Regional Justice Center (RJC) opened March 1997 and was fully operational (10 of 14 units) by June 1997. Overtime associated with the RJC during 1997 was budgeted at \$905,953, but the actual amount expended during 1997 was only \$32,076. Overtime costs at the RJC during 1998 were \$789,229, which was 20% of the total of DAD overtime costs for that year.

In order to interpret the changes in the overtime amounts, it is helpful to view overtime expenditures in relation to other data in an overall context. One such measure is the percentage of overtime expenditures to total department expenditures. Exhibit B displays a graph of the ratio of DAD overtime expenditures to total department expenditures for the years 1991 through 1998. Exhibit B data shows the overtime

amounts, the total department expenditures, and percentage of overtime to total expenditures.

**EXHIBIT B**  
**Overtime Expenditures as Percentage of Total Expenditures**

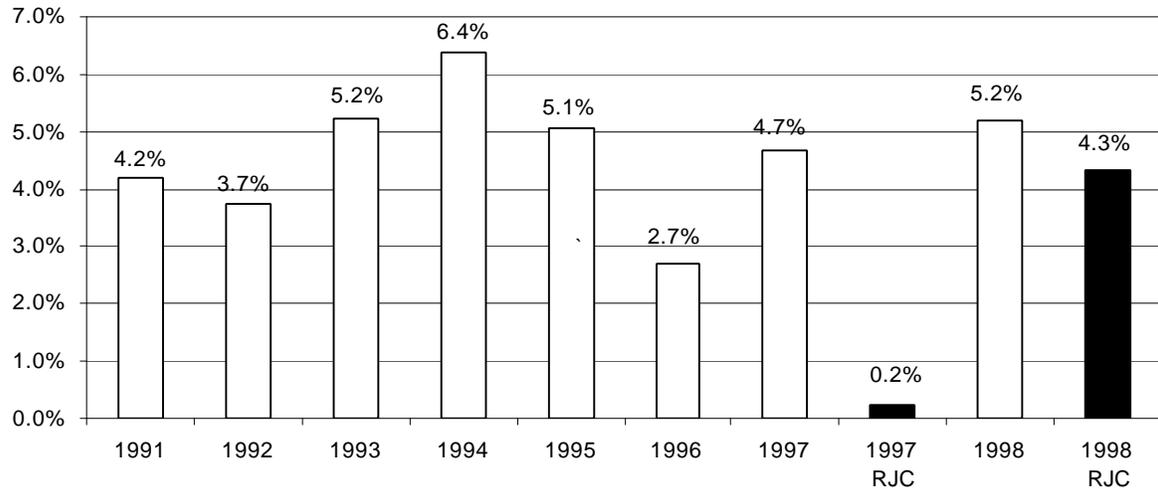


Exhibit B shows that for 1991 through 1998, the percentage of overtime expenditures to total department expenditures peaked in 1994 at 6.4%. The average percentage for the years shown excluding RJC data is 4.7%.

**EXHIBIT B Data**

**Total Expenditures and Overtime Expenditures**

| Year                | OT Expenditures | Total Expenditures | OT/Total % |
|---------------------|-----------------|--------------------|------------|
| 1991                | \$1,475,807     | \$35,080,088       | 4.2%       |
| 1992                | \$1,399,188     | \$37,484,308       | 3.7%       |
| 1993                | \$2,073,540     | \$39,718,625       | 5.2%       |
| 1994                | \$2,800,751     | \$44,032,662       | 6.4%       |
| 1995                | \$2,457,024     | \$48,545,375       | 5.1%       |
| 1996                | \$1,583,161     | \$57,990,702       | 2.7%       |
| 1997*               | \$2,757,325     | \$59,095,428       | 4.7%       |
| 1998*               | \$3,221,188     | \$62,030,361       | 5.2%       |
| <b>RJC Overtime</b> |                 |                    |            |
| 1997                | \$32,076        | \$13,052,354       | .2%        |
| 1998                | \$789,229       | \$18,289,181       | 4.3%       |
| <b>Totals</b>       |                 |                    |            |
| 1997                | \$2,789,401     | \$72,147,782       | 3.9%       |
| 1998                | \$4,010,414     | \$80,319,542       | 5.0%       |

SOURCE: ARMS reports AF1100-20, fund 10 Dept. 910 and fund 1020 Dept. 912.

\*Excludes RJC

**Causes for  
Fluctuations in  
Overtime**

Exhibit B data shows that overall DAD overtime expenditures for 1998 were \$4,010,414, with the percentage of total overtime costs to total department expenditures at 5.0%.

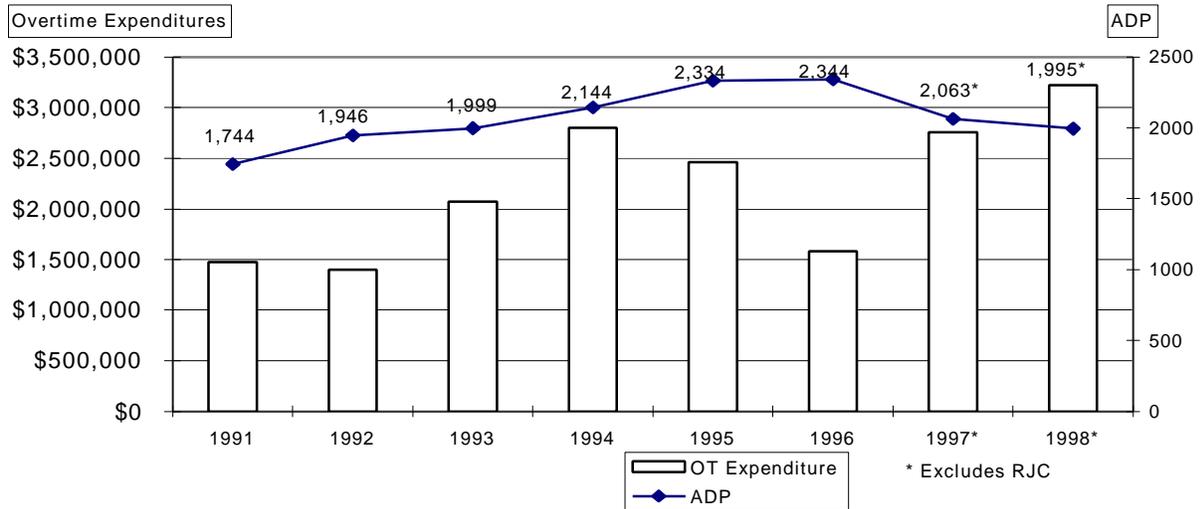
The graph in Exhibit A of total overtime expenditures should be viewed in tandem with the graph in Exhibit B to show the relationship between the total overtime costs and total DAD expenditures.

The cause for the fluctuations in overtime at DAD appears to be the result of various factors. One factor which particularly seems to influence overtime expenditures is the number of FTEs (full time equivalent employees).

Exhibit C below shows overtime expenditures compared to the average daily population. The population figures used to calculate the average daily population include the main jail, work release, electronic home detention and the North Rehabilitation Facility. The amounts for 1997 and 1998 exclude the Regional Justice Center. The RJC opened in March 1997 and was fully operational (10 of 14 units) by June 1997. The 1997 average daily population (ADP) at the RJC was 426. The ADP at the RJC during 1998 was 760.

**EXHIBIT C**

**Comparison of Overtime Expenditures to Average Daily Population**



SOURCE: ARMS report AF1100070; ADP DAD staff.

Average daily population data for the Department of Adult Detention is shown below:

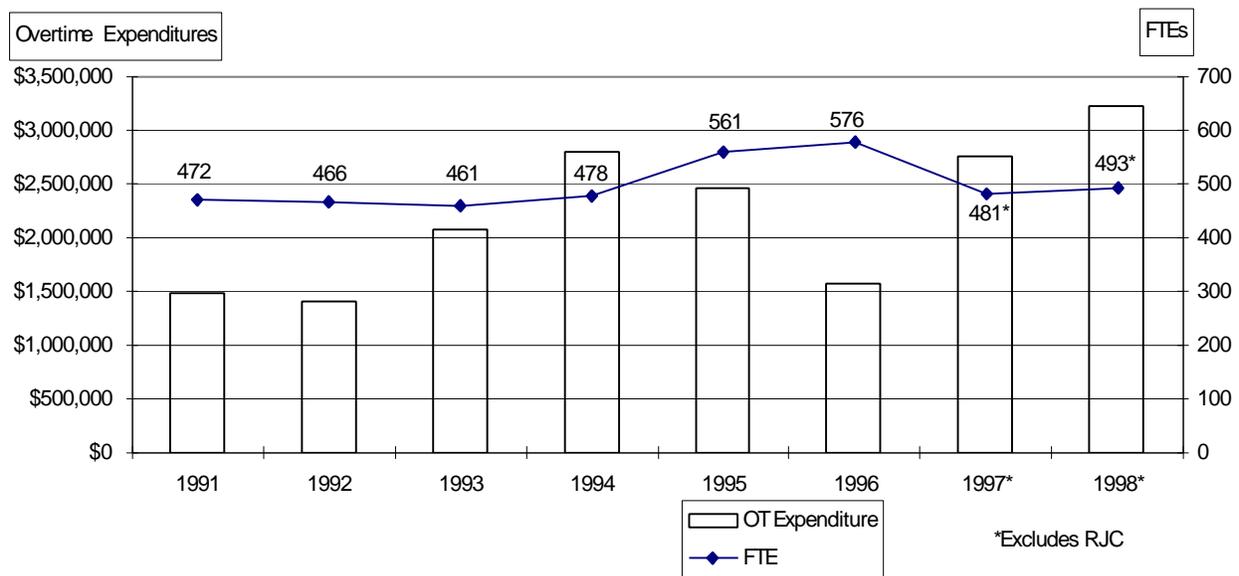
| <b>EXHIBIT C Data</b>           |                                  |            |              |
|---------------------------------|----------------------------------|------------|--------------|
| <b>Average Daily Population</b> |                                  |            |              |
| <b>Year</b>                     | <b>All Facilities Except RJC</b> | <b>RJC</b> | <b>Total</b> |
| 1991                            | 1,744                            | --         | 1,744        |
| 1992                            | 1,946                            | --         | 1,946        |
| 1993                            | 1,999                            | --         | 1,999        |
| 1994                            | 2,144                            | --         | 2,144        |
| 1995                            | 2,334                            | --         | 2,334        |
| 1996                            | 2,344                            | --         | 2,344        |
| 1997                            | 2,063                            | 426        | 2,489        |
| 1998                            | 1,995                            | 760        | 2,755        |

SOURCE: DAD staff.

Exhibit C illustrates that the rise in overtime expenditures seemed to follow the rise in jail population from 1991 through 1994. But in 1995 jail ADP increased to 2,334 while overtime dropped. In 1996, overtime dropped again while ADP increased

slightly. The decrease in overtime for the years 1995 and 1996 may be explained by the programs implemented by DAD to mitigate overtime and reduce jail population. Those programs are discussed later in this finding.

Exhibit D below shows total FTEs at the Department of Adult Detention from 1991 through 1998. Exhibit D may also explain the decrease in overtime during 1995 and 1996. The number of FTEs are compared to DAD overtime expenditures. (FTEs shown are the total actual FTEs listed for DAD at year end.)



**EXHIBIT D**

**Comparison of DAD Overtime Expenditures to Actual FTEs at Year End**

SOURCE: ARMS report AF1100070; FTE amounts rounded.

The FTEs at DAD from 1991 to 1998 are shown below.

| <b>EXHIBIT D Data</b>                     |                                  |            |              |
|---|----------------------------------|------------|--------------|
| <b>Department of Adult Detention FTEs</b> |                                  |            |              |
| <b>Year</b>                               | <b>All Facilities Except RJC</b> | <b>RJC</b> | <b>Total</b> |
| 1991                                      | 472                              | --         | 472          |
| 1992                                      | 466                              | --         | 466          |
| 1993                                      | 461                              | --         | 461          |
| 1994                                      | 478                              | --         | 478          |
| 1995                                      | 561                              | --         | 561          |
| 1996                                      | 576                              | --         | 576          |
| 1997                                      | 481                              | 230        | 711          |
| 1998                                      | 493                              | 235        | 728          |

SOURCE: ARMS Report AF220070 year end.

Exhibit D shows that staffing increased significantly in 1995 and 1996 and overtime declined in both those years. During 1995 overtime expenditures declined while the number of FTEs increased to 561. During 1996, the overtime amount dropped sharply while the number of FTEs increased to 576. During 1997 and 1998 overtime expenditures increased considerably while the total number of FTEs declined from 1995 and 1996 levels.

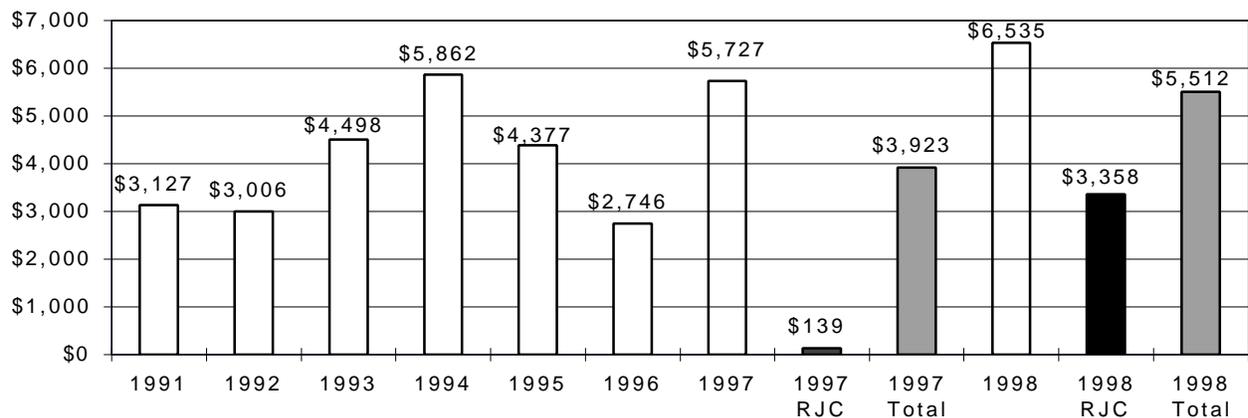
Of the 711 total FTEs shown at year end 1997, 230 were related to the RJC. The total FTEs at the downtown correctional facility and other DAD facilities at the end of 1997 was 481. This indicates that FTEs at the main jail and all other DAD locations, not including the RJC, declined by 95 from 576 in 1996 to 481 in 1997. Also, during 1997 some programs implemented by DAD to reduce the jail population during 1995 and 1996 were cut or curtailed. Of the 728 FTEs shown for

1998, 235 were located at the RJC.

The information contained in Exhibit D, showing overtime expenditures and FTEs, is combined in Exhibit E which shows the overtime expenditures per FTE.

### EXHIBIT E

#### Overtime Expenditures per FTE



SOURCE: ARMS report AF1100070 ADP for KCCF, 1996 ADP through 6/96.

Exhibit E shows that overtime expenditures per FTE excluding the RJC were \$5,727 in 1997 and \$6,535 in 1998. Overtime expenditures per FTE for all locations were \$3,923 in 1997 and \$5,512 in 1998.

#### Efforts to Mitigate Overtime Expenditures

In an effort to reduce the amount of overtime expenditures at DAD, as noted in two previous studies, the Department of Adult Detention implemented programs which were designed to reduce the jail population and increase the corrections officers in critical locations. These programs included:

1. Contracting with other facilities to house inmates.
2. Reactivation of the Alder Facility to house women inmates.
3. Expanding community corrections programs.
4. The hiring of additional FTEs, including corrections officers

and a classification specialist.

Each factor is discussed in more detail below.

### **Inmate Population**

Because jail inmate population is one factor which affects overtime expenditures, DAD has made efforts to manage the jail population through contracts with other jurisdictions to reduce population at the main jail facility.

#### **Outside Contracts**

During 1995, DAD contracted with the Yakima County Jail and the Washington State Department of Corrections' Twin Rivers Correctional Center in Monroe to transport and house inmates. The 1995 budget included \$1,419,395 to provide for contract beds and transportation to Yakima County for 1995 and for other population management issues during the year.

The contract for Yakima County was initially for 70 beds. The beds were contracted at \$50 per bed per day. The contract at Twin Rivers was a flat fee for 40 beds, regardless of use, on a daily basis commencing April 1995.

The 1996 budget allocated \$887,507 to continue the contract with Yakima County for 70 beds and with the state for 40 beds at the Twin Rivers Correctional Center. At the end of 1996, there were 91 King County inmates incarcerated in Yakima County for DAD.

The contracts for inmate bed capacity with the Yakima County Jail and Twin Rivers Correctional Center in Monroe ended in April 1997 with the opening of the RJC in Kent. The RJC phased in operations beginning March 1997 and was fully operational with 10 of 14 units, providing 640 beds, by June 1997.

**Alder Facility**

During 1996, DAD reactivated the Alder Facility to house a maximum of 120 minimum to medium security females until the Regional Justice Center opened. The 1996 budget included \$2,776,167 and 47 FTEs to operate the facility.

**Community Corrections Programs**

The 1995 budget included funds and FTEs to expand the community corrections programs which increase jail capacity. These included \$121,838 and 2 FTEs for the Electronic Home Detention Program and \$32,180 for the work crew. The Electronic Home Detention Program was budgeted to save 75 beds during 1995. The actual number of beds saved for 1995 was 55. During 1996 the number of beds saved due to the program was 52.

The 1997 budget included a restructuring of the Work Release Program to expand the Electronic Home Detention Program at a savings of \$555,850 and 11 FTEs.

**Additional FTEs**

To cover staffing needs at the jail, DAD commonly uses overtime instead of increasing the number of corrections officers. A study completed by the King County Auditor's Office in 1992 to determine the coverage needs of security staff at DAD was supported by a 1994 study by Liebert & Associates that was commissioned by DAD. The studies concluded that to achieve a balance between FTEs and overtime, King County should increase FTEs at DAD by 26. The studies stated that the 26 new FTEs would provide adequate coverage of posts.

Subsequently, the 1995 budget included \$1,865,406 to fund an increase in overtime and to provide 26 additional corrections

officers and one Administrative Sergeant position. The Sergeant was responsible for tracking and forecasting overtime.

The 1995 budget also included \$107,382 and 2 FTEs to improve the classifications process; and \$43,049 for two half-time Personal Recognizance Screeners.

The 1996 budget included \$443,099 to hire 10 additional corrections officers to manage inmate population levels as outlined in the federal court order required by Hammer v. King County. The officers were used for wing-specific staffing to provide security coverage in the south dormitories of the jail whenever the populations in a dorm exceeds 160 inmates for six hours or more. Also, one classification employee was hired to assist with the classification of inmates. If possible, inmates were placed in the North Rehabilitation Facility or in other non-King County correctional facilities such as work release. However, in 1997 full-time staffing at the correctional facilities, excluding the Regional Justice Center, was reduced from 576 in 1996 to 481. There were 493 full-time positions in 1998.

In summary, the various programs and measures listed appeared to have reduced overtime expenditures. However, the outside contracts with the Yakima County Jail, Washington State Department of Corrections' Twin Rivers Correctional Center ended during 1997. The inmates from the Alder Facility were transferred to the RJC. As the contracts ended and the Regional Justice Center became operational and full-time staff were reduced at other county correctional facilities, overtime has again increased.

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**RECOMMENDATION**

- 1-1** The Department of Adult Detention should continue its efforts to monitor, review, and control overtime expenditures.

***Executive Response***

*"I concur."*

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**FINDING 2**

**THE DEPARTMENT OF ADULT DETENTION HAS NOT CONDUCTED A STUDY TO DETERMINE THE FEASIBILITY OF CREATING PART-TIME CORRECTIONS OFFICER POSITIONS.**

One objective of this study was to determine DAD's status in reviewing the use of part-time corrections officers.

The King County Auditor's Office Special Study: Jail Overtime Study Follow-Up (Report No. 94-12) recommended that DAD establish part-time corrections officer positions. The following is quoted from that report:

"Use of part-time corrections officers deserves consideration for three major reasons; (a) a corrections officer working a shorter shift may better be able to cope with high stress peak operation work requirement, (b) part-time officers could allow the Department to be in a better position to implement alternative work-patterns to meet corrections officer needs, and (c) employment of part-time officers may provide the Department with access to an immediate pool of qualified corrections officers to fill full-time positions, thus reducing or eliminating position vacancies."

DAD responded:

"The department plans to contract with a scheduling consultant to explore alternative work schedules that

would benefit the employee and County. The department will keep Audit staff and Council staff apprised as to the unfunded cost of the study. Further, the department and the Office of Financial Management will explore the feasibility of creating part-time corrections officer positions. The feasibility study will include a study of the practices used by the State of Washington Department of Corrections, the financial costs and benefits of part-time employees, and the potential impacts on the applicant pools.”

The Washington State Department of Corrections, as referenced in the above DAD response, uses a Custody Staffing Model to determine the optimal mix of full-time, part-time, and overtime workers to meet its workload demands.

DAD to date has not explored the feasibility of utilizing part-time corrections officer positions.

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**RECOMMENDATION****2-1**

DAD should complete a study to determine the feasibility of employing part-time corrections officers as stated in their response to the King County Auditor’s Office Special Study: Jail Overtime Study Follow-Up (Report No. 94-12). The study should include the costs and benefits of part-time employees.

***Executive Response***

*“DAD staff have conducted most of the elements of such a study, and would be happy to formalize the above considerations into a cost-benefit structure with formal conclusions for you and your staff.”*

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## **APPENDIX**

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## APPENDIX 1

### EXECUTIVE RESPONSE



King County Executive  
RON SIMS

September 10, 1999

**RECEIVED**

SEP 13 1999

KING COUNTY AUDITOR

Don Eklund, King County Auditor  
Room 402, MS 4CC  
C O U R T H O U S E

Dear Mr. Eklund:

Thank you for your memorandum of August 12, 1999, transmitting the Jail Overtime Study Report No. 94-12. Overtime is a critical budget driver for the Department of Adult Detention; both the Department and I clearly recognize that it is necessary to carefully track and monitor this resource in order to balance the essential need for security staffing with the most efficient use of full-time equivalent (FTE) positions and overtime.

The audit report prepared by your staff contains interesting and valuable information. I was particularly pleased to see that overtime, as a percentage of total expenditures, has decreased since 1994. Overtime clearly fluctuates inversely with the number of FTE's. The Department of Adult Detention (DAD) periodically reviews the mix of FTE's to overtime to ensure that the most efficient mix is used. The conclusion that overtime is not driven solely by average daily population of the jail facilities is readily apparent. A significant amount of the 1998 overtime was due to an increase in the number of hours needed to guard the psychiatric population. The psychiatric population increased slightly over twenty percent (20.1%) in 1998, while the general population increased less than eleven percent (10.7%).

My responses to the audit recommendations are as follows:

**Recommendation 1-1:** The Department of Adult Detention should continue its efforts to monitor, review, and control overtime expenditures.

I concur.

**Recommendation 2-1:** DAD should complete a study to determine the feasibility of employing part-time corrections officers as stated in their response to the King County Auditor's Office Special Study: Jail Overtime Study Follow-up Report. The study should include the costs and benefits of part-time employees.

DAD staff has conducted most of the elements of such a study and would be happy to formalize the above considerations into a cost-benefit structure with formal conclusions for you and your staff.

KING COUNTY COURTHOUSE 516 THIRD AVENUE, ROOM 400 SEATTLE, WA 98104-3271  
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## APPENDIX 1 (Continued)

Don Eklund  
September 10, 1999  
Page 2

I thank you and your staff for the professionalism of conducting the follow-up study and for providing valuable ways to analyze the history of overtime and staffing in the Department of Adult Detention. There are some valuable data that will help us as we continually try to conserve the precious resources needed to maintain a secure and humane correctional system.

Sincerely,

A handwritten signature in black ink, appearing to read "Ron Sims". The signature is stylized with a large, looping initial "R" and a cursive "Sims".

Ron Sims  
King County Executive

cc: Paul Tanaka, Deputy County Executive  
Arthur Wallenstein, Director, Department of Adult Detention  
Pat Steel, Director, Office of Budget

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