

**MEMORANDUM**

March 3, 2009

TO: Public Safety Committee

FROM: Linda McMillan, Senior Legislative Analyst *LMC*  
Minna Davidson, Legislative Analyst *MD*

SUBJECT: **Update: Public Safety Overtime**

At this session the Committee will have an opportunity to discuss trends in overtime expenditures in the public safety departments/offices (MC Police Department, Correction and Rehabilitation, Sheriff's Office, and Fire and Rescue Service) and to discuss the review efforts undertaken as a part of the CountyStat effort. Two reports are attached to this packet. The first is a report from the Office of Management and Budget which provides data on the trends by fiscal year and includes comments from the departments/offices on expenditures in FY 2008 and FY 2009 to date. The second report is from CountyStat and provides an overview of their review process and the data that is used by those attending the CountyStat sessions.

**Report from OMB**

The report from OMB is provided at © 1-14. The table on the next page provides a summary of the information in the report provided by OMB regarding the budget for overtime, actual expenditures and the % of the budget actually spent. Comments from Departments are provided at © 5 (Police), © 10 (Correction), © 12 (Sheriff), and © 14 (Fire and Rescue). The summary indicates that:

- For FY 2008, each of the departments/offices overspent their overtime budgets but by varying percentages. The Police Department final expenditures were 1.4% over budget while Fire and Rescue exceeded their overtime budget by about 30%.
- The overtime budget for Fire and Rescue was increased significantly from FY 2007 to FY 2008 which dramatically lowered the over expenditure in this category (in FY 2007, Fire and Rescue expended 250% of its overtime budget.)
- As previously discussed by the Committee, an over expenditure in overtime does not necessarily mean an over expenditure by a department in total personnel costs. The FY

2008 end of year transfer information provided to the Council on November 17, 2008 showed that the Police Department exceeded its General Fund personnel expenses budget by \$2,097,062; Correction and Rehabilitation exceeded its personnel expense budget by \$1,035,491; Fire and Rescue had a surplus of \$825,000 in the personnel category; and the Sheriff's Office exceeded its personnel budget by \$229,931.

- For FY 2009, the Police Department and Sheriff's Office are projecting a surplus in their overtime budgets. Correction and Rehabilitation projects it will exceed its budget by about 12%. Fire and Rescue projects it will exceed its overtime budget by about 40%; however, both the budget and the actual expenditures are expected to be lower than those in FY 2008.

OVERTIME - PS COMM REVIEW - March 5, 2009 (from OMB report)			
<b>Montgomery County Police</b>	<b>BUDGET</b>	<b>ACTUAL</b>	<b>% of BUDGET SPENT</b>
FY 2005	9,583,566	9,651,753	100.7%
FY 2006	8,797,332	9,662,763	109.8%
FY 2007	9,825,831	10,280,966	104.6%
FY 2008	10,167,058	10,313,654	101.4%
FY 2009 projected	10,389,253	10,155,772	97.8%
<b>Correction and Rehabilitation</b>	<b>BUDGET</b>	<b>ACTUAL</b>	<b>% of BUDGET SPENT</b>
FY 2005	3,511,878	3,685,889	105.0%
FY 2006	4,241,515	4,306,892	101.5%
FY 2007	3,592,643	4,312,616	120.0%
FY 2008	3,575,517	3,998,821	111.8%
FY 2009 projected	3,779,030	3,924,318	103.8%
<b>Sheriff's Office</b>	<b>BUDGET</b>	<b>ACTUAL</b>	<b>% of BUDGET SPENT</b>
FY 2005	707,076	773,064	109.3%
FY 2006	879,557	1,019,597	115.9%
FY 2007	1,062,951	1,061,959	99.9%
FY 2008	879,500	1,019,643	115.9%
FY 2009 projected	947,611	855,624	90.3%
<b>Fire and Rescue</b>	<b>BUDGET</b>	<b>ACTUAL</b>	<b>% of BUDGET SPENT</b>
FY 2005	6,110,332	12,720,040	208.2%
FY 2006	8,448,181	15,027,878	177.9%
FY 2007	6,113,217	15,301,844	250.3%
FY 2008	11,742,629	15,281,941	130.1%
FY 2009 projected	9,515,153	13,500,000	141.9%

## Report from County Stat

The report from CountyStat is provided at © 15-36. CountyStat has spent considerable time working with the three county departments (Police, Correction and Rehabilitation, and Fire

and Rescue) to analyze historical trends and explore strategies to reduce the use of overtime. The three components used in evaluating overtime causes and solutions are included at © 17:

- Hire more staff (new employees versus use of overtime)
- Limit overtime hours (operational ways to reduce the use of overtime)
- Utilize less expensive overtime (shift overtime to lower cost personnel)

### **Summary of Tracking Expenditures (© 18)**

The CountyStat report provides a summary of calendar year 2007 and calendar year 2008 overtime expenditures (© 18). The summary concludes that Fire and Rescue, Police, and Correction and Rehabilitation all showed declines in overtime hours and dollars from CY2007 to CY2008. There was a \$3.5 million decline in Fire and Rescue, \$1.2 million in the Police Department, and \$96,307 decline in Correction and Rehabilitation. While the information provided by OMB also shows improved trends when comparing budget to actual; when tracking by fiscal year the trends are different: a \$19,903 decline for Fire and Rescue (compared to \$3.575 million decline); a \$32,688 increase for the Police Department (compared to a \$1.244 million decline); and a \$313,795 decline for Correction and Rehabilitation (compared to a \$96,307 decline). CountyStat does not review the Sheriff's Office.

**The Committee should discuss with CountyStat why they have chosen to track data by calendar year and whether they believe it would be better from now on to collect and analyze fiscal data by fiscal year so that it may be more easily used in evaluating budgets. The Committee should also inquire whether CountyStat and OMB data are somehow pulling information from different sources or using data with different components. While one would expect a difference between calendar year and fiscal year data, the differences seem larger than what would be expected from just a difference in 12 month periods.**

These questions persist (but to a much lesser degree) for FY 2009 data. For example, the update on Fire and Rescue for FY09 tracks by fiscal year (© 19). Council staff is unclear why the budget numbers provided are different (\$9.875 million in CountyStat report and \$9.515 million in the OMB report). The expenditures are different but only by a very small amount (\$6.706 million compared to \$6.714 million).

### **Review of Overtime Hours**

Trends in use of overtime hours, annual leave hours, and sick leave hours are provided graphically at © 22-23 for Fire and Rescue; © 28-29 for Correction and Rehabilitation; and © 34-35 for the Police Department. In addition, each of the second quarter comparisons also includes hours (© 21 for Fire and Rescue, © 27 for Correction and Rehabilitation, © 33 for the Police Department). CountyStat has also chosen to provide this analysis by calendar year rather than fiscal year. The OMB report includes the Police Department's regular management report on overtime. This report (© 6-8) is provided by fiscal year. This also prevents a direct comparison of the two reports as the CountyStat report shows the Police Department used 200,494 overtime hours in calendar year 2008, while the Police Department data for fiscal year 2008 reports 209,980 overtime hours were used.



OFFICE OF MANAGEMENT AND BUDGET

Isiah Leggett  
County Executive

Joseph F. Beach  
Director

MEMORANDUM

March 2, 2009

TO: Linda McMillan, Senior Legislative Analyst  
Minna Davidson, Legislative Analyst

FROM: Joseph F. Beach, Director  
Office of Management and Budget

SUBJECT: FY08 and 2nd Quarter FY09 Overtime Expenditures Report for the Department of Police, Department of Correction and Rehabilitation, Office of the Sheriff, and Montgomery County Fire and Rescue Service

As you requested for the March 5, 2009 Public Safety Committee meeting on public safety overtime expenses incurred by the Department of Police, Department of Correction and Rehabilitation, Sheriff's Office and the Montgomery County Fire and Rescue, the following items are enclosed:

**Attachment 1:** Summary Public Safety Overtime Expenses – Public Safety Agencies – FY99 to FY09 2nd Quarter and FY09 projected. To summarize:

Fiscal Year	Police	Correction and Rehabilitation	Sheriff	Fire and Rescue Service	Total Overtime
<b>Fiscal Year 08</b>					
Budget FY08	\$ 10,167,058	\$ 3,575,517	\$ 879,500	\$ 11,742,629	\$ 26,364,704
Actual FY08 Period 13	\$ 10,313,654	\$ 3,998,821	\$ 1,019,643	\$ 15,281,941	\$ 30,614,059
Remain. Balance	\$ (146,596)	\$ (423,304)	\$ (140,143)	\$ (3,539,312)	\$ (4,249,355)
Actual as % of Budget	101.4%	111.8%	115.9%	130.1%	116.1%
<b>Fiscal Year 09</b>					
Budget FY09 2nd Qt*	\$ 10,389,253	\$ 3,779,030	\$ 947,611	\$ 9,515,153	\$ 24,631,047
Actual FY09 @12.4 pp	\$ 4,902,848	\$ 2,022,110	\$ 455,049	\$ 6,714,354	\$ 14,094,361
Remain. Balance	\$ 5,486,405	\$ 1,756,920	\$ 492,562	\$ 2,800,799	\$ 10,536,686
Actual as % of Budget	47.2%	53.5%	48.0%	70.6%	57.2%
FY09 PROJECTED	\$ 10,389,253	\$ 3,779,030	\$ 947,611	\$ 9,515,153	\$ 24,631,047
FY09 @ 26.1 pp	\$ 10,155,772	\$ 3,924,318	\$ 855,624	\$ 13,500,000	\$ 28,435,714
Remain. Balance	\$ 233,481	\$ (145,288)	\$ 91,987	\$ (3,984,847)	\$ (3,804,667)
Actual as % of Budget	97.8%	103.8%	90.3%	141.9%	115.4%

**Attachment 2:** Police's Overtime Expenses –FY99 to FY09 2nd Quarter (12.4 pay periods).

**Attachment 2a:** Police's Explanatory Comments

Office of the Director

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**Attachment 3: Correction and Rehabilitation's Overtime Expenses –FY99 to FY09 2nd Quarter (12.4 pay periods)**

**Attachment 3a: Correction and Rehabilitation's Explanatory Comments**

**Attachment 4: Sheriff's Overtime Expenses –FY99 to FY09 2nd Quarter (12.4 pay periods)**

**Attachment 4a: Sheriff's Explanatory Comments**

**Attachment 5: Fire and Rescue's Overtime Expenses –FY99 to FY09 2nd Quarter (12.4 pay periods)**

**Attachment 5a: Fire and Rescue's Explanatory Comments**

Should you require additional information, please do not hesitate to contact Ed Piesen, OMB (240-777-2764) for assistance.

JFB: emp

cc: Timothy Firestine, Chief Administrative Officer  
J. Thomas Manger, Chief of Police  
Arthur Wallenstein, Director, Department of Correction and Rehabilitation  
Raymond Kight, Montgomery County Sheriff  
Richard Bowers, Acting Fire Chief, Montgomery County Fire and Rescue Service  
Kathleen Boucher, Assistant Chief Administrative Officer  
Neil Shorb, Department of Police  
Mark Wulff, Department of Correction and Rehabilitation  
Jo Ann Ricchiuti, Office of the Sheriff  
Dominic Del Pozzo, Montgomery County Fire and Rescue Service  
Ed Piesen, Office of Management and Budget  
Blaise DeFazio, Office of Management and Budget  
Amy Wilson, Office of Management and Budget  
Christopher A. Cihlar, Ph.D., CountyStat Manager  
Victoria Buckland, CountyStat

	A	B	C	D	E	F
1						ATTACHMENT 1
2	<b>Summary - Public Safety Overtime Expenses</b>					
3	<b>Fiscal Year</b>	<b>Police</b>	<b>Correction and Rehabilitation</b>	<b>Sheriff</b>	<b>Fire and Rescue Service</b>	<b>Total Overtime</b>
4	<b>Prior Fiscal Years</b>					
5	Actual FY99	\$ 6,016,941	\$ 1,787,820	\$ 315,036	\$ 5,807,778	\$ 13,927,575
6	Actual FY00	\$ 6,455,445	\$ 2,123,472	\$ 520,630	\$ 6,226,840	\$ 15,326,387
7	Actual FY01	\$ 7,781,632	\$ 1,739,511	\$ 545,413	\$ 6,756,341	\$ 16,822,897
8	Actual FY02	\$ 8,412,764	\$ 1,698,119	\$ 644,643	\$ 6,973,411	\$ 17,728,937
9	Actual FY03	\$ 8,473,534	\$ 2,438,763	\$ 1,126,441	\$ 5,175,682	\$ 17,214,420
10	Actual FY04	\$ 9,341,338	\$ 3,493,481	\$ 949,982	\$ 9,162,170	\$ 22,946,971
11	<b>Budget FY05</b>	<b>\$ 9,583,566</b>	<b>\$ 3,511,878</b>	<b>\$ 707,076</b>	<b>\$ 6,110,332</b>	<b>\$ 19,912,852</b>
12	Actual FY05	\$ 9,651,753	\$ 3,685,889	\$ 773,064	\$ 12,720,040	\$ 26,830,746
13	<b>Budget FY06</b>	<b>\$ 8,791,332</b>	<b>\$ 4,241,515</b>	<b>\$ 879,557</b>	<b>\$ 8,448,181</b>	<b>\$ 22,360,585</b>
14	Actual FY06	\$ 9,662,763	\$ 4,306,892	\$ 1,019,597	\$ 15,027,878	\$ 30,017,130
15	<b>Budget FY07</b>	<b>\$ 9,825,831</b>	<b>\$ 3,592,643</b>	<b>\$ 1,062,951</b>	<b>\$ 6,113,217</b>	<b>\$ 20,594,642</b>
16	Actual FY07	\$ 10,280,966	\$ 4,312,616	\$ 1,061,959	\$ 15,301,844	\$ 30,957,385
17						
18	<b>Fiscal Year 08</b>					
19	Budget FY08	\$ 10,167,058	\$ 3,575,517	\$ 879,500	\$ 11,742,629	\$ 26,364,704
20	Actual FY08 Period 13	\$ 10,313,654	\$ 3,998,821	\$ 1,019,643	\$ 15,281,941	\$ 30,614,059
21	Remain. Balance	\$ (146,596)	\$ (423,304)	\$ (140,143)	\$ (3,539,312)	\$ (4,249,355)
22	Actual as % of Budget	<b>101.4%</b>	<b>111.8%</b>	<b>115.9%</b>	<b>130.1%</b>	<b>116.1%</b>
23						
24	<b>Fiscal Year FY09</b>					
25	<b>Budget FY09 1st Qt.*</b>	<b>\$ 10,389,253</b>	<b>\$ 3,779,030</b>	<b>\$ 947,611</b>	<b>\$ 9,515,153</b>	<b>\$ 24,631,047</b>
26	Actual FY09 @6.4 pp	\$ 2,574,966	\$ 1,083,328	\$ 239,701	\$ 3,495,359	\$ 7,393,354
27	Remain. Balance	\$ 7,814,287	\$ 2,695,702	\$ 707,910	\$ 6,019,794	\$ 17,237,693
28	Actual as % of Budget	<b>24.8%</b>	<b>28.7%</b>	<b>25.3%</b>	<b>36.7%</b>	<b>30.0%</b>
29	<b>*Actual thru 1st Pay Period in October or 6.4 Pay Periods</b>					
30						
31	<b>Budget FY09 2nd Qt*</b>	<b>\$ 10,389,253</b>	<b>\$ 3,779,030</b>	<b>\$ 947,611</b>	<b>\$ 9,515,153</b>	<b>\$ 24,631,047</b>
32	Actual FY09 @12.4 pp	\$ 4,902,848	\$ 2,022,110	\$ 455,049	\$ 6,714,354	\$ 14,094,361
33	Remain. Balance	\$ 5,486,405	\$ 1,756,920	\$ 492,562	\$ 2,800,799	\$ 10,536,686
34	Actual as % of Budget	<b>47.2%</b>	<b>53.5%</b>	<b>48.0%</b>	<b>70.6%</b>	<b>57.2%</b>
35	<b>*Actual thru 1st Pay Period in January or 12.4 Pay Periods</b>					
36						
37	<b>FY09 PROJECTED</b>	<b>\$ 10,389,253</b>	<b>\$ 3,779,030</b>	<b>\$ 947,611</b>	<b>\$ 9,515,153</b>	<b>\$ 24,631,047</b>
38	<b>FY09 @ 26.1 pp</b>	<b>\$ 10,155,772</b>	<b>\$ 3,924,318</b>	<b>\$ 855,624</b>	<b>\$ 13,500,000</b>	<b>\$ 28,435,714</b>
39	Remain. Balance	\$ 233,481	\$ (145,288)	\$ 91,987	\$ (3,984,847)	\$ (3,804,667)
40	Actual as % of Budget	<b>97.8%</b>	<b>103.8%</b>	<b>90.3%</b>	<b>141.9%</b>	<b>115.4%</b>
41						
42						
43	<b>Budget FY09 4th Qt*</b>	<b>\$ 10,389,253</b>	<b>\$ 3,779,030</b>	<b>\$ 947,611</b>	<b>\$ 9,515,153</b>	<b>\$ 24,631,047</b>
44	Actual FY09 @26.1 pp	\$ 10,155,772	\$ 3,924,318	\$ 855,624	\$ 13,500,000	\$ 28,435,714
45	Remain. Balance	\$ 233,481	\$ (145,288)	\$ 91,987	\$ (3,984,847)	\$ (3,804,667)
46	Actual as % of Budget	<b>97.8%</b>	<b>103.8%</b>	<b>90.3%</b>	<b>141.9%</b>	<b>115.4%</b>

	A	B	C	D	E	F
1						ATTACHMENT 2
2	<b>Police - Overtime Expenses</b>					
3	<b>Fiscal Year</b>	<b>Shift Differential OT 1231</b>	<b>FTO OT 1241</b>	<b>Multilingual OT 1261</b>	<b>Overtime 1360</b>	<b>Total Overtime</b>
4	<b>Prior Fiscal Years</b>					
5	Actual FY99	\$ 75,892	\$ 4,235	\$ 10,353	\$ 5,926,461	\$ 6,016,941
6	Actual FY00	\$ 74,501	\$ 4,214	\$ 7,791	\$ 6,368,939	\$ 6,455,445
7	Actual FY01	\$ 92,164	\$ 3,823	\$ 9,568	\$ 7,676,077	\$ 7,781,632
8	Actual FY02	\$ 98,359	\$ 3,428	\$ 10,582	\$ 8,300,395	\$ 8,412,764
9	Actual FY03	\$ 53,176	\$ 9,392	\$ 8,380	\$ 8,402,586	\$ 8,473,534
10	Actual FY04	\$ 127,417	\$ 11,461	\$ 14,515	\$ 9,187,945	\$ 9,341,338
11	<b>Budget FY05</b>	\$ -	\$ -	\$ -	\$ 9,583,566	\$ 9,583,566
12	Actual FY05	\$ 124,311	\$ 5,527	\$ 14,342	\$ 9,507,573	\$ 9,651,753
13	<b>Budget FY06</b>	\$ -	\$ -	\$ -	\$ 8,791,332	\$ 8,791,332
14	Actual FY06	\$ 121,970	\$ 7,698	\$ 16,762	\$ 9,516,333	\$ 9,662,763
15	<b>Budget FY07</b>	\$ 75,000	\$ 7,000	\$ 18,000	\$ 9,725,831	\$ 9,825,831
16	Actual FY07	\$ 120,336	\$ 6,028	\$ 16,385	\$ 10,138,217	\$ 10,280,966
17						
18	<b>Fiscal Year 08</b>					
19	Budget FY08	\$ 75,000	\$ 7,000	\$ 18,000	\$ 10,067,058	\$ 10,167,058
20	Actual FY08 Period 13	\$ 105,143	\$ 7,043	\$ 16,602	\$ 10,184,866	\$ 10,313,654
21	Remain. Balance	\$ (30,143)	\$ (43)	\$ 1,398	\$ (117,808)	\$ (146,596)
22	Actual as % of Budget					101.4%
23						
24	<b>Fiscal Year FY09</b>					
25	<b>Budget FY09 1st Qt.*</b>	\$ 75,000	\$ 7,000	\$ 18,000	\$ 10,289,253	\$ 10,389,253
26	Actual FY09 @6.4 pp	\$ 27,647	\$ 1,970	\$ 3,823	\$ 2,541,526	\$ 2,574,966
27	Remain. Balance	\$ 47,353	\$ 5,030	\$ 14,177	\$ 7,747,727	\$ 7,814,287
28	Actual as % of Budget					24.8%
29	<b>*Actual thru 1st Pay Period in October or 6.4 Pay Periods</b>					
30						
31	<b>Budget FY09 2nd Qt*</b>	\$ 75,000	\$ 7,000	\$ 18,000	\$ 10,289,253	\$ 10,389,253
32	Actual FY09 @12.4 pp	\$ 49,425	\$ 2,547	\$ 7,712	\$ 4,843,164	\$ 4,902,848
33	Remain. Balance	\$ 25,575	\$ 4,453	\$ 10,288	\$ 5,446,089	\$ 5,486,405
34	Actual as % of Budget					47.2%
35	<b>*Actual thru 1st Pay Period in January or 12.4 Pay Periods</b>					
36						
37	<b>FY09 PROJECTED</b>	\$ 75,000	\$ 7,000	\$ 18,000	\$ 10,289,253	\$ 10,389,253
38	<b>FY09 @ 26.1 pp</b>	\$ 104,032	\$ 5,361	\$ 16,233	\$ 10,030,146	\$ 10,155,772
39	Remain. Balance	\$ (29,032)	\$ 1,639	\$ 1,767	\$ 259,107	\$ 233,481
40	Actual as % of Budget					97.8%
41						
42						
43	<b>Budget FY09 4th Qt</b>	\$ 75,000	\$ 7,000	\$ 18,000	\$ 10,289,253	\$ 10,389,253
44	<b>Actual FY09 @20.4 pp</b>	\$ 49,425	\$ 2,547	\$ 7,712	\$ 4,843,164	\$ 4,902,848
45	<b>Remain. Balance</b>	\$ 25,575	\$ 4,453	\$ 10,288	\$ 5,446,089	\$ 5,486,405
46	<b>Actual as % of Budget</b>					47.2%

**EXPLANATORY COMMENTS BY**  
**THE DEPARTMENT OF POLICE**

1. **A narrative brief on the department's FY08 overtime activities and an explanation why the department exceeded its FY08 overtime budget.**  
Actually, the total number of overtime hours spent in FY08 (209,980 hrs) was reduced from FY07 (225,680 hrs). The small amount spent over the budget was due to increased overtime rate (by compensation adjustments) against the fixed overtime budget.
2. **The number of overtime hours for FY08 and FY09 2<sup>nd</sup> Quarterly**  
209,980 overtime hours in FY08 and 97,700 overtime hours at FY09 - 2<sup>nd</sup> quarter with an estimation of 206,000 overtime hours spent at the year-end FY09.
3. **The average hourly overtime rate for FY08 and FY09**  
\$48.31 and \$49.57, respectively
4. **The Department's projected FY09 overtime usage based on the FY09 2<sup>nd</sup> Quarter actual (12.4 pay period).**  
\$10,155,770 or 97.8% of the Approved FY09 Budget.
5. **Identification of significant events (i.e. MLK Holiday and the Presidential Inauguration) that caused the department to increase overtime usage.**  
The SERT team deployments to the 2009 Presidential Inauguration will be reimbursed, however we have incurred about \$73,510 under the project code, GEN947 for in-county activities that may not be reimbursed by the State. The SERT overtimes are not included towards the projections for the 3<sup>rd</sup> & 4<sup>th</sup> quarter.
6. **Status of efforts to improve the management and reporting of overtime usage.**  
**Developments in overtime management include:**
  - Continued executive officer scrutiny of overtime usage in each division/district.
  - Executive officers review every court summons form (MCP107).
  - Discontinued community services activities by CSO's and using beat officers to handle event.
  - Continued to work with the State's Attorney's Office to schedule certain drug and alcohol violations on pre-set dates to eliminate the need to summons officers.
  - Reports are not written on overtime.
  - Supervisor's are monitoring calls for service that can be held at shift change in lieu of spending overtime to hold over officers.
  - Duty Commanders will relocate officers from other districts to fill staffing/call volume needs.

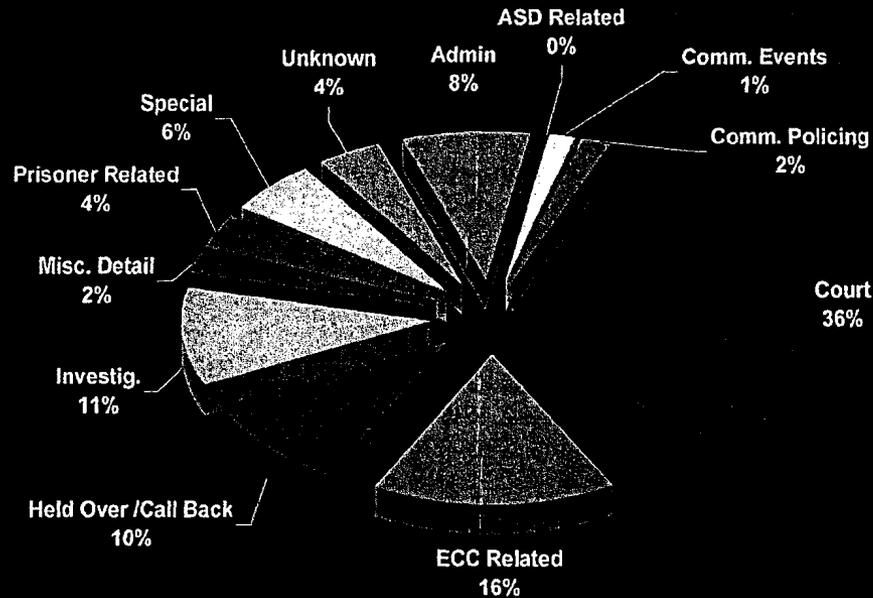
**Montgomery County Police Department  
Summary of POLICE DEPARTMENT  
FY08 Overtime Comparisons By Category**

Total of 26.1 payrolls posted in FY08

Source of Data: OTP Projects Data Base

Org.	ASD		Comm.	Comm.	ECC		Held Over	Investig.	Misc.	Prisoner	Special	Unknown	YTD	
	Admin	Related	Events	Policing	Court	Related	/Call Back		Detail	Related			Hours	YTD Amount
4710	90	-	1,090	1,320	10	-	330	10	130	-	600	420	4,000	\$ 222,180
4720	3,280	-	1,880	2,460	71,350	110	17,020	6,820	970	4,860	11,010	4,680	124,440	\$ 5,967,490
4730	680	-	50	220	3,180	70	2,710	15,210	2,900	2,450	720	710	28,900	\$ 1,547,570
4740	13,350	300	40	40	240	33,160	1,830	110	650	60	120	2,740	52,640	\$ 2,407,570
<b>Total</b>	<b>17,400</b>	<b>300</b>	<b>3,060</b>	<b>4,040</b>	<b>74,780</b>	<b>33,340</b>	<b>21,890</b>	<b>22,150</b>	<b>4,650</b>	<b>7,370</b>	<b>12,450</b>	<b>8,550</b>	<b>209,980</b>	<b>\$ 10,144,810</b>

**FY08 Overtime Comparisons by Category**



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**Montgomery County Police Department  
Summary of POLICE DEPARTMENT**

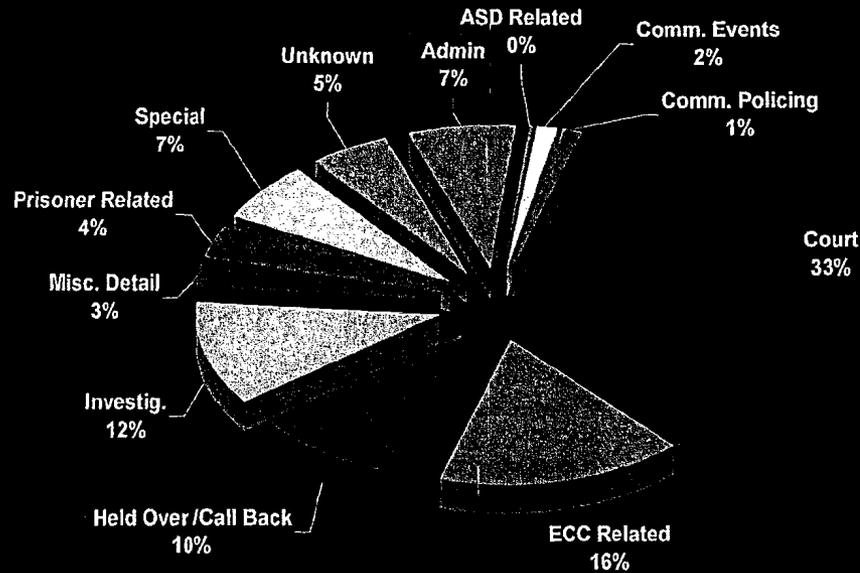
**FY09 Overtime Comparisons By Category (1st Quarter)**

No. of FY09 payrolls posted thru pay period ending September 27, 2008 : 6.4 PPEs

Source of Data: OTP Projects Data Base

Org.	Admin	ASD Related	Comm. Events	Comm. Policing	Court	ECC Related	Held Over /Call Back	Investig.	Misc. Detail	Prisoner Related	Special	Unknown	YTD Hours	YTD Amount
4710	10	-	400	80	10	-	70	10	10	-	120	40	750	\$ 43,720
4720	900	-	310	430	16,280	70	2,650	2,310	170	1,250	2,840	1,730	28,940	\$ 1,450,860
4730	180	-	20	70	790	-	480	3,640	700	540	80	230	6,730	\$ 371,060
4740	2,560	190	50	20	130	8,420	1,940	10	430	40	370	700	14,860	\$ 665,410
<b>Total</b>	<b>3,650</b>	<b>190</b>	<b>780</b>	<b>600</b>	<b>17,210</b>	<b>8,490</b>	<b>5,140</b>	<b>5,970</b>	<b>1,310</b>	<b>1,830</b>	<b>3,410</b>	<b>2,700</b>	<b>51,280</b>	<b>\$ 2,531,050</b>

**FY09 Overtime Comparisons by Category**



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**Montgomery County Police Department  
Summary of POLICE DEPARTMENT**

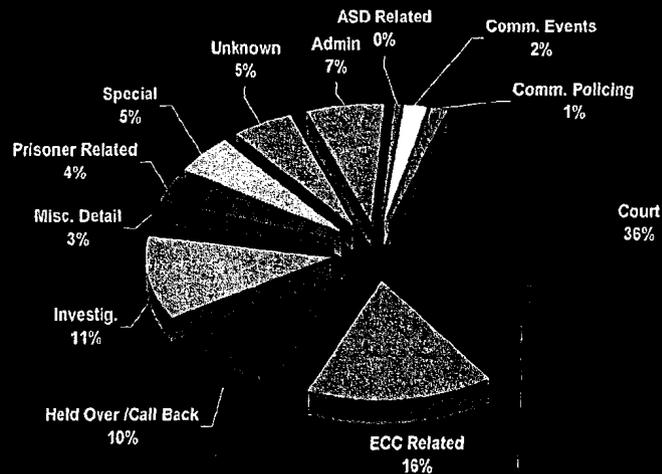
**FY09 Overtime Comparisons By Category (2nd Quarter)**

No. of FY09 payrolls posted thru pay period ending December 20, 2008 : 12.4 PPEs

Source of Data: OTP Projects Data Base

Org.	Admin	ASD Related	Comm. Events	Comm. Policing	Court	ECC Related	Held Over /Call Back	Investig.	Misc. Detail	Prisoner Related	Special	Unknown	YTD		Avg. OTP Rate	Remainder	
													Hours	YTD Amount		13.70	Total Est. FY09 YTD
4710	20	-	1,080	80	10	-	160	10	10	-	260	70	1,700	\$ 97,330		\$ 107,530.00	\$ 204,860.00
4720	1,800	-	940	970	32,690	180	5,230	3,660	490	2,490	4,320	2,890	55,660	\$ 2,781,990		\$ 3,073,650.00	\$ 5,855,640.00
4730	290	-	30	90	1,540	10	1,140	7,280	1,390	1,010	170	540	13,490	\$ 751,360		\$ 830,130.00	\$ 1,581,490.00
4740	4,490	330	60	120	210	15,550	3,370	40	560	40	510	1,570	26,850	\$ 1,212,220		\$ 1,339,310.00	\$ 2,551,530.00
<b>Total</b>	<b>6,600</b>	<b>330</b>	<b>2,110</b>	<b>1,260</b>	<b>34,450</b>	<b>15,740</b>	<b>9,900</b>	<b>10,990</b>	<b>2,450</b>	<b>3,540</b>	<b>5,260</b>	<b>5,070</b>	<b>97,700</b>	<b>\$ 4,842,900</b>	<b>\$ 49.57</b>	<b>\$ 5,350,620.00</b>	<b>\$ 10,193,520.00</b>

**FY09 Overtime Comparisons by Category**



nc

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	A	B	C	D	E	F	G
1							ATTACHMENT 3
2	<b>Correction and Rehabilitation - Overtime Expenses</b>						
3	<b>Fiscal Year</b>	<b>Shift Differential OT 1231</b>	<b>FTO OT 1241</b>	<b>Multilingual OT 1261</b>	<b>Overtime 1360</b>	<b>Overtime Lunch 1361</b>	<b>Total Overtime</b>
4	<b>Prior Fiscal Years</b>						
5	Actual FY99	\$ 53,603	\$ -	\$ -	\$ 1,734,217	\$ -	\$ 1,787,820
6	Actual FY00	\$ 58,567	\$ -	\$ 3	\$ 2,064,902	\$ -	\$ 2,123,472
7	Actual FY01	\$ 51,615	\$ -	\$ 14	\$ 1,687,882	\$ -	\$ 1,739,511
8	Actual FY02	\$ 49,864	\$ 108	\$ 344	\$ 1,647,803	\$ -	\$ 1,698,119
9	Actual FY03	\$ 70,308	\$ 270	\$ 3,242	\$ 2,364,943	\$ -	\$ 2,438,763
10	Actual FY04	\$ 113,478	\$ -	\$ 7,878	\$ 3,372,125	\$ -	\$ 3,493,481
11	<b>Budget FY05</b>	\$ -	\$ -	\$ -	\$ 3,511,878	\$ -	\$ 3,511,878
12	Actual FY05	\$ 122,458	\$ 756	\$ 12,056	\$ 3,550,619	\$ -	\$ 3,685,889
13	<b>Budget FY06</b>	\$ -	\$ -	\$ -	\$ 4,241,515	\$ -	\$ 4,241,515
14	Actual FY06	\$ 127,133	\$ 96	\$ 13,118	\$ 4,166,545	\$ -	\$ 4,306,892
15	<b>Budget FY07</b>	\$ -	\$ -	\$ -	\$ 3,592,643	\$ -	\$ 3,592,643
16	Actual FY07	\$ 126,019	\$ 783	\$ 8,657	\$ 4,177,157	\$ -	\$ 4,312,616
17							
18	<b>Fiscal Year 08</b>						
19	Budget FY08	\$ -	\$ -	\$ -	\$ 3,575,517	\$ -	\$ 3,575,517
20	Actual FY08 Period 13	\$ 104,501	\$ 724	\$ 4,870	\$ 3,456,190	\$ 432,536	\$ 3,998,821
21	Remain. Balance	\$ (104,501)	\$ (724)	\$ (4,870)	\$ 119,327	\$ (432,536)	\$ (423,304)
22	Actual as % of Budget						<b>111.8%</b>
23							
24	<b>Fiscal Year FY09</b>						
25	<b>Budget FY09 1st Qt.*</b>	\$ -	\$ -	\$ -	\$ 3,779,030	\$ -	\$ 3,779,030
26	Actual FY09 @6.4 pp	\$ 21,389	\$ -	\$ 1,380	\$ 709,743	\$ 350,816	\$ 1,083,328
27	Remain. Balance	\$ (21,389)	\$ -	\$ (1,380)	\$ 3,069,287	\$ (350,816)	\$ 2,695,702
28	Actual as % of Budget						<b>28.7%</b>
29	<b>*Actual thru 1st Pay Period in October or 6.4 Pay Periods</b>						
30							
31	<b>Budget FY09 2nd Qt*</b>	\$ -	\$ -	\$ -	\$ 3,779,030	\$ -	\$ 3,779,030
32	Actual FY09 @12.4 pp	\$ 39,433	\$ -	\$ 2,283	\$ 1,283,265	\$ 697,129	\$ 2,022,110
33	Remain. Balance	\$ (39,433)	\$ -	\$ (2,283)	\$ 2,495,765	\$ (697,129)	\$ 1,756,920
34	Actual as % of Budget						<b>53.5%</b>
35	<b>*Actual thru 1st Pay Period in January or 12.4 Pay Periods</b>						
36							
37	<b>FY09 PROJECTED</b>	\$ -	\$ -	\$ -	\$ 3,779,030	\$ -	\$ 3,779,030
38	<b>FY09 @ 26.1 pp</b>	\$ 83,974	\$ -	\$ 4,754	\$ 2,450,235	\$ 1,385,355	\$ 3,924,318
39	Remain. Balance	\$ (83,974)	\$ -	\$ (4,754)	\$ 1,328,795	\$ (1,385,355)	\$ (145,288)
40	Actual as % of Budget						<b>103.8%</b>
41							
42							
43							
44							
45							
46							

**EXPLANATORY COMMENTS BY  
THE DEPARTMENT OF CORRECTION AND REHABILITATION**

1. **A narrative brief on the department's FY08 overtime activities and an explanation why the department exceeded its FY08 overtime budget.**  
 Personnel costs exceeded the budget because of overtime primarily related to backfilling staff on long-time military leave or extended sick leave and to temporarily opening the last housing unit to accommodate a surge in the prisoner population. Vacancies in excess of the anticipated level generated surplus PC for non-OT personnel costs; back-fill OT is required too handle these positions. In addition, the budget does not include funding for Shift Differential OT, FTO OT, or Multilingual Differential OT.

**2. The number of overtime hours for FY08 and FY09 2<sup>nd</sup> Quarterly**

	EARNTYPE	JUL	AUG	SEP	OCT	NOV	DEC
HOURS	OT2	109	127	113	98	104	31
	OTL						
	OTP	9,015	8,876	11,161	7,027	6,926	6,925
		9,124	9,003	11,274	7,125	7,030	6,956
AMOUNT	OT2	\$4,010	\$4,940	\$4,329	\$4,065	\$4,381	\$1,353
	OTL						
	OTP	\$351,344	\$356,293	\$448,916	\$285,914	\$275,913	\$282,199
		\$355,354	\$361,233	\$453,245	\$289,980	\$280,294	\$283,551
HOURS	OT2	24	30	8	43	26	63
	OTL	2,581	3,837	2,664	2,770	2,656	2,704
	OTP	5,804	7,472	5,091	4,938	4,665	4,006
		8,388	11,338	7,763	7,750	7,346	6,772
AMOUNT	OT2	\$904	\$1,126	\$360	\$2,004	\$1,204	\$2,812
	OTL	\$106,227	\$162,549	\$113,903	\$118,726	\$114,112	\$114,802
	OTP	\$251,313	\$335,065	\$224,915	\$220,136	\$207,397	\$173,663
		\$358,444	\$498,740	\$339,178	\$340,867	\$322,712	\$291,276

**3. The average hourly overtime rate for FY08 and FY09**

FY08 - \$38.70  
 FY09 - \$40.25  
 (includes FICA)

**4. The Department's projected FY09 overtime usage based on the FY09 2<sup>nd</sup> Quarter actual (12.4 pay period).**

\$3,924,318 or 103.8% of the Approved FY09 Budget

**5. Identification of significant events (i.e. MLK Holiday and the Presidential Inauguration) that caused the department to increase overtime usage.**

MCCF - On 1-19-09 through 1-20-09 we went into an enhanced staffing pattern for the Inaugural. This exercise resulted in 58 hours of OT spread across the two days. It primarily consisted of CO OT. There was a small amount for nurses. Managers who worked the event primarily took comp

	A	B	C	D	E	F
1						ATTACHMENT 4
2	<b>Sheriff - Overtime Expenses</b>					
3	<b>Fiscal Year</b>	<b>Shift Differential OT 1231</b>	<b>FTO OT 1241</b>	<b>Multilingual OT 1261</b>	<b>Overtime 1360</b>	<b>Total Overtime</b>
4	<b>Prior Fiscal Years</b>					
5	Actual FY99	\$ 7,098	\$ -	\$ -	\$ 307,938	\$ 315,036
6	Actual FY00	\$ 12,256	\$ 348	\$ 151	\$ 507,875	\$ 520,630
7	Actual FY01	\$ 11,471	\$ 473	\$ -	\$ 533,469	\$ 545,413
8	Actual FY02	\$ 13,400	\$ 562	\$ 10,013	\$ 620,668	\$ 644,643
9	Actual FY03	\$ 16,656	\$ 2,217	\$ 8,754	\$ 1,098,814	\$ 1,126,441
10	Actual FY04	\$ 15,119	\$ 2,201	\$ 1,294	\$ 931,368	\$ 949,982
11	<b>Budget FY05</b>	\$ -	\$ -	\$ -	\$ 707,076	\$ 707,076
12	Actual FY05	\$ 13,070	\$ 284	\$ 1,750	\$ 757,960	\$ 773,064
13	<b>Budget FY06</b>	\$ -	\$ -	\$ -	\$ 879,557	\$ 879,557
14	Actual FY06	\$ 13,167	\$ 746	\$ 1,497	\$ 1,004,187	\$ 1,019,597
15	Budget FY07	\$ -	\$ -	\$ -	\$ 1,062,951	\$ 1,062,951
16	<b>Actual FY07</b>	\$ 14,290	\$ 1,764	\$ 3,021	\$ 1,042,884	\$ 1,061,959
17						
18	<b>Fiscal Year 08</b>					
19	Budget FY08	\$ -	\$ -	\$ -	\$ 879,500	\$ 879,500
20	Actual FY08 Period 13	\$ 13,438	\$ 596	\$ 3,356	\$ 1,002,253	\$ 1,019,643
21	Remain. Balance	\$ (13,438)	\$ (596)	\$ (3,356)	\$ (122,753)	\$ (140,143)
22	Actual as % of Budget					115.9%
23						
24	<b>Fiscal Year FY09</b>					
25	<b>Budget FY09 1st Qt.*</b>	\$ -	\$ -	\$ -	\$ 947,611	\$ 947,611
26	Actual FY09 @6.4 pp	\$ 3,037	\$ 557	\$ 813	\$ 235,294	\$ 239,701
27	Remain. Balance	\$ (3,037)	\$ (557)	\$ (813)	\$ 712,317	\$ 707,910
28	Actual as % of Budget					25.3%
29	<b>*Actual thru 1st Pay Period in October or 6.4 Pay Periods</b>					
30						
31	<b>Budget FY09 2nd Qt*</b>	\$ -	\$ -	\$ -	\$ 947,611	\$ 947,611
32	Actual FY09 @12.4 pp	\$ 5,545	\$ 662	\$ 1,678	\$ 447,164	\$ 455,049
33	Remain. Balance	\$ (5,545)	\$ (662)	\$ (1,678)	\$ 500,447	\$ 492,562
34	Actual as % of Budget					48.0%
35	<b>*Actual thru 1st Pay Period in January or 12.4 Pay Periods</b>					
36						
37	<b>FY09 PROJECTED</b>	\$ -	\$ -	\$ -	\$ 947,611	\$ 947,611
38	<b>FY09 @ 26.1 pp</b>	\$ 10,532	\$ 662	\$ 3,185	\$ 841,245	\$ 855,624
39	Remain. Balance	\$ (10,532)	\$ (662)	\$ (3,185)	\$ 106,366	\$ 91,987
40	Actual as % of Budget					90.3%
41						
42						
43	Budget FY09 1st Qt	\$ -	\$ -	\$ -	\$ 947,611	\$ 947,611
44	Actual FY09 1st Qt	\$ 3,037	\$ 557	\$ 813	\$ 235,294	\$ 239,701
45	Remain. Balance	\$ (3,037)	\$ (557)	\$ (813)	\$ 712,317	\$ 707,910
46	Actual as % of Budget					25.3%

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**EXPLANATORY COMMENTS BY**  
**THE SHERIFF'S OFFICE**

- 1. A narrative brief on the department's FY08 overtime activities and an explanation why the department exceeded its FY08 overtime budget.**  
Up until the beginning of 2009, the Sheriff's Office did not have detail tracking capabilities for overtime activities other than dollars by index code. Starting in December, the Sheriff's Office began capturing hours worked by each overtime activity. This detailed, intensive exercise has resulted in identifying areas where shift modifications and efficiencies can be made. Modifications of schedules to reduce overtime will not have a significant financial impact until halfway through the 3rd quarter.

There are a number of activities that are built into the Sheriff's base budget as overtime; hospital guard on all shifts other than 8AM - 4PM, Monday - Friday, weekend transportation shifts, weekly after hour drug court sessions, and coverage of midnight shifts when staff are unexpectedly call in sick to name a few. In addition there are union requirements to reimburse Canine staff and SRT staff overtime for daily activities associated with their positions and to pay a premium for staff that have had their schedules unexpectedly changed without sufficient notice as required by the MCGEO contract.

For FY09, the Sheriff's Office expects to come within budget, barring any unforeseen increase in the hospitalization of prisoners, events such as the inauguration, civil disturbances or high profile trials. Overtime has been used to cover the vacant positions to supplement the lack of staff, currently staff vacancies are minimal except for civilians. In FY08 overtime was used to cover staff positions that were vacant.

The Sheriff's Office is scheduled to be brought on with MC Time in FY09. We are in the initial stages of that implementation. Sheriff's Office is looking forward to exploring additional ways to track overtime through MC Time.

- 2. The average hourly overtime rate for FY08 and FY09**  
Sheriff's hourly overtime rate for FY08 was \$42.50 and FY09 is \$45.60.
- 3. The Department's projected FY09 overtime usage based on the FY09 2<sup>nd</sup> Quarter actual (12.4 pay period).**  
\$855,624 or 90.3% of the Approved Budget.

	A	B	C	D	E	F
1						ATTACHMENT 5
2	<b>Fire and Rescue Service - Overtime Expenses</b>					
3	<b>Fiscal Year</b>	<b>Shift Differential OT 1231</b>	<b>FTO OT 1241</b>	<b>Multilingual OT 1261</b>	<b>Overtime 1360</b>	<b>Total Overtime</b>
4	<b>Prior Fiscal Years</b>					
5	Actual FY99	\$ 6,338	\$ -	\$ -	\$ 5,801,440	\$ 5,807,778
6	Actual FY00	\$ 7,293	\$ -	\$ -	\$ 6,219,547	\$ 6,226,840
7	Actual FY01	\$ 3,467	\$ -	\$ -	\$ 6,752,874	\$ 6,756,341
8	Actual FY02	\$ 5,157	\$ -	\$ -	\$ 6,968,254	\$ 6,973,411
9	Actual FY03	\$ 10,703	\$ 308	\$ 3,673	\$ 5,160,998	\$ 5,175,682
10	Actual FY04	\$ 11,038	\$ 1,356	\$ 10,838	\$ 9,138,938	\$ 9,162,170
11	<b>Budget FY05</b>	\$ -	\$ -	\$ -	\$ 6,110,332	\$ 6,110,332
12	Actual FY05	\$ 3,729	\$ 630	\$ 16,240	\$ 12,699,441	\$ 12,720,040
13	<b>Budget FY06</b>	\$ -	\$ -	\$ -	\$ 8,448,181	\$ 8,448,181
14	Actual FY06	\$ 3,060	\$ 788	\$ 14,849	\$ 15,009,181	\$ 15,027,878
15	<b>Budget FY07</b>	\$ -	\$ -	\$ -	\$ 6,113,217	\$ 6,113,217
16	Actual FY07	\$ 7,323	\$ 1,501	\$ 15,785	\$ 15,277,235	\$ 15,301,844
17						
18	<b>Fiscal Year 08</b>					
19	Budget FY08	\$ -	\$ -	\$ -	\$ 11,742,629	\$ 11,742,629
20	Actual FY08 Period 13	\$ 19,942	\$ 843	\$ 16,350	\$ 15,244,806	\$ 15,281,941
21	Remain. Balance	\$ (19,942)	\$ (843)	\$ (16,350)	\$ (3,502,177)	\$ (3,539,312)
22	Actual as % of Budget					130.1%
23						
24	<b>Fiscal Year FY09</b>					
25	Budget FY09 1st Qt.*	\$ -	\$ -	\$ -	\$ 9,515,153	\$ 9,515,153
26	Actual FY09 @6.4 pp	\$ 4,517	\$ 192	\$ 4,025	\$ 3,486,625	\$ 3,495,359
27	Remain. Balance	\$ (4,517)	\$ (192)	\$ (4,025)	\$ 6,028,528	\$ 6,019,794
28	Actual as % of Budget					36.7%
29	<b>*Actual thru 1st Pay Period in October or 6.4 Pay Periods</b>					
30						
31	Budget FY09 2nd Qt*	\$ -	\$ -	\$ -	\$ 9,515,153	\$ 9,515,153
32	Actual FY09 @12.4 pp	\$ 9,457	\$ 396	\$ 7,852	\$ 6,696,649	\$ 6,714,354
33	Remain. Balance	\$ (9,457)	\$ (396)	\$ (7,852)	\$ 2,818,504	\$ 2,800,799
34	Actual as % of Budget					70.6%
35	<b>*Actual thru 1st Pay Period in January or 12.4 Pay Periods</b>					
36						
37	<b>FY09 PROJECTED</b>	\$ -	\$ -	\$ -	\$ 9,515,153	\$ 9,515,153
38	<b>FY09 @ 26.1 pp</b>	\$ 19,910	\$ 363	\$ 14,798	\$ 13,464,929	\$ 13,500,000
39	Remain. Balance	\$ (19,910)	\$ (363)	\$ (14,798)	\$ (3,949,776)	\$ (3,984,847)
40	Actual as % of Budget					141.9%
41						
42						
43						
44						
45						
46						

**EXPLANATORY COMMENTS BY**  
**THE MONTGOMERY COUNTY FIRE AND RESCUE SERVICE**

1. **A narrative brief on the department's FY08 overtime activities and an explanation why the department exceeded its FY08 overtime budget.**  
Specific overtime activities, in hours, are listed on the attached reports. Most of MCFRS's overtime is used to backfill positions in the field. The training academy and the emergency communications center account for a large portion of overtime usage. Flex units and code enforcement, both partially revenue supported, also use significant overtime.

The FY08 overtime budget for MCFRS was \$3.6 million less than what MCFRS actually spent in FY07, but no service cuts were approved. MCFRS was able cut overtime hours in FY08, resulting in less overtime spending than in FY07 even though wages increased by five percent. However, the department was unable to achieve an additional 20 percent reduction in overtime spending.

2. **The number of overtime hours for FY08 and FY09 2<sup>nd</sup> Quarterly**  
FY08: 323,449 hours; FY09 through the second quarter: 136,975 hours
3. **The average hourly overtime rate for FY08 and FY09**  
\$47.25 and \$49.02, respectively
4. **The Department's projected FY09 overtime usage based on the FY09 2<sup>nd</sup> Quarter actual (12.4 pay period).**  
\$13,500,000
5. **Identification of significant events (i.e. MLK Holiday and the Presidential Inauguration) that caused the department to increase overtime usage.**  
MCFRS had roughly \$60,000 in overtime spending due to the inauguration. Hopefully, that cost will be reimbursed by the state.
6. **Status of efforts to improve the management and reporting of overtime usage.**  
Recent improvements include the following:
  - number of EMS duty officers were reduced from three to two
  - captain who had been assigned to community outreach has been reassigned to the field
  - personnel of same rank have priority when backfilling positions on overtime
  - schedule adjustment for Fire and Explosive Investigations section (being negotiated)
  - captain who had been assigned to driver training duties has been reassigned to the field
  - chiefs serving in administrative rolls to backfill in field when necessary

# **Overtime in Montgomery County Departments**

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**Presentation to Public Safety Committee**

**March 5, 2009**



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## Summary of Data and Methodology

- For each department, payroll data was used to analyze overtime, annual leave, and sick leave use each pay period.
  - From that data, the following charts were created for each department
    1. Overtime earned by personnel as a percentage of their annual base salary
    2. Quarterly summary of overtime hours and cost across the department
    3. Total overtime, annual leave, and sick leave hours each pay period
    4. Percent of employees claiming overtime and average number of overtime hours per employee each pay period
    5. Correlation coefficient showing the relationship between average hourly overtime wage and number of overtime hours claimed
    6. Total overtime cost each pay period
- 



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# CountyStat Strategy for Evaluating Overtime Causes and Solutions

- **Hire more staff**
  - Evaluate the cost of a new employee compared to the cost of the overtime that employee could reasonably be expected to take over
- **Limit overtime hours**
  - Examine operational factors within the department's span of control to find ways to directly affect the number of overtime hours used
- **Utilize less expensive overtime**
  - Adjust practices and procedures to shift overtime toward personnel with lower hourly wages



# Summary of Year 1 of CountyStat Tracking

<b>MCFRS</b>	382,385	\$17,649,352	288,948	\$14,074,314	<b>93,437</b>	<b>\$3,575,038</b>
<b>MCPD</b>	238,131	\$11,138,637	200,494	\$9,894,367	<b>37,637</b>	<b>\$1,244,270</b>
<b>DOCR</b>	104,391	\$4,068,445	93,850	\$3,972,138	<b>10,541</b>	<b>\$96,307</b>
<b>DOT</b>	235,920	\$8,032,206	223,254	\$7,619,648	<b>12,666</b>	<b>\$412,558</b>



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# FY09 Q2 Overtime Update: MCFRS

## Departmental Summary of Events

\$9,875,653	\$6,706,152	67.9%	12.4 (47.5% of FY)
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### Developments in overtime use and management

- Fire/Explosive Investigations Section staffing/schedule adjustment MOU
- Hiring practices for firefighter/paramedics and officers
- Enforcement of SKL policy as indicated in CBA
- EMS Duty Supervisor reduction from 3 to 2 on duty
- PIO Captain position returned to Ops
- Driver Training Captain position returned to Ops
- Resource allocation of paramedics (ALS providers) across Battalions' shifts to balance distribution for coverage
- Duty Chief administrative chiefs back-fill coverage
- Battalion Chiefs and above operations back-fill compensation 50% comp leave for field operations



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# Overtime Update: MCFRS

## Overtime Pay as a Percent of Annual Base Salary

- Overtime earnings as a percent of salary for calendar years 2007 and 2008

- Highest range

	2007	2008
76-80%	9	5
81-85%	6	2
86-90%	2	3
91-95%	3	1
96-100%	1	1
101-105%	2	2
106-110%	1	

Number of Employees in Each Range\*

<b>0-25%</b>	<b>859</b> 69%	<b>1,011</b> 79%
<b>26-50%</b>	<b>279</b> 22%	<b>214</b> 17%
<b>51-75%</b>	<b>78</b> 6.3%	<b>43</b> 3.4%
<b>76%+</b>	<b>25</b> 2.0%	<b>14</b> 1.1%
<b>Total employees</b>	<b>1,241</b>	<b>1,282</b>
<b>Average %</b>	<b>18.8%</b>	<b>14.2%</b>

\*Regular, full-time employees who were actively employed on 12/26/2007 or 12/22/2008



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# FY09 Q2 Overtime Update: MCFRS

## Quarter-by-Quarter Summary of Overtime Use

<b>Quarter 1</b> 1/1 to 3/31	79,211	\$3,659,630	68,531	\$3,277,210	-13.5%	-10.4%
<b>Quarter 2</b> 4/1 to 6/30	104,582	\$4,682,494	65,481	\$3,157,489	-37.4%	-32.6%
<b>Quarter 3</b> 7/1 to 9/30	108,559	\$5,050,791	82,327	\$4,064,941	-24.2%	-19.5%
<b>Quarter 4</b> 10/1 to 12/31	90,033	\$4,256,437	72,340	\$3,562,429	-20.3%	-16.9%



*Pay periods that cross quarters have been prorated between the two quarters.*

Overtime Presentation for  
Public Safety Committee

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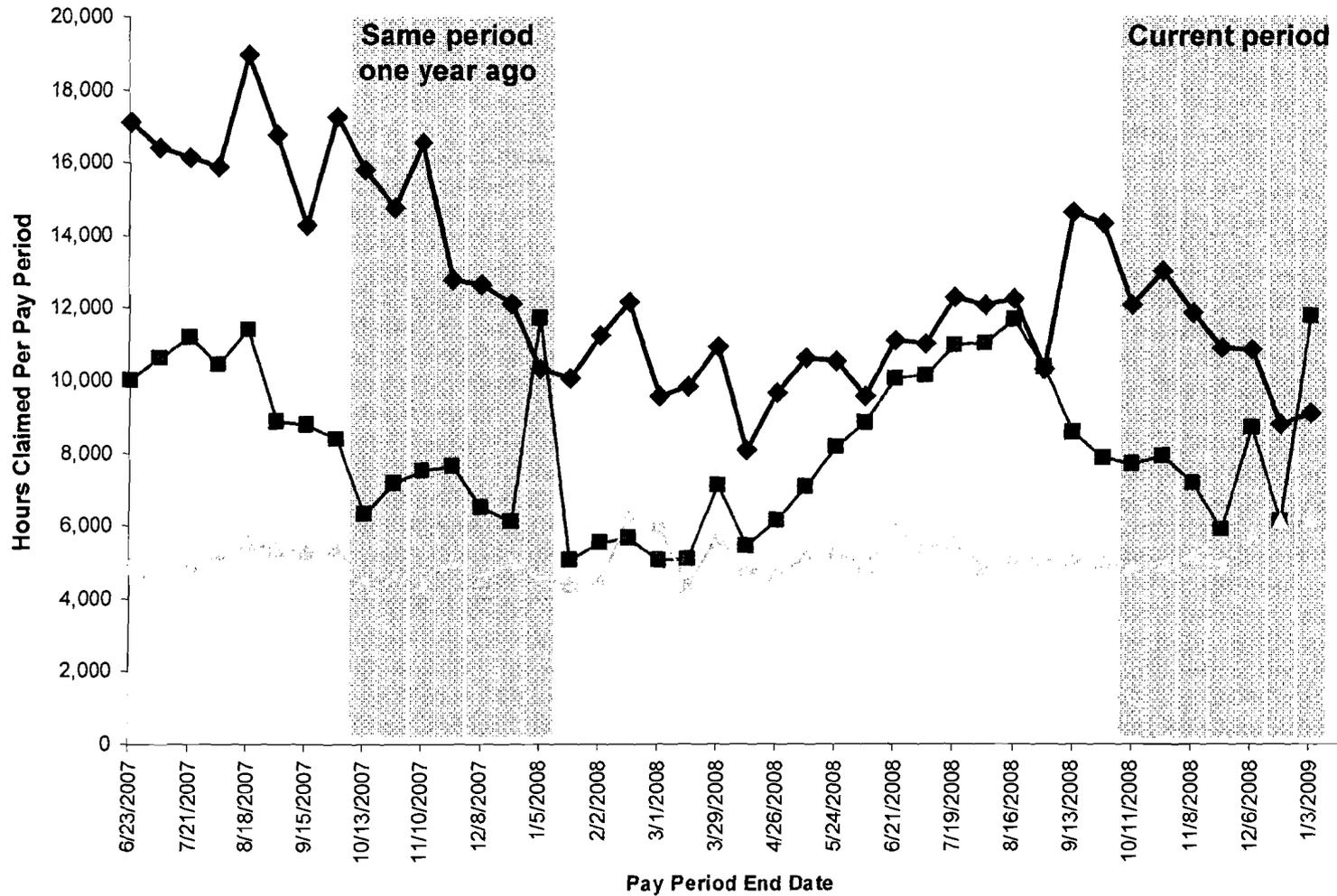
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# FY09 Q2 Overtime Update: MCFRS

## Total Overtime, Annual Leave, and Sick Leave Hours



◆ Total overtime hours (OTP and OT2) ■ Total hours of annual leave (ANL) ○ Total hours of sick leave (SKL and FSL)



Overtime Presentation for  
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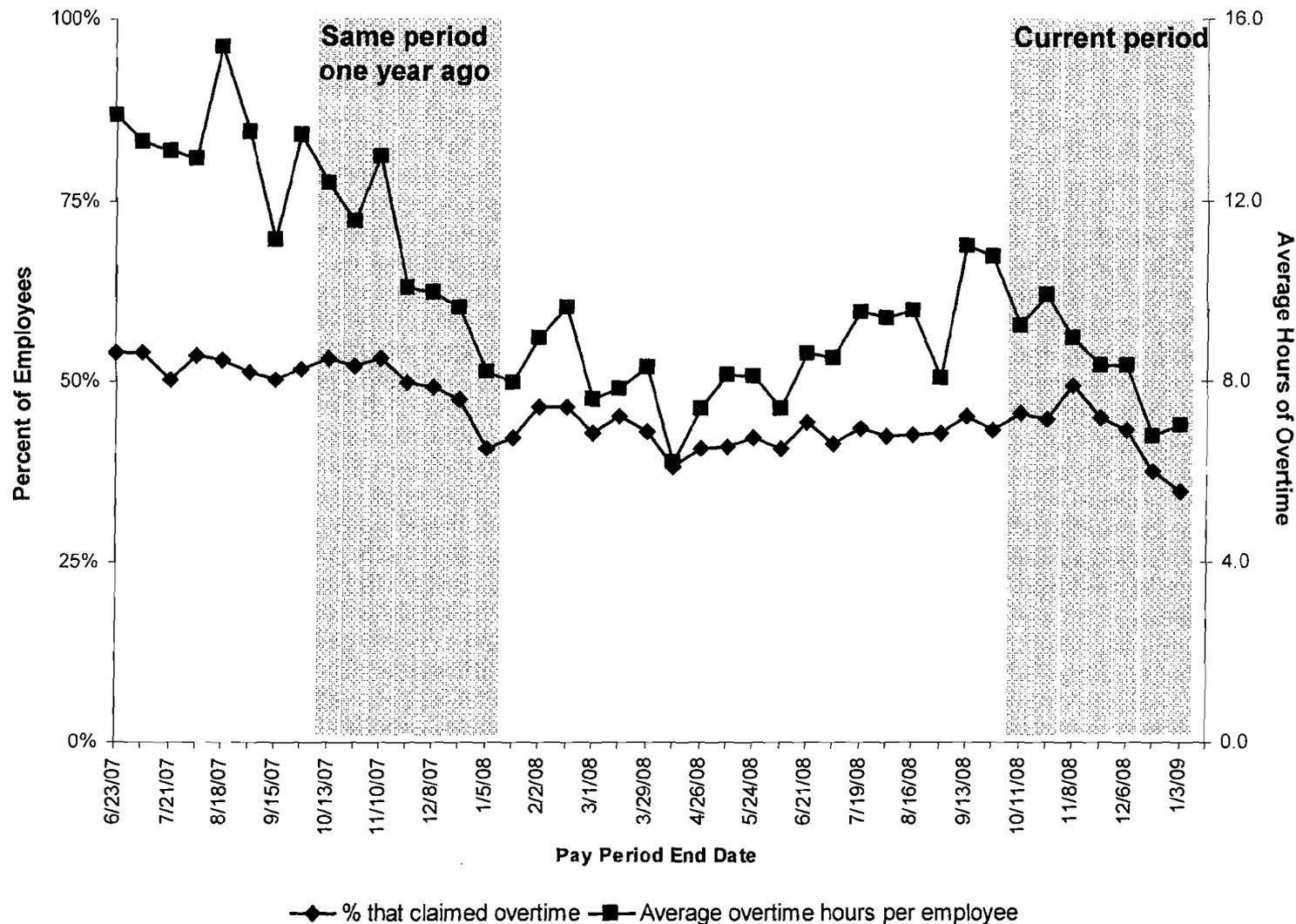
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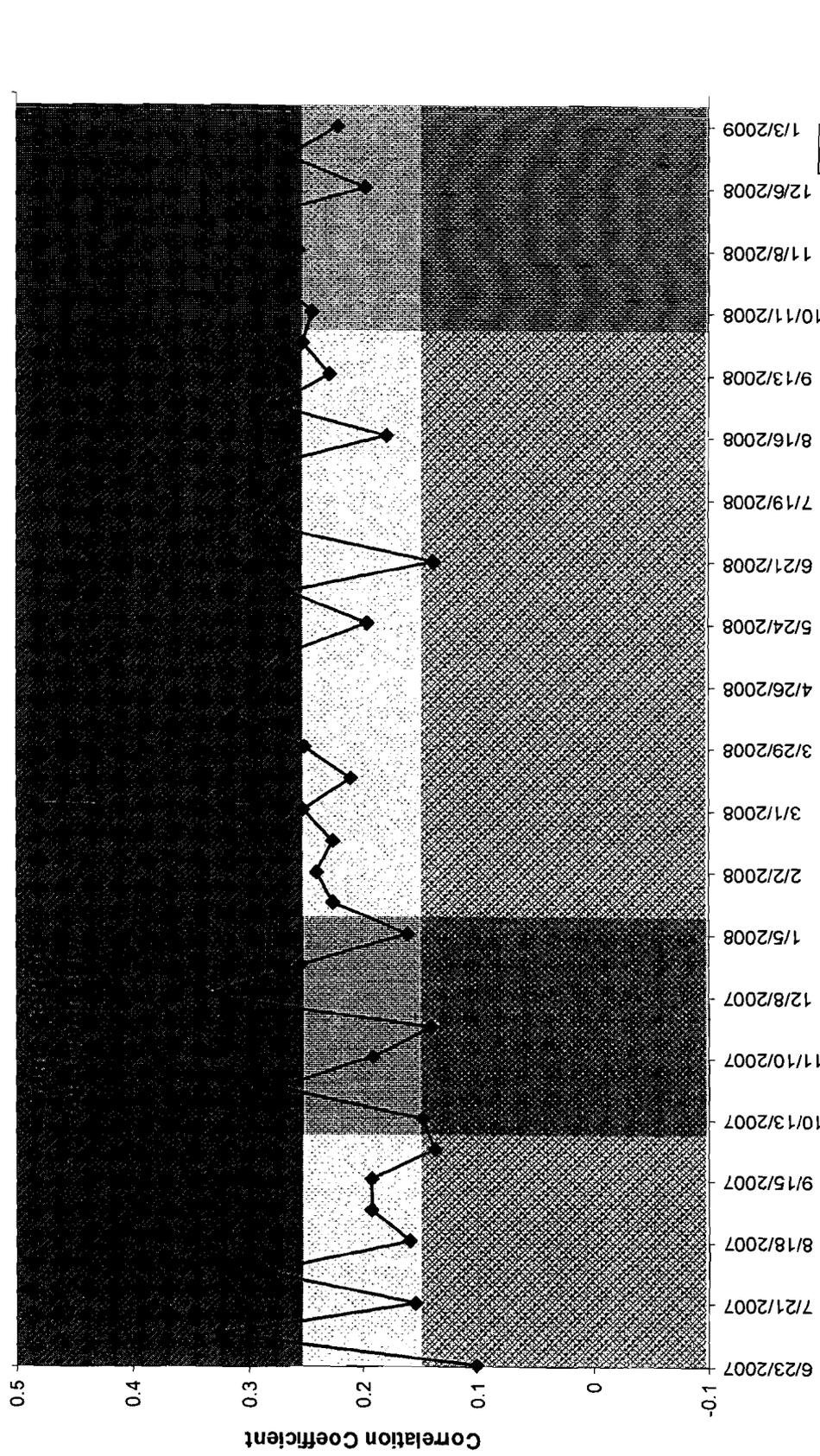
# FY09 Q2 Overtime Update: MCFRS

## Percent of Employees with Overtime and Average Hours



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# FY09 Q2 Overtime Update: MCFRS Correlation Between Hourly Wage and Number of OT Hours



Pay Period End Date



Overtime Presentation for  
Public Safety Committee

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# FY09 Q2 Overtime Update: DOCR Departmental Summary of Events

[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
\$3,779,030	\$2,180,060	58%	12.7 (48.7% of FY)

- **Developments in overtime use**

- **PRRS** - Overtime driven entirely by five vacancies in Resident Supervisor ranks in 2008 (currently all filled) and lesser amounts by increased use of sick leave perhaps as a reaction to the schedule change to primarily eight-hour shifts.
- **Detention Services** – no change in operations, oversight, or patterns. Overtime use continues to be managed constantly and appears to be further declining. Last housing pod not opened in last quarter and average daily population (ADP) stabilized. Overtime management and oversight under the in-house CSSD system continues with refined data extraction following initial period of use.



# Overtime Update: DOCR

## Overtime Pay as a Percent of Annual Base Salary

- Overtime earnings as a percent of salary for calendar years 2007 and 2008
- Highest range
  - 2007: 75.8%, 76.2%
  - 2008: 83.1%, 89.0%

Number of Employees in Each Range\*

<b>0-25%</b>	<b>487</b> 86%	<b>481</b> 87%
<b>26-50%</b>	<b>63</b> 11%	<b>55</b> 10%
<b>51-75%</b>	<b>14</b> 2.5%	<b>12</b> 2.2%
<b>76%+</b>	<b>2</b> 0.4%	<b>2</b> 0.4%
<b>Total</b>	<b>566</b>	<b>550</b>
<b>Average %</b>	<b>10.5%</b>	<b>11.9%</b>



\*Regular, full-time employees who were actively employed on 12/26/2007 or 12/22/2008

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# FY09 Q2 Overtime Update: DOCR

## Quarter-by-Quarter Summary of Overtime Use

<b>Quarter 1</b> 1/1 to 3/31	25,868	\$978,051	22,272	\$903,822	-13.9%	-7.6%
<b>Quarter 2</b> 4/1 to 6/30	28,037	\$1,068,903	23,548	\$973,614	-16.0%	-8.9%
<b>Quarter 3</b> 7/1 to 9/30	27,512	\$1,094,421	25,115	\$1,097,055	-8.7%	0.2%
<b>Quarter 4</b> 10/1 to 12/31	22,974	\$927,071	22,915	\$997,647	-0.3%	7.6%



Pay periods that cross quarters have been prorated between the two quarters.

Overtime Presentation for  
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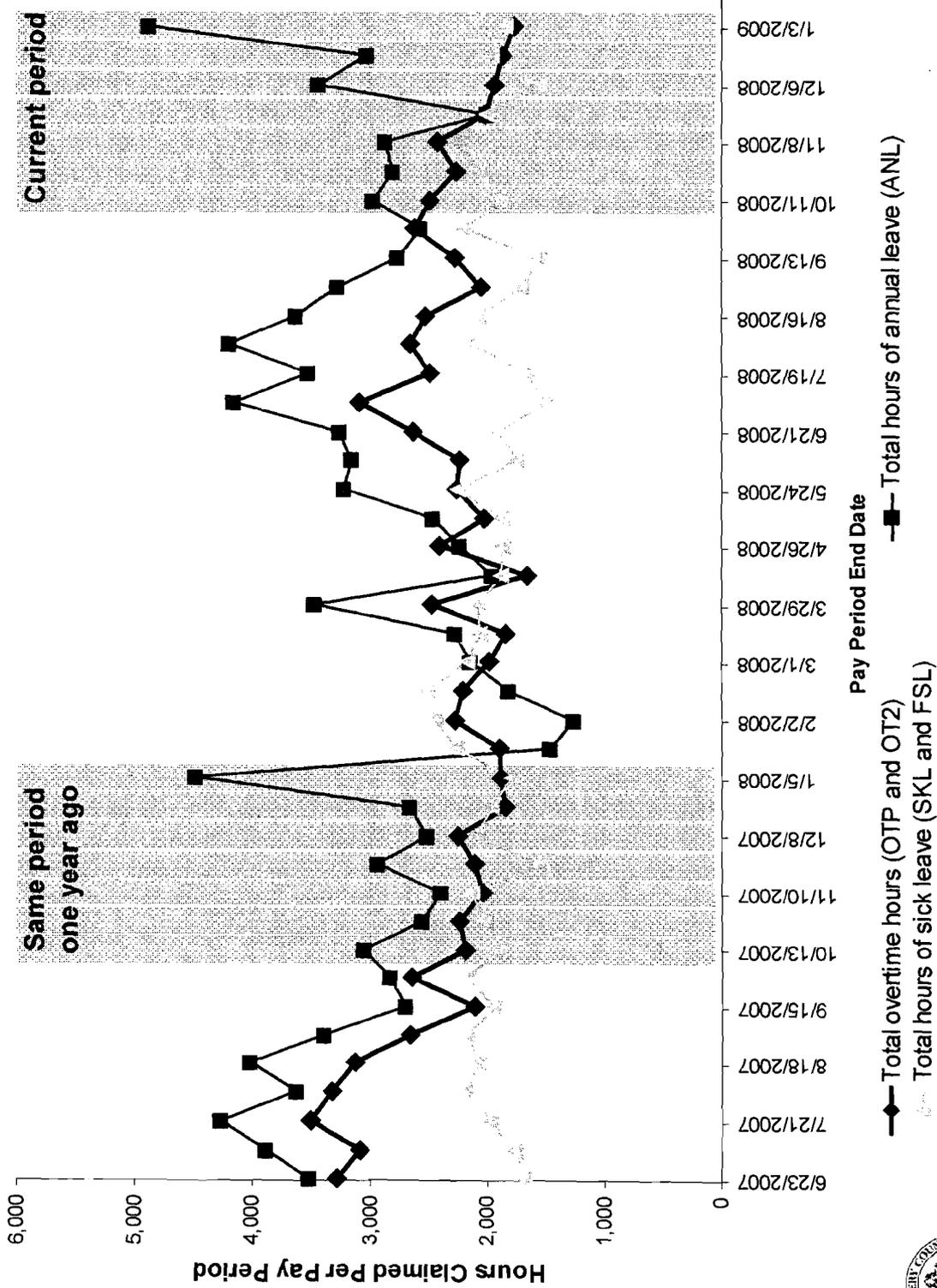
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# FY09 Q2 Overtime Update: DOCR Total Overtime, Annual Leave, and Sick Leave Hours

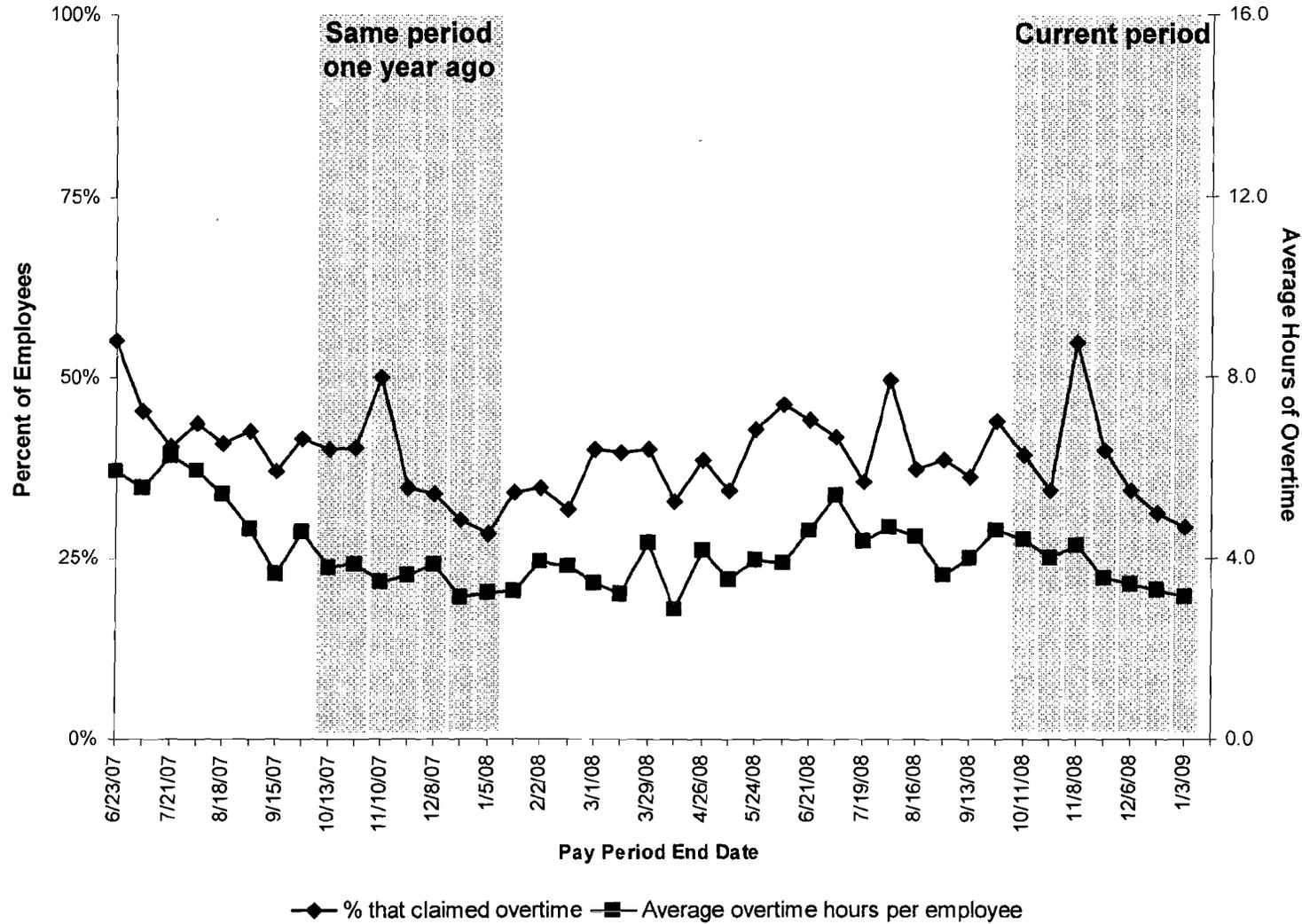


Overtime Presentation for  
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# FY09 Q2 Overtime Update: DOCR

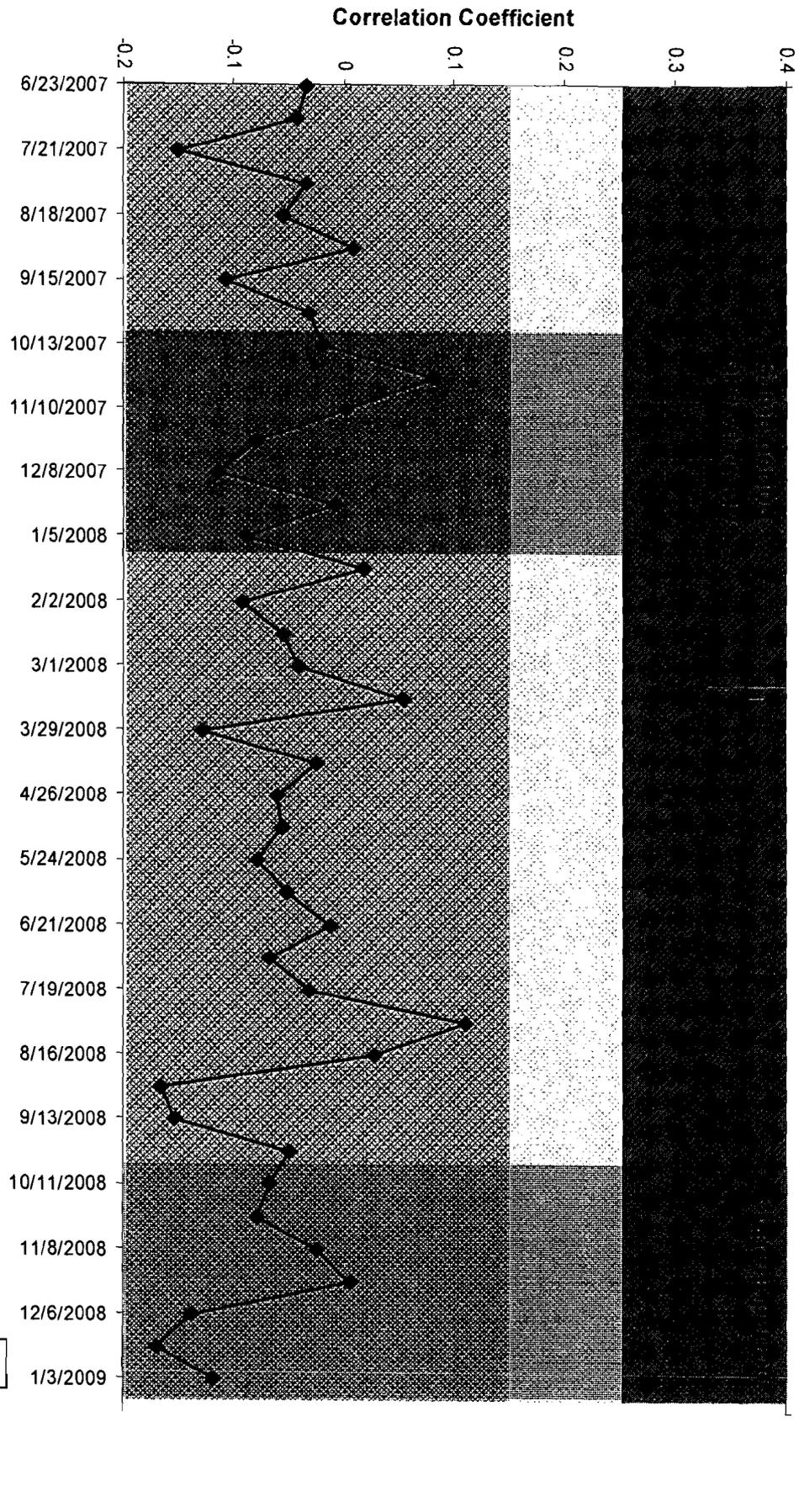
## Percent of Employees with Overtime and Average Hours



22

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# FY09 Q2 Overtime Update: DOCR Correlation Between Hourly Wage and Number of OT Hours

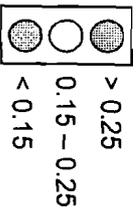


Overtime Presentation for  
Public Safety Committee

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# FY09 Q2 Overtime Update: MCPD Departmental Summary of Events

\$10,293,465	\$5,093,620	49.5%	13.4 (51.3% of FY)
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- **Developments in overtime use**
  - Water main break on River Road
  - Holiday DWI Taskforce



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# Overtime Update: MCPD

## Overtime Pay as a Percent of Annual Base Salary

- Overtime earnings as a percent of salary for calendar years 2007 and 2008
- Highest range
  - 2007: 104%, 122%
  - 2008: 75.5%, 124%

Number of Employees in Each Range\*

<b>0-25%</b>	<b>1,423</b> 89%	<b>1,510</b> 93%
<b>26-50%</b>	<b>147</b> 9%	<b>92</b> 6%
<b>51-75%</b>	<b>19</b> 1.2%	<b>15</b> 0.9%
<b>76%+</b>	<b>2</b> 0.1%	<b>2</b> 0.1%
	<b>1,591</b>	<b>1,619</b>
	<b>12.5%</b>	<b>9.0%</b>



\*Regular, full-time employees who were actively employed on 12/26/2007 or 12/22/2008



# FY09 Q2 Overtime Update: MCPD

## Quarter-by-Quarter Summary of Overtime Use

<b>Quarter 1</b> 1/1 to 3/31	57,200	\$2,584,199	47,372	\$2,311,636	-17.2%	-10.5%
<b>Quarter 2</b> 4/1 to 6/30	58,580	\$2,627,754	47,066	\$2,290,811	-19.7%	-12.8%
<b>Quarter 3</b> 7/1 to 9/30	61,177	\$2,947,291	54,704	\$2,717,293	-10.6%	-7.8%
<b>Quarter 4</b> 10/1 to 12/31	61,174	\$2,979,393	51,239	\$2,569,385	-16.9%	-14.4%

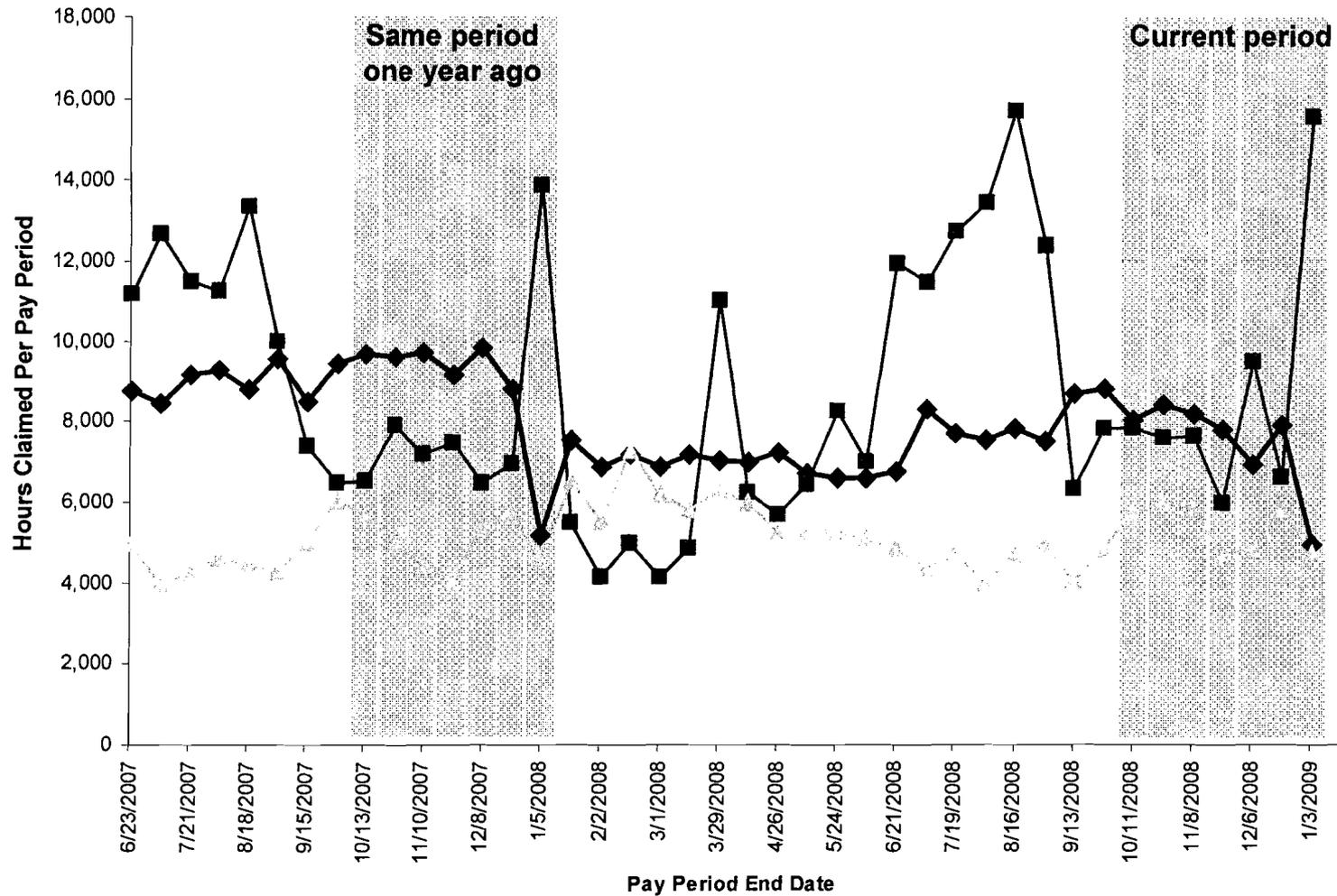


Earning codes OTP, OT2, OTL, and ROT. Includes all funds (General Fund, grants, etc.)  
 Pay periods that cross quarters have been prorated between the two quarters.

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# FY09 Q2 Overtime Update: MCPD

## Total Overtime, Annual Leave, and Sick Leave Hours



Total overtime hours (OTP and OT2)
  Total hours of annual leave (ANL)
  Total hours of sick leave (SKL and FSL)



Overtime Presentation for  
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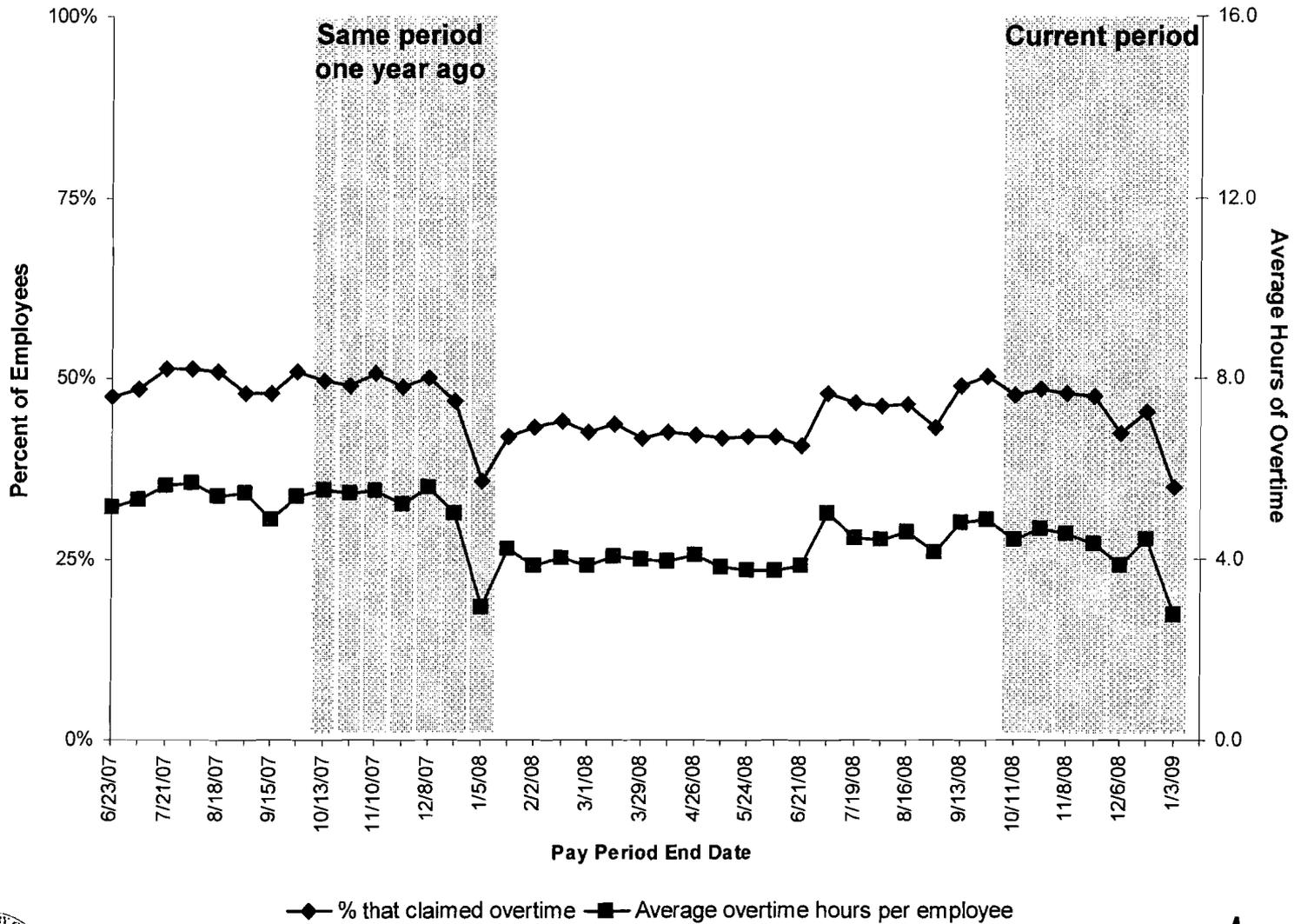
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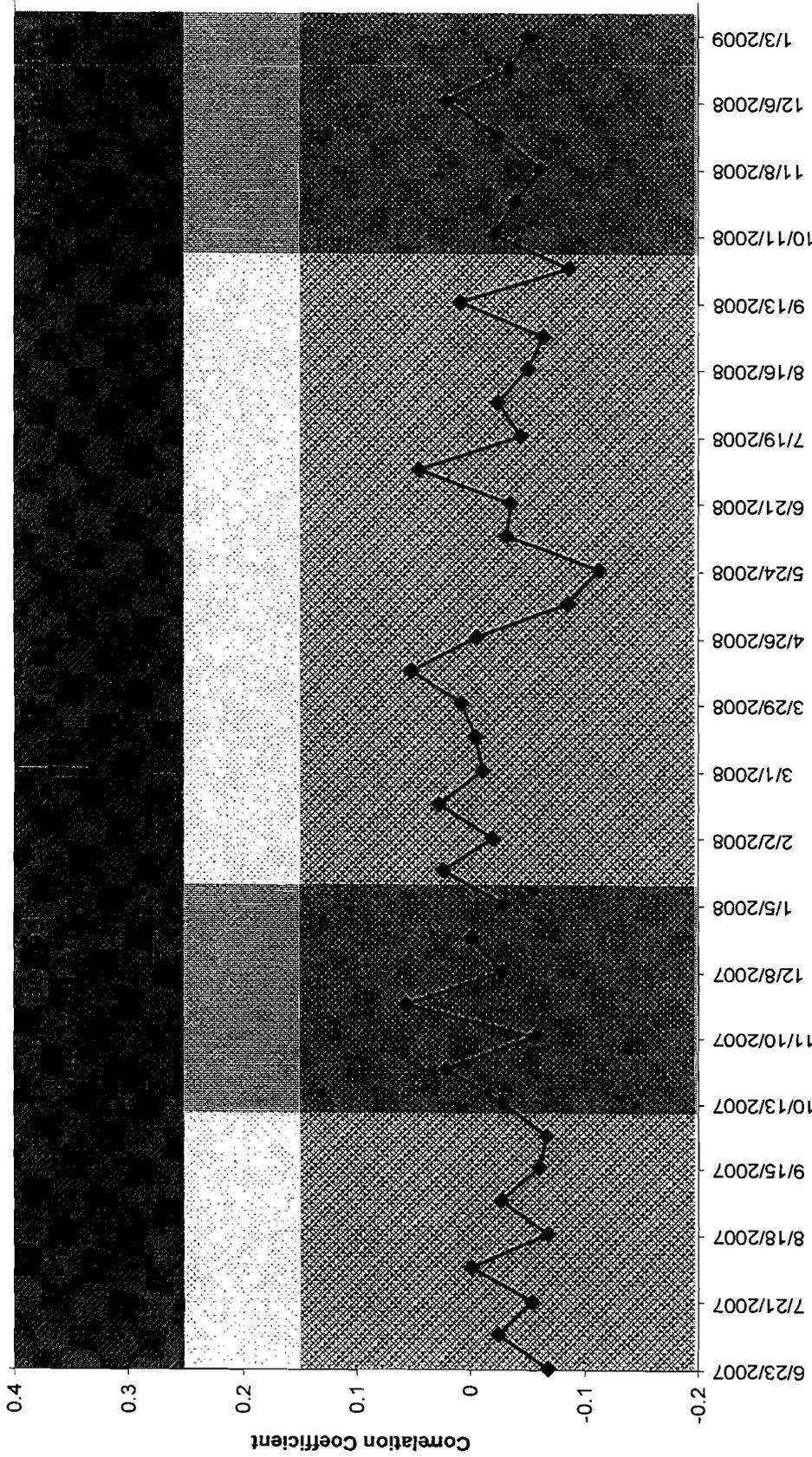
# FY09 Q2 Overtime Update: MCPD

## Percent of Employees with Overtime and Average Hours



95

# FY09 Q2 Overtime Update: MCPD Correlation Between Hourly Wage and Number of OT Hours



Pay Period End Date

> 0.25  
 0.15 - 0.25  
 < 0.15



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