Overtime in Montgomery County Departments Update #16

CountyStat Progress Report
12/18/2013

CountyStat

CountyStat Principles

- **Require Data Driven Performance**
- **Promote Strategic Governance**
- **Increase Government Transparency**
- **Foster a Culture of Accountability**

Agenda

- **Introductions**
- **Cross Jurisdictional Overview of Overtime Regulations**
- **Budgeted vs. Actual Overtime Expenditures from FY10 to FY13**
- **Overtime Pay and Hours Trend from FY12 to FY14 FYTD**
- **Correlation Between Regular Hourly Wage and OT Hours Worked**
- **Examination of High Overtime Earners**
- **Additional Follow-ups from 9/25 CountyStat Session:**
  - DOCR: Correlation between Leave Types and OT by Position and Facility
  - FRS: Trends in OT Use for Employees Working Less than Full Schedule
- **Wrap-up**

Meeting Goals

- Identify overtime trends at the division level for the four departments comprising 90%+ of overtime use
- Compare budgeted vs. actual overtime spending
- Further examine the relationship between Annual and Sick Leave in DOCR
- Examine conditions that allow overtime to be earned when working less than 96 hours in FRS

Desired Outcomes

- Utilize identified trends in overtime data to reduce overtime spending
- Identify the specific data (reports) that can be produced through ERP to aid department managers

Executive Summary

- **The County has similar overtime provisions as compared to other unionized workforces in the region, but more generous pay during declared emergencies**

- **FRS, DOT, and DOCR overspent their overtime budget in FY12 and FY13**

- **POL has not overspent on overtime in FY12 and FY13, but the overall trend shows increasing overtime hours worked since the beginning of FY12**

- **Overall, the relationship between high wage earners and overtime use was a minimal factor in overtime growth but warrants continued evaluation**

Cross Jurisdictional Overview of Overtime Regulations

- **CountyStat examined the personnel regulations and collective bargaining agreements from a sample of DC regional governments and agencies with regard to their overtime policies**

- **Overall, Montgomery County has similar overtime provisions as compared to other Maryland jurisdictions with collective bargaining agreements, but more generous pay during declared emergencies**

The results of this examination are broken down by department over the next 5 slides

General Staff

Jurisdiction	Represented? (Y/N)	OT Earned Based on Hours Worked vs. Hours in Pay Status	Pay Rate During Emergency	Court Appearances (Min. OT Hours Paid)
Montgomery	Yes – MCGEO/UFCW 1994	Pay status	2x*	3 hours at 1.5x
Fairfax	No	Hours worked	Normal pay for additional time worked and compensation for hours that coincide with regular work schedule***	N/A
Anne Arundel	Yes – AFSCME Local 2563	Hours worked	Normal pay rates apply, but more a minimum of four hours	4 Hours/regular rate or hours worked at OT rate, whichever is greater
Loudon	No	Hours worked	1.5x for non-exempt; straight time for exempt	N/A
Howard	Yes – AFSCME Local 3085	Hours worked	Normal pay, plus comp time for all hours worked	N/A

*Response indicates the general practice of the jurisdiction and does not imply that exceptions do not exist in certain circumstances
**If the employee is in overtime status, the total compensation during the emergency is 2.5x the regular hourly rate.
***When County is closed and employees are granted Emergency Administrative Leave: FLSA eligible employees have option of comp time or pay; Straight pay eligible employees have option of comp time or pay (at supervisor's discretion); Comp time eligible employees shall be granted comp time for hours worked.

Transportation

Jurisdiction	Represented? (Y/N)	OT Earned Based on Hours Worked vs. Hours in Pay Status	Pay Rate During Emergency
Montgomery	Yes – MCGE/UFCW 1994	Pay Status	2x**
Fairfax	No	Hours Worked	Normal pay for additional time worked and compensation for hours that coincide with regular work schedule***
WMATA	Yes – ATU	Hours Worked	****No applicable provision found****
MTA	Yes - ATU	Pay Status	Extra $0.10 per hour during sleet and snow emergencies

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**If the employee is in overtime status, the total compensation during the emergency is 2.5x the regular hourly rate.
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Correction & Rehabilitation

Jurisdiction	Represented? (Y/N)	OT Earned Based on Hours Worked vs. Hours in Pay Status	Pay Rate During Emergency	Court Appearances (Min. OT Hours Paid & Rate)
Montgomery	Yes – MCGE/UFCW Local 1994	Pay Status	2x**	3 hours at 1.5x
Fairfax (Sheriff)	No	Hours Worked	Normal pay for additional time worked and compensation for hours that coincide with regular work schedule***	No minimum, paid at 1.5x
Anne Arundel	Yes – Fraternal Order of AA Detention Center Officers and Personnel, Inc.	Pay Status	Employee gets an admin day and regular pay applies****	Minimum of 3 hours at regular rate or hours worked at 1.5x, whichever is greater
Loudoun (Sheriff)	No	Hours Worked	1.5x for non-exempt, straight time for exempt	Hours worked at regular pay
Howard	Yes – AFSCME Local 3080	Hours Worked*****	1.5x	3 hours at 1.5x

*Response indicates the general practice of the jurisdiction and does not imply that exceptions do not exist in certain circumstances.
**If the employee is in overtime status, the total compensation during the emergency is 2.5x the regular hourly rate.
***When County is closed and employees are granted Emergency Administrative Leave: FLSA eligible employees have option of comp time or pay; Straight pay eligible employees have option of comp time or pay (at supervisor's discretion); Comp time eligible employees shall be granted comp time for hours worked.
****For provision to apply, employee must be already scheduled, designated an emergency employee, and work more than 50% of his/her shift.
*****Howard County Correctional Officers only receive overtime when hours worked in a single day is more than 8. There is not contractual provision requiring overtime to be paid for more than 40 hours in a week.

Police

Jurisdiction	Represented? (Y/N)	OT Earned Based on Hours Worked vs. Hours in Pay Status	Pay Rate During Emergency	Court Appearances (Min. OT Hours Paid/Rate)
Montgomery	Yes – FOP35	Pay status	2x**	3 hours at 1.5x
Fairfax	No	Hours worked	Normal pay for additional time worked and compensation for hours that coincide with regular work schedule***	No minimum, paid at 1.5x
Anne Arundel	Yes – FOP70****	Pay Status	Employee gets an admin day and regular pay applies	3 hours at 1.5x or actual number of hours worked at OT rate, whichever is greater
Loudoun (Sheriff)	No	Hours worked	1.5x for non-exempt, straight time for exempt	Hours worked at regular pay
Howard*****	Yes – Howard County Police Officer's Association Lodge 21	Pay Status	1.5x	3 hours at 1.5x

*Response indicates the general practice of the jurisdiction and does not imply that exceptions do not exist in certain circumstances
**If the employee is in overtime status, the total compensation during the emergency is 2.5x the regular hourly rate.
*** When County is closed and employees are granted Emergency Administrative Leave: FLSA eligible employees have option of comp time or pay; Straight pay eligible employees have option of comp time or pay (at supervisor's discretion); Comp time eligible employees shall be granted comp time for hours worked.
****Contract pertains only to police officers below the rank of Sgt.
*****Police who have the rank of Sgt. have a separate bargaining contract.

Fire

Jurisdiction	Represented? (Y/N)	OT Earned Based on Hours Worked vs. Hours in Pay Status	Pay Rate During Emergency	Court Appearances (Min. OT Hours Paid)
Montgomery	Yes - IAFF	Pay Status	2x**	****No applicable provision found****
Fairfax	No	Hours Worked	Normal pay for additional time worked and compensation for hours that coincide with regular work schedule***	****No applicable provision found****
Anne Arundel	Yes – IAFF****	Pay Status	Employee gets an admin day and regular pay applies	For non-duty hours: 1.5x hourly rate; min. 3 hours for District, min. 4 hours for Circuit Court
Loudon	No	Hours Worked	Non-exempt: 1.5x	****No applicable provision found****
Howard	Yes – IAFF	Pay Status	1.5x	For non-duty hours: 1.5x hourly rate; min. 3 hours

*Response indicates the general practice of the jurisdiction and does not imply that exceptions do not exist in certain circumstances
**If the employee is in overtime status, the total compensation during the emergency is 2.5x the regular hourly rate.
***When County is closed and employees are granted Emergency Administrative Leave: FLSA eligible employees have option of comp time or pay; Straight pay eligible employees have option of comp time or pay (at supervisor's discretion); Comp time eligible employees shall be granted comp time for hours worked.
****Contract does not apply to Battalion Chiefs, who have their own contract

Overtime Trends

TRANSPORTATION

DOT: Budget vs. Actual Overtime Use (1/3)

	FY10				FY11			
Division	Operating Budget	Operating Actual	CIP/ Grant	OT Total	Operating Budget	Operating Actual	CIP/ Grant	OT Total
Director's Office	$0	$2,684	$8,320	$11,004	$0	$7,306	$8,077	$15,383
Engineering	$2,018	$0	$51,201	$51,201	$2,018	$20	$45,852	$45,872
Highway Operations	$8,390,108	$5,486,592	$311,955	$5,798,547	$4,804,748	$4,002,884	$174,183	$4,177,067
Parking Management	$0	$211,988	$601	$212,589	$0	$29,688	$3,173	$32,861
Traffic Engineering and Operations	$359,031	$389,286	$188,077	$577,363	$221,021	$284,690	$237,323	$522,013
Transit Services	$3,927,310	$6,450,624	$61,771	$6,512,395	$3,807,320	$6,698,014	$115,400	$6,813,414
DEPT TOTAL	**$12,678,467**	**$12,541,174**	**$621,925**	**$13,163,099**	**$8,835,107**	**$11,022,602**	**$584,008**	**$11,606,610**

From FY10 to FY13, DOT's overtime expenditures dropped 25%, but the department exceeded its budget for FY11, FY12, and FY13

*Operating Budget includes these funds: Parking Districts, General, Mass Transit, and Leaf Vacuuming
**Account Codes included: 50208 (Shift Differential Overtime), 50212 (Shift Differential Lunch, DOCR only), 50216 (FTO Overtime), 50222 (Multilingual Overtime), 50324 (Overtime), 50326 (Overtime – Lunch, DOCR only)

DOT: Budget vs. Actual Overtime Use (2/3)

	FY12				FY13			
Division	Operating Budget	Operating Actual	CIP/ Grant	OT Total	Operating Budget	Operating Actual	CIP/ Grant	OT Total
Director's Office	$0	$2,453	$228	$2,681	$0	$4,269	$23,941	$28,210
Engineering	$2,018	$300	$67,244	$67,544	$2,018	$119	$64,917	$65,036
Highway Operations	$1,343,898	$1,999,205	$260,707	$2,259,912	$4,722,560	$3,044,862	$168,310	$3,213,172
Parking Management	$0	$20,653	$1,567	$22,220	$31,770	$34,654	$2,022	$36,676
Traffic Engineering and Operations	$122,761	$186,228	$192,449	$378,677	$256,026	$204,767	$149,987	$354,754
Transit Services	$3,740,527	$6,516,110	$23,894	$6,540,004	$3,751,616	$6,183,598	$6,080	$6,189,678
DEPT TOTAL	**$5,209,204**	**$8,724,949**	**$546,089**	**$9,271,038**	**$8,763,990**	**$9,472,269**	**$415,257**	**$9,887,526**

DOT's overtime expenditures increased by 6.6% from FY12 to FY13 and the department exceeded its overtime budget in both years

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DOT: Budget vs. Actual Overtime Use (3/3)

	Operating Budget: % Spent vs. Final Budget			
Division	**FY10**	**FY11**	**FY12**	**FY13**
Director's Office	--	--	--	--
Engineering	0%	1%	15%	6%
Highway Operations	65%	83%	149%	64%
Parking Management	--	--	--	109%
Traffic Engineering and Operations	108%	129%	152%	80%
Transit Services	164%	176%	174%	165%
DEPT TOTAL	**99%**	**125%**	**167%**	**108%**

Transit Services exceeded its overtime budget by an average of 70% from FY10 to FY13, but has reduced expenditures by 4% and remained around a $6.5M average expenditure

*Operating Budget includes these funds: Parking Districts, General, Mass Transit, and Leaf Vacuuming
**Account Codes included: 50208 (Shift Differential Overtime), 50212 (Shift Differential Lunch, DOCR only), 50216 (FTO Overtime), 50222 (Multilingual Overtime), 50324 (Overtime), 50326 (Overtime – Lunch, DOCR only)

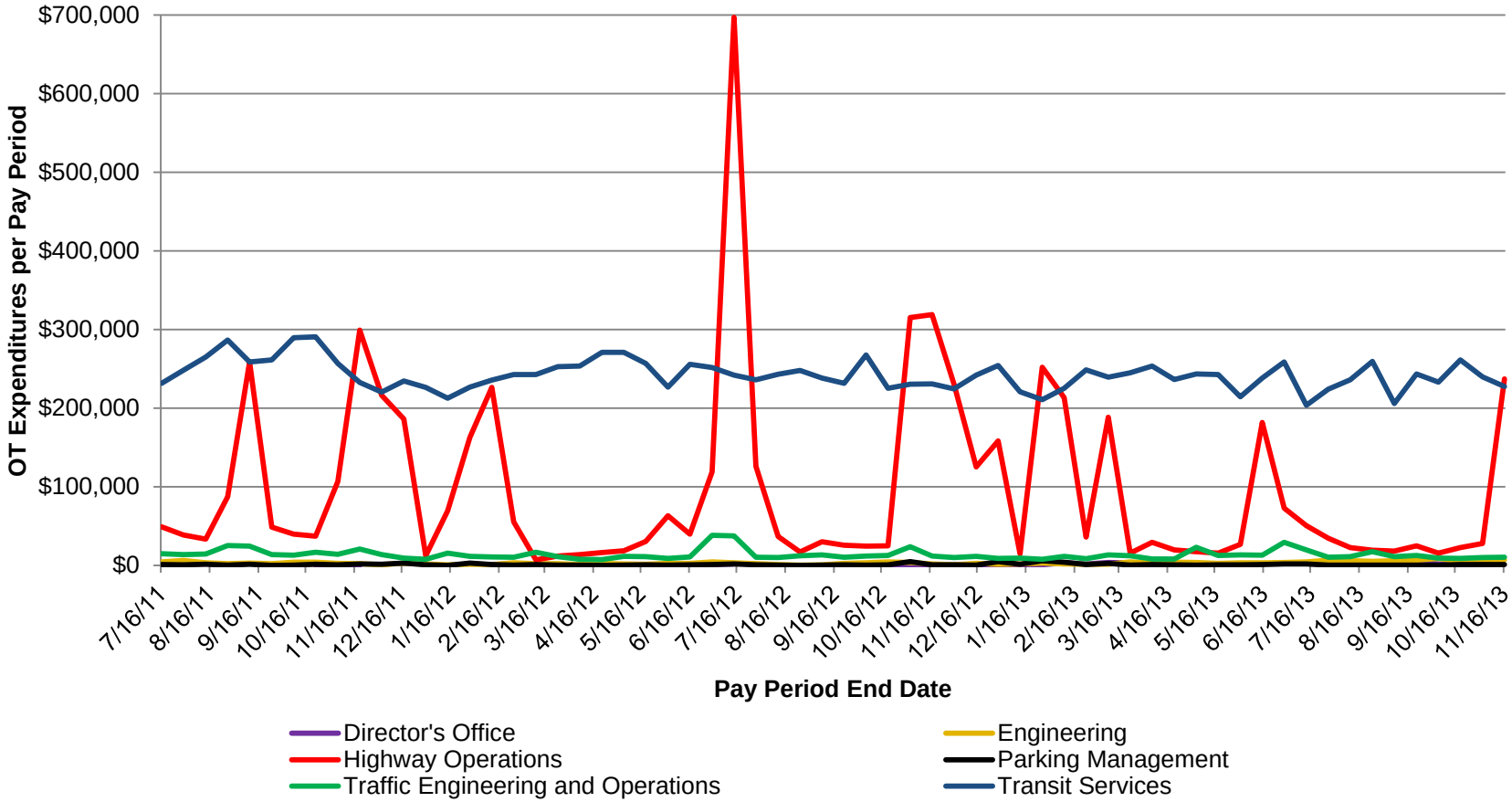
DOT: Event Driven Overtime

FY	Event	Date(s)	Division
FY12	Hurricane Irene	August 27 to 28, 2011	Highway
FY12	Tropical Storm Lee	September 6 to 9, 2011	Highway
FY12	Winter Storm	October 29, 2011	Highway
FY12	Winter Storm	December 7, 2011	Highway
FY12	Winter Storm	January 2 to 3, 2012	Highway
FY12	Winter Storm	January 13, 2012	Highway
FY12	Winter Storm	January 20 to 21, 2012	Highway
FY12	Winter Storm	January 22 to 23, 2012	Highway
FY12	Winter Storm	February 4 to 5, 2012	Highway

FY	Event	Date(s)	Division
FY12	Winter Storm	February 8 to 9, 2012	Highway
FY12	Winter Storm	February 11 to 12, 2012	Highway
FY12	Winter Storm	February 18 to 19, 2012	Highway
FY12	Severe Storm	June 1, 2012	Highway
FY12	Severe Storm	June 30, 2012	Highway
FY13	Hurricane Sandy	Oct. 29 to Nov. 6, 2012	Highway
FY13	Rockville Tornado	June 13, 2013	Highway
FY13 / FY14	Severe Storm	June 29 to July 20, 2013	Highway
FY13 / FY14	AT&T Golf Tourn.	June 24 to July 2, 2013	Traffic

Highway Services Division's overtime was driven by major storm events. Beyond storm events, Highway Services has fall leaf collection and Transit has pre-scheduled overtime to efficiently operate the Ride-On bus system.

DOT: Overtime Spending Trends by Pay Period

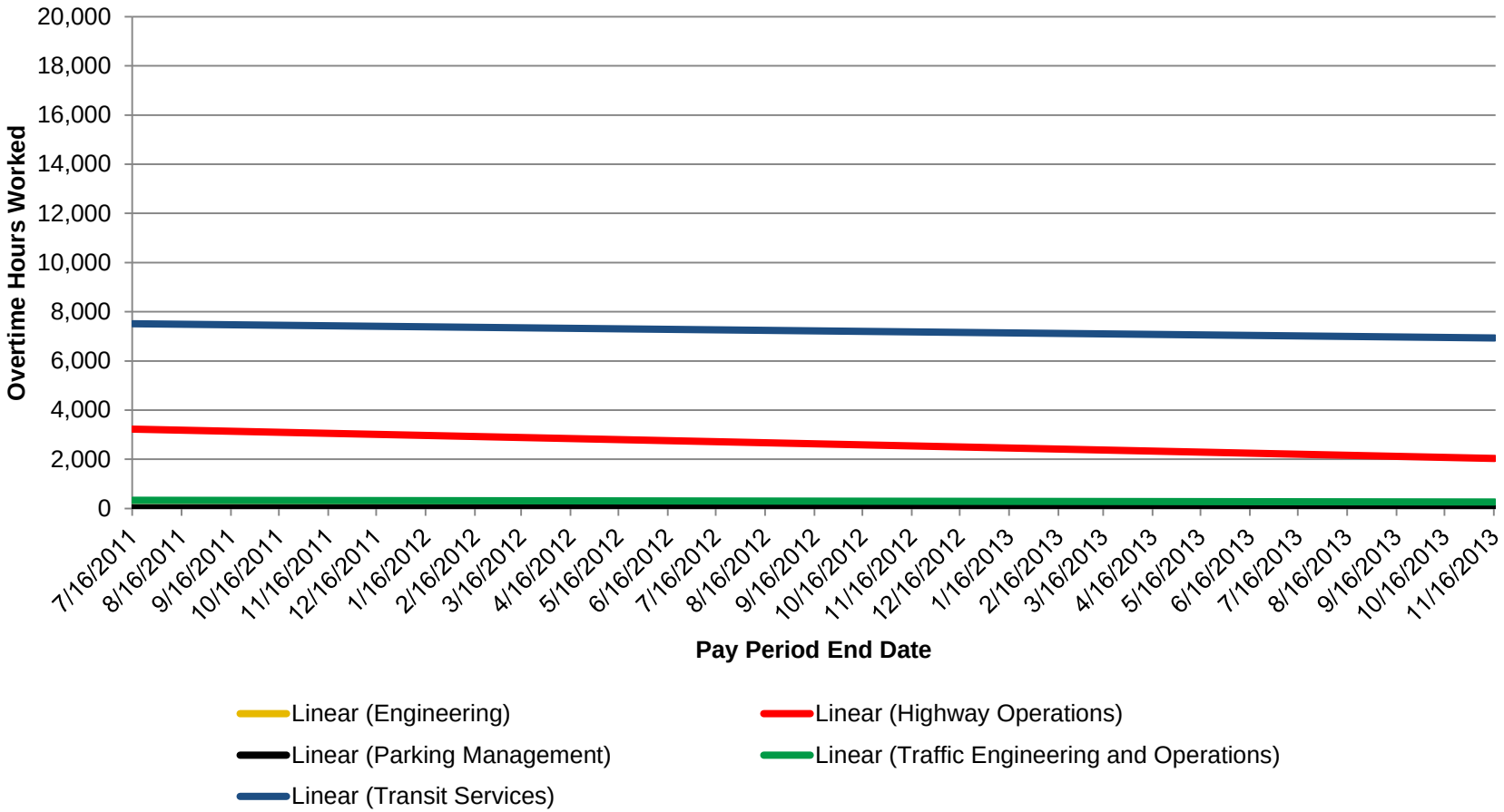


From July 2011 to present, the trends in overtime spending for Transit Services and Highway Operations are in decline. Overtime use by Highway Operations was highly volatile due to responses to weather events.

DOT: Overtime Hour Trends by Pay Period

From July 2011 to present, the trends in overtime spending for Transit Services and Highway Operations are in decline. Overtime use by Highway Operations was highly volatile due to responses to weather events.

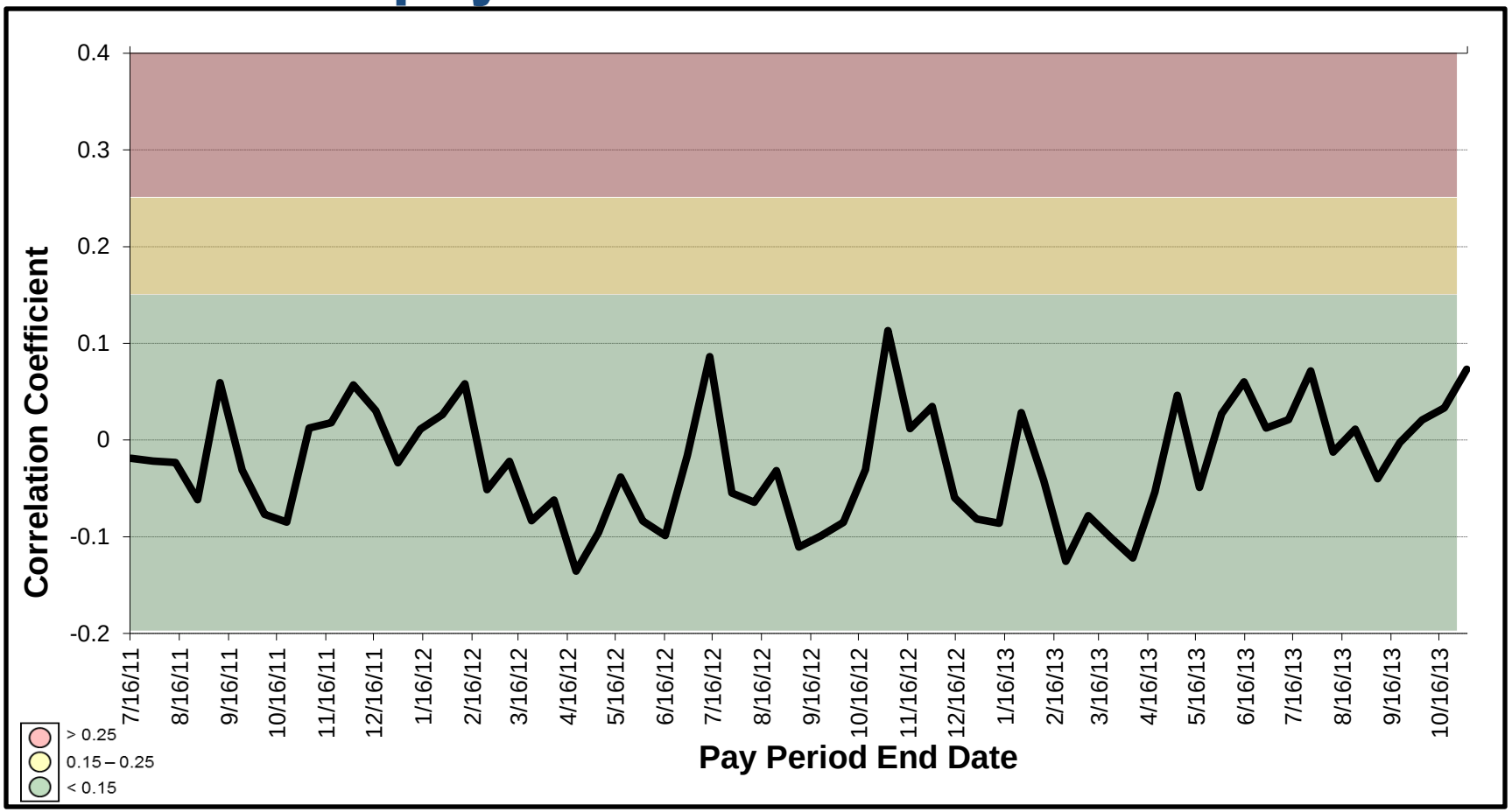
DOT: Overtime Hours by Pay Period, Linear Trend



From July 2011 to present, the trends in overtime spending for Transit Services and Highway Operations are in decline. Overtime use by Highway Operations was highly volatile due to responses to weather events.

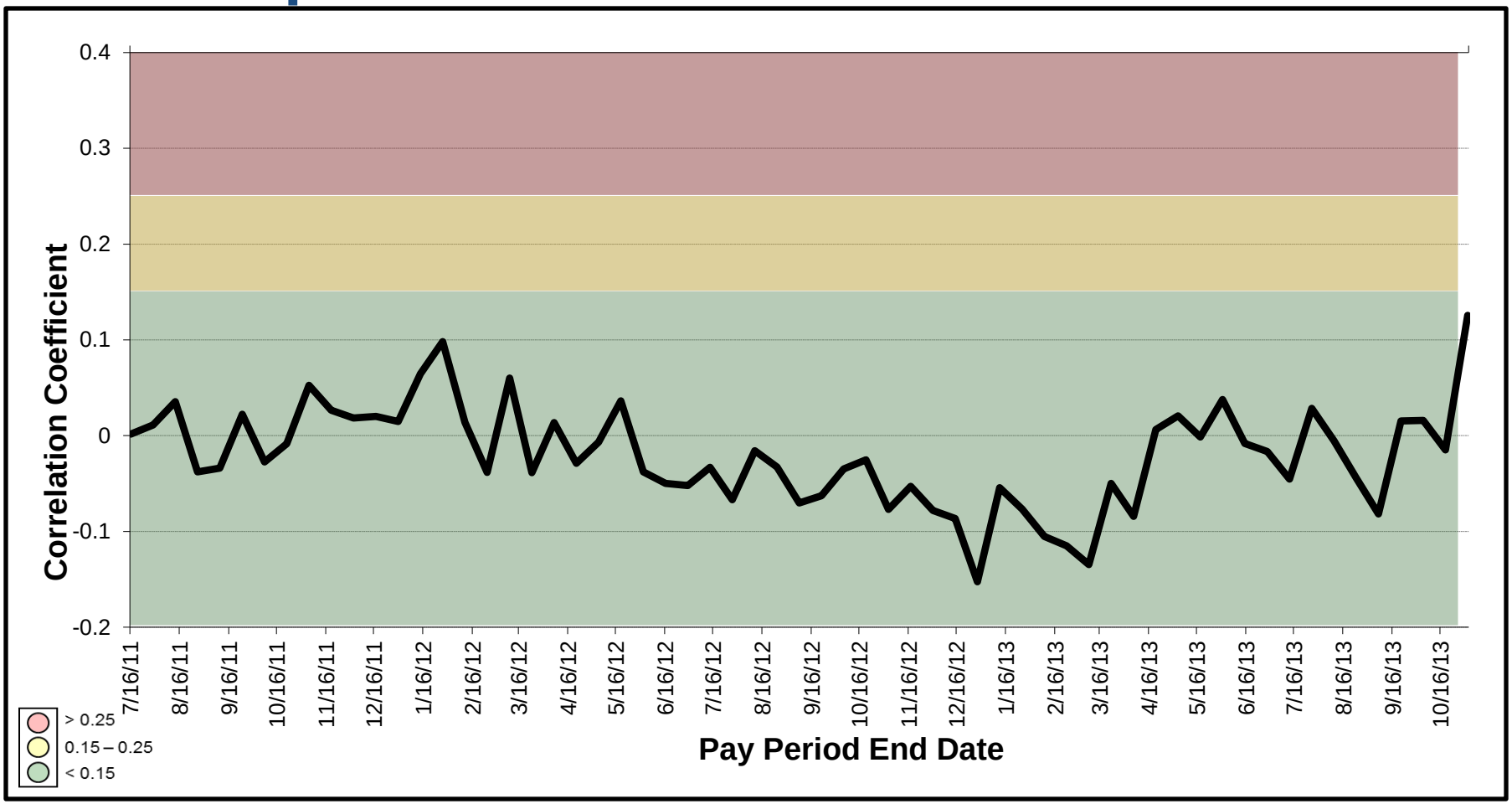
Note: Director's Office is not shown as the division did not have overtime recorded in 23 pay periods.

DOT: Correlation between Hourly Wage and OT Hours Worked
All DOT Employees



Data suggests that high wage earners among all DOT employees are not more likely to work overtime

DOT: Correlation between Hourly Wage and OT Hours Worked Bus Operators



Data suggests that high wage earners among Bus Operators are not more likely to work overtime

DOT: Overtime Pay as a Percent of Total County Salary

Range	FY12		FY13		FY14 (thru 11/2/13, 35% of FY)	
	# of Employees	% of Employees*	**# of Employees**	% of Employees*	**# of Employees**	% of Employees*
0-25%	**984**	79%	**954**	74%	**1,046**	85%
26-50%	**214**	17%	**291**	23%	**154**	13%
51-75%	**39**	3%	**39**	3%	**27**	2%
76-99%	**10**	1%	**5**	0.4%	**4**	0.32%
100%+	**0**	0%	**0**	0%	**0**	0%
Avg %	**19.0%**		**19.6%**		**15.7%**	
Avg Overtime Earnings (inc. differentials)	**$8,620**		**$8,635**		**$2,569**	
Total Employees Earning Overtime	**1,041**		**1,104**		**959**	
Total Employees**	**1,247**		**1,289**		**1,231**	

The average percent of total salary consisting of overtime and average overtime earnings were consistent between FY12 and FY13

*Number may not add to 100% due to rounding
**Total employees based on all department employees that worked for the department during the time period (includes employees that have left and new hires).

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Overtime Trends

CORRECTION AND REHABILITATION

DOCR: Budget vs. Actual Overtime Use (1/3)

	FY10				FY11			
Division	Operating Budget	Operating Actual	CIP/ Grant	OT Total	Operating Budget	Operating Actual	CIP/ Grant	OT Total
Detention Services	$3,255,996	$3,303,492	$0	$3,303,492	$3,224,802	$3,842,128	$0	$3,842,128
Director's Office	$46,447	$41,268	$0	$41,268	$46,447	$20,341	$0	$20,341
Pre-Release and Reentry Services	$260,182	$165,679	$0	$165,679	$260,182	$246,437	$0	$246,437
Pre-Trial Services	$0	$78,912	$0	$78,912	$0	$36,654	$0	$36,654
DEPT TOTAL	**$3,562,625**	**$3,589,351**	**$0**	**$3,589,351**	**$3,531,431**	**$4,145,560**	**$0**	**$4,145,560**

Pre-Trial Services is not budgeted for overtime spending, but has averaged $56,085 in overtime from FY10 through FY13

*Operating Budget includes General Fund only
**Account Codes included: 50208 (Shift Differential Overtime), 50212 (Shift Differential Lunch, DOCR only), 50216 (FTO Overtime), 50222 (Multilingual Overtime), 50324 (Overtime), 50326 (Overtime – Lunch, DOCR only)

DOCR: Budget vs. Actual Overtime Use (2/3)

	FY12				FY13			
Division	Operating Budget	Operating Actual	CIP/ Grant	OT Total	Operating Budget	Operating Actual	CIP/ Grant	OT Total
Detention Services	$3,224,802	$4,404,316	$209	$4,404,525	$3,224,785	$4,790,154	$0	$4,790,154
Director's Office	$46,447	$12,341	$0	$12,341	$46,447	$16,202	$0	$16,202
Pre-Release and Reentry Services	$260,182	$318,882	$0	$318,882	$260,181	$276,760	$0	$276,760
Pre-Trial Services	$0	$59,174	$0	$59,174	$0	$49,599	$0	$49,599
DEPT TOTAL	**$3,531,431**	**$4,794,713**	**$209**	**$4,794,922**	**$3,531,413**	**$5,132,715**	**$0**	**$5,132,715**

DOCR saw a 7% increase in overtime expenditures from FY12 to FY13 and continues to exceed its overtime budget

*Operating Budget includes General Fund only
**Account Codes included: 50208 (Shift Differential Overtime), 50212 (Shift Differential Lunch, DOCR only), 50216 (FTO Overtime), 50222 (Multilingual Overtime), 50324 (Overtime), 50326 (Overtime – Lunch, DOCR only)

DOCR: Budget vs. Actual Overtime Use (3/3)

	Operating Budget: % Spent vs. Final Budget			
Division	**FY10**	**FY11**	**FY12**	**FY13**
Detention Services	101%	119%	137%	149%
Director's Office	89%	44%	27%	35%
Pre-Release and Reentry Services	64%	95%	123%	106%
Pre-Trial Services	--	--	--	--
DEPT TOTAL	**101%**	**117%**	**136%**	**145%**

DOCR's growth in overtime spending is driven by Detention Services

*Operating Budget includes General Fund only
**Account Codes included: 50208 (Shift Differential Overtime), 50212 (Shift Differential Lunch, DOCR only), 50216 (FTO Overtime), 50222 (Multilingual Overtime), 50324 (Overtime), 50326 (Overtime – Lunch, DOCR only)

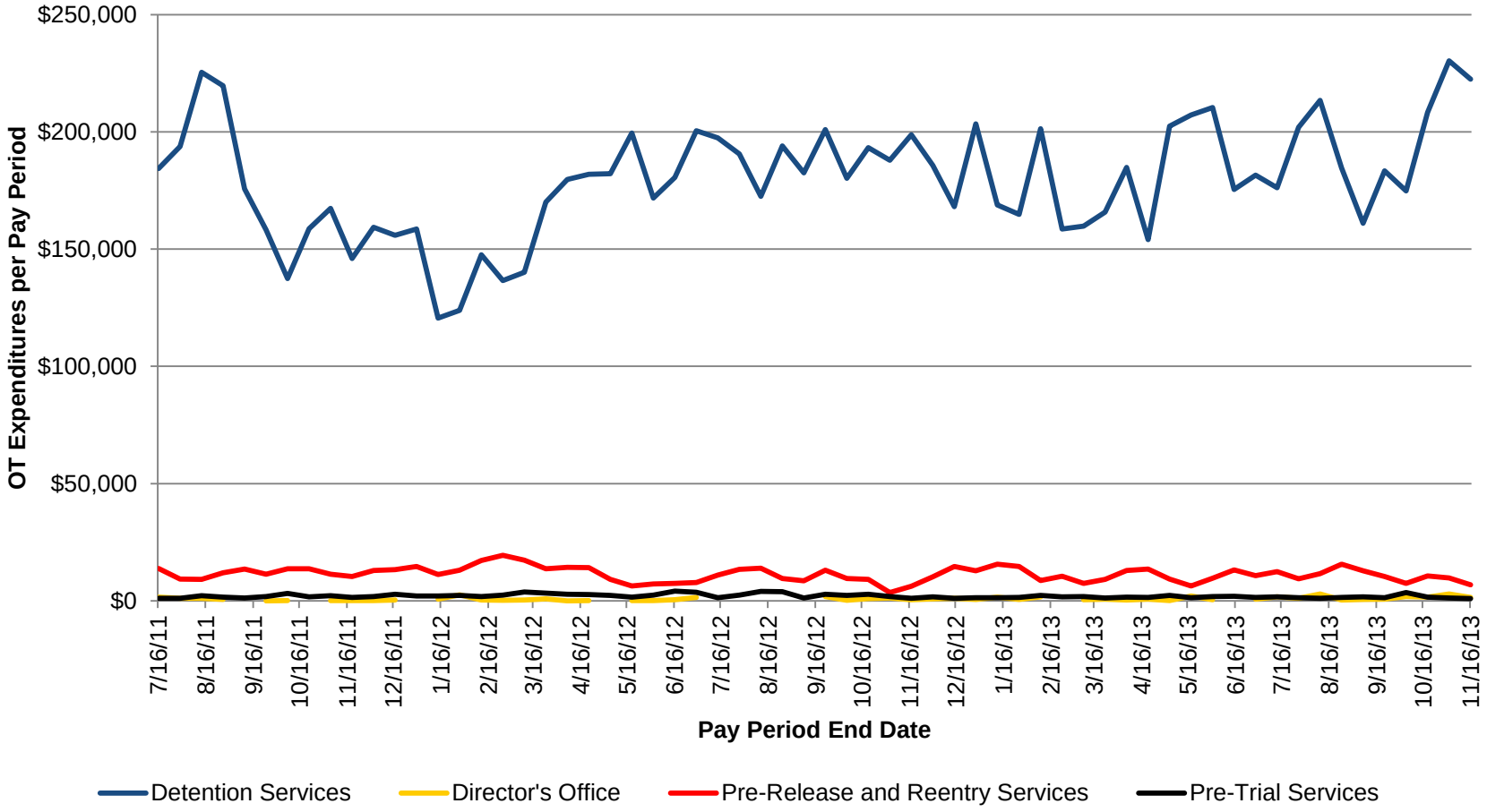
DOCR: Event Driven Overtime

Beyond leave taken by DOCR employees, DOCR's overtime is driven by the following factors:

- Stabilization work at MCDC currently averaging 250 overtime hours per month
- Infrastructure repairs related to replacing the MCCF's Central Control Module and other repairs
- Upward trend in inmate's with mental health diagnoses at MCDC and MCCF
- Vacancies in the department

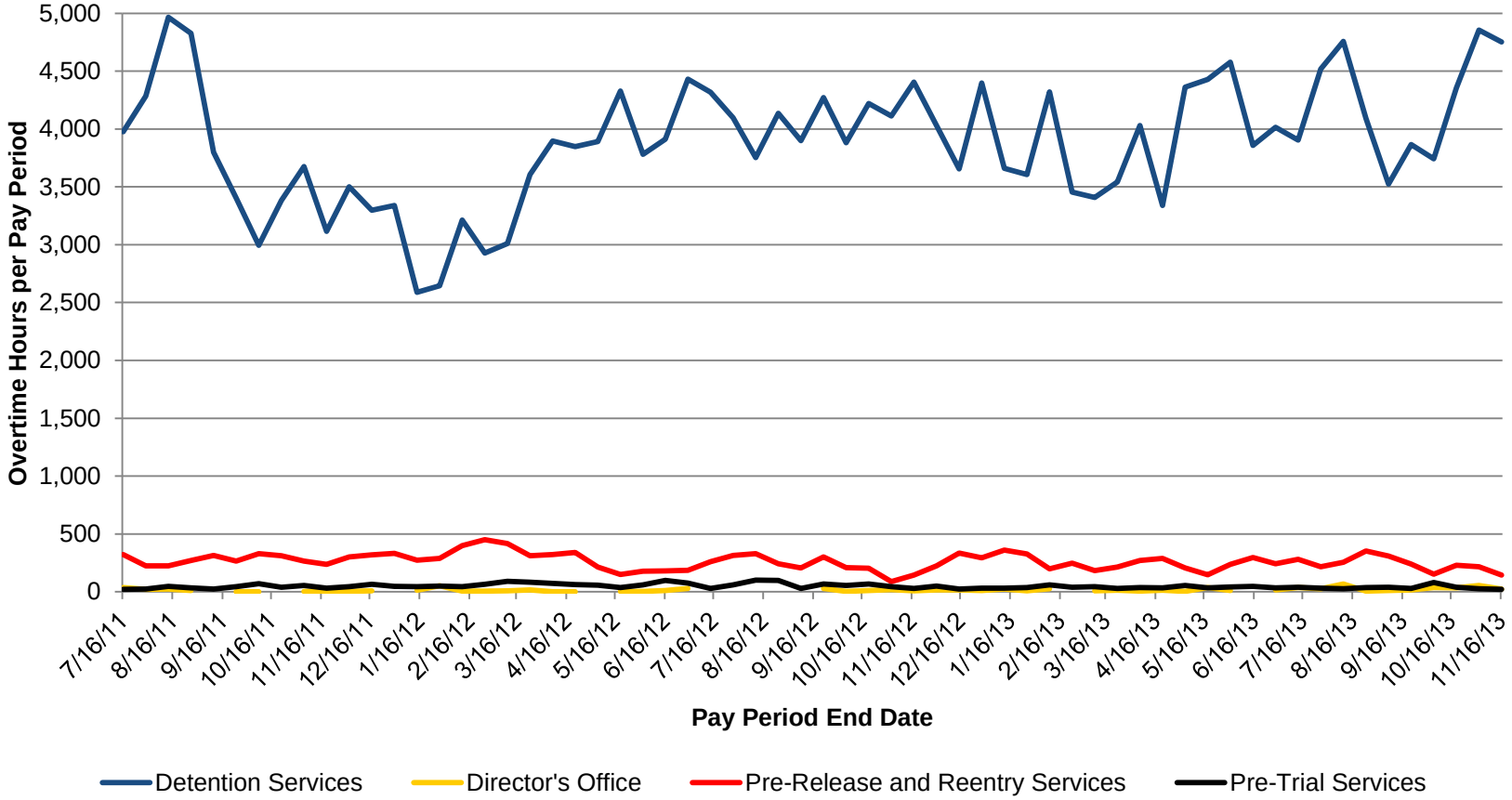
Ongoing facility improvements at MCDC and MCCF require additional staff to escort construction crews in high-risk areas of the facilities

DOCR: Overtime Spending Trends by Pay Period



From July 2011 to present, the trend in overtime spending for the Detention Services Division rose, while the trend for PRRS fell

DOCR: Overtime Hour Trends by Pay Period*



From July 2011 to present, the trend in overtime spending for the Detention Services Division rose, while the trend for PRRS fell

*Includes lunch overtime hours

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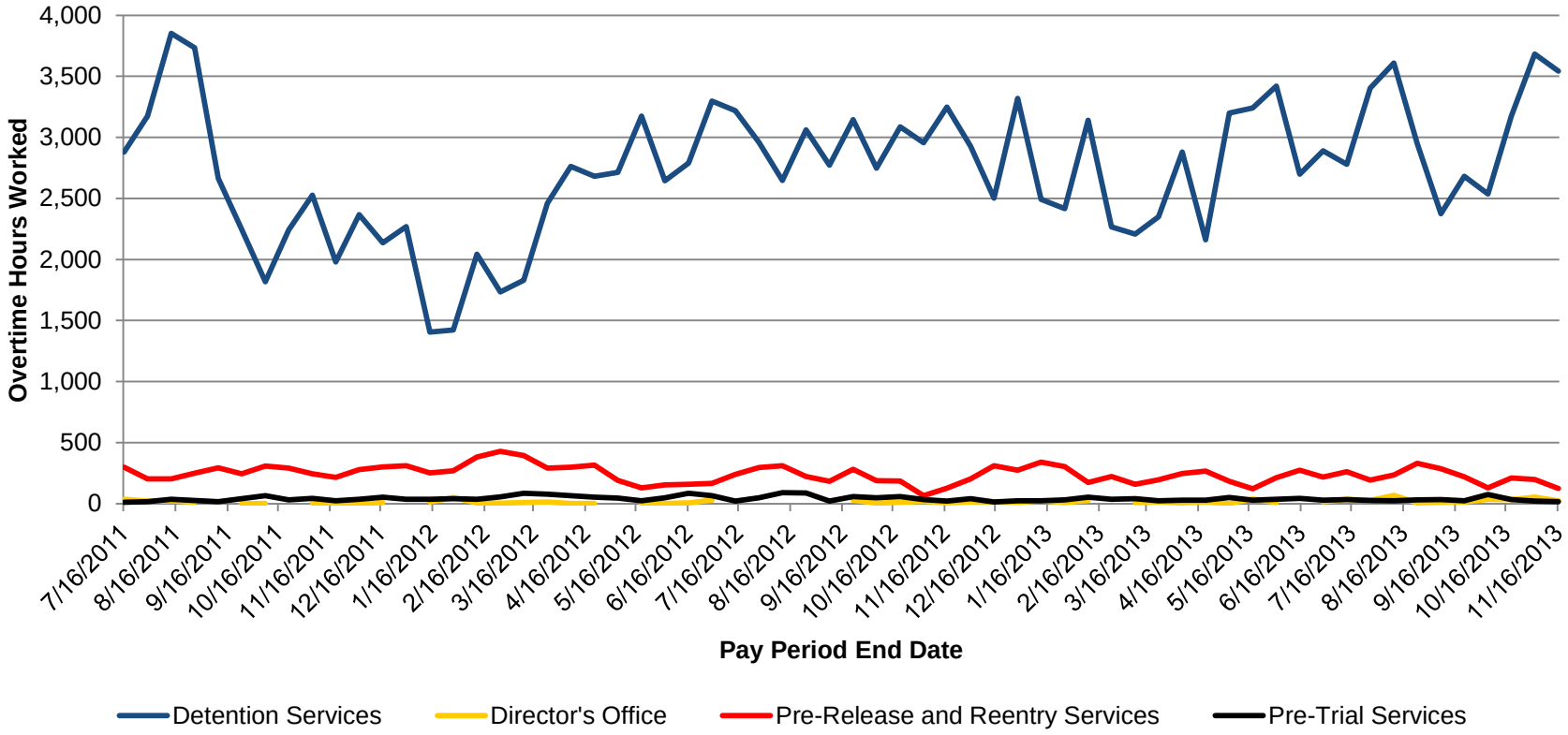
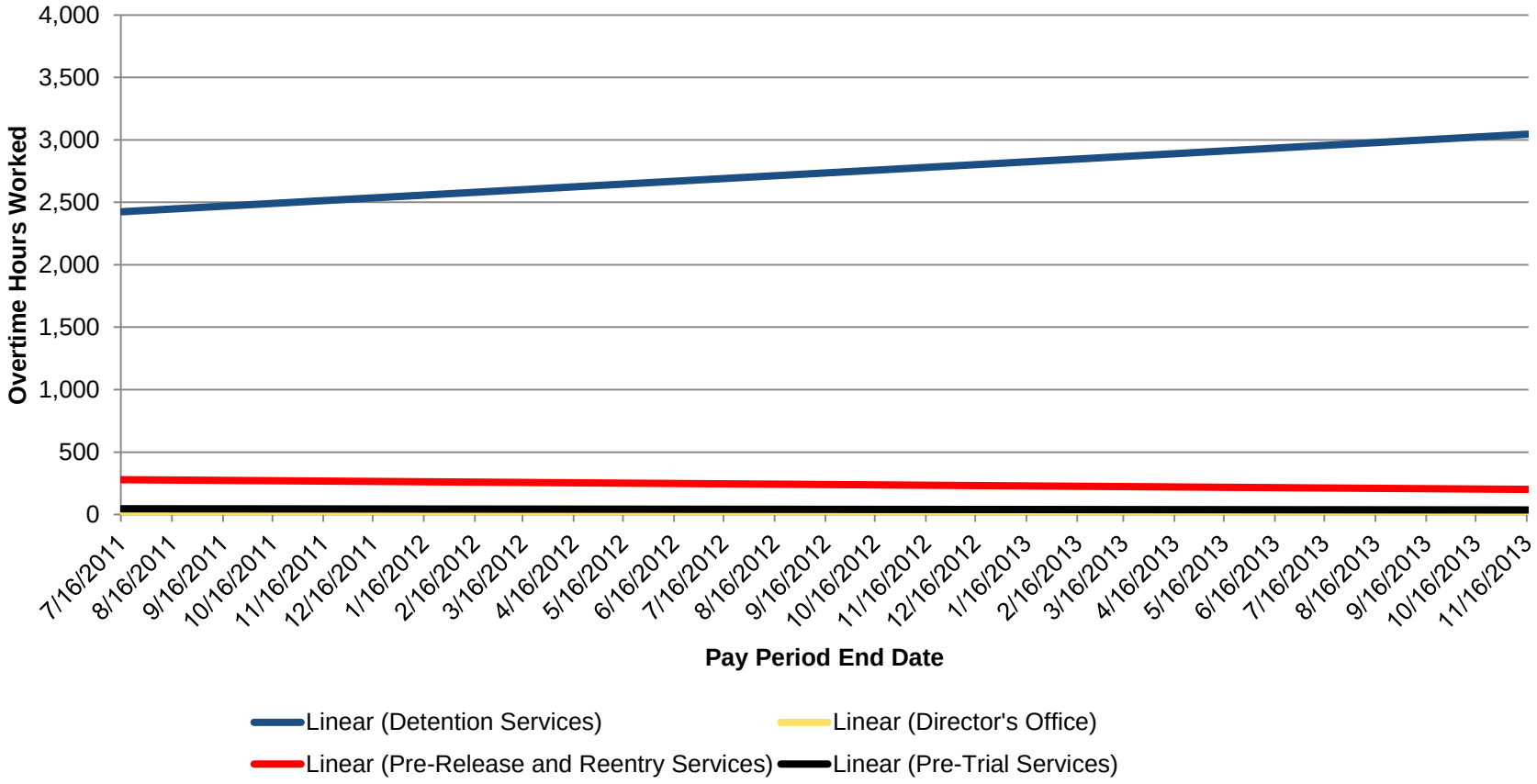
DOCR: Overtime Hour Trends by Pay Period, Less Lunch



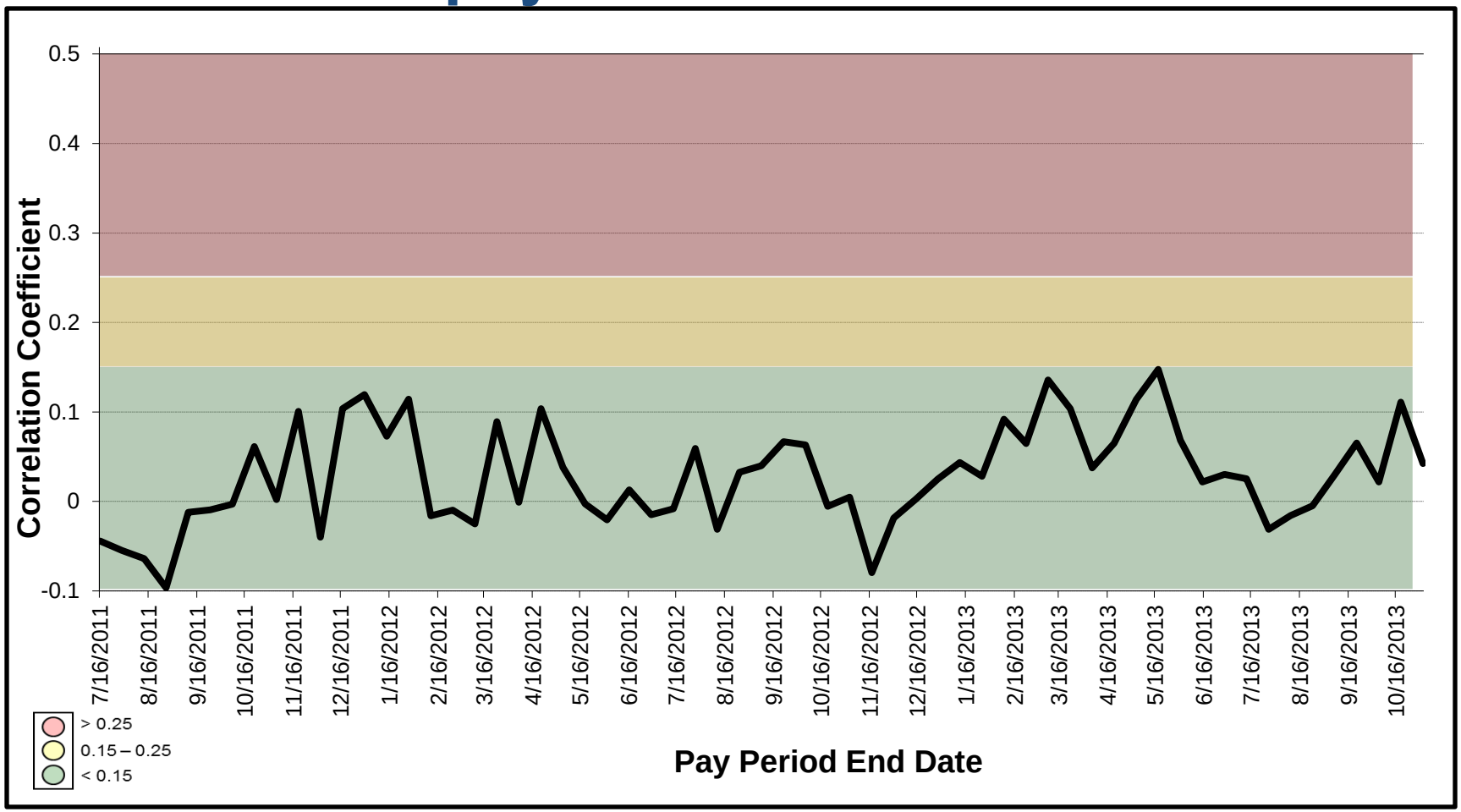
From July 2011 to present, the trend in overtime spending for the Detention Services Division rose, while the trend for PRRS fell

DOCR: Overtime Hours by Pay Period, Linear Trend



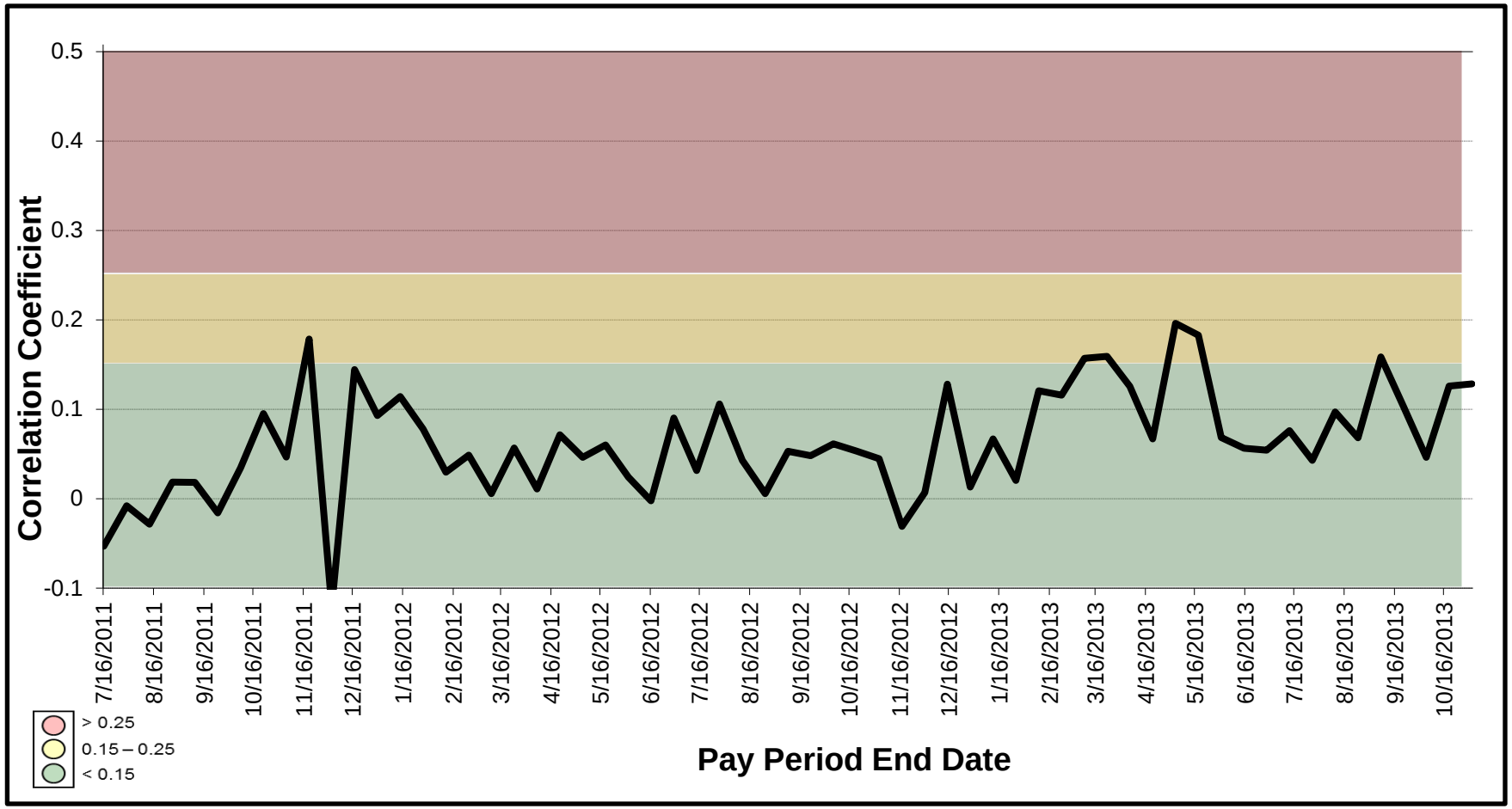
From July 2011 to present, the trend in overtime spending for the Detention Services division rose, while the trend for PRRS fell

DOCR: Correlation between Hourly Wage and OT Hours Worked
All DOCR Employees



Data suggests that high wage earners among all DOCR employees are not more likely to work overtime

DOCR: Correlation between Hourly Wage and OT Hours Worked Correctional Officers I, II, and III



Data suggests that high wage earners among Correctional Officers I, II and III are not more likely to work overtime

DOCR: Overtime Pay as a Percent of Total County Salary

Range	FY12		FY13		FY14 (thru 11/2/13, 35% of FY)	
	# of Employees	% of Employees*	**# of Employees**	% of Employees*	**# of Employees**	% of Employees*
0-25%	**449**	85%	**450**	83%	**412**	80%
26-50%	**62**	12%	**65**	12%	**71**	14%
51-75%	**13**	2%	**20**	4%	**21**	4%
76-99%	**3**	1%	**4**	1%	**8**	1.5%
100%+	**2**	0.4%	**2**	0.4%	**5**	1%
Avg %	**15.9%**		**17.1%**		**19.1%**	
Avg Overtime Earnings (inc. differentials)	**$10,213**		**$10,700**		**$4,238**	
Total Employees Earning Overtime	**463**		**478**		**437**	
Total Employees**	**529**		**541**		**517**	

The average percent of total salary consisting of overtime grew slightly by 1.2% from FY12 to FY13

*Number may not add to 100% due to rounding
**Total employees based on all department employees that worked for the department during the time period (includes employees that have left and new hires).

DOCR: Correlation Methodology and Limitations

- **A positive correlation indicates that two variables move together; as one increases, so does the other.**

- **A negative correlation indicates that two variables move in the opposite direction; if one goes up the other goes down (and vice versa).**

- **If a correlation coefficient is statistically significant, the closer it is to 1, the stronger the relationship between the two variables.**

- **If a correlation coefficient is not statistically significant as denoted by asterisks, then we cannot draw conclusions about the strength of the relationship. In addition, low correlation does not necessarily imply that there is not a relationship between the two variables; rather, there may be additional variables affecting the relationship.**

- **If a correlation coefficient is statistically significant, we can only draw conclusions about the *strength* of the relationship between the two variables; we cannot draw conclusions about the *magnitude* of the relationship.**

DOCR: Correlation Between Overtime and Leave

MCCF FACILITY	FY12		FY13		FY14 Q1	
	Sick	Annual	Sick	Annual	Sick	Annual
Correctional Officer I – III	**0.715*** **	**0.733*** **	0.384	**0.542** **	0.725	**0.955** **
Sergeant	0.055	**0.558** **	0.153	0.067	-0.445	0.418
Lieutenant	**0.399* **	0.249	0.145	**0.694*** **	-0.080	0.557
Correctional Specialists I – V	0.354	0.193	0.105	0.263	-0.376	0.694

MCDC FACILITY	FY12		FY13		FY14 Q1	
	Sick	Annual	Sick	Annual	Sick	Annual
Correctional Officer I – III	0.122	**0.412* **	-0.130	0.303	-0.035	0.630
Sergeant	0.270	0.041	0.091	-0.084	-0.022	0.185
Lieutenant	-0.028	**0.568** **	0.050	0.206	0.680	0.771
Correctional Specialists I – V	0.185	0.125	0.133	**0.399* **	**0.903* **	0.476

*Statistically significant at p < .05 **Statistically significant at p < .01 ***Statistically significant at p < .001

The data suggests that the relationships between sick and annual leave use and overtime expenditures do exist, but that they are inconsistent over time. This could be due to confounding variables, such as event driven overtime.

FY14Q1 covers pay periods from July 2013 through the 9/21/2013 pay period

Overtime Trends

POLICE

POL: Budget vs. Actual Overtime Use (1/3)

	FY10				FY11			
Division	Operating Budget	Operating Actual	CIP/ Grant	OT Total	Operating Budget	Operating Actual	CIP/ Grant	OT Total
Field Services Bureau	$1,189,266	$1,514,603	$0	$1,514,603	$1,189,266	$1,462,700	$0	$1,462,700
Investigative Services Bureau	$1,505,005	$1,436,629	$18,796	$1,455,425	$1,509,650	$1,549,954	$0	$1,549,954
Management Services Bureau	$2,435,951	$2,154,166	$0	$2,154,166	$2,435,951	$1,960,482	$0	$1,960,482
Patrol Services Bureau	$5,043,782	$4,553,430	$0	$4,553,430	$5,043,782	$4,954,159	$228	$4,954,387
Police Chief	$451,694	$141,839	$561,201	$703,040	$451,694	$1,082,428	$409,911	$1,492,339
DEPT TOTAL	**$10,625,698**	**$9,800,667**	**$579,997**	**$10,380,664**	**$10,630,343**	**$11,009,723**	**$410,139**	**$11,419,862**

From FY10-FY13, MCPD's overtime expenditures were consistently near their allotted overtime budget

*Operating Fund includes General Fund; Other funds: Capital, Grant, Non-Appropriated
**Account Codes included: 50208 (Shift Differential Overtime), 50212 (Shift Differential Lunch, DOCR only), 50216 (FTO Overtime), 50222 (Multilingual Overtime), 50324 (Overtime), 50326 (Overtime – Lunch, DOCR only)

POL: Budget vs. Actual Overtime Use (2/3)

	FY12				FY13			
Division	Operating Budget	Operating Actual	CIP/ Grant	OT Total	Operating Budget	Operating Actual	CIP/ Grant	OT Total
Field Services Bureau	$1,189,266	$1,596,494	$0	$1,596,494	$1,200,414	$1,857,082	$0	$1,857,082
Investigative Services Bureau	$1,509,650	$1,604,829	$0	$1,604,829	$1,555,851	$1,538,024	$0	$1,538,024
Management Services Bureau	$2,242,732	$1,554,324	$343	$1,554,667	$2,366,483	$2,004,380	$0	$2,004,380
Patrol Services Bureau	$5,043,782	$4,891,080	$0	$4,891,080	$5,268,183	$4,876,641	$0	$4,876,641
Police Chief	$451,694	$532,600	$527,637	$1,060,237	$458,294	$244,165	$400,470	$644,635
DEPT TOTAL	**$10,437,124**	**$10,179,327**	**$527,980**	**$10,707,307**	**$10,849,225**	**$10,520,292**	**$400,470**	**$10,920,762**

From FY12 to FY13, MCPD's overtime expenditures increased by 2% but remained below its overtime budget

*Operating Fund includes General Fund; Other funds: Capital, Grant, Non-Appropriated
**Account Codes included: 50208 (Shift Differential Overtime), 50212 (Shift Differential Lunch, DOCR only), 50216 (FTO Overtime), 50222 (Multilingual Overtime), 50324 (Overtime), 50326 (Overtime – Lunch, DOCR only)

POL: Budget vs. Actual Overtime Use (3/3)

	Operating Budget: % Spent vs. Final Budget			
Division	**FY10**	**FY11**	**FY12**	**FY13**
Field Services Bureau	127%	123%	134%	155%
Investigative Services Bureau	95%	103%	106%	99%
Management Services Bureau	88%	80%	69%	85%
Patrol Services Bureau	90%	98%	97%	93%
Police Chief	31%	240%	118%	53%
DEPT TOTAL	**92%**	**104%**	**98%**	**97%**

The only division to overspend its overtime budget each year was the Field Services Bureau. Department overtime exceeded budget in one year, but only by 4%.

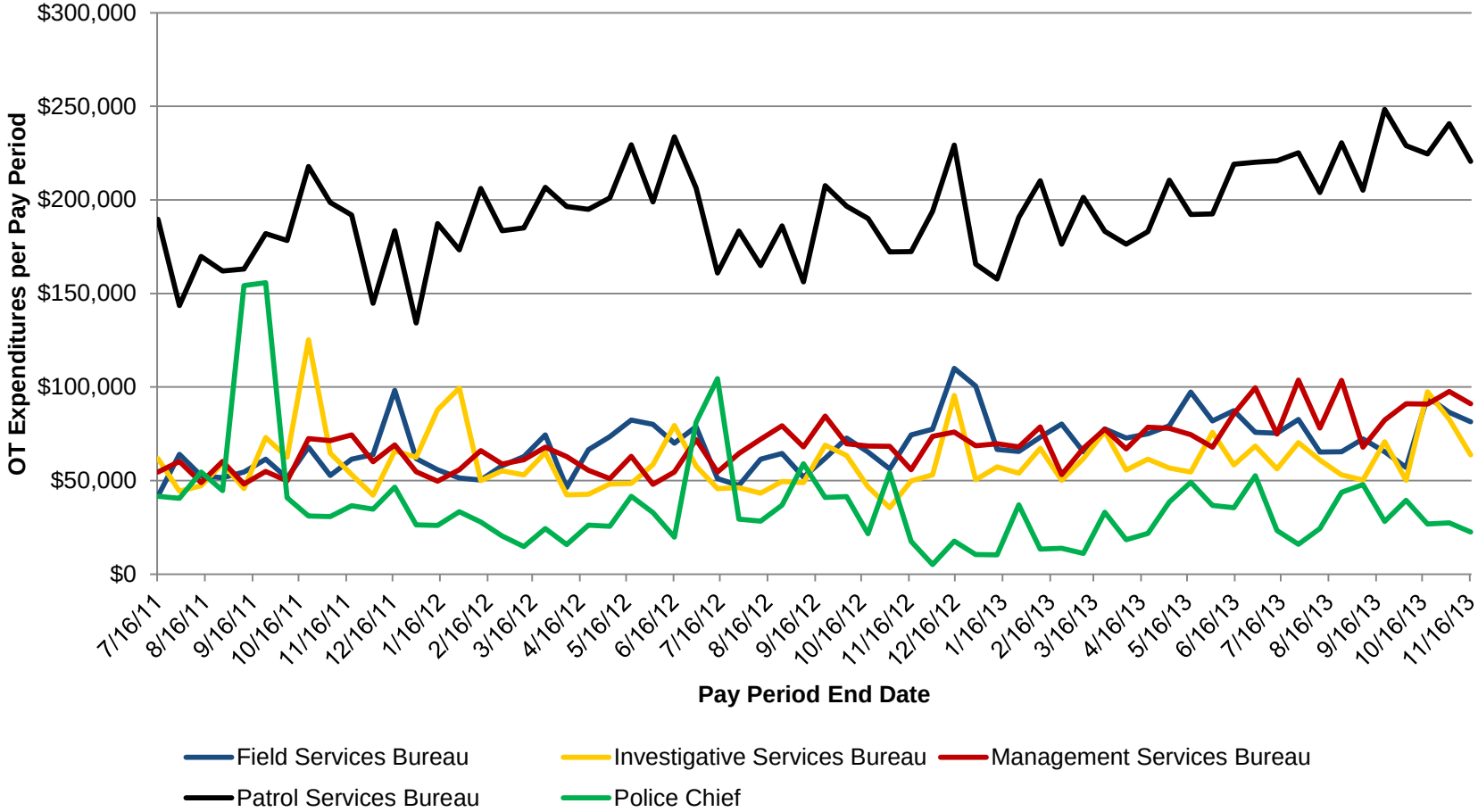
*Operating Fund includes General Fund; Other funds: Capital, Grant, Non-Appropriated
**Account Codes included: 50208 (Shift Differential Overtime), 50212 (Shift Differential Lunch, DOCR only), 50216 (FTO Overtime), 50222 (Multilingual Overtime), 50324 (Overtime), 50326 (Overtime – Lunch, DOCR only)

POL: Event Driven Overtime

FY	Event(s)	Date(s)	Division
FY12	9/11 Tenth Anniversary	9/11/2011 – 9/24/2011	All
FY12	Search Warrant/Prep Service; Investigation; Raids; Photo Speed Field Techs; OCDETF Title III Pay	10/9/2011 – 10/22/2011	All
FY12	Investigation; ERT Call Out; ISSD/Data Entry; Validation of Crime Data	3/11/2012 – 3/24/2012	All
FY12	G8 Summit	5/06/2012 – 5/19/2012	All
FY13	Short Handed (Held Over/Call Back); Search Warrant; Investigation; Raids; Photo Speed Field Techs	8/12/2012 – 8/25/2012	All
FY13	Short Handed (Held Over/Call Back); Search Warrant; Investigation; Raids; Photo Speed Field Techs	9/09/2012 – 9/22/2012	All
FY13	Short Handed (Held Over/Call Back); Search Warrant; Investigation; Raids; Photo Speed Field Techs	1/27/2013 – 2/09/2013	All
FY13	Short Handed (Held Over/Call Back); Search Warrant; Investigation; Raids; Photo Speed Field Techs	3/10/2013 – 3/23/2013	All
FY13	Short Handed (Held Over/Call Back); Search Warrant; Investigation; Raids; Photo Speed Field Techs	5/05/2013 – 5/18/2013	All
FY14	Surveillance; Short Handed (Held Over/Call Back); Search Warrant; Photo Speed Field Techs; Employment Test	7/14/2013 – 7/27/2013	All
FY14	Short Handed (Held Over/Call Back); Search Warrant; Investigation; Raids; Photo Speed Field Techs; PSTA Teaching	8/11/2013 – 8/24/2013	All

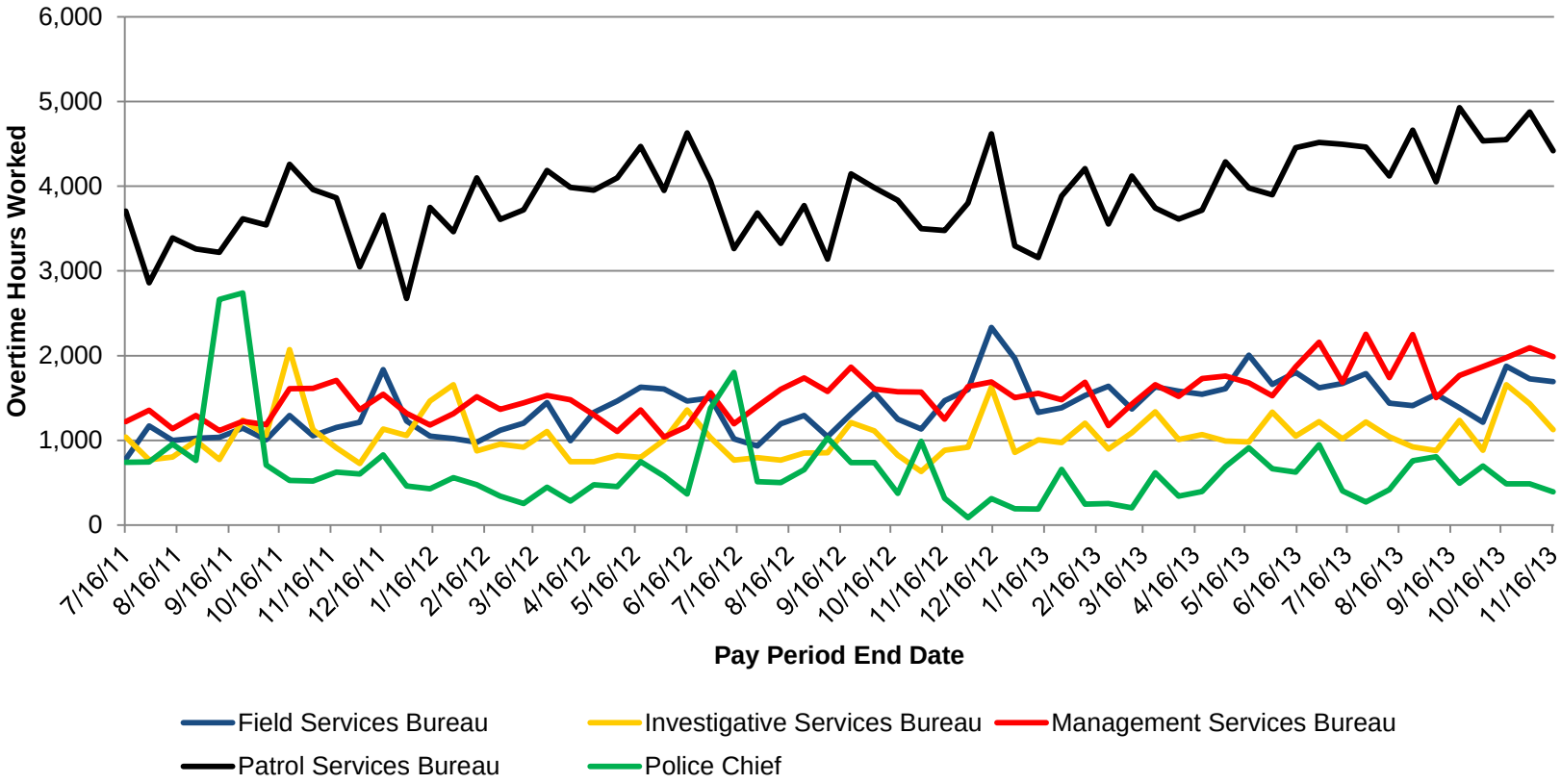
Much of MCPD's event driven overtime was related to staffing requirements and investigations

POL: Overtime Spending Trends by Pay Period



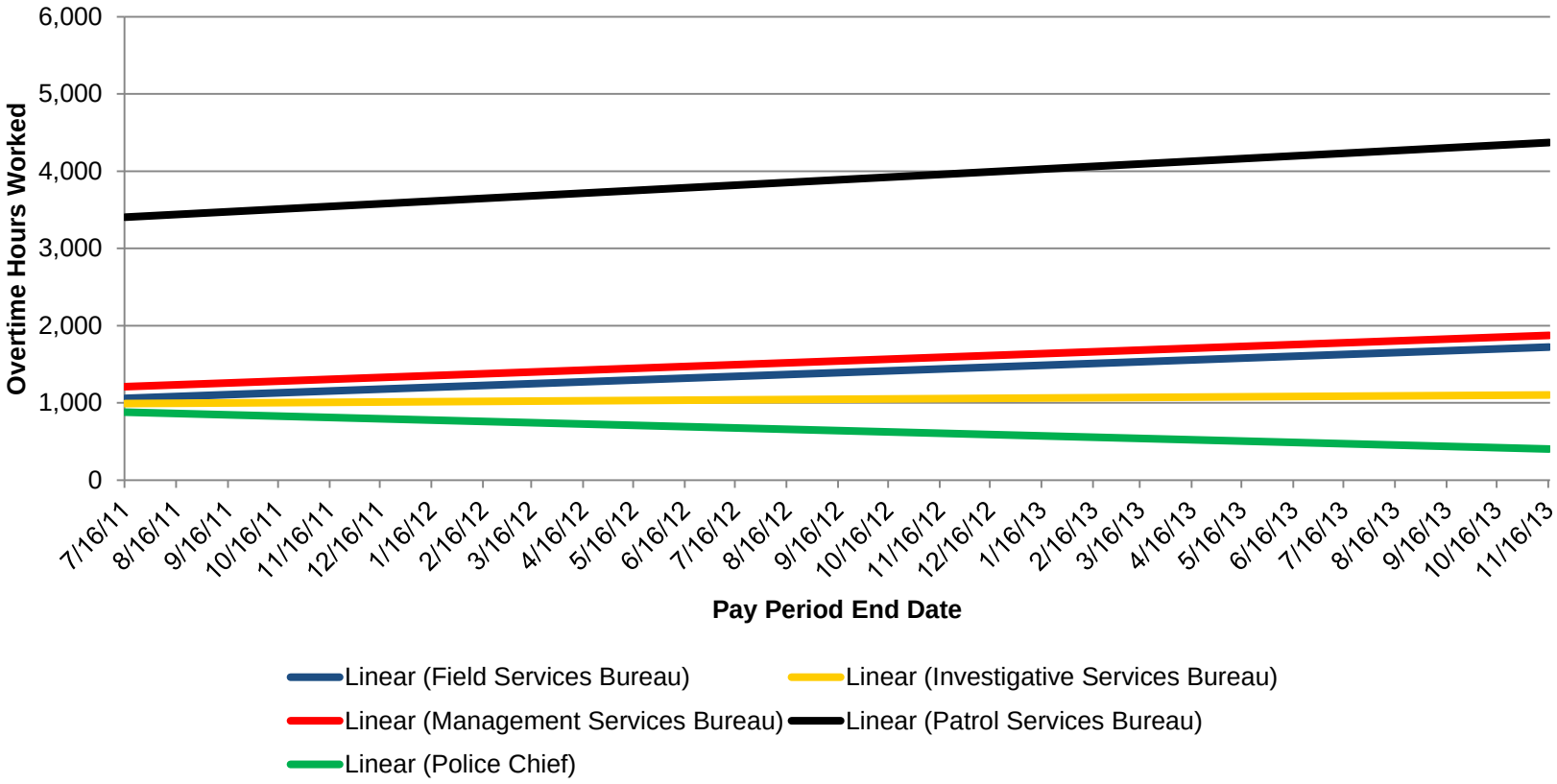
All divisions with the exception of the Office of the Police Chief experienced an increased trend in overtime spending

POL: Overtime Hour Trends by Pay Period



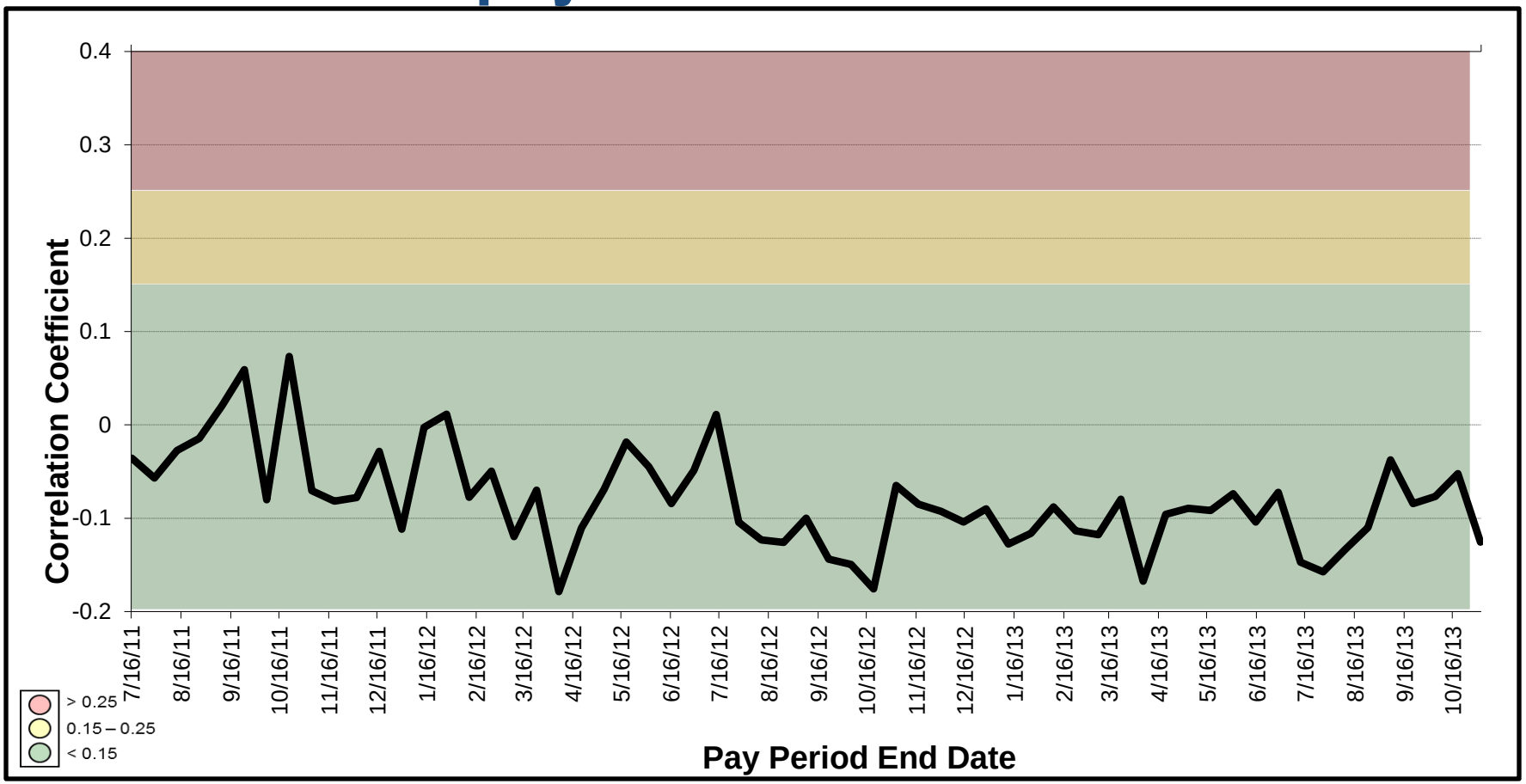
All divisions with the exception of the Office of the Police Chief experienced an increased trend in overtime hours

POL: Overtime Hours by Pay Period, Linear Trend



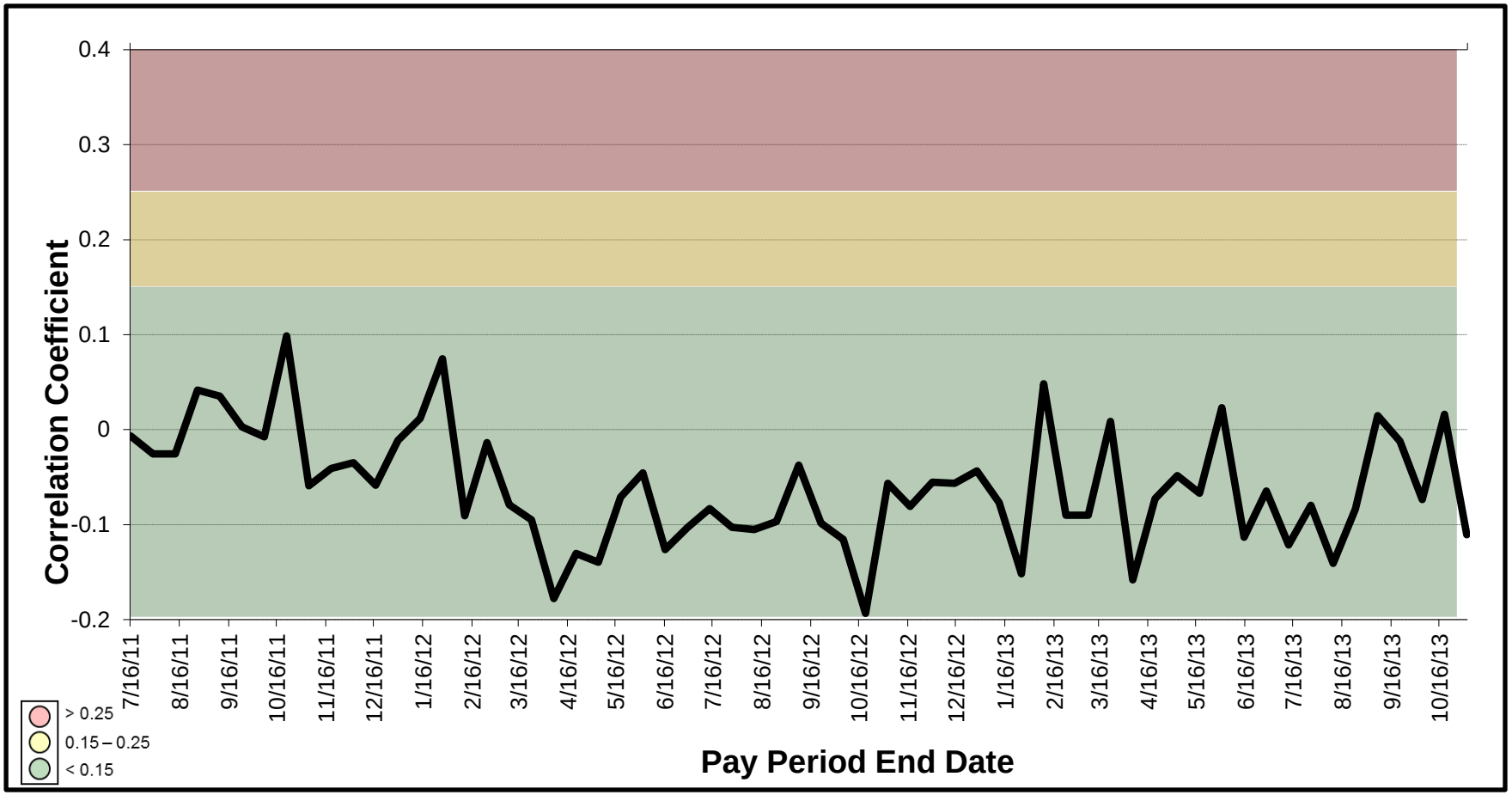
All divisions with the exception of the Office of the Police Chief experienced an increased trend in overtime hours

POL: Correlation between Hourly Wage and OT Hours Worked
All Police Employees



Data suggests that high wage earners among all Police employees are not more likely to work overtime

POL: Correlation between Hourly Wage and OT Hours Worked Police Officers I, II, and III



Data suggests that high wage earners among Police Officers I, II, and III are not more likely to work overtime

POL: Overtime Pay as a Percent of Total County Salary

Range	FY12		FY13		FY14 (thru 11/2/13, 35% of FY)	
	# of Employees	% of Employees*	**# of Employees**	% of Employees*	**# of Employees**	% of Employees*
0-25%	**1,495**	92%	**1,559**	92%	**1,487**	89%
26-50%	**117**	7%	**132**	8%	**164**	10%
51-75%	**10**	1%	**6**	0.4%	**17**	1%
76-99%	**0**	0%	**0**	0%	**2**	0.1%
100%+	**0**	0%	**1**	0.06%	**1**	0.06%
Avg %	**10.2%**		**10.3%**		**12.8%**	
Avg Overtime Earnings (inc. differentials)	**$7,488**		**$7,461**		**$3,203**	
Total Employees Earning Overtime	**1,452**		**1,487**		**1,367**	
Total Employees**	**1,622**		**1,698**		**1,671**	

From FY12 to FY13, the average overtime pay as compared to salary has remained the same

*Number may not add to 100% due to rounding
**Total employees based on all department employees that worked for the department during the time period (includes employees that have left and new hires).

CountyStat

Overtime Trends

FIRE AND RESCUE SERVICE

FRS: Budget vs. Actual Overtime Use (1/3)

	FY10				FY11			
Division	Operating Budget	Operating Actual	CIP/ Grant	OT Total	Operating Budget	Operating Actual	CIP/ Grant	OT Total
Administrative & Technical Support Services	$330,750	$217,534	$490,283	$707,817	$330,750	$214,644	$500,574	$715,218
Fire Chief's Office	$52,020	$92,532	$178,435	$270,967	$75,263	$79,366	$212,420	$291,786
Local Fire and Rescue Departments	$2,706	$34,142	$0	$34,142	$2,706	$10,928	$0	$10,928
Operations	$8,226,249	$10,546,502	$0	$10,546,502	$7,011,525	$11,807,939	$1,542	$11,809,481
Risk Reduction and Training Services	$2,637,120	$2,952,035	$0	$2,952,035	$2,330,569	$2,397,288	$0	$2,397,288
Volunteer Services	$5,565	$416	$0	$416	$5,565	$476	$0	$476
DEPT TOTAL	**$11,254,410**	**$13,843,161**	**$668,718**	**$14,511,879**	**$9,756,378**	**$14,510,641**	**$714,536**	**$15,225,177**

From FY10 to FY13, overtime charged to the Fire Fund increased 33% for Operations, 73% for Admin & Technical, and 259% for the Fire Chief's Office

*Operating fund: Fire *Other funds: Capital and Grant
*Account Codes included: 50208 (Shift Differential Overtime), 50212 (Shift Differential Lunch, DOCR only), 50216 (FTO Overtime), 50222 (Multilingual Overtime), 50324 (Overtime), 50326 (Overtime – Lunch, DOCR only)

FRS: Budget vs. Actual Overtime Use (2/3)

	FY12				FY13			
Division	Operating Budget	Operating Actual	CIP/ Grant	OT Total	Operating Budget	Operating Actual	CIP/ Grant	OT Total
Administrative & Technical Support Services	$144,244	$485,483	$258,124	$743,607	$190,067	$375,911	$0	$375,911
Fire Chief's Office	$14,066	$77,907	$47,920	$125,827	$271,379	$332,433	$16,862	$349,295
Local Fire and Rescue Departments	$0	$4,748	$0	$4,748	$0	$806	$0	$806
Operations	$8,428,949	$14,966,884	$465,134	$15,432,018	$9,734,270	$13,980,251	$918,082	$14,898,333
Risk Reduction and Training Services	$2,120,595	$2,572,910	$0	$2,572,910	$3,016,403	$2,693,777	$0	$2,693,777
Volunteer Services	$0	$389	$0	$389	$0	$0	$0	$0
DEPT TOTAL	**$10,707,854**	**$18,108,321**	**$771,178**	**$18,879,499**	**$13,212,119**	**$17,383,178**	**$934,944**	**$18,318,122**

FRS reduced overtime expenditures by approximately 3% from FY12 to FY13 but continues to exceed its overtime budget

*Operating fund: Fire *Other funds: Capital and Grant
*Account Codes included: 50208 (Shift Differential Overtime), 50212 (Shift Differential Lunch, DOCR only), 50216 (FTO Overtime), 50222 (Multilingual Overtime), 50324 (Overtime), 50326 (Overtime – Lunch, DOCR only)

FRS: Budget vs. Actual Overtime Use (3/3)

	Operating Budget: % Spent vs. Final Budget			
Division	**FY10**	**FY11**	**FY12**	**FY13**
Administrative & Technical Support Services	66%	65%	337%	198%
Fire Chief's Office	178%	105%	554%	122%
Local Fire and Rescue Departments	1,262%	404%	--	--
Operations	128%	168%	178%	144%
Risk Reduction and Training Services	112%	103%	121%	89%
Volunteer Services	7%	9%	--	--
DEPT TOTAL	**123%**	**149%**	**169%**	**132%**

From FY10 to FY13, overtime expenditures have increased 26% in FRS.
The department has overspent its overtime budget on average of 43% from FY10 to FY13.

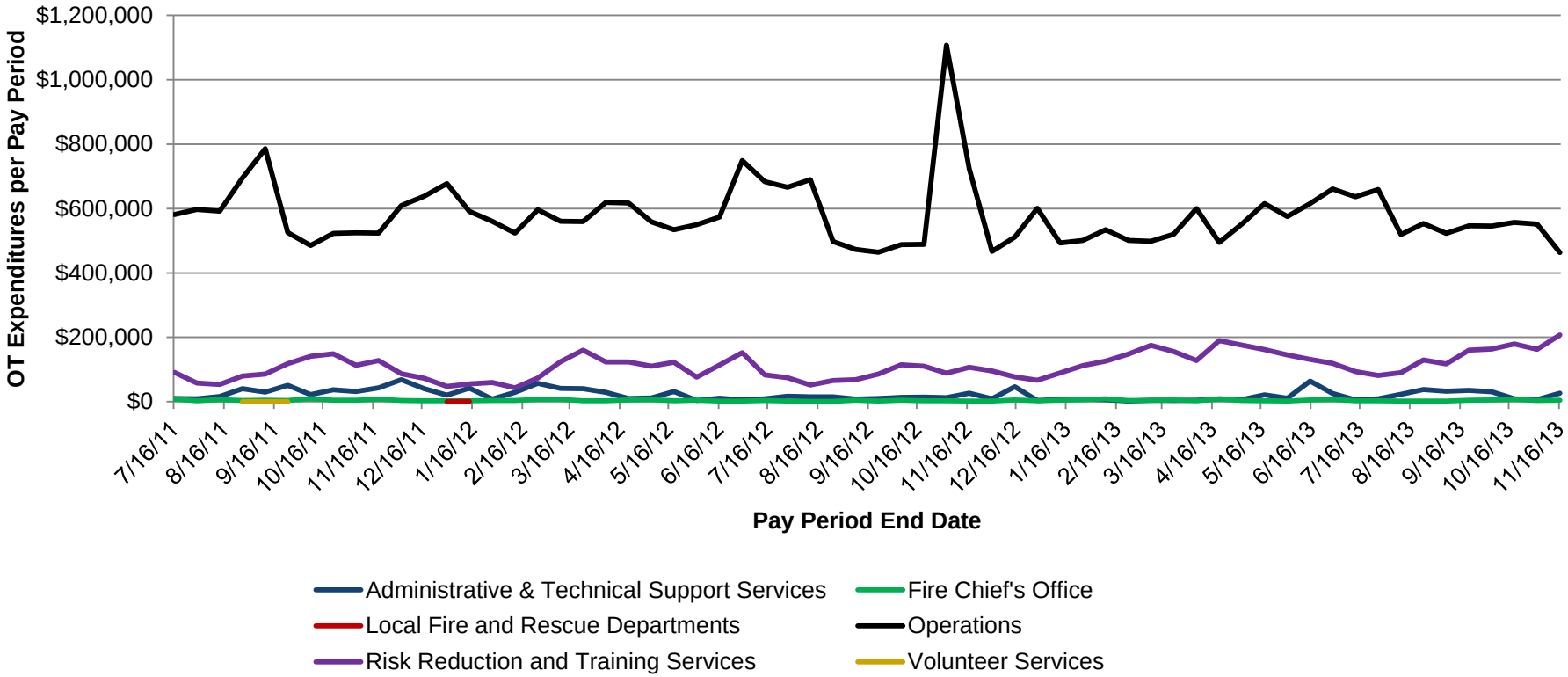
*Operating fund: Fire *Other funds: Capital and Grant
*Account Codes included: 50208 (Shift Differential Overtime), 50212 (Shift Differential Lunch, DOCR only), 50216 (FTO Overtime), 50222 (Multilingual Overtime), 50324 (Overtime), 50326 (Overtime – Lunch, DOCR only)

FRS: Event Driven Overtime

FY	Event	Date(s)	Division
FY12	Hurricane Irene	8/26/2011 – 8/31/2011	Operations
FY12	Tropical Storm Lee	9/7/2011 - 9/9/2011	Operations
FY13	Hurricane Sandy	10/29/2012 - 11/06/2012	Operations
FY12/13	Derecho	6/29/2013 - 7/4/2013	Operations
FY13	Tornado	6/13/2013	Operations

While major weather events can affect overtime in FRS, overtime use is largely driven by minimum staffing requirements

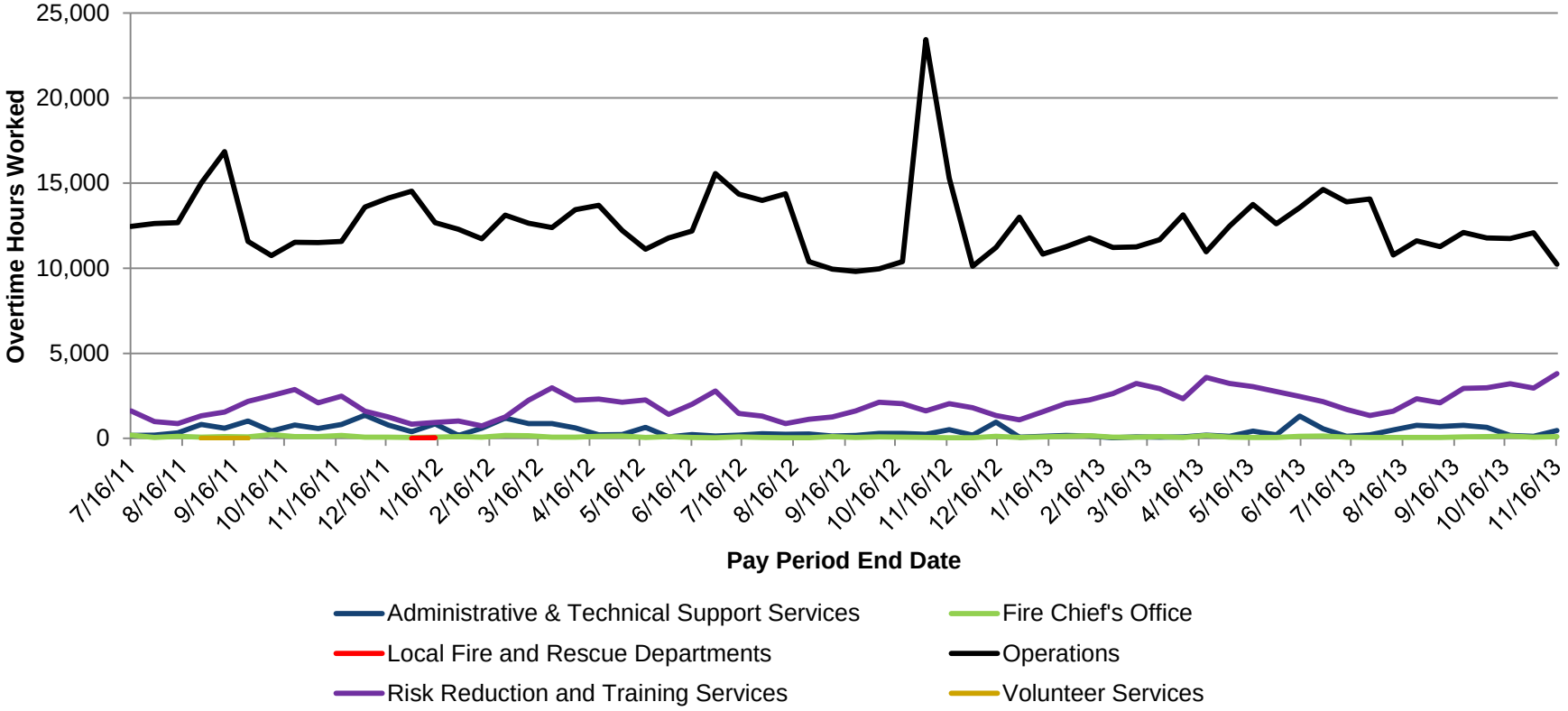
FRS: Overtime Spending Trends by Pay Period



From July 2011 to present, the trend in overtime spending for Operations and Admin & Tech Support Services are in decline, while overtime hours for Risk Reduction and Training Services are on the rise

*Note: The above chart includes all 80, 84, and 96 work hours/pay period employees in FRS.

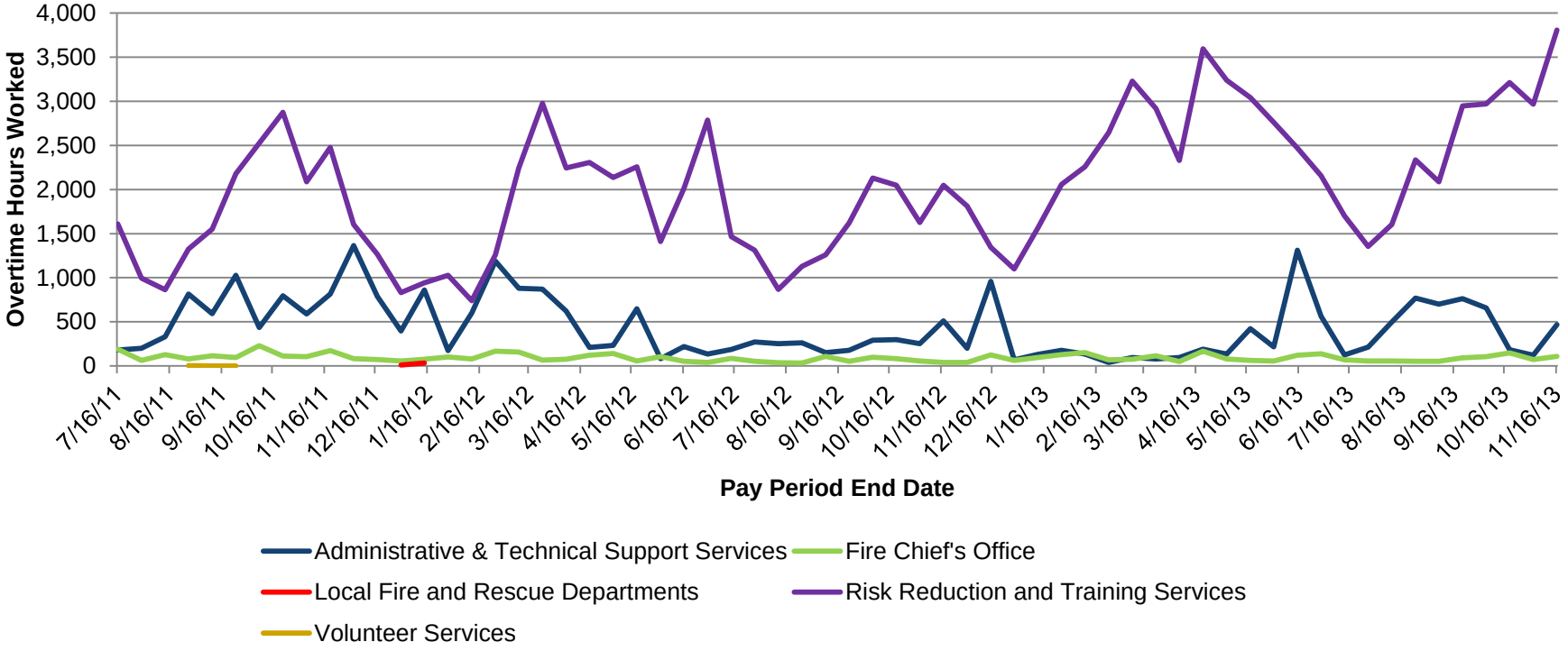
FRS: Overtime Hour Trends by Pay Period



From July 2011 to present, the trend in overtime hours for Operations and Admin & Tech Support Services are in decline, while overtime hours for Risk Reduction and Training Services are on the rise

*Note: The above chart includes all 80, 84, and 96 work hours/pay period employees in FRS.

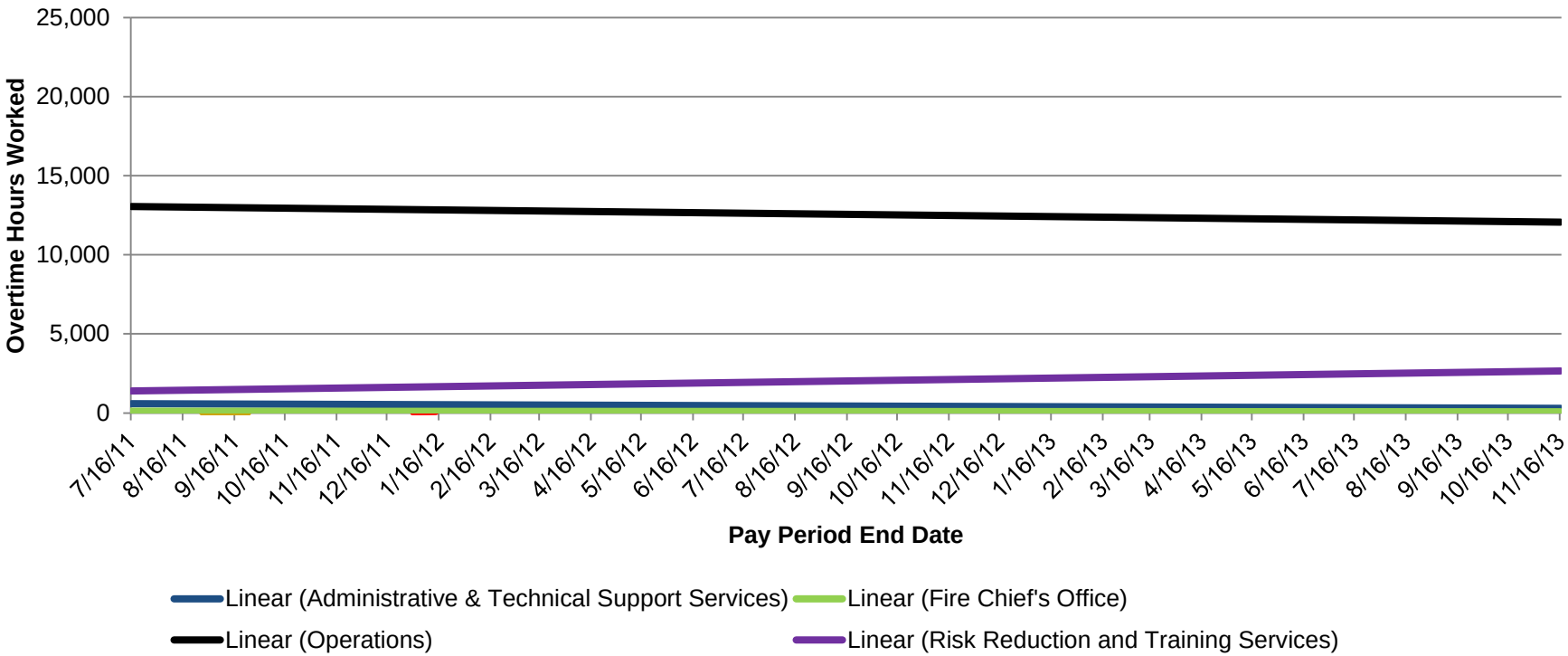
FRS: Overtime Hour Trends by Pay Period, Less Operations Division



From July 2011 to present, the trend in overtime hours for Risk Reduction and Training Services are on the rise, while overtime hours for Admin & Tech Support Services is in decline

*Note: The above chart includes all 80, 84, and 96 work hours/pay period employees in FRS.

FRS: Overtime Hours by Pay Period, Linear Trend



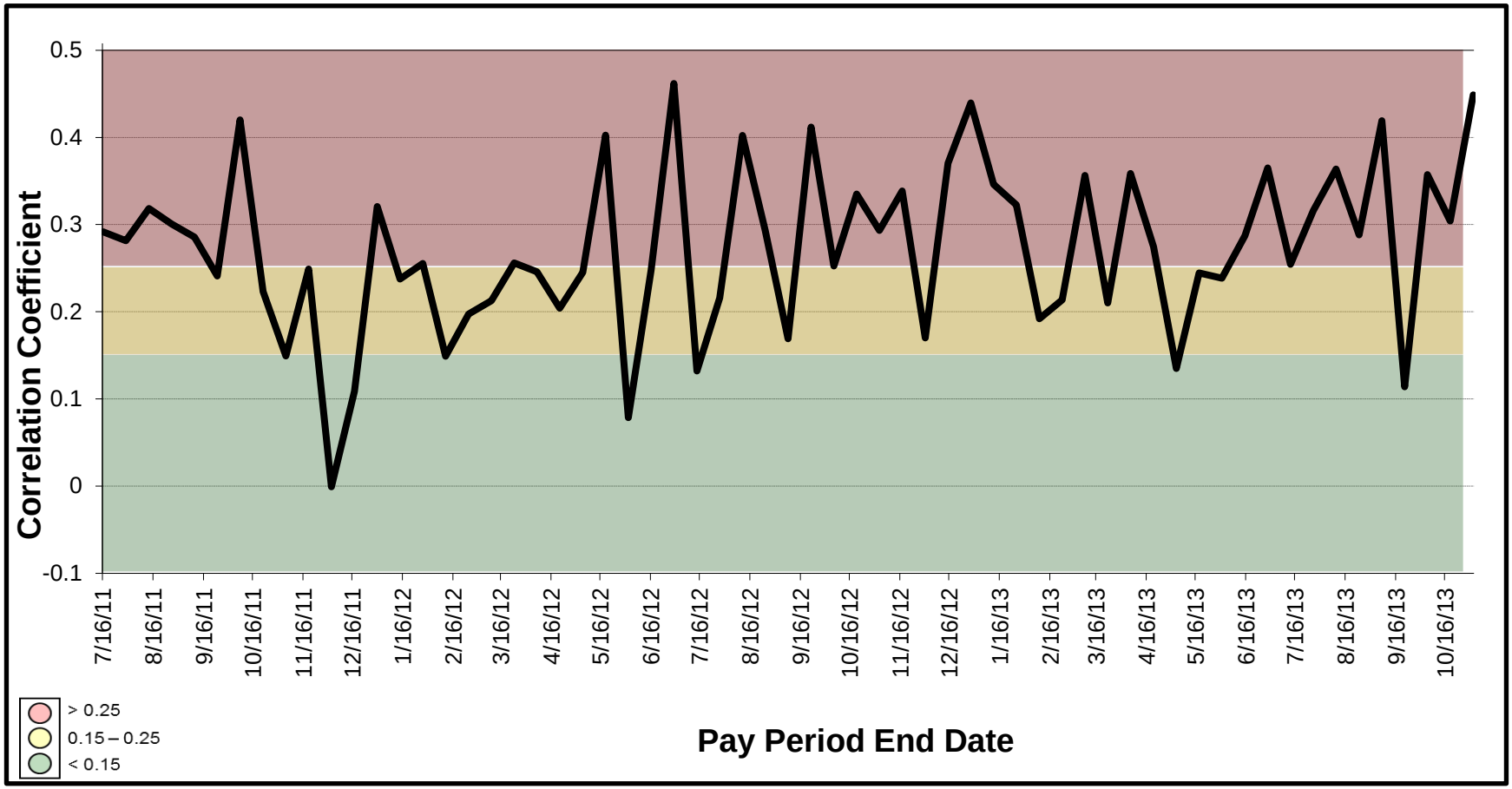
From July 2011 to present, the trend in overtime hours for Operations and Admin & Tech Support Services are in decline, while overtime hours for Risk Reduction and Training Services are on the rise

*Note: The above chart includes all 80, 84, and 96 work hours/pay period employees in FRS.

*Divisions of Volunteer Services and LFRD not shown as these divisions only had overtime hours in a few pay periods.

CountyStat

FRS: Correlation between Hourly Wage and OT Hours Worked 80 Hours/Pay Period Employees*

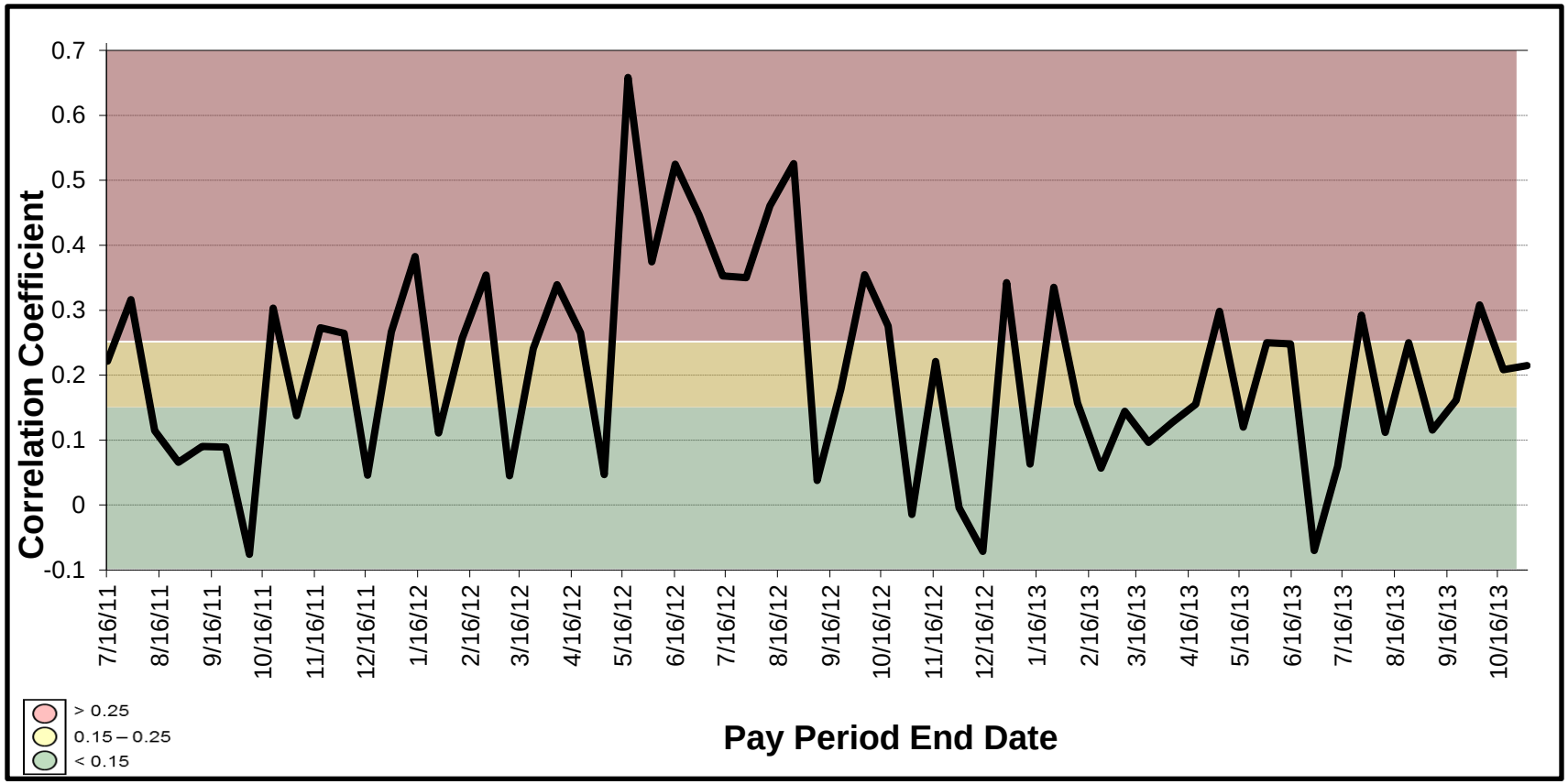


Due to the variety of positions and overtime requirements for each 80 hour position, it is expected that there would be some correlation between wage and overtime hours worked. This relationship grew stronger during the study period.

*80 hr. employees encompass 19% of all FRS employees that earned overtime and 12% of overtime spending during the period examined.

CountyStat

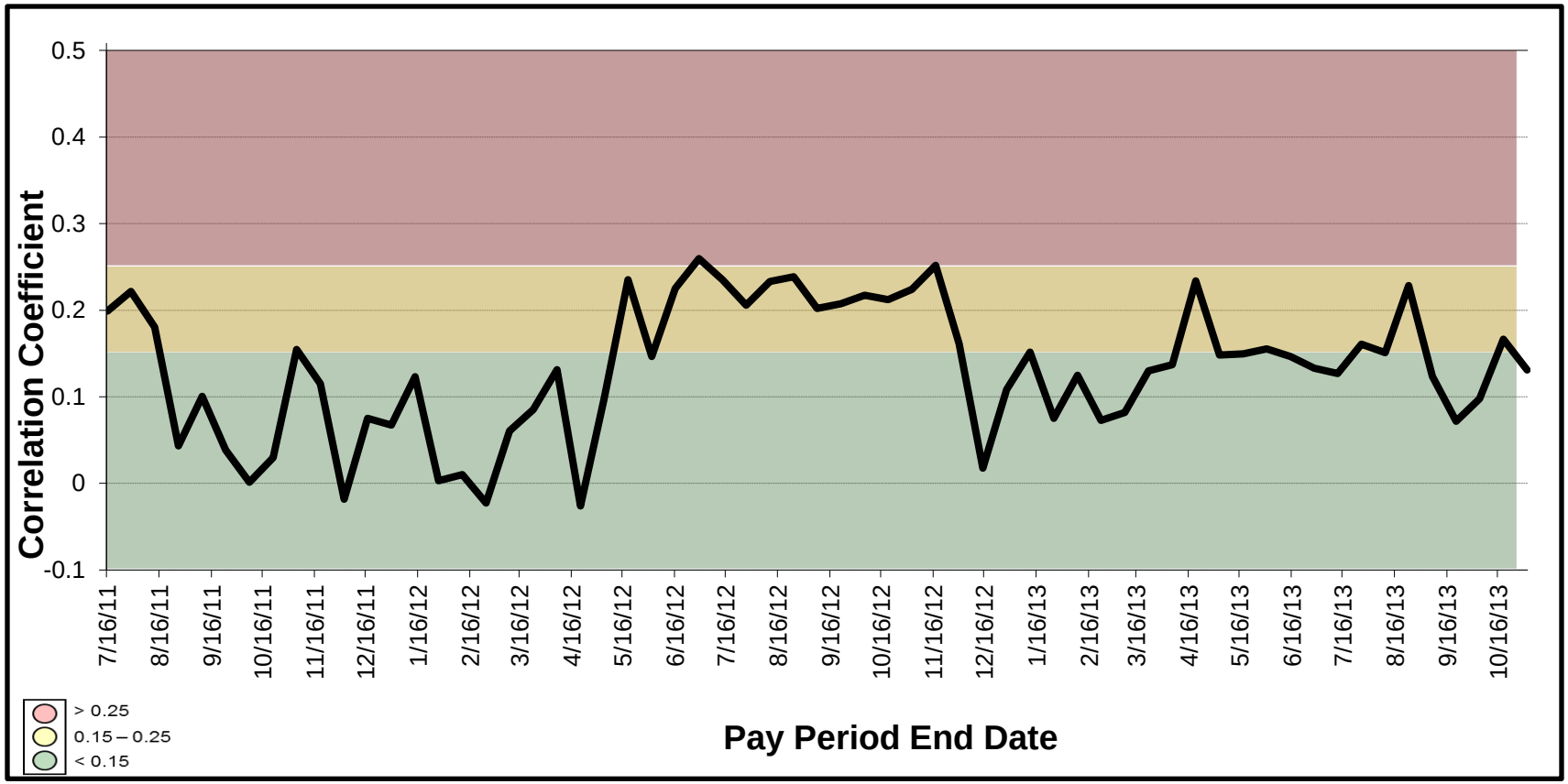
FRS: Correlation between Hourly Wage and OT Hours Worked 84 Hours/Pay Period Employees*



Data suggests that there was heavy use of overtime among higher wage workers in FRS's 84 hours/pay period employee compliment. However, these employees represented a small percentage (8%) of total overtime.

*84 hr. employees encompass 6% of all FRS employees that earned overtime and 8% of overtime spending during the period examined.

FRS: Correlation between Hourly Wage and OT Hours Worked 96 Hours/Pay Period Employees*



Within the 96 hours/pay period FRS employees, the correlation rose above 0.25 (red zone) in only two pay periods between 7/16/11 – 11/2/13. As these employees represent the majority of FRS, it is important to keep the correlation value below 0.25.

*96 hr. employees encompass 75% of all FRS employees that earned overtime and 80% of overtime spending during the period examined.

CountyStat

FRS: Overtime Pay as a Percent of Total County Salary

Range	FY12		FY13		FY14 (thru 11/2/13, 35% of FY)	
	# of Employees	% of Employees*	**# of Employees**	% of Employees*	**# of Employees**	% of Employees*
0-25%	**872**	68%	**942**	71%	**909**	69%
26-50%	**296**	23%	**289**	22%	**289**	22%
51-75%	**94**	7%	**74**	5.6%	**86**	7%
76-99%	**12**	1%	**22**	2%	**25**	1.90%
100%+	**2**	0.2%	**1**	0.08%	**4**	0.30%
Avg %	**22.3%**		**20.8%**		**23.3%**	
Avg Overtime Earnings (inc. differentials)	**$16,986**		**$16,228**		**$6,230**	
Total Employees Earning Overtime	**1,104**		**1,132**		**1,040**	
Total Employees**	**1,276**		**1,328**		**1,313**	

8% of FRS employees earned 50% or more of their total County salary in overtime pay in FY12 and FY13

*Number may not add to 100% due to rounding

**Total employees based on all department employees that worked for the department during the time period (includes employees that have left and new hires).

CountyStat

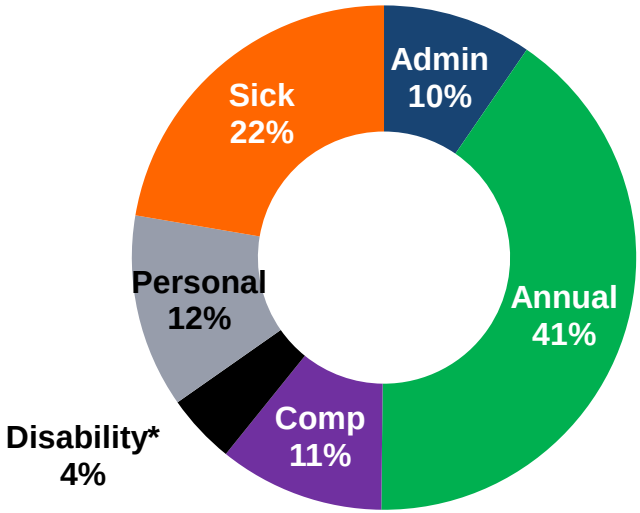
FRS: Trends in OT Use for Employees Working Less than Full 96 Hours in FY13 (1/3)

- **In the 9/25/13 Workforce Availability session, CountyStat examined the use of overtime when working less than 96 hours in the bi-weekly pay period**
  - The plurality (47%) of all overtime occurrences were staff working his/her full 96 hour work schedule
  - 41% of overtime occurrences were from FRS members working 72 hours or less

- **As a follow-up to the 9/25 meeting, CountyStat examined the types of leave used when FRS staff worked less than their full schedule and still claimed overtime in FY13**

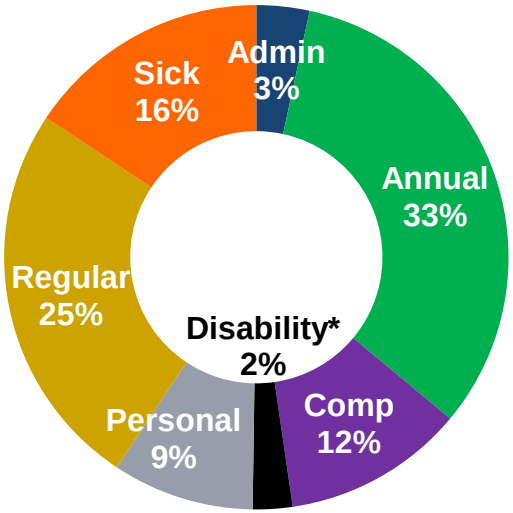
FRS: Trends in OT Use for Employees Working Less than Full 96 Hours in FY13 (2/3)

Working 0 Regular Hours



# of occurrences: 67
Average OT Worked: 24 hrs.

Working 24 Regular Hours



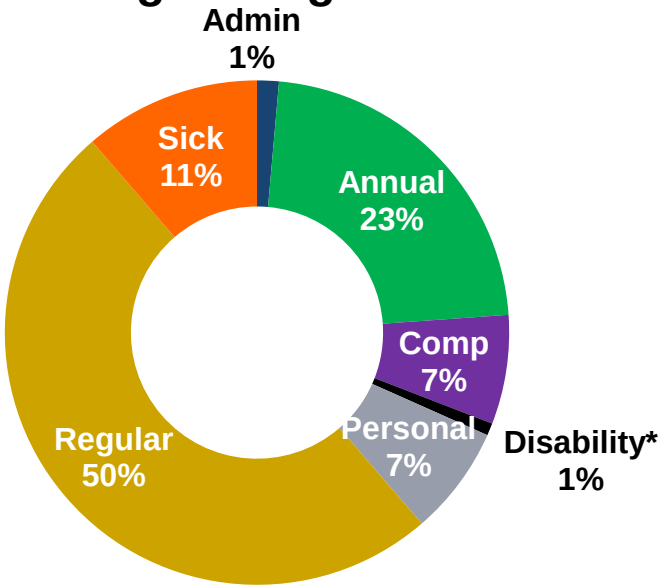
# of occurrences: 187
Average OT Worked: 22 hrs.

FRS employees working zero regular hours and earning overtime worked on average one extra 24 hour shift. This group of employees had a higher use of Administrative Leave as compared to the other groups.

*Disability includes Admin Disability and Full Disability Pay

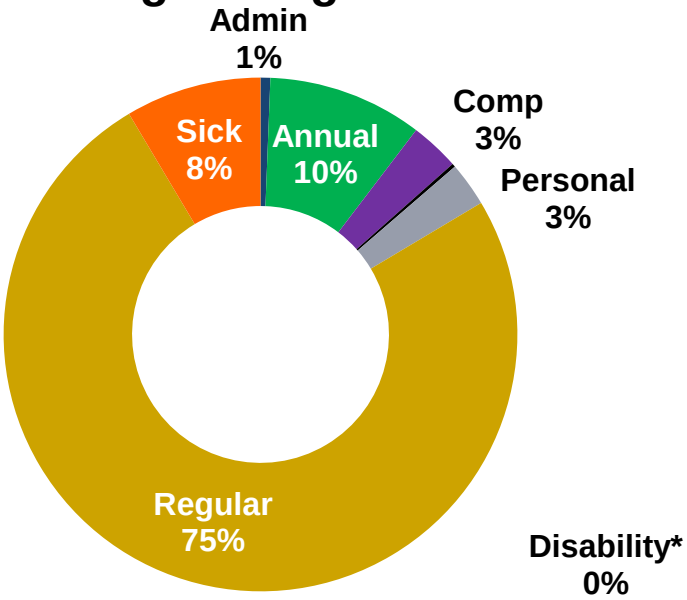
FRS: Trends in OT Use for Employees Working Less than Full 96 Hours in FY13 (3/3)

Working 48 Regular Hours



# of occurrences: 632
Average OT Worked: 24 hrs.

Working 72 Regular Hours



# of occurrences: 1,967
Average OT Worked: 26 hrs.

Overall, employees using leave during the bi-weekly pay period and earning overtime worked a 24 hour shift outside of their regular schedule

*Disability includes Admin Disability and Full Disability Pay

Wrap-up

- **Follow-up Items**