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

May 12, 2008

TO:          Tom Carr, Fire Chief, Montgomery County Fire and Rescue Service (MCFRS)
                 Tom Manger, Chief of Police, Montgomery County Police Department (MCPD)
                 Arthur Holmes, Director, Department of Public Works and Transportation (DPWT)
                 Arthur Wallenstein, Director, Department of Correction and Rehabilitation (DOCR)

FROM:      Chris Cihlar, CountyStat Manager

SUBJECT:    Follow-up steps outlined in the 5/9/2008 CountyStat meeting to be presented at the July 1, 2008 (tentative) CountyStat meeting

**The following items were identified for follow-up during the CountyStat meeting:**

1.      <u>Monitor and track overtime, annual leave, and sick leave use by completing the CountyStat-provided overtime tracking report.</u>
         Responsible parties:    MCFRS, MCPD, DPWT, DOCR
         Other parties involved:  none
         Deadline:              July 1, 2008

2.      <u>Develop a methodology to reconcile Department-generated with CountyStat-generated payroll figures.</u>
         Responsible party:     DTS
         Other parties involved:  Office of Human Resources (OHR), CountyStat, MCFRS, MCPD,
                             DPWT, and DOCR
         Deadline:              June 1, 2008

3.      <u>Analyze the current process for assigning overtime and compare with other regional or national standards/best practices.  Determine the specific reasons for the high correlation between overtime wages and number of overtime hours.</u>
         Responsible party:     MCFRS
         Other parties involved:  CountyStat
         Deadline:              June 3, 2008

4.      <u>Determine what operational parameters have changed that have led to the increase in overtime use at MCFRS and determine whether this is more efficient than using regular employees.</u>
         Responsible party:     MCFRS
         Other parties involved:  CountyStat
         Deadline:              June 3, 2008

5.      <u>Analyze the current process for using sick leave (pre-approved or post-approved) and overtime and compare with other regional or national standards/best practices.</u>
         Responsible party:     MCFRS, MCPD, and DOCR

Other parties involved:  none
Deadline:                June 10, 2008

6.   <u>Develop additional options for reducing the use of overtime for court cases and ECC operations.</u>
     Responsible party:       MCPD
     Other parties involved:  State Attorney's Office (SAO), CountyStat
     Deadline:                June 10, 2008

7.   <u>Analyze the current process for leave approvals and overtime use. Document and report on
     current practices for balancing leave use and use of overtime.</u>
     Responsible party:       DPWT
     Other parties involved:  CountyStat
     Deadline:                May 1, 2008

8.   <u>Develop staffing plan that allows Beauty Spots to be staffed using regular time rather than
     overtime.</u>
     Responsible party:       DPWT
     Other parties involved:  none
     Deadline:                June 10, 2008

9.   <u>Develop alternate staffing model to decrease use of overtime by temporary employees during
     leafing.</u>
     Responsible party:       DPWT
     Other parties involved:  none
     Deadline:                June 10, 2008

10.  <u>Develop methodology for identifying and controlling sick leave abuse.</u>
     Responsible party:       DOCR
     Other parties involved:  CountyStat
     Deadline:                June 3, 2008


cc:    Timothy Firestine, Chief Administrative Officer
       Fariba Kassiri, Assistant Chief Administrative Officer