Montgomery County Fire and Rescue Service

Departmental Overtime Meeting 1

June 6, 2008

CountyStat

CountyStat Principles

- **Require Data-Driven Performance**

- **Promote Strategic Governance**

- **Increase Government Transparency**

- **Foster a Culture of Accountability**

Agenda

- **Introductions**
- **Follow-up items from May 9 Overtime Meeting**
- **Overtime in MCFRS**
    - Historical Use of Overtime
    - Existing Overtime Management and Monitoring

Potential Tools for the Management of Overtime

- **Managing Overtime by Hiring More Staff**
    - Cost of Overtime Relative to Hiring of New Employees
- **Managing Overtime by Limiting Overtime Hours**
    - Scheduling
    - Deployments
        - Location
        - Apparatus
        - Personnel
- **Managing Overtime by Utilizing Less Expensive Overtime**
    - Distribution of Overtime by Rank
    - Staffing Qualifications
- **Wrap-up**

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Follow-up items from Previous Overtime Meeting

- **Follow-up from May 9, 2008 meeting**

  - 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.

  - 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.

  - Conduct analysis of overtime expenditure to determine operational root causes for overtime growth.

Historical Context:
Growth of MCFRS Overtime FY03 – FY07

- **CountyStat Analysis**
  - MCFRS generates 50% more overtime than any other department
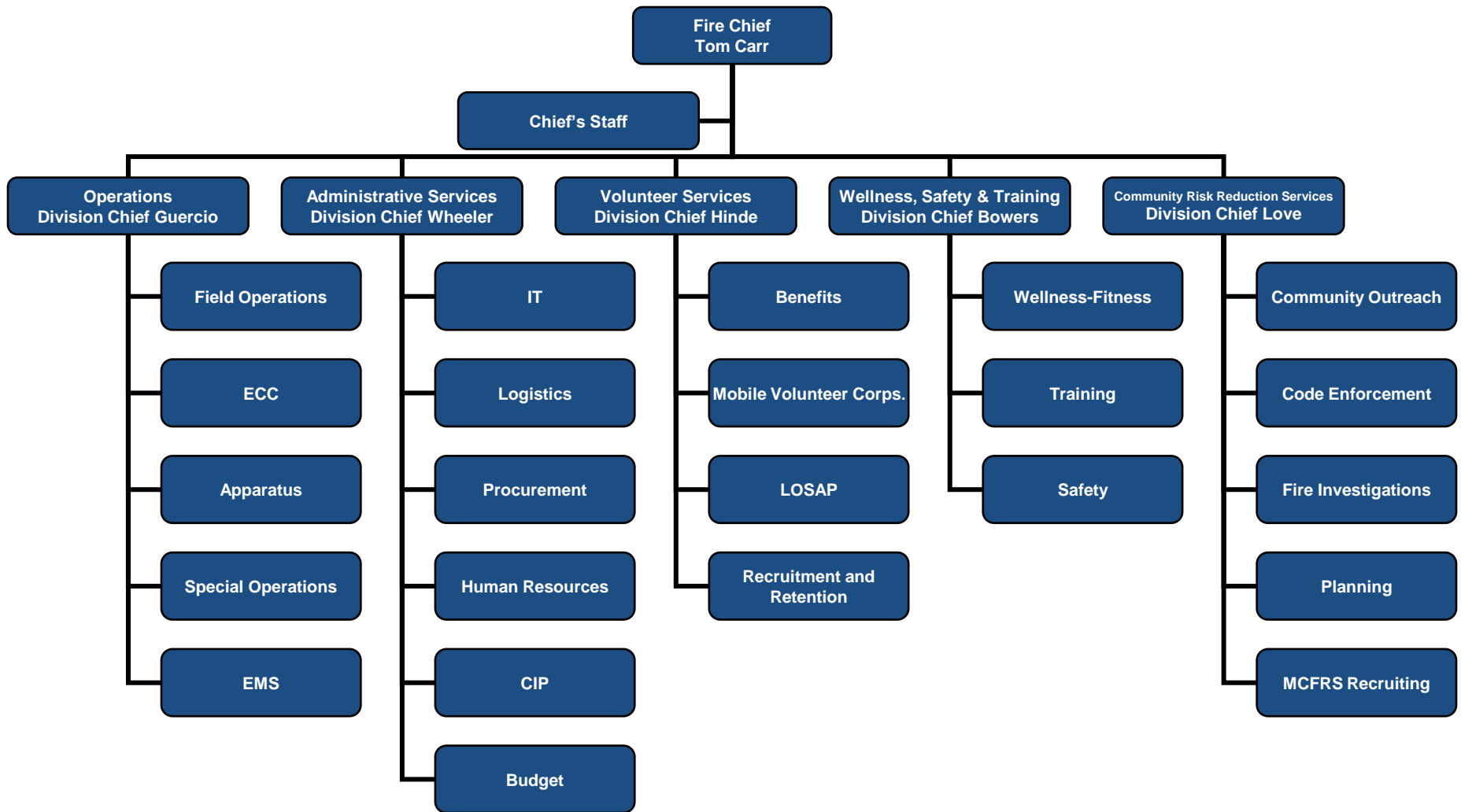 - 15.6% of total MCFRS payroll in FY07 was overtime

Correlation Between Overtime Wages and Hours

Fiscal Year	# of Employees with Overtime	Total Overtime hours	Total Overtime wages	Average wage per hour	Correlation coefficient
2003	1,007	147,407	$5,371,316	$36.44	0.350
2004	1,005	242,644	$9,172,573	$37.80	0.223
2005	1,001	332,319	$13,452,011	$40.48	0.259
2006	1,107	381,034	$16,305,061	$42.79	0.340
2007	1,165	337,217	$15,307,043	$45.39	0.386
2008*	1,178	330,172	$15,529,210	$47.03	0.358

Overtime includes earning codes OTP and OT2. FY08 data is current as of 6/2/2008.

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Fire and Rescue Services Organizational Structure

Fire Chief
Tom Carr

Chief's Staff

Operations
Division Chief Guercio
- Field Operations
- ECC
- Apparatus
- Special Operations
- EMS

Administrative Services
Division Chief Wheeler
- IT
- Logistics
- Procurement
- Human Resources
- CIP
- Budget

Volunteer Services
Division Chief Hinde
- Benefits
- Mobile Volunteer Corps.
- LOSAP
- Recruitment and Retention

Wellness, Safety & Training
Division Chief Bowers
- Wellness-Fitness
- Training
- Safety

Community Risk Reduction Services
Division Chief Love
- Community Outreach
- Code Enforcement
- Fire Investigations
- Planning
- MCFRS Recruiting

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MCFRS Position Descriptions

- **Firefighter I (Recruit)** – Firefighter in the process of going through recruit school and obtaining minimum certifications to serve as a basic firefighter.

  108

- **Firefighter II** – Basic firefighter does not drive or lead a work group. This level is a basic "do as they are told" rank.

  271

- **Firefighter III** – Journeymen firefighter. Expect to follow direction, and can, in a very limited capacity operate on their own.

  302

- **Master Firefighter** – Primary used as the primary driver. They are responsible to drive and operate heavy apparatus, i.e. Engines, Trucks, Rescue Squads. This level can also operate as a unit officer in those situations where we do not have enough officers working on a particular day.

  216

MCFRS Officer Position Descriptions

Current Staffing Level

- **Lieutenant** – Unit officer. They are primarily responsible to manage 2-3 personnel on a particular unit. They can assume the role of station officer in those situations where a Captain is not working.

  106

- **Captain** – Station Officer. Responsible for the overall operation of a station on an assigned shift. Personnel this rank is responsible for can range from 5-10.

  129

- **Battalion Chief** – Responsible for operation of a Battalion on a shift work basis. Battalions include from 5-7 stations. They are responsible for incident command, personnel management and the oversight of 5-7 Captains.

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- **Assistant Chief** – Responsible for the operations of the fire service on a day-to-day basis on a rotating shift.

  12

- **Division Chief** – Responsible for the work flow of a major division of the fire service, i.e. Operations, Administrative Services, etc.

  5

MCFRS: Overtime Rules for Officers

- **Regulations for Captain and lower are contained in the negotiated agreement**
- **Regulations for Battalion Chief and higher are contained in Personnel Regulations 10-7**
  - Overtime Compensation Thresholds – applies to "Firefighter/rescuer at rank of district chief or above"
  - Firefighter/rescuer at rank of district chief or above must be compensated as if the employee was an exempt employee in pay grade 25 or above
  - Normal overtime compensation rate for exempt employee grade 25 or above is at regular hourly salary for every hour above the overtime threshold
  - Exempt employees must be compensated with compensatory time instead of overtime pay unless
    - The cost of overtime pay can be accommodated within the existing budget
    - The amount of overtime work needed is so great that the employee would not be able to use the compensatory time earned during the leave year

All MCFRS Uniformed Ranks Are Eligible For Overtime Pay

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MCFRS: Internal Departmental Assessment of Overtime Practices in Montgomery County

- The current process of assigning overtime is dictated by the collective bargaining agreement. In fact the new collective bargaining agreement process that will be in effect July 1, 2008 was just completed. This was negotiated and signed by the County Executive and appropriated by the County Council. The processes for overtime, including the overtime cap are all dictated in the agreement. - MCFRS

- While a comparison with other fire organizations may produce some general information, its value is suspect. When completing a comparison it must be done with like organizations. MCFRS is unlike any other fire service in the nation. We are a very large, fully integrated combination system. Others do not have our challenges to the scale that we have. The use of overtime in other organizations is also many times directly impacted by a negotiated agreement. The collective bargaining process provides the framework that MCFRS must live by. - MCFRS

> **"MCFRS is unlike any other fire service in the nation. We are a very large, fully integrated combination system. " - MCFRS**

MCFRS: Internal Departmental Assessment of Overtime Practices in Montgomery County

- Qualifications for specific duties requires that only those who possess that skill set are eligible to work. Only paramedics can fill vacancies for paramedics; only drivers can fill vacancies for drivers and so on. The adjoining issue is that at times the vacancy is created at a different rank, but a firefighter may be hired, versus the same rank. - MCFRS

  - As an example, if a Captain is on leave, we may move the Lieutenant to manage the station. This creates a vacancy for the Ladder truck officer. We move the Master Firefighter to fill that position and move the back up driver into the Master's slot. This now creates a vacancy for a firefighter. - MCFRS

- Our system is dynamic and not like a typical office atmosphere. We must staff our set number of positions twenty-four hours a day, seven days a week. – MCFRS

- Overtime is hired according to the collective bargaining agreement. There are set rules and parameters that we must abide by. - MCFRS

Managing Overtime by Limiting Overtime Hours: Four-Person Staffing

- **Phase I**
  - Started April 2007
  - Eight vehicles converted from 3- to 4-person staffing
  - Started on overtime until recruit class trained and available

- **Phase II-A**
  - Started September 2007 as a result of SAFER grant
  - Four vehicles converted from 3- to 4-person staffing
  - Not implemented until recruit class trained and available

- **Phase II-B**
  - Planned for August 31, 2008
  - An additional four vehicles will be converted to 4-person staffing
  - Will not be implemented until recruit class trained and available

Four-person staffing changes the mix of personnel on the vehicle by adding a paramedic.

Current Strategies for Limiting Overtime Expense

- **Overtime to positions proposal**

- **'08 Savings Plan**

- **Overtime policy to Union**

- **Increase pool of specialized personnel
  i.e. Paramedics, Fire Investigators, Supervisors, etc.**

- **Train less Senior personnel to be Academy Instructors**

- **Better data**

- **Other work performed on overtime**

Potential Strategies for Managing MCFRS Overtime

- **Managing Overtime by Hiring More Staff**

- Managing Overtime by Limiting Overtime Hours

- Managing Overtime by Utilizing Less Expensive Overtime

Each of these strategies represent potential options for reducing MCFRS reliance on overtime to provide quality service for Montgomery County residents

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Managing Overtime by Hiring More Employees: Cost of New Employee vs. Overtime

- **Compare the cost of a new position with the overtime cost that new position could reasonably be expected to replace**

- **Cost of new employee**
  - Average base salary
  - Average benefits
  - Initial and recurring annual costs

- **Cost of overtime**
  - Average overtime wage (earning codes OTP and OT2 only)
  - Number of available hours by job class as reported in 2007 Net Annual Work Hours study
    - Out of a total of 2,496 hours per year available
  - Additional FICA and Medicare taxes

Annual costs for an additional employee exceed overtime cost savings at that same rank for all job classes

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Managing Overtime by Hiring More Employees: Cost of New Employee vs. Overtime

Rank	Average Base Salary	Average Benefits	Start-up and Annual Costs	Total Cost of New Position	Average Overtime Wage	Net Annual Work Hours	Add'l FICA and Medicare	Total Cost of Overtime
Asst. Chief	$123,354	$82,063	$2,000	$207,417	$56.61	1,912.5	$1,570	$109,845
Battalion Chief	$111,396	$77,181	$2,000	$190,577	$51.15	1,912.5	$1,419	$99,250
Captain	$97,189	$64,065	$2,000	$163,254	$64.20	1,912.5	$9,393	$132,178
Lieutenant	$81,832	$51,529	$2,000	$135,361	$52.16	1,696.7	$6,770	$95,270
Master F/R	$73,879	$49,746	$2,000	$125,625	$47.01	1,862.7	$6,699	$94,273
F/R III	$62,511	$40,278	$2,000	$104,789	$39.31	1,955.5	$5,881	$82,756
F/R II	$46,685	$32,058	$2,000	$80,743	$28.36	1,955.5	$4,243	$59,710
F/R I	$40,007	$25,981	$24,000	$89,988	$25.97	1,955.5	$3,886	$54,678

Potential Strategies for Managing MCFRS Overtime

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- **Managing Overtime by Limiting Overtime Hours**

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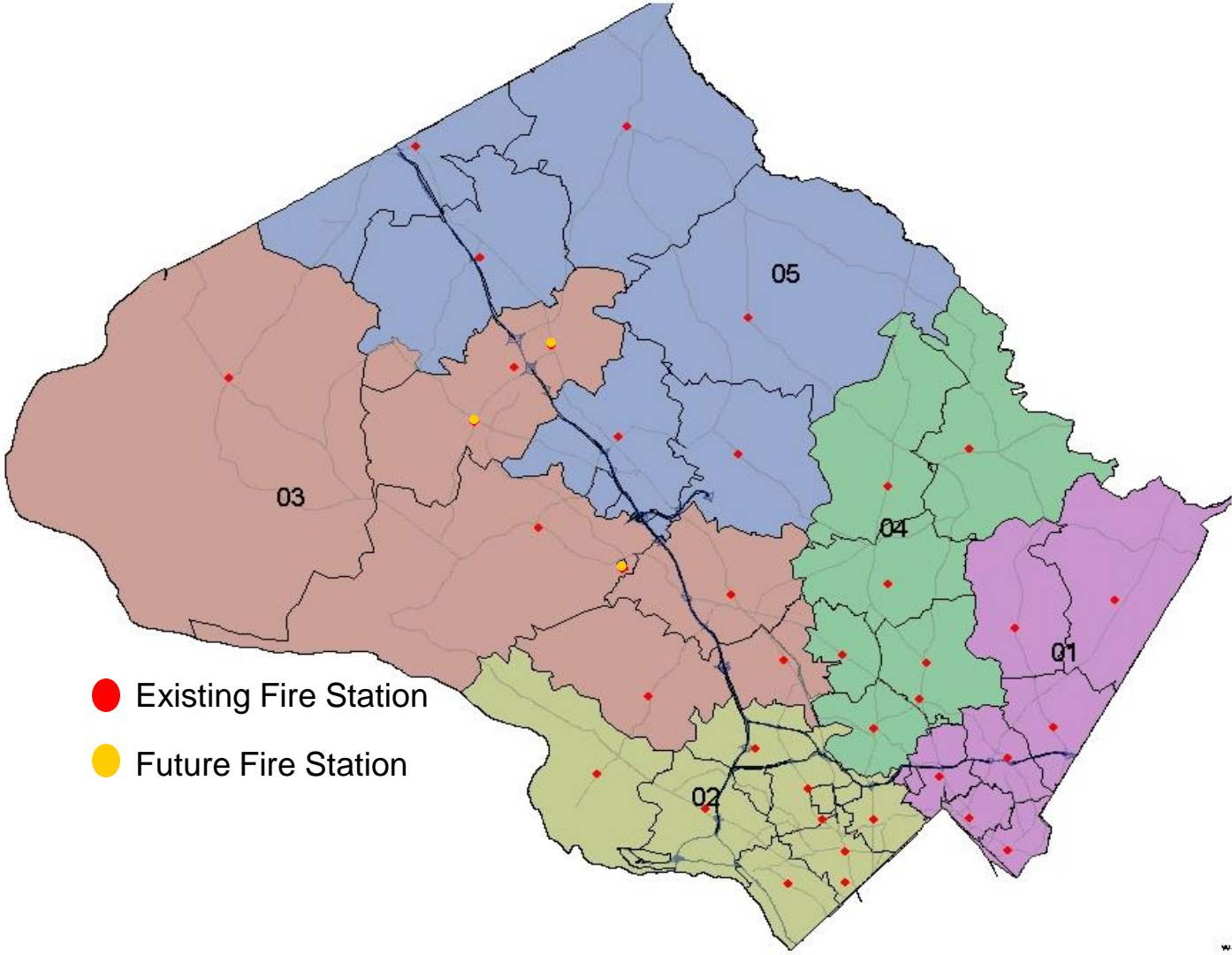# Managing Overtime by Limiting Overtime Hours : Scheduling

- **Time of day is an important indicator of workload**
  - In FY06, 74% of responses were between 9:00AM and 9:00PM
  - Peak periods of activity were identical across all incident types: ALS, BLS, structure fires, and other fires
- **No significant variation in workload by day of week**
- **No significant variation in workload by month of year**

  Source: February 2007 Office of Legislative Oversight report "A Base Budget Review of the Montgomery County Fire and Rescue Service: Phase 1"

- **Scheduling of career firefighters differs by time of day**
  - 240 career positions staffed during a 10-hour day shift
  - 208 career positions staffed during a 14-hour night shift
  - Volunteer firefighters are expected to make up the 32-person staffing difference

Managing Overtime by Limiting Overtime Hours: Deployment of Personnel for Field Operations

Battalion	# of Stations	% Officers
01	7	20%
02	8	24%
03	6	21%
04	7	23%
05	6	19%
Total	34	21%

● Existing Fire Station

● Future Fire Station

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Managing Overtime by Limiting Overtime Hours: Deployment of Personnel for Field Operations

Battalion #	# of Stations	Asst. Chiefs	Batt. Chiefs	Capt.	Lt.	Master F/R	F/R III	F/R II	F/R I	Total
01	7		3	21	16	41	56	59		196
02	8		3	20	13	33	40	39	1	149
03	6		3	19	24	52	62	56		216
04	7		3	17	14	28	44	39		145
05	6		3	17	15	35	64	50		184
Other		4	4	10		2	1	21	51	93
Total	34	4	19	104	82	191	267	264	52	983

Number of personnel as of 5/28/2008. Sections included: 456060-456065

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Managing Overtime by Limiting Overtime Hours: FY08 Year to Date Overtime Use by Battalion

Battalion #	# of Stations	Total Overtime Hours	Average Overtime Hours Per Person	Total Personnel
01	7	35,080	178.98	196
02	8	24,742	166.05	149
03	6	34,068	157.72	216
04	7	42,425	292.59	145
05	6	32,015	174	184
Other		7,332	78.84	93
Total	34	4	19	983

344 hours of unofficially recognized or assigned index codes removed from this analysis

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Managing Overtime by Limiting Overtime Hours: Deployment of Personnel for Other Operations

Section	Asst. Chiefs	Batt. Chiefs	Capt.	Lt.	Master F/R	F/R III	F/R II	F/R I	Other	Total
ECC		1	6	6	6	24	7		2	**52**
Training	1	1	5	3	2			56	6	**74**
Wellness, Fitness, & Safety	1	1	4						4	**10**
Special Operations	1								56	**57**
Invest. & Code Enf.	1	2	4	14	17	9			10	**57**
All Other	4	4	6	1		2			107	**124**
Total	**8**	**9**	**25**	**24**	**25**	**35**	**7**	**56**	**179**	**374**

Number of personnel as of 5/28/2008. "All Other" includes administration (budget, procurement, IT, etc.), personnel assigned to local fire and rescue departments, volunteer services, community outreach, maintenance, and others.

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Managing Overtime by Limiting Overtime Hours: Deployment of Apparatus for Field Operations

Battalion #	# of Stations	Engine	Trucks	Rescue Squad	Ambulance	Medic	Other	Total Apparatus	Total Personnel
01	7	7	4	1	5	3	3	20	196
02	8	7	2	1	4	2	4	16	149
03	6	6	4	2	4	5	7	21	216
04	7	6	2	1	5	3	4	17	145
05	6	6	2	1	4	4	9	17	184
Total	34	32	14	6	22	17	27	91	983

Other apparatus include tankers, brush trucks, and other primary apparatus that are front line vehicles but that do not have dedicated staff positions assigned to them. Total apparatus does not include "Other" vehicles.

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Potential Strategies for Managing MCFRS Overtime

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- Managing Overtime by Limiting Overtime Hours

- **Managing Overtime by Utilizing Less Expensive Overtime**

> **Each of these strategies represent potential options for reducing MCFRS reliance on overtime to provide quality service for Montgomery County residents**

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Manage Overtime by Utilizing Less Expensive Overtime: Average Overtime Hours vs. Average Hourly Wages
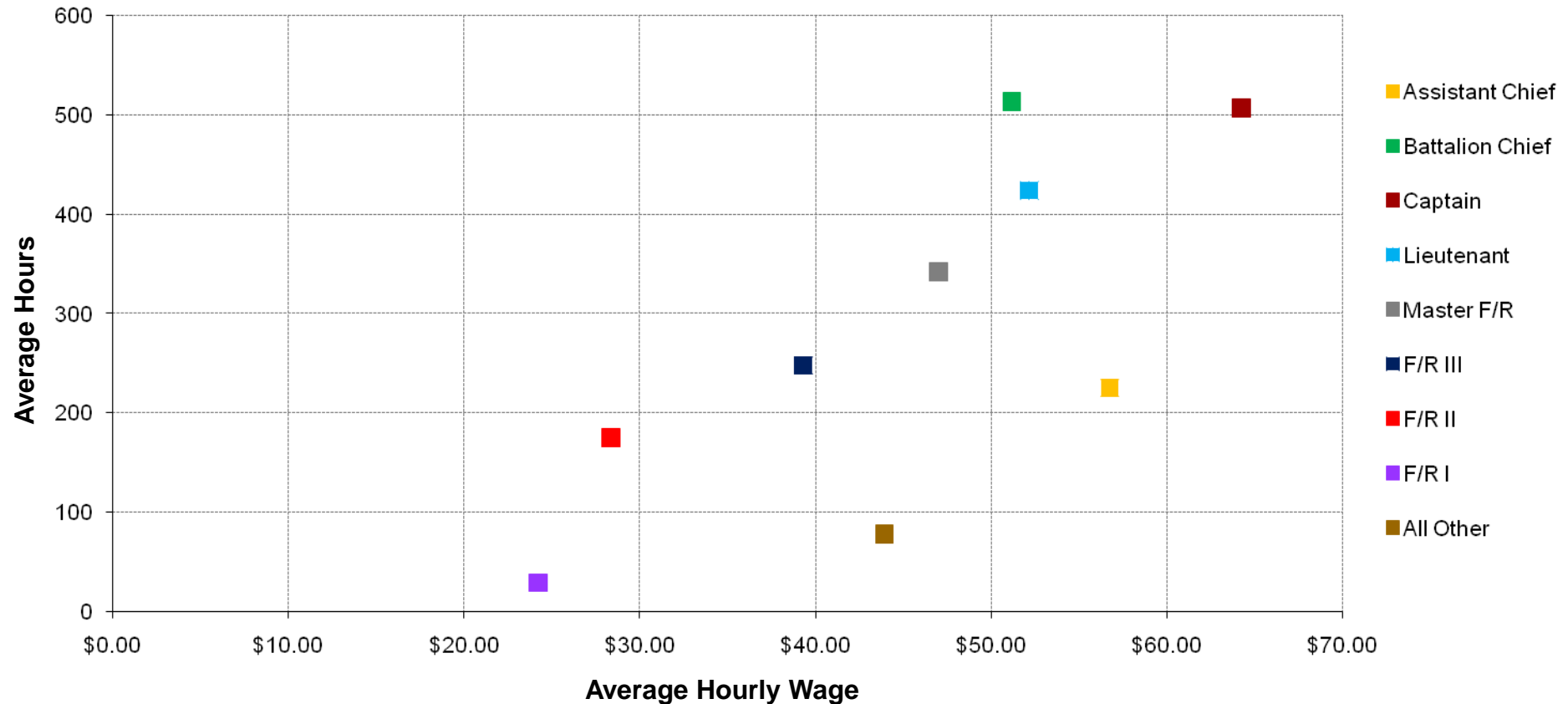
Distribution demonstrates a high positive correlation between rank and overtime hours

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Manage Overtime by Utilizing Less Expensive Overtime: Staffing Qualifications

MCFRS tracks 93 different certifications held by personnel

All Certifications

Rank	Cpt.	Lt.	Master F/R	F/R III	F/R II	F/R I
Average Number of Certifications	12	12	14	11	4	1

EMS-Related Certification

EMS-Related Codes	Asst. Chief Total	Batt. Chief Total	Career Chief Total	Division Chief Total	Cpt.	Lt.	Master F/R	F/R III	F/R II	F/R I
CRTFNRm					2	3	6	3		
CRTm	2	6	1		20	15	27	32	5	
CRT-Tr	1	1			6	5	12	9	8	
ems	12	27	1	4	129	107	214	296	253	6
emsdo	2	1			23	8				
emtb	4	14	1	2	56	55	114	217	100	4
emtp					8	6	15			
Grand Total	**21**	**49**	**3**	**6**	**244**	**199**	**388**	**557**	**366**	**10**

Manage Overtime by Utilizing Less Expensive Overtime: Overtime Worked by Officers

18% of overtime hours worked by Captains was below officer level

30% of overtime hours worked by Lieutenants was below officer level

	% of Hours Worked by Officers	Hours Worked by Officers	Total Hours in Project Code
Firefighter	1%	681	46,476
Ops-officer	94%	39,037	41,556
Paramedic	29%	8,133	28,526
Primary Driver	2%	241	14,847
ECC-non officer	24%	1,984	8,290
ECC-officer	95%	2,194	2,303

Wrap-up

- **Confirmation of follow-up items**
- **Time frame for next meeting**