Overtime in Montgomery County Departments

CountyStat Meeting #12
August 23, 2011

CountyStat

CountyStat Principles

- **Require Data Driven Performance**

- **Promote Strategic Governance**

- **Increase Government Transparency**

- **Foster a Culture of Accountability**

Agenda

- **Introductions and meeting purpose**

- **Update: Impact of ERP on Future Overtime Meetings**

- **Update: MCFRS**

- **Update: MCPD**

- **Update: DOT**

- **Update: DOCR**

- **U.S. Open Overtime**

- **Wrap-up**

Meeting Purpose

- **Monitor overtime use within MCFRS, MCPD, DOT, and DOCR**
  - Ensure proper management and cost effectiveness of overtime use
  - Examine the effect of current departmental practices and changes to those practices on overtime use
  - Review the effect of specific occurrences on departmental overtime
- **Review U.S. Open Impact on Overtime**

Update
Impact of ERP on Future Overtime Meetings

Since the last overtime meeting, CountyStat has been given access to a new data system.

- **Data included in this presentation includes all overtime hours and dollars charged to each department**

- **The 7/2/2011 pay period data is from a different system than all other pay period data. Final numbers may change modestly.**

- **This overtime meeting will re-incorporate analysis on:**
  - Overtime as a % of total County salary (High OT Earners)

- **The following pay elements are included in this analysis:**

Data Element	Legacy HCM	ERP-HCM
Overtime	OTP, OT2, OTH, OTL	MCG OT GD 25 Above MCG Overtime Pay MCG Overtime 0.5x* MCG Overtime Lunch*
Annual Leave	ANL	MCG Annual Lv FMLA Taken MCG Annual Lv Parental Taken MCG Annual Lv Unscheduled Taken MCG Annual Taken
Sick Leave	SKL, FSL	MCG Family Sick Leave FMLA Taken MCG Family Sick Leave Taken MCG Sick FMLA Taken MCG Sick Lv Parental Taken MCG Sick Lv Unscheduled Taken
Furlough Leave	FUR	MCG Furlough Taken
Comp Leave Supplemental	--	MCG Comp Lv Supp Taken

Only used for analysis on slides 6 and 7 (Overtime Use Trend) and departmental quarter-by-quarter summaries.

Overtime Use Trend
Hours Per Quarter
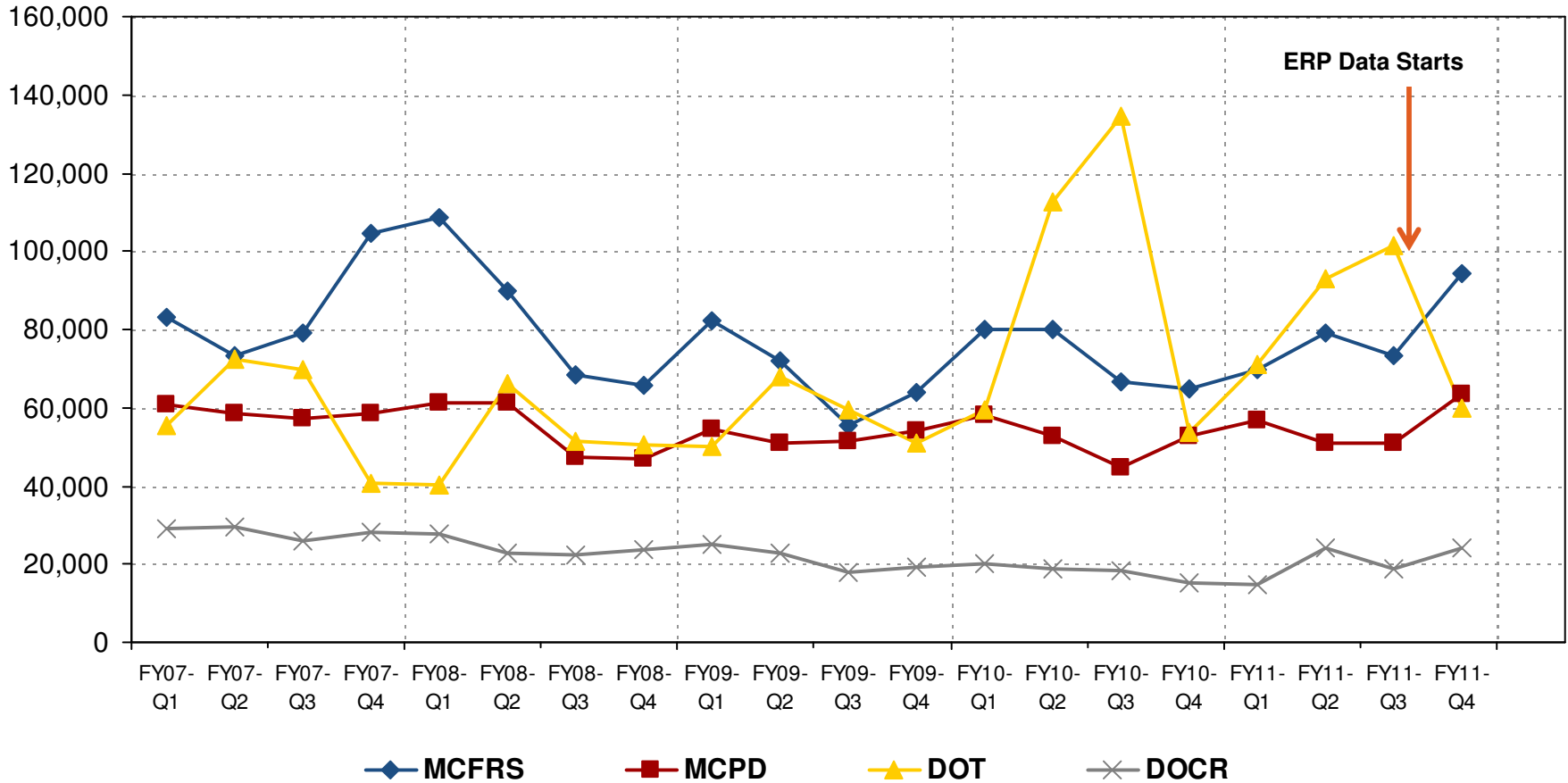
With the U.S. Open Included

ERP Data Starts

Legend: MCFRS | MCPD | DOT | DOCR

FY11 Q3 data (starting 12-19-2011) is being extracted from a new system.
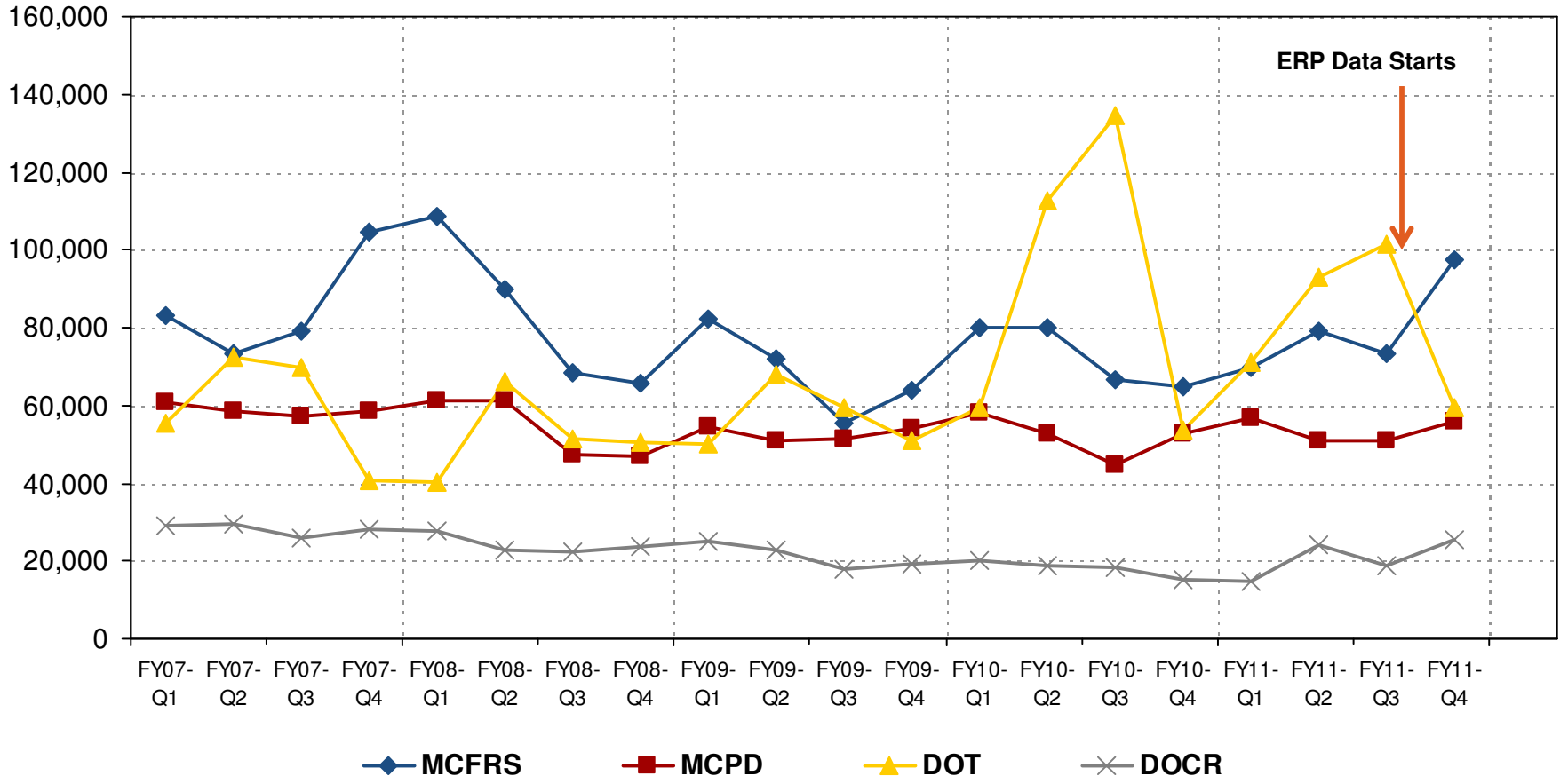
Earning codes OTP, OT2, OTH, and OTL.
Amounts prior to the reorganization have been calculated using a crosswalk of index codes provided by OMB

Overtime #12   6   8/23/2011

CountyStat

Overtime Use Trend
Hours Per Quarter

Without the U.S. Open Included

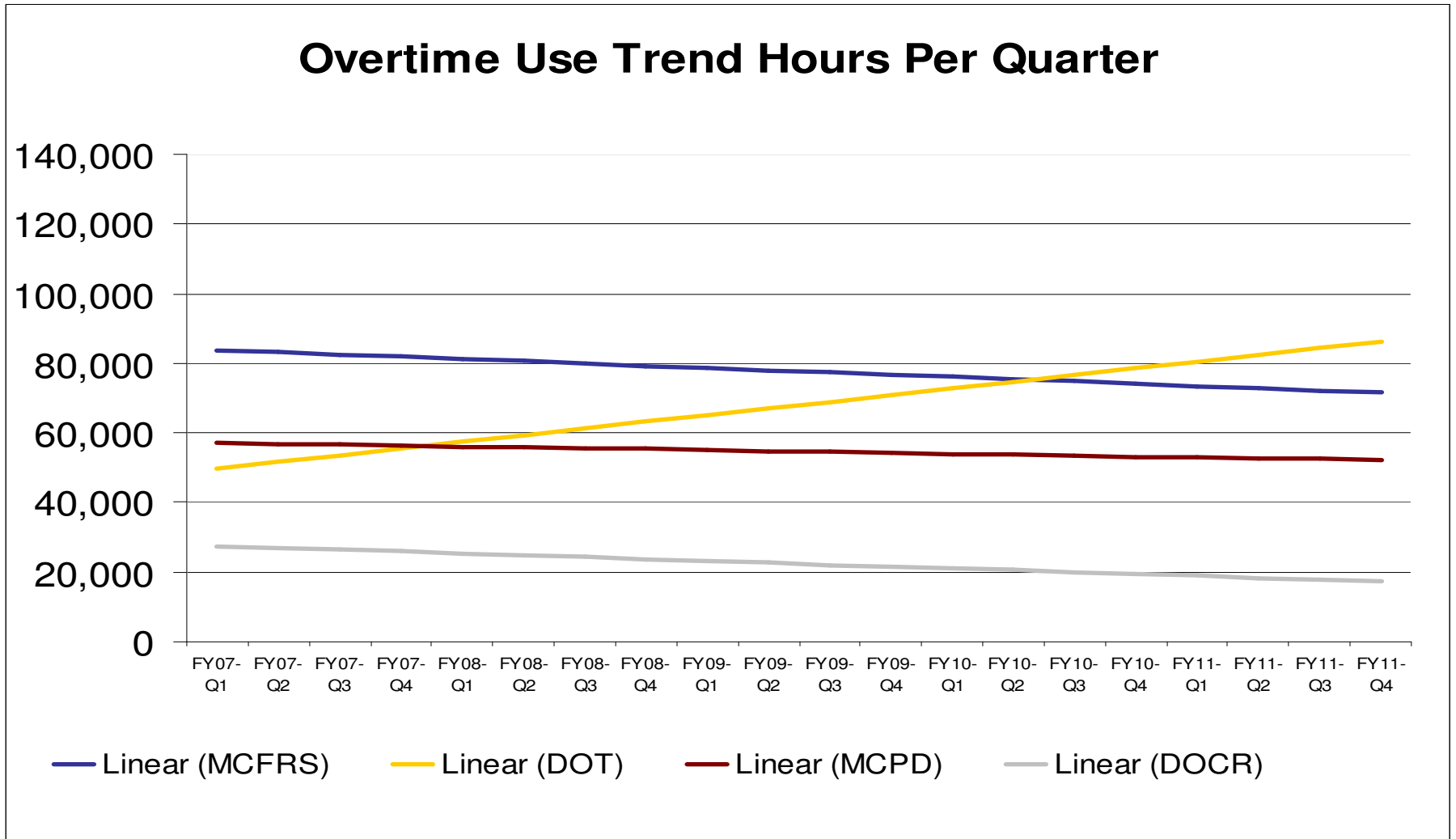**FY11 Q3 data (starting 12-19-2011) is being extracted from a new system.**

Earning codes OTP, OT2, OTH, and OTL.
Amounts prior to the reorganization have been calculated using a crosswalk of index codes provided by OMB

Overtime #12   7   8/23/2011

CountyStat

Overtime Use Trend Line
Hours Per Quarter

With the U.S. Open Included

Overtime Use Trend Hours Per Quarter

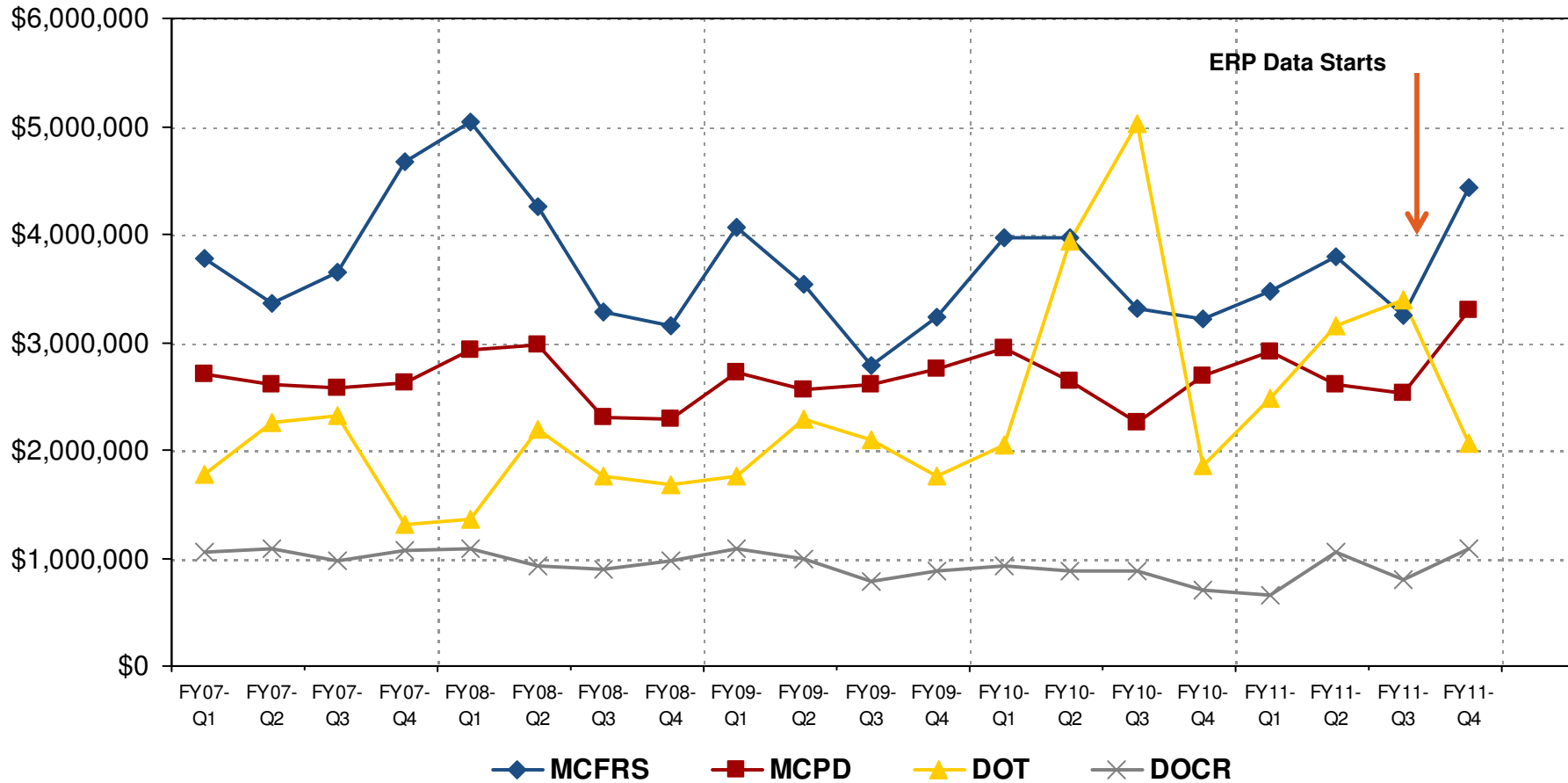Legend: Linear (MCFRS), Linear (DOT), Linear (MCPD), Linear (DOCR)

Earning codes OTP, OT2, OTH, and OTL.
Amounts prior to the reorganization have been calculated using a crosswalk of index codes provided by OMB

Overtime #12   8   8/23/2011

CountyStat

Overtime Use Trend
Cost Per Quarter

With the U.S. Open Included

ERP Data Starts

Legend: **MCFRS** ◆ | **MCPD** ■ | **DOT** ▲ | **DOCR** ✕

FY11 Q3 data (starting 12-19-2011) is being extracted from a new system.
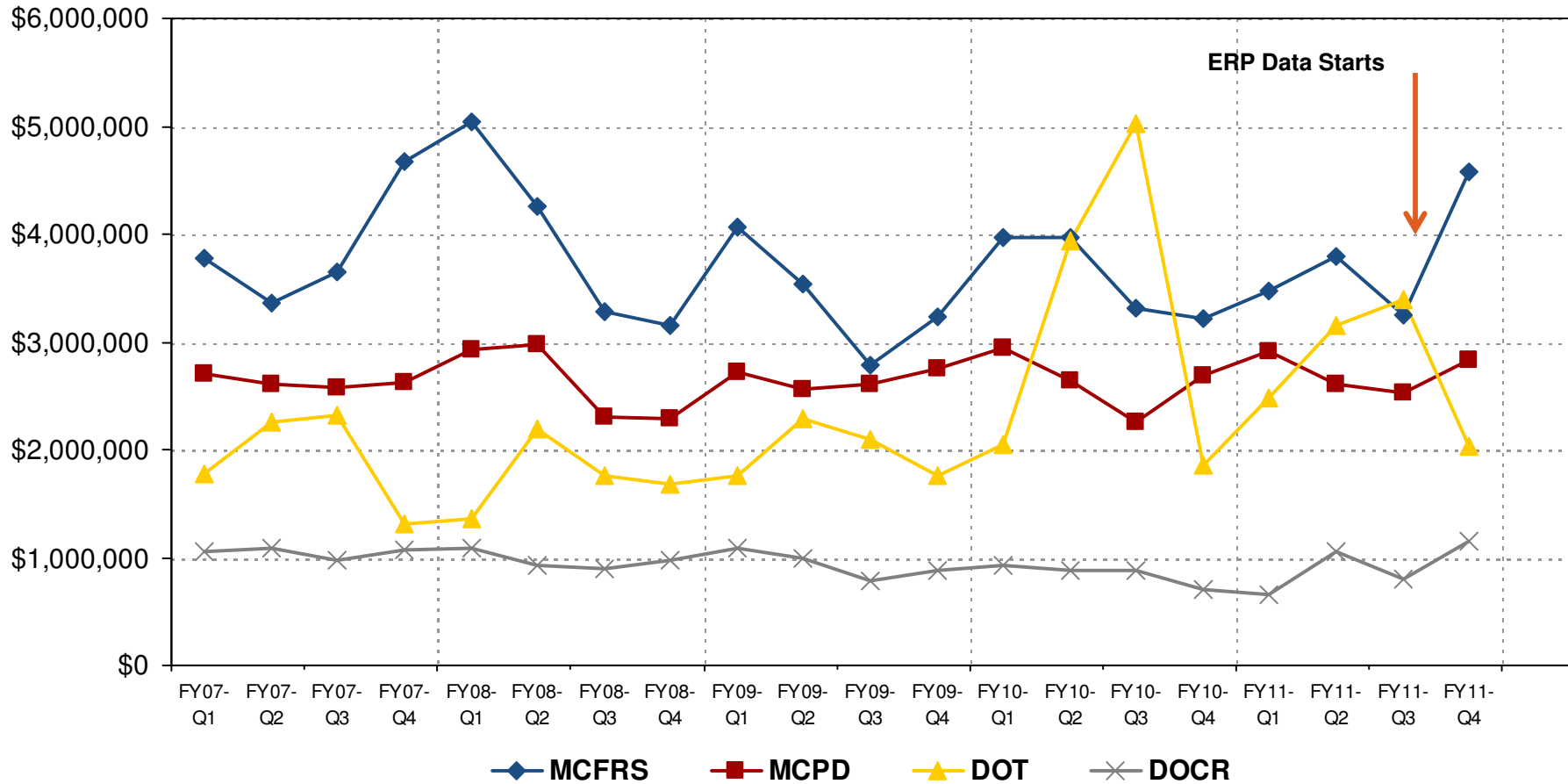
Earning codes OTP, OT2, OTH, and OTL.
Amounts prior to the reorganization have been calculated using a crosswalk of index codes provided by OMB

Overtime #12   9   8/23/2011

CountyStat

Overtime Update: MCFRS
Departmental Summary of Events

FY11 Overtime Budget	FY11 Overtime Expenditures to Date	Expenditures as a % of Budget	# of Pay Periods to Date
$9,756,378	$14,380,000 Estimates ($68,338)**	147% Estimates	26.1 (100% of FY – estimated last 2 PP's)
Code Enforcement: N/A	$286,000*	N/A	N/A
Grants (currently open): $1,157,701	(all years) $580,000	N/A	N/A

Developments in overtime use and management
Efforts to reduce overtime
- Administrative chiefs covering shifts in the field
- Eliminated one of two EMS duty officer shift positions staffed 24/7
- Offering required training online during regular hours

Identified overtime drivers
- Staffing deficiencies for officers, master FFs, paramedics, and training staff
- Leave approval cap in collective bargaining agreement
- Vacancies in officer, driver, training and paramedic positions
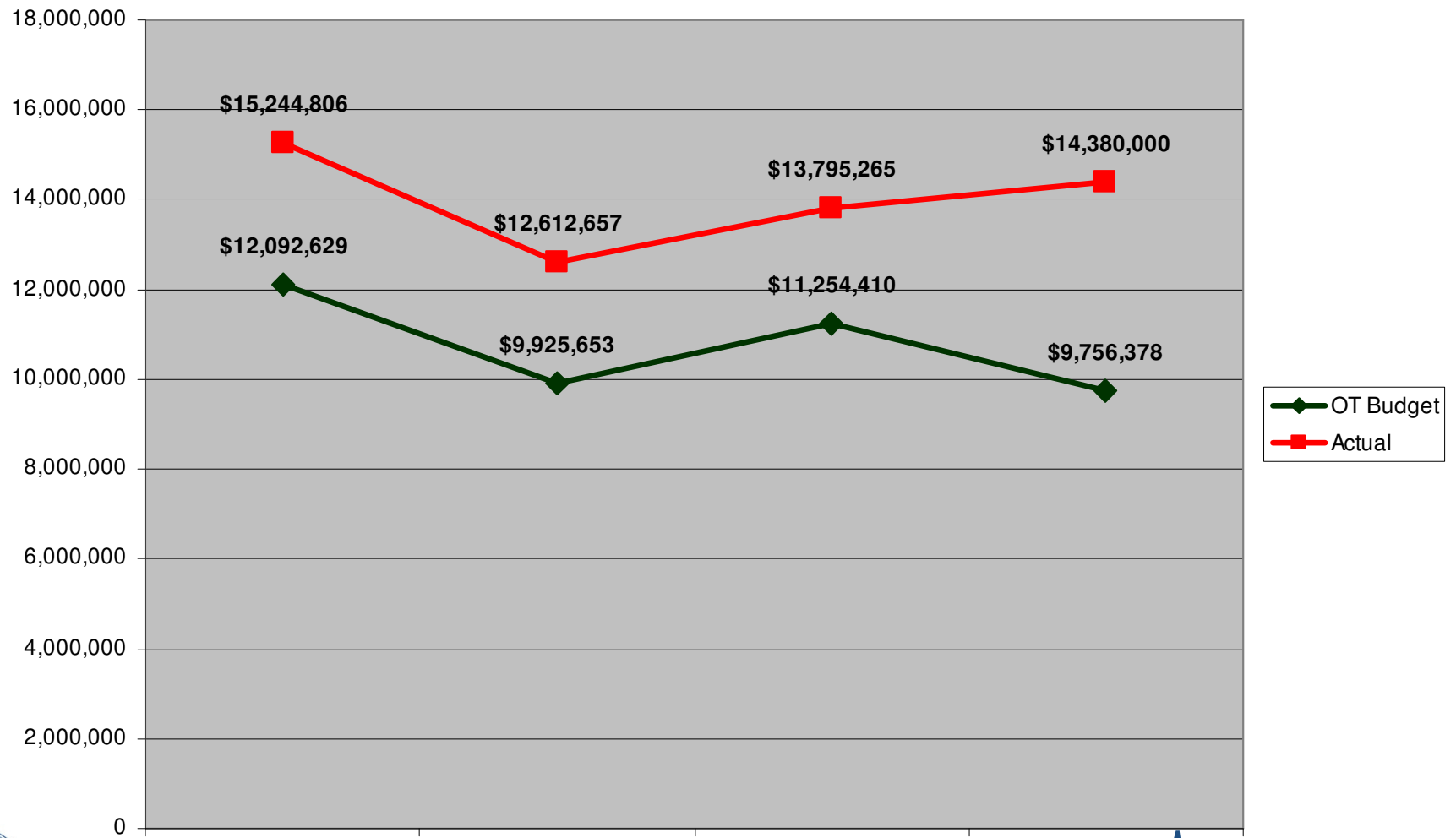- Need to backfill new paramedic trainees
- US Open staffing

*Amount is included in the overall dollars reported above. ** U.S. Open amount included above*

CountyStat

Overtime Update: MCFRS
Departmental Summary of Events

MCFRS Overtime

Legend:
- OT Budget
- Actual

Data points:

	FY 08	FY 09	FY 10	FY 11
Actual	$15,244,806	$12,612,657	$13,795,265	$14,380,000
OT Budget	$12,092,629	$9,925,653	$11,254,410	$9,756,378

Source: MCFRS

CountyStat

Overtime Update: MCFRS
Quarter-by-Quarter Summary of Overtime Use

Fiscal Quarter	Hours			% Change in Hours		
	FY09-Q1 to FY09-Q4 (A)	FY10-Q1 to FY10-Q4 (B)	FY11-Q1 to FY11-Q4 (C)	(A) to (B)	(B) to (C)	(A) to (C)
Quarter 1 7/1 to 9/30	82,327	80,050	69,804	-2.8%	-12.8%	-15.2%
Quarter 2 10/1 to 12/31	71,980	79,920	79,016	11%	-1.1%	9.8%
Quarter 3 1/1 to 3/31	55,355	66,767	69,216	20.6%	3.7%	25.0%
Quarter 4 4/1 to 6/30	63,947	64,734	99,185	1.2%	53.2%	55.2%
Total	273,609	291,471	317,221	6.5%	8.8%	15.9%

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

CountyStat

Overtime Update: MCFRS
Quarter-by-Quarter Summary of Overtime Use

Fiscal Quarter	Cost			% Change in Cost		
	FY09-Q1 to FY09-Q4 (A)	FY10-Q1 to FY10-Q4 (B)	FY11-Q1 to FY11-Q4 (C)	(A) to (B)	(B) to (C)	(A) to (C)
Quarter 1 7/1 to 9/30	$4,059,819	$3,963,623	$3,476,033	-2.4%	-12.3%	-14.4%
Quarter 2 10/1 to 12/31	$3,538,729	$3,975,449	$3,784,644	12.3%	-4.9%	6.9%
Quarter 3 1/1 to 3/31	$2,777,947	$3,314,025	$3,255,337	19.3%	-1.8%	17.2%
Quarter 4 4/1 to 6/30	$3,225,968	$3,210,389	$4,662,492	-0.5%	45.2%	44.5%
Total	$13,602,463	$14,463,486	$15,176,164	6.3%	4.9%	11.6%

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

CountyStat

Overtime Update: MCFRS
Overtime Pay as a Percent of Total County Salary

Number of Employees in Each Range*

Range	Pro-rated Total County Salary**				Total County Salary (FY11-Q4)
	FY10-Q3	**FY11-Q1**	**FY11-Q3**	**FY11-Q4**	
0-25%	1,027 82%	992 81%	895 75.6%	834 70.3%	1,086 91.5%
26-50%	185 15%	204 17%	215 18.2%	273 23.0%	97 8.1%
51-75%	42 3.3%	30 2.44%	58 4.9%	67 5.6%	4 0.3%
76%+	3 0.2%	2 0.16%	16 1.35%	13 1.1%	0
Average %	13.20%	13.32%	16.20%	18.14%	9.77%
Total employees	1,257	1,228	1,184	1,187	1,187

So far in calendar year 2011, the average MCFRS employee earned overtime worth 9.7% of the value of their total county salary.
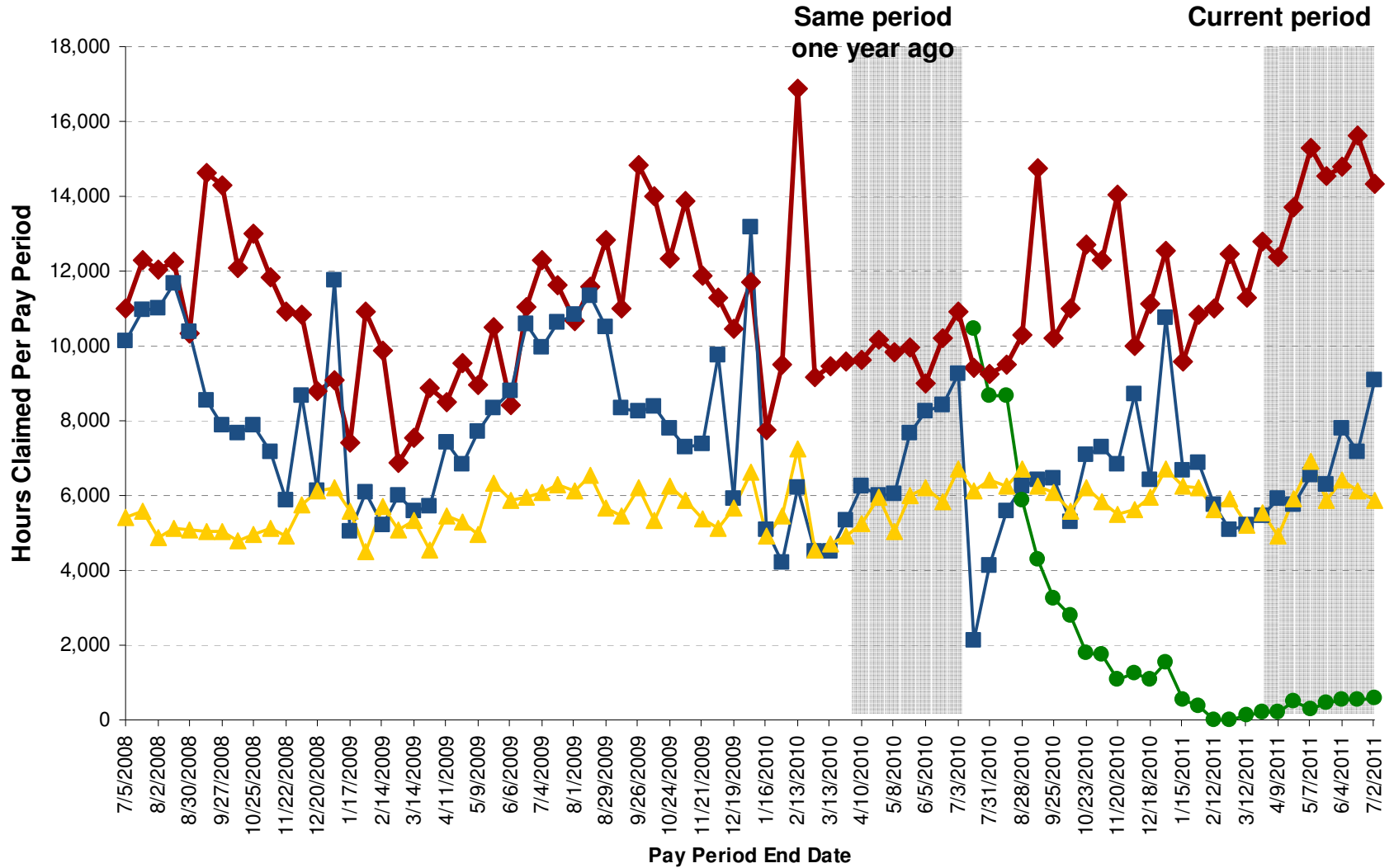
*Regular, full-time employees who were actively employed.
** Overtime earnings as a percent of total county salary earned so far as of 7/2/2011 Pay Period

CountyStat

Overtime Update: MCFRS
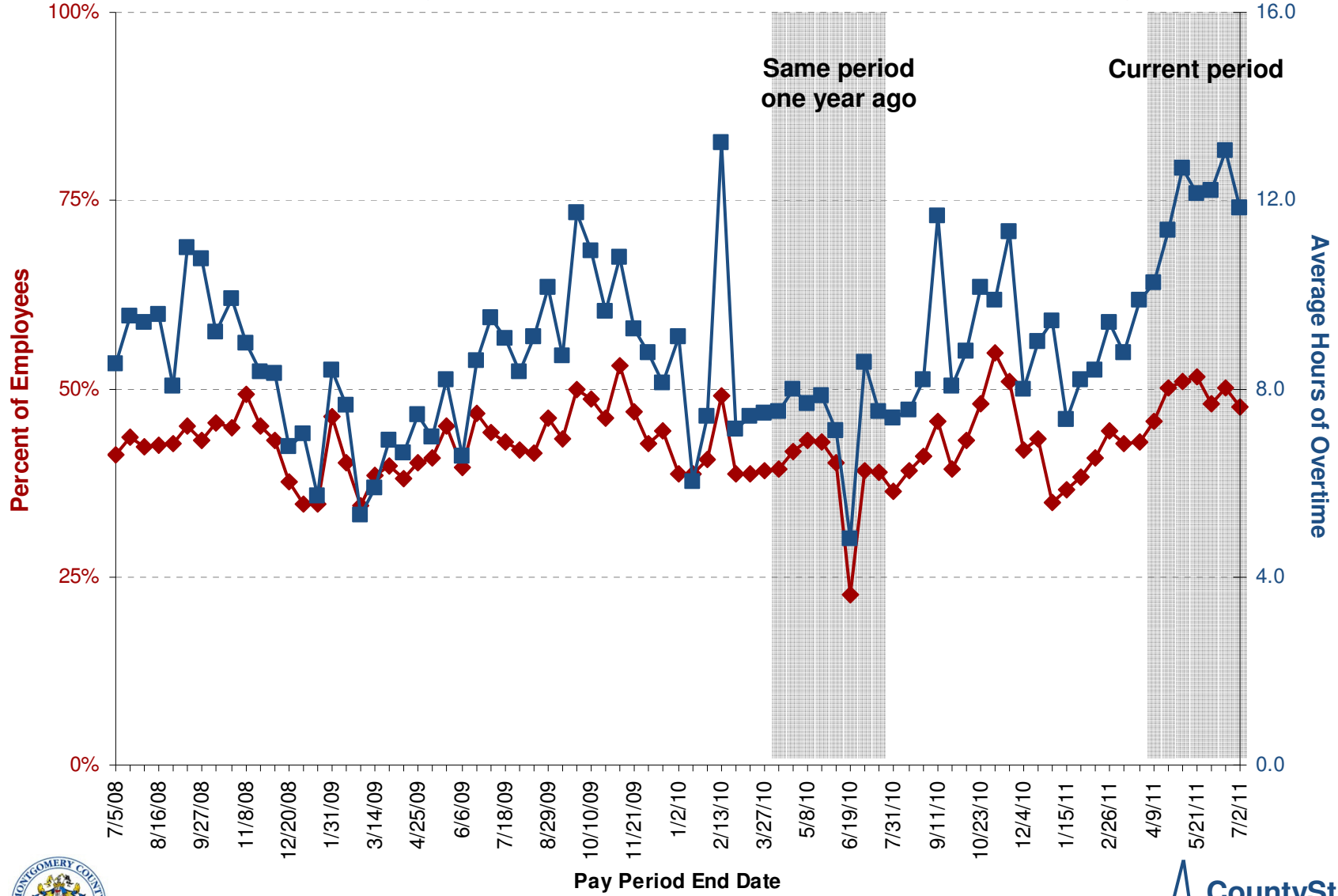# Total Overtime, Annual Leave, and Sick Leave Hours

Note: Starting in FY11 Q1, CountyStat will be tracking furlough hours in addition to the leave already tracked.

Overtime Update: MCFRS
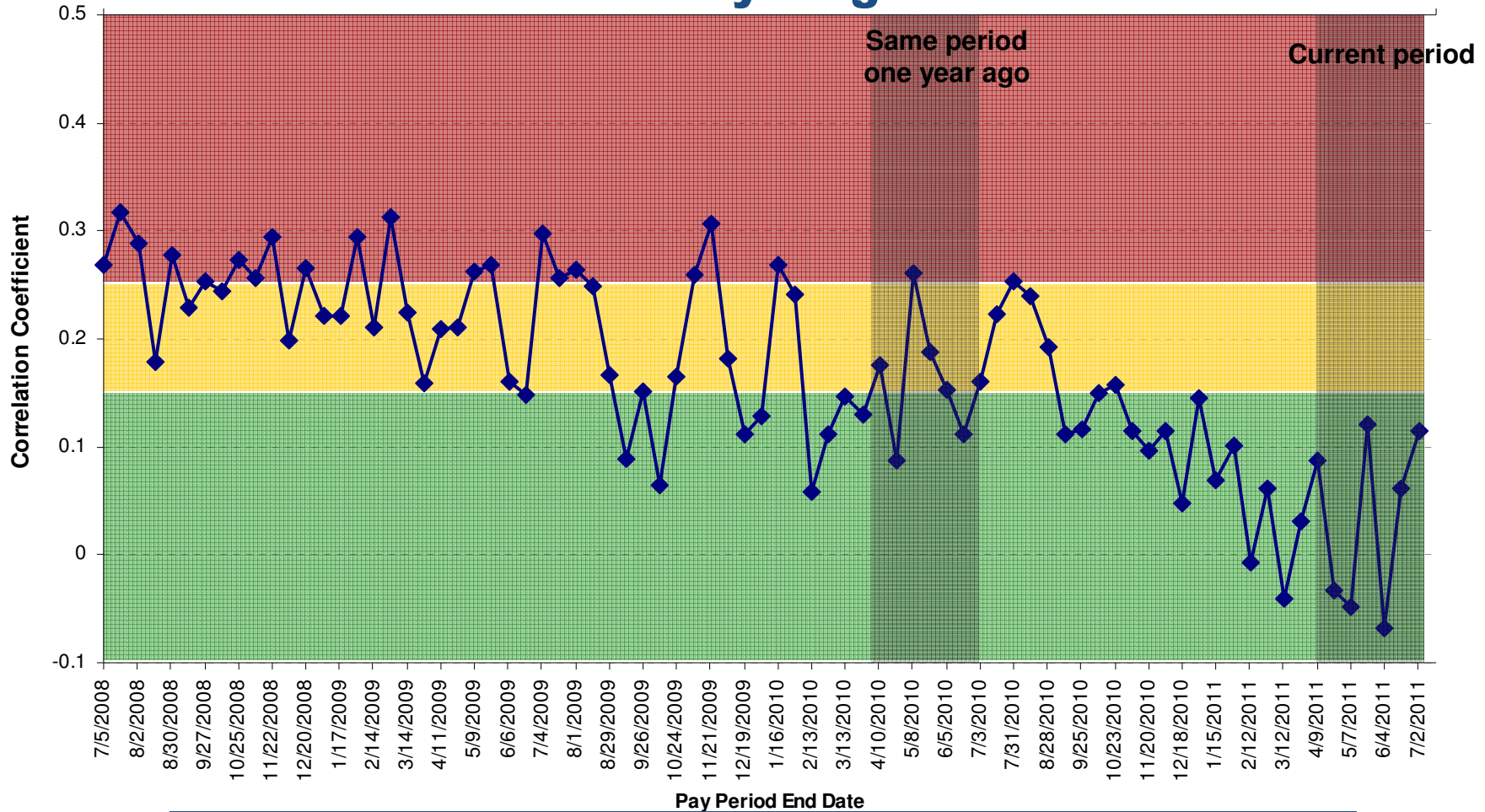# Percent of Employees with Overtime and Average Hours

Overtime Update: MCFRS
Correlation Between Hourly Wage and Number of OT Hours
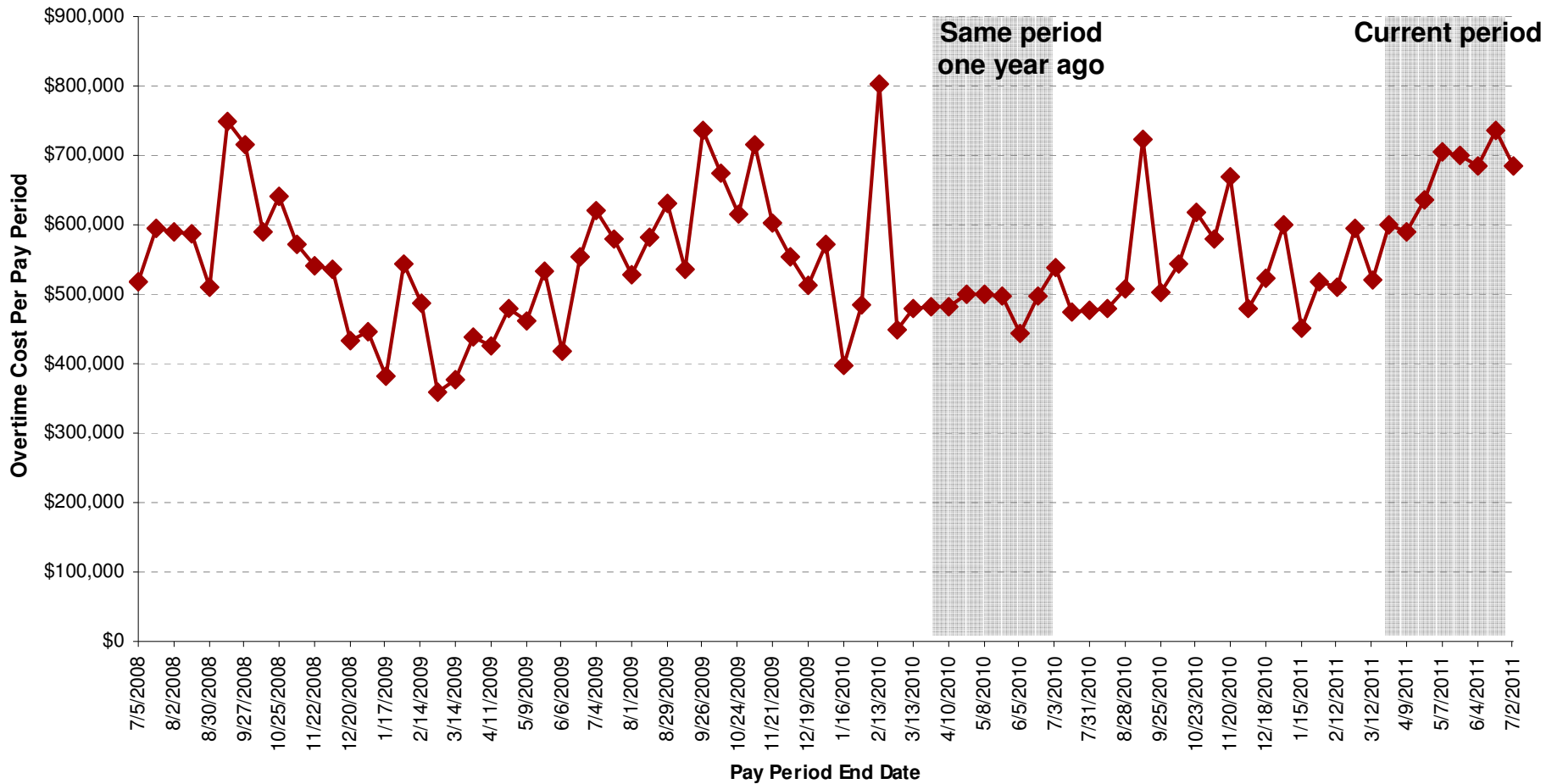
In the long run it is always cheaper to fill positions with available staff through overtime, this assumes equivalent pay bands of personnel. The following slide shows that MCFRS has recently been filling overtime with similar or cheaper personnel.

Same period one year ago

Current period

> 0.25
0.15 – 0.25
< 0.15

Overtime Update: MCFRS
Total Overtime Cost

CountyStat

Overtime Update: MCPD
Departmental Summary of Events

FY11 Overtime Budget	FY11 Overtime Expenditures to Date	Expenditures as a % of Budget	# of Pay Periods to Date
$10,525,700	$10,808,230* ($617,223)** Estimates	103% Estimates	26.1 (100% of FY – estimated last 2 PP's)
Grants: $727,750	$431,740	59.3%	26.1 (100% of FY)

FY11 YTD Overtime Expenditure includes two unbudgeted details; U.S. Open ($617,223) and Silver Spring Veterans plaza ($300,350)
**US Open overtime*

Developments in overtime use and management

- Overtime associated with the U.S. Open golf tournament in June
- Continuation of the overtime detail in the Silver Spring CBD (in place throughout FY11)
- Anticipated savings due to the change in State law requiring the recipient of a traffic citation to request a court date is lower than expected—this is due to a delay in the full effect of this change that became effective in January 2011
- All overtime is reported bi-weekly by division directors at Chief's Staff in open forum
- Minor criminal offenses and some traffic offenses are now diverted by the SAO for community service (ACS) eliminating court appearance by officer

CountyStat

Overtime Update: MCPD
Quarter-by-Quarter Summary of Overtime Use

With the U.S. Open Included

Fiscal Quarter	Hours			% Change in Hours		
	FY09-Q1 to FY09-Q4 (A)	FY10-Q1 to FY10-Q4 (B)	FY11-Q1 to FY11-Q4 (C)	(A) to (B)	(B) to (C)	(A) to (C)
Quarter 1 7/1 to 9/30	54,704	58,028	56,693	6.1%	-2.3%	3.6%
Quarter 2 10/1 to 12/31	51,047	52,563	51,093	3.0%	-2.8%	0.1%
Quarter 3 1/1 to 3/31	51,322	44,494	49,316	-13.3%	10.8%	-3.9%
Quarter 4 4/1 to 6/30	53,954	52,710	66,399	-2.3%	26.0%	23.1%
Total	211,027	207,795	223,501	-1.5%	7.6%	5.9%

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

Overtime Update: MCPD
Quarter-by-Quarter Summary of Overtime Use

Without the U.S. Open Included

Fiscal Quarter	Hours			% Change in Hours		
	FY09-Q1 to FY09-Q4 (A)	FY10-Q1 to FY10-Q4 (B)	FY11-Q1 to FY11-Q4 (C)	(A) to (B)	(B) to (C)	(A) to (C)
Quarter 1 7/1 to 9/30	54,704	58,028	56,693	6.1%	-2.3%	3.6%
Quarter 2 10/1 to 12/31	51,047	52,563	51,093	3.0%	-2.8%	0.1%
Quarter 3 1/1 to 3/31	51,322	44,494	49,316	-13.3%	10.8%	-3.9%
Quarter 4 4/1 to 6/30	53,954	52,710	55,843	-2.3%	5.9%	3.5%
Total	211,027	207,795	212,945	-1.5%	2.5%	0.9%

Earning codes OTP, OT2, OTL, and OTH. Includes all funds (General Fund, grants, etc.)
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CountyStat

Overtime Update: MCPD
Quarter-by-Quarter Summary of Overtime Use

With the U.S. Open Included

Fiscal Quarter	Cost			% Change in Cost		
	FY09-Q1 to FY09-Q4 (A)	FY10-Q1 to FY10-Q4 (B)	FY11-Q1 to FY11-Q4 (C)	(A) to (B)	(B) to (C)	(A) to (C)
Quarter 1 7/1 to 9/30	$2,715,085	$2,942,878	$2,912,611	8.4%	-1.0%	7.3%
Quarter 2 10/1 to 12/31	$2,557,828	$2,637,184	$2,603,853	3.1%	-1.3%	1.8%
Quarter 3 1/1 to 3/31	$2,615,087	$2,262,113	$2,526,717	-13.5%	11.7%	-3.4%
Quarter 4 4/1 to 6/30	$2,744,106	$2,682,267	$3,446,322	-2.3%	28.5%	25.6%
Total	$10,632,106	$10,524,442	$11,489,503	-1.0%	9.2%	8.1%

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

CountyStat

Overtime Update: MCPD
Quarter-by-Quarter Summary of Overtime Use

Without the U.S. Open Included

Fiscal Quarter	Cost			% Change in Cost		
	FY09-Q1 to FY09-Q4 (A)	FY10-Q1 to FY10-Q4 (B)	FY11-Q1 to FY11-Q4 (C)	(A) to (B)	(B) to (C)	(A) to (C)
Quarter 1 7/1 to 9/30	$2,715,085	$2,942,878	$2,912,611	8.4%	-1.0%	7.3%
Quarter 2 10/1 to 12/31	$2,557,828	$2,637,184	$2,603,853	3.1%	-1.3%	1.8%
Quarter 3 1/1 to 3/31	$2,615,087	$2,262,113	$2,526,717	-13.5%	11.7%	-3.4%
Quarter 4 4/1 to 6/30	$2,744,106	$2,682,267	$2,834,683	-2.3%	5.7%	2.3%
Total	$10,632,106	$10,524,442	$10,877,865	-1.0%	3.4%	2.3%

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

CountyStat

Overtime Update: MCPD
Overtime Pay as a Percent of Total County Salary

With the U.S. Open Included

Number of Employees in Each Range*

Range	Pro-rated Total County Salary**				Total County Salary (FY11-Q4)	
	FY10-Q3	FY11-Q1	FY11-Q3	FY11-Q4		
0-25%	**1,457** 94%	**1,441** 91%	**1,417** 90.1%	**1,404** 89.1%	**1,552**	98.7%
26-50%	**87** 5.60%	**120** 7.61%	**145** 9.22%	**159** 10.1%	**20**	1.3%
51-75%	**10** 0.60%	**12** 0.76%	**8** 0.51%	**13** .08%		
76%+	**3** 0.20%	**4** 0.25%	**2** 0.13%			
Average %	**8.20%**	**9.28%**	**9.27%**	**10.38%**	**5.59%**	
Total employees	**1,557**	**1,577**	**1,572**	**1,576**	**1,576**	

So far in calendar year 2011, the average MCPD employee earned overtime worth 5.59% of the value of their total county salary.
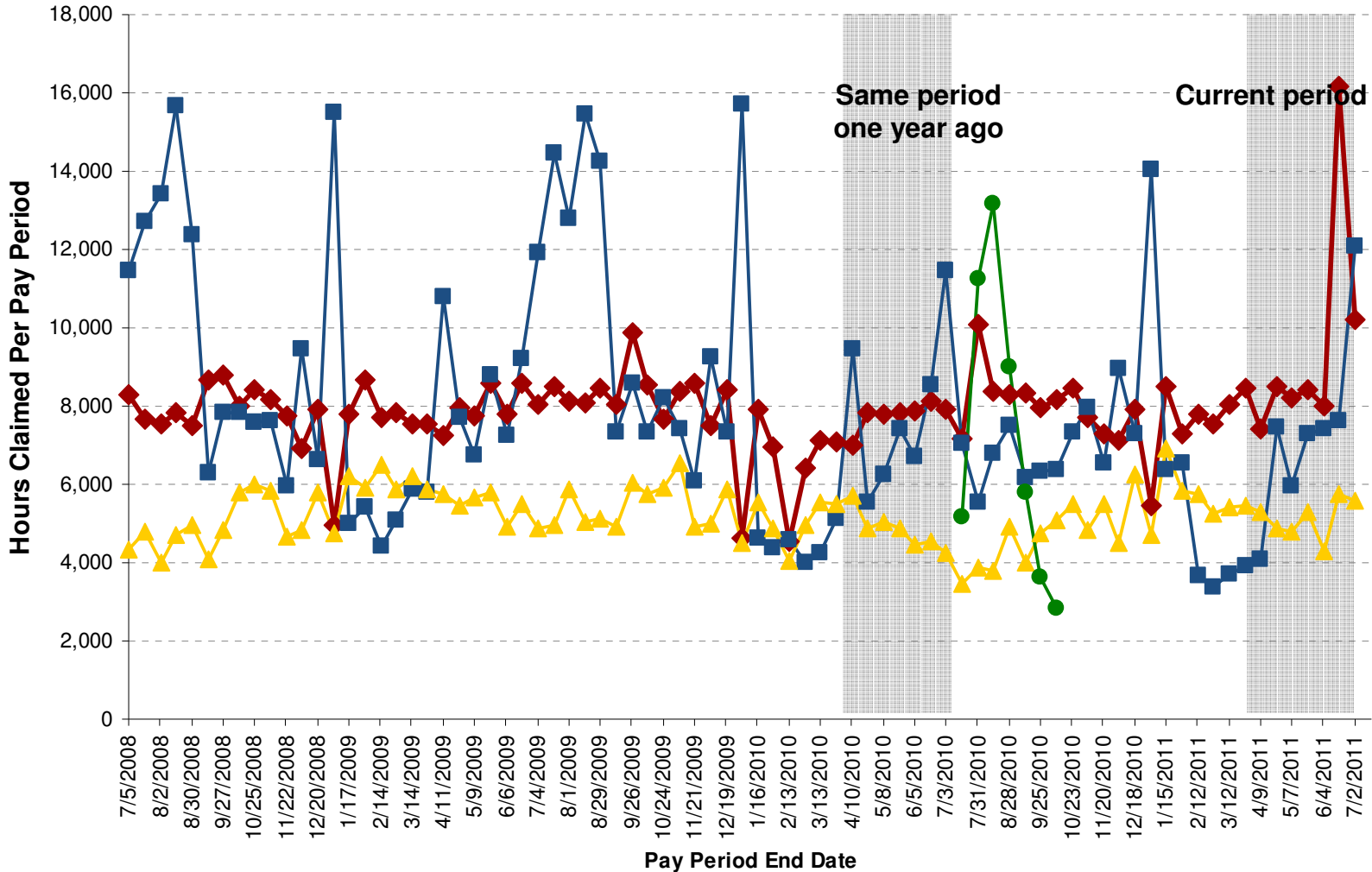
*Regular, full-time employees who were actively employed.
** Overtime earnings as a percent of total county salary earned so far as of 7/2/2011 Pay Period

CountyStat

Overtime Update: MCPD
Total Overtime, Annual Leave, and Sick Leave Hours

With the U.S. Open Included

Same period one year ago

Current period

Y-axis: Hours Claimed Per Pay Period

X-axis: Pay Period End Date

Legend:
- Total overtime hours (OTP and OT2)
- Total hours of annual leave (ANL)
- Total hours of sick leave (SKL and FSL)
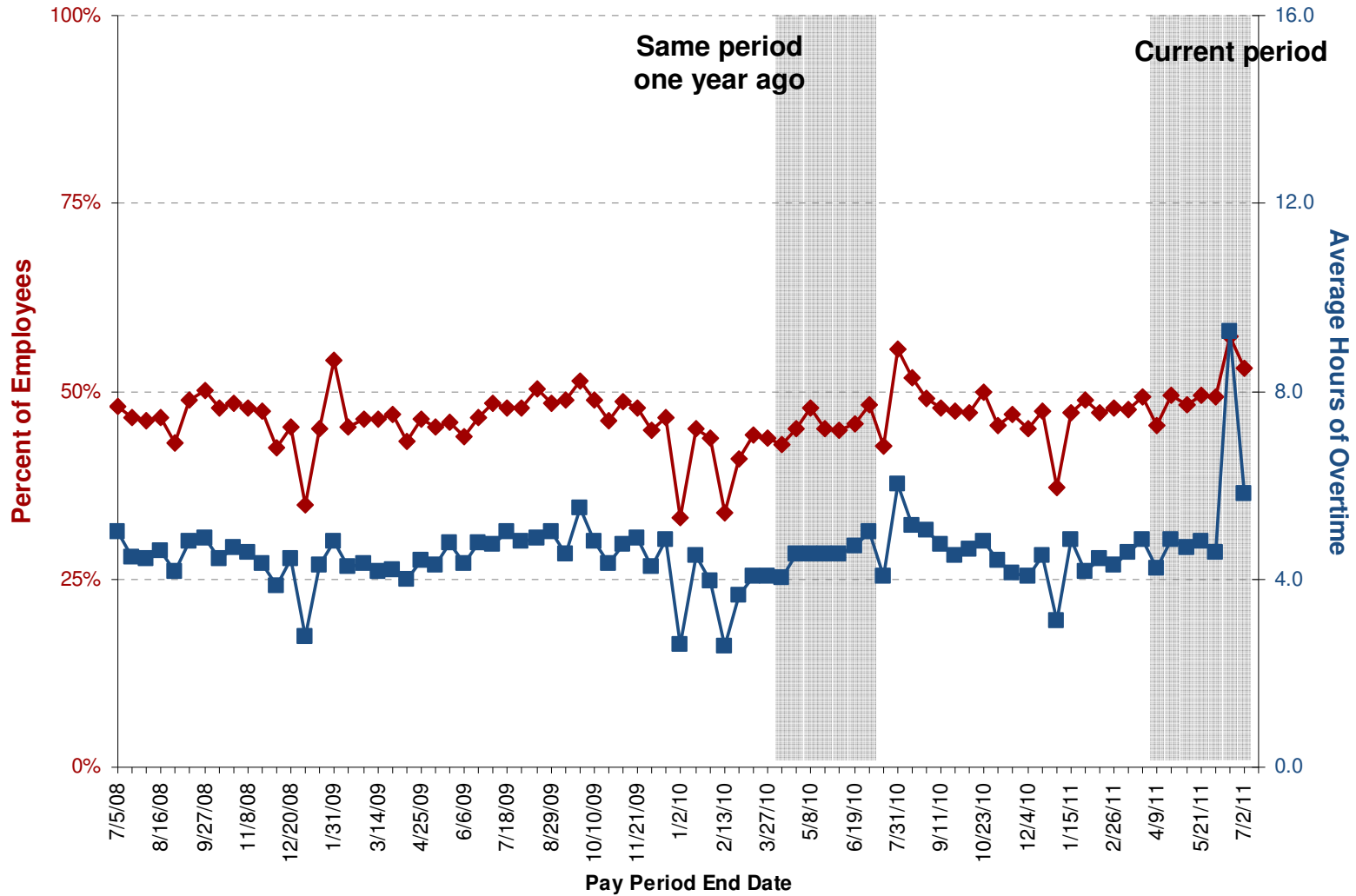- Total hours of furlough (FUR)

Overtime #12   26   8/23/2011

Note: Starting in FY11 Q1, CountyStat will be tracking furlough hours in addition to the leave already tracked.

Overtime Update: MCPD — Without the U.S. Open Included
Total Overtime, Annual Leave, and Sick Leave Hours

Same period one year ago

Current period

Hours Claimed Per Pay Period

Pay Period End Date
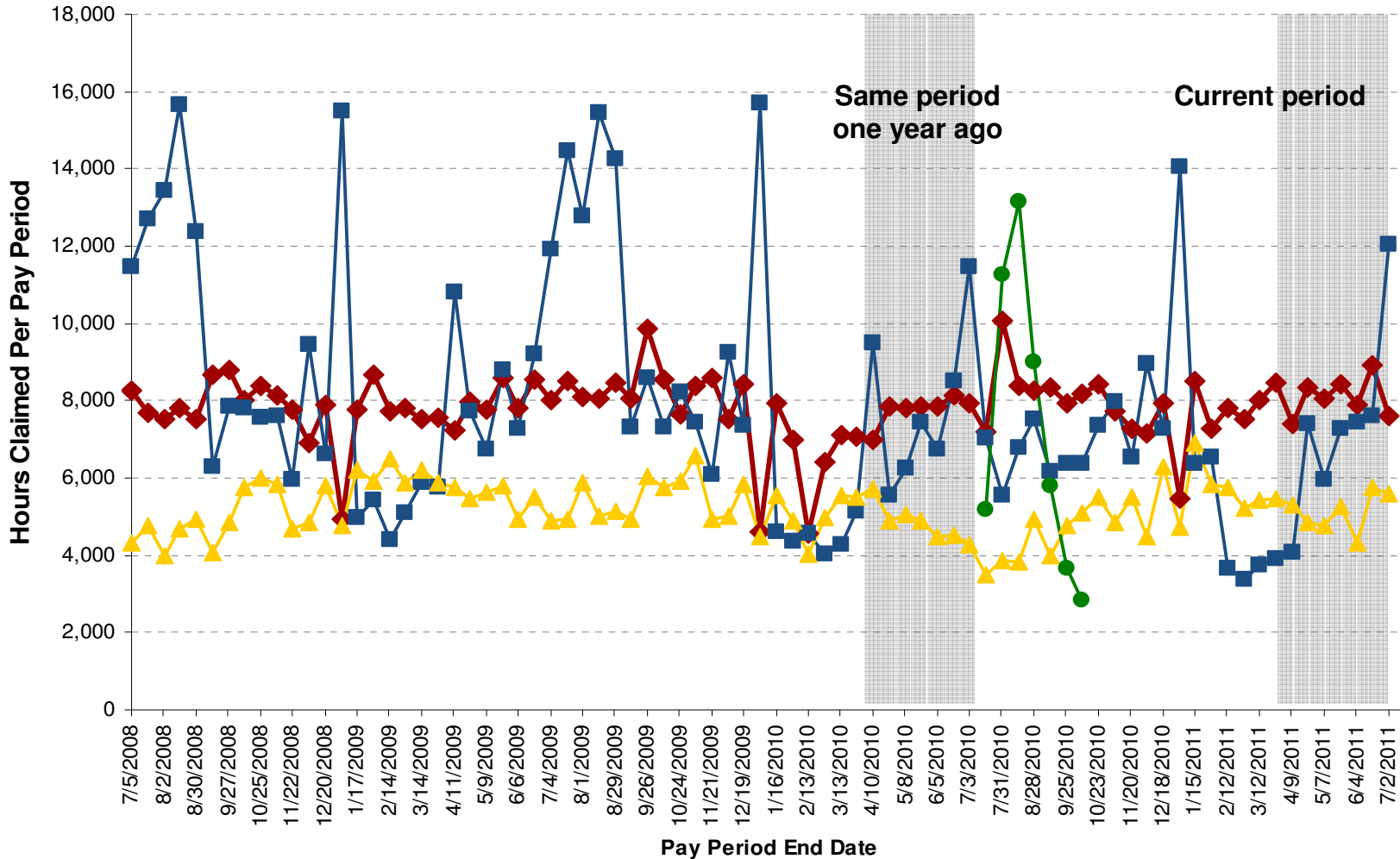
Legend:
- Total overtime hours (OTP and OT2)
- Total hours of annual leave (ANL)
- Total hours of sick leave (SKL and FSL)
- Total hours of furlough (FUR)

Overtime #12   27   8/23/2011

Note: Starting in FY11 Q1, CountyStat will be tracking furlough hours in addition to the leave already tracked.

Overtime Update: MCPD
Percent of Employees with Overtime and Average Hours

With the U.S. Open Included

Overtime Update: MCPD
Percent of Employees with Overtime and Average Hours

Without the U.S. Open Included

CountyStat

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

With the U.S. Open Included

The correlation coefficient shows how likely it is that personnel with high hourly wages also earn high amounts of overtime compared to lower-paid personnel. The goal is to keep this number low.
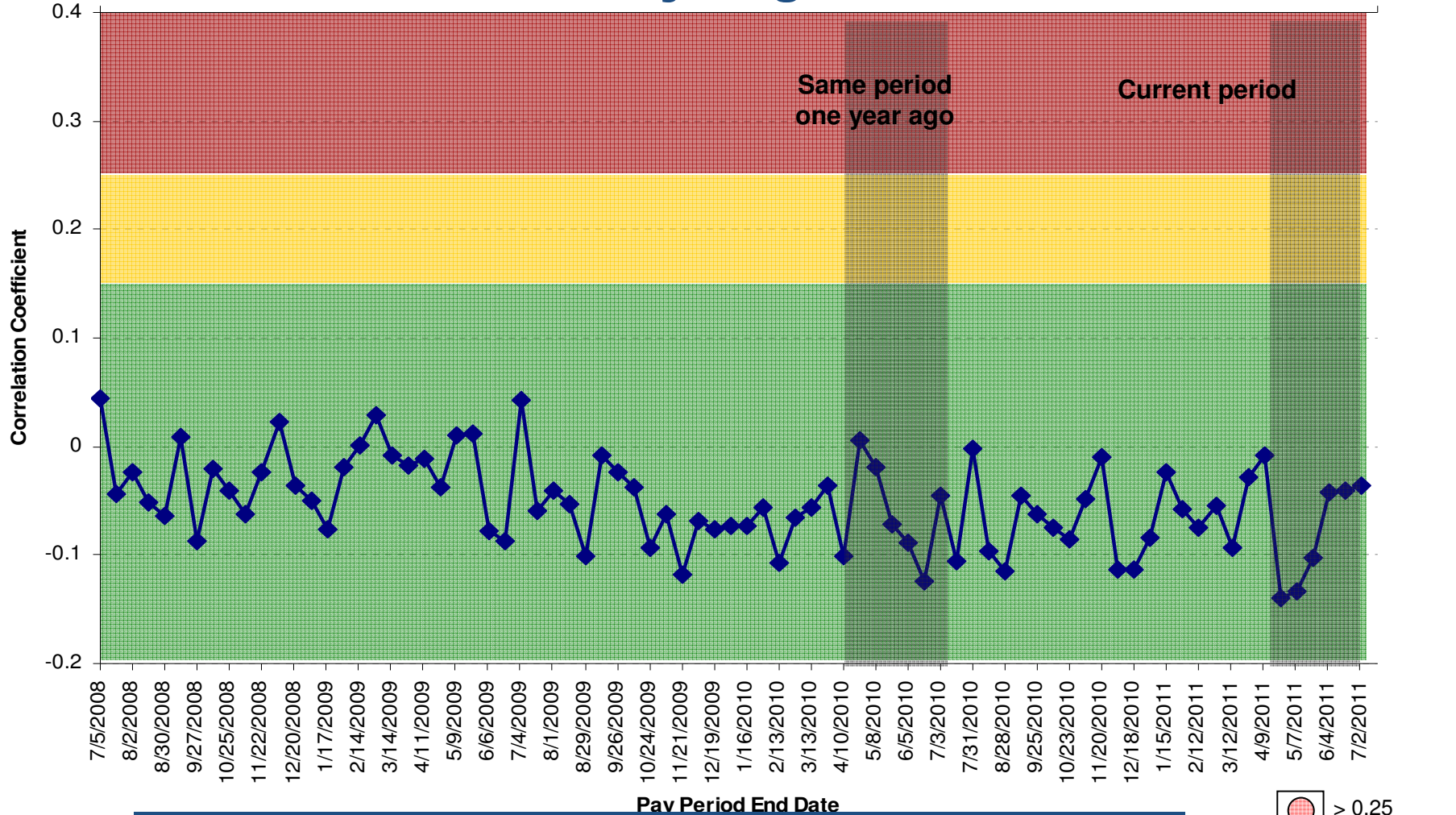
Legend:
- > 0.25
- 0.15 – 0.25
- < 0.15

CountyStat

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

Without the U.S. Open Included

The correlation coefficient shows how likely it is that personnel with high hourly wages also earn high amounts of overtime compared to lower-paid personnel. The goal is to keep this number low.

CountyStat

Overtime Update: MCPD Total Overtime Cost

With the U.S. Open Included
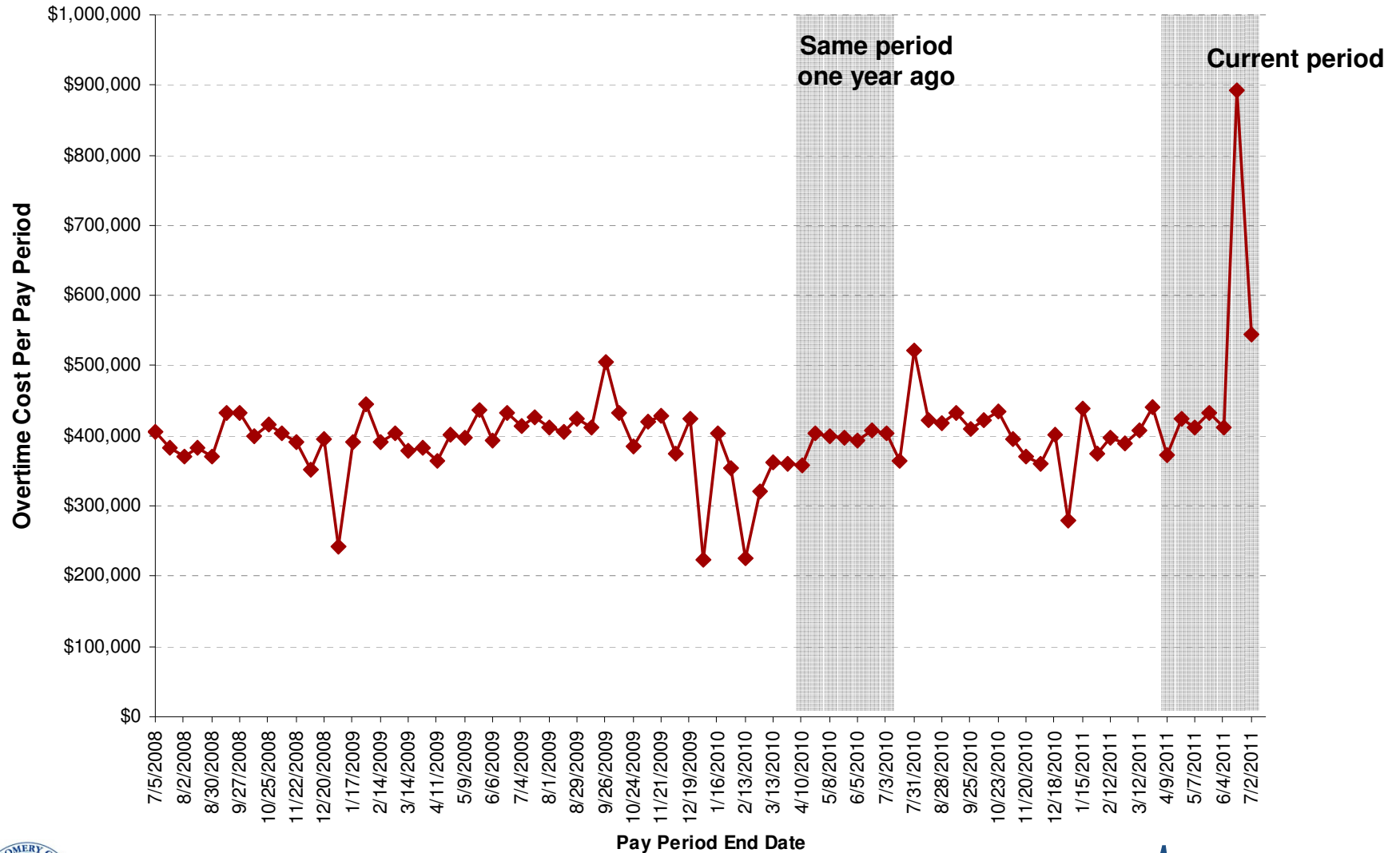
CountyStat

Overtime Update: MCPD Total Overtime Cost

Without the U.S. Open Included
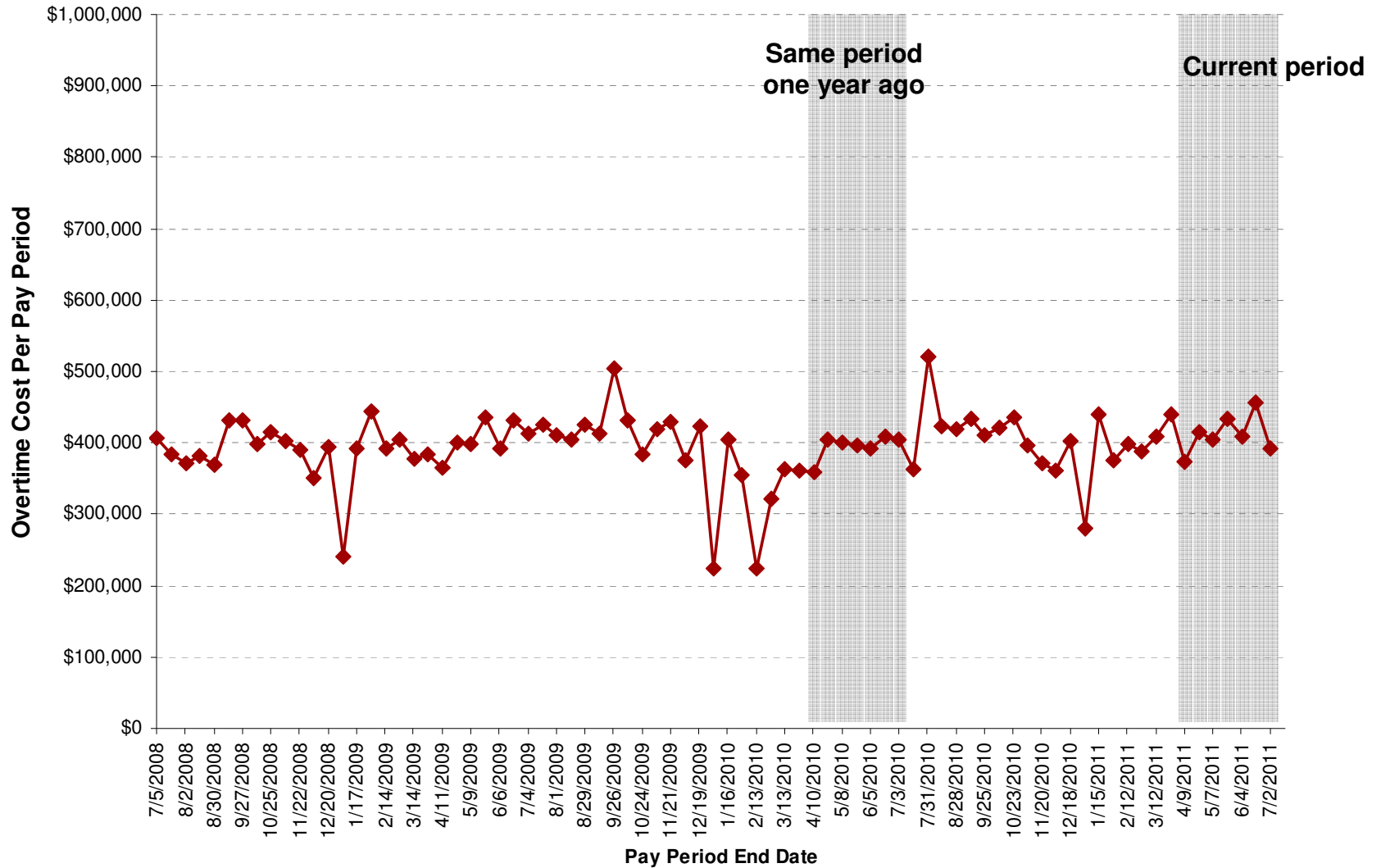
CountyStat

Overtime Update: DOT
Departmental Summary of Events

FY11 Overtime Budget	FY11 Overtime Expenditures to Date	Expenditures as a % of Budget	# of Pay Periods to Date
$4,002,541	$7,130,963 Estimates ($145,526**)	178.2% Estimates	26.1 PP (100% of FY – estimated last 2 PP's)
Special expenditures not included in DOT's budget above			
Storms	$2,844,023		
CIP	$435,224		
Other non-budgeted	$930,256		

Developments in overtime use and management

- **Ride On has made progress in hiring new drivers, currently 29 positions remain vacant but 18 are in training and 14 more have been made offers for training (10 retired effective July 1)**

- **Total overtime in DOT, except Transit, is lower in FY 11 than FY 10**

- **Transit overtime was 5% above FY 10**

**U.S. Open overtime included above

CountyStat

Overtime Update: DOT
Quarter-by-Quarter Summary of Overtime Use

Fiscal Quarter	Hours			% Change in Hours		
	FY09-Q1 to FY09-Q4 (A)	FY10-Q1 to FY10-Q4 (B)	FY11-Q1 to FY11-Q4 (C)	(A) to (B)	(B) to (C)	(A) to (C)
Quarter 1 7/1 to 9/30	50,225	59,650	71,003	18.8%	19.0%	41.4%
Quarter 2 10/1 to 12/31	67,839	112,627	92,062	66.0%	-17.6%	36.9%
Quarter 3 1/1 to 3/31	59,399	134,676	95,238	126%	-29.3%	60.3%
Quarter 4 4/1 to 6/30	50,973	53,595	63,175	5.1%	17.9%	23.9%
Total	**228,436**	**360,548**	**321,478**	**57.8%**	**-10.6%**	**41.1%**

Amounts prior to the reorganization have been calculated using a crosswalk of index codes provided by OMB.
Earning codes OTP, OT2, OTL, and OTH. Includes all funds (General Fund, grants, etc.)
Pay periods that cross quarters have been prorated between the two quarters.

CountyStat

Overtime Update: DOT
Quarter-by-Quarter Summary of Overtime Use

Fiscal Quarter	Cost			% Change in Cost		
	FY09-Q1 to FY09-Q4 (A)	FY10-Q1 to FY10-Q4 (B)	FY11-Q1 to FY11-Q4 (C)	(A) to (B)	(B) to (C)	(A) to (C)
Quarter 1 7/1 to 9/30	$1,753,396	$2,052,442	$2,480,312	17.1%	20.8%	41.5%
Quarter 2 10/1 to 12/31	$2,285,151	$3,934,495	$3,147,992	72.2%	-19.0%	39.5%
Quarter 3 1/1 to 3/31	$2,089,322	$5,020,018	$3,391,148	140%	-32.4%	62.3%
Quarter 4 4/1 to 6/30	$1,755,396	$1,858,452	$2,177,289	5.9%	17.7%	24.0%
Total	$7,883,265	$12,865,407	$11,236,151	63.2%	-12.7%	42.5%

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

CountyStat

Overtime Update: DOT
Overtime Pay as a Percent of Total County Salary

Number of Employees in Each Range*

Range	Pro-rated Total County Salary**				Total County Salary (FY11-Q4)
	FY10-Q3	FY11-Q1	FY11-Q3	FY11-Q4	
0-25%	782 64%	779 65%	772 64.9%	840 68.6%	1141 93.1%
26-50%	183 15%	338 28%	185 15.6%	320 26.1%	83 6.8%
51-75%	84 6.90%	63 5.29%	195 16.4%	54 4.4%	1 .01%
76%+	175 14%	10 0.84%	37 3.11%	11 0.9%	0
Average %	28.20%	19.85%	23.80%	18.30%	9.85%
Total employees	1,224	1,190	1,198	1225	1225

So far in calendar year 2011, the average DOT employee earned overtime worth 9.85% of the value of their total county salary.

*Regular, full-time employees who were actively employed.
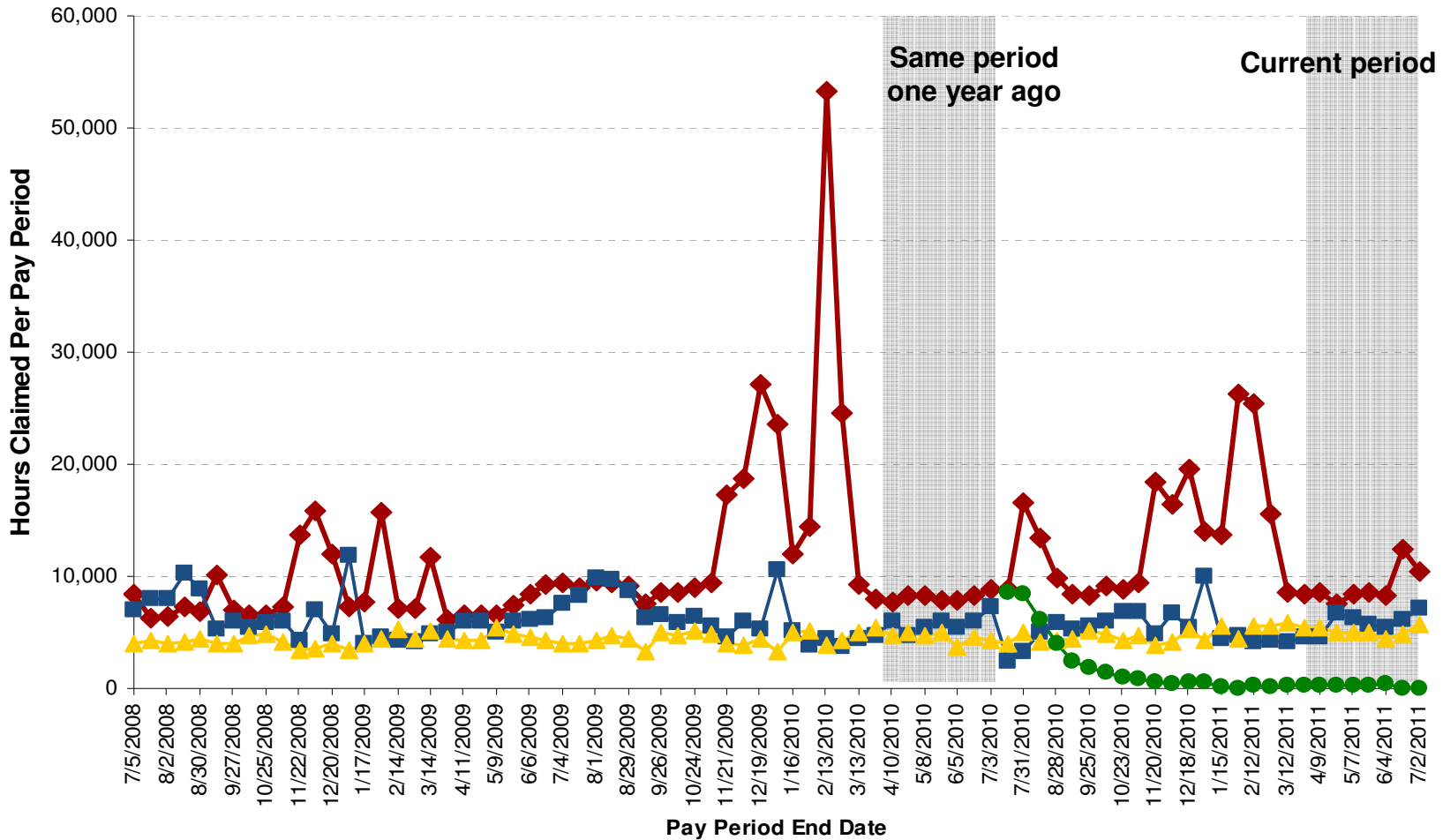** Overtime earnings as a percent of total county salary earned so far as of 7/2/2011 Pay Period

CountyStat

Overtime Update: DOT
Total Overtime, Annual Leave, and Sick Leave Hours

CountyStat
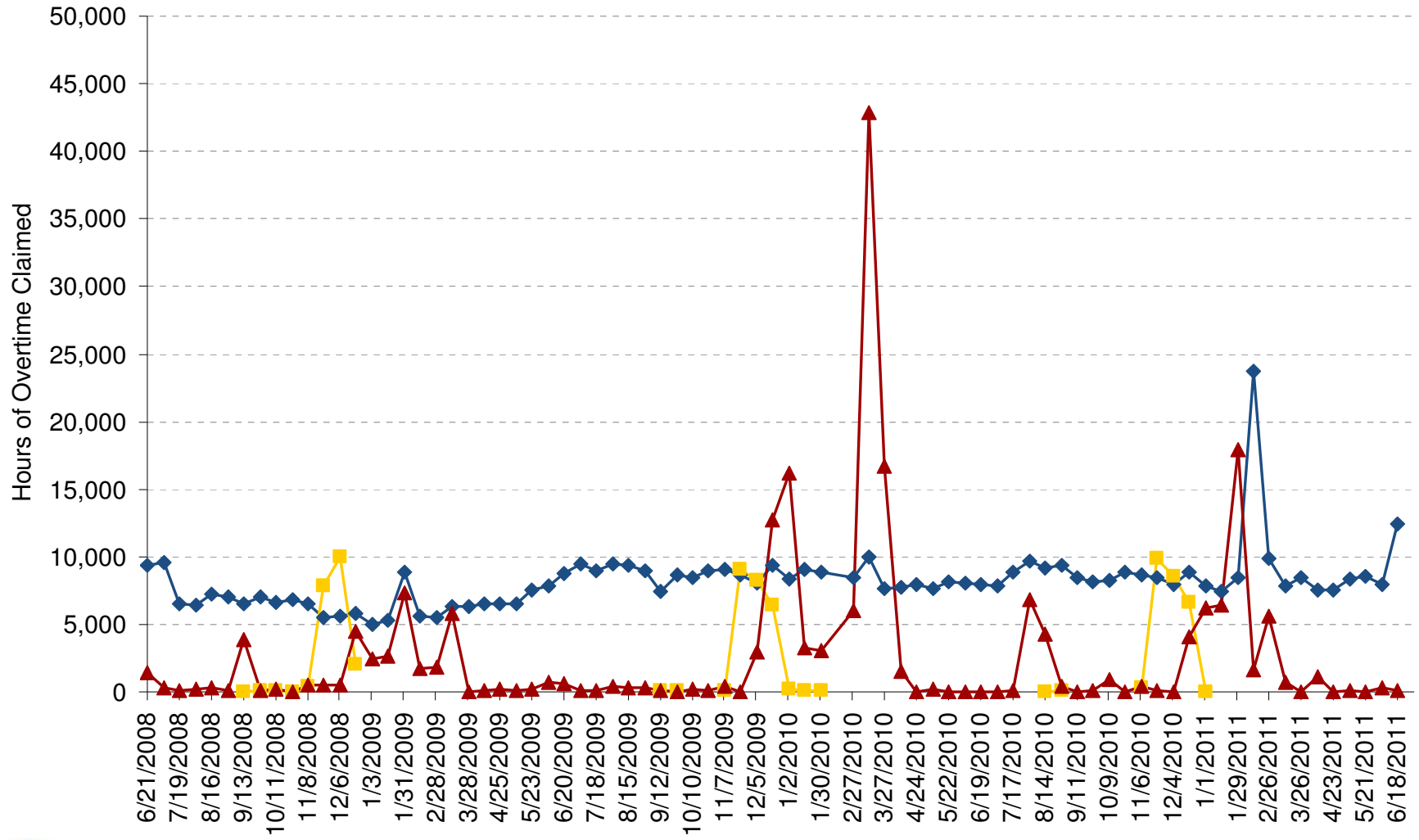
Note: Starting in FY11 Q1, CountyStat will be tracking furlough hours in addition to the leave already tracked.

Overtime Update: DOT
Overtime Related to Storms and Leafing

Overtime #12

Regular   Leafing   Storms

Overtime Update: DOT
Overtime Related to Transit Operations

Pay Period End Date

Hours of Overtime Claimed

— Small Bus Service   — Gaithersburg Ride On   — Silver Spring Ride On
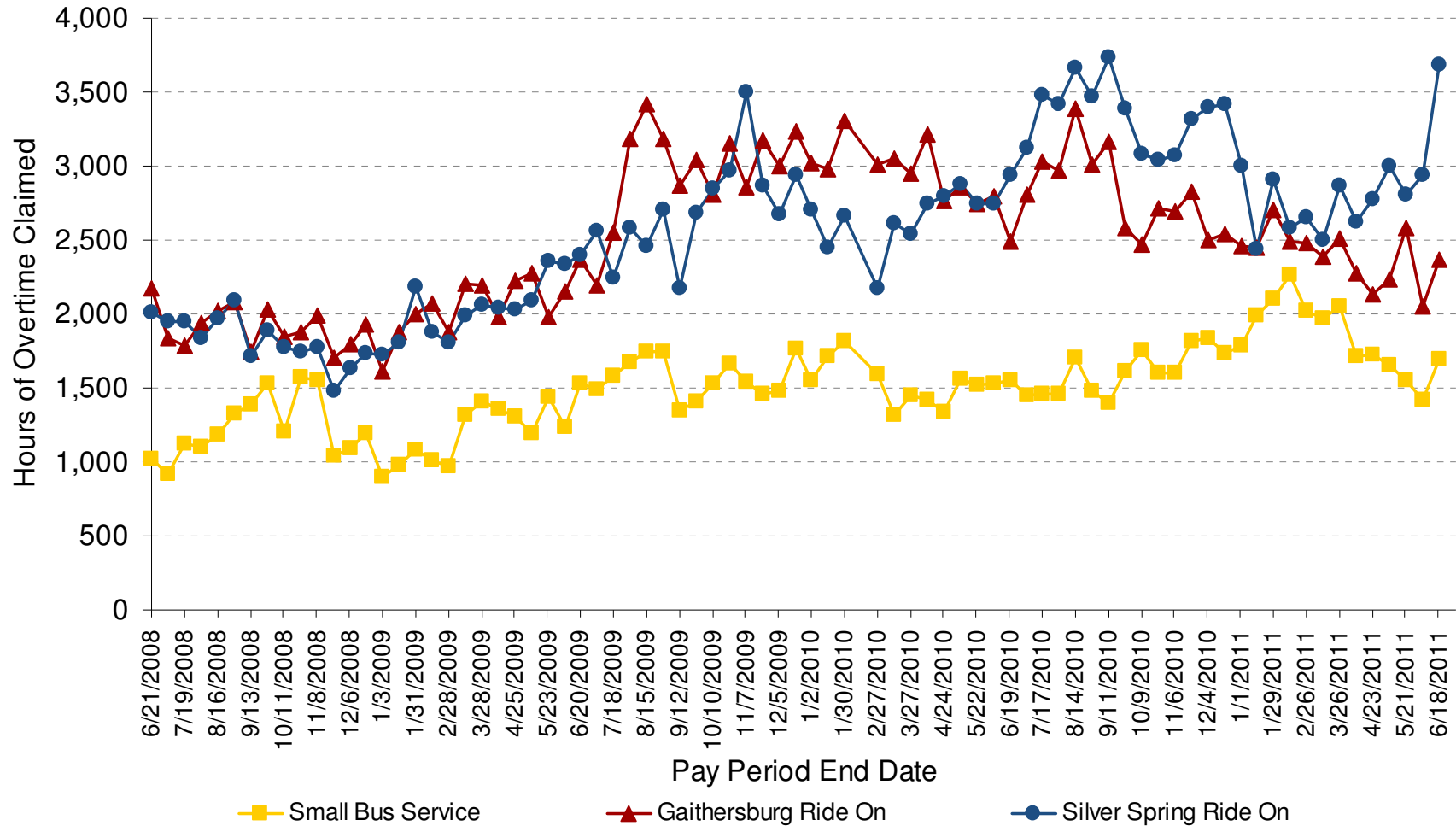
Small Bus Service began in March 2008.

This chart was created using all payroll charges made to section codes: 508003, 508004, 508010.

CountyStat

Overtime Update: DOT
Percent of Employees with Overtime and Average Hours

CountyStat
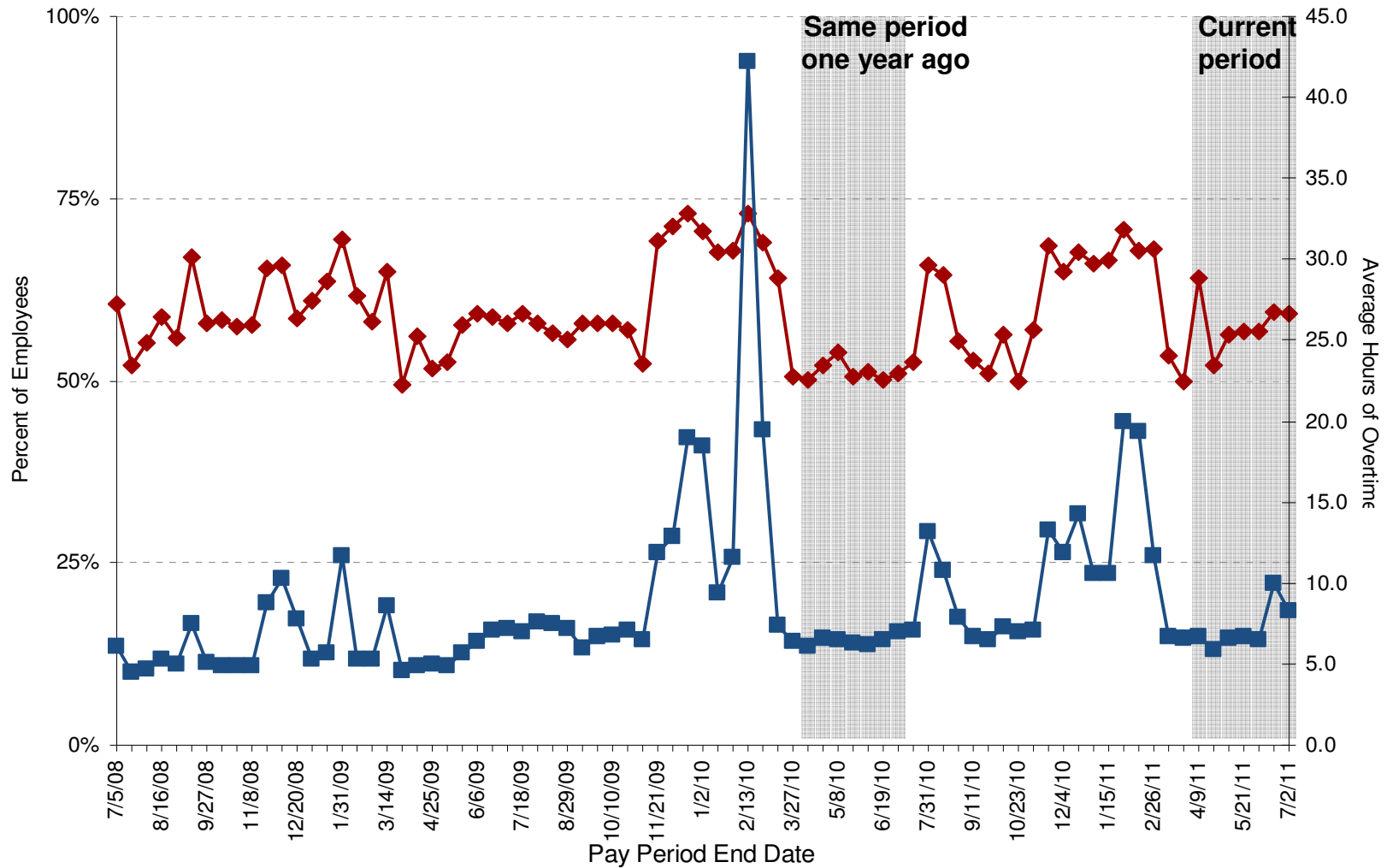
Overtime Update: DOT
Correlation Between Hourly Wage and Number of OT Hours
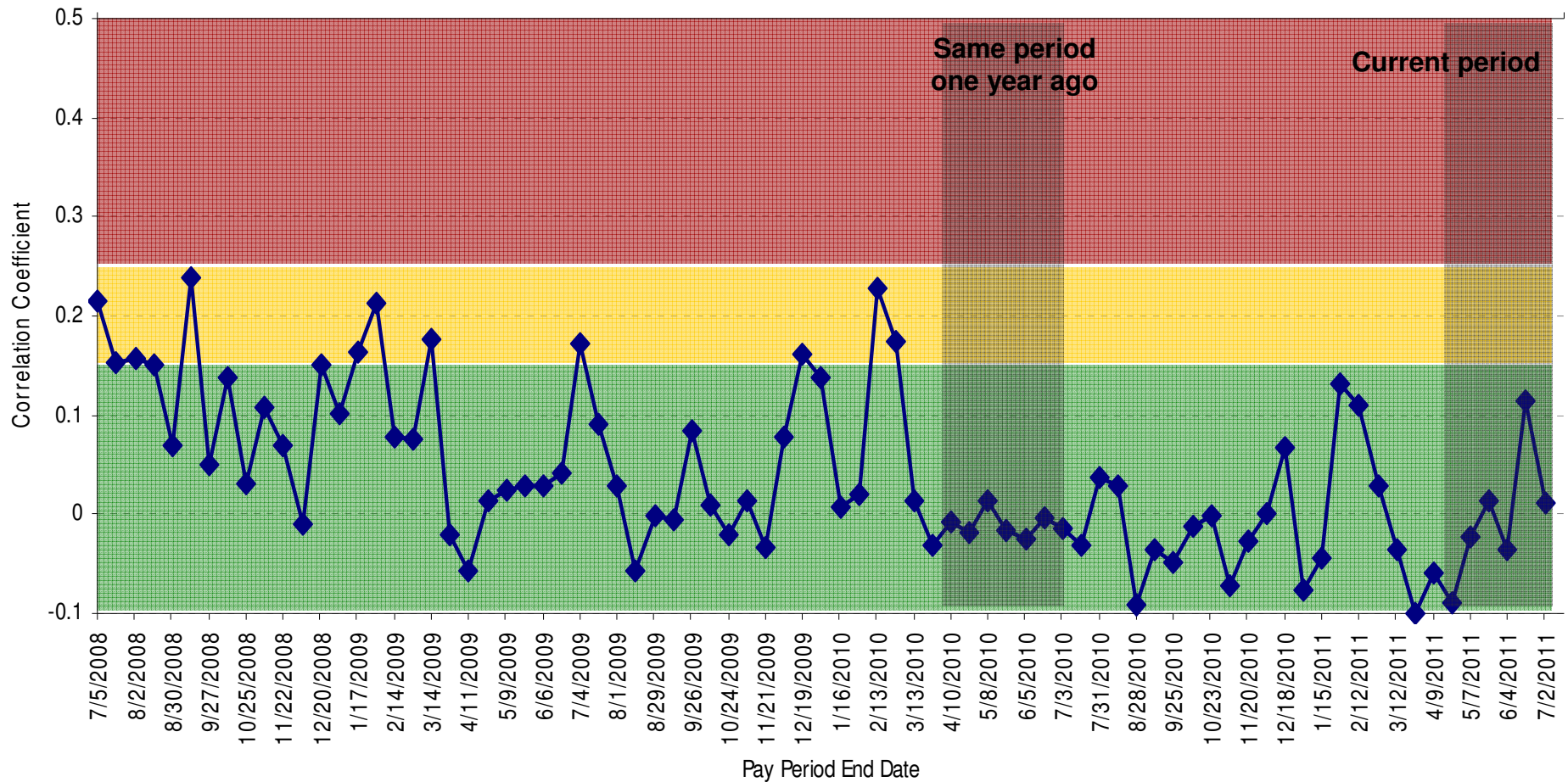
The correlation coefficient shows how likely it is that personnel with high hourly wages also earn high amounts of overtime compared to lower-paid personnel. The goal is to keep this number low.

> 0.25
0.15 – 0.25
< 0.15

CountyStat

Overtime Update: DOT
Total Overtime Cost

Overtime Update: DOCR
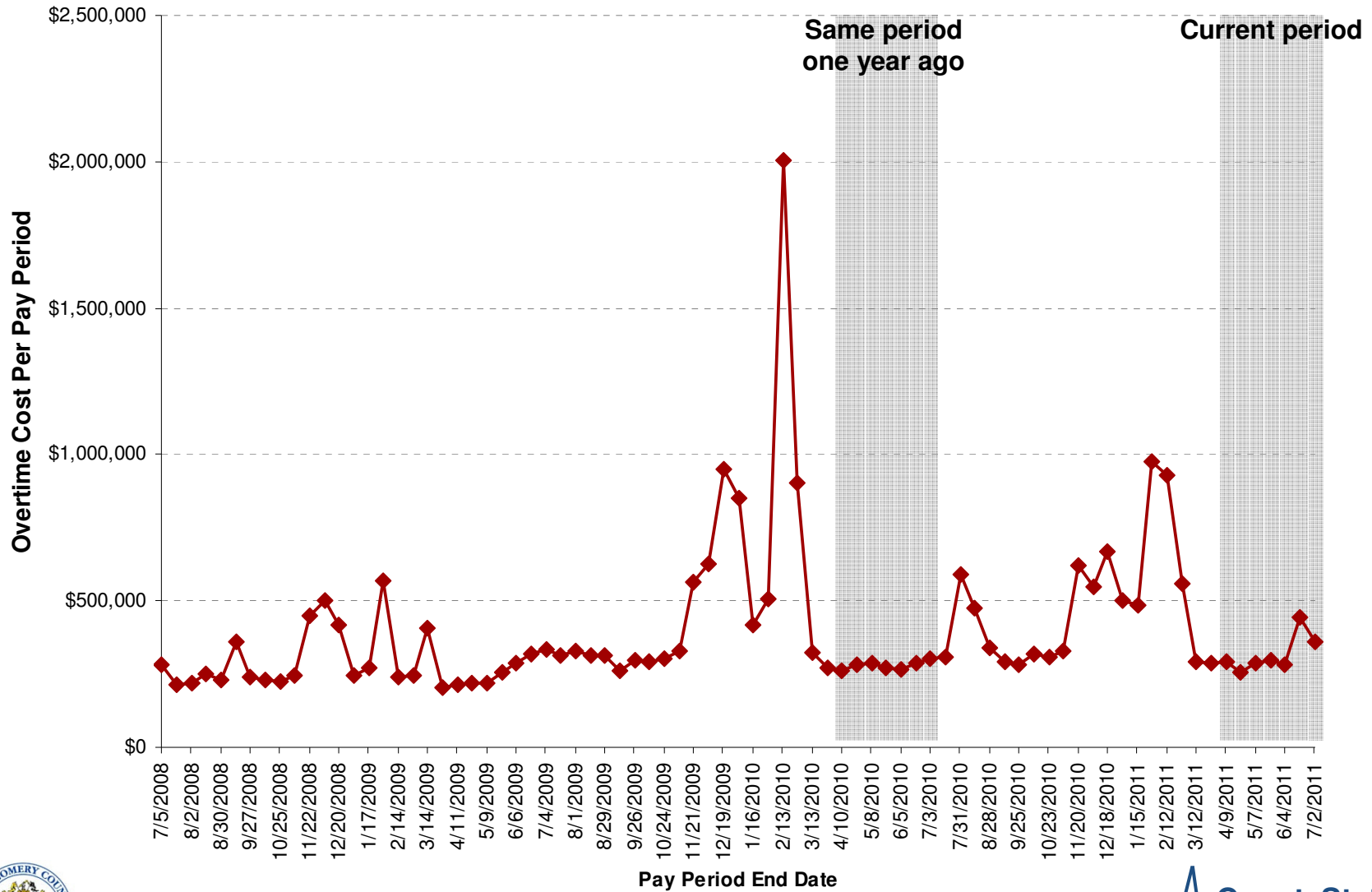## Departmental Summary of Events

FY11 Overtime Budget	FY11 Overtime Expenditures to Date	Expenditures as a % of Budget	# of Pay Periods to Date
Other Overtime: $1,916,284	$2,763,951 Estimates	80% Estimates	26.1 (100% of FY – estimated last 2 PP's)
Lunch/roll call: $1,537,040	$1,382,404 Estimates	40% Estimates	
Total Budget $3,453,324	$4,146,355 Estimates	120% Estimates	

Developments in overtime use and management

- In FY11 DOCR had vacancies in "unfunded" positions in addition to vacancies due to retirements, terminations, separations, extended medical and military leave that impacted OT (Backfill) use.

- Positions were also held vacant in anticipation of the RIFF process.

- Furloughs and related Supplemental Compensatory Leave resulted in unprecedented OT Backfill.

- Utilization of Net Annual Work Hour (NAWH) analysis and Custody & Security Staff Deployment (CSSD) tools in addition to MCTime (monitoring of high OT Earners) helped minimize and manage OT use.

- DOCR seeks to obtain Scheduling Software (Kronos) to enhance scheduling effectiveness.

Overtime Update: DOCR
Quarter-by-Quarter Summary of Overtime Use

Fiscal Quarter	Hours			% Change in Hours		
	FY09-Q1 to FY09-Q4 (A)	FY10-Q1 to FY10-Q4 (B)	FY11-Q1 to FY11-Q4 (C)	(A) to (B)	(B) to (C)	(A) to (C)
Quarter 1 7/1 to 9/30	25,115	20,040	14,661	-20.2%	-26.8%	-41.6%
Quarter 2 10/1 to 12/31	22,915	18,729	24,002	-18.3%	28.2%	4.7%
Quarter 3 1/1 to 3/31	17,842	18,292	17,659	2.5%	-3.5%	-1.0%
Quarter 4 4/1 to 6/30	19,325	15,338	25,407	-20.0%	65.7%	31.5%
Total	85,197	72,398	81,729	-15.0%	12.9%	-4.1%

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

CountyStat

Overtime Update: DOCR
Quarter-by-Quarter Summary of Overtime Use

Fiscal Quarter	Cost			% Change in Cost		
	FY09-Q1 to FY09-Q4 (A)	FY10-Q1 to FY10-Q4 (B)	FY11-Q1 to FY11-Q4 (C)	(A) to (B)	(B) to (C)	(A) to (C)
Quarter 1 7/1 to 9/30	$1,095,982	$933,425	$657,313	-14.8%	-29.6%	-40.0%
Quarter 2 10/1 to 12/31	$997,617	$883,059	$1,060,477	-11.5%	20.1%	6.3%
Quarter 3 1/1 to 3/31	$785,544	$879,842	$793,563	12.0%	-9.8%	1.0%
Quarter 4 4/1 to 6/30	$879,090	$699,588	$1,147,116	-20.4%	64.0%	30.5%
Total	**$3,758,233**	**$3,395,914**	**$3,658,469**	**-9.6%**	**7.7%**	**-2.7%**

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

CountyStat

Overtime Update: DOCR
Overtime Pay as a Percent of Total County Salary

Number of Employees in Each Range*

Range	Pro-rated Total County Salary**				Total County Salary (FY11-Q4)	
	FY10-Q2	FY10-Q3	FY11-Q3	FY11-Q4		
0-25%	488 92%	472 91%	457 90.3%	446 88.1%	489	96.6%
26-50%	37 7.00%	39 7.51%	41 8.10%	45 8.9%	14	2.8%
51-75%	1 0.20%	6 1.16%	6 1.19%	9 1.8%	3	0.6%
76%+	2 0.40%	2 0.39%	2 0.40%	6 1.2%	0	
Average %	11.00%	11.26%	11.02%	12.32%	6.63%	
Total employees	528	519	506	506	506	

So far in calendar year 2011, the average DOCR employee earned overtime worth 6.63% of the value of their total county salary.

*Regular, full-time employees who were actively employed.
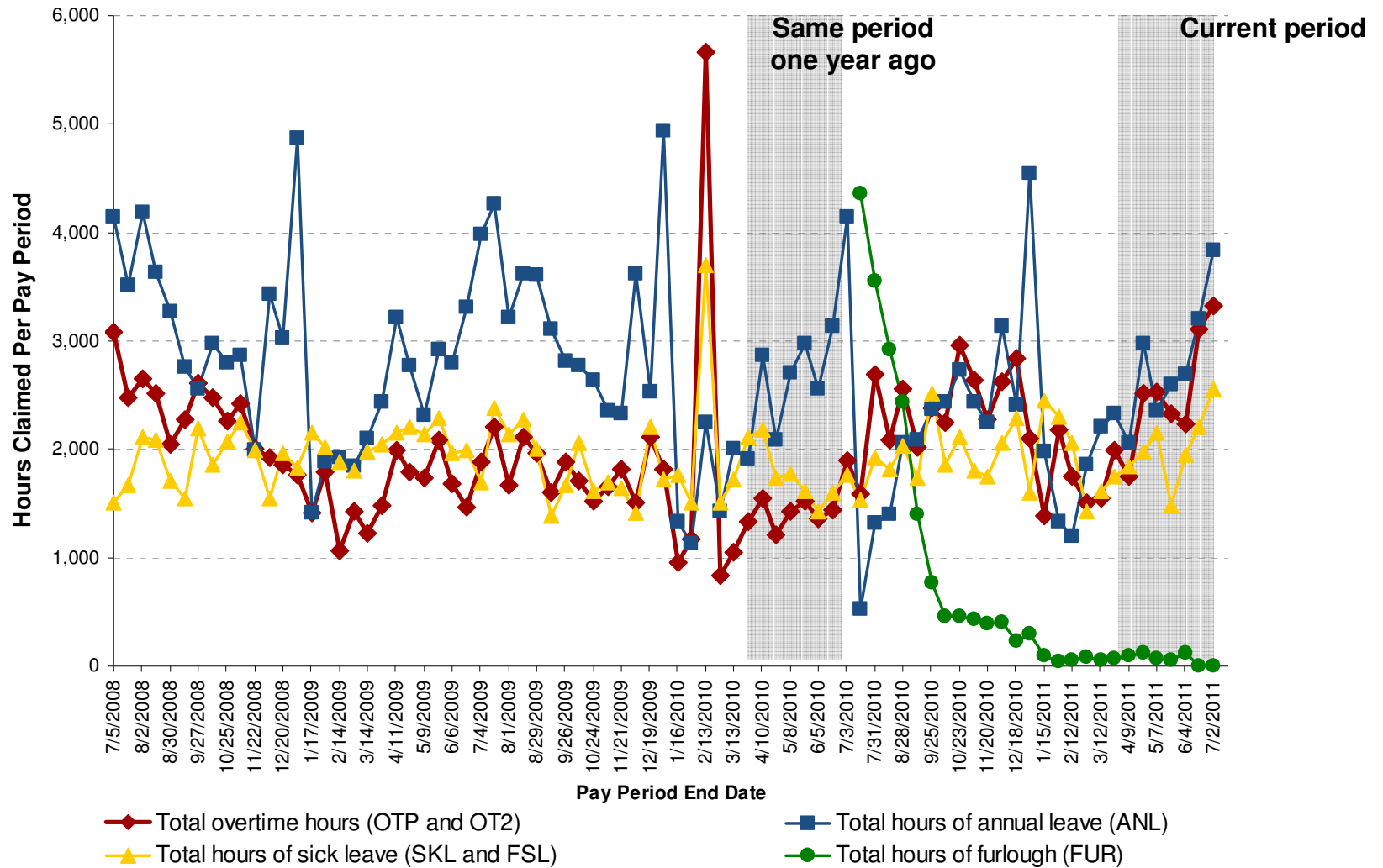** Overtime earnings as a percent of total county salary earned so far as of 7/2/2011 Pay Period

CountyStat

Overtime Update: DOCR
Total Overtime, Annual Leave, and Sick Leave Hours

Same period one year ago

Current period

Legend:
- Total overtime hours (OTP and OT2)
- Total hours of annual leave (ANL)
- Total hours of sick leave (SKL and FSL)
- Total hours of furlough (FUR)

Y-axis: Hours Claimed Per Pay Period
X-axis: Pay Period End Date

Note: Starting in FY11 Q1, CountyStat will be tracking furlough hours in addition to the leave already tracked.
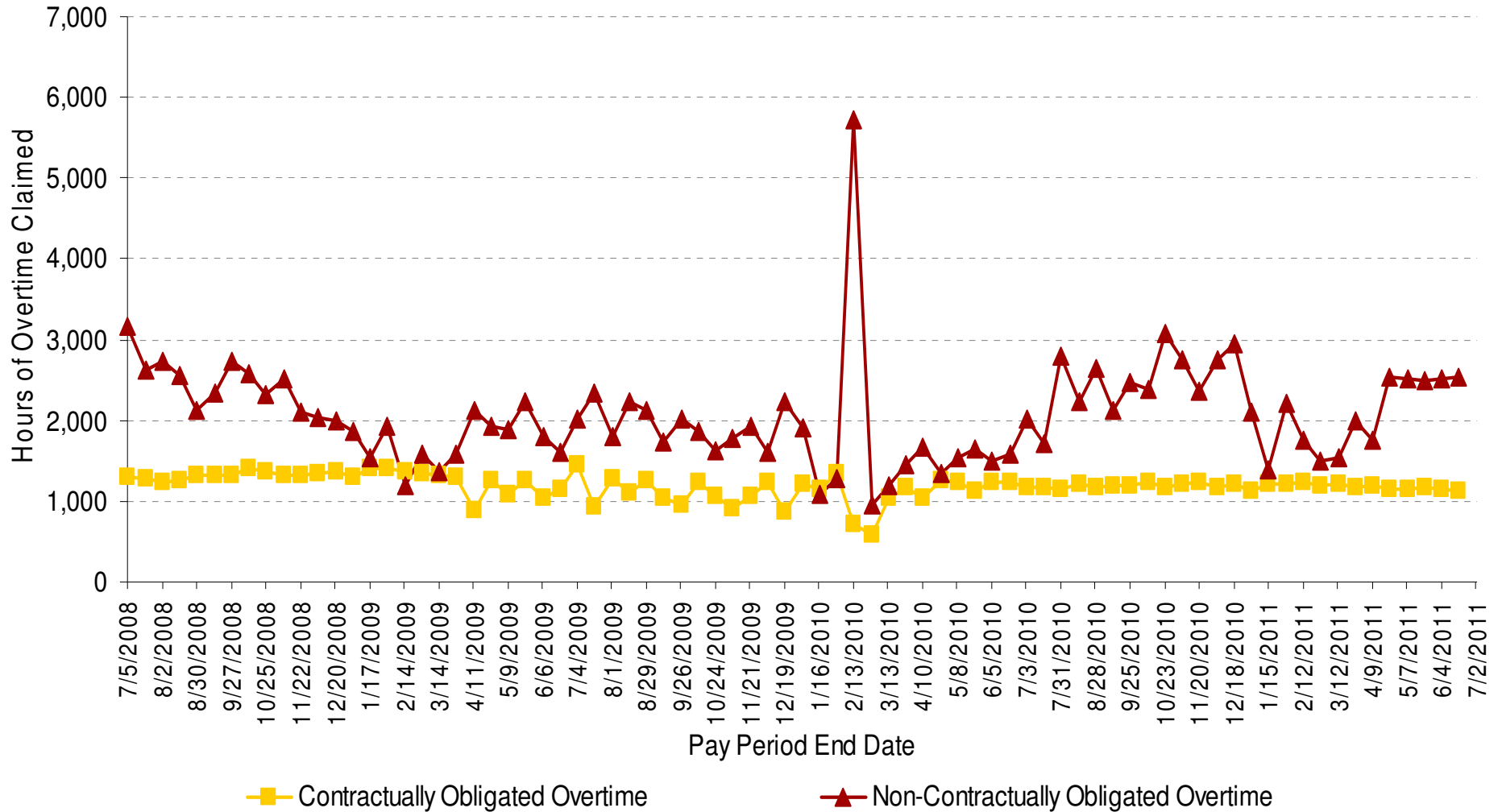
CountyStat

Overtime Update: DOCR
Overtime Related to Contractual Obligations

Overtime Update: DOCR
Percent of Employees with Overtime and Average Hours
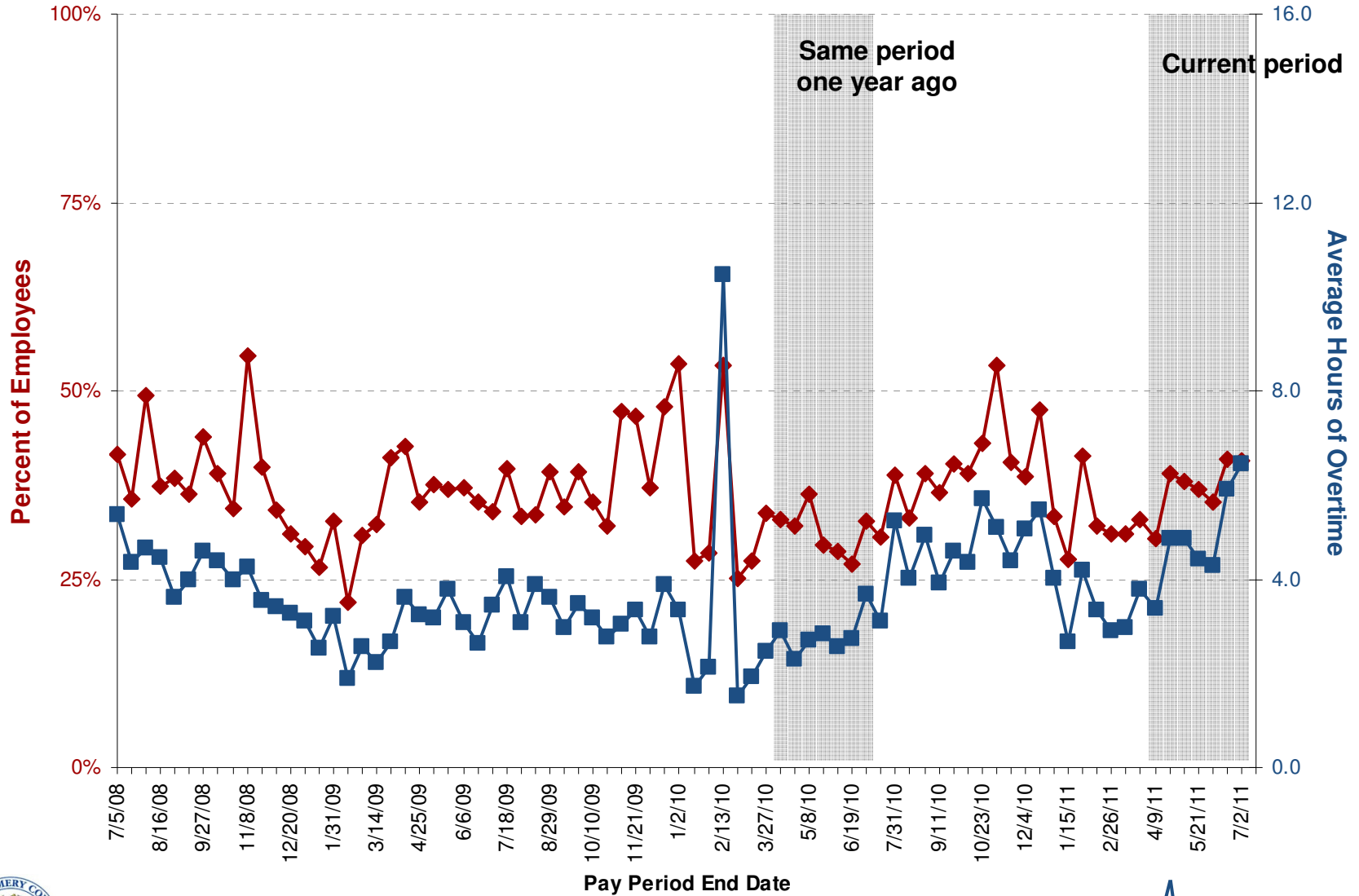
Overtime Update: DOCR
Correlation Between Hourly Wage and Number of OT Hours
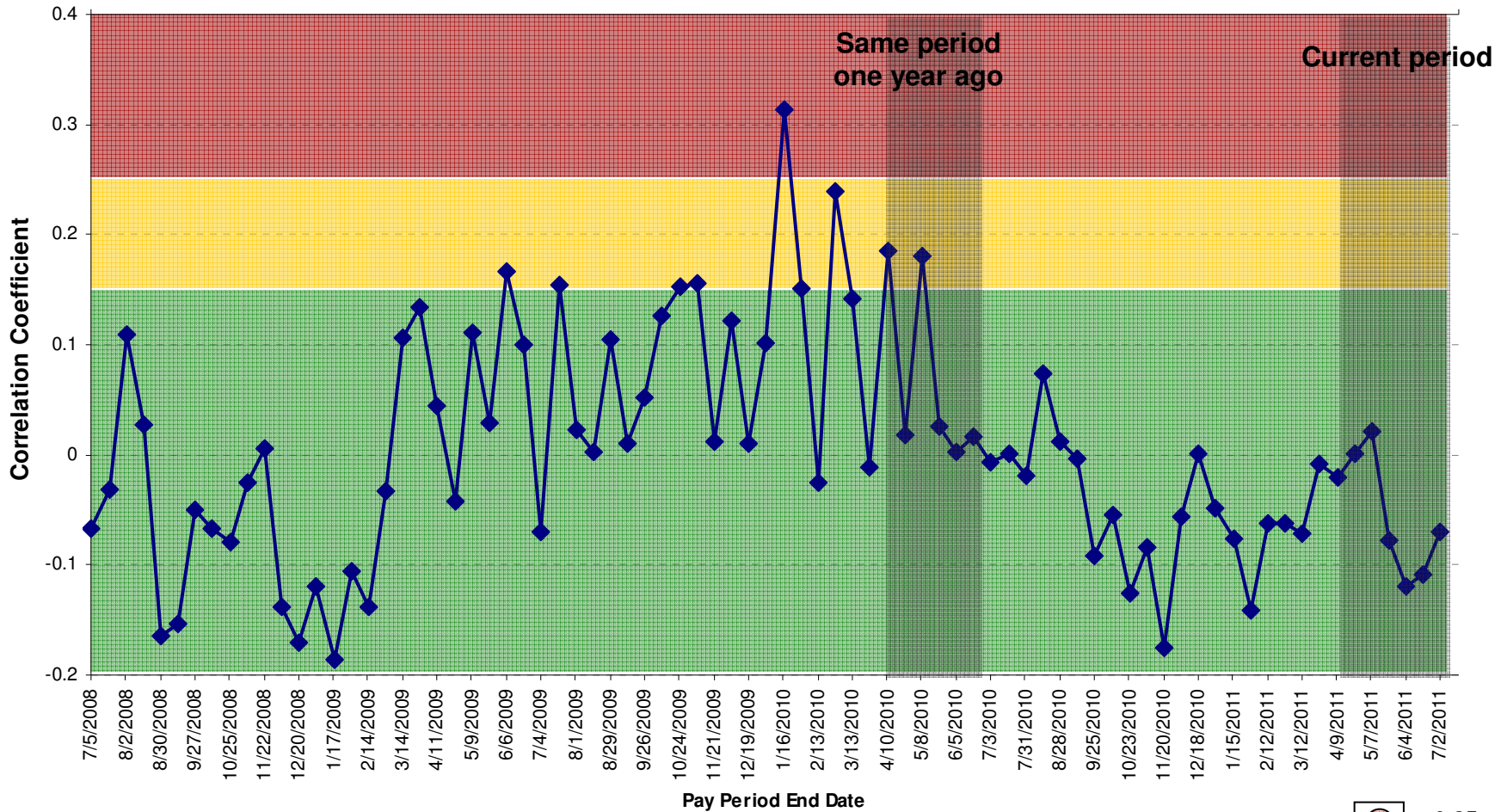
The correlation coefficient shows how likely it is that personnel with high hourly wages also earn high amounts of overtime compared to lower-paid personnel. The goal is to keep this number low.

Legend:
- > 0.25
- 0.15 – 0.25
- < 0.15

CountyStat

Overtime Update: DOCR
Total Overtime Cost

Overtime Cost Per Pay Period

Same period
one year ago

Current period

Pay Period End Date

Overtime #12

52

8/23/2011

CountyStat

Overtime Update: U.S. Open Impact

Overtime Hours Attributed to U.S. Open by Executive Departments

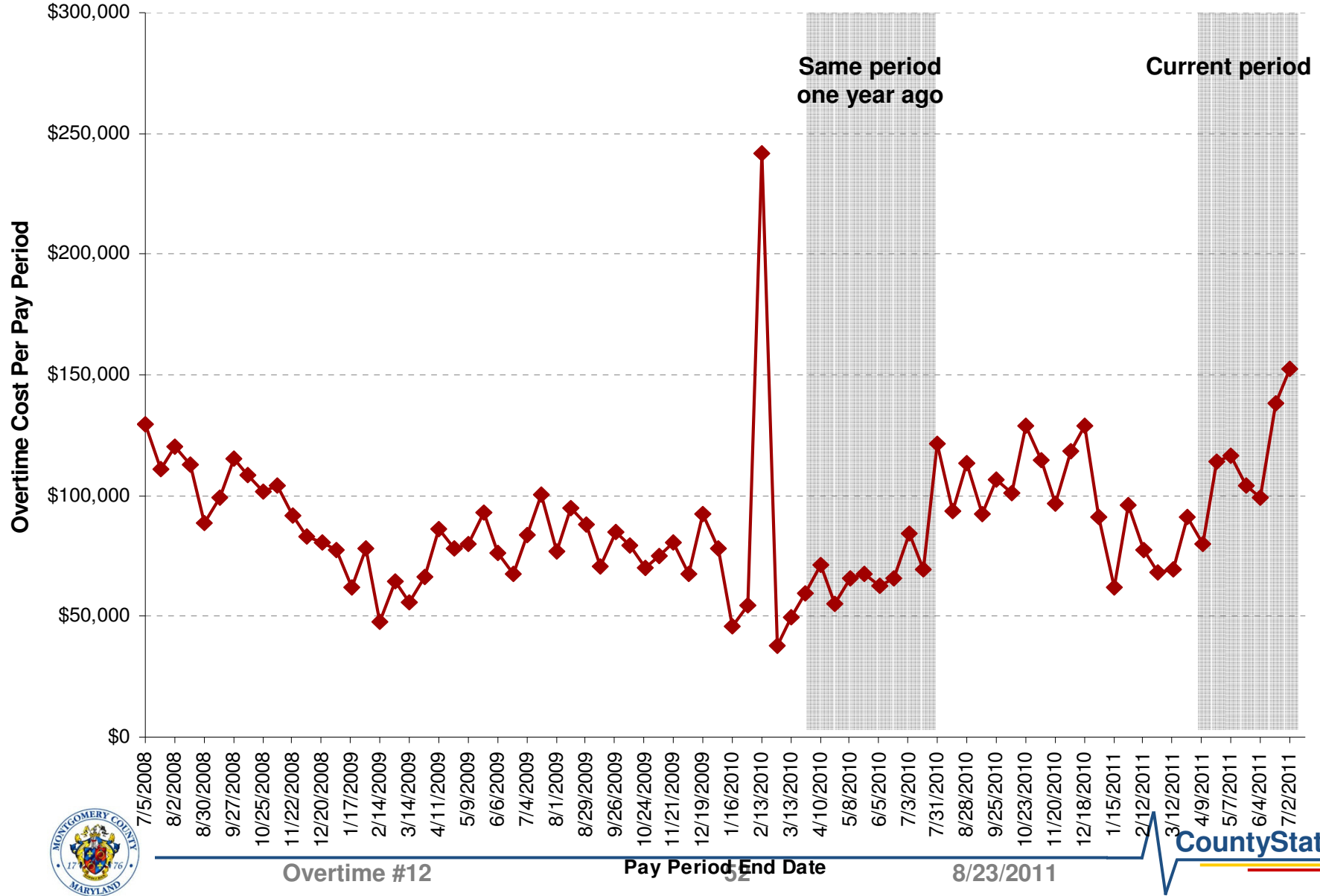| Dept/ Pay Period End Date	4/09		4/23		5/7		5/21		6/4		6/18		7/2		Total
DOT	5.5	0.1%							104	1.2%	2,741	22%	904	9%	3,754
DPS											55	21%	51	21%	106
FRS			15	0.11%	12	0.08%	26.5	0.18%	69	0.46%	943	6%	181	1%	1,247
POL									88	1.1%	7,377	45%	2,499	25%	10,305
SUBTOTAL	5.5		15		12		26.5		261		11,451		3,635		15, 412
POL Reimbursable											-1,023				-1,023
Total	5.5		15		12		26.5		261		10,428		3,635		14,389

Majority of hours were during the week of the U.S. Open June 13-19

Overtime Update: U.S. Open Impact

Overtime Spending Attributed to U.S. Open by Executive Departments

Dept/ Pay Period End Date	4/09	4/23	5/7	5/21	6/4	6/18	7/2	Total
DOT	$281				$4,274	$105,403	$35,568	$145,526
DPS						$3,486	$3,101	$6,587
FRS		$895	$801	$1485	$3,764	$51,580	$9,867	$68,338
POL					$5,012	$461,566	$150,645	$617,223
Subtotal	$281	$895	$801	$1,485	$13,050	$622,035	$199,181	$837,674
POL Reimbursable						-$57,136		-$57,136
Total	$281	$895	$801	$1,485	$13,244	$564,899	$199,181	$780,538

Majority of spending were during the week of the U.S. Open June 13-19. Total of $780,538 hours of overtime was attributed to the U.S. Open

CountyStat

Comparison of Past U.S. Open Police/Security Overtime Spending

Year/ Golf Course	Jurisdiction	Spent	Reimbursed	Difference
2007, Oakmont Country Club	**State of Pennsylvania, Allegheny County, and various area Townships**	$358,930	$214,382	$144,548
2008, Torrey Pines	**City of San Diego**	$914,385	$707,565	$206,820
2009, Bethpage State Park	**State of New York**	$2,100,000*	TBA	TBA
2010, Pebble Beach Golf Links	**Monterey County, CA**	$525,000	$525,000	0
	California Highway Patrol	TBA	TBA	TBA
	Pebble Beach Company	TBA	TBA	TBA

Details on Reimbursement Sources for Prior U.S. Open Police/Security Overtime Spending

2007, Oakmont Country Club
   -USGA Reimbursed $214,382

2008, Torrey Pines
   -USGA Reimbursed $357,565
   -Friends of Torrey Pines Reimbursed $350,00

2010, Pebble Beach
   -Legal Statute in Monterey County required jurisdiction be reimbursed for special events

*Includes regular costs as well as overtime costs.
Sources: San Diego, Signonsandiego.com, (www.signonsandiego.com/sports/golf/20081124-9999-lz1n24usopen.html). Accessed 08/09/2011; Pennsylvania, Pittsburghlive.com, (http://www.pittsburghlive.com/x/pittsburghtrib/news/print_571656.html). Accessed 08/09/2011; Beth Page information email to USGA Official August 2011.

CountyStat

Overtime Update: MCFRS
Departmental Summary of Events For U.S. Open Event

Overview of Overtime Hours for U.S. Open

Overtime Hours	Overtime Expenditures	Estimate # of Personnel
1,247	$68,338	36

Description of Overtime Operations during U.S. Open

- Continuity of critical command and general staff positions. Critical positions included: unified incident commander, plans section, logistics section personnel, and communications unit leader and dispatcher.

- Provide dedicated bomb techs. To provide coverage on-course and to off-site facilities while not reducing county-wide response capability.

- Provide dedicated paramedics. To provide advanced life support response capability on-course while not reducing county-wide response capability.

- Provide extended hour coverage for Code Compliance. To provide on-site presence of code compliance supervisor to monitor and respond to concerns of tent/structure capacity issues.

Overtime Update: MCPD
Departmental Summary of Events For U.S. Open Event

Overview of Overtime Hours for U.S. Open

	Overtime Hours	Overtime Expenditures	Estimate # of Personnel
Charged Hrs/Dollars	10,304	$617,223	459
Reimbursable	-1,023	-$57,136*	64
Total Charged	9,281	$560,087	

Total amount billed to USGA was $69,295, which includes additional charges for taxes, vehicle usage and administrative overheads.

Description of Overtime Operations during U.S. Open
Efforts to Reduce Overtime Expenditures Prior to Tournament
(Duties covered – traffic control, on-course security, player escorts, etc.)

- SERT, (3) SAT Teams, Central SWAT, Decentralized SWAT, PCAT, and ESU members were provided with schedule adjustment notices

- Investigators from every bureau of MCP were placed in uniform and assigned to work the U.S. Open; unit/division percentages ranged from 50-80% when available

CountyStat

Overtime Update: MCPD
Departmental Summary of Events For U.S. Open Event

Description of Overtime Operations during U.S. Open

- 19 Federal, State, and Local allied agencies were contacted and supplemented our staffing totals
- 26 Crossing Guards were used on Friday, Saturday, and Sunday in place of regular police officers
- The majority of regularly scheduled personnel were assigned to work between Wednesday through Saturday to cover the heaviest attendance days
- Less personnel was scheduled on the lightest days (Mon and Tues)
- Traffic executives reduced the number of off-site lots to staff on a full-time basis after discussions with USGA members
- The midnight complement was reduced from 1 supervisor and 8 officers to 1 supervisor and 4 officers.

Overtime Update: MCPD
Departmental Summary of Events For U.S. Open Event
Factors Which Led to an Increase in Overtime Expenditures

• A significant number of officers assigned were by necessity pulled from the patrol division (under the largest bureau and for specialty skills). Their normal schedule is based on a 4-day work week as a opposed to a 5-day work week.

• The number of traffic posts increased from February's initial estimates due to the addition of more off-site satellite parking locations

• Personnel projections from some allied agencies were less than we had hoped, resulting in more positions to cover with overtime from MCP members.

• Incidents of vandalism during the midnight shift led us to increase staffing overnight in the adjacent neighborhood

• Not all SERT and/or other originally scheduled officers were available to work the detail due to approved leave for matters such as pregnancy, previously paid vacation, disability, etc.

Overtime Update: DOT
Departmental Summary of Events For U.S. Open Event

Overview of Overtime Hours for U.S. Open

Overtime Hours	Overtime Expenditures	Estimate # of Personnel
3,754	$145,526	87

Description of Overtime Operations during U.S. Open
Ride On

- Added buses during the tournament to address the crowds to and from Congressional

Highway Services

- Highway Services had several crews with front-end loaders and materials in trucks at the 3 grass parking areas (Avenel, Fairgrounds and Crown Farm)
  - Kept fields in shape and dealt with non-hardened parking areas.
  - Staffed water trucks at Avenel to keep dust down at bus drop offs

Overtime Update: DOT
Departmental Summary of Events For U.S. Open Event

Description of Overtime Operations during U.S. Open Continued

Traffic

– Developed parking areas in the region, emergency plans, and location of signs (Variable Message Sign [VMS] locations, route for buses, etc.)

– Maintenance of traffic plans for each parking area

– Fabricating and installing signs and markings, installing and deconstructing pedestrian bridges late at night and installing VMS and height restriction signs

– The Traffic Management Center operations during the event had to split up their staff to cover the US Open and the rest of the County.

  - Staff in MC-10 10 provided aerial reconnaissance for Police, DOT and SHA to mitigate potential problems with solutions

  - Added staff from Signal Shop strategically located at key satellite parking areas to help with ingress and egress of lots by cars and buses and working with MCPD.

  - Staffed the Command Post for Traffic and Police, including beyond normal hours

Tracking Our Progress

- **Meeting Goals:**
  - Monitor overtime use within MCFRS, MCPD, DOT, and DOCR
    - Ensure proper management and cost effectiveness of overtime use
    - Examine the effect of current departmental practices and changes to those practices on overtime use
    - Review the effect of specific occurrences on departmental overtime
    - Examine the effect of current departmental practices on compensatory time

- **How will we measure success**
  - Departments stabilize or reduce overtime hours

CountyStat

Wrap-up

- **Follow-up Items**