

REPORT: Police Overtime for 2007 and 1st Quarter of 2008

FROM: Noble Wray, Chief of Police

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TO THE MAYOR AND COMMON COUNCIL:

In response to the request of the Common Council for reports regarding the status of overtime expenditures, the Police Department has developed the following information to explain overtime trends and information from 2007 and the first quarter of 2008.

The total 2007 budgeted expense for the Madison Police Department was \$51,235,995. Wages and benefits accounted for \$42,904,598 or 84% of budgeted costs. In all, at least 92% of budgeted expenditures were determined by labor contracts, other City agency costs, or additional mandates from outside of the Police Department.

Although overtime is considered a variable expense, in the past three years overtime hours required by contract (such as briefing time, holiday day in future, etc.) accounted for 59% of the overtime hours earned. These expenses have been negotiated in various labor contracts that were approved by the Mayor and Common Council and are required to be paid. Although Police management staff reviews overtime quarterly, they have little or no discretion in allowing contractual overtime.

REPORT OF 2007 OVERTIME:

The total cost of overtime for the Madison Police Department (MPD) in 2007 was \$2,210,754. Originally, the MPD overtime budget was \$1,940,836. However, the original budget didn't include the \$54,900 added for overtime related to the Downtown Safety Initiative early in the year, or the additional \$74,550 for overtime for the other Neighborhood Initiatives added later in the year. Taking into account these additional allocations, the MPD was \$140,468 over budget. The cost of overtime represents a 3.1% increase, or \$67,282 over the \$2,143,472 expended in 2006, and is approximately \$377,229 more than the average cost of overtime for the previous four years. **(For a comparison of overtime expenses, refer to Appendix A)**

In 2007, the hours earned totaled 100,620, which is a 1.6% increase over the 99,024 hours earned in 2006. These two years compare with the 94,478 hours in 2005, 94,669 hours in 2004, and 91,623 hours in 2003. **(Refer to Appendix B)** Again, the key reason the hours of overtime increased in 2007 was due to the added request of the Mayor and City Council to provide targeted Problem Initiatives in various city neighborhoods, including the downtown. These initiatives resulted in 3,435 hours of overtime that was not incurred in previous years. Had these initiatives not been implemented earned hours of overtime would have dropped 1.8%.

As highlighted in overtime reports throughout the year, the pay-to-time ratio continued to rise substantially, thereby increasing costs at a greater rate than the increase in hours earned. **(Refer to Appendix C)** However, the combination of increased paid overtime, and the ability of employees to take earned time off, resulted in an end of the year accrued time balance that credited \$45,935. This reduction in the year-end accrued overtime compares to the significant increase in time that resulted in a \$123,503 charge in 2006, and the 3-year average end of the year charge of \$82,650.

Police overtime is divided into Demand-Driven, Contractually-Driven and Civilian overtime. The comparative breakdown of Demand-Driven overtime hours is:

	<u>2007</u>	<u>2006</u>	<u>2005</u>	<u>2004</u>	<u>2003</u>
Routine	15,718	15,902	16,844	15,244	16,587
Extraordinary Event	8,743	7,917	3,166	6,061	8,515
Planned Event	4,493	7,177	7,674	6,777	6,084
Problem Initiative	3,435	0	0	0	0
Holdover	5,976	5,140	4,709	3,143	2,530
Meetings	807	967	607	527	379
TOTAL	39,172	37,103	33,000	31,752	34,095

Demand-Driven overtime increased 5.6% from 2006 to 2007, which is primarily due to the addition of Problem Initiatives, which was previously discussed, and the increase in hours related to Extraordinary Events. In 2007, these events included an unprecedented 8 homicide investigations that required a significant investment of resources. There were also several attempted homicides, multiple high-risk search warrants, a number of fatality accidents, a significant fire and the tragic multiple electrocution at the north-side bus stop. In addition to Extraordinary Events, overtime categorized as Holdover also continues to increase. This overtime is primarily due to staffing shortages, particularly in patrol.

Although the increase in hours listed above was substantial, it's important to note that without the remarkable drop in hours for Planned Events, the increase would have been much more dramatic. This decrease was primarily due to staffing adjustments for the Halloween event. The ability to adjust work schedules in advance ensures sufficient staffing during critical event hours, for the entire city as well as the event.

The comparative breakdown of Contractually-Driven overtime hours is:

	<u>2007</u>	<u>2006</u>	<u>2005</u>	<u>2004</u>	<u>2003</u>
Briefing Time	26,108	25,883	25,971	25,780	26,160
Legal Appearance	4,697	4,820	5,426	4,728	5,753
Holiday Day In Future	20,490	19,886	20,017	23,309	17,548
Convert to Pay	8,048	7,144	5,621	5,381	4,512
TOTAL	59,343	57,733	57,035	59,198	53,973

From 2006 to 2007 there was a 2.8% in Contractually-Driven overtime hours. This increase was primarily due to the increase in the number of hours converted to pay throughout the year, and the cycle of how holidays are charged.

Finally, Civilian overtime, at 2,105 hours, was the lowest number of hours for civilians in five years. It compares with 4,188 hours in 2006, 4,443 hours in 2005, 3,719 hours in 2004, and 3,555 hours in 2003. The dramatic decrease in these hours was primarily due to the limited vacancies in civilian positions throughout the year.

Summary of 2007 Overtime:

- Hours of overtime earned only increased by 1.6%.
- Overtime for Planned Events dropped significantly, primarily due to the ability to make adjustments in staffing for the Halloween event.
- Overtime for Extraordinary Events increased substantially due to the dramatic increase in critical events, particularly homicides.
- A category of Problem Initiatives was added to provide overtime specifically for the Downtown Safety Initiative and various other neighborhood initiatives.
- The pay-to-time ratio increased to 1.25, as both the trend to take overtime as pay rather than compensatory time, and the trend to convert comp time earned to pay, continued. The positive impact of this trend was at the end of the year, when the adjustment for accrued time resulted in a credit of almost \$46,000 to overtime.

REPORT OF 1st QUARTER 2008 OVERTIME:

The total hours of overtime earned in the 1st quarter of 2008 increased by 1% when compared to the 1st quarter of 2007. The year-to-date hours for 2008 are 21,347, as compared to 21,097 in 2007, 20,342 in 2006, 16,095 in 2005, and 17,493 in 2004. **(Refer to Appendix D)**

Demand-Driven overtime hours increased 15% in comparison to 2007. A comparative breakdown of Demand-Driven overtime hours is:

	<u>2008</u>	<u>2007</u>	<u>2006</u>	<u>2005</u>	<u>2004</u>
Routine	4,154	3,565	3,791	3,409	3,622
Extraordinary Event	2,047	1,227	857	541	1,057
Planned Event	3	0	6	0	9
Problem Initiative	23	80	N/A	N/A	N/A
Holdover	689	1,034	1,010	684	436
Meetings	121	209	206	177	116
TOTAL	7,037	6,115	5,870	4,811	5,240

Hours of overtime related to Extraordinary Events continued an upward trend, with the highest first quarter in the past 5 years. These Events included two homicides, several high-risk search warrants and the need to provide staffing for the visits of presidential candidates.

Holdover overtime dropped significantly as staffing levels showed some improvement. However, there was an increase in Routine overtime, which will continue to be monitored to determine if adjustments can be made that would reduce this time.

Although Demand-Driven overtime increased, this was offset by a decrease in Contractual overtime, which dropped 9.5% from 2006 to 2007. A comparative breakdown of Contractually-Driven overtime hours is:

	<u>2008</u>	<u>2007</u>	<u>2006</u>	<u>2005</u>	<u>2004</u>
Briefing Time	6,329	6,240	6,302	6,252	6,500
Legal Appearance	999	1,072	994	1,270	1,290
Holiday Day In Future	4,579	5,877	4,210	1,743	2,725
Convert to Pay	1,193	1,288	1,441	723	726
TOTAL	13,100	14,477	12,947	9,988	11,241

The greatest change was the decrease in Holiday Day-In-Future hours during the 1st quarter. This is the result of the regular cycle of how holidays are charged and will likely balance out with an increase in holiday hours charged at the end of the year.

There was also a slight drop in the number of hours converted-to-pay. This corresponds with a slight drop in the pay-to-time ratio. It's too early in the year to determine if this is a trend, or just the result of pay cycles at the end of the year.

Finally, Civilian overtime more than doubled during the 1st quarter of 2008. The total hours in the 1st quarter of 2008 were 1,211 as compared to 505 hours in 2007, 1,525 in 2006, 1,296 in 2005, and 1,012 in 2004. There are two key reasons for this increase. The first is the additional overtime incurred by Parking Enforcement Officers, who were called-in on overtime several times during the first quarter to assist the Streets Department in snow removal efforts. The second reason is due to the number of civilian position vacancies at the beginning of the year.

PROJECTED COSTS FOR 2008:

As always, it is difficult this early in the year to make accurate projections in regards to overtime costs. As of the end of Payroll #7, the total overtime expenditure was \$441,004. This is comparable to the cost at the end of the first quarter of 2007, which was \$432,096. The current budget for overtime is \$2,108,272, which is approximately \$100,000 less than the actual expenditures in 2007.

Although overtime was fairly even at the end of the first quarter, since that time there has been a very high profile homicide downtown. Proactive initiatives to provide early intervention in relation to emerging patterns and/or trends may also result in some increases in overtime earned. However, the drop in accrued comp time balances may result in some savings if officers decide to take more overtime as time rather than pay. Early indicators demonstrate a slight drop in the pay-to-time ratio in the first quarter, however it's too early to determine if this will be maintained throughout the year.

As of now, it seems likely that there will be at least a \$150,000 shortfall in overtime funding by the end of the year.