

Police Overtime: Key Issues



Timothy J. Dolan- Chief of Police

Not just a Minneapolis issue

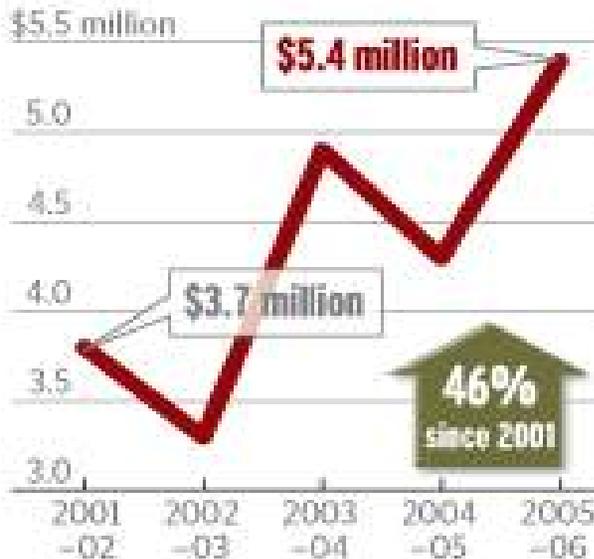
Other police departments face same or similar issues relating to management of overtime:

- *“It is not uncommon for police departments to spend up to six percent of their budgets on police overtime.”* Source: Portland Police Bureau Review of Overtime, 2000.
- *“At \$12.8 million, Cleveland, Ohio Police exceeded its budget by 38% in 2002.”* Source: Cleveland Plain Dealer 2002.

City police overtime spirals up

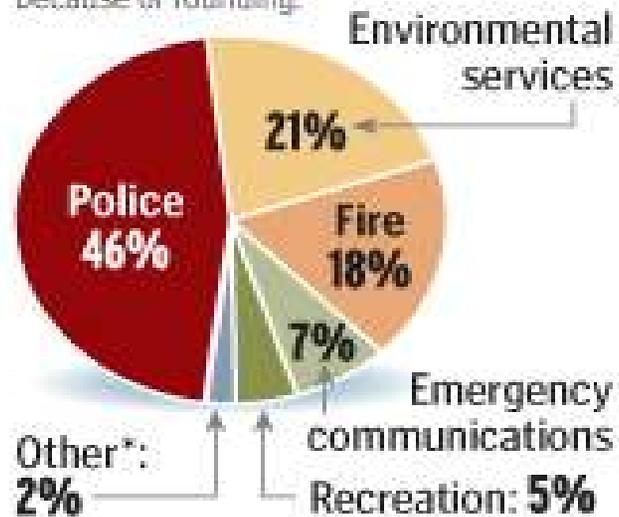
Overtime in the Rochester Police Department is rising, fueled by personnel shortages and special events staffing. Police account for the greatest source of overtime in city government. See chart of fiscal year 2005-06 at lower right.

City police overtime



City department overtime

Percentages do not add up to 100 percent because of rounding.



* Administration, finance, library and economic development

SOURCE: City of Rochester

KEVIN M. SMITH staff artist

Recent Success

As of 9/1/07, the MPD has reduced overtime
23% YTD from 2006.*

- 31% reduction in overtime related to attending meetings. (*Lieutenant OT reduced significantly -38%*)
- 41% reduction in overtime related to covering investigative review on Saturdays (*now done on duty*).
- 69% reduction in overtime related to replacement staffing for mandatory comp time use *per contract* by scheduled officers.

* This figure does not include overtime accrued as a result of the I35W bridge collapse.

City	Operating Budget	% OT Budget	OT Per Officer	# Sworn	Population	#Officers to population
Albuquerque, NM PD	\$ 130,500,000	4.60%	\$ 7,075	848	425,000	1/501
Cincinnati, OH PD	\$ 95,931,271	6.50%	\$ 5,983	1,057	378,000	1/358
Colorado Springs, CO PD	\$ 73,001,812	2.30%	\$ 3,001	578	402,417	1/696
Kansas City, MO PD	\$ 195,644,909	3.10%	\$ 4,526	1,359	445,113	1/327
Lexington, KY Division of Police	\$ 49,600,000	3.70%	\$ 3,339	550	273,000	1/496
Memphis, TN PD	\$ 193,247,385	6.40%	\$ 5,919	2,087	682,000	1/327
Mesa, AZ PD	\$ 138,141,301	3.40%	\$ 5,469	855	400,363	1/468
Miami, FL PD	\$ 117,847,796	5.60%	\$ 5,950	1,112	358,548	1/322
Milwaukee, WI PD	\$ 214,065,388	5.60%	\$ 5,622	2,135	596,974	1/280
Oakland, CA PD	\$ 182,023,399	6.30%	\$ 14,321	803	372,000	1/463
Omaha, NE PD	\$ 90,375,909	1.58%	\$ 1,873	764	400,000	1/524
Pittsburg, PA PD	\$ 66,641,777	10.60%	\$ 6,471	1,100	350,190	1/318
Sacramento, CA PD	\$ 117,859,557	1.75%	\$ 3,222	643	406,000	1/631
St. Louis, MO PD	\$ 131,795,000	3.24%	\$ 2,879	1,487	348,189	1/234
St. Paul, MN PD	\$ 43,671,000	4.50%	\$ 3,434	579	275,000	1/475
Tampa, FL PD	\$ 122,037,060	2%	\$ 2,498	1,002	315,000	1/314
Tucson, AZ PD	\$ 170,666,650	2.80%	\$ 4,388	1,112	538,096	1/484
Tulsa, OK PD	\$ 77,421,000	4%	\$ 3,940	786	379,587	1/483
Wichita, KS PD	\$ 64,847,700	1.14%	\$ 1,148	646	380,000	1/588
Mean		4.16%	\$ 4,793	1,026	406,604	1/399
Minneapolis, MN PD	\$ 121,247,539	2.80%	\$ 3,977	862	382,000	1/443

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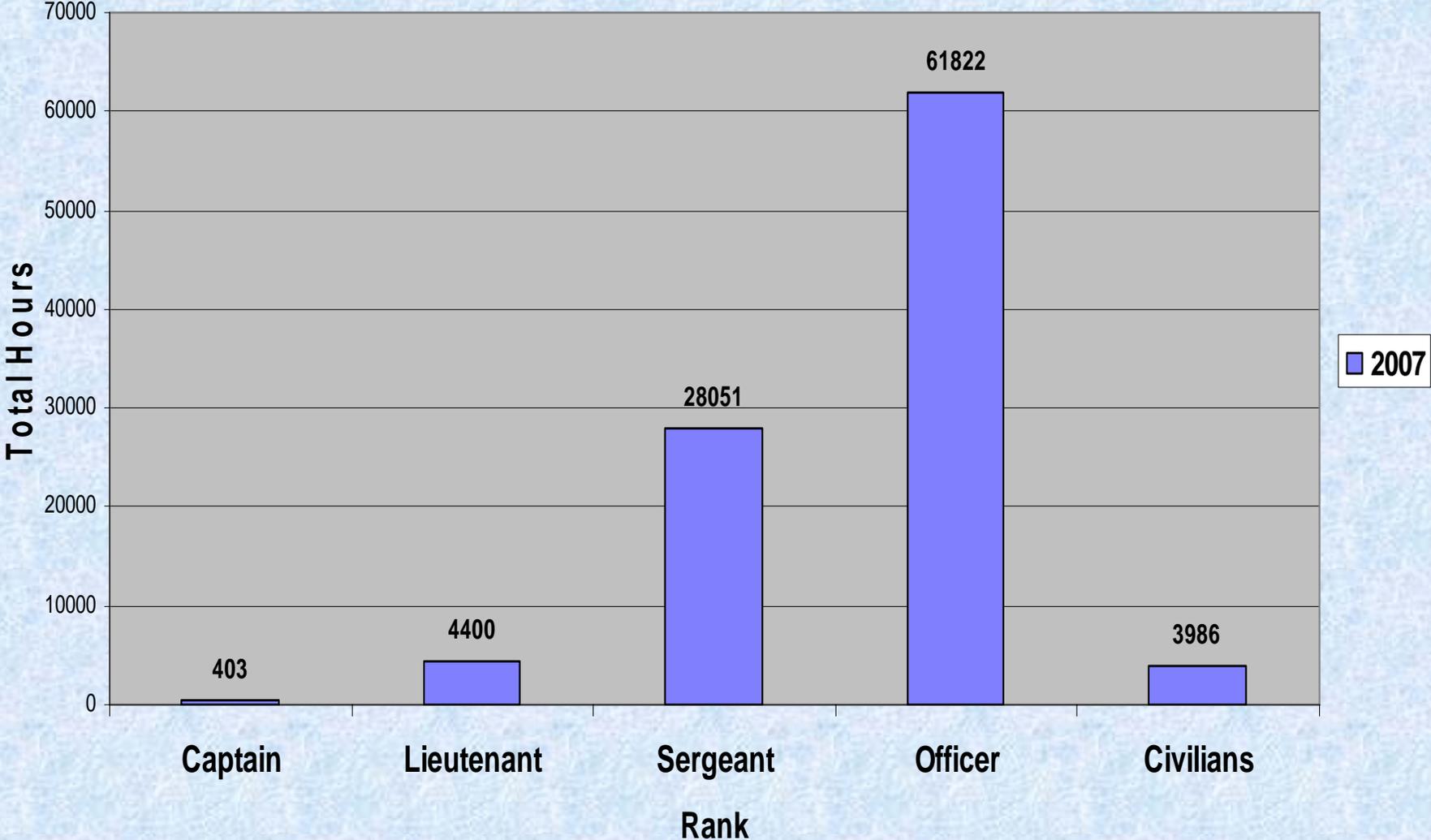
MPD overtime allocations:

Year	Adopted Budget	OT Allocation	% of Budget	Actual Overtime	Actual % OT
				General Fund	
1996	\$68,598,683	\$2,677,222	3.90%	\$2,272,105	3.31%
1997	\$77,216,097	\$2,600,652	3.37%	\$3,083,688	3.99%
1998	\$80,179,416	\$2,150,738	2.68%	\$2,867,764	3.58%
1999	\$81,729,253	\$0	0.00%	\$2,551,261	3.12%
2000	\$87,596,482	\$2,431,951	2.78%	\$2,855,513	3.26%
2001	\$90,797,569	\$2,378,342	2.62%	\$3,139,582	3.46%
2002	\$92,943,978	\$2,455,637	2.64%	\$2,778,308	2.99%
2003	\$98,030,798	\$2,530,416	2.58%	\$2,310,783	2.36%
2004	\$89,445,997	\$1,746,940	1.95%	\$2,442,001	2.73%
2005	\$94,749,237	\$2,334,565	2.46%	\$3,625,795	3.83%
2006	\$107,525,757	\$2,714,174	2.52%	\$5,627,239	5.23%
2007*	\$112,096,069	\$2,768,458	2.47%	\$2,931,585	2.62%
2008 <i>Proposed</i>	\$121,247,539	\$3,374,553	2.78%		

*YTD thru 9/1/07
(includes Pd OT / Comp
banked)

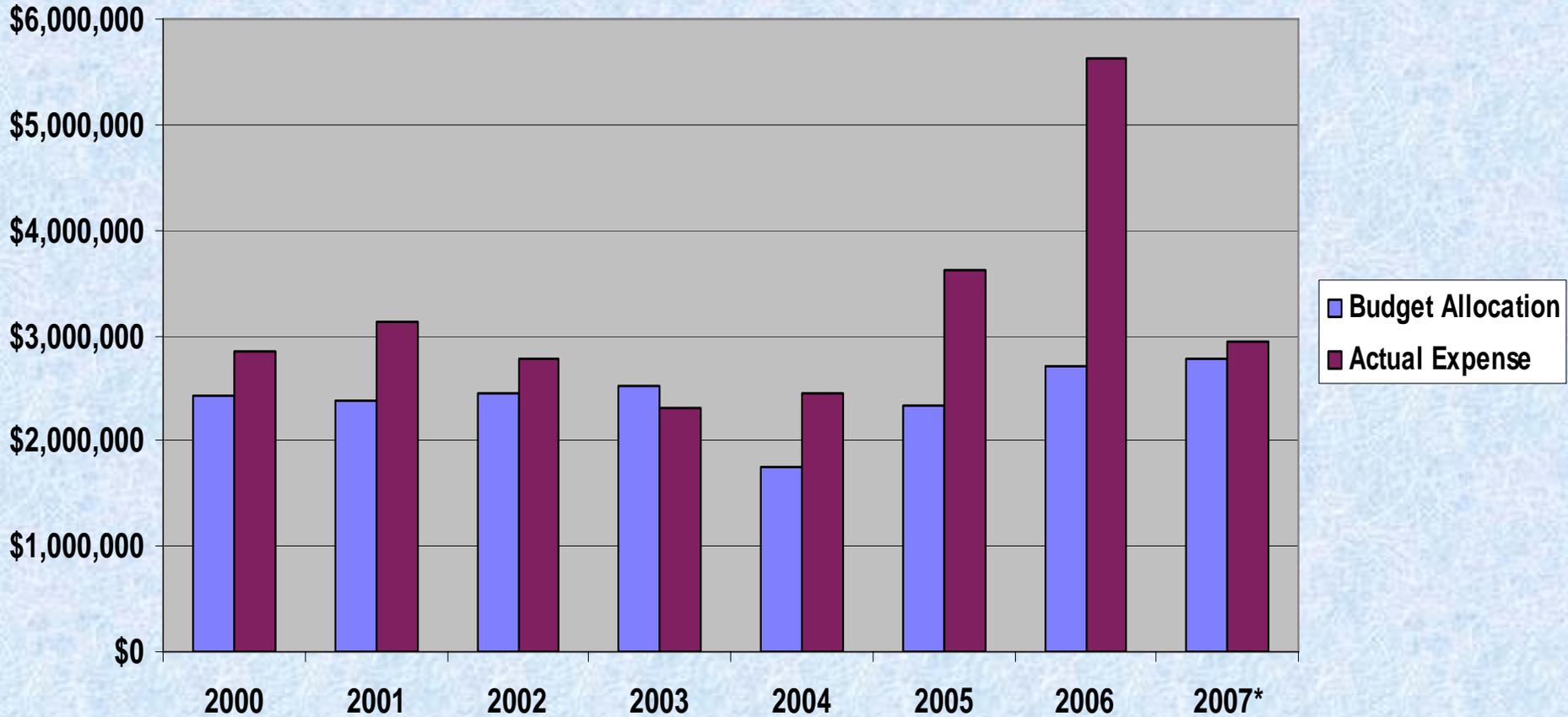
2007 YTD MPD overtime by rank:

Through 9/1/07

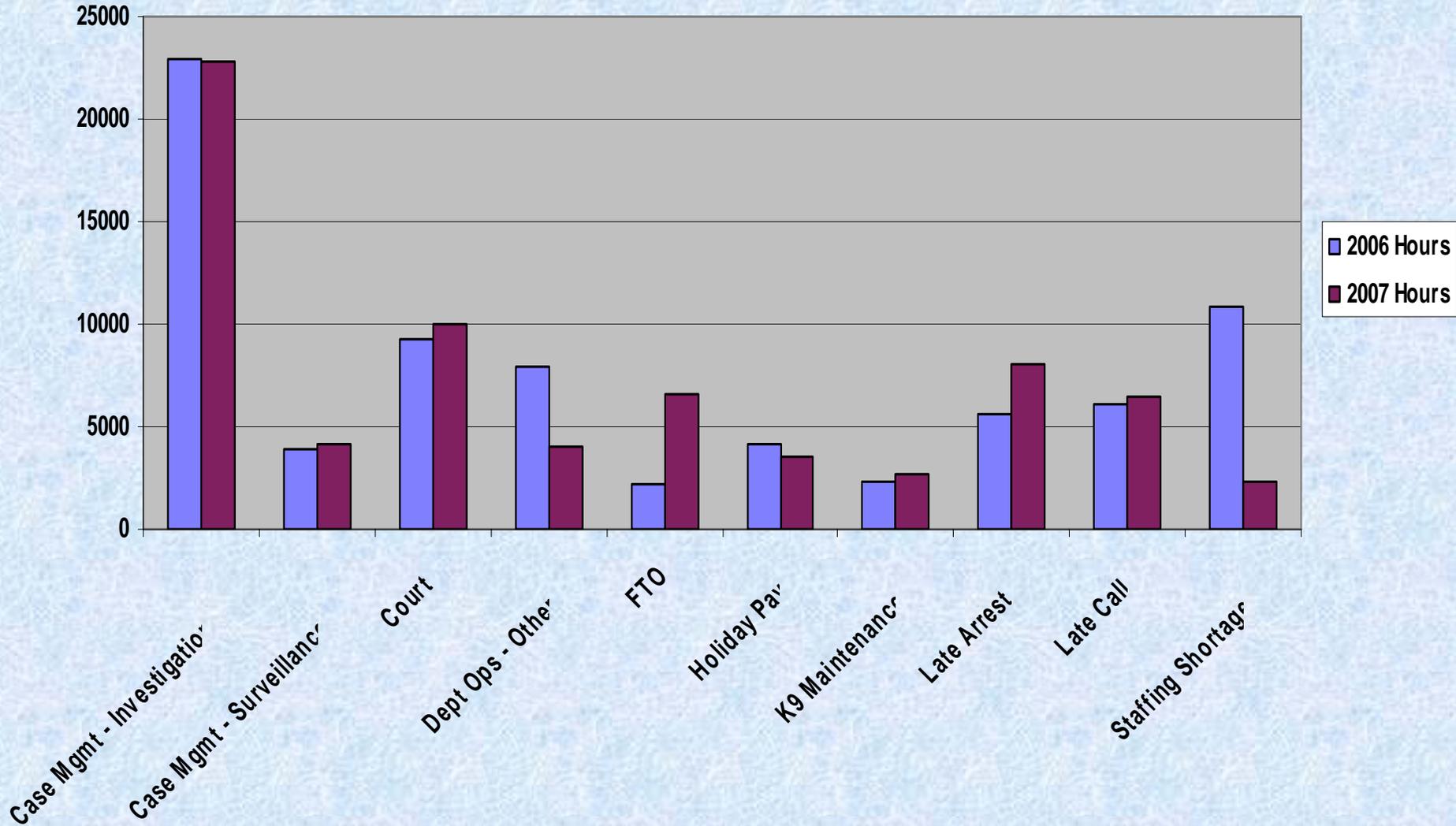


MPD Historical OT Expense By Year

2007 Through 9/1/07



OT By Highest Activity- *Top Ten*



MPD 2007 Budget overages:

- **Contractual Services:**
 - (ITS costs, Shotspotter, Jail Fees, Cameras, CAD, etc.) = \$3,960,342.
- **Salaries:** MPD contract= \$1,063,123.

Sources of significant and acceptable overtime:

- **Unexpected surges in police activity**
 - Increased 911 calls
 - Homicides or other significant crimes
 - Civil disturbances
 - Late Arrests/Calls
 - Disasters
- **Case Investigations**
 - High profile and/or significant cases such as homicides, robberies, etc.

Sources of significant and acceptable overtime:

- **Special Events and Dignitary Visits**
- **Court**
 - Especially for night shift officers
 - Labor agreements and court scheduling make managing this type of overtime difficult.
 - Increased arrests mean more court, jail fees, investigative costs.

Other sources of overtime:

- **Training**
- **Meetings**
- **SWAT**
- **Details** (Honor Guard, K-9 Maintenance)
- **FTO** (Field Training Officers)

Complications in reducing overtime:

- **Labor agreements-** Specific requirements must be met.
- **Court requirements/scheduling-** Night shift officers need to come in for day time court. Also court schedules often change.
- **Unexpected surges in police activity-** Surges in call load or specific calls can quickly drain resources. (*Late arrests and/or calls*)

Labor Agreement:

- Allows for overtime for any hours worked beyond regular shift hours at 1.5 hourly rate.
- Generally, flexing start times is not allowed.
- Once schedule is posted it cannot be changed without incurring overtime.
- Call in for court results in a minimum of 4 hours overtime per officer.
- If officer is not called in for court but placed on standby, this results in straight hourly rate for all hours on standby.

Labor Agreement:

- Allows for accumulation of up to 60 hours of comp time.
- Comp time is bought down to zero once per year (*October*).
- Requires employer to grant requests for use of accumulated comp time with 7 day notice (per FLSA and labor agreement).
- Shift extensions, holdovers, call backs all result in overtime.
- Certain Holidays result in overtime.

Labor Agreement:

- Field Training Officers earn 1.25 hours/shift for training new recruits per labor agreement.

85 shifts @ 1.25 hours = 106.25 hours x 35 recruits = 3718 hours @ \$30/hr = \$111,540

- Posted shift hours can only be changed twice per year.

Best practices for managing police overtime:

- Overtime tracking and management reports.
- Strict policies governing overtime
 - i.e. prior approval.
- Reducing comp time vs. paid overtime.
- Staffing heaviest at peak times of day and days of week.
- Eliminating overtime where no immediate need exists.

Best practices for managing police overtime:

- Strict supervisory review of overtime.
- Need to set realistic overtime budget.
- Fill vacancies.
- Recover more costs from events requiring extra staffing such as community festivals.
- Acknowledge that some overtime is inevitable in policing.

Managing overtime in the MPD:

- Bi-weekly overtime reports are distributed and reviewed by commanders.
 - Tracks individual, unit, and type of overtime.
- Comp time cap reduced in last contract to 60 hours from 100 hours.
- Overtime policies have been modified
 - Reducing/eliminating OT for meetings, training
 - Prior approval needed for OT
 - Non-specific (Misc.) OT activity codes have been eliminated.

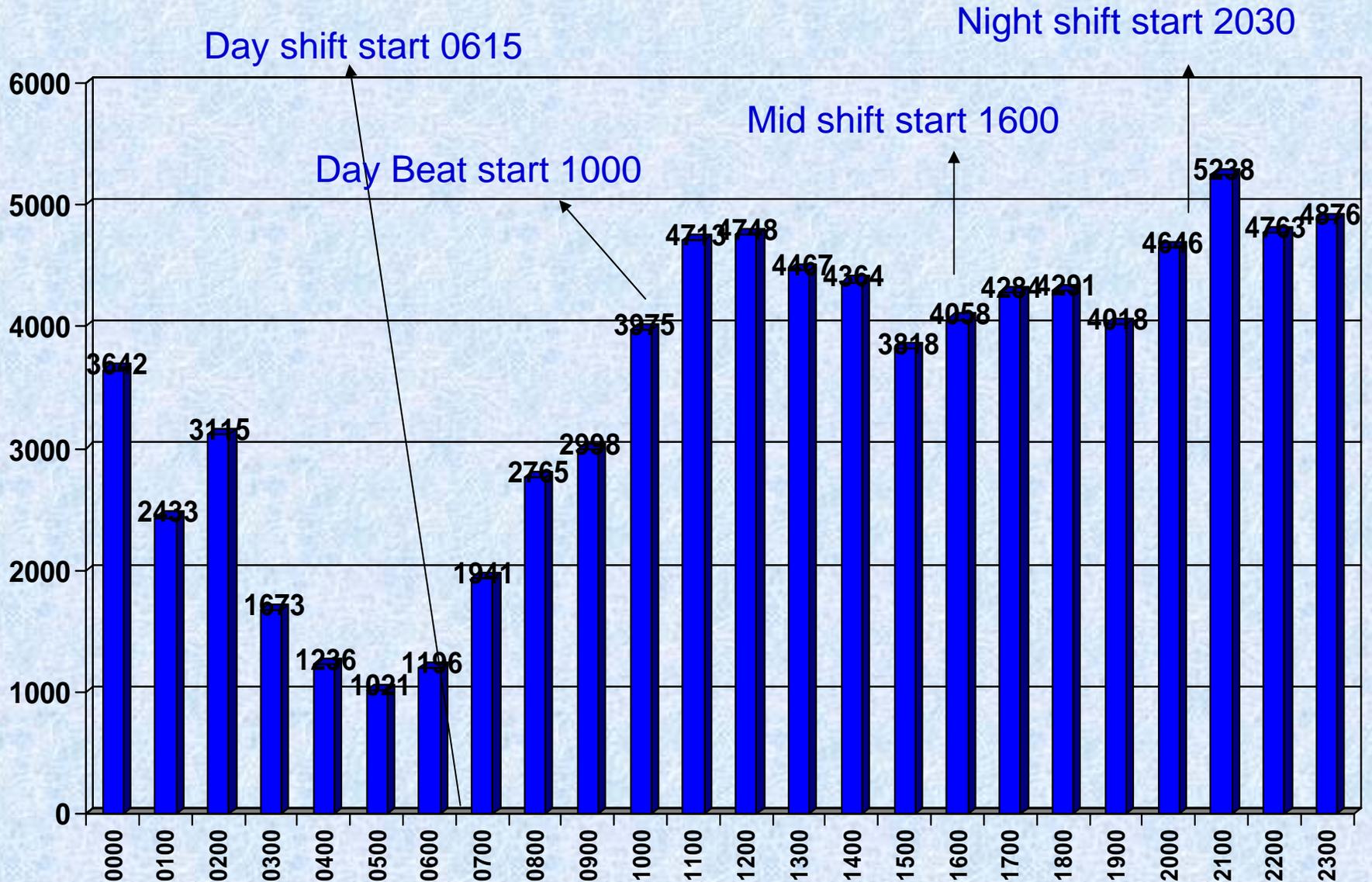
Managing overtime in the MPD:

- Investigative schedules have been modified to reduce overtime.
 - i.e. Saturday duty, adjusting shift hours, etc.
- Attending and Instructing training is done on special duty rather than for overtime whenever possible.
- OT has been reduced for dignitary visits and special events by streamlining routes, utilizing off duty hires and working with event planners.

Managing overtime in the MPD:

- Staffing is heaviest on days, and at times when call load and crime typically peaks.
- MPD has worked with City and County Attorney on standby for court and subpoenas to assure that only those officers who are needed are called. More work is needed.
- Call load and crime stats reviewed by each precinct commander prior to setting yearly shift hours. *(See next slide)*

Example: 3rd Precinct CFS by Hour January 1-September 12, 2005



What is needed:

- Continued scrutiny of overtime by MPD command staff.
- Obtaining realistic annual OT budget based upon staffing and other projections.
- Increased supervisory controls on overtime.
- Continued work on court overtime and scheduling
 - Matching days off requests to subpoenas

What is needed:

- Negotiate changes in labor agreement to further reduce or eliminate comp time as well as other changes allowing for more flexibility in scheduling.

“Overtime can be successfully controlled through a combination of analysis, record keeping, management, and supervision.”

-1998 National Institute of Justice study: Police Overtime, An Examination Of Key Issues. David H. Bayley and Robert E, Worden, May 1998.

References

Police Overtime: An Examination of Key Issues. David H. Bayley and Robert E. Worden. National Institute of Justice Research in Brief. May 1998

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