



Trumbull Police Department Overtime Follow-up

TOWN OF TRUMBULL, CT

December 2, 2015
Therese Keegan, Internal Audit

Table of Contents

Transmittal Letter	2
Executive Summary	3
Background	3
Methodology	4
Observations & Recommendations	4 – 7
Comparative Information	7
Summary	8



December 2, 2015

Mrs. Elaine Hammers, Chairperson
Town of Trumbull Board of Finance
5866 Main Street
Trumbull, CT 06611

Dear Mrs. Hammers:

I respectfully submit the attached report entitled Trumbull Police Department Overtime Follow-up. The objectives of the report are to:

1. Evaluate the Trumbull Police Department overtime management
2. Review compliance with regulations and labor contracts
3. Identify the causes and drivers for overtime costs
4. Evaluate the potential for overtime reduction
5. Provide an action plan and next steps for potential overtime reduction

This report was a joint effort with Michael Lombardo, Trumbull Chief of Police. I would like to thank him and his staff for their cooperation and assistance in preparing this document.

Respectfully submitted,

Therese Keegan
Internal Audit

Executive Summary

In November 2014 a review of Police Department overtime was presented to the Town of Trumbull Board of Finance. In an effort to decrease police overtime, the report offered four observations with 15 separate recommendations designed to achieve the following goals:

- Reliable budgeting and monthly overtime review
- Timely, expedited hiring process
- Expanded use of part-time sworn officers and civilian personnel
- Implementation of automated time keeping system including improved management reports
- Assignment of calls to officers with sufficient time on regular shift
- Limit compensatory time / limited duty status

In general the Department agreed with recommendations except where recommendation implementation would conflict with the Trumbull Police Union contract. The Department's sworn personnel are represented by the Trumbull Police Union Local 1745 Council #15, AFSCME, AFL-CIO. Civilians employed by the Police Department are represented by UPSEU, LOCAL 424, (MATE).

Background

The Trumbull Police Department has budgeted 78 sworn officer positions for fiscal year 2015-16 but is not currently fully staffed. The Department pays officers overtime and premium pay based on contractual obligations negotiated with the collective bargaining unit.

The Police Department's union contract was extended for 2015/2016 and will be renegotiated for the period beginning July 1, 2016. The extension provided a 2.5% salary increase which in itself could raise overtime by 3.75%.

Overtime has been incurred as follows:

<u>FYE</u>	<u>Amount</u>
6/12	613,868
6/13	707,632
6/14	704,021
6/15	675,042

In January 2015, the Town employed Michael Lombardo as the new Chief of Police. Subsequently, Board of Finance requested Chief Lombardo compile and analyze six months of overtime cost, now complete, and the substance of this report.

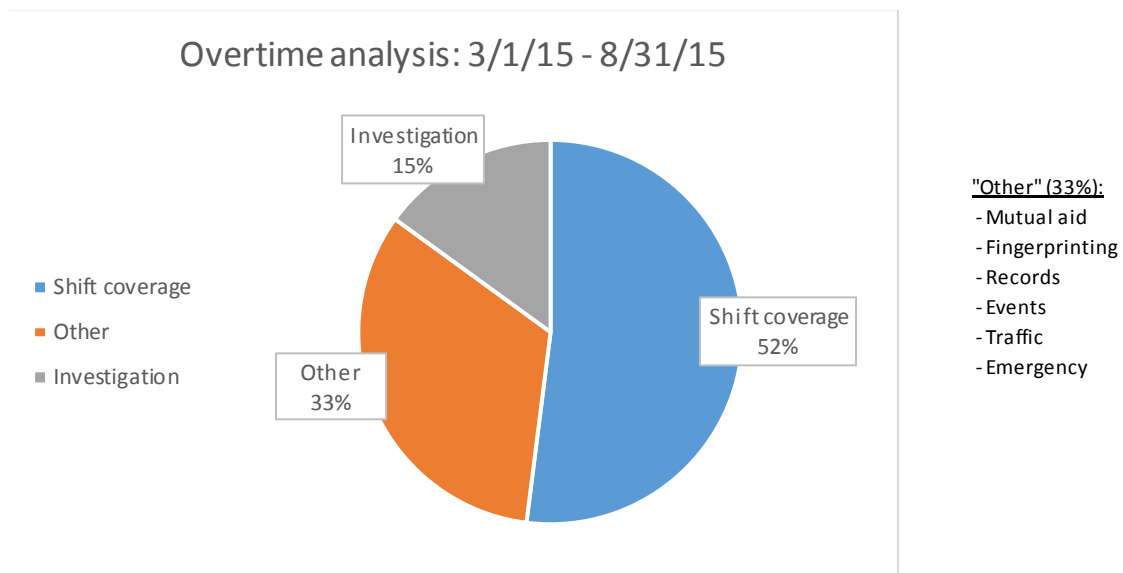
Methodology

Reviewed budget and actual cost of overtime historically, and detailed overtime drivers for the six months ended September 2015. This analysis provided insight to the current manual overtime request and approval process, as well as an understanding of the accounting systems utilized and the associated reports available for overtime review and planning purposes.

- Reviewed current union contract to determine compliance requirements; highlighted clauses that drive overtime costs which should be considered during future negotiations.
- Engaged Police Departments of proximate towns to obtain comparative information.
- Investigated software solutions designed to accommodate the special needs of Police Departments.
- Formulated next steps to improve overtime management and potentially reduce overtime costs on a go-forward basis.

Observations & Recommendations

The following chart provides the analysis of overtime incurred for the six month period ended August 31, 2015; we will review **Shift Coverage**, **Other** and **Investigations** as they are the significant drivers.



1. 52% of overtime cost is driven by minimum shift coverage requirements:

- A. Overtime is attributable to the lack of officers available to meet minimum staffing requirements on patrol shifts. The Department utilizes three work shifts a day:
- 8am-4pm with 7am-3pm overlap
 - 3pm-11pm with 4pm-12am overlap
 - 11pm-7am with 12pm-8am overlap

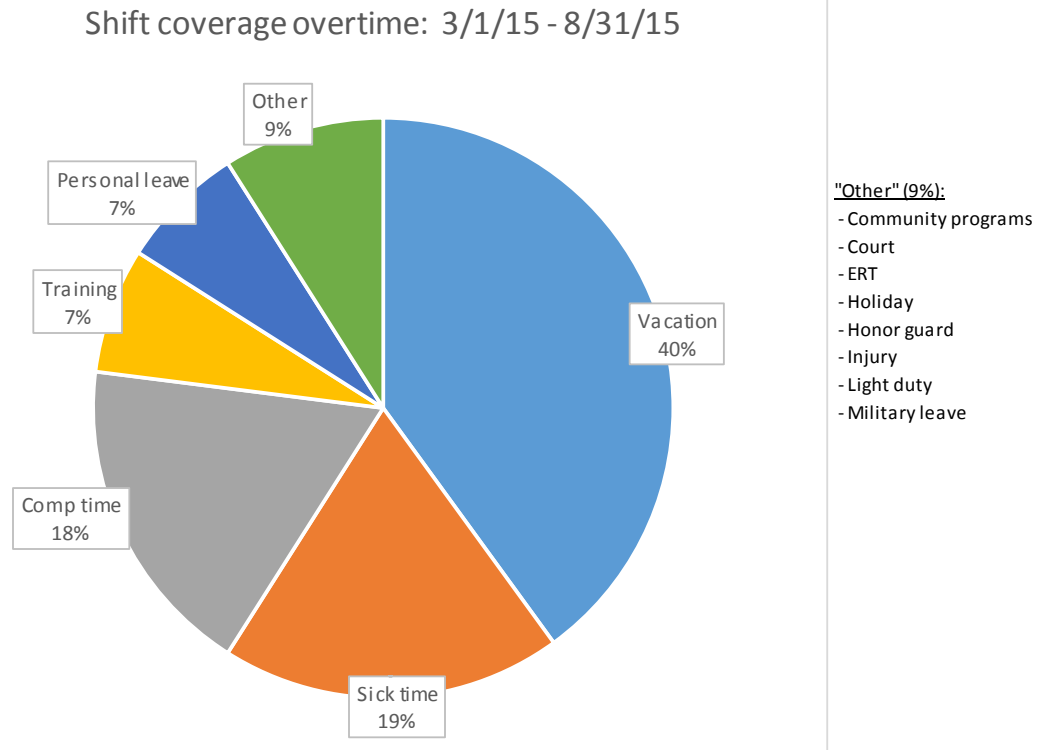
The Trumbull Police Department has budgeted 78 sworn officer positions for fiscal year 2015-16 but is currently staffed as follows:

Workforce authorization	78
Vacancies - 2 officers, 1 dispatcher	(3)
Recruit training	(2)
Sick/injury leave (fluctuates)	<u>(5)</u>
	<u>68</u>

Additionally, twenty-seven officers (35% of force) are eligible to retire at any time.

- Recommendation:** Recruitment and hiring has been slow to occur and once hired, by State law, new officers require 10 - 12 months training before they are eligible for regular duty. The original 2014 Police Overtime audit recommended the Human Resources Department increase hiring and recruitment efforts and place a high priority on filling officer vacancies; the hiring process needs to be expedited. Recruitment, preliminary interviews and testing should be completed in advance of scheduled transfer and retirement dates. The balance of the hiring requirements, such as secondary interviews, background checks, etc. would only progress once hiring dates became imminent. Recommendation requires implementation.

B. Contractual time-off clauses limit the Police Department’s ability to meet minimum staffing requirements. The following chart provides the analysis of shift coverage overtime cost:



The following analysis identifies the root cause of all significant components of shift coverage overtime are driven by current union contract compliance.

Category	%	Contract driven	Contract limit
Vacation	40%	Yes	Now 5; up to 7 weeks if grandfathered
Sick time	19%	Yes	Unlimited up to 1 year
Comp time	18%	Yes	Up to 300 hrs
Personal leave	7%	Yes	3 days/year
Training	7%	Yes	State unfunded mandates
	<u>91%</u>		

Calling in sick takes on a whole new meaning for Police Department scheduling. To properly ensure public and officer safety, levels of staffing are mandated by union contract, so someone's hours will need to be extended, or someone will have to be called in to cover an officer out sick. Per union contract, overtime must be awarded to "next in line".

Determining "next in line" is currently a manual, time consuming process complicated by these same time off provisions. Officer after officer "next in line" may be utilizing personal time, vacation, sick time, unlimited per union contract, or compensatory time, repaid at time and 1/2.

Per union contract, sick time usage is reviewed for abuse and patterns of use. Additionally, if sick in excess of 3 days, a doctor's note is required. So although sick time is "unlimited up to 1 year" on average, use is as follows over the past two years:

Year	Average days used	Average excluding long-term illness
2014	10.25	4.79
2015	8.99	4.77

- **Recommendation:** When the new contract is negotiated, the effect of contractual time-off clauses must be realistically considered, especially with regard to cash payments for compensatory hours rather than repayment at 1 ½ time off. Revisions to current practice, if deemed necessary, could be enacted to affect current workforce, or might be negotiated to only affect new hires.
- **Recommendation:** Union contract should be simplified to allow automated scheduling. Software is available, some specific to Police Departments, designed to schedule efficiently and cost effectively. Current scheduling process is manual and time consuming as contract complexity requires excessive time be spent on determining the hierarchical order of "next in line" for overtime.

2. 33% of overtime cost is driven by “Other” which is primarily comprised of:

- Mutual aid (65%) – emergency assistance to proximate towns
- Fingerprinting (18%) – now 4 FTE, was 8; one position will fill end of October
- Records (13%) – remain short 1 full-time records clerk
- All other (4%) - event coverage, traffic assignments, emergency, etc.

15% of overtime is driven by Investigations - incurred when there is a sense of urgency, when time is of the essence, or when public safety is at risk.

These responsibilities are non-discretionary and must be completed timely by the available workforce even if overtime is incurred.

- **Recommendation:** Again, the Human Resources Department must increase hiring and recruitment efforts and place a high priority on filling officer and support staff vacancies; the hiring process needs to be expedited.

Comparative Information

In an effort to share experience and best practices and to benchmark Trumbull’s overtime drivers and cost, Police Departments of proximate towns were contacted for information.

Town	Population 2012	Households 2012	# of Police Officers	2015 Overtime		2016 Budget	Max Comp hours	Max Vacation	Max Sick time
				Budget	Actual				
Monroe	19,529	6,530	43	\$285k	\$292k	\$260k	60	25	Unlimited
Westport	26,516	9,382	64	\$1.1 mil	~\$900k	\$1.2 mil	120	25	12 days
Trumbull	36,008	12,140	78	\$525k	\$670k	\$625k	300	42	Unlimited to 1 year
Shelton	39,641	15,019	49	\$643k	\$466k	\$660k	NA	18	12 days
Stratford	51,440	20,169	108	\$889k	\$1.1 mil	\$970k	256	28	Was unlimited, now 15 days
Fairfield	59,562	20,227	108	\$2 mil	\$2.3 mil	\$2.37 mil	300	28	120 days

Trumbull is closest to Shelton in population, number of households and cost of overtime, but closest to Westport in number of Police Officers. Westport’s population 74% that of Trumbull, but overtime budget is almost double for both 2015 and 2016, in spite of Westport’s lower allowances for comp time accumulation, vacation days and sick time. Of the 5 towns providing information, only Monroe, with a population approximately half that of Trumbull’s has a lesser budget for overtime.

Consistent monitoring and “tone at the top” contribute to the effective effort of limiting overtime cost. The tone at the top is often considered to permeate an entire organization, and is considered a prerequisite of internal control, solid governance and ethical conduct. During this 6 month report period, not only was overtime escalation halted, an estimated \$30,000 was saved. This is at least in part due to the diligence and messaging of PD senior management.

- **Recommendation:** Senior Management must continue to monitor time off and overtime and consistently provide staff guidance and feedback. An automated system will simplify approval, scheduling and monitoring, and allow for improved analysis of overtime drivers and comparative information.

Summary

This report is the result of the manual compilation and analysis of information. The ongoing effort is time consuming for the Department and it requires redundancy of effort, but it is currently the only way available for them to effectively manage their scheduling and overtime. The manual analysis is helpful but reactive, as it is prepared after the overtime is incurred. Additionally, the analysis does not provide a multi-dimensional view; it presents information as a cause and effect relationship when often overtime may be driven by a chain of scheduling events rather than by the effect of a single incident. The exploration of department specific software has been undertaken as a means of proactively managing, reporting and monitoring overtime in an efficient and cost effective manner.

Finally, we must consider that the Trumbull Police Department is the face of our community. Like any progressive police department, the Trumbull Police Department assists other towns, ensures event safety, educates, and performs community outreach.

- The Department must address heightened public safety concerns by educating residents and business owners on such topics as:
 - identifying suspicious activity
 - fraudulent acts
 - identity theft
 - a variety of scams

In 2014, 102 cases of identity theft and fraud were reported to the department. So far in 2015 over 200 incidents have been reported. Senior centers, shopping areas and local organizations such as the YMCA have requested the Department schedule time to perform this outreach, as awareness is key.

- The Trumbull Mall has more than eight million visitors a year and now demands a constant police presence and rapid response to emergency calls ranging from medical to civil disturbance matters.
- Public and private industries are requesting site specific security assessments of business facilities. Assessments are time consuming and require written reports to the owner. Industries are calling upon the Department to review emergency planning and to present security information and lockdown procedures to employees.

Public safety now demands increased police presence and security assistance. The Police Department considers education and outreach as non-discretionary. The town must consider whether they agree.