

# **MPD Overtime**

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# Overtime in the Metropolitan Police Department

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District of Columbia Act 15-487, the "Fiscal Year 2006 Budget Support Act of 2004," subtitle E, "FY 2006 Budget Submission Act of 2004" section 1042 [c] requires that:

"The Mayor shall include, as a special study, with the fiscal year 2006 budget submission to Council, a study of expenditures by the Metropolitan Police Department, looking particularly at the use of overtime, broken down into the following categories:

- (1) Sworn versus civilian staff;
- (2) Local versus federal funding sources;
- (3) New program implementation versus court related mandates; and
- (4) Trends over the past five years as well as comparable expenditures in other jurisdictions."

The Office of the City Administrator on behalf of the mayor retained **Public Financial Management** to conduct the required study. The following pages reproduce the report in its entirety.



# **Metropolitan Police Department Overtime Assessment FY2006 Budget Support Act Analysis**

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## About This Presentation



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# About This Presentation: Purpose and Organization



- The Assignment: Assessment of overtime in the Metropolitan Police Department (MPD)
  
- In the FY2006 Budget Support Act, DC Council legislated an analysis of overtime in four key areas:
  - Overtime (OT) for sworn vs. civilian personnel
  - Federally reimbursed vs. locally funded OT
  - New program implementation vs. court-related mandates
  - Five-year trends and comparison with similar cities

# About This Presentation: MPD Overtime Reduction History and Opportunities



- Total overtime expenditures have remained relatively constant – between \$23M and \$26M – since FY2000, while locally-funded MPD overtime has dropped, from \$24M in FY2002 to \$13M in FY2004. MPD has access to the Emergency Planning and Security Cost Fund, set aside by the federal government to defray costs incurred by District agencies for security events unique to being the nation’s capital
  
- MPD is pursuing a number of initiatives to further contain locally-funded overtime
  1. The Public Safety Agency Reform Act has strengthened MPD’s ability to increase the amount of policing it provides by accelerating the separation process for officers that remain on non-full duty status for more than 171 days
  2. The Papering Reform Information Technology Enhancement (PRITE) will automate modifications developed to improve to the papering process
  3. Court Key was established to increase the number of court appearances that are scheduled during an officer’s regular tour of duty
  
- While progress is being made, more can and should be done, particularly in the following areas:
  - Leveraging civilianization to generate overtime savings;
  - Using technology to support overtime management;
  - Maximizing reimbursements from local and federal sources; and
  - Containing court overtime spending

# Analysis Methodology



# Analysis Methodology: Data Collection and Constraints



- Data was collected from multiple sources
  - System of Accounting and Reporting (SOAR) – Overtime expenditures
  - Office of Payroll and Retirement – Payroll by employee type
  - Office of the Chief Financial Officer Overtime Report – Overtime hours
  
- Data collection presented numerous challenges
  - Data integration due to multiple sources
  - Differences in reporting conventions across comparative cities
  
- Key definitions were agreed upon to establish baseline
  - Locally-funded overtime: Non-reimbursed + Court + Non-court
  - Federally-funded overtime: Grants + federal reimbursements

# Analysis Methodology: Data Integration



- No one system in the District of Columbia contains all data for overtime analysis.
  
- SOAR is the primary source of expenditure data, and was the foundation for the following analyses
  - Overtime expenditures by employee type: Percentage of pay to civilian and sworn employees (payroll data) multiplied by total overtime expenditures
  - Overtime expenditures by category: Percentage of overtime hours (MPD-OCFO overtime report) for each category of overtime multiplied by total overtime expenditures
  
- While other methods used for overtime reporting may be reasonable, SOAR is the District's official record of accounting, and is the foundational data source of this analysis

# Analysis Methodology: Data Definitions



- For the purposes of this analysis, overtime expenditures were grouped into two broad categories: 1) Reimbursed and 2) Non-Reimbursed Overtime
  
- Reimbursed Overtime expenditures can be distinguished by the source of the funding
  - Federal: Expenditures for which the District receives reimbursement from federal sources. These expenditures are divided between two subcategories:
    - Grant – Overtime expenditures in this subcategory are charged to specific federal grants
    - Special Events – MPD may receive federal reimbursement for specific events or occurrences (i.e., Anti-War Protests, Elevated Security Alerts and Ronald Reagan funeral)
  - Local: Expenditures in this category are reimbursed by private and non-profit entities (“vendors”) and are typically accounted for as O-Type revenue

# Analysis Methodology: Data Definitions



- Non-Reimbursed Overtime - This category encompasses all overtime expenditures borne by the District's General fund. Under this grouping are the following subcategories:
  - Court Overtime – This category includes overtime incurred for officers summoned for court-related activities
  - Non-Court Overtime
    - Callback – Overtime for events that require officers to return to work, or continue to work, before or after the completion of a tour of duty
    - Public Exigency – Additional hours worked by employees that are the result of a public emergency or catastrophe
    - New Program Implementation – Additional hours pertaining to policing initiatives that address acute and long-standing public safety issues
    - Special Events - Overtime in support of large events, typically related to demonstrations, protests and sporting events
    - Other – All other types overtime fall into this category (i.e., Holiday)

# Analysis Methodology: Interviews



- Interviews were conducted with a broad range of officials representing various elements of the District of Columbia criminal justice system, including:
  - Metropolitan Police Department
  - Deputy Mayor for Public Safety and Justice
  - Office of the Chief Financial Officer
  - United States Attorney’s Office
  - District of Columbia Superior Court
  - Office of the Chief Technology Officer
  - Criminal Justice Coordinating Council
  - Council on Court Excellence
  
- A detailed list of all interviewed individuals can be found in the Appendix A of this report

# Overtime Results, Trends and Comparisons



# Overtime Results, Trends and Comparisons: FY2000 – FY2004 Expenditures and FTEs



- Total OT Expenditure has increased from \$23.0M in FY2000 to \$26.0M in FY2004
- Staffing levels have recovered from reductions in FY2001

## Overtime Expenditures

Fiscal Year		Total Overtime		Reimbursed		Non-Reimbursed	
		Expenditures	% change	Expenditures	% change	Expenditures	% change
FY2000	actual	\$23,013,890		\$2,839,155		\$20,174,735	
FY2001	actual	\$24,575,487	6.8%	\$4,376,553	54.1%	\$20,198,934	0.1%
FY2002	actual	\$28,101,690	14.3%	\$3,894,324	-11.0%	\$24,207,366	19.8%
FY2003	actual	\$25,763,463	-8.3%	\$14,667,044	276.6%	\$11,096,419	-54.2%
FY2004	actual	\$25,997,373	0.9%	\$14,486,445	-1.2%	\$11,510,928	3.7%
FY2005	budget	\$19,630,939	-24.5%				

Sources: Total Overtime and Non-Reimbursed Overtime (SOAR), Reimbursed Overtime = Total Overtime less Non-Reimbursed Overtime.

## Full-Time Equivalent (FTEs)

Fiscal Year		FTEs	% change
FY2000	actual	4,454	
FY2001	actual	4,329	-2.8%
FY2002	actual	4,367	0.9%
FY2003	actual	4,399	0.7%
FY2004	actual	4,501	2.3%
FY2005	budget	4,482	-0.4%

Sources: Schedule A data (MPD-OCFO)

# Overtime Results, Trends and Comparisons: Key Findings – Expenditures and FTEs



- There was a 13.0% increase in Total OT expenditures from FY2000 to FY2004, with fluctuations during this period
  - Grew by 6.8% from FY2000 (\$23.0M) to FY2001 (\$24.6M) and again by 14.3% in FY2002 (\$28.1M)
  - Fell 8.3% in FY2003, to \$25.8M, before increasing 0.9% to \$26.0M in FY2004
- The amount and share of Reimbursed OT increased from FY2000 to FY2004, with some variation:
  - Reimbursed OT increased by 410.2% from FY2000 (\$2.8M) to FY2004 (\$14.5M), and grew from 12.3% of Total OT in FY2000 to 55.7% in FY2004
  - Reimbursed OT Expenditures - increased 54.1% in FY2001 and 276.6% in FY2003, from previous years, and decreased 11.0% in FY2002 and 1.2% in FY2004, from previous years
  - Share of Total OT - climbed from 12.3% in FY2000 to 17.8% of Total OT in FY2001, fell to 13.9% in FY2002, increased sharply to 56.9% in FY2003, then declined to 55.7% in FY2004

# Overtime Results, Trends and Comparisons: Key Findings – Expenditures and FTEs



- Non-Reimbursed OT has fallen 42.9% from FY2000 to FY2004, with large changes during this period
  - Increased by 0.1% to \$20.2M in FY2001 from \$20.1M in FY2000
  - Grew 19.8% to \$24.2M in FY2002
  - Fell sharply (54.2%) to \$11.1M in FY2003, as OT reimbursements jumped 276.6% in FY2003 to \$14.7M, compared with \$3.9M in FY2002
  - Grew to \$11.5M in FY2004 (3.7% growth from FY2003) as federal reimbursements dropped 1.2% to \$14.5M from the FY2003 level
  
- At \$19.6M, the budgeted total OT for FY2005 is well below actual OT spending for five prior years. The average Total OT expenditures from FY2000 through FY2004 is \$5.8M above the FY2005 budget

# Overtime Results, Trends and Comparisons: FY2000 – FY2004 Expenditures (by Category)



- MPD overtime expenditures have remained relatively constant over the last five years
- This is in contrast to the number of overtime hours, which have shown a substantial decrease during the same time period

## Overtime Expenditures

	Reimbursed					Non-Reimbursed							Total	
	Federal			Local	Total Reimbursed	Local						Total Non Reimbursed		
	Grant	Federally Reimbursed	Total Federal			Court	Non-Court							
		Special Event		Special Events	New Program Implementation New Initiatives		Recurring Programs	Public Exigency	Callback	Other				
FY2000	\$2,452,233	\$0	\$2,452,233	\$386,922	\$2,839,155	\$6,160,522	\$4,947,575	\$3,877,027	\$2,749,759	\$1,428,067	\$282,158	\$729,627	\$20,174,735	\$23,013,890
FY2001	\$2,097,069	\$2,026,332	\$4,123,401	\$253,152	\$4,376,553	\$10,458,150	\$4,094,480	\$93,260	\$3,687,625	\$572,573	\$466,275	\$826,572	\$20,198,934	\$24,575,487
FY2002	\$2,461,347	\$0	\$2,461,347	\$1,432,977	\$3,894,324	\$9,145,843	\$6,422,665	\$163,138	\$2,397,871	\$4,679,827	\$373,797	\$1,024,226	\$24,207,366	\$28,101,690
FY2003	\$4,915,745	\$6,806,284	\$11,722,029	\$2,945,014	\$14,667,044	\$7,497,796	\$165,289	\$398,609	\$1,251,718	\$191,292	\$1,139,630	\$452,085	\$11,096,419	\$25,763,463
FY2004	\$5,281,856	\$4,834,323	\$10,116,179	\$2,984,662	\$13,100,842	\$6,671,422	\$847,532	\$1,228,515	\$814,157	\$655,488	\$784,284	\$509,530	\$11,510,928	\$24,611,770
FY2005														\$19,630,939

Sources: Total and Reimbursed Overtime (SOAR); Non-Reimbursed Overtime = Percentage of Overtime Hours for each category multiplied by the amount of Total Non-Reimbursed Overtime.

## Percentage of Overtime Expenditures

	Reimbursed					Non-Reimbursed							Total	
	Federal			Local	Total Reimbursed	Local						Total Non Reimbursed		
	Grant	Federally Reimbursed	Total Federal			Court	Non-Court							
		Special Event		Special Events	New Program Implementation New Initiatives		Recurring Programs	Public Exigency	Callback	Other				
FY2000	10.7%	0.0%	10.7%	1.7%	12.3%	26.8%	21.5%	16.8%	11.9%	6.2%	1.2%	3.2%	87.7%	100.0%
FY2001	8.5%	8.2%	16.8%	1.0%	17.8%	42.6%	16.7%	0.4%	15.0%	2.3%	1.9%	3.4%	82.2%	100.0%
FY2002	8.8%	0.0%	8.8%	5.1%	13.9%	32.5%	22.9%	0.6%	8.5%	16.7%	1.3%	3.6%	86.1%	100.0%
FY2003	19.1%	26.4%	45.5%	11.4%	56.9%	29.1%	0.6%	1.5%	4.9%	0.7%	4.4%	1.8%	43.1%	100.0%
FY2004	21.5%	19.6%	41.1%	12.1%	53.2%	27.1%	3.4%	5.0%	3.3%	2.7%	3.2%	2.1%	46.8%	100.0%
FY2005														100.0%

Sources: Total and Reimbursed Overtime (SOAR); Non-Reimbursed Overtime = Percentage of Overtime Hours for each category X the amount of Total Non-Reimbursed Overtime.

# Overtime Results, Trends and Comparisons: FY2000 – FY2004 Hours (by Category)



- MPD overtime hours have decreased from FY2000 levels
- MPD Court overtime hours have shown a gradual decline from FY2000 levels

## Overtime Hours

	Reimbursed					Non-Reimbursed							Total	
	Federal			Local	Total Reimbursed	Local						Total Non Reimbursed		
	Grant	Federally Reimbursed	Total Federal			Non-Court								
				Court	Special Events	New Program Implementation		Public Exigency	Callback	Other				
						New Initiatives	Recurring Programs							
FY2000	60,415	0	60,415	9,532	69,947	259,558	208,454	163,349	115,854	60,168	11,888	30,741	850,011	919,959
FY2001	51,665	49,922	101,587	6,237	107,823	260,425	101,959	2,322	91,828	14,258	11,611	20,583	502,986	610,810
FY2002	60,639	0	60,639	35,304	95,943	246,044	172,784	4,389	64,508	125,898	10,056	27,554	651,233	747,176
FY2003	109,608	151,986	261,594	65,722	327,316	170,775	3,765	9,079	28,510	4,357	25,957	10,297	252,740	580,056
FY2004	113,320	122,010	235,330	52,257	287,587	133,329	16,938	24,552	16,271	13,100	15,674	10,183	230,047	517,634
FY2005														

Source: MPD-OCFO & MPD TACIS data

## Percentage of Overtime Hours

	Reimbursed					Non-Reimbursed							Total	
	Federal			Local	Total Reimbursed	Local						Total Non Reimbursed		
	Grant	Federally Reimbursed	Total Federal			Non-Court								
				Court	Special Events	New Program Implementation		Public Exigency	Callback	Other				
						New Initiatives	Recurring Programs							
FY2000	6.6%	0.0%	6.6%	1.0%	7.6%	28.2%	22.7%	17.8%	12.6%	6.5%	1.3%	3.3%	92.4%	100.0%
FY2001	8.5%	8.2%	16.6%	1.0%	17.7%	42.6%	16.7%	0.4%	15.0%	2.3%	1.9%	3.4%	82.3%	100.0%
FY2002	8.1%	0.0%	8.1%	4.7%	12.8%	32.9%	23.1%	0.6%	8.6%	16.8%	1.3%	3.7%	87.2%	100.0%
FY2003	18.9%	26.2%	45.1%	11.3%	56.4%	29.4%	0.6%	1.6%	4.9%	0.8%	4.5%	1.8%	43.6%	100.0%
FY2004	21.9%	23.6%	45.5%	10.1%	55.6%	25.8%	3.3%	4.7%	3.1%	2.5%	3.0%	2.0%	44.4%	100.0%
FY2005														

Source: MPD-OCFO & MPD TACIS data

# Overtime Results, Trends and Comparisons: Key Findings – Expenditures (by Category)



- Total OT grew from \$23.0M in FY2000 to \$24.6M in FY2001
  - Driven by growth in Court OT (\$4.3M), Federally Reimbursed Special Events (\$2.0M) and Recurring Programs (\$1.0M)
  - Major decreases in New Initiatives (\$3.7M), Special Events (\$0.8M) and Public Exigency (\$0.8M)
  
- Total OT rose to \$28.1M in FY2002
  - Increases in Public Exigency (\$4.1M), Special Events (\$2.3M) and Reimbursed Local OT (\$1.1M)
  - Reductions in Federally Reimbursed Special Events (\$2.0M), Court OT (\$1.4M), and Recurring Programs (\$1.3M)
  
- FY2003 saw an 8.3% decrease (\$25.8M) in total OT
  - Reimbursed OT(\$4.9M from grant sources, \$6.8M in Federally Reimbursed Special Events and \$2.9M in local funding) increased 276.6%, as Homeland Security funding became available, and Callback OT increased by \$0.7M
  - Increases were offset by decreases in Special Events (\$6.2M), Public Exigency (\$4.5M), Court (\$1.6M), Recurring Programs (\$1.1M) and Other OT (\$0.5M), from previous year levels

# Overtime Results, Trends and Comparisons: Key Findings – Expenditures (by Category)



- Total OT stayed constant in FY2004, totaling \$26.0M
  - Grant funding climbed from \$4.9M in FY2003 to \$5.3M in FY2004
  - Decreases in Federally Reimbursed Special Event (\$2.5M), Court OT (\$0.8M), and Callback (\$0.3M)
  - Reductions were offset by minor increases in several categories from FY2003 levels (Public Exigency [\$0.5M], Special Events OT [\$0.4M], New Initiatives [\$0.8M])
  
- FY2005 total OT is \$19.6M, down 25.4% from FY2004 levels
  - At \$19.6M, the amount of Total OT budgeted for FY2005 is \$5.8M below the average actual Total OT expenditures for the prior five years
  - Actual expenditures have consistently outpaced overtime budgets in each year since FY2000

# Overtime Results, Trends and Comparisons: Analysis #1 – Overtime Expenditures by Employee Type



- Civilian OT is growing, as the number of civilian employees is decreasing
- Sworn OT and staffing has increased from FY2000 to FY2004

## Civilian Employees

Fiscal Year		% of Overtime Compensation				
		FTEs Number	% of Total	% of Overtime Compensation	Total Overtime Expenditures	Non-Reimbursed Overtime Expenditures
FY2000	actual	817	18.3%			
FY2001	actual	748	17.3%	5.2%	\$1,277,925	\$1,050,345
FY2002	actual	707	16.2%	5.5%	\$1,545,593	\$1,331,405
FY2003	actual	735	16.7%	6.0%	\$1,545,808	\$665,785
FY2004	actual	701	15.6%	6.6%	\$1,715,827	\$831,131
FY2005	budget	682	15.2%	6.6%	\$1,295,642	

Source: Number of Staff (Schedule A), Percent of Overtime Expenditures (Office of Payroll and Retirement payroll)  
Gross Overtime Expenditures and Non-Reimbursed Overtime Expenditures (SOAR)

## Sworn Employees

Fiscal Year		% of Overtime Compensation				
		FTEs Number	% of Total	% of Overtime Compensation	Total Overtime Expenditures	Non-Reimbursed Overtime Expenditures
FY2000	actual	3,637	81.7%			
FY2001	actual	3,581	82.7%	94.8%	\$23,297,562	\$19,148,590
FY2002	actual	3,660	83.8%	94.5%	\$26,556,097	\$22,875,961
FY2003	actual	3,664	83.3%	94.0%	\$24,217,655	\$10,430,634
FY2004	actual	3,800	84.4%	93.4%	\$24,281,546	\$11,761,767
FY2005	budget	3,800	84.8%	93.4%	\$18,335,297	

Source: Number of Staff (Schedule A), Percent of Overtime Expenditures (Office of Payroll and Retirement payroll)  
Gross Overtime Expenditures and Non-Reimbursed Overtime Expenditures (SOAR)

# Overtime Results, Trends and Comparisons: Analysis #1 – Overtime Expenditures by Employee Type



- Civilian FTE count decreased by 14.2%, from 817 in FY2000 to 701 in FY2004 (682 FTEs have been budgeted for FY2005)
  
- Civilian OT increased from FY2000 and FY2004, both in real terms and as a share of Total OT
  - From \$1.3M in FY2001 to \$1.7M in FY2004, and
  - From 5.2% of Total OT in FY2001 to 6.6% in FY2004
  
- Civilian Non-Reimbursed OT growth has been uneven
  - An increase of 26.8% in FY2002, followed by a decrease of 50.0% in FY2003, and an increase of 24.8% in FY2004

# Overtime Results, Trends and Comparisons: Analysis #1 – Overtime Expenditures by Employee Type

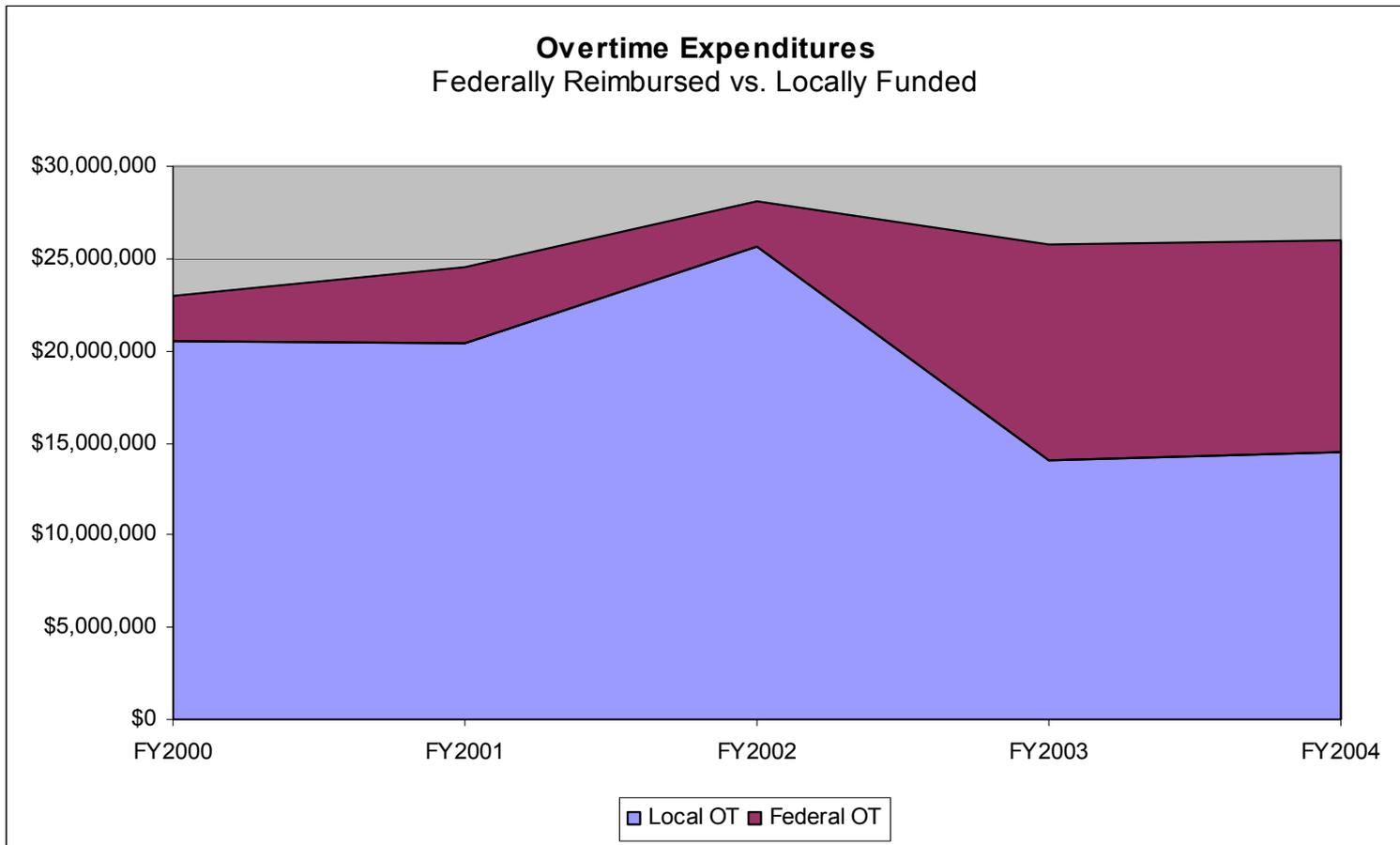


- The number of Sworn employees is up 4.5% from FY2000 (3,637 FTEs) to FY2004 (3,800 FTEs), with 3,800 FTEs budgeted for FY2005
  
- Sworn OT as a percentage of Total OT decreased by 1.4 percentage points, from 94.8% in FY2001 to 93.4% in FY2004
  
- Sworn OT Expenditures have fluctuated during the same period
  - Increased by 14.0%, from \$23.3M (FY2001) to \$26.6M (FY2002)
  - Then decreased 8.8% to \$24.2M in FY2003, and remained constant in FY2004 at \$24.3M
  
- Non-reimbursed OT growth for Sworn officers is similar to Civilian trends
  - Increases of 19.5% in FY2002 and 12.8% in FY2004 from prior years, and
  - A decrease of 54.4% in FY2003 from the prior year

# Overtime Results, Trends and Comparisons: Analysis #2 – Overtime Expenditures (Federal vs. Local)



- Federally funded OT: Grants + Federal Reimbursements
- Locally funded OT: Locally Reimbursed + Court + Non-Court



# Overtime Results, Trends and Comparisons: Analysis #2 – Overtime Expenditures (Federal vs. Local)



	Local OT		Federal OT		Total	
	Expenditures	% of Total	Expenditures	% of Total	Expenditures	% of Total
<b>FY2000</b>	\$20,561,657	89.3%	\$2,452,233	10.7%	\$23,013,890	100.0%
<b>FY2001</b>	\$20,452,086	83.2%	\$4,123,401	16.8%	\$24,575,487	100.0%
<b>FY2002</b>	\$25,640,343	91.2%	\$2,461,347	8.8%	\$28,101,690	100.0%
<b>FY2003</b>	\$14,041,433	54.5%	\$11,722,029	45.5%	\$25,763,463	100.0%
<b>FY2004</b>	\$14,495,590	55.8%	\$11,501,782	44.2%	\$25,997,373	100.0%
<b>FY2005</b>					\$19,630,939	

- Local funding provided the majority of OT funding (between 83.2% to 91.2%) between FY2000 and FY2002
- There was a sharp increase in Federally Reimbursed OT from \$2.5M in FY2002 to \$11.7M in FY2003, associated with availability of the Emergency Planning and Security Cost fund
- Court OT, ranging from 30.5% to 66.0% of locally funded OT, is the largest category of Local OT

# Overtime Results, Trends and Comparisons: Analysis #3 – Overtime Expenditures (Court vs. New Program Implementation)



- Court-related OT expenditures are due to officers being summoned for court-related activities
  
- The New Program Implementation category can be organized into two groups:
  - New Initiatives – first year of a new program
  - Recurring Programs – continuation of a new program

	Court Overtime		New Program Implementation				All Other		Total	
	Expenditures	% of Total	New Initiatives		Recurring Programs		Expenditures	% of Total	Expenditures	% of Total
			Expenditures	% of Total	Expenditures	% of Total				
<b>FY2000</b>	\$6,160,522	26.8%	\$3,877,027	16.8%	\$2,749,759	11.9%	\$10,226,582	44.4%	\$23,013,890	100.0%
<b>FY2001</b>	\$10,458,150	42.6%	\$93,260	0.4%	\$3,687,625	15.0%	\$10,336,453	42.1%	\$24,575,487	100.0%
<b>FY2002</b>	\$9,145,843	32.5%	\$163,138	0.6%	\$2,397,871	8.5%	\$16,394,838	58.3%	\$28,101,690	100.0%
<b>FY2003</b>	\$7,497,796	29.1%	\$398,609	1.5%	\$1,251,718	4.9%	\$16,615,340	64.5%	\$25,763,463	100.0%
<b>FY2004</b>	\$6,671,422	25.7%	\$1,228,515	4.7%	\$814,157	3.1%	\$17,283,279	66.5%	\$25,997,373	100.0%
<b>FY2005</b>									\$19,630,939	100.0%

# Overtime Results, Trends and Comparisons: Analysis #3 – Overtime Expenditures (Court vs. New Program Implementation)



- Below are detailed overtime expenditure estimates for the categories of New Program Implementation for FY2000 – FY2004

## New Program Implementation Expenditures

	FY2000	FY2001	FY2002	FY2003	FY2004
Mobile Force	\$3,737,381				
Crime Initiative					\$734,178
Club Detail/Surveillance	\$285		\$151,706		
Gun Amnesty	\$92,379	\$3,032			
Redeployment	\$38,391	\$49,435			
Camp Brown	\$8,592				
Dog Training & Assignment			\$11,449		
Recruiting					\$6,905
PSA Restructuring					\$6,188
Late Night Hoops					\$739
Other	\$0	\$40,794	\$0	\$374,027	\$319,057
<b>Subtotal - New Initiatives</b>	<b>\$3,877,027</b>	<b>\$93,260</b>	<b>\$163,155</b>	<b>\$374,027</b>	<b>\$1,067,067</b>
Mobile Force		\$2,774,429	\$1,601,462		\$19,820
Violent Crime	\$1,488,096	\$246,249	\$52,310		
Border Patrol	\$667,692	\$108,959	\$319,458		
Georgetown Detail	\$242,634	\$176,153	\$90,643		
Mayoral Protection	\$45,013	\$111,479	\$102,537	\$47,995	\$78,410
High Visibility					\$268,793
Sursum Corda					\$262,083
Prostitution	\$41,456	\$27,056	\$52,286		
Discretionary Overtime			\$93,495		\$5,837
Mobile Crime	\$7,981	\$11,698	\$22,481	\$24,715	\$18,916
Youth Prevention Program		\$74,664			
President of the United States Detail				\$1,318	\$66,533
Burleith/Glover Park	\$35,258				
Dignitary Protection			\$15,482	\$27,726	\$10,529
Special Services			\$47,700		
Columbia Heights					\$15,008
Gang Violence Task Force					\$12,780
Open Air Drug Markets	\$9,138				
Special Operations OT (May 2004)					\$5,449
Georgetown Halloween Detail		\$4,397			
Operation Uno	\$1,341				
Youth Investigations	\$475				
Other	\$210,676	\$152,541	\$0	\$1,174,546	\$211,446
<b>Subtotal - Recurring Programs</b>	<b>\$2,749,759</b>	<b>\$3,687,625</b>	<b>\$2,397,855</b>	<b>\$1,276,300</b>	<b>\$975,605</b>
<b>Total</b>	<b>\$6,626,786</b>	<b>\$3,780,885</b>	<b>\$2,561,009</b>	<b>\$1,650,327</b>	<b>\$2,042,672</b>

# Overtime Results, Trends and Comparisons: Analysis #3 – Overtime Expenditures (Court vs. New Program Implementation)



- FY2004 Court-related OT expenditures are higher in dollar terms than FY2000 levels, but costs have been trending downward since FY2001
  - After an increase of \$4.3M (69.8%) to \$10.5M in FY2001 (from \$6.2M in FY2000), Court OT has decreased by \$1.4M (12.5%) in FY2002, \$1.8M (18.0%) in FY2003, and \$0.8M (11.0%) in FY2004
  - Court OT as a share of Total OT was 26.8% in FY2000, rose to 42.6% (FY2001), before dropping to 32.5% (FY2002), 29.1% (FY2003) and returning to 25.7% in FY2004
  - Court OT as a share of Non-Reimbursed OT has increased from FY2000 (30.5%) to FY2004 (58.0%) with sharp increases in FY2001 (51.8%) and FY2003 (67.6%), coinciding with the receipt of federal payments and the reimbursement of certain other locally funded OT

# Overtime Results, Trends and Comparisons: Analysis #3 – Overtime Expenditures (Court vs. New Program Implementation)



- New Program Implementation OT has decreased 56.4% from a high of \$6.6M in FY2000 to \$2.0M in FY2004
  - Reductions in FY2001 (42.9%), FY2002 (32.3%) and FY2003 (35.6%) came before a 23.8% (\$0.3M) increase in FY2004, bringing expenditures above FY2002 levels
  - The Mobile Force initiative has generated nearly 50% of New Program Implementation OT from FY2000 to FY2004, with \$3.7M coming as a New Initiative and \$4.4M as a Recurring Program
  
- From FY2001 to FY2004, Recurring Programs accounted for an larger proportion of New Program Implementation OT expenditures
  - In FY2000, Recurring Programs constituted 41.5% (\$2.7M) of New Program Implementation OT
  - Then increased to 97.5% (\$3.7M) in FY2001, 93.6% (\$2.4M) in FY2002, and 75.8% (\$1.3M) in FY2003
  - The initiation of the Crime Initiative Grant in FY2004 reduced expenditures in this category to 39.9% (\$0.8M), as MPD was required to make a local matching contribution for the grant

# Overtime Results, Trends and Comparisons: Analysis #4 – Overtime Expenditures (Comparable Cities)



	FY2000		FY2001		FY2002		FY2003		FY2004	
	Actual	Rank	Actual	Rank	Actual	Rank	Actual	Rank	Budget	Rank
<b>Total Police Overtime</b>										
District of Columbia	\$23,013,890	3	\$24,575,487	3	\$28,101,690	3	\$25,763,463	3	\$25,997,373	2
Baltimore	\$8,745,131	6	\$5,112,290	8	\$8,109,554	7	\$8,037,990	6	\$7,770,471	7
Boston	\$20,300,000	4	\$21,700,000	4	\$20,900,000	4	\$20,400,000	4	\$24,100,000	3
Buffalo	\$8,307,272	8	\$9,022,165	7	\$7,204,431	8	\$6,460,596	8	\$5,266,169	8
Chicago	\$41,271,186	2	\$40,324,291	2	\$33,052,922	2	\$26,982,249	2	\$20,500,000	4
Newark	\$8,500,000	7	\$10,000,000	6	\$12,600,000	6	\$8,000,000	7	\$8,498,887	6
Oakland	\$12,233,279	5	\$15,599,338	5	\$17,378,714	5	\$14,960,827	5	\$10,127,848	5
Philadelphia	\$45,802,823	1	\$55,253,425	1	\$62,056,961	1	\$85,504,068	1	\$69,002,940	1

	FY2000		FY2001		FY2002		FY2003		FY2004	
	Actual	Rank	Actual	Rank	Actual	Rank	Actual	Rank	Budget	Rank
<b>Total Police Budget</b>										
District of Columbia	\$313,689,000	3	\$325,582,000	3	\$343,054,000	3	\$371,191,000	3	\$377,967,000	3
Baltimore	\$218,983,153	4	\$228,074,249	4	\$253,748,238	4	\$273,157,797	4	\$266,018,944	4
Boston	na	na	na	na	\$219,548,409	5	\$217,405,619	5	\$211,397,811	5
Buffalo	\$50,244,348	7	\$54,597,352	6	\$53,180,219	7	\$54,672,350	7	\$53,027,807	7
Chicago	\$929,980,758	1	\$932,446,571	1	\$940,936,247	1	\$1,014,762,072	1	\$1,040,755,107	1
Newark	\$93,698,830	6	na	na	na	na	na	na	na	na
Oakland	\$120,931,970	5	\$131,579,892	5	\$149,886,340	6	\$154,298,227	6	\$148,869,569	6
Philadelphia	\$408,155,034	2	\$450,900,661	2	\$455,545,493	2	\$497,936,295	2	\$485,195,245	2

	FY2000		FY2001		FY2002		FY2003		FY2004	
	Actual	Rank	Actual	Rank	Actual	Rank	Actual	Rank	Budget	Rank
<b>Overtime as % of Total Police Budget</b>										
District of Columbia	7.3%	5	7.5%	4	8.2%	5	6.9%	5	6.9%	4
Baltimore	4.0%	7	2.2%	6	3.2%	7	2.9%	6	2.9%	6
Boston	na	na	na	na	9.5%	4	9.4%	4	11.4%	2
Buffalo	16.5%	1	16.5%	1	13.5%	2	11.8%	2	9.9%	3
Chicago	4.4%	6	4.3%	5	3.5%	6	2.7%	7	2.0%	7
Newark	9.1%	4	na	na	na	na	na	na	na	na
Oakland	10.1%	3	11.9%	3	11.6%	3	9.7%	3	6.8%	5
Philadelphia	11.2%	2	12.3%	2	13.6%	1	17.2%	1	14.2%	1

# Overtime Results, Trends and Comparisons: Analysis #4 – Overtime Expenditures (Comparable Cities)



	FY2000		FY2001		FY2002		FY2003		FY2004	
	Actual	Rank	Actual	Rank	Actual	Rank	Actual	Rank	Budget	Rank
<b>Average Overtime per Police Employee</b>										
District of Columbia	\$5,167	5	\$5,676	5	\$6,435	5	\$5,857	4	\$5,995	4
Baltimore	\$2,172	8	\$1,333	8	\$2,025	7	\$2,022	7	\$1,990	7
Boston	\$6,684	3	\$7,373	3	\$7,187	2	\$7,325	3	\$7,332	3
Buffalo	\$6,981	2	\$7,426	2	\$5,905	6	\$5,805	5	\$5,068	5
Chicago	\$2,317	7	\$2,273	7	\$1,877	8	\$1,605	8	\$1,244	8
Newark	\$4,945	6	\$4,970	6	\$7,004	4	\$4,327	6	\$4,840	6
Oakland	\$10,024	1	\$12,568	1	\$13,528	1	\$11,760	1	\$8,574	1
Philadelphia	\$5,202	4	\$7,005	4	\$7,142	3	\$9,500	2	\$7,771	2

	FY2000		FY2001		FY2002		FY2003		FY2004	
	Actual	Rank	Actual	Rank	Actual	Rank	Actual	Rank	Budget	Rank
<b>Police Overtime Expenditure per Capita</b>										
District of Columbia	\$40	1	\$43	1	\$49	1	\$46	2	\$46	2
Baltimore	\$13	8	\$8	8	\$13	7	\$13	7	\$12	7
Boston	\$34	2	\$37	4	\$36	5	\$35	4	\$41	3
Buffalo	\$28	6	\$31	6	\$25	6	\$23	6	\$18	6
Chicago	\$14	7	\$14	7	\$11	8	\$9	8	\$7	8
Newark	\$31	3	\$36	5	\$46	2	\$29	5	\$31	4
Oakland	\$31	4	\$39	2	\$43	3	\$38	3	\$25	5
Philadelphia	\$30	5	\$37	3	\$42	4	\$58	1	\$47	1

Note for all Comparable data: Chicago overtime total includes only overtime and compensatory time, but does not include: Duty Availability, Furlough/Supervisor's Comp Time Buy-Back. Also includes overtime for O'Hare and Midway Airports patrol.

Oakland includes general fund expenditures and budget from city budget office. FTE data comes from the FY2003-05 Policy Budget

Newark overtime data for FY2000 through FY2003 reflects modified budget amounts, as opposed to actual expenditure data which was not provided.

Buffalo OT data includes expenses categorized as "Overtime" and "Court Time".

Philadelphia position listing does not count FTEs, but rather totals the number of positions. The expenditure data includes funding from the General Fund and does not include the Grants Revenue Fund and the Aviation Fund.

# Overtime Results, Trends and Comparisons: Analysis #4 – Comparable City Selection Criteria



- Analysis used comparable cities based upon a methodology developed by MPD to support continuous improvement efforts
- 66 U.S. cities with a population over 250,000
- Narrowed to 16 cities closest to DC in population density
- Selected variables that have been found to correlate with crime and clearance rates, the most commonly cited performance indicators for police departments (i.e., poverty, unemployment, family structure, education, age composition of population, sworn officers per crime).
- This analysis resulted in identification of the following benchmark cities:
  - Chicago, IL
  - Boston, MA
  - Oakland, CA
  - Baltimore, MD
  - Buffalo, NY
  - Philadelphia, PA
  - Newark, NJ

# Overtime Results, Trends and Comparisons: Analysis #4 – Overtime Expenditures (Comparable Cites)



- MPD has consistently ranked in the top 3 of the 8 cities analyzed in terms of total police budget and total OT:
  - \$25.9M was the second highest OT expenditure in FY2004
  - Total budget has been the third highest from FY2000 to FY2004
- For OT as a percent of the total police budget, MPD has progressed up the rankings, from 5th in FY2000 (\$313.7M) to 4th in FY2004 (\$378.0M)
- MPD's Total OT expenditure per employee (with a high of \$6,429 in FY2002) ranked 5th highest among the 8 cities in each year except FY2003 and FY2004 (ranked 4th)
- MPD had the highest OT expenditure per capita in FY2000 (\$40), FY2001 (\$43) and FY2002 (\$49); and the 2nd highest in FY2003 (\$46) and FY2004 (\$46)

# Overtime Results, Trends and Comparisons: Conclusion



- Total OT Expenditure has increased from \$23.0M in FY2000 to \$26.0M in FY2004
- Non-reimbursed OT shows a 42.9% decrease from \$20.2 in FY2000 to \$11.5M in FY2004
- Civilian OT is growing, as the number of civilian employees decreases
  - Civilian FY2004 staffing is down 14.2% from FY2000 levels
  - Civilian OT is up 34.3% in FY2004 (\$1.7M) from FY2001 (\$1.3M)
- Sworn OT and staffing has increased
  - Sworn OT expenditures rose 4.2% from \$23.3M in FY2001 to \$24.3M in FY2004
  - Sworn staffing is up 6% (from 3,581 in FY2001 to 3,800 in FY2004)

# Overtime Results, Trends and Comparisons: Conclusion



- Court OT is the primary driver of local OT
  - Court OT constitutes as much as 42.6% of Total OT (\$10.5M in FY2001) and 67.6% of Local OT (\$7.5M in FY2003)
  - Recent MPD efforts at reduction have reduced Court OT by 36.2%, from a high of \$10.5M in FY2001 to a low of \$6.7M in FY2004
  - Court OT, as a percentage of Local OT, increased from 30.5% in FY2000, to a high of 67.6% in FY2003, and decreased to 58.0% in FY2004
- MPD OT expenditure as a percentage of Total Budget has increased to third highest in FY2004
- Average OT per employee and number of employees is increasing
- Police OT per capita is the second highest in the study

# Appendix A



# MPD Overtime Assessment Interviews



Last Name	First Name	Title	Office
Barone	Linda	Chief of Staff	Pittsburgh Police Department
Carmody	Martin	Chief Financial Officer	Office of the Chief Financial Officer
Casey	William	Superintendent	Boston Police Department
Chaney	Bob	Chief, Anti-Terrorism	United States Attorney's Office (DC)
Cipullo	Dan	Director	Criminal Division, District of Columbia Superior Court
Coard	Eric	Executive	MPD – Corporate Support
Cockett	Shannon	Assistant Chief	MPD – Human Services
DeVassy	Anthony	Senior Budget Analyst	Office of Budget and Planning
Edmonds	Marjorie	Budget Director	Office of the Chief Financial Officer
Fitzgerald	Michael	Executive Assistant Chief	MPD
Fox	Chris	Chief	Boston Police Department
Graham	Philip	Chief Information Officer	MPD-OCTO
Harahan	Sam	Consultant	Council for Court Excellence
Hoffmaster	Debra	Executive Director	MPD – Office of Organizational Development
James	Thelma	Applications Manager	MPD-OCTO
Joyce	Nola	Chief Administrative Officer	MPD
Kelly	Al	Senior Police Officer	MPD – Office of the Chief of Police
Lazar	Sandy	Program Manager	Office of the Chief Technology Officer (OCTO)
Lopez	Jebo	Project Manager	MPD-OCTO

# MPD Overtime Assessment Interviews



Last Name	First Name	Title	Office
Mattiello	Richard	Lieutenant	MPD - Human Services
O'Meara	Kelly	Program Manager	MPD – OOD
Ponton	William	Assistant Chief	MPD – OPR
Primas	Evelyn	Commander	MPD - Court Liaison
Robinson	Winston	Assistant Chief	MPD - Special Services
Ryan	Terry	General Counsel	MPD – Office of General Counsel
Snead	Mervin	Senior Police Officer	MPD – Office of Organizational Development
Summers	Gene	Lieutenant, IT Manager	Dallas Police Department
Sumpter	Karla	Payroll Director	Office of the Chief Financial Officer
Ware	Nancy	Executive Director	Criminal Justice Coordinating Council
Weinsheimer	Brad	Chief, Superior Court Division	United States Attorney's Office (DC)
Willner	Peter	Program Analyst	Council for Court Excellence