

Dane County, Wisconsin

**TARGETED REVIEW AND ASSESSMENT OF THE OVERTIME
POLICIES AND PRACTICES OF THE SHERIFF'S OFFICE**



September 2012

Dane County Sheriff's Office Targeted Review And Assessment
Of Overtime Policies And Practices

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I – INTRODUCTION

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This report presents the results of a targeted review and assessment of the overtime policies and practices of the Dane County Sheriff's Office (DCSO).

This introductory chapter briefly reviews the objectives and scope of the study and the methodology used to conduct it. It also presents the organization of this report.

OBJECTIVES AND SCOPE

The goal of this engagement was to review the Sheriff's Office overtime policies and practices. The study emphasized the future design and direction of overtime policies and practices and took into account the Sheriff's Office's organizational climate, community needs and expectations, and the need for innovation, improved efficiency, and effective operations. The study included a review of all services provided, resources allocated to each service area, organizational and managerial structure, communications, and human relations.

Study objectives were to:

- Identify effective strategies for minimizing or eliminating overtime in various areas of the agency while still meeting public safety goals and operating within fiscal constraints
- Identify and document current drivers of overtime usage and barriers to reducing overtime usage
- Compare Dane County Sheriff's Office overtime usage with overtime usage in agencies of similar size and function
- Make recommendations for reducing or eliminating usage of overtime
- Develop strategies to support change

APPROACH AND METHODOLOGY

A range of quantitative and qualitative analytic methods was used to conduct this study. Interviews and briefings were held with a wide range of DCSO employees and county administrative, communications, and budget staff; five categories of best practice information was gathered; and benchmark data was collected from 4 peer sheriff's offices.

ORGANIZATION OF THE REPORT

This report is divided into six chapters and three appendices. The first chapter (this chapter) provides an introduction to the report and the second chapter presents an executive summary. A discussion of the Sheriff's Office current overtime usage is presented in Chapter III. The fourth chapter details the approaches the Sheriff's Office uses to control overtime expenditures. Chapter V presents study recommendations. The final chapter discusses the barriers to implementing the study recommendations, strategies for overcoming these barriers, and presents a detailed implementation plan.

Appendix A presents the results of the best practices findings; Appendix B presents the results of the benchmarking findings; and Appendix C summarizes the root causes of overtime.

An outline of the overall structure of the report follows:

- I Introduction (this chapter)
 - II Executive Summary
 - III Analysis Of Current Overtime Usage And Trends
 - IV Approaches The Sheriff's Office Uses To Reduce Overtime Expenditures
 - V Recommendations To Strengthen Management Of Overtime Expenditures
 - VI Implementation
- Appendix A – Best Practices Findings
 - Appendix B – Benchmark Findings
 - Appendix C – Root Causes Of Overtime

II – EXECUTIVE SUMMARY

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This executive summary, which summarizes key study findings and recommendations, is divided into four sections: analysis of current overtime usage; approaches the Sheriff's Office uses to reduce overtime expenditures; recommendations to strengthen the management of overtime expenditures; and implementation.

A – ANALYSIS OF CURRENT OVERTIME USAGE

This section discusses current overtime usage and trends in overtime usage.

CURRENT OVERTIME USAGE

In 2011, Sheriff's Office overtime expenditures totaled close to \$3.14 million. While this overtime was used for a wide variety of purposes, two categories of overtime expenditures – reimbursable overtime and absences related to non-vacant positions – accounted for almost half (48.7 percent) of total overtime usage. If one excludes reimbursable, grant funded, and contract related overtime expenditures discretionary overtime expenditures account for only slightly more than two-fifths (42.9 percent) of all remaining overtime expenditures while non-discretionary expenditures account for 57.1 percent of these overtime expenditures. On both an overall and a per filled employee basis, overtime expenditures are highest in the Field Services Division, primarily because Field Services has overtime needs not experienced by other divisions.

TRENDS IN OVERTIME USAGE

Overtime expenditures by the Dane County Sheriff's Office have been reduced dramatically over the past five years. Since 2007, overtime expenditures have been reduced by \$698,209 – an 18.2 percent reduction.¹ The majority of these reductions were achieved between 2008 and 2009 when the Sheriff's Office began to focus on reducing overtime expenditures. Overtime costs were reduced by more than \$1.25 million between 2008 and 2009 – a reduction of one-third in that one year. Since 2009, however, overtime expenditures have increased by \$622,768.

The Sheriff's Office reduced overtime expenditures in a number of ways. Improving the management of absences (due to vacancies, non-vacancy related absences, and restricted duty) accounts for a reduction of \$510,000 in overtime expenditures between 2008 and 2009. Management of selected functions – training (which accounted for a \$310,584 reduction) and call-outs (which accounted for a \$39,761 reduction) – also significantly reduced overtime expenditures. In addition some overtime categories – clerical (\$81,444), background checks (\$24,630), and jail overcrowding (\$19,514) – were almost completely eliminated.

¹ Reductions in overtime expenditures over the past five years are even higher if overtime that is reimbursable or funded through grants is excluded from the analysis. After these adjustments have been made overtime expenditures have been reduced by \$1,256,614 since 2007 – a 37.6 percent reduction.

B – APPROACHES THE SHERIFF'S OFFICE USES TO REDUCE OVERTIME EXPENDITURES

The significant reductions in overtime expenditures the Sheriff's Office has achieved result from a number of effective practices including:

- Establishing controlling overtime usage as a priority and establishing systems to support this priority
- Aggressively managing sick leave use
- Requiring deputies to take vacations when the impact on overtime needs will be low
- Using "task force" staff to fill vacancies that might otherwise be filled with overtime
- Restructuring training
- Requiring community deputies to flex their hours
- Limiting call-outs for investigators
- Limiting overtime expenditures for conveyances
- Managing Fields Services Division calls to reduce the need for overtime

C – RECOMMENDATIONS TO STRENGTHEN THE MANAGEMENT OF OVERTIME EXPENDITURES

As discussed, the Sheriff's Office's efforts to control overtime expenditures have been exemplary and have yielded significant results. While these findings suggest that opportunities to substantially reduce overtime expenditures even further may be limited, a number of opportunities to strengthen the management of overtime expenditures to reduce the county's overall costs have been identified.

Approach To Managing Absences

The Sheriff's Office's approach to controlling overtime costs associated with staff absences is exemplary in many ways. Its success in reducing "schedulable" overtime costs, however, will make it more difficult to control absence related overtime costs that cannot be scheduled. Consequently, the Sheriff's Office should take a much more conservative approach to calculating relief factors for replaceable positions in the future. In particular, because hourly overtime costs are only somewhat more expensive than the hourly costs of full-time employees it makes sense for the Sheriff's Office to ensure that increases in full-time staffing used to account for expected absences are unlikely to exceed need. While this practice may increase overtime costs, overall costs will decline because savings in full-time employee costs will more than offset any increases in overtime expenditures.

In addition, the Sheriff's Office should modify its approach to calculating overall staffing needs for replaceable positions. At present, the relief factor is applied to each replaceable position individually and then a decision is made as to whether staffing

needs should be rounded up. A better approach is to apply the relief factor to all replaceable positions assigned to a division on the same shift. This approach reduces the overall incremental staffing increases associated with rounding.

Pre-Hire Program

The approach the Sheriff's Office takes to staffing the pre-hire program should mirror the approach taken to managing non-vacancy related absences. In particular, a conservative approach to determine the number of pre-hire positions should be used. Based on an analysis of vacancies over the past five years, 10 pre-hire positions should be funded.

Use Of Part-Time Employees

While the difference between compensation for an employee working overtime and an employee working straight time is modest, there are significant differences in the hourly costs paid to part-time employees (who do not receive benefits) and full-time employees. The Sheriff's Office should therefore negotiate with the Dane County Deputy Sheriff's Association and AFSCME to make limited use of part-time employees to address supplemental staffing needs. While this recommendation will save money its primary purpose is to reduce the burden on employees of mandated overtime. Indeed, part-time staff should only fill vacancies if volunteers among full-time staff have not been identified.

Minimum Staffing Levels

At present, minimum staffing levels have been established for many Sheriff's Office functions. These staffing levels drive overtime needs because when staffing levels fall below the mandated minimums overtime is used to bring staffing levels up to the prescribed levels. The minimum staffing levels, however, are established by shift and do not vary by hour of the day and day of the week even for functions where activity workload levels can vary significantly by hour of the day and day of the week. To address this issue the Sheriff's Office should consider varying minimum staffing levels by time of day and day of week for the following positions: field services deputies, booking clerks, sheriff's aides, and movement team deputies.²

Managing, Monitoring, And Budgeting Overtime Expenditures

The Sheriff's Office does an outstanding job of tracking overtime expenditures by use and the new software system the office is acquiring will allow it to further refine these efforts. The Sheriff's Office does not, however, make full use of this information to enhance the already excellent approaches it takes to managing overtime expenditures. A number of steps should be taken to use available information to better manage, monitor, and budget for overtime expenditures:

- Overtime expenditures should be grouped by categories that reflect the control managers have over these expenditures

² Movement team deputies facilitate the movement of inmates, provide emergency back-up for fights or disturbances, and provide relief for other fixed posts to take meals and breaks.

- Management accountability should vary for each broad grouping of overtime expenditures
- Approaches to budgeting for overtime expenditures should vary by category

Overtime Assignment Process

The schedulers who are responsible for identifying staff to work overtime appear to do a good job of performing a difficult duty. Besides being labor intensive the primary shortcoming associated with the current approach to scheduling overtime is that it does not reduce the likelihood that staff of the same rank will replace vacant positions. While it is not practical to expect schedulers to spend undue time ensuring that vacant positions are filled by staff at the same level in the days immediately preceding an expected vacancy (or when working to fill an unexpected vacancy), the process could be slightly modified to increase the likelihood that Deputy I-IIs are replaced by Deputy I-IIs. For example for the first 10 days after an overtime sign-up schedule is posted staff at the same level could be allowed to override overtime opportunities requested by more senior staff. After this period, however, this restriction could be loosened.

Please note that the savings associated with implementing this recommendation will likely be modest. Deputy IIIs accounted for only 7.9 percent of absence related overtime in 2011 and Deputy IVs accounted for only 0.2 percent.

Specialty Team Deployments

Members of specialized units (e.g., the Tactical Response Team (TRT), the Hostage Negotiation Team, the Dive Team, and the Explosive Ordnance Disposal Team) compete for the opportunity to serve on these units. This opportunity is a privilege and deputies are certainly not required to serve as members of these teams. To reduce overtime costs associated with unit deployments, the Sheriff's Office should negotiate with the Dane County Deputy Sheriffs' Association to allow scheduled deployments to be compensated on a compensatory time rather than an overtime basis. This condition is similar to the requirement in the existing labor agreement that community deputies be allowed to flex their hours.

Investigator Scheduling

The best time to perform investigations may not be during normal work hours. To enhance investigations the Sheriff's Office should negotiate with the Dane County Deputy Sheriffs' Association to flex investigator hours and to limit overtime paid for investigator call-outs. While investigators should receive a payment that would compensate them for the inconvenience of having to respond to an unscheduled event, the actual hours worked on the call-out should be reflected in an adjustment to their normal work schedule.

Tactical Deployments

At present, all 21 members of the tactical response team are deployed to each tactical event (or the number of available members are deployed). Not all tactical events require the same resources for a safe response, however. The lieutenant who oversees the

team should therefore determine the number of TRT staff that need to be deployed for each event and only that number should be deployed.

Hospital Guards

There is little the Sheriff's Office can do to control overtime expenditures relating to guarding prisoners while they are receiving treatment at hospitals or mental health facilities. Nonetheless, using sworn deputies to perform this function is expensive not only because these deputies are paid overtime but also because they are over qualified to perform the function. Using a contractor to provide this type of guard duty shifts the burden of addressing the sporadic need to the contractor while also allowing the Sheriff's Office to better match the skills of the person performing the function with the need.

D – IMPLEMENTATION

There are four primary barriers to implementing study recommendations:

- Changes to the existing labor contract will be needed to implement several recommendations
- Recommendations to use part-time staff are dependent on identifying and training these staff
- The information needed to fully implement selected study recommendations may not be readily available
- Existing administrative and management systems will need to be revised to support implementation of the study recommendations

Some of these barriers, for example, barriers associated with revising data and information systems should be relatively easy to overcome given that existing systems are already very good. Additional analysis, on the other hand, will be needed to assess the viability of using part-time staff, to determine minimum staffing needs by hour of the day and day of the week, and to refine relief factor calculations. In addition, negotiations with the Dane County Sheriff's Association and ASFCME should emphasize how the recommended changes to labor agreements will benefit employees. The analysis presented in this report suggests that increasing the use of overtime to replace vacant positions is cost effective. Unless other changes are made, therefore, implementing these recommendations will increase the amount of overtime staff will be expected to work. Many deputies will likely welcome changes to the contract that will limit the amount of overtime they are required to work.

III – ANALYSIS OF CURRENT OVERTIME USAGE AND TRENDS

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This chapter is divided into two sections. The first section discusses how overtime is currently used and the second section discusses trends in overtime usage.

A – CURRENT OVERTIME USAGE

This section is divided into five parts: overall overtime expenditures; absence related overtime expenditures; training related overtime expenditures; discretionary versus non-discretionary overtime expenditures; and overtime expenditures by division.

OVERALL OVERTIME EXPENDITURES

In 2011, Sheriff's Office overtime expenditures totaled close to \$3.14 million.¹ While this overtime was used for a wide variety of purposes, two categories of overtime expenditures – reimbursable overtime² and absences related to non-vacant positions – accounted for almost half (48.7 percent) of total overtime usage. In 2011, 70.7 percent of Sheriff's Office overtime expenditures were funded by general purpose revenue (GPR).

Category	2011 Overtime Expenditures	Percent(a)
REIMBURSABLE	\$900,976.37	28.7%
ABSENCE - NON VACANT POSITION	\$629,333.10	20.0%
HOLIDAY OVERTIME	\$243,771.34	7.8%
GRANT	\$155,753.55	5.0%
PATROL (LATE CALLS, ACCIDENTS, REPORTS)	\$129,348.70	4.1%
MISCELLANEOUS(b)	\$116,829.82	3.7%
HOSPITAL GUARD	\$107,672.52	3.4%
TRAINING - PARTICIPANTS	\$93,104.81	3.0%
DETECTIVE ASSIGNMENT/FOLLOW-UP	\$88,397.07	2.8%
VACANT POSITION	\$75,094.75	2.4%
CONTRACT	\$66,820.35	2.1%
K-9 AGREEMENT	\$65,355.70	2.1%
LATE COURT	\$59,973.59	1.9%
COURT TESTIMONY	\$55,212.84	1.8%
RESTRICTED DUTY	\$52,766.25	1.7%
CRITICAL INCIDENT	\$46,000.81	1.5%
FLSA PAY	\$28,168.80	0.9%
CONVEYANCE (IN-STATE)	\$24,808.37	0.8%
SHERIFF AIDE OT	\$23,566.08	0.8%

¹ This total excludes overtime related to "unknown" uses.

² Reimbursable overtime was used for a wide variety of purposes including expenditures relating to various programs (e.g., cops-n-shops and rural safety belt); activities (e.g., airport, boat patrol, coliseum, and snowmobile/ATV patrol); task forces (e.g., Dane County Narcotics and Gang Task Force [DCNGTF], High Intensity Drug Trafficking Area [HIDTA], and Joint Terrorism Task Force [JTTF]); and work performed for outside agencies or contract cities.

Category	2011 Overtime Expenditures	Percent(a)
PROFESSIONAL STANDARDS	\$23,128.81	0.7%
REPORTS	\$17,063.78	0.5%
TRAINING - INSTRUCTION	\$16,788.12	0.5%
MAJOR CASE	\$14,522.01	0.5%
CLERICAL OVERTIME	\$14,347.45	0.5%
LAB	\$12,913.15	0.4%
BOOKING CLERK OT	\$10,461.42	0.3%
HUNTER SIGHT-IN PROGRAM	\$9,648.54	0.3%
CONVEYANCE (OUT-OF-STATE)	\$9,431.49	0.3%
OTHER(c)	\$48,555.27	1.5%

(a) Excluded "unknown" overtime uses.

(b) This category includes a number of infrequent and minor overtime expenditures including attendance at quarterly staff meetings, escorting repair people to the jail, and attending committee meetings.

(c) This category includes patrol (due to weather conditions); jail diversion; background checks; civil process; comp pay out; convey inmate to medical appointment; extra security; honor guard; dignitary protection; DA detective; juvenile (in-state); bargaining meetings; security event; recruiting overtime; juvenile (out-of-state); court officer; civil execution; courthouse construction; special events; transition; and bail hearings.

ABSENCE RELATED OVERTIME EXPENDITURES

Overall absences related overtime – including absences resulting from vacancies, restricted duty, and non-vacancy related reasons – account for 23.9 percent of overtime expenditures.

Category	2011 Overtime Expenditures	Percent
SICK LEAVE	\$368,072.67	49.0%
VACANT POSITION	\$89,541.83	11.9%
FAMILY LEAVE	\$87,146.76	11.6%
RESTRICTED DUTY	\$52,661.12	7.0%
MILITARY LEAVE	\$51,932.01	6.9%
WORKER'S COMPENSATION	\$41,617.75	5.5%
VACATION/HOLIDAY	\$33,212.31	4.4%
BEREAVEMENT LEAVE	\$25,774.81	3.4%
LEAVE OF ABSENCE	\$827.73	0.1%
TOTAL ABSENCE RELATED OVERTIME	\$750,786.99	100.0%

TRAINING RELATED OVERTIME EXPENDITURES

Training related overtime expenditures account for only 3.4 percent of total overtime expenditures. Not surprisingly, in-service training accounts for the highest percentage of training related overtime. By contrast, overtime expenditures for training instructors and the range officers are relatively modest.

Category	2011 Overtime Expenditures	Percent
IN-SERVICE	\$41,730.04	39.3%
ADMINISTRATION	\$25,945.74	24.5%
SCHOOLS	\$13,526.58	12.8%
TRAINING INSTRUCTOR	\$7,753.57	7.3%
RANGE OFFICER	\$5,232.40	4.9%
ACADEMY	\$5,173.18	4.9%
TEAM	\$4,470.05	4.2%
FTO	\$1,226.29	1.2%
JAIL SCHOOL	\$633.60	0.6%
FIREARMS QUALIFICATIONS	\$286.05	0.3%
JTO	\$113.28	0.1%
TOTAL TRAINING RELATED OVERTIME	\$106,090.78	100.0%

**DISCRETIONARY VERSUS
NON-DISCRETIONARY
OVERTIME EXPENDITURES**

If one excludes reimbursable, grant funded, and contract related overtime expenditures discretionary overtime expenditures account for only slightly more than two-fifths (42.9 percent) of all remaining overtime expenditures while non-discretionary expenditures account for 57.1 percent of the remaining overtime expenditures.

Category	2011 Overtime Expenditures	Percent
NON-DISCRETIONARY OVERTIME EXPENDITURES(a)	\$1,151,616.62	57.1%
DISCRETIONARY OVERTIME EXPENDITURES	\$864,647.97	42.9%

(a) Overtime expenditures relating to filling vacant or absent positions, holiday overtime payments, FLSA overtime payments, K-9 overtime payments, and training.

**OVERTIME EXPENDITURES
BY DIVISION**

On both an overall and a per filled employee basis, overtime expenditures are highest in the Field Services Division.

Division	2011 Overtime Expenditures	Filled Positions	Average Overtime Expenditure Per Filled Position
FIELD SERVICES	\$1,711,254.84	142.0	\$12,051.09
SECURITY SERVICES	\$985,907.51	252.5	\$3,904.58
EXECUTIVE SERVICES	\$223,546.92	39.0	\$5,731.97
SUPPORT SERVICES	\$209,125.97	95.0	\$2,201.33

After adjusting for reimbursable overtime and grant related overtime, Field services staff continue to account for a higher share of overtime expenditures but the difference

between field services overtime per filled positions and overtime per filled position for the other divisions is much lower.

Division	2011 Overtime Expenditures	Filled Positions	Average Overtime Expenditure Per Filled Position
FIELD SERVICES	\$682,572.63	142.0	\$4,806.85
SECURITY SERVICES	\$984,695.46	252.5	\$3,899.78
EXECUTIVE SERVICES	\$140,619.10	39.0	\$3,605.62
SUPPORT SERVICES	\$208,203.00	95.0	\$2,191.61

Field Services Division overtime expenditures are still considerably higher than overtime expenditures in other divisions when only the filled positions most likely to earn overtime (deputies, sergeants, lieutenants, jail clerks, and sheriff's aides) are considered.

Division	2011 Overtime Expenditures	Filled Sworn(a) And Selected Civilian(b) Positions	Average Overtime Expenditure Per Filled Position
FIELD SERVICES	\$1,711,254.84	134.0	\$12,770.56
SECURITY SERVICES	\$985,907.51	237.0	\$4,159.95
EXECUTIVE SERVICES	\$223,546.92	26.0	\$8,597.96
SUPPORT SERVICES	\$209,125.97	77.0	\$2,715.92

(a) Deputy, sergeant, and lieutenant positions.

(b) Jail clerk and sheriff's aide positions.

When overtime expenditures are adjusted for reimbursable overtime and grant related overtime, however, the Executive Services Division has a higher overtime per filled position (for the positions most likely to earn overtime) than the other divisions.

Division	2011 Overtime Expenditures	Filled Sworn(a) And Selected Civilian(b) Positions	Average Overtime Expenditure Per Filled Position
FIELD SERVICES	\$682,572.63	134.0	\$5,093.83
SECURITY SERVICES	\$984,695.46	237.0	\$4,154.83
EXECUTIVE SERVICES	\$140,619.10	26.0	\$5,408.43
SUPPORT SERVICES	\$208,203.00	77.0	\$2,703.94

(a) Deputy, sergeant, and lieutenant positions.

(b) Jail clerk and sheriff's aide positions.

The primary reason Field Services Division overtime expenditures are higher than for other divisions is that the division has overtime needs not experienced by other divisions. Indeed as Exhibit III-1 shows, of the top 20 overtime categories where field services overtime expenditures are higher than the average overtime expenditures for the other three divisions, for 17 of these categories average expenditures for the other non-field service divisions is less than \$15,000 per year. Field Services Division overtime expenditures in these 17 categories exceed the average overtime expenditures for the other three divisions by more than \$1.28 million.

**FIELD SERVICES DIVISION OVERTIME EXPENDITURES BY CATEGORY COMPARED TO
AVERAGE OVERTIME EXPENDITURES BY CATEGORY FOR NON-FIELD SERVICES DIVISIONS**

Category	Field Services	Average Non-Field Services	Difference	Rank
REIMBURSABLE	\$806,337.56	\$28,277.86	\$778,059.70	1
GRANT	\$155,753.55	\$0.00	\$155,753.55	2
PATROL (LATE CALLS, ACCIDENTS, REPORTS)	\$128,476.07	\$290.88	\$128,185.19	3
DETECTIVE ASSIGNMENT/FOLLOW-UP	\$88,397.07	\$0.00	\$88,397.07	4
CONTRACT	\$66,591.10	\$76.42	\$66,514.68	5
K-9 AGREEMENT	\$65,355.70	\$0.00	\$65,355.70	6
COURT TESTIMONY	\$44,205.26	\$3,669.19	\$40,536.07	7
MISCELLANEOUS	\$54,935.44	\$20,631.46	\$34,303.98	8
CRITICAL INCIDENT	\$32,624.56	\$4,458.75	\$28,165.81	9
HOLIDAY OVERTIME	\$76,340.60	\$55,760.56	\$20,580.04	10
MAJOR CASE	\$12,927.17	\$531.61	\$12,395.56	11
RESTRICTED DUTY	\$21,023.22	\$10,581.01	\$10,442.21	12
PATROL (DUE TO WEATHER CONDITIONS)	\$7,725.00	\$0.00	\$7,725.00	13
FLSA PAY	\$11,847.64	\$5,431.34	\$6,416.30	14
MUTUAL AID	\$4,147.89	\$24.07	\$4,123.82	15
DIGNITARY PROTECTION	\$1,823.84	\$0.00	\$1,823.84	16
DA DETECTIVE	\$1,731.26	\$0.00	\$1,731.26	17
COMP PAY OUT	\$512.26	\$0.00	\$512.26	18
HONOR GUARD	\$727.16	\$455.88	\$271.28	19
COURTHOUSE CONSTRUCTION	\$140.17	\$0.00	\$140.17	20

B –TRENDS IN OVERTIME USAGE

This section is divided into four parts: overall trends in overtime usage; categories where overtime reductions from 2008 to 2009 were highest; categories where overtime increases were highest between 2009 and 2011; and trends in overtime expenditures by division.

OVERALL TRENDS IN OVERTIME USAGE

Overall Trends In Overtime Usage From All Sources

Overtime expenditures by the Dane County Sheriff's Office have been reduced dramatically over the past five years. Since 2007, overtime expenditures have been reduced by \$698,209 – an 18.2 percent reduction.

Year	Overtime Expenditures
2007	\$3,838,023
2008	\$3,773,167
2009	\$2,517,046
2010	\$2,780,894
2011	\$3,139,814

The majority of these reductions were achieved between 2008 and 2009 when the Sheriff's Office began to focus on reducing overtime expenditures. Overtime costs were reduced by more than \$1.25 million between 2008 and 2009 – a reduction of one-third in that one year.

Since 2009, however, overtime expenditures have increased. Overtime expenditures increased by \$263,848 between 2009 and 2010 and by \$358,920 between 2010 and 2011. Overall between 2009 and 2011, overtime expenditures have increased by \$622,768 – a 24.7 percent increase.

Overall Trends In Overtime Usage Excluding Reimbursements And Grants

Reductions in overtime expenditures over the past five years are even higher if overtime that is reimbursable or funded through grants is excluded from the analysis. After these adjustments have been made overtime expenditures have been reduced by \$1,256,614 since 2007 – a 37.6 percent reduction.

Year	Overtime Expenditures
2007	\$3,339,698
2008	\$3,211,812
2009	\$1,960,980
2010	\$2,221,230
2011	\$2,083,084

In addition, increases in overtime expenditures since 2009 are greatly reduced if overtime that is reimbursable or funded through grants is excluded from the analysis. After these adjustments have been made the increase in overtime expenditures is \$122,104 or 6.2 percent.

CATEGORIES WHERE OVERTIME REDUCTIONS FROM 2008 TO 2009 WERE HIGHEST

The Sheriff’s Office reduced overtime expenditures in a number of ways. As Exhibit III-2 shows, improving the management of absences (due to vacancies, non-vacancy related absences, and restricted duty) accounts for a reduction of \$510,000 in overtime expenditures between 2008 and 2009. Management of selected functions – training (which accounted for a \$310,584 reduction) and call-outs (which accounted for a \$39,761 reduction) – also significantly reduced overtime expenditures. In addition some overtime categories – clerical (\$81,444), background checks (\$24,630), and jail overcrowding (\$19,514) – were almost completely eliminated.

Reductions in non-vacancy related overtime were achieved in all but one category between 2008 and 2009 with the greatest reduction in non-vacancy related overtime related to sickness.

Category	2008	2009	Difference
SICK LEAVE	\$376,044.65	\$279,821.06	(\$96,223.59)
FAMILY LEAVE	\$98,549.08	\$22,382.34	(\$76,166.74)
WORKER’S COMPENSATION	\$44,007.17	\$3,063.22	(\$40,943.95)
MILITARY LEAVE	\$53,613.92	\$17,470.65	(\$36,143.27)
VACATION/HOLIDAY	\$61,824.00	\$26,819.49	(\$35,004.51)
BEREAVEMENT LEAVE	\$24,244.59	\$16,031.00	(\$8,213.59)
LEAVE OF ABSENCE	\$233.19	\$523.96	\$290.77

CATEGORIES WHERE OVERTIME INCREASES WERE HIGHEST BETWEEN 2009 AND 2011

Analysis Of Overtime Increases From All Sources

When all sources of overtime (including reimbursable overtime and grant funded overtime) are considered a few categories account for the preponderance of the increase in overtime between 2009 and 2011. Indeed, as Exhibit III-3 shows, two categories – “team call out” and “absence - non-vacant positions” – account for 70.9 percent of the total increase in overtime in categories where overtime increased.³

Analysis Of Overtime Increases Excluding Reimbursements And Grants

As Exhibit III-4 shows, when overtime reimbursements and grants are excluded from the analysis, three categories – absence - non-vacant positions, hospital guard, and critical

³ Please note that these increases in overtime expenditures were offset by reductions in overtime expenditures in other categories.

**REDUCTIONS IN OVERTIME EXPENDITURES BY CATEGORY
(2008 To 2009)**

Category	2008	2009	Difference	Percent Change	Rank
ABSENCE - NON-VACANT POSITIONS	\$685,105.68	\$370,073.61	(\$315,032.07)	-46.0%	1
TRAINING - PARTICIPANTS	\$375,897.99	\$89,065.29	(\$286,832.70)	-76.3%	2
FLSA PAY	\$170,827.81	\$58,732.02	(\$112,095.79)	-65.6%	3
VACANT POSITION	\$161,754.93	\$61,735.54	(\$100,019.39)	-61.8%	4
RESTRICTED DUTY	\$132,413.20	\$37,378.13	(\$95,035.07)	-71.8%	5
CLERICAL OVERTIME	\$84,759.94	\$3,315.90	(\$81,444.04)	-96.1%	6
HOSPITAL GUARD	\$76,960.20	\$27,944.59	(\$49,015.61)	-63.7%	7
BOOKING CLERK OT	\$111,502.25	\$66,261.59	(\$45,240.66)	-40.6%	8
TEAM CALL OUT	\$127,425.57	\$87,664.25	(\$39,761.32)	-31.2%	9
PATROL (LATE CALLS, ACCIDENTS, REPORTS)	\$204,339.72	\$170,680.87	(\$33,658.85)	-16.5%	10
CONVEYANCE (IN-STATE)	\$47,163.95	\$19,973.64	(\$27,190.31)	-57.7%	11
BOAT PATROL	\$68,345.78	\$41,261.68	(\$27,084.10)	-39.6%	12
BACKGROUND CHECKS	\$24,932.19	\$301.92	(\$24,630.27)	-98.8%	13
TRAINING - INSTRUCTION	\$31,724.95	\$7,973.22	(\$23,751.73)	-74.9%	14
MAJOR CASE	\$51,677.38	\$28,601.38	(\$23,076.00)	-44.7%	15
JAIL OVERCROWDING	\$19,514.09	\$0.00	(\$19,514.09)	-100.0%	16
RECRUITING OT	\$21,401.40	\$5,944.81	(\$15,456.59)	-72.2%	17
PATROL (DUE TO WEATHER CONDITIONS)	\$18,050.16	\$6,857.08	(\$11,193.08)	-62.0%	18

**INCREASES IN OVERTIME EXPENDITURES BY CATEGORY
(2009 To 2011)**

Category	2009	2011	Increase	Percent Change	Rank
TEAM CALL OUT	\$93,638.97	\$540,997.73	\$447,358.76	477.7%	1
ABSENCE - NON-VACANT POSITIONS	\$370,073.61	\$629,333.10	\$259,259.49	70.1%	2
HOSPITAL GUARD	\$27,944.59	\$107,672.52	\$79,727.93	285.3%	3
CRITICAL INCIDENT	\$0.00	\$46,000.81	\$46,000.81	N/A	4
PROFESSIONAL STANDARDS	\$1,826.67	\$23,128.81	\$21,302.14	1166.2%	5
RESTRICTED DUTY	\$37,378.13	\$52,766.25	\$15,388.12	41.2%	6
VACANT POSITION	\$61,735.54	\$75,094.75	\$13,359.21	21.6%	7
COURT TESTIMONY	\$41,866.18	\$55,212.84	\$13,346.66	31.9%	8
CLERICAL OVERTIME	\$3,315.90	\$14,347.45	\$11,031.55	332.7%	9
TRAINING - INSTRUCTION	\$7,973.22	\$16,788.12	\$8,814.90	110.6%	10
HIDTA	\$0.00	\$8,023.59	\$8,023.59	N/A	11
JAIL DIVERSION	\$172.17	\$7,562.38	\$7,390.21	4292.4%	12
JTTF	\$0.00	\$7,357.34	\$7,357.34	N/A	13
LATE COURT	\$52,659.07	\$59,973.59	\$7,314.52	13.9%	14
K-9 AGREEMENT	\$59,075.53	\$65,355.70	\$6,280.17	10.6%	15
BACKGROUND CHECKS	\$301.92	\$6,005.16	\$5,703.24	1889.0%	16
RURAL SAFETY BELT	\$544.60	\$5,732.69	\$5,188.09	952.6%	17
CONVEYANCE (IN-STATE)	\$19,973.64	\$24,808.37	\$4,834.73	24.2%	18
COMP PAY OUT	\$0.00	\$4,710.46	\$4,710.46	N/A	19
REPORTS	\$12,396.95	\$17,063.78	\$4,666.83	37.6%	20

**INCREASES IN OVERTIME EXPENDITURES BY CATEGORY EXCLUDING
OVERTIME THAT IS REIMBURSED OR FUNDED THROUGH GRANTS
(2009 To 2011)**

Category	2009	2011	Increase	Percent Change	Rank
ABSENCE - NON-VACANT POSITIONS	\$370,073.61	\$629,333.10	\$259,259.49	70.1%	1
HOSPITAL GUARD	\$27,944.59	\$107,672.52	\$79,727.93	285.3%	2
CRITICAL INCIDENT	\$0.00	\$46,000.81	\$46,000.81	N/A	3
PROFESSIONAL STANDARDS	\$1,826.67	\$23,128.81	\$21,302.14	1166.2%	4
RESTRICTED DUTY	\$37,378.13	\$52,766.25	\$15,388.12	41.2%	5
VACANT POSITION	\$61,735.54	\$75,094.75	\$13,359.21	21.6%	6
COURT TESTIMONY	\$41,866.18	\$55,212.84	\$13,346.66	31.9%	7
CLERICAL OVERTIME	\$3,315.90	\$14,347.45	\$11,031.55	332.7%	8
TRAINING - INSTRUCTION	\$7,973.22	\$16,788.12	\$8,814.90	110.6%	9
JAIL DIVERSION	\$172.17	\$7,562.38	\$7,390.21	4292.4%	10
LATE COURT	\$52,659.07	\$59,973.59	\$7,314.52	13.9%	11
K-9 AGREEMENT	\$59,075.53	\$65,355.70	\$6,280.17	10.6%	12
BACKGROUND CHECKS	\$301.92	\$6,005.16	\$5,703.24	1889.0%	13
CONVEYANCE (IN-STATE)	\$19,973.64	\$24,808.37	\$4,834.73	24.2%	14
COMP PAY OUT	\$0.00	\$4,710.46	\$4,710.46	N/A	15
REPORTS	\$12,396.95	\$17,063.78	\$4,666.83	37.6%	16
TRAINING - PARTICIPANTS	\$89,065.29	\$93,104.81	\$4,039.52	4.5%	17
CIVIL PROCESS	\$1,765.27	\$5,446.75	\$3,681.48	208.6%	18
LAB	\$10,454.69	\$12,913.15	\$2,458.46	23.5%	19
HONOR GUARD	\$423.07	\$2,094.80	\$1,671.73	395.1%	20

incidents – account for close to three-fourths (73.1 percent) of the total increase in overtime in categories where overtime increased. It is worth noting that the need for these three categories of overtime are determined, for the most part, by factors that are outside the Sheriff's Office's control. Indeed, as the following table shows, increases in non-vacancy related absences generally occurred in areas that are difficult to forecast. Family leave, military leave, and bereavement leave accounted for 59.2 percent of the total increase in overtime related to non-vacancy related absences.

Category	2009	2011	Increase	Percent Change
FAMILY LEAVE	\$22,382.34	\$84,716.70	\$62,334.36	278.5%
SICK LEAVE	\$279,821.06	\$340,021.47	\$60,200.41	21.5%
MILITARY LEAVE	\$17,470.65	\$45,434.47	\$27,853.82	159.4%
WORKER'S COMPENSATION	\$3,063.22	\$20,455.03	\$17,391.81	567.8%
BEREAVEMENT LEAVE	\$16,031.00	\$23,482.01	\$7,451.01	46.5%
LEAVE OF ABSENCE	\$523.96	\$538.02	\$14.06	2.7%
VACATION/HOLIDAY	\$26,819.49	\$16,454.45	(\$10,365.04)	-38.6%

TRENDS IN OVERTIME EXPENDITURES BY DIVISION

Overall Trends In Overtime Expenditures By Division

Reductions in overtime expenditures between 2007 and 2011 varied considerably among the four divisions. The Executive Services Division had, by far, the greatest reduction in overtime expenditures (\$422,994). By contrast, overtime expenditures in the Field Services Division increased by \$183,088.

Year	Executive Services	Support Services	Security Services	Field Services
2007	\$646,541	\$383,908	\$1,278,364	\$1,528,167
2008	\$464,057	\$321,880	\$1,190,836	\$1,795,416
2009	\$165,700	\$173,887	\$712,184	\$1,425,946
2010	\$168,019	\$197,722	\$859,189	\$1,555,200
2011	\$223,547	\$209,126	\$985,908	\$1,711,255
Change Between 2007 and 2011	(\$422,994)	(\$174,782)	(\$292,456)	\$183,088
Percent Change	-65.4%	-45.5%	-22.9%	12.0%

After adjusting for reimbursable and grant funded overtime expenditures, however, overtime expenditures in the Field Services Division actually declined considerably between 2007 and 2011.

Year	Executive Services	Support Services	Security Services	Field Services
2007	\$646,423	\$383,908	\$1,278,364	\$1,031,289
2008	\$464,034	\$321,677	\$1,190,231	\$1,253,253
2009	\$165,600	\$173,887	\$711,809	\$917,104
2010	\$168,019	\$197,722	\$858,326	\$1,002,060
2011	\$140,619	\$208,203	\$984,695	\$682,573
Change Between 2007 and 2011	(\$505,804)	(\$175,705)	(\$293,669)	(\$348,716)
Percent Change	-78.2%	-45.8%	-23.0%	-33.8%

Overtime Expenditure Reductions By Division Between 2008 And 2009

Overtime expenditures by division declined precipitously in all divisions between 2008 and 2009. Overtime reductions were highest in terms of total expenditure reductions in the Security Services Division and were highest on a percentage basis in the Executive Services Division.

OVERTIME EXPENDITURES INCLUDING REIMBURSABLE AND GRANT FUNDED OVERTIME				
Division	2008	2009	Reduction	Percentage Reduction
EXECUTIVE SERVICES	\$464,057	\$165,700	(\$298,357)	-64.3%
SUPPORT SERVICES	\$321,880	\$173,887	(\$147,993)	-46.0%
SECURITY SERVICES	\$1,190,836	\$712,184	(\$478,652)	-40.2%
FIELD SERVICES	\$1,795,416	\$1,425,946	(\$369,479)	-20.6%

Excluding overtime expenditures that are reimbursable or paid through grants from this analysis increases the percentage reduction in overtime expenditures in the Field Services Division somewhat.

OVERTIME EXPENDITURES EXCLUDING REIMBURSABLE AND GRANT FUNDED OVERTIME				
Division	2008	2009	Reduction	Percentage Reduction
EXECUTIVE SERVICES	\$464,034	\$165,600	(\$298,434)	-64.3%
SUPPORT SERVICES	\$321,677	\$173,887	(\$147,790)	-45.9%
SECURITY SERVICES	\$1,190,231	\$711,809	(\$478,422)	-40.2%
FIELD SERVICES	\$1,253,253	\$917,104	(\$336,149)	-26.8%

As Exhibit III-5 shows between 2008 and 2009 each of the divisions reduced overtime expenditures in a number of key categories. Reductions in absence related overtime accounted for 23.2 percent, 64.6 percent, and 38.4 percent of total overtime reductions in the Support Services, Security Services, and Field Services divisions respectively.

REDUCTIONS IN OVERTIME EXPENDITURES BY CATEGORY FOR EACH DIVISION (2008 To 2009)

Category	Executive Services	Support Services	Security Services	Field Services	Total	Rank
ABSENCE - NON-VACANT POSITIONS	(\$16,643.81)	(\$7,845.34)	(\$150,917.60)	(\$116,988.13)	(\$292,394.88)	1
TRAINING - PARTICIPANTS	(\$204,619.62)	(\$8,654.07)	(\$14,909.47)	(\$58,649.54)	(\$286,832.70)	2
VACANT POSITION	(\$1,740.07)	(\$27,627.76)	(\$68,548.62)	(\$24,740.13)	(\$122,656.58)	3
FLSA PAY	(\$6,879.66)	(\$15,377.79)	(\$44,715.82)	(\$45,122.56)	(\$112,095.83)	4
RESTRICTED DUTY	\$5,457.74	\$1,086.55	(\$89,796.50)	(\$11,782.86)	(\$95,035.07)	5
CLERICAL OVERTIME	\$837.10	(\$32,680.81)	(\$31,499.37)	(\$18,100.96)	(\$81,444.04)	6
TEAM CALL OUT	(\$102.71)	\$0.00	\$0.00	(\$70,880.24)	(\$70,982.95)	7
HOSPITAL GUARD	\$0.00	(\$202.83)	(\$48,610.66)	(\$202.12)	(\$49,015.61)	8
BOOKING CLERK OT	\$0.00	\$0.00	(\$45,240.66)	\$0.00	(\$45,240.66)	9
PATROL (LATE CALLS, ACCIDENTS, REPORTS)	\$0.00	\$0.00	\$27.29	(\$33,686.14)	(\$33,658.85)	10
CONVEYANCE (IN-STATE)	\$0.00	(\$26,431.02)	\$0.00	(\$759.29)	(\$27,190.31)	11
BOAT PATROL	\$0.00	\$0.00	\$0.00	(\$27,084.10)	(\$27,084.10)	12
BACKGROUND CHECKS	(\$24,461.98)	\$0.00	(\$168.29)	\$0.00	(\$24,630.27)	13
TRAINING - INSTRUCTION	(\$25,750.66)	\$0.00	\$673.79	\$1,325.14	(\$23,751.73)	14
MAJOR CASE	\$0.00	\$1,653.01	\$0.00	(\$24,729.01)	(\$23,076.00)	15
JAIL OVERCROWDING	\$0.00	(\$227.21)	(\$19,286.88)	\$0.00	(\$19,514.09)	16
RECRUITING OT	(\$15,060.03)	\$0.00	\$0.00	(\$396.56)	(\$15,456.59)	17
PATROL (DUE TO WEATHER CONDITIONS)	\$0.00	\$0.00	\$0.00	(\$11,193.08)	(\$11,193.08)	18
DCNAGTF	\$0.00	\$0.00	\$63.31	(\$10,746.90)	(\$10,683.59)	19
DA DETECTIVE	\$0.00	\$0.00	(\$184.60)	(\$9,962.80)	(\$10,147.40)	20

Reductions in training related overtime expenditures accounted for 77.2 percent of the total reduction in Executive Services overtime expenditures over these two years. (Exhibit III-6 shows the reduction in overtime expenditure by category if reimbursable and grant funded overtime is excluded from the analysis.)

Overtime Expenditure Increases By Division Between 2009 And 2011

Overtime expenditures in each division increased between 2009 and 2011. The increase in overtime expenditures during this period was much higher in the Field Services Division than the other divisions.

OVERTIME EXPENDITURES INCLUDING REIMBURSABLE AND GRANT FUNDED OVERTIME				
Division	2009	2011	Increase	Percentage Increase
EXECUTIVE SERVICES	\$165,600	\$223,547	\$57,947	35.0%
SUPPORT SERVICES	\$173,887	\$209,126	\$35,239	20.3%
SECURITY SERVICES	\$711,809	\$985,908	\$274,099	38.5%
FIELD SERVICES	\$917,104	\$1,711,255	\$794,151	86.6%

However, if reimbursable overtime expenditures and overtime expenditures funded through grants are excluded from the analysis Field Services Division overtime actually declined between 2009 and 2011 whereas Security Services Division and Support Services Division overtime increased.

OVERTIME EXPENDITURES EXCLUDING REIMBURSABLE AND GRANT FUNDED OVERTIME				
Division	2009	2011	Increase	Percentage Increase
EXECUTIVE SERVICES	\$165,600	\$140,619	(\$24,981)	-15.1%
SUPPORT SERVICES	\$173,887	\$208,203	\$34,316	19.7%
SECURITY SERVICES	\$711,809	\$984,695	\$272,886	38.3%
FIELD SERVICES	\$917,104	\$682,573	(\$234,531)	-25.6%

As Exhibit III-7 shows, when reimbursable and grant funded overtime is included in the analysis, overtime expenditures associated with team call outs in the Field Services Division (\$303,656) between 2009 and 2011 approached the total increase in expenditures for all categories during this period in the Executive Services, Support Services, and Security Services divisions combined (\$367,285). The next most substantial increases in expenditures by category between 2009 and 2011 were for absences (\$287,976) and hospital guard (\$79,335) in the Security Services Division.

If grant funded overtime and overtime expenditures that are reimbursable are excluded from the analysis, the top categories of increases in overtime expenditures between 2009 and 2011 in any of the divisions relate to factors over which the Sheriff's Office has only limited control (see Exhibit III-8). For example, in the Security Services Division the highest categories of increases in overtime expenditures between 2009 and 2011 are related to absences and the need for hospital guards. In the Field Services Division the category accounting for the greatest increase in overtime expenditures between 2009 and 2011 was to handle critical incidents.

**REDUCTIONS IN OVERTIME EXPENDITURES BY CATEGORY FOR EACH DIVISION EXCLUDING
OVERTIME EXPENDITURES THAT ARE REIMBURSABLE OR FUNDED THROUGH GRANTS
(2008 To 2009)**

Category	Executive Services	Support Services	Security Services	Field Services	Total	Rank
ABSENCE - NON-VACANT POSITIONS	(\$16,643.81)	(\$7,845.34)	(\$150,917.60)	(\$116,988.13)	(\$292,394.88)	1
TRAINING - PARTICIPANTS	(\$204,619.62)	(\$8,654.07)	(\$14,909.47)	(\$58,649.54)	(\$286,832.70)	2
VACANT POSITION	(\$1,740.07)	(\$27,627.76)	(\$68,548.62)	(\$24,740.13)	(\$122,656.58)	3
FLSA PAY	(\$6,879.66)	(\$15,377.79)	(\$44,715.82)	(\$45,122.56)	(\$112,095.83)	4
RESTRICTED DUTY	\$5,457.74	\$1,086.55	(\$89,796.50)	(\$11,782.86)	(\$95,035.07)	5
CLERICAL OVERTIME	\$837.10	(\$32,680.81)	(\$31,499.37)	(\$18,100.96)	(\$81,444.04)	6
HOSPITAL GUARD	\$0.00	(\$202.83)	(\$48,610.66)	(\$202.12)	(\$49,015.61)	7
BOOKING CLERK OT	\$0.00	\$0.00	(\$45,240.66)	\$0.00	(\$45,240.66)	8
TEAM CALL OUT	(\$79.50)	\$0.00	\$0.00	(\$39,658.24)	(\$39,737.74)	9
PATROL (LATE CALLS, ACCIDENTS, REPORTS)	\$0.00	\$0.00	\$27.29	(\$33,686.14)	(\$33,658.85)	10
CONVEYANCE (IN-STATE)	\$0.00	(\$26,431.02)	\$0.00	(\$759.29)	(\$27,190.31)	11
BACKGROUND CHECKS	(\$24,461.98)	\$0.00	(\$168.29)	\$0.00	(\$24,630.27)	12
TRAINING - INSTRUCTION	(\$25,750.66)	\$0.00	\$673.79	\$1,325.14	(\$23,751.73)	13
MAJOR CASE	\$0.00	\$1,653.01	\$0.00	(\$24,729.01)	(\$23,076.00)	14
JAIL OVERCROWDING	\$0.00	(\$227.21)	(\$19,286.88)	\$0.00	(\$19,514.09)	15
RECRUITING OT	(\$15,060.03)	\$0.00	\$0.00	(\$396.56)	(\$15,456.59)	16
PATROL (DUE TO WEATHER CONDITIONS)	\$0.00	\$0.00	\$0.00	(\$11,193.08)	(\$11,193.08)	17
DA DETECTIVE	\$0.00	\$0.00	(\$184.60)	(\$9,962.80)	(\$10,147.40)	18
CONVEY INMATE TO MEDICAL APPT	\$0.00	(\$9,601.13)	(\$290.42)	\$0.00	(\$9,891.55)	19
CONVEYANCE (OUT-OF-STATE)	\$0.00	(\$7,391.84)	\$0.00	\$0.00	(\$7,391.84)	20

**INCREASES IN OVERTIME EXPENDITURES BY CATEGORY FOR EACH DIVISION
(2009 To 2011)**

Category	Executive Services	Support Services	Security Services	Field Services	Total	Rank
TEAM CALL OUT	\$37,409.76	\$665.31	\$452.16	\$303,656.02	\$342,183.25	1
ABSENCE - NON-VACANT POSITIONS	(\$1,750.40)	(\$477.47)	\$287,976.16	(\$36,973.99)	\$248,774.30	2
HOSPITAL GUARD	\$0.00	\$194.12	\$79,335.62	\$178.09	\$79,707.83	3
CRITICAL INCIDENT	\$347.27	\$524.69	\$12,504.29	\$32,624.56	\$46,000.81	4
GRANT	\$0.00	\$0.00	\$0.00	\$27,824.07	\$27,824.07	5
VACANT POSITION	\$2,077.08	\$10,775.91	\$20,502.31	(\$9,510.90)	\$23,844.40	6
PROFESSIONAL STANDARDS	\$86.79	\$4,533.87	\$14,281.86	\$2,399.62	\$21,302.14	7
RESTRICTED DUTY	(\$3,337.38)	(\$2,041.59)	\$5,463.13	\$15,303.96	\$15,388.12	8
COURT TESTIMONY	\$2,192.13	\$413.63	\$4,914.52	\$6,449.90	\$13,970.18	9
CLERICAL OVERTIME	\$2,083.02	\$9,297.49	(\$786.51)	\$437.55	\$11,031.55	10
TRAINING - INSTRUCTION	\$10,069.04	\$0.00	\$34.23	(\$1,288.37)	\$8,814.90	11
HIDTA	\$0.00	\$0.00	\$0.00	\$8,023.59	\$8,023.59	12
JAIL DIVERSION	\$0.00	\$0.00	\$7,169.42	\$220.79	\$7,390.21	13
JTTF	\$0.00	\$0.00	\$0.00	\$7,357.34	\$7,357.34	14
LATE COURT	\$0.00	\$7,127.78	\$434.20	(\$247.46)	\$7,314.52	15
K-9 AGREEMENT	\$0.00	\$0.00	\$0.00	\$6,280.17	\$6,280.17	16
BACKGROUND CHECKS	\$5,354.22	\$121.78	\$0.00	\$227.24	\$5,703.24	17
RURAL SAFETY BELT	\$0.00	\$0.00	\$211.58	\$4,976.51	\$5,188.09	18
CONTRACT	\$121.43	\$0.00	\$107.82	\$4,950.66	\$5,179.91	19
CONVEYANCE (IN-STATE)	\$0.00	\$4,509.59	\$201.05	\$124.09	\$4,834.73	20

**INCREASES IN OVERTIME EXPENDITURES BY CATEGORY FOR EACH DIVISION EXCLUDING
REIMBURSABLE OVERTIME EXPENDITURES AND OVERTIME FUNDED THROUGH GRANTS
(2009 To 2011)**

Category	Executive Services	Support Services	Security Services	Field Services	Total	Rank
ABSENCE - NON-VACANT POSITIONS	(\$1,750.40)	(\$477.47)	\$287,976.16	(\$36,973.99)	\$248,774.30	1
HOSPITAL GUARD	\$0.00	\$194.12	\$79,335.62	\$178.09	\$79,707.83	2
CRITICAL INCIDENT	\$347.27	\$524.69	\$12,504.29	\$32,624.56	\$46,000.81	3
VACANT POSITION	\$2,077.08	\$10,775.91	\$20,502.31	(\$9,510.90)	\$23,844.40	4
PROFESSIONAL STANDARDS	\$86.79	\$4,533.87	\$14,281.86	\$2,399.62	\$21,302.14	5
RESTRICTED DUTY	(\$3,337.38)	(\$2,041.59)	\$5,463.13	\$15,303.96	\$15,388.12	6
COURT TESTIMONY	\$2,192.13	\$413.63	\$4,914.52	\$6,449.90	\$13,970.18	7
CLERICAL OVERTIME	\$2,083.02	\$9,297.49	(\$786.51)	\$437.55	\$11,031.55	8
TRAINING - INSTRUCTION	\$10,069.04	\$0.00	\$34.23	(\$1,288.37)	\$8,814.90	9
JAIL DIVERSION	\$0.00	\$0.00	\$7,169.42	\$220.79	\$7,390.21	10
LATE COURT	\$0.00	\$7,127.78	\$434.20	(\$247.46)	\$7,314.52	11
K-9 AGREEMENT	\$0.00	\$0.00	\$0.00	\$6,280.17	\$6,280.17	12
BACKGROUND CHECKS	\$5,354.22	\$121.78	\$0.00	\$227.24	\$5,703.24	13
CONVEYANCE (IN-STATE)	\$0.00	\$4,509.59	\$201.05	\$124.09	\$4,834.73	14
REPORTS	\$0.00	(\$88.64)	\$6,059.13	(\$1,303.66)	\$4,666.83	15
TRAINING - PARTICIPANTS	(\$24,393.37)	\$367.96	\$16,205.13	\$11,859.80	\$4,039.52	16
CIVIL PROCESS	\$0.00	\$3,681.48	\$0.00	\$0.00	\$3,681.48	17
LAB	\$0.00	\$2,458.46	\$0.00	\$0.00	\$2,458.46	18
HONOR GUARD	(\$242.97)	\$535.56	\$719.58	\$659.56	\$1,671.73	19
DA DETECTIVE	\$0.00	\$0.00	\$0.00	\$1,593.27	\$1,593.27	20

**IV – APPROACHES THE SHERIFF’S OFFICE
USES TO REDUCE OVERTIME EXPENDITURES**

IV – APPROACHES THE SHERIFF’S OFFICE USES TO REDUCE OVERTIME EXPENDITURES

As detailed in Chapter III the Sheriff’s Office has had considerable success in reducing overtime expenditures. Since 2007, overtime expenditures have been reduced by \$698,209 – an 18.2 percent reduction. If reimbursable overtime and overtime funded by grants are excluded from the analysis the reduction in overtime expenditures is even higher. After these adjustments have been made overtime expenditures have been reduced by \$1,256,614 since 2007 (or by 37.6 percent)

The significant reductions in overtime expenditures result from a number of effective practices that the Sheriff’s Office has established including:

- Establishing controlling overtime usage as a priority and establishing systems to support this priority
- Aggressively managing sick leave use
- Requiring deputies to take vacations when the impact on overtime needs will be low
- Using “task force” staff to fill vacancies that might otherwise be filled with overtime
- Restructuring training
- Requiring community deputies to flex their hours
- Limiting call-outs for investigators
- Limiting overtime expenditures for conveyances
- Managing Fields Services Division calls to reduce the need for overtime

A discussion of each of these effective practices follows.

Controlling Overtime Use Is A Sheriff’s Office Priority And Systems And Practices Have Been Established That Support This Priority

Sheriff’s Office leaders hold division captains accountable for overtime usage in their divisions. Interviews suggest that these captains focus considerable attention on monitoring and managing overtime usage. For example, captains review all overtime slips. In addition, some overtime uses must be pre-approved by captains.

The Sheriff’s Office’s priority on reducing overtime usage is supported by systems that allow overtime to be tracked and monitored by discrete categories. For example, county administrative systems allow overtime to be tracked by 96 categories of usage. This level of detail facilitates understanding the many purposes for which overtime is used and facilitates management of these expenditures. The new scheduling software that the Sheriff’s Office is acquiring should allow even more detailed tracking of overtime usage.

Sick Leave Use Is Managed

The Sheriff's Office works effectively to manage sick leave use. For example, the office tracks whether an employee calls in sick on a day when leave was denied. In addition, incentives for not using sick time have been established. In particular, unused sick time can be used to fund an account to pay for post-retirement health care.

Measures to control sick leave abuse appear to have been effective. Between 2008 and 2011 overtime for sick leave declined by \$36,023 or 9.6 percent. The difficulty of controlling overtime usage on a year-to-year basis, however, is reflected in the fact that while between 2008 and 2010 sick leave overtime declined by 28.2 percent between 2010 and 2011 sick leave related overtime expenditures increased by 25.9 percent.

Vacation Use Is Aggressively Managed

The Sheriff's Office has developed a systematic approach to scheduling vacations so that the impact on overtime will be minimized. This process ensures that vacations for deputies are scheduled when experience suggests available staff can replace the staff on vacation. This process has resulted in a significant decrease in the cost of vacation related overtime expenditures. Indeed, between 2008 and 2011 vacation related overtime expenditures declined by \$45,369 or 73.4 percent.

Task Force Staff Are Used To Replace Absent Workers

Rather than replace all vacant positions on a shift with staff working overtime, the Sheriff's Office has established a pool of relief positions – designated "task force" employees – who are flexibly assigned to replace vacant positions. This practice serves to both reduce the total number of full-time employees that are needed (as the number of full-time positions needed to fund task force slots is less than the number of full-time positions that would be needed if relief staffing needs were calculated for each division individually) but also reduces overtime expenditures (to the extent to which task force staff fill in for positions that would otherwise be replaced with staff working overtime).

Training Has Been Restructured To Reduce Overtime Needs

The scheduling of training for deputies has been restructured to significantly reduce training related overtime costs. Indeed, between 2008 and 2011 training costs have been substantially reduced in a number of areas. In-service training costs have declined by \$82,084 or 74.8 percent, team training costs have declined by \$44,249 or 90.8 percent, and instructor costs have declined by \$18,915 or 70.9 percent. In addition, overtime expenditures related to attending special schools has been limited. Between 2008 and 2011 overtime expenditures for special schools declined by \$74,617 or 84.6 percent.

Community Deputies Are Required To Flex Their Hours

To successfully perform their duties community deputies must be available to work during different times of the day and week. To reflect these needs, the Sheriff's Office has negotiated a flexible work schedule for community deputies, thereby reducing their need to work overtime.

Call-Outs For Investigators Have Been Limited

The Sheriff's Office cannot control the number of cases reported during hours investigators are not working that require their response. However, the Sheriff's Office can, and does, ensure that investigators are called out only when their expertise is needed. Indeed, before an investigative call-out is approved the patrol sergeant, officer-in-charge, investigative sergeant, and field services captain must be contacted. In general, investigative call-outs are limited to cases involving "sensitive person crimes."

Efforts to reduce overtime expenditures relating to investigator call-outs have been successful. Between 2008 and 2011 overtime expenditures for investigator follow-up were reduced by \$32,343 or 26.8 percent.

Overtime Expenditures For Conveyances Has Been Limited

The Sheriff's Office carefully manages overtime expenditures related to conveyances to other locations or jurisdictions. In general, overtime for conveyances is approved only when the use of overtime reduces overall conveyance costs. By limiting the use of overtime for conveyances, related overtime expenditures has been reduced by \$34,239 or 50.7 percent.

Field Services Division Calls Are Managed To Reduce Overtime Needs

Managers and supervisors within the Field Services Division manage the call workload to reduce overtime needs. Indeed, management of calls – for example, holding a call so the next shift can handle it – has significantly reduced the need for field services deputies to be held over on overtime. Between 2008 and 2011 overtime expenditures relating to late patrol calls, accidents, and reports was reduced by \$74,991 or 36.7 percent.

**V – RECOMMENDATIONS TO STRENGTHEN THE
MANAGEMENT OF OVERTIME EXPENDITURES**

V – RECOMMENDATIONS TO STRENGTHEN THE MANAGEMENT OF OVERTIME EXPENDITURES

As discussed in Chapter IV, the Sheriff's Office's efforts to control overtime expenditures have been exemplary and have yielded significant results. Moreover, as detailed in Chapter III, the categories where increases in overtime expenditures have been the highest since 2009 – absence - non-vacant positions, hospital guard, and critical incidents (which account for 73.1 percent of the increase in overtime expenditures in categories where overtime increased) – are categories that are generally outside the control of the Sheriff's Office. While these findings suggest that opportunities to substantially reduce overtime expenditures even further may be limited, a number of opportunities to strengthen the management of overtime expenditures to reduce the county's overall costs have been identified. These recommendations are divided into a number of areas:

- Approach to managing absences
- Pre-hire program
- Use of part-time employees
- Minimum staffing levels
- Managing, monitoring, and budgeting overtime expenditures
- Overtime assignment process
- Specialty team deployments
- Investigator scheduling
- Tactical deployments
- Hospital guards

A discussion of each of these recommendations follows.

APPROACH TO MANAGING ABSENCES

The Sheriff's Office's Approach To Controlling Overtime Costs Associated With Staff Absences Is Exemplary In Many Ways

The overall approach the Sheriff's Office takes to controlling overtime costs associated with staff absences is sound. A relief factor is calculated based on absences experienced in the prior year and that relief factor is used to calculate full-time staffing needs. This relief factor is then used to calculate the number of positions that need to be employed to ensure the desired number of staff are working after accounting for expected absences.

Rather than simply using a relief factor – which assumes vacancies occur evenly over the course of a year – to ensure sufficient full-time staff are employed to reduce overtime needs, as discussed in Chapter IV the Sheriff's Office also proactively works to schedule vacation to minimize overtime needs. This focus on controlling overtime costs associated with vacation is wise as vacation represents the largest category of absences for deputies.

Absence	Percent Of Total
Vacation(a)	41.3%
Sick	16.4%
Holiday Hours Used	13.4%
Compensatory Time	8.5%
Fixed Holidays	6.3%
Wellness Days	2.9%
Leave Without Pay	2.4%
Other	8.8%

(a) Includes vacation bank.

The Success Of The Sheriff's Office In Reducing "Schedulable" Overtime Costs Will Make It More Difficult To Control Absence Related Overtime Costs That Cannot Be Scheduled

On reflection, it is not surprising that after steps were made to reduce absence related overtime costs between 2008 and 2009 that overtime costs related to other absences began to increase.

Category	2008	2009	2010	2011
BEREAVEMENT LEAVE	\$ 24,244.59	\$ 16,031.00	\$ 23,325.72	\$ 23,482.01
MILITARY LEAVE	\$ 53,613.92	\$ 17,470.65	\$ 16,752.29	\$ 45,434.47
FAMILY LEAVE	\$ 98,549.08	\$ 22,382.34	\$ 72,721.96	\$ 84,716.70
SICK LEAVE	\$376,044.65	\$279,821.06	\$270,090.98	\$340,021.47
VACATION/HOLIDAY	\$ 61,824.00	\$ 26,819.49	\$ 18,151.50	\$ 16,454.45
WORKER'S COMPENSATION	\$ 44,007.17	\$ 3,063.22	\$ 8,076.37	\$ 20,455.03
LEAVE OF ABSENCE	\$ 223.19	\$ 523.96	\$ 199.21	\$ 538.02

Indeed, between 2009 and 2011 while overtime expenditures related to vacation/holiday declined, overtime expenditures in every other absence category increased.

Category	2009	2011	Increase/ (Reduction)	Percentage Change
BEREAVEMENT LEAVE	\$16,031.00	\$23,482.01	\$7,451.01	46%
MILITARY LEAVE	\$17,470.65	\$45,434.47	\$27,963.82	159%
FAMILY LEAVE	\$22,382.34	\$84,716.70	\$62,334.36	278%
SICK LEAVE	\$279,821.06	\$340,021.47	\$60,200.41	22%
VACATION/HOLIDAY	\$26,819.49	\$16,454.45	(\$10,365.04)	-39%
WORKER'S COMPENSATION	\$3,063.22	\$20,455.03	\$17,391.81	568%
LEAVE OF ABSENCE	\$523.96	\$538.02	\$14.06	3%

One explanation for this phenomenon is that scheduling absences in advance reduces overall overtime costs but makes it more difficult to control overtime in other absence related categories.

The Sheriff's Office Should Take A Much More Conservative Approach To Calculating Relief Factors For Replaceable Positions

In the Dane County Sheriff's Office, hourly overtime costs are only somewhat more expensive than the hourly costs of full-time staff. When the costs of benefits are considered, hourly overtime costs are 9 to 19 percent more than the hourly costs of full-time staff. For sworn positions, hourly overtime costs range from 14.0 percent higher than the cost of a full-time employee for lieutenants and 9.1 percent higher for Deputy IIIs.

Position	Straight Time Cost Per Hour	Overtime Cost Per Hour	Overtime As A Percentage Of Straight Time
DEPUTY I-II	\$50.52	\$56.57	112.0%
DEPUTY III	\$56.58	\$61.72	109.1%
DEPUTY IV	\$59.06	\$65.06	110.2%
SERGEANT	\$66.43	\$75.14	113.1%
LIEUTENANT	\$70.42	\$80.25	114.0%

For civilians overtime costs are 14.0 percent higher than the costs of full-time employees for Sheriff's Aides and 19.2 percent higher for Clerk Typist IVs.

Position	Straight Time Cost Per Hour	Overtime Cost Per Hour	Overtime As A Percentage Of Straight Time
SHERIFF'S AIDE	\$32.20	\$36.72	114.0%
JAIL CLERK	\$35.07	\$40.99	116.9%
CLERK TYPIST I-II	\$32.10	\$36.72	114.4%
CLERK TYPIST III	\$35.12	\$41.22	117.4%
CLERK TYPIST IV	\$37.21	\$44.36	119.2%

Because the differences between straight time and overtime are relatively modest, paying overtime is not excessively costly. By contrast, when more employees are working than are needed¹ the cost of the excess employees represents a 100 percent cost to the county.²

From an overall cost perspective, therefore, overtime costs are less problematic than the costs incurred when the level of staffing exceeds what is required. Consider the example of Deputy Sheriff I-IIs. If relief factors are calculated assuming average absences there is a 50 percent probability on a given day that actual absences will be higher than the average and a 50 percent probability that actual absences will be lower than the average. The estimated value of the cost of over-estimating absences is \$25.26 (or .5 times the straight-time costs of a Deputy I-II - \$50.52) while the increased

¹ It should be noted that the frequency with which more officers are deployed than are needed is reportedly not high.

² Certainly, Sheriff's Office managers try to make good use of these resources. However, the activities performed by these employees represent "capacity in search of need" if one assumes that actual need is reflected in the minimum staffing levels the Sheriff's Office has established.

costs associated with under-estimating absences is \$3.03 (or .5 times the increased costs associated with paying a Deputy I-II overtime - \$6.05). If one continues to compare the costs of over-estimating absences with the cost of under-estimating absences it is not until there is only a 10 percent probability that absences will be under-estimated and a 90 percent chance that absences will be over-estimated that the cost of over- and under-estimating absences is comparable.³

The Overall Impact Of Modifying The Approach To Calculating Relief Staffing Needs Is Modest

Relief factors that are used to determine the number of deputies that need to be employed to ensure minimum staffing levels are met should have four components:

- **The relief staffing that is needed to adjust for regularly scheduled days off.** Unless scheduling practices are changed the number of regularly scheduled days off will not vary from year to year.
- **The relief staffing that is needed to adjust for holidays.** Holiday time is contractually guaranteed time off and will not vary from year to year.⁴
- **The relief staffing that is needed to adjust for vacations.** The absences used to calculate the portion of the relief factor associated with vacations will vary with the tenure of the workforce. Consequently, vacation absences from the most recent year should be used when calculating relief staffing needs for the subsequent year as the most recent year's data on vacation absences will correlate the most closely with expected absences in the coming year.⁵
- **The relief factor that is used to calculate other excused absences.** As discussed a conservative approach should be taken to calculating relief factors for other types of absences (e.g., administrative leave, bereavement leave, donated leave, jury duty, layoff leave, leave without pay, military leave, personal leave, sick leave, union business, wellness days, vacation bank, and workers' compensation). If data is available, absence information for 10 years should be used to calculate the number of total absences in these categories for which there is only a 10 percent chance the actual number of absences will exceed the number incorporated into the relief factor.

³ The expected cost of setting the relief factor for absences so that there is only a 10 percent probability that absences will be overestimated is \$5.05 (\$50.52 times .1) while the estimated incremental overtime costs associated with setting the relief factor for absences so there is a 90 percent probability that overtime costs are incurred is \$5.44 (\$6.05 times .9).

⁴ Please note that because holiday fixed and holiday used varied in the information on absences provided to the consultant for this analysis the relief factor was calculated assuming holiday fixed and holiday worked vary from year to year as do other excused absences. If holiday fixed and holiday worked from the most recent year are used in these calculations the resulting relief factor is 1.78.

⁵ Please note that hours used from the vacation bank should not be included in these calculations as the tenure of the work force is not necessarily correlated with the use of hours from the vacation bank.

Five years of information on absences are used in the analysis presented in this study.

This analysis suggests that a relief factor of 1.77 should be used by the Sheriff's Office. Please note, however, that this relief factor is only slightly lower than the relief factor of 1.83 that is calculated if average absences over all categories over the past five years are used.⁶ Consequently, the impact using this relief factor will have on overall staffing needs for replaceable positions is modest.

The Sheriff's Office Should Modify Its Approach To Calculating Overall Staffing Needs For Replaceable Positions

At present, the relief factor is applied to each replaceable position individually and then a decision is made as to whether staffing needs should be rounded up. It should be noted that the rules for when staffing needs should be rounded up are designed to reduce overtime expenditures (but will increase overall costs). In some cases fractional needs of .29 and .20 are rounded up.

A better approach is to apply the relief factor to all replaceable positions assigned to a division on the same shift. This approach reduces the overall incremental staffing increases associated with rounding. In addition, given that the difference in cost between a deputy sheriff being paid straight time and a deputy sheriff being paid on overtime is only 12 percent (for Deputy Sheriff I-IIs) staffing needs should be rounded up only if the calculated incremental staffing need exceeds .87.

Implementing The Recommended Approach To Managing Absences Will Likely Increase Overtime Costs But Will Reduce Overall Costs

Changing the way the relief factor is calculated and applied to determine staffing needs for replaceable positions will likely reduce full-time staffing needs and, as a result, overtime costs will increase. Overall costs, however, will decline (as compared to alternative approaches to managing absences).

PRE-HIRE PROGRAM

The Pre-Hire Program Should Be Re-Established

The approach the Sheriff's Office takes to staffing the pre-hire program should mirror the approach taken to manage non-vacancy related absences. In particular, a conservative approach to determine the number of pre-hire positions should be used. As discussed, if more pre-hire positions are established than are needed the cost of the extra positions to the county is their total cost. On the other hand, if the number of pre-hire positions is underestimated the cost to the county is only the difference between the straight time cost of these positions and their overtime costs. Since the difference in straight time and overtime costs for Deputy Sheriff I-II positions is only 12 percent, the number of pre-hires

⁶ The reason the differences in the relief factors are relatively small is that regularly scheduled days off account for the bulk of the capacity needed to ensure positions are filled 365 days a year. Under the current six-on, three-off schedule deputies work only one-third of the days in a year.

should be set at the number for which there is only a 12 percent chance that the number of pre-hires will exceed actual need.

To calculate the number of pre-hire positions that should be hired the days in the year positions were vacant were charted for each of the past five years. For each of these positions an additional six months of vacancy time was then charted to account for the fact that new hires must complete approximately six months of training until they are capable of fulfilling their duties independently. For each year the number of vacancies that existed for 88 percent of the days in the year (including training time) were calculated. (As discussed, for additional vacancies using overtime is cost-effective since the difference between overtime and straight time costs for a Deputy Sheriff I-II is only 12 percent.) 1.28 times the standard deviation in vacancies over the five years was then subtracted from the average to determine the number of vacancies for which there is only a 10 percent chance the actual number of vacancies will be lower. Based on this analysis 10 pre-hire positions should be funded.⁷

USE OF PART-TIME EMPLOYEES

The Sheriff's Office Should Negotiate With The Dane County Deputy Sheriffs' Association And AFSCME To Make Limited Use Of Part-Time Employees To Address Supplemental Staffing Needs

Implementing these recommendations will likely increase overtime opportunities for Sheriff's Office staff. At present, however, the Sheriff's Office often has difficulty identifying individuals to work overtime. Indeed, in interviews a number of staff indicated that staff are often required to work overtime when they would prefer not to do so.

To reduce the burden on employees of mandated overtime, the Sheriff's Office should negotiate with the Dane County Deputy Sheriffs' Association and AFSCME to make limited use of part-time positions to address absences. While the current contract with the Dane County Deputy Sheriffs' Association precludes the use of part-time staff procedures might be negotiated to allow part-time staff to fill vacancies if volunteers to work overtime have not been identified within a given length of time before an expected vacancy occurs. Likewise, unanticipated vacancies (which can be difficult to fill using full-time staff working overtime) might be filled by part-time staff.⁸

A pool of trained part-time staff could be established to perform this function. Not unlike substitute teachers in schools, these part-time staff would be available to fill vacancies with little lead time. If these part-time staff are not consistently available they would be removed from the "substitute pool."

⁷ It should be noted that due to the economy and elimination of positions turnover in the department was reportedly very low during the five-year period evaluated for this study. Using information over a 10 or 15 year period to refine this analysis may be worthwhile.

⁸ A subcommittee to evaluate the use of part-time staff has been negotiated as part of the new contract with the Dane County Deputy Sheriffs' Association.

Taking this step will reduce costs while also reducing the burden on employees of being required to work overtime. Costs will be reduced because part-time positions – which are not paid most benefits, longevity pay, or incentive pay – are considerably less expensive on an hourly basis than full-time staff being paid overtime. Indeed, for deputy positions hourly overtime costs are slightly less than double the hourly costs of part-time workers.

Position	Estimated Part-Time Cost Per Hour	Overtime Cost Per Hour	Overtime As A Percentage Of Part-Time
Deputy I-II	\$29.97	\$56.57	188.8%
Deputy III	\$32.35	\$61.72	190.8%
Deputy IV	\$33.55	\$65.06	193.9%
Sergeant	\$38.74	\$75.14	194.0%
Lieutenant	\$41.39	\$80.25	193.9%

For civilian positions overtime costs are about 1.75 times the hourly cost of part-time workers.

Position	Estimated Part-Time Cost Per Hour	Overtime Cost Per Hour	Overtime As A Percentage Of Part-Time
Sheriff 's Aide	\$21.31	\$36.72	172.3%
Jail Clerk	\$23.73	\$40.99	172.7%
Clerk Typist I-II	\$21.26	\$36.72	172.7%
Clerk Typist III	\$23.24	\$41.22	177.4%
Clerk Typist IV	\$24.36	\$44.36	182.1%

Overtime opportunities for staff who desire to work overtime would not be reduced as a consequence of implementing this recommendation because full-time staff working overtime would be given the first opportunity to fill vacant positions. Only if full-time staff do not sign up to work overtime (or there is limited time to identify full-time staff willing to work overtime) would the “substitute pool” be used.

MINIMUM STAFFING LEVELS

Minimum Staffing Requirements Are Defined By Shift And Do Not Vary By Hour Of The Day And Day Of The Week

At present, minimum staffing levels have been established for many Sheriff’s Office functions. These staffing levels drive overtime needs because when staffing levels fall below the mandated minimums overtime is used to bring staffing levels up to the prescribed levels. The minimum staffing levels, however, are established by shift and do not vary by hour of the day and day of the week even for functions where activity/ workload levels can vary significantly by hour of the day and day of the week.⁹

⁹ Please note that while overlaps in shift schedules (e.g., the power shift for field services deputies) provide some variation in staffing levels by time of day these overlaps do not appear to adequately account for variations in workload.

Performing a detailed analysis of staffing needs by hour of the day was beyond the scope of this study and prior studies of the Sheriff's Office staffing did not systematically assess staffing needs by hour for all department functions.¹⁰ However, a preliminary assessment of activity levels and staffing by hour of the day and day of week could be performed for selected functions using information gathered for other studies and information provided by the department. Please note that the purpose of this analysis was not to determine what level of staffing is appropriate for the Dane County Sheriff's Office but only to assess whether altering the minimum staffing levels used to determine overtime needs by hour would be potentially beneficial. This analysis was performed for four functions: field services deputies, booking clerks, sheriff's aides, and "movement team" deputies.

Field services deputies. As Exhibit V-1 shows the workload of field services deputies (excluding deputies assigned to the airport and motors) varies by time of day. In particular, as Exhibit V-2 shows, during some hours of the day the number of calls handled per deputy per hour is significantly lower than the average workload per deputy for all the hours in the week (.30 calls per deputy). For example, with the exception of Thursdays and Fridays from midnight to 1:00 a.m. the average call workload per deputy is at least .15 call per deputy lower than the average for the week on Mondays through Fridays from midnight to 6:00 a.m. Moreover, from 4:00 a.m. to 6:00 a.m. seven days a week the average call workload per deputy is .14 call per deputy or more lower than the average for the week. However, as Exhibit V-3 shows, if two fewer deputies were deployed from 6:00 a.m. to 7:00 a.m. seven days a week, one fewer deputy was deployed on Sunday from midnight to 4:00 a.m., and four fewer deputies were deployed Monday through Saturday from midnight to 5:00 a.m. (and on Sunday from 4:00 a.m. to 5:00 a.m.) the call workload per deputy would not exceed .30 calls per deputy per hour between midnight and 7:00 a.m. (except on Sunday from midnight to 1:00 a.m. and on Saturdays from midnight to 4:00 a.m.).

Booking clerks. As Exhibit V-4 shows, activity levels for booking clerks also vary by hour of the day.¹¹ In particular, as Exhibit V-5 shows, during some hours of the day activities per booking clerk per hour is significantly lower than the average number of activities per booking clerk for all the hours in the week (1.6 activities per booking clerk). For example, with the exception of Monday from 11:00 p.m. to midnight, activities per booking clerk from 11:00 p.m. to 6:00 a.m. Monday through Friday is .6 bookings/releases per booking clerk lower than the average for all hours (and for 16 of these 34 hours activity levels per booking clerk is 1.0 or more lower than the average for

¹⁰ The July 12, 2010 review completed by the Matrix Consulting Group – Staffing Analysis For The Sheriff's Office – did not include an analysis of staffing needs by hour for all Sheriff's Office functions.

¹¹ Activity levels are based on the average number of bookings and releases during four weeks in January, April, June, and November 2011. While booking clerks have other responsibilities bookings and releases provide a proxy for how workload varies by time of day.

CALLS PER DEPUTY DEPLOYED BY HOUR OF THE DAY AND DAY OF THE WEEK

Hours	Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
Midnight	0.31	0.14	0.15	0.14	0.16	0.18	0.27
1:00 a.m.	0.25	0.11	0.11	0.12	0.14	0.15	0.25
2:00 a.m.	0.26	0.12	0.10	0.13	0.13	0.16	0.27
3:00 a.m.	0.26	0.11	0.12	0.12	0.12	0.11	0.26
4:00 a.m.	0.17	0.12	0.10	0.12	0.09	0.11	0.13
5:00 a.m.	0.13	0.13	0.13	0.14	0.14	0.14	0.14
6:00 a.m.	0.14	0.21	0.22	0.21	0.20	0.21	0.13
7:00 a.m.	0.19	0.38	0.40	0.42	0.37	0.42	0.26
8:00 a.m.	0.27	0.44	0.48	0.46	0.39	0.42	0.34
9:00 a.m.	0.34	0.43	0.39	0.39	0.41	0.40	0.41
10:00 a.m.	0.38	0.41	0.40	0.36	0.36	0.40	0.47
11:00 a.m.	0.41	0.38	0.38	0.41	0.36	0.43	0.44
Noon	0.36	0.39	0.37	0.40	0.37	0.40	0.42
1:00 p.m.	0.40	0.38	0.39	0.41	0.38	0.40	0.39
2:00 p.m.	0.36	0.36	0.38	0.40	0.35	0.40	0.40
3:00 p.m.	0.38	0.39	0.39	0.40	0.39	0.43	0.37
4:00 p.m.	0.41	0.45	0.47	0.45	0.47	0.51	0.41
5:00 p.m.	0.40	0.45	0.50	0.49	0.50	0.52	0.40
6:00 p.m.	0.38	0.42	0.42	0.38	0.45	0.43	0.42
7:00 p.m.	0.28	0.31	0.33	0.31	0.33	0.33	0.32
8:00 p.m.	0.28	0.29	0.29	0.29	0.30	0.33	0.34
9:00 p.m.	0.28	0.27	0.26	0.26	0.27	0.35	0.32
10:00 p.m.	0.21	0.20	0.21	0.24	0.23	0.31	0.33
11:00 p.m.	0.23	0.18	0.20	0.18	0.17	0.25	0.30

Note: Calls for service information based on 2008-2009 data from Matrix Consulting Group report. This analysis assumes that while the number of calls handled may have changed the pattern of calls by hour of day and day of week has not changed significantly.

CALLS PER DEPUTY DEPLOYED BY HOUR OF THE DAY AND DAY OF THE WEEK AS COMPARED TO AVERAGE CALLS RESPONDED PER DEPUTY FOR THE WEEK

Hours	Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
Midnight	0.00	(0.17)	(0.15)	(0.17)	(0.14)	(0.12)	(0.03)
1:00 a.m.	(0.05)	(0.20)	(0.20)	(0.19)	(0.17)	(0.16)	(0.05)
2:00 a.m.	(0.04)	(0.19)	(0.20)	(0.18)	(0.18)	(0.14)	(0.03)
3:00 a.m.	(0.05)	(0.19)	(0.18)	(0.18)	(0.18)	(0.19)	(0.05)
4:00 a.m.	(0.14)	(0.18)	(0.20)	(0.18)	(0.22)	(0.19)	(0.17)
5:00 a.m.	(0.17)	(0.17)	(0.17)	(0.16)	(0.16)	(0.16)	(0.16)
6:00 a.m.	(0.16)	(0.09)	(0.08)	(0.09)	(0.10)	(0.09)	(0.17)
7:00 a.m.	(0.12)	0.07	0.10	0.12	0.06	0.12	(0.05)
8:00 a.m.	(0.04)	0.14	0.17	0.15	0.08	0.12	0.04
9:00 a.m.	0.04	0.13	0.08	0.08	0.11	0.10	0.11
10:00 a.m.	0.07	0.11	0.10	0.05	0.05	0.10	0.16
11:00 a.m.	0.11	0.07	0.07	0.11	0.05	0.13	0.14
Noon	0.05	0.08	0.06	0.10	0.06	0.10	0.12
1:00 p.m.	0.10	0.07	0.08	0.11	0.07	0.10	0.08
2:00 p.m.	0.05	0.05	0.07	0.10	0.04	0.10	0.10
3:00 p.m.	0.08	0.09	0.09	0.10	0.09	0.13	0.07
4:00 p.m.	0.11	0.15	0.17	0.15	0.17	0.21	0.11
5:00 p.m.	0.10	0.15	0.20	0.19	0.20	0.22	0.10
6:00 p.m.	0.08	0.12	0.12	0.08	0.15	0.13	0.12
7:00 p.m.	(0.02)	0.00	0.02	0.00	0.02	0.03	0.01
8:00 p.m.	(0.02)	(0.01)	(0.01)	(0.01)	(0.00)	0.02	0.04
9:00 p.m.	(0.03)	(0.04)	(0.05)	(0.05)	(0.04)	0.05	0.01
10:00 p.m.	(0.10)	(0.10)	(0.10)	(0.06)	(0.07)	0.01	0.03
11:00 p.m.	(0.08)	(0.12)	(0.10)	(0.12)	(0.13)	(0.06)	(0.00)

**CALLS PER DEPUTY DEPLOYED BY HOUR OF THE DAY AND DAY OF THE WEEK AS
 COMPARED TO AVERAGE CALLS RESPONDED TO PER DEPUTY
 FOR THE WEEK AFTER ADJUSTING STAFFING LEVELS**

Hours	Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
Midnight	0.04 (0.02)	(0.09) (0.13)	(0.06) (0.13)	(0.09) (0.12)	(0.05) (0.09)	(0.02) (0.08)	0.12 0.10
1:00 a.m.	(0.01) (0.02)	(0.12) (0.10)	(0.15) (0.08)	(0.10) (0.08)	(0.10) (0.08)	(0.05) (0.10)	0.12 0.16
2:00 a.m.	(0.00) (0.06)	(0.08) (0.06)	(0.12) (0.06)	(0.08) (0.04)	(0.14) (0.04)	(0.10) (0.04)	(0.06) (0.04)
3:00 a.m.	(0.12) (0.12)	(0.03) 0.07	(0.02) 0.10	(0.03) 0.12	(0.05) 0.06	(0.03) 0.12	(0.13) (0.05)
4:00 a.m.	(0.04) 0.04	0.14 0.13	0.17 0.08	0.15 0.08	0.08 0.11	0.12 0.10	0.04 0.11
5:00 a.m.	0.07 0.11	0.11 0.07	0.10 0.07	0.05 0.11	0.05 0.05	0.10 0.13	0.16 0.14
6:00 a.m.	0.05 0.10	0.08 0.07	0.06 0.08	0.10 0.11	0.06 0.07	0.10 0.10	0.12 0.08
Noon	0.05 0.10	0.08 0.07	0.06 0.08	0.10 0.11	0.06 0.07	0.10 0.10	0.12 0.08
1:00 p.m.	0.05 0.08	0.05 0.09	0.07 0.09	0.10 0.10	0.04 0.09	0.10 0.13	0.10 0.07
2:00 p.m.	0.11 0.10	0.15 0.15	0.17 0.20	0.15 0.19	0.17 0.20	0.21 0.22	0.11 0.10
3:00 p.m.	0.10 0.08	0.12 0.00	0.12 0.02	0.08 0.00	0.15 0.02	0.13 0.03	0.12 0.01
4:00 p.m.	(0.02) (0.02)	(0.01) (0.01)	(0.01) (0.01)	(0.01) (0.01)	(0.00) (0.00)	0.02 0.02	0.04 0.04
5:00 p.m.	(0.03) (0.10)	(0.04) (0.10)	(0.05) (0.10)	(0.05) (0.06)	(0.04) (0.07)	0.05 0.01	0.01 0.03
6:00 p.m.	(0.08) (0.08)	(0.12) (0.12)	(0.10) (0.10)	(0.12) (0.12)	(0.13) (0.13)	(0.06) (0.06)	(0.00) (0.00)

**ACTIVITY LEVELS PER BOOKING CLERK DEPLOYED
BY HOUR OF THE DAY AND DAY OF THE WEEK**

Hours	Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
Midnight	0.6	1.0	0.9	0.8	0.3	0.5	0.8
1:00 a.m.	1.5	0.8	0.1	0.4	0.8	0.5	2.0
2:00 a.m.	1.5	0.8	0.5	0.1	0.6	0.3	1.5
3:00 a.m.	2.0	0.8	0.8	0.3	0.3	1.0	1.3
4:00 a.m.	0.9	0.4	0.6	0.5	0.5	0.6	0.9
5:00 a.m.	0.6	0.3	0.0	0.6	0.4	0.0	1.3
6:00 a.m.	1.0	0.8	1.1	1.3	0.4	0.4	1.4
7:00 a.m.	3.1	4.9	5.6	7.6	7.1	6.5	6.0
8:00 a.m.	1.0	2.6	0.3	1.5	1.3	6.1	0.4
9:00 a.m.	0.4	2.9	1.4	1.5	3.1	2.9	1.0
10:00 a.m.	0.3	1.8	2.0	4.0	5.0	1.9	0.4
11:00 a.m.	0.8	3.5	2.0	4.1	5.0	2.4	0.4
Noon	0.6	1.5	1.8	1.5	2.6	1.9	0.6
1:00 p.m.	0.5	1.5	2.1	2.0	1.6	2.1	0.6
2:00 p.m.	0.8	4.8	3.3	2.8	3.3	1.8	0.5
3:00 p.m.	0.8	3.9	3.5	3.1	2.6	3.3	1.1
4:00 p.m.	0.6	2.8	5.3	2.4	2.0	2.8	1.0
5:00 p.m.	1.0	1.6	2.9	1.8	1.1	2.6	1.1
6:00 p.m.	0.4	1.3	2.3	1.5	1.3	1.0	0.6
7:00 p.m.	1.0	1.6	1.8	0.8	1.4	1.3	0.1
8:00 p.m.	1.5	1.0	1.6	1.5	1.0	0.8	0.4
9:00 p.m.	1.5	0.6	0.5	0.3	0.8	0.1	0.6
10:00 p.m.	0.8	0.6	1.0	0.9	2.1	1.3	0.8
11:00 p.m.	1.3	1.1	0.6	0.8	0.5	0.6	1.1

ACTIVITY LEVELS PER BOOKING CLERK DEPLOYED BY HOUR OF THE DAY AND DAY OF THE WEEK AS COMPARED TO AVERAGE ACTIVITY LEVELS PER BOOKING CLERK FOR THE WEEK

Hours	Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
Midnight	(0.9)	(0.6)	(0.7)	(0.8)	(1.3)	(1.1)	(0.8)
1:00 a.m.	(0.1)	(0.8)	(1.4)	(1.2)	(0.8)	(1.1)	0.4
2:00 a.m.	(0.1)	(0.8)	(1.1)	(1.4)	(0.9)	(1.3)	(0.1)
3:00 a.m.	0.4	(0.8)	(0.8)	(1.3)	(1.3)	(0.6)	(0.3)
4:00 a.m.	(0.7)	(1.2)	(0.9)	(1.1)	(1.1)	(0.9)	(0.7)
5:00 a.m.	(0.9)	(1.3)	(1.6)	(0.9)	(1.2)	(1.6)	(0.3)
6:00 a.m.	(0.6)	(0.8)	(0.4)	(0.3)	(1.2)	(1.2)	(0.2)
7:00 a.m.	1.6	3.3	4.1	6.1	5.6	4.9	4.4
8:00 a.m.	(0.6)	1.1	(1.3)	(0.1)	(0.3)	4.6	(1.2)
9:00 a.m.	(1.2)	1.3	(0.2)	(0.1)	1.6	1.3	(0.6)
10:00 a.m.	(1.3)	0.2	0.4	2.4	3.4	0.3	(1.2)
11:00 a.m.	(0.8)	1.9	0.4	2.6	3.4	0.8	(1.2)
Noon	(0.9)	(0.1)	0.2	(0.1)	1.1	0.3	(0.9)
1:00 p.m.	(1.1)	(0.1)	0.6	0.4	0.1	0.6	(0.9)
2:00 p.m.	(0.8)	3.2	1.7	1.2	1.7	0.2	(1.1)
3:00 p.m.	(0.8)	2.3	1.9	1.6	1.1	1.7	(0.4)
4:00 p.m.	(0.9)	1.2	3.7	0.8	0.4	1.2	(0.6)
5:00 p.m.	(0.6)	0.1	1.3	0.2	(0.4)	1.1	(0.4)
6:00 p.m.	(1.2)	(0.3)	0.7	(0.1)	(0.3)	(0.6)	(0.9)
7:00 p.m.	(0.6)	0.1	0.2	(0.8)	(0.2)	(0.3)	(1.4)
8:00 p.m.	(0.1)	(0.6)	0.1	(0.1)	(0.6)	(0.8)	(1.2)
9:00 p.m.	(0.1)	(0.9)	(1.1)	(1.3)	(0.8)	(1.4)	(0.9)
10:00 p.m.	(0.8)	(0.9)	(0.6)	(0.7)	0.6	(0.3)	(0.8)
11:00 p.m.	(0.3)	(0.4)	(0.9)	(0.8)	(1.1)	(0.9)	(0.4)

all hours). If, however, only one booking clerk were available from 11:00 p.m. to 6:00 a.m. the average number of activities per booking clerk would be less than the average workload (1.6) for all but four hours (Monday and Tuesday from midnight to 1:00 a.m. and Friday and Sunday from 3:00 a.m. to 4:00 a.m.). (see Exhibit V-6).¹²

Sheriff's aides. Activity levels for sheriff's aides who fingerprint and photograph prisoners and who receive and release property also vary by hour of the day. As with booking clerks, two sheriff's aides are deployed 24 hours a day to support the intake and release of prisoners. One sheriff's aide fingerprints and photographs prisoners and one sheriff's aide serves as the property clerk and receives and releases prisoner property. The analysis of activity by hour of the day for these positions is identical to the analysis for the booking clerks. This analysis suggests that if only one sheriff's aide were available from 11:00 p.m. to 6:00 a.m. the average number of activities per aides would be less than the average workload (1.6) for all but two hours (Monday and Tuesday from midnight to 1:00 a.m.).

Movement team deputies. Movement team deputies facilitate the movement of inmates, provide emergency back-up for fights or disturbances, and provide relief for other fixed posts to take meals and breaks. Six movement team deputies are assigned to the first shift, five movement team deputies are assigned to the second shift, and four movement team deputies are assigned to the third shift. (Exhibit V-7 shows the number of movement deputies deployed by hour of the day.) While information on the activities of movement team members was not evaluated, activities per deputy are likely much lower during the early morning hours than at other times of the day.

The Sheriff's Office Should Define Minimum Staffing Needs By Hour Of The Day And Day Of The Week

Instead of defining minimum staffing levels by shift, for each replaceable position minimum staffing levels should be defined by hour of the day and day of the week. Doing so will ensure that overtime is not expended "replacing" staff when activity levels do not warrant doing so.

MANAGING, MONITORING, AND BUDGETING OVERTIME EXPENDITURES

As discussed in Chapter IV, the Sheriff's Office does an outstanding job of tracking overtime expenditures by use and the new software system the office is acquiring will allow it to further refine these efforts. The Sheriff's Office does not, however, make full use of this information to enhance the already excellent approaches it takes to managing overtime expenditures. A number of steps should be taken to use available information to better manage, monitor, and budget for overtime expenditures:

¹² Please note that this analysis uses bookings and releases as a proxy for activity levels by time of day and does not consider the full range of activities performed by bookings clerks. Before determining whether minimum staffing levels for booking clerks should change an assessment would need to be conducted to determine whether other activities performed by booking clerks (such as conducting file audits and processing financial transactions) could still be performed if minimum staffing levels are reduced. Please note, however, fewer staff would only be working during those hours that overtime is currently used to meet existing minimum staffing levels.

ACTIVITY LEVELS FOR BOOKING CLERKS DEPLOYED BY HOUR OF THE DAY AND DAY OF THE WEEK AS COMPARED TO AVERAGE ACTIVITY LEVELS FOR BOOKING CLERKS FOR THE WEEK AFTER ADJUSTING STAFFING LEVELS

Hours	Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
Midnight	(0.9)	0.4	0.2	(0.1)	(1.1)	(0.6)	(0.8)
1:00 a.m.	(0.1)	(0.1)	(1.3)	(0.8)	(0.1)	(0.6)	0.4
2:00 a.m.	(0.1)	(0.1)	(0.6)	(1.3)	(0.3)	(1.1)	(0.1)
3:00 a.m.	0.4	(0.1)	(0.1)	(1.1)	(1.1)	0.4	(0.3)
4:00 a.m.	(0.7)	(0.8)	(0.3)	(0.6)	(0.6)	(0.3)	(0.7)
5:00 a.m.	(0.9)	(1.1)	(1.6)	(0.3)	(0.8)	(1.6)	(0.3)
6:00 a.m.	(0.6)	(0.8)	(0.4)	(0.3)	(1.2)	(1.2)	(0.2)
7:00 a.m.	1.6	3.3	4.1	6.1	5.6	4.9	4.4
8:00 a.m.	(0.6)	1.1	(1.3)	(0.1)	(0.3)	4.6	(1.2)
9:00 a.m.	(1.2)	1.3	(0.2)	(0.1)	1.6	1.3	(0.6)
10:00 a.m.	(1.3)	0.2	0.4	2.4	3.4	0.3	(1.2)
11:00 a.m.	(0.8)	1.9	0.4	2.6	3.4	0.8	(1.2)
Noon	(0.9)	(0.1)	0.2	(0.1)	1.1	0.3	(0.9)
1:00 p.m.	(1.1)	(0.1)	0.6	0.4	0.1	0.6	(0.9)
2:00 p.m.	(0.8)	3.2	1.7	1.2	1.7	0.2	(1.1)
3:00 p.m.	(0.8)	2.3	1.9	1.6	1.1	1.7	(0.4)
4:00 p.m.	(0.9)	1.2	3.7	0.8	0.4	1.2	(0.6)
5:00 p.m.	(0.6)	0.1	1.3	0.2	(0.4)	1.1	(0.4)
6:00 p.m.	(1.2)	(0.3)	0.7	(0.1)	(0.3)	(0.6)	(0.9)
7:00 p.m.	(0.6)	0.1	0.2	(0.8)	(0.2)	(0.3)	(1.4)
8:00 p.m.	(0.1)	(0.6)	0.1	(0.1)	(0.6)	(0.8)	(1.2)
9:00 p.m.	(0.1)	(0.9)	(1.1)	(1.3)	(0.8)	(1.4)	(0.9)
10:00 p.m.	(0.8)	(0.9)	(0.6)	(0.7)	0.6	(0.3)	(0.8)
11:00 p.m.	(0.3)	(0.4)	(0.3)	(0.1)	(0.6)	(0.3)	(0.4)

MOVEMENT TEAM DEPUTIES DEPLOYED BY HOUR OF THE DAY

Hours	Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
Midnight	4	4	4	4	4	4	4
1:00 a.m.	4	4	4	4	4	4	4
2:00 a.m.	4	4	4	4	4	4	4
3:00 a.m.	4	4	4	4	4	4	4
4:00 a.m.	4	4	4	4	4	4	4
5:00 a.m.	4	4	4	4	4	4	4
6:00 a.m.	4	4	4	4	4	4	4
7:00 a.m.	6	6	6	6	6	6	6
8:00 a.m.	6	6	6	6	6	6	6
9:00 a.m.	6	6	6	6	6	6	6
10:00 a.m.	6	6	6	6	6	6	6
11:00 a.m.	6	6	6	6	6	6	6
Noon	6	6	6	6	6	6	6
1:00 p.m.	6	6	6	6	6	6	6
2:00 p.m.	6	6	6	6	6	6	6
3:00 p.m.	5	5	5	5	5	5	5
4:00 p.m.	5	5	5	5	5	5	5
5:00 p.m.	5	5	5	5	5	5	5
6:00 p.m.	5	5	5	5	5	5	5
7:00 p.m.	5	5	5	5	5	5	5
8:00 p.m.	5	5	5	5	5	5	5
9:00 p.m.	5	5	5	5	5	5	5
10:00 p.m.	5	5	5	5	5	5	5
11:00 p.m.	4	4	4	4	4	4	4

- Overtime expenditures should be grouped by categories that reflect the control managers have over these expenditures
- Management accountability should vary for each broad grouping of overtime expenditures
- Approaches to budgeting for overtime expenditures should vary by category

Overtime Expenditures Should Be Grouped Based On Their Cost To the County And The Control Managers Have Over Them

The following categories should be used to monitor, manage, and budget overtime expenditures:

- Overtime expenditures funded by non-Dane County entities
- Overtime expenditures associated with replacing vacant positions
- Overtime expenditures associated with non-vacancy related absences
- Overtime expenditures driven by factors outside the control of the Sheriff's Office
- Overtime expenditures that can be affected by management practice

A summary of how existing overtime categories align with these groupings is presented in Exhibit V-8.

Overtime expenditures funded by non-Dane County entities. Success in managing overtime expenditures should focus on overtime costs incurred by Dane County. While Sheriff's Office managers should work to ensure other entities receive value for overtime expenditures incurred on their behalf little effort should be focused on controlling those overtime expenditures. Please note that excluding overtime expenditures funded by non-Dane County entities from the overtime expenditures that will be used to assess the Sheriff's Office success in controlling overtime expenditures will provide office managers with a strong incentive to seek reimbursement for these expenditures whenever possible. Overtime expenditures funded by other jurisdictions represent a 100 percent reduction in Dane County overtime expenditures and fall straight to the Sheriff's Office's "overtime bottom line."

Overtime expenditures associated with replacing vacant positions. Unless the organization has severe morale problems (which is causing staff to leave) there is little the Sheriff's Office can do to reduce the number of vacancies. Vacancies tend to vary with the age of the workforce (e.g., the more staff eligible to retire the greater the likelihood staff will retire) and the personal circumstances of employees. Sheriff's Office managers can control neither of these factors. Indeed, in terms of overall cost, efforts to reduce retirement related vacancies may increase costs as opportunities to replace more highly paid senior employees with new, lower paid employees are lost. Moreover, because it makes financial sense to take a conservative approach to determining the number of pre-hire positions that are employed, efforts to reduce overtime expenditures by increasing the number of pre-hire positions will actually increase costs.

RECOMMENDED ASSIGNMENT OF EXISTING OVERTIME CATEGORIES TO SUGGESTED CATEGORIES FOR MONITORING, MANAGING, AND BUDGETING OVERTIME EXPENDITURES

Overtime Expenditures Funded By Non-Dane County Entities	Overtime Expenditures Associated With Replacing Vacant Positions	Overtime Expenditures Associated With Non-Vacancy Related Absences	Overtime Factors Driven By Factors Outside The Control Of The Sheriff's Office	Overtime Expenditures That Can Be Affected By Management Practice
<ul style="list-style-type: none"> ■ Contract related expenditures ■ Grant funded expenditures ■ Reimbursable expenditures 	<ul style="list-style-type: none"> ■ Vacant position ■ Bailiff (vacant) ■ Sheriff aide vacancy ■ Jail clerk vacant position 	<ul style="list-style-type: none"> ■ Bereavement leave ■ Military leave ■ Family leave ■ Sick leave ■ Vacation/holiday ■ Worker's compensation ■ Leave of absence ■ Restricted duty ■ Holiday pay ■ Booking clerk overtime ■ Sheriff aide overtime ■ Jail clerk bereavement leave 	<ul style="list-style-type: none"> ■ Late court ■ Sequestered jury ■ Conveyance (in-state) ■ Conveyance (out-of-state) ■ Juvenile (in-state) ■ Juvenile (out-of-state) ■ Convey inmate to medical appointment, jail overcrowding ■ Hospital guard ■ Patrol (due to weather conditions) ■ Team call-out ■ Extra security 	<ul style="list-style-type: none"> ■ Training – administration ■ Training – FTO ■ Training – JTO ■ Training – academy ■ Training – in-service ■ Training – jail schools ■ Training – schools ■ Training team ■ Training – range officer ■ Training instructor ■ Firearms qualifications – student

RECOMMENDED ASSIGNMENT OF EXISTING OVERTIME CATEGORIES TO SUGGESTED CATEGORIES FOR MONITORING, MANAGING, AND BUDGETING OVERTIME EXPENDITURES

Overtime Expenditures Funded By Non-Dane County Entities	Overtime Expenditures Associated With Replacing Vacant Positions	Overtime Expenditures Associated With Non-Vacancy Related Absences	Overtime Factors Driven By Factors Outside The Control Of The Sheriff's Office	Overtime Expenditures That Can Be Affected By Management Practice
	<ul style="list-style-type: none"> ■ Jail clerk military leave ■ Jail clerk sick leave ■ Jail clerk worker's compensation ■ Jail clerk leave of absence ■ Jail clerk restricted duty ■ Jail clerk vacation/holiday ■ Sheriff aide bereavement leave ■ Sheriff aide military leave ■ Sheriff aide family leave 	<ul style="list-style-type: none"> ■ Bail hearings ■ Court testimony ■ 24 hour failure to notify ■ Special events. 	<ul style="list-style-type: none"> ■ Bargaining meetings ■ Hunter sight-in program ■ Background checks ■ Court officer ■ Lab ■ Civil process ■ Civil executions ■ Inmate shipping ■ Reports ■ Boat patrol (portion not reimbursed) ■ Snowmobile patrol/ATV patrol (portion not reimbursed) 	

**RECOMMENDED ASSIGNMENT OF EXISTING OVERTIME
CATEGORIES TO SUGGESTED CATEGORIES FOR MONITORING,
MANAGING, AND BUDGETING OVERTIME EXPENDITURES**

Overtime Expenditures Funded By Non-Dane County Entities	Overtime Expenditures Associated With Replacing Vacant Positions	Overtime Expenditures Associated With Non- Vacancy Related Absences	Overtime Factors Driven By Factors Outside The Control Of The Sheriff's Office	Overtime Expenditures That Can Be Affected By Management Practice
		<ul style="list-style-type: none"> ■ Sheriff aide sick leave ■ Sheriff aide worker's compensation ■ Sheriff aide leave of absence ■ Sheriff aide restricted duty ■ Sheriff aide vacation/holiday. 		<ul style="list-style-type: none"> ■ Honor guard ■ Detective assignment/follow-up ■ Mutual aid.

Overtime expenditures associated with non-vacancy related absences. As discussed, a conservative approach to calculating relief factors – which are determined largely by non-vacancy related absences – is financially sound given the relative costs associated with over- or under-estimating non-vacancy related absences. Holding individual managers accountable for overall overtime expenditures associated with non-vacancy related absences is not reasonable.

Within this overall category, subcategories should be established that should be tracked from year to year. For example, overtime expenditures associated with vacation leave (calculated as a percentage of the overtime costs that would be incurred if all vacation leave was funded through overtime) should be calculated.¹³ In addition, root causes of absences should be tracked. In particular, sick leave used as a percentage of total sick leave available should be tracked for the Sheriff's Office as a whole and for each division. Likewise, lost time due to injury accidents per filled position (adjusted to reflect the fact that some positions may not be filled the entire year) should be monitored for the Sheriff's Office as a whole and for each division.¹⁴

In addition, use of part-time staff to address absences (if the recommendation to negotiate with the Dane County Deputy Sheriffs' Association to allow use of part-time staff is implemented) should also be monitored. Please note, however, that use of part-time staff should not be viewed as a measure of success. If the recommended approach to using part-time staff is implemented whether or not part-time staff are used to address vacancies will depend on whether full-time staff are willing to work overtime. Nonetheless, tracking the extent to which part-time staff are used will help to ensure that each division makes use of the "part-time substitute pool" when appropriate.

Overtime expenditures driven by factors outside the control of the Sheriff's Office. Overtime expenditures in some areas are driven by factors to which the Sheriff's Office must respond. The Field Services Division captain, for example, cannot control the number of critical incidents to which investigators respond. Likewise, the Support Services Division captain cannot control the number of juries that are sequestered. In the same way, the Security Services Division captain cannot control when inmates must be transferred and monitored at a hospital.

Even though managers cannot control the factors that drive the need for overtime in these cases that does not mean that they cannot influence how much overtime is expended when handling these events. Information on both the number of activities that drive overtime expenditures and the overtime expenditures per event should be tracked. Managers should then be expected to be able to justify why overtime expenditures vary from year to year (both in terms of overall expenditures and average expenditures per incident).

¹³ It is worth noting that the Sheriff's Office has shown management action can affect overtime usage in this area.

¹⁴ Please note that while neither sick leave use nor lost time due to injury accidents can be completely affected by Sheriff's Office policies or the efforts of individual managers, on the margin policies and management practices can affect these root causes of overtime use. Monitoring these root causes of overtime is therefore appropriate.

Existing overtime categories that should be grouped within this area include: late court, sequestered jury, conveyance (in-state), conveyance (out-of-state), juvenile (in-state), juvenile (out-of-state), convey inmate to medical appointment, jail overcrowding, hospital guard, patrol (due to weather conditions), team call-out, extra security, bail hearings, court testimony, 24 hour failure to notify, and special events.

Overtime expenditures that can be affected by management practice. For some overtime categories management practices and influence can significantly affect the amount of overtime that can be expended. In these areas, managers should be charged with reducing overtime (if possible) and should be held accountable for explaining increases in overtime usage.

Management Accountability Should Vary For Each Broad Grouping Of Overtime Expenditures

The Sheriff's Office should continue to monitor overtime expenditures by division, but the extent to which division captains should be held accountable for overtime expenditures should vary by overtime grouping. In particular, division captains should generally not be held accountable for overtime related to overtime expenditures funded by non-Dane County entities, overtime expenditures associated with replacing vacant positions, and overtime expenditures associated with non-vacancy related absences.¹⁵ Likewise, overtime expenditures driven by factors outside the Sheriff's Office control should be monitored but accountability for overall expenditures should be tempered by the understanding that the factors that drive these expenditures are out of the control of the Sheriff's Office. By contrast, division captains should be held strictly accountable for overtime expenditures that can be affected by management practice.

Approaches To Budgeting For Overtime Expenditures Should Vary By Category

Different budgeting approaches should be used for overtime expenditures in each category. Overtime budgets funded by non-Dane County entities should be based on an assessment of the prior year's overtime expenditures and the likelihood that similar overtime expenditures will be needed in the coming year.

Overtime expenditures associated with replacing vacant positions and overtime expenditures associated with non-vacancy related absences, by contrast, should be set to reflect the conservative approach to establishing relief and pre-hire positions that is recommended. To ensure adequate overtime is budgeted for vacant positions, the number of positions needed using a vacant position relief factor that assumes overtime will be used to cover vacancies 90 percent of the time should be calculated. The number of hours of overtime should then be multiplied by an average overtime rate. This figure might then be increased by a percentage to take into account that actual overtime costs may be greater. A similar approach should be used to budget for overtime expenditures associated with non-vacancy related absences.

¹⁵ As discussed, information on the root causes of absences should be tracked and captains should be expected to work to reduce absences associated with these root causes.

Budgets for overtime expenditures driven by factors outside the Sheriff's Office control and budgets for overtime expenditures that can be affected by management practice should be based on the average expenditures for overtime subcategories over the past three years.

OVERTIME ASSIGNMENT PROCESS

The Process For Assigning Overtime Should Be Slightly Modified

The schedulers who are responsible for identifying staff to work overtime appear to do a good job of performing a difficult duty. Overtime opportunities that are known in advance are publicized for approximately two weeks and staff have the opportunity to sign up for these slots. If no one has signed up for a slot the day before the vacancy needs to be filled schedulers begin to pursue individuals to fill the vacancy more aggressively. In particular, e-mails will be sent to employees and overtime opportunities will be advertised during shift briefings. If these efforts are unsuccessful, schedulers will begin to call employees and, as necessary, require staff to work overtime.

To reduce overtime costs schedulers, working with shift managers, will try to divide overtime between the incoming and outgoing shifts. Four hours of the shift will be covered by the outgoing shift and the next four hours will be covered by the incoming shift. This reduces overtime costs because staff who are requested to work on their regularly scheduled day off are guaranteed three hours of overtime while a minimum of two hours of overtime is earned by an employee who is requested to report outside of their regularly scheduled hours. On the other hand, two hours of overtime is not guaranteed when staff are held over on their regular shifts.

Besides being labor intensive the primary shortcoming associated with the current approach to scheduling overtime is that it does not reduce the likelihood that absent positions will be replaced by staff of the same rank. The focus of the schedulers is to fill positions and the fact that a Deputy III, for example, is used to replace a Deputy I-II is not a major consideration. Slots are filled on a first come – first served basis (although non-replaceable positions who are expected to devote two shifts every three months filling in for replaceable positions can override overtime requests).

While it is not practical to expect schedulers to spend undue time ensuring that vacant positions are filled by staff at the same level in the days immediately preceding an expected vacancy (or when working to fill an unexpected vacancy), the process could be slightly modified to increase the likelihood that Deputy I-IIs are replaced by Deputy I-IIs. For example for the first 10 days after an overtime sign-up schedule is posted staff at the same level could be allowed to override overtime opportunities requested by more senior staff. After this period, however, this restriction could be loosened.

Please note that the savings associated with implementing this recommendation will likely be modest. Deputy IIIs accounted for only 7.9 percent of absence related overtime in 2011 and Deputy IVs accounted for only 0.2 percent.

SPECIALTY TEAM DEPLOYMENTS

The Sheriff's Office Should Limit Overtime Payments For Specialty Team Deployments

Members of specialized units (e.g., the Tactical Response Team, the Hostage Negotiation Team, the Dive Team, and the Explosive Ordnance Disposal Team) compete for the opportunity to serve on these units. This opportunity is a privilege and deputies are certainly not required to serve as members of these teams.

To reduce overtime costs associated with unit deployments, the Sheriff's Office should negotiate with the Dane County Deputy Sheriffs' Association to allow scheduled deployments to be compensated on a compensatory time rather than an overtime basis.¹⁶ This condition is similar to the requirement in the existing labor agreement that community deputies be allowed to flex their hours. It should be noted that specialty team members do not currently receive overtime when participating in required unit training so this condition would only represent an extension of existing practices.

Reasonable exceptions to the limitation on overtime for specialized unit deployment should be negotiated. For example, "call out" compensation might be paid for non-scheduled deployments to reflect the inconvenience associated with emergency response. Moreover, overtime might be paid for deployments that exceed the eight hours in a deputy sheriff's workday.

INVESTIGATOR SCHEDULING

Investigators Should Be Compensated For Call-Outs But Not Paid Overtime

The best time to perform investigations may not be during normal work hours. To enhance investigations the Sheriff's Office should negotiate with the Dane County Deputy Sheriffs' Association to flex investigator hours and to limit overtime paid for investigator call-outs. While investigators should receive a payment that would compensate them for the inconvenience of having to respond to an unscheduled event, the actual hours worked on the call-out should be reflected in an adjustment to their normal work schedule. Of course, if they spend more than eight hours on a call-out they should be paid overtime for the hours worked in excess of eight.

¹⁶ The recently negotiated Dane County Sheriffs' Association contract provides flexibility for selected specialty assignments. The language of the contract reads, "Members of a designated Team may have their hours changed for prescheduled Team work assignments with 72 hours notice. This provision shall be limited to "Mifflin Street Block Party," "State Street Halloween Event" and any other event mutually agreed upon by the parties."

TACTICAL DEPLOYMENTS

The Deployment Of Officers To Tactical Incidents Should Vary By Event

At present, all 21 members of the tactical response team (TRT) are deployed to each tactical event (or the number of available members are deployed). Not all tactical events require the same resources for a safe response, however. The lieutenant who oversees the team should therefore determine the number of TRT staff that need to be deployed for each event and only that number should be deployed. Participation in deployments should be rotated so deputies have equal opportunities to participate and can maintain their skills.

HOSPITAL GUARDS

The Sheriff's Office Should Engage Private Contractors To Serve As Hospital Guards

There is little the Sheriff's Office can do to control overtime expenditures relating to guarding prisoners while they are receiving treatment at hospitals or mental health facilities. Nonetheless, using sworn deputies to perform this function is expensive not only because these deputies are paid overtime but also because the deputies are over qualified to perform this function. Using a contractor to provide this type of guard duty shifts the burden of addressing the sporadic need to the contractor while also allowing the Sheriff's Office to better match the skills of the person performing the function with the need. Any contractor would, of course, need to ensure the staff used to provide the service are appropriately trained and pass required background checks.

VI – IMPLEMENTATION

VI – IMPLEMENTATION

This chapter is divided into three sections. The first section identifies barriers to implementing the study recommendations. Strategies for overcoming those barriers are presented in the second section. A timeline for implementing study recommendations is then presented.

BARRIERS TO IMPLEMENTING STUDY RECOMMENDATIONS

There Are Four Primary Barriers To Implementing Study Recommendations

Labor contract provisions, the availability of part-time staff, data, and existing management and administrative systems all pose barriers to implementing the recommendations presented in this study.

Labor contract provisions. Changes to the existing labor contract will be needed to implement the following study recommendations:

- Negotiate with the Dane County Deputy Sheriff's Association and AFSCME to make limited use of part-time employees to address supplemental staffing needs
- Limit overtime payments for specialty team deployments
- Compensate investigators for call-outs but do not pay overtime
- Engage private contractors to serve as hospital guards

If contract provisions are not changed these recommendations cannot be implemented.

Availability of part-time staff. Even if labor contract provisions are modified to allow the selective deployment of part-time staff, this recommendation can only be implemented if part-time staff with appropriate skills are available (and willing to work for the Sheriff's Office).

Data. The information needed to fully implement selected study recommendations may not be readily available. For example, additional information (and analysis) is needed to determine minimum staffing needs by hour of the day for various positions.

Management and administrative systems. Existing administrative and management systems will need to be revised to support implementation of the study recommendations. For example, modifications to existing systems will be needed to support implementation of the suggested approach to budgeting. Likewise, systems will need to be developed to facilitate obtaining the information necessary to implement the recommended approach to calculating relief factors and the number of pre-hire positions needed.

STRATEGIES FOR OVERCOMING BARRIERS TO IMPLEMENTATION

This section outlines strategies for overcoming the barriers to change that have been identified.

In Negotiations With the Dane County Deputy Sheriffs' Association And ASFCME It Should Be Communicated That The Recommended Changes Will Benefit Employees

Interviews with Sheriff's Office managers indicate that many employees do not want to work overtime. These findings were reinforced in discussions with schedulers who indicated that some employees actively avoid being called in to work overtime.

The analysis presented in this report, however, suggests that increasing the use of overtime to replace vacant positions is cost effective. Unless other changes are made, therefore, implementing these recommendations will increase the amount of overtime staff will be expected to work. Many deputies therefore will likely welcome changes to the contract that will limit the amount of overtime they are required to work.

In discussions with labor representatives it should also be noted that some recommendations – for example, the recommendation to use part-time employees – will not reduce overtime opportunities for full-time deputies as part-time deputies will not be used unless no full-time deputy wants to work overtime. Other recommendations – such as allowing selected positions to work flexible schedules – merely represent extensions of contract provisions that have already been negotiated.

Barriers Associated With Revising Data And Information Systems Should Be Relatively Easy To Overcome

The county and Sheriff's Office already collect extremely detailed information on overtime usage. Modifying the information systems to facilitate the collection of the data needed to implement the recommended approach to calculate relief factors and the needed number of pre-hire positions should not be difficult. In addition, only minor modifications to the way information on overtime is collected will be needed to implement the recommended approach to budgeting overtime expenditures.

Analysis Should Be Performed To Assess The Viability Of Selected Recommendations

Additional analysis is needed to assess the viability of using part-time staff, to determine minimum staffing needs by hour of the day and day of the week, and to refine relief factor calculations.

Part-time staff. Before a decision is made to use part-time staff to reduce overtime needs, the availability of part-time staff with the skills needed to function effectively as deputies must be made. To reduce training requirements retirees are likely the best candidates for part-time positions although even retirees will need to train for 24 hours per year to maintain their certification. If qualified candidates are not available, of course, the recommendation cannot be implemented.

IMPLEMENTATION TIMELINE AND RESPONSIBILITIES

Recommendations	Responsibility	Commence	Complete
■ Revise approach to calculating relief factor	Chief Deputy; Captain – Executive Services	Immediately	Three Months
■ Re-establish pre-hire program	County Director Of Administration; Chief Deputy	Immediately	Three Months
■ Define minimum staffing levels by day of the week and hour of the day	Chief Deputy: All Division Captains	One Month	Seven Months
■ Assess viability of making limited use of part-time employees	County Director Of Administration; Chief Deputy	Immediately	One Month
■ Modify approaches to managing, monitoring, and budgeting overtime expenditures	County Director Of Administration; County Budget Analyst; Captain – Executive Services	One Month	Twelve Months
■ Modify the overtime assignment process	Captain – Executive Services	One Month	Three Months
■ Vary tactical incident response by event	Chief Deputy; Captain – Field Services	One Month	Seven Months
■ Negotiate changes to labor agreements	County Director Of Administration; Chief Deputy	Immediately	Three Months
➢ Make limited use of part-time employees			
➢ Limit overtime payments for specialty team deployments			
➢ Modify compensation for investigator call-outs			
➢ Engage private contractors to serve as hospital guards			

APPENDIX A – BEST PRACTICES FINDINGS

APPENDIX A – BEST PRACTICES FINDINGS

The first section of this appendix summarizes the approach that was used to gather information on best practices relating to managing overtime. The second section presents the best practices findings.

A – APPROACH

Three approaches were used to identify best practices: Internet research, telephone interviews with staff from best practice agencies, and the experience of the consulting team.

B – BEST PRACTICES FINDINGS

This section presents the results of the best practices findings in five areas: procedures to manage/monitor overtime expenditures, court security, court attendance, sick leave, and hospital guard procedures.

Managing Overtime Expenditures

Agencies that have developed systemic approaches to managing and monitoring overtime expenditures

Many agencies are attempting different strategies to monitor and control overtime-related expenditures. As the result of a review by the Snohomish County, Washington's performance audit division several changes in overtime procedures were recommended including keeping deputy vacancies at a minimum (manpower shortages accounted for 12% of overtime usage); focusing on vacancies that resulted in premium overtime pay; and identifying and tracking overtime by discretionary and non-discretionary usage (discretionary overtime, which accounted for 57% of usage, includes administrative activities, meetings, non-mandatory training, and shift extensions and non-discretionary overtime includes emergency call-outs, court time, minimum staffing requirements, mandatory training, on-call time, and shift extensions needed to meet safety requirements). It is important to note that all decisions must reflect actual needs as determined by the agency leadership and that caution needs to be taken when specifying discretionary overtime, for example meetings relating to disciplinary procedures are mandatory and not discretionary.

Key findings of 2007 and 2009 audit reviews in Maricopa County, Arizona were that In 2007 the sheriff's office exceeded its annual overtime budget in the first quarter of the year; over a four-year period detention-related overtime expenditures increased by over 600% even though full-time staffing increased by 44% (and the inmate population remained stable); and that calculations used to allocate and monitor overtime did not take into account FLSA overtime guidelines for recording when time worked exceeded 8 hours in a day and not 40 hours in a week. Recommended changes included staggering or overlapping shift times; building briefing time into the shift schedule instead of building in overtime (briefings accounted for 3,900 hours/pay period); and monitoring individual overtime (23% of detention officers earned no overtime and 2% earned over 500 hours each).

The Los Angeles County, California sheriff's department exceeded its overtime budget by an average of 104% for each of five fiscal years (an average of \$83m per year). Current initiatives, as recommended by an auditor-controller's 2009 report, include consistently re-evaluating annual overtime budgets and realigning budgeted amounts to better reflect actual expenditures; monitoring individual overtime usage (in addition to the previous practice of monitoring overtime by unit); limiting the cumulative total overtime allowed (some employees had over 900 hours of overtime in a year); and ensuring work rules are followed (e.g. not working double shifts on consecutive days and not working more than 12 consecutive days). Initiatives are currently being implemented however the sheriff's office notes that a large percentage of overtime was attributable to reopening a detention facility and staff filling in until newly hired deputies are fully trained.

After several years of mandatory overtime, the sheriff's office in Harris County, Texas is in the process of reassigning 100 jail deputies to patrol, investigations, and court security and hiring 60 part-time civilian jailers and part-time detention officers. These changes are expected to generate overtime savings of \$1.6m (\$3.6m overtime pay minus \$2m in new salaries). The sheriff's office notes that a 21% increase in the jail population between 2006 and 2008 but a 30% decrease over the past 3 years has facilitated the changes. The county is also installing new overtime scheduling software that is expected to save \$2m.

In Orange County, California after overtime expenses exceeded budgeted amounts in 7 of 8 years a review was conducted by the county's office of the performance audit and led to several changes: re-negotiating labor contract to calculate overtime from hours paid to hours worked (e.g., if an employee took a vacation day and then worked an extra shift that pay period the employee would be paid at the overtime rate for the extra shift if the total paid hours was more than 40 for the week); no longer allowing employees to work for four hours, take paid leave for four hours, then return to work within 24-hours and receive overtime; no longer guarding other jurisdictions' arrestees after the first 24 hours of a hospital stay; establishing an "extra help pool" of retired employees to fill in for short-term vacancies in non-patrol areas; establishing procedures that monitor the appropriate use of resources for special events and court security (even though most events and court overtime is reimbursed the agency still needs to be aware of when this overtime leads to difficulties with other operational overtime coverage); establishing a new classification of correctional assistants to assist jail deputies (the agency has hired 100 assistants toward a goal of 180); and setting realistic overtime budgets for each division or unit rather than having a generic, large scale reserve fund (the reserve fund is to only be used only for emergencies). As a result of these recommendations between 2007 and 2010 overtime dropped 54%; however cause and effect is still being carefully evaluated.

Court Security

Agencies that have implemented effective strategies to limit overtime related to court security

In Will County, Illinois court security deputies use flex hours to coincide with trial schedules and patrol deputies on shift receive notification to cover late trials, weekends, and holidays. Notification is sent to whoever is available at the time and assignments last 2 to 3 hours.

In Arlington County, Virginia a disproportionate amount of overtime was related to court security and prisoner transfers. Initiatives include hiring part-time deputies for court security and transport; reassigning supervisory staff from background investigations, training, and warrants to transport; and, when schedules allow, reassigning court deputies to transport and hospital guard. The sheriff's office notes the need to constantly adjust schedules and to be prepared for trade-offs, for instance hiring has been delayed because it takes 3 months longer to complete background investigations.

Court Attendance

Agencies that have implemented procedures to limit overtime costs associated with court attendance

In agreement with the courts and prosecutors, the Washington, D.C. Metropolitan Police Department uses a computer assisted court notification system. At least seven days prior to the needed appearance, the court provides the employee's name and the date and time of appearance, the type of trial, etc. If the notification is received less than seven calendar days and will result in overtime, a reason must be provided in writing and pre-approved by the police department's court liaison division. Notifications are also used to adjust work schedules based on the number of employees that have been called. The court standby system uses pagers and cell phones to notify officers working on their shift and waiting court appearance.

In Chicago, Illinois officers required to attend court outside of their regularly scheduled work hours are compensated at the basic overtime rate with a minimum of two hours, except: if the court time is during the officer's compensatory time off and the officer knew of the court date before his or her request for compensatory time was approved, while the officer is on paid medical leave, or if the officer is compensated for such time by a secondary employer. When the actual time spent in court exceeds two hours, overtime is calculated in fifteen-minute, rather than 60-minute, segments.

Hospital Guard

Agencies that are attempting to lower hospital guard costs

Correction deputies, who are paid at a lower rate than patrol deputies, handle hospital guard duty in Will County, Illinois. In the 2012 budget the county council in Montgomery County, Maryland approved privatizing hospital guard duty. In Palm Beach County, Florida many injured and ill inmates are treated in the jail's infirmary. Also under consideration is guarding inmates in one or two hospitals (rather than the current 13 hospitals) and working with hospitals to install security doors and cameras so multiple inmates can be watched at the same time.

Sick Leave

Agencies that have developed cost-effective approaches to address sick leave issues

In Barnstable County, Massachusetts paid sick time must be called-in to the employee's supervisor three hours before the start of the shift and employees who take sick leave on days previously requested off and denied must submit proof of illness prior to receiving sick leave pay. At year's end employees receive cash payment for a certain percentage of all unused sick time above a base rate. In Clinton County, Indiana paid sick leave

must be taken in increments of one-half days and employees on sick leave for more than ten days are required to return their take home patrol car.

Chicago, Illinois recently established a medical integrity unit intended to stringently monitor sick time usage focusing in particular on the 5-10% of the officers who abuse the policy. While on sick leave, an employee must call his/her supervisor before leaving home and report where he/she is going and the reason for the trip. In Kerr County, Texas employees taking sick time must notify their supervisors two hours before the start of their shift and must contact their supervisors every day during their absence. Non-emergency sick leave (e.g. dental appointments) must be approved one week in advance of the appointment and if more than 56 hours have been taken within a consecutive 12-month period disciplinary action commences.

In El Paso, Texas no sick leave of three or more consecutive workdays is granted without a certificate verifying that the leave is necessary for medical reasons. In addition no sick leave is granted the day before, the day of, or the day after a city-designated holiday without a medical certificate. Employees in the El Paso sheriff's office must notify their supervisor at least one hour before the start of their shift. The supervisor may request a physician's statement at any point during sick leave of more than three consecutive days and may also request a physician's statement if sick leave abuse is suspected.

APPENDIX B – BENCHMARK FINDINGS

APPENDIX B – BENCHMARK FINDINGS

The first section of this appendix summarizes the approach that was used to select the agencies to which the Dane County Sheriff's Office was compared. The second section presents the comparison data. It is important to note that while "apples to apples" comparisons are difficult to make this becomes less relevant when, as is the case for this analysis, the purpose of the benchmarking effort is to provide an overall context for review rather than as the basis for making specific recommendations or decisions.

A – APPROACH

Three steps were used to select the benchmark agencies. First a preliminary list of "peer" counties with similar demographics to Dane County were identified. This list was then reviewed by the staff liaison team and nine potential benchmark sheriff's offices were identified. A benchmarking questionnaire was then developed and distributed to these nine agencies, four of which provided responses – Brown County, WI; Hennepin County, MN; Waukesha County, WI; and Will County, IL.

B – COMPARISON DATA

The results of the benchmark findings are presented in six areas: demographics; staffing; specialized services; budgets; paid workweek; and paid overtime.

DEMOGRAPHICS

Of the five agencies for which information will be presented the Dane County Sheriff's Office serves the third largest population and the largest geographic area.

County	Population	Square Miles
Hennepin County, MN	1,152,445	606.4
Will County, IL	677,560	849.2
<i>Dane County, WI</i>	<i>488,073</i>	<i>1,238.0</i>
Waukesha County, WI	389,900	580.0
Brown County, WI	248,007	615.0
Average excluding Dane County	616,978	662.7

Of the benchmark counties, Dane County has the second lowest median household income and the second highest percentage of the population below the poverty level.

County	Median Household Income ^(a)	Poverty Level ^(a)
Will County, IL	\$75,900	6.6%
Waukesha County, WI	\$75,000	4.4%
Hennepin County, MN	\$61,300	12.1%
<i>Dane County, WI</i>	<i>\$60, 519</i>	<i>11.6%</i>
Brown County, WI	\$52,500	10.3%
Average excluding Dane County	\$66,175	8.3%

(a) 2011 U.S. Census Bureau.

STAFFING

Since the need for law enforcement services varies with both geographic area and population it is useful to compare staffing on these dimensions. As compared to the other jurisdictions, Dane County has the second highest number of budgeted employees per 1,000 population.

County	Total Number Of Sheriff's Office Budgeted Employees	Budgeted Sheriff's Office Employees Per 1,000 Population	Rank
Brown County, WI	318.6	1.28	1
<i>Dane County, WI</i>	<i>554.0</i>	<i>1.14</i>	<i>2</i>
Waukesha County, WI	352.5	.91	3
Will County, IL	596.0	.88	4
Hennepin County, MN	767.0	.67	5
Average excluding Dane County		.93	

It has, however, the fewest number of employees per square mile.

County	Total Number Of Sheriff's Office Budgeted Employees	Budgeted Sheriff's Office Employees Per Square Miles	Rank
Hennepin County, MN	767.0	1.27	1
Will County, IL	596.0	0.70	2
Waukesha County, WI	352.5	0.62	3
Brown County, WI	318.6	0.52	4
<i>Dane County, WI</i>	<i>554.0</i>	<i>0.45</i>	<i>5</i>
Average excluding Dane County		0.78	

Of the benchmark sheriff's offices, the Dane County Sheriff's Office ranks second in terms of the ratio of sworn employees to civilian employees.

Agency	Number Of Sheriff's Office Budgeted Sworn Employees	Number Of Sheriff's Office Budgeted Civilian Employees	Ratio Of Sworn Employees To Civilian Employees	Rank
Brown County, WI	298	20.6	14.47	1
<i>Dane County, WI</i>	<i>449</i>	<i>105</i>	<i>4.28</i>	<i>2</i>
Will County, IL	435	161	2.70	3
Hennepin County, MN	505	262	1.93	4
Waukesha County, WI	173	179.5	.96	5
Average excluding Dane County			5.01	

Brown County and Dane County have the highest percentage of budgeted sworn employees who are non-exempt of the benchmark organizations.

Agency	Budgeted Exempt Sheriff's Office Sworn Employees	Budgeted Non-Exempt Sheriff's Office Sworn Employees	Total Budgeted Sworn Employees	Percent Non-Exempt Sworn Employees
Brown County, WI	2	296	298	.993
<i>Dane County, WI</i>	6	443	449	.986
Will County, IL	9	426	435	.979
Waukesha County, WI	22	151	173	.872
Hennepin County, MN	92	413	505	.817

Of the benchmark organizations, Brown County and Dane County also have the highest percentage of budgeted civilian employees who are non-exempt.

Agency	Budgeted Exempt Sheriff's Office Civilian Employees	Budgeted Non-Exempt Sheriff's Office Civilian Employees	Total Budgeted Civilian Employees	Percent Non-Exempt Civilian Employees
<i>Dane County, WI</i>	4	101	105	.961
Brown County, WI	1	19.6	20.6	.951
Waukesha County, WI	19	160.5	179.5	.894
Will County, IL	23	138	161	.867
Hennepin County, MN	57	205	262	.782

Dane County, Hennepin County, and Will County make extensive use of sworn staff to support detention/jail operations.

Budgeted Non-Exempt Sworn Staff

Service	Dane County, WI	Brown County, WI	Hennepin County, MN	Waukesha County, WI	Will County, IL
Field Services	115	85	73	99.14	153
Civil Process	8	2	In field services	5	9
Court Security	29	9	65	17.86	17
Detention/Jail	192	12	220	0	230
Extraditions	(a)	Contract	In field services	In field services	5
Investigations	28	14	32	29	22
Prisoner Conveyance	4	6	In field services	In field services	8
Traffic Enforcement	5	3	In field services	In field services	10

(a) Included in support services staffing of 75 non-exempt positions.

All of the counties (except Will County) use non-exempt civilian staff to support detention operations.

Budgeted Non-Exempt Civilian Staff

Service	Dane County, WI	Brown County, WI	Hennepin County, MN	Waukesha County, WI	Will County, IL
Field Services	7.5	0	23	1.5	24
Civil Process	3	2	In field services	6	6
Court Security	(a)	0	8	0	3
Detention/Jail	67.5	4	72	137	0
Extradition	(a)	1	In field services	In field services	4
Investigations	<i>In field services</i>	3.6	15	4	4
Prisoner Conveyance	1	0	In field services	In field services	0
Traffic Enforcement	0	0	In field services	In field services	2

(a) Included in support services staffing of 17 non-exempt civilian positions.

SPECIALIZED SERVICES

The specialized services offered by the benchmark agencies are similar.

Service	<i>Dane County, WI</i>	Brown County, WI	Hennepin County, MN	Waukesha County, WI	Will County, IL
Canine	<i>Yes, call-out</i>	Yes, dedicated	Yes, dedicated	Yes, call-out	Yes, dedicated with gang suppression
Dive	<i>Yes, call-out</i>	Yes, call-out	Yes, call-out	Yes, call-out	No
EOD/Bomb Squad	<i>Yes, call-out</i>	Yes, call-out	No	No	No
Hostage Negotiations	<i>Yes, call-out</i>	Yes, call-out	Yes, call-out	Yes, call-out	Yes, call-out
Jail Diversion/ Electronic Monitoring	<i>Yes, dedicated</i>	Jail =No; EM = Yes	No	EM = Yes, contract	No
Marine and Trail	<i>Yes, both</i>	Yes, both	Yes, dedicated	Yes, call-out	No
Special Events	<i>Yes, call-out</i>	Yes, call-out	Yes, call-out	Yes, call-out	Yes, call-out
Tactical Response/SWAT	<i>Yes, call-out</i>	Yes, call-out	Yes, call-out	Yes, call-out	Yes, call-out
Other	<i>Dedicated = Drug task force; Call-out = Crash reconstruction; Fire investigations</i>	Call-out = Crash reconstruction; Salvage enforcement	Dedicated = Homeland security	Call-out = Accident reconstruction; Bicycle patrol; Motorcycle patrol; Snowmobile; Dedicated = Metro drug unit	Dedicated = Gang suppression

The minimum number of required annual training hours for specialized services varies widely among the benchmark agencies.

Service	Dane County, WI	Brown County, WI	Hennepin County, MN	Waukesha County, WI	Will County, IL
Canine	192 hours	240 hours	96 hours	244 hours	40 hours
Dive	88 hours	96 hours	48 hours	96 hours	n.a.
EOD/Bomb Squad	192 hours	192 hours	n.a.	n.a.	n.a.
Hostage Negotiations	48 hours	No minimum	16 hours	64 hours	40 hours to start/20 hours over the course of the year
Jail Diversion/ Electronic Monitoring		No minimum	n.a.		n.a.
Marine and Trail		Marine = 8 hours; ATV/Snowmobile = 2 hours each	12 hours		n.a.
Special Events	16 hours				
Tactical Response/SWAT	192 hours	144 hours	120 hours	132 hours (not including hours for snipers and gas)	40 hours to start/96 hours over the course of the year

BUDGETS

Dane County ranks second in terms of Sheriff's Office operating budget per 1,000 population. When making budget comparisons it is important to recognize that each agency provides a different range and level of services so making "apples to apples" comparisons and drawing clear conclusions from this information is difficult.

County	Total Operating Budget	Budget Per 1,000 Population	Rank
Brown County, WI	\$36,135,214	\$145,707	1
Dane County, WI	\$66,512,216	\$136,275	2
Waukesha County, WI	\$37,985,737	\$97,333	3
Will County, IL	\$64,429,261	\$96,090	4
Hennepin County, MN	\$86,231,439	\$74,828	5
Average excluding Dane County		\$103,490	

Dane County ranks in the middle of the benchmark agencies with regard to field services budget per 1,000 population and second in terms of detention/jail operations budget per 1,000 population.

County	Field Services Budget	Field Services Budget Per 1,000 Population	Rank	Detention/Jail Operations Budget	Detention/Jail Operations Budget Per 1,000 Population	Rank
Will County, IL	\$27,421,048	\$40,470	1	\$23,240,446	\$34,300	4
Brown County, WI	\$13,772,854	\$37,939	2	\$16,362,785	\$65,979	1
<i>Dane County, WI</i>	<i>\$17,783,220</i>	<i>\$36,436</i>	<i>3</i>	<i>\$31,291,508</i>	<i>\$64,112</i>	<i>2</i>
Waukesha County, WI	\$13,193,290	\$33,806	4	\$15,390,091	\$39,435	3
Hennepin County, MN	\$13,439,096	\$11,662	5	\$32,791,024	\$28,445	5
Average excluding Dane County		\$30,969			\$42,040	

Dane County has the second highest personnel-related budget per 1,000 population of the benchmark agencies.

County	Personnel-Related Budget	Personnel-Related Budget Per 1,000 Population	Rank
Brown County, WI	\$27,925,110	\$112,601	1
<i>Dane County, WI</i>	<i>\$54,907,020</i>	<i>\$112,498</i>	<i>2</i>
Will County, IL	\$57,437,860	\$84,772	3
Waukesha County, WI	\$30,268,352	\$77,558	4
Hennepin County, MN	\$70,054,733	\$60,790	5
Average excluding Dane County		\$83,930	

Of the agencies providing data, Dane County has the second largest field services personnel-related expenditures per 1,000 population. Dane County also has the second largest detention operations personnel-related expenditures per 1,000 population.

County	Field Services Personnel-Related Expenditures	Field Services Personnel-Related Expenditures Per 1,000 Population	Rank	Detention/Jail Operations Personnel-Related Expenditures	Detention/Jail Operations Personnel-Related Expenditures Per 1,000 Population	Rank
Brown County, WI	\$9,098,307	\$36,687	1	\$11,993,391	\$48,360	1
<i>Dane County, WI</i>	<i>\$17,339,000</i>	<i>\$35,525</i>	2	<i>\$22,534,220</i>	<i>\$46,170</i>	2
Waukesha County, WI	\$10,782,366	\$27,628	3	\$10,782,366	\$29,740	3
Hennepin County, MN	\$10,507,306	\$9,118	4	\$29,075,878	\$25,231	4
Average excluding Dane County		\$24,478			\$34,444	

Overtime budgets as a percentage of total operating budgets for the benchmark agencies providing information range from two percent to five percent.

Agency	Operating Budget	Overtime Budget	Overtime Budget As A Percentage Of Operating Budget
<i>Dane County, WI</i>	<i>\$66,512,216</i>	<i>\$1,812,200</i>	3%
Hennepin County, MN	\$86,231,439	\$2,637,114	3%
Waukesha County, WI	\$37,985,737	\$924,008	2%
Brown County, WI	\$36,135,214	\$1,665,888	5%

The largest overtime allocations are for field services and detention/jail operations. In total, overtime budgets for field services and detention/jail operations range from 65 percent to 84 percent of total overtime budgets for the four agencies providing information.

Agency	Overtime Budget	Field Services Overtime Budget	Field Services Overtime Budget As A Percentage Of Total Overtime Budget	Detention/Jail Operations Overtime Budget	Detention/Jail Operations Overtime Budget As A Percentage Of Total Overtime Budget
<i>Dane County, WI</i>	\$1,812,200	\$831,300	46%	\$625,800	35%
Hennepin County, MN	\$2,637,114	\$246,509	9%	\$1,486,333	56%
Waukesha County, WI	\$924,008	\$479,232	52%	\$299,562	32%
Brown County, WI	\$1,665,888	\$606,630	36%	\$777,734	47%
Average excluding Dane County		\$444,124	32%	\$854,543	45%

Dane County has the second smallest overtime budget per non-exempt employee.

Agency	Overtime Budget	Overtime Allocation Per Budgeted Non-Exempt Employee
Brown County, WI	\$1,665,888	\$5,278
Hennepin County, MN	\$2,637,114	\$4,267
<i>Dane County, WI</i>	\$1,812,200	\$3,331
Waukesha County, WI	\$924,008	\$2,966
Average excluding Dane County		\$4,171

Dane County has the second largest overtime budget for field services and the second smallest overtime budget for detention/jail operations per non-exempt employee of the benchmark agencies providing information.

Agency	Field Services Overtime Budget	Field Services Overtime Per Non-Exempt Field Services Employee	Detention/Jail Operations Overtime Budget	Detention/Jail Operations Overtime Per Detention Non-Exempt Employee
Brown County, WI	\$606,630	\$7,317	\$777,734	\$4,922
<i>Dane County, WI</i>	<i>\$831,300</i>	<i>\$5,346</i>	<i>\$625,800</i>	<i>\$2,412</i>
Waukesha County, WI	\$479,232	\$4,762	\$299,562	\$2,187
Hennepin County, MN	\$246,509	\$2,568	\$1,486,333	\$5,090
Average excluding Dane County		\$4,882		\$4,066

Four of the agencies receive grant-funded overtime dollars.

Agency	Total Grant Dollars	Field Services Grant Dollars	Investigations Grant Dollars	Traffic Grant Dollars
Hennepin County, MN	\$217,000	\$202,000	\$15,000	
Brown County, WI	\$183,814	\$134,250		Included in field services
<i>Dane County, WI</i>	<i>\$117,687</i>	<i>\$12,760</i>	<i>\$24,705</i>	<i>\$80,222</i>
Waukesha County, WI	\$91,244		\$3,170	\$88,074

PAID OVERTIME

The basic overtime rate for employees in all of the agencies is time and a half. Only Dane County pays employees double time if staff work extensive hours (14 for the Sheriff's Office).

Service	Dane County, WI	Brown County, WI	Hennepin County, MN	Waukesha County, WI	Will County, IL
Field Services	Over 8 consecutive hours	Any time over normal schedule; (voluntary training is paid at straight time)	Over 8 hours a day	Over 8.25 hours a day	Over 8 hours a day
Civil Process	Over 8 consecutive hours	40	Over 8 hours a day	Over 8.25 hours a day	Over 8 hours a day
Detention	Over 8 consecutive hours	40	8 hours a day or 40 hours a week	Over 8.25 hours a day	Over 8 hours a day
Extradition	Over 8 consecutive hours	n.a.	Over 8 hours a day	Over 8.25 hours a day	Over 8 hours a day
Investigations	Over 8 consecutive hours	Any time over normal schedule	Over 8 hours a day	Over 8 hours a day or over 8.25 hours a day	Over 8 hours a day
Prisoner Conveyance	Over 8 consecutive hours	Any time over normal schedule	Over 8 hours a day	Over 8.25 hours a day	Over 8 hours a day
Traffic Enforcement	Over 8 consecutive hours	Any time over normal schedule; (at time hours are flexed and OT is not paid)	Over 8 hours a day	Over 8.25 hours a day	Over 8 hours a day

APPENDIX C – ROOT CAUSES OF OVERTIME

APPENDIX C – ROOT CAUSES OF OVERTIME

The following table summarizes the “root causes” of overtime for various overtime categories. As this summary shows, many of the factors that drive overtime can be affected, but not controlled, by Sheriff’s Office policies and practices.

Category	Root Cause
ABSENCE - NON-VACANT POSITION	
Family Leave	Number Of Employees
Sick Leave	Number Of Employees; Management Practices
Military Leave	Number Of Employees
Worker's Compensation	Number Of Employees; Management Practices
Bereavement Leave	Number Of Employees
Leave Of Absence	Number Of Employees
Vacation/Holiday	Number Of Employees; Labor Agreement; Management Practices
TEAM CALL OUT	Number Of Call-Outs; Number Of Individuals Per Call Out
HOLIDAY OVERTIME	Number Of Employees; Labor Agreement
GRANT	Number Of Grants; Size Of Grants
PATROL (LATE CALLS, ACCIDENTS, REPORTS)	Number And Type Of Calls Received By Time Of Day; Department Policies
HOSPITAL GUARD	Number Of Prisoners Needing Hospital Care
TRAINING	
In-service	Number Of Employees By Type; Required Training; Sheriff's Office Training Expectations; Management Practices
Administration	Supervisory Training Needs
Schools	Specialized Training Needs
Academy	Staff Turnover; Length Of Recruit Training
Team	Number Of Staff Assigned To Teams; Required Training; Sheriff's Office Training Expectations; Management Practices
Field Training	Staff Turnover; Length Of FTO Program
Jail School	Staff Turnover; Length Of FTO Program
Firearms Qualification	Number Of Sworn Deputies; Required Training; Sheriff's Office Training Expectations; Management Practices
JTO	Number Of Deputies Assigned To Jail; Required Training; Sheriff's Office Training Expectations; Management Practices
DETECTIVE ASSIGNMENT/ FOLLOW-UP	Number Of Cases; Management Practices
AIRPORT	Number Of Airport Requests
COLISEUM	Number Of Coliseum Requests
VACANT POSITION	Number Of Replaceable Positions; Staff Turnover
CONTRACT	Number Of Requests By Contract Jurisdictions
K-9 AGREEMENT	Number Of K-9 Officers; Terms Of K-9 Agreement
REIMBURSABLE	Number Of Requests For Reimbursable Services
LATE COURT	Number Of Instances Court Extends Beyond Normal Hours; Scheduling Practices

Category	Root Cause
DCNAGTF	Requests For DCNAGTF Related Overtime
COURT TESTIMONY	Number Of Cases Accepted For Prosecution; Management Practices
RESTRICTED DUTY	Number Of Deputies In Replaceable Positions On Restricted Duty Assignments
CRITICAL INCIDENT	Number Of Critical Incidents
BOAT PATROL	Number Of Boat Patrol Positions; Boat Patrol Absences
FLSA PAY	Scheduling Practices; Contractual Work Week
CONVEYANCE (IN-STATE)	Number Of In-State Prisoner Conveyances
SHERIFF AIDE OT	Number Of Sheriff's Aide Positions; Sheriff Aide's Absences
PROFESSIONAL STANDARDS	Number Of Professional Standards Investigations
REPORTS	Incidents Requiring Reports Be Completed; Department Policies Relating To Report Completion
TRAINING - INSTRUCTION	Number Of Employees By Type; Required Training; Sheriff's Office Training Expectations; Management Practices
MAJOR CASE	Number Of Major Cases
CLERICAL OVERTIME	Clerical Assignments Requiring Overtime
LAB	Number Of After Hour Incidents Requiring Crime Scene Staff
BOOKING CLERK OT	Booking Clerk Assignments Requiring Overtime
HUNTER SIGHT-IN PROGRAM	Program Hours
CONVEYANCE (OUT-OF-STATE)	Number Of Out-Of-State Prisoner Conveyances
HIDTA	Requests For HIDTA Related Overtime
PATROL (DUE TO WEATHER CONDITIONS)	Number Of Days Of Inclement Weather Requiring Additional Patrol Capacity; Number Of Patrol Officers Needed Per Incidence