

Goodyear Police Department

Memo



To: Julie Karins, City Manager

Via: Dan Cotterman, Deputy City Manager

From: Santiago Rodriguez, Police Chief

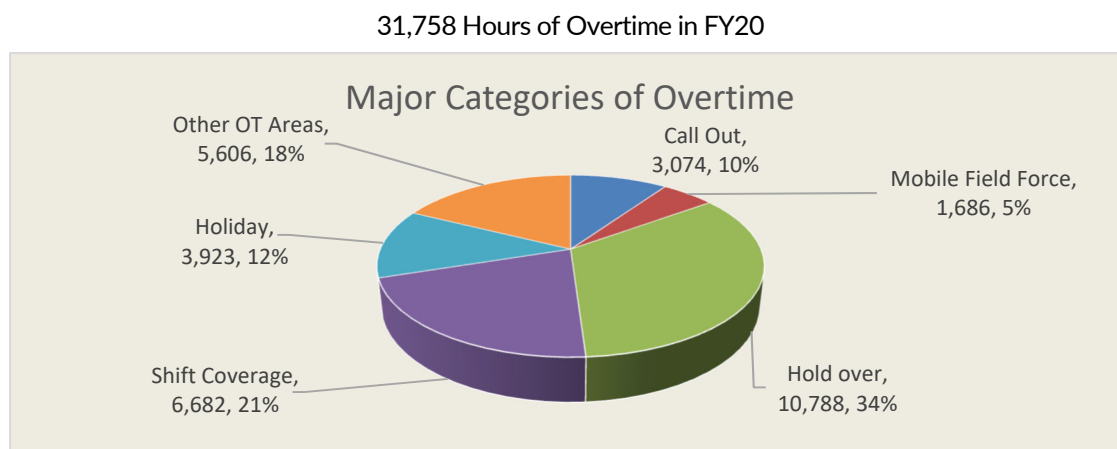
Date: November 19, 2021

Re: Overtime Budget Analysis

In preparation for the Goodyear City Council Work Session, the Police Department conducted a review of its FY20 overtime hours. The police department overtime accounted for 5.7% (\$1,479,414) of the operations budget in FY20. The goal of the study was to determine ways of reducing the department's overtime hours by 25%. A 25% reduction in the police department overtime budget would be \$429,850.

1. Causes of Overtime

While there are many reasons that officers and civilians work overtime, the study demonstrated that there are four main causes of overtime hours in FY20: personnel hold overs, shift coverage, call outs, and mobile field force response.



2. Categories of Overtime that can be Influenced by Department

2.1. Hold Over

The department has situations that require officers to remain on duty after their shift has ended. For patrol this can include paperwork, a late arrest, a traffic accident, or an incident that requires personnel to remain at the scene. Detectives are frequently working investigations and following leads that cannot be interrupted at the end of their shift. Hold over constituted 34% (10,788 hours) of the overtime in FY20.

In FY20 the officers holding over after shift to complete paperwork resulted in 9.6% (945 hours) of hold over overtime. Previous departmental policies required all reports to be completed by the end of shift.

2.2. Shift Coverage

The Goodyear Police Department is committed to ensuring the safety of its officers and community by adequately staffing each unit based on several factors, including incident activity, resident density, employee safety, and response time. On any given day the department staffs a minimum of 20 patrol officers, three patrol sergeants and two patrol lieutenants on duty over three shifts. The majority of the officers work a 40-hour work week on a 4/10 schedule. The operational requirement is that patrol squads maintain a minimum staffing level of six officers from 12AM – 1PM and seven officers from 1PM – 12AM.

In addition to the sworn officers, the department's telecommunication's staff work an alternative schedule to ensure that the 911 dispatch center has minimum staffing for coverages. Currently the staffing requirements are four operators with one supervisor with two 12-hour shifts per day. On any given day we have eight operators and two supervisors in a 24-hour day.

The department is responsible for managing the backfill of vacancies that are caused by sickness, vacation, training, and injury. Shift coverage constituted 21% (6,682 hours) of the overtime in FY20.

The department supports spring training at the Goodyear Ballpark. The number of officers that are on assignment varies depending on the expected crowd in attendance. This support results in approximately 600 hours of overtime for the department annually.

2.2.1. Leave

The department does not limit the number of employees on vacation at any given time. While sick and vacation hours may not directly result in shift coverage overtime hours, it can impact the department's staffing. Officers and professional staff accumulated 7,155 hours of sick time, and 13,044 hours of vacation leave that possibly needed to be backfilled.

2.2.2. Injury

Due to the physical nature of the police officer job, injuries do occur. Depending on the nature of the injury an officer or professional staff employee may take leave or be placed on light duty, which allows them to perform office work. Over the past two years, the department has had between one and eight employees simultaneously unable to perform normal duties due to injuries. In FY20, officers were off work for a total of 1,648 hours for job related injuries. Light duty hours were not tracked until FY21. Light duty personnel are now tracked by the department with the goal to have the employee return to normal assignment as quickly as possible without further risk to the individual.

2.2.3. Training

Most of the department's training is delivered during on-shift hours, however some of the training results in the officers incurring overtime. Training for the department consisted of 2% (732 hours) of the overtime hours. In addition to the officer's attendance, the department's training unit consists of a sergeant and two officers. These individuals are responsible for ensuring the officers are meeting the training requirements, proficiency qualifications, and weapons preventative maintenance established by the state and the department. This requires a significant number of hours; which officers attempt to flex off to avoid overtime.

2.3. Call Out

Many of our officers have specialized training or work in specialty units to respond to the needs of the department. Officers will be called out for major incidents, search warrant

support, barricade situations, serious injury/fatal vehicle crash reconstruction, drug recognition expertise, and blood draws for evidence. When officers respond to call outs, they are working outside normal assigned work hours. In FY20, this accounted for 10% (3,074 hours) of overtime.

2.4. Mobile Field Force

In FY20, the nation experienced civil unrest that required a proactive response from the department. Officers were placed on mandatory twelve hour shifts and were called out to respond to several civil unrest events within the city. This response resulted in 5% (1,686 hours) of overtime for the department.

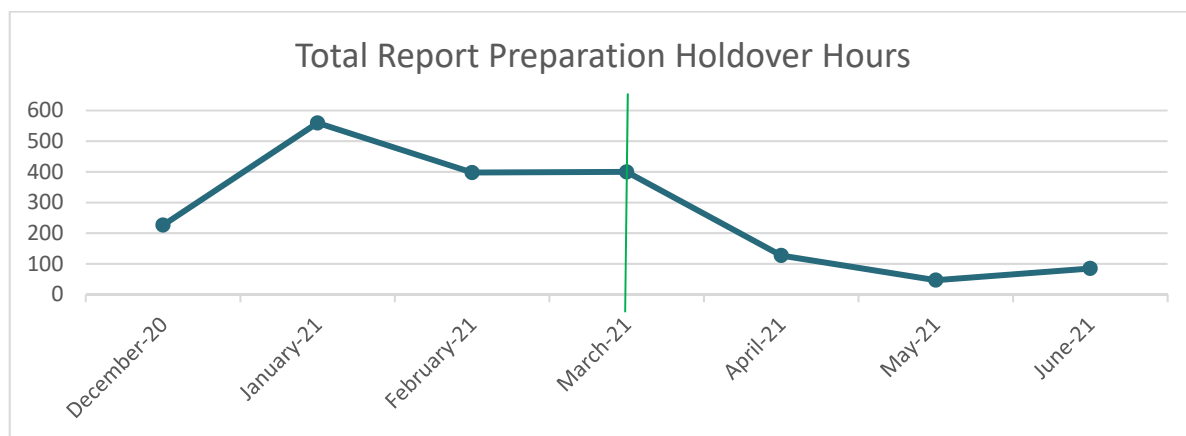
3. Recommendations

An analysis of overtime usage, and mitigation options, has been conducted by police department staff. The department has identified several options to reduce overtime. These options are categorized as; implemented, recommended and not recommended.

3.1. Implemented

3.1.1 Modification of Report Preparation Policy

The department's policy was modified in March 2021, to provide specific direction on which reports are required to be completed prior to the end of shift. Prior to this change, officers were required to hold over at the end of shift to complete all reports. This requirement now only applies to reports that include a suspect booked in to jail, reports of felony crimes against persons, and reports on an officer's last shift prior to normal days off. Reports outside of these parameters can now be completed at the beginning of the officer's next shift. The reduction in overtime hours can be seen in the graph below.



3.1.2 Partial Shift Coverage

Minimum patrol staffing numbers are frequently accomplished by overlapping shift times. Previously a gap in coverage was backfilled by an officer for an entire ten-hour shift, even if there were only a few hours needed. Backfill of these gaps in coverage are now being encouraged and scheduled in blocks less than ten hours of overtime.

3.1.3 Enhanced Overtime Tracking

In 2021, the department began the implementation of Telestaff, a program that allows for more detailed overtime tracking and is currently used in the fire department. The implementation of Telestaff will assist command staff with more timely and accurate information to proactively manage overtime.

3.2. Recommended

In future staffing projections we are looking at the creation and expansion of programs expected to assist in mitigating overtime usage. The addition of these personnel will assist with the reduction of overtime within the department.

3.2.1 Police Assistants

The use of civilian personnel to work incidents where a suspect is not present, makes the officers more available for proactive policing and responding to higher severity crimes. Police Assistants can be trained to receive arrested individuals from the patrol officer to finish the arrest process and booking into the Maricopa County Jail. Currently the processing time for booking is approximately four to six hours, which frees up patrol officers to complete in custody paperwork, return to service or end their shift. The recommendation to add police assistants to assist with detention duties would result in a 4% overtime reduction.

3.2.2 Certified Reserve Officers

These officers would be working on a volunteer basis but serve the community as full authority police officers. These individuals are trained and certified to perform duties that include investigating crimes and having arrest powers. Reserve Officers can be used in lieu of officers for shift coverage, events, and calls outs. The recommendation to add 10 certified reserve officers with a minimum of 30 hours per month would result in a 11% overtime reduction.

3.2.3 Implement Officer Overstaffing

The current practice for the city is to not allow overstaffing of positions until the incumbent employee has left their employment. This practice would allow the department to replace a known retirement 9 months prior to the incumbents exit. Over the next 4 years there are 10 officers in the DROP. There are many variables involved in this concept, the availability of police academies, replace the employee in a different fiscal year, and replacement strategy.

3.3. Not Recommended

3.3.1 No longer cover the city special events

Not having sworn police officer coverage at city special events, including events occurring at the ballpark and recreation campus and rely on private security.

3.3.2 Reduce Community Policing

Reduce the amount of community policing programs available to the public, including Citizen's Police Academy, Getting Arizona Involved in Neighborhoods, Coffee with a Cop, Shop with a Cop, Teen Police Academy, and Police Explorer Program.

3.3.3 Implement Rovers for Officers and Dispatchers

The department would hire two additional officers and two dispatchers to cover vacancies, vacation, sick, injury leave, or training.

4. Conclusion

The use of overtime is continually reviewed throughout the fiscal year and there are many factors to be considered when budgeting and analyzing the department's overtime. Goodyear officers are proactive in their policing and use community policing principles, which results in more investigations, arrests, education, and community-based policing events, all of which drive overtime. Increasing staffing on all shifts and implementing the reduction strategies will assist in reducing overtime. In conclusion, the Police Department operates with the primary mission to protect and serve the citizens of Goodyear.