



Mayor
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Vice Mayor
Brannon Hampton

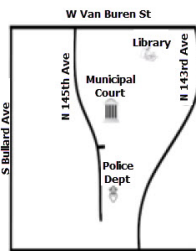
Councilmember
Joe Pizzillo

Councilmember
Sheri Lauritano

Councilmember
Wally Campbell

Councilmember
Bill Stipp

Councilmember
Laura Kaino



City Council Work Session
Municipal Court and Council Chambers
14455 W. Van Buren St., Suite B101
Goodyear, AZ 85338
Monday, December 13, 2021
4:30 PM

PROCEDURES

Pursuant to A.R.S. § 38-431.02, notice is hereby given to the members of the Goodyear City Council and to the general public that the Council of the city of Goodyear will hold a meeting open to the public. Public body members of the city of Goodyear will attend either in person or by telephone conference call and/or video communication. The Goodyear City Council may vote to go into Executive Session, pursuant to A.R.S. § 38-431.03(A)(3), which will not be open to the public, to discuss certain matters. Meetings are conducted in accordance with the City Council Meetings Council Rules of Procedure adopted by Resolution No.2018-1879

THE CITY OF GOODYEAR ENDEAVORS TO MAKE ALL PUBLIC MEETINGS ACCESSIBLE TO PERSONS WITH DISABILITIES. With 48-hour advance notice, special assistance can be provided for sight and/or hearing-impaired persons at this meeting. Reasonable accommodations will be made upon request for persons with disabilities or non-English speaking residents. Please call the City Clerk (623) 882-7830 or Arizona Relay (TDD) 7-1-1 to request an accommodation to participate in this public meeting.

LA CIUDAD DE GOODYEAR PROCURA HACER TODA JUNTA PUBLICA ACCESIBLE A PERSONAS CON DISCAPACIDADES. Con un aviso de 48 horas por adelantado se puede proveer asistencia especial a personas con discapacidades visuales o auditivas durante la junta. Se harán adaptaciones razonables con previa solicitud para personas con discapacidades o para residentes que no hablan inglés. Favor de llamar a la Secretaria Municipal al (623) 882-7830 o Retransmisión de Arizona (TDD) 7-1-1 para solicitar adaptaciones para participar en la junta pública.



City Clerk's Office: 190 N. Litchfield Rd, Goodyear, AZ 85338 (623) 882-7830
www.goodyearaz.gov/cityclerk
City Council Meeting Live Broadcast: <https://www.facebook.com/goodyearazgov/videos>

CALL TO ORDER

ROLL CALL

AGENDA ITEMS FOR DISCUSSION

ALL ITEMS LISTED ARE FOR DISCUSSION ONLY. NO ACTION CAN NOR WILL BE TAKEN.

1. PUBLIC SAFETY OVERTIME

Summary

City Council tasked the City Manager to study public safety overtime with the goal of reducing overtime by 25%, and provide recommendations for consideration with the FY23 budget process. This Work Session is to discuss the outcomes of staff research as it relates to a potential reduction of public safety overtime. (Julie Karins, City Manager)

ADJOURNMENT

POSTING VERIFICATION

This agenda was posted on December 8, 2021, at 4:11 p.m. by VM.

ITEM #: 1.
DATE: 12/13/2021
AI #:106



CITY COUNCIL ACTION REPORT

SUBJECT: PUBLIC SAFETY OVERTIME

STAFF PRESENTER(S): Julie Karins, City Manager

OTHER PRESENTER(S):

Paul Luizzi, Fire Chief; Santiago Rodriguez, Police Chief

Summary

City Council tasked the City Manager to study public safety overtime with the goal of reducing overtime by 25%, and provide recommendations for consideration with the FY23 budget process. This Work Session is to discuss the outcomes of staff research as it relates to a potential reduction of public safety overtime. (Julie Karins, City Manager)

FISCAL IMPACT

Pending Council direction there is no impact at this time.

BACKGROUND AND PREVIOUS ACTIONS

This was a goal that was provided to the City Manager during her annual review and included in her 2021 annual goals. There have been no previous presentations, other than annual budget reviews, to the City Council that were specific to the police or fire department overtime budgets.

STAFF ANALYSIS

White papers are attached detailing the staff analysis with regard to overtime in the Goodyear Fire Department and Goodyear Police Department.

Attachments

Presentation
Fire Overtime Budget Analysis
Police Overtime Budget Analysis



Public Safety Overtime





Fire Department Overtime and Staffing

Staffing



DAILY STAFFING

- Seven fire stations across the city
- 3 shifts cover the 365 days (A,B,C)
- 28 positions are staffed every day
- Plus 4 rovers per shift to assist with constant staffing requirements

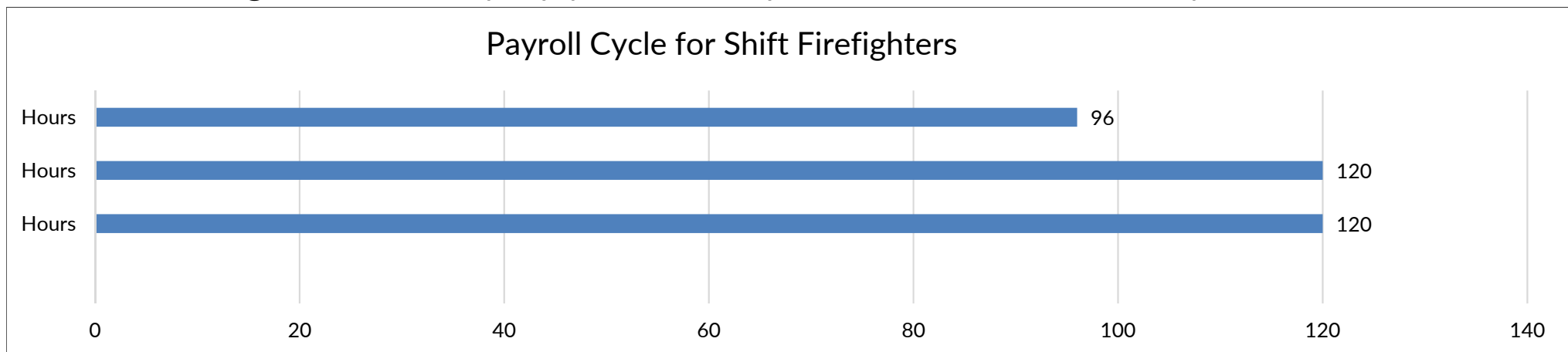
Types of Overtime



FLSA

Fair Labor Standards Act overtime (FLSA): Federal mandate that requires overtime to be paid to a firefighter after they have reached 106 hours of work in a pay period.

- This occurs twice over a 6 week period
- During a 120 hour pay period they would have 14 hours paid at overtime



Types of Overtime



CONSTANT STAFFING

Constant staffing overtime:

For absences longer than 4 hours for:

- *Work related injuries
- *Sick leave
- *Vacation (4 allowed off per shift)
- *Training

Types of Overtime



- **Special Events**: Goodyear signature events such as 4th of July or Spring Training
- **City or FD Business**: City meetings which requires the employee to attend.
- **Wildland Deployment**: Deployment of wildland resources in or out of state.

Causes of Overtime



Cause of OT	FY 17	FY 18	FY 19	FY 20
City or FD Business	3,257 (hrs)	5,148	7,069	5,360
Special Events	953	826	852	649
Sick & Vacation	14,265	21,853	14,186	18,189
Injury leave	2,413	7,319	2,228	2,275
Training	3,921	1,933	5,631	7,702
Wildland deployment	1,654	641	3,128	3,741
Total Overtime Hours	26,465	37,721	33,096	37,926
Sworn Authorized FTE	92	100	107	109

Overtime Reduction



Action	Percent	Comment	Recommend
Add firefighter rovers	25% reduction in overtime	Need 12 new firefighters to cover rover positions	No
Eliminate wildland deployment	7.5% reduction in overtime	Eliminate reimbursement from wildland deployments	No
Allow staffing to be less than 4 for 8 hours	2.4% reduction in overtime	Would require a second unit to respond to a call	No
Kelly Days	Would save some of the FLSA overtime only	Would require a change in the MOU	No
No longer cover special events	1.6% reduction in overtime	Private contractor would have a contract to cover the event	No
Overstaff positions	Difficult to directly attribute a % reduction. Anticipate 2-3 positions per year.	Overstaffing 6-8 months prior to employee leaving	Yes

Discussion



Police Department Overtime and Staffing



Definitions

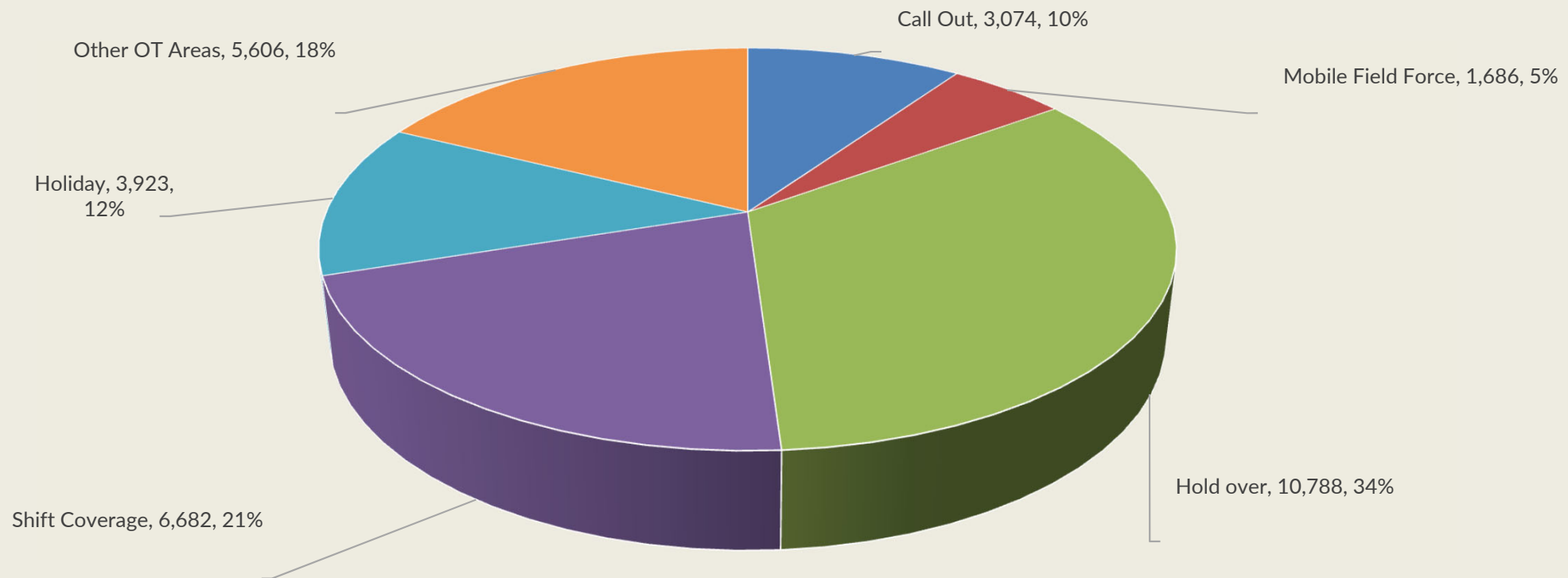


- Shift Work: 24 hours/7 days a week/365 a year
 - Sworn officers: 3 shifts per day
 - Dispatch: 2 shifts per day
- Staffing:
 - Sworn: Minimum staffing is 6 officers (12AM – 1PM) and 7 officers(1PM-12AM)
 - Dispatch: 4 operators and 1 supervisor

Causes of Overtime



FISCAL YEAR 2020

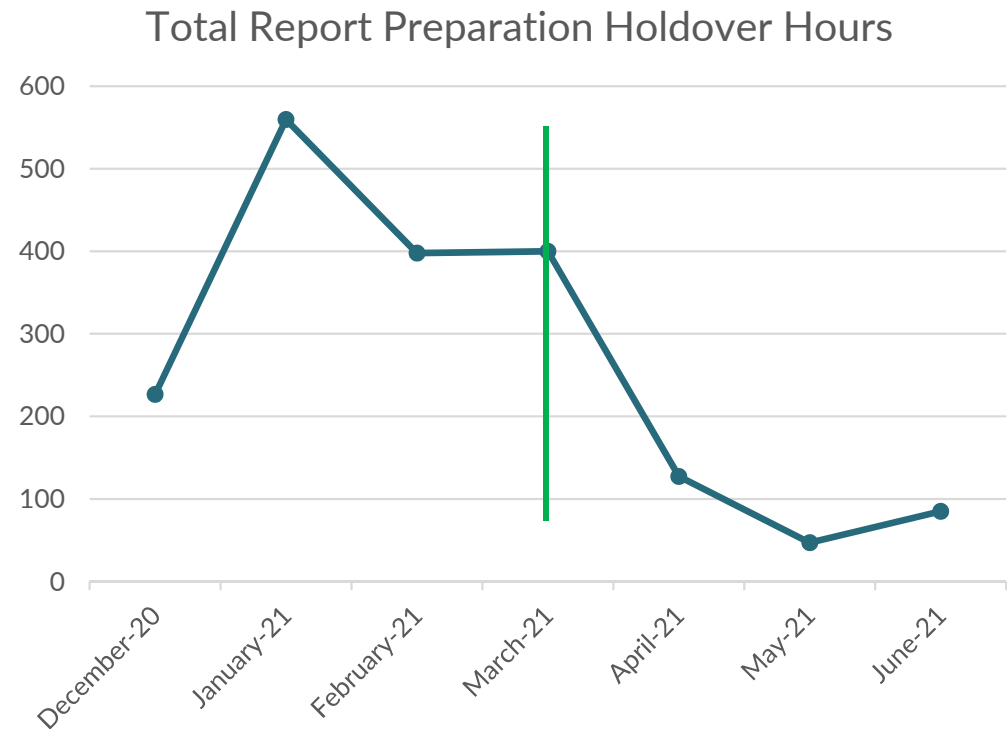


Reduction Options



IMPLEMENTED CHANGES

- Report Preparation Policy
 - Updated March 2021
 - 9% reduction
- Partial Shift Coverage
- Enhanced Overtime Tracking



Overtime Reduction



Action	Reduction	Comment	Recommend
Add Officer and Dispatch Rovers	24%	2 Officers and 2 Dispatchers	No
Add Police Assistants for all Shifts	4%	3 additional PAs	Yes
Add Certified Reserve Officers	11%	Requires Equipment Investment	Yes
Stop Staffing City Events	2%	Private Security Agency	No
Reduce Community Policing Programs	2%	GAIN, Citizen's Academy, Shop with a Cop	No
Overstaff Positions	Difficult to directly attribute a % reduction. Anticipate 2-3 positions per year.	Overstaffing 9 months prior to employee leaving	Yes

Discussion



Concluding Thoughts





Memo

To: Julie Karins, City Manager

Via: Dan Cotterman, Deputy City Manager

From: Paul Luizzi, Fire Chief

Date: November 19, 2021

Re: Overtime Budget Analysis

Issue:

In this analysis we reviewed the use of overtime for FY20 in preparation for our City Council work session. The primary focus of the work session is to study the possibility of finding ways to reduce our constant staffing overtime by 25%. A 25% reduction in the fire department overtime budget would be \$498,750.

Background:

The fire department overtime accounted for 12% (\$1,995,000) of the operations budget in FY20. There are two main causes of overtime: Fair Labor Standards Act (FLSA) and constant staffing. FLSA is overtime that is paid to firefighters assigned to shift (1.5/hour) for any hours worked over 106 in a pay period. FLSA is essentially considered as base wages and is located in salaries. Constant staffing overtime is used to cover openings that are vacant due to illness, vacancy, injury, training, special events, or vacation.

The average shift employee will work 2,912 hours a year, based on the calendar and shift schedule, some will work 2,904 and others 2,928. This equates to an average of 56 hours per week. All hours above that are calculated at time and a half. One shift per year will have 18 "long checks" (120 hours) and the other two will have 17 "long checks." This results in 252 hours of FLSA overtime for one shift and 238 hours each of the other two shifts.

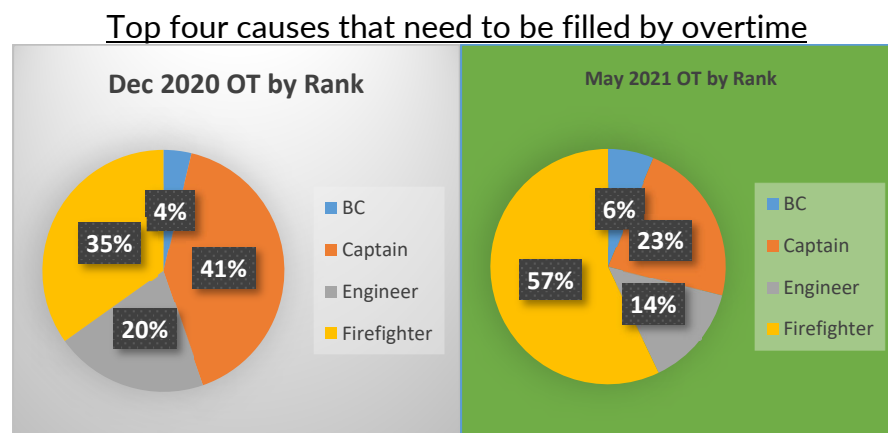
The Goodyear Fire Department works diligently to ensure a safe staffing level for each shift. As part of that staffing plan our two primary objectives are to provide for the safety of our customers and for our firefighters. In order to achieve those objectives, the Goodyear Fire Department follows the NFPA 1710 and the National Institute of Standards and Technology (NIST) recommendation of four firefighters on each response vehicle, which includes one captain, one engineer and two firefighters. This staffing model also allows us to comply with OSHA 29 CFR 1910.134, which requires two people inside an immediately dangerous life hazard environment and two people outside ready to rescue them. The Goodyear Fire Department, as part of the automatic aid consortium, is also required by our agreement to meet these service levels. The easiest way to explain our use of resources and work distribution is that we follow the NASCAR pit crew philosophy. This philosophy allows for everyone to have a function and specific job within the crew. This functionality is seamless and provides for the safety of the public and our firefighters.

On a daily basis we are staffing 27 positions, not including the shift battalion chief. This equates out to 236,520 hours that need to be covered each year. There are many different variables that are involved in staffing and the most consistent staffing issues that the Battalion Chiefs deal with are use of sick time, vacation leave time, training (Haz-Mat, Paramedic, and Command Training) and injury leave. Vacancies also play a major factor in our staffing considerations. In FY20 we had three vacancies that we dealt with for most of the year. In FY21 we dealt with six vacancies for most of the year. We will also provide off-duty staffing for special events depending on the size of the crowd. We could have upwards of six personnel on overtime when staffing large scale events like the 4th of July or high-profile spring training games such as the Chicago Cubs or Arizona Diamondbacks.

Our department policy (105.012) allows for four people on vacation leave per day and with averaged use of sick time and injuries we have roughly six people off every day, which increased to eight in FY21. When there is a vacancy, that is less than four hours, we do not fill the position and allow the emergency vehicle to operate with three persons for that timeframe. Typically, this is used by the

employee to attend a child's doctor appointment, event at a school, physical therapy for an industrial injury or care for personal matter.

To help offset daily vacancies, we have used the concept of shift rovers for over 15 years. Shift rovers are firefighters that are assigned to one of three operational shifts and are not permanently assigned/bid to a vehicle, and they fill vacancies when other firefighters are on leave. Typically, we have four rovers per shift, one captain, one engineer and two firefighters. The rovers cover 54,408 hours or 23% of open shifts during FY20. This has shown to have a positive effect on overtime. We recently implemented Captain rovers in January of 2021. The positive effect from that addition was evidenced by a change in the overtime by rank. In the previous year captains were taking/causing 41% of the available overtime, and once we implemented the captain rovers the overtime for that rank dropped to 23%. Essentially, we are shifting the overtime costs to the lesser rank.



Sick and Vacation Time

Like all city employees, firefighters earn sick and vacation time. The department has a policy that only allows for four persons off per day on vacation. There is no policy that prohibits use of sick time. Sick time accounted for 8,482 (22%) hours and vacation time accounted for 9,390 (24%) hours of leave that need to be covered.

Injuries

Injuries are something that the fire service has dealt with for many years. Over the last few years our injuries have varied from two being out injured to as many as 13 being off the truck. Injuries are tracked on a weekly basis by our health and safety officer and our goal is to return the firefighter back to their operational status as quickly as possible. From this experience we do know that when we have more than nine people off on injury, we start to feel an impact when staffing positions each day. Through our labor management process, we have constructed an overtime management matrix that identifies staffing shortages, starting with nine people off the truck due to injury or illness, and identifies steps to be taken to help reduce the overtime burden. These steps range from shutting down the wildland program to sending chiefs back into the field from their regular day jobs.

In the event that we exceed 14 people off the trucks, we then transfer into our Catastrophic Staffing Policy, which has more draconian measures identified, which includes browning out stations for periods of time. During the analysis period FY20 we averaged 3.8 people off the truck on injury for a majority of the year. In FY21 we had over nine people off injured from August until January. Injuries are unpredictable and caused 2,274 (6%) hours of leave during FY20.

Training and Wildland

Over the course of a fiscal year the training division can provide over 20,000 hours of training for the department, or about 180 hours per employee. A majority of our training can be pushed to on shift training or on-line training, which does not require any overtime for our employees to attend. However, there are either state or national mandates that require us to bring the employee in on overtime so that they can complete their training. An example would be for paramedic and EMT refresher training. They are required by state and national requirements to attend 60 or 20 hours of refresher training every two years respectively. To meet this requirement, we have to conduct the training off duty to make sure they are present for the required hours. There are also instances when we have to bring instructors off duty to teach the programs. When the employees are on shift the day of the training we can pay them straight time, however, the person covering the vacancy is paid overtime for that coverage. Training and wildland overtime

accounted for 9,229 (24%) of hours that need to be filled. Wildland is unique because we receive reimbursement from the state wildland contract (\$186,290 FY20). We will also receive the cost of the employee plus the difference between the employee and their replacement on overtime. We would also receive reimbursement for any department vehicle that we deploy with the team.

Causes of Overtime	FY 17	FY 18	FY 19	FY 20
City or FD Business	3,257 (hrs)	5,148	7,069	5,360
Special Events	953	826	852	649
Sick & Vacation	14,265	21,853	14,186	18,189
Injury leave	2,413	7,319	2,228	2,275
Training	3,921	1,933	5,631	7,702
Wildland deployment	1,654	641	3,128	3,741
Total Overtime Hours	26,465	37,721	33,096	37,926

Possible Ways to Reduce Overtime:

One of the concepts that we have explored a few times over the last 12 years is Kelly Days. Kelly Days are also used to reduce the average hours worked per week to below 56 hours. These days are unpaid and are calculated in the annual hours worked. Using the Glendale model of eight Kelly Days per year, the annual hours worked will be reduced by 192 hours. This will result in the average annual hours worked of 2,720 hours, and currently our firefighters work 2,912 hours on average. The result will be an average work week of 52 hours and would slightly reduce FLSA overtime. In order to achieve the average annual hour calculations, the employees must be put on an equalized paycheck system. This system can result in higher hourly rates and requires could require as many as nine rovers to

cover for the people that are on Kelly Days in addition to getting it programmed correctly into the payroll system.

Additional ways to reduce overtime expenditures

1. Hire additional firefighters to serve as rovers to fill in for vacancies that are created from sick, vacation, injury or training. In order to address the 25% reduction in overtime we would anticipate adding 12 FTE to the rover pool.
2. Increase hours that we do not fill a vacancy from 4 to 8 hours.
 - a. This does create response issues. With the current dispatch system any time during a shift when the roster reflects less than four personnel assigned to a response vehicle, the system will automatically assign another vehicle to that call. This becomes a very ineffective use of our limited resources in the system. This would be a 2.4% reduction in overtime costs.
3. No longer cover the city special events
 - a. Hire a contractor to cover city events, this would have a 1.6% reduction in overtime costs.
 - b. Typically, a private organization will minimally cover those events and when it gets busy they will call the fire department to help cover the calls, which ultimately defeats the purpose.
 - c. We have little control over the standards and expectations of private companies. Having Goodyear firefighters manage these events ensures us that we have well equipped and well-trained personnel that fully understand the dynamics of our relationship with our residents. This “ownership” helps maintain confidence in our city and likely minimizes negative interactions.
4. All off duty training, which causes overtime, will not be approved.
 - a. Only required training will be approved (such as refreshers and other certifications required for your firefighter job).

- b. As a cost saving option, compensatory time is available for those interested, in lieu of overtime for refreshers. If compensatory time is accepted, that will have an overtime impact when those members eventually use the time off or ask for it to be paid out.
- 5. Reduce the number of people allowed off on vacation each day from four to three.
 - a. This could have a negative effect forcing those people that cannot get a vacation day to use sick time to take time off. This happened in 2013 and once we increased the number of people allowed off on vacation from two to three our sick time issue resolved itself.
 - b. The MOU identifies the process for determining the appropriate amount of personnel off per day. Any change to this system will have to go back through negotiations.
- 6. No more wildland team deployments.
 - a. We would still allow for single resource deployments like our PIO, which directly benefits our succession planning. Some of the experience that personnel get while on deployment is experience that they cannot receive elsewhere. We anticipate that this will have a 7.5% reduction in overtime costs
 - b. Shutting down the wildland team deployments has very little impact as we are reimbursed for the cost, and would effectively be negligible for managing the overtime.
- 7. Overstaffing of positions
 - a. The current practice for the city is to not allow overstaffing of positions until the incumbent employee has left their employment
 - b. This practice would allow for us to replace a known retirement 6-8 months prior to the incumbents exit.
 - c. Over the next 4 years we have 12 people in the DROP.
 - d. There are many variables involved in this concept

- i. Availability of firefighter academies
- ii. Replacing the employee in a different fiscal year
- iii. Who will be leaving their employment
 - 1. If a captain or engineer retires then we would replace with a firefighter, however there would be a promotion that would occur internally to fill for the vacated position.

In essence, there are many different factors to play into the use of overtime for the fire department. As part of our staffing plan we have two primary objectives: to provide for the safety of our firefighters and for our citizens. We constantly review the budget with our administrative group as well as our labor management partners. Fundamentally we do not feel there is an issue with the spending of our overtime from year-to-year and we do not recommend a reduction in fire department overtime. We feel that overstaffing provides the most value to reduce overtime costs when an employee is retiring. It is estimated that we could save over 4100 hours of staffing.

Goodyear Police Department

Memo



To: Julie Karins, City Manager

Via: Dan Cotterman, Deputy City Manager

From: Santiago Rodriguez, Police Chief

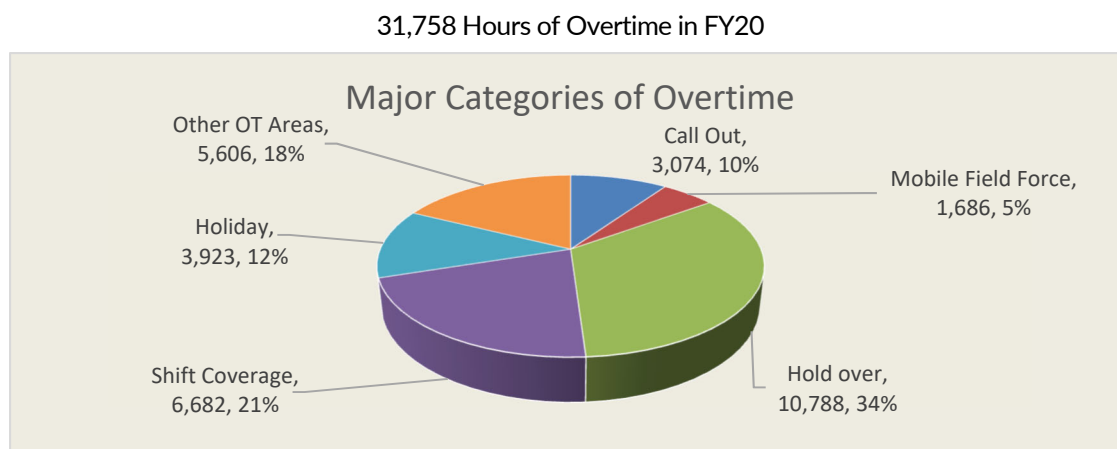
Date: November 19, 2021

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.

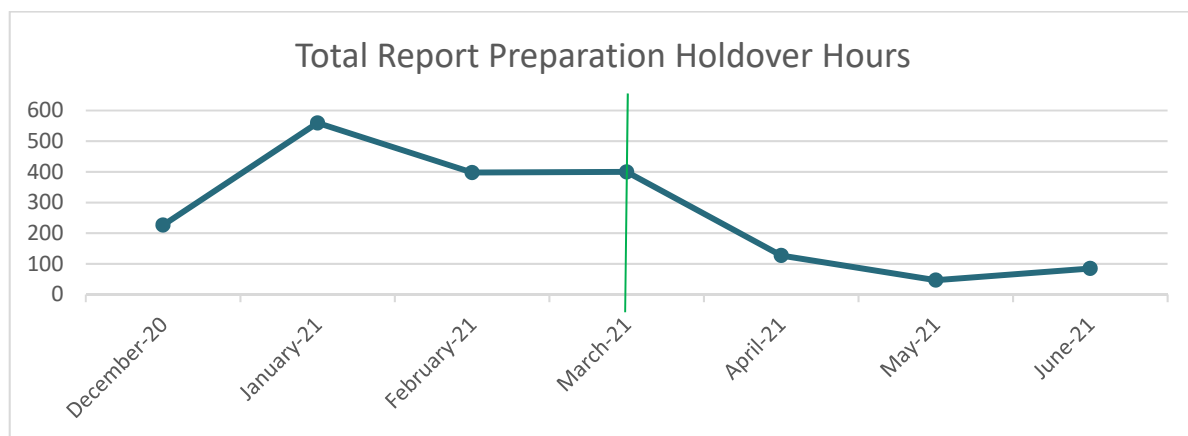
3. Recommendations

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.