

FINAL REPORT

TOWN OF WEARE, NH

POLICE DEPARTMENT

REVIEW OF OVERTIME

DECEMBER 2012

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TABLE OF CONTENTS



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TABLE OF CONTENTS

REPORT

Introduction.....	1
Budgeting.....	1
Overview.....	1
Observations.....	2
Recommendations.....	3
Staffing and Scheduling.....	5
Overview.....	5
Observations.....	6
Recommendations.....	9
Selection and Retention of Personnel.....	11
Overview.....	11
Observations.....	11
Recommendations.....	12
Detective Position	13
Overview.....	13
Observations.....	13
Recommendations.....	14
Police K-9	15
Overview.....	15
Observations.....	15
Recommendations.....	16



Collective Bargaining Agreement 17

 Overview..... 17

 Observations..... 17

 Recommendations..... 18

Key Recommendations..... 19

Conclusion 21

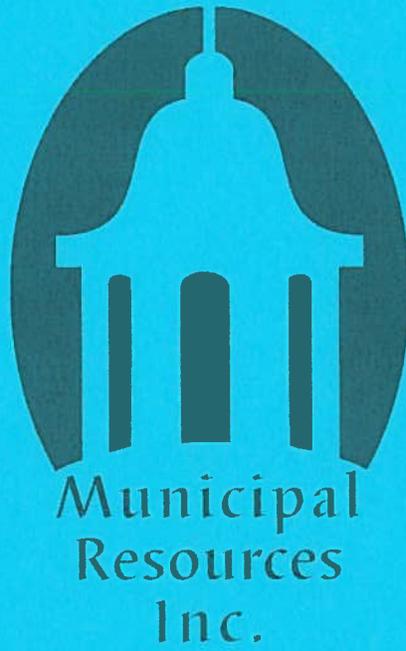
APPENDICES

Weare Police Department Call Analysis Data A

Overtime Reports B



REPORT





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WEARE POLICE DEPARTMENT REVIEW OF OVERTIME

INTRODUCTION

The Town of Weare engaged Municipal Resources, Inc. (MRI) to review overtime expenditures of the Weare Police Department in order to identify the factors contributing to overtime costs and potential strategies for controlling some of those overtime costs. It should be recognized that often a specific area of a police operation, such as overtime, is closely related to other aspects of the police operation. The review provided in this report is intended to focus primarily on overtime, but does run into other tangential areas of the operations of the department.

BUDGETING

OVERVIEW

Generally, police department overtime falls into a number of categories:

Replacement Overtime

This is overtime necessitated by a department's need to fill shift hours due to the absence of the regularly scheduled officer for any number of different reasons including:

- Sick/Worker's Compensation (Includes on and off the job injury/illness.)
- Vacation
- Holiday
- Personal/bereavement
- Personnel vacancies (Includes vacancies due to dismissal, suspension, resignation, retirement, Family Medical Leave Act (FMLA), and military service.)

Overtime

Consists of early call-ins/holdovers/investigations and is normally generated due to unanticipated circumstances or to conduct investigations into crimes that require follow-up outside normal work hours or by specialized officers. An example of an early call would be if an officer from an oncoming shift is called in early to provide an hour of

patrol coverage because the regular on-duty officer is tied up with an investigation or arrest. A holdover would be when an officer is required to hold over after his/her shift in order to complete a task (arrest, investigation, report).

Court

This represents the time officers spend in court or at hearings on an overtime basis when not on duty or when an officer that is normally off duty replaces an officer that is on duty, but required to be in court.

Training

These are the costs related to off-duty officers participating in training or replacement costs for on-duty officers that are attending training during a regular shift.

Special Programs

This could be overtime costs related to maintaining a K-9 or other program such as DARE.

If a police manager is to control overtime, and governing officials are to understand the source of overtime in an effort to make decisions, it is imperative that overtime expenditures be tracked in a way that clearly identifies the source of the expenditures.

OBSERVATIONS

The Weare Police Department budget offers three lines that are important when reviewing overtime expenditures. Those lines are “Police Overtime”, “Police Part-Time Officer Wages” and “Police NHRP Chief, FT Officers” (this line would contain the Town’s retirement contribution related to all hours worked by full-time officers). These expenditures can be found in the lines of the Weare Police Department budget printouts for the last three complete calendar years and are as follows:

	2009 Adopted	2009 Expended	2010 Adopted	2010 Expended	2011 Adopted	2011 Expended
Overtime	\$55,000	\$191,579	\$55,000	\$207,256	\$88,500	\$162,026
Part-Time Wages	\$90,350	\$13,758	\$90,350	\$20,388	\$55,000	\$33,795
NHRP Chief, FT Offs.	\$80,819	\$130,619	\$116,426	\$137,701	\$116,426	\$137,701



A review of these numbers reveals a pattern of significant underbudgeting/overspending in the Overtime account. This leads to underbudgeting/overspending in the NHRP (Retirement) account because for every unanticipated overtime dollar spent on a full-time officer, there is an unanticipated cost for the retirement account. From these numbers we can also see that the Part-Time Wages line is overbudgeted or underspent. The cause of this is that full-time officers are working “open shifts” due to management preference, collective bargaining requirements, or lack of availability of part-time officers.

From the chart above, it is reasonable to conclude that deficits related to overtime (OT deficit and NHRP deficit minus part-time wages surplus) were as follows:

2009	-\$109,787	2010	-\$127,784	2011	-\$ 73,596
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The next question from a budgeting standpoint is “What impact did this have on the bottom line of the police budget?” According to the year-end budget reports received from the Town, the Police Department budget ended 2009 with a surplus of \$27,265; ended 2010 with a deficit of \$74,405; and ended 2011 with a deficit of \$6,113. This shows that the deficit spending in the OT related accounts was offset to some degree by over budgeting/under spending in other accounts. When the OT related deficits are caused by long-term absences such as injury, illness, military, Family Medical Leave Act (FMLA), or a full-time officer vacancy, we expect to see these surpluses in the Salary/Full-Time Officer line of the budget since some of those absences may be unpaid or covered by insurance. Department vacancies may also lead to a surplus in the Salary/Full-Time Officer line because there are no wages or related costs being paid by the Town for those vacant positions. In 2009, the wage line shows a \$28,158 surplus; a \$45,399 surplus in 2010; and a \$53,454 surplus in 2011. The combination of the surplus in the Part-Time Officer wage line and the Salary/Full-Time Officer line does partially offset the deficit in the overtime related wage lines.

Generally, budgets should reflect the actual expected expenditures of a department. We understand however that Weare has been operating on default budgets for several years.

Based on the documents available to us, without a “hand audit” of payroll records, there is no way of knowing how much overtime can be attributed to sick time replacements, vacation replacements, and replacements due to personnel vacancies.

RECOMMENDATIONS

In order to better track and manage the overtime related expenditures of the Department, MRI suggests separating the “Police-Overtime” account into the additional following lines:



Replacement OT
Replacement Sick
Replacement Vacation

Overtime
Training OT
K-9 OT

Court OT
Investigations OT

The definition for these lines can be found previously in the report. If it's not practical to put these lines into the department's actual line item budget, then the Chief should track this for his own management purposes. The Chief's weekly memo includes a line titled "Covering Shifts", but we have no way of knowing the cause of the vacancy. We think tracking overtime costs in this manner will provide for a more accurate budgeting process and assist in identifying trends more quickly.



STAFFING AND SCHEDULING

OVERVIEW

Since it is directly related to crime, safety, tax rates, and services to the public, the optimum allocation of manpower in a police department is a challenging problem not only to the police manager, but also to town administrators, elected officials, and the taxpayer. Likewise, the quality of law enforcement is directly related to the effective distribution of police personnel, especially patrol officers, who represent the most important element in the police services. For this reason, the proper staffing and distribution of personnel should be given prime consideration.

Due to the rather random nature of service needs, it is a challenge to distribute patrol forces effectively. We can only assume that the time spent in purposeful patrol will prevent a given number of incidents. Further, we must assume, for purposes of tabulation and statistical analysis, that patrol officers are equal in terms of effectiveness and efficiency when, in fact, we know that differences in education, attitude, training, interest, and ambition all influence an officer's performance. One aspect is certain, unless police patrol personnel are managed properly and are able to devote substantial time and effort to sustained preventive patrol; we stand to achieve little success in reducing criminal activity.

The single most important factor in determining adequate staffing for a police agency is what level of service is desired by the community. Often this is driven by how much the community can afford. In determining staffing levels, a community must determine the answers to some of the following questions:

Do we want police coverage (by the Town's own police force) 24 hours per day, seven days per week?

How long are we willing to wait for an officer to respond for a routine (non-emergency) call for service?

Do we want a visible police patrol presence?

Do we want special programs such as in the schools or with the elderly?

Do we want some specialized police services such as a K-9 or drug unit?

Once those questions are answered, it is up to the police manager to develop a plan that meets the desired service level needs of the community. Some considerations are:

What is the availability of assistance (back-up) from other jurisdictions (neighboring communities, Sheriff's Office, State Police) in times of emergency?

Are other agencies able to provide patrol coverage during certain hours of the day?

Are specialized police services available from other agencies when needed (K-9, investigations, Accident Reconstruction, etc.)?

Is the safety of the public or officers jeopardized?

OBSERVATIONS

As we understand it, the Weare Police Department is staffed as follows:

Chief	6 Full-Time Officers
Lieutenant	2 Part-Time Officers
3 Sergeants	

Of these personnel, there are a number of officers that are assigned to positions outside of patrol as follows:

- 1 officer is assigned as the Detective
- 1 officer is assigned as the School Resource Officer (SRO)

This leaves 8 full-time officers (excluding the Chief, Detective, and SRO) and 2 part-time officers, to provide patrol coverage at service levels expected by the community (it should be noted however that 1 part-time officer worked the equivalent number of hours as a fulltime officer). It appears that the level of patrol coverage desired is 2 officers for 16-18 hours a day and at least 1 officer during the late night shift. This need is supported by the Weare Police Department Call Analysis data provided to MRI by Chief Begin (see Appendix A). This data indicates that the number of calls for service drops off significantly between the hours of 1 a.m. and 7 a.m. This is what we would expect to see in a community like Weare.

The challenge is to assign personnel in a way that maximizes coverage and minimizes open shifts requiring overtime. In order to provide a minimum of two officers on duty for 18 hours per day/every day, and one officer for the remaining 6 hours per day/every day, the following number of hours is required:

2 officer coverage for 18 hours day X 365 days year:	13,140 hours
1 officer coverage for 6 hours day X 365 days year:	2,190 hours

Total hours required for this level of coverage: 15,330 hours

Available hours for coverage can be calculated as follows:

8 officers (excludes Chief, Detective, and SRO)
available for patrol:

8 officers X 40 hours/week X 52 weeks: 16,640 hours

If each of the 8 remaining full-time officers works 2080 hrs/year (40 hrs week x 52 weeks), those officers can cover 16,640 hours. The difference between the desired hours of coverage (15,330) and the available hours for coverage (16,640) is 1310 hours, which if divided by those 8 officers, equals 163.75 hours (20.5 eight hour days) of "extra" time per officer. Within those 20.5 days, we expect officers to have days off for vacation, holiday, sick, or other available time off allowances. There is also an expectation that some of these 8 officers we have generally considered as available for coverage, will likely have other duties that may limit their availability. Generally though, in emergency/back-up situations, we expect they would make themselves available to respond. The detective position which has not been included in this calculation also provides some buffering during his day shifts if he is able to fill-in on patrol at no OT cost. Gaps in the schedule require fulltime officer OT or coverage by part-time officers.

There is great value for departments the size of Weare to develop and maintain a number of reliable part-time officers in order to supplement full-time officer staffing. Although there may be some initial costs, the practice of using certified part-time officers is very efficient. Reportedly, Weare has two part-time officers. According to payroll records, one part-time officer worked 513 regular hours and 85.5 outside detail hours in 2011, while the other worked 2,374.75 regular hours and 358 outside detail hours in 2011. Clearly this identifies the need and capacity to engage additional part-time officers. Since the latter part-time officer is full-time certified, New Hampshire Police Standards & Training regulation (Pol 302.12 Limitation of Hours, Part-Time Officers) was not violated, but the practice is questionable for a number of other reasons.

Presently, all of the personnel assigned to patrol duties are working a 4 & 3 schedule (four, 10 hour shifts, followed by three days off). This is a shift preferred by officers because they are committing four days a week to work rather than the five days required for a 5 & 2 schedule (five, 8 hour days, followed by 2 days off), or the five days required for a 4 & 2, eight hour shift schedule (four, 8 hour days, followed by 2 days off) . For some officers, an added bonus is that they are off every weekend because the 4 & 3 schedule doesn't rotate backwards by one day a week as does the 4 & 2 eight hour schedule. Since the 4 & 3 schedule provides three days off per week, it also may make officers more available for outside detail work or overtime. A disadvantage to the Town is that a sick day, for example, will generally require overtime replacement for ten hours instead of eight hours. Also, a 4 & 3 shift requires three, 10 hour

shifts per day (30 hours) when perhaps three, eight hour shifts per day (24 hours) may be more efficient for the community. Those overlapping hours for the 4 & 3 shift can be efficient if the overlap falls at peak call time and the time is used productively.

It appears to us that the current staffing levels are on the minimum side of being able to provide the desired coverage levels 24 hours a day, seven days a week. Although an additional officer or two can reduce overtime replacement costs, the costs of hiring, training, and employing a full-time officer are significant. Any additional full-time officers can only reduce overtime replacement costs if they happen to be assigned to a shift on a day that another officer on that shift calls in sick or is absent for some other reason. On days where there are no absences from that particular shift, the shift could be viewed as overstaffed, especially if little value is placed by the community in preventive patrols, or the community feels that the current level of service (response time, visibility, special programs) is adequate.

Since much of the overtime is directly related to shift coverage/replacements, consideration must be given to the reasons for the coverage. As discussed previously in this report, most shift replacements are caused by personnel vacancies, sickness/disability, and vacation. The information we have been provided shows the following:

	2009	2010	2011
Sick Time Hours (4&3 shift)	1122.5	840.25	1121.5
Vacation Hours (4&3 shift)	1402.5	1365.89	1311.88

Little can be done with vacation time because this is time earned by an officer and is expected to be used at the officer's discretion. The approval for the use of vacation time should however be strictly regulated by a Town or department policy so as to minimize impact on the operation of the department. Payroll records indicate a high use of singular vacation days.

If the full complement of officers assigned to the 4 & 3 schedule is nine, the three year average sick time usage is 11.4 days per officer, and based on documentation received from the Chief, there were vacancies during this period which would have only increased the average per officer. There are five officers with more than 15 sick days each in 2011. The department average of 11.4 sick days is about twice what we would normally expect. Although we have no way of knowing this, a factor contributing to sick time usage could be the contract language that allows officers to work up to twenty hours in a twenty-four hour period, and up to ninety hours during a normal work week. According to documentation we requested and received from the Town Office, in 2011, there were three officers that worked an average of more than 24 overtime and outside detail hours per week. Another averaged more than 22 in additional hours per week. This is the equivalent of an average worker working 7 days a week for 52 weeks. Although these hours should raise safety concerns, a hand audit of 2011 timecards reveals that very often, officers are offsetting overtime/detail hours with the use of a sick or



vacation day within that same week. The audit showed for example, that it is a common practice for officers to work 20 or 30 OT/detail hours, but only 30 or fewer regular hours in a pay period. Several examples follow:

- Example A: Total hours for week= 61.5 (30 regular, 21.5 OT, 10 sick)
- Example B: Total hours for week= 69.5 (30 regular, 20.5 OT, 9 detail, 10 sick)
- Example C: Total hours for week= 75.0 (30 regular, 18 OT, 18 detail, 9 sick)
- Example D: Total hours for week= 67.5 (30 regular, 10.5 OT, 17 detail, 10 sick)

While it is perfectly legitimate to use allowable sick leave due to illness, such use must be controlled and the supervisors should be cognizant of abuse and the legitimate health issues that can result from too many work hours. Unfortunately, this scenario becomes a vicious cycle because most sick or vacation days used to offset OT/detail hours will require an overtime replacement.

It appears there is also a great deal of work hour flexibility allowed for non-patrol assigned staff. Since these officers are assigned to days in more administrative functions, they are flexing their hours allowing them to work details during their normal shift hours and then working those regular hours in the evening or on a scheduled day off. As an example, if the Chief, Lieutenant or Detective flex their hours to accommodate working a detail, that is one less person on the day shift in the event another absence occurs, that may now require replacement on an overtime basis.

RECOMMENDATIONS

Employees who develop the practice of using all available sick time accumulated over a period of time should be counseled.

There should be a strict policy in place that regulates the distribution of all overtime with safety as a major concern. The policy should specify mandatory hours of rest, who is authorized to waive those mandatory hours of rest, and under what conditions consideration would be given to waiving the hours of rest. A sample mandatory hours of rest policy might be 8 or 12 hours of mandatory rest for each 16 hours worked.

There is also no policy regarding sick time usage. The policy should include to whom an officer speaks when calling in sick and a timeframe for the call-in. There should also be guidelines that determine when an officer can work overtime/outside details after calling in sick. This could include a clause that prevents an officer from returning to any work for a 24 hour period from the start of the shift for which he/she called in sick or until the officer completes 3 shifts after returning to work from a sick day. A return to work after some specified period (2 or 3 days) could require a physician's clearance.

Sick time usage should be monitored closely for patterned absenteeism.

The Town should develop a policy regarding the requirement for outside details. It is our understanding that the requirement for a police “detail” is left up to the discretion of the Chief and this discretion is often delegated to those below him. Without such a policy, it is those that benefit from the detail that are making a discretionary decision as to whether a detail is required. From the records we reviewed, there were 3040 outside detail hours worked in 2011. That’s an average of more than 58 hours per week (probably much higher during the construction season and less in the winter) that diverts officer time and energy from normal policing duties. This is bound to stress the department’s workforce and scheduling. The necessity for outside details should be based solely on legitimate public safety concerns.

SELECTION AND RETENTION OF PERSONNEL

OVERVIEW

Almost without exception, the greatest part of any police department budget goes to paying the wages/salaries of the sworn and civilian staff members of the department. Generally, wages/salaries and related employment costs typically account for more than 80% of a department's budget. As such, having a top flight program to find, select, and retain well qualified police department personnel is essential.

There are a number of factors that affect the retention of personnel in an organization and they are as follows:

- Wages/Salary (This can include total possible earnings with OT and details.)
- Recruitment/Selection Practices
- Training/Professional Development
- Performance Evaluations
- Scheduling
- Communications
- Facilities & Equipment
- Morale/Community Engagement

Although money is often cited as a reason officers change employers, a combination of the others factors is likely just as important once basic financial needs are met.

OBSERVATIONS

At our request, Chief Begin provided a memo identifying significant vacancies for the last three years. In the years 2009 and 2010, there were three officers "dismissed" and a part-time officer that had been filling three shifts per week left the job. In 2011, an officer was on "light duty" for approximately three months and on FMLA leave for another month. These are significant absences that likely required many replacement shifts and likely a good portion of the part-time officer wages. The dismissals are of particular concern to us because they likely identify weaknesses in the hiring, selection, or disciplinary processes of the department.

The importance of hiring the right personnel cannot be overstated. The International Association of Chiefs of Police (IACP; www.theiacp.org) has developed an excellent guide to assist small police departments with recruitment and retention issues entitled *Best Practices Guide for Recruitment and Retention of Qualified Police Personnel*. Once good officers are recruited, it is vital that their professional development be supported by the department, they

receive meaningful annual evaluations, and that a proper documented/disciplinary process be in place.

RECOMMENDATIONS

MRI recommends the department review each of the most recent dismissals in order to identify “what went wrong”. Only then can steps be taken to prevent similar occurrences. If the dismissed officers were the result of inadequate selection/hiring practices, steps need to be taken to tighten up that process. If the dismissals were the result of weak disciplinary processes and lack of an early warning system, then the disciplinary process needs to be evaluated so that “good hires” remain good officers. Disciplinary issues should be handled quickly and appropriately with an emphasis on remediation.

Exit interviews should be completed with each employee that leaves the service of the department.

The department should make a serious effort to increase the number of part-time officers. Often, fulltime officers in neighboring departments know the community, are fulltime certified and willing to work in order to generate extra income. Another excellent source for part-time officers is retired fulltime officers from the region. Finally, young adults seeking employment in the law enforcement profession are an excellent source for part-time officers. Given Weare’s close proximity to several college’s with criminal justice programs (St. Anselm College and Hesser College to name two), these are an excellent source for part-time officers that may be able to transition into fulltime roles as vacancies become available.

DETECTIVE POSITION

OVERVIEW

Full-time detective positions must be scrutinized carefully in police departments the size of the Weare Police Department. Since this position is a non-uniform position, there is little or no “visibility” when out and about in a community. Another tendency is for a detective to get more specialized training assignments than other non-specialized staff, therefore limiting development opportunities for others. As a non-uniformed specialized position, a detective isn’t normally counted into shift strength when an officer working similar hours in patrol is out for some reason. A detective will normally respond to emergencies occurring during his/her work hours. The other consideration with a specialized detective position is that many crimes may require an after-hours response necessitating overtime. These call-outs can be reduced if all officers have some basic crime scene/investigation skills so that in addition to simply taking a report, the patrol officer is able to investigate the crime. Very often this officer development provides some incentive for officers to stay with a smaller department. It is often good for the department and good for the individual officers to allow each to develop a specialty area of interest that he or she can use to the benefit of the department. Some examples might be sex crime investigation, photography, crime scene processing, interview/interrogation, juvenile crimes, or computer/internet crimes.

OBSERVATIONS

Currently, the Weare Detective works a four day week, 7 a.m. to 5 p.m., Tuesday through Friday, leaving his days off to every Saturday, Sunday, and Monday. This presents several issues when compared to a typical Monday through Friday, 9 a.m. to 5 p.m. schedule. Since the detective is off duty three days a week, there is a higher likelihood that he will need to be called in to duty on an overtime basis. Another concern is that since the detective is in charge of evidence, evidence is accumulating for that same three day period, which happens to be a weekend, a high volume period for confiscation of evidence/contraband.

Another concern is that there may be less value in having a detective starting his/her workday at 7 a.m. This is not a time that he/she would likely be able to meet with victims/suspects/witnesses as most are at work or on their way to work. Businesses aren’t generally open at 7 a.m., so any casework related to businesses will probably need to wait until after 8 a.m. or 9 a.m. Victims and witnesses will most likely need to be interviewed after 5 p.m. We do realize that the detective has plenty of case related work that can be done within these hours, but feel that accessibility to the public should be a consideration in scheduling.

Chief Begin does report that the Detective provides uniformed patrol coverage when a patrol officer is absent during the detective’s regularly assigned work day. This is a good practice and can reduce replacement costs. If the position was on a Monday through Friday schedule, the

Detective would be available for possible shift coverage five days per week instead of four, further reducing overtime.

Although not directly related to overtime, the Chief reports that he rotates officers into the Detective's position every three to five years. This is a good practice as it helps develop skills among all officers. We would suggest the Chief commit this policy to paper defining the actual timeframes and criteria for movement into the position.

Chief Begin's weekly overtime reports to the Board of Selectmen (attached in spreadsheets prepared by MRI at Appendix B) shows 1,117.75 late call/investigation hours for 2011, and 593.5 for the first four months of 2012. These numbers seem rather high given that there is a full-time detective position. Chief Begin explained that most of this time is not related to detective overtime, but instead to patrol officers and drug investigations. In 2011, the Detective had 487 OT hours (9.4 hr weekly average), but without a time consuming audit of payroll records, it is difficult to determine how much of that time was spent in detective related duties and how much was spent on shift coverage. The department does not have a written policy regarding the use of overtime. Typically, we would expect a policy that identifies when overtime is appropriate and how it is authorized. Unless this is defined in writing, there may be little control or consistency in practice.

RECOMMENDATIONS

The Chief should evaluate whether the current schedule for the detective's position is optimal for the needs of the department.

A policy should be developed that defines when the detective "call out" is necessary.

All officers should maintain a fair level of crime scene training and other specialized training that will benefit them professionally, as well as the department.

The Chief should document the detective assignment rotation policy.

POLICE K-9

OVERVIEW

The Weare Police Department has a full-time police K-9 program. Although police K-9s can be a very important tool in policing communities, they are very expensive. A community must evaluate the cost of the program against the value of the program. It should also be noted that often, much of the use of a police K-9 is related to mutual aid assistance to other towns, while the expense for the program is shouldered by the community that actually owns the program.

Costs related to a K-9 program generally fall into a number of areas:

Maintenance expense related costs

These expenditures cover the costs of feeding and caring for the dog. In addition to routine veterinary costs, these costs can be extensive if the dog develops some health issue that requires extensive medical treatment.

Training:

Police K-9s and their handlers require extensive ongoing training. Initially, the team may require months of training to become certified and then ongoing training of about 1 day per week. To calculate this properly, you must consider the OT hours of the handler as well as the OT hours of the officer replacing the K-9 officer on shift.

Handler costs

These are the overtime costs for the handler to care and maintain the dog outside normal work hours. This requirement is based on a number of court decisions that can be traced back to the 1985 Supreme Court decision known as the "Garcia Decision". This is generally considered to be 3.5 OT hours per week, which appears to be the case in Weare.

Call outs

This is the overtime related to actual off-duty call-outs of the K-9 team.

OBSERVATIONS

Overtime related to the Weare police K-9 program is as follows:

	2011	1/1/12 – 4/26/12
Handler	154 hours	56 hours
Training	77 hours	0 hours
Call-Outs	6 hours	3 hours

This chart shows that for 2011, there were 237 overtime hours related to the K-9 program. This does not include any overtime that may have been incurred to replace the K-9 officer on shift if he was attending training during his regular work hours.

It appears from the documentation received from Chief Begin that there were two K-9 callouts (responses while off duty) in 2011 and one in 2012, so callouts are not a significant source of overtime related to the K-9 program. The lack of training hours for the first four months of 2012 raises concerns about the ongoing effectiveness of the K-9 program. It is our understanding that police K-9 services may be available from Manchester, State Police, and other departments in the region. We recommend serious consideration be given to eliminating the Weare Police K-9 program.

RECOMMENDATIONS

Serious consideration should be given to eliminating the Weare Police K-9 program.

Since the K-9 team reports few training hours in 2012, deployment of the K-9 should be evaluated from a standpoint of liability.

COLLECTIVE BARGAINING AGREEMENT

OVERVIEW

Collective Bargaining Agreements (Union Contracts) exist to define the terms and conditions of employment between a group of employees and the employer. According to New Hampshire RSA 273-A:1, XI, *“Terms and conditions of employment” means wages, hours and other conditions of employment other than managerial policy within the exclusive prerogative of the public employer, or confided exclusively to the public employer by statute or regulations adopted pursuant to statute.*”

OBSERVATIONS

The Collective Bargaining Agreement (CBA) between the Town and AFSCME 3657 is weak from a management perspective. Although the agreement has no “Management Rights” clause, it is subject to the provisions of RSA 273-A:1, XI, as cited previously, and does contain some specific language related to management’s rights. Specifically, those sections state:

- 1.2 *It is specifically agreed by the parties hereto that any rights, duties or authority existing by virtue of the New Hampshire Revised Statutes Annotated not specifically abridged or limited by any of the provisions of this agreement shall prevail.”*

- 17.1 *The Town shall have the right to make regulations for the safety and health of its employees during their hours of employment.*

- 17.2 *The Department may adopt rules for the operation of the Department and the conduct of its employees provided such do not conflict with any of the provisions of this agreement.*

It is important for the Chief to assert this authority and for the Board of Selectmen to understand and commit to the challenges that may be faced in asserting this authority.

Some of the sections of the CBA that are contributing to overtime costs are the following:

9.3

- G: *Any/all shifts, vacated for any reason, will be filled by a supervisory or administrative staff member with overtime at eight (8) hours minimum with the following exceptions:*

1. *Day Shift (Monday - Friday)*
2. *Overlapping Shifts (currently evening or midnight and applicable to all future/scheduled overlapping shifts)*

I: Any duty coverage of less than four (4) hours shall be filled at the supervisor's discretion.

K: An employee may work an overtime shift that begins prior to the end of a scheduled shift. If the overtime shift begins within one (1) hour of the end of the scheduled shift, the employee may extend the overtime shift so as to have a full eight (8) hour overtime shift. For example, an employee working an 8:00 - 4:00 scheduled shift may work a 3:00-11:00 overtime shift, and may extend that shift until 12:00 to create two full shifts. If an overtime shift overlaps with a scheduled shift by more than one hour, the overtime shift may not be extended beyond its scheduled hours.

9.4.1 *Call Back: An employee required to return to work after having left the employee's regularly scheduled work shift, shall receive a minimum of four (4) hours pay including Court/ALS at overtime rates unless the individual is called back to rectify the employee's own error. Call back shall not apply when contiguous to the employee's work hours.*

RECOMMENDATIONS

The Town, with and through the Chief of Police, should exercise its authority to manage the department within the constraints of RSA 273-A:1, XI.

The Chief and Board of Selectmen, in consultation with counsel, should establish aggressive goals for upcoming negotiations that will strengthen the Town's ability to manage the department.

KEY RECOMMENDATIONS

In order to better track and manage the overtime related expenditures of the Department, MRI suggests separating the "Police-Overtime" budget line into additional lines.

The Chief should scrutinize attendance records on a weekly basis and review each overtime expenditure in order to determine necessity.

Whenever possible, the budget request should be based on prior spending trends and anticipated needs. Although not true "zero based" budgeting, starting from zero and calculating a new request for each line will help to identify trends and resolve inaccuracies that may otherwise get carried forward each year.

The Chief should develop a sick time policy and closely monitor sick time trends for signs of abuse or patterned absenteeism. The sick time policy should include a provision which prohibits an officer calling in sick for his/her regularly scheduled shift and from working an outside detail or any overtime for a period of 24 hours from the beginning of the shift from which he/she called in sick.

The Department's sick time policy should include a provision requiring a doctor's note to return to work after a 2 or 3 day absence.

There should be a strict policy in place that regulates the distribution of all overtime with safety as a major concern. The policy should specify mandatory hours of rest, who is authorized to waive those mandatory hours of rest, and under what conditions consideration would be given to waiving the hours of rest.

An overtime policy should define when officers are authorized to "hold over" in order to complete reports. Examples would be that an officer not "hold over" to complete a report unless it is an arrest requiring an arraignment or critical follow-up by another officer before the reporting officer returns to regular duty.

The practice of allowing officers to work up to 20 hours in a 24 hour period should be stopped. A mandatory period of rest policy should be adopted. An example of this policy would require at least 8 hours of rest for each 16 hours worked.

Every use of overtime should be documented at the time it is authorized. The documentation should include the reason for the OT and who authorized it.

The Town Administrator should conduct an exit interview with any personnel separating from service with the Department.

Any dismissal of staff should be reviewed critically in order to determine the root cause of the problem (hiring/selection, training, discipline, supervision) and then takes steps to prevent the problem from re-occurring with other staff. An “early warning system” should be used to identify problems before they result in a termination.

Consideration should be given to alternative schedules to the present 4 & 3 schedule, such as a 4 & 2 schedule. Any change may require negotiations with the collective bargaining unit.

Consideration should be given to adjusting the hours and schedule of the Detective. There should be a written policy defining the hours, the position, and schedule for rotation.

Serious consideration should be given to eliminating the K-9 program.

The Town should develop a policy defining when outside details shall be required. The policy should address “road jobs” as well as other events that may require a detail.

The Department should recruit several more part-time officers.

The flexing of regular work hours in order to accommodate the working of OT and details should be eliminated.

The Police Chief should actively assert his rights to manage the Department within the constraints of the Collective Bargaining Agreement and relevant NH law.

The Chief and Board of Selectmen, in consultation with counsel, should establish aggressive goals for upcoming negotiations that will strengthen the Town’s ability to manage the department.

CONCLUSION

The Weare Police Department has been overspending/underbudgeting its overtime related accounts for several years. The underbudgeting may be occurring due to requirements imposed by repeated default budgets. Although some of the overtime expense has been offset by surpluses in the salary line and part-time officer line, the fact that the bottom line of the police budget has been overspent, is reason for concern.

Generally the Weare Police Department overtime costs are being driven by shift coverage and late call/investigations. We believe that much of the shift coverage has occurred due to the need to fill shifts vacated by dismissed officers and sick time. In addition, department staffing is minimal for current service levels and sick time usage is high. In order to address this, the Department needs to strengthen its hiring, retention, and disciplinary practices.

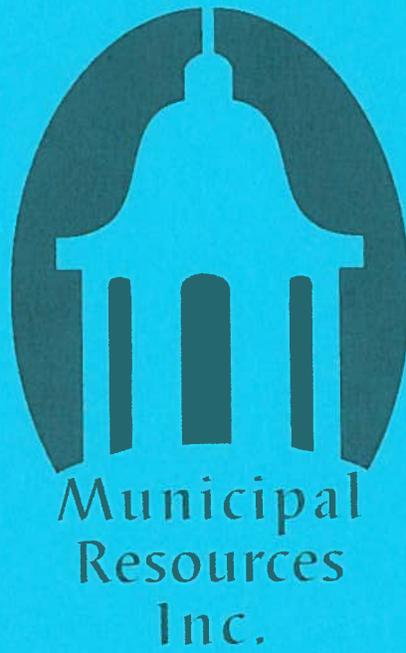
The Chief should also give serious consideration to any advantages of staffing patrol shifts on a 4 & 2 schedule (four eight hour days, followed by two days off). This schedule has the potential of reducing some overtime needs, but may not be popular with the officers. Since the work schedule appears to be dictated by section 9.1 of the Collective Bargaining Agreement, this may require consultation with counsel and negotiation with the union.

Serious consideration should be given to phasing out the Police K-9 program. This is a costly program and may be serving a minimal benefit to the community. This may be an emotional issue for the community, but generally the services of a police K-9 are available through mutual aid.

The Department should make a serious effort to increase the number of part-time officers. If the Chief implements some of the policies recommended in this report, part-time officers may become even more important for staffing vacant shifts.

Department management should be recognizing the trends contributing to the overtime costs and instituting policies that will have a positive effect. It is apparent from interviews with the Chief that he feels his hands are tied due to language in the Collective Bargaining Agreement. The Chief also stated that details were not interfering with shifts and were not contributing to the high overtime costs. We disagree. We believe the Chief needs to assert his management rights. The Chief needs to take a hands-on approach to managing the department when it comes to scheduling, overtime, details, and absences. Specifically, the Chief should develop written policies regarding the use of sick time, overtime, outside details, and hours of rest. Further, the Chief should review attendance records on a weekly basis and review each overtime expenditure in order to determine necessity. Overtime authorizations should not be viewed as automatic and those with the authority to authorize overtime should be held accountable on a weekly, if not daily, basis for appropriate justification. Potential problems should be recognized, addressed appropriately, and documented.

APPENDIX A



Weare Police Department
Call Analysis by Time and Day of Week for 2009 vs 2010

Date Range: Thru
 Selected Personnel: All
 Selected Duty: All
 Selected Post: All

	Sunday		Monday		Tuesday		Wednesday		Thursday		Friday		Saturday		Totals	
	Calls	Day%	Calls	Tot%												
	2009															
Hour: 0	76	5.1	57	3.3	64	3.9	65	4.3	66	4.5	74	4.4	91	5.8	493	4.5
Hour: 1	66	4.5	59	3.4	50	3.1	49	3.2	45	3.1	56	3.3	68	4.4	393	3.5
Hour: 2	47	3.2	46	2.6	40	2.5	47	3.1	39	2.7	50	3.0	42	2.7	311	2.8
Hour: 3	43	2.9	46	2.6	25	1.5	23	1.5	32	2.2	31	1.8	39	2.5	239	2.2
Hour: 4	37	2.5	31	1.8	24	1.5	6	0.4	23	1.6	14	0.8	50	3.2	185	1.7
Hour: 5	38	2.6	43	2.5	34	2.1	14	0.9	21	1.4	9	0.5	38	2.4	197	1.8
Hour: 6	42	2.8	56	3.2	41	2.5	27	1.8	34	2.3	32	1.9	42	2.7	274	2.5
Hour: 7	74	5.0	154	8.8	177	10.9	163	10.7	136	9.3	118	7.0	85	5.5	907	8.2
Hour: 8	67	4.5	89	5.1	130	8.0	104	6.8	111	7.6	97	5.7	55	3.5	653	5.9
Hour: 9	52	3.5	70	4.0	68	4.2	85	5.6	76	5.2	83	4.9	53	3.4	487	4.4
Hour: 10	53	3.6	67	3.8	76	4.7	66	4.3	59	4.0	95	5.6	59	3.8	475	4.3
Hour: 11	51	3.5	86	4.9	71	4.4	51	3.4	76	5.2	74	4.4	66	4.2	475	4.3
Hour: 12	51	3.5	69	3.9	62	3.8	53	3.5	59	4.0	65	3.8	43	2.8	402	3.6
Hour: 13	54	3.7	76	4.4	67	4.1	71	4.7	58	4.0	71	4.2	63	4.0	460	4.2
Hour: 14	42	2.8	72	4.1	71	4.4	83	5.5	69	4.7	75	4.4	40	2.6	452	4.1
Hour: 15	66	4.5	107	6.1	88	5.4	97	6.4	67	4.6	83	4.9	60	3.9	568	5.1
Hour: 16	79	5.3	96	5.5	80	4.9	94	6.2	59	4.0	53	3.1	68	4.4	529	4.8
Hour: 17	73	4.9	90	5.2	79	4.9	91	6.0	49	3.4	71	4.2	75	4.8	528	4.8
Hour: 18	70	4.7	103	5.9	86	5.3	69	4.5	63	4.3	112	6.6	89	5.7	592	5.3
Hour: 19	90	6.1	69	3.9	66	4.1	50	3.3	68	4.7	94	5.6	67	4.3	504	4.6
Hour: 20	67	4.5	55	3.1	58	3.6	40	2.6	55	3.8	68	4.0	94	6.0	437	3.9
Hour: 21	68	4.6	52	3.0	51	3.1	48	3.2	51	3.5	83	4.9	71	4.6	424	3.8
Hour: 22	79	5.3	79	4.5	49	3.0	57	3.7	65	4.4	97	5.7	111	7.1	537	4.8
Hour: 23	93	6.3	75	4.3	64	3.9	68	4.5	80	5.5	84	5.0	88	5.7	552	5.0
Totals:	1478	13.3	1747	15.8	1621	14.6	1521	13.7	1461	13.2	1689	15.3	1557	14.1	11074	

Weare Police Department
Call Analysis by Time and Day of Week for 2009 vs 2010

Date Range: Thru
 Selected Personnel: All
 Selected Duty: All
 Selected Post: All

	Sunday		Monday		Tuesday		Wednesday		Thursday		Friday		Saturday		Totals	
	Calls	Day%	Calls	Tot%												
	2010															
Hour: 0	112	8.4	65	4.5	53	3.6	53	3.6	25	1.9	42	2.8	92	5.9	442	4.4
Hour: 1	66	5.0	39	2.7	44	3.0	50	3.4	32	2.4	37	2.5	63	4.0	331	3.3
Hour: 2	39	2.9	17	1.2	24	1.6	22	1.5	18	1.3	32	2.1	19	1.2	171	1.7
Hour: 3	24	1.8	16	1.1	20	1.4	11	0.7	17	1.3	15	1.0	25	1.6	128	1.3
Hour: 4	12	0.9	10	0.7	9	0.6	13	0.9	11	0.8	16	1.1	12	0.8	83	0.8
Hour: 5	12	0.9	16	1.1	17	1.2	10	0.7	28	2.1	16	1.1	7	0.4	106	1.0
Hour: 6	15	1.1	28	1.9	27	1.8	27	1.8	40	3.0	29	1.9	21	1.3	187	1.8
Hour: 7	26	2.0	52	3.6	84	5.7	86	5.8	86	6.4	77	5.1	25	1.6	436	4.3
Hour: 8	43	3.2	85	5.9	100	6.8	103	7.0	100	7.4	81	5.4	53	3.4	565	5.6
Hour: 9	50	3.8	88	6.1	76	5.2	77	5.2	57	4.2	64	4.3	72	4.6	484	4.8
Hour: 10	50	3.8	64	4.4	85	5.8	61	4.1	80	5.9	72	4.8	69	4.4	481	4.7
Hour: 11	69	5.2	77	5.3	66	4.5	69	4.7	73	5.4	69	4.6	60	3.8	483	4.8
Hour: 12	64	4.8	84	5.8	65	4.4	74	5.0	56	4.1	74	4.9	53	3.4	470	4.6
Hour: 13	56	4.2	69	4.8	69	4.7	77	5.2	75	5.6	68	4.5	56	3.6	470	4.6
Hour: 14	63	4.7	87	6.0	88	6.0	76	5.1	92	6.8	78	5.2	58	3.7	542	5.3
Hour: 15	56	4.2	95	6.6	112	7.6	119	8.1	101	7.5	93	6.2	63	4.0	639	6.3
Hour: 16	90	6.8	70	4.8	80	5.4	106	7.2	79	5.9	73	4.9	60	3.8	558	5.5
Hour: 17	82	6.2	81	5.6	89	6.1	97	6.6	67	5.0	65	4.3	79	5.0	560	5.5
Hour: 18	77	5.8	92	6.4	80	5.4	78	5.3	66	4.9	86	5.7	102	6.5	581	5.7
Hour: 19	74	5.6	78	5.4	62	4.2	70	4.7	53	3.9	54	3.6	108	6.9	499	4.9
Hour: 20	67	5.0	51	3.5	49	3.3	67	4.5	52	3.9	81	5.4	104	6.6	471	4.6
Hour: 21	67	5.0	65	4.5	52	3.5	53	3.6	55	4.1	88	5.9	108	6.9	488	4.8
Hour: 22	53	4.0	53	3.7	51	3.5	37	2.5	49	3.6	96	6.4	115	7.3	454	4.5
Hour: 23	63	4.7	64	4.4	67	4.6	42	2.8	38	2.8	94	6.3	144	9.2	512	5.0
Totals:	1330	13.1	1446	14.3	1469	14.5	1478	14.6	1350	13.3	1500	14.8	1568	15.5	10141	

Weare Police Department
Call Analysis by Time and Day of Week for 2011 vs 2012

Date Range: Thru
 Selected Personnel: All
 Selected Duty: All
 Selected Post: All

	Sunday Calls Day%	Monday Calls Day%	Tuesday Calls Day%	Wednesday Calls Day%	Thursday Calls Day%	Friday Calls Day%	Saturday Calls Day%	Totals Calls Tot%
2011								
Hour: 0	107 8.8	62 4.5	35 2.2	31 2.0	72 4.7	76 4.8	94 5.7	477 4.5
Hour: 1	69 5.7	43 3.1	16 1.0	22 1.4	20 1.3	28 1.8	101 6.1	299 2.8
Hour: 2	35 2.9	28 2.0	30 1.9	24 1.6	15 1.0	29 1.8	55 3.3	216 2.1
Hour: 3	30 2.5	13 0.9	12 0.7	14 0.9	9 0.6	13 0.8	25 1.5	116 1.1
Hour: 4	10 0.8	12 0.9	11 0.7	4 0.3	8 0.5	7 0.4	9 0.5	61 0.6
Hour: 5	20 1.6	9 0.7	13 0.8	21 1.4	17 1.1	7 0.4	3 0.2	90 0.9
Hour: 6	18 1.5	23 1.7	24 1.5	25 1.6	9 0.6	17 1.1	6 0.4	122 1.2
Hour: 7	21 1.7	54 3.9	74 4.6	75 4.9	55 3.6	70 4.4	35 2.1	384 3.7
Hour: 8	32 2.6	98 7.1	132 8.2	118 7.7	120 7.9	117 7.3	67 4.1	684 6.5
Hour: 9	40 3.3	79 5.7	110 6.9	103 6.7	91 6.0	76 4.8	60 3.6	559 5.3
Hour: 10	47 3.8	82 5.9	81 5.1	79 5.2	88 5.8	81 5.1	68 4.1	526 5.0
Hour: 11	43 3.5	65 4.7	91 5.7	87 5.7	78 5.1	85 5.3	93 5.6	542 5.2
Hour: 12	55 4.5	82 5.9	74 4.6	88 5.8	68 4.5	70 4.4	58 3.5	495 4.7
Hour: 13	53 4.3	63 4.6	96 6.0	88 5.8	81 5.3	75 4.7	61 3.7	517 4.9
Hour: 14	51 4.2	71 5.1	117 7.3	117 7.7	98 6.4	85 5.3	59 3.6	598 5.7
Hour: 15	43 3.5	70 5.1	122 7.6	105 6.9	93 6.1	104 6.5	65 3.9	602 5.7
Hour: 16	53 4.3	66 4.8	84 5.2	99 6.5	94 6.2	75 4.7	66 4.0	537 5.1
Hour: 17	64 5.2	74 5.3	89 5.6	77 5.0	88 5.8	85 5.3	80 4.9	557 5.3
Hour: 18	78 6.4	108 7.8	91 5.7	79 5.2	68 4.5	98 6.2	104 6.3	626 6.0
Hour: 19	99 8.1	71 5.1	87 5.4	86 5.6	69 4.5	64 4.0	101 6.1	577 5.5
Hour: 20	73 6.0	66 4.8	60 3.7	49 3.2	67 4.4	75 4.7	103 6.3	493 4.7
Hour: 21	67 5.5	55 4.0	50 3.1	51 3.3	64 4.2	65 4.1	103 6.3	455 4.3
Hour: 22	54 4.4	45 3.3	53 3.3	46 3.0	73 4.8	75 4.7	94 5.7	440 4.2
Hour: 23	59 4.8	45 3.3	51 3.2	38 2.5	76 5.0	116 7.3	138 8.4	523 5.0
Totals:	1221 11.6	1384 13.2	1603 15.3	1526 14.5	1521 14.5	1593 15.2	1648 15.7	10496

APPENDIX B



Municipal
Resources
Inc.

Payroll Week Ending	Shift Coverage	Court/Hearings/Court Prep	Late Calls/Investigations	Public Relations	Holiday	Trainings	K9 OT-Handler	K9 Recertification	K9 Call out	K9 OT-Training	Misc.	Week Totals:
1/16/2011	32	5	11.5	0	20	0	3.5	0	0	9	0	81
1/20/2011	17.5	4	25	0	57	24.5	3.5	0	0	7	0	138.5
1/27/2011	2	53	10	8	0	0	3.5	0	0	0	0	76.5
2/3/2011	30.5	8	21	0	0	0	3.5	0	0	0	0	63
2/10/2011	10.5	35.5	10.5	12	0	0	3.5	0	0	0	0	72
2/17/2011	16	8.5	16	4.5	0	0	3.5	0	0	8	0	56.5
2/24/2011	21.5	8.5	30	0	98	0	3.5	0	0	0	13	94.5
3/3/2011	40.5	19	3	0	0	16	3.5	0	0	0	0	82
3/10/2011	46.5	0	19.5	0	0	24.5	0	0	0	0	5	95.5
3/17/2011	55	34	14.5	0	0	0	3.5	0	0	0	0	115
3/24/2011	48	14	65	0	0	0	3.5	0	0	0	0	130.5
3/31/2011	27	0	20.5	0	0	0	3.5	0	0	0	0	51
4/7/2011	22	34.5	6.5	0	0	0	3.5	0	0	8	0	74.5
4/14/2011	20.5	16	16.5	0	0	0	3.5	0	0	0	0	65.5
4/21/2011	31	14	4	4	0	15	3.5	0	0	9	0	80.5
4/28/2011	15	0	20.5	0	0	0	3.5	0	0	0	0	39
5/5/2011	11	0	53	0	0	0	3.5	0	0	0	0	67.5
5/12/2011	19	19	13	0	0	10	3.5	0	0	8	0	72.5
5/19/2011	23	30	11	0	0	0	3.5	0	0	0	0	67.5
5/26/2011	8	0	23.5	0	0	0	3.5	10	0	9	0	54
6/2/2011												0
6/9/2011	23.5	12	31.5	0	8	8	3.5	0	0	0	0	86.5
6/16/2011	23.5	17.5	29.75	0	94.25	16	3.5	0	4	0	0	188.5
6/23/2011	23	2.75	82	0	0	0	3.5	0	0	0	0	111.25
6/30/2011	19	0	32.5	0	0	10	3.5	0	0	0	4	69
7/7/2011	31.5	15	16.5	0	30	0	3.5	0	0	0	0	96.5
7/14/2011	28	13	14.5	3	0	0	3.5	0	0	0	37.5	99.5
7/21/2011	49.5	0	13	26	0	12	3.5	0	0	0	0	104
7/28/2011												0
8/4/2011	34	12	5	4	0	22	3.5	0	0	0	0	80.5
8/11/2011	44	18.5	36.5	0	0	10	3.5	0	0	0	0	112.5
8/18/2011	55	0	78.5	4	0	0	3.5	0	0	0	0	141
8/25/2011												0
9/1/2011												0
9/8/2011	53.5	7	32.5	0	39	0	3.5	0	0	0	10	145.5
9/16/2011												0
9/23/2011												0
9/29/2011	26	33	23.5	0	0	0	3.5	0	0	0	0	86
10/6/2011	24.5	19	47	5	0	0	3.5	0	0	0	8	107
10/13/2011	20.5	15.5	14	0	0	0	3.5	0	2	0	8	63.5
10/20/2011	37.5	8	24	4	0	53.5	3.5	0	0	0	6	136.5
10/27/2011	13	2	49	4	0	12	3.5	0	0	0	0	83.5
11/3/2011	32	54.5	34	4	0	8	3.5	0	0	0	12.5	148.5
11/10/2011	25	0	20	0	0	12	3.5	0	0	0	0	60.5
11/17/2011	29.5	0	13	0	46.5	0	3.5	0	0	0	0	92.5
11/24/2011	20	16.5	30.5	0	0	0	3.5	0	0	0	0	106.5
12/1/2011	27	18	0	0	43.5	0	3.5	0	0	0	0	92
12/8/2011	21.5	0	26	4	0	31.5	3.5	0	0	0	0	89.5
12/15/2011	20	26.5	46	0	0	20	3.5	0	0	0	0	110
12/22/2011	17	10	28.5	0	0	4	3.5	0	0	0	0	63
12/29/2011	9	19.5	15.5	0	24	0	3.5	0	0	0	0	71.5
2011 Totals:	1203.5	617.25	1117.75	86.5	496.25	320	154	10	6	67	104	4122.25

No info provided for week

2012 YTD WEARE POLICE DEPT. OVERTIME DATA

IN HOURS

Payroll Week Ending:	Shift Coverage	Court/ Hearings/ Court Prep	Late Calls/ Investigations	Public Relations	Holiday	Trainings	K9 OT- Handler	K9 Recertification	K9- Call out	K9 OT- Training	Misc.	Week Totals:
1/5/2012	15.5	22	31	0	50.5	16	3.5	0	0	0	0	138.5
1/12/2012	25	18	35	5	0	30	3.5	0	0	0	0	116.5
1/19/2012	32.5	16	44	0	47	0	3.5	0	0	0	0	143
1/26/2012	0	33.5	23	0	8	0	3.5	0	0	0	0	68
2/2/2012	0	16.5	46.5	0	0	8	3.5	0	0	0	0	74.5
2/9/2012												
2/16/2012	0	0	34	5	0	0	3.5	0	3	0	0	45.5
2/23/2012	9	24	12.5	0	52	0	3.5	0	0	0	0	101
3/1/2012	0	8	15	4	0	0	3.5	0	0	0	0	30.5
3/8/2012	9	9	39.5	4	0	0	3.5	0	0	0	0	65
3/15/2012	33.5	6.5	41	0	0	0	3.5	0	0	0	0	84.5
3/22/2012	10	33	40.5	4	0	0	3.5	0	0	0	0	91
3/29/2012	4	4	32	0	0	4	3.5	0	0	0	0	47.5
4/5/2012	4.5	13	50	0	0	0	3.5	0	0	0	0	71
4/12/2012	1	0	42	0	0	0	3.5	0	0	0	0	46.5
4/19/2012	23.5	0	54	0	0	0	3.5	0	0	0	2	83
4/26/2012	36	0	53.5	0	0	31	3.5	0	0	0	0	124
2012 YTD Totals:	203.5	203.5	593.5	22	157.5	89	56	0	3	0	2	1330

Hrs.

No info provided for week