

## The Town of Westport

---

# IA 17-01 Payroll Extra Help and Overtime Audit Assessment Findings and Recommendations

Final Report  
November 2016

**Table of Contents**

- I. Project Overview
- II. Audit Findings & Recommendations
- III. Data Analysis
- IV. Appendix
  - A. Interview List
  - B. Workflow Diagrams

## I. Project Overview

### A. Background

The Town of Westport (hereinafter, also referred to as the “Town”) engaged BlumShapiro Consulting to review and audit the processes used for payroll processing, overtime assignment, and extra/seasonal help within four (4) Town Departments: Police, Fire, Parks and Recreation, and Public Works. BlumShapiro provided internal auditing services to the Town, including the evaluation of internal processes, assessment of control practices, and identification of areas for improvement and/or better implementation of best practices. BlumShapiro worked with the Audit Manager/Senior Accountant to identify key concerns of Westport’s Board of Finance Audit Subcommittee and to ensure that all areas of interest pertaining to payroll, extra help, and overtime were addressed during the project. BlumShapiro interviewed all Department Heads within the four (4) Departments including the Chief of Police and Fire Chief. In addition, BlumShapiro met with Payroll Administrators/Secretaries within each respective Department along with Personnel staff to understand their roles in the payroll processes. In total, BlumShapiro interviewed 18 staff associated with the payroll processes in the Town.

The goal of the Payroll Extra Help and Overtime Audit project was to review extra help and overtime practices of the Town to assess compliance with existing union contracts, Town policies, labor laws, federal/state guidelines and best practices.

### B. Methodology

The goals and objectives of this assessment included the following:

- Provide the Town with any metrics, trends, and variances found in overtime and extra help payroll for the reviewed Departments.
- Provide best practices for municipalities as they pertain to the scheduling of overtime.
- Review the process of overtime approval and accounting and provide any associated best practices to improve these areas.
- Review the process for Town revenues/billable overtime.
- Determine the causals for any overtime in the reviewed Departments.

### C. Acknowledgements

BlumShapiro would like to thank the Town of Westport staff for their participation, support, on-going dialog, and feedback during this project.

**II. Audit Findings - Background Information**

A. Each Department Has Implemented Fair and Rotational Practices For Assigning Overtime

1. Each of the four (4) Departments assessed has their own process for distributing overtime shifts fairly to its employees
  - i. Each union contracts speaks to the requirements of the Department to fairly and equitably distribute and/or offer overtime shifts to all employees in the Department
  - ii. Within each Department, overtime shifts are signed off/approved by a Supervisor
  - iii. The Fire and Public Works Department maintain employee lists in which they call employees and offer the overtime shift to them (in order of the list) until the shift is accepted
  - iv. The Police Department utilizes a rotational group listing where overtime shifts are only offered to employees within the designated group when it is their turn in the rotation to sign up for available overtime
    - a. There are 12 overtime groups in the rotation with a small number of staff in each
  - v. Per discussion with the Parks and Recreation Department, due to the large amount of summer work available, overtime/weekend shifts are offered to nearly any employee who is available. Employees are not denied additional shifts when they arise as the Department generally requires “all hands on deck” in the summer
    - a. It is important to note that it is not always classified as overtime; it is based on how many days each employee has already worked that week

B. At the Time of the Audit, the Westport Police Department Had Several Officer Vacancies Impacting Overtime Hours

1. Our conversations with the Chief of Police and Administrative Lieutenant indicate that there were six (6) Officer vacancies at the time of the audit
  - i. As such, this has a significant impact on the number of overtime hours needed and money spent on overtime within the Department
2. In addition, there are certain times of year where the Police Department has general overtime obligations where more staff are needed
  - i. For example, the start of the school year requires additional patrol officers on duty
3. Per discussion with Police, the number of paramedics/volunteers is also down so they are also seeing an increase in overtime hours in this area as well

### C. Time Entry is Mainly Handled at the Department-Level

1. Currently, each Department has a designated admin or secretary who is entering employee time/timesheets manually into the MUNIS system
  - i. This involves attaching proper pay codes to employees
  - ii. This also involves entering employee accruals (sick, vacation, etc.)
2. Within each Department, Supervisors and/or Department Heads are signing off on all employee timesheets before time is entered into MUNIS
3. The one (1) exception to this structure is Police; at this time, the Town Payroll Coordinator is entering all employee time for the Police Department based on a Police Officer Scheduling System (POSS) printout sent daily from the Administrative Lieutenant (The Payroll Coordinator's entry is then checked by the Town's Human Resources Manager)
  - a. The Police Department is currently in the process of hiring an Administrative person who will likely assume this responsibility

### **Audit Findings and Recommendations**

### D. There are Compliance Concerns Regarding Part-Time/Seasonal Employees Within the Parks and Recreation Department

1. Approximately six (6) people are identified as seasonal/part-time employees, but they are utilized almost year-round
  - i. Some summer staff stay on through the fall (i.e. working summer camp and then working through basketball season into early spring)
    - a. These employees are generally only “off” during the months of March and October (in between seasonal jobs)
2. Based on the Affordable Care Act, an average of 30 hours worked per week (or 130 per month) for more than 120 days per year qualifies an employee as “full time” and as such, they may be entitled to benefits and insurance coverage from the Town
  - i. At this time, there are no seasonal employees within Parks and Recreation who have been offered benefits
3. Seasonal employees are budgeted in the extra help line item

### D. **RECOMMENDATION** – Consult with Town Legal Counsel to Evaluate Compliance with the Affordable Care Act

- a. The Affordable Care Act, IRS and US-Treasury regulations are intricate and complex, the Town should have a thorough analysis completed with their legal team to ensure that compliant practices are being followed Town-wide
- b. Based on our research, BlumShapiro identified issues to consider in regards to seasonal employees:
  1. We recommend that the Town utilize the “Look Back Measurement Period Method” to calculate the hours worked by seasonal employees over the course of a 12-month period
    - i. The regulations for the look-back measurement provide that a “seasonal employee” is in a position for which the customary annual employment is six (6) months or less
    - ii. The key is that seasonal workers cannot work an average of 30 hours or more per week when measured over the 12-month period
    - iii. Regulations also note the importance of seasonal employees having more than 26 consecutive weeks between the end of one (1) year’s seasonal work and the beginning of the next year’s seasonal work
- c. Once the Town has solidified its understanding of the Affordable Care Act and compliant practices as it pertains to hourly, seasonal, and part time employees and Employer Shared Responsibility Provisions, these practices should be documented within Town policies and the Personnel handbooks
  1. Town Department Heads and Directors should receive training on the new policies and practices
  2. Union contracts and the Town Employee Handbook should be updated to reflect these new standards
    - i. At this time, neither the Town Employee Handbook or Union Contracts (for the Departments within this Audit) have language pertaining to the Affordable Care Act and Employer Shared Responsibility Provisions

## II. Town of Westport – Payroll Extra Help and Overtime Audit Assessment – Findings & Recommendations

---

### E. Inaccuracies and Inconsistencies Are Currently Found in Payroll Processing

1. During the interview process, Departments expressed concern about errors within payroll information
  - a. It is unclear whether these errors are occurring at the Department level or at the Town Payroll processing level
2. A lack of communication and clarity between the two is furthering the confusion as to where the errors are originating and why they are occurring
3. The most frequent occurrence of errors in seem to be occurring with the Fire Department payroll
  - i. In an assessment of Excel spreadsheet samples taken from both the Town Payroll Coordinator and Fire Department, 16 inconsistencies in pay rates and calculations were found
    - a. Some inconsistencies were as large as \$300 per pay period
4. Additionally, there have been some issues with the payroll processing for Parks and Recreation
  - i. Based on our discussions, some employees received paper checks when they had elected to receive their pay by direct deposit
    - a. Approximately 65 paychecks for Parks and Recreation employees were paper checks that should have been electronic this past summer season
    - b. In more than one instance, payments were deposited into an incorrect bank account
    - c. It is unclear where the error in configuring the employee's direct deposit lies
    - d. It appears this is mainly an issue with seasonal employees
  - ii. These issues have caused several delays in employees receiving their pay

### F. There are Accuracy and Responsibility Issues Surrounding Step Increases and Annual Salary Changes

1. There is a lack of understanding (between individual Town Departments) and the Payroll Coordinator/Personnel Department regarding who is responsible for setting up the increases and validating their accuracy based on contract terms, etc.
2. Several Departments expressed that each year, in the few weeks following the pay and step increases, there are numerous accuracy issues that need to be resolved
3. The Police Department manually submits pay increases to the Town Payroll Coordinator by providing the employee name, position number, current pay rate, and new pay rate for the year

## II. Town of Westport – Payroll Extra Help and Overtime Audit Assessment – Findings & Recommendations

---

- i. Per discussion with Police, there have been errors in the past and instances of certain Officers being overpaid and others underpaid but this has improved over time with only minor issues occurring as of late

### G. Many Departments Do Not Trust the Accuracy of Information Within the MUNIS System

1. As it pertains to employee accruals, many Departments manage this outside of MUNIS as they feel their individual records are more accurate
  - i. MUNIS accruals run in arrears (for prior pay period) which fails to provide employees with up-to-date information
  - ii. As such, when employees inquire about remaining sick, vacation, personal, etc. time, they seek the data from their Department Head's records

### E-G. RECOMMENDATION – Annually Perform Data Reconciliations Between Individual Departments and Town Payroll

- a. In order to ensure the accuracy of data including wages, step increases, etc., the Westport Payroll Coordinator should meet individually with each Department to validate information on an annual basis
  1. Data to reconcile should include:
    - i. Pay rate
    - ii. Associated pay codes for each employee
    - iii. Proper step
    - iv. Associated increases/added wages (GARCIA, Master Officer, Higher Education, etc.)
    - v. Accruals (sick, vacation, etc.)
  2. It is important that during this annual meeting, the individual Departments ensure that any extraneous spreadsheets or systems used outside of MUNIS for managing employee information (pay rates and accruals) are in balance and reconciliation with the Town Payroll Coordinator's data in MUNIS
    - i. POSS system
    - ii. Alpha4 system
    - iii. Department Accrual Spreadsheets
  3. Any inconsistencies found should be investigated and resolved via Town Personnel Management and Department Heads/Directors

## II. Town of Westport – Payroll Extra Help and Overtime Audit Assessment – Findings & Recommendations

---

4. Annual meetings will ensure direct and consistent communication between Departments and the Town Payroll Coordinator
5. This process should be monitored and approved by the Director of Human Resources

### H. Payroll Duplication of Effort Exists in Several Town Departments

1. Fire Department is entering employee accruals into a DOS-based system (ALPHA4) in addition to MUNIS
  - a. This system is also used for creating payroll reports
2. Fire Department is also manually tracking employee accruals on paper (vacation time, sick leave, funeral, etc.)
3. Police are using an additional time entry system, POSS
  - i. Time is entered first into POSS, and second into MUNIS (manually)
4. Public Works maintains employee time records in multiple formats
  - i. The Department Superintendents maintain employee records of time
  - ii. The Department Head maintains employee records of time
    - i. At month end, the Department Head reconciles employee time records with those of his Superintendents
5. Public Works also maintains employee absences in an Excel workbook to double check against MUNIS

### H. **RECOMMENDATION** – Eliminate Extraneous Systems for Employee and Payroll Management Across the Town or Integrate Systems (where possible)

- a. The MUNIS financial management system provides sufficient personnel management capabilities in regards to personnel accruals and leave time
  1. The Town should no longer need to utilize outside systems and Excel spreadsheets to manage this
  2. After meeting with the Town Payroll Coordinator and ensuring uniformity between MUNIS records and individual Departments records, the Departments should feel comfortable and confident with the accruals and accuracy of data within the MUNIS system
- b. Manual employee tracking of accruals (sick time, vacation time, personal days, etc.) should be completely abandoned
  1. Paper forms, calendars, and manual sheets used for tracking only makes the Departments more susceptible to errors, miscalculations, and outdated records

## II. Town of Westport – Payroll Extra Help and Overtime Audit Assessment – Findings & Recommendations

---

2. In addition, the current amount of effort and time spent managing manual records is burdensome for each Department's payroll person
- c. The Fire Department should fully implement scheduling systems that will integrate with MUNIS
  1. The Firehouse software package has been purchased and the Fire Department has been phasing in the various modules by priority. The payroll integration will be completed by the 1<sup>st</sup> quarter of 2017
- d. The Police Department should integrate the POSS system with MUNIS
  1. This integration is available and has been recommended to the Town in prior years' audits but this has not yet been implemented
    - i. This integration would eliminate a significant amount of duplicate data entry in regards to payroll for Police

### I. MUNIS Training is Significantly Lacking Across the Town

1. Nearly every interviewee (including Department Heads and Chiefs) felt they would benefit from additional MUNIS training
2. A prior evaluation from Tyler Technologies (the MUNIS vendor) has also indicated that the Town should consider additional training days for staff
3. The Town Payroll Coordinator has not received any formal training on the MUNIS system
  - i. At this time, her training has been self-taught from online manuals and user guides

### J. The MUNIS Financial Management System is Not Being Optimally Utilized

1. There may be configuration issues or a lack of thorough configurations within the MUNIS system
  - i. Pay rates and tables/ Pay codes
    - a. Per discussion with Personnel, changes in these areas of MUNIS are very time consuming and have to be done manually on a person-by-person entry basis
  - ii. Pay increases are being calculated and configured manually each year, as opposed to having the system update payroll automatically on a scheduled basis
    - a. Salary changes are entered July 1 of each year and there are approximately 300 employees being adjusted each time

## II. Town of Westport – Payroll Extra Help and Overtime Audit Assessment – Findings & Recommendations

---

2. For Parks and Recreation, some employees have to be entered several times if they work multiple positions (i.e. a tennis instructor who works at three camps)
  - a. Rather than open one (1) employee screen and tab through various jobs or positions for that one (1) person, the Parks and Recreation Payroll person has to enter the employee three times
    - i. MUNIS will also not total this person's hours across all three (3) tennis instructor "positions" and therefore will not calculate overtime across all three (3)
3. Additionally, MUNIS is not automatically calculating (or utilizing) time and a half pay for employees who are working over 40 hours for Parks and Recreation
  - a. It simply totals the employee's hours. Overtime rates have to be calculated and entered manually
  - b. This is likely due to a configuration error in the system
4. The Town is not using the Employee Self Service (ESS) Capability of MUNIS
  - a. Based on prior Town annual audit, it appears that Westport is paying for this functionality (approximately \$8,000 annually) even though it is not fully implemented
5. The Town is not using the MUNIS Position Control functionality which allows better management of people, positions, and budgeted amounts in the Town
6. The Town is also not currently using the MUNIS Budget Add-on which would allow budget information to be opened in Excel (directly from MUNIS), manipulated, and then pushed back to MUNIS budget module
7. Based on our discussions with staff, most are not using the MUNIS dashboard, which would allow staff to customize their screens, create quick-to-access reports, approve purchase orders, etc. all on one (1) opening page
  - a. This lack of use may be due to slowness of the webpage which Town IT is working towards changing by moving MUNIS over to the Town's fiber connection which will allow faster speeds

### I-J. **RECOMMENDATION** – Hold Mandatory User Training on the MUNIS System

- a. The Town is in need of thorough training for the HR and payroll functions within MUNIS
  1. Training is needed at both the Department-level (for Department Heads, Supervisors, and Data-entry personnel) and at the Town Personnel Department (Personnel Manager and Payroll Coordinator)
  2. This training should not be optional; it should be mandatory for anyone who views, edits, inputs, or reports on personnel data
  3. This training should be on site, in-person training, from a Tyler Technologies/MUNIS professional
  4. The Town should utilize the recommendations provided by the Tyler Technologies Assessment which includes refresher training, training on rate tables, and training on user access roles and permissions
- b. Training should include Employee Self Service (ESS), Position Control, and Budgeting Capabilities
  1. These areas were identified in the Tyler Technologies assessment as functions, modules, and capabilities that the Town is not utilizing
    - i. The Town had agreed with this recommendation and intended to implement ESS in July 2014 but this has not yet been completed
    - i. Fully implementing the ESS feature will streamline and centralize RTOs and approvals, along with reducing the number of inquiries regarding accrual balances
- c. In addition, Westport should have Tyler Technologies show staff how to optimize the MUNIS Dashboard feature, showing employees how they can customize their view, access information faster and more efficiently, run common reports, etc.
  1. By showing staff the capabilities that exist within MUNIS and how they can customize the system setup/view to meet their needs, they will be more likely to abandon extraneous systems and fully utilize MUNIS
- d. Prior to the onsite training, Town Management should engage with the various Departments and Payroll Coordinator to see which additional areas are of most interest, where most of the system confusion lies, and what functions and features the staff would like to learn more about and grow comfortable using in the software

### K. MUNIS Access Rights and Permissions Are Not Thoroughly Configured

1. During our onsite review of the MUNIS user rights within the Financial module, several Town employees had Administrator rights that do not require this access for their specific job function including:
  - i. Controller
  - ii. Financial Coordinator
2. Our onsite review also revealed that a MUNIS Project Manager still had access rights within the Town's system

### K. RECOMMENDATION – Establish a MUNIS Task-Force Committee and Perform a “Clean-Up” of User Roles and Rights Within MUNIS

- a. The Town should create a MUNIS committee made up of representatives from selected Town Departments along with the, Finance and IT Departments
  1. This committee should be responsible for learning and then communicating new rollouts of functions, features and upgrade, to the Town MUNIS users
  2. Committee members shall serve as the “champions” of the system and be available and accessible to MUNIS users in the Town for questions, brief training sessions, and inquiries
  3. The Committee should also ensure that any systems that can integrate with MUNIS, are properly integrated/interfaced to streamline efforts and eliminate duplicate data entry where possible
  4. The Committee should meet on a quarterly basis along with any time a major system upgrade occurs
- b. The Finance Department should meet to review current roles and permissions for users in MUNIS
  1. This should include deletions, modifications (i.e. full access to “view only”), and additions to access rights where necessary
    - i. The Town should ensure that all Department Heads have access rights to view employee pay rates, accruals, etc. for their specific Departments
- c. Administrative access should be limited to only those necessary
- d. All MUNIS/Tyler Technologies roles should be disabled/deactivated
- e. On an annual basis, the Financial Coordinator, Financial Staff, and Department Heads should meet to perform cleanup or necessary role adjustments based on personnel changes over the year
  1. Finance and Department Heads should sign off when this review is completed each year

### L. Electronic Time Clocks are Not Currently Being Used in the Town

1. Although prior years' audits have recommended the implementation of an electronic timekeeping system, the Town has yet to select a suitable system
  - i. The Town is currently looking into numerous systems including Kronos, NOVAtime, and TimeClockPlus

### L. **RECOMMENDATION – Implement Electronic Timekeeping System**

- a. The Town should finalize a decision on an electronic timekeeping system
- b. As of the 2014 audit, the Town was interested in implementing a system and was still exploring its options
  1. Based on our interviews, it is unclear as to why a decision for a system has not been made at this time
- c. Westport should contact Tyler Technologies to ensure that the selected system will integrate seamlessly with MUNIS
- d. Once a system is selected, on-site training should be held for employees
  1. In addition, any policies and procedures that incorporate employee time keeping and time entry should be updated to reflect the use of the new system

### M. There is a Lack of Documented Policies and Procedures Pertaining to Payroll in the Town

1. No documented Affordable Care Act policies
2. No documented procedure for how payroll is to be entered and submitted to the Town
3. No documented procedure for step increases, pay increases, etc.
  - i. This is in conjunction with confusion regarding roles/responsibility in this area
4. There is a lack of rules and regulations within the Police Department and EMS as it pertains to the use of vacation time while working other shifts, earning extra duty pay, etc.
  - i. This may be adding to overtime costs in the Town

### M. **RECOMMENDATION – Perform A Review of Existing Payroll Policies and Procedures**

- a. The Town Personnel Department should review and update its existing payroll policies
  1. Special policies should be created in regards to compliant Affordable Care Act practices and procedures
- b. In addition, new policies should be drafted and approved by Town Management and Department Heads

## II. Town of Westport – Payroll Extra Help and Overtime Audit Assessment – Findings & Recommendations

---

1. The payroll entry process at the Department-level (with associated due dates and employee responsibilities)
2. A documented policy for how pay increases and steps are to be applied
3. Clarification of roles and responsibilities in regards to payroll and personnel management across the Town
  - i. This includes any updates to job descriptions that may be necessary
- c. The Personnel Department should work with the Police Department to develop policies and standards in regards to the use of vacation time in order to work an additional/overtime shift
  1. Policies should be developed that are both compliant with employee and union contracts but also in the best interest of the Town
- d. Once new policies have been developed and approved, they should be communicated and shared Town-wide
  1. Employees should sign-off, validating their understanding and acceptance of new policies

### N. There is No Backup for the Town Payroll Coordinator

1. At this time, the Personnel Manager would serve as the designated backup for the Payroll Coordinator but she is not as fully-versed or trained in the intricacies of the Payroll Coordinator's job
  - a. Per discussion with the Payroll Coordinator, there are some instructions and manuals in place for a backup but no one has been fully cross-trained
2. In addition, there is a lack of backups at the Department level; many only have one (1) Administrative person who is fully trained in payroll processing for the respective Department
  - i. This poses an inherent risk to the Town in terms of operations and completing a successful payroll

### N. **RECOMMENDATION** – Designate, Document, and Fully Train a Backup for the Payroll Coordinator

- a. The Town should determine who will serve as the Town's backup for the Payroll Coordinator
  1. This may be the Town's Personnel Manager
  2. Once the Town has identified who will serve in this role, it should be documented and communicated Town-wide
  3. The payroll process should be documented in a step-by-step manual so that the backup will have an available guide in times where they need to fill in
    - i. The Town may start by inquiring with MUNIS for a basic payroll entry manual
- b. The Town Departments should also designate/train an appropriate backup within their Department for their entry person

## II. Town of Westport – Payroll Extra Help and Overtime Audit Assessment – Findings & Recommendations

---

1. This person should at least have a basic understanding and be able to fill in when needed
2. Departmental payroll entry procedures should also be documented in a step-by-step format so that Departments can still function and initiate the payroll process in times when their Administrative person is absent

### **Recommendation Priority List**

1. Consult with legal counsel in regards to Affordable Care Act Compliance and current employee hours
2. Train a backup person to serve as the Payroll Coordinator
3. Establish MUNIS Task Force Committee and clean up existing roles/rights/permissions in MUNIS
4. Set up MUNIS system training to ensure optimization of system capabilities and reconfigure pay rates/tables/codes where necessary
5. Configure and utilize Position Control within MUNIS
6. Complete Firehouse and MUNIS system integration
7. Initiate and complete POSS integration with MUNIS
8. Set up annual reconciliations of data between individual Departments and Town Payroll
9. Implement (and train) Employee Self Service (ESS) module
10. Implement electronic timekeeping system that integrates with MUNIS
11. Update payroll policies and procedures to ensure they reflect current practices

**III. Data Analysis**

As part of the audit, the Town has asked BlumShapiro to perform some comparative analysis for various payroll, extra help, and overtime-related statistics and employment figures for Westport against similar communities.

**A. Budgeted Overtime Cost in Westport is Generally Consistent Over the Past Three Years**

1. When comparing budgets from years 2014, 2015, and 2016, the budgeted amount of overtime (in relation to departmental total budget and departmental budgeted salary amount) remains generally the same
2. Overtime as a percentage of departmental budget for Parks and Recreation is not a meaningful or accurate number as seasonal employees are not included in the employee salary budget line (percentage of overtime in relation to total salaries is above 100%)

Overtime as a Percentage of Departmental Budget						
	2014		2015		2016	
	of ttl. budget	of salaries	of ttl. budget	of salaries	of ttl. budget	of salaries
Police	13%	18%	13%	18%	13%	18%
Fire	16%	26%	16%	25%	16%	25%
Public Works	13%	9%	14%	9%	17.43%	11.47%
Parks & Recreation	36%	113%	33%	133%	31%	132%

OVERTIME	ORIG Budg. Parks & Rec OT:	ORIG Budg. Police OT	ORIG Budg. Fire OT	ORIG Budg. PW OT
2014	\$ 1,629,313.00	\$ 1,244,700.00	\$ 1,566,828.00	\$ 227,908.00
2015	\$ 1,539,754.00	\$ 1,258,200.00	\$ 1,592,805.00	\$ 247,500.00
2016	\$ 1,562,994.00	\$ 1,313,100.00	\$ 1,638,926.00	\$ 305,204.00

TOTAL BUDGET	ORIG Budg. Parks & Rec TTL	ORIG Budg. Police TTL	ORIG Budg. Fire TTL	ORIG Budg. PW TTL
2014	\$ 4,544,028.00	\$ 9,563,396.00	\$ 9,516,361.00	\$ 1,750,540.00
2015	\$ 4,728,796.00	\$ 9,698,468.00	\$ 9,902,389.00	\$ 1,760,575.00
2016	\$ 4,969,465.00	\$ 9,955,131.00	\$ 10,037,185.00	\$ 1,751,218.00

SALARIES	ORIG Budg. Parks & Rec Salaries	ORIG Budg. Police Salaries	ORIG Budg. Fire Salaries	ORIG Budg. PW Salaries
2014	\$ 1,446,767.00	\$ 6,772,703.00	\$ 6,042,547.00	\$ 2,643,741.00
2015	\$ 1,153,743.00	\$ 6,893,558.00	\$ 6,343,977.00	\$ 2,635,046.00
2016	\$ 1,180,159.00	\$ 7,109,759.00	\$ 6,516,521.00	\$ 2,661,501.00

### III. Town of Westport – Payroll Extra Help and Overtime Audit Assessment – Data Analysis

#### B. Budgeted Overtime Cost Per FTE in Each Department Has Remained Fairly Consistent Over the Past Three Years

1. When comparing budgets from years 2014, 2015, and 2016, the budgeted overtime cost per FTE remains relatively the same over time (within a few thousand dollars) for Police, Fire, and Public Works
2. The Parks and Recreation Department budgeted amount of overtime cost per FTE may not be reliable based on the way the Town constructs its budget.
  - a. Seasonal employees are not accounted for as regular budgeted FTEs

Overtime/Budgeted FTEs			
	2013-2014	2014-2015	2015-2016
<b>Police</b>	\$ 14,817.86	\$ 17,235.62	\$ 16,413.75
<b>Fire</b>	\$ 21,463.40	\$ 21,819.25	\$ 22,451.04
<b>Public Works</b>	\$ 4,651.18	\$ 5,051.02	\$ 5,869.31
<b>Parks &amp; Recreation</b>	\$ 70,839.70	\$ 85,541.89	\$ 63,795.67

OVERTIME	ORIG Budg. Parks & Rec OT:	ORIG Budg. Police OT	ORIG Budg. Fire OT	ORIG Budg. PW OT
2014	\$ 1,629,313.00	\$ 1,244,700.00	\$ 1,566,828.00	\$ 227,908.00
2015	\$ 1,539,754.00	\$ 1,258,200.00	\$ 1,592,805.00	\$ 247,500.00
2016	\$ 1,562,994.00	\$ 1,313,100.00	\$ 1,638,926.00	\$ 305,204.00
Total # EE	ORIG Budg. Parks & Rec	ORIG Budg. Police	ORIG Budg. Fire	ORIG Budg. PW
2013-2014	23	84	73	49
2014-2015	18	73	73	49
2015-2016	24.5	80	73	52

### III. Town of Westport – Payroll Extra Help and Overtime Audit Assessment – Data Analysis

#### C. The Number of Seasonal Employees in Westport is Significantly Larger Than Similar Communities

1. BlumShapiro contacted three (3) similar beach/waterfront communities in regards to the number of seasonal employees they employed, on average, for the 2015/2016 years
2. BlumShapiro spoke with Parks and Recreation management from Milford, Madison, and Guilford
  - a. Westport has over 200 more seasonal employees than the community with the second largest seasonal staff
3. Based on our conversations with other communities, some Towns are electing to outsource some of their parks and recreation employees/services (i.e. tennis)
4. As part of our analysis, BlumShapiro evaluated the size of each Town’s seasonal staff in relation to the Town’s population
  - a. This was calculated using each Town’s most recent CERC profile population data online

Number of Seasonal Employees in Parks and Recreation Department (2015/2016 data)					
	Westport	Milford	Madison	Guilford	AVG.
	438	225	78	150	247
<b>CERC pop. (2012 data):</b>	26,516	53,229	18,264	22,353	
<b>% of pop.:</b>	1.652%	0.423%	0.427%	0.671%	

(4 beaches, 6 playground/camp sites, special needs camp w/40-45 counselors) 12-15 seasonal people who work as building supervisors

Includes life guards, summer camp, after school programs, gym staff, facilities, and security

Includes all program directors and assistants, camp staff, waterfront staff and ice skating guards, among others.

### III. Town of Westport – Payroll Extra Help and Overtime Audit Assessment – Data Analysis

#### D. There are No Significant Differences in the Amount of Paid Time Off Westport Offers in Comparison to Other Communities

1. BlumShapiro assessed union contracts for Police, Fire, and Public Works across five (5) municipalities including Westport:
  - a. Darien
  - b. Fairfield
  - c. New Canaan
  - d. Ridgefield
2. Our research shows that while one community may offer additional or less time in one accrual (sick, vacation, holiday) area, the contractually offered paid time off was very similar across all municipalities

		Police Paid Time Off (Contractually)		
Town	Paid Holidays:	Vacation:	Sick:	Personal:
Westport	13	1 yr.- 10 days 2 yrs. - 10 days 3 yrs. - 11 days 4 yrs. - 12 days 5 yrs. - 13 days Then 1 extra day per year until 17 yrs. And beyond which is 25 vacation day	0-2 yrs. - 24 days full pay, 24 days at half pay After 2 yrs. Employment, accumulated sick leave at rate of 1 per month and entitled to additional days at half pay to total 90 all together	3
Darien	12	3 mo. - 1 yr. -1 day per mo. 1- 4 yrs. - 10 days 4 - 12 yrs. - 15 days 12-20 yrs. - 20 days at least 20 yrs. - 25 days	Accumulated at rate of 1 sick day for each full month worked For employees with 5+ yrs. Of service - 1.25 days sick accrued per full month worked	2
Fairfield	12	6 mo-1 yr. - 7 days 1-10 yrs. - 14 days 10-20 yrs. - 21 days 20+ yrs. - 28 days	3 mo. - 1 yr. - 1 day per mo. (not over 8) 1-5 yrs. - 8 days 5-10 yrs. - 15 days 10+ yrs. - 20 days	3
New Canaan	12	1 day per mo. Of service 5+ yrs. - 15 days 10+ yrs. - 18 days 5+ yrs. - 24 days	1.25 days per month of service	Could not locate
Ridgefield	13	6 mo. - 5 days 1 yr. - 10 days 5 yrs. - 15 days 13 yrs. - 20 days 11 yrs. - 16 days 12 yrs. - 17 days 13 - 20 yrs. - 20 days 20+ yrs. - 1 additional day for each yr. of service (max 25/30 depending on hire date)	6+ mo. Service - 12 days	After 3 mo.: volunteers: 2 days per qtr. Officers: 1 day per qtr.

### III. Town of Westport – Payroll Extra Help and Overtime Audit Assessment – Data Analysis

Public Works Paid Time Off (Contractually)				
Town	Paid Holidays:	Vacation:	Sick:	Personal:
Westport	13	3 wks. after 1 yr. of service (hires before 2006) 3 wks. after 2 yrs. of service (hired post 2006) 11 yrs. - 16 days 12 yrs. - 17 days 13 yrs. - 18 days 14 yrs. - 19 days 15 yrs. - 20 days anyone plus 21 years gets the number of days = to the number of years worked	Those hired prior to 1987: 0-2 years: 30 days at full pay, 30 days at half pay 2-5 years: 60 days at full pay, 60 days at half pay Those hired post 1987: 0-2 years: 24 days at full pay, 30 days at half pay Begin of 3rd year and on: additional 1 day/month full pay, 30 days at half pay	3
Darien	14	Earned per month: 0- 4 yrs. - 6.74 hrs. (not to exceed 10 days/yr.) After 4 yrs. - 10 hrs. (not to exceed 15 days/yr.) After 10 yrs. - 13.33 hrs. (not to exceed 20 days/yr.)	Accumulated at rate of 1 sick day for each full month worked up to a maximum of 12 days/yr. for first 10 yrs. Of service For employees with 10+ years of service - 1.23 days per month worked (max 18/yr.)	2
Fairfield	12	Less than 1 yr. - 1 day for each month of service (no more than 10 days) 1-5 yrs. - 10 days 5-10 yrs. - 15 days 10-20 yrs. - 20 days 20+ yrs. - 25 days	6 mo. - 1 yr. - 1 day for each month of service (no more than 6 max) 1-5 yrs. - 10 days 5 - 10yrs. - 15 days 10+ yrs. - 20 days	no stated limit; eligible with request to person in charge
New Canaan	12	1 day per mo. Of service 5-12 yrs. - 15 days 12-15 yrs. - 17 days 15 yrs. - 21 days 16 yrs. - 22 days 17 yrs. - 23 days 18 yrs. - 24 days 20 yrs. - 25 days If hired after 7-1-10: 1-4 yrs. - 12 days 5-14 yrs. - 15 days 15+ yrs. - 21 days	1.08 days per month of service (up to 13 days per year)	2
Ridgefield	13	6 mo. - 5 days 1-5 yrs. - 10 days 5-10 yrs. - 15 days 10+ - 15 days plus 1 per additional year of service over 10 (max 20) 18+ - 21 days plus 1 day per each year over 18 (max 25)	after 6 mo. Of service - 10 days	2

### III. Town of Westport – Payroll Extra Help and Overtime Audit Assessment – Data Analysis

Fire Paid Time Off (Contractually)				
Town	Paid Holidays:	Vacation:	Sick:	Personal:
Westport	13	1 to 11 yrs. - 15 days 11 yrs. - 16 days 12 yrs. - 17 days 13 yrs. - 18 days 14 yrs. - 19 days 15 yrs. - 20 days anyone plus 21 years gets the number of days = to the number of years worked	Accumulated at the rate of 1 shift per month (entitled to 90 days at half pay once accumulated sick time is exhausted) Employees hired after July 1977, are provided 12 sick days upon employment	3
Darien	VOLUNTEER	VOLUNTEER	VOLUNTEER	VOLUNTEER
Fairfield	12	Less than 1 yr. - 7 shifts 1-10 yrs. - 14 shifts 10-20 yrs. - 21 shifts 20+ yrs. - 28 shifts	less than 1 yr. - 1 shift per month of service 1+ yr. - 12 shifts	3
New Canaan	12	1-5 yrs. - 144 hrs. 6-9 yrs. - 156 hrs. 10-15 yrs. - 192 hrs. 16+ yrs. - 264 hrs.	1.25 12-hour sick days leave for each mo. of employment; ttl... Of 15 days per yr.	Could not locate
Ridgefield	13	6 mo.- 1yr. - 1 wk. (2 24hr. shifts or 4 12hr. shifts) 1- 5 yrs. - 2wks (7, 12 hr. shifts) 5+ yrs. - 3 wks. (11 12hr shifts) 12+ yrs. - 4 wks. 12-20 yrs. - .5 additional paid work day for each year up to 5 wks. total (= 14 work shifts) 20+ - .5 shift for ea. Yr. of service up to 18 work shifts of vacation	after 6 mo. Of service - 84 hrs.	Fire Marshall - 2 days

**A. Interview List**

The following staff was directly involved in providing information for the Payroll Extra Help and Overtime Audit Assessment. The BlumShapiro Team thanks all who participated for their time, knowledge and efforts. The individuals that participated included:

***Town of Westport***

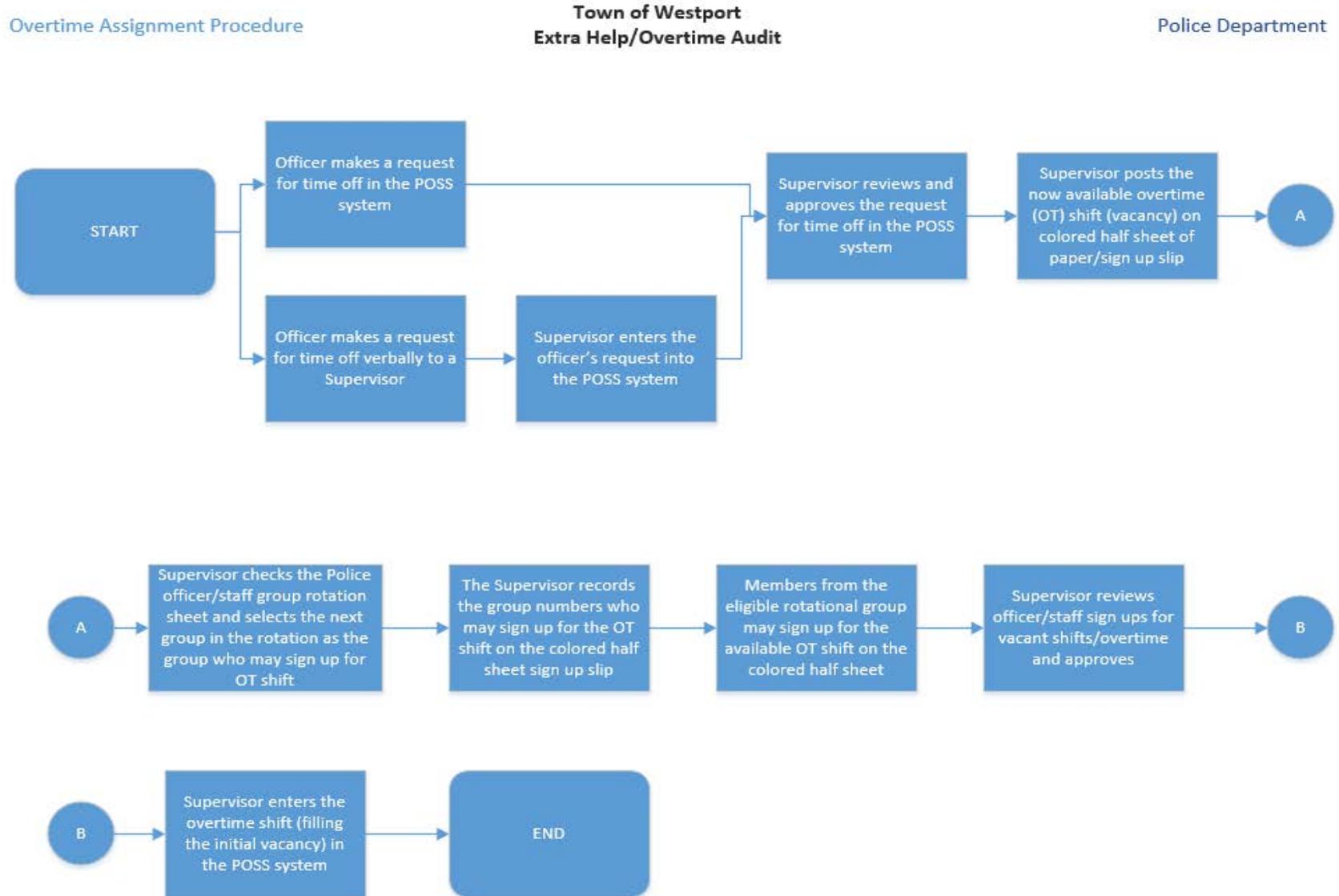
<i>Westport Staff</i>	
• Lynn Scully, Audit Manager/Senior Accountant	• Claudia Wildstein, Administrative Assistant, Parks and Recreation
• Foti Koskinas, Chief of Police	• Steven Edwards, Director, Public Works
• David Farrell, Lieutenant, Police Department	• Liz Lyons, Administrative Assistant, Public Works
• Andrew Kingsbury, Fire Chief	• Ralph Chetcuti, Director, Personnel
• Robert Kepchar, Deputy Chief, Fire Department	• Debra Ferrante, Manager, Personnel
• Jean Tighe, Administrative Assistant, Fire Department	• Sally Patrignelli, Payroll Coordinator
• Jennifer Fava, Director, Parks and Recreation	• Sheila Carey, Controller
• Rick Giunta, Administrative Manager, Parks and Recreation	• Jaime Krajewski, Financial Coordinator
• Cyndi Palaia, Program Specialist, Parks and Recreation	• Jaime Sachs, Senior Network Engineer

### **B. Workflow Diagrams**

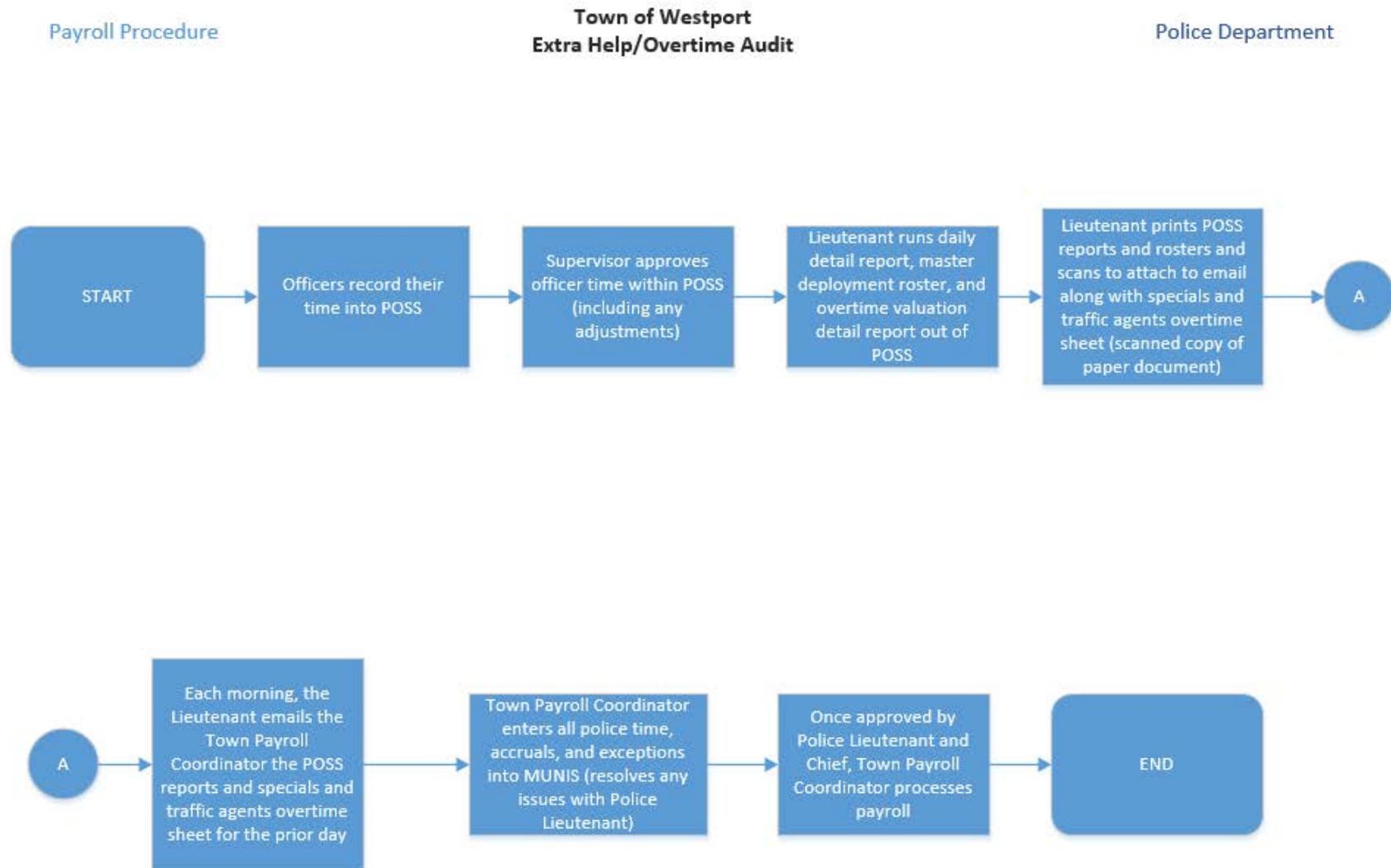
The following diagrams are high-level workflows for various payroll-related processes within the selected Town Departments including payroll processing and the assignment of overtime within each department. The diagrams were created based on our interviews and discussions with Town staff and Department Heads. As such, they may not incorporate the smaller aspects and sub-task that is involved in payroll processing. The following processes have been mapped:

1. Police Department Assignment of Overtime
2. Police Department Payroll Process
3. Public Works Assignment of Overtime
4. Public Works Payroll Process
5. Parks and Recreation Assignment of Overtime
6. Parks and Recreation Payroll Process
7. Fire Department Assignment of Overtime
8. Fire Department Payroll Process
9. Theoretical Payroll Process (from individual departments to Town Payroll Coordinator)

IV. Town of Westport – Payroll Extra Help and Overtime Audit Assessment - Appendix



## IV. Town of Westport – Payroll Extra Help and Overtime Audit Assessment - Appendix

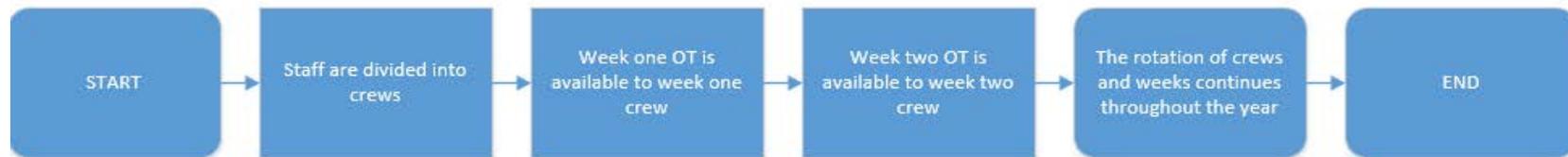
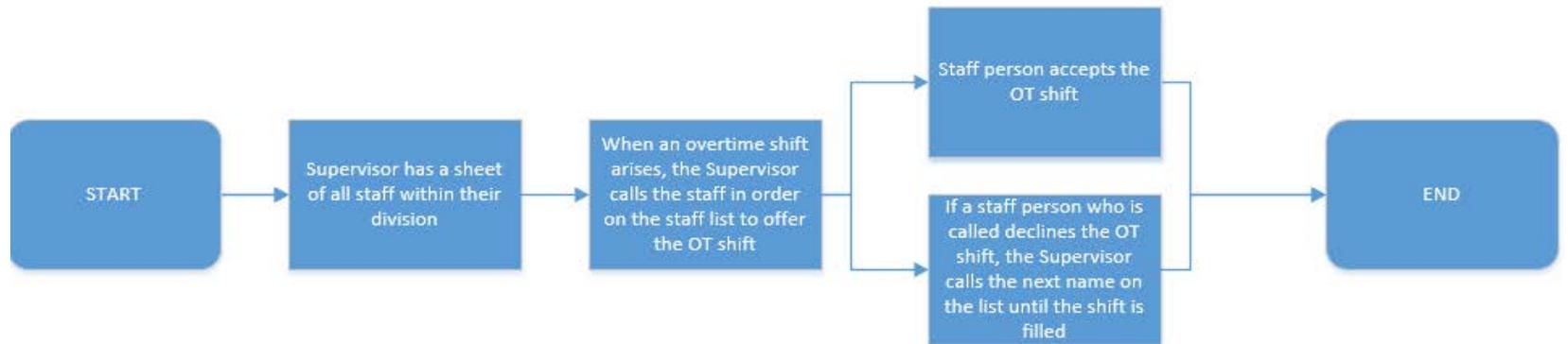


IV. Town of Westport – Payroll Extra Help and Overtime Audit Assessment - Appendix

Overtime Assignment Procedure

**Town of Westport  
Extra Help/Overtime Audit**

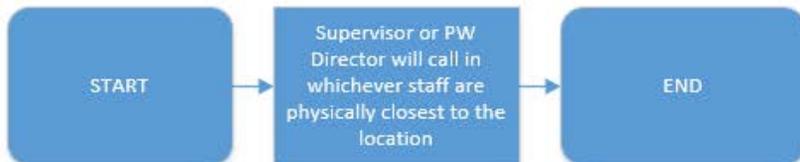
**Public Works Department  
(varies by Division and PW contracts)**



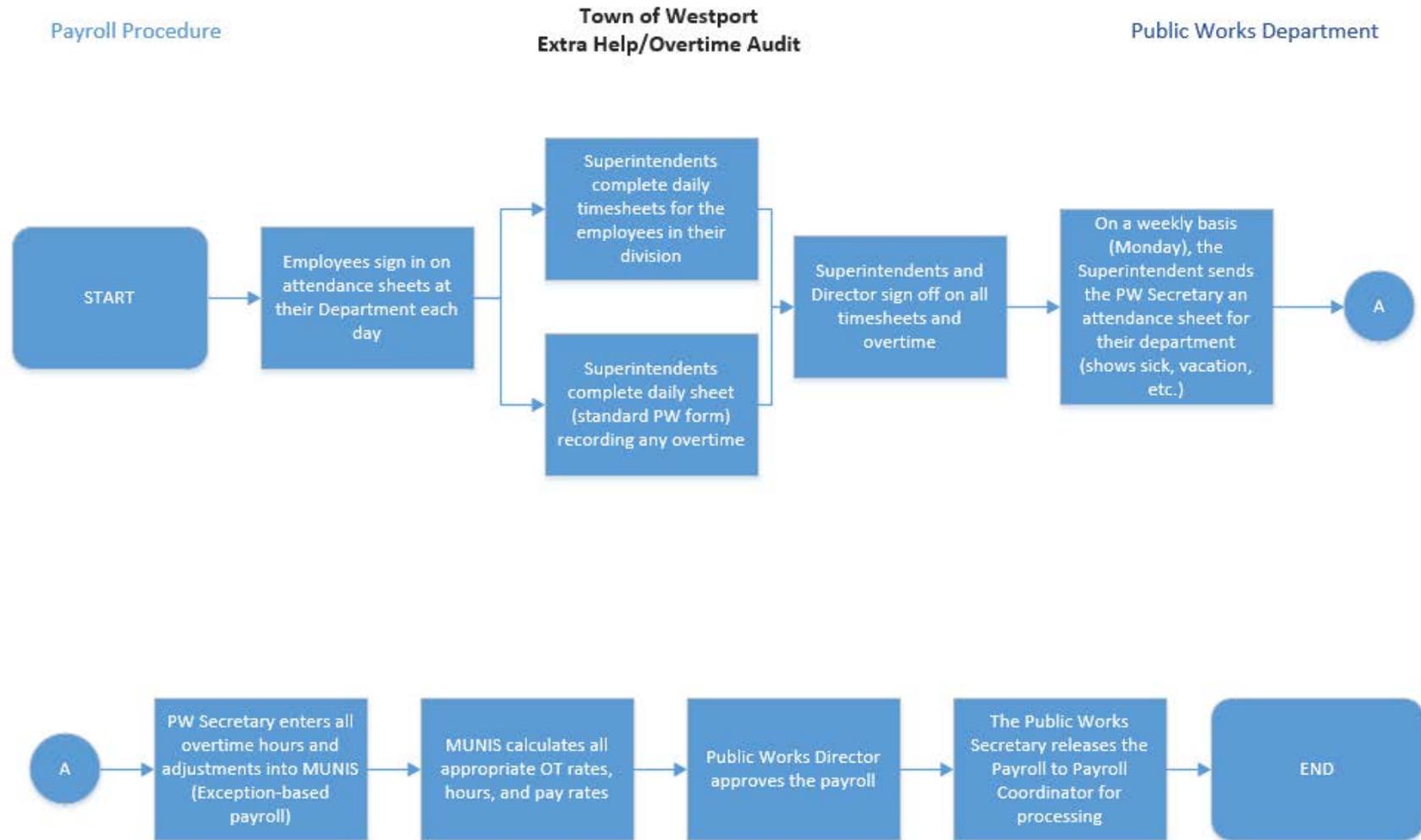
**WASTEWATER DIVISION**



**EMERGENCY CALLS**



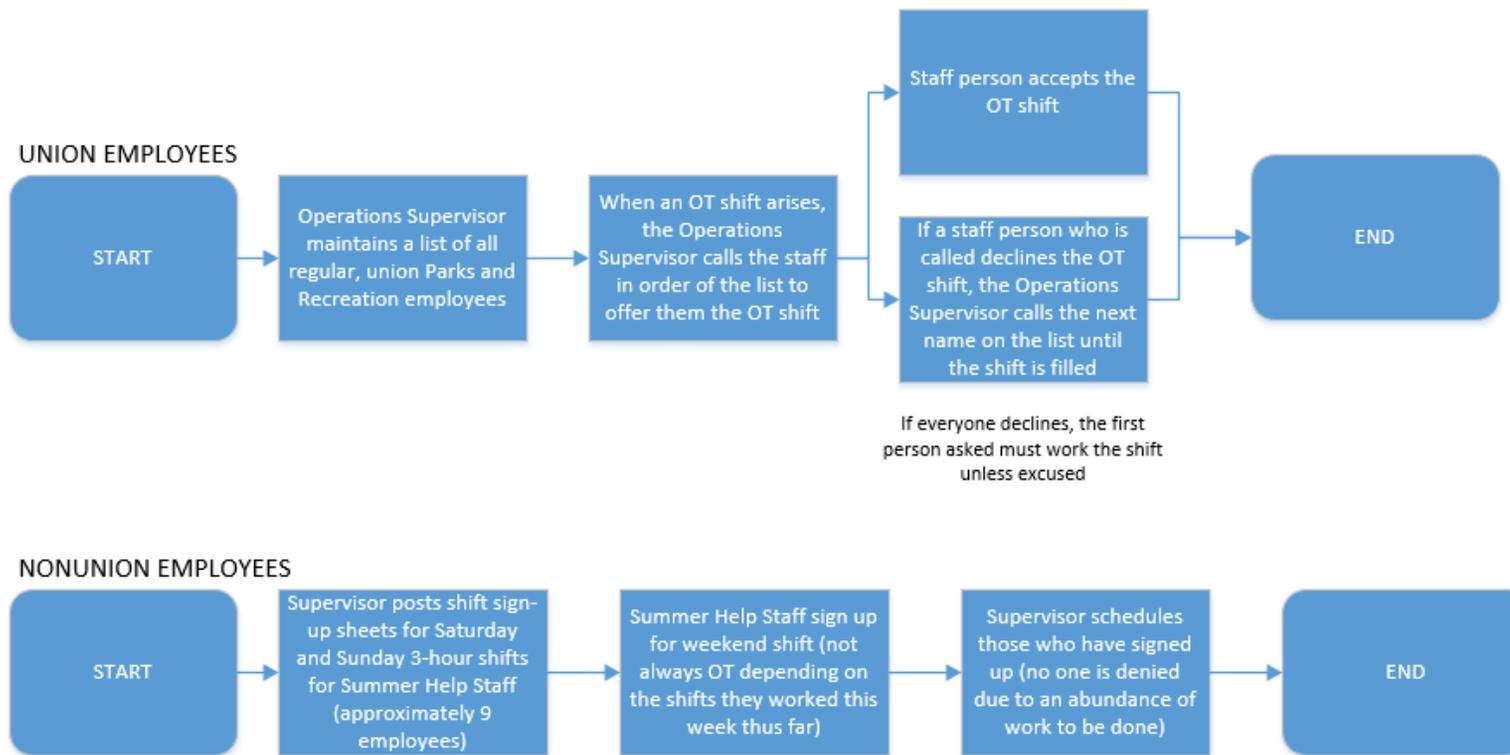
IV. Town of Westport – Payroll Extra Help and Overtime Audit Assessment - Appendix



Overtime Assignment Procedure

Town of Westport  
Extra Help/Overtime Audit

Parks and Recreation Department



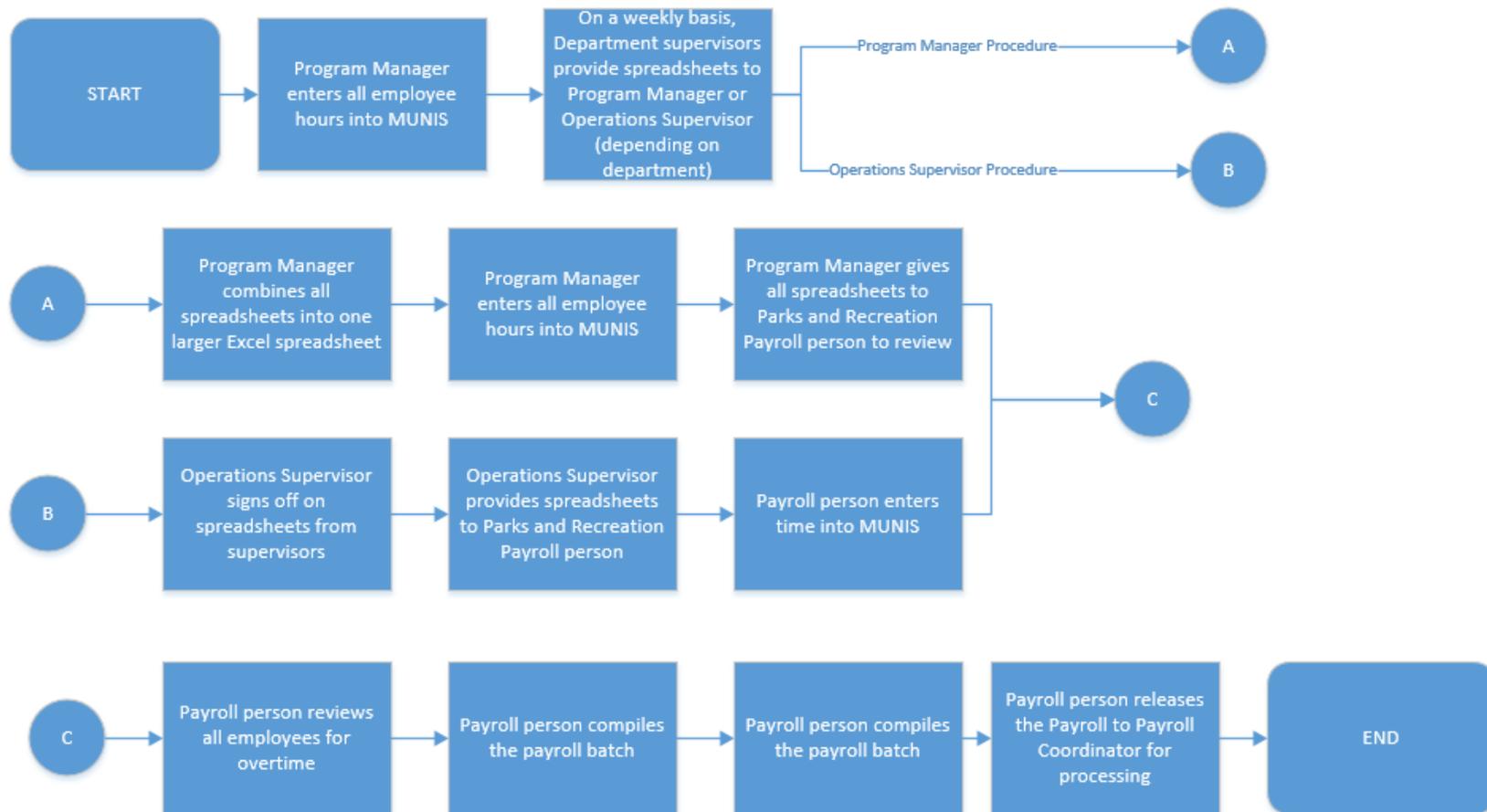
# IV. Town of Westport – Payroll Extra Help and Overtime Audit Assessment - Appendix

Payroll Procedure

## Town of Westport Extra Help/Overtime Audit

Parks and Recreation Department

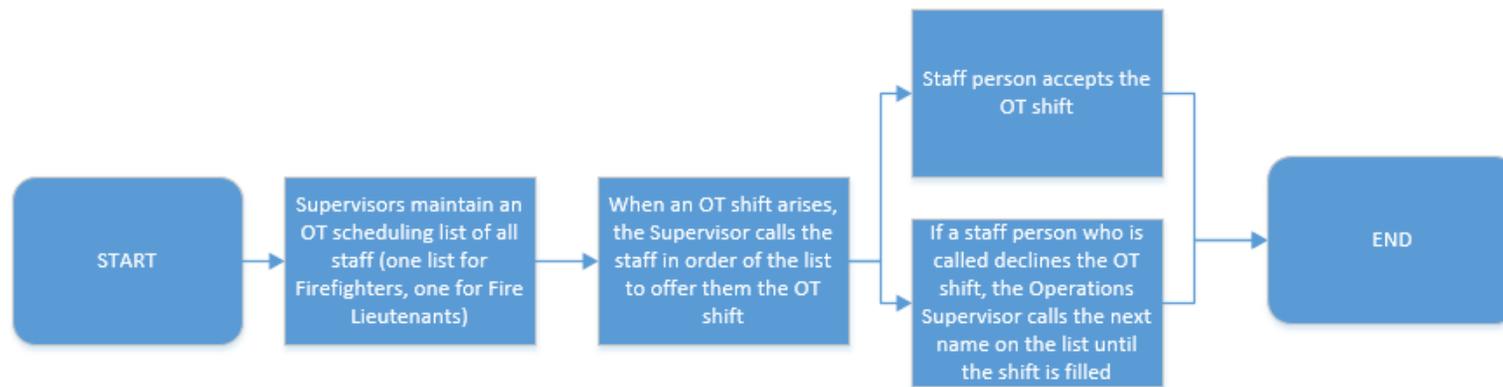
Note: The Program Manager and Operations Supervisor each oversee different groups/departments within Parks and Recreation. They follow different processes for payroll based on their personal preference.



Overtime Assignment Procedure

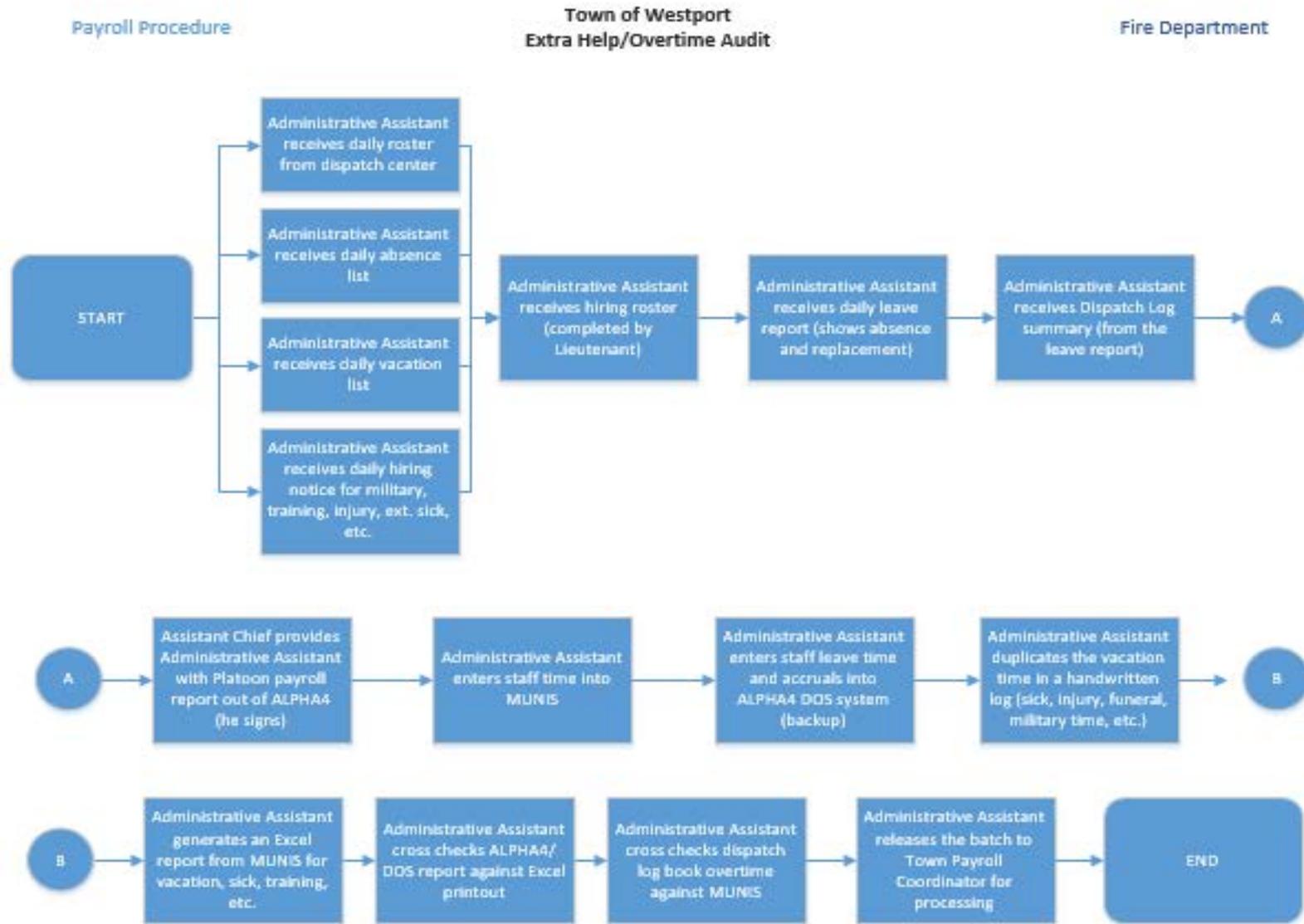
Town of Westport  
Extra Help/Overtime Audit

Fire Department



Employees may exchange places on OT roster if the person with higher roster standing initiates and provides that they have offered to make exchange with employees on the roster in order that names appear

IV. Town of Westport – Payroll Extra Help and Overtime Audit Assessment - Appendix



IV. Town of Westport – Payroll Extra Help and Overtime Audit Assessment - Appendix

