CITY OF OAKLAND

AGENDA REPORT

TO: Sabrina B. Landreth
City Administrator

FROM: Anne E. Kirkpatrick
Chief of Police

SUBJECT: Monthly Report on Police Overtime

DATE: August 28, 2018

City Administrator
Approval

Date 7/11/18

RECOMMENDATION

Staff Recommends That The City Council Receive This Monthly Report From The Oakland Police Department (OPD) That Includes Information On Overtime Policies, Procedures, And Controls.

EXECUTIVE SUMMARY

The purpose of this informational report is to provide data on overtime policy, use, and accountability in OPD as of June 30, 2018.

BACKGROUND AND LEGISLATIVE HISTORY

On October 24, 2017, staff presented a report titled "Fiscal Year (FY) 2016-17 Fourth Quarter Revenue and Expenditure Results and Year-End Summaries for the General Purpose Fund (GPF, 1010) and Eight Selected Funds; and General Purpose Fund (GPF, 1010) Carryforward for FY 2017-18; and Overtime Analysis for the General Purpose Fund (GPF, 1010) and All Funds" to the Finance and Management Committee. In response, the Finance and Management Committee requested a supplemental report with the following additional information:

- What are the policies, procedures, and processes in place in each Department for Authorizing and Controlling Overtime?
- If backfill overtime is authorized, who is responsible, for what purposes is it authorized, and which personnel are used to cover for others?
- Who is in charge of decision making and accountability for overtime? What rank/level?

The Finance and Management Committee requested that each department articulate how the department will control overtime expenditures with real actionable changes to policies, procedures, and processes, and corresponding accountability mechanisms.

On January 9, 2018, staff presented the first supplemental report to the Finance and Management Committee as well as the Public Safety Committee. Members of both committees stated that they were unable to locate the information they were seeking in the report. One of the concerns expressed by committee members was that it was difficult to distinguish

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information concerning OPD from information concerning OFD. In response, OPD and OFD each drafted standalone comprehensive overtime reports that were responsive to the initial questions posed by Finance and Management Committee members on October 24, 2017 as well as the concerns expressed by Finance and Management Committee members and Public Safety Committee members on January 9, 2018.

On February 27, 2018, staff presented the second supplemental report to the Finance and Management Committee and the Public Safety Committees. In response, the Public Safety Committee requested a monthly report from both OPD and OFD, additional information from OPD. All of the below information has previously been provided to the Public Safety Committee:

- The different categories in the overtime budget including actual amounts.
- A breakdown of the areas where overtime is budgeted.
- An explanation of who approves overtime expenditures.
- What amount is approved for each commander (such as area captains) and how this amount is tracked to ensure that it is not overspent.
- An explanation of the service level demands that have resulted in an insufficient overtime budget including a justification for critical work that has resulted in an appreciable decrease in crime.
- An explanation of why reimbursable events are included in the list of Special Event/ Enforcement overtime and what the tracking mechanisms concerning reimbursement.
- Specific Negotiated Settlement Agreement (NSA) requirements and actual overtime costs created by each.
- Overtime reduction strategies and tracking to ensure reduction.

On April 24, 2018, staff presented a monthly overtime report to the Public Safety Committee. In response, the Public Safety Committee requested information concerning the effectiveness of OPD's overtime reduction strategies as well as clarification concerning OPD Special Events and Special Enforcement as well as reimbursable overtime. On May 22, 2018, OPD presented an overtime report that included information on overtime reduction strategies and clarification about OPD Special Events and Special Enforcement as well as reimbursable overtime. On June 26, 2018, OPD presented information about the impact on patrol of filling overtime positions for special events on overtime as well as negative impacts on the performance and conduct of individual officers who work large amounts of overtime.

ANALYSIS AND POLICY ALTERNATIVES

As of June 30, 2018, OPD spent $28,486,914 in General Purpose Fund (GPF) overtime for FY 2017-18. **Attachment A** provides breakdowns by element and by organizational code (org).

The OPD overtime policy has been rewritten and is expected to go into effect by November 2018. This policy should serve to provide greater accountability for overtime use.

FISCAL IMPACT

The adopted GPF overtime budget for OPD for FY 2017-18 was $12.4 million. The internal GPF overtime budget for OPD for FY 2017-18 was $21 million.

PUBLIC OUTREACH / INTEREST

This item does not require additional public outreach, other than posting on the City's website.

COORDINATION

This report was prepared by OPD Research and Planning in coordination with OPD Fiscal Services.

SUSTAINABLE OPPORTUNITIES

Economic: There are no economic opportunities associated with this item.

Environmental: There are no environmental opportunities associated with this item.
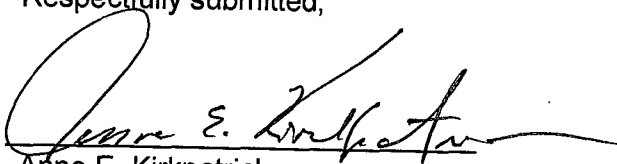
Social Equity: There are no social equity opportunities associated with this item.

ACTION REQUESTED OF THE CITY COUNCIL

Staff Recommends That The City Council Receive This Monthly Report From The Oakland Police Department (OPD) That Includes Information On Overtime Policies, Procedures, And Controls.

For questions regarding this report, please contact Timothy Birch, Police Services Manager I, at (510) 238-6443.

Respectfully submitted,

Anne E. Kirkpatrick
Chief of Police
Oakland Police Department

Prepared by:
Timothy Birch, Police Services Manager I
OPD, Training Division, Research and Planning

Reviewed by:
Oliver Cunningham, Deputy Chief of Police
OPD, Bureau of Investigations

Attachments (1):
A – Overtime spent in the Oakland Police Department as of June 30, 2018

Oakland Police Department Overtime Expended July 1, 2017 to June 30, 2018

OPD OT BY ELEMENT:

Type of Overtime	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Tota
Acting Higher Rank	45,424	40,777	46,072	51,353	21,728	37,954	22,973	17,116	34,424	41,220	40,044	63,914	462,998
Administrative Investigation	72,796	84,219	77,725	74,883	77,476	100,259	85,118	81,450	71,929	91,897	94,608	84,310	996,670
Backfill	502,853	572,826	466,242	415,773	367,994	397,937	334,133	295,652	426,689	427,443	490,927	468,854	5,167,322
Callback	84,356	55,928	65,053	71,870	63,122	62,789	61,355	53,390	97,246	71,661	79,924	81,485	848,177
Canine	2,504	2,768	2,975	3,125	3,069	2,542	3,069	2,956	3,125	3,125	3,201	3,069	35,529
Community Meetings	412	555		1,236		412			381	369	1,925	1,202	6,492
Comp Time Earned	23,222	13,870	19,544	12,912	17,833	13,511	22,312	24,262	17,830	24,181	32,348	40,925	262,749
Court	16,413	19,084	18,952	19,476	12,223	17,635	22,572	33,194	49,117	34,377	39,606	26,854	309,503
Extension of Shift	359,178	408,978	370,172	355,667	390,567	348,638	305,191	328,158	373,637	412,859	485,991	446,921	4,585,956
FLSA	69,118	83,503	95,089	120,107	102,954	71,369	70,994	84,269	60,423	99,816	89,762	144,144	1,091,546
Holiday	185,180	597	349,938	9,565	524,635	165,027	364,466	543,155	1,146	(703)	227,357	3,914	2,374,278
Recruiting/Background	51,855	48,610	52,016	64,411	57,673	40,713	48,839	46,979	59,083	74,506	95,966	55,285	695,936
Special Events/Enforcement	595,825	857,590	871,233	1,007,962	633,816	778,686	466,657	561,508	688,484	844,975	1,184,967	1,158,386	9,650,089
Training	80,861	97,741	216,276	210,869	163,722	116,707	224,387	179,990	180,535	114,078	208,452	206,049	1,999,667
Total	**2,089,998**	**2,287,044**	**2,651,286**	**2,419,208**	**2,436,811**	**2,154,178**	**2,032,065**	**2,252,079**	**2,064,049**	**2,239,804**	**3,075,078**	**2,785,313**	**28,486,914**

Oakland Police Department Overtime Expended July 1, 2017 to June 30, 2018

OPD OT BY ORG:

Organizational Unit	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Tota
101110 - Office of Chief - Administration	1,262	1,605	1,266	683	2,835	1,737	2,343	2,750	293		1,711	748	17,23
101112 - Public Information Unit	2,394	3,130	165	1,689	1,772		2,625	2,026	589	1,137	1,008	2,450	18,98
101120 - Internal Affairs	34,176	25,861	25,107	36,529	41,673	36,393	24,278	39,553	26,490	32,044	31,625	25,746	379,47
101130 - Office of the Inspector General	162	21	91	59		59	396	77		342	1,994	1,436	4,63(
101140 - Intelligence Unit	3,984	1,695	1,786	2,176	4,524	2,263	3,678	1,290	3,865	6,669	4,827	3,038	39,79
102120 - Property and Evidence	9,700	6,744	7,883	8,361	10,812	13,857	9,952	7,241	10,484	9,659	10,112	10,477	115,28
102130 - Special Victims Section	58,934	72,104	78,442	50,423	48,927	50,111	64,552	83,750	57,860	48,088	71,446	50,934	735,57
102140 - Research, Planning & Crime Analysis			883		475	475	1,366				565		3,76
102280 - Crime Analysis Section		112		29	13							745	89
102310 - Criminal Investigations	5,439	2,878		110	3,049	1,483	0		6,365	341	125	8,377	28,16
102320 - Homicide	74,794	144,044	179,171	106,285	113,038	106,782	95,866	80,911	76,906	100,182	97,890	88,224	1,264,09
102321 - Misdemeanor Crimes & Task Forces	27,111	24,483	28,453	17,533	24,535	20,192	20,140	22,015	28,435	23,266	25,999	36,624	298,78
	14,469	20,561	21,795	21,438	20,972	19,674	19,002	24,176	21,938	14,660	33,767	17,163	249,61

Oakland Police Department Overtime Expended July 1, 2017 to June 30, 2018

102324 - Felony Assault & Gang Section													
102330 - Robbery & Burglary Section	26,129	22,959	34,079	35,342	17,728	22,608	29,136	32,986	45,214	30,641	48,916	44,339	390,078
102350 - Youth & School Services Section	9,273	12,158	10,891	10,424	10,868	11,805	15,607	14,182	12,374	7,993	9,542	8,641	133,757
102610 - Criminalistics Unit	13	234	79	246	283	316	1,147	610		370	288	7	3,593
103110 - Bureau of Services - Administration Unit	163										1,099		1,261
103242 - Records & Warrants	48,234	46,091	46,911	49,506	46,597	28,626	51,671	43,985	33,480	37,145	38,220	28,246	498,713
103310 - Communications Unit	181,758	137,816	171,968	133,125	206,969	198,834	181,398	158,789	159,687	167,429	175,527	173,932	2,047,231
103430 - Training Unit	79,968	98,386	222,092	236,152	164,302	115,199	256,337	201,430	195,471	115,692	211,280	220,332	2,116,641
106210 - Police Personnel	14,889	18,927	13,719	12,930	8,125	1,850	5,986	3,564	6,092	6,086	12,348	10,930	115,446
106410 - Police Information Technology	27,923	28,245	10,355	7,472	8,595	10,851	12,043	9,945	6,521	7,612	11,207	3,942	144,712
106510 - Fiscal Services	141	292			64					256	255	377	1,385
106610 - Background & Recruiting	52,343	59,886	56,221	63,525	60,566	48,075	57,052	54,677	64,497	80,414	96,226	61,524	755,007
106810 - PAS Administration	4,467	1,408	1,568	9,140	3,679	5,690	6,262	3,499	1,847	2,449	4,628	4,269	48,905
	23,195	20,383	26,847	21,546	22,076	22,726	21,385	9,022	7,482		1,893	26	176,582

Oakland Police Department Overtime Expended July 1, 2017 to June 30, 2018

107410 - Support Operations													
107510 - Traffic Operations	20,009	35,903	38,585	39,531	33,511	25,795	32,920	40,985	42,503	40,923	52,366	43,972	447,003
107710 - Special Operations	382,732	686,834	709,468	906,754	427,010	571,789	338,946	411,157	512,151	699,297	1,014,622	1,135,013	7,795,772
108010 - District Command Administration	6,028	1,490	4,012	1,977	3,342	4,601	11,835	17,008	7,670	7,588	14,583	10,425	90,560
108110 - Area 1	215,684	164,459	222,471	162,347	240,324	186,000	193,469	236,942	194,869	196,738	277,854	224,522	2,515,678
108120 - Area 2	173,849	111,289	143,627	63,377	158,951	145,279	115,925	162,863	96,437	90,446	159,928	93,095	1,515,066
108130 - Area 3	158,845	148,548	175,879	97,999	169,484	114,913	142,509	139,984	123,668	143,676	200,392	154,689	1,770,587
108140 - Area 4	136,724	93,838	137,078	68,008	178,349	102,471	92,870	141,548	93,809	124,190	149,137	95,248	1,413,271
108150 - Area 5	207,159	197,767	233,123	187,579	318,452	190,013	184,378	233,290	199,478	213,787	226,173	187,851	2,579,049
108630 - Ceasefire	83,082	94,564	43,308	66,309	83,191	92,245	32,188	70,707	28,329	24,866	79,309	28,947	727,045
108710 - Neighborhood Services Section 1			340			702	681	717			989	307	3,736
108820 - Neighborhood Services Section 2		225	959	281		762	681	1,244	281	298	4,093	2,116	10,939
Incorrect Org	4,967	2,104	2,665	322	1,720	0	3,440	(843)	(1,297)	5,521	3,389	6,603	28,592
Total	**2,089,998**	**2,287,044**	**2,651,286**	**2,419,208**	**2,436,811**	**2,154,178**	**2,032,065**	**2,252,079**	**2,064,049**	**2,239,804**	**3,075,078**	**2,785,313**	**28,486,914**