

**CITY OF OAKLAND**  
**AGENDA REPORT**

2009 MAR 11 PM 5:52  
Office of the City Administrator  
Attn: Dan Lindheim  
From: Police Department  
Date: March 24, 2009

**An Informational Report From the Office of Chief of Police Detailing The Department's Efforts to Reduce Overtime Expenditures by 25% by Eliminating Backfill Overtime Positions and Using Other Strategies, and Outlining the Implications of Said Actions**

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**SUMMARY**

As directed by the Public Safety Committee on February 24, 2009, staff has prepared an informational report detailing the Department's efforts and strategies to reduce its overtime expenditures by 25%.

**FISCAL IMPACT**

In response to the Mayor's direction to reduce Police Department overtime expenditures by 25%, OPD proposes the following strategies. While some strategies have already been implemented, others require Council approval and authorization before implementation. It is the opinion of staff that reaching the goal of 25% overtime reduction is achievable; however significant cuts and public safety implications will occur as a result.

**Proposed Cuts**

***Eliminate Patrol Division Special Enforcement Overtime***

Patrol Division special prevention enforcement activities conducted on overtime will be stopped. The following special enforcement activities will be suspended until further notice:

- Sideshow activity enforcement - all special operations to respond to and/or deter sideshow activity will be eliminated.
- The OPD will stop providing law enforcement services to special events and the surrounding area such as Cinco de Mayo, and Memorial Day, Fourth of July unless full reimbursement funding is identified and approved in advance. If an event is scheduled during the "work week" (Monday-Friday) it may be handled by on-duty personnel. However, this is not typical of most special events handled by OPD. **It should be recognized that officers who cover special events on straight-time will not be available to perform their normal duties such as investigations or patrol.**

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- Prevention operations targeting emerging crime trends such as gang-related offenses, quality-of-life enforcement operations; robbery and burglary suppression will no longer be conducted on an overtime basis. Specialized units will still conduct these operations as part of regular duties, and patrol resources may conduct these operations depending on available staffing and call volume.

Given the limited baseline budget for overtime in FY 2009-11, these measures will need to continue into the next fiscal year.

### **Eliminate Overtime-Related Backfill**

Historically, the Department has used overtime to place officers in vacant positions (backfill) as a result of leave due to vacation, illness, training, etc.

- Vacant beat positions or assignments will no longer be backfilled on an overtime basis.
- Vacant lieutenant positions (beyond one per shift citywide) will no longer be backfilled on an overtime basis. Area lieutenants serve as commanders for each area under the Department's system of geographic policing. There are three area lieutenants scheduled on a straight-time basis per shift. Vacancies due to unfilled positions, leaves, training, and special assignments are filled on an overtime basis. Past practices allowed that only one lieutenant function as the citywide watch commander for each shift. Absent area lieutenants will not be backfilled if there is at least one on shift.

The staffing of lieutenants to each of the Public Safety Areas has been instrumental in furthering the Department's geographic policing initiative. The return to a temporal "watch commander" may result in degradation to the "area command." Furthermore, it may result in insufficient command staff being available to address critical incidents. Finally, with a significant number of new officers, understaffing the command function may result in increased risk management issues.

- Vacant sergeant positions will no longer be backfilled on an overtime basis when an acting-sergeant is available to fill the assignment on straight time. The Negotiated Settlement Agreement mandates the Department's span of control at one sergeant for every eight police officers. Rather than backfill absent sergeants on overtime, OPD will assign an acting sergeant when one is available on a straight-time basis. It should be noted that overtime is typically paid at time-and-a-half, while acting pay is typically a percentage of the higher class wage; however, acting sergeants receive actual sergeant wages. Acting sergeants are police officers who have completed a training course authorizing them to serve as supervisors. This will result in open beats and unfilled assignments as the acting sergeant will be moved from their regular assignment to a supervisory position.

- Eliminate un-reimbursed overtime public safety activities; specifically, dedicated weekend law enforcement and foot patrol for Jack London Square and downtown entertainment areas. Council action would be required to approve full cost covering appropriations to support these activities. OPD would then be able to resume weekend security of these areas. Absent these services, there is likely to be increased crime, disorder, and public safety issues in the two areas. The Department will continue to respond to emergency calls in these areas.

## KEY ISSUES AND IMPACTS

### *Special Enforcement and Investigations*

Investigators who identify violent suspects often rely on surveillance to locate and track the suspect until he/she can be safely apprehended. This activity must often be conducted on an overtime basis and therefore, will not be included in the Department's reduction plan. Overtime related special enforcement being conducted in a "hot spot," to develop investigative leads for violent crime and/or gang related problems, will also continue.

Overtime-based Criminal Investigations (violent crimes) and the Youth and Family Services activities (sex crimes) will continue. These are critical services to the health and safety of the City and must continue to be provided.

### *Cost-Cutting Implications*

While the Department will continue to provide the best possible law enforcement services to the citizens of Oakland, further reductions in limited discretionary overtime will likely result in public safety implications and a deterioration of service. These overtime reductions could be offset by the addition of staff to the Department, but that would take both time and funds to accomplish. The Department will work to minimize impacts by adjusting staffing as allowed in the current labor-management MOUs.

## SUSTAINABLE OPPORTUNITIES

***Economic:*** By implementing the proposed strategies, it is anticipated the Department will reduce its overtime expenditures by 25%, thereby achieving the goal of the Mayor and support the City's budget.

***Environmental:*** There are no environmental opportunities associated with this report.

***Social Equity:*** Implementation of the these cost cutting measures will provided added relief to the City's budget challenges, and possibly reducing the need to lay-off City employees and reducing other essential City services.

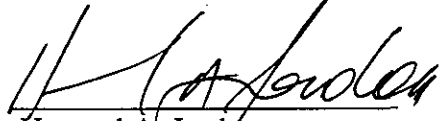
**DISABILITY AND SENIOR ACCESS**

There are no ADA or senior citizen access issues identified in this report.

**RECOMMENDATION**

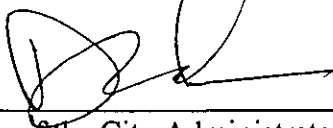
Staff recommends acceptance of this report.

Respectfully submitted,

  
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Acting Chief of Police

Prepared by:  
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Bureau of Field Operations

APPROVED AND FORWARDED TO  
THE PUBLIC SAFETY COMMITTEE:



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