



FILED  
OFFICE OF THE CITY CLERK  
OAKLAND

2018 MAY 17 PM 2:50

# AGENDA REPORT

**TO:** Sabrina B. Landreth  
City Administrator

**FROM:** Anne E. Kirkpatrick  
Chief of Police

**SUBJECT:** Monthly Report on Public Safety  
Overtime – Supplemental Report

**DATE:** May 10, 2018

City Administrator  
Approval

Date

5/10/18

## RECOMMENDATION

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

## REASON FOR THE SUPPLEMENTAL REPORT

At the April 24, 2018 Public Safety Committee, staff was asked to provide information concerning the effectiveness of OPD's overtime reduction strategies. The Public Safety Committee also requested clarification about OPD Special Events and Special Enforcement as well as reimbursable overtime. Due to the time required to research this request and provide an appropriate response, this information is being provided in a supplemental report.

### **Effectiveness of Overtime Reduction Strategies**

As provided in previous reports, OPD has implemented the following overtime reduction strategies:

- Issued a patrol staffing directive.
- Substantially altered tactical squad deployment in patrol.
- Completely changed the way that mandatory training is scheduled.
- Implemented a city-wide minimum staffing mandate that requires time off requests to be approved on a city-wide basis rather than just the bureau or division level.
- Formed an overtime working group.

### **Patrol Staffing Directive**

The patrol staffing directive was originally issued on May 23, 2017 and included the following:

- Area Commanders shall maintain minimum staffing levels of 35 officers Citywide.
- Overtime for backfill shall only be utilized to fill open patrol beats.

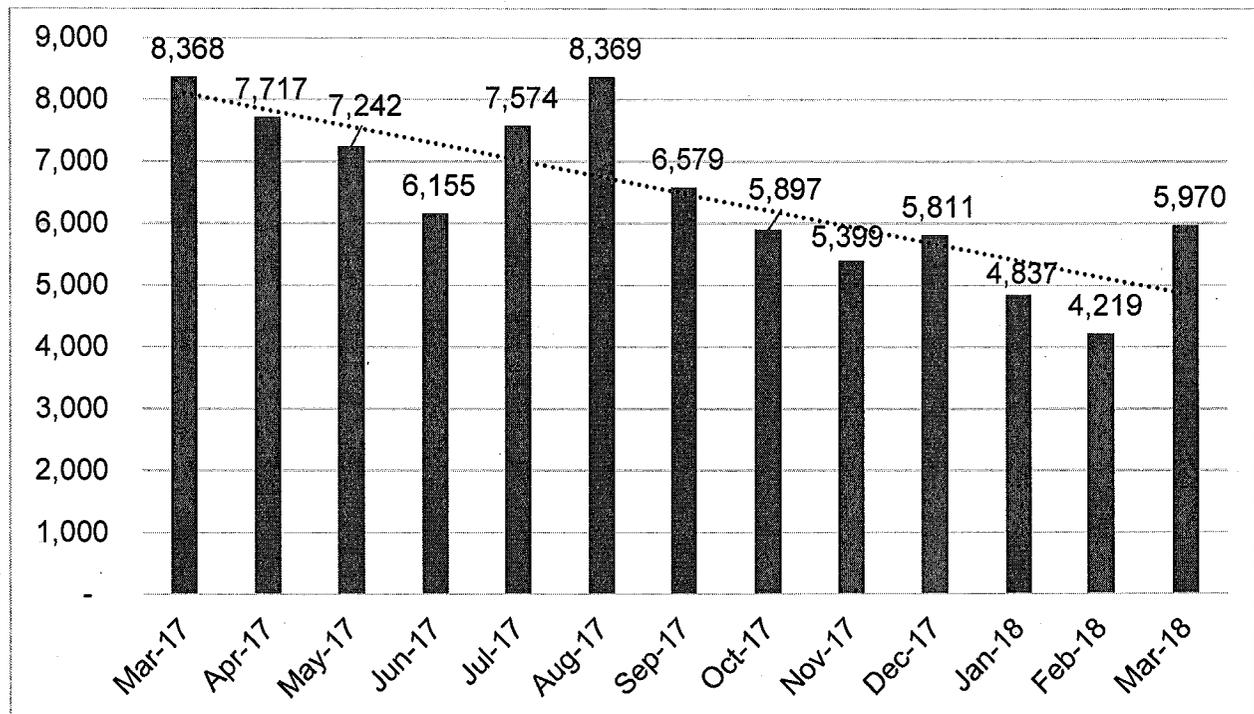
Item: \_\_\_\_\_

Finance & Management Committee and Public Safety Committee  
May 22, 2018

- Area Commanders shall share resources (i.e., Sergeants and Officers) in lieu of backfilling on overtime.
- Area Commanders shall ensure the information contained on the Daily Notification Report (DNR) is accurate with respect to patrol staffing.
- Watch Commanders shall plan for staffing vacancies, in advance, to avoid unnecessary backfilling on overtime.
- Compensatory time, extra vacation leave requests, and training shall be reviewed and approved, in advance, by a Watch Commander to minimize unnecessary overtime due to backfilling.
- Watch Commanders shall consider utilizing officers assigned to Tactical Squads in lieu of backfilling on overtime.
- Watch Commanders shall ensure overtime is not utilized on days and shifts when overlap squads are available.

In order to measure the effectiveness of the patrol staffing directive, it is expected that backfill overtime would be reduced after the directive went into effect. *Chart 1*, below, shows the number of backfill overtime hours used by month. The chart begins with March 2017 (two months before the directive was issued) and concludes with March 2018 (the most recent month for which complete data is available). **Attachment 1** provides corresponding dollar amounts for backfill overtime as well as all other categories and organizational codes (orgs).

*Chart 1: Number of Backfill Overtime Hours Used March 2017 to March 2018*



### **Tactical Squad Deployment**

As previously provided, OPD redeployed the tactical squads (additional patrol squads) on January 13, 2018 to primarily focus on overtime. These squads are now scheduled to provide maximum beat coverage and reduce backfill overtime in patrol. This may have a negative impact on addressing violent crime and sideshow. After two and one-half months of data, it is unknown yet if there has been any impact on reducing backfill overtime.

### **Mandatory Training Schedule**

As previously provided, OPD is required to provide 40 hours of in-service training (commonly referred to as "CPT" or Continuous Professional Training) to all sworn personnel every 18 months. Beginning in January 2018, OPD implemented a system in which only one officer per patrol squad is assigned to training. The current officer CPT cycle began on January 8, 2018 and will conclude on November 1, 2018. A review of the roster for this cycle has confirmed that no more than one officer per patrol squad has been assigned to attend the one-week training for any given session.

Prior to 2018, sergeants and officers were assigned to this training alphabetically without consideration for staffing impacts. The previous officer CPT cycle took place from August 15, 2016 through June 1, 2017. A review of the roster for that cycle demonstrated that there were 27 instances in which more than one officer per patrol squad was assigned to any given session of the training.

While it is expected that this overtime reduction strategy will have a positive impact, it will not be known until after the current officer CPT cycle has concluded in November of 2018.

### **City Wide Minimum Staffing**

As previously provided, patrol staffing in OPD has been focused primarily at the area level. As long as there was sufficient staffing for a particular OPD patrol area, consideration was not necessarily given to the other patrol areas (at the bureau or division level), even if other patrol areas were short-staffed. With the issuance of the May 23, 2017 directive (see above), OPD command staff now consider city-wide impacts of patrol staffing. Even if there is sufficient staffing to allow officers time off in one area, all other patrol areas are examined to ensure that officers do not need to be redeployed before time off is approved.

In order to measure the effectiveness of the patrol staffing directive, it is expected that backfill and extension of shift overtime would be reduced after the directive went into effect. *Table 1*, above, provides the relevant data.

### **Overtime Working Group**

The overtime working group includes the Acting Assistant Chief, all Deputy Chiefs, several Captains, and other key stakeholders who meet regularly to achieve the goal of overtime reduction across the organization. The group met on October 18, 2017; November 30, 2017; January 30, 2018, and February 26, 2018. The next meeting is scheduled for May 9, 2018. The group will keep meeting to address overtime issues. The overtime working group first identified

the specific causes of OPD overtime and then analyzed categories and use. The group is now working to identify all opportunities to reduce overtime as well as the trade-offs that will accompany these reductions.

Deliverables from the overtime working group include an updated overtime policy as well as continued intensive examination of OPD overtime practices. Any measure of effectiveness will be long-term.

### **Special Events, Special Enforcement, and Reimbursement**

As previously provided, Special Events overtime allows OPD to provide police services at sporting events, commercial shoots, festivals, construction site, marathons, parades, etc. Special Events are often captured in the Special Enforcement pay elements in Oracle. Special Enforcement overtime allows OPD to plan and participate in special actions such as violence suppression projects (such as those related to Ceasefire), special task forces, human trafficking operations, and crowd management events that are not covered by Special Events overtime. In FY 2017-18, the Special Enforcement category also includes many reimbursable special events (same pay elements).

As explained at the April 24, 2018 Public Safety Committee meeting, Special Events and Special Enforcement are essentially synonymous, therefore the Department consolidated the two categories in the overtime report. As of April 6, 2018, the total amount charged to the Special Events/Enforcement category was \$6,613,827. Of the \$6,613,827, the amount of reimbursable overtime spent on Special Events/Special Enforcement is \$4,340,614. The amount of non-reimbursable overtime spent on Special Events/Special Enforcement is \$2,273,213.

### **FY2017-18 Overtime Actuals**

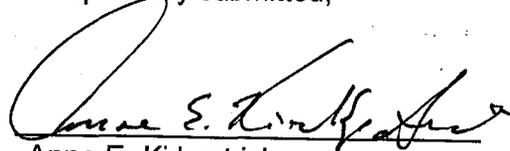
As of April 6, 2018, OPD spent \$20,827,212 in General Purpose Fund overtime. **Attachment A** provides breakdowns by element and by organizational code (org).

**ACTION REQUESTED OF THE CITY COUNCIL**

Staff Recommends That The City Council Receive A Supplemental Report From The Oakland Police Department (OPD) That Includes Additional 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

D. Nell Wallington, Police Services Manager I  
OPD, Bureau of Services, Fiscal Services

**Attachments (1):**

**A – Overtime spent in the Oakland Police Department as of April 6, 2018**

## Oakland Police Department Overtime Spent for Fiscal Year 2017-18 as of April 6, 2018

**OPD OT BY ELEMENT:**

Element/Category	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr*	Total
Acting Higher Rank	45,424	40,777	46,072	51,353	21,728	37,954	22,973	17,116	34,424	7,071	324,891
Administrative Investigation	72,796	84,219	77,725	74,883	77,476	100,259	85,118	81,450	71,929	10,074	735,928
Backfill	502,853	572,826	466,242	415,773	367,994	397,937	334,133	295,652	426,689	95,411	3,875,511
Callback	84,356	55,928	65,053	71,870	63,122	63,209	61,355	53,785	97,246	8,083	624,006
Canine	2,504	2,768	2,975	3,125	3,069	2,542	3,069	2,956	3,125	584	26,718
Community Meetings	412	555		1,236		412			381		2,996
Comp Time Earned	23,222	13,870	19,544	13,072	17,833	13,698	22,312	24,996	17,830	3,910	170,287
Court	16,413	19,084	18,952	19,476	12,223	17,635	22,572	33,462	49,480	7,161	216,457
Extension of Shift	359,178	408,978	370,172	355,667	390,567	350,383	306,794	330,395	373,848	83,479	3,329,460
FLSA	69,118	83,503	95,089	120,107	102,954	71,677	71,259	84,636	60,423	4,939	763,705
Holiday	185,180	597	350,346	9,565	524,635	166,526	370,346	552,691	1,146	(630)	2,160,402
Recruiting/Background	51,855	48,610	52,016	64,411	57,673	40,713	48,839	46,979	59,083	10,231	480,409
Special Events/Enforcement	595,825	857,590	871,233	1,007,962	633,816	778,686	466,391	560,888	688,453	152,983	6,613,827
Training	80,861	97,741	216,276	210,869	163,722	116,707	224,387	179,990	180,535	31,528	1,502,616
<b>Grand Total</b>	<b>2,089,998</b>	<b>2,287,044</b>	<b>2,651,694</b>	<b>2,419,369</b>	<b>2,436,811</b>	<b>2,158,337</b>	<b>2,039,548</b>	<b>2,264,996</b>	<b>2,064,591</b>	<b>414,824</b>	<b>20,827,212</b>

\*OT thru April 6

**OPD OT BY ORG:**

ORGANIZATION_NAME	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	Total
101110 - Office of Chief - Administration	1,262	1,605	1,266	683	2,835	1,737	2,343	2,750	293		14,774
101112 - Public Info Unit	2,394	3,130	165	1,689	1,772		2,625	2,026	589		14,390
101120 - Internal Affairs	34,176	25,861	25,107	36,689	41,673	36,580	24,278	40,287	26,490	2,946	294,089
101130 - Off of Inspect General	162	21	91	59		59	396	77			865
101140 - Intelligence Unit	3,984	1,695	1,786	2,176	4,524	2,263	3,678	1,290	3,865		25,262
102120 - Property and Evidence	9,700	6,744	7,883	8,361	10,812	13,857	9,952	7,241	10,484	2,120	87,155
102130 - Special Victims Sect	58,934	72,104	78,442	50,423	48,927	50,419	64,794	84,472	57,860	2,825	569,199
102140 - Research & Planning			883		475	475	1,366				3,199
102280 - Crime Analysis Section		112		29	13						153
102310 - Criminal Invest	5,439	2,878		110	3,049	1,483	0		6,365	341	19,667
102320 - Homicide	74,794	144,044	179,171	106,285	113,038	106,782	95,866	80,911	76,906	24,049	1,001,846
102321 - Misd Crimes & Task Forces	27,111	24,483	28,453	17,533	24,535	20,192	20,140	22,015	28,435	4,475	217,373

**Attachment A**

102324 - Felony Assault	14,469	20,561	21,795	21,438	20,972	19,674	19,002	24,176	21,938	1,121	185,146
102330 - Robbery & Burglar	26,129	22,959	34,079	35,342	17,728	22,608	29,136	32,986	45,214	5,003	271,185
102350 - Youth & School Svcs	9,273	12,158	10,891	10,424	10,868	11,805	15,607	14,182	12,374	1,141	108,722
102610 - Criminalistics Unit	13	234	79	246	283	316	1,147	610			2,928
103110 - Bureau of Services - Administration Unit	163										163
103242 - Records & Warrants	48,234	46,091	46,911	49,506	46,597	28,626	51,671	43,985	33,480	4,768	399,870
103310 - Communications Unit	181,758	137,816	171,968	133,125	206,969	198,834	181,398	158,789	159,687	32,473	1,562,817
103430 - Training Unit	79,968	98,386	222,092	236,152	164,302	115,199	260,267	205,287	196,431	28,861	1,606,944
106210 - Police Personnel	14,889	18,927	13,719	12,930	8,125	1,850	5,986	3,564	6,092	611	86,692
106410 - Police Info Technology	27,923	28,245	10,355	7,472	8,595	10,851	12,043	9,945	6,521	2,168	124,119
106510 - Fiscal Services	141	292			64				256	255	1,008
106610 - Background & Recruit	52,343	59,886	56,221	63,525	60,566	48,075	57,052	54,677	64,497	10,525	527,367
106810 - PAS Administration	4,467	1,408	1,568	9,140	3,679	5,690	6,262	3,499	1,847	345	37,904
107410 - Support Operations	23,195	20,383	26,847	21,546	22,076	22,726	21,385	9,022	7,482		174,663
107510 - Traffic Operations	20,009	35,903	38,585	39,531	33,511	25,795	32,920	40,985	42,503	1,412	311,156
107710 - Special Operations	382,732	686,834	709,468	906,754	427,010	571,789	338,946	411,157	512,151	131,183	5,078,024
108010 - District Command Administration	6,028	1,490	4,012	1,977	3,342	4,601	11,835	17,276	8,033	1,415	60,009
108110 - District Area 1	215,684	164,459	222,471	162,347	240,324	186,737	192,202	236,738	194,397	44,006	1,859,364
108120 - District Area 2	173,849	111,289	143,627	63,377	158,951	145,279	113,397	160,346	95,950	12,692	1,178,757
108130 - District Area 3	158,845	148,548	176,102	97,999	169,484	114,913	143,452	141,736	123,848	26,570	1,301,498
108140 - District Area 4	136,724	93,838	137,263	68,008	178,349	103,234	94,450	143,127	93,809	24,756	1,073,559
108150 - District Area 5	207,159	197,767	233,123	187,579	318,452	190,271	187,147	236,974	199,478	42,662	2,000,610
108630 - Ceasefire	83,082	94,564	43,308	66,309	83,191	94,152	34,004	73,748	28,329	5,800	606,486
108710 - Neighborhood Services Section 1			340			702	681	717			2,439
108820 - Neighborhood Services Section 2		225	959	281		762	681	1,244	281	298	4,730
Incorrect Org	4,967	2,104	2,665	322	1,720	0	3,440	(843)	(1,297)		13,079
<b>Grand Total</b>	<b>2,089,998</b>	<b>2,287,044</b>	<b>2,651,694</b>	<b>2,419,369</b>	<b>2,436,811</b>	<b>2,158,337</b>	<b>2,039,548</b>	<b>2,264,996</b>	<b>2,064,591</b>	<b>414,824</b>	<b>20,827,212</b>