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AGENDA REPORT

TO: Sabrina B. Landreth
City Administrator

FROM: Anne E. Kirkpatrick
Chief of Police

SUBJECT: Quarterly Report on Police Overtime
Supplemental #3

DATE: May 17, 2019

City Administrator
Approval

Date

5/30/19

RECOMMENDATION

Staff Recommends That The City Council Receive A Supplemental Quarterly Report From The Oakland Police Department (OPD) That Includes Overtime Policies, Procedures, and Controls.

REASON FOR SUPPLEMENTAL

The City Council at the April 9, 2019 meeting asked for a supplemental report to include the following information:

1. Additional information for which expenditures are reimbursed within the budget, including the net overtime spent;
2. Additional information related to the number of hours worked per year and the salary increases each year;
3. Additional information related to the Department's internal budget;
4. Additional information on the amount of overtime pre-approved by the Chief or supervisor and the amount of overtime that does not require advance approval;
5. Analysis of how much overtime by category can be managed in advance;
6. Analysis on how professional staff can be utilized more for special events;
7. Analysis of how police officers are assigned to Council meetings, community events, Neighborhood Crime Prevention Council meetings, etc;
8. Analysis of how special enforcement can be performed on regular time versus overtime (e.g. Ceasefire);
9. Additional information related to the minimum overtime amounts approved in the Oakland Police Officers Association Memorandum of Understanding (MOU) versus the actual number of hours worked; and
10. Explanation from the City Administrator's Office on why police overtime is budgeted at levels consistently lower than historical actual expenditures.

This report addresses the concerns raised by the City Council.

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Overtime Expenditures That Are Reimbursed

As of March 31, 2019, OPD spent \$27,404,422 in General Purpose Fund overtime (\$21,487,506 excluding reimbursable overtime). Table 1 below provides a snapshot of the overtime spent by category.

Table 1: General Purpose Fund Overtime from July 1, 2018 – March 31, 2019

Row Labels	2018						2019			Grand Total
	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	
Acting Higher Rank	48,329	91,543	49,322	36,854	52,063	46,102	32,784	21,196	30,523	408,717
Administrative Investigation	103,300	101,085	124,267	137,510	151,829	132,021	125,423	83,591	117,746	1,076,773
Backfill	621,228	578,007	499,537	547,420	569,668	585,840	502,687	427,049	641,944	4,973,380
Callback	107,474	85,378	90,071	85,130	77,970	76,042	92,480	91,666	84,038	790,249
Canine	3,220	3,182	2,711	2,994	2,787	3,521	3,559	3,231	3,152	28,355
Community Meetings	376		376	435		392		279	239	2,098
Comp Time Earned	34,661	39,495	46,140	29,644	26,505	22,428	31,752	28,895	16,889	276,409
Court	28,543	43,338	25,217	31,901	17,546	25,873	36,776	29,492	32,406	271,093
Extension of Shift	486,928	513,781	522,469	494,791	398,100	378,773	443,885	323,531	397,623	3,959,879
FLSA	110,405	160,567	160,934	170,594	150,569	140,379	134,933	124,134	105,903	1,258,417
Holiday	313,031	(461)	525,110	(1,814)	697,759	216,316	503,559	626,187	198,584	3,078,271
Recruiting/Background	73,320	64,829	57,763	48,329	46,447	36,357	51,570	36,256	66,454	481,326
Special Events/Enforcement	804,036	1,339,701	1,776,183	983,482	821,399	1,016,370	923,268	621,015	759,776	9,045,230
Training	202,003	163,017	170,704	228,767	228,580	220,513	196,778	126,529	217,332	1,754,225
Grand Total	2,936,855	3,183,463	4,050,806	2,796,037	3,241,222	2,900,925	3,079,453	2,543,051	2,672,610	27,404,422

OPD spent \$9,045,230 in the Special Events/Enforcement category. This category includes overtime expenditures associated with reimbursable special events. The total amount associated with reimbursable overtime, as of March 31, 2019, is \$5,916,916. The table below language concerning the definition of special enforcement and special event overtime is from the supplemental agenda report on overtime policies, procedures, and controls presented to the January 9, 2018 Public Safety Committee:

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.

Special Events overtime allows OPD to provide police services at sporting events, concerts, or other events, including overtime for planning, traffic control and enforcement activities.

Attachment A provides a list of all reimbursable overtime for the period of July 1, 2018 to March 31, 2019 and includes amount spent on overtime, number of hours claimed and the number of OPD employees assigned.

Historical Overtime

As mentioned in previous reports, past annual expenditures have not resulted in corresponding initial approved budget amounts. OPD has consistently spent over \$20 million every year on overtime since FY 2012-13 (see *Table 2*, below). Rather than receiving an overtime budget based on this consistent expenditure pattern (with increases based on employee raises), OPD continues to receive between \$12 million and \$16 million every fiscal year.

Table 2: OPD Overtime Adopted Budget, Actual Expenditures and Amount Invoiced

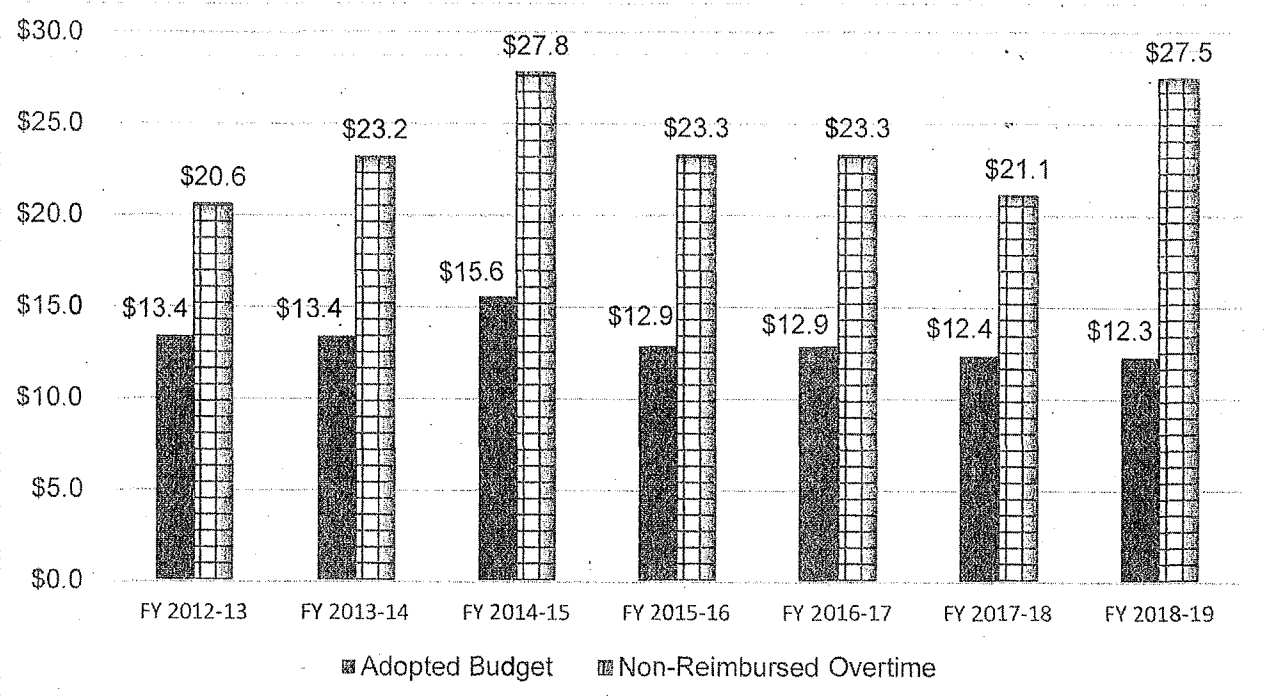
Fiscal Year	Adopted Budget	Actual	Amount Invoiced	Non-Reimbursed Overtime	(Over) / Under Adopted Budget*
2012-13	\$13,435,458	\$23,491,096	\$2,849,014	\$20,642,082	(7,206,624)
2013-14	\$13,435,548	\$26,112,356	\$2,884,679	\$23,227,677	(9,792,129)
2014-15	\$15,571,768	\$31,690,464	\$3,927,914	\$27,762,550	(12,190,782)
2015-16	\$12,935,458	\$27,779,646	\$4,449,479	\$23,330,167	(10,394,709)
2016-17	\$12,935,458	\$28,265,038	\$4,976,304	\$23,288,734	(10,353,276)
2017-18	\$12,435,458	\$28,515,402	\$7,373,866	\$21,141,536	(8,706,078)
2018-19**	\$12,335,458	\$36,166,883	\$8,628,414	\$27,538,469	(15,203,011)

*Does not include the adjusted overtime budget

**Projected as of 05 APR 19

The chart below illustrates the initial adopted overtime budget versus the non-reimbursable overtime spent from FY2012-13 through FY2018-19 (projected expenditures).

Chart 1: GPF Overtime – Adopted Budget vs. Actual Non-Reimbursed Overtime*



Overtime Hours

The *Overtime Expenditures in the Fire and Police Departments* report, dated November 17, 2017 and subsequent reports, referenced 505,214 overtime hours used in FY2006-07. During the April 9, 2019 Public Safety Committee meeting, it was requested that the overtime hours for each of the past 10 years be included in this supplemental report. Unfortunately, the Department does not have readily available data associated with historical overtime hours prior to FY2012-13. Therefore, the Department provided, in *Table 3* below, the actual overtime hours for the past six years and the projected overtime hours for FY2018-19.

Table 3: Overtime Hours Worked

Fiscal Year	GPF	All Funds
FY 2012-13	351,247	362,044
FY 2013-14	382,930	399,917
FY 2014-15	457,905	459,228
FY 2015-16	388,810	395,849
FY 2016-17	373,977	382,410
FY 2017-18	350,432	376,271
FY 2018-19*	406,466	416,636

*projected as of April 5, 2019

The projected increases in overtime hours in FY2018-19 is associated with increase service level demands and enforcement (crime reduction strategies, downtown club detail, hospital guard, sideshow operations, homeless outreach, etc.).

Salary Increases

As mentioned in past reports, OPD has not received increases in overtime funding even though hourly overtime rates have substantially increased. The City of Oakland has provided a number of raises to members of OPD over the last several years. This has resulted in a higher per-hour overtime cost, but there has been no corresponding increase in the OPD overtime budget to match cost increases.

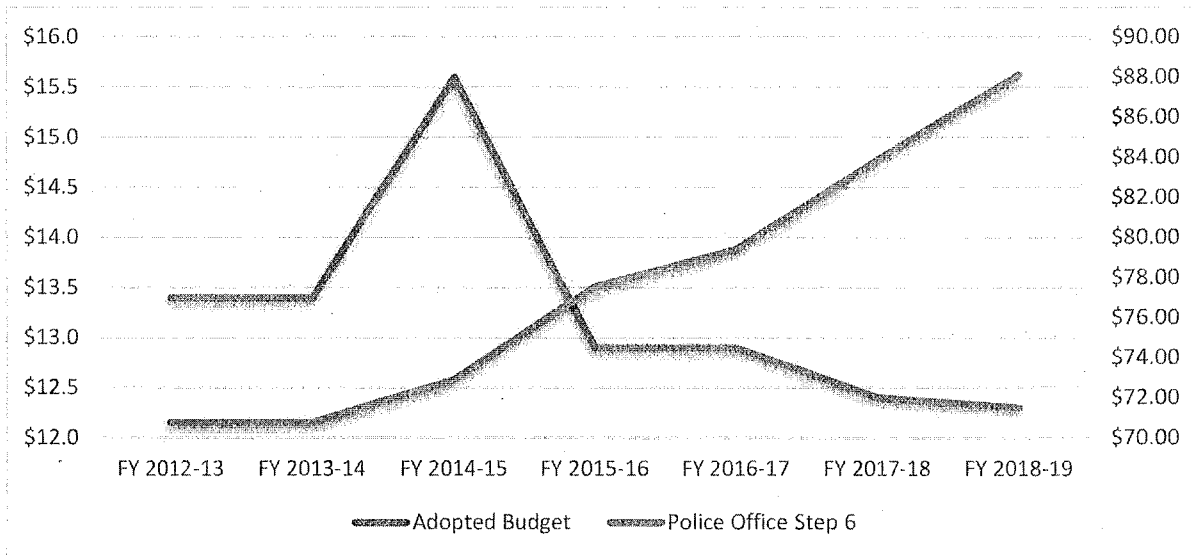
Table 4: Average Annual Overtime Rate for Police Officer to Lieutenant of Police

Classification	FY* 2012-13	FY 2013-14	FY 2014-15	FY 2015-16	FY 2016-17	FY 2017-18	FY 2018-19
Police Officer Step 1	\$50.51	\$50.51	\$52.04	\$55.34	\$56.68	\$59.88	\$62.92
Police Officer Step 2	\$58.94	\$58.94	\$60.73	\$64.58	\$66.14	\$69.88	\$73.42
Police Officer Step 3	\$61.20	\$61.20	\$63.05	\$67.05	\$68.67	\$72.55	\$76.23
Police Officer Step 4	\$63.22	\$63.22	\$65.13	\$69.26	\$70.94	\$74.95	\$78.75
Police Officer Step 5	\$65.48	\$65.48	\$67.45	\$71.74	\$73.47	\$77.63	\$81.56
Police Officer Step 6	\$70.74	\$70.74	\$72.88	\$77.50	\$79.38	\$83.86	\$88.11
Sergeant of Police	\$81.62	\$81.62	\$84.08	\$89.42	\$91.58	\$96.76	\$101.66
Lieutenant of Police	\$94.40	\$94.40	\$97.26	\$103.42	\$105.93	\$111.92	\$117.58

FY = Fiscal Year

There has been a 20 percent cost of living and equity increase for sworn members from FY2012-13 to FY2018-19. Salaries also increased, by approximately 13 percent, for professional staff from FY2012-13 to FY2018-19. In FY2018-19, the adopted budget was \$12,335,458, which is nine percent less than the adopted overtime budget of \$13,435,458 in FY2012-13. The chart below illustrates the adopted budget and Police Officer Step 6 overtime rate from FY2012-13 through FY2018-19.

Chart 2: Adopted Budget (in Millions) Versus Step 6 Police Officer Overtime Rate



Department's Internal Overtime Budget

The Department created an internal overtime budget of \$21 million which is \$8,664,542 higher than the Council approved overtime budget of \$12,335,458 and \$6,947,766 higher than the FY18-19 adjusted overtime budget of \$14,052,234.

The adjusted overtime budget includes budget change requests (BCRs) to move funds to the proper accounts after the budget was released. For example, if funds were placed in a contingency operations and maintenance account (54011) for a special project (e.g. an academy), the Department could move some of the funds to an overtime account after the budget was released. The BCR would modify the adopted budget allocations.

The \$21 million internal budget also incorporates reimbursable Special Events. The adjusted overtime budget and the projected reimbursable overtime is how the Department arrived at an internal overtime budget of \$21 million.

Pre-approved Overtime

The language below concerning internal OPD approval for overtime spent is from **Attachment A** of the supplemental agenda report on overtime policies, procedures, and controls presented to the February 27, 2018 Public Safety Committee:

Overtime Approval

Overtime in OPD can be approved by any commander or manager. This practice is in place due to the dynamic nature of police work. For example, a patrol officer may be in the process of obtaining a victim's statement when the officer's shift is nearing completion. Interrupting this process to obtain approval for the officer to obtain approval from a high-ranking member of the organization would be time-consuming and very insensitive to the victim's needs. Similarly, requiring high-level overtime approval for homicide investigators who are working an unfolding investigation could hinder their progress in identifying or apprehending a violent individual.

When a watch commander is faced with a last-minute unexpected vacancy, the watch commander must act very quickly to ensure that minimum staffing levels are met. To seek higher-level approval (often outside of business hours) would be time-consuming and impractical to the point of endangering public and officer safety.

Advance Approval for Overtime per Policy

The language below is from the draft OPD policy on overtime (Department General Order (DGO) D-01, provided as **Attachment C** to the agenda report to the February 26, 2019 Finance and Management Committee:

B. OVERTIME PROCEDURES

B – 1. Overtime Authorization

1. Approval Process

Members shall obtain advance approval from a commander or manager before working overtime except when overtime is necessary to:

- a. Complete a radio-dispatched assignment.
- b. Complete an assignment provided by a supervisor (e.g. follow up to an incident that cannot wait until the next shift).
- c. Self-dispatch to a required emergency response (e.g. an officer in need of immediate assistance).

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- d. Complete an on-view assignment that requires immediate and continuing police action (e.g., civil disturbances, serious traffic accidents, homicide investigations, etc.)
- e. Attend a court session, judicial or administrative proceeding related to Departmental business in response to a subpoena or lawful order of a superior officer.
- f. Fill unplanned vacancies in the Patrol, Communications, or Records Divisions that would bring the division under minimum staffing levels.

The above list does not apply to callback overtime. Callback overtime is addressed by Memoranda of Understanding.

The above is intended to be a comprehensive list of reasons why advance approval from a commander or manager is not required for an individual employee to work overtime. The above list is intended to address the realities of police staffing and the impracticality of requiring approval before overtime is used.

Given current systems and data, it is not possible to provide the exact amount of overtime pre-approved and the amount that does not require advance approval. The member enters his/her hours, task, organization and element the City's time and attendance system, Oracle. There is not designated space for additional information to be entered, nor is there a special box to check to identify if the overtime was pre-approved. However, based on the element used, we can get an idea of how much overtime is associated with pre-approved overtime and overtime that does not require advance approval.

Acting Higher Rank, Court, Extension of Shift, Fair Labor Standard Act (FLSA), Holiday and half of Backfill overtime is most likely related to overtime that does not require advance approval. The total amount for these categories, as of March 31, 2019, is \$11,463,067. Administrative Investigation, Callback, Canine, Community Meetings, Comp Time Earned, Recruiting/Background, Special Events/Enforcement, Training and half of Backfill overtime is most likely related to overtime that is pre-approved by a supervisor. The total amount for these categories, as of March 31, 2019, is \$15,941,355.

Managing Overtime

All overtime categories can be managed to some extent. The only categories that would be difficult to fully manage is Acting Higher Rank, Extension of Shift, Holiday and FLSA-related overtime. It is difficult to associate a dollar amount, by category, that can be managed. However, the Department is working on updating Telestaff to better manage and track overtime.

Professional Staff for Special Events

OPD provides security services for special events at the request of event organizers. Professional staff cannot provide security services for most of the special events requests, however, there are some events that can have additional professional staff and less sworn personnel. The cost to provide the service with additional professional staff depends on the event. Generally, the cost would be the number of hours worked at top step for that classification.

The Department finds great value in staffing events with sworn personnel. The presence of sworn OPD personnel at an event – ranging from a small party to a large sporting event – provides an opportunity for OPD to prevent problems from occurring. If a problem at a special event does develop, OPD personnel assigned to the event on special event overtime can address the problem immediately and effectively without draining extremely limited patrol resources.

Members Assignments at Community Events

OPD Policy DGO B-7 states that “personnel shall receive all appearance requests that address a specific concern regarding police personnel or police practices, when made by representatives of established organizations that are active in the City of Oakland, community groups, and church groups.” OPD attempts to meet these requests within 60 days. The Negotiated Settlement Agreement (NSA) Task 47 requires that OPD host at least one (1) community meeting per quarter in each Patrol Service Area; OPD requires field personnel to attend one community meeting a quarter. In addition, CROs endeavor to attend every NCPC meeting. Attempts are made to not have multiple officers at the same meeting. However, meeting schedules and availability sometimes result in multiple officers at meetings.

On-duty foot patrol officers provide coverage at council meetings for additional security. Generally, there are no open beats created or overtime costs incurred with this assignment.

Special Enforcement Staffing

Some Ceasefire operations require work well beyond an officer's assigned shift, particularly for long-term investigations. The Ceasefire Commander monitors overtime and adjusts minimize expenditures. To increase capacity in Ceasefire, the department would need to increase staff which would result in open patrol beats and additional backfill overtime.

Other special enforcement operations include weekend downtown details. The entertainment venue detail is an overtime expense created because of several shootings and homicides in the downtown club area. With the increased downtown night life, Friday and Saturday nights have increased tremendously with people enjoying restaurants and clubs. Unfortunately, this activity has increased chance contacts with gang and groups which have resulted in violent crimes. The downtown detail is essential in maintaining public safety. The detail has established and maintained good communication with the security and management at the different venues. OPD has monthly meetings to continuously explore ways to maintain public safety.

Minimum Overtime Per the Oakland Police Management Association (OPOA) Memorandum of Understanding (MOU)

The Oakland Police Officers Association (OPOA) MOU with the City stipulates required rules for officer overtime compensation:

- an employee who is called back to work after completion of a regular shift and has left the place of employment, or who is required to make a job-related court appearance on off-duty hours shall be compensated for a minimum of two and one-half hours of overtime worked.
- An employee who is required to make a job-related court appearance on a scheduled day off shall be compensated for a minimum of four hours of overtime worked.
- An employee who is required to work on a scheduled day off shall be compensated for a minimum of five hours of overtime worked.

There is no official tracking mechanism for actual hours worked versus the minimum hours claimed, as the member would only enter at least the minimum hours of overtime allowed in Oracle. However, Command staff members anecdotally monitors the actual hours worked to ensure the Department is utilizing the officers' time in the most effective and efficient way.

City Administrator's Office Response on Police Overtime Annual Budget

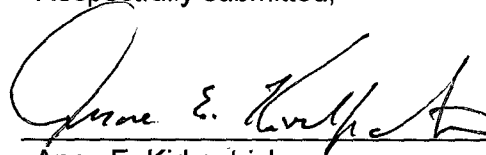
The projected increases in overtime hours in FY 2018-19 is associated with increased demands for policing services. This report also explains that the City of Oakland has provided a number of raises to members of OPD over the last several years. The City must now manage higher per-hour overtime costs. The Mayor's proposed FY 2019-21 Budget now reflects an increase of 22.71% for the FY 2019-20 year and an additional 2.29% for the FY 2020-21 year.

ACTION REQUESTED OF THE FINANCE AND MANAGEMENT COMMITTEE

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

For questions regarding this report, please contact D. Neil Wallington, Police Services Manager I, at (510) 238-3288.

Respectfully submitted,



Anne E. Kirkpatrick
Chief of Police
Oakland Police Department

Prepared by:
D. Neil Wallington, Police Services Manager I
OPD, Bureau of Services, Fiscal Section

Attachments (1):

A – List of reimbursable Special Events/Special Operations overtime spent in the Oakland Police Department for the first, second and third quarters of FY 2018-19

OPD Special Events Overtime July 1, 2018 – March 31, 2019

Event	Amount	# of Hours	# of Employees	Event	Amount	# of Hours	# of Employees
AC Transit Project	674,946	8,049.00	50	A's vs. Dodgers 8/07	24,613	293.00	34
PORT-JLS OT SECURITY	214,951	2,483.50	31	First Friday	24,043	297.25	35
Rolling Loud Music	191,668	2,233.50	135	Warriors vs. Timber	23,368	261.75	35
Kamala Harris Event	156,171	1,803.90	193	Warriors vs. Clipper	22,487	258.25	36
Raiders vs. Steelers	134,264	1,608.00	147	Warriors vs. Thunder	22,294	254.25	35
Raiders vs. Browns	127,989	1,546.50	137	Warriors vs. Rockets	22,245	244.75	36
Raiders vs. Broncos	127,769	1,531.75	155	Warriors vs. Pelican	22,163	246.00	35
Raiders vs. Chiefs	121,763	1,454.75	137	Warriors vs. Thunder	22,125	248.75	35
Raiders vs. Colts	121,609	1,452.50	139	Warriors vs. Jazz	22,104	241.25	35
Raiders vs. Chargers	114,431	1,369.00	138	Warriors vs. Rockets	22,003	246.25	34
Raiders vs. Rams	109,147	1,309.75	135	Warriors vs. Mavericks	21,953	251.75	35
Raiders vs. Packers	105,946	1,278.00	129	Warriors vs. Suns	21,556	237.75	35
All Day & A Night	105,808	1,310.00	66	Warriors vs. Kings	21,523	237.50	35
Raiders vs. Lions	105,741	1,266.75	127	TBS World Tour	21,500	249.25	28
Oakland Running Fest.	81,700	954.90	128	Warriors vs. Heat	21,448	238.50	35
BANK OF AMERICA	79,862	1,023.00	20	Warriors vs. Lakers	21,383	240.00	34
Aubrey & 3 Amigos	69,495	800.50	61	A's vs. Mariners	21,351	256.25	31
Monster Supercross	65,872	748.00	63	Warriors vs. Raptors	21,265	240.50	35
PG&E San Leandro St	64,422	822.00	11	Warriors vs. Trail Blazers	21,241	240.75	34
Marriott Hotel Strike	54,366	639.00	43	Warriors vs. Trail	21,210	242.25	35
Bed Bath & Beyond	52,801	646.00	6	Warriors vs. Kings	21,193	241.00	35
LANEY SWAP MEET	47,383	558.00	25	Warriors vs. Hornets	21,146	235.00	35
A's vs. Giants 7/21	46,123	561.00	54	Warriors vs. Pistons	21,121	236.75	35
Monster Jam	44,224	507.75	59	A's vs. Dodgers 8/08	21,106	250.40	34
Oakland Zoo Traffic	42,957	546.50	37	Warriors vs. Lakers	21,075	245.00	35
Monster Jam	42,223	476.75	60	Warriors vs. Magic	21,029	240.75	34
A's vs. Giants 7/20	41,309	503.50	54	Warriors vs. Pelican	20,977	245.50	34
A's vs. Angels	41,174	491.50	53	Warriors vs. Grizzlies	20,973	242.50	35
Treasure Island Music	40,453	489.25	27	Warriors vs. Grizzlies	20,871	234.00	35
A's vs. Giants 7/22	39,454	468.50	52	Warriors vs. Celtics	20,841	230.00	36
CONSTRUCTION	39,002	493.00	18	Warriors vs. Hawks	20,767	234.50	35
Levy Restaurants	36,967	444.25	32	Warriors vs. Wolves	20,662	234.00	32
A's vs. Yankees 9/03	35,737	416.25	51	Warriors vs. Spurs	20,620	227.50	35
A's vs. Yankees 9/04	35,260	426.10	52	Warriors vs. 76ers	20,592	227.00	35
Oaktown 5K and Half	32,974	410.50	61	Warriors vs. Timberw	20,584	233.00	35
Dia De Los Muertos	29,607	376.50	36	Warriors vs. Suns	20,532	237.00	35
Disney on Ice	29,361	325.75	26	A's vs. Twins 9/22	20,518	238.75	28
Oakland Triathlon	26,821	332.00	65	Warriors vs. Nets	20,511	236.25	33
PG&E Construction	26,244	335.00	17	Warriors vs. Bulls	20,479	226.25	31

Need Line

Event	Amount	# of Hours	# of Employees	Event	Amount	# of Hours	# of Employees
Wonder Woman Run	20,458	257.50	50	A's vs. Angels 9/18	12,747	145.25	18
PG&E Construction	20,331	251.00	10	Kevin Hart	12,697	144.00	21
A's vs. Twins 9/23	20,320	248.00	30	Art & Soul Fest	11,937	137.25	12
Twenty One Pilots	20,293	236.25	28	Trans Siberian Orchestra	11,893	132.25	21
Warriors vs. Wizards	20,173	229.25	34	Oakland Pride	13,564	170.50	17
Warriors vs. Knicks	19,977	220.50	34	AR Rahman	13,520	156.50	20
Home Depot	19,916	248.50	19	Warriors Open Practice	13,505	163.00	32
Warriors vs. Suns	19,876	226.00	34	A's vs. Tigers	13,481	161.75	21
Travis Scott	19,699	228.50	31	A's vs. Astros 8/17	13,310	153.50	19
A's vs. Padres 7/3	19,333	229.50	31	Phil Collins	13,120	145.75	21
Warriors vs. Bucks	19,188	222.00	33	NA LCS 9/08	13,030	148.50	15
A's vs. Angels	19,124	227.50	28	A's vs. Blue Jays	11,868	134.00	18
Warriors vs. Nuggets	19,006	213.25	34	A's vs. Mariners	11,831	141.50	18
First Friday	18,718	246.00	36	J. Balvin Concert	11,586	136.25	18
A's vs. Angels	18,427	211.40	29	Hall & Oates and Train	11,482	130.50	17
Disney on Ice	18,372	209.50	17	A's vs. Mariners	11,391	129.75	18
Warriors vs. Pacers	18,298	202.65	35	A's vs. Tigers 8/05	11,360	133.50	19
Warriors vs. Mavericks	18,192	207.00	33	A's vs. Padores 7/4	11,241	140.00	20
Santa Cruz Warriors	18,036	199.50	32	A's vs. Indians 6/29	11,097	130.00	20
A's vs. Tigers	17,865	215.00	29	First Friday 10/05	11,041	172.50	15
A's vs. Astros 8/18	17,388	205.50	27	A's vs. Rangers 9/09	11,010	126.00	16
A's vs. Giants	17,311	196.00	32	NA LCS 9/09	10,927	120.75	15
First Friday	17,258	226.50	27	Oakland A's FanFest	10,917	120.00	18
Elton John	17,063	187.25	26	First Friday	10,861	158.25	15
Justin Timberlake	17,056	186.50	24	A's vs. Rangers 8/21	10,608	119.75	18
Panic at the Disco	16,594	179.75	24	A's vs. Rangers 9/08	10,595	124.25	16
A's vs. Yankees 9/05	16,482	194.25	29	A's vs. Blue Jays	10,493	118.50	18
Muse	16,467	183.75	24	First Friday	10,363	141.00	16
J. Cole Concert	16,092	181.75	23	A's vs. Angels 9/20	10,324	126.25	17
Childish Gambino	15,810	183.00	27	A's vs. Mariners	10,254	127.50	19
A's vs. Angels	15,795	180.00	26	A's vs. Mariners	10,222	117.25	19
Nick Cannon	15,490	174.50	24	Kelly Clarkson	10,209	113.00	15
385 14th St	14,677	182.00	16	Smashing Pumpkins	10,167	115.00	15
Hiero Day	14,595	178.00	17	MTC Comm. Parking	10,156	128.00	11
A's vs. Twins 9/21	14,073	166.00	21	The Phone	10,107	115.00	7
A's vs. Astros 8/19	13,999	162.00	20	Raiderville	10,102	124.75	7
A's vs. Mariners	13,912	164.50	22	A's vs. Mariners	10,014	115.50	18
Jeff Lynne's ELO	13,830	156.00	22	Eat Real Festival	9,994	111.00	9
Fleetwood Mac	13,738	155.00	23	A's vs. Angels 9/19	9,885	111.75	18
Sam Smith Concert	13,713	155.75	24	Chinatown Street Fest.	9,649	120.00	11
A's vs. Rangers 9/07	13,711	155.25	21	Championship Boxing	9,649	114.25	13
A's vs. Indians 7/01	13,650	159.50	22	A's vs. Blue Jays	9,497	121.50	17

need work

Event	Amount	# of Hours	# of Employees	Event	Amount	# of Hours	# of Employees
Black Joy Parade	9,455	110.65	20	Alan Walker	2,873	30.50	3
A's vs. Rangers 8/20	9,429	107.00	18	John Legend	2,811	30.00	4
Hilton Hotel	9,321	105.50	9	Brownies & Lemonade	2,768	30.50	4
Steph Curry UA Event	8,832	98.50	13	2126 MLK Jr. Way	2,719	33.50	4
Oakland Black Cowboy	8,185	105.00	20	Warriors STH Event	2,669	29.00	5
A's vs. Rangers 8/22	8,141	96.25	14	Oakland Grand Prix	2,604	29.00	4
Oaktoberfest	7,978	100.25	12	Apple TV Show	2,949	33.00	4
Mike Epps	7,883	92.50	13	1100 Broadway	2,931	37.00	4
5110 Broadway	7,718	98.00	11	Breakin Bread MC	2,338	26.50	4
532 39th St	7,442	91.00	10	Tenacious D	2,239	25.50	4
La Arrolladora	7,216	83.75	9	Oakland Fam Bam	2,058	24.50	3
COPA Festival	7,125	87.00	8	Clayton Valley HS	1,895	21.25	2
Bad Bunny	6,985	83.50	14	2820 Broadway	1,886	23.25	2
Raider Image	6,770	82.50	14	Myittar	1,881	25.00	2
Lunar New Year Baza	6,499	71.00	6	2820 Broadway	1,862	24.50	3
5110 Telegraph Ave	6,240	76.50	9	CJ Group	1,784	19.50	3
Harlem Globetrotters	5,965	66.00	6	Comcast	1,775	21.50	1
Oakland A's Watch Party	5,956	67.25	9	C.H Wines	1,756	23.00	2
447 17th St	5,713	68.25	6	Niantic Labs Video	1,661	21.00	2
Harlem Globetrotters	5,594	62.00	6	FESTAC	1,499	16.00	2
Alameda Point Antique	5,286	60.00	9	ESPN MNF	1,450	16.50	3
Oakland Turkey Trot	5,132	60.00	12	Lil Baby	1,441	16.50	2
My Culture	5,104	68.50	6	W. VS. CAV'S	1,432	15.75	2
447 17th St	4,990	57.00	6	3093 Broadway	1,427	16.00	2
PG&E (66th Ave @ Oak)	4,958	61.00	4	Oakland Natives Give	1,356	17.00	2
BIG 3	4,942	56.75	7	TriNet	1,338	15.00	2
Family Bridges	4,861	57.00	8	Subaru	1,318	16.00	2
Tyler Perry	4,834	55.00	6	Money Mondays	1,314	15.00	3
College Football Pla	4,712	51.25	5	And1 Paint in the Park	1,154	15.00	3
Our Lady of Guadalup	4,685	54.00	9	Comcast	1,153	13.25	1
WWE Live Holiday Tour	4,315	49.50	8	Alameda Point Antiques	1,128	15.00	3
Supercross Futures	4,261	46.00	5	Monte Vista HS Prom	1,115	12.50	2
PG&E (Fruitvale Ave)	4,132	50.75	3	Brothers Osbourne	1,113	12.00	2
Grand Theft Auto	3,664	39.00	3	1032 Full Throttle	1,088	15.00	2
Warriors Practice	3,481	39.00	6	Near Future	1,071	14.00	2
All Day I Dream Fest	3,435	42.50	6	San Ramon Valley HS	1,070	12.00	2
Raider Escort	3,400	38.00	7	EBRHA	1,069	12.00	2
Burger Boogaloo	3,354	40.50	6	First Friday	1,054	10.50	1
Butler Amusement	3,324	36.00	6	Blindspotting	1,044	12.00	2
PBR Oakland Classic	3,293	36.00	6	PINK Concert	958	8.25	1
Slam Magazine	3,139	35.00	5	Harvest	892	12.00	1
Joe Biden	3,104	40.00	3	SantaCon	890	10.00	2
Genesis 6	3,014	32.50	2	Saweetie Fan Event	870	10.00	2

need live

Event	Amount	# of Hours	# of Employees	Event	Amount	# of Hours	# of Employees
Bishop O'Dowd HS	870	10.00	2	Raider Image	376	5.00	1
COPA Festival	856	11.00	1	A's vs. Angels 6/15	247	1.75	2
Nina Cried Power	798	11.00	1	A's vs. RAYS	115	1.50	3
Levi's	785	11.00	2	W. VS. CAV'S	87	1.00	1
Fitbit	754	9.50	2	AEG 602L Ops	75	1.00	1
A's vs. Indians 6/30	735	8.50	3	DIRTYBIRD BBQ	28	0.00	2
WARRIORS VS BULLS	720	7.00	1	Warriors vs. Spurs	25	0.25	1
Johnstone Moyer, Inc	717	9.00	1	A's vs. Astros 6/13	22	0.25	1
W VS. ROCKETS	714	8.00	1	Black Cowboy Parade	5	0.00	1
W VS. ROCKETS	696	8.00	1	A's vs. Angels 6/16	0	0.00	1
W VS. PELICANS	674	7.75	1	PINK Concert	-19	-0.25	1
Sorry To Bother You	622	8.00	1	BLURRY VISION MUSIC	-44	-0.50	1
PG&E Construction	609	7.00	1	Warriors Watch Party	-87	-1.00	2
Ridge Communications	520	7.00	1	A's vs. Royals 6/08	-87	-1.00	1
True Buddha Vijaya	479	5.50	1	WARRIORS W. PARTY	-87	-1.00	1
Warriors Watch Party	452	4.50	1	Oakland Zoo Traffic	-339	-4.50	1
Feed Oakland	452	6.00	1	Oakland Zoo Traffic	-464	-6.00	2
KD Fantasy Expo	435	5.00	1	First Friday	-502	-5.00	1
Uber Driver Ambition	435	5.00	1	W VS. PELICANS	-827	-9.50	1
Oversize Load	435	5.00	1	AC Transit Project	-847	-9.50	1
The Connected Car	389	5.00	1	First Friday	-954	-9.50	1
Total					\$5,916,916		