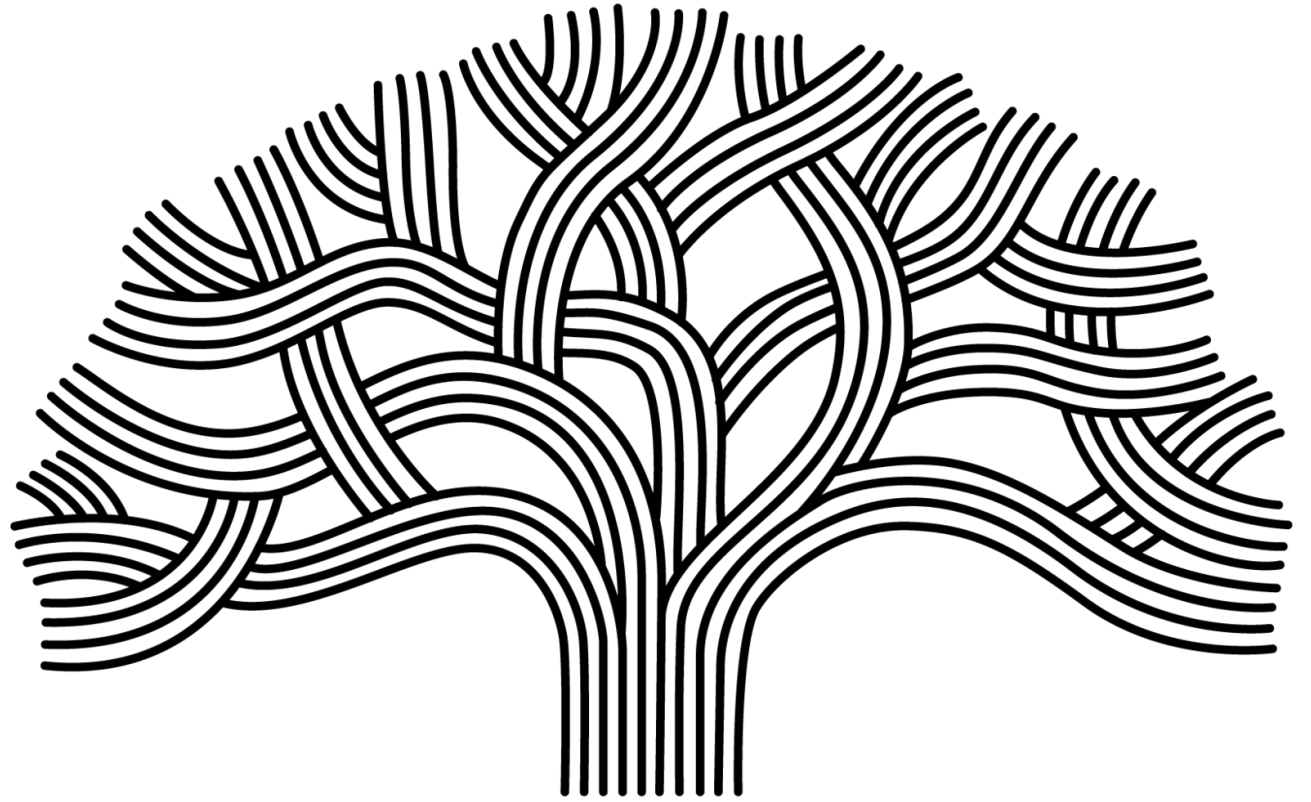


Oakland Police  
Department  
Overtime  
Performance Audit

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Oakland City Auditor

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**CITY OF OAKLAND**

# Background

- 2015 audit report revealed that OPD's overtime costs skyrocketed from \$13.9 million in FY 2010-11 to \$24.7 million in FY 2013-14. The increase in overtime was largely due to OPD imposing mandatory overtime to compensate for losing 217 sworn staff between 2009 and 2013.
- The audit report included 13 recommendations to ensure that overtime is properly managed, properly justified and compensated, and reimbursements for special events are recovered in a timely manner.

# Audit Objectives and Scope

## **Objective**

- To assess OPD's current overtime practices and determine whether the City's Administration and OPD have taken substantial actions to implement the 2015 audit report's recommendations.

## **Scope**

- FY 2017–18 for testing controls, and
- FY 2014–15 through FY 2017-18 for assessing trends.

# OPD has overspent its overtime budget by \$13.7 million on average over the last four fiscal years

	FY 2014-15	FY 2014-15	FY 2014-15	FY 2017-18
Overtime Budget	\$17,251,358	\$15,906,785	\$15,780,319	\$15,895,574
% Overtime Budget		-8%	-1%	1%
Sworn Staff Expenditures	\$28,445,622	\$24,891,410	\$25,314,362	\$26,725,157
Non-Sworn Staff Expenditures	\$3,249,839	\$3,439,984	\$3,732,715	\$3,935,196
<b>Total Overtime Expenditures</b>	<b>\$31,695,461</b>	<b>\$28,331,394</b>	<b>\$29,047,077</b>	<b>\$30,660,353</b>
Budget Deficit	(\$14,444,103)	(\$12,424,609)	(\$13,266,758)	(\$14,764,779)
% Budget Deficit	84%	78%	84%	93%

# OPD's overtime budget is not realistic

- Historical spending is not considered, instead the City is focused on achieving a balanced budget.
- The City has relied on salary savings to cover overtime deficit.
- Since FY 2014-15, OPD's overtime budget has decreased, even though sworn salary costs increased by 19 percent during this period.

# OPD's overtime budget is not realistic

FY 2017-18	
Budget Deficit	\$14.76 Million
Reimbursements	\$6.12 Million
<b>Net Budget Deficit</b>	<b>\$8.64 Million</b>

- The City does not net reimbursements for overtime in the budget.
- Netting the reimbursements in the overtime budget would have decreased the overtime budget deficit by \$6.1 million in FY 2017-18.

# OPD's overtime budget is not realistic

Four-year summary of sworn and non-sworn staff overtime hours

Overtime Hours	FY 2014-15	FY 2014-15	FY 2014-15	FY 2017-18
Sworn	389,584	328,101	316,647	311,351
Non-Sworn	69,646	67,748	69,086	65,069
<b>Total</b>	<b>459,230</b>	<b>395,849</b>	<b>385,733</b>	<b>376,420</b>

- Sworn overtime hours have dropped by 20 percent since FY 2014-15.
- Non-sworn overtime has remained relatively constant.

# OPD's overtime budget is not realistic

Overtime hours by categories for sworn-staff from FY 2014-15 through FY 2017-18

Overtime Categories	FY 2014-15	FY 2015-16		FY 2016-17		FY 2017-18	
	Hours	Hours	%Change (over prior FY)	Hours	%Change (over prior FY)	Hours	%Change (over prior FY)
Backfill	72,934	68,374	-6%	50,489	-26%	41,709	-17%
Special Events/Enforcement	155,290	104,702	-33%	122,372	17%	129,377	6%
Extension of Shift	70,653	60,279	-15%	64,699	7%	56,920	-12%
<b>Total</b>	<b>298,877</b>	<b>233,355</b>	<b>-22%</b>	<b>237,560</b>	<b>2%</b>	<b>228,006</b>	<b>-4%</b>

- Backfill, Special Events/Enforcement, and Extension of Shift, which account for nearly 75 percent of sworn overtime hours, decreased by 24 percent since FY 2014-15.



# OPD needs to improve management and operational controls

- The 2015 audit report found that OPD lacked adequate reporting systems to monitor overtime usage and also lacked policies and procedures to ensure overtime authorization forms are accounted for and reconciled.
- OPD has taken some steps to better manage overtime but more needs to be done.
- OPD has developed reports but the information is not timely and not used.
- OPD still does not adequately account for overtime authorization forms.

# OPD still needs to enforce overtime limits on overtime hours worked

- The 2015 and the current audit found that OPD does not limit the number of hours an officer can work.
- OPD does not enforce its Voluntary Overtime Policy which states that officers should take at least one day off per/week.
  - We identified nearly 2,300 occurrences in which officers more than 7 days straight.
  - We identified three officers that worked more than 70 days straight.

Occurrences	Number of Consecutive Days Worked
2,280	7 or greater
1,384	10 or greater
195	20 or greater
68	30 or greater
25	40 or greater
8	50 or greater
5	60 or greater
3	70 or greater

# MOU issues were not addressed

- The 2015 report identified several questionable pay practices that needed to be negotiated with the OPOA and the OPMA.
- None of the issues were addressed in negotiations.
- The still has the following MOU issues:
  - The City's comp time limit of 300 hours is the highest of large cities in CA.
  - Selling of comp time is still not addressed in the MOU.
  - Deferring overtime which is a burden for administrative staff, is still allowed.
  - The City's FLSA policy is still out-of-date.
- OPD's sworn management staff are allowed to pyramid educational incentives, at a cost of over \$300,000 annually.

# OPD's and City Administration's response

- The report included 21 recommendations to address the findings in the report.
- OPD and the City Administration have agreed to implement 17 of the 21 recommendations.
- OPD partially agrees with two recommendations in which OPD has provided alternatives that we believe address the recommendations.
- OPD disagrees with two recommendations, which we strongly encourage to implement, given the risk involved with officer fatigue and the inherent conflict regarding special event scheduling.





# Comments/Questions

Photo: Greg Linhares, City of Oakland



# Contact Us

Comments and questions  
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