

MPD Policies, Procedures, and Practices to Lessen Overtime

AUDIT #2023-0112

FIRE AND POLICE COMMISSION
CITY OF MILWAUKEE | 200 EAST WELLS STREET ROOM 705



AUDIT OF MPD POLICIES, PROCEDURES, AND PRACTICES TO LESSEN OVERTIME

Table of Contents

Introduction.....	3
Executive Summary.....	4
Court.....	5
Extension of Duty	7
District One.....	9
District Two.....	11
District Three	13
District Four	15
District Five.....	17
District Six.....	19
District Seven	21
Specialized Patrol Division (SPD).....	23
Criminal Investigation Bureau (CIB)	25
Commanding Officers’ Overtime and Management Plans	27
MPD Overtime Training	31
Research and Policy	32
Actions Taken.....	36
Recommendations	37
Other Related Matters	39
Appendix	40

AUDIT OF MPD POLICIES, PROCEDURES, AND PRACTICES TO LESSEN OVERTIME

INTRODUCTION

PURPOSE

In accordance with the City of Milwaukee Fire and Police Commission (FPC) Annual Audit Plan for 2023, the Audit Unit (AU) conducted the Milwaukee Police Department (MPD) Policies, Procedures, and Practices to Lessen Overtime Audit. This audit evaluated compliance with related Department directives, policies, procedures, practices, and training to lessen overtime. The audit includes a review of Standard Operating Procedures (SOP) associated with overtime compensation.

BACKGROUND

In November 2022, the City of Milwaukee Comptroller's Audit Unit audited MPD's use of overtime. The Comptroller's audit focused on the extension of duty and court overtime, including analysis of outliers and distribution between ranks and the overtime forecasting process.

On January 17, 2023, the Common Council adopted Resolution #221236, directing the FPC to develop initiatives to analyze and report on the use of police overtime annually and to research best practices for adjusting policies, procedures, and practices to lessen the use of police overtime. Accordingly, this audit builds on the work summarized in the Comptroller's 2022 overtime audits.

PRIOR AUDITS

This is the FPC's first audit to determine how MPD policies, procedures, and practices can lessen overtime use. The timeframe for this audit was during MPD's 2022 Fiscal Year for the electronic court and extension of duty overtime cards. It also includes MPD Commanding Officers' Overtime and Management Control Plans for 2022 and 2023.

AUDIT OF MPD POLICIES, PROCEDURES, AND PRACTICES TO LESSEN OVERTIME

EXECUTIVE SUMMARY

MPD allows overtime for court appearances, addressing emergency situations, delivering essential services, and other priority staffing needs that require members to work beyond their typical scheduled hours.

The use of overtime is at the discretion of the Chief of Police based on the terms and conditions of labor contracts and city ordinances covering department members. It is also subject to Fair Labor Standards Act (FLSA) requirements.

Court overtime less than or equal to two and one-half (2.5) hours in duration is compensated at a minimum of two and one-half (2.5) hours paid at a (1.5X) base salary rate.

Extension of duty overtime earned is the amount of overtime worked times the rate at which it is compensated. Extension of Duty Overtime is paid at a rate of time and one-half (1.5X).

The audit included a review of the following:

- Court Overtime
- Extension of Duty
- Commanding Officers' Overtime and Management Control Plans
- Training
- MPD Standard Operating Procedures

MPD's Budget and Finance Supervisor is responsible for accurately accounting for all overtime expenditures. A report is prepared each pay period containing information on the amount of money paid out for overtime pay to abide by the provisions of the city salary ordinance.

Overtime cannot be eliminated entirely because of inevitable shift extensions, inevitable court appearances, and unpredictable events. However, this audit identified several opportunities to reduce overtime through additional internal controls. While the audit determined that existing policies, procedures, and practices were generally complied with in limiting overtime, some overtime could be better managed, such as high levels of overtime for supervisor roll calls and administrative duties, training, squad maintenance, and cleaning. Adequate internal controls are necessary for MPD to be prudent stewards of the public's resources and safeguard against potential waste, fraud, and/or abuse. The internal controls can be best maintained by adhering to effective Commanding Officers' Overtime and Control Plans.

AUDIT OF MPD POLICIES, PROCEDURES, AND PRACTICES TO LESSEN OVERTIME COURT

Background

MPD supervisors can authorize electronic court overtime cards for members of their work location for the same rank or lower. Only an MPD's Court Administration Division supervisor can approve electronic court overtime cards. The Court Administration Division also utilizes Form PO-26B – Court Overtime Check In/Out Report to track court-related overtime.

The policy and procedure for MPD court overtime are contained within Standard Operating Procedure (SOP) 150 – Court Procedures.

Scope and Methodology

The scope of the Court Overtime Audit included the extension of duty for MPD's 2022 Fiscal Year. The Audit Unit obtained the population from the 2022 OT Cards-Court Paid file MPD's Budget Manager provided. The population included 9,662 court cards. The Audit Unit reviewed 100% of the population for compliance with SOP) 150 SOP 555 – Compensation and Overtime Procedures.

Summary of Findings

- Sixty percent (60%) of the court overtime was for one (1) hour or less.
- Nearly thirty-two percent (32%) of the court overtime was for 30 minutes (0.5) or less.
- Only one (1) overtime court card (Sample #5477) was found to have been improperly filed. In this instance, the member appeared at court at 8:29 a.m. and left at 8:52 a.m. for a total of 0.4 hours.
 - The member filed an electronic card from 8:29 a.m. to 8:52 p.m., increasing the overtime from 0.4 to 11.4.
 - Once the Audit Unit discovered this error, the Audit Unit immediately brought it to MPD's attention. MPD's Payroll Section then adjusted the 11.0 hours on the member's paycheck.

Other Related Matters

The Wisconsin Policy Forum prepared a report called "[Under Pressure](#)," which was presented to the Public Safety and Health Committee on September 28, 2023. One finding in the report was cases taking longer to resolve. See Under Pressure Report at 23-25. This can and will affect police court overtime appearances.

AUDIT OF MPD POLICIES, PROCEDURES, AND PRACTICES TO LESSEN OVERTIME

Detailed Findings of MPD Court Cards

Hour(s)	Number of Cards Out of 9,662	Percentage
0.1	11	0.11
0.2	137	1.42
0.3	995	10.29
0.4	733	7.58
0.5	1169	12.09
0.6	570	5.89
0.7	517	5.35
0.8	684	7.07
0.9	314	3.24
1.0	689	7.13
1.1	265	2.74
1.2	256	2.64
1.3	379	3.92
1.4	147	1.52
1.5	374	3.87
1.6	144	1.49
1.7	124	1.28
1.8	222	2.29
1.9	103	1.06
2.0	270	2.79
2.1	72	0.74
2.2	66	0.68
2.3	123	1.27
2.4	51	0.52
2.5	253	2.61
2.6	43	0.44
2.7	32	0.33
2.8	80	0.82
2.9	44	0.45
3.0	105	1.08
3.1	28	0.28
3.2	27	0.27
3.3	42	0.43
3.4	24	0.24
3.5	71	0.73
3.6	16	0.16
3.7	11	0.11
3.8	16	0.16
3.9	7	0.07
4.0	26	0.26
4.1	6	0.06
4.2	6	0.06
4.3	8	0.08
4.4	9	0.09
4.5	17	0.17
4.6	2	0.02
4.7	6	0.06
4.8	14	0.14
4.9	0	0.0
5.0	18	0.18
5.1	6	0.06
5.2	4	0.04
5.3	10	0.10
5.4	1	0.01
5.5	15	0.15
5.6	5	0.05
5.7	6	0.06
5.8	8	0.08
5.9	6	0.06
6.0	28	0.28
6.1	4	0.04
6.2	2	0.02
6.3	8	0.08
6.4	4	0.04
6.5	30	0.31
6.6	2	0.02
6.7	4	0.04
6.8	12	0.12
6.9	1	0.01
7.0	19	0.19
7.1	4	0.04
7.2	4	0.04
7.3	10	0.10
7.4	4	0.04
7.5	9	0.09
7.6	1	0.01
7.7	3	0.03
7.8	15	0.15
7.9	0	0.0
8.0	34	0.35
8.1	1	0.01
8.2	8	0.08
8.3	10	0.10
8.4	3	0.03
8.5	13	0.13
8.6	2	0.02
8.7	3	0.03
8.8	3	0.03
8.9	2	0.02
9.0	8	0.08
9.1	1	0.01
9.2	1	0.01
9.3	8	0.08
9.4	1	0.01
9.5	4	0.04
9.6	0	0.0
9.7	2	0.02
9.8	3	0.03
10.0	2	0.02
10.2	1	0.01
11.4*	1	0.01

AUDIT OF MPD POLICIES, PROCEDURES, AND PRACTICES TO LESSEN OVERTIME

EXTENSION OF DUTY

Background

Extension of duty overtime is the most common type of overtime within MPD. Extension of duty results from police activities that must occur beyond the sworn member's regular duty hours (shift). This includes, but is not limited to, work on cases like shootings, robberies, vehicular accidents, and domestic violence.

Commanding officers of the respective districts, divisions, and bureaus are responsible for authorizing necessary extension of duty overtime assignments. MPD members' shift hours are covered by the city's collective bargaining agreements (CBAs) with the Milwaukee Police Association (MPA) and the Milwaukee Police Supervisors Organization (MPSO).

Supervisors may authorize and approve electronic overtime cards for members of the same rank or lower. However, supervisors may only approve overtime for members whose cards they did not authorize. This means that two different supervisors of the same rank or higher are required to authorize and approve each electronic overtime card.

In 2022, there were 150,192 electronic extension of duty overtime cards. The below chart shows the breakdown of overtime by MPD's rank structure.

Rank:	Number of OT Cards:	Percentage:
Police Officer (PO)	85,265	57%
Detective (DET)	17,356	12%
Sergeant (SGT)	36,861	25%
Lieutenant (LT)	9,119	6%
TOTAL:	148,601*	100%

*The difference between the 150,192 and 148,601 electronic extension of duty overtime cards was due to overtime filed by other ranks (e.g., Chief Latent Print Examiner, Latent Print Examiner, Forensic Video Examiner, etc.).

Scope and Methodology

The scope of the Extension of Duty Audit included the extension of duty overtime for MPD's 2022 Fiscal Year. The Audit Unit reviewed electronic overtime cards to determine MPD's compliance with its policy and procedures related to overtime, specifically SOP 555-Compensation and Overtime Procedures.

The Audit Unit obtained the population from the 2022 OT Cards – Extension of Duty Pay Periods 1–26. MPD's Budget Manager provided this file. It was determined that there were

AUDIT OF MPD POLICIES, PROCEDURES, AND PRACTICES TO LESSEN OVERTIME

150,192 extensions of duty electronic overtime cards. The Audit Unit then separated the electronic overtime cards by district stations, the Specialized Patrol Division (SPD), and the Criminal Investigation Bureau (CIB). This then brought the population to 85,051 electronic overtime cards. The difference between the 150,192 and 85,051 is due to overtime cards for Administration (Internal Affairs Division, Sensitive Crimes Division, etc.) not being reviewed.

A random sample was then generated for all seven police districts, the Criminal Investigation Bureau (CIB), and the Specialized Patrol Division (SPD). A statistically valid random sample was generated by utilizing Randomizer.org. A breakdown of the sample sizes is listed below.

Breakdown of Overtime Cards by Districts and Bureaus:

DISTRICT	Number of Overtime Cards	Sample Size
One	5,571	94
Two	11,004	95
Three	13,520	95
Four	11,929	95
Five	12,928	95
Six	6,101	94
Seven	16,108	95
BUREAU/DIVISION	Number of Overtime Cards	Sample Size
CIB	2,303	92
SPD	5,587	94

AUDIT OF MPD POLICIES, PROCEDURES, AND PRACTICES TO LESSEN OVERTIME

District One:

District One had a total population of 5,571 electronic overtime extension of duty cards. The amount of overtime ranged from 0.1 hours to 22 hours per overtime card. A statistically valid random sample was generated by utilizing Randomizer.org. The sample size population of 94 electronic overtime extension of duty cards was then determined.

The objective listed below was reviewed for all 94 electronic overtime extension of duty cards:

1. SOP 555.30.C.10
 - a. *Determine if the member thoroughly and accurately completed the Extension of Duty Online Overtime Card.*

After a review of the 94 electronic overtime extension of duty cards, 94 passed, zero failed, and zero were not applicable for a success rate of 100% (94/94).

Detailed Findings

- Twenty (29) of the 94 (31%) samples were for Supervisor Administrative and Roll Call duties.
- Ten (10) out of the 94 (11%) samples were for “Code Red.”
- Four (4) out of 94 (4%) samples were for writing reports.
 - It should be noted that MPD SOP 555.30.C.1.c states, “*Extension of duty shall not be granted for writing reports unless authorized by a shift commander.*”
 - This audit did not include a review of whether the shift commander authorized the overtime care.
- Three (3) out of the 94 (3%) samples were for training.
 - MPD SOP 555.30.C.1.b states, “*Extension of duty shall not be granted for training purposes unless authorized by a shift commander.*”
 - One (1) of the training overtime cards was for 10.0 hours.

AUDIT OF MPD POLICIES, PROCEDURES, AND PRACTICES TO LESSEN OVERTIME

District One Overtime Type Findings

The Audit Unit reviewed the 94 samples and categorized the overtime by type. The below chart shows the overtime by type for District One:

TYPE OF OVERTIME:	TOTAL:
Abandoned Property	1
Accident	2
Arrest	4
Auto Theft	1
Backfill	4
Community (CLO)	2
Crisis Negotiator	1
Code Red	10
Directed Patrol Mission (DPM)	1
Domestic Violence	2
Early Start	2
Entry/Burglary	1
Entry to Auto	1
Endangering Safety (ESBUDOW)	1
Holiday Presence	2
Hospital Guard	2
Med Run	1
Meeting	1
Mental Observation (MO)/Medical	1
Municipal Court Security	1
Reports	4
Recklessly Endanger Safety (RES)	2
Robbery	1
Shooting	5
Special Event	1
Squad Car Repairs	1
Subject with Weapon	1
Summerfest	1
Training	3
Use of Force (UOF) (SGT)	1
Vehicle Pursuit (VP)	1
Welfare of Citizen	1
WILEAG	2
Admin (SGT/LT)	15
Roll-Call (SGT)	14
TOTAL:	94

AUDIT OF MPD POLICIES, PROCEDURES, AND PRACTICES TO LESSEN OVERTIME

District Two:

District Two's total population was 11,004 electronic overtime extension of duty cards. The overtime ranged from 0.1 hours to 16.5 hours per overtime card. A statistically valid random sample was generated by utilizing Randomizer.org. The sample size population of 95 electronic overtime extension of duty cards was then determined.

The objective listed below was reviewed for all 95 electronic overtime extension of duty cards:

2. SOP 555.30.C.10

- a. *Determine if the member thoroughly and accurately completed the Extension of Duty Online Overtime Card.*

After a review of the 95 electronic overtime extension of duty cards, 90 passed, five (5) failed, and zero were not applicable for a success rate of 94.7% (90/95). The reasons for the five (5) failed electronic overtime extension of duty cards are listed below:

Sample Number / Overtime Card Number:	Reason for Failure:
3 - 6725 / 63536262	No Computer Aid Dispatch (CAD) number is listed and should have one.
31 - 2363 / 62640589	No Computer Aid Dispatch (CAD) number is listed and should have one.
42 - 7301 / 63634650	No written narrative is listed and should have one.
65 - 7161 / 63617091	No Computer Aid Dispatch (CAD) number is listed and should have one.
95 - 7465 / 63671946	No Computer Aid Dispatch (CAD) number is listed and should have one.

Detailed Findings

- Twenty-two (22) out of the 95 (23.16%) samples were for Supervisor Administrative and Roll Call duties.
- Ten (10) out of the 95 (10.52%) samples were for writing reports.
 - It should be noted that MPD SOP 555.30.C.1.c states, *“Extension of duty shall not be granted for writing reports unless authorized by a shift commander.”*
 - This audit did not include a review of whether the shift commander authorized the overtime care.
- Seven (7) out of the 95 (7.36%) samples were for medical clearance calls for service.

AUDIT OF MPD POLICIES, PROCEDURES, AND PRACTICES TO LESSEN OVERTIME

District Two Overtime Type Findings

The Audit Unit reviewed the 95 samples and categorized the overtime by type. The below chart shows the overtime by type for District Two:

TYPE OF OVERTIME:	TOTAL:
Accident	1
Arrest	5
Backfill	5
Battery	1
Booking (Prisoner Processing)	1
Call for Service	1
Child Neglect	1
Code Red	4
Community Meeting/Event	3
CST	2
DOE	1
Directed Patrol Mission (DPM)	3
Drug Investigation	3
Extended	1
Follow-up	1
Entry to Auto	1
Honor Guard	1
Holiday Presence	1
Hospital Guard	2
Mandatory Extended	3
Med Run	7
Meet Government Agency	1
Missing Person	1
Mental Observation (MO)/Medical	1
OWI	1
Plant Job	1
Reports	10
Robbery	1
Sexual Assault (SA)	1
Search Warrant	1
Shooting	1
Shots Fired	1
Subject Wanted	1
Taken Down	1
Theft	1
Vehicle Pursuit (VP)	2
Admin (SGT/LT)	15
Roll-Call (SGT)	7
TOTAL:	95

AUDIT OF MPD POLICIES, PROCEDURES, AND PRACTICES TO LESSEN OVERTIME

District Three:

District Three's total population was 13,520 electronic overtime extension of duty cards. The overtime ranged from hours 0.1 to 16 hours per overtime card. A statistically valid random sample was generated by utilizing Randomizer.org. The sample size population of 95 electronic overtime extension of duty cards was then determined.

The objective listed below was reviewed for all 95 electronic overtime extension of duty cards:

3. SOP 555.30.C.10
 - b. *Determine if the member thoroughly and accurately completed the Extension of Duty Online Overtime Card.*

After a review of the 95 electronic overtime extension of duty cards, 95 passed, zero (0) failed, and zero (0) were not applicable for a success rate of 100% (95/95).

Detailed Findings

- Twenty-three (23) out of the 95 (24.21%) samples were for Supervisor Administrative and Roll Call duties.
- Ten (10) out of the 95 (10.52%) samples were for writing reports.
 - It should be noted that MPD SOP 555.30.C.1.c states, “*Extension of duty shall not be granted for writing reports unless authorized by a shift commander.*”
 - This audit did not include a review of whether the shift commander authorized the overtime care.
- Eight (8) out of the 95 (8.42%) samples were for backfill to cover calls for service.

AUDIT OF MPD POLICIES, PROCEDURES, AND PRACTICES TO LESSEN OVERTIME

District Three Overtime Type Findings

The Audit Unit reviewed the 95 samples and categorized the overtime by type. The below chart shows the overtime by type for District Three:

TYPE OF OVERTIME:	TOTAL:
Accident	2
Arrest	3
Backfill	8
Battery	1
Burglary	1
Child Abuse	2
Code Red	3
DOE	2
Directed Patrol Mission (DPM)	2
Domestic Violence (DV)	6
ESBUDOW	1
Extended / Mandatory	4
Fire	1
Holiday Presence	4
Homicide	1
Medical Run	2
Missing Person	1
OWI	1
Pictures	1
Reports	10
RES	1
Resisting	1
Shooting	4
Shots Fired	1
ShotSpotter	1
Sick and Injured	1
Stolen Auto	2
Suicide	1
Suspicious Vehicle	1
Theft	1
Threat	1
Vehicle Pursuit	1
Admin (SGT/LT)	14
Roll-Call (SGT)	9
TOTAL:	95

AUDIT OF MPD POLICIES, PROCEDURES, AND PRACTICES TO LESSEN OVERTIME

District Four:

District Four's total population was 11,929 electronic overtime extension of duty cards. The overtime ranged from 0.1 to 13 hours per overtime card. A statistically valid random sample was generated by utilizing Randomizer.org. The sample size population of 95 electronic overtime extension of duty cards was then determined.

The objective listed below was reviewed for all 95 electronic overtime extension of duty cards:

4. SOP 555.30.C.10
 - c. *Determine if the member thoroughly and accurately completed the Extension of Duty Online Overtime Card.*

After a review of the 95 electronic overtime extension of duty cards, 88 passed, seven (7) failed, and zero (0) were not applicable for a success rate of 92.63% (88/95). The reasons for the seven (7) failed electronic overtime extension of duty cards are listed below:

Sample Number / Overtime Card Number:	Reason for Failure:
5 – 11680 / 64457764	No Computer Aid Dispatch (CAD) number is listed and should have one.
13 – 534 / 62176817	No Computer Aid Dispatch (CAD) number is listed and should have one.
32 – 3136 / 62714852	No Computer Aid Dispatch (CAD) number is listed and should have one.
58 – 7334 / 63601482	No Computer Aid Dispatch (CAD) number is listed and should have one.
76 – 10509 / 64251142	No Computer Aid Dispatch (CAD) number is listed and should have one.
63 – 6359 / 63395530	Member listed a police report number for the overtime.
95 – 11805 / 64472406	Member listed their squad number for the overtime.

Detailed Findings

- Fourteen (14) out of the 95 (14.74%) samples were for Supervisor Administrative and Roll Call duties.
- Eight (8) out of the 95 (8.42%) samples were for medical clearance calls for service.

AUDIT OF MPD POLICIES, PROCEDURES, AND PRACTICES TO LESSEN OVERTIME

District Four Overtime Type Findings

The Audit Unit reviewed the 95 samples and categorized the overtime by type. The below chart shows the overtime by type for District Four:

TYPE OF OVERTIME:	TOTAL:
Abduction	1
Accident	2
Arrest	8
Auto Theft	1
Code Red	2
Community Event	2
Conveyance	2
CST	2
DOE	1
DV	8
Entry / Burglary	1
Extension	5
Fireworks / Summerfest	1
Follow-up	1
Holiday Presence	1
Hospital Guard	1
Medical Run	8
Missing Person	1
MO	4
Overdose	1
Plant Job	1
QP	1
Reports	4
Search Warrant	1
Security	1
Shooting	6
Sick and Injured	1
Stolen Auto	3
Subject Wanted	1
Suicide	1
Theft	1
Threat	1
Traffic Stop	1
<i>Unable to Determine</i>	2
Vehicle Pursuit (VP)	3
Admin (SGT/LT)	12
Roll Call	2
TOTAL:	95

AUDIT OF MPD POLICIES, PROCEDURES, AND PRACTICES TO LESSEN OVERTIME

District Five:

District Five’s total population was 12,928 electronic overtime extension of duty cards. The overtime ranged from hours 0.1 to 16.7 hours per overtime card. A statistically valid random sample was generated by utilizing Randomizer.org. The sample size population of 95 electronic overtime extension of duty cards was then determined.

The objective listed below was reviewed for all 95 electronic overtime extension of duty cards:

5. SOP 555.30.C.10

- d. *Determine if the member thoroughly and accurately completed the Extension of Duty Online Overtime Card.*

After a review of the 95 electronic overtime extension of duty cards, 92 passed, three (3) failed, and zero (0) were not applicable for a success rate of 96.84% (92/95). The reasons for the three (3) failed electronic overtime extension of duty cards are listed below:

Sample Number / Overtime Card Number:	Reason for Failure:
10 – 9706 / 63899361	No Written Narrative is listed.
30 – 10605 / 64080825	Member stated <i>Extension of Duty</i> .
31 – 7454 / 63489121	The member stated, “CIB Processed,” and listed a police report number.

Detailed Findings

- Twenty-seven (27) out of the 95 (30%) samples were for Supervisor Administrative and Roll Call duties.
- Twelve (12) out of the 95 (12.63%) samples were for police officers to do walking beats.

AUDIT OF MPD POLICIES, PROCEDURES, AND PRACTICES TO LESSEN OVERTIME

District Five Overtime Type Findings

The Audit Unit reviewed the 95 samples and categorized the overtime by type. The below chart shows the overtime by type District Five:

TYPE OF OVERTIME:	TOTAL:
Arrest	3
Arson	1
Backfill	2
Battery	3
Burglary / Entry	1
Child Abuse	1
Code Red	1
Community	1
CST	1
DOE	1
DPM	5
DV	3
ESBODW	1
Extension	1
Fight	1
Fire	1
Homicide	1
Hospital Guard	3
Inventory / Evidence	1
Investigation	1
Med Run	4
Other	1
OWI	1
Robbery	1
Sexual Assault (SA)	2
Search Warrant	1
Shooting	1
Stolen Auto	2
Surveillance	2
Theft	1
<i>Unable to Determine</i>	2
Vehicle Pursuit (VP)	4
Walking Beat	12
Warrant	1
Admin (SGT/LT)	20
Roll Call (SGT)	7
TOTAL:	95

AUDIT OF MPD POLICIES, PROCEDURES, AND PRACTICES TO LESSEN OVERTIME

District Six:

District Six’s total population was 6,101 electronic overtime extension of duty cards. The overtime ranged from 0.1 to 17 hours per overtime card. A statistically valid random sample was generated by utilizing Randomizer.org. The sample size population of 94 electronic overtime extension of duty cards was then determined.

The objective listed below was reviewed for all 94 electronic overtime extension of duty cards:

6. SOP 555.30.C.10
 - e. *Determine if the member thoroughly and accurately completed the Extension of Duty Online Overtime Card.*

After a review of the 94 electronic overtime extension of duty cards, 91 passed, three (3) failed, and zero (0) were not applicable for a success rate of 96.81% (91/94). The reasons for the three (3) failed electronic overtime extension of duty cards are listed below:

Sample Number / Overtime Card Number:	Reason for Failure:
2 – 4658 / 64009795	Member filed an electronic overtime extension of duty card for a Municipal Court appearance.
18 – 1924 / 62795331	The member stated, “ <i>Stand by for SCD.</i> ”
58 – 3715 / 63604668	The member stated, “ <i>Special Assignment.</i> ”

Once this electronic overtime extension of duty card was discovered, the Audit Unit immediately notified MPD. MPD verified that there have not been any adjustments for correction. MPD then made the adjustment entry for correction. It was then processed for Pay Period #18.

Detailed Findings

- Thirty-three (33) out of the 94 (35.10%) samples were for Supervisor Administrative and Roll Call duties.
- Eight (8) out of the 94 (8.51%) samples were for Holiday Presence over time.

AUDIT OF MPD POLICIES, PROCEDURES, AND PRACTICES TO LESSEN OVERTIME

District Six Overtime Type Findings

The Audit Unit reviewed the 94 samples and categorized the overtime by type. The below chart shows the overtime by type for District Six:

TYPE OF OVERTIME:	TOTAL:
Accident	2
Arrest	2
Backfill	1
Battery	3
Burglary	1
Court*	1
DOE	1
DPM	1
DV	7
Extension	3
Family Trouble	2
Forgery	1
Holiday Presence	8
Hospital Guard	1
Med Run	2
MO	3
Patrol (School)	1
Reports	4
Retail Theft	1
Robbery	1
Search Warrant	1
Shooting	2
Stolen Auto	2
Threat	2
Traffic Hazard	1
Threat	1
Trouble with Subject (TWS)	1
Unable to Determine	2
Vehicle Pursuit	2
Violation of Restraining Order (VOR)	1
Admin (SGT/LT)	25
Roll Call (SGT/LT)	8
TOTAL:	94

*Court Overtime = Not Compliant

AUDIT OF MPD POLICIES, PROCEDURES, AND PRACTICES TO LESSEN OVERTIME

District Seven

District Seven's total population was 16,108 electronic overtime extension of duty cards. The overtime ranged from 0.1 to 17 hours per overtime card. A statistically valid random sample was generated by utilizing Randomizer.org. The sample size population of 95 electronic overtime extension of duty cards was then determined.

The objective listed below was reviewed for all 95 electronic overtime extension of duty cards:

7. SOP 555.30.C.10

- f. *Determine if the member thoroughly and accurately completed the Extension of Duty Online Overtime Card.*

After a review of the 95 electronic overtime extension of duty cards, 93 passed, two (2) failed, and zero (0) were not applicable for a success rate of 97.89% (93/95). The reasons for the two (2) failed electronic overtime extension of duty cards are listed below:

Sample Number / Overtime Card Number:	Reason for Failure:
9 – 5787 / 62979788	Member only listed a police incident report number in the narrative field.
28 – 9138 / 63491725	Member listed a nine-digit number in the narrative field. It is unknown if it was a CAD number or a police report number.

Detailed Findings

- Twenty-two (22) out of the 95 (23.16%) samples were for Supervisor Administrative and Roll Call duties.
- Seven (7) out of the 95 (7.36%) samples were for backfill coverage.
- Two (2) out of the 95 samples (2.11%) were for vehicle maintenance.
 - *See recommendation on Page #37.*
- One (1) out of the 95 (1.05%) samples was for cleaning the district station.
 - *See recommendation on Page #38.*

AUDIT OF MPD POLICIES, PROCEDURES, AND PRACTICES TO LESSEN OVERTIME

District Seven Overtime Type Findings

The Audit Unit reviewed the 95 samples and categorized the overtime by type. The below chart shows the overtime by type for District Seven:

TYPE OF OVERTIME:	TOTAL:
Abduction	1
Accident	4
Arrest	5
Backfill	7
Board Up	1
Booker	3
Burglary / Entry	2
Child Abuse	2
Cleaning	1
Code Red	1
Community	1
Day Light Savings	1
DOE	2
DV	6
Explosion	1
Follow Up	1
Holiday Presence	2
Hospital Guard	1
Med Run	4
Meeting	1
Missing Person	1
MO	1
New Years	1
Photo	1
Reports	3
RES	2
Robbery	1
Shooting	1
Shots Fired	2
Sick and Injured	1
Stolen Auto	1
Subject with Weapon	1
Surveillance / Undercover	2
Training*	1
<i>Unable to Determine</i>	2
Vehicle Maintenance	2
Vehicle Pursuit	1
Welfare Check	1
Admin (SGT/LT)	17
Roll Call (SGT)	5
TOTAL:	95

AUDIT OF MPD POLICIES, PROCEDURES, AND PRACTICES TO LESSEN OVERTIME

Specialized Patrol Division (SPD):

The Specialized Patrol Division (SPD) had a total population of 5,587 electronic overtime extension of duty cards. The overtime ranged from hours 0.2 to 15.5 hours per overtime card. A statistically valid random sample was generated by utilizing Randomizer.org. The sample size population of 94 electronic overtime extension of duty cards was then determined.

The objective listed below was reviewed for all 94 electronic overtime extension of duty cards:

8. SOP 555.30.C.10

g. Determine if the member thoroughly and accurately completed the Extension of Duty Online Overtime Card.

After a review of the 94 electronic overtime extension of duty cards, 86 passed, eight (8) failed, and zero (0) were not applicable for a success rate of 91.49% (86/94). The reasons for the eight (8) failed electronic overtime extension of duty cards are listed below:

Sample Number / Overtime Card Number:	Reason for Failure:
3 – 711 / 62369126	No Computer Aid Dispatch (CAD) number is listed and should have one.
16 – 4826 / 64116984	No Computer Aid Dispatch (CAD) number is listed and should have one.
22 – 1410 / 62667528	No Computer Aid Dispatch (CAD) number is listed and should have one.
28 – 5572 / 64491084	No Computer Aid Dispatch (CAD) number is listed and should have one.
47 – 4738 / 64079330	No Computer Aid Dispatch (CAD) number is listed, and no location.
58 – 1665 / 62776067	No Computer Aid Dispatch (CAD) number is listed and should have one.
61 – 2571 / 63170126	No Computer Aid Dispatch (CAD) number is listed and should have one.
65 – 3377 / 63506339	No Computer Aid Dispatch (CAD) number is listed and should have one.

Detailed Findings

- Twenty-eight (28) out of the 94 (29.79%) samples were for Supervisor Administrative and Roll Call duties.
- Nine (9) out of the 94 (9.57%) samples were for training.
- One (1) out of the 94 (1.06%) samples was for an officer to “shadow” a supervisor.

AUDIT OF MPD POLICIES, PROCEDURES, AND PRACTICES TO LESSEN OVERTIME

Specialized Patrol Division (SPD) Overtime Type Findings

The Audit Unit reviewed the 94 samples and categorized the overtime by type. The below chart shows the overtime by type for SPD:

TYPE OF OVERTIME:	TOTAL:
Accident	10
Arrest	3
Assisting (TEU)	6
Backfill	1
Boat Stop	1
Bomb Threat	1
Bucks Game	1
Code Red	2
Follow-Up	4
Med Run (Accident and Arrest Related)	1
Other	3
Reports	5
Search Warrants	9
Shooting	1
Special Event	1
Supervisor Shadowing (PO)	1
Traffic Enforcement	1
Traffic Control	2
Training	9
Unable to Determine	1
Vehicle Pursuit (VP)	1
WILEAG	2
Admin (SGT/LT)	22
Roll Call	6
TOTAL:	94

The type of overtime labeled “*Other*” was for the care and handling of K9s and horses.

AUDIT OF MPD POLICIES, PROCEDURES, AND PRACTICES TO LESSEN OVERTIME

Criminal Investigation Bureau (CIB):

The Criminal Investigation Bureau (CIB) had a total population of 2,303 electronic overtime extension of duty cards. The overtime ranged from hours 0.2 to 14.6 hours per overtime card. A statistically valid random sample was generated by utilizing Randomizer.org. The sample size population of 92 electronic overtime extension of duty cards was then determined.

The objective listed below was reviewed for all 92 electronic overtime extension of duty cards:

9. SOP 555.30.C.10

h. Determine if the member thoroughly and accurately completed the Extension of Duty Online Overtime Card.

After a review of the 92 electronic overtime extension of duty cards, 88 passed, four (4) failed, and zero (0) were not applicable for a success rate of 95.65% (88/92). The reasons for the four (4) failed electronic overtime extension of duty cards are listed below:

Sample Number / Overtime Card Number:	Reason for Failure:
5 – 1422 / 64114992	No Computer Aid Dispatch (CAD) number is listed.
19 – 278 / 63703962	No Computer Aid Dispatch (CAD) number is listed.
40 – 447 / 63775210	No Computer Aid Dispatch (CAD) number is listed.
42 – 382 / 63739014	No Written Narrative is listed.

Detailed Findings

- Thirty-one (31) out of the 92 (33.7%) samples were for briefings.
- Eleven (11) out of the 92 (11.96%) samples were for report writing.
 - It should be noted that MPD SOP 555.30.C.1.c states, “*Extension of duty shall not be granted for writing reports unless authorized by a shift commander.*”
 - This audit did not include a review of whether the shift commander authorized the overtime care.

AUDIT OF MPD POLICIES, PROCEDURES, AND PRACTICES TO LESSEN OVERTIME

Criminal Investigation Bureau (CIB) Overtime Type Findings

The Audit Unit reviewed the 92 samples and categorized the overtime by type. The below chart shows the overtime by type for CIB:

TYPE OF OVERTIME:	TOTAL:
Accident	1
Backfill	2
Barricaded Subject	1
Briefing	31
Case Prep	1
Follow-Up	5
FPC Hearing	1
Home Invasion	1
Homicide	7
Overdose	1
QP	2
Reports	11
Robbery	3
Search Warrant / Warrant	3
Shooting	13
<i>Unable to Determine</i>	2
Admin (SGT/LT)	8
TOTAL:	92

AUDIT OF MPD POLICIES, PROCEDURES, AND PRACTICES TO LESSEN OVERTIME

COMMANDING OFFICERS OVERTIME AND MANAGEMENT CONTROL PLANS

Background

MPD Commanding Officers must create an overtime and management control plan under SOP 555 – Compensation and Overtime and Procedures.

MPD Standard Operating Procedure (SOP) 555.30, Section C – Extension of Duty Overtime – 1. General Guidelines – Subsection A states, “*Commanding officers shall establish specific overtime management and control procedures for their work locations.*”

Scope and Methodology

The FPC Audit Unit identified a population of 24 districts, divisions, and bureaus. The Audit Unit requested the 24 districts, divisions, and bureaus Commanding Officers’ Overtime and Management Control plans for 2022 and 2023.

The 24 districts, divisions, and bureaus are as follows:

Patrol:

- District One Police Station
- District Two Police Station
- District Three Police Station
- District Four Police Station
- District Five Police Station
- District Six Police Station
- District Seven Police Station
- Special Patrol Division (SPD)

Administration Bureau:

- Central Booking
- Human Resources (HR)
- Inspections
- Internal Affairs Division (IAD)
- Police Academy
 - Office of Community and Education (OCOE)
- Open Records
- Records Management
- Information Technology (IT)
- Facility Services

Criminal Investigation Bureau

(CIB):

- Forensics
- General Crimes
- Homicide
- Intelligence Fusion Center
- Sensitive Crimes Division (SCD)
- Special Investigations Division (SID)
- Violent Crimes

AUDIT OF MPD POLICIES, PROCEDURES, AND PRACTICES TO LESSEN OVERTIME

Summary of Findings

The Audit Unit obtained and reviewed 24 Commanding Officers' Overtime and Management Plans for 2023. After review of the 24 plans, 24 passed, zero (0) failed, and zero (0) were not applicable for a success rate of 100% (24/24).

The Audit Unit obtained Commanding Offices Overtime and Management plans for 2022. After reviewing the plans, 22 passed, two (2) failed, and zero were not applicable for a success rate of 91.67% (22/24). The two (2) failed plans are listed below:

District, Division, and/or Bureau:	Reason for Failure:
Sensitive Crimes Division (SCD)	No Plan / MPD Unable to Locate Plan
Information Technology (IT)	No Plan / MPD Unable to Locate Plan

The Audit Unit then compared the allocated overtime amounts to the expenditures to determine if the Commanding Officers' Overtime and Management plan for 2022 effectively limited police overtime to the budgeted amount. Six (6) passed, 22 failed, and zero (0) were not applicable for a success rate of 25% (6/24). The chart on the next page shows the overtime allocated and expenditure amounts.

Detailed Findings

The Audit Unit found the majority of the Commanding Officers' Overtime and Control Plans are a copy and paste from 2022 to 2023.

2022 Plan vs 2023 Plans	
<p>With the overtime budget staying the same, it is imperative that each shift commander and there supervisors adhere to the following guidelines.</p> <ul style="list-style-type: none"> All overtime shall be approved by a shift commander or his/her designee Half hour marks are required and shall be noted on the daily Extension of Duty Report Supervisors shall only stay on overtime to complete mandatory reports, not routine daily tasks or reports. 	<p>With the overtime budget not changing, it is imperative that each shift commander and their supervisors adhere to the following guidelines. The Lieutenant will reiterate this to their supervisors several times during the year to ensure we stay on plan for this year.</p> <ul style="list-style-type: none"> All Overtime shall be approved by a shift Commander or his/her designee. Hourly marks are required and shall be noted on the extension of duty report. Supervisors shall only stay on overtime to complete mandatory reports, not routine daily tasks or reports.

AUDIT OF MPD POLICIES, PROCEDURES, AND PRACTICES TO LESSEN OVERTIME

DISTRICT/BUREAU:	2022 Allocated Amount:	2022 Expenditures:	Over/Under Allocated Amount:
D1	1,056,209	1,330,357	+274,148
D2	1,438,571	1,830,349	+391,778
D3	1,770,050	2,068,649	+298,599
D4	1,438,571	1,696,318	+257,747
D5	1,770,050	1,938,425	+168,375
D6	845,327	964,307	+118,980
D7	1,770,050	2,461,851	+691,801
SPD	1,289,287	1,164,184	-125,103
Academy	125,423	165,835	-40,412
OCOE	29,786	63,012	+33,226
Central Booking	145,532	483,483	+337,951
Facility Services	79,284	69,125	-10,159
Human Resources (HR)	15,259	62,305	+47,046
IAD	106,552	155,319	+48,767
Inspections	16,809	20,152	+3,343
Open Records	56,401	74,061	+68,420
Information Technology (IT)	62,179	57,276	-4,903
Records Management	11,411	14,407	+2,996
Forensics	310,000	377,553	+67,553
Fusion	370,000	300,162	-69,838
CIB – General Crimes	736,255	816,703	+80,498
CIB – Homicide	1,400,595	1,106,495	-294,100
CIB – Violent Crimes	965,145	1,438,133	+472,988
SID	348,726	508,314	+159,588
SCD	360,542	442,481	+81,939

AUDIT OF MPD POLICIES, PROCEDURES, AND PRACTICES TO LESSEN OVERTIME

Other Related Matters

MPD's District Two Commanding Officer's Overtime and Management Control Plan (2023) included "hourly" marks. However, SOP 555.30 – Section C.2.c requires members to perform "half-hourly" marks.

With the overtime budget not changing, it is imperative that each shift commander and their supervisors adhere to the following guidelines. The Lieutenant will reiterate this to their supervisors several times during the year to ensure we stay on plan for this year.

- All Overtime shall be approved by a shift Commander or his/her designee.
- • Hourly marks are required and shall be noted on the extension of duty report.

AUDIT OF MPD POLICIES, PROCEDURES, AND PRACTICES TO LESSEN OVERTIME

MPD OVERTIME TRAINING

Background

All new MPD supervisors are provided training by the Payroll Section. The training includes the following topics:

- PeopleSoft HRMS
- Online Time Entry System
- Scheduling Module
- Overtime
- Benefits

Scope and Methodology

The Audit Unit reviewed the Payroll Section's PowerPoint. The Audit Unit reviewed the PowerPoint for ways for MPD to lessen overtime.

Summary of Findings

The current MPD Payroll Section training does not address ways to lessen overtime.

Detailed Findings

The MPD Payroll Section PowerPoint instructs supervisors on the types of overtime. The PowerPoint covers the authorization and approval of the members overtime.

AUDIT OF MPD POLICIES, PROCEDURES, AND PRACTICES TO LESSEN OVERTIME

RESEARCH AND POLICY

The FPC's Research and Policy Analyst and Audit Unit explored best practices for adjusting policies, procedures, and practices to lessen the use of police overtime.

The following are some policies, procedures, and practices that can help police departments lessen overtime:

- Record overtime hours accurately and consistently.
- Advise employees to work overtime only when they have to finish urgent work.
- Have all necessary provisions to allow employees to complete their work during standard working hours.
- Take measures to gradually reduce overtime when we observe a decline in work quality or other issues due to excessive working hours.
- Set a daily/weekly cap for overtime [e.g., *2 hours per day/8 hours per week.*] Employees who work more than that will be compensated according to legal requirements. But, we advise employees to respect this limit.

The research also shows that too much overtime can lead to the following:

- Fatigue
- Biological Response:
 - Increased irritability and lack of levels of tolerance.
 - Citizen Complaints
 - Reduced Levels of alertness and increased propensity for accidents.
 - Officer Safety
 - Memory impairment, lack of concentration, and overall inattention.
 - Stress-related illnesses, obesity, hypertension, and changes in both metabolic and hormonal functions.

The research found items that MPD can implement. "*Five Ways to Reduce Overtime*" notes that police departments have reduced overtime costs by over 30% using the following five (5) strategies:

1. Tighten the Budget
2. Create Accountability
3. Record and Analyze
4. Use an Automated System
5. Integrate Extra Duty/Special Events and Day-to-Day Scheduling

Reference: <https://intime.com/resources/blog/5-ways-reduce-overtime/#>:

AUDIT OF MPD POLICIES, PROCEDURES, AND PRACTICES TO LESSEN OVERTIME

The City of Portland recommended the following items to control overtime use with their police department:

1. Strengthen language in the Manual of Policy and Procedure (MPP) concerning the need to control overtime and consider adding strategies from the Work Plan to the MPP.
2. Regularly reiterate a commitment to controlling overtime along with suggested overtime reduction strategies.
3. Clarify the need for and use of the variance reports.
4. Monitor the implementation of the new accounting system to ensure integrity of timekeeping information.
5. Adopt a civilianization policy* such as the International Association of Chiefs of Police model policy.
6. Proceed with efforts to develop reliable and relevant performance measures for specialized units.
7. Seek to amend the labor contract to stipulate that compensatory time be taken on an hour-for-hour basis, with the extra half hour is taken as pay.
8. Bring forth proposals to recover special event costs for City Council consideration.

**A civilianization policy would necessitate a review of employment opportunities within the police departments to assess if civilians may be equally or better qualified and more cost-effective to employ, as opposed to a trained police officer (ex., Human Resources, Fleet Coordinator, etc.). This would free more officers to focus on policing duties.*

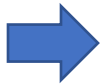
Reference: <https://www.portlandoregon.gov/auditservices/article/184628>

AUDIT OF MPD POLICIES, PROCEDURES, AND PRACTICES TO LESSEN OVERTIME

The International Association of Chiefs of Police (IACP) identifies the leading practices and provides sound guidance to law enforcement professionals by developing policies for individual departments. The IACP created a three-page model policy for monitoring, managing, and controlling police overtime. Page two of the IACP model policy includes overtime management.

ditures in overtime may include but are not limited to the following circumstances:

- a. Disproportionate overtime by individual officer(s) engaged in or assigned to the same task/function;
- b. Significant and unexplained changes in overtime expenditures when compared to similar periods of time;
- c. Significantly higher overtime costs for completion of the same or similar activities or tasks previously performed; and
- d. Expenditure of overtime at a rate that could exceed or negatively affect the agency's budget or that of individual units, programs or functions.



C. Overtime Management

1. No task or function shall be performed on overtime by agency personnel that could otherwise be performed during regular work hours.
2. Supervisors shall establish and hold personnel responsible for a level of performance during standard work hours that minimizes the need for overtime and/or the need for additional personnel.
3. Only overtime required to meet vital service demands of the department shall be authorized.
4. All tasks and functions that require the use of overtime shall be routinely evaluated in terms of their cost-effectiveness. Alternatives to the use of premium pay to accomplish these tasks or program objectives shall be evaluated and implemented where appropriate.
5. All overtime must receive advance authorization unless unreasonable due to emergency circumstances.
 - a. Unit and watch commanders and designated supervisors are the personnel primarily responsible for authorizing and managing overtime.
 - b. Division or comparable level command staff must approve overtime requests designed to fill an on-going personnel vacancy or meet an unusually high yet foreseeable workload. (i.e., personnel vacancies are authorized staff positions left unfilled when vacated permanently or for extended and indefinite periods of time).
6. Supervisors and command staff shall take measures and issue directives where reasonably possible to reduce or limit the demand for overtime. This includes but is not limited to supervisory efforts to perform the following.
 - a. Assign non-emergency service requests received near shift change to on-coming shift personnel.
 - b. Use auxiliary and reserve officers/employees and volunteers where feasible to offset temporary personnel shortages/vacancies and meet specialized needs.
 - c. Anticipate and manage workload requirements where reasonable to best utilize standard duty hours.
 - d. Manage and coordinate vacation, leave and related requests to minimize manpower deficiencies.
 - e. Ensure that officers who make arrests late in their shift receive available assistance to process prisoners as quickly as possible.
 - f. Ensure that arresting officers in misdemeanor incidents conduct tests, take statements or witness any actions/procedures essential to prosecution so that only the officer will be needed to testify in court. Arrest reports should include only the minimum number of officers; those who were integral to the arrest and who must be subpoenaed in any subsequent court testimony.
 - g. Ensure that agency overtime policy, rules and regulations and the particulars of any labor agreement are consistently adhered to by agency personnel as they relate to overtime for court appearances, standby, travel time, training, holiday leave, vacations and related matters.
7. Coordinate efforts with the court/prosecutor's office to establish overtime limits and control overtime usage.

AUDIT OF MPD POLICIES, PROCEDURES, AND PRACTICES TO LESSEN OVERTIME

Researchers at the *Police Foundation* conducted a recent experiment in Arlington, Texas, and Detroit, Michigan. Officers who worked four 10-hour days followed by three days off averaged significantly more sleep than those working 8-hour shifts. The results showed officers gaining nearly 185 hours of sleep. In addition, the officers worked **80% less overtime**. The full report from the Police Foundation can be located on the link below:

“The Shift Length Experiment”

Eight-hour shifts may be more costly than organizations realize.

Officers assigned to 8-hour shifts worked significantly more overtime than did those on 10- or 12-hour shifts. In our study, those officers assigned to 8-hour shifts worked more than five times as much overtime per two-week period (5.75 hours) as those on 10-hour shifts (0.97 hours), and more than three times as much as those on 12-hour shifts (1.89 hours).

Shift length did not have a significant impact on any of our measures of performance, safety, work-family conflict, or health.

- Our performance and safety measures (interpersonal interactions, shooting skills, risky driving behaviors, reaction time, fatigue, and self-initiated departmental activity) were not impacted by shift length.
- The groups did not differ with regard to work-family conflict.
- During the six-month period in which officers were assigned to the experimental conditions, we did not detect differences across groups in terms of sick leave taken, stress experienced, increased cardiovascular problems, or gastrointestinal problems.³

The Shift Length Experiment: What We Know about 8-, 10-, and 12-Hour Shifts in Policing – National Policing Institute

Reference: https://cops.usdoj.gov/html/dispatch/04-2013/shift_scheduling.asp

AUDIT OF MPD POLICIES, PROCEDURES, AND PRACTICES TO LESSEN OVERTIME

ACTIONS TAKEN

Medical Run Calls for Service

MPD entered into a contract with “*Wellpath*” (In-House Clinician) at the beginning of April 2023. Since implementing “*Wellpath*,” MPD has seen a 60% reduction (overall) in medical calls for service from April 1, 2022 to July 31, 2022, compared to April 1 2023 to July 32, 2023. The below chart was provided to the Audit Unit by MPD. It shows the decrease in medical calls for service.

Med Runs Dispatched Calls for Service April 1st to July 31, 2022/2023		
Category	2022	2023
Total Dispatched Calls For Med Runs	2,731	1,088
Total Police Officers on Med Runs	5,988	2,395
Sum of Total Time for Med Runs	8,661 hours, 52 minutes, 19 seconds	3,380 hours, 54 minutes, 51 seconds
Average Time for Med Runs	3 hours, 10 minutes, 18 seconds	3 hours, 6 minutes, 27 seconds

Special Event Overtime

This audit did not cover special events related to festivals, sporting events, fun runs, etc., that are covered by overtime. This overtime was reimbursed by the entity requesting police services.

AUDIT OF MPD POLICIES, PROCEDURES, AND PRACTICES TO LESSEN OVERTIME

FPC RECOMMENDATIONS

The FPC is recommending the following to help MPD lessen overtime:

Recommendations
<p>Recommendation #1:</p> <p>MPD Commanding Officers update their Overtime and Management Plans to address the previous year’s expenditures.</p>
<p>Recommendation #2:</p> <p>MPD provides Commanding Officers training on budget principles, preparation, design, and accounting.</p>
<p>Recommendation #3:</p> <p>MPD to update District Two Management and Control Plan from “<i>hourly marks</i>” to “<i>half hour marks.</i>”</p>
<p>Recommendation #4:</p> <p>MPD collects and saves the Commanding Officers Overtime and Control Plans to ensure plans can be readily accessible and abided by.</p>
<p>Recommendation #5:</p> <p>MPD incorporates the IACP Overtime Management Model Policy into SOP 555, Section C – Extension of Duty Overtime 1. General Guidelines – Subsection a.</p>
<p>Recommendation #6:</p> <p>MPD update SOP 555.25 Online Overtime Cards – General Instructions – C. Sworn Members – 3. Complete the Following Fields, to include a written narrative explaining the extension of duty in the “<i>Additional Miscellaneous Descriptions Field.</i>” The update would match the Payroll Manual that says this field should be “<i>...as detailed as possible.</i>”</p>
<p>Recommendation #7:</p> <p>MPD Payroll Section includes ways for supervisors to lessen overtime in the “<i>New Supervisor Training.</i>”</p>

AUDIT OF MPD POLICIES, PROCEDURES, AND PRACTICES TO LESSEN OVERTIME

Recommendation #8:

MPD, the officer and supervisor unions, and the City of Milwaukee explore 10-hour shifts.

Recommendations #9:

MPD should ensure officers follow Standard Operating Procedures 640.25 (Vehicle Service Requests) regarding vehicle maintenance and repairs.

Recommendation #10:

MPD should utilize its civilian maintenance employees to clean districts.

Recommendation #11:

MPD creates a policy and procedure for “Code Red” to lessen overtime. MPD could incorporate the “Arlington Restaurant Initiative.”

<https://cops.usdoj.gov/html/dispatch/11-2019/arlington.html>

Recommendation #12:

MPD continues to work with the court systems to help reduce court-related overtime.

Recommendation #13:

MPD leadership reiterates its commitment to controlling overtime and suggested overtime recommendations.

AUDIT OF MPD POLICIES, PROCEDURES, AND PRACTICES TO LESSEN OVERTIME

OTHER RELATED MATTERS

The City of Milwaukee Comptroller conducted an audit of the Milwaukee Police Department (MPD) 2021 overtime. The primary focus of that audit was on overtime use, management, monitoring, and forecasting activities. Below is a link to that audit:

<https://city.milwaukee.gov/ImageLibrary/Groups/cityComptroller/Reports/Internal-Audit/Audit-Reports/2022/1.1.aAuditReport.pdf>



Audit of Milwaukee Police Department Overtime

AYCHA SAWA
City Comptroller

CHARLES ROEDEL
Audit Manager

November 2022

AUDIT OF MPD POLICIES, PROCEDURES, AND PRACTICES TO LESSEN OVERTIME


APPENDIX

MPD Overtime Timecard Tenths Chart

Minutes		Hundredths	Minutes		Hundredths
00		.01	30		.50
01	0	.02	31	0.5	.52
02		.03	32		.54
03		.05	33		.55
04		.07	34		.57
05	0.1	.08	35	0.6	.58
06		.10	36		.60
07		.12	37		.62
08		.13	38		.63
09		.15	39		.65
10		.17	40		.67
11	0.2	.18	41	0.7	.68
12		.20	42		.70
13		.22	43		.72
14		.23	44		.73
15		.25	45		.75
16		.27	46		.77
17	0.3	.28	47	0.8	.78
18		.30	48		.80
19		.32	49		.82
20		.33	50		.83
21		.35	51		.85
22		.37	52		.87
23	0.4	.38	53	0.9	.88
24		.40	54		.90
25		.42	55		.92
26		.43	56		.93
27		.45	57		.95
28	0.5	.47	58	1.0	.97
29		.48	59		.98

AUDIT OF MPD POLICIES, PROCEDURES, AND PRACTICES TO LESSEN OVERTIME

MPD SOP 555 – COMPENSATION AND OVERTIME PROCEDURES

	MILWAUKEE POLICE DEPARTMENT	
	STANDARD OPERATING PROCEDURE 555 – COMPENSATION AND OVERTIME PROCEDURES	
GENERAL ORDER: 2023-36 ISSUED: May 30, 2023	EFFECTIVE: May 30, 2023	REVIEWED/APPROVED BY: Assistant Chief Nicole Waldner DATE: May 31, 2022
ACTION: Amends General Order 2017-10 (June 2, 2017)		WILEAG STANDARD(S): 2.4.1

555.00 POLICY

It is the policy of the Milwaukee Police Department to effectively manage the use of overtime and that of each employee to use overtime in a responsible and judicious manner. All overtime is at the discretion of the Chief of Police in accordance with the terms and conditions of labor contracts and city ordinances covering department members and shall further be subject to requirements of the Fair Labor Standards Act (FLSA). Any conflict between this operating procedure and either a labor contract provision or FLSA provision shall be resolved in favor of those provisions.

555.05 PYRAMIDING PROHIBITED

The provisions of the labor contracts and the overtime ordinance expressly prohibit the pyramiding of overtime.

555.10 COMPENSATION (WILEAG 2.4.1)

A. SALARIES AND RANGES FOR EACH POSITION

All sworn and non-sworn employee salaries within each rank or position are set by the city of Milwaukee’s salary ordinance and can be located under the city clerk’s tab (city charter and code of ordinances) at www.city.milwaukee.gov.
(WILEAG 2.4.1.1)

B. SPECIAL SKILL, EDUCATION PAY AND NIGHT, HOLIDAY AND WEEKEND DIFFERENTIAL PAY

All special skill, education pay and night, holiday and weekend pay are set by labor contracts and the city of Milwaukee’s salary ordinance.
(WILEAG 2.4.1.3)

555.15 HOURS OF WORK – STRAIGHT TIME AND OVERTIME (WILEAG 2.4.1)

The regularly scheduled eight hour shift shall be established by the Chief of Police.

Commanding officers of the respective district, divisions and bureaus are responsible for the authorization of necessary overtime assignments, whenever necessary, of all eligible personnel.

AUDIT OF MPD POLICIES, PROCEDURES, AND PRACTICES TO LESSEN OVERTIME

General Order 2023-36

COMPENSATION AND OVERTIME PROCEDURES

Page 2 of 22

Members of the Milwaukee Police Association (MPA), Milwaukee Police Supervisor's Organization (MPSO) (subordinate to the rank of captain of police), non-represented and non-management, and those in the Management Pay Plan (2BN, 2CN, 2DN) shall submit either paid or compensatory overtime at the discretion of the Chief of Police.

Members not subject to roll call shall not be permitted to perform work for the department prior to the start of their regularly scheduled eight hour shift without specific departmental authorization for overtime.

A. LAW ENFORCEMENT MEMBERS OF THE MPA AND MPSO

The normal hours of work for members covered by contract shall consist of work shifts of eight consecutive hours which in the aggregate results in an average work week of 40 hours.

1. Law Enforcement Members of the MPA Bargaining Unit Only

A regularly scheduled eight hour shift assignment consists of any shift assignment of eight consecutive hours, with each shift starting at the same time and extending for 10 days or more within a bi-weekly pay period. In the case of special assignments, such as the HIDTA, holiday presence or Summerfest detail, with the possibility of different start times, each shift shall be deemed a regularly scheduled eight hour shift assignment.

2. Law Enforcement Members of the MPA and MPSO Only

Overtime includes authorized assignments outside the regularly scheduled eight hour shift as previously defined under section 555.15 - Hours of Work. Replacement or other rescheduling of work assignments authorized by the department at the request of the member which results in work assignments outside of the regularly scheduled eight hour shift shall not be considered overtime.

Except on those occasions when an emergency situation exists, a supervisor may change the off days of a member within a single pay period, however, the member must be given personal notice of the change, at least seven days prior to the start of the pay period. If a supervisor fails to give such notice, all hours worked on either of the off days in question shall be treated as falling outside the regularly scheduled eight-hour shift.

B. NON-SWORN MEMBERS

The normal hours of work shall consist of work shifts of eight consecutive hours. The normal work week must consist of five eight-hour work shifts in each seven day work week. Time physically worked in excess of 40 hours per week is considered premium time. If vacation time, sick time, compensatory time, or other time off is taken during the week, premium time will be paid at a straight time rate until the 40 hour minimum is actually worked. The only exception will be civilian holidays and city appointed furlough days which will count towards the 40 hour threshold.

AUDIT OF MPD POLICIES, PROCEDURES, AND PRACTICES TO LESSEN OVERTIME

General Order 2023-36

COMPENSATION AND OVERTIME PROCEDURES

Page 3 of 22

1. Premium time earned during a 40-hour week must be taken as compensatory time off or paid overtime.
2. Police service specialists (PSS) and police service specialist investigators (PSSI) must be carried as holiday off during city appointed holidays and shall not be scheduled to work.

C. NON-MANAGEMENT CIVILIANS CHANGE IN SHIFTS

1. All non-managerial civilian members must be given 48 hour notice to any change in shift hour's assignment. Members who were not given 48 hours notice shall be paid at time and one half for the subsequent 48 hours that they worked in the change of shift and this will not affect the 40 hours physically worked threshold.
2. Change in shift hours must be recorded on a separate line on the time card and accompanied by the appropriate earned code and program code. The member must also explain the duties performed out of shift in the comment section on the back of the time card.
3. The supervisor(s) authorizing and approving a change in shift without giving 48 hours notice, must sign his/her name in the column associated with the day the out of shift hours were performed.
(WILEAG 2.4.1.2)

555.20 COMPENSATORY TIME OFF (WILEAG 2.4.1)

A. DEFINITIONS

1. Overtime Earned

Overtime earned is the amount of overtime worked times the rate at which it is compensated. For example, one hour of overtime worked that is compensated at straight time rates (1X) shall equal one hour of overtime earned. One hour of overtime worked that is compensated at a rate of time and one-half (1.5X) shall equal 1 1/2 hours of overtime earned.

2. Compensatory Time Off Balance

Compensatory Time Balance (CTB) is the unused amount of overtime the member has earned that was compensated in time off instead of cash.

B. COMPENSATORY TIME BALANCE LIMIT

1. Members of the MPSO

Members of the MPSO (subordinate to the rank of captain of police) shall be paid in cash except if a member's CTB is less than 225 hours as recorded on the most current published *Time Owed and Allowed Report*. If so, the member may elect to be compensated in time off instead of cash for each instance of overtime work.

AUDIT OF MPD POLICIES, PROCEDURES, AND PRACTICES TO LESSEN OVERTIME

performed until the next published *Time Owed and Allowed Report* indicates the member's CTB is equal to or greater than 225 hours.

2. Law Enforcement Members of the MPA

Members of the MPA shall be paid in cash except if a member's CTB is less than 225 hours, as recorded on the most current published *Time Owed and Allowed Report*. If so, the member may elect to be compensated in time off instead of cash for each instance of overtime work performed until the next published *Time Owed and Allowed Report* indicates the member's CTB is equal to or greater than 225 hours.

3. Civilian Members and Civilian Managers in Pay Grade 2BN, 2CN, 2DN

The accumulated compensatory time credit for an employee shall not exceed 180 hours.

4. Supervisors shall use the most current published *Time Owed and Allowed Report* to ensure that member's submitting the overtime have a compensatory overtime balance of 180 hours or less. *Time Owed and Allowed Reports* are available on the directives intranet site under the Human Resources (HR) - payroll tab.

C. OVERTIME PROCESSING AND REPORTS

1. Within 12 days after the end of each biweekly pay period, the *Time Owed and Allowed Report* shall be posted to the directives intranet. The total hours of compensatory overtime earned by each member, including any time and one-half (1.5X) premium compensatory hours earned, will be listed.
2. The Budget and Finance supervisor shall be responsible for keeping an accurate accounting of all overtime expenditures. A report shall be prepared each pay period containing information as to the amount of money paid out for overtime pay so as to abide by the provisions of the common council salary ordinance.

D. GRANTING COMPENSATORY TIME OFF

1. No employee may work extension of duty overtime while on a compensatory off day.
2. Department members earning compensatory overtime may use earned time off from authorized overtime assignments in units of one hour segments, subject to the terms and conditions of the current labor contract. Members requesting compensatory time off shall submit a *Request for Additional off Day/Trade of Regular off Day Report* (form PR-27) to their commanding officer/supervisor within 30 days of the requested time off. Members shall date/time stamp the report prior to submitting it. Availability of days shall be determined by the commanding officer/supervisor in accordance with needs of the police service. The processing of requests to use compensatory time off shall be on a first-come, first-served basis. Decisions made by a member's commanding officer/supervisor with respect to the availability of the dates the member has requested shall be subject to the provisions of the respective collective

AUDIT OF MPD POLICIES, PROCEDURES, AND PRACTICES TO LESSEN OVERTIME

General Order 2023-36

COMPENSATION AND OVERTIME PROCEDURES

Page 5 of 22

bargaining agreement. Commanding officers/supervisors shall review the request for compensatory time off and either approve or deny the request. The original report shall be retained at the work location according to the established retention schedule for the period of the current calendar year of requested time off. A copy shall be given to the member.

3. Supervisory officers may grant compensatory time off as long as the CTB on the most current published department *Time Owed and Allowed Report* indicates a positive balance. If any compensatory time off used results in a negative compensatory balance on the *Time Owed and Allowed Report*, the member's pay shall be adjusted for all the negative compensatory time balance on the check following the pay period of the *Time Owed and Allowed Report* recording such negative CTB and the CTB will be adjusted to zero.
4. Members working overtime may be excused from working their next eight hour shift at their request and the discretion of their commanding officer. In such instances, members shall be charged with eight hours of any earned time (other than sick time) on the *Time Owed and Allowed Report* in accordance with and subject to provisions of this section.
5. Members may be excused from working their next eight hour shift at their request when alternating from one shift to another (e.g., early shift to late shift) and shall be charged with eight hours of earned time (other than sick time) on the *Time Owed and Allowed Report*.
6. Nothing herein abridges the option of the Chief of Police to authorize compensatory time off in such other manner he/she deems most practical.
7. For provisions of the compensatory time off replacement program see section 555.30(K).

555.25 ONLINE OVERTIME CARDS – GENERAL INSTRUCTIONS

Overtime involving extension of duty, special events, court, replacement, uniform fitting, FLSA replacement, FLSA travel, and out-of-shift shall be completed in the online time entry system by all work locations.

- A. Online overtime cards must be authorized by a supervisor, completed, electronically signed by the member and approved by another supervisor as soon as administratively practical on a continual basis within and throughout the pay period. With the exception of pay periods where payroll closes early, all online overtime cards must be completed and approved by 10:00 a.m. on the Monday following the end of the pay period. When pay periods close early, all online overtime cards must be completed and approved prior to the close of payroll. All electronic overtime cards not approved by a supervisor will be voided by the Payroll Section when payroll closes.

AUDIT OF MPD POLICIES, PROCEDURES, AND PRACTICES TO LESSEN OVERTIME

B. SUPERVISORS

1. Authority to approve, authorize and/or void electronic overtime cards

Supervisors may authorize and approve electronic overtime cards for members of the same rank or lower. Supervisors may only approve overtime for members whose cards they did not authorize. Two different members of the same rank or higher are required to authorize and approve a member's electronic overtime card.

Supervisors can authorize electronic court overtime cards for members of their location for the same rank or lower, but only a supervisor from Court Administration Division can approve electronic court overtime cards. Any supervisor may void an authorized electronic overtime card. Only a supervisor from Tactical Planning and Logistics can authorize and approve special event and extra duty electronic overtime cards.

2. Authorizing electronic overtime card

- a. Log into the Online Time Entry System, click on the MPD overtime tab, then the "authorize" tab.
- b. Enter the People Soft® ID number of the member requesting overtime in the "Emplid" field.
- c. Confirm that the correct member's information is displayed.
- d. If known, select the correct type of overtime the member is requesting using the drop down arrow for "select OT type" ("paid" or "comp"). If unknown, this option may be bypassed. If comp overtime is requested and the member is over his/her compensatory time balance per their bargaining agreement, the Online Time Entry System will automatically change the card from compensatory to pay. Only when the members published compensatory time balance is under the limit will the system allow the member to submit comp cards.
- e. Click on the "authorize" field. The system will confirm the online overtime card has been authorized.

3. Approving electronic overtime cards

- a. Log into the Online Time Entry System, click on the MPD overtime tab, then the "pending" tab.
- b. Locate the member's unapproved overtime card (highlighted in pink) and open the electronic card.
- c. Verify the accuracy of the card using the corresponding date the overtime was completed with either the respective *Extension of Duty Report* (form PO-26) or *Event Overtime Check In/Out Report* (form PO-26A).

AUDIT OF MPD POLICIES, PROCEDURES, AND PRACTICES TO LESSEN OVERTIME

- d. Click on the "Appv" (approve) field located on the bottom right of the electronic card to enter their electronic signature. Only supervisors assigned to the Court Administration Division can approve an electronic overtime court card.
- e. After a member has successfully completed an electronic overtime card, a supervisor can check the status of all authorized cards awaiting approval under the "pending" tab. The status is color-coded as follows:
 - White: Card is authorized.
 - Pink: Card is authorized, completed and electronically signed by member.
 - Green: Card is authorized, completed, electronically signed by member, approved by supervisor, and pending payment.
 - Grey: Card has been voided.

Note: At the end of a pay period the status of all cards should be displayed as either green or grey.

4. Voiding electronic overtime card

- a. Locate the electronic overtime card that needs to be voided (highlighted in either pink or white) and click on it to open.
- b. Click on the "void" field (located on the upper right of the electronic card). This will enter the supervisor's electronic signature.

5. Electronic overtime card reports

- a. Form PO-26 *Extension of Duty Report* – used to track all extension of duty related overtime.
- b. Form PO-26A *Event Overtime Check In/Out Report* – used to track overtime at special events including Miller Park, Summerfest, and the Bradley Center as well as the deployment of specialty units such as the Hazardous Device Unit (HDU) and Major Incident Response Team (MIRT). Only a supervisor from Tactical Planning and Logistics can approve special event and extra duty electronic overtime cards.
- c. Form PO-26B *Court Overtime Check In/Out Report* - used by the Court Administration Division and the Forensics Division to track court related overtime.
- d. Copies of forms PO-26, PO-26A and PO-26B shall be retained at the respective work locations and the Court Administration Division according to the established retention schedule.

C. SWORN MEMBERS

1. Log in to the Online Time Entry System once a supervisor has created and authorized an electronic overtime card, click on the MPD overtime "My Overtime" and then the "Check OT" tabs.

AUDIT OF MPD POLICIES, PROCEDURES, AND PRACTICES TO LESSEN OVERTIME

2. If there are multiple authorized electronic overtime cards, there is a drop-down menu listing the cards. Select the card to be completed. The member's name, rank, PeopleSoft number, program code and personnel assignment code will have automatically populated. If a member's overtime has not been properly authorized, a message stating "There is no unapproved overtime authorized for you" will appear. The member must notify a supervisor to authorize the overtime before proceeding.
3. Complete the following fields:
 - a. Date: Use a two digit number for both the month and day and a four digit number for the year for all overtime.
 - b. Regular Duty Hours: Enter the hours (standard, not military) a member was scheduled to work on the day overtime is requested. The number of hours will automatically calculate in the "hours" field. This number should typically be 8.0 hrs.

If the member is working overtime on a non-working day, enter regular off, holiday off, etc.; do not enter any hours.
 - c. Overtime Hours: The online system assumes that the overtime hours are following the member's regular duty hours. If this is not the case or if the member is working overtime on a non-working day, then the date as well as the start and end times must be entered. The number of overtime hours will automatically calculate in the "hours" field. Any member who is over their contractual compensatory time limit will only be allowed to fill out a paid electronic overtime card, regardless of supervisory approval. The Online Time Entry System will automatically change the compensatory type of card to pay.
 - d. Program and Project Grant Code (Work Order number), if applicable: Enter the four digits program code. If overtime is project/grant related, enter "WK" or "CS" before the project grant code with no spaces. If the card has been authorized by a supervisor assigned to Tactical Planning and Logistics, this field will automatically populate.
 - e. Additional shift pay: If entitled to additional shift pay, enter the two digits special work code (e.g., "40" for field training officer pay (FTO) or "89" for snow bonus (AFSCME.) Otherwise, this field should be left blank.
 - f. Time: Insert only one period of time rounded out to the nearest tenth of an hour. Members shall use four digits when entering time using a zero to proceed time that does not possess four numerals (do not use military time). Click either "am" or "pm."
 - g. Location: The location where the overtime work was performed. If CAD related, list the address related to the CAD assignment.
 - h. Signature: Once the card has been completed, click on the "sign" box located at the bottom right of the electronic overtime. The system will identify the date and

AUDIT OF MPD POLICIES, PROCEDURES, AND PRACTICES TO LESSEN OVERTIME

time the member signed their electronic overtime card. Members who wish to retain a hard copy of their electronic overtime card should click on the "print" box located at the right side of the electronic overtime card.

- i. Sworn members must complete their electronic overtime card immediately following the conclusion of their extension of duty or special event overtime. If the overtime occurred outside the member's work location and the member has no other valid reason to return to his/her work location at the conclusion of the overtime, then the electronic overtime card shall be completed at the nearest and most practical department location with an online time entry system.

If a member completes their electronic overtime card for a date that falls under a previous pay period, the member shall include a valid reason for the late submission.

D. NON-SWORN MEMBERS

With the exception of civilians physically working on a city appointed holiday, civilian members shall record premium time worked on their biweekly timecards. Each day shall record the total number of hours worked. Once the 40 hour worked per week threshold is met, the civilian shall record premium time in the following manner:

1. If premium time is desired as paid time, then all time is carried under the 077 straight time earn code. Premium time will be calculated during payroll processing by the comptroller's office.
2. If premium time is desired as compensatory time, then all time after the 40 hour threshold will be carried under the 086 time-and-one-half earn code. It is the responsibility of the member and the payroll clerk to determine when the threshold is met.

555.30 TYPES OF OVERTIME (WILEAG 2.4.1)

A. COURT OVERTIME

See SOP 150 Court Procedures.

B. FIRE AND POLICE COMMISSION (FPC) OVERTIME

See SOP 150 Court Procedures.

C. EXTENSION OF DUTY OVERTIME

1. General Guidelines
 - a. Commanding officers shall establish specific overtime management and control procedures for their work location.
 - b. Extension of duty shall not be granted for training purposes unless authorized by

AUDIT OF MPD POLICIES, PROCEDURES, AND PRACTICES TO LESSEN OVERTIME

a shift commander.

- c. Extension of duty shall not be granted for writing reports unless authorized by a shift commander.
- d. Members on extension of duty shall report on a half-hourly basis to their shift commander.

2. Members' Responsibilities

a. Police members shall obtain authorization from their shift commander at their work location before proceeding to work extension of duty overtime. Such authorization shall be obtained as soon as possible given the circumstances involved, and may be obtained by telephone or by means of the appropriate non-dispatch radio channel.

b. Members shall notify the shift commander of any assignment that may generate extension of duty overtime within 30 minutes prior to the end of their tour of duty. The member shall provide the following information, when applicable:

- 1. Nature of the assignment;
- 2. The reason for extension of duty;
- 3. The number of department resources at the scene;
- 4. The supervisor in charge of the scene.

c. Half-Hourly Reports

1. Members performing extension of duty overtime shall, on a half hourly basis, either in person, by telephone or by radio, communicate to their shift commanders the current status of the matter necessitating the extension of duty overtime. This notification to the shift commander may be made on behalf of subordinates by a supervisor who is physically present overseeing the duties being performed (e.g., crime scene, fire).

2. It is the responsibility of the shift commander receiving this information to ascertain if continuation of extension of duty overtime by members is absolutely necessary, or whether the duties currently being performed on overtime by those members can be assigned to on-duty personnel.

3. Upon completion of any extension of duty overtime, members shall complete their overtime card and personally notify the shift commander at their work location.

3. Shift Commander Responsibilities

a. Shift commanders are accountable for all extension of duty overtime.

AUDIT OF MPD POLICIES, PROCEDURES, AND PRACTICES TO LESSEN OVERTIME

General Order 2023-36

COMPENSATION AND OVERTIME PROCEDURES

Page 11 of 22

- b. Once the shift commander has been notified, the overtime request by the member shall either be approved or denied. A field supervisor may be sent to the location to determine which units will be authorized extension of duty overtime and shall then notify the shift commander.
 - c. Shift commanders shall determine if the continuation of extension of duty is absolutely necessary or whether the duties being currently performed on overtime can be assigned to on-duty personnel.
 - d. Shift commanders authorizing any extension of duty overtime shall record this information on the *Extension of Duty Report* (form PO-26) which shall be maintained in the shift commander's office. The shift commander shall communicate this information to the succeeding shift commander by means of this form. Each shift, including the power shift, shall maintain a separate PO-26 report.
4. Extension of Duty Report
- a. Shift commanders shall actively monitor the status of all members on extension of duty and record the time(s) of the status updates on this form (PO-26).
 - b. The shift commander shall record the "end time" of a member's overtime on the PO-26 when the member checks out. The PO-26 shall be used to verify the ending time listed on the overtime card.
 - c. Commanding officers shall review the PO-26 reports and affix their signature indicating completeness and compliance with this procedure. If completeness and compliance are not properly met, the commanding officer shall take appropriate corrective action.
 - d. Completed PO-26 reports shall be retained at the work location for three (3) years.
5. Technical Communications Division Responsibilities
- The Technical Communications Division shall not generally assign priority 3 and 4 assignments to field units within the last 10 minutes of their shift unless extenuating circumstances exist.
6. Processing Arrests While on Extension of Duty
- a. Unless authorized by a shift commander, only one member shall be authorized extension of duty overtime in circumstances where individual(s) are arrested.
 - b. The shift commander shall provide relief for any member on extension of duty overtime regardless of the type of arrest, whenever practicable. Circumstances to be considered in determining if relief can be used could include the complexity of the incident, the experience level of the member and the seriousness of the matter.

AUDIT OF MPD POLICIES, PROCEDURES, AND PRACTICES TO LESSEN OVERTIME

General Order 2023-36

COMPENSATION AND OVERTIME PROCEDURES

Page 12 of 22

7. Writing Reports While on Extension of Duty

- a. Generally, reports shall be filed during normal duty hours. Only the shift commander or higher authority may authorize extension of duty overtime for report writing.
- b. Overtime shall not be authorized for writing non-arrest-related traffic and/or municipal citations, unless circumstances arise such as the member will not be present at work for an extended period of time (e.g., vacation, FMLA).
- c. Members' Responsibilities

Members shall be responsible for tracking the reports to be filed during their tour of duty. If the number of reports to be filed reaches three, the member shall contact the shift commander for instructions. The shift commander shall then determine if these members shall be taken out of service in order to complete such reports.

d. Shift Commanders' Responsibilities

1. Shift commanders shall take appropriate action to ensure that reports are completed during the normal tour of duty whenever possible. Two member squads shall not generally be removed from service for report writing. One of the assigned members shall remain in service, supplemented with additional personnel at the discretion of the shift commander.
2. Shift commanders shall monitor members who are writing reports at the work location and ensure members go in service as soon as practicable.

8. Completion of Unfinished Reports

- a. Shift commanders shall arrange for unfinished reports to be completed at the start of the next tour of duty or as soon as practicable. They shall balance the answering of service calls with the need to complete reports in a timely manner.
- b. In the event that two members are assigned to the same squad, only one shall write reports. The other is to be placed in service, supplemented with additional personnel at the discretion of the shift commander.
- c. Members with numerous or lengthy reports may be assigned to office duty for the shift and the reports shall be completed in conjunction with the duties of that position.

9. Extension of Duty Rates

Overtime earned as a result of an authorized extension of an eight hour shift assignment which falls outside the regularly scheduled eight hour shift that does not fall within exempt provisions, shall be compensated at one and one-half (1.5X) times the base salary rate.

AUDIT OF MPD POLICIES, PROCEDURES, AND PRACTICES TO LESSEN OVERTIME

10. Extension of Duty/Online Overtime Cards

- a. A Computer Aided Dispatch (CAD) number must be entered in the CAD number field when overtime is a result of a call(s) for service. If the extension of duty is related to multiple CAD calls, all CAD numbers (up to 5), shall be entered in the CAD field. If the overtime is not related to a CAD call for service, enter nine zeroes (000000000) in the CAD number field.
- b. Any additional information should be documented in the "additional miscellaneous descriptions" field.
- c. After completing the card with an electronic signature, the member must physically check out with the shift commander. The shift commander will note the time the member is securing from their extension of duty on form P0-26 or from their special event on form P0-26A. The member and the shift commander are required to initial the check out time on the applicable form. This check out time is the same end time that the member used on their electronic overtime card.

D. UNIFORM FITTING / ALTERATIONS (MPA Law Enforcement)

1. Members may request compensation pursuant to this section up to three times per calendar year. Any additional requests per calendar year may be permitted by the member's commanding officer only under unusual or exceptional circumstances.
2. Members shall obtain authorization from a supervisory officer prior to each occurrence of traveling to the department vendor or supplier on overtime. Members assigned to the day shift shall make every attempt to conduct uniform fittings and alterations on regular duty time.
3. Members shall be compensated at one hour at straight time (1x) when they are required to travel to the place of business of any supplier or vendor of replacement of uniform and equipment issue as prescribed by the Chief of Police for the purposes of fitting or alteration of such items.
4. There is no compensation for travelling to businesses for other purposes (such as pick up of items that have already been "fitted" or "altered" or of items not requiring fitting or alteration).

Note: The department shall also be permitted to adopt any and all policies and procedures necessary for control and implementation of this benefit. Nothing herein shall preclude the department and/or the city from entering into alternative contractual or other arrangements with its vendors or suppliers of uniform items and equipment such as would preclude the necessity for members to visit the places of business of said vendors or suppliers, thereby negating the applicability of the benefits set forth herein.

AUDIT OF MPD POLICIES, PROCEDURES, AND PRACTICES TO LESSEN OVERTIME

General Order 2023-36

COMPENSATION AND OVERTIME PROCEDURES

Page 14 of 22

E. ROLL CALL OVERTIME

1. Police members below the rank of captain, except as set forth in this procedure, are eligible for 12 minutes of overtime, paid at the rate of (1.5x) base salary, before the start of their normal eight hour work day. Police members below the rank of captain, except as set forth below, are required to attend roll call 12 minutes before the start of their normal eight hour work day.
2. Members assigned to the following units do not require 12 minute roll call time prior to an eight hour tour of duty, and will not be granted same, unless specifically authorized by the Chief of Police.
 - Building security personnel
 - Central Booking Division (except sergeant in charge and head jailor)
 - Court Administration Division
 - District office personnel (except desk sergeant, acting desk sergeant or booker)
 - Facility Services Division
 - Human Resources Division
 - Information Technology Division
 - Fusion Division
 - Internal Affairs Division
 - Forensics Division (except lieutenants, forensic supervisors, forensic investigators and Extradition Unit)
 - Office of the Chief, including mayor office, city's treasurer's offices and Executive Protection
 - Office of Community Outreach and Education (except school resource officers, school patrol officers and truancy abatement burglary suppression officers.
 - Office of Management Analysis and Planning (including Licensing Unit)
 - Training Division
 - Property Control Division
 - Records Management Division
 - Technical Communications Division
3. Supervisors should be mindful that limited duty personnel are not prohibited from working overtime on a necessary basis, however, those members are ineligible for roll call overtime except when assigned as desk sergeant or acting desk sergeant at the Specialized Patrol Division and district stations.
4. Limited duty personnel assigned as desk sergeant or acting desk sergeant (ADS) shall record account code 2881 and the respective following earn code on their bi-weekly time card:
 - a. For those members who are performing ADS duties and were hired on or after October 3, 2011, members shall use the following ADS earn codes:
 - ADS with no educational pay increase – earn code 017
 - ADS with an associate's degree (or 64 credits or higher) – earn code 17A
 - ADS with a bachelor's degree – earn code 17B

AUDIT OF MPD POLICIES, PROCEDURES, AND PRACTICES TO LESSEN OVERTIME

- ADS with a master's or advanced degree – earn code 17M

Earn codes to be used when the member is performing ADS duties on a premium holiday and the member wants paid premium time:

- ADS with no educational pay increase – earn code 129
- ADS with an associate's degree (or 64 credits or higher) – earn code 19A
- ADS with a bachelor's degree – earn code 19B
- ADS with a master's or advanced degree – earn code 19M

Earn codes to be used when the member is performing ADS duties on a premium holiday and the member wants compensatory premium time:

- ADS with no educational pay increase – earn code 429
- ADS with an associate's degree (or 64 credits or higher) – earn code 49A
- ADS with a bachelor's degree – earn code 49B
- ADS with a master's or advanced degree – earn code 49M

- b. For those members who are performing ADS duties and were hired prior to October 3, 2011, members shall use the following ADS earn codes:

- ADS with no educational pay increase – earn code 17N
- ADS with an associate's degree (or 64 credits or higher) – earn code 17O
- ADS with a bachelor's degree – earn code 17P
- ADS with a master's or advanced degree – earn code 17Q

Earn codes to be used when the member is performing ADS duties on a premium holiday and the member wants paid premium time:

- ADS with no educational pay increase – earn code 19N
- ADS with an associate's degree (or 64 credits or higher) – earn code 19O
- ADS with a bachelor's degree – earn code 19P
- ADS with a master's or advanced degree – earn code 19Q

Earn codes to be used when the member is performing ADS duties on a premium holiday and the member wants compensatory premium time:

- ADS with no educational pay increase – earn code 49N
- ADS with an associate's degree (or 64 credits or higher) – earn code 49O
- ADS with a bachelor's degree – earn code 49P
- ADS with a master's or advanced degree – earn code 49Q

5. The maximum amount of time compensated for roll call duty shall be the 12 minute period prior to the start of the normal eight hour workday. Reporting for the required 12 minutes of roll call overtime shall be as follows:

AUDIT OF MPD POLICIES, PROCEDURES, AND PRACTICES TO LESSEN OVERTIME

General Order 2023-36

COMPENSATION AND OVERTIME PROCEDURES

Page 16 of 22

- a. There shall be no pyramiding of roll call with other overtime performed, such as extension of duty, court minimum overtime or replacement as prescribed by the respective collective bargaining agreement.
- b. Members may choose compensatory time off for roll call overtime if the *Time Owed and Allowed Report* used by a supervisor during the current pay period reflects a CTB limit less than that prescribed by the member's collective bargaining agreement. The same choice must be for all roll call earned in a given period.
- c. Members shall record the maximum amount of 0.2 of an hour overtime on their *Biweekly Time Sheet* (form PT-43) in the appropriate box (under earn code 081 for paid and 086 for compensatory as selected). Members reporting late for roll call duty shall record roll call overtime to the nearest tenth of an hour. At the end of the pay period enter the total roll call hours for the correct earn code.
- d. All roll call earned as a result of working an eight hour replacement on a regular off day shall be reported on the PT-43. This roll call time shall be explained by writing "worked as replacement this day" on the time sheet column for that day.
- e. Supervisory officers shall verify the validity of all roll call overtime reported prior to approving and signing a *Biweekly Time Sheet* (form PT-43).

F. FAIR LABOR STANDARDS ACT (FLSA) OVERTIME

See SOP 150 Court Procedures.

G. TRAINING TIME

All training time shall be compensated at base salary rates (1x).

H. OVERTIME CONNECTED WITH POLICE DUTY OUTSIDE OF THE CITY

1. Commanding officers shall review all requests from prosecutors and other governmental entities for follow-up investigations, conferences or any other duties by department personnel.
2. No such duties may be performed on overtime without the prior approval of a commanding officer.
3. Members required to conduct police service for more than eight hours per day while they are out of the city on authorized travel are entitled to overtime compensation for the time worked on the case exceeding eight hours.
4. Members reporting overtime for police work out of the city shall keep a detailed accounting of their police related activity in their memorandum book. Commanding officers will certify the overtime after checking the memorandum book. The hours of work while out of the city on duty days may include one lunch break, but shall not include any other personal time.

AUDIT OF MPD POLICIES, PROCEDURES, AND PRACTICES TO LESSEN OVERTIME

General Order 2023-36

COMPENSATION AND OVERTIME PROCEDURES

Page 17 of 22

I. OVERTIME FOR NON-SWORN PERSONNEL

1. Civilian members shall keep an accurate account of all time worked each day on their biweekly timecard.
2. Civilians are prohibited from earning premium time (time-and-a-half) in one week until 40 hours of physical time is worked.
3. A work week is defined as 12:00 a.m. Sunday through 11:59 p.m. on Saturday night. Only city appointed civilian holidays count toward physical work time.
4. Civilian members shall use earn code 077 for paid premium time or earn code 086 for compensatory premium time after the 40 hour physical week requirement is met.
5. Civilians that physically work on a civilian holiday shall complete a "civilian holiday" electronic overtime card. This is the only instance when a civilian will complete an electronic overtime card. Civilian members may choose either paid or compensatory time off for this type of overtime, regardless of the premium time recorded on their biweekly timecard for the week.

J. OUT-OF-SHIFT OVERTIME

1. Law enforcement members of the MPA bargaining unit
 - a. A member is considered to be working "out-of-shift" when they are required to change the starting time (new time) of their regular eight hour shift.
 - b. Members may submit an out-of-shift online overtime card for up to nine consecutive days working at the "new time".
 - c. If the member is required to work this "new time" for 10 or more consecutive eight hour shifts, then the member is no longer working out of shift and the member is prohibited from submitting out-of-shift overtime cards. Any previously submitted out-of-shift overtime cards for the preceding nine days shall be voided in the online system.
 - d. Pyramiding is strictly prohibited. A member shall not submit an extension of duty overtime card in conjunction with an out of shift card relating to the same hours of work. Only one card and one type of premium pay can be submitted.
2. Out-of-shift online overtime cards
 - a. Utilize the program code of the location where out-of-shift was worked in the "prog/proj" field.
 - b. Enter the hours worked in the "actual shift" field. The out-of-shift overtime hours will automatically calculate at half the premium rate.

AUDIT OF MPD POLICIES, PROCEDURES, AND PRACTICES TO LESSEN OVERTIME

K. COMPENSATORY TIME OFF REPLACEMENT PROGRAM

1. Definition

Consistent with a U.S. Department of Labor Wage and Hour Division opinion letter, upon denial of a member's request to use accrued compensatory time off, the department shall attempt operational alternatives to fill its prescribed staffing levels by using a replacement system. Members serving as replacements will be paid at overtime rates as required by the provisions of the FLSA. Accordingly, the department has established a program which allows members who have been denied compensatory time off to obtain a replacement member so that prescribed staffing levels can be met.

2. Eligible members

All law enforcement members of the MPA and members of the MPSO subordinate to the rank of captain of police are eligible to participate in the compensatory time off replacement program.

3. Granting compensatory time off/Replacement Member

- a. An eligible member represented by the MPA or MPSO, after having been denied compensatory time off, shall be eligible to find a replacement member for the shift requested off.
- b. Members seeking a replacement member for compensatory time off, after having been denied such time off by a supervisory officer, may (but are not required to) enter their name on *Notice of Replacement Request* (form PP-7) to indicate their interest in seeking a replacement member. This form is intended solely to assist a member seeking a replacement. Members are not precluded from obtaining a replacement through other means. The PP-7 shall be posted at those work locations affected by this program.
- c. If a replacement member is found, the replacement member shall work in place of the member who has requested the use of compensatory time off as long as the following conditions are met:
 1. Arrangements for the replacement member must be submitted by the requesting member by utilizing the *Replacement Execution Form* (form PP-6) to the work location's shift commander of the member seeking replacement at least 48 hours in advance of the start of the compensatory time requested off.
 2. The replacement member shall be within the same organizational "box" as shown on the Milwaukee Police Department's organizational chart, subject, however, to the following:
 - a. Shift commanders may approve replacements obtained by their members from different "boxes" at their discretion. To ensure the

AUDIT OF MPD POLICIES, PROCEDURES, AND PRACTICES TO LESSEN OVERTIME

member from a different organizational "box" qualifies as a replacement, prior to approving the replacement, the shift commander of the member seeking a replacement shall communicate with a supervisor of the proposed replacement member.

- b. It is understood that a lieutenant in a district or division may fill in for any other lieutenant in the same district or division with the exception of the Office of the Chief, Executive Protection Unit, Specialized Patrol Division, HIDTA and Tactical Planning and Logistics.
- c. In circumstances where the member possesses unique technical skills which are required to be available during a particular period of time, a request for use of a replacement can be denied unless the replacement possesses the same technical skill.
- d. The replacement police member must have more than one year of service. The replacement police member must be of the same rank as the police member requesting use of compensatory time off.
- e. In a single pay period, a member shall be permitted to work as a replacement for a maximum of two regular off days and two four hour periods occurring immediately before or after a member's regular work shift (e.g., the maximum number of hours that can be worked as a replacement in a pay period is 26). However, if, because of staggered shifts, the shift of the member who is being replaced ends or begins one hour before or after the shift of the replacement member, such shift shall be deemed to "immediately" precede or follow the replacement's regular work shift. When this occurs, the replacement shall work the one-hour gap (for a maximum of five hours work), which shall be compensated as if it was regular replacement time.
- f. The replacement member shall be subject to all of the obligations applicable to any member who is regularly scheduled for duty.
- g. If the replacement member uses sick leave or uses FMLA on a day when he/she is scheduled to work as a replacement, he/she shall be ineligible thereafter to work as a replacement member for a period of 90 days from the date the member reported sick for duty. If the replacement member reports being injured while off-duty on a day when he/she is scheduled to work as a replacement member, the replacement member shall be ineligible thereafter to work as a replacement for a period of 90 days, unless:
 - i. The off-duty injury occurred subsequent to the time at which the replacement member agreed to serve in that capacity.
 - ii. The replacement member provides medical substantiation of the off-duty injury.

AUDIT OF MPD POLICIES, PROCEDURES, AND PRACTICES TO LESSEN OVERTIME

- h. Replacement members shall, at the time of his/her selection by the requesting member, complete and sign the *Replacement Execution Form* (form PP-6), which indicates their agreement to be a replacement member in accordance with this procedure. The requesting member who arranged for the replacement shall also complete and sign form PP-6.
- i. The completed form PP-6 shall be turned in to the requesting member's shift commander for review at least 48 hours in advance of the requested use of compensatory time. Whether approved or denied, the requesting and replacement members shall be provided with a copy of form PP-6.

4. Commanding officer's responsibility

Commanding officers shall be responsible for the overall implementation of this program at their respective work locations as prescribed by this standard operating procedure and collective bargaining agreements.

Commanding officers shall ensure that *Replacement Execution Form* (form PP-6) and *Notice of Replacement Request* (form PP-7) forms are readily available to eligible members at all work locations.

5. Shift commander's responsibility

Shift commanders are responsible for the approval of all replacement requests. Shift commanders denying a replacement shall immediately notify the Human Resources Division and a copy of the PP-6 shall be forwarded to the Human Resources Division.

6. Overtime rates

- a. Replacement overtime shall only be compensated in pay.
- b. Replacement members working under this program shall be compensated at (1x) the base salary rate or (1.5x) the base salary rate as required by federal FLSA law.
- c. Replacement overtime shall be recorded under program code 1635 (FLSA-replacement). Members working replacement overtime on January 1, December 25, Labor Day, and July 4, from 12:00 a.m. to 11:59 p.m., inclusive, will be compensated at the rate of 1.5x.
- d. All replacement members recording time worked under the replacement program shall write "replacement for (insert member's rank and name)" in the "additional miscellaneous descriptions" of the online overtime card.
- e. If a member is approved for taking a compensatory day off and has found a replacement, but the department cancels the off day because the member has unique technical skills, the member shall be paid at the following rates:

AUDIT OF MPD POLICIES, PROCEDURES, AND PRACTICES TO LESSEN OVERTIME

General Order 2023-36

COMPENSATION AND OVERTIME PROCEDURES

Page 21 of 22

- 1 ½x hourly rate if off day is cancelled with more than 24 hours' notice.
- 2x hourly rate if off day is cancelled with less than 24 hour notice.

In such situations, commanding officers shall file a *Department Memorandum* (form PM-9E) indicating same and forward it to the Payroll Section.

f. FLSA replacement online overtime cards

1. Utilize program code 1635 in the "prog/proj" field. This same code shall be used when the replacement occurs on January 1, July 4, Labor Day and December 25.
2. Indicate in the "additional miscellaneous description" area the name and rank of the member being replaced.

7. Record retention

All PP-6s shall be retained at the work location according to the established retention schedule of seven years.

L. OVERTIME LESS THAN 0.1 HOUR

No member shall submit overtime for less than 0.1 of an hour.

M. OVERTIME FOR SICK AND INJURED MEMBERS

1. While on sick, FMLA, or injury leave, members shall not be eligible to perform any overtime work, with the exception of subpoenas.
2. Members shall not be eligible for overtime compensation for any treatment required for a duty injury except when treatment occurs during and/or immediately after the work shift in which the duty injury occurred and only under the following circumstances:
 - a. The member is injured on duty and obtains treatment for the injury and returns to duty prior to the end of the work shift.

Note: The foregoing shall not apply to follow-up treatment for any duty injury.

N. OVERTIME FOR SUSPENDED OR DISMISSED MEMBERS

Any member who has been suspended or dismissed with a pending appeal is restricted from submitting overtime.

AUDIT OF MPD POLICIES, PROCEDURES, AND PRACTICES TO LESSEN OVERTIME

General Order 2023-36

COMPENSATION AND OVERTIME PROCEDURES

Page 22 of 22

O. OVERTIME FOR CITIZEN COMPLAINT MEDIATION

Overtime for MPD initiated mediation sessions shall be compensated at time and one-half (1.5x) the base salary rate for any time outside of normal scheduled work hours. Utilize program code 2880 and project code WK33100556 "prog/proj" field.

P. SPECIAL EVENT AND EXTRA DUTY OVERTIME

See SOP 400 Off-Duty, Extra-Duty, and Special Event Employment.

Q. OVERTIME FOR OTHER EXCEPTIONS

No member is eligible for overtime for work performed on a day in which the time changes (daylight savings) until eight hours of work have been completed.



JEFFREY B. NORMAN
CHIEF OF POLICE

JBN:mfk

AUDIT OF MPD POLICIES, PROCEDURES, AND PRACTICES TO LESSEN OVERTIME

IACP Model Policy

OVERTIME



Model Policy

<i>Effective Date</i> August 1999		<i>Number</i>
<i>Subject</i> Overtime		
<i>Reference</i>		<i>Special Instructions</i>
<i>Distribution</i>	<i>Reevaluation Date</i>	<i>No. Pages</i> 3

I. PURPOSE

The purpose of this policy is to provide a structure for monitoring, managing and controlling the use of personnel overtime.

II. POLICY

All personnel of this agency must be mindful of and exercise fiscal responsibility in the use of public funds and resources. Overtime pay requires particular attention because it constitutes a sizeable expenditure of agency revenue that are provided at premium rates. Without adequate controls, unplanned expenditures can create budget overruns and divert resources from key operational areas. Therefore, it is the policy of this agency to effectively manage the use of overtime and that of each employee to use overtime in a responsible manner and judicious manner.

III. DEFINITIONS

Overtime: Work performed in excess of 40 hours in one week or as otherwise established by state law.
Fair Labor Standards Act (FLSA) (29 U.S.C. §207(a)): Federal law regulating wages and work hours to include provisions for overtime pay

IV. PROCEDURES

A. General Provisions

1. This agency conforms to overtime provisions of the FLSA and applicable state laws. Personnel shall refer to this agency's personnel pay policy, FLSA policy and labor agreements for details on exempt and non-exempt positions, circumstances in which overtime pay may be granted, rates of payment for all overtime that

qualifies for payment at the premium rate and related matters.

2. Whenever reasonably possible, paid overtime will be used in lieu of unpaid compensatory time off.
- #### B. Reporting, Recording and Analysis
1. All overtime worked shall be approved for payment by the designated supervisor. The category of overtime work performed shall be coded in accordance with agency personnel procedure and forwarded by unit commanders to the designated agency unit for recording, accounting and analysis.
 - a. Paid overtime and unpaid compensatory time will be recorded separately.
 - b. Overtime expenditures shall be kept separately by function (e.g., briefings and roll calls, training, investigations) and by the agency unit in which the expenditure is incurred. Individual and summary data will be compiled on at least a monthly basis.
 - c. Overtime funds expended under federal or state grant programs will be accounted for separately from those in the general budget.
 2. The designated entity shall maintain overtime records and provide individual and summary data of overtime worked on a monthly basis to responsible agency supervisors and command personnel.
 3. Unit commanders and supervisors shall monitor individual and summary data reports of overtime expenditure. Identification of unusual, unexplained or disproportionate expen-

AUDIT OF MPD POLICIES, PROCEDURES, AND PRACTICES TO LESSEN OVERTIME

ditures in overtime may include but are not limited to the following circumstances:

- a. Disproportionate overtime by individual officer(s) engaged in or assigned to the same task/function;
 - b. Significant and unexplained changes in overtime expenditures when compared to similar periods of time;
 - c. Significantly higher overtime costs for completion of the same or similar activities or tasks previously performed; and
 - d. Expenditure of overtime at a rate that could exceed or negatively affect the agency's budget or that of individual units, programs or functions.
- C. Overtime Management
1. No task or function shall be performed on overtime by agency personnel that could otherwise be performed during regular work hours.
 2. Supervisors shall establish and hold personnel responsible for a level of performance during standard work hours that minimizes the need for overtime and/or the need for additional personnel.
 3. Only overtime required to meet vital service demands of the department shall be authorized.
 4. All tasks and functions that require the use of overtime shall be routinely evaluated in terms of their cost-effectiveness. Alternatives to the use of premium pay to accomplish these tasks or program objectives shall be evaluated and implemented where appropriate.
 5. All overtime must receive advance authorization unless unreasonable due to emergency circumstances.
 - a. Unit and watch commanders and designated supervisors are the personnel primarily responsible for authorizing and managing overtime.
 - b. Division or comparable level command staff must approve overtime requests designed to fill an on-going personnel vacancy or meet an unusually high yet foreseeable workload. (i.e., personnel vacancies are authorized staff positions left unfilled when vacated permanently or for extended and indefinite periods of time).
 6. Supervisors and command staff shall take measures and issue directives where reasonably possible to reduce or limit the demand for overtime. This includes but is not limited to supervisory efforts to perform the following.
 - a. Assign non-emergency service requests received near shift change to on-coming shift personnel.
 - b. Use auxiliary and reserve officers/employees and volunteers where feasible to offset temporary personnel shortages/vacancies and meet specialized needs.
 - c. Anticipate and manage workload requirements where reasonable to best utilize standard duty hours.
 - d. Manage and coordinate vacation, leave and related requests to minimize manpower deficiencies.
 - e. Ensure that officers who make arrests late in their shift receive available assistance to process prisoners as quickly as possible.
 - f. Ensure that arresting officers in misdemeanor incidents conduct tests, take statements or witness any actions/procedures essential to prosecution so that only the officer will be needed to testify in court. Arrest reports should include only the minimum number of officers; those who were integral to the arrest and who must be subpoenaed in any subsequent court testimony.
 - g. Ensure that agency overtime policy, rules and regulations and the particulars of any labor agreement are consistently adhered to by agency personnel as they relate to overtime for court appearances, standby, travel time, training, holiday leave, vacations and related matters.
 7. Coordinate efforts with the court/prosecutor's office to establish overtime limits and control overtime usage.

AUDIT OF MPD POLICIES, PROCEDURES, AND PRACTICES TO LESSEN OVERTIME

Every effort has been made by the IACP National Law Enforcement Policy Center staff and advisory board to ensure that this document incorporates the most current information and contemporary professional judgment on this issue. However, law enforcement administrators should be cautioned that no "model" policy can meet all the needs of any given law enforcement agency. Each law enforcement agency operates in a unique environment of federal court rulings, state laws, local ordinances, regulations, judicial and administrative decisions and collective bargaining agreements that must be considered. In addition, the formulation of specific agency policies must take into account local political and community perspectives and customs, prerogatives and demands; often divergent law enforcement strategies and philosophies; and the impact of varied agency resource capabilities among other factors.

This project was supported by a grant awarded by the Bureau of Justice Assistance. The Bureau of Justice Assistance is a component of the Office of Justice Programs, which also includes the Bureau of Justice Statistics, the National Institute of Justice, the Office of Juvenile Justice and Delinquency Prevention, the Office for Victims of Crime, and the Office of Sex Offender Sentencing, Monitoring, Apprehending, Registering, and Tracking. Points of view or opinions in this document are those of the author and do not necessarily represent the official position or policies of the U.S. Department of Justice or the IACP.

IACP National Law Enforcement Policy Center Staff:
Philip Lynn, Manager; Sara Dziejma, Project Specialist;
and Vincent Talucci, Executive Director, International Association of Chiefs of Police.

© Copyright 1999. Departments are encouraged to use this policy to establish one customized to their agency and jurisdiction. However, copyright is held by the International Association of Chiefs of Police, Alexandria, Virginia U.S.A. All rights reserved under both international and Pan-American copyright conventions. Further dissemination of this material is prohibited without prior written consent of the copyright holder.

AUDIT OF MPD POLICIES, PROCEDURES, AND PRACTICES TO LESSEN OVERTIME

2024 Proposed Plan and Budget Summary for MPD

POLICE DEPARTMENT

MISSION: To be a department where every member works with our community to help build sustainable healthy neighborhoods, free of crime, and maintained by positive relationships.

BUDGET SUMMARY

	2022 Actual Expenditures	2023 Adopted Budget	2024 Requested Budget	2024 Proposed Budget*	Change 2024 Proposed Versus	
					2023 Adopted	2024 Requested
Personnel						
FTEs - Operations & Maintenance	2,158.11	2,457.14	2,514.19	2,210.94	-246.20	-303.25
FTEs - Other	183.00	103.81	103.81	179.01	75.20	75.20
Total Positions Authorized	2,753	2,804	2,618	2,666	-138	48
Expenditures						
Salaries and Wages	\$181,367,839	\$190,333,279	\$196,976,018	\$189,274,333	\$-1,058,946	\$-7,701,685
Fringe Benefits	89,714,105	91,359,974	94,548,489	90,851,680	-508,294	-3,696,809
Operating Expenditures	18,186,841	16,923,420	18,999,947	19,442,947	2,519,527	443,000
Equipment	857,643	746,285	746,285	4,946,285	4,200,000	4,200,000
Special Funds	482,936	559,360	559,360	559,360	0	0
Total	\$290,609,364	\$299,922,318	\$311,830,099	\$305,074,605	\$5,152,287	\$-6,755,494
Revenues						
Intergovernmental	\$467,577	\$856,000	\$585,000	\$935,000	\$79,000	\$350,000
Charges for Services	6,341,839	4,039,000	4,522,000	4,522,000	483,000	0
Total	\$6,809,416	\$4,895,000	\$5,107,000	\$5,457,000	\$562,000	\$350,000

* The 2024 Proposed Budget funds \$5,630,447 of salaries and wages with ARPA revenue replacement funds.

SUMMARY OF SERVICES DELIVERED BY THIS DEPARTMENT

As Milwaukee's primary law enforcement agency, the Police Department plays a critical role in mitigating crime and disorder in the City. The Police Department is committed to employing constitutional policing, community-oriented policing, and intelligence-oriented policing strategies. Equally important, the Department must develop strong partnerships and support with community members, community and non-profit organizations, as well as other local, state and federal partners. The Department actively promotes trust, transparency, and accountability to the community. Our services include the following areas:

Description of Services Provided	Budget*	FTEs
Provide leadership to proactively support the Department's focus on crime reduction and disorder.	\$4,327,743	45.90
Respond to and prevent criminal activity at a district level and conduct specialized patrols.	\$195,323,221	1,301.92
Conduct city-wide investigations of criminal activity.	\$51,525,611	407.28
Oversee and manage the daily operations of the Department.	\$53,898,030	634.85
Total *Does not include grant (including ARPA), capital, or reimbursable funding sources.	\$305,074,605	2,389.95

AUDIT OF MPD POLICIES, PROCEDURES, AND PRACTICES TO LESSEN OVERTIME

POLICE DEPARTMENT

Key Performance Measures	2022 Actual	2023 Projected	2024 Planned
Decrease part one crime by 10% annually.	-15%	-17%	-17%
Achieve a 70% homicide clearance rate.	57%	60%	60%
Guns seized.	3,242	3,300	3,300

Department of Justice Uniform Crime Reporting: 2019 to 2022 Annual; 2021 to 2023 January to June									
Offense	2019	2020	2021	2022	Jan - June 2021	Jan - June 2022	Jan - June 2023	Jan - June 21-23 Change	Jan - June 22-23 Change
Murder	97	190	193	214	80	105	72	-10%	-31%
Rape	468	491	505	480	265	234	241	-9%	3%
Robbery	1,980	2,086	2,080	1,800	957	859	887	-7%	3%
Aggravated Assault	5,746	7,238	7,518	7,120	3,844	3,561	3,394	-12%	-5%
Human Trafficking	57	30	12	29	12	14	18	50%	29%
Total Violent Crime	8,348	10,035	10,308	9,643	5,158	4,773	4,612	-11%	-3%
Burglary	3,693	3,463	2,831	2,332	1,226	1,027	1,160	-5%	13%
Larceny Theft	7,986	8,552	10,229	8,722	4,702	4,567	4,022	-14%	-12%
Motor Vehicle Theft	3,487	4,508	10,486	8,092	4,805	4,334	2,949	-39%	-32%
Arson	200	288	246	255	105	136	109	4%	-20%
Total Property Crime	15,366	16,811	23,792	19,401	10,838	10,064	8,240	-24%	-18%
Total Part 1 Crime	23,714	26,846	34,100	29,044	15,996	14,837	12,852	-20%	-13%

*The data was obtained from the WI Department of Justice (DOJ) and reflects preliminary UCR Summary Statistics from the time period of January 1 – December 31, 2019 -2022 and January 1 – June 30, 2021-2023. The data is subject to updates from year-to-year. UCR statistics are based on the reporting agency. The data here is only from the Milwaukee Police Department and does not include crime data that may have occurred in the Milwaukee but was reported by another agency.

SERVICE HIGHLIGHTS

- The 2024 budget funds the maximum number of annual classes (3) each at the maximum level of recruits per class (65). Factoring in expected attrition levels based on historical models, this will provide an average annual strength of 1,645 sworn officers, an increase of 15, or approximately 1%, over 2023 funding levels.
- Deploy constitutional policing in every transaction with every member of the Milwaukee community and mandate that all members attend a de-escalation training program;
- Implement the Chief’s Violent Crime plan to focus on prevention, disruption and deterrence of crime (rather than just enforcement actions) through strong partnerships and intelligence-based policing;
- Implement a micro-level approach to crime prevention through partnerships, data analysis, and district-level crime analysis across the Department’s seven police districts. Monitor accountability metrics and gather community feedback to evaluate progress;
- Deploy a rapid response protocol to areas of detected gun shots using the gunshot detection system (GSDS) and calls for service to address the increase in firearm-related criminal behavior. Using GSDS data along with casing collection helps the Department link cases, solve crimes and prevent future offenses.

AUDIT OF MPD POLICIES, PROCEDURES, AND PRACTICES TO LESSEN OVERTIME

POLICE DEPARTMENT

- Expand the Domestic Violence High Risk Team (DVHRT), a U.S. Department of Justice best practice to address domestic violence at highest risk for homicide, and implement an immediate on-scene response pilot program in District 4;
- Continue to partner with the Milwaukee Providing Opportunity for Wellness, Empowerment, and Recovery (MPOWER) program to combat the intersecting challenges of the substance abuse epidemic and sex trafficking in Milwaukee;
- Deploy the dedicated email, ht@milwaukee.gov to improve the referral process for human trafficking cases and ensure shared communication. Through June 30, 2023, 52 referrals have been received from partners and other law enforcement agencies;
- Prepare for and support a successful and safe 2024 Republican National Convention through partnerships with national leaders and state and federal law enforcement agencies.;
- Continue to implement the Asset Forfeiture program in 2024 to support citywide public safety and neighborhood initiatives. In 2023, funding of \$1.6 million in crime-related assets was allocated to the Department from cases where convictions occurred and where there was proof the property was involved in criminal activity.
- Provide approximately \$4.5 million in reimbursed police support for enhanced security, festivals, runs and other special events that help build community in Milwaukee. In addition, continue to support Department funded community events such as the districts' National Night Out, Coffee with Cops, and other community building opportunities; and,
- Achieve operational and deployment efficiencies through several initiatives including the civilianization of Forensics, the civilianization of the property control section, the expansion of non-sworn Community Service Officers (CSO) and Police Aides, and implementation of a contracted in-house clinician to alleviate officers from having to perform medical runs.
- Continue to build trust and legitimacy by prioritizing police-community engagement and increasing awareness of MPD events that occur throughout neighborhoods. In addition, replicate best practices across multiple districts as well as conduct public listening sessions throughout the community;

RACIAL EQUITY AND INCLUSION

- Target 2024 recruitment activities to reach diverse populations. A culturally competent and diverse workforce is a critical strategy to building trust and legitimacy with all members of the community;
- Implement the Department's 30 x 30 initiative designed to increase the representation of women in police recruit classes to 30% by 2030. While 30 percent of the Department's current command staff (rank of captain and above) are women, women represent just 16% of all sworn staff, compared to census estimates that indicate 52% of Milwaukee residents are women;

CAPITAL PROJECTS

The 2024 Capital Budget includes \$20,335,000 for five capital projects, including:

- Joint Public Safety Radio Upgrade (\$16.9 million) - Address the radio system's interoperability capabilities and bring the system in line with industry standards;

AUDIT OF MPD POLICIES, PROCEDURES, AND PRACTICES TO LESSEN OVERTIME

POLICE DEPARTMENT

- Police Administration Building Concrete Repairs (\$1.5 million) - Target areas with high risk of failure that could result in property damage or personal injury;
- Data Communications Repair (\$1.2 million) - Repair work for the data communication system;
- Squad Mobile Computer Upgrade (\$400,000) - Upgrade mobile data computers to ensure compatibility with new software systems; and,
- District Station Repair (\$335,000) - Various repair projects in the Department's district stations.

In addition, projects previously funded in the Capital Budget have been moved to the 2024 Police Department's Operating Budget including \$4,000,000 for the replacement of police vehicles; \$200,000 to replace 10 motorcycles; and, \$443,000 for various studies, software, and smaller repair projects.

END OF REPORT