

# Resolution #221236 Status Update



**City of Milwaukee Fire and Police Commission (FPC)**

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

## Purpose

The Milwaukee Police Department (MPD) is required to be prudent stewards of the public's authority and resources. The resources include money used to cover overtime expenditures. The primary focus of this audit is to determine ways for MPD policies, procedures, and practices to lessen overtime use. MPD's compliance with Standard Operating Procedures (SOP) that encompass overtime procedures will be audited.

## Background

On Wednesday, January 11, 2023, the Finance and Personnel Committee passed Resolution #221236 directing the Fire and Police Commission (FPC) to develop initiatives to annually analyze and report to the Common Council use of police overtime and to research best practices for adjusting policies, procedures, and practices to lessen the use of police overtime.

## Objectives

The objectives of this audit will be a review and evaluation of the following:

- Compliance with Standard Operating Procedure (SOP) 150 – Court Procedures including:
  - Audit of MPD members processing court cases on overtime vs. a court liaison presenting the case (SOP 150.05).
  - Audit of court overtime procedures as it relates to (SOP 150.35):
    - Community Prosecutors
    - Members Shifts
    - Off Days

- Compliance with Standard Operating Procedure (SOP) 555 – Compensation including:
  - Audit of Program and Project Grant Codes to ensure the City of Milwaukee is properly reimbursed for Special Duty Events [Brewers, Bucks, Summerfest, etc.] (SOP 555.25)
  - Audit MPD members articulating and documenting the reason for the extension of duty (SOP 555.30).
  - Audit of MPD members documenting Computer Aided Dispatch (CAD) numbers (SOP555.30).
  - Audit of members responsibilities as it relates to overtime procedures (SOP555.30).
- MPD's Commanding Officers Overtime and Management and Control Plans:
  - Audit to determine if the commanders plans lessen overtime use at their district/bureau (SOP 555.30).
- MPD's Supervisor Training:
  - Audit of training materials to determine if they are effective in lessening the use of police overtime.

## **Methodology**

The audit methodology will include a review of the processes and controls over MPD's overtime through the use of MPD's Standard Operating Procedures and MPD's Commanding Officers Overtime and Management and Control Plans.

## **Timeframe**

This audit will include a review of overtime earned by MPD members from January 1, 2022 to December 31, 2022. It will also include Commanding Officers Overtime and Management Control Plans for 2022 and 2023. The anticipated timeframe for completion of this audit will be September 2023.

## Commanding Officers Overtime and Management Control Plans

The audit unit will conduct a review of 24 Milwaukee Police Department's (MPD) Districts and Divisions Overtime and Management Control Plans for 2022 and 2023. The 24 districts and divisions 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)

### Criminal Investigation Bureau (CIB)

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

### 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

## Overtime - Extension of Duty

The member's extension of duty is documented by the use of online overtime cards. Online overtime cards are authorized by a supervisor, completed and 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. There are 26 pay periods.

MPD provided the FPC extension of duty online overtime cards for all periods for 2022. There were over 150,000 online extension of duty overtime cards:

- Pay Period 1 -13
  - 73,964 Online Overtime Cards
- Pay Period 13 -26
  - 76,228 Online Overtime Cards

Due to the size of the population of online extension of duty overtime cards, the FPC will conduct an audit on a random sample.

## Overtime – Court

Supervisors can authorize electronic overtime cards for members of their location for the same rank or lower, but only a supervisor from the Court Administration Division can approve electronic overtime cards.

MPD provided the FPC court cards for all periods for 2022. There were over 9,600 online court cards. Due to the size of the population of court extension of duty overtime cards, the FPC will conduct an audit on a random sample.

## Training

Supervisors are provided training on payroll and instructions on online overtime cards. The FPC received MPD's training materials. The FPC will conduct a review of the materials.

## Research and Policy

In addition to the audit, the FPC Research and Policy Analyst will look for best practices for adjusting policies, procedures, and practices to lessen the use of police overtime. The research may help with possible recommendations that can help lessen MPD's overtime.

## Budget

The following is MPD's Budget and Finance 2022 and 2023 allocated overtime funds:

<b>BUREAU/DIVISION:</b>	<b>2022:</b>	<b>2023:</b>
Administration	\$1,326,149	\$1,507,699
CIB	\$4,639,953	\$5,043,629
Office of the Chief	\$750,000	\$578,000
Patrol	\$11,774,548	\$12,475,384

## Other Related Matters

It should be noted that the City of Milwaukee Comptroller conducted an audit of Milwaukee Police Department 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>

Additionally, the FPC Audit Manager recognizes that 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 are subject to requirements of the Fair Labor Standards Act (FLSA).

## Source Documents

The following publications will be utilized as the authoritative material for this audit:

- MPD Standard Operating Procedures:
  - SOP 120 – Court Procedures
  - SOP 555 – Compensation and Overtime Procedures
- MPD *“Online Overtime Card Instruction Manual”*
- MPD *“Commanding Officers Overtime and Management Control Plans”*



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