

**CITY OF BUFFALO
DEPARTMENT OF AUDIT AND CONTROL**

**AUDIT REPORT
OVERTIME USAGE AT THE BUFFALO POLICE
DEPARTMENT**

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SEPTEMBER 2016

Executive Summary

The Department of Audit and Control (DAC) conducted an audit of the overtime (OT) usage at the Buffalo Police Department (BPD) for Fiscal Years (FY) 2014 – 2016. BPD OT has averaged approximately \$13.8 million and 291,000 hours annually for FY 2014-2016. BPD OT, as a percentage of base pay, has increased from 19% in FY 2014 to over 26% in FY 2016 (FY 2016 estimated based on information through Quarter 3).

Findings

- For FY 2015 and 2014 actual OT for the BPD has exceeded the budget by 40% and 28%, respectively (approx. \$3.9 and \$2.7 million annually).
- During the Audit time frame, civilian employees averaged 450 hours of OT, while sworn officers averaged 280 hours of OT.
- There are 7 civilian job titles at BPD that earn overtime in excess of 50% of their base pay while no sworn officer titles exist with such a high percentage. Police Officer average OT is 19% of base pay.
- The City of Rochester Police Department has more officers per citizen, has lower total pay and less OT per employee compared to BPD. Additionally, Rochester has one third less civilian support staff.
- The BPD is understaffed by as many as 130 employees or 15% of the workforce.
- Cell Block Attendants and their supervisors are underpaid by more than \$20,000 and \$40,000, respectively, when compared to the Western New York average.
- In FY 2016, 25% of the BPD workforce earned more than \$25,000 in OT.
- After 6 weeks of OT, the BPD would save money by hiring a new officer, as opposed to paying current officers OT to cover a shift.

Recommendations

The BPD should evaluate staffing, scheduling and salary levels for each position to maximize value, efficiency and effectiveness.

The BPD should submit an OT budget that is reasonable based on current staffing levels. It is misleading and inaccurate if budgeted OT is understated by 20% or more.

The BPD should create a Director of Finance position to manage financial operations. This person should be an experienced financial officer capable of managing an operation the size of the BPD. Specifically payroll, which is the largest expense, should be continuously monitored. This would help keep OT within budgeted levels and identify staffing needs.

Overtime should be distributed more equitably so that the burden does not fall on so few people. BPD should determine if OT limits should be instituted so that employees are not overworked.

Preface

Previous audits on payroll procedures throughout the City documented significant deficiencies related to payroll processing and overtime (OT) practices. An audit of the overtime usage at the Buffalo Police Department (BPD) which has the largest OT expenditure within the City of Buffalo was performed. It meets the goals set forth in the Annual Audit Plan. The audit was conducted in conformance with the International Standards for the Professional Practice of Internal Auditing issued by the Institute of Internal Auditors.

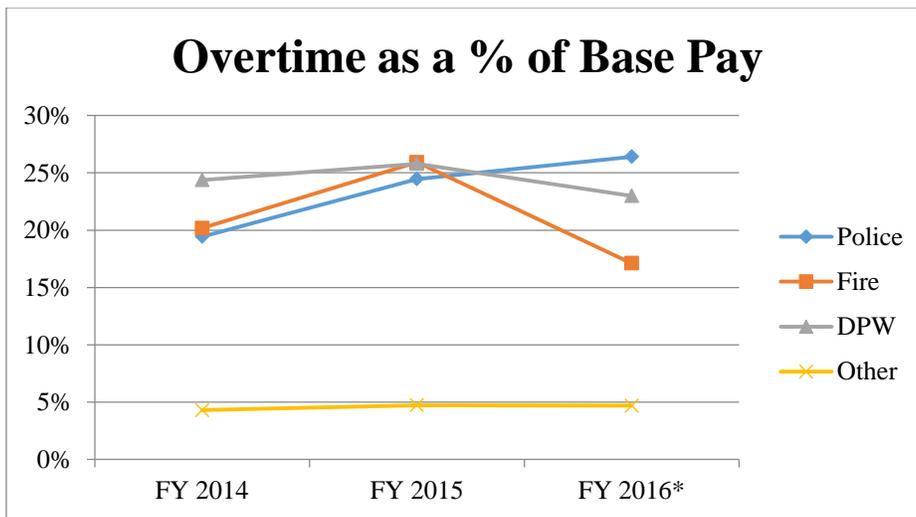
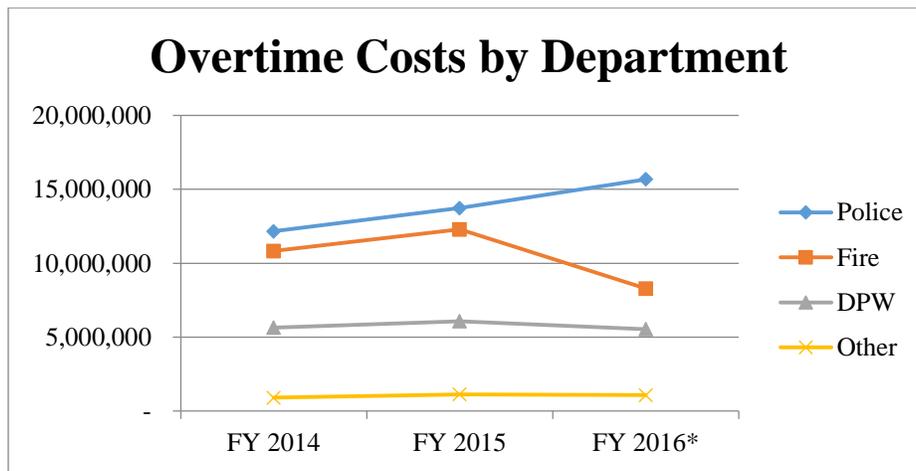
Federal Fair Labor Standards Act (FLSA), state law and respective union contracts require the City to compensate employees at a rate of one and one half (1.5) times their regular rate of pay for time worked in excess of 40 hours per week.

The BPD, the principal law enforcement agency of the City of Buffalo, serves a population of approximately 260,000 people in a geographic area of approximately 41 square miles. There are approximately 700 active sworn officer employees, who are all members of the Buffalo Police Benevolent Association (PBA) Union. The term “sworn officer” will be used to describe these employees throughout the audit report. The BPD also has approximately 180 active civilian employees who are members of the AFSCME Local 650 and 264 unions. For purposes of the audit report, the term “civilian” will be used to describe these employees.

The Audit reviewed data for Fiscal Years 2014 – 2016. The fiscal year (FY) starts July 1 and ends June 30 of the following year. FY 2016 data was obtained as of March 31, 2016 and annualized.

Background

Payroll is the largest expense incurred by the City. The Police, Fire and Public Works departments had the City’s largest amount of OT during the past three fiscal years. OT is often unavoidable for 24/7 operations such as Police, Fire and Public Works, due to the time sensitive nature of the services performed. Police, Fire and Public Works also have the largest OT as a percentage of base pay.



*Based on data through 3/31/16

The BPD has consistently generated the City’s largest OT expenditures. BPD OT has averaged approximately \$13.8 million and 291,000 hours annually for FY 2014-2016. BPD OT, as a percentage of base pay, has increased from 19% in FY 2014 to nearly 26% in FY 2016.

Audit Objectives and Scope

The objectives of the audit are to document and evaluate the BPD OT, as well as to review OT use and trends. The audit scope included FY 2014 - 2016.

To achieve these objectives, the Department of Audit and Control (DAC) performed the following procedures:

- Reviewed payroll data from MUNIS (City's financial reporting software) for FY 2014-2016
- Analyzed and presented payroll data obtained from MUNIS to BPD staff to discuss the factors contributing to OT
- Analyzed BPD payroll data and compared it to OT in other City of Buffalo departments
- Compared BPD actual OT to budgeted amounts
- Compared sworn officer OT to civilian OT
- Analyzed BPD payroll data to identify concentrations of OT within the BPD
- Obtained data from the NYS Department of Labor to benchmark payroll data against City of Buffalo levels, where applicable
- Obtained Police Department OT and related data of nearby municipalities and compared it to BPD for FY 2015
- Calculated the breakeven point for hiring a new sworn officer compared to paying OT to current sworn officers

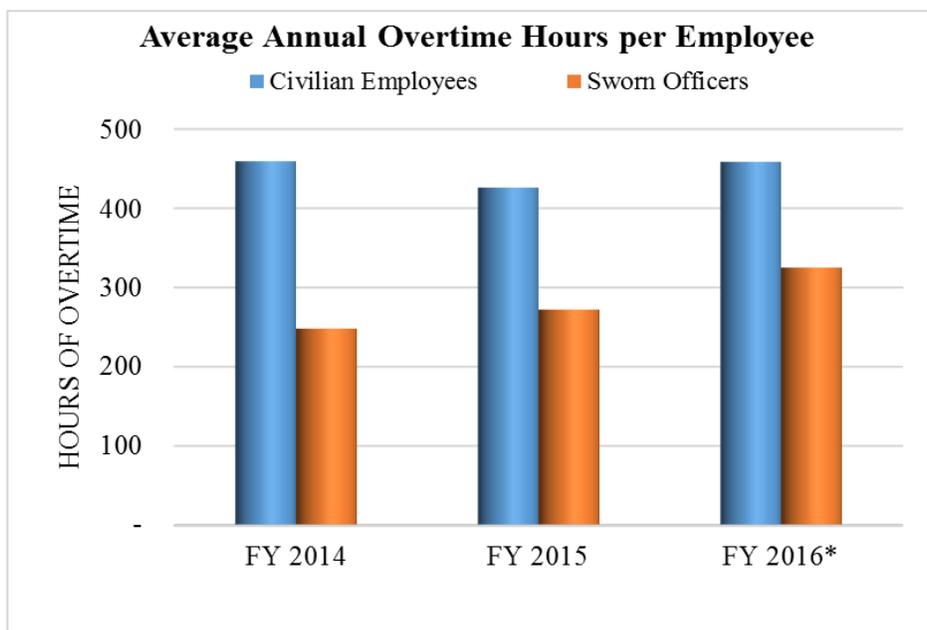
Audit Findings

Actual OT Exceeds Budget by 40%

Actual OT exceeded the budget by 28% and 40% in FY 2014 and 2015, respectively. Actual OT exceeded the budgeted amount by approximately \$6.6 million over the past two years.

Police OT	FY 2014		FY 2015	
Actual OT	\$	12,166,384	\$	13,731,811
Budgeted OT	\$	9,508,000	\$	9,782,000
\$ Over Budget	\$	2,658,384	\$	3,949,811
% Over Budget		28%		40%

Civilian OT Hours per Employee Greater than Sworn Officers OT Hours per Employee
 During FY 2014 – 2016, civilian employees averaged 450 OT hours per employee annually while sworn officers averaged 280 OT hours per employee.



*Annualized based on data through 3/31/16

We would expect that civilian members of the BPD would incur less OT than sworn officers on a per employee basis. Civilian manpower needs should be relatively consistent and predictable. Therefore, with proper scheduling and staffing levels, the amount of OT should be minimal, and significantly less than that of sworn officers.

More than 200 BPD Employees earn more than \$25,000 in OT Annually

The list below documents employees earning large amounts of OT:

Number of Employees Earning OT in Excess of:			
OT in Excess of	FY 2014	FY 2015	FY 2016*
\$ 100,000	-	3	6
\$ 75,000	8	8	18
\$ 50,000	37	50	64
\$ 25,000	191	192	223

*Annualized based on pay through quarter ended 3/31/16

In FY 2016, 25% of the BPD workforce earned more than \$25,000 in overtime.

Highest OT Earning Job Titles per Full Time Equivalent (FTE)

The list below ranks job titles by average annual OT per FTE for FY 2014 – 2016. The top 4, and 15 of the top 20, OT earning job titles are civilian. Included in the top 4 is the head janitor, who earns more in OT than in base pay. There are 7 civilian titles whose OT pay is 50% or more of their base. Police Officer OT ranked 15th out of the top 20 OT earning job titles. Police Officers on average earn 19% of their base pay in OT.

Top 20 OT Earning Job Titles at BPD

Rank	BPD Job Titles	Job Type	Base Pay	OT	OT as a % of Base Pay
1	CRIME SCENE TECHNICIAN	Civilian	\$ 59,353	\$ 41,400	70%
2	COMMUNITY GRANTS COORDINATOR	Civilian	\$ 47,816	\$ 39,088	82%
3	HEAD JANITOR	Civilian	\$ 32,301	\$ 38,535	119%
4	SUPERINTENDENT FLEET MAINTAIN	Civilian	\$ 45,188	\$ 36,403	81%
5	DETECTIVE SERGEANT	Sworn Officer	\$ 78,403	\$ 35,567	45%
6	DETECTIVE	Sworn Officer	\$ 74,996	\$ 29,613	39%
7	POLICE LIEUTENANT	Sworn Officer	\$ 81,576	\$ 22,602	28%
8	SENIOR CELL BLOCK ATTENDANT	Civilian	\$ 31,085	\$ 21,884	70%
9	LABORER I	Civilian	\$ 31,301	\$ 19,610	63%
10	MOTOR EQUIPMENT MECHANIC	Civilian	\$ 37,078	\$ 17,480	47%
11	PUBLIC SAFETY DISPATCHER	Civilian	\$ 37,159	\$ 15,119	41%
12	POLICE CAPTAIN	Sworn Officer	\$ 92,989	\$ 14,685	16%
13	SYSTEMS COORDINATOR	Civilian	\$ 47,816	\$ 14,404	30%
14	CELL BLOCK ATTENDANT	Civilian	\$ 27,345	\$ 13,924	51%
15	POLICE OFFICER	Sworn Officer	\$ 68,912	\$ 13,207	19%
16	LABORER II	Civilian	\$ 26,166	\$ 11,451	44%
17	SENIOR BUDGET EXAMINER	Civilian	\$ 76,424	\$ 10,984	14%
18	REPORT TECHNICIAN	Civilian	\$ 38,985	\$ 10,780	28%
19	SR DATA PROCESSING EQUIP OPER	Civilian	\$ 45,738	\$ 10,468	23%
20	SENIOR PUBL SAFETY DISPATCHER	Civilian	\$ 42,261	\$ 4,692	11%

FTE - Full Time Equivalent was calculated as total base hours divided by 2,080 hours for each position. FY 2016 Annualized based on data through 3/31/16.

OT Hours by Job Title and Potential Understaffing

The DAC analyzed payroll data to identify job titles that had the highest number of OT hours and the greatest potential understaffing. The results are as follows:

Summary of OT and Potential Understaffing

Job Title	Average Annual OT Hours FY 2014-2016	Potential FTE Understaffing**
POLICE OFFICER	101,302	48.7
DETECTIVE	47,234	22.7
POLICE LIEUTENANT	32,219	15.5
REPORT TECHNICIAN	31,415	15.1
CELL BLOCK ATTENDANT	15,111	7.3
PUBLIC SAFETY DISPATCHER	7,383	3.5
DETECTIVE SERGEANT	6,334	3.0
POLICE CAPTAIN	3,515	1.7
MOTOR EQUIPMENT MECHANIC	3,475	1.7
CRIME SCENE TECHNICIAN	3,296	1.6
LABORER II	2,884	1.4
SENIOR CELL BLOCK ATTENDANT	2,451	1.2
LABORER I	2,033	1.0
HEAD JANITOR	1,475	0.7
SUPERINTENDENT FLEET MAINTAIN	1,002	0.5
COMMUNITY GRANTS COORDINATOR	991	0.5
SENIOR PUBL SAFETY DISPATCHER	420	0.2
SYSTEMS COORDINATOR	376	0.2
POLICE INSPECTOR	362	0.2
SR DATA PROCESSING EQUIP OPER	284	0.1
REPORT TECHNICIAN SPANISH SPKG	273	0.1
SENIOR BUDGET EXAMINER	182	0.1
Total		126.9

** Potential Understaffing - calculated by dividing annual overtime hours by estimated annual hours worked by a full time employee (2080 hours). This provides the number of FTE's that would need to be added to eliminate overtime. This number is theoretical as overtime would never go to zero due to emergency situations, but it does show areas where staffing needs are not met with the current number of employees, and should be used as a tool to determine the actual number of FTE's needed to reduce overtime to an acceptable level.

Comparison to Nearby Cities

The DAC gathered OT figures and related statistics from Rochester, Syracuse, Albany and Yonkers. These cities were selected for comparison based on proximity, geographic size and population. The data was obtained from respective 2015 city budgets or from information provided directly by the respective cities.

FY 2015 Upstate Police Department Statistics

Description	Buffalo	Rochester	Yonkers	Syracuse	Albany
Regular Pay	54,628,110	48,827,862	66,699,922	32,564,883	25,682,348
Overtime Pay	13,731,811	5,080,994	12,425,322	9,590,897	4,163,588
OT as a % of Regular Pay	25%	10%	19%	29%	16%
Population	260,000	211,000	200,000	145,000	100,000
Geographic size (sq. miles)	41	37	30	27	21
Police Force	730	726	577	387	342
Civilian Staff	180	121	113	77	124
Total Staff	910	847	690	464	466
Regular Pay/EE	60,031	57,648	96,667	70,183	55,112
OT Pay/EE	15,090	5,999	18,008	20,670	8,935
Total Pay/EE	75,121	63,647	114,674	90,853	64,047
Officers per 1,000 Citizen	2.81	3.44	2.89	2.67	3.42
Officers per Sq Mile	17.80	19.62	19.23	14.33	16.29

The closest comparison to Buffalo is the City of Rochester. As seen above, the City of Rochester has more officers per 1,000 citizens, lower total pay and less OT per employee compared to Buffalo. Additionally, Rochester has one third less civilian support staff.

There are other factors that affect OT beyond the basic statistics presented. However, these nearby cities are useful for comparison purposes.

BPD Explanations for OT

DAC met with BPD personnel to gain an understanding of the top earning OT job titles. It was communicated to DAC that the driving factor behind the OT was understaffing, and that the current staffing levels limit the ability to manage OT as employees are shifted between units to fill manpower needs. Below are detailed explanations communicated by the BPD:

Police Officer – There are 100 openings for Police Officers in the City. However, there is a limit on how many cadets the City of Buffalo can send to the Erie County Central Police Services Training Academy. It takes approximately 1 year from the time of hire before an officer is on the street.

Lieutenant, Detective Sergeant and Detective – OT is driven by the unpredictable nature of the work involved in solving crimes as well as understaffing. Staying late and accommodating witness availability leads to long hours. This work can't be filled by others as the cases are handled by the responsible Detectives. An increase at these positions would lower caseloads which should decrease, but not eliminate OT.

Cell Block Attendant – It is difficult to maintain the needed staffing levels as employees leave the City of Buffalo for higher paying positions with the County or other suburbs after one year of service and obtaining their certification. The City of Buffalo pay rate for this position is below that of other municipalities in the region.

Public Safety Dispatcher –The BPD is in the process of hiring 6 new dispatchers. It takes approximately 3 to 6 months before a dispatcher can work on their own. Dispatchers must meet the minimum staffing requirements during each of the 3 daily shifts. OT should decrease as the staff members become fully trained.

Police Captain - OT is due to the specialized duties involved. Some Police Captains also perform multiple functions such as SWAT. As long as Police Officer and Detective staffing levels are low, Police Captain OT will remain high.

Superintendent Fleet Maintenance and Motor Equip Mechanic – The Superintendent supervises the mechanics and is required to be present whenever a mechanic is working. As of 3/31/16 the City is short 4 mechanics. The positions are difficult to fill due to the low rate of pay and the requirement for mechanics to provide their own tools. All work performed on the weekend is OT.

Crime Scene Technician (CST) – The position was civilianized in the past. A CST can only photograph the crime scene while evidence gathering is performed by a sworn officer. The goal of civilianizing the position was to have one person perform both photography and gathering of crime scene evidence functions at the civilian pay rate; this never occurred. CST's are scheduled daily on all three shifts and called out to crime scenes. OT is incurred when they are required to be in court, when a CST uses PTO and when more than one crime scene needs a CST present.

Head Janitor, Laborer I and Laborer II – There are 10 Police buildings that need to be cleaned. As of 3/31/16 there are only 9 people fulfilling these duties due to 2 vacancies and 2 suspensions. Any police building that houses prisoners is subject to state inspection and must meet state requirements for cleanliness or the City is subject to fines. Therefore a large amount of OT is needed to comply with these regulations.

Community Grants Coordinator – There is currently one person at this title. This employee manages grant revenue for the BPD. The application process and reporting requirements for the grants are extensive. As this employee is nearing normal retirement age, the duties should be shared among multiple employees to ensure the revenue stream continues.

Systems Coordinator and Sr. Data Processing Equipment Operator – There are only 2 IT employees for the BPD both of whom are approaching retirement age. BPD is working on increasing that number in the next budget.

Cell Block Attendants are Underpaid

Cell Block Attendant is the 5th most understaffed position. DAC compared entry-level salaries for the City of Buffalo to the Western New York average entry-level wage per the NYS Department of Labor. The entry-level wage for correctional officers and jailers is \$47,710 for the Western New York region compared to \$25,283 for the City of Buffalo Cell Block Attendant. That is \$22,427 below the Western New York average. The entry level wage for first line supervisors of correctional officers is \$67,840 for the Western New York region compared to \$27,675 for the City of Buffalo Senior Cell Block Attendant, \$40,165 below the Western New York average.

After Six Weeks, Hiring a new Officer Generates Savings

DAC calculated the breakeven point, when hiring a new sworn officer becomes more cost effective than paying OT to cover a vacant position. The factors considered included the average OT hourly rate for current officers, hourly rate for new officers, payroll tax, pension contribution rates and the cost of health insurance. The average OT hourly rate for current sworn officers is over \$58. The hourly base rate for a new sworn officer is slightly over \$24. In addition to lower wages, savings are generated by lower payroll taxes and pension contributions. The total hourly savings of adding a new officer is nearly \$40 per hour. The hourly savings is reduced by the fixed cost of the new employee's healthcare of approximately \$10,000. By dividing the health care cost by the difference in hourly rate, we determined the breakeven point to be 261 hours. Therefore, after 6 weeks, the BPD saves money hiring a new officer, as opposed to paying current officers OT to cover a shift.

Recommendations

Submit OT Budget that is Reasonable Based on Current Staffing Levels

The original and revised budgets should be closer to the actual OT incurred to ensure the budget is an accurate representation of anticipated OT costs. It is misleading and inaccurate if budgeted OT is understated by 20% or more. The staffing levels should be considered when preparing the budget to account for any understaffing and its impact on OT. This will help create a budget where actual payroll costs are more in line with budgeted amounts. A proactive approach should be taken to prevent actual payroll costs from exceeding the budget.

Hire a Director of Finance

The BPD is the largest City department based on total expense and staff size. There is only one employee in a financial leadership role, the senior budget examiner. The BPD should create a Director of Finance position to manage the financial aspects of the BPD. This person should be an experienced financial officer capable of managing an operation the size of the BPD.

Specifically payroll, which is the largest expense, should be continually monitored. This should help keep OT within budgeted levels and identify staffing needs. BPD should consult with cities that have less OT, such as Rochester, to learn how they keep OT low and see if any of their cost-saving strategies can be implemented by the BPD.

Determine Proper Staffing Levels to Reduce Overall Payroll Costs

BPD has many positions, both sworn officer and civilian, that are understaffed. BPD should work to increase their staffing levels at these positions to reduce OT to an acceptable level. A plan should be developed to increase the budget to allow for the additional staff. A larger staff would reduce OT costs and create a more efficient Police Department.

While there is a clear shortage of sworn officers, the civilian side of the BPD operations should be evaluated to determine the proper staffing levels needed to reduce payroll costs and maximize results. Civilian manpower needs should be relatively consistent and predictable; therefore, with proper scheduling and staffing levels, the amount of OT should be minimal and significantly less than that of sworn officers. Additionally, right sizing the civilian staff should be accomplished quickly, as the training period for civilian employees is much shorter than that of a sworn officer.

The Community Grants Coordinator, Senior Budget Examiner and Systems Coordinator were three administrative positions in the top 20 OT earning positions per FTE. With the amount of OT paid to these employees, it should be determined if additional employees would reduce overall costs. Additionally, several of these employees are approaching retirement age. A plan should be developed to transfer their knowledge to employees who will perform these tasks after the retirements.

Increase Pay of Cell Block Attendants

The City should consider raising the salary for Cell Block Attendants to the market rate. Raising the salary level should allow the BPD to attract adequate interest from qualified individuals so that the position can be adequately staffed. This will reduce OT costs and decrease turnover.

Determine the Most Efficient Way to Provide Cleaning Services

The head janitor, laborer I and laborer II positions are some of the highest OT earners within the BPD. These 3 job titles total 9 employees. A cost/benefit analysis should be performed to determine the most efficient and effective method of cleaning the BPD buildings.

Adjust Scheduling at Police Garage

It was noted that mechanics, as members of the Local 264 union, are scheduled to work Monday through Friday, with all weekend work being paid at OT rates. The BPD is a 24 hour a day, 7 days a week operation and maintenance needs often arise outside of the garage employees' schedule. Mechanics' schedules should be staggered to avoid OT every weekend.

Determine the Value of Crime Scene Technician Position

Perform an evaluation to determine how to best utilize the CST position. Determine if CST tasks and evidence gathering tasks can be combined to lower overall costs without a decrease in performance.

Determine Best Distribution of OT

OT should be distributed so that the burden does not fall on so few people. BPD should determine if OT limits should be instituted so that employees are not overworked.



CITY OF BUFFALO
DEPARTMENT OF POLICE



BYRON W. BROWN
MAYOR

DANIEL DERENDA
COMMISSIONER

September 28, 2016

City of Buffalo
Department of Audit & Control
65 Niagara Square
1225 City Hall
Buffalo, New York 14202

Attn: Kevin Kaufman, City Auditor

Dear Mr. Kaufman,

In response to your draft audit dated September 2016 regarding the Audit Report on Overtime Usage at the Buffalo Police Department, the Buffalo Police Department has reviewed the audit report and hereby submits the following responses to the executive summary, findings and recommendations.

In response to the Executive Summary, the Department does recognize the fact that overtime costs have gone up. This is due primarily to an increase in manpower shortage, which is currently being addressed, and the growing need for additional policing services required to respond to the many issues currently facing law enforcement personnel nation wide. In response to the figures indicated, the Department does agree..

In response to the Findings, and the figures indicated, utilizing current figures from the MUNIS system, the Department calculates that for each of the three fiscal years referenced, it was 26%, 38% and 19% respectively over budget on overtime. In total, this is a 27% overage, or \$2.8 million annually, which is very similar to the figures indicated in the Audit draft report. The Department does agree with the average annual hour calculation. Also under findings, the Department does not agree that the city would save money after 6 weeks of overtime by hiring a new officer. The Department does agree that hiring in any position would eventually be more cost effective, but not at this point for this particular position. As shown, 6 weeks of overtime is 260 hours. Under the current PBA contract, this equates to about \$20,000 in overtime (\$60/hr plus \$20/hr fringe times 260 hours) for an average step 5 police officer. A newly hired Police Officers' current annual salary is \$43,738, with at least an additional \$10,000 in fringe costs for FICA and pension costs alone. The "breakeven" point is clearly much greater than 6 weeks. The Department does agree that it currently has up to 130 vacant sworn and civilian positions, of which the filling of most of these is mentioned later in this document. All other points the Department agrees with or can not comment on, i.e. data from outside entities.

In response to the Recommendations on page 2, these are addressed below.

In reference to the BPD Explanations for OT listed on pages 10 and 11, for Police Officer the current number of openings (vacancies) is about 100. Also, it only takes about 1 year from date of hire before an officer is on the street and counts toward manpower levels. All other comments, which are only a general summary regarding the positions notated, are correct as stated by BPD personnel.

In general, the Audit brings to issue the fact that the Buffalo Police Department has had increasing overtime expenditure over the last few fiscal years, therefore, please find below the Police Department response to these recommendations:

Submit OT Budget that is Reasonable Based on Current Staffing Levels – the department budgets overtime on all positions being filled to avoid duplicate budgeting of salary expenses. If some positions remain unfilled, the budgeted salary would be used to offset any additional overtime that is required due to the manpower shortage.

Hire a Director of Finance – the Department disagrees with this recommendation. We believe this is a position that will not bring anything new to the table. Under guidance of the Sr. Budget Examiner already assigned, administrative staff is able to provide the Police Department and the Department of Administration and Finance the data it requires to make sound financial decisions that are within its control. Many of the financial concerns are the result of current contractual obligations rather than subjective decision making. The Department is continually monitoring payroll and evaluating staffing needs. Adding the Director of Finance would bring little added value to that process and be an unwarranted additional expense.

Determine Proper Staffing Levels to Reduce Overall Payroll Costs – BPD continuously evaluates staffing levels, minimum manpower levels, works with the Administration and Civil Service to hire personnel into vacant positions as timely as possible, and has requested positions for additional staff as needed over the years. For the current budget year the Department has received an additional accounting position and Crime Scene Technician position. These positions will be filled as quickly as possible. Also for civilian positions, the Department recently filled current vacancies by hiring 1 laborer (cleaning staff), 1 Dispatcher, 3 Mechanics and 7 Cellblock Attendants. The Department anticipates these new hires will help reduce the overtime in their respective units upon completion of proper training. At the present time, the Department is also working with Civil Service on filling other current vacancies in dispatch and cell block. Also, the minimum staffing level for Report Technicians in Central Booking Bureau was recently evaluated and reduced, thus reducing overtime in this area.

Increase Pay of Cell Block Attendants – the Police Department has no direct control over this issue. Local 264 recently ratified a contract increasing salaries across the board. The increased pay for this position will be helpful in hiring and keeping additional cell block attendants, but any further increases in pay to bring it closer to the market rate would have to be negotiated.

Determine the Most Efficient Way to Provide Cleaning Services – the Police Department does recognize that overtime for this area has increased. Some of this overtime is attributable to staffing shortage. Any building that does not have a cleaner, whether short term or long term, must be covered on overtime by the current staff. Maintaining proper cleanliness and safety, especially in winter time, in all buildings is extremely important. As stated, the Detention Facility is monitored by the State and requires proper maintenance and cleaning to stay in compliance.

Adjust Scheduling at Police Garage – with the addition of the three (3) mechanics recently hired, the Buffalo Police Garage will be able to address most mechanical issues for BPD vehicles quicker, thus reducing the number of down vehicles and length of down time for BPD vehicles, and at the same time reduce the number of overtime hours needed to complete these required tasks. At present, until the effect of hiring the three mechanics can be evaluated, both financially and productivity wise, the Department will not pursue any change in schedules.

Determine the Value of Crime Scene Technician Position – this position has been evaluated. As previously stated, an additional Crime Scene Technician position has been added, which the department hopes to fill soon. In addition, the combining of CST and evidence tasks is currently be researched and if determined to be plausible, final implementation will require negotiating with the applicable unions.

Hire Additional Police Officers – the Department is presently working with the Administration and Civil Service in the hiring process of Police Officers. The Police Officer exam was given on June 18th of this year. Initial letters have been sent out to the first group of potential candidates, who are slated to start in the Police Academy in November of this year. The Department anticipates filling all the vacant police officer positions in the current fiscal year. As these new officers complete training and are added to manpower, they will not only increase service, but provide efficiency and help reduce overtime costs.

Determine Best Distribution of OT – this is a contractual issue and would require negotiations with the unions to change any current methods utilized for filling overtime.

Please accept this as Buffalo Police Department official response to this audit and if anything further is needed, do not hesitate to contact me at 851-4571.

Sincerely,



Daniel Derenda
Commissioner of Police