

# **Baltimore Police Department Commissioner Response**

Case # 21-0025-I



# BALTIMORE POLICE DEPARTMENT



**Brandon M. Scott**  
Mayor

**Michael S. Harrison**  
Police Commissioner

May 26, 2021

Isabel Mercedes Cumming  
Office of the Inspector General  
City Hall, Room 635  
100 North Holliday Street  
Baltimore, MD 21202

**RE: BPD Response to OIG Case #21-0025-I**

Dear Ms. Cumming,

Thank you for you and your team's work in identifying the issues outlined in your report of investigation. This letter outlines the Baltimore Police Department's (BPD) response to those issues below:

- 1.) The creation of new overtime policies for the Baltimore Police Department (BPD) has been a major culture shift for the agency where there have historically been little to no accountability for the stewardship of taxpayer dollars. After only a few months into my first year in this role, I directed the department, via a Police Commissioner Memoranda (19-01 and 19-02), which put into place greater measures of accountability and penalties for those that are found to violate those policies. As the result of the implementation of those policies, and as your report outlines, the total overtime spending for sworn members in the department went from \$50.6 million in FY19 to \$43.8 million in FY20, which represents a 13% reduction in spending in this category. Spending for the current fiscal year (FY21) is projected to be nearly \$32 million, which is a 37% decrease from FY19 level of spending.
- 2.) The implementation of the new Enterprise Resource Planning (ERP) software (Workday), which replaces the E-time system, is also designed to ensure that the appropriate work schedules are aligned against the actual punch-in and punch-out of the start and end of work for all employees who are hourly earners. We believe the implementation of this pay-to-punch system will alleviate the confusion and ambiguity of records that you discovered in your investigation regarding schedules in the system being properly compared to the times when work hours are actually performed
- 3.) Among the provisions of the Memorandum of Understanding with the Fraternal Order of Police the definition of "hours worked" includes any approved hours of leave. This provision is one of many that the department is seeking to revise through collective bargaining to better align pay incentives and reduce overtime expenditures in the department, all of which will be FLSA compliant.

4.) Upon receipt of your report, the matter was immediately referred to our Public Integrity Bureau to conduct an investigation into potential policy violations by members of the department that are identified.

If any further information is needed, please do not hesitate to reach out to me or my Deputy Commissioner of Public Integrity. Thank you for your continued partnership with the Baltimore Police Department.



Michael Harrison  
Police Commissioner  
Baltimore Police Department