



# BALTIMORE POLICE DEPARTMENT



**Brandon M. Scott**  
**Mayor**

**Michael S. Harrison**  
**Police Commissioner**

August 11, 2021

Honorable President and Members of the Baltimore City Council  
Room 400, City Hall  
100 N. Holliday Street  
Baltimore, Maryland 21202

**RE: City Council LO21-0013**  
**Investigative Hearing – Mismanagement of Baltimore Police Overtime**

Dear Council President Mosby and Members of the City Council:

The Council has announced an investigative hearing for the purpose of requesting members of the Baltimore Police Department and the Office of the Inspector General come before the Public Safety and Government Operations Committee to discuss the findings of Case 21-0021-I: Investigation alleging mismanagement of overtime resources by Baltimore City Police.

As you likely know, you can review both the Inspector General's findings and the Baltimore Police Department's official response to those findings at this link: [Recent OIG Reports | Office of the Inspector General \(baltimorecity.gov\)](#). However, for your ease, I have included Police Commissioner Michael Harrison's official response to the issues noted by the Inspector General in her report, 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.

At the hearing scheduled for August 11, 2021 at 5:00 pm, members of the BPD Executive Team will be prepared to discuss these responses and their efforts to establish controls and accountability to ensure that the Department and all of its members are being judicious in their spending of tax payer dollars. Thank you for your time and attention to this important matter.

Sincerely,



Michelle Wirzberger, Esq.  
Director of Government Affairs

cc: Natwana Austin, Executive Secretary of the Baltimore City Council  
Natasha Mehu, Director of Mayor's Office of Government Relations  
Nina Themalis, Special Assistant and Legislative Liaison, MOGR  
Eric Melancon, BPD Chief of Staff  
Andrew Smullian, BPD Deputy Chief of Staff  
Deputy Commissioner Jim Gillis  
Chief Shallah Graham