



You Can Make A Difference

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Purpose ...

- To share information that may help you to influence the people who make financial decisions in your Dept.
- To encourage those who want to make a difference in your Dept in spite of the challenges in front of you.



Brief Bio...

- **NOT** TASER EMPLOYEE
- 28 ½ year veteran
- 14 years - Narc, Robbery, Homicide
- 14 years in uniform, Patrol Division
- 20 years as Sergeant
- NOT Adm Boy – House Mouse!



Recent OPD History

- The "Riders" Case
- Negotiated Settlement Agreement
- Reforms, Monitors, & Federal Judge
- Return to Patrol Division
- Wanted To Certify Officers in Squad
- Became TASER Instructor
- Discovered.....

Oops! This Ain't Good!





We Had No...

- No written policy on TASERS.
- No records of TASER serial numbers.
- No download software.
- No one was assigned to oversee the training or use of TASERS.
- Training for Patrol Sergeants (who had TASERS) was inadequate and expired.



So I....

- Advised individual watch commanders
- Began training sergeants and officers as fast as I could on “straight” time.
- Chased down everyone I could think of that might have a TASER to get serial#s
- Started a data base system to track all TASER equipment and training



Next Thing I Knew...

- TASER Coordinator
- Subject Matter Expert
- Put on special assignment to write our TASER policy
- Develop our TASER program
- Sitting behind a computer for endless hours!



Went From This – To This

- No written policy
- No serial# records
- No valid training
- No holsters
- No accountability
- Only Sgts
- 65 M26's
- No plans to change
- New written policy
- Automated database
- Update training
- Thigh holster/eXo
- TASER Coordinator
- TASER Officers
- 90 new X26's
- Support full deploy.



How Did This Occur...

- **DESIRE** - I wanted all officers to have TASERS.
- **PREPARATION** – “Keep your friends close and your enemies even closer.”
- **LANGUAGE** – Universal language is **GREEN**.



Researched Five Specific Areas

- How many officers **retired** due to on duty injuries?
- How many **work days missed** due to on duty injuries?
- **Workers' Compensation Cost** for sworn members in a year period?
- **Overtime** to backfill open beats?
- **How** were our officers getting injured?



Research Showed....

- Averaging 45-50 Officers were off work due to on duty injuries.
- On duty injuries were costing the City millions of dollar each year.
- It was a bigger issue than just lost wages.
- I suspected those in administration probably did not fully understand the total cost of on duty injuries.



Cost of Retirements Due To On Duty Injuries

- 2003-2005 – OPD retired approximately 30 officers due to on duty injuries.
- Cost to train one recruit officer in our academy = \$48,000
- New officer will be paid \$20,000 while still in field training.
- All FTO's are paid an additional 5%. FTO Program is 15 weeks = \$1,110



Cost of Retirements?

- Approx training cost to replace one officer from ODI approx = **\$69,000.**
- Approx. cost to train 30 officers to replace ODI retirees in 3 year period?
- **\$2,070,000** = 3 years
- **\$690,000** per year



Work Days Missed Due to On Duty Injuries in 2004?

- 6,090 days off work (OSHA's Form 300)
- 1,648 days assigned to light duty
- Step 3 hourly salary \$34.53
- 8hrs X 6,090 = 48,720 hours
- 48,720 hours X \$34.53 = **\$1,682,301**
- Light duty salaries = **\$ 455,243**



Salary Cost of O.D.I.?

- \$2,137,544 – off work and light duty
- \$1,682,301 – off work only
- BUT.....for every dollar paid in salary to an OPD officer...



How Much is Paid In Benefits?

- I estimated approx 90 cents more.
- I was wrong....
- Over 1 dollar!
- In other words, for every **\$1,000** paid to an officer in wages, the City pays another **\$1,000** for their benefit package.

*Source – City Administrator



So...actual salary cost of ODI?

- \$4,275,088 (combined light duty and off work)
- \$ 3,364,602 (off work only)
- For 2004 alone



How Do ODI Impact Overtime?

- OPD currently has on going **MANDATORY** overtime for all officers.
- Not uncommon to have 5-10 open beats a shift prior MOT.
- Sick leave a factor? Not really.



Overtime \$\$ to Fill Open Beats in Patrol Division only...

- July 1, 2005 – Sept. 23, 2005?
- **\$711,791**
- Can It Get Worse? YEP!



Workers' Compensation Cost

- Fiscal year 2003-2004
- For Sworn Members of OPD
- \$3,383,319 (initial)
- \$5,222,032 (incurred total estimated cost)
- Highest single category, "Persons Committing Crimes" = \$2,081,691 (61%)



The Big Question??

- How are OPD officers getting injured?
- How many are from physical conflict?
- A review of over 400 medical reports from 2003 to 2005 showed....



Results of Medical Review?

- 6% climbing / jumping fences
- 6% during training exercises
- 10% vehicle collisions
- 33% miscellaneous (tripping/lift etc)
- 45% due to physical conflict



What Does That Mean in \$\$\$

- Depends on your math!
- Acknowledge I am not an accountant.
- So....let's look at a high and low estimates.



HIGH ESTIMATE = Loss of money and services to City annually

- \$4,275,088 – wages/benefits
- \$2,847,164 – overtime to backfill Patrol
- \$5,222,032 – Workers' Comp
- \$ 690,000 – Train new officers (ODI)
- **\$13,034,284**
- 45% Due to Conflict = **\$5,865,427**



Low Estimate

- Eliminate Salary/Benefit Cost - \$0
 - Reduce Workers' Comp - \$3,383,319
 - Reduce Patrol Overtime - \$2,000,000
 - Cost to Train New Officers- \$ 690,000
- \$6,073,319**
- 45% Due to Conflict = **\$2,732,993**



Next Question?

- How could full TASER deployment reduce our on duty injuries?
- Orange County Florida = 80% reduction
- But...California, Bay Area, more restrictive use/policy?
- Estimate from 20% - 60% reduction?



ODI Reduction Savings of High Estimate **\$5,865,427**

- 20% = \$1,173,854
- 30% = \$1,759,628
- 40% = \$2,346,170
- 50% = \$2,932,713
- 60% = \$3,519,256



ODI Reduction Savings on Low Estimate - \$2,732,993

- 20% = \$546,986
- 30% = \$819,897
- 40% = \$1,093,197
- 50% = \$1,366,496
- 60% = \$1,639,795



Would It Be Cost Effective to Fully Deploy OPD?

- Average Equipment Cost per Officer is about \$1,000.
- Equip 450 field officers would be approximately \$450,000 plus....
- Even with a 30% reduction in ODI on the low estimate...



How Much Could We Save?

- 30% = \$819,897
- Minus - \$450,000 (full deployment)
- Savings- **\$369,897**
- This is a conservative estimate.



Sources

- Oakland Police Officer Association
- OPD Personnel Medical Administrator Tiffany Webb
- OPD ODI Medical Reports 2003-2005
- City Administrator Deborah Edgerly
- 2003-2004 Workers' Compensation Report, Jan 25, 2005, Stephanie Garrabrant-Sierra, Risk Manager
- Sergeant Ken Bachman, OPD Training Division Academy Supervisor
- Lieutenant D. Downing, OPD Training Division Commander
- Overtime Report, Peter Fitzsimmons Administration Services Manager

