



BURLINGTON POLICE DEPARTMENT

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Michael E. Schirling
Chief of Police

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To: Board of Finance
From: Michael E. Schirling, Chief of Police
CC: CAO Paul Sisson, Mayor Miro Weinberger
Re: Updates to Supervisor Pay Matrix – Phase II
Date: June 8, 2012

In 2007, after many years of diverging pay scales within the ranks of sworn police employees, an initiative was undertaken to create a more unified set of pay scales designed to address long-standing issues related to compression, disparate benefits, and the more overarching issues related to competitiveness and incentive to seek promotion.

With the assistance of the Office of the Chief Administrative Officer, the Board of Finance, and the Human Resources Committee, a Unified Pay Scale was adopted. This scale was designed and clearly discussed as a first step in a multi-step approach to mitigating the issues described above. The first target for the second step in re-crafting these scales was originally envisioned to occur three years later, in 2010. Due to economic and other circumstances, that effort was put off as long as possible.

While economic conditions have improved, stresses continue. However, in the interest of both short and long term strategy, and succession planning, we believe that we have reached a crossroad for implementation of the second phase of this project.

In order to continue to work toward creating a stable and competitive pay scale for supervisors, ensure viable candidates are interested in promotional opportunities, and in an effort to reduce attrition by the supervisory workforce, enhancements to the supervisory scales that were envisioned as a multi-step process must now continue. We are cognizant of the need to mitigate the impact of the changes not only on the general fund budget but also the impact on the retirement system. It is against that backdrop that we have crafted the approach outlined below.

1. Scale Alterations

This phase implements scale alterations for supervisors *without making significant changes to the top steps* in the pay system (though that is projected to occur in the future), thus not impacting the retirement system or the overall general fund exposure. These

alterations would allow supervisors to move to higher steps more quickly, increasing the overall compensation through the duration of their employment without impacting retirement system exposure.

2. Re-Instatement of overtime pay for Lieutenants

In Phase 1 overtime pay for Lieutenants was eliminated. This has had a variety of unintended consequences, including limiting availability for shift coverage and extended investigations (such as homicides, sex crimes, and other critical events) where Lieutenant level supervision and coordination is crucial.

In Phase 2 we propose to re-institute overtime with caps set by Police Administration to limit budget exposure. To ensure that a cascade effect is not created, compensatory time is not an option. We anticipate that much of this pool of overtime will be for major events or cases.

3. Performance Based Pay

Among our 2011 goals is to continue to work to retain the best possible employees (in a highly competitive law enforcement job market that is dominated by Federal and State agencies) by making a concerted effort to enhance job satisfaction. One critical objective in this effort relates to consistency in supervision. We believe that creating mechanisms that enhance consistency and feedback to all employees will help to achieve this objective. One strategy to better achieve this goal is to form a system of performance based pay incentive for supervisors with key performance measures at the center of the effort.

Performance based pay would not be included in base pay, thus not impacting the retirement system, but would create incentives to achieve better consistency and create specific benchmarks for supervisors to be eligible for this pay enhancement. Benchmarks would be clearly defined and objectively identifiable. A preliminary list of these objectives has been developed.

Performance based pay is envisioned as a 36 month pilot project, with annual reports of progress on and review by the Police Commission. After 36 months we will revisit the success or experiences in the project with the Board of Finance and Human Resource Committees.

5. Alterations to the Deputy Chief's scale

The Department's two Deputy Chiefs have significant responsibility, sometimes assuming the role of the Chief of Police in his or her absence. The pay differential set in Phase 1 of the unified pay scale was unable to fully reflect that level of responsibility. Phase 2 seeks to begin to remedy that pay scale to make it more competitive and commensurate with the responsibility of the role by making direct alterations to the move between Lieutenant and Deputy Chief.

6. Creation of vacation time buyback option

In an effort to reduce the amount of coverage needed for vacant supervisor shifts and create alternatives to enhance pay we propose allowing Lieutenants and Deputy Chiefs to “sell back” up to two weeks of annual accrued vacation time. It is anticipated that this option will be phased in (as a “Phase IIA”) to be considered during the construction of the FY2014 budget.

Attached is a spreadsheet that outlines the overall cost of implementation of Phase 2 of this initiative. Vacation buyback options are shown separately from the core pieces of Phase 2.

Police - Sworn Personnel Unified Payscale FY09

NOTE: This chart is set to flow from BPOA Step 1 Hourly Rate re-calculate all pay rates from that anchor point.

Probationary Officer Pay: Pursuant to a Human Resource Committee action of Nov. 1, 2007 pay for probationary officers is set at 3% below BPOA Step 1. FY09= 41498.20 798.04 19.9511

Year	<u>1</u>	<u>2</u>	<u>3</u>	<u>4</u>	<u>5</u>	<u>6</u>	<u>7</u>	<u>8</u>	<u>9</u>	<u>10</u>	<u>11</u>	<u>12</u>	<u>13</u>	<u>14</u>	<u>15</u>	<u>16</u>	<u>17</u>	<u>18</u>
BPOA	20.5681	20.9621	22.8422	23.2648	23.6873	24.1098	24.5324	24.9004	25.2739	25.6530	26.0378	26.4284	26.8248	27.2272	27.6356	XXX	XXX	XXX
15 steps	822.72	838.48	913.69	930.59	947.49	964.39	981.30	996.02	1010.96	1026.12	1041.51	1057.14	1072.99	1089.09	1105.42	XXX	XXX	XXX
	42781.65	43601.17	47511.78	48390.78	49269.58	50148.38	51027.39	51792.83	52569.72	53358.27	54158.64	54971.02	55795.59	56632.52	57482.01	XXX	XXX	XXX

Implementation: As bargained during the collective bargaining process with COLA and step adjustments as prescribed by contract.

STEP GRADIENT 1.0192 1.0897 1.0185 1.0182 1.0178 1.0175 1.0150 1.0150 1.0150 1.0150 1.0150 1.0150 1.0150 1.0150 1.0150 1.0150 1.0150 1.0150

Added 10-07 - Probationary pay for police officers will be fixed at 3% below that of BPOA Step 1.

Sergeant					25.3454	25.7975	26.2497	26.6434	27.0431	27.4487	27.8605	28.2784	28.7025	29.1331	29.5701	30.0136	30.4638	30.9208
14 potential steps					1013.82	1031.90	1049.99	1065.74	1081.72	1097.95	1114.42	1131.13	1148.10	1165.32	1182.80	1200.54	1218.55	1236.83
					52718.45	53658.77	54599.31	55418.33	56249.61	57093.35	57949.75	58819.00	59701.28	60596.80	61505.75	62428.34	63364.76	64315.23
														FY10	62582.10	63520.83	64473.65	65440.75
														FY11	63833.74	64791.25	65763.12	66749.57

Implementation: Upon promotion, Sergeants are placed in grade at their aggregate years of service INCLUDING STEPS FOR PRIOR SERVICE THEY MAY HAVE BEEN PREVIOUSLY GIVEN and proceed through the scale receiving steps on their date of hire annually (they are always receiving pay comensurate with their years of service). Sergeants retain shift differential, holiday pay, overtime compensation, as well as clothing and boot allowances. This scale floats with all BPOA pay raises, including COLAS and reflects a 7% gradient above the BPOA scale at each step.

Lieutenant's Executive Scale

<u>Annual</u>	<u>Weekly</u>	<u>Hourly</u>	<u>Gradient</u>			
64537.46	1241.10	31.0276	1.5% down			
65520.26	1260.01	31.5001	1.5% down			
66518.03	1279.19	31.9798	1.5% down	FY10	FY11	FY12 2.75
67531.00	1298.67	32.4668	5% from top Sergeant Step (anchor point for scale)	68712.79	70087.0446	72014.44
68543.96	1318.15	32.9538	1.5% up	69743.48	71138.3503	73094.65
69572.12	1337.93	33.4481	1.5% up	70789.63	72205.4256	74191.07
70615.70	1357.99	33.9499	1.5% up	71851.48	73288.5070	75303.94

Implementation: Upon promotion Lieutenants are placed at the step that is at least 8% above their Sergeants pay and proceed through the scale in one step increments from their date of promotion. Lieutenants retain shift differential, holiday pay, clothing and boot allowances. While not eligible for overtime, Lieutenants may accrue flex time at a one to one accrual rate to a maximum of 40 hours. This scale floats with all BPOA pay raises, including COLAs and reflects a 5% gradient above the top step of the Sergeants scale at step 4 and 1.5% increments between steps in each direction from step 4, maintaining 7 steps. Lieutenants will be eligible for overtime pay only to cover special enforcement details not funded by City payroll (i.e. those funded by grants or private funds that require a supervisor be hired).

Deputy Chief's Executive Scale

<u>Annual</u>	<u>Weekly</u>	<u>Hourly</u>	<u>Gradient</u>	<u>FY10</u>	<u>FY11</u>	<u>FY12 2.75</u>
74146.49	1425.89	35.6473	5% from top Lieutenant step (anchor point for scale)	75444.05	76952.93	79069.14
75258.69	1447.28	36.1821	1.5% up	76575.71	78107.23	80255.18
76387.57	1468.99	36.7248	1.5% up	77724.35	79278.83	81459.00
77533.38	1491.03	37.2757	1.5% up	78890.21	80468.02	82680.89
78696.38	1513.39	37.8348	1.5% up	80073.57	81675.04	83921.10

Implementation: Upon promotion Deputy Chiefs are placed at the step that is at least 8% above their Lieutenants pay and proceed through the scale in one step increments from their date of promotion. Deputy Chiefs retain premium holiday pay and clothing allowance.

This scale floats with all BPOA pay raises, including COLAs and reflects a 6% gradient above the top step of the Lieutenants scale to step one of this scale.

Additional Implementation Notes:

With implementation of this unified payscale, police managers (Sergeants, Lieutenants, and Deputy Chiefs) agree that one change to retirement compensation formulas is warranted.

All retirement benefits not mentioned herein remain unchanged from FY07 levels. Upon implementation of this scale a two-year phase-in of 5 year averaging for retirement compensation is adopted.

Beginning in July of 2007, managers who retire will add one month to the average retirement calculation for each month worked until July of 2009. In July of 2009 the average base compensation calculation will be based upon the highest 5 years rather than the highest three years of base salary.

The following examples illustrate the method of implementation.

1. If a manager retires in July 2007 their retirement calculation is based on the average of their highest 36 months of base wages.
2. If a manager retires in September 2007 their retirement calculation is based on the average of their highest 38 months of base wages.
3. If a manager retires in July of 2009 their retirement calculation is based on the average of their highest 60 months of base wages.

If an anomaly occurs during the phase-in period of 5 year retirement averaging and retirement calculations reveal that there is a net decrease in average base compensation using the phase-in formula, the employee adversely affected may opt to have their retirement based on the pre-existing three year average, using what their base compensation - including COLA's - would have been on the Willis scale.

POLICE UNIFIED PAY SCALE - PHASE II - DRAFT 6-8-12				Scale Alterations				Perf Pay	Vac Buyback				
		Cola @ 2.9	Title	Name	Current FY12	FY12 New	Difference	FY13 New	at 2% FY12	# of Wks	Cost		
		FY12	FY13										
			DC	MORRISON@	\$83,880.20	82515.35	-1364.85	84908.30	1650.31	2.00	3173.67		
BPOA 15 FY1	Sgt 1 6%	64944.57	66827.96	DC	HIGBEE	\$83,880.16	86284.52	2404.36	88786.77	1725.69	2.00	2853.50	
61268.46	Sgt 2 1.5%	65918.74	67830.38	LT	BOVAT	\$75,267.40	76403.10	1135.70	78618.79	1528.06	1.00	1469.29	
	Sgt 3 1.5%	66907.52	68847.84	LT	CARLSON	\$71,979.44	76403.10	4423.66	78618.79	1528.06	2.00	2938.58	
	Sgt 4 1.5%	67911.13	69880.55	LT	CYR	\$71,979.44	76403.10	4423.66	78618.79	1528.06	2.00	2938.58	
	Sgt 5 1.5%	68929.80	70928.76	LT	DAVIDSON	\$75,267.30	76403.10	1135.80	78618.79	1528.06	0.00	0.00	
				LT	HELDRICH	\$75,267.30	76403.10	1135.80	78618.79	1528.06	2.00	2938.58	
	Lt 1 5%	73065.58	75184.49	LT	STUBBING	\$75,267.30	76403.10	1135.80	78618.79	1528.06	0.00	0.00	
	Lt 2 1.5%	74161.57	76312.25	SGT	NEW SGT	\$75,267.30	64944.57	-10322.73	66827.96	0.00	0.00	0.00	
	Lt 3 1.5%	75273.99	77456.94	SGT	NEW SGT	\$75,267.30	64944.57	-10322.73	66827.96	0.00	N/A	0.00	
	Lt 4 1.5%	76403.10	78618.79	SGT	NEW SGT	\$75,267.40	64944.57	-10322.83	66827.96	0.00	N/A	0.00	
	Lt 5 1.5%	future	step	SGT	WARREN	\$64,588.68	64944.57	355.89	66827.96	1298.89	0.00	0.00	
				SGT	BURKE	\$66,540.76	68929.80	2389.04	70928.76	1378.60	2.00	2651.15	
	DC 1 8%	82515.35	84908.30	SGT	DUFFY	\$65,557.44	68929.80	3372.36	70928.76	1378.60	0.00	0.00	
	DC 2 1.5%	83753.08	86181.92	SGT	LAWSON	\$62,693.28	64944.57	2251.29	66827.96	1298.89	2.00	2497.87	
	DC 3 1.5%	85009.38	87474.65	SGT	SULLIVAN	\$62,693.28	68929.80	6236.52	70928.76	1378.60	0.00	0.00	
	DC 4 1.5%	86284.52	88786.77	SGT	TROMBLEY	\$63,633.96	65918.74	2284.78	67830.38	1318.37	0.00	0.00	
	DC 5 1.5%	future	setp	SGT	WRIGHT	\$64,588.68	68929.80	4341.12	70928.76	1378.60	0.00	0.00	
						TOTAL	4692.62			21974.91	If 8 Opted in	21461.21	
						TOTAL COST W/O VAC BUYBACK			26667.53				
				**	Reflects FY12 budgeted amounts versus vacancies at Lt now on payroll as officers								
				@	Reflects budgeted amount for retired DC and new promotion								
					Implementation of this Phase of Unified Payscale (Phase II) in two parts								
					Part I = Scale Alterations, Lt Overtime & Performance Pay								
					Part II - Vacation buyback option FY14								
					Exploration of final Phase of Implementation (creation of step 5 on each scale) to occur as soon as possible.								
Sgts Implementatio	Implementation: Upon promotion, Sergeants are placed at step 1 and proceed through the scale receiving steps on their date of promotion annually. Sergeants retain shift differential, holiday pay, overtime compensation, as well as clothing and boot allowances. This scale floats with all BPOA scale, including COLAS and begins 6% above the BPOA step 15 and continues with 1.5% annual steps.												
Lts Implementation	Implementation: Upon promotion Lieutenants are placed at the step 1 and proceed in one step increments annually on the date of promotion. Lieutenants retain shift differential, holiday pay, clothing and boot allowances, and overtime compensation (within budget constraints set by the Chief of Police). This scale floats with the Sergeants scale, including COLAs and begins 5% above the top step of the Sergeants scale and continues with 1.5% annual steps.												
DCs Implementatio	Implementation: Upon promotion Deputy Chiefs are placed at step 1 and proceed through the scale in one step increments from their date of Promoation. Deputy Chiefs retain premium holiday pay as well as clothing and boot allowances allowances.												

	This scale floats with the Lts scale, including COLAs and begins 8% above the top step of the Lieutenants scale and continues with 1.5% annual											
	steps.											
All Supervisors:	All sworn supervisors are eligible to receive up to a 2% performance based pay incentive on a schedule to be determined by the Department if											
	objective performance standards and benchmarks set by the Chief of Police are met. Performance based pay is not included in base pay for the											
	purpose of benefit calculations.											

DEPUTY CHIEF	10/19/2011	DECKER	\$81,674.84
DEPUTY CHIEF	3/2/2012	HIGBEE	\$80,865.81
LIEUTENANT	3/2/2012	BOVAT	\$72,562.55
LIEUTENANT	4/5/2012	CARLSON	\$69,284.14
LIEUTENANT	4/5/2012	CYR	\$69,284.14
LIEUTENANT	9/1/2011	CHARLAND	\$73,288.28
LIEUTENANT	11/5/2011	DAVIDSON	\$73,288.28
LIEUTENANT	7/7/2011	HELRIK	\$36,644.14
LIEUTENANT	1/4/2012	MORRISON	\$73,288.28
LIEUTENANT	6/4/2012	STUBBING	\$73,288.28
LIEUTENANT	10/15/2011	VACANT (WAR)	\$73,288.28
SERGEANT	1/14/2012	BAUR	\$66,749.80
SERGEANT	2/9/2012	BURKE	\$64,207.30
SERGEANT	8/17/2011	DUFFY	\$63,714.43
SERGEANT	1/20/2012	FRISBIE	\$57,899.58
SERGEANT	1/31/2012	SULLIVAN	\$60,517.46
SERGEANT	11/30/2011	TROMBLEY	\$61,581.25
SERGEANT	9/10/2011	WRIGHT	\$62,711.66

Police - Sworn Personnel Unified Payscale FY09

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If an anomaly occurs during the phase-in period of 5 year retirement averaging and retirement calculations reveal that there is a net decrease in average base compensation using the phase-in formula, the employee adversely affected may opt to have their retirement based on the pre-existing three year average, using what their base compensation - including COLA's - would have been on the Willis scale.

POLICE UNIFIED PAY SCALE - PHASE II - EFFECTIVE 7-1																				
Supervisor Section																				
			Cola @ 2.9																	
		FY12	FY13																	
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Implementation:	Implementation: Upon promotion Lieutenants are placed at the step 1 and proceed in one step increments annually on the date of promotion. Lieutenants retain shift differential, holiday pay, clothing and boot allowances, and overtime compensation (within budget constraints set by the Chief of Police). This scale floats with the Sergeants scale, including COLAs and begins 5% above the top step of the Sergeants scale and continues with 1.5% annual steps.																			
DCs																				
Implementation:	Implementation: Upon promotion Deputy Chiefs are placed at step 1 and proceed through the scale in one step increments from their date of promotion. Deputy Chiefs retain premium holiday pay as well as clothing and boot allowances allowances. This scale floats with the Lts scale, including COLAs and begins 8% above the top step of the Lieutenants scale and continues with 1.5% annual steps.																			
All Supervisors:	All sworn supervisors are eligible to receive up to a 2% performance based pay incentive on a schedule to be determined by the Department if objective performance standards and benchmarks set by the Chief of Police are met. Performance based pay is not included in base pay for the purpose of benefit calculations.																			

DEPUTY CHIEF	10/19/2011	DECKER	\$81,674.84
DEPUTY CHIEF	3/2/2012	HIGBEE	\$80,865.81
LIEUTENANT	3/2/2012	BOVAT	\$72,562.55
LIEUTENANT	4/5/2012	CARLSON	\$69,284.14
LIEUTENANT	4/5/2012	CYR	\$69,284.14
LIEUTENANT	9/1/2011	CHARLAND	\$73,288.28
LIEUTENANT	11/5/2011	DAVIDSON	\$73,288.28
LIEUTENANT	7/7/2011	HELRIK	\$36,644.14
LIEUTENANT	1/4/2012	MORRISON	\$73,288.28
LIEUTENANT	6/4/2012	STUBBING	\$73,288.28
LIEUTENANT	10/15/2011	VACANT (WAR)	\$73,288.28
SERGEANT	1/14/2012	BAUR	\$66,749.80
SERGEANT	2/9/2012	BURKE	\$64,207.30
SERGEANT	8/17/2011	DUFFY	\$63,714.43
SERGEANT	1/20/2012	FRISBIE	\$57,899.58
SERGEANT	1/31/2012	SULLIVAN	\$60,517.46
SERGEANT	11/30/2011	TROMBLEY	\$61,581.25
SERGEANT	9/10/2011	WRIGHT	\$62,711.66