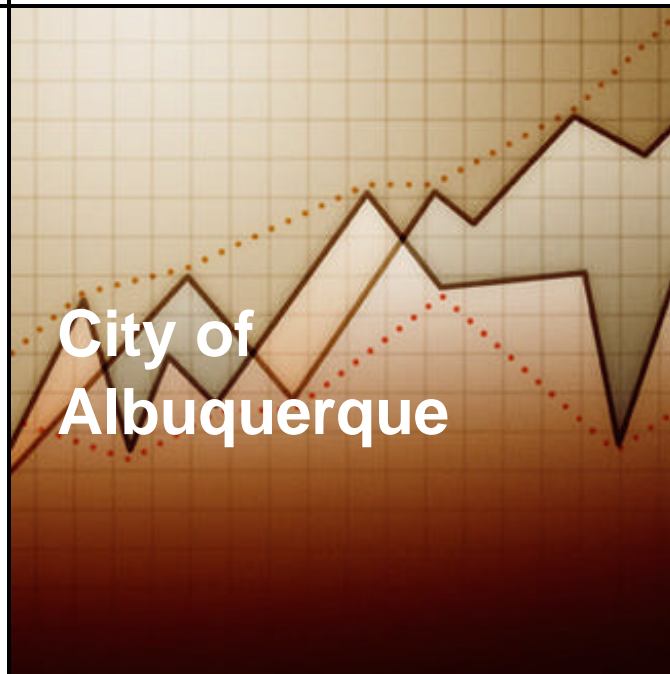


APD Total Compensation Comparison & Overtime Analysis

March 19, 2001



WWW.WATSONWYATT.COM

City of Albuquerque
APD Total Compensation Comparison and
Overtime Cost Management Analysis

Full Report with Executive Summary

March 19, 2001

Table of Contents

| | | |
|------|------------------------------------|---------|
| I. | Introduction and Executive Summary | Page 1 |
| II. | Total Compensation Comparison | Page 4 |
| III. | Overtime Cost Management | Page 19 |
| IV. | Recommendations | Page 25 |

Appendices

- A Matrix Used for Pay Element Comparisons
- B Overtime Practices Study Results
- C Consulting Firm Conducting the Study

I. Introduction and Executive Summary

Labor costs for public safety personnel are increasing for cities throughout the United States. Many factors are at work. Low unemployment rates in the private sector add to the challenge in law enforcement recruiting. Increasing seniority within police departments increases retirement rates. Competition for officers among police departments has increased as more departments accept lateral transfers. Many departments are not staffed at fully authorized levels. Understaffing adds to overtime costs to meet demands for public safety.

At the City of Albuquerque labor cost pressures for law enforcement personnel include increased wage rates, increased longevity pay rates and overtime compensation expenditures in excess of budgeted amounts. A dual concern has been expressed:

- How competitive is the total compensation program for law enforcement officers relative to peer agencies that compete with Albuquerque?
- Is the City effectively managing the cost of overtime pay?

The office of the Albuquerque City Council hired Watson Wyatt, an independent consulting firm, to analyze elements of the Albuquerque Police Department (APD) Total Compensation program and to compare those elements to the total compensation programs in effect at 8 peer agencies. Additionally, the City asked Watson Wyatt to identify overtime cost management practices at APD and to provide recommendations for improvement.

Selection of Peer Cities

Watson Wyatt met with representatives of the Council's office, City Management, APD Management and APOA to define peer cities to include in the total compensation analysis and overtime cost management study. Consensus on the following criteria was achieved for defining peer agencies.

Table 1 General Criteria for Selection of Peer Agencies

Criteria

1. Similar population, cost of living, median income, crime rate and quality of life.
2. Be located within an 8 hour drive of Albuquerque.
3. Not be a border city.
4. Have a limited number of suburbs.
5. Select cities to the east, north and west.
6. Include Bernalillo County and State Police.

Cities meeting most of these criteria who agreed to participate in the study are listed in Table 2.

Table 2 – Peer Agency Statistics

| Agency | Population | UCR Crime Rate | Cost of Living | Median Home Cost | Median Family Income | High School Graduation % |
|----------------------|-------------------|-----------------------|-----------------------|-------------------------|-----------------------------|---------------------------------|
| Albuquerque | 419,681 | 9.811 | 100.0 | \$180,000 | \$33,746 | 84% |
| Aurora, Co | 252,341 | 5.699 | 101.4 | 222,000 | 38,614 | 90% |
| Colorado Springs, Co | 358,400 | 5,242 | 95.2 | 150,000 | 34,113 | 88% |
| Glendale, Az | 215,000 | 6,221 | 102.0 | 159,775 | 47,003 | 83% |
| Oklahoma City, OK | 469,852 | 9,447 | 87.2 | 120,000 | 31,587 | 78% |
| Phoenix, AZ | 1,246,712 | 7,610 | 100.3 | 190,000 | 34,172 | 79% |
| San Antonio, TX | 1,067,816 | 7,249 | 90.2 | 154,000 | 26,885 | 69% |
| Tucson, AZ | 449,002 | 9,506 | 97.3 | 172,000 | 27,208 | 79% |

Bernalillo County and the New Mexico State Police participated also. Albuquerque and nine peer agencies are included in the total compensation analysis.

Cities that were asked to participate but either refused or failed to provide complete enough information included Austin, Texas and Las Vegas, Nevada. Two cities serving as replacements included Glendale, Arizona and San Antonio, Texas.

General findings of this study include:

- Total compensation is generally competitive within New Mexico.
- Total compensation is below peers outside of New Mexico.
- APD overtime cost management practices are consistent with common practices.
- Management accountability can be improved.
- Total compensation can be better aligned with effective resource management.

Recommendations include:

- Improve total compensation by reducing officer PERA contributions
- Replace academic incentive pay and bilingual pay with a broader career enhancement pay program that aligns with effective resource management and desired competitive positioning
- Partially fund the career enhancement pay program by reducing holiday premium pay days and implementing additional practices to reduce overtime expenditures
- Create a new incentive plan for lieutenants and captains while eliminating court time pay, overtime pay and call back pay for these positions within APD management
- Phase in total compensation improvements over a two year period

Watson Wyatt appreciates being of service to the City of Albuquerque.

Respectfully submitted,

Christopher K. Goldsmith, CCP, CEBS
Senior Consultant
(602) 651-0276

Kimerle Watterson
Consultant
(602) 651-0230

Watson Wyatt & Company
March 19, 2001

II. Total Compensation Comparison

The objective of this study is to prepare quantitative findings relating to value differences in the total compensation programs. Although individual elements of total compensation are reviewed, the intended focus of the study is on complete substitution of pay and benefit arrangements at other agencies with the corresponding programs at Albuquerque.

Measurement of Total Compensation

To properly consider the interactive effects of salary and non-salary total compensation, this study reviews:


- Salary
- Premium pay supplements
- Payroll deductions for employee benefits
- Employee benefits


Total compensation is defined as (pay + premium pay – pay deductions + benefits).

The specific provisions within pay and benefit arrangements selected for valuation are those which:

- Are available to newly hired employees (not grandfathered arrangements available to employees hired in the past)
- Are in effect on November 1, 2000 (not arrangements which are proposed or scheduled for implementation in the future)
- Receive the majority of plan participation when patrolmen have various options (as in medical and dental plans)
- Involve an employer contribution or subsidy (not employee pay all arrangements)

Elements of Total Compensation Reviewed

|  Total Compensation Elements Studied | |
|--|----------------------------|
| <u>Direct Pay</u> | <u>Benefits</u> |
| z Salary | z Medical / Dental |
| z Shift differential | z Retiree Health |
| z Overtime | z Life Insurance |
| z Compensatory time | z Disability (STD and LTD) |
| z Court time | z Social Security (OASDI) |
| z Holiday premium | z Medicare |
| z Longevity pay | z Pension |
| z Uniform allowances | z Deferred Comp |
| z Callback pay | z Vacation |
| z Bi-lingual | z Sick Leave |
| z Academic / competency pay | z Tuition Assistance |
| | z Take Home Vehicle |
| | z Payroll Deductions |



Off duty overtime pay is not reflected in this analysis. The study does not include recognition programs or spot awards. Pay elements earned by relatively few officers such as canine pay and hazardous duty pay was not included. On call pay was not included.

Survey Data Reliance and Sources

At the direction of the City, Watson Wyatt conducted a custom survey to identify the total compensation practices at each of the agencies. Follow up telephone calls and examinations of labor agreements and agency web sites were conducted to clarify various responses to the survey.

This analysis is not sensitive to differences in work practices or capacity across the different cities studied. For instance, some cities may be relatively understaffed and there may be more opportunity for more overtime pay in one city versus another city.

Selection of Benchmark Jobs

The Total Compensation study focuses on three job levels:

- Patrolman, 1 year of service (following graduation from academy)
- Patrolman, 6 years experience
- Top Patrolman

Descriptions of these jobs follow. There was a high degree of match across all agencies participating in the survey to these job descriptions.

Patrolman, 1 Year Experience

Under general supervision, performs entry-level work in the prevention of crime and enforcement of laws, including area or route patrol, traffic control, and preliminary investigative duties. Requires successful completion of the Police Recruit Training Program and one year of experience.

Patrolman, 6 Years Experience

Under general supervision, performs intermediate-level work in the prevention of crime and enforcement of laws, including area traffic regulation, special enforcement, and investigative duties. Requires successful completion of the Police Recruit Training Program and six years of experience.

Top Patrolman

Under limited supervision, performs senior-level work in the prevention of crime and enforcement of laws, including area traffic regulation, special enforcement and investigative duties. Requires successful completion of the Police Recruit Training Program and over 10 years of experience.

As we analyzed the APD workforce we observed demographic, cost and use data in Table 3. This data was used in building assumptions for the total compensation comparison.

Table 3 – Historical Premium Pay Use and Assumptions

| | <u>Patrolman 1</u> | <u>Patrolman 6</u> | <u>Top Patrolman</u> |
|------------------------------------|--------------------|--------------------|----------------------|
| Adjusted Hire Date | | | |
| Earliest | 1998 | 1993 | Prior |
| Latest | 1999 | 1995 | 1990 |
| Count | 74 | 120 | 333 |
| Health Plan Coverage Category | Single | Family | Family |
| Ratio of Sick Leave Use to Accrual | 14.3% | 24.4% | 25.1% |

Percent of Sworn Officers Receiving this Form of Premium Pay in Last FY

| | | | |
|---------------------------------|------|-----|-----|
| Shift Differential at \$11.54 | 23% | 53% | 27% |
| Shift Differential at \$23.08 | 32% | 35% | 21% |
| Academic Incentive Pay | 16% | 35% | 28% |
| Bilingual Pay | 4% | 7% | 21% |
| OT Hours | 99% | 98% | 93% |
| Court Time Hours | 99% | 92% | 70% |
| Call Back Pay | 91% | 89% | 72% |
| Holiday Premium Hours | 100% | 89% | 70% |
| Tuition Reimbursement | 5% | 11% | 5% |
| Clothing Allowances | 64% | 1% | 0% |
| Longevity, Superlongevity, etc. | 0% | 5% | 91% |

Annual Dollars Paid to All Officers in Class

| | | | |
|---------------------------------|------------|-----------|--------------|
| Shift Differential at \$11.54 | \$ 3,531 | \$ 11,932 | \$ 19,306 |
| Shift Differential at \$23.08 | \$ 3,554 | \$ 17,425 | \$ 28,988 |
| Incentive Pay | \$ 16,491 | \$ 65,218 | \$ 101,601 |
| Bilingual Pay | \$ 1,454 | \$ 4,454 | \$ 40,676 |
| OT Dollars | \$ 157,339 | \$362,744 | \$ 1,244,497 |
| Court Time Dollars | \$ 127,242 | \$206,323 | \$ 487,078 |
| Call Back Pay | \$ 37,599 | \$114,149 | \$ 288,052 |
| Holiday Premium Dollars | \$ 80,031 | \$143,748 | \$ 313,982 |
| Tuition Reimbursement | \$ 2,993 | \$ 11,598 | \$ 10,308 |
| Clothing Allowances | \$ 26,704 | \$ 254 | \$ - |
| Longevity, Superlongevity, etc. | \$ - | \$ 1,039 | \$ 1,099,936 |

Defining Total Compensation Value

The methods used to value pay supplements and employee benefit arrangements consider the average economic value delivered to patrolman. The study is comprehensive and analytically rigorous. The study does not address every single detailed total compensation provision applied in every conceivable circumstance. Our valuation methods examine the principal value driving elements within each element of total compensation.

Values, of course, can be highly subjective and qualitative. Employees will place different values on different aspects of total compensation given their personal circumstances.

- For a young healthy, working employee, salary and overtime pay may have the most value.
- For a disabled employee: disability benefits and medical plan continuation benefits have disproportionate value.
- For a long service employee: pension, deferred compensation and retiree medical benefits are often valued much higher than additional salary increases.

This study determines value based on the average economic value across the broad range of participants and beneficiaries.

Although total compensation is measured in terms of dollars there are clear differences between total compensation and pay. Pay can be currently spent on any commodity. Total compensation includes many elements which are not as versatile as pay. Equivalent benefits may “pay out” high amounts for some employees and low amounts for other employees.

This study assumes that \$1 of salary is worth the same as \$1 in benefits.

These data do not weigh elements of total compensation on the basis of tax effectiveness.

This study assumes that taxable compensation is just as valuable as non-taxable compensation.

Total compensation values for the City of Albuquerque were determined for each individual element of total compensation. Generally, the value equals the cost (or accrued benefit) on a per-capita basis. For other agencies, total compensation value is determined on a relative basis using a variety of actuarial approaches.

Each agency has strengths and weaknesses in their total compensation program. This study balances those strengths and weaknesses by focusing on the sum total after considering interactive effects of salary, premium pay supplements, payroll deductions and benefits. This study is valuable in answering the following types of questions:

1. Given a gap between Albuquerque police officer salaries and salaries in other departments, does the remainder of the total compensation program widen the gap or narrow the gap?
2. Which peer agencies present a potential recruitment risk to Albuquerque based on compensation differences?
3. What opportunities are there for changing the current pay practices to provide greater alignment with direction of the department?

Interpretation of Total Compensation Findings in this Study

Few organizations make changes to pay amounts or to pay structures when small variances from market levels are observed. When comparing salaries to market pay levels differences of less than 5% are generally viewed as non-significant. Given the margin of error in valuing employee benefits, differences in total compensation of less than 6% should not be viewed as significant.

Additional issues beyond relative competitiveness are important in the design of each element of total compensation. Issues such as employee satisfaction, internal equity, equity across City departments, unique characteristics of the Albuquerque workforce and City objectives are also important in designing total compensation programs.

Specific Assumptions

Comparative salaries in this study are based on the step rates in the pay programs and speed of progression through the pay step systems within each City.

This study uses a standard approach among compensation consultants to valuing total compensation by assuming that employees are paid for working 2,080 hours per year plus overtime hours. Time off with pay (i.e. vacation and holidays) are assumed to add value to cash compensation.

For medical and dental plans, the study compares those health plans with the highest participation levels at the different cities. We developed relative values of the Albuquerque medical plan to the plans of other agencies based on a comparison of medical plan provisions. We apply these relative values to the current “health insurance premium rates” at Albuquerque to derive dollar values for each agency’s health benefits.

In valuing many of the employee benefits plans, the study uses demographic assumptions based on workforce characteristics and retirement patterns at Albuquerque.

For retiree medical coverage, we derived Albuquerque retirement patterns very carefully by examining age and tenure of longer service officers in relation to the PERA pension benefit plan provisions. This analysis yields the following assumptions.

Table 4 Assumptions Used in Valuing Retiree Medical Benefits

| Assumption | Public Safety |
|-------------------------------|----------------------|
| Average Age at Retirement | 48 |
| Average Service at Retirement | 22 |
| Life Expectancy at Retirement | 79.0 |
| Annual Employee Turnover | 7.5% |

Law Enforcement Officer Compensation Comparisons


Competency pay programs are highly customized arrangements. It is beyond the scope of this project to make a detailed comparison of the factors that drive competency pay determination. What is important to a total compensation analysis is how much additional competency pay can be earned and how much is generally earned. We obtained that type of information from the City of Phoenix (the only agency surveyed in this study to have such a program).

Findings Related to Value Comparisons


Key findings include:

- APD Total compensation is generally competitive within New Mexico
- APD Total compensation is below peers outside of New Mexico
- APD overtime cost management practices are consistent with best practices
- Management accountability can be improved
- Pay can be better aligned with resource management and resource deployment.

Relative to the peer cities, APR ranks relatively low in total compensation competitiveness. Results are shown with and without cost of living adjustments.

|  Rank Order of Total Compensation Competitiveness - (10 agencies) | | | |
|---|---------------------------|---------------------------|-----------------------------|
| <u>Without Cost of Living Adjustments</u> | | | |
| | <u>Patrolman 1</u> | <u>Patrolman 6</u> | <u>Top Patrolman</u> |
| Salary | 8 | 9 | 8 |
| Premium Pav | 7 | 9 | 2 |
| Net Benefits | 6 | 7 | 7 |
| Total Comp | 7 | 9 | 6 |
| <u>With Cost of Living Adjustments</u> | | | |
| | <u>Patrolman 1</u> | <u>Patrolman 6</u> | <u>Top Patrolman</u> |
| Salary | 8 | 9 | 9 |
| Premium Pav | 7 | 9 | 3 |
| Net Benefits | 5 | 7 | 7 |
| Total Comp | 7 | 9 | 8 |

Despite the relatively low rankings, differences from average total compensation levels are not substantial except at the Patrolman 6 year position.

|  Magnitude of Total Compensation Variance from 9 Peer Agency Average | | | |
|--|---------------------------|---------------------------|-----------------------------|
| <u>Without Cost of Living Adjustments</u> | | | |
| | <u>Patrolman 1</u> | <u>Patrolman 6</u> | <u>Top Patrolman</u> |
| Salary | -8% | -16% | -10% |
| Premium Pay | -7% | -20% | +21% |
| Net Benefits | +6% | -5% | +2% |
| Total Comp | -5% | -14% | -3% |
| <u>With Cost of Living Adjustments</u> | | | |
| | <u>Patrolman 1</u> | <u>Patrolman 6</u> | <u>Top Patrolman</u> |
| Salary | -11% | -18% | -12% |
| Premium Pay | -10% | -22% | +18% |
| Net Benefits | +3% | -8% | -1% |
| Total Comp | -8% | -16% | -5% |

APD's premium pay arrangements and employee benefits have a beneficial impact on total compensation competitiveness. Although premium pay and employee benefits do not make up for the entire shortfall in base salary, they do help considerably.

Variances Based on Likely Perceptions

Patrolman were not surveyed to determine which aspects of total compensation they value most. We infer differences in perceptions and report the following findings.


1. Patrolman with one year of service generally focus on the competitiveness of net direct pay and the mere presence of benefit plans. On this basis:
 - Albuquerque ranks 9th among the 10 agencies.
 - Within New Mexico, Albuquerque ranks ahead of the State Police and behind Bernalillo County
2. Patrolman with 6 years of service are concerned about net direct pay, deferred compensation, and benefits other than pension and post-retirement benefit coverage. After making these adjustments to total compensation:
 - Albuquerque ranks 9th among the 10 agencies.
 - Within New Mexico, Albuquerque ranks ahead of the State Police and behind Bernalillo County
3. The Top Patrolman is at the top step in salary and is concerned about total benefits (both before retirement and during retirement).
 - Albuquerque ranks 3rd among the 10 agencies.
 - Within New Mexico, Albuquerque ranks 1st.

Potential for Recruitment Risks

Total compensation for public safety departments has increased substantially in recent years. As the economy has improved and unemployment has decreased cities are competing more aggressively with one another for new recruits and for experienced officers.

This analysis identifies those cities where recruitment risk to APD may be greatest given the structure and subsidies present in the total compensation programs, recruiting areas, and recruiting practices.

For first year patrolmen Aurora, Oklahoma City and San Antonio pose the greatest recruitment risk. For 6 year patrolmen Aurora, Colorado Springs, Phoenix and San Antonio pose a recruitment risk.




Other Agencies Presenting a Recruitment Risk to APD

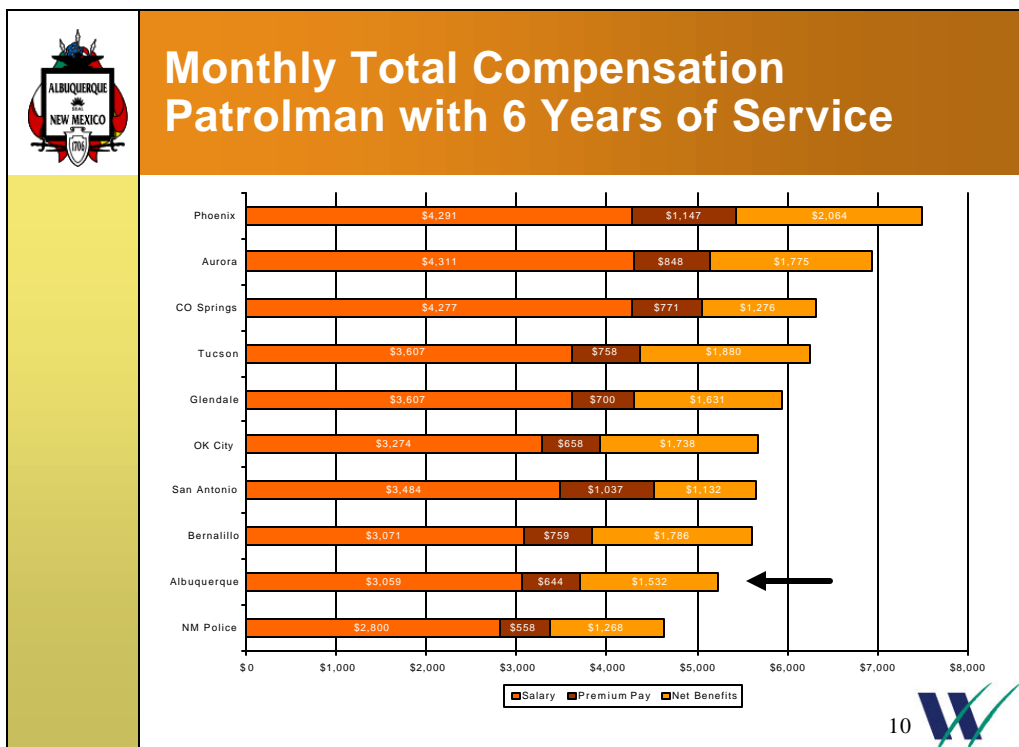
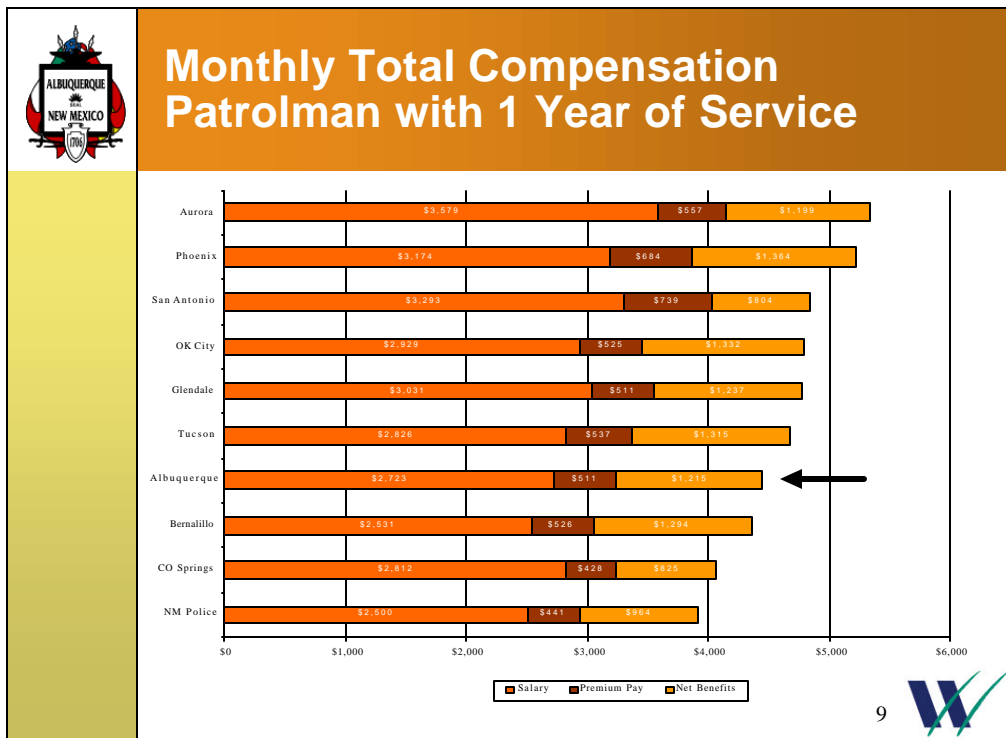
| Agency | Lateral Transfers | Recruiting Areas | Recruiting Budget | At Risk |
|-------------|-------------------|------------------|-------------------|--------------------|
| Aurora | Yes | Tx. NM. Az. Co | \$15,000 | Yes ^{1,6} |
| Bernalillo | N/A | New Mexico | \$77,715 | No |
| CO Springs | Yes | USA | \$15,000 | Yes ⁶ |
| Glendale | No | Arizona | N/A | No |
| NM Police | Step 3 | USA | \$120,000 | No |
| OK City | No | USA | NA | Yes ¹ |
| Phoenix | Step 3 | NA | NA | Yes ⁶ |
| San Antonio | No | USA | NA | Yes ^{1,6} |
| Tucson | From Az. Step 3 | Targeted | \$77,000 | No |

Drivers of Potential Recruitment Risk:

- APD Patrolman 1 TC is lower
- APD Patrolman 6 TC is lower and Other Agency accepts lateral transfers
- APD Patrolman 6 TC is much lower than Patrolman 1 TC elsewhere

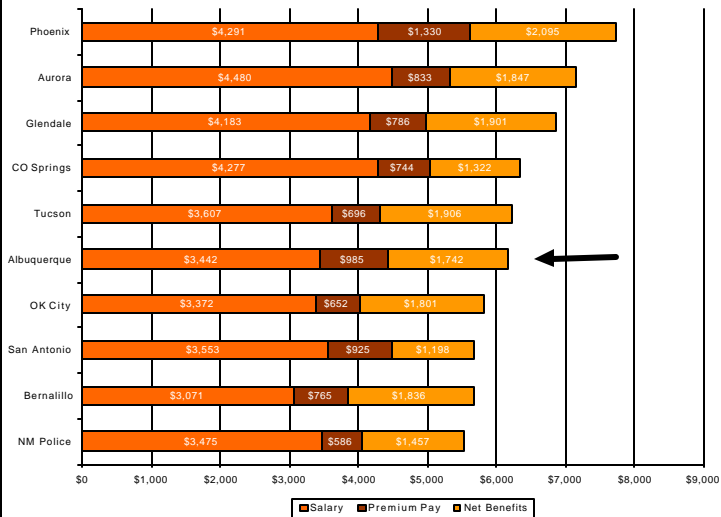


Detailed Findings





Monthly Total Compensation Top Patrolman



11



Competitiveness of APD TC Elements

Highly Competitive

- z Longevity Pay for Top Patrolman
- z Pension Benefit
- z Take Home Vehicle Policy
- z Holiday Premium Pay

Not Competitive

- z Salaries
- z Pay deduction amounts
- z Non-duty related disability benefits
- z Shift Differential (Watch I)
- z Uniform Allowance

Highly Competitive: APD ranks 1st or 2nd

Not Competitive: APD ranks 8th, 9th or 10th

6



City of Albuquerque
Average Monthly Total Compensation
Patrolman with 1 Year of Service, Unmarried, No Dependents

| Pay Element | Albuquerque | Aurora | Bernalillo | CO Springs | Glendale | NM Police | OK City | Phoenix | San Antonio | Tucson |
|----------------------------------|--------------------|--------------------|--------------------|--------------------|------------------|--------------------|--------------------|--------------------|--------------------|--------------------|
| Salary | \$ 2,723 | \$ 3,579 | \$ 2,531 | \$ 2,812 | \$ 3,031 | \$ 2,500 | \$ 2,929 | \$ 3,174 | \$ 3,293 | \$ 2,826 |
| Incentive Pay | 19 | 34 | 6 | - | - | 14 | 14 | - | 34 | - |
| Holiday Premium Pay | 90 | - | 84 | - | 67 | 83 | - | 105 | 109 | 62 |
| Overtime | 177 | 252 | 168 | 188 | 197 | 151 | 191 | 258 | 214 | 184 |
| Court Time Pay | 143 | 188 | 133 | 148 | 158 | 131 | 154 | 167 | 192 | 165 |
| Call Back Pay | 42 | 56 | 39 | 43 | 31 | - | - | 52 | 54 | 43 |
| Longevity Pay | - | 0 | 10 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Shift Differential Pay (I) | 4 | 3 | 4 | 10 | 8 | 12 | 7 | 8 | 28 | 10 |
| Shift Differential Pay (III) | 4 | 4 | 5 | 11 | 5 | - | 7 | - | 56 | - |
| Bi-lingual Pay | 2 | - | 1 | - | 3 | - | 2 | - | 2 | 2 |
| Uniform Allowances | 30 | 20 | 75 | 29 | 42 | 50 | 151 | 93 | 50 | 71 |
| Total Direct Pay | \$ 3,234 | \$ 4,136 | \$ 3,057 | \$ 3,240 | \$ 3,542 | \$ 2,941 | \$ 3,455 | \$ 3,857 | \$ 4,032 | \$ 3,363 |
| | | 27.9% | -5.5% | 0.2% | 9.5% | -9.1% | 6.8% | 19.3% | 24.7% | 4.0% |
| Pay Deductions | | | | | | | | | | |
| Medical | (61.89) | - | (61.89) | - | - | (84.50) | (13.26) | (33.04) | - | (10.00) |
| Dental | (6.41) | - | (7.68) | - | - | (4.15) | - | - | - | - |
| OASDI | - | - | - | - | (187.94) | - | - | - | (204.17) | - |
| Medicare | (39.48) | (51.90) | (36.69) | (40.77) | (43.95) | (36.25) | (42.47) | (46.02) | (47.75) | (40.98) |
| Pension | (443.86) | (286.32) | (103.55) | (224.96) | (253.10) | (190.00) | (244.59) | (271.21) | - | (154.10) |
| Retiree Medical | (13.62) | - | (12.65) | - | - | (12.50) | - | - | (20.00) | - |
| Disability | - | - | - | (22.43) | - | - | - | - | - | - |
| Total Deductions | \$ (565.26) | \$ (338.22) | \$ (222.47) | \$ (288.16) | \$ 485.00 | \$ (327.40) | \$ (300.33) | \$ (350.27) | \$ (271.91) | \$ (205.07) |
| Net Direct Pay | \$ 2,669 | \$ 3,798 | \$ 2,834 | \$ 2,952 | \$ 3,057 | \$ 2,614 | \$ 3,154 | \$ 3,507 | \$ 3,760 | \$ 3,158 |
| | | 42.3% | 6.2% | 10.6% | 14.6% | -2.1% | 18.2% | 31.4% | 40.9% | 18.3% |
| Benefit Additions | | | | | | | | | | |
| Medical | \$ 154.73 | \$ 157.52 | \$ 154.73 | \$ 155.50 | \$ 141.89 | \$ 153.18 | \$ 162.62 | \$ 158.13 | \$ 141.89 | \$ 162.62 |
| Dental | 16.01 | 17.80 | 16.01 | 17.09 | 16.29 | 16.17 | 13.00 | 19.17 | 106.45 | 16.51 |
| Retiree Medical | 100.79 | - | 100.79 | - | 105.34 | 100.79 | 347.22 | 205.04 | 141.92 | 132.81 |
| Med Savings Fund | - | - | - | - | - | - | - | - | - | - |
| Disability | - | 22.97 | - | 45.77 | 40.67 | 23.53 | - | 24.69 | - | 32.12 |
| Basic Life | 11.25 | 14.04 | 3.75 | 12.65 | 10.62 | 19.25 | 1.25 | 6.45 | 4.25 | 10.85 |
| OASDI | - | - | - | - | 229.19 | - | - | - | 260.86 | - |
| Medicare | 82.49 | 82.49 | 82.49 | 82.49 | 82.49 | 82.49 | 82.49 | 82.49 | 82.49 | 82.49 |
| Pension | 947.63 | 807.91 | 884.30 | 382.70 | 801.83 | 626.40 | 728.12 | 859.18 | - | 746.92 |
| Deferred Comp | - | 107.37 | - | 84.36 | - | - | - | 36.50 | - | - |
| Sick Leave | 62.98 | 38.12 | 17.58 | 80.36 | 39.11 | 15.63 | 56.34 | 43.39 | 19.45 | 80.60 |
| Vacation/Holiday/Personal | 246.12 | 289.07 | 253.07 | 248.75 | 250.78 | 250.14 | 237.72 | 274.65 | 316.63 | 249.99 |
| Tuition Assistance | 3.37 | - | 3.37 | 3.71 | 3.71 | 3.37 | 3.37 | 5.05 | 1.68 | 5.05 |
| Take Home Vehicle | 155.00 | - | - | - | - | - | - | - | - | - |
| TOTAL BENEFITS | \$ 1,780 | \$ 1,537 | \$ 1,516 | \$ 1,113 | \$ 1,722 | \$ 1,291 | \$ 1,632 | \$ 1,715 | \$ 1,076 | \$ 1,520 |
| | | -13.7% | -14.8% | -37.5% | -3.3% | -27.5% | -8.3% | -3.7% | -39.6% | -14.6% |
| Net Direct Pay + Benefits | \$ 4,449 | \$ 5,335 | \$ 4,350 | \$ 4,065 | \$ 4,779 | \$ 3,905 | \$ 4,786 | \$ 5,222 | \$ 4,836 | \$ 4,677 |
| | | 19.9% | -2.2% | -8.6% | 7.4% | -12.2% | 7.6% | 17.4% | 8.7% | 5.1% |

Notes:

1. San Antonio pension plan information was not provided. Values and deductions are omitted.

City of Albuquerque
Average Monthly Total Compensation
Patrolman with 6 Years of Service, Married with Dependents

| Pay Element | Albuquerque | Aurora | Bernalillo | CO Springs | Glendale | NM Police | OK City | Phoenix | San Antonio | Tucson |
|----------------------------------|--------------------|-----------------|-------------------|-------------------|-----------------|------------------|-----------------|-----------------|--------------------|-----------------|
| Salary | \$ 3,059 | \$ 4,311 | \$ 3,071 | \$ 4,277 | \$ 3,607 | \$ 2,800 | \$ 3,274 | \$ 4,291 | \$ 3,484 | \$ 3,607 |
| Incentive Pay | 45 | 83 | 14 | - | - | 34 | 34 | 129 | 83 | - |
| Holiday Premium Pay | 100 | - | 100 | - | 78 | 91 | - | 140 | 114 | 79 |
| Overtime | 252 | 384 | 258 | 361 | 297 | 214 | 270 | 442 | 287 | 297 |
| Court Time Pay | 143 | 202 | 144 | 200 | 168 | 130 | 153 | 201 | 181 | 188 |
| Call Back Pay | 79 | 112 | 80 | 108 | 62 | - | - | 117 | 95 | 91 |
| Longevity Pay | 1 | 30 | 63 | 20 | 13 | 0 | 12 | 0 | 48 | 0 |
| Shift Differential Pay (I) | 12 | 10 | 12 | 29 | 25 | 38 | 21 | 25 | 85 | 29 |
| Shift Differential Pay (III) | 8 | 8 | 11 | 23 | 10 | - | 14 | - | 116 | - |
| Bi-lingual Pay | 3 | - | 2 | - | 5 | - | 3 | - | 3 | 3 |
| Uniform Allowances | 0 | 20 | 75 | 29 | 42 | 50 | 151 | 93 | 25 | 71 |
| Total Direct Pay | \$ 3,703 | \$ 5,159 | \$ 3,830 | \$ 5,048 | \$ 4,307 | \$ 3,358 | \$ 3,932 | \$ 5,438 | \$ 4,521 | \$ 4,365 |
| | | 39.3% | 3.4% | 36.3% | 16.3% | -9.3% | 6.2% | 46.8% | 22.1% | 17.9% |
| Pay Deductions | | | | | | | | | | |
| Medical | (181.74) | (44.20) | (181.74) | (151.30) | (115.66) | (230.68) | (45.88) | (95.21) | - | (65.00) |
| Dental | (37.89) | (46.74) | (22.80) | (56.08) | (36.16) | (12.55) | - | (15.45) | - | (8.75) |
| OASDI | - | - | - | - | (223.65) | - | - | - | (216.01) | - |
| Medicare | (44.36) | (62.51) | (44.54) | (62.02) | (52.31) | (40.60) | (47.47) | (62.22) | (50.52) | (52.30) |
| Pension | (498.79) | (347.28) | (127.71) | (343.76) | (308.38) | (212.80) | (274.33) | (374.68) | - | (200.59) |
| Retiree Medical | (15.30) | - | (15.36) | - | - | (14.00) | - | - | (20.00) | - |
| Disability | - | - | - | (34.11) | - | - | - | - | - | - |
| | \$ (778.07) | \$ (500.73) | \$(392.13) | \$(647.27) | \$(736.16) | \$(510.63) | \$(367.69) | \$(547.55) | \$(286.53) | \$(326.64) |
| Total Deductions | | | | | | | | | | |
| Net Direct Pay | \$ 2,925 | \$ 4,658 | \$ 3,438 | \$ 4,401 | \$ 3,571 | \$ 2,847 | \$ 3,565 | \$ 4,890 | \$ 4,234 | \$ 4,038 |
| | | 59.3% | 17.5% | 50.4% | 22.1% | -2.7% | 21.9% | 67.2% | 44.7% | 38.0% |
| Benefit Additions | | | | | | | | | | |
| Medical | \$ 454.34 | \$ 462.52 | \$ 454.34 | \$ 456.61 | \$ 416.63 | \$ 449.80 | \$ 477.51 | \$ 464.34 | \$ 416.63 | \$ 477.51 |
| Dental | 47.49 | 52.81 | 47.49 | 50.71 | 48.32 | 47.97 | 13.00 | 56.85 | 106.45 | 48.96 |
| Retiree Medical | 100.79 | - | 100.79 | - | 105.34 | 100.79 | 347.22 | 205.04 | 141.92 | 132.81 |
| Med Savings Fund | - | - | - | - | - | - | - | - | - | - |
| Disability | - | 27.66 | - | 69.61 | 48.40 | 26.35 | - | 33.38 | - | 41.00 |
| Basic Life | 11.25 | 16.53 | 3.75 | 19.25 | 13.60 | 19.25 | 1.25 | 6.45 | 4.25 | 13.20 |
| OASDI | - | - | - | - | 278.68 | - | - | - | 292.48 | - |
| Medicare | 82.49 | 82.49 | 82.49 | 82.49 | 82.49 | 82.49 | 82.49 | 82.49 | 82.49 | 82.49 |
| Pension | 1,064.90 | 979.92 | 1,090.62 | 584.80 | 976.96 | 701.57 | 816.67 | 1,186.97 | - | 972.26 |
| Deferred Comp | - | 129.33 | - | 128.31 | - | - | - | 49.35 | - | - |
| Sick Leave | 80.19 | 60.37 | 37.13 | 111.47 | 61.53 | 29.84 | 71.45 | 69.28 | 35.07 | 107.20 |
| Vacation/Holiday/Personal | 305.93 | 464.26 | 353.22 | 411.25 | 325.94 | 312.36 | 288.36 | 445.60 | 335.00 | 319.08 |
| Tuition Assistance | 8.05 | - | 8.05 | 8.86 | 8.86 | 8.05 | 8.05 | 12.08 | 4.03 | 12.08 |
| Take Home Vehicle | 155.00 | - | - | - | - | - | - | - | - | - |
| Total Benefits | \$ 2,310 | \$ 2,276 | \$ 2,178 | \$ 1,923 | \$ 2,367 | \$ 1,778 | \$ 2,106 | \$ 2,612 | \$ 1,418 | \$ 2,207 |
| | | -1.5% | -5.7% | -16.8% | 2.4% | -23.0% | -8.8% | 13.0% | -38.6% | -4.5% |
| Net Direct Pay + Benefits | \$ 5,236 | \$ 6,934 | \$ 5,616 | \$ 6,324 | \$ 5,938 | \$ 4,626 | \$ 5,671 | \$ 7,502 | \$ 5,652 | \$ 6,245 |
| | | 32.4% | 7.3% | 20.8% | 13.4% | -11.6% | 8.3% | 43.3% | 8.0% | 19.3% |

Notes:

1. San Antonio pension plan information was not provided. Values and deductions are omitted.

City of Albuquerque
Average Monthly Total Compensation
Top Patrolman (13 Years of Service), Earns Super Longevity, Married with Dependents

| Pay Element | Albuquerque | Aurora | Bernalillo | CO Springs | Glendale | NM Police | OK City | Phoenix | San Antonio | Tucson |
|----------------------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|
| Salary | \$ 3,442 | \$ 4,480 | \$ 3,071 | \$ 4,277 | \$ 4,183 | \$ 3,475 | \$ 3,372 | \$ 4,291 | \$ 3,553 | \$ 3,607 |
| Incentive Pay | 25 | 47 | 8 | - | - | 19 | 19 | 305 | 47 | - |
| Holiday Premium Pay | 79 | - | 70 | - | 64 | 79 | - | 98 | 81 | 55 |
| Overtime | 311 | 438 | 283 | 397 | 378 | 292 | 305 | 485 | 321 | 326 |
| Court Time Pay | 122 | 159 | 109 | 151 | 147 | 122 | 119 | 152 | 140 | 142 |
| Call Back Pay | 72 | 94 | 64 | 88 | 58 | - | - | 94 | 78 | 74 |
| Longevity Pay | 353 | 65 | 135 | 48 | 60 | 0 | 25 | 87.5 | 104 | 0 |
| Shift Differential Pay (I) | 7 | 6 | 7 | 18 | 15 | 23 | 13 | 15 | 51 | 18 |
| Shift Differential Pay (III) | 5 | 4 | 7 | 13 | 6 | - | 8 | - | 68 | - |
| Bi-lingual Pay | 10 | - | 7 | - | 17 | - | 11 | - | 11 | 11 |
| Uniform Allowances | - | 20 | 75 | 29 | 42 | 50 | 151 | 93 | 25 | 71 |
| Total Direct Pay | \$ 4,427 | \$ 5,313 | \$ 3,837 | \$ 5,021 | \$ 4,969 | \$ 4,061 | \$ 4,024 | \$ 5,621 | \$ 4,478 | \$ 4,303 |
| | | 20.0% | -13.3% | 13.4% | 12.2% | -8.3% | -9.1% | 27.0% | 1.2% | -2.8% |
| Pay Deductions | | | | | | | | | | |
| Medical | (181.74) | (44.20) | (181.74) | (151.30) | (115.66) | (230.68) | (45.88) | (95.21) | - | (65.00) |
| Dental | (37.89) | (46.74) | (22.80) | (56.08) | (36.16) | (12.55) | - | (15.45) | - | (8.75) |
| OASDI | - | - | - | - | (259.36) | - | - | - | (220.29) | - |
| Medicare | (49.91) | (64.96) | (44.54) | (62.02) | (60.66) | (50.39) | (48.89) | (62.22) | (51.52) | (52.30) |
| Pension | (618.65) | (363.60) | (130.68) | (346.00) | (360.02) | (264.10) | (283.65) | (380.72) | - | (200.29) |
| Retiree Medical | (17.21) | - | (15.36) | - | - | (17.38) | - | - | (20.00) | - |
| Disability | - | - | - | (34.11) | - | - | - | - | - | - |
| Total Deductions | \$ (905.40) | \$ (519.50) | \$ (395.11) | \$ (649.51) | \$ (831.85) | \$ (575.09) | \$ (378.42) | \$ (553.60) | \$ (291.80) | \$ (326.34) |
| Net Direct Pay | \$ 3,522 | \$ 4,793 | \$ 3,442 | \$ 4,371 | \$ 4,137 | \$ 3,486 | \$ 3,645 | \$ 5,068 | \$ 4,187 | \$ 3,977 |
| | | 36.1% | -2.3% | 24.1% | 17.5% | -1.0% | 3.5% | 43.9% | 18.9% | 12.9% |
| Benefit Additions | | | | | | | | | | |
| Medical | \$ 454.34 | \$ 462.52 | \$ 454.34 | \$ 456.61 | \$ 416.63 | \$ 449.80 | \$ 477.51 | \$ 464.34 | \$ 416.63 | \$ 477.51 |
| Dental | 47.49 | 52.81 | 47.49 | 50.71 | 48.32 | 47.97 | 13.00 | 56.85 | 106.45 | 48.96 |
| Retiree Medical | 100.79 | - | 100.79 | - | 105.34 | 100.79 | 347.22 | 205.04 | 141.92 | 132.81 |
| Med Savings Fund | - | - | - | - | - | - | - | - | - | - |
| Disability | - | 28.75 | - | 69.61 | 56.13 | 32.70 | - | 33.38 | - | 41.00 |
| Basic Life | 12.50 | 16.53 | 3.75 | 19.25 | 14.81 | 19.25 | 1.25 | 6.45 | 4.25 | 14.30 |
| OASDI | - | - | - | - | 321.51 | - | - | - | 289.75 | - |
| Medicare | 82.49 | 82.49 | 82.49 | 82.49 | 82.49 | 82.49 | 82.49 | 82.49 | 82.49 | 82.49 |
| Pension | 1,320.80 | 1,025.97 | 1,116.00 | 588.61 | 1,140.54 | 870.70 | 844.39 | 1,206.12 | - | 970.81 |
| Deferred Comp | - | 134.40 | - | 128.31 | - | - | - | 49.35 | - | - |
| Sick Leave | 87.10 | 63.41 | 39.66 | 112.98 | 69.80 | 38.14 | 75.55 | 70.64 | 36.83 | 114.11 |
| Vacation/Holiday/Personal | 383.96 | 499.69 | 383.93 | 460.60 | 474.71 | 387.66 | 335.90 | 470.36 | 409.96 | 346.83 |
| Tuition Assistance | 2.58 | - | 2.58 | 2.84 | 2.84 | 2.58 | 2.58 | 3.87 | 1.29 | 3.87 |
| Take Home Vehicle | 155.00 | - | - | - | - | - | - | - | - | - |
| Total Benefits | \$ 2,647 | \$ 2,367 | \$ 2,231 | \$ 1,972 | \$ 2,733 | \$ 2,032 | \$ 2,180 | \$ 2,649 | \$ 1,490 | \$ 2,233 |
| | | -10.6% | -15.7% | -25.5% | 3.3% | -23.2% | -17.6% | 0.1% | -43.7% | -15.7% |
| Net Direct Pay + Benefits | \$ 6,169 | \$ 7,160 | \$ 5,673 | \$ 6,343 | \$ 6,870 | \$ 5,518 | \$ 5,825 | \$ 7,716 | \$ 5,676 | \$ 6,210 |
| | | 16.1% | -8.0% | 2.8% | 11.4% | -10.6% | -5.6% | 25.1% | -8.0% | 0.7% |

Notes:

1. San Antonio pension plan information was not provided. Values and deductions are omitted.

III. Overtime Cost Management

APD has a ten year history of incurring overtime expense far in excess of budgeted expense. City management and APD have analyzed overtime expenditures and have taken various steps at cost management. This study identifies new opportunities for improvement in overtime cost management.

Methodology and Approach

Watson Wyatt developed a survey instrument to assess which common overtime cost management efforts were in use among peer agencies and to identify which common practices are identified as best practices by police departments. Fundamental issues in this study are:

1. Is APD performing the overtime cost management practices that are considered to be best practices?
2. Is APD performing common practices that other agencies believe to be ineffective?
3. Are there other common practices which APD should consider performing?

Forty six common practices were first identified through a literary search and in discussions with APD. The most useful published research found included:

1. "Police Overtime: An Examination of Key Issues", National Institute of Justice Research Brief. May 1998.
2. "Subject: Police Overtime Costs for Sworn Staff, Fiscal year 1997-98", Finance & Administrative Services Committee, City of Oakland, California. October 27, 1998.

With respect to each of the common practices, survey participants were asked:

- Is this practice a smart practice (a good idea)?
- Does your department conduct this practice?
- How effective is the practice in your Department?


Levels of effectiveness ratings included:

1. Not very effective
2. Somewhat effective
3. Very effective

Watson Wyatt characterized a "common practice" as a "best practice" when at least 3 of the seven other agencies participating in this portion of the survey rated the practice as "Very effective."


Findings

Overtime cost management practices generally fall into six categories.



| Categories of Best Practices in Overtime Cost Management | | | | |
|---|---------------------|-----------|------------------|---------------|
| Category | # Typical Practices | # at APD | # Best Practices | # at APD |
| Workflow Efficiency Efforts | 12 | 6 | 1 | 0 |
| Budget Control Efforts | 6 | 5 | 2 | 2 |
| Cost of Compensation | 7 | 4 | 1 | 1 |
| Staffing | 5 | 5 | 2 | 2 |
| Management Accountability | 10 | 7 | 5 | 4 / 1 |
| Supervisor Accountability | 6 | 3 | 1 | 1 |
| Total | 46 | 30 | 12 | 10 / 7 |

- # of Typical Overtime Cost Management Practices
- # of Best Practices in Overtime Cost Management
- In effect at APD: APD view / City Management view



Of the 46 common practices, 12 are best practices. Of those 12 best practices:

- APD indicates it performs 10 of the 12 best practices
- City management is unsure about APD's efforts in 3 of the 10 best practices

Specific practices for each of the responding agencies are presented in Appendix B. The overtime cost management practices identified in the survey instrument encompassed all practices / ideas in effect. No substantially different ideas were presented by any of the responding departments.

Few agencies measure overtime use in as detailed a manner as APD (APD identifies reasons and sources of OT use). Three agencies reported budgeted/actual OT use. Only one other agency (Aurora) presented data in a manner that allows for comparison.

As the comparison on the next page illustrates Aurora does come much closer to budget than does Albuquerque. For both cities civilian overtime is essentially equal on a per capita basis. Sworn officer overtime is substantially different. Aurora's court time overtime hours are much lower on a per officer basis than Albuquerque's.



Comparing Overtime Costs at APD with Aurora, Colorado

| General Statistics | Albuquerque | Aurora, CO |
|--|-------------|------------|
| # Sworn Officers | 853 | 512 |
| Civilian FTE / Total FTE in PD | 30% | 32% |
| PD Budget / Total Labor Cost | 179% | 180% |
| Modified Crime Index per 10,000 population | 9.23 | 5.74 |
| Actual OT in Excess of Budget | 23.5% | 2.8% |
| Average OT hours per Sworn Officer per Year | 260 | 73 |
| Sworn OT hours as % of total sworn hours | 11% | 3% |
| Average OT Hours per Civilian per Year | 46 | 53 |
| Civilian OT hours as % of total Civilian Hours | 2% | 2% |

Note: Tucson OT was 52% above budget. Other OT data is measured by Tucson but was not provided.

Note: No other agency provided comparable detail data.



Comparing OT Hours with Aurora

| Reason for OT Use in Hours | Albuquerque | Aurora, CO |
|---|-------------|----------------|
| Court Time | 54,700 | 6,724 |
| Call Backs to Duty | 23,300 | 9,148 |
| Shift Extension | 8,100 | 23,080 |
| Backfilling | | 6,607 |
| Special Enforcement | 27,300 | 3,445 |
| Holiday Premium Pay | 36,000 | no premium pay |
| Meetings/Training Outside Work Hours | 12,000 | |
| Planned Events with Net Cost to General Fund | 1,700 | 1,745 |
| Total On Duty Overtime | 163,100 | 50,749 |
| Off Duty Overtime (no net impact on General Fund) | 45,200 | n. a. |
| Other Use | | 531 |
| Total Actual OT | 208,300 | 51,280 |

Note: No other agency provided comparable detail data.



Summary of Best Practices in Overtime Cost Management

| Category | Item | Practice | APD: Smart Idea? | APD: We Do It? | # Other Agencies w/ Very Effective Rating |
|----------------------|------|---|------------------------|-------------------|--|
| Workflow Efficiency | 8 | Call systems are in place for officers to determine if their court show up time has changed. | Y | N | 3 |
| Budget Control | 15 | Sponsors of special events pay for policing as a condition for granting a permit. | Y | Y | 3 |
| Budget Control | 16 | Guidelines are in place for determining when policing costs for special events are publicly or privately borne. | Y | Y | 4 |
| Cost of Compensation | 21 | Maximum compensatory time accruals in your department are below FLSA maximum (480 hours). | Y | Y | 5 |
| Staffing | 26 | Staffing levels and OT use are monitored to reduce backfilling. | Y | Y | 3 |
| Staffing | 27 | Temporary job reassignments are made among sworn personnel in different units to reduce backfilling. | Y | Y | 3 |
| Management | 33 | Compensatory time accruals are tracked against maximum 480 hour accrual under FLSA. | N | N | 3 |
| Management | 34 | PD managers must justify OT expense in terms of the work being done. | Y | Y / Doubt | 4 |
| Management | 35 | PD managers know how OT expense compares to budget throughout the year. | Y | Y / Doubt | 3 |
| Management | 38 | PD managers are notified when overtime use exceeds set targets or limits. | Y | Y / Doubt | 4 |
| Management | 40 | Mid-level commanders must pre-authorize overtime use. | Y | Y | 4 |
| Supervisors | 45 | Supervisors have guidelines to follow for approving shift extensions. | Y | Y | 4 |

Best Practice Addition

The one best practice that should be seriously considered is installing a call system so that officers can determine if their court show up time has changed.

Practice Improvement Needs

APD rates performance as ineffective in one key area:

Police and court personnel work together to schedule court appearances within the testifying officer's normal shift.

APD reports that it funds overtime costs by using salary and benefit savings from unfilled positions. We recommend that this practice be analyzed carefully to determine if it is cost justified. There are many consequences and costs associated with understaffing in public safety functions.

Improved Communication Needed

City management and APD management have different impressions regarding the presence of difference overtime cost management efforts. Better communication (and perhaps effort) may be needed in the following areas.

| Category | Item | Practice | View |
|----------------------|------|---|-----------|
| Workflow Efficiency | 3 | Shift commanders are required to coordinate the transfer of non-emergency work at shift transfer in order to reduce OT expense. | Y / Doubt |
| Workflow Efficiency | 4 | Detectives are expected to adjust their work hours to meet the needs of the job. | Y / Doubt |
| Workflow Efficiency | 5 | District attorneys are asked to subpoena only those officers whose testimony might be important. | Y / Doubt |
| Workflow Efficiency | 6 | Police and court personnel work together to schedule court appearances within the testifying officer's normal shift. | Y / Doubt |
| Workflow Efficiency | 10 | Community police officers and special units are put on patrol if OT by patrolmen is requested. | Y / Doubt |
| Budget Control | 13 | City management sets firm limits on OT expenditures. | Y / N |
| Cost of Compensation | 22 | Compensatory time is not available; only overtime is paid. | N / Y |
| Management | 34 | PD managers must justify OT expense in terms of the work being done. | Y / Doubt |
| Management | 35 | PD managers know how OT expense compares to budget throughout the year. | Y / Doubt |
| Management | 37 | PD managers analyze OT time and OT cost by unit, by individual and by nature of work performed. | Y / Doubt |
| Management | 38 | PD managers are notified when overtime use exceeds set targets or limits. | Y / Doubt |

The first view is APD. The second view is City Management.

Smart Practice Additions

The following practices are believed to be a smart idea by several agencies and are not performed by APD. Implementing some of these practices could carry significant risk. We recommend that APD evaluate the potential payoffs and risks of these practices.

| Category | Item | Practice |
|---------------------------|------|--|
| Workflow Efficiency | 2 | Backfilling is prohibited and work is performed with staff on hand. |
| Workflow Efficiency | 7 | PD managers reschedule shifts so that officers may testify in court at straight time pay |
| Budget Control | 17 | When sworn overtime use is high, civilian overtime use is cut back. |
| Cost of Compensation | 23 | Officers who backfill for another officer taking compensatory time must be paid rather than earn additional compensatory time. |
| Cost of Compensation | 33 | Compensatory time accruals are tracked against maximum 480 hour accrual under FLSA. |
| Supervisor Accountability | 43 | While officers are waiting to appear in Court they have been given productive department work to perform. |
| Supervisor Accountability | 44 | Supervisory personnel do not appear in court unless they testify. |

Improving Management Accountability

Five of the 12 best practices in overtime cost management relate to management accountability. City management and APD apparently have different views on which practices relating to management accountability are truly in effect.

Improved communication is a starting point. The current pay practice of extending overtime pay to lieutenants and to captains may reinforce a culture of overtime entitlement. Direct costs for their expenditures were \$116,000 in FY 2000.

Paid Overtime During FY 2000 For Lieutenants and Captains

| | | OT | Court | Call Back | Total |
|-----------------|----------------|--------------|--------------|------------------|--------------|
| Position | # Sworn | Hours | Hours | Hours | Cost |
| Lieutenants | 33 | 1,316 | 362 | 630.5 | \$ 88,434 |
| Captains | 10 | 366 | 3 | 303.5 | \$ 27,708 |
| Both | 43 | 1,682 | 365 | 934 | \$116,142 |

IV. Recommendations



Total compensation competitiveness should be improved for law enforcement officers. We recommend the following guidelines for total compensation re-design:

1. Reduce required payroll deductions to improve take home pay without adding to salary expense, overtime pay and pay related benefit costs.
2. Allocate expenditures where total compensation competitiveness is weakest and recruiting risk is present (the early to mid-career officer).
3. Avoid across the board pay step salary enhancements that would perpetuate differing levels of competitiveness at different career stages.
4. Develop new/revised premium pay practices to better align with effective workforce management.

Specific recommendations for evaluation include:

- Increase pay steps 2-7 by a small percentage to keep pace with market movements.
- Freeze top pay step due to the influence of longevity and super longevity pay.
- Improve take home pay by reducing PERA officer contribution rate from 16.3% to 13.3%
- Freeze longevity and super longevity pay amounts at current fixed dollar levels
- Evolve Academic Incentive and Bilingual Pay into a Career Enhancement Pay program
- Partially fund a Career Enhancement Pay program by reducing the number of holidays that are considered premium pay days and by eliminating minimums for court time pay and call back pay.

Career Enhancement Pay

| | |
|---|--|
|  | <h2>Introduce Career Enhancement Pay</h2> |
| | <ul style="list-style-type: none">z Accumulate points based on skills, experience and performance that aligns with City / APD objectives.z Officer can earn more / sooner than with longevity pay (12% of top step pay).z Varying levels of payout based on point accumulation (3%, 6%, 9%, 12%)z Plan should pay greater of longevity amount or career enhancement pay.z PERA benefits still tied to salary + longevity pay.  |

Career enhancement pay is ideally designed so that it is not included in wages for FLSA purposes nor included in covered salary for purposes of PERA contributions/benefits.

Career enhancement pay points are typically earned for completed assignments, skills mastery, advanced degrees, performance ratings, certifications, etc.

Implement Deferred Retirement Option Plans (DROP)

With increasing seniority and advancing ages in police departments it may become important to create incentives for top patrolman to remain with the department after 22.8 years of service in PERA (the maximum years of service counted for purposes of pension benefit calculations). One impediment to implementing the required legislation in New Mexico has been a concern about double dipping (collecting pension benefits and a salary simultaneously). DROP plans can be designed in many ways; we recommend that the City provide input to the State legislature and governors office on rationale and appropriate legislative language.

Overtime Cost Management Recommendations

1. Introduce call system for officers to check on changes to scheduled court time.
2. Reschedule shifts so that more officers testify at straight time pay.
3. While waiting to appear in Court officers should be given productive work to perform.
4. Lobby for decriminalization of minor traffic violations to reduce court time pay.
5. Encourage use of compensatory time during same payroll period as it is accrued.
6. Increase APD management accountability for OT cost management.


Re-align Premium Pay for Lieutenants and Captains


We recommend that lieutenants and captains no longer be eligible for overtime pay, court time pay and call back pay. Any budget for this expense of \$116,000 last year could be better used to fund an incentive pool designed to reward critical outcomes. Examples of critical success factors might include:

- budget management
- officer safety
- citizen satisfaction / complaints
- crime reduction

Fiscal Impact Assessment


A detailed fiscal study has not been prepared. Detailed design of compensation and benefit plan changes are necessary before an analysis can be relied upon. However, some preliminary estimates follow.


|  | |
|---|-------------------------|
| Estimated Fiscal Impact of Recommendations | |
| <u>Recommendation</u> | <u>Financial Impact</u> |
| z Reduce Officer PERA Contribution by 3%: | +\$1,082,000 |
| z Eliminate 6 Holiday Premium Pay Days: | -\$576,000 |
| z Achieve 40% Reduction in Court Time Use: | -\$522,000 |
| z Create Incentive Pool for Lieutenants/Captains: (self - funding pool) | -\$116,000 |
| z Eliminate 2 Hour Minimums no material financial impact | |
| z Add Career Enhancement Pay in lieu of COLA and merit increases | |
| z Market Adjustment to Pay Steps 2-7 not assessed | |



Implementation Milestones

It will be important for council, management, APD and APOA to reach consensus on desired changes to the existing total compensation package offered to officers. The table below includes specific steps in the implementation process to be considered.

|  Implementation | |
|---|--------------|
| 1. Specify new philosophy and success factors to which pay plans should be responsive. | March 2001 |
| 2. Detail design of TC alternatives, modeling, testing and collective bargaining. | April / June |
| 3. Implement changes that are immediately feasible | June/ July |
| 4. Pursue legislative change as necessary | Interim |
| 5. Evaluate APD impact and market pay changes | March 2002 |
| 6. Implement additional changes | July 2002 |



Appendix A
Pay Element Summary
November 2000

| PAY ELEMENT | Albuquerque | Aurora | Bernalillo County | Colorado Springs |
|------------------------------------|---|--|---|--|
| OVERTIME PAY | | | | |
| OT Calculation | 1.5 X pay for hours over 40 in a week | 1.5 X pay for hours over 40 in a week | 1.5 X pay for hours over 40 in a week | 1.5 X pay for hours over 8 or 10 hour shift |
| Includes vacation in calculation | Not noted | Not noted | No | Yes |
| Includes sick leave in calculation | Not noted | Not noted | No | Yes |
| Includes holiday in calculation | Not noted | Not noted | Yes | Yes |
| Includes longevity in calculation | Not noted | Yes | Not Noted | Not Noted |
| SHIFT DIFFERENTIAL PAY | | | | |
| 2 nd Shift | <u>Shift Start</u> <u>Added Pay PPP</u> 10:00 – 16:59 \$11.54 | <u>Shift Start</u> <u>Added Pay PPP</u> 12:00– 19:59 \$10.57 | <u>Shift</u> <u>Added Pay PPP</u> Swing \$16.00 | <u>Shift 2</u> <u>Added Pay PPP</u> 16:00– 24:00 \$32.00 |
| 3 rd Shift | <u>Shift Start</u> <u>Added Pay PPP</u> 17:00 – 03:29 \$23.08 | <u>Shift Start</u> <u>Added Pay PPP</u> 20:00– 04:59 \$19.23 | <u>Shift</u> <u>Added Pay PPP</u> Graveyard \$24.00 | <u>Shift 3</u> <u>Added Pay PPP</u> 24:00– 08:00 \$56.00 |
| Weekend | | | | |
| OVERTIME - COURT TIME | Minimum of 2 hours at 1.5 X pay | Minimum of 2 hours at 1.5 X pay | Minimum of 2 hours at 1.5 X pay | Minimum of 2 hours at 1.5 X pay |
| UNIFORM ALLOWANCES | Replacement for damage in line of duty. Body armor replaced every 5 years. Cadets and Patrolman 2 nd Class receive \$23.08 per pay period. | Uniforms provided to officers. Additional annual allowances: <ul style="list-style-type: none"> • Cleaning: \$240 • Vest: \$400 or 75% of cost of vest • Equipment \$75.00 | \$900.00 annual allowance. | None – Uniforms issued to Police Officers |

Appendix A
Pay Element Summary
November 2000

| PAY ELEMENT | Albuquerque | Glendale | NM State Police | Oklahoma City |
|--|---|--|--|---|
| OVERTIME PAY OT Calculation | 1.5 X pay for hours over 40 in a week | 1.5 X pay for hours over 40 in a week | 1.5 X pay for hours over 83 in 14-day work period. | 1.5 X regular rate for hours over 8 or 10 hour shift |
| Includes vacation in calculation | Not noted | Not noted | No | Not noted |
| Includes sick leave in calculation | Not noted | Not noted | No | Not noted |
| Includes holiday in calculation | Not noted | Not noted | No | Not noted |
| Includes longevity in calculation | Not noted | Not noted | No | Not noted |
| SHIFT DIFFERENTIAL PAY 2 nd Shift | <u>Shift Start</u> <u>Added Pay PPP</u> 10:00 – 16:59 \$11.54 | <u>Hours worked</u> <u>between</u> <u>Added Pay PPP</u> 16:00 - 24:00 \$24.00 | | <u>Shift hours</u> <u>Added Pay PPP</u> 16:30 – 02:30 \$20.00 |
| 3 rd Shift | <u>Shift Start</u> <u>Added Pay PPP</u> 17:00 – 03:29 \$23.08 | <u>Hours worked</u> <u>between</u> <u>Added Pay PPP</u> 00:00 – 08:00 \$28.00 | <u>Hours worked</u> <u>between</u> <u>Added Pay PPP</u> 22:00 and 06:00 \$72.00 | <u>Shift hours</u> <u>Added Pay PPP</u> 21:30 – 07:30 \$40.00 |
| Weekend | | | | |
| OVERTIME - COURT TIME | Minimum of 2 hours at 1.5 X pay | Min of 2 hours at 1.5 X pay except City Court | None noted | Minimum of 2 hours at 1.5 X pay |
| UNIFORM ALLOWANCES | Replacement for damage in line of duty. Body armor replaced every 5 years. Cadets and Patrolman 2 nd Class receive \$23.08 per pay period. | Annual amount - \$500 per officer | Annual amount - \$600 per officer | \$1,810 annual allowance |

Appendix A
Pay Element Summary
November 2000

| PAY ELEMENT | Albuquerque | Phoenix | San Antonio | Tucson |
|---|--|---|--|---|
| OVERTIME PAY O.T. Calculation | 1.5 X pay for hours over 40 in a week | 1.5 X pay for hours over 8 or 10 hour shift | 1.5 X pay for hours over 40 in a week | 1.5 X pay for hours over 40 in a week |
| Includes vacation in calculation | Not noted | Yes | Not noted | Not noted |
| Includes sick leave in calculation | Not noted | Yes | Not noted | Not noted |
| Includes holiday in calculation | Not noted | Yes | Not noted | Not noted |
| Includes longevity in calculation | Not noted | Not Noted | Not noted | Not noted |
| SHIFT DIFFERENTIAL PAY | | | | |
| 2 nd Shift | <u>Shift Start</u> <u>Added Pay PPP</u> 10:00 – 16:59 \$11.54 | | <u>Shift Start</u> <u>Added Pay PPP</u> 14:30– 22:00 \$161.53 | |
| 3 rd Shift | <u>Shift Start</u> <u>Added Pay PPP</u> 17:00 – 03:29 \$23.08 | <u>Shift end</u> <u>Added Pay PPP</u> At or after 22:00 \$48.00 | <u>Shift Start</u> <u>Added Pay PPP</u> 22:30– 06:30 \$161.53 | <u>Shift hours</u> <u>Added Pay PPP</u> 18:00 – 06:00 \$56.00 |
| Weekend | | Any hours worked Fri. 2pm through Sun 11:59pm: 0.25 per hour | | |
| OVERTIME - COURT TIME | Minimum of 2 hours at 1.5 X pay | Minimum of 2 hours at 1.5 X pay | Minimum of 3 hours at 1.5 X pay for hours worked | Minimum of 3 hours at 1.5 X pay |
| UNIFORM ALLOWANCES | Replacement for damage in line of duty. Body armor replaced every 5 years. Cadets and Patrolman 2 nd Class receive \$23.08 per pay period. | \$1,120 annual allowance | \$300 annual allowance. In addition, each new officer receives initial clothing allowance of \$300 per year. | \$850 – Uniform and safety allowance per year |

Appendix A
Pay Element Summary
November 2000

| PAY ELEMENT | Albuquerque | Aurora | Bernalillo County | Colorado Springs |
|---|---|---|---|---|
| EXTRA COMPETENCY PAY | Academic incentive: <u>Degree achieved</u> <u>Amount PPP</u> Bachelor's: \$62.31 Master's: \$73.85 Ph.D.: \$85.38 | No academic incentive. Field Training Officers: Receive 2 hours overtime pay per week during cycle | Academic Incentive: <u>Degree achieved</u> <u>Amount PPP</u> Bachelor's or higher \$20.76 Field Training Office (FTO) \$25.00 ppp | No academic incentive. MPO (Master Patrol Officer) Receive additional 5% of base pay while MPO duty. FTO (Field Training Officer) Receive additional 2.5% of base pay per hour worked as FTO. |
| BI-LINGUAL PAY | <u>Test Result</u> <u>Amount PPP</u> Conversational: \$9.23 Conv., Reading & Writing: \$23.08 | None noted | Must be certified as bi-lingual. \$15.00 PPP | None noted. |
| HOLIDAY PREMIUM PAY | 8 hour shift: 2.5 X pay 10 hour shift: 2.5 X pay @8hours + 2 hours at STP | None provided | Straight time hourly rate plus 1.5 X pay for first 8 hours worked. | None provided. |
| HAZARDOUS DUTY PAY | \$23.08 pay per period for pilots, bomb squad, aerial observer, motorcycle, SWAT, CIT and mounted units | None noted | \$25.00 per pay period | \$100 per month. |
| CALL BACK PAY | Greater of: 2 hours at 1.5 X pay actual hours at 1.5 X pay | Minimum of 2 hours at 1.5 X pay for hours worked 3 hours at 1.5 X pay for each calendar week of on-call duty. | Minimum of 2 hours at 1.5 X pay | Call-Out - 1.5 X pay for hours worked |
| STAND BY PAY Show up minimum hours and amount | On-call status officers receive 8 hours of straight time compensatory time for each 7 days of the on-call assignment | 3 hours at 1.5 X pay for each calendar week of on-call duty. | Paid 2 hours at 1.5 X pay for each week assigned to stand-by duty. | 3 hours of compensatory time off for each 7-day period or 1/2 hour for a single day when they are assigned to on-call status. |
| COMPENSATORY TIME Maximum Accrual | As substitute for OT, hours accrue at 1.5 X OT hours worked, maximum accrual = 150 hours, maximum cash out at termination = 40 hours at STP | As substitute for OT, hours accrue at 1.5 X OT hours worked, maximum accrual = 480 hours, maximum cash out at termination = all hours in members compensatory bank. | No compensatory time | As substitute for OT, hours accrue at 1.5 X OT hours worked, maximum accrual = 80. At the end of the last complete pay period in November, all accrued compensatory time hours will be paid at the appropriate base hourly rate. |

Appendix A
Pay Element Summary
November 2000

| PAY ELEMENT | Albuquerque | Glendale | NM State Police | Oklahoma City |
|---|--|---|---|--|
| EXTRA COMPETENCY PAY | Academic incentive: <u>Degree achieved</u> <u>Amount PPP</u> Bachelor's: \$62.31 Master's: \$73.85 Ph.D.: \$85.38 | None noted | Educational incentive: <u>Degree achieved</u> <u>Amount PPP</u> Bachelor's: \$46.15 Master's: \$57.69 | Academic incentive: <u>Degree achieved</u> <u>Amount PPP</u> Associate's \$23.07 Bachelor's: \$46.15 Master's: \$57.69 Field Training Officer - \$20.00 per shift during training. |
| BI-LINGUAL PAY | <u>Test Result</u> <u>Amount PPP</u> Conversational: \$9.23 Conv., Reading & Writing: \$23.08 | Must complete competency examination to examine language proficiency Occasional interaction <u>Amount PPP</u> \$16.15 Regular and frequent \$34.61 | None noted | \$25.00 per pay period. |
| HOLIDAY PREMIUM PAY | 8 hour shift: 2.5 X pay 10 hour shift: 2.5 X pay @8hours + 2 hours at STP | 2 X base hourly pay rate | 2.5 X base hourly pay rate | None noted |
| HAZARDOUS DUTY PAY | \$23.08 ppp for pilots, bomb squad, aerial observer, motorcycle, SWAT, CIT and mounted units | \$83.21 per pay period when assigned to TOU or bomb squad | \$50.00 per month for Tactical Team, Search and Recovery Team, or Explosive Ordinance Disposal Team | None noted |
| CALL BACK PAY | Greater of: 2 hours at 1.5 X pay actual hours at 1.5 X pay | Voluntary Call-back list Paid minimum of 2 hours at regular pay | None noted | None noted |
| STAND BY PAY Show up minimum hours and amount | On-call status officers receive 8 hours of straight time compensatory time for each 7 days of the on-call assignment | If called back to work, hours worked are paid separately and in addition to stand-by pay as noted below. Employee paid minimum of 2 hours worked Response time within 2 hours: <ul style="list-style-type: none"> • Weekdays: Paid 1 hour base rate for the day. • Weekend: Paid 2 hours base rate for the day. Response time within 1 hour: <ul style="list-style-type: none"> • Weekdays: Paid 2 hours base rate for the day. • Weekend: Paid 4 hours base rate for the day. | None noted | None noted |
| COMPENSATORY TIME Maximum Accrual | As substitute for OT, hours accrue at 1.5 X OT hours worked, maximum accrual = 150 hours, maximum cash out at termination = 40 hours at STP | As substitute for OT, hours accrue at 1.5 X OT hours worked, maximum accrual = 48 hours. | As substitute for OT, hours accrue at 1.5 X OT hours worked, maximum accrual = 40 hours. | As substitute for OT, hours accrue at 1.5 X OT hours worked, no maximum noted in contract |

Appendix A
Pay Element Summary
November 2000

| PAY ELEMENT | Albuquerque | Phoenix | San Antonio | Tucson |
|---|---|---|--|--|
| EXTRA COMPETENCY PAY | Academic incentive: <u>Degree achieved</u> <u>Amount PPP</u> Bachelor's: \$62.31 Master's: \$73.85 Ph.D.: \$85.38 | Career Enhancement Pay: Amounts based on top monthly base officer pay Level 1: 2.5% (\$49.38/ pay period) Level 2: 5.0% (\$99.23/ pay period) Level 3: 7.5% (\$148.61/ pay period) Level 4: 12.0% (\$237.69/ pay period) | Academic incentive: <u>Degree</u> <u>Amount PPP</u> Associate's \$73.84 Bachelor's: \$120.00 Master's: \$129.23 Field Training Officer: \$265 per month. TX Commission on Law Enforcement Certification Incentive: Intermediate: \$80 per month Advanced: \$120 per month Master's: \$160 per month | No academic incentive. |
| BI-LINGUAL PAY | <u>Test Result</u> <u>Amount PPP</u> Conversational: \$9.23 Conv., Reading & Writing: \$23.08 | \$10/hour in addition to base pay while conducting a police investigation | \$23.07 Per pay period | \$23.07 per pay period |
| HOLIDAY PREMIUM PAY | 8 hour shift: 2.5 X pay 10 hour shift: 2.5 X pay @8hours + 2 hours at STP | 1½ x regular rate for each hour worked plus 8 hours holiday pay 8 hours pay plus hours worked at straight time | Straight time hourly rate plus 1.5 X pay for hours worked. | Paid holiday or an extra 10 hours if you work 10 per year |
| HAZARDOUS DUTY PAY | \$23.08 ppp for pilots, bomb squad, aerial observer, motorcycle, SWAT, CIT and mounted units | None noted | SWAT, Bomb, and Hostage Negotiations. \$157 per month standby pay for each month of active assignment | Viewed as special assignment pay – 5% differential applied to base pay. |
| CALL BACK PAY | Greater of: 2 hours at 1.5 X pay actual hours at 1.5 X pay | 3 hours at 1.5 X pay | Minimum of 3 hours at 1.5 X pay for hours worked | 1.5 X pay |
| STAND BY PAY Show up minimum hours and amount | On-call status –officers receive 8 hours of straight time compensatory time for each 7 days of the on-call assignment | Workday: \$40 per day Non-workday: \$60 per day | SWAT, Bomb, K-9 and Hostage Negotiations. \$157 per month standby pay for each month of active assignment | \$1.50 per hour. |
| COMPENSATORY TIME Maximum Accrual | As substitute for OT, hours accrue at 1.5 X OT hours worked, maximum accrual = 150 hours, maximum cash out at termination = 40 hours at STP | As substitute for OT, hours accrue at 1.5 X OT hours worked, maximum accrual = 170. | As substitute for OT, hours accrue at 1.5 X OT hours worked, maximum accrual = 480 hours. | As substitute for OT, hours accrue at 1.5 X OT hours worked, maximum accrual = 80 hours. |

Appendix A
Pay Element Summary
November 2000

| PAY ELEMENT | Albuquerque | Aurora | Bernalillo County | Colorado Springs | | | | | | | | | | | | | | |
|---|---|---|---|--|----------|--------|----------|--------|----------|--------|----------|--------|----------|-----|----------|--|--|---|
| TEMPORARY DETAIL PAY (Out of Class/Special Duty) Minimum & Maximum | Minimum step of higher rank or next steps in current rank. | Receives pay of higher rank after completing 96 hours of work in said rank. | No policy noted | 10 percent of the employee's base hourly salary for periods of one or more scheduled workdays. May not exceed the salary of the classification to which the temporary assignment is made. | | | | | | | | | | | | | | |
| CANINE PAY | None noted | None noted | \$25.00 per pay period | None noted | | | | | | | | | | | | | | |
| LONGEVITY PAY | <table border="1"> <thead> <tr> <th><u>Years of Service</u></th> <th><u>Amount PPP</u></th> </tr> </thead> <tbody> <tr> <td>10, 11</td> <td>\$126.03</td> </tr> <tr> <td>12, 13</td> <td>\$128.34</td> </tr> <tr> <td>14, 15</td> <td>\$132.96</td> </tr> <tr> <td>16, 17</td> <td>\$142.19</td> </tr> <tr> <td>18, 19</td> <td>\$153.72</td> </tr> <tr> <td>20+</td> <td>\$165.26</td> </tr> </tbody> </table> | <u>Years of Service</u> | <u>Amount PPP</u> | 10, 11 | \$126.03 | 12, 13 | \$128.34 | 14, 15 | \$132.96 | 16, 17 | \$142.19 | 18, 19 | \$153.72 | 20+ | \$165.26 | Upon reaching 5 th year of consecutive employment. \$5.00 for every month of employment or \$60.00 per year to be paid in lump sum in December. Maximum \$1,500 per year. | \$125 annually for each full calendar year of service to a maximum of 23 years of service. | \$20 per month beginning with the sixth year of continuous Civil Service employment. This longevity pay shall increase at a rate of \$4 per month at the beginning of each subsequent year of employment until a maximum of \$100 per month is reached |
| <u>Years of Service</u> | <u>Amount PPP</u> | | | | | | | | | | | | | | | | | |
| 10, 11 | \$126.03 | | | | | | | | | | | | | | | | | |
| 12, 13 | \$128.34 | | | | | | | | | | | | | | | | | |
| 14, 15 | \$132.96 | | | | | | | | | | | | | | | | | |
| 16, 17 | \$142.19 | | | | | | | | | | | | | | | | | |
| 18, 19 | \$153.72 | | | | | | | | | | | | | | | | | |
| 20+ | \$165.26 | | | | | | | | | | | | | | | | | |
| TUITION REIMBURSEMENT | Max Annual Benefit: Not noted Reimbursement: 100% Max credit hours/semester: 12 Covered Services: All | No formal plan | Max Annual Benefit: Not noted Reimbursement: Not noted Max credit hours/semester: 12 Covered Services: Not noted | Max Annual Benefit: Not noted Reimbursement: 100% Max credit hours/semester: Not noted Covered Services: All | | | | | | | | | | | | | | |
| TAKE HOME VEHICLE POLICY | Offered to officers living within 30-mile radius of duty station. Estimated monthly value \$107. | No plan | No plan | No plan | | | | | | | | | | | | | | |

Appendix A
Pay Element Summary
November 2000

| Pay Element | Albuquerque | Glendale | NM State Police | Oklahoma City | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
|---|---|---|--|---|----------|--------|----------|--------|----------|--------|----------|--------|----------|-----|----------|--|-------------------------|--------------------------|---|---------|---|----------|---|----------|---|----------|---|----------|----|----------|----|----------|----|----------|----|----------|----|----------|-------------|--|-------------------------|------------------------------|---|---------|---|---------|---|----------|---|----------|---|----------|---|----------|---|----------|----|----------|----|----------|----|----------|----|----------|----|----------|----|----------|
| TEMPORARY DETAIL PAY (Out of Class) Special Duty Minimum & Maximum | Minimum step of higher rank or next steps in current rank. | Must work at temporary assignment a minimum of 2 weeks. Actual amount of differential at discretion of department head – either 5% or 10% of regular rate of pay. | \$150 per month for performing special duties as assigned by Chief. | None noted | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| CANINE PAY | None noted | None noted | None noted | None noted | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| LONGEVITY PAY | <table border="0"> <thead> <tr> <th><u>Years of Service</u></th> <th><u>Amount PPP</u></th> </tr> </thead> <tbody> <tr><td>10, 11</td><td>\$126.03</td></tr> <tr><td>12, 13</td><td>\$128.34</td></tr> <tr><td>14, 15</td><td>\$132.96</td></tr> <tr><td>16, 17</td><td>\$142.19</td></tr> <tr><td>18, 19</td><td>\$153.72</td></tr> <tr><td>20+</td><td>\$165.26</td></tr> </tbody> </table> | <u>Years of Service</u> | <u>Amount PPP</u> | 10, 11 | \$126.03 | 12, 13 | \$128.34 | 14, 15 | \$132.96 | 16, 17 | \$142.19 | 18, 19 | \$153.72 | 20+ | \$165.26 | Compensated \$80 for each year of regular status beginning with 5 th year. Maximum of \$800. <table border="0"> <thead> <tr> <th><u>Years of Service</u></th> <th><u>Amount (Per Year)</u></th> </tr> </thead> <tbody> <tr><td>5</td><td>\$80.00</td></tr> <tr><td>6</td><td>\$160.00</td></tr> <tr><td>7</td><td>\$240.00</td></tr> <tr><td>8</td><td>\$320.00</td></tr> <tr><td>9</td><td>\$400.00</td></tr> <tr><td>10</td><td>\$480.00</td></tr> <tr><td>11</td><td>\$560.00</td></tr> <tr><td>12</td><td>\$640.00</td></tr> <tr><td>13</td><td>\$720.00</td></tr> <tr><td>14</td><td>\$800.00</td></tr> </tbody> </table> | <u>Years of Service</u> | <u>Amount (Per Year)</u> | 5 | \$80.00 | 6 | \$160.00 | 7 | \$240.00 | 8 | \$320.00 | 9 | \$400.00 | 10 | \$480.00 | 11 | \$560.00 | 12 | \$640.00 | 13 | \$720.00 | 14 | \$800.00 | None noted. | Effective in the beginning of the 4 th year of service. Calculated by taking 1% of the beginning pay rate X the years of service. Maximum that can be received is 20% <table border="0"> <thead> <tr> <th><u>Years of Service</u></th> <th><u>Monthly Longevity Pay</u></th> </tr> </thead> <tbody> <tr><td>3</td><td>\$69.17</td></tr> <tr><td>4</td><td>\$92.22</td></tr> <tr><td>5</td><td>\$115.28</td></tr> <tr><td>6</td><td>\$138.33</td></tr> <tr><td>7</td><td>\$161.39</td></tr> <tr><td>8</td><td>\$184.44</td></tr> <tr><td>9</td><td>\$207.50</td></tr> <tr><td>10</td><td>\$230.55</td></tr> <tr><td>11</td><td>\$253.61</td></tr> <tr><td>12</td><td>\$276.66</td></tr> <tr><td>13</td><td>\$299.72</td></tr> <tr><td>14</td><td>\$322.77</td></tr> <tr><td>15</td><td>\$345.83</td></tr> </tbody> </table> | <u>Years of Service</u> | <u>Monthly Longevity Pay</u> | 3 | \$69.17 | 4 | \$92.22 | 5 | \$115.28 | 6 | \$138.33 | 7 | \$161.39 | 8 | \$184.44 | 9 | \$207.50 | 10 | \$230.55 | 11 | \$253.61 | 12 | \$276.66 | 13 | \$299.72 | 14 | \$322.77 | 15 | \$345.83 |
| <u>Years of Service</u> | <u>Amount PPP</u> | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 10, 11 | \$126.03 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 12, 13 | \$128.34 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 14, 15 | \$132.96 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 16, 17 | \$142.19 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 18, 19 | \$153.72 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 20+ | \$165.26 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| <u>Years of Service</u> | <u>Amount (Per Year)</u> | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 5 | \$80.00 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 6 | \$160.00 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 7 | \$240.00 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 8 | \$320.00 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 9 | \$400.00 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 10 | \$480.00 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 11 | \$560.00 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 12 | \$640.00 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 13 | \$720.00 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 14 | \$800.00 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| <u>Years of Service</u> | <u>Monthly Longevity Pay</u> | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 3 | \$69.17 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 4 | \$92.22 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 5 | \$115.28 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 6 | \$138.33 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 7 | \$161.39 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 8 | \$184.44 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 9 | \$207.50 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 10 | \$230.55 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 11 | \$253.61 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 12 | \$276.66 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 13 | \$299.72 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 14 | \$322.77 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 15 | \$345.83 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| TUITION REIMBURSEMENT | Max Annual Benefit: Not noted Reimbursement: 100% Max credit hours/semester: 12 Covered Services: All | Max Annual Benefit: \$2,000 Reimbursement: 100% Max credit hours/semester: Not noted Covered Services: All | Max Annual Benefit: Not noted Reimbursement: Not noted Max credit hours/semester: Not noted Covered Services: Tuition | Max Annual Benefit: \$1,000 Reimbursement: 100% Max credit hours/semester: Not noted Covered Services: Tuition | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| TAKE HOME VEHICLE POLICY | Offered to officers living within 30 mile radius of duty station. Estimated monthly value \$107. | No plan | Very restricted | No plan | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |

Appendix A
Pay Element Summary
November 2000

| Pay Element | Albuquerque | Phoenix | San Antonio | Tucson | | | | | | | | | | | | | | |
|---|---|--|---|---|----------|--------|----------|--------|----------|--------|----------|--------|----------|-----|----------|---|--|--|
| TEMPORARY DETAIL PAY (Out of Class/Special Duty) | Minimum step of higher rank or next steps in current rank. | All units receive minimum of next higher class. If overlapping classes, then minimum of 1-step differential, or 3% Minimum 10 shifts in 12 mos. | Receives pay of higher rank for hours worked. Any hours worked more than 4 in a day will be classified as full day worked. | \$20.77 per hour | | | | | | | | | | | | | | |
| CANINE PAY | None noted | None noted | \$157 per month standby pay for each month of active assignment plus 3 hours 1.5 X pay per work week for care and feeding of K-9's. | None noted | | | | | | | | | | | | | | |
| LONGEVITY PAY | <table border="0"> <thead> <tr> <th><u>Years of Service</u></th> <th><u>Amount PPP</u></th> </tr> </thead> <tbody> <tr> <td>10, 11</td> <td>\$126.03</td> </tr> <tr> <td>12, 13</td> <td>\$128.34</td> </tr> <tr> <td>14, 15</td> <td>\$132.96</td> </tr> <tr> <td>16, 17</td> <td>\$142.19</td> </tr> <tr> <td>18, 19</td> <td>\$153.72</td> </tr> <tr> <td>20+</td> <td>\$165.26</td> </tr> </tbody> </table> | <u>Years of Service</u> | <u>Amount PPP</u> | 10, 11 | \$126.03 | 12, 13 | \$128.34 | 14, 15 | \$132.96 | 16, 17 | \$142.19 | 18, 19 | \$153.72 | 20+ | \$165.26 | Qualify after 7 years of continuous service. \$75 semi-annually for each year in excess of 6 years up to 29 th year. Semi-annual max: \$1725 Annual max: \$3450 Paid 7/14/00, 12/15/00 | Officer's regular rate of pay increased by 3% for every five years of service to a max of 30 years or 18%. On each anniversary not a multiple of 5, each officer receives \$8.00 increase in longevity pay per month. | No policy – removed Longevity pay from contract over 10 years ago. |
| <u>Years of Service</u> | <u>Amount PPP</u> | | | | | | | | | | | | | | | | | |
| 10, 11 | \$126.03 | | | | | | | | | | | | | | | | | |
| 12, 13 | \$128.34 | | | | | | | | | | | | | | | | | |
| 14, 15 | \$132.96 | | | | | | | | | | | | | | | | | |
| 16, 17 | \$142.19 | | | | | | | | | | | | | | | | | |
| 18, 19 | \$153.72 | | | | | | | | | | | | | | | | | |
| 20+ | \$165.26 | | | | | | | | | | | | | | | | | |
| TUITION REIMBURSEMENT | Max Annual Benefit: Not noted Reimbursement: 100% Max credit hours/semester: 12 Covered Services: All | Max Annual Benefit: \$2,271 Reimbursement: Not noted Max credit hours/semester: 18 Covered Services: All | Max Annual Benefit: \$432 Reimbursement: Not noted Max credit hours/semester: 6 Covered Services: Not noted I | Max Annual Benefit: \$2,250 Reimbursement: \$75 per unit Max credit hours/semester: 30 Covered Services: Not noted | | | | | | | | | | | | | | |
| TAKE HOME VEHICLE POLICY | Offered to officers living within 30 mile radius of duty station. Estimated monthly value \$107. | No plan | Lieutenant and above | Restricted use | | | | | | | | | | | | | | |

City of Albuquerque
Appendix B
Overtime Practices Study Results - November 2000

| Survey Item | Albuquerque | | | Aurora, CO | | | Bernalillo County | | | Colorado Springs | | | Glendale | | | |
|---|----------------------|----------------|------------------|----------------------|----------------|------------------|----------------------|----------------|------------------|----------------------|----------------|------------------|----------------------|----------------|------------------|-----|
| | Smart Practice (Y/N) | We Do It (Y/N) | Rating (1, 2, 3) | Smart Practice (Y/N) | We Do It (Y/N) | Rating (1, 2, 3) | Smart Practice (Y/N) | We Do It (Y/N) | Rating (1, 2, 3) | Smart Practice (Y/N) | We Do It (Y/N) | Rating (1, 2, 3) | Smart Practice (Y/N) | We Do It (Y/N) | Rating (1, 2, 3) | |
| Computers in patrol cars expedite the preparation of reports and data gathering. | 1 | Y | N | 1 | Y | N | 2 | Y | Y | 1 | N | N | | Y | Y | 2 |
| Backfilling is prohibited and work is performed with staff on hand. | 2 | N | N | | N | Y | 2 | Y | Y | 1 | N | Y | 3 | N | N | |
| Shift commanders are required to coordinate the transfer of non-emergency work at shift transfer in order to reduce OT expense. | 3 | Y | Y / Doubt | 3 | Y | Y | 2 | Y | Y | 1 | Y | Y | 2 | Y | Y | 2 |
| Detectives are expected to adjust their work hours to meet the needs of the job. | 4 | Y | Y / Doubt | 3 | Y | Y | 2 | Y | Y | 1 | Y | N | | Y | Y | 2 |
| District attorneys are asked to subpoena only those officers whose testimony might be important. | 5 | Y | Y / Doubt | 2 | Y | Y | 2 | Y | Y | 1 | Y | Y | | | N | |
| Police and court personnel work together to schedule court appearances within the testifying officer's normal shift. | 6 | Y | Y / Doubt | 1 | Y | Y | 2 | Y | Y | 1 | Y | N | | Y | Y | 1 |
| PD managers reschedule shifts so that officers may testify in court at straight time pay | 7 | N | N | | Y | N | 1 | Y | Y | 1 | N | N | | | N | |
| Call systems are in place for officers to determine if their court show up time has changed. | 8 | Y | N | | Y | Y | 3 | N | N | 1 | Y | Y | | Y | Y | 3 |
| Dispatch assigns incoming calls to officers with sufficient time left on their regular shift. | 9 | Y | Y | 3 | Y | Y | 3 | Y | Y | 1 | Y | Y | | | N | |
| Community police officers and special units are put on patrol if OT by patrolmen is requested. | 10 | Y | Y / Doubt | 2 | N | N | 1 | Y | Y | 2 | N | N | | | N | |
| PD managers identify what tasks were not performed due to compensatory time being taken. | 11 | Y | N | | N | N | 1 | Y | N | 1 | ? | N | | | N | |
| Minor traffic violations are de-criminalized to reduce court time pay. | 12 | Y | N | | Y | Y | 1 | N | Y | 1 | no control | no control | | | N | |
| Budget Control Efforts | | | | | | | | | | | | | | | | |
| City management sets firm limits on OT expenditures. | 13 | Y | Y / N | 2 | N | N | 1 | Y | Y | 1 | N | N | | | | |
| Block grant funds are used to pay for overtime on special projects. | 14 | Y | Y | 3 | Y | N | 2 | Y | Y | 2 | N | N | | N | N | N/A |
| Sponsors of special events pay for policing as a condition for granting a permit. | 15 | Y | Y | 3 | N | N | 1 | Y | Y | 2 | Y | Y | 2 | N | N | N/A |
| Guidelines are in place for determining when policing costs for special events are publicly or privately borne. | 16 | Y | Y | 3 | N | N | 1 | Y | Y | 3 | Y | Y | 2 | Y | Y | 2 |
| When sworn overtime use is high, civilian overtime use is cut back. | 17 | N | N | | N | N | 1 | N | N | 1 | N | N | | Y | N | N/A |
| Salary + benefit savings from unfilled positions fund overtime costs. | 18 | Y | Y | 2 | Y | Y | 2 | Y | N | 1 | Y | Y | | N | N | N/A |
| Cost of Compensation Control Efforts | | | | | | | | | | | | | | | | |
| Time guarantees (i.e. minimum of 3 hours pay) for call back pay and court time pay rarely exceed actual work time. | 19 | Y | Y | 3 | Y | Y | 3 | Y | Y | 1 | Y | Y | | Y | Y | 2 |
| Minimum time guarantees for call back pay, court time pay and standby pay have been reduced. | 20 | Y | N | | Y | Y | 1 | Y | N | 1 | Y | N | | N | N | |
| Maximum compensatory time accruals in your department are below FLSA maximum (480 hours). | 21 | Y | Y | 3 | Y | Y | 3 | | | | Y | Y | 3 | Y | Y | 3 |
| Compensatory time is not available; only overtime is paid. | 22 | N | N | | N | N | 2 | Y | Y | 3 | N | N | | N | N | N/A |
| Officers who backfill for another officer taking compensatory time must be paid rather than earn additional compensatory time. | 23 | N | N | | Y | Y | 1 | Y | Y | 2 | N | N | | N | N | N/A |
| FLSA exempt personnel are not paid overtime or compensatory time. | 24 | Y | Y | 3 | Y | Y | 2 | Y | Y | 2 | Y | N | | Y | Y | |
| Overtime is based on weekly hours; not daily hours. | 25 | Y | Y | 2 | N | N | 1 | N | N | 1 | Y | N | | Y | Y | 3 |

City of Albuquerque
Appendix B
Overtime Practices Study Results - November 2000

Workflow Efficiency Efforts

| Survey Item | State Police | | | Oklahoma City, OK | | | Tucson | | | San Antonio | | | |
|---|----------------------|----------------|------------------|----------------------|----------------|------------------|----------------------|----------------|------------------|----------------------|----------------|------------------|---|
| | Smart Practice (Y/N) | We Do It (Y/N) | Rating (1, 2, 3) | Smart Practice (Y/N) | We Do It (Y/N) | Rating (1, 2, 3) | Smart Practice (Y/N) | We Do It (Y/N) | Rating (1, 2, 3) | Smart Practice (Y/N) | We Do It (Y/N) | Rating (1, 2, 3) | |
| Computers in patrol cars expedite the preparation of reports and data gathering. | 1 | Y | Y | 3 | Y | N | | Y | Y | | Y | N | 3 |
| Backfilling is prohibited and work is performed with staff on hand. | 2 | N | N | 1 | Y | N | | Y | N | | | | |
| Shift commanders are required to coordinate the transfer of non-emergency work at shift transfer in order to reduce OT expense. | 3 | Y | Y | 3 | Y | Y | 3 | | | | | | |
| Detectives are expected to adjust their work hours to meet the needs of the job. | 4 | Y | Y | 3 | Y | Y | 3 | Y | Y | | | | |
| District attorneys are asked to subpoena only those officers whose testimony might be important. | 5 | Y | Y | 3 | Y | Y | 3 | | | | | | |
| Police and court personnel work together to schedule court appearances within the testifying officer's normal shift. | 6 | Y | Y | 3 | Y | Y | 2 | Y | N | | Y | Y | 2 |
| PD managers reschedule shifts so that officers may testify in court at straight time pay | 7 | Y | Y | 2 | Y | N | | N | N | | Y | N | |
| Call systems are in place for officers to determine if their court show up time has changed. | 8 | Y | N | 3 | Y | Y | 2 | Y | Y | | | | |
| Dispatch assigns incoming calls to officers with sufficient time left on their regular shift. | 9 | Y | Y | 3 | Y | N | 2 | Y | N | | | | |
| Community police officers and special units are put on patrol if OT by patrolmen is requested. | 10 | N | N | 3 | Y | N | | N | N | | Y | N | |
| PD managers identify what tasks were not performed due to compensatory time being taken. | 11 | Y | Y | 1 | N | N | | N | N | | | | |
| Minor traffic violations are de-criminalized to reduce court time pay. | 12 | N | N | 2 | N | N | | N | N | | | | |
| Budget Control Efforts | | | | | | | | | | | | | |
| City management sets firm limits on OT expenditures. | 13 | Y | Y | 3 | N | N | | | | | Y | N | |
| Block grant funds are used to pay for overtime on special projects. | 14 | Y | Y | 3 | Y | Y | 3 | Y | Y | | N | N | |
| Sponsors of special events pay for policing as a condition for granting a permit. | 15 | Y | Y | 3 | Y | Y | 3 | Y | Y | | Y | Y | 3 |
| Guidelines are in place for determining when policing costs for special events are publicly or privately borne. | 16 | Y | Y | 3 | Y | Y | 3 | Y | Y | | Y | Y | 3 |
| When sworn overtime use is high, civilian overtime use is cut back. | 17 | Y | Y | 2 | N | Y | 2 | N | N | | Y | N | |
| Salary + benefit savings from unfilled positions fund overtime costs. | 18 | Y | Y | 3 | Y | N | | N | N | | N | N | |
| Cost of Compensation Control Efforts | | | | | | | | | | | | | |
| Time guarantees (i.e. minimum of 3 hours pay) for call back pay and court time pay rarely exceed actual work time. | 19 | N | N | 3 | Y | Y | 2 | Y | Y | | N | N | |
| Minimum time guarantees for call back pay, court time pay and standby pay have been reduced. | 20 | N | N | 2 | N | N | | | | | N | N | |
| Maximum compensatory time accruals in your department are below FLSA maximum (480 hours). | 21 | Y | Y | 3 | Y | Y | 3 | | | | N | N | |
| Compensatory time is not available; only overtime is paid. | 22 | N | N | 2 | N | N | | Y | N | | | N | |
| Officers who backfill for another officer taking compensatory time must be paid rather than earn additional compensatory time. | 23 | N | N | 2 | Y | N | | N | N | | | N | |
| FLSA exempt personnel are not paid overtime or compensatory time. | 24 | Y | Y | 2 | Y | Y | | | | | Y | Y | 2 |
| Overtime is based on weekly hours; not daily hours. | 25 | N | N | 3 | N | N | | | | | N | N | |

City of Albuquerque
Appendix B
Overtime Practices Study Results - November 2000

Staffing Control Efforts

Staffing levels and OT use are monitored to reduce backfilling.

Temporary job reassignments are made among sworn personnel in different units to reduce backfilling.

Recruiting efforts emphasize lateral transfers from other departments to fill vacancies.

Work schedules have been adjusted to limit line-up/roll call OT pay.

Personnel are forced off on non-essential holidays in order to avoid paying holiday pay.

Management Accountability

Accountability for OT cost management rests with commanders not front-line supervisors.

Unused compensatory time is forfeited at termination of employment (probably inconsistent with FLSA requirements).

Compensatory time accruals are tracked against maximum 480 hour accrual under FLSA.

PD managers must justify OT expense in terms of the work being done.

PD managers know how OT expense compares to budget throughout the year.

PD managers forecast future OT expense based on likely contingencies.

PD managers analyze OT time and OT cost by unit, by individual and by nature of work performed.

PD managers are notified when overtime use exceeds set targets or limits.

Requests for compensatory time require higher level of management approval than request for overtime.

Mid-level commanders must pre-authorize overtime use.

Supervisor Accountability

Compensatory time is encouraged to be taken in the same work cycle so that hours are not multiplied.

Front-line supervisors must pre-authorize overtime use.

While officers are waiting to appear in Court they have been given productive department work to perform.

Supervisory personnel do not appear in court unless they testify.

Supervisors have guidelines to follow for approving shift extensions.

Overtime use by specific officers is posted publicly at regular intervals.

| Survey Item | Albuquerque | | | Aurora, CO | | | Bernalillo County | | | Colorado Springs | | | Glendale | | |
|-------------|----------------------|----------------|------------------|----------------------|----------------|------------------|----------------------|----------------|------------------|----------------------|----------------|------------------|----------------------|----------------|------------------|
| | Smart Practice (Y/N) | We Do It (Y/N) | Rating (1, 2, 3) | Smart Practice (Y/N) | We Do It (Y/N) | Rating (1, 2, 3) | Smart Practice (Y/N) | We Do It (Y/N) | Rating (1, 2, 3) | Smart Practice (Y/N) | We Do It (Y/N) | Rating (1, 2, 3) | Smart Practice (Y/N) | We Do It (Y/N) | Rating (1, 2, 3) |
| 26 | Y | Y | 3 | Y | Y | 3 | Y | Y | 1 | N | N | | Y | Y | 3 |
| 27 | Y | Y | 3 | Y | Y | 1 | Y | Y | 1 | Y | Y | | Y | Y | 3 |
| 28 | Y | Y | 3 | Y | Y | 3 | Y | N | 1 | Y | Y | | | N | |
| 29 | Y | Y | 3 | Y | N | 1 | Y | Y | 1 | N | N | | Y | Y | 2 |
| 30 | Y | Y | 3 | N | N | 1 | N | N | 3 | Y | N | | | | |
| 31 | Y | Y | 2 | Y | Y | 3 | Y | Y | 2 | N | N | | Y | Y | 3 |
| 32 | N | N | | N | N | 1 | | | | N | N | | Y | Y | 3 |
| 33 | N | N | 3 | Y | Y | 3 | | | | Y | Y | | Y | Y | 3 |
| 34 | Y | Y / Doubt | 2 | Y | Y | 3 | Y | N | 1 | N | N | | Y | Y | 3 |
| 35 | Y | Y / Doubt | 3 | Y | Y | 3 | Y | N | 1 | Y | Y | | Y | Y | 3 |
| 36 | Y | Y | 3 | Y | Y | 2 | Y | N | 1 | Y | Y | | Y | Y | 3 |
| 37 | Y | Y / Doubt | 3 | Y | Y | 2 | Y | N | 1 | N | N | | | N | |
| 38 | Y | Y / Doubt | 3 | Y | Y | 3 | Y | Y | 1 | Y | Y | | Y | Y | 3 |
| 39 | N | N | | Y | Y | 3 | | | | N | N | | | N | |
| 40 | Y | Y | 2 | Y | Y | 3 | Y | Y | 1 | N | N | | Y | Y | 3 |
| 41 | N | N | | N | N | 1 | | | | Y | N | | Y | Y | 3 |
| 42 | Y | Y | 3 | Y | Y | 3 | Y | Y | 1 | Y | Y | | | N | |
| 43 | N | N | | Y | Y | 1 | Y | N | 1 | N | N | | | N | |
| 44 | N | N | | Y | Y | 2 | Y | Y | 2 | Y | Y | | | N | |
| 45 | Y | Y | 3 | Y | Y | 3 | Y | Y | 2 | Y | Y | | Y | Y | 3 |
| 46 | Y | Y | 3 | Y | Y | 3 | Y | Y | 2 | N | N | | | N | |

City of Albuquerque
Appendix B
Overtime Practices Study Results - November 2000

Staffing Control Efforts

Staffing levels and OT use are monitored to reduce backfilling.

Temporary job reassignments are made among sworn personnel in different units to reduce backfilling.

Recruiting efforts emphasize lateral transfers from other departments to fill vacancies.

Work schedules have been adjusted to limit line-up/roll call OT pay.

Personnel are forced off on non-essential holidays in order to avoid paying holiday pay.

Management Accountability

Accountability for OT cost management rests with commanders not front-line supervisors.

Unused compensatory time is forfeited at termination of employment (probably inconsistent with FLSA requirements).

Compensatory time accruals are tracked against maximum 480 hour accrual under FLSA.

PD managers must justify OT expense in terms of the work being done.

PD managers know how OT expense compares to budget throughout the year.

PD managers forecast future OT expense based on likely contingencies.

PD managers analyze OT time and OT cost by unit, by individual and by nature of work performed.

PD managers are notified when overtime use exceeds set targets or limits.

Requests for compensatory time require higher level of management approval than request for overtime.

Mid-level commanders must pre-authorize overtime use.

Supervisor Accountability

Compensatory time is encouraged to be taken in the same work cycle so that hours are not multiplied.

Front-line supervisors must pre-authorize overtime use.

While officers are waiting to appear in Court they have been given productive department work to perform.

Supervisory personnel do not appear in court unless they testify.

Supervisors have guidelines to follow for approving shift extensions.

Overtime use by specific officers is posted publicly at regular intervals.

| Survey Item | State Police | | | Oklahoma City, OK | | | Tucson | | | San Antonio | | |
|-------------|----------------------|----------------|------------------|----------------------|----------------|------------------|----------------------|----------------|------------------|----------------------|----------------|------------------|
| | Smart Practice (Y/N) | We Do It (Y/N) | Rating (1, 2, 3) | Smart Practice (Y/N) | We Do It (Y/N) | Rating (1, 2, 3) | Smart Practice (Y/N) | We Do It (Y/N) | Rating (1, 2, 3) | Smart Practice (Y/N) | We Do It (Y/N) | Rating (1, 2, 3) |
| 26 | Y | Y | 3 | Y | N | | | | | Y | Y | 2 |
| 27 | Y | Y | 3 | Y | Y | 3 | | | | | | |
| 28 | Y | Y | 1 | N | N | | N | Y | | Y | N | |
| 29 | Y | Y | 2 | N | Y | | | | | Y | Y | 2 |
| 30 | N | Y | 2 | N | N | | | | | N | N | |
| 31 | N | N | 2 | N | N | | | | | | | |
| 32 | N | N | 2 | N | N | | | | | | N | |
| 33 | Y | Y | 3 | Y | Y | | | | | | Y | |
| 34 | Y | Y | 3 | Y | Y | 3 | | | | Y | N | |
| 35 | Y | Y | 3 | Y | Y | 2 | | | | Y | Y | |
| 36 | Y | Y | 3 | Y | N | | | | | Y | Y | |
| 37 | Y | Y | 3 | N | N | | | | | Y | Y | |
| 38 | Y | Y | 3 | Y | Y | 3 | | | | Y | Y | |
| 39 | N | N | 2 | N | N | | | | | | N | |
| 40 | Y | Y | 3 | Y | Y | 3 | | | | | Y | |
| 41 | Y | Y | 2 | N | N | | | | | | N | |
| 42 | Y | Y | 2 | Y | Y | 2 | | | | | Y | |
| 43 | Y | N | 1 | Y | N | | | | | | | |
| 44 | Y | Y | 3 | Y | Y | 2 | | | | | | |
| 45 | Y | Y | 3 | Y | Y | 3 | | | | | | |
| 46 | N | N | 1 | N | N | | | | | N | N | |

Appendix C

About Watson Wyatt Worldwide

A global consulting firm, Watson Wyatt brings together two disciplines – people and financial management – to help clients improve business performance.

We provide consulting services in the areas of employee benefits, human resources technologies and human capital management.

Our collaborative consulting approach starts with *ClientFirst* [®] – where we work with clients to define needs and expectations and then measure our performance according to these agreed standards. Building on our research-based innovation and a deep knowledge of our clients' businesses, we partner with them to provide tailored solutions.

Watson Wyatt has more than 5,500 associates in 30 countries. Corporate offices are in Reigate, England and Washington, D.C., USA. For more information, visit us at www.watsonwyatt.com.

We custom-design and implement solutions in closely inter-related practice areas:

1. Benefits Consulting Group
 - Retirement Consulting
 - Group and Health Care Consulting
 - Investment Consulting
2. HR Technologies Group
3. Human Capital Group
 - Executive Compensation Consulting
 - Organization Effectiveness Consulting
 - Strategic Rewards [®]
4. Communication Consulting

Other lines of business include the following Watson Wyatt divisions and subsidiaries:

- People Management Resources
- Watson Wyatt Data Services
- Watson Wyatt Investment Consulting