

A Report on

The State's Law Enforcement Salary Schedule (Salary Schedule C) for the 2020-2021 Biennium

September 2018 Report No. 19-701



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Overall Conclusion

The maximum and mid-range base pay for positions paid according to Salary Schedule C is below the average maximum and average mid-range base pay provided by the seven largest local law enforcement departments¹ in the state.

Overall, the fiscal year 2018 average maximum base pay for the seven largest local law enforcement departments in the state increased from fiscal year 2016. During that same time period, the **State's** maximum base pay for salary groups within Salary Schedule C remained the same, with the exception of an increase for employees in salary group C3 (for example, Troopers and Game Wardens) who have 20 or more years of service.² Therefore, certain adjustments would be needed to match the maximum base pay in Salary Schedule C to the average maximum base pay of the seven largest local law enforcement departments in the state. For the purposes of this report, "maximum base pay" refers to the highest level of pay provided within a salary range.

Background Information

Salary Schedule C contains salaries for the State's law enforcement positions and is part of the State's Position Classification Plan. The State Auditor's Office has statutory responsibilities to:

- Survey and analyze the total compensation provided by selected local law enforcement departments in accordance with Texas Government Code, Section 654.037(b).
- Review the State's Position Classification Plan in accordance with Texas Government Code, Chapter 654.

As of February 28, 2018, the State's 5,433 law enforcement positions paid according to Salary Schedule C represented approximately 3.7 percent of the State's classified workforce (excluding employees of higher education institutions and legislative agencies). Those 5,433 law enforcement officers were employed by five agencies:

- The Department of Public Safety (79.9 percent of law enforcement officers).
- The Parks and Wildlife Department (10.3 percent of law enforcement officers).
- The Alcoholic Beverage Commission (4.1 percent of law enforcement officers).
- The Office of the Attorney General (3.2 percent of law enforcement officers).
- The Department of Criminal Justice (2.5 percent of law enforcement officers).

Sources: State Auditor's Office's Electronic Classification Analysis System and the Office of the Comptroller of Public Accounts' Uniform Statewide Payroll/Personnel System, Standardized Payroll/Personnel Reporting System, and Human Resource Information System.

This report also offers an option for aligning the pay in Salary Schedule C with the average <u>mid-range</u> base pay of the seven largest local law enforcement departments in the state. Overall, the fiscal year 2018 average <u>mid-range</u> base pay

¹ The local law enforcement departments included in this review employ 1,000 or more commissioned law enforcement officers and include the City of Austin, the City of Dallas, the City of El Paso, the City of Fort Worth, the City of Houston, the City of San Antonio, and Harris County.

² The 85th Legislature authorized an increase of \$1,477 from \$77,846 to \$79,323 for law enforcement positions in salary group C3 with 20 or more years of service, effective September 1, 2017.

for the seven largest local law enforcement departments in the state also increased from fiscal year 2016. For the purposes of this report, "mid-range base pay" refers to the middle of a salary range.³

Two options for aligning Salary Schedule C with the market are:

- Option 1 Align Salary Schedule C with the market average <u>maximum</u> base pay. Texas Government Code, Section 654.037(b), requires a comparison of Salary Schedule C with the market average <u>maximum</u> base pay. Aligning Salary Schedule C with the market average <u>maximum</u> base pay would have an estimated cost to five state agencies of approximately \$22.9 million in each year of the 2020-2021 biennium. The Department of Public Safety would incur approximately 78.6 percent of that cost.
- Option 2 Align Salary Schedule C with the market average mid-range base pay. Aligning Salary Schedule C with the market average mid-range base pay would have an estimated cost to five state agencies of approximately \$13.6 million in each year of the 2020-2021 biennium. The Department of Public Safety would incur approximately 77.6 percent of that cost.

³ The mid-range, or middle of a salary range, is calculated by summing the minimum and maximum pay of a salary range and dividing by two.

Key Points

To align Salary Schedule C with the market, certain adjustments would be needed to match the average maximum base pay of the seven largest local law enforcement departments in the state.

<u>Maximum</u> base pay for state journey-level law enforcement positions (for example, Troopers and Game Wardens in salary group C3) is 5.9 percent <u>below</u> the average <u>maximum</u> base pay of the seven largest local law enforcement departments in the state. Two years ago, the <u>maximum</u> base pay for positions in salary group C3 was 3.0 percent <u>below</u> the average maximum base pay of the seven largest local law enforcement departments in the state.⁴

<u>Maximum</u> base pay for state senior-level law enforcement positions (for example, Sergeants, Lieutenants, and Captains in salary groups C4, C5, and C6) is 5.1 percent, 7.5 percent, and 8.5 percent, respectively, <u>below</u> the average <u>maximum</u> base pay of the seven largest local law enforcement departments in the state. Two years ago, the <u>maximum</u> base pay for positions in salary groups C4, C5, and C6 was 1.8 percent, 4.2 percent, and 4.7 percent, respectively, <u>below</u> the average maximum base pay of the seven largest local law enforcement departments in the state.

Certain adjustments also would be needed to align Salary Schedule C with the average mid-range base pay of the seven largest local law enforcement departments in the state.

<u>Mid-range</u> base pay for state journey-level law enforcement positions (for example, Troopers and Game Wardens in salary group C3) is 1.6 percent <u>below</u> the average <u>mid-range</u> base pay of the seven largest local law enforcement departments in the state. Two years ago, the <u>mid-range</u> base pay for positions in salary group C3 was 2.5 percent <u>above</u> the average mid-range base pay of the seven largest local law enforcement departments in the state.⁵

<u>Mid-range</u> base pay for state senior-level law enforcement positions (for example, Sergeants, Lieutenants, and Captains in salary groups C4, C5, and C6) is 5.3 percent, 7.7 percent, and 7.9 percent, respectively, <u>below</u> the average <u>mid-range</u> base pay of the seven largest local law enforcement departments in the state. Two years ago, the <u>mid-range</u> base pay for positions in salary groups C4, C5, and C6 was 1.1 percent, 3.6 percent, and 0.9 percent, respectively, <u>below</u> the average midrange base pay of the seven largest local law enforcement departments in the state.

⁴ See *A Report on the State's Law Enforcement Salary Schedule (Salary Schedule C) for the 2018-2019 Biennium,* SAO Report No. 16-704, July 2016, for the maximum base pay comparisons performed in 2016.

⁵ See *A Report on the State's Law Enforcement Salary Schedule (Salary Schedule C) for the 2018-2019 Biennium*, SAO Report No. 16-704, July 2016, for the mid-range base pay comparisons performed in 2016.

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In most cases, the **State's** additional pay for employees in Salary Schedule C is less than the additional pay that the seven largest local law enforcement departments in the state provide.

In most cases, the State's supplemental pay for education, certifications, and bilingual skills for employees in Salary Schedule C is less than the supplemental pay provided by the seven largest local law enforcement departments in the state. (See Table 6 in Chapter 2 on page 12 for more information.)

All seven local law enforcement departments included in this review provide longevity pay. While the State provides its Salary Schedule C employees hazardous duty pay, it does not offer longevity pay to employees classified within Salary Schedule C. (See Table 7 in Chapter 2 on page 15 for more information.)

In addition, most of the local law enforcement departments included in this review provide other types of additional pay (for example, field training officer duty pay and shift differential pay) that the State does not offer. (See Table 8 in Chapter 2 on page 16 for more information.)

Project Objective and Scope

The objective of this project was to conduct a review of the market competitiveness of the law enforcement salary schedule (Salary Schedule C).

The scope of this review focused on a comparison of the State's law enforcement pay according to Salary Schedule C to the pay of local law enforcement departments in Texas with more than 1,000 commissioned law enforcement officers. The State Auditor's Office analyzed the State's direct compensation in relation to the average maximum and average mid-range base pay of the seven largest local law enforcement departments in Texas. The State Auditor's Office conducted this review in accordance with Texas Government Code, Sections 654.036 and 654.037.

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Detailed Results

Chapter 1

Analysis and Recommendations for the State's Law Enforcement Salary Schedule (Salary Schedule C) for the 2020-2021 Biennium

Law Enforcement Schedule (Salary Schedule C)

As of February 28, 2018, the State's law enforcement positions represented approximately 3.7 percent (5,433) of the State's classified workforce (excluding employees of higher education institutions and legislative agencies). Law enforcement positions are paid in accordance with Salary Schedule C, which establishes salary ranges and salary steps.

In fiscal year 2017, the overall turnover rate for the State's law enforcement occupational category was 6.3 percent.

See Appendix 3 on page 23 for additional details on law enforcement employee headcounts and turnover rates by state agency.

Definitions for the Purposes of This Review

Direct Compensation - Includes base pay and various forms of additional pay.

Salary Range - A range of salaries from minimum to maximum.

Salary Steps - Specific levels within a salary range. Generally, an employee progresses from step to step based on established criteria.

Minimum Base Pay - The lowest level of pay within a salary range.

Maximum Base Pay - The highest level of pay within a salary range.

Mid-range Base Pay - The middle of a salary range, which is calculated by summing the minimum and maximum of the salary range and dividing by two (also referred to as "midpoint").

Background Information

This review's primary focus was to compare the State's direct compensation for positions paid according to the State's law enforcement salary schedule (Salary Schedule C) to the direct compensation that the seven largest local law enforcement departments in the state provide. Those local law enforcement departments employ 1,000 or more commissioned law enforcement officers and include:

- The City of Austin.
- The City of Dallas.
- The City of El Paso.
- The City of Fort Worth.
- The City of Houston.
- The City of San Antonio.
- Harris County.

The State Auditor's Office also determined which of those local law enforcement departments had the highest direct compensation (see Table 1 on the next page).

Direct compensation includes base pay and various forms of additional pay, such as hazardous duty pay, longevity pay, field training officer pay, shift differential pay, and supplemental pay for education, certifications, and bilingual skills. Direct compensation does not include benefits or retirement, which are considered indirect compensation.⁶ (See text box for additional definitions.)

⁶ Because of the changing and complex nature of retirement plans and benefits, this review did not cover the retirement plans and benefits of the State or the local law enforcement departments included in the review. Information on the State's retirement plans and benefits for state commissioned law enforcement officers is available from the Employees Retirement System at https://www.ers.texas.gov/Active-Employees/Retirement/State-of-Texas-Retirement. Information on the local law enforcement departments' retirement plans and benefits is available in the Texas Pension Review Board's *Guide to Public Retirement Systems in Texas* at http://www.prb.state.tx.us/txpen/about/publicationsreports/.

In fiscal year 2017, base pay and additional pay for state agency law enforcement positions in Salary Schedule C totaled approximately \$522.0 million (see Table 13 in Appendix 6 on page 28 for more information).⁷ Specifically, the State spent approximately:

- \$367.4 million on base pay;
- \$14.3 million on additional pay, including hazardous duty pay and supplemental pay for education, certifications, and bilingual skills; and
- \$140.3 million on overtime pay.⁸

Table 1 ranks the direct compensation for the seven largest local law enforcement departments in the state based on total direct compensation. The Trooper position in salary group C3 is comparable to a Police Officer, Corporal, or Detective position at the seven largest local law enforcement departments in the state.

Table 1

Ranking of Direct Compensation at the Seven Largest Local Law Enforcement Departments in the State for a Police Officer, Corporal, or Detective as of March 2018 City of Fort Worth b \$94,390 1 \$23,562 \$117,952 2 City of Austin \$103,844 \$14,075 \$117,919 City of San Antonio C 3 \$76,716 \$28,689 \$105,405 4 City of Dallas \$83,412 \$20,422 \$103,834 Harris County 5 \$95,406 \$79,206 \$16,200 City of Houston d 6 \$73.388 \$21,224 \$94.612 City of El Paso 7 \$77,189 \$12,279 \$89,468 State of Texas ^e \$79,323 \$6,000 \$85.323

^a For the purposes of this direct compensation analysis, additional pay includes pay for hazardous duty, longevity, field training officer duty, shift differentials, and supplemental pay provided for education, certifications, and bilingual skills; it does not include overtime pay. The State provides hazardous duty pay and does not provide pay for longevity, field training officer duty, or shift differentials. The seven largest local law enforcement departments in the state do not provide hazardous duty pay. The City of Austin and the State provide either certification pay or education pay, but not both. For the purposes of this analysis, the State Auditor's Office used the supplement provided for a master's degree and a Commission on Law Enforcement master's level certification in the calculations. The City of Dallas does not provide a supplement for a master's degree; therefore, for that entity, the State Auditor's Office used the supplement provided for a bachelor's degree. The City of El Paso does not provide certification pay at the master's level; therefore, for that entity, the State Auditor's Office used pay for the advanced level certification. See Chapter 2 for more information on additional pay.

⁷ Law enforcement positions at higher education institutions were not included in this review because higher education institutions do not pay employees in accordance with the State's Position Classification Plan.

⁸ Overtime pay is not included in the direct compensation calculations or analysis.

	Ranking of Direct Compensation at the Seven Largest Local Law Enforcement Departments in the State for a Police Officer, Corporal, or Detective as of March 2018						
Rank	Department	Salary Range Maximum Base Pav	Additional Pay ^a	Direct Compensation (Sum of Salary Range Maximum Base Pay and Additional Pay)			

b For the City of Fort Worth, the analysis used the supplement **provided for a master's degree; however, the City of Fort Worth also provides** a supplement for a doctorate degree in the amount of \$3,600 annually.

Sources: State Auditor's Office's local law enforcement department survey conducted in March 2018 and the State's Salary Schedule C in the General Appropriations Act (85th Legislature), Article IX, Section 2.01, page IX-19, for fiscal years 2018 and 2019.

Analysis Based on Maximum and Mid-range Base Pay

The 85th Legislature authorized one salary increase for the State's law enforcement positions within Salary Schedule C. Law enforcement positions in salary group C3 with 20 or more years of service received an increase of \$1,477 from \$77,846 to \$79,323.

To align Salary Schedule C with the average maximum base pay of the seven largest local law enforcement departments in the state, certain adjustments would be needed to match the <u>maximum</u> base pay in Salary Schedule C to the average <u>maximum</u> base pay of the seven largest local law enforcement departments in the state. Specifically:

- Maximum base pay for state journey-level law enforcement positions (for example, Troopers and Game Wardens in salary group C3) is 5.9 percent below the average maximum base pay of the seven largest local law enforcement departments in the state. Two years ago, the maximum base pay for positions in salary group C3 was 3.0 percent below the average maximum base pay of the seven largest local law enforcement departments in the state.⁹
- Maximum base pay for state senior-level law enforcement positions (for example, Sergeants, Lieutenants, and Captains in salary groups C4, C5, and C6) is 5.1 percent, 7.5 percent, and 8.5 percent, respectively, below the average maximum base pay of the seven largest local law enforcement departments in the state. Two years ago, the maximum base pay for positions in salary groups C4, C5, and C6 was 1.8 percent,

^C For the City of San Antonio, the analysis used the supplement **provided for a master's degree**; **however, the City of San Antonio also** provides a supplement for a doctorate degree in the amount of \$4,200 annually.

^d For the City of Houston, the analysis used the supplement **provided for a master's degree**; **however, the City of Houston also provides** a supplement for a doctorate degree in the amount of \$8,840 annually.

^e The State of Texas maximum base pay is based on the Trooper position, salary group C3, in Salary Schedule C.

⁹ See *A Report on the State's Law Enforcement Salary Schedule (Salary Schedule C) for the 2018-2019 Biennium*, SAO Report No. 16-704, July 2016, for the maximum base pay comparisons performed in 2016.

4.2 percent, and 4.7 percent, respectively, below the average maximum base pay of the seven largest local law enforcement departments in the state.

Similarly, certain adjustments also would be needed to align the mid-range base pay in Salary Schedule C to the average mid-range base pay of the seven largest local law enforcement departments in the state. Specifically:

- Mid-range base pay for state journey-level law enforcement positions (for example, Troopers and Game Wardens in salary group C3) is 1.6 percent <u>below</u> the average <u>mid-range</u> base pay of the seven largest local law enforcement departments in the state. Two years ago, the mid-range base pay for positions in salary group C3 was 2.5 percent above the average mid-range base pay of the seven largest local law enforcement departments in the state.¹⁰
- Mid-range base pay for state senior-level law enforcement positions (for example, Sergeants, Lieutenants, and Captains in salary groups C4, C5, and C6) is 5.3 percent, 7.7 percent, and 7.9 percent, respectively, below the average mid-range base pay of the seven largest local law enforcement departments in the state. Two years ago, the mid-range base pay for positions in salary groups C4, C5, and C6 was 1.1 percent, 3.6 percent, and 0.9 percent, respectively, below the average mid-range base pay of the seven largest local law enforcement departments in the state.

Table 2 on the next page compares the State's maximum and mid-range base pay for law enforcement positions paid according to Salary Schedule C to the average maximum base pay and average mid-range base pay of the seven largest local law enforcement departments in the state.

¹⁰ See A Report on the State's Law Enforcement Salary Schedule (Salary Schedule C) for the 2018-2019 Biennium, SAO Report No. 16-704, July 2016, for the mid-range base pay comparisons performed in 2016.

Table 2

Maximum and Mid-range Base Pay Comparison for Law Enforcement Positions as of March 2018							
	Journey Level	Senior Level					
Local Law Enforcement Department	Police Officer/ Corporal/Detective	Sergeant	Lieutenant	Captain			
Salary Range <u>Maximum</u> Base Pay Comparison for Law Enforcement Positions							
City of Austin	\$103,844	\$113,186	\$130,166	\$150,513			
City of Dallas	\$83,412	\$91,349	\$100,056	\$109,805			
City of El Paso	\$77,189	\$79,797	\$94,357	\$108,858			
City of Fort Worth	\$94,390	\$104,021	\$114,670	\$126,402			
City of Houston	\$73,388	\$84,601	\$94,818	\$111,926			
City of San Antonio	\$76,716	\$83,820	\$93,900	\$107,748			
Harris County	\$79,206	\$79,418	\$88,481	\$102,363			
Average Maximum Base Pay	\$84,021	\$90,885	\$102,350	\$116,802			
State of Texas Maximum Base Pay	\$79,323 ^a	\$86,495 ^b	\$95,192 ^b	\$107,682 ^b			
Comparison	State of Texas maximum base pay is 5.9% below the market.	State of Texas maximum base pay is 5.1% below the market.	State of Texas maximum base pay is 7.5% below the market.	State of Texas maximum base pay is 8.5% below the market.			
Salary	Range <u>Mid-range</u> Base Pa	y Comparison for Law E	nforcement Positions				
City of Austin	\$81,263	\$102,790	\$118,210	\$140,989			
City of Dallas	\$66,310	\$75,298	\$82,576	\$109,805			
City of El Paso	\$60,459	\$73,230	\$85,221	\$99,017			
City of Fort Worth	\$76,066	\$95,784	\$107,994	\$120,474			
City of Houston	\$61,653	\$82,545	\$92,218	\$107,590			
City of San Antonio	\$63,690	\$82,206	\$92,076	\$105,654			
Harris County	\$62,034	\$74,684	\$84,346	\$96,729			
Average Mid-range Base Pay	\$67,353 ^C	\$83,791	\$94,663	\$111,465			
State of Texas Mid-range Base Pay	\$66,283 ^a	\$79,603 ^b	\$87,887 ^b	\$103,293 ^b			
Comparison	State of Texas mid- range base pay is 1.6% below the market.	State of Texas mid- range base pay is 5.3% below the market.	State of Texas mid- range base pay is 7.7% below the market.	State of Texas mid- range base pay is 7.9% below the market.			

^a The State of Texas maximum base pay and mid-range base pay are based on salary group C3 in Salary Schedule C (which includes Troopers).

Sources: State Auditor's Office's local law enforcement department survey conducted in March 2018 and the State's Salary Schedule C in the General Appropriations Act (85th Legislature), Article IX, Section 2.01, page IX-19, for fiscal years 2018 and 2019.

^b The State of Texas maximum base pay and mid-range base pay are based on senior-level law enforcement positions in salary groups C4, C5, and C6 in Salary Schedule C (which include Sergeants, Lieutenants, and Captains, respectively).

^C The average mid-range base pay for these positions is not exact due to rounding.

Law Enforcement Salary Schedule (Salary Schedule C) Options

This report offers two options for aligning Salary Schedule C with the market:

- Texas Government Code, Section 654.037(b), requires a comparison of Salary Schedule C with the market average <u>maximum</u> base pay. Aligning Salary Schedule C with the market average <u>maximum</u> base pay would have an estimated cost to five state agencies of approximately \$22.9 million in each year of the 2020-2021 biennium (see Table 5 on pages 9 and 10 for more information). The Department of Public Safety would incur approximately 78.6 percent of that cost.
- Option 2: Align Salary Schedule C with the market average mid-range base pay. Aligning Salary Schedule C with the market average mid-range base pay would have an estimated cost to five state agencies of approximately \$13.6 million in each year of the 2020-2021 biennium (see Table 5 on pages 9 and 10 for more information). The Department of Public Safety would incur approximately 77.6 percent of that cost.

Table 3 presents a proposed Salary Schedule C for option 1 based on the market average <u>maximum</u> base pay analysis. (See Table 14 in Appendix 8 on page 31 for a list of job classification titles and their salary groups included in Salary Schedule C.)

Table 3

Option 1 (Based on the Market Average <u>Maximum</u> Base Pay) for Salary Schedule C for the 2020-2021 Biennium						
	< 4 Years of Service	≥ 4 Years of Service	≥ 8 Years of Service	≥ 12 Years of Service	≥ 16 Years of Service	≥ 20 Years of Service
Salary Group C1 - Including Trooper Trainee						
Fiscal Years 2018 and 2019	\$40,350			Not Applicable		
Option 1	\$42,740			пот Аррпсавіє		
Sa	lary Group C2	2 - Including F	Probationary	Trooper		
Fiscal Years 2018 and 2019	\$44,082			Niet Assetteste		
Option 1	\$46,693			Not Applicable		
Salary Group C3 - Including Trooper						
Fiscal Years 2018 and 2019	\$53,242	\$64,919	\$69,541	\$72,613	\$75,968	\$79,323
Option 1	\$56,395	\$68,764	\$73,659	\$76,913	\$80,467	\$84,021
	Salary Gr	oup C4 - Inclu	uding Sergear	nt		
Fiscal Years 2018 and 2019	Not	\$72,711	\$77,639	\$80,821	\$84,391	\$86,495
Option 1	Applicable	\$76,401	\$81,579	\$84,923	\$88,674	\$90,885
	Salary Gro	up C5 - Inclu	ding Lieutena	ant		
Fiscal Years 2018 and 2019	Not	\$80,582	\$85,777	\$89,074	\$92,860	\$95,192
Option 1	Applicable	\$86,641	\$92,227	\$95,772	\$99,842	\$102,350
	Salary G	roup C6 - Incl	luding Captai	n		
Fiscal Years 2018 and 2019	Not	\$98,903	\$102,265	\$104,331	\$106,406	\$107,682
Option 1	Applicable	\$107,280	\$110,926	\$113,167	\$115,418	\$116,802
Salary Group C7 - Including Assistant Commander						
Fiscal Years 2018 and 2019	Not	\$102,828	\$103,657	\$105,575	\$107,625	\$109,675
Option 1	Applicable	\$111,537	\$112,436	\$114,517	\$116,740	\$118,964
S	alary Group (C8 - Including	Commander	/Major		
Fiscal Years 2018 and 2019	Not	\$116,352	\$116,428	\$116,474	\$116,474	\$116,474
Option 1	Applicable	\$126,206	\$126,289	\$126,339	\$126,339	\$126,339

Sources: State Auditor's Office's local law enforcement department survey conducted in March 2018 and the State's Salary Schedule C in the General Appropriations Act (85th Legislature), Article IX, Section 2.01, page IX-19, for fiscal years 2018 and 2019.

Table 4 presents a proposed Salary Schedule C for option 2 based on the market average <u>mid-range</u> base pay analysis. (See Table 14 in Appendix 8 on page 31 for a list of job classification titles and their salary groups included in Salary Schedule C.)

Table 4

Option 2 (Based on the Market Average <u>Mid-range</u> Base Pay) for Salary Schedule C for the 2020-2021 Biennium						
	< 4 Years of Service	≥ 4 Years of Service	≥ 8 Years of Service	≥ 12 Years of Service	≥ 16 Years of Service	≥ 20 Years of Service
	Salary Gr	oup C1 - Incl	uding Troope	er Trainee		
Fiscal Years 2018 and 2019	\$40,350			Not Applicable	^	
Option 2	\$41,002			пот Аррпсаы	5	
	Salary Grou	p C2 - Includ	ing Probation	nary Trooper		
Fiscal Years 2018 and 2019	\$44,082			Niet Asselle	_	
Option 2	\$44,794			Not Applicable	9	
	Salary Group C3 - Including Trooper					
Fiscal Years 2018 and 2019	\$53,242	\$64,919	\$69,541	\$72,613	\$75,968	\$79,323
Option 2	\$54,102	\$65,967	\$70,664	\$73,786	\$77,195	\$80,604
	Salar	y Group C4 -	Including Ser	geant		
Fiscal Years 2018 and 2019	Not	\$72,711	\$77,639	\$80,821	\$84,391	\$86,495
Option 2	Applicable	\$76,536	\$81,723	\$85,073	\$88,831	\$91,045
	Salary	Group C5 - I	ncluding Lieu	ıtenant		
Fiscal Years 2018 and 2019	Not	\$80,582	\$85,777	\$89,074	\$92,860	\$95,192
Option 2	Applicable	\$86,795	\$92,390	\$95,941	\$100,019	\$102,531
	Salar	ry Group C6 -	· Including Ca	ptain		
Fiscal Years 2018 and 2019	Not	\$98,903	\$102,265	\$104,331	\$106,406	\$107,682
Option 2	Applicable	\$106,728	\$110,356	\$112,585	\$114,825	\$116,202
Salary Group C7 - Including Assistant Commander						
Fiscal Years 2018 and 2019	Not	\$102,828	\$103,657	\$105,575	\$107,625	\$109,675
Option 2	Applicable	\$110,964	\$111,858	\$113,928	\$116,140	\$118,352
	Salary Group C8 - Including Commander/Major					
Fiscal Years 2018 and 2019	Not	\$116,352	\$116,428	\$116,474	\$116,474	\$116,474
Option 2	Applicable	\$125,558	\$125,640	\$125,689	\$125,689	\$125,689
			•			

Sources: State Auditor's Office's local law enforcement department survey conducted in March 2018 and the State's Salary Schedule C in the General Appropriations Act (85th Legislature), Article IX, Section 2.01, page IX-19, for fiscal years 2018 and 2019.

Annual Cost to Implement Law Enforcement Salary Schedule (Salary Schedule C) Options by State Agency and Salary Group

Five state agencies would incur costs to align Salary Schedule C with the market: the Department of Public Safety, the Parks and Wildlife Department, the Alcoholic Beverage Commission, the Department of Criminal Justice, and the Office of the Attorney General. Table 5 presents the annual cost to those agencies for each of the two options discussed in Tables 3 and 4 on pages 7 and 8.

Table 5

Annual Cost to Implement Proposed Salary Schedule C Options by Agency And Salary Group							
Salary Group	Option 1 - Based on <u>Maximum</u> Base Pay	Option 2 - Based on Mid-range Base Pay					
Department of Public Safety							
C1	\$ 236,610	\$ 64,548					
C2	791,133	215,736					
C3	9,370,215	2,555,211					
C4	4,521,741	4,687,042					
C5	1,907,067	1,955,292					
C6	822,286	768,176					
C7	0	0					
C8	374,870	350,170					
Subtotals for Department of Public Safety	\$18,023,922	\$10,596,175					
Parks and	d Wildlife Department						
C1	\$ 71,700	\$ 19,560					
C2	88,774	24,208					
C3	1,565,418	426,870					
C4	54,247	56,229					
C5	169,643	173,931					
C6	394,076	368,137					
C7	72,007	67,265					
C8	118,380	110,580					
Subtotals for Parks and Wildlife Department	\$2,534,245	\$1,246,780					
Alcoholic Beverage Commission							
C1	\$ 0	\$ 0					
C2	39,165	10,680					
C3	589,558	160,771					
C4	128,484	133,181					
C5	109,364	112,128					

Annual Cost to Implement Proposed Salary Schedule C Options by Agency And Salary Group					
Salary Group	Option 1 - Based on <u>Maximum</u> Base Pay	Option 2 - Based on <u>Mid-range</u> Base Pay			
C6	8,836	8,254			
C7	0	0			
C8	49,325	46,075			
Subtotals for Alcoholic Beverage Commission	\$924,732	\$471,089			
Departm	nent of Criminal Justice				
C1	\$ 0	\$ 0			
C2	7,833	2,136			
C3	181,563	49,500			
C4	239,741	248,500			
C5	105,535	108,206			
C6	53,977	50,425			
C7	26,939	25,166			
C8	0	0			
Subtotals for Department of Criminal Justice	\$615,588	\$483,933			
Office o	f the Attorney General				
C1	\$ 0	\$ 0			
C2	0	0			
C3	0	0			
C4	497,741	515,945			
C5	155,144	159,072			
C6	147,720	137,995			
C7	0	0			
C8	39,452	36,854			
Subtotals for Office of the Attorney General	\$840,057	\$849,866			
	All Agencies				
C1	\$ 308,310	\$ 84,108			
C2	926,905	252,760			
C3	11,706,754	3,192,352			
C4	5,441,954	5,640,897			
C5	2,446,753	2,508,629			
C6	1,426,895	1,332,987			
C7	98,946	92,431			
C8	582,027	543,679			
Totals for All Agencies	\$22,938,544	\$13,647,843			

Source: State Auditor's Office analysis.

Some of the local law enforcement departments included in this review provide across-the-board annual increases in base pay in accordance with meet-and-confer agreements. Those annual increases range from 2.0 percent to 3.5 percent. A city and its police officers' association or union negotiate a meet-and-confer agreement, and it is effective for multiple years. As a result, if the local law enforcement departments included in this review continue to provide increases in base pay while Salary Schedule C remains the same, then Salary Schedule C will fall further behind the market.

Chapter 2

Information on Additional Pay Components of Law Enforcement Compensation

The State Auditor's Office requested information regarding additional pay that enhances the direct compensation of the seven largest local law

The State's Supplemental Pay for Education, Certifications, and Bilingual Skills

Education Pay - Pay that can be earned by completing a college degree at an associate's, bachelor's, or master's level.

Certification Pay - Pay that can be earned by meeting the Commission on Law Enforcement's proficiency requirements to obtain an intermediate, advanced, or master's certification.

Bilingual Skills Pay - Pay that can be earned by having the ability to speak a language other than English.

State commissioned peace officers may receive a stipend for education level or certification level, but not both.

Source: General Appropriations Act (85th Legislature), Article IX, Section 3.12(b), page IX-23.

enforcement departments in the state. For the purposes of this review, direct compensation includes base pay and various forms of additional pay, such as hazardous duty pay, longevity pay, field training officer pay, shift differential pay, and supplemental pay for education, certifications, and bilingual skills.

Education, Certification, and Bilingual Skills Pay

In fiscal year 2017, the State spent approximately \$7.5 million on supplemental pay for education, certifications, and bilingual skills (see the text box on supplemental pay and Table 13 in Appendix 6 on page 28 for more information).

Table 6 presents information on annual supplemental pay for education, certifications, and bilingual skills for the seven local law enforcement departments included in this review and for the State as of March 2018. In most cases, the State's supplemental pay for education, certifications, and bilingual skills for employees in Salary Schedule C is less than the supplemental pay provided by the seven largest local law enforcement departments in the state.

Table 6

Annual Education, Certification, and Bilingual Skills Pay At the Seven Local Law Enforcement Departments Surveyed and the State					
Education Pay	Commission on Law Enforcement Certification Pay		Bilingual Skills Pay		
City of Austin ^a					
Associate's Degree	\$1,200	Intermediate Certification ^b	\$600	\$2,100	
Bachelor's Degree	\$2,640	Advanced Certification ^b	\$1,200		
Master's Degree	\$3,600	Master's Certification	\$1,800		
City of Dallas					
Associate's Degree ^C	\$2,880	Intermediate Certification	\$2,400	\$1,800 d	
Bachelor's Degree	\$3,600	Advanced Certification	\$4,800		

Annual Education, Certification, and Bilingual Skills Pay At the Seven Local Law Enforcement Departments Surveyed and the State				
Education Pay		Commission on Law Enforce Certification Pay	ment	Bilingual Skills Pay
Master's Degree	Not offered	Master's Certification	\$7,200	
	City	of El Paso		
Associate's Degree	\$540	Intermediate Certification	\$660	Not offered
Bachelor's Degree	\$1,800	Advanced Certification	\$1,260	
Master's Degree	\$2,100	Master's Certification	Not offered	
	City of	Fort Worth ^e		
Associate's Degree	\$720	Intermediate Certification	\$360	\$1,500 ^f
Bachelor's Degree	\$2,160	Advanced Certification	\$720	
Master's Degree	\$2,880	Master's Certification	\$2,880	
	City o	f Houston ^g		
Associate's Degree	Not offered	Intermediate Certification	\$1,400	\$1,800
Bachelor's Degree	\$3,640	Advanced Certification	\$3,361	
Master's Degree	\$6,240	Master's Certification	\$8,282	
	City of S	San Antonio ^h		
Associate's Degree	\$2,580	Intermediate Certification	\$1,920	\$600
Bachelor's Degree	\$3,780	Advanced Certification	\$2,400	
Master's Degree	\$4,020	Master's Certification	\$2,880	
	Harr	ris County		
Associate's Degree	\$1,320	Intermediate Certification	\$1,560	\$1,800
Bachelor's Degree	\$3,180	Advanced Certification	\$3,420	

\$4.500

\$600

\$1,200

\$1,800

Master's Degree

Associate's Degree

Bachelor's Degree

Master's Degree

Master's Certification

Intermediate Certification

Advanced Certification

Master's Certification

\$6,000

\$600

\$1,200

\$1,800

\$600

State of Texas i

^a Law enforcement officers of the City of Austin are eligible to receive certification pay or education pay, but not both.

^b No officer of the City of Austin hired after March 25, 2001, is eligible for intermediate or advanced peace officer proficiency certification pay.

^C The City of Dallas provides education pay at a rate of \$12 per month for every additional 3 hours of credit exceeding 45 hours, up to a maximum of 105 hours. Education pay is limited to a maximum of \$240 per month without a bachelor's degree or \$300 per month with a bachelor's degree, regardless of the number of degrees an officer earns.

^d The City of Dallas' bilingual skills pay is dependent on proficiency and ranges from \$1,320 to \$1,800 annually (the maximum is presented in this table).

Annual Education, Certification, and Bilingual Skills Pay At the Seven Local Law Enforcement Departments Surveyed and the State

Education Pay

Commission on Law Enforcement

Certification Pay

Bilingua Skills Pa

Sources: State Auditor's Office's local law enforcement department survey conducted in March 2018 and the General Appropriations Act (85th Legislature), Article IX, Section 3.12(b), page IX-23, for fiscal years 2018 and 2019.

Hazardous Duty Pay and Longevity Pay

State law enforcement officers receive hazardous duty pay if they have completed at least 12 months of "lifetime service credit" by the last day of the preceding month. The amount of hazardous duty pay is based on the number of months served in a hazardous duty position. That pay is authorized at \$10 per month for each 12-month period of lifetime service credit. For example, an employee in a position authorized to receive hazardous duty pay who has 30 years of state hazardous duty service earns an additional \$3,600 annually. In fiscal year 2017, the State spent approximately \$6.7 million on hazardous duty pay for Salary Schedule C employees (see Table 13 in Appendix 6 on page 28 for more information).

Although all seven local law enforcement departments included in this review do not offer hazardous duty pay, in some cases, they offer pay for performing certain assignments that may be considered hazardous or specialized, such as assignments to a bomb squad, a special weapons and tactics unit, and a dive team.

All seven local law enforcement departments included in this review provide longevity pay, which is pay tied to years of service. For example, at the City of Dallas, a law enforcement officer receives \$4 per month for each year of service up to a maximum of \$100. An officer who has 25 years of service would receive \$1,200 annually.

^e The City of Fort Worth also provides education pay for a doctorate degree in the amount of \$3,600 annually. For the direct compensation analysis in Table 1 in this report, the State Auditor's Office used the annual amount paid for a master's degree.

f The City of Fort Worth's bilingual skills pay is dependent on proficiency and ranges from \$1,200 to \$1,500 annually (the maximum is presented in this table).

⁹ The City of Houston also provides education pay for a doctorate degree in the amount of \$8,840 annually. For the direct compensation analysis in Table 1 in this report, the State Auditor's Office used the annual amount paid for a master's degree.

h The City of San Antonio also provides education pay for a doctorate degree in the amount of \$4,200 annually. For the direct compensation analysis in Table 1 in this report, the State Auditor's Office used the annual amount paid for a master's degree.

ⁱ The General Appropriations Act (85th Legislature), Article IX, Section 3.12(b)(3), page IX-23, specifies that commissioned peace officers may receive a stipend for education level or certification level, but not both.

¹¹ For the purposes of this example, the State Auditor's Office used 30 years of service for the calculation; however, the State does not have a maximum number of years for hazardous duty pay.

Table 7 presents information on the maximum annual longevity pay offered by the seven local law enforcement departments included in this review as of March 2018. The State does not offer longevity pay to its Salary Schedule C employees.

Table 7

Maximum Annual Longevity Pay and Years of Service to Reach It				
Local Law Enforcement Department	Maximum Annual Longevity Pay ^a	Number of Years of Service Needed to Reach Maximum		
City of Austin	\$2,675	25 years		
City of Dallas	\$1,200	25 years		
City of El Paso	\$1,200	25 years		
City of Fort Worth	\$1,200	25 years		
City of Houston	\$1,300	25 years		
City of San Antonio	\$13,809	30 years		
Harris County	\$1,800	30 years		
State of Texas	Not offered	Not applicable		
^a With the exception of the City of San Antonio, longevity pay is based on a dollar amount per pay period, month, or year (based on years of service). The City of San Antonio calculates longevity pay based on a percentage of base pay.				

Source: State Auditor's Office's local law enforcement department survey conducted in March 2018.

Field Training Officer Duty Pay and Shift Differential Pay

Field training officer duty pay is provided to an employee who works closely with trainees or probationary officers. Generally, a field training officer serves as a mentor, coach, and supporter of recruits and/or probationary officers to help them transition from the classroom setting to working in the field.

Shift differential pay is provided when an employee works a schedule that differs from the standard day shift. Standard day shifts and shifts (or work hours) eligible for shift differential pay vary by department. Examples of shifts (or work hours) eligible for shift differential pay are shifts that begin after 12:00 p.m.; shifts that begin at or after 2:00 p.m.; or any time worked between the hours of 6:00 p.m. and 6:00 a.m.

All seven local law enforcement departments included in this review provide field training officer duty pay, and six of them provide shift differential pay. The State does not offer field training officer duty pay or shift differential pay. Table 8 presents information on annual field training officer duty pay and shift differential pay offered by the seven local law enforcement departments included in this review as of March 2018.

Table 8

Annual Field Training Officer Duty Pay and Shift Differential Pay						
Local Law Enforcement Department	Field Training Officer Duty Pay ^a	Shift Differential Pay ^b				
City of Austin	\$2,100	\$3,600				
City of Dallas	\$1,200	\$5,422				
City of El Paso	\$3,859	\$3,859				
City of Fort Worth	\$9,439	\$5,663				
City of Houston	\$1,802	\$1,800				
City of San Antonio	\$3,180	\$4,200				
Harris County	\$2,100	Not Offered				
State of Texas	Not Offered	Not Offered				

^a Field training officer duty pay is based on a dollar amount per pay period or month, except for the cities of El Paso and Fort Worth, which calculate field training officer duty pay based on a percentage of base pay.

Source: State Auditor's Office's local law enforcement department survey conducted in March 2018.

Overtime Pay

In fiscal year 2017, the State spent approximately \$140.3 million on overtime pay for Salary Schedule C employees (see Table 13 in Appendix 6 on page 28 for more information). ¹² Specifically:

The Department of Public Safety spent approximately \$137.8 million on overtime pay in fiscal year 2017; that represented an increase of 38.6 percent compared to the overtime pay in fiscal year 2015 and a decrease of 1.6 percent compared to fiscal year 2016.

^b Shift differential pay is based on a dollar amount per pay period or month, except for the cities of Dallas, El Paso, and Fort Worth, which calculate shift differential pay based on a percentage of base pay.

¹² The amounts presented are from data extracted from the Office of the Comptroller of Public Accounts' Uniform Statewide Payroll/Personnel System for pay periods between September 2016 and August 2017; the amounts do not reflect adjustments made after December 6, 2017. Amounts may include payments for state compensatory time related to Texas Government Code, Chapter 659, which allows agencies to pay employees for compensatory time for work directly related to public safety, disaster, or emergency response activities.

- The Parks and Wildlife Department spent approximately \$1.3 million on overtime pay in fiscal year 2017; that represented a decrease of 48.3 percent compared to the overtime pay in fiscal year 2015 and an increase of 6.2 percent compared to fiscal year 2016.
- The Department of Criminal Justice spent \$656,761 on overtime pay in fiscal year 2017; that represented an increase of 1.7 percent compared to the overtime pay in fiscal year 2015 and an increase of 1.0 percent compared to fiscal year 2016.
- The Alcoholic Beverage Commission spent \$378,631 on overtime pay in fiscal year 2017; that represented an increase of 42.6 percent compared to the overtime pay in fiscal year 2015 and an increase of 8.3 percent compared to fiscal year 2016.
- The Office of the Attorney General spent \$163,021 on overtime pay in fiscal year 2017; that represented an increase of 39.2 percent compared to the overtime pay in fiscal year 2016. The Office of the Attorney General began paying certain employees in accordance with Salary Schedule C in fiscal year 2016. Therefore, no overtime expenditures were reported for fiscal year 2015.

For information on overtime pay for law enforcement employees in Salary Schedule C for fiscal years 2013 through 2017, see Figure 1 in Appendix 7 on page 29.

The state agencies provided explanations for the overtime pay trends, and the following is the State Auditor's Office's summary of those explanations:

- The Department of Public Safety asserted that the increases in overtime were due to (1) border security activities associated with Supplemental Appropriations and Budget Execution for fiscal year 2015, (2) the implementation of a 50-hour workweek, and (3) funding associated with the agency's new extraordinary operations strategy for fiscal years 2016 and 2017, which was used to fund the rotation of troopers to border areas.
- The Parks and Wildlife Department asserted that the increases in overtime were due to (1) border security activities and (2) emergency management responses related to natural and manmade disasters.
- The Department of Criminal Justice asserted that the increases in overtime were due to many factors, such as (1) reducing the time during which cases remained open so that they can be presented to prosecuting attorneys, (2) the federal government's increase in authorized overtime

for task force members, and (3) disaster recovery response, as needed or requested.

- The Alcoholic Beverage Commission asserted that the increases in overtime were due to (1) federal grant-funded task force operations completed in coordination with federal agencies, (2) grant-funded overtime activities, (3) overtime liability balance pay down, and (4) Fair Labor Standards Act (FLSA)-mandated overtime payout due to agent separations from the agency.
- The Office of the Attorney General asserted that overtime was paid to Salary Schedule C employees in fiscal years 2016 and 2017 for:

 (1) payment of overtime leave balances for separating employees,
 (2) grant-related projects that allow for paid overtime,
 (3) projects related to agreements with third-party entities that allow for paid overtime,
 (4) overtime leave balance pay down (only in fiscal year 2016), and
 (5) work related to Hurricane Harvey activities.

The Office of the Attorney General began paying certain employees in accordance with Salary Schedule C in fiscal year 2016. Therefore, Appendix 7 on page 29 does not show any overtime expenditures from fiscal year 2013 to fiscal year 2015 for those employees.

Appendices

Appendix 1

Objective, Scope, and Methodology

Objective

The objective of this project was to conduct a review of the market competitiveness of the law enforcement salary schedule (Salary Schedule C).

Scope

The scope of this review focused on a comparison of the State's law enforcement pay according to Salary Schedule C to the pay of local law enforcement departments in Texas with more than 1,000 commissioned law enforcement officers. The State Auditor's Office analyzed the State's direct compensation in relation to the average maximum and average mid-range base pay of the seven largest local law enforcement departments in Texas. The State Auditor's Office conducted this review in accordance with Texas Government Code, Sections 654.036 and 654.037.

Methodology

In reviewing salaries for the State's law enforcement positions, the State Auditor's Office compared the maximum base pay and mid-range base pay of the seven largest local law enforcement departments in Texas to the base pay of the following state positions that represent the benchmark jobs for their respective salary groups:

- Trooper Department of Public Safety (salary group C3).
- Sergeant Department of Public Safety (salary group C4).
- Lieutenant Department of Public Safety (salary group C5).
- Captain Department of Public Safety (salary group C6).

This review was based on the State Auditor's Office's March 2018 survey of the seven largest local law enforcement departments in Texas. Those local law enforcement departments included:

- The City of Austin.
- The City of Dallas.
- The City of El Paso.

- The City of Fort Worth.
- The City of Houston.
- The City of San Antonio.
- Harris County.

The following state agencies have employees classified within Salary Schedule C:

- Department of Public Safety.
- Parks and Wildlife Department.
- Alcoholic Beverage Commission.
- Department of Criminal Justice.
- Office of the Attorney General.

For this review, the State Auditor's Office analyzed the following:

- Salary Schedule C as approved by the 85th Legislature for the 2018-2019 biennium.
- Information on salary range maximum and mid-range base pay levels for law enforcement positions at the seven largest local law enforcement departments in Texas with more than 1,000 commissioned law enforcement officers that the State Auditor's Office collected through a survey conducted in March 2018.
- Salaries and headcounts of employees in each job classification within Salary Schedule C as of February 28, 2018.
- Turnover rate data for each job classification assigned to Salary Schedule C for fiscal year 2017.

The State Auditor's Office calculated the estimated costs of aligning Salary Schedule C with market salaries by determining the effect of moving employees to a realigned pay rate at the same placement within the salary schedule. To do that, the State Auditor's Office extracted information from the Office of the Comptroller of Public Accounts' Uniform Statewide Payroll/Personnel System, Human Resource Information System, and Standardized Payroll/Personnel Reporting System.

In addition, the State Auditor's Office reviewed additional pay information provided by the seven largest local law enforcement departments in the

state. That included information on pay for education, certifications, bilingual skills, hazardous duty, longevity, field training officer duty, and shift differentials.

The State Auditor's Office also reviewed overtime pay for law enforcement positions in Salary Schedule C.

Project Information

This review was conducted in accordance with Texas Government Code, Sections 654.036 and 654.037. Fieldwork was conducted from February 2018 through July 2018. This was not an audit; therefore, the information in this report was not subjected to all the tests and confirmations that would be performed in an audit. However, the information in this report was subject to certain quality control procedures to ensure accuracy.

The following members of the State Auditor's staff performed the review:

- Juan R. Sanchez, MPA, CIA, CGAP (Project Manager)
- Kathy-Ann Moe, MBA (Assistant Project Manager)
- Sharon K. Schneider, CCP, PHR, SHRM-CP
- Ann E. Karnes, CPA (Quality Control Reviewer)
- John Young, MPAff (Audit Manager)

Appendix 2

Law Enforcement Salary Schedule (Salary Schedule C) for Fiscal Years 2018 and 2019

Table 9 presents the law enforcement salary schedule (Salary Schedule C) for fiscal years 2018 and 2019. (Table 14 in Appendix 8 on page 31 contains a list of job classification titles assigned to Salary Schedule C.)

Table 9

	Law Enforcement Salary Schedule (Salary Schedule C) Fiscal Years 2018 and 2019								
Salary Group	< 4 Years of Service	≥ 4 Years of Service	≥ 8 Years of Service	≥ 12 Years of Service	≥ 16 Years of Service	≥ 20 Years of Service			
C1	\$40,350								
C2	\$44,082								
C3	\$53,242	\$64,919	\$69,541	\$72,613	\$75,968	\$79,323			
C4		\$72,711	\$77,639	\$80,821	\$84,391	\$86,495			
C5		\$80,582	\$85,777	\$89,074	\$92,860	\$95,192			
C6		\$98,903	\$102,265	\$104,331	\$106,406	\$107,682			
C7		\$102,828	\$103,657	\$105,575	\$107,625	\$109,675			
C8		\$116,352	\$116,428	\$116,474	\$116,474	\$116,474			

Source: General Appropriations Act (85th Legislature), Article IX, Section 2.01, page IX-19.

Headcounts and Turnover Rates by State Agency and Law Enforcement Job Title

Table 10 presents headcounts as of February 28, 2018, and turnover rates for fiscal year 2017 by state agency and law enforcement job classification title.

Table 10

Headcounts and Turnover Rates for State Agencies by Job Classification Title									
Job Classification Title	Salary Group	Headcount as of February 28, 2018	Turnover Rate for Fiscal Year 2017						
Department of Public Safety									
Trooper Trainee	C1	99	48.3%						
Probationary Trooper	C2	303	3.8%						
Trooper	C3	2,212	3.3%						
Corporal	C3	223	1.4%						
Sergeant, Public Safety	C4	1,101	3.4%						
Pilot Investigator I	C4	0	0.0%						
Lieutenant, Public Safety	C5	239	4.3%						
Pilot Investigator II	C5	37	2.8%						
Public Safety Inspector I	C5	0	0.0%						
Captain, Public Safety	C6	82	11.5%						
Pilot Investigator III	C6	9	0.0%						
Public Safety Inspector II	C6	0	0.0%						
Assistant Commander, Public Safety	C7	0	0.0%						
Pilot Investigator IV	C7	0	0.0%						
Commander, Public Safety	C8	2	0.0%						
Major, Public Safety	C8	36	18.9%						
Subtotals for the Dep	partment of Public Safety	4,343	6.0% ^a						
	Parks and Wildlife Departr	ment							
Game Warden Trainee	C1	30	45.0%						
Probationary Game Warden	C2	34	0.0%						
Game Warden	C3	391	4.4%						
Sergeant, Game Warden	C4	13	16.0%						
Lieutenant, Game Warden	C5	25	4.2%						
Captain, Game Warden	C6	44	13.5%						
Assistant Commander, Game Warden	C7	8	0.0%						
Commander, Game Warden	C8	0	0.0%						
Major, Game Warden	C8	12	16.3%						
Subtotals for the Parks	and Wildlife Department	557	6.8% ^a						

Headcounts and Turnover Rates for State Agencies by Job Classification Title									
Job Classification Title	Salary Group	Headcount as of February 28, 2018	Turnover Rate for Fiscal Year 2017						
Alcoholic Beverage Commission									
Agent Trainee b	C1	0	Not Applicable						
Probationary Agent ^C	C2	15	38.1%						
Agent	C3	151	8.8%						
Sergeant, Alcoholic Beverage	C4	32	6.7%						
Lieutenant, Alcoholic Beverage	C5	16	24.6%						
Captain, Alcoholic Beverage	C6	1	0.0%						
Major, Alcoholic Beverage	C8	5	20.0%						
Subtotals for the Alcoholic Beverage	Commission	220	10.5% ^a						
	t of Criminal J	ustice							
Investigator I, Trainee - Office of the Inspector General	C1	0	0.0%						
Investigator II - Office of the Inspector General	C2	3	30.8%						
Investigator III - Office of the Inspector General	C3	51	3.5%						
Investigator IV - Office of the Inspector General	C4	58	3.8%						
Regional Supervisor - Office of the Inspector General	C5	16	14.0%						
Regional Manager - Office of the Inspector General	C6	6	0.0%						
Multi-Regional Administrator - Office of the Inspector General	C7	3	0.0%						
Chief Inspector - Office of the Inspector General	C8	0	0.0%						
Subtotals for the Department of Crin	ninal Justice	137	5.1% ^a						
Office of the	ne Attorney Ge	neral							
Sergeant, Texas Attorney General's Office	C4	131	9.4%						
Lieutenant, Texas Attorney General's Office	C5	24	4.3%						
Captain, Texas Attorney General's Office	C6	17	5.7%						
Major, Texas Attorney General's Office	C8	4	22.2%						
Subtotals for the Office of the Atto	rney General	176	8.7% ^a						
All Agencies									
Law Enforcement Occupational Cat	5,433	6.3% ^d							

^a The agency turnover rate subtotal is not the sum or average of the turnover rates for the individual job classification titles. It is the **overall turnover rate for the agency's law enforcement occupational** category.

Sources: State Auditor's Office's Electronic Classification Analysis System and the Office of the Comptroller of Public Accounts' Uniform Statewide Payroll/Personnel System, Standardized Payroll/Personnel Reporting System, and Human Resource Information System.

^b That job classification title resulted from adding a new job classification that became effective in fiscal year 2018. As a result, there is no turnover rate for fiscal year 2017.

^C That job classification title resulted from a title change that became effective in fiscal year 2018. The previous title was Agent Trainee.

^d The law enforcement occupational category total turnover rate is not the sum or average of the percentages. It is the overall turnover rate for the State's law enforcement occupational category.

Appendix 4

Comparison of Entry-level Positions at State Agencies and the Seven Largest Local Law Enforcement Departments in the State

The State Auditor's Office collected information for entry-level positions paid according to Salary Schedule C and for entry-level positions at the seven largest local law enforcement departments in the State. Table 11 presents the entry-level pay and minimum qualifications for those positions.

Table 11

Comparison of Entry-level Positions at State Agencies and the Seven Largest Local Law Enforcement Departments in the State										
State Agency or Local Law Enforcement Department	Entry-level Salary ^a	Time to Next Rank	Minimum Education Requirement ^b	Peace Officer Certification Required?						
State Agencies										
Department of Public Safety (Trooper Trainee)	\$40,350	26 weeks	60 hours of college credit	No						
Parks and Wildlife Department (Game Warden Trainee)	\$40,350	30 weeks	Bachelor's degree	No						
Alcoholic Beverage Commission (Probationary Agent) ^C	\$44,082	52 weeks	High school diploma or general equivalency diploma (GED) plus four years of law enforcement experience	Yes						
Department of Criminal Justice (Investigator I, Trainee - Office of the Inspector General)	\$40,350	26 weeks	90 hours of college credit or bachelor's degree	No						
Office of the Attorney General (Sergeant, Texas Attorney General's Office) ^d	\$72,711	Competitive process	Associate's degree in criminal justice or a related degree plus four years of law enforcement experience	Yes						
	Local Law Enfo	rcement Depar	tments							
City of Austin	\$40,000	30 weeks	High school diploma or GED	No						
City of Dallas	\$46,870	36 weeks	45 hours of college credit	No						
City of El Paso	\$34,538	31 weeks	12 hours of college credit	No						
City of Fort Worth	\$40,040	28 weeks	12 hours of college credit	No						
City of Houston	\$42,000	26 weeks	48 hours of college credit	No						
City of San Antonio	\$45,000	32 weeks	High school diploma or GED	No						
Harris County	Varies ^e	26 weeks	30 hours of college credit	No						

^a Entry-level salaries for state agencies are based on Salary Schedule C for fiscal year 2018. Entry-level salaries for local law enforcement departments were reported through the State Auditor's Office's local law enforcement department survey conducted in March 2018.

Sources: Information obtained from the seven largest local law enforcement departments in March 2018 and from state agencies in July 2018.

^b Some state agencies allow substitutions for the stated minimum education requirements.

^C The Alcoholic Beverage Commission hires new agents at the rank of Probationary Agent at salary group C2.

d The Office of the Attorney General hires in Salary Schedule C law enforcement positions starting at the rank of Sergeant at salary group C4.

^e Harris County hires only internal employees/applicants for cadet positions. Those employees maintain their previous salary and rank when they are selected and reclassified as cadets.

Law Enforcement Pay at Selected Higher Education Institutions

Although higher education institutions were not included in the scope of this review, the State Auditor's Office collected information on law enforcement salary ranges from selected higher education institutions as a point of comparison. Table 12 presents law enforcement pay at selected higher education institutions as of March 2018.

Table 12

Law Enforcement Base Pay at Selected Higher Education Institutions as of March 2018									
Entry and Journey Level									
	Police C	adet/1	rainee/Re	ecruit	Police Officer				
Higher Education Institution	Salary Rang Minimum	е		ry Range ximum	Salary Range Minimum			Salary Range Maximum	
The University of Texas at Austin	\$3	6,096		\$38,736		\$40	0,008		\$65,004
The University of Texas at Dallas	\$3	4,105		\$62,412		\$43	3,549		\$97,973
The University of Texas at El Paso	\$2	8,272		\$35,352		\$31	1,104		\$65,760 ^a
University of North Texas Health Science Center at Fort Worth	\$3	5,076		\$52,620		\$39	9,288		\$66,000 b
University of Houston		Not Applicable			\$35,904		,904 \$63,9		
The University of Texas at San Antonio ^d	\$2	16,328	,328 \$42,120		\$31,848		1,848	\$69,252	
Texas A&M University ^f	\$3	3,362		\$61,958	\$40,712		0,712		\$93,158
State of Texas	\$40	0,350		\$44,082	\$53,242		3,242		\$79,323
			Senior						
	Serge	eant	Lieutenant			nant Ca			ptain
Higher Education Institution	Salary Range Minimum		ry Range ximum	Salary Range Minimum	Salary Ran Maximun		R	alary ange nimum	Salary Range Maximum
The University of Texas at Austin	\$51,300		\$74,712	\$60,648	\$87,816		\$70,884		\$105,000
The University of Texas at Dallas	\$55,668	\$107,439		\$60,424	\$117,827		Not ap		oplicable
The University of Texas at El Paso	\$46,452	\$64,896		\$60,000	\$90,000			\$74,664	\$112,008
University of North Texas Health Science Center at Fort Worth	\$49,068		\$73,596	\$58,716	\$93,	780		\$66,348	\$105,972
University of Houston	\$46,572		\$74,496	\$61,620	\$98,	508		\$69,504	\$115,020
The University of Texas at San Antonio	\$47,016		\$77,568	\$51,684	\$87,	852		\$57,888	\$98,400

Law Enforcement Base Pay at Selected Higher Education Institutions as of March 2018								
Texas A&M University	\$55,412	\$102,908	\$68,012	\$126,308	Not applicable			
State of Texas	\$72,711	\$86,495	\$80,582	\$95,192	\$98,903	\$107,682		

^a The salary range maximum for police officer at the University of Texas at El Paso is for the Corporal job title.

Sources: Higher education institution pay plans as of March 2018 and Salary Schedule C in the General Appropriations Act (85th Legislature), Article IX, Section 2.01, page IX-19, for fiscal years 2018 and 2019.

^b The salary range maximum for police officer at the University of North Texas Health Science Center at Fort Worth is for the Corporal job title.

^C The salary range maximum for police officer at the University of Houston is for the Corporal job title.

^d The University of Texas at San Antonio also has a Police Officer in Training job title with a salary range maximum of \$46,332.

^e The salary range maximum for police officer at the University of Texas at San Antonio is for the Corporal job title.

f Texas A&M University also has a Police Officer in Training job title with a salary range maximum of \$67,808.

Summary of State Agency Compensation Expenditures for Law Enforcement Employees in Salary Schedule C in Fiscal Year 2017

Table 13 presents compensation expenditures by state agency for law enforcement employees in Salary Schedule C in fiscal year 2017.

Table 13

Summary of Compensation Expenditures for State Law Enforcement Employees in Salary Schedule C Fiscal Year 2017 ^a									
Agency	Base Pay	Hazardous Duty Pay	Overtime Pay ^b	Supplemental Pay (Pay for Education, Certifications, and Bilingual Skills)	Totals				
Department of Public Safety	\$290,142,559	\$5,491,080	\$137,790,635	\$5,830,517	\$439,254,791				
Parks and Wildlife Department	38,186,782	682,160	1,286,259	819,400	40,974,601				
Alcoholic Beverage Commission	15,571,800	269,860	378,631	367,915	16,588,206				
Office of the Attorney General	13,556,233	49,210	163,021	292,549	14,061,013				
Department of Criminal Justice	9,974,419	229,620	656,761	218,450	11,079,250				
Totals	\$367,431,793	\$6,721,930	\$140,275,307	\$7,528,831	\$521,957,861				

^a The amounts presented are from data extracted from the Office of the Comptroller of Public Accounts' Uniform Statewide Payroll/Personnel System and Uniform Statewide Accounting System for pay periods between September 2016 and August 2017; the amounts do not reflect adjustments made after December 6, 2017.

Sources: The Office of the Comptroller of Public Accounts' Uniform Statewide Payroll/Personnel System and the Uniform Statewide Accounting System.

^b Amounts may include payments for state compensatory time related to Texas Government Code, Chapter 659, which allows agencies to pay employees for compensatory time for work directly related to public safety, disaster, or emergency response activities.

Information on Overtime Pay for Law Enforcement Employees in Salary Schedule C for Fiscal Years 2013 through 2017

Figure 1 shows the five-year trends in overtime pay for law enforcement employees in Salary Schedule C.

Figure 1



^a Amounts may include payments for state compensatory time related to Texas Government Code, Chapter 659, which allows agencies to pay employees for compensatory time for work directly related to public safety, disaster, or emergency response activities.

^b For Fiscal Year 2017: The amounts presented are from data extracted from the Office of the Comptroller of Public Accounts' Uniform Statewide Payroll/Personnel System for pay periods between September 2016 and August 2017; the amounts do not reflect adjustments made after December 6, 2017.

Overtime Pay for Law Enforcement Employees in Salary Schedule C Fiscal Years 2013 through 2017 ^{a b}

For Fiscal Year 2016: The amounts presented are from data extracted from the Office of the Comptroller of Public Accounts' Uniform Statewide Payroll/Personnel System for pay periods between September 2015 and August 2016; the amounts do not reflect adjustments made after December 7, 2016.

For Fiscal Year 2015: The amounts presented are from data extracted from the Office of the Comptroller of Public Accounts' Uniform Statewide Payroll/Personnel System for pay periods between September 2014 and August 2015; the amounts do not reflect adjustments made after September 8, 2015.

For Fiscal Year 2014: The amounts presented are from data extracted from the Office of the Comptroller of Public Accounts' Uniform Statewide Payroll/Personnel System for pay periods between September 2013 and August 2014; the amounts do not reflect adjustments made after September 10, 2014.

For Fiscal Year 2013: The amounts presented are from data extracted from the Office of the Comptroller of Public Accounts' Uniform Statewide Payroll/Personnel System for pay periods between September 2012 and August 2013; the amounts do not reflect adjustments made after September 9, 2013.

^C The Office of the Attorney General began paying certain employees in accordance with Salary Schedule C in fiscal year 2016. Therefore, there are no overtime expenditures from fiscal year 2013 to fiscal year 2015 for those employees.

Source: The Office of the Comptroller of Public Accounts' Uniform Statewide Payroll/Personnel System.

The State's Position Classification Plan for the Law Enforcement Occupational Category

During this review, the State Auditor's Office requested input from state agencies with Salary Schedule C employees regarding their recommended changes to the State's Position Classification Plan. No recommended changes were requested by those agencies.

Table 14 presents the law enforcement occupational category's job classification numbers, salary groups, and job classification titles for the 2018-2019 biennium and the proposed classifications for the 2020-2021 biennium. There are no recommended changes to the job classification numbers, salary groups, or job classification titles for the 2020-2021 biennium.

Table 14

Law Enforcement Positions in the State's Position Classification Plan							
			Recommended for the				
	2018-2019 Biennium			2020-2021 Biennium			
Job Classification Number	Salary Group	Job Classification Title	Job Classification Number	Salary Group	Job Classification Title		
Department of Public Safety							
9901	C5	Public Safety Inspector I	9901	C5	Public Safety Inspector I		
9902	C6	Public Safety Inspector II	9902	C6	Public Safety Inspector II		
9905	C4	Pilot Investigator I	9905	C4	Pilot Investigator I		
9906	C5	Pilot Investigator II	9906	C5	Pilot Investigator II		
9907	C6	Pilot Investigator III	9907	C6	Pilot Investigator III		
9908	C7	Pilot Investigator IV	9908	C7	Pilot Investigator IV		
9920	C1	Trooper Trainee	9920	C1	Trooper Trainee		
9922	C2	Probationary Trooper	9922	C2	Probationary Trooper		
9928	C3	Trooper	9928	C3	Trooper		
9935	C3	Corporal	9935	C3	Corporal		
9940	C4	Sergeant, Public Safety	9940	C4	Sergeant, Public Safety		
9941	C5	Lieutenant, Public Safety	9941	C5	Lieutenant, Public Safety		
9942	C6	Captain, Public Safety	9942	C6	Captain, Public Safety		
9943	C7	Assistant Commander, Public Safety	9943	C7	Assistant Commander, Public Safety		
9944	C8	Commander, Public Safety	9944	C8	Commander, Public Safety		
9945	C8	Major, Public Safety	9945	C8	Major, Public Safety		

2018-2019 Biennium			Recommended for the 2020-2021 Biennium			
Job Classification Number	Salary Group	Job Classification Title	Job Classification Number	Salary Group	Job Classification Title	
		Parks and Wi	dlife Department			
9980	C1	Game Warden Trainee	9980	C1	Game Warden Trainee	
9981	C2	Probationary Game Warden	9981	C2	Probationary Game Warden	
9987	C3	Game Warden	9987	C3	Game Warden	
9990	C4	Sergeant, Game Warden	9990	C4	Sergeant, Game Warden	
9991	C5	Lieutenant, Game Warden	9991	C5	Lieutenant, Game Warden	
9992	C6	Captain, Game Warden	9992	C6	Captain, Game Warden	
9993	C7	Assistant Commander, Game Warden	9993	C7	Assistant Commander, Game Warden	
9994	C8	Commander, Game Warden	9994	C8	Commander, Game Warden	
9995	C8	Major, Game Warden	9995	C8	Major, Game Warden	
		Alcoholic Bev	erage Commission			
9949	C1	Agent Trainee	9949	C1	Agent Trainee	
9950	C2	Probationary Agent	9950	C2	Probationary Agent	
9956	C3	Agent	9956	C3	Agent	
9960	C4	Sergeant, Alcoholic Beverage	9960	C4	Sergeant, Alcoholic Beverage	
9961	C5	Lieutenant, Alcoholic Beverage	9961	C5	Lieutenant, Alcoholic Beverage	
9962	C6	Captain, Alcoholic Beverage	9962	C6	Captain, Alcoholic Beverage	
9963	C8	Major, Alcoholic Beverage	9963	C8	Major, Alcoholic Beverage	
		Department of	f Criminal Justice		·	
9965	C1	Investigator I, Trainee - Office of the Inspector General	9965	C1	Investigator I, Trainee - Office of the Inspector General	
9970	C2	Investigator II - Office of the Inspector General	9970	C2	Investigator II - Office of the Inspector General	
9971	C3	Investigator III - Office of the Inspector General	9971	C3	Investigator III - Office of the Inspector General	
9972	C4	Investigator IV- Office of the Inspector General	9972	C4	Investigator IV- Office of the Inspector General	
9973	C5	Regional Supervisor - Office of the Inspector General	9973	C5	Regional Supervisor - Office of t Inspector General	

	Law Enforcement Positions in the State's Position Classification Plan								
			Recommended for the						
2018-2019 Biennium				2020-20	021 Biennium				
Job Classification Number	Salary Group	Job Classification Title	Job Classification Number	Salary Group	Job Classification Title				
9974	C6	Regional Manager - Office of the Inspector General	9974	C6	Regional Manager - Office of the Inspector General				
9975	C7	Multi-Regional Administrator - Office of the Inspector General	9975	C7	Multi-Regional Administrator - Office of the Inspector General				
9976	C8	Chief Inspector - Office of the Inspector General	9976	C8	Chief Inspector - Office of the Inspector General				
		Office of the	Attorney General						
9996	C4	Sergeant, Texas Attorney General's Office	9996	C4	Sergeant, Texas Attorney General's Office				
9997	C5	Lieutenant, Texas Attorney General's Office	9997	C5	Lieutenant, Texas Attorney General's Office				
9998	C6	Captain, Texas Attorney General's Office	9998	C6	Captain, Texas Attorney General's Office				
9999	C8	Major, Texas Attorney General's Office	9999	C8	Major, Texas Attorney General's Office				

Sources: Position Classification Plan in the General Appropriations Act (85th Legislature), Article IX, Section 2.01, pages IX-17-18, and State Auditor's Office analysis.

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