



A Report on

Executive Compensation at State Agencies

August 2016
Report No. 16-706



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Overall Conclusion

The State Auditor's Office conducted a study of 73 executive **officers' salaries and assigned** salary ranges at state agencies and determined that the market competitiveness of salaries for those executive officers had improved since fiscal year 2014. However, some disparities still exist among the salaries and assigned salary ranges of some executive officers compared with the salaries and salary ranges of other executive officers and/or the salaries of other management employees at state agencies. Specifically:

- Salaries for 68 of the 73 executive officers reviewed increased by an average of 13.4 percent since fiscal year 2014. Executive officer annual base salaries had a wide range—from \$72,972 to \$327,443—as of June 30, 2016.
- Twenty-three executive officers were among the top 100 highest paid management employees at state agencies. The remaining 77 positions were employees in other management positions, including 19 positions at the Department of Public Safety and 16 positions at the Department of Transportation¹ (see Table 1 on page 4 for more information).
- A total of 28 employees at 13 state agencies had annual base salaries that exceeded the annual base salary of their executive officers. That has improved since fiscal year 2014 when 116 employees at 12 state agencies had annual base salaries that exceeded the salaries of their executive officers. However, pay compression still exists at some state agencies. For example, 138 employees at 21 state agencies had annual base salaries that were within 10 percent less than their executive officers' **salaries**.
- Forty-eight executive officer positions are placed within a salary range that may limit the ability to offer a market-competitive salary.

Exempt Positions, Executive Officers, and Other Management Positions

Exempt Positions. An exempt position is exempted from the State's Position Classification Plan (Plan). Article IX of the General Appropriations Act establishes conditions for exempt positions. The schedule of exempt positions specifies salaries of certain positions not covered by the Plan.

Executive Officers. For the purpose of **this report, "executive officers" refers** to state employees who serve as the administrative heads for state agencies and hold titles such as executive director, superintendent, and commissioner.

Other Management Positions. For the **purpose of this report, "other management positions" refers** to state employees who are not executive officers and hold titles such as deputy director, general counsel, and chief financial officer.

¹ This analysis is based on the annual base salary for the job titles listed in Table 1 and excludes legislative agencies, higher education institutions, temporary positions, and medical and investment positions.

For this analysis, the State Auditor's Office placed agencies in one of three executive officer compensation tiers, which are agencies grouped according to recommended salary groups, based on factors such as the size of an agency's budget, the number of authorized full-time equivalent (FTE) employees, and the complexity of an agency's mission. For example, the agencies placed in Tier I include health and human services, education, and public safety agencies (see Chapter 1-B for more information).

Project Objective and Scope

The objective of this report was to conduct a study reviewing compensation for **positions that are exempt from the State's Position Classification Plan** to:

- Compare salaries for exempt positions to market average compensation for similar executive positions.
- Compare salaries for exempt positions to salaries for classified positions.
- Prepare an analysis of exempt position compensation that considers agency size and complexity, agency appropriations, and full-time equivalent employee levels.

The Legislature directed the State Auditor's Office to conduct a study that reviews the compensation of exempt positions in Article IX, Section 3.08, the General Appropriations Act (84th Legislature). The scope of this study included 73 executive officer positions that were exempt from the State's Position Classification Plan during the 2016-2017 biennium. This report also provides salary comparisons and market analysis for executive officers for self-directed, semi-independent agencies.

The State Auditor's Office analyzed state agency executive officer pay at state agencies and other public and private sector entities, taking into account factors such as:

- The size of the **agency's annual appropriations**.
- The **agency's number of authorized FTE employees using data as of February 29, 2016**, including changes approved by the Governor and the Legislative Budget Board.
- The market average compensation for similar executive positions.
- The executive **officer position's annual base salary compared to the annual base salaries of classified positions within the agency**.
- Specialized education required for each position.

This study excluded positions at higher education institutions and legislative agencies. Other executive officer positions not included in this study include elected officials, the Secretary of State, and the courts. Salaries for elected officials are a public policy decision that is not tied directly to the market average for similar professional positions.

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Detailed Results

Chapter 1

Highest Salaried Management Positions at State Agencies and Recommended Salary Ranges for Executive Officers

Executive Officers

For the purposes of this report, “executive officers” refers to state employees who serve as the administrative heads for state agencies and hold titles such as executive director, superintendent, and commissioner.

The decisions of state agencies’ executive officers directly affect the delivery of services to the citizens of Texas. Therefore, it is in the State’s best interest to ensure equitable pay for executive officer positions to help recruit and retain qualified executive officers capable of effectively and efficiently managing state agencies.

The market competitiveness of salaries for executive officer positions has improved since fiscal year 2014. The State Classification Team reviewed the salaries and salary ranges for 73 executive officer positions and determined that the salaries for 68 executive officers had increased by an average of 13.4 percent since fiscal year 2014. While the salaries for executive officers had increased since 2014, disparity may still remain between the salaries and assigned salary ranges of executive officer positions at state agencies with some of the largest FTEs and budgets and the salaries and assigned salary ranges of other executive officer and management positions within the State (see text box for more information about authorized employees and budget).

For this analysis, the State Auditor’s Office placed agencies in one of three executive officer compensation tiers, which are agencies grouped according to recommended salary groups, based on factors such as the size of an agency’s budget, the number of authorized FTE employees, and the complexity of an agency’s mission.

Authorized Full-time Equivalent (FTE) Employees and Budget

Authorized FTE employees are based on the second quarter of fiscal year 2016 (quarter ending February 29, 2016), including changes approved by the Governor and the Legislative Budget Board.

Budget data is from the General Appropriations Act (84th Legislature) “total method of financing” category in agencies’ bill patterns.

Chapter 1-A

Highest Salaries for Management Positions at State Agencies

The two highest paid executive officers at state agencies, based on annual base salaries, are the executive officers at the Teacher Retirement System and the Department of Transportation. The Teacher Retirement System’s board of trustees sets the annual base salary for the executive officer position, which is also eligible for additional compensation.

Table 1 on page 4 lists the 100 highest annual base salaries for management among state agencies as of June 30, 2016.² Of those 100 top salaries, 23 were executive officers. The remaining 77 employees were:

² Excludes legislative agencies, higher education institutions, temporary positions, and medical and investment positions. See Tables 7 and 8 in Chapter 2-C for the 30 highest salaried medical and investment positions at state agencies.

- Sixty-seven classified employees who were within the State’s Position Classification Plan in salary groups B32 through B35 (see text box for the definition of classified positions). The titles for those 67 employees are first assistant attorney general, general counsel, district engineer, director, deputy director, deputy comptroller, and deputy executive commissioner. (See Table 11 on page 31 for the salary ranges for selected salary groups in Salary Schedule B of the State’s Position Classification Plan.)

Types of Positions

- A classified position is included in the State’s Position Classification Plan in Article IX of the General Appropriations Act (84th Legislature).
- An exempt position is either listed in the General Appropriations Act under a state agency’s schedule of exempt positions or is exempted by the Governor from the State’s Position Classification Plan.
- An unclassified position is neither classified nor exempt.

- Four employees, three of whom are at the Department of Transportation, who are exempt from the State’s Position Classification Plan. (See Table 10 on page 30 for the salary ranges for salary groups within the Schedule of Exempt Positions, which includes executive officer positions that are exempt from the State’s Position Classification Plan.)
- Six employees who are unclassified and not assigned to a salary group. Three of those positions are at the Teacher Retirement System, and three positions are at the Treasury Safekeeping Trust Company.

While salaries for most executive officers have increased since fiscal year 2014, a disparity may still exist between the annual base salaries for executive officers at state agencies with some of the largest FTEs and budgets and the salaries for other executive officer and management positions within the State. Specifically:

- The Texas Education Agency’s commissioner—who administers an agency that is responsible for providing guidance and resources to help Texas public schools meet the educational needs of all students—earned an annual base salary that was lower than the annual base salaries of 29 management positions at state agencies. The Texas Education Agency had 875.0 authorized FTE employees and a budget for fiscal year 2016 of approximately \$27.7 billion.
- The Department of Public Safety’s director—who administers an agency that provides services for public safety—earned an annual base salary that was lower than the annual base salaries of 31 management positions at state agencies. The Department of Public Safety had 10,302.1 authorized FTE employees and a budget for fiscal year 2016 of approximately \$1.4 billion.

- The Department of Family and Protective Services commissioner—who administers an agency that is responsible for protecting children and the elderly living in homes, state facilities, or attending day care facilities — earned an annual base salary that was lower than 33 management positions at state agencies. The Department of Family and Protective Services had 12,716.0 authorized FTE employees and a budget of \$1.7 billion for fiscal year 2016.
- The Texas Workforce Commission’s executive director—who administers an agency that is responsible for overseeing and providing workforce development services to employers and job seekers and administers the unemployment benefits program in Texas—was not among the 100 highest management annual base salaries among state agencies. This agency had a budget of \$1.2 billion for fiscal year 2016 and 2,885.2 authorized FTE employees. As of September 1, 2016, vocational rehabilitation and other related programs will be transferred from the Department of Assistive and Rehabilitative Services to the Texas Workforce Commission.³

Table 1 on the next page lists the 100 highest annual base salaries for management among state agencies as of June 30, 2016. Of the 23 executive officers listed among the top 100 annual base salaries at state agencies, 4 executive officers received additional compensation through the state payroll system between September 1, 2015, and June 30, 2016. Those executive officers are at the Treasury Safekeeping Trust Company, the Department of Banking, the Office of Consumer Credit Commissioner, and the Department of Savings and Mortgage Lending.

³ Senate Bill 208 (84th Legislature) abolished the Department of Assistive and Rehabilitative Services. That bill transferred responsibility for providing vocational rehabilitation programs to the Texas Workforce Commission.

Table 1

100 Highest Annual Base Salaries for Management at State Agencies								
As of June 30, 2016 ^a								
Rank	Agency	Job Title	Annual Base Salary ^b	Additional Pay as of June 30, 2016 ^c	Total Compensation	Employee Type ^d	Salary Group	Executive Officer of Agency?
1	Cancer Prevention and Research Institute of Texas	Chief Scientific Officer	\$553,500	\$0	\$553,500	Exempt	No Salary Group	No
2	Treasury Safekeeping Trust Company	Chief Executive Officer	\$352,948	\$96,598	\$449,546	Unclassified	No Salary Group	Yes
3	Teacher Retirement System	Executive Director	\$327,443	\$0	\$327,443	Exempt	No Salary Group	Yes
4	Department of Transportation	Executive Director	\$299,812	\$0	\$299,812	Exempt	8	Yes
5	Department of Transportation	Innovative Finance/Debt Management Officer	\$278,800	\$0	\$278,800	Exempt	8	No
6	Office of the Comptroller of Public Accounts	Deputy Comptroller	\$274,500	\$0	\$274,500	Classified	B35	No
7	Employees Retirement System	Executive Director	\$271,625	\$0	\$271,625	Exempt	No Salary Group	Yes
8	Teacher Retirement System	Deputy Director III	\$270,065	\$20,000	\$290,065	Classified	B35	No
8 (tie)	Teacher Retirement System	Deputy Director III	\$270,065	\$20,000	\$290,065	Classified	B35	No
10	Health and Human Services Commission	Executive Commissioner	\$266,500	\$0	\$266,500	Exempt	8	Yes
10 (tie)	Department of Criminal Justice	Executive Director	\$266,500	\$0	\$266,500	Exempt	8	Yes
12	Treasury Safekeeping Trust Company	Deputy Director I	\$263,952	\$77,219	\$341,171	Unclassified	No Salary Group	No
13	Department of Transportation	Deputy Executive Director/Chief Engineer	\$255,000	\$0	\$255,000	Exempt	8	No
14	Department of Transportation	Deputy Director III	\$252,000	\$0	\$252,000	Classified	B35	No
15	Cancer Prevention and Research Institute of Texas	Executive Director	\$250,000	\$0	\$250,000	Exempt	7	Yes
16	Department of Transportation	Deputy Director III	\$245,692	\$0	\$245,692	Classified	B35	No
16 (tie)	Health and Human Services Commission	Deputy Executive Commissioner	\$245,692	\$0	\$245,692	Classified	B35	No
18	Texas Department of Banking ^{e f g}	Commissioner	\$242,925	\$9,717	\$252,642	Exempt	No Salary Group	Yes

100 Highest Annual Base Salaries for Management at State Agencies

As of June 30, 2016 ^a

Rank	Agency	Job Title	Annual Base Salary ^b	Additional Pay as of June 30, 2016 ^c	Total Compensation	Employee Type ^d	Salary Group	Executive Officer of Agency?
19	Department of State Health Services	Commissioner	\$242,353	\$0	\$242,353	Exempt	7	Yes
20	Department of Aging and Disability Services	Commissioner	\$241,273	\$0	\$241,273	Exempt	7	Yes
21	Teacher Retirement System	Chief Compliance Officer	\$237,600	\$0	\$237,600	Unclassified	No Salary Group	No
22	Department of Transportation	Deputy Director III	\$237,000	\$0	\$237,000	Classified	B35	No
22 (tie)	Department of Transportation	Chief Financial Officer	\$237,000	\$0	\$237,000	Exempt	8	No
24	Health and Human Services Commission	Deputy Director III	\$235,000	\$0	\$235,000	Classified	B35	No
25	Treasury Safekeeping Trust Company	Chief Financial Officer II	\$232,272	\$69,421	\$301,693	Unclassified	No Salary Group	No
26	Teacher Retirement System	Lead Investment Attorney	\$226,800	\$0	\$226,800	Unclassified	No Salary Group	No
27	Health and Human Services Commission	Deputy Director I	\$225,500	\$0	\$225,500	Classified	B33	No
28	Employees Retirement System	Deputy Director I	\$223,737	\$0	\$223,737	Classified	B33	No
29	Department of Transportation	Deputy Director I	\$223,491	\$0	\$223,491	Classified	B33	No
30	Texas Education Agency	Commissioner	\$220,375	\$0	\$220,375	Exempt	8	Yes
31	Department of Transportation	Deputy Director II	\$220,324	\$0	\$220,324	Classified	B34	No
32	Department of Public Safety	Director	\$220,039	\$0	\$220,039	Exempt	6	Yes
33	Treasury Safekeeping Trust Company	Director VI	\$220,008	\$60,429	\$280,437	Unclassified	No Salary Group	No
34	Department of Family and Protective Services	Commissioner	\$220,000	\$0	\$220,000	Exempt	7	Yes
35	Employees Retirement System	Deputy Director I	\$217,527	\$115,298	\$332,825	Classified	B33	No
36	Office of the Comptroller of Public Accounts	Deputy Director I	\$215,250	\$0	\$215,250	Classified	B33	No
37	Cancer Prevention and Research Institute of Texas	Deputy Director II	\$214,540	\$0	\$214,540	Classified	B34	No
38	Department of Transportation	Deputy Director II	\$213,118	\$0	\$213,118	Classified	B34	No

100 Highest Annual Base Salaries for Management at State Agencies

As of June 30, 2016 ^a

Rank	Agency	Job Title	Annual Base Salary ^b	Additional Pay as of June 30, 2016 ^c	Total Compensation	Employee Type ^d	Salary Group	Executive Officer of Agency?
39	Department of Assistive and Rehabilitative Services ^h	Commissioner	\$211,648	\$0	\$211,648	Exempt	6	Yes
40	Department of Public Safety	Deputy Director I	\$211,620	\$0	\$211,620	Classified	B33	No
41	Texas Lottery Commission	Executive Director	\$211,191	\$0	\$211,191	Exempt	6	Yes
42	Commission on Environmental Quality	Executive Director	\$210,695	\$0	\$210,695	Exempt	7	Yes
43	Department of Information Resources	Deputy Director II	\$210,000	\$0	\$210,000	Classified	B34	No
43 (tie)	Health and Human Services Commission	Deputy Director II	\$210,000	\$0	\$210,000	Classified	B34	No
45	Department of Transportation	Deputy Director I	\$209,100	\$0	\$209,100	Classified	B33	No
46	Department of Transportation	Deputy Director II	\$207,500	\$6,000	\$213,500	Classified	B34	No
47	Texas Lottery Commission	Deputy Director I	\$207,260	\$0	\$207,260	Classified	B33	No
48	Office of the Governor	Deputy Director II	\$206,871	\$0	\$206,871	Classified	B34	No
49	Teacher Retirement System	Senior Investment Attorney	\$206,700	\$0	\$206,700	Unclassified	No Salary Group	No
50	Health and Human Services Commission	Deputy Director I	\$206,486	\$0	\$206,486	Classified	B33	No
51	Department of Public Safety	Deputy Director I	\$206,458	\$0	\$206,458	Classified	B33	No
52	Higher Education Coordinating Board	Commissioner	\$205,160	\$0	\$205,160	Exempt	8	Yes
53	Cancer Prevention and Research Institute of Texas	Director VII	\$205,141	\$0	\$205,141	Classified	B32	No
54	Texas Education Agency	Deputy Executive Commissioner	\$205,119	\$0	\$205,119	Classified	B35	No
55	Department of Agriculture	Deputy Director II	\$205,000	\$0	\$205,000	Classified	B34	No
55 (tie)	Department of Transportation	Deputy Director I	\$205,000	\$0	\$205,000	Classified	B33	No
57	Department of Insurance	Commissioner of Insurance	\$202,383	\$0	\$202,383	Exempt	6	Yes
58	Texas Lottery Commission	Deputy Director I	\$202,205	\$0	\$202,205	Classified	B33	No
59	Teacher Retirement System	General Counsel VI	\$201,400	\$0	\$201,400	Classified	B32	No
60	Texas Lottery Commission	Deputy Director I	\$201,206	\$0	\$201,206	Classified	B33	No
61	Parks and Wildlife Department	Executive Director	\$200,643	\$0	\$200,643	Exempt	5	Yes

100 Highest Annual Base Salaries for Management at State Agencies

As of June 30, 2016 ^a

Rank	Agency	Job Title	Annual Base Salary ^b	Additional Pay as of June 30, 2016 ^c	Total Compensation	Employee Type ^d	Salary Group	Executive Officer of Agency?
62	Office of the Comptroller of Public Accounts	Deputy Director I	\$200,400	\$0	\$200,400	Classified	B33	No
63	Teacher Retirement System	Director VII	\$200,014	\$4,000	\$204,014	Classified	B32	No
64	Office of the Attorney General	First Assistant Attorney General	\$199,500	\$0	\$199,500	Classified	B33	No
65	General Land Office	Deputy Director I	\$199,290	\$0	\$199,290	Classified	B33	No
66	Health and Human Services Commission	Director VII	\$198,645	\$0	\$198,645	Classified	B32	No
66 (tie)	General Land Office	Deputy Director I	\$198,645	\$0	\$198,645	Classified	B33	No
68	Department of Public Safety	General Counsel VI	\$198,164	\$0	\$198,164	Classified	B32	No
68 (tie)	Department of Public Safety	Director VII	\$198,164	\$0	\$198,164	Classified	B32	No
68 (tie)	Department of Public Safety	Director VII	\$198,164	\$0	\$198,164	Classified	B32	No
68 (tie)	Department of Public Safety	Director VII	\$198,164	\$0	\$198,164	Classified	B32	No
68 (tie)	Department of Public Safety	Director VII	\$198,164	\$0	\$198,164	Classified	B32	No
68 (tie)	Department of Public Safety	Director VII	\$198,164	\$0	\$198,164	Classified	B32	No
68 (tie)	Department of Public Safety	Director VII	\$198,164	\$0	\$198,164	Classified	B32	No
68 (tie)	Department of Public Safety	Director VII	\$198,164	\$0	\$198,164	Classified	B32	No
68 (tie)	Department of Public Safety	Director VII	\$198,164	\$0	\$198,164	Classified	B32	No
68 (tie)	Department of Public Safety	Director VII	\$198,164	\$0	\$198,164	Classified	B32	No
68 (tie)	Department of Public Safety	Director VII	\$198,164	\$0	\$198,164	Classified	B32	No
68 (tie)	Department of Public Safety	Director VII	\$198,164	\$0	\$198,164	Classified	B32	No
68 (tie)	Department of Public Safety	Director VII	\$198,164	\$0	\$198,164	Classified	B32	No
68 (tie)	Department of Public Safety	Director VII	\$198,164	\$0	\$198,164	Classified	B32	No
68 (tie)	Department of Public Safety	Director VII	\$198,164	\$0	\$198,164	Classified	B32	No
68 (tie)	Department of Public Safety	Director VII	\$198,164	\$0	\$198,164	Classified	B32	No
82	Department of Transportation	Deputy Director I	\$198,000	\$0	\$198,000	Classified	B33	No
83	Office of the Comptroller of Public Accounts	Deputy Director I	\$197,572	\$0	\$197,572	Classified	B33	No

100 Highest Annual Base Salaries for Management at State Agencies

As of June 30, 2016 ^a

Rank	Agency	Job Title	Annual Base Salary ^b	Additional Pay as of June 30, 2016 ^c	Total Compensation	Employee Type ^d	Salary Group	Executive Officer of Agency?
84	Employees Retirement System	Deputy Director III	\$197,000	\$0	\$197,000	Classified	B35	No
85	Office of Consumer Credit Commissioner ^{e g}	Commissioner	\$196,000	\$7,840	\$203,840	Exempt	No Salary Group	Yes
86	Teacher Retirement System	General Counsel VI	\$195,000	\$5,000	\$200,000	Classified	B32	No
86 (tie)	Texas Education Agency	Deputy Director I	\$195,000	\$0	\$195,000	Classified	B33	No
88	General Land Office	Deputy Director I	\$194,750	\$0	\$194,750	Classified	B33	No
88 (tie)	Department of Savings and Mortgage Lending ^{e g}	Commissioner	\$194,750	\$7,790	\$202,540	Exempt	No Salary Group	Yes
90	Department of Transportation	District Engineer	\$193,417	\$0	\$193,417	Classified	B33	No
90 (tie)	Department of Transportation	District Engineer	\$193,417	\$0	\$193,417	Classified	B33	No
90 (tie)	Department of Transportation	Deputy Director I	\$193,417	\$5,800	\$199,217	Classified	B33	No
93	Department of Public Safety	Director VII	\$193,331	\$0	\$193,331	Classified	B32	No
93 (tie)	Department of Public Safety	Director VII	\$193,331	\$0	\$193,331	Classified	B32	No
93 (tie)	Department of Public Safety	Director VII	\$193,331	\$0	\$193,331	Classified	B32	No
96	Juvenile Justice Department	Executive Director	\$192,556	\$0	\$192,556	Exempt	6	Yes
97	Department of Motor Vehicles	Executive Director	\$192,126	\$0	\$192,126	Exempt	5	Yes
98	Office of the Comptroller of Public Accounts	Deputy Director I	\$191,075	\$0	\$191,075	Classified	B33	No
99	Texas Department of Banking	Deputy Director II	\$190,008	\$5,707	\$195,715	Classified	B34	No
99 (tie)	Texas Department of Banking	Deputy Director II	\$190,008	\$7,633	\$197,641	Classified	B34	No

^a This analysis is based on the annual base salary for the listed job titles and excluded legislative agencies, higher education institutions, temporary positions, and medical and investment positions. See Tables 7 and 8 in Chapter 2-C for the highest salaried medical and investment positions at state agencies.

^b This is based on the annualized monthly salary as of June 30, 2016.

^c Includes one-time merit awards and bonuses paid between September 1, 2015, and June 30, 2016.

^d A **classified position** is included in the State's Position Classification Plan in Article IX of the General Appropriations Act (84th Legislature). An **exempt position** is either listed in the General Appropriations Act under a state agency's schedule of exempt positions or is exempted by the Governor from the State's Position Classification Plan. An **unclassified position** is neither classified nor exempt.

100 Highest Annual Base Salaries for Management at State Agencies

As of June 30, 2016 ^a

Rank	Agency	Job Title	Annual Base Salary ^b	Additional Pay as of June 30, 2016 ^c	Total Compensation	Employee Type ^d	Salary Group	Executive Officer of Agency?
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^e This is a self-directed, semi-independent agency. Each agency's board of trustees or commission sets the executive officer's salary for its agency.

^f In May 2014, the Department of Banking's commissioner was appointed as the executive director of the Finance Commission. While serving in that capacity, the commissioner receives a monthly salary supplement of \$1,000. An additional salary adjustment of 2.5 percent became effective September 1, 2015.

^g The Finance Commission approved a 4 percent one-time merit for the executive director at a December 2015 meeting. That merit was awarded as of December 1, 2015, but it was effectively received in January 2016.

^h As required by Senate Bill 208 (84th Legislature) and House Bill 2463 (84th Legislature), the functions and programs of the Department of Assistive and Rehabilitative Services were transferred to the Health and Human Services Commission and the Texas Workforce Commission effective September 1, 2016.

Chapter 1-B

Executive Officer Recommended Salary Ranges and Salary Groups

The State Auditor's Office conducted a market comparison using public and private sector data appropriate to the nature and complexity of 73 executive officer positions that were exempt from the State's Position Classification Plan during the 2016-2017 biennium⁴ (see Appendix 3 on page 32 for more information about the market analysis).

To determine the recommended salary ranges for each incumbent executive officer and salary groups for each position listed in Tables 2, 3, and 4 on the following pages, the State Auditor's Office analyzed:

- The executive officer annual base salaries and the midpoints of the assigned salary ranges.
- The size of the agency's annual appropriations.
- The number of authorized FTE employees of the agency, including the number of federally funded FTE employees, FTE employees paid from non-appropriated funds, and contractors.
- Market average compensation for similar executive positions.
- The agency's mission.

⁴ The market comparison excluded legislative agencies; higher education institutions; elected officials; the Secretary of State; the courts; self-directed, semi-independent agencies; and the Treasury Safekeeping Trust Company.

- Salaries of classified employees.
- Specialized experience, education, or skills required for the position.

Based on that analysis, some executive officer positions may have a recommended salary group that is higher than their currently assigned salary group.

This report does not recommend specific salaries for individuals. The Legislature sets salaries during the budget process or an agency’s governing board sets salaries as authorized by statute or the General Appropriations Act. When setting salaries, the Legislature and each agency’s governing board should consider an individual executive officer’s past and current performance, experience, education, licenses, and certifications, as well as the agency’s ability to pay. For example, not all executive officers should be paid at the market average, which is usually an amount that is at or near the midpoint of an assigned salary range. It may be appropriate for employees with limited experience or who are not meeting performance targets to be paid closer to the minimum of the salary range. Similarly, it may be appropriate for an employee to be paid a salary at the midpoint or higher in the salary range if the employee (1) has qualifications that bring strong experience to the job, (2) exceeds the qualifications required for the job, (3) exceeds performance targets, and/or (4) is an outstanding performer. Other factors that should be considered when placing an employee within a salary range include the difference between the pay of an executive officer and the pay of other staff and budgetary factors.

In addition to compensation analysis information for state agency executive officers, this report also provides information about market comparisons for executive officers at self-directed, semi-independent agencies. See Appendix 4 on page 36 for more information on market comparisons for executive officer positions at self-directed, semi-independent agencies.

Judicial Compensation Commission

The 80th Legislature created the Judicial Compensation Commission (Commission) effective September 1, 2007, to recommend the proper salaries to be paid to all justices and judges of the Supreme Court of Texas, the Court of Criminal Appeals, the courts of appeals, and the district courts. The Commission is responsible for making a report on judicial compensation to the Legislature no later than December 1 of each even-numbered year.

For this analysis, the State Auditor’s Office placed agencies in one of three executive officer compensation tiers, which are agencies grouped according to recommended salary groups. The tiers excluded higher education institutions; legislative agencies; elected officials; the Secretary of State; the courts; self-directed, semi-independent agencies; and unclassified positions (for example, the Treasury Safekeeping Trust Company’s executive director position). (See text box for information about the Judicial Compensation Commission.)

Tier I Positions

Tier I includes 19 executive officer positions at state agencies, most of which have the largest number of authorized FTE employees and/or budget amounts within Texas government, including:

- Health and Human Services Agencies – Agencies include the Health and Human Services Commission, the Department of State Health Services, the Department of Family and Protective Services, and the Department of Aging and Disability Services.⁵ Those agencies are responsible for services such as protecting the health of citizens; protecting and assisting children, the elderly, and the disabled; and administering Supplemental Nutrition Assistance Program and Medicaid benefits.
- Education Agencies – Agencies include the Higher Education Coordinating Board and the Texas Education Agency. Those agencies are responsible for helping to ensure that Texas meets the educational needs of students.
- Public Safety and Criminal Justice Agencies – Agencies include the Department of Criminal Justice, the Juvenile Justice Department, and the Department of Public Safety. Those agencies are responsible for ensuring public safety and homeland security.

Table 2 on the next page lists the recommended salary ranges and salary groups for Tier I positions. Except for the executive officer positions at the Teacher Retirement System and the Employees Retirement System, the executive officer positions for Tier I agencies have a recommended exempt salary group of 7 (\$162,000 to \$261,068) or 8 (\$186,300 to \$299,813). It should be noted that the salary ranges listed in Table 2 do not always match the full ranges of the recommended salary groups. The recommended salary range minimum was based on the incumbent's monthly salary (annualized) as of June 30, 2016, or the minimum of the recommended salary group, whichever was higher (see Appendix 2 on page 30 for the full range of each salary group).

⁵ As required by Senate Bill 208 (84th Legislature) and House Bill 2463 (84th Legislature), the functions and programs of the Department of Assistive and Rehabilitative Services were transferred to the Health and Human Services Commission and the Texas Workforce Commission effective September 1, 2016.

Table 2

Tier I Executive Officer Compensation			
Agency	Executive Officer Annual Base Salary as of June 30, 2016	Recommended Salary Range	Recommended Salary Group
Teacher Retirement System ^a	\$327,443	Not Applicable	Not Applicable
Department of Transportation	\$299,812	\$299,812 to \$299,813	8
Employees Retirement System ^a	\$271,625	Not Applicable	Not Applicable
Health and Human Services Commission	\$266,500	\$266,500 to \$299,813	8
Department of Criminal Justice	\$266,500	\$266,500 to \$299,813	8
Cancer Prevention and Research Institute of Texas	\$250,000	\$250,000 to \$299,813	8
Department of State Health Services	\$242,353	\$242,353 to \$299,813	8
Department of Aging and Disability Services	\$241,273	\$241,273 to \$299,813	8
Texas Education Agency	\$220,375	\$220,375 to \$299,813	8
Department of Public Safety	\$220,039	\$220,039 to \$299,813	8
Department of Family and Protective Services	\$220,000	\$220,000 to \$299,813	8
Texas Lottery Commission	\$211,191	\$211,191 to \$261,068	7
Commission on Environmental Quality	\$210,695	\$210,695 to \$261,068	7
Higher Education Coordinating Board	\$205,160	\$205,160 to \$299,813	8
Department of Insurance	\$202,383	\$202,383 to \$261,068	7
Parks and Wildlife Department	\$200,643	\$200,643 to \$261,068	7
Juvenile Justice Department	\$192,556	\$192,556 to \$261,068	7
Department of Motor Vehicles	\$192,126	\$192,126 to \$261,068	7
Texas Workforce Commission	\$179,500	\$179,500 to \$261,068	7

^a The boards of trustees for the Teacher Retirement System and the Employees Retirement System set the salaries for the executive officer positions at those agencies.

Tier II Positions

Tier II includes 34 executive officer positions primarily at state agencies that are mid-sized with between 100 and 800 authorized FTE employees. The executive officer positions in Tier II have a recommended exempt salary group of 4 (\$106,500 to \$171,688); 5 (\$122,500 to \$197,415); or 6 (\$140,900 to \$227,038).

Table 3 on the next page lists the recommended salary ranges and salary groups for Tier II positions. It should be noted that the salary ranges listed in Table 3 do not always match the full ranges of the recommended salary groups. The recommended salary range minimum is based on the

incumbent's salary (annualized) as of June 30, 2016, or the minimum of the recommended salary group, whichever was higher.

Table 3

Tier II Executive Officer Compensation			
Agency	Executive Officer Annual Base Salary as of June 30, 2016	Recommended Salary Range	Recommended Salary Group
State Preservation Board	\$186,714	\$186,714 to \$227,038	6
Department of Information Resources	\$184,792	\$184,792 to \$227,038	6
State Office of Administrative Hearings	\$180,000	\$180,000 to \$197,415	5
Department of Licensing and Regulation	\$179,375	\$179,375 to \$227,038	6
Water Development Board	\$173,241	\$173,241 to \$227,038	6
Department of Housing and Community Affairs	\$172,997	\$172,997 to \$227,038	6
Office of Court Administration, Texas Judicial Council	\$171,216	\$171,216 to \$197,415	5
Facilities Commission	\$170,824	\$170,824 to \$227,038	6
Texas Military Department	\$167,916	\$167,916 to \$227,038	6
Department of Insurance, Workers' Compensation	\$164,000	\$164,000 to \$227,038	6
Public Utility Commission of Texas	\$158,075	\$158,075 to \$197,415	5
Alcoholic Beverage Commission	\$153,503	\$153,503 to \$197,415	5
Historical Commission	\$145,954	\$145,954 to \$197,415	5
Texas Medical Board ^a	\$145,930	\$145,930 to \$197,415	5
Office of the State Prosecuting Attorney ^b	\$143,500	\$143,500 to \$197,415	5
Library and Archives Commission	\$143,500	\$143,500 to \$171,688	4
School for the Deaf	\$142,000	\$142,000 to \$197,415	5
Texas Board of Nursing	\$140,758	\$140,758 to \$197,415	5
Animal Health Commission	\$140,327	\$140,327 to \$197,415	5
Securities Board	\$139,443	\$139,443 to \$197,415	5
School for the Blind and Visually Impaired	\$138,680	\$138,680 to \$197,415	5
State Office of Risk Management	\$138,102	\$138,102 to \$171,688	4
Office of Public Insurance Counsel	\$137,734	\$137,734 to \$171,688	4
Office of Capital and Forensic Writs ^c	\$137,274	\$137,274 to \$171,688	4
Soil and Water Conservation Board	\$136,651	\$136,651 to \$171,688	4
Texas Ethics Commission	\$133,463	\$133,463 to \$171,688	4
Office of Public Utility Counsel	\$131,151	\$131,151 to \$171,688	4
Veterans Commission	\$130,840	\$130,840 to \$197,415	5
Board of Pharmacy	\$130,462	\$130,462 to \$171,688	4
Public Finance Authority	\$126,918	\$126,918 to \$197,415	5
Bond Review Board	\$125,000	\$125,000 to \$171,688	4
State Commission on Judicial Conduct	\$124,350	\$124,350 to \$171,688	4
Office of Injured Employee Counsel	\$123,000	\$123,000 to \$171,688	4

Tier II Executive Officer Compensation			
Agency	Executive Officer Annual Base Salary as of June 30, 2016	Recommended Salary Range	Recommended Salary Group
Texas Commission on Law Enforcement	\$117,294	\$117,294 to \$171,688	4
<p>^a The Texas Medical Board may authorize an additional salary supplement not to exceed \$12,300 annually if the executive officer is a medical doctor and an attorney, as authorized by Rider 3, page VIII-36, the General Appropriations Act (84th Legislature).</p> <p>^b The salary for the state prosecuting attorney position is set in Texas Government Code, Section 46.003. The state prosecuting attorney and each state prosecutor is entitled to receive state compensation equal to the compensation that is provided for a district judge position in the General Appropriations Act.</p> <p>^c Senate Bill 1743 (84th Legislature) changed the name of the Office of Capital Writs to the Office of Capital and Forensic Writs.</p>			

Tier III Positions

Tier III includes 20 executive officer positions primarily at small agencies that have fewer than 100 authorized FTE employees. The executive officer positions in Tier III have a recommended exempt salary group of 1 (\$70,000 to \$112,750); 2 (\$80,500 to \$129,765); or 3 (\$92,600 to \$149,240).

Table 4 lists the recommended salary ranges and salary groups for Tier III positions. It should be noted that the salary ranges listed in Table 4 do not always match the full ranges of the recommended salary groups. The recommended salary range minimum is based on the incumbent's salary (annualized) as of June 30, 2016, or the minimum of the recommended salary group, whichever was higher.

Table 4

Tier III Executive Officer Compensation			
Agency	Executive Officer Annual Base Salary as of June 30, 2016	Recommended Salary Range	Recommended Salary Group
Trusteed Programs within the Office of the Governor, Office of State-Federal Relations ^a	\$139,319	\$139,319 to \$149,240	3
Commission on State Emergency Communications	\$114,999	\$114,999 to \$149,240	3
Commission on the Arts	\$110,690	\$110,690 to \$149,240	3
Commission on Fire Protection	\$102,508	\$102,508 to \$149,240	3
Pension Review Board	\$102,500	\$102,500 to \$149,240	3
Commission on Jail Standards	\$101,780	\$101,780 to \$149,240	3
Board of Veterinary Medical Examiners	\$95,316	\$95,316 to \$129,765	2
State Law Library	\$93,534	\$93,534 to \$129,765	2
Executive Council of Physical Therapy and Occupational Therapy Examiners	\$93,524	\$93,524 to \$129,765	2
State Board of Dental Examiners	\$92,250	\$92,250 to \$149,240	3
Board of Examiners of Psychologists	\$91,867	\$91,867 to \$129,765	2
Racing Commission	\$90,200	\$90,200 to \$149,240	3

Tier III Executive Officer Compensation

Agency	Executive Officer Annual Base Salary as of June 30, 2016	Recommended Salary Range	Recommended Salary Group
Texas Emergency Services Retirement System	\$90,000	\$90,000 to \$149,240	3
Board of Professional Geoscientists	\$88,262	\$88,262 to \$129,765	2
Funeral Service Commission	\$87,951	\$87,951 to \$112,750	1
Board of Plumbing Examiners	\$82,082	\$82,082 to \$149,240	3
Optometry Board	\$79,704	\$79,704 to \$112,750	1
Board of Podiatric Medical Examiners	\$79,378	\$79,378 to \$112,750	1
Board of Professional Land Surveying	\$74,863	\$74,863 to \$112,750	1
Board of Chiropractic Examiners	\$72,972	\$72,972 to \$112,750	1

^a A cost of living salary supplement not to exceed \$1,200 per month is authorized for Office of State and Federal Relations employees whose duty station is Washington, D.C., as authorized by Rider 14, page I-60, the General Appropriations Act (84th Legislature).

Pay compression occurs when the pay of a subordinate employee comes close to, matches, or exceeds the pay of a direct supervisor, including an agency's executive officer. When that occurs, the difference in pay may be disproportionate to the difference in the responsibilities, which could create internal inequity.

Although there may be circumstances in which an employee could justifiably be paid more than his or her direct supervisor, standard compensation practices recommend an average difference of at least 15 percent between an executive officer's salary and the salaries of the staff the executive officer oversees. That differential can help to maintain internal equity by recognizing executives for their skills, experience, and scope of responsibilities for managing an agency. However, as discussed below, pay compression exists among executive officers and their staffs at several state agencies.

Chapter 2-A

Pay Compression Exists Among Some Executive Officers and Their Staff

The State Auditor's Office reviewed the annual base salaries as of June 30, 2016, of executive officers and full-time classified, unclassified, and other exempt employees at state agencies (excluding higher education institutions; legislative agencies; elected officials; the Secretary of State; the courts; and self-directed, semi-independent agencies) and determined that:

- A total of 28 employees at 13 state agencies had annual base salaries that exceeded the annual base salary of their executive officer (see Table 5 on the next page). Those employees' salaries exceeded their executive officers' salaries by \$0.12 (or 0.0 percent) to \$303,500 (or 121.4 percent) annually. That has improved since fiscal year 2014, when 116 employees at 12 state agencies had annual base salaries higher than their executive officers.⁶
- A total of 138 employees at 21 state agencies had annual base salaries that were the same as or within 10.0 percent less than their executive officer's annual base salary (see Table 6 on page 18). Specifically:
 - ♦ Fifty-one employees at 9 agencies had salaries that were the same or within 5.0 percent less than their executive officers' annual base

⁶ For more information about 2014 salaries, see *A Report on Executive Compensation at State Agencies* (State Auditor's Office Report No. 14-705, August 2014).

salaries. Of those 51 employees, 7 (13.7 percent) were in director positions and 40 (78.4 percent) were in medical positions.

- ♦ Eighty-seven employees at 19 agencies had salaries that were 5.1 percent to 10.0 percent less than their executive officers' annual base salaries. Of those 87 employees, 27 (31.0 percent) were in director positions, 47 (54.0 percent) were in medical positions, and 8 (9.2 percent) were general counsel.

Table 5 shows the total number of employees who had a higher annual base salary than the executive officer at each agency as of June 30, 2016.

Table 5

Total Number of Employees with a Salary Higher Than the Executive Officer at Each Agency As of June 30, 2016						
Agency	Types of Positions					
	Chief Scientific Officer	Director	General Counsel	Investment ^a	Medical ^b	Systems Analyst
Cancer Prevention and Research Institute of Texas	1					
Department of Information Resources		1				
Department of State Health Services					9	
Employees Retirement System				1		
State Board of Dental Examiners					1	
State Office of Risk Management		1				
State Securities Board		1	1			
Teachers Retirement System				3		
Texas Board of Nursing		1				
Texas Education Agency				2		
Juvenile Justice Department					1	
Texas Medical Board		1				
Texas Racing Commission		1	1		1	1
Totals	1	6	2	6	12	1
^a Job titles for investment positions include director of investments, deputy chief investment officer, portfolio manager, investment fund director, Permanent School Fund chief investment officer, and chief investment officer. ^b Job titles for medical positions include dentist, veterinarian, and psychiatrist.						

Table 6 shows the number of employees whose annual base salary was within 10.0 percent less than their executive officers' annual base salaries at each agency as of June 30, 2016.

Table 6

Total Number of Employees with a Salary Within 10 Percent of the Executive Officer's Salary As of June 30, 2016		
Agency	Number of Employees with a Salary That Was the Same or Within 5.0 Percent Less than the Executive Officer's Annual Base Salary	Number of Employees with a Salary That Was 5.1 Percent to 10.0 Percent Less Than the Executive Officer's Annual Base Salary
Alcoholic Beverage Commission	1	2
Animal Health Commission	0	1
Texas Board of Nursing	0	2
Commission on State Emergency Communications	0	3
Department of Aging and Disability Services	3	17
Department of Information Resources	0	2
Department of Licensing and Regulation	1	0
Department of Public Safety	1	15
Department of State Health Services	37	29
Department of Transportation	0	1
Employees Retirement System	0	2
Health and Human Services Commission	0	2
Office of Injured Employee Counsel	0	1
State Commission on Judicial Conduct	0	1
State Securities Board	1	1
Teacher Retirement System	1	1
Texas Education Agency	3	2
Texas Lottery Commission	3	0
Texas Medical Board	0	1
Texas Public Finance Authority	0	2
Texas Military Department	0	2
Totals	51	87

Possible Causes of Pay Compression

Pay compression can occur at state agencies for a variety of reasons.

Possible causes include:

- Salaries for some executive officers may be set too low. **Most executive officers have annual base salaries that are authorized in the General Appropriations Act. Those are often referred to as “not-to-exceed” rates (see text box for more information). If the not-to-exceed rates are set too low, they can set an unintentional salary cap for the entire agency if the agency’s executive officer or the agency’s governing board chooses to not pay employees in professional-level positions at or more than the executive officer’s annual base salary. For example, many agencies have a need for specialized employees in legal, finance, medical, and other professional career fields. If the executive officer’s salary is too low, agencies may struggle to recruit and retain staff for professional positions because of market competition unless the agencies are willing to set the salaries for employees in those positions close to or higher than the executive officer’s salary.**
- **Executive officers classified as “exempt” are not eligible for the same types of salary increases as the employees they manage. Employees classified within the State’s Position Classification Plan are eligible for increases, such as merit increases, that do not exist for most exempt employees, such as executive officers.**

Not-to-exceed Rates

The General Appropriations Act authorizes the salaries of most agency executive officers. Those are “not-to-exceed” rates. In the General Appropriations Act (84th Legislature), 71 executive officer positions that had an assigned salary group in the Schedule of Exempt Positions also had not-to-exceed rates.

Chapter 2-B

Executive Officers and Human Resources Directors Expressed Concerns About Executive Officer Pay at Some State Agencies

In a survey that the State Auditor’s Office conducted in March 2016, of the 71 executive officers that completed the survey, some executive officers expressed concerns about their annual base salary. Some of the reported concerns included:

- The not-to-exceed rates and the inability for executive officers to receive increases for performance, such as merit increases or bonuses.
- Inequities exist in pay among executive officer employees at the state agencies.

- Funds not being appropriated for approved salary increases for executive officer positions; therefore, not all agencies are able to provide the salary increases due to lack of funding.
- Pay for the executive officer position is not commensurate with the level of job responsibilities.

Chapter 2-C

Medical and Investment Positions Are Among the Highest Paid in State Government

As shown in Table 5 in Chapter 2-A, more employees in medical positions have annual base salaries that exceed their executive officers' annual base salaries than employees in other types of positions.

Table 7 lists the job titles and salaries of the 30 highest paid medical positions. The majority of those positions are at the Department of State Health Services. The commissioner at the Department of State Health Services is a medical doctor responsible for the overall management of the agency and earns an annual base salary of \$242,353.

Table 7

Thirty Highest Salaried Medical Positions at State Agencies ^a					
As of June 30, 2016					
Rank ^b	Agency	Job Title	Annual Salary	Employee Type	Salary Group
1	Department of State Health Services	Psychiatrist IV	\$260,000	Classified	B35
2	Juvenile Justice Department	Psychiatrist IV	\$251,652	Classified	B35
2	Health and Human Services Commission	Physician III	\$251,652	Classified	B34
2	Department of State Health Services	Psychiatrist IV	\$251,652	Classified	B35
5	Department of State Health Services	Psychiatrist IV	\$249,770	Classified	B35
5	Department of State Health Services	Psychiatrist IV	\$249,770	Classified	B35
7	Department of State Health Services	Psychiatrist IV	\$249,142	Classified	B35
8	Department of State Health Services	Psychiatrist III	\$246,717	Classified	B34
8	Department of State Health Services	Psychiatrist III	\$246,717	Classified	B34
10	Department of State Health Services	Psychiatrist IV	\$246,709	Classified	B35
11	Department of State Health Services	Psychiatrist IV	\$243,000	Classified	B35
12	Department of State Health Services	Psychiatrist III	\$241,092	Classified	B34
13	Department of State Health Services	Psychiatrist III	\$239,778	Classified	B34
14	Department of State Health Services	Psychiatrist III	\$239,467	Classified	B34
14	Department of State Health Services	Psychiatrist III	\$239,467	Classified	B34
14	Department of State Health Services	Psychiatrist III	\$239,467	Classified	B34

Thirty Highest Salaried Medical Positions at State Agencies ^a

As of June 30, 2016

Rank ^b	Agency	Job Title	Annual Salary	Employee Type	Salary Group
14	Department of State Health Services	Psychiatrist III	\$239,467	Classified	B34
18	Department of State Health Services	Psychiatrist III	\$239,210	Classified	B34
18	Department of State Health Services	Psychiatrist III	\$239,210	Classified	B34
18	Department of State Health Services	Psychiatrist III	\$239,210	Classified	B34
18	Department of State Health Services	Psychiatrist III	\$239,210	Classified	B34
18	Department of State Health Services	Psychiatrist III	\$239,210	Classified	B34
18	Department of State Health Services	Psychiatrist III	\$239,210	Classified	B34
18	Department of State Health Services	Psychiatrist III	\$239,210	Classified	B34
18	Department of State Health Services	Psychiatrist III	\$239,210	Classified	B34
18	Department of State Health Services	Psychiatrist III	\$239,210	Classified	B34
18	Department of State Health Services	Psychiatrist III	\$239,210	Classified	B34
18	Department of State Health Services	Psychiatrist III	\$239,210	Classified	B34
28	Department of Aging and Disability Services	Psychiatrist III	\$236,994	Classified	B34
29	Department of Aging and Disability Services	Psychiatrist III	\$236,956	Classified	B34
30	Department of Aging and Disability Services	Physician III	\$236,781	Classified	B34

^a This table excludes higher education institutions.

^b Several positions are tied at the same annual base salary amount.

Sources: Uniform Statewide Payroll/Personnel System, Human Resource Information System, and Standardized Payroll/Personnel Reporting System.

Table 8 shows the 30 highest paid investment positions. The majority of those positions are at the Teacher Retirement System and the Employees Retirement System. The executive director of the Teacher Retirement System earns an annual base salary of \$327,443, and the executive director at the Employees Retirement System earns an annual base salary of \$271,625; both are eligible for additional compensation.

Table 8

Thirty Highest Salaried Investment Positions at State Agencies ^a

As of June 30, 2016

Rank	Agency	Job Title	Annual Base Salary	Additional Compensation	Total Compensation	Employee Type	Salary Group
1	Teacher Retirement System	Chief Investment Officer	\$525,000	\$349,827	\$874,827	Exempt	Not Applicable
2	Employees Retirement System	Director of Investments	\$402,868	\$239,703	\$642,571	Unclassified	Not Applicable
3	Teacher Retirement System	Deputy Chief Investment Officer	\$340,000	\$217,997	\$557,997	Exempt	Not Applicable
4	Teacher Retirement System	Investment Fund Director	\$332,800	\$257,512	\$590,312	Exempt	Not Applicable

Thirty Highest Salaried Investment Positions at State Agencies ^a

As of June 30, 2016

Rank	Agency	Job Title	Annual Base Salary	Additional Compensation	Total Compensation	Employee Type	Salary Group
5	Teacher Retirement System	Investment Fund Director	\$318,000	\$215,506	\$533,506	Exempt	Not Applicable
6	Teacher Retirement System	Senior Investment Manager, London	\$297,903	\$126,173	\$424,076	Unclassified	Not Applicable
7	General Land Office	Portfolio Manager V	\$276,816	\$210,767	\$487,583	Classified	B35
8	Teacher Retirement System	Portfolio Manager V	\$267,750	\$161,541	\$429,291	Classified	B35
9	Texas Education Agency	Permanent School Fund Chief Investment Officer	\$265,475	\$0	\$265,475	Exempt	Not Applicable
10	Teacher Retirement System	Portfolio Manager V	\$265,200	\$167,567	\$432,767	Classified	B35
11	Treasury Safekeeping Trust Company ^b	Chief Investment Officer	\$263,952	\$77,946	\$341,898	Unclassified	Not Applicable
12	Teacher Retirement System	Portfolio Manager V	\$262,650	\$0	\$262,650	Classified	B35
13	Texas Education Agency	Portfolio Manager V	\$258,300	\$0	\$258,300	Classified	B35
14	Employees Retirement System	Portfolio Manager V	\$254,487	\$140,606	\$395,093	Classified	B35
15	Teacher Retirement System	Portfolio Manager V	\$251,022	\$159,097	\$410,119	Classified	B35
16	Employees Retirement System	Portfolio Manager V	\$249,024	\$156,068	\$405,092	Classified	B35
17	Teacher Retirement System	Portfolio Manager V	\$240,000	\$147,320	\$387,320	Classified	B35
18	Teacher Retirement System	Portfolio Manager V	\$239,476	\$145,422	\$384,898	Classified	B35
19	Teacher Retirement System	Portfolio Manager V	\$234,651	\$136,484	\$371,135	Classified	B35
20	Teacher Retirement System	Portfolio Manager V	\$231,336	\$114,362	\$345,698	Classified	B35
21	Employees Retirement System	Portfolio Manager IV	\$226,649	\$84,566	\$311,216 ^c	Classified	B33
22	Teacher Retirement System	Portfolio Manager IV	\$223,686	\$148,751	\$372,437	Classified	B33
23	Employees Retirement System	Portfolio Manager IV	\$222,119	\$118,301	\$340,420	Classified	B33
24	Employees Retirement System	Portfolio Manager IV	\$221,865	\$140,873	\$362,738	Classified	B33
25	Employees Retirement System	Portfolio Manager IV	\$220,723	\$148,534	\$369,257	Classified	B33
26	Teacher Retirement System	Portfolio Manager V	\$220,320	\$166,950	\$387,270	Classified	B35
27	Teacher Retirement System	Portfolio Manager V	\$219,300	\$156,362	\$375,662	Classified	B35

Thirty Highest Salaried Investment Positions at State Agencies ^a

As of June 30, 2016

Rank	Agency	Job Title	Annual Base Salary	Additional Compensation	Total Compensation	Employee Type	Salary Group
28	Teacher Retirement System	Chief Trader II	\$216,240	\$135,613	\$351,853	Classified	B33
28 (tie)	Teacher Retirement System	Portfolio Manager IV	\$216,240	\$114,803	\$331,043	Classified	B33
28 (tie)	Teacher Retirement System	Portfolio Manager IV	\$216,240	\$121,925	\$338,165	Classified	B33

^a This table excludes higher education institutions. Most positions are eligible for additional compensation. See *An Audit Report on Incentive Compensation at the Permanent School Fund, General Land Office, Employees Retirement System, and Teacher Retirement System* (State Auditor's Office Report No. 16-030, June 2016) for more information about additional compensation.

^b The State Auditor's Office relied on job titles to identify investment positions. Some agencies, such as the Treasury Safekeeping Trust Company, may have additional high-paying positions for employees whose primary function is investments but whose job titles do not reflect that.

^c Total compensation does not sum exactly due to rounding.

Sources: Uniform Statewide Payroll/Personnel System, Human Resource Information System, and Standardized Payroll/Personnel Reporting System.

Chapter 2-D

Changes in Salaries for the Highest Paid Executive Officer Positions at State Agencies

Table 9 on the next page shows the difference in salaries over a 5-year time period for the top 30 highest paid executive officer positions. Salary adjustments for executive officer positions have varied among state agencies, with changes ranging from a decrease of 12.9 percent to an increase of 59.0 percent over the 5-year period.

Article IX, Section 3.04, the General Appropriations Act (84th Legislature) provides mechanisms for increasing an executive officer's pay above the assigned not-to-exceed rates; however, those mechanisms are available only to select agencies. Those two mechanisms are:

- The Governor can set the rate of pay within the range for the respective exempt salary groups in which the positions are assigned.
- The agency's governing board, if applicable, can submit a request to the Governor, the Legislative Budget Board, and the Comptroller of Public Accounts to increase an executive officer's pay within the position's assigned salary group.

Table 9

Five-year Percent Change in Base Pay by Position ^a
 Thirty Highest Paid Executive Officer Positions as of June 30, 2016

Rank	Agency	Job Title	5-year Comparison (Change from Fiscal Year 2012 to Fiscal Year 2016)			Eligible to Receive Additional Compensation?
			2016 Base Salary as of June 30, 2016	2012 Base Salary as of June 30, 2012	Percent Change from June 30, 2012 to June 30, 2016	
1	Teacher Retirement System ^b	Executive Director	\$327,443	\$270,000	21.3%	Yes
2	Department of Transportation	Executive Director	\$299,812	\$292,500	2.5%	No
3	Employees Retirement System	Executive Director	\$271,625	\$312,000	-12.9%	Yes
4	Health and Human Services Commission	Executive Commissioner	\$266,500	\$230,000	15.9%	No
4 (tie)	Department of Criminal Justice	Executive Director	\$266,500	\$186,300	43.0%	No
6	Cancer Prevention and Research Institute of Texas	Executive Director	\$250,000	\$212,000	17.9%	No
7	Department of Banking ^{c d e}	Commissioner	\$242,925	\$205,200	18.4%	Yes
8	Department of State Health Services	Commissioner	\$242,353	\$183,750	31.9%	No
9	Department of Aging and Disability Services	Commissioner	\$241,273	\$163,200	47.8%	No
10	Texas Education Agency	Commissioner	\$220,375	\$186,300	18.3%	No
11	Department of Public Safety	Director	\$220,039	\$162,000	35.8%	No
12	Department of Family and Protective Services	Commissioner	\$220,000	\$168,000	31.0%	No
13	Department of Assistive and Rehabilitative Service	Commissioner	\$211,648	\$145,860	45.1%	No
14	Texas Lottery Commission	Executive Director	\$211,191	\$185,319	14.0%	No
15	Commission on Environmental Quality	Executive Director	\$210,695	\$145,200	45.1%	No
16	Higher Education Coordinating Board	Commissioner	\$205,160	\$186,300	10.1%	No
17	Department of Insurance	Commissioner of Insurance	\$202,383	\$127,308	59.0%	No
18	Parks and Wildlife Department	Executive Director	\$200,643	\$143,000	40.3%	No

Five-year Percent Change in Base Pay by Position ^a
 Thirty Highest Paid Executive Officer Positions as of June 30, 2016

Rank	Agency	Job Title	5-year Comparison (Change from Fiscal Year 2012 to Fiscal Year 2016)			Eligible to Receive Additional Compensation?
			2016 Base Salary as of June 30, 2016	2012 Base Salary as of June 30, 2012	Percent Change from June 30, 2012 to June 30, 2016	
19	Office of Consumer Credit Commissioner ^{c e}	Commissioner	\$196,000	\$170,500	15.0%	Yes
20	Department of Savings and Mortgage Lending ^{c e}	Commissioner	\$194,750	\$188,700	3.2%	Yes
21	Juvenile Justice Department	Executive Director	\$192,556	\$172,000	12.0%	No
22	Department of Motor Vehicles	Executive Director	\$192,126	\$175,000	9.8%	No
23	State Preservation Board	Executive Director	\$186,714	\$160,000	16.7%	No
24	Credit Union Department	Commissioner	\$185,375	\$142,400	30.2%	No
25	Department of Information Resources	Executive Director	\$184,792	\$175,000	5.6%	No
26	State Office of Administrative Hearings	Chief Administrative Law Judge	\$180,000	\$122,500	46.9%	No
27	Texas Workforce Commission	Executive Director	\$179,500	\$140,000	28.2%	No
28	Department of Licensing and Regulation	Executive Director	\$179,375	\$145,000	23.7%	No
29	Water Development Board	Executive Administrator	\$173,241	\$135,000	28.3%	No
30	Department of Housing and Community Affairs	Executive Director	\$172,997	\$129,250	33.8%	No

^a This analysis excluded legislative agencies, higher education institutions, elected officials, the Secretary of State, the Treasury Safekeeping Trust Company, and members of the courts.

^b In November 2015, the **Teacher Retirement System's** Board of Trustees approved and adopted an executive performance incentive pay for the executive **director's position**.

^c This is a self-directed, semi-independent agency. **Each agency's board of trustees or commission sets the executive officer's salary for its agency.** In addition to the base salary amount, an **executive officer at an agency under the Finance Commission of Texas's** oversight may receive a monthly stipend if that person is also performing the duties of the executive officer of the Finance Commission of Texas.

^d In May 2014, the Department of Banking's commissioner was appointed as the executive director of the Finance Commission. While serving in that capacity, the commissioner receives a monthly salary supplement of \$1,000. An additional salary adjustment of 2.5 percent became effective September 1, 2015.

^e The Finance Commission approved a 4 percent one-time merit for the executive director at a December 2015 meeting. That merit was awarded as of December 1, 2015, but it was effectively received in January 2016.

Appendices

Appendix 1

Objective, Scope, and Methodology

Objective

The objective of this report was to conduct a study reviewing compensation for positions that are exempt from the State's Position Classification Plan to:

- Compare salaries for exempt positions to market average compensation for similar executive positions.
- Compare salaries for exempt positions to salaries for classified positions.
- Prepare an analysis of exempt position compensation that considers agency size and complexity, agency appropriations, and full-time equivalent employee levels.

Scope

The scope of this study included 73 executive officer positions that were exempt from the State's Position Classification Plan (Plan) during the 2016-2017 biennium. This report also provides salary comparisons and market analysis for executive officers for self-directed, semi-independent agencies.

The State Auditor's Office analyzed state agency executive officer pay at state agencies and other public and private sector entities, taking into account factors such as:

- The size of the agency's annual appropriations.
- The agency's number of authorized full-time equivalent (FTE) employees using data as of February 29, 2016, including changes approved by the Governor and the Legislative Budget Board.
- The market average compensation for similar executive positions.
- The executive officer position's annual base salary compared to the annual base salaries of classified positions within the agency.
- Specialized education required for each position.

This study excluded positions at higher education institutions and legislative agencies. Other executive officer positions not included in this study include elected officials, the Secretary of State, and the courts. Salaries for elected

officials are a public policy decision that is not tied directly to the market average for similar professional positions.

Methodology

For this study, the State Auditor's Office considered the average market compensation for similar executive and professional positions; compensation for classified employees; the size and complexity of agencies; and specialized experience, education, or skills required for each position. The State Auditor's Office also compared executive officer positions from different agencies and took into account the size of an agency's annual appropriations and the number of an agency's authorized FTE employees.⁷

To determine the 100 highest annual base salaries for management at state agencies, the State Auditor's Office annualized the monthly base pay for each management position as of June 30, 2016. The annual base salaries did not include additional compensation, which consisted of bonuses and one-time merits given to the employees from September 1, 2015, through June 30, 2016.

In developing recommendations, the State Auditor's Office also reviewed compensation rates for similar work performed in the public and private sectors and compared those rates to the midpoint of existing salary ranges to determine the market competitiveness of the salary range for the positions reviewed. Market salary data for each survey was aged to January 1, 2017.

In addition to reviewing compensation data compiled by external parties, the State Auditor's Office conducted surveys of state agency executive officers and human resource directors and selected public sector entities in March 2016.

In developing the recommended salary groups and ranges, the State Auditor's Office reviewed:

- *Book of the States Survey*, the Council of State Governments, January 2015.
- Compensation Data 2015/2016-The National Executive & Senior Management Compensation Survey, Dolan Technologies Corporation, January 2015.
- Health Care Clinical and Professional Compensation Survey, Towers Watson Data Services, February 2015.

⁷ This analysis also included non-appropriated, federally funded, and contractor FTE totals that the agencies self-reported.

- *Superintendent Salary Reports*, Texas Education Agency, October 2015.
- WorldatWork 42nd Annual Salary Budget Survey, 2015-2016.
- *2015 Nonprofit Organizations Salary and Benefits Report*, the NonProfit Times, Bluewater Nonprofit Solutions, September 2014.
- 2015 Top Management Compensation Calculator - United States, Towers Watson Data Services, March 2015.
- 2015 Texas Society for Healthcare Human Resources Administration and Education Wage and Benefit Survey, Werling Associates, Inc., February 2015.
- *2015 Pay Structure and Practices Survey*, National Compensation Association of State Governments, July 2015.
- *Administrators in Higher Education Salary Survey for the 2014-15 Academic Year*, College and University Professional Association for Human Resources, November 2014.
- Additional salary information provided by agencies.

Salaries for full-time, classified state employees and exempt executive officers as of June 30, 2012, and June 30, 2016, were gathered from:

- The Uniform Statewide Payroll/Personnel System.
- The Human Resource Information System.
- The Standardized Payroll/Personnel Reporting System.

Project Information

Fieldwork was conducted from March 2016 through August 2016. This study was conducted in accordance with Section 3.08, page IX-24, the General Appropriations Act (84th Legislature). This project was an analysis; 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 analysis:

- Judy Millar, CCP (Project Manager)
- Kathy-Ann Moe (Assistant Project Manager)
- Juan R. Sanchez, MPA, CIA, CGAP
- Sharon Schneider, CCP, PHR, SHRM-CP
- Michelle Ann Duncan Feller, CPA, CIA (Quality Control Reviewer)
- Dana Musgrave, MBA (Quality Control Reviewer)
- John Young, MPAFF (Audit Manager)

Salary Ranges for the Schedule of Exempt Positions and an Excerpt from Classified Salary Schedule B for the 2016-2017 Biennium

Tables 10 and 11 list the annual salary ranges for most executive officer and for classified professional and managerial positions at state agencies. The salary ranges presented are effective for the 2016-2017 biennium (from September 1, 2015, through August 31, 2017).

Table 10 lists the salary ranges for salary groups within the Schedule of Exempt Positions, which includes executive officer positions that are exempt from the State’s Position Classification Plan.

Table 10

Schedule of Exempt Positions' Salary Ranges for the 2016-2017 Biennium		
Salary Group	Minimum Salary	Maximum Salary
1	\$70,000	\$112,750
2	\$80,500	\$129,765
3	\$92,600	\$149,240
4	\$106,500	\$171,688
5	\$122,500	\$197,415
6	\$140,900	\$227,038
7	\$162,000	\$261,068
8	\$186,300	\$299,813

Source: Section 3.04, pages IX-21 through IX-23, the General Appropriations Act (84th Legislature).

Table 11 lists the salary ranges for selected salary groups in the State’s Position Classification Plan’s Salary Schedule B, which begins with salary group B10 and ends with salary group B35. Table 11 lists the salary groups B26 through B35, which are salary ranges for classified professional and managerial positions that overlap with the exempt salary ranges.

Table 11

Selected Classified Salary Schedule B Annual Salary Ranges For the 2016-2017 Biennium		
Salary Group ^a	Minimum Salary	Maximum Salary
B26	\$69,415	\$117,397
B27	\$76,356	\$129,137
B28	\$83,991	\$142,052
B29	\$92,390	\$156,256
B30	\$101,630	\$171,881
B31	\$111,793	\$189,069
B32	\$122,972	\$207,977
B33	\$135,269	\$228,775
B34	\$148,796	\$251,652
B35	\$163,676	\$276,817

^a Salary Schedule B begins with salary group B10 and ends with salary group B35.

Source: Section 2.01, pages IX-1 through IX-21, the General Appropriations Act (84th Legislature).

To determine the market average for executive officer positions at Texas state agencies, the State Auditor’s Office blended market data from public, nonprofit, and private sector salary survey sources. To supplement that data, the State Auditor’s Office sent surveys to agencies in the 10 most populous states outside of Texas, quasi-governmental agencies, and major Texas cities and counties.

This analysis considered the nature and complexity of each agency, such as the number of authorized full-time equivalent employees, budget size, and scope of responsibilities. The analysis also considered job requirements of the executive officer positions, such as a requirement for a specialized or advanced degree. The analysis did not consider the job performance or the experience level of the individuals currently performing the jobs.

Table 12 lists, by General Appropriations Act article, the market average, current salary group, and recommended salary group for each agency reviewed. Table 12 excludes higher education institutions; legislative agencies; elected officials; the Secretary of State; the courts; self-directed, semi-independent agencies; and unclassified positions (for example, the Treasury Safekeeping Trust Company’s executive director position). See Appendix 4 on page 36 for more information on market comparisons for executive officer positions at self-directed, semi-independent agencies.

Table 12

State Auditor's Office's Market Analysis of Executive Officer Positions				
Agency Name	Executive Officer Title	Market Average	Current Salary Group	Recommended Salary Group
Article I				
Bond Review Board	Executive Director	\$151,577	3	4
Cancer Prevention and Research Institute of Texas	Chief Executive Officer	\$242,373	7	8
Commission on the Arts	Executive Director	\$134,490	2	3
Commission on State Emergency Communications	Executive Director	\$137,291	2	3
Department of Information Resources	Executive Director	\$204,173	6	6
Employees Retirement System	Executive Director	\$292,805	None	None
Facilities Commission	Executive Director	\$197,758	5	6
Historical Commission	Executive Director	\$167,391	4	5
Library and Archives Commission	Director and Librarian	\$144,710	3	4
Office of the Governor - Trusteed Programs, Office of State-Federal Relations	Executive Director (OSFR)	\$126,311	3	3

State Auditor's Office's Market Analysis of Executive Officer Positions

Agency Name	Executive Officer Title	Market Average	Current Salary Group	Recommended Salary Group
Pension Review Board	Executive Director	\$124,131	2	3
Preservation Board	Executive Director	\$195,544	5	6
Public Finance Authority	Executive Director	\$156,644	4	5
State Office of Risk Management	Executive Director and State Risk Manager	\$155,091	3	4
Texas Emergency Services Retirement System	Executive Director	\$121,777	2	3
Texas Ethics Commission	Executive Director	\$144,955	4	4
Veterans Commission	Executive Director	\$161,755	4	5
Article II				
Department of Aging and Disability Services	Commissioner	\$262,928	7	8
Department of Family and Protective Services	Commissioner	\$257,659	7	8
Department of State Health Services	Commissioner	\$270,868	7	8
Health and Human Services Commission	Executive Commissioner	\$281,137	8	8
Article III				
Higher Education Coordinating Board	Commissioner of Higher Education	\$235,705	8	8
School for the Blind and Visually Impaired	Superintendent	\$157,954	4	5
School for the Deaf	Superintendent	\$165,453	4	5
Teacher Retirement System	Executive Director	\$300,134	None	None
Texas Education Agency	Commissioner of Education	\$260,753	8	8
Article IV				
Office of Capital and Forensic Writs ^a	Executive Director	\$147,288	3	4
Office of Court Administration, Texas Judicial Council	Administrative Director	\$176,745	4	5
Office of the State Prosecuting Attorney	State Prosecuting Attorney	\$169,826	None	5
State Commission on Judicial Conduct	Executive Director	\$140,733	3	4
State Law Library	Director	\$116,442	1	2
Article V				
Alcoholic Beverage Commission	Administrator, Texas ABC	\$178,711	5	5
Commission on Fire Protection	Executive Director	\$130,114	3	3
Commission on Jail Standards	Executive Director	\$120,521	1	3
Commission on Law Enforcement	Executive Director	\$142,037	2	4
Department of Criminal Justice	Executive Director	\$273,237	8	8
Department of Public Safety	Director	\$258,854	6	8
Juvenile Justice Department	Executive Director	\$228,754	6	7
Texas Military Department	Adjutant General	\$197,995	5	6

State Auditor's Office's Market Analysis of Executive Officer Positions

Agency Name	Executive Officer Title	Market Average	Current Salary Group	Recommended Salary Group
Article VI				
Animal Health Commission	Executive Director	\$163,047	4	5
Commission on Environmental Quality	Executive Director	\$234,905	7	7
Parks and Wildlife Department	Executive Director	\$223,920	5	7
Soil and Water Conservation Board	Executive Director	\$158,114	3	4
Water Development Board	Executive Administrator	\$209,205	5	6
Article VII				
Department of Housing and Community Affairs	Executive Director	\$200,093	5	6
Department of Motor Vehicles	Executive Director	\$213,140	5	7
Department of Transportation	Executive Director	\$271,365	8	8
Texas Lottery Commission	Executive Director	\$222,864	6	7
Texas Workforce Commission	Executive Director	\$220,259	5	7
Article VIII				
Board of Chiropractic Examiners	Executive Director	\$103,911	1	1
Board of Examiners of Psychologists	Executive Director	\$107,420	1	2
Board of Nursing	Executive Director	\$162,071	3	5
Board of Pharmacy	Executive Director	\$147,211	4	4
Board of Plumbing Examiners	Executive Director	\$126,932	1	3
Board of Podiatric Medical Examiners	Executive Director	\$104,847	1	1
Board of Professional Geoscientists	Executive Director	\$107,095	1	2
Board of Professional Land Surveying	Executive Director	\$102,216	1	1
Board of Veterinary Medical Examiners	Executive Director	\$113,097	2	2
Department of Insurance	Commissioner of Insurance	\$229,977	6	7
Department of Insurance, Workers' Compensation	Commissioner of Workers' Compensation	\$179,038	5	6
Department of Licensing and Regulation	Executive Director	\$178,889	5	6
Executive Council of Physical and Occupational Therapy Examiners	Executive Director	\$116,656	1	2
Funeral Service Commission	Executive Director	\$105,909	1	1
Office of Injured Employee Counsel	Public Counsel	\$159,133	3	4
Office of Public Insurance Counsel	Public Counsel	\$153,402	4	4
Office of Public Utility Counsel	Public Counsel	\$148,822	4	4
Optometry Board	Executive Director	\$104,180	1	1
Public Utility Commission of Texas	Executive Director	\$177,535	4	5
Racing Commission	Executive Director	\$143,726	2	3
Securities Board	Securities Commissioner	\$164,116	5	5
State Office of Administrative Hearings	Chief Administrative Law Judge	\$178,016	5	5

State Auditor's Office's Market Analysis of Executive Officer Positions

Agency Name	Executive Officer Title	Market Average	Current Salary Group	Recommended Salary Group
Texas Medical Board	Executive Director	\$171,141	4	5
Texas State Board of Dental Examiners	Executive Director	\$133,055	2	3

^a Senate Bill 1743 (84th Legislature) changed the name of the Office of Capital Writs to the Office of Capital and Forensic Writs.

Salary Comparisons for Executive Officers at Self-directed, Semi-independent Agencies

Table 13 lists the annual base salaries and market comparisons for executive officer positions at the eight self-directed, semi-independent agencies. Each agency's board of trustees or commission sets the executive officer's salary for its agency.

Table 13

Salaries and Market Comparison for Executive Officers at Self-Directed, Semi-Independent Agencies		
Agency Name	Executive Officer Salary as of June 30, 2016 ^a	Market Average
Board of Architectural Examiners	\$128,125	\$143,940
Board of Professional Engineers	\$135,342	\$161,601
Credit Union Department	\$185,375	\$179,897
Department of Banking ^{b c d}	\$242,925	\$211,201
Department of Savings and Mortgage Lending ^{b d}	\$194,750	\$188,340
Office of the Consumer Credit Commissioner ^{b d}	\$196,000	\$194,904
Real Estate Commission	\$161,950	\$169,101
State Board of Public Accountancy	\$152,000	\$154,284

^a Each agency's board of trustees or commission sets the executive officer's salary for its agency.

^b In addition to the base salary amount, an executive officer at an agency under the Finance Commission of Texas's oversight may receive a monthly stipend if that person is also performing the duties of the executive officer of the Finance Commission of Texas.

^c In May 2014, the Department of Banking's commissioner was appointed as the executive director of the Finance Commission. While serving in that capacity, the commissioner receives a monthly salary supplement of \$1,000. An additional salary adjustment of 2.5 percent became effective September 1, 2015. The supplement is added to the commissioner's monthly base pay of \$19,219.

^d The Finance Commission approved a 4 percent one-time merit for the commissioner at a December 2015 meeting. That merit was awarded as of December 1, 2015, but it was effectively received in January 2016.

Copies of this report have been distributed to the following:

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The Honorable Dan Patrick, Lieutenant Governor, Joint Chair

The Honorable Joe Straus III, Speaker of the House, Joint Chair

The Honorable Jane Nelson, Senate Finance Committee

The Honorable Robert Nichols, Member, Texas Senate

The Honorable John Otto, House Appropriations Committee

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The Honorable Greg Abbott, Governor

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