



A Report on

**The State's Law Enforcement Salary  
Schedule (Salary Schedule C)  
for the 2022-2023 Biennium**

December 2020  
Report No. 21-704



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## Overall Conclusion

In accordance with Texas Government Code, Section 654.037(b), the State Auditor's Office surveyed local law enforcement departments<sup>1</sup> that employ more than 1,000 commissioned law enforcement officers and compared the State's direct compensation for positions paid according to the State's law enforcement salary schedule (Salary Schedule C) and the direct compensation provided by those local law enforcement departments. This study also identified which of those local law enforcement departments provided the highest direct compensation.

A comparison of the maximum and mid-range base pay for positions paid according to Salary Schedule C and the average maximum and mid-range base pay of the seven largest local law enforcement departments in the state shows the following:

- Maximum base pay for state journey-level law enforcement positions (for example, Troopers and Game Wardens in salary group C3) is 12.2 percent below the average maximum base pay of the seven largest local law enforcement departments in the state. Maximum base pay for state senior-level law enforcement positions (for example, Sergeants, Lieutenants, and Captains in salary groups C4, C5, and C6) is 12.2

### Background Information

Salary Schedule C contains the 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 August 31, 2020, the State's 5,244 law enforcement positions paid according to Salary Schedule C represented approximately 3.5 percent of the State's classified workforce (excluding employees of higher education institutions and legislative agencies). Those 5,244 law enforcement officers were employed by six state agencies:

- The Department of Public Safety (78.8 percent of law enforcement officers).
- The Parks and Wildlife Department (10.1 percent of law enforcement officers).
- The Alcoholic Beverage Commission (4.3 percent of law enforcement officers).
- The Office of the Attorney General (3.8 percent of law enforcement officers).
- The Department of Criminal Justice (2.6 percent of law enforcement officers).
- The Department of Insurance (0.4 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.

<sup>1</sup> The local law enforcement departments included in this study 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, and Harris County.

percent, 15.0 percent, and 16.7 percent, respectively, below the average maximum base pay of those seven local law enforcement departments.

- Mid-range base pay for state journey-level law enforcement positions (for example, Troopers and Game Wardens) is 9.3 percent below the average mid-range base pay of the seven largest local law enforcement departments in the state. Mid-range base pay for state senior-level law enforcement positions (for example Sergeants, Lieutenants, and Captains) is 14.9 percent, 17.5 percent, and 15.9 percent, respectively, below the average mid-range base pay of those seven local law enforcement departments.

Based on the findings and analysis of the survey conducted by the State Auditor's Office, this report offers three options for adjusting the salaries in the State's law enforcement salary schedule (Salary Schedule C):

- **Option 1 - Align Salary Schedule C with the market average maximum base pay.** Aligning Salary Schedule C with the market average maximum base pay would have an estimated cost to six state agencies of approximately \$48.3 million in each year of the 2022-2023 biennium.
- **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 six state agencies of approximately \$45.8 million in each year of the 2022-2023 biennium.
- **Option 3 - Adjust the salaries in Salary Schedule C by 2.29 percent.** Adjusting the salaries in Salary Schedule C by 2.29 percent would approximate the overall average percentage increase in base pay that five of the seven local law enforcement departments included in this study indicated they will provide during the State's 2021 fiscal year. This option would have an estimated cost to six state agencies of approximately \$8.7 million in each year of the 2022-2023 biennium.

During this study, the State Auditor's Office asked for input from state agencies with Salary Schedule C employees regarding any requested changes to the State's Position Classification Plan. Two agencies, the Alcoholic Beverage Commission and the Department of Criminal Justice - Office of Inspector General, submitted a total of six requests. Those requests included adding a new job classification title, reallocating selected job classification titles to different salary groups, and changing selected job classification titles. Recommendations in this report address five of those requests, either as submitted or with some modification. The State would incur no cost to implement the agencies' requested changes as recommended by the State Auditor's Office. (Chapter 3 presents information on the recommended changes to the State's Position Classification Plan for the Law Enforcement occupational category.)

## ***Project Objective and Scope***

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

The scope of this study focused on comparing the State's law enforcement pay according to Salary Schedule C and the pay of local law enforcement departments that employ more than 1,000 commissioned law enforcement officers. The State Auditor's Office conducted this study 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 2022-2023 Biennium***

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### **Law Enforcement Schedule (Salary Schedule C)**

As of August 31, 2020, the State's law enforcement positions paid according to Salary Schedule C represented approximately 3.5 percent (5,244 positions) of the State's classified workforce (excluding employees of higher education institutions and legislative agencies). Salary Schedule C establishes the salary ranges and salary steps for the compensation of law enforcement positions in the State's law enforcement occupational category.

In fiscal year 2020, the overall turnover rate for the State's law enforcement occupational category was 4.7 percent, which is a decrease from fiscal year 2019 when the turnover rate was 5.2 percent.

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

To improve the ability of the State to recruit and retain qualified law enforcement officers, the Legislature may consider this report when determining the salaries of the State's law enforcement officers who are compensated under Salary Schedule C. Based on the findings and analysis of the survey of local law enforcement departments conducted by the State Auditor's Office in accordance with Texas Government Code, Section 654.037(b), this report offers three options for adjusting the salaries in Salary Schedule C.

Chapter 1-A

### **Background Information**

The State Auditor's Office compared the State's direct compensation for positions paid according to the State's law enforcement salary schedule (Salary Schedule C) and the direct compensation provided by the seven largest local law

enforcement departments in the state. As part of this study, the State Auditor's Office surveyed those local law enforcement departments that employ 1,000 or more commissioned law enforcement officers. Those 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.

Direct compensation includes base pay and various forms of additional pay, such as supplemental pay for education, certifications, and bilingual skills; and hazardous duty pay, longevity pay, field training officer duty pay, and

shift differential pay. Direct compensation does not include benefits or retirement, which are considered indirect compensation.<sup>2</sup> (See text box for additional definitions.)

In fiscal year 2020, base pay and additional pay for state agency law enforcement positions in Salary Schedule C totaled approximately \$512.4 million (see Table 15 in Appendix 6 for more information).<sup>3</sup> Specifically, the State spent approximately:

- \$374.3 million on base pay;
- \$14.5 million on additional pay, including hazardous duty pay and supplemental pay for education, certifications, and bilingual skills; and
- \$123.6 million on overtime pay (see Appendix 7 for more information on overtime pay for Salary Schedule C employees).<sup>4</sup>

#### Definitions for this Study

**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 “mid-point”).

Table 1 on the next page ranks the seven largest local law enforcement departments in the state by total direct compensation for a Police Officer, Corporal, or Detective. The State’s Salary Schedule C law enforcement positions in salary group C3, which include Troopers and Corporals, are comparable to a Police Officer, Corporal, or Detective position at the seven largest local law enforcement departments in the state.

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<sup>2</sup> Because of the changing and complex nature of retirement plans and benefits, this study did not cover the retirement plans and benefits of the State or the local law enforcement departments included in the study. 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 <https://www.prb.texas.gov/about/publicationsreports/>.

<sup>3</sup> Law enforcement positions at higher education institutions were not included in this study because higher education institutions do not pay employees in accordance with the State’s Position Classification Plan.

<sup>4</sup> Overtime pay is not included in the direct compensation calculations or analysis.



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 August 2020				
Rank	Department	Salary Range Maximum Base Pay	Additional Pay <sup>a</sup>	Direct Compensation (Sum of Salary Range Maximum Base Pay and Additional Pay)
1	City of Fort Worth <sup>b</sup>	\$100,339	\$24,514	\$124,853
2	City of Austin	\$106,980	\$14,075	\$121,055
3	City of San Antonio <sup>c</sup>	\$81,396	\$29,531	\$110,927
4	City of Dallas	\$89,350	\$20,808	\$110,158
5	City of Houston <sup>d</sup>	\$81,349	\$22,854	\$104,203
6	Harris County	\$83,200	\$16,200	\$99,400
7	City of El Paso	\$80,151	\$15,280	\$95,431
	<b>State of Texas <sup>e</sup></b>	<b>\$79,323</b>	<b>\$6,000</b>	<b>\$85,323</b>

<sup>a</sup> 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 the pay for the advanced level certification. (See Chapter 2 for more information on additional pay.)

<sup>b</sup> 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.

<sup>c</sup> 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.

<sup>d</sup> 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.

<sup>e</sup> The State of Texas maximum base pay is based on salary group C3 in Salary Schedule C, which includes the positions of Trooper, Corporal, Game Warden, Agent, and Investigator III - Office of the Inspector General.

Sources: State Auditor's Office's local law enforcement department survey conducted in August 2020 and the State's Salary Schedule C in the General Appropriations Act (86th Legislature), Article IX, Section 2.01, page IX-19, for fiscal years 2020 and 2021.

#### Chapter 1-B

### Analysis Based on Maximum and Mid-range Base Pay

A comparison of the maximum base pay for positions paid according to Salary Schedule C and the average maximum base pay of the seven largest local law enforcement departments in the state shows the following:

- Maximum base pay for state journey-level law enforcement positions (for example, Troopers and Game Wardens in salary group C3) is 12.2 percent below the average maximum base pay of the seven largest local law enforcement departments in the state. Two years ago, in fiscal year 2018,

the maximum base pay for positions in salary group C3 was 5.9 percent below the average maximum base pay of the seven largest local law enforcement departments in the state.<sup>5</sup>

- Maximum base pay for state senior-level law enforcement positions (for example, Sergeants, Lieutenants, and Captains in salary groups C4, C5, and C6) is 12.2 percent, 15.0 percent, and 16.7 percent, respectively, below the average maximum base pay of the seven largest local law enforcement departments in the state. Two years ago, in fiscal year 2018, the maximum base pay for positions in salary groups C4, C5, and C6 was 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.

Similarly, comparing the mid-range base pay in Salary Schedule C and the average mid-range base pay of the seven largest local law enforcement departments in the state indicates the following:

- Mid-range base pay for state journey-level law enforcement positions (for example, Troopers and Game Wardens in salary group C3) is 9.3 percent below the average mid-range base pay of the seven largest local law enforcement departments in the state. Two years ago, in fiscal year 2018, the mid-range base pay for positions in salary group C3 was 1.6 percent below the average mid-range base pay of the seven largest local law enforcement departments in the state.<sup>6</sup>
- 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 14.9 percent, 17.5 percent, and 15.9 percent, respectively, below the average mid-range base pay of the seven largest local law enforcement departments in the state. Two years ago, in fiscal year 2018, the mid-range base pay for positions in salary groups C4, C5, and C6 was 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.

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 and the average maximum base pay and average mid-range base pay of the seven largest local law enforcement departments in the state.

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<sup>5</sup> See *A Report on the State’s Law Enforcement Salary Schedule (Salary Schedule C) for the 2020-2021 Biennium*, SAO Report No. 19-701, September 2018, for the maximum base pay comparisons performed in 2018.

<sup>6</sup> See *A Report on the State’s Law Enforcement Salary Schedule (Salary Schedule C) for the 2020-2021 Biennium*, SAO Report No. 19-701, September 2018, for the mid-range base pay comparisons performed in 2018.

Table 2

Maximum and Mid-range Base Pay Comparison for Law Enforcement Positions as of August 2020				
Local Law Enforcement Department	Journey Level	Senior Level		
	Police Officer/ Corporal/Detective	Sergeant	Lieutenant	Captain
<b>Salary Range <u>Maximum</u> Base Pay Comparison for Law Enforcement Positions</b>				
City of Austin	\$106,980	\$116,605	\$134,097	\$155,059
City of Dallas	\$89,350	\$98,626	\$108,865	\$120,166
City of El Paso	\$80,151	\$87,645	\$103,572	\$124,381
City of Fort Worth	\$100,339	\$110,573	\$122,096	\$134,368
City of Houston	\$81,349	\$93,779	\$105,103	\$124,068
City of San Antonio	\$81,396	\$88,932	\$99,612	\$114,300
Harris County	\$83,200	\$83,450	\$92,976	\$107,536
<b>Average Maximum Base Pay</b>	<b>\$88,966</b>	<b>\$97,087</b>	<b>\$109,474</b>	<b>\$125,697</b>
<b>State of Texas Maximum Base Pay</b>	<b>\$79,323<sup>a</sup></b>	<b>\$86,495<sup>b</sup></b>	<b>\$95,192<sup>b</sup></b>	<b>\$107,682<sup>b</sup></b>
<b>Comparison</b>	State of Texas maximum base pay is 12.2% below the market.	State of Texas maximum base pay is 12.2% below the market.	State of Texas maximum base pay is 15.0% below the market.	State of Texas maximum base pay is 16.7% below the market.
<b>Salary Range <u>Mid-range</u> Base Pay Comparison for Law Enforcement Positions</b>				
City of Austin	\$83,717	\$105,894	\$121,779	\$145,247
City of Dallas	\$76,362	\$95,105	\$104,979	\$120,166
City of El Paso	\$62,779	\$78,162	\$90,979	\$109,258
City of Fort Worth	\$80,860	\$101,816	\$114,899	\$128,066
City of Houston	\$68,341	\$91,499	\$102,222	\$119,261
City of San Antonio	\$67,572	\$87,216	\$97,680	\$112,086
Harris County	\$67,517	\$80,673	\$90,303	\$104,000
<b>Average Mid-range Base Pay</b>	<b>\$72,450</b>	<b>\$91,481</b>	<b>\$103,263</b>	<b>\$119,726</b>
<b>State of Texas Mid-range Base Pay</b>	<b>\$66,283<sup>a</sup></b>	<b>\$79,603<sup>b</sup></b>	<b>\$87,887<sup>b</sup></b>	<b>\$103,293<sup>b</sup></b>
<b>Comparison</b>	State of Texas mid-range base pay is 9.3% below the market.	State of Texas mid-range base pay is 14.9% below the market.	State of Texas mid-range base pay is 17.5% below the market.	State of Texas mid-range base pay is 15.9% below the market.

<sup>a</sup> The State of Texas maximum base pay and mid-range base pay are based on salary group C3 in Salary Schedule C, which includes the positions of Trooper, Corporal, Game Warden, Agent, and Investigator III - Office of the Inspector General.

<sup>b</sup> 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.

Sources: State Auditor's Office's local law enforcement department survey conducted in August 2020 and the State's Salary Schedule C in the General Appropriations Act (86th Legislature), Article IX, Section 2.01, page IX-19, for fiscal years 2020 and 2021.

## Law Enforcement Salary Schedule (Salary Schedule C) Options

In accordance with Texas Government Code, Section 654.037(c), to improve the ability of the State to recruit and retain qualified law enforcement officers, the Legislature may consider this report when determining the salaries of the State's law enforcement officers who are compensated according to Salary Schedule C. Therefore, this report offers the following options for adjusting the salaries in the State's law enforcement salary schedule (Salary Schedule C):

- **Option 1: Align Salary Schedule C with the market average maximum base pay.** Aligning Salary Schedule C with the market average maximum base pay would have an estimated cost to six state agencies of approximately \$48.3 million in each year of the 2022–2023 biennium (see Table 6 on page 10 for more information).
- **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 six state agencies of approximately \$45.8 million in each year of the 2022–2023 biennium (see Table 6 on page 10 for more information).
- **Option 3: Adjust the salaries in Salary Schedule C by 2.29 percent.** Adjusting the salaries in Salary Schedule C by 2.29 percent would approximate the overall average percentage increase in base pay that five of the seven local law enforcement departments included in this study indicated they will provide during the State's 2021 fiscal year. This option would have an estimated cost to six state agencies of approximately \$8.7 million in each year of the 2022–2023 biennium (see Table 6 on page 10 for more information).

Table 3 presents a proposed Salary Schedule C for option 1 based on the market average maximum base pay analysis. (See Table 10 in Chapter 3 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 2022-2023 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
<b>Salary Group C1 - Including Trooper Trainee</b>						
Fiscal Years 2020 and 2021	\$40,350	Not Applicable				
Option 1	\$45,255					
<b>Salary Group C2 - Including Probationary Trooper</b>						
Fiscal Years 2020 and 2021	\$44,082	Not Applicable				
Option 1	\$49,441					
<b>Salary Group C3 - Including Trooper</b>						
Fiscal Years 2020 and 2021	\$53,242	\$64,919	\$69,541	\$72,613	\$75,968	\$79,323
Option 1	\$59,715	\$72,811	\$77,995	\$81,441	\$85,204	\$88,966
<b>Salary Group C4 - Including Sergeant</b>						
Fiscal Years 2020 and 2021	Not Applicable	\$72,711	\$77,639	\$80,821	\$84,391	\$86,495
Option 1		\$81,615	\$87,147	\$90,718	\$94,725	\$97,087
<b>Salary Group C5 - Including Lieutenant</b>						
Fiscal Years 2020 and 2021	Not Applicable	\$80,582	\$85,777	\$89,074	\$92,860	\$95,192
Option 1		\$92,672	\$98,647	\$102,438	\$106,793	\$109,474
<b>Salary Group C6 - Including Captain</b>						
Fiscal Years 2020 and 2021	Not Applicable	\$98,903	\$102,265	\$104,331	\$106,406	\$107,682
Option 1		\$115,449	\$119,374	\$121,785	\$124,207	\$125,697
<b>Salary Group C7 - Including Assistant Commander</b>						
Fiscal Years 2020 and 2021	Not Applicable	\$102,828	\$103,657	\$105,575	\$107,625	\$109,675
Option 1		\$120,031	\$120,998	\$123,237	\$125,630	\$128,023
<b>Salary Group C8 - Including Commander/Major</b>						
Fiscal Years 2020 and 2021	Not Applicable	\$116,352	\$116,428	\$116,474	\$116,474	\$116,474
Option 1		\$135,817	\$135,906	\$135,960	\$135,960	\$135,960

Sources: State Auditor's Office's local law enforcement department survey conducted in August 2020 and the State's Salary Schedule C in the General Appropriations Act (86th Legislature), Article IX, Section 2.01, page IX-19, for fiscal years 2020 and 2021.

Table 4 presents a proposed Salary Schedule C for option 2 based on the market average mid-range base pay analysis. (See Table 10 in Chapter 3 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 2022-2023 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
<b>Salary Group C1 - Including Trooper Trainee</b>						
Fiscal Years 2020 and 2021	\$40,350	Not Applicable				
Option 2	\$44,104					
<b>Salary Group C2 - Including Probationary Trooper</b>						
Fiscal Years 2020 and 2021	\$44,082	Not Applicable				
Option 2	\$48,183					
<b>Salary Group C3 - Including Trooper</b>						
Fiscal Years 2020 and 2021	\$53,242	\$64,919	\$69,541	\$72,613	\$75,968	\$79,323
Option 2	\$58,196	\$70,960	\$76,012	\$79,370	\$83,037	\$86,704
<b>Salary Group C4 - Including Sergeant</b>						
Fiscal Years 2020 and 2021	Not Applicable	\$72,711	\$77,639	\$80,821	\$84,391	\$86,495
Option 2		\$83,560	\$89,224	\$92,880	\$96,983	\$99,401
<b>Salary Group C5 - Including Lieutenant</b>						
Fiscal Years 2020 and 2021	Not Applicable	\$80,582	\$85,777	\$89,074	\$92,860	\$95,192
Option 2		\$94,680	\$100,784	\$104,658	\$109,106	\$111,846
<b>Salary Group C6 - Including Captain</b>						
Fiscal Years 2020 and 2021	Not Applicable	\$98,903	\$102,265	\$104,331	\$106,406	\$107,682
Option 2		\$114,638	\$118,535	\$120,929	\$123,335	\$124,814
<b>Salary Group C7 - Including Assistant Commander</b>						
Fiscal Years 2020 and 2021	Not Applicable	\$102,828	\$103,657	\$105,575	\$107,625	\$109,675
Option 2		\$119,187	\$120,148	\$122,371	\$124,747	\$127,124
<b>Salary Group C8 - Including Commander/Major</b>						
Fiscal Years 2020 and 2021	Not Applicable	\$116,352	\$116,428	\$116,474	\$116,474	\$116,474
Option 2		\$134,863	\$134,951	\$135,004	\$135,004	\$135,004

Sources: State Auditor's Office's local law enforcement department survey conducted in August 2020 and the State's Salary Schedule C in the General Appropriations Act (86th Legislature), Article IX, Section 2.01, page IX-19, for fiscal years 2020 and 2021.

Table 5 presents a proposed Salary Schedule C for option 3 based on a 2.29 percent adjustment to the salaries in Salary Schedule C. (See Table 10 in Chapter 3 for a list of job classification titles and their salary groups included in Salary Schedule C.)

Table 5

Option 3 (Based on a 2.29 percent adjustment to base pay salaries) for Salary Schedule C for the 2022-2023 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
<b>Salary Group C1 - Including Trooper Trainee</b>						
Fiscal Years 2020 and 2021	\$40,350	Not Applicable				
Option 3	\$41,275					
<b>Salary Group C2 - Including Probationary Trooper</b>						
Fiscal Years 2020 and 2021	\$44,082	Not Applicable				
Option 3	\$45,092					
<b>Salary Group C3 - Including Trooper</b>						
Fiscal Years 2020 and 2021	\$53,242	\$64,919	\$69,541	\$72,613	\$75,968	\$79,323
Option 3	\$54,462	\$66,407	\$71,135	\$74,277	\$77,709	\$81,141
<b>Salary Group C4 - Including Sergeant</b>						
Fiscal Years 2020 and 2021	Not Applicable	\$72,711	\$77,639	\$80,821	\$84,391	\$86,495
Option 3		\$74,377	\$79,418	\$82,673	\$86,325	\$88,477
<b>Salary Group C5 - Including Lieutenant</b>						
Fiscal Years 2020 and 2021	Not Applicable	\$80,582	\$85,777	\$89,074	\$92,860	\$95,192
Option 3		\$82,429	\$87,743	\$91,115	\$94,988	\$97,373
<b>Salary Group C6 - Including Captain</b>						
Fiscal Years 2020 and 2021	Not Applicable	\$98,903	\$102,265	\$104,331	\$106,406	\$107,682
Option 3		\$101,170	\$104,609	\$106,722	\$108,844	\$110,150
<b>Salary Group C7 - Including Assistant Commander</b>						
Fiscal Years 2020 and 2021	Not Applicable	\$102,828	\$103,657	\$105,575	\$107,625	\$109,675
Option 3		\$105,184	\$106,032	\$107,994	\$110,091	\$112,188
<b>Salary Group C8 - Including Commander/Major</b>						
Fiscal Years 2020 and 2021	Not Applicable	\$116,352	\$116,428	\$116,474	\$116,474	\$116,474
Option 3		\$119,018	\$119,096	\$119,143	\$119,143	\$119,143

Sources: State Auditor's Office's local law enforcement department survey conducted in August 2020 and the State's Salary Schedule C in the General Appropriations Act (86th Legislature), Article IX, Section 2.01, page IX-19, for fiscal years 2020 and 2021.

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

Six 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, the Office of the Attorney General, and the Department of Insurance. Table 6 presents the annual cost to those agencies for each of the three options discussed in Tables 3, 4, and 5.

Table 6

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	Option 3 - Based on 2.29% Increase
<b>Department of Public Safety</b>			
C1	\$ 24,527	\$ 18,770	\$ 4,623
C2	418,012	319,895	78,797
C3	20,421,534	15,631,329	3,849,498
C4	11,098,799	13,523,408	2,076,979
C5	3,582,455	4,177,318	547,178
C6	1,467,378	1,395,429	201,004
C7	0	0	0
C8	701,489	667,094	96,091
<b>Subtotals for Department of Public Safety</b>	<b>\$37,714,194</b>	<b>\$35,733,243</b>	<b>\$6,854,170</b>
<b>Parks and Wildlife Department</b>			
C1	\$ 0	\$ 0	\$ 0
C2	209,006	159,947	39,398
C3	3,237,352	2,477,978	610,247
C4	160,947	196,107	30,119
C5	284,336	331,550	43,429
C6	814,705	774,759	111,600
C7	123,885	117,811	16,970
C8	194,858	185,304	26,692
<b>Subtotals for Parks and Wildlife Department</b>	<b>\$5,025,089</b>	<b>\$4,243,456</b>	<b>\$878,455</b>
<b>Alcoholic Beverage Commission</b>			
C1	\$ 0	\$ 0	\$ 0
C2	133,978	102,530	25,255
C3	1,143,906	875,584	215,628
C4	302,761	368,901	56,657



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	Option 3 - Based on 2.29% Increase
C5	245,166	285,876	37,446
C6	16,546	15,735	2,267
C7	0	0	0
C8	97,429	92,652	13,346
<b>Subtotals for Alcoholic Beverage Commission</b>	<b>\$1,939,786</b>	<b>\$1,741,278</b>	<b>\$350,599</b>
<b>Department of Criminal Justice</b>			
C1	\$ 0	\$ 0	\$ 0
C2	0	0	0
C3	372,869	285,406	70,286
C4	618,079	753,103	115,664
C5	196,007	228,554	29,938
C6	104,595	99,466	14,328
C7	0	0	0
C8	38,972	37,061	5,338
<b>Subtotals for Department of Criminal Justice</b>	<b>\$1,330,522</b>	<b>\$1,403,590</b>	<b>\$235,554</b>
<b>Office of the Attorney General</b>			
C1	\$ 0	\$ 0	\$ 0
C2	0	0	0
C3	0	0	0
C4	1,390,560	1,694,338	260,224
C5	312,192	364,032	47,684
C6	311,542	296,266	42,676
C7	0	0	0
C8	77,936	74,114	10,676
<b>Subtotals for Office of the Attorney General</b>	<b>\$2,092,230</b>	<b>\$2,428,750</b>	<b>\$361,260</b>
<b>Department of Insurance</b>			
C1	\$ 0	\$ 0	\$ 0
C2	0	0	0
C3	0	0	0
C4	153,357	186,859	28,699
C5	39,388	45,928	6,016
C6	35,256	33,527	4,829
C7	17,342	16,491	2,375

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	Option 3 - Based on 2.29% Increase
C8	0	0	0
<b>Subtotals for Department of Insurance</b>	<b>\$245,343</b>	<b>\$282,805</b>	<b>\$41,919</b>
<b>All Agencies</b>			
C1	\$ 24,527	\$ 18,770	\$ 4,623
C2	760,995	582,373	143,450
C3	25,175,661	19,270,297	4,745,659
C4	13,724,503	16,722,715	2,568,342
C5	4,659,545	5,433,257	711,691
C6	2,750,022	2,615,183	376,704
C7	141,227	134,302	19,345
C8	1,110,684	1,056,225	152,143
<b>Totals for All Agencies</b>	<b>\$48,347,164</b>	<b>\$45,833,122</b>	<b>\$8,721,957</b>

Source: State Auditor's Office analysis.

## Information on Additional Pay Components of Law Enforcement Compensation

### 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 (86th Legislature), Article IX, Section 3.12(b), page IX-23.

In accordance with Texas Government Code, Section 654.037(b), the State Auditor's Office also requested information regarding additional pay that enhances the direct compensation of law enforcement officers of the seven largest local law enforcement departments in the state. For the purposes of this study, direct compensation includes base pay and various forms of additional pay, such as supplemental pay for education, certifications, and bilingual skills; and hazardous duty pay, longevity pay, field training officer duty pay, and shift differential pay.

### Education, Certification, and Bilingual Skills Pay

In fiscal year 2020, the State spent approximately \$7.8 million on supplemental pay for education, certifications, and bilingual skills (see text box and Table 15 in Appendix 6 for more information).

Table 7 presents information on annual supplemental pay for education, certifications, and bilingual skills for the seven local law enforcement departments included in this study and for the State as of August 2020.

Table 7

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 <sup>a</sup>				
Associate's Degree	\$1,200	Intermediate Certification <sup>b</sup>	\$600	\$2,100
Bachelor's Degree	\$2,640	Advanced Certification <sup>b</sup>	\$1,200	
Master's Degree	\$3,600	Master's Certification	\$1,800	
City of Dallas				
Associate's Degree <sup>c</sup>	\$2,880	Intermediate Certification	\$2,400	\$1,800 <sup>d</sup>
Bachelor's Degree	\$3,600	Advanced Certification	\$4,800	
Master's Degree	Not offered	Master's Certification	\$7,200	

**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
<b>City of El Paso</b>				
Associate's Degree	\$900	Intermediate Certification	\$900	Not offered
Bachelor's Degree	\$2,100	Advanced Certification	\$1,260	
Master's Degree	\$2,400	Master's Certification	Not offered	
<b>City of Fort Worth <sup>e</sup></b>				
Associate's Degree	\$720	Intermediate Certification	\$360	\$1,500 <sup>f</sup>
Bachelor's Degree	\$2,160	Advanced Certification	\$720	
Master's Degree	\$2,880	Master's Certification	\$2,880	
<b>City of Houston <sup>g</sup></b>				
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	
<b>City of San Antonio <sup>h</sup></b>				
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	
<b>Harris County</b>				
Associate's Degree	\$1,320	Intermediate Certification	\$1,560	\$1,800
Bachelor's Degree	\$3,180	Advanced Certification	\$3,420	
Master's Degree	\$4,500	Master's Certification	\$6,000	
<b>State of Texas <sup>i</sup></b>				
Associate's Degree	\$600	Intermediate Certification	\$600	\$600
Bachelor's Degree	\$1,200	Advanced Certification	\$1,200	
Master's Degree	\$1,800	Master's Certification	\$1,800	

<sup>a</sup> Law enforcement officers of the City of Austin are eligible to receive certification pay or education pay, at the highest qualifying rate, but not both.

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

<sup>c</sup> The City of Dallas provides education pay at a rate of \$12 per month for every additional 3 hours of credit exceeding 45 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.

<sup>d</sup> 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	Bilingual Skills Pay
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<sup>e</sup> 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.

<sup>f</sup> 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).

<sup>g</sup> 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.

<sup>h</sup> 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.

<sup>i</sup> The General Appropriations Act (86th 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.

Sources: State Auditor’s Office’s local law enforcement department survey conducted in August 2020 and the General Appropriations Act (86th Legislature), Article IX, Section 3.12(b), page IX-23, for fiscal years 2020 and 2021.

**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”<sup>7</sup> by the last day of the preceding month. According to statute, 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.<sup>8</sup> In fiscal year 2020, the State spent approximately \$6.8 million on hazardous duty pay for Salary Schedule C employees (see Table 15 in Appendix 6 for more information).

Although none of the seven local law enforcement departments included in this study 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, or a dive team. In addition, all seven local law enforcement departments included in this study provide longevity pay, which is not available to Salary Schedule C employees. Longevity pay is tied to years of service. For example, at the City of Dallas, a law enforcement officer receives

<sup>7</sup> “Lifetime service credit” is the number of months an individual has served in a hazardous duty position during the individual’s lifetime. Lifetime service credit is used in the calculation of the “effective service date” for the purposes of hazardous duty pay.

<sup>8</sup> 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.

\$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.

Table 8 presents information on the maximum annual longevity pay offered by the seven local law enforcement departments included in this study as of August 2020.

Table 8

Maximum Annual Longevity Pay and Years of Service to Reach It		
Local Law Enforcement Department	Maximum Annual Longevity Pay <sup>a</sup>	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	\$14,651	30 years
Harris County	\$1,800	30 years
<b>State of Texas</b>	<b>Not offered</b>	<b>Not applicable</b>
<sup>a</sup> 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 August 2020.

### Field Training Officer Duty Pay and Shift Differential Pay

Field training officer duty pay, which is not available to Salary Schedule C employees, 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 trainees 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 p.m.; shifts that cover the hours between 11 p.m. and 8 a.m.; or any time worked between the hours of 6 p.m. and 6 a.m.

Table 9 presents information on annual field training officer duty pay and shift differential pay offered by the seven local law enforcement departments included in this study as of August 2020.

Table 9

Annual Field Training Officer Duty Pay and Shift Differential Pay		
Local Law Enforcement Department	Field Training Officer Duty Pay <sup>a</sup>	Shift Differential Pay <sup>b</sup>
City of Austin	\$2,100	\$3,600
City of Dallas	\$1,200	\$5,808
City of El Paso	\$5,611	\$4,809
City of Fort Worth	\$10,034	\$6,020
City of Houston	\$3,342	\$1,800
City of San Antonio	\$3,180	\$4,200
Harris County	\$2,100	Not Offered
State of Texas	Not Offered	Not Offered
<sup>a</sup> 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. <sup>b</sup> 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.		

Source: State Auditor’s Office’s local law enforcement department survey conducted in August 2020.

## ***Recommended Changes to the State’s Position Classification Plan for the Law Enforcement Occupational Category***

During this study, the State Auditor’s Office asked for input from state agencies with Salary Schedule C employees regarding any requested changes to the State’s Position Classification Plan for the law enforcement occupational category.

Two agencies, the Alcoholic Beverage Commission and the Department of Criminal Justice – Office of Inspector General, submitted a total of six requests. Those requests included adding a new job classification title, reallocating selected job classification titles to different salary groups, and changing selected job classification titles. Recommendations in this report address five of those requests, either as submitted or with some modification.

The State would incur no cost to implement the agencies’ requested changes as recommended by the State Auditor’s Office. Table 10 presents the law enforcement occupational category’s job classification numbers, salary groups, and job classification titles for the 2020–2021 biennium, the proposed classifications for the 2022–2023 biennium, and a description of the recommended changes.

Table 10

<b>Law Enforcement Positions in the State’s Position Classification Plan</b>						
<b>2020-2021 Biennium</b>			<b>Recommended for the 2022-2023 Biennium</b>			
<b>Job Classification Number</b>	<b>Salary Group</b>	<b>Job Classification Title</b>	<b>Job Classification Number</b>	<b>Salary Group</b>	<b>Job Classification Title</b>	<b>Recommended Change</b>
<b>Department of Insurance <sup>a</sup></b>						
9894	C4	Sergeant, Texas Department of Insurance	9894	C4	Sergeant, Texas Department of Insurance	No change recommended
9895	C5	Lieutenant, Texas Department of Insurance	9895	C5	Lieutenant, Texas Department of Insurance	No change recommended
9896	C6	Captain, Texas Department of Insurance	9896	C6	Captain, Texas Department of Insurance	No change recommended
9897	C7	Deputy Chief Investigator, Texas Department of Insurance	9897	C7	Deputy Chief Investigator, Texas Department of Insurance	No change recommended



Law Enforcement Positions in the State's Position Classification Plan						
2020-2021 Biennium			Recommended for the 2022-2023 Biennium			
Job Classification Number	Salary Group	Job Classification Title	Job Classification Number	Salary Group	Job Classification Title	Recommended Change
<b>Department of Public Safety</b>						
9901	C5	Public Safety Inspector I	9901	C5	Public Safety Inspector I	No change recommended
9902	C6	Public Safety Inspector II	9902	C6	Public Safety Inspector II	No change recommended
9905	C4	Pilot Investigator I	9905	C4	Pilot Investigator I	No change recommended
9906	C5	Pilot Investigator II	9906	C5	Pilot Investigator II	No change recommended
9907	C6	Pilot Investigator III	9907	C6	Pilot Investigator III	No change recommended
9908	C7	Pilot Investigator IV	9908	C7	Pilot Investigator IV	No change recommended
9920	C1	Trooper Trainee	9920	C1	Trooper Trainee	No change recommended
9922	C2	Probationary Trooper	9922	C2	Probationary Trooper	No change recommended
9928	C3	Trooper	9928	C3	Trooper	No change recommended
9935	C3	Corporal	9935	C3	Corporal	No change recommended
9940	C4	Sergeant, Public Safety	9940	C4	Sergeant, Public Safety	No change recommended
9941	C5	Lieutenant, Public Safety	9941	C5	Lieutenant, Public Safety	No change recommended
9942	C6	Captain, Public Safety	9942	C6	Captain, Public Safety	No change recommended
9943	C7	Assistant Commander, Public Safety	9943	C7	Assistant Commander, Public Safety	No change recommended
9944	C8	Commander, Public Safety	9944	C8	Commander, Public Safety	No change recommended
9945	C8	Major, Public Safety	9945	C8	Major, Public Safety	No change recommended
<b>Parks and Wildlife Department</b>						
9980	C1	Game Warden Trainee	9980	C1	Game Warden Trainee	No change recommended
9981	C2	Probationary Game Warden	9981	C2	Probationary Game Warden	No change recommended
9987	C3	Game Warden	9987	C3	Game Warden	No change recommended
9990	C4	Sergeant, Game Warden	9990	C4	Sergeant, Game Warden	No change recommended

Law Enforcement Positions in the State's Position Classification Plan						
2020-2021 Biennium			Recommended for the 2022-2023 Biennium			
Job Classification Number	Salary Group	Job Classification Title	Job Classification Number	Salary Group	Job Classification Title	Recommended Change
9991	C5	Lieutenant, Game Warden	9991	C5	Lieutenant, Game Warden	No change recommended
9992	C6	Captain, Game Warden	9992	C6	Captain, Game Warden	No change recommended
9993	C7	Assistant Commander, Game Warden	9993	C7	Assistant Commander, Game Warden	No change recommended
9994	C8	Commander, Game Warden	9994	C8	Commander, Game Warden	No change recommended
9995	C8	Major, Game Warden	9995	C8	Major, Game Warden	No change recommended
<b>Alcoholic Beverage Commission</b>						
9949	C1	Agent Trainee	9949	C1	Agent Trainee	No change recommended
9950	C2	Probationary Agent	9950	C2	Probationary Agent	No change recommended
9956	C3	Agent	9956	C3	Agent	No change recommended
			<b>9957</b>	<b>C4</b>	<b>Senior Agent, Alcoholic Beverage</b>	<b>New job classification</b>
9960	C4	Sergeant, Alcoholic Beverage	9960	C4	Sergeant, Alcoholic Beverage	No change recommended
9961	C5	Lieutenant, Alcoholic Beverage	9961	C5	Lieutenant, Alcoholic Beverage	No change recommended
9962	C6	Captain, Alcoholic Beverage	9962	C6	Captain, Alcoholic Beverage	No change recommended
9963	C8	Major, Alcoholic Beverage	9963	C8	Major, Alcoholic Beverage	No change recommended
<b>Department of Criminal Justice</b>						
9965	C1	Investigator I, Trainee - Office of the Inspector General	9965	C1	Investigator I, Trainee - Office of the Inspector General	No change recommended
9970	C2	Investigator II - Office of the Inspector General	9970	C2	Investigator II - Office of the Inspector General	No change recommended
9971	C3	Investigator III - Office of the Inspector General	9971	C3	Investigator III - Office of the Inspector General	No change recommended
9972	C4	Investigator IV - Office of the Inspector General	9972	C4	Investigator IV - Office of the Inspector General	No change recommended

Law Enforcement Positions in the State's Position Classification Plan						
2020-2021 Biennium			Recommended for the 2022-2023 Biennium			
Job Classification Number	Salary Group	Job Classification Title	Job Classification Number	Salary Group	Job Classification Title	Recommended Change
9973	C5	Regional Supervisor - Office of the Inspector General	<b>9973</b>	<b>C5</b>	<i>Lieutenant - Office of the Inspector General</i>	<i>Title change</i>
9974	C6	Regional Manager - Office of the Inspector General	<b>9974</b>	<b>C6</b>	<i>Captain - Office of the Inspector General</i>	<i>Title change</i>
9975	C7	Multi-Regional Administrator - Office of the Inspector General	<b>9975</b>	<b>C7</b>	<i>Assistant Commander - Office of the Inspector General</i>	<i>Title change</i>
9976	C8	Chief Inspector - Office of the Inspector General	<b>9976</b>	<b>C8</b>	<i>Commander - Office of the Inspector General</i>	<i>Title change</i>
Office of the Attorney General						
9996	C4	Sergeant, Texas Attorney General's Office	9996	C4	Sergeant, Texas Attorney General's Office	No change recommended
9997	C5	Lieutenant, Texas Attorney General's Office	9997	C5	Lieutenant, Texas Attorney General's Office	No change recommended
9998	C6	Captain, Texas Attorney General's Office	9998	C6	Captain, Texas Attorney General's Office	No change recommended
9999	C8	Major, Texas Attorney General's Office	9999	C8	Major, Texas Attorney General's Office	No change recommended

<sup>a</sup> The Department of Insurance's law enforcement positions were added to Salary Schedule C effective September 1, 2019.

Sources: Position Classification Plan in the General Appropriations Act (86th Legislature), Article IX, Section 2.01, pages IX-17-18, and State Auditor's Office analysis.

# Appendices

Appendix 1

## **Objective, Scope, and Methodology**

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### **Objective**

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

### **Scope**

The scope of this study focused on comparing the State's law enforcement pay according to Salary Schedule C and the pay of local law enforcement departments that employ more than 1,000 commissioned law enforcement officers. The State Auditor's Office conducted this study 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 and the base pay for the following state positions, which 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 study was based on the State Auditor's Office's August 2020 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.
- Department of Insurance.

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

- Salary Schedule C as approved by the 86th Legislature for the 2020–2021 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 that the State Auditor's Office collected through a survey conducted in August 2020.
- Salaries and headcounts of employees in each job classification within Salary Schedule C as of August 31, 2020.
- Turnover rate data for each job classification assigned to Salary Schedule C for fiscal year 2020.
- Requests that the Alcoholic Beverage Commission and the Department of Criminal Justice submitted for changes to the State's Position Classification Plan for the law enforcement occupational category.

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. This also included calculating the estimated costs of adjusting Salary Schedule C by the overall average percentage increase in base pay that five of the seven local law enforcement departments included in this study indicated they will provide during the State's 2021 fiscal year. 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.

The State Auditor's Office also 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.

In addition, the State Auditor's Office reviewed overtime pay for law enforcement employees in Salary Schedule C.

### **Project Information**

This study was conducted in accordance with Texas Government Code, Sections 654.036 and 654.037. Fieldwork was conducted from August 2020 through November 2020. 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 study:

- Juan R. Sanchez, MPA (Project Manager)
- Taylor Sams, CGAP, MBA
- Lara Foronda Tai, PHR, SHRM-CP
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- Dana Musgrave, MBA (Quality Control Reviewer)
- Courtney Ambres-Wade, CFE, CGAP (Audit Manager)

## Law Enforcement Salary Schedule (Salary Schedule C) for Fiscal Years 2020 and 2021

Table 11 presents the law enforcement salary schedule (Salary Schedule C) for fiscal years 2020 and 2021. (Table 10 in Chapter 3 contains a list of job classification titles assigned to Salary Schedule C.)

Table 11

Law Enforcement Salary Schedule (Salary Schedule C) Fiscal Years 2020 and 2021						
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 (86th Legislature), Article IX, Section 2.01, page IX-19.

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

Table 12 presents headcounts as of August 31, 2020, and turnover rates for fiscal year 2020 by state agency and law enforcement job classification title.

Table 12

Headcounts and Turnover Rates for State Agencies by Job Classification Title			
Job Classification Title	Salary Group	Headcount as of August 31, 2020	Turnover Rate for Fiscal Year 2020
<b>Department of Public Safety</b>			
Trooper Trainee	C1	5	50.3%
Probationary Trooper	C2	78	6.5%
Trooper	C3	2,293	3.6%
Corporal	C3	267	2.4%
Sergeant, Public Safety	C4	1,112	3.5%
Pilot Investigator I	C4	0	0.0%
Lieutenant, Public Safety	C5	225	4.8%
Pilot Investigator II	C5	33	6.3%
Public Safety Inspector I	C5	0	0.0%
Captain, Public Safety	C6	73	9.7%
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	3	0.0%
Major, Public Safety	C8	33	11.5%
<b>Subtotals for the Department of Public Safety</b>		<b>4,131</b>	<b>4.3%<sup>a</sup></b>
<b>Parks and Wildlife Department</b>			
Game Warden Trainee	C1	0	28.6%
Probationary Game Warden	C2	39	0.0%
Game Warden	C3	392	2.8%
Sergeant, Game Warden	C4	16	0.0%
Lieutenant, Game Warden	C5	21	0.0%
Captain, Game Warden	C6	46	4.5%
Assistant Commander, Game Warden	C7	7	13.3%
Commander, Game Warden	C8	0	0.0%
Major, Game Warden	C8	10	9.5%
<b>Subtotals for the Parks and Wildlife Department</b>		<b>531</b>	<b>3.9%<sup>a</sup></b>



Headcounts and Turnover Rates for State Agencies by Job Classification Title			
Job Classification Title	Salary Group	Headcount as of August 31, 2020	Turnover Rate for Fiscal Year 2020
<b>Alcoholic Beverage Commission</b>			
Agent Trainee	C1	0	0.0%
Probationary Agent	C2	25	4.9%
Agent	C3	144	7.8%
Sergeant, Alcoholic Beverage	C4	31	3.1%
Lieutenant, Alcoholic Beverage	C5	18	11.6%
Captain, Alcoholic Beverage	C6	1	0.0%
Major, Alcoholic Beverage	C8	5	18.2%
<b>Subtotals for the Alcoholic Beverage Commission</b>		<b>224</b>	<b>7.4%<sup>a</sup></b>
<b>Department of Criminal Justice</b>			
Investigator I, Trainee - Office of the Inspector General	C1	0	0.0%
Investigator II - Office of the Inspector General	C2	0	0.0%
Investigator III - Office of the Inspector General	C3	53	11.0%
Investigator IV - Office of the Inspector General	C4	62	9.6%
Regional Supervisor - Office of the Inspector General	C5	15	13.6%
Regional Manager - Office of the Inspector General	C6	6	16.7%
Multi-Regional Administrator - Office of the Inspector General	C7	0	0.0%
Chief Inspector - Office of the Inspector General	C8	2	0.0%
<b>Subtotals for the Department of Criminal Justice</b>		<b>138</b>	<b>10.7%<sup>a</sup></b>
<b>Office of the Attorney General</b>			
Sergeant, Texas Attorney General's Office	C4	151	6.2%
Lieutenant, Texas Attorney General's Office	C5	24	4.2%
Captain, Texas Attorney General's Office	C6	18	5.6%
Major, Texas Attorney General's Office	C8	4	23.5%
<b>Subtotals for the Office of the Attorney General</b>		<b>197</b>	<b>6.3%<sup>a</sup></b>
<b>Department of Insurance<sup>b</sup></b>			
Sergeant, Texas Department of Insurance	C4	17	5.7%
Lieutenant, Texas Department of Insurance	C5	3	0.0%
Captain, Texas Department of Insurance	C6	2	0.0%
Deputy Chief Investigator, Texas Department of Insurance	C7	1	0.0%
<b>Subtotals for the Department of Insurance</b>		<b>23</b>	<b>4.4%<sup>a</sup></b>
<b>All Agencies</b>			
<b>Law Enforcement Occupational Category Totals</b>		<b>5,244</b>	<b>4.7%<sup>c</sup></b>

<sup>a</sup> 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.

**Headcounts and Turnover Rates for State Agencies by Job Classification Title**

Job Classification Title	Salary Group	Headcount as of August 31, 2020	Turnover Rate for Fiscal Year 2020
<p><sup>b</sup> The Department of Insurance’s law enforcement positions were added to Salary Schedule C effective September 1, 2019.</p> <p><sup>c</sup> 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.</p>			

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.

## ***Comparison of Entry-level Positions Between 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 13 presents the entry-level pay and minimum qualifications for those positions.

Table 13

<b>Comparison of Entry-level Positions at State Agencies and the Seven Largest Local Law Enforcement Departments in the State</b>				
State Agency or Local Law Enforcement Department	Entry-level Salary <sup>a</sup>	Time to Next Rank	Minimum Education Requirement <sup>b</sup>	Peace Officer Certification Required?
<b>State Agencies</b>				
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) <sup>c</sup>	\$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) <sup>d</sup>	\$72,711	Competitive process	Bachelor's degree in criminal justice or a related degree plus four years of law enforcement experience	Yes
Department of Insurance (Sergeant, Texas Department of Insurance) <sup>e</sup>	\$72,711	Competitive process	Bachelor's degree plus five years of experience in investigative law enforcement work	Yes
<b>Local Law Enforcement Departments</b>				
City of Austin	\$50,000	35 weeks	High school diploma or GED	No
City of Dallas	\$61,367	18 months <sup>f</sup>	45 hours of college credit	No
City of El Paso	\$34,538	35 weeks	12 hours of college credit	No
City of Fort Worth	\$40,040	35 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	\$39,998	26 weeks	30 hours of college credit	No
<sup>a</sup> Entry-level salaries for state agencies are based on Salary Schedule C for fiscal years 2020 and 2021. Entry-level salaries for local law enforcement departments were reported through the State Auditor's Office's local law enforcement department survey conducted in August 2020.				
<sup>b</sup> Some state agencies allow substitutions for the stated minimum education requirements.				
<sup>c</sup> The Alcoholic Beverage Commission hires new agents at the rank of Probationary Agent at salary group C2.				

- <sup>d</sup> The Office of the Attorney General hires in Salary Schedule C law enforcement positions starting at the rank of Sergeant at salary group C4.
- <sup>e</sup> The Department of Insurance hires in Salary Schedule C law enforcement positions starting at the rank of Sergeant at salary group C4.
- <sup>f</sup> The time to next rank at the City of Dallas includes the time needed to complete the basic training academy and all field training requirements. Since the City of Dallas does not use the rank of probationary officer, promoting to the next rank involves promoting from Police Officer year 0-1 to Police Officer year 1-2.

Sources: Information obtained from the seven largest local law enforcement departments in August 2020 and from state agencies in November 2020.

## Law Enforcement Pay at Selected Higher Education Institutions

Although higher education institutions were not included in the scope of this study, the State Auditor's Office collected information on law enforcement salary ranges from selected higher education institutions as a point of comparison. Table 14 presents law enforcement pay at selected higher education institutions as of August 2020.

Table 14

Law Enforcement Base Pay at Selected Higher Education Institutions as of August 2020						
Entry and Journey Level						
Higher Education Institution	Police Cadet/Trainee/Recruit		Police Officer			
	Salary Range Minimum	Salary Range Maximum	Salary Range Minimum	Salary Range Maximum		
The University of Texas at Austin	\$36,096	\$36,096	\$54,250	\$80,613		
The University of Texas at Dallas	\$35,568	\$62,412	\$43,549	\$97,973		
The University of Texas at El Paso	\$28,272	\$35,352	\$32,076	\$65,760 <sup>a</sup>		
University of North Texas Health Science Center at Fort Worth	\$35,076	\$52,620	\$39,288	\$58,920 <sup>b</sup>		
University of Houston	Not Applicable		\$35,904	\$63,972 <sup>c</sup>		
The University of Texas at San Antonio <sup>d</sup>	\$29,120	\$44,226	\$33,440	\$72,715 <sup>e</sup>		
Texas A&M University <sup>f</sup>	\$33,362	\$61,958	\$40,712	\$93,158 <sup>g</sup>		
<b>State of Texas</b>	<b>\$40,350</b>	<b>\$44,082</b>	<b>\$53,242</b>	<b>\$79,323</b>		
Senior Level						
Higher Education Institution	Sergeant		Lieutenant		Captain	
	Salary Range Minimum	Salary Range Maximum	Salary Range Minimum	Salary Range Maximum	Salary Range Minimum	Salary Range Maximum
The University of Texas at Austin	\$76,044	\$110,781	\$95,146	\$138,609	\$105,643	\$153,902
The University of Texas at Dallas	\$55,668	\$107,439	\$60,424	\$117,827	Not Applicable	
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	\$49,367	\$81,446	\$54,268	\$92,245	\$60,782	\$103,320
Texas A&M University	\$55,412	\$102,908	\$68,012	\$126,308	Not Applicable	
<b>State of Texas</b>	<b>\$72,711</b>	<b>\$86,495</b>	<b>\$80,582</b>	<b>\$95,192</b>	<b>\$98,903</b>	<b>\$107,682</b>

**Law Enforcement Base Pay at Selected Higher Education Institutions  
as of August 2020**

- <sup>a</sup> The salary range maximum for a police officer at the University of Texas at El Paso is for the Corporal job title.
- <sup>b</sup> University of North Texas Health Science Center at Fort Worth also has a Police Corporal job title, which has a salary range maximum of \$66,000.
- <sup>c</sup> The salary range maximum for a police officer at the University of Houston is for the Police Corporal job title.
- <sup>d</sup> The University of Texas at San Antonio also has a Police Officer in Training job title, which has a salary range maximum of \$48,649.
- <sup>e</sup> The salary range maximum for a police officer at the University of Texas at San Antonio is for the Police Officer IV and Corporal job titles.
- <sup>f</sup> Texas A&M University also has a Police Officer in Training job title, which has a salary range maximum of \$67,808.
- <sup>g</sup> The salary range maximum for a police officer at Texas A&M University is for the Police Officer IV job title.

Sources: Higher education institution pay plans as of August 2020 and Salary Schedule C in the General Appropriations Act (86th Legislature), Article IX, Section 2.01, page IX-19, for fiscal years 2020 and 2021.

## **Summary of State Agency Compensation Expenditures for Law Enforcement Employees in Salary Schedule C in Fiscal Year 2020**

Table 15 presents compensation expenditures by state agency for law enforcement employees in Salary Schedule C in fiscal year 2020.

Table 15

<b>Summary of Compensation Expenditures for State Law Enforcement Employees in Salary Schedule C Fiscal Year 2020 <sup>a</sup></b>					
Agency	Base Pay	Hazardous Duty Pay	Overtime Pay <sup>b</sup>	Supplemental Pay (Pay for Education, Certifications, and Bilingual Skills)	Totals
Department of Public Safety	\$295,042,362	\$5,547,150	\$121,166,263	\$6,007,246	\$427,763,021
Parks and Wildlife Department	37,955,192	669,920	1,091,008	832,050	40,548,170
Alcoholic Beverage Commission	14,368,372	241,590	408,048	338,800	15,356,810
Office of the Attorney General	14,983,169	104,030	113,214	325,200	15,525,613
Department of Criminal Justice	10,205,973	221,750	796,444	223,600	11,447,767
Department of Insurance	1,737,557	290	6,857	37,850	1,782,554
<b>Totals</b>	<b>\$374,292,625</b>	<b>\$6,784,730</b>	<b>\$123,581,834</b>	<b>\$7,764,746</b>	<b>\$512,423,935</b>
<p><sup>a</sup> The amounts presented are from data extracted from the Office of the Comptroller of Public Accounts' Standardized Payroll/Personnel Reporting System and Uniform Statewide Accounting System for pay periods between September 2019 and August 2020; the amounts do not reflect adjustments made after November 5, 2020.</p> <p><sup>b</sup> 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.</p>					

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

## Information on Overtime Pay for Law Enforcement Employees in Salary Schedule C for Fiscal Years 2016 through 2020

Figure 1 shows the five-year trends in overtime pay by agency for law enforcement employees in Salary Schedule C, as well as explanations for the overtime pay trends that were provided by the respective state agencies and summarized by the State Auditor’s Office.

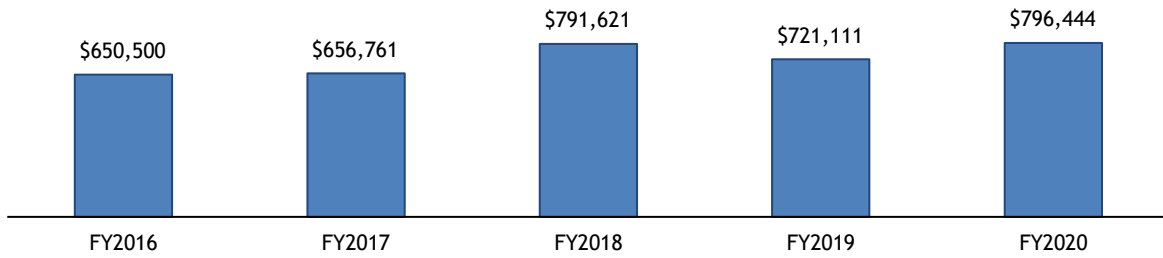
Figure 1





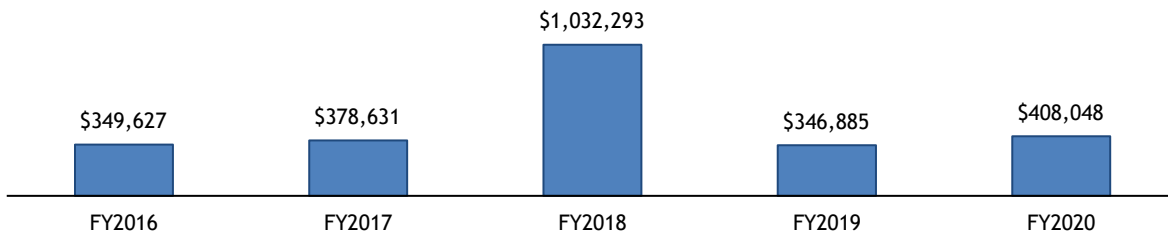
**Overtime Pay for Law Enforcement Employees in Salary Schedule C  
Fiscal Years 2016 through 2020<sup>a b</sup>**

**Department of Criminal Justice**



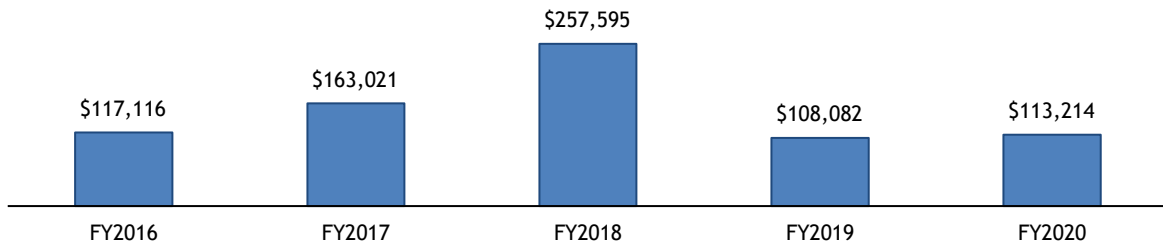
Spending by the Department of Criminal Justice (Department) on overtime pay in fiscal year 2020 represented an increase of 10.4 percent compared with fiscal year 2019 and an increase of 0.6 percent compared with fiscal year 2018. The Department asserted that the increases in overtime in fiscal years 2018 and 2020 were due to (1) Officer of Inspector General (OIG) Hurricane Harvey response in fiscal year 2018, and (2) OIG responses to protests and COVID-19 pandemic-related operations in fiscal year 2020. In addition, overtime has trended upwards due to (1) turnover in the Criminal Investigation Division (CID) requiring staff to handle a larger caseload in addition to responses to major crimes after hours, (2) use of overtime by CID investigators to complete investigations and manage caseloads, and (3) increased workloads relating to fugitive and anti-gang multi-agency task force activities. Increased staffing of those two programs has resulted in the overtime pay growth seen between fiscal years 2019 and 2020.

**Alcoholic Beverage Commission**



Spending by the Alcoholic Beverage Commission (Commission) on overtime pay in fiscal year 2020 represented an increase of 17.6 percent compared with fiscal year 2019 and a decrease of 60.5 percent compared with fiscal year 2018. The Commission asserted that its overtime pay is mostly grant-related and reimbursable and includes (1) federal grant-funded task force operations completed in coordination with federal agencies, (2) grant-funded overtime activities, such as law enforcement assistance during Hurricane Harvey in 2017, and (3) overtime payout for law enforcement personnel compensatory time earned in accordance with Texas Government Code, Chapter 659, while on duty during Hurricane Harvey. Overtime pay related to Hurricane Harvey was reimbursed through the Texas Division of Emergency Management.

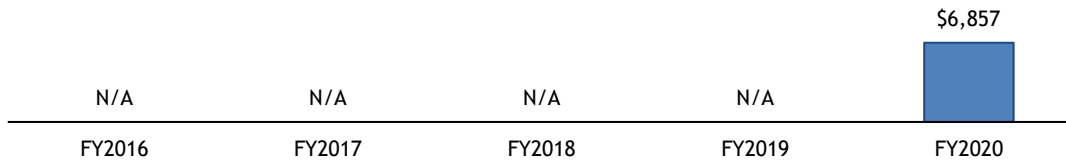
**Office of the Attorney General**



Spending by the Office of the Attorney General (OAG) on overtime pay in fiscal year 2020 represented an increase of 4.7 percent compared with fiscal year 2019 and a decrease of 56.0 percent compared with fiscal year 2018. The OAG asserted that overtime payouts increased for the 2017 and 2018 fiscal years because of OAG employee response to Hurricane Harvey. In addition, increases in overtime were due to: (1) overtime payouts to employees when they leave the agency, (2) increased work and overtime for employees on federal grant-related projects, and (3) increased work and overtime for employees assigned to task forces, such as those led by the United States Marshals Service.

**Overtime Pay for Law Enforcement Employees in Salary Schedule C  
Fiscal Years 2016 through 2020 <sup>a b</sup>**

**Department of Insurance**



The Department of Insurance (Department) began paying certain employees in accordance with Salary Schedule C in fiscal year 2020. Therefore, no overtime expenditures were reported for fiscal years 2016 to 2019. The Department asserted that overtime was paid to Salary Schedule C employees in fiscal year 2020 for: (1) payment of overtime leave balances for separating employees, (2) projects related to agreements with third-party entities that allow for paid overtime, and (3) overtime leave balance pay-down.

<sup>a</sup> 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.

<sup>b</sup> For fiscal year 2020: The amounts presented are from data extracted from the Office of the Comptroller of Public Accounts' Standardized Payroll/Personnel Reporting System for pay periods between September 2019 and August 2020; the amounts do not reflect adjustments made after November 5, 2020.

For fiscal year 2019: The amounts presented are from data extracted from the Office of the Comptroller of Public Accounts' Uniform Statewide Payroll/Personnel System and Standardized Payroll/Personnel Reporting System for pay periods between September 2018 and August 2019; the amounts do not reflect adjustments made after December 6, 2019.

For fiscal year 2018: The amounts presented are from data extracted from the Office of the Comptroller of Public Accounts' Uniform Statewide Payroll/Personnel System and Standardized Payroll/Personnel Reporting System for pay periods between September 2017 and August 2018; the amounts do not reflect adjustments made after December 10, 2018.

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.

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.

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

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