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A Report on  
**The State's Law Enforcement  
Salary Schedule  
(Salary Schedule C)**

December 2006  
Report No. 07-705



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## *The State's Law Enforcement Salary Schedule (Salary Schedule C)*

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### *Overall Conclusion*

Texas state agencies (excluding institutions of higher education) employ 4,349 full-time classified law enforcement officers, which represents 3 percent of the total state agency workforce.<sup>1</sup> Texas Government Code, Section 654.037(b), requires the State Classification Team within the State Auditor's Office to gather and analyze information regarding compensation provided by local law enforcement departments. In reviewing salary rates for law enforcement positions, we used the following positions to represent the benchmark jobs for their respective salary groups:

- Trooper (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).

#### **The State's Law Enforcement Salary Schedule (Salary Schedule C)**

Salary schedule C contains salaries for the State's law enforcement positions and is part of the State's Position Classification Plan (Plan). This schedule provides the salary structure only for peace officers licensed by the Texas Commission on Law Enforcement Officers Standards and Education (TCLEOSE) who are employed by:

- The Department of Public Safety (80 percent of the State's law enforcement positions).
- The Parks and Wildlife Department (11 percent of the State's law enforcement positions).
- The Alcoholic Beverage Commission (7 percent of the State's law enforcement positions).
- The Department of Criminal Justice (2 percent of the State's law enforcement positions).

The salary schedule for state agency law enforcement positions is contained within the State's Position Classification Plan (Plan), which is part of the General Appropriations Act. Legislative action is required to make changes to it. Implementing the changes to the law enforcement salary schedule recommended in this report would make the Plan more competitive. The minimum estimated cost to the four state agencies of implementing these changes would be approximately \$39.9 million for the 2008-2009 biennium. The Department of Public Safety would bear 80 percent of that cost.

<sup>1</sup> Law enforcement positions at higher education institutions were not included in this review because higher education institutions do not pay employees in accordance with the State's Position Classification Plan.

The primary focus of this analysis was to compare the State's direct compensation for law enforcement positions to the direct compensation paid by Texas local law enforcement departments that employ more than 1,000 commissioned law enforcement officers. Direct compensation includes base pay and various forms of supplemental pay such as hazardous duty pay, education pay, and certification pay.

## ***Key Points***

**Salary rates for certain salary groups within the law enforcement salary schedule would need to be changed to achieve market competitiveness.**

Maximum salary rates for state **journey-level** law enforcement positions (for example, Troopers and Game Wardens in salary group C3) are within 5.6 percent of the average maximum pay of the local law enforcement departments included in our analysis. The Department of Public Safety provided information that supports including Corporal maximum pay from these departments in the overall analysis for the Trooper position within salary group C3. As a result of this feedback, we considered the maximum salary rates for the Corporal positions for the City of Austin, the City of Dallas, and the City of Fort Worth to determine maximum average pay. We are making a recommendation for an adjustment to these salaries to place them directly in line with the market.

The salary rates for state **supervisory-level** law enforcement positions (for example, Sergeants, Lieutenants, and Captains in salary groups C4 through C8) are not competitive with the average maximum pay of the local law enforcement departments included in our analysis. These salary rates would need to be changed to achieve market competitiveness.

**Recommended changes to the law enforcement salary schedule have a minimum estimated cost to four agencies of \$39.9 million for the 2008-2009 biennium.**

To determine the minimum estimated cost of implementing the recommended changes to the law enforcement salary schedule, we calculated the fiscal impact of moving the employees to the same salary level within the law enforcement salary schedule.

Most of the costs of the recommended law enforcement salary schedule changes are associated with Sergeant positions. The majority of these positions are at the Department of Public Safety.

The following table summarizes the minimum estimated costs associated with the recommendations for the law enforcement salary schedule. These costs do not include any of the benefit-related costs (for example, additional retirement, Medicare, and Social Security costs) that agencies would incur as a result of the recommended changes.

Summary of Minimum Costs Associated with Recommended Changes to The Law Enforcement Salary Schedule (Salary Schedule C) For the 2008-2009 Biennium			
Salary Group	Job Classification Titles	Biennial Costs Associated with Recommended Changes	Number of Employees Whose Salaries Would Be Affected by the Recommended Changes
C1	Trooper Trainee; Investigator Trainee - Office of the Inspector General; Game Warden Trainee	\$ 95,368	14
C2	Probationary Trooper; Agent Trainee; Probationary Game Warden	2,070,897	304
C3	Trooper; Corporal; Agent; Investigator - Office of the Inspector General; Game Warden	18,569,763	2,726
C4	Sergeant, Public Safety; Sergeant, Alcoholic Beverage; Pilot Investigator I; Regional Supervisor - Office of the Inspector General; Sergeant, Game Warden	10,342,776	891
C5	Lieutenant, Public Safety; Public Safety Inspector I; Pilot Investigator II; Lieutenant, Alcoholic Beverage; Regional Manager - Office of the Inspector General; Lieutenant, Game Warden	3,873,415	231
C6	Captain, Public Safety; Public Safety Inspector II; Pilot Investigator III; Captain, Alcoholic Beverage; Multi-Regional Administrator - Office of the Inspector General; Captain, Game Warden	3,546,880	136
C7	Assistant Commander, Public Safety; Pilot Investigator IV; Chief Inspector - Office of Inspector General (12 years or less); Assistant Commander, Game Warden	330,882	11
C8	Commander, Public Safety; Major, Public Safety; Major, Alcoholic Beverage; Chief Inspector - Office of Inspector General (More than 12 years); Commander, Game Warden; Major, Game Warden	1,082,883	36
<b>Totals</b>		<b>\$39,912,864</b>	<b>4,349</b>

The State also provides various types of supplemental pay to employees who are paid according to the law enforcement salary schedule.

Examples of the types of supplemental pay the State provides include education pay, certification pay, hazardous duty pay, and bilingual pay.

### ***Summary of Objective, Scope, and Methodology***

The objective of this study was to analyze the direct compensation package the State provides to law enforcement personnel who are paid according to the law enforcement salary schedule (salary schedule C).

The scope of this study included a review of the State's law enforcement total direct compensation in relation to average maximum pay of the local law enforcement departments in our analysis. The State Auditor's Office's State Classification Team conducted this review in accordance with the Position Classification Act in Texas Government Code, Chapter 654.

The State Classification Team conducts periodic studies of salary rates and trends in other governmental agencies for work similar to that performed by the State's law enforcement positions classified within the law enforcement salary schedule. To determine current salary rates and trends, the State Auditor's Office conducted a survey of Texas local law enforcement departments with more than 1,000 commissioned law enforcement officers. This survey and our research were completed using generally accepted compensation practices. We used the Department of Public Safety's positions—for example, Trooper, Sergeant, Lieutenant, and Captain—contained in the law enforcement salary schedule to make comparisons to salaries at the local law enforcement departments in our analysis.

This project was a review; 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 and compliance with generally accepted compensation practices.

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# Detailed Results

Chapter 1

## Background Information on the State's Law Enforcement Salary Schedule (Salary Schedule C)

Texas state agencies (excluding institutions of higher education) employ 4,349 full-time classified law enforcement officers, which represents 3 percent of the total state agency workforce.<sup>2</sup> Eighty percent of the State's law enforcement employees work for the Department of Public Safety. The remainder work for the Parks and Wildlife Department (11 percent), the Alcoholic Beverage Commission (7 percent), and the Department of Criminal Justice (2 percent). These employees' salary rates are established in the law enforcement salary schedule (salary schedule C) of the State's Position Classification Plan (Plan).

Statewide turnover for employees paid according to the law enforcement salary schedule was 4.2 percent in fiscal year 2006. Table 1 provides information regarding the number of full-time classified employees paid according to the law enforcement salary schedule during the second quarter of fiscal year 2006 and turnover information for fiscal year 2006.

Table 1

Current Law Enforcement Salary Schedule (Salary Schedule C) Number of Employees for the Second Quarter of Fiscal Year 2006 and Fiscal Year 2006 Turnover Rates				
Salary Group	Job Classification Titles	Number of Full-time Classified Employees	Percentage of Salary Schedule C Employees	Fiscal Year 2006 Turnover Rate <sup>a</sup>
C1	Trooper Trainee; Investigator Trainee - Office of the Inspector General; Game Warden Trainee	14	0.3%	24.5%
C2	Probationary Trooper; Agent Trainee; Probationary Game Warden	304	7.0%	12.1%
C3	Trooper; Corporal; Agent; Investigator - Office of the Inspector General; Game Warden	2,726	62.7%	4.0%
C4	Sergeant, Public Safety; Sergeant, Alcoholic Beverage; Pilot Investigator I; Regional Supervisor - Office of the Inspector General; Sergeant, Game Warden	891	20.5%	2.3%
C5	Lieutenant, Public Safety; Public Safety Inspector I; Pilot Investigator II; Lieutenant, Alcoholic Beverage; Regional Manager - Office of the Inspector General; Lieutenant, Game Warden	231	5.3%	2.6%

<sup>2</sup> Law enforcement positions at higher education institutions were not included in this review because higher education institutions do not pay employees in accordance with the State's Position Classification Plan.

Current Law Enforcement Salary Schedule (Salary Schedule C) Number of Employees for the Second Quarter of Fiscal Year 2006 and Fiscal Year 2006 Turnover Rates				
Salary Group	Job Classification Titles	Number of Full-time Classified Employees	Percentage of Salary Schedule C Employees	Fiscal Year 2006 Turnover Rate <sup>a</sup>
C6	Captain, Public Safety; Public Safety Inspector II; Pilot Investigator III; Captain, Alcoholic Beverage; Multi-Regional Administrator - Office of the Inspector General; Captain, Game Warden	136	3.1%	1.5%
C7	Assistant Commander, Public Safety; Pilot Investigator IV; Chief Inspector - Office of Inspector General (12 years or less); Assistant Commander, Game Warden	11	0.3%	0.0%
C8	Commander, Public Safety; Major, Public Safety; Major, Alcoholic Beverage; Chief Inspector - Office of Inspector General (More than 12 years); Commander, Game Warden; Major, Game Warden	36	0.8%	5.4%
<b>Totals</b>		<b>4,349</b>	<b>100%</b>	<b>4.2%</b>
<sup>a</sup> Fiscal year 2006 turnover rate information is based on preliminary data. Final turnover rates will be reported in a separate report.				

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

Although the turnover numbers for employees within salary group C1 (Trooper Trainee, Game Warden Trainee, and Investigator Trainee – Office of the Inspector General) and salary group C2 (Probationary Trooper; Agent Trainee; Probationary Game Warden) appear high compared with other law enforcement positions, these rates could be influenced by situations such as the vigorous demands of the trooper training and probationary programs.

**Texas Government Code,  
Section 654.037(b)**

The classification officer shall conduct, before September 1 of each even-numbered year, a survey of local law enforcement departments that employ more than 1,000 commissioned law enforcement officers to gather information about the total compensation provided by the departments to law enforcement officers.

Before January 1 of each odd-numbered year, the classification officer shall analyze the findings of the most recent survey conducted in accordance with this subsection and shall submit to the legislature a report on the findings of the survey and analysis. The report must identify the five local law enforcement departments that provide the highest average total compensation to local law enforcement officers who have been employed by the local law enforcement departments at the maximum salary level.

Texas Government Code, Chapter 654, gives the State Auditor's Office statutory responsibility for:

- Maintaining and keeping the Plan current.
- Making recommendations that are necessary and desirable about the operation of the Plan and for improvement of the Plan to the Governor and the Legislature.

Because the law enforcement salary schedule is contained within the Plan (which is part of the General Appropriations Act), legislative action is required to make changes to it. This report provides the results of the State Auditor's Office analysis and recommendations for changes to keep that salary schedule competitive with the market. In addition, Texas Government Code, Section 654.037(b), provides specific instructions for reviewing the salary rates of law enforcement positions (see text box for additional details).

**The State's direct compensation package for law enforcement employees includes base pay and various forms of supplemental pay.**

The State Auditor's Office's State Classification Team analyzed the direct compensation packages provided by seven local law enforcement departments with more than 1,000 commissioned law enforcement officers. Direct compensation includes base pay and various forms of supplemental pay. For the purposes of this analysis supplemental pay includes hazardous duty or longevity pay and other salary-related stipends (for example, education pay, certification pay, and bilingual pay).

Indirect compensation (for example, health care benefits, Social Security and Medicare, and retirement) was not reviewed; however, we compiled a summary of retirement benefits provided by the seven local law enforcement departments in our analysis (see Appendix 2). Information on non-financial rewards (for example, employee recognition programs, profession training and career development, and a challenging and rewarding work environment) also was not reviewed. The State Auditor's Office previously reported on these types of rewards in *A Biennial Report on the Total Compensation Package for State of Texas Employees* (State Auditor's Office Report No. 07-701, September 2006).

### **Base Pay**

The job classifications within the law enforcement salary schedule provide rates of pay based on rank and number of years of service. Typically, an employee starts at the lowest rank within an agency. Law enforcement

employees compensated according to the law enforcement salary schedule currently are not eligible to receive merit increases or one-time merit payments.

The law enforcement salary schedule was completely revised for the 2006-2007 biennium. Increases associated with the revised salary schedule ranged from 9 percent to 19 percent, depending on an employee's rank and placement within the salary schedule. For this reason, employees who were paid according to the law enforcement salary schedule were not eligible to receive the 4 percent and 3 percent salary increases the State provided to state employees in fiscal years 2006 and 2007, respectively.

Table 2 shows the law enforcement salary schedule for the 2006-2007 biennium.

Table 2

Current Law Enforcement Salary Schedule (Salary Schedule C) 2006-2007 Biennium							
Salary Group	Job Classification Titles	< 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	Trooper Trainee; Investigator Trainee - Office of the Inspector General; Game Warden Trainee	\$33,300					
C2	Probationary Trooper; Agent Trainee; Probationary Game Warden	\$36,380					
C3	Trooper; Corporal; Agent; Investigator - Office of the Inspector General; Game Warden	\$41,000	\$45,496	\$48,992	\$52,488	\$54,984	\$57,480
C4	Sergeant, Public Safety; Sergeant, Alcoholic Beverage; Pilot Investigator I; Regional Supervisor - Office of the Inspector General; Sergeant, Game Warden		\$51,736	\$55,232	\$58,728	\$61,224	\$63,720
C5	Lieutenant, Public Safety; Public Safety Inspector I; Pilot Investigator II; Lieutenant, Alcoholic Beverage; Regional Manager - Office of the Inspector General; Lieutenant, Game Warden		\$57,976	\$61,472	\$64,968	\$67,464	\$69,960
C6	Captain, Public Safety; Public Safety Inspector II; Pilot Investigator III; Captain, Alcoholic Beverage; Multi-Regional Administrator - Office of the Inspector General; Captain, Game Warden		\$64,216	\$67,712	\$71,208	\$73,704	\$76,200
C7	Assistant Commander, Public Safety; Pilot Investigator IV; Chief Inspector - Office of Inspector General (12 years or less); Assistant Commander, Game Warden		\$75,864	\$76,864	\$77,864	\$77,864	\$77,864
C8	Commander, Public Safety; Major, Public Safety; Major, Alcoholic Beverage; Chief Inspector - Office of Inspector General (More than 12 years); Commander, Game Warden; Major, Game Warden		\$80,024	\$81,024	\$82,024	\$82,024	\$82,024

Although higher education institutions were not included in the scope of this review, we collected information on the law enforcement salaries from the higher education institutions located in the same vicinity as the local law enforcement departments in our analysis. A summary of the salary rates from these higher education institutions is included in Appendix 3.

### Supplemental Pay

**Hazardous Duty Pay.** State law enforcement employees receive hazardous duty pay if they have completed at least 12 months of lifetime service credit by the last day of the preceding month. The amount of an employee's hazardous duty pay is based on the number of months served in a hazardous duty position, which is also known as "lifetime service credit." The 79th Legislature authorized an increase in hazardous duty pay from \$7 to \$10 per month for each 12-month period of lifetime service credit, not to exceed \$300 per month. 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.

**Other Salary Stipends.** Provisions of the General Appropriations Act authorize the Department of Public Safety, the Department of Criminal Justice, the Parks and Wildlife Department, and the Alcoholic Beverage Commission to pay their commissioned peace officers salary stipends at rates that exceed the maximum rates designated in the law enforcement salary schedule. These salary stipends are paid to law enforcement officers who achieve certain levels of skill or certifications as approved by the agencies. Examples of these skills and certifications include:

- **Education:** \$50 per month for an associate's degree, \$100 per month for a bachelor's degree, and \$150 per month for a master's degree. At the master's degree education level, an employee would be eligible to receive \$1,800 a year.
- **Texas Commission on Law Enforcement Officer Standards and Education Certification (TCLEOSE):** \$50 per month for intermediate, \$100 per month for advanced, and \$150 per month for masters. At the highest TCLEOSE certification level, an employee would be eligible to receive \$1,800 per year.
- **Bilingual Capabilities:** \$50 per month for the ability to speak a language other than English. On a yearly basis, this provides an additional \$600 to an employee's pay.

Commissioned peace officers may receive a stipend for education or certification, but not both.

**Additional Stipends.** Employees holding the rank of Corporal with the Department of Public Safety receive an additional \$50 per month. Employees assigned these duties receive \$600 each fiscal year. According to the Department of Public Safety, this stipend is provided to troopers who have

been assigned additional administrative duties. If there is a change in duty assignments, the stipend does not transfer with the employee. Therefore, this stipend is similar to assignment pay.

Three of the seven local law enforcement departments analyzed have positions that differentiate the Corporal-level duties and provide higher base pay rates. These local law enforcement departments include the City of Austin, the City of Dallas, and the City of Fort Worth. Additional information on this position (rank) is presented in Chapter 2.

### Total Direct Compensation

Table 3 provides an overview of total direct compensation provided to an employee assigned to salary group C3 (for example, Trooper) in the law enforcement salary schedule who has 20 or more years of state service.

Table 3

Example of Total Direct Compensation For a Trooper (C3) with at least 20 Years of State Services	
Base salary (salary group C3 at 20 or more years of service)	\$57,480
Hazardous duty pay (maximum amount with 30 years of service)	3,600
Certification pay (masters level) or education pay (masters level) <sup>a</sup>	1,800
Bilingual pay (ability to speak a language other than English)	600
<b>Total Direct Compensation</b>	<b>\$63,480</b>
<sup>a</sup> Law enforcement employees are eligible to receive certification pay or education pay, but not both.	

## ***Analysis of Law Enforcement Total Direct Compensation Package***

As required by statute, the State Auditor's Office conducted a survey of Texas local law enforcement departments that have 1,000 or more commissioned law enforcement officers. Table 4 provides information on the local law enforcement departments surveyed.

Table 4

<b>Local Texas Law Enforcement Departments That Have 1,000 Or More Commissioned Law Enforcement Officers</b>	
<b>Law Enforcement Department</b>	<b>Number of Officers<sup>a</sup></b>
State of Texas	4,349
City of Austin	1,510
City of Dallas	2,965
City of El Paso	1,107
City of Fort Worth	1,350
City of Houston	4,896
City of San Antonio	2,067
Harris County	2,602

<sup>a</sup> Number of officers is dependent on how the law enforcement department reported its data, which could be either budgeted positions or actual number of employees in positions.

Source: State Auditor's Office Law Enforcement Survey and Electronic Classification Analysis System.

In reviewing salary rates for law enforcement positions, we used the following positions to represent the benchmark jobs for their respective salary groups:

- Trooper (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).

A benchmark job refers to a job or a group of jobs that is used for making pay comparisons, either within or outside an organization. The State Auditor's Office used these benchmarks to determine where positions fell in relation to the market.

In addition, we collected information from these local law enforcement departments on employees in upper management (for example, Deputy Chief and Assistant Deputy Chief).

Salary rates for state journey-level enforcement positions would need to be changed to achieve market competitiveness.

During our review, the Department of Public Safety provided information that supports including Corporal maximum pay rates in the review of journey-level officer positions. Using this approach, our analysis indicated that the State’s maximum pay for journey-level law enforcement positions in salary group C3 (for example, Troopers) is below that of the seven law enforcement departments in our analysis. Table 5 provides information regarding this analysis.

Table 5

Law Enforcement Salary Schedule Market Analysis for Trooper (C3) Positions			
Salary Group (Rank)	State’s Maximum Salary	Average Maximum Salary of Seven Local Law Enforcement Departments in Analysis	Percentage Difference
Trooper (C3)	\$57,480	\$60,886	5.6%

Source: State Auditor’s Office Law Enforcement Survey.

The State’s maximum pay for Troopers, Game Wardens, Agents, and Investigator – Office of Inspector General in salary group C3 (\$57,480) was within 5.6 percent of the maximum average market pay (\$60,886) of the seven local law enforcement departments in our analysis. Table 6 provides the ranking based on maximum pay for Police Officers and Corporals (salary group C3) in the seven local law enforcement departments in our analysis.

Table 6

Ranking Based on Maximum of Salary Range (Based on Maximum Rates for Police Officer, Senior Police Officer, and Corporal positions)			
Local Law Enforcement Department	Ranking based on Maximum Base Pay Available	Maximum of Salary Range	Local Law Enforcement Department Maximum as a Percent of State Maximum Salary
City of Austin	1	\$ 78,873	137%
City of Fort Worth	2	\$ 70,429	123%
City of Dallas	3	\$ 67,879	118%
City of Houston	4	\$ 55,236	96%
City of El Paso	5	\$ 52,292	91%
City of San Antonio	6	\$ 51,348	89%
Harris County	7	\$ 50,148	87%
Average		\$60,886	
State of Texas		\$ 57,480	

Source: State Auditor's Office Law Enforcement Survey.

Currently, the State compensates Department of Public Safety employees who are assigned to duties that are similar to Corporal ranks by providing a stipend of \$50 per month. This provides an additional \$600 to an employee's annual pay. As discussed in Chapter 1, if there is a change in duty assignments, the Department of Public Safety indicated that the stipend does not transfer with the employee. Therefore, this stipend is similar to assignment pay.

Salary rates for state supervisory law enforcement positions would need to be changed to achieve market competitiveness.

Our analysis indicated that the salary rates for supervisory law enforcement positions currently in salary groups C4 through C6 (for example, Sergeants, Lieutenants, and Captains) would need to be adjusted to make them competitive with the market. Table 7 provides additional details that show the competitiveness of the law enforcement supervisory positions.

Table 7

Market Analysis for Supervisory Law Enforcement Benchmark Jobs			
Current Salary Group (Benchmark Job)	Salary Range Maximum	Market Average Maximum Pay	Percentage Difference
Sergeant - Department of Public Safety (C4)	\$63,720	\$69,515	8%
Lieutenant - Department of Public Safety (C5)	\$69,960	\$78,338	11%
Captain - Department of Public Safety (C6)	\$76,200	\$89,236	15%

Source: State Auditor's Office Law Enforcement Survey.

Salary rates for other supervisory law enforcement positions (for example, Assistant Commanders, Commanders, Majors, and Chief Inspector – Office of the Inspector General) are provided in salary groups C7 and C8 of the law enforcement salary schedule. These are typically management-level positions. Because each local law enforcement department uses these upper-level positions differently, it is difficult to match them with state positions; however, they do provide a point of comparison. Table 8 provides information on the average salaries for the upper-level positions of the seven local law enforcement departments surveyed.

Table 8

Average Salaries for Law Enforcement Management-Level Positions		
Local Law Enforcement Department	Deputy Police Chief	Assistant Police Chief
City of Austin	Does not use this rank	\$139,003
City of Dallas	\$87,079	\$106,556
City of El Paso	\$92,175	\$111,906
City of Fort Worth	\$108,867	Does not use this rank
City of Houston	Does not use this rank	\$113,918
City of San Antonio	Does not use this rank	\$117,479
Harris County	Does not use this rank	\$113,152

Source: State Auditor's Office Law Enforcement Survey.

## Recommendations

The Legislature should consider adopting a revised law enforcement salary schedule (salary schedule C) to provide competitive salaries to journey-level and supervisory law enforcement positions. Table 9 presents the recommended salary schedule for law enforcement positions.

Table 9

Recommended Law Enforcement Salary Schedule (Salary Schedule C) For the 2008-2009 Biennium							
Salary Group	Job Classification Titles	< 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	Trooper Trainee; Investigator Trainee - Office of the Inspector General; Game Warden Trainee	\$36,706					
C2	Probationary Trooper; Agent Trainee; Probationary Game Warden	\$39,786					
C3	Trooper; Corporal; Agent; Investigator - Office of the Inspector General; Game Warden	\$44,406	\$48,902	\$52,398	\$55,894	\$58,390	\$60,886
C4	Sergeant, Public Safety; Sergeant, Alcoholic Beverage; Pilot Investigator I; Regional Supervisor - Office of the Inspector General; Sergeant, Game Warden		\$57,540	\$61,036	\$64,532	\$67,028	\$69,524
C5	Lieutenant, Public Safety; Public Safety Inspector I; Pilot Investigator II; Lieutenant, Alcoholic Beverage; Regional Manager - Office of the Inspector General; Lieutenant, Game Warden		\$66,360	\$69,856	\$73,352	\$75,848	\$78,344
C6	Captain, Public Safety; Public Safety Inspector II; Pilot Investigator III; Captain, Alcoholic Beverage; Multi-Regional Administrator - Office of the Inspector General; Captain, Game Warden		\$77,256	\$80,752	\$84,248	\$86,744	\$89,240
C7	Assistant Commander, Public Safety; Pilot Investigator IV; Chief Inspector - Office of Inspector General (12 years or less); Assistant Commander, Game Warden		\$88,904	\$89,904	\$90,904	\$91,904	\$92,904
C8	Commander, Public Safety; Major, Public Safety; Major, Alcoholic Beverage; Chief Inspector - Office of Inspector General (More than 12 years); Commander, Game Warden; Major, Game Warden		\$93,064	\$94,064	\$95,064	\$96,064	\$97,064

## ***Recommended Changes to the Law Enforcement Salary Schedule Would Cost Agencies an Estimated \$39.9 Million for the 2008-2009 Biennium***

The minimum estimated cost to state agencies to implement the recommended changes to the law enforcement salary schedule is \$39.9 million for the 2008-2009 biennium. To determine the minimum estimated cost, we calculated the fiscal impact of moving the employees to the proposed new rates of pay for the classifications in the various salary groups.

The recommended changes would affect 4,349 classified regular full-time employees. Table 10 provides the estimated cost for each of these salary groups.

Table 10

<b>Cost to Implement Recommended Changes by Salary Group For the 2008-2009 Biennium</b>			
<b>Recommended Salary Group</b>	<b>Job Classification Titles</b>	<b>Cost Associated with Change</b>	<b>Percentage of Implementation Cost</b>
C1	Trooper Trainee; Investigator Trainee - Office of the Inspector General; Game Warden Trainee	\$ 95,368	0.2%
C2	Probationary Trooper; Agent Trainee; Probationary Game Warden	2,070,897	5.2%
C3	Trooper; Corporal; Agent; Investigator - Office of the Inspector General; Game Warden	18,569,763	46.5%
C4	Sergeant, Public Safety; Sergeant, Alcoholic Beverage; Pilot Investigator I; Regional Supervisor - Office of the Inspector General; Sergeant, Game Warden	10,342,776	25.9%
C5	Lieutenant, Public Safety; Public Safety Inspector I; Pilot Investigator II; Lieutenant, Alcoholic Beverage; Regional Manager - Office of the Inspector General; Lieutenant, Game Warden	3,873,415	9.7%
C6	Captain, Public Safety; Public Safety Inspector II; Pilot Investigator III; Captain, Alcoholic Beverage; Multi-Regional Administrator - Office of the Inspector General; Captain, Game Warden	3,546,880	8.9%
C7	Assistant Commander, Public Safety; Pilot Investigator IV; Chief Inspector - Office of Inspector General (12 years or less); Assistant Commander, Game Warden	330,882	0.8%
C8	Commander, Public Safety; Major, Public Safety; Major, Alcoholic Beverage; Chief Inspector - Office of Inspector General (More than 12 years); Commander, Game Warden; Major, Game Warden	1,082,883	2.7%
<b>Total Biennial Cost</b>		<b>\$39,912,864</b>	<b>100%</b>

Table 11 provides a list of the associated costs by agency.

Table 11

Cost to Implement Recommended Changes by Agency For the 2008-2009 Biennium		
Agency	Cost Associated with Recommended Salary Schedule Modifications	Percentage of Implementation Cost
Department of Public Safety	\$31,990,780	80%
Parks and Wildlife Department	4,749,959	12%
Alcoholic Beverage Commission	2,387,845	6%
Department of Criminal Justice	784,280	2%
<b>Total Biennial Cost</b>	<b>\$39,912,864</b>	<b>100.00%</b>

The minimum estimated cost includes only the cost associated with moving job classifications to the new rate of pay within the salary groups. The estimated cost does not include any of the additional benefit-related costs (for example, additional retirement and mandated income protection programs) that agencies incur during the Plan conversion process.

## *In Addition to Base Pay, the State Provides Supplemental Pay to Individuals in Law Enforcement Positions*

Table 12 provides information regarding the various types of supplemental pay provided by the seven local law enforcement departments in our analysis. The table also shows the difference between the State's maximum supplemental pay and the supplemental pay provided by the seven local law enforcement departments. Appendix 6 provides details regarding the supplemental pay provided by these departments.

Table 12

Average Supplemental Pay for Seven Law Enforcement Departments Compared with Supplemental Pay for the State of Texas			
Supplemental Pay Type	Average Annual Amount	State of Texas	Percent Difference
Education pay - bachelor's degree	\$ 2,226	\$ 1,800	(19%)
Certification pay - master's certification <sup>a</sup>	2,300	1,800	(22%)
Longevity pay	2,333	3,600	54%
Language pay	1,550	600	(61%)
Field training officer (FTO) duty pay <sup>b</sup>	2,448	Not Available to Officers	(100%)
Shift differential pay <sup>b</sup>	2,819	Not Available to Officers	(100%)
<b>Potential Total Supplemental Pay</b>	<b>\$13,676</b>	<b>\$6,000</b>	<b>(56%)</b>
<sup>a</sup> Two of the seven departments provide either education pay or certification pay, but not both. The City of Dallas does not provide certification pay. <sup>b</sup> FTO duty pay and shift differential pay calculations are based on the average salary for the respective organization.			

### Education Pay and Certification Pay

All seven local law enforcement departments with more than 1,000 commissioned law enforcement officers provide education pay. Education pay can be earned by completing college-level courses that are beyond the minimum requirements for the position. Typically, law enforcement departments provide this pay at various amounts for an Associate's degree, a Bachelor's degree, or a Master's degree. The average education pay for a Bachelor's degree at the seven law enforcement departments in our analysis was \$2,226. In comparison, state law enforcement employees are authorized to receive a maximum of \$1,800 for education pay.

Certification pay is provided by six of the seven local law enforcement departments in our analysis. To qualify for certification pay, a law enforcement officer must meet the proficiency requirements in Title 27, Texas Administrative Code, Section 221.3. Certification pay can be earned by completing a combination of training hours or degrees and having certain experience as a peace officer. Typically, law enforcement departments provide this pay at various amounts for intermediate certification, advance certification, and master certification. The average certification pay for a master's certification at the six law enforcement departments is \$2,300. In comparison, state law enforcement employees are authorized to receive a maximum of \$1,800 for certification pay.

#### **Hazardous Duty Pay**

All seven local law enforcement departments in our analysis provide longevity pay. The maximum amounts range from \$840 per year (City of Austin) to \$8,789 (City of San Antonio). The average maximum longevity pay provided by these seven departments is \$2,333 per year.

The State provides a similar type of pay to its authorized law enforcement officers called "hazardous duty" pay. Currently, this pay is authorized at \$10 per month for each 12-month period of lifetime service credit, not to exceed \$300 per month. For example, an employee in a position authorized for hazardous duty pay who has 30 years of state hazardous duty service earns an additional \$3,600 a year.

#### **Bilingual Pay**

Six of the seven local law enforcement departments provide bilingual pay. The average bilingual pay for these six departments is \$1,550. The State has authorized compensation for qualified salary schedule C employees at \$600 per year for bilingual speaking proficiencies.

#### **Local Law Enforcement Departments Provide Other Types of Pay**

The majority of the local law enforcement departments in our analysis provide two additional types of pay: field officer training pay and shift pay.

Field officer training (FTO) pay is provided to law enforcement officers who provide guidance to new law enforcement officers in areas related to (1) policies and procedures and (2) additional training upon completion of an officers basic training program. The average FTO pay at the seven local law enforcement departments reviewed is \$2,448 per year.

Shift pay is compensation paid to employees who work shifts that are different from a normal schedule. Six of the seven local law enforcement departments reviewed provide shift pay. The average shift pay for these departments is \$2,819 per year.

# Appendices

Appendix 1

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

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### **Objective**

The objective of this study was to analyze the direct compensation package the State provides to personnel paid according to the law enforcement salary schedule (salary schedule C) within the State's Position Classification Plan (Plan).

### **Scope**

The scope of this study included a review of the State's law enforcement total direct compensation in relation to market pay. The State Auditor's Office's State Classification Team conducted this review in accordance with the Position Classification Act, Texas Government Code, Chapter 654, which requires it to:

- Make periodic studies of salary rates in other governmental units and in industry for similar work performed in state government and report those findings.
- Maintain the Plan and keep it current.
- Make necessary and desirable recommendations to improve the Plan.

In addition, Section 654.037(b) of the Texas Government Code requires the State Auditor's Office's Classification Office to:

- Conduct, before September 1 of each even-numbered year, a survey of local law enforcement departments that employ more than 1,000 commissioned law enforcement officers to gather information about the total compensation provided by the departments to law enforcement officers.
- Analyze, before January 1 of each odd-numbered year, the findings of the most recent survey conducted in accordance with this subsection and submit to the Legislature a report on the findings of the survey and analysis.
- Identify the five local law enforcement departments that provide the highest average total compensation to local law enforcement officers who have been employed by the local law enforcement departments at the maximum salary level.

### **Methodology**

The State Classification Team conducts periodic studies of salary rates and trends in private industry and other governmental agencies for work similar to

that performed in state government. In addition, the State Classification Team is responsible for reviewing the Plan and providing recommendations to ensure that the Plan effectively meets the needs of its users. In developing our recommendations, the State Classification Team analyzed the following:

- Salary schedule C as approved during the 79th Legislative Session.
- Maximum salaries for similar law enforcement positions. These positions were compared with positions in the relevant labor market for the state of Texas by using the State Auditor's Office Law Enforcement Salary Survey (July 2006).
- Sources used to compile data on full-time classified state employees and their salaries included:
  - Salary for each job classification/classification series as of the second quarter of fiscal year 2006.
  - The number of incumbents in each job classification/classification series as of the second quarter of fiscal year 2006.
  - Turnover data for each salary schedule C job classification/classification series for fiscal year 2006.
- Other research was gathered from the Texas Government Code.
- Market maximum salary was determined using generally accepted compensation practices.
- The annual cost of each recommendations was estimated as follows:
  - To determine the cost for the recommendations for salary schedule C, we used the number of full-time classified employees in each of the classifications as of the end of the second quarter of fiscal year 2006. This information was extracted from the Comptroller of Public Accounts' Human Resources Information System and the Uniform Statewide Payroll/Personnel System.
  - The minimum estimated costs for implementing the recommended salary schedule C were calculated by determining the effect of moving employees to the recommended pay at the same placement within the salary schedule.

## Project Information

Classification review fieldwork was conducted from April 2006 through August 2006. This review was conducted in accordance with generally accepted compensation practices and standards.

This project was a review; 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 and compliance with generally accepted compensation practices.

The following members of the State Auditor's Office's staff conducted this review in accordance with the Position Classification Act, Texas Government Code, Chapter 654:

- Stacey Robbins McClure, PHR (Project Manager)
- Christine Bailey, CCP
- Sharon Schneider, PHR
- Juliette Torres, CCP, PHR
- Dennis Ray Bushnell, CPA (Quality Control Reviewer)
- Susan Riley, CPA (Assistant State Auditor)

## ***Retirement Benefits Provided by the Seven Local Law Enforcement Departments Reviewed***

Table 13 provides a summary of the retirement benefits provided by the seven local law enforcement departments with more than 1,000 commissioned law enforcement employees.

Table 13

<b>Retirement Benefits Provided by Seven Local Law Enforcement Departments with More than 1,000 Commissioned Law Enforcement Employees</b>							
Local Law Enforcement Department	Retirement System	Employee Contribution Rate	Local Law Enforcement Contribution Rate	Benefit Multiplier	Retirement Eligibility	Social Security (Yes/No)	Type of Plan
City of Austin	Austin Police Retirement System	9.00%	18.00%	3.00%	Age 55 and 20-years creditable service. (excluding Pre-membership Military Service)	Yes	Defined Benefits
City of Dallas	Dallas Police and Fire Pension System	8.50%	27.50%	3.00%	5 at 50—If you have at least five years of Pension Service, you are entitled to receive an unreduced pension at age 50 or later	No	Defined Benefits
City of El Paso	El Paso Firemen & Policemen's Pension Fund	11.89%	18.00%	2.75%	At least age 45, with 20 years of service = 100%	No	Defined Benefits
City of Fort Worth	City of Fort Worth Employees' Retirement Fund	8.37%	11.46%	3.00%	Police Officers may retire after completing 25 years of service regardless of age = 100%	No	Defined Benefits
City of Houston	Houston Police Officers' Pension System	9.00%	16.00%	2.75%	If hired before 10/9/2004: 20 years creditable service. If hired after 10/9/2004: Age 55 with 10 years creditable service.	No	Defined Benefits
City of San Antonio	San Antonio Fire and Police	12.32%	24.64%	[2.25% x (High 36 Mos. Salary) x YCS 1-20] + [4.5% x (High 36 Mos. Salary) x YCS 21-27] + [3% x (High 36 Mos. Salary) x YCS 28-30] + [0.5% x (High 36 Mos. Salary) x YCS 31-34]	20 years creditable service	Yes	Defined Benefits

**Retirement Benefits Provided by  
Seven Local Law Enforcement Departments with More than 1,000 Commissioned Law Enforcement Employees**

Local Law Enforcement Department	Retirement System	Employee Contribution Rate	Local Law Enforcement Contribution Rate	Benefit Multiplier	Retirement Eligibility	Social Security (Yes/No)	Type of Plan
Harris County	Texas County and District Retirement System	7.00%	Actuarially determined	[(accumulated member contributions + Earned interest on member account) + Subdivision-financed monetary credits]/annuity purchase price	Combined age and credited service of 75 or more; 8 years of credited service at age 60; or 30 years of credited services at any age	Yes	Hybrid defined contribution plan
State of Texas	Employees Retirement System	6.00%	6.45%	2.80%	20 years, Age 50 = 100%	Yes	Defined Benefits

## Law Enforcement Pay at Selected Higher Education Institutions

Tables 14 through 18 provides a summary of law enforcement salary schedules at higher education institutions located within the same geographic area as the seven local law enforcement departments in our analysis. This information was not considered in this analysis and was gathered for informational purposes only.

Table 14

Pay for Police Cadets at Higher Education Institutions		
Higher Education Institution	Minimum Pay	Maximum Pay
The University of Texas at Austin	\$ 36,096	\$ 38,736
The University of Texas at Dallas	\$ 27,518	\$ 42,372
The University of Texas at El Paso	\$ 24,720	\$ 37,572
University of North Texas Health Science Center at Fort Worth	University does not use this position	
University of Houston	University does not use this position	
The University of Texas at San Antonio	\$ 22,896	\$ 36,624
Average	\$ 27,808	\$ 38,826
State of Texas	\$ 33,300	

Table 15

Pay for Police Officers at Higher Education Institutions		
Higher Education Institution	Minimum Pay	Maximum Pay
The University of Texas at Austin	\$ 37,320	\$ 57,360
The University of Texas at Dallas	\$ 32,400	\$ 51,184
The University of Texas at El Paso	\$ 28,956	\$ 57,696
University of North Texas Health Science Center at Fort Worth <sup>a</sup>	\$ 26,016	\$ 37,728
University of Houston	\$ 26,458	\$ 50,482
The University of Texas at San Antonio	\$ 27,708	\$ 54,756
Average	\$ 29,810	\$ 51,534
State of Texas	\$ 41,000	\$ 57,480
<sup>a</sup> The University of North Texas Health Science Center no longer uses the minimum of its official salary ranges. It provided additional information on its minimum hiring rates for its positions, which is summarized as follows: Police Officer - \$30,000; Police Corporal - \$33,000; Police Sergeant - \$36,524; Police Captain - \$46,714.		

Table 16

Pay for Sergeants at Higher Education Institutions		
Higher Education Institution	Minimum Pay	Maximum Pay
The University of Texas at Austin	\$ 51,300	\$ 74,712
The University of Texas at Dallas	\$ 41,396	\$ 67,892
The University of Texas at El Paso	\$ 46,452	\$ 64,896
University of North Texas Health Science Center at Fort Worth <sup>a</sup>	\$ 33,204	\$ 48,156
University of Houston	\$ 34,424	\$ 65,645
The University of Texas at San Antonio	\$ 40,884	\$ 67,464
Average	\$ 41,277	\$ 64,794
State of Texas	\$ 51,736	\$ 63,720
<sup>a</sup> The University of North Texas Health Science Center no longer uses the minimum of its official salary ranges. It provided additional information on its minimum hiring rates for its positions, which is summarized as follows: Police Officer - \$30,000; Police Corporal - \$33,000; Police Sergeant - \$36,524; Police Captain - \$46,714.		

Table 17

Pay for Lieutenants at Higher Education Institutions		
Higher Education Institution	Minimum Pay	Maximum Pay
The University of Texas at Austin	\$ 60,648	\$ 87,816
The University of Texas at Dallas	\$ 44,934	\$ 74,588
The University of Texas at El Paso	\$ 56,652	\$ 77,256
University of North Texas Health Science Center - Fort Worth <sup>a</sup>	\$ 37,488	\$ 54,360
University of Houston	\$ 40,102	\$ 76,502
The University of Texas at San Antonio	\$ 45,792	\$ 75,552
Average	\$ 47,603	\$ 74,346
State of Texas	\$ 57,976	\$ 69,960
<sup>a</sup> The University of North Texas Health Science Center no longer uses the minimum of its official salary ranges. It provided additional information on its minimum hiring rates for its positions, which is summarized as follows: Police Officer - \$30,000; Police Corporal - \$33,000; Police Sergeant - \$36,524; Police Captain - \$46,714.		

Table 18

Pay for Captains at Higher Education Institutions		
Higher Education Institution	Minimum Pay	Maximum Pay
The University of Texas at Austin	\$ 64,116	\$ 91,176
The University of Texas at Dallas	\$ 48,760	\$ 81,948
The University of Texas at El Paso	\$ 66,948	\$ 90,636
The University of North Texas Health Science Center - Fort Worth <sup>a</sup>	\$ 42,468	\$ 61,584
University of Houston	\$ 47,195	\$ 90,002
The University of Texas at San Antonio	\$ 50,340	\$ 85,572
Average	\$ 53,305	\$ 83,486
State Texas	\$ 64,216	\$ 76,200
<sup>a</sup> The University of North Texas Health Science Center no longer uses the minimum of its official salary ranges. It provided additional information on its minimum hiring rates for its positions, which is summarized as follows: Police Officer - \$30,000; Police Corporal - \$33,000; Police Sergeant - \$36,524; Police Captain - \$46,714.		

## ***Five Local Law Enforcement Departments that Provide the Highest Average Total Direct Compensation***

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Texas Government Code, Section 654.037(b), requires the State Auditor's Office to conduct a survey of the local law enforcement departments in Texas with 1,000 or more commissioned law enforcement officers. The July 2006 survey results on salaries for these entities are located in Appendix 5. As required by statute, the following information lists the five local law enforcement departments that provide the highest average total compensation to local law enforcement officers who have been employed at the maximum salary level. Table 19 provides a summary of direct compensation provided by these five local enforcement departments for a Police Officer. A Police Officer position is comparable to a salary group C3 position (for example, Trooper) contained in salary schedule C.

Table 19

<b>The Five Local Law Enforcement Departments That Provide the Highest Average Total Direct Compensation</b>			
<b>Local Law Enforcement Department</b>	<b>Maximum Pay</b>	<b>Value of Supplemental Pay</b>	<b>Total Direct Compensation</b>
City of Austin	\$78,873	\$11,280	\$90,153
City of Fort Worth	\$70,429	\$12,595	\$83,024
City of Dallas	\$67,879	\$8,149	\$76,028
City of San Antonio	\$51,348	\$23,429	\$74,777
City of Houston	\$55,236	\$13,703	\$68,937
State of Texas	\$57,480	\$6,000	\$63,480

## Law Enforcement Salary Survey Results

Tables 20 through 26 below provide a summary of the minimum and maximum salaries provided for the ranks within each of the local law enforcement departments with more than 1,000 local law enforcement officers. These tables also include the number of employees currently budgeted or employed in the rank and the average pay for the employees within that rank as provided by the law enforcement survey respondents.

Table 20

City of Austin				
Rank	Number of Employees in Rank	Minimum Pay	Maximum Pay	Average Pay
Police Cadet	117	\$32,000	\$32,000	\$32,000
Police Officer	804	\$44,570	\$72,361	\$57,126
Detective	287	\$60,172	\$78,873	\$71,739
Corporal	72	\$60,172	\$78,873	\$71,739
Sergeant	149	\$65,587	\$85,969	\$81,696
Lieutenant	58	\$80,704	\$98,966	\$97,453
Commander	18	\$93,319	\$114,322	\$113,490
Assistant Chief	4	N/A	N/A	\$139,003
Chief	1	N/A	N/A	Information Not Provided By City
<b>Total</b>	<b>1,510</b>			

Table 21

City of Dallas				
Rank	Number of Employees in Rank	Minimum Pay	Maximum Pay	Average Pay
Police Trainee	126	\$38,640	\$38,640	\$38,640
Police Apprentice Officer	48	\$39,030	\$39,030	\$39,021
Probationary Police Officer	52	\$39,420	\$39,420	\$39,416
Police Officer	1,093	\$41,690	\$61,575	\$51,522
Corporal	29	\$48,249	\$61,572	\$61,568
Senior Corporal	1,090	\$42,860	\$67,879	\$64,501
Sergeant	387	\$49,235	\$74,345	\$71,178
Lieutenant	94	\$54,028	\$81,431	\$79,394
Captain	3	\$59,279	\$89,366	\$89,357
Deputy Chief	16	\$64,821	\$94,181	\$87,079
Assistant Chief	6	\$65,698	\$118,197	\$106,556
Chief	1	\$86,459	\$152,833	\$152,833
<b>Total</b>	<b>2,965</b>			

Table 22

City of El Paso				
Rank	Number of Employees in Rank	Minimum Pay	Maximum Pay	Average Pay
Police Officer Trainee	68	\$22,945	\$22,945	\$22,945
Probationary Officer	64	Information Not Provided by City		
Police Officer	82	\$32,057	\$37,110	\$34,584
Advance Police Officer/Detective	430	\$38,966	\$45,107	\$42,037
Senior Police Officer	310	\$46,461	\$52,292	\$49,376
Sergeant	120	\$49,466	\$60,387	\$54,926
Lieutenant	38	\$58,911	\$70,601	\$64,756
Commander	8	\$66,508	\$83,506	\$75,007
Deputy Police Chief	4	\$87,681	\$96,669	\$92,175
Assistant Police Chief	2	\$101,502	\$106,577	\$111,906
Police Chief	1	Information Not Provided by City		
<b>Total</b>	<b>1,107</b>			

Table 23

City of Fort Worth				
Rank	Number of Employees in Rank	Minimum Pay	Maximum Pay	Average Pay
Police Officer Trainee <sup>a</sup>	0	\$34,050	\$34,050	\$34,050
Police Officer	972	\$43,202	\$63,814	\$54,365
Police Corporal	182	\$55,182	\$70,429	\$65,925
Police Sergeant	132	\$63,856	\$77,626	\$74,323
Police Lieutenant	46	\$70,429	\$85,592	\$83,201
Police Captain	12	\$81,536	\$94,390	\$94,014
Police Deputy Chief	5	\$94,058	\$108,867	\$108,867
Police Chief	1	\$105,186	\$173,576	\$132,059
<b>Total</b>	<b>1,350</b>			
<sup>a</sup> Note: At the time of this survey, the City of Fort Worth did not have anyone classified at the police officer trainee level.				

Table 24

City of Houston				
Rank	Number of Employees in Rank	Minimum Pay	Maximum Pay	Average Pay
Police Cadet	159	\$18,798	\$33,410	\$30,160
Probationary Police Officer	58	\$28,169	\$28,169	\$28,169
Police Officer	1,771	\$36,023	\$50,039	\$46,080
Senior Police Officer	1,822	\$51,114	\$55,236	\$54,042
Sergeant	849	\$61,784	\$67,362	\$66,058
Lieutenant	182	\$69,354	\$75,607	\$74,681
Captain	40	\$79,422	\$84,247	\$86,521
Assistant Chief	9	\$111,450	\$117,052	\$113,918
Executive Assistant Police Chief	5	\$128,757	\$135,276	Information Not Provided by City
Police Chief	1	\$93,418	\$187,226	\$187,226
<b>Total</b>	<b>4,896</b>			

Table 25

City of San Antonio				
Rank	Number of Employees in Rank	Minimum Pay	Maximum Pay	Average Pay
Police Cadet	68	\$27,600	\$27,600	\$27,600
Probationary Police Officer	90	\$33,396	\$33,396	\$33,396
Police Officer	1,267	\$38,448	\$51,348	\$48,827
Detective	368	\$53,832	\$57,072	\$55,195
Sergeant	202	\$61,152	\$62,364	\$61,800
Lieutenant	47	\$68,484	\$69,852	\$69,008
Captain	17	\$78,588	\$80,160	\$79,328
Deputy Police Chief	5	\$92,184	\$92,184	Information Not Provided by City
Assistant Police Chief <sup>a</sup>	2	\$99,564	\$99,564	\$117,479
Chief	1	\$120,000	\$172,800	\$155,000
<b>Total</b>	<b>2,067</b>			

<sup>a</sup> Note: The City of San Antonio compensates the Assistant Police Chief outside the parameters of the established pay range.

Table 26

Harris County				
Rank	Number of Employees in Rank	Minimum Pay	Maximum Pay	Average Pay
Deputy	2,147	\$36,462	\$50,148	\$43,884
Detective	141	\$50,148	\$58,552	\$55,392
Crime Investigator	16	Information Not Provided by County		
Sergeant	214	\$53,809	\$58,552	\$55,392
Lieutenant	51	\$63,003	\$66,414	\$63,408
Captain	21	\$72,492	\$76,296	\$74,388
Major	9	\$103,084	\$103,084	\$103,084
Chief	2	\$113,152	\$113,152	\$113,152
Sheriff	1	\$130,560	\$130,560	\$130,560
<b>Total</b>	<b>2,602</b>			

## *Summary of Supplemental Pay Provided by Local Law Enforcement Departments with More than 1,000 Commissioned Law Enforcement Officers*

Table 27 provides details on the maximum supplemental pay provided by local law enforcement departments with more than 1,000 commissioned law enforcement officers.

Table 27

Supplemental Pay Provided by Local Law Enforcement Departments With More than 1,000 Commissioned Law Enforcement Officers						
Law Enforcement Department	Education Pay (Bachelor's Degree)	Certification Pay (Master's Certification)	Longevity Pay	Language Pay	Field Training Officer (FTO) Duty Pay	Shift Differential Pay <sup>c</sup>
State of Texas	\$1,800	\$1,800	\$3,600	\$ 600	None	None
City of Austin <sup>a</sup>	\$2,640	\$1,800	\$840	\$2,100	\$2,100	\$3,600
City of Dallas	\$1,200	None	\$1,200	\$1,200	\$1,200	\$3,349
City of El Paso	\$ 480	\$1,260	\$1,200	None	\$1,320	\$1,248
City of Fort Worth <sup>b</sup>	\$1,440	\$1,440	\$1,200	\$1,800	\$5,437	\$2,718
City of Houston	\$3,640	\$3,361	\$1,300	\$1,800	\$1,802	\$1,800
City of San Antonio	\$3,780	\$2,880	\$8,789	\$ 600	\$3,180	\$4,200
Harris County	\$2,400	\$3,060	\$1,800	\$1,800	\$2,100	None
<sup>a</sup> The City of Austin provides education pay or certification pay, but not both. <sup>b</sup> The City of Fort Worth provides education pay or certification pay, but not both. <sup>c</sup> Can be paid in a flat amount or per hour. If paid per hour, amount in this table is based on average pay reported for the Police Officer position.						

Source: State Auditor's Office Law Enforcement Survey.

*Responses from the Department of Public Safety*

**TEXAS DEPARTMENT OF PUBLIC SAFETY**

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November 29, 2006

John Keel  
State Auditor  
Robert E. Johnson Building  
1501 N. Congress Avenue  
P.O. Box 12067  
Austin, Texas 78711-2067

Dear Mr. Keel:

I would like to thank you for the opportunity to respond to your draft report on Salary Schedule C. The Department of Public Safety agrees with the findings of the State Auditor's Office (SAO) Report on the State's Law Enforcement Salary Schedule (Schedule C). The comparison with the other large law enforcement agencies in the state shows that Department law enforcement salaries are significantly behind the average for the other agencies, particularly with supervisory ranks. In addition, the report finds that other agencies pay a higher amount in supplemental salary stipends.

I would also like to take this opportunity to let you know that your staff was very thorough with their research and presented the material in a professional manner. Please extend my appreciation for all their hard work.

If I can be of further assistance, please feel free to contact me at (512) 424-7771.

Sincerely,

Thomas A. Davis, Jr.  
Director

TAD:pk1

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**Recent State Auditor's Office Work**

Table 28 provides information regarding recent related State Auditor's Office work.

Table 28

Recent SAO Work		
Number	Product Name	Release Date
07-704	A Summary Report on Full-Time Equivalent State Employees for Fiscal Year 2006	November 2006
07-703	A Classification Compliance Review Report on the Texas Building and Procurement Commission	October 2006
07-702	A Biennial Report on the State's Classification Plan	September 2006
07-701	A Biennial Report on the Total Compensation Package for State of Texas Employees	September 2006
06-705	A Classification Compliance Review Report on the State's Employment Positions	May 2006
06-704	Workforce Planning Guide	February 2006
06-703	A Report on State Employee Benefits as a Percent of Total Compensation	February 2006
06-702	A Classification Compliance Review Report on the State's Inspectors and Investigator Positions	January 2006
06-701	A Summary Report on Full-Time Equivalent State Employees for Fiscal Year 2005	November 2005
05-704	A Summary of the State of Texas Workforce for Fiscal Year 2004	December 2004
05-703	A Summary Report on Full-Time Equivalent State Employees for Fiscal Year 2004	November 2004
05-702	A Classification Compliance Audit Report on the State's Library and Records Positions	October 2004

Copies of this report have been distributed to the following:

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The Honorable David Dewhurst, Lieutenant Governor, Joint Chair  
The Honorable Tom Craddick, Speaker of the House, Joint Chair  
The Honorable Steve Ogden, Senate Finance Committee  
The Honorable Thomas “Tommy” Williams, Member, Texas Senate  
The Honorable Jim Pitts, House Appropriations Committee  
The Honorable Jim Keffer, House Ways and Means Committee

### **Office of the Governor**

The Honorable Rick Perry, Governor

### **Legislative Budget Board**

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### **Public Safety Commission**

Mr. Ernest Angelo, Jr. Chair  
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### **Department of Public Safety**

Colonel Thomas A. Davis, Jr., Director



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