

ARIZONA
DEPARTMENT OF PUBLIC SAFETY

ANNUAL PERSONNEL REPORT
&
ADVISORY RECOMMENDATION



September 1, 2021

Arizona Department of Public Safety

“Courteous Vigilance”

Annual Report on Personnel and Compensation

September 1, 2021

INTRODUCTION

Arizona Revised Statute 41-751 (D) requires the Department of Public Safety to prepare an advisory recommendation on salaries of its personnel. The recommendations for Fiscal Year 2022 support several compensation objectives essential to maintaining the current service levels provided to the citizens of Arizona. The objectives include:

- Narrow the difference in compensation between department personnel and overall public and private labor markets in Arizona in an effort to become a competitive employer.
- Reduce the costly effects of turnover by providing monetary incentives that encourage employees to remain in state service.
- Retain sufficient personnel to provide ethical, effective, efficient, and customer-oriented state-level law enforcement services to the citizens and visitors of Arizona as outlined in the department’s mission.
- Increase the department’s ability to compete with local agencies for qualified applicants, where municipal agencies have attractive monetary incentives to entice applicants who would otherwise consider the department as a career.

Recruiting and retaining the most highly qualified employees for the Department of Public Safety are critical to these objectives. Despite a recent 10% salary increase across the board for all department employees, research and surveys confirm department employee salaries are still well below their market competitors and continue to fall further behind.

CURRENT STATUS

As of July 1, 2021, there were 1,901 full-time employees with the Department of Public Safety of which 1,143 (60%) were sworn and 758 (40%) were professional staff (civilian).

Based on the most recent salary survey conducted in August 2021 (see Appendix A), the average department sworn salary is 9.2% behind market competitors. Nineteen of the forty-one law enforcement agencies surveyed statewide have higher officer salaries than the department's maximum trooper pay.

A salary survey conducted in August 2021 on a sampling of professional staff classifications within different job families shows that professional staff salary levels would currently require an average increase of 14.6% to reach their market competitors (see Appendix B).

Due to salary levels, the department is experiencing significant difficulties filling a number of critical vacant positions within the Information Technology Bureau, the Telecommunications Bureau, and the Operational Communications Bureau. The department is continuing efforts to employ new state troopers to reduce the 20% vacancy rate in the Highway Patrol Division and the 21% vacancy rate in the Criminal Investigations Division. The reported vacancy rates in 2020 were 16% in the Highway Patrol Division and 18% in the Criminal Investigations Division.

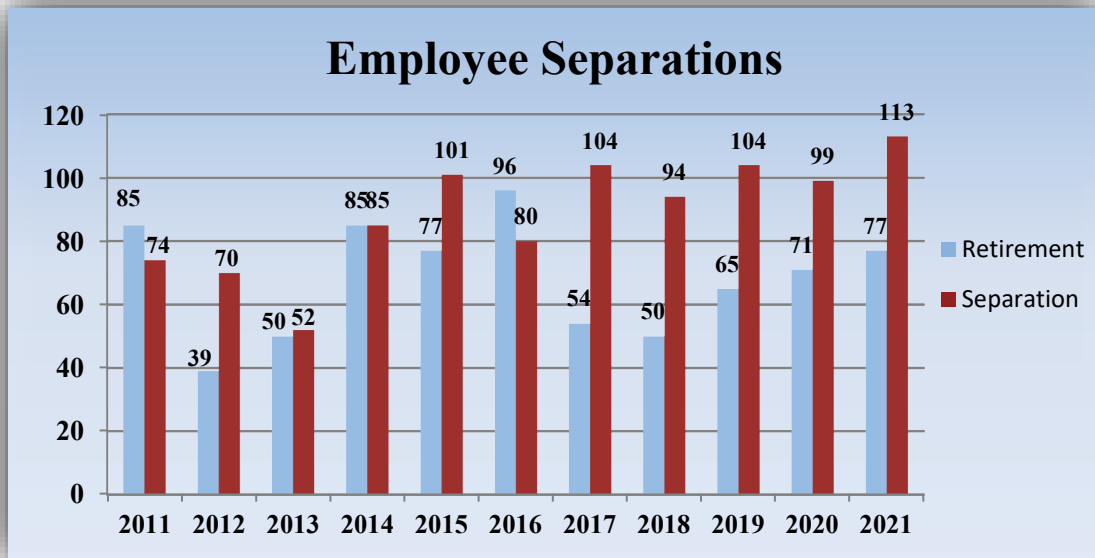


TURNOVER

In FY 2021, the department experienced a turnover rate of 8.1% for sworn personnel and 12.6% for professional staff. There were 190 employee separations from the department, including retirements, of which 89% were regrettable attrition (see Appendix C).

There were 94 separations of sworn personnel during the fiscal year, of which 53 (56%) were a result of retirement. The sworn regrettable attrition rate was 49%. The professional staff regrettable attrition rate was 51%; of the 96 separations during the fiscal year, 24 were retirements.

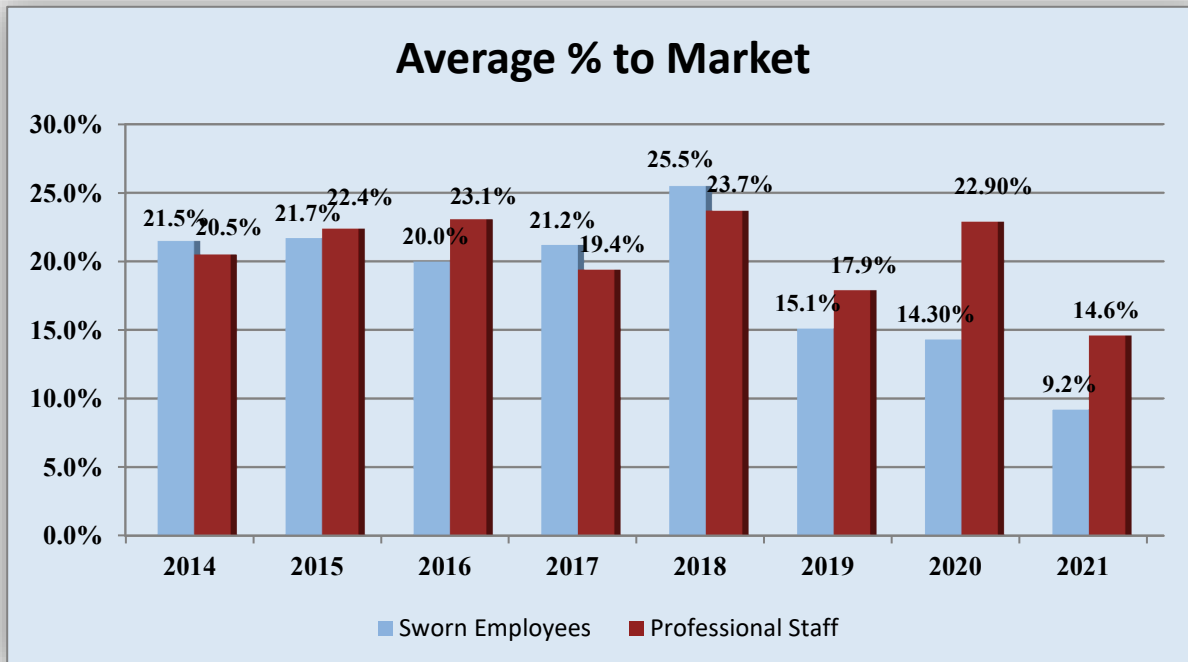
Public safety services have a significant impact on the welfare of the state and its citizens, requiring employees to have a considerable amount of training, knowledge, and experience. The experience required to become fully proficient normally takes employees three to five years to acquire. During this past year, employees with more than three years of employment represented 42 (37.2%) of all non-retirement separations, thus requiring the department to rely on a less-tenured employee population to service the growing and diverse needs of the state. The retention of experienced employees continues to be of significant concern to the department and will require additional resources to reverse this trend, promote internal equity, and to meet staffing needs.



COMPENSATION

The department’s sworn employees received a 10% salary adjustment in FY 2022. At the same time, sworn salaries of competing agencies around the state have continued to increase with no reductions. Department sworn salaries would need an average increase of 19.2% to reach compensation objectives in terms of base pay. As shown in Appendix D, the cost to bring sworn salaries to market levels in FY 2022 is \$19.86 million.

The department’s professional staff received a 10% salary increase in FY 2022. The department estimates professional staff would need an average salary increase of 14.6% to achieve compensation objectives. As shown in Appendix D, this increase would cost \$8.3 million in FY 2022.



OVERTIME

Given the current sworn and professional staff salary base, the department would require an additional \$4.6 million (including Employee Related Expenditures) in FY 2022, after the appropriate market salary adjustments, in order to reach an industry average overtime budget of 4.8% of total payroll.

CONCLUSION

The Department of Public Safety is unable to offer competitive salaries which directly impacts the retention of current employees and the recruiting of highly qualified new employees. Department pay is more than 12% behind the compensation objective of paying competitive salaries at the market rate. In the long-term, the department seeks the ability to make small, regular adjustments to employee pay to meet increases in the cost of living. In the short-term, the department is optimistic the state can provide a modest pay adjustment to prevent salaries from falling even further behind.

	<u>CADET STATE TROOPER</u>		<u>STATE TROOPER</u>		<u>SERGEANT</u>		<u>CAPTAIN</u> Second Line Supervisor		<u>MAJOR</u> Third Line Supervisor		<u>ASST. DIRECTOR</u>		<u>ROTARY WING PILOT</u>	
	ENTRY	MAXIMUM	ENTRY	MAXIMUM	ENTRY	MAXIMUM	ENTRY	MAXIMUM	ENTRY	MAXIMUM	ENTRY	MAXIMUM	ENTRY	MAXIMUM
Apache Junction	\$46,571		\$54,434	\$86,549	\$80,413	\$97,739	\$84,108	\$107,665	\$102,234	\$130,868				
ASU PD			\$62,300	\$76,598	\$89,700	\$110,936	\$97,000	\$124,160	\$126,800	\$171,180	\$135,767	\$183,163		
Avondale PD			\$60,320	\$87,318	\$87,901	\$109,824	\$97,722	\$141,261			\$114,597	\$166,166		
AZ DPS	\$44,302		\$56,855	\$79,654	\$87,622	\$99,580		\$128,041		\$142,399		\$180,251	\$79,654	\$87,622
Buckeye PD	\$53,206		\$59,821	\$84,947	\$81,578	\$106,080	\$103,397	\$129,251	\$98,488	\$154,357	\$103,834	\$169,229		
Casa Grande PD	\$48,005	\$66,198	\$55,083	\$81,378	\$70,955	\$97,899	\$85,198	\$117,720			\$95,592	\$132,079		
Chandler PD	\$55,058		\$55,058	\$79,747	\$83,741	\$105,165	\$112,736	\$124,301	\$149,154	\$157,801		\$174,415		
Coconino CSO	\$48,499		\$49,329	\$74,689	\$59,533	\$87,513	\$72,821	\$107,047	\$89,724	\$131,894				
Cottonwood PD			\$50,037	\$75,055	\$63,861	\$95,792					\$85,580	\$128,370		
El Mirage PD	\$51,605		\$45,427	\$63,586	\$85,946	\$104,666	\$96,177	\$134,647			\$109,959	\$153,943		
Flagstaff PD			\$52,978	\$85,218	\$76,440	\$99,362	\$92,040	\$19,642			\$110,240	\$162,843		
Gilbert PD			\$58,053	\$81,723	\$87,672	\$106,558	\$111,883	\$129,522	\$105,035	\$168,057	\$116,394	\$186,231		
Glendale PD	\$55,442		\$58,214	\$81,913	\$96,358	\$106,236	\$88,800	\$133,200	\$113,333	\$170,000	\$119,000	\$178,500		
Goodyear PD	\$54,205		\$56,491	\$79,489	\$81,816	\$104,421	\$110,034	\$127,605			\$124,493	\$159,347		
Kingman PD	\$42,890		\$42,890	\$62,275	\$63,710	\$73,902	\$84,115	\$104,302			\$106,371	\$125,528		
Lake Havasu PD			\$55,494	\$81,037	\$75,088	\$95,534	\$87,818	\$123,885			\$95,089	\$138,827		
Marana PD	\$47,277		\$50,586	\$76,518	\$73,060	\$88,804	\$86,957	\$116,531	\$95,652	\$134,593	\$99,784	\$149,676		
Maricopa CSO	\$46,342		\$51,584	\$80,288	\$79,872	\$104,520	\$98,696	\$129,064	\$119,267	\$152,152	\$140,412	\$228,176	\$65,624	\$79,144
Maricopa PD	\$51,407		\$54,113	\$63,305	\$77,020	\$104,061	\$91,000	\$122,138			\$93,507	\$134,650		
Mesa PD	\$49,524	\$69,389	\$60,050	\$83,866	\$87,033	\$107,806	\$118,706	\$130,832	\$123,115	\$151,466	\$129,750	\$174,637	\$71,781	\$80,330
Mohave CSO	\$38,605	\$59,862	\$42,598	\$66,102	\$51,792	\$80,350	\$59,966	\$93,018	\$69,410	\$107,702		\$127,650	\$57,117	\$88,587
Oro Valley PD			\$50,559	\$82,903	\$76,025	\$90,403	\$92,730	\$139,096	\$107,347	\$161,021	\$112,714	\$169,072		
Paradise Valley PD			\$62,505	\$93,042	\$71,500	\$106,310	\$85,830	\$128,821	\$90,006	\$138,250				
Peoria PD	\$47,008		\$57,098	\$80,330	\$85,551	\$105,177	\$113,190	\$127,363	\$133,731	\$146,150	\$153,457	\$167,697		
Phoenix PD	\$40,810	\$59,883	\$47,341	\$78,603	\$75,130	\$111,738	\$89,898	\$134,098	\$102,003	\$163,218	\$110,656	\$188,157	\$81,557	\$84,594
Pima CSD			\$53,040	\$68,515	\$75,358	\$90,417	\$105,082	\$116,938	\$121,638	\$135,200	\$103,459	\$202,696		
Pinal CSO	\$45,969		\$51,164	\$67,132	\$70,488	\$79,751	\$86,131	\$92,754	\$97,391	\$99,826	\$98,551	\$167,537		
Prescott PD			\$52,658	\$78,987	\$70,469	\$105,703	\$88,965	\$133,447						
Prescott Valley PD	\$51,563		\$53,893	\$75,421	\$63,461	\$88,837	\$82,430	\$113,863			\$92,102	\$128,939		
Queen Creek PD	\$58,698		\$58,698	\$82,595	\$86,724	\$107,164	\$112,522	\$130,258						
Sahuarita PD	\$45,760		\$48,506	\$70,322	\$63,488	\$88,883	\$83,818	\$116,494	\$95,204	\$128,526				
Scottsdale PD	\$60,216	\$87,526	\$60,216	\$87,526	\$80,662	\$117,270	\$88,920	\$129,314	\$108,098	\$157,144	\$125,133	\$181,938		
Sedona PD			\$52,936	\$80,163	\$64,334	\$92,810	\$74,298	\$107,078			\$85,987	\$123,989		
Show Low PD	\$42,174	\$63,262	\$47,717	\$71,575	\$70,835	\$106,253	\$84,201	\$126,302			\$97,647	\$146,471		
Sierra Vista PD	\$48,027		\$50,057	\$71,494	\$66,373	\$92,955	\$81,232	\$109,328	\$88,487	\$125,393	\$100,981	\$144,579		
Surprise PD	\$57,554		\$57,554	\$80,995	\$85,966	\$108,742	\$111,069	\$128,760	\$136,568	\$163,069	\$121,307	\$181,961		
Tempe PD	\$60,258		\$58,961	\$79,690	\$94,331	\$106,170		\$127,304	\$142,225	\$156,447	\$133,187	\$179,802		
Tucson PD			\$54,517	\$76,690	\$79,664	\$90,521	\$106,059	\$122,803	\$117,250	\$144,248	\$120,806	\$164,154		
U of A PD	\$48,628		\$43,559	\$79,197	\$53,946	\$93,412	\$62,038	\$107,424	\$71,344	\$123,537	\$96,814	\$167,640		
Yavapai CSO			\$50,501	\$75,942	\$61,385	\$92,308	\$74,614	\$112,200	\$82,262	\$123,701	\$99,989	\$150,359		
Yuma PD	\$40,686	\$56,961	\$52,000	\$73,274	\$76,205	\$92,715	\$85,342	\$119,479	\$942,021	\$131,883	\$106,581	\$149,213		

APPENDIX B

CLASSIFICATION	% TO MARKET	
	Entry	Maximum
Administrative Assistant	-0.81%	19.41%
Administrative Services Officer	17.04%	37.77%
Applications Developer	9.70%	16.69%
Associate Forensic Scientist		14.34%
Automotive Technician	-6.68%	32.37%
Computer Programmer Analyst	15.15%	35.58%
Computer Systems Analyst		2.14%
Criminal Intelligence Analyst	2.79%	13.27%
Criminal Records Specialist	1.11%	23.08%
Database Administrator	12.23%	34.49%
Evidence Technician	0.46%	10.76%
Facilities Maintenance Technician	-4.35%	10.59%
Financial Services Specialist	-3.78%	29.81%
Fingerprint Technician	-5.52%	5.29%
Forensic Scientist I		20.68%
Forensic Scientist II		18.11%
Forensic Scientist III		16.30%
Forensic Scientist IV		12.02%
Human Resources Analyst	6.80%	32.87%
Marketing Specialist	16.18%	21.38%
Personal Computer Specialist	-2.01%	23.66%
Police Communications Dispatcher	4.67%	20.54%
Telecommunications Technician	9.68%	18.13%
Wide Area Network Engineer	-0.87%	20.58%
AVERAGE % TO MARKET	3.99%	20.41%

	Entry	Maximum
Applications System Analyst	1.73%	18.49%
Criminal Analyst Supervisor	7.96%	6.41%
Facilities Supervisor	8.13%	14.74%
Fleet Service Supervisor	24.87%	37.01%
Human Resources Supervisor	44.46%	39.76%
Marketing Supervisor	22.54%	22.22%
Police Communications Supervisor	4.12%	20.43%
Records Supervisor	21.42%	38.62%
Supervising Forensic Scientist		9.61%
Telecommunications Supervisor	17.88%	30.04%
AVERAGE % TO MARKET	17.01%	23.73%

	Entry	Maximum
Applications Manager		33.34%
Fleet Administrator		20.74%
Information Technology Manager	23.61%	32.99%
Telecommunications Manager		5.41%
AVERAGE % TO MARKET	23.61%	23.12%

APPENDIX C

ARIZONA DEPARTMENT OF PUBLIC SAFETY SEPARATION REPORT FISCAL YEAR 2021

Classification Type	Retirement Separations	Non-Retirement Separations	Separations for Fiscal Year 2021
Sworn	53	41	94
Professional Staff	24	72	96
Agency Totals	77	113	190

Classification Type	Regrettable Retirement Separations	Regrettable Non-Retirement Separations	Regrettable Attrition for Fiscal Year 2021
Sworn	51	31	82
Professional Staff	24	63	87
Agency Totals	75	94	169

Classification Type	Regrettable Attrition of Employees with more than 3 years service	Regrettable Attrition of Employees with less than 3 years service	Regrettable Attrition for Fiscal Year 2021
Sworn	65	15	80
Professional Staff	45	44	89
Agency Totals	110	59	169

APPENDIX D

Current Cost to Bring DPS Pay to Compensation Objective

	<u>FY 2022</u>
Professional Staff Salaries ^{1/}	\$ 6,710,300
Employee Related Expenditures (23.46%)	<u>1,574,200</u>
Subtotal - Professional Staff Pay	\$ 8,284,500
Sworn Salaries ^{2/}	\$ 9,008,800
Employee Related Expenditures (120.41%)	<u>10,847,500</u>
Subtotal - Sworn Pay	\$ 19,856,300
Overtime	\$ 2,390,900
Employee Related Expenditures (92.4%) ^{3/}	<u>2,209,200</u>
Subtotal - Overtime ^{4/}	\$ 4,600,100
TOTAL	<u><u>\$ 32,740,900</u></u>

^{1/} Current DPS professional staff salaries require an estimated average increase of 14.6% to achieve the Department's compensation objective.

^{2/} Current DPS sworn salaries require an estimated average increase of 9.2% to achieve the Department's compensation objective.

^{3/} Employee Related Expenditure rate represents a blended rate between professional staff and sworn rates based on assumed overtime usage.

^{4/} The amount necessary to bring the overtime budget to an industry standard of 4.8% of total payroll (after market salary adjustments).