

ARIZONA
DEPARTMENT OF PUBLIC SAFETY

ANNUAL PERSONNEL REPORT
&
ADVISORY RECOMMENDATION



September 1, 2023

Arizona Department of Public Safety

“Courteous Vigilance”

Annual Report on Personnel and Compensation

September 1, 2023

INTRODUCTION

Arizona Revised Statute 41-751 (D) requires the Department of Public Safety to prepare an advisory recommendation on the salaries of its personnel. The recommendations for Fiscal Year 2024 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 is critical to these objectives. Despite a 15% salary increase across the board for all department employees in 2022, research and surveys confirm department employee salaries are still below their market competitors.

CURRENT STATUS

As of July 1, 2023, there were 1,958 full-time employees with the Department of Public Safety of which 1,086 (55%) were sworn and 872 (45%) were professional staff (civilian).

Based on the most recent salary survey conducted in August 2023 (see Appendix A), the average department sworn salary requires a 3.9% increase to achieve the Department's compensation objective. Fifteen of the forty-four law enforcement agencies surveyed statewide offer higher officer salaries than the Department's maximum trooper pay. In last year's survey, there were only five sworn agencies with higher pay than the Department's maximum trooper rate.

A salary survey conducted in August 2023 on a sampling of professional staff classifications within different job families shows that professional staff salary levels would currently require an average increase of 10.4% to reach their market competitors (see Appendix B).

Due to salary levels, the Department is experiencing difficulties filling several critical vacant positions within the Aviation and Operational Communications Bureaus. There is a current 38% vacancy rate in the Aircraft Technician classification.

The Department is continuing aggressive efforts to employ new state troopers to reduce the 21% vacancy rate in the Highway Patrol Division and the 29% vacancy rate in the Criminal Investigations Division. The reported vacancy rates in 2022 were 22% in the Highway Patrol Division and 25% in the Criminal Investigations Division. The increasing vacancy rate in the Criminal Investigations Division affects the Department's ability to curtail criminal activity in our communities.

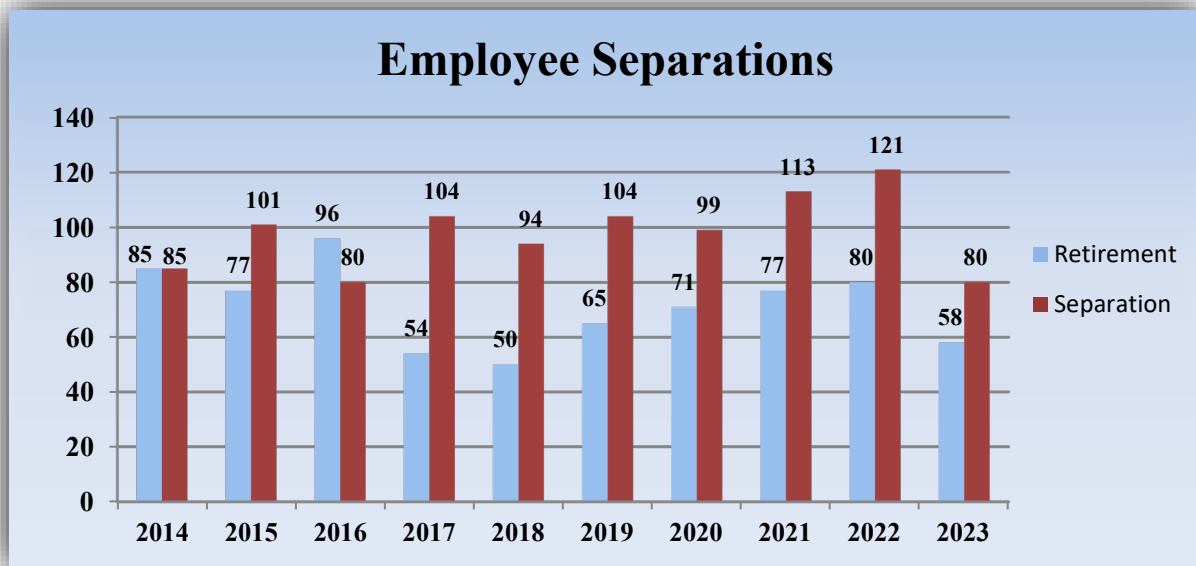


TURNOVER

In fiscal year (FY) 2023, the Department experienced a turnover rate of 6.7% for sworn personnel and 7.9% for professional staff. There were 138 employee separations from the Department, including retirements, of which 91% were regrettable attrition (see Appendix C).

There were 74 separations of sworn personnel during the fiscal year, of which 41 (55%) were a result of retirement. The sworn regrettable attrition rate was 89%. The professional staff regrettable attrition rate was 94%; of the 64 separations during the fiscal year, 17 were retirements.

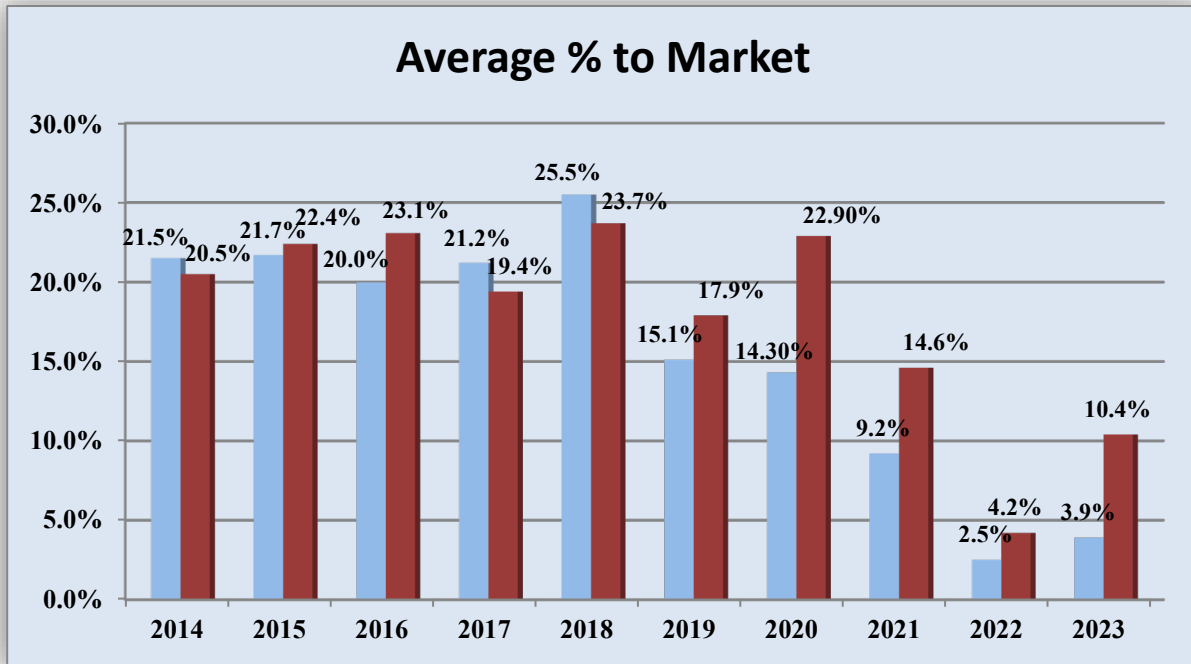
Public safety services have a significant impact on the welfare of the state and its citizens, requiring employees to have a considerable amount of training, knowledge, and experience. The experience required to become fully proficient normally takes employees three to five years to acquire. During this past year, employees with more than three years of employment represented 26 (32.5%) 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 meet staffing needs.



COMPENSATION

The Department's sworn employees received a 15% salary adjustment in FY 2023. 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 3.9% 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 2024 is \$5.98 million.

The Department’s professional staff received a 15% salary increase in FY 2023. The Department estimates professional staff would need an average salary increase of 10.4% to achieve compensation objectives. As shown in Appendix D, this increase would cost \$7.3 million in FY 2024.



OVERTIME

Given the current sworn and professional staff salary base, the Department would require an additional \$2.5 million (including Employee Related Expenditures) in FY 2024, 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 offers competitive salaries for some classifications, while others are still very much below the market, which directly impacts the retention of current employees and the recruiting of highly qualified new employees. 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 and target specific classifications where pay is not competitive at all. In the short term, the Department is optimistic the State can provide a modest pay adjustment to prevent salaries from falling further behind.

| | CADET STATE TROOPER | | STATE TROOPER | | SERGEANT | | CAPTAIN Second Line Supervisor | | MAJOR Third Line Supervisor | | ASST. DIRECTOR | | ROTARY WING PILOT | |
|--------------------|---------------------|-----------------|-----------------|-----------------|------------------|------------------|-----------------------------------|------------------|--------------------------------|------------------|----------------|------------------|-------------------|-----------|
| | ENTRY | MAXIMUM | ENTRY | MAXIMUM | ENTRY | MAXIMUM | ENTRY | MAXIMUM | ENTRY | MAXIMUM | ENTRY | MAXIMUM | ENTRY | MAXIMUM |
| Apache Junction | | \$62,587 | \$65,874 | \$102,170 | \$88,941 | \$113,506 | \$98,199 | \$142,848 | \$113,677 | \$165,364 | | | | |
| Avondale PD | | \$60,590 | \$63,939 | \$94,453 | \$95,056 | \$121,347 | \$106,072 | \$159,108 | | | \$135,485 | \$203,227 | | |
| AZ DPS | \$56,042 | \$64,117 | \$65,383 | \$91,602 | \$100,766 | \$114,517 | | \$147,247 | | \$163,759 | | \$207,288 | | \$100,766 |
| Buckeye PD | | \$59,259 | \$63,419 | \$91,998 | \$98,384 | \$124,114 | \$125,986 | \$146,058 | \$110,136 | \$176,176 | \$110,136 | \$176,176 | | |
| Casa Grande PD | \$50,405 | \$69,507 | \$59,199 | \$81,602 | \$77,999 | \$107,697 | \$98,116 | \$135,488 | | | | | | |
| Chandler PD | | \$67,059 | \$67,059 | \$97,157 | \$102,398 | \$126,422 | \$140,338 | \$154,773 | \$178,000 | \$186,259 | \$204,885 | \$214,525 | | |
| Coconino CSO | | \$53,451 | \$55,997 | \$81,302 | \$79,746 | \$109,138 | \$92,395 | \$126,449 | | | | | | |
| Cottonwood PD | | \$56,280 | \$56,280 | \$84,419 | \$71,829 | \$107,743 | \$91,673 | \$137,510 | | | | | | |
| El Mirage PD | | \$53,539 | \$61,568 | \$90,958 | \$95,514 | \$116,085 | \$118,175 | \$165,456 | | | \$128,088 | \$179,336 | | |
| Flagstaff PD | | \$50,336 | \$50,336 | \$85,218 | \$76,440 | \$99,362 | \$92,040 | \$119,642 | | | \$110,240 | \$162,843 | | |
| Gilbert PD | | \$51,517 | \$66,518 | \$93,621 | \$99,840 | \$121,347 | \$127,421 | \$147,534 | \$132,738 | \$199,708 | \$147,744 | \$221,616 | | |
| Glendale PD | | \$62,294 | \$65,409 | \$92,037 | \$108,268 | \$119,367 | \$102,797 | \$154,196 | \$124,950 | \$187,425 | \$131,198 | \$196,797 | | |
| Goodyear PD | | \$55,286 | \$57,056 | \$80,284 | \$84,287 | \$107,574 | \$118,286 | \$137,176 | | | \$137,176 | \$175,580 | | |
| Kingman PD | | \$43,576 | \$47,258 | \$66,123 | \$63,710 | \$73,902 | \$84,115 | \$104,302 | | | \$108,197 | \$117,934 | | |
| Lake Havasu PD | | \$60,008 | \$60,008 | \$87,630 | \$81,203 | \$103,314 | \$102,856 | \$150,150 | | | | | | |
| Marana PD | | \$59,596 | \$59,596 | \$83,856 | \$84,433 | \$102,627 | \$99,517 | \$133,362 | \$109,468 | \$151,013 | \$122,136 | \$183,203 | | |
| Maricopa CSO | | \$60,320 | \$63,648 | \$91,000 | \$91,104 | \$118,040 | \$130,832 | \$176,509 | \$108,264 | \$143,499 | | | \$83,928 | \$98,280 |
| Maricopa PD | | \$61,048 | \$61,048 | \$85,904 | \$91,042 | \$114,962 | \$115,917 | \$134,189 | | | | | | |
| Mesa PD | \$54,591 | \$76,473 | \$66,940 | \$94,436 | \$102,714 | \$120,187 | \$132,372 | \$151,479 | \$144,843 | \$184,120 | \$118,475 | \$175,336 | \$79,236 | \$99,214 |
| Mohave CSO | | \$59,509 | \$59,509 | \$77,688 | \$81,390 | \$88,941 | \$97,032 | \$106,018 | \$114,546 | \$128,918 | \$126,360 | \$142,210 | \$62,962 | \$104,021 |
| NAU PD | | \$55,000 | \$57,750 | \$82,168 | \$72,445 | \$108,668 | \$83,312 | \$124,968 | | | \$95,809 | \$143,713 | | |
| Oro Valley PD | | \$54,536 | \$57,263 | \$83,283 | \$82,728 | \$100,728 | \$92,970 | \$139,455 | \$107,624 | \$161,436 | \$113,005 | \$169,508 | | |
| Paradise Valley PD | | \$70,000 | \$72,450 | \$97,367 | \$109,058 | \$119,170 | \$96,896 | \$105,881 | \$133,127 | \$164,765 | | | | |
| Peoria PD | | \$61,776 | \$65,025 | \$91,482 | \$97,428 | \$119,779 | \$131,758 | \$148,857 | \$156,300 | \$181,369 | \$190,437 | \$205,201 | | |
| Phoenix PD | \$70,138 | \$73,653 | \$74,360 | \$107,827 | \$108,576 | \$141,918 | \$142,251 | \$171,371 | \$175,344 | \$219,211 | \$197,288 | \$236,746 | \$101,962 | \$111,883 |
| Pima CSD | | \$55,702 | \$55,702 | \$71,947 | \$79,123 | \$94,931 | \$110,344 | \$122,782 | | \$160,638 | \$108,638 | \$212,826 | | |
| Pinal CSO | | \$52,000 | \$55,001 | \$72,167 | \$75,775 | \$90,072 | \$115,565 | \$121,415 | | | \$98,551 | \$167,537 | | |
| Prescott PD | | \$61,829 | \$61,829 | \$92,744 | \$82,742 | \$124,112 | \$104,459 | \$156,689 | | | | | | |
| Prescott Valley PD | | \$55,016 | \$59,550 | \$77,730 | \$63,461 | \$88,837 | \$107,411 | \$150,384 | | | \$119,579 | \$179,379 | | |
| Queen Creek PD | | \$64,547 | \$64,547 | \$90,824 | \$90,824 | \$110,397 | \$115,917 | \$134,189 | \$120,427 | \$180,640 | | | | |
| Safford PD | | \$56,160 | \$56,160 | \$83,451 | \$64,480 | \$95,814 | \$83,200 | \$123,631 | | | \$101,920 | \$151,448 | | |
| Sahuarita PD | | \$54,621 | \$54,621 | \$81,952 | \$71,907 | \$106,769 | \$91,170 | \$135,663 | \$100,291 | \$149,345 | | | | |
| Scottsdale PD | | \$68,099 | \$68,099 | \$95,826 | \$100,630 | \$128,419 | \$134,846 | \$156,083 | \$163,904 | \$180,690 | \$134,014 | \$209,165 | | |
| Sedona PD | | \$61,318 | \$61,318 | \$84,178 | \$85,405 | \$100,381 | \$103,438 | \$118,706 | | | \$120,890 | \$135,949 | | |
| Sierra Vista PD | | \$55,099 | \$57,429 | \$82,035 | \$76,162 | \$106,646 | \$93,201 | \$124,096 | \$103,558 | \$146,749 | \$111,405 | \$159,504 | | |
| Surprise PD | | \$65,894 | \$65,894 | \$92,726 | \$98,405 | \$125,632 | \$134,888 | \$151,819 | \$161,033 | \$186,681 | \$138,873 | \$208,309 | | |
| Tempe PD | | \$70,651 | \$70,651 | \$95,402 | \$111,132 | \$126,820 | \$129,200 | \$131,810 | \$151,131 | \$163,902 | \$137,325 | \$183,329 | | |
| Tolleson PD | | \$60,778 | \$64,210 | \$93,080 | \$87,339 | \$122,283 | \$113,360 | \$158,704 | | | \$133,896 | \$200,844 | | |
| Tucson PD | | \$61,239 | \$61,239 | \$86,159 | \$92,842 | \$105,509 | \$134,635 | \$184,289 | \$135,635 | \$184,289 | \$149,197 | \$202,735 | | |
| U of A PD | \$47,356 | \$71,034 | \$53,039 | \$79,558 | \$75,540 | \$120,863 | \$86,870 | \$138,993 | | | \$99,901 | \$159,847 | | |
| Yavapai CSO | | \$57,990 | \$61,314 | \$78,176 | \$74,528 | \$95,024 | \$95,119 | \$121,277 | \$104,869 | \$133,708 | \$110,112 | \$140,393 | | |
| Yuma CSO | | \$58,531 | \$58,531 | \$94,286 | \$80,392 | \$129,626 | \$89,544 | \$160,618 | | | | | | |
| Yuma PD | \$33,489 | \$45,317 | \$57,970 | \$81,682 | \$84,948 | \$103,352 | \$104,281 | \$141,111 | \$115,107 | \$155,761 | \$120,934 | \$163,646 | | |

APPENDIX B

| CLASSIFICATION | % TO MARKET | |
|-----------------------------------|---------------|---------------|
| | Entry | Maximum |
| Administrative Assistant | -5.56% | 21.19% |
| Administrative Services Officer | 9.67% | 34.87% |
| Applications Developer | 2.26% | 20.76% |
| Associate Forensic Scientist | | 12.07% |
| Automotive Technician | -3.55% | 25.49% |
| Computer Programmer Analyst | 5.23% | 33.12% |
| Computer Systems Analyst | -8.73% | 3.81% |
| Criminal Intelligence Analyst | -3.27% | 15.95% |
| Criminal Records Specialist | 3.53% | 21.17% |
| Database Administrator | 9.18% | 29.95% |
| Evidence Technician | -9.88% | 9.53% |
| Facilities Maintenance Technician | -15.69% | 10.10% |
| Financial Services Specialist | 3.40% | 16.86% |
| Fingerprint Technician | -13.04% | 9.47% |
| Forensic Scientist I | | 17.15% |
| Forensic Scientist II | | 13.90% |
| Forensic Scientist III | | 11.60% |
| Forensic Scientist IV | | 7.10% |
| Human Resources Analyst | -0.49% | 25.14% |
| Marketing Specialist | 13.78% | 24.20% |
| Personal Computer Specialist | -2.76% | 33.09% |
| Police Communications Dispatcher | 2.48% | 24.15% |
| Telecommunications Technician | -10.93% | 7.87% |
| Wide Area Network Engineer | 3.66% | 21.69% |
| AVERAGE % TO MARKET | -1.09% | 18.76% |

| | Entry | Maximum |
|----------------------------------|---------------|---------------|
| Applications System Analyst | 4.34% | 15.56% |
| Criminal Analyst Supervisor | 9.35% | 8.67% |
| Facilities Supervisor | -0.75% | 12.42% |
| Fleet Service Supervisor | 20.37% | 42.85% |
| Human Resources Supervisor | 36.42% | 38.22% |
| Marketing Supervisor | 10.86% | 9.31% |
| Police Communications Supervisor | 1.21% | 26.58% |
| Records Supervisor | 21.67% | 34.06% |
| Supervising Forensic Scientist | | 8.35% |
| Telecommunications Supervisor | 3.97% | 15.68% |
| AVERAGE % TO MARKET | 11.94% | 21.17% |

| | Entry | Maximum |
|--------------------------------|---------------|---------------|
| Applications Manager | | 24.38% |
| Fleet Administrator | | 16.00% |
| Information Technology Manager | 36.07% | 25.13% |
| Telecommunications Manager | | 6.73% |
| AVERAGE % TO MARKET | 36.07% | 18.06% |

APPENDIX C

ARIZONA DEPARTMENT OF PUBLIC SAFETY SEPARATION REPORT FISCAL YEAR 2023

| Classification Type | Retirement Separations | Non-Retirement Separations | Separations for Fiscal Year 2022 |
|----------------------|------------------------|----------------------------|----------------------------------|
| Sworn | 41 | 33 | 74 |
| Professional Staff | 17 | 47 | 64 |
| Agency Totals | 58 | 80 | 138 |

| Classification Type | Regrettable Retirement Separations | Regrettable Non-Retirement Separations | Regrettable Attrition for Fiscal Year 2022 |
|----------------------|------------------------------------|----------------------------------------|--------------------------------------------|
| Sworn | 40 | 26 | 66 |
| Professional Staff | 17 | 43 | 60 |
| Agency Totals | 57 | 69 | 126 |

| 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 2022 |
|----------------------|-------------------------------------------------------------------|-------------------------------------------------------------------|--------------------------------------------|
| Sworn | 56 | 10 | 66 |
| Professional Staff | 32 | 28 | 60 |
| Agency Totals | 88 | 38 | 126 |

APPENDIX D

Current Cost to Bring DPS Pay to Compensation Objective

| | <u>FY 2024</u> |
|-----------------------------------------------------|-----------------------------|
| Professional Staff Salaries ^{1/} | \$ 5,913,400 |
| Employee Related Expenditures (23.5%) | <u>1,389,600</u> |
| Subtotal - Professional Staff Pay | \$ 7,303,000 |
| | |
| Sworn Salaries ^{2/} | \$ 4,485,900 |
| Employee Related Expenditures (33.2%) | <u>1,489,300</u> |
| Subtotal - Sworn Pay | \$ 5,975,200 |
| | |
| Overtime | \$ 1,896,700 |
| Employee Related Expenditures (32.2%) ^{3/} | <u>610,700</u> |
| Subtotal - Overtime ^{4/} | \$ 2,507,400 |
| | |
| TOTAL | <u><u>\$ 15,785,600</u></u> |

^{1/} Current DPS professional staff salaries require an estimated average increase of 10.4% to achieve the Department's compensation objective.

^{2/} Current DPS sworn salaries require an estimated average increase of 3.9% 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).