

ARIZONA
DEPARTMENT OF PUBLIC SAFETY

ANNUAL PERSONNEL REPORT
&
ADVISORY RECOMMENDATION



September 1, 2020

Arizona Department of Public Safety

“Courteous Vigilance”

Annual Report on Personnel and Compensation

September 1, 2020

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 2021 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. Research and surveys confirm department employee salaries are still well below their market competitors and continue to fall further behind.

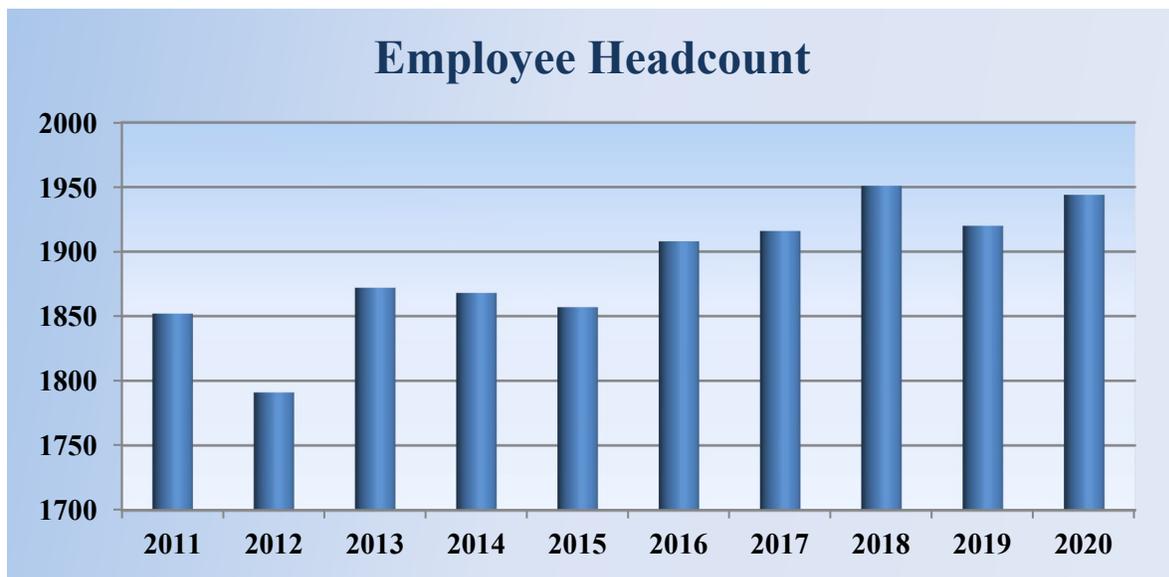
CURRENT STATUS

As of July 1, 2020, there were 1,944 full-time employees with the Department of Public Safety of which 1,176 (60%) were sworn and 768 (40%) were professional staff (civilian).

Based on the most recent salary survey conducted in August 2020 (see Appendix A), the average department sworn salary is 14.3% behind market competitors. Twenty-seven of the 44 law enforcement agencies surveyed statewide have higher officer salaries than the department's maximum trooper pay.

A salary survey conducted in August 2020 on a sampling of professional staff classifications within different job families shows that professional staff salary levels would currently require an average increase of 22.9% 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 16% vacancy rate in the Highway Patrol Division and the 18% vacancy rate in the Criminal Investigations Division.

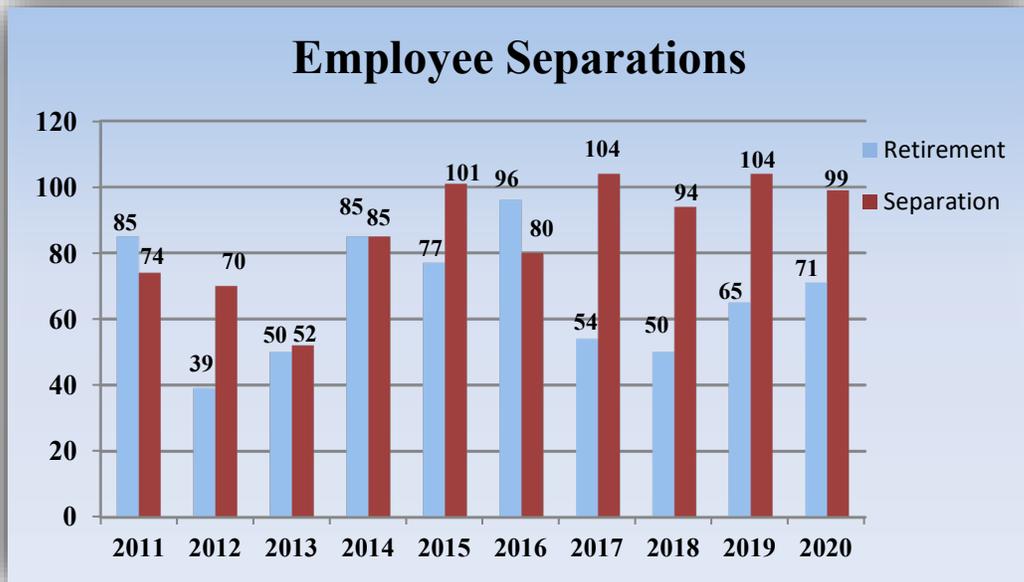


TURNOVER

In FY 2020, the department experienced a turnover rate of 8.5% for sworn personnel and 9.1% for professional staff. There were 170 employee separations from the department, including retirements, of which 88.8% were regrettable attrition (see Appendix C).

There were 100 separations of sworn personnel during the fiscal year, of which 51 (51%) were a result of retirement. The sworn regrettable attrition rate was 86%. The professional staff regrettable attrition rate was 92.9%; of the 70 separations during the fiscal year, 20 were retirements.

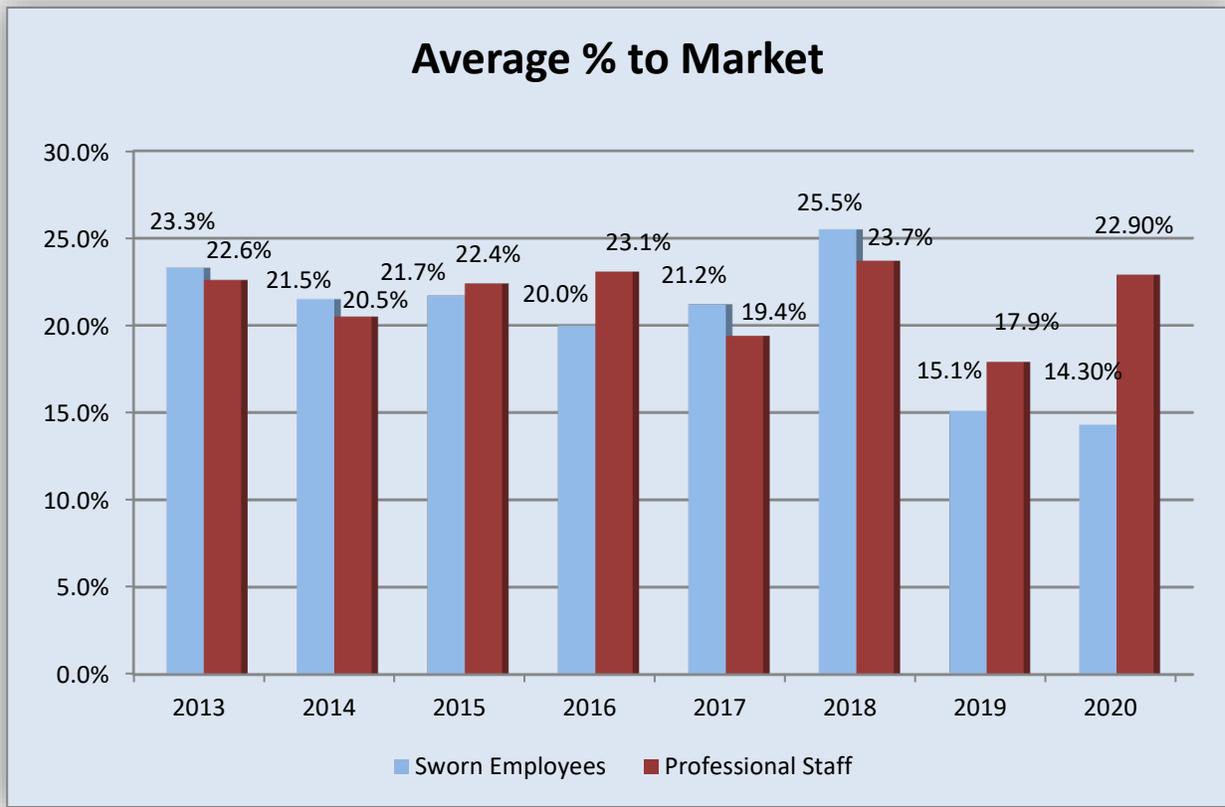
Public safety services have a significant impact on the welfare of the state and its citizens, requiring employees to have a considerable amount of training, knowledge, and experience. The experience required to become fully proficient normally takes employees three to five years to acquire. During this past year, employees with more than three years of employment represented 48 (48.5%) 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 to meet staffing needs.



COMPENSATION

The department’s sworn employees received a 10% salary adjustment in FY 2020. 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 14.3% 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 2021 is \$27.87 million.

The department’s professional staff received a 5% salary increase in FY 2020. The department estimates professional staff would need an average salary increase of 22.9% to achieve compensation objectives. As shown in Appendix D, this increase would cost \$12 million in FY 2021.



OVERTIME

Given the current sworn and professional staff salary base, the department would require an additional \$12 million (including Employee Related Expenditures) in FY 2021, 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 19% 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.

APPENDIX A

ARIZONA DEPARTMENT OF PUBLIC SAFETY
SWORN SALARY SURVEY
UPDATED AUGUST 2020

	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	\$44,335		\$51,293	\$70,708	\$70,539	\$90,296	\$81,658	\$104,529	\$99,256	\$127,056				
ASU PD	\$44,123		\$47,873	\$76,598	\$69,335	\$110,936	\$69,840	\$124,160			\$79,950	\$166,050		
Avondale PD	\$54,662		\$58,843	\$85,197	\$85,758	\$107,141	\$92,727	\$134,454			\$111,802	\$162,113		
AZ DPS	\$44,302		\$51,686	\$72,413	\$79,656	\$90,528		\$116,400		\$129,453		\$163,864	\$72,413	\$79,656
Buckeye PD	\$50,170		\$56,389	\$80,059	\$75,400	\$98,030	\$97,469	\$121,826	\$86,345	\$129,517	\$97,879	\$159,532		
Casa Grande PD	\$48,005	\$66,198	\$52,561	\$72,613	\$67,755	\$93,444	\$79,489	\$109,849			\$89,206	\$123,242		
Chandler PD	\$54,434		\$54,434	\$78,832	\$83,741	\$105,154	\$112,739	\$124,295	\$130,510	\$143,887	\$158,276	\$166,189		
Coconino CSO	\$48,499		\$49,329	\$74,689	\$59,533	\$87,513	\$72,821	\$107,047	\$89,724	\$131,894	\$110,075	\$161,811		
Cottonwood PD			\$49,709	\$73,254	\$63,443	\$93,492			\$85,019	\$125,287				
El Mirage PD	\$38,480		\$52,041	\$76,876	\$80,724	\$98,114			\$99,067	\$138,694	\$110,037	\$154,052		
Flagstaff PD	\$50,336	\$51,654	\$52,979	\$74,860	\$75,637	\$96,059	\$91,214	\$116,573			\$107,883	\$158,209		
Gilbert PD			\$54,517	\$76,696	\$83,824	\$101,875	\$106,059	\$122,793	\$97,700	\$146,600	\$120,804	\$193,286		
Glendale PD	\$49,026		\$55,116	\$77,554	\$89,574	\$98,757	\$93,239	\$139,859	\$106,857	\$160,286				
Goodyear PD	\$52,358		\$55,114	\$77,874	\$79,821	\$102,177	\$107,350	\$124,493			\$124,493	\$159,347		
Kingman PD	\$42,848		\$42,149	\$59,308	\$63,710	\$73,902	\$84,115	\$104,302	\$84,115	\$104,302	\$106,371	\$125,528		
Lake Havasu PD			\$47,133	\$70,637	\$66,851	\$91,104	\$79,227	\$107,973	\$89,107	\$133,661				
Marana PD	\$46,350		\$49,594	\$69,784	\$71,628	\$87,063	\$85,252	\$114,246	\$93,777	\$131,954	\$97,827	\$146,741		
Maricopa CSO	\$46,758		\$51,584	\$77,792	\$79,872	\$101,192	\$98,030	\$121,472	\$113,048	\$143,728	\$120,578	\$183,040	\$65,624	\$79,144
Maricopa PD	\$49,708	\$68,029	\$54,113	\$68,029	\$70,576	\$89,301	\$82,750	\$122,138	\$93,507	\$138,016				
Mesa PD	\$56,634		\$57,117	\$79,789	\$82,784	\$102,565	\$113,048	\$124,613	\$117,250	\$144,248	\$117,686	\$158,392	\$57,117	\$79,789
Mohave CSO	\$38,605	\$59,862	\$41,558	\$64,438	\$50,502	\$78,333	\$67,662	\$105,019	\$65,998	\$102,440				
NAU PD			\$47,000	\$70,715	\$57,257	\$91,463	\$68,027	\$108,667			\$110,885	\$110,885		
Oro Valley PD			\$49,086	\$73,006	\$73,811	\$87,770	\$90,030	\$135,044	\$156,331	\$156,331	\$164,147	\$164,147		
Paradise Valley PD			\$62,505	\$93,042	\$71,500	\$106,310	\$85,830	\$128,821	\$90,006	\$138,250				
Peoria PD	\$47,008		\$54,881	\$77,210	\$81,071	\$99,669	\$108,245	\$121,800	\$127,890	\$139,766	\$146,754	\$160,370		
Phoenix PD	\$39,853	\$55,182	\$46,238	\$76,752	\$73,944	\$109,970	\$88,483	\$131,976	\$99,925	\$169,874	\$108,451	\$184,369	\$79,643	\$79,643
Pima CSD			\$53,040	\$68,515	\$75,358	\$90,417	\$105,082	\$116,938	\$121,638	\$135,200	\$89,669	\$177,923		
Pinal CSO	\$45,969		\$51,164	\$67,132	\$70,488	\$89,759	\$71,604	\$114,566	\$76,616	\$122,586	\$98,551	\$167,537		
Prescott PD			\$53,893	\$66,602	\$62,421	\$87,402	\$81,910	\$114,670						
Prescott Valley PD	\$51,293	\$65,042	\$48,818	\$75,421	\$63,461	\$88,837	\$82,430	\$113,863			\$89,856	\$125,777		
Queen Creek							\$107,625	\$124,589						
Safford PD	\$46,093		\$48,859	\$65,416	\$59,351	\$83,091	\$74,598	\$103,679	\$77,537	\$116,306				
Sahuarita PD	\$45,760		\$48,506	\$70,322	\$63,488	\$88,883	\$79,074	\$109,900	\$85,004	\$114,755				
Scottsdale PD	\$57,866	\$84,115	\$57,866	\$84,115	\$77,522	\$112,715	\$85,467	\$124,280	\$103,896	\$151,050	\$120,266	\$174,866		
Sedona PD			\$50,731	\$73,174	\$61,651	\$88,941	\$71,198	\$102,627	\$78,478	\$113,173				
Show Low PD	\$43,368		\$48,653	\$69,200	\$63,864	\$90,880	\$83,026	\$118,172						
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	\$56,160		\$56,701	\$79,789	\$83,782	\$99,902	\$109,428	\$126,857	\$133,395	\$145,765	\$119,515	\$179,272		
Tempe PD	\$60,258		\$60,258	\$81,443	\$95,652	\$107,656	\$127,304	\$127,304	\$142,225	\$156,447	\$133,187	\$179,802		
Tolleson PD	\$49,795		\$53,067	\$80,601	\$75,094	\$105,132			\$86,954	\$139,127				
Tucson PD	\$47,133		\$47,133	\$66,789	\$79,468	\$84,614	\$88,067	\$118,414	\$98,238	\$132,330	\$122,928	\$165,381	\$50,482	\$70,138
U of A PD	\$47,000		\$48,628	\$59,717	\$67,941	\$81,557	\$83,000	\$97,262	\$95,000	\$103,205	\$127,838	\$127,838		
Yavapai CSO	\$44,028	\$44,028	\$48,540	\$72,993	\$59,001	\$88,723	\$71,716	\$107,844	\$79,067	\$118,898	\$96,107	\$144,521		
Yuma CSO			\$52,042	\$84,411	\$66,372	\$104,894	\$79,414	\$125,528	\$80,704	\$127,566				
Yuma PD	\$38,726	\$38,726	\$52,000	\$73,274	\$76,205	\$92,715	\$83,261	\$116,566	\$91,404	\$128,665	\$101,445	\$142,023		

APPENDIX B

CLASSIFICATION	% TO MARKET	
	Entry	Maximum
Administrative Assistant	13.25%	22.85%
Applications Developer	25.50%	35.25%
Associate Forensic Scientist		20.57%
Automotive Technician	15.96%	22.15%
Computer Systems Analyst	6.54%	17.72%
Criminal Intelligence Analyst	11.55%	20.93%
Criminal Records Specialist	17.69%	26.68%
Evidence Technician	10.42%	18.68%
Facilities Maintenance Technician	13.19%	20.54%
Financial Services Specialist	13.19%	22.69%
Fingerprint Technician	1.66%	13.33%
Forensic Scientist I		27.17%
Forensic Scientist II		24.40%
Forensic Scientist III		22.44%
Forensic Scientist IV		17.90%
Human Resources Analyst	25.62%	42.25%
Marketing Specialist	16.73%	21.11%
Personal Computer Specialist	10.89%	20.25%
Police Communications Dispatcher	16.20%	27.21%
Telecommunications Technician	18.20%	32.39%
Webmaster		78.75%
Wide Area Network Engineer		14.75%
AVERAGE % TO MARKET	14.44%	25.91%

	Entry	Maximum
Criminal Analyst Supervisor	12.67%	13.15%
Facilities Supervisor	15.48%	24.34%
Fleet Service Supervisor	29.63%	43.10%
Human Resources Supervisor	22.10%	18.29%
Police Communications Supervisor	14.32%	27.00%
Records Supervisor	26.84%	36.09%
Supervising Forensic Scientist		18.16%
Telecommunications Supervisor		
AVERAGE % TO MARKET	20.17%	25.73%

	Entry	Maximum
Applications Manager		35.65%
Fleet Administrator		32.82%
Information Technology Manager	26.99%	26.85%
Telecommunications Manager		-1.49%
AVERAGE % TO MARKET	26.99%	23.46%

APPENDIX C

ARIZONA DEPARTMENT OF PUBLIC SAFETY SEPARATION REPORT FISCAL YEAR 2020

Classification Type	Retirement Separations	Non-Retirement Separations	Separations for Fiscal Year 2019
Sworn	51	49	100
Professional Staff	20	50	70
Agency Totals	71	99	170

Classification Type	Regrettable Retirement Separations	Regrettable Non-Retirement Separations	Regrettable Attrition for Fiscal Year 2019
Sworn	51	35	86
Professional Staff	20	45	65
Agency Totals	71	80	151

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 2019
Sworn	73	13	86
Professional Staff	46	19	65
Agency Totals	119	32	151

APPENDIX D

Current Cost to Bring DPS Pay to Compensation Objective

	<u>FY 2021</u>
Professional Staff Salaries ^{1/}	\$ 9,768,900
Employee Related Expenditures (23.07%)	<u>2,253,700</u>
Subtotal - Professional Staff Pay	\$ 12,022,600
Sworn Salaries ^{2/}	\$ 12,729,800
Employee Related Expenditures (118.91%)	<u>15,137,000</u>
Subtotal - Sworn Pay	\$ 27,866,800
Overtime	\$ 6,016,300
Employee Related Expenditures (100.05%) ^{3/}	<u>6,019,300</u>
Subtotal - Overtime ^{4/}	\$ 12,035,600
 TOTAL	 <u><u>\$ 51,925,000</u></u>

^{1/} Current DPS professional staff salaries require an estimated average increase of 22.9% to achieve the Department's compensation objective.

^{2/} Current DPS sworn salaries require an estimated average increase of 14.3% 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).

