



LAW ENFORCEMENT COMPENSATION

2022 Presentation for FY2023 Budget



GENERAL INFORMATION

Salary increase recommendations will be made in a separate presentation.
Information in this presentation is as of January 2022, unless otherwise noted.

Annual review of Collin County's Law Enforcement compensation and relative market competitiveness involves analysis of several areas:

- Pay ranges
- Competitiveness of pay ranges
- Responses to market pay changes
- Turnover
- Supplemental Pay

These areas were compared against the following organizations:

Bexar County
Dallas County
Denton County
El Paso County
Fannin County*
Fort Bend County
Grayson County*
Hunt County*

Montgomery County
Rockwall County*
Tarrant County
Travis County
Williamson County
City of Allen
City of Carrollton
City of Dallas

City of Frisco
City of Garland
City of McKinney
City of Murphy
City of Plano
Town of Prosper
City of Richardson
City of Wylie

*Contiguous counties were used in comparison when surveying for the Detention Officer and Deputy Sheriff position only.

SHERIFF'S OFFICE

ORGANIZATIONAL/POSITION CHANGES

The Sheriff's Office has had several organizational changes in FY 2019 through FY 2022.

October 2018

- Changed management structure from two (2) Chief Deputies to one (1) Chief Deputy and three (3) Assistant Chief Deputies.
- Changed four (4) of five (5) Courthouse Deputy positions to Deputy Sheriff.
- Changed all Transfer Officer positions (28) to Detention Officer.

November 2018

- Changed a Lieutenant Position to Captain.

December 2018

- Replaced two secretary positions with a Budget Technician.

January 2019

- Changed a Deputy Sheriff position to Sergeant – Public Affairs.
- Retitled five (5) Criminal Investigator positions to Corporal.

May 2019

- Converted eight (8) full-time Detention Officer positions to 16 part-time Detention Officer positions.

July 2019

- Retitled one (1) Criminal Investigator position to Deputy Sheriff.

October 2019

- Retitled one (1) Criminal Investigator position to Deputy Sheriff.

January 2020

- Changed one (1) Deputy Sheriff position to Sergeant – CID.

June 2020

- Retitled one (1) Criminal Investigator to Deputy Sheriff.

August 2020

- Retitled three (3) Deputy Sheriff positions to Jail Sergeants.

October 2020

- Replaced a Secretary position with a Research Analyst.
- Two (2) new Dispatcher positions.
- One (1) new Lieutenant position.

October 2021

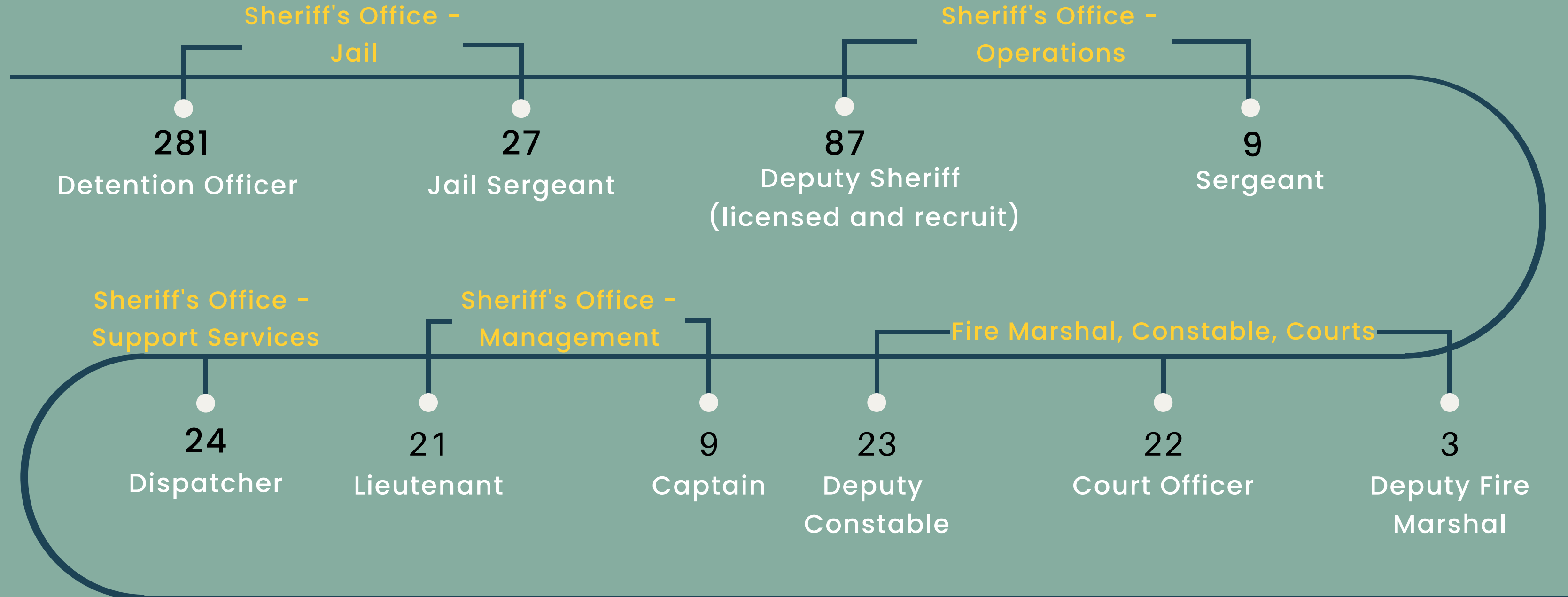
- Converted 16 part-time Detention Officer positions to eight (8) full-time positions.
- Added a Captain position to Jail Operations department.
- Retitled and reclassified a Dispatcher position to an Assistant Communications Supervisor.

BENCHMARK POSITIONS

A benchmark law enforcement position:

- can be matched to multiple other organizations on at least 75% of the job duties.
- has education/experience requirements at a similar level to ours.
- tends to be stable - duties don't change much over time.
- allows us to compare the ranges and structure of a job family (i.e. law enforcement) to market pay.

The benchmark positions for law enforcement are:



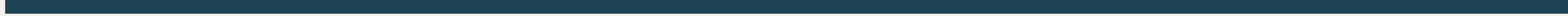
2021 TURNOVER SUMMARY

Category	2020 Turnover	2021 Turnover	Change from 2020*	2022 projected
Collin County (all departments)	12%	17%	5%	15%
Collin County Law Enforcement				
All Law Enforcement positions	16%	23%	7%	15%
Law Enforcement positions excluding Detention Officer	7%	13%	6%	7%
Sheriff's Office Law Enforcement				
All SO Law Enforcement positions	19%	26%	7%	17%
Sheriff's Office LE positions excluding Detention Officer	7%	13%	5%	7%
Detention Officer positions	27%	37%	10%	27%
DA, Constable, Fire Marshal & Courts				
All Non-SO Law Enforcement positions	3%	9%	7%	8%

2022 Turnover is a projection only. Projections done early in the year are only an estimate. Actual turnover can vary widely. Projection as of April 2022.

*Difference is rounded to the nearest whole number

BENCHMARK POSITION TURNOVER



Title	2019 Turnover %	2020 Turnover %	2021 Turnover %	2022 Projected Turnover %
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Sheriff's Office - Jail				
Detention Officer	23%	27%	37%	27%

Sheriff's Office - Operations				
Deputy Sheriff*	9%	6%	7%	8%
Sergeant	0%	25%	23%	0%

Sheriff's Office - Support Services				
Dispatcher	19%	11%	27%	7%

Title	2019 Turnover %	2020 Turnover %	2021 Turnover %	2022 Projected Turnover %
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Sheriff's Office - Management				
Lieutenant	5%	0%	11%	0%
Captain	27%	13%	13%	17%

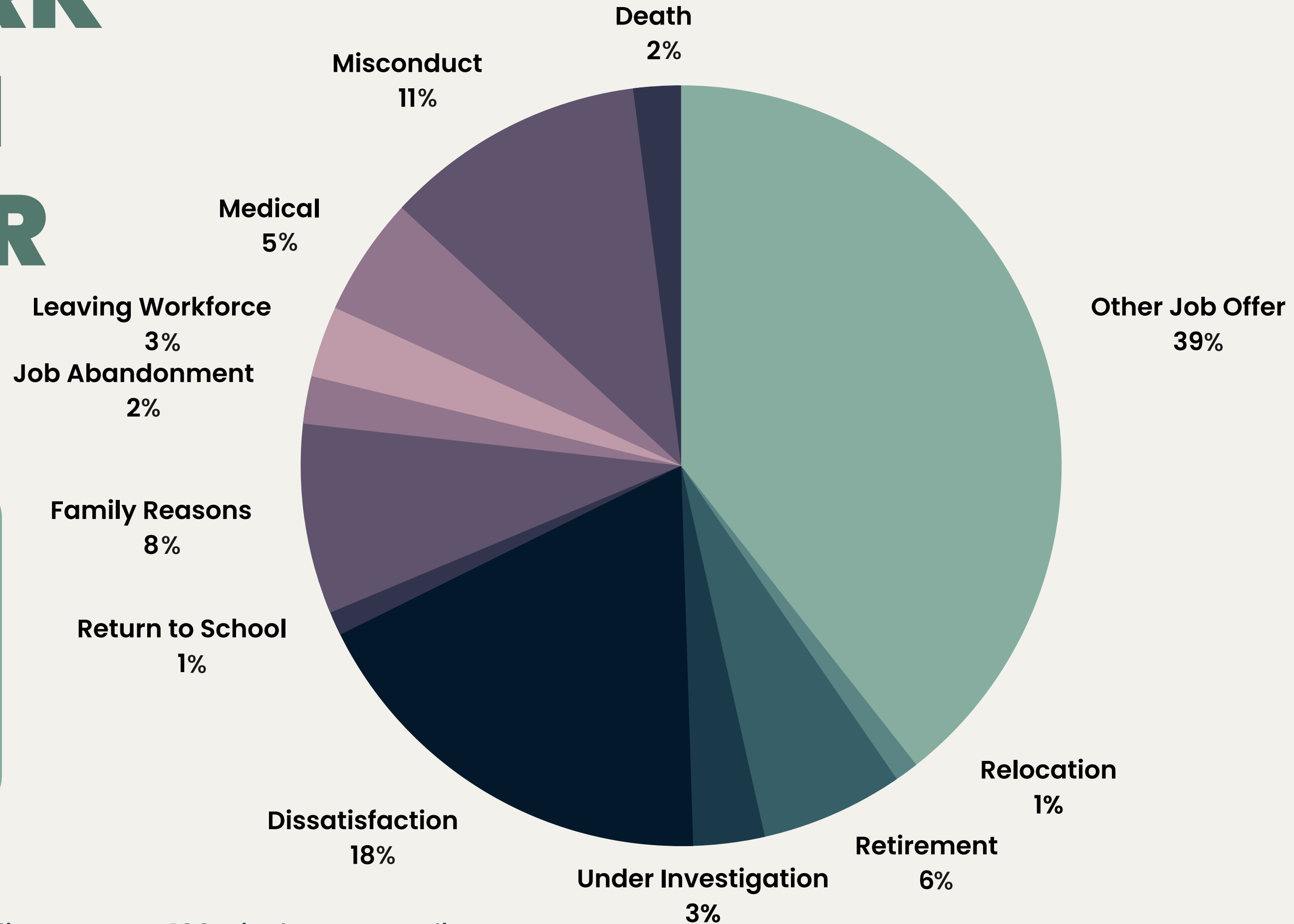
Fire Marshal / Constable / Courts				
Deputy Fire Marshal	0%	0%	0%	0%
Deputy Constable	10%	0%	14%	14%
Court Officer	0%	9%	14%	0%

Difference is rounded to the nearest whole number.

*Includes recruits

BENCHMARK POSITION TURNOVER

This chart represents
FY 2021 turnover reasons
for Detention Officer,
Deputy Sheriff, and
Dispatcher.



Unless otherwise noted, percentages adding up to < > 100% is due to rounding

COMPARISON ENTITY TURNOVER

The Texas State Auditor's Office reported the following occupational turnover rates for 2021:

- Law Enforcement 5% (+1% from last year)
- Correctional Officer 4% (+7% from last year)
- Public Safety 27% (+4% from last year)

TDCJ overall turnover was 33% (+5% from last year)

The charts below show overall turnover for the Police Department or Sheriff's Office used in our benchmarking (for those able to provide this data). Overall average is 14% for 2021.

Police Department Turnover

Organization	FY 2021 Turnover	Change from 2020
City of Allen*	6%	1%
City of Carrollton*	13%	10%
City of Frisco	14%	8%
City of Garland	2%	-7%
City of Murphy	26%	9%
City of Plano	10%	1%
City of Wylie	13%	6%
AVERAGE	12%	4%

Sheriff's Office Turnover

Organization	FY 2021 Turnover	Change from 2020
Collin County	26%	7%
Bexar County*	8%	-6%
Dallas County	9%	-1%
Denton County	23%	4%
Fort Bend County	13%	5%
Tarrant County	18%	7%
Travis County*	7%	-3%
AVERAGE	16%	3%

*Does not include civilian positions
Percentages are rounded to nearest tenth.

COMPARISON ENTITY TURNOVER

Jail Only Turnover			Non-Jail Turnover		
Organization	FY 2021 Turnover	Change from 2020	Organization	FY 2021 Turnover	Change from 2020
Collin County	31%	8%	Collin County	12%	3%
City of Allen*	13%	13%	City of Allen*	6%	5%
City of Carrollton	27%	26%	City of Carrollton	20%	11%
City of Garland	0%	-16%	City of Garland	2%	-7%
City of Plano	44%	24%	City of Plano	8%	0%
City of Wylie	0%	N/A**	City of Wylie	14%	7%
Bexar County	2%	-18%	Bexar County	6%	2%
Denton County	32%	10%	Denton County	9%	1%
Fort Bend County	18%	8%	Fort Bend County	10%	4%
Tarrant County	14%	1%	Tarrant County	4%	-4%
Travis County*	8%	-3%	Travis County*	7%	0%
Williamson County	30%	14%	Williamson County	32%	19%
AVERAGE	18%	5%	AVERAGE	10%	3%

*Does not include civilian positions
**City of Wylie Jail opened in FY2021.

QUARTILE RANKINGS (PAY-IN-GRADE) FOR NON-EXEMPT BENCHMARK POSITIONS

Job Title	Pay Grade	Quartile 1	Quartile 2	Quartile 3	Quartile 4	% At Pay Grade Max	Number At Pay Grade Max
Detention Officer	551	57%	14%	8%	22%	19%	(44 of 237)
Dispatcher	551	33%	10%	33%	24%	19%	(4 of 21)
Court Officer	554	9%	0%	5%	86%	45%	(10 of 22)
Deputy Constable	555	22%	17%	9%	52%	13%	(3 of 23)
Deputy Sheriff - Recruit	555	100%	0%	0%	0%	0%	(0 of 2)
Deputy Sheriff	556	20%	18%	24%	38%	26%	(19 of 74)
Jail Sergeant	556	74%	15%	0%	11%	7%	(2 of 27)
Deputy Fire Marshal	557	33%	33%	0%	33%	33%	(1 of 3)
Sergeant	558	0%	22%	22%	56%	44%	(4 of 9)
Total Non-Exempt		45%	14%	11%	30%	21%	(87 of 418)

Unless otherwise noted, quartiles on a position adding up to <> 100% is due to rounding.

QUARTILE RANKINGS (PAY-IN-GRADE) FOR EXEMPT BENCHMARK POSITIONS

Job Title	Pay Grade	Quartile 1	Quartile 2	Quartile 3	Quartile 4	At Pay Grade Max
Lieutenant	570	20%	15%	5%	60%	40% (8 of 20)
Captain	572	11%	11%	22%	56%	11% (1 of 9)
Total Exempt		17%	14%	10%	59%	31% (9 of 29)

Unless otherwise noted, quartiles on a position adding up to < > 100% is due to rounding.

BENCHMARK POSITIONS AVERAGE YEARS OF SERVICE

BY PAY QUARTILE
AND GRADE

Pay Grades	Quartile 1	Quartile 2	Quartile 3	Quartile 4
551	1	4	7	16
554	1	-	13	20
555	2	3	9	15
556	5	10	7	18
557	1	5	-	11
558	-	11	6	20
570	6	9	10	22
572	7	16	10	22

RESPONSE TO ADEQUATE COMPENSATION QUESTION

32% of law enforcement employees who terminated in 2021 completed an exit interview.

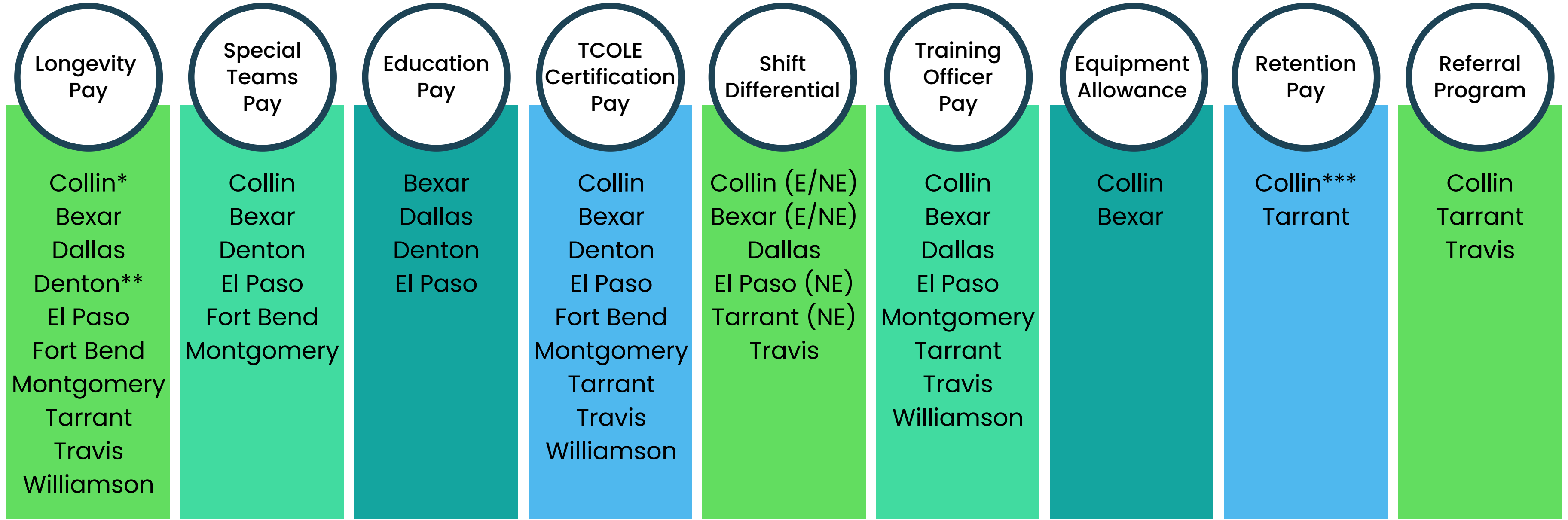
69% of survey respondents either agreed or strongly agreed that compensation was adequate for their position.

Responses to the Exit Interview Inquiry: I Was Provided an Adequate Rate of Pay for My Job.

Position	Terminated Employees	Exit Interview Completed	Agree or Strongly Agree	Disagree or Strongly Disagree
Assistant Chief Deputy	2	1	0	1
Captain	1	0	-	-
Court Officer	3	0	-	-
Deputy Constable	3	1	-	1
Deputy Sheriff	5	3	1	2
Detention Officer	81	27	20	7
Dispatcher	6	1	1	0
Felony Investigator	1	0	-	-
Jail Case Coordinator	1	1	1	0
Jail Sergeant	2	0	-	-
Lieutenant	2	0	-	-
Pub Safety Comm Mgr	1	0	-	-
Research Analyst	1	1	1	0
Sergeant	2	1	1	0
Total	111	36	25	11

SUPPLEMENTAL PAY

COUNTIES



* Collin County employees hired prior to November 2007 and continuously employed in a regular full time position are eligible for County longevity. Collin County pays state-mandated longevity to Commissioned Deputies, who are not eligible for County longevity.
 **Denton County employees hired prior to September 2002 are eligible for County longevity.
 *** Collin County no longer offers retention pay after 8/9/2021. However, Commissioners Court chose to honor the commitment made to those hired before this date.

SUPPLEMENTAL PAY – COUNTIES

SPECIAL TEAMS PAY



★	COLLIN COUNTY	DRT, Honor Guard, TAC Team, TAC Dispatch
★	BEXAR COUNTY	ERT, SERT, SWAT, Negotiators, Supervisor Duty, Various Assignments
★	DENTON COUNTY	SWAT and SORT
★	EL PASO COUNTY	SWAT, Crisis Negotiation, Special Traffic, Search & Rescue, Special Response
★	FORT BEND COUNTY	Motorcycle
★	MONTGOMERY COUNTY	SWAT, Motorcycle, Canine

SUPPLEMENTAL PAY

CITIES



- Longevity Pay - All entities listed pay state-mandated longevity, except City of Garland and City of McKinney. These cities pay city longevity pay.
- Special Teams Pay - City of Dallas special teams are Narcotics/HAZMAT.
- Shift Differential - City of Dallas pays shift differential to all uniformed police ranks.
- Collin County offers each of these supplemental pays, except education pay and retention pay.

SUPPLEMENTAL PAY SUMMARY

- All entities are required to provide a minimum longevity amount for sworn law enforcement.
- Average values of supplemental pay at entities who provide them are below (monthly rates listed).
- Equipment Allowance is not included. Some entities pay annually while others have one time payment. Collin County pays a one time payment of \$800.00 at the time of hire or assignment.

Average Values		Collin County	City Average	County Average	Combined Average	% of Entities that Provided
Special Teams Pay		\$125	\$100	\$259	\$237	33%
Education Pay	Associate's	–	\$93	\$59	\$78	52%
	Bachelor's	–	\$164	\$111	\$145	
	Master's	–	\$160	\$158	\$159	
TCOLE Certification Pay	Intermediate	\$55	\$66	\$86	\$75	95%
	Advanced	\$80	\$113	\$122	\$117	
	Master	\$125	\$165	\$164	\$165	
Training Officer Pay		\$100	\$179	\$130	\$156	90%
Shift Differential Pay		\$130	\$200	\$125	\$136	38%
Retention Pay		\$3,000*	\$1,350	\$2,250*	\$1,950	14%*
Referral Program		\$250	\$363	\$317	\$335	19%

* Collin County no longer offers retention pay after 8/9/2021. However, Commissioners Court chose to honor the commitment made to those hired before this date.

TURNOVER AND INCENTIVES

Retention Pay Program -

- In FY2021, \$172,000 paid in retention pay to Detention Officers.
- 136 Detention Officers received at least one retention payment.
- 40% of these Detention Officers are no longer employed with the Sheriff's Office.

Referral Program -

- FY2020 - No referral payments paid.
- FY2021 - \$1,926 total paid out in 3 referral payments to employees. (Rounded to the nearest dollar)
- FY2022 - \$385 paid in 1 referral payment to an employee. (Rounded to the nearest dollar)

Contracted Recruiting Agencies -

- \$3,400 paid in total to recruiting agencies (2 agencies).
- 1 of the 2 Detention Officers recruited has remained employed by the Sheriff's Office.

FISCAL YEAR	ALL SO LEO TURNOVER	DETENTION TURNOVER	DEPUTY TURNOVER
2017	19%	29%	8%
2018	18%	22%	11%
2019	18%	23%	9%
2020	19%	27%	5%
2021	26%	37%	8%

2018	Certification Pay Equipment Allowance (Leather Gear) Special Unit Pay
2020	Referral Program
2021	External Recruiters Retention Pay
2022	Detention Officer Position reclassified to 551 Salary Grade

SALARY RANKINGS FY 2022

Pay range minimum and maximum rankings* against entities with comparable positions.

Job Title	Minimum Ranking	Maximum Ranking
Jail / Housing		
Detention Officer	3 of 14	4 of 14
Jail Sergeant	3 of 11	3 of 11
Support Services		
Dispatch	4 of 9	6 of 9
Operations		
Deputy Sheriff	8 of 18	7 of 18
Sergeant	6 of 9	6 of 9
Management		
Lieutenant	7 of 12	6 of 12
Captain	3 of 6	4 of 6
Constable, Courts, Fire Marshal		
Deputy Constable	2 of 10	4 of 10
Court Officer	6 of 11	6 of 11
Deputy Fire Marshal	3 of 8	2 of 8

*Ranking is from highest to lowest salary. A ranking of "1" denotes highest compensation paid.

LAW ENFORCEMENT PAY RANGE

Movement/PFP Increase History

Exempt	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	5 Year Total	5 Year Average
Range Movement	4%	2%	4%	3%	3%	16%	3.2%
PFP Increase (avg)	3%	3%	3%	2%	3%	14%	2.8%

Non-Exempt	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	5 Year Total	5 Year Average
Range Movement	4%	2%	4%	3%	3%	16%	3.2%
PFP Increase (avg)	3%	3%	3%	2%	3%	14%	2.8%

SALARY ADJUSTMENTS

FY 2022

Wage movement adjustments were applied to law enforcement salaries for current employees and vacant positions in the amount of approximately \$1,305,750. 89% of the total increases for law enforcement positions and salaries were in the Sheriff's Office. (In addition, a 7% salary grade adjustment was applied to Detention Officer employee salaries that totaled \$664,310.06 in increased cost.)

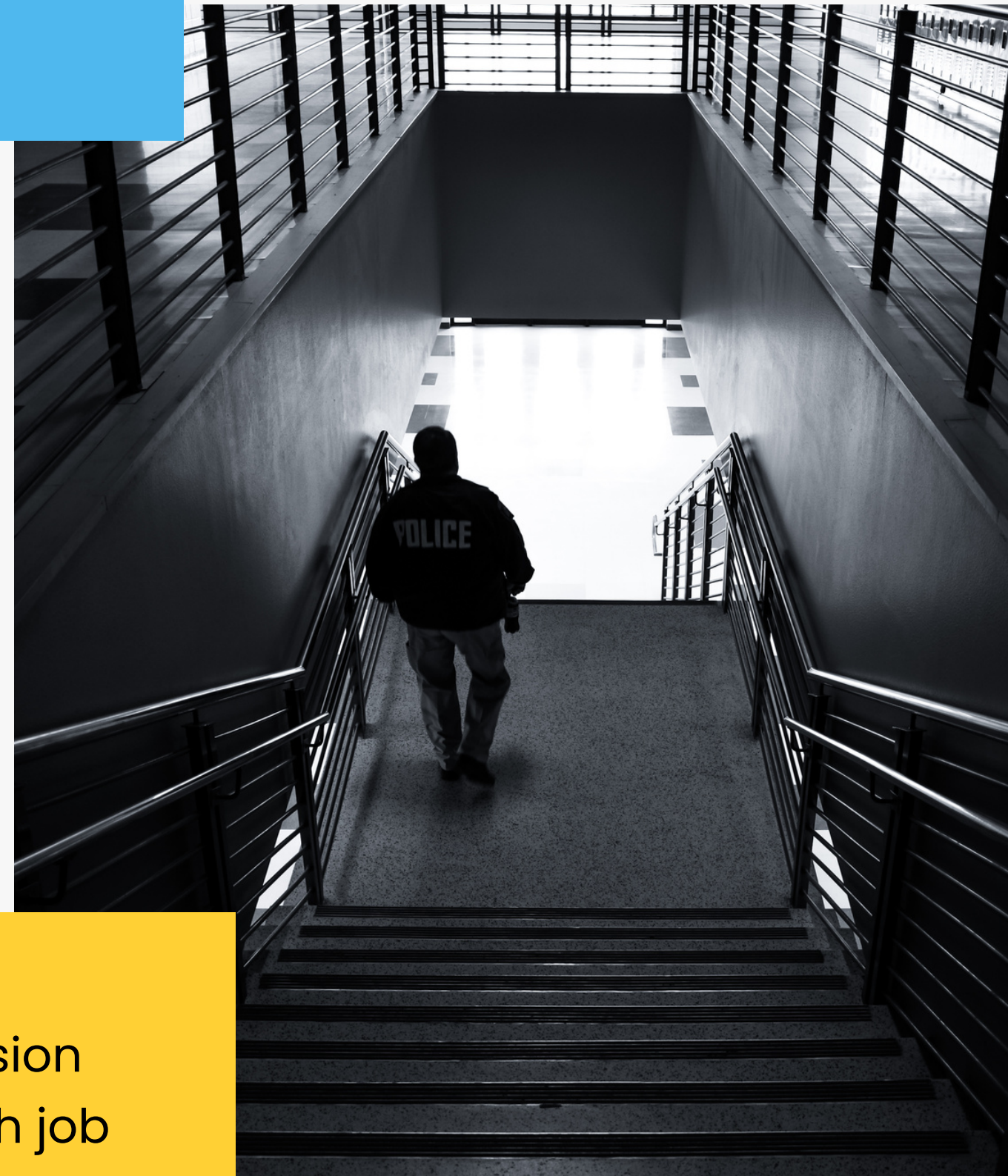
FY 2021

Sheriff's Office law enforcement personnel received approximately \$755,454 in wage movement adjustments, representing about 82% of the total budgeted adjustments.



Wage Movement Adjustments -

Evaluated on a pay scale; helps prevent compression issues and keeps employee wage competitive with job market. Actual amounts applied varied by pay scale and performance score.



Projections for the upcoming year will be provided in a separate presentation.

DETENTION OFFICER

GRADE 551*



Pay Range: \$45,419 - \$60,880

*FY 2022 - Detention Officers moved from pay range 550 to 551. 7% adjustment, in addition to wage movement of 3%.

- 52 incumbents (22%) are in the top quartile of the pay range.
- 44 incumbents (19%) are at the pay grade maximum.

Minimum Pay

3rd out of 14

11% over the
city/county average

Maximum Pay

4th out of 14

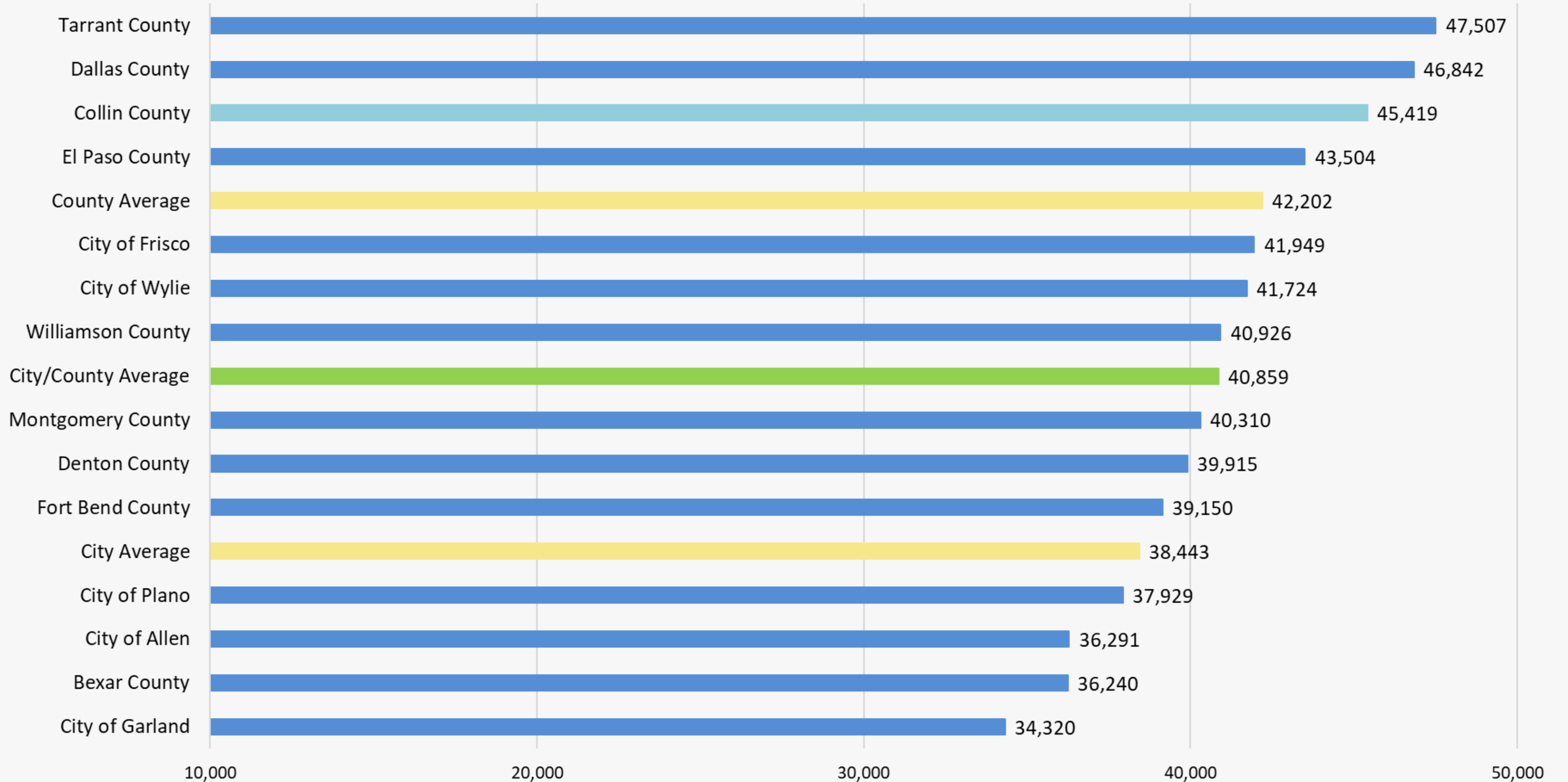
4% over the
city/county average

281
Full Time
Positions

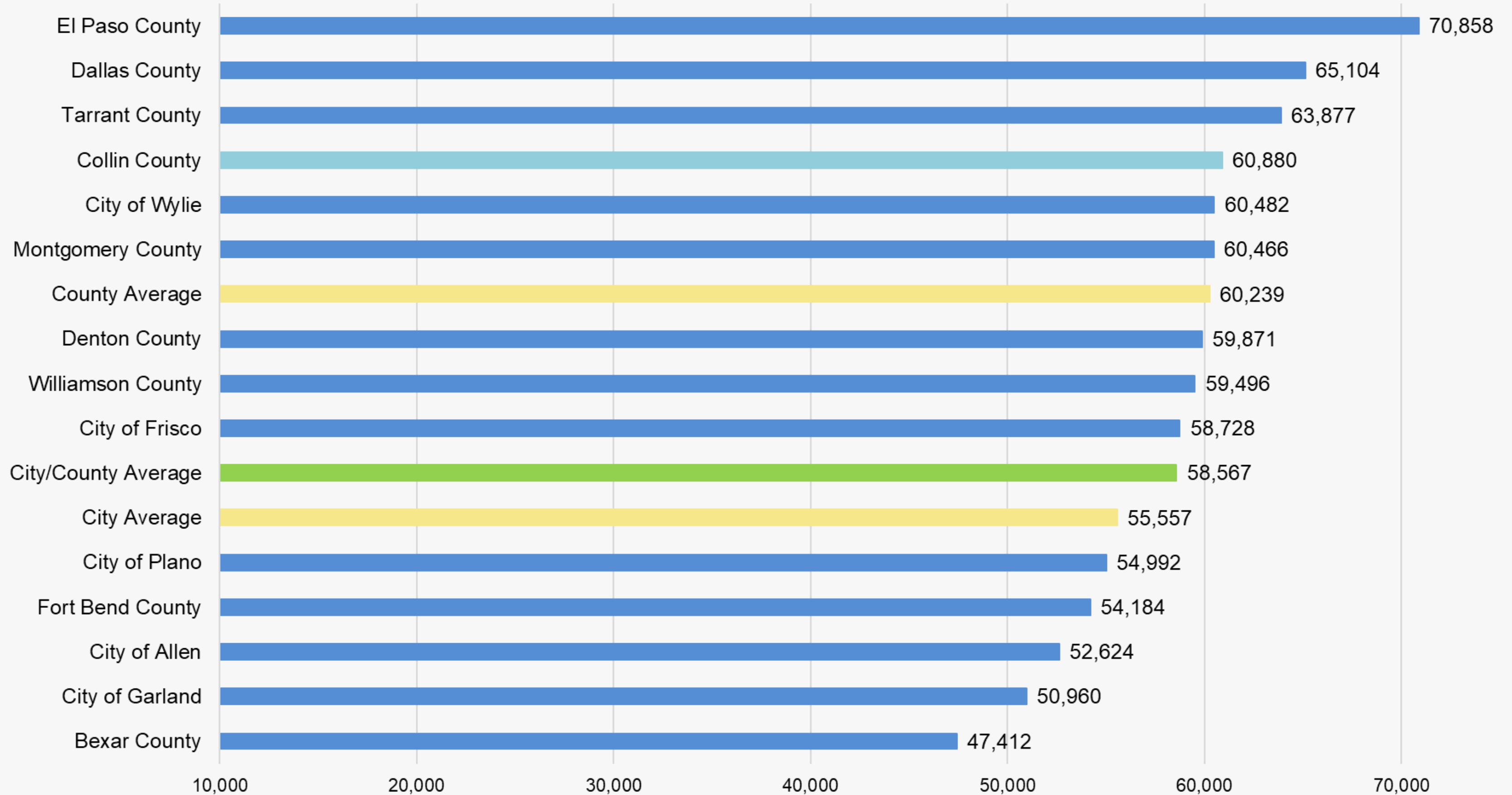
237
Incumbents

Average Length
of Service:
5 Years

DETENTION OFFICER MINIMUMS FY 2022

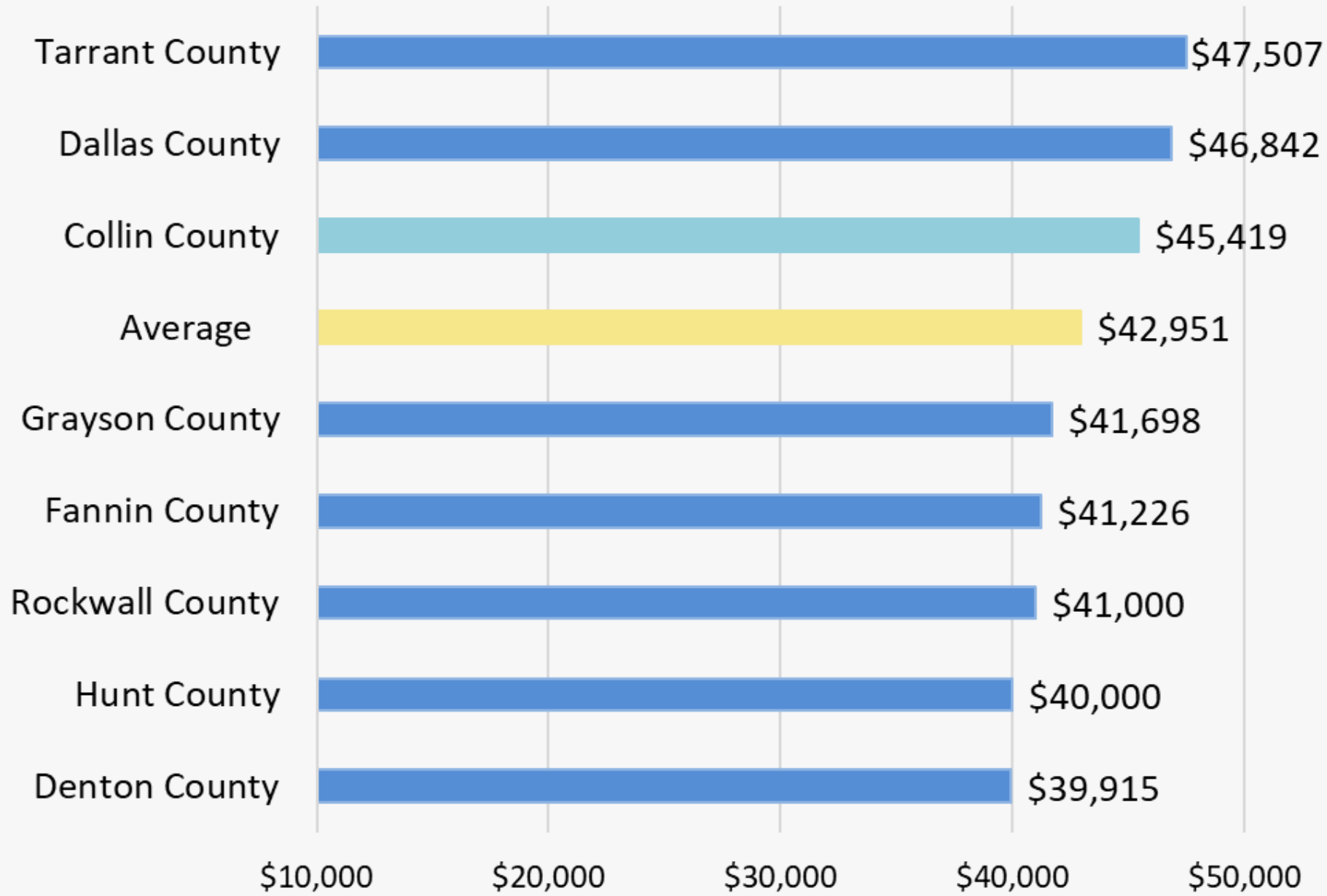


DETENTION OFFICER MAXIMUMS FY 2022

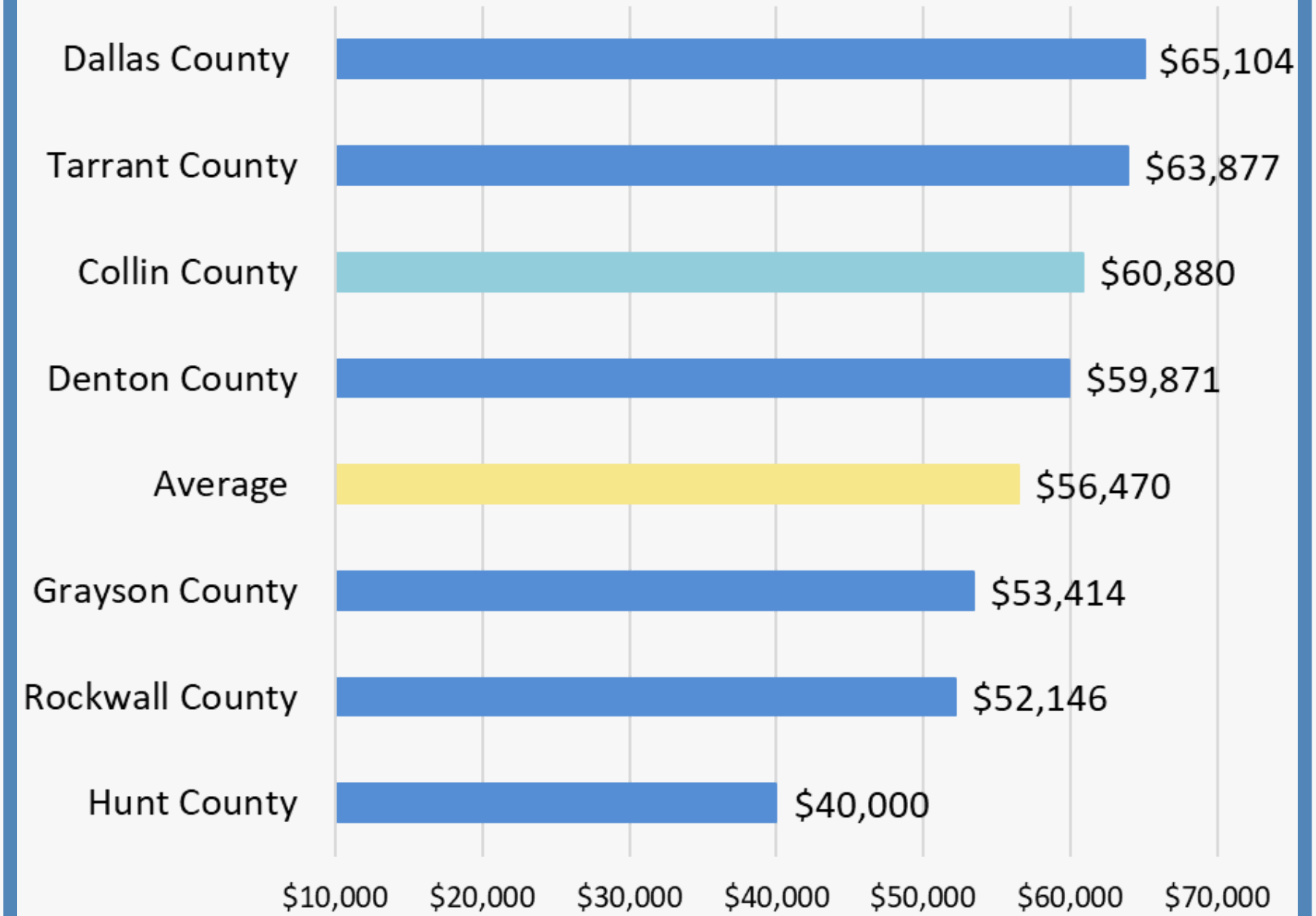


DETENTION OFFICER CONTIGUOUS FY 2022

MINIMUM SALARY

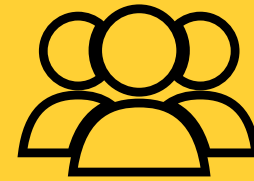


MAXIMUM SALARY



Fannin County contracts for Detention Officers. Starting salary is \$41,226. How their compensation is handled after hire could not be determined.

DISPATCHER GRADE 551



- Average Length of Service: Seven (7) Years
- Pay Range: \$45,419 - \$60,880



- Five (5) incumbents (24%) are in the top quartile of the pay range.
- Four (4) incumbents (19%) are at the pay grade maximum.

24

Positions



21

Incumbents

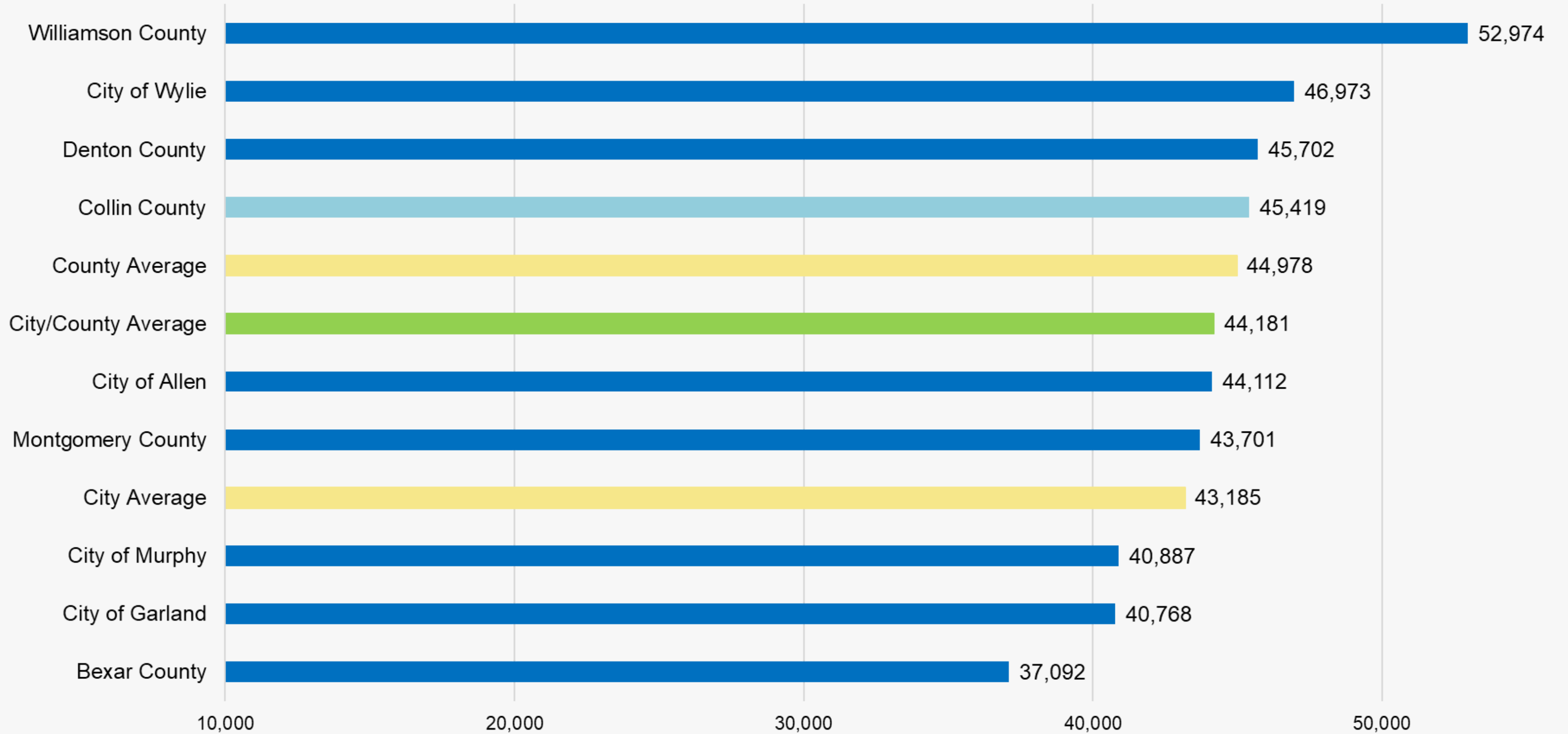
Minimum Salary

4th out of 9
3% over the
city/county average

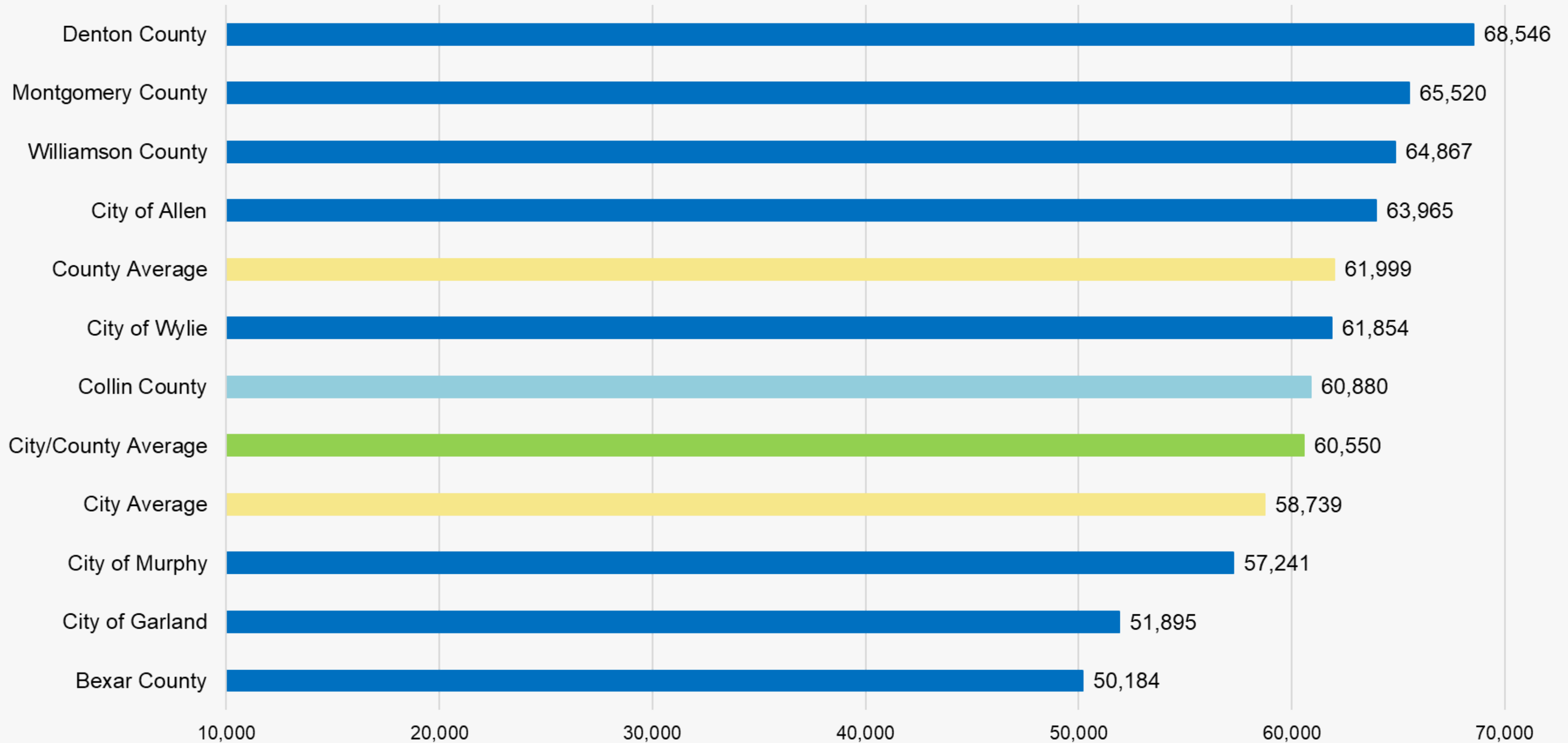
Maximum Salary

6th out of 9
1% over the
city/county average

DISPATCHER MINIMUMS FY 2022



DISPATCHER MAXIMUMS FY 2022



JAIL SERGEANT

556



27
Positions

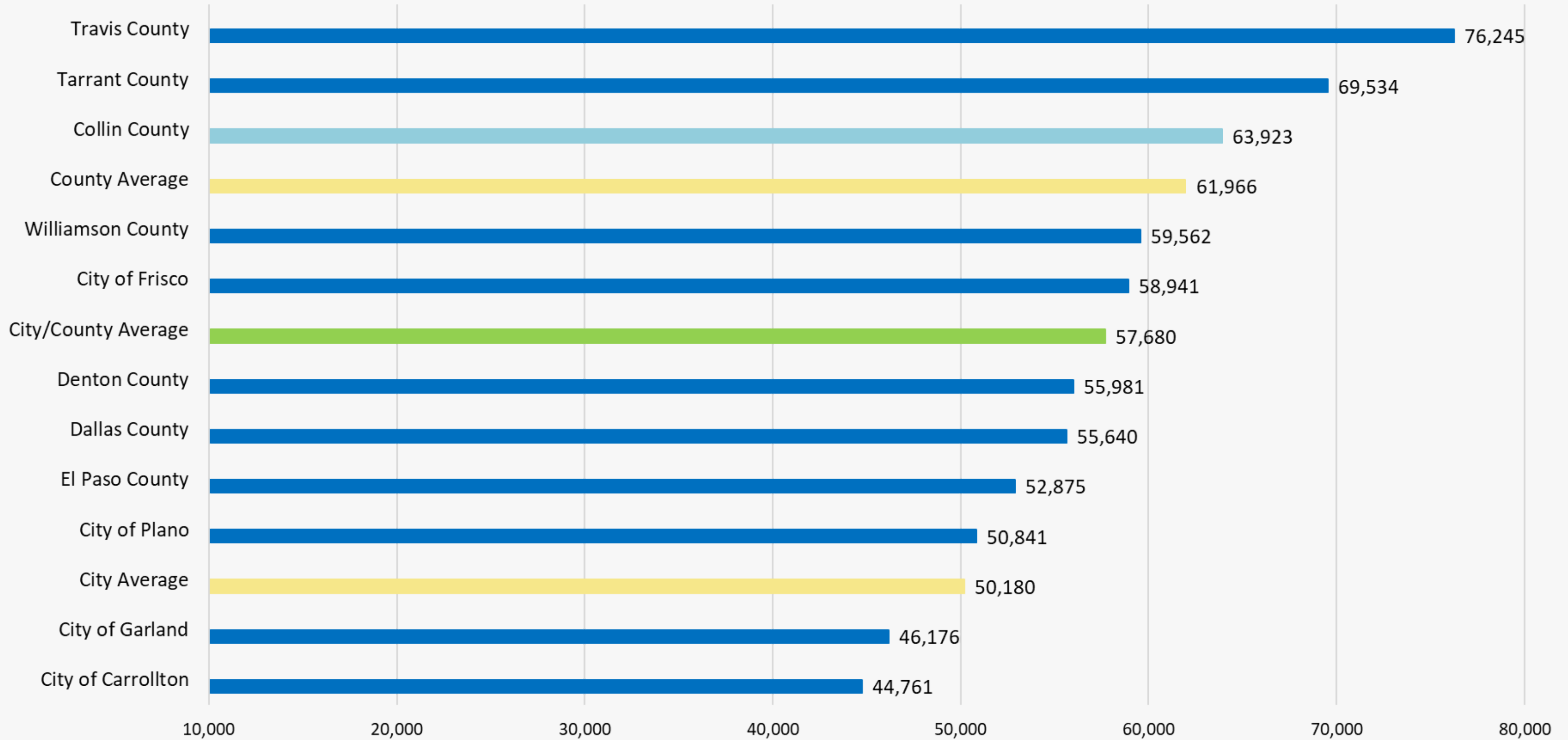
27 incumbents
20 incumbents (74%) are in the first quartile of the pay range.

Minimum Salary
3rd out of 11
11% above city/county average

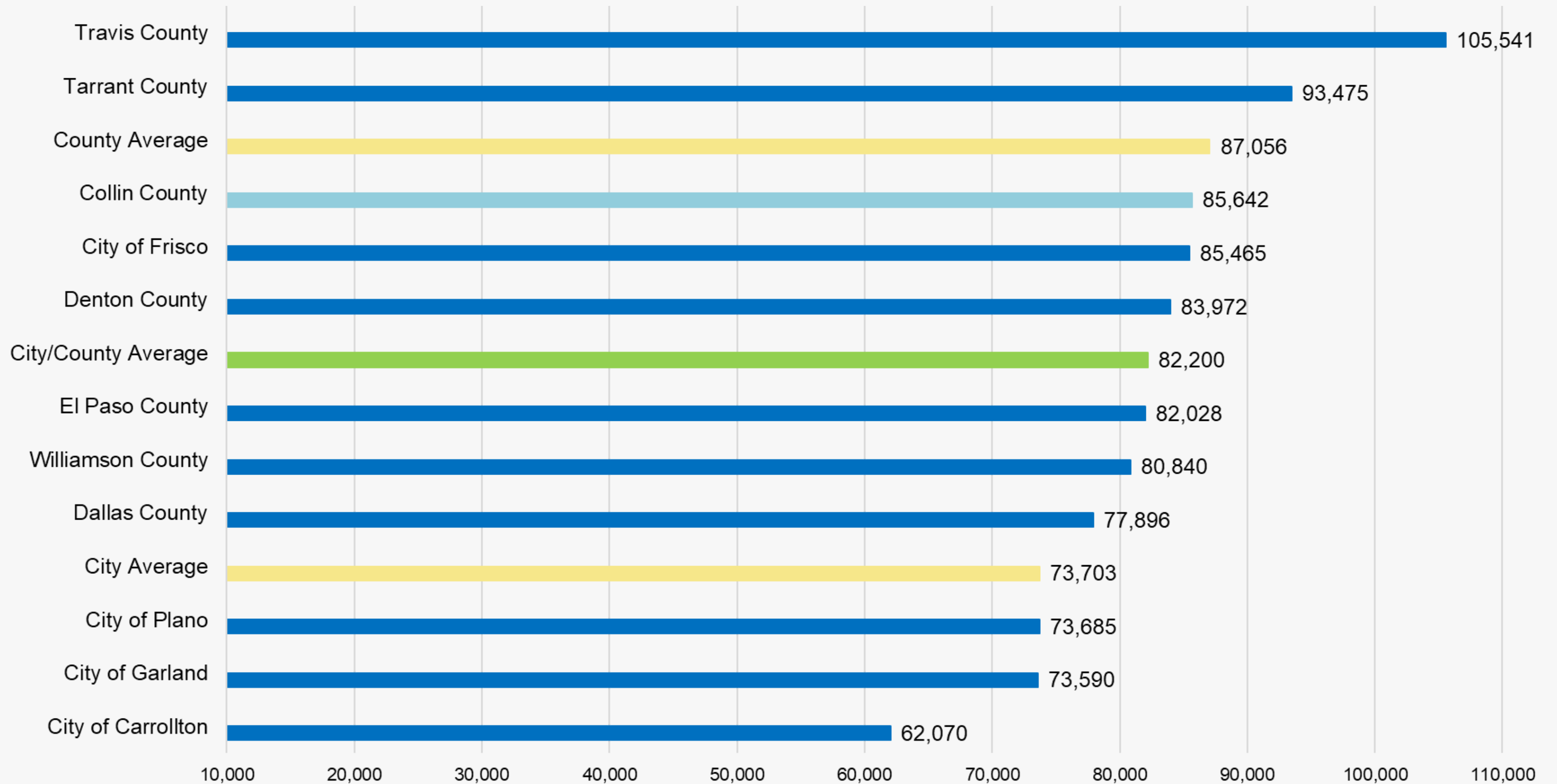
Maximum Salary
3rd out of 11
4% above city/county county average

- Average Length of Service: Nine (9) Years
- Pay Range: \$63,923 to \$85,642

JAIL SERGEANT MINIMUMS FY 2022



JAIL SERGEANT MAXIMUMS FY 2022



DEPUTY SHERIFF – GRADE 556

87
Licensed Positions

74
Licensed
Incumbents

Licensed Incumbents are assigned to various groups:
Patrol (39), Criminal Investigations (11), Support Services (13), Professional Standards (5), Crimes Against Children (3), and Child Exploitation Unit (3).

Average Length of Service:

Eleven (11)
Years

Minimum Salary

8th out of 18
3% above the
city/county average

Maximum Salary

7th out of 18
4% above the
city/county average

Pay Range:

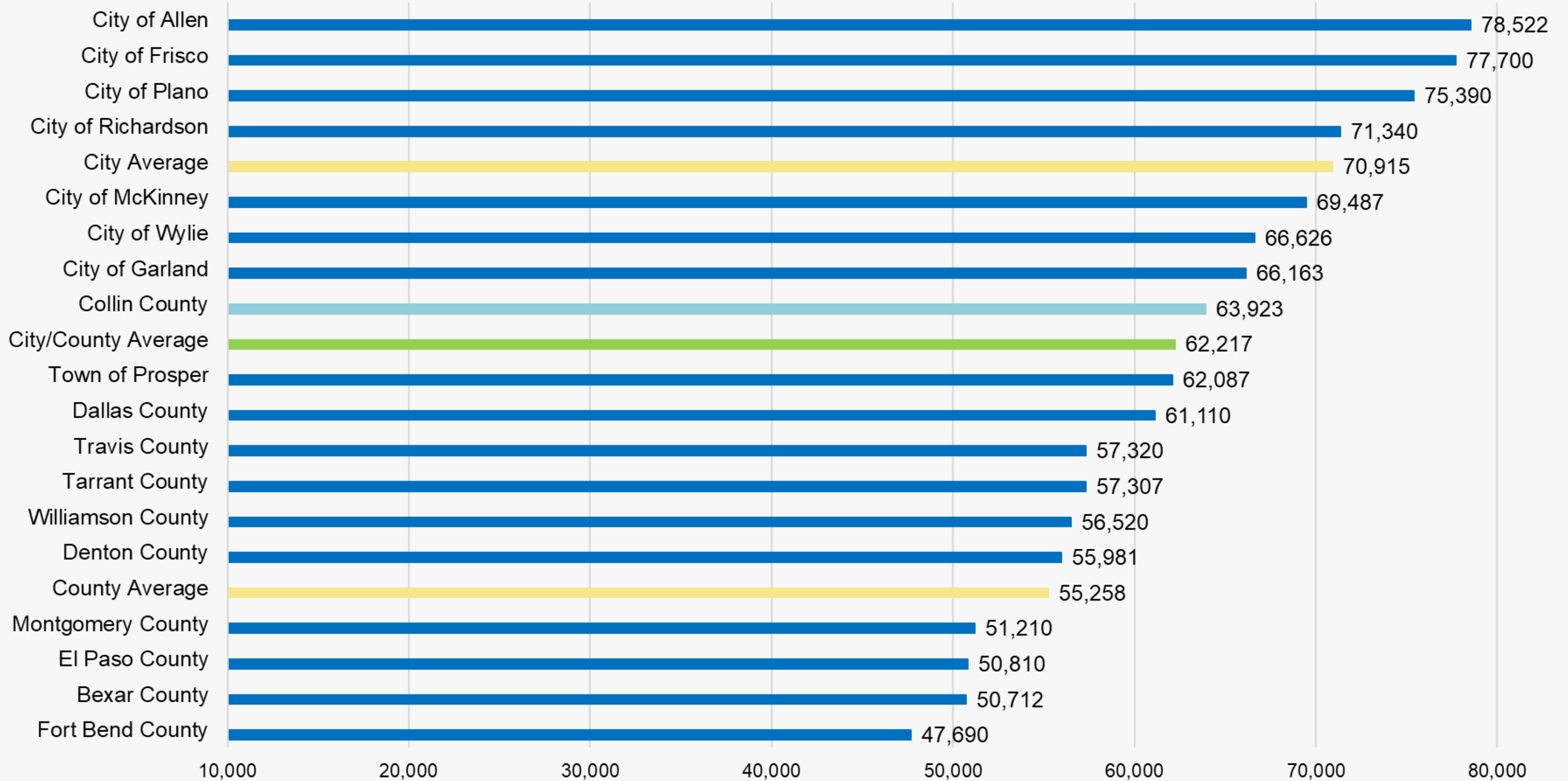
\$63,923
to
\$85,642

Deputy Sheriff – Recruit

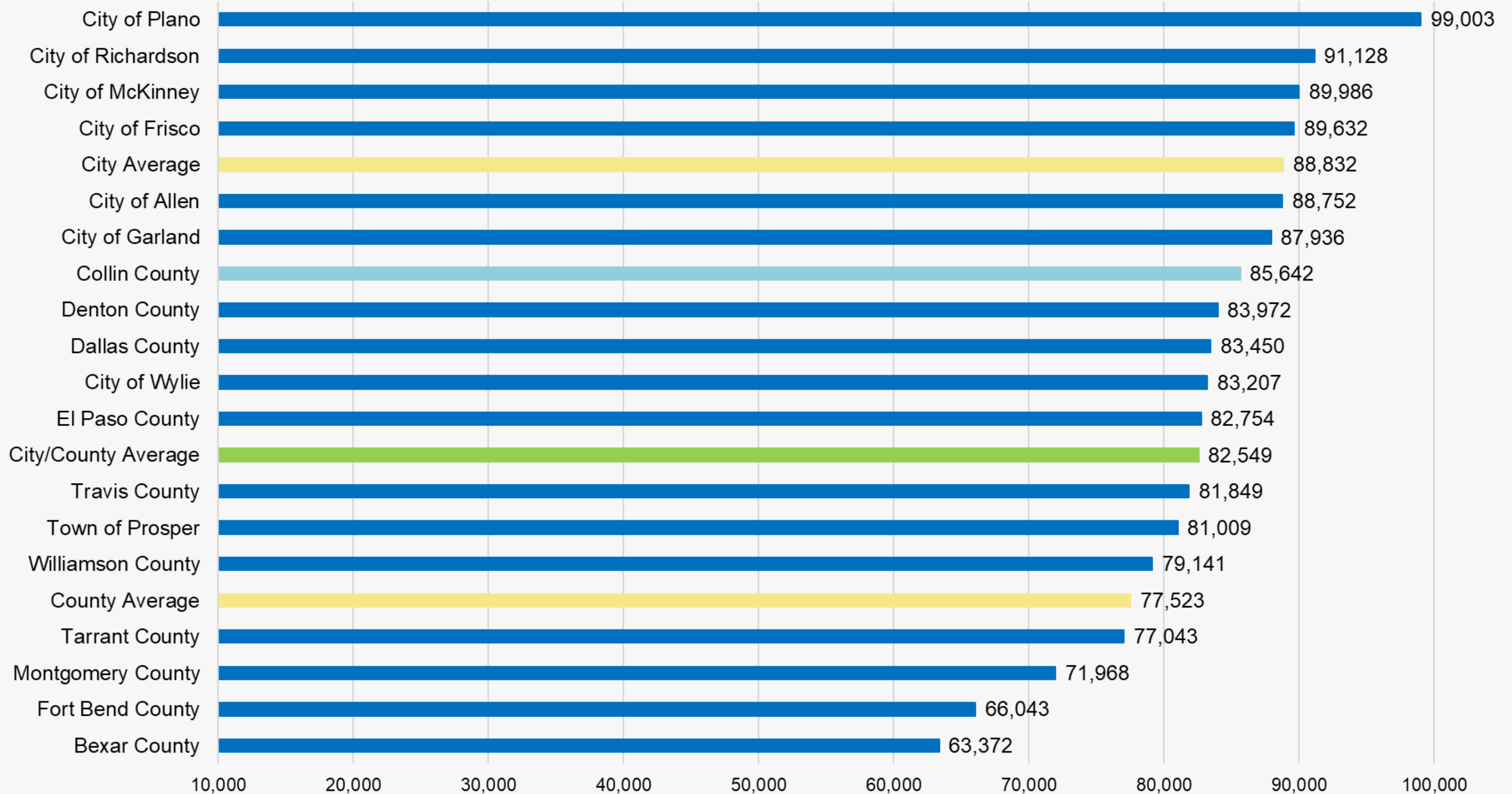
- Positions are budgeted within the 87 Deputy Sheriff positions and remain in grade 556 as Deputy Sheriff unless an unlicensed candidate is hired.
- Three (3) of the Deputy Sheriff positions have been temporarily reclassified to Deputy Sheriff Recruit until the incumbents earn their license. (May 2022)

- 28 incumbents (38%) are in the top quartile of the pay range.
- 19 (26%) Deputy Sheriffs are at the pay grade maximum.

DEPUTY SHERIFF MINIMUMS FY 2022

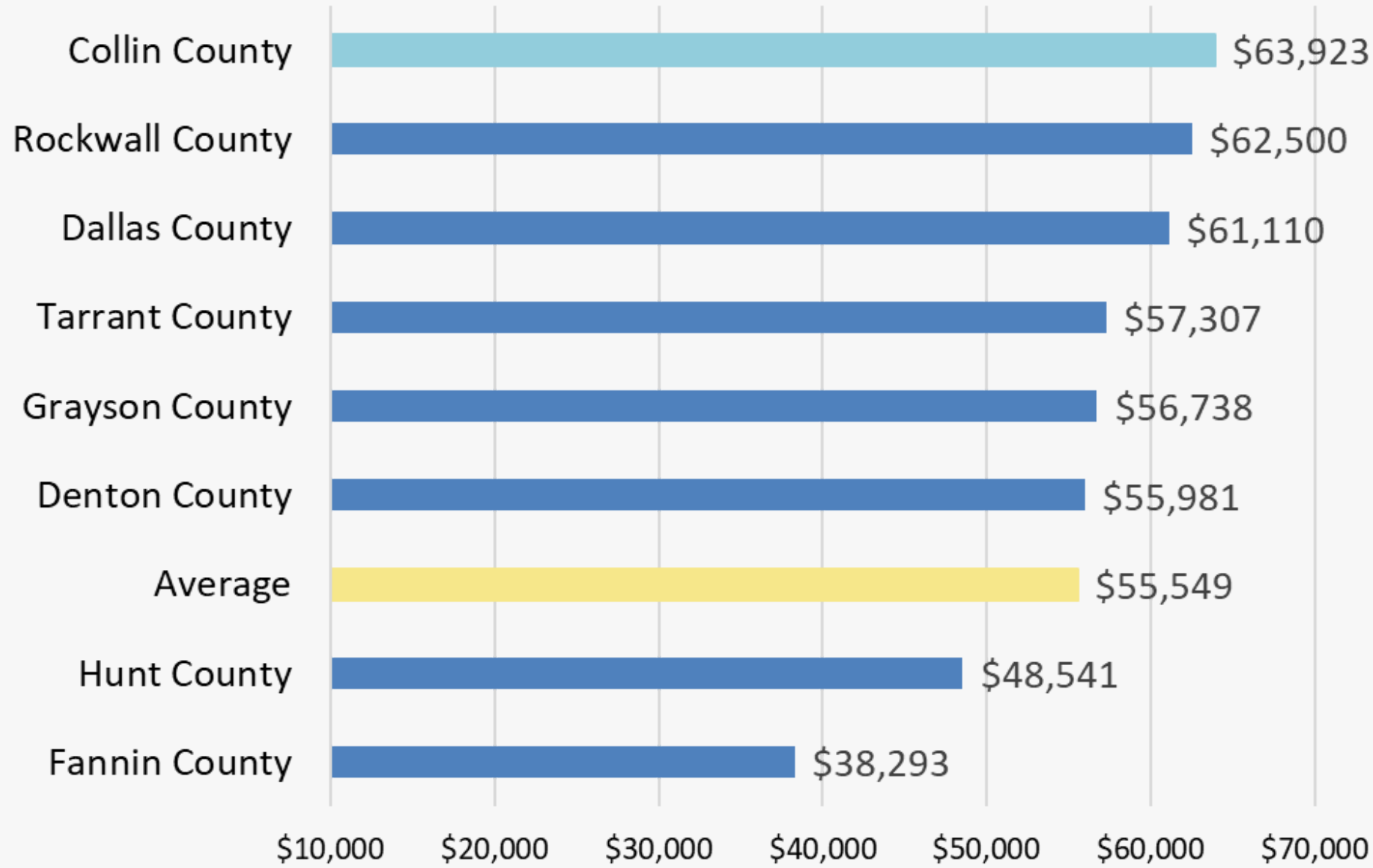


DEPUTY SHERIFF MAXIMUMS FY 2022

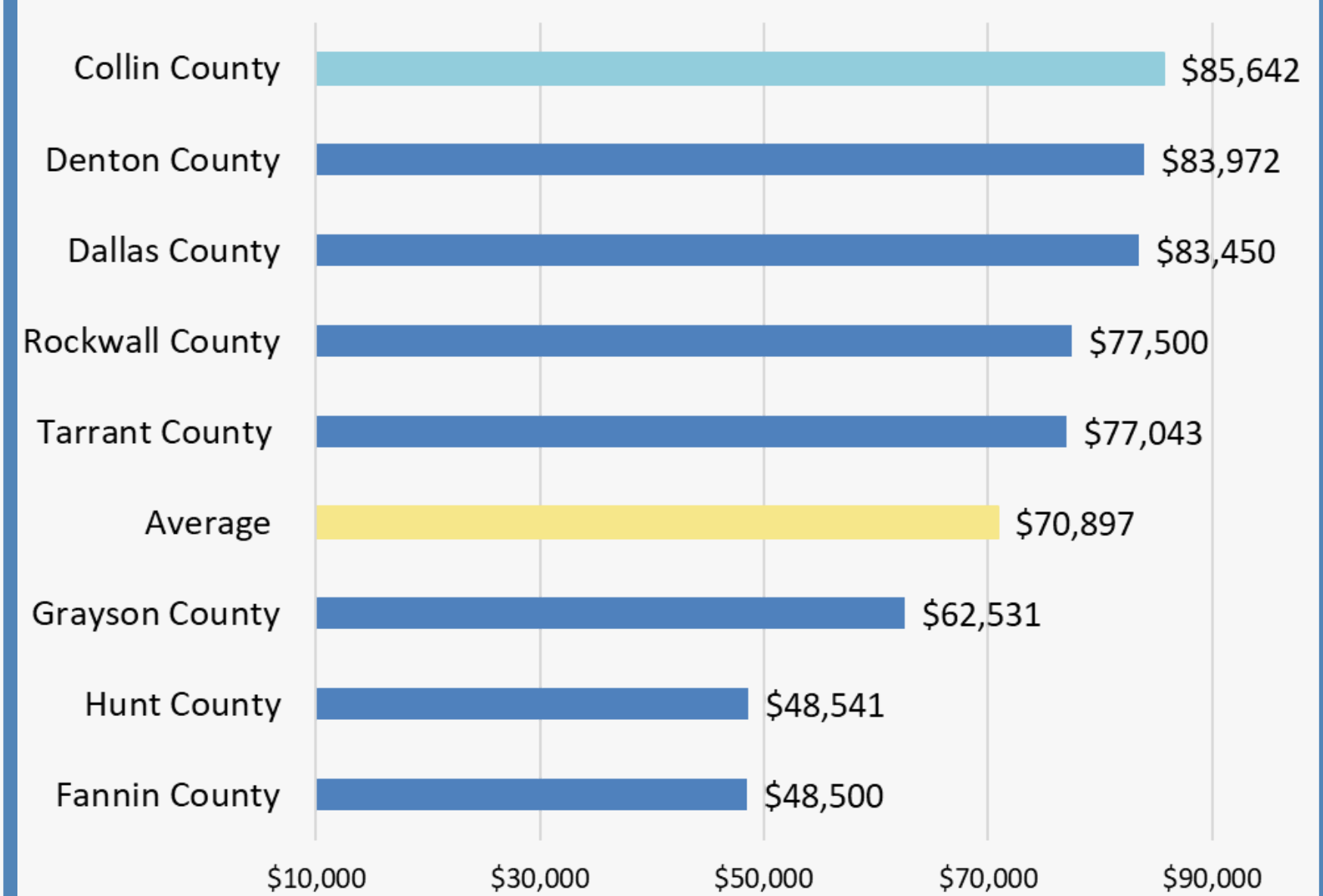


DEPUTY SHERIFF CONTIGUOUS FY 2022

MINIMUM SALARY



MAXIMUM SALARY



SERGEANT – GRADE 558

Nine (9)
Positions

Nine (9)
Incumbents

Pay Range: \$72,755 to \$97,522
Average Length of Service: 15 Years

- Five (5) incumbents (56%) are in the top quartile of the pay range.
- Four (4) incumbents (44%) are currently at the pay grade maximum.

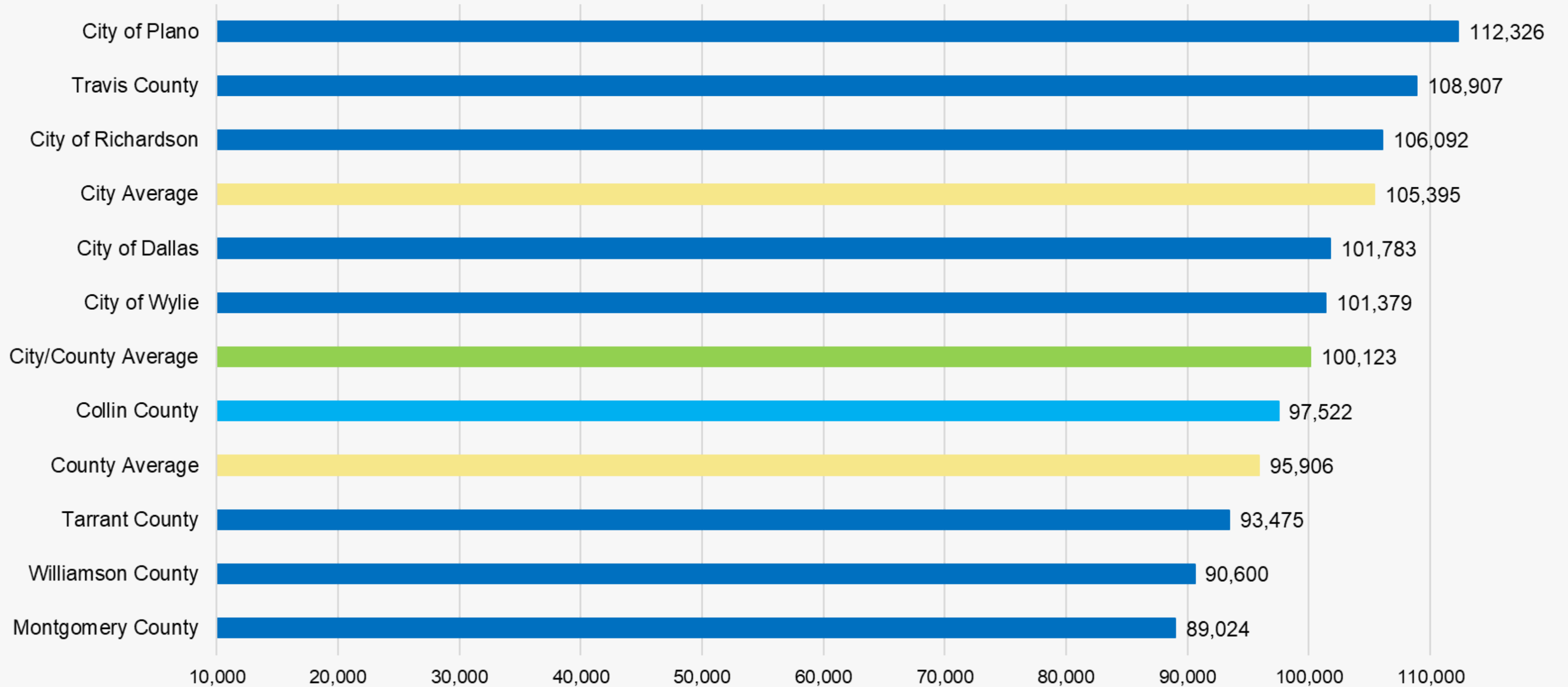
Maximum Pay

6th out of 9

3% below the city/county average

Sergeants are typically promoted from within, so minimum pay is generally not applicable.

SERGEANT MAXIMUMS FY 2022



LIEUTENANT – GRADE 570



Lieutenant positions assigned to a variety of areas within the Sheriff's Office



Average Length of Service: 16 Years



Pay Range: \$77,260 to \$103,559



20 incumbents

- ◆ Jail
- ◆ Patrol
- ◆ Investigations
- ◆ Support Services
- ◆ Courthouse
- ◆ Community Services
- ◆ Fusion
- ◆ Training

- 12 incumbents (60%) are in the top quartile of the pay range.
- 8 of 20 (40%) incumbents are at the pay grade maximum.

Maximum Pay

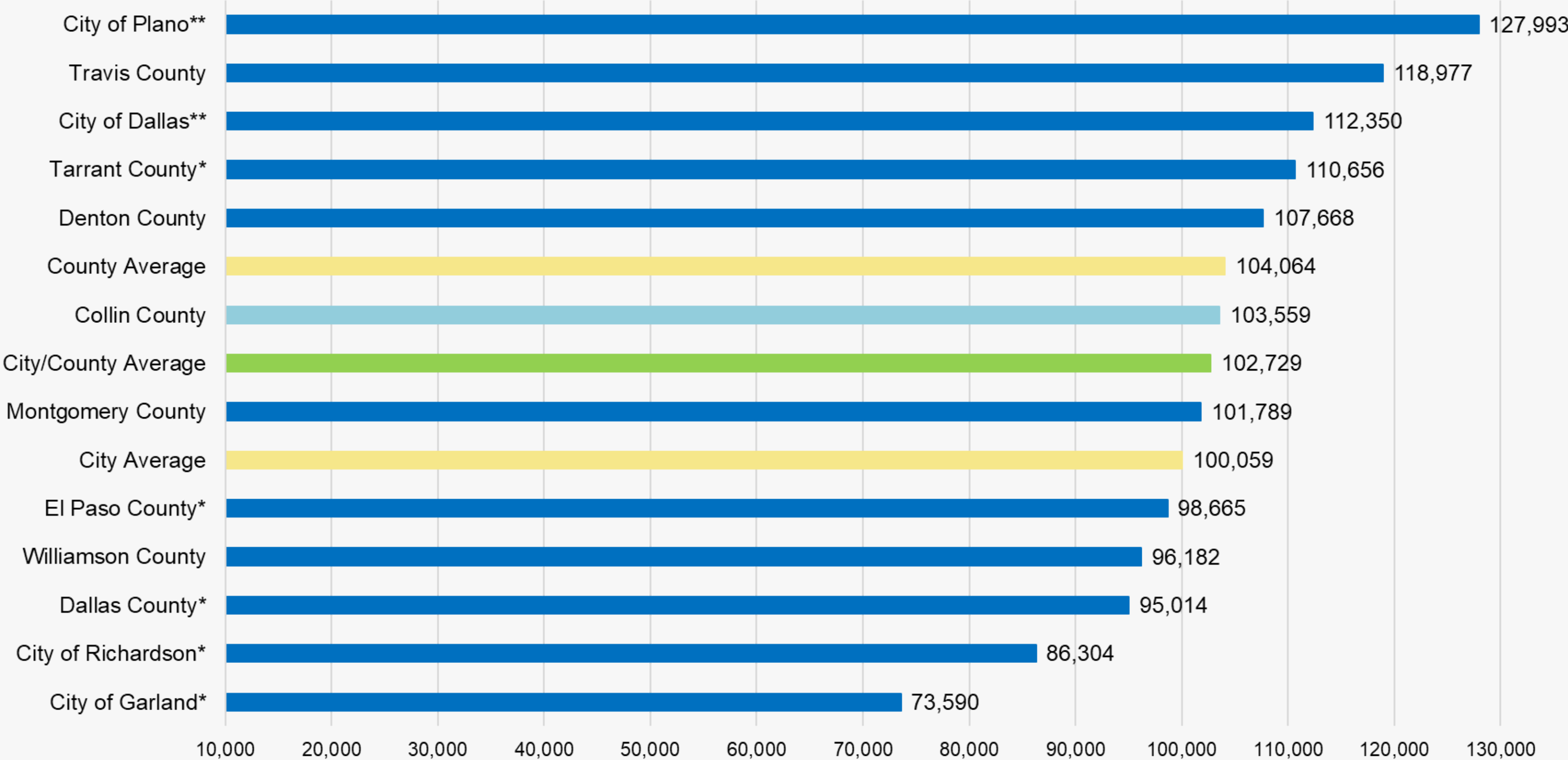
6th out of 12

1% above the city/county average

We do not differentiate Lieutenant pay based on area of assignment.

Lieutenants are typically promoted from within, so minimum pay is generally not applicable.

LIEUTENANT MAXIMUMS FY 2022



*Jail only match
**Patrol only match

CAPTAIN – GRADE 572



- Average Length of Service: 17 Years
- Pay Range: \$89,744 to \$120,280
- Five (5) out of nine (9) incumbents are in the top quartile of the pay range. (56%)
One (1) of nine (9) are at pay grade maximum. (11%)

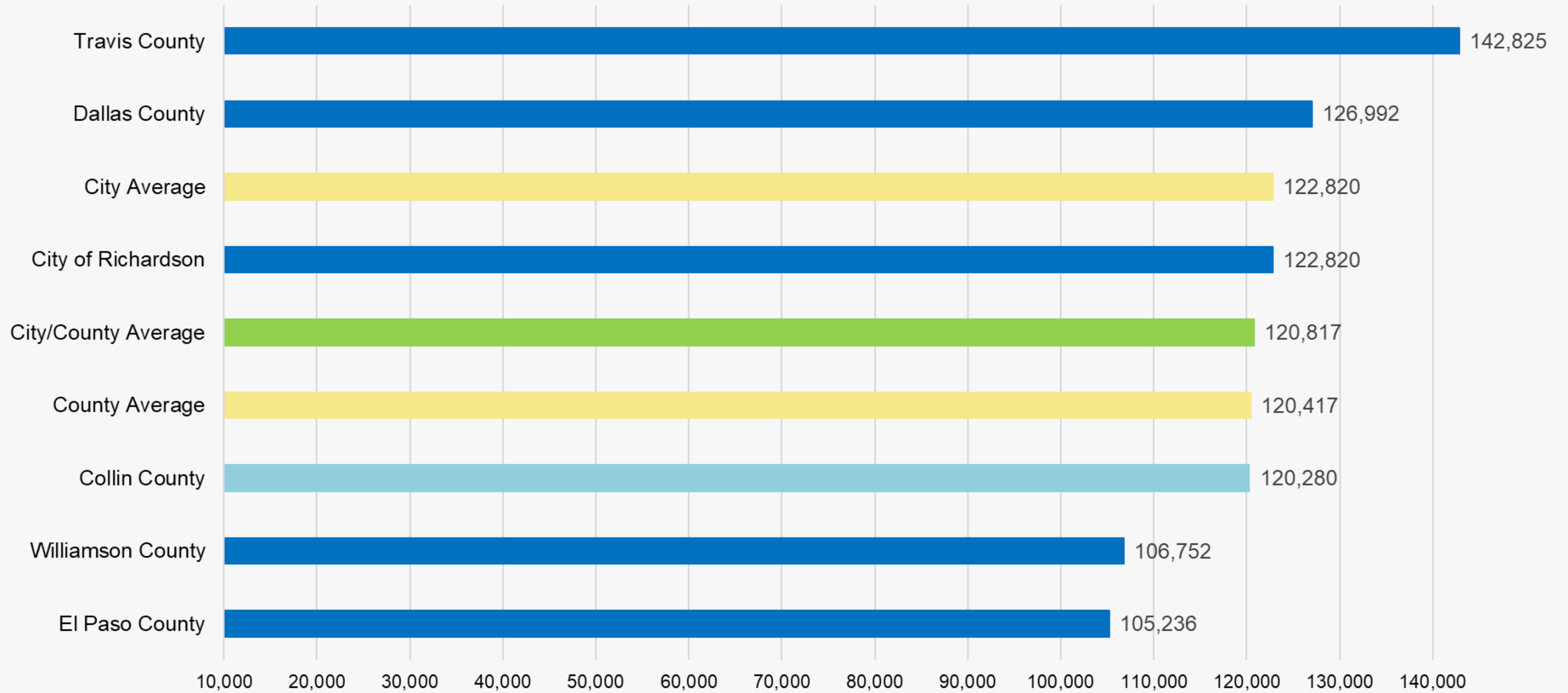
Maximum Pay

4th out of 6
<1% below the
city/county average

Captains are typically promoted from within, so minimum pay is generally not applicable.

- Comparison set includes Travis County, which has a significantly higher maximum than the rest of the comparison set.
- Removing Travis, we rank 3rd out of five (5) and are 3% above the city/county average.

CAPTAIN MAXIMUMS FY 2022



DEPUTY CONSTABLE – GRADE 555

23

Positions

23

Incumbents

 Average Length of Service: 10 Years

 Pay Range: \$59,645 to \$79,940

Minimum
Pay

2nd out of 10

13% over the city/county
average

Maximum
Pay

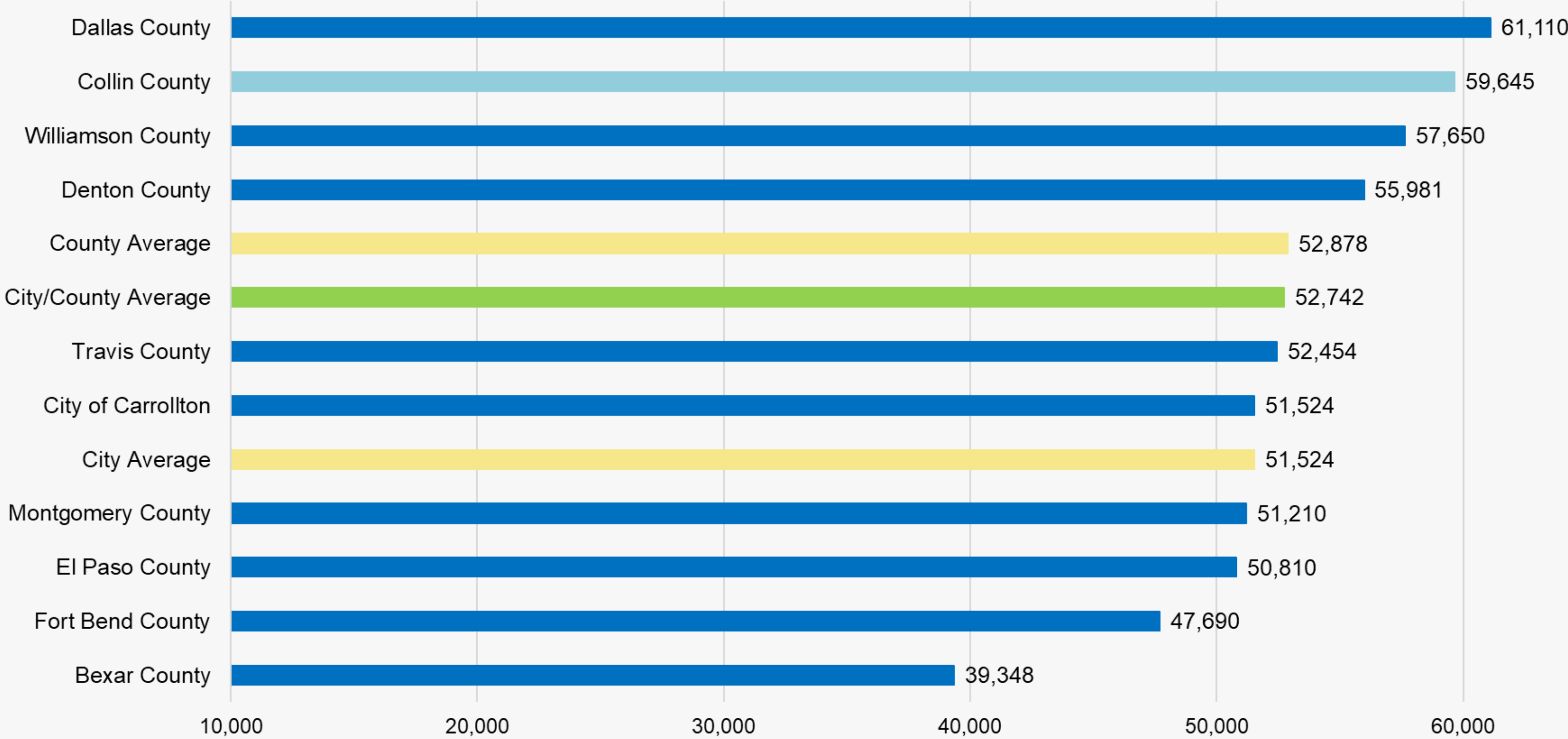
4th out of 10

7% over the city/county
average

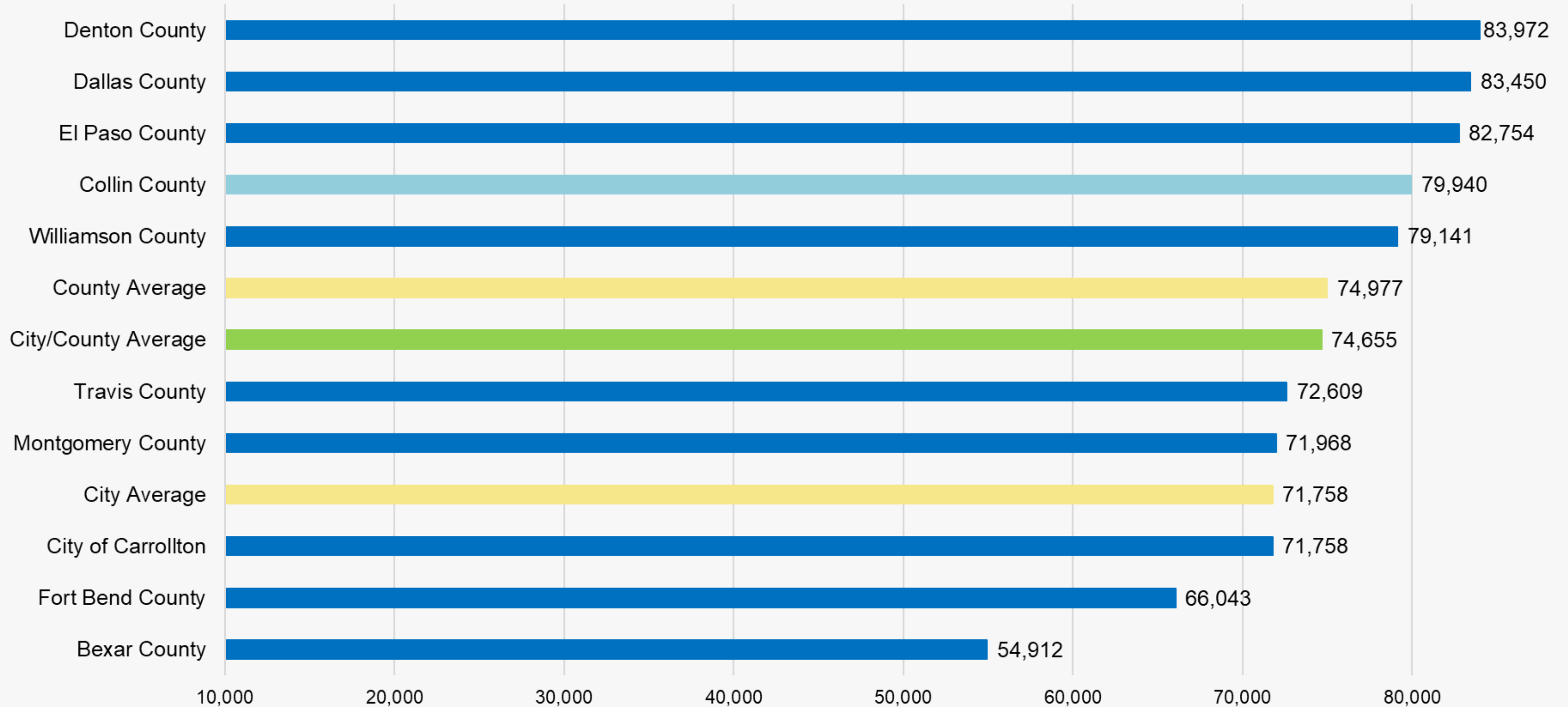
- Twelve (12) incumbents (52%) are in the top quartile of pay.
- Three (3) incumbents (13%) are currently at the pay grade maximum.



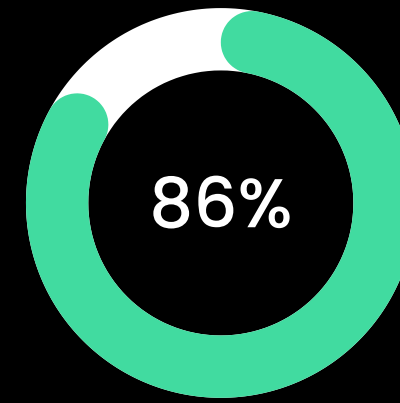
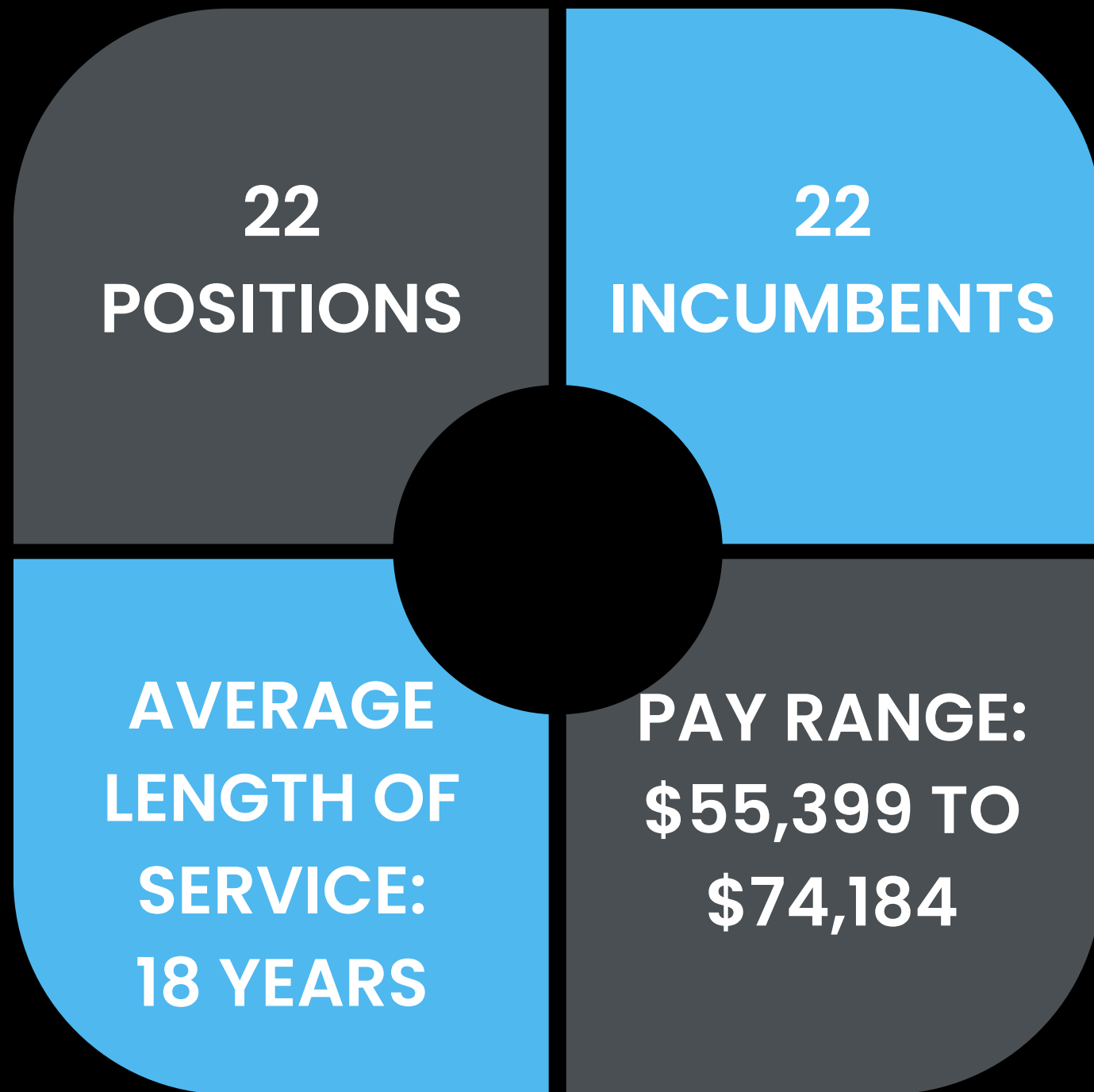
DEPUTY CONSTABLE MINIMUMS FY 2022



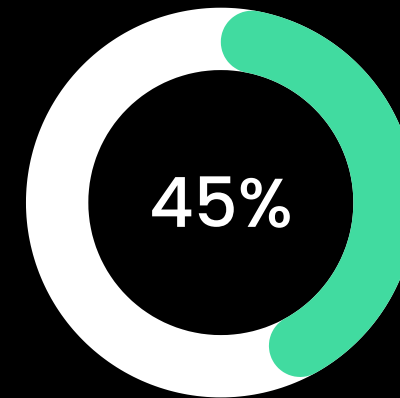
DEPUTY CONSTABLE MAXIMUMS FY 2022



COURT OFFICER - GRADE 554



19 incumbents (86%) are in the top quartile of the pay range



Ten (10) incumbents (45%) are currently at the pay grade maximum

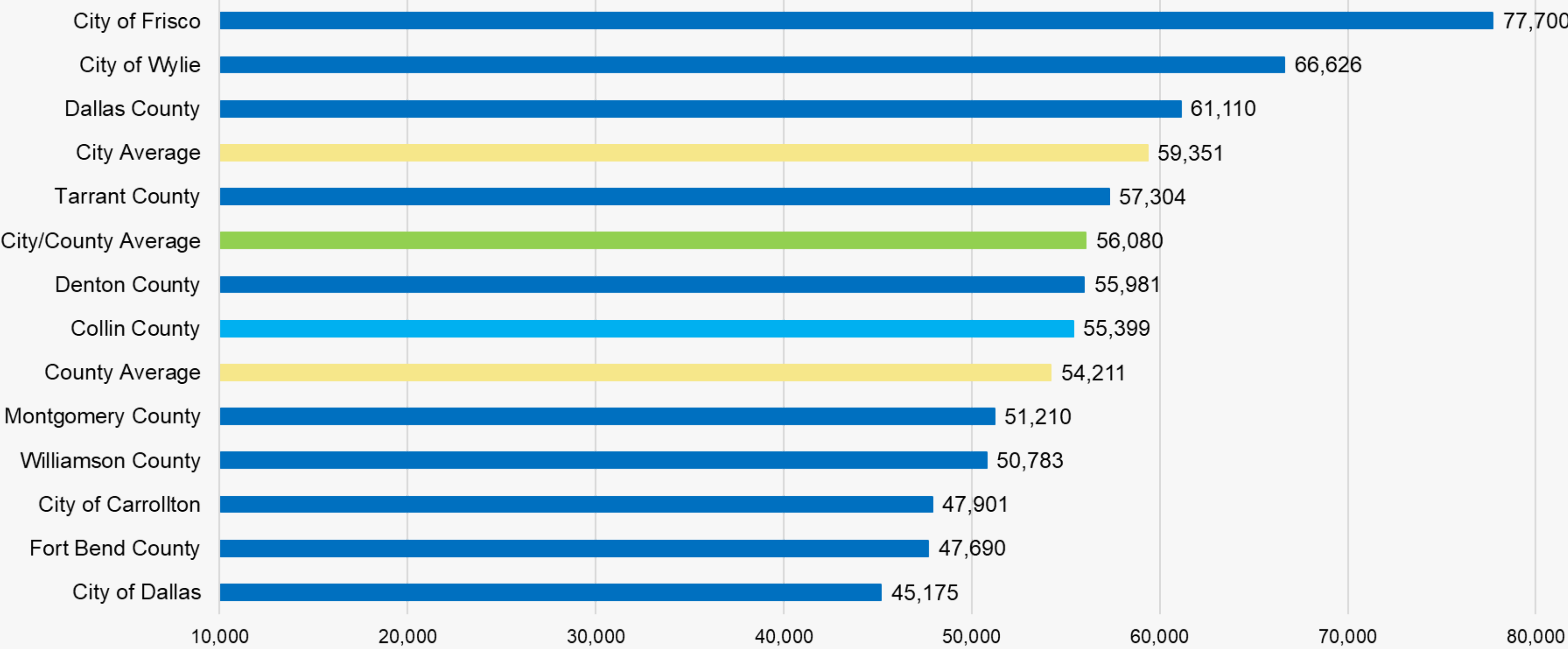
Minimum Salary

6th out of 11
1% under the city/county average

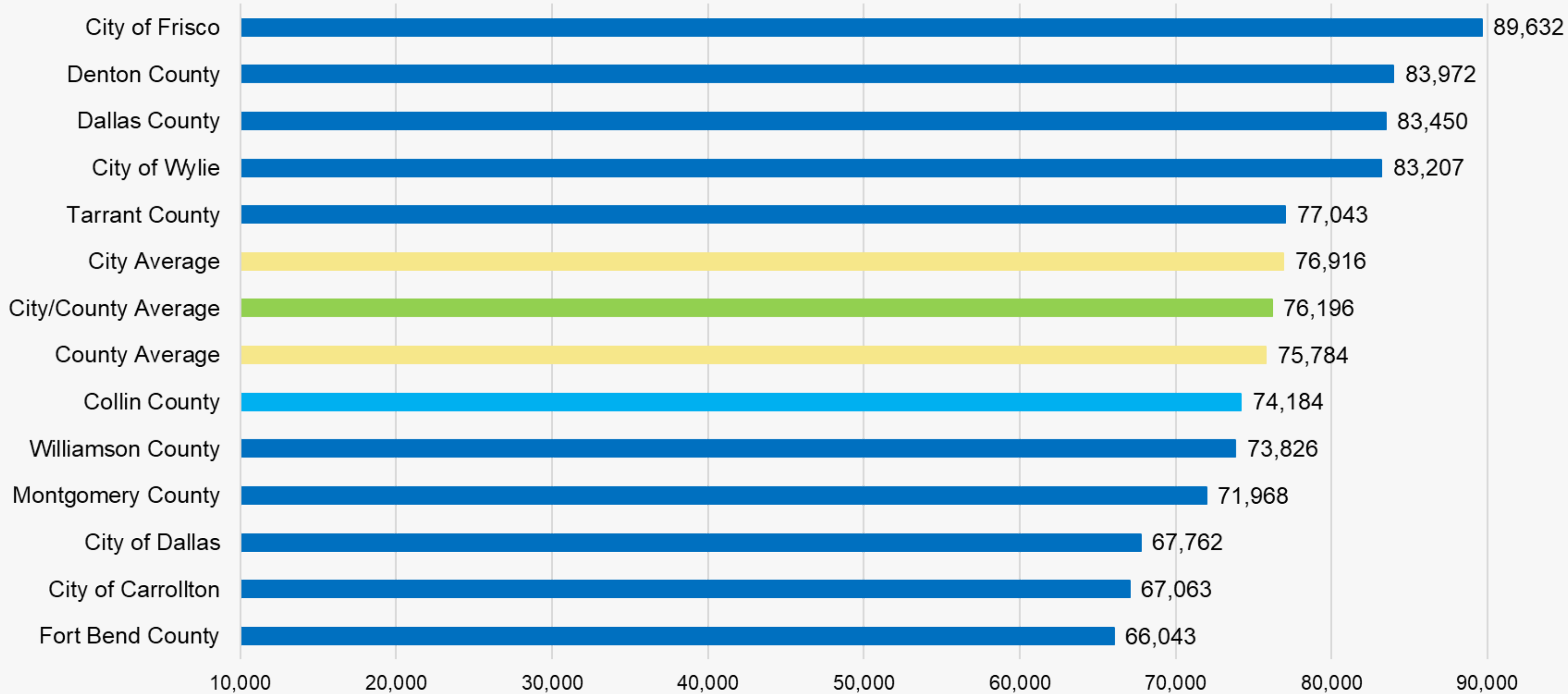
Maximum Salary

6th out of 11
3% under the city/county average

COURT OFFICER MINIMUMS FY 2022



COURT OFFICER MAXIMUMS FY 2022



DEPUTY FIRE MARSHAL- GRADE 557

Three (3) Positions

Average Length of Service:
Four (4) Years

Pay Range:
\$68,170 to \$91,374

One (1) incumbent (33%) is both in the top quartile of the pay range and at the maximum of the pay grade



MINIMUM SALARY

3rd out of 8*

12% over the
city/county average

MAXIMUM SALARY

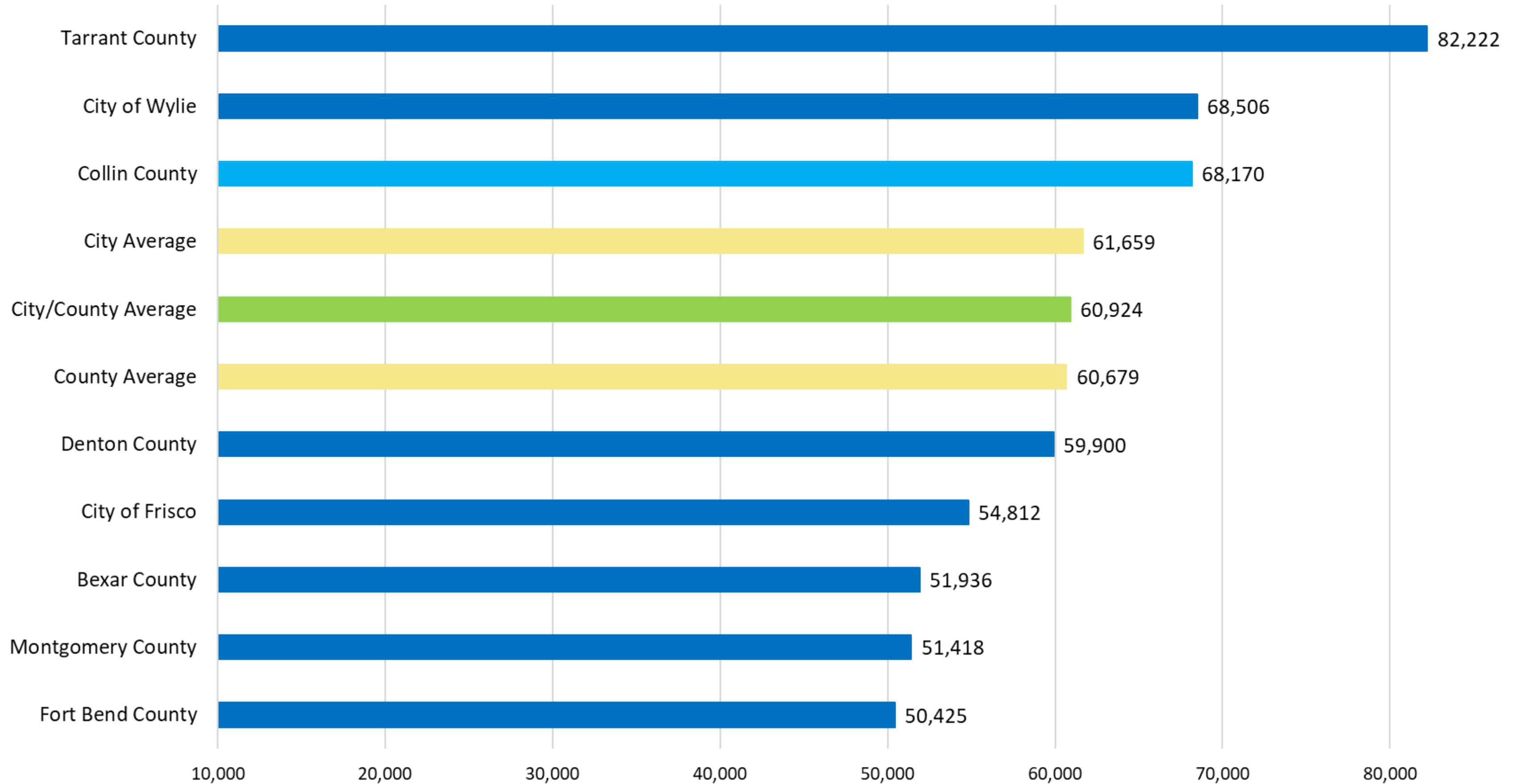
2nd out of 8*

7% over the
city/county average

Three (3) Incumbents

*Comparison set includes Tarrant County, which has a significantly higher minimum and maximum than the rest. Removing Tarrant, we rank 2nd and 1st out of eight (8).

DEPUTY FIRE MARSHAL MINIMUMS FY 2022



DEPUTY FIRE MARSHAL MAXIMUMS FY 2022

