



Recent Employee Compensation Reviews

HAC Retreat
November 16, 2021

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OVERVIEW OF COMPENSATION ISSUES



Employee Compensation Studies/Workgroups

- In 2021, three studies were tasked with evaluating public employee compensation:
 - Bi-Annual Compensation Report – Focuses on all classified state employees and is completed by the Department of Human Resource Management (DHRM)
 - State Police Compensation Workgroup – Authorized in Chapter 1 of 2021 Special Session II
 - Workgroup to Address Compensation for Correctional Officers, Deputy Sheriffs and Regional Jail Officers – Authorized in Chapter 1 of 2021 Special Session II



Focus of 2021 Studies and Workgroups

- The DHRM Bi-Annual Compensation Report was established by HB 2055 (2019) patroned, by Delegate Carr, based on the recommendations of a 2017 JLARC study
 - The JLARC study recommended the report every 2 years, prior to the development of a new biennial budget, in an effort to address employee compensation concerns in the executive budget development process
- The two public safety workgroups were included in Chapter 1 in response to significant increases in turnover and vacancies in public safety agencies
 - Turnover and vacancy rates have been high for a number of years and have increased significantly since the pandemic

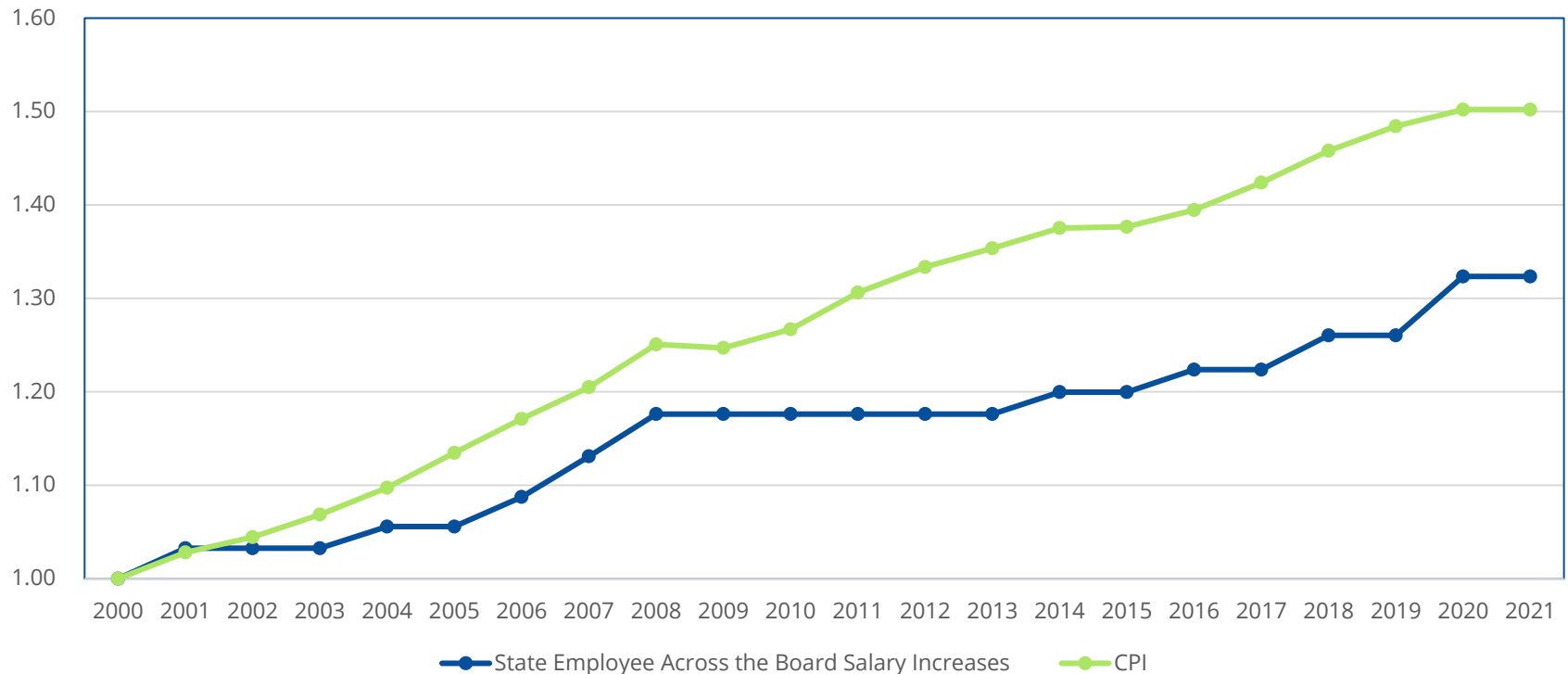


RECENT ACTIONS TO ADDRESS COMPENSATION CONCERNS



Across the Board Salary Increases Have Not Kept Pace With Inflation

Cumulative Increases Since 2000



- Since 2000, CPI has increased approximately 50% while state employees across the board pay raises provided increases of approximately 33%



Since FY 2014 the Budget Has Often Included Targeted Salary Actions for Public Safety Personnel

FY 2014

State Police

- Compression adjustment of \$70 per year of service

DOC/DJJ

- Compression adjustment of \$65 per year of service (consistent with other state employees)

FY 2016

State Police

- Compression adjustment of \$80 per year of service
- Additional \$3.7 million to address compression

DOC/DJJ

- Compression adjustment of \$65 per year of service (consistent with other state employees)
- \$1,000 annual salary adjustment for Correctional Officers and Senior Officers

Sheriffs/Regional Jails

- Additional 4.63% increase for entry level sworn personnel

FY 2018

State Police

- Increased starting pay from \$36,207 to \$43,000
- \$6,793 (for all sworn positions)

Sheriffs/Regional Jails

- Salary compression - \$80/\$65 per year of service (sworn & non-sworn)



Targeted Actions Have Continued in Recent Years

FY 2019

DOC/DJJ

- Correctional Officers and Senior Officers – \$2,016/\$1,846
- Increases in distressed roles

Sheriffs

- Increased starting salaries by \$871

FY 2021

\$500 one-time bonuses paid on 12/1/2020

- State Police (sworn)
- Capitol Police
- Sheriffs/Deputies
- Sworn DOC/DJJ Officers
- Regional Jail Officers
- Higher Education Law Enforcement

FY 2022

State Police

- Additional 3% salary increase
- \$100/year of service (up to 30 years)
- \$5,000 bonus; compression 2%-8%; \$2,000 relocation; retention as needed (ARPA)

Regional Jails

- Increased starting salaries by \$871

DOC/DJJ

- \$1,000 bonus
- \$3,000 bonus (ARPA)

Sheriffs/Regional Jails

- \$3,000 bonus (ARPA)



GA Has Increased Starting Pay For Public Safety Staff in Recent Years

| Starting Pay | State Police | DOC | Sheriffs/RJ |
|--|--------------|----------|-------------|
| 07/2009 | \$35,497 | \$27,485 | \$28,234 |
| 07/2014 | \$36,207 | \$28,035 | \$29,081 |
| 07/2021 | \$47,833 | \$35,064 | \$35,149 * |
| Annualized Rate of Growth 07/2009 - 07/2014 | 0.40% | 0.40% | 0.59% |
| Annualized Rate of Growth 07/2014 - 07/2021 | 4.75% | 3.80% | 3.21% |

- The \$35,149 starting salary represents the state paid entry level salary for deputy sheriffs and regional jail officers. The average starting salary including a local supplement is about \$43,650 with a significant variance depending on local support.



DHRM STUDY FINDINGS



Overview of the DHRM Bi-Annual Compensation Report

- Report focuses on compensation levels, as well as retention and turnover for the state's classified employees
 - Currently around 56,000 classified employees (approximately 55% of the state salaried workforce)
 - Does not include university faculty and employees classified as university staff, judicial branch employees, legislative branch employees, independent agencies, and at-will positions
- Study completed by DHRM with Deloitte Consulting, LLP
- Study benchmarked 213 occupations which includes around 42,000 classified employees (75% of the classified workforce)



Primary Findings of DHRM Study

- On average, state employee salaries lag the private market by 15.7% and lag other public employee salaries by 11.9%
 - When looking at salaries by individual occupation, the comparison to market varies greatly with the maximum being 63% above market and minimum being 58% below market
- The statewide turnover rate was 12%, within the expected range, but there are distressed occupational groupings with turnover rates ranging from 17.2% to 40% which is significantly above the national average
- The average salaries, by pay band, for the lowest four pay bands are near the band minimum indicating there is significant salary compression
 - The average salaries in the higher pay bands are significantly above the band minimums



Occupational Groups with High Turnover

| Occupational Grouping | # of Occupations in Grouping | Avg. Turnover Rate |
|--|------------------------------|--------------------|
| Security Management | 10 | 40.8% |
| Law Enforcement (Including Troopers, Corrections, Campus Police, etc.) | 17 | 35.8% |
| Direct Services Associates (Including Nursing, Psychiatric and Healthcare Staff, RNs/Nurse Practitioners) | 20 | 33.4% |
| Program Administration (Community and Social Services) | 15 | 25.3% |
| Trade Technicians | 10 | 24.1% |
| Administration and Office Specialist | 20 | 22.4% |
| Information Technology | 11 | 17.2% |

- Turnover rates for some of the individual occupations is significantly higher than 40.8%



Recommendations from DHRM Study

- Report recommends that annual salary adjustments are needed to try and keep pace with the market
- It also recommends that the Commonwealth move to a market-based approach by giving the agencies increased flexibility to offer salary increases
 - The recommendation would give agencies the authority to administer salary increases in 3 distinct categories:
 - Across the Board (or market adjustment)
 - Merit based tied to employee performance
 - Recruitment and Retention Adjustment



STATE POLICE COMPENSATION STUDY



State Police Workgroup Identified Numerous Issues to Need Address

- Challenges identified by the workgroup include:
 - State Police has had difficulty attracting and retaining sworn officers
 - 330 current vacancies
 - 27% of the current front-line positions vacant now compared to 12% vacancy rate in FY 2016
 - Reduction in number of qualified applicants graduating from the academy
 - Has impeded the Department's efforts to increase diversity within the Department
 - The current pay structure has resulted in significant compression issues
 - Current pay structure has disincentivized acceptance of promotions and reduced applicant pools when higher ranking positions become open



State Police Vacancy Rate Has Increased Significantly in Recent Years

- The workgroup report states that more than half of the 330 current vacancies are the result of an inability to fill new trooper training classes
 - The State Police Academy is designed to accommodate 90 new troopers per class but over the last 7 years the average class size has been between 75 and 70 members with around 50 graduates per class

| Academy Start Date | Average Starting Class Size | Average # of Graduates | Graduation Rate |
|--------------------|-----------------------------|------------------------|-----------------|
| 2018 - 2021 | 74.6 | 52.0 | 69.7% |
| 2015 - 2017 | 72.0 | 49.8 | 69.2% |
| 2012 - 2014 | 86.4 | 70.6 | 81.7% |
| 2006 - 2011 | 75.2 | 59.0 | 78.5% |



As a Result New Hires Have Not Kept Pace With the Separations

Count of Annual Separations and Hires for State Troopers

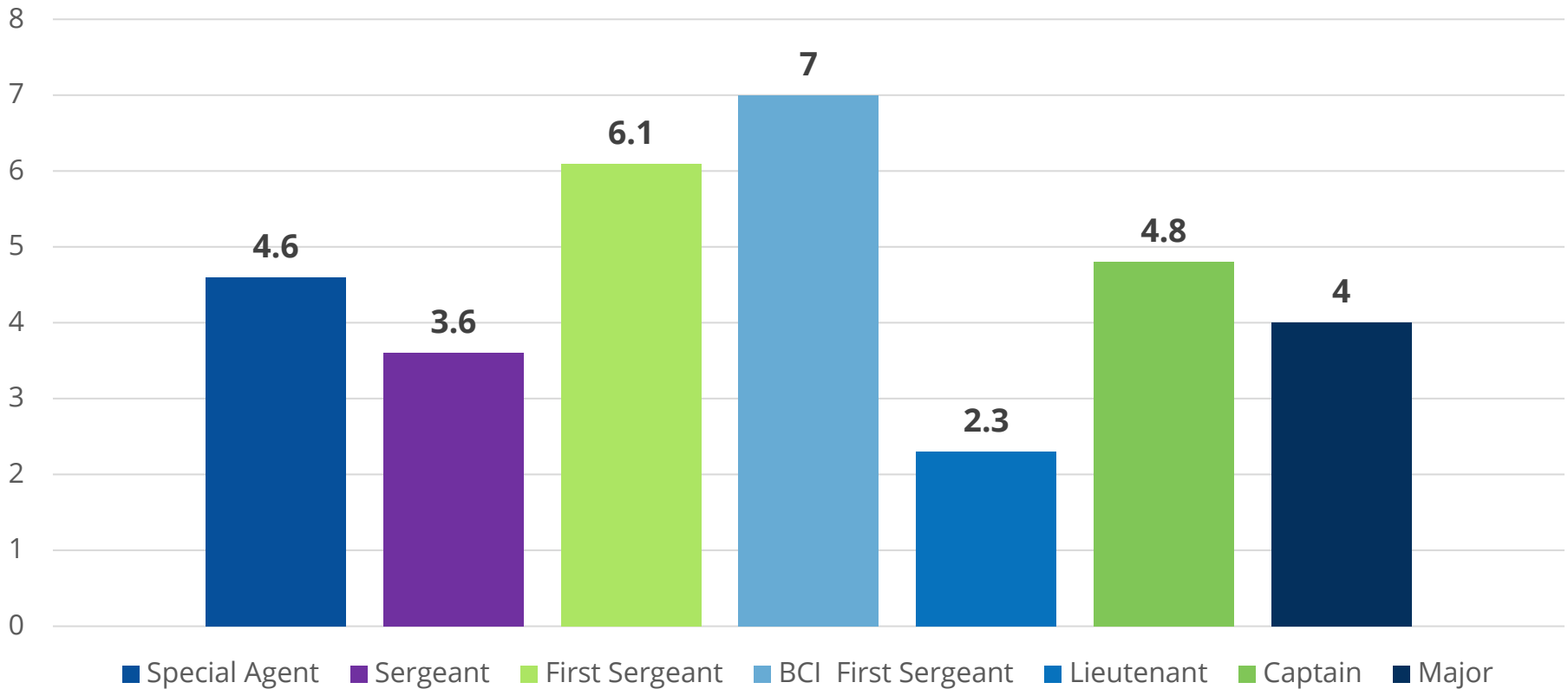
| Year | New Hires | Separations, Including Retirements | Change In Trooper Level |
|-------------------------|------------|------------------------------------|-------------------------|
| FY 2016 | 118 | 115 | 3 |
| FY 2017 | 79 | 175 | -96 |
| FY 2018 | 91 | 112 | -21 |
| FY 2019 | 139 | 160 | -21 |
| FY 2020 | 92 | 101 | -9 |
| FY 2021 | <u>84</u> | <u>155</u> | <u>-71</u> |
| Total 2016- 2021 | 603 | 818 | -215 |

* Count of new hires does not capture troopers who are rehired within 5 years of leaving service (only a few troopers)



There is Also Limited Interest in Promotions Across the Agency

Average Number of Applicants Per Position Opening Within VSP



- Accepting promotions to Sergeant and Lieutenant both involve modifications in a trooper's ability to receive overtime pay



Recommendations from State Police Compensation Workgroup

- Recommends increasing starting pay from \$47,833 to \$51,500
- Proposes a state police step scale where salary is directly linked to rank and years of service
 - Beginning in FY 2023, officers' salaries would be adjusted to reflect their current rank and years of service
 - Plan would provide an automatic 1.4% step increase annually (currently, employees do not receive an across the board raise unless authorized in the Appropriation Act)
- Pay scale would result in a consistent 10% salary increase for promotions to encourage a sufficient application pool
- Proposes an additional 1.4% (or 2.8%) salary add-on for officers with an associates degree or higher

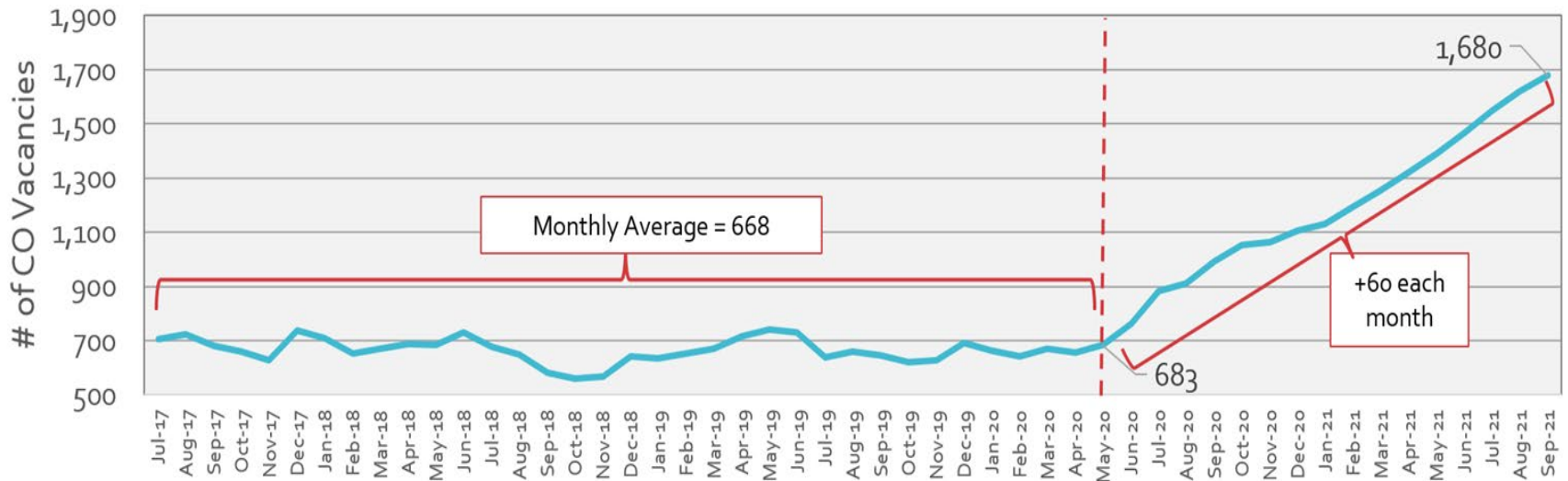


DOC COMPENSATION STUDY FINDINGS



The Department of Corrections Has Faced More Dramatic Increase in Vacancies

Correctional Officer Vacancies



- Between FY 2018 and 2020, the average number of Correctional Officer (CO) vacancies averaged 668 a month
- Since May 2020, the number of vacancies has increased by 60 a month and currently there are 1,680 vacancies out of 6,145 positions (27% vacancy rate)
- One correctional facility had a 54% turnover rate in CY 2020 and another facility had a 46% turnover rate



DOC Facilities Face a Severe Shortage of Experienced Staff

- Currently, 24% of DOC's security staff have 2 years or less of experience
- Almost 45% of staff have less than 5 years of experience
- While DOC has always had to rely significantly on new hires, the number of applications for positions has decreased significantly
 - In CY 2017, the Department received an average of 3,550 applications for employment per month
 - In CY 2020, the average was 2,360 per month and this dropped to 2,170 per month in the first quarter of 2021
 - Even among those who apply, DOC is facing increasing difficulties with applicants passing drug tests



Department of Corrections Compensation Request

- The Department of Corrections compensation request would increase starting pay, provide a compression adjustment for current staff, and create a career progression ladder

Proposed Increase in Starting Salary

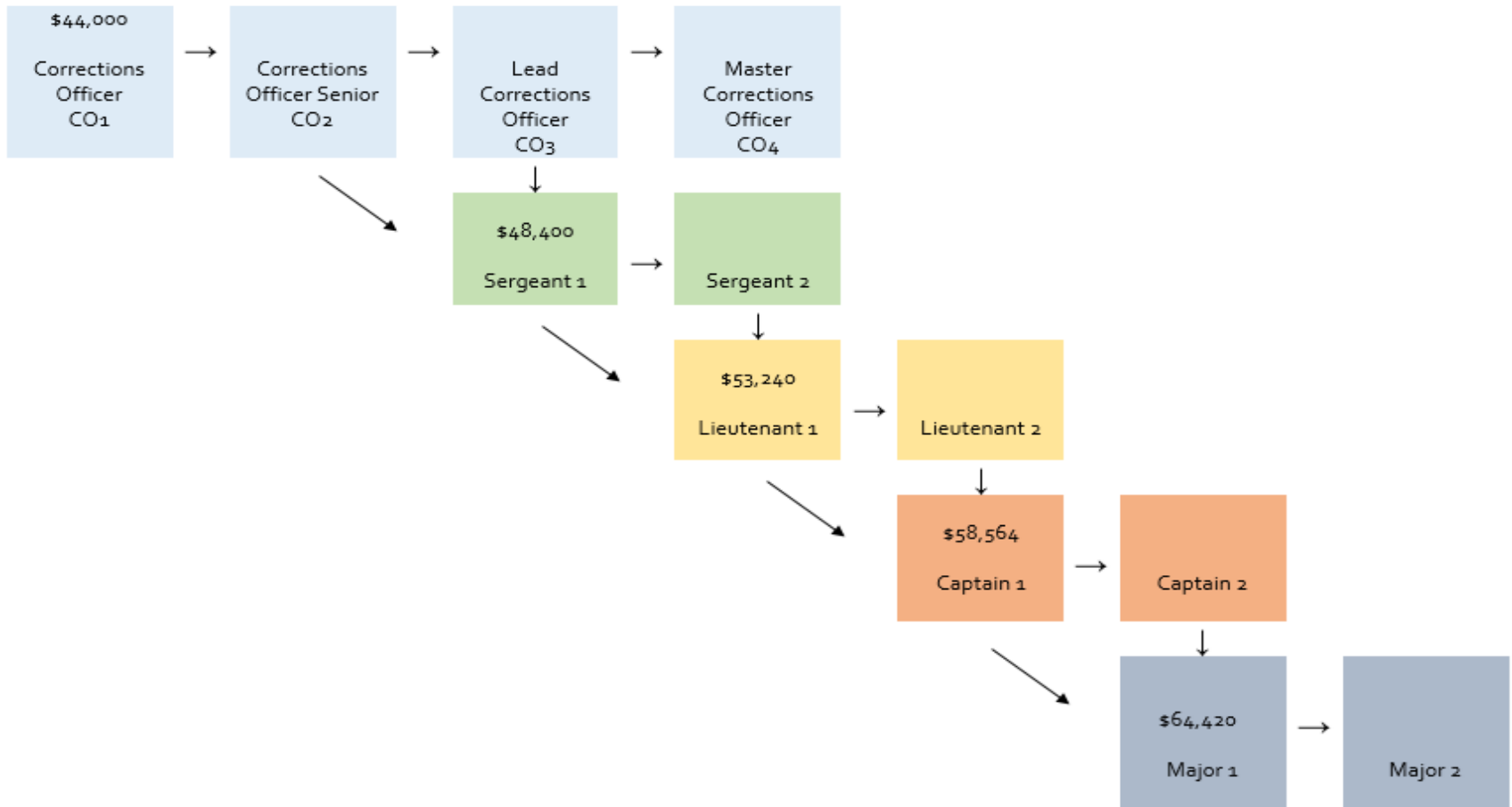
| Rank | Current Starting Salary | Proposed Starting Salary |
|------------|-------------------------|--------------------------|
| CO | \$35,064 | \$44,000 |
| Sergeant | \$40,347 | \$48,400 |
| Lieutenant | \$44,382 | \$53,240 |
| Captain | \$48,821 | \$58,564 |
| Major | \$53,703 | \$64,420 |

Proposed Compression Adjustment

| Rank | Length of Service | Alignment plus Compression |
|----------------|-------------------|---|
| CO | 3 to 5 years | \$300 plus \$50 per year of service |
| CO | 5 or more years | \$600 plus (\$100 per year of service, up to 30 yrs.) |
| Sergeant-Major | 3 or more years | \$1,500 plus (\$100 per year of service, up to 30 yrs.) |



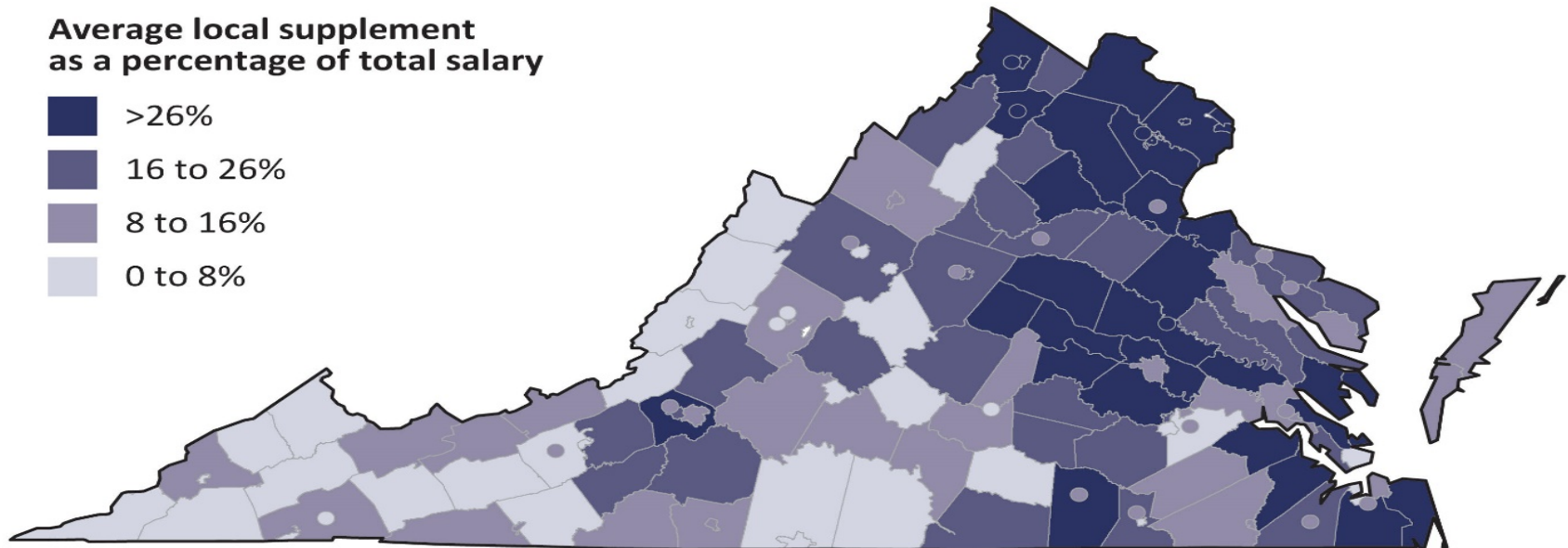
Department of Corrections Career Progression Ladder Proposal



SHERIFFS AND REGIONAL JAILS FINDINGS



Compensation for Deputy Sheriffs Varies Significantly Due to Local Supplements



NOTE: Sworn officers grades 7-11

- Eleven localities provide supplements that are 75% or more of the Compensation Board salary, and nine other localities provide supplements above 50%
- Five localities provide no supplement and thirty-six localities provide less than 10%



Turnover Rates Have Increased for Sheriffs and Regional Jails

- Sheriffs' offices and Regional Jails have seen increased in turnover and vacancy rates consistent with other public safety agencies
 - Turnover for entry level deputy positions has increased from 14.6% in FY 2015 to 20.5% in FY 2021
 - Turnover for entry level regional jail positions has increased from 23.2% in FY 2015 to 42.0% in FY 2021
- As a result, 45% of sworn staff in sheriffs' offices and regional jails have 2 or fewer years of service



Compensation Requests For Deputy Sheriffs

- The request to address compensation for deputy sheriffs and regional jail officers includes:
 - Increase Compensation Board funded starting pay (2 options have been discussed), up to either \$42,000 or \$44,000
 - Current starting salary is \$35,149
 - Set the salary adjustment which occurs after 12 months back to 9.3% (where it was prior to FY 2016)
 - Currently, the 12-month adjustment is 4.56%
 - Provide a compression adjustment of \$100 per year of service, up to 30 years, for employees with at least 3 years of service



OTHER POTENTIAL COMPENSATION ACTIONS



DBHDS Facilities Have Similar Staffing Concerns

- The Department of Behavioral Health & Developmental Services (DBHDS) has faced staffing and retention issues in recent years similar to those faced by public safety organizations
- Direct care staff at DBHDS received targeted salary increases in FY 2018
- The department continues to have high turnover rates within their facilities
 - DHRM compensation study shows a 33% turnover rate for Direct Service Associates
- Chapter 1 included \$45.0 million in ARPA funds for a bonus for direct care staff at DBHDS in FY 2022 to address staffing issues until the department could submit a detailed compensation proposal



DBHDS Compensation Budget Requests

- DBHDS submitted a series of budget requests for employee compensation with most of the amendments based on data from the Mercer Healthcare compensation survey from March 2021

(\$ in millions)

| Proposal | FY 2023 | FY 2024 | Source |
|--|----------------|----------------|--|
| Increase Salaries for Direct Care Roles to 75th percentile | \$72.8 * | \$72.8 | Mercer Survey |
| Increase Salaries for Clinical Roles Up to 50th percentile | 15.9 | 15.9 | Mercer Survey |
| Increase Salaries of Housekeeping and Food Service roles up to Market Avg. | 12.0 | 12.0 | Mercer Survey |
| Implement Compensation Actions to Address Market Pressures for Other Staff | <u>22.4</u> | <u>22.4</u> | DBHDS estimates positions are 20% below median |
| Total | \$123.1 | \$123.1 | |

- DBHDS budget requests assume the \$72.8 million in FY 2023 would be funded through ARPA funds and the remaining funding would be GF



Cost of Potential Salary Actions

| General Fund (\$ in millions) | FY 2023 | FY 2024 |
|---|-----------|-----------|
| Employee Compensation | | |
| Across the Board State Employee Pay Raises (Per 1%) | \$37.0 | \$37.0 |
| State Supported Local Employee Pay Raises (Per 1%) | 11.0 | 11.0 |
| Implement State Police Pay Plan | 24.3 | 27.3 |
| Implement DOC Pay Plan | 68.6 | 68.6 |
| Implement Pay Plan for Deputy Sheriffs/Regional Jails | 56.7-74.7 | 56.7-74.7 |
| Other Compensation Requests That Have Been Submitted | | |
| Implement DBHDS Pay Plan | 123.1 | 123.1 |
| Salary Increase for Attorneys at OAG | 2.3 | 2.3 |
| General District Court Clerks (request flexibility for more staff & raises) | 7.8 | 7.8 |
| Magistrate Retention Plan | 3.7 | 3.7 |
| Increase Compensation for DCLS scientists | 1.7 | 1.7 |



APPENDIX



Illustrative Example of DHRM Compensation Proposal

| Employee Salary Vs. Market Median | |
|-----------------------------------|-----------|
| Above | 1.5% |
| Below | 2% |

| Performance Multiplier Based on Rating | |
|--|-------------|
| Highest | 1.15 |
| 2nd Highest | 1.05 |
| Middle | 1.00 |
| 2 nd Lowest | 0.75 |
| Lowest | 0.00 |

| Recruitment & Retention Problems | |
|----------------------------------|-----------|
| No | 0% |
| Yes | 1% |

Salary Increase for Employee in Example: $(2\% \times 1.05) + 1\% = 3.1\%$

* Adjustment factors are illustrative as actual factors would be set through the budget process



Proposed State Police Pay Scale

| STEP | RANK | Pay Band 4 | | Pay Band 5 | | | | Pay Band 6 | | | Pay Band 7 | | |
|------|------|------------|------------|------------|-----------|------------|------------|------------|------------|------------|------------|------------|------------|
| | | Trooper I | Trooper II | STP | MTP | SA | SSA | SGT | F/SGT | LT | CAPT | MAJ | LTC |
| 0 | | \$ 51,500 | \$ 55,363 | \$ 60,058 | \$ 65,152 | \$ 66,064 | \$ 71,667 | \$ 72,670 | \$ 79,937 | \$ 87,931 | \$ 96,724 | \$ 106,396 | \$ 117,036 |
| 1 | | \$ 52,221 | \$ 56,138 | \$ 60,899 | \$ 66,064 | \$ 66,989 | \$ 72,670 | \$ 73,687 | \$ 81,056 | \$ 89,162 | \$ 98,078 | \$ 107,886 | \$ 118,674 |
| 2 | | \$ 52,952 | \$ 56,924 | \$ 61,751 | \$ 66,989 | \$ 67,926 | \$ 73,687 | \$ 74,719 | \$ 82,191 | \$ 90,410 | \$ 99,451 | \$ 109,396 | \$ 120,336 |
| 3 | | \$ 53,693 | \$ 57,720 | \$ 62,616 | \$ 67,926 | \$ 68,877 | \$ 74,719 | \$ 75,765 | \$ 83,342 | \$ 91,676 | \$ 100,843 | \$ 110,928 | \$ 122,021 |
| 4 | | \$ 54,445 | \$ 58,529 | \$ 63,492 | \$ 68,877 | \$ 69,842 | \$ 75,765 | \$ 76,826 | \$ 84,508 | \$ 92,959 | \$ 102,255 | \$ 112,481 | \$ 123,729 |
| 5 | | \$ 55,207 | \$ 59,348 | \$ 64,381 | \$ 69,842 | \$ 70,820 | \$ 76,826 | \$ 77,901 | \$ 85,692 | \$ 94,261 | \$ 103,687 | \$ 114,056 | \$ 125,461 |
| 6 | | \$ 55,980 | \$ 60,179 | \$ 65,283 | \$ 70,820 | \$ 71,811 | \$ 77,901 | \$ 78,992 | \$ 86,891 | \$ 95,580 | \$ 105,138 | \$ 115,652 | \$ 127,218 |
| 7 | | \$ 56,764 | \$ 61,021 | \$ 66,197 | \$ 71,811 | \$ 72,816 | \$ 78,992 | \$ 80,098 | \$ 88,108 | \$ 96,919 | \$ 106,610 | \$ 117,271 | \$ 128,999 |
| 8 | | \$ 57,559 | \$ 61,876 | \$ 67,123 | \$ 72,816 | \$ 73,833 | \$ 80,098 | \$ 81,214 | \$ 89,233 | \$ 98,275 | \$ 108,103 | \$ 118,913 | \$ 130,805 |
| 9 | | \$ 58,365 | \$ 62,742 | \$ 68,063 | \$ 73,833 | \$ 74,859 | \$ 81,214 | \$ 82,340 | \$ 90,562 | \$ 99,651 | \$ 109,616 | \$ 120,578 | \$ 132,636 |
| 10 | | \$ 59,182 | \$ 63,620 | \$ 69,016 | \$ 74,859 | \$ 75,894 | \$ 82,340 | \$ 83,471 | \$ 92,504 | \$ 101,046 | \$ 111,151 | \$ 122,266 | \$ 134,493 |
| 11 | | \$ 60,010 | \$ 64,511 | \$ 69,982 | \$ 75,894 | \$ 76,937 | \$ 83,471 | \$ 84,612 | \$ 94,466 | \$ 102,461 | \$ 112,707 | \$ 123,978 | \$ 136,376 |
| 12 | | \$ 60,850 | \$ 65,414 | \$ 70,962 | \$ 76,937 | \$ 78,000 | \$ 84,612 | \$ 85,763 | \$ 96,421 | \$ 103,895 | \$ 114,285 | \$ 125,714 | \$ 138,285 |
| 13 | | \$ 61,702 | \$ 66,330 | \$ 71,955 | \$ 78,000 | \$ 79,101 | \$ 85,763 | \$ 86,924 | \$ 98,940 | \$ 105,350 | \$ 115,885 | \$ 127,474 | \$ 140,221 |
| 14 | | \$ 62,566 | \$ 67,258 | \$ 72,963 | \$ 79,101 | \$ 80,239 | \$ 86,924 | \$ 88,095 | \$ 101,073 | \$ 106,825 | \$ 117,507 | \$ 129,258 | \$ 142,184 |
| 15 | | \$ 63,442 | \$ 68,200 | \$ 73,984 | \$ 80,239 | \$ 81,383 | \$ 88,095 | \$ 89,274 | \$ 102,827 | \$ 108,320 | \$ 119,153 | \$ 131,068 | \$ 144,175 |
| 16 | | \$ 64,330 | \$ 69,155 | \$ 75,020 | \$ 81,383 | \$ 82,522 | \$ 89,274 | \$ 90,474 | \$ 104,597 | \$ 109,837 | \$ 120,821 | \$ 132,903 | \$ 146,193 |
| 17 | | \$ 65,231 | \$ 70,123 | \$ 76,070 | \$ 82,522 | \$ 83,677 | \$ 90,474 | \$ 92,045 | \$ 106,391 | \$ 111,375 | \$ 122,512 | \$ 134,763 | \$ 148,240 |
| 18 | | \$ 66,144 | \$ 71,105 | \$ 77,135 | \$ 83,677 | \$ 84,849 | \$ 92,045 | \$ 93,334 | \$ 108,224 | \$ 112,934 | \$ 124,227 | \$ 136,650 | \$ 150,315 |
| 19 | | \$ 67,070 | \$ 72,100 | \$ 78,215 | \$ 84,849 | \$ 86,037 | \$ 93,334 | \$ 94,640 | \$ 110,097 | \$ 114,515 | \$ 125,966 | \$ 138,563 | \$ 152,419 |
| 20 | | \$ 68,009 | \$ 73,110 | \$ 79,310 | \$ 86,037 | \$ 87,241 | \$ 94,640 | \$ 95,965 | \$ 111,991 | \$ 116,118 | \$ 127,730 | \$ 140,503 | \$ 154,553 |
| 21 | | \$ 68,961 | \$ 74,133 | \$ 80,421 | \$ 87,241 | \$ 88,463 | \$ 95,965 | \$ 97,309 | \$ 113,904 | \$ 117,744 | \$ 129,518 | \$ 142,470 | \$ 156,717 |
| 22 | | \$ 69,927 | \$ 75,171 | \$ 81,547 | \$ 88,463 | \$ 89,701 | \$ 97,309 | \$ 98,671 | \$ 115,837 | \$ 119,392 | \$ 131,331 | \$ 144,465 | \$ 158,911 |
| 23 | | \$ 70,906 | \$ 76,223 | \$ 82,688 | \$ 89,701 | \$ 90,957 | \$ 98,671 | \$ 100,053 | \$ 117,791 | \$ 121,064 | \$ 133,170 | \$ 146,487 | \$ 161,136 |
| 24 | | \$ 71,898 | \$ 77,291 | \$ 83,846 | \$ 90,957 | \$ 92,230 | \$ 100,053 | \$ 101,453 | \$ 119,804 | \$ 122,759 | \$ 135,035 | \$ 148,538 | \$ 163,392 |
| 25 | | \$ 72,905 | \$ 78,373 | \$ 85,020 | \$ 92,230 | \$ 93,522 | \$ 101,453 | \$ 102,874 | \$ 121,837 | \$ 124,477 | \$ 136,925 | \$ 150,617 | \$ 165,679 |
| 26 | | \$ 73,925 | \$ 79,470 | \$ 86,210 | \$ 93,522 | \$ 94,831 | \$ 102,874 | \$ 104,314 | \$ 123,880 | \$ 126,220 | \$ 138,842 | \$ 152,726 | \$ 167,999 |
| 27 | | \$ 74,960 | \$ 80,582 | \$ 87,417 | \$ 94,831 | \$ 96,159 | \$ 104,314 | \$ 105,774 | \$ 125,903 | \$ 127,987 | \$ 140,786 | \$ 154,864 | \$ 170,351 |
| 28 | | \$ 76,010 | \$ 81,711 | \$ 88,641 | \$ 96,159 | \$ 97,505 | \$ 105,774 | \$ 107,255 | \$ 127,946 | \$ 129,779 | \$ 142,757 | \$ 157,032 | \$ 172,736 |
| 29 | | \$ 77,074 | \$ 82,855 | \$ 89,882 | \$ 97,505 | \$ 98,870 | \$ 107,255 | \$ 108,757 | \$ 129,969 | \$ 131,596 | \$ 144,755 | \$ 159,231 | \$ 175,154 |
| 30 | | \$ 78,153 | \$ 84,015 | \$ 91,140 | \$ 98,870 | \$ 100,254 | \$ 108,757 | \$ 110,279 | \$ 132,002 | \$ 133,438 | \$ 146,782 | \$ 161,460 | \$ 177,606 |

Ex: Major at 20 years
= \$140,503

Add 24.95% in the Northern Virginia Pay Area (applicable to ranks from Trooper I through Captain)