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FOR IMMEDIATE RELEASE:

March 3, 2022

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SLED SUPPORTS PAY RAISES TO RECRUIT AND RETAIN QUALITY PROFESSIONAL LAW ENFORCEMENT OFFICERS

South Carolina Law Enforcement Division (SLED) Chief Mark Keel joined several groups of law enforcement professionals on the steps of the South Carolina Statehouse today. Governor Henry McMaster called the news conference to discuss a recent study he ordered to explore how to hire and keep more officers.

“The men and women in law enforcement are working in an environment that very few will ever understand. Recruiting and retaining officers is increasingly difficult,” said Chief Keel.

SLED would like to thank Department of Administration Executive Director Marcia Adams and her team for their hard work on the State Law Enforcement Compensation Study.

The report shows a ‘triple threat’ impacting state law enforcement: fewer candidates applying, more officers retiring and more retiring early. Data collected for the report shows some leave for other states or to work in the private sector, where pay rates can be higher. There are 444 vacant state law enforcement positions, as of January 2022.

The South Carolina State Department of Human Resources recommends a minimum starting salary of \$43,500 or a 5% increase for all law enforcement officers at state agencies currently below the new recommended minimum. The current starting minimum salary at SLED is \$38,000. The study recommends increasing SLED’s minimum starting salary to \$50,500.

“If passed, state law enforcement salaries would be competitive to our counterparts in neighboring states,” said Chief Keel, “which is a key component in recruiting and retaining quality, professional law enforcement officers.”

SLED would also like to thank the House Ways and Means Committee and Chairman Murrell Smith, Criminal Justice Subcommittee Chairman Phillip Lowe, and staff for their work to pass a budget that includes these recommendations and helps support state law enforcement. The budget will go to the House floor for debate.

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An Accredited Law Enforcement Agency





THE SOUTH CAROLINA
DEPARTMENT *of* ADMINISTRATION

Law Enforcement Compensation Analysis

February 2022

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LAW ENFORCEMENT COMPENSATION ANALYSIS EXECUTIVE SUMMARY — FEBRUARY 2022

SCOPE

The recommendations contained in this analysis apply to all Class I Law Enforcement Officers (Class I – LE) serving in positions within the Law Enforcement and Public Safety Classification (JC Series) and performing law enforcement functions and the training of law enforcement officers. It also includes law enforcement officers at the SC Criminal Justice Academy in non-law enforcement classifications.

APPROACH

DSHR partnered with state agencies who employ law enforcement officers to discuss recruitment and retention challenges and to determine the underlying issues that contribute to recruitment and retention difficulties. DSHR met with impacted agencies to discuss the challenges for recruiting and retaining officers. State law enforcement leadership confirmed the information DSHR gathered, which reflected high turnover and decreased law enforcement applicants, was consistent with their experiences. DSHR compiled the provided suggestions into this analysis with a focus on those that law enforcement leaders believed would be most impactful.

FINDINGS

The challenges South Carolina state agencies with law enforcement components face are in line with those facing law enforcement organizations across the nation. “The Workforce in Crisis, and What Police Agencies Are Doing About It,” a 2019 study conducted by the Police Executive Research Forum (PERF), defined these challenges as the Triple Threat.



TRIPLE THREAT FACING LAW ENFORCEMENT



DSHR’s findings mirror the PERF-defined threats:

1. Fewer people are applying to become police officers.
2. More officers are leaving their departments — and, in many cases, leaving the policing profession — well before they reach retirement age.
3. A growing number of current officers are becoming eligible for retirement.

15.63%
OF ALL OFFICERS ARE ELIGIBLE TO RETIRE WITHIN 5 YEARS

444
VACANT POSITIONS
 AS OF JANUARY 2022

APPLICATIONS DOWN
25.6%

LAW ENFORCEMENT COMPENSATION ANALYSIS EXECUTIVE SUMMARY — FEBRUARY 2022

COMPENSATION RECOMMENDATIONS

- Adjust compensation for state agency law enforcement positions because compensation currently lags behind other law enforcement competitors.
- Based on comparative data, DSHR recommends the greater of either a minimum starting salary of \$43,500 or a 5% increase for all law enforcement officers at agencies currently below the new recommended minimum.
- Additionally, DSHR recommends revised pay plans for the following agencies above the new recommended minimum salary structures — State Law Enforcement Division, the South Carolina Department of Public Safety, the South Carolina Department of Natural Resources, and the South Carolina Probation, Parole and Pardon Services.
- The recommended minimums for those agencies are as follows for certified officers:
 - SLED: \$50,500 minimum salary
 - DPS: \$48,000 minimum salary
 - DNR: \$46,500 minimum salary
 - PPP: \$44,500 minimum salary

Commensurate increases were then extended through the rank structure at each agency.

TOTAL ANNUAL COST OF COMPENSATION RECOMMENDATIONS = \$17.9 M

| INCREASES BY AGENCY | | | |
|---------------------|----------------|-------------|----------------------------|
| | CURRENT SALARY | NEW SALARY | TOTAL INCREASE WITH FRINGE |
| DMH | 5,244,067 | 5,563,240 | 456,418 |
| DNR | 15,084,431 | 17,197,455 | 3,021,593 |
| DPS | 61,004,392 | 66,418,469 | 7,742,132 |
| DHEC | 640,475 | 673,121 | 46,684 |
| PPP | 19,428,837 | 20,539,284 | 1,587,932 |
| SLED | 21,955,116 | 25,256,668 | 4,721,212 |
| CJA | 3,797,726 | 3,987,607 | 271,533 |
| DJJ | 905,509 | 959,082 | 76,614 |
| TOTAL | 128,060,553 | 140,594,926 | 17,924,118 |

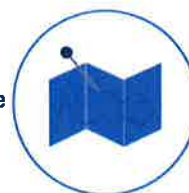
In addition to the recommend increase, DSHR identified five additional components to help recruit and retain law enforcement officers to state government.

OTHER TOTAL COMPENSATION RELATED OPTIONS



Student loan repayment assistance funds

Relocation reimbursement allowance



Geographical differential pay

Bonuses



Provide uniform cleaning pay supplement

CONCLUSION

The reasons state agencies are struggling with recruitment and retention of qualified law enforcement officers are multi-faceted. They include, but are not limited to:

- Compensation.
- Public perception of the occupation.
- The current labor market.
- The hazardous nature of the occupation.

Compensation alone cannot solve the high vacancy rate and low applicant flow for state government law enforcement positions, but it is the only factor that employers can directly influence. Increasing the competitiveness of base compensation, as well as the total compensation package of officers, will improve the ability of state agencies to compete for the best candidates.

Section Two — Introduction

By letter dated Jan. 3, 2022, Governor Henry McMaster requested that the South Carolina Department of Administration's Division of State Human Resources (DSHR) undertake a complete compensation analysis of all law enforcement positions in the state. DSHR was asked to evaluate the current compensation package for officers at all state agencies (excluding institutions of higher learning) and to conduct market studies to determine the competitiveness of those compensation packages.¹ Governor McMaster requested that DSHR provide recommendations to the General Assembly and his office for changes, as appropriate, to the compensation packages for all positions in the law enforcement classifications in state agencies. The goal of these recommendations is to increase the competitiveness of law enforcement salaries in state government while promoting consistency and equity between state agencies.

Scope

The recommendations contained in this analysis apply to all Class I Law Enforcement Officers serving in positions within the Law Enforcement and Public Safety Classification (JC Series) and performing law enforcement functions. This analysis also applied to South Carolina Criminal Justice Academy Training (CJA) Coordinators and Training Directors who are Class I Law Enforcement Officers. CJA's mission is to provide both mandated basic and advanced training to law enforcement officers across the state and to maintain a continuous certification process to ensure only the most qualified persons are sanctioned to enforce its laws. Based on the mission of the agency, it is imperative that CJA be able to recruit and retain highly qualified and experienced senior law enforcement officers with diverse skills and training.²

Note: The recommendations presented in this analysis are not intended to replace any general increases passed by the General Assembly, step increases officers would otherwise receive through their agency's pay plans, or performance increase plans. In addition, if these recommendations to increase the base compensation of law enforcement officers are implemented, the effective date should be prior to the effective date for any general increase that may also be provided.

Approach

DSHR partnered with non-higher education state agencies (Appendix II contains a list of participating agencies) who employ law enforcement officers to discuss recruitment and retention challenges and to identify the underlying issues that contribute to recruitment and retention difficulties. DSHR met with impacted agency heads and human resources directors Jan. 24, 2022, to discuss the challenges they face recruiting and retaining officers and present preliminary data on key human resources metrics regarding law enforcement officers in state government. During this meeting, state law enforcement leadership validated that the information DSHR gathered, which reflected high turnover and decreased law enforcement applicants, was consistent with their experiences recruiting and retaining officers. DSHR conducted a subsequent meeting Feb. 10, 2022, to present recommendations to address these challenges. Based on the feedback provided during this meeting, DSHR compiled the provided suggestions into this analysis with a focus on those that law enforcement leaders believed would be most impactful. The group met for a final meeting Feb. 17, 2022, to review the final recommendations and finalize the analysis. Additionally, DSHR staff reviewed internal and external compensation data with a particular focus on South Carolina data. For a complete list of the data reviewed, please refer to Appendix III.

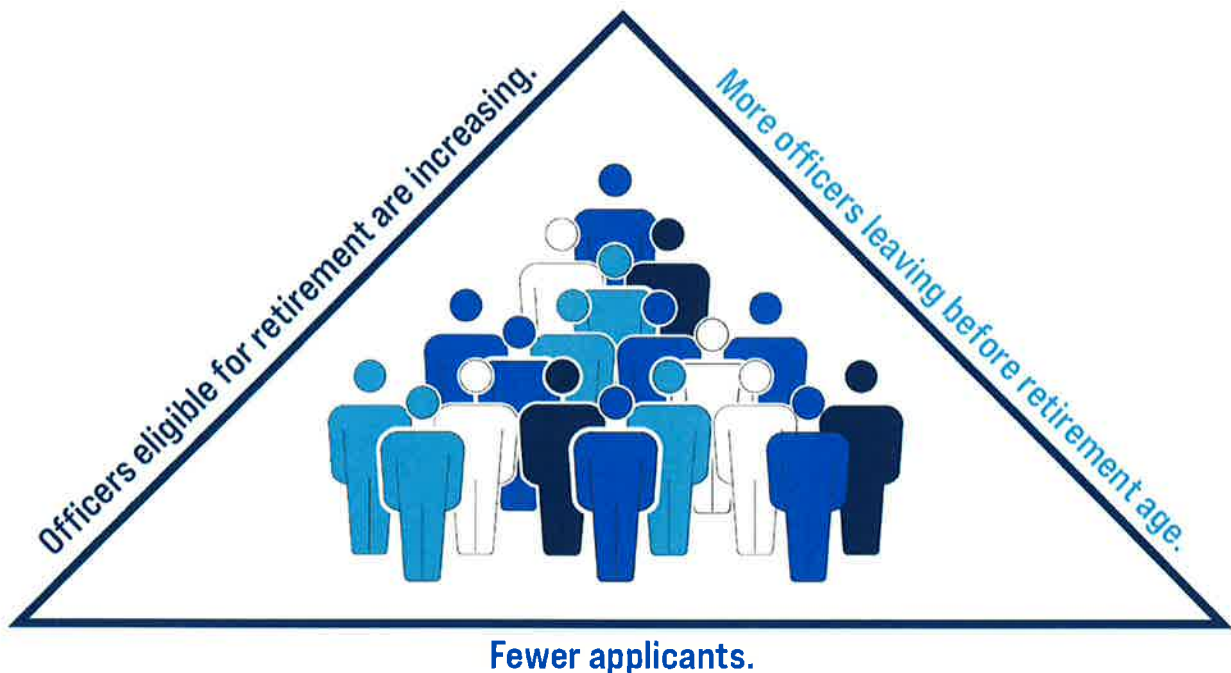
¹ To view Governor McMaster's letter, refer to Appendix I.

² CJA employee data is not included in the data provided and fiscal impact of changes other than the base pay adjustments. For example, CJA instructors are not included in vacancy and turnover rate data or the cost of student loan repayment and bonuses.

Section Three — Findings

The challenges South Carolina state agencies with law enforcement components face are in line with those facing law enforcement organizations across the nation. “The Workforce in Crisis, and What Police Agencies Are Doing About It,” a 2019 study conducted by the Police Executive Research Forum (PERF), defined these challenges as the Triple Threat.

Triple Threat Facing Law Enforcement



DSHR’s findings mirror the PERF-defined threats outlined above:

1. Fewer people are applying to become police officers.
2. More officers are leaving their departments — and, in many cases, leaving the policing profession — well before they reach retirement age.
3. A growing number of current officers are become eligible for retirement.

In addition, a recent PERF Special Report states that law enforcement chief executives reported:

- “[i]ncreases in resignations were more significant. Agencies reported an overall 18% increase in the resignation rate in 2020-21, compared to 2019-20.”
- “[i]ncreases in retirements were even larger. Among all responding police departments, there was a 45% increase in the retirement rate. (In small departments, a small number of retirements may result in a high

percentage increase in the retirement rate. But even in the largest agencies, with 500 or more officers, the retirement rate increased by 27%.)”

These findings also align with the findings of a 2021 Vacancy Survey conducted by the South Carolina Sheriffs’ Association and other law enforcement organizations which found that approximately 18.8% of all full-time positions in the Police Officer Retirement System (PORS) were vacant. Additionally, one of the questions posed in the survey was “why is your agency struggling to fill vacancies.” According to the report, the most common responses were pay, competition with the private sector, competition with surrounding agencies, benefits, burn out and public scrutiny.

The stress of understaffed departments negatively impacts the officers on the job. When discussing the law enforcement staffing challenges and the impact on officers, LAPD Chief Michael Moore was quoted as saying “They’re worn out. They’re frustrated. They’re tired. They’re feeling fatigued, and they’re saying they’re looking for options outside the profession.”³



As of January 2022, there were **444 vacant positions** in the Law Enforcement and Public Safety Classifications for state government. This is a **18.32% vacancy rate**.

Analysis revealed that these vacancies were largely the result of a sharp decrease in available qualified applicants and the loss of current employees to local law enforcement agencies and the private sector.

Other Key Findings:



25.6% — The average number of applicants who’ve applied is down by 25.6% since FY 18.



39% — The percentage of officers who left state government between July 1, 2017–June 30, 2021, to work for another public entity in law enforcement positions.



15.63% — The percentage of current officers who are currently eligible to retire or will be eligible to retire in five years.

³ Source: <https://www.police1.com/police-recruiting/articles/why-law-enforcement-is-facing-unprecedented-challenges-in-hiring-and-keeping-recruits-pFiTKCXrne6ccNfB/>

- The average number of applicants for law enforcement positions in state government is down 25.6% since FY 18:
 - FY2017-18 = 7,724
 - FY2020-21 = 5,743
- Over the last four full fiscal years, on average, 259 officers have separated each year.
- Given the current economic and employment situation there is every reason to believe this trend will continue.
- Retirement is impacting numbers.⁴
 - Currently, 6.65%, or 133, law enforcement and public safety employees are eligible for retirement based on state service.
 - Another 8.95% or 179 employees will reach eligibility in five years or less.
- Separation reasons revealed that most employees were leaving state government for other public entities or the private sector, and very few moved between state agencies. In particular, in FY 2020–21 only 15 employees moved from a law enforcement position in one state agency to another position in another state agency.
 - PEBA data indicates that 39% of law enforcement officers who separated from state government went to work for non-state South Carolina public-sector employers in law-enforcement positions and another 6% went to work for non-state South Carolina public-sector employers in non-law enforcement positions.

As noted in the PERF report, “fewer applicants, more resignations, and a looming retirement bubble...comes at a time when many agencies are already short-staffed.”

Interviews with officers who recently left state service and officers who continue to serve confirm that the PERF-defined “triple threat” is impacting South Carolina:

- From a recent exit interview: “Private sector jobs also match or pay more than county/municipality officer positions without the risk of being shot or harmed. The gain verses (*sic*) the risk is just not there for new hires with college degrees. They can easily find an online job paying the same as an entry level officer/agent and work from home.”
- From another recent exit interview when asked for suggested changes, the officer responded: “Higher pay to retain, [recruit] the best talent.”
- From another recent exit interview: “I believe the pay raise was great but we can’t be stuck there for another 20 years. You need to look at cost of living more and do pay raises from there. Also look at different regions. It costs a lot more to live on the coast then it does to live in the Upstate.”
- From a recent exit interview: “[S]alary needs to be on pace with surrounding states as does retirement.”
- From a recent exit interview: “Regional salary increases based on locality and cost of living.”
- A recent DPS climate survey revealed that nearly 48% of employees indicated they had considered leaving their job in the last year. When asked why they were considering leaving, 58% indicated “Compensation/Salary.” While this survey included civilian employees in addition to law enforcement officers, 74% of respondents were officers.

⁴ This data is based on state service. However, a review of retirement eligibility based on all service provided consistent numbers.

Section Four — Recruitment and Retention Challenges Increasing for Law Enforcement Positions

High Vacancy Rate

The first question this analysis seeks to address is whether there is a staffing shortage among the state’s law enforcement officers. While anecdotal data supported this contention, DSHR reviewed the actual number of vacant positions in the Law Enforcement Officer classifications and validated it. As can be seen in the following charts, there are a large number of vacant positions among the most utilized law enforcement classifications.

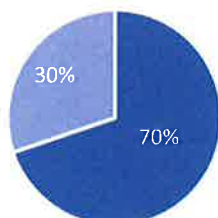
The number of vacant positions presents agencies with these challenges:

- Difficulties accomplishing their mission.
 - This finding was consistent with the PERF report which found that “the number of full-time sworn officers in U.S. Law Enforcement agencies declined by more than 3 percent between 2013 and 2016. The number of officers per capita is down 10 percent since 1997.”
- Longer hours and stress for employees already working under difficult conditions.
 - The longer hours and increased stress contribute to increased turnover.

The charts below detail the vacant positions of the three most utilized law enforcement classifications and entry-level probation and parole law enforcement officers. For a full list of vacant positions by agency please refer to Appendix IV.

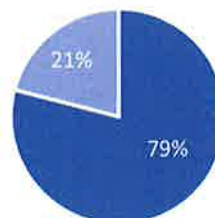
Law Enforcement Officer I

■ Filled ■ Vacant



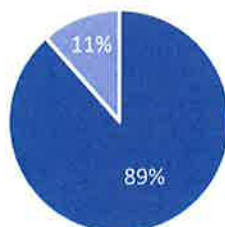
Law Enforcement Officer II

■ Filled ■ Vacant



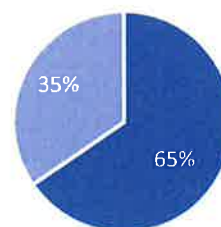
Law Enforcement Officer III

■ Filled ■ Vacant



Probation & Parole Law Enforcement Officer I

■ Filled ■ Vacant



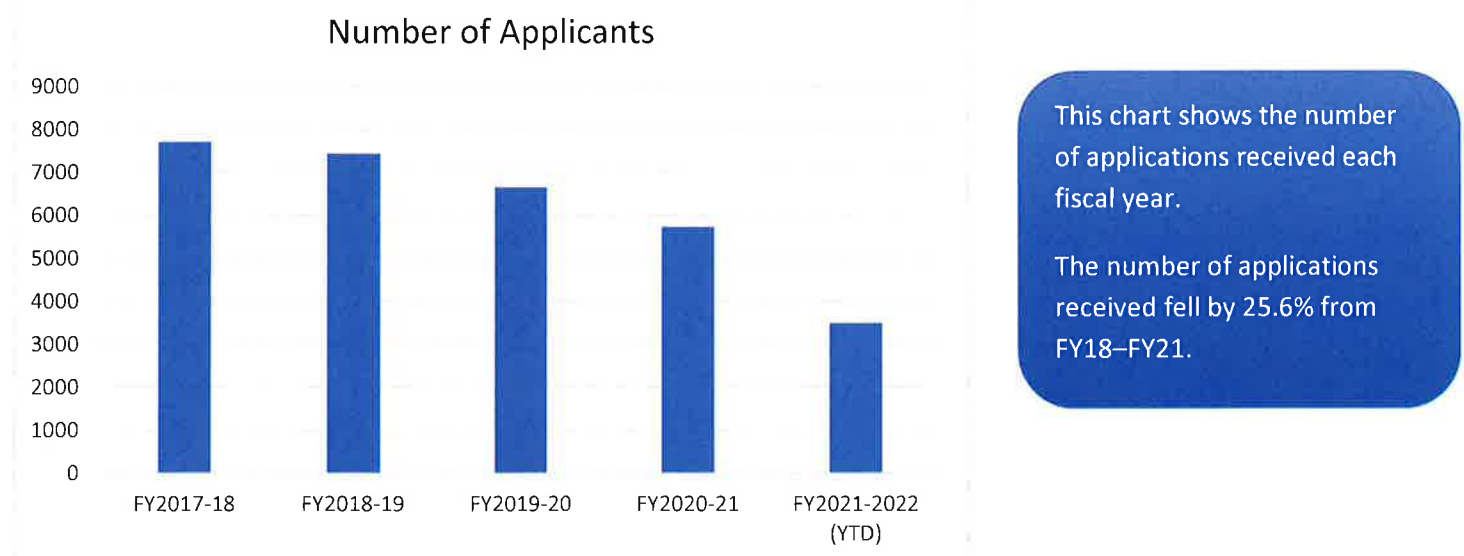
Threat One — Fewer people are applying to become police officers.

South Carolina state agency data is consistent with the PERF report’s finding that fewer people are applying for police officer positions.

Specifically, PERF found that **63%** of agencies that responded to their survey said that applicants for police officer positions had decreased either significantly or slightly over the last five years.

The chart below shows the number of applicants for law enforcement positions across all classifications decreased by **1,981** between FY 18 and FY 21. For additional information please refer to Appendix V.

Despite these challenges, law enforcement agencies have reduced their time to hire over the last four fiscal years (see Appendix VI). The notable decrease in the time to hire indicates that state agencies have changed their internal processes to improve the likelihood of successfully hiring a quality candidate. Despite these improvements, vacancy rates are increasing due to factors other than time to hire.



Threat One — Impacts

- The decrease in the number of applicants impacts agencies’ ability to hire qualified officers. As the number of applicants falls, the ability to find qualified applicants becomes even more difficult. In a review of applications received by SLED from July 1, 2017–January 2022, 41.5% of applicants were not qualified.
 - This will only become more urgent as the qualifications for today’s officers expand.

As noted in the PERF report, “officers must be comfortable with new technologies” as cybercrime increases and they are “increasingly being asked to deal with social problems, such as untreated mental illness, substance abuse, and homelessness. As a result, the skills, temperament, and life experiences needed to succeed as an officer are becoming more complex.”

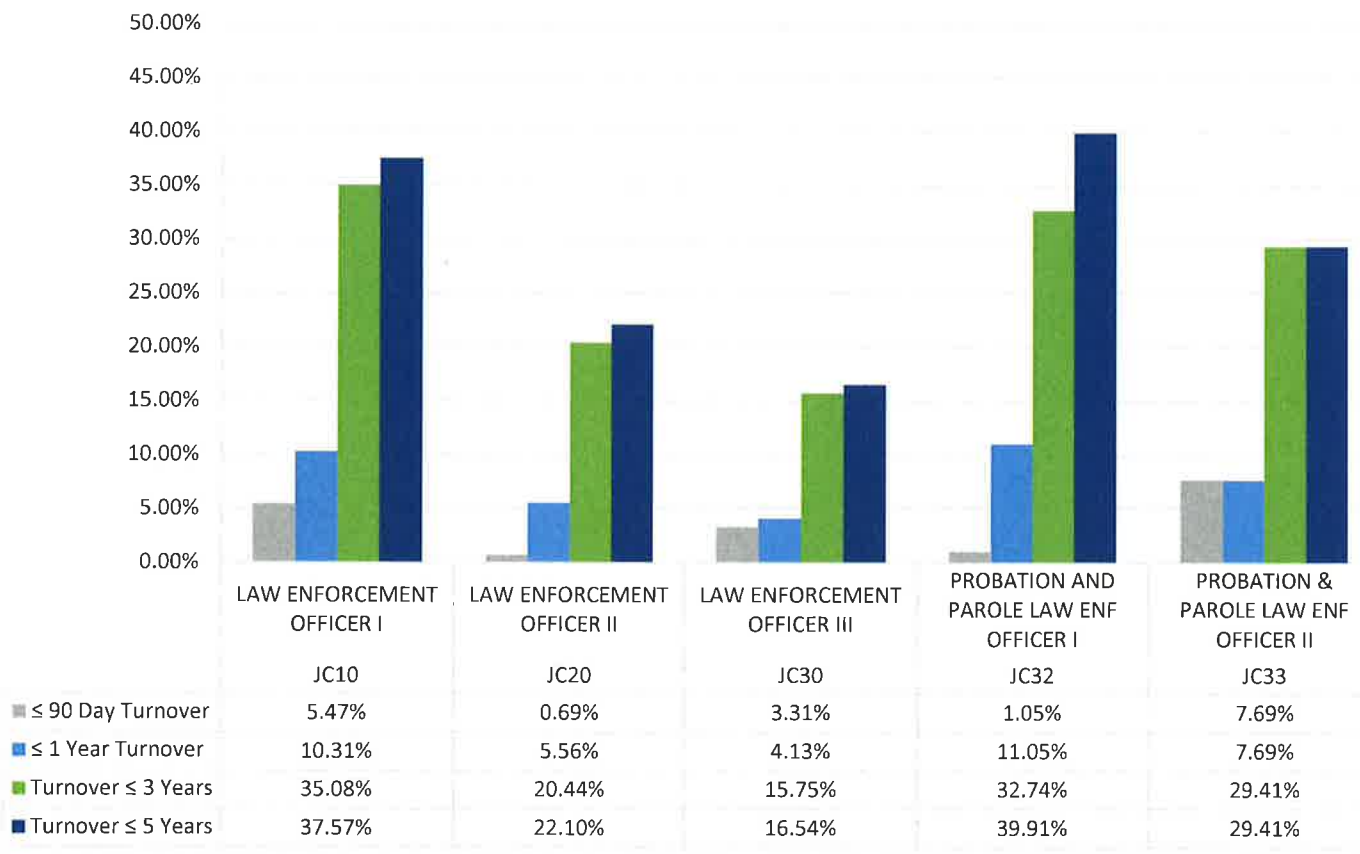
Threat Two — More officers are leaving their departments — and, in many cases, leaving the policing profession — well before they reach retirement age.

South Carolina state agency data is also consistent with the PERF report’s finding that more officers are leaving their department with many leaving the profession altogether.

The following chart provides the number and percentage of officers who separate within the first five years of their employment for the three most utilized Law Enforcement Officer classifications and two entry-level Probation and Parole Law Enforcement Officer classifications.

Most concerning are the number of officers leaving from entry-level positions of Law Enforcement Officer I and II and Probation and Parole Law Enforcement Officer I and II. This is consistent with the PERF report’s findings that most voluntary resignations (69%) occur within the first five years of employment.

LAW ENFORCEMENT TURNOVER



Threat Two — Impacts

- High turnover early in officers' careers is costly to agencies as officers leave after the cost for training is incurred.
- As officers leave, the pipeline for new leadership dwindles.

For additional information concerning officer turnover please refer to Appendix VII.

DSHR next looked at where officers were going after leaving state government to determine if they were leaving law enforcement positions altogether. The data indicates that officers are not moving between state agencies in significant numbers, with less than 20 officers transferring between state agencies annually on average during the last four fiscal years.

PEBA data indicates that 39% of law enforcement officers who separated from state government went to work in law enforcement positions for non-state South Carolina public-sector employers and 6% went to work for non-state South Carolina public-sector employers in non-law enforcement positions. Of particular concern is that officers in entry level positions are leaving state agencies to serve as officers in county and municipalities at a much higher percentage than average. For additional information refer to Appendix VIII.

Percentage of employees in entry-level positions who left state agencies for other public sector law enforcement positions.

- Law Enforcement Officer I — 43.37%
- Law Enforcement Officer II — 40.45%
- Probation and Parole Law Enforcement Officer I — 41.18%
- Probation and Parole Law Enforcement Officer II — 24.49%

While the data related to retirement contributions revealed that many officers were going to other South Carolina law enforcement departments, many were not. The remaining officers, approximately half, are presumed to be moving out of the state, leaving the labor market, or going to the private sector. Based on the current private sector salary data, it is DSHR's presumption that a majority of these employees are going to positions within the private sector. This is consistent with the PERF report's findings that one of top reasons provided for leaving during exit interviews was to pursue a career outside of law enforcement.

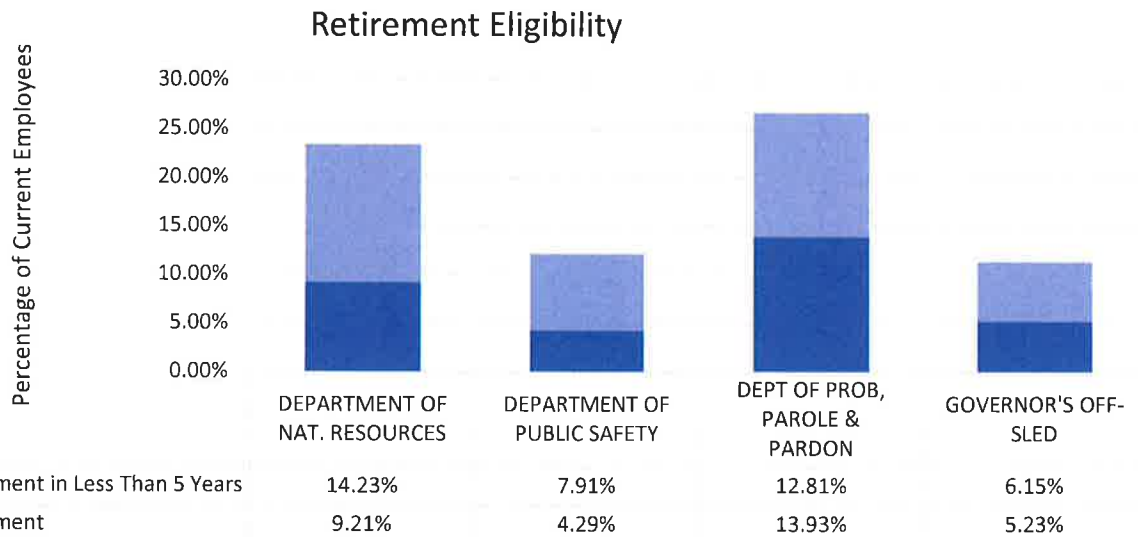
Threat Three — A growing number of current officers are becoming eligible for retirement.

South Carolina agency data indicates that the current number of law enforcement and public safety employees eligible for retirement based on their state service is 6.65%, or 133 employees, with another 8.95%, 179 employees, reaching eligibility in five years or less⁵.

⁵ This data is based on state service. However, a review of retirement eligibility based on all service provided consistent numbers.

This chart reflects the number of officers currently eligible for retirement (dark blue) or approaching retirement eligibility (light blue) for the four agencies indicated.

As demonstrated here, some agencies have a higher than average number of employees who are at risk for leaving the agency due to retirement in the near future.



Threat Three — Impacts

- As officers retire, it is difficult to find replacements given the high vacancy rate among officers and a decreasing applicant pool. The result is more vacant positions which impact the ability of agencies to provide needed services.
- As experienced officers leave, they take valuable institutional knowledge gained through experience with them. Knowledge gained from experience is often difficult to capture and transition to other officers.

Section Five — Compensation for State Agency Law Enforcement Positions Lags Behind Competitors

Once DSHR confirmed the number of applicants had fallen and officers were leaving state government, or the profession altogether, the next step was to determine what could be done to increase the competitiveness of state agencies in the recruitment of law enforcement officers. DSHR determined that the key to recruiting and retaining officers is to ensure the compensation is comparable to and competitive in the relevant labor markets.

Public Sector Data

Salary data from various public employers including local, state and federal agencies was reviewed to determine how entry level officer salaries for state agencies compared.

This effort revealed that compensation for state agency officers lags behind local departments, neighboring states and the federal government, in some cases by as much as \$5,000–\$10,000. For example, the minimum salary at the Greenville County Sheriff’s Office is \$47,812. A complete summary of this data can be found in Appendix IX.

Private Sector Data

As noted previously, approximately half of officers who leave state government do so to take positions in the private sector. This is a national trend as evidenced by the PERF report’s findings that one of the most popular reasons given for leaving provided during exit interviews is to pursue a career outside law enforcement.

Therefore, it is important that state agency salaries be competitive with private sector positions that require comparable education and experience. To evaluate the private sector employment climate of South Carolina, DSHR reviewed the December 2021 issue of South Carolina Data Trends published by the South Carolina Department of Employment and Workforce (DEW). This data is the most reliable South Carolina private sector data currently available from DEW.⁶

South Carolina Data Trends states that “[i]n December 2019 the average South Carolina private sector worker earned \$23.56 per hour; this equates to an annualized salary of \$49,004.80. Two years later, in December 2021, this figure increased to \$27.36 per hour; this equates to an annualized salary of \$56,908.80. This represents an increase of 7.9%. If anything, this understates the increase in earnings, as our state’s workers have taken on slightly more hours than before the pandemic and are earning 8.8% more per week.” Some economic sectors saw much larger increases, with leisure and hospitality wages increasing by 14.6% and Educational and Health Services increasing by 18.3%. The increases also differed by Metropolitan Area. For example, Columbia wages increased by 3.5% with Myrtle Beach seeing a 21.8% increase.

Average SC Private Sector Worker Salaries

Dec. 2019 = \$23.56 per hour (\$49,004.80 annualized)

Dec. 2021 = \$27.37 per hour (\$56,908.80 annualized)

DSHR reviewed a sampling of current job openings to identify examples of private sector positions currently posted in South Carolina that have a starting wage of at least \$18 per hour (this equates to an annualized salary of \$37,440) and require little or no previous experience or advanced education. Copies of these job postings are available upon request.

⁶ The latest version of the Occupational Employment and Wage Statistics (OEWS) Program Report was released by DEW in May 2021 and included data from 2020. According to DEW there has been significant wage growth in the last year and DEW expects that many jobs have seen an increase in wages since 2020 making the May 2021 report a poor source for current compensation data.

These positions all advertised a starting salary of at least \$18 per hour (\$37,440 annualized).

Some of these positions also provided paid leave and benefits.

It is important to note that these positions do not have the inherent risks associated with serving as a law enforcement officer.

| | | |
|---|---|---|
| Spectrum Call Center Employee | Domino's Pizza Delivery Driver | Bellhop Mover |
| Town Tasks Warehouse Associate | Apexx Warehouse Worker | LifeQuotes.com Remote Customer Service Employee |
| UPS Warehouse Worker | All's Well Health Care Services Treatment Coordinator | Avolta Power Entry Level Marketing |
| Lamar Advertising Company Billboard Installer | Target Warehouse Operations | US Foods Night Warehouse Worker |
| FedEx Freight Handler | Taziki's Café Cashier | Buc-ees Gift/Merchandise Associate |

Section Six — Recommended Changes to Law Enforcement Compensation

Based on the review of the data presented, DSHR makes the following recommendations to increase the recruitment and retention of officers. DSHR believes the recommendations suggested are necessary to address the critical shortage of officers in state government and to be competitive with the private sector, counties and local municipalities. As noted in the PERF report “[w]ith increased job options available, job seekers can be more discerning when pursuing a career. Therefore, policing has to be more competitive in seeking applicants than ever before while also accounting for the changes in the profession.”

Base Compensation Changes⁷

New Minimum Salary = \$43,500.

New Minimum Salary Determination Process

To be competitive, DSHR recommends that the minimum base salary for all Class I Law Enforcement Officers (Class I – LE) in Law Enforcement and Public Safety Job Classifications (JC Series) and performing law enforcement functions be increased to **\$43,500**. This salary is comparable to the average salary of a cross-section of South Carolina Law Enforcement agencies in six South Carolina major labor markets by population size, **\$43,477⁸**. This is the lowest salary point that will allow state agencies to effectively compete for officers. **All Class I – LE officers will receive a salary increase sufficient to reach at a minimum \$43,500, or 5%, whichever is greater.** The increase for employees with salaries higher than \$43,500 is necessary to avoid salary compression and to ensure seasoned officers are retained.

To arrive at the minimum base salary for all Class I – LE officers, DSHR consulted law enforcement agencies, the South Carolina Sheriffs’ Association, and other law enforcement partners to identify a source that contains current law enforcement salary data. No single source exists that maintains this data. Therefore, DSHR had to rely on multiple sources to conduct a market survey of current law enforcement salaries in the state. In particular, it pulled salary data from the Municipal Association of South Carolina Annual Compensation Report and the South Carolina Association of Counties FY 2022 Wage and Salary Report. Additionally, several DSHR human resources professionals validated the information in those surveys, to the best of their ability, against public information shared on public sector law enforcement websites and added salary data from entities that did not participate in the surveys.

The salary data from all three sources was merged to provide a comprehensive look at entry level salaries for C1- LE officers across approximately 46 public sector law enforcement employers in South Carolina. The entities ranged from small towns like Belton and Irmo to large counties like Greenville. The average entry level salary for all C1 – LE officers was \$41,377 across all of these entities. To better approximate the average salary of law enforcement entities in the primary labor markets, the data set was then narrowed to only include police departments in six South Carolina major labor markets by population size:

- Columbia and surrounding areas
- Aiken/North Augusta

⁷ The recommendations presented in this analysis are not intended to replace any general increases passed by the General Assembly, step increases officers would otherwise receive through their agency’s pay plans, or performance increase plans. In addition, if these recommendations to increase the base compensation of law enforcement officers are implemented the effective date should be prior to the effective date for any general increase that may also be provided.

⁸ For additional information for local law enforcement salaries please refer to Appendix IX.

- Charleston and surrounding areas
- Greenville, Spartanburg, and surrounding areas
- York/Rock Hill
- Horry County/Myrtle Beach

As noted above, the average salary in these labor markets is **\$43,477**. It is important to note that several counties and municipalities in the state have starting salaries significantly higher than this average. For example, the City of Greenville recently raised its minimum starting salary to **\$47,515**.

New Minimum Salaries for Law Enforcement Officers at Four Agencies

After DSHR established an average statewide entry level salary for C1 – LE officers in the state and set a minimum recommended salary for law enforcement officers, it next evaluated the appropriate salaries. The functions and roles performed by the law enforcement agencies who employ the largest number of certified law enforcement officers (the State Law Enforcement Division, the South Carolina Department of Public Safety, the South Carolina Department of Natural Resources, and the South Carolina Probation, Parole and Pardon Services) are unique from law enforcement positions in counties and municipalities.

Many of the positions at these agencies require a degree or special training/certifications. Therefore, the most appropriate comparators for these agencies are the equivalent agencies in other states. DSHR reviewed the starting and average salaries for comparable state agencies in the Southeast (Georgia, Alabama, North Carolina, Kentucky, and Tennessee) compiled by the National Compensation Association of State Governments (NCASG). To view data for state comparators, view Appendix IX.

Comparison States:

Alabama Georgia

North Carolina Tennessee

Kentucky

DSHR also analyzed comparative data shared by the law enforcement agencies. Based on these data sources, DSHR established minimum recommended salaries for the four law enforcement agencies by calculating the median between the actual average of the states and the actual minimum of the states’ entry level salaries. Next, DSHR developed recommended revised pay plans starting from the recommended minimums. The new recommended minimums are:

- State Law Enforcement Division — **\$50,500**
- South Carolina Department of Public Safety — **\$48,000**
- South Carolina Department of Natural Resources — **\$46,500**
- South Carolina Department of Probation, Parole and Pardon Services — **\$44,500**

The next series of charts provides a summary of the recommended pay plans for the State Law Enforcement Division, the South Carolina Department of Public Safety, the South Carolina Department of Natural Resources, and the South Carolina Department of Probation, Parole and Pardon Services.

State Law Enforcement Division

| Class Code and Band | State Class Title | Rank | Service Requirements | Current Minimum | Proposed Minimum | % Difference | Current Average Salary | New Average Salary | % Difference |
|--|-----------------------------|--|----------------------|-----------------|------------------|--------------|------------------------|--------------------|--------------|
| JC20/05 | Law Enforcement Officer II | Special Agent I | 0 years | \$38,000 | \$50,500 | 32.89% | \$38,692 | \$50,500 | 30.52% |
| JC20/05 | Law Enforcement Officer II | Special Agent I , Crime Scene, bachelor's degree | 0 years | \$40,970 | \$54,445 | 32.89% | \$40,970 | \$54,445 | 32.89% |
| JC20/05 | Law Enforcement Officer II | Special Agent I , Crime Scene, master's degree | 0 years | \$42,970 | \$57,103 | 32.89% | \$42,970 | \$57,103 | 32.89% |
| JC30/06 | Law Enforcement Officer III | Special Agent II | 3 years | \$43,700 | \$58,075 | 32.89% | \$46,663 | \$58,075 | 24.46% |
| JC30/06 | Law Enforcement Officer III | Special Agent III | 6 years | \$48,070 | \$63,882 | 32.89% | \$52,509 | \$63,882 | 21.66% |
| JC40/07 | Law Enforcement Officer IV | Senior Special Agent | 10 years | \$51,500 | \$68,440 | 32.89% | \$64,683 | \$69,792 | 7.90% |
| JC40/07 | Law Enforcement Officer IV | Lieutenant | Promotion | \$72,000 | \$82,128 | 14.07% | \$76,159 | \$83,347 | 9.44% |
| JC50/08 | Law Enforcement Officer V | Captain | Promotion | \$82,000 | \$93,535 | 14.07% | \$89,374 | \$96,324 | 7.78% |
| AH50/08 | Program Manager II | Major | Promotion | \$94,000 | \$107,219 | 14.06% | \$102,539 | \$110,376 | 7.64% |
| AH55/09 | Program Manager III | Major | Promotion | \$94,000 | \$107,219 | 14.06% | \$122,772 | \$128,911 | 5.00% |
| | | Other * | | | | | \$138,250 | \$145,162 | 5.00% |
| <p>* Positions in the Other category were not identified in the rank structure by internal title and had no minimum salary set by the agency. A 5% salary increase was calculated for each of these positions.</p> | | | | | | | | | |

South Carolina Department of Public Safety

| Class Code and Band | State Class Title | Rank | Service Requirements | Current Minimum | Proposed Minimum | % Difference | Current Average Salary | New Average Salary | % Difference |
|---------------------|-----------------------------|-------------------------------------|------------------------------|-----------------|------------------|--------------|------------------------|--------------------|--------------|
| JC10/04 | Law Enforcement Officer I | Trooper/Officer Trainee | 0 | \$44,075 | \$48,000 | 8.9% | \$44,075 | \$48,000 | 8.9% |
| JC10/04 | Law Enforcement Officer I | Trooper/Officer Trainee | 3 years SC service | \$46,125 | \$50,232 | 8.9% | \$46,125 | \$50,232 | 8.9% |
| JC20/05 | Law Enforcement Officer II | Trooper 1st Class/Officer 1st Class | 3 years with DPS | \$46,125 | \$50,232 | 8.9% | \$46,125 | \$50,232 | 8.9% |
| JC20/05 | Law Enforcement Officer II | Lance Corporal | 5 years | \$49,385 | \$53,783 | 8.9% | \$49,385 | \$53,783 | 8.9% |
| JC20/05 | Law Enforcement Officer II | Lance Corporal (+3 Years) | 8 years | \$51,215 | \$55,776 | 8.9% | \$51,322 | \$55,799 | 8.7% |
| JC20/05 | Law Enforcement Officer II | Master Trooper/Officer | 10 years | \$53,045 | \$57,769 | 8.9% | \$53,045 | \$57,769 | 8.9% |
| JC20/05 | Law Enforcement Officer II | Master Trooper/Officer (+3 Years) | 13 years | \$55,697 | \$60,657 | 8.9% | \$55,697 | \$60,657 | 8.9% |
| JC20/05 | Law Enforcement Officer II | Master Trooper/Officer (+5 Years) | 15 years | \$58,349 | \$63,545 | 8.9% | \$58,394 | \$63,557 | 8.8% |
| JC30/06 | Law Enforcement Officer III | Corporal | Promotional Process | \$62,434 | \$67,994 | 8.9% | \$62,401 | \$67,994 | 9.0% |
| JC30/06 | Law Enforcement Officer III | Sergeant | Promotional Process | \$66,804 | \$72,753 | 8.9% | \$66,804 | \$72,753 | 8.9% |
| JC30/06 | Law Enforcement Officer III | First Sergeant | Promotional Process | \$71,480 | \$77,846 | 8.9% | \$71,480 | \$77,846 | 8.9% |
| JC40/07 | Law Enforcement Officer IV | Lieutenant | Promotional Process | \$76,177 | \$82,961 | 8.9% | \$76,193 | \$82,961 | 8.9% |
| JC50/08 | Law Enforcement Officer V | Captain | Appointed by Agency Director | \$87,567 | \$95,365 | 8.9% | \$87,569 | \$95,365 | 8.9% |
| JC50/08 | Law Enforcement Officer V | Major | Appointed by Agency Director | \$96,548 | \$105,146 | 8.9% | \$96,548 | \$105,146 | 8.9% |
| | | Other * | | n/a | n/a | n/a | \$102,028 | \$107,129 | 5.0% |

* Positions in the Other category were not identified in the rank structure by internal title and had no minimum salary set by the agency. A 5% salary increase was calculated for each of these positions.

South Carolina Department of Natural Resources

| Class Code and Band | State Class Title | Rank | Service Requirements | Current Minimum | Proposed Minimum | % Difference | Current Average Salary | New Average Salary | % Difference |
|---------------------|-----------------------------|--------------------------------|---|-----------------|------------------|--------------|------------------------|--------------------|--------------|
| JC20/05 | Law Enforcement Officer II | Officer | 0 years | \$39,206 | \$46,500 | 18.6% | \$39,220 | \$46,500 | 18.6% |
| JC20/05 | Law Enforcement Officer II | Private 1st Class | 2 years | \$43,126 | \$51,150 | 18.6% | \$43,498 | \$51,150 | 17.6% |
| JC20/05 | Law Enforcement Officer II | Private 1st Class plus 2 years | 4 years | \$47,438 | \$56,265 | 18.6% | \$48,018 | \$56,301 | 17.2% |
| JC20/05 | Law Enforcement Officer II | Lance Corporal | 6 years | \$49,809 | \$59,078 | 18.6% | \$49,137 | \$59,078 | 20.2% |
| JC20/05 | Law Enforcement Officer II | Lance Corporal plus 4 years | 10 years | \$52,299 | \$62,032 | 18.6% | \$51,292 | \$62,032 | 20.9% |
| JC20/05 | Law Enforcement Officer II | Lance Corporal plus 9 years | 15 years | \$54,913 | \$65,133 | 18.6% | \$55,011 | \$65,206 | 18.5% |
| JC20/05 | Law Enforcement Officer II | Lance Corporal plus 14 years | 20 years | \$57,658 | \$68,390 | 18.6% | \$56,415 | \$68,390 | 21.2% |
| JC30/06 | Law Enforcement Officer III | Staff Sergeant | 4 years; promotion process | \$47,180 | \$55,955 | 18.6% | \$61,973 | \$65,410 | 5.5% |
| JC30/06 | Law Enforcement Officer III | 1st Sergeant | 4 years; promotion process | \$58,905 | \$69,861 | 18.6% | \$65,037 | \$70,772 | 8.8% |
| JC40/07 | Law Enforcement Officer IV | Lieutenant | 5 years; promotion process | \$64,796 | \$76,848 | 18.6% | \$74,149 | \$78,734 | 6.2% |
| JC40/07 | Law Enforcement Officer IV | Captain | 6 years; promotional process | \$73,771 | \$87,492 | 18.6% | \$84,634 | \$89,786 | 6.1% |
| JC50/08 | Law Enforcement Officer V | Major | 3 years supervisory experience; promotion process | \$83,581 | \$99,127 | 18.6% | \$96,812 | \$101,652 | 5.0% |
| JC50/08 | Law Enforcement Officer V | Lt. Colonel | 3 years supervisory experience; promotion process | \$92,244 | \$109,401 | 18.6% | \$106,430 | \$111,752 | 5.0% |
| | | Other * | | n/a | n/a | n/a | \$60,576 | \$63,605 | 5.0% |

* Positions in the Other category were not identified in the rank structure by internal title and had no minimum salary set by the agency. A 5% salary increase was calculated for each of these positions.

South Carolina Department of Probation, Parole and Pardon Services

| Class Code and Band | State Class Title | Rank | Current Minimum | Proposed Minimum | % Difference | Current Average Salary | New Average Salary | % Difference |
|---------------------|---|--|-----------------|------------------|--------------|------------------------|--------------------|--------------|
| JC32/04 | Probation and Parole Law Enforcement Officer I | Probation and Parole Agent non-certified | \$40,000 | \$43,500 | 8.8% | 40,000 | 43,500 | 8.8% |
| JC33/05 | Probation and Parole Law Enforcement Officer II | Probation and Parole Agent certified | \$41,000 | \$44,500 | 8.5% | 41,000 | 44,500 | 8.5% |
| JC34/05 | Probation and Parole Law Enforcement Manager I | DV Supervisor | \$44,280 | \$48,060 | 8.5% | 45,432 | 48,681 | 7.2% |
| JC34/05 | Probation and Parole Law Enforcement Manager I | Probation and Parole Supervisor | \$44,280 | \$48,060 | 8.5% | 48,596 | 51,602 | 6.2% |
| | | Other * | n/a | n/a | n/a | 49,641 | 52,123 | 5.0% |

The chart below summarizes the compensation recommendations for all agencies.

Detailed information can be found in Appendix X.

| Agency | Impacted Positions | Current Salary | New Salary | Increase | Fringe (43%) | Total Increase |
|--|--------------------|----------------------|----------------------|---------------------|--------------------|---------------------|
| South Carolina Department of Mental Health | 110 | \$5,244,067 | \$5,563,240 | \$319,173 | \$137,245 | \$456,418 |
| South Carolina Department of Natural Resources | 283 | \$15,084,431 | \$17,197,455 | \$2,113,024 | \$908,569 | \$3,021,593 |
| South Carolina Department of Public Safety | 1,118 | \$61,004,392 | \$66,418,469 | \$5,414,077 | \$2,328,055 | \$7,742,132 |
| South Carolina Department of Health and Environmental Control | 13 | \$640,475 | \$673,121 | \$32,646 | \$14,038 | \$46,684 |
| South Carolina Department of Probation, Parole and Pardon Services | 406 | \$19,428,837 | \$20,539,284 | \$1,110,447 | \$477,485 | \$1,587,932 |
| State Law Enforcement Division | 362 | \$21,955,116 | \$25,256,668 | \$3,301,552 | \$1,419,660 | \$4,721,212 |
| Law Enforcement Training Council (aka Criminal Justice Academy) | 63 | \$3,797,726 | \$3,987,607 | \$189,881 | \$81,652 | \$271,533 |
| South Carolina Department of Juvenile Justice | 21 | \$905,509 | \$959,082 | \$53,573 | \$23,041 | \$76,614 |
| Total | 2,376 | \$128,060,553 | \$140,594,926 | \$12,534,373 | \$5,389,745 | \$17,924,118 |

The implementation of these increases to the base salary for the law enforcement officers at these eight agencies would result in a salary increase for **2,376** positions⁹ with a total annual cost of **\$17,924,118**.

Additional Notes:

- Twenty-three employees were included to receive a 5% increase in the recommended plan. However, at their current classifications and pay bands, these 23 employees are not eligible for a salary increase because receipt of it would take their salary above the applicable pay band. DSHR included the 5% increases for these employees in the cost estimates and recommends agencies review these positions individually to determine if reclassification is appropriate.
- Seventy-three employees from the following agencies will not receive increases because the agency minimums are already higher than the recommended new suggested minimums. Since the minimum salaries at these agencies are not impacted, additional increases are not needed to address salary compression.
 - Department of Corrections
 - Department of Education
 - Department of Revenue
 - Department of Social Services
 - Museum Commission
 - School for the Deaf and the Blind

Additional agency pay plans can be found in Appendix XI.

Addition to State Law Enforcement Classifications

Currently the Law Enforcement and Public Safety (JC) classifications include positions in pay bands 4-8. Agencies have requested that a pay band 9 position, Law Enforcement Officer VI, be created to provide a career path for senior-level officers. Employees currently in senior-level positions are in other pay band 9 non-Law Enforcement and Public Safety Job Classifications. One example is the Program Manager III. DSHR anticipates that these employees will move laterally into the Law Enforcement VI classification. The cost of increases for these employees have already been included in the fiscal impact provided previously.

Examples of work performed by employees in this classification include the following:

- Plans, coordinates and directs administrative activities and/or field operations.
- Explains orders, messages and decisions to law enforcement personnel; advises personnel of changes in laws, regulations, policies and procedures.
- Selects, supervises and evaluates law enforcement personnel.
- Drafts orders, policies and procedures relative to the area of responsibility.
- Monitors expenditures and ensures proper utilization of personnel and resources.
- Develops strategic plans and long-range projections for personnel, equipment and facilities.


The complete class specification can be found in Appendix XII.

⁹ This includes vacant positions based on the expectation that increasing compensation will result in more filled positions.


Section Seven — Other Total Compensation Related Options

In addition to the recommended base salary increases, DSHR identified five additional components to help recruit and retain law enforcement officers at state agencies.


Other total compensation related options




Student loan repayment assistance funds




Relocation reimbursement allowance



Geographical differential pay



Bonuses



Provide uniform cleaning pay supplement

Recommendation: Provide Student Loan Repayment Assistance Funding

Student Loan Repayment Assistance is a sought-after benefit that has arisen from the unprecedented student loan debt of people entering the workforce today. According to a November 2021 CNBC article, **60% of South Carolina graduates** have some debt with an **average debt of \$32,635**. While there is a Federal Public Service Loan Forgiveness Program, the requirements for this program mean that many employees do not qualify for assistance, particularly those early in their careers. The PERF report noted that student loan forgiveness was a popular incentive being offered in an effort to recruit officers. DSHR does not have data on the number of law enforcement agencies offering student loan repayment. However, as a basis for comparison, according to the 2019 USC study, 24.2 % of municipalities, 4.2% of sheriff’s offices and 25% of campus agencies offer tuition reimbursement.

As the PERF report noted, “[s]tudent loan forgiveness could attract candidates who otherwise would feel a need to enter a higher paying career to pay off student loans.”

Offering student loan repayment improves the ability to recruit new officers and tying the repayment to a service commitment can help retain officers, particularly in the beginning of their careers when they are vulnerable to being lured away by other departments.

Student Loan Repayment is currently available through the Critical Employee Recruitment and Retention Program¹⁰ but agencies do not receive funding to provide this repayment.

Cost Estimate: This is based on the average number of officers employed by the applicable agencies for FY 2020-2021 (2,036) assuming 30% of employees (611 employees) qualify for reimbursement:

| Annual Repayment Maximum | Annual Total Cost |
|--------------------------|-------------------|
| \$7,500.00 | \$4,582,500 |
| \$5,000.00 | \$3,055,000 |

Cost Estimate: This is based on the average number of officers employed by the applicable agencies for FY 2020-2021 (2,036) assuming 50% of employees (1,018 employees) qualify for reimbursement:

| Annual Repayment Maximum | Annual Total Cost |
|--------------------------|-------------------|
| \$7,500.00 | \$7,635,000 |
| \$5,000.00 | \$5,090,000 |

¹⁰ Student loan repayment is currently offered as part of the Critical Employee Recruitment and Retention Program. Under this program state agencies may enter into an agreement with employees to repay them for their outstanding student loans associated with completion of a degree. Agencies may pay these employees up to 20% of their outstanding student loan or \$7,500, whichever is less, each year over a five-year period. Payments are made directly to the employee at the end of each year of employment.

At the agency's discretion, a service commitment may be required between the employee and the agency. The service commitment would require the employee to work two years with the agency for each year of student loan repayment. If the employee separates before the completion of the service agreement, the employee would be expected to repay the agency on a pro-rata basis.

Note: The previous charts provide cost estimates, as there is no way to know how many applicants or already employed officers would need student loan repayment assistance.

DSHR recommends that the Critical Employee Recruitment and Retention Proviso (117.63) of the 2021-2022 Appropriations Act be expanded to designate all employees in law enforcement and public safety classifications (JC Series) as Critical Employees for purposes of the Critical Employee Recruitment and Retention Program without additional approval from DSHR.

For additional information refer to Appendix XIII.

Recommendation: Provide Relocation Reimbursement or Allowance (In-state and out-of-state)

DSHR recommends that agencies have the option to provide relocation assistance to in-state applicants to:

- Increase the pool of applicants agencies could draw from.
- Help agencies who have difficulty recruiting for particular locations. This benefit could be limited to situations where the employee would have to relocate due to an agency's residency requirement or based on the distance between the job assignment and the new employee's residence (for example 100 miles). The PERF report noted that relocation assistance was a popular incentive being offered in an effort to recruit officers.
 - *Example: Newly-hired employees who have to relocate to comply with an agency residency requirement will be provided \$5,000 in relocation assistance. This assistance is only offered for positions identified as critical or hard-to-fill.*

Cost Estimate — Projected cost based on percentage of employees who qualify¹¹:



Expanding the relocation reimbursement to include in-state moves would require a change to Section 8-11-135 of the South Carolina Code of Laws.¹²

¹¹ This is based on the number of new hires in 2021 (218).

¹² Section 8-11-135 of the South Carolina Code of Laws allows state agencies to pay up to \$5,000 for the cost of moving the personal and household effect for newly-employed personnel if the agency can demonstrate that paying these costs is necessary to fill the position and the new employee's place of residence is outside of the State of South Carolina at the time of employment by the agency.

Recommendation: Geographical-Differential Pay

State Human Resources Regulations give DSHR the authority to approve Market or Geographic Differential Pay for classifications of employees in the entire agency or any portion of the agency. Determining salary level based on the cost of living in the applicable area improves competitiveness in the relevant labor market. The benefits of geographical-based pay include:

- Positively impacting the ability to recruit and retain officers, particularly in areas with a high cost of living.
- Increasing the applicant pool for areas with a lower cost of living but where recruitment is difficult. DSHR recommends that this benefit be offered when the officer is subject to a residency requirement. Currently, the South Carolina Law Enforcement Division, the South Carolina Department of Probation, Parole and Pardon Services, the South Carolina Department of Public Safety (DPS) and the South Carolina Department of Natural Resources include a residency requirement for most officers.
- Differentiating the state from other employers, as this benefit is not widely used.

Cost Example: Officers who work in Berkeley, Charleston, Greenville, Horry, Lexington, Richland, Spartanburg and York Counties will be provided an additional \$3,000 in salary. The agency most impacted, DPS, estimates that this will apply to 325 officers resulting in a total annual cost of \$975,000.

This option is already available to agencies and would require no change to State Law or Regulations.

Recommendation: Provide Bonuses



The ability to provide bonuses allows agencies to provide monetary incentives to officers without incurring the future liability of increasing an officer's base pay.

Under the Critical Employee Recruitment and Retention Program, agencies may provide bonuses of up to \$10,000 per year.

Agencies could implement these bonuses in a way that most impacts their ability to recruit and retain officers. These bonuses may include sign-on bonuses, retention bonuses and referral bonuses.

Cost Estimate: Agencies do not receive funding for the Critical Employee Recruitment and Retention Program. The estimated annual cost to fully fund \$10,000 in bonus funds for officers would be \$20,360,000.¹³

DSHR recommends that the Critical Employee Recruitment and Retention Proviso (117.63) of the 2021-2022 Appropriations Act be expanded to designate all employees in law enforcement and public safety classifications (JC Series) as Critical Employees for purposes of the Critical Employee Recruitment and Retention Program without additional approval from DSHR.

For additional information refer to Appendix XIII.

¹³ This cost estimate is based on the average number of officers employed in the 2020–2021 Fiscal Year (Number of officers — 2,036).

Recommendation: Provide Uniform Cleaning Pay Supplement¹⁴

The cost to clean and maintain a uniform can be expensive over the course of the year. This is a cost that most non-officer employees do not have. Providing a uniform cleaning pay supplement allows for:

- A low-cost benefit that can improve employee morale and employee retention.
- An opportunity to differentiate state agencies from other organizations. Providing a supplement to care for uniforms is consistent with the agency practice of providing uniforms to officers.

Cost Example: Officers would be provided a salary supplement of \$60.00 per month to compensate them for the cost of cleaning their uniforms. The annual cost based on the average number of officers in FY 2020-21 (2,036) would be \$1,465,920.

No change to State Law or Regulation would be required.

Additional Suggestions

Agencies are encouraged to implement the changes below where appropriate. Additional recruitment and retention option available to agencies can be found in Appendix XIV.

Employee Assistance Programs (EAP)

The South Carolina Law Enforcement Assistance Program (SCLEAP) is a unique partnership between SLED, the South Carolina Department of Natural Resources, the South Carolina Department of Public Safety, and the South Carolina Department of Probation, Parole and Pardon Services.

SCLEAP offers programs and services in the areas of critical incident stress management, post critical incidents, sudden traumatic loss, alcohol rehabilitative services, suicide intervention and prevention, post deployment programs, behavioral health for first responders, etc. SCLEAP serves more than 17,000 state and local officers as well as non-sworn employees and all family members. Some agencies supplement the care provided by SCLEAP with an additional EAP Provider.

The service provided by EAP providers is more important than ever as law enforcement officers face a stressful and difficult work environment that impacts the officers and their family. An EAP can provide support to officers and their families related to mental and emotional well-being. This support could help retain employees who may otherwise choose to leave the agency or profession. Therefore, DSHR recommends providing increased funding for the SCLEAP Program, funding to provide a supplemental EAP, or both.

Discount Childcare Options

The South Carolina Department of Social Services (DSS) offers assistance finding and paying for childcare services, including care outside of normal working hours provided by friends and family. Information about the DSS Program can be found in Appendix XV.

¹⁴ According to the U.S. Department of Labor a policy requiring that employees must wear clean uniforms while on duty is a convenience and benefit to the employer. As such, the cost of the laundering and pressing of the garment is a cost of doing business that may not be imposed on the employees if doing so would reduce their wages below minimum wage. See 29 C.F.R. §§ 531.3(d)(2), 531.32(c), 531.35. While the salaries of officers are generally sufficient to prevent the cost of caring for a uniform to result in reducing their wages below minimum wage, providing this supplement would ensure agencies comply with this rule.

Section Eight — Structural Issues Beyond the Scope of This Analysis

This section includes items in the Governor’s Executive Budget and also raised by Law Enforcement Leadership that require changes in law and are beyond the scope of this analysis.

Reduce or Remove the Earnings Limitation for Officers Who Retire Under the South Carolina Police Officers Retirement System (PORS) and Return to Covered Employment

Officers who retire before they reach age 57 and return to covered employment are subject to a \$10,000 per year earnings limitation. Critical needs school resource officers are exempted from this limitation by proviso. Removing or changing this limitation for other officers would require a change to state law. H. 4918, introduced in the House Feb. 3, 2022, would increase the earnings limitation to \$50,000, so long as at the time of reemployment, the retired member is working in a non-administrative capacity. Law enforcement agencies indicated addressing the earnings limitation for officers would positively impact their staffing challenges. The fiscal impact of implementing any changes to the earnings limitation would be determined by the South Carolina Public Employee Benefit Authority.

Exempt retirement income for first responders (including law enforcement officers)

This exemption would apply to retired law enforcement, peace officers and firefighters who participate in PORS. The fiscal impact of implementing this change would be determined by the appropriate entity. The Governor’s Budget estimates the cost of this exemption would be \$10,717,000.

Section Nine — Conclusion

The reasons state agencies are struggling with recruitment and retention of qualified law enforcement officers are multi-faceted. In addition to compensation, numerous factors including public perception of the occupation, the current labor market and the hazardous nature of the occupation all impact agencies' ability to recruit and retain officers. The "Triple Threat" of fewer people applying to be police officers, officers leaving the profession before retirement and the high number of employees approaching retirement discussed throughout this analysis is creating a critical shortage of officers.

While compensation alone cannot solve the high vacancy rate and low applicant flow for state government law enforcement positions, it is the only factor that employers can directly influence. Increasing the competitiveness of base compensation, as well as the total compensation package of officers, will improve the ability of state agencies to compete for the best officers in the state and decrease the vacancy rate.

Being a law enforcement officer comes with risks and hazards not faced in other professions and the services provided by these officers is critical to the safety and security of citizens. Providing competitive salaries which allow officers to serve while also providing for themselves and their families will make a significant, meaningful difference in the lives of the men and women who have chosen to dedicate themselves to the profession.

Appendices

Appendix I – Governor McMaster’s Letter



HENRY McMASTER
GOVERNOR

January 3, 2022

The Honorable Marcia Adams
Executive Director
Department of Administration
1200 Senate Street, Suite 460
Columbia, SC 29201

Dear Director Adams,

Law enforcement officers protect South Carolina citizens and their property, promote justice, and enhance our communities. Law enforcement officers at our state agencies provide essential services including, but not limited to, conducting investigations on behalf of the state, promoting safety at our state’s prisons, and protecting our state’s natural resources.

Therefore, recruiting and retaining top law enforcement officers for our state agencies is critical. Currently 442 positions in law enforcement classifications (18%) in state agencies, excluding higher education institutions, are vacant. While the number of overall law enforcement positions has remained relatively consistent, the number of vacant law enforcement positions has increased by 23% from this time five years ago. This has impacted the ability of state agencies to effectively serve the citizens of South Carolina and provide vital law enforcement services.

Law enforcement officers throughout our state and, in particular, in our state agencies must be compensated properly and competitively. This year, several state agencies including the Department of Probation, Parole & Pardon Services and the Department of Natural Resources have made budget requests to increase the compensation of their law enforcement officers. However, if increases for these agencies and others are not appropriated strategically, it will only further disparities among our state agencies and potentially cause more turnover as state agencies compete for officers.

The role of the Department of Administration’s Division of State Human Resources (DSHR) is, in part, to work with agency customers to ensure excellence in human resources by providing our state’s leaders with guidance on personnel related matters. DSHR is empowered by Proviso

The Honorable Marcia Adams
January 3, 2022
Page Two

117.158 of the Appropriations Act to encourage consistency in human resources compensation decisions and to support data driven decisions regarding expenditure of funds for personnel in state government.

Based on the role and authority of DSHR, I am requesting that DSHR undertake a complete compensation analysis of all law enforcement positions in the state. DSHR is expected to evaluate the current compensation package for officers at all state agencies (excluding institutions of higher learning) and conduct market studies to determine the competitiveness of those compensation packages. Based on these findings, DSHR shall provide recommendations to the General Assembly and my Office for changes, as appropriate, to the compensation packages for all positions in the law enforcement classifications in our state agencies. The recommendations should increase the competitiveness of law enforcement salaries in state government while promoting consistency and equity between state agencies.

It is my understanding that DSHR has begun to implement the recommendations of the Classification and Compensation System Study Project Report completed in 2016 and is in the process of retaining both additional staff and a consultant to accelerate completion of this project. Conducting a compensation analysis of law enforcement officers should be prioritized and completed expeditiously to allow the General Assembly and my office to evaluate and, where appropriate, act on the recommendations during the current budget process.

Thank you for your leadership and service to the citizens of South Carolina.

Yours very truly,



Henry McMaster

Appendix II – Participating Agencies

Agencies included in the Law Enforcement Compensation Study:

- Criminal Justice Academy
- Department of Corrections
- Department of Health and Environmental Control
- Department of Juvenile Justice
- Department of Natural Resources
- Department of Probation, Parole and Pardon Services
- Department of Public Safety
- Department of Revenue
- Department of Social Services
- South Carolina Law Enforcement Division

Appendix III – Data Reviewed

State Agency Data

- Average Salary of Law Enforcement Classifications by Agency and Classification
- Average Salary of Law Enforcement Classifications by Agency and Pay Band
- Average Position Vacancy Time by Agency and Classification
- Turnover by Tenure
- Applicant Flow for Last Five Fiscal Years
- Time to Hire by Classification
- Employee Separation by Reason (this includes identifying employees who move between state agencies)
- Average Tenure at Separation
- Retirement Eligibility of Current Employees
- Current Rank Structure
- Working Conditions (vehicle use, uniform provisions, etc.)
- Exit Interview Data
- State law and Regulations related to hiring law enforcement officers
- Information from Agency and Human Resource Directors

External Data

- Law enforcement officers who left state government agencies but are active in PORS or SCRS (this would indicate the employee left employment at a State Agency to work for a local government)
- Compensation Information from local South Carolina municipalities and county governments
- Federal Law Enforcement Compensation Data
- Common non-base pay incentives provided to law enforcement officers
- National Association of State Personnel Executives (NASPE) data
- South Carolina 2019 Law Enforcement Census issued by the University of South Carolina Department of Criminology and Criminal Justice
- Police Chief and Sheriff's Association Survey Data
- Recent Actions Related to Law Enforcement Officers in Neighboring States
- Private Sector Compensation Data
- Available Childcare Support
- South Carolina Data Trends published by the South Carolina Department of Employment and Workforce (DEW)
- Various South Carolina Job Postings
- Police Executive Research Forum (PERF) Report — “The Workforce in Crisis, and What Police Agencies Are Doing About It
- 2021 PERF Special Report: Survey on Police Workforce Data Trends
- 2021 South Carolina Sheriff's Association Vacancy Survey results

Appendix IV – Vacant Positions by Agency

| | Total JC Positions | Count of Vacant Positions |
|---|--------------------|---------------------------|
| DEPARTMENT OF CORRECTIONS | 42 | 5 |
| JC20 LAW ENFORCEMENT OFFICER II | | 5 |
| DEPARTMENT OF MENTAL HEALTH | 110 | 42 |
| JC10 LAW ENFORCEMENT OFFICER I | | 37 |
| JC20 LAW ENFORCEMENT OFFICER II | | 5 |
| DEPARTMENT OF NAT. RESOURCES | 283 | 44 |
| JC20 LAW ENFORCEMENT OFFICER II | | 40 |
| JC30 LAW ENFORCEMENT OFFICER III | | 3 |
| JC40 LAW ENFORCEMENT OFFICER IV | | 1 |
| DEPARTMENT OF PUBLIC SAFETY | 1125 | 215 |
| JC10 LAW ENFORCEMENT OFFICER I | | 65 |
| JC20 LAW ENFORCEMENT OFFICER II | | 107 |
| JC30 LAW ENFORCEMENT OFFICER III | | 39 |
| JC40 LAW ENFORCEMENT OFFICER IV | | 3 |
| JC50 LAW ENFORCEMENT OFFICER V | | 1 |
| DEPARTMENT OF REVENUE | 25 | 2 |
| JC10 LAW ENFORCEMENT OFFICER I | | 1 |
| JC30 LAW ENFORCEMENT OFFICER III | | 1 |
| DEPARTMENT OF SOCIAL SERVICES | 7 | 2 |
| JC20 LAW ENFORCEMENT OFFICER II | | 1 |
| JC40 LAW ENFORCEMENT OFFICER IV | | 1 |
| DEPT OF PROB, PAROLE & PARDON | 446 | 87 |
| JC32 PROBATION AND PAROLE LAW ENF OFFICER I | | 38 |
| JC33 PROBATION & PAROLE LAW ENF OFFICER II | | 36 |
| JC34 PROBATION & PAROLE LAW ENF MANAGER I | | 10 |
| JC35 PROBATION & PAROLE LAW ENF MANAGER II | | 2 |
| JC36 PROBATION & PAROLE LAW ENF MANAGER III | | 1 |
| GOVERNOR'S OFF-SLED | 357 | 32 |
| JC10 LAW ENFORCEMENT OFFICER I | | 1 |
| JC20 LAW ENFORCEMENT OFFICER II | | 7 |
| JC30 LAW ENFORCEMENT OFFICER III | | 19 |
| JC40 LAW ENFORCEMENT OFFICER IV | | 5 |
| PUBLIC SERVICE COMMISSION | 1 | 1 |
| JC30 LAW ENFORCEMENT OFFICER III | | 1 |
| SC DEPT JUVENILE JUSTICE | 27 | 14 |
| JC10 LAW ENFORCEMENT OFFICER I | | 8 |
| JC20 LAW ENFORCEMENT OFFICER II | | 6 |
| Grand Total | | 444 |

This chart reflects the number of vacant positions by agency and job classification January 2022.

Appendix V – Applications Received

| Class Code | 2017-2018 | 2018-2019 | 2019-2020 | 2020-2021 | 2021-2022 |
|------------|-----------|-----------|-----------|-----------|-----------|
| JC10 | 4,283 | 3,733 | 3,201 | 2,400 | 1,142 |
| JC20 | 1,753 | 2,035 | 909 | 1,283 | 1,063 |
| JC30 | 1,582 | 1,693 | 1,906 | 1,632 | 928 |
| JC32 | 1,362 | 1,451 | 1,233 | 1,016 | 561 |
| JC33 | 319 | 383 | 802 | 559 | 475 |
| JC34 | 71 | | | 28 | 49 |
| JC35 | 64 | 65 | 104 | 62 | 16 |
| JC36 | | | | 1 | |
| JC40 | 98 | 79 | 233 | 189 | 137 |
| JC50 | 64 | 78 | 28 | 44 | 35 |

This chart provides the number of applications received by fiscal year and classification. The titles for the relevant classifications are provided below.

| | 2017-2018 | 2018-2019 | 2019-2020 | 2020-2021 | 2021-2022 |
|-----------|-----------|-----------|-----------|-----------|-----------|
| Statewide | 7,724 | 7,447 | 6,670 | 5,743 | 3,504 |
| YoY Δ | | ▼ (277) | ▼ (777) | ▼ (927) | |

Key

| | |
|-------------|--|
| JC10 | LAW ENFORCEMENT OFFICER I |
| JC20 | LAW ENFORCEMENT OFFICER II |
| JC30 | LAW ENFORCEMENT OFFICER III |
| JC32 | PROBATION AND PAROLE LAW ENF OFFICER I |
| JC33 | PROBATION & PAROLE LAW ENF OFFICER II |
| JC34 | PROBATION & PAROLE LAW ENF MANAGER I |
| JC35 | PROBATION & PAROLE LAW ENF MANAGER II |
| JC36 | PROBATION & PAROLE LAW ENF MANAGER III |
| JC40 | LAW ENFORCEMENT OFFICER IV |
| JC50 | LAW ENFORCEMENT OFFICER V |

Appendix VI – Time to Hire

| Fiscal Year | Class | Average Time to Hire in Days | Number of Hires | Number of Job Postings |
|-------------|-------|------------------------------|-----------------|------------------------|
| 2017-2018 | JC10 | 82.0 | 11 | 8 |
| 2017-2018 | JC20 | 116.3 | 24 | 18 |
| 2017-2018 | JC30 | 133.3 | 107 | 36 |
| 2017-2018 | JC40 | 64.0 | 22 | 16 |
| 2017-2018 | JC50 | 38.5 | 4 | 4 |
| Fiscal Year | Class | Average Time to Hire in Days | Number of Hires | Number of Job Postings |
| 2018-2019 | JC10 | 104.3 | 16 | 11 |
| 2018-2019 | JC20 | 73.4 | 37 | 21 |
| 2018-2019 | JC30 | 90.1 | 88 | 48 |
| 2018-2019 | JC40 | 76.3 | 20 | 18 |
| 2018-2019 | JC50 | 47.3 | 8 | 8 |
| Fiscal Year | Class | Average Time to Hire in Days | Number of Hires | Number of Job Postings |
| 2019-2020 | JC10 | 96.0 | 34 | 15 |
| 2019-2020 | JC20 | 80.1 | 24 | 24 |
| 2019-2020 | JC30 | 75.3 | 138 | 64 |
| 2019-2020 | JC40 | 40.0 | 27 | 18 |
| 2019-2020 | JC50 | 55.3 | 10 | 10 |
| Fiscal Year | Class | Average Time to Hire in Days | Number of Hires | Number of Job Postings |
| 2020-2021 | JC10 | 115.0 | 7 | 5 |
| 2020-2021 | JC20 | 63.2 | 30 | 29 |
| 2020-2021 | JC30 | 41.7 | 104 | 101 |
| 2020-2021 | JC40 | 21.8 | 35 | 35 |
| Fiscal Year | Class | Average Time to Hire in Days | Number of Hires | Number of Job Postings |
| 2021-2022 | JC10 | 66.0 | 7 | 7 |
| 2021-2022 | JC20 | 22.5 | 9 | 9 |
| 2021-2022 | JC30 | 58.7 | 67 | 63 |
| 2021-2022 | JC40 | 32.3 | 14 | 14 |
| 2021-2022 | JC50 | 19.5 | 3 | 3 |

The time to hire reflected here is from the date the position is posted until an offer is extended.

Appendix VII – Turnover Data

This chart provides the turnover rate by agency and classification during the first year of employment.

| | New Hires | Separations ≤ 90 Days | Separations > 90 Days ≤ 1 Year | Separations > 1 Year | ≤ 1 Year Turnover |
|---|-----------|-----------------------|--------------------------------|----------------------|-------------------|
| JC10 LAW ENFORCEMENT OFFICER I | 640 | 35 | 5.47% | 66 | 10.31% |
| 2017-2018 | 187 | 11 | 5.88% | 19 | 10.16% |
| 2018-2019 | 158 | 8 | 5.06% | 19 | 12.03% |
| 2019-2020 | 112 | 8 | 7.14% | 10 | 8.93% |
| 2020-2021 | 138 | 4 | 2.90% | 16 | 11.59% |
| 2021-2022 | 45 | 4 | 8.89% | 2 | 4.44% |
| JC20 LAW ENFORCEMENT OFFICER II | 144 | 1 | 0.69% | 8 | 5.56% |
| 2017-2018 | 26 | | | 4 | 15.38% |
| 2018-2019 | 32 | | | 1 | 3.13% |
| 2019-2020 | 32 | | | 3 | 9.38% |
| 2020-2021 | 30 | | | | |
| 2021-2022 | 24 | 1 | 4.17% | | |
| JC30 LAW ENFORCEMENT OFFICER III | 121 | 4 | 3.31% | 5 | 4.13% |
| 2017-2018 | 30 | | | 2 | 6.67% |
| 2018-2019 | 27 | 2 | 7.41% | 1 | 3.70% |
| 2019-2020 | 24 | | | 1 | 4.17% |
| 2020-2021 | 24 | 1 | 4.17% | 1 | 4.17% |
| 2021-2022 | 16 | 1 | 6.25% | | |
| JC32 PROBATION AND PAROLE LAW ENF OFFICER I | 190 | 2 | 1.05% | 21 | 11.05% |
| 2017-2018 | 45 | | | 7 | 15.56% |
| 2018-2019 | 49 | 2 | 4.08% | 5 | 10.20% |
| 2019-2020 | 50 | | | 6 | 12.00% |
| 2020-2021 | 20 | | | 3 | 15.00% |
| 2021-2022 | 26 | | | | |
| JC33 PROBATION & PAROLE LAW ENF OFFICER II | 13 | 1 | 7.69% | 1 | 7.69% |
| 2017-2018 | 2 | 1 | 50.00% | | |
| 2018-2019 | 2 | | | | |
| 2019-2020 | 1 | | | 1 | 100.00% |
| 2020-2021 | 5 | | | | |
| 2021-2022 | 3 | | | | |
| JC34 PROBATION & PAROLE LAW ENF MANAGER I | 1 | | | 1 | 100.00% |
| 2017-2018 | 1 | | | 1 | 100.00% |
| JC35 PROBATION & PAROLE LAW ENF MANAGER II | 1 | | | | |
| 2021-2022 | 1 | | | | |
| JC40 LAW ENFORCEMENT OFFICER IV | 7 | | | 1 | 14.29% |
| 2019-2020 | 1 | | | | |
| 2020-2021 | 1 | | | | |
| 2021-2022 | 5 | | | 1 | 20.00% |
| JC50 LAW ENFORCEMENT OFFICER V | 3 | | | 1 | 33.33% |
| 2017-2018 | 1 | | | 1 | 100.00% |
| 2021-2022 | 2 | | | | |

This chart provides the turnover rate by agency and classification during the five years of employment.

| | | New Hires | Separations ≤ 3 Years | Turnover ≤ 3 Years | Separations ≤ 5 Years | Turnover ≤ 5 Years |
|--------------------|--|-------------|-----------------------|--------------------|-----------------------|--------------------|
| JC10 | LAW ENFORCEMENT OFFICER I | 724 | 254 | 35.08% | 272 | 37.57% |
| JC20 | LAW ENFORCEMENT OFFICER II | 181 | 37 | 20.44% | 40 | 22.10% |
| JC30 | LAW ENFORCEMENT OFFICER III | 127 | 20 | 15.75% | 21 | 16.54% |
| JC32 | PROBATION AND PAROLE LAW ENF OFFICER I | 223 | 73 | 32.74% | 89 | 39.91% |
| JC33 | PROBATION & PAROLE LAW ENF OFFICER II | 17 | 5 | 29.41% | 5 | 29.41% |
| JC34 | PROBATION & PAROLE LAW ENF MANAGER I | 1 | 1 | 100.00% | 1 | 100.00% |
| JC35 | PROBATION & PAROLE LAW ENF MANAGER II | 2 | | 0.00% | 1 | 50.00% |
| JC40 | LAW ENFORCEMENT OFFICER IV | 7 | 1 | 14.29% | 1 | 14.29% |
| JC50 | LAW ENFORCEMENT OFFICER V | 3 | 1 | 33.33% | 1 | 33.33% |
| Grand Total | | 1285 | 392 | 30.51% | 431 | 33.54% |

Appendix VIII – Former State Agency Officers Still Participating in PORS/SCRS

The chart below provides detailed data concerning the law enforcement officers who left state agencies but continue to actively contribute to PORS or SCRS. Employees who contribute to PORS (39%) have continued to work as law enforcement officers for counties and local municipalities.

| Group | Total | | | Total Employees Considered for Percentages | Total Working SCRS | Total Working PORS | Percentage | | Total Percentage Working |
|--------------------|--------------------|-----------|-------------|---|--------------------------|--------------------------|-----------------|-----------------|--------------------------------|
| | Total Employees | Deceased | Retirements | | | | Working SCRS | Working PORS | |
| JC10 | 314 | 2 | 3 | 309 | 15 | 134 | 5% | 43% | 48% |
| JC20 | 247 | 4 | 65 | 178 | 9 | 72 | 5% | 40% | 46% |
| JC30 | 136 | 0 | 67 | 69 | 1 | 23 | 1% | 33% | 35% |
| JC32 | 87 | 1 | 1 | 85 | 11 | 35 | 13% | 41% | 54% |
| JC33 | 79 | 1 | 29 | 49 | 5 | 12 | 10% | 24% | 35% |
| JC34 35 36 | 33 | 0 | 19 | 14 | 0 | 2 | 0% | 14% | 14% |
| JC40 | 86 | 1 | 69 | 16 | 0 | 3 | 0% | 19% | 19% |
| JC50 | 36 | 1 | 30 | 5 | 0 | 1 | 0% | 20% | 20% |
| Grand Total | 1018 | 10 | 283 | 725 | 41 | 282 | 6% | 39% | 45% |

Notes: Some of the 283 retirements listed may be included in the working SCRS or PORS totals
This graphic includes all law enforcement separations from July 1, 2017 to June 30, 2021.

Appendix IX – Data reviewed to determine competitive salary

Local data: DSHR consulted law enforcement agencies, the South Carolina Sheriffs' Association, and other law enforcement partners to identify a source that contains current law enforcement salary data. No single source exists that maintains this data. Therefore, DSHR had to rely on multiple sources to conduct a market survey of current law enforcement salaries in the state. In particular, it pulled salary data from the Municipal Association of South Carolina Annual Compensation Report and the South Carolina Association of Counties FY2022 Wage and Salary Report. Additionally, several of its human resources professionals validated the information in those surveys, to the best of their ability, against public information shared by public sector law enforcement websites and added salary data from entities that did not participate in the surveys.

The salary data from all three sources was merged together to provide a comprehensive look at entry level salaries for C1- LE officers across approximately 46 public sector law enforcement employers in South Carolina. The entities ranged from small towns like Belton and Irmo to large counties like Greenville. The average entry level salary for all C1 – LE officers was \$41,377. To better approximate the average salary of law enforcement entities in major municipalities, the data set was then narrowed to only include police departments in six large metropolitan areas in South Carolina:

- Columbia and surrounding areas
- Aiken/North Augusta
- Charleston and surrounding areas
- Greenville, Spartanburg and surrounding areas
- York/Rock Hill
- Horry County/Myrtle Beach

Looking only at the available salary data from those six large metropolitan areas in South Carolina, the average entry level for a C1 – LE officer in those entities was \$43,477.

Several counties and municipalities in the state pay significantly above this average. For example, the City of Greenville has recently raised its minimum starting salary to \$47,515. However, DSHR believed the average salary in those six large metropolitan areas was an appropriate comparator for state agency law enforcement positions.

The following chart provides detailed information concerning local entry-level law enforcement (major counties and municipalities) officer salaries for South Carolina's six large labor markets by population.

| Department Name | Minimum Salary |
|---|-----------------------|
| Greenville County Sheriff's Office | \$47,812.00 |
| City of Greenville Police Department | \$47,515.00 |
| Forest Acres | \$47,292.00 |
| North Charleston | \$46,074.00 |
| Town of Summerville Police Department | \$45,218.53 |
| City of Charleston Police Department | \$45,116.68 |
| Rock Hill Police Department | \$45,000.00 |
| City of Columbia Police Department | \$44,925.61 |
| City of West Columbia Police Department | \$44,147.56 |
| City of Myrtle Beach Police | \$44,000.00 |
| Fort Mill | \$43,935.00 |
| Greer | \$43,933.00 |
| Town of Lexington Police Department | \$43,865.00 |
| Aiken County Government | \$43,730.22 |
| North Myrtle Beach Police | \$43,180.00 |
| City of Aiken | \$42,910.40 |
| Surfside Beach | \$42,070.00 |
| City of Spartanburg Police Department | \$41,724.80 |
| Horry County Sheriff's Department | \$41,447.00 |
| York County Sheriff's Office | \$41,000.00 |
| Spartanburg County Sheriff's Office | \$39,427.00 |
| Irmo | \$38,000.00 |
| Cayce Dept. of Public Safety | \$37,661.80 |

Average Certified Officer Starting Salary \$43,477.63

The following chart provides detailed information concerning local entry-level law enforcement (major counties and municipalities) officer salaries for all counties and municipalities reviewed.

| Department Name | Minimum Salary |
|---|----------------|
| Greenville County Sheriff's Office | \$47,812.00 |
| City of Greenville Police Department | \$47,515.00 |
| Forest Acres | \$47,292.00 |
| North Charleston | \$46,074.00 |
| Town of Summerville Police Department | \$45,218.53 |
| City of Charleston Police Department | \$45,116.68 |
| Rock Hill Police Department | \$45,000.00 |
| City of Columbia Police Department | \$44,925.61 |
| City of West Columbia Police Department | \$44,147.56 |
| City of Myrtle Beach Police | \$44,000.00 |
| Fort Mill | \$43,935.00 |
| Greer | \$43,933.00 |
| Town of Lexington Police Department | \$43,865.00 |
| Belton | \$43,768.00 |
| Aiken County Government | \$43,730.22 |
| North Myrtle Beach Police | \$43,180.00 |
| Berkeley County Sheriff's Office | \$43,061.69 |
| City of Aiken | \$42,910.40 |
| City of Beaufort Police Department | \$42,484.00 |
| Kershaw County Sheriff's Office | \$42,200.00 |
| Surfside Beach | \$42,070.00 |
| City of Spartanburg Police Department | \$41,724.80 |
| Horry County Sheriff's Department | \$41,447.00 |
| Lancaster County Sheriff's Office | \$41,059.00 |
| Newberry County Sheriff's Office | \$41,000.00 |
| York County Sheriff's Office | \$41,000.00 |
| Beaufort County Sheriff's Office | \$40,970.00 |
| Newberry County Sheriff's Office | \$40,970.00 |
| Beaufort County Sheriff's Office | \$40,000.00 |
| Georgetown County Sheriff's Office | \$40,000.00 |
| Jackson | \$39,655.00 |
| Spartanburg County Sheriff's Office | \$39,427.00 |

(Continued)

| | |
|--|--------------------|
| Beaufort | \$39,100.00 |
| Sumter City Police Department | \$39,100.00 |
| Simpsonville | \$38,839.31 |
| Conway | \$38,521.60 |
| Anderson | \$38,002.00 |
| Irmo | \$38,000.00 |
| Barnwell | \$38,000.00 |
| Sumter County Sheriff's Office | \$38,000.00 |
| Mauldin | \$37,885.20 |
| Cayce Dept. of Public Safety | \$37,661.80 |
| Fairfield County Sheriff's Office | \$37,500.00 |
| Calhoun County Sheriff's Office | \$35,000.00 |
| Union County Sheriff's Office | \$34,220.00 |
| City of Newberry Police Department | \$34,034.00 |
| Average Certified Officer Starting Salary | \$41,377.29 |

National Compensation Association of State Governments comparisons for Law Enforcement positions in state agencies Southeast states.

| NCASG Benchmark Title | State | Actual Average | Actual Lowest | Actual Highest |
|------------------------|-----------------|--------------------|--------------------|--------------------|
| Highway Patrol Trooper | AL | \$60,040.80 | \$45,532.80 | \$74,474.40 |
| Highway Patrol Trooper | TN | \$53,674.69 | \$37,836.00 | \$69,293.95 |
| Highway Patrol Trooper | GA | \$52,583.00 | \$52,583.00 | \$52,583.00 |
| Highway Patrol Trooper | KY | \$48,076.85 | \$43,461.60 | \$58,635.36 |
| Highway Patrol Trooper | NC | \$46,756.00 | \$34,000.00 | \$59,471.00 |
| | Averages | \$52,226.27 | \$42,682.68 | \$62,891.54 |

Median between Actual Avg and Actual Lowest \$47,454.47

| NCASG Benchmark Title | State | Actual Average | Actual Lowest | Actual Highest |
|-----------------------|-----------------|--------------------|--------------------|--------------------|
| Criminal Investigator | TN | \$67,931 | \$55,692 | \$86,645 |
| Criminal Investigator | AL | \$64,874 | \$47,806 | \$80,210 |
| Criminal Investigator | GA | \$51,129 | \$40,000 | \$67,721 |
| Criminal Investigator | NC | \$48,437 | \$43,406 | \$52,433 |
| Criminal Investigator | KY | \$44,311 | \$40,368 | \$48,449 |
| | Averages | \$55,336.30 | \$45,454.32 | \$67,091.75 |

Median between Actual Avg and Actual Lowest \$50,395.31

(Continued)

| NCASG Benchmark Title | State | Actual Average | Actual Lowest | Actual Highest |
|------------------------------|-----------------|--------------------|--------------------|--------------------|
| Wildlife Officer/Game Warden | AL | \$59,342 | \$45,533 | \$65,695 |
| Wildlife Officer/Game Warden | TN | \$55,121 | \$42,000 | \$63,924 |
| Wildlife Officer/Game Warden | NC | \$50,062 | \$44,496 | \$50,680 |
| Wildlife Officer/Game Warden | GA | \$43,298 | \$43,298 | \$43,298 |
| Wildlife Officer/Game Warden | KY | \$40,896 | \$40,517 | \$46,903 |
| | Averages | \$49,743.74 | \$43,168.77 | \$54,100.13 |

**Median between Actual Avg and Actual
Lowest \$46,456.26**

| NCASG Benchmark Title | State | Actual Average | Actual Lowest | Actual Highest |
|------------------------------|-----------------|--------------------|--------------------|--------------------|
| Probation and Parole Officer | AL | \$49,846 | \$41,278 | \$62,530 |
| Probation and Parole Officer | GA | \$45,766 | \$35,313 | \$79,632 |
| Probation and Parole Officer | TN | \$43,978 | \$42,408 | \$57,168 |
| Probation and Parole Officer | NC | \$43,073 | \$34,190 | \$62,485 |
| Probation and Parole Officer | KY | \$39,967 | \$36,540 | \$53,831 |
| | Averages | \$44,525.95 | \$37,945.70 | \$63,129.18 |

**Median between Actual Avg and Actual
Lowest \$41,235.82**

Appendix X – Agency Compensation Change Summaries

DEPARTMENT OF MENTAL HEALTH

Minimum Percentage Increase: 5%

Fringe Rate used in calculation: 43%

| Position Title | Count | Current Salary | New Salary | Increase | Est Fringe Inc. | Total Increase |
|---|-------|----------------|------------|----------|-----------------|----------------|
| Job Class Code: JC10 | | | | | | |
| 7341; PSO TRAINEE | 2 | 75,757 | 79,545 | 3,788 | 1,629 | 5,417 |
| 7341; PUBLIC SAFETY OFFICER | 2 | 67,838 | 71,230 | 3,392 | 1,459 | 4,851 |
| 7341; PUBLIC SAFETY TRAINEE | 10 | 390,755 | 415,748 | 24,993 | 10,747 | 35,740 |
| 7342; CERTIFIED PSO | 29 | 1,203,643 | 1,292,413 | 88,770 | 38,171 | 126,941 |
| 7342; CERTIFIED PUBLIC SAFETY OFFICER | 17 | 707,556 | 759,434 | 51,878 | 22,308 | 74,186 |
| 7342; PUBLIC SAFETY OFFICER | 1 | 42,009 | 44,109 | 2,100 | 903 | 3,003 |
| Job Class Code: JC20 | | | | | | |
| 7353; CORPORAL | 16 | 776,811 | 819,431 | 42,620 | 18,330 | 60,950 |
| 7354; SERGEANT | 15 | 785,526 | 827,450 | 41,924 | 18,026 | 59,950 |
| 7354; SERGEANT/STAFF DEV. & TRAINING | 1 | 55,188 | 57,947 | 2,759 | 1,186 | 3,945 |
| Job Class Code: JC30 | | | | | | |
| 7357; LIEUTENANT | 6 | 347,425 | 364,796 | 17,371 | 7,468 | 24,839 |
| 7357; LIEUTENANT/SORT ANALYSIS | 1 | 62,060 | 65,163 | 3,103 | 1,334 | 4,437 |
| 7357; LIEUTENANT/SPECIAL INV, OMBUDSMEN | 1 | 58,920 | 61,866 | 2,946 | 1,267 | 4,213 |
| 7357; LIEUTENANT/STAFF DEV. & TRAINING | 1 | 63,723 | 66,909 | 3,186 | 1,370 | 4,556 |
| 7361; CAPTAIN | 5 | 350,147 | 367,654 | 17,507 | 7,528 | 25,035 |
| 7362; FIRE SAFETY OFFICER | 1 | 54,191 | 56,901 | 2,710 | 1,165 | 3,875 |
| Job Class Code: JC40 | | | | | | |
| 7363; MAJOR/DEPUTY CHIEF | 1 | 94,048 | 98,750 | 4,702 | 2,022 | 6,724 |
| Job Class Code: JC50 | | | | | | |
| JC50; LAW ENFORCEMENT OFFICER V | 1 | 108,470 | 113,894 | 5,424 | 2,332 | 7,756 |
| DEPARTMENT OF MENTAL HEALTH Total: | | 110 | 5,244,067 | 319,173 | 137,245 | 456,418 |

DEPARTMENT OF NAT. RESOURCES

Minimum Percentage Increase: 5%

Fringe Rate used in calculation: 43%

| Position Title | Count | Current Salary | New Salary | Increase | Est Fringe Inc. | Total Increase |
|--|-------|----------------|------------|----------|-----------------|------------------|
| Job Class Code: JC20 | | | | | | |
| LCPL - LEO II | 35 | 1,719,810 | 2,067,730 | 347,920 | 149,608 | 497,528 |
| LCPL - LEO II 10 | 20 | 1,025,849 | 1,240,640 | 214,791 | 92,357 | 307,148 |
| LCPL - LEO II 15 | 16 | 880,183 | 1,043,290 | 163,107 | 70,138 | 233,245 |
| LCPL - LEO II 20 | 2 | 1,12,830 | 136,780 | 23,950 | 10,298 | 34,248 |
| LE OFFICER II | 1 | 51,039 | 53,591 | 2,552 | 1,097 | 3,649 |
| OFFICER - LEO II | 42 | 1,647,240 | 1,953,000 | 305,760 | 131,460 | 437,220 |
| PFC - LEO II | 46 | 2,000,892 | 2,352,900 | 352,008 | 151,350 | 503,358 |
| PFC - LEO II +2 | 35 | 1,680,626 | 1,970,540 | 289,914 | 124,664 | 414,578 |
| Job Class Code: JC30 | | | | | | |
| 1ST SGT - LEO III | 35 | 2,276,299 | 2,477,024 | 200,725 | 86,309 | 287,034 |
| LAW ENFORCEMENT OFFICER III | 1 | 52,471 | 55,095 | 2,624 | 1,128 | 3,752 |
| LCPL - LEO III | 1 | 70,035 | 73,537 | 3,502 | 1,506 | 5,008 |
| LE COMMUNICATIONS MANAGER | 1 | 58,370 | 61,288 | 2,918 | 1,255 | 4,173 |
| SGT - LEO III | 12 | 714,197 | 756,324 | 42,127 | 18,114 | 60,241 |
| STAFF SERGEANT LEO III | 1 | 70,964 | 74,512 | 3,548 | 1,526 | 5,074 |
| STAFF SGT - LEO III | 7 | 463,295 | 486,459 | 23,164 | 9,961 | 33,125 |
| Job Class Code: JC40 | | | | | | |
| CAPTAIN | 7 | 594,609 | 630,793 | 36,184 | 15,559 | 51,743 |
| LIEUTENANT | 14 | 1,047,400 | 1,106,055 | 58,655 | 25,222 | 83,877 |
| LT - LEO IV | 2 | 138,991 | 153,696 | 14,705 | 6,324 | 21,029 |
| OUTRACH CAPTAIN | 1 | 82,466 | 87,492 | 5,026 | 2,161 | 7,187 |
| Job Class Code: JC50 | | | | | | |
| LT COLONEL | 1 | 106,430 | 111,752 | 5,322 | 2,288 | 7,610 |
| MAJOR | 3 | 290,435 | 304,957 | 14,522 | 6,244 | 20,766 |
| DEPARTMENT OF NAT. RESOURCES Total: | | | | | | 3,021,593 |

DEPARTMENT OF PUBLIC SAFETY

Minimum Percentage Increase: 5%

Fringe Rate used in calculation: 43%

| Position Title | Count | Current Salary | New Salary | Increase | Est Fringe Inc. | Total Increase |
|---|-------|----------------|------------|----------|-----------------|----------------|
| Job Class Code: AH55 | | | | | | |
| Chief | 1 | 114,490 | 120,214 | 5,724 | 2,461 | 8,185 |
| Lieutenant Colonel | 2 | 226,818 | 238,158 | 11,340 | 4,876 | 16,216 |
| Job Class Code: JC10 | | | | | | |
| Officer | 3 | 138,375 | 150,696 | 12,321 | 5,298 | 17,619 |
| Officer less than 3 yrs | 42 | 1,851,150 | 2,016,000 | 164,850 | 70,896 | 235,746 |
| Officer Trainee less than 3 yrs | 8 | 352,600 | 384,000 | 31,400 | 13,504 | 44,904 |
| Trooper | 2 | 92,250 | 100,464 | 8,214 | 3,532 | 11,746 |
| Trooper less than 3 years | 180 | 7,933,500 | 8,640,000 | 706,500 | 303,840 | 1,010,340 |
| Trooper Trainee less than 3 years | 36 | 1,586,700 | 1,728,000 | 141,300 | 60,768 | 202,068 |
| Job Class Code: JC20 | | | | | | |
| Lance Corporal | 162 | 8,000,370 | 8,712,846 | 712,476 | 306,342 | 1,018,818 |
| Lance Corporal +3 | 60 | 3,079,300 | 3,347,938 | 268,638 | 115,500 | 384,138 |
| Master Officer | 17 | 901,765 | 982,073 | 80,308 | 34,527 | 114,835 |
| Master Officer +3 | 9 | 501,273 | 545,913 | 44,640 | 19,197 | 63,837 |
| Master Officer +5 | 4 | 233,396 | 254,180 | 20,784 | 8,936 | 29,720 |
| Master Trooper | 52 | 2,758,340 | 3,003,988 | 245,648 | 105,612 | 351,260 |
| Master Trooper +3 | 19 | 1,058,243 | 1,152,483 | 94,240 | 40,527 | 134,767 |
| Master Trooper +5 | 61 | 3,562,206 | 3,877,029 | 314,823 | 135,357 | 450,180 |
| Officer First Class | 13 | 599,625 | 653,016 | 53,391 | 22,958 | 76,349 |
| Trooper First Class | 109 | 5,027,625 | 5,475,288 | 447,663 | 192,494 | 640,157 |
| Job Class Code: JC30 | | | | | | |
| Admin. Sergeant | 1 | 66,804 | 72,753 | 5,949 | 2,558 | 8,507 |
| Corporal | 169 | 10,545,705 | 11,490,986 | 945,281 | 406,504 | 1,351,785 |
| DPS Sergeant | 1 | 66,804 | 72,753 | 5,949 | 2,558 | 8,507 |
| First Sergeant | 26 | 1,858,480 | 2,023,996 | 165,516 | 71,162 | 236,678 |
| Law Enforcement Officer III-DPS Officer | 1 | 66,804 | 70,144 | 3,340 | 1,436 | 4,776 |
| Sergeant | 71 | 4,743,084 | 5,165,463 | 422,379 | 181,618 | 603,997 |

Job Class Code: JC40

Lieutenant

Job Class Code: JC50

Captain

Major

| | | | | | |
|----|-----------|-----------|---------|---------|---------|
| 41 | 3,123,905 | 3,401,401 | 277,496 | 119,318 | 396,814 |
| 21 | 1,838,944 | 2,002,665 | 163,721 | 70,397 | 234,118 |
| 7 | 675,836 | 736,022 | 60,186 | 25,879 | 86,065 |

DEPARTMENT OF PUBLIC SAFETY Total: 1,118 61,004,392 66,418,469 5,414,077 2,328,055 7,742,132

DEPT OF HEALTH AND ENV CONTROL

Minimum Percentage Increase: 5%

Fringe Rate used in calculation: 43%

| Position Title | Count | Current Salary | New Salary | Increase | Est Fringe Inc. | Total Increase |
|--|-----------|----------------|----------------|---------------|-----------------|----------------|
| Job Class Code: JC20 | | | | | | |
| LAW ENFORCEMENT OFFICER II exp | 5 | 210,471 | 220,995 | 10,524 | 4,525 | 15,049 |
| LAW ENFORCEMENT OFFICER II no exp | 1 | 38,500 | 41,047 | 2,547 | 1,095 | 3,642 |
| Job Class Code: JC30 | | | | | | |
| LAW ENFORCEMENT OFFICER III | 5 | 250,427 | 262,948 | 12,521 | 5,385 | 17,906 |
| Job Class Code: JC40 | | | | | | |
| LAW ENFORCEMENT OFFICER IV | 1 | 66,625 | 69,956 | 3,331 | 1,432 | 4,763 |
| Job Class Code: JC50 | | | | | | |
| LAW ENFORCEMENT OFFICER V | 1 | 74,452 | 78,175 | 3,723 | 1,601 | 5,324 |
| DEPT OF HEALTH AND ENV CONTROL Total: | 13 | 640,475 | 673,121 | 32,646 | 14,038 | 46,684 |

DEPT OF PROB, PAROLE & PARDON

Minimum Percentage Increase: 5%

Fringe Rate used in calculation: 43%

| Position Title | Count | Current Salary | New Salary | Increase | Est Fringe Inc. | Total Increase |
|--|-------|----------------|------------|----------|-----------------|----------------|
| Job Class Code: JC32 | | | | | | |
| P&P AGENT (Cert) | 56 | 2,296,000 | 2,492,000 | 196,000 | 84,280 | 280,280 |
| P&P AGENT (Non-Cert) | 18 | 720,000 | 783,000 | 63,000 | 27,090 | 90,090 |
| Job Class Code: JC33 | | | | | | |
| DV AGENT | 30 | 1,271,295 | 1,334,860 | 63,565 | 27,338 | 90,903 |
| FUGITIVE INVESTIGATOR | 2 | 80,747 | 84,785 | 4,038 | 1,736 | 5,774 |
| MENTAL HEALTH AGENT | 4 | 172,416 | 181,037 | 8,621 | 3,707 | 12,328 |
| P&P AGENT | 70 | 2,944,548 | 3,091,783 | 147,235 | 63,303 | 210,538 |
| P&P AGENT (ACCREDITATION) | 1 | 63,524 | 66,700 | 3,176 | 1,366 | 4,542 |
| P&P AGENT (GOC) | 1 | 43,260 | 45,423 | 2,163 | 930 | 3,093 |
| P&P AGENT (ISC) | 2 | 89,408 | 93,878 | 4,470 | 1,922 | 6,392 |
| P&P AGENT (ITAC) | 7 | 290,930 | 305,477 | 14,547 | 6,254 | 20,801 |
| P&P AGENT (PE) | 15 | 782,027 | 821,129 | 39,102 | 16,813 | 55,915 |
| SEX OFFENDER AGENT I | 20 | 863,035 | 906,189 | 43,154 | 18,557 | 61,711 |
| SEX OFFENDER AGENT II | 10 | 396,476 | 416,301 | 19,825 | 8,526 | 28,351 |
| SEX OFFENDER AGENT III | 18 | 759,710 | 797,697 | 37,987 | 16,336 | 54,323 |
| VICTIM ADVOCATE II | 4 | 233,928 | 245,624 | 11,696 | 5,029 | 16,725 |
| Job Class Code: JC34 | | | | | | |
| ASSISTANT AIC | 10 | 536,577 | 563,406 | 26,829 | 11,536 | 38,365 |
| DV SUPERVISOR | 5 | 227,158 | 243,404 | 16,246 | 6,984 | 23,230 |
| FIELD TRAINING OFFICER | 5 | 231,133 | 242,690 | 11,557 | 4,969 | 16,526 |
| ITAC SUPERVISOR | 2 | 92,855 | 97,498 | 4,643 | 1,996 | 6,639 |
| PAROLE/PARDON INVESTIGATOR SUPERVISOR | 2 | 123,107 | 129,262 | 6,155 | 2,647 | 8,802 |
| PROBATION AND PAROLE SUPERVISOR | 45 | 2,186,822 | 2,322,069 | 135,247 | 58,153 | 193,400 |
| PROBATION AND PAROLE SUPERVISOR - ISC | 1 | 48,821 | 51,262 | 2,441 | 1,050 | 3,491 |
| REGIONAL PROGRAM ADMINISTRATOR | 5 | 266,136 | 279,442 | 13,306 | 5,722 | 19,028 |
| RISK MANAGEMENT TRAINING SPECIALIST | 1 | 53,118 | 55,774 | 2,656 | 1,142 | 3,798 |
| SPECIAL OPS AGENT | 1 | 63,524 | 66,700 | 3,176 | 1,366 | 4,542 |
| UNIT COORDINATOR (COURT & SPEC SERVICES) | 1 | 55,071 | 57,825 | 2,754 | 1,184 | 3,938 |

| | | | | | | |
|---|-----|------------|------------|-----------|---------|-----------|
| UNIT COORDINATOR (SUPERVISION SERVICES) | 2 | 85,886 | 90,181 | 4,295 | 1,847 | 6,142 |
| Job Class Code: JC35 | | | | | | |
| AGENT IN CHARGE II (ITAC) | 1 | 68,596 | 72,026 | 3,430 | 1,475 | 4,905 |
| AGENT IN CHG I (SMALL) | 19 | 1,129,080 | 1,185,534 | 56,454 | 24,274 | 80,728 |
| AGENT IN CHG II (MEDIUM) | 16 | 1,005,172 | 1,055,429 | 50,257 | 21,612 | 71,869 |
| BODY WORN CAMERA MANAGER | 1 | 73,124 | 76,780 | 3,656 | 1,572 | 5,228 |
| DV MANAGER | 1 | 69,305 | 72,770 | 3,465 | 1,490 | 4,955 |
| ISC/SPECIALTY COURT COORDINATOR | 1 | 65,210 | 68,470 | 3,260 | 1,402 | 4,662 |
| MANAGER IN CHARGE - MEDIUM | 2 | 128,194 | 134,603 | 6,409 | 2,756 | 9,165 |
| MENTAL HEALTH PROGRAM MANAGER | 1 | 51,185 | 53,744 | 2,559 | 1,100 | 3,659 |
| P & P LE MANAGER II | 1 | 62,333 | 65,450 | 3,117 | 1,340 | 4,457 |
| P&P LE MANAGER II - UTILITY AGENT | 1 | 55,283 | 58,047 | 2,764 | 1,189 | 3,953 |
| P&P LE MANAGER II (TRAINING) | 1 | 65,829 | 69,120 | 3,291 | 1,415 | 4,706 |
| PP LE MGR II (RESOURCES & SANCTIONS MGR) | 1 | 77,298 | 81,163 | 3,865 | 1,662 | 5,527 |
| QUALITY ASSURANCE COMPLIANCE OFFICER | 1 | 61,618 | 64,699 | 3,081 | 1,325 | 4,406 |
| RISK MANAGEMENT SUPERVISOR | 1 | 70,999 | 74,549 | 3,550 | 1,526 | 5,076 |
| SEX OFFENDER MANAGER | 1 | 56,598 | 59,428 | 2,830 | 1,217 | 4,047 |
| SPECIAL OPERATIONS SUPERVISOR | 1 | 58,899 | 61,844 | 2,945 | 1,266 | 4,211 |
| Job Class Code: JC36 | | | | | | |
| AGENT IN CHARGE III (LARGE) | 4 | 287,988 | 302,386 | 14,398 | 6,191 | 20,589 |
| DIR OF EMERGENCY OPERATIONS & FIELD PROG | 1 | 90,075 | 94,579 | 4,504 | 1,937 | 6,441 |
| DIRECTOR OF ACCREDITATION MANAGEMENT | 1 | 76,234 | 80,046 | 3,812 | 1,639 | 5,451 |
| DIRECTOR OF CONTINUOUS IMPROVEMENT | 1 | 73,624 | 77,305 | 3,681 | 1,583 | 5,264 |
| INTERSTATE COMPACT ADMINIST | 1 | 66,846 | 70,188 | 3,342 | 1,437 | 4,779 |
| P&P LE MANAGER III | 1 | 67,344 | 70,711 | 3,367 | 1,448 | 4,815 |
| P&P LE MANAGER III (PROJ CPL ADMSTR) | 1 | 65,157 | 68,415 | 3,258 | 1,401 | 4,659 |
| P&P LE MANAGER III (TRAINING INSTRUCTOR) | 1 | 76,078 | 79,882 | 3,804 | 1,636 | 5,440 |
| REGIONAL DIRECTOR | 5 | 347,215 | 364,577 | 17,362 | 7,465 | 24,827 |
| Job Class Code: JC50 | | | | | | |
| ASSOC DIR FOR OFFENDER SUPERVISION & ENF | 1 | 99,954 | 104,952 | 4,998 | 2,149 | 7,147 |
| ASST. DEPUTY DIR. FOR ENFORCEMENT SVCS | 1 | 102,087 | 107,191 | 5,104 | 2,195 | 7,299 |
| DEPT OF PROB, PAROLE & PARDON Total: | | | | | | |
| | 406 | 19,428,837 | 20,539,284 | 1,110,447 | 477,485 | 1,587,932 |

GOVERNOR'S OFF-SLED

Minimum Percentage Increase: 5%

Fringe Rate used in calculation: 43%

| Position Title | Count | Current Salary | New Salary | Increase | Est Fringe Inc. | Total Increase |
|-----------------------------|-------|----------------|------------|-----------|-----------------|----------------|
| Job Class Code: AH50 | | | | | | |
| Major (C1) | 6 | 615,235 | 662,258 | 47,023 | 20,220 | 67,243 |
| Job Class Code: AH55 | | | | | | |
| Assistant Chief (C1) | 1 | 138,250 | 145,162 | 6,912 | 2,972 | 9,884 |
| Major (C1) | 2 | 245,545 | 257,822 | 12,277 | 5,279 | 17,556 |
| Job Class Code: JC20 | | | | | | |
| Special Agent I | 15 | 580,387 | 757,500 | 177,113 | 76,158 | 253,271 |
| Special Agent I - CS Ba | 5 | 204,850 | 272,225 | 67,375 | 28,970 | 96,345 |
| Special Agent I - CS Ma | 1 | 42,970 | 57,103 | 14,133 | 6,077 | 20,210 |
| Job Class Code: JC30 | | | | | | |
| Special Agent II | 46 | 2,149,069 | 2,671,450 | 522,381 | 224,618 | 746,999 |
| Special Agent II (CRA) | 2 | 90,747 | 116,150 | 25,403 | 10,923 | 36,326 |
| Special Agent III | 131 | 6,880,992 | 8,368,542 | 1,487,550 | 639,650 | 2,127,200 |
| Special Agent III (PCTF) | 1 | 50,236 | 63,882 | 13,646 | 5,868 | 19,514 |
| Job Class Code: JC40 | | | | | | |
| Lieutenant | 49 | 3,724,462 | 4,078,674 | 354,212 | 152,309 | 506,521 |
| Lieutenant (C3) | 1 | 88,731 | 93,168 | 4,437 | 1,908 | 6,345 |
| Lieutenant, Admin | 5 | 375,532 | 412,252 | 36,720 | 15,790 | 52,510 |
| Sr Special Agent | 75 | 4,845,067 | 5,231,664 | 386,597 | 166,234 | 552,831 |
| Sr Special Agent (CRA) | 2 | 135,559 | 142,337 | 6,778 | 2,914 | 9,692 |
| Job Class Code: JC50 | | | | | | |
| Captain | 18 | 1,588,081 | 1,717,106 | 129,025 | 55,483 | 184,508 |
| Captain (C3) | 2 | 199,403 | 209,373 | 9,970 | 4,287 | 14,257 |
| GOVERNOR'S OFF-SLED Total: | | | | | | 4,721,212 |

LAW ENFORCEMENT TRAINING COUNCIL (CIA)

Minimum Percentage Increase: 5%

Fringe Rate used in calculation: 43%

| Position Title | Count | Current Salary | New Salary | Increase | Est Fringe Inc. | Total Increase |
|--|-----------|------------------|------------------|----------------|-----------------|----------------|
| Job Class Code: AG43 | | | | | | |
| INSTRUCTOR/TRAINING COORDINATOR II | 1 | 51,250 | 53,812 | 2,562 | 1,102 | 3,664 |
| Training Coord I/Instructor | 2 | 105,062 | 110,315 | 5,253 | 2,259 | 7,512 |
| Training Coordinator I/Instructor | 35 | 1,872,125 | 1,965,727 | 93,602 | 40,253 | 133,855 |
| Job Class Code: AG44 | | | | | | |
| Training Coordinator II/Instructor | 9 | 575,848 | 604,640 | 28,792 | 12,380 | 41,172 |
| Job Class Code: AG46 | | | | | | |
| Training Director | 16 | 1,193,441 | 1,253,113 | 59,672 | 25,658 | 85,330 |
| LAW ENFORCEMENT TRNING COUNCIL Total: | 63 | 3,797,726 | 3,987,607 | 189,881 | 81,652 | 271,533 |

SC DEPT JUVENILE JUSTICE

Minimum Percentage Increase: 5%

Fringe Rate used in calculation: 43%

| Position Title | Count | Current Salary | New Salary | Increase | Est Fringe Inc. | Total Increase |
|--|-----------|----------------|----------------|---------------|-----------------|----------------|
| Job Class Code: JC10 | | | | | | |
| PUBLIC SAFETY - CERTIFIED | 2 | 83,160 | 87,318 | 4,158 | 1,788 | 5,946 |
| PUBLIC SAFETY OFFICER - TRAINEE | 12 | 453,600 | 476,280 | 22,680 | 9,756 | 32,436 |
| Job Class Code: JC20 | | | | | | |
| PUBLIC SAFETY SERGEANT | 5 | 251,555 | 264,135 | 12,580 | 5,410 | 17,990 |
| Job Class Code: JC30 | | | | | | |
| PUBLIC SAFETY LIEUTENANT | 1 | 55,342 | 58,109 | 2,767 | 1,190 | 3,957 |
| Job Class Code: JC50 | | | | | | |
| CHIEF OF PUBLIC SAFETY | 1 | 61,852 | 73,240 | 11,388 | 4,897 | 16,285 |
| SC DEPT JUVENILE JUSTICE Total: | 21 | 905,509 | 959,082 | 53,573 | 23,041 | 76,614 |

| Count | Current Salary | New Salary | Increase | Est Fringe Inc. | Total Increase |
|---------------------|--------------------|--------------------|-------------------|------------------|-------------------|
| 2,376 | 128,060,553 | 140,594,926 | 12,534,373 | 5,389,745 | 17,924,118 |
| Grand Total: | | | | | |

Appendix XI – Additional Agency Pay Plans

South Carolina Department of Health and Environmental Control

| Class Code and Band | State Class Title | Rank | Current Minimum | Proposed Minimum | % Difference | Current Average Salary | New Average Salary | % Difference |
|---------------------|----------------------------|---------------------------------------|-----------------|------------------|--------------|------------------------|--------------------|--------------|
| JC20/05 | LAW ENFORCEMENT OFFICER II | Public Safety Trainee (Non-Certified) | \$38,500 | \$41,047 | 6.6% | \$38,500 | \$41,047 | 6.62% |
| JC20/05 | LAW ENFORCEMENT OFFICER II | Certified Public Safety Officer | \$40,800 | \$43,000 | 5.4% | \$42,094 | \$44,199 | 5.00% |
| | Other * | | n/a | n/a | n/a | \$55,929 | \$58,726 | 5.00% |

* Positions in the Other category were not identified in the rank structure by internal title and had no minimum salary set by the agency. A 5% salary increase was calculated for each of these positions.

South Carolina Department of Juvenile Justice

| Class Code and Band | State Class Title | Rank | Current Minimum | Proposed Minimum | % Difference | Current Average Salary | New Average Salary | % Difference |
|---------------------|-----------------------------|--------------------------|-----------------|------------------|--------------|------------------------|--------------------|--------------|
| JC10/04 | LAW ENFORCEMENT OFFICER I | Public Safety-Trainee | 37,800 | 39,545 | 4.62% | 37,800 | 39,690 | 5.00% |
| JC10/04 | LAW ENFORCEMENT OFFICER I | Public Safety-Certified | 41,580 | 43,500 | 4.62% | 41,580 | 43,659 | 5.00% |
| JC20/05 | LAW ENFORCEMENT OFFICER II | Public Safety Sergeant | 50,311 | 52,634 | 4.62% | 50,311 | 52,827 | 5.00% |
| JC30/06 | LAW ENFORCEMENT OFFICER III | Public Safety Lieutenant | 55,342 | 57,897 | 4.62% | 55,342 | 58,109 | 5.00% |
| JC50/08 | LAW ENFORCEMENT OFFICER V | Chief of Public Safety | 70,008 | 73,240 | 4.62% | 61,852 | 73,240 | 18.41% |

* Positions in the Other category were not identified in the rank structure by internal title and had no minimum salary set by the agency. A 5% salary increase was calculated for each of these positions.

South Carolina Department of Mental Health

| Class Code and Band | State Class Title | Rank | Current Minimum | Proposed Minimum | % Difference | Current Average Salary | New Average Salary | % Difference |
|---------------------|-----------------------------|---------------------------------------|-----------------|------------------|--------------|------------------------|--------------------|--------------|
| JC10 | Law Enforcement Officer I | Public Safety Trainee (Non-Certified) | \$36,364 | \$39,273 | 8.0% | \$39,076 | \$41,575 | 6.4% |
| JC10 | Law Enforcement Officer I | Certified Public Safety Officer | \$40,000 | \$43,500 | 8.8% | \$41,558 | \$44,595 | 7.3% |
| JC20 | Law Enforcement Officer II | Corporal | \$42,000 | \$45,360 | 8.0% | \$48,551 | \$51,214 | 5.5% |
| JC20 | Law Enforcement Officer II | Sergeant | \$44,100 | \$47,628 | 8.0% | \$52,545 | \$55,337 | 5.3% |
| JC30 | Law Enforcement Officer III | Lieutenant | \$45,863 | \$49,532 | 8.0% | \$59,125 | \$62,082 | 5.0% |
| JC30 | Law Enforcement Officer III | Captain | \$47,697 | \$51,512 | 8.0% | \$70,029 | \$73,531 | 5.0% |
| JC40 | Law Enforcement Officer IV | Major | \$56,044 | \$60,527 | 8.0% | \$94,048 | \$98,750 | 5.0% |
| JC50 | Law Enforcement Officer V | Chief | \$65,564 | \$70,809 | 8.0% | \$108,470 | \$113,894 | 5.0% |
| | Other * | | n/a | n/a | n/a | \$39,557 | \$41,535 | 5.0% |

* Positions in the Other category were not identified in the rank structure by internal title and had no minimum salary set by the agency. A 5% salary increase was calculated for each of these positions.

Appendix XII – Law Enforcement VI Class Specification

Law Enforcement Officer VI

Class Code

JC55

General Nature of Work

Plans, analyzes and directs the command of operations of assigned divisions within law enforcement.

Guidelines for Class Use/Distinguishing Characteristics

This is the classification for a senior officer, typically a major, lieutenant colonel or a colonel. responsible for exercising command and control over a particular unit or division. This classification can also be used by senior officers that analyze threats and combat terrorism.

Examples of Work

Plans, coordinates and directs administrative activities and/or field operations. Explains orders, messages and decisions to law enforcement personnel; advises personnel of changes in laws, regulations, policies and procedures. Selects, supervises and evaluates law enforcement personnel. Drafts orders, policies and procedures relative to the area of responsibility. Monitors expenditures and ensures proper utilization of personnel and resources. Develops strategic plans and long-range projections for personnel, equipment and facilities.

Knowledge, Skills and Abilities

Knowledge of proper law enforcement officer behavior and role. Knowledge of modern law enforcement techniques and procedures. Knowledge of how to collect and preserve evidence. Knowledge of the legal rights of both suspects and law enforcement personnel. Knowledge of the laws one is responsible for enforcing. Knowledge of the functions and interrelationships of other law enforcement agencies. Knowledge of personnel and fiscal practices in state government. Skill in the operation of law enforcement vehicles, weapons and communications equipment. Ability to correctly evaluate situations and make good decisions. Ability to effectively interview witnesses and suspects. Ability to represent the agency effectively in dealings with the public. Ability to read and comprehend written materials. Ability to write clearly and effectively. Ability to plan, organize and review work activities. Ability to lead, guide, train, advise and assist subordinates in a manner conducive to high professional standards, full performance and good morale. Ability to build and maintain effective and harmonious working relationships among agency employees and other law enforcement organizations to ensure an integrated and cooperative law enforcement effort.

Special Requirements

Certification by the Law Enforcement Training Council in accordance with Section 23-23-40 of the Code of Laws of South Carolina 1976. Some positions require a commercial driver's license. Senior Commissioned Officer ranking.

Minimum Requirements

A bachelor's degree and experience supervising law enforcement personnel at a public law enforcement agency.

Fed Category E1

Band 09

Salary: Minimum: \$75,256.00 **Midpoint:** \$107,247.00 **Maximum:** \$139,238.00

Appendix XIII – Suggested Change to the Critical Employee Recruitment and Retention Proviso

DSHR also suggests that the Critical Employee Recruitment and Retention Proviso be expanded to designate all employees in law enforcement and public safety classifications (JC Series) as Critical Employees for purposes of the Critical Employee Recruitment and Retention Program without additional approval from DSHR.

Designate all employees in law enforcement and public safety classifications (JC Series) as Critical Employees for purposes of the Critical Employee Recruitment and Retention Program without additional approval from DSHR.

The General Assembly amended Section 117.63 (Critical Employee Recruitment and Retention) of the 2021-2022 Appropriations Act to allow state agencies to spend state, federal, and other sources of revenue to permit the following to aid in recruiting and retaining workers in critical needs jobs:

- Lump sum bonuses
- Paid educational leave
- Student loan repayment
- Tuition reimbursement

This expansion be accomplished through an amendment to the current proviso or inclusion of a new proviso. Agencies receive no special funding for this program; instead, agencies deciding to use the program must use funds from their existing budgets.

Appendix XIV – Recruitment and Retention Options Available to Agencies

The following options are currently available to agencies and require no changes to State Law or Regulations. Agencies are encouraged to use these options as appropriate.

Shift Differentials

- State Human Resources Regulations give DSHR the authority to approve the additional payment of a shift differential for classifications of employees in the entire agency or any portion of the agency assigned to an evening, night, weekend, rotating, or split shift. Under this rule, differentials could be provided for working weekends, nights or other less desirable shifts. According to the 2019 USC study, 3.2% of municipalities, 4.2% of sheriff's offices and 16.7% of campus agencies offer shift differentials. This benefit is not widely offered and would be a way to differentiate the state from other employers.
 - *Cost Estimate: If all non-exempt officers were provided an additional \$.75 per hour for hours worked outside of Monday through Friday, 8:30am – 5pm, the estimated annual cost would be \$620,817.48. This cost is based on the total number of hours worked that would have resulted in a shift differential for the month of January 2022 and then applying this amount to an annual basis.*

Special Assignment Pay

- State Human Resources Regulations give DSHR the authority to approve additional compensation to classifications of employees in the entire agency or any portion of the agency for periods of time when he or she is on special assignment. Agencies are encouraged to use this option strategically. Premium pay could be provided for a challenging or less desirable work locations or job assignments.
 - *Example: An agency provides \$1,500 per year salary supplement for an employee assigned to a Community Relations Program.*

Tuition Reimbursement

- Providing reimbursement to employees who pursue education related to the criminal justice field is very attractive to candidates who do not have college degrees. The benefits to the agency include the ability to recruit and retain employees while also producing internal candidates for leadership positions. According to the 2019 USC study, 24.2 % of municipalities, 4.2% of sheriff's offices and 25% of campus agencies offer tuition reimbursement.

State Human Resources Regulations permit tuition reimbursement in accordance with guidelines published by DSHR. The critical employee recruitment and retention program expanded the guidelines to permit reimbursement of up to 10 credit hours per semester and to allow probationary employees to receive tuition reimbursement. If the employee fails to successfully complete the class, the employee will be required to repay the agency. At the agency's discretion, a service commitment may be required between the employee and the agency. The service commitment would require the participant to work two years with the agency for every one full academic year in which tuition assistance is received. If the employee separates before the completion of the service agreement, the employee would be expected to repay the agency on a pro-rata basis. A similar expanded tuition reimbursement program could be provided to officers and DSHR recommends that all employees in law enforcement and public safety classifications (JC Series) be deemed eligible for this benefit without additional approval from DSHR.

Education Pay Incentive

- Providing higher salaries to employees based on their education increases the ability to recruit and retain employees but, similar to tuition reimbursement, also produces internal candidates for leadership positions. According to the 2019 USC study, 33.9 % of municipalities, 33.3% of sheriff's offices and 58.3% of campus agencies offer education pay incentives. This is currently permitted under the state compensation rules and agencies are encouraged to use this option strategically.
 - *Example: The starting salary of officers will be adjusted as follows based on the applicable degree so long as the course of study is related to law enforcement:*
 - *Associate Degree – 4%*
 - *Bachelor's Degree – 10%*
 - *Master's Degree – 17%*

Field Training Officer Incentive

- Offering a monetary incentive for employees who serve as training officers provides the opportunity to retain highly skilled officers while ensuring new employees receive quality training. According to the 2019 USC study, 19.4 % of municipalities, 16.7% of sheriff's offices and 16.7% of campus agencies offer field training incentives.
 - *Example: Officers will be provided \$5,000.00 per year in addition to their annual salary while serving as a Field Training Officer.*

Special Skill Incentives

- Offering a monetary incentive for employees who obtain a needed skill (for example K-9 officer skills, advanced weapons training or the ability to speak another language) provides the opportunity for agencies to target the skills most needed in their agency. According to the 2019 USC study, 1.6 % of municipalities, 8.3% of sheriff's offices and 0% of campus agencies offer special skill incentives. Since this type of incentive does not appear to be widely available, this is an opportunity for state agencies to differentiate themselves as an employer of choice.
 - *Example: An agency may provide officers who have completed advanced weapons training an additional \$5,000.00 per year.*

Equipment Upgrades (Including Cell Phone and Safety Equipment)

- All employees want to work with the most up-to-date equipment. Law Enforcement Officers are no different and look for opportunities that equip them with the tools they need to be effective and safe.

Permit Officers to Live Outside of Assigned Work Area (Officers would be required to live in South Carolina)

- Providing officers with more options concerning where to live can allow officers to choose areas with a lower cost of living, a better education system or closer to family. Where feasible, allowing this flexibility can improve recruitment and retention. Agencies would incur no cost to offer this option with the possible exception of increased agency vehicle use if employees were permitted to take their vehicles home. This option would have to be balanced against the needs of the agency to have officers available to timely respond when needed.

Training in Special Skills

- All employees, including law enforcement officers, look for opportunities to improve and expand their skills. Providing these training opportunities improve employee recruitment and retention and provide a higher skilled workforce.
 - *Cost Estimate: Training costs of \$1,000 per officer results in an annual cost of \$2,036,000 based on the average number of officers employed in fiscal year 2020-2021.*

Shift Choice Based on Seniority

- One challenge in the recruitment and retention of officers is the need to have staff available at all times. Allowing shift choice based on seniority, when possible, can help retain employees as they look forward to more attractive shift options as their careers progress. Generally, shifts are assigned on a rotating or as-needed basis. Agencies would incur no cost to offer this option.

Affordable Housing Support

- Identify apartment complexes and housing divisions that offer incentives or discounts to law enforcement officers because a law enforcement presence in the community is desirable. This would require some effort to identify and solicit these options but would not be a cost to the agency. This may be particularly useful in areas with a high cost of living. The PERF report noted that housing assistance was a popular recruiting incentive.

Appendix XV – DSS Childcare Information

Child Care Assistance Available through the SC Voucher Program

The SC Voucher program (formerly known as “ABC Vouchers”) provides assistance to eligible families to help address the high costs of child care. Voucher payments are made directly to child care providers. Maximum weekly payments vary by categories of care (centers, family child care homes, etc.), urban or rural settings, ages of children served, and quality level of the child care provider.

In October 2020, DSS began offering child care assistance (vouchers) for working parents. In order to qualify, families must meet the following eligibility criteria:

- Child(ren) must be between 0 and 12 years of age (age 13 through age 18 for children with special needs).
- Parent(s) must be working at least 15 hours per week or in school or a training program. *Note: For two-parent households, both parents must meet this requirement.*
- Family’s gross income must be at or below 300% of the federal poverty level (e.g., the income limit for a family of four is \$79,500 annually).

| Family Size | Monthly | Annual |
|-------------|---------------|-----------------|
| 1 | \$0 - \$3,220 | \$0 - \$38,640 |
| 2 | \$0 - \$4,335 | \$0 - \$52,260 |
| 3 | \$0 - \$5,490 | \$0 - \$65,880 |
| 4 | \$0 - \$6,625 | \$0 - \$79,500 |
| 5 | \$0 - \$7,760 | \$0 - \$92,120 |
| 6 | \$0 - \$8,895 | \$0 - \$106,740 |

Child care vouchers will be authorized for 52 weeks from the point of approval. There is no copay at this time.

Child care providers must be enrolled in the ABC Quality program to receive SC Voucher payments for eligible children. Parents can search for providers in their area on www.scchildcare.org, and may choose any one of the following types of child care settings:

- Licensed child care centers (serves 13 or more children).
- Licensed or registered family child care homes (serves no more than 6 children within a residence occupied by the operator).
- Licensed group child care homes (serves 7-12 children within a residence occupied by the operator).

Family, Friend and Neighbor Providers

Under the federal rules, parents who receive SC Voucher assistance may choose to use a family, friend, and neighbor (FFN) child care provider. FFN providers are unregulated and are not required to meet licensing or regulatory requirements. FFN providers are authorized to care for one child or sibling group in their home or the child’s home.

For Law Enforcement and other first responders who need child care outside traditional hours (8:00 am – 6:00 pm, Monday – Friday), FFN providers may be the most viable option, particularly in less populated areas of the state.

To qualify as an FFN child care provider, individuals must:

- be 21 years of age or older;

- complete comprehensive fingerprint-based background checks on the provider and other household members 15 years and older (satisfactory SLED, FBI National and state sex offender registry check and Central Registry and database check);
- complete Health and Safety Preservice Online training;
- have current CPR/First Aid training; and
- complete 7-12 hours of additional training throughout the year (*new requirement beginning May 2022*).

Potential Options for Law Enforcement Personnel

1. Supplement for Licensed and Registered Child Care Providers Serving Children of Law Enforcement Personnel (SC Voucher clients)

Under this option supplemental grants would be paid to child care providers serving children of law enforcement personnel to help pay more of the total cost of child care services. Qualifying providers would be eligible for a supplement (up to \$30 per week) to cover the difference between the subsidy rate and what the provider charges to the general public. These supplements are designed to ensure children continue to receive high quality child care, incentivize more child care providers to offer services during non-traditional hours (e.g., overnight, weekends), and to prevent law enforcement personnel from having to pay more out-of-pocket for child care expenses.

Estimated annual cost:

| Number of Households | Number of Children | Supplement Amount (per week) | Number of Weeks | Annual Cost Per Child | Total Annual Cost |
|---|--------------------|---|-----------------|-----------------------|-------------------|
| 1,222* | 2,444* | \$30 | 52 | \$1,560 | \$3,812,640 |
| <p>* Assumes 50% of law enforcement personnel (1,222 households) would potentially qualify for SC Voucher assistance.</p> | | <p>Based on average of two qualifying children per household.</p> | | | |

2. Supplement for FFN Providers Serving Children of Law Enforcement Personnel (SC Voucher clients)

Under this option supplemental grants would be paid to family, friend, and neighbor (FFN) child care providers serving children of law enforcement personnel. Qualifying providers would be eligible for a supplement (up to \$50 per week) on top of the SC Voucher subsidy rate for FFN providers. The purpose of these supplements would be to assist law enforcement personnel with child care expenses and provide additional incentive for potential FFN providers.

Estimated annual cost:

| Number of Households | Number of Children | Supplement Amount (per week) | Number of Weeks | Annual Cost Per Child | Total Annual Cost |
|---|--------------------|---|-----------------|-----------------------|-------------------|
| 367* | 734* | \$50 | 52 | \$2,600 | \$1,908,400 |
| <p>* Assumes 30% of qualifying households (367) would choose to use a FFN provider.</p> | | <p>Based on average of two qualifying children per household.</p> | | | |

3. Dedicated Customer Service/Expedited Eligibility for Law Enforcement Personnel

Under this option, the Department of Social Services (DSS) would provide the means to expedite SC Voucher eligibility for law enforcement personnel. Specifically, the agency would designate a child care eligibility worker to process the applications and create a dedicated customer service contact for law enforcement to help applicants find child care providers in their area.