

Compensation Report
for
Texas Law Enforcement Agencies and Officers



Texas Commission on Law Enforcement
Officer Standards and Education

August 31, 1999

Compensation Report

Introduction

This is a salary report for those Texas agencies' participating in the *Texas Law Enforcement Agency Survey*. The Commission sent out the survey requesting data from 2381 law enforcement agencies that have current licensees reported to the Commission. The sixteen page survey contained 245 items. The booklet was in a scannable format. This was to facilitate data entry, but also resulted in some data errors because of poor handwriting. Future surveys will include an electronic format via the Internet that should improve the accuracy and timeliness of the information.

This is the first report from the *Texas Law Enforcement Agency Survey for 1998*. The report is made to help agencies, governing bodies, and other interested parties by providing salary benchmarks with which to compare their compensation plans. Eight hundred and eight (808) useable surveys were returned. The overall survey report will provide additional operational information that may be used in a similar manner. The return rate was affected by this being the first time this survey was conducted and the decision to not make follow-up contacts with the agencies not replying in a timely manner because of the expense and time involved. The return rate will improve in future years because the value of the information will be readily apparent to participating agencies.

The salary data is reported in tables. The tables show the mean, median, minimum, and maximum salaries, the number of agencies responding to the item, and the standard deviation. The mean is the simple average reported for each group with a total for the whole sample. The median is another measure of central tendency that identifies the point at which there are the same number agencies below the mark as above the mark. The minimum and maximum salaries are the low and high salaries reported for the group. The number is the number of respondents providing data on a particular question. The number varies by position within agency types because not all agencies have all the positions and some items were left blank. The standard deviation provides a figure that shows the amount of variance in salary between agencies. One standard deviation means that sixty-eight (68) percent of the agencies will fall within the standard deviation from the mean score for the sample reported.

Compensation Report

The effects of agency size that is discussed below can be seen in these figures when one considers that the Major position has a higher mean salary than the Chief Administrator position. The simple explanation is that small agencies do not have majors, but all agencies have a Chief Administrator.

Peace Officer Salaries by Agency Type

Table One below shows the salary for peace officers by position and agency type. The data has been broken into six types: municipal departments, sheriffs' departments, constables' offices, college departments, independent school district departments, and other. Other agency types include fire department arson units, state agencies, courts, prosecutor's offices, water districts, and unknown. Some of the surveys did not get the proper agency number assigned by the person filling them out which resulted in the agency name and type not being recorded. These 40 unknowns were grouped with the other department category.

Peace Officer Salaries by Agency Size

Table Two below shows the salary for peace officers by position and agency size. The data has been broken into four groups. The four size categories are 1 to 25; 25 to 74; 75 to 299; and 300 or more. The size categories are the same as those used by the Commission on Law Enforcement Accreditation in the setting and application of standards. The categories are based on all personnel of the agency including non-sworn. The numbers in this section vary slightly from that reported by department type because some of the agencies did not respond to the item on agency size.

Peace Officer Salaries by Region of the State

Table Three below shows the salary for peace officers by position and region of the state. Using zip code data for most of the respondents, the state was divided into eight regions. The numbers in this section vary slightly from that reported by department type because the zip code information was not available from some of the survey instruments. The regions of the State are:

Compensation Report

Region	Zip Codes Included
North Central	75000-75299 & 76001-76799
Northeast	75400-75999
Southwest	76800-76999 & 78800-7899
Southeast	77000-77899
Central	77900-78299; 78600-78799; & 78900-78999
South	78300-78599
Panhandle	79000-79699
West	79700-79999

Basic Peace Officer Positions

The mean entry salary for the 675 departments reporting was \$1921 per month. The range of salaries for all departments for entry was from \$100 per month to \$3790 per month. The mean of top salaries for line officers was \$2416 per month. The top salary for line officers was \$4302.

Peace Officer Salary By Agency Type

The data shows a wide variance in salaries between departments by type. There are also significant salary differences between departments within the same type of agency. The highest salary rates for entry level officers were for officers in the other category. The entry mean for this group is \$2134. This makes sense if one understands that officers in this category are not necessarily at the entry level of their career. They are more likely to be investigative positions with prosecutor's offices and arson units. The lowest mean salary ranges at entry were in colleges (\$1793), sheriff's departments (\$1830), and constable's offices (\$1838). Sheriffs' departments held the lowest top salary mean for line officers with a mean of \$2076. Constables' offices had a very large standard deviation of \$614 at the lower level and \$890 at the upper level.

Peace Officer Salary By Agency Size

The data shows a wide variance in salaries between departments by size for basic peace officer positions. There are also significant salary gaps between departments within the same size of agency. The highest salary rates for entry officers were for officers in the 300 or more category.

Compensation Report

The entry mean for this group is \$2443. The lowest mean salary ranges at entry were in the 1 to 25 category with an entry mean of \$1807. The upper range of means followed the same pattern with a mean range of \$2171 for the smaller agencies and \$3368 for the larger agencies.

Peace Officer Salary By Region

The data shows a wide variance in salaries between departments by region for basic peace officer positions. There are also significant salary differences between departments within the same size of agency. The highest salary rates for entry officers were for officers in the Southeast Region. The entry mean for this group is \$2158. The lowest mean salary ranges at entry were in the Southwest Region category with an entry mean of \$1583. The upper range of means followed a different pattern with a mean range of \$1982 for the South Region and \$2757 for the Southeast Region agencies.

Sergeants

The pay for sergeants followed a similar pattern. The mean entry salary for the 607 departments reporting was \$2419 per month. The range of salaries for all departments for entry sergeants was from \$400 per month to \$5402 per month. The mean of top salaries for sergeants was \$2878 per month. The top salary for sergeants was \$5582.

Sergeant Salary By Agency Type

The data shows a wide variance in salaries for sergeants between departments by type. There are also significant salary differences between departments within the same type of agency. The highest salary rates for entry sergeants were for departments in the constable category. The entry mean for this group is \$2747. This is very different from the officer positions above in which constables were among the lowest paid. This makes sense if one understands that officers in this category are in larger agencies. The number of constables' offices reporting sergeants is only 21 compared to 60 constables' offices reporting entry officers. The issue of agency size will be discussed in more depth later in this report. The lowest mean salary ranges at entry were in sheriff's departments (\$2172) and colleges (\$2271). Sheriffs' departments held the lowest top salary mean for sergeants with a mean of \$2466.

Table One Peace Officer Salaries by Agency Type

Report

Department Type	62. What is the monthly entry salary for peace officers?	63. What is the top monthly salary for line peace officers?	65. What is the monthly entry salary for sergeant peace officers?	66. What is the top monthly salary for sergeant peace officers?	68. What is the monthly entry salary for lieutenants?	69. What is the top monthly salary for lieutenants?	71. What is the monthly entry salary for captains?	72. What is the top monthly salary for captains?	74. What is the monthly entry salary for majors?	75. What is the top monthly salary for majors?	77. What is the monthly entry salary for assistant chiefs/deputy chiefs/ chief deputies?	78. What is the top monthly salary for assistant chiefs/deputy chiefs/ chief deputies?	80. What is the monthly entry salary for the chief administrator?	81. What is the top monthly salary for the chief administrator?	82. What is the current salary for the chief administrator?
Municipal	Mean	1901.27	2400.20	2437.83	2853.68	3018.71	3449.54	3905.13	3947.17	4678.40	3734.06	4331.75	3374.48	4158.61	3838.83
	N	337	315	258	247	168	87	88	6	5	79	76	265	267	303
	Std. Deviation	457.51	715.58	762.30	945.44	859.98	1042.49	1010.86	1254.33	1718.79	1374.55	1658.79	1415.72	1997.97	1705.73
	Median	1850.00	2298.00	2329.00	2743.00	2874.00	3348.00	3817.50	3938.00	3817.50	4611.00	3666.00	4271.50	3076.00	3406.00
	Minimum	480	884	400	400	1104	800	800	800	2544	2544	1200	1250	626	626
	Maximum	3598	4226	5402	5582	6038	5589	6472	6676	5565	6472	8029	8974	12111	9907
Sheriff	Mean	1830.72	2076.96	2171.24	2466.48	2467.45	2730.08	3093.63	3546.14	4336.57	2605.77	2795.68	3145.20	3181.83	3189.90
	N	104	99	59	60	42	38	38	7	7	83	82	81	80	84
	Std. Deviation	341.21	576.60	485.13	748.34	607.17	801.82	747.98	1024.32	1452.69	1080.66	1328.75	1573.06	1618.05	1576.54
	Median	1795.50	2046.00	2174.00	2284.00	2343.00	2436.00	2481.00	2616.50	2957.00	3832.00	2390.00	2473.00	2669.00	2710.50
	Minimum	1000	1160	1362	1362	1450	1450	1500	1500	2349	2976	1250	1500	1500	1471
	Maximum	2620	3606	3720	5000	4329	4649	5000	5347	6510	6510	8462	8462	9956	9956
Constable	Mean	1838.18	2381.98	2747.14	3488.83	3853.29	4282.67	4613.83	4282.67	4613.83	3117.96	3616.93	2777.11	2689.26	2723.05
	N	60	45	21	28	7	6	6	6	6	27	28	46	47	59
	Std. Deviation	614.15	889.64	714.59	877.28	1071.77	1224.24	1330.57	1433.40	1268.21	1268.21	1503.70	1737.72	1618.95	1733.75
	Median	1922.50	2384.00	2693.00	3925.00	2538.00	3396.00	5000.00	5200.00	2850.00	2140.00	3542.00	2140.00	2128.00	2128.00
	Minimum	100	621	1691	1691	1691	1691	1691	1691	1500	1500	1500	1500	453	140
	Maximum	2680	3772	3721	4626	4329	4565	5000	5250	6510	6510	8462	8462	9956	7860
College	Mean	1793.30	2378.97	2271.66	2870.36	2142.26	3310.20	4059.75	3769.45	4601.00	3769.45	4601.00	3263.26	3915.97	3816.90
	N	44	39	29	28	19	5	5	4	11	11	9	34	31	40
	Std. Deviation	335.22	611.93	467.77	827.18	483.82	898.18	889.78	244.02	799.67	1472.32	1472.32	2220.39	1532.03	1340.36
	Median	1839.00	2485.00	2324.00	3013.50	2591.00	3572.50	2867.00	4042.00	3750.00	4603.00	4603.00	3205.00	3751.00	3850.00
	Minimum	1118	1200	1213	1400	2201	2201	2392	3822	2200	2200	2200	1500	1500	1700
	Maximum	2344	4000	2997	5241	3666	6176	4333	4333	5000	6736	6736	6000	8000	7055
ISD	Mean	2100.69	2823.83	2601.13	3513.14	3120.40	3257.87	4136.00	3421.00	3908.13	3421.00	3973.00	3908.13	4935.44	4299.08
	N	26	23	15	14	5	8	8	8	2	2	2	23	18	26
	Std. Deviation	357.37	690.40	602.35	830.42	812.09	815.77	817.08	819.62	1185.11	1965.76	1965.76	909.70	1398.89	1191.27
	Median	2000.00	2634.00	2546.00	3540.00	3098.00	4026.00	3279.50	4064.50	3421.00	3973.00	3973.00	4166.00	5280.50	4811.00
	Minimum	1600	1824	1804	1900	2125	2625	2250	2800	2583	2583	2583	1900	2583	1800
	Maximum	2900	4000	3600	5000	4200	4378	4400	5192	4259	5363	5363	5270	7000	6300
Other	Mean	2134.03	2794.26	2530.18	3158.69	3063.32	3386.12	4311.40	3882.39	5084.25	3638.28	4152.73	3680.08	4228.71	3831.99
	N	104	86	38	39	28	17	17	5	4	4	30	76	79	89
	Std. Deviation	570.02	762.35	717.45	971.21	740.23	1207.91	927.11	1188.89	1888.89	1056.50	1627.65	1555.81	1873.25	1591.21
	Median	2079.00	2873.50	2473.00	3072.00	2976.50	3689.00	3190.00	4280.00	4280.00	4526.50	3360.00	3405.00	4022.00	3400.00
	Minimum	1000	1000	1200	1280	1583	1360	1989	1989	2650	4556	1332	1500	1500	1621
	Maximum	3790	4302	4302	5241	4556	6176	5175	6192	5980	6669	9090	9250	9250	9250
Total	Mean	1921.30	2416.65	2418.56	2877.81	2915.94	3412.75	3290.23	3892.39	4630.31	3250.44	3672.56	3347.18	3899.60	3656.03
	N	675	607	420	406	269	265	161	18	16	231	227	525	522	601
	Std. Deviation	477.50	731.87	709.69	936.29	816.80	1065.39	1014.94	1216.55	1216.55	1316.28	1366.24	1479.00	1873.25	1676.30
	Median	1883.00	2300.00	2306.00	2750.00	2749.00	3253.00	3190.00	3837.00	3837.00	4556.00	2905.00	3400.00	4022.00	3400.00
	Minimum	100	621	400	400	1104	800	800	800	2349	2544	1200	1078	1500	140
	Maximum	3790	4502	5402	5582	5493	6176	5589	6676	6510	6669	9090	8462	9956	9956

Table Two Peace Officer Salaries by Agency Size

Report

8. Size of agency [Total full-time employees]	62. What is the monthly entry salary for peace officers?	63. What is the top monthly salary for line officers?	65. What is the monthly entry salary for sergeant peace officers?	66. What is the top monthly salary for sergeant peace officers?	68. What is the monthly entry salary for lieutenants?	69. What is the top monthly salary for lieutenants?	71. What is the monthly entry salary for captains?	72. What is the top monthly salary for captains?	74. What is the monthly entry salary for majors?	75. What is the top monthly salary for majors?	77. What is the monthly entry salary for assistant chiefs/deputy chiefs?	78. What is the top monthly salary for assistant chiefs/deputy chiefs?	80. What is the monthly entry salary for the chief administrator?	81. What is the top monthly salary for the chief administrator?	82. What is the current salary for the chief administrator?
1 to 24	Mean 1807.14	2171.36	2063.38	2392.36	2414.11	2786.06	2636.87	2970.03	3476.00	3476.00	2467.14	2640.39	2684.67	3039.00	2896.11
N	409	351	181	171	82	80	31	31	1	1	83	82	321	321	383
Std. Deviation	475.84	649.50	550.09	779.48	564.79	782.96	880.76	1044.14	1044.14	1044.14	1031.13	986.72	965.59	1254.58	1072.95
Median	1766.00	2000.00	2000.00	2271.00	2329.00	2896.00	2684.00	3003.00	3476.00	3476.00	2200.00	2278.00	2500.00	2752.00	2730.00
Minimum	100	761	400	400	1104	1104	800	800	3476	3476	1200	1250	600	453	140
Maximum	3790	4151	3730	5000	4244	5000	4693	5092	3476	3476	9000	5327	6556	8122	6556
25 to 74	Mean 2014.33	2579.04	2432.16	2958.17	2790.16	3292.83	3098.16	3575.16	3650.25	4416.50	3002.89	3404.71	3850.98	4617.51	4337.32
N	169	160	149	145	105	103	68	68	4	2	80	75	133	130	137
Std. Deviation	381.84	662.03	566.84	842.81	674.62	987.35	922.48	1135.94	1405.62	2648.11	987.52	1344.78	1263.90	1639.57	1386.43
Median	1994.00	2484.50	2376.00	2829.00	2684.00	3198.00	2847.50	3479.00	3246.00	4416.50	2759.00	2995.00	3583.00	4397.50	4217.00
Minimum	1000	1092	1097	1297	1161	1417	1256	1500	2544	2544	1078	1078	1733	1733	1733
Maximum	3500	4100	4010	5582	5493	6038	5000	6418	5565	6289	6288	6736	9250	9250	9250
75 to 299	Mean 2214.46	3001.56	3020.65	3597.25	3482.39	4103.71	3616.17	4185.71	3264.57	4320.43	4071.09	4654.33	5056.67	5984.37	5678.75
N	70	70	69	69	59	59	41	41	7	7	46	48	52	52	61
Std. Deviation	392.11	609.08	706.49	769.88	774.78	980.97	888.75	1051.98	842.05	1149.96	1050.35	1211.34	1435.55	1846.95	1387.92
Median	2177.00	3126.50	2997.00	3656.00	3521.00	4330.00	3651.00	4102.00	2957.00	4556.00	3944.00	4600.00	5028.00	6017.50	5715.00
Minimum	1280	1420	1440	1680	1833	1833	2026	2050	2349	2976	2422	2422	2240	1505	2240
Maximum	3598	4000	5402	5241	5072	6176	5298	5782	4463	6472	6273	6811	8974	10661	8874
300 or more	Mean 2442.54	3368.26	3405.10	3911.95	3819.22	4357.17	4240.29	4826.95	4855.67	5255.50	5389.86	6290.77	6497.89	8033.83	7560.53
N	24	23	21	21	23	23	21	21	6	6	22	22	18	18	19
Std. Deviation	432.53	525.53	581.23	698.23	700.87	808.87	833.14	960.56	1117.48	1148.96	1153.59	1179.18	1250.74	1873.16	1584.60
Median	2433.50	3439.00	3507.00	3921.00	3921.00	4393.00	4457.00	5004.00	4418.00	4983.00	5312.00	6177.00	6370.00	8126.50	7169.00
Minimum	1754	2080	2233	2324	2400	2564	2580	2944	3832	3832	3205	3720	4874	4874	4874
Maximum	3750	4302	4302	5240	4905	5774	5589	6676	6510	6669	8462	8462	9956	12111	9956
Total	Mean 1924.37	2421.15	2418.56	2877.81	2915.34	3412.75	3290.23	3777.40	3892.39	4630.31	3250.44	3672.56	3347.08	3899.41	3655.79
N	672	604	420	406	269	265	161	161	18	16	231	227	524	521	600
Std. Deviation	474.55	727.47	709.69	936.29	816.80	1014.94	1014.94	1211.50	1216.55	1316.28	1366.24	1630.29	1480.41	1922.77	1677.68
Median	1884.00	2300.00	2306.00	2750.00	2749.00	3253.00	3190.00	3800.00	3837.00	4556.00	2905.00	3400.00	3030.50	3456.00	3300.00
Minimum	100	761	400	400	1104	1104	800	800	2349	2344	1200	1078	600	453	140
Maximum	3790	4302	5402	5582	5493	6176	5589	6676	6510	6669	9000	8462	9956	12111	9956

Table Three Peace Officer Salaries by Region

Report

Region by Zip Code	62. What is the monthly entry salary for peace officers?	63. What is the monthly salary for line peace officers?	65. What is the monthly entry salary for sergeant peace officers?	66. What is the top monthly salary for sergeant peace officers?	68. What is the monthly entry salary for lieutenants?	69. What is the top monthly salary for lieutenants?	71. What is the monthly entry salary for captains?	72. What is the top monthly salary for captains?	74. What is the monthly entry salary for majors?	75. What is the top monthly salary for majors?	77. What is the monthly entry salary for assistant chiefs/deputy chiefs/ chief deputies?	78. What is the monthly salary for assistant chiefs/deputy chiefs/ chief deputies?	80. What is the monthly entry salary for the chief administrator?	81. What is the top monthly salary for the chief administrator?	82. What is the current salary for the chief administrator?
West Region	Mean	2301.22	2313.64	2783.50	2694.36	3433.55	3383.14	3838.86	2461.00	3569.00	3124.70	3962.70	3483.47	3659.56	3330.62
	N	25	14	14	11	7	7	7	1	1	10	10	15	18	21
	Std. Deviation	282.33	574.71	816.16	765.36	1143.82	905.09	946.64	1230.83	1747.33	1230.83	1747.33	1436.89	1834.46	1532.07
	Median	1866.00	2190.00	2234.00	2738.50	3432.00	3046.00	3731.00	2676.50	3555.00	2676.50	3555.00	3076.00	3254.00	3094.00
	Maximum	2579	3427	3387	4073	5000	4628	2461	2461	3569	3569	2000	1750	1662	1662
Piedmont Region	Mean	1829.35	2099.84	2095.85	2376.24	2509.36	2791.32	3333.27	2957.00	4588.00	2529.39	2995.30	2327.80	3083.42	2982.73
	N	72	64	34	33	25	11	11	1	1	28	27	59	60	64
	Std. Deviation	363.19	472.93	522.96	647.21	593.34	793.33	790.05	3167.00	932.35	2273.50	1005.63	1162.71	1496.51	1281.48
	Median	1852.00	2102.50	2106.00	2283.00	2406.00	2800.00	3167.00	2360	2957	4588	2273.50	2500.00	2600.00	2550.00
	Maximum	2619	3126	3415	3670	3946	4099	4457	4629	2957	4588	1250	1000	1000	1000
Southwest Region	Mean	1583.33	2172.63	2239.17	2577.83	2522.80	2931.60	3740.50	3793.00	4611.00	1966.67	2008.60	2535.47	2693.86	2797.63
	N	21	16	6	6	5	2	2	1	1	6	5	17	14	19
	Std. Deviation	291.33	611.20	420.71	558.06	583.85	683.76	531.04	690.84	343.03	343.03	341.73	898.30	827.27	1019.60
	Median	1653.00	2015.00	2225.00	2498.50	2214.00	2699.00	2957.50	3740.50	1975.00	1950.00	1950.00	2167.00	2317.00	2400.00
	Maximum	2023	3400	2667	3561	3318	3881	3333	4229	3793	4611	1500	1700	1900	1900
Northcentral Region	Mean	2011.51	2602.70	2631.26	3227.05	3195.83	3787.68	4299.77	4770.50	5849.50	3749.58	4283.10	3601.41	4517.96	4050.89
	N	174	158	108	102	75	43	44	2	2	52	52	135	136	150
	Std. Deviation	525.80	814.82	810.42	959.21	957.12	1120.84	984.08	1224.02	1123.59	1597.33	1803.19	1675.77	2181.39	1906.49
	Median	1996.00	2505.50	2433.50	3293.50	3098.00	3734.00	3653.00	4665.00	4770.50	5849.50	4184.50	3203.00	3958.50	3562.00
	Maximum	3765	4151	5402	5216	5072	6038	5589	6418	5565	5289	1450	840	840	840
Central Region	Mean	1858.28	2311.74	2216.70	2671.40	2841.98	3395.95	2771.71	3304.10	3858.00	4039.33	3532.77	3228.71	3899.25	3507.27
	N	115	105	83	80	40	28	29	3	3	33	35	87	85	110
	Std. Deviation	395.58	647.42	685.85	909.83	780.54	1024.79	1091.40	1350.92	979.72	912.21	1334.49	1285.00	1723.66	1521.15
	Median	1824.00	2214.00	2166.00	2607.00	2729.00	3206.00	2782.00	3448.00	4280.00	4556.00	3147.00	3126.00	3721.00	3329.00
	Maximum	3790	4226	3960	5020	4489	5774	5450	6676	4556	4556	1078	600	831	831
South Region	Mean	1648.80	1981.60	2058.68	2280.96	2471.53	2646.27	2409.75	2544.00	2544.00	2544.00	2892.61	2958.93	3476.93	3331.66
	N	35	30	25	25	15	8	8	1	1	18	18	29	29	29
	Std. Deviation	448.97	619.85	400.06	699.14	470.73	791.87	572.29	811.63	615.01	615.01	816.76	745.75	1185.50	1057.28
	Median	1763.00	1978.50	2025.00	2162.00	2466.00	2666.00	2427.00	2620.00	2500.00	2500.00	3107.00	3116.00	3206.00	3200.00
	Maximum	2800	3900	3000	4352	3200	4500	3400	3963	2544	2544	1500	1400	1500	1500
Northeast Region	Mean	1768.05	2077.82	2095.19	2248.73	2492.86	2649.48	2678.31	2819.38	2249.00	3471.00	2700.67	2682.75	2972.42	2884.86
	N	75	65	37	37	22	16	16	1	1	27	23	59	57	64
	Std. Deviation	474.83	499.85	574.02	720.54	850.16	736.02	771.74	831.14	615.01	615.01	1096.98	1010.08	1372.05	1220.50
	Median	1780.00	2000.00	2083.00	2182.00	2286.50	2626.00	2380.00	2550.50	2481.00	2481.00	2583.00	2481.00	2500.00	2588.00
	Maximum	3300	4169	3379	480	1624	1624	1710	1710	2349	3471	1250	1478	1500	140
Southeast Region	Mean	2158.01	2756.76	2740.41	3230.61	3176.03	3675.18	3814.66	4213.11	4599.14	3471.00	4458.45	4036.81	4462.43	4315.82
	N	119	110	88	84	59	38	36	4	4	44	44	100	98	112
	Std. Deviation	510.26	748.38	646.74	823.91	662.01	880.22	872.32	921.38	1173.18	1465.18	1475.18	1666.30	1981.62	1797.70
	Median	2186.00	2780.00	2656.00	3185.00	3187.00	3664.50	3784.50	4091.00	3811.50	3811.50	4423.50	3811.50	4261.50	4059.00
	Maximum	3750	4302	3499	480	1991	2083	2198	2404	3476	3476	1858	626	453	453
Total	Mean	1921.71	2405.94	2418.71	2853.86	2915.49	3380.86	3297.54	3755.48	4630.31	3226.26	3629.54	3347.60	3907.48	3648.94
	N	656	571	395	381	252	153	153	17	16	218	214	501	497	569
	Std. Deviation	484.27	729.19	718.65	928.09	827.72	1041.82	1025.04	1212.21	1212.58	1316.28	1624.55	1485.60	1912.66	1681.39
	Median	1881.50	2291.00	2300.00	2742.00	2738.50	3225.00	3208.00	3749.00	3842.00	4536.00	3262.00	3040.00	3500.00	3300.00
	Maximum	3790	4302	3402	5582	4593	6038	5589	6676	6510	6669	1078	600	600	600

Compensation Report

Sergeant Salary By Agency Size

The data shows that there is wide variance in salaries between departments by size for sergeant positions. There are also significant salary differences between departments within the same size category of agency. The highest salary rates for sergeants were for those in the 300 or more category. The entry mean for this group is \$3500. The lowest mean salary ranges at entry were in the 1 to 25 category with an entry mean of \$2063. The upper range of means followed the same pattern with a mean range of \$2392 for the smaller agencies and \$3912 for the larger agencies.

Sergeant Salary By Region

The data shows a wide variance in salaries between departments by region for sergeant positions. There are also significant salary gaps between departments within the same region. The highest salary rate for entry sergeants was \$2740 for those in the Southeast Region. The entry mean for this group is \$2740. The lowest mean salary ranges at entry were in the South Region with an entry mean of \$2059. The upper range of means followed a similar pattern with a mean range of \$2249 for the Northeast Regions and \$3231 for the Southeast Region departments.

Lieutenants

The pay for lieutenants followed a similar pattern. The mean entry salary for the 269 departments reporting was \$2915 per month. The range of salaries for all departments for entry lieutenants was from \$1104 per month to \$5493 per month. The mean of top salaries for lieutenants was \$3412 per month. The top salary for lieutenants was \$6176.

Lieutenant Salary By Agency Type

The data shows that there is wide variance in salaries for lieutenants between departments by type of agency. There are also significant salary gaps between departments within the same type of agency. The highest salary rates for entry lieutenants were for departments in the Independent School District category. The entry mean for this group is \$3120. The number of independent school district agencies reporting lieutenants is only five. The lowest mean salary ranges for

Compensation Report

entry were in sheriffs' departments at \$2467. Sheriffs' departments held the lowest top salary mean for lieutenants with a mean of \$2681.

Lieutenant Salary By Agency Size

The data shows a wide variance in salaries between departments by agency size for lieutenant positions. There are also significant salary gaps between departments within the same size of agency. The highest salary rates for lieutenants were for those in the 300 or more category. The entry mean for this group is \$3819. The lowest mean salary rates at entry for lieutenants were in the 1 to 25 category with an entry mean of \$2414. The upper range of means followed the same pattern with a mean range of \$2786 for the smaller agencies and \$4357 for the larger agencies.

Lieutenant Salary By Region

The data shows that there is wide variance in salaries between departments by region for lieutenant positions. There are also significant salary gaps between departments within the same region. The highest salary rates for lieutenants were for those in the North Central Region. The entry mean for this group is \$3196. The lowest mean salary ranges at entry were in the South Region with an entry mean of \$2472. The upper range of means followed the same pattern with a mean range of \$2646 for the South Region and \$3788 for the North Central Region.

Captains

The pay for captains demonstrates a similar pattern. The mean entry salary for the 161 departments reporting was \$3290 per month. The range of salaries for all departments for entry captains was from \$800 per month to \$5589 per month. The mean of top salaries for captains was \$3412 per month. The top salary for captains was \$6676.

Captain Salary By Agency Type

The data shows that there is wide variance in salaries for captains between departments by type. There are also significant salary gaps between departments within the same type of agency. The highest salary rates for entry captains were for departments in the municipal category. The entry mean for this group is \$3450. The lowest mean salary rates at entry were in sheriff's departments

Compensation Report

at \$2730. Sheriffs' departments held the lowest top salary mean for captains with a mean of \$3093.

Captain Salary By Agency Size

The data shows that there is wide variance in salaries between departments by size for captain positions. There are also significant salary differences between departments within the same size of agency. The highest salary rates for captains were for those in the 300 or more category. The entry mean for this group is \$4240. The lowest mean salary ranges at entry were in the 1 to 25 category with an entry mean of \$2637. The upper range of means followed the same pattern with a mean range of \$2970 for the smaller agencies and \$4827 for the larger agencies.

Captain Salary By Region

The data shows a wide variance in salaries between departments by region for captain positions. There are also significant salary differences between departments within the same region. The highest salary rates for captains were for those in the Southeast Region. The entry mean for this group is \$3814. The lowest mean salary rates at entry were in the South Region with an entry mean of \$2410. The upper range of means followed a different pattern with a mean range of \$2722 for the South Region and \$4300 for the North Central Region.

Majors

The salary rates for majors followed a similar pattern. The mean entry salary for the 18 departments reporting was \$3892 per month. The range of salaries for all departments for entry majors was from \$2349 per month to \$6510 per month. The mean of top salaries for majors was \$4630 per month. The top salary for majors was \$6669. Since there were only 18 agencies reporting in only three of the agency types, comparisons are difficult for this position.

Major Salary By Agency Type

The data shows that there is little variance in salaries for majors between departments by type. The highest salary rates for entry majors were for departments in the other category. The entry mean for this group is \$4311. The lowest mean salary rates at entry were in sheriff's departments

Compensation Report

at \$3546. Sheriffs' departments also held the lowest top salary mean for majors with a mean of \$4337.

Major Salary By Agency Size

There are also salary differences between departments within the same size of agency. The highest salary rates for majors were for those in the 300 or more category. The entry mean for this group is \$4855. The lowest mean salary ranges at entry were in the 75 to 299 category with an entry mean of \$3265. The upper range of means followed the same pattern with a mean range of \$3476 for the smaller agencies and \$5256 for the larger agencies. This variation is best understood because of the small number (18) for this position. The 1 to 25 category only had one department reporting a rank of major.

The small number of agencies reporting the rank of major across eight regions, does not allow for an effective analysis of the major position by region. Only two of the regions had more than two agencies reporting majors. The data is included in Table Three.

Assistant, Deputy Chiefs, or Chief Deputies

The pay for deputy chiefs and chief deputies followed a similar pattern. The mean entry salary for the 230 departments reporting was \$3245 per month. The range of salaries for all departments for entry deputy chiefs and chief deputies was from \$1200 per month to \$9000 per month. The mean of top salaries for deputy chiefs and chief deputies was \$4153 per month. The top salary for deputy chiefs and chief deputies was \$9000.

Deputy Chief and Chief Deputy Salary By Agency Type

The data shows a significant variance in salaries for deputy chiefs and chief deputies between departments by type. The highest salary rates for entry deputy chiefs and chief deputies were for departments in the municipal category. The entry mean for this group is \$3754. The lowest mean salary rates at entry were in sheriff's departments at \$2606. Sheriffs' departments also held the lowest top salary mean for deputy chiefs and chief deputies with a mean of \$2796.

Compensation Report

Deputy Chief and Chief Deputy Salary By Agency Size

The data shows that there is wide variance in salaries between departments by size for assistant chief and chief deputy positions. There are also significant salary gaps between departments within the same size of agency. The highest salary rates for captains were for those in the 300 or more category. The entry mean for this group is \$5390. The lowest mean salary ranges at entry were in the 1 to 25 category with an entry mean of \$2467. The upper range of means followed the same pattern with a mean range of \$2612 for the smaller agencies and \$6291 for the larger agencies.

Deputy Chief and Chief Deputy Salary By Region

The data shows that there is wide variance in salaries between departments by region for assistant chief and chief deputy positions. There are also significant salary gaps between departments within the same region. The highest salary rates for captains were for those in the Southeast Region. The entry mean for this group is \$3854. The lowest mean salary ranges at entry were in the Southwest Region with an entry mean of \$1967. The upper range of means followed the same pattern with a mean range of \$2009 for the Southwest Region and \$4446 for Southeast Region.

Chief Administrators

The pay for chief administrators followed a slightly different but similar pattern. The mean entry salary for the 601 departments reporting was \$3347 per month. The range of salaries for all departments for entry chief administrators was from \$600 per month to \$9956 per month. The mean of top salaries for chief administrators was \$3900 per month. The top salary for chief administrators was \$12,111. The means are lower for chief administrators than for some subordinate ranks, such as major, because there are significantly more agencies reporting chief administrator salaries which includes more of the smaller agencies. As has already been reported smaller agencies have lower salary schedules than larger agencies. The ranges for some of these positions in very small rural constable's offices are very low because they are essentially part-time positions. Current salaries for chief administrators were reported to average \$3656.

Compensation Report

Chief Administrator Salary By Agency Type

The data shows that there is significant variance in salaries for chief administrators between departments by type. The highest salary rates for entry chief administrators were for departments in the independent school district category. The entry mean for this group is \$3908. The lowest mean salary rates at entry were in constables' offices at \$2777.

Chief Administrator Salary By Agency Size

The data shows that there is wide variance in salaries between departments by size for chief administrator positions. There are also significant salary differences between departments within the same size of agency. The highest salary rates for chief administrator were for those in the 300 or more category. The entry mean for this group is \$6497. The lowest mean salary rates at entry were in the 1 to 25 category with an entry mean of \$2685. The upper range of means followed the same pattern with a mean range of \$3039 for the smaller agencies and \$8034 for the larger agencies.

Chief Administrator Salary By Region

The data shows that there is wide variance in salaries between departments by region for chief administrator positions. There are also significant salary gaps between departments within the same region. The highest salary rates for chief administrator were for those in the Southeast Region. The entry mean for this group is \$4037. The lowest mean salary ranges at entry were in the Southwest Region with an entry mean of \$2535. The upper range of means followed the same pattern with a mean range of \$2692 for the Southwest Region and \$4462 for the Southeast Region.

The above salary information by agency type, agency size, and geographic region is descriptive in nature. Analysis of variance (ANOVA) statistical tests were run against the mean data for the various groups. All of the salary variances between department types, agency size, and geographical region for all of the ranks were different at a statistically significant level, except for the variation among majors.

The next section looks at the salary for corrections officers.

Salaries for Corrections Officers

The salaries for corrections officers are reported by agency size and region. This is not done by type only because virtually all of the reporting agencies for these positions are in county sheriffs' departments. It should be noted that the mean data reported by department size and region does not reflect the mean for Texas county corrections officers. This is true because as noted above there are more lower paying smaller agencies that employ fewer officers. A more accurate mean for officers' salaries is determined by multiplying the number of personnel in each position times the salary level for that position in that agency and then dividing that total for all agencies by the total number of personnel for that position. The mean entry level monthly salary by position for corrections officer in Texas is:

◆ Line officer	\$1749
◆ Sergeant	\$2101
◆ Lieutenant	\$2630
◆ Captain	\$2502
◆ Major	\$2750

Corrections Officers Salaries by Agency Size

Table Four below shows the salary for corrections officers by position and agency size. The data has been broken into four groups. The four size categories are 1 to 25; 25 to 74; 75 to 299; and 300 or more. The size categories are the same as those used by the Commission on Law Enforcement Accreditation in the setting and application of standards. The categories are based on all personnel of the agency including non-sworn. The numbers in this section vary slightly from that reported by department type because some of the agencies did not respond to the item on agency size.

Corrections Officers Salaries by Region of the State

Table Five below shows the salary for corrections officers by position and region of the state. Using zip code data for most of the respondents, the state was divided into eight regions. The

Table Four Corrections Officer Salaries by Agency Size

Report

8. Size of agency [Total full-time employee]	83. What is the monthly entry salary for line corrections/detention officers?	84. What is the top monthly salary for line corrections/detention officers?	86. What is the monthly entry salary for corrections sergeants?	87. What is the top monthly salary for corrections sergeants?	89. What is the monthly entry salary for corrections lieutenants?	90. What is the top monthly salary for corrections lieutenants?	92. What is the monthly entry salary for corrections captains?	93. What is the top monthly salary for corrections captains?	95. What is the monthly entry salary for corrections majors?	96. What is the top monthly salary for corrections majors?
1 to 24	1421.29	1498.20	1560.40	1677.25			1579.00	1696.80		
Mean	35	35	5	4			5	5		
N	346.76	353.19	403.94	356.53			500.86	447.32		
Std. Deviation	1338.00	1450.00	1761.00	1818.50			1462.00	1760.00		
Median	900	1065	1120	1152			1060	1060		
Minimum	2610	2669	1920	1920			2168	2168		
Maximum										
25 to 74	1530.36	1743.00	1769.75	1872.96	2133.92	2229.00	2219.25	2405.33	1682.83	1690.00
Mean	44	41	24	24	12	12	12	12	6	6
N	263.92	383.73	260.55	346.91	286.53	472.04	240.48	292.32	286.20	292.47
Std. Deviation	1513.50	1660.00	1744.50	1812.00	2115.50	2115.50	2240.00	2368.50	1621.00	1621.00
Median	1000	1066	1313	1346	1737	1741	1806	1891	1300	1300
Minimum	2379	2495	2285	2778	2638	3464	2549	2885	2123	2123
Maximum										
75 to 299	1726.67	2299.52	2341.95	2774.50	2552.36	2839.21	2613.08	3068.17	2495.50	3534.00
Mean	33	33	20	20	14	14	12	12	4	4
N	288.15	455.41	656.20	800.85	812.58	866.57	317.68	646.20	977.06	1093.35
Std. Deviation	1750.00	2389.00	2243.00	2701.00	2443.00	2728.50	2539.00	2981.50	2514.50	3766.00
Median	1073	1073	1260	1260	1480	1480	2026	2412	1365	2016
Minimum	2266	3102	4044	4421	5072	5226	3098	4248	3588	4588
Maximum										
300 or more	1790.57	2495.57	2534.27	3237.55	3190.00	3864.80	3460.43	4829.29	4529.00	5215.25
Mean	14	14	11	11	10	10	7	7	4	4
N	136.58	353.59	524.00	497.79	765.77	783.16	758.99	2371.06	1322.92	1101.36
Std. Deviation	1860.00	2540.50	2500.00	3151.00	3056.00	4150.50	3468.00	4638.00	3904.00	5259.50
Median	1566	1508	1732	2324	2400	2564	2580	2944	3798	3832
Minimum	1932	2983	3720	4050	4742	4979	5000	9799	6510	6510
Maximum										
Total	1580.39	1908.31	2083.20	2419.71	2590.00	2920.69	2502.94	2999.19	2728.21	3224.07
Mean	126	123	60	59	36	36	36	36	14	14
N	313.73	537.75	588.64	799.44	772.39	963.34	717.20	1476.29	1474.62	1710.07
Std. Deviation	1572.50	1820.00	1946.00	2253.00	2444.00	2711.50	2424.00	2573.50	2097.50	2855.50
Median	900	1065	1120	1152	1480	1480	1060	1060	1300	1300
Minimum	2610	3102	4044	4421	5072	5226	5000	9799	6510	6510
Maximum										

Compensation Report

numbers in this section vary slightly from that reported by department type because the zip code information was not available from some of the survey instruments.

Corrections Officers Positions

The mean entry salary for corrections officers for the 124 departments reporting was \$1580 per month. The range of salaries for all departments for entry was from \$900 per month to \$2610 per month. The mean of top salaries for line corrections officers was \$1908 per month. The top salary for line corrections officers was \$3102.

Corrections Officers Salary By Agency Size

The data shows that there is wide variance in salaries between departments by size for basic corrections officer positions. There are also significant salary gaps between departments within the same size of agency. The highest salary rates for entry corrections officers were for officers in the 300 or more category. The entry mean for this group is \$1790. The lowest mean salary rates at entry were in the 1 to 25 category with an entry mean of \$1410. The upper range of means followed the same pattern with a mean rate of \$1498 for the smaller agencies and \$2496 for the larger agencies.

Corrections Officers Salary By Region

The data shows a wide variance in salaries between departments by region for basic corrections officer positions. There are also significant salary gaps between departments within the region. The highest salary rates for entry corrections officers were for officers in the North Central Region. The entry mean for this group is \$1701. The lowest mean salary rates at entry were in the Southwest Region with an entry mean of \$1288. The upper range of means followed the same pattern with a mean rate of \$1387 for the Southwest Region and \$2214 for the North Central Region.

Table Five Corrections Salaries by Region

Report

Region by Zip Code		83. What is the monthly entry salary for line corrections/detention officers?	84. What is the top monthly salary for line corrections/detention officers?	86. What is the monthly entry salary for corrections sergeants?	87. What is the top monthly salary for corrections sergeants?	89. What is the monthly entry salary for corrections lieutenants?	90. What is the top monthly salary for corrections lieutenants?	92. What is the monthly entry salary for corrections captains?	93. What is the top monthly salary for corrections captains?	95. What is the monthly entry salary for corrections majors?	96. What is the top monthly salary for corrections majors?
West Region	Mean	1620.57	2081.71	2168.75	2827.25	2504.75	3261.75	2701.50	3707.50		
	N	7	7	4	4	4	4	2	2		
	Std. Deviation	201.70	497.36	276.05	684.05	395.64	842.59	487.20	409.41		
	Median	1624.00	1900.00	2137.50	2943.50	2411.50	3306.00	2701.50	3707.50		
	Minimum	1375	1454	1890	1890	2184	2197	2357	3418		
	Maximum	1953	2714	2510	3532	3012	4238	3046	3997		
Panhandle Region	Mean	1614.32	1799.29	1904.33	2029.71	2073.00	2115.50	1937.20	2356.60	2957.00	4588.00
	N	22	21	6	7	1	2	5	5	1	1
	Std. Deviation	410.36	559.91	166.65	1059.86		60.10	778.68	1192.30		
	Median	1608.50	1654.00	1898.00	1920.00		2115.50	2168.00	2168.00		
	Minimum	900	1100	1732	139	2073	2073	1060	1060	2957	4588
	Maximum	2610	2983	2178	3372	2073	2158	2738	4248	2957	4588
Southwest Region	Mean	1287.50	1386.50	1750.00	1750.00	2050.00	2050.00				
	N	4	4	1	1	1	1				
	Std. Deviation	189.45	180.21								
	Median	1235.00	1433.00								
	Minimum	1130	1130	1750	1750	2050	2050				
	Maximum	1550	1550	1750	1750	2050	2050				
Northcentral Region	Mean	1701.16	2213.71	2382.89	2796.47	3033.20	3417.00	2517.00	3318.00	3887.00	5259.50
	N	32	31	18	17	10	10	10	10	2	2
	Std. Deviation	274.62	549.05	699.51	898.05	1037.66	1189.59	561.43	2401.56	125.87	212.84
	Median	1749.00	2345.00	2245.00	2285.00	2537.50	3137.50	2436.00	2436.00	3887.00	5259.50
	Minimum	1065	1065	1125	1492	2268	2268	1806	2034	3798	5109
	Maximum	2266	3102	4044	4421	5072	5226	3529	9799	3976	5410
Central Region	Mean	1394.88	1711.13	1894.43	2145.14	2641.00	3016.67	2399.00	2840.75	2153.60	2528.00
	N	16	15	7	7	3	3	4	4	5	5
	Std. Deviation	229.82	438.74	430.73	656.86	100.68	452.48	538.86	750.48	867.95	1173.81
	Median	1426.50	1667.00	1833.00	1900.00	2634.00	2766.00	2367.50	2877.50	2072.00	2123.00
	Minimum	1000	1066	1313	1375	2544	2745	1891	1891	1300	1300
	Maximum	1872	2516	2486	3211	2745	3539	2970	3717	3588	3944
South Region	Mean	1339.50	1613.17	1557.00	1745.75	1610.50	1610.50	2328.00	2328.00		
	N	6	6	3	4	2	2	2	2		
	Std. Deviation	235.65	477.28	260.22	691.42	184.55	184.55	384.67	384.67		
	Median	1343.50	1560.00	1666.00	1483.00	1610.50	1610.50	2328.00	2328.00		
	Minimum	1073	1073	1260	1260	1480	1480	2056	2056		
	Maximum	1586	2490	1745	2757	1741	1741	2600	2600		
Northeast Region	Mean	1469.00	1568.27	1651.71	1778.43	2020.67	2312.67	2062.00	2303.75	1461.00	1786.50
	N	13	15	7	7	3	3	4	4	2	2
	Std. Deviation	227.24	340.07	299.34	371.07	195.82	363.83	435.11	632.36	135.76	324.56
	Median	1466.00	1515.00	1761.00	1761.00	2000.00	2226.00	2179.50	2380.00	1461.00	1786.50
	Minimum	1120	1150	1120	1152	1836	2000	1462	1462	1365	1557
	Maximum	1988	2114	2000	2338	2226	2712	2427	2993	1557	2016
Southeast Region	Mean	1698.00	2052.41	2344.00	2643.60	2761.44	2946.11	3019.63	3215.13	3966.00	3966.00
	N	17	17	10	10	9	9	8	8	3	3
	Std. Deviation	317.08	478.10	662.24	633.14	699.10	758.34	905.98	878.50	2479.72	2479.72
	Median	1825.00	2227.00	2296.00	2588.50	2638.00	2739.00	2779.00	2961.00	3832.00	3832.00
	Minimum	1100	1100	1583	1583	1835	1833	2198	2404	1556	1556
	Maximum	2238	2729	3720	4050	4329	4565	5000	5250	6510	6510
Total	Mean	1579.18	1899.04	2101.38	2380.54	2622.21	2918.29	2483.31	2952.37	2793.77	3324.46
	N	117	116	56	57	33	34	35	35	13	13
	Std. Deviation	317.12	540.77	594.11	842.32	788.25	949.28	717.79	1470.47	1513.45	1736.43
	Median	1570.00	1810.00	1975.50	2253.00	2488.00	2711.50	2421.00	2547.00	2123.00	3588.00
	Minimum	900	1065	1120	139	1480	1480	1060	1060	1300	1300
	Maximum	2610	3102	4044	4421	5072	5226	5000	9799	6510	6510

Compensation Report

Sergeants

The pay for corrections sergeants followed a similar pattern. The mean entry salary for the 59 departments reporting was \$2103 per month. The range of salaries for all departments for entry sergeants was from \$1120 per month to \$4044 per month. The mean of top salaries for sergeants was \$2393 per month. The top salary for sergeants was \$4421.

Corrections Sergeant Salary By Agency Size

The data shows that there is wide variance in salaries between departments by size for corrections sergeant positions. There are also significant salary differences between departments within the same size of agency. The highest salary rates for sergeants were for those in the 300 or more category. The entry mean for this group is \$2534. The lowest mean salary rates at entry were in the 1 to 25 category with an entry mean of \$1560. The upper range of means followed the same pattern with a mean rate of \$1677 for the smaller agencies and \$3237 for the larger agencies.

Corrections Sergeant Salary By Region

The data shows that a variance in salaries between departments by region for corrections sergeant positions. There are also significant salary gaps between departments within the region. The highest salary rates for sergeants were for those in the North Central Region. The entry mean for this group is \$2383. The lowest mean salary rates at entry were in the South Region with an entry mean of \$1557. The upper range of means followed the same pattern with a mean rate of \$1745 for the South Region and \$2796 for the North Central Region.

Lieutenants

The pay for corrections lieutenants followed a similar pattern. The mean entry salary for the 35 departments reporting was \$2602 per month. The range of salaries for all departments for entry lieutenants was from \$1480 per month to \$5072 per month. The mean of top salaries for lieutenants was \$2921 per month. The top salary for lieutenants was \$5226.

Compensation Report

Corrections Lieutenant Salary By Agency Size

The data shows that there is wide variance in salaries between departments by size for corrections lieutenant positions. There are also significant salary gaps between departments within the same size of agency. The highest salary rates for lieutenants were for those in the 300 or more category. The entry mean for this group is \$3190. The lowest mean salary rates at entry were in the 25 to 74 category with an entry mean of \$2132. It should be noted that no corrections lieutenants were reported in the 1 to 24 category. The upper rate of means followed the same pattern with a mean rate of \$2229 for the smaller agencies and \$3864 for the larger agencies.

Corrections Lieutenant Salary By Region

The data shows that there is wide variance in salaries between departments by region for corrections lieutenant positions. There are also significant salary gaps between departments within the same region of agency. The highest salary rates for lieutenants were for those in the North Central Region. The entry mean for this group is \$3033. The lowest mean salary ranges at entry were in the South Region with an entry mean of \$1610. The upper range of means followed the same pattern with a mean rate of \$1610 for the South Region and \$3417 for the North Central Region.

Captains

The pay for corrections captains followed the same general pattern. The mean entry salary for the 36 departments reporting was \$2503 per month. The range of salaries for all departments for entry captains was from \$1060 per month to \$5000 per month. The mean of top salaries for captains was \$2999 per month. The top salary for captains was \$9799.

Corrections Captain Salary By Agency Size

The data shows that there is wide variance in salaries between departments by size for corrections captain positions. There are also significant salary gaps between departments within the same size of agency. The highest salary rates for captains were for those in the 300 or more

Compensation Report

category. The entry mean for this group is \$3460. The lowest mean salary ranges at entry were in the 1 to 25 category with an entry mean of \$1580. The upper rate of means followed the same pattern with a mean range of \$1697 for the smaller agencies and \$4829 for the larger agencies.

Corrections Captain Salary By Region

The data shows that there is wide variance in salaries between departments by region for corrections captain positions. There are also significant salary differences between departments within the same region. The highest salary rates for captains were for those in the Southeast Region. The entry mean for this group is \$3020. The lowest mean salary rates at entry were in the Panhandle Region with an entry mean of \$1937. The upper range of means followed the same pattern with a mean rate of \$2304 for the Northeast Region and \$3708 for the West Region.

Majors

The pay for majors followed a similar pattern. The mean entry salary for the 14 departments reporting was \$2728 per month. The range of salaries for all departments for entry majors was from \$1300 per month to \$6510 per month. The mean of top salaries for majors was \$3224 per month. The top salary for majors was \$6510.

Corrections Major Salary By Agency Size

There are also significant salary gaps between departments within the same size of agency. The highest salary rates for majors were for those in the 300 or more category. The entry mean for this group is \$4529. The lowest mean salary rates at entry were in the 25 to 74 category with an entry mean of \$1683. It should be noted that no corrections majors were reported in the 1 to 24 category. The upper range of means followed the same pattern as the previous discussed above with a mean rate of \$1690 for the smaller agencies (25 to 74) and \$5215 for the larger agencies.

Compensation Report

Corrections Major Salary By Region

With only 13 agencies reporting across eight regions, it does not allow for an effective analysis of the major position by region. Only two of the regions had more than two agencies reporting majors. The data is included in Table Five.

Salaries for Telecommunicators

The salaries for telecommunicators are reported by agency type, agency size, and region. It should be noted that the mean data reported by department type, size, and region does not reflect the mean for Texas telecommunicators. This is true because there are more lower paying smaller agencies who employ fewer officers. A more accurate mean for telecommunicators' salaries is determined by multiplying the number of personnel in a position in each agency times the salary level in that position for that agency and then dividing that total by the total number of personnel for that position. The mean entry level monthly salary by position for Telecommunicators in Texas is:

- ◆ Line Telecommunicator \$1519
- ◆ Supervisory Telecommunicator \$1934

Salaries by Agency Type

Table Six below shows the salary for telecommunicators by position and agency type. The data has been broken into six types: municipal departments, sheriffs' departments, constables' offices, college departments, independent school district departments, and other.

Salaries by Agency Size

Table Seven below shows the salary for telecommunicators by position and agency size. The data has been broken into four groups. The four size categories are 1 to 25; 25 to 74; 75 to 299; and 300 or more.

Salaries by Region of the State

Table Eight below shows the salary for telecommunicators by position and region. The data has been broken into eight groups. The four size categories are 1 to 25; 25 to 74; 75 to 299; and 300 or more. Using zip code data for most of the respondents, the state was divided into eight regions. The numbers in this section vary slightly from that reported by department type because the zip code information was not available from some of the survey instruments.

Basic Telecommunicator Positions

The mean entry salary for the 346 departments reporting was \$1519 per month. The range of salaries for all departments for entry was from \$474 per month to \$2610 per month. The mean of top salaries for telecommunicators was \$1929 per month.

Basic Telecommunicator Salary By Agency Type

The data shows a wide variance in salaries between departments by type. There are also significant salary gaps between departments within the same type of agency. The highest salary rates for entry telecommunicators were for those in constables' offices. The entry mean for this group is \$1853. The lowest mean salary rates at entry were in colleges at \$1458, sheriff's departments at \$1471, and independent school districts at \$1489. Sheriffs' departments held the lowest top salary mean for line officers with a mean of \$1683.

Basic Telecommunicator Salary By Agency Size

The data shows that there is wide variance in salaries between departments by size. There are also significant salary gaps between departments within the same size of agency. The highest salary rates for entry telecommunicators were for those in the 300 or more category. The entry mean for this group is \$1891. The lowest mean salary rates at entry were in the 1 to 25 category with an entry mean of \$1344. The upper range of means followed the same pattern with a mean rate of \$1565 for the smaller agencies and \$2757 for the larger agencies.

Compensation Report

Basic Telecommunicator Salary By Region

The data shows a wide variance in salaries between departments by region. There are also significant salary gaps between departments within the region. The highest salary rates for entry telecommunicators were for those in the Southeast Region. The entry mean for this group is \$1671. The lowest mean salary rates at entry were in the Southwest Region with an entry mean of \$1217. The upper rate of means followed the same pattern with a mean range of \$1318 for the Southwest Region and \$2192 for the North Central Region.

Telecommunicator Supervisory Positions

The mean entry salary for the 227 departments reporting was \$1929 per month. The range of salaries for all departments for entry was from \$850 per month to \$6000 per month. The mean of top salaries for telecommunicators was \$2345 per month.

Supervisory Telecommunicator Salary By Agency Type

The data shows a wide variance in salaries between departments by type. There are also significant salary gaps between departments within the same type of agency. The highest salary rates for entry telecommunications supervisors were for personnel in the constables' offices category. The entry mean for this group is \$2548. The lowest mean salary ranges for supervisory level at entry were in sheriff's departments at \$1711. Sheriffs' departments held the lowest top salary mean for telecommunications supervisors with a mean of \$1940.

Supervisory Telecommunicator Salary By Agency Size

The data shows that there is wide variance in salaries between departments by size. There are also significant salary gaps between departments within the same size of agency. The highest salary rates for supervisory telecommunicators were for supervisors in the 300 or more category. The entry mean for this group is \$2510. The lowest mean salary ranges for supervisory level at entry were in the 1 to 25 category with an entry mean of \$1573. The upper range of means followed the same pattern with a mean range of \$1857 for the smaller agencies and \$3215 for the largest agencies.

Table Six Telecommunicator Salaries by Agency Type

Report

Department Type		98. What is the monthly entry salary for telecommunicators?	99. What is the top monthly salary for telecommunicators?	101. What is the monthly entry salary for telecommunications supervisors?	102. What is the top monthly salary for telecommunications supervisors?
Municipal	Mean	1526.20	1978.37	2004.70	2487.02
	N	182	179	128	126
	Std. Deviation	346.05	589.30	684.34	969.58
	Median	1501.50	1900.00	1853.00	2257.00
	Minimum	716	850	850	850
	Maximum	2401	3667	6000	7000
Sheriff	Mean	1470.81	1682.82	1720.48	1940.38
	N	89	87	67	63
	Std. Deviation	350.83	642.59	451.97	715.54
	Median	1454.00	1550.00	1657.00	1761.00
	Minimum	474	1003	1042	1042
	Maximum	2610	5800	3243	4043
Constable	Mean	1853.33	2432.22	2548.50	2606.00
	N	9	9	4	4
	Std. Deviation	352.01	658.16	901.06	961.78
	Median	1964.00	2400.00	2577.00	2692.00
	Minimum	1415	1415	1610	1610
	Maximum	2400	3430	3430	3430
College	Mean	1458.05	1990.15	2054.22	2542.88
	N	21	20	9	8
	Std. Deviation	236.80	412.01	507.02	567.29
	Median	1473.00	1945.00	1912.00	2662.50
	Minimum	1000	1200	1458	1500
	Maximum	1914	2925	2838	3397
ISD	Mean	1489.47	2080.43	1817.57	2614.29
	N	15	14	7	7
	Std. Deviation	278.16	604.75	367.25	838.12
	Median	1580.00	1924.00	1844.00	2658.00
	Minimum	1000	1200	1300	1400
	Maximum	1900	3540	2279	3681
Other	Mean	1571.65	2081.94	2041.42	2501.74
	N	31	31	19	19
	Std. Deviation	312.86	617.26	482.83	779.65
	Median	1578.00	2000.00	2000.00	2641.00
	Minimum	963	1007	1090	1138
	Maximum	2506	3775	2754	3773
Total	Mean	1518.83	1929.10	1931.90	2344.53
	N	347	340	234	227
	Std. Deviation	340.17	617.61	614.93	901.95
	Median	1500.00	1848.00	1798.50	2107.00
	Minimum	474	850	850	850
	Maximum	2610	5800	6000	7000

Table Seven Telecommunicator Salaries by Agency Size

Report

8. Size of agency [Total full-time employee]	98. What is the monthly entry salary for telecommunicators?	99. What is the top monthly salary for telecommunicators?	101. What is the monthly entry salary for telecommunicators supervisors?	102. What is the top monthly salary for telecommunicators supervisors?
1 to 24	Mean N Std. Deviation Median Minimum Maximum	1344.09 120 300.58 1300.00 864 2610	1565.48 119 394.32 1500.00 960 2669	1597.03 71 342.82 1556.00 1042 7000
25 to 74	Mean N Std. Deviation Median Minimum Maximum	1523.67 144 313.35 1500.00 474 2401	1917.47 139 507.96 1872.00 920 3540	1917.52 97 646.65 1750.00 960 6000
75 to 299	Mean N Std. Deviation Median Minimum Maximum	1739.32 63 240.20 1725.00 1173 2195	2416.90 62 496.97 2396.50 1173 3430	2274.19 48 530.83 2154.00 1228 3430
300 or more	Mean N Std. Deviation Median Minimum Maximum	1891.16 19 318.16 1960.00 1292 2506	2756.58 19 931.24 2606.00 1588 5800	2509.76 17 614.35 2518.00 1491 4087
Total	Mean N Std. Deviation Median Minimum Maximum	1520.83 346 338.60 1500.00 474 2610	1932.28 339 615.73 1848.00 920 5800	1936.55 233 612.13 1800.00 960 6000

Table Eight Telecommunicator Salaries by Region

Report

Region by Zip Code		98. What is the monthly entry salary for telecommunicators?	99. What is the top monthly salary for telecommunicators?	101. What is the monthly entry salary for telecommunications supervisors?	102. What is the top monthly salary for telecommunications supervisors?
West Region	Mean	1359.43	1655.23	1636.22	2056.78
	N	14	13	9	9
	Std. Deviation	362.52	518.11	514.28	839.62
	Median	1300.00	1500.00	1426.00	1794.00
	Minimum	950	1040	1042	1042
	Maximum	2144	2785	2635	3715
Panhandle Region	Mean	1376.43	1588.15	1686.29	1879.17
	N	35	34	24	24
	Std. Deviation	370.80	415.89	446.06	680.51
	Median	1300.00	1477.00	1587.50	1666.00
	Minimum	952	1026	1100	1100
	Maximum	2610	2669	2938	3493
Southwest Region	Mean	1217.29	1317.71	1399.67	1569.33
	N	7	7	3	3
	Std. Deviation	179.22	181.62	130.97	391.87
	Median	1200.00	1400.00	1450.00	1450.00
	Minimum	960	1040	1251	1251
	Maximum	1550	1550	1498	2007
Northcentral Region	Mean	1647.09	2191.53	2213.26	2882.06
	N	91	90	61	63
	Std. Deviation	354.02	726.85	638.74	1091.78
	Median	1653.00	2174.00	2170.00	2934.00
	Minimum	716	960	1120	1151
	Maximum	2401	5800	4087	7000
Central Region	Mean	1413.46	1794.43	1879.08	2160.45
	N	50	51	36	38
	Std. Deviation	294.96	486.88	801.88	575.90
	Median	1406.00	1809.00	1696.50	2100.50
	Minimum	474	920	1260	1260
	Maximum	1960	2909	6000	3351
South Region	Mean	1348.40	1576.58	1576.31	1806.81
	N	20	19	16	16
	Std. Deviation	217.97	356.74	377.99	603.84
	Median	1383.00	1500.00	1574.50	1660.00
	Minimum	824	1000	960	1000
	Maximum	1745	2325	2583	3300
Northeast Region	Mean	1378.17	1611.53	1590.05	1792.21
	N	30	30	20	19
	Std. Deviation	206.12	344.08	243.34	427.29
	Median	1402.00	1559.50	1521.50	1644.00
	Minimum	1034	1034	1174	1174
	Maximum	1757	2459	2134	2721
Southeast Region	Mean	1670.72	2157.72	2097.76	2499.35
	N	74	71	41	40
	Std. Deviation	321.40	579.68	562.75	766.00
	Median	1620.50	2074.00	1931.00	2478.50
	Minimum	825	850	850	850
	Maximum	2506	3775	3430	4715
Total	Mean	1520.97	1920.61	1928.96	2334.53
	N	321	315	210	212
	Std. Deviation	346.54	620.74	630.74	905.51
	Median	1500.00	1846.00	1776.50	2104.00
	Minimum	474	850	850	850
	Maximum	2610	5800	6000	7000

Compensation Report

Supervisory Telecommunicator Salary By Region

The data shows that there is wide variance in salaries between departments by region. There are also significant salary gaps between departments within the region. The highest salary rates for supervisory telecommunicators were for supervisors in the North Central Region. The entry mean for this group is \$2213. The lowest mean salary ranges for supervisory level at entry were in the Southwest Region with an entry mean of \$1400. The upper range of means followed the same pattern with a mean range of \$1569 for the Southwest Region and \$2882 for the North Central Region.

Personnel Benefits

When assessing and comparing personnel compensation, it is essential that personnel benefits be considered along with salary. For instance, in budgeting for the State of Texas the benefit costs are determined by multiplying the salary times 27.2 percent and adding that figure to salary to reach a total compensation figure. In this study, we only asked whether certain benefits were provided and not the cost of those benefits. Those results will be described below and in more detail in Appendices A, B, and C.

Certification Pay

Only 26.7 percent of the agencies provide supplemental pay for TCLEOSE proficiency certifications. Proficiency certifications are issued by TCLEOSE for completing a specified amount of training, education, and experience. Current proficiency certifications are: basic peace officer, intermediate peace officer, advanced peace officer, master peace officer, basic jail officer, intermediate jail officer, advanced jail officer, mental health peace officer, crime prevention officer, firearms instructor, emergency telecommunications, investigative hypnosis, standardized field sobriety testing, and drug recognition expert. Each department has its own schedule which determines certifications receive certification incentive pay. The most common certificates paid for were the intermediate, the advanced, and the master peace officer certificates. Of those agencies providing supplemental pay, the payments averaged \$56 per month for intermediate, \$87 per month for advanced, and \$125 per month for master peace

Compensation Report

officer. The intermediate jail certification pay mean was \$39 for an intermediate and \$69 for an advanced certificate.

There was a wide range of results by agency type. Municipal police departments had the highest percentage participating at 40.2 percent. Constables' offices participated at an 8.3 percent level. For more detailed results see Appendix A.

There was an even wider range of participation when looking at the results by agency size. Large agencies (over 300) participated in certification pay programs at a 58.3 percent level. Small agencies (1 to 24) participated at a 16.0 percent level. For more detailed results see Appendix B.

There was also variation by region in the State. The Southeast Region participated at a 42.6 percent level while the Northeast Region only participated at a 17.0 percent level. For more detailed results see Appendix C.

Pay for Higher Education

Only 14.5 percent of the departments provided supplemental pay for college. Of those agencies providing supplemental pay, the mean payment was \$57 for an associate's degree, \$102 for a bachelor's degree, \$128 for a master's degree, and \$130 for a doctorate.

There was a wide range of results by agency type. Municipal police departments had the highest percentage participating at 19.4 percent. Sheriffs' offices participated at a 6.6 percent level. For more detailed results see Appendix A.

There was an even wider range of participation when looking at the results by agency size. Large agencies (over 300) participated in higher education pay programs at a 41.7 percent rate. Small agencies (1 to 24) participated at a 8.6 percent level. For more detailed results see Appendix B.

Compensation Report

There was also variation by geography in the State. The Southeast Region participated at a 22.4 percent level while the Northeast Region only participated at a 7.9 percent rate. For more detailed results see Appendix C.

Tuition Reimbursement Program for Higher Education

Some agencies, to encourage personnel to develop themselves, have programs that reimburse the employee for their tuition costs. Of the agencies reporting, 25.7 percent indicated that they have a program.

The existence of tuition reimbursement programs varied widely by agency type. College departments had reimbursement programs at 55.6 percent rate. Only 1.9 percent of sheriff's departments had programs. For more detailed results see Appendix A.

There was a wide range of participation when looking at the results by agency size. Large agencies (over 300) participated in tuition reimbursement programs at a 62.5 percent rate. Small agencies (1 to 24) participated at an 18.4 percent rate. For more detailed results see Appendix B.

There was also variation by region in the State. The North Central Region participated at a 40.4 percent rate while the Northeast Region only participated at a 10.2 percent rate. For more detailed results see Appendix C.

Assignment Pay

Several questions were asked about assignment pay. They dealt with the following assignments: Field training officer (FTO), Tactical team (SWAT), and hazardous duty pay. The number of departments who provided pay for these assignments was as follows:

- ◆ Field training officer 13.5%
- ◆ Tactical team 2.2%
- ◆ Hazardous duty 4.8%

Compensation Report

There was variation in the departments providing these pay supplements by agency type, size, and region. Chart One illustrates the variations by agency categories and region for field training officer assignment pay. Additional details are provided in Appendices A, B, and C.

Chart One - Field Training Officer Assignment Pay

Agency Breakdown	Overall rate	Low categories	High categories
Agency Type	13.5%	Constable 2.1%	Municipal 25.1%
Agency Size	13.5%	Small agencies 2.1%	Large agencies 56.5%
Agency Region	13.5%	Panhandle 3.9%	South 23.7%

Chart Two illustrates the variations by agency categories and region for tactical team officer assignment pay. Additional details are provided in Appendices A, B, and C.

Chart Two - Tactical Team Assignment Pay

Agency Breakdown	Overall rate	Low categories	High categories
Agency Type	2.2%	Four types 0%	Municipal 4.4%
Agency Size	2.2%	Small agencies 0.4%	Large agencies 13.0%
Agency Region	2.2%	Southwest 0%	Southeast 4.9%

Chart Three illustrates the variations by agency categories and region for hazardous duty assignment pay. Additional details are provided in Appendices A, B, and C.

Chart Three - Hazardous Duty Assignment Pay

Agency Breakdown	Overall rate	Low categories	High categories
Agency Type	4.8%	Constable & ISD 0%	College 32.6%
Agency Size	4.8%	Small agencies 2.1%	Large agencies 29.2%
Agency Region	4.8%	Panhandle 3.9%	Southeast 7.0%

Compensation Report

Other Supplemental Pay Programs

This section will describe four other supplemental pay programs. The programs described below are bilingual pay, shift differential pay, uniform pay or allowance, and pay for off-duty court appearances. The number of departments who provided these kinds of supplemental pay:

- ◆ Bilingual pay 4.6%
- ◆ Shift differential pay 7.6%
- ◆ Uniform pay or allowance 44.4%
- ◆ Off-duty court appearances 59.9%

There was variation in the departments providing bilingual pay supplements by agency type, size, and region. The following Chart Four illustrates the variations by agency categories and region. Additional details are provided in Appendices A, B, and C.

Chart Four - Bilingual Pay Programs

Agency Breakdown	Overall rate	Low categories	High categories
Agency Type	4.6%	ISD 0%	College 6.7%
Agency Size	4.6%	Small agencies 2.1%	Large agencies 33.3%
Agency Region	4.6%	Three with 0%	North Central 8.1%

There was variation in the departments providing shift differential pay supplements by agency type, size, and region. Chart Five illustrates the variations by agency categories and region. Additional details are provided in Appendices A, B, and C.

Chart Five - Shift Differential Pay

Agency Breakdown	Overall rate	Low categories	High categories
Agency Type	7.6%	Constable 0%	College 15.6%
Agency Size	7.6%	Small agencies 3.8%	Large agencies 45.8%
Agency Region	7.6%	Southwest 0%	Southeast 11.9%

Compensation Report

There was variation in the departments providing uniform pay supplements or allowances by agency type, size, and region. Chart Six illustrates the variations by agency categories and region. Additional details are provided in Appendices A, B, and C.

Chart Six - Uniform Pay or Allowance

Agency Breakdown	Overall rate	Low categories	High categories
Agency Type	44.4%	College 26.7%	Municipal 50.1%
Agency Size	44.4%	Small agencies 40.8%	75 to 299 agencies 56.5%
Agency Region	44.4%	West 26.7%	Panhandle 50.0%

There was variation in the departments providing off-duty court pay by agency type, size, and region. Chart Seven illustrates the variations by agency categories and region. Additional details are provided in Appendices A, B, and C.

Chart Seven

Agency Breakdown	Overall rate	Low categories	High categories
Agency Type	59.9%	Constable 14.7%	Municipal 77.1%
Agency Size	59.9%	Small agencies 49.5%	75 to 299 agencies 85.9%
Agency Region	59.9%	Southwest 34.8%	Southeast 70.6%

Take Home Vehicle Programs for Patrol Officers

Some agencies allow patrol officers to take home a vehicle, which can be a benefit. Of the agencies reporting, 45.6 percent indicated that they have a program.

The existence of take home vehicle programs varied widely by agency type. Sheriff's departments had programs at 88.7 percent rate. Only 4.3 percent of college departments had programs. For more detailed results see Appendix A.

There was a wide range of participation when looking at the results by agency size with smaller agencies more likely to have this benefit. Smaller agencies (1 to 24) participated at a 47.8

Compensation Report

percent rate. Large agencies (over 300) participated in take-home vehicle programs at a 27.3 percent rate. For more detailed results see Appendix B.

There was also some variation by region in the State. The Panhandle Region participated at a 76.3 percent rate while the North Central Region only participated at a 34.6 percent rate. For more detailed results see Appendix C.

Insurance and Retirement Programs

This section describes insurance and retirement programs. The programs described below are life insurance, medical insurance, dental insurance, and retirement programs. The number of departments who provided these kinds of supplemental pay:

- ◆ Life insurance 84.0%
- ◆ Medical insurance 90.8%
- ◆ Dental insurance 51.3%
- ◆ Retirement programs 95.2%

There was some small variation in the departments providing life insurance programs by agency type, size, and region. Chart Eight illustrates the variations by agency categories and region. Additional details are provided in Appendices A, B, and C.

Chart Eight - Life Insurance Program

Agency Breakdown	Overall rate	Low categories	High categories
Agency Type	84.0%	ISD 58.6%	Municipal 87.2%
Agency Size	84.0%	Small agencies 80.8%	Large agencies 96.0%
Agency Region	84.0%	Northeast 74.5%	North Central 8.1%

There was small variation in the departments providing medical insurance by agency type, size, and region. Chart Nine illustrates the variations by agency categories and region. Additional details are provided in Appendices A, B, and C.

Compensation Report

Chart Nine - Medical Insurance Programs

Agency Breakdown	Overall rate	Low categories	High categories
Agency Type	90.8%	ISD 65.5%	Sheriffs' 94.2%
Agency Size	90.8%	Large agencies 88.0%	75 to 299 agencies 94.3%
Agency Region	90.8%	Northeast 85.1%	Southwest 100.0%

There was some small variation in the departments providing dental insurance programs by agency type, size, and region. Chart Ten illustrates the variations by agency categories and region. Additional details are provided in Appendices A, B, and C.

Chart Ten - Dental Insurance Program

Agency Breakdown	Overall rate	Low categories	High categories
Agency Type	51.3%	ISD 34.5%	Other 55.4%
Agency Size	51.3%	Small agencies 47.8%	75 to 299 agencies 65.7%
Agency Region	51.3%	Panhandle 28.4%	Southeast 61.6%

There was some small variation in the departments providing retirement programs by agency type, size, and region. Chart Eleven illustrates the variations by agency categories and region. Additional details are provided in Appendices A, B, and C.

Chart Eleven - Retirement Program

Agency Breakdown	Overall rate	Low categories	High categories
Agency Type	95.2%	Municipal 91.8%	Sheriffs' 100.0%
Agency Size	95.2%	Small agencies 93.7%	Large agencies 100.0%
Agency Region	95.2%	West 90.3%	Southwest 100.0%

Conclusions and Observations

These variations by agency type, agency size, and region of the state cannot be explained only by differences in the job. The entry positions are performing essentially the same jobs as indicated by the Commission's Texas Peace Officer Job Task Analysis Report. Except for the regional

Compensation Report

variances, departments are recruiting in the same labor pool for officers. The variances seem to be more a function of the decisions by the governmental entities setting the salary scales and benefit packages.

The salary patterns indicate that sheriffs' departments on a statewide basis are substantially behind the pay for other agencies. In addition, incentive pay programs and benefits in sheriffs' departments lagged behind.

When looking at the various incentive, supplemental programs, and benefit packages, the same variations seem to exacerbate the gaps between departments. These undoubtedly contribute to costly turnover of personnel, as officers tend to gravitate to better compensation opportunities. They may contribute to the "gypsy cop" syndrome.

Interpreting the information to best meet local needs one should take into consideration other factors, which may impact upon the information reported. These factors are not easily quantifiable in a statewide report. Cost of living and quality of life issues are important considerations to any individual in making decisions about where to work.

It is expected that this information will be used in a thoughtful manner by employing entities in their human resource planning. Human resources are the most important assets that a law enforcement agency has. It is essential to develop strategic plans which maximizes the utilization of these resources for the public good. Recruitment, hiring, and retention should be an important part of any such strategic plan, along with education, training, and development of these resources.

One incentive program should be noted because it helps to contribute to one of the Commission's objectives to "Raise the Bar" by increasing the number of college educated officers in the profession. Incentive pay for education should be a goal for all Texas agencies to raise the bar to attract, retain, and develop officers in the profession. With only 14.5% of the departments reporting providing education incentive pay, departments are missing a good opportunity to encourage officers to develop and to recruit more capable officers.

Appendix A

Benefits By Agency Type

Benefits by Agency Type

Department Type * 104. Do you have supplemental pay for Commission (TCLEOSE) certifications? Crosstabulation

			104. Do you have supplemental pay for Commission (TCLEOSE) certifications?		Total
			Yes	No	
Department Type	Municipal	Count	140	208	348
		% within Department Type	40.2%	59.8%	100.0%
	Sheriff	Count	18	88	106
		% within Department Type	17.0%	83.0%	100.0%
	Constable	Count	9	100	109
		% within Department Type	8.3%	91.7%	100.0%
	College	Count	5	40	45
		% within Department Type	11.1%	88.9%	100.0%
	ISD	Count	3	26	29
		% within Department Type	10.3%	89.7%	100.0%
	Other	Count	33	113	146
		% within Department Type	22.6%	77.4%	100.0%
Total	Count		208	575	783
	% within Department Type		26.6%	73.4%	100.0%

Benefits by Agency Type

Department Type * 117. Do you have a college tuition reimbursement program? Crosstabulation

			117. Do you have a college tuition reimbursement program?		Total
			Yes	No	
Department Type	Municipal	Count	111	235	346
		% within Department Type	32.1%	67.9%	100.0%
	Sheriff	Count	2	103	105
		% within Department Type	1.9%	98.1%	100.0%
	Constable	Count	9	87	96
		% within Department Type	9.4%	90.6%	100.0%
	College	Count	25	20	45
		% within Department Type	55.6%	44.4%	100.0%
	ISD	Count	3	24	27
		% within Department Type	11.1%	88.9%	100.0%
	Other	Count	44	91	135
		% within Department Type	32.6%	67.4%	100.0%
Total		Count	194	560	754
		% within Department Type	25.7%	74.3%	100.0%

Department Type * 118. Do you have supplemental pay for field training officers (FTO)? Crosstabulation

			118. Do you have supplemental pay for field training officers (FTO)?		Total
			Yes	No	
Department Type	Municipal	Count	86	256	342
		% within Department Type	25.1%	74.9%	100.0%
	Sheriff	Count	4	100	104
		% within Department Type	3.8%	96.2%	100.0%
	Constable	Count	2	93	95
		% within Department Type	2.1%	97.9%	100.0%
	College	Count	2	43	45
		% within Department Type	4.4%	95.6%	100.0%
	ISD	Count	1	27	28
		% within Department Type	3.6%	96.4%	100.0%
	Other	Count	4	116	120
		% within Department Type	3.3%	96.7%	100.0%
Total		Count	99	635	734
		% within Department Type	13.5%	86.5%	100.0%

Benefits by Agency Type

Department Type * 119. Do you have supplemental pay for being bilingual? Crosstabulation

			119. Do you have supplemental pay for being bilingual?		Total
			Yes	No	
Department Type	Municipal	Count	21	323	344
		% within Department Type	6.1%	93.9%	100.0%
	Sheriff	Count	2	103	105
		% within Department Type	1.9%	98.1%	100.0%
	Constable	Count	2	94	96
		% within Department Type	2.1%	97.9%	100.0%
	College	Count	3	42	45
		% within Department Type	6.7%	93.3%	100.0%
	ISD	Count		28	28
		% within Department Type		100.0%	100.0%
	Other	Count	6	121	127
		% within Department Type	4.7%	95.3%	100.0%
Total		Count	34	711	745
		% within Department Type	4.6%	95.4%	100.0%

Department Type * 120. Do you have supplemental pay for tactical team (SWAT) duty? Crosstabulation

			120. Do you have supplemental pay for tactical team (SWAT) duty?		Total
			Yes	No	
Department Type	Municipal	Count	15	324	339
		% within Department Type	4.4%	95.6%	100.0%
	Sheriff	Count	1	104	105
		% within Department Type	1.0%	99.0%	100.0%
	Constable	Count		93	93
		% within Department Type		100.0%	100.0%
	College	Count		44	44
		% within Department Type		100.0%	100.0%
	ISD	Count		28	28
		% within Department Type		100.0%	100.0%
	Other	Count		111	111
		% within Department Type		100.0%	100.0%
Total		Count	16	704	720
		% within Department Type	2.2%	97.8%	100.0%

Benefits by Agency Type

Department Type * 121. Do you have uniform pay or an allowance? Crosstabulation

			121. Do you have uniform pay or an allowance?		Total
			Yes	No	
Department Type	Municipal	Count	173	172	345
		% within Department Type	50.1%	49.9%	100.0%
	Sheriff	Count	49	57	106
		% within Department Type	46.2%	53.8%	100.0%
	Constable	Count	35	63	98
		% within Department Type	35.7%	64.3%	100.0%
	College	Count	12	33	45
		% within Department Type	26.7%	73.3%	100.0%
	ISD	Count	12	15	27
		% within Department Type	44.4%	55.6%	100.0%
	Other	Count	51	75	126
		% within Department Type	40.5%	59.5%	100.0%
Total		Count	332	415	747
		% within Department Type	44.4%	55.6%	100.0%

Department Type * 122. Do you have shift differential pay? Crosstabulation

			122. Do you have shift differential pay?		Total
			Yes	No	
Department Type	Municipal	Count	33	314	347
		% within Department Type	9.5%	90.5%	100.0%
	Sheriff	Count	3	103	106
		% within Department Type	2.8%	97.2%	100.0%
	Constable	Count		96	96
		% within Department Type		100.0%	100.0%
	College	Count	7	38	45
		% within Department Type	15.6%	84.4%	100.0%
	ISD	Count	2	24	26
		% within Department Type	7.7%	92.3%	100.0%
	Other	Count	11	109	120
		% within Department Type	9.2%	90.8%	100.0%
Total		Count	56	684	740
		% within Department Type	7.6%	92.4%	100.0%

Benefits by Agency Type

Department Type * 123 Do you have pay for off-duty court appearances? Crosstabulation

			123 Do you have pay for off-duty court appearances?		Total
			Yes	No	
Department Type	Municipal	Count	270	80	350
		% within Department Type	77.1%	22.9%	100.0%
	Sheriff	Count	48	58	106
		% within Department Type	45.3%	54.7%	100.0%
	Constable	Count	14	81	95
		% within Department Type	14.7%	85.3%	100.0%
	College	Count	34	12	46
		% within Department Type	73.9%	26.1%	100.0%
	ISD	Count	20	9	29
		% within Department Type	69.0%	31.0%	100.0%
	Other	Count	63	60	123
		% within Department Type	51.2%	48.8%	100.0%
Total		Count	449	300	749
		% within Department Type	59.9%	40.1%	100.0%

Department Type * 124. Do you have hazardous duty pay? Crosstabulation

			124. Do you have hazardous duty pay?		Total
			Yes	No	
Department Type	Municipal	Count	9	337	346
		% within Department Type	2.6%	97.4%	100.0%
	Sheriff	Count	2	104	106
		% within Department Type	1.9%	98.1%	100.0%
	Constable	Count		93	93
		% within Department Type		100.0%	100.0%
	College	Count	15	31	46
		% within Department Type	32.6%	67.4%	100.0%
	ISD	Count		28	28
		% within Department Type		100.0%	100.0%
	Other	Count	10	115	125
		% within Department Type	8.0%	92.0%	100.0%
Total		Count	36	708	744
		% within Department Type	4.8%	95.2%	100.0%

Benefits by Agency Type

Department Type * 126. Do you have take-home police vehicles for patrol officers? Crosstabulation

			126. Do you have take-home police vehicles for patrol officers?		Total
			Yes	No	
Department Type	Municipal	Count	127	222	349
		% within Department Type	36.4%	63.6%	100.0%
	Sheriff	Count	94	12	106
		% within Department Type	88.7%	11.3%	100.0%
	Constable	Count	55	41	96
		% within Department Type	57.3%	42.7%	100.0%
	College	Count	2	44	46
		% within Department Type	4.3%	95.7%	100.0%
	ISD	Count	13	16	29
		% within Department Type	44.8%	55.2%	100.0%
	Other	Count	48	69	117
		% within Department Type	41.0%	59.0%	100.0%
Total	Count		339	404	743
	% within Department Type		45.6%	54.4%	100.0%

Department Type * 127. Do yo have paid life insurance? Crosstabulation

			127. Do yo have paid life insurance?		Total
			Yes	No	
Department Type	Municipal	Count	307	45	352
		% within Department Type	87.2%	12.8%	100.0%
	Sheriff	Count	88	16	104
		% within Department Type	84.6%	15.4%	100.0%
	Constable	Count	86	22	108
		% within Department Type	79.6%	20.4%	100.0%
	College	Count	39	7	46
		% within Department Type	84.8%	15.2%	100.0%
	ISD	Count	17	12	29
		% within Department Type	58.6%	41.4%	100.0%
	Other	Count	116	22	138
		% within Department Type	84.1%	15.9%	100.0%
Total	Count		653	124	777
	% within Department Type		84.0%	16.0%	100.0%

Benefits by Agency Type

Department Type * 128. Do you have paid medical insurance? Crosstabulation

			128. Do you have paid medical insurance?		Total
			Yes	No	
Department Type	Municipal	Count	327	27	354
		% within Department Type	92.4%	7.6%	100.0%
	Sheriff	Count	98	6	104
		% within Department Type	94.2%	5.8%	100.0%
	Constable	Count	99	9	108
		% within Department Type	91.7%	8.3%	100.0%
	College	Count	40	6	46
		% within Department Type	87.0%	13.0%	100.0%
	ISD	Count	19	10	29
		% within Department Type	65.5%	34.5%	100.0%
	Other	Count	126	14	140
		% within Department Type	90.0%	10.0%	100.0%
Total		Count	709	72	781
		% within Department Type	90.8%	9.2%	100.0%

Department Type * 129. Do you have paid dental insurance? Crosstabulation

			129. Do you have paid dental insurance?		Total
			Yes	No	
Department Type	Municipal	Count	178	175	353
		% within Department Type	50.4%	49.6%	100.0%
	Sheriff	Count	52	53	105
		% within Department Type	49.5%	50.5%	100.0%
	Constable	Count	58	50	108
		% within Department Type	53.7%	46.3%	100.0%
	College	Count	25	21	46
		% within Department Type	54.3%	45.7%	100.0%
	ISD	Count	10	19	29
		% within Department Type	34.5%	65.5%	100.0%
	Other	Count	77	62	139
		% within Department Type	55.4%	44.6%	100.0%
Total		Count	400	380	780
		% within Department Type	51.3%	48.7%	100.0%

Benefits by Agency Type

Department Type * 130. Do you have a retirement program? Crosstabulation

			130. Do you have a retirement program?		Total
			Yes	No	
Department Type	Municipal	Count	326	29	355
		% within Department Type	91.8%	8.2%	100.0%
	Sheriff	Count	106		106
		% within Department Type	100.0%		100.0%
	Constable	Count	105	3	108
		% within Department Type	97.2%	2.8%	100.0%
	College	Count	45	1	46
		% within Department Type	97.8%	2.2%	100.0%
	ISD	Count	28	1	29
		% within Department Type	96.6%	3.4%	100.0%
	Other	Count	137	4	141
		% within Department Type	97.2%	2.8%	100.0%
Total	Count		747	38	785
	% within Department Type		95.2%	4.8%	100.0%

Appendix B

Benefits By Agency Size

Benefits by Agency Size

8. Size of agency [Total full-time employee] * 104. Do you have supplemental pay for Commission (TCLEOSE) certifications? Crosstabulation

			104. Do you have supplemental pay for Commission (TCLEOSE) certifications?		Total
			Yes	No	
8. Size of agency [Total full-time employee]	1 to 24	Count	82	431	513
		% within 8. Size of agency [Total full-time employee]	16.0%	84.0%	100.0%
	25 to 74	Count	73	97	170
		% within 8. Size of agency [Total full-time employee]	42.9%	57.1%	100.0%
	75 to 299	Count	39	31	70
		% within 8. Size of agency [Total full-time employee]	55.7%	44.3%	100.0%
	300 or more	Count	14	10	24
		% within 8. Size of agency [Total full-time employee]	58.3%	41.7%	100.0%
Total		Count	208	569	777
		% within 8. Size of agency [Total full-time employee]	26.8%	73.2%	100.0%

8. Size of agency [Total full-time employee] * 112. Do you have supplemental pay for college? Crosstabulation

			112. Do you have supplemental pay for college?		Total
			Yes	No	
8. Size of agency [Total full-time employee]	1 to 24	Count	41	438	479
		% within 8. Size of agency [Total full-time employee]	8.6%	91.4%	100.0%
	25 to 74	Count	36	131	167
		% within 8. Size of agency [Total full-time employee]	21.6%	78.4%	100.0%
	75 to 299	Count	21	49	70
		% within 8. Size of agency [Total full-time employee]	30.0%	70.0%	100.0%
	300 or more	Count	10	14	24
		% within 8. Size of agency [Total full-time employee]	41.7%	58.3%	100.0%
Total		Count	108	632	740
		% within 8. Size of agency [Total full-time employee]	14.6%	85.4%	100.0%

Benefits by Agency Size

8. Size of agency [Total full-time employee] * 117. Do you have a college tuition reimbursement program? Crosstabulation

			117. Do you have a college tuition reimbursement program?		Total
			Yes	No	
8. Size of agency [Total full-time employee]	1 to 24	Count	89	395	484
		% within 8. Size of agency [Total full-time employee]	18.4%	81.6%	100.0%
	25 to 74	Count	52	116	168
		% within 8. Size of agency [Total full-time employee]	31.0%	69.0%	100.0%
	75 to 299	Count	37	34	71
		% within 8. Size of agency [Total full-time employee]	52.1%	47.9%	100.0%
	300 or more	Count	15	9	24
		% within 8. Size of agency [Total full-time employee]	62.5%	37.5%	100.0%
Total		Count	193	554	747
		% within 8. Size of agency [Total full-time employee]	25.8%	74.2%	100.0%

8. Size of agency [Total full-time employee] * 118. Do you have supplemental pay for field training officers (FTO)? Crosstabulation

			118. Do you have supplemental pay for field training officers (FTO)?		Total
			Yes	No	
8. Size of agency [Total full-time employee]	1 to 24	Count	10	460	470
		% within 8. Size of agency [Total full-time employee]	2.1%	97.9%	100.0%
	25 to 74	Count	39	126	165
		% within 8. Size of agency [Total full-time employee]	23.6%	76.4%	100.0%
	75 to 299	Count	37	34	71
		% within 8. Size of agency [Total full-time employee]	52.1%	47.9%	100.0%
	300 or more	Count	13	10	23
		% within 8. Size of agency [Total full-time employee]	56.5%	43.5%	100.0%
Total		Count	99	630	729
		% within 8. Size of agency [Total full-time employee]	13.6%	86.4%	100.0%

Benefits by Agency Size

8. Size of agency [Total full-time employee] * 119. Do you have supplemental pay for being bilingual? Crosstabulation

			119. Do you have supplemental pay for being bilingual?		Total
			Yes	No	
8. Size of agency [Total full-time employee]	1 to 24	Count	10	467	477
		% within 8. Size of agency [Total full-time employee]	2.1%	97.9%	100.0%
	25 to 74	Count	8	159	167
		% within 8. Size of agency [Total full-time employee]	4.8%	95.2%	100.0%
	75 to 299	Count	8	63	71
		% within 8. Size of agency [Total full-time employee]	11.3%	88.7%	100.0%
	300 or more	Count	8	16	24
		% within 8. Size of agency [Total full-time employee]	33.3%	66.7%	100.0%
Total		Count	34	705	739
		% within 8. Size of agency [Total full-time employee]	4.6%	95.4%	100.0%

8. Size of agency [Total full-time employee] * 120. Do you have supplemental pay for tactical team (SWAT) duty? Crosstabulation

			120. Do you have supplemental pay for tactical team (SWAT) duty?		Total
			Yes	No	
8. Size of agency [Total full-time employee]	1 to 24	Count	2	458	460
		% within 8. Size of agency [Total full-time employee]	.4%	99.6%	100.0%
	25 to 74	Count	3	157	160
		% within 8. Size of agency [Total full-time employee]	1.9%	98.1%	100.0%
	75 to 299	Count	8	62	70
		% within 8. Size of agency [Total full-time employee]	11.4%	88.6%	100.0%
	300 or more	Count	3	20	23
		% within 8. Size of agency [Total full-time employee]	13.0%	87.0%	100.0%
Total		Count	16	697	713
		% within 8. Size of agency [Total full-time employee]	2.2%	97.8%	100.0%

Benefits by Agency Size

8. Size of agency [Total full-time employee] * 121. Do you have uniform pay or an allowance? Crosstabulation

			121. Do you have uniform pay or an allowance?		Total
			Yes	No	
8. Size of agency [Total full-time employee]	1 to 24	Count	197	286	483
		% within 8. Size of agency [Total full-time employee]	40.8%	59.2%	100.0%
	25 to 74	Count	80	85	165
		% within 8. Size of agency [Total full-time employee]	48.5%	51.5%	100.0%
	75 to 299	Count	39	30	69
		% within 8. Size of agency [Total full-time employee]	56.5%	43.5%	100.0%
	300 or more	Count	13	11	24
		% within 8. Size of agency [Total full-time employee]	54.2%	45.8%	100.0%
Total		Count	329	412	741
		% within 8. Size of agency [Total full-time employee]	44.4%	55.6%	100.0%

8. Size of agency [Total full-time employee] * 122. Do you have shift differential pay? Crosstabulation

			122. Do you have shift differential pay?		Total
			Yes	No	
8. Size of agency [Total full-time employee]	1 to 24	Count	18	457	475
		% within 8. Size of agency [Total full-time employee]	3.8%	96.2%	100.0%
	25 to 74	Count	18	146	164
		% within 8. Size of agency [Total full-time employee]	11.0%	89.0%	100.0%
	75 to 299	Count	9	61	70
		% within 8. Size of agency [Total full-time employee]	12.9%	87.1%	100.0%
	300 or more	Count	11	13	24
		% within 8. Size of agency [Total full-time employee]	45.8%	54.2%	100.0%
Total		Count	56	677	733
		% within 8. Size of agency [Total full-time employee]	7.6%	92.4%	100.0%

Benefits by Agency Size

8. Size of agency [Total full-time employee] * 123 Do you have pay for off-duty court appearances? Crosstabulation

			123 Do you have pay for off-duty court appearances?		Total
			Yes	No	
8. Size of agency [Total full-time employee]	1 to 24	Count	238	243	481
		% within 8. Size of agency [Total full-time employee]	49.5%	50.5%	100.0%
	25 to 74	Count	130	36	166
		% within 8. Size of agency [Total full-time employee]	78.3%	21.7%	100.0%
	75 to 299	Count	61	10	71
		% within 8. Size of agency [Total full-time employee]	85.9%	14.1%	100.0%
	300 or more	Count	19	5	24
		% within 8. Size of agency [Total full-time employee]	79.2%	20.8%	100.0%
Total		Count	448	294	742
		% within 8. Size of agency [Total full-time employee]	60.4%	39.6%	100.0%

8. Size of agency [Total full-time employee] * 124. Do you have hazardous duty pay? Crosstabulation

			124. Do you have hazardous duty pay?		Total
			Yes	No	
8. Size of agency [Total full-time employee]	1 to 24	Count	10	468	478
		% within 8. Size of agency [Total full-time employee]	2.1%	97.9%	100.0%
	25 to 74	Count	11	156	167
		% within 8. Size of agency [Total full-time employee]	6.6%	93.4%	100.0%
	75 to 299	Count	8	62	70
		% within 8. Size of agency [Total full-time employee]	11.4%	88.6%	100.0%
	300 or more	Count	7	17	24
		% within 8. Size of agency [Total full-time employee]	29.2%	70.8%	100.0%
Total		Count	36	703	739
		% within 8. Size of agency [Total full-time employee]	4.9%	95.1%	100.0%

Benefits by Agency Size

8. Size of agency [Total full-time employee] * 126. Do you have take-home police vehicles for patrol officers? Crosstabulation

			126. Do you have take-home police vehicles for patrol officers?		Total
			Yes	No	
8. Size of agency [Total full-time employee]	1 to 24	Count	229	250	479
		% within 8. Size of agency [Total full-time employee]	47.8%	52.2%	100.0%
	25 to 74	Count	72	94	166
		% within 8. Size of agency [Total full-time employee]	43.4%	56.6%	100.0%
	75 to 299	Count	30	40	70
		% within 8. Size of agency [Total full-time employee]	42.9%	57.1%	100.0%
	300 or more	Count	6	16	22
		% within 8. Size of agency [Total full-time employee]	27.3%	72.7%	100.0%
Total		Count	337	400	737
		% within 8. Size of agency [Total full-time employee]	45.7%	54.3%	100.0%

8. Size of agency [Total full-time employee] * 127. Do you have paid life insurance? Crosstabulation

			127. Do you have paid life insurance?		Total
			Yes	No	
8. Size of agency [Total full-time employee]	1 to 24	Count	407	97	504
		% within 8. Size of agency [Total full-time employee]	80.8%	19.2%	100.0%
	25 to 74	Count	151	20	171
		% within 8. Size of agency [Total full-time employee]	88.3%	11.7%	100.0%
	75 to 299	Count	66	4	70
		% within 8. Size of agency [Total full-time employee]	94.3%	5.7%	100.0%
	300 or more	Count	24	1	25
		% within 8. Size of agency [Total full-time employee]	96.0%	4.0%	100.0%
Total		Count	648	122	770
		% within 8. Size of agency [Total full-time employee]	84.2%	15.8%	100.0%

Benefits by Agency Size

8. Size of agency [Total full-time employee] * 128. Do you have paid medical insurance? Crosstabulation

			128. Do you have paid medical insurance?		Total
			Yes	No	
8. Size of agency [Total full-time employee]	1 to 24	Count	461	48	509
		% within 8. Size of agency [Total full-time employee]	90.6%	9.4%	100.0%
	25 to 74	Count	157	14	171
		% within 8. Size of agency [Total full-time employee]	91.8%	8.2%	100.0%
	75 to 299	Count	66	4	70
		% within 8. Size of agency [Total full-time employee]	94.3%	5.7%	100.0%
	300 or more	Count	22	3	25
		% within 8. Size of agency [Total full-time employee]	88.0%	12.0%	100.0%
Total		Count	706	69	775
		% within 8. Size of agency [Total full-time employee]	91.1%	8.9%	100.0%

8. Size of agency [Total full-time employee] * 129. Do you have paid dental insurance? Crosstabulation

			129. Do you have paid dental insurance?		Total
			Yes	No	
8. Size of agency [Total full-time employee]	1 to 24	Count	243	265	508
		% within 8. Size of agency [Total full-time employee]	47.8%	52.2%	100.0%
	25 to 74	Count	94	77	171
		% within 8. Size of agency [Total full-time employee]	55.0%	45.0%	100.0%
	75 to 299	Count	46	24	70
		% within 8. Size of agency [Total full-time employee]	65.7%	34.3%	100.0%
	300 or more	Count	15	9	24
		% within 8. Size of agency [Total full-time employee]	62.5%	37.5%	100.0%
Total		Count	398	375	773
		% within 8. Size of agency [Total full-time employee]	51.5%	48.5%	100.0%

Benefits by Agency Size

8. Size of agency [Total full-time employee] * 130. Do you have a retirement program? Crosstabulation

			130. Do you have a retirement program?		Total
			Yes	No	
8. Size of agency [Total full-time employee]	1 to 24	Count	477	32	509
		% within 8. Size of agency [Total full-time employee]	93.7%	6.3%	100.0%
	25 to 74	Count	169	3	172
		% within 8. Size of agency [Total full-time employee]	98.3%	1.7%	100.0%
	75 to 299	Count	71		71
		% within 8. Size of agency [Total full-time employee]	100.0%		100.0%
	300 or more	Count	25		25
		% within 8. Size of agency [Total full-time employee]	100.0%		100.0%
Total		Count	742	35	777
		% within 8. Size of agency [Total full-time employee]	95.5%	4.5%	100.0%

Appendix C

Benefits By Region

Benefits by Region

Region by Zip Code * 104. Do you have supplemental pay for Commission (TCLEOSE) certifications? Crosstabulation

			104. Do you have supplemental pay for Commission (TCLEOSE) certifications?		Total
			Yes	No	
Region by Zip Code	West Region	Count	10	21	31
		% within Region by Zip Code	32.3%	67.7%	100.0%
	Panhandle Region	Count	20	62	82
		% within Region by Zip Code	24.4%	75.6%	100.0%
	Southwest Region	Count	4	19	23
		% within Region by Zip Code	17.4%	82.6%	100.0%
	Northcentral Region	Count	54	141	195
		% within Region by Zip Code	27.7%	72.3%	100.0%
	Central Region	Count	24	116	140
		% within Region by Zip Code	17.1%	82.9%	100.0%
	South Region	Count	11	28	39
		% within Region by Zip Code	28.2%	71.8%	100.0%
	Northeast Region	Count	16	78	94
		% within Region by Zip Code	17.0%	83.0%	100.0%
	Southeast Region	Count	58	78	136
		% within Region by Zip Code	42.6%	57.4%	100.0%
Total		Count	197	543	740
		% within Region by Zip Code	26.6%	73.4%	100.0%

Benefits by Region

Region by Zip Code * 112. Do you have supplemental pay for college? Crosstabulation

			112. Do you have supplemental pay for college?		Total
			Yes	No	
Region by Zip Code	West Region	Count	3	24	27
		% within Region by Zip Code	11.1%	88.9%	100.0%
	Panhandle Region	Count	13	66	79
		% within Region by Zip Code	16.5%	83.5%	100.0%
	Southwest Region	Count	2	20	22
		% within Region by Zip Code	9.1%	90.9%	100.0%
	Northcentral Region	Count	36	153	189
		% within Region by Zip Code	19.0%	81.0%	100.0%
	Central Region	Count	11	123	134
		% within Region by Zip Code	8.2%	91.8%	100.0%
	South Region	Count	4	33	37
		% within Region by Zip Code	10.8%	89.2%	100.0%
	Northeast Region	Count	7	82	89
		% within Region by Zip Code	7.9%	92.1%	100.0%
	Southeast Region	Count	28	97	125
		% within Region by Zip Code	22.4%	77.6%	100.0%
Total		Count	104	598	702
		% within Region by Zip Code	14.8%	85.2%	100.0%

Benefits by Region

Region by Zip Code * 117. Do you have a college tuition reimbursement program? Crosstabulation

			117. Do you have a college tuition reimbursement program?		Total
			Yes	No	
Region by Zip Code	West Region	Count	7	24	31
		% within Region by Zip Code	22.6%	77.4%	100.0%
	Panhandle Region	Count	9	70	79
		% within Region by Zip Code	11.4%	88.6%	100.0%
	Southwest Region	Count	4	17	21
		% within Region by Zip Code	19.0%	81.0%	100.0%
	Northcentral Region	Count	76	112	188
		% within Region by Zip Code	40.4%	59.6%	100.0%
	Central Region	Count	38	97	135
		% within Region by Zip Code	28.1%	71.9%	100.0%
	South Region	Count	6	32	38
		% within Region by Zip Code	15.8%	84.2%	100.0%
	Northeast Region	Count	9	79	88
		% within Region by Zip Code	10.2%	89.8%	100.0%
	Southeast Region	Count	38	92	130
		% within Region by Zip Code	29.2%	70.8%	100.0%
Total		Count	187	523	710
		% within Region by Zip Code	26.3%	73.7%	100.0%

Benefits by Region

Region by Zip Code * 118. Do you have supplemental pay for field training officers (FTO)? Crosstabulation

			118. Do you have supplemental pay for field training officers (FTO)?		Total
			Yes	No	
Region by Zip Code	West Region	Count	4	24	28
		% within Region by Zip Code	14.3%	85.7%	100.0%
	Panhandle Region	Count	3	73	76
		% within Region by Zip Code	3.9%	96.1%	100.0%
	Southwest Region	Count	1	20	21
		% within Region by Zip Code	4.8%	95.2%	100.0%
	Northcentral Region	Count	33	148	181
		% within Region by Zip Code	18.2%	81.8%	100.0%
	Central Region	Count	16	117	133
		% within Region by Zip Code	12.0%	88.0%	100.0%
	South Region	Count	9	29	38
		% within Region by Zip Code	23.7%	76.3%	100.0%
	Northeast Region	Count	7	81	88
		% within Region by Zip Code	8.0%	92.0%	100.0%
	Southeast Region	Count	23	103	126
		% within Region by Zip Code	18.3%	81.7%	100.0%
Total		Count	96	595	691
		% within Region by Zip Code	13.9%	86.1%	100.0%

Benefits by Region

Region by Zip Code * 119. Do you have supplemental pay for being bilingual? Crosstabulation

			119. Do you have supplemental pay for being bilingual?		Total
			Yes	No	
Region by Zip Code	West Region	Count		29	29
		% within Region by Zip Code		100.0%	100.0%
	Panhandle Region	Count	1	75	76
		% within Region by Zip Code	1.3%	98.7%	100.0%
	Southwest Region	Count		21	21
		% within Region by Zip Code		100.0%	100.0%
	Northcentral Region	Count	15	171	186
		% within Region by Zip Code	8.1%	91.9%	100.0%
	Central Region	Count	8	127	135
		% within Region by Zip Code	5.9%	94.1%	100.0%
	South Region	Count		39	39
		% within Region by Zip Code		100.0%	100.0%
	Northeast Region	Count	1	87	88
		% within Region by Zip Code	1.1%	98.9%	100.0%
	Southeast Region	Count	8	119	127
		% within Region by Zip Code	6.3%	93.7%	100.0%
Total		Count	33	668	701
		% within Region by Zip Code	4.7%	95.3%	100.0%

Benefits by Region

Region by Zip Code * 120. Do you have supplemental pay for tactical team (SWAT) duty? Crosstabulation

			120. Do you have supplemental pay for tactical team (SWAT) duty?		Total
			Yes	No	
Region by Zip Code	West Region	Count		27	27
		% within Region by Zip Code		100.0%	100.0%
	Panhandle Region	Count	1	73	74
		% within Region by Zip Code	1.4%	98.6%	100.0%
	Southwest Region	Count		21	21
		% within Region by Zip Code		100.0%	100.0%
	Northcentral Region	Count	1	180	181
		% within Region by Zip Code	.6%	99.4%	100.0%
	Central Region	Count	6	123	129
		% within Region by Zip Code	4.7%	95.3%	100.0%
	South Region	Count	1	36	37
		% within Region by Zip Code	2.7%	97.3%	100.0%
	Northeast Region	Count	1	85	86
		% within Region by Zip Code	1.2%	98.8%	100.0%
	Southeast Region	Count	6	116	122
		% within Region by Zip Code	4.9%	95.1%	100.0%
Total		Count	16	661	677
		% within Region by Zip Code	2.4%	97.6%	100.0%

Benefits by Region

Region by Zip Code * 121. Do you have uniform pay or an allowance? Crosstabulation

			121. Do you have uniform pay or an allowance?		Total
			Yes	No	
Region by Zip Code	West Region	Count	8	22	30
		% within Region by Zip Code	26.7%	73.3%	100.0%
	Panhandle Region	Count	39	39	78
		% within Region by Zip Code	50.0%	50.0%	100.0%
	Southwest Region	Count	8	15	23
		% within Region by Zip Code	34.8%	65.2%	100.0%
	Northcentral Region	Count	89	96	185
		% within Region by Zip Code	48.1%	51.9%	100.0%
	Central Region	Count	65	70	135
		% within Region by Zip Code	48.1%	51.9%	100.0%
	South Region	Count	12	26	38
		% within Region by Zip Code	31.6%	68.4%	100.0%
	Northeast Region	Count	35	55	90
		% within Region by Zip Code	38.9%	61.1%	100.0%
	Southeast Region	Count	55	69	124
		% within Region by Zip Code	44.4%	55.6%	100.0%
Total		Count	311	392	703
		% within Region by Zip Code	44.2%	55.8%	100.0%

Benefits by Region

Region by Zip Code * 122. Do you have shift differential pay? Crosstabulation

			122. Do you have shift differential pay?		Total
			Yes	No	
Region by Zip Code	West Region	Count	2	26	28
		% within Region by Zip Code	7.1%	92.9%	100.0%
	Panhandle Region	Count	4	73	77
		% within Region by Zip Code	5.2%	94.8%	100.0%
	Southwest Region	Count		22	22
		% within Region by Zip Code		100.0%	100.0%
	Northcentral Region	Count	13	171	184
		% within Region by Zip Code	7.1%	92.9%	100.0%
	Central Region	Count	12	121	133
		% within Region by Zip Code	9.0%	91.0%	100.0%
	South Region	Count	4	35	39
		% within Region by Zip Code	10.3%	89.7%	100.0%
	Northeast Region	Count	4	83	87
		% within Region by Zip Code	4.6%	95.4%	100.0%
	Southeast Region	Count	15	111	126
		% within Region by Zip Code	11.9%	88.1%	100.0%
Total		Count	54	642	696
		% within Region by Zip Code	7.8%	92.2%	100.0%

Benefits by Region

Region by Zip Code * 123 Do you have pay for off-duty court appearances? Crosstabulation

			123 Do you have pay for off-duty court appearances?		Total
			Yes	No	
Region by Zip Code	West Region	Count	14	15	29
		% within Region by Zip Code	48.3%	51.7%	100.0%
	Panhandle Region	Count	42	35	77
		% within Region by Zip Code	54.5%	45.5%	100.0%
	Southwest Region	Count	8	15	23
		% within Region by Zip Code	34.8%	65.2%	100.0%
	Northcentral Region	Count	121	65	186
		% within Region by Zip Code	65.1%	34.9%	100.0%
	Central Region	Count	81	54	135
		% within Region by Zip Code	60.0%	40.0%	100.0%
	South Region	Count	21	18	39
		% within Region by Zip Code	53.8%	46.2%	100.0%
	Northeast Region	Count	48	43	91
		% within Region by Zip Code	52.7%	47.3%	100.0%
	Southeast Region	Count	89	37	126
		% within Region by Zip Code	70.6%	29.4%	100.0%
Total		Count	424	282	706
		% within Region by Zip Code	60.1%	39.9%	100.0%

Benefits by Region

Region by Zip Code * 124. Do you have hazardous duty pay? Crosstabulation

			124. Do you have hazardous duty pay?		Total
			Yes	No	
Region by Zip Code	West Region	Count	2	25	27
		% within Region by Zip Code	7.4%	92.6%	100.0%
	Panhandle Region	Count	3	74	77
		% within Region by Zip Code	3.9%	96.1%	100.0%
	Southwest Region	Count	1	22	23
		% within Region by Zip Code	4.3%	95.7%	100.0%
	Northcentral Region	Count	5	182	187
		% within Region by Zip Code	2.7%	97.3%	100.0%
	Central Region	Count	4	130	134
		% within Region by Zip Code	3.0%	97.0%	100.0%
	South Region	Count	1	36	37
		% within Region by Zip Code	2.7%	97.3%	100.0%
	Northeast Region	Count	2	85	87
		% within Region by Zip Code	2.3%	97.7%	100.0%
	Southeast Region	Count	9	119	128
		% within Region by Zip Code	7.0%	93.0%	100.0%
Total		Count	27	673	700
		% within Region by Zip Code	3.9%	96.1%	100.0%

Benefits by Region

Region by Zip Code * 126. Do you have take-home police vehicles for patrol officers? Crosstabulation

			126. Do you have take-home police vehicles for patrol officers?		Total
			Yes	No	
Region by Zip Code	West Region	Count	13	15	28
		% within Region by Zip Code	46.4%	53.6%	100.0%
	Panhandle Region	Count	58	18	76
		% within Region by Zip Code	76.3%	23.7%	100.0%
	Southwest Region	Count	17	6	23
		% within Region by Zip Code	73.9%	26.1%	100.0%
	Northcentral Region	Count	64	121	185
		% within Region by Zip Code	34.6%	65.4%	100.0%
	Central Region	Count	60	72	132
		% within Region by Zip Code	45.5%	54.5%	100.0%
	South Region	Count	16	22	38
		% within Region by Zip Code	42.1%	57.9%	100.0%
	Northeast Region	Count	45	46	91
		% within Region by Zip Code	49.5%	50.5%	100.0%
	Southeast Region	Count	54	72	126
		% within Region by Zip Code	42.9%	57.1%	100.0%
Total		Count	327	372	699
		% within Region by Zip Code	46.8%	53.2%	100.0%

Benefits by Region

Region by Zip Code * 127. Do yo have paid life insurance? Crosstabulation

			127. Do yo have paid life insurance?		Total
			Yes	No	
Region by Zip Code	West Region	Count	26	4	30
		% within Region by Zip Code	86.7%	13.3%	100.0%
	Panhandle Region	Count	65	17	82
		% within Region by Zip Code	79.3%	20.7%	100.0%
	Southwest Region	Count	20	3	23
		% within Region by Zip Code	87.0%	13.0%	100.0%
	Northcentral Region	Count	170	24	194
		% within Region by Zip Code	87.6%	12.4%	100.0%
	Central Region	Count	117	20	137
		% within Region by Zip Code	85.4%	14.6%	100.0%
	South Region	Count	31	7	38
		% within Region by Zip Code	81.6%	18.4%	100.0%
	Northeast Region	Count	70	24	94
		% within Region by Zip Code	74.5%	25.5%	100.0%
	Southeast Region	Count	118	18	136
		% within Region by Zip Code	86.8%	13.2%	100.0%
Total		Count	617	117	734
		% within Region by Zip Code	84.1%	15.9%	100.0%

Benefits by Region

Region by Zip Code * 128. Do you have paid medical insurance? Crosstabulation

			128. Do you have paid medical insurance?		Total
			Yes	No	
Region by Zip Code	West Region	Count	26	4	30
		% within Region by Zip Code	86.7%	13.3%	100.0%
	Panhandle Region	Count	74	8	82
		% within Region by Zip Code	90.2%	9.8%	100.0%
	Southwest Region	Count	23		23
		% within Region by Zip Code	100.0%		100.0%
	Northcentral Region	Count	178	17	195
		% within Region by Zip Code	91.3%	8.7%	100.0%
	Central Region	Count	127	11	138
		% within Region by Zip Code	92.0%	8.0%	100.0%
	South Region	Count	34	4	38
		% within Region by Zip Code	89.5%	10.5%	100.0%
	Northeast Region	Count	80	14	94
		% within Region by Zip Code	85.1%	14.9%	100.0%
	Southeast Region	Count	127	11	138
		% within Region by Zip Code	92.0%	8.0%	100.0%
Total		Count	669	69	738
		% within Region by Zip Code	90.7%	9.3%	100.0%

Benefits by Region

Region by Zip Code * 129. Do you have paid dental insurance? Crosstabulation

			129. Do you have paid dental insurance?		Total
			Yes	No	
Region by Zip Code	West Region	Count	16	15	31
		% within Region by Zip Code	51.6%	48.4%	100.0%
	Panhandle Region	Count	23	58	81
		% within Region by Zip Code	28.4%	71.6%	100.0%
	Southwest Region	Count	12	11	23
		% within Region by Zip Code	52.2%	47.8%	100.0%
	Northcentral Region	Count	107	88	195
		% within Region by Zip Code	54.9%	45.1%	100.0%
	Central Region	Count	78	58	136
		% within Region by Zip Code	57.4%	42.6%	100.0%
	South Region	Count	14	25	39
		% within Region by Zip Code	35.9%	64.1%	100.0%
	Northeast Region	Count	39	55	94
		% within Region by Zip Code	41.5%	58.5%	100.0%
	Southeast Region	Count	85	53	138
		% within Region by Zip Code	61.6%	38.4%	100.0%
Total		Count	374	363	737
		% within Region by Zip Code	50.7%	49.3%	100.0%

Benefits by Region

Region by Zip Code * 130. Do you have a retirement program? Crosstabulation

			130. Do you have a retirement program?		Total
			Yes	No	
Region by Zip Code	West Region	Count	28	3	31
		% within Region by Zip Code	90.3%	9.7%	100.0%
	Panhandle Region	Count	79	4	83
		% within Region by Zip Code	95.2%	4.8%	100.0%
	Southwest Region	Count	23		23
		% within Region by Zip Code	100.0%		100.0%
	Northcentral Region	Count	183	12	195
		% within Region by Zip Code	93.8%	6.2%	100.0%
	Central Region	Count	136	3	139
		% within Region by Zip Code	97.8%	2.2%	100.0%
	South Region	Count	35	3	38
		% within Region by Zip Code	92.1%	7.9%	100.0%
	Northeast Region	Count	89	5	94
		% within Region by Zip Code	94.7%	5.3%	100.0%
	Southeast Region	Count	132	6	138
		% within Region by Zip Code	95.7%	4.3%	100.0%
Total		Count	705	36	741
		% within Region by Zip Code	95.1%	4.9%	100.0%

Appendix D

Survey Instrument