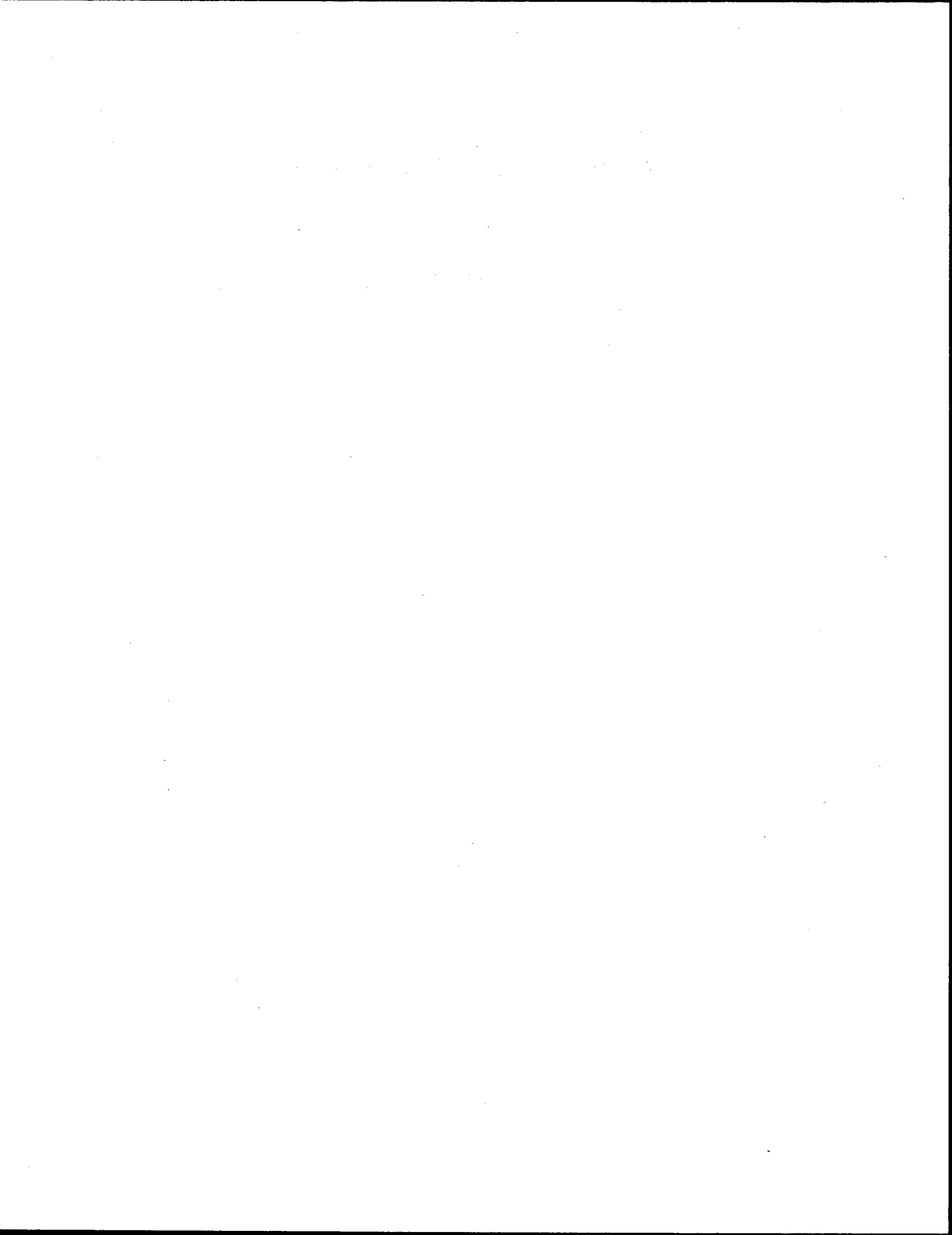# Survey Report on the Activities

of

Texas Law Enforcement Agencies 1999

Texas Commission on Law Enforcement

Officer Standards and Education

July 2000

TEXAS COMMISSION ON LAW ENFORCEMENT

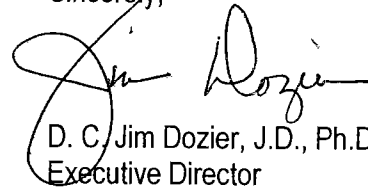D.C. Jim Dozier, J.D., Ph.D.
Executive Director

July 18, 2000

Dear Law Enforcement Professional:

   This report documents the survey results of the Texas Law Enforcement Agency Survey. Additional information from this survey was published in the *Compensation Report for Texas Law Enforcement Agencies and Officers.* It provides a good snapshot of the practices of Texas law enforcement agencies. The purpose of the survey is to provide the Commission, law enforcement leaders, the Legislature, and other governmental leaders at the state and local level with systematic information of the practices of law enforcement agencies from across the State of Texas.

   The information we obtained with this survey will serve as a benchmark as we work together to raise the bar on the performance of Texas law enforcement. This will benefit not only our profession but the quality of life for all citizens of Texas.

Sincerely,

D. C. Jim Dozier, J.D., Ph.D.
Executive Director

DCJD:vk

Enclosure

**Survey Report on the Activities
of
Texas Law Enforcement Agencies 1999**

Table of Contents

Introduction

This is an agency report for those Texas agencies that participated in the *Texas Law Enforcement Agency Survey (TLEAS)*. The commission requested data from 2381 law enforcement agencies that have current licensees reported to the Commission. Eight hundred and eight valid surveys were returned. The survey consisted of 16 pages and 245 items. From that original data, a compensation report has already been generated and distributed. This report utilizes the remaining data from the TLEAS survey and purports to provide a general overview of law enforcement agencies as derived from the data collected.

The data from this survey is reported in tables throughout the report or in the appendices. The tables are grouped thematically by questions. The tables, where appropriate, are also arranged by the data focus such as: region, department size, and department type. These tables show a breakdown of the responses by type on the question. This allows comparison by individual departments to the aggregate data. That is perhaps the most appropriate use of this data, comparison.

The data has been broken into six types: municipal departments, sheriff's departments, constable's 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.

The data has been broken into four groups. The four size categories are 1 to 24; 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.

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:

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

The survey instrument was a machine-readable document but, because of poor handwriting, some data errors were witnessed in the scanning process. Yet the data, as a whole, is remarkably consistent in quality. Therefore, agencies are encouraged to use the results to their advantage in both identifying strengths and weakness. This information is difficult to use, however, because the variance in size between agencies is so large. To overcome that limitation, one set of tables is designed specifically around the issue of size. The answers are grouped by the size of the department that submitted the answer. Additionally, tables were also generated to show regional differences. The final type of table for aggregating data were tables organized around the type of department.

The 808 agencies that responded to this survey represent 37,293 officers across the state of Texas. That is more than 60% of the officers in the state. The number of agencies that responded and the large number of officers these agencies represent indicate that in general the results of this survey should be representative of officers across the state. The nature of the questions helps to ensure the generalizability of this data. The questions are factual in nature not speculative therefore the recipient of the survey is simply providing data for the survey not their opinion. Given that, it should be noted that this represents a broad perspective of law enforcement agencies in Texas and

is not particularly descriptive of any one agency. Additionally, there is no discreet level focus on individual agencies. This data was aggregated and only analyzed in that state. Therefore, it would be suspect to attempt to apply the findings in this report to any one agency.

Current State of Law Enforcement Agencies

The initial questions of this survey are designed to generate an indication of the current state of the agency as a whole. The question ranged from how many are currently employed to the expectations of position vacancies in the coming year. In a sense they generate a snapshot of the agency at the time the survey was completed. Although the agencies change continually, this type of data gathered over time will develop an useful perspective of the direction and needs of an agency. The snapshot itself allows a general accounting of the agencies which is useful for comparison purposes between agencies.

As mentioned above there are 37,293 full-time peace officers represented in this survey as reported by 785 of the 808 reporting agencies. Additionally, 2,459 officers left full-time employment from the 505 agencies responding to an item about turnover. The turnover rate for peace officers at these 505 agencies was 6.93%. These officers may have moved to other positions or left the enforcement field altogether that specific information is unknown. A total of 369 agencies reported that they anticipate 1,726 vacancies in the coming year. The response rate of agencies continues to decline as we move away from the most common positions. 128 agencies reported that the number of part-time paid peace officer (less than 32 hours a week) was 434. The number of unpaid regular peace officers is low also with 223 agencies reporting a total of 1,053. The number of reserve law enforcement officers climbs quite bit. Three-hundred and forty-seven (347) agencies reported that they have 2,651 reserve officers. They also report that 812 reserve law enforcement officers left their departments last year. Again, there is no data reporting the reasons for leaving the employing department.

Correctional and detention officer numbers were also reported. One hundred and forty one agencies reported employing 7,782 corrections officers. The agencies that reported turnover last year, 123, indicated that 1,461 corrections or detention officers left employment. The turnover rate for corrections officers for these 123 agencies was 26.76%. Only 86 agencies responded to

the question on anticipated vacancies for next year. However, they still anticipate 928 among these 86 agencies. This seems to indicate a marked need in corrections for more staff. Additionally, we polled the number of working corrections officers who are also peace officers. Only 101 agencies responded to this query. There were 1399 licensed peace officers working as corrections officers among these agencies.

The next group reporting was telecommunicators. Half of the agencies that responded provided information on the number of telecommunicators they employed. Four hundred and four (404) agencies reported 3,992 telecommunicators working at the time of the survey. Three hundred and seven (307) agencies included information in regard to the number of telecommunicators, who left agency employment last year. These 307 agencies employed 2395 telecommunicators and 1066 left employment from that total. This returns a turnover rate of 44.5%. The number of vacancies anticipated in the next year by the 223 agencies that responded is 636. In addition to telecommunicators and jailers, agencies were also queried about the non-sworn personnel working in the agencies. A total of 438 agencies reported 15,822 paid non-sworn personnel. The number of non-sworn volunteers was reported by only 121 agencies and totaled 1,433.

The following series of questions focused on the assignment of personnel within the agency. The five topics of concern were patrol, investigations, detention or jail support or other areas, and canine units. A total of 630 agencies responded to the patrol query indicating that 21,789 officers were assigned to patrol. Of the 808 agencies that submitted surveys, 656 responded to the question concerning personnel assigned to investigations and indicated that 7,635 officers were disposed in that duty. The number of agencies responding to the jail/detention query dropped to 149 as should be expected. Here 8,934 officers are reported to be assigned to this duty. The number of personnel assigned to support or other activities by 395 reporting agencies is 10,377. There were 142 agencies that reported canine units used for patrol purposes and 212 agencies that reported their use for drug detection.

The survey queried agencies about the work schedules and patrol shifts. There were three questions that focused on that topic. The first question queried the normal patrol work-plan schedule. Secondly, the survey requested information concerning the normal patrol shift rotation. Finally, the survey inquired into the number of patrol officers assigned to shifts.

31. What is the normal patrol work-plan schedule?			
	Frequency	**Percent**	**Cumulative Percent**
Eight hours shifts	455	61.2	61.2
Ten hour shifts	82	11.0	72.2
Twelve hour shifts	85	11.4	83.6
Other	122	16.4	100.0
Total	744	100.0	

32. What is the normal patrol shift rotation?			
	Frequency	**Percent**	**Cumulative Percent**
Permanent	326	44.8	44.8
Weekly rotation	32	4.4	49.2
Monthly rotation	88	12.1	61.3
Quarterly rotation	82	11.3	72.6
Annual rotation	22	3.0	75.6
Other	177	24.3	99.9
Total	727	99.9	

33. How are patrol officer assigned to shifts?			
	Frequency	**Percent**	**Cumulative Percent**
Based on workload	304	43.4	43.4
Equal numbers per shift	197	28.1	71.5
Other	200	28.5	100.0
Total	701	100.0	

The last set of questions, in this section, focus on the chief administrator. Three questions were posed to the agencies concerning the tenure and hiring procedures of the chief administrator. The first question was "What is the length of time, in years, the current chief administrator has served in this capacity?" The survey then queries how the chief administrator was selected and whether a written contract is in place. The data shows that the average current tenure of chief administrators in office is 7.5 years. That result is based on 748 reporting agencies. The background of chief administrators varies as the table below demonstrates with 41% coming from within the agency.

35. The current chief administrator was appointed or elected:

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	From within the agency;	303	37.5	40.6	40.6
	From another Texas law enforcement agency;	208	25.7	27.8	68.4
	From an agency outside of Texas;	21	2.6	2.8	71.2
	From previous law enforcement experience	154	19.1	20.6	91.8
	From non-law enforcement experience or other	61	7.5	8.2	100.0
	Total	747	92.5	100.0	
Missing		61	7.5		
Total		808	100.0		

Additionally, we find that only 94 out of 777 or 12% of administrators are under a written contract.

The last section of questions that are revealing concerning the current state of law enforcement agencies center around budgeting issues. Seven queries were posed to agencies in the budgeting arena. First, agencies provided the size of the jurisdiction they served and their total 1998 budget. Agencies were also asked to provide the fiscal year of their agency and whether they receive grant monies. Finally, agencies provided information concerning the total annual budget for training, whether they benefited from asset forfeiture, and how much the agency agreed that the training funds from the Legislature were helpful to the agency.

The results from the queries were interesting. Most of the agencies, 64.9%, serviced jurisdictions of less than 25,000 people. Additionally, 68.8% of the agencies are on an October through September budget year. Almost half of the agencies, 49.4%, have not received grant funds. Of the 49.6% that have received grant funds only 18.8% had included that money in their budget. The training funds provided by the Legislature have been reported as overwhelmingly useful with 85.5% agreeing or strongly agreeing that it has been helpful. The subject of asset forfeiture is mixed as 45.5% of the agencies have benefited from the practice. Reporting on the actual budget numbers is rather difficult as the amounts cover a very large range, which does not lend itself to very useful descriptions. Looking at the budgeting numbers via the size of the agency delivers the following results.

Agency Size (Full-time Employees)	1-24	25-74	75-299	300 or more
2. Total annual current budget(for 1998)				
5. Total annual budget for training				
2. Mean Budget	426,747.31	1,787,824.01	7,145,473.54	86,119,336.83
2. Median Budget	253,960.00	1,500,881.50	5,800,000.00	40,000,000.00
5. Mean Training	6,460.30	39,847.67	84,015.22	2,874,761.29
5. Median Training	2,000.00	10,000.00	61,328.00	486,403.00

The distribution about the means demonstrates the normality of the distribution against the curve. This generates a solid confidence in these numbers as reflecting accurate budget distributions. The variance met expectations. However, the range of different agencies represented does promote a difficulty in generalizing from one agency to another.

Peace Officer Competency

Peace officer competency is a set of questions that tap into the perception of law enforcement professionals and what attributes they judge to be important to their profession. The scale of responses afford one the opportunity to gauge law enforcement's rating of how important specific competencies are to being a successful peace officer.

Scale of Responses for Competency Questions:
1. Little importance
2. Some importance
3. Important
4. Very important
5. Critically important

The data reveals that, in general, peace officers, regardless of the type of department, region or the size of their department they serve in, perceive that to be successful in their profession they must possess integrity and dependability in high quantities. More than 97% believe that it is very or critically important for an officer to be dependable to be successful. More than 98% believe that it is very or critically important for an officer to possess integrity to be successful. There were no

instances where a respondent felt that integrity or dependability was of little importance. 756 and 800 surveys, out of the returned 808, reported departmental, regional, or departmental size information. Looking just to the highest category, critically important, we still see very strong numbers across the data regardless of agency size, agency type, or region of the state (See Appendices for details). Better than 54% believe that dependability is critically important. Turning to integrity, 77% believe this characteristic is critically important across the reporting groups.

Questions	Mean
131. How important is dependability to being a successful peace officer?	4.51
132. How important is integrity to being a successful peace officer?	4.76
133. How important is initiative to being a successful peace officer?	4.12
134. How important is situational reasoning to being a successful peace officer?	4.37
135. How important is self-control to being a successful peace officer	4.58
136. How important are writing skills to being a successful peace officer?	3.94
137. How important are reading skills to being a successful peace officer?	3.97
138. How important are interpersonal skills to being a successful peace officer?	4.12
139. How important is physical ability to being a successful peace officer?	3.62
140. How important is appearance to being a successful peace officer?	3.63

	Little Importance	Some Importance	Important	Very Important	Critically Important	Total
131. Dependability	0	2 (.3%)	20 (2.5%)	34 (42.9%)	434 (54.3%)	799 (100%)
132. Integrity	0	0	11 (1.4%)	173 (21.6%)	616 (77%)	800 (100%)
133. Initiative	0	2 (.3%)	87 (10.9%)	521 (65.3%)	188 (23.6%)	799 (100%)
134. Reasoning	0	0	49 (6.2%)	401 (50.4%)	345 (43.3%)	795 (100%)
135. Self-control	0	0	23 (2.9%)	287 (35.9%)	489 (61.2%)	799 (100%)
136. Writing	0	7 (.9%)	164 (20.5%)	497 (62.2%)	131 (16.4%)	799 (100%)
137. Reading	0	8 (1.0%)	144 (18%)	514 (64.3%)	134 (16.8%)	800 (100%)
138. Interpersonal	1 (.1%)	5 (.6%)	99 (12.4%)	482 (60.4%)	211 (26.4%)	798 (100%)
139. Physical	1 (.1%)	28 (3.5%)	31 (39.5%)	382 (47.8%)	72 (.9%)	799 (100%)
140. Appearance	0	34 (4.3%)	284 (35.7%)	417 (52.4%)	6 (7.7%)	796 (100%)

Question #133 from the competency section focuses upon the importance of initiative. Better than 88% of the respondents believe that initiative is very important or critically important to being a successful officer.

Question #134, on the importance of situational reasoning found more than 93% responded that situational reasoning was very important to critically important to being a successful officer.

Question #135, on the importance of self-control, found that just over 87% of respondents felt that self-control was either very important or critically important to success as a police officer. These results indicate a strong belief on the part of law enforcement administrators that the successful execution of the job requires individuals that are mentally alert and in control of themselves while on the job

Skills are the next focus for the survey, specifically, reading, writing, and interpersonal skills. In measuring these three topics we are tapping into the importance of communication skills as an aspect of the law enforcement profession. This set of data falls a little lower than the previous sets although the top two categories of responses are still strong. More than 86% of the respondents rated interpersonal skills as very important or critically important to the successful peace officer. Reading skills are seen by administrators to be very important or critically important to successful policing at a rate of approximately 81%. Finally, better than 78% rated reading skills as very or critically important to the job

The final two questions in this category rated the importance of physical ability and appearance. Just under 58% of the officer's believe that physical ability is very or critically important to being a successful peace. However, approximately 60% believe appearance is very or critically important to being a successful peace officer. The lowest numbers for the critically important category in the competency section are reported here. Just under 9% believe that physical ability is critical to being a successful peace officer and less than 8% report appearance to be critically important.

These perceptions show a broad range of agreement on the part of the profession across this set of questions. Additionally, we can see very little difference between the different groupings of officers indicating that the agreement is not dependent upon agency size, agency type, or region of the state. Please see Appendix for a detailed breakdown.

The data indicate that all nine categories of these competencies are important to being successful as a peace officer. Law enforcement agencies should look for individuals with these competencies in their recruitment and selection activities. The Commission on Law Enforcement should also consider these competencies in setting licensing standards where appropriate.

Agency Employment Practices

This set of questions probes the law enforcement agency's employment practices. There are sixteen different questions that focus on hiring practices and officer educational attainment. These results can be used by agencies in a comparative format and will allow agencies to enter discussions about the pros and cons of their particular arrangements and what might serve their agency better over time.

The first question from this set isolates whether and what type of civil service agencies are operating under. More than 85% of the agencies responding do not work under a civil service ordinance. Of the remaining 14% most, 11.6% operate under either the State Municipal Civil Service Law or under the state or county Civil Service Laws. The remaining 2.8% operate under local civil service ordinance.

141. Is this a Civil Service Agency?			
	Yes	**No**	**Total**
141. Civil Service	113 (14.4%)	674 (85.6%)	787 (100%)

The next few questions are concerned with the recruiting and hiring process within agencies. From this data it can be seen that although the agencies are pursuing the same approximate goal they do have different methods of staffing their agencies. The first question deals with the application process. Specifically, this question delineates whether a formal application is required for employment. More than 92% of the agencies do require a formal application for employment.

Fifty-Eight percent of those that do not are constable offices. See the Appendix for a detailed breakdown of responses.

142. Is a formal application form required for employment?
143. Do you have a recruiting program?
144. Do you actively recruit women and minorities?
145. Do you do formal background investigations?
146. Do you use polygraph examinations for hiring?
147. Do you use written examinations in hiring?
148. Do you use formal interview boards in hiring?
149. Do you use a formal assessment center in hiring?
151. Do you use physical agility testing (task related activities, e.g., obstacle courses, dummy drag, etc.) in hiring?
152. Do you use physical fitness tests (aerobic capacity, strength test, etc.) in hiring?

	Yes		No		Total	
142. Application	724	(92.3%)	60	(7.7%)	784	(100%)
143. Recruiting	125	(16%)	658	(84%)	783	(100%)
144. Minority recruiting	433	(59%)	401	(41%)	734	(100%)
145. Background investigation	684	(89.2%)	83	(10.8%)	767	(100%)
146. Polygraph	132	(17.1%)	638	(82.9%)	770	(100%)
147. Examination	256	(33.2%)	514	(66.8%)	770	(100%)
148. Board	480	(62.4%)	289	(37.6%)	769	(100%)
149. Assessment center	48	(6.3%)	718	(93.6%)	767	(100%)
151. Agility	147	(19.1%)	622	(80.9%)	769	(100%)
152. Fitness	124	(16.2%)	640	(83.8%)	764	(100%)

Recruiting is the next topic in this set of questions. There are two recruiting questions delving into the existence of recruiting programs in general and efforts to recruits women and minorities. Overall, recruiting programs are rare among law enforcement agencies as only 16% of the responding agencies have recruiting programs. Having a recruiting program is shown by the data to be directly related to the size of the department. Out of the 651 agencies that do not have a recruiting program, 613 are agencies below 75 full-time employees. Additionally, only 22 agencies out 509 that have less than 25 full-time employees have a recruiting program. 57% of the agencies with full-time employees numbering 75-299 having recruitment programs and 72% of the agencies with 300 or more have these programs.

Beyond the recruiting program question, agencies where also queried about their recruiting attempts for women and minorities. Despite the lack of recruiting programs, 59% of the agencies report that they actively recruit women and minorities for law enforcement. While the smallest

agencies actively recruit the least, over 50% of the agencies in every size category report that they actively recruit women and minorities.

Agencies were also polled on several actions they may or may not undertake during the hiring process. Conducting a formal background investigation was one of these actions. Agencies overwhelmingly do conduct background investigations. Almost 90% reported the formal background check as part of their hiring process. It should not be surprising to find that of those agencies that do not conduct formal background checks almost all were agencies of 24 full-time personnel or less. A full 74 out of 81 who do not conduct the investigations were in this category or better than 91%. Additionally, 35 of these agencies were Constables and 24 classified as other which means, Arson Investigator or Airport Security or something similar. It should be noted that Commission rule §217.1.(8) requires a background investigation.

Just over 17% of agencies conduct polygraph examinations during the hiring process. A majority of agencies with more than 74 full-time employees use the polygraph examination but that does not hold for agencies of 74 or less. This would indicate that resources play a role in the decision to use the polygraph examination for hiring purposes rather than agency preference.

Agencies reported using written examinations for hiring at low levels, approximately 33%. This tends to be a practice that larger agencies with more resources use. Better than 70% of the larger agencies, 75 and greater, use written examinations. Whereas, less than 30% of the smaller category agencies availed themselves of written examinations. Because of the greater use of testing in the larger agencies, the majority of offices selected are by written examination.

The situation is somewhat muted when we look to the use of formal interview boards being used in hiring. Here better than 62% of the agencies reported using a formal interview board in hiring. Still the smaller agencies use this less often than the larger agencies but even at the smallest agency level better than 51% use formal interview boards. The next question delving into hiring practices focuses upon the use of formal assessment centers for hiring. This practice was reported to be used the least of hiring practices. Just over 6% of the 767 reporting agencies or 48 agencies

use this approach in hiring. Interestingly enough this was not associated with the size of the agency but rather evenly distributed across different size agencies.

Agencies were questioned concerning physical standards for hiring. Less than 20% of the agencies reported employing a physical agility test in their hiring process and even fewer, 16.2% reported using physical fitness test in hiring. As reported earlier with several aspects of hiring procedures, the percent of agencies using these physical tests increased as the size of the agency increased.

The last few questions of this section revolve around the issue of education required for peace officers and the level of education that peace officers actually hold. Although a high school education or GED is required by the state to be a peace officer, some agencies go beyond that requirement. Better than 73% of the agencies hold to the state minimum of a GED or high school education. On the other end of the spectrum, only 1.1% of the agencies require a bachelor's degree to be a peace officer. The remainder is distributed between those two poles. Aside from the agency requirements for hiring, it was also asked that agencies report the educational attainment of their officers. 738 agencies responded to these questions and the results were encouraging for those that desire the law enforcement profession to be populated with better educated officers. Forty-four percent of the reported officers have some college education and better than 26% have a bachelor's degree. The issue of size plays a role in these responses as agencies of 75 to 299 and 300 or more require some college or a degree at higher rates than smaller agencies. Thirty-three percent of agencies with 75-299 full-time officers required some college experience for hiring and 40% of agencies with 300 or more full-time employees required some college experience or a degree.

Questions					
153. What is the minimum level of education for hiring a peace officer?					

	GED or High school	College a plus but not required	Less than 60 hours of college	60-120 college hours	Bachelor's degree	Total
153.	542 (73.4%)	122 (16.5%)	38 (5.1%)	28 (3.8%)	8 (1.1%)	738 (100%)

154. What is the number of peace officers with only a GED or high school education?	9081 (29.1%)
155. What is the number of peace officers with some college education but less than a bachelor's degree?	13770 (44.1%)
156. What is the number of peace officers with a bachelor's degree?	8320 (26.6%)

Ten percent of the responding agencies required some college and 26 percent of the responding agencies consider college an advantage in hiring. Over 53 percent or 19,774 of the officers in the sample were employed at agencies requiring some college.

Agency Promotional Practices

This set of questions centers around promotions within agencies and the practices that are in place. The value of these questions is through comparison. It can be useful to verify that practices within one department are in line or comparable to the others across the state. Additionally, it may be that some agencies find their practices are unique and will want to ascertain the reasons for that. This information can assist in that vein. Interestingly, the number of valid responses to this section of questions dropped significantly. The responses in this section are clustered about 700 out of 808 returned surveys.

The first set of questions, the bulk of this section, are focused on the types of information used to determine promotions, from written examinations to performance evaluations. It is expected that a good portion of the responses of this section will vary depending upon the size of the agency responding. An agency with greater numbers will tend toward more resources and therefore will be able to use more resource intensive means in determining promotion within the agency. In addition, the complexity of the decision-making process increases as the number of candidates and positions increase.

Just under 30% of the agencies reported that they use written examinations to determine promotions. This rate increases as we consider the issue of agency size. Agencies with less than 25 full-time employees report only a 13% rate for using written exams, whereas moving up one category shows that almost half use written exams. (46.4%) The category just higher, full-time employees numbering between 75-299, returned a rate of 75.7% using written exams. At the

14

highest level, 300 employees or more, 92% used written exams. Larger agencies are more likely to be Civil Service Agencies which requires testing. Personal interviews are a constant factor in promotional practices. Almost 65% of the agencies reported the use of personal interviews to help determine promotions. Unlike written examinations, size did not impact the issue. See Appendices for detailed breakdown.

Item	Percent Yes
170. Do you use written examinations in determining promotions?	29.5
171. Do you use personal interviews in determining promotions?	64.8
172. Do you use formal interview boards in determining promotions?	32.7
173. Do you use staff or management ratings of promotion suitability in determining promotions?	35.5
174. Do you use peer ratings in determining promotions?	15.6
175. Do you use years of experience in determining promotions?	63.5
176. Do you use educational level in determining promotions?	43.8
177. Do you use veteran's preference in determining promotions?	12.3
178. Do you use a formal assessment center in determining promotions?	11.0
179. Do you use supervisor performance evaluations in determining promotions?	55.4
181 . Are promotions determined only by the chief administrator [without other input]?	22.7

The use of formal interview boards reflects the same trends as written examinations. Overall, just less than 33% of the responding agencies utilize formal interview boards for determining promotions. But it is apparent that this is a practice that is somewhat dependent upon the amount of resources available as the size of the department varies positively with the percent of agencies using formal interview boards. Similar to the use of formal interview boards is the use of formal assessment centers with 11% of the agencies reporting the use of a formal assessment center. However, the percentage using these centers grew as the size of the agency grew.

Agencies responded that staff ratings are seldom used for promotions. Staff or management ratings of promotion suitability were used by 35% of the agencies in determining promotions. Peer ratings are reported to be used at even a smaller rate of 15.6%. This reflects a perception on the part of agencies that promotions are not part of the purview of peers. Unlike the previous question, ratings for promotion does not seem to be correlated to size of the agency.

There are several other considerations that were proposed in the area of promotions. Agencies responded to queries concerning experience in determining promotions, educational level as a determining factor, and the preferences of veterans. The responses were not unexpected. Experience returned a strong following as better than 63% of the agencies responded indicating that years of experience were used in determining promotions. Additionally, educational level is used by less than half of the agencies reporting. Finally, veteran's preference is very seldom used in determining promotion as just more than 12% of the agencies reported that action in use in their agency. Although not significant given the small numbers, it interesting to note that as the size of the reporting agency grows, there is a smaller number reporting the use veteran's preference being used in determining promotions.

Continuing, agencies were asked if there were a minimum number of years of required agency service prior to promotional eligibility and 39% of the agencies responded affirmatively to the query. This combined with the results from the experience query indicates that time does play a factor in promotions but is not always a set hurdle for promotion. Education is a factor in determining promotions in 44% of the agencies. However, it is used as a promotional standard in only 24 % of the responding agencies.

184. What is the minimum level of education for promotion?					
	High School / GED	**Some College**	**60 hours of college**	**Bachelor's degree**	**Total**
184.	510 75.6%	120 17.8%	34 5.0%	11 1.6%	675 100%

The next two questions deal with evaluations for promotion that are based on supervisory recommendations and evaluations. Performance evaluations from supervisors are reported by agencies to be used better than 55% of the time in determining promotions. However, the promotions that are decided upon by only chief administrators without any other input are relatively uncommon. Just under 23% of the agencies report promotions being decided in this manner.

The final query in this set is a comparison of the different approached to determining promotions. The highest valued approach to determining promotions is a mixed bag. Almost 24% of the agencies reporting identified performance reports as having the highest value in determining

promotions. However, experience was a close second at 21%. The category "not applicable" registered 22%. Interviews and exams followed next at 13.7% and 12.1% respectively.

182. Which of the following has the highest value in determining promotions?							
Education	Assessment Center	Exam	Interview	Performance Reports	Experience	Not Applicable	Total
6 (.9%)	39 (6.1%)	78 (12.1%)	88 (13.7%)	154 (23.9%)	136 (21.1%)	143 (22.2%)	644 (100%)

Policy Issues

This set of questions looks into the different types of policy that agencies have put into practice. This makes it possible to compare policy implementation between agencies. The first question focuses on the practice of community policing and who is reporting their involvement. The second question queried agencies concerning accreditation by the Commission on Law Enforcement Accreditation. Following that, agencies respond to twelve questions about the existence of written policy and procedures in twelve different policy areas.

Agency response to the question about community policing was very strongly positive. 78.2% of the agencies reported either some community policing programs or agency wide philosophy of community policing. 43.8% reported the philosophy to be agency wide, showing the inroads that this philosophy has made into Texas policing. Of the 21.8% that did not report any community policing, most were agencies that would not typically institute such a policy or philosophy because it is not appropriate. Constables represent one of the largest of these groups at 26.9% of the agencies that do not have any community policing. Additionally, 36.1% of the remaining agencies with no community policing were considered "other" departments, meaning airport parks, or arson investigators. Again, these are departments that would not generally be thought of to institute a program such community policing because it does not fit their mission. In all, only about 10% of the agencies one would expect to have community policing do not. Those agency types that one would expect to consider community policing are practicing community policing.

48. Does this agency practice community policing?				
	Agency wide philosophy	Some programs within the agency	No	Total
Total	327 (43.8%)	257 (34.4%)	163 (21.8%)	747 (100%)

The series of questions, 50-61, are all subject questions. The primary question is, "Does your agency have written departmental policy or procedures in the following areas?" The survey subsequently moves through different subject areas: family violence, crime victims, vehicular pursuit, use of force, use of deadly force, evidence collection, sexual assault investigation, personnel selection, physical fitness, training, sexual harassment, and use of cash funds for investigative purposes. The tables have been combined below.

Does your agency have written departmental policy and procedures in the following areas?						
	Yes		No		Total	
50. Family violence	529	(68.7%)	241	(31.1%)	770	(100%)
51. Crime victims	464	(61.5%)	291	(38.5%)	755	(100%)
52. Vehicular pursuit	593	(77.1%)	176	(22.9%)	769	(100%)
53. Use of force	640	(82.6%)	135	(17.4%)	775	(100%)
54. Use of deadly force	636	(82.3%)	137	(17.7%)	773	(100%)
55. Evidence collection	495	(64.7%)	270	(35.3%)	765	(100%)
56. Sexual assault investigation	407	(54.5%)	340	(45.5%)	747	(100%)
57. Personnel selection	452	(59.2%)	311	(40.8%)	763	(100%)
58. Physical fitness	202	(26.4%)	564	(73.6%)	766	(100%)
59. Training	476	(62.5%)	285	(37.5%)	761	(100%)
60. Sexual harassment	587	(76.4%)	181	(23.6%)	768	(100%)
61. Use of cash funds for investigative purposes	223	(29.3%)	539	(70.7%)	762	(100%)

There is also a direct relationship between the size of the agency and the percentage of agencies with policy or procedures in these subject areas. Larger agencies report a greater occurrence of these policy and procedures within the agency than smaller agencies. This is an expected result as larger agencies must develop policies and procedures to guide the larger number of personnel. Please see the Appendices for a more detailed breakdown.

Training

This is a short section of questions focusing on the area of field training or the FTO program that agencies have developed. These three questions that query the FTO program, weapons qualification, and minimum requirements for continuing education. These are factual questions of the agencies and are not probing officer perception of the programs. The length of FTO

programs varies between agencies. We grouped our possible answers into five categories ranging from no formal program to more than twelve weeks.

167. What is the length of your FTO program?						
	No formal program	Less than 4 weeks	4 to less than 6 weeks	6 to 12 weeks	More than 12 weeks	Total
167.	284 (38.5%)	68 (9.2%)	107 (14.5%)	143 (19.4%)	135 (18.3%)	737 (100%)

This shows us that better than 52% of the agencies have FTO programs at least 4 weeks long and 61.5% have an FTO program. Of the 284 agencies that do not have an FTO program 237 or 83% of these agencies have fewer than 25 full-time personnel. Lack of resources is the most likely explanation.

Officers qualify with their weapons either annually or semi-annually. Only 13% qualify at a different rate.

168. How often do officers qualify with their weapon?						
	Annually	Semi-annually	Quarterly	Monthly	Other	Total
168.	355 (5.5%)	323 (41.4%)	82 (10.5%)	1 (.1%)	19 (2.4%)	780 (100%)

The final query from this section focuses on the amount of continuing education an agency requires of its officers. The state mandates that each officer have 40 hours of continuing education every two years so that is the minimum benchmark

169. What is your agency's minimum requirement for continuing education?				
	40 hours every two years	40 hours every year	Other	Total
169.	632 (80.6%)	109 (13.9%)	43 (5.5%)	784 (100%)

This table demonstrates that most agencies are requiring the state minimum in regards to continuing education but that almost 20% of the agencies are requiring more from their officers. There is no association between size of the agency, agency type, or region of the state that seems to influence the distribution.

Complaints

This section of questions revolves around complaints lodged with the agency against officers. The first group of questions focuses on general complaints, first unfounded then sustained, and finally pending complaints. All the complaints reported here are shown in relation to the number of departments reporting the complaints as that factor must always be considered. Additionally, the number of complaints reported were combined into categorical ranges to deliver readable results in the categories of department, region, and size.

The number of unfounded complaints lodged against officers was reported to be 2,680 or a mean of 4.24 unfounded complaints per department reporting. Looking at sustained formal complaints, there were 2,579 complaints reported for a mean of 4.01. These numbers show that only about half of the total formal complaints are found to have some basis. The final query for this section is the number of pending formal complaints against officers. Of the 628 agencies reporting there are 1035 formal complaints pending against officers for a mean of 1.65. The total number of complaints filed is 6,294 for a average of 10 per department. Additionally, looking to the size of departments that are reporting these numbers, there is a linear relationship between the size of the department and the number of complaints received in the department, as one would expect.

The next set of questions focused on sustained complaints of particular types. Agencies responded to queries concerning excessive force, criminal activity, and policy violations. The number of agencies responding declined as they came to these subject specific questions to the mid to low 600s from earlier agency totals in the mid 700s to 800. The number of sustained complaints involving excessive force totaled 127 from 626 reporting agencies. The mean was .21 per agency. The number of sustained complaints involving criminal activity totaled 240 complaints from 636 reporting agencies. The mean was .38. The number of sustained complaints involving policy violations totaled 3,186 from 652 reporting agencies. The mean was 4.81.

The final set of queries is focused on disciplinary action taken against officers by their agency. The number of disciplinary actions involving verbal counseling or reprimand totaled 2,336 from 667 agencies. This provides a mean of 3.50. The number of disciplinary actions involving written reprimand is similar, totaling 2,281 with 665 agencies responding. The mean is 3.43.

Increasing in severity, the number of disciplinary actions involving days off or demotion totaled 1094 from 651 responding agencies. The mean was 1.68. Finally, the number of disciplinary actions resulting in termination either through firing or resignation totaled 488 with 647 agencies responding. The mean was .75.

Conclusions and Observations

The report has brought together many different policies and procedures that should allow for different considerations within agencies. The data has delivered an overview of law enforcement agencies within the state of Texas. This overview should be useful for agencies that desire to find how their policies or procedures, training, and competencies match up with other similar agencies across the state.

Several general observations have been gathered from this survey. The most pervasive observation is that there is a great deal of conformity between agencies across the state. The opinions surveyed were remarkably consistent. In only a few cases did the elements of size, region, or department type play an intervening factor in the answers reported by the agencies. Region never played a particularly important role in the dispersion of responses. Size, as expected, required more money or stricter policy guidelines than smaller agencies. But the difference was one almost solely related to the issue of size itself. Department type seemed to have a differential impact only at the margins of the data as municipal agencies responses had more impact than other agencies. The effect is that the aggregate level data is skewed a bit in favor of municipal responses. Whether responses were focused on policy issues or training, promotional practices or complaints, the same data patterns emerged throughout the survey responses.

Appendix A

Agency Demographics

Appendix A

Agency Demographics

1. Jurisdictional population served

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Under 5,000	244	30.2	30.8	30.8
	5,000 to 24,999	270	33.4	34.1	65.0
	25,000 to 99,000	175	21.7	22.1	87.1
	100,000 to 249,999	59	7.3	7.5	94.6
	250,000 to 499,999	19	2.4	2.4	97.0
	Over 500,000	24	3.0	3.0	100.0
	Total	791	97.9	100.0	
Missing	System	17	2.1		
Total		808	100.0		

3. Does the budgeted amount include grant funds?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	0	1	.1	.1	.1
	No grants received	388	48.0	49.4	49.5
	Have received grants but not part of the budgeted amount	249	30.8	31.7	81.2
	Yes	148	18.3	18.8	100.0
	Total	786	97.3	100.0	
Missing	System	22	2.7		
Total		808	100.0		

Appendix A

Agency Demographics

4. Current budget year runs from

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	0	1	.1	.1	.1
	September through August	92	11.4	11.8	11.9
	October through September	554	68.6	71.1	83.1
	January through December	78	9.7	10.0	93.1
	Other	54	6.7	6.9	100.0
	Total	779	96.4	100.0	
Missing	System	29	3.6		
Total		808	100.0		

6. The training funds provided by the Legislature through the Comptroller's Office have been helpful?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	0	1	.1	.1	.1
	Strongly agree	491	60.8	62.8	62.9
	Agree	177	21.9	22.6	85.5
	Neutral	73	9.0	9.3	94.9
	Disagree	13	1.6	1.7	96.5
	Strongly disagree	27	3.3	3.5	100.0
	Total	782	96.8	100.0	
Missing	System	26	3.2		
Total		808	100.0		

7. Has your agency benefited from "asset forfeiture?"

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid		12	1.5	1.5	1.5
	Yes	368	45.5	45.5	47.0
	No	428	53.0	53.0	100.0
	Total	808	100.0	100.0	

Appendix B

Query by Agency Type

Appendix B
Query By Agency Type

Department Type * 48. Does this agency practice community policing? Crosstabulation

			48. Does this agency practice community policing?			
			Agency wide philosophy	Some programs within the agency	No	Total
Department Type	Municipal	Count	193	130	25	348
		% within Department Type	55.5%	37.4%	7.2%	100.0%
	Sheriff	Count	36	44	23	103
		% within Department Type	35.0%	42.7%	22.3%	100.0%
	Constable	Count	30	28	44	102
		% within Department Type	29.4%	27.5%	43.1%	100.0%
	College	Count	26	13	5	44
		% within Department Type	59.1%	29.5%	11.4%	100.0%
	ISD	Count	10	12	7	29
		% within Department Type	34.5%	41.4%	24.1%	100.0%
	Other	Count	32	30	59	121
		% within Department Type	26.4%	24.8%	48.8%	100.0%
Total		Count	327	257	163	747
		% within Department Type	43.8%	34.4%	21.8%	100.0%

Appendix B
Query By Agency Type

Department Type * 50. Family violence Crosstabulation

| | | | 50. Family violence | | Total |
			Yes	No	
Department Type	Municipal	Count	298	51	349
		% within Department Type	85.4%	14.6%	100.0%
	Sheriff	Count	86	20	106
		% within Department Type	81.1%	18.9%	100.0%
	Constable	Count	40	65	105
		% within Department Type	38.1%	61.9%	100.0%
	College	Count	27	18	45
		% within Department Type	60.0%	40.0%	100.0%
	ISD	Count	9	20	29
		% within Department Type	31.0%	69.0%	100.0%
	Other	Count	69	67	136
		% within Department Type	50.7%	49.3%	100.0%
Total		Count	529	241	770
		% within Department Type	68.7%	31.3%	100.0%

Department Type * 51. Crime victims Crosstabulation

| | | | 51. Crime victims | | Total |
			Yes	No	
Department Type	Municipal	Count	253	87	340
		% within Department Type	74.4%	25.6%	100.0%
	Sheriff	Count	73	32	105
		% within Department Type	69.5%	30.5%	100.0%
	Constable	Count	30	72	102
		% within Department Type	29.4%	70.6%	100.0%
	College	Count	24	21	45
		% within Department Type	53.3%	46.7%	100.0%
	ISD	Count	11	17	28
		% within Department Type	39.3%	60.7%	100.0%
	Other	Count	73	62	135
		% within Department Type	54.1%	45.9%	100.0%
Total		Count	464	291	755
		% within Department Type	61.5%	38.5%	100.0%

Appendix B
Query By Agency Type

Department Type * 52. Vehicular pursuit Crosstabulation

			52. Vehicular pursuit		Total
			Yes	No	
Department Type	Municipal	Count	330	21	351
		% within Department Type	94.0%	6.0%	100.0%
	Sheriff	Count	87	19	106
		% within Department Type	82.1%	17.9%	100.0%
	Constable	Count	44	60	104
		% within Department Type	42.3%	57.7%	100.0%
	College	Count	38	7	45
		% within Department Type	84.4%	15.6%	100.0%
	ISD	Count	25	4	29
		% within Department Type	86.2%	13.8%	100.0%
	Other	Count	69	65	134
		% within Department Type	51.5%	48.5%	100.0%
Total		Count	593	176	769
		% within Department Type	77.1%	22.9%	100.0%

Department Type * 53. Use of force Crosstabulation

			53. Use of force		Total
			Yes	No	
Department Type	Municipal	Count	336	17	353
		% within Department Type	95.2%	4.8%	100.0%
	Sheriff	Count	91	13	104
		% within Department Type	87.5%	12.5%	100.0%
	Constable	Count	53	53	106
		% within Department Type	50.0%	50.0%	100.0%
	College	Count	43	3	46
		% within Department Type	93.5%	6.5%	100.0%
	ISD	Count	26	3	29
		% within Department Type	89.7%	10.3%	100.0%
	Other	Count	91	46	137
		% within Department Type	66.4%	33.6%	100.0%
Total		Count	640	135	775
		% within Department Type	82.6%	17.4%	100.0%

Appendix B
Query By Agency Type

Department Type * 54. Use of deadly force Crosstabulation

			54. Use of deadly force		Total
			Yes	No	
Department Type	Municipal	Count	332	20	352
		% within Department Type	94.3%	5.7%	100.0%
	Sheriff	Count	91	14	105
		% within Department Type	86.7%	13.3%	100.0%
	Constable	Count	51	54	105
		% within Department Type	48.6%	51.4%	100.0%
	College	Count	42	4	46
		% within Department Type	91.3%	8.7%	100.0%
	ISD	Count	26	3	29
		% within Department Type	89.7%	10.3%	100.0%
	Other	Count	94	42	136
		% within Department Type	69.1%	30.9%	100.0%
Total		Count	636	137	773
		% within Department Type	82.3%	17.7%	100.0%

Department Type * 55 Evidence collection Crosstabulation

			55 Evidence collection		Total
			Yes	No	
Department Type	Municipal	Count	266	84	350
		% within Department Type	76.0%	24.0%	100.0%
	Sheriff	Count	65	37	102
		% within Department Type	63.7%	36.3%	100.0%
	Constable	Count	32	73	105
		% within Department Type	30.5%	69.5%	100.0%
	College	Count	29	16	45
		% within Department Type	64.4%	35.6%	100.0%
	ISD	Count	18	11	29
		% within Department Type	62.1%	37.9%	100.0%
	Other	Count	85	49	134
		% within Department Type	63.4%	36.6%	100.0%
Total		Count	495	270	765
		% within Department Type	64.7%	35.3%	100.0%

Appendix B
Query By Agency Type

Department Type * 56 Sexual assault investigation Crosstabulation

| | | | 56 Sexual assault investigation | | |
			Yes	No	Total
Department Type	Municipal	Count	229	113	342
		% within Department Type	67.0%	33.0%	100.0%
	Sheriff	Count	65	38	103
		% within Department Type	63.1%	36.9%	100.0%
	Constable	Count	24	73	97
		% within Department Type	24.7%	75.3%	100.0%
	College	Count	29	16	45
		% within Department Type	64.4%	35.6%	100.0%
	ISD	Count	12	17	29
		% within Department Type	41.4%	58.6%	100.0%
	Other	Count	48	83	131
		% within Department Type	36.6%	63.4%	100.0%
Total		Count	407	340	747
		% within Department Type	54.5%	45.5%	100.0%

Department Type * 57. Personnel selection Crosstabulation

| | | | 57. Personnel selection | | |
			Yes	No	Total
Department Type	Municipal	Count	241	107	348
		% within Department Type	69.3%	30.7%	100.0%
	Sheriff	Count	58	48	106
		% within Department Type	54.7%	45.3%	100.0%
	Constable	Count	30	70	100
		% within Department Type	30.0%	70.0%	100.0%
	College	Count	34	12	46
		% within Department Type	73.9%	26.1%	100.0%
	ISD	Count	16	13	29
		% within Department Type	55.2%	44.8%	100.0%
	Other	Count	73	61	134
		% within Department Type	54.5%	45.5%	100.0%
Total		Count	452	311	763
		% within Department Type	59.2%	40.8%	100.0%

Appendix B
Query By Agency Type

Department Type * 58. Physical fitness Crosstabulation

			58. Physical fitness		
			Yes	No	Total
Department Type	Municipal	Count	118	230	348
		% within Department Type	33.9%	66.1%	100.0%
	Sheriff	Count	21	84	105
		% within Department Type	20.0%	80.0%	100.0%
	Constable	Count	11	92	103
		% within Department Type	10.7%	89.3%	100.0%
	College	Count	12	34	46
		% within Department Type	26.1%	73.9%	100.0%
	ISD	Count	5	24	29
		% within Department Type	17.2%	82.8%	100.0%
	Other	Count	35	100	135
		% within Department Type	25.9%	74.1%	100.0%
Total		Count	202	564	766
		% within Department Type	26.4%	73.6%	100.0%

Department Type * 59. Training Crosstabulation

			59. Training		
			Yes	No	Total
Department Type	Municipal	Count	240	104	344
		% within Department Type	69.8%	30.2%	100.0%
	Sheriff	Count	64	39	103
		% within Department Type	62.1%	37.9%	100.0%
	Constable	Count	40	65	105
		% within Department Type	38.1%	61.9%	100.0%
	College	Count	34	12	46
		% within Department Type	73.9%	26.1%	100.0%
	ISD	Count	15	14	29
		% within Department Type	51.7%	48.3%	100.0%
	Other	Count	83	51	134
		% within Department Type	61.9%	38.1%	100.0%
Total		Count	476	285	761
		% within Department Type	62.5%	37.5%	100.0%

Appendix B
Query By Agency Type

Department Type * 60. Sexual harassment Crosstabulation

			60. Sexual harassment		
			Yes	No	Total
Department Type	Municipal	Count	298	54	352
		% within Department Type	84.7%	15.3%	100.0%
	Sheriff	Count	80	23	103
		% within Department Type	77.7%	22.3%	100.0%
	Constable	Count	47	59	106
		% within Department Type	44.3%	55.7%	100.0%
	College	Count	42	3	45
		% within Department Type	93.3%	6.7%	100.0%
	ISD	Count	24	5	29
		% within Department Type	82.8%	17.2%	100.0%
	Other	Count	96	37	133
		% within Department Type	72.2%	27.8%	100.0%
Total		Count	587	181	768
		% within Department Type	76.4%	23.6%	100.0%

Department Type * 61. Use of cash funds for investigative purposes Crosstabulation

			61. Use of cash funds for investigative purposes		
			Yes	No	Total
Department Type	Municipal	Count	139	209	348
		% within Department Type	39.9%	60.1%	100.0%
	Sheriff	Count	34	68	102
		% within Department Type	33.3%	66.7%	100.0%
	Constable	Count	3	99	102
		% within Department Type	2.9%	97.1%	100.0%
	College	Count	10	36	46
		% within Department Type	21.7%	78.3%	100.0%
	ISD	Count	3	26	29
		% within Department Type	10.3%	89.7%	100.0%
	Other	Count	34	101	135
		% within Department Type	25.2%	74.8%	100.0%
Total		Count	223	539	762
		% within Department Type	29.3%	70.7%	100.0%

Appendix B
Query By Agency Type

Department Type * 131. How important is dependability to being a successful peace officer? Crosstabulation

			131. How important is dependability to being a successful peace officer?				
			Some importance	Important	Very important	Critically important	Total
Department Type	Municipal	Count	1	13	165	178	357
		% within Department Type	.3%	3.6%	46.2%	49.9%	100.0%
	Sheriff	Count	1	2	36	67	106
		% within Department Type	.9%	1.9%	34.0%	63.2%	100.0%
	Constable	Count			45	68	113
		% within Department Type			39.8%	60.2%	100.0%
	College	Count		1	20	25	46
		% within Department Type		2.2%	43.5%	54.3%	100.0%
	ISD	Count			15	14	29
		% within Department Type			51.7%	48.3%	100.0%
	Other	Count		4	62	82	148
		% within Department Type		2.7%	41.9%	55.4%	100.0%
Total		Count	2	20	343	434	799
		% within Department Type	.3%	2.5%	42.9%	54.3%	100.0%

Department Type * 132. How important is integrity to being a successful peace officer? Crosstabulation

			132. How important is integrity to being a successful peace officer?			
			Important	Very important	Critically important	Total
Department Type	Municipal	Count	7	63	287	357
		% within Department Type	2.0%	17.6%	80.4%	100.0%
	Sheriff	Count		25	81	106
		% within Department Type		23.6%	76.4%	100.0%
	Constable	Count	2	40	72	114
		% within Department Type	1.8%	35.1%	63.2%	100.0%
	College	Count		11	35	46
		% within Department Type		23.9%	76.1%	100.0%
	ISD	Count		1	28	29
		% within Department Type		3.4%	96.6%	100.0%
	Other	Count	2	33	113	148
		% within Department Type	1.4%	22.3%	76.4%	100.0%
Total		Count	11	173	616	800
		% within Department Type	1.4%	21.6%	77.0%	100.0%

Appendix B
Query By Agency Type

Department Type * 133. How important is initiative to being a successful peace officer? Crosstabulation

			133. How important is initiative to being a successful peace officer?				
			Some importance	Important	Very important	Critically important	Total
Department Type	Municipal	Count		44	241	71	356
		% within Department Type		12.4%	67.7%	19.9%	100.0%
	Sheriff	Count	1	5	66	34	106
		% within Department Type	.9%	4.7%	62.3%	32.1%	100.0%
	Constable	Count		7	74	31	112
		% within Department Type		6.3%	66.1%	27.7%	100.0%
	College	Count		4	33	9	46
		% within Department Type		8.7%	71.7%	19.6%	100.0%
	ISD	Count		5	17	7	29
		% within Department Type		17.2%	58.6%	24.1%	100.0%
	Other	Count	1	22	90	36	149
		% within Department Type	.7%	14.8%	60.4%	24.2%	100.0%
Total		Count	2	87	521	188	798
		% within Department Type	.3%	10.9%	65.3%	23.6%	100.0%

Department Type * 134. How important is situational reasoning ability to being a successful peace officer? Crosstabulation

			134. How important is situational reasoning ability to being a successful peace officer?			
			Important	Very important	Critically important	Total
Department Type	Municipal	Count	22	170	165	357
		% within Department Type	6.2%	47.6%	46.2%	100.0%
	Sheriff	Count	4	55	47	106
		% within Department Type	3.8%	51.9%	44.3%	100.0%
	Constable	Count	7	62	41	110
		% within Department Type	6.4%	56.4%	37.3%	100.0%
	College	Count	3	24	19	46
		% within Department Type	6.5%	52.2%	41.3%	100.0%
	ISD	Count	1	13	14	28
		% within Department Type	3.6%	46.4%	50.0%	100.0%
	Other	Count	12	77	59	148
		% within Department Type	8.1%	52.0%	39.9%	100.0%
Total		Count	49	401	345	795
		% within Department Type	6.2%	50.4%	43.4%	100.0%

B-9

Appendix B
Query By Agency Type

Department Type * 135. How important is self-control to being a successful peace officer? Crosstabulation

			135. How important is self-control to being a successful peace officer?			
			Important	Very important	Critically important	Total
Department Type	Municipal	Count	5	124	227	356
		% within Department Type	1.4%	34.8%	63.8%	100.0%
	Sheriff	Count	3	41	62	106
		% within Department Type	2.8%	38.7%	58.5%	100.0%
	Constable	Count	3	46	65	114
		% within Department Type	2.6%	40.4%	57.0%	100.0%
	College	Count	1	19	26	46
		% within Department Type	2.2%	41.3%	56.5%	100.0%
	ISD	Count		10	19	29
		% within Department Type		34.5%	65.5%	100.0%
	Other	Count	11	47	90	148
		% within Department Type	7.4%	31.8%	60.8%	100.0%
Total		Count	23	287	489	799
		% within Department Type	2.9%	35.9%	61.2%	100.0%

Department Type * 136. How important are writing skills to being a successful peace officer? Crosstabulation

			136. How important are writing skills to being a successful peace officer?				
			Some importance	Important	Very important	Critically important	Total
Department Type	Municipal	Count	4	61	228	64	357
		% within Department Type	1.1%	17.1%	63.9%	17.9%	100.0%
	Sheriff	Count		24	66	16	106
		% within Department Type		22.6%	62.3%	15.1%	100.0%
	Constable	Count	2	28	70	14	114
		% within Department Type	1.8%	24.6%	61.4%	12.3%	100.0%
	College	Count		7	29	10	46
		% within Department Type		15.2%	63.0%	21.7%	100.0%
	ISD	Count		7	15	7	29
		% within Department Type		24.1%	51.7%	24.1%	100.0%
	Other	Count	1	37	89	20	147
		% within Department Type	.7%	25.2%	60.5%	13.6%	100.0%
Total		Count	7	164	497	131	799
		% within Department Type	.9%	20.5%	62.2%	16.4%	100.0%

Appendix B
Query By Agency Type

Department Type * 137. How important are reading skills to being a successful peace officer? Crosstabulation

			137. How important are reading skills to being a successful peace officer?				
			Some importance	Important	Very important	Critically important	Total
Department Type	Municipal	Count	4	53	239	61	357
		% within Department Type	1.1%	14.8%	66.9%	17.1%	100.0%
	Sheriff	Count		23	67	16	106
		% within Department Type		21.7%	63.2%	15.1%	100.0%
	Constable	Count	2	21	74	17	114
		% within Department Type	1.8%	18.4%	64.9%	14.9%	100.0%
	College	Count		8	26	12	46
		% within Department Type		17.4%	56.5%	26.1%	100.0%
	ISD	Count		9	13	7	29
		% within Department Type		31.0%	44.8%	24.1%	100.0%
	Other	Count	2	30	95	21	148
		% within Department Type	1.4%	20.3%	64.2%	14.2%	100.0%
Total		Count	8	144	514	134	800
		% within Department Type	1.0%	18.0%	64.3%	16.8%	100.0%

Department Type * 138. How important are interpersonal skills to being a successful peace officer? Crosstabulation

			138. How important are interpersonal skills to being a successful peace officer?					
			Little importance	Some importance	Important	Very important	Critically important	Total
Department Type	Municipal	Count		2	30	221	104	357
		% within Department Type		.6%	8.4%	61.9%	29.1%	100.0%
	Sheriff	Count		1	19	60	26	106
		% within Department Type		.9%	17.9%	56.6%	24.5%	100.0%
	Constable	Count	1	1	20	74	16	112
		% within Department Type	.9%	.9%	17.9%	66.1%	14.3%	100.0%
	College	Count			6	26	14	46
		% within Department Type			13.0%	56.5%	30.4%	100.0%
	ISD	Count			2	18	9	29
		% within Department Type			6.9%	62.1%	31.0%	100.0%
	Other	Count		1	22	83	42	148
		% within Department Type		.7%	14.9%	56.1%	28.4%	100.0%
Total		Count	1	5	99	482	211	798
		% within Department Type	.1%	.6%	12.4%	60.4%	26.4%	100.0%

Appendix B
Query By Agency Type

Department Type * 139. How important is physical ability to being a successful peace officer? Crosstabulation

			139. How important is physical ability to being a successful peace officer?					Total
			Little importance	Some importance	Important	Very important	Critically important	
Department Type	Municipal	Count	1	12	123	187	33	356
		% within Department Type	.3%	3.4%	34.6%	52.5%	9.3%	100.0%
	Sheriff	Count		5	44	46	11	106
		% within Department Type		4.7%	41.5%	43.4%	10.4%	100.0%
	Constable	Count		4	53	48	9	114
		% within Department Type		3.5%	46.5%	42.1%	7.9%	100.0%
	College	Count			21	22	3	46
		% within Department Type			45.7%	47.8%	6.5%	100.0%
	ISD	Count		1	14	11	3	29
		% within Department Type		3.4%	48.3%	37.9%	10.3%	100.0%
	Other	Count		6	61	68	13	148
		% within Department Type		4.1%	41.2%	45.9%	8.8%	100.0%
Total		Count	1	28	316	382	72	799
		% within Department Type	.1%	3.5%	39.5%	47.8%	9.0%	100.0%

Department Type * 140. How important is appearance to being a successful peace officer? Crosstabulation

			140. How important is appearance to being a successful peace officer?				Total
			Some importance	Important	Very important	Critically important	
Department Type	Municipal	Count	16	128	184	27	355
		% within Department Type	4.5%	36.1%	51.8%	7.6%	100.0%
	Sheriff	Count	3	43	53	7	106
		% within Department Type	2.8%	40.6%	50.0%	6.6%	100.0%
	Constable	Count	5	33	64	10	112
		% within Department Type	4.5%	29.5%	57.1%	8.9%	100.0%
	College	Count		19	23	4	46
		% within Department Type		41.3%	50.0%	8.7%	100.0%
	ISD	Count	3	11	12	3	29
		% within Department Type	10.3%	37.9%	41.4%	10.3%	100.0%
	Other	Count	7	50	81	10	148
		% within Department Type	4.7%	33.8%	54.7%	6.8%	100.0%
Total		Count	34	284	417	61	796
		% within Department Type	4.3%	35.7%	52.4%	7.7%	100.0%

Appendix B
Query By Agency Type

Department Type * 141. Is this a Civil Service Agency? Crosstabulation

			141. Is this a Civil Service Agency?				
			Under State Municipal Civil Service Law	Under State County Civil Service Law	Under local civil service ordinance	No	Total
Department Type	Municipal	Count	52	2	9	289	352
		% within Department Type	14.8%	.6%	2.6%	82.1%	100.0%
	Sheriff	Count		6	1	98	105
		% within Department Type		5.7%	1.0%	93.3%	100.0%
	Constable	Count		16	1	94	111
		% within Department Type		14.4%	.9%	84.7%	100.0%
	College	Count		2		43	45
		% within Department Type		4.4%		95.6%	100.0%
	ISD	Count				29	29
		% within Department Type				100.0%	100.0%
	Other	Count	11	2	11	121	145
		% within Department Type	7.6%	1.4%	7.6%	83.4%	100.0%
Total		Count	63	28	22	674	787
		% within Department Type	8.0%	3.6%	2.8%	85.6%	100.0%

Appendix B
Query By Agency Type

Department Type * 142. Is a formal application form required for employment? Crosstabulation

			142. Is a formal application form required for employment?		Total
			Yes	No	
Department Type	Municipal	Count	349	7	356
		% within Department Type	98.0%	2.0%	100.0%
	Sheriff	Count	104	2	106
		% within Department Type	98.1%	1.9%	100.0%
	Constable	Count	64	35	99
		% within Department Type	64.6%	35.4%	100.0%
	College	Count	46		46
		% within Department Type	100.0%		100.0%
	ISD	Count	28	1	29
		% within Department Type	96.6%	3.4%	100.0%
	Other	Count	133	15	148
		% within Department Type	89.9%	10.1%	100.0%
Total		Count	724	60	784
		% within Department Type	92.3%	7.7%	100.0%

Department Type * 143. Do you have a recruiting program? Crosstabulation

			143. Do you have a recruiting program?		Total
			Yes	No	
Department Type	Municipal	Count	82	274	356
		% within Department Type	23.0%	77.0%	100.0%
	Sheriff	Count	11	94	105
		% within Department Type	10.5%	89.5%	100.0%
	Constable	Count	5	98	103
		% within Department Type	4.9%	95.1%	100.0%
	College	Count	11	35	46
		% within Department Type	23.9%	76.1%	100.0%
	ISD	Count	3	26	29
		% within Department Type	10.3%	89.7%	100.0%
	Other	Count	13	131	144
		% within Department Type	9.0%	91.0%	100.0%
Total		Count	125	658	783
		% within Department Type	16.0%	84.0%	100.0%

Appendix B
Query By Agency Type

Department Type * 144. Do you actively recruit women and minorities? Crosstabulation

			144. Do you actively recruit women and minorities?		
			Yes	No	Total
Department Type	Municipal	Count	233	107	340
		% within Department Type	68.5%	31.5%	100.0%
	Sheriff	Count	61	41	102
		% within Department Type	59.8%	40.2%	100.0%
	Constable	Count	24	65	89
		% within Department Type	27.0%	73.0%	100.0%
	College	Count	31	14	45
		% within Department Type	68.9%	31.1%	100.0%
	ISD	Count	15	14	29
		% within Department Type	51.7%	48.3%	100.0%
	Other	Count	69	60	129
		% within Department Type	53.5%	46.5%	100.0%
Total		Count	433	301	734
		% within Department Type	59.0%	41.0%	100.0%

Department Type * 145. Do you do formal background investigations? Crosstabulation

			145. Do you do formal background investigations?		
			Yes	No	Total
Department Type	Municipal	Count	341	11	352
		% within Department Type	96.9%	3.1%	100.0%
	Sheriff	Count	95	10	105
		% within Department Type	90.5%	9.5%	100.0%
	Constable	Count	58	35	93
		% within Department Type	62.4%	37.6%	100.0%
	College	Count	44	2	46
		% within Department Type	95.7%	4.3%	100.0%
	ISD	Count	28	1	29
		% within Department Type	96.6%	3.4%	100.0%
	Other	Count	118	24	142
		% within Department Type	83.1%	16.9%	100.0%
Total		Count	684	83	767
		% within Department Type	89.2%	10.8%	100.0%

Appendix B
Query By Agency Type

Department Type * 146. Do you use polygraph examinations for hiring? Crosstabulation

| | | | 146. Do you use polygraph examinations for hiring? | | |
			Yes	No	Total
Department Type	Municipal	Count	86	268	354
		% within Department Type	24.3%	75.7%	100.0%
	Sheriff	Count	6	100	106
		% within Department Type	5.7%	94.3%	100.0%
	Constable	Count	3	91	94
		% within Department Type	3.2%	96.8%	100.0%
	College	Count	8	37	45
		% within Department Type	17.8%	82.2%	100.0%
	ISD	Count	3	25	28
		% within Department Type	10.7%	89.3%	100.0%
	Other	Count	26	117	143
		% within Department Type	18.2%	81.8%	100.0%
Total		Count	132	638	770
		% within Department Type	17.1%	82.9%	100.0%

Department Type * 147. Do you use written examination in hiring? Crosstabulation

| | | | 147. Do you use written examination in hiring? | | |
			Yes	No	Total
Department Type	Municipal	Count	161	192	353
		% within Department Type	45.6%	54.4%	100.0%
	Sheriff	Count	19	87	106
		% within Department Type	17.9%	82.1%	100.0%
	Constable	Count	13	81	94
		% within Department Type	13.8%	86.2%	100.0%
	College	Count	11	35	46
		% within Department Type	23.9%	76.1%	100.0%
	ISD	Count	12	17	29
		% within Department Type	41.4%	58.6%	100.0%
	Other	Count	40	102	142
		% within Department Type	28.2%	71.8%	100.0%
Total		Count	256	514	770
		% within Department Type	33.2%	66.8%	100.0%

Appendix B
Query By Agency Type

Department Type * 148. Do you use formal interview boards in hiring? Crosstabulation

			148. Do you use formal interview boards in hiring?		
			Yes	No	Total
Department Type	Municipal	Count	257	95	352
		% within Department Type	73.0%	27.0%	100.0%
	Sheriff	Count	57	49	106
		% within Department Type	53.8%	46.2%	100.0%
	Constable	Count	29	65	94
		% within Department Type	30.9%	69.1%	100.0%
	College	Count	39	7	46
		% within Department Type	84.8%	15.2%	100.0%
	ISD	Count	18	11	29
		% within Department Type	62.1%	37.9%	100.0%
	Other	Count	80	62	142
		% within Department Type	56.3%	43.7%	100.0%
Total		Count	480	289	769
		% within Department Type	62.4%	37.6%	100.0%

Department Type * 149. Do you use a formal assessment center in hiring? Crosstabulation

			149. Do you use a formal assessment center in hiring?			
			Yes	No	22	Total
Department Type	Municipal	Count	24	327	1	352
		% within Department Type	6.8%	92.9%	.3%	100.0%
	Sheriff	Count	5	100		105
		% within Department Type	4.8%	95.2%		100.0%
	Constable	Count	3	89		92
		% within Department Type	3.3%	96.7%		100.0%
	College	Count	4	42		46
		% within Department Type	8.7%	91.3%		100.0%
	ISD	Count	1	28		29
		% within Department Type	3.4%	96.6%		100.0%
	Other	Count	11	132		143
		% within Department Type	7.7%	92.3%		100.0%
Total		Count	48	718	1	767
		% within Department Type	6.3%	93.6%	.1%	100.0%

Question 150 was deleted due to inaccurate data.

Appendix B
Query By Agency Type

Department Type * 151. Do you use physical agility testing [task related activities, e.g., obstacle courses, dummy drag, etc.] in hiring? Crosstabulation

			151. Do you use physical agility testing [task related activities, e.g., obstacle courses, dummy drag, etc.] in hiring?		
			Yes	No	Total
Department Type	Municipal	Count	98	255	353
		% within Department Type	27.8%	72.2%	100.0%
	Sheriff	Count	8	98	106
		% within Department Type	7.5%	92.5%	100.0%
	Constable	Count	1	91	92
		% within Department Type	1.1%	98.9%	100.0%
	College	Count	7	39	46
		% within Department Type	15.2%	84.8%	100.0%
	ISD	Count	2	27	29
		% within Department Type	6.9%	93.1%	100.0%
	Other	Count	31	112	143
		% within Department Type	21.7%	78.3%	100.0%
Total		Count	147	622	769
		% within Department Type	19.1%	80.9%	100.0%

Appendix B
Query By Agency Type

Department Type * 152 Do you use physical fitness tests [aerobic capacity, strength tests, etc.] in hiring? Crosstabulation

			152 Do you use physical fitness tests [aerobic capacity, strength tests, etc.] in hiring?		Total
			Yes	No	Total
Department Type	Municipal	Count	74	276	350
		% within Department Type	21.1%	78.9%	100.0%
	Sheriff	Count	7	99	106
		% within Department Type	6.6%	93.4%	100.0%
	Constable	Count	2	91	93
		% within Department Type	2.2%	97.8%	100.0%
	College	Count	10	36	46
		% within Department Type	21.7%	78.3%	100.0%
	ISD	Count	5	24	29
		% within Department Type	17.2%	82.8%	100.0%
	Other	Count	26	114	140
		% within Department Type	18.6%	81.4%	100.0%
Total		Count	124	640	764
		% within Department Type	16.2%	83.8%	100.0%

Department Type * 153. What is the minimum level of education for hiring a peace officer? Crosstabulation

			153. What is the minimum level of education for hiring a peace officer?					Total
			GED or High School	College is a positive consideration, but not strict requirem	Less than 60 hours of college	60-120 hours of college	A bachelor's degree	Total
Department Type	Municipal	Count	256	46	21	9	2	334
		% within Department Type	76.6%	13.8%	6.3%	2.7%	.6%	100.0%
	Sheriff	Count	91	11	2	1		105
		% within Department Type	86.7%	10.5%	1.9%	1.0%		100.0%
	Constable	Count	65	19	3		2	89
		% within Department Type	73.0%	21.3%	3.4%		2.2%	100.0%
	College	Count	23	8	6	8		45
		% within Department Type	51.1%	17.8%	13.3%	17.8%		100.0%
	ISD	Count	19	6	1	1		27
		% within Department Type	70.4%	22.2%	3.7%	3.7%		100.0%
	Other	Count	88	32	5	9	4	138
		% within Department Type	63.8%	23.2%	3.6%	6.5%	2.9%	100.0%
Total		Count	542	122	38	28	8	738
		% within Department Type	73.4%	16.5%	5.1%	3.8%	1.1%	100.0%

Appendix B
Query By Agency Type

Department Type * 157. Number of unfounded complaints against officers? Crosstabulation

			157. Number of unfounded complaints against officers?								Total
			0-10	11-25	26-50	51-75	76-100	101-150	151-200	201-999	
Department Type	Municipal	Count	289	15	5	3	1	1	1	1	316
		% within Department Type	91.5%	4.7%	1.6%	.9%	.3%	.3%	.3%	.3%	100.0%
	Sheriff	Count	83	4	1			1			89
		% within Department Type	93.3%	4.5%	1.1%			1.1%			100.0%
	Constable	Count	87		1				1		89
		% within Department Type	97.8%		1.1%				1.1%		100.0%
	College	Count	40								40
		% within Department Type	100.0%								100.0%
	ISD	Count	26								26
		% within Department Type	100.0%								100.0%
	Other	Count	109	3							112
		% within Department Type	97.3%	2.7%							100.0%
Total		Count	634	22	7	3	1	2	2	1	672
		% within Department Type	94.3%	3.3%	1.0%	.4%	.1%	.3%	.3%	.1%	100.0%

Department Type * 158. Number of sustained formal complaints against officers? Crosstabulation

			158. Number of sustained formal complaints against officers?								Total
			0-10	11-25	26-50	51-75	76-100	101-150	151-200	201-999	
Department Type	Municipal	Count	283	13	2	2	1	1	1	2	305
		% within Department Type	92.8%	4.3%	.7%	.7%	.3%	.3%	.3%	.7%	100.0%
	Sheriff	Count	83	4	1		1				89
		% within Department Type	93.3%	4.5%	1.1%		1.1%				100.0%
	Constable	Count	88			1					89
		% within Department Type	98.9%			1.1%					100.0%
	College	Count	41								41
		% within Department Type	100.0%								100.0%
	ISD	Count	25								25
		% within Department Type	100.0%								100.0%
	Other	Count	106	2							108
		% within Department Type	98.1%	1.9%							100.0%
Total		Count	626	19	3	3	2	1	1	2	657
		% within Department Type	95.3%	2.9%	.5%	.5%	.3%	.2%	.2%	.3%	100.0%

Department Type * 159. Number of pending formal complaints against officers? Crosstabulation

			159. Number of pending formal complaints against officers?					Total
			0-10	11-25	26-50	51-75	201-999	
Department Type	Municipal	Count	287	2	2		1	292
		% within Department Type	98.3%	.7%	.7%		.3%	100.0%
	Sheriff	Count	85	2		1		88
		% within Department Type	96.6%	2.3%		1.1%		100.0%
	Constable	Count	89					89
		% within Department Type	100.0%					100.0%
	College	Count	37					37
		% within Department Type	100.0%					100.0%
	ISD	Count	26					26
		% within Department Type	100.0%					100.0%
	Other	Count	107					107
		% within Department Type	100.0%					100.0%
Total		Count	631	4	2	1	1	639
		% within Department Type	98.7%	.6%	.3%	.2%	.2%	100.0%

Appendix B
Query By Agency Type

Department Type * 160. Number of sustained complaints involving excessive force? Crosstabulation

			160. Number of sustained complaints involving excessive force?			Total
			0-10	11-25	26-50	
Department Type	Municipal	Count	288			288
		% within Department Type	100.0%			100.0%
	Sheriff	Count	85	2		87
		% within Department Type	97.7%	2.3%		100.0%
	Constable	Count	87		1	88
		% within Department Type	98.9%		1.1%	100.0%
	College	Count	37			37
		% within Department Type	100.0%			100.0%
	ISD	Count	25			25
		% within Department Type	100.0%			100.0%
	Other	Count	105			105
		% within Department Type	100.0%			100.0%
Total		Count	627	2	1	630
		% within Department Type	99.5%	.3%	.2%	100.0%

Department Type * 161. Number of sustained complaints involving criminal activity? Crosstabulation

			161. Number of sustained complaints involving criminal activity?				Total
			0-10	11-25	26-50	51-75	
Department Type	Municipal	Count	289	1	1		291
		% within Department Type	99.3%	.3%	.3%		100.0%
	Sheriff	Count	89			1	90
		% within Department Type	98.9%			1.1%	100.0%
	Constable	Count	88				88
		% within Department Type	100.0%				100.0%
	College	Count	38				38
		% within Department Type	100.0%				100.0%
	ISD	Count	25				25
		% within Department Type	100.0%				100.0%
	Other	Count	106				106
		% within Department Type	100.0%				100.0%
Total		Count	635	1	1	1	638
		% within Department Type	99.5%	.2%	.2%	.2%	100.0%

Department Type * 162. Number of sustained complaints involving policy violations? Crosstabulation

			162. Number of sustained complaints involving policy violations?							Total
			0-10	11-25	26-50	51-75	76-100	101-150	201-999	
Department Type	Municipal	Count	274	17	3	3	1	1	2	301
		% within Department Type	91.0%	5.6%	1.0%	1.0%	.3%	.3%	.7%	100.0%
	Sheriff	Count	83	3	1		1		1	89
		% within Department Type	93.3%	3.4%	1.1%		1.1%		1.1%	100.0%
	Constable	Count	86	1	1	1				89
		% within Department Type	96.6%	1.1%	1.1%	1.1%				100.0%
	College	Count	40							40
		% within Department Type	100.0%							100.0%
	ISD	Count	25	1						26
		% within Department Type	96.2%	3.8%						100.0%
	Other	Count	108	2	1					111
		% within Department Type	97.3%	1.8%	.9%					100.0%
Total		Count	616	24	6	4	2	1	3	656
		% within Department Type	93.9%	3.7%	.9%	.6%	.3%	.2%	.5%	100.0%

Department Type * 163. Number of disciplinary actions involving verbal counseling or reprimand? Crosstabulation

			163. Number of disciplinary actions involving verbal counseling or reprimand?						Total
			0-10	11-25	26-50	51-75	76-100	151-200	
Department Type	Municipal	Count	290	15	4	3	1		313
		% within Department Type	92.7%	4.8%	1.3%	1.0%	.3%		100.0%
	Sheriff	Count	83	5	1				89
		% within Department Type	93.3%	5.6%	1.1%				100.0%
	Constable	Count	87				1	1	89
		% within Department Type	97.8%				1.1%	1.1%	100.0%
	College	Count	39	3					42
		% within Department Type	92.9%	7.1%					100.0%
	ISD	Count	26	1					27
		% within Department Type	96.3%	3.7%					100.0%
	Other	Count	107	4		1			112
		% within Department Type	95.5%	3.6%		.9%			100.0%
Total		Count	632	28	5	4	2	1	672
		% within Department Type	94.0%	4.2%	.7%	.6%	.3%	.1%	100.0%

Appendix B
Query By Agency Type

Department Type * 164. Number of disciplinary actions involving written reprimand? Crosstabulation

			164. Number of disciplinary actions involving written reprimand?					Total
			0-10	11-25	26-50	101-150	201-999	
Department Type	Municipal	Count	299	11	1	1	1	313
		% within Department Type	95.5%	3.5%	.3%	.3%	.3%	100.0%
	Sheriff	Count	83	5	1		1	90
		% within Department Type	92.2%	5.6%	1.1%		1.1%	100.0%
	Constable	Count	89			1		90
		% within Department Type	98.9%			1.1%		100.0%
	College	Count	39	1				40
		% within Department Type	97.5%	2.5%				100.0%
	ISD	Count	27					27
		% within Department Type	100.0%					100.0%
	Other	Count	107	3				110
		% within Department Type	97.3%	2.7%				100.0%
Total		Count	644	20	2	2	2	670
		% within Department Type	96.1%	3.0%	.3%	.3%	.3%	100.0%

Department Type * 165. Number of disciplinary actions involving days off or demotion? Crosstabulation

			165. Number of disciplinary actions involving days off or demotion?						Total
			0-10	11-25	26-50	76-100	101-150	201-999	
Department Type	Municipal	Count	296	1	3	1		1	302
		% within Department Type	98.0%	.3%	1.0%	.3%		.3%	100.0%
	Sheriff	Count	89	1	1		1		92
		% within Department Type	96.7%	1.1%	1.1%		1.1%		100.0%
	Constable	Count	87		1				88
		% within Department Type	98.9%		1.1%				100.0%
	College	Count	39						39
		% within Department Type	100.0%						100.0%
	ISD	Count	25						25
		% within Department Type	100.0%						100.0%
	Other	Count	109						109
		% within Department Type	100.0%						100.0%
Total		Count	645	2	5	1	1	1	655
		% within Department Type	98.5%	.3%	.8%	.2%	.2%	.2%	100.0%

Appendix B
Query By Agency Type

Department Type * 166. Number of diciplinary actions resulting in termination either through firing or resignation? Crosstabulation

			166. Number of diciplinary actions resulting in termination either through firing or resignation?			
			0-10	11-25	26-50	Total
Department Type	Municipal	Count	298	1	2	301
		% within Department Type	99.0%	.3%	.7%	100.0%
	Sheriff	Count	89	3		92
		% within Department Type	96.7%	3.3%		100.0%
	Constable	Count	88			88
		% within Department Type	100.0%			100.0%
	College	Count	38			38
		% within Department Type	100.0%			100.0%
	ISD	Count	26			26
		% within Department Type	100.0%			100.0%
	Other	Count	106			106
		% within Department Type	100.0%			100.0%
Total		Count	645	4	2	651
		% within Department Type	99.1%	.6%	.3%	100.0%

Department Type * 167. What is the length of your FTO program? Crosstabulation

			167. What is the length of your FTO program?					
			No formal program	Less than four weeks	4 to less than six weeks	6 to 12 weeks	More than 12 weeks	Total
Department Type	Municipal	Count	74	25	58	92	99	348
		% within Department Type	21.3%	7.2%	16.7%	26.4%	28.4%	100.0%
	Sheriff	Count	49	11	14	18	12	104
		% within Department Type	47.1%	10.6%	13.5%	17.3%	11.5%	100.0%
	Constable	Count	60	13	7	5	5	90
		% within Department Type	66.7%	14.4%	7.8%	5.6%	5.6%	100.0%
	College	Count	15	4	11	10	4	44
		% within Department Type	34.1%	9.1%	25.0%	22.7%	9.1%	100.0%
	ISD	Count	11	4	6	4	2	27
		% within Department Type	40.7%	14.8%	22.2%	14.8%	7.4%	100.0%
	Other	Count	75	11	11	14	13	124
		% within Department Type	60.5%	8.9%	8.9%	11.3%	10.5%	100.0%
Total		Count	284	68	107	143	135	737
		% within Department Type	38.5%	9.2%	14.5%	19.4%	18.3%	100.0%

Appendix B
Query By Agency Type

Department Type * 168. How often do officers qualify with their weapon? Crosstabulation

			168. How often do officers qualify with their weapon?					Total
			Annually	Semi-annually	Quarterly	Monthly	Other	
Department Type	Municipal	Count	136	164	46	1	6	353
		% within Department Type	38.5%	46.5%	13.0%	.3%	1.7%	100.0%
	Sheriff	Count	52	43	10		1	106
		% within Department Type	49.1%	40.6%	9.4%		.9%	100.0%
	Constable	Count	72	25	5		5	107
		% within Department Type	67.3%	23.4%	4.7%		4.7%	100.0%
	College	Count	16	25	4		1	46
		% within Department Type	34.8%	54.3%	8.7%		2.2%	100.0%
	ISD	Count	15	12	2			29
		% within Department Type	51.7%	41.4%	6.9%			100.0%
	Other	Count	64	54	15		6	139
		% within Department Type	46.0%	38.8%	10.8%		4.3%	100.0%
Total		Count	355	323	82	1	19	780
		% within Department Type	45.5%	41.4%	10.5%	.1%	2.4%	100.0%

Department Type * 169. What is your agency's minimum requirement for continuinng education? Crosstabulation

			169. What is your agency's minimum requirement for continuinng education?			Total
			40 hours every two years	40 hours every year	Other	
Department Type	Municipal	Count	276	56	22	354
		% within Department Type	78.0%	15.8%	6.2%	100.0%
	Sheriff	Count	97	6	3	106
		% within Department Type	91.5%	5.7%	2.8%	100.0%
	Constable	Count	89	14	9	112
		% within Department Type	79.5%	12.5%	8.0%	100.0%
	College	Count	41	3	2	46
		% within Department Type	89.1%	6.5%	4.3%	100.0%
	ISD	Count	21	6	2	29
		% within Department Type	72.4%	20.7%	6.9%	100.0%
	Other	Count	108	24	5	137
		% within Department Type	78.8%	17.5%	3.6%	100.0%
Total		Count	632	109	43	784
		% within Department Type	80.6%	13.9%	5.5%	100.0%

B-25

Appendix B
Query By Agency Type

**Department Type * 170. Do you use written examinations in determining promotions?
Crosstabulation**

			170. Do you use written examinations in determining promotions?		
			Yes	No	Total
Department Type	Municipal	Count	145	202	347
		% within Department Type	41.8%	58.2%	100.0%
	Sheriff	Count	19	83	102
		% within Department Type	18.6%	81.4%	100.0%
	Constable	Count	4	73	77
		% within Department Type	5.2%	94.8%	100.0%
	College	Count	13	33	46
		% within Department Type	28.3%	71.7%	100.0%
	ISD	Count	4	24	28
		% within Department Type	14.3%	85.7%	100.0%
	Other	Count	28	95	123
		% within Department Type	22.8%	77.2%	100.0%
Total		Count	213	510	723
		% within Department Type	29.5%	70.5%	100.0%

Appendix B
Query By Agency Type

Department Type * 171. Do you use personal interviews in determining promotions? Crosstabulation

			171. Do you use personal interviews in determining promotions?		
			Yes	No	Total
Department Type	Municipal	Count	236	108	344
		% within Department Type	68.6%	31.4%	100.0%
	Sheriff	Count	68	35	103
		% within Department Type	66.0%	34.0%	100.0%
	Constable	Count	35	41	76
		% within Department Type	46.1%	53.9%	100.0%
	College	Count	29	17	46
		% within Department Type	63.0%	37.0%	100.0%
	ISD	Count	21	7	28
		% within Department Type	75.0%	25.0%	100.0%
	Other	Count	76	45	121
		% within Department Type	62.8%	37.2%	100.0%
Total		Count	465	253	718
		% within Department Type	64.8%	35.2%	100.0%

Appendix B
Query By Agency Type

Department Type * 172. Do you use formal interview boards in determining promotions? Crosstabulation

			172. Do you use formal interview boards in determining promotions?		
			Yes	No	Total
Department Type	Municipal	Count	124	219	343
		% within Department Type	36.2%	63.8%	100.0%
	Sheriff	Count	33	71	104
		% within Department Type	31.7%	68.3%	100.0%
	Constable	Count	10	66	76
		% within Department Type	13.2%	86.8%	100.0%
	College	Count	22	24	46
		% within Department Type	47.8%	52.2%	100.0%
	ISD	Count	7	20	27
		% within Department Type	25.9%	74.1%	100.0%
	Other	Count	39	83	122
		% within Department Type	32.0%	68.0%	100.0%
Total		Count	235	483	718
		% within Department Type	32.7%	67.3%	100.0%

Appendix B
Query By Agency Type

Department Type * 173. Do you use staff or management ratings of promotion suitability in determining promotions? Crosstabulation

			173. Do you use staff or management ratings of promotion suitability in determining promotions?		
			Yes	No	Total
Department Type	Municipal	Count	132	211	343
		% within Department Type	38.5%	61.5%	100.0%
	Sheriff	Count	41	61	102
		% within Department Type	40.2%	59.8%	100.0%
	Constable	Count	15	57	72
		% within Department Type	20.8%	79.2%	100.0%
	College	Count	17	29	46
		% within Department Type	37.0%	63.0%	100.0%
	ISD	Count	8	19	27
		% within Department Type	29.6%	70.4%	100.0%
	Other	Count	40	83	123
		% within Department Type	32.5%	67.5%	100.0%
Total		Count	253	460	713
		% within Department Type	35.5%	64.5%	100.0%

Appendix B
Query By Agency Type

Department Type * 174. Do you use peer ratings in determining promotions? Crosstabulation

			174. Do you use peer ratings in determining promotions?		
			Yes	No	Total
Department Type	Municipal	Count	57	284	341
		% within Department Type	16.7%	83.3%	100.0%
	Sheriff	Count	23	78	101
		% within Department Type	22.8%	77.2%	100.0%
	Constable	Count	9	66	75
		% within Department Type	12.0%	88.0%	100.0%
	College	Count	11	35	46
		% within Department Type	23.9%	76.1%	100.0%
	ISD	Count	4	23	27
		% within Department Type	14.8%	85.2%	100.0%
	Other	Count	7	116	123
		% within Department Type	5.7%	94.3%	100.0%
Total		Count	111	602	713
		% within Department Type	15.6%	84.4%	100.0%

Appendix B
Query By Agency Type

Department Type * 175. Do you use years of experience in determining promotions? Crosstabulation

			175. Do you use years of experience in determining promotions?		Total
			Yes	No	
Department Type	Municipal	Count	227	116	343
		% within Department Type	66.2%	33.8%	100.0%
	Sheriff	Count	76	25	101
		% within Department Type	75.2%	24.8%	100.0%
	Constable	Count	27	47	74
		% within Department Type	36.5%	63.5%	100.0%
	College	Count	33	13	46
		% within Department Type	71.7%	28.3%	100.0%
	ISD	Count	17	10	27
		% within Department Type	63.0%	37.0%	100.0%
	Other	Count	73	49	122
		% within Department Type	59.8%	40.2%	100.0%
Total		Count	453	260	713
		% within Department Type	63.5%	36.5%	100.0%

Appendix B
Query By Agency Type

Department Type * 176. Do you use educational level in determining promotions?
Crosstabulation

			176. Do you use educational level in determining promotions?		Total
			Yes	No	Total
Department Type	Municipal	Count	147	193	340
		% within Department Type	43.2%	56.8%	100.0%
	Sheriff	Count	47	55	102
		% within Department Type	46.1%	53.9%	100.0%
	Constable	Count	21	52	73
		% within Department Type	28.8%	71.2%	100.0%
	College	Count	24	22	46
		% within Department Type	52.2%	47.8%	100.0%
	ISD	Count	15	12	27
		% within Department Type	55.6%	44.4%	100.0%
	Other	Count	57	65	122
		% within Department Type	46.7%	53.3%	100.0%
Total		Count	311	399	710
		% within Department Type	43.8%	56.2%	100.0%

Appendix B
Query By Agency Type

Department Type * 177. Do you use veterans preference in determining promotions?
Crosstabulation

			177. Do you use veterans preference in determining promotions?		
			Yes	No	Total
Department Type	Municipal	Count	46	297	343
		% within Department Type	13.4%	86.6%	100.0%
	Sheriff	Count	13	89	102
		% within Department Type	12.7%	87.3%	100.0%
	Constable	Count	6	68	74
		% within Department Type	8.1%	91.9%	100.0%
	College	Count	8	38	46
		% within Department Type	17.4%	82.6%	100.0%
	ISD	Count	4	23	27
		% within Department Type	14.8%	85.2%	100.0%
	Other	Count	11	111	122
		% within Department Type	9.0%	91.0%	100.0%
Total		Count	88	626	714
		% within Department Type	12.3%	87.7%	100.0%

Appendix B
Query By Agency Type

Department Type * 178. Do you use a formal assessment center in determining promotions?
Crosstabulation

| | | | 178. Do you use a formal assessment center in determining promotions? | | |
			Yes	No	Total
Department Type	Municipal	Count	49	295	344
		% within Department Type	14.2%	85.8%	100.0%
	Sheriff	Count	7	93	100
		% within Department Type	7.0%	93.0%	100.0%
	Constable	Count	5	66	71
		% within Department Type	7.0%	93.0%	100.0%
	College	Count	4	42	46
		% within Department Type	8.7%	91.3%	100.0%
	ISD	Count	1	26	27
		% within Department Type	3.7%	96.3%	100.0%
	Other	Count	12	109	121
		% within Department Type	9.9%	90.1%	100.0%
Total		Count	78	631	709
		% within Department Type	11.0%	89.0%	100.0%

Appendix B
Query By Agency Type

Department Type * 179. Do you use supervisor performance evaluations in determining promotions? Crosstabulation

			179. Do you use supervisor performance evaluations in determining promotions?		
			Yes	No	Total
Department Type	Municipal	Count	197	142	339
		% within Department Type	58.1%	41.9%	100.0%
	Sheriff	Count	63	39	102
		% within Department Type	61.8%	38.2%	100.0%
	Constable	Count	26	47	73
		% within Department Type	35.6%	64.4%	100.0%
	College	Count	26	19	45
		% within Department Type	57.8%	42.2%	100.0%
	ISD	Count	16	11	27
		% within Department Type	59.3%	40.7%	100.0%
	Other	Count	65	58	123
		% within Department Type	52.8%	47.2%	100.0%
Total		Count	393	316	709
		% within Department Type	55.4%	44.6%	100.0%

Appendix B
Query By Agency Type

Department Type * 180. Are candidates from outside of agency allowed to apply for supervisory positions? Crosstabulation

			180. Are candidates from outside of agency allowed to apply for supervisory positions?			
			Yes	No	For the Chief Adminstrator only	Total
Department Type	Municipal	Count	85	74	174	333
		% within Department Type	25.5%	22.2%	52.3%	100.0%
	Sheriff	Count	41	54	4	99
		% within Department Type	41.4%	54.5%	4.0%	100.0%
	Constable	Count	26	35	11	72
		% within Department Type	36.1%	48.6%	15.3%	100.0%
	College	Count	22	10	14	46
		% within Department Type	47.8%	21.7%	30.4%	100.0%
	ISD	Count	15	5	8	28
		% within Department Type	53.6%	17.9%	28.6%	100.0%
	Other	Count	41	43	37	121
		% within Department Type	33.9%	35.5%	30.6%	100.0%
Total		Count	230	221	248	699
		% within Department Type	32.9%	31.6%	35.5%	100.0%

Appendix B
Query By Agency Type

Department Type * 181. Are promotions determined only by the chief administrator [without other input]? Crosstabulation

			181. Are promotions determined only by the chief administrator [without other input]?		Total
			Yes	No	
Department Type	Municipal	Count	72	271	343
		% within Department Type	21.0%	79.0%	100.0%
	Sheriff	Count	24	76	100
		% within Department Type	24.0%	76.0%	100.0%
	Constable	Count	16	52	68
		% within Department Type	23.5%	76.5%	100.0%
	College	Count	7	39	46
		% within Department Type	15.2%	84.8%	100.0%
	ISD	Count	8	20	28
		% within Department Type	28.6%	71.4%	100.0%
	Other	Count	34	89	123
		% within Department Type	27.6%	72.4%	100.0%
Total		Count	161	547	708
		% within Department Type	22.7%	77.3%	100.0%

Department Type * 182. Which of the following has the highest value in determing promotions? Crosstabulation

			182. Which of the following has the highest value in determing promotions?							Total
			Exam	Interview	Performance reports	Education	Assessment center	Experience	Not applicable	
Department Type	Municipal	Count	54	39	67	3	27	59	57	306
		% within Department Type	17.6%	12.7%	21.9%	1.0%	8.8%	19.3%	18.6%	100.0%
	Sheriff	Count	5	14	31		1	21	19	91
		% within Department Type	5.5%	15.4%	34.1%		1.1%	23.1%	20.9%	100.0%
	Constable	Count	3	9	9	1	1	17	28	68
		% within Department Type	4.4%	13.2%	13.2%	1.5%	1.5%	25.0%	41.2%	100.0%
	College	Count	3	6	12	1	2	8	7	39
		% within Department Type	7.7%	15.4%	30.8%	2.6%	5.1%	20.5%	17.9%	100.0%
	ISD	Count		6	7	1	2	5	3	24
		% within Department Type		25.0%	29.2%	4.2%	8.3%	20.8%	12.5%	100.0%
	Other	Count	13	14	28		6	26	29	116
		% within Department Type	11.2%	12.1%	24.1%		5.2%	22.4%	25.0%	100.0%
Total		Count	78	88	154	6	39	136	143	644
		% within Department Type	12.1%	13.7%	23.9%	.9%	6.1%	21.1%	22.2%	100.0%

Appendix B
Query By Agency Type

Department Type * 183. Are there a minimum number of years of agency service required for promotional eligibility? Crosstabulation

			183. Are there a minimum number of years of agency service required for promotional eligibility?		Total
			Yes	No	
Department Type	Municipal	Count	173	172	345
		% within Department Type	50.1%	49.9%	100.0%
	Sheriff	Count	22	77	99
		% within Department Type	22.2%	77.8%	100.0%
	Constable	Count	10	61	71
		% within Department Type	14.1%	85.9%	100.0%
	College	Count	18	28	46
		% within Department Type	39.1%	60.9%	100.0%
	ISD	Count	10	17	27
		% within Department Type	37.0%	63.0%	100.0%
	Other	Count	45	80	125
		% within Department Type	36.0%	64.0%	100.0%
Total		Count	278	435	713
		% within Department Type	39.0%	61.0%	100.0%

Department Type * 184. What is the minimum level of education for promotion? Crosstabulation

			184. What is the minimum level of education for promotion?				Total
			High school/GED	Some college	60 hours of college	Bachelor's degree	
Department Type	Municipal	Count	264	56	12	3	335
		% within Department Type	78.8%	16.7%	3.6%	.9%	100.0%
	Sheriff	Count	93	4			97
		% within Department Type	95.9%	4.1%			100.0%
	Constable	Count	43	13		1	57
		% within Department Type	75.4%	22.8%		1.8%	100.0%
	College	Count	19	15	9	2	45
		% within Department Type	42.2%	33.3%	20.0%	4.4%	100.0%
	ISD	Count	12	9	4	2	27
		% within Department Type	44.4%	33.3%	14.8%	7.4%	100.0%
	Other	Count	79	23	9	3	114
		% within Department Type	69.3%	20.2%	7.9%	2.6%	100.0%
Total		Count	510	120	34	11	675
		% within Department Type	75.6%	17.8%	5.0%	1.6%	100.0%

B-38
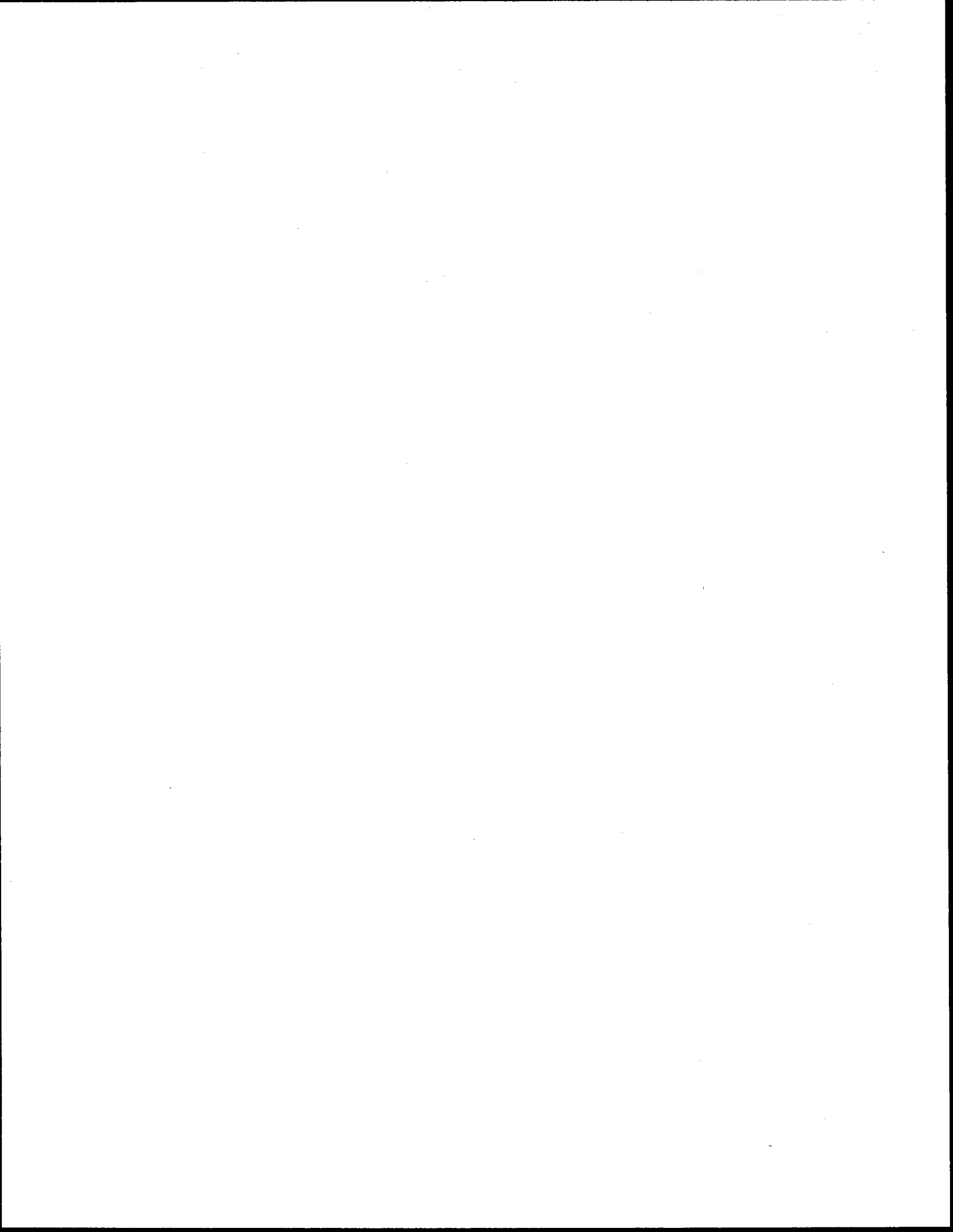
Appendix C

Query by Size

8. Size of agency [Total full-time employee] * 48. Does this agency practice community policing? Crosstabulation

			48. Does this agency practice community policing?			Total
			Agency wide philosophy	Some programs within the agency	No	
8. Size of agency [Total full-time employee]	1 to 24	Count	197	153	130	480
		% within 8. Size of agency [Total full-time employee]	41.0%	31.9%	27.1%	100.0%
	25 to 74	Count	83	60	23	166
		% within 8. Size of agency [Total full-time employee]	50.0%	36.1%	13.9%	100.0%
	75 to 299	Count	33	30	6	69
		% within 8. Size of agency [Total full-time employee]	47.8%	43.5%	8.7%	100.0%
	300 or more	Count	14	10	1	25
		% within 8. Size of agency [Total full-time employee]	56.0%	40.0%	4.0%	100.0%
Total		Count	327	253	160	740
		% within 8. Size of agency [Total full-time employee]	44.2%	34.2%	21.6%	100.0%

8. Size of agency [Total full-time employee] * 50. Family violence Crosstabulation

			50. Family violence		Total
			Yes	No	
8. Size of agency [Total full-time employee]	1 to 24	Count	308	192	500
		% within 8. Size of agency [Total full-time employee]	61.6%	38.4%	100.0%
	25 to 74	Count	138	30	168
		% within 8. Size of agency [Total full-time employee]	82.1%	17.9%	100.0%
	75 to 299	Count	57	12	69
		% within 8. Size of agency [Total full-time employee]	82.6%	17.4%	100.0%
	300 or more	Count	21	4	25
		% within 8. Size of agency [Total full-time employee]	84.0%	16.0%	100.0%
Total		Count	524	238	762
		% within 8. Size of agency [Total full-time employee]	68.8%	31.2%	100.0%

8. Size of agency [Total full-time employee] * 51. Crime victims Crosstabulation

			51. Crime victims		
			Yes	No	Total
8. Size of agency [Total full-time employee]	1 to 24	Count	268	221	489
		% within 8. Size of agency [Total full-time employee]	54.8%	45.2%	100.0%
	25 to 74	Count	124	42	166
		% within 8. Size of agency [Total full-time employee]	74.7%	25.3%	100.0%
	75 to 299	Count	51	18	69
		% within 8. Size of agency [Total full-time employee]	73.9%	26.1%	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	462	286	748
		% within 8. Size of agency [Total full-time employee]	61.8%	38.2%	100.0%

8. Size of agency [Total full-time employee] * 52. Vehicular pursuit Crosstabulation

			52. Vehicular pursuit		
			Yes	No	Total
8. Size of agency [Total full-time employee]	1 to 24	Count	345	152	497
		% within 8. Size of agency [Total full-time employee]	69.4%	30.6%	100.0%
	25 to 74	Count	154	15	169
		% within 8. Size of agency [Total full-time employee]	91.1%	8.9%	100.0%
	75 to 299	Count	65	5	70
		% within 8. Size of agency [Total full-time employee]	92.9%	7.1%	100.0%
	300 or more	Count	23	2	25
		% within 8. Size of agency [Total full-time employee]	92.0%	8.0%	100.0%
Total		Count	587	174	761
		% within 8. Size of agency [Total full-time employee]	77.1%	22.9%	100.0%

Appendix C
Query by Size

8. Size of agency [Total full-time employee] * 53. Use of force Crosstabulation

			53. Use of force		Total
			Yes	No	
8. Size of agency [Total full-time employee]	1 to 24	Count	381	121	502
		% within 8. Size of agency [Total full-time employee]	75.9%	24.1%	100.0%
	25 to 74	Count	162	9	171
		% within 8. Size of agency [Total full-time employee]	94.7%	5.3%	100.0%
	75 to 299	Count	66	3	69
		% within 8. Size of agency [Total full-time employee]	95.7%	4.3%	100.0%
	300 or more	Count	25		25
		% within 8. Size of agency [Total full-time employee]	100.0%		100.0%
Total		Count	634	133	767
		% within 8. Size of agency [Total full-time employee]	82.7%	17.3%	100.0%

8. Size of agency [Total full-time employee] * 54. Use of deadly force Crosstabulation

			54. Use of deadly force		Total
			Yes	No	
8. Size of agency [Total full-time employee]	1 to 24	Count	378	123	501
		% within 8. Size of agency [Total full-time employee]	75.4%	24.6%	100.0%
	25 to 74	Count	163	8	171
		% within 8. Size of agency [Total full-time employee]	95.3%	4.7%	100.0%
	75 to 299	Count	65	4	69
		% within 8. Size of agency [Total full-time employee]	94.2%	5.8%	100.0%
	300 or more	Count	25		25
		% within 8. Size of agency [Total full-time employee]	100.0%		100.0%
Total		Count	631	135	766
		% within 8. Size of agency [Total full-time employee]	82.4%	17.6%	100.0%

Appendix C
Query by Size

8. Size of agency [Total full-time employee] * 55 Evidence collection Crosstabulation

			55 Evidence collection		
			Yes	No	Total
8. Size of agency [Total full-time employee]	1 to 24	Count	275	221	496
		% within 8. Size of agency [Total full-time employee]	55.4%	44.6%	100.0%
	25 to 74	Count	140	30	170
		% within 8. Size of agency [Total full-time employee]	82.4%	17.6%	100.0%
	75 to 299	Count	54	13	67
		% within 8. Size of agency [Total full-time employee]	80.6%	19.4%	100.0%
	300 or more	Count	23	1	24
		% within 8. Size of agency [Total full-time employee]	95.8%	4.2%	100.0%
Total		Count	492	265	757
		% within 8. Size of agency [Total full-time employee]	65.0%	35.0%	100.0%

8. Size of agency [Total full-time employee] * 56 Sexual assault investigation Crosstabulation

			56 Sexual assault investigation		
			Yes	No	Total
8. Size of agency [Total full-time employee]	1 to 24	Count	225	258	483
		% within 8. Size of agency [Total full-time employee]	46.6%	53.4%	100.0%
	25 to 74	Count	112	54	166
		% within 8. Size of agency [Total full-time employee]	67.5%	32.5%	100.0%
	75 to 299	Count	49	19	68
		% within 8. Size of agency [Total full-time employee]	72.1%	27.9%	100.0%
	300 or more	Count	20	4	24
		% within 8. Size of agency [Total full-time employee]	83.3%	16.7%	100.0%
Total		Count	406	335	741
		% within 8. Size of agency [Total full-time employee]	54.8%	45.2%	100.0%

Appendix C
Query by Size

8. Size of agency [Total full-time employee] * 57. Personnel selection Crosstabulation

			57. Personnel selection		
			Yes	No	Total
8. Size of agency [Total full-time employee]	1 to 24	Count	244	246	490
		% within 8. Size of agency [Total full-time employee]	49.8%	50.2%	100.0%
	25 to 74	Count	128	43	171
		% within 8. Size of agency [Total full-time employee]	74.9%	25.1%	100.0%
	75 to 299	Count	52	18	70
		% within 8. Size of agency [Total full-time employee]	74.3%	25.7%	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	448	308	756
		% within 8. Size of agency [Total full-time employee]	59.3%	40.7%	100.0%

8. Size of agency [Total full-time employee] * 58. Physical fitness Crosstabulation

			58. Physical fitness		
			Yes	No	Total
8. Size of agency [Total full-time employee]	1 to 24	Count	108	386	494
		% within 8. Size of agency [Total full-time employee]	21.9%	78.1%	100.0%
	25 to 74	Count	60	111	171
		% within 8. Size of agency [Total full-time employee]	35.1%	64.9%	100.0%
	75 to 299	Count	23	46	69
		% within 8. Size of agency [Total full-time employee]	33.3%	66.7%	100.0%
	300 or more	Count	11	14	25
		% within 8. Size of agency [Total full-time employee]	44.0%	56.0%	100.0%
Total		Count	202	557	759
		% within 8. Size of agency [Total full-time employee]	26.6%	73.4%	100.0%

8. Size of agency [Total full-time employee] * 59. Training Crosstabulation

			59. Training		
			Yes	No	Total
8. Size of agency [Total full-time employee]	1 to 24	Count	269	223	492
		% within 8. Size of agency [Total full-time employee]	54.7%	45.3%	100.0%
	25 to 74	Count	125	43	168
		% within 8. Size of agency [Total full-time employee]	74.4%	25.6%	100.0%
	75 to 299	Count	54	14	68
		% within 8. Size of agency [Total full-time employee]	79.4%	20.6%	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	470	283	753
		% within 8. Size of agency [Total full-time employee]	62.4%	37.6%	100.0%

8. Size of agency [Total full-time employee] * 60. Sexual harassment Crosstabulation

			60. Sexual harassment		
			Yes	No	Total
8. Size of agency [Total full-time employee]	1 to 24	Count	335	163	498
		% within 8. Size of agency [Total full-time employee]	67.3%	32.7%	100.0%
	25 to 74	Count	154	13	167
		% within 8. Size of agency [Total full-time employee]	92.2%	7.8%	100.0%
	75 to 299	Count	68	2	70
		% within 8. Size of agency [Total full-time employee]	97.1%	2.9%	100.0%
	300 or more	Count	25		25
		% within 8. Size of agency [Total full-time employee]	100.0%		100.0%
Total		Count	582	178	760
		% within 8. Size of agency [Total full-time employee]	76.6%	23.4%	100.0%

Appendix C
Query by Size

8. Size of agency [Total full-time employee] * 61. Use of cash funds for investigative purposes Crosstabulation

			61. Use of cash funds for investigative purposes		
			Yes	No	Total
8. Size of agency [Total full-time employee]	1 to 24	Count	89	407	496
		% within 8. Size of agency [Total full-time employee]	17.9%	82.1%	100.0%
	25 to 74	Count	72	96	168
		% within 8. Size of agency [Total full-time employee]	42.9%	57.1%	100.0%
	75 to 299	Count	40	25	65
		% within 8. Size of agency [Total full-time employee]	61.5%	38.5%	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	223	531	754
		% within 8. Size of agency [Total full-time employee]	29.6%	70.4%	100.0%

8. Size of agency [Total full-time employee] * 131. How important is dependability to being a successful peace officer? Crosstabulation

			131. How important is dependability to being a successful peace officer?				
			Some importance	Important	Very important	Critically important	Total
8. Size of agency [Total full-time employee]	1 to 24	Count	1	13	228	281	523
		% within 8. Size of agency [Total full-time employee]	.2%	2.5%	43.6%	53.7%	100.0%
	25 to 74	Count	1	7	73	91	172
		% within 8. Size of agency [Total full-time employee]	.6%	4.1%	42.4%	52.9%	100.0%
	75 to 299	Count			27	44	71
		% within 8. Size of agency [Total full-time employee]			38.0%	62.0%	100.0%
	300 or more	Count			11	14	25
		% within 8. Size of agency [Total full-time employee]			44.0%	56.0%	100.0%
Total		Count	2	20	339	430	791
		% within 8. Size of agency [Total full-time employee]	.3%	2.5%	42.9%	54.4%	100.0%

8. Size of agency [Total full-time employee] * 132. How important is integrity to being a successful peace officer? Crosstabulation

			132. How important is integrity to being a successful peace officer?			
			Important	Very important	Critically important	Total
8. Size of agency [Total full-time employee]	1 to 24	Count	10	133	381	524
		% within 8. Size of agency [Total full-time employee]	1.9%	25.4%	72.7%	100.0%
	25 to 74	Count		29	143	172
		% within 8. Size of agency [Total full-time employee]		16.9%	83.1%	100.0%
	75 to 299	Count		7	64	71
		% within 8. Size of agency [Total full-time employee]		9.9%	90.1%	100.0%
	300 or more	Count		1	24	25
		% within 8. Size of agency [Total full-time employee]		4.0%	96.0%	100.0%
Total		Count	10	170	612	792
		% within 8. Size of agency [Total full-time employee]	1.3%	21.5%	77.3%	100.0%

8. Size of agency [Total full-time employee] * 133. How important is initiative to being a successful peace officer? Crosstabulation

			133. How important is initiative to being a successful peace officer?				
			Some importance	Important	Very important	Critically important	Total
8. Size of agency [Total full-time employee]	1 to 24	Count	1	62	337	124	524
		% within 8. Size of agency [Total full-time employee]	.2%	11.8%	64.3%	23.7%	100.0%
	25 to 74	Count		15	122	34	171
		% within 8. Size of agency [Total full-time employee]		8.8%	71.3%	19.9%	100.0%
	75 to 299	Count		5	44	22	71
		% within 8. Size of agency [Total full-time employee]		7.0%	62.0%	31.0%	100.0%
	300 or more	Count	1	3	15	6	25
		% within 8. Size of agency [Total full-time employee]	4.0%	12.0%	60.0%	24.0%	100.0%
Total		Count	2	85	518	186	791
		% within 8. Size of agency [Total full-time employee]	.3%	10.7%	65.5%	23.5%	100.0%

8. Size of agency [Total full-time employee] * 134. How important is situational reasoning ability to being a successful peace officer? Crosstabulation

| | | | 134. How important is situational reasoning ability to being a successful peace officer? | | | |
			Important	Very important	Critically important	Total
8. Size of agency [Total full-time employee]	1 to 24	Count	39	265	217	521
		% within 8. Size of agency [Total full-time employee]	7.5%	50.9%	41.7%	100.0%
	25 to 74	Count	5	89	77	171
		% within 8. Size of agency [Total full-time employee]	2.9%	52.0%	45.0%	100.0%
	75 to 299	Count	2	32	37	71
		% within 8. Size of agency [Total full-time employee]	2.8%	45.1%	52.1%	100.0%
	300 or more	Count	2	11	12	25
		% within 8. Size of agency [Total full-time employee]	8.0%	44.0%	48.0%	100.0%
Total		Count	48	397	343	788
		% within 8. Size of agency [Total full-time employee]	6.1%	50.4%	43.5%	100.0%

8. Size of agency [Total full-time employee] * 135. How important is self-control to being a successful peace officer? Crosstabulation

| | | | 135. How important is self-control to being a successful peace officer? | | | |
			Important	Very important	Critically important	Total
8. Size of agency [Total full-time employee]	1 to 24	Count	18	204	302	524
		% within 8. Size of agency [Total full-time employee]	3.4%	38.9%	57.6%	100.0%
	25 to 74	Count	2	52	118	172
		% within 8. Size of agency [Total full-time employee]	1.2%	30.2%	68.6%	100.0%
	75 to 299	Count	1	21	49	71
		% within 8. Size of agency [Total full-time employee]	1.4%	29.6%	69.0%	100.0%
	300 or more	Count	1	6	18	25
		% within 8. Size of agency [Total full-time employee]	4.0%	24.0%	72.0%	100.0%
Total		Count	22	283	487	792
		% within 8. Size of agency [Total full-time employee]	2.8%	35.7%	61.5%	100.0%

Appendix C
Query by Size

8. Size of agency [Total full-time employee] * 136. How important are writing skills to being a successful peace officer? Crosstabulation

			136. How important are writing skills to being a successful peace officer?				Total
			Some importance	Important	Very important	Critically important	
8. Size of agency [Total full-time employee]	1 to 24	Count	6	122	312	82	522
		% within 8. Size of agency [Total full-time employee]	1.1%	23.4%	59.8%	15.7%	100.0%
	25 to 74	Count	1	23	118	30	172
		% within 8. Size of agency [Total full-time employee]	.6%	13.4%	68.6%	17.4%	100.0%
	75 to 299	Count		6	50	15	71
		% within 8. Size of agency [Total full-time employee]		8.5%	70.4%	21.1%	100.0%
	300 or more	Count		8	13	4	25
		% within 8. Size of agency [Total full-time employee]		32.0%	52.0%	16.0%	100.0%
Total		Count	7	159	493	131	790
		% within 8. Size of agency [Total full-time employee]	.9%	20.1%	62.4%	16.6%	100.0%

8. Size of agency [Total full-time employee] * 137. How important are reading skills to being a successful peace officer? Crosstabulation

			137. How important are reading skills to being a successful peace officer?				Total
			Some importance	Important	Very important	Critically important	
8. Size of agency [Total full-time employee]	1 to 24	Count	6	97	329	92	524
		% within 8. Size of agency [Total full-time employee]	1.1%	18.5%	62.8%	17.6%	100.0%
	25 to 74	Count	2	26	120	24	172
		% within 8. Size of agency [Total full-time employee]	1.2%	15.1%	69.8%	14.0%	100.0%
	75 to 299	Count		9	48	14	71
		% within 8. Size of agency [Total full-time employee]		12.7%	67.6%	19.7%	100.0%
	300 or more	Count		9	12	4	25
		% within 8. Size of agency [Total full-time employee]		36.0%	48.0%	16.0%	100.0%
Total		Count	8	141	509	134	792
		% within 8. Size of agency [Total full-time employee]	1.0%	17.8%	64.3%	16.9%	100.0%

Appendix C
Query by Size

8. Size of agency [Total full-time employee] * 138. How important are interpersonal skills to being a successful peace officer? Crosstabulation

			138. How important are interpersonal skills to being a successful peace officer?					
			Little importance	Some importance	Important	Very important	Critically important	Total
8. Size of agency [Total full-time employee]	1 to 24	Count	1	4	71	326	120	522
		% within 8. Size of agency [Total full-time employee]	.2%	.8%	13.6%	62.5%	23.0%	100.0%
	25 to 74	Count		1	15	95	61	172
		% within 8. Size of agency [Total full-time employee]		.6%	8.7%	55.2%	35.5%	100.0%
	75 to 299	Count			7	43	21	71
		% within 8. Size of agency [Total full-time employee]			9.9%	60.6%	29.6%	100.0%
	300 or more	Count			3	13	9	25
		% within 8. Size of agency [Total full-time employee]			12.0%	52.0%	36.0%	100.0%
Total		Count	1	5	96	477	211	790
		% within 8. Size of agency [Total full-time employee]	.1%	.6%	12.2%	60.4%	26.7%	100.0%

8. Size of agency [Total full-time employee] * 139. How important is physical ability to being a successful peace officer? Crosstabulation

			139. How important is physical ability to being a successful peace officer?					
			Little importance	Some importance	Important	Very important	Critically important	Total
8. Size of agency [Total full-time employee]	1 to 24	Count		18	220	235	51	524
		% within 8. Size of agency [Total full-time employee]		3.4%	42.0%	44.8%	9.7%	100.0%
	25 to 74	Count	1	6	58	95	12	172
		% within 8. Size of agency [Total full-time employee]	.6%	3.5%	33.7%	55.2%	7.0%	100.0%
	75 to 299	Count		3	25	37	6	71
		% within 8. Size of agency [Total full-time employee]		4.2%	35.2%	52.1%	8.5%	100.0%
	300 or more	Count			10	12	3	25
		% within 8. Size of agency [Total full-time employee]			40.0%	48.0%	12.0%	100.0%
Total		Count	1	27	313	379	72	792
		% within 8. Size of agency [Total full-time employee]	.1%	3.4%	39.5%	47.9%	9.1%	100.0%

8. Size of agency [Total full-time employee] * 140. How important is appearance to being a successful peace officer? Crosstabulation

			140. How important is appearance to being a successful peace officer?				
			Some importance	Important	Very important	Critically important	Total
8. Size of agency [Total full-time employee]	1 to 24	Count	17	172	288	45	522
		% within 8. Size of agency [Total full-time employee]	3.3%	33.0%	55.2%	8.6%	100.0%
	25 to 74	Count	9	71	82	9	171
		% within 8. Size of agency [Total full-time employee]	5.3%	41.5%	48.0%	5.3%	100.0%
	75 to 299	Count	2	32	34	3	71
		% within 8. Size of agency [Total full-time employee]	2.8%	45.1%	47.9%	4.2%	100.0%
	300 or more	Count	6	6	10	3	25
		% within 8. Size of agency [Total full-time employee]	24.0%	24.0%	40.0%	12.0%	100.0%
Total		Count	34	281	414	60	789
		% within 8. Size of agency [Total full-time employee]	4.3%	35.6%	52.5%	7.6%	100.0%

Appendix C
Query by Size

8. Size of agency [Total full-time employee] * 141. Is this a Civil Service Agency? Crosstabulation

			141. Is this a Civil Service Agency?				
			Under State Municipal Civil Service Law	Under State County Civil Service Law	Under local civil service ordinance	No	Total
8. Size of agency [Total full-time employee]	1 to 24	Count	16	19	11	467	513
		% within 8. Size of agency [Total full-time employee]	3.1%	3.7%	2.1%	91.0%	100.0%
	25 to 74	Count	18	3	3	148	172
		% within 8. Size of agency [Total full-time employee]	10.5%	1.7%	1.7%	86.0%	100.0%
	75 to 299	Count	21		5	43	69
		% within 8. Size of agency [Total full-time employee]	30.4%		7.2%	62.3%	100.0%
	300 or more	Count	8	4	3	10	25
		% within 8. Size of agency [Total full-time employee]	32.0%	16.0%	12.0%	40.0%	100.0%
Total		Count	63	26	22	668	779
		% within 8. Size of agency [Total full-time employee]	8.1%	3.3%	2.8%	85.8%	100.0%

8. Size of agency [Total full-time employee] * 142. Is a formal application form required for employment? Crosstabulation

			142. Is a formal application form required for employment?		Total
			Yes	No	
8. Size of agency [Total full-time employee]	1 to 24	Count	454	57	511
		% within 8. Size of agency [Total full-time employee]	88.8%	11.2%	100.0%
	25 to 74	Count	169	1	170
		% within 8. Size of agency [Total full-time employee]	99.4%	.6%	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	719	58	777
		% within 8. Size of agency [Total full-time employee]	92.5%	7.5%	100.0%

Appendix C
Query by Size

8. Size of agency [Total full-time employee] * 143. Do you have a recruiting program? Crosstabulation

			143. Do you have a recruiting program?		
			Yes	No	Total
8. Size of agency [Total full-time employee]	1 to 24	Count	22	487	509
		% within 8. Size of agency [Total full-time employee]	4.3%	95.7%	100.0%
	25 to 74	Count	45	126	171
		% within 8. Size of agency [Total full-time employee]	26.3%	73.7%	100.0%
	75 to 299	Count	40	30	70
		% within 8. Size of agency [Total full-time employee]	57.1%	42.9%	100.0%
	300 or more	Count	17	8	25
		% within 8. Size of agency [Total full-time employee]	68.0%	32.0%	100.0%
Total		Count	124	651	775
		% within 8. Size of agency [Total full-time employee]	16.0%	84.0%	100.0%

8. Size of agency [Total full-time employee] * 144. Do you actively recruit women and minorities? Crosstabulation

			144. Do you actively recruit women and minorities?		
			Yes	No	Total
8. Size of agency [Total full-time employee]	1 to 24	Count	244	225	469
		% within 8. Size of agency [Total full-time employee]	52.0%	48.0%	100.0%
	25 to 74	Count	112	54	166
		% within 8. Size of agency [Total full-time employee]	67.5%	32.5%	100.0%
	75 to 299	Count	55	12	67
		% within 8. Size of agency [Total full-time employee]	82.1%	17.9%	100.0%
	300 or more	Count	18	7	25
		% within 8. Size of agency [Total full-time employee]	72.0%	28.0%	100.0%
Total		Count	429	298	727
		% within 8. Size of agency [Total full-time employee]	59.0%	41.0%	100.0%

Appendix C
Query by Size

8. Size of agency [Total full-time employee] * 145. Do you do formal background investigations? Crosstabulation

			145. Do you do formal background investigations?		Total
			Yes	No	
8. Size of agency [Total full-time employee]	1 to 24	Count	420	74	494
		% within 8. Size of agency [Total full-time employee]	85.0%	15.0%	100.0%
	25 to 74	Count	166	5	171
		% within 8. Size of agency [Total full-time employee]	97.1%	2.9%	100.0%
	75 to 299	Count	68	2	70
		% within 8. Size of agency [Total full-time employee]	97.1%	2.9%	100.0%
	300 or more	Count	25		25
		% within 8. Size of agency [Total full-time employee]	100.0%		100.0%
Total		Count	679	81	760
		% within 8. Size of agency [Total full-time employee]	89.3%	10.7%	100.0%

8. Size of agency [Total full-time employee] * 146. Do you use polygraph examinations for hiring? Crosstabulation

			146. Do you use polygraph examinations for hiring?		Total
			Yes	No	
8. Size of agency [Total full-time employee]	1 to 24	Count	38	458	496
		% within 8. Size of agency [Total full-time employee]	7.7%	92.3%	100.0%
	25 to 74	Count	43	128	171
		% within 8. Size of agency [Total full-time employee]	25.1%	74.9%	100.0%
	75 to 299	Count	36	34	70
		% within 8. Size of agency [Total full-time employee]	51.4%	48.6%	100.0%
	300 or more	Count	15	10	25
		% within 8. Size of agency [Total full-time employee]	60.0%	40.0%	100.0%
Total		Count	132	630	762
		% within 8. Size of agency [Total full-time employee]	17.3%	82.7%	100.0%

Appendix C
Query by Size

8. Size of agency [Total full-time employee] * 147. Do you use written examination in hiring? Crosstabulation

			147. Do you use written examination in hiring?		Total
			Yes	No	
8. Size of agency [Total full-time employee]	1 to 24	Count	92	405	497
		% within 8. Size of agency [Total full-time employee]	18.5%	81.5%	100.0%
	25 to 74	Count	93	78	171
		% within 8. Size of agency [Total full-time employee]	54.4%	45.6%	100.0%
	75 to 299	Count	51	19	70
		% within 8. Size of agency [Total full-time employee]	72.9%	27.1%	100.0%
	300 or more	Count	19	6	25
		% within 8. Size of agency [Total full-time employee]	76.0%	24.0%	100.0%
Total		Count	255	508	763
		% within 8. Size of agency [Total full-time employee]	33.4%	66.6%	100.0%

8. Size of agency [Total full-time employee] * 148. Do you use formal interview boards in hiring? Crosstabulation

			148. Do you use formal interview boards in hiring?		Total
			Yes	No	
8. Size of agency [Total full-time employee]	1 to 24	Count	257	240	497
		% within 8. Size of agency [Total full-time employee]	51.7%	48.3%	100.0%
	25 to 74	Count	135	35	170
		% within 8. Size of agency [Total full-time employee]	79.4%	20.6%	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	20	5	25
		% within 8. Size of agency [Total full-time employee]	80.0%	20.0%	100.0%
Total		Count	478	284	762
		% within 8. Size of agency [Total full-time employee]	62.7%	37.3%	100.0%

Appendix C
Query by Size

8. Size of agency [Total full-time employee] * 149. Do you use a formal assessment center in hiring? Crosstabulation

			149. Do you use a formal assessment center in hiring?			Total
			Yes	No	22	
8. Size of agency [Total full-time employee]	1 to 24	Count	25	469	1	495
		% within 8. Size of agency [Total full-time employee]	5.1%	94.7%	.2%	100.0%
	25 to 74	Count	14	157		171
		% within 8. Size of agency [Total full-time employee]	8.2%	91.8%		100.0%
	75 to 299	Count	6	63		69
		% within 8. Size of agency [Total full-time employee]	8.7%	91.3%		100.0%
	300 or more	Count	2	23		25
		% within 8. Size of agency [Total full-time employee]	8.0%	92.0%		100.0%
Total		Count	47	712	1	760
		% within 8. Size of agency [Total full-time employee]	6.2%	93.7%	.1%	100.0%

Question 150 was deleted due to inaccurate data.

8. Size of agency [Total full-time employee] * 151. Do you use physical agility testing [task related activities, e.g., obstacle courses, dummy drag, etc.] in hiring? Crosstabulation

			151. Do you use physical agility testing [task related activities, e.g., obstacle courses, dummy drag, etc.] in hiring?		Total
			Yes	No	
8. Size of agency [Total full-time employee]	1 to 24	Count	49	449	498
		% within 8. Size of agency [Total full-time employee]	9.8%	90.2%	100.0%
	25 to 74	Count	50	120	170
		% within 8. Size of agency [Total full-time employee]	29.4%	70.6%	100.0%
	75 to 299	Count	34	36	70
		% within 8. Size of agency [Total full-time employee]	48.6%	51.4%	100.0%
	300 or more	Count	14	11	25
		% within 8. Size of agency [Total full-time employee]	56.0%	44.0%	100.0%
Total		Count	147	616	763
		% within 8. Size of agency [Total full-time employee]	19.3%	80.7%	100.0%

Appendix C
Query by Size

8. Size of agency [Total full-time employee] * 152 Do you use physical fitness tests [aerobic capacity, strength tests, etc.] in hiring? Crosstabulation

			152 Do you use physical fitness tests [aerobic capacity, strength tests, etc.] in hiring?		
			Yes	No	Total
8. Size of agency [Total full-time employee]	1 to 24	Count	46	448	494
		% within 8. Size of agency [Total full-time employee]	9.3%	90.7%	100.0%
	25 to 74	Count	44	125	169
		% within 8. Size of agency [Total full-time employee]	26.0%	74.0%	100.0%
	75 to 299	Count	23	47	70
		% within 8. Size of agency [Total full-time employee]	32.9%	67.1%	100.0%
	300 or more	Count	11	14	25
		% within 8. Size of agency [Total full-time employee]	44.0%	56.0%	100.0%
Total		Count	124	634	758
		% within 8. Size of agency [Total full-time employee]	16.4%	83.6%	100.0%

8. Size of agency [Total full-time employee] * 153. What is the minimum level of education for hiring a peace officer? Crosstabulation

			153. What is the minimum level of education for hiring a peace officer?					
			GED or High School	College is a positive consideration, but not strict requirem	Less than 60 hours of college	60-120 hours of college	A bachelor's degree	Total
8. Size of agency [Total full-time employee]	1 to 24	Count	360	93	11	9	4	477
		% within 8. Size of agency [Total full-time employee]	75.5%	19.5%	2.3%	1.9%	.8%	100.0%
	25 to 74	Count	122	23	7	8	2	162
		% within 8. Size of agency [Total full-time employee]	75.3%	14.2%	4.3%	4.9%	1.2%	100.0%
	75 to 299	Count	42	4	16	7		69
		% within 8. Size of agency [Total full-time employee]	60.9%	5.8%	23.2%	10.1%		100.0%
	300 or more	Count	14	1	4	4	2	25
		% within 8. Size of agency [Total full-time employee]	56.0%	4.0%	16.0%	16.0%	8.0%	100.0%
Total		Count	538	121	38	28	8	733
		% within 8. Size of agency [Total full-time employee]	73.4%	16.5%	5.2%	3.8%	1.1%	100.0%

Appendix C
Query by Size

8. Size of agency [Total full-time employee] *157. Number of unfounded complaints against officers? Crosstabulation

			Number of unfounded complaints against officers?								Total
			0-10	101-150	11-25	151-200	201-999	26-50	51-75	76-100	
8. Size of agency [Total full-time employee]	1 to 24	Count	439		4						443
		% within 8. Size of agency [Total full-time employee]	99.1%		.9%						100.0%
	25 to 74	Count	136		6			2			144
		% within 8. Size of agency [Total full-time employee]	94.4%		4.2%			1.4%			100.0%
	75 to 299	Count	49		7	1		3	1		61
		% within 8. Size of agency [Total full-time employee]	80.3%		11.5%	1.6%		4.9%	1.6%		100.0%
	300 or more	Count	7	2	5	1	1	1	2	1	20
		% within 8. Size of agency [Total full-time employee]	35.0%	10.0%	25.0%	5.0%	5.0%	5.0%	10.0%	5.0%	100.0%
Total		Count	631	2	22	2	1	6	3	1	668
		% within 8. Size of agency [Total full-time employee]	94.5%	.3%	3.3%	.3%	.1%	.9%	.4%	.1%	100.0%

8. Size of agency [Total full-time employee] *158. Number of sustained formal complaints against officers? Crosstabulation

			Number of sustained formal complaints against officers?								Total
			0-10	101-150	11-25	151-200	201-999	26-50	51-75	76-100	
8. Size of agency [Total full-time employee]	1 to 24	Count	431		1						432
		% within 8. Size of agency [Total full-time employee]	99.8%		.2%						100.0%
	25 to 74	Count	138		4						142
		% within 8. Size of agency [Total full-time employee]	97.2%		2.8%						100.0%
	75 to 299	Count	47		9			2	1		59
		% within 8. Size of agency [Total full-time employee]	79.7%		15.3%			3.4%	1.7%		100.0%
	300 or more	Count	6	1	5	1	2	1	2	2	20
		% within 8. Size of agency [Total full-time employee]	30.0%	5.0%	25.0%	5.0%	10.0%	5.0%	10.0%	10.0%	100.0%
Total		Count	622	1	19	1	2	3	3	2	653
		% within 8. Size of agency [Total full-time employee]	95.3%	.2%	2.9%	.2%	.3%	.5%	.5%	.3%	100.0%

8. Size of agency [Total full-time employee] * 159. Number of pending formal complaints against officers? Crosstabulation

			Number of pending formal complaints against officers?					Total
			0-10	11-25	201-999	26-50	51-75	
8. Size of agency [Total full-time employee]	1 to 24	Count	424					424
		% within 8. Size of agency [Total full-time employee]	100.0%					100.0%
	25 to 74	Count	138					138
		% within 8. Size of agency [Total full-time employee]	100.0%					100.0%
	75 to 299	Count	52	1				53
		% within 8. Size of agency [Total full-time employee]	98.1%	1.9%				100.0%
	300 or more	Count	13	3	1	2	1	20
		% within 8. Size of agency [Total full-time employee]	65.0%	15.0%	5.0%	10.0%	5.0%	100.0%
Total		Count	627	4	1	2	1	635
		% within 8. Size of agency [Total full-time employee]	98.7%	.6%	.2%	.3%	.2%	100.0%

8. Size of agency [Total full-time employee] *160. Number of sustained complaints involving excessive force? Crosstabulation

			Number of sustained complaints involving excessive force?		Total
			0-10	11-25	Total
8. Size of agency [Total full-time employee]	1 to 24	Count	419		419
		% within 8. Size of agency [Total full-time employee]	100.0%		100.0%
	25 to 74	Count	135		135
		% within 8. Size of agency [Total full-time employee]	100.0%		100.0%
	75 to 299	Count	52		52
		% within 8. Size of agency [Total full-time employee]	100.0%		100.0%
	300 or more	Count	18	2	20
		% within 8. Size of agency [Total full-time employee]	90.0%	10.0%	100.0%
Total		Count	624	2	626
		% within 8. Size of agency [Total full-time employee]	99.7%	.3%	100.0%

8. Size of agency [Total full-time employee] * 161. Number of sustained complaints involving criminal activity? Crosstabulation

			Number of sustained complaints involving criminal activity?				Total
			0-10	11-25	26-50	51-75	Total
8. Size of agency [Total full-time employee]	1 to 24	Count	422				422
		% within 8. Size of agency [Total full-time employee]	100.0%				100.0%
	25 to 74	Count	138				138
		% within 8. Size of agency [Total full-time employee]	100.0%				100.0%
	75 to 299	Count	54				54
		% within 8. Size of agency [Total full-time employee]	100.0%				100.0%
	300 or more	Count	17	1	1	1	20
		% within 8. Size of agency [Total full-time employee]	85.0%	5.0%	5.0%	5.0%	100.0%
Total		Count	631	1	1	1	634
		% within 8. Size of agency [Total full-time employee]	99.5%	.2%	.2%	.2%	100.0%

Appendix C
Query by Size

8. Size of agency [Total full-time employee] *162. Number of sustained complaints involving policy violations? Crosstabulation

			Number of sustained complaints involving policy violations?							Total
			0-10	101-150	11-25	201-999	26-50	51-75	76-100	
8. Size of agency [Total full-time employee]	1 to 24	Count	420		4		1			425
		% within 8. Size of agency [Total full-time employee]	98.8%		.9%		.2%			100.0%
	25 to 74	Count	140		7					147
		% within 8. Size of agency [Total full-time employee]	95.2%		4.8%					100.0%
	75 to 299	Count	45		11		3	1		60
		% within 8. Size of agency [Total full-time employee]	75.0%		18.3%		5.0%	1.7%		100.0%
	300 or more	Count	8	1	2	3	1	3	2	20
		% within 8. Size of agency [Total full-time employee]	40.0%	5.0%	10.0%	15.0%	5.0%	15.0%	10.0%	100.0%
Total		Count	613	1	24	3	5	4	2	652
		% within 8. Size of agency [Total full-time employee]	94.0%	.2%	3.7%	.5%	.8%	.6%	.3%	100.0%

8. Size of agency [Total full-time employee] * 163. Number of disciplinary actions involving verbal counseling or reprimand? Crosstabulation

			Number of disciplinary actions involving verbal counseling or reprimand?						Total
			0-10	11-25	151-200	26-50	51-75	76-100	
8. Size of agency [Total full-time employee]	1 to 24	Count	442	1				1	444
		% within 8. Size of agency [Total full-time employee]	99.5%	.2%				.2%	100.0%
	25 to 74	Count	133	15		2			150
		% within 8. Size of agency [Total full-time employee]	88.7%	10.0%		1.3%			100.0%
	75 to 299	Count	44	10	1	1	2	1	59
		% within 8. Size of agency [Total full-time employee]	74.6%	16.9%	1.7%	1.7%	3.4%	1.7%	100.0%
	300 or more	Count	9	1		2	2		14
		% within 8. Size of agency [Total full-time employee]	64.3%	7.1%		14.3%	14.3%		100.0%
Total		Count	628	27	1	5	4	2	667
		% within 8. Size of agency [Total full-time employee]	94.2%	4.0%	.1%	.7%	.6%	.3%	100.0%

Appendix C
Query by Size

8. Size of agency [Total full-time employee] *164. Number of disciplinary actions involving written reprimand? Crosstabulation

			Number of disciplinary actions involving written reprimand?					Total
			0-10	101-150	11-25	201-999	26-50	
8. Size of agency [Total full-time employee]	1 to 24	Count	433					433
		% within 8. Size of agency [Total full-time employee]	100.0%					100.0%
	25 to 74	Count	144		8			152
		% within 8. Size of agency [Total full-time employee]	94.7%		5.3%			100.0%
	75 to 299	Count	53	1	8			62
		% within 8. Size of agency [Total full-time employee]	85.5%	1.6%	12.9%			100.0%
	300 or more	Count	9	1	4	2	2	18
		% within 8. Size of agency [Total full-time employee]	50.0%	5.6%	22.2%	11.1%	11.1%	100.0%
Total		Count	639	2	20	2	2	665
		% within 8. Size of agency [Total full-time employee]	96.1%	.3%	3.0%	.3%	.3%	100.0%

8. Size of agency [Total full-time employee] * 165. Number of disciplinary actions involving days off or demotion? Crosstabulation

			Number of disciplinary actions involving days off or demotion?						Total
			0-10	101-150	11-25	201-999	26-50	76-100	
8. Size of agency [Total full-time employee]	1 to 24	Count	422						422
		% within 8. Size of agency [Total full-time employee]	100.0%						100.0%
	25 to 74	Count	147		1				148
		% within 8. Size of agency [Total full-time employee]	99.3%		.7%				100.0%
	75 to 299	Count	60		1		1		62
		% within 8. Size of agency [Total full-time employee]	96.8%		1.6%		1.6%		100.0%
	300 or more	Count	12	1		1	4	1	19
		% within 8. Size of agency [Total full-time employee]	63.2%	5.3%		5.3%	21.1%	5.3%	100.0%
Total		Count	641	1	2	1	5	1	651
		% within 8. Size of agency [Total full-time employee]	98.5%	.2%	.3%	.2%	.8%	.2%	100.0%

Appendix C
Query by Size

8. Size of agency [Total full-time employee] *166. Number of diciplinary actions resulting in termination either through firing or resignation? Crosstabulation

			Number of diciplinary actions resulting in termination either through firing or resignation?			Total
			0-10	11-25	26-50	Total
8. Size of agency [Total full-time employee]	1 to 24	Count	424	1		425
		% within 8. Size of agency [Total full-time employee]	99.8%	.2%		100.0%
	25 to 74	Count	146			146
		% within 8. Size of agency [Total full-time employee]	100.0%			100.0%
	75 to 299	Count	57			57
		% within 8. Size of agency [Total full-time employee]	100.0%			100.0%
	300 or more	Count	14	3	2	19
		% within 8. Size of agency [Total full-time employee]	73.7%	15.8%	10.5%	100.0%
Total		Count	641	4	2	647
		% within 8. Size of agency [Total full-time employee]	99.1%	.6%	.3%	100.0%

8. Size of agency [Total full-time employee] * 167. What is the length of your FTO program? Crosstabulation

Count

		167. What is the length of your FTO program?					Total
		No formal program	Less than four weeks	4 to less than six weeks	6 to 12 weeks	More than 12 weeks	Total
8. Size of agency [Total full-time employee]	1 to 24	237	58	77	64	34	470
	25 to 74	35	7	26	57	43	168
	75 to 299	7	2	3	19	39	70
	300 or more	2	1		2	18	23
Total		281	68	106	142	134	731

8. Size of agency [Total full-time employee] * 168. How often do officers qualify with their weapon? Crosstabulation

Count

		168. How often do officers qualify with their weapon?					Total
		Annually	Semi-annually	Quarterly	Monthly	Other	Total
8. Size of agency [Total full-time employee]	1 to 24	258	193	43		13	507
	25 to 74	63	76	27	1	3	170
	75 to 299	23	36	10		2	71
	300 or more	9	14	1		1	25
Total		353	319	81	1	19	773

Appendix C
Query by Size

8. Size of agency [Total full-time employee] * 169. What is your agency's minimum requirement for continuinng education? Crosstabulation

Count

| | | 169. What is your agency's minimum requirement for continuinng education? | | | Total |
		40 hours every two years	40 hours every year	Other	
8. Size of agency [Total full-time employee]	1 to 24	413	70	28	511
	25 to 74	140	22	8	170
	75 to 299	53	12	6	71
	300 or more	19	5	1	25
Total		625	109	43	777

8. Size of agency [Total full-time employee] * 170. Do you use written examinations in determining promotions? Crosstabulation

Count

| | | 170. Do you use written examinations in determining promotions? | | Total |
		Yes	No	
8. Size of agency [Total full-time employee]	1 to 24	59	395	454
	25 to 74	78	90	168
	75 to 299	53	17	70
	300 or more	23	2	25
Total		213	504	717

8. Size of agency [Total full-time employee] * 171. Do you use personal interviews in determining promotions? Crosstabulation

Count

| | | 171. Do you use personal interviews in determining promotions? | | Total |
		Yes	No	
8. Size of agency [Total full-time employee]	1 to 24	277	172	449
	25 to 74	132	37	169
	75 to 299	39	30	69
	300 or more	13	12	25
Total		461	251	712

Appendix C
Query by Size

8. Size of agency [Total full-time employee] * 172. Do you use formal interview boards in determining promotions? Crosstabulation

Count

		172. Do you use formal interview boards in determining promotions?		
		Yes	No	Total
8. Size of agency [Total full-time employee]	1 to 24	93	357	450
	25 to 74	88	80	168
	75 to 299	40	30	70
	300 or more	14	11	25
Total		235	478	713

8. Size of agency [Total full-time employee] * 173. Do you use staff or management ratings of promotion suitability in determining promotions? Crosstabulation

Count

		173. Do you use staff or management ratings of promotion suitability in determining promotions?		
		Yes	No	Total
8. Size of agency [Total full-time employee]	1 to 24	131	317	448
	25 to 74	81	86	167
	75 to 299	29	40	69
	300 or more	10	15	25
Total		251	458	709

8. Size of agency [Total full-time employee] * 174. Do you use peer ratings in determining promotions? Crosstabulation

Count

		174. Do you use peer ratings in determining promotions?		
		Yes	No	Total
8. Size of agency [Total full-time employee]	1 to 24	68	379	447
	25 to 74	33	135	168
	75 to 299	6	62	68
	300 or more	3	22	25
Total		110	598	708

Appendix C
Query by Size

8. Size of agency [Total full-time employee] * 175. Do you use years of experience in determining promotions? Crosstabulation

Count

		175. Do you use years of experience in determining promotions?		
		Yes	No	Total
8. Size of agency [Total full-time employee]	1 to 24	253	194	447
	25 to 74	129	38	167
	75 to 299	49	19	68
	300 or more	19	6	25
Total		450	257	707

8. Size of agency [Total full-time employee] * 176. Do you use educational level in determining promotions? Crosstabulation

Count

		176. Do you use educational level in determining promotions?		
		Yes	No	Total
8. Size of agency [Total full-time employee]	1 to 24	189	256	445
	25 to 74	78	88	166
	75 to 299	31	38	69
	300 or more	10	15	25
Total		308	397	705

8. Size of agency [Total full-time employee] * 177. Do you use veterans preference in determining promotions? Crosstabulation

Count

		177. Do you use veterans preference in determining promotions?		
		Yes	No	Total
8. Size of agency [Total full-time employee]	1 to 24	59	387	446
	25 to 74	18	150	168
	75 to 299	8	61	69
	300 or more	2	23	25
Total		87	621	708

Appendix C
Query by Size

8. Size of agency [Total full-time employee] * 178. Do you use a formal assessment center in determining promotions? Crosstabulation

Count

		178. Do you use a formal assessment center in determining promotions?		
		Yes	No	Total
8. Size of agency [Total full-time employee]	1 to 24	16	427	443
	25 to 74	31	136	167
	75 to 299	21	48	69
	300 or more	9	16	25
Total		77	627	704

8. Size of agency [Total full-time employee] * 179. Do you use supervisor performance evaluations in determining promotions? Crosstabulation

Count

		179. Do you use supervisor performance evaluations in determining promotions?		
		Yes	No	Total
8. Size of agency [Total full-time employee]	1 to 24	228	214	442
	25 to 74	113	54	167
	75 to 299	39	31	70
	300 or more	11	14	25
Total		391	313	704

8. Size of agency [Total full-time employee] * 180. Are candidates from outside of agency allowed to apply for supervisory positions? Crosstabulation

Count

		180. Are candidates from outside of agency allowed to apply for supervisory positions?			
		Yes	No	For the Chief Adminstrator only	Total
8. Size of agency [Total full-time employee]	1 to 24	151	157	135	443
	25 to 74	57	40	65	162
	75 to 299	14	16	37	67
	300 or more	5	8	11	24
Total		227	221	248	696

Appendix C
Query by Size

8. Size of agency [Total full-time employee] * 181. Are promotions determined only by the chief administrator [without other input]? Crosstabulation

Count

| | | 181. Are promotions determined only by the chief administrator [without other input]? | | |
		Yes	No	Total
8. Size of agency [Total full-time employee]	1 to 24	145	296	441
	25 to 74	11	156	167
	75 to 299	3	67	70
	300 or more	1	24	25
Total		160	543	703

8. Size of agency [Total full-time employee] * 182. Which of the following has the highest value in determing promotions? Crosstabulation

Count

| | | 182. Which of the following has the highest value in determing promotions? | | | | | | | |
		Exam	Interview	Performance reports	Education	Assessment center	Experience	Not applicable	Total
8. Size of agency [Total full-time employee]	1 to 24	19	51	111	4	8	101	105	399
	25 to 74	26	27	35	1	19	30	17	155
	75 to 299	20	5	6		10	4	16	61
	300 or more	13	4	1		2		2	22
Total		78	87	153	5	39	135	140	637

8. Size of agency [Total full-time employee] * 183. Are there a minimum number of years of agency service required for promotional eligibility? Crosstabulation

Count

| | | 183. Are there a minimum number of years of agency service required for promotional eligibility? | | |
		Yes	No	Total
8. Size of agency [Total full-time employee]	1 to 24	101	346	447
	25 to 74	99	68	167
	75 to 299	55	13	68
	300 or more	23	2	25
Total		278	429	707

Appendix C
Query by Size

8. Size of agency [Total full-time employee] * 184. What is the minimum level of education for promotion? Crosstabulation

Count

		184. What is the minimum level of education for promotion?				
		High school/GED	Some college	60 hours of college	Bachelor's degree	Total
8. Size of agency [Total full-time employee]	1 to 24	312	83	16	6	417
	25 to 74	123	23	11	3	160
	75 to 299	51	10	6	1	68
	300 or more	21	2	1	1	25
Total		507	118	34	11	670

Appendix D
Query Agency by Region

Appendix D
Query Agency by Region

Region by Zip Code * 48. Does this agency practice community policing? Crosstabulation

			48. Does this agency practice community policing?			
			Agency wide philosophy	Some programs within the agency	No	Total
Region by Zip Code	West Region	Count	9	11	8	28
		% within Region by Zip Code	32.1%	39.3%	28.6%	100.0%
	Panhandle Region	Count	33	35	11	79
		% within Region by Zip Code	41.8%	44.3%	13.9%	100.0%
	Southwest Region	Count	11	8	4	23
		% within Region by Zip Code	47.8%	34.8%	17.4%	100.0%
	Northcentral Region	Count	85	57	43	185
		% within Region by Zip Code	45.9%	30.8%	23.2%	100.0%
	Central Region	Count	63	45	29	137
		% within Region by Zip Code	46.0%	32.8%	21.2%	100.0%
	South Region	Count	10	16	9	35
		% within Region by Zip Code	28.6%	45.7%	25.7%	100.0%
	Northeast Region	Count	38	27	22	87
		% within Region by Zip Code	43.7%	31.0%	25.3%	100.0%
	Southeast Region	Count	56	46	30	132
		% within Region by Zip Code	42.4%	34.8%	22.7%	100.0%
Total		Count	305	245	156	706
		% within Region by Zip Code	43.2%	34.7%	22.1%	100.0%

Appendix D
Query Agency by Region

Region by Zip Code * 49. Is your agency accredited by the Commission on Law Enforcement Accreditation (CALEA)? Crosstabulation

			49. Is your agency accredited by the Commission on Law Enforcement Accreditation (CALEA)?			Total
			Yes	No	In the application process	
Region by Zip Code	West Region	Count	4	21	2	27
		% within Region by Zip Code	14.8%	77.8%	7.4%	100.0%
	Panhandle Region	Count	15	54	1	70
		% within Region by Zip Code	21.4%	77.1%	1.4%	100.0%
	Southwest Region	Count	5	17		22
		% within Region by Zip Code	22.7%	77.3%		100.0%
	Northcentral Region	Count	20	148	3	171
		% within Region by Zip Code	11.7%	86.5%	1.8%	100.0%
	Central Region	Count	23	96	4	123
		% within Region by Zip Code	18.7%	78.0%	3.3%	100.0%
	South Region	Count	7	25	3	35
		% within Region by Zip Code	20.0%	71.4%	8.6%	100.0%
	Northeast Region	Count	19	52	1	72
		% within Region by Zip Code	26.4%	72.2%	1.4%	100.0%
	Southeast Region	Count	12	102	4	118
		% within Region by Zip Code	10.2%	86.4%	3.4%	100.0%
Total		Count	105	515	18	638
		% within Region by Zip Code	16.5%	80.7%	2.8%	100.0%

Appendix D
Query Agency by Region

Region by Zip Code * 50. Family violence Crosstabulation

			50. Family violence		Total
			Yes	No	
Region by Zip Code	West Region	Count	16	13	29
		% within Region by Zip Code	55.2%	44.8%	100.0%
	Panhandle Region	Count	59	24	83
		% within Region by Zip Code	71.1%	28.9%	100.0%
	Southwest Region	Count	16	8	24
		% within Region by Zip Code	66.7%	33.3%	100.0%
	Northcentral Region	Count	139	49	188
		% within Region by Zip Code	73.9%	26.1%	100.0%
	Central Region	Count	86	48	134
		% within Region by Zip Code	64.2%	35.8%	100.0%
	South Region	Count	25	14	39
		% within Region by Zip Code	64.1%	35.9%	100.0%
	Northeast Region	Count	60	32	92
		% within Region by Zip Code	65.2%	34.8%	100.0%
	Southeast Region	Count	96	41	137
		% within Region by Zip Code	70.1%	29.9%	100.0%
Total		Count	497	229	726
		% within Region by Zip Code	68.5%	31.5%	100.0%

Appendix D
Query Agency by Region

Region by Zip Code * 51. Crime victims Crosstabulation

| | | | 51. Crime victims | | |
			Yes	No	Total
Region by Zip Code	West Region	Count	14	15	29
		% within Region by Zip Code	48.3%	51.7%	100.0%
	Panhandle Region	Count	52	30	82
		% within Region by Zip Code	63.4%	36.6%	100.0%
	Southwest Region	Count	14	10	24
		% within Region by Zip Code	58.3%	41.7%	100.0%
	Northcentral Region	Count	123	58	181
		% within Region by Zip Code	68.0%	32.0%	100.0%
	Central Region	Count	67	63	130
		% within Region by Zip Code	51.5%	48.5%	100.0%
	South Region	Count	22	16	38
		% within Region by Zip Code	57.9%	42.1%	100.0%
	Northeast Region	Count	51	41	92
		% within Region by Zip Code	55.4%	44.6%	100.0%
	Southeast Region	Count	87	49	136
		% within Region by Zip Code	64.0%	36.0%	100.0%
Total		Count	430	282	712
		% within Region by Zip Code	60.4%	39.6%	100.0%

Appendix D
Query Agency by Region

Region by Zip Code * 52. Vehicular pursuit Crosstabulation

| | | | 52. Vehicular pursuit | | |
			Yes	No	Total
Region by Zip Code	West Region	Count	21	8	29
		% within Region by Zip Code	72.4%	27.6%	100.0%
	Panhandle Region	Count	63	20	83
		% within Region by Zip Code	75.9%	24.1%	100.0%
	Southwest Region	Count	17	7	24
		% within Region by Zip Code	70.8%	29.2%	100.0%
	Northcentral Region	Count	156	29	185
		% within Region by Zip Code	84.3%	15.7%	100.0%
	Central Region	Count	98	38	136
		% within Region by Zip Code	72.1%	27.9%	100.0%
	South Region	Count	25	14	39
		% within Region by Zip Code	64.1%	35.9%	100.0%
	Northeast Region	Count	76	17	93
		% within Region by Zip Code	81.7%	18.3%	100.0%
	Southeast Region	Count	101	35	136
		% within Region by Zip Code	74.3%	25.7%	100.0%
Total		Count	557	168	725
		% within Region by Zip Code	76.8%	23.2%	100.0%

Appendix D
Query Agency by Region

Region by Zip Code * 53. Use of force Crosstabulation

			53. Use of force		Total
			Yes	No	
Region by Zip Code	West Region	Count	24	5	29
		% within Region by Zip Code	82.8%	17.2%	100.0%
	Panhandle Region	Count	66	16	82
		% within Region by Zip Code	80.5%	19.5%	100.0%
	Southwest Region	Count	20	4	24
		% within Region by Zip Code	83.3%	16.7%	100.0%
	Northcentral Region	Count	171	21	192
		% within Region by Zip Code	89.1%	10.9%	100.0%
	Central Region	Count	109	26	135
		% within Region by Zip Code	80.7%	19.3%	100.0%
	South Region	Count	26	12	38
		% within Region by Zip Code	68.4%	31.6%	100.0%
	Northeast Region	Count	75	18	93
		% within Region by Zip Code	80.6%	19.4%	100.0%
	Southeast Region	Count	113	25	138
		% within Region by Zip Code	81.9%	18.1%	100.0%
Total		Count	604	127	731
		% within Region by Zip Code	82.6%	17.4%	100.0%

Appendix D
Query Agency by Region

Region by Zip Code * 54. Use of deadly force Crosstabulation

| | | | 54. Use of deadly force | | |
			Yes	No	Total
Region by Zip Code	West Region	Count	25	5	30
		% within Region by Zip Code	83.3%	16.7%	100.0%
	Panhandle Region	Count	64	17	81
		% within Region by Zip Code	79.0%	21.0%	100.0%
	Southwest Region	Count	18	6	24
		% within Region by Zip Code	75.0%	25.0%	100.0%
	Northcentral Region	Count	171	21	192
		% within Region by Zip Code	89.1%	10.9%	100.0%
	Central Region	Count	107	28	135
		% within Region by Zip Code	79.3%	20.7%	100.0%
	South Region	Count	26	13	39
		% within Region by Zip Code	66.7%	33.3%	100.0%
	Northeast Region	Count	74	17	91
		% within Region by Zip Code	81.3%	18.7%	100.0%
	Southeast Region	Count	114	23	137
		% within Region by Zip Code	83.2%	16.8%	100.0%
Total		Count	599	130	729
		% within Region by Zip Code	82.2%	17.8%	100.0%

Appendix D
Query Agency by Region

Region by Zip Code * 55 Evidence collection Crosstabulation

			55 Evidence collection		
			Yes	No	Total
Region by Zip Code	West Region	Count	14	14	28
		% within Region by Zip Code	50.0%	50.0%	100.0%
	Panhandle Region	Count	45	36	81
		% within Region by Zip Code	55.6%	44.4%	100.0%
	Southwest Region	Count	16	8	24
		% within Region by Zip Code	66.7%	33.3%	100.0%
	Northcentral Region	Count	130	58	188
		% within Region by Zip Code	69.1%	30.9%	100.0%
	Central Region	Count	82	51	133
		% within Region by Zip Code	61.7%	38.3%	100.0%
	South Region	Count	26	13	39
		% within Region by Zip Code	66.7%	33.3%	100.0%
	Northeast Region	Count	53	38	91
		% within Region by Zip Code	58.2%	41.8%	100.0%
	Southeast Region	Count	99	38	137
		% within Region by Zip Code	72.3%	27.7%	100.0%
Total		Count	465	256	721
		% within Region by Zip Code	64.5%	35.5%	100.0%

Appendix D
Query Agency by Region

Region by Zip Code * 56 Sexual assault investigation Crosstabulation

			56 Sexual assault investigation		
			Yes	No	Total
Region by Zip Code	West Region	Count	16	12	28
		% within Region by Zip Code	57.1%	42.9%	100.0%
	Panhandle Region	Count	43	38	81
		% within Region by Zip Code	53.1%	46.9%	100.0%
	Southwest Region	Count	14	10	24
		% within Region by Zip Code	58.3%	41.7%	100.0%
	Northcentral Region	Count	110	73	183
		% within Region by Zip Code	60.1%	39.9%	100.0%
	Central Region	Count	59	72	131
		% within Region by Zip Code	45.0%	55.0%	100.0%
	South Region	Count	19	17	36
		% within Region by Zip Code	52.8%	47.2%	100.0%
	Northeast Region	Count	44	46	90
		% within Region by Zip Code	48.9%	51.1%	100.0%
	Southeast Region	Count	76	55	131
		% within Region by Zip Code	58.0%	42.0%	100.0%
Total		Count	381	323	704
		% within Region by Zip Code	54.1%	45.9%	100.0%

Appendix D
Query Agency by Region

Region by Zip Code * 57. Personnel selection Crosstabulation

| | | | 57. Personnel selection | | |
			Yes	No	Total
Region by Zip Code	West Region	Count	19	9	28
		% within Region by Zip Code	67.9%	32.1%	100.0%
	Panhandle Region	Count	42	41	83
		% within Region by Zip Code	50.6%	49.4%	100.0%
	Southwest Region	Count	14	10	24
		% within Region by Zip Code	58.3%	41.7%	100.0%
	Northcentral Region	Count	121	65	186
		% within Region by Zip Code	65.1%	34.9%	100.0%
	Central Region	Count	76	55	131
		% within Region by Zip Code	58.0%	42.0%	100.0%
	South Region	Count	22	17	39
		% within Region by Zip Code	56.4%	43.6%	100.0%
	Northeast Region	Count	43	48	91
		% within Region by Zip Code	47.3%	52.7%	100.0%
	Southeast Region	Count	90	47	137
		% within Region by Zip Code	65.7%	34.3%	100.0%
Total		Count	427	292	719
		% within Region by Zip Code	59.4%	40.6%	100.0%

Appendix D
Query Agency by Region

Region by Zip Code * 58. Physical fitness Crosstabulation

| | | | 58. Physical fitness | | Total |
			Yes	No	
Region by Zip Code	West Region	Count	5	24	29
		% within Region by Zip Code	17.2%	82.8%	100.0%
	Panhandle Region	Count	15	65	80
		% within Region by Zip Code	18.8%	81.3%	100.0%
	Southwest Region	Count	10	14	24
		% within Region by Zip Code	41.7%	58.3%	100.0%
	Northcentral Region	Count	62	128	190
		% within Region by Zip Code	32.6%	67.4%	100.0%
	Central Region	Count	35	99	134
		% within Region by Zip Code	26.1%	73.9%	100.0%
	South Region	Count	12	27	39
		% within Region by Zip Code	30.8%	69.2%	100.0%
	Northeast Region	Count	19	72	91
		% within Region by Zip Code	20.9%	79.1%	100.0%
	Southeast Region	Count	32	103	135
		% within Region by Zip Code	23.7%	76.3%	100.0%
Total		Count	190	532	722
		% within Region by Zip Code	26.3%	73.7%	100.0%

Appendix D
Query Agency by Region

Region by Zip Code * 59. Training Crosstabulation

| | | | 59. Training | | |
			Yes	No	Total
Region by Zip Code	West Region	Count	18	10	28
		% within Region by Zip Code	64.3%	35.7%	100.0%
	Panhandle Region	Count	42	38	80
		% within Region by Zip Code	52.5%	47.5%	100.0%
	Southwest Region	Count	14	10	24
		% within Region by Zip Code	58.3%	41.7%	100.0%
	Northcentral Region	Count	131	57	188
		% within Region by Zip Code	69.7%	30.3%	100.0%
	Central Region	Count	81	50	131
		% within Region by Zip Code	61.8%	38.2%	100.0%
	South Region	Count	22	17	39
		% within Region by Zip Code	56.4%	43.6%	100.0%
	Northeast Region	Count	52	39	91
		% within Region by Zip Code	57.1%	42.9%	100.0%
	Southeast Region	Count	88	48	136
		% within Region by Zip Code	64.7%	35.3%	100.0%
Total		Count	448	269	717
		% within Region by Zip Code	62.5%	37.5%	100.0%

Appendix D
Query Agency by Region

Region by Zip Code * 60. Sexual harassment Crosstabulation

			60. Sexual harassment		
			Yes	No	Total
Region by Zip Code	West Region	Count	22	6	28
		% within Region by Zip Code	78.6%	21.4%	100.0%
	Panhandle Region	Count	57	25	82
		% within Region by Zip Code	69.5%	30.5%	100.0%
	Southwest Region	Count	19	5	24
		% within Region by Zip Code	79.2%	20.8%	100.0%
	Northcentral Region	Count	154	37	191
		% within Region by Zip Code	80.6%	19.4%	100.0%
	Central Region	Count	99	38	137
		% within Region by Zip Code	72.3%	27.7%	100.0%
	South Region	Count	31	8	39
		% within Region by Zip Code	79.5%	20.5%	100.0%
	Northeast Region	Count	62	27	89
		% within Region by Zip Code	69.7%	30.3%	100.0%
	Southeast Region	Count	109	25	134
		% within Region by Zip Code	81.3%	18.7%	100.0%
Total		Count	553	171	724
		% within Region by Zip Code	76.4%	23.6%	100.0%

Appendix D
Query Agency by Region

Region by Zip Code * 61. Use of cash funds for investigative purposes Crosstabulation

| | | | 61. Use of cash funds for investigative purposes | | |
			Yes	No	Total
Region by Zip Code	West Region	Count	5	23	28
		% within Region by Zip Code	17.9%	82.1%	100.0%
	Panhandle Region	Count	21	61	82
		% within Region by Zip Code	25.6%	74.4%	100.0%
	Southwest Region	Count	6	17	23
		% within Region by Zip Code	26.1%	73.9%	100.0%
	Northcentral Region	Count	61	127	188
		% within Region by Zip Code	32.4%	67.6%	100.0%
	Central Region	Count	33	102	135
		% within Region by Zip Code	24.4%	75.6%	100.0%
	South Region	Count	11	27	38
		% within Region by Zip Code	28.9%	71.1%	100.0%
	Northeast Region	Count	24	66	90
		% within Region by Zip Code	26.7%	73.3%	100.0%
	Southeast Region	Count	43	91	134
		% within Region by Zip Code	32.1%	67.9%	100.0%
Total		Count	204	514	718
		% within Region by Zip Code	28.4%	71.6%	100.0%

Appendix D
Query Agency by Region

			132. How important is integrity to being a successful peace officer?			
			Important	Very important	Critically important	Total
Region by Zip Code	West Region	Count		12	21	33
		% within Region by Zip Code		36.4%	63.6%	100.0%
	Panhandle Region	Count	2	13	69	84
		% within Region by Zip Code	2.4%	15.5%	82.1%	100.0%
	Southwest Region	Count	1	5	18	24
		% within Region by Zip Code	4.2%	20.8%	75.0%	100.0%
	Northcentral Region	Count	2	39	160	201
		% within Region by Zip Code	1.0%	19.4%	79.6%	100.0%
	Central Region	Count	2	26	112	140
		% within Region by Zip Code	1.4%	18.6%	80.0%	100.0%
	South Region	Count	1	15	22	38
		% within Region by Zip Code	2.6%	39.5%	57.9%	100.0%
	Northeast Region	Count	1	26	69	96
		% within Region by Zip Code	1.0%	27.1%	71.9%	100.0%
	Southeast Region	Count	2	30	108	140
		% within Region by Zip Code	1.4%	21.4%	77.1%	100.0%
Total		Count	11	166	579	756
		% within Region by Zip Code	1.5%	22.0%	76.6%	100.0%

Appendix D
Query Agency by Region

Region by Zip Code * 133. How important is initiative to being a successful peace officer? Crosstabulation

			133. How important is initiative to being a successful peace officer?				Total
			Some importance	Important	Very important	Critically important	
Region by Zip Code	West Region	Count		1	28	4	33
		% within Region by Zip Code		3.0%	84.8%	12.1%	100.0%
	Panhandle Region	Count		8	48	28	84
		% within Region by Zip Code		9.5%	57.1%	33.3%	100.0%
	Southwest Region	Count		2	19	3	24
		% within Region by Zip Code		8.3%	79.2%	12.5%	100.0%
	Northcentral Region	Count	1	24	126	49	200
		% within Region by Zip Code	.5%	12.0%	63.0%	24.5%	100.0%
	Central Region	Count		16	89	35	140
		% within Region by Zip Code		11.4%	63.6%	25.0%	100.0%
	South Region	Count		4	27	7	38
		% within Region by Zip Code		10.5%	71.1%	18.4%	100.0%
	Northeast Region	Count		13	57	26	96
		% within Region by Zip Code		13.5%	59.4%	27.1%	100.0%
	Southeast Region	Count	1	11	104	23	139
		% within Region by Zip Code	.7%	7.9%	74.8%	16.5%	100.0%
Total		Count	2	79	498	175	754
		% within Region by Zip Code	.3%	10.5%	66.0%	23.2%	100.0%

Appendix D
Query Agency by Region

Region by Zip Code * 134. How important is situational reasoning ability to being a successful peace officer? Crosstabulation

			134. How important is situational reasoning ability to being a successful peace officer?			
			Important	Very important	Critically important	Total
Region by Zip Code	West Region	Count	3	21	9	33
		% within Region by Zip Code	9.1%	63.6%	27.3%	100.0%
	Panhandle Region	Count	5	39	40	84
		% within Region by Zip Code	6.0%	46.4%	47.6%	100.0%
	Southwest Region	Count	1	16	7	24
		% within Region by Zip Code	4.2%	66.7%	29.2%	100.0%
	Northcentral Region	Count	13	98	89	200
		% within Region by Zip Code	6.5%	49.0%	44.5%	100.0%
	Central Region	Count	7	67	66	140
		% within Region by Zip Code	5.0%	47.9%	47.1%	100.0%
	South Region	Count	5	17	14	36
		% within Region by Zip Code	13.9%	47.2%	38.9%	100.0%
	Northeast Region	Count	6	50	39	95
		% within Region by Zip Code	6.3%	52.6%	41.1%	100.0%
	Southeast Region	Count	5	73	61	139
		% within Region by Zip Code	3.6%	52.5%	43.9%	100.0%
Total		Count	45	381	325	751
		% within Region by Zip Code	6.0%	50.7%	43.3%	100.0%

Appendix D
Query Agency by Region

Region by Zip Code * 135. How important is self-control to being a successful peace officer? Crosstabulation

			135. How important is self-control to being a successful peace officer?			
			Important	Very important	Critically important	Total
Region by Zip Code	West Region	Count	2	15	16	33
		% within Region by Zip Code	6.1%	45.5%	48.5%	100.0%
	Panhandle Region	Count	1	30	53	84
		% within Region by Zip Code	1.2%	35.7%	63.1%	100.0%
	Southwest Region	Count	1	14	9	24
		% within Region by Zip Code	4.2%	58.3%	37.5%	100.0%
	Northcentral Region	Count	4	69	127	200
		% within Region by Zip Code	2.0%	34.5%	63.5%	100.0%
	Central Region	Count	1	53	86	140
		% within Region by Zip Code	.7%	37.9%	61.4%	100.0%
	South Region	Count	3	16	19	38
		% within Region by Zip Code	7.9%	42.1%	50.0%	100.0%
	Northeast Region	Count	6	33	57	96
		% within Region by Zip Code	6.3%	34.4%	59.4%	100.0%
	Southeast Region	Count	2	46	92	140
		% within Region by Zip Code	1.4%	32.9%	65.7%	100.0%
Total		Count	20	276	459	755
		% within Region by Zip Code	2.6%	36.6%	60.8%	100.0%

Appendix D
Query Agency by Region

Region by Zip Code * 136. How important are writing skills to being a successful peace officer? Crosstabulation

			136. How important are writing skills to being a successful peace officer?				
			Some importance	Important	Very important	Critically important	Total
Region by Zip Code	West Region	Count		7	24	2	33
		% within Region by Zip Code		21.2%	72.7%	6.1%	100.0%
	Panhandle Region	Count	1	16	54	13	84
		% within Region by Zip Code	1.2%	19.0%	64.3%	15.5%	100.0%
	Southwest Region	Count	1	8	14	1	24
		% within Region by Zip Code	4.2%	33.3%	58.3%	4.2%	100.0%
	Northcentral Region	Count		44	123	34	201
		% within Region by Zip Code		21.9%	61.2%	16.9%	100.0%
	Central Region	Count	1	25	85	29	140
		% within Region by Zip Code	.7%	17.9%	60.7%	20.7%	100.0%
	South Region	Count		6	22	10	38
		% within Region by Zip Code		15.8%	57.9%	26.3%	100.0%
	Northeast Region	Count	2	22	56	16	96
		% within Region by Zip Code	2.1%	22.9%	58.3%	16.7%	100.0%
	Southeast Region	Count	1	30	89	20	140
		% within Region by Zip Code	.7%	21.4%	63.6%	14.3%	100.0%
Total		Count	6	158	467	125	756
		% within Region by Zip Code	.8%	20.9%	61.8%	16.5%	100.0%

Appendix D
Query Agency by Region

Region by Zip Code * 137. How important are reading skills to being a successful peace officer? Crosstabulation

			137. How important are reading skills to being a successful peace officer?				Total
			Some importance	Important	Very important	Critically important	
Region by Zip Code	West Region	Count		7	24	2	33
		% within Region by Zip Code		21.2%	72.7%	6.1%	100.0%
	Panhandle Region	Count	1	11	57	15	84
		% within Region by Zip Code	1.2%	13.1%	67.9%	17.9%	100.0%
	Southwest Region	Count	1	9	13	1	24
		% within Region by Zip Code	4.2%	37.5%	54.2%	4.2%	100.0%
	Northcentral Region	Count	2	42	124	33	201
		% within Region by Zip Code	1.0%	20.9%	61.7%	16.4%	100.0%
	Central Region	Count	1	21	92	26	140
		% within Region by Zip Code	.7%	15.0%	65.7%	18.6%	100.0%
	South Region	Count		4	25	9	38
		% within Region by Zip Code		10.5%	65.8%	23.7%	100.0%
	Northeast Region	Count	2	16	58	20	96
		% within Region by Zip Code	2.1%	16.7%	60.4%	20.8%	100.0%
	Southeast Region	Count	1	25	92	22	140
		% within Region by Zip Code	.7%	17.9%	65.7%	15.7%	100.0%
Total		Count	8	135	485	128	756
		% within Region by Zip Code	1.1%	17.9%	64.2%	16.9%	100.0%

Appendix D
Query Agency by Region

Region by Zip Code * 138. How important are interpersonal skills to being a successful peace officer? Crosstabulation

			138. How important are interpersonal skills to being a successful peace officer?					
			Little importance	Some importance	Important	Very important	Critically important	Total
Region by Zip Code	West Region	Count		1	5	21	6	33
		% within Region by Zip Code		3.0%	15.2%	63.6%	18.2%	100.0%
	Panhandle Region	Count			11	50	23	84
		% within Region by Zip Code			13.1%	59.5%	27.4%	100.0%
	Southwest Region	Count			4	18	2	24
		% within Region by Zip Code			16.7%	75.0%	8.3%	100.0%
	Northcentral Region	Count	1	1	24	120	55	201
		% within Region by Zip Code	.5%	.5%	11.9%	59.7%	27.4%	100.0%
	Central Region	Count		1	16	86	37	140
		% within Region by Zip Code		.7%	11.4%	61.4%	26.4%	100.0%
	South Region	Count			4	21	12	37
		% within Region by Zip Code			10.8%	56.8%	32.4%	100.0%
	Northeast Region	Count		1	16	55	24	96
		% within Region by Zip Code		1.0%	16.7%	57.3%	25.0%	100.0%
	Southeast Region	Count			14	84	41	139
		% within Region by Zip Code			10.1%	60.4%	29.5%	100.0%
Total		Count	1	4	94	455	200	754
		% within Region by Zip Code	.1%	.5%	12.5%	60.3%	26.5%	100.0%

Appendix D
Query Agency by Region

Region by Zip Code * 139. How important is physical ability to being a successful peace officer? Crosstabulation

			139. How important is physical ability to being a successful peace officer?					Total
			Little importance	Some importance	Important	Very important	Critically important	
Region by Zip Code	West Region	Count		2	14	16	1	33
		% within Region by Zip Code		6.1%	42.4%	48.5%	3.0%	100.0%
	Panhandle Region	Count	1	3	28	44	8	84
		% within Region by Zip Code	1.2%	3.6%	33.3%	52.4%	9.5%	100.0%
	Southwest Region	Count		3	14	7		24
		% within Region by Zip Code		12.5%	58.3%	29.2%		100.0%
	Northcentral Region	Count		11	81	89	20	201
		% within Region by Zip Code		5.5%	40.3%	44.3%	10.0%	100.0%
	Central Region	Count		1	61	63	15	140
		% within Region by Zip Code		.7%	43.6%	45.0%	10.7%	100.0%
	South Region	Count			14	19	5	38
		% within Region by Zip Code			36.8%	50.0%	13.2%	100.0%
	Northeast Region	Count		5	32	54	5	96
		% within Region by Zip Code		5.2%	33.3%	56.3%	5.2%	100.0%
	Southeast Region	Count		3	51	73	12	139
		% within Region by Zip Code		2.2%	36.7%	52.5%	8.6%	100.0%
Total		Count	1	28	295	365	66	755
		% within Region by Zip Code	.1%	3.7%	39.1%	48.3%	8.7%	100.0%

Appendix D
Query Agency by Region

Region by Zip Code * 140. How important is appearance to being a successful peace officer? Crosstabulation

			140. How important is appearance to being a successful peace officer?				
			Some importance	Important	Very important	Critically important	Total
Region by Zip Code	West Region	Count	1	10	22		33
		% within Region by Zip Code	3.0%	30.3%	66.7%		100.0%
	Panhandle Region	Count	7	24	44	9	84
		% within Region by Zip Code	8.3%	28.6%	52.4%	10.7%	100.0%
	Southwest Region	Count		9	14	1	24
		% within Region by Zip Code		37.5%	58.3%	4.2%	100.0%
	Northcentral Region	Count	3	83	94	18	198
		% within Region by Zip Code	1.5%	41.9%	47.5%	9.1%	100.0%
	Central Region	Count	7	45	75	13	140
		% within Region by Zip Code	5.0%	32.1%	53.6%	9.3%	100.0%
	South Region	Count		16	19	3	38
		% within Region by Zip Code		42.1%	50.0%	7.9%	100.0%
	Northeast Region	Count	2	37	49	8	96
		% within Region by Zip Code	2.1%	38.5%	51.0%	8.3%	100.0%
	Southeast Region	Count	12	47	72	8	139
		% within Region by Zip Code	8.6%	33.8%	51.8%	5.8%	100.0%
Total		Count	32	271	389	60	752
		% within Region by Zip Code	4.3%	36.0%	51.7%	8.0%	100.0%

Appendix D
Query Agency by Region

Region by Zip Code * 141. Is this a Civil Service Agency? Crosstabulation

			141. Is this a Civil Service Agency?				Total
			Under State Municipal Civil Service Law	Under State County Civil Service Law	Under local civil service ordinance	No	
Region by Zip Code	West Region	Count		4	4	23	31
		% within Region by Zip Code		12.9%	12.9%	74.2%	100.0%
	Panhandle Region	Count	6	3	1	74	84
		% within Region by Zip Code	7.1%	3.6%	1.2%	88.1%	100.0%
	Southwest Region	Count	3	1		19	23
		% within Region by Zip Code	13.0%	4.3%		82.6%	100.0%
	Northcentral Region	Count	19	3	8	164	194
		% within Region by Zip Code	9.8%	1.5%	4.1%	84.5%	100.0%
	Central Region	Count	9	5	3	123	140
		% within Region by Zip Code	6.4%	3.6%	2.1%	87.9%	100.0%
	South Region	Count	6	7	1	24	38
		% within Region by Zip Code	15.8%	18.4%	2.6%	63.2%	100.0%
	Northeast Region	Count	8	1		86	95
		% within Region by Zip Code	8.4%	1.1%		90.5%	100.0%
	Southeast Region	Count	9	4	1	125	139
		% within Region by Zip Code	6.5%	2.9%	.7%	89.9%	100.0%
Total		Count	60	28	18	638	744
		% within Region by Zip Code	8.1%	3.8%	2.4%	85.8%	100.0%

Appendix D
Query Agency by Region

Region by Zip Code * 142. Is a formal application form required for employment? Crosstabulation

			142. Is a formal application form required for employment?		Total
			Yes	No	
Region by Zip Code	West Region	Count	30	1	31
		% within Region by Zip Code	96.8%	3.2%	100.0%
	Panhandle Region	Count	69	14	83
		% within Region by Zip Code	83.1%	16.9%	100.0%
	Southwest Region	Count	23	1	24
		% within Region by Zip Code	95.8%	4.2%	100.0%
	Northcentral Region	Count	185	10	195
		% within Region by Zip Code	94.9%	5.1%	100.0%
	Central Region	Count	129	7	136
		% within Region by Zip Code	94.9%	5.1%	100.0%
	South Region	Count	36	1	37
		% within Region by Zip Code	97.3%	2.7%	100.0%
	Northeast Region	Count	83	12	95
		% within Region by Zip Code	87.4%	12.6%	100.0%
	Southeast Region	Count	128	11	139
		% within Region by Zip Code	92.1%	7.9%	100.0%
Total		Count	683	57	740
		% within Region by Zip Code	92.3%	7.7%	100.0%

Appendix D
Query Agency by Region

Region by Zip Code * 143. Do you have a recruiting program? Crosstabulation

			143. Do you have a recruiting program?		
			Yes	No	Total
Region by Zip Code	West Region	Count	1	30	31
		% within Region by Zip Code	3.2%	96.8%	100.0%
	Panhandle Region	Count	8	74	82
		% within Region by Zip Code	9.8%	90.2%	100.0%
	Southwest Region	Count	1	23	24
		% within Region by Zip Code	4.2%	95.8%	100.0%
	Northcentral Region	Count	51	143	194
		% within Region by Zip Code	26.3%	73.7%	100.0%
	Central Region	Count	20	117	137
		% within Region by Zip Code	14.6%	85.4%	100.0%
	South Region	Count	3	35	38
		% within Region by Zip Code	7.9%	92.1%	100.0%
	Northeast Region	Count	7	86	93
		% within Region by Zip Code	7.5%	92.5%	100.0%
	Southeast Region	Count	28	112	140
		% within Region by Zip Code	20.0%	80.0%	100.0%
Total		Count	119	620	739
		% within Region by Zip Code	16.1%	83.9%	100.0%

Appendix D
Query Agency by Region

Region by Zip Code * 144. Do you actively recruit women and minorities? Crosstabulation

			144. Do you actively recruit women and minorities?		Total
			Yes	No	
Region by Zip Code	West Region	Count	13	14	27
		% within Region by Zip Code	48.1%	51.9%	100.0%
	Panhandle Region	Count	48	27	75
		% within Region by Zip Code	64.0%	36.0%	100.0%
	Southwest Region	Count	13	10	23
		% within Region by Zip Code	56.5%	43.5%	100.0%
	Northcentral Region	Count	119	68	187
		% within Region by Zip Code	63.6%	36.4%	100.0%
	Central Region	Count	78	48	126
		% within Region by Zip Code	61.9%	38.1%	100.0%
	South Region	Count	24	11	35
		% within Region by Zip Code	68.6%	31.4%	100.0%
	Northeast Region	Count	40	48	88
		% within Region by Zip Code	45.5%	54.5%	100.0%
	Southeast Region	Count	73	59	132
		% within Region by Zip Code	55.3%	44.7%	100.0%
Total		Count	408	285	693
		% within Region by Zip Code	58.9%	41.1%	100.0%

Appendix D
Query Agency by Region

Region by Zip Code * 145. Do you do formal background investigations? Crosstabulation

			145. Do you do formal background investigations?		
			Yes	No	Total
Region by Zip Code	West Region	Count	27	3	30
		% within Region by Zip Code	90.0%	10.0%	100.0%
	Panhandle Region	Count	69	9	78
		% within Region by Zip Code	88.5%	11.5%	100.0%
	Southwest Region	Count	20	3	23
		% within Region by Zip Code	87.0%	13.0%	100.0%
	Northcentral Region	Count	174	18	192
		% within Region by Zip Code	90.6%	9.4%	100.0%
	Central Region	Count	122	12	134
		% within Region by Zip Code	91.0%	9.0%	100.0%
	South Region	Count	32	5	37
		% within Region by Zip Code	86.5%	13.5%	100.0%
	Northeast Region	Count	79	13	92
		% within Region by Zip Code	85.9%	14.1%	100.0%
	Southeast Region	Count	123	14	137
		% within Region by Zip Code	89.8%	10.2%	100.0%
Total		Count	646	77	723
		% within Region by Zip Code	89.3%	10.7%	100.0%

Appendix D
Query Agency by Region

Region by Zip Code * 146. Do you use polygraph examinations for hiring? Crosstabulation

			146. Do you use polygraph examinations for hiring?		Total
			Yes	No	
Region by Zip Code	West Region	Count	2	28	30
		% within Region by Zip Code	6.7%	93.3%	100.0%
	Panhandle Region	Count	7	71	78
		% within Region by Zip Code	9.0%	91.0%	100.0%
	Southwest Region	Count	4	20	24
		% within Region by Zip Code	16.7%	83.3%	100.0%
	Northcentral Region	Count	58	135	193
		% within Region by Zip Code	30.1%	69.9%	100.0%
	Central Region	Count	12	123	135
		% within Region by Zip Code	8.9%	91.1%	100.0%
	South Region	Count	1	36	37
		% within Region by Zip Code	2.7%	97.3%	100.0%
	Northeast Region	Count	11	79	90
		% within Region by Zip Code	12.2%	87.8%	100.0%
	Southeast Region	Count	25	114	139
		% within Region by Zip Code	18.0%	82.0%	100.0%
Total		Count	120	606	726
		% within Region by Zip Code	16.5%	83.5%	100.0%

Appendix D
Query Agency by Region

Region by Zip Code * 147. Do you use written examination in hiring? Crosstabulation

			147. Do you use written examination in hiring?		
			Yes	No	Total
Region by Zip Code	West Region	Count	7	23	30
		% within Region by Zip Code	23.3%	76.7%	100.0%
	Panhandle Region	Count	13	66	79
		% within Region by Zip Code	16.5%	83.5%	100.0%
	Southwest Region	Count	4	20	24
		% within Region by Zip Code	16.7%	83.3%	100.0%
	Northcentral Region	Count	71	123	194
		% within Region by Zip Code	36.6%	63.4%	100.0%
	Central Region	Count	47	88	135
		% within Region by Zip Code	34.8%	65.2%	100.0%
	South Region	Count	15	22	37
		% within Region by Zip Code	40.5%	59.5%	100.0%
	Northeast Region	Count	21	71	92
		% within Region by Zip Code	22.8%	77.2%	100.0%
	Southeast Region	Count	61	75	136
		% within Region by Zip Code	44.9%	55.1%	100.0%
Total		Count	239	488	727
		% within Region by Zip Code	32.9%	67.1%	100.0%

Appendix D
Query Agency by Region

Region by Zip Code * 148. Do you use formal interview boards in hiring? Crosstabulation

			148. Do you use formal interview boards in hiring?		Total
			Yes	No	
Region by Zip Code	West Region	Count	22	8	30
		% within Region by Zip Code	73.3%	26.7%	100.0%
	Panhandle Region	Count	48	30	78
		% within Region by Zip Code	61.5%	38.5%	100.0%
	Southwest Region	Count	11	13	24
		% within Region by Zip Code	45.8%	54.2%	100.0%
	Northcentral Region	Count	124	68	192
		% within Region by Zip Code	64.6%	35.4%	100.0%
	Central Region	Count	96	39	135
		% within Region by Zip Code	71.1%	28.9%	100.0%
	South Region	Count	22	15	37
		% within Region by Zip Code	59.5%	40.5%	100.0%
	Northeast Region	Count	46	46	92
		% within Region by Zip Code	50.0%	50.0%	100.0%
	Southeast Region	Count	81	56	137
		% within Region by Zip Code	59.1%	40.9%	100.0%
Total		Count	450	275	725
		% within Region by Zip Code	62.1%	37.9%	100.0%

Query Agency by Region

Region by Zip Code * 149. Do you use a formal assessment center in hiring? Crosstabulation

			149. Do you use a formal assessment center in hiring?			
			Yes	No	22	Total
Region by Zip Code	West Region	Count	1	28		29
		% within Region by Zip Code	3.4%	96.6%		100.0%
	Panhandle Region	Count	3	75		78
		% within Region by Zip Code	3.8%	96.2%		100.0%
	Southwest Region	Count	1	23		24
		% within Region by Zip Code	4.2%	95.8%		100.0%
	Northcentral Region	Count	15	177	1	193
		% within Region by Zip Code	7.8%	91.7%	.5%	100.0%
	Central Region	Count	15	118		133
		% within Region by Zip Code	11.3%	88.7%		100.0%
	South Region	Count	2	35		37
		% within Region by Zip Code	5.4%	94.6%		100.0%
	Northeast Region	Count	4	88		92
		% within Region by Zip Code	4.3%	95.7%		100.0%
	Southeast Region	Count	5	132		137
		% within Region by Zip Code	3.6%	96.4%		100.0%
Total		Count	46	676	1	723
		% within Region by Zip Code	6.4%	93.5%	.1%	100.0%

Question 150 was deleted due to inaccurate data.

Appendix D
Query Agency by Region

Region by Zip Code * 151. Do you use physical agility testing [task related activities, e.g., obstacle courses, dummy drag, etc.] in hiring? Crosstabulation

| | | | 151. Do you use physical agility testing [task related activities, e.g., obstacle courses, dummy drag, etc.] in hiring? | | Total |
			Yes	No	
Region by Zip Code	West Region	Count	4	26	30
		% within Region by Zip Code	13.3%	86.7%	100.0%
	Panhandle Region	Count	8	71	79
		% within Region by Zip Code	10.1%	89.9%	100.0%
	Southwest Region	Count	2	22	24
		% within Region by Zip Code	8.3%	91.7%	100.0%
	Northcentral Region	Count	46	148	194
		% within Region by Zip Code	23.7%	76.3%	100.0%
	Central Region	Count	26	109	135
		% within Region by Zip Code	19.3%	80.7%	100.0%
	South Region	Count	14	22	36
		% within Region by Zip Code	38.9%	61.1%	100.0%
	Northeast Region	Count	14	77	91
		% within Region by Zip Code	15.4%	84.6%	100.0%
	Southeast Region	Count	23	113	136
		% within Region by Zip Code	16.9%	83.1%	100.0%
Total		Count	137	588	725
		% within Region by Zip Code	18.9%	81.1%	100.0%

Appendix D
Query Agency by Region

Region by Zip Code * 152 Do you use physical fitness tests [aerobic capacity, strength tests, etc.] in hiring? Crosstabulation

			152 Do you use physical fitness tests [aerobic capacity, strength tests, etc.] in hiring?		Total
			Yes	No	
Region by Zip Code	West Region	Count	7	23	30
		% within Region by Zip Code	23.3%	76.7%	100.0%
	Panhandle Region	Count	9	70	79
		% within Region by Zip Code	11.4%	88.6%	100.0%
	Southwest Region	Count	2	22	24
		% within Region by Zip Code	8.3%	91.7%	100.0%
	Northcentral Region	Count	34	158	192
		% within Region by Zip Code	17.7%	82.3%	100.0%
	Central Region	Count	19	116	135
		% within Region by Zip Code	14.1%	85.9%	100.0%
	South Region	Count	6	31	37
		% within Region by Zip Code	16.2%	83.8%	100.0%
	Northeast Region	Count	8	82	90
		% within Region by Zip Code	8.9%	91.1%	100.0%
	Southeast Region	Count	27	107	134
		% within Region by Zip Code	20.1%	79.9%	100.0%
Total		Count	112	609	721
		% within Region by Zip Code	15.5%	84.5%	100.0%

D-35

Appendix D
Query Agency by Region

Region by Zip Code * 153. What is the minimum level of education for hiring a peace officer? Crosstabulation

			153. What is the minimum level of education for hiring a peace officer?					
			GED or High School	College is a positive consideration, but not strict requirem	Less than 60 hours of college	60-120 hours of college	A bachelor's degree	Total
Region by Zip Code	West Region	Count	22	6				28
		% within Region by Zip Code	78.6%	21.4%				100.0%
	Panhandle Region	Count	59	14	4	1		78
		% within Region by Zip Code	75.6%	17.9%	5.1%	1.3%		100.0%
	Southwest Region	Count	21	3				24
		% within Region by Zip Code	87.5%	12.5%				100.0%
	Northcentral Region	Count	128	30	13	10	3	184
		% within Region by Zip Code	69.6%	16.3%	7.1%	5.4%	1.6%	100.0%
	Central Region	Count	92	24	5	3	4	128
		% within Region by Zip Code	71.9%	18.8%	3.9%	2.3%	3.1%	100.0%
	South Region	Count	32	2	1			35
		% within Region by Zip Code	91.4%	5.7%	2.9%			100.0%
	Northeast Region	Count	68	18	2	2		90
		% within Region by Zip Code	75.6%	20.0%	2.2%	2.2%		100.0%
	Southeast Region	Count	94	20	9	7	1	131
		% within Region by Zip Code	71.8%	15.3%	6.9%	5.3%	.8%	100.0%
Total		Count	516	117	34	23	8	698
		% within Region by Zip Code	73.9%	16.8%	4.9%	3.3%	1.1%	100.0%

Tables 154-156 are reported in the text.

Appendix D
Query Agency by Region

Region by Zip Code * 157. Number of unfounded complaints against officers? Crosstabulation

		157. Number of unfounded complaints against officers?								Total
		0-10	11-25	26-50	51-75	76-100	101-150	151-200	201-999	
Region by Zip Code	West Region — Count	23	1					1		25
	% within Region by Zip Code	92.0%	4.0%					4.0%		100.0%
	Panhandle Region — Count	69	2		1					72
	% within Region by Zip Code	95.8%	2.8%		1.4%					100.0%
	Southwest Region — Count	20	1							21
	% within Region by Zip Code	95.2%	4.8%							100.0%
	Northcentral Region — Count	159	8	2	2				1	172
	% within Region by Zip Code	92.4%	4.7%	1.2%	1.2%				.6%	100.0%
	Central Region — Count	108	2	1		1				112
	% within Region by Zip Code	96.4%	1.8%	.9%		.9%				100.0%
	South Region — Count	26	3	1						30
	% within Region by Zip Code	86.7%	10.0%	3.3%						100.0%
	Northeast Region — Count	85								85
	% within Region by Zip Code	100.0%								100.0%
	Southeast Region — Count	108	4	3			2	1		118
	% within Region by Zip Code	91.5%	3.4%	2.5%			1.7%	.8%		100.0%
Total	Count	598	21	7	3	1	2	2	1	635
	% within Region by Zip Code	94.2%	3.3%	1.1%	.5%	.2%	.3%	.3%	.2%	100.0%

Query Agency by Region

Region by Zip Code * 158. Number of sustained formal complaints against officers? Crosstabulation

Region by Zip Code		158. Number of sustained formal complaints against officers?								Total
		0-10	11-25	26-50	51-75	76-100	101-150	151-200	201-999	
West Region	Count	21	1	1		1			1	25
	% within Region by Zip Code	84.0%	4.0%	4.0%		4.0%			4.0%	100.0%
Panhandle Region	Count	68		1						69
	% within Region by Zip Code	98.6%		1.4%						100.0%
Southwest Region	Count	18	1							19
	% within Region by Zip Code	94.7%	5.3%							100.0%
Northcentral Region	Count	155	10	1	1	1	1	1		170
	% within Region by Zip Code	91.2%	5.9%	.6%	.6%	.6%	.6%	.6%		100.0%
Central Region	Count	108			1					109
	% within Region by Zip Code	99.1%			.9%					100.0%
South Region	Count	30								30
	% within Region by Zip Code	100.0%								100.0%
Northeast Region	Count	82	1							83
	% within Region by Zip Code	98.8%	1.2%							100.0%
Southeast Region	Count	111	5		1				1	118
	% within Region by Zip Code	94.1%	4.2%		.8%				.8%	100.0%
Total	Count	593	18	3	3	2	1	1	2	623
	% within Region by Zip Code	95.2%	2.9%	.5%	.5%	.3%	.2%	.2%	.3%	100.0%

Appendix D
Query Agency by Region

Region by Zip Code * 159. Number of pending formal complaints against officers? Crosstabulation

		159. Number of pending formal complaints against officers?					Total
		0-10	11-25	26-50	51-75	201-999	
Region by Zip Code	West Region	Count	22	2	1			25
		% within Region by Zip Code	88.0%	8.0%	4.0%			100.0%
	Panhandle Region	Count	69					69
		% within Region by Zip Code	100.0%					100.0%
	Southwest Region	Count	19					19
		% within Region by Zip Code	100.0%					100.0%
	Northcentral Region	Count	163	2				165
		% within Region by Zip Code	98.8%	1.2%				100.0%
	Central Region	Count	105		1			106
		% within Region by Zip Code	99.1%		.9%			100.0%
	South Region	Count	29					29
		% within Region by Zip Code	100.0%					100.0%
	Northeast Region	Count	79					79
		% within Region by Zip Code	100.0%					100.0%
	Southeast Region	Count	112			1	1	114
		% within Region by Zip Code	98.2%			.9%	.9%	100.0%
Total		Count	598	4	2	1	1	606
		% within Region by Zip Code	98.7%	.7%	.3%	.2%	.2%	100.0%

D-39

Appendix D
Query Agency by Region

Region by Zip Code * 160. Number of sustained complaints involving excessive force? Crosstabulation

			160. Number of sustained complaints involving excessive force?										Total
			0	1	2	3	5	6	10	12	18	37	
Region by Zip Code	West Region	Count	20	2					1		1	1	25
		% within Region by Zip Code	80.0%	8.0%					4.0%		4.0%	4.0%	100.0%
	Panhandle Region	Count	67		1		1						69
		% within Region by Zip Code	97.1%		1.4%		1.4%						100.0%
	Southwest Region	Count	18	1					1				20
		% within Region by Zip Code	90.0%	5.0%					5.0%				100.0%
	Northcentral Region	Count	147	9	2	2	1						161
		% within Region by Zip Code	91.3%	5.6%	1.2%	1.2%	.6%						100.0%
	Central Region	Count	99	3	2								104
		% within Region by Zip Code	95.2%	2.9%	1.9%								100.0%
	South Region	Count	25	2				1					28
		% within Region by Zip Code	89.3%	7.1%				3.6%					100.0%
	Northeast Region	Count	76	1	2								79
		% within Region by Zip Code	96.2%	1.3%	2.5%								100.0%
	Southeast Region	Count	103	5	3	1				1			113
		% within Region by Zip Code	91.2%	4.4%	2.7%	.9%				.9%			100.0%
Total		Count	555	23	10	3	2	1	2	1	1	1	599
		% within Region by Zip Code	92.7%	3.8%	1.7%	.5%	.3%	.2%	.3%	.2%	.2%	.2%	100.0%

Region by Zip Code * 161. Number of sustained complaints involving criminal activity? Crosstabulation

			161. Number of sustained complaints involving criminal activity?											Total
			0	1	2	3	4	5	6	9	12	33	52	
Region by Zip Code	West Region	Count	21	1		1	1						1	25
		% within Region by Zip Code	84.0%	4.0%		4.0%	4.0%						4.0%	100.0%
	Panhandle Region	Count	63	4		1								68
		% within Region by Zip Code	92.6%	5.9%		1.5%								100.0%
	Southwest Region	Count	18	1	1									20
		% within Region by Zip Code	90.0%	5.0%	5.0%									100.0%
	Northcentral Region	Count	145	5	5	1	1	1	1	2	1			162
		% within Region by Zip Code	89.5%	3.1%	3.1%	.6%	.6%	.6%	.6%	1.2%	.6%			100.0%
	Central Region	Count	91	9	3	1			2					106
		% within Region by Zip Code	85.8%	8.5%	2.8%	.9%			1.9%					100.0%
	South Region	Count	25	4										29
		% within Region by Zip Code	86.2%	13.8%										100.0%
	Northeast Region	Count	75	2		1	1		1					80
		% within Region by Zip Code	93.8%	2.5%		1.3%	1.3%		1.3%					100.0%
	Southeast Region	Count	110	2	1				1	1		1		116
		% within Region by Zip Code	94.8%	1.7%	.9%				.9%	.9%		.9%		100.0%
Total		Count	548	28	10	5	3	1	5	3	1	1	1	606
		% within Region by Zip Code	90.4%	4.6%	1.7%	.8%	.5%	.2%	.8%	.5%	.2%	.2%	.2%	100.0%

Appendix D
Query Agency by Region

Region by Zip Code * 162. Number of sustained complaints involving policy violations? Crosstabulation

		162. Number of sustained complaints involving policy violations?							Total
		0-10	11-25	26-50	51-75	76-100	101-150	201-999	
Region by Zip Code	**West Region** Count	21	1	1		1		1	25
	% within Region by Zip Code	84.0%	4.0%	4.0%		4.0%		4.0%	100.0%
	Panhandle Region Count	69	1	1					71
	% within Region by Zip Code	97.2%	1.4%	1.4%					100.0%
	Southwest Region Count	20	1						21
	% within Region by Zip Code	95.2%	4.8%						100.0%
	Northcentral Region Count	152	10	1	2	1	1		167
	% within Region by Zip Code	91.0%	6.0%	.6%	1.2%	.6%	.6%		100.0%
	Central Region Count	106	2	1	1				110
	% within Region by Zip Code	96.4%	1.8%	.9%	.9%				100.0%
	South Region Count	27	2						29
	% within Region by Zip Code	93.1%	6.9%						100.0%
	Northeast Region Count	80	1						81
	% within Region by Zip Code	98.8%	1.2%						100.0%
	Southeast Region Count	107	5	2	1			2	117
	% within Region by Zip Code	91.5%	4.3%	1.7%	.9%			1.7%	100.0%
Total	Count	582	23	6	4	2	1	3	621
	% within Region by Zip Code	93.7%	3.7%	1.0%	.6%	.3%	.2%	.5%	100.0%

Appendix D
Query Agency by Region

Region by Zip Code * 163. Number of disciplinary actions involving verbal counseling or reprimand? Crosstabulation

		163. Number of disciplinary actions involving verbal counseling or reprimand?						Total
		0-10	11-25	26-50	51-75	76-100	151-200	
Region by Zip Code	West Region — Count	22	2		1			25
	% within Region by Zip Code	88.0%	8.0%		4.0%			100.0%
	Panhandle Region — Count	71						71
	% within Region by Zip Code	100.0%						100.0%
	Southwest Region — Count	21						21
	% within Region by Zip Code	100.0%						100.0%
	Northcentral Region — Count	157	10	2	2			171
	% within Region by Zip Code	91.8%	5.8%	1.2%	1.2%			100.0%
	Central Region — Count	109	5	1		1		116
	% within Region by Zip Code	94.0%	4.3%	.9%		.9%		100.0%
	South Region — Count	30	2					32
	% within Region by Zip Code	93.8%	6.3%					100.0%
	Northeast Region — Count	83						83
	% within Region by Zip Code	100.0%						100.0%
	Southeast Region — Count	105	8	2	1	1	1	118
	% within Region by Zip Code	89.0%	6.8%	1.7%	.8%	.8%	.8%	100.0%
Total	Count	598	27	5	4	2	1	637
	% within Region by Zip Code	93.9%	4.2%	.8%	.6%	.3%	.2%	100.0%

Appendix D
Query Agency by Region

Region by Zip Code * 164. Number of disciplinary actions involving written reprimand? Crosstabulation

		164. Number of disciplinary actions involving written reprimand?					Total
		0-10	11-25	26-50	101-150	201-999	
Region by Zip Code	West Region	Count	21	2	1	1		25
		% within Region by Zip Code	84.0%	8.0%	4.0%	4.0%		100.0%
	Panhandle Region	Count	69					69
		% within Region by Zip Code	100.0%					100.0%
	Southwest Region	Count	21					21
		% within Region by Zip Code	100.0%					100.0%
	Northcentral Region	Count	162	7	1			170
		% within Region by Zip Code	95.3%	4.1%	.6%			100.0%
	Central Region	Count	111	2				113
		% within Region by Zip Code	98.2%	1.8%				100.0%
	South Region	Count	31	1				32
		% within Region by Zip Code	96.9%	3.1%				100.0%
	Northeast Region	Count	84					84
		% within Region by Zip Code	100.0%					100.0%
	Southeast Region	Count	111	6		1	2	120
		% within Region by Zip Code	92.5%	5.0%		.8%	1.7%	100.0%
Total		Count	610	18	2	2	2	634
		% within Region by Zip Code	96.2%	2.8%	.3%	.3%	.3%	100.0%

D-43

Appendix D
Query Agency by Region

Region by Zip Code * 165. Number of disciplinary actions involving days off or demotion? Crosstabulation

		165. Number of disciplinary actions involving days off or demotion?						Total
		0-10	11-25	26-50	76-100	101-150	201-999	
Region by Zip Code	West Region							
	Count	23	1	2				26
	% within Region by Zip Code	88.5%	3.8%	7.7%				100.0%
	Panhandle Region							
	Count	67						67
	% within Region by Zip Code	100.0%						100.0%
	Southwest Region							
	Count	19						19
	% within Region by Zip Code	100.0%						100.0%
	Northcentral Region							
	Count	167		2				169
	% within Region by Zip Code	98.8%		1.2%				100.0%
	Central Region							
	Count	109	1		1			111
	% within Region by Zip Code	98.2%	.9%		.9%			100.0%
	South Region							
	Count	32						32
	% within Region by Zip Code	100.0%						100.0%
	Northeast Region							
	Count	81						81
	% within Region by Zip Code	100.0%						100.0%
	Southeast Region							
	Count	112		1		1	1	115
	% within Region by Zip Code	97.4%		.9%		.9%	.9%	100.0%
Total								
	Count	610	2	5	1	1	1	620
	% within Region by Zip Code	98.4%	.3%	.8%	.2%	.2%	.2%	100.0%

D-44

Appendix D
Query Agency by Region

Region by Zip Code * 166. Number of diciplinary actions resulting in termination either through firing or resignation? Crosstabulation

			166. Number of diciplinary actions resulting in termination either through firing or resignation?			Total
			0-10	11-25	26-50	Total
Region by Zip Code	West Region	Count	25	1		26
		% within Region by Zip Code	96.2%	3.8%		100.0%
	Panhandle Region	Count	68			68
		% within Region by Zip Code	100.0%			100.0%
	Southwest Region	Count	19			19
		% within Region by Zip Code	100.0%			100.0%
	Northcentral Region	Count	166	2	1	169
		% within Region by Zip Code	98.2%	1.2%	.6%	100.0%
	Central Region	Count	107			107
		% within Region by Zip Code	100.0%			100.0%
	South Region	Count	31			31
		% within Region by Zip Code	100.0%			100.0%
	Northeast Region	Count	81			81
		% within Region by Zip Code	100.0%			100.0%
	Southeast Region	Count	116	1	1	118
		% within Region by Zip Code	98.3%	.8%	.8%	100.0%
Total		Count	613	4	2	619
		% within Region by Zip Code	99.0%	.6%	.3%	100.0%

Appendix D
Query Agency by Region

Region by Zip Code * 167. What is the length of your FTO program? Crosstabulation

			167. What is the length of your FTO program?					
			No formal program	Less than four weeks	4 to less than six weeks	6 to 12 weeks	More than 12 weeks	Total
Region by Zip Code	West Region	Count	15	3	5	2	2	27
		% within Region by Zip Code	55.6%	11.1%	18.5%	7.4%	7.4%	100.0%
	Panhandle Region	Count	38	8	12	13	8	79
		% within Region by Zip Code	48.1%	10.1%	15.2%	16.5%	10.1%	100.0%
	Southwest Region	Count	15	2	2	4	1	24
		% within Region by Zip Code	62.5%	8.3%	8.3%	16.7%	4.2%	100.0%
	Northcentral Region	Count	61	12	24	37	49	183
		% within Region by Zip Code	33.3%	6.6%	13.1%	20.2%	26.8%	100.0%
	Central Region	Count	47	11	21	32	18	129
		% within Region by Zip Code	36.4%	8.5%	16.3%	24.8%	14.0%	100.0%
	South Region	Count	15	7	4	5	5	36
		% within Region by Zip Code	41.7%	19.4%	11.1%	13.9%	13.9%	100.0%
	Northeast Region	Count	38	10	16	10	15	89
		% within Region by Zip Code	42.7%	11.2%	18.0%	11.2%	16.9%	100.0%
	Southeast Region	Count	41	10	21	29	28	129
		% within Region by Zip Code	31.8%	7.8%	16.3%	22.5%	21.7%	100.0%
Total		Count	270	63	105	132	126	696
		% within Region by Zip Code	38.8%	9.1%	15.1%	19.0%	18.1%	100.0%

Appendix D
Query Agency by Region

Region by Zip Code * 168. How often do officers qualify with their weapon? Crosstabulation

			168. How often do officers qualify with their weapon?						Total
			Annually	Semi-annually	Quarterly	Monthly	Other		
Region by Zip Code	West Region	Count	15	11	4		1	2	33
		% within Region by Zip Code	45.5%	33.3%	12.1%		3.0%	6.1%	100.0%
	Panhandle Region	Count	40	32	9		2	2	85
		% within Region by Zip Code	47.1%	37.6%	10.6%		2.4%	2.4%	100.0%
	Southwest Region	Count	14	9	1			1	25
		% within Region by Zip Code	56.0%	36.0%	4.0%			4.0%	100.0%
	Northcentral Region	Count	76	94	20		6	6	202
		% within Region by Zip Code	37.6%	46.5%	9.9%		3.0%	3.0%	100.0%
	Central Region	Count	67	51	15		4	4	141
		% within Region by Zip Code	47.5%	36.2%	10.6%		2.8%	2.8%	100.0%
	South Region	Count	11	19	4	1	1	3	39
		% within Region by Zip Code	28.2%	48.7%	10.3%	2.6%	2.6%	7.7%	100.0%
	Northeast Region	Count	47	41	5		1	2	96
		% within Region by Zip Code	49.0%	42.7%	5.2%		1.0%	2.1%	100.0%
	Southeast Region	Count	69	48	16		3	7	143
		% within Region by Zip Code	48.3%	33.6%	11.2%		2.1%	4.9%	100.0%
Total		Count	339	305	74	1	18	27	764
		% within Region by Zip Code	44.4%	39.9%	9.7%	.1%	2.4%	3.5%	100.0%

Appendix D
Query Agency by Region

Region by Zip Code * 169. What is your agency's minimum requirement for continuinng education? Crosstabulation

			169. What is your agency's minimum requirement for continuinng education?				Total
			40 hours every two years	40 hours every year	Other		
Region by Zip Code	West Region	Count	27	2	2	2	33
		% within Region by Zip Code	81.8%	6.1%	6.1%	6.1%	100.0%
	Panhandle Region	Count	67	13	3	2	85
		% within Region by Zip Code	78.8%	15.3%	3.5%	2.4%	100.0%
	Southwest Region	Count	20	3	1	1	25
		% within Region by Zip Code	80.0%	12.0%	4.0%	4.0%	100.0%
	Northcentral Region	Count	153	30	11	8	202
		% within Region by Zip Code	75.7%	14.9%	5.4%	4.0%	100.0%
	Central Region	Count	110	17	11	3	141
		% within Region by Zip Code	78.0%	12.1%	7.8%	2.1%	100.0%
	South Region	Count	32	7			39
		% within Region by Zip Code	82.1%	17.9%			100.0%
	Northeast Region	Count	78	11	6	1	96
		% within Region by Zip Code	81.3%	11.5%	6.3%	1.0%	100.0%
	Southeast Region	Count	111	20	7	5	143
		% within Region by Zip Code	77.6%	14.0%	4.9%	3.5%	100.0%
Total		Count	598	103	41	22	764
		% within Region by Zip Code	78.3%	13.5%	5.4%	2.9%	100.0%

Appendix D
Query Agency by Region

Region by Zip Code * 170. Do you use written examinations in determining promotions? Crosstabulation

			170. Do you use written examinations in determining promotions?			Total
			Yes	No		
Region by Zip Code	West Region	Count	4	23	6	33
		% within Region by Zip Code	12.1%	69.7%	18.2%	100.0%
	Panhandle Region	Count	14	61	10	85
		% within Region by Zip Code	16.5%	71.8%	11.8%	100.0%
	Southwest Region	Count	4	18	3	25
		% within Region by Zip Code	16.0%	72.0%	12.0%	100.0%
	Northcentral Region	Count	63	118	21	202
		% within Region by Zip Code	31.2%	58.4%	10.4%	100.0%
	Central Region	Count	40	87	14	141
		% within Region by Zip Code	28.4%	61.7%	9.9%	100.0%
	South Region	Count	12	22	5	39
		% within Region by Zip Code	30.8%	56.4%	12.8%	100.0%
	Northeast Region	Count	17	70	9	96
		% within Region by Zip Code	17.7%	72.9%	9.4%	100.0%
	Southeast Region	Count	43	84	16	143
		% within Region by Zip Code	30.1%	58.7%	11.2%	100.0%
Total		Count	197	483	84	764
		% within Region by Zip Code	25.8%	63.2%	11.0%	100.0%

Appendix D
Query Agency by Region

Region by Zip Code * 171. Do you use personal interviews in determining promotions? Crosstabulation

			171. Do you use personal interviews in determining promotions?			Total
			Yes	No		
Region by Zip Code	West Region	Count	16	10	7	33
		% within Region by Zip Code	48.5%	30.3%	21.2%	100.0%
	Panhandle Region	Count	44	29	12	85
		% within Region by Zip Code	51.8%	34.1%	14.1%	100.0%
	Southwest Region	Count	10	13	2	25
		% within Region by Zip Code	40.0%	52.0%	8.0%	100.0%
	Northcentral Region	Count	127	54	21	202
		% within Region by Zip Code	62.9%	26.7%	10.4%	100.0%
	Central Region	Count	88	38	15	141
		% within Region by Zip Code	62.4%	27.0%	10.6%	100.0%
	South Region	Count	21	13	5	39
		% within Region by Zip Code	53.8%	33.3%	12.8%	100.0%
	Northeast Region	Count	44	41	11	96
		% within Region by Zip Code	45.8%	42.7%	11.5%	100.0%
	Southeast Region	Count	88	39	16	143
		% within Region by Zip Code	61.5%	27.3%	11.2%	100.0%
Total		Count	438	237	89	764
		% within Region by Zip Code	57.3%	31.0%	11.6%	100.0%

Appendix D
Query Agency by Region

Region by Zip Code * 172. Do you use formal interview boards in determining promotions? Crosstabulation

			172. Do you use formal interview boards in determining promotions?			Total
			Yes	No		
Region by Zip Code	West Region	Count	8	18	7	33
		% within Region by Zip Code	24.2%	54.5%	21.2%	100.0%
	Panhandle Region	Count	20	52	13	85
		% within Region by Zip Code	23.5%	61.2%	15.3%	100.0%
	Southwest Region	Count	2	21	2	25
		% within Region by Zip Code	8.0%	84.0%	8.0%	100.0%
	Northcentral Region	Count	65	115	22	202
		% within Region by Zip Code	32.2%	56.9%	10.9%	100.0%
	Central Region	Count	56	71	14	141
		% within Region by Zip Code	39.7%	50.4%	9.9%	100.0%
	South Region	Count	9	25	5	39
		% within Region by Zip Code	23.1%	64.1%	12.8%	100.0%
	Northeast Region	Count	11	75	10	96
		% within Region by Zip Code	11.5%	78.1%	10.4%	100.0%
	Southeast Region	Count	48	79	16	143
		% within Region by Zip Code	33.6%	55.2%	11.2%	100.0%
Total		Count	219	456	89	764
		% within Region by Zip Code	28.7%	59.7%	11.6%	100.0%

Appendix D
Query Agency by Region

Region by Zip Code * 173. Do you use staff or management ratings of promotion suitability in determining promotions? Crosstabulation

			173. Do you use staff or management ratings of promotion suitability in determining promotions?			Total
			Yes	No		
Region by Zip Code	West Region	Count	7	18	8	33
		% within Region by Zip Code	21.2%	54.5%	24.2%	100.0%
	Panhandle Region	Count	21	51	13	85
		% within Region by Zip Code	24.7%	60.0%	15.3%	100.0%
	Southwest Region	Count	4	19	2	25
		% within Region by Zip Code	16.0%	76.0%	8.0%	100.0%
	Northcentral Region	Count	69	110	23	202
		% within Region by Zip Code	34.2%	54.5%	11.4%	100.0%
	Central Region	Count	54	72	15	141
		% within Region by Zip Code	38.3%	51.1%	10.6%	100.0%
	South Region	Count	14	19	6	39
		% within Region by Zip Code	35.9%	48.7%	15.4%	100.0%
	Northeast Region	Count	19	67	10	96
		% within Region by Zip Code	19.8%	69.8%	10.4%	100.0%
	Southeast Region	Count	51	75	17	143
		% within Region by Zip Code	35.7%	52.4%	11.9%	100.0%
Total		Count	239	431	94	764
		% within Region by Zip Code	31.3%	56.4%	12.3%	100.0%

Appendix D
Query Agency by Region

Region by Zip Code * 174. Do you use peer ratings in determining promotions? Crosstabulation

			174. Do you use peer ratings in determining promotions?			Total
			Yes	No		
Region by Zip Code	West Region	Count	3	23	7	33
		% within Region by Zip Code	9.1%	69.7%	21.2%	100.0%
	Panhandle Region	Count	14	58	13	85
		% within Region by Zip Code	16.5%	68.2%	15.3%	100.0%
	Southwest Region	Count	2	20	3	25
		% within Region by Zip Code	8.0%	80.0%	12.0%	100.0%
	Northcentral Region	Count	24	155	23	202
		% within Region by Zip Code	11.9%	76.7%	11.4%	100.0%
	Central Region	Count	24	101	16	141
		% within Region by Zip Code	17.0%	71.6%	11.3%	100.0%
	South Region	Count	4	30	5	39
		% within Region by Zip Code	10.3%	76.9%	12.8%	100.0%
	Northeast Region	Count	9	77	10	96
		% within Region by Zip Code	9.4%	80.2%	10.4%	100.0%
	Southeast Region	Count	28	98	17	143
		% within Region by Zip Code	19.6%	68.5%	11.9%	100.0%
Total		Count	108	562	94	764
		% within Region by Zip Code	14.1%	73.6%	12.3%	100.0%

Appendix D
Query Agency by Region

Region by Zip Code * 175. Do you use years of experience in determining promotions? Crosstabulation

			175. Do you use years of experience in determining promotions?			Total
			Yes	No		
Region by Zip Code	West Region	Count	15	10	8	33
		% within Region by Zip Code	45.5%	30.3%	24.2%	100.0%
	Panhandle Region	Count	41	31	13	85
		% within Region by Zip Code	48.2%	36.5%	15.3%	100.0%
	Southwest Region	Count	10	13	2	25
		% within Region by Zip Code	40.0%	52.0%	8.0%	100.0%
	Northcentral Region	Count	121	59	22	202
		% within Region by Zip Code	59.9%	29.2%	10.9%	100.0%
	Central Region	Count	89	35	17	141
		% within Region by Zip Code	63.1%	24.8%	12.1%	100.0%
	South Region	Count	21	13	5	39
		% within Region by Zip Code	53.8%	33.3%	12.8%	100.0%
	Northeast Region	Count	41	45	10	96
		% within Region by Zip Code	42.7%	46.9%	10.4%	100.0%
	Southeast Region	Count	89	37	17	143
		% within Region by Zip Code	62.2%	25.9%	11.9%	100.0%
Total		Count	427	243	94	764
		% within Region by Zip Code	55.9%	31.8%	12.3%	100.0%

Region by Zip Code * 176. Do you use educational level in determining promotions? Crosstabulation

			176. Do you use educational level in determining promotions?			Total
			Yes	No		
Region by Zip Code	West Region	Count	12	14	7	33
		% within Region by Zip Code	36.4%	42.4%	21.2%	100.0%
	Panhandle Region	Count	33	38	14	85
		% within Region by Zip Code	38.8%	44.7%	16.5%	100.0%
	Southwest Region	Count	4	19	2	25
		% within Region by Zip Code	16.0%	76.0%	8.0%	100.0%
	Northcentral Region	Count	78	98	26	202
		% within Region by Zip Code	38.6%	48.5%	12.9%	100.0%
	Central Region	Count	57	68	16	141
		% within Region by Zip Code	40.4%	48.2%	11.3%	100.0%
	South Region	Count	12	21	6	39
		% within Region by Zip Code	30.8%	53.8%	15.4%	100.0%
	Northeast Region	Count	32	54	10	96
		% within Region by Zip Code	33.3%	56.3%	10.4%	100.0%
	Southeast Region	Count	63	64	16	143
		% within Region by Zip Code	44.1%	44.8%	11.2%	100.0%
Total		Count	291	376	97	764
		% within Region by Zip Code	38.1%	49.2%	12.7%	100.0%

Appendix D
Query Agency by Region

Region by Zip Code * 177. Do you use veterans preference in determining promotions? Crosstabulation

			177. Do you use veterans preference in determining promotions?			Total
			Yes	No		
Region by Zip Code	West Region	Count	2	24	7	33
		% within Region by Zip Code	6.1%	72.7%	21.2%	100.0%
	Panhandle Region	Count	10	62	13	85
		% within Region by Zip Code	11.8%	72.9%	15.3%	100.0%
	Southwest Region	Count	3	20	2	25
		% within Region by Zip Code	12.0%	80.0%	8.0%	100.0%
	Northcentral Region	Count	18	160	24	202
		% within Region by Zip Code	8.9%	79.2%	11.9%	100.0%
	Central Region	Count	23	102	16	141
		% within Region by Zip Code	16.3%	72.3%	11.3%	100.0%
	South Region	Count	4	30	5	39
		% within Region by Zip Code	10.3%	76.9%	12.8%	100.0%
	Northeast Region	Count	13	73	10	96
		% within Region by Zip Code	13.5%	76.0%	10.4%	100.0%
	Southeast Region	Count	12	115	16	143
		% within Region by Zip Code	8.4%	80.4%	11.2%	100.0%
Total		Count	85	586	93	764
		% within Region by Zip Code	11.1%	76.7%	12.2%	100.0%

Appendix D
Query Agency by Region

Region by Zip Code * 178. Do you use a formal assessment center in determining promotions?
Crosstabulation

			178. Do you use a formal assessment center in determining promotions?			Total
			Yes	No		
Region by Zip Code	West Region	Count	5	20	8	33
		% within Region by Zip Code	15.2%	60.6%	24.2%	100.0%
	Panhandle Region	Count	2	70	13	85
		% within Region by Zip Code	2.4%	82.4%	15.3%	100.0%
	Southwest Region	Count		22	3	25
		% within Region by Zip Code		88.0%	12.0%	100.0%
	Northcentral Region	Count	32	146	24	202
		% within Region by Zip Code	15.8%	72.3%	11.9%	100.0%
	Central Region	Count	14	112	15	141
		% within Region by Zip Code	9.9%	79.4%	10.6%	100.0%
	South Region	Count	2	31	6	39
		% within Region by Zip Code	5.1%	79.5%	15.4%	100.0%
	Northeast Region	Count	4	81	11	96
		% within Region by Zip Code	4.2%	84.4%	11.5%	100.0%
	Southeast Region	Count	13	112	18	143
		% within Region by Zip Code	9.1%	78.3%	12.6%	100.0%
Total		Count	72	594	98	764
		% within Region by Zip Code	9.4%	77.7%	12.8%	100.0%

Appendix D
Query Agency by Region

Region by Zip Code * 179. Do you use supervisor performance evaluations in determining promotions? Crosstabulation

			179. Do you use supervisor performance evaluations in determining promotions?			Total
			Yes	No		
Region by Zip Code	West Region	Count	15	11	7	33
		% within Region by Zip Code	45.5%	33.3%	21.2%	100.0%
	Panhandle Region	Count	37	35	13	85
		% within Region by Zip Code	43.5%	41.2%	15.3%	100.0%
	Southwest Region	Count	8	14	3	25
		% within Region by Zip Code	32.0%	56.0%	12.0%	100.0%
	Northcentral Region	Count	97	80	25	202
		% within Region by Zip Code	48.0%	39.6%	12.4%	100.0%
	Central Region	Count	83	43	15	141
		% within Region by Zip Code	58.9%	30.5%	10.6%	100.0%
	South Region	Count	16	18	5	39
		% within Region by Zip Code	41.0%	46.2%	12.8%	100.0%
	Northeast Region	Count	41	44	11	96
		% within Region by Zip Code	42.7%	45.8%	11.5%	100.0%
	Southeast Region	Count	70	54	19	143
		% within Region by Zip Code	49.0%	37.8%	13.3%	100.0%
Total		Count	367	299	98	764
		% within Region by Zip Code	48.0%	39.1%	12.8%	100.0%

Appendix D
Query Agency by Region

			180. Are candidates from outside of agency allowed to apply for supervisory positions?				Total
			Yes	No	For the Chief Adminstrator only		Total
Region by Zip Code	West Region	Count	5	9	9	10	33
		% within Region by Zip Code	15.2%	27.3%	27.3%	30.3%	100.0%
	Panhandle Region	Count	21	25	24	15	85
		% within Region by Zip Code	24.7%	29.4%	28.2%	17.6%	100.0%
	Southwest Region	Count	6	9	6	4	25
		% within Region by Zip Code	24.0%	36.0%	24.0%	16.0%	100.0%
	Northcentral Region	Count	67	46	63	26	202
		% within Region by Zip Code	33.2%	22.8%	31.2%	12.9%	100.0%
	Central Region	Count	46	43	37	15	141
		% within Region by Zip Code	32.6%	30.5%	26.2%	10.6%	100.0%
	South Region	Count	8	12	11	8	39
		% within Region by Zip Code	20.5%	30.8%	28.2%	20.5%	100.0%
	Northeast Region	Count	27	28	29	12	96
		% within Region by Zip Code	28.1%	29.2%	30.2%	12.5%	100.0%
	Southeast Region	Count	37	39	49	18	143
		% within Region by Zip Code	25.9%	27.3%	34.3%	12.6%	100.0%
Total		Count	217	211	228	108	764
		% within Region by Zip Code	28.4%	27.6%	29.8%	14.1%	100.0%

Appendix D
Query Agency by Region

Region by Zip Code * 181. Are promotions determined only by the chief administrator [without other input]? Crosstabulation

| | | | 181. Are promotions determined only by the chief administrator [without other input]? | | | |
			Yes	No		Total
Region by Zip Code	West Region	Count	5	19	9	33
		% within Region by Zip Code	15.2%	57.6%	27.3%	100.0%
	Panhandle Region	Count	22	50	13	85
		% within Region by Zip Code	25.9%	58.8%	15.3%	100.0%
	Southwest Region	Count	10	13	2	25
		% within Region by Zip Code	40.0%	52.0%	8.0%	100.0%
	Northcentral Region	Count	38	140	24	202
		% within Region by Zip Code	18.8%	69.3%	11.9%	100.0%
	Central Region	Count	29	97	15	141
		% within Region by Zip Code	20.6%	68.8%	10.6%	100.0%
	South Region	Count	6	27	6	39
		% within Region by Zip Code	15.4%	69.2%	15.4%	100.0%
	Northeast Region	Count	21	63	12	96
		% within Region by Zip Code	21.9%	65.6%	12.5%	100.0%
	Southeast Region	Count	19	106	18	143
		% within Region by Zip Code	13.3%	74.1%	12.6%	100.0%
Total		Count	150	515	99	764
		% within Region by Zip Code	19.6%	67.4%	13.0%	100.0%

Appendix D
Query Agency by Region

Region by Zip Code * 182. Which of the following has the highest value in determing promotions? Crosstabulation

			182. Which of the following has the highest value in determing promotions?								Total
			Exam	Interview	Performance reports	Education	Assessment center	Experience	Not applicable		
Region by Zip Code	West Region	Count	1	2	5	1	1	7	5	11	33
		% within Region by Zip Code	3.0%	6.1%	15.2%	3.0%	3.0%	21.2%	15.2%	33.3%	100.0%
	Panhandle Region	Count	5	8	22	1	1	13	17	18	85
		% within Region by Zip Code	5.9%	9.4%	25.9%	1.2%	1.2%	15.3%	20.0%	21.2%	100.0%
	Southwest Region	Count	2	1	7			4	6	5	25
		% within Region by Zip Code	8.0%	4.0%	28.0%			16.0%	24.0%	20.0%	100.0%
	Northcentral Region	Count	23	21	30	2	19	30	34	43	202
		% within Region by Zip Code	11.4%	10.4%	14.9%	1.0%	9.4%	14.9%	16.8%	21.3%	100.0%
	Central Region	Count	10	21	30	1	3	27	25	24	141
		% within Region by Zip Code	7.1%	14.9%	21.3%	.7%	2.1%	19.1%	17.7%	17.0%	100.0%
	South Region	Count	6	4	4		1	8	5	11	39
		% within Region by Zip Code	15.4%	10.3%	10.3%		2.6%	20.5%	12.8%	28.2%	100.0%
	Northeast Region	Count	8	9	21		2	13	26	17	96
		% within Region by Zip Code	8.3%	9.4%	21.9%		2.1%	13.5%	27.1%	17.7%	100.0%
	Southeast Region	Count	16	17	24	1	9	29	18	29	143
		% within Region by Zip Code	11.2%	11.9%	16.8%	.7%	6.3%	20.3%	12.6%	20.3%	100.0%
Total		Count	71	83	143	6	36	131	136	158	764
		% within Region by Zip Code	9.3%	10.9%	18.7%	.8%	4.7%	17.1%	17.8%	20.7%	100.0%

Appendix D
Query Agency by Region

Region by Zip Code * 183. Are there a minimum number of years of agency service required for promotional eligibility? Crosstabulation

			183. Are there a minimum number of years of agency service required for promotional eligibility?			Total
			Yes	No		
Region by Zip Code	West Region	Count	9	18	6	33
		% within Region by Zip Code	27.3%	54.5%	18.2%	100.0%
	Panhandle Region	Count	23	50	12	85
		% within Region by Zip Code	27.1%	58.8%	14.1%	100.0%
	Southwest Region	Count	4	19	2	25
		% within Region by Zip Code	16.0%	76.0%	8.0%	100.0%
	Northcentral Region	Count	83	97	22	202
		% within Region by Zip Code	41.1%	48.0%	10.9%	100.0%
	Central Region	Count	50	75	16	141
		% within Region by Zip Code	35.5%	53.2%	11.3%	100.0%
	South Region	Count	13	20	6	39
		% within Region by Zip Code	33.3%	51.3%	15.4%	100.0%
	Northeast Region	Count	22	62	12	96
		% within Region by Zip Code	22.9%	64.6%	12.5%	100.0%
	Southeast Region	Count	55	70	18	143
		% within Region by Zip Code	38.5%	49.0%	12.6%	100.0%
Total		Count	259	411	94	764
		% within Region by Zip Code	33.9%	53.8%	12.3%	100.0%

Appendix D
Query Agency by Region

Region by Zip Code * 184. What is the minimum level of education for promotion? Crosstabulation

			184. What is the minimum level of education for promotion?					Total
			High school/GED	Some college	60 hours of college	Bachelor's degree		
Region by Zip Code	West Region	Count	12	10	1		10	33
		% within Region by Zip Code	36.4%	30.3%	3.0%		30.3%	100.0%
	Panhandle Region	Count	54	16	2	1	12	85
		% within Region by Zip Code	63.5%	18.8%	2.4%	1.2%	14.1%	100.0%
	Southwest Region	Count	19	2			4	25
		% within Region by Zip Code	76.0%	8.0%			16.0%	100.0%
	Northcentral Region	Count	124	30	10	4	34	202
		% within Region by Zip Code	61.4%	14.9%	5.0%	2.0%	16.8%	100.0%
	Central Region	Count	95	17	4	2	23	141
		% within Region by Zip Code	67.4%	12.1%	2.8%	1.4%	16.3%	100.0%
	South Region	Count	28	4	1		6	39
		% within Region by Zip Code	71.8%	10.3%	2.6%		15.4%	100.0%
	Northeast Region	Count	63	10	4	1	18	96
		% within Region by Zip Code	65.6%	10.4%	4.2%	1.0%	18.8%	100.0%
	Southeast Region	Count	87	23	6	3	24	143
		% within Region by Zip Code	60.8%	16.1%	4.2%	2.1%	16.8%	100.0%
Total		Count	482	112	28	11	131	764
		% within Region by Zip Code	63.1%	14.7%	3.7%	1.4%	17.1%	100.0%

Appendix E

Instrument

Texas Commission on Law Enforcement
Agency Survey for the
Texas Law Enforcement Sourcebook

January 1999
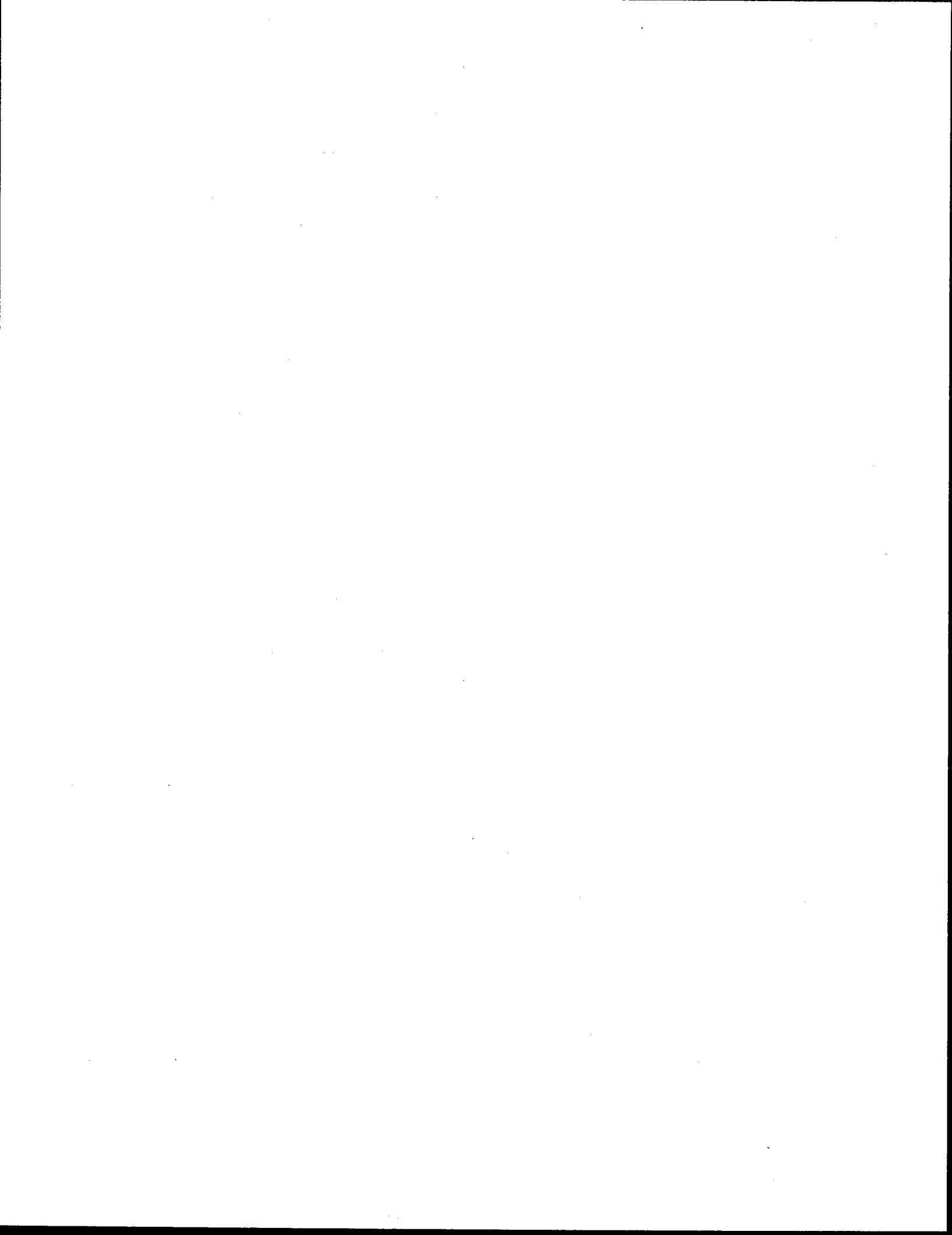
Texas Commission on Law Enforcement Agency Survey for the Texas Law Enforcement Sourcebook

The information collected will be combined in a report by agency size and type. The report will be available to the legislature to help determine the needs of law enforcement agencies. It will also be available to law enforcement agencies and local government as a sourcebook, to identify benchmarks or guidelines for some resources and activities. A copy of the report will be sent to every agency that completes the survey.

Name of person completing the survey _____

Phone number or e-mail for follow-up questions or clarification _____

E-mail _____

Directions for completing the survey:

Some items may not apply to your agency. Please leave those items blank. A scanner will enter the data from this survey instrument, so please try not to fold the pages.
The survey has two types of data entry fields:
1. Entry of numbers in the boxes provided. If an item has 4 boxes and you only need two, enter the numbers in the last two boxes on the right leaving the other two boxes blank. Please hand-write in the boxes and avoid touching the sides if possible.
2. Bubble in your response to the question or statement using either a pen or pencil.

If you have questions, please call us at 512-936-7721.

Please complete the survey and return to
Professional Programs and Curriculum
Texas Commission on Law Enforcement [TCLEOSE]
6330 U.S. 290 East, Suite 200
Austin, Texas 78723

24144

Law Enforcement Agency Survey for 1998
by the
Texas Commission on Law Enforcement Officer Standards and Education

Agency Number From Agency Information Page

1. Jurisdictional population served

O Under 5,000

O 5,000 to 24,999

O 25,000 to 99,000

O 100,000 to 249,999

O 250,000 to 499,999

O Over 500,000

2. Total annual current budget (for 1998)

3. Does the budgeted amount include grant funds?

O No grants received   O Have received grants but not part of the budgeted amount   O Yes

4. Current budget year runs from

O September through August   O October through September   O January through December   O Other

5. Total annual budget for training (include salary costs of training staff)

6. The training funds provided by the Legislature through the Comptroller's Office have been helpful?

O Strongly agree   O Agree   O Neutral   O Disagree   O Strongly disagree

7. Has your agency benefited from "asset forfeiture?"

O Yes   O No

8. Size of agency [Number of full-time paid employees, sworn & non-sworn]

O 1 to 24   O 25 to 74   O 75 to 299   O 300 or more

9. Number of full-time peace officers [at least 32 hours paid employment]

10. Number of full-time peace officers who left employment last year

1

11. Number of peace officer vacancies anticipated for next year ☐☐☐

12. Number of part-time peace officers {paid, but less than 32 hours} ☐☐☐

13. Number of unpaid regular peace officers ☐☐☐

14. Number of reserve law enforcement officers ☐☐☐

15. Number of reserve law enforcement officers who left the department last year ☐☐☐

16. Number of corrections/detention officers ☐☐☐☐

17. Number of corrections/detention officers who left employment last year ☐☐☐☐

18. Number of vacancies for corrections/detention officers anticipated for next year ☐☐☐☐

19. Number of working assigned corrections/detention officers who also are peace officers ☐☐☐☐

20. Number of telecommunicators ☐☐☐☐

21. Number of telecommunicators who left employment last year ☐☐☐☐

22. Number of telecommunicator vacancies anticipated for next year ☐☐☐☐

23. Number of other non-sworn paid personnel {excluding jail and telecommunicators} ☐☐☐☐

24. Number of other non-sworn volunteers [including interns] ☐☐☐☐

25. Number of personnel assigned to patrol ☐☐☐☐

26. Number of personnel assigned to investigations ☐☐☐☐

27. Number of personnel assigned to jail/detention ☐☐☐☐

28. Number of personnel assigned to support divisions or other ☐☐☐☐

29. Do you have canine units for patrol?

O Yes   O No

30. Do you have canine units for drug detection?

O Yes   O No

31. What is the normal patrol work-plan schedule?

O Eight hour shifts   O Ten hour shifts   O Twelve hour shifts   O Other

32. What is the normal patrol shift rotation?

O Permanent   O Weekly rotation   O Monthly rotation   O Quarterly   O Annual rotation   O Other

33. How are patrol officers assigned to shifts?

O Based upon workload   O Equal numbers per shift   O Other

34. What is the length of time, in years, the current chief administrator has served in this capacity? ☐☐

35. The current chief administrator was appointed or elected:

O From within the agency;

O From another Texas law enforcement agency;

O From an agency outside of Texas;

O From previous law enforcement experience

O From non-law enforcement experience or other

36. Is the current chief administrator under a written contract for employment with the hiring authority?

O Yes   O No

Telecommunications and Calls for Service in the last twelve (12) months

37. Does your agency manage the telecommunications (dispatch) center?

O Yes   O No

38. Are you part of a 911 system? (Choose one)

O Yes, we participate   O Yes, we operate it   O No

39. Does your agency operate a computer-aided dispatch (CAD) for the entry and documented handling of all calls for service?

O Yes   O No

40. Number of calls for police service dispatched in the last 12 months ☐☐☐☐☐☐

41. Number of Part I arrests ☐☐☐☐☐☐

42. Number of felony arrests ☐☐☐☐☐☐

43. Number of misdemeanor custody arrests ☐☐☐☐☐☐

44. Number of citations issued

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[ ][ ][ ][ ][ ][ ]
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45. Number of civil papers served

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[ ][ ][ ][ ][ ][ ]
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46. Number of jail bookings

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[ ][ ][ ][ ][ ][ ]
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47. Average daily jail population

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[ ][ ][ ][ ][ ][ ]
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Policy Issues

48. Does this agency practice community policing?

O Agency wide philosophy   O Some programs within the agency   O No

49. Is your agency accredited by the Commission on Law Enforcement Accreditation (CALEA)?

O Yes   O No   O In the application process

Does your agency have written departmental policy and procedures in the following areas?

50. Family violence

O Yes   O No

51. Crime victims

O Yes   O No

52. Vehicular pursuit

O Yes   O No

53. Use of force

O Yes   O No

54. Use of deadly force

O Yes   O No

55 Evidence collection

O Yes   O No

56 Sexual assault investigation

O Yes   O No

57. Personnel selection

O Yes   O No

58. Physical fitness

O Yes   O No

59. Training

O Yes   O No

60. Sexual harassment

O Yes   O No

61. Use of cash funds for investigative purposes

O Yes   O No

Salary information {Please leave blank any of the categories that do not apply to your agency.}

62. What is the monthly entry salary for peace officers?

63. What is the top monthly salary for line peace officers?

64. How many line peace officers do you have?

65. What is the monthly entry salary for sergeant peace officers?

66. What is the top monthly salary for sergeant peace officers?

67. How many sergeant peace officers do you have?

68. What is the monthly entry salary for lieutenants?

69. What is the top monthly salary for lieutenants?

70. How many lieutenant peace officers do you have?

71. What is the monthly entry salary for captains?

72. What is the top monthly salary for captains?

73. How many captain peace officers do you have?

74. What is the monthly entry salary for majors?

75. What is the top monthly salary for majors?

76. How many major peace officers do you have? ☐☐☐☐

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? ☐☐☐☐

79. How many assistant chiefs/deputy chiefs/ chief deputies do you have? ☐☐☐☐

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? ☐☐☐☐

83. What is the monthly entry salary for line corrections/detention officers? ☐☐☐☐

84. What is the top monthly salary for line corrections/detention officers? ☐☐☐☐

85. How many line corrections officers do you have? ☐☐☐☐

86. What is the monthly entry salary for corrections sergeants? ☐☐☐☐

87. What is the top monthly salary for corrections sergeants? ☐☐☐☐

88. How many corrections sergeants do you have? ☐☐☐☐

89. What is the monthly entry salary for corrections lieutenants? ☐☐☐☐

90. What is the top monthly salary for corrections lieutenants? ☐☐☐☐

91. How many corrections lieutenants do you have? ☐☐☐☐

92. What is the monthly entry salary for corrections captains? ☐☐☐☐

93. What is the top monthly salary for corrections captains? ☐☐☐☐

94. How many corrections captains do you have? ☐☐☐☐

24144

95. What is the monthly entry salary for corrections majors? ☐☐☐☐

96. What is the top monthly salary for corrections majors? ☐☐☐☐

97. How many corrections majors do you have? ☐☐☐☐

98. What is the monthly entry salary for telecommunicators? ☐☐☐☐

99. What is the top monthly salary for telecommunicators? ☐☐☐☐

100. How many line telecommunicators do you have? ☐☐☐☐

101. What is the monthly entry salary for telecommunications supervisors? ☐☐☐☐

102. What is the top monthly salary for telecommunications supervisors? ☐☐☐☐

103. How many telecommunications supervisors do you have? ☐☐☐☐

Supplemental pay and benefits

104. Do you have supplemental pay for Commission (TCLEOSE) certifications?

○ Yes   ○ No

If yes, how much on a monthly basis?

105. Intermediate ☐☐☐

106. Advanced ☐☐☐

107. Master peace officer ☐☐☐

108. Jail Intermediate ☐☐☐

109. Jail Advanced ☐☐☐

110. Mental health peace officer ☐☐☐

111. Firearms Instructor ☐☐☐

112. Do you have supplemental pay for college?

○ Yes   ○ No

If yes, how much on a monthly basis?

113. Associate's degree ☐☐☐

114. Bachelor's degree ☐☐☐

115. Master's degree ☐☐☐

116. Doctoral degree ☐☐☐

117. Do you have a college tuition reimbursement program?

○ Yes   ○ No

118. Do you have supplemental pay for field training officers (FTO)?

○ Yes   ○ No

119. Do you have supplemental pay for being bilingual?

○ Yes   ○ No

120. Do you have supplemental pay for tactical team (SWAT) duty?

○ Yes   ○ No

121. Do you have uniform pay or an allowance?

○ Yes   ○ No

122. Do you have shift differential pay?

○ Yes   ○ No

123 Do you have pay for off-duty court appearances?

○ Yes   ○ No

124. Do you have hazardous duty pay?

○ Yes   ○ No

125. How do you handle overtime situations for non-exempt officers?

○ Time and a half pay   ○ Straight time pay   ○ Compensation time off   ○ A combination of the above   ○ Other

126. Do you have take-home police vehicles for patrol officers?

○ Yes   ○ No

127. Do yo have paid life insurance?

O Yes   O No

128. Do you have paid medical insurance?

O Yes   O No

129. Do you have paid dental insurance?

O Yes   O No

130. Do you have a retirement program?

O Yes   O No

Competencies: Please rate the following traits or characteristics as to their importance in being a successful peace officer. 1=Little importance; 2=Some importance; 3=Important; 4= Very important; or 5=Critically important.

131. How important is dependability to being a successful peace officer?

O Little importance   O Some importance   O Important   O Very important   O Critically important

132. How important is integrity to being a successful peace officer?

O Little importance   O Some importance   O Important   O Very important   O Critically important

133. How important is initiative to being a successful peace officer?

O Little importance   O Some importance   O Important   O Very important   O Critically important

134. How important is situational reasoning ability to being a successful peace officer?

O Little importance   O Some importance   O Important   O Very important   O Critically important

135. How important is self-control to being a successful peace officer?

O Little importance   O Some importance   O Important   O Very important   O Critically important

136. How important are writing skills to being a successful peace officer?

O Little importance   O Some importance   O Important   O Very important   O Critically important

137. How important are reading skills to being a successful peace officer?

O Little importance   O Some importance   O Important   O Very important   O Critically important

138. How important are interpersonal skills to being a successful peace officer?

O Little importance   O Some importance   O Important   O Very important   O Critically important

139. How important is physical ability to being a successful peace officer?

O Little importance   O Some importance   O Important   O Very important   O Critically important

140. How important is appearance to being a successful peace officer?

O Little importance   O Some importance   O Important   O Very important   O Critically important

Employment Practices

141. Is this a Civil Service Agency?

○ Under State Municipal Civil Service Law

○ Under State County Civil Service Law

○ Under local civil service ordinance

○ No

142. Is a formal application form required for employment?

○ Yes   ○ No

143. Do you have a recruiting program?

○ Yes   ○ No

144. Do you actively recruit women and minorities?

○ Yes   ○ No

145. Do you do formal background investigations?

○ Yes   ○ No

146. Do you use polygraph examinations for hiring?

○ Yes   ○ No

147. Do you use written examination in hiring?

○ Yes   ○ No

148. Do you use formal interview boards in hiring?

○ Yes   ○ No

149. Do you use a formal assessment center in hiring?

○ Yes   ○ No

150. What is the maximum age allowed at entry? ☐☐

151. Do you use physical agility testing [task related activities, e.g., obstacle courses, dummy drag, etc.] in hiring?

○ Yes   ○ No

152 Do you use physical fitness tests [aerobic capacity, strength tests, etc.] in hiring?

○ Yes   ○ No

153. What is the minimum level of education for hiring a peace officer?

○ GED or High School

○ College is a positive consideration, but not strict requirement

○ Less than 60 hours of college

○ 60-120 hours of college

○ A bachelor's degree

154. What is the number of peace officers with only a GED or hgh school education? ☐☐☐☐

155. What is the number of officers with some college education, but less than a bachelor's degree? ☐☐☐☐

156. What is the number of peace officers with a bachelor's degree? ☐☐☐☐

Please report the following numbers for the last 12 months.

157. Number of unfounded formal complaints against officers? ☐☐☐☐

158. Number of sustained formal complaints against officers? ☐☐☐☐

159. Number of pending formal complaints against officers? ☐☐☐☐

160. Number of sustained complaints involving excessive force? ☐☐☐☐

161. Number of sustained complaints involving criminal activity? ☐☐☐☐

162. Number of sustained complaints involving policy violations? ☐☐☐☐

163. Number of disciplinary actions involving verbal counseling or reprimand? ☐☐☐☐

164. Number of disciplinary actions involving written reprimand? ☐☐☐☐

165. Number of disciplinary actions involving days off or demotion? ☐☐☐☐

166. Number of disciplinary actions resulting in termination either through firing or resignation? ☐☐☐

Training

167. What is the length of your FTO program?

O No formal program   O Less than four weeks   O 4 to less than six weeks   O 6 to 12 weeks   O More than 12 weeks

168. How often do officers qualify with their weapon?

O Annually   O Semi-annually   O Quarterly   O Monthly   O Other

169. What is your agency's minimum requirement for continuinng education?

O 40 hours every two years   O 40 hours every year   O Other

Promotional Practices

170. Do you use written examinations in determining promotions?

O Yes   O No

171. Do you use personal interviews in determining promotions?

O Yes   O No

172. Do you use formal interview boards in determining promotions?

O Yes   O No

173. Do you use staff or management ratings of promotion suitability in determining promotions?

O Yes   O No

174. Do you use peer ratings in determining promotions?

O Yes   O No

175. Do you use years of experience in determining promotions?

O Yes   O No

176. Do you use educational level in determining promotions?

O Yes   O No

177. Do you use veterans preference in determining promotions?

O Yes   O No

178. Do you use a formal assessment center in determining promotions?

O Yes   O No

179. Do you use supervisor performance evaluations in determining promotions?

O Yes   O No

180. Are candidates from outside of agency allowed to apply for supervisory positions?

O Yes   O No   O For the Chief Adminstrator only

181. Are promotions determined only by the chief administrator [without other input]?

O Yes   O No

182. Which of the following has the highest value in determing promotions?

O Exam   O Interview   O Performance reports   O Education   O Assessment center   O Experience   O Not applicable

183. Are there a minimum number of years of agency service required for promotional eligibility?

O Yes   O No

184. What is the minimum level of education for promotion?

O High school/GED   O Some college   O 60 hours of college   O Bachelor's degree

Computer Support Capabilities

Does your agency have the computer files or capablitiies listed below? [Does not include word processing files]

185. Local warrants computer files

O Yes   O No

186. Uniform citations computer file

O Yes   O No

187. Offense reports computer files

O Yes   O No

188. Recovered property computer files

O Yes   O No

189. Evidence computer files

O Yes   O No

190. Arrest computer files

O Yes   O No

191. Motor vehicle accidents computer files

O Yes   O No

192. Stolen property reported computer files

O Yes   O No

193 Vehicular fleet management computer files

O Yes   O No

194. Crime analysis computer files

O Yes   O No

195. 911 calls computer files

O Yes   O No

196. All calls for service computer files

O Yes   O No

197. UCR data computer files

O Yes   O No

198. Gang intelligence computer files

O Yes   O No

199. Personnel computer files

O Yes   O No

200. Personnel investigations computer files

O Yes   O No

201. Does your agency have Internet e-mail transmission capability?

O Yes   O No

202. Is a World Wide Web Internet-homepage established for your agency?

O Yes   O No

203. Does your agency do research on the Internet?

O Yes   O No

204. Does your agency use a fax machine?

O Yes   O No

205. Does your agency have direct TLETS access?

O Yes   O No

206. Does your agency do UCR reporting?

O Yes   O No

Equipment and Vehicles

207. Number of marked automobiles?

208. Total number of automobiles?

209. Number of trucks?

210. Number of motorcycles?

211. Number of bicycles?

212. Number of boats?

213. Number of horses?

214. Number of airplanes?

215. Number of helicopters?

216. Number of dogs?

217. Does your agency require and/or furnish officers the Penal Code?

O Yes   O No

218. Does your agency require and/or furnish officers the Code of Criminal Procedure?

O Yes   O No

219. Does your agency require and/or furnish officers the Family Code?

O Yes   O No

220. Does your agency furnish officers a Departmental Policy and Procedures Manual?

O Yes   O No

221. Does your agency furnish officers with uniforms or a uniform allowance?

O Yes   O No

222. Does your agency furnish officers with body armor?

O Yes   O No

223. Handgun caliber for on-duty officers?

O .38   O .357   O .40   O .45   O 9 mm   O Officer's option   O Other

224. Handgun caliber for off-duty officers?

O .38   O .357   O .40   O .45   O 9 mm   O Officer's option   O Other

225. Does your agency furnish officers with a shotgun?

O Yes   O No

226. Does your agency furnish officers with a rifle?

O Yes   O No

227. Does your agency furnish officers with a baton?

O Yes   O No

228. Does your agency furnish officers with OC spray?

O Yes   O No

229. Does your agency furnish officers with mace?

O Yes   O No

230. Does your agency furnish officers with leather gear?

O Yes   O No

231. Does your agency furnish officers with a flashlight?

O Yes   O No

232. Does your agency furnish officers with a blood-borne pathogen kit?

O Yes   O No

233. Does your agency furnish officers with a drug test kit?

O Yes   O No

234. Does your agency furnish officers with regular handcuffs?

O Yes   O No

235. Does your agency furnish officers with flex-cuffs?

O Yes   O No

236. Does your agency furnish officers with a cellular phone?

O Yes   O No

237. Does your agency furnish officers with a pager?

O Yes   O No

238 Does your agency furnish officers with a still photo camera?

O Yes   O No

239. Does your agency furnish officers with a mounted "in vehicle" video camera?

O Yes   O No

240 Does your agency furnish officers with a video camcorder?

O Yes   O No

241. Does your agency furnish officers with a mobile data terminal (MDT)?

O Yes   O No

242. Does your agency furnish officers with a laptop computer?

O Yes   O No

243. Does your agency furnish officers with gloves?

O Yes   O No

244. Does your agency furnish officers with a preliminary breath-test instrument?

O Yes   O No

245. Does your agency furnish officers with a rape investigation kit?

O Yes   O No

Please add items or questions that should be included in future surveys. Use the back or attach a separate sheet.

Please add comments about the survey or the Commission. Use the back or attach a separate sheet.

Thank you for completing this survey. Please follow the directions for returning the survey.