

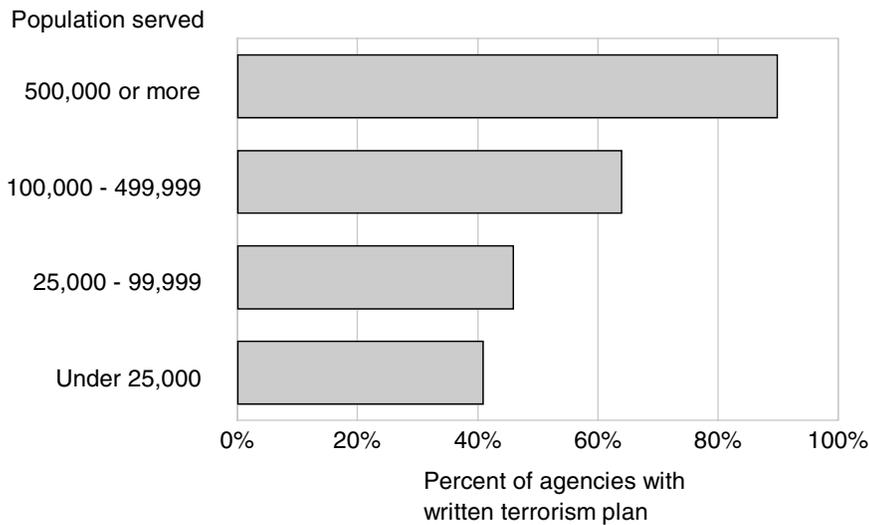


Bureau of Justice Statistics

Law Enforcement Management and Administrative Statistics

Sheriffs' Offices, 2003

In 2003 about 90% of sheriffs' offices in large jurisdictions had a written terrorist attack plan



U.S. Department of Justice

Office of Justice Programs

810 Seventh Street, N.W.

Washington, D.C. 20531

Alberto R. Gonzales

Attorney General

Office of Justice Programs

Partnerships for Safer Communities

Regina B. Schofield

Assistant Attorney General

World Wide Web site:

<http://www.ojp.usdoj.gov>

Bureau of Justice Statistics

Jeffrey L. Sedgwick

Director

World Wide Web site:

<http://www.ojp.usdoj.gov/bjs>

For information contact

National Criminal Justice Reference Service

1-800-851-3420

Sheriffs' Offices, 2003

**Matthew J. Hickman, Ph.D.
and Brian A. Reaves, Ph.D.**
BJS Statisticians

May 2006, NCJ 211361

U.S. Department of Justice
Bureau of Justice Statistics

Jeffrey L. Sedgwick
Director

Matthew J. Hickman and Brian A.
Reaves prepared this report. Carolyn.
C. Williams provided editorial review.

The Office of Community Oriented
Policing Services (COPS) provided
partial funding for the 2003 LEMAS
survey. Debra Cohen and Matthew
Scheider of the COPS office assisted
with questionnaire development. More
information on the COPS office can
be obtained at their website
<www.cops.usdoj.gov>.

Data were collected and processed by
the Police Executive Research Forum
(PERF) under the supervision of Lorie
Fridell. PERF project staff included
Bruce Kubu and Nathan Ballard.
Additional information on PERF is
available on the Internet at:
<<http://www.policeforum.org>>.

Data presented in this report may be
obtained from the National Archive of
Criminal Justice Data at the University
of Michigan, 1-800-999-0960. The
report and data are available on the
Internet at: <www.ojp.usdoj.gov/bjs>.

Highlights	iii
The LEMAS survey	1
Personnel	1
Budget and pay	10
Operations	13
Community policing	19
Policies and procedures	23
Equipment	25
Computers and information systems	30
Methodology	35

Highlights

Personnel

- As of June 2003 sheriffs' offices had about 330,000 full-time employees, including about 174,000 sworn personnel. This represented an increase of about 9,500 sworn and 26,900 nonsworn employees since 2000.

- Racial and ethnic minorities comprised 18.8% of full-time sworn personnel in 2003, up from 13.4% in 1987. Women were 12.9% of officers in 2003, about the same as in 1987 (12.6%).

- From 2000 to 2003 the number of black or African American officers increased by 1,990, or 13%; Hispanic or Latino officers by 1,960, or 20%; officers from other minority groups by 500, or 20%, and female officers by 960, or 5%.

- Sixty-nine percent of sheriffs' offices had officer separations during the 12-month period ending June 30, 2003. Overall, about 13,500 officers separated, including 7,900 resignations, 2,700 retirements, and 1,200 dismissals.

- Seventy-one percent of sheriffs' offices hired new officers during the 12-month period ending June 30, 2003. Overall, about 13,900 officers were hired, including 11,300 entry-level hires, and 2,200 lateral transfers/hires.

- During the 12-month period ending June 30, 2003, 31% of sheriffs' offices had full-time sworn personnel called-up as full-time military reservists. Overall, about 2,800 officers were called up.

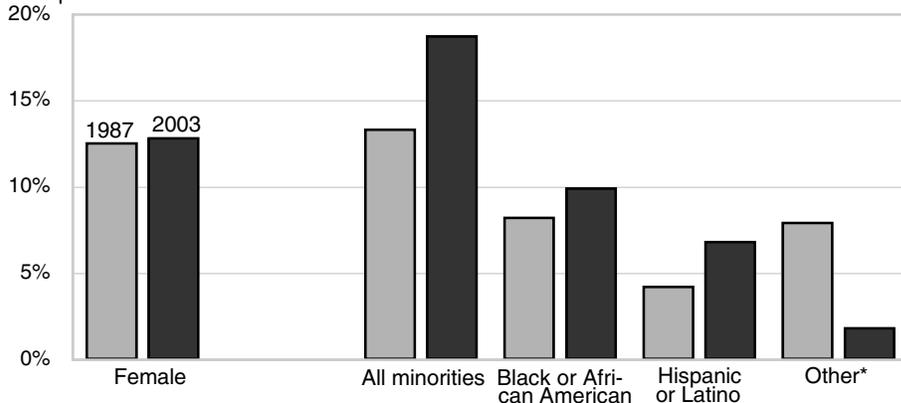
Budget and pay

- Sheriffs' offices had total operating budgets of \$22.3 billion during fiscal 2003, 18% more than in 2000 after adjusting for inflation. Expenditures in 2003 averaged \$124,400 per officer, and \$82 per resident.

- In 2003 starting salaries for entry-level deputies ranged from an average of about \$23,300 in the smallest jurisdictions to about \$38,800 in the largest.

Female and minority sworn personnel in sheriffs' offices, 1987 and 2003

Percent of full-time sworn personnel



* Includes Asians, Pacific Islanders, American Indians, and Alaska Natives.

Operations

- A quarter of sheriffs' offices, including more than half of those serving 1 million or more residents, used foot patrol routinely. An estimated 10%, including nearly two-thirds of those serving 1 million or more residents, used bicycle patrol on a regular basis.

- In 2003, 94% of sheriffs' offices, employing 93% of all officers, participated in a 9-1-1 emergency system compared to 28% and 53% in 1987. In 2003, 71% of sheriffs' offices, employing 83% of all officers, had enhanced 9-1-1, compared to 8% and 23% in 1987.

- Thirty-six percent of sheriffs' offices had officers assigned full time to a special unit for drug enforcement, with about 4,000 officers assigned nationwide. Nearly half of sheriffs' offices had officers assigned to a multi-agency drug task force, with about 3,500 officers assigned full time nationwide.

- Ninety-eight percent of sheriffs' offices were responsible for serving civil process, 94% for providing court security, and 76% for operating a jail.

- Fifty-two percent of sheriffs' offices had drug asset forfeiture receipts during 2002, including more than 80% of those serving 500,000 or more residents. Nationwide, receipts totaled about \$178 million, or \$992 per officer.

Community policing

- Ten percent of sheriffs' offices, employing 31% of all officers, maintained or created a written community policing plan during the 12-month period ending June 30, 2003.

- Nearly 3 in 10 sheriffs' offices, employing 55% of all officers, had a mission statement that included some aspect of community policing.

- Fifty-one percent of all sheriffs' offices, employing 70% of all officers, used full-time community policing officers during 2003. Overall, 14,900 officers were so designated.

- Twenty-seven percent of sheriffs' offices, employing 51% of all officers, trained all new officer recruits in community policing. This included more than half of sheriffs' offices serving 500,000 or more residents.

- About sixty percent of sheriffs' offices, including more than three-quarters of those serving 100,000 or more residents, had problem-solving partnerships or written agreements with community groups, local agencies, or others during the 12-month period ending June 30, 2003.

- Forty-seven percent of sheriffs' offices, employing 74% of all officers, used full-time school resource officers in 2003. Collectively, these agencies employed about 5,600 such officers.

Policies and procedures

- Nearly all sheriffs' offices had a written policy on pursuit driving. Half of them restricted vehicle pursuits according to specific criteria such as speed or offense. About a third had a policy that left the decision to the officer's discretion, and 7% discouraged all vehicle pursuits.

- Ninety-seven percent of sheriffs' offices, employing 99% of all officers, had a written policy on the use of deadly force. Eighty-nine percent, employing 97% of all officers, had a policy on the use of nonlethal force.

- Sixty-three percent of sheriffs' offices had written policies about racial profiling by officers. This included about 9 in 10 agencies serving populations of 1 million or more residents.

- Nearly half of sheriffs' offices had a written plan specifying actions to be taken in the event of a terrorist attack. This included a majority of sheriffs' offices serving 50,000 or more residents.

- Eighty-three percent of sheriffs' offices, employing 92% of officers, had written policies or procedures for handling juveniles; 67%, employing 82% of officers, for responding to the mentally ill; and 23%, employing 27% of officers, for interacting with homeless persons.

Equipment

- In 2003, the .40-caliber semiautomatic was the most commonly authorized sidearm, with 62% of sheriffs' offices authorizing its use by officers.

- An estimated 96% of sheriffs' offices authorized use of chemical agents such as pepper spray during 2003, up from 52% in 1990.

- In 2003, 76% of officers were employed by a department that required at least some field officers to wear protective body armor while on duty, compared to 30% in 1990.

- Nationwide, sheriffs' offices in 2003 operated an estimated 118,300 cars, or about 2 cars per 3 officers employed. A third of these cars were unmarked.

- Over half of sheriffs' offices used dogs for law enforcement, including more than 75% of those serving 100,000 or more residents. Four percent of agencies used horses.

- Two-thirds of sheriffs' offices regularly used video cameras in patrol cars during 2003, compared to about half in 2000. There were about 17,700 in-car cameras in use during 2003. Ten percent of sheriffs' offices used traffic enforcement cameras during 2003.

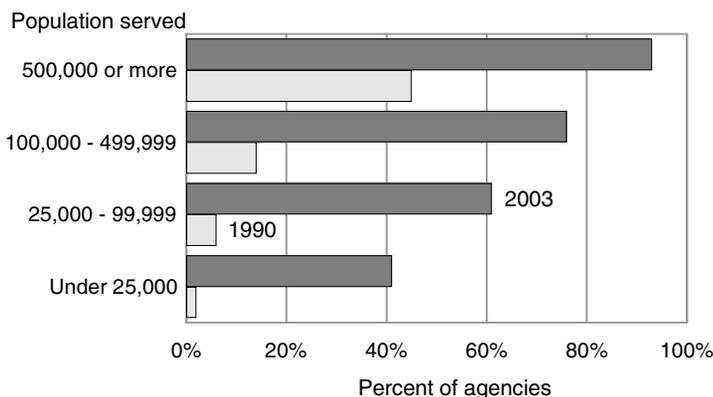
Computers and information systems

- From 1990 to 2003 the percentage of sheriffs' offices using infield computers increased from 6% to 55%. Sheriffs' offices using infield computers employed 81% of all officers in 2003, up from 28% in 1990.

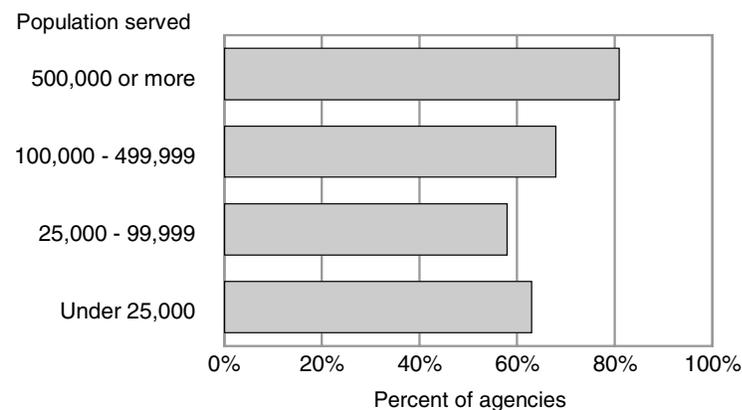
- From 2000 to 2003 the percent of officers employed by a department with infield computer access to vehicle records increased from 67% to 78%.

- In 2003, 58% of sheriffs' offices used paper reports as the primary means to transmit criminal incident field data to a central information system, down from 87% in 1997. During the same time period, use of computer and data devices increased from 7% to 33%.

Sheriffs' offices using infield computers or terminals, 1990 and 2003



Sheriffs' offices with a written policy on racial profiling by officers, 2003



The LEMAS survey

During 2003 the Bureau of Justice Statistics (BJS), as part of its Law Enforcement Management and Administrative Statistics (LEMAS) program, surveyed a nationally representative sample of State and local law enforcement agencies operating nationwide. Previous LEMAS surveys were conducted in 1987, 1990, 1993, 1997, 1999 (limited scope), and 2000.

This report presents data from the 2003 survey describing the more than 3,000 sheriffs' offices operating in the United States in terms of their personnel, expenditures and pay, operations, community policing initiatives, written policies and procedures, computers and information systems, and equipment. Comparisons are made with prior years where appropriate.

Sheriffs' offices typically serve counties and independent cities. Although sheriffs' offices may have countywide jail and court-related responsibilities, their law enforcement jurisdictions typically exclude county areas served by a local police department. In certain counties some municipalities contract with the sheriffs' office for law enforcement services. In counties and independent cities with a separate police department, the sheriffs' office may not have any primary law enforcement jurisdiction.

The 2003 LEMAS survey questionnaire was mailed to 3,154 State and local law enforcement agencies (see Methodology for a description of the sample). The overall response rate was 91%.

This report and its companion report, *Local Police Departments, 2003*, summarize data collected from agencies of all sizes. Agency-level data for agencies with 100 or more officers will be published in the BJS report, *Law Enforcement Management and Administrative Statistics, 2003*.

Table 1. Employment by general purpose State and local law enforcement agencies in the United States, 2003

Type of agency	Number of agencies	Number of employees					
		Full-time			Part-time		
		Total	Sworn	Civilian	Total	Sworn	Civilian
Total	15,766	993,442	683,599	309,843	75,958	35,152	40,806
Local police	12,656	580,749	451,737	129,013	51,281	25,614	25,667
Sheriff	3,061	330,274	174,251	156,022	23,884	9,498	14,386
Primary State	49	82,419	57,611	24,808	793	40	753

Note: Data are for the pay period that included June 30, 2003. Sworn employees are those with general arrest powers.

Personnel

As of June 30, 2003, sheriffs' offices had an estimated 330,274 full-time employees (table 1). Approximately 174,300, or 53%, of full-time sheriffs' office employees were sworn personnel (those with general arrest powers). Sheriffs' offices also employed about 24,000 persons on a part-time basis, which includes about 9,500 sworn officers.

Sheriffs' offices employed one-quarter of full-time sworn officers working for State and local general purpose law enforcement agencies nationwide. Their 156,022 full-time civilian employees comprised half of nonsworn State and local law enforcement employees.

From 1987 (the first year of the LEMAS survey) to 2003, overall employment by sheriffs' offices increased by about 141,000, or 75% — an average of 4.7% annually (figure 1). The number of full-time sworn officers increased by about 45,500, or 35%, during this period.

There were about 36,500 more full-time sheriffs' office employees in 2003 than in 2000, an increase of 12.4%, or about 4.1% annually. When only sworn personnel are considered, employment by sheriffs' offices increased by about 9,500, or 5.8%, from 2000 to 2003.

From 1987 to 2003 the number of full-time civilian sheriffs' office employees increased from 60,506 to 156,022, or 158%. This included an increase of about 26,900, or 21%, from 2000 to 2003.

Full-time employment by sheriffs' offices, 1987-2003

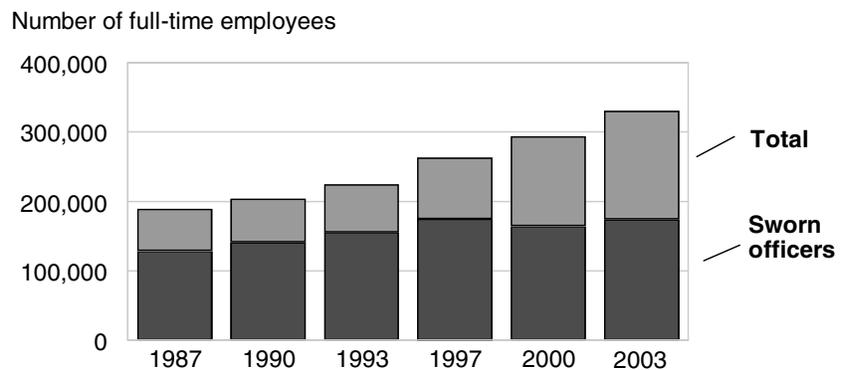


Figure 1

Nationwide, 354, or 11.6% of sheriffs' offices, employed at least 100 sworn personnel (table 2). This included 13 sheriffs' offices with 1,000 or more officers. The Los Angeles County Sheriffs' Office was the largest, with about 8,600 officers (see exhibit 1). An estimated 732, or 23.9%, of sheriffs' offices employed fewer than 10 officers, including 19 with 1 officer (the sheriff).

Nineteen percent of all full-time officers were employed by a department with 1,000 or more sworn personnel, and 65% were employed by a department with at least 100 sworn personnel. Sheriffs' offices that employed fewer than 10 officers accounted for about 2% of all officers nationwide.

Table 2. Sheriffs' offices and full-time personnel, by number of sworn personnel, 2003

Number of sworn personnel*	Agencies		Full-time sworn personnel		Full-time civilian personnel	
	Number	Percent	Number	Percent	Number	Percent
Total	3,061	100%	174,251	100%	156,022	100%
1,000 or more	13	0.4%	32,734	18.8%	25,432	16.3%
500-999	24	0.8	16,822	9.7	13,400	8.6
250-499	87	2.9	30,483	17.5	27,473	17.6
100-249	230	7.5	33,438	19.2	26,831	17.2
50-99	363	11.8	23,385	13.4	26,043	16.7
25-49	656	21.4	20,656	11.9	20,052	12.9
10-24	955	31.2	12,894	7.4	13,068	8.4
5-9	490	16.0	3,102	1.8	3,267	2.1
2-4	223	7.3	717	0.4	446	0.3
1	19	0.6	19	--	10	--

*Includes both full-time and part-time employees.

--Less than 0.05%.

Exhibit 1. Twenty-five largest sheriffs' offices, by number and function of full-time sworn personnel, 2003

County or equivalent	Full-time sworn personnel	Percent of officers by area of duty				
		Patrol	Investigative	Jail operations	Court security	Process serving
Los Angeles Co. (CA)	8,622	42%	6%	25%	15%	1%
Cook Co. (IL) ^a	5,555	10	1	61	27	2
Clark Co. (NV) ^b	2,640	48	18	25	0	--
Harris Co. (TX)	2,517	30	6	27	5	1
Orange Co. (CA)	1,755	29	7	40	12	1
Jacksonville - Duval Co. (FL) ^b	1,624	61%	12%	0%	5%	1%
Broward Co. (FL)	1,605	84	13	0	2	1
Riverside Co. (CA)	1,542	69	9	13	9	0
San Bernardino Co. (CA)	1,541	32	12	22	11	0
Sacramento Co. (CA)	1,525	36	11	26	6	--
San Diego Co. (CA)	1,320	35%	22%	4%	14%	3%
Orange Co. (FL)	1,294	62	15	0	10	4
Palm Beach Co. (FL)	1,177	65	9	0	9	3
Hillsborough Co. (FL)	1,126	65	13	0	--	2
Alameda Co. (CA) ^c	974	15	2	48	16	1
Wayne Co. (MI)	893	11%	3%	45%	6%	1%
East Baton Rouge Parish (LA)	875	14	9	36	3	5
Pinellas Co. (FL)	868	48	16	0	16	3
Oakland Co. (MI) ^{a,c}	840	41	8	48	3	1
San Francisco Co. (CA)	824	0	1	67	9	2
Erie Co. (NY)	813	18%	4%	62%	16%	1%
Ventura Co. (CA)	760	30	12	15	10	1
Jefferson Parish (LA)	747	42	27	26	0	1
Contra Costa Co. (CA)	707	37	6	36	9	1
King Co. (WA)	705	58	22	0	4	2

Note: Sworn employees are those with general arrest powers.

--Less than 0.5%.

^aEmployment data are based on the 2004 Census of State and Local Law Enforcement Agencies.

^bThe Las Vegas Metropolitan Police Department, the result of a merger of the Clark County Sheriff's Office and the Las Vegas Police Department in 1973, serves as the local police department for the City of Las Vegas. The Jacksonville Sheriff's Office serves as the local police department for the City of Jacksonville which is consolidated with Duval County. These two agencies, although headed by sheriffs, are classified as local police departments in LEMAS for data analysis purposes.

^cDuty area percentages are based on the 2000 LEMAS survey.

Although 71% of all sheriffs' offices served fewer than 50,000 residents, these agencies employed 20% of all officers (table 3). About half of all officers served a jurisdiction with 250,000 or more residents.

Sheriffs' offices serving the largest jurisdictions had thousands of full-time employees on average, while those serving the smallest ones had an average of 11 full-time employees, including 6 sworn officers (table 4).

Part-time employees were more common among sheriffs' offices serving larger jurisdictions, ranging from an average of 2 in the smallest jurisdictions to 89 in the largest. The highest average number of sworn part-time employees was 39, among sheriffs' offices serving 1 million or more residents.

Overall, 52% of full-time officers had regularly assigned duties that included responding to calls for service (table 5). The proportion of officers responding to calls ranged from less than half among sheriffs' offices serving 250,000 or more residents, to about 9 in 10 in those serving fewer than 10,000 residents.

As of June 30, 2003, sheriffs' offices collectively employed 97% of the maximum number of full-time sworn personnel authorized by their budgets (table 6). The highest actual-to-authorized ratio for full-time sworn personnel was among offices serving 50,000 to 99,999 residents (99%).

Table 3. Sheriffs' offices and full-time personnel, by size of population served, 2003

Population served	Agencies		Full-time sworn personnel		Full-time civilian personnel	
	Number	Percent	Number	Percent	Number	Percent
All sizes	3,061	100%	174,251	100%	156,022	100%
1,000,000 or more	29	0.9%	40,018	23.0%	35,156	22.5%
500,000-999,999	66	2.1	22,714	13.0	26,658	17.1
250,000-499,999	121	4.0	23,439	13.5	21,781	14.0
100,000-249,999	315	10.3	33,012	18.9	27,727	17.8
50,000-99,999	370	12.1	20,271	11.6	16,972	10.9
25,000-49,999	684	22.4	17,756	10.2	15,020	9.6
10,000-24,999	831	27.2	13,179	7.6	9,564	6.1
Under 10,000	645	21.1	3,863	2.2	3,146	2.0

Note: Detail may not add to total because of rounding.

Table 4. Average number of employees in sheriffs' offices, by size of population served, 2003

Population served	Average number of employees					
	Full-time			Part-time		
	Total	Sworn	Civilian	Total	Sworn	Civilian
All sizes	108	57	51	8	3	5
1,000,000 or more	2,613	1,391	1,222	89	39	51
500,000-999,999	751	346	406	31	10	21
250,000-499,999	373	193	180	23	5	19
100,000-249,999	193	105	88	11	4	7
50,000-99,999	101	55	46	9	4	5
25,000-49,999	48	26	22	7	3	4
10,000-24,999	27	16	12	4	2	2
Under 10,000	11	6	5	2	1	1

Note: Detail may not add to total because of rounding.

Table 5. Officers assigned to respond to citizen calls for service in sheriffs' offices, by size of population served, 2003

Population served	Full-time sworn personnel assigned to respond to citizen calls for service*	
	Number	Percent
All sizes	90,477	52%
1,000,000 or more	15,376	38
500,000-999,999	10,445	46
250,000-499,999	10,572	45
100,000-249,999	16,961	51
50,000-99,999	11,156	55
25,000-49,999	12,811	72
10,000-24,999	9,704	74
Under 10,000	3,451	89

*Includes all uniformed officers whose regularly assigned duties included responding to citizen calls/requests for service.

Table 6. Authorized full-time strength of sheriffs' offices and percent of authorized strength employed, by size of population served, 2003

Population served	Full-time sworn employees	
	Authorized	Percent employed
All sizes	178,965	97%
1,000,000 or more	41,202	97
500,000-999,999	23,524	97
250,000-499,999	24,079	97
100,000-249,999	33,952	97
50,000-99,999	20,384	99
25,000-49,999	18,292	97
10,000-24,999	13,567	97
Under 10,000	3,965	97

Note: Sworn employees are those with general arrest powers.

Officer separations and new hires

Sixty-nine percent of sheriffs' offices experienced officer separations during the 12-month period ending June 30, 2003 (table 7). Nearly all sheriffs' offices serving a population of 250,000 or more had officer separations during the 12-month period, compared to less than half of those serving a population under 10,000.

The average number of separations across all agencies was 6 officers, ranging from 2 officers among sheriffs' offices serving fewer than 25,000 residents to nearly 100 officers among sheriffs' offices serving 1 million or more residents.

During the same time period, 71% of sheriffs' offices hired new officers. The average number of new hires across all agencies was 6 officers, ranging from 2 among sheriffs' offices serving fewer than 10,000 residents to 66 among sheriffs' offices serving 1 million or more residents.

Overall, an estimated 13,538 full-time sworn officers separated from sheriffs' offices during the 12-month period ending June 30, 2003 (table 8). An estimated 58% (7,905 officers) of these separations were due to resignations, 20% (2,719 officers) were due to nonmedical retirements, 9% (1,210 officers) were dismissals, 5% (703 officers) were medical/disability retirements, and 3% (368 officers) were probationary rejections.

About three-quarters of the separations in sheriffs' offices serving fewer than 25,000 residents were due to resignations, compared to less than half in those serving a population of 500,000 or more. In contrast, about 30% of the separations in the largest jurisdictions were due to nonmedical retirements, compared to under 10% in the smallest.

Table 7. Officer separations and new officer hires in sheriffs' offices, by population served, 2003

Population served	Separations and new hires during the 12-month period ending June 30, 2003			
	Percent of agencies with separations	Average number of separations*	Percent of agencies hiring new officers	Average number of new hires*
All sizes	69%	6	71%	6
1,000,000 or more	100%	97	89%	66
500,000-999,999	98	23	90	26
250,000-499,999	98	16	93	20
100,000-249,999	87	10	89	11
50,000-99,999	84	4	88	5
25,000-49,999	69	3	76	3
10,000-24,999	69	2	68	3
Under 10,000	41	2	44	2

*Excludes agencies without separations or new hires.

Table 8. Types of officer separations in sheriffs' offices, by size of population served, 2003

Population served	Officer separations during the 12-month period ending June 30, 2003											
	Total		Resignations		Non-medical retirements		Dismissals		Medical/disability retirements		Probationary rejections	
	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent
All sizes	13,538	100%	7,905	58%	2,719	20%	1,210	9%	703	5%	368	3%
1,000,000 or more	2,778	100%	1,235	44%	740	27%	144	5%	270	10%	40	1%
500,000-999,999	1,460	100	717	49	502	34	75	5	76	5	56	4
250,000-499,999	1,887	100	1,081	57	443	24	141	8	107	6	69	4
100,000-249,999	2,814	100	1,738	62	479	17	340	12	110	4	80	3
50,000-99,999	1,393	100	851	61	246	18	121	9	82	6	60	4
25,000-49,999	1,417	100	949	67	182	13	152	11	48	3	39	3
10,000-24,999	1,340	100	995	74	111	8	174	13	10	1	10	1
Under 10,000	451	100	339	75	15	3	63	14	0	0	15	3

Note: Detail does not add to total because table excludes "Other separations" category.

Table 9. Types of new officer hires in sheriffs' offices, by size of population served, 2003

Population served	New officer hires during the 12-month period ending June 30, 2003							
	Total hires		Entry-level		Lateral transfers		Other types	
	Number	Percent	Number	Percent	Number	Percent	Number	Percent
All sizes	13,858	100%	11,277	81%	2,180	16%	401	3%
1,000,000 or more	1,675	100%	1,262	75%	207	12%	207	12%
500,000-999,999	1,540	100	1,257	82	229	15	54	4
250,000-499,999	2,221	100	1,971	89	203	9	48	2
100,000-249,999	3,091	100	2,541	82	521	17	29	1
50,000-99,999	1,609	100	1,235	77	365	23	10	1
25,000-49,999	1,686	100	1,312	78	335	20	39	2
10,000-24,999	1,497	100	1,255	84	233	16	10	1
Under 10,000	538	100	446	83	87	16	5	1

Note: Detail may not add to total because of rounding.

Overall, sheriffs' offices hired an estimated 13,858 new full-time sworn officers during the 12-month period ending June 30, 2003 (table 9). The total included 11,277 entry-level hires (81%), 2,180 lateral transfers (16%), and 401 other new hires (3%).

The largest number of new hires (3,091 officers, or 22% of all new hires) was among sheriffs' offices serving populations of 100,000 to 249,999, followed by those serving 250,000 to 499,999 residents (2,221 officers, or about 16% of all new hires). Sheriffs' offices serving the smallest jurisdictions had the fewest new hires (538 officers, or 4% of all new hires).

Six percent of sheriffs' offices experienced separations without any new hires during the 12-month period. These agencies had an estimated 538 separations. Eight percent of sheriffs' offices experienced new hires without any separations. These agencies had an estimated 533 new hires.

Net personnel change, 2002-2003

The 13,858 new hires by sheriffs' offices during the year ending June 30, 2003 and the 13,538 separations over the same period represent an estimated net increase overall (excluding lateral transfers) of 320 full-time officers.

Overall, agencies serving 1 million or more residents experienced a net loss of 1,102 officers, the only decrease in any population category (figure 2).

The largest increase in number of officers was in jurisdictions serving populations of 250,000 to 499,999 residents, where 334 more officers were serving in June 2003 compared to a year earlier. The next largest increases were in jurisdictions with 100,000 to 249,999 residents (277 more officers) or 25,000 to 49,999 residents (269 more officers).

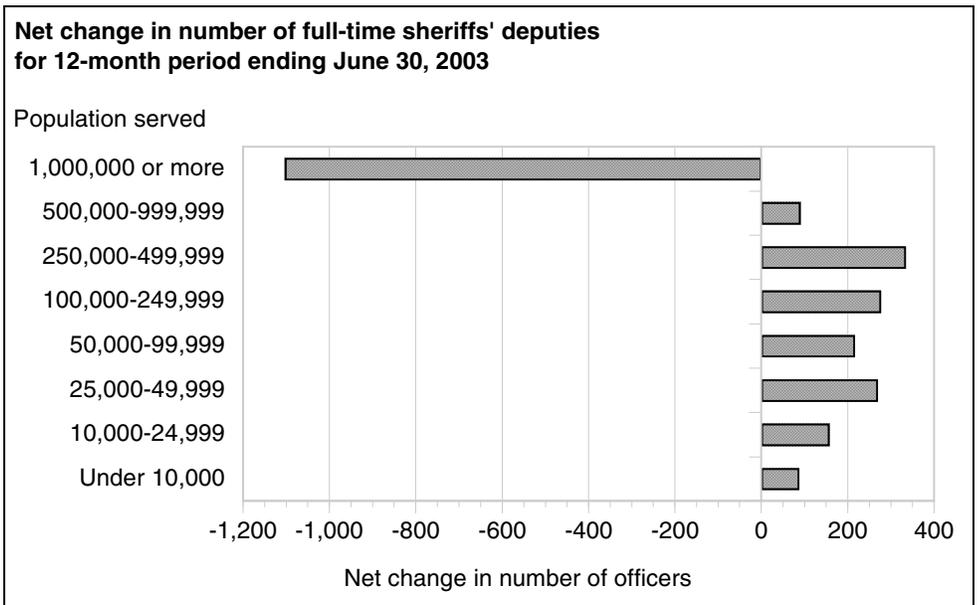


Figure 2

Military reservists called to active duty

During the 12-month period ending June 30, 2003, 31% of sheriffs' offices had full-time sworn personnel who were called up as full-time military reservists and were, therefore, no longer available for law enforcement duties (table 10). All offices serving 1 million or more residents had call-ups, as did about 9 in 10 offices serving 250,000 to 999,999 residents. Eight percent of those serving fewer than 10,000 residents had call-ups.

Overall, about 2,800 officers were called-up for reserve military service. About half of them came from sheriffs' offices serving 250,000 or more residents. The average number of officers called up was 3, ranging from 1 officer among sheriffs' offices serving fewer than 25,000 residents to 20 officers among those serving a population of 1 million or more.

Reserve or auxiliary officers

Some sheriffs' offices partly offset officer shortages through the use of supplemental personnel, such as sworn reserve or auxiliary officers. As of June 30, 2003, 44% of sheriffs' offices were using part-time sworn reserve or auxiliary officers, with an average of 16 officers each (table 11). Overall, sheriffs' offices employed 20,844 such officers. Thirteen percent of sheriffs' offices were using full-time sworn reserve or auxiliary officers, with a total of 5,209 nationwide. The average number of sworn auxiliary officers was 13.

Thirteen percent of sheriffs' offices were using part-time nonsworn reserve or auxiliary officers (table 12), with a total of nearly 11,000 used nationwide. An estimated 2% of all offices were using full-time nonsworn reserve or auxiliary officers, with an overall total of about 1,100.

Table 10. Full-time sworn personnel in sheriffs' offices called-up as full-time military reservists, by size of population served, 2003

Population served	Full-time reserve call-ups during the 12-month period ending June 30, 2003		
	Percent having any reservists called-up	Total number of call-ups	Average number of call-ups*
All sizes	31%	2,777	3
1,000,000 or more	100%	563	20
500,000-999,999	93	465	8
250,000-499,999	86	397	4
100,000-249,999	65	550	3
50,000-99,999	46	288	2
25,000-49,999	26	278	2
10,000-24,999	18	182	1
Under 10,000	8	53	1

*Excludes agencies without call-ups.

Note: Detail may not add to total because of rounding.

Table 11. Use of sworn reserve or auxiliary officers in sheriffs' offices, by size of population served, 2003

Population served	Full-time sworn			Part-time sworn		
	Percent of agencies using	Total number	Average number*	Percent of agencies using	Total number	Average number*
All sizes	13%	5,209	13	44%	20,844	16
1,000,000 or more	27%	335	43	58%	2,601	157
500,000-999,999	14	560	63	40	1,639	62
250,000-499,999	15	366	20	51	1,834	30
100,000-249,999	12	659	18	50	3,353	21
50,000-99,999	21	1,138	15	51	3,523	19
25,000-49,999	15	1,196	12	49	4,375	13
10,000-24,999	12	674	7	43	2,734	8
Under 10,000	8	281	6	30	785	4

*Excludes agencies not using sworn reserve or auxiliary officers.

Note: Detail may not add to total because of rounding.

Table 12. Use of nonsworn reserve or auxiliary officers in sheriffs' offices, by size of population served, 2003

Population served	Full-time nonsworn			Part-time nonsworn		
	Percent of agencies using	Number	Average*	Percent of agencies using	Number	Average*
All sizes	2%	1,058	14	13%	10,683	26
1,000,000 or more	4%	1	1	39%	4,700	425
500,000-999,999	2	111	100	14	627	71
250,000-499,999	2	75	34	11	114	9
100,000-249,999	5	356	25	25	2,326	30
50,000-99,999	2	147	21	14	692	14
25,000-49,999	1	199	21	15	1,133	11
10,000-24,999	2	97	5	10	470	6
Under 10,000	3	73	4	9	620	11

*Excludes agencies not using nonsworn reserve or auxiliary officers.

Note: Detail may not add to total because of rounding.

Table 13. Gender and race of full-time sworn personnel in sheriffs' offices, by size of population served, 2003

Population served	Percent of full-time sworn employees who were —														
	Total			White			Black/African American			Hispanic/Latino			Other*		
	Total	Male	Female	Total	Male	Female	Total	Male	Female	Total	Male	Female	Total	Male	Female
All sizes	100%	87.1%	12.9%	81.2%	72.0%	9.2%	10.0%	7.5%	2.6%	6.9%	6.0%	0.9%	1.9%	1.7%	0.2%
1,000,000 or more	100%	85.2%	14.8%	69.0%	59.6%	9.4%	11.8%	9.0%	2.7%	15.8%	13.5%	2.3%	3.5%	3.1%	0.4%
500,000-999,999	100	84.9	15.1	73.9	64.3	9.7	14.2	10.1	4.1	9.2	8.1	1.1	2.7	2.4	0.3
250,000-499,999	100	86.0	14.0	82.8	72.8	9.9	10.5	7.5	3.1	5.4	4.7	0.8	1.3	1.1	0.2
100,000-249,999	100	87.2	12.8	85.8	76.2	9.6	9.7	7.0	2.7	3.2	2.7	0.4	1.3	1.2	0.1
50,000-99,999	100	87.7	12.3	91.3	80.7	10.6	6.0	4.6	1.4	1.8	1.6	0.1	0.9	0.8	0.1
25,000-49,999	100	90.9	9.1	89.6	82.2	7.4	6.2	5.0	1.2	3.3	2.9	0.4	0.9	0.8	0.1
10,000-24,999	100	90.6	9.4	86.2	79.2	7.0	10.9	8.7	2.2	1.9	1.7	0.2	1.0	1.0	--
Under 10,000	100	95.0	5.0	93.9	89.1	4.8	2.9	2.8	0.1	2.4	2.3	0.1	0.9	0.9	0.0

Note: Detail may not add to total because of rounding.

--Less than 0.05%.

*Includes Asians, Native Hawaiians or other Pacific Islanders, American Indians, Alaska Natives, and any other race.

Gender and race of officers

Of the 174,251 full-time sworn personnel in sheriffs' offices as of June 2003, an estimated 12.9% were women (table 13). The percentage of female officers ranged from about 15% in sheriffs' offices serving 500,000 or more residents to 5% in those serving fewer than 10,000 residents.

In 2003 the estimated 22,411 female officers represented an increase of about 960, or 5%, from 2000. During this time, female representation among officers increased from 12.5% to 12.9% (figure 3), but female representation has not changed substantially since 1987, when women comprised 12.6% of all officers.

In 2003 an estimated 18.8% of full-time officers were members of a racial or ethnic minority. Minority officers comprised about a third of the total in jurisdictions with 1 million or more residents.

Blacks or African Americans accounted for 10.0% of all officers in 2003. Black employment was highest among sheriffs' offices serving a population of 500,000 to 999,999 (14.2%).

An estimated 6.9% of officers nationwide were Hispanic or Latino, with the highest representation among sheriffs'

offices serving a population of 1 million or more (15.8%).

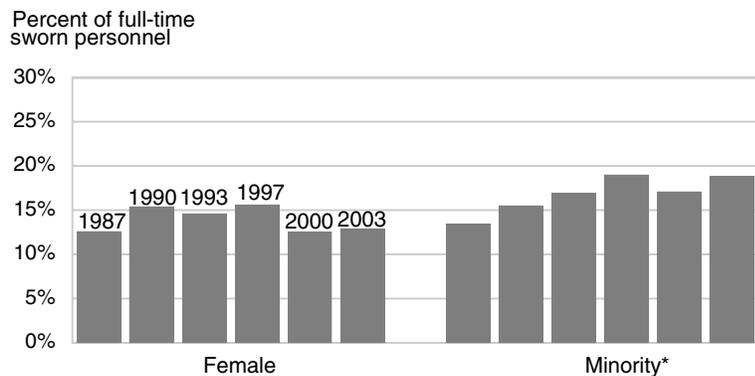
The number of officers who were members of a racial or ethnic minority in 2003 (32,726) represented an increase of about 3,400, or 12%, over 2000 levels. From 2000 to 2003 minority representation increased from 17.1% to 18.7%. In 1987, minorities comprised 13.4% of all officers.

The estimated 17,473 full-time black officers employed in 2003 was an increase of about 1,990, or 13%, compared to 2000. During this time, the percentage of officers who were black increased from 9.4% to 10.0%. In 1987, blacks comprised 8.3% of officers.

An estimated 12,007 Hispanic officers were employed by sheriffs' offices in 2003. This was about 1,960, or 20%, more than in 2000. From 2000 to 2003, the percentage of officers who were Hispanic rose from 6.1% to 6.9%. In 1987, 4.3% of officers were Hispanic.

From 2000 to 2003 representation by other minority groups such as Asians, Pacific Islanders, and American Indians increased by about 500, or 20%, to about 3,200 officers. These groups comprised 1.9% of officers in 2003 compared to 1.6% in 2000, and 0.8% in 1987.

Female and minority sworn personnel in sheriffs' offices, 1987-2003



*Includes blacks or African Americans, Hispanics or Latinos, Asians, Native Hawaiians or other Pacific Islanders, American Indians, Alaska Natives, and any other racial or ethnic minority.

Figure 3

Table 14. Interviews, tests and examinations used in selection of new deputy recruits in sheriffs' offices, by size of population served, 2003

Population served	Interviews, tests, and examinations used to select new officer recruits									
	Personal interview	Medical exam	Drug test	Psychological evaluation	Physical agility test	Written aptitude test	Personality inventory	Polygraph exam	Voice stress analyzer	Second language ability test
All sizes	99%	76%	68%	50%	38%	37%	21%	21%	4%	--%
1,000,000 or more	96%	92%	85%	85%	81%	73%	50%	62%	19%	4%
500,000-999,999	98	97	97	95	62	71	44	52	5	3
250,000-499,999	97	91	91	89	59	59	33	55	8	1
100,000-249,999	98	87	78	68	53	59	37	39	9	1
50,000-99,999	100	83	70	61	40	50	20	33	9	0
25,000-49,999	99	76	69	41	34	32	23	17	4	0
10,000-24,999	98	75	64	43	34	32	16	15	1	0
Under 10,000	99	61	55	38	31	23	11	7	1	1

Note: List of selection methods is not intended to be exhaustive.
 --Less than 0.5%

Screening of officer applicants

Sheriffs' offices employed a variety of screening methods when hiring new officers. Nearly all used personal interviews (99%), and a majority used medical exams (76%) and drug tests (68%) (table 14). Among sheriffs' offices serving 100,000 or more residents, a majority used psychological evaluations, physical agility tests, and written aptitude tests. More than half of sheriffs' offices serving 250,000 or more residents used polygraph exams.

In addition to interviews, tests, and examinations, nearly all sheriffs' offices screened recruits through criminal record checks (99%), background investigations (96%), and driving record checks (94%) (table 15). Nearly half conducted credit record checks (48%), including a majority of those serving 50,000 or more residents.

Nearly all officers were employed by a sheriff's office that used criminal record checks (99%), personal interviews (98%), background investigations (98%), and driving record checks (95%) (figure 4). More than 4 in 5 officers were employed by an office that used medical exams (87%), and drug tests (85%). More than two-thirds were employed by one using psychological evaluations (72%) and credit checks (69%). More than half of officers worked in sheriffs' offices using written aptitude tests (58%) and physical agility tests (54%).

Table 15. Background checks used in selection of new deputy recruits in sheriffs' offices, by size of population served, 2003

Population served	Background checks used to select new officer recruits				
	Criminal record check	Background investigation	Driving record check	Credit history check	Volunteer service check
All sizes	99%	96%	94%	48%	8%
1,000,000 or more	96%	96%	96%	85%	12%
500,000-999,999	98	100	97	76	8
250,000-499,999	100	97	96	84	10
100,000-249,999	100	99	92	62	4
50,000-99,999	99	100	97	63	7
25,000-49,999	99	96	94	46	9
10,000-24,999	99	95	93	39	8
Under 10,000	98	93	94	33	8

Note: List of selection methods is not intended to be exhaustive.

Sworn personnel employed by sheriffs' offices using various recruit screening methods, 2003

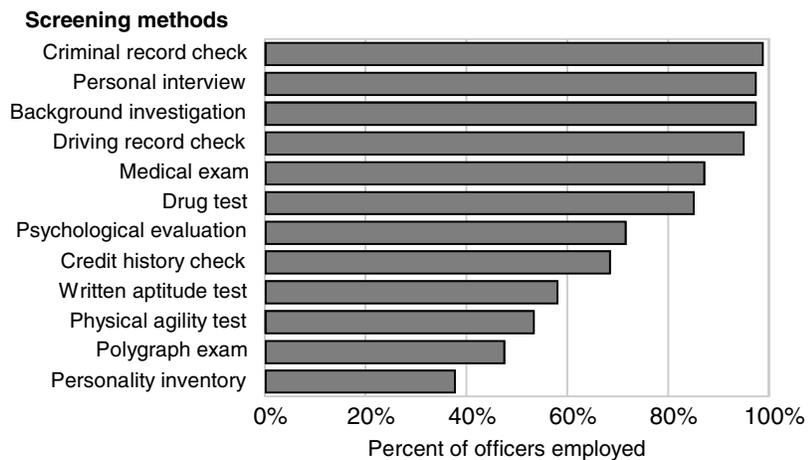


Figure 4

Table 16. Minimum educational requirement for new deputies in sheriffs' offices, by size of population served, 2003

Population served	Total with requirement	Percent of agencies requiring a minimum of —			
		High school diploma	Some college*	2-year college degree	4-year college degree
All sizes	99%	89%	4%	5%	--%
1,000,000 or more	100%	85%	4%	12%	0%
500,000-999,999	98	74	7	10	7
250,000-499,999	99	91	4	3	2
100,000-249,999	98	88	10	1	0
50,000-99,999	100	86	12	2	0
25,000-49,999	99	89	4	6	0
10,000-24,999	98	89	2	7	0
Under 10,000	98	93	0	5	0

Note: Detail may not add to total because of rounding.
*Non-degree requirements.
--Less than 0.5%

Training requirements for new deputy recruits in sheriffs' offices, 2000 and 2003

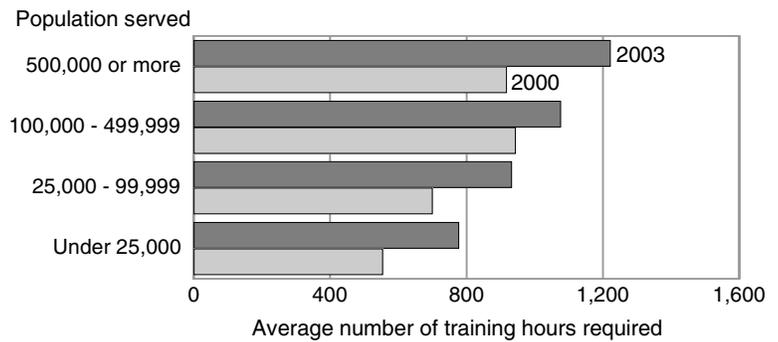


Figure 5

Education and training requirements

Nearly all (99%) sheriffs' offices had an education requirement for new officer recruits (table 16). Eleven percent of sheriffs' offices had some type of college requirement, with 5% requiring a 2-year degree.

In 2003 the percentage of officers employed by a sheriffs' office with some type of college requirement for new officers (11%) was slightly less than in 2000 (13%), but nearly 3 times as high as in 1990 (4%).

In the largest jurisdictions new deputy recruits were required to complete more than 1,200 hours of training on average, compared to about 800 hours in the smallest (table 17). Overall, about three-fourths of the training hours required for new recruits were State mandated, with the remainder an agency requirement. For greater detail on basic law enforcement training, see *State and Local Law Enforcement Training Academies, 2002*.

From 2000 to 2003 there were increases in training requirements for new deputy recruits in all population categories (figure 5). In jurisdictions with 500,000 or more residents, the combined field and academy training requirement rose from 918 hours to

Table 17. Training requirements for new deputy recruits in sheriffs' offices, by size of population served, 2003

Population served	Average number of hours required					
	Total	Academy		Total	Field	
		State-mandated	Other required		State-mandated	Other required
All sizes	576	547	29	323	136	187
1,000,000 or more	804	692	112	484	233	251
500,000-999,999	688	570	118	506	246	260
250,000-499,999	673	622	51	415	171	244
100,000-249,999	612	581	31	460	177	283
50,000-99,999	569	556	13	340	141	199
25,000-49,999	570	536	34	376	148	228
10,000-24,999	541	518	23	245	117	128
Under 10,000	571	551	20	190	82	108

Note: Average number of training hours excludes sheriffs' offices not requiring training.

1,223 hours; with 100,000 to 499,999 residents, from 944 to 1,077; with 25,000 to 99,999 residents, from 700 to 933; and with fewer than 25,000 residents, from 555 to 778 hours.

The average annual in-service training requirement for non-probationary officers was 49 hours, including 28 State-mandated hours (table 18).

Table 18. Annual in-service training requirements for non-probationary deputies in sheriffs' offices by size of population served, 2003

Population served	Average number of hours required	
	State-mandated	Other
All sizes	28	21
1,000,000 or more	15	14
500,000-999,999	21	20
250,000-499,999	21	21
100,000-249,999	22	19
50,000-99,999	20	18
25,000-49,999	19	22
10,000-24,999	29	18
Under 10,000	46	26

Overall, 9% of sheriffs' offices operated a training academy; however, a majority of those serving a population of 500,000 or more did so. Nationwide, 39% of all officers were employed by a department that operated an academy.

Population served	Percent with training academy
All sizes	9%
1,000,000 or more	77%
500,000-999,999	51
250,000-499,999	26
100,000-249,999	16
50,000-99,999	14
25,000-49,999	9
10,000-24,999	3
Under 2,500	2

Budget and pay

Operating budgets

The total operating budget of sheriffs' offices during fiscal 2003 was about \$22.3 billion (table 19). This was 18% more than in 2000 after adjusting for inflation. (These figures do not include budgets for capital expenditures such as equipment purchases or construction projects.) Sheriffs' offices accounted for 30% of the \$73.6 billion in total operating budgets for general purpose State and local law enforcement agencies.

	Operating expenditures of general purpose law enforcement agencies in 2003 dollars (in billions)	
	2003	2000

Total	\$73.6	\$65.3
Local police	\$43.3	\$39.2
Sheriff	22.3	18.9
State police	8.0	7.2

Nationwide, operating budgets were about \$7.3 million per sheriffs' office for fiscal 2003, ranging from about \$226 million for those serving a population of 1 million or more, to \$518,000 among those serving fewer than 10,000 residents.

The overall operating cost per resident was \$82, with sheriffs' offices in jurisdictions with a population of 1 million or more costing the most to operate, \$102 per resident, followed by those serving populations of under 10,000, \$98 per resident. Sheriffs' offices serving a population of 25,000 to 49,999 had the lowest per resident cost — about \$65.

Nationwide, sheriffs' offices cost an estimated \$124,400 per sworn officer to operate for fiscal 2003. Those serving a population of 1 million or more (\$161,600 per officer) cost about twice as much to operate as those serving fewer than 10,000 residents (\$80,300).

Annual per officer operating costs of sheriffs' offices, 2000 and 2003

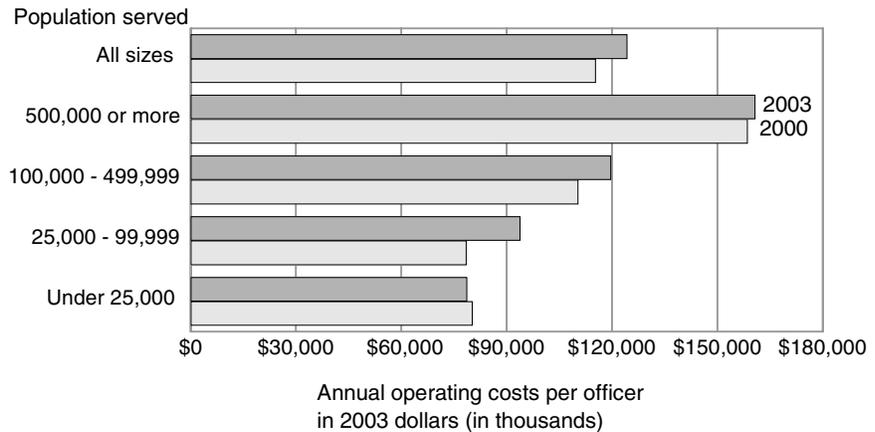


Figure 6

When both sworn and nonsworn personnel are included, sheriffs' offices cost \$65,100 per employee to operate for the year. Operating costs ranged from about \$86,000 per employee in jurisdictions with 1 million or more residents to about \$43,000 per employee in those with fewer than 10,000 residents.

After controlling for inflation per officer operating costs for 2003 were \$9,000, or 8%, higher than in 2000 (figure 6). The largest increase, from \$78,600 to \$93,900, was recorded in jurisdictions with 25,000 to 99,999 residents. There was a slight decrease, from \$80,300 to \$78,700, in jurisdictions with fewer than 25,000 residents.

Table 19. Operating budget of sheriffs' offices, by size of population served, 2003

Population served	Operating budget, 2003				
	Total	Per agency	Per sworn officer	Per employee	Per resident
All sizes	\$22,264,831,000	\$7,274,000	\$124,400	\$65,100	\$82
1,000,000 or more	\$6,558,583,000	\$226,158,000	\$161,600	\$85,800	\$102
500,000-999,999	3,667,312,000	55,565,000	159,200	72,800	79
250,000-499,999	3,146,221,000	26,002,000	132,700	67,500	74
100,000-249,999	3,712,413,000	11,785,000	110,600	59,500	78
50,000-99,999	2,111,686,000	5,707,000	100,400	54,200	78
25,000-49,999	1,636,483,000	2,393,000	86,600	46,500	65
10,000-24,999	1,097,863,000	1,321,000	78,300	45,000	78
Under 10,000	334,270,000	518,000	80,300	43,100	98

Note: Figures are for the fiscal year ending June 30, 2003, or the most recent fiscal year completed prior to that date. Figures do not include capital expenditures such as equipment purchases or construction costs. Computation of per officer and per employee averages include both full-time and part-time employees, with a weight of .5 assigned to part-time employees. Total and per agency figures are rounded to the nearest \$1,000; per officer and per employee figures, to the nearest \$100.

Salaries

The overall average base starting salary for sheriffs was \$54,500 in 2003 (table 20). Average starting salaries for sheriffs ranged from \$119,300 in jurisdictions with 1 million or more residents to \$37,000 in those with a population under 10,000.

Average minimum starting salaries for first-line supervisors (sergeant or equivalent) ranged from \$56,200 in the largest jurisdictions to \$28,000 in the smallest. When size of agency is considered, the average minimum starting salary earned by sergeants was about \$43,700.

By agency the average base starting salary offered to entry-level deputies in 2003 was \$26,300. Starting salaries ranged from \$23,300 in jurisdictions with fewer than 10,000 residents to \$38,800 in those with a population of 1 million or more. When size of agency is factored in, it is estimated that new entry-level deputies started at an average salary of about \$32,600 during 2003. This was 14% more than in 2000; and a 6% increase after adjusting for inflation.

By population category inflation-adjusted salaries increased the most in jurisdictions with 500,000 or more residents, from \$31,849 to \$36,161, or 14% (figure 7). In jurisdictions with 100,000 to 499,999 residents, salaries rose 12%, from \$27,215 to \$30,586; in those with 25,000 to 99,999 residents, they rose 11%, from \$24,103 to \$26,686; and in those with fewer than 25,000 residents, they were up 10%, from \$22,028 to \$24,220.

Table 20. Average base annual salary for selected positions in sheriffs' offices, by size of population served, 2003

Population served	Average base annual salary, 2003					
	Entry-level deputy		Sergeant or equivalent		Sheriff	
	Minimum	Maximum	Minimum	Maximum	Minimum	Maximum
All sizes	\$26,300	\$32,200	\$32,800	\$38,500	\$54,500	\$59,800
1,000,000 or more	\$38,800	\$54,500	\$56,200	\$70,000	\$119,300	\$135,100
500,000-999,999	35,000	51,200	51,000	62,900	96,700	111,000
250,000-499,999	32,000	44,400	43,700	55,500	84,200	96,700
100,000-249,999	30,000	39,800	39,600	50,200	71,600	81,200
50,000-99,999	28,400	36,100	35,100	43,700	62,000	68,500
25,000-49,999	25,800	30,700	31,400	36,000	53,500	57,800
10,000-24,999	24,900	29,400	30,200	34,200	49,300	52,800
Under 10,000	23,300	26,200	28,000	30,900	37,000	40,000

Note: Salary figures have been rounded to the nearest \$100. Computation of average salary excludes sheriffs' offices with no full-time employee in that position.

Average base starting salary for entry-level deputies in sheriffs' offices, 2000 and 2003

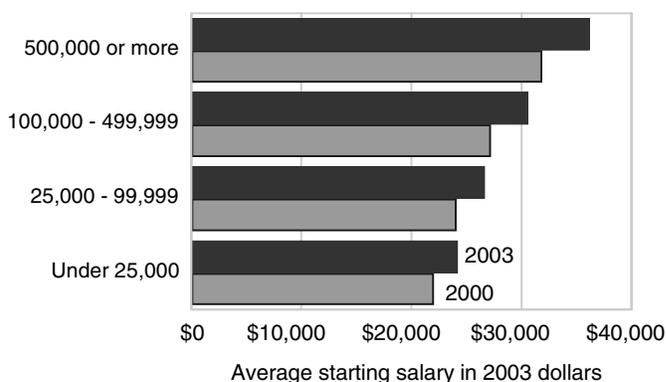


Figure 7

Special pay

Nationwide, 23% of sheriffs' offices, employing 50% of all officers, offered tuition reimbursement to officers (table 21). This included a majority of sheriffs' offices serving 250,000 or more residents.

An estimated 20% of sheriffs' offices offered education incentive pay to qualifying officers. About half (49%) of all officers worked for a department that offered this type of pay.

Twenty-three percent of sheriffs' offices, employing 34% of all officers, offered shift differential pay to full-time officers. This included a majority of the sheriffs' offices serving a population of 500,000 or more.

Twenty-one percent of sheriffs' offices, employing 39% of all officers, offered merit pay to qualifying sworn personnel.

Table 21. Sheriffs' offices authorizing special pay for full-time sworn personnel, by size of population served 2003

Population served	Percent of agencies authorizing pay for —							
	Tuition reimbursement	Shift differential	Merit	Education incentive	Military service	Special skills	Hazardous duty	Bilingual ability
All sizes	23%	23%	21%	20%	13%	11%	10%	3%
1,000,000 or more	69%	62%	46%	65%	46%	31%	62%	39%
500,000-999,999	65	53	39	49	50	29	38	26
250,000-499,999	68	47	48	52	35	26	20	11
100,000-249,999	46	37	42	37	24	19	18	9
50,000-99,999	25	31	28	30	16	13	18	4
25,000-49,999	22	19	17	17	10	11	7	1
10,000-24,999	9	15	15	11	5	9	8	1
Under 10,000	14	16	9	11	8	4	3	1

Eleven percent of sheriffs' offices offered special skills pay, including about 3 in 10 sheriffs' offices serving 250,000 or more residents. Overall, 26% of officers worked in a department that offered special skills pay.

Thirteen percent of sheriffs' offices authorized special pay for military service. These departments employed 32% of officers.

Hazardous duty pay was available in 10% of all sheriffs' offices, employing 32% of all officers.

Three percent of sheriffs' offices offered special pay for officers with bilingual ability. Twenty-one percent of officers worked for sheriffs' offices authorizing this type of special pay.

Unions and collective bargaining

Nationwide, 28% of sheriffs' offices, employing nearly half (47%) of all officers, authorized collective bargaining for sworn personnel (table 22). This group included a majority of the sheriffs' offices serving a population of 250,000 or more.

Overall, 24% of sheriffs' offices, employing 44% of all nonsworn personnel, authorized collective bargaining for nonsworn employees. A majority of sheriffs' offices serving a population of 500,000 or more authorized collective bargaining for nonsworn employees.

The average starting salary for entry-level deputies was about \$6,900 higher in sheriffs' offices that authorized collective bargaining than in those that did not authorize it. Sheriffs' offices with collective bargaining for officers had higher average entry-level salaries in all population categories (figure 8). In jurisdictions with fewer than 100,000 residents the difference was about \$5,900, 100,000 to 499,999 residents, \$4,700; and 500,000 or more residents, \$5,600.

Table 22. Collective bargaining authorized by sheriffs' offices, by size of population served, 2003

Population served	Percent of agencies authorizing collective bargaining for —	
	Sworn employees	Civilian employees
All sizes	28%	24%
1,000,000 or more	77%	65%
500,000-999,999	65	55
250,000-499,999	52	47
100,000-249,999	42	37
50,000-99,999	39	37
25,000-49,999	29	24
10,000-24,999	22	17
Under 10,000	12	10

Starting salaries for entry-level deputies in sheriffs' offices authorizing and not authorizing collective bargaining, 2003

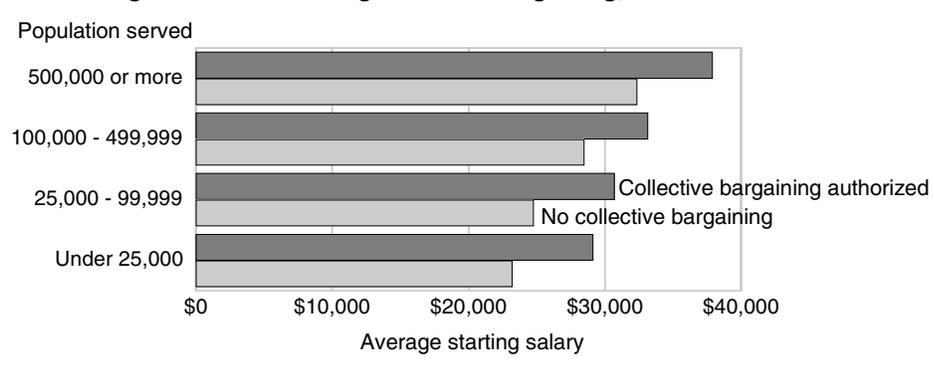


Figure 8

Operations

Facilities

As of June 30, 2003, 24% of sheriffs' offices operated district, precinct, or division stations that were separate from headquarters (table 23). About 2,000 such stations were operated by sheriffs' offices nationwide.

An estimated 23% of sheriffs' offices operated fixed neighborhood or community substations, including 81% of those serving a population of 1 million or more. Three percent of sheriffs' offices operated mobile substations, including 15% of those serving 1 million or more residents. Nationwide, sheriffs' offices operated an estimated 1,926 fixed substations, and 105 mobile substations.

Patrol and response

Sheriffs' offices used a variety of patrol types to supplement routine automobile patrol services (table 24). An estimated 11% of them, employing 45% of all officers, used motorcycle patrol on a routine basis during 2003. This included a majority of those serving 500,000 or more residents.

About a fifth (21%) of sheriffs' offices, employing 46% of all officers, used marine patrols on a routine basis

Table 23. Average number of district/precinct stations, and neighborhood substations of sheriffs' offices, by size of population served, 2003

Population served	District, precinct, or division stations		Fixed neighborhood substations		Mobile neighborhood substations	
	Percent operating	Average number*	Percent operating	Average number*	Percent operating	Average number*
All sizes	24%	3	23%	3	3%	1
1,000,000 or more	89%	11	81%	10	15%	1
500,000-999,999	75	4	47	5	12	2
250,000-499,999	67	3	41	4	6	2
100,000-249,999	37	3	50	3	6	1
50,000-99,999	39	2	37	2	3	1
25,000-49,999	22	2	21	2	4	1
10,000-24,999	15	2	15	2	1	1
Under 10,000	7	1	5	2	1	1

*Excludes agencies not operating that type of station.

during 2003. This included more than half of those serving a population of 1 million or more residents.

Overall, 5% of sheriffs' offices routinely scheduled horse patrol units. About a third of sheriffs' offices serving 1 million or more residents used horse patrols on a regular basis.

Twenty-five percent of sheriffs' offices, employing 38% of all officers, used foot patrol on a routine basis. This included more than half of those serving a population of 1 million or more.

An estimated 10% of sheriffs' offices, employing 39% of all officers, used routine bicycle patrol units. Nearly two-thirds of those serving 1 million or more residents had routine bike

patrols, as did more than a third of those serving 250,000 to 999,999 residents.

The percentage of sheriffs' offices using routine foot or bicycle patrol in 2003 was higher in all population categories than in 1997 (figure 9). When compared with 2000 the use of foot or bicycle patrol in 2003 was higher in jurisdictions with 500,000 or more residents, (59% versus 51%) or fewer than 25,000 residents (29% versus 24%). In jurisdictions with 100,000 to 499,999 residents, it declined from 47% of agencies to 35%, and in jurisdictions with 25,000 to 99,999 residents, it declined from 28% to 26%.

Table 24. Types of routine patrol other than automobile used by sheriffs' offices, by size of population served, 2003

Population served	Percent of agencies using each type of patrol on a routine basis				
	Foot	Marine	Motor-cycle	Bicycle	Horse
All sizes	25%	21%	11%	10%	5%
1,000,000 or more	56%	56%	72%	64%	32%
500,000-999,999	34	41	54	40	20
250,000-499,999	27	45	36	33	15
100,000-249,999	21	36	23	21	14
50,000-99,999	24	34	16	16	6
25,000-49,999	21	18	7	6	1
10,000-24,999	25	15	6	4	3
Under 10,000	29	9	2	3	2

Sheriffs' offices using foot or bicycle patrol, by size of population served, 1997-2003

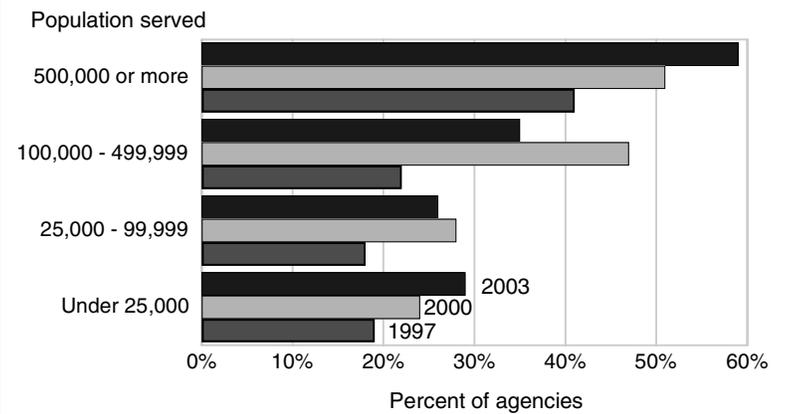


Figure 9

Table 25. Dispatch functions of sheriffs' offices, by size of population served, 2003

Population served	Percent of agencies dispatching calls for –	
	Police services	Fire services
All sizes	67%	49%
1,000,000 or more	89%	31%
500,000-999,999	61	22
250,000-499,999	56	21
100,000-249,999	51	29
50,000-99,999	66	43
25,000-49,999	65	47
10,000-24,999	71	56
Under 10,000	74	65

An estimated 67% of sheriffs' offices had responsibility for dispatching calls for service (table 25). This included at least half of the sheriffs' offices in each population category.

Nearly half (49%) of sheriffs' offices dispatched calls for fire services. Fire dispatch responsibilities were most common among sheriffs' offices serving under 25,000 residents, where more than half performed this function.

About one fifth of sheriffs' offices had sworn personnel serving as communications technicians such as call-takers and dispatchers (table 26). Among sheriffs' offices having sworn communications technicians, the average number of such personnel was 6, ranging from 4 in the smallest sheriffs' offices to more than 40 in those serving 1 million or more residents. Overall, sheriffs' offices had an estimated 3,754 full-time sworn personnel serving in this capacity.

Table 26. Full-time sworn personnel in sheriffs' offices serving as communications technicians, by size of population served, 2003

Population served	Percent of agencies using	Number of officers	
		Total	Average*
All sizes	20%	3,754	6
1,000,000 or more	31%	380	43
500,000-999,999	8	41	7
250,000-499,999	18	254	12
100,000-249,999	15	497	10
50,000-99,999	23	424	5
25,000-49,999	20	691	5
10,000-24,999	22	968	5
Under 10,000	20	499	4

*Excludes agencies not employing technicians.

9-1-1 emergency telephone system

In 2003, 94% of sheriffs' offices participated in a 9-1-1 emergency telephone system (table 27). At least 85% of the sheriffs' offices in each population category were 9-1-1 participants.

Seventy-one percent of sheriffs' offices had an enhanced 9-1-1 system, capable of automatically displaying information such as a caller's phone number, address, and special needs. This included about four-fifths of those serving a population of 25,000 or more. About half of sheriffs' offices in jurisdictions with fewer than 10,000 residents had enhanced 9-1-1.

Table 27. Participation in a 9-1-1 emergency telephone system by sheriffs' offices, by size of population served, 2003

Population served	Percent of agencies participating in a 9-1-1 phone system		
	Total	Enhanced	Basic
All sizes	94%	71%	23%
1,000,000 or more	94%	77%	12%
500,000-999,999	85	78	7
250,000-499,999	92	85	7
100,000-249,999	93	81	12
50,000-99,999	96	82	14
25,000-49,999	95	79	16
10,000-24,999	95	67	28
Under 10,000	92	52	40

Note: Participating agencies are those whose units can be dispatched as result of a call to 9-1-1. Detail may not add to total because of rounding.

Among the enhanced 9-1-1 systems in use during 2003, 65% had the ability to display the phone number of wireless callers, and 17% could display the location of wireless callers.

In 2003, 93% of all officers worked for a sheriff's office with 9-1-1, compared to 53% in 1987 (figure 10). Eighty-three percent of officers were employed by an office with enhanced 9-1-1 in 2003, compared to 23% in 1987.

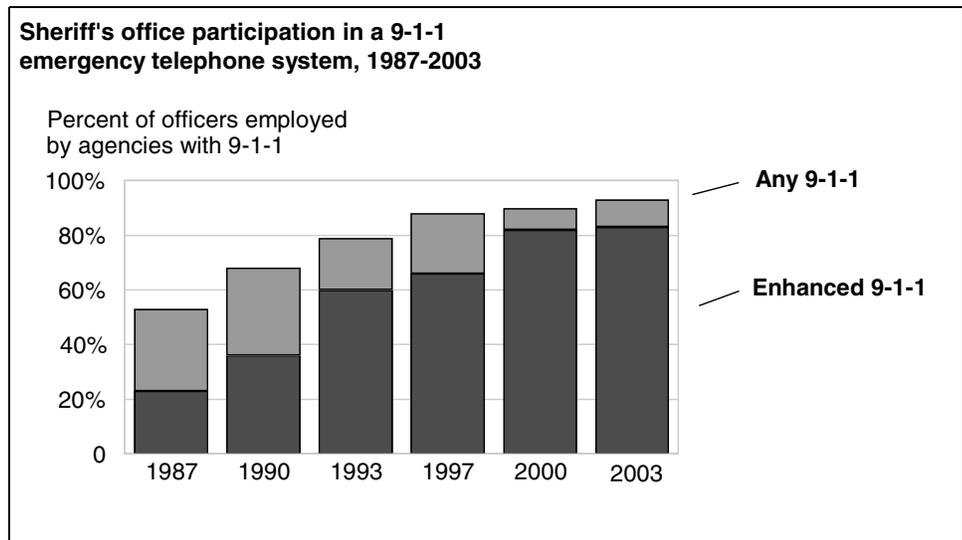


Figure 10

Crime investigation

Overall, 92% of sheriffs' offices had investigative responsibility for at least some types of crimes during the 12-month period ending June 30, 2003. Eighty-two percent of sheriffs' offices, employing 89% of all officers, handled homicide investigations (table 28).

Seventy-three percent of sheriffs' offices, employing 72% of all officers, conducted arson investigations. This included 78% of the sheriffs' offices serving 25,000 to 99,999 residents.

Half of all sheriffs' offices, employing 73% of all officers, conducted cyber-crime investigations, including 9 in 10 offices serving a population of 1 million or more residents.

Drug enforcement activities

Nine in 10 sheriffs' offices regularly performed drug enforcement functions (table 29). Sheriffs' offices with drug enforcement responsibilities employed 90% of all local police officers.

Thirty-six percent of sheriffs' offices operated a special unit for drug enforcement with one or more officers assigned full-time (table 30). A majority of sheriffs' offices serving a population of 250,000 or more residents had a full-time drug enforcement unit. There were an estimated 4,031 officers assigned full time to drug enforcement units nationwide. The average number of officers assigned ranged from 27 in jurisdictions with 1 million or more residents to 2 in those with fewer than 50,000 residents.

Table 28. Sheriffs' offices with primary investigative responsibility for selected crimes, by size of population served, 2003

Population served	Percent of agencies investigating —		
	Homicide	Arson	Cybercrime
All sizes	82%	73%	50%
1,000,000 or more	89%	50%	89%
500,000-999,999	75	52	61
250,000-499,999	65	60	57
100,000-249,999	81	73	66
50,000-99,999	86	78	64
25,000-49,999	89	78	52
10,000-24,999	87	74	49
Under 10,000	69	67	29

Table 29. Drug enforcement in sheriffs' offices, by size of population served, 2003

Population served	Percent of agencies regularly performing drug enforcement functions
All sizes	90%
1,000,000 or more	89%
500,000-999,999	78
250,000-499,999	70
100,000-249,999	81
50,000-99,999	87
25,000-49,999	94
10,000-24,999	94
Under 10,000	91

Table 30. Special units for drug enforcement in sheriffs' offices, by size of population served, 2003

Population served	Full-time unit for drug enforcement		
	Percent of agencies	Number of full-time officers	
		Total	Average*
All sizes	36%	4,031	4
1,000,000 or more	77%	594	27
500,000-999,999	55	474	13
250,000-499,999	51	578	9
100,000-249,999	42	650	5
50,000-99,999	47	522	3
25,000-49,999	42	582	2
10,000-24,999	36	491	2
Under 10,000	14	141	2

*Excludes agencies not having a unit with full-time officers.

Table 31. Participation by sheriffs' offices in multi-agency drug enforcement task forces, by size of population served, 2003

Population served	Multi-agency drug enforcement task force		
	Percent of agencies participating	Number of officers assigned full time	
		Total	Average*
All sizes	47%	3,477	2
1,000,000 or more	89%	229	9
500,000-999,999	73	342	7
250,000-499,999	52	262	4
100,000-249,999	73	653	3
50,000-99,999	68	575	2
25,000-49,999	54	678	2
10,000-24,999	41	592	2
Under 10,000	16	145	1

*Excludes agencies not having officers assigned full time.

Table 32. Drug asset forfeiture program receipts of sheriffs' offices, by size of population served, 2002

Population served	Asset forfeiture receipts during 2002		
	Percent of agencies with receipts*	Value of money, goods, and property received	
		Total	Median*
All sizes	52%	\$177,500,000	\$10,000
1,000,000 or more	83%	\$72,752,100	\$966,400
500,000-999,999	82	21,229,500	92,300
250,000-499,999	57	13,064,200	100,200
100,000-249,999	68	35,860,300	44,600
50,000-99,999	65	8,362,800	21,500
25,000-49,999	60	9,333,000	10,000
10,000-24,999	48	12,114,200	7,200
Under 10,000	26	4,783,800	5,000

*Excludes agencies not having drug asset forfeiture receipts.

Drug task force participation

In 2003 an estimated 47% of sheriffs' offices had one or more officers assigned full time to a multi-agency drug enforcement task force (table 31), including 89% of sheriffs' offices serving 1 million or more residents. About 71% of all officers worked for a department that assigned officers to a drug task force.

Nationwide, an estimated 3,477 officers were assigned full time to a drug task force. The average number assigned full time ranged from 9 in sheriffs' offices serving a population of 1 million or more to 1 in those serving fewer than 10,000 residents.

Drug asset forfeiture receipts

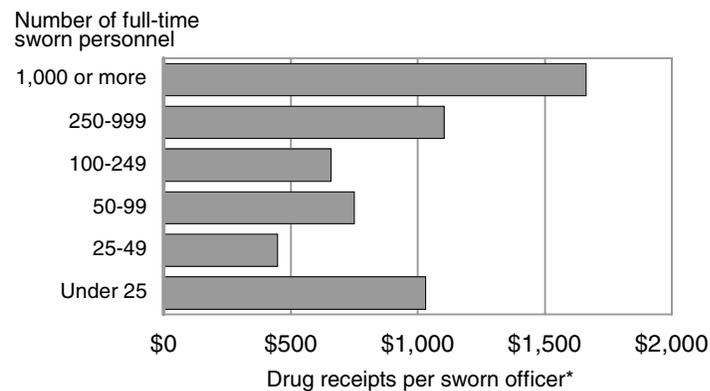
Fifty-two percent of all sheriffs' offices received money, property, or goods from a drug asset forfeiture program during 2002 (table 32). These sheriffs' offices employed 76% of all sworn personnel. More than 8 in 10 of the sheriffs' offices serving populations of 500,000 or more had drug asset forfeiture receipts.

During 2002 the overall median amount received from drug asset forfeiture programs by sheriffs' offices was \$10,000. By population category, the median amount received ranged from about \$1 million among sheriffs' offices serving a population of 1 million or

more to \$5,000 among those serving fewer than 10,000 residents.

Overall, sheriffs' offices received an estimated \$178 million in money, goods, and property from drug asset forfeitures during 2002. Including both sheriffs' offices with receipts and those without, this was the equivalent of \$992 per sworn officer employed. Sheriffs' offices with 1,000 or more officers received the most — nearly \$1,700 per officer (figure 11). Next highest were agencies with 250 to 999 officers which received about \$1,100 per officer and those with under 25 officers which received about \$1,000 per officer. Sheriffs' offices with 25 to 49 officers received the least — \$449 per officer.

Drug asset forfeiture receipts of sheriffs' offices, by size of agency, 2002



*Part-time officers are included with a weight of .5 assigned.

Figure 11

Court-related functions

More than 9 in 10 sheriffs' offices had responsibility for serving civil process (98%), executing arrest warrants (97%), enforcing protection orders (96%), providing court security (94%), and serving eviction notices (91%) (table 33). About three-quarters had responsibility for enforcing child support orders.

Detention-related functions

About 9 in 10 sheriffs' offices provided inmate transport services in 2003 (table 34). Seventy-six percent operated at least one jail during 2003. Eighty-six percent of all sworn personnel worked for a sheriff's office with a jail.

About a third (31%) of sheriffs' offices operated a temporary holding cell not used for overnight detention.

Twenty-three percent of sheriffs' offices operated at least one temporary holding (lockup) facility for overnight detention of adults that was separate from a jail (table 35). The median maximum holding time for these facilities was 24 hours.

The median total capacity of adult lockups ranged from 196 in jurisdictions with 500,000 to 999,999 residents to 10 in those with fewer than 10,000 residents. The estimated total adult capacity of sheriffs' lockups nationwide was about 32,600.

Six percent of sheriffs' offices had a lockup facility for juveniles, with a median maximum holding time of 8 hours. The median capacity of juvenile lockups ranged from 23 in jurisdictions with 500,000 to 999,999 residents to 1 in those with fewer than 10,000 residents. Nationwide, sheriffs' lockups for juveniles had an estimated total capacity of about 1,100.

Table 33. Court-related functions of sheriffs' offices, by size of population served, 2003

Population served	Percent of agencies —					
	Serving civil process	Executing arrest warrants	Enforcing protection orders	Providing court security	Serving eviction notices	Enforcing child support orders
All sizes	98%	97%	96%	94%	91%	76%
1,000,000 or more	85%	92%	92%	96%	73%	65%
500,000-999,999	93	93	95	93	87	76
250,000-499,999	95	97	93	92	85	80
100,000-249,999	97	97	93	93	87	83
50,000-99,999	99	98	98	92	96	77
25,000-49,999	99	99	97	94	92	74
10,000-24,999	98	98	96	98	95	82
Under 10,000	97	96	96	93	87	64

Table 34. Detention functions of sheriffs' offices, by size of population served, 2003

Population served	Percent of agencies —		
	Providing inmate transport	Operating 1 or more jails	Operating a temporary holding cell*
All sizes	89%	76%	31%
1,000,000 or more	89%	85%	69%
500,000-999,999	97	71	60
250,000-499,999	91	65	53
100,000-249,999	86	79	34
50,000-99,999	90	82	21
25,000-49,999	95	82	35
10,000-24,999	88	77	29
Under 10,000	84	65	23

*Not for overnight detention.

Table 35. Temporary holding (lockup) facilities operated by sheriffs' offices, by size of population served, 2003

Population served	Agencies operating temporary holding (lockup) facilities			
	Adult		Juvenile	
	Percent with lockup	Median total capacity	Percent with lockup	Median total capacity
All sizes	23%	16	6%	4
1,000,000 or more	31%	175	15%	7
500,000-999,999	19	196	3	23
250,000-499,999	23	27	13	10
100,000-249,999	17	24	8	4
50,000-99,999	12	30	1	15
25,000-49,999	22	12	8	4
10,000-24,999	26	20	8	2
Under 10,000	26	10	2	1

Note: Median capacity is based on total for all lockups, and excludes sheriffs' offices not operating a facility.

Special public safety functions

About three-quarters (73%) of sheriffs' offices provided crime prevention education to citizens, including more than 9 in 10 agencies serving populations of 1 million or more residents (table 36).

About a third (36%) of sheriffs' offices provided animal control services in 2003. Other special public safety functions included civil defense (20%), school crossing services (16%), emergency medical services (15%), and fire services (10%).

Traffic and vehicle-related functions

Nine in 10 sheriffs' offices in 2003 enforced traffic laws (table 37). About 7 in 10 investigated traffic accidents (74%) and performed traffic direction and control (71%). Less common was parking enforcement (36%) and commercial vehicle enforcement functions (18%), although these tasks were performed by a majority of those serving a population of 1 million or more residents.

Special operations functions

Fifty-six percent of sheriffs' offices, employing 65% of all officers, performed search and rescue operations on a regular basis during 2003 (table 38).

An estimated 43% of sheriffs' offices performed tactical operations in 2003, utilizing what are commonly known as SWAT (Special Weapons and Tactics) teams. These offices employed 75% of all officers. More than 70% of the offices in each population category of 50,000 or more performed tactical operations.

About a quarter (27%) of sheriffs' offices, employing 52% of all officers, were responsible for underwater recovery operations during 2003. This included 65% of the offices serving a population of 1 million or more.

Table 36. Special public safety functions of sheriffs' offices, by size of population served, 2003

Population served	Percent of agencies responsible for —					
	Crime prevention education	Animal control	Civil defense	School crossing services	Emergency medical services	Fire services
All sizes	73%	36%	20%	16%	15%	10%
1,000,000 or more	92%	19%	23%	19%	12%	4%
500,000-999,999	69	17	17	14	7	3
250,000-499,999	66	14	16	19	10	6
100,000-249,999	77	34	22	26	9	5
50,000-99,999	79	30	11	15	9	2
25,000-49,999	77	30	14	15	10	5
10,000-24,999	70	42	19	14	13	8
Under 10,000	69	46	34	14	29	28

Table 37. Traffic and vehicle-related functions of sheriffs' offices, by size of population served, 2003

Population served	Percent of agencies responsible for —				
	Traffic law enforcement	Accident investigation	Traffic direction/control	Parking enforcement	Commercial vehicle enforcement
All sizes	90%	74%	71%	36%	18%
1,000,000 or more	89%	81%	81%	77%	65%
500,000-999,999	80	66	75	58	36
250,000-499,999	73	61	65	41	26
100,000-249,999	84	62	65	36	18
50,000-99,999	88	67	66	38	23
25,000-49,999	92	74	72	30	14
10,000-24,999	92	77	76	33	19
Under 10,000	94	82	72	38	14

Table 38. Special operations functions of sheriffs' offices, by size of population served, 2003

Population served	Percent of agencies responsible for —			
	Search and rescue	Tactical operations (SWAT)	Underwater recovery	Bomb/explosives disposal
All sizes	56%	43%	27%	10%
1,000,000 or more	69%	77%	65%	58%
500,000-999,999	63	85	46	46
250,000-499,999	54	72	52	55
100,000-249,999	51	72	44	19
50,000-99,999	53	80	47	16
25,000-49,999	52	47	26	4
10,000-24,999	60	27	21	4
Under 10,000	57	13	6	4

Ten percent of sheriffs' offices, employing 41% of officers, had primary responsibility for bomb and explosives disposal. This included about half of the offices serving 250,000 or more residents.

Table 39. Sheriffs' offices with a formal, written community policing plan, by size of population served, 2003

Population served	Percent of agencies with a community policing plan
All sizes	10%
1,000,000 or more	54%
500,000-999,999	31
250,000-499,999	20
100,000-249,999	18
50,000-99,999	11
25,000-49,999	13
10,000-24,999	6
Under 10,000	3

Community policing

Community policing promotes and supports organizational strategies to address the causes and reduce the fear of crime and social disorder through problem-solving tactics and police-community partnerships. Balancing responses to calls for service with proactive problem solving, effective community policing requires police and citizens to join together in identifying and addressing underlying causes of crime and disorder. The implementation of a community policing plan supports and empowers front-line officers, decentralizes command, and encourages innovative problem solving. For more information see the COPS office website at <<http://www.cops.usdoj.gov>>.

In 2003, 10% of sheriffs' offices, employing 31% of all officers, had a formally written community policing plan (table 39). This included 54% of the sheriffs' offices serving a population of 1 million or more.

Among the 64% of sheriffs' offices that had an agency mission statement in 2003, just under half of them, representing 28% of all sheriffs' offices, had one that included some aspect of community policing (table 40). These offices employed 55% of all sworn personnel.

Table 40. Sheriffs' offices with a mission statement that includes community policing, by size of population served, 2003

Population served	Percent of agencies with a mission statement		
	Total	With a community policing component	No community policing component
All sizes	64%	28%	36%
1,000,000 or more	92%	69%	23%
500,000-999,999	93	56	38
250,000-499,999	94	52	42
100,000-249,999	93	45	48
50,000-99,999	75	35	39
25,000-49,999	64	31	34
10,000-24,999	57	19	39
Under 10,000	44	17	27

Community policing training

During the year ending June 30, 2003, 36% of sheriffs' offices, employing 61% of all officers, trained at least some new recruits in community policing skills such as problem-solving; Scanning, Analysis, Response, Assessment (SARA); and developing community partnerships (table 41).

Twenty-seven percent of sheriffs' offices, employing 51% of all officers, trained all new recruits in community policing. The percentage of sheriffs' offices that trained all recruits ranged from 72% among those serving 1 million or more residents to 13% among those serving fewer than 10,000 residents.

Forty-six percent of sheriffs' offices, employing 62% of officers, trained at least some in-service officers during the 1-year period. Fourteen percent of sheriffs' offices, employing 14% of all officers, trained all in-service officers in community policing.

Twelve percent of sheriffs' offices, employing 26% of nonsworn local police employees, trained at least some civilian employees in community policing during the 1-year period.

Table 41. Community policing training in sheriffs' offices, by size of population served, 2003

Population served	Percent of agencies that trained personnel for 8 or more hours in community policing		
	Total	All	Some
New officer recruits			
All sizes	36%	27%	9%
1,000,000 or more	84%	72%	12%
500,000-999,999	67	52	15
250,000-499,999	55	46	9
100,000-249,999	46	36	10
50,000-99,999	44	35	9
25,000-49,999	40	29	11
10,000-24,999	31	24	7
Under 10,000	21	13	8
In-service sworn personnel			
All sizes	46%	14%	32%
1,000,000 or more	72%	16%	56%
500,000-999,999	59	14	45
250,000-499,999	57	12	45
100,000-249,999	51	9	42
50,000-99,999	48	12	36
25,000-49,999	50	14	36
10,000-24,999	43	16	27
Under 10,000	34	13	21
Civilian personnel			
All sizes	12%	3%	9%
1,000,000 or more	36%	4%	32%
500,000-999,999	24	2	22
250,000-499,999	24	1	23
100,000-249,999	15	2	13
50,000-99,999	6	1	5
25,000-49,999	11	1	10
10,000-24,999	12	5	7
Under 10,000	9	4	5

*During 1-year period ending June 30, 2003.

Table 42. Full-time community policing officers in sheriffs' offices, by size of population served, 2003

Population served	Community policing officers		
	Percent of agencies using	Total number of officers	Average number of full-time sworn*
All sizes	51%	14,900	10
1,000,000 or more	73%	2,890	137
500,000-999,999	64	962	23
250,000-499,999	65	1,428	18
100,000-249,999	58	2,197	12
50,000-99,999	63	1,647	7
25,000-49,999	51	2,375	7
10,000-24,999	46	2,267	6
Under 10,000	42	1,134	4

*Excludes agencies that did not employ any full-time community policing officers.

Table 43. Full-time school resource officers in sheriffs' offices, by size of population served, 2003

Population served	School resource officers		
	Percent of agencies using	Total number of officers	Average number of full-time sworn*
All sizes	47%	5,554	4
1,000,000 or more	89%	351	14
500,000-999,999	71	488	10
250,000-499,999	67	748	9
100,000-249,999	66	1,306	6
50,000-99,999	54	749	4
25,000-49,999	51	898	3
10,000-24,999	45	694	2
Under 10,000	26	320	2

*Excludes agencies that did not employ any full-time school resource officers.

Community policing personnel

Overall, 51% of sheriffs' offices, employing 70% of all officers, had full-time sworn personnel serving as community policing officers (table 42). In some jurisdictions these officers are known as community relations officers, community resource officers, or some other name indicative of the community policing approach they employ. Nationwide, sheriffs' offices employed an estimated 14,900 community policing officers or their equivalent.

A majority of the sheriffs' offices serving a population of 25,000 or more had full-time community policing officers. Those serving a population of 1 million or more employed 137 such officers on average. Sheriffs' offices serving fewer than 10,000 residents employed 4 community policing officers on average.

In all population categories the percentage of sheriffs' offices using community policing officers in 2003 was greater than in 1997, but less than in 2000 (figure 12). In jurisdictions with fewer than 25,000 residents, the percentage rose from 15% in 1997 to 63% in 2000, then dropped to 44% in 2003; in those with 25,000 to 99,999 residents, from 34% to 56% to 55%; in those with 100,000 to 499,999 residents, from 44% to 70% to 59%; and in those with

Percent of sheriffs' offices using full-time community policing officers, 1997, 2000 and 2003

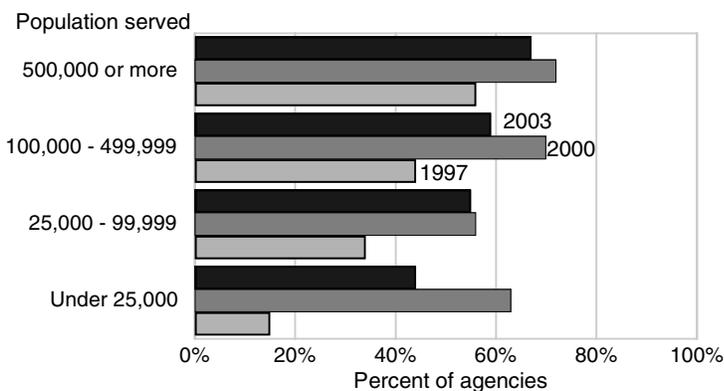


Figure 12

500,000 or more residents, from 56% to 72% to 67%.

An estimated 47% of sheriffs' offices, employing 74% of all officers, had full-time sworn personnel assigned as school resource officers during 2003 (table 43). A majority of the sheriffs' offices in each population category of 25,000 or more used school resource officers, including 89% of those in jurisdictions with 1 million or more residents.

School resource officers use a community policing approach to provide a safe environment for students and staff. In addition to handling calls for service

within the school, they work closely with school administrators and staff to prevent crime and disorder by monitoring crime trends, problem areas, cultural conflicts, and other areas of concern.

As of June 2003 sheriffs' offices had an estimated 5,554 full-time sworn personnel assigned as school resource officers, about 240 more than in June 2000. The average number of school resource officers in 2003 ranged from 14 in sheriffs' offices serving 1 million or more residents, to 2 in those serving fewer than 25,000 residents.

Table 44. Ability assessments related to community policing used by sheriffs' offices for selecting new officers, by size of population served, 2003

Population served	Percent of agencies using —		
	Analytical problem-solving ability	Understanding of culturally diverse populations	Mediation skills/conflict management
All sizes	23%	10%	5%
1,000,000 or more	46%	21%	7%
500,000-999,999	27	17	11
250,000-499,999	24	7	5
100,000-249,999	21	11	8
50,000-99,999	26	8	4
25,000-49,999	23	9	6
10,000-24,999	24	7	4
Under 10,000	20	15	5

Table 45. Community policing policies for sworn personnel in sheriffs' offices, by size of population served, 2003

Population served	Geographic assignments for patrol officers	Patrol officer involvement in problem-solving projects	
		Actively encouraged	Included in evaluation
All sizes	43%	18%	10%
1,000,000 or more	73%	46%	31%
500,000-999,999	64	42	30
250,000-499,999	60	36	16
100,000-249,999	61	24	16
50,000-99,999	56	16	14
25,000-49,999	51	12	7
10,000-24,999	34	18	7
Under 10,000	20	14	5

Community policing policies and programs

In order to hire officers more suited to community policing, 23% percent of sheriff's offices, employing 31% of all officers, assessed recruits' analytical and problem-solving abilities during the selection process (table 44). Ten percent of offices, employing 10% of officers, assessed recruits' understanding of culturally diverse populations. Five percent of them, employing 4% of officers, assessed mediation skills and ability to manage interpersonal conflicts.

Forty-three percent of sheriffs' offices, employing 66% of officers, gave patrol officers responsibility for specific geographic areas or beats during 2003 (table 45). This included a majority of the sheriffs' offices serving a population of 25,000 or more.

Eighteen percent of sheriffs' offices, employing 37% of all officers, actively encouraged patrol officers to become involved in problem-solving projects. Ten percent of offices, employing 27% of officers, included participation in collaborative problem-solving projects in performance evaluation criteria. This included about 30% of those serving 500,000 or more residents.

An estimated 36% of sheriffs' offices, employing 59% of all officers, enhanced their proactive role in solving community problems by partnering with

Table 46. Community policing activities of sheriffs' offices, by size of population served, 2003

Population served	Activities in year ending June 30, 2003				
	Problem-solving partnerships or written agreements	Partnered with citizen groups to elicit feedback	Trained citizens in community policing	Upgraded technology to support community policing	Conducted citizen police academy
All sizes	59%	36%	19%	17%	12%
1,000,000 or more	81%	65%	58%	46%	62%
500,000-999,999	78	62	41	45	45
250,000-499,999	79	41	30	44	38
100,000-249,999	74	55	33	23	36
50,000-99,999	64	48	32	23	20
25,000-49,999	60	41	19	13	7
10,000-24,999	58	29	12	15	4
Under 10,000	44	20	6	10	2

citizen groups to elicit feedback for the development of community policing strategies (table 46). This included more than three-fifths of the sheriffs' offices serving a population of 500,000 or more and about half of those serving populations of 50,000 to 249,999.

Nineteen percent of sheriffs' offices, employing 45% of all officers, offered training to citizens on community policing topics such as community mobilization and problem-solving during the 12-month period ending June 30, 2003.

Seventeen percent of offices, employing 40% of all officers, upgraded technology during 2003 to support their community policing efforts. This included more than 4 in 10 offices serving 250,000 or more residents.

Twelve percent of all sheriffs' offices, employing 41% of all officers, conducted a citizen police academy during the year ending June 30, 2003. Sixty-two percent of sheriffs' offices serving a population of 1 million or more conducted citizen academies during this period, as did more than one-third of those serving 100,000 to 999,999 residents.

About 6 in 10 sheriffs' offices, including about 8 in 10 offices serving 250,000 or more residents, had problem-solving partnerships or written agreements with community groups, local agencies, or others during the year ending June 30, 2003. Sheriffs' offices having partnerships or written agreements employed 78% of all officers.

Sheriffs' offices had partnerships or written agreements with a wide variety of groups. Half or more of all officers worked for a department that had partnerships or agreements with other law enforcement agencies (65%), local public agencies (55%), school groups (54%), or neighborhood associations (50%) (figure 13).

About 4 in 10 officers worked for an agency that had problem-solving partnerships or written agreements with advocacy groups (43%), senior citizen groups (43%), or youth service organizations (37%). About a third worked for an agency having arrangements with business groups, and a quarter were employed by an office that had partnerships or written agreements with faith-based organizations.

Sixteen percent of sheriffs' offices, employing 37% of all officers, surveyed citizens in their jurisdiction during the year ending June 30, 2003 (table 47). Eleven percent of sheriffs' offices, employing 31% of all officers, surveyed citizens regarding their satisfaction with police services. About a third of sheriffs' offices serving 500,000 or more conducted citizen satisfaction surveys.

Seven percent of sheriffs' offices, employing 24% of all officers, surveyed citizens regarding their perceptions of crime problems; 9%, employing 22% of all officers, surveyed citizens regarding crime reporting; and 5%, employing 18% of all officers, surveyed citizens about their personal crime experiences.

A majority of the sheriffs' offices conducting surveys used the data to evaluate agency performance (69%), provide information to officers (63%), or evaluate officer performance (53%) (figure 14). Other common uses included evaluating program effectiveness (48%), allocating resources to neighborhoods (45%), prioritizing crime and disorder problems (42%), and training development (34%).

Groups with which sheriffs' offices had problem-solving partnerships or written agreements during the year ending June 30, 2003

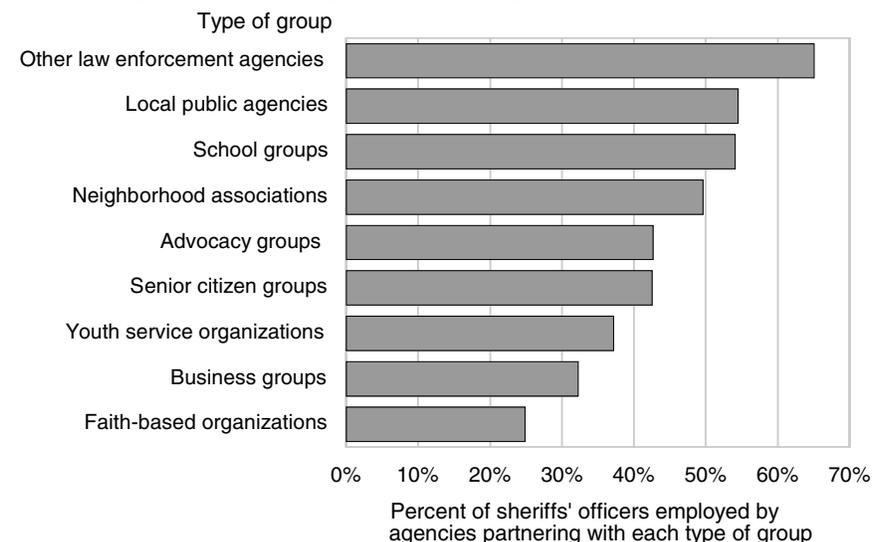


Figure 13

Table 47. Surveying of citizens by sheriffs' offices, by size of population served, 2003

Population served	Percent of agencies that surveyed citizens during 12-month period ending June 30, 2003 regarding —				
	Any topic	Satisfaction with services	Reporting of crimes to law enforcement	Perceptions of crime problems	Personal crime experiences
All sizes	16%	11%	9%	7%	5%
1,000,000 or more	35%	31%	27%	23%	15%
500,000-999,999	41	33	17	27	15
250,000-499,999	24	21	10	14	10
100,000-249,999	37	29	17	22	12
50,000-99,999	12	11	3	3	2
25,000-49,999	15	8	10	4	4
10,000-24,999	13	9	6	6	5
Under 10,000	9	4	7	2	3

Uses of citizen survey information by sheriffs' offices, 2003

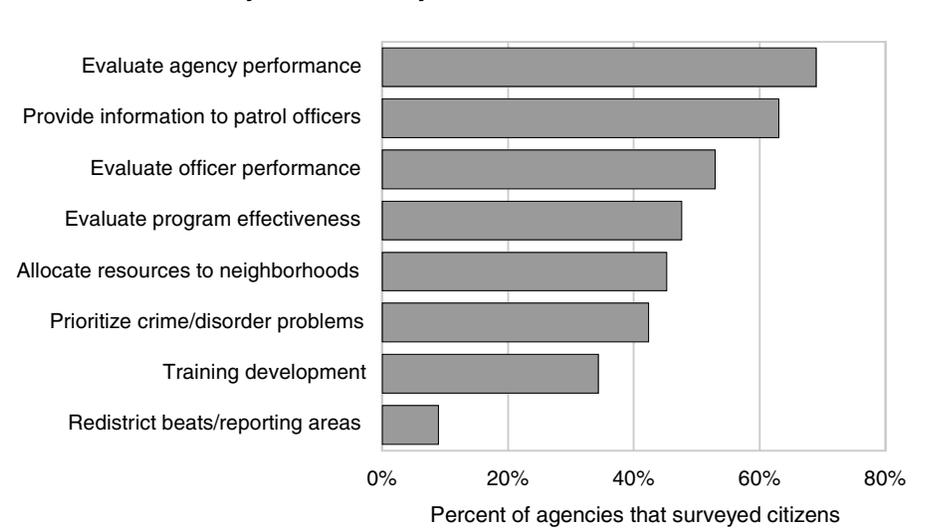


Figure 14

Table 48. Policies on handling special populations in sheriffs' offices, by size of population served, 2003

Population served	Percent of agencies with a written policy for handling —		
	Juveniles	Mentally ill persons	Homeless persons
All sizes	83%	67%	23%
1,000,000 or more	100%	89%	46%
500,000-999,999	95	88	25
250,000-499,999	91	82	20
100,000-249,999	95	79	25
50,000-99,999	81	71	27
25,000-49,999	86	72	18
10,000-24,999	79	60	22
Under 10,000	76	57	24

Table 49. Work-related policies in sheriffs' offices, by size of population served, 2003

Population served	Percent of agencies with a written policy on —	
	Maximum work hours	Off-duty employment
All sizes	52%	83%
1,000,000 or more	77%	100%
500,000-999,999	76	97
250,000-499,999	61	99
100,000-249,999	63	95
50,000-99,999	58	94
25,000-49,999	52	85
10,000-24,999	47	82
Under 10,000	45	62

Policies and procedures

Sheriffs' offices typically have numerous written policies and procedures to structure officer discretion and decision making. These policies and procedures guide officers through their diverse work activities.

Special populations

Eighty-three percent of sheriffs' offices, employing 92% of all officers, had written policies or procedures for handling juveniles. This included all offices serving a population of 1 million or more residents, and more than 90% of those serving 100,000 to 999,999 residents (table 48).

A majority of sheriffs' offices had written policies or procedures on responding to the mentally ill (67%). These sheriffs' offices employed 82% of all officers. Twenty-three percent of local sheriffs' offices, employing 27% of officers, had policies or procedures for interactions with homeless persons.

Work-related policies

Fifty-two percent of sheriffs' offices, employing 70% of all officers, had a written policy on the maximum number of hours that officers can work (table 49). Eighty-three percent of sheriffs' offices, employing 96% of all officers,

had a written policy pertaining to off-duty employment by officers. This included all sheriffs' offices serving 1 million or more residents, and nearly all of those serving a population of 50,000 to 999,999.

Use of force

Ninety-seven percent of sheriffs' offices, employing 99% of all officers, had a written policy pertaining to the use of deadly force (table 50). All sheriffs' offices serving 50,000 or more residents, and 99% of those serving 25,000 to 49,999 residents, had such a policy.

Eighty-nine percent of sheriffs' offices, employing 97% of all officers, had a written policy pertaining to the use of nonlethal force. This included at least 94% of the offices in each population category of 25,000 or more.

Officer conduct and appearance

Ninety-three percent of sheriffs' offices, employing 99% of officers, had a written code of officer conduct and appearance. This included all sheriffs' offices serving 100,000 or more residents (table 51). Eighty-seven percent of sheriffs' offices, employing 97% of officers, had a written policy covering off-duty conduct.

Table 50. Policies on officer use of force in sheriffs' offices, by size of population served, 2003

Population served	Percent of agencies with a written policy on —	
	Deadly force	Non-lethal force
All sizes	97%	89%
1,000,000 or more	100%	100%
500,000-999,999	100	97
250,000-499,999	100	100
100,000-249,999	100	99
50,000-99,999	100	97
25,000-49,999	99	94
10,000-24,999	95	88
Under 10,000	90	72

Table 51. Written policy directives pertaining to officer conduct and appearance in sheriffs' offices, by size of population served, 2003

Population served	Percent of agencies with a written policy on —	
	Conduct and appearance	Off-duty conduct
All sizes	93%	87%
1,000,000 or more	100%	100%
500,000-999,999	100	98
250,000-499,999	100	100
100,000-249,999	100	94
50,000-99,999	98	95
25,000-49,999	95	91
10,000-24,999	91	87
Under 10,000	85	71

Table 52. Vehicle use policies in sheriffs' offices, by size of population served, 2003

Population served	Percent of agencies allowing officers to take marked vehicles home		
	Total	Personal use	
		Allowed	Not allowed
All sizes	92%	22%	70%
1,000,000 or more	65%	8%	57%
500,000-999,999	70	19	51
250,000-499,999	78	28	50
100,000-249,999	81	21	60
50,000-99,999	87	29	58
25,000-49,999	95	22	73
10,000-24,999	94	18	76
Under 10,000	99	23	76

Table 53. Pursuit driving policies of sheriffs' offices, by size of population served, 2003

Population served	Percent of agencies with a written policy on pursuit driving				
	Total with policy	Restrictive	Judgmental	Discouragement	Other
All sizes	95%	51%	34%	7%	4%
1,000,000 or more	96%	77%	8%	0%	12%
500,000-999,999	95	49	38	5	3
250,000-499,999	98	66	20	8	5
100,000-249,999	99	71	15	11	3
50,000-99,999	96	53	36	3	4
25,000-49,999	98	52	39	5	2
10,000-24,999	95	50	35	7	4
Under 10,000	89	38	40	8	4

Note: Detail may not add to total because of rounding.

Vehicle-related policies

Ninety-two percent of sheriffs' offices, employing 83% of officers, allowed officers to take marked vehicles home (table 52). Twenty-two percent of sheriffs' offices allowed officers to use the vehicle for personal errands.

Ninety-five percent of sheriffs' offices had a written policy governing pursuit driving (table 53). Fifty-one percent of them, employing 64% of officers, had a policy restricting pursuits according to specific criteria such as type of offense or maximum speed. Thirty-four percent of sheriffs' offices, employing 25% of officers, had a judgmental pursuit policy, one that leaves pursuit decisions to the officer's discretion. Seven percent of sheriffs' offices, employing 4% of all officers, had a policy that discouraged pursuits.

Additional policies

More than 8 in 10 sheriffs' offices had written policies dealing with domestic disputes (86%), citizen complaints (82%), and strip searches (81%) (table 54). Offices with these types of policies employed about 9 in 10 officers.

Seventy-one percent of sheriffs' offices, employing 91% of all officers, had written policies about interactions with the media. This included all sheriffs' offices serving 1 million or more residents, and more than 90% of those serving 100,000 or more residents.

Sixty-three percent of sheriffs' offices, employing 73% of all officers, had written policies pertaining to racial profiling by officers. This included 89% of agencies serving 1 million or more residents.

Fifty-four percent of sheriffs' offices, serving 81% of all officers, had a written policy pertaining to employee counseling. All offices serving 1 million or more residents had such a policy.

Forty-eight percent of sheriffs' offices had a written plan specifying the actions to be taken in the event of terrorist attacks. This included about 9 in 10 sheriffs' offices serving a population of 500,000 or more and more than half of those serving 50,000 to 499,999 residents. Agencies having a written plan specifying the response to terrorist events employed 72% of all officers in 2003.

Table 54. Additional written policy directives of sheriffs' offices, by size of population served, 2003

Population served	Percent of agencies with a written policy on —						
	Domestic disputes	Citizen complaints	Strip searches	Interacting with the media	Racial profiling	Employee counseling	Response to terrorism
All sizes	86%	82%	81%	71%	63%	54%	48%
1,000,000 or more	96%	100%	100%	100%	89%	100%	96%
500,000-999,999	92	98	86	98	78	95	87
250,000-499,999	94	93	89	96	62	88	70
100,000-249,999	92	92	88	90	70	71	62
50,000-99,999	84	90	87	81	57	69	56
25,000-49,999	86	81	83	72	59	49	41
10,000-24,999	87	76	78	68	59	47	41
Under 10,000	81	74	73	52	68	38	40

Table 55. Semiautomatic sidearms authorized for use by sworn personnel in sheriffs' offices, by size of population served, 2003

Population served	Percent of agencies authorizing semiautomatic sidearms						
	Total	.40	.45	9mm	.357	10mm	.380
All sizes	100% ^a	62%	35%	33%	17%	9%	3%
1,000,000 or more	100%	65%	62%	77%	46%	8%	19%
500,000-999,999	97	61	46	51	26	5	8
250,000-499,999	100	73	29	40	22	13	6
100,000-249,999	100	72	33	29	15	11	3
50,000-99,999	100	60	34	36	12	6	3
25,000-49,999	99	64	33	33	16	11	2
10,000-24,999	99	64	32	28	18	9	1
Under 10,000	100	52	41	32	18	7	3

Note: Some sheriffs' offices authorized more than 1 type of sidearm.

^aRounded from less than 100%.

Table 56. Body armor requirements for field officers in sheriffs' offices, by size of population served, 2003

Population served	Percent of agencies requiring field officers to wear armor while on duty		
	Total	At all times	In some circumstances
All sizes	70%	55%	15%
1,000,000 or more	73%	58%	15%
500,000-999,999	75	56	19
250,000-499,999	79	49	30
100,000-249,999	86	74	12
50,000-99,999	73	66	7
25,000-49,999	72	61	11
10,000-24,999	69	54	15
Under 10,000	61	37	24

Equipment

Sidearms

In 2003 nearly all sheriffs' offices authorized patrol officers to carry one or more types of semiautomatic sidearms (table 55). A fifth (21%) of them authorized revolvers.

The most common sidearm was the .40-caliber semiautomatic, authorized by 62% of all sheriffs' offices, employing 62% of all officers. About a third of sheriffs' offices authorized 9mm and .45-caliber semiautomatics. Other semiautomatic sidearms authorized included the .357-caliber (17%), the 10mm (9%), and the .380-caliber (3%).

Twenty-one percent of sheriffs' offices, employing 11% of officers, had a policy that authorized officers to carry any of the above semiautomatic sidearms, provided the officer qualifies with the weapon on a firing range.

Population served	Percent authorizing any semiautomatic if officer qualifies
All sizes	21%
1,000,000 or more	8%
500,000-999,999	16
250,000-499,999	7
100,000-249,999	5
50,000-99,999	15
25,000-49,999	19
10,000-24,999	18
Under 10,000	31

Seventy percent of sheriffs' offices, employing 75% of all officers, supplied field officers with their primary sidearm. Three percent of sheriffs' offices, employing 3% of all officers, provided a cash allowance for sidearms.

Body armor

In 2003, 70% of sheriffs' offices, employing 76% of all officers, required field officers to wear protective body armor at least some of the time while on duty (table 56).

Fifty-five percent of sheriffs' offices, employing 55% of all officers, required field officers to wear body armor at all times while on duty. Fifteen percent of sheriffs' offices, employing 21% of

officers, required officers to wear body armor in certain high-risk circumstances, such as when serving warrants.

Eighty-eight percent of sheriffs' offices, employing 90% of all officers, supplied armor to officers and 2% provided a cash allowance.

From 1990 to 2003 the percentage of officers employed by a department with some type of body armor requirement for field officers increased from 30% to 76% (figure 15). During the same period the percentage employed by a department with a requirement for all field officers in all circumstances rose from 23% to 55%.

Body armor requirements in sheriffs' offices, 1990-2003

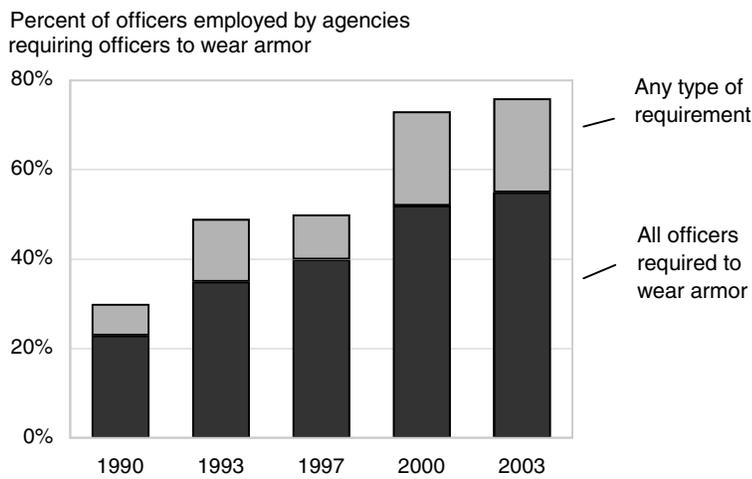


Figure 15

Table 57. Types of nonlethal weapons authorized for personal use by sworn personnel in sheriffs' offices, by size of population served, 2003

Population served	Percent of agencies authorizing —													
	Chemical agents — personal use				Batons				Other weapons/actions					
	Any type in survey	Pepper spray	Tear gas	CS	Any type in survey	Collapsible	Traditional	PR-24	Soft projectile	Electrical devices	Rubber bullet	Holds/Neck restraints	Black-jack	High intensity light
All sizes	96%	96%	21%	19%	92%	87%	44%	34%	32%	30%	12%	11%	3%	1%
1,000,000 or more	100%	100%	23%	27%	100%	100%	69%	31%	73%	46%	31%	39%	15%	0%
500,000-999,999	100	100	20	19	98	92	48	38	51	58	20	17	0	0
250,000-499,999	100	100	27	16	98	90	50	44	46	41	16	14	3	1
100,000-249,999	99	98	21	22	94	92	43	27	48	43	16	9	0	0
50,000-99,999	98	98	32	25	93	92	56	36	55	49	22	8	1	0
25,000-49,999	98	98	18	19	91	86	43	35	31	23	12	10	2	1
10,000-24,999	97	97	19	18	91	87	40	32	22	24	9	14	4	2
Under 10,000	90	90	17	14	88	80	41	34	17	23	6	10	7	2

-- Less than 0.5%.

*Includes hand-held direct contact devices (such as stun gun) and hand-held stand-off devices (such as taser).

Nonlethal weapons

In 2003 nearly all sheriffs' offices authorized officers to use one or more types of nonlethal weapons. Chemical agents, such as pepper spray, were the most commonly authorized (table 57). Ninety-six percent of sheriffs' offices, employing 98% of all officers, authorized the use of pepper spray. This included all offices serving 250,000 or more residents.

Batons were also commonly authorized, with 92% of all sheriffs' offices allowing their use. Sheriffs' offices authorizing one or more types of batons employed 96% of all officers. Collapsible batons (87%) were authorized by many more offices than traditional (44%) or PR-24 (34%) batons. About 9 in 10 officers nationwide worked for a department authorizing collapsible batons (91%) while less than half worked for one authorizing traditional (48%) or PR-24 (39%) batons.

An estimated 32% of sheriffs' offices employing 54% of all officers, authorized the use of soft projectiles. This included a majority of the sheriffs' offices serving a population of 500,000 or more.

Thirty percent of sheriffs' offices, employing 47% of all officers, authorized electrical devices such as stun

guns and tasers. This included 58% of sheriffs' offices serving a population of 500,000 to 999,999 residents.

Eleven percent of sheriffs' offices, employing 23% of all officers, authorized the use of carotid holds, choke holds, or neck restraints.

From 1990 to 2003 in all population categories, there were large increases in the percentage of sheriffs' offices authorizing chemical agents (figure 16).

These increases were as follows: 500,000 or more residents, 65% to 100%; 100,000 to 499,999 residents, 59% to 99%; 25,000 to 99,999 residents, 52% to 99%; under 25,000 residents, 49% to 95%.

In 2003, 99% of officers were employed by a department that authorized chemical agents, compared to 63% in 1990.

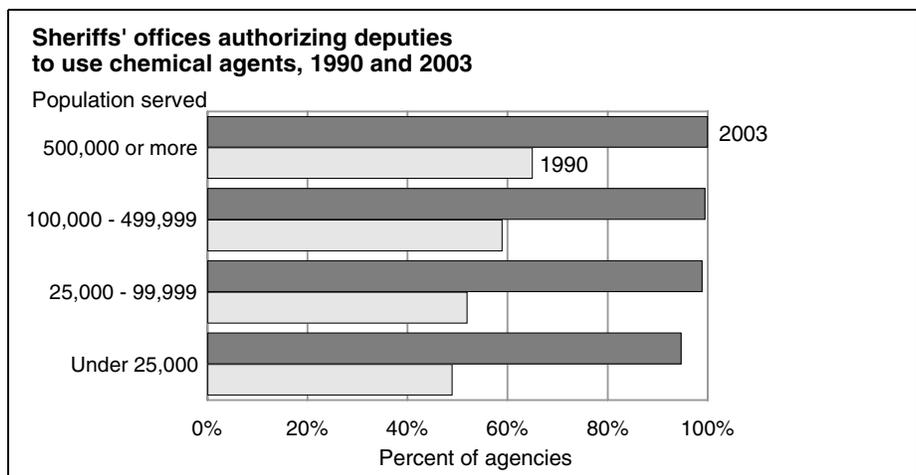


Figure 16

Vehicles

Nationwide, sheriffs' offices operated about 118,000 cars, or about 66 cars per 100 sworn personnel (table 58). By population category, the ratio of cars to officers was lowest in jurisdictions with 1 million or more residents — 44 cars per 100 officers. It ranged from 68 to 84 cars per 100 officers in other population categories.

A third of the cars operated by sheriffs' offices were unmarked. The percentage of cars that were unmarked ranged from 47% in jurisdictions with a population of 500,000 to 999,999 to 17% in jurisdictions with fewer than 10,000 residents.

In addition to cars 84% of sheriffs' offices used other 4-wheel motorized vehicles such as sport utility vehicles, trucks, or vans (table 59). This included more than 9 in 10 sheriffs' offices in jurisdictions serving 100,000 or more residents. Overall, there were about 28,000 such vehicles operated, or about 16 per 100 sworn personnel employed.

Fourteen percent of sheriffs' offices used motorcycles during 2003, including about 7 in 10 offices serving a population of 500,000 or more. Nationwide, sheriffs' offices operated about 2,300 motorcycles, or about 1 for every 100 officers employed.

Sixteen percent of all sheriffs' offices were using bicycles as of June 2003, with about 3,400 operated nationwide (table 60). Overall, sheriffs' offices had about 2 bicycles for every 100 sworn personnel.

Table 58. Number of cars operated by sheriffs' offices, by size of population served, 2003

Population served	Number of cars		Percent of cars that were unmarked
	Total	Per 100 officers*	
All sizes	118,343	66	33%
1,000,000 or more	17,697	44	39%
500,000-999,999	15,620	68	47
250,000-499,999	16,593	70	38
100,000-249,999	23,030	69	32
50,000-99,999	15,233	72	21
25,000-49,999	15,952	84	25
10,000-24,999	11,038	79	21
Under 10,000	3,180	76	17

*Part-time officers are included with a weight of .5 assigned.

Table 59. Number of motorcycles and 4-wheel motorized vehicles other than cars operated by sheriffs' offices, by size of population served, 2003

Population served	4-wheel motorized vehicles other than cars			Motorcycles		
	Percent of agencies using	Number operated		Percent of agencies using	Number operated	
		Total	Per 100 officers*		Total	Per 100 officers*
All sizes	84%	27,781	16	14%	2,306	1
1,000,000 or more	100%	5,119	13	73%	677	2
500,000-999,999	93	3,060	13	70	342	2
250,000-499,999	92	3,482	15	39	391	2
100,000-249,999	95	4,929	15	35	427	1
50,000-99,999	89	3,513	17	20	211	1
25,000-49,999	86	3,536	19	10	124	1
10,000-24,999	84	2,770	20	6	101	1
Under 10,000	69	1,372	33	3	34	1

*Part-time officers are included with a weight of .5 assigned.

Table 60. Number of bicycles operated by sheriffs' offices, by size of population served, 2003

Population served	Percent of agencies using bicycles	Number of bicycles	
		Total	Per 100 officers*
All sizes	16%	3,354	2
1,000,000 or more	81%	1,103	3
500,000-999,999	58	440	2
250,000-499,999	42	417	2
100,000-249,999	34	588	2
50,000-99,999	22	350	2
25,000-49,999	11	194	1
10,000-24,999	10	238	2
Under 10,000	2	24	1

*Part-time officers are included with a weight of .5 assigned.

Off-land vehicles

A third of sheriffs' offices, employing 62% of all officers, operated at least one boat during 2003 (table 61). This included a majority of those serving 50,000 or more residents. Nationwide, local police operated about 2,800 boats.

Four percent of sheriffs' offices, employing 26% of all officers, used helicopters. Half of sheriffs' offices serving 1 million or more residents operated helicopters. There were an estimated 260 helicopters in use by sheriffs' offices nationwide during 2003.

Four percent of sheriffs' offices operated at least one fixed-wing aircraft, with an estimated total of 160 in use nationwide. About a third of sheriffs' offices serving 1 million or more residents operated at least 1 airplane. Sheriffs' offices using airplanes employed 21% of all officers.

Animals

Fifty-five percent of sheriffs' offices, employing 79% of all officers, used dogs for law enforcement activities (table 62). This included more 80% of those serving 250,000 or more residents. Overall, about 4,100 dogs were maintained by sheriffs' offices in 2003.

About 4% of sheriffs' offices, employing 15% of all officers, used horses for law

Table 61. Off-land vehicles operated by sheriffs' offices, by size of population served, 2003

Population served	Percent of agencies with —		
	Boats	Heli-copters	Air-planes
All sizes	33%	4%	4%
1,000,000 or more	62%	50%	35%
500,000-999,999	56	22	24
250,000-499,999	56	21	15
100,000-249,999	53	8	3
50,000-99,999	55	2	7
25,000-49,999	33	2	2
10,000-24,999	28	1	1
Under 10,000	10	1	2
--Less than 0.5%.			

enforcement purposes, including 31% of those serving 1 million or more residents. Sheriffs' offices collectively maintained approximately 1,600 horses.

Video cameras

Two-thirds of all sheriffs' offices used video cameras on a regular basis during the year ending June 30, 2003 (table 63). Agencies regularly using video cameras employed 74% of all officers.

Video cameras were most commonly used in patrol cars (58%). An estimated total of 17,700 in-car cameras were in use by sheriffs' offices during 2003. The average number ranged from 52 in the largest jurisdictions to 4 in the smallest, with an overall average of 10.

Table 62. Animals maintained by sheriffs' offices, by size of population served, 2003

Population served	Percent of agencies with —	
	Dogs	Horses
All sizes	55%	4%
1,000,000 or more	89%	31%
500,000-999,999	85	17
250,000-499,999	83	16
100,000-249,999	74	8
50,000-99,999	65	6
25,000-49,999	53	3
10,000-24,999	54	2
Under 10,000	33	1
--Less than 0.5%.		

Nineteen percent of sheriffs' offices used video cameras for fixed-site surveillance. Among sheriffs' offices using such cameras, the average number in use ranged from 6 in the smallest jurisdictions to about 80 in the largest.

Ten percent of sheriffs' offices used video cameras for traffic enforcement. The average number in use ranged from 4 in the smallest jurisdictions to 18 in the largest.

Eleven percent of sheriffs' offices used video cameras for mobile surveillance, with the average number in use ranging from about 2 among sheriffs' offices serving fewer than 1 million residents, to 10 among sheriffs' offices serving 1 million or more residents.

Table 63. Use of video cameras by sheriffs' offices, by size of population served, 2003

Population served	Percent of agencies regularly using video cameras	Percent of agencies using video cameras and the average number used							
		In patrol cars		Fixed-site surveillance		Traffic enforcement		Mobile surveillance	
		Percent using	Average number*	Percent using	Average number*	Percent using	Average number*	Percent using	Average number*
All sizes	66%	58%	10	19%	20	10%	6	11%	2
1,000,000 or more	69%	50%	52	15%	77	23%	18	27%	10
500,000-999,999	66	51	27	29	83	10	7	17	2
250,000-499,999	69	51	31	24	44	18	8	17	3
100,000-249,999	69	59	21	14	21	16	4	10	2
50,000-99,999	70	60	11	26	25	14	4	12	2
25,000-49,999	67	61	9	16	25	9	8	12	2
10,000-24,999	65	57	6	22	10	6	5	9	2
Under 10,000	62	59	4	17	6	8	4	10	2

*Excludes agencies that did not use video cameras in particular application.

From 2000 to 2003 sheriffs' offices in all population categories increased their use of video cameras in patrol cars (figure 17). In jurisdictions with a population of 500,000 or more, 51% of sheriffs' offices were using video cameras in 2003 compared to 35% in 2000. The increases in other categories were as follows: 100,000 to 499,999 residents, from 51% to 57%, 25,000 to 99,999 residents, from 45% to 61%, under 25,000 residents, from 32% to 58%.

Special technologies

Thirty-five percent of sheriffs' offices, employing 54% of all officers, used infrared (thermal) imagers on a regular basis (table 64). This included 57% of offices serving 1 million or more residents.

Thirteen percent of sheriffs' offices, employing 26% of all officers, used image intensifiers. Laser range finders were used regularly by 11% of all offices, employing 25% of all officers.

Tire deflation spikes were used regularly by 48% of all sheriffs' offices, employing 69% of all officers. This included a majority of the offices serving a population of 25,000 or more.

Sheriffs' offices using video cameras in patrol cars, 2000 and 2003

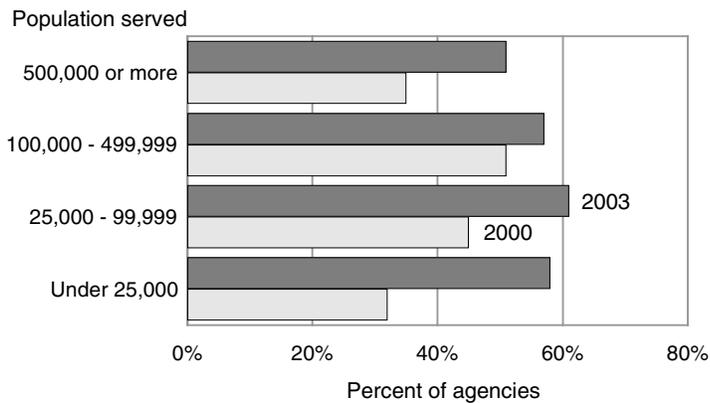


Figure 17

Five percent of sheriffs' offices, employing 29% of all officers, used stolen vehicle tracking technology on a regular basis. This included 62% of the sheriffs' offices serving 1 million or more residents.

Electrical/engine disruption technology was used by 1% of all sheriffs' offices, employing 2% of all officers.

About three-quarters (74%) of sheriffs' offices, employing 90% of all officers, regularly used digital imaging technology for mug shots. This included more than 70% of the sheriffs' offices in each population category of 10,000 or more.

About half (48%) of sheriffs' offices, employing 81% of all officers, regularly used digital imaging technology for fingerprints. This included a majority of the offices serving 50,000 or more residents.

A quarter of sheriffs' offices, employing 52% of all officers, used digital imaging technology for suspect composites. A majority of the offices serving 1 million or more residents, and about half of those serving 50,000 to 999,999, used it for this purpose.

Digital imaging technology for facial recognition was used by 6% of sheriffs' offices, including 27% of those serving 1 million or more residents.

Table 64. Special technologies used by sheriffs' offices, by size of population served, 2003

Population served	Percent of agencies using —									
	Night vision/electro-optic			Vehicle stopping/tracking			Digital imaging			
	Infrared (thermal) imagers	Image intensifiers	Laser range finders	Tire deflation spikes	Stolen vehicle tracking	Electrical/engine disruption	Mug shots	Fingerprints	Suspect composites	Facial recognition
All sizes	35%	13%	11%	48%	5%	1%	74%	48%	25%	6%
1,000,000 or more	57%	27%	35%	65%	62%	12%	96%	89%	58%	27%
500,000-999,999	46	20	27	56	25	0	88	90	48	8
250,000-499,999	43	18	23	58	24	0	90	79	49	9
100,000-249,999	48	18	16	66	10	2	84	82	48	9
50,000-99,999	53	16	19	66	5	1	90	67	48	12
25,000-49,999	35	11	12	52	4	0	77	49	24	6
10,000-24,999	30	9	8	40	3	0	72	36	14	5
Under 10,000	21	14	4	29	1	0	55	23	6	2

-- Less than 0.5%.

Table 65. General functions of computers in sheriffs' offices, by size of population served, 2003

Population served	Percent of agencies using computers for —								
	Internet access	Records management	Automated booking	Crime investigations	Dispatch	Personnel records	Interagency information sharing	Fleet management	Resource allocation
All sizes	81%	67%	60%	51%	50%	46%	34%	27%	13%
1,000,000 or more	81%	73%	62%	73%	73%	69%	69%	62%	50%
500,000-999,999	83	73	68	60	59	68	57	56	25
250,000-499,999	79	68	48	50	64	63	53	50	28
100,000-249,999	81	71	66	61	64	55	49	41	21
50,000-99,999	84	74	72	58	69	58	42	30	19
25,000-49,999	88	78	63	57	51	48	33	33	10
10,000-24,999	79	63	64	49	49	41	32	22	12
Under 10,000	77	53	42	36	29	31	21	10	5

Computers and information systems*Computer functions*

Sheriffs' offices used computers for a wide variety of functions in 2003. For example, 81% of all sheriffs' offices used computers for Internet access (table 65). Sheriffs' offices using computers for Internet access employed 84% of all officers in 2003. Nearly 3 times as many sheriffs' offices used computers for Internet access in 2003 (81%) as in 1997 (31%).

During 2003, 67% of all sheriffs' offices, employing 77% of all officers, used computers for records management. Sixty percent of sheriffs' offices, employing 64% of all officers, used computers for automated booking. Fifty-one percent of offices used computers for crime investigations. Those using computers for this purpose employed 65% of all officers.

Half of sheriffs' offices used computers to aid the dispatching of calls for service. A majority of sheriffs' offices serving a population of 25,000 or more had computer-aided dispatch, and 68% of all officers worked for such an agency.

Forty-six percent of sheriffs' offices, employing 65% of all officers, used computers to maintain personnel records.

Table 66. Analytic functions of computers in sheriffs' offices, by size of population served, 2003

Population served	Percent of agencies using computers for —				
	Traffic stop data collection	Intelligence gathering	Crime analysis	Crime mapping	Hotspot identification
All sizes	34%	34%	26%	14%	7%
1,000,000 or more	50%	65%	62%	54%	31%
500,000-999,999	43	49	42	32	25
250,000-499,999	37	44	46	30	20
100,000-249,999	36	32	39	24	8
50,000-99,999	32	40	36	25	11
25,000-49,999	32	41	24	11	4
10,000-24,999	35	33	25	13	7
Under 10,000	30	22	11	2	3

Thirty-four percent of offices, employing 56% of all officers, used computers for interagency information sharing.

Twenty-seven percent of offices used computers for fleet management, and 13% used them for resource allocation.

In addition to these general uses of computers, many sheriffs' offices use computers in an analytic capacity. For example, 34% of offices, employing 41% of all officers, used computers for the collection of data on traffic stops (table 66).

About a third of sheriffs' offices, employing about half of all officers, used computers for intelligence gathering in 2003. This included nearly two-thirds of the offices serving 1 million or more residents.

About a quarter (26%) of sheriffs' offices, employing half of all officers, used computers for crime analysis. This included 62% of the offices serving 1 million or more residents.

In 2003, 14% of sheriffs' offices, including more than half of those serving 1 million or more residents, used computers in conjunction with crime mapping. Sheriffs' offices using computers for crime mapping purposes employed 39% of all officers in 2003.

Seven percent of sheriffs' offices used computers to identify crime hotspots. Offices using computers for this purpose employed 24% of all officers.

Computerized files

In 2003 a majority of sheriffs' offices were maintaining computerized files on incident reports (76%), arrests (75%), warrants (74%), calls for service (62%), stolen property (61%), and traffic citations (53%) (table 67). All of these types of information were maintained in a computerized format by a majority of the offices in each population category of 25,000 or more.

Nearly half of all sheriffs' offices maintained computerized files on traffic accidents (48%), summonses (47%), and criminal histories (46%) (table 68). About 4 in 10 offices maintained computer files on traffic stops (38%).

About 3 in 10 sheriffs' offices maintained computerized information on alarms (30%) and use-of-force incidents (29%).

Twenty-one percent of offices maintained computerized files on fingerprints. This included a majority of the offices serving a population of 500,000 or more.

Table 67. Types of computerized information files maintained by more than half of sheriffs' offices, by size of population served, 2003

Population served	Percent of agencies maintaining computerized information files on —					
	Incident reports	Arrests	Warrants	Calls for service	Stolen property	Traffic citations
All sizes	76%	75%	74%	62%	61%	53%
1,000,000 or more	73%	69%	77%	65%	50%	58%
500,000-999,999	72	74	85	66	52	66
250,000-499,999	77	78	82	65	57	58
100,000-249,999	81	81	83	75	63	69
50,000-99,999	79	81	79	73	69	55
25,000-49,999	84	85	85	70	72	61
10,000-24,999	77	76	74	56	62	46
Under 10,000	60	56	52	49	46	41

Ten percent of sheriffs' offices maintained computer files on intelligence related to terrorism in 2003. This included about 3 in 10 sheriffs' offices serving a population of 500,000 or more, and a fifth of those serving 250,000 to 499,999 residents.

Overall, fewer than 1 in 10 sheriffs' offices had computerized files on illegal attempts to purchase firearms (6%), or biometric data for use in facial recognition (2%).

Less than half of sworn personnel worked for a sheriff's office with computer files on fingerprints (49%), traffic stops (49%), use-of-force incidents (45%), intelligence related to terrorism (22%), illegal attempts to purchase firearms (7%), or biometric data for facial recognition (4%). A majority of sworn personnel worked for a sheriff's office that had computer files on all other types of information included in the 2003 LEMAS survey.

Table 68. Types of computerized information files maintained by less than half of sheriffs' offices, by size of population served, 2003

Population served	Percent of agencies maintaining computerized information files on —									
	Traffic accidents	Summons	Criminal histories	Traffic stops	Alarms	Use-of-force incidents	Fingerprints	Intelligence related to terrorism	Illegal attempts to purchase firearms	Biometric data for facial recognition
All sizes	48%	47%	46%	38%	30%	29%	21%	10%	6%	2%
1,000,000 or more	50%	39%	54%	42%	46%	39%	73%	31%	4%	12%
500,000-999,999	44	53	59	49	56	54	56	29	10	2
250,000-499,999	55	45	55	45	44	40	41	21	6	7
100,000-249,999	54	52	62	56	51	44	40	13	9	1
50,000-99,999	53	49	58	40	49	28	25	11	10	1
25,000-49,999	51	58	42	41	32	35	19	11	7	1
10,000-24,999	45	47	45	35	19	25	18	9	4	2
Under 10,000	40	32	34	26	14	16	8	4	5	1

Table 69. Types of infield computers or terminals used by sheriffs' offices, by size of population served, 2003

Population served	Percent of agencies using infield computers or terminals									
	Any infield computer or terminal	Vehicle-mounted				Portable (not vehicle-mounted)				
		Any type	Laptop	Digital/data terminal	Digital/data computer	Any type	Laptop	Personal digital assistant	Digital/data terminal	Digital/data computer
All sizes	55%	33%	25%	10%	9%	46%	43%	9%	4%	3%
1,000,000 or more	92%	77%	35%	35%	42%	65%	58%	19%	12%	8%
500,000-999,999	93	85	33	32	44	66	54	26	10	9
250,000-499,999	77	61	26	27	27	51	43	14	6	4
100,000-249,999	76	57	32	24	26	61	50	24	12	7
50,000-99,999	68	38	29	13	17	55	51	18	5	10
25,000-49,999	58	30	25	11	7	52	50	5	3	1
10,000-24,999	48	30	26	4	2	42	40	5	2	1
Under 10,000	32	14	14	0	1	31	29	4	1	1

Use of computers in the field

A majority of sheriffs' offices in each population category of 25,000 or more used mobile computers or terminals in the field during 2003, including more than 90% of those serving 500,000 or more residents (table 69). Overall 55% of offices, employing 81% of all sworn personnel, were using infield computers or terminals.

Thirty-three percent of sheriffs' offices, employing 62% of all officers, used vehicle-mounted computers in 2003. This included a majority of those serving 100,000 or more residents.

Vehicle-mounted laptop computers were used by 25% of sheriffs' offices, and 10% of them used vehicle-mounted digital/data terminals. Nine percent used vehicle-mounted digital/data computers.

Forty-six percent of sheriffs' offices employing 64% of all officers, used portable (not vehicle-mounted) computers in 2003. This included a majority of the offices serving 25,000 or more residents.

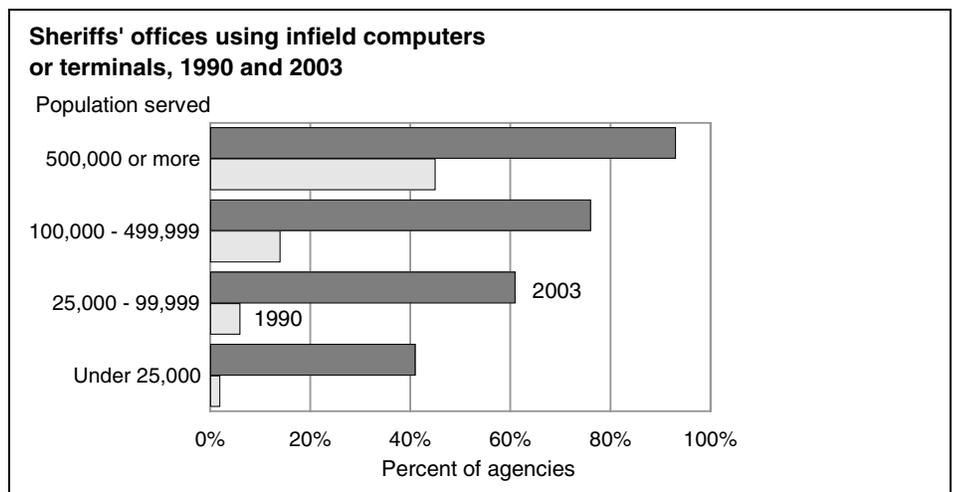


Figure 18

Portable laptops, the most common type of infield computer, were used by 43% of all sheriffs' offices. These offices employed 56% of all sworn personnel. Less common were personal digital assistants (9%), portable digital/data terminals (4%), and portable digital/data computers (3%).

The percentage of sheriffs' offices using infield computers or terminals in 2003 (55%) was nearly twice as large as in 2000 (32%), and it was about 9 times greater than in 1990 (6%). Likewise, the 81% of sheriffs' officers working for a department with infield computers or terminals in 2003 was higher than in 2000 (61%), and nearly 3 times that in 1990 (28%).

From 1990 to 2003 large increases in the use of infield computers and terminals by sheriffs' offices have occurred in jurisdictions of all sizes (figure 18). During this period infield computer use among sheriffs' offices serving 500,000 or more residents increased from 45% to 93%; sheriffs' offices serving 100,000 to 499,999 residents, from 14% to 76%; sheriffs' offices serving 25,000 to 99,999 residents, from 6% to 61%; and sheriffs' offices serving fewer than 25,000 residents, from 2% to 41%.

Table 70. Use of infield computers for reports and communications by sheriffs' offices, by size of population served, 2003

Population served	Percent of agencies using infield computers for —	
	Field reports	Communications
All sizes	27%	13%
1,000,000 or more	35%	58%
500,000-999,999	48	47
250,000-499,999	34	36
100,000-249,999	34	34
50,000-99,999	32	13
25,000-49,999	28	7
10,000-24,999	27	10
Under 10,000	15	5

Twenty-seven percent of sheriffs' offices used infield computers or terminals for writing field reports during 2003 (table 70). These sheriffs' offices employed 35% of all officers. Thirteen percent of sheriffs' offices used them for at least some infield communications. These sheriffs' offices employed 39% of all officers.

In about a fifth of sheriffs' offices, at least some officers in the field could use computers to access vehicle records, driving records, and warrants during 2003 (table 71). This included a majority of the offices serving a population of 250,000 or more residents. Sheriffs' offices using infield computers for these purposes employed more than half of all officers.

Seventeen percent of sheriffs' offices provided infield officers with access to protection order information. This included a majority of those serving a population of 250,000 or more.

In 14% of sheriffs' offices, employing 40% of all officers, infield computers could be used for the purpose of inter-agency information sharing. This included half of the offices serving a population of 500,000 or more.

In 13% of sheriffs' offices, employing 31% of all officers, infield computers or terminals could be used to access criminal history information.

Table 71. Computerized information accessible to infield officers of sheriffs' offices, by size of population served, 2003

Population served	Types of information accessible in the field						
	Vehicle records	Driving records	Warrants	Protection orders	Interagency information system	Criminal history records	Calls for service history
All sizes	21%	20%	19%	17%	14%	13%	11%
1,000,000 or more	81%	73%	73%	54%	50%	39%	54%
500,000-999,999	85	78	83	70	50	51	53
250,000-499,999	60	57	56	51	45	41	43
100,000-249,999	49	45	46	38	36	24	31
50,000-99,999	29	29	22	19	9	20	9
25,000-49,999	15	16	13	12	12	7	7
10,000-24,999	9	9	9	9	9	6	4
Under 10,000	5	5	7	7	5	6	4

Sheriffs' deputies with infield computer access to information, 1997-2003

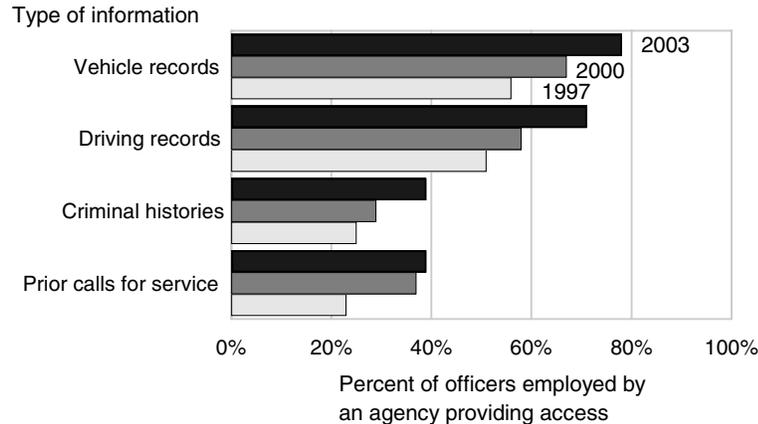


Figure 19

In 11% of sheriffs' offices, employing 37% of all officers, infield computers or terminals could be used to access repeat calls for service information. This included more than half of the offices serving a population of 500,000 or more.

The percentage of sworn personnel employed by a sheriffs' office providing infield computer access to information has been on the increase since 1997 when LEMAS first began tracking this capability. Sheriffs' offices providing patrol officers with infield computer access to vehicle records employed 78% of all officers in 2003 compared to 67% in 2000 and 56% in 1997 (figure 19).

Other types of information and the percentage of sworn personnel employed by a sheriffs' office providing infield access during 1997, 2000, and 2003 are as follows: driving records, 51% in 1997, 58% in 2000, and 71% in 2003; criminal history records 25% in 1997, 29% in 2000 and 39% in 2003; calls for service records, 23% in 1997, 37% in 2000, and 39% in 2003.

Automated Fingerprint Identification

In 2003, 60% percent of sheriffs' offices, employing 87% of officers, had access to an Automated Fingerprint Identification System (AFIS) that included a file of digitized prints (table 72). For 32% of agencies, this access was through another agency.

Seventeen percent of sheriffs' offices had exclusive ownership of an AFIS. This included more than a third of the offices serving 100,000 or more residents. Five percent of all sheriffs' offices had shared AFIS ownership. Seven percent of them used an AFIS terminal with access to a remote system.

Transmission of incident reports

In 2003, 58% of sheriffs' offices used paper reports as the primary method to transmit criminal incident reports from the field to the agency's central information system (table 73). This represented a large decrease from 1997 when 87% were using paper reports.

In 2003, 33% of offices used computers and data devices to transmit incident reports, compared to 7% in 1997. Seven percent of offices used telephone lines or wireless systems to transmit incident reports in 2003, about the same percentage as in 1997 (6%).

From 2000 to 2003 an increase in the use of electronic methods of report submission was observed in all population categories (figure 20). This continued the trend observed from 1997 to 2000. Among sheriffs' offices serving 500,000 or more residents, 26% used electronic methods in 2003, compared to 21% in 2000 and 12% in 1997. The percentage of sheriffs' offices in other population categories using electronic methods in 2003, 2000, and 1997 are as follows: 100,000 to 499,999 residents 40%, 27% 16%; 25,000 to 99,999 residents: 44%, 18%, 12%; under 25,000 residents, 45%, 18%, 14%.

Table 72. Use of Automated Fingerprint Identification Systems (AFIS) in sheriffs' offices, by size of population served, 2003

Population served	Percent of agencies with AFIS access				
	Total with access	Exclusive owner	Shared owner	Remote terminal access only	Access through other agency
All sizes	60%	17%	5%	7%	32%
1,000,000 or more	96%	39%	35%	19%	8%
500,000-999,999	97	46	17	14	28
250,000-499,999	95	38	8	10	41
100,000-249,999	85	33	8	14	32
50,000-99,999	71	20	10	12	31
25,000-49,999	60	22	2	7	29
10,000-24,999	52	12	2	5	34
Under 10,000	40	2	2	2	33

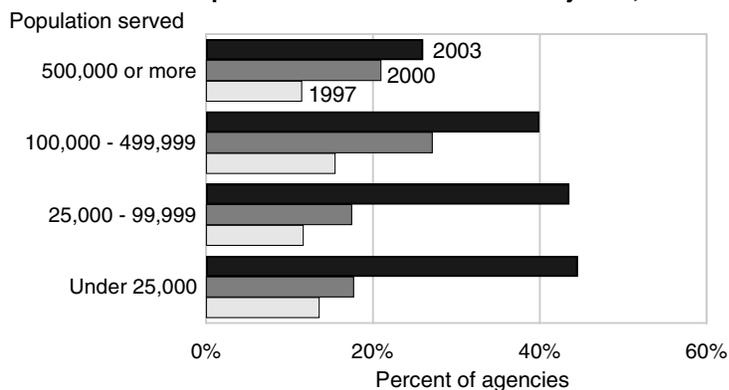
Note: Detail may not sum to total because agencies could select more than one category.

Table 73. Methods for transmitting criminal incident reports to the central information system in sheriffs' offices, by size of population served, 2003

Population served	Primary transmission method			
	Total	Paper report	Computer/data device	Telephone/wireless
All sizes	98%	58%	33%	7%
1,000,000 or more	100%	73%	27%	0%
500,000-999,999	98	63	17	19
250,000-499,999	99	62	27	11
100,000-249,999	95	57	29	10
50,000-99,999	99	54	39	6
25,000-49,999	99	50	42	7
10,000-24,999	98	58	36	5
Under 10,000	97	68	23	5

Note: Detail may not add to total because of rounding.

Sheriffs' offices using electronic methods* for transmitting criminal incident reports to a central information system, 1997-2003



*Includes computer medium, data device, telephone line, or wireless transmission.

Figure 20

Methodology

The Law Enforcement Management and Administrative Statistics (LEMAS) survey collects data from a nationally representative sample of publicly funded State and local law enforcement agencies in the United States.

This report presents data from the 2003 survey describing local police departments in terms of their personnel, expenditures and pay, operations, community policing initiatives, equipment, computers and information systems, and written policies.

The 2003 LEMAS sample design called for the survey questionnaire to be mailed to 3,179 State and local law enforcement agencies. Twenty-five agencies were determined to be out-of-scope for the survey because they had closed, outsourced their operations, or were operating on a part-time basis, resulting in a final mailout total of 3,154 agencies. The initial mailing of the questionnaire was conducted in December 2003. The pay period containing June 30, 2000 was used as the reference date for all questions, unless otherwise noted.

Allowing for the exclusion of special jurisdiction agencies and Texas constables, 955 law enforcement agencies in the United States with 100 or more sworn officers as of June 30, 2000, were included in the sample as self-representing (SR) agencies. This included 574 local police departments, 332 sheriffs' offices, and the 49 primary State law enforcement agencies.

The self-representing (SR) agencies were supplemented by a nationally representative sample of agencies with fewer than 100 sworn personnel. These nonself-representing (NSR) agencies were chosen using a stratified random sample with cells based on the type of agency (local police or sheriff), size of population served, and number of sworn personnel. The 2,199 NSR agencies selected included 1,539 local

police departments and 660 sheriffs' offices.

A total of 2,859 agencies responded to the LEMAS questionnaire for a response rate of 90.6%. This included 904 SR agencies (94.7%) and 1,955 NSR agencies (88.9%). The final database includes responses from 1,947 local police departments, 863 sheriffs' offices, and the 49 primary State law enforcement agencies. The overall response rate for local police departments was 92.1%, for sheriffs' offices 87.0%, and for the State law enforcement agencies, 100%.

The base weight for all SR agencies is one. For NSR sheriffs' offices, it is four. For NSR local police departments, the base weights are determined by number of sworn personnel employed as reported in the 2000 BJS Census of State and Local Law Enforcement Agencies. For agencies with 0 to 6 sworn officers, the base weight is 15.55; for 7 to 13 officers, 9.65; for 14 to 23 officers, 7.09; for 24 to 39 officers, 4.95; for 40 to 62 officers, 3.38; and for 63 to 99 officers, the base weight is 2.14.

The final weight associated with every agency, both SR and NSR, is the product of the base weight, a factor that adjusted for changes in the universe since 2000, and a factor that adjusted for any nonresponding agencies in each cell.

The final weight for all SR local police agencies is 1.034234, for SR sheriffs' offices it is 1.106667, and for the 49 primary State law enforcement agencies, it is 1. For NSR sheriffs' offices the final weight is 4.847247. For NSR local police departments, the final weights are as follows: agencies with 0 to 6 sworn officers, 20.355930; 7 to 13 officers, 10.925000; 14 to 23 officers, 7.707424; 24 to 39 officers, 5.313808; 40 to 62 officers, 3.555024; and 63 to 99 officers, 2.216080.

Some responding agencies did not fully complete the LEMAS questionnaire. When an agency did not supply a response to an item, hot deck imputation, median value imputation, or ratio imputation was used. Hot deck imputation uses the value reported by a randomly selected agency from the same sample cell. Median value imputation uses the median value of an item reported by agencies in the same sample cell. Ratio imputation uses the median value of a ratio reported by agencies in the same sample cell.

Because the data from agencies with fewer than 100 sworn personnel were collected from a sample, the results are subject to sampling error. The survey data are also subject to response and processing errors.