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Nebraska Crime Commission

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STATE OF NEBRASKA

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**NEBRASKA
LAW ENFORCEMENT
SALARY SURVEY**

NCJRS

FEB 28 1990

ACQUISITIONS

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Nebraska Police and Sheriff's Departments

Salary Survey

This survey was designed for the purpose of better understanding law enforcement salaries, benefits, insurance, etc. The questionnaire was mailed to all Nebraska Police and Sheriff's Departments during the summer of 1989.

After the results came in, there were 58 responding Sheriff's agencies and 101 Police Departments, including those towns which contracted out for police protection.

The survey did begin to shed light on a topic that little is known about. The primary scope of the information was centered around average starting salaries for the various agencies. For example, the data showed that the average starting salary (statewide) for sheriffs was \$21921, while for deputies, the average was \$14236. Similarly, Nebraska chiefs of police averaged \$20929, while captains and patrol officers averaged \$18787 and \$13943, respectively.

Other areas, such as insurance benefits, merit pay and paid vacations showed little variance throughout similar population groupings. These items typically remained quite constant for all population brackets, with few surfacing traits showing any significant regularity.

To see subtle differences such as these, readers may find it necessary to study several categories for both types of agencies to maximize their understanding of the topic as a whole.

Executive Summary

The combination of various data gathered from Nebraska police agencies was, unfortunately, not very revealing. Our finding tended to show that there were certain "clusters" of characteristics among similarly-sized agencies. Overall, however, the distinction among various groupings was quite rudimentary: agencies over 39000 were in one group, and those under 39000 were in another. For most agencies under 39000, the trends among salaries, insurance benefits, vacations and overtime structures could easily be plotted along a gradual curve of increase.

There were no areas that showed any striking increases or decreases under any category. We have noted the separation of over 39000 population agencies because-- for all practical purposes-- the over 39000 category (which had only one respondent) bore no resemblance whatsoever to it's smaller counterparts. As a result, this category stands alone, and, as is noted in the text, would be best evaluated in comparison to other agencies of this size-- even if doing so would require comparison to agencies outside Nebraska.

As already stated, there were no considerable inconsistencies among the under-39000 agencies. Insurance benefits are no exception to this. For example, most agencies surveyed provided only very simple insurance packages to both officers and their families. Hospitalization, life, dental, and

accident/disability coverages were provided on a somewhat regular basis in larger agencies, while being less prevalent in smaller agencies. At the same time, family insurance was nearly nonexistent for agencies across the entire range of agencies. A few departments provided hospitalization to families, but even this was not offered frequently enough to be considered significant.

Pay scales and management structures had a very wide range across Nebraska agencies. Many smaller agencies had only a few officers that performed general functions, while the larger agencies had extremely complex management and pay programs. As with other data for these police agencies, salaries showed a rate of steady increase throughout the range of jurisdictional sizes.

To quickly summarize average starting salaries, we can see that chiefs of police had an average starting salary of \$20929, while the title of assistant chief carried an average of \$19232. Captains had an average starting salary of \$21850. Statewide, patrol officers had an average starting salary of \$13943. From this, and the provided graphs, the reader will hopefully be able to better understand pay scales as they relate to Nebraska law enforcement employees.

Many other questions from the survey uncovered the apparent lack of resources and manpower that is often a part of small agencies such as those in Nebraska. For instance, only a small number of programs responding to this survey indicated offering any type of merit pay or educational reimbursement plans. At the same

time, there were some questions concerning overtime and overtime allocations-- those inconsistencies relating primarily to the need for overtime funding in agencies that routinely have officers qualifying for overtime.

The main differences that did make themselves apparent in these results were best highlighted when looked at in terms of whether these various factors were outlined by state or local policies. For example, as a result of limited resources and manpower, many benefits such as paid vacations were quite limited for many agencies. At the same time, pension plans, which are typically set up by state and county guidelines, are supplied on a regular basis, and provide one of the few building blocks that make up secure employee benefit programs.

To summarize then, it should be mentioned that to see the sometimes subtle differences in employment practices among agencies, it is important for the reader to consider the size of the department, the benefits of other agencies of similar size, and those agencies in population brackets both larger and smaller than the one being emphasized. Also, it may be beneficial to study the various graphs and tables in the data to truly see where correlations lie between different sizes of agencies.

Police Departments

0-499

For towns having populations of less than 500 persons, there were seven responding agencies. Of those responding agencies, their average population was 360, with a high of 450 and a low of 200.

The diversification of officers based on sex was clearly male-oriented, with a full 100% of the officers being male.

The category of overtime was, like the other categories, easily classified in these results. Only 28% of the agencies responding had overtime made available. Of those receiving overtime, it was a 50/50 split between comp time and paid overtime, with the rates in both categories being all straight time. None of the agencies that responded to the question of overtime availability allocated any money (formally) toward overtime pay, and almost no officers qualified for overtime on a monthly basis.

Questions concerning merit benefits (educational reimbursement, higher salaries for college grads, merit pay, and special duty pay) revealed that the vast majority of the agencies in cities of less than 500 offered none of the latter three programs, while slightly more than 50% of responding agencies offered educational reimbursement programs that usually consisted of paying officers who attended the Nebraska Law Enforcement Training Center (LETC).

Formalized sick leave programs were areas that were largely absent from departments of this size. Only 28% of all responding agencies were provided with formalized sick leave programs.

The management structure of agencies within this bracket was extremely simple compared to that of larger counterparts. In this area, 85% of all agencies had only a police chief, with the remaining 15% employing only an assistant chief. Similarly, patrol officers were designated in only 15% of responding agencies. The only job title that was significant enough to evaluate was obviously that of chief, which carried an average starting salary of 13,376.

Benefits other than the special areas of merit pay described earlier, including insurance, workmen's compensation, and clothing allowances showed some typically-predictable results. The five most popular benefits for officers to receive were: hospitalization, accident/disability, workmen's comp, error and omission insurances and clothing allowances. For families of officers in these agencies, none of the nine benefits were significantly present in any of the responding agencies. However, the five that did show at least some response in the family bracket were: life, hospitalization, accident/disability, prescription drug, and vision insurance.

Paid vacations were areas that, like the rest of the categories described so far, were only present in about half of the agencies that responded. Only 57% of the agencies offered paid vacations, with the rate of 80hrs/annually being very consistent throughout all the ranges.

Finally, results in this population category showed that only 29% of all agencies in this bracket had any type of pension plan being offered, with all of those agencies having plans which contributed money to IRA accounts.

500-999

The next population division was that of cities between 500 and 999. This areas started to show some changes from the below 500 range, although still less change than can be seen later in larger population classes.

In this category, there were 22 responding agencies-- the largest of all population brackets included in these results. Of the 22 agencies, the population mean was 764 for those agencies.

The first area to be looked at is that of sex division within agencies. As with smaller agencies, this grouping had 100% of it's officers being male, with the average number of officers in an agency being 2, and the mode being 1 officer per agency.

In the area of overtime, this category started to show some differences from smaller cities, in that there was not an even 50/50 division of agencies that did and did not offer overtime. Of those that did have overtime made available, paid overtime was clearly more popular, with 63% having it, while 27% of the agencies had comp time. The remaining less than 1% had both types of overtime available.

Of the rates-- double time, time and one-half, straight time, and other, time and one-half was the dominant rate in the paid overtime area, with straight time being most popular in the category of comp time.

The fees set aside for overtime in towns of 500-999 were typically very small, in what few agencies allocated any money at all toward overtime. Only five agencies had any money allocated for overtime pay, with the average being \$6321 for those agencies. Also under this classification, it was shown that 54% of all agencies had officers qualifying for overtime each month, despite the fact that many of these agencies having officers qualifying for overtime had no money set aside for this purpose. It is possible that these are agencies that more commonly offer comp time in place of paid overtime to officers qualifying on a regular basis.

The area of merit benefits was only slightly different than that for towns of less than 500. In cities between 500 and 999, the majority did not offer the four benefits-- educational reimbursement, higher pay for college grads, merit pay, and special duty pay to law enforcement officers. The only category that was sometimes offered was that of reimbursement pay, which again was typically for training officers at LETC.

While the subject of sick leave programs could be considered by many to be a special benefit, we can start to see at this population bracket that this so-called "benefit" is more the rule than the exception. In the responding agencies, 82% of them had some type of standardized sick leave program being implemented.

This is an area of significant change over the smaller population bracket considered earlier, which had only 28% of responding agencies having this same plan offered.

Like many other small towns, those in the 500-999 classification had only very simple management structures. The majority had only one chief and a few patrol officers, with the more complex systems having reserve officers and other, more specialized job titles within their departments.

The first job title that is large enough to get a good sample of average starting salaries is that of chief. All twenty-two of the responding agencies had a police chief. While salaries ranged from a high starting pay of \$20,800 to a low of \$9,000, the average for salaries in this range was \$14,105 annually. Only one agency had an assistant chief, receiving a starting salary of \$10,800.

Patrol officers were the next area of significance (none of the agencies in this bracket had captains, lieutenants, sergeants, or detectives) in the management hierarchy. Ten agencies had patrol officers within their structure, and the average salary for them was \$10,937 to start.

The remaining two categories for this population stratum-- reserve officers and those in the "other" category had very few agencies responding. However, the average starting salary for reserve officers within these agencies was \$9,140, while the average starting salary for those in the "other" category (including dispatchers, jailers, etc.) was \$11,700.

It is difficult to classify the results of the insurance and allowance benefits category. The results showed clearly, that life, hospitalization, accident/disability, workmen's comp, and error and omission coverages, as well as clothing allowances were widespread for officers in responding agencies. At the same time, those same agencies did not regularly offer employees vision, dental and prescription drug coverage.

For families, few benefits were offered through the agencies, but a small minority of agencies did provide at least partial coverage for hospitalization.

Vacations (both the number of agencies that offered them, and the lengths of the vacations themselves) varied enormously in this population bracket. All agencies in this particular bracket did offer paid vacations of some type, with 40 hour paid vacations being offered at the one-year level, up to 193 paid vacation hours being offered at the twenty-year mark. The most frequent vacation award throughout the entire annual breakdown was 80 hours of annual vacation, which showed up at the 1 year level all the way through the 20 year level in many agencies.

Lastly, attention must be paid to the concern over availability of retirement plans. Of the agencies that responded, only 23% had plans of some type being offered, with nearly all of those consisting of city/employee matching pension plans that gave employees the choice of standard savings options or IRA accounts.

1000-1499

The population division of 1000-1499 was the grouping with the second largest number of agencies-- twenty in all. It is at this level that we begin to see some subtle changes in management, pay, and benefit structures.

As stated, there were 20 responding agencies in this category. the average population for these cities was 1222, with a high of 1450 and a low of 1000.

The sex breakdown of these agencies starts to show some changes that are not apparent in other population strata. The most obvious difference is that there are some female officers present in 10% of all responding agencies. In cities of this size, men are still clearly dominant in the law enforcement field. The average number of officers (including males and females) in these agencies is 2.6, with the most common number of officers per agency being 2.

Interestingly, this population classification did show some remarkable results over cities in the 500-999 category. The 500-999 bracket had an even split between agencies that offered some type of overtime to employees and those that did not. In the current category (1000-1499), there tends to be a swing back toward not offering overtime as often as in some smaller agencies. This is evidenced by the fact that only 30% of the agencies in the 1000-1499 category had some type of overtime

available, whereas 50% of agencies in the 500-999 bracket had overtime made available to employees.

In terms of the type and rate of overtime available in the 1000-1499 segment, the results reveal that paid overtime is nearly always the option among cities of this size. Only one responding agency offered employees the choice of either comp time or paid overtime, and the rates for these brands of overtime were typically time and one-half for paid overtime, and straight time for comp time. Similarly, it can be shown that cities of this size typically have no money set aside for overtime pay, with only 15% of responding agencies allotting money for overtime, even though many of these towns had people qualifying for overtime on a monthly basis. Obviously, many of the cities understand the need to pay overtime, yet simply do not have the resources available to do so.

The next area of focus is that of merit benefits for officers within these agencies. Not surprisingly, these are areas that are not commonly provided to officers in agencies of this size. As with the population brackets described earlier in these results, the majority of agencies did not offer educational reimbursement, higher pay for college grads, merit pay, or special duty pay. The only benefit that showed any presence in these agencies was that of educational reimbursement, where 30% of responding agencies indicated implementing such programs.

In the category of formalized sick leave plans, we can see the continuation of the movement toward sick leave plans being a key element in law enforcement agencies. For agencies within the

population range of 1000-1499, the results showed that 95% of responding agencies did have formalized sick leave programs as a regular part of their employee benefit programs.

Looking at the area of management structure within these agencies, it can be seen that these structures are largely a throwback to that of much smaller agencies. In the 1000-1499 category, it is evident that the management structures remain very basic, with most agencies consisting of department chiefs and/or patrol officers, while some agencies also utilize reserve officers on a regular basis. Only one agency had an employee working in the sergeant position, while still another department had one person classified as "other".

The pay scale for chiefs did tend to rise somewhat in this category. The average starting pay for a chief of police was \$17,283. As already stated, only one agency had someone filling the position of sergeant, and that position had a starting salary of \$16,500.

The position of patrol officer was a part of ten departments' programs. The average starting salary for these officers was \$14,492, with a starting high of \$18,603, and a low of \$11,000. The average starting pay for reserve officers was substantially lower-- \$11,297.

Insurance and clothing allowances for officers in this population bracket tended to be covered more fully by the agencies than in smaller jurisdictions/agencies. For officers in the 1000-1499 category, life, hospitalization, accident/disability, workmen's comp, and error and omission

coverages, as well as clothing allowances were usually at least partially taken care of by the departments. Vision, dental, and prescription drug insurance were rarely paid for by departments of this size.

The insuring of families was, at this population level, very consistent with that of other small agencies. Families were rarely provided with insurance coverage, but where families were provided insurance partially or fully by agencies, they typically received hospitalization and sometimes accident/disability coverage.

Vacations in this area were widely varied. However, all agencies but one offered some type of paid vacation hours to officers, with the most popular number of annual vacation hours being (again) 80, although a few agencies offered up to 160 paid vacation hours to employees working five years or more with the department. It is here that a definite breaking point is evident in the results. For officers employed in departments of this size, the greatest advantages in vacation hours begin to show up after five years of employment. To illustrate, it can be shown that while many agencies have consistent vacations for employees at all stages of their careers, the typical annual vacation for officers with five or less years of experience is 80 hours, while for officers employed more than five years, the typical vacation is 120 hrs or more per year.

To conclude, the area of retirement/pension plans tends to be largely overlooked even at this larger population level. Only 25% of responding agencies had some type of pension plan offered,

with nearly half offering IRA programs, and the remaining half offering city-employee matching investment savings plans.

1500-1999

Up to this point, the survey results have been broken down in a manner that is largely question-by-question, mainly to provide some continuity and show where individual differences exist. Now, however, we shall look at the results for each population demarcation only in terms of where differences are apparent. For the reader's benefit, it can be assumed that if a certain topic is not mentioned in the following population categories, that subject has either showed little or no change, or has tended to follow the gradual curve of increase that has been outlined so far.

The first significant area to be looked at in the 1500-1999 classification is in money allocations for overtime pay. While the structures of overtime in these agencies remained the same, the differences begin to show up in the dollar amount of fees allocated toward overtime. In this bracket, the average dollar value was \$8,165, and nearly all officers in agencies of this size qualified for overtime on a monthly basis.

In the area of merit benefits, a difference emerged from smaller agencies in that while merit benefits remained nearly nonexistent, formalized sick leave programs were characteristic of all agencies in this 1500-1999 bracket.

Differences also began to appear in the area of management structure. Nearly all agencies had a chief, and 29% of responding agencies had both assistant chiefs and sergeants, as well as patrol and reserve officers. Starting salaries for those having the title of chief changed only slightly, with an average of \$19,958. Attention should be focused on the prevalence of assistant chiefs, who had an average starting salary of \$18,859. Sergeants at this population level were also quite common, and the average starting pay for them was \$18,380.

Patrol officers received more pay in agencies of this size than did their counterparts in smaller agencies. 86% of responding agencies employed patrol officers, and the starting pay for this position was \$15,604, while the average for reserve officers was considerably less-- an average of \$11,440.

Vacations are the next area of importance in this data. While insurance and allowance benefits remained largely the same, the number of hours allotted for officer's vacations changed somewhat. As stated earlier, the biggest differences lie in the over 5-year designations, although it should be noted that number of vacation hours for agencies of this size differed little regardless of an officer's length of employment, as opposed to other population brackets, which showed greater flexibility in vacation benefits.

2000-4999

If there is any area that can be singled out as the changing point for police departments in this study, it would surely be that of the 2000-4999 population category. It seems that a number of agencies in this category are quite average, yet some highlighted differences start to show up in terms of overtime, management structure, and insurance benefits.

In this category, there were 11 responding agencies. The average population in this class was 3209, with a high population of 4450 and a low of 2098.

The number of officers in this category tended to show increase over previous categories. While female officers are almost nonexistent in agencies of this size, the number of officers per department rose to 5.36, with 64% of responding agencies having more than five officers per agency.

Overtime in this population bracket clearly became more common. Over 90% of responding agencies offered some type of overtime, with paid overtime and combination paid overtime/comp time options being nearly identical in popularity. Absent were programs that included comp time as the officers' sole form of overtime. Likewise, most agencies had a considerable sum of money set aside for overtime, and nearly all agencies had people qualifying for overtime pay.

Management structure was varied in this particular size category. It is at this point that we can observe the presence of distinct hierarchical systems of management, with heavy emphasis on middle-management and lower patrol-based workers. 90% of all

agencies in this class had chiefs of police, whose average starting pay was \$19,896, compared to the assistant chiefs' average starting salary of \$17,429.

Only one respondent had someone filling the title of captain, who received a starting salary of \$16,857. The title of sergeant was present in six agencies, and the average starting salary for that position was \$16,941.

Patrol officers were an integral part of all agencies considered in results for this population size. The average starting pay for these officers was \$14,412, compared with a starting average of \$13,520 for reserve officers and \$8423 for officers in the category labeled "other".

The next and last area that should be looked at in this size category is that of insurance and allowance benefits, both for officers and families. For officers, the same types of insurance are at least partially provided, yet it can be seen that prescription drug insurance becomes much more common, while at the same time, fewer agencies of this size bracket pay for clothing allowances. Similarly, more families gain prescription drug coverage as well, yet no other insurance coverage suffers as a result.

5000-7999

One of the primary areas that shows some distinct change at this level is the sex breakdowns of various departments. It is at this level that female officers become a more vital part of the workforce. Women make up 7% of the total number officers in agencies in this category. At the same time, some of the growth may be due to the fact that the average number of officers per agency is growing as well. The average number of officers for departments of this size was 9 officers per agency.

The next notable area among cities in the 5000-7999 range is that of overtime money allocation. Unlike smaller cities, those in the 5000-7999 range had much higher allocations for overtime pay. The average overtime allotment per agency was \$27,117- largely due to greater allowances for overtime in small cities in the vicinity surrounding Omaha.

Merit benefits were also an important topic in this population bracket. An area that emerges as having relative importance is that of merit pay, which was provided in 66% of responding agencies. There could be many explanations for this change, among them the increased workload and danger factor that may be more characteristic of cities of this size.

As we look further into the population classification, we can see yet more distinction and complexity than in smaller agencies. The management hierarchy in agencies such as these becomes more complex and divides officers into a number of specialized jobs.

Under the heading of chief, it is now clear that this is a solid building block of larger police departments. The average starting pay for this position is \$24,840.

Only one agency had an assistant chief and captain as part of their program. The assistant chief and captain received starting salaries of \$17,950 and \$19,000, respectively.

The job title of lieutenant was as important an element in these agencies as that of captain or sergeant. Lieutenants had an average starting salary of \$19,968, while sergeants had an average starting salary of \$18,290.

Agencies of the 5000-7999 size also had a trait that has not emerged until this point. This trait is having officers in the position of detective as a regular working part of the department. Approximately 25% of the agencies who responded had someone filling the job title "detective". Of those who did, the average starting salary was \$17,520.

As noted in categories before the one in question, the position of patrol officer is an integral part of most larger police agencies. In the 5000-7999 range, this is no exception as 92% of all responding agencies have regular full-time patrol officers, the average starting salary of which is \$15,172.

Only two agencies had reserve officers, and their pay is considerably lower than that of patrol officers. The average starting pay for a reserve officer is \$12,563-- approximately \$2,500 lower than that for patrol officers.

The same is true of pay for officers in the "other" category, which, oddly enough, had a slightly higher starting salary of \$13,633.

Insurance also made some interesting changes in this bracket. For officers, most agencies offered coverage and allowance in all areas except vision and dental. At the same time, family insurance provided by the department was common, especially under the headings of hospitalization and prescription drug insurance.

Vacations for employees in this population range tended to be somewhat higher throughout the entire range of annual strata. For the most part, the number of hours awarded at the different yearly categories started with more hours offered and moved toward better vacation benefits than would be the norm in smaller agencies. In relation, it can be seen that 58% of the responding agencies offered vacations of more than 80 hours to officers working only one year with the agency. As with previous population categories, the largest distinctions can be seen at the over 5-yr employment range, where the number of vacation hours jumped up considerably, with most agencies offering 80 hours or more at the 7-year level, continuing to a high of 192 hrs/year in the 20 year bracket. Overall, then, the average number of vacation hours was higher throughout the entire range than for that of smaller agencies.

8000-14999

So far, we have been able to see that the majority of Nebraska's towns and cities are clustered in certain groups-- those with populations of 500-1500, and those with populations of 2000-7999. However, we must also consider that a deal of our state's total population is made up of a few large (by comparison) towns having populations in ranges of over 8000. In this breakdown of cities between 8000 and 14999, we will be able to see some distinct differences from smaller cities.

An area that has not shown much change in smaller agencies, which is now showing some differences is that of overtime. While overtime is now in 100% of all agencies, it is clear that the type and rate of overtime has changed over the standard in smaller cities. In the 8000-14999 range, 71% of all agencies reporting overtime availability offered both comp time and paid overtime to employees. Only 29% offered paid overtime only, and no agencies of this size offered comp time as the only option. As far as the rates of overtime are concerned, time and one-half is clearly the favored rate of pay-- a full 100% of agencies in this category indicated using time and one-half.

In addition to the presence of overtime and the popularity of time and one-half as a rate, we can also observe that 100% of responding agencies made some dollar allotment for overtime pay, the average of which is \$19,142 per agency, with nearly half of all officers qualifying for overtime pay on a regular basis.

The consideration of management hierarchies cannot be overlooked for this population bracket, just as it could not in the other brackets. This category seems to be one that fluctuates with population, and oddly enough, reveals that agencies within cities in the 8000-14999 range have less diversification structurally and financially than do agencies that are both larger and smaller. In order to show this more fully, the provided graphs should be referred to in seeing the changes in structures of this size. Special attention should be paid by the reader to the two population brackets on either side of the 8000-14999 category to make valid comparisons on pay structure.

The concluding area in this category to be looked at and analyzed is that of pension plans. This is an area that shows only slight (yet still considerable) changes. The primary difference being that in agencies of this size the pension plan(s) are the "State Plan" that is outlined for Class 1 cities by Nebraska state statute for civil service workers.

15000-39000

For readers to fully appreciate the nature of this category, it will be necessary to look at results (both in report and in graphs) to see how little difference there is between this category and the 8000-14999 bracket. The two categories have been separated primarily in the interest of keeping population

groupings similar. The category of 15000-39000 should be considered an almost mirror image of it's smaller counterpart, the 8000-14999 range. The few small changes that there are will only be apparent through the graphic representations of various management and pay foundations.

Over 39000

The last grouping in this study is that of cities of over 39000 in population. There was only one respondent in this group, so comparison on a set of averages is impossible, yet at the same time filing this respondent in the 15000-39000 category would have served only to raise averages in that category considerably, and to indicate that the characteristics of the over 39000 population city were similar. They are not.

The first and foremost note that can be made about cities of this size is that this is really the first category where women play a more substantial role in law enforcement. In this category, women comprised 12% of the entire force, which is approximately 5-6% higher than the previous high for a population bracket, which was slightly over 7%.

The second revealing area in this range (which again, cannot be compared to other brackets) is that of fees allocation for overtime. The amount of annual fees for this purpose is well over \$300,000-- which may indicate that overtime in a larger community

to get a better understanding of how many towns use this method
of law enforcement.

is necessary to maintain both good service to the community and the longevity of workers who the department may wish to keep.

Lastly, there are few other changes in this range. This is a category that clearly benefits from sheer size and diversity, as is apparent in the graphs. Unfortunately, many of these benefits cannot be outlined without a more in-depth look into cities of this size-- which may require looking to other Midwestern cities outside of Nebraska to get a good sample population.

Other Police Agencies

One area that has not been mentioned so far is that of small towns that contract with larger agencies for law enforcement. In this category, there were five towns-- all having populations of less than 2000. Four of these agencies contracted with the local County Sheriff's Departments, and had funds designated for this purpose. One town handled law enforcement needs through the use of a watchman, who was responsible not only for law enforcement, but also for snow and other emergency duties.

The characteristics of towns such as these are probably applicable to many other small towns across Nebraska. Many small towns have little or no law enforcement protection, and may not have responded to the survey as a result of this. At a later date, it may be necessary to study only small towns such as these

Conclusion

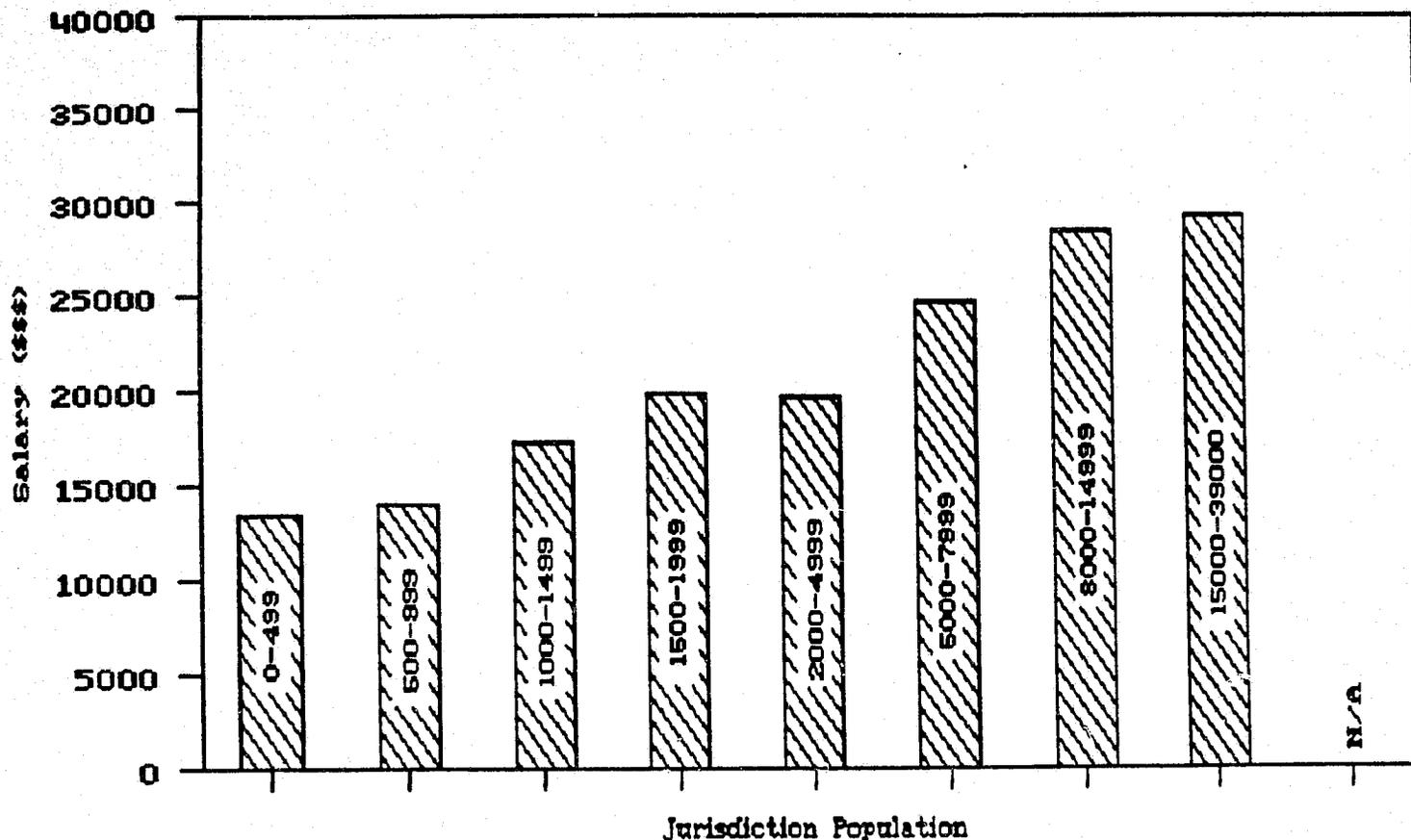
Many readers of this report may quickly realize that there are no truly unusual results in the findings. Many of the trends that were revealed certainly will come as no surprise to law enforcement professionals. However, there are a few areas that should be highlighted for the sake of summarizing them outside of the text. They are:

1. Women play a more substantial (and varied role) in larger Nebraska police agencies. This relates particularly to agencies with jurisdictions of over 5000 people.
2. Insurance tended to be centered on hospitalization, accident/disability, error and omission, and dental coverages for officers. At the same time, in what few cases families were covered by an employee's insurance, there tended to be a focus on hospitalization coverage only.
3. Funds set aside for overtime pay are, in many agencies, far below what is needed to currently pay officers regularly working overtime.
4. Merit benefits are not common in Nebraska police agencies.
5. Management hierarchies for police agencies tend to be very structured, and job specialization seems to be the direction many smaller police agencies are heading.

After reading and studying these results, many law enforcement professionals may start to see some problematic areas

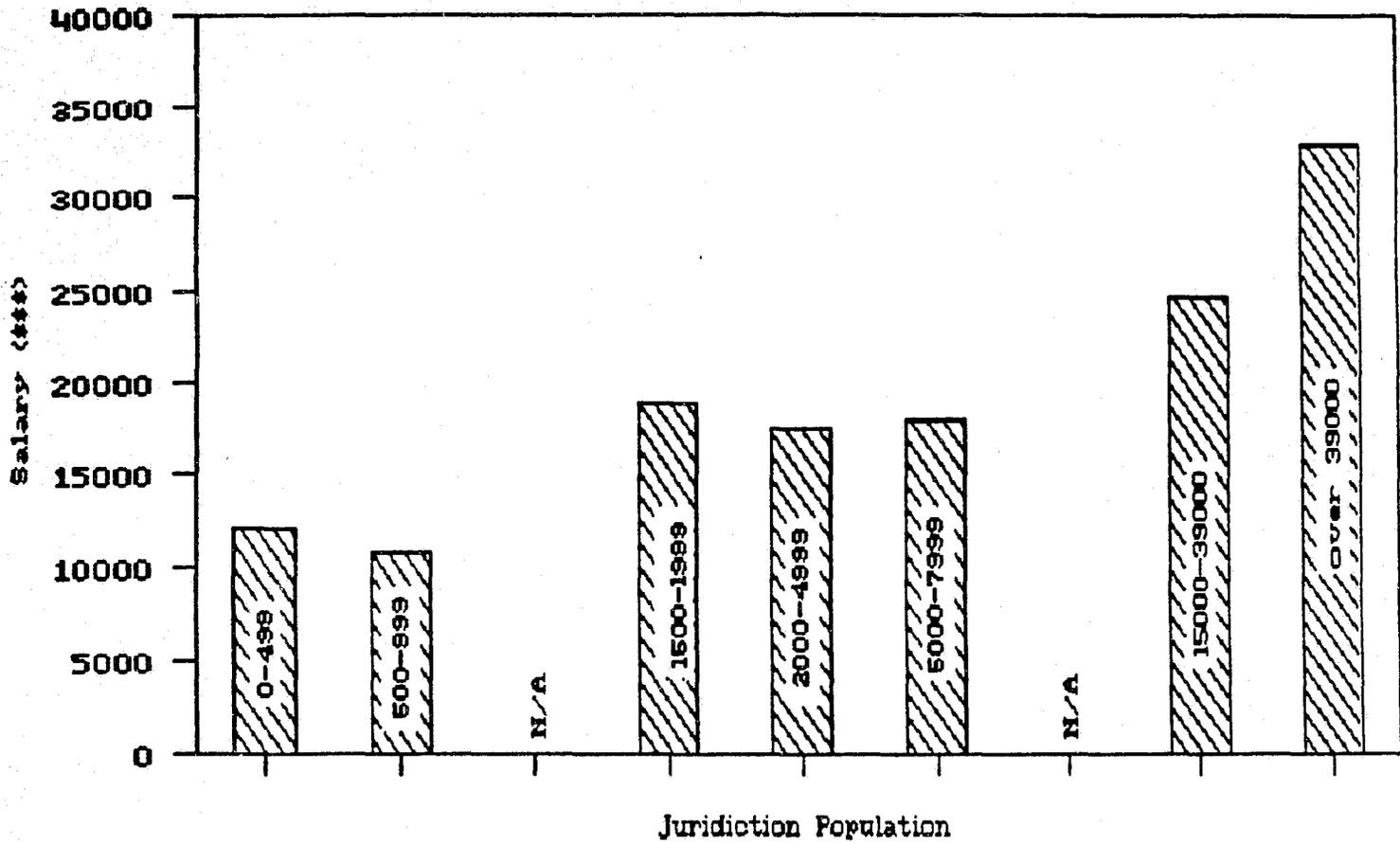
that relate to their own programs. This is largely the intent of this study -- to uncover current issues and issues which may arise in the future.

Average Starting Salary - Chief



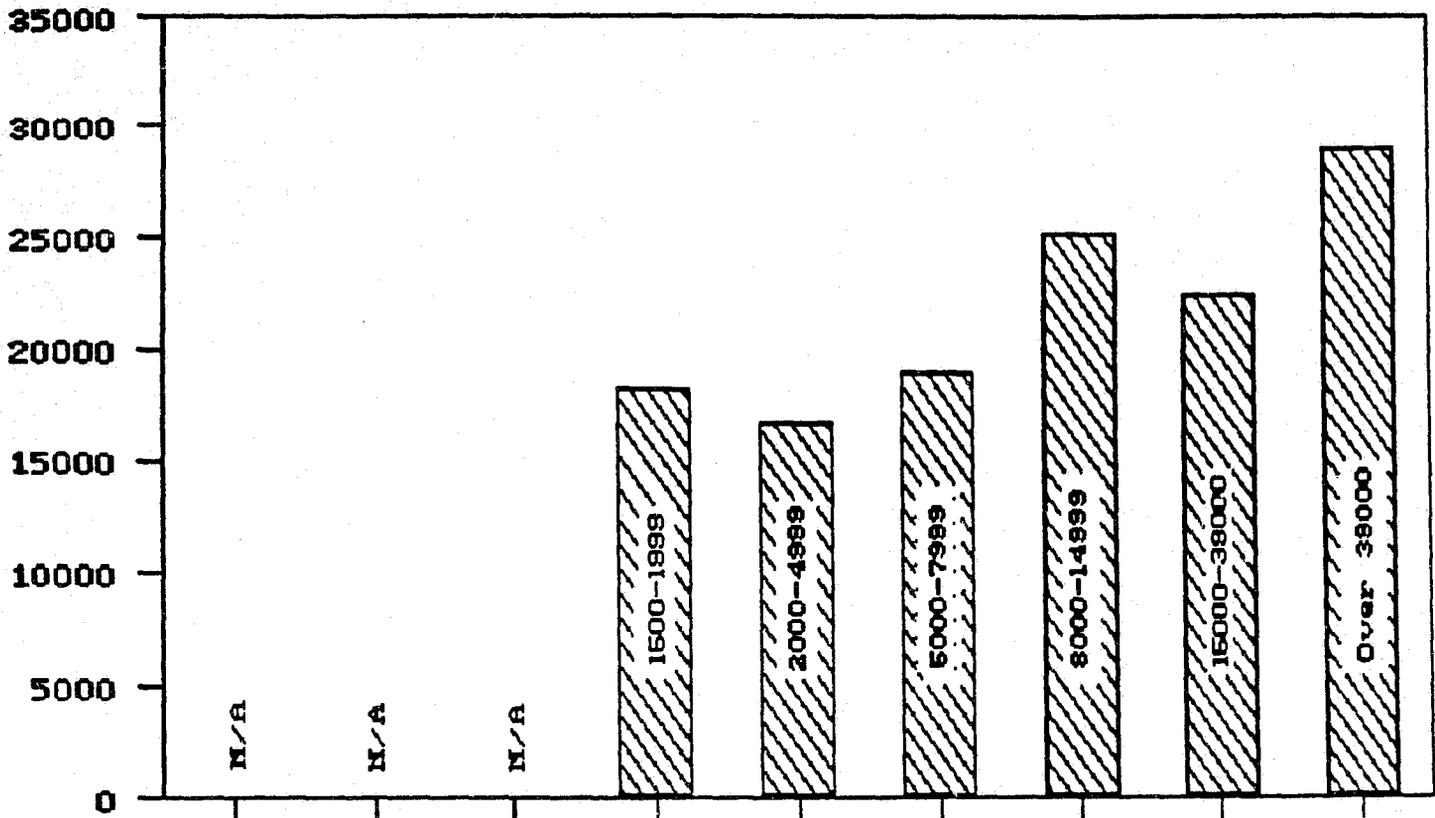
	CHIEF	ASSISTANT CHIEF	CAPTAIN	LIEUTENANT	SERGEANT	DETECTIVE	PATROL OFFICER	RESERVE OFFICER	*OTHER*
0-499	13376	12000	N/A	N/A	N/A	N/A	1400	N/A	N/A
500-999	14105	10800	N/A	N/A	N/A	N/A	10937	9140	11700
1000-1499	17283	N/A	N/A	N/A	16500	N/A	14942	11297	9360
1500-1999	19958	18859	18380	N/A	18380	N/A	15604	11440	N/A
2000-4999	19896	17429	16857	N/A	16941	N/A	14412	13520	8423
5000-7999	24840	17950	19000	19968	18290	17520	15712	12563	13633
8000-14999	28596	N/A	25308	23362	19995	17666	16856	N/A	21216
15000-39000	29383	24724	22560	21413	20006	17562	16606	16440	18648
over 39000	N/A	32864	28997	31035	27360	N/A	19023	N/A	N/A

Average Starting Salary - Assistant Chief



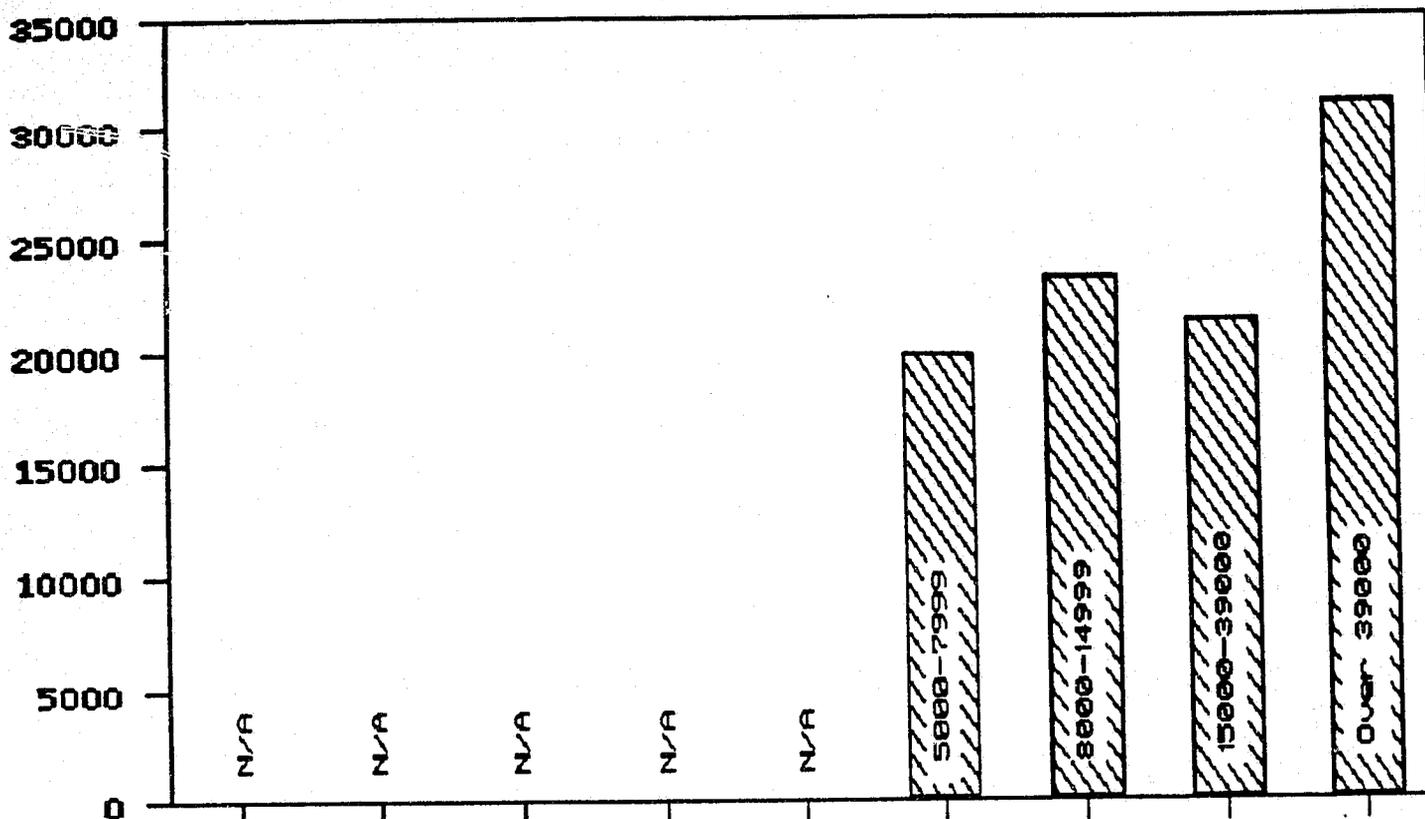
	CHIEF	ASSISTANT CHIEF	CAPTAIN	LIEUTENANT	SERGEANT	DETECTIVE	PATROL OFFICER	RESERVE OFFICER	*OTHER*
0-499	13376	12000	N/A	N/A	N/A	N/A	1400	N/A	N/A
500-999	14105	10800	N/A	N/A	N/A	N/A	10937	9140	11700
1000-1499	17283	N/A	N/A	N/A	16500	N/A	14942	11297	9360
1500-1999	19958	18859	18380	N/A	18380	N/A	15604	11440	N/A
2000-4999	19896	17429	16857	N/A	16941	N/A	14412	13520	8423
5000-7999	24840	17950	19000	19968	18290	17520	15712	12563	13633
9000-14999	28596	N/A	25308	23362	19995	17666	16856	N/A	21216
15000-39000	29383	24724	22560	21413	20006	17562	16606	16440	18648
over 39000	N/A	32864	28997	31035	27360	N/A	19023	N/A	N/A

Average Starting Salary - Captain



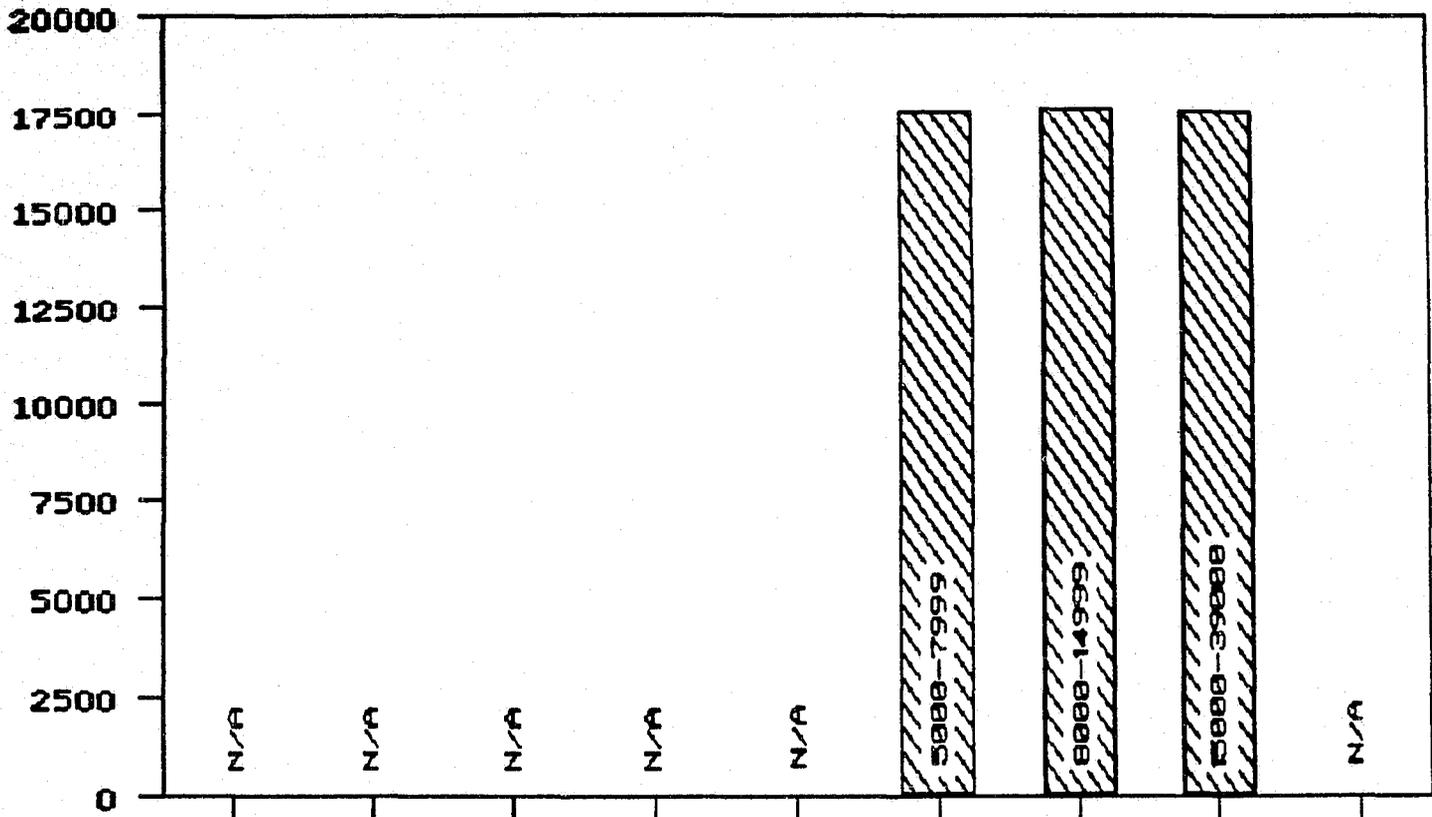
	CHIEF	ASSISTANT CHIEF	CAPTAIN	LIEUTENANT	SERGEANT	DETECTIVE	PATROL OFFICER	RESERVE OFFICER	*OTHER*
0-499	13376	12000	N/A	N/A	N/A	N/A	1400	N/A	N/A
500-999	14105	10800	N/A	N/A	N/A	N/A	10937	9140	11700
1000-1499	17283	N/A	N/A	N/A	16500	N/A	14942	11297	9360
1500-1999	19958	18859	18380	N/A	18380	N/A	15604	11440	N/A
2000-4999	19896	17429	16857	N/A	16941	N/A	14412	13520	8423
5000-7999	24840	17950	19000	19968	18290	17520	15712	12563	13633
9000-14999	28596	N/A	25308	23362	19995	17666	16856	N/A	21216
15000-39000	29383	24724	22560	21413	20006	17562	16606	16440	18648
over 39000	N/A	32864	28997	31035	27360	N/A	19023	N/A	N/A

Average Starting Salary - Lieutenant



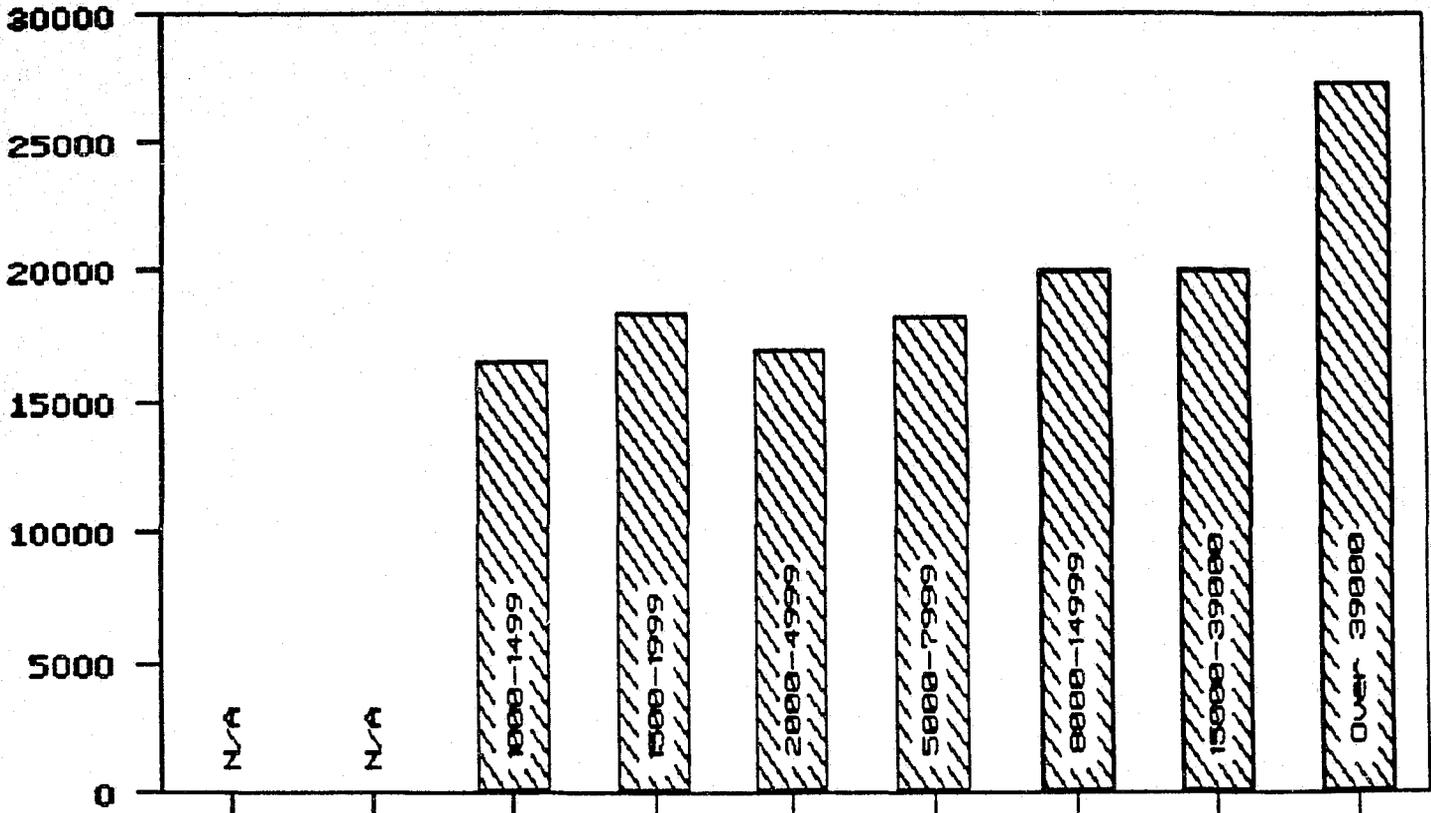
	CHIEF	ASSISTANT CHIEF	CAPTAIN	LIEUTENANT	SERGEANT	DETECTIVE	PATROL OFFICER	RESERVE OFFICER	"OTHER"
0-499	13376	12000	N/A	N/A	N/A	N/A	1400	N/A	N/A
500-999	14105	10800	N/A	N/A	N/A	N/A	10937	9140	11700
1000-1499	17283	N/A	N/A	N/A	16500	N/A	14942	11297	9360
1500-1999	19958	18859	18380	N/A	18380	N/A	15604	11440	N/A
2000-4999	19896	17429	16857	N/A	16941	N/A	14412	13520	8423
5000-7999	24840	17950	19000	19968	18290	17520	15712	12563	13633
8000-14999	28596	N/A	25308	23362	19995	17666	16856	N/A	21216
15000-39000	29383	24724	22560	21413	20006	17562	16606	16440	18648
over 39000	N/A	32864	28997	31035	27360	N/A	19023	N/A	N/A

Average Starting Salary - Detective



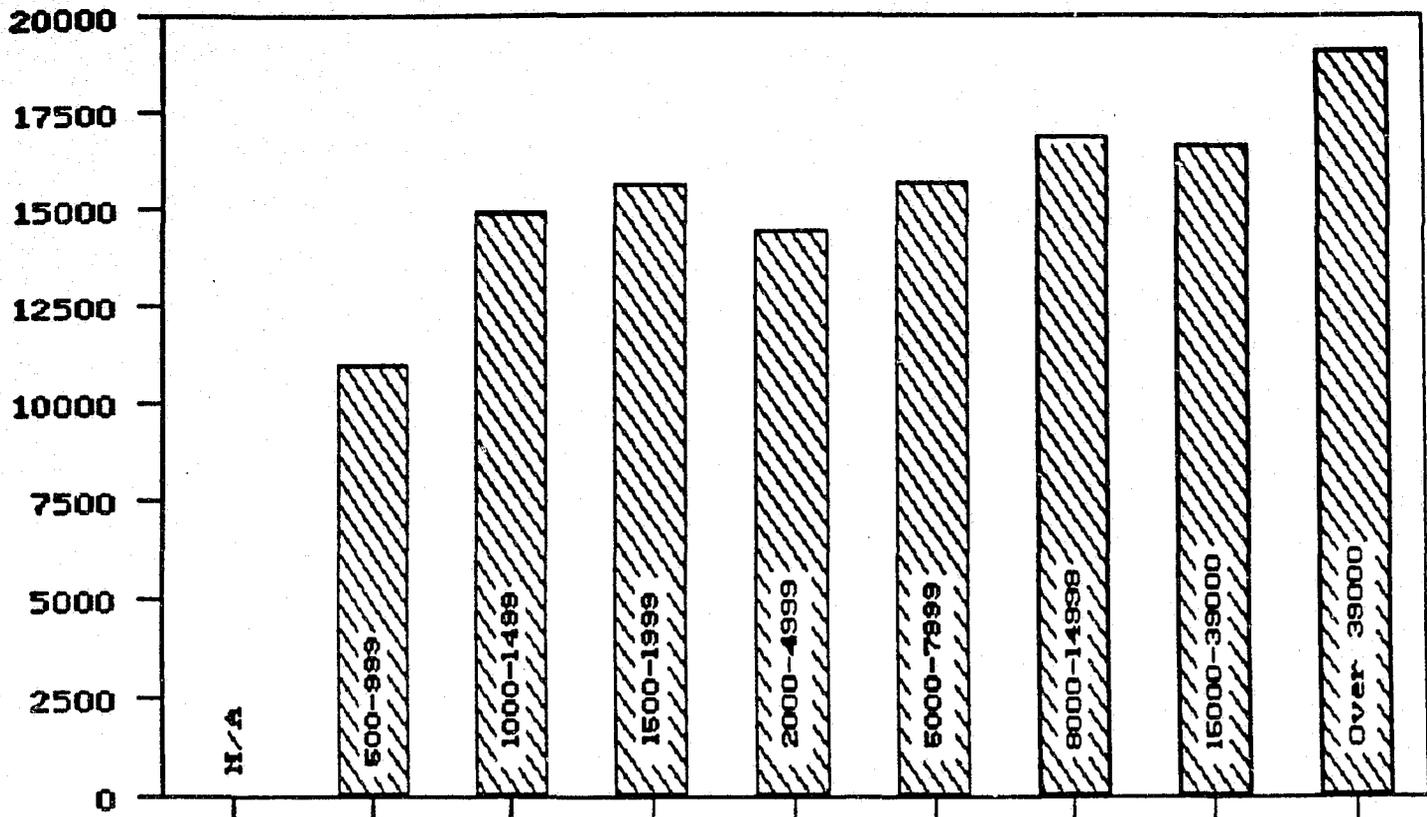
	CHIEF	ASSISTANT CHIEF	CAPTAIN	LIEUTENANT	SERGEANT	DETECTIVE	PATROL OFFICER	RESERVE OFFICER	*OTHER*
0-499	13376	12000	N/A	N/A	N/A	N/A	1400	N/A	N/A
500-999	14105	10800	N/A	N/A	N/A	N/A	10937	9140	11700
1000-1499	17283	N/A	N/A	N/A	16500	N/A	14942	11297	9360
1500-1999	19958	18859	18380	N/A	18380	N/A	15604	11440	N/A
2000-4999	19896	17429	16857	N/A	16941	N/A	14412	13520	8423
5000-7999	24840	17950	19000	19968	18290	17520	15712	12563	13633
8000-14999	28596	N/A	25308	23362	19995	17666	16856	N/A	21216
15000-29000	29383	24724	22560	21413	20006	17562	16606	16440	18648
over 39000	N/A	32864	28997	31035	27360	N/A	19023	N/A	N/A

Average Starting Salary - Sergeant



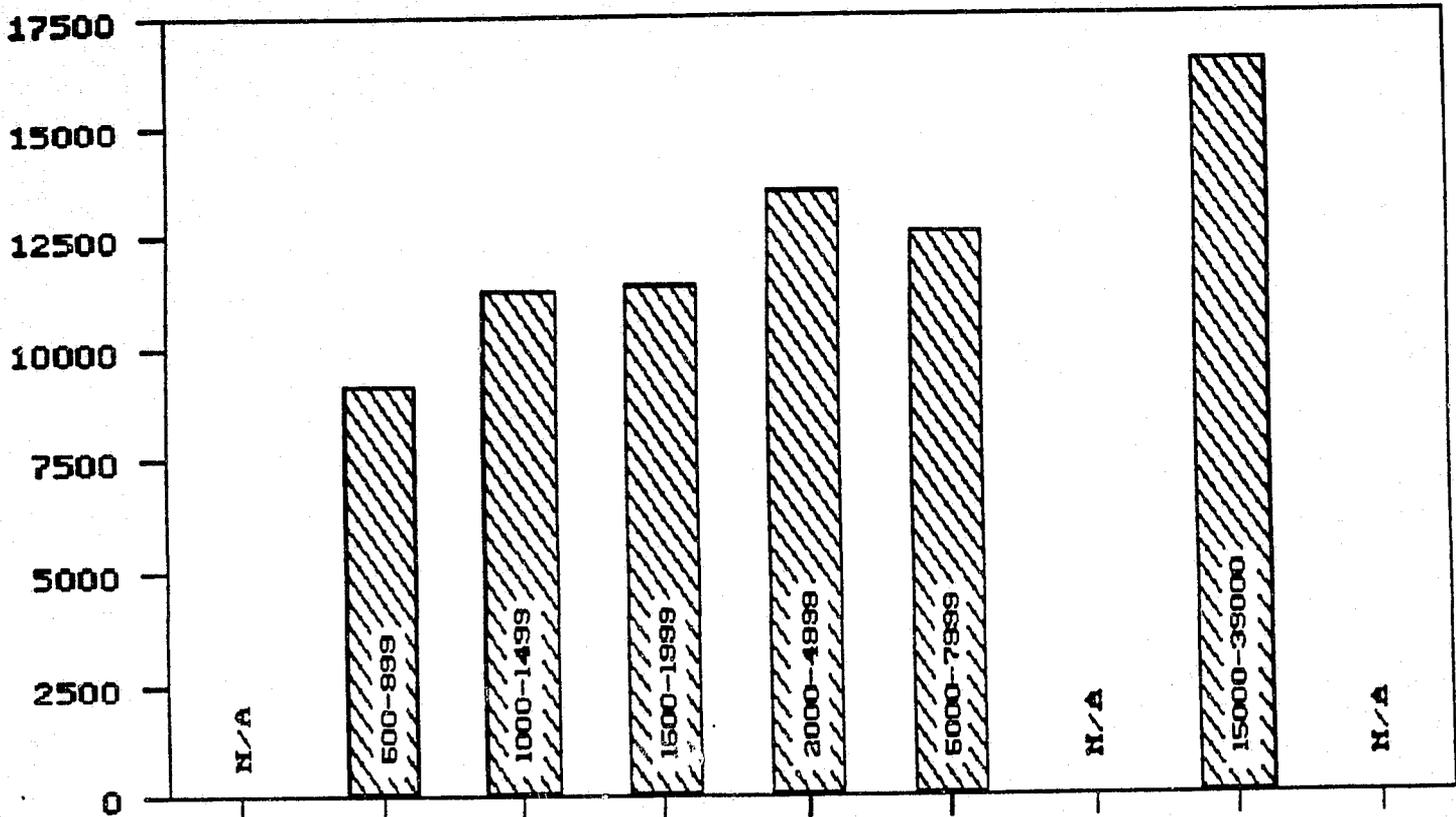
	CHIEF	ASSISTANT CHIEF	CAPTAIN	LIEUTENANT	SERGEANT	DETECTIVE	PATROL OFFICER	RESERVE OFFICER	*OTHER*
0-499	13376	12000	N/A	N/A	N/A	N/A	1400	N/A	N/A
500-999	14105	10800	N/A	N/A	N/A	N/A	10937	9140	11700
1000-1499	17283	N/A	N/A	N/A	16500	N/A	14942	11297	9360
1500-1999	19958	18859	18390	N/A	18380	N/A	15604	11440	N/A
2000-4999	19896	17429	16857	N/A	16941	N/A	14412	13520	8423
5000-7999	24840	17950	19000	19968	18290	17520	15712	12563	13633
8000-14999	28596	N/A	25308	23362	19995	17666	16856	N/A	21216
15000-39000	29383	24724	22560	21413	20006	17562	16606	16440	18649
over 39000	N/A	32864	28997	31025	27360	N/A	19023	N/A	N/A

Average Starting Salary - Patrol



	CHIEF	ASSISTANT CHIEF	CAPTAIN	LIEUTENANT	SERGEANT	DETECTIVE	PATROL OFFICER	RESERVE OFFICER	*OTHER*
0-499	13376	12000	N/A	N/A	N/A	N/A	1400	N/A	N/A
500-999	14105	10800	N/A	N/A	N/A	N/A	10937	9140	11700
1000-1499	17283	N/A	N/A	N/A	16500	N/A	14942	11297	9360
1500-1999	19958	18859	18380	N/A	18380	N/A	15604	11440	N/A
2000-4999	19896	17429	16857	N/A	16941	N/A	14412	13520	8423
5000-7999	24840	17950	19000	19968	18290	17520	15712	12563	13633
9000-14999	28596	N/A	25308	23362	19995	17666	16856	N/A	21216
15000-39000	29383	24724	22560	21413	20006	17562	16606	16440	18648
over 39000	N/A	32864	28997	31035	27360	N/A	19023	N/A	N/A

Average Starting Salary - Reserve



	CHIEF	ASSISTANT CHIEF	CAPTAIN	LIEUTENANT	SERGEANT	DETECTIVE	PATROL OFFICER	RESERVE OFFICER	"OTHER"
0-499	13376	12000	N/A	N/A	N/A	N/A	1400	N/A	N/A
500-999	14105	10800	N/A	N/A	N/A	N/A	10937	9140	11700
1000-1499	17283	N/A	N/A	N/A	16500	N/A	14942	11297	9360
1500-1999	19958	18859	18380	N/A	18380	N/A	15604	11440	N/A
2000-4999	19896	17429	16857	N/A	16941	N/A	14412	13520	8423
5000-7999	24840	17950	19000	19968	18290	17520	15712	12563	13633
9000-14999	28596	N/A	25308	23362	19995	17666	16856	N/A	21216
15000-39000	29383	24724	22560	21413	20006	17562	16606	16440	18648
over 39000	N/A	32864	28997	31035	27360	N/A	19023	N/A	N/A

Average Starting Salary - "Other"



	CHIEF	ASSISTANT CHIEF	CAPTAIN	LIEUTENANT	SERGEANT	DETECTIVE	PATROL OFFICER	RESERVE OFFICER	*OTHER*
0-499	13376	12000	N/A	N/A	N/A	N/A	1400	N/A	N/A
500-999	14105	10800	N/A	N/A	N/A	N/A	10937	9140	11700
1000-1499	17283	N/A	N/A	N/A	16500	N/A	14942	11297	9360
1500-1999	19958	18859	18380	N/A	18380	N/A	15604	11440	N/A
2000-4999	19896	17429	16857	N/A	16941	N/A	14412	13520	8423
5000-7999	24840	17950	19000	19968	18290	17520	15712	12563	13633
8000-14999	28596	N/A	25308	23362	19995	17666	16856	N/A	21216
15000-39000	29382	24724	22560	21413	20006	17562	16606	16440	18648
over 39000	N/A	32864	28997	31035	27360	N/A	19023	N/A	N/A

Police Departments

0-499

Polk
Hildreth
Taylor
North Loup
Brunswick
Cedar Rapids
Lynch

500-999

Plymouth
Hay Springs
Hooper
Arnold
Elgin
Blue Hill
Beemer
Big Springs
Fairfield
Newman Grove
Wauneta
Wausa
Culbertson
Decatur
Coleridge
Osmond
Cedar bluffs
Spencer
Crofton
Sargent
Indianola
Overton
Walthill

1000-1499

Elkhorn
Bloomfield
Ravenna
Creighton
Genoa
Clay Center
Wakefield
Harvard
Franklin

1000-1499

Randolph
Hemingford
Battlecreek
Ponca
Ceresco
Burwell
Friend
Dodge
Dakota City
Benkelman
Wisner

1500-1999

Valley
Mitchell
Wilber
Imperial
Bridgeport
Atkinson
Stanton

2000-4999

Gordon
Gothenburg
Milford
St Paul
Minden
Aurora
Broken Bow
Wahoo
Cozad
Ashland
Schuyler

5000-7999

Ogallala
Nebraska City
Falls City
Chadron
Wayne
Sidney

Police Departments

5000-7999

Ralston
Plattsmouth
Seward
Lexington
Holdrege
Fairbury

8000-14999

Scottsbluff
Beatrice
LaVista
McCook
Gering
Alliance
York

15000-39000

Grand Island
Norfolk
North Platte
Columbus
Hastings
Geneva
Fremont
Kearney

Over 39000

Lincoln

Contracted Out

Weeping Water
Grant
Hickman
Cairo
Hordville

Total= 96 agencies,
101 including those
contracting out.

Executive Summary

In compiling the results for this report on Nebraska Sheriff's Departments, it became quite clear that there were no real glaring differences among agencies throughout the population range. Our findings tended to indicate that for almost all agencies in jurisdictions having populations under 30,000, trends in insurance, pay, benefits, vacations, and retirement plans followed a gradual curve of increase as the size of agencies grew. There were few changes that were truly significant in these results.

In areas such as insurance, for example, it was apparent that in small agencies such as those characteristic of Nebraska county agencies, insurance benefits were kept to a bare minimum, both for employees and their families. Certain basic coverages were provided regularly (hospitalization, dental, accident/disability, etc.), and many coverages that may be considered "peripheral", such as dental and prescription drug insurance were not.

Pay scales and the management structures they are linked with revealed very few inconsistencies in typical Nebraska agencies. One of the few things that did vary somewhat was the type of management structure implemented; some agencies used relatively simple management structures with few positions and lower pay, while a few smaller agencies were surprisingly complex

in their departmental foundations and related pay scales. Most starting salaries followed a system of gradual increase that correlated with size of the agencies.

Overall, though, average starting salaries were largely predictable. The average starting pay for a sheriff was \$21921. Chief deputies across Nebraska averaged a starting salary of \$18927, while Deputies had a statewide average starting pay of \$14249. Other positions' averages were lower in nearly equal increments, indicating that there were few outlying results in the data.

Many other (sometimes optional) questions from the survey showed the lack of resources and manpower that is often common in small agencies such as those in Nebraska. For instance, only a small minority of programs responding to this survey indicated offering any type of merit pay or educational reimbursement plans. Along with that, there were some inconsistencies concerning overtime and overtime allotments that seemed to bring to light the fact that many agencies have people qualifying for overtime during typical pay periods, yet those employees are not given the opportunity to earn paid overtime because the lack of funding simply will not allow this.

Another area that seems to be neglected in Nebraska Sheriff's Departments is that of employee diversification in agencies. This is easily shown through the numbers of female officers employed in various departments. The average number of female officers in agencies was rarely more than one, and females

were usually employed in matron or dispatch positions; rarely were women in patrol or other positions commonly associated with law enforcement.

The main differences that did show up through these findings were apparent when looked at in terms of whether these factors were outlined by local or state policy. As a result of limited resources and manpower, many benefits such as paid vacations were quite limited for many departments. At the same time, pension plans, which are typically outlined by state and county guidelines, are provided for on a regular basis, and provide one of the few building blocks that make up secure employee benefit programs.

To summarize then, it should be noted that to see the sometimes subtle differences in employment practices among agencies, it is important for the reader to consider the size of the department, the benefits of other agencies of similar size, and those agencies in brackets both larger and smaller than the one being emphasized. Also, it will be imperative to study the various graphs and tables in the data to truly see where correlations lie between the different sizes of agencies.

Sheriff's Departments

0-2499

The first category in the population breakdown for Sheriff's departments was the 0-2499 range. In this population bracket, there were twelve responding agencies, with an average population of 1045.

The sex division for departments of this size was clearly male dominated. Almost all of these agencies employed 1-2 total officers, and only one responding agency had a female officer.

Overtime was easily summed up for these small agencies. Only one agency had overtime made available to it's officers, and that department set aside 3000 dollars annually for overtime pay. Conversely, some agencies had no money officially set aside for overtime pay, yet showed officers qualifying for overtime on a monthly basis.

In the category of merit benefits (merit pay, special duty pay, educational reimbursement, and higher pay for college grads), the results showed that no agencies of this size employed such programs.

Pay scales and management structures were an area that did show more range than did other categories included in the questionnaire. Ten agencies had someone listed in the position of Sheriff. The average starting salary for that position was

\$15,829. At the same time, only two agencies had chief deputies, and the average pay for the position was \$9210-- probably due to the fact that many chief deputies may be considered part-time. Deputies were a part of three agencies in this category, and had an average starting salary of \$11,253. Only one responding agency had a reserve officer, who received \$1000 annually. Lastly, two agencies reported having someone classified in the "other" category (jailers, matrons, etc.), with an average starting salary for that position of \$7511.

In looking at insurance benefits for officers, it became clear that agencies of this size did not offer a wide variety of insurance benefits to their workers. For the purposes of this survey, agencies were asked if they offered (partially or fully) nine benefits: Life, hospitalization, accident/disability, prescription drug, vision, dental, workmen's comp, and error and omission insurance as well as clothing allowances. The whole group of benefits was not part of any agencies of this size. However, some of the benefits that did turn up somewhat regularly were: hospitalization, workmen's comp, error and omission, and clothing allowances. In terms of insurance benefits for families, insurance benefits were less abundant in many agencies. The single type of coverage that did show up somewhat regularly was hospitalization, which appears to commonly be offered to workers and their families as a package deal.

The majority of agencies in this population range offered little in the way of vacation benefits. Approximately half of responding agencies offered paid vacations-- usually in the form

of two week (80 hr) vacations for all employees, regardless of how long they were with the department. The other half of the responding agencies offered no vacations to employees, or failed to provide adequate information on the topic.

Finally, approximately 60% of all agencies provided some type of retirement program to employees, which generally consisted of the state-designated plan for county employees-- a system which provides a county/employee matching pension plan.

2500-4999

The population range in this area had characteristics quite similar to that of the 0-2499 range. However, due to category size considerations, this class is kept separate. Accordingly, there were nine agencies of this size responding to the questionnaire, and the average population for these departments was 3555.

Sex breakdown remained primarily male-oriented for agencies of this size. Only two agencies in the 2500-4999 range had female officers, and only one of those two had more than one female officer.

Overtime pay was largely absent from most agencies in this category. Only two agencies had overtime available, and of those two, only one had any money allocated for overtime pay. Still, many agencies (including those with no apparent overtime allocation) indicated having officers qualifying for overtime pay during typical pay periods.

Merit pay was nonexistent in these agencies, and just over 75% of all these agencies offered some form of formalized sick leave program.

Concerning pay and management structures, all nine agencies showed having people filling the sheriff position, with an average starting pay of \$17588. Chief deputies were included in approximately 75% of all responding agencies, and that title carried an average starting salary of \$14,500.

Deputies were present in less than half of the responding agencies, and the position had a remarkably low starting salary of \$7283. Reserve officers surprisingly turned out with a higher average starting salary-- \$9000 annually. However, it should be noted that only two agencies had reserve officers. At the same time, no agencies of this size had chief correction officers, yet 33% had correction officers, with an average starting salary of \$5776. Finally the miscellaneous category of "other" had an average starting salary of \$7600, with nearly 25% of all agencies filling this job title.

A wider variety of insurance benefits started to show up at this population range. Hospitalization, workmen's comp, error and omission, and clothing allowances were offered by nearly all agencies, with a few departments offering benefits such as life insurance, vision, dental, and prescription drug insurance. Family insurance remained basically void from these agencies-- with the exception of hospitalization, which was provided in only a few cases.

Vacations were offered in almost all agencies within this range, with the standard length for yearly vacations being 80 hrs/yr. for all lengths of employment. A small minority of agencies provided annual vacations that were in excess of 96 hrs.

Finally, all agencies in this distribution provided organized retirement plans for employees, which consisted primarily of pension plans outlined for county agencies by state guidelines.

5000-7499

As with other population categories, the range of 5000-7499 had a small number of responding agencies in it. This category had eight agencies in it, with an average population of 6123.

For these agencies, the sex distribution was nearly identical to that of their smaller counterparts. The departments were nearly all male-dominated, with just over half having at least one female officer.

Overtime in this population range was offered in 63% of the agencies. Comp time was the most common form of overtime, with rates including time and one-half and straight time being employed more often than other rates. Still, as with smaller agencies, only 25% of the agencies showed an actual dollar amount allocated for overtime pay. At the same time, 88% of the agencies showed having officers qualifying for overtime during regular pay periods.

Merit pay and educational benefits were, as with smaller agencies, not prevalent in any of the departmental programs. Only one agency reported offering educational reimbursement and special duty pay.

In the area of formal sick leave programs, this population range showed that there is a steady increase in the regularity of this benefit according to the size of the departments. A full 75% of responding agencies of this size revealed the availability of some form of formalized sick leave program to employees.

Pay structures for positions within sheriff's departments continued to rise steadily with jurisdictional sizes (see graphs). In this population stratum, all agencies employed someone in the position of sheriff, with an average starting salary for that position of \$18107, compared to seven agencies with chief deputies, which carried an average starting salary of \$16026. Starting salaries for deputies showed the same marked differences (according to population) as did higher ranks. The position of deputy had an average starting salary of \$14,611. One agency had a chief correction officer, with an average starting salary of \$13,200. Correctional officers were employed by two agencies, with an average starting salary of \$9265. Finally, only one department had an employee classified in the "other" category, with a starting salary of \$13,176.

There were few distinct differences in insurance. All agencies tended to provide officers with the usual benefits-- hospitalization, workmen's comp, error and omission, etc. However, one area that did start to show up more often in this

range was that of dental insurance. The same was true for family coverage; dental insurance was part of a slightly higher number of programs included in this category.

In view of vacation benefits, the trend toward increase showed only slight differences from smaller agencies. Most agencies offered 80 hour annual vacations throughout all the length-of-employment strata. At the same time, a few agencies in this range showed increases at the 10-year employment level, where a approximately half offered 120 hour annual vacations to employees.

As with characteristics such as departmental structure and insurance benefits, the results show that pension plans are a common option for agencies of this size. This tends to indicate that for pension plans, the population category of 5000-7999 is the point at which pension plans become a standard part of employee benefit programs. Typically, agencies of this size offered programs which were primarily structured around the county/employee guidelines outlined by the state of Nebraska.

7500-9999

The 7500-9999 range again had characteristics very similar to other small agencies. However, agencies of this size started to show differences in numbers of employees per agency. The average number of employees per agency was slightly under 7 officers per agency. Despite their larger size, only 25% of these agencies had female employees. Of those that did, though, the

numbers of female officers tended to be higher; many agencies reporting female employees typically had 5-6 females in their departments.

Overtime characteristics tended to remain constant for this population range as well. It was apparent that many agencies had money specifically allocated for overtime pay, with the average dollar amount for these programs being \$6083. Correlating with this increase in the frequency of allocations, the data showed all but one agency having officers qualifying for overtime during typical pay periods.

The areas of special duty/educational pay and sick leave programs remained basically constant throughout this population range, with only a small number of agencies offering special duty/educational benefits, and nearly 90% of responding agencies providing employees with a formalized sick leave program.

Pay scales continued to climb through this population bracket. Sheriffs in this bracket had an average starting salary of \$21,646, while chief deputies (which were a part of 66% of responding programs) had an average of \$18,427. Chief corrections officers were a part of only two agencies, and had an average starting salary of \$13,300. The titles of corrections officer and "other" were difficult to categorize, with average starting salaries of \$9766 and \$6873, respectively. The low salaries in these two categories may be due to the somewhat widespread use of part-time officers in these areas.

Insurance benefits tended to show only slight changes throughout the agencies. For officers, insurance for hospitalization, dental, workmen's comp, and error and omission were commonplace, while accident/disability, vision, life, and prescription drug coverage was not often provided for officers. In family insurance categories, only hospitalization coverage was regularly provided, which seemed to follow the pattern of hospital coverage for officers.

Vacations (paid) were built into all departmental programs in this bracket, with the most common annual vacation factor being again, 80 hrs. Most agencies in this population division showed notable increases in vacation time (usually up to 120 hrs) after the 10-year mark.

Retirement plans in these agencies followed suit, with a vast majority of agencies offering the county/employee matching pension plans (state plan) characteristic of almost all agencies of over 2500 in population.

10000-14999

Agencies in the 10000-14999 jurisdictions were exact duplicates of smaller agencies in terms of sex divisions, overtime structure and allocations, as well as special duty benefits, educational bonuses and standardized sick leave programs. What does warrant attention in this category is pay scales.

As with the trend that has been noted previously, agencies of larger size tended to show expected increases in pay for nearly all positions. For example, sheriffs had an average starting salary of \$22,670, while chief deputies had an average \$19036 starting pay. Deputies had an average of \$16,712. Chief corrections officers were a part of one-third of responding agencies, with an average starting salary of \$16300, compared to correctional officers, who averaged \$11,935. Those in the "other" category had an average starting salary of \$8,840. Reserve officers were not a part of any programs of this size.

The benefits of insurance coverage, paid vacations and retirement plans were the same as with smaller agencies, with trends remaining constant in both the types of benefits and the values of benefits in each category. First, insurance commonly provided to officers and families was hospitalization, with some emphasis on accident/disability, dental, and vision for officers whose departments provided more comprehensive coverage.

Vacations were commonly awarded at all annual experience levels, and the typical vacation was 80 hrs/yr, with a few agencies receiving over 96 hours of vacation annually after five years of experience.

Lastly, pension plans were standard fare in this category, and most of them were the type outlined by state guidelines.

15000-30000

The range from 15000-30000 had 6 responding agencies, with an average size of eleven officers per agency. It is at this population level that we can see women emerging as a vital part of the workforce. Female officers for this category made up slightly over 12% of the total workforce, and most agencies showed having these officers in the positions of "patrol" and "other". This is a change from smaller agencies, which often employ women strictly as dispatchers and matrons.

Officers in agencies of this size were shown to have more options on overtime than those in smaller agencies. Most departments in the 15000-30000 range offered both comp time and paid overtime to employees, and frequently paid them on a time and one-half scale.

Merit benefits and sick leave plans were two factors that were at opposite ends of the spectrum. Merit benefits (merit pay, educational bonuses, special duty pay, and higher pay for college grads) were implemented in none of the agencies, while structured sick leave plans were a part of all responding agencies.

Pay scales showed a predictable increase for agencies of this size. Officers in nearly all job titles received higher pay than those in smaller agencies. Sheriffs in the 15000-30000 range had an average starting salary of \$23571, while chief deputies and deputies received \$20354 and \$15897, respectively.

Chief corrections officers had a higher starting salary than corrections officers-- \$16571 compared to \$12007- despite the fact that corrections officers were a part of all agencies of this size, and chief corrections officers were employed by only 66% of all the responding agencies.

Finally, reserve officers and those in the "other" category were at the bottom of the pay range. Reserve officers, which were a part of half of all agencies of this size, could not easily be categorized according to pay. Only one agency reported a starting salary that could be considered significant, and that salary was \$6720. Officers in the "other" category, on the other hand, were a part of all responding agencies, and had an average starting salary of \$13478. This increase could be linked to the fact that many employees in the "other" category are jailers and matrons, which are both a part of larger agencies that perform both law enforcement and jailing functions.

Insurance benefits at this level showed no large-scale changes over smaller agencies. Typical insurance coverage for officers included hospitalization, workmen's comp, and error and omission as part of the insurance package. For families, no comprehensive insurance plans were regularly provided. Only hospitalization coverage was provided in a few isolated instances.

Vacation plans did show a sharp increase over those offered in smaller departments. Many agencies had yearly vacations as high as 160 hours for employees in the over 5 year category. Along with this increase, it was apparent that officers employed

less than five years benefited in agencies of this size-- with some departments offering vacations as high as 96 hours for employees with 1 year of experience.

Finally, most pension plans for these agencies were state-mandated county employee retirement programs. However, one agency used a county/employee matching program in conjunction with a local savings and loan-- something that has not been a part of agencies in any category so far.

Over 30000

This jurisdictional size had only six responding agencies in it. Despite their larger size, the results turned out to be surprisingly consistent with those of other Nebraska sheriff's departments.

One of the few areas that did differ within this population bracket was in the overtime designations. As with other smaller agencies, overtime was offered in all agencies in the population division. Most employees in agencies of this size had the option of either comp time or paid overtime, with the most popular rate in either category being time and one-half. The average dollar amount allocated for overtime pay in these agencies was \$48,000 annually, with a highest-to-lowest allocation range of \$106,000. All departments in this population bracket had over three-quarters of their officers qualifying for overtime pay during a typical pay period.

Special duty and educational benefits did show slightly more occurrence in the over 30,000 jurisdictions, with all four categories (special duty pay, merit pay, educational reimbursements, and higher pay for college grads) being made available in at least some of the responding agencies.

One of the major differences between over 30,000 population agencies and smaller agencies was the management structure. Typically, smaller agencies consisted of the seven job titles outlined in the survey. These were: sheriff, chief deputy, deputy, chief corrections officer, correctional officer, reserve officer, and "other". However, in the larger agencies now being focused on, it is not unusual to find management structures that could easily be duplicates of like-sized police departments. Many of the responding sheriff's departments had positions including detective, lieutenant, sergeant, captain, corporal, and assistant chief included in their structural hierarchies.

To begin with, chiefs in agencies of this size had an average starting salary of \$34039, while chief deputies had a starting average of \$32236. Deputies averaged \$17855, and chief corrections officers averaged \$20221 to start. Corrections officers starting salaries were considerably lower-- \$13781- and reserve officers (which were employed by only one department) had a starting average of \$12000. Those in the "other" positions had a starting average of \$14102.

The peripheral positions, mentioned earlier, were not a part of all programs of this size. Rather, their occurrence was fragmented, and some agencies had only one of these positions filled as of the survey.

Captains, which were a part of two agencies, had an average starting salary of \$39244. Lieutenants averaged \$26854, and sergeants had an average starting salary of \$22685. Detectives were a part of one department, and the starting salary for that position was \$17368. Corporals (which are commonly placed in the "other" category) had a starting average of \$16702. Patrol officers were broken down into Patrol I and Patrol II categories. Patrol I officers had a starting salary of \$17909, and Patrol II officers had a starting salary of \$18090.

Insurance benefits in the over 30000 category showed no real changes over the 15000-30000 category. Officers typically received hospitalization, workmen's comp and accident/disability coverage. However, more agencies in the larger bracket indicated having life insurance offered in many cases-- something that is not common (or may not be a viable issue) in smaller agencies.

Family insurance plans showed no change over those of smaller departments. Again, the only coverage regularly provided by the department was hospitalization. All other categories were basically nonexistent at this population level.

Yearly vacations tend to remain constant throughout this population bracket. The number of hours in each employment category had only slightly more hours (up to 200/yr) awarded in the 20 year level.

Most pension plans for these agencies were specified by state guidelines for county agencies. However, a few programs were quite elaborate, and calculated county/employee investment ratios according to seniority. Other plans were mandatory after certain lengths of time, and had several variables affecting when employees became fully vested in the county's contributions.

Conclusion

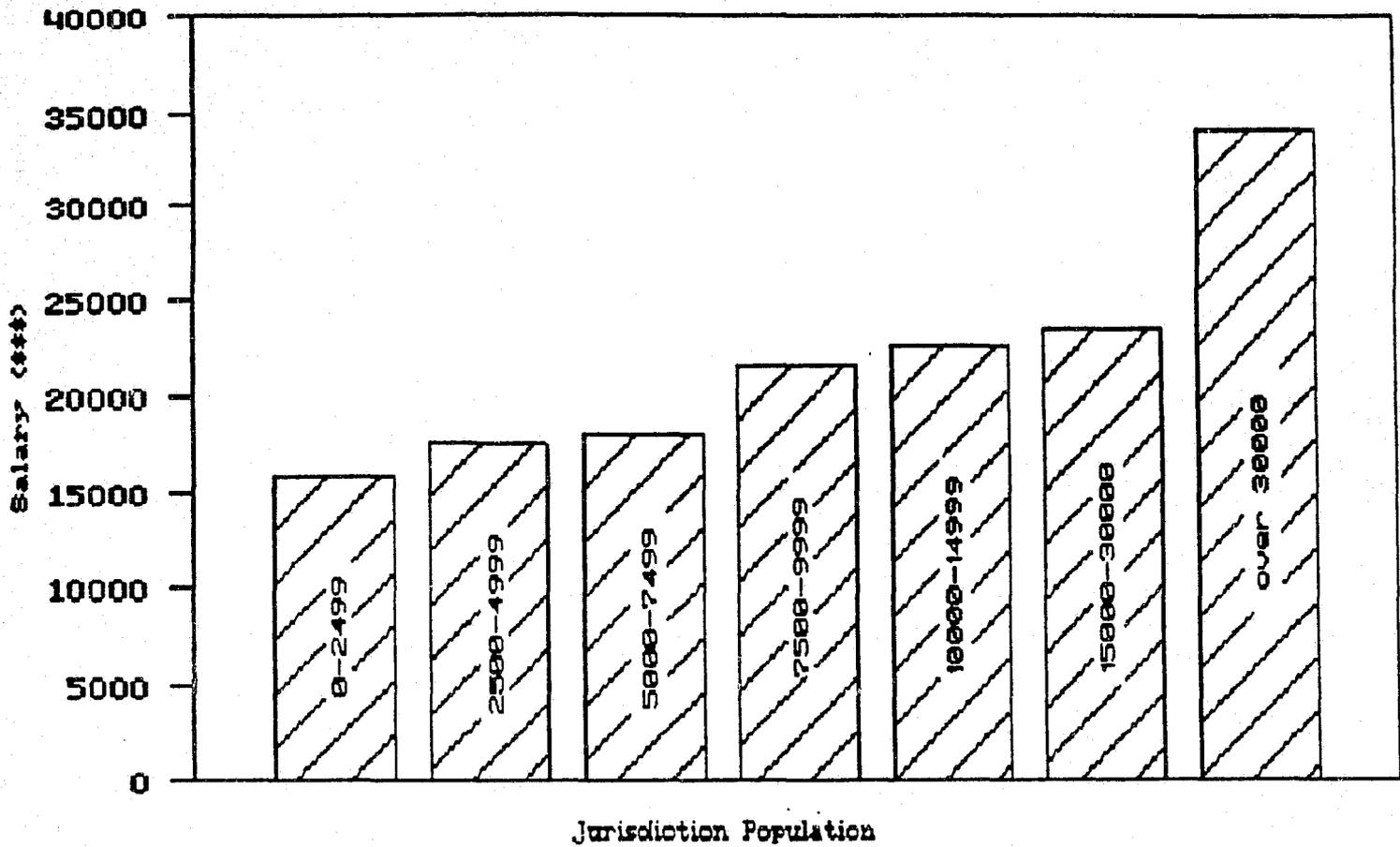
Many readers of this report will quickly find that many of the results consist of things they may have already predicted. The data retrieved in this survey primarily showed us contrasts between differently-sized agencies.

Essentially, the data showed us that:

1. Women play a more substantial (and varied) role in larger agencies-- especially in agencies over 15000 in population.
2. Insurance benefits tend to be based on hospitalization, error and omission, accident/disability, and dental coverage for officers. For families, insurance provisions are not typically provided at any population range.
3. Overtime funds are severely lacking in smaller agencies. Many agencies have officers qualifying for overtime, yet lack the funds to pay for the added man-hours.
4. Merit benefits are not common in Nebraska Sheriff's agencies.
5. Most officers in Nebraska Sheriff's agencies perform general job functions; very few work for agencies with complex management structures.

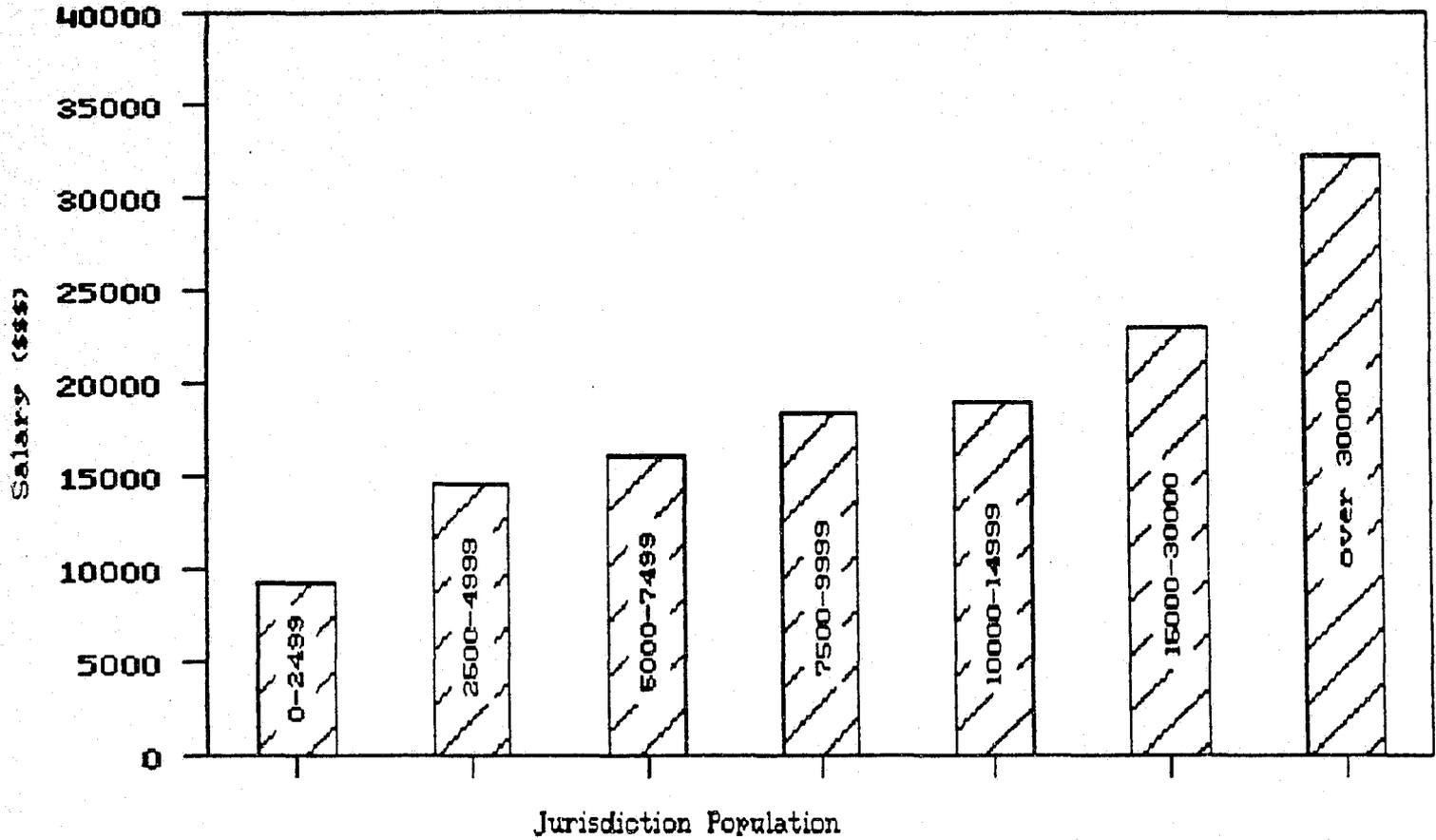
With these things in mind, it may become somewhat easier for those in the law enforcement profession to familiarize themselves with the current issues in law enforcement management. While law enforcement (and other civil-service professions) is an ever-changing field of study, it still may be possible for administrators to pinpoint some present-day problems through the use of these results.

Average Starting Salary - Sheriff



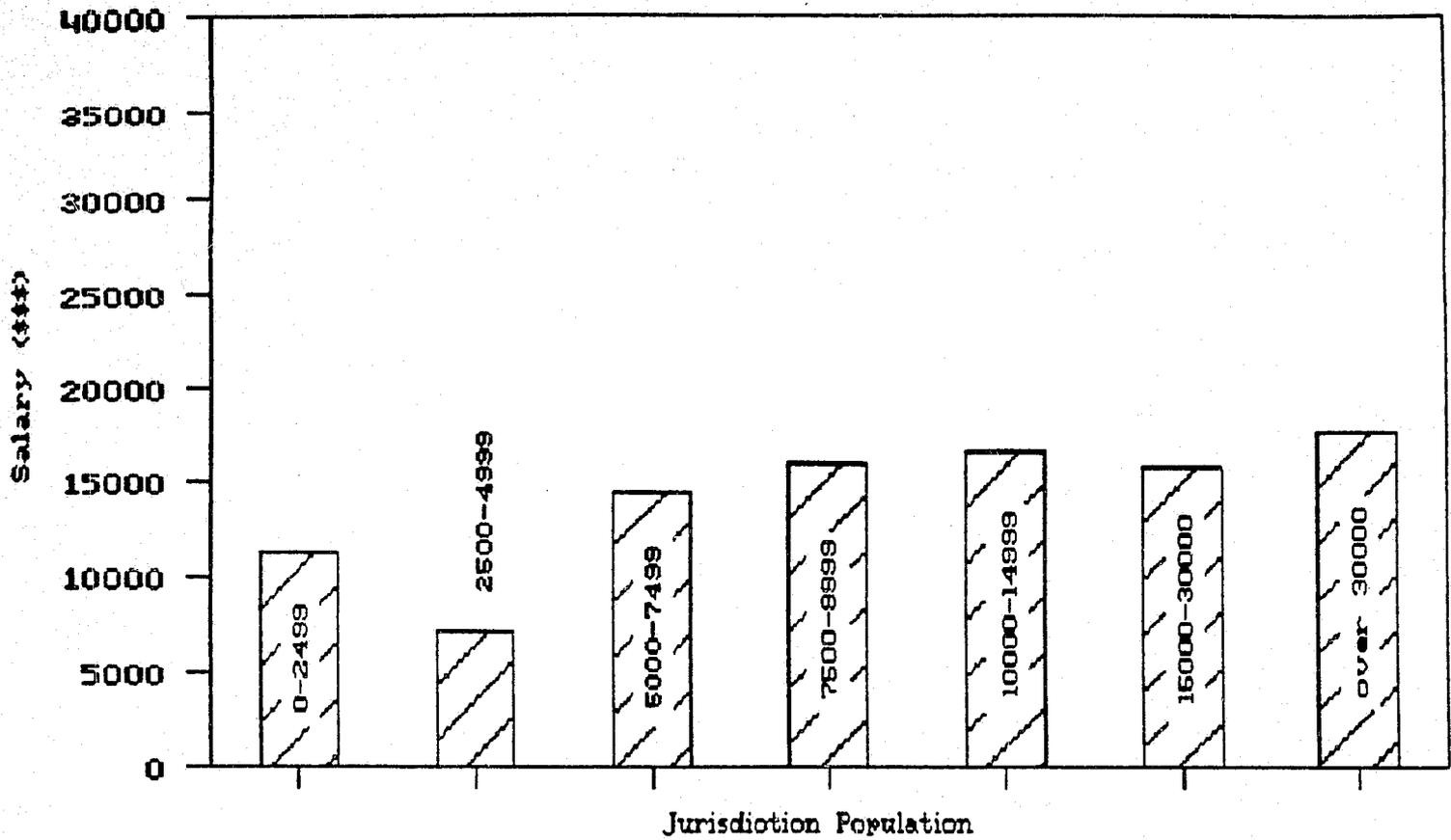
	SHERIFF	CHIEF DEPUTY	DEPUTY	CHIEF OF CORRECTIONS	CORRECTIONS OFFICER	RESERVE OFFICER	*OTHER*
0-2499	15829	9210	11253	N/A	N/A	1000	7511
2500-4999	17588	14500	7283	N/A	5776	9000	7600
5000-7499	18107	16026	14611	13200	9265	N/A	13176
7500-9999	21646	18427	16045	13300	9766	10460	6873
10000-14999	22670	19036	16712	16300	11935	5000	8840
15000-30000	23571	23054	15897	16571	12007	6720	13478
over 30000	34039	32236	17855	20221	13781	12000	14102

**Average Starting Salary -
Chief Deputy**



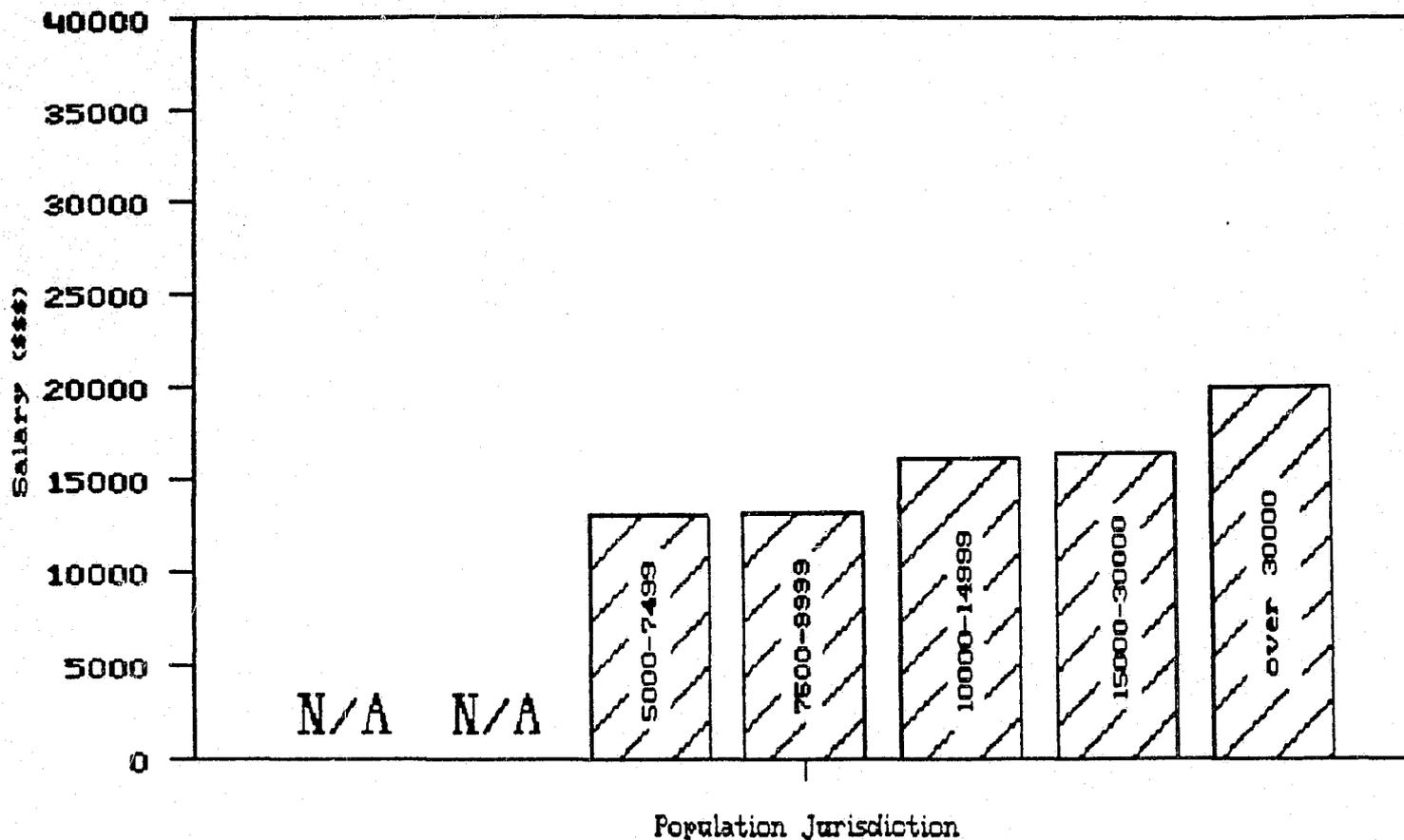
	SHERIFF	CHIEF DEPUTY	DEPUTY	CHIEF OF CORRECTIONS	CORRECTIONS OFFICER	RESERVE OFFICER	*OTHER*
0-2499	15829	9210	11253	N/A	N/A	1000	7511
2500-4999	17588	14500	7283	N/A	5776	9000	7600
5000-7499	18107	16026	14611	13200	9265	N/A	13176
7500-9999	21646	18427	16045	13300	9766	10460	6873
10000-14999	22670	19036	16712	16300	11935	5000	8840
15000-30000	23571	23054	15697	16571	12007	6720	13478
over 30000	34039	32236	17855	20221	13781	12000	14102

Average Starting Salary - Deputy



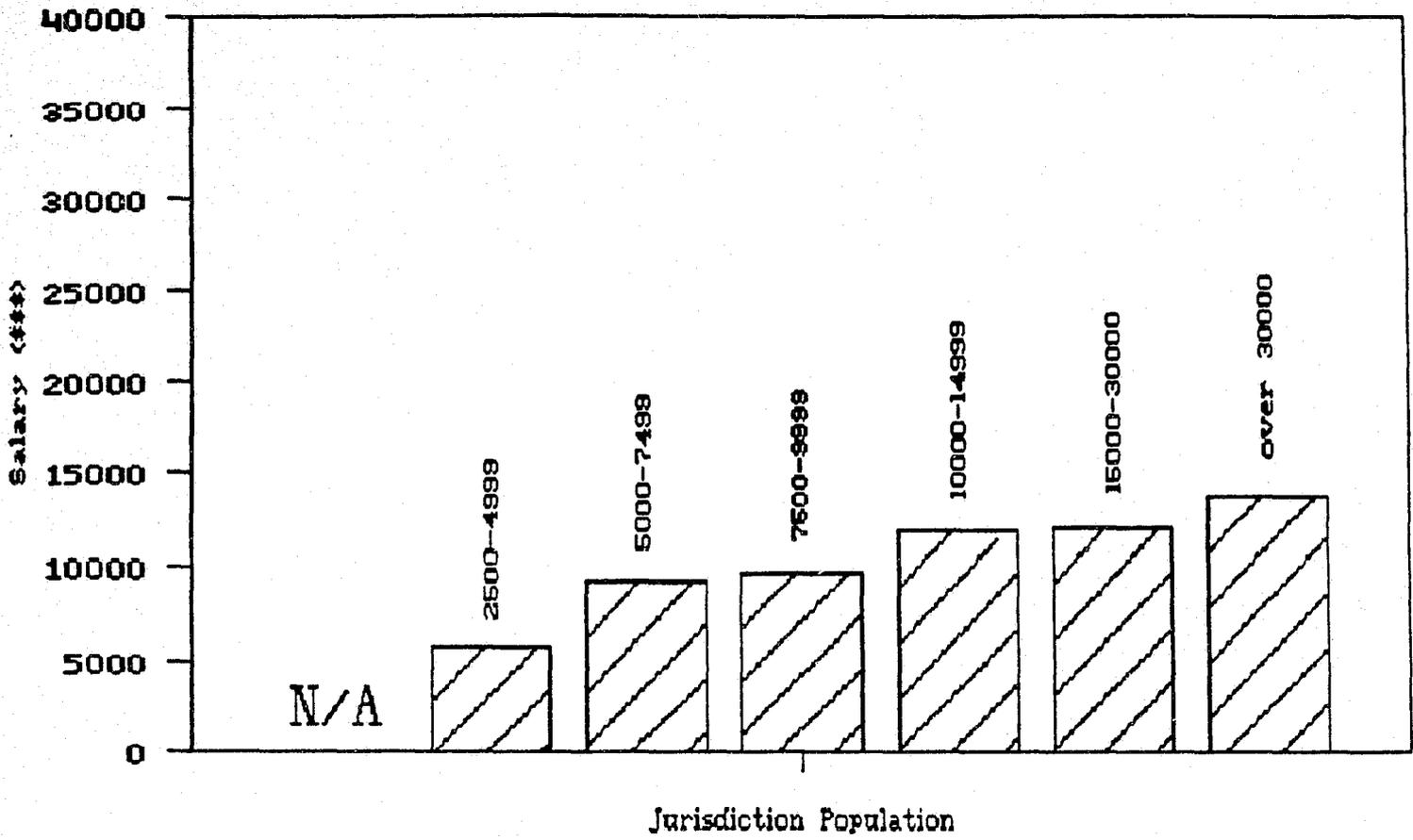
	SHERIFF	CHIEF DEPUTY	DEPUTY	CHIEF OF CORRECTIONS	CORRECTIONS OFFICER	RESERVE OFFICER	"OTHER"
0-2499	15829	9210	11253	N/A	N/A	1000	7511
2500-4999	17588	14500	7283	N/A	5776	9000	7600
5000-7499	18107	16026	14611	13200	9265	N/A	13176
7500-9999	21646	18427	16045	13300	9766	10460	6873
10000-14999	22670	19036	16712	16300	11935	5000	8840
15000-30000	23571	23054	15897	16571	12007	6720	13478
over 30000	34039	32236	17855	20221	13781	12000	14102

**Average Starting Salary -
Chief of Corrections**



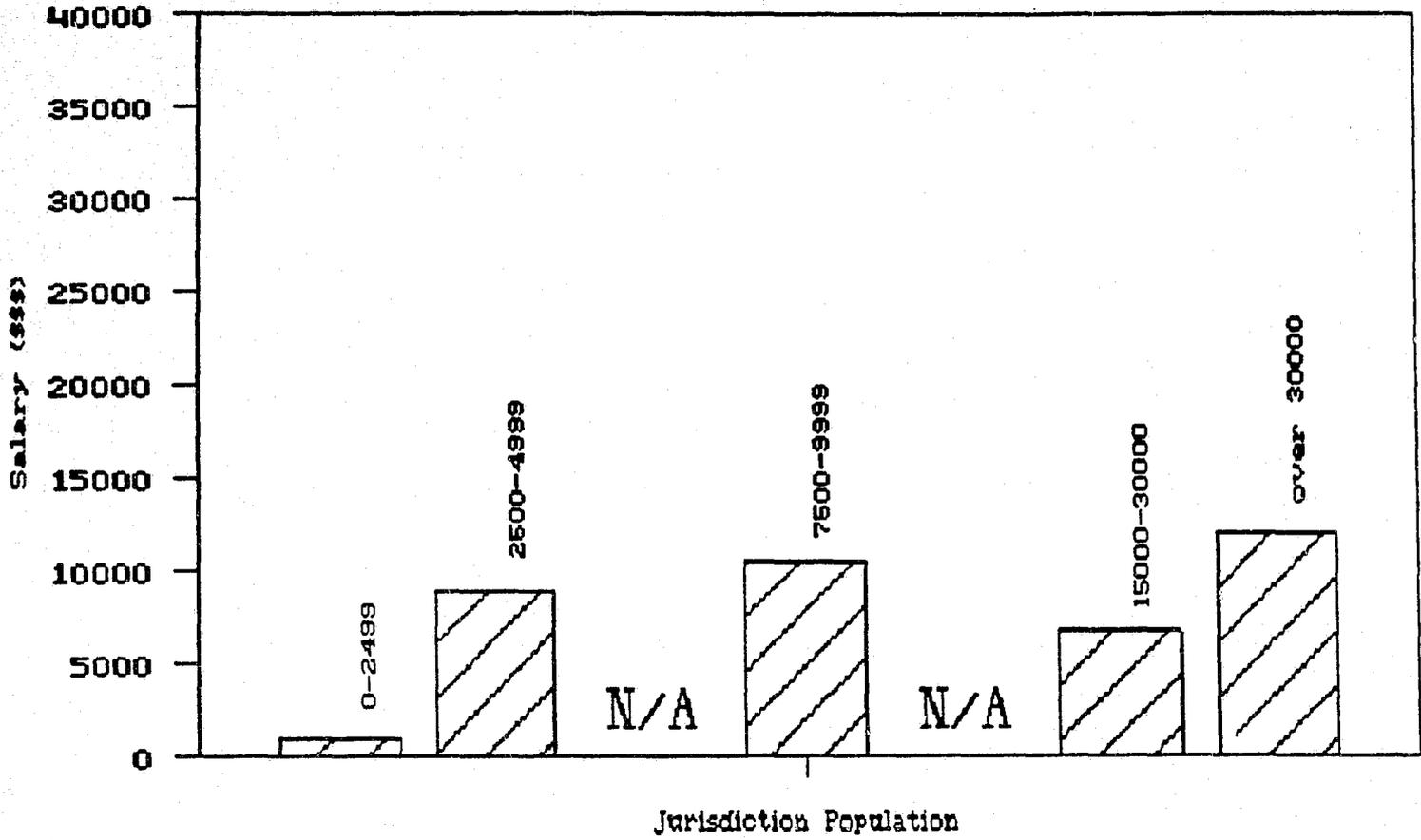
	SHERIFF	CHIEF DEPUTY	DEPUTY	CHIEF OF CORRECTIONS	CORRECTIONS OFFICER	RESERVE OFFICER	*OTHER*
0-2499	15829	9210	11253	N/A	N/A	1000	7511
2500-4999	17533	14500	7283	N/A	5776	9000	7600
5000-7499	18107	16026	14611	13200	9265	N/A	13176
7500-9999	21846	18427	16045	13300	9766	10460	6873
10000-14999	22670	19036	16712	16300	11935	5000	8840
15000-30000	23571	23054	15897	16571	12007	6720	13478
over 30000	34039	32236	17855	20221	13781	12000	14102

Average Starting Salary - Corrections



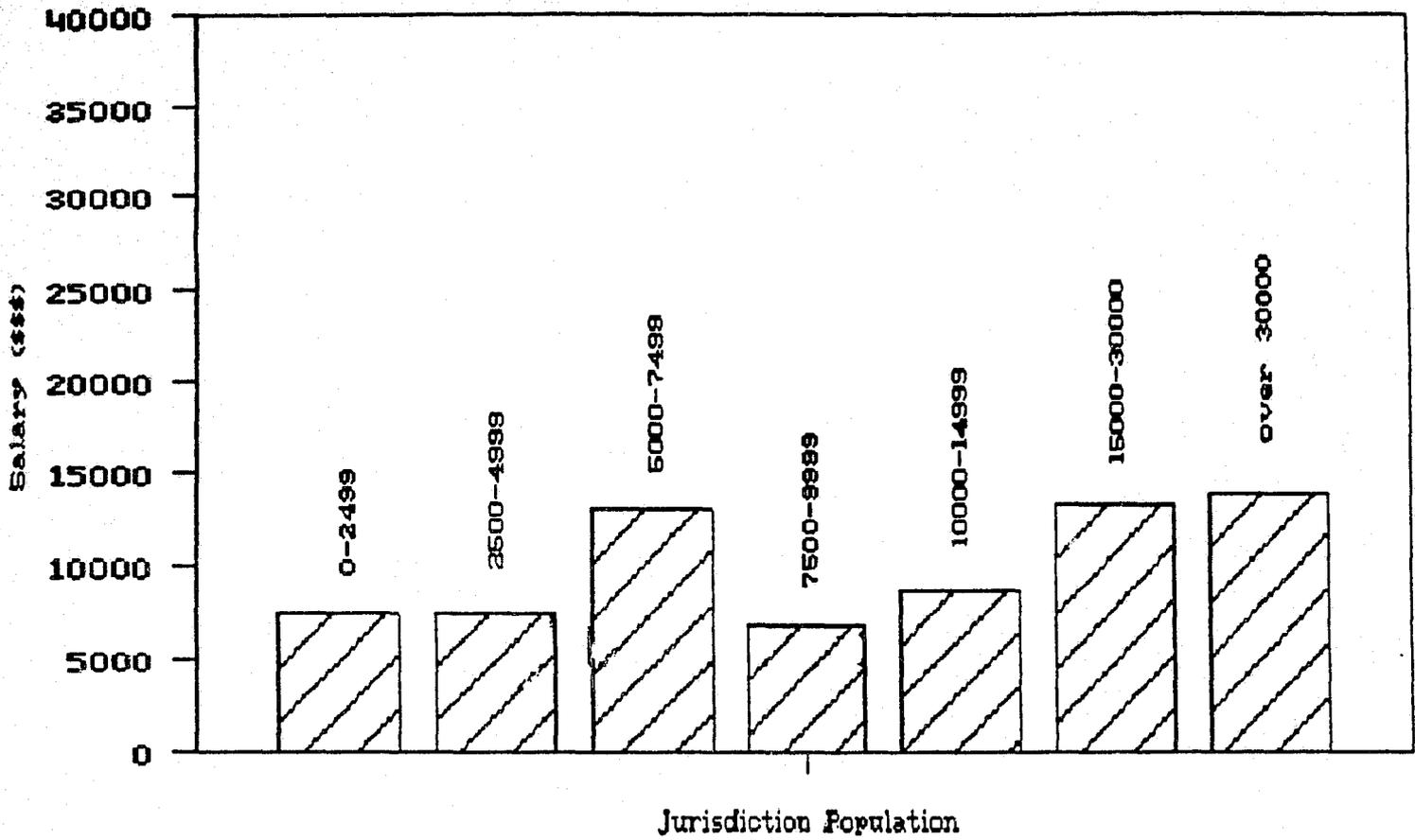
	SHERIFF	CHIEF DEPUTY	DEPUTY	CHIEF OF CORRECTIONS	CORRECTIONS OFFICER	RESERVE OFFICER	"OTHER"
0-2499	15829	9210	11253	N/A	N/A	1000	7511
2500-4999	17588	14500	7283	N/A	5776	9000	7600
5000-7499	18107	16026	14611	13200	9265	N/A	13176
7500-9999	21646	18427	16045	13300	9766	10460	6873
10000-14999	22670	19036	16712	16300	11935	5000	8840
15000-30000	23571	23054	15897	16571	12007	6720	13478
over 30000	34039	32236	17855	20221	13781	12000	14102

Average Starting Salary - Reserve Officer



	SHERIFF	CHIEF DEPUTY	DEPUTY	CHIEF OF CORRECTIONS	CORRECTIONS OFFICER	RESERVE OFFICER	"OTHER"
0-2499	15829	9210	11253	N/A	N/A	1000	7511
2500-4999	17533	14500	7283	N/A	5776	9000	7600
5000-7499	18107	16026	14611	13200	9265	N/A	13176
7500-9999	21646	18427	16045	13300	9766	10460	6873
10000-14999	22670	19036	16712	16300	11935	5000	8940
15000-30000	23571	23054	15897	16571	12007	6720	13478
over 30000	34039	32236	17855	20221	13781	12000	14102

**Average Starting Salary -
"Other"**



	SHERIFF	CHIEF DEPUTY	DEPUTY	CHIEF OF CORRECTIONS	CORRECTIONS OFFICER	RESERVE OFFICER	"OTHER"
0-2499	15829	9210	11253	N/A	N/A	1000	7511
2500-4999	17588	14500	7283	N/A	5776	9000	7600
5000-7499	18107	16026	14611	13200	9265	N/A	13176
7500-9999	21646	18427	16045	13300	9766	10460	6873
10000-14999	22670	19036	16712	16300	11935	5000	8840
15000-30000	23571	23054	15897	16571	12007	6720	13478
over 30000	34039	32236	17855	20221	13781	12000	14102

Sheriff's Departments

0-2499

Logan Co
Arthur Co
Banner Co
Keya Paha Co
Grant Co
Hooker Co
Mcpherson Co
Gosper Co
Wheeler Co
Thomas Co
Hitchcock Co
Hayes Co

2500-4999

Garden Co
Dundy Co
Brown Co
Chase Co
Sioux Co
Garfield Co
Pawnee Co
Franklin Co

5000-7499

Kearney Co
Dixon Co
Valley Co
Webster Co
Nuckolls Co
Stanton Co
Morrill Co
Polk Co

7500-9999

Antelope Co
Colfax Co
Sheridan Co
Keith Co
Burt Co
Pierce Co
Phelps Co
Thayer Co
Nemaha Co

10000-14999

Custer Co
Red Willow Co
Jefferson Co
Cheyenne Co
Richardson Co
Knox Co
Holt Co
Saline Co
Dawes Co

15000-30000

Platte Co
Dawson Co
Gage Co
Cass Co
Seward Co
York Co

Over 30000

Dodge Co
Lancaster Co
Lincoln Co
Madison Co
Scottsbluff Co
Douglas Co

Total= 58 Agencies