

Benchmark City Survey - 2013 Data

Section A: City and Department Demographics

Please refer survey questions or comments to Chris Kostelac, Support Services Section Captain
Overland Park Police Department, chris.kostelac@opkansas.org or 913-327-6989.

Background

The Benchmark City Survey was originally designed in 1997 by a core group of Police Chiefs from around the country. These Chiefs sought to establish a measurement tool to help ensure their Departments were providing the best service possible within their respective community.

The survey provides a wide range of information about each Department. With that information, the participating agencies can set better goals and objectives, and then compare their performance in the various areas.

The Overland Park, Kansas Police Department has taken the lead in compiling the survey results, and makes the final Benchmark City Survey Report available to all participants at an annual Chief's Summit hosted by participating agencies on a rotating basis. This year the conference is being held in concert with the International Association of Chiefs of Police Midsize Agencies Conference in New Orleans, LA.

2013 Participating Agencies

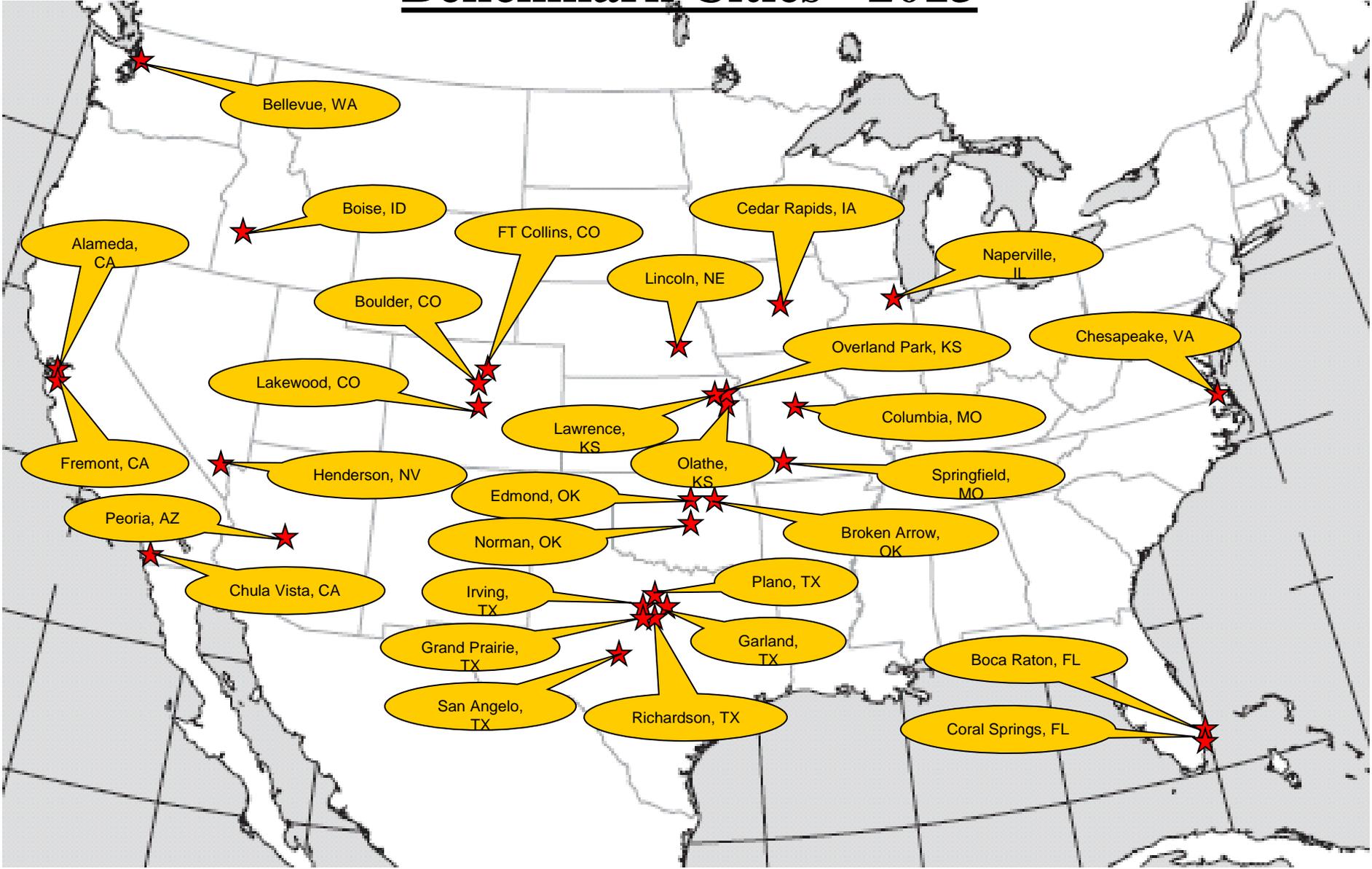
Alameda, CA – Paul Rolleri
Bellevue, WA - Linda Pillo
Boca Raton, FL - Daniel C. Alexander
Boise, ID - Michael F. Masterson
Boulder, CO - Mark Beckner
Broken Arrow, OK – David Boggs
Cedar Rapids, IA – Wayne Jerman
Chesapeake, VA - Kevin L. Wright
Chula Vista, CA - David Bejarano
Columbia, MO – Kenneth M. Burton

Coral Springs, FL – Tony J. Pustizzi
Edmond, OK - Bob A. Ricks
Fort Collins, CO – John Hutto
Fremont, CA – Richard Lucerno
Garland, TX - Mitch Bates
Grand Prairie, TX – Steve Dye
Henderson, NV – Patrick Moers
Irving, TX - Larry Boyd
Lakewood, CO - Kevin Paletta
Lawrence, KS - Tarik Khatib

Lincoln, NE – Jim Peschong
Naperville, IL – Robert W. Marshall
Norman, OK – Keith Humphrey
Olathe, KS – Steve Menke
Overland Park, KS - John M. Douglass
Peoria, AZ – Roy W. Minter Jr.
Plano, TX - Gregory W. Rushin
Richardson, TX – Jim Spivey
San Angelo, TX - Tim R. Vasquez
Springfield, MO - Paul Williams

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Benchmark Cities - 2013

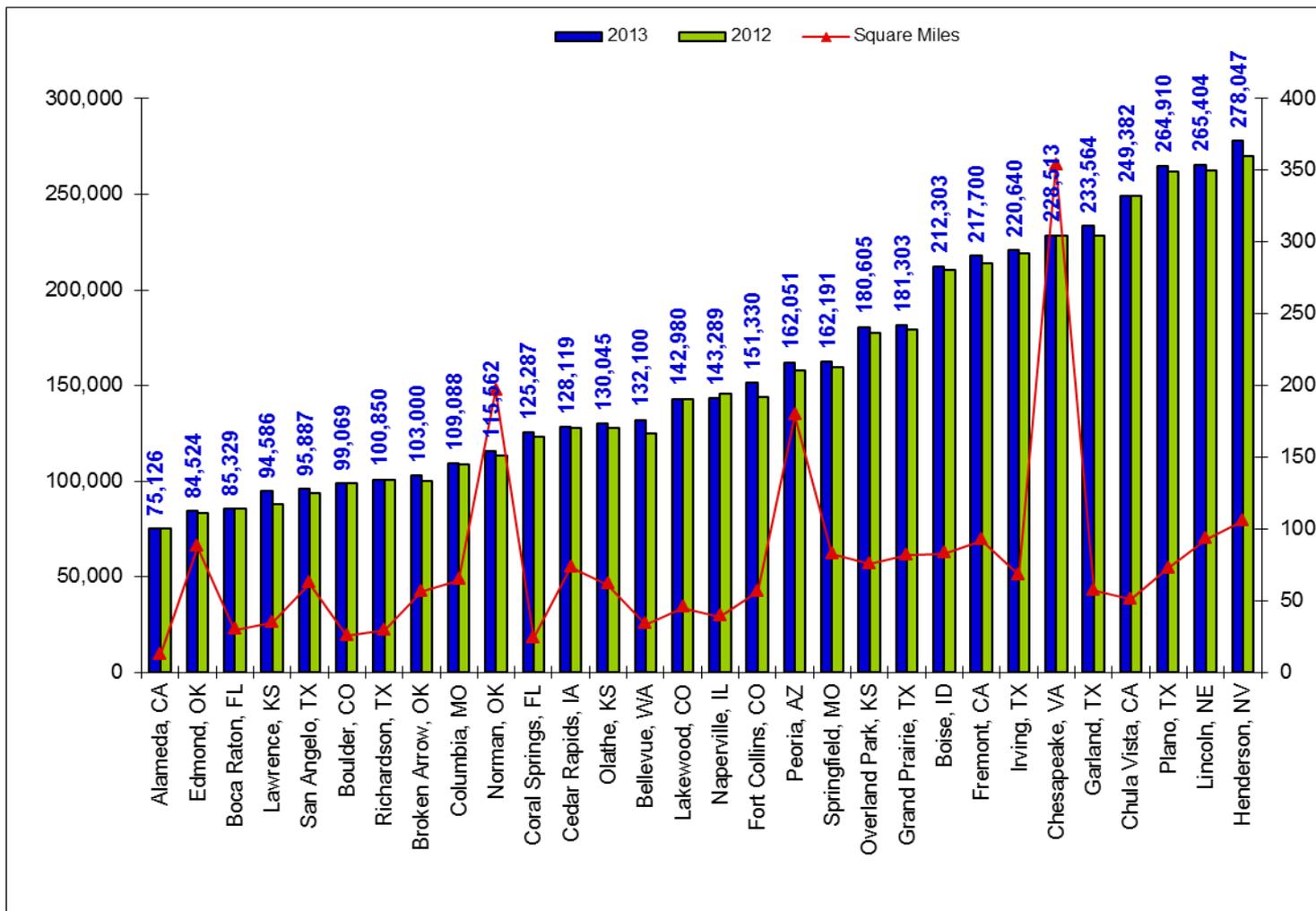


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Benchmark City Survey - 2013 Data

City Size (Population), 2-Year Comparison

2013 Average Population is 159,093 - 2013 Median Population is 143,135



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Benchmark City Survey - 2013 Data

Comparison by City Size (Population), 5-Year Comparison

2013 Average Population is 159,093- 2013 Median Population is 143,135

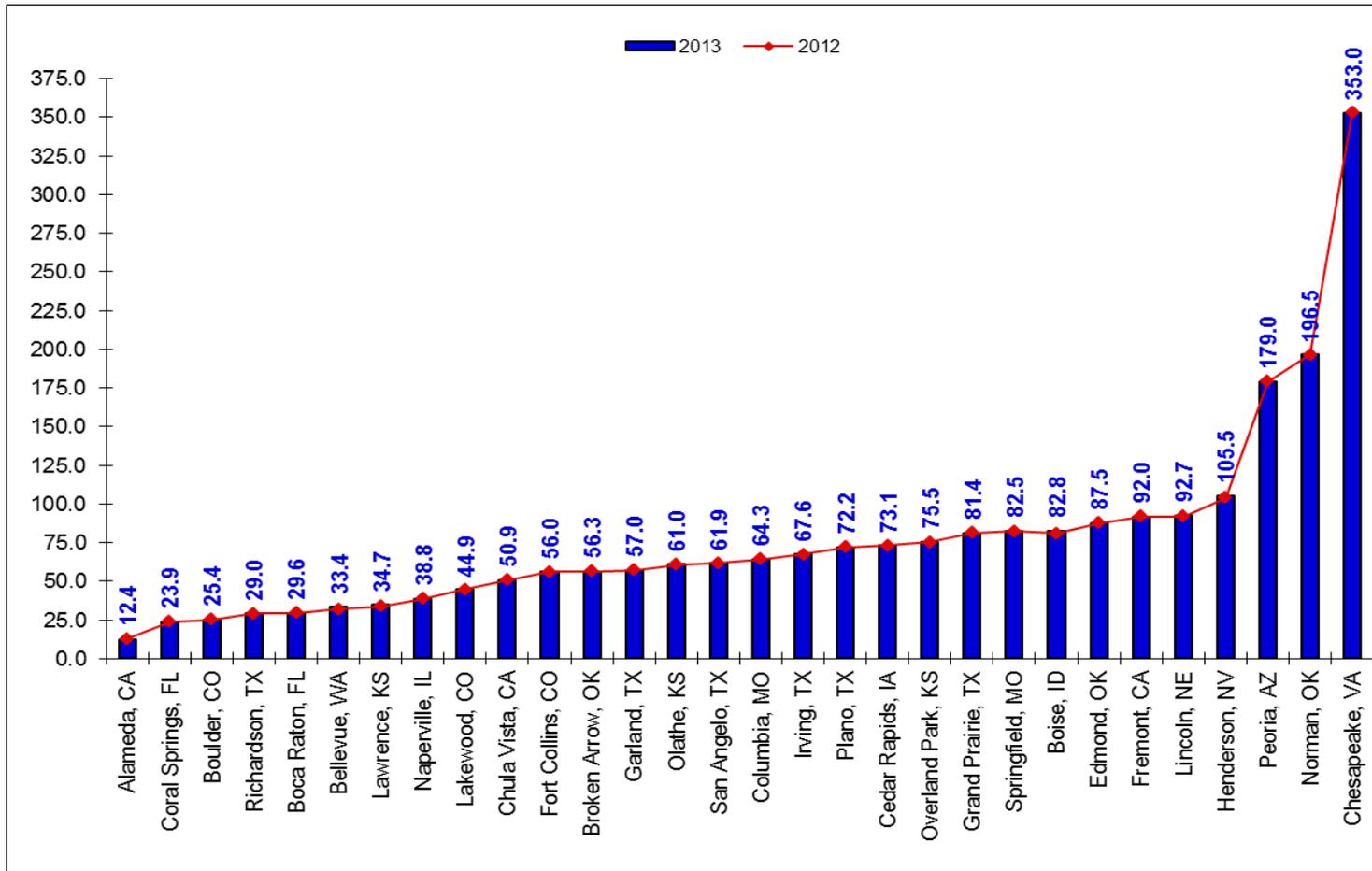
City Name	2013	2012	2011	2010	2009
Alameda, CA	75,126	75,409	74,000	76,824	76,824
Bellevue, WA	132,100	124,600	123,400	122,363	120,600
Boca Raton, FL	85,329	85,329	86,032	86,032	85,379
Boise, ID	212,303	210,145	206,470	205,671	215,630
Boulder, CO	99,069	99,069	103,650	103,650	103,650
Broken Arrow, OK	103,000	100,073	98,850	98,850	101,000
Cedar Rapids, IA	128,119	127,905	128,836	126,326	128,056
Chesapeake, VA	228,513	228,210	225,898	223,647	225,255
Chula Vista, CA	249,382	249,382	243,916	237,595	233,108
Columbia, MO	109,088	108,500	108,500	108,500	
Coral Springs, FL	125,287	123,338	121,096	127,359	127,198
Edmond, OK	84,524	83,035	82,826	81,405	80,920
Fort Collins, CO	151,330	143,986	144,875	143,986	138,100
Fremont, CA	217,700	214,000	214,000	215,000	213,000
Garland, TX	233,564	228,060	228,858	226,876	227,230
Grand Prairie, TX	181,303	179,476	175,396		
Henderson, NV	278,047	269,916	277,502	277,389	276,792
Irving, TX	220,640	218,850	217,762	215,893	215,893
Lakewood, CO	142,980	142,980	142,980	148,300	148,300
Lawrence, KS	94,586	87,643	87,643	87,643	87,643
Lincoln, NE	265,404	262,341	258,379	257,242	255,147
Naperville, IL	143,289	145,649	141,853	141,853	144,560
Norman, OK	115,562	113,273	112,384	111,000	112,551
Olathe, KS	130,045	128,062	127,211	126,225	125,225
Overland Park, KS	180,605	177,642	177,029	173,377	173,225
Peoria, AZ	162,051	158,031			
Plano, TX	264,910	261,900	261,350	265,000	263,800
Richardson, TX	100,850	100,450	99,870	99,223	99,223
San Angelo, TX	95,887	93,562	93,200	92,147	91,880
Springfield, MO	162,191	159,621	159,498	159,498	157,630
Average	159,093	156,681	161,545	166,880	176,159
Median	143,135	143,483	133,078	132,115	131,129

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Benchmark City Survey - 2013 Data

Comparison by City Size (Square Miles), 2-Year Comparison

2013 Average Square Miles is 77.4 sq mi - 2013 Median Square Miles is 63.1



Average 63.3 Square Miles without Norman, OK and Chesapeake, VA

A Coalition for Mutual Support

Benchmark City Survey - 2013 Data

Comparison by City Size (Square Miles), 5-Year Comparison

2013 Average Square Miles is 77.4 sq mi - 2013 Median Square Miles is 63.1 sq mi

City Name	2013	2012	2011	2010	2009
Alameda, CA	12.4	12.7	12.7	12.7	12.7
Bellevue, WA	33.4	32.1	32.1	32.0	32.0
Boca Raton, FL	29.6	29.6	29.6	29.6	29.6
Boise, ID	82.8	80.9	80.9	80.9	79.9
Boulder, CO	25.4	25.4	25.4	25.4	25.4
Broken Arrow, OK	56.3	56.3	56.3	56.3	56.1
Cedar Rapids, IA	73.1	73.1	73.1	73.1	73.1
Chesapeake, VA	353.0	353.0	353.0	353.0	353.0
Chula Vista, CA	50.9	50.9	50.9	50.9	50.9
Columbia, MO	64.3	64.1	64	63.7	
Coral Springs, FL	23.9	23.9	23.9	23.9	23.9
Edmond, OK	87.5	87.5	87.5	87.5	87.5
Fort Collins, CO	56.0	56.0	56.0	55.6	53.8
Fremont, CA	92.0	92.0	92.0	92.0	92.0
Garland, TX	57.0	57.0	57.0	57.0	57.0
Grand Prairie, TX	81.4	81.4	81.4		
Henderson, NV	105.5	104.0	104.0	104	104
Irving, TX	67.6	67.6	67.6	67.6	67.6
Lakewood, CO	44.9	44.9	44.9	44.9	44.9
Lawrence, KS	34.7	33.6	33.6	28.7	28.7
Lincoln, NE	92.7	91.9	89.1	90.7	90.5
Naperville, IL	38.8	38.8	39.2	39.2	39.9
Norman, OK	196.5	196.5	196.5	196.5	196.5
Olathe, KS	61.0	60.6	60.6	60.5	60.5
Overland Park, KS	75.5	75.3	75.3	75.3	75.3
Peoria, AZ	179.0	179.0			
Plano, TX	72.2	72.2	72.2	72.2	72.2
Richardson, TX	29.0	29.0	29.0	29.0	29.0
San Angelo, TX	61.9	61.7	58.8	58.8	58.8
Springfield, MO	82.5	82.5	82.5	82.5	82.0
Average	77.4	77.1	73.4	73.0	73.2
Median	63.1	62.9	60.6	59.7	58.8

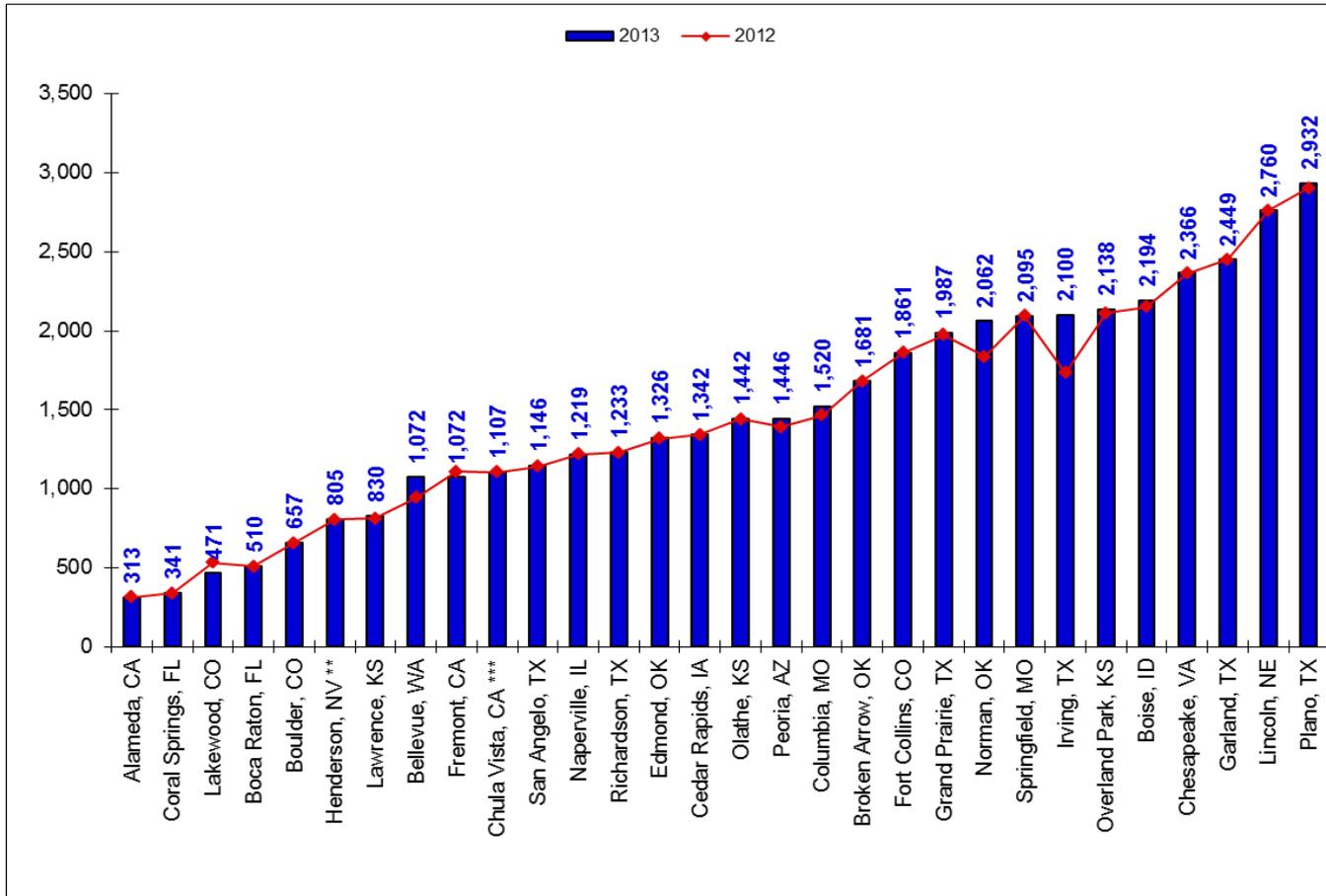
Average 63.3 Square Miles without Norman, OK and Chesapeake, VA

A Coalition for Mutual Support

Benchmark City Survey - 2013 Data

Comparison by City Size (Lane Miles), 2-Year Comparison

2013 Average Lane Miles is 1,485 – The Median Lane Miles is 1,392



Note: One Lane Mile equals one lane of street pavement one mile in length.

**Henderson calculated as roadway miles, not lane miles

*** Chula Vista's lane miles are estimated

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Benchmark City Survey - 2013 Data

Comparison by City Size (Lane Miles), 5-Year Comparison

2013 Average Lane Miles is 1,485 – The Median Lane Miles is 1,392

City Name	2013	2012	2011	2010	2009
Alameda, CA	313	313	313	313	313
Bellevue, WA	1,072	942	942	942	942
Boca Raton, FL	510	510	510	510	510
Boise, ID	2,194	2,151	2,146	2,019	2,011
Boulder, CO	657	657	657	657	657
Broken Arrow, OK	1,681	1,681	1,681	1,681	1,360
Cedar Rapids, IA	1,342	1,342	1,342	1,342	1,342
Chesapeake, VA	2,366	2,364	2,364	2,364	2,329
Chula Vista, CA ***	1,107	1,106	1,105	1,082	1,070
Columbia, MO	1,520	1,466	1,460	1,460	
Coral Springs, FL	341	341	341	341	341
Edmond, OK	1,326	1,319	1,308	1,328	1,389
Fort Collins, CO	1,861	1,861	1,255	2,142	2,142
Fremont, CA	1,072	1,110	1,110	1,110	1,100
Garland, TX	2,449	2,449	2,449	2,449	2,449
Grand Prairie, TX	1,987	1,973	1,913		
Henderson, NV **	805	805	805		
Irving, TX	2,100	1,734	1,734	1,734	1,734
Lakewood, CO	471	533	533	533	533
Lawrence, KS	830	813	811	805	805
Lincoln, NE	2,760	2,760	2,756	2,732	2,713
Naperville, IL	1,219	1,219	1,214	1,214	1,201
Norman, OK	2,062	1,835	1,826	1,819	1,916
Olathe, KS	1,442	1,442	1,436	1,430	1,405
Overland Park, KS	2,138	2,111	2,088	2,102	2,087
Peoria, AZ	1,446	1,392			
Plano, TX	2,932	2,904	3,049	3,371	3,371
Richardson, TX	1,233	1,228	1,227	1,218	1,218
San Angelo, TX	1,146	1,142	1,487	1,481	1,050
Springfield, MO	2,095	2095	2095	2,075	1,326
Average	1,483	1,615	1,402	1,386	1,364
Median	1,392	1,367	1,334	1,272	1,351

Note: One Lane Mile equals one lane of street pavement one mile in length.

**Henderson calculated as roadway miles, not lane miles.

*** Chula Vista's lane miles are estimated.

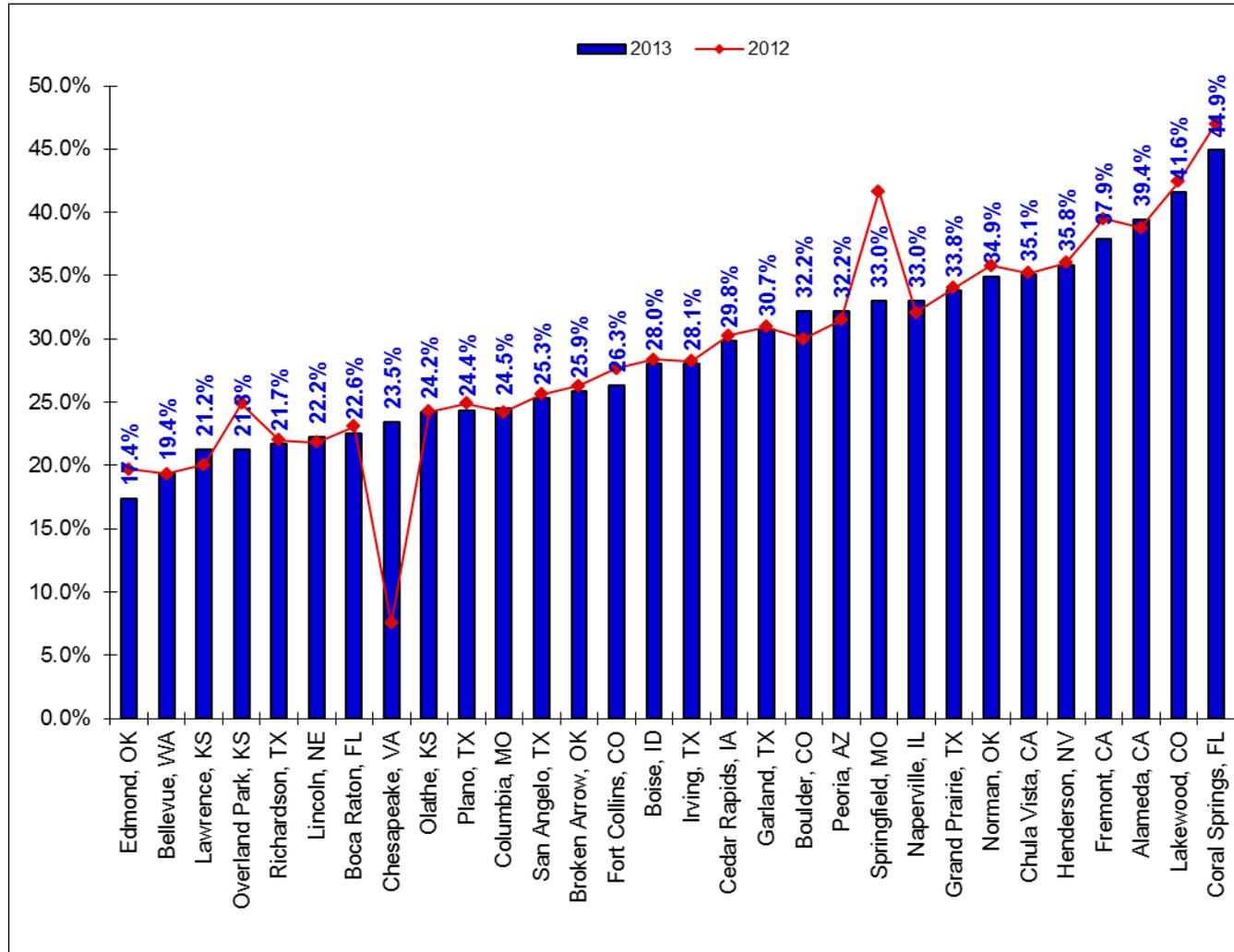
Section A - Demographics

A Coalition for Mutual Support

Benchmark City Survey - 2013 Data

Department Budget as a % of City Budget, 2-Year Comparison

2013 Average Department Budget is 29.0% of the City Budget



A Coalition for Mutual Support

Benchmark City Survey - 2013 Data

Department Budget as a % of City Budget, 5-Year Comparison

2013 Average Department Budget is 29.0% of the City Budget

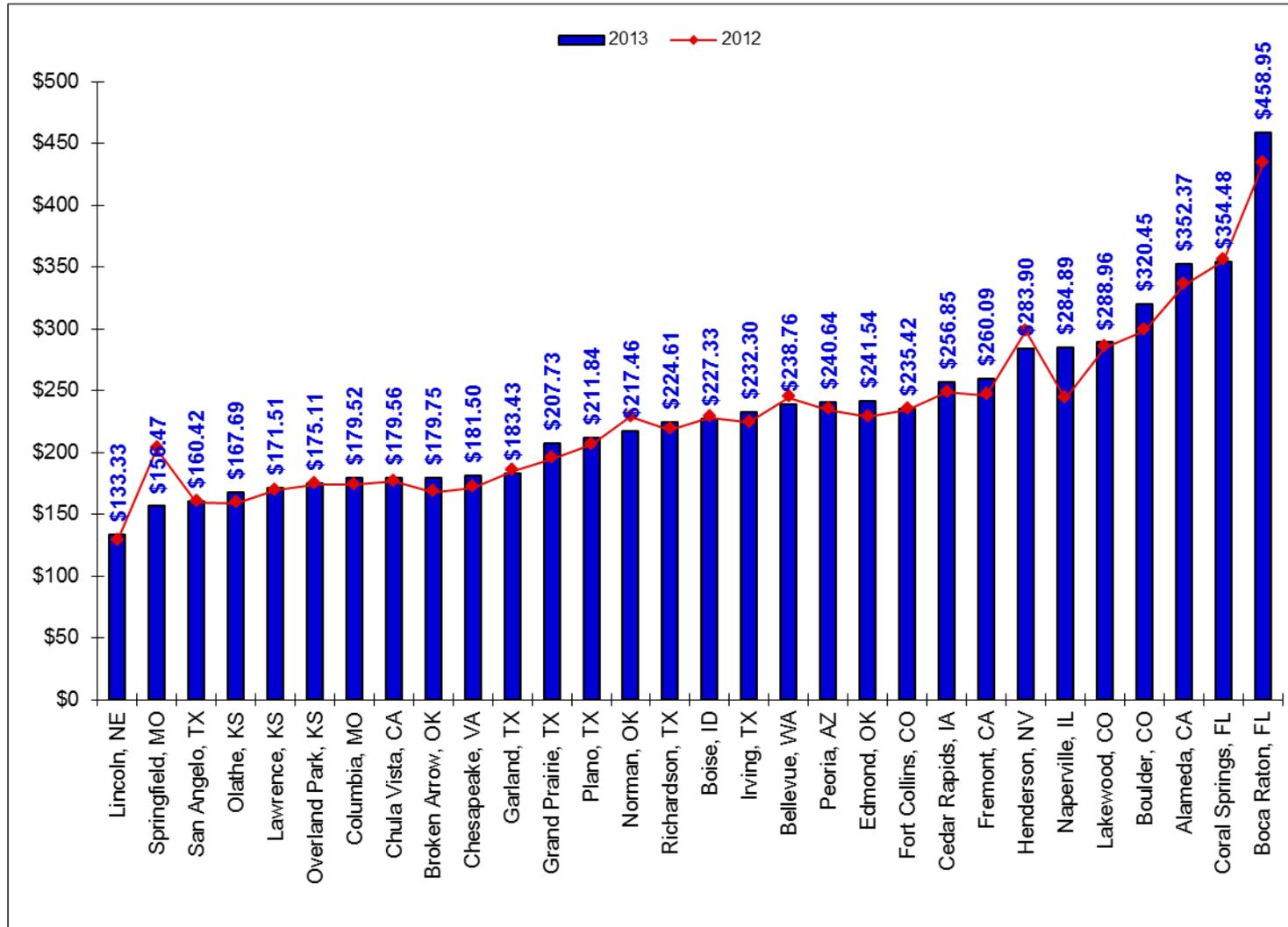
City Name	City Budget	Police Budget	2013	2012	2011	2010	2009
Alameda, CA	\$67,104,514	\$26,471,891	39.4%	38.8%	37.6%	38.0%	37.8%
Bellevue, WA	\$162,936,820	\$31,539,592	19.4%	19.3%	22.2%	21.9%	23.8%
Boca Raton, FL	\$173,655,600	\$39,161,400	22.6%	23.1%	22.2%	21.0%	20.3%
Boise, ID	\$172,310,740	\$48,263,266	28.0%	28.4%	28.0%	27.8%	26.9%
Boulder, CO	\$98,703,000	\$31,747,022	32.2%	30.0%	33.2%	33.7%	33.7%
Broken Arrow, OK	\$71,583,917	\$18,514,100	25.9%	26.3%	33.9%	33.9%	26.9%
Cedar Rapids, IA	\$110,416,209	\$32,907,536	29.8%	30.3%	30.5%	28.2%	28.6%
Chesapeake, VA	\$176,847,246	\$41,474,372	23.5%	7.5%	7.6%	7.3%	8.3%
Chula Vista, CA	\$127,751,132	\$44,778,450	35.1%	35.2%	33.4%	33.1%	33.1%
Columbia, MO	\$79,852,405	\$19,583,933	24.5%	24.2%	26.1%	25.8%	
Coral Springs, FL	\$98,814,282	\$44,411,871	44.9%	47.0%	47.7%	46.4%	44.0%
Edmond, OK	\$117,458,290	\$20,415,903	17.4%	19.7%	17.7%	19.0%	16.2%
Fort Collins, CO	\$135,533,704	\$35,625,883	26.3%	27.7%	27.0%	28.6%	29.2%
Fremont, CA	\$149,296,000	\$56,621,000	37.9%	39.5%	40.3%	38.4%	44.0%
Garland, TX	\$139,410,162	\$42,843,513	30.7%	31.0%	32.1%	32.5%	33.1%
Grand Prairie, TX	\$111,439,962	\$37,662,176	33.8%	34.0%	35.3%		
Henderson, NV	\$220,228,536	\$78,936,462	35.8%	36.0%	40.3%	35.1%	
Irving, TX	\$182,700,000	\$51,254,403	28.1%	28.2%	29.0%	28.9%	29.4%
Lakewood, CO	\$99,246,356	\$41,314,886	41.6%	42.4%	41.8%	45.9%	42.0%
Lawrence, KS	\$76,421,417	\$16,222,471	21.2%	20.1%	19.7%	19.6%	20.4%
Lincoln, NE	\$159,071,831	\$35,387,036	22.2%	21.8%	22.2%	26.3%	27.3%
Naperville, IL	\$123,805,313	\$40,821,808	33.0%	32.1%	32.4%	31.7%	32.5%
Norman, OK	\$71,985,277	\$25,130,220	34.9%	35.8%	33.1%	27.9%	26.0%
Olathe, KS	\$89,961,132	\$21,806,778	24.2%	24.3%	23.8%	24.2%	25.1%
Overland Park, KS	\$148,700,000	\$31,625,232	21.3%	24.9%	23.4%	21.3%	20.4%
Peoria, AZ	\$121,201,681	\$38,995,559	32.2%	31.5%			
Plano, TX	\$230,347,946	\$56,119,093	24.4%	24.9%	24.6%	24.3%	24.3%
Richardson, TX	\$104,251,506	\$22,652,318	21.7%	22.0%	22.1%	22.2%	22.2%
San Angelo, TX	\$60,779,866	\$15,382,452	25.3%	25.6%	26.5%	24.9%	23.0%
Springfield, MO	\$76,989,000	\$25,377,544	33.0%	34.1%	39.7%	34.3%	26.2%
Average	\$125,293,461	\$35,768,272	29.0%	28.9%	25.1%	19.7%	28.0%
Median	\$119,329,986	\$35,506,460	28.0%	28.3%	26.9%	25.6%	29.7%

A Coalition for Mutual Support

Benchmark City Survey - 2013 Data

Police Department Budget as \$ Per Citizen, 2-Year Comparison

2013 Average is \$233.56 per Citizen



A Coalition for Mutual Support

Benchmark City Survey - 2013 Data

Police Department Budget as \$ Per Citizen, 5-Year Comparison

2013 Average is \$233.56 per Citizen

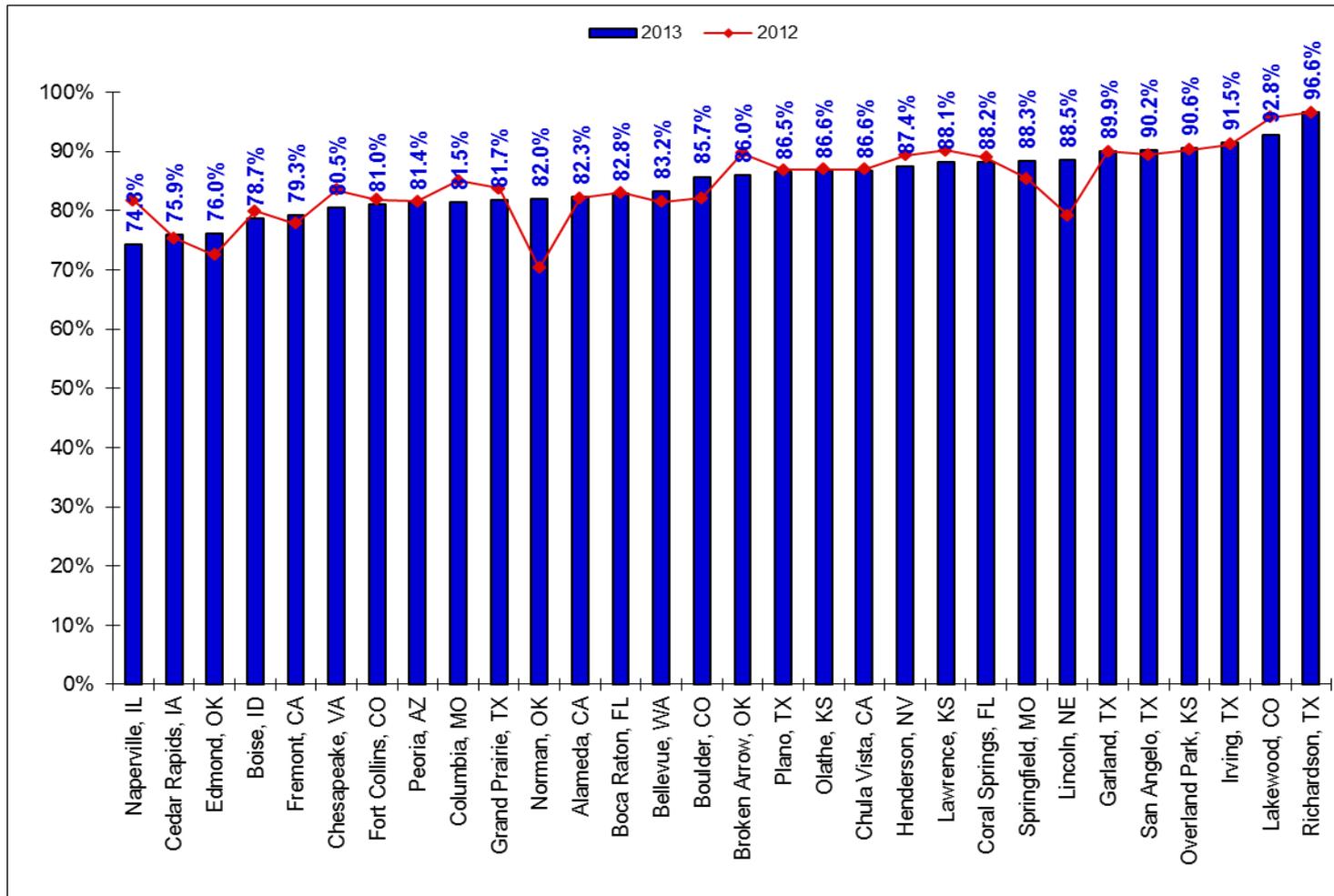
City Name	Police Budget	City Population	2013	2012	2011	2010	2009
Alameda, CA	\$26,471,891	75,126	\$352.37	\$335.74	\$364.02	\$351.19	\$338.53
Bellevue, WA	\$31,539,592	132,100	\$238.76	\$244.51	\$282.98	\$291.16	\$309.59
Boca Raton, FL	\$39,161,400	85,329	\$458.95	\$433.76	\$415.30	\$411.29	\$399.51
Boise, ID	\$48,263,266	212,303	\$227.33	\$228.12	\$232.13	\$223.43	\$204.98
Boulder, CO	\$31,747,022	99,069	\$320.45	\$298.71	\$280.80	\$271.47	\$269.55
Broken Arrow, OK	\$18,514,100	103,000	\$179.75	\$167.87	\$147.12	\$147.12	\$141.61
Cedar Rapids, IA	\$32,907,536	128,119	\$256.85	\$248.41	\$234.36	\$220.48	\$205.59
Chesapeake, VA	\$41,474,372	228,513	\$181.50	\$171.44	\$170.92	\$170.03	\$186.73
Chula Vista, CA	\$44,778,450	249,382	\$179.56	\$176.29	\$170.64	\$185.53	\$188.89
Columbia, MO	\$19,583,933	109,088	\$179.52	\$173.91	\$182.87	\$180.95	
Coral Springs, FL	\$44,411,871	125,287	\$354.48	\$355.39	\$374.46	\$334.07	\$309.65
Edmond, OK	\$20,415,903	84,524	\$241.54	\$228.89	\$220.34	\$222.75	\$211.43
Fort Collins, CO	\$35,625,883	151,330	\$235.42	\$234.54	\$227.44	\$199.70	\$219.89
Fremont, CA	\$56,621,000	217,700	\$260.09	\$246.24	\$252.29	\$250.44	\$252.65
Garland, TX	\$42,843,513	233,564	\$183.43	\$185.07	\$185.56	\$192.13	\$191.94
Grand Prairie, TX	\$37,662,176	181,303	\$207.73	\$194.77	\$190.33		
Henderson, NV	\$78,936,462	278,047	\$283.90	\$298.32	\$314.14	\$310.60	\$325.21
Irving, TX	\$51,254,403	220,640	\$232.30	\$224.05	\$223.78	\$227.19	\$240.20
Lakewood, CO	\$41,314,886	142,980	\$288.96	\$284.90	\$276.07	\$288.64	\$263.80
Lawrence, KS	\$16,222,471	94,586	\$171.51	\$169.13	\$165.32	\$162.03	\$151.35
Lincoln, NE	\$35,387,036	265,404	\$133.33	\$128.38	\$125.93	\$122.93	\$122.56
Naperville, IL	\$40,821,808	143,289	\$284.89	\$243.73	\$254.93	\$253.27	\$254.23
Norman, OK	\$25,130,220	115,562	\$217.46	\$228.65	\$194.26	\$174.17	\$165.19
Olathe, KS	\$21,806,778	130,045	\$167.69	\$158.92	\$155.34	\$167.40	\$171.91
Overland Park, KS	\$31,625,232	180,605	\$175.11	\$174.09	\$172.60	\$176.70	\$182.04
Peoria, AZ	\$38,995,559	162,051	\$240.64	\$234.64			
Plano, TX	\$56,119,093	264,910	\$211.84	\$206.12	\$204.06	\$200.84	\$201.76
Richardson, TX	\$22,652,318	100,850	\$224.61	\$218.47	\$214.61	\$210.40	\$206.50
San Angelo, TX	\$15,382,452	95,887	\$160.42	\$159.67	\$157.82	\$148.81	\$143.85
Springfield, MO	\$25,377,544	162,191	\$156.47	\$202.87	\$193.72	\$143.90	\$148.71
Average	\$38,323,149	159,093	\$233.56	\$228.52	\$215.86	\$217.70	\$205.27

A Coalition for Mutual Support

Benchmark City Survey - 2013 Data

Personnel Costs as a % of Department Budget, 2-Year Comparison

2013 Average Personnel Budget is 84.8% of the Total Budget



A Coalition for Mutual Support

Benchmark City Survey - 2013 Data

Personnel Costs as a % of Department Budget, 5-Year Comparison

2013 Average Personnel Budget is 84.8% of the Total Budget

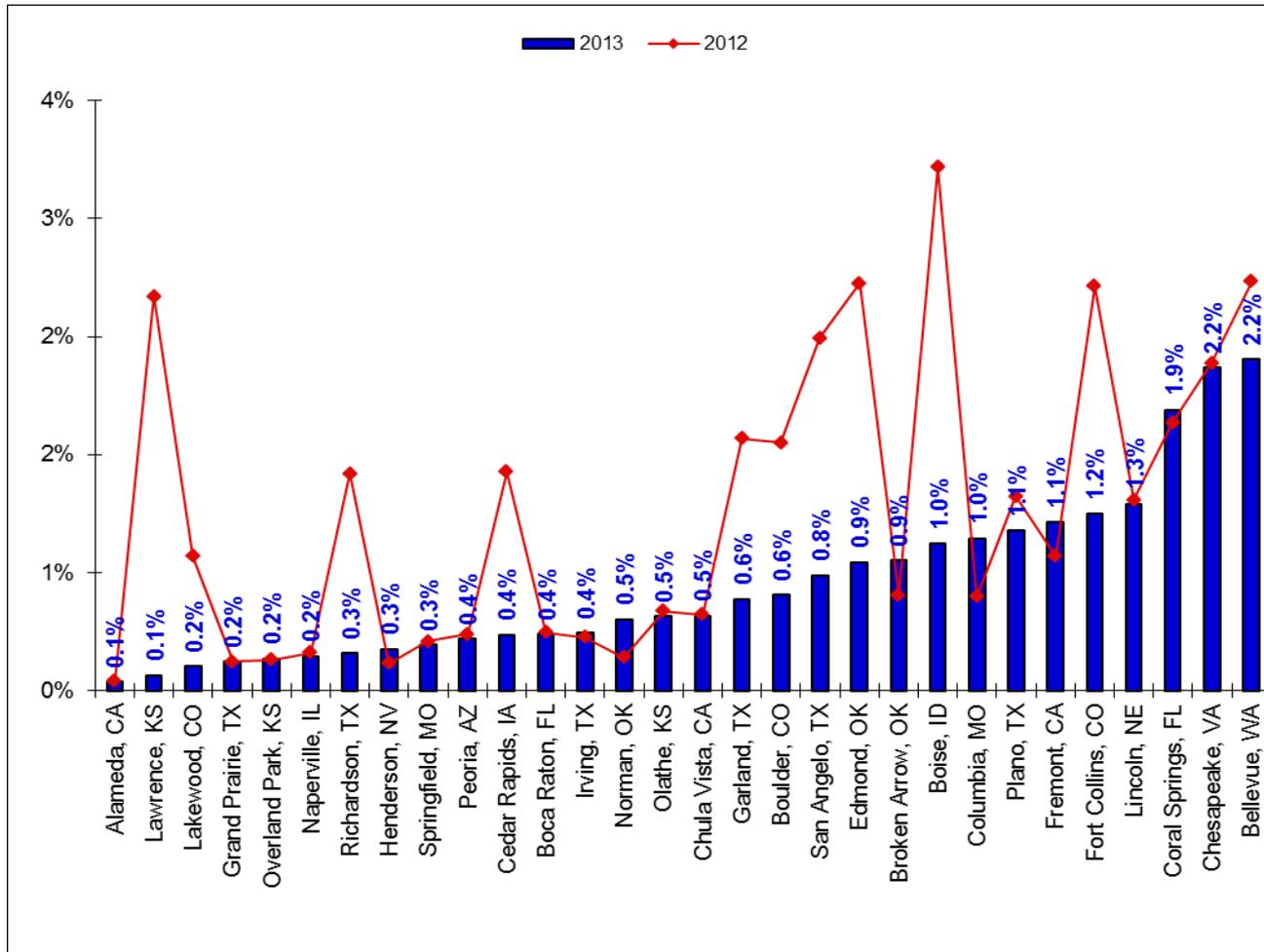
City Name	Department Budget	Personnel Budget	2013	2012	2011	2010	2009
Alameda, CA	\$26,471,891	\$21,796,046	82.3%	82.1%	79.3%	79.8%	78.2%
Bellevue, WA	\$31,539,592	\$26,234,270	83.2%	81.5%	68.3%	68.1%	70.5%
Boca Raton, FL	\$39,161,400	\$32,432,200	82.8%	83.0%	82.9%	80.8%	79.5%
Boise, ID	\$48,263,266	\$37,990,806	78.7%	79.9%	74.6%	79.0%	81.3%
Boulder, CO	\$31,747,022	\$27,213,347	85.7%	82.1%	81.9%	84.9%	84.9%
Broken Arrow, OK	\$18,514,100	\$15,920,500	86.0%	89.7%	91.6%	91.6%	91.1%
Cedar Rapids, IA	\$32,907,536	\$24,969,001	75.9%	75.4%	75.5%	79.8%	79.8%
Chesapeake, VA	\$41,474,372	\$33,390,735	80.5%	83.5%	84.4%	85.6%	74.4%
Chula Vista, CA	\$44,778,450	\$38,797,172	86.6%	86.9%	87.0%	87.2%	92.2%
Columbia, MO	\$19,583,933	\$15,962,114	81.5%	85.0%	80.1%	79.0%	
Coral Springs, FL	\$44,411,871	\$39,167,283	88.2%	89.0%	89.0%	87.6%	85.8%
Edmond, OK	\$20,415,903	\$15,525,575	76.0%	72.5%	73.9%	71.3%	76.6%
Fort Collins, CO	\$35,625,883	\$28,874,721	81.0%	81.8%	82.4%	85.0%	72.7%
Fremont, CA	\$56,621,000	\$44,898,677	79.3%	77.8%	76.7%	78.9%	79.0%
Garland, TX	\$42,843,513	\$38,531,221	89.9%	90.0%	90.0%	91.0%	90.6%
Grand Prairie, TX	\$37,662,176	\$30,788,463	81.7%	83.7%	87.0%		
Henderson, NV	\$78,936,462	\$68,982,893	87.4%	89.3%	96.0%	88.7%	
Irving, TX	\$51,254,403	\$46,885,377	91.5%	91.2%	89.9%	90.9%	88.3%
Lakewood, CO	\$41,314,886	\$38,357,517	92.8%	95.7%	89.2%	89.0%	94.3%
Lawrence, KS	\$16,222,471	\$14,294,066	88.1%	90.1%	87.6%	88.4%	87.7%
Lincoln, NE	\$35,387,036	\$31,332,152	88.5%	79.2%	79.6%	79.7%	81.2%
Naperville, IL	\$40,821,808	\$30,337,465	74.3%	81.7%	75.6%	80.1%	74.2%
Norman, OK	\$25,130,220	\$20,605,306	82.0%	70.3%	91.3%	73.2%	80.5%
Olathe, KS	\$21,806,778	\$18,893,473	86.6%	87.0%	87.4%	83.5%	82.9%
Overland Park, KS	\$31,625,232	\$28,649,175	90.6%	90.2%	90.1%	90.0%	88.5%
Peoria, AZ	\$38,995,559	\$31,732,622	81.4%	81.6%			
Plano, TX	\$56,119,093	\$48,561,366	86.5%	86.9%	85.0%	87.2%	89.4%
Richardson, TX	\$22,652,318	\$21,873,554	96.6%	96.5%	97.8%	96.6%	96.6%
San Angelo, TX	\$15,382,452	\$13,882,559	90.2%	89.4%	89.7%	89.3%	87.6%
Springfield, MO	\$25,377,544	\$22,410,837	88.3%	85.4%	86.4%	89.2%	88.2%
Average	\$35,768,272	\$30,309,683	84.8%	84.6%	83.7%	85.0%	84.3%

A Coalition for Mutual Support

Benchmark City Survey - 2013 Data

Training Costs as a % of Department Budget, 2-Year Comparison

2013 Average Training Budget is 0.7% of Total Budget



Note: Now calculated excluding any overhead costs

A Coalition for Mutual Support

Benchmark City Survey - 2013 Data

Training Costs as a % of Department Budget, 5-Year Comparison

2013 Average Training Budget is 0.7% of Total Budget

City Name	Department Budget	Training Budget	2013	2012	2011	2010	2009
Alameda, CA	\$26,471,891	\$15,160	0.1%	0.1%	0.5%	0.4%	0.4%
Belleveue, WA	\$31,539,592	\$707,706	2.2%	2.8%	2.6%	2.5%	2.1%
Boca Raton, FL	\$39,161,400	\$150,300	0.4%	0.4%	0.4%	0.6%	0.6%
Boise, ID	\$48,263,266	\$481,388	1.0%	3.5%	1.6%	1.3%	1.4%
Boulder, CO	\$31,747,022	\$205,497	0.6%	1.7%	2.0%	1.8%	2.0%
Broken Arrow, OK	\$18,514,100	\$163,650	0.9%	0.6%	0.4%	0.4%	0.5%
Cedar Rapids, IA	\$32,907,536	\$124,570	0.4%	1.5%	1.8%	1.6%	1.6%
Chesapeake, VA	\$41,474,372	\$908,380	2.2%	2.2%	1.3%	1.4%	1.4%
Chula Vista, CA	\$44,778,450	\$227,194	0.5%	0.5%	0.5%	0.5%	0.6%
Columbia, MO	\$19,583,933	\$201,999	1.0%	0.6%	0.6%	0.7%	
Coral Springs, FL	\$44,411,871	\$845,416	1.9%	1.8%	1.8%	1.9%	1.9%
Edmond, OK	\$20,415,903	\$177,500	0.9%	2.8%	3.1%	3.0%	2.6%
Fort Collins, CO	\$35,625,883	\$425,652	1.2%	2.7%	2.9%	3.3%	1.4%
Fremont, CA	\$56,621,000	\$647,000	1.1%	0.9%	1.1%	1.2%	1.2%
Garland, TX	\$42,843,513	\$265,125	0.6%	1.7%	1.7%	1.8%	1.7%
Grand Prairie, TX	\$37,662,176	\$73,679	0.2%	0.2%	2.0%		
Henderson, NV	\$78,936,462	\$222,934	0.3%	3.5%	3.9%	0.2%	
Irving, TX	\$51,254,403	\$199,562	0.4%	0.4%	0.4%	0.5%	0.5%
Lakewood, CO	\$41,314,886	\$68,916	0.2%	0.9%	0.9%	1.3%	1.1%
Lawrence, KS	\$16,222,471	\$17,000	0.1%	2.7%	2.8%	2.8%	1.3%
Lincoln, NE	\$35,387,036	\$447,436	1.3%	1.3%	1.6%	0.6%	0.6%
Naperville, IL	\$40,821,808	\$94,943	0.2%	0.3%	0.2%	0.2%	0.3%
Norman, OK	\$25,130,220	\$121,298	0.5%	0.2%	0.3%	0.3%	
Olathe, KS	\$21,806,778	\$110,000	0.5%	0.5%	0.6%	0.5%	0.5%
Overland Park, KS	\$31,625,232	\$68,945	0.2%	0.2%	0.2%	0.1%	0.2%
Peoria, AZ	\$38,995,559	\$137,150	0.4%	0.4%			
Plano, TX	\$56,119,093	\$607,673	1.1%	1.3%	1.6%	1.4%	1.3%
Richardson, TX	\$22,652,318	\$57,366	0.3%	1.5%	1.5%	1.5%	1.5%
San Angelo, TX	\$15,382,452	\$120,330	0.8%	2.4%	3.1%	2.9%	2.9%
Springfield, MO	\$25,377,544	\$78,285	0.3%	0.3%	0.4%	0.4%	
Average	\$35,768,272	\$265,735	0.7%	1.3%	1.1%	1.3%	1.3%

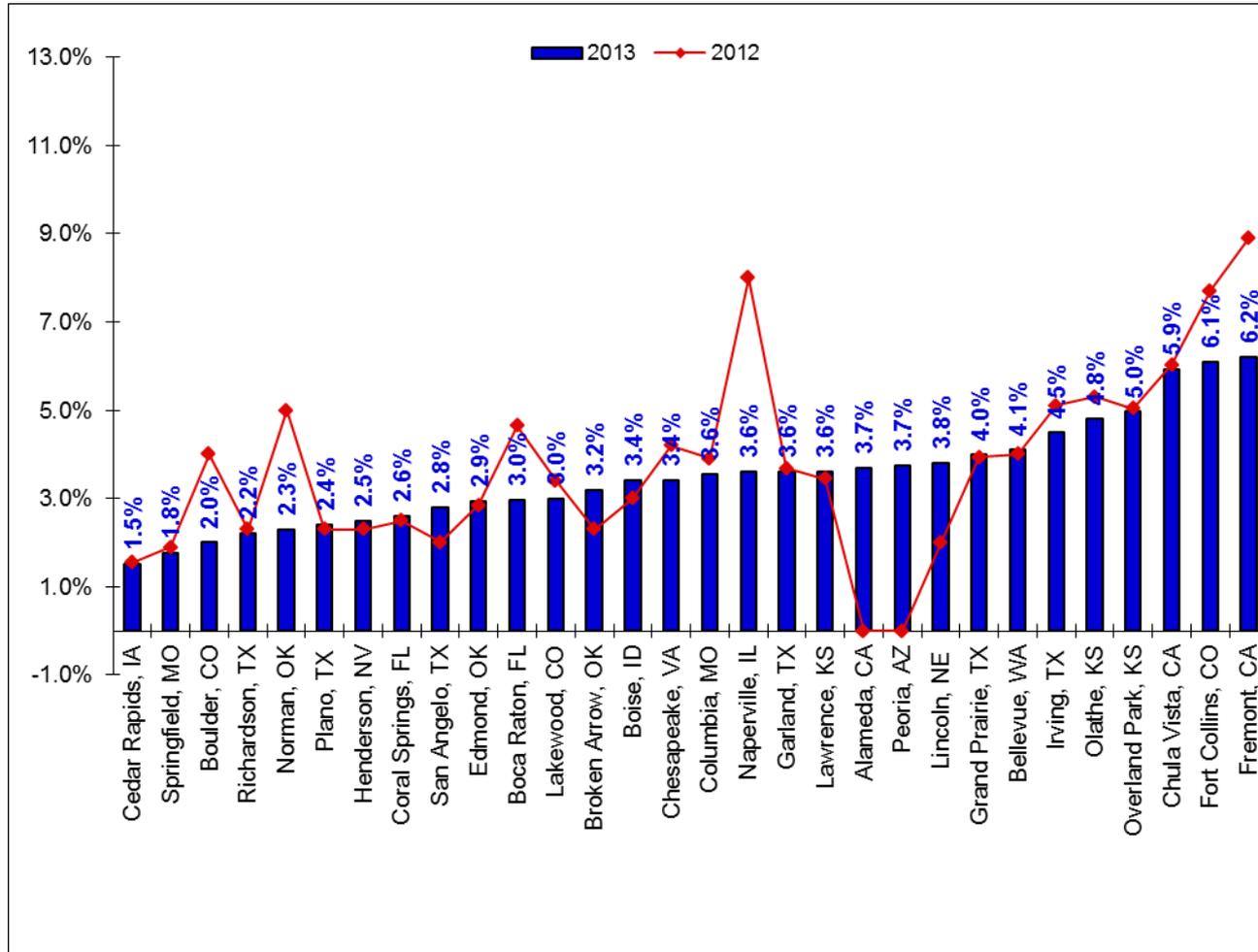
Note: Now calculated excluding any overhead costs

A Coalition for Mutual Support

Benchmark City Survey - 2013 Data

Overtime Costs as a % Personnel Budget, 2-Year Comparison

2013 Average Overtime Cost is 3.0% of the Personnel Budget



A Coalition for Mutual Support

Benchmark City Survey - 2013 Data

Overtime Costs as a % Personnel Budget, 5-Year Comparison

2013 Average Overtime Cost is 3.5% of the Personnel Budget

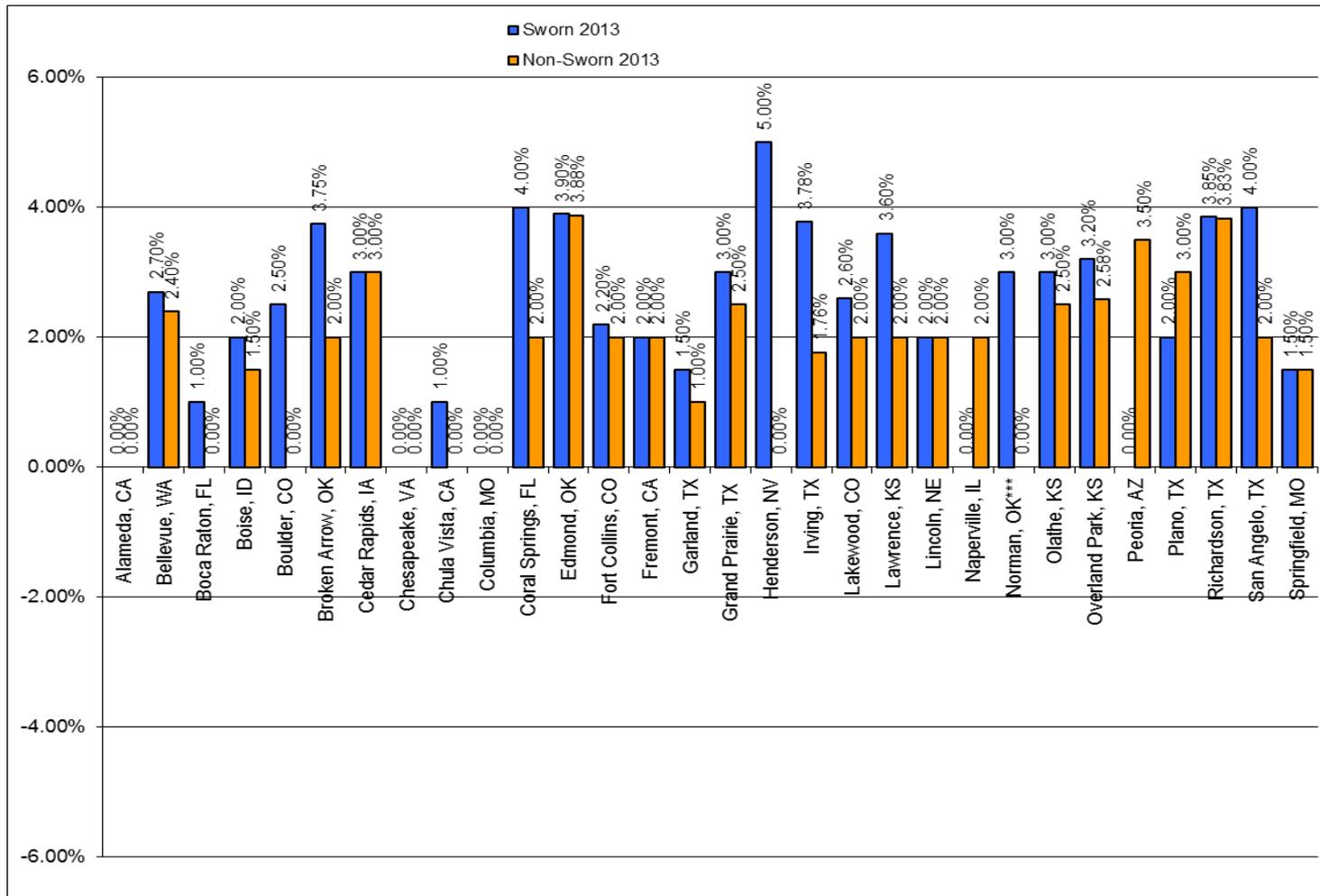
City Name	2013	2012	2011	2010	2009
Alameda, CA *	3.7%	0.0%	3.0%	2.6%	2.8%
Bellevue, WA *	4.1%	4.0%	4.0%	4.1%	5.1%
Boca Raton, FL	3.0%	4.6%	6.4%	7.4%	11.6%
Boise, ID	3.4%	3.0%	4.7%	3.6%	4.2%
Boulder, CO	2.0%	4.0%	3.0%	2.7%	2.9%
Broken Arrow, OK	3.2%	2.3%	4.0%	4.0%	4.0%
Cedar Rapids, IA	1.5%	1.6%	1.6%	1.1%	1.0%
Chesapeake, VA	3.4%	4.2%	3.5%	3.4%	4.7%
Chula Vista, CA	5.9%	6.0%	6.2%	5.9%	5.8%
Columbia, MO	3.6%	3.9%	3.9%	6.0%	
Coral Springs, FL	2.6%	2.5%	2.2%	2.5%	3.1%
Edmond, OK	2.9%	2.8%	2.8%	2.9%	2.8%
Fort Collins, CO	6.1%	7.7%	7.6%	6.8%	7.2%
Fremont, CA	6.2%	8.9%	6.2%	8.8%	8.8%
Garland, TX	3.6%	3.7%	3.4%	3.6%	3.6%
Grand Prairie, TX	4.0%	3.9%	4.6%		
Henderson, NV	2.5%	2.3%	2.5%	2.0%	1.5%
Irving, TX	4.5%	5.1%	2.6%	5.7%	5.7%
Lakewood, CO	3.0%	3.4%	3.3%	3.5%	3.6%
Lawrence, KS	3.6%	3.4%	3.3%	3.4%	3.5%
Lincoln, NE	3.8%	2.0%	1.6%		2.0%
Naperville, IL	3.6%	8.0%	8.0%	8.0%	10.0%
Norman, OK	2.3%	5.0%	5.0%	4.9%	5.0%
Olathe, KS	4.8%	5.3%	5.4%	5.4%	7.7%
Overland Park, KS	5.0%	5.0%	4.7%	5.0%	4.8%
Peoria, AZ	3.7%	3.7%			
Plano, TX	2.4%	2.3%	2.4%	2.2%	
Richardson, TX	2.2%	2.3%	2.3%	2.5%	2.6%
San Angelo, TX	2.8%	2.0%	2.0%	4.0%	4.0%
Springfield, MO	1.8%	1.9%	2.0%	2.0%	1.8%
Average	3.5%	3.8%	3.9%	4.2%	4.6%

A Coalition for Mutual Support

Benchmark City Survey - 2013 Data

Average Salary Increase (Decrease) for 2013

2013 Average is 2.3% (Officer) and 1.7% (Civilian)



** % is calculated based upon \$1000 increase to top of scale

A Coalition for Mutual Support
Benchmark City Survey - 2013 Data
Average Salary Increase (Decrease) for 2013

2013 Average is 2.3% (Officer) and 1.7% (Civilian)

City Name	Sworn 2013	Non-Sworn 2013	Sworn 2012	Non-Sworn 2012	Sworn 2011	Non-Sworn 2011	Sworn 2010	Non-Sworn 2010
Alameda, CA	0.00%	0.00%	0.00%	0.00%	0.0%	0.0%	0.0%	0.0%
Bellevue, WA	2.70%	2.40%	3.70%	0.00%	0.0%	0.0%	0.0%	0.0%
Boca Raton, FL	1.00%	0.00%	1.00%	0.00%	4.8%	0.0%	3.7%	2.8%
Boise, ID	2.00%	1.50%	0.00%	1.50%	0.0%	0.0%	0.0%	1.5%
Boulder, CO	2.50%	0.00%	1.00%	0.00%	3.5%	0.0%	2.0%	1.5%
Broken Arrow, OK	3.75%	2.00%	2.00%	2.00%	2.0%	2.0%	2.0%	4.0%
Cedar Rapids, IA	3.00%	3.00%	3.00%	3.00%	2.5%	2.5%	2.0%	2.0%
Chesapeake, VA	0.00%	0.00%	1.00%	1.00%	1.5%	1.6%	0.0%	0.0%
Chula Vista, CA	1.00%	0.00%	3.00%	0.00%	2.0%	0.0%	1.0%	0.0%
Columbia, MO	0.00%	0.00%	N/A	N/A	0.0%	0.0%	0.0%	0.0%
Coral Springs, FL	4.00%	2.00%	4.00%	1.00%	4.0%	1.0%	4.0%	1.0%
Edmond, OK	3.90%	3.88%	3.00%	3.00%	2.5%	0.0%	0.0%	0.0%
Fort Collins, CO	2.20%	2.00%	1.72%	2.87%	0.0%	0.0%	0.0%	0.0%
Fremont, CA	2.00%	2.00%	0.00%	0.00%	-5.3%	-5.3%	0.0%	-2.3%
Garland, TX	1.50%	1.00%	1.00%	0.00%	0.0%	0.0%	1.2%	1.2%
Grand Prairie, TX	3.00%	2.50%	2.50%	2.50%	3.0%	3.0%		
Henderson, NV	5.00%	0.00%	5.00%	1.20%	5.0%	5.0%	5.0%	5.0%
Irving, TX	3.78%	1.76%	0.00%	0.00%	4.0%	2.5%	4.0%	2.5%
Lakewood, CO	2.60%	2.00%	0.00%	2.60%	2.0%	1.7%	3.0%	1.7%
Lawrence, KS	3.60%	2.00%	2.90%	1.60%	3.5%	1.4%	0.3%	1.0%
Lincoln, NE	2.00%	2.00%	3.25%	2.00%	0.8%	1.8%	1.0%	1.3%
Naperville, IL	0.00%	2.00%	4.00%	2.00%	3.0%	2.0%	3.0%	0.0%
Norman, OK***	3.00%	0.00%	3.00%	1.90%	3.0%	3.0%	0.0%	0.0%
Olathe, KS	3.00%	2.50%	3.00%	1.50%	0.0%	0.0%	4.5%	1.8%
Overland Park, KS	3.20%	2.58%	0.00%	0.00%	0.0%	0.0%	0.0%	0.0%
Peoria, AZ	0.00%	3.50%	5.00%	5.00%				
Plano, TX	2.00%	3.00%	2.00%	3.00%	2.0%	2.0%	0.0%	0.0%
Richardson, TX	3.85%	3.83%	3.80%	3.90%	3.5%	3.6%	2.5%	2.6%
San Angelo, TX	4.00%	2.00%	4.00%	2.00%	4.0%	3.0%	0.0%	0.0%
Springfield, MO	1.50%	1.50%	1.50%	1.50%	2.0%	3.2%	0.0%	0.0%
Average	2.3%	1.7%	2.2%	1.6%	1.8%	1.2%	1.4%	1.0%

A Coalition for Mutual Support

Benchmark City Survey - 2013 Data

Layoffs

Only one Benchmark City Agency experienced employee layoffs in 2013

City Name	Sworn	Non-Sworn	Sworn	Non-Sworn	Sworn	Non-Sworn	Sworn	Non-Sworn
Alameda, CA	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Bellevue, WA	0.0	0.0	0.0	0.0	0.0	0.0	0.0	2.0
Boca Raton, FL	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Boise, ID	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Boulder, CO	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Broken Arrow, OK	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Cedar Rapids, IA	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Chesapeake, VA	0.0	3.0	0.0	0.0	0.0	0.0	0.0	2.0
Chula Vista, CA	0.0	0.0	0.0	0.0	0.0	1.0	0.0	0.0
Columbia, MO	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Coral Springs, FL	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Edmond, OK	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Fort Collins, CO	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Fremont, CA	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Garland, TX	0.0	0.0	0.0	0.0	0.0	0.0	1.0	0.0
Grand Prairie, TX	0.0	0.0	0.0	0.0	0.0	0.0		
Henderson, NV	0.0	0.0	0.0	0.0	0.0	0.0	0.0	1.0
Irving, TX	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Lakewood, CO	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Lawrence, KS	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Lincoln, NE	0.0	0.0	0.0	0.0	0.0	0.0	0.0	6.5
Naperville, IL	0.0	0.0	0.0	0.0	0.0	0.0	8.0	1.0
Norman, OK	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Olathe, KS	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Overland Park, KS	0.0	0.0	0.0	0.0	0.0	0.0	1.0	1.0
Peoria, AZ	0.0	0.0	0.0	0.0				
Plano, TX	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Richardson, TX	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
San Angelo, TX	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Springfield, MO	0.0	0.0	0.0	0.0	0.0	4.5	0.0	4.5

A Coalition for Mutual Support

Benchmark City Survey - 2013 Data

Unionization

69.0% of the Benchmark City Agencies are Unionized

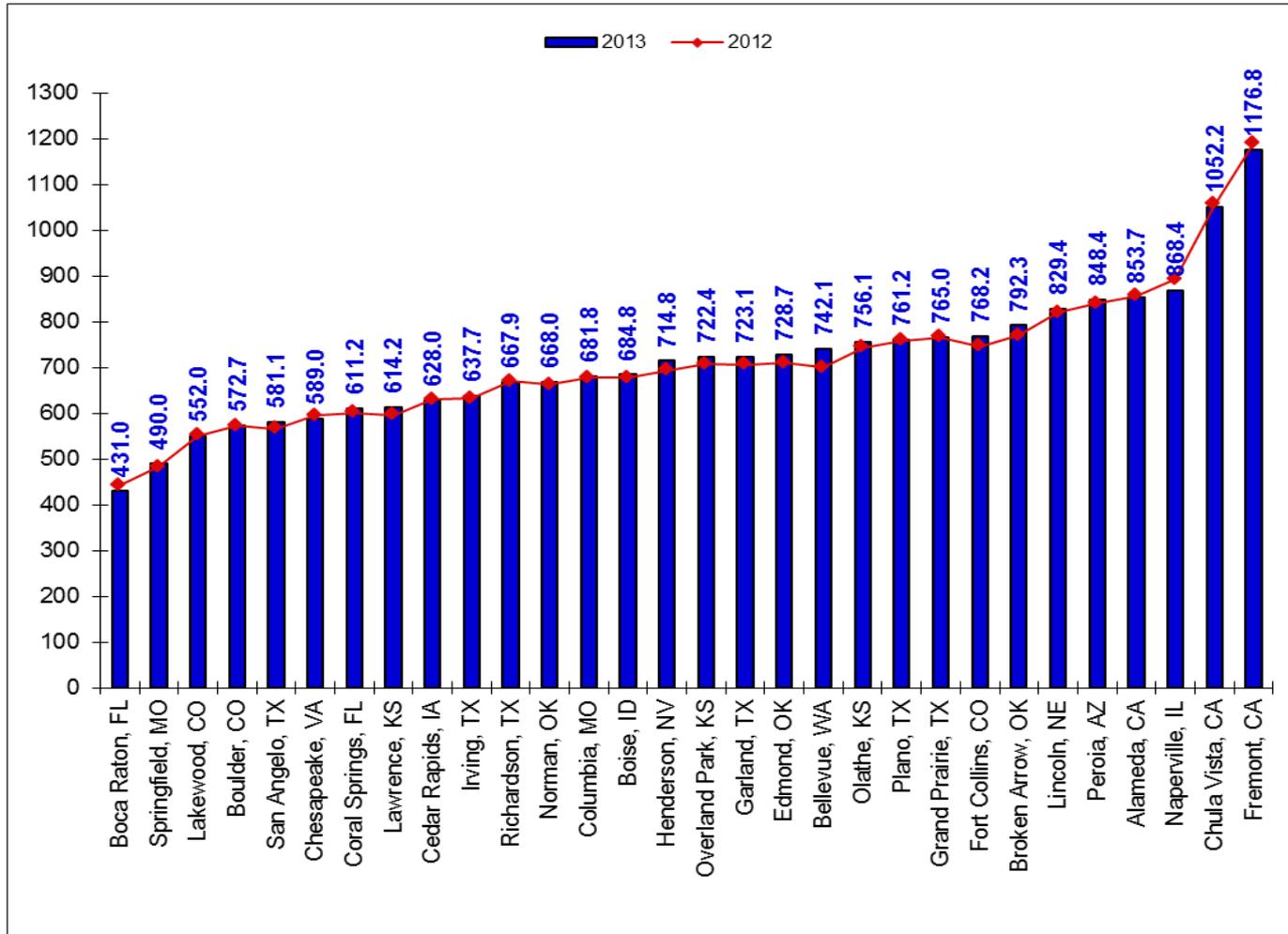
Unionization	
City Name	Commissioned Officers Unionized
Alameda, CA	Yes
Bellevue, WA	Yes
Boca Raton, FL	Yes
Boise, ID	Yes
Boulder, CO	Yes
Broken Arrow, OK	Yes
Cedar Rapids, IA	Yes
Chesapeake, VA	No
Chula Vista, CA	Yes
Columbia, MO	No
Coral Springs, FL	Yes
Edmond, OK	Yes
Fort Collins, CO	Yes
Fremont, CA	Yes
Garland, TX	No
Grand Prairie, TX	No
Henderson, NV	Yes
Irving, TX	No
Lakewood, CO	No
Lawrence, KS	Yes
Lincoln, NE	Yes
Naperville, IL	Yes
Norman, OK	Yes
Olathe, KS	No
Overland Park, KS	No
Peoria, AZ	Yes
Plano, TX	No
Richardson, TX	No
San Angelo, TX	Yes
Springfield, MO	Yes

A Coalition for Mutual Support

Benchmark City Survey - 2013 Data

Number of Citizens Per Officer, 2-Year Comparison

2013 Average is 717.1 Citizens per Officer



A Coalition for Mutual Support
Benchmark City Survey - 2013 Data
Number of Citizens Per Officer, 5-Year Comparison

2013 Average is 717.1 Citizens per Officer

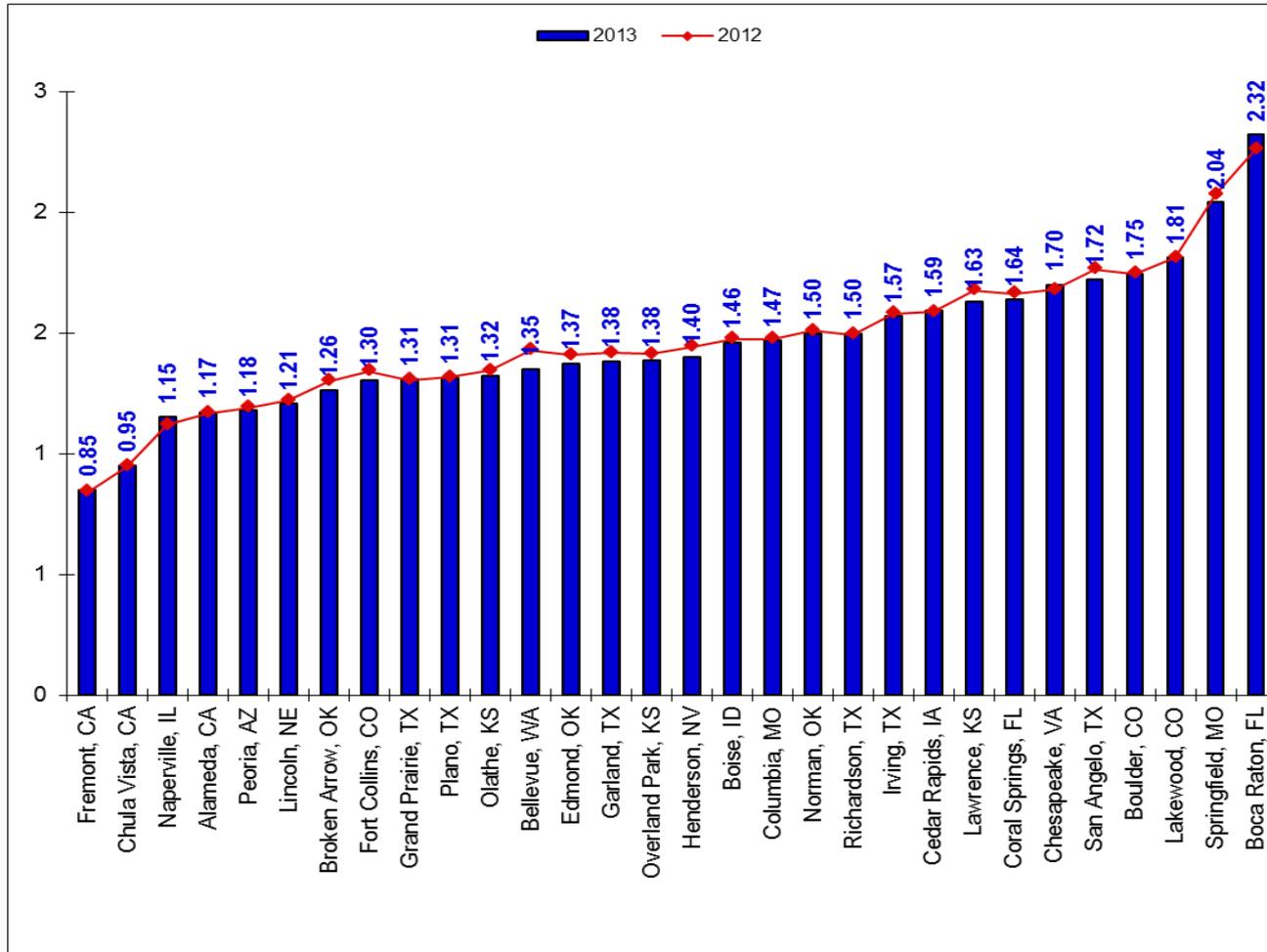
City Name	City Population	Authorized Officer Strength	2013	2012	2011	2010	2009
Alameda, CA	75,126	88	853.7	856.9	840.9	835.0	835.0
Bellevue, WA	132,100	178	742.1	700.0	693.3	679.8	666.3
Boca Raton, FL	85,329	198	431.0	442.1	434.5	434.5	431.2
Boise, ID	212,303	310	684.8	677.9	666.0	663.5	663.5
Boulder, CO	99,069	173	572.7	572.7	599.1	606.1	606.1
Broken Arrow, OK	103,000	130	792.3	769.8	797.2	797.2	821.1
Cedar Rapids, IA	128,119	204	628.0	630.1	634.7	625.4	627.7
Chesapeake, VA	228,513	388	589.0	595.8	589.8	583.9	582.1
Chula Vista, CA	249,382	237	1052.2	1056.7	1065.1	990.0	971.3
Columbia, MO	109,088	160	681.8	678.1	678.1	678.1	
Coral Springs, FL	125,287	205	611.2	601.6	599.5	630.5	629.7
Edmond, OK	84,524	116	728.7	709.7	714.0	701.8	697.6
Fort Collins, CO	151,330	197	768.2	746.0	778.9	847.0	812.4
Fremont, CA	217,700	185	1176.8	1,188.9	1,215.9	1,174.9	1,151.4
Garland, TX	233,564	323	723.1	706.1	708.5	702.4	701.3
Grand Prairie, TX	181,303	237	765.0	767.0	772.7		
Henderson, NV	278,047	389	714.8	693.9	711.5	709	707.9
Irving, TX	220,640	346	637.7	632.5	631.2	625.8	625.8
Lakewood, CO	142,980	259	552.0	552.0	552.0	574.8	577.0
Lawrence, KS	94,586	154	614.2	596.2	596.2	617.2	671.4
Lincoln, NE	265,404	320	829.4	819.8	807.4	801.4	804.9
Naperville, IL	143,289	165	868.4	893.6	859.7	849.4	831.8
Norman, OK	115,562	173	668.0	662.4	665.0	672.7	716.9
Olathe, KS	130,045	172	756.1	744.5	748.3	738.2	732.3
Overland Park, KS	180,605	250	722.4	707.7	713.8	685.3	671.4
Peoria, AZ	162,051	191	848.4	840.6			
Plano, TX	264,910	348	761.2	759.1	766.4	777.1	773.6
Richardson, TX	100,850	151	667.9	669.7	665.8	661.5	664.7
San Angelo, TX	95,887	165	581.1	567.0	564.8	579.5	577.9
Springfield, MO	162,191	331	490.0	482.2	481.9	489.3	517.7
Average	159,093	225	717.1	710.7	698.0	704.1	696.3

A Coalition for Mutual Support

Benchmark City Survey - 2013 Data

Number of Officers Per 1,000 Citizens, 2-Year Comparison

2013 Average is 1.45 Officers per 1,000 Citizens



A Coalition for Mutual Support

Benchmark City Survey - 2013 Data

Number of Officers Per 1,000 Citizens, 5-Year Comparison

2013 Average is 1.45 Officers per 1,000 Citizens

City Name	City Population	Authorized Officer Strength	2013	2012	2011	2010	2009
Alameda, CA	75,126	88	1.17	1.17	1.19	1.20	1.20
Bellevue, WA	132,100	178	1.35	1.43	1.44	1.47	1.50
Boca Raton, FL	85,329	198	2.32	2.26	2.30	2.30	2.32
Boise, ID	212,303	310	1.46	1.48	1.50	1.51	1.51
Boulder, CO	99,069	173	1.75	1.75	1.67	1.65	1.65
Broken Arrow, OK	103,000	130	1.26	1.30	1.25	1.25	1.22
Cedar Rapids, IA	128,119	204	1.59	1.59	1.58	1.60	1.59
Chesapeake, VA	228,513	388	1.70	1.68	1.70	1.71	1.72
Chula Vista, CA	249,382	237	0.95	0.95	0.94	1.01	1.03
Columbia, MO	109,088	160	1.47	1.47	1.47	1.47	
Coral Springs, FL	125,287	205	1.64	1.66	1.67	1.59	1.59
Edmond, OK	84,524	116	1.37	1.41	1.40	1.42	1.43
Fort Collins, CO	151,330	197	1.30	1.34	1.28	1.18	1.23
Fremont, CA	217,700	185	0.85	0.84	0.82	0.85	0.87
Garland, TX	233,564	323	1.38	1.42	1.41	1.42	1.43
Grand Prairie, TX	181,303	237	1.31	1.30	1.33		
Henderson, NV	278,047	389	1.40	1.44	1.41	1.41	
Irving, TX	220,640	346	1.57	1.58	1.58	1.60	1.60
Lakewood, CO	142,980	259	1.81	1.81	1.81	1.74	1.73
Lawrence, KS	94,586	154	1.63	1.68	1.68	1.62	1.53
Lincoln, NE	265,404	320	1.21	1.22	1.24	1.25	1.24
Naperville, IL	143,289	165	1.15	1.12	1.16	1.18	1.20
Norman, OK	115,562	173	1.50	1.51	1.50	1.49	1.39
Olathe, KS	130,045	172	1.32	1.34	1.34	1.35	1.37
Overland Park, KS	180,605	250	1.38	1.41	1.40	1.46	1.49
Peoria, AZ	162,051	191	1.18	1.19			
Plano, TX	264,910	348	1.31	1.32	1.30	1.29	1.29
Richardson, TX	100,850	151	1.50	1.49	1.50	1.51	1.50
San Angelo, TX	95,887	165	1.72	1.76	1.77	1.73	1.73
Springfield, MO	162,191	331	2.04	2.07	2.08	2.04	1.93
Average	159,093	225	1.45	1.47	1.43	1.45	1.44

A Coalition for Mutual Support

Benchmark City Survey - 2013 Data

Command Structure

City Name	Total Authorized Officers	Executive Level (Chief and 2 steps below)		Mid Level (Ranks 3 steps below the Chief to 1 step above First Line Supervisor)		First Line Supervisor		Line Officer (All ranks below First Line Supervisor)	
		Count	Percentage	Count	Percentage	Count	Percentage	Count	Percentage
Alameda, CA	88	8	9.1%	0	0.0%	15	17.0%	65	73.9%
Bellevue, WA	178	6	3.4%	8	4.5%	22	12.4%	142	79.8%
Boca Raton, FL	198	8	4.0%	7	3.5%	24	12.1%	159	80.3%
Boise, ID	310	7	2.3%	12	3.9%	28	9.0%	263	84.8%
Boulder, CO	173	8	4.6%	0	0.0%	24	13.9%	141	81.5%
Broken Arrow, OK	130	5	3.8%	7	5.4%	17	13.1%	101	77.7%
Cedar Rapids, IA	204	5	2.5%	13	6.4%	27	13.2%	159	77.9%
Chesapeake, VA	388	5	1.3%	33	8.5%	38	9.8%	312	80.4%
Chula Vista, CA	237	4	1.7%	9	3.8%	25	10.5%	199	84.0%
Columbia, MO	160	5	3.1%	6	3.8%	22	13.8%	127	79.4%
Coral Springs, FL	205	7	3.4%	4	2.0%	24	11.7%	170	82.9%
Edmond, OK	116	7	6.0%	4	3.4%	13	11.2%	92	79.3%
Fort Collins, CO	197	14	7.1%	0	0.0%	24	12.2%	159	80.7%
Fremont, CA	185	11	5.9%	0	0.0%	29	15.7%	145	78.4%
Garland, TX	323	13	4.0%	0	0.0%	36	11.1%	274	84.8%
Grand Prairie, TX	237	4	1.7%	8	3.4%	23	9.7%	202	85.2%
Henderson, NV	389	9	2.3%	17	4.4%	35	9.0%	328	84.3%
Irving, TX	346	10	2.9%	17	4.9%	40	11.6%	279	80.6%
Lakewood, CO	259	14	5.4%	0	0.0%	34	13.1%	211	81.5%
Lawrence, KS	154	7	4.5%	0	0.0%	17	11.0%	130	84.4%
Lincoln, NE	320	18	5.6%	0	0.0%	51	15.9%	251	78.4%
Naperville, IL	165	2	1.2%	5	3.0%	25	15.2%	131	79.4%
Norman, OK	173	4	2.3%	7	4.0%	17	9.8%	145	83.8%
Olathe, KS	172	10	5.8%	0	0.0%	21	12.2%	141	82.0%
Overland Park, KS	250	7	2.8%	15	6.0%	29	11.6%	200	80.0%
Peoria, AZ	191	6	3.1%	10	5.2%	25	13.1%	150	78.5%
Plano, TX	348	7	2.0%	14	4.0%	38	10.9%	289	83.0%
Richardson, TX	151	6	4.0%	6	4.0%	19	12.6%	120	79.5%
San Angelo, TX	165	4	2.4%	7	4.2%	28	17.0%	126	76.4%
Springfield, MO	331	7	2.1%	13	3.9%	32	9.7%	279	84.3%
Average	225	8	3.7%	7	3.1%	27	12.3%	183	80.9%

A Coalition for Mutual Support

Benchmark City Survey - 2013 Data

Officer Assignments

City Name	Total Authorized Strength	% of Total Authorized Strength	Command Staff (Division Commanders and above)	Communications	Crime Analysis	Personnel	Professional Standards Internal Affairs Unit	Property Room	Police Records	Training	All Other
Alameda, CA	20 of 88	22.7%	8	0	0	2	1	0	0	0	9
Bellevue, WA	17 of 178	9.6%	6	0	1	3	2	0	0	2	3
Boca Raton, FL	15 of 198	7.6%	8	0	0	1	3	0	0	3	0
Boise, ID	11 of 310	3.5%	7	0	0	0	0	0	0	2	2
Boulder, CO	23 of 187	12.3%	8	0	0	0	1	0	0	1	13
Broken Arrow, OK	15 of 130	11.5%	5	1	0	2	2	0	0	4	1
Cedar Rapids, IA	22 of 204	10.8%	5	0	0	0	1	0	0	1	15
Chesapeake, VA	53 of 388	13.7%	14	2	0	2	4	2	1	9	19
Chula Vista, CA	9 of 237	3.8%	4	1	0	2	2	0	0	0	0
Columbia, MO	21 of 160	13.1%	11	2	0	2	2	1	0	1	2
Coral Springs, FL	11 of 205	5.4%	7	0	0	0	1	0	0	3	0
Edmond, OK	12 of 116	10.3%	7	0	1	0	0	0	0	3	1
Fort Collins, CO	10 of 197	5.1%	5	0	0	4	1	0	0	0	0
Fremont, CA	9 of 185	4.9%	3	0	0	3	2	0	0	1	0
Garland, TX	30 of 323	9.3%	13	0	0	2	2	0	0	5	8
Grand Prairie, TX	11 of 237	4.6%	4	0	0	2	1	0	0	3	1
Henderson, NV	108 of 389	27.8%	9	0	0	3	4	0	0	21	71
Irving, TX	31 of 346	9.0%	10	0	0	5	2	0	0	4	10
Lakewood, CO	9 of 259	3.5%	4	0	0	0	3	0	0	2	0
Lawrence, KS	20 of 154	13.0%	7	0	0	0	1	2	0	3	7
Lincoln, NE	31 of 320	9.7%	18	0	0	1	1	0	0	5	6
Naperville, IL	13 of 165	7.9%	8	0	0	0	1	0	0	4	0
Norman, OK	15 of 173	8.7%	11	0	1	0	1	0	0	2	0
Olathe, KS	15 of 172	8.7%	6	0	0	3	2	0	0	2	2
Overland Park, KS	22 of 250	8.8%	7	0	1	5	5	0	0	4	0
Peoria, AZ	12 of 191	6.3%	6	0	0	1	3	0	0	2	0
Plano, TX	29 of 348	8.3%	7	0	0	0	5	0	0	3	14
Richardson, TX	9 of 151	6.0%	6	0	0	0	2	0	0	0	1
San Angelo, TX	26 of 165	15.8%	4	2	0	1	2	1	1	3	12
Springfield, MO	25 of 331	7.6%	7	0	2	2	3	0	0	11	0
Average	22 of 225	9.7%	7.5	0.3	0.2	1.5	2.0	0.2	0.1	3.5	6.6

A Coalition for Mutual Support
Benchmark City Survey – 2013 Data
Officer Assignments

City Name	Total Authorized Strength	% of Total Authorized Strength	Community Oriented Policing	Emergency Response Units	Intelligence	Investigations	K-9 Unit	Patrol	Traffic
Alameda, CA	65 of 88	73.9%	1	0	0	10	2	48	4
Bellevue, WA	146 of 178	82.0%	10	0	1	23	4	88	20
Boca Raton, FL	169 of 198	85.4%	0	0	5	23	3	120	18
Boise, ID	266 of 310	85.8%	15	0	6	32	11	187	15
Boulder, CO	151 of 187	80.7%	0	0	1	21	0	114	15
Broken Arrow, OK	103 of 130	79.2%	0	0	0	13	4	76	10
Cedar Rapids, IA	158 of 204	77.5%	0	0	1	27	7	116	7
Chesapeake, VA	311 of 388	80.2%	0	0	6	44	8	241	12
Chula Vista, CA	199 of 237	84.0%	16	0	3	23	5	140	12
Columbia, MO	130 of 160	81.3%	1	1	0	21	2	95	10
Coral Springs, FL	164 of 205	80.0%	10	0	9	24	6	105	10
Edmond, OK	91 of 116	78.4%	0	0	0	14	4	62	11
Fort Collins, CO	162 of 197	82.2%	9	1	0	30	4	111	7
Fremont, CA	159 of 185	85.9%	0	0	3	23	4	115	14
Garland, TX	256 of 323	79.3%	31	0	7	43	4	152	19
Grand Prairie, TX	178 of 237	75.1%	4	4	3	26	2	127	12
Henderson, NV	269 of 389	69.2%	8	11	0	48	6	174	22
Irving, TX	262 of 346	75.7%	4	13	1	46	2	177	19
Lakewood, CO	225 of 259	86.9%	0	0	3	51	3	154	14
Lawrence, KS	126 of 154	81.8%	2	0	0	19	0	105	0
Lincoln, NE	264 of 320	82.5%	0	0	0	39	5	211	9
Naperville, IL	133 of 165	80.6%	0	0	2	23	3	98	7
Norman, OK	146 of 173	84.4%	1	0	0	25	3	113	4
Olathe, KS	140 of 172	81.4%	0	0	0	16	3	107	14
Overland Park, KS	193 of 250	77.2%	6	24	0	40	3	107	13
Peoria, AZ	168 of 191	88.0%	5	0	0	23	2	123	15
Plano, TX	290 of 348	83.3%	18	0	6	55	3	183	25
Richardson, TX	121 of 151	80.1%	0	0	0	27	2	85	7
San Angelo, TX	129 of 165	78.2%	4	0	1	24	4	90	6
Springfield, MO	288 of 331	87.0%	24	7	0	52	6	180	19
Average	181 of 225	80.8%	5.6	2.0	1.9	29.5	3.8	126.8	12.3

A Coalition for Mutual Support

Benchmark City Survey - 2013 Data

Officer Assignments

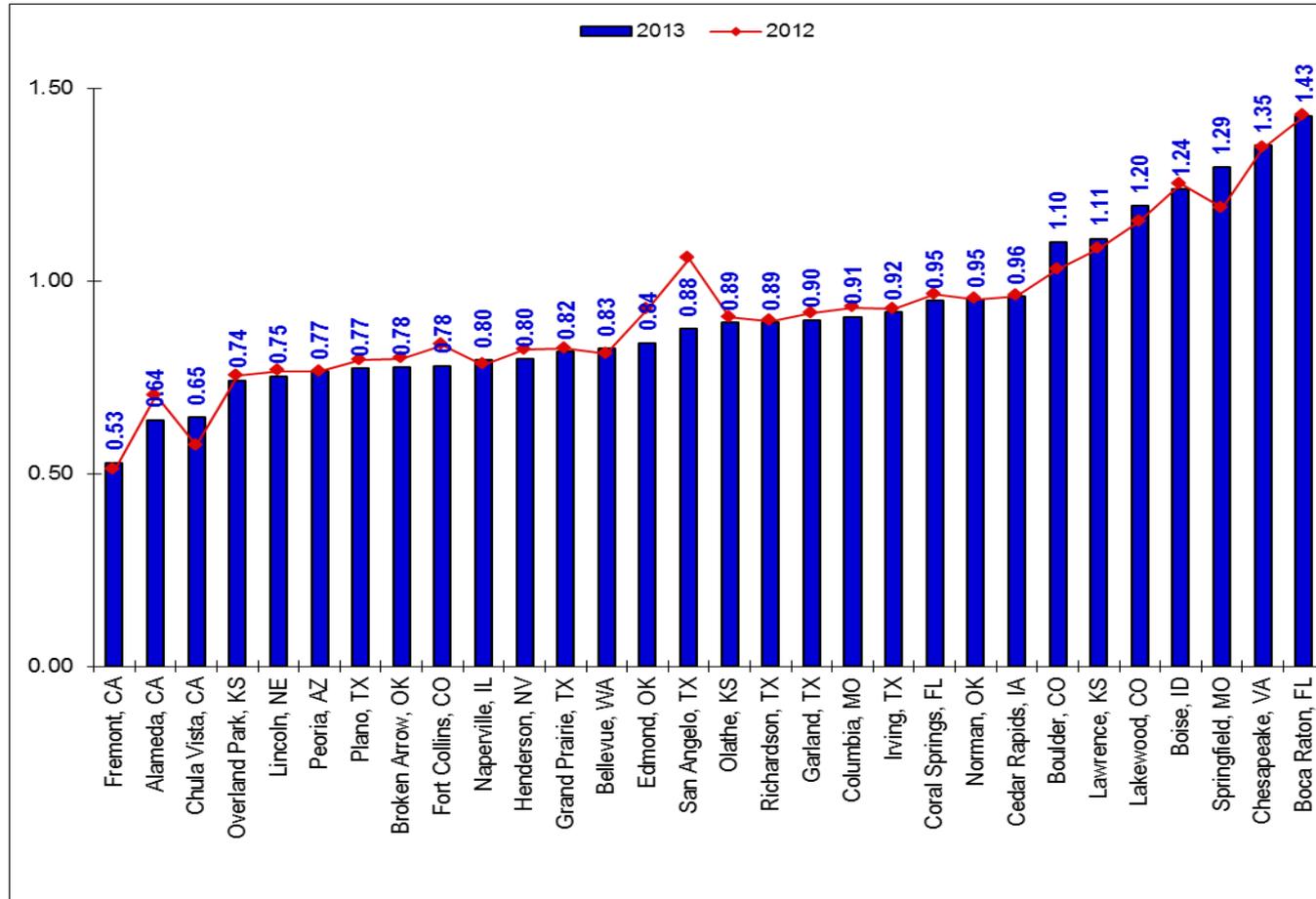
City Name	Total Authorized Strength	% of Total Authorized Strength	Crime Prevention	DARE or Equivalent Program	Evidence Technician Crime Lab	Narcotics	School Resource Officers	Task Force
Alameda, CA	2 of 88	2.3%	0	0	0	0	2	0
Bellevue, WA	15 of 178	8.4%	2	0	0	6	7	0
Boca Raton, FL	17 of 198	8.6%	6	0	0	8	0	3
Boise, ID	33 of 310	10.6%	0	0	0	9	23	1
Boulder, CO	13 of 173	7.5%	3	0	1	0	5	4
Broken Arrow, OK	12 of 130	9.2%	0	0	2	5	4	1
Cedar Rapids, IA	24 of 204	11.8%	0	0	5	7	7	5
Chesapeake, VA	40 of 388	10.3%	3	0	2	23	11	1
Chula Vista, CA	29 of 237	12.2%	0	0	0	5	10	14
Columbia, MO	9 of 160	5.6%	0	0	0	4	4	1
Coral Springs, FL	31 of 205	15.1%	0	0	0	9	17	5
Edmond, OK	13 of 116	11.2%	1	0	1	2	6	3
Fort Collins, CO	25 of 197	12.7%	0	0	5	0	11	9
Fremont, CA	17 of 185	9.2%	0	0	6	0	7	4
Garland, TX	37 of 323	11.5%	0	0	0	7	25	5
Grand Prairie, TX	21 of 237	8.9%	1	0	0	5	14	1
Henderson, NV	12 of 389	3.1%	0	2	0	8	0	2
Irving, TX	53 of 346	15.3%	6	0	6	17	23	1
Lakewood, CO	25 of 259	9.7%	6	0	1	0	7	11
Lawrence, KS	8 of 154	5.2%	0	0	0	3	4	1
Lincoln, NE	25 of 320	7.8%	2	0	1	15	6	1
Naperville, IL	19 of 165	11.5%	0	0	0	10	9	0
Norman, OK	12 of 173	6.9%	1	0	0	11	0	0
Olathe, KS	17 of 172	9.9%	0	0	1	4	11	1
Overland Park, KS	34 of 250	13.6%	1	0	2	4	22	5
Peoria, AZ	11 of 191	5.8%	0	0	0	5	4	2
Plano, TX	29 of 348	8.3%	4	0	0	10	11	4
Richardson, TX	21 of 151	13.9%	6	0	0	0	12	3
San Angelo, TX	10 of 165	6.1%	2	2	0	6	0	0
Springfield, MO	18 of 331	5.4%	2	0	1	11	0	4
Average	21 of 225	9.4%	1.5	0.1	1.1	6.5	8.7	3.1

A Coalition for Mutual Support

Benchmark City Survey - 2013 Data

Number of First Responders Per 1,000 Citizens, 2-Year Comparison

2013 Average Number of First Responders per 1,000 Citizen is 0.91



First Responders are defined as Commissioned Police Officers below the rank of First Line Supervisor assigned duties in any of the following units: Community Oriented Policing, Emergency Response, K-9, Patrol, School Resource Officer, or Traffic.

A Coalition for Mutual Support

Benchmark City Survey - 2013 Data

Number of First Responders Per 1,000 Citizens, 5-Year Comparison

2013 Average Number of First Responders per 1,000 Citizen is 0.91

City Name	City Population	First Responders	2013	2012	2011	2010	2009
Alameda, CA	75,126	48	0.64	0.70	0.72	0.90	0.74
Bellevue, WA	132,100	109	0.83	0.81	0.75	0.87	0.90
Boca Raton, FL	85,329	122	1.43	1.43	1.41	1.43	1.59
Boise, ID	212,303	263	1.24	1.25	1.27	1.06	1.09
Boulder, CO	99,069	109	1.10	1.03	0.98	0.98	0.98
Broken Arrow, OK	103,000	80	0.78	0.80	0.79	0.79	0.79
Cedar Rapids, IA	128,119	123	0.96	0.96	0.95	0.97	0.94
Chesapeake, VA	228,513	309	1.35	1.35	1.34	1.35	0.87
Chula Vista, CA	249,382	161	0.65	0.57	0.56	0.61	0.64
Columbia, MO	109,088	99	0.91	0.93	0.91	0.91	
Coral Springs, FL	125,287	119	0.95	0.96	0.96	0.91	0.91
Edmond, OK	84,524	71	0.84	0.93	0.92	0.93	0.95
Fort Collins, CO	151,330	118	0.78	0.83	0.83	0.76	0.70
Fremont, CA	217,700	115	0.53	0.51	0.49	0.45	0.46
Garland, TX	233,564	210	0.90	0.92	0.86	0.86	0.86
Grand Prairie, TX	181,303	148	0.82	0.82	0.67		
Henderson, NV	278,047	222	0.80	0.82	0.80	0.90	0.69
Irving, TX	220,640	203	0.92	0.93	0.93	0.94	0.94
Lakewood, CO	142,980	171	1.20	1.15	1.15	1.12	1.13
Lawrence, KS	94,586	105	1.11	1.08	1.08	1.02	1.00
Lincoln, NE	265,404	200	0.75	0.77	0.76	0.77	0.81
Naperville, IL	143,289	114	0.80	0.78	0.80	0.80	0.79
Norman, OK	115,562	110	0.95	0.95	0.96	0.91	0.86
Olathe, KS	130,045	116	0.89	0.91	0.91	0.92	0.93
Overland Park, KS	180,605	134	0.74	0.75	0.76	0.87	0.87
Peoria, AZ	162,051	124	0.77	0.77			
Plano, TX	264,910	205	0.77	0.79	0.78	0.77	0.77
Richardson, TX	100,850	90	0.89	0.90	0.90	0.88	0.88
San Angelo, TX	95,887	84	0.88	1.06	1.01	1.07	1.20
Springfield, MO	162,191	210	1.29	1.19	1.24	1.08	1.16
Average	159,093	143.1	0.91	0.92	0.88	0.86	0.85

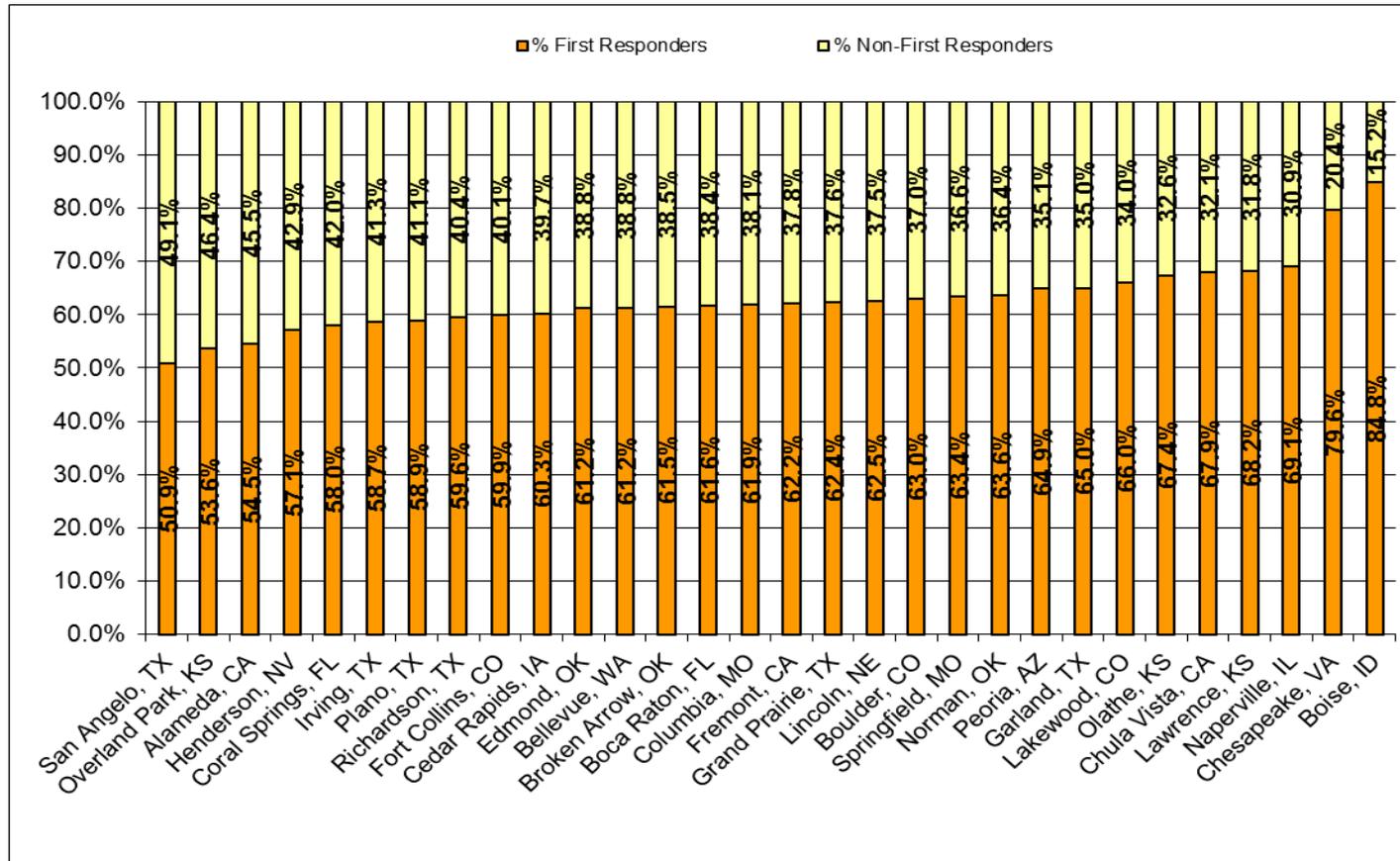
First Responders are defined as Commissioned Police Officers below the rank of First Line Supervisor assigned duties in any of the following units: Community Oriented Policing, Emergency Response, K-9, Patrol, School Resource Officer, or Traffic.

A Coalition for Mutual Support

Benchmark City Survey - 2013 Data

First Responders vs. Non-First Responders

2013 Average is 63.0% (First Responders) and 37.0% (Non-First Responders)



First Responders are defined as Commissioned Police Officers below the rank of First Line Supervisor assigned duties in any of the following units: Community Oriented Policing, Emergency Response, K-9, Patrol, School Resource Officer, or Traffic.

A Coalition for Mutual Support

Benchmark City Survey - 2013 Data

First Responders vs. Non-First Responders

2013 Average is 63.0% (First Responders) and 37.0% (Non-First Responders)

City Name	All Officers	First Responders	Non-First Responders	% First Responders	% Non-First Responders	Ratio: First Responders to Non-First Responders	
San Angelo, TX	165	84	81	50.9%	49.1%	1.04	to 1
Overland Park, KS	250	134	116	53.6%	46.4%	1.16	to 1
Alameda, CA	88	48	40	54.5%	45.5%	1.20	to 1
Henderson, NV	389	222	167	57.1%	42.9%	1.33	to 1
Coral Springs, FL	205	119	86	58.0%	42.0%	1.38	to 1
Irving, TX	346	203	143	58.7%	41.3%	1.42	to 1
Plano, TX	348	205	143	58.9%	41.1%	1.43	to 1
Richardson, TX	151	90	61	59.6%	40.4%	1.48	to 1
Fort Collins, CO	197	118	79	59.9%	40.1%	1.49	to 1
Cedar Rapids, IA	204	123	81	60.3%	39.7%	1.52	to 1
Edmond, OK	116	71	45	61.2%	38.8%	1.58	to 1
Bellevue, WA	178	109	69	61.2%	38.8%	1.58	to 1
Broken Arrow, OK	130	80	50	61.5%	38.5%	1.60	to 1
Boca Raton, FL	198	122	76	61.6%	38.4%	1.61	to 1
Columbia, MO	160	99	61	61.9%	38.1%	1.62	to 1
Fremont, CA	185	115	70	62.2%	37.8%	1.64	to 1
Grand Prairie, TX	237	148	89	62.4%	37.6%	1.66	to 1
Lincoln, NE	320	200	120	62.5%	37.5%	1.67	to 1
Boulder, CO	173	109	64	63.0%	37.0%	1.70	to 1
Springfield, MO	331	210	121	63.4%	36.6%	1.74	to 1
Norman, OK	173	110	63	63.6%	36.4%	1.75	to 1
Peoria, AZ	191	124	67	64.9%	35.1%	1.85	to 1
Garland, TX	323	210	113	65.0%	35.0%	1.86	to 1
Lakewood, CO	259	171	88	66.0%	34.0%	1.94	to 1
Olathe, KS	172	116	56	67.4%	32.6%	2.07	to 1
Chula Vista, CA	237	161	76	67.9%	32.1%	2.12	to 1
Lawrence, KS	154	105	49	68.2%	31.8%	2.14	to 1
Naperville, IL	165	114	51	69.1%	30.9%	2.24	to 1
Chesapeake, VA	388	309	79	79.6%	20.4%	3.91	to 1
Boise, ID	310	263	47	84.8%	15.2%	5.60	to 1
Average	225	143	82	63.0%	37.0%	1.84	to 1

First Responders are defined as Commissioned Police Officers below the rank of First Line Supervisor assigned duties in any of the following units: Community Oriented Policing, Emergency Response, K-9, Patrol, School Resource Officer, or Traffic.

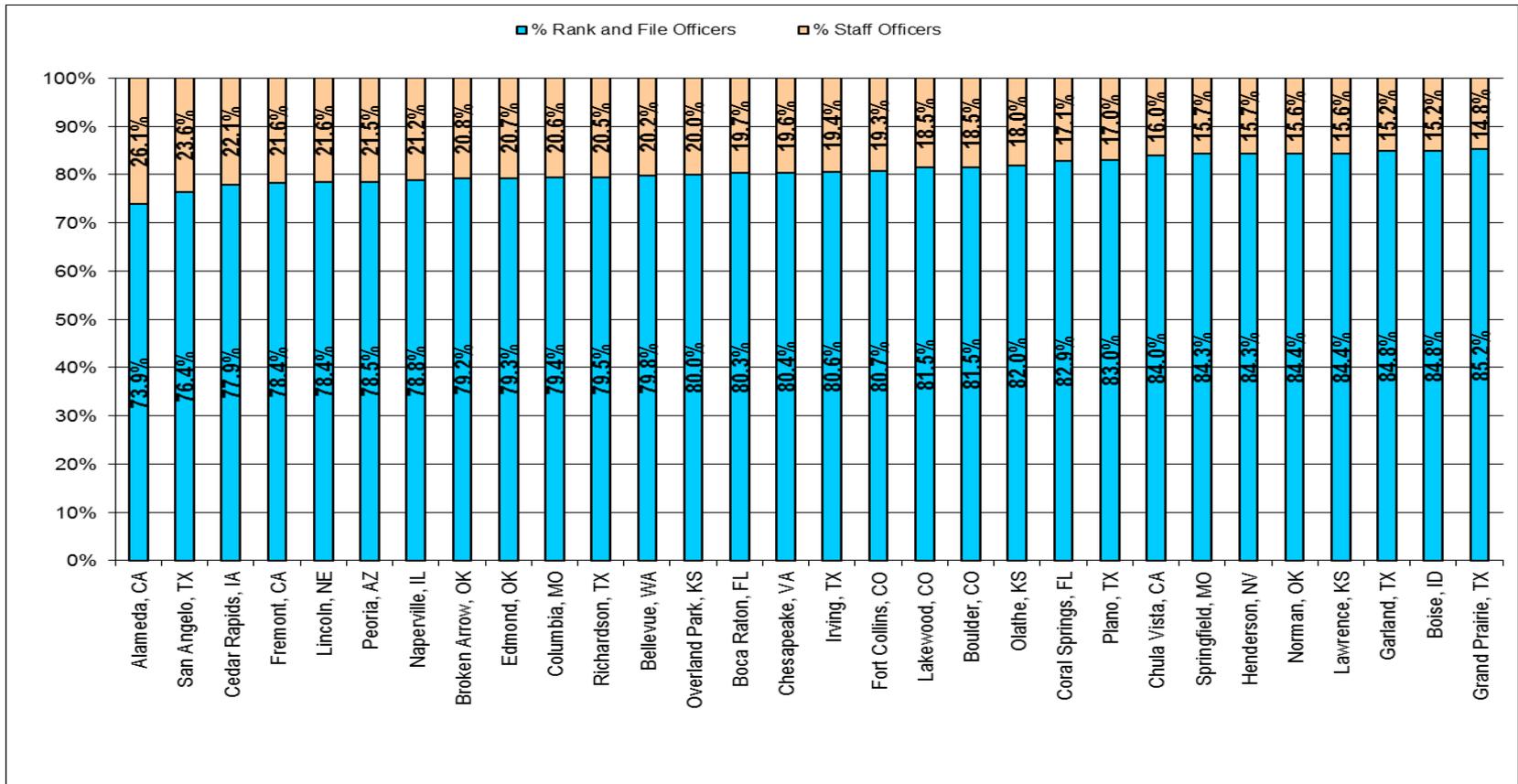
A Coalition for Mutual Support

Benchmark City Survey - 2013 Data

Rank and File Officers and Staff Officers as a % of All Officers

2013 Average is 81.0% (Rank & File Officers) and 19.0% (Staff Officers)

2013 Average Ratio of Staff Officers to Rank & File Officers is 1 to 4.39



Rank and File Officers are defined as any Officer below the rank of First Line Supervisor.

Staff Officers are defined as any Officer in the rank of First Line Supervisor or above.

A Coalition for Mutual Support

Benchmark City Survey - 2013 Data

Rank and File Officers and Staff Officers as a % of All Officers

2013 Average is 81.0% (Rank & File Officers) and 19.0% (Staff Officers)

2013 Average Ratio of Staff Officers to Rank & File Officers is 1 to 4.39

City Name	Authorized Strength	Staff Officers	Rank and File	% Rank and File Officers	% Staff Officers	Ratio of Staff Officers to Rank and File
Alameda, CA	88	23	65	73.9%	26.1%	1 to 2.83
San Angelo, TX	165	39	126	76.4%	23.6%	1 to 3.23
Cedar Rapids, IA	204	45	159	77.9%	22.1%	1 to 3.53
Fremont, CA	185	40	145	78.4%	21.6%	1 to 3.63
Lincoln, NE	320	69	251	78.4%	21.6%	1 to 3.64
Peoria, AZ	191	41	150	78.5%	21.5%	1 to 3.66
Naperville, IL	165	35	130	78.8%	21.2%	1 to 3.71
Broken Arrow, OK	130	27	103	79.2%	20.8%	1 to 3.81
Edmond, OK	116	24	92	79.3%	20.7%	1 to 3.83
Columbia, MO	160	33	127	79.4%	20.6%	1 to 3.85
Richardson, TX	151	31	120	79.5%	20.5%	1 to 3.87
Bellevue, WA	178	36	142	79.8%	20.2%	1 to 3.94
Overland Park, KS	250	50	200	80.0%	20.0%	1 to 4.00
Boca Raton, FL	198	39	159	80.3%	19.7%	1 to 4.08
Chesapeake, VA	388	76	312	80.4%	19.6%	1 to 4.11
Irving, TX	346	67	279	80.6%	19.4%	1 to 4.16
Fort Collins, CO	197	38	159	80.7%	19.3%	1 to 4.18
Lakewood, CO	259	48	211	81.5%	18.5%	1 to 4.40
Boulder, CO	173	32	141	81.5%	18.5%	1 to 4.41
Olathe, KS	172	31	141	82.0%	18.0%	1 to 4.55
Coral Springs, FL	205	35	170	82.9%	17.1%	1 to 4.86
Plano, TX	348	59	289	83.0%	17.0%	1 to 4.90
Chula Vista, CA	237	38	199	84.0%	16.0%	1 to 5.24
Springfield, MO	331	52	279	84.3%	15.7%	1 to 5.37
Henderson, NV	389	61	328	84.3%	15.7%	1 to 5.38
Norman, OK	173	27	146	84.4%	15.6%	1 to 5.41
Lawrence, KS	154	24	130	84.4%	15.6%	1 to 5.42
Garland, TX	323	49	274	84.8%	15.2%	1 to 5.59
Boise, ID	310	47	263	84.8%	15.2%	1 to 5.60
Grand Prairie, TX	237	35	202	85.2%	14.8%	1 to 5.77
Average	225	42	183	81.0%	19.0%	1 to 4.39

Rank and File Officers are defined as any Officer below the rank of First Line Supervisor.

Staff Officers are defined as any Officer in the rank of First Line Supervisor or above.

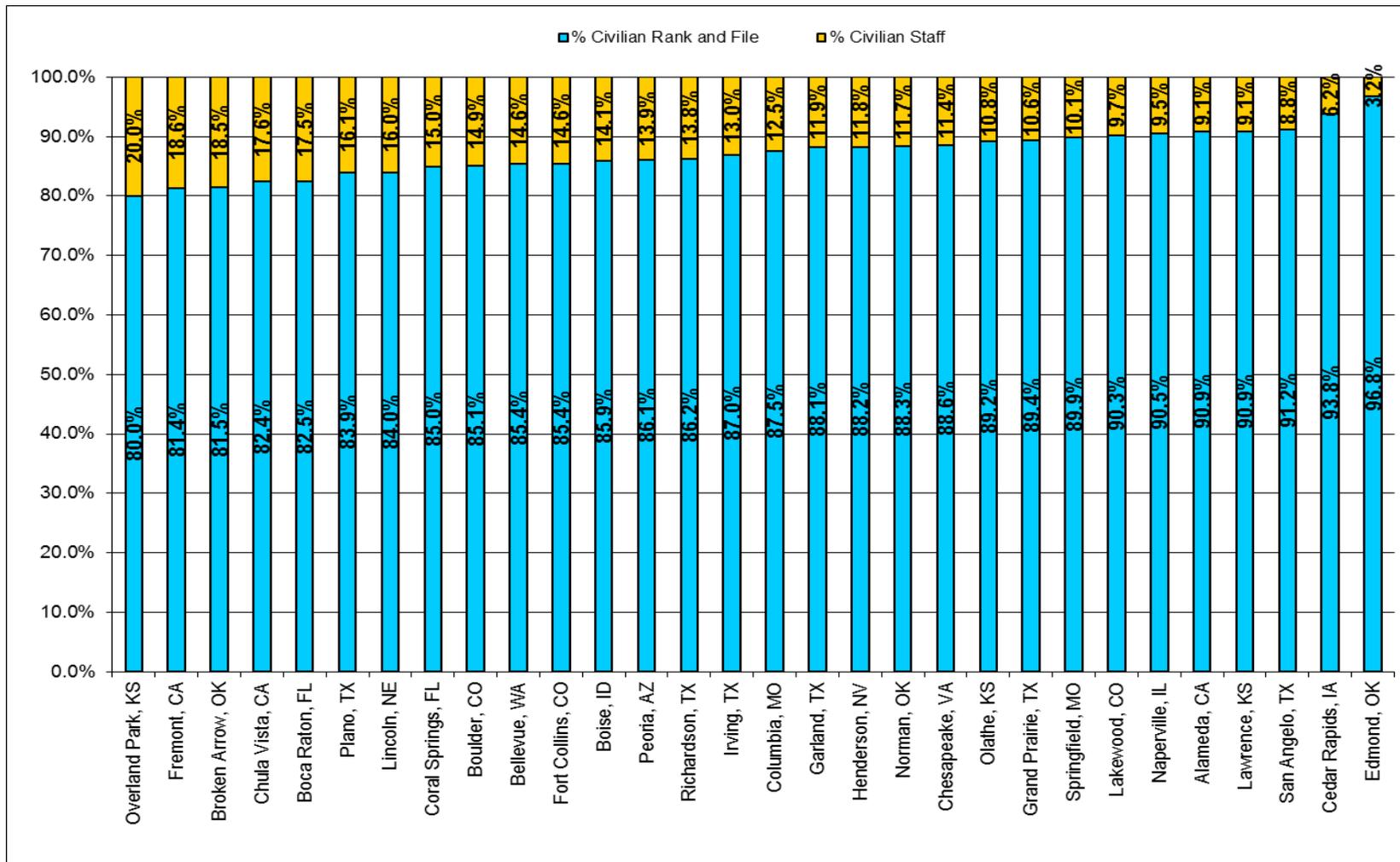
A Coalition for Mutual Support

Benchmark City Survey - 2013 Data

Civilian Staff and Civilian Rank & File as a % of Total Civilian Strength

2013 Average is 87.2% (Rank & File Civilians) and 12.8% (Staff Civilians)

2013 Average Ratio of Staff Civilians to Rank & File Civilians is 1 to 6.55



A Coalition for Mutual Support

Benchmark City Survey - 2013 Data

Civilian Staff and Civilian Rank & File as a % of Total Strength

2013 Average is 87.2% (Rank & File Civilians) and 12.8% (Staff Civilians)

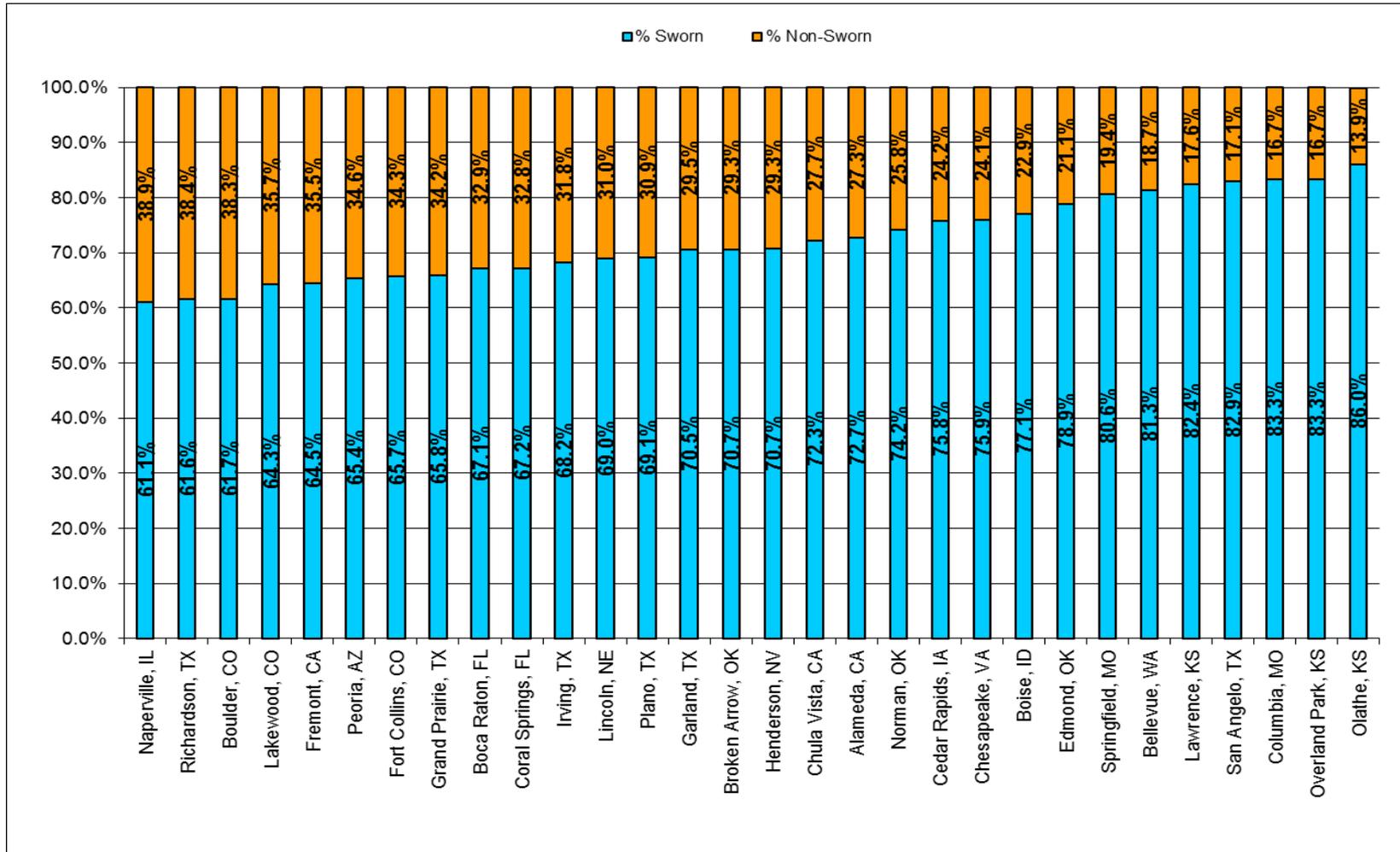
2013 Average Ratio of Staff Civilians to Rank & File Civilians is 1 to 6.55

City Name	Authorized Civilian Strength	Civilian Staff	Civilian Rank and File	% Civilian Rank and File	% Civilian Staff	Ratio of Civilian Staff to Civilian Rank and File
Overland Park, KS	50	10	40	80.0%	20.0%	1 to 4.00
Fremont, CA	102	19	83	81.4%	18.6%	1 to 4.37
Broken Arrow, OK	54	10	44	81.5%	18.5%	1 to 4.40
Chula Vista, CA	91	16	75	82.4%	17.6%	1 to 4.69
Boca Raton, FL	97	17	80	82.5%	17.5%	1 to 4.71
Plano, TX	156	25	131	83.9%	16.1%	1 to 5.22
Lincoln, NE	144	23	121	84.0%	16.0%	1 to 5.26
Coral Springs, FL	100	15	85	85.0%	15.0%	1 to 5.67
Boulder, CO	108	16	92	85.1%	14.9%	1 to 5.72
Bellevue, WA	41	6	35	85.4%	14.6%	1 to 5.83
Fort Collins, CO	103	15	88	85.4%	14.6%	1 to 5.87
Boise, ID	92	13	79	85.9%	14.1%	1 to 6.08
Peoria, AZ	101	14	87	86.1%	13.9%	1 to 6.21
Richardson, TX	94	13	81	86.2%	13.8%	1 to 6.23
Irving, TX	161	21	140	87.0%	13.0%	1 to 6.67
Columbia, MO	32	4	28	87.5%	12.5%	1 to 7.00
Garland, TX	135	16	119	88.1%	11.9%	1 to 7.44
Henderson, NV	161	19	142	88.2%	11.8%	1 to 7.47
Norman, OK	60	7	53	88.3%	11.7%	1 to 7.57
Chesapeake, VA	123	14	109	88.6%	11.4%	1 to 7.79
Olathe, KS	28	3	25	89.2%	10.8%	1 to 8.25
Grand Prairie, TX	123	13	110	89.4%	10.6%	1 to 8.46
Springfield, MO	80	8	72	89.9%	10.1%	1 to 8.94
Lakewood, CO	144	14	130	90.3%	9.7%	1 to 9.29
Naperville, IL	105	10	95	90.5%	9.5%	1 to 9.50
Alameda, CA	33	3	30	90.9%	9.1%	1 to 10.00
Lawrence, KS	33	3	30	90.9%	9.1%	1 to 10.00
San Angelo, TX	34	3	31	91.2%	8.8%	1 to 10.33
Cedar Rapids, IA	65	4	61	93.8%	6.2%	1 to 15.25
Edmond, OK	31	1	30	96.8%	3.2%	1 to 30.00
Average	89	13	83	87.2%	12.8%	1 to 6.55

A Coalition for Mutual Support

Benchmark City Survey - 2013 Data Sworn and Non-Sworn as a % of Total Strength

2013 Average is 72.3% Sworn and 27.7% Non-Sworn



A Coalition for Mutual Support

Benchmark City Survey - 2013 Data

Sworn and Non-Sworn as a % of Total Strength

2013 Average is 72.4% Sworn and 27.6% Non-Sworn

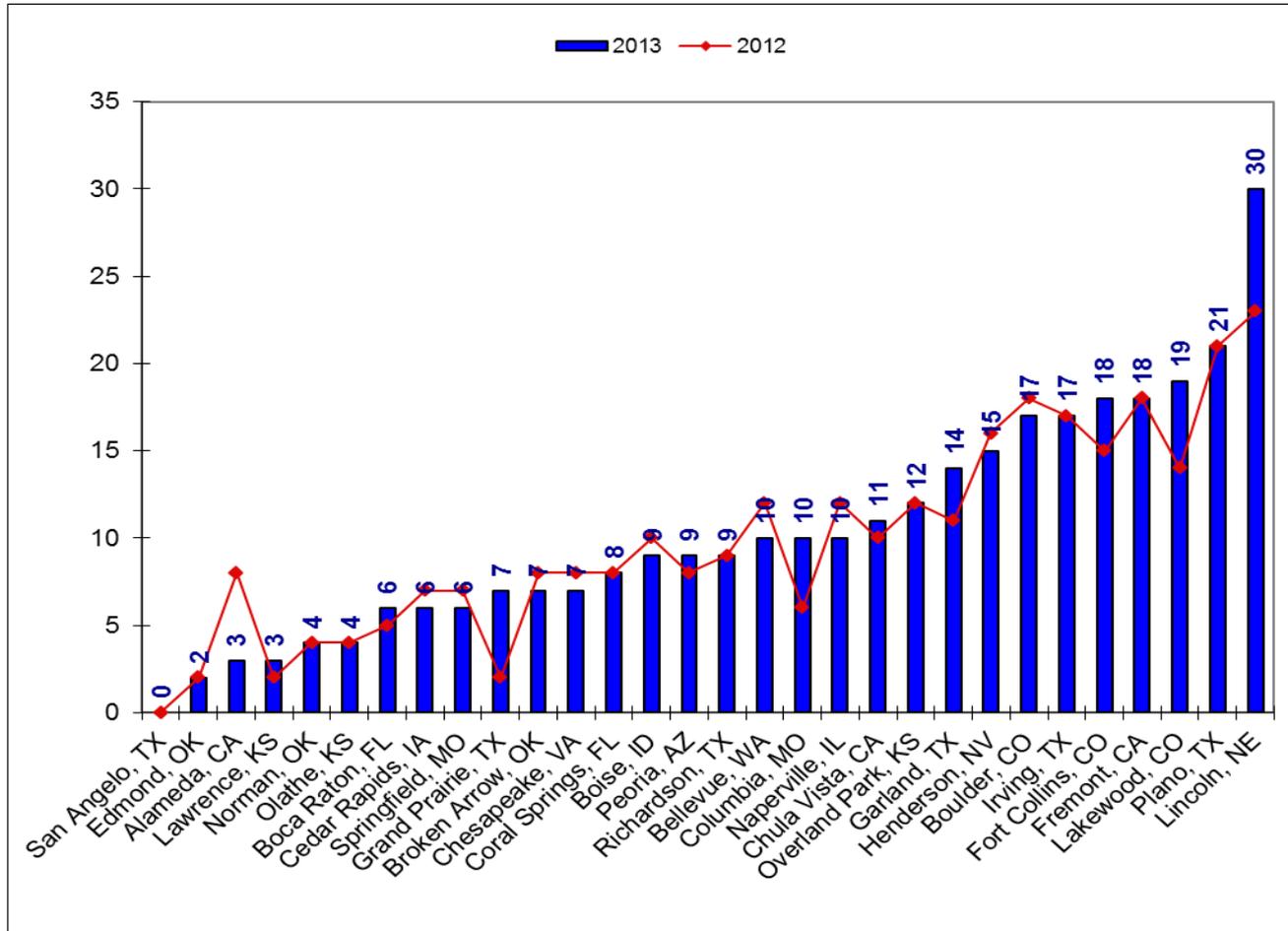
City Name	Authorized Personnel	Sworn	Non-Sworn	% Sworn	% Non-Sworn
Naperville, IL	270	165	105	61.1%	38.9%
Richardson, TX	245	151	94	61.6%	38.4%
Boulder, CO	281	173	108	61.7%	38.3%
Lakewood, CO	403	259	144	64.3%	35.7%
Fremont, CA	287	185	102	64.5%	35.5%
Peoria, AZ	292	191	101	65.4%	34.6%
Fort Collins, CO	300	197	103	65.7%	34.3%
Grand Prairie, TX	360	237	123	65.8%	34.2%
Boca Raton, FL	295	198	97	67.1%	32.9%
Coral Springs, FL	305	205	100	67.2%	32.8%
Irving, TX	507	346	161	68.2%	31.8%
Lincoln, NE	464	320	144	69.0%	31.0%
Plano, TX	504	348	156	69.1%	30.9%
Garland, TX	458	323	135	70.5%	29.5%
Broken Arrow, OK	184	130	54	70.7%	29.3%
Henderson, NV	550	389	161	70.7%	29.3%
Chula Vista, CA	328	237	91	72.3%	27.7%
Alameda, CA	121	88	33	72.7%	27.3%
Norman, OK	233	173	60	74.2%	25.8%
Cedar Rapids, IA	269	204	65	75.8%	24.2%
Chesapeake, VA	511	388	123	75.9%	24.1%
Boise, ID	402	310	92	77.1%	22.9%
Edmond, OK	147	116	31	78.9%	21.1%
Springfield, MO	411	331	80	80.6%	19.4%
Bellevue, WA	219	178	41	81.3%	18.7%
Lawrence, KS	187	154	33	82.4%	17.6%
San Angelo, TX	199	165	34	82.9%	17.1%
Columbia, MO	192	160	32	83.3%	16.7%
Overland Park, KS	300	250	50	83.3%	16.7%
Olathe, KS	200	172	28	86.0%	13.9%
Average	314	225	89	72.3%	27.7%

A Coalition for Mutual Support

Benchmark City Survey - 2013 Data

Women in Staff Positions, 2-Year Comparison

2013 Average is 10.4 Women in Staff Positions



Sergeant & above and Civilian equivalents

A Coalition for Mutual Support
Benchmark City Survey - 2013 Data
Women in Staff Positions, 5-Year Comparison

2013 Average is 10.4 Women in Staff Positions

City Name	2013	2012	2011	2010	2009
Alameda, CA	3	8	8	8	8
Bellevue, WA	10	12	12	11	10
Boca Raton, FL	6	5	6	6	6
Boise, ID	9	10	7	9	9
Boulder, CO	17	18	18	16	11
Broken Arrow, OK	7	8	6	6	6
Cedar Rapids, IA	6	7	5	5	4
Chesapeake, VA	7	8	7	7	9
Chula Vista, CA	11	10	11	10	11
Columbia, MO	10	6	8	7	
Coral Springs, FL	8	8	8	8	8
Edmond, OK	2	2	2	2	3
Fort Collins, CO	18	15	15	8	6
Fremont, CA	18	18	17	18	7
Garland, TX	14	11	11	11	9
Grand Prairie, TX	7	2	1		
Henderson, NV	15	16	21	28	28
Irving, TX	17	17	17	15	16
Lakewood, CO	19	14	12	11	11
Lawrence, KS	3	2	2	3	3
Lincoln, NE	30	23	23	23	24
Naperville, IL	10	12	12	14	15
Norman, OK	4	4	4	4	4
Olathe, KS	4	4	4	4	4
Overland Park, KS	12	12	9	8	9
Peoria, AZ	9	8			
Plano, TX	21	21	21	18	18
Richardson, TX	9	9	9	9	8
San Angelo, TX	0	0	1	1	1
Springfield, MO	6	7	7	6	
Average	10.4	9.9	9.8	8.5	8.5

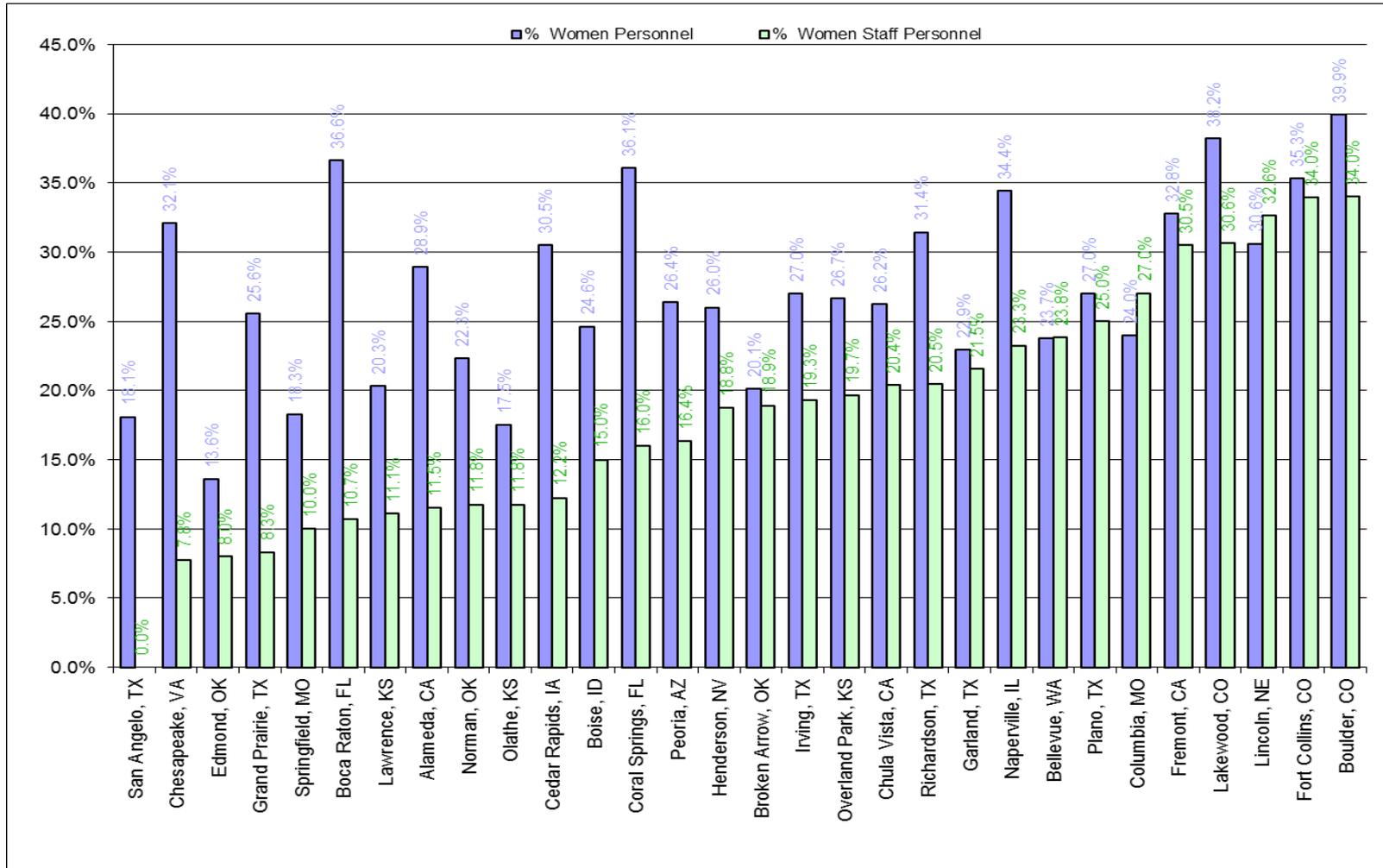
Sergeant & above and Civilian equivalents

A Coalition for Mutual Support

Benchmark City Survey - 2013 Data

Percentage of Women in Staff Positions compared to Percentage of All Women Personnel

2013 Average Percentage of Women in Staff Positions is 19.2%



A Coalition for Mutual Support

Benchmark City Survey - 2013 Data

Percentage of Women in Staff Positions

2013 Average Percentage of Women in Staff Positions is 19.2%

City Name	Assigned Personnel	Women Personnel	% Women Personnel	All Staff Personnel	Women Staff Personnel	% Women Staff Personnel
San Angelo, TX	199	36	18.1%	42	0	0.0%
Chesapeake, VA	511	164	32.1%	90	7	7.8%
Edmond, OK	147	20	13.6%	25	2	8.0%
Grand Prairie, TX	360	92	25.6%	48	4	8.3%
Springfield, MO	411	75	18.3%	60	6	10.0%
Boca Raton, FL	295	108	36.6%	56	6	10.7%
Lawrence, KS	187	38	20.3%	27	3	11.1%
Alameda, CA	121	35	28.9%	26	3	11.5%
Norman, OK	233	52	22.3%	34	4	11.8%
Olathe, KS	200	35	17.5%	34	4	11.8%
Cedar Rapids, IA	269	82	30.5%	49	6	12.2%
Boise, ID	402	99	24.6%	60	9	15.0%
Coral Springs, FL	305	110	36.1%	50	8	16.0%
Peoria, AZ	292	77	26.4%	55	9	16.4%
Henderson, NV	550	143	26.0%	80	15	18.8%
Broken Arrow, OK	184	37	20.1%	37	7	18.9%
Irving, TX	507	137	27.0%	88	17	19.3%
Overland Park, KS	300	80	26.7%	61	12	19.7%
Chula Vista, CA	328	86	26.2%	54	11	20.4%
Richardson, TX	245	77	31.4%	44	9	20.5%
Garland, TX	458	105	22.9%	65	14	21.5%
Naperville, IL	270	93	34.4%	43	10	23.3%
Bellevue, WA	219	52	23.7%	42	10	23.8%
Plano, TX	504	136	27.0%	84	21	25.0%
Columbia, MO	192	46	24.0%	37	10	27.0%
Fremont, CA	287	94	32.8%	59	18	30.5%
Lakewood, CO	403	154	38.2%	62	19	30.6%
Lincoln, NE	464	142	30.6%	92	30	32.6%
Fort Collins, CO	300	106	35.3%	53	18	34.0%
Boulder, CO	295	118	39.9%	50	17	34.0%
Average	315	88	27.2%	54	10	19.2%

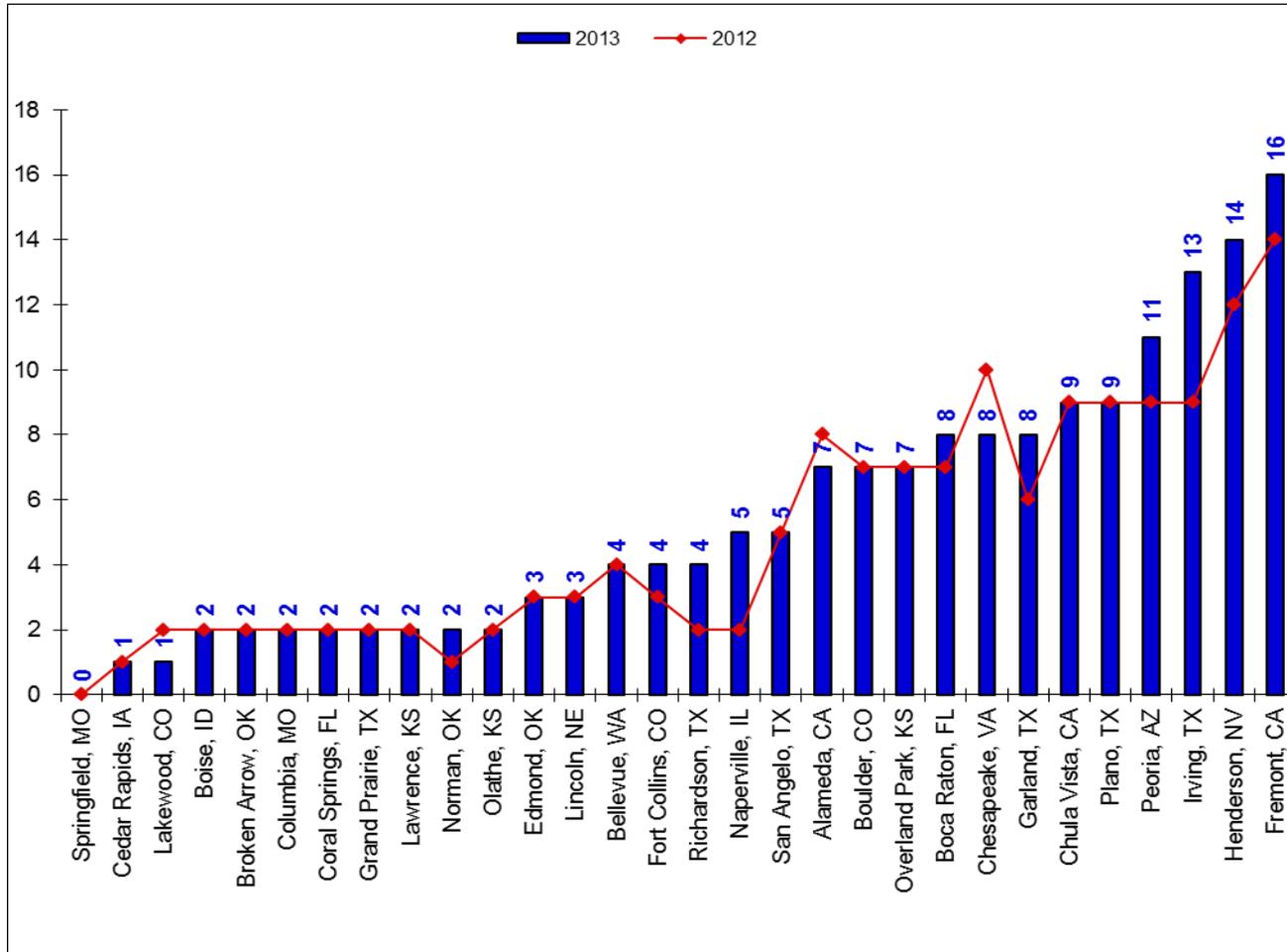
Sergeant & above and Civilian equivalents

A Coalition for Mutual Support

Benchmark City Survey - 2013 Data

Minorities in Staff Positions, 2-Year Comparison

2013 Average is 5.4 Minorities in Staff Positions



Sergeant & above and Civilian equivalents

A Coalition for Mutual Support
Benchmark City Survey - 2013 Data
Minorities in Staff Positions, 5-Year Comparison

2013 Average is 5.4 Minorities in Staff Positions

City Name	2013	2012	2011	2010	2009
Alameda, CA	7	8	8	8	9
Bellevue, WA	4	4	4	4	3
Boca Raton, FL	8	7	7	7	7
Boise, ID	2	2	1	3	3
Boulder, CO	7	7	7	7	7
Broken Arrow, OK	2	2	2	2	2
Cedar Rapids, IA	1	1	1	1	1
Chesapeake, VA	8	10	8	8	11
Chula Vista, CA	9	9	9	10	8
Columbia, MO	2	2	3	3	
Coral Springs, FL	2	2	2	2	2
Edmond, OK	3	3	3	3	3
Fort Collins, CO	4	3	3	3	2
Fremont, CA	16	14	12	9	10
Garland, TX	8	6	6	5	5
Grand Prairie, TX	2	2	1		
Henderson, NV	14	12	10	13	12
Irving, TX	13	9	8	8	9
Lakewood, CO	1	2	1	1	1
Lawrence, KS	2	2	2	2	2
Lincoln, NE	3	3	3	3	3
Naperville, IL	5	2	2	2	1
Norman, OK	2	1	1	1	0
Olathe, KS	2	2	2	2	1
Overland Park, KS	7	7	6	6	5
Peoria, AZ	11	9			
Plano, TX	9	9	10	10	9
Richardson, TX	4	2	2	1	2
San Angelo, TX	5	5	5	6	6
Springfield, MO	0	0	0		
Average	5.4	4.9	4.4	4.8	4.8

Sergeant & above and Civilian equivalents

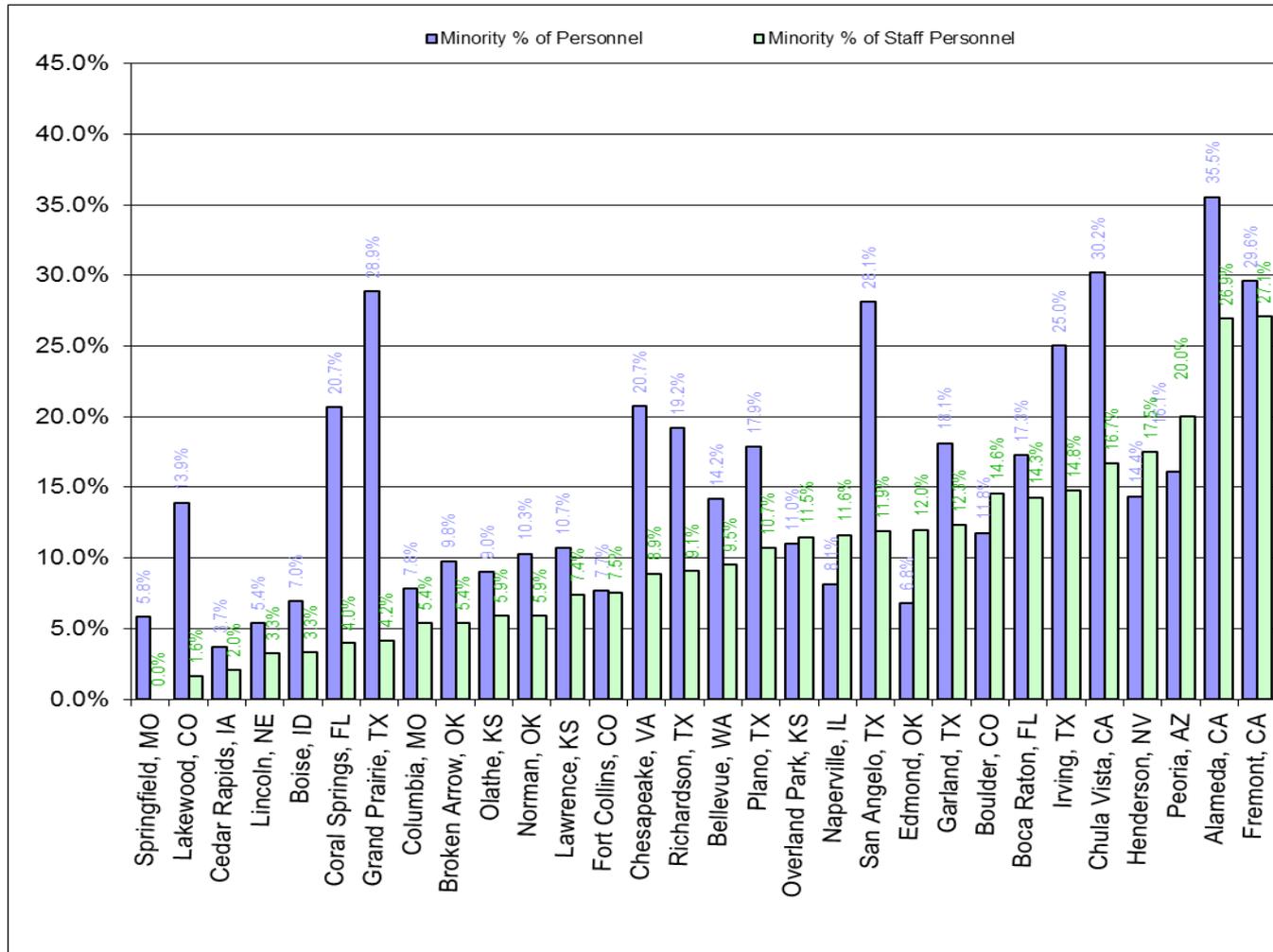
Section A - Demographics

A Coalition for Mutual Support

Benchmark City Survey - 2013 Data

Percentage of Minorities in Staff Positions compared to Percentage of All Minority Personnel

2013 Average Percentage of Minorities in Staff Positions is 15.5%



Sergeant & above and Civilian equivalents

Section A - Demographics

A Coalition for Mutual Support
Benchmark City Survey - 2013 Data
Percentage of Minorities in Staff Positions

2013 Average Percentage of Minorities in Staff Positions is 15.5%

City Name	Assigned Personnel	Minority Personnel	Minority % of Personnel	Assigned Staff Personnel	Minority Staff Personnel	Minority % of Staff Personnel
Springfield, MO	411	24	5.8%	60	0	0.0%
Lakewood, CO	403	56	13.9%	62	1	1.6%
Cedar Rapids, IA	269	10	3.7%	49	1	2.0%
Lincoln, NE	464	25	5.4%	92	3	3.3%
Boise, ID	402	28	7.0%	60	2	3.3%
Coral Springs, FL	305	63	20.7%	50	2	4.0%
Grand Prairie, TX	360	104	28.9%	48	2	4.2%
Columbia, MO	192	15	7.8%	37	2	5.4%
Broken Arrow, OK	184	18	9.8%	37	2	5.4%
Olathe, KS	200	18	9.0%	34	2	5.9%
Norman, OK	233	24	10.3%	34	2	5.9%
Lawrence, KS	187	20	10.7%	27	2	7.4%
Fort Collins, CO	300	23	7.7%	53	4	7.5%
Chesapeake, VA	511	106	20.7%	90	8	8.9%
Richardson, TX	245	47	19.2%	44	4	9.1%
Bellevue, WA	219	31	14.2%	42	4	9.5%
Plano, TX	504	90	17.9%	84	9	10.7%
Overland Park, KS	300	33	11.0%	61	7	11.5%
Naperville, IL	270	22	8.1%	43	5	11.6%
San Angelo, TX	199	56	28.1%	42	5	11.9%
Edmond, OK	147	10	6.8%	25	3	12.0%
Garland, TX	458	83	18.1%	65	8	12.3%
Boulder, CO	281	33	11.8%	48	7	14.6%
Boca Raton, FL	295	51	17.3%	56	8	14.3%
Irving, TX	507	127	25.0%	88	13	14.8%
Chula Vista, CA	328	99	30.2%	54	9	16.7%
Henderson, NV	550	79	14.4%	80	14	17.5%
Peoria, AZ	292	47	16.1%	55	11	20.0%
Alameda, CA	121	43	35.5%	26	7	26.9%
Fremont, CA	287	85	29.6%	59	16	27.1%
Average	314	49	15.5%	54	5	10.2%

Sergeant & above and Civilian equivalents

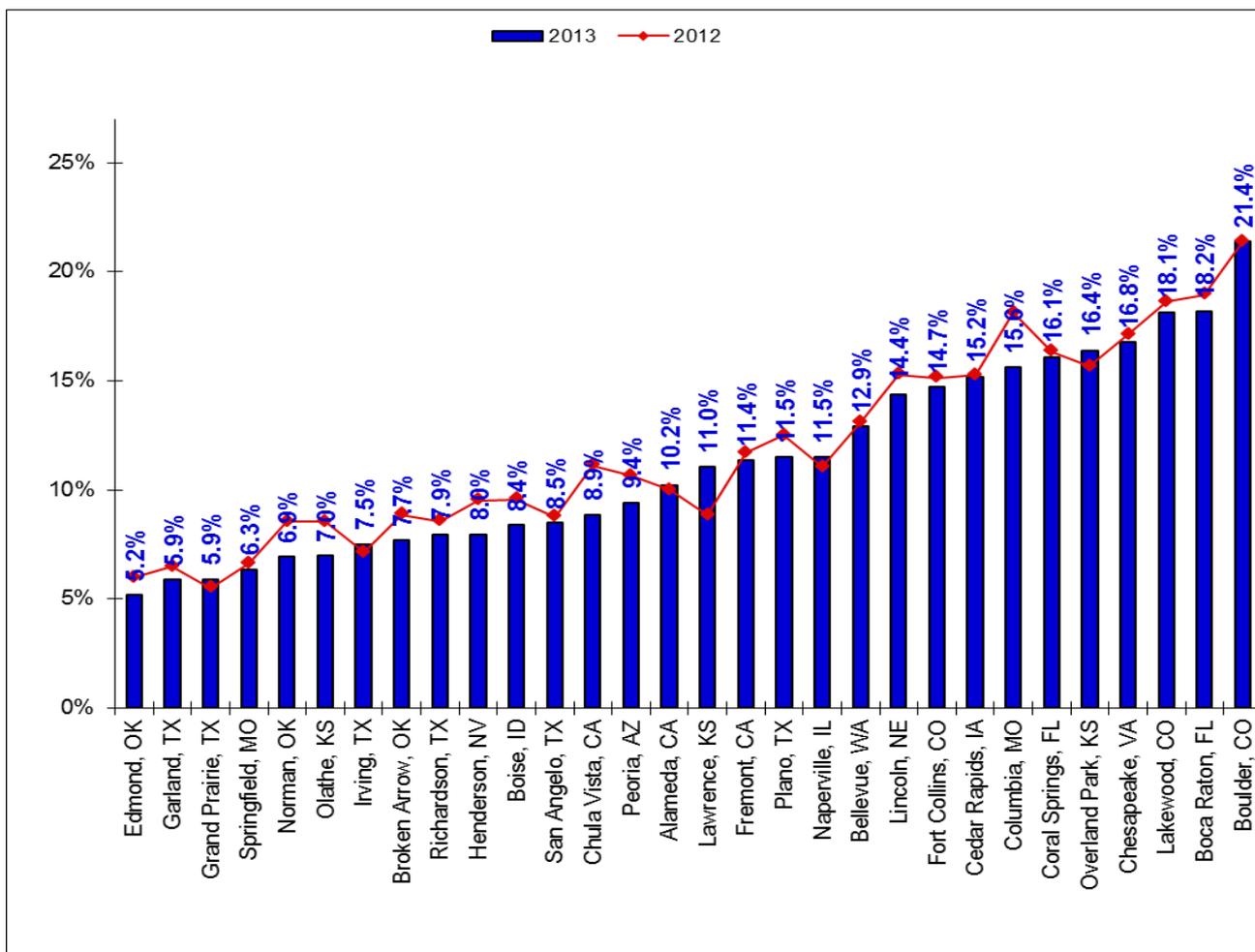
Section A - Demographics

A Coalition for Mutual Support

Benchmark City Survey - 2013 Data

Percent of Female Officers, 2-Year Comparison

2013 Average is 11.3% Female Officers



A Coalition for Mutual Support
Benchmark City Survey - 2013 Data
Percent of Female Officers, 5-Year Comparison

2013 Average is 11.3% Female Officers

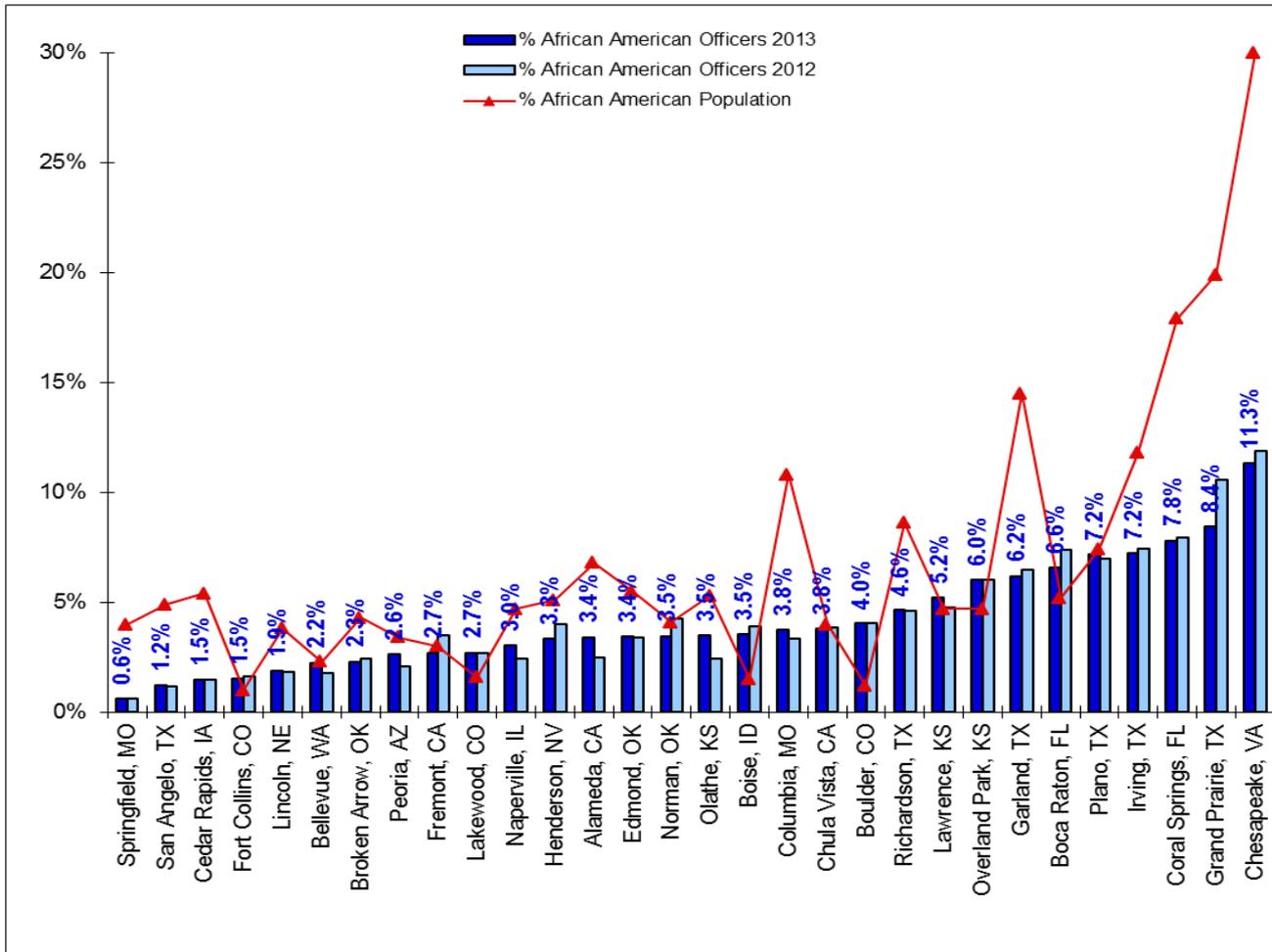
City Name	Assigned Officers	Female Officers	2013	2012	2011	2010	2009
Alameda, CA	88	9	10.2%	10.0%	10.1%	10.6%	12.4%
Bellevue, WA	178	23	12.9%	13.1%	13.5%	12.2%	12.7%
Boca Raton, FL	198	36	18.2%	18.9%	18.3%	17.7%	17.7%
Boise, ID	310	26	8.4%	9.6%	9.3%	9.3%	9.5%
Boulder, CO	173	37	21.4%	21.4%	22.6%	23.4%	24.6%
Broken Arrow, OK	130	10	7.7%	8.9%	9.6%	10.7%	10.5%
Cedar Rapids, IA	204	31	15.2%	15.3%	15.8%	15.8%	15.2%
Chesapeake, VA	388	65	16.8%	17.1%	16.6%	16.1%	15.5%
Chula Vista, CA	237	21	8.9%	11.1%	11.2%	10.7%	11.3%
Columbia, MO	160	25	15.6%	18.1%	16.8%	16.9%	
Coral Springs, FL	205	33	16.1%	16.3%	17.8%	17.3%	17.9%
Edmond, OK	116	6	5.2%	6.0%	5.3%	5.4%	5.3%
Fort Collins, CO	197	29	14.7%	15.1%	16.5%	16.5%	16.0%
Fremont, CA	185	21	11.4%	11.7%	11.6%	10.3%	8.6%
Garland, TX	323	19	5.9%	6.5%	6.3%	6.6%	6.7%
Grand Prairie, TX	237	14	5.9%	5.5%	4.8%		
Henderson, NV	389	31	8.0%	9.5%	9.2%	9.0%	9.0%
Irving, TX	346	26	7.5%	7.1%	6.9%	7.7%	7.6%
Lakewood, CO	259	47	18.1%	18.6%	19.4%	19.2%	19.2%
Lawrence, KS	154	17	11.0%	8.8%	6.8%	6.4%	5.7%
Lincoln, NE	320	46	14.4%	15.3%	14.5%	14.6%	15.5%
Naperville, IL	165	19	11.5%	11.0%	10.9%	9.6%	10.9%
Norman, OK	173	12	6.9%	8.5%	8.6%	8.8%	8.2%
Olathe, KS	172	12	7.0%	8.5%	9.6%	9.1%	8.9%
Overland Park, KS	250	41	16.4%	15.7%	15.8%	16.1%	17.7%
Peoria, AZ	191	18	9.4%	10.6%			
Plano, TX	348	40	11.5%	12.5%	11.5%	11.2%	11.9%
Richardson, TX	151	12	7.9%	8.6%	9.3%	7.4%	6.8%
San Angelo, TX	165	14	8.5%	8.8%	10.3%	10.5%	9.0%
Springfield, MO	331	21	6.3%	6.6%	6.1%	6.3%	
Average	225	25	11.3%	11.8%	11.9%	12.0%	12.1%

A Coalition for Mutual Support

Benchmark City Survey - 2013 Data

Percent of African American Officers, 2-Year Comparison

2013 Average is 4.2% African American Officers



A Coalition for Mutual Support

Benchmark City Survey - 2013 Data

Percent of African American Officers, 5-Year Comparison

2013 Average is 4.2% African American Officers

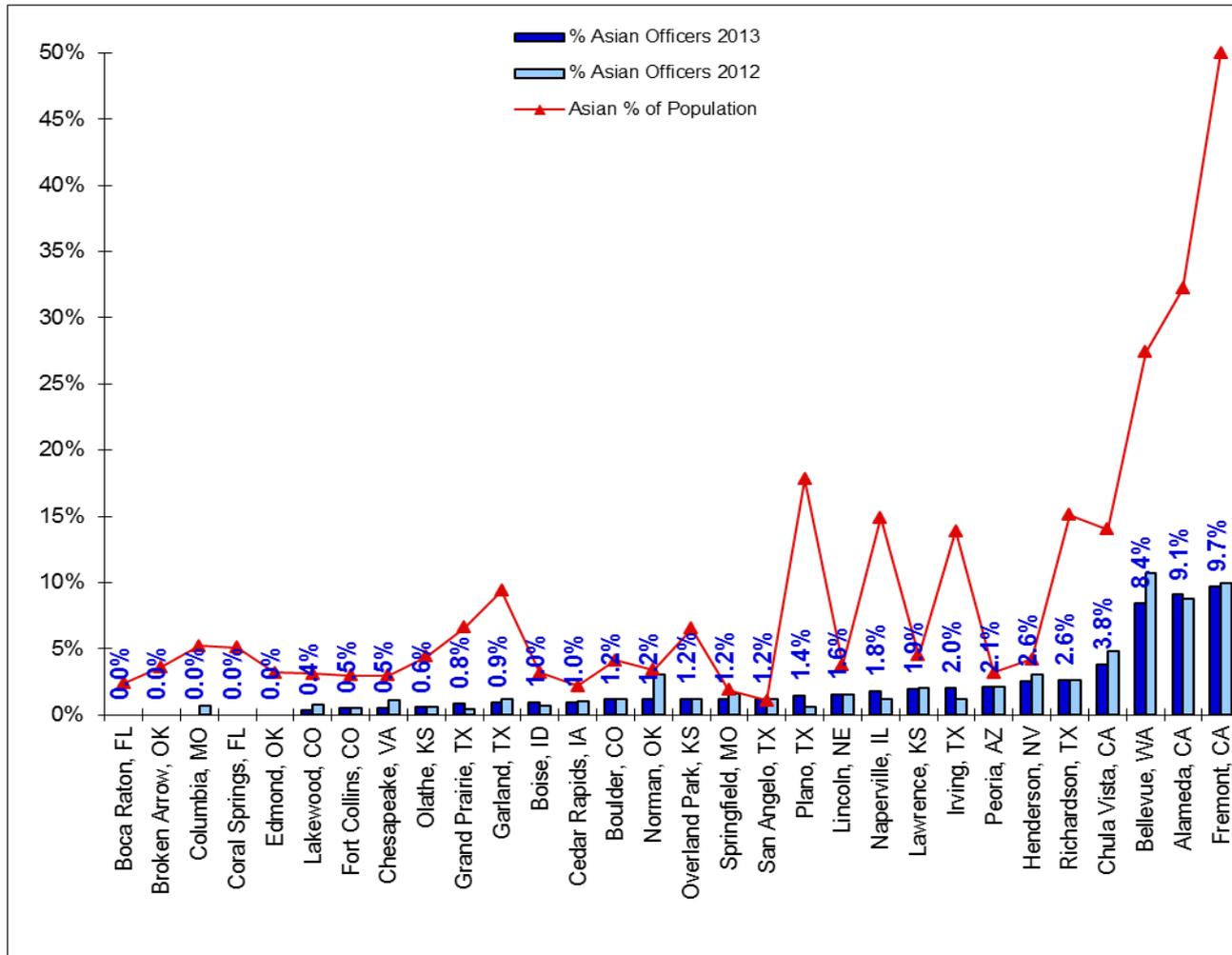
City Name	Assigned Officers	African American Officers	2013	2012	2011	2010	2009	% African American Population 2011
Alameda, CA	88	3	3.4%	2.5%	3.8%	4.7%	5.6%	6.8%
Bellevue, WA	178	4	2.2%	1.8%	2.2%	2.2%	1.7%	2.3%
Boca Raton, FL	198	13	6.6%	7.4%	8.4%	9.4%	9.4%	5.2%
Boise, ID	310	11	3.5%	3.9%	3.4%	3.1%	3.0%	1.5%
Boulder, CO	173	7	4.0%	4.0%	4.8%	4.7%	5.3%	1.2%
Broken Arrow, OK	130	3	2.3%	2.4%	3.2%	2.5%	2.4%	4.3%
Cedar Rapids, IA	204	3	1.5%	1.5%	1.5%	1.5%	1.5%	5.4%
Chesapeake, VA	388	44	11.3%	11.9%	12.1%	12.3%	12.4%	30.0%
Chula Vista, CA	237	9	3.8%	3.9%	4.7%	4.9%	4.8%	4.0%
Columbia, MO	160	6	3.8%	3.4%	5.8%	6.3%		10.8%
Coral Springs, FL	205	16	7.8%	7.9%	8.1%	7.9%	8.2%	17.9%
Edmond, OK	116	4	3.4%	3.4%	3.5%	3.6%	3.5%	5.5%
Fort Collins, CO	197	3	1.5%	1.6%	2.3%	2.4%	2.4%	1.0%
Fremont, CA	185	5	2.7%	3.5%	2.9%	3.4%	3.2%	3.0%
Garland, TX	323	20	6.2%	6.5%	6.9%	6.6%	6.7%	14.5%
Grand Prairie, TX	237	20	8.4%	10.6%	10.0%			19.9%
Henderson, NV	389	13	3.3%	4.0%	3.9%	3.8%	3.7%	5.1%
Irving, TX	346	25	7.2%	7.4%	7.2%	6.5%	6.2%	11.8%
Lakewood, CO	259	7	2.7%	2.7%	2.6%	2.1%	2.5%	1.6%
Lawrence, KS	154	8	5.2%	4.8%	3.4%	2.8%	2.8%	4.7%
Lincoln, NE	320	6	1.9%	1.8%	2.2%	2.2%	2.5%	3.8%
Naperville, IL	165	5	3.0%	2.5%	3.6%	3.6%	3.4%	4.7%
Norman, OK	173	6	3.5%	4.3%	3.7%	3.8%	3.8%	4.1%
Olathe, KS	172	6	3.5%	2.4%	3.0%	2.4%	3.0%	5.3%
Overland Park, KS	250	15	6.0%	6.0%	5.6%	5.8%	5.2%	4.7%
Peoria, AZ	191	5	2.6%	2.1%				3.4%
Plano, TX	348	25	7.2%	7.0%	7.1%	7.7%	7.4%	7.4%
Richardson, TX	151	7	4.6%	4.6%	4.6%	5.4%	5.5%	8.6%
San Angelo, TX	165	2	1.2%	1.2%	1.9%	2.0%	1.9%	4.9%
Springfield, MO	331	2	0.6%	0.6%	0.3%	0.0%		4.0%
Average	225	10	4.2%	4.2%	4.6%	4.4%	4.5%	6.9%

A Coalition for Mutual Support

Benchmark City Survey - 2013 Data

Percent of Asian Officers, 2-Year Comparison

2013 Average is 1.9% Asian Officers



A Coalition for Mutual Support

Benchmark City Survey - 2013 Data

Percent of Asian Officers, 5-Year Comparison

2013 Average is 1.9% Asian Officers

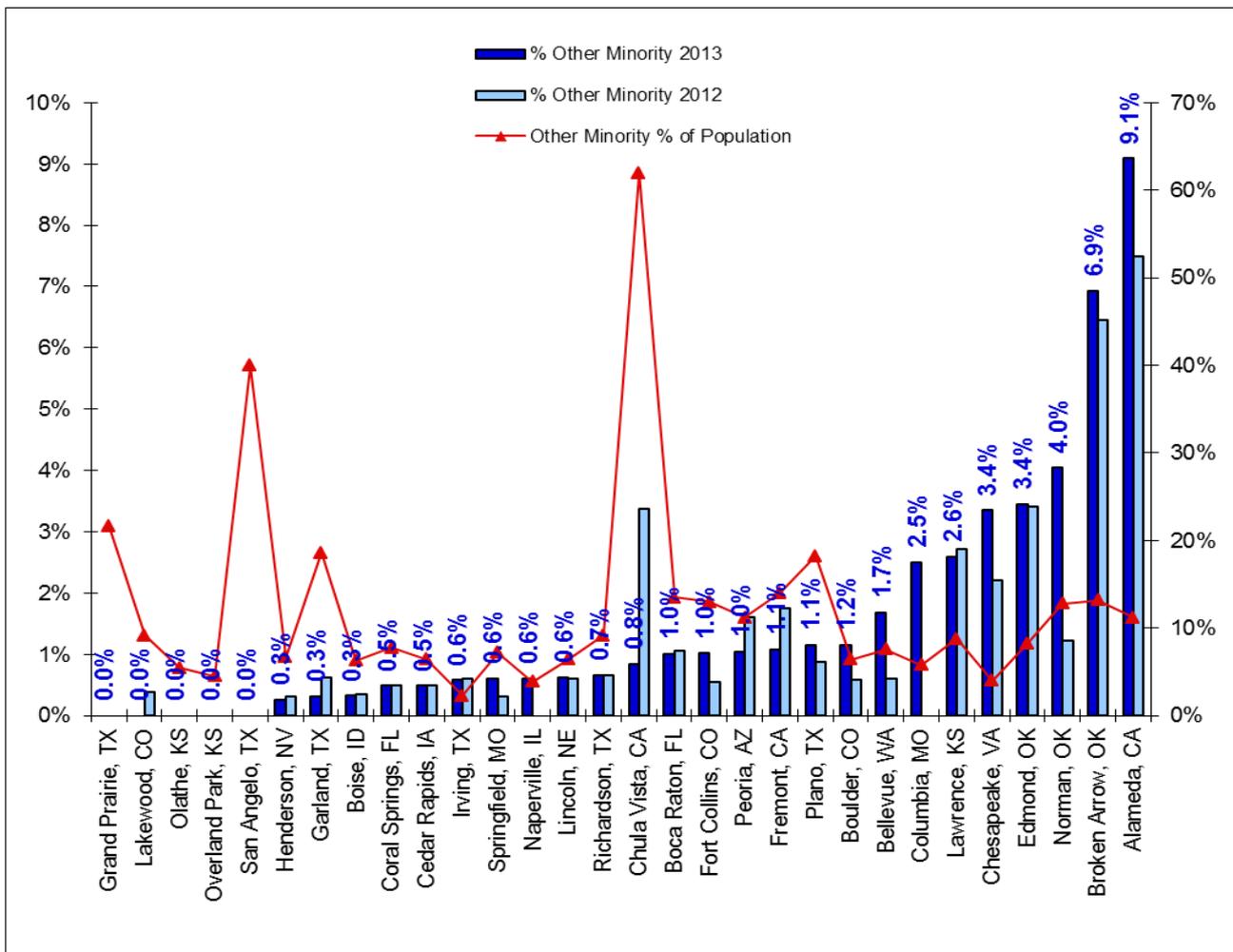
City Name	Assigned Officers	Asian Officers	2013	2012	2011	2010	2009	Asian % of Population
Alameda, CA	88	8	9.1%	8.8%	11.4%	11.8%	11.2%	32.2%
Bellevue, WA	178	15	8.4%	10.7%	11.8%	11.7%	9.9%	27.4%
Boca Raton, FL	198	0	0.0%	0.0%	1.6%	1.6%	1.6%	2.4%
Boise, ID	310	3	1.0%	0.7%	0.7%	0.7%	0.7%	3.2%
Boulder, CO	173	2	1.2%	1.2%	1.2%	1.8%	1.2%	4.1%
Broken Arrow, OK	130	0	0.0%	0.0%	0.0%	0.0%	0.0%	3.6%
Cedar Rapids, IA	204	2	1.0%	1.0%	1.0%	1.0%	1.0%	2.2%
Chesapeake, VA	388	2	0.5%	1.1%	0.8%	1.1%	0.6%	3.0%
Chula Vista, CA	237	9	3.8%	4.8%	1.9%	2.2%	2.2%	14.0%
Columbia, MO	160	0	0.0%	0.7%	0.0%	0.0%		5.2%
Coral Springs, FL	205	0	0.0%	0.0%	0.0%	0.0%	0.0%	5.1%
Edmond, OK	116	0	0.0%	0.0%	0.0%	0.0%	0.0%	3.2%
Fort Collins, CO	197	1	0.5%	0.5%	0.6%	0.6%	0.6%	3.0%
Fremont, CA	185	18	9.7%	9.9%	9.3%	9.1%	7.6%	50.0%
Garland, TX	323	3	0.9%	1.2%	0.9%	0.9%	1.0%	9.4%
Grand Prairie, TX	237	2	0.8%	0.5%	0.5%			6.6%
Henderson, NV	389	10	2.6%	3.1%	3.0%	2.9%	2.8%	4.2%
Irving, TX	346	7	2.0%	1.2%	0.9%	1.5%	1.8%	13.9%
Lakewood, CO	259	1	0.4%	0.8%	1.1%	0.7%	0.7%	3.1%
Lawrence, KS	154	3	1.9%	2.0%	2.1%	1.4%	1.4%	4.5%
Lincoln, NE	320	5	1.6%	1.5%	1.8%	1.6%	1.3%	3.8%
Naperville, IL	165	3	1.8%	1.2%	1.2%	1.2%	1.1%	14.9%
Norman, OK	173	2	1.2%	3.0%	0.6%	0.6%	0.6%	3.4%
Olathe, KS	172	1	0.6%	0.6%	0.6%	0.6%	0.6%	4.4%
Overland Park, KS	250	3	1.2%	1.2%	1.3%	1.2%	1.2%	6.5%
Peoria, AZ	191	4	2.1%	2.1%				3.2%
Plano, TX	348	5	1.4%	0.6%	0.6%	0.6%	0.9%	17.8%
Richardson, TX	151	4	2.6%	2.6%	2.6%	2.7%	2.7%	15.1%
San Angelo, TX	165	2	1.2%	1.2%	1.3%	1.3%	1.3%	1.1%
Springfield, MO	331		0.0%	1.6%	1.3%	1.7%		1.9%
Average	225	4.0	1.9%	2.3%	2.1%	2.2%	1.9%	9.7%

A Coalition for Mutual Support

Benchmark City Survey - 2013 Data

Percent of Other Minority Officers, 2-Year Comparison

2013 Average is 1.5% Other Minority Officers



A Coalition for Mutual Support

Benchmark City Survey - 2013 Data

Percent of Other Minority Officers, 5-Year Comparison

2013 Average is 1.5% Other Minority Officers

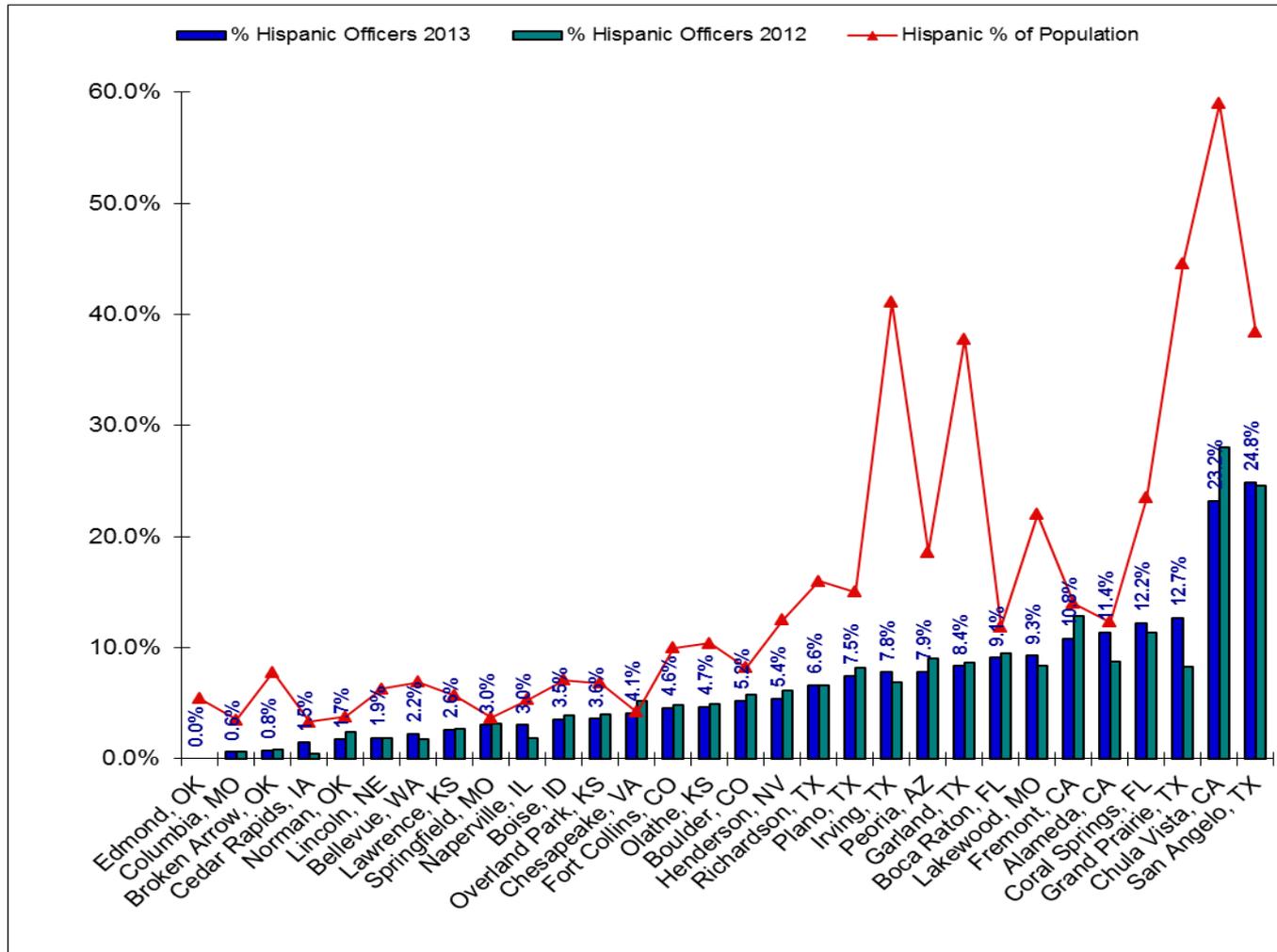
City Name	Assigned Officers	Other Minority Officers	2013	2012	2011	2010	2009	Other Minority % of Population
Alameda, CA	88	8	9.1%	7.5%	2.5%	3.5%	5.6%	11.2%
Bellevue, WA	178	3	1.7%	0.6%	0.6%	0.6%	2.2%	7.6%
Boca Raton, FL	198	2	1.0%	1.1%	0.0%	0.0%	0.0%	13.5%
Boise, ID	310	1	0.3%	0.4%	0.3%	0.3%	0.3%	6.3%
Boulder, CO	173	2	1.2%	0.6%	1.2%	1.2%	1.2%	6.4%
Broken Arrow, OK	130	9	6.9%	6.5%	5.6%	4.1%	4.0%	13.2%
Cedar Rapids, IA	204	1	0.5%	0.5%	0.5%	0.5%	0.5%	6.4%
Chesapeake, VA	388	13	3.4%	2.2%	2.9%	5.2%	6.4%	4.0%
Chula Vista, CA	237	2	0.8%	3.4%	7.4%	7.6%	7.4%	62.0%
Columbia, MO	160	4	2.5%	0.0%	2.6%	2.5%		5.8%
Coral Springs, FL	205	1	0.5%	0.5%	0.5%	0.5%	0.0%	7.8%
Edmond, OK	116	4	3.4%	3.4%	3.5%	3.6%	3.5%	8.3%
Fort Collins, CO	197	2	1.0%	0.5%	0.6%	0.6%	0.0%	13.0%
Fremont, CA	185	2	1.1%	1.8%	2.3%	2.3%	1.6%	14.0%
Garland, TX	323	1	0.3%	0.6%	0.9%	0.9%	1.0%	18.6%
Grand Prairie, TX	237	0	0.0%	0.0%	0.0%			21.6%
Henderson, NV	389	1	0.3%	0.3%	0.3%	0.3%	0.3%	6.7%
Irving, TX	346	2	0.6%	0.6%	0.6%	0.6%	0.6%	2.3%
Lakewood, CO	259	0	0.0%	0.4%	0.0%	0.4%	0.0%	9.2%
Lawrence, KS	154	4	2.6%	2.7%	2.7%	2.1%	2.1%	8.8%
Lincoln, NE	320	2	0.6%	0.6%	0.6%	0.6%	0.6%	6.4%
Naperville, IL	165	1	0.6%	0.0%	0.0%	0.0%	0.0%	3.9%
Norman, OK	173	7	4.0%	1.2%	2.5%	2.5%	1.9%	12.8%
Olathe, KS	172	0	0.0%	0.0%	0.0%	0.0%	0.6%	5.5%
Overland Park, KS	250	0	0.0%	0.0%	0.0%	0.0%	0.0%	4.5%
Peoria, AZ	191	2	1.0%	1.6%				11.2%
Plano, TX	348	4	1.1%	0.9%	0.9%	0.9%	0.9%	18.2%
Richardson, TX	151	1	0.7%	0.7%	0.7%	0.0%	0.0%	9.2%
San Angelo, TX	165	0	0.0%	0.0%	0.0%	0.0%	0.0%	40.0%
Springfield, MO	331	2	0.6%	0.3%	0.3%	0.3%		7.2%
Average	225	2.7	1.5%	1.3%	1.4%	1.5%	1.6%	12.2%

A Coalition for Mutual Support

Benchmark City Survey - 2013 Data

Percent of Hispanic Officers, 2-Year Comparison

2013 Average is 6.7% Hispanic Officers



A Coalition for Mutual Support

Benchmark City Survey - 2013 Data

Percent of Hispanic Officers, 5-Year Comparison

2013 Average is 6.7% Hispanic Officers

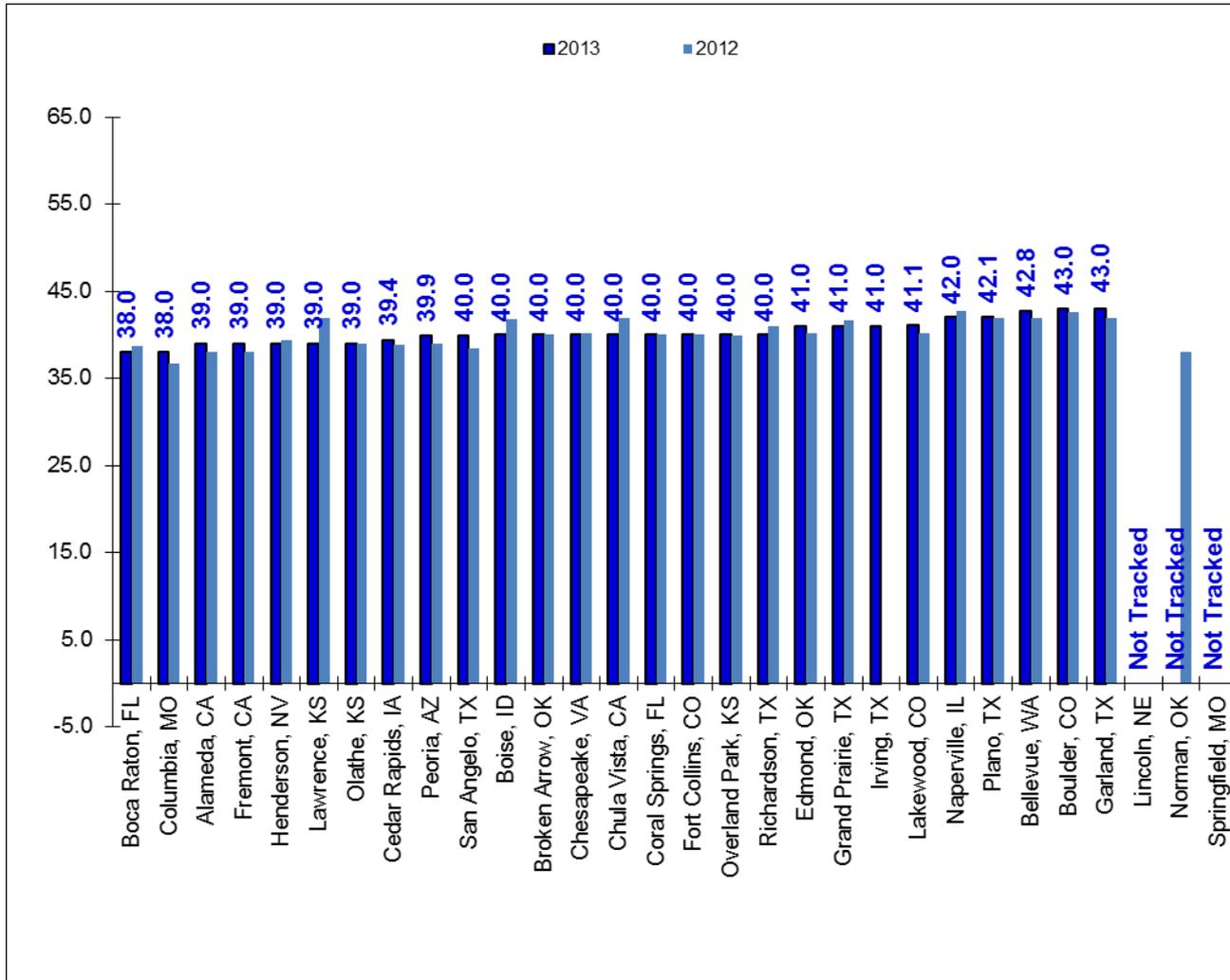
City Name	Assigned Officers	Hispanic Officers	2013	2012	2011	2010	2009	Hispanic % of Population
Alameda, CA	88	10	11.4%	8.8%	5.9%	9.0%	10.5%	12.3%
Bellevue, WA	178	4	2.2%	2.2%	1.7%	2.2%	2.2%	6.9%
Boca Raton, FL	198	18	9.1%	9.4%	8.3%	9.4%	9.7%	11.9%
Boise, ID	310	11	3.5%	3.4%	3.1%	3.0%	2.7%	7.1%
Boulder, CO	173	9	5.2%	4.8%	4.7%	4.7%	3.8%	8.2%
Broken Arrow, OK	130	1	0.8%	0.8%	0.8%	0.8%	0.8%	7.8%
Cedar Rapids, IA	204	3	1.5%	0.5%	0.0%	0.0%	4.3%	3.3%
Chesapeake, VA	388	16	4.1%	5.1%	1.4%	1.4%	8.0%	4.2%
Chula Vista, CA	237	55	23.2%	26.5%	25.3%	26.0%	23.2%	59.0%
Columbia, MO	160	1	0.6%	0.0%	0.0%			3.5%
Coral Springs, FL	205	25	12.2%	10.2%	9.9%	7.1%	7.6%	23.5%
Edmond, OK	116	0	0.0%	0.0%	0.0%	0.0%	0.0%	5.4%
Fort Collins, CO	197	9	4.6%	5.1%	6.5%	5.9%	6.3%	10.0%
Fremont, CA	185	20	10.8%	11.6%	12.6%	11.9%	13.1%	14.0%
Garland, TX	323	27	8.4%	7.8%	6.6%	6.7%	6.4%	37.8%
Grand Prairie, TX	237	30	12.7%	8.6%				44.6%
Henderson, NV	389	21	5.4%	6.0%	6.1%	6.5%		12.5%
Irving, TX	346	27	7.8%	6.9%	8.3%	8.5%	8.7%	41.1%
Lakewood, MO	259	24	9.3%	8.1%	8.2%	8.0%	8.0%	22.0%
Lawrence, KS	154	4	2.6%	3.4%	3.5%	1.4%		5.7%
Lincoln, NE	320	6	1.9%	1.8%	2.2%	2.2%	2.2%	6.3%
Naperville, IL	165	5	3.0%	1.2%	1.2%	0.6%	1.6%	5.3%
Norman, OK	173	3	1.7%	1.2%	1.3%	1.3%	1.4%	3.8%
Olathe, KS	172	8	4.7%	4.8%	3.6%	3.6%	1.8%	10.4%
Overland Park, KS	250	9	3.6%	3.0%	3.7%	3.6%	3.5%	6.8%
Peoria, AZ	191	15	7.9%	9.0%				18.6%
Plano, TX	348	26	7.5%	7.9%	8.6%	8.0%	7.9%	15.0%
Richardson, TX	151	10	6.6%	6.0%	6.1%	6.2%	6.3%	16.0%
San Angelo, TX	165	41	24.8%	23.7%	21.6%	20.0%	18.8%	38.4%
Springfield, MO	331	10	3.0%	3.2%	3.0%			3.7%
Average	241	16	6.7%	6.4%	5.9%	6.1%	6.6%	15.5%

A Coalition for Mutual Support

Benchmark City Survey - 2013 Data

Average Officer Age, Two year Comparison

2013 Average age of Sworn Officers is 40.3 years



A Coalition for Mutual Support
Benchmark City Survey - 2013 Data
Average Officer Age, Five year Comparison

2013 Average age of Sworn Officers is 40.3 years

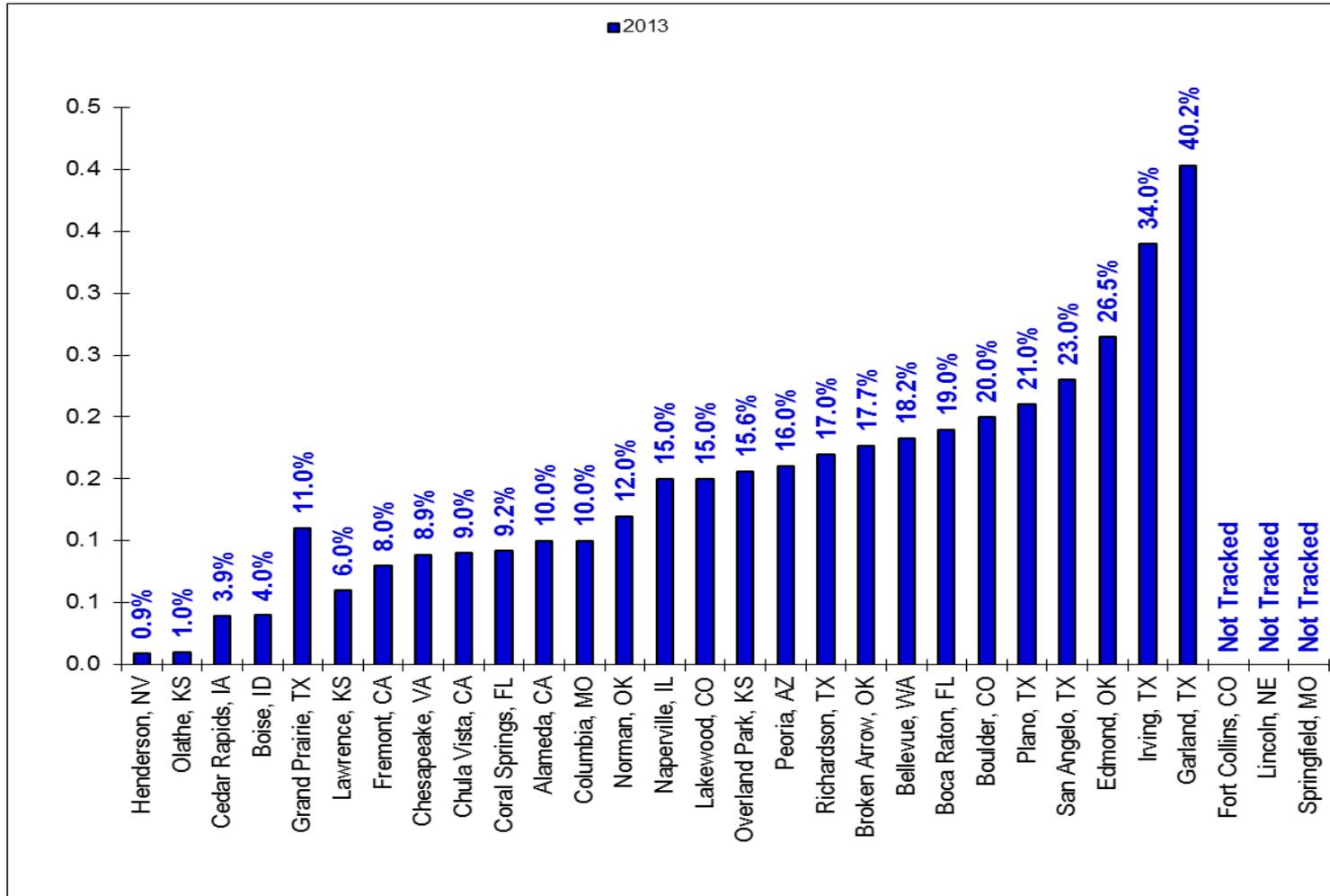
City Name	2013	2012	2011	2010	2009
Alameda, CA	39.0	38.0			
Bellevue, WA	42.8	42.0			
Boca Raton, FL	38.0	38.7			
Boise, ID	40.0	41.8			
Boulder, CO	43.0	42.7			
Broken Arrow, OK	40.0	40.0			
Cedar Rapids, IA	39.4	38.9			
Chesapeake, VA	40.0	40.1			
Chula Vista, CA	40.0	42.0			
Columbia, MO	38.0	36.7			
Coral Springs, FL	40.0	40.0			
Edmond, OK	41.0	40.2			
Fort Collins, CO	40.0	40.0			
Fremont, CA	39.0	38.0			
Garland, TX	43.0	42.0			
Grand Prairie, TX	41.0	41.7			
Henderson, NV	39.0	39.4			
Irving, TX	41.0	Not Tracked			
Lakewood, CO	41.1	40.2			
Lawrence, KS	39.0	42.0			
Lincoln, NE	Not Tracked	Not Tracked			
Naperville, IL	42.0	42.7			
Norman, OK	Not Tracked	38.0			
Olathe, KS	39.0	39.0			
Overland Park, KS	40.0	40.0			
Peoria, AZ	39.9	39.0			
Plano, TX	42.1	41.9			
Richardson, TX	40.0	41.0			
San Angelo, TX	40.0	38.5			
Springfield, MO	Not Tracked	Not Tracked			
Average	40.3	40.2			

A Coalition for Mutual Support

Benchmark City Survey - 2013 Data

Percent Retirement Eligible, Two Year Comparison

2013 Average is 14.5% Eligible for Retirement



A Coalition for Mutual Support
Benchmark City Survey - 2013 Data
Percent Retirement Eligible, Five Year Comparison

2013 Average is 14.5% Eligible for Retirement

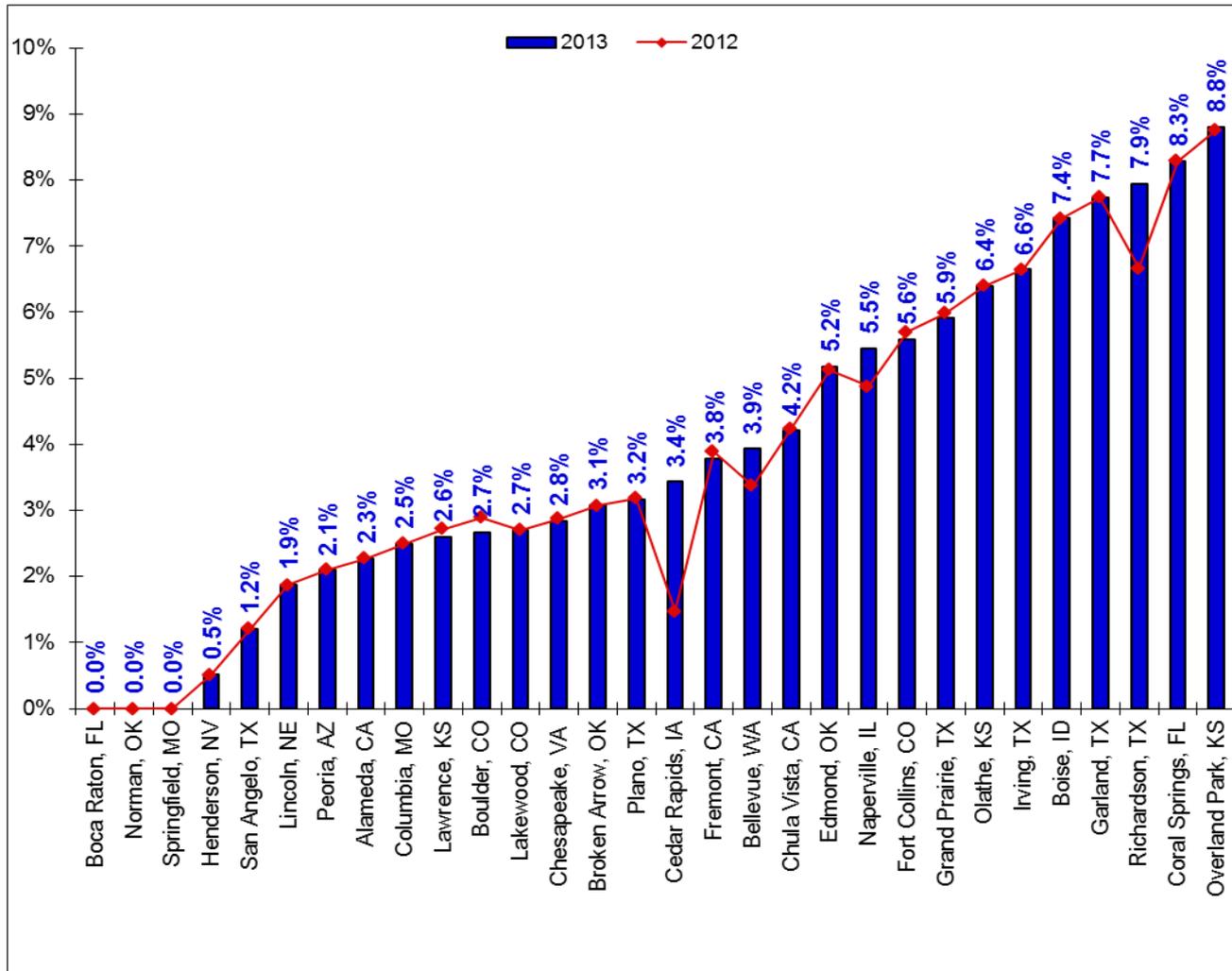
City Name	2013	2012	2011	2010	2009
Alameda, CA	10.0%				
Belleveue, WA	18.2%				
Boca Raton, FL	19.0%				
Boise, ID	4.0%				
Boulder, CO	20.0%				
Broken Arrow, OK	17.7%				
Cedar Rapids, IA	3.9%				
Chesapeake, VA	8.9%				
Chula Vista, CA	9.0%				
Columbia, MO	10.0%				
Coral Springs, FL	9.2%				
Edmond, OK	26.5%				
Fort Collins, CO	Not Tracked				
Fremont, CA	8.0%				
Garland, TX	40.2%				
Grand Prairie, TX	11.0%				
Henderson, NV	0.9%				
Irving, TX	34.0%				
Lakewood, CO	15.0%				
Lawrence, KS	6.0%				
Lincoln, NE	Not Tracked				
Naperville, IL	15.0%				
Norman, OK	12.0%				
Olathe, KS	1.0%				
Overland Park, KS	15.6%				
Peoria, AZ	16.0%				
Plano, TX	21.0%				
Richardson, TX	17.0%				
San Angelo, TX	23.0%				
Springfield, MO	Not Tracked				
Average	14.5%				

A Coalition for Mutual Support

Benchmark City Survey - 2013 Data

Percent of Officers in Schools (DARE & SRO), 2-Year Comparison

2013 Average is 3.9% Officers in Schools



A Coalition for Mutual Support

Benchmark City Survey - 2013 Data

Percent of Officers in Schools (DARE & SRO), 5-Year Comparison

2013 Average is 3.9% Officers in Schools

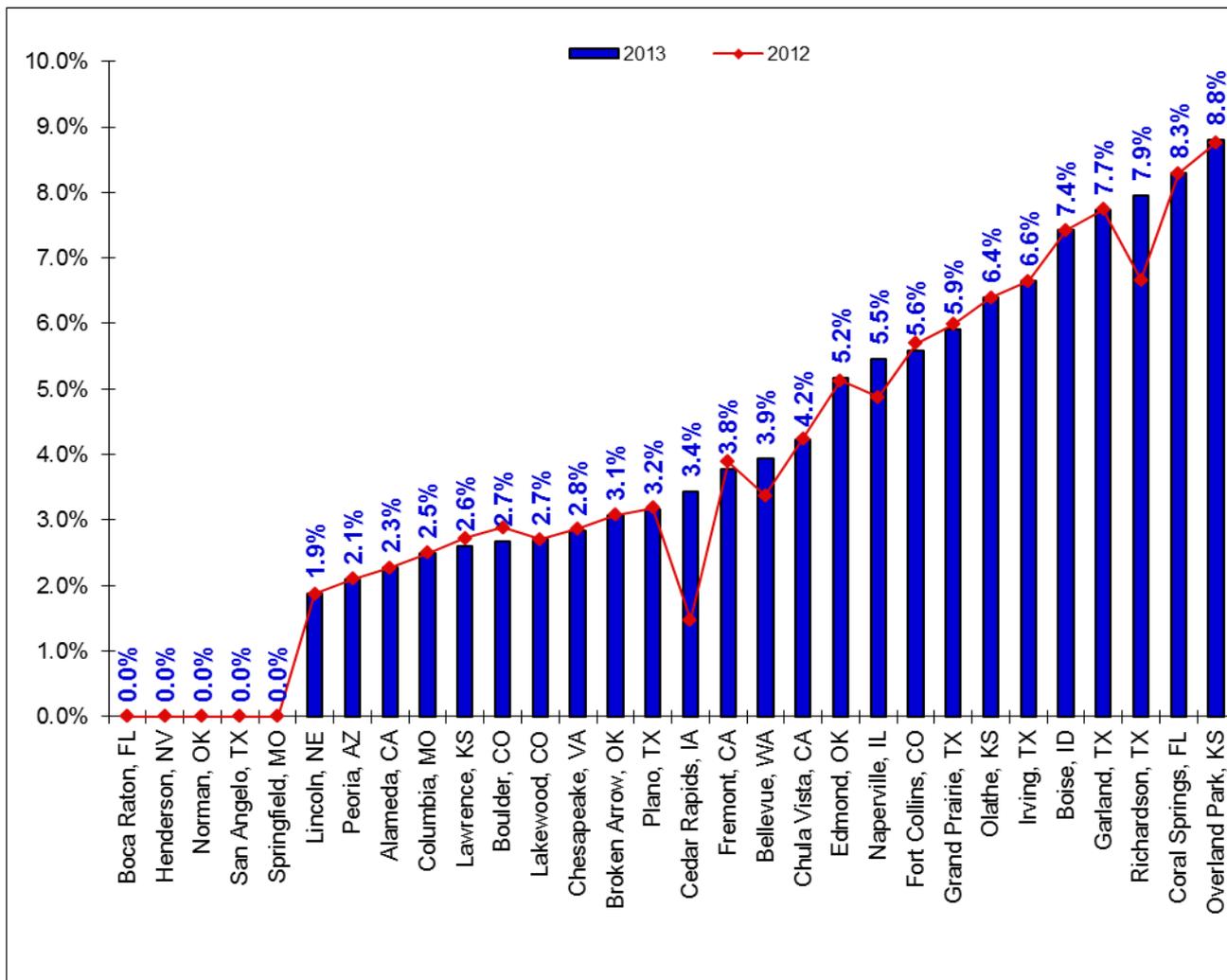
City Name	Authorized Sworn	Officers in Schools (DARE/SRO)	2013	2012	2011	2010	2009
Alameda, CA	88	2	2.3%	2.3%	3.4%	3.3%	3.3%
Bellevue, WA	178	7	3.9%	3.4%	3.4%	3.9%	3.9%
Boca Raton, FL	198	0	0.0%	0.0%	0.0%	0.0%	0.0%
Boise, ID	310	23	7.4%	7.4%	7.7%	7.7%	7.4%
Boulder, CO	187	5	2.7%	2.9%	2.9%	2.9%	2.9%
Broken Arrow, OK	130	4	3.1%	3.1%	3.2%	3.2%	3.3%
Cedar Rapids, IA	204	7	3.4%	1.5%	1.5%	0.5%	0.0%
Chesapeake, VA	388	11	2.8%	2.9%	3.1%	3.1%	4.1%
Chula Vista, CA	237	10	4.2%	4.2%	3.9%	7.9%	9.6%
Columbia, MO	160	4	2.5%	2.5%	2.5%	5.0%	
Coral Springs, FL	205	17	8.3%	8.3%	8.4%	8.4%	8.4%
Edmond, OK	116	6	5.2%	5.1%	5.2%	5.2%	5.2%
Fort Collins, CO	197	11	5.6%	5.7%	5.9%	6.5%	6.5%
Fremont, CA	185	7	3.8%	3.9%	4.0%	3.8%	3.8%
Garland, TX	323	25	7.7%	7.7%	7.7%	7.7%	7.7%
Grand Prairie, TX	237	14	5.9%	6.0%	5.7%		
Henderson, NV	389	2	0.5%	0.5%	0.0%	0.0%	1.7%
Irving, TX	346	23	6.6%	6.6%	6.7%	6.7%	6.7%
Lakewood, CO	259	7	2.7%	2.7%	2.7%	2.7%	2.5%
Lawrence, KS	154	4	2.6%	2.7%	4.1%	4.2%	4.2%
Lincoln, NE	320	6	1.9%	1.9%	1.9%	1.9%	3.2%
Naperville, IL	165	9	5.5%	4.9%	4.8%	5.4%	5.7%
Norman, OK	173	0	0.0%	0.0%	0.0%	0.0%	0.0%
Olathe, KS	172	11	6.4%	6.4%	6.5%	5.8%	5.8%
Overland Park, KS	250	22	8.8%	8.8%	6.0%	7.5%	7.0%
Peoria, AZ	191	4	2.1%	2.1%			
Plano, TX	348	11	3.2%	3.2%	3.5%	3.2%	3.2%
Richardson, TX	151	12	7.9%	6.7%	8.0%	8.0%	8.0%
San Angelo, TX	165	2	1.2%	1.2%	1.2%	1.3%	1.3%
Springfield, MO	331	0	0.0%	0.0%	0.0%		
Average	241	9	3.9%	3.8%	3.9%	4.3%	4.4%

A Coalition for Mutual Support

Benchmark City Survey - 2013 Data

Percent of School Resource Officers (SRO), 2-Year Comparison

2013 Average is 3.9% SRO Officers



A Coalition for Mutual Support

Benchmark City Survey - 2013 Data

Percent of School Resource Officers (SRO), 5-Year Comparison

2013 Average is 3.9% SRO Officers

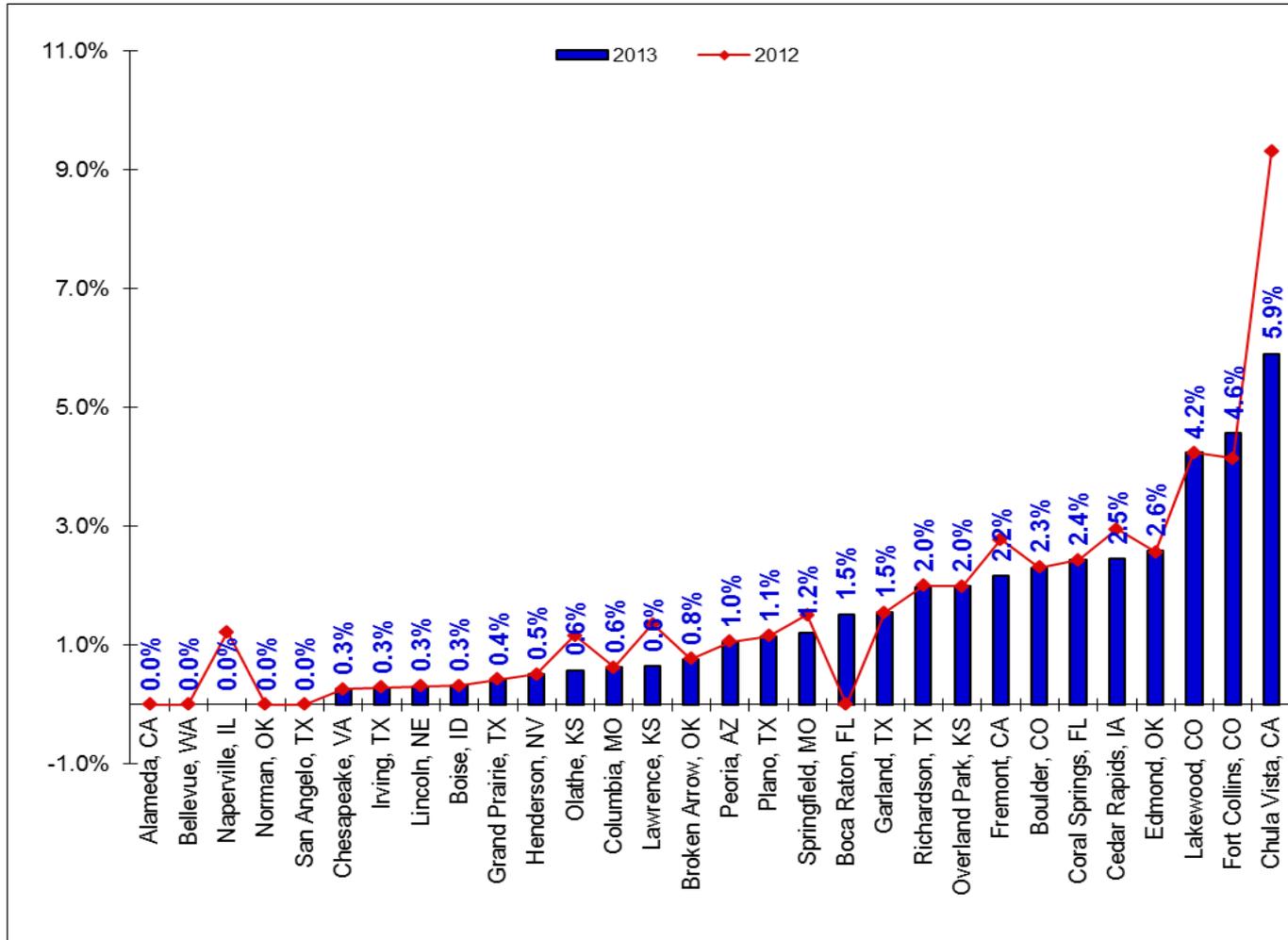
City Name	Authorized Sworn	SRO Officers	2013	2012	2011	2010	2009
Alameda, CA	88	2	2.3%	2.3%	3.4%	3.3%	3.3%
Bellevue, WA	178	7	3.9%	3.4%	3.4%	3.9%	3.9%
Boca Raton, FL	198	0	0.0%	0.0%	0.0%	0.0%	0.0%
Boise, ID	310	23	7.4%	7.4%	7.7%	7.7%	7.4%
Boulder, CO	187	5	2.7%	2.9%	2.9%	2.9%	2.9%
Broken Arrow, OK	130	4	3.1%	3.1%	3.2%	3.2%	3.3%
Cedar Rapids, IA	204	7	3.4%	1.5%	1.5%	0.5%	0.0%
Chesapeake, VA	388	11	2.8%	2.9%	3.1%	3.1%	4.1%
Chula Vista, CA	237	10	4.2%	4.2%	3.9%	7.9%	9.6%
Columbia, MO	160	4	2.5%	2.5%	2.5%	5.0%	
Coral Springs, FL	205	17	8.3%	8.3%	8.4%	8.4%	8.4%
Edmond, OK	116	6	5.2%	5.1%	5.2%	5.2%	5.2%
Fort Collins, CO	197	11	5.6%	5.7%	5.9%	6.5%	6.5%
Fremont, CA	185	7	3.8%	3.9%	4.0%	3.8%	3.8%
Garland, TX	323	25	7.7%	7.7%	7.7%	7.7%	7.7%
Grand Prairie, TX	237	14	5.9%	6.0%	5.7%		
Henderson, NV	389	0	0.0%	0.0%	0.0%	1.5%	1.5%
Irving, TX	346	23	6.6%	6.6%	6.7%	6.7%	6.7%
Lakewood, CO	259	7	2.7%	2.7%	2.7%	2.7%	2.5%
Lawrence, KS	154	4	2.6%	2.7%	4.1%	4.2%	4.2%
Lincoln, NE	320	6	1.9%	1.9%	1.9%	1.9%	3.2%
Naperville, IL	165	9	5.5%	4.9%	4.8%	5.4%	5.7%
Norman, OK	173	0	0.0%	0.0%	0.0%	0.0%	0.0%
Olathe, KS	172	11	6.4%	6.4%	6.5%	5.8%	5.8%
Overland Park, KS	250	22	8.8%	8.8%	6.0%	5.9%	5.0%
Peoria, AZ	191	4	2.1%	2.1%			
Plano, TX	348	11	3.2%	3.2%	3.5%	3.2%	3.2%
Richardson, TX	151	12	7.9%	6.7%	8.0%	8.0%	8.0%
San Angelo, TX	165	0	0.0%	0.0%	0.0%	0.0%	0.0%
Springfield, MO	331	0	0.0%	0.0%	0.0%	0.0%	
Average	225	9	3.9%	3.8%	3.9%	4.1%	4.3%

A Coalition for Mutual Support

Benchmark City Survey - 2013 Data

Percent of Officers Assigned to a Task Force, 2-Year Comparison

2013 Average is 1.4% Task Force Officers



A Coalition for Mutual Support

Benchmark City Survey - 2013 Data

Percent of Officers Assigned to a Task Force, 5-Year Comparison

2013 Average is 1.3% Task Force Officers

City Name	Authorized Sworn	Task Force Officers	2013	2012	2011	2010	2009
Alameda, CA	88	0	0.0%	0.0%	0.0%	0.0%	0.0%
Bellevue, WA	178	0	0.0%	0.0%	0.0%	0.0%	0.0%
Boca Raton, FL	198	3	1.5%	0.0%	0.5%	0.0%	0.0%
Boise, ID	310	1	0.3%	0.3%	0.3%	0.3%	0.3%
Boulder, CO	173	4	2.3%	2.3%	2.3%	2.3%	2.3%
Broken Arrow, OK	130	1	0.8%	0.8%	0.0%	0.0%	0.0%
Cedar Rapids, IA	204	5	2.5%	3.0%	3.4%	3.5%	3.4%
Chesapeake, VA	388	1	0.3%	0.3%	0.3%	0.3%	0.3%
Chula Vista, CA	237	14	5.9%	9.3%	10.0%	9.6%	9.6%
Columbia, MO	160	1	0.6%	0.6%	0.6%	0.6%	
Coral Springs, FL	205	5	2.4%	2.4%	0.0%	0.0%	0.0%
Edmond, OK	116	3	2.6%	2.6%	2.6%	2.6%	1.7%
Fort Collins, CO	197	9	4.6%	4.1%	4.3%	4.7%	4.7%
Fremont, CA	185	4	2.2%	2.8%	2.8%	3.8%	2.7%
Garland, TX	323	5	1.5%	1.5%	1.5%	1.5%	1.5%
Grand Prairie, TX	237	1	0.4%	0.4%	0.5%		
Henderson, NV	389	2	0.5%	0.5%	0.0%	1.5%	1.5%
Irving, TX	346	1	0.3%	0.3%	0.3%	0.3%	0.3%
Lakewood, CO	259	11	4.2%	4.2%	4.2%	4.3%	3.1%
Lawrence, KS	154	1	0.6%	1.4%	2.0%	0.7%	
Lincoln, NE	320	1	0.3%	0.3%	0.3%	0.3%	0.3%
Naperville, IL	165	0	0.0%	1.2%	1.2%	1.2%	1.1%
Norman, OK	173	0	0.0%	0.0%	0.0%	0.6%	0.0%
Olathe, KS	172	1	0.6%	1.2%	0.6%	0.6%	0.6%
Overland Park, KS	250	5	2.0%	2.0%	2.0%	2.8%	0.8%
Peoria, AZ	191	2	1.0%	1.1%			
Plano, TX	348	4	1.1%	1.2%	1.2%	1.2%	1.2%
Richardson, TX	151	3	2.0%	2.0%	2.0%	2.0%	1.3%
San Angelo, TX	165	0	0.0%	0.0%	0.0%	0.0%	0.0%
Springfield, MO	331	4	1.2%	1.5%	0.9%	1.2%	
Average	225	3	1.4%	1.6%	1.5%	1.6%	1.5%

A Coalition for Mutual Support

Benchmark City Survey - 2013 Data

Full-Time Crime Analysis Units

City Name	Authorized Officer Positions	Number of Analysts	Analysts per Officer		Civilian or Sworn Analysts	Division of Assignment	Types of Analysis Performed		
							Tactical	Strategic	Administrative
Alameda, CA	88	0	0 per	N/A	N/A	N/A	N/A	N/A	
Bellevue, WA	178	3	1 per	59	Both	Investigations	Yes	Yes	Yes
Boca Raton, FL	198	4	1 per	50	Civilians	Community Services Division	Yes	Yes	Yes
Boise, ID	310	2	1 per	155	Civilian	Administrative Support	Yes	Yes	Yes
Boulder, CO	187	1	1 per	187	Civilian	Operations	Yes	No	Yes
Broken Arrow, OK	130	1	0 per	130	Civilian	Administration - Professional Standards	No	Yes	Yes
Cedar Rapids, IA	204	1	1 per	204	Civilian	Investigative	Yes	Yes	Yes
Chesapeake, VA	388	2	1 per	194	Civilian	Investigations	Yes	Yes	No
Chula Vista, CA	237	4	1 per	59	Civilian	Resource Management (2); Operations (1); Investigations (1)	Yes	Yes	Yes
Columbia, MO	160	1	1 per	160	Civilian	Operational Support	Yes	Yes	Yes
Coral Springs, FL	205	2	1 per	103	Civilian	Criminal Investigations/MIN	Yes	Yes	Yes
Edmond, OK	116	2	1 per	58	Commissioned	Office of the Chief	Yes	Yes	Yes
Fort Collins, CO	197	2	1 per	99	Civilian	Administration/Patrol	Yes	Yes	Yes
Fremont, CA	185	2	1 per	93	Both	Special Operations Division	Yes	Yes	Yes
Garland, TX	323	2	1 per	162	Civilian	Criminal Investigations	Yes	Yes	Yes
Grand Prairie, TX	237	1	1 per	237	Civilian	Investigative Services Bureau	Yes	Yes	Yes
Henderson, NV	389	3	1 per	130	Civilian	Support	Yes	Yes	Yes
Irving, TX	346	1	1 per	346	Civilian	Administrative Services Bureau	Yes	Yes	Yes
Lakewood, CO	259	2	1 per	130	Civilians	Investigations	Yes	Yes	Yes
Lawrence, KS	154	1	1 per	154	Civilian	Information Services	Yes	Yes	Yes
Lincoln, NE	320	5	1 per	64	Civilian	Support	Yes	Yes	Yes
Naperville, IL	165	1	1 per	165	Civilian	Investigations	Yes	Yes	Yes
Norman, OK	173	3	1 per	58	Both	Professional Standards	Yes	Yes	Yes
Olathe, KS	172	2	1 per	86	Civilian	Investigations and Patrol	Yes	Yes	Yes
Overland Park, KS	250	7	1 per	36	Civilian	Support Services	Yes	Yes	Yes
Peoria, AZ	191	2	1 per	96	Civilians	Patrol	Yes	Yes	Yes
Plano, TX	348	4	1 per	87	Civilian	Administrative Services Bureau	Yes	Yes	Yes
Richardson, TX	151	1	1 per	151	Civilian	Investigations	Yes	Yes	Yes
San Angelo, TX	165	2	1 per	83	Civilian	Intel Division	Yes	Yes	Yes
Springfield, MO	331	4	1 per	83	Civilian	Support Services Division	Yes	Yes	Yes

A Coalition for Mutual Support

Benchmark City Survey - 2013 Data

Property Unit Staffing

City	Total Staff	Civilian	Sworn
Alameda, CA	1	1	0
Bellevue, WA	3	3	0
Boca Raton, FL	3	3	0
Boise, ID **	5	5	0
Boulder, CO	5	4	1
Broken Arrow, OK	2	2	0
Cedar Rapids, IA	4	3	1
Chesapeake, VA	4	2	2
Chula Vista, CA	3	3	0
Columbia, MO	4	3	1
Coral Springs, FL	4	4	0
Edmond, OK	2	2	0
Fort Collins, CO	5	5	0
Fremont, CA	3	3	0
Garland, TX	7	7	0
Grand Prairie, TX	4	4	0
Henderson, NV	4	3	1
Irving, TX	5	5	0
Lakewood, CO	8	8	0
Lawrence, KS	3	1	2
Lincoln, NE	5	5	0
Naperville, IL	4	4	0
Norman, OK	2	2	0
Olathe, KS	3	3	0
Overland Park, KS	5	5	0
Peoria, AZ	4	4	0
Plano, TX	5	5	0
Richardson, TX	3	3	0
San Angelo, TX	3	2	1
Springfield, MO	5	5	0

** Property Room Services provided by Ada County Sheriff's Office