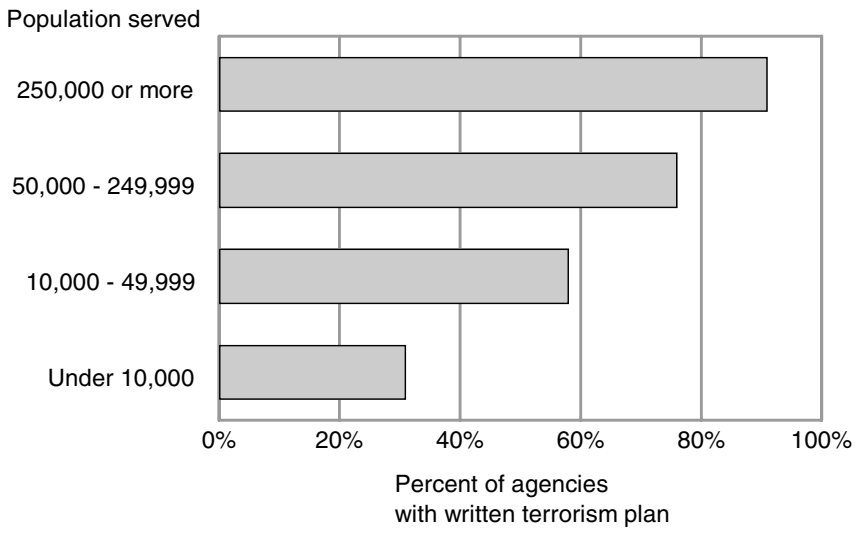
U.S. Department of Justice
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Bureau of Justice Statistics

Law Enforcement Management and Administrative Statistics

Local Police Departments, 2003

In 2003 about 90% of local police departments in large jurisdictions had a written terrorist attack plan



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Local Police Departments, 2003

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

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

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

Data presented in this report may be obtained from the National Archive of Criminal Justice Data at the University of Michigan, 1-800-999-0960. The report and data are available on the Internet at: *<www.ojp.usdoj.gov/bjs/*abstract/lpd03.htm*>.*

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Highlights

Personnel

• As of June 2003 local police departments had about 581,000 full-time employees, including about 452,000 sworn personnel. There were about 11,000 more sworn and 4,000 more nonsworn employees than in 2000.

• Racial and ethnic minorities comprised 23.6% of full-time sworn personnel in 2003, up from 22.6% in 2000, and 14.6% in 1987. Women comprised 11.3% of officers in 2003, up from 10.6% in 2000, and 7.6% in 1987.

• From 2000 to 2003 the number of black or African American local police officers increased by 1,500, or 3%; Hispanic or Latino officers by 4,700, or 13%; officers from other minority groups by 850, or 7%, and female officers by 4,400, or 9%.

• Sixty-one percent of departments had officer separations during the 12-month period ending June 30, 2003. Overall, about 32,100 officers separated, including 16,100 resignations, 9,400 retirements, and 2,600 dismissals.

• Sixty percent of departments hired new officers during the 12-month period ending June 30, 2003. Overall, about 34,500 officers were hired, including 28,800 entry-level hires, and 5,300 lateral transfers/hires.

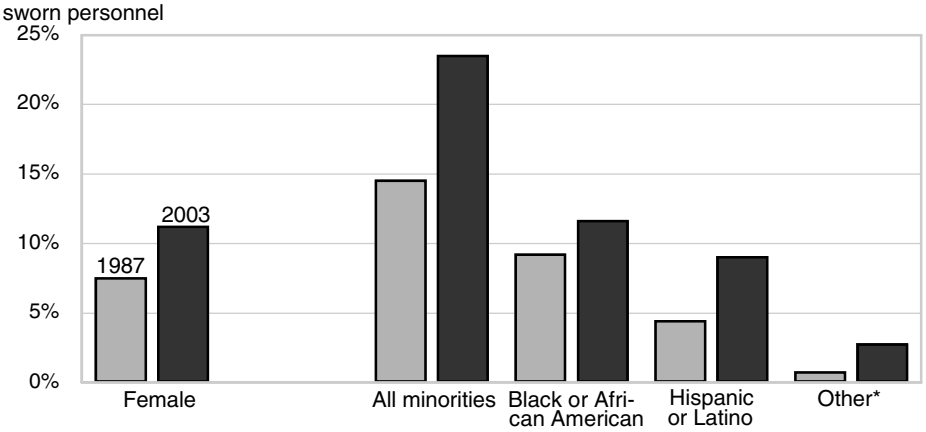
• During the 12-month period ending June 30, 2003, 21% of local police departments had full-time sworn personnel called-up as full-time military reservists. Overall, about 7,500 officers were called up.

Budget and pay

• Departments had total operating budgets of $43.3 billion during fiscal 2003, 10% more than in 2000 after adjusting for inflation. Operating expenditures in 2003 averaged $93,300 per sworn officer, and $200 per resident.

• In 2003 starting salaries for local police officers ranged from an average of about $23,400 in the smallest jurisdictions to about $37,700 in the largest.

Female and minority local police officers, 1987 and 2003



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

Operations

• Fifty-nine percent of departments, including more than 75% of those serving 250,000 or more residents, used foot patrol routinely. An estimated 38%, including more than 95% of those serving 500,000 or more residents, used bicycle patrol on a regular basis.

• In 2003, 92% of local police departments, employing 98% of all officers, participated in a 9-1-1 emergency system compared to 32% and 60% in 1987. In 2003, 73% of departments, employing 90% of all officers, had enhanced 9-1-1, compared to 7% and 26% in 1987.

• Eighteen percent of departments had officers assigned full time to a special unit for drug enforcement, with about 12,000 officers assigned nationwide. Nearly a quarter of departments had officers assigned to a multi-agency drug task force, with about 6,000 officers assigned full time nationwide.

• Twenty-seven percent of local police departments were responsible for providing court security, 18% for serving civil process, and 9% for operating a jail.

• Thirty-six percent of departments had drug asset forfeiture receipts during 2002, including more than 80% of those serving 25,000 or more residents. Nationwide, receipts totaled about $298 million, or $642 per officer.

Community policing

• Fourteen percent of local police departments, employing 44% of all officers, maintained or created a written community policing plan during the 12-month period ending June 30, 2003.

• Nearly half (47%) of departments, employing 73% of all officers, had a mission statement that included some aspect of community policing.

• Fifty-eight percent of all departments, employing 82% of all officers, used full-time community policing officers during 2003. Collectively, there were about 54,800 local police officers so designated.

• Thirty-one percent of departments, employing 67% of all officers, trained all new officer recruits in community policing. This included more than 3 in 4 departments serving a population of 100,000 or more.

• Sixty percent of departments, including more than 80% of those serving 25,000 or more residents, had problem-solving partnerships or written agreements with community groups, local agencies, or others during the 12-month period ending June 30, 2003.

• Forty-three percent of departments, employing 74% of all officers, used full-time school resource officers in 2003. Collectively, these agencies employed about 14,300 such officers.

Policies and procedures

• Nearly all departments had a written policy on pursuit driving. Three-fifths restricted vehicle pursuits according to specific criteria such as speed or offense. About a fourth had a policy that left the decision to the officer's discretion, and 6% discouraged all vehicle pursuits.

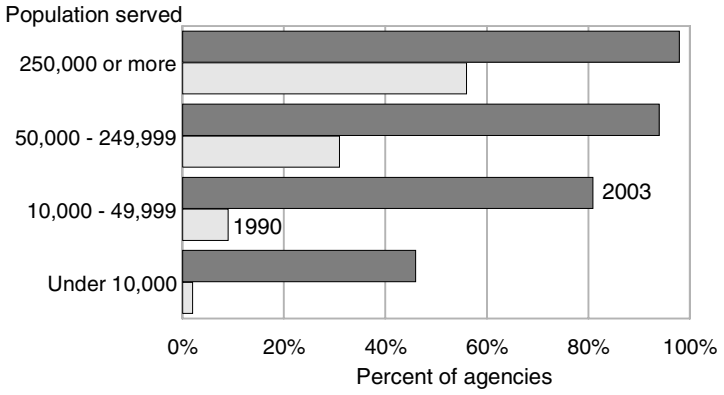
• Ninety-five percent of departments, employing 99% of all officers, had a written policy on the use of deadly force. Ninety percent, employing 97% of all officers, had a policy on the use of nonlethal force.

• Sixty-two percent of departments had written policies about racial profiling by officers. This included about 9 in 10 agencies serving populations of 250,000 or more residents.

• Thirty-nine percent of departments had a written plan specifying actions to be taken in the event of a terrorist attack. This included a majority of departments serving 10,000 or more residents.

• Eighty-four percent of departments, employing 95% of officers, had written policies or procedures for handling juveniles; 59%, employing 81% of officers, for responding to the mentally ill; and 27%, employing 42% of officers, for interacting with homeless persons.

Local police departments using infield computers or terminals, 1990 and 2003



Equipment

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

• An estimated 99% of departments authorized use of chemical agents such as pepper spray during 2003, up from 51% in 1990.

• In 2003, 74% of local police officers were employed by a department that required at least some field officers to wear protective body armor while on duty, compared to 30% in 1990.

• Nationwide, local police departments in 2003 operated an estimated 242,700 cars, or about 1 car for every 2 officers employed. About a third of these cars were unmarked.

• Nearly 1 in 3 departments used dogs for law enforcement work, including more than 90% of those serving 100,000 or more residents. About 2% used horses, including most of those serving 250,000 or more residents.

• Fifty-five percent of departments regularly used video cameras in patrol cars during 2003, compared to 37% in 2000. There were about 49,000 in-car cameras in use during 2003. Eleven percent of departments operated traffic enforcement cameras during 2003.

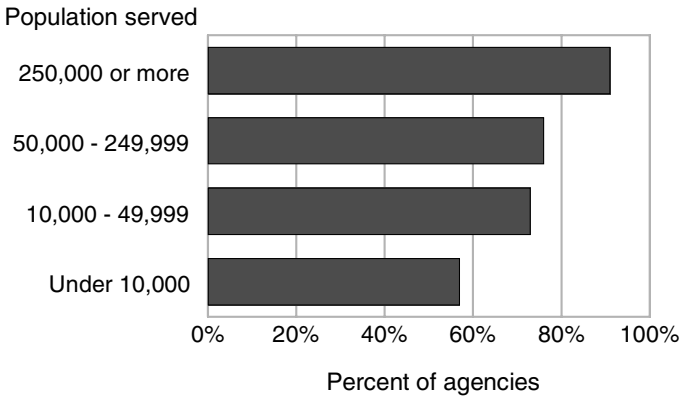
Computers and information systems

• From 1990 to 2003 the percentage of local police departments using infield computers increased from 5% to 56%. Departments using infield computers employed 83% of all officers in 2003, up from 30% in 1990.

• From 2000 to 2003 the percent of local police officers employed by a department with infield computer access to vehicle records increased from 67% to 78%. The percent employed by a department with infield computer access to criminal history records rose from 29% to 39%.

• In 2003, 55% of departments used paper reports as the primary means to transmit criminal incident field data to a central information system, down from 86% in 1997. During the same time period, use of computer and data devices increased from 9% to 38%.

Local police departments with a written policy on racial profiling by officers, 2003



The LEMAS survey

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

This report presents data from the 2003 survey describing the nearly 13,000 local police departments operating in the United States in terms of their personnel, expenditures and pay, operations, community policing initiatives, written policies and procedures, computers and information systems, and equipment. Comparisons are made with prior years where appropriate.

The LEMAS survey sample is selected from a periodic census of all State and local law enforcement agencies operating in the United States. According to the most recent census, conducted in 2000, nearly all local police departments are operated by municipal (85%) or township (13%) governments. A total of 171 local police departments were operated by tribal governments, and 52 by county governments.

The 2003 LEMAS survey questionnaire was mailed to 3,154 State and local law enforcement agencies, including 955 agencies with 100 or more sworn officers (see Methodology for a description of the sample). The overall response rate was 91%.

This report and its companion report, *Sheriffs' Offices 2003*, summarize data collected from agencies of all sizes. Agency level data for agencies with 100 or more officers are published in *Law Enforcement Management and Administrative Statistics, 2003*.

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

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

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

Personnel

As of June 30, 2003 local police departments had an estimated 580,749 full-time employees (table 1). Approximately 452,000, or 78%, of full-time local police employees were sworn personnel (those with general arrest powers). Local police departments also employed about 51,000 persons on a part-time basis. About half of the part-time employees were sworn officers.

Local police departments employed 67% of full-time sworn officers working for State and local general purpose law enforcement agencies nationwide. Their 129,013 full-time civilian employees comprised 42% of nonsworn State and local law enforcement employees.

From 1987 (the first year of the LEMAS survey) to 2003, local police employment increased by about 135,000, or 27% — an average of 1.7% annually (figure 1). The number of full-time sworn officers increased by about 96,400, or 30%, during this period.

There were about 14,800 more full-time local police employees in 2003 than in 2000, an increase of 2.6%, or just under 1% annually. When only sworn personnel are considered, employment by local police departments increased by about 10,800, or 2.5%, from 2000 to 2003.

From 1987 to 2003 the number of full-time civilian local police employees increased from 90,622 to 129,013, or 42%. This included an increase of about 4,000, or 3.2%, from 2000 to 2003.

Full-time employment by local police departments, 1987-2003

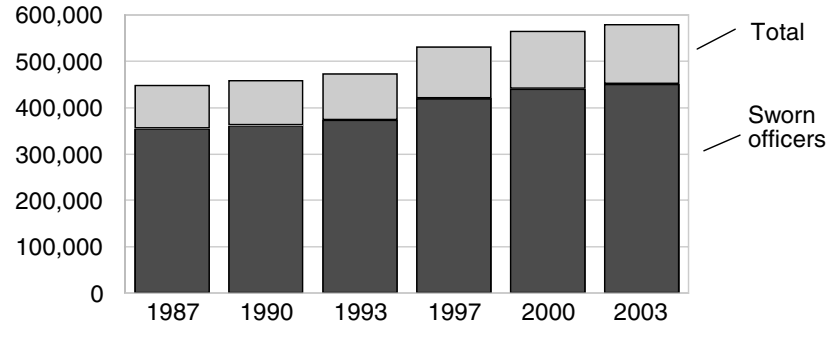


Figure 1

Nationwide, 594, or 4.7%, of local police departments employed at least 100 sworn personnel (table 2). This included 50 departments with 1,000 or more officers. The New York City Police department was the largest, with about 36,000 officers (see Exhibit 1). An estimated 5,757, or 45.5%, of departments employed fewer than 10 officers, including 561 with just 1 officer.

Thirty-four percent of all full-time local police officers were employed by a department with 1,000 or more sworn personnel, and 61% were employed by a department with at least 100 sworn personnel. Departments that employed fewer than 10 officers accounted for about 5% of officers nationwide.

Table 2. Local police departments and full-time personnel, by number of sworn personnel, 2003

Number of sworn personnel*	Agencies		Full-time sworn personnel		Full-time civilian personnel	
	Number	Percent	Number	Percent	Number	Percent
Total	12,656	100%	451,737	100%	129,013	100%
1,000 or more	50	0.4%	153,903	34.1%	45,737	35.5%
500-999	39	0.3	27,370	6.1	9,183	7.1
250-499	105	0.8	36,330	8.0	11,581	9.0
100-249	400	3.2	57,767	12.8	17,877	13.9
50-99	845	6.7	56,367	12.5	16,643	12.9
25-49	1,661	13.1	53,287	11.8	13,958	10.8
10-24	3,798	30.0	46,218	10.2	10,982	8.5
5-9	3,272	25.9	15,717	3.5	2,451	1.9
2-4	1,924	15.2	4,237	0.9	561	0.4
1	561	4.4	540	0.1	41	--

*Includes both full-time and part-time employees.
--Less than 0.05%.

Exhibit 1. The 50 largest local police departments by total number of full-time sworn personnel, number of full-time sworn personnel per 10,000 residents, and percent of full-time sworn personnel regularly assigned to respond to calls for service, 2003

Jurisdiction	Full-time sworn personnel			Jurisdiction	Full-time sworn personnel		
	Total number	Number per 10,000 residents[a]	Percent responding to calls[b]		Total number	Number per 10,000 residents[a]	Percent responding to calls[b]
New York (NY)	35,973	45	57%	New Orleans (LA)	1,622	35	75%
Chicago (IL)	13,469	47	72	St. Louis (MO)	1,507	45	62
Los Angeles (CA)	9,307	24	51	Charlotte-Mecklenberg Co. (NC)	1,499	22	45
Philadelphia (PA)	6,853	46	59[c]	Atlanta (GA)	1,462	35	76[c]
Houston (TX)	5,350	27	70	Denver (CO)	1,429	26	42
Detroit (MI)	3,837	42	26%	San Jose (CA)	1,408	16	55%
Washington (DC)	3,632	65	44	Newark (NJ)	1,332	48	55
Baltimore (MD)	3,258	52	61	Prince George's Co. (MD)	1,328	16	40
Miami-Dade Co. (FL)	3,178	14	73	Fairfax Co. (VA)	1,317	13	69
Dallas (TX)	2,943	24	63	Nashville (TN)	1,312	24	53
Suffolk Co. (NY)	2,808	19	46%	Kansas City (MO)	1,299	29	61%
Phoenix (AZ)	2,763	20	36	Fort Worth (TX)	1,249	21	44
Las Vegas-Clark Co (NV)	2,640	17	49	Seattle (WA)	1,238	22	53
Nassau Co. (NY)	2,497	19	54[c]	Austin (TX)	1,198	18	46
San Francisco (CA)	2,216	30	49	Louisville (KY)	1,195	17	78
Boston (MA)	2,109	36	66%	Indianapolis (IN)	1,170	15	49%
San Diego (CA)	2,103	17	48	El Paso (TX)	1,137	20	56
San Antonio (TX)	2,056	17	67	Montgomery Co. (MD)	1,089	12	69
Milwaukee (WI)	1,989	34	68	Cincinnati (OH)	1,047	33	48
Memphis (TN)	1,939	30	52	Miami (FL)	1,038	28	53
Honolulu (HI)	1,916	21	59%	Pittsburgh (PA)	1,030	32	48%
Cleveland (OH)	1,846	40	43	Oklahoma City (OK)	1,007	19	67
Columbus (OH)	1,797	25	57	Portland (OR)	1,005	19	44
Baltimore Co. (MD)	1,788	23	68	Tampa (FL)	962	30	65
Jacksonville-Duval Co. (FL)	1,624	21	61	Tucson (AZ)	960	19	52

Note: Sworn employees are those with general arrest powers. Officers not assigned to respond to calls for service typically were assigned to other areas of duty related to administration, investigations, technical support, jail operations, or court operations.
[a]In some cases populations were adjusted to more accurately reflect the population for which an agency provided law enforcement services.
[b]Includes all full-time sworn personnel with general arrest powers who were uniformed officers with regularly assigned duties that included responding to calls for service.
[c]Percentage based on 2000 LEMAS data.

Although 74% of all local police departments served fewer than 10,000 residents, these agencies employed just 14% of all officers (table 3). About half of all officers served a jurisdiction with 100,000 or more residents. While departments serving the largest cities had thousands of officers on average, those serving fewer than 2,500 residents had an average of just 4 full-time employees, including 3 sworn officers (table 4).

Overall, about half of part-time local police employees were sworn officers. The average number of part-time sworn employees was no higher than three in any population category.

Among municipal police departments, the average ratio of full-time officers per 1,000 residents was 2.5. Those serving 25,000 to 99,999 residents had the lowest average ratio (1.8).

Population served	Average ratio of full-time officers per 1,000 residents
All sizes	2.5
250,000 or more	2.5
100,000 - 249,999	1.9
50,000 - 99,999	1.8
25,000 - 49,999	1.8
10,000 - 24,999	2.0
2,500 - 9,999	2.2
1,000 - 2,499	2.6

Overall, 68% of full-time local police officers had regularly assigned duties that included responding to calls for service (table 5). The proportion of officers responding to calls ranged from about 6 in 10 among departments serving 100,000 or more residents, to about 9 in 10 in those serving fewer than 10,000 residents.

As of June 30, 2003, local police departments collectively employed 96% of the maximum number of full-time sworn personnel authorized by their budgets (table 6). The lowest actual-to-authorized ratio for sworn personnel was among departments serving fewer than 2,500 residents (92%).

Table 3. Local police departments and full-time personnel, by size of population served, 2003

Population served	Agencies		Full-time sworn personnel		Full-time civilian personnel	
	Number	Percent	Number	Percent	Number	Percent
All sizes	12,656	100%	451,737	100%	129,013	100%
1,000,000 or more	17	0.1%	97,437	21.6%	29,699	23.0%
500,000-999,999	39	0.3	49,849	11.0	14,213	11.0
250,000-499,999	42	0.3	32,109	7.1	10,964	8.5
100,000-249,999	177	1.4	50,298	11.1	16,738	13.0
50,000-99,999	422	3.3	50,077	11.1	15,115	11.7
25,000-49,999	776	6.1	48,732	10.8	13,710	10.6
10,000-24,999	1,887	14.9	58,633	13.0	15,274	11.8
2,500-9,999	4,048	32.0	46,666	10.3	10,862	8.4
Under 2,500	5,248	41.5	17,936	4.0	2,438	1.9

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

Table 4. Average number of employees in local police departments, by size of population served, 2003

Population served	Average number of employees					
	Full-time			Part-time		
	Total	Sworn	Civilian	Total	Sworn	Civilian
All sizes	46	36	10	4	2	2
1,000,000 or more	7,683	5,888	1,795	87	0	87
500,000-999,999	1,661	1,293	369	46	3	43
250,000-499,999	1,016	757	259	20	1	19
100,000-249,999	379	284	95	15	1	14
50,000-99,999	154	119	36	10	1	9
25,000-49,999	80	63	18	6	1	5
10,000-24,999	39	31	8	4	1	3
2,500-9,999	14	12	3	3	2	1
Under 2,500	4	3	1	3	2	--

Note: Detail may not add to total because of rounding.
--Less than 0.5.

Table 5. Officers assigned to respond to citizen calls for service in local police departments, by size of population served, 2003

Population served	Full-time sworn personnel assigned to respond to citizen calls for service*	
	Number	Percent
All sizes	308,849	68%
1,000,000 or more	57,530	59%
500,000-999,999	26,940	54
250,000-499,999	19,914	62
100,000-249,999	31,170	62
50,000-99,999	34,125	68
25,000-49,999	34,716	71
10,000-24,999	46,344	79
2,500-9,999	40,953	88
Under 2,500	17,159	96

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

Table 6. Authorized full-time strength of local police departments and percent of authorized strength employed, by size of population served, 2003

Population served	Full-time sworn employees	
	Authorized	Percent employed
All sizes	471,376	96%
1,000,000 or more	102,601	95%
500,000-999,999	52,221	95
250,000-499,999	33,617	96
100,000-249,999	52,276	96
50,000-99,999	51,789	97
25,000-49,999	50,115	97
10,000-24,999	60,626	97
2,500-9,999	48,545	96
Under 2,500	19,585	92

Note: Sworn employees are those with general arrest powers.

Officer separations and new hires

Sixty-one percent of local police departments experienced officer separations during the 12-month period ending June 30, 2003 (table 7). Nearly all departments serving a population of 50,000 or more had officer separations during the 12-month period, compared to less than half of those serving a population under 2,500.

The average number of separations across all agencies was 4 officers, ranging from 2 officers among departments serving fewer than 10,000 residents to 284 officers among departments serving 1 million or more residents.

During the same time period, 60% of departments hired new officers. The average number of new hires across all agencies was 5 officers, ranging from 2 among departments serving fewer than 10,000 residents to 359 among departments serving 1 million or more residents.

Overall, an estimated 32,122 full-time sworn officers separated from local police departments during the 12-month period ending June 30, 2003 (table 8). About half (16,131 officers) of these separations were due to resignations, 29% (9,397 officers) were due to nonmedical retirements, 8% (2,606 officers) were dismissals, 6% (1,807 officers) were medical/disability retirements, and 4% (1,305 officers) were probationary rejections.

About three-quarters of the separations in departments serving the smallest jurisdictions were due to resignations, compared to about a sixth in the largest jurisdictions. In contrast, three-quarters of all separations in the largest jurisdictions were due to nonmedical retirements, compared to just 4% in the smallest.

Table 7. Officer separations and new officer hires in local police departments, by population served, 2003

Population served	Separations and new hires during the 12-month period ending June 30, 2003			
	Percent of agencies having separations	Average number of separations*	Percent of agencies hiring new officers	Average number of new hires*
All sizes	61%	4	60%	5
1,000,000 or more	100%	284	94%	359
500,000-999,999	97	67	97	67
250,000-499,999	100	41	90	54
100,000-249,999	100	19	94	22
50,000-99,999	96	8	90	9
25,000-49,999	89	4	86	5
10,000-24,999	76	3	77	3
2,500-9,999	65	2	63	2
Under 2,500	44	2	45	2

*Excludes agencies without separations or new hires.

Table 8. Types of officer separations in local police departments, by size of population served, 2003

Population served	Officer separations during the 12-month period ending June 30, 2003											
	Total		Resignations		Non-medical retirements		Dismissals		Medical/disability retirements		Probationary rejections	
	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent
All sizes	32,122	100%	16,131	50%	9,397	29%	2,606	8%	1,807	6%	1,305	4%
1,000,000 or more	4,706	100%	765	16%	3,440	73%	116	2%	73	2%	129	3%
500,000-999,999	2,517	100	958	38	1,164	46	96	4	156	6	54	2
250,000-499,999	1,754	100	671	38	583	33	103	6	224	13	92	5
100,000-249,999	3,365	100	1,392	41	1,036	31	331	10	291	9	251	7
50,000-99,999	3,113	100	1,413	45	934	30	222	7	270	9	193	6
25,000-49,999	2,982	100	1,470	49	788	26	225	8	221	7	177	6
10,000-24,999	3,926	100	2,289	58	899	23	292	7	230	6	130	3
2,500-9,999	5,536	100	3,969	72	381	7	569	10	260	5	197	4
Under 2,500	4,222	100	3,204	76	172	4	651	15	83	2	81	2

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

Table 9. Types of new officer hires in local police departments, by size of population served, 2003

Population served	New officer hires during the 12-month period ending June 30, 2003							
	Total hires		Entry-level		Lateral transfers		Other types	
	Number	Percent	Number	Percent	Number	Percent	Number	Percent
All sizes	34,474	100%	28,791	84%	5,323	15%	360	1%
1,000,000 or more	5,562	100%	5,455	98%	65	1%	42	1%
500,000-999,999	2,527	100	2,418	96	73	3	36	1
250,000-499,999	2,049	100	1,817	89	198	10	34	2
100,000-249,999	3,599	100	3,134	87	431	12	34	1
50,000-99,999	3,394	100	2,828	83	547	16	20	1
25,000-49,999	3,317	100	2,776	84	527	16	14	--
10,000-24,999	4,452	100	3,715	83	715	16	22	--
2,500-9,999	5,516	100	3,774	68	1,647	30	95	2
Under 2,500	4,059	100	2,875	71	1,121	28	63	2

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

Overall, local police departments hired an estimated 34,474 new full-time sworn officers during the 12-month period ending June 30, 2003 (table 9). The total included 28,791 entry-level hires (84%), 5,323 lateral transfers (15%), and 360 other new hires (1%).

Almost all new hires among departments serving 500,000 or more residents, and more than 8 in 10 new hires among departments serving 10,000 to 499,999 residents, were entry-level hires.

Lateral transfers were more common among smaller departments, comprising about 30% of all new hires by departments serving less than 10,000 residents, compared with 1% of new hires in the largest departments.

Ten percent of agencies experienced separations only during the 12-month period. These agencies had an estimated 2,786 separations. Nine percent of agencies experienced new hires only. These agencies had an estimated 2,027 new hires.

Net personnel change, 2002-2003

The 34,474 new hires by local police departments during the year ending June 30, 2003 and the 32,122 separations over the same period represents an overall estimated net increase in the number of full-time local police officers of 2,352.

Overall, agencies serving fewer than 2,500 residents experienced a net loss of 163 officers, the largest decrease of any population category (figure 2).

The 2,500 to 9,999 population category (-21), was the only other one to record a net loss during this period.

The largest increase in number of officers was in the largest jurisdictions where 856 more officers were serving populations of 1 million or more in June 2003 compared to a year earlier. The next largest increase was in jurisdictions with 10,000 to 24,999 residents, where 526 officers were added.

Net change in number of full-time local police officers for 12-month period ending June 30, 2003

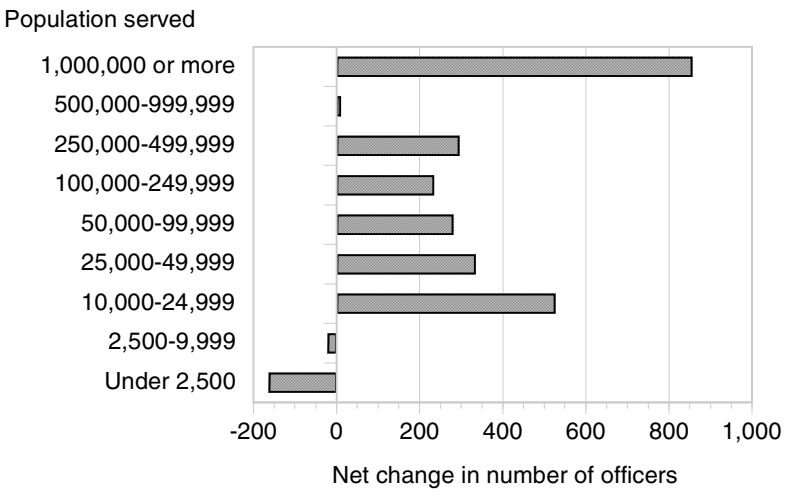


Figure 2

Military reservists called to active duty

During the 12-month period ending June 30, 2003, 21% of local police departments had full-time sworn personnel who were called up as full-time military reservists and were, therefore, no longer available for law enforcement duties (table 10). The percent of departments with call-ups ranged from 94% or more in population categories of 100,000 or more to 6% in jurisdictions with fewer than 2,500 residents.

Overall, about 7,500 officers were called-up for reserve military service. About three-fifths (59%) of them came from departments serving 50,000 or more residents. The average number of officers called up was 3, ranging from 1 officer among departments serving fewer than 25,000 residents to 74 officers among departments serving a population of 1 million or more.

Reserve or auxiliary officers

Some local police departments partly offset officer shortages through the use of supplemental personnel, such as sworn reserve or auxiliary officers. As of June 30, 2003, 35% of departments were using part-time sworn reserve or auxiliary officers, with an average of 6 officers each (table 11). Overall, local police departments employed 26,625 such officers. Seven percent of departments were using full-time sworn reserve or auxiliary officers, with a total of 5,376 nationwide.

Eleven percent of departments were using part-time nonsworn reserve or auxiliary officers (table 12), with a total of nearly 14,000 used nationwide. One percent of departments were using full-time nonsworn reserve or auxiliary officers, with an overall total of about 600.

Table 10. Full-time sworn personnel in local police departments called-up as full-time military reservists, by size of population served, 2003

Population served	Full-time reserve call-ups during the 12-month period ending June 30, 2003: Percent having any reservists called-up	Total number of call-ups	Average number of call-ups*
All sizes	21%	7,532	3
1,000,000 or more	94%	1,148	74
500,000-999,999	100	836	22
250,000-499,999	98	574	14
100,000-249,999	94	1,022	6
50,000-99,999	80	880	3
25,000-49,999	57	944	2
10,000-24,999	34	940	1
2,500-9,999	16	787	1
Under 2,500	6	402	1

*Excludes agencies without call-ups.
Note: Detail may not add to total because of rounding.

Table 11. Use of sworn reserve or auxiliary officers in local police departments, by size of population served, 2003

Population served	Full-time sworn: Percent of agencies using	Total number	Average number*	Part-time sworn: Percent of agencies using	Total number	Average number*
All sizes	7%	5,376	6	35%	26,625	6
1,000,000 or more	0%	0	0	44%	947	131
500,000-999,999	5	69	34	35	739	55
250,000-499,999	17	454	63	37	472	30
100,000-249,999	7	114	9	43	1,137	15
50,000-99,999	4	225	13	42	2,101	12
25,000-49,999	5	206	6	33	2,590	10
10,000-24,999	5	467	5	28	3,845	7
2,500-9,999	7	1,953	6	34	7,648	6
Under 2,500	8	1,888	5	37	7,146	4

*Excludes agencies not using sworn reserve or auxiliary officers.
Note: Detail may not add to total because of rounding.

Table 12. Use of nonsworn reserve or auxiliary officers in local police departments, by size of population served, 2003

Population served	Full-time nonsworn: Percent of agencies using	Total number	Average number*	Part-time nonsworn: Percent of agencies using	Total number	Average number*
All sizes	1%	585	6	11%	13,589	10
1,000,000 or more	0%	0	0	19%	4,677	1,507
500,000-999,999	0	0	0	13	637	123
250,000-499,999	2	1	1	7	51	16
100,000-249,999	2	22	5	9	273	18
50,000-99,999	2	69	9	12	814	16
25,000-49,999	--	29	13	14	1,300	12
10,000-24,999	2	280	9	15	2,625	9
2,500-9,999	1	103	4	10	1,841	5
Under 2,500	--	81	4	9	1,372	3

*Excludes agencies not using nonsworn reserve or auxiliary officers.
Note: Detail may not add to total because of rounding.
--Less than 0.5%

Table 13. Gender and race of full-time sworn personnel in local police departments, by size of population served, 2003

Population served	Percent of full-time sworn employees who were —														
	Total			White			Black/African American			Hispanic/Latino			Other*		
	Total	Male	Female	Total	Male	Female	Total	Male	Female	Total	Male	Female	Total	Male	Female
All sizes	100%	88.7%	11.3%	76.4%	69.4%	7.0%	11.7%	9.0%	2.7%	9.1%	7.8%	1.3%	2.8%	2.5%	0.3%
1,000,000 or more	100%	82.7%	17.3%	61.1%	53.2%	7.9%	16.7%	11.3%	5.4%	19.3%	15.7%	3.6%	2.8%	2.6%	0.2%
500,000-999,999	100	84.4	15.6	61.9	54.1	7.8	24.4	18.0	6.4	7.8	6.8	1.0	6.0	5.4	0.6
250,000-499,999	100	85.4	14.6	66.6	57.7	8.9	19.4	15.3	4.1	11.3	10.0	1.3	2.7	2.4	0.3
100,000-249,999	100	89.0	11.0	76.0	68.2	7.8	11.9	9.8	2.1	9.1	8.2	0.9	3.0	2.8	0.2
50,000-99,999	100	91.2	8.8	83.3	76.6	6.7	7.4	6.3	1.1	7.0	6.2	0.8	2.3	2.2	0.1
25,000-49,999	100	91.8	8.2	87.5	80.8	6.7	5.8	4.9	0.9	5.5	5.0	0.5	1.2	1.0	0.2
10,000-24,999	100	93.3	6.7	90.4	84.6	5.8	4.4	4.0	0.4	3.0	2.8	0.2	2.1	1.9	0.2
2,500-9,999	100	93.8	6.2	89.8	84.5	5.3	4.2	3.7	0.5	3.4	3.2	0.2	2.6	2.3	0.3
Under 2,500	100	94.3	5.7	88.5	83.8	4.7	5.7	5.1	0.6	3.4	3.2	0.2	2.5	2.2	0.3

Note: Detail may not add to total because of rounding.
*Includes Asians, Native Hawaiians or other Pacific Islanders, American Indians, Alaska Natives, and any other race.

Gender and race of officers

Of the 451,737 full-time sworn personnel in local police departments as of June 2003, approximately 11% were women (table 13). The percentage of female officers ranged from about 17% in departments serving 1 million or more residents to about 6% in those serving fewer than 10,000 residents.

In 2003 the estimated 51,046 female officers represented an increase of about 4,400, or 9%, from 2000. During this time, female representation among local police officers increased from 10.6% to 11.3% (figure 3). By comparison, women comprised just 7.6% of local police officers in 1987.

In 2003 an estimated 23.6% of full-time local police officers were members of a racial or ethnic minority. Minority officers comprised more than a third of the total in jurisdictions with 250,000 or more residents.

Blacks or African Americans accounted for 11.7% of all local police officers in 2003. Black employment was highest among departments serving a population of 500,000 to 999,999 (24.4%).

An estimated 9.1% of local police officers nationwide were Hispanic or Latino, with the highest representation among departments serving a population of 1 million or more (19.3%).

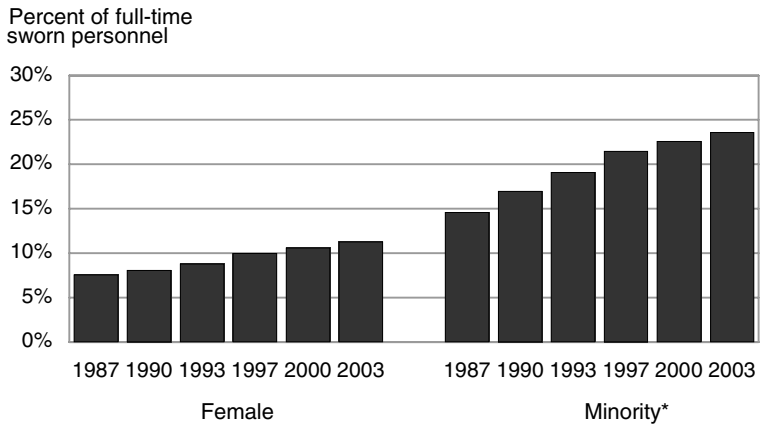
The number of local police officers who were members of a racial or ethnic minority in 2003 (106,610) represented an increase of about 7,000, or 7%, over 2000 levels. From 2000 to 2003 minority representation increased slightly, from 22.6% to 23.6%. In 1987 minorities comprised 14.6% of all local police officers.

The estimated 52,853 full-time black or African American local police officers employed in 2003 was an increase of about 1,500, or 3%, compared to 2000. During this time the percent of officers who were black remained unchanged at 11.7%. In 1987 blacks comprised 9.3% of officers.

An estimated 41,108 Hispanic or Latino officers were employed by local police departments in 2003. This was about 4,700, or 13%, more than in 2000. From 2000 to 2003 the percentage of local police officers who were Hispanic or Latino rose from 8.3% to 9.1%. In 1987, 4.5% of officers were Hispanic.

From 2000 to 2003 representation by other minority groups such as Asians, Pacific Islanders, and American Indians increased by about 850, or 7%, to about 12,650 officers. These groups comprised 2.8% of local police officers in 2003 compared to 2.7% in 2000, and 0.8% in 1987.

Female and minority local police officers, 1987-2003



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

Figure 3

Table 14. Interviews, tests, and examinations used in selection of new officer recruits in local police departments, by size of population served, 2003

Population served	Interviews, tests, and examinations used to select new officer recruits: Personal interview	Medical exam	Drug test	Psychological evaluation	Physical agility test	Written aptitude test	Personality inventory	Polygraph exam	Voice stress analyzer	Second language ability test
All sizes	98%	85%	73%	67%	50%	43%	26%	25%	4%	1%
1,000,000 or more	94%	100%	100%	100%	94%	81%	56%	81%	0%	0%
500,000-999,999	100	100	95	100	86	84	48	64	11	11
250,000-499,999	95	93	98	98	93	83	51	78	10	2
100,000-249,999	95	97	86	95	88	82	50	77	11	1
50,000-99,999	99	97	90	97	83	80	47	57	7	3
25,000-49,999	99	99	88	96	76	76	45	47	12	2
10,000-24,999	99	98	88	89	71	72	40	42	6	1
2,500-9,999	99	91	74	71	52	48	26	25	3	--
Under 2,500	98	73	63	47	31	20	16	11	2	--

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

Screening of officer applicants

Local police departments employed a variety of screening methods when hiring new officers. Nearly all used personal interviews (98%), and a majority used medical exams (85%), drug tests (73%), and psychological evaluations (67%) (table 14).

Among departments serving 50,000 or more residents, more than 8 in 10 used physical agility tests and written aptitude tests. More than half the departments in these population categories used polygraph exams.

In addition to interviews, tests, and examinations, nearly all departments screened recruits through criminal record checks (99%), background investigations (98%), and driving record checks (96%) (table 15). A majority conducted credit record checks (55%), including more than 8 in 10 departments serving 25,000 or more residents.

Nearly all local police officers were employed by departments that used criminal record checks, background investigations, driving record checks, medical exams, and personal interviews (figure 4). About 9 in 10 were employed by departments that used psychological evaluations and drug tests. More than two-thirds of officers worked in departments using physical agility tests (80% of officers), aptitude tests (74%), and credit checks (70%).

Table 15. Background checks used in selection of new officer recruits in local police departments, by size of population served, 2003

Population served	Background checks used to select new officer recruits: Criminal record check	Background investigation	Driving record check	Credit history check	Volunteer service check
All sizes	99%	98%	96%	55%	8%
1,000,000 or more	100%	100%	100%	81%	0%
500,000-999,999	100	100	100	89	19
250,000-499,999	100	100	98	88	7
100,000-249,999	100	99	98	88	12
50,000-99,999	99	100	99	87	8
25,000-49,999	100	100	99	83	11
10,000-24,999	99	99	99	76	8
2,500-9,999	99	98	99	55	9
Under 2,500	98	97	92	39	6

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

Local police officers employed by departments using various recruit screening methods, 2003

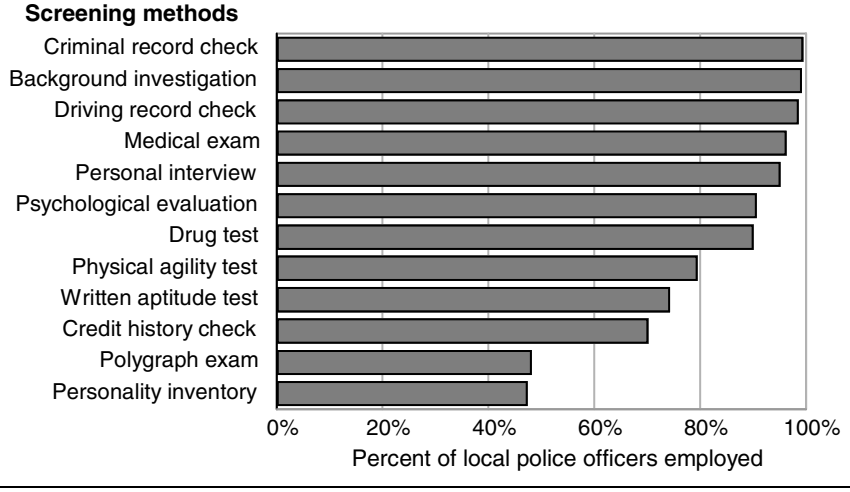


Figure 4

Table 16. Minimum educational requirement for new officers in local police departments, by size of population served, 2003

Population served	Total with requirement	Percent of agencies requiring a minimum of — High school diploma	Some college*	2-year college degree	4-year college degree
All sizes	98%	81%	8%	9%	1%
1,000,000 or more	98%	72%	18%	7%	1%
500,000-999,999	99	72	13	9	5
250,000-499,999	99	84	8	4	3
100,000-249,999	98	81	13	3	2
50,000-99,999	100	76	17	6	1
25,000-49,999	99	77	10	11	1
10,000-24,999	99	82	7	9	1
2,500-9,999	99	83	7	9	--
Under 2,500	97	82	6	9	0

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

Training requirements for new officer recruits in local police departments, 2000 and 2003

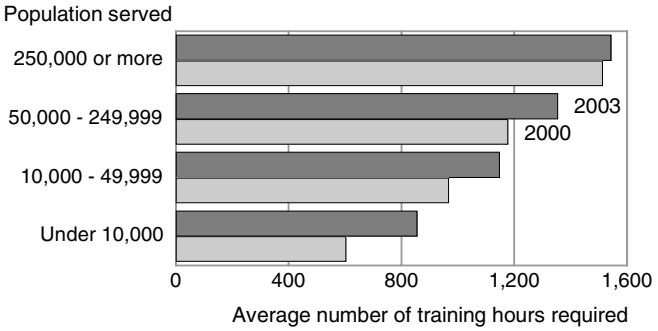


Figure 5

Education and training requirements

Nearly all (98%) local police departments had an education requirement for new officer recruits (table 16). Eighteen percent of departments had some type of college requirement, with 9% requiring a 2-year degree.

In 2003 the percentage of officers employed by a department with some type of college requirement for new officers (33%) was about the same as in 2000 (32%), but more than 3 times as high as in 1990 (10%).

In the largest jurisdictions new local police recruits were required to complete an average of about 1,500 hours of training compared to about 800 hours in the smallest (table 17). On average, about three-quarters of training hours were State mandated, with the remainder an agency requirement. For greater detail on basic law enforcement training, see *State and Local Law Enforcement Training Academies, 2002*.

From 2000 to 2003 there were significant increases in training requirements for local police recruits in jurisdictions with fewer than 250,000 residents. In jurisdictions with 50,000 to 249,999 residents, the average combined field and academy training requirement rose from 1,178 hours to 1,355 hours; with 10,000 to 49,999 residents, from 969 to 1,148; and with fewer than 10,000 residents, from 605 to 855. The average requirement rose slightly in jurisdictions with more than 250,000 residents; from 1,514 to 1,543.

Table 17. Training requirements for new officer recruits in local police departments, by size of population served, 2003

Population served	Average number of hours required: Academy Total	Academy State-mandated	Academy Other required	Field Total	Field State-mandated	Field Other required
All sizes	628	588	40	326	147	179
1,000,000 or more	1,016	689	327	513	153	360
500,000-999,999	920	588	332	561	104	456
250,000-499,999	950	620	330	652	200	452
100,000-249,999	815	642	173	624	253	371
50,000-99,999	721	657	64	598	268	330
25,000-49,999	702	657	46	527	210	317
10,000-24,999	672	642	30	442	164	279
2,500-9,999	630	597	32	314	151	162
Under 2,500	577	542	35	199	106	93

Note: Average number of training hours excludes departments not requiring training.

Table 18. Annual inservice training requirements for non-probationary officers in local police departments, by size of population served, 2003

Population served	Average number of hours required: State-mandated	Other
All sizes	24	23
1,000,000 or more	23	7
500,000-999,999	20	18
250,000-499,999	20	14
100,000-249,999	24	23
50,000-99,999	18	32
25,000-49,999	21	28
10,000-24,999	20	31
2,500-9,999	28	25
Under 2,500	23	16

The average annual inservice training requirement for non-probationary officers was 47 hours, including 24 State-mandated hours (table 18).

Overall, just 3% of departments operated a training academy; however, nearly all of those serving a population of 250,000 or more did so. Nationwide, 45% of all officers were employed by a department that operated an academy.

Population served	Percent with training academy
All sizes	3%
1,000,000 or more	100%
500,000-999,999	89
250,000-499,999	90
100,000-249,999	36
50,000-99,999	13
25,000-49,999	3
10,000-24,999	2
2,500-9,999	1
Under 2,500	--

Budget and pay

Operating budgets

The total operating budget of local police departments during fiscal 2003 was about $43.3 billion (table 19). This was 10% more than in 2000 after adjusting for inflation. (These figures do not include budgets for capital expenditures such as equipment purchases or construction projects.) Local police departments accounted for 59% of the $73.6 billion in total operating budgets for general purpose State and local law enforcement agencies.

	Operating expenditures of general purpose law enforcement agencies in 2003 dollars (in billions)	
	2003	2000
Total	$73.6	$65.3
Local police	$43.3	$39.2
Sheriff	22.3	18.9
State police	8.0	7.2

Nationwide, operating budgets were about $3.4 million per department for fiscal 2003, ranging from about $572 million for departments serving a population of 1 million or more, to $208,000 among those serving fewer than 2,500 residents.

The overall operating cost per resident was $200, with departments in jurisdictions with a population of 1 million or more costing the most to operate, $282 per resident. Departments serving a population of less than 10,000 had the lowest per resident cost — about $160.

Nationwide, local police departments cost an estimated $93,300 per sworn officer to operate for fiscal 2003. Costs ranged from $99,000 or more per officer in population categories of 25,000 or more, to $45,500 per officer in jurisdictions with a population under 2,500.

Annual per officer operating costs of local police departments, 2000 and 2003

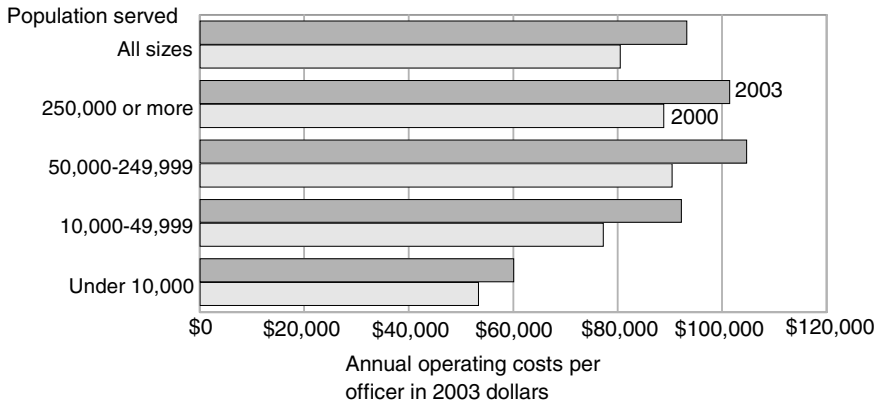


Figure 6

When both sworn and nonsworn employees are included, the average operating budget for local police departments was about $71,500 per employee for the year. Operating costs ranged from more than $75,000 per employee in jurisdictions with 50,000 or more residents to $40,000 per employee in those with fewer than 2,500 residents.

After controlling for inflation, per officer operating costs for 2003 were $12,800, or 16%, higher than in 2000 (figure 6). The largest increase, from $77,300 to $92,200, was recorded in jurisdictions with 10,000 to 49,999 residents. The smallest increase, from $53,400 to $60,100, was in jurisdictions with fewer than 10,000 residents.

Table 19. Operating budget of local police departments, by size of population served, 2003

Population served	Operating budget, 2003				
	Total	Per agency	Per sworn officer	Per employee	Per resident
All sizes	$43,349,172,000	$3,425,000	$93,300	$71,500	$200
1,000,000 or more	$9,731,119,000	$572,419,000	$99,900	$76,100	$282
500,000-999,999	5,105,600,000	130,913,000	102,300	78,600	193
250,000-499,999	3,378,060,000	80,430,000	105,100	77,700	228
100,000-249,999	5,351,771,000	30,236,000	106,200	78,300	200
50,000-99,999	5,195,820,000	12,312,000	103,400	77,200	178
25,000-49,999	4,853,915,000	6,255,000	99,000	75,000	182
10,000-24,999	5,196,604,000	2,754,000	86,700	66,800	174
2,500-9,999	3,444,036,000	851,000	67,000	53,300	157
Under 2,500	1,092,247,000	208,000	45,500	40,000	162

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

Salaries

The overall average base starting salary for local police chiefs was $48,800 in 2003 (table 20). Average starting salaries for chiefs ranged from $113,000 in jurisdictions with 1 million or more residents to $32,700 in those with a population under 2,500.

Average minimum starting salaries for first-line supervisors (sergeant or equivalent) ranged from $60,200 in the largest jurisdictions to $27,100 in the smallest, with an overall departmental average of $36,600. When size of department is considered, the average minimum starting salary earned by local police sergeants was about $52,600.

By department the average base starting salary offered to entry-level patrol officers in 2003 was $28,200. Starting salaries ranged from $23,400 in jurisdictions with fewer than 2,500 residents to $39,600 in those with a population of 100,000 to 249,999. When size of department is factored in, it is estimated that new entry-level local police officers started at an average salary of about $35,500 during 2003. This was 12% more than in 2000; a 5% increase after adjusting for inflation.

By population category inflation-adjusted salaries rose by 4% in jurisdictions with 250,000 or more residents, from $36,170 to $37,514 (figure 7). In smaller jurisdictions, the increase was also 4%: 50,000 to 249,999 residents, from $36,607 to $38,011; 10,000 to 49,999 residents, from $32,706 to $33,889; fewer than 10,000 residents, from $24,835 to $25,834.

Table 20. Average base annual salary for selected positions in local police departments, by size of population served, 2003

Population served	Average base annual salary, 2003					
	Entry-level officer		Sergeant or equivalent		Chief	
	Minimum	Maximum	Minimum	Maximum	Minimum	Maximum
All sizes	$28,200	$35,300	$36,600	$42,400	$48,800	$56,900
1,000,000 or more	$37,700	$57,800	$60,200	$73,500	$113,000	$157,100
500,000-999,999	36,600	54,900	58,000	69,600	109,700	143,200
250,000-499,999	38,300	53,500	54,600	66,900	94,400	129,200
100,000-249,999	39,600	54,000	56,000	68,000	95,000	123,100
50,000-99,999	37,400	51,200	54,500	65,300	85,500	106,900
25,000-49,999	35,900	48,600	53,400	62,400	77,700	94,500
10,000-24,999	33,000	45,000	47,400	55,200	65,900	77,800
2,500-9,999	29,000	36,200	37,400	43,600	48,900	56,200
Under 2,500	23,400	26,800	27,100	30,800	32,700	36,500

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

Average base starting salary for entry-level officers in local police departments, 2000 and 2003

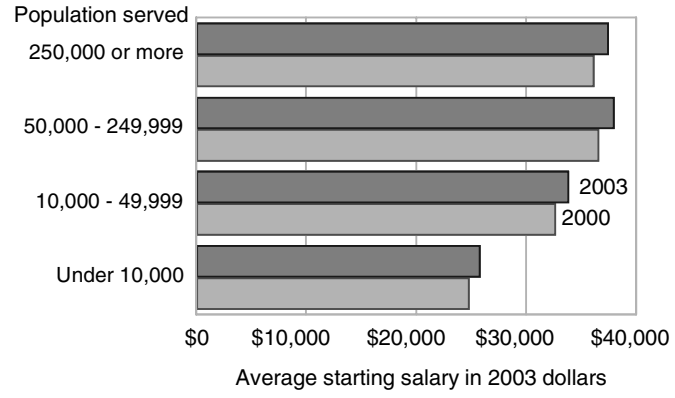


Figure 7

Special pay

Nationwide, 35% of local police departments, employing 62% of all officers, offered tuition reimbursement to officers (table 21). This included a majority of departments serving 10,000 or more residents.

An estimated 32% of departments offered education incentive pay to qualifying officers, including a majority of those serving a population of 10,000 or more. About half (53%) of all local police officers worked for a department that offered this type of pay.

Twenty-one percent of local police departments, employing 30% of all local police officers, offered merit pay to qualifying sworn personnel.

Twenty-one percent of departments, employing 52% of all officers, offered shift differential pay to full-time officers. This included a majority of the departments serving a population of 100,000 or more.

Thirteen percent of departments offered special skills pay, including more than half of the departments serving 1 million or more residents and more than a third of those serving a population of 50,000 to 999,999.

Table 21. Local police departments authorizing special pay for full-time sworn personnel, by size of population served 2003

Population served	Percent of agencies authorizing pay for — Tuition reimbursement	Education incentive	Merit	Shift differential	Special skills	Military service	Hazardous duty	Bilingual ability
All sizes	35%	32%	21%	21%	13%	10%	5%	4%
1,000,000 or more	81%	75%	44%	81%	56%	19%	69%	50%
500,000-999,999	72	54	30	65	30	30	54	32
250,000-499,999	83	61	54	76	44	27	49	44
100,000-249,999	76	72	44	57	33	25	29	38
50,000-99,999	76	68	39	44	39	23	24	27
25,000-49,999	72	67	30	44	26	19	10	14
10,000-24,999	61	57	30	37	24	14	5	6
2,500-9,999	38	35	21	23	13	11	3	2
Under 2,500	13	11	14	6	3	4	3	--

--Less than 0.5%

Overall, 27% of local police officers worked in a department that offered special skills pay.

Ten percent of local police departments authorized special pay for military service. These department employed 18% of local police officers.

Hazardous duty pay was available in 5% of all local police departments, employing 24% of all officers. About two-thirds of the departments serving 1 million or more residents, and about half of those serving 250,000 to 999,999 residents offered this type of pay.

Four percent of local police departments offered special pay for officers with bilingual ability, including half of those serving 1 million or more residents. Twenty-three percent of local police officers worked for departments authorizing this type of special pay.

Unions and collective bargaining

Nationwide, 41% of local police departments, employing 71% of all officers, authorized collective bargaining for sworn personnel (table 22). This included at least 66% of the departments in each population category of 10,000 or more.

Overall, 22% of local police departments, employing 60% of all nonsworn local police personnel, authorized collective bargaining for nonsworn employees. A majority of departments serving populations of 25,000 or more did so.

The average starting salary for entry-level officers was about $8,900 higher in departments that authorized collective bargaining than in those that did not authorize it. Departments with collective bargaining for officers had higher average entry-level salaries in all population categories (figure 8). In jurisdictions with fewer than 10,000 residents the difference was about $7,100; 10,000 to 49,999 residents, $5,900; 50,000 to 249,999 residents, $8,100; and 250,000 or more residents, $4,800.

Table 22. Collective bargaining authorized by local police departments, by size of population served, 2003

Population served	Percent of agencies authorizing collective bargaining for — Sworn employees	Civilian employees
All sizes	41%	22%
1,000,000 or more	81	63
500,000-999,999	84	67
250,000-499,999	66	54
100,000-249,999	69	60
50,000-99,999	71	59
25,000-49,999	75	59
10,000-24,999	70	48
2,500-9,999	50	21
Under 2,500	13	2

Starting salaries for entry-level officers in local police departments authorizing and not authorizing collective bargaining, 2003

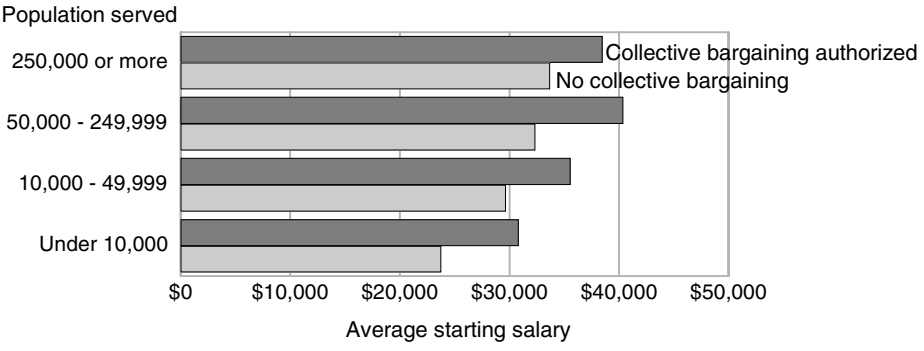


Figure 8

Operations

Facilities

As of June 30, 2003, 15% of local police departments operated district, precinct, or division stations that were separate from headquarters (table 23). About 3,000 such stations were operated by local police departments nationwide.

An estimated 12% of departments operated fixed neighborhood or community substations, including a majority of those serving a population of 50,000 or more. Two percent of departments operated mobile substations, including 27% of those serving 250,000 to 999,999 residents. Nationwide, local police departments operated an estimated 3,546 fixed substations, and 335 mobile substations.

Patrol and response

Local police departments used a variety of patrol types to supplement routine automobile patrol services (table 24). Fifty-nine percent of departments, employing 69% of all officers, used foot patrol on a routine basis. This included more than 3 in 4 departments serving a population of 250,000 or more.

Table 23. Average number of district/precinct stations, and neighborhood/community substations operated by local police departments, by size of population served, 2003

Population served	District, precinct, or division stations		Fixed neighborhood substations		Mobile neighborhood substations	
	Percent operating	Average number*	Percent operating	Average number*	Percent operating	Average number*
All sizes	15%	2	12%	2	2%	1
1,000,000 or more	94%	17	88%	14	19%	6
500,000-999,999	92	9	78	10	27	2
250,000-499,999	95	4	71	8	27	2
100,000-249,999	48	3	70	4	19	1
50,000-99,999	28	2	52	3	11	1
25,000-49,999	18	1	40	2	8	1
10,000-24,999	17	1	19	2	3	2
2,500-9,999	12	1	8	1	1	1
Under 2,500	12	1	3	1	--	1

*Excludes agencies not operating that type of station.
--Less than 0.5%.

Overall, 38% of departments, employing 74% of all officers, used routine bicycle patrol. More than 8 in 10 departments serving 100,000 or more residents had routine bike patrols, as did about 6 in 10 departments serving 10,000 to 99,999 residents.

Compared to 2000 the percentage of local police departments using routine foot or bicycle patrol in 2003 was about the same in jurisdictions with 250,000 or more residents, or fewer than 10,000 residents (figure 9). In jurisdictions with 50,000 to 249,999 residents, it declined from 91% to 80%, and in jurisdictions with 10,000 to 49,999 residents, it declined from 82% to 72%. From 1997 to 2000 there had been an increase in the use of these types of patrol in all population categories.

An estimated 14% of departments, employing 60% of all officers, used motorcycle patrol on a routine basis during 2003. This included a majority of those serving 50,000 or more residents.

Overall, few departments routinely scheduled marine (4%) or horse (2%) patrol units. However, about 6 in 10 departments serving 250,000 or more residents used horse patrols on a routine basis.

Table 24. Types of routine patrol other than automobile used by local police departments, by size of population served, 2003

Population served	Percent of agencies using each type of patrol on a routine basis				
	Foot	Bicycle	Motor-cycle	Marine	Horse
All sizes	59%	38%	14%	4%	2%
1,000,000 or more	75%	100%	81%	63%	63%
500,000-999,999	79	95	100	41	63
250,000-499,999	76	83	93	32	59
100,000-249,999	57	83	89	14	18
50,000-99,999	54	64	63	14	7
25,000-49,999	47	60	49	8	2
10,000-24,999	53	58	21	5	2
2,500-9,999	61	43	8	3	--
Under 2,500	61	18	3	2	--

--Less than 0.5%.

Percent of local police departments using foot or bike patrol, by size of population served, 1997-2003

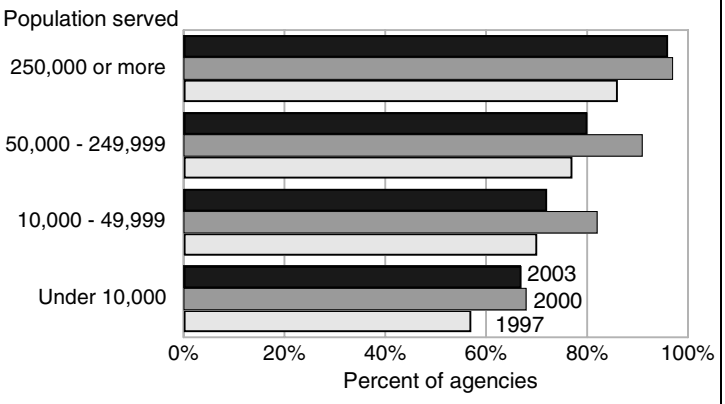


Figure 9

Table 25. Dispatch functions of local police departments, by size of population served, 2003

Population served	Percent of agencies dispatching calls for — Police services	Fire services
All sizes	38%	23%
1,000,000 or more	81%	6%
500,000-999,999	76	5
250,000-499,999	81	17
100,000-249,999	77	33
50,000-99,999	77	46
25,000-49,999	74	44
10,000-24,999	70	41
2,500-9,999	40	27
Under 2,500	14	8

Table 26. Full-time sworn personnel in local police departments serving as communications technicians, by size of population served, 2003

Population served	Percent of agencies using	Number of officers Total	Average*
All sizes	10%	8,675	7
1,000,000 or more	25%	84	20
500,000-999,999	27	362	34
250,000-499,999	7	101	33
100,000-249,999	12	312	14
50,000-99,999	15	845	14
25,000-49,999	16	1,409	11
10,000-24,999	15	2,524	9
2,500-9,999	9	2,287	6
Under 2,500	7	752	2

*Excludes agencies not employing technicians.

Table 27. Participation in a 9-1-1 emergency telephone system by local police departments, by size of population served, 2003

Population served	Percent of agencies participating in a 9-1-1 phone system Total	Enhanced	Basic
All sizes	92%	73%	19%
1,000,000 or more	94%	94%	0%
500,000-999,999	100	97	3
250,000-499,999	100	98	2
100,000-249,999	100	94	7
50,000-99,999	97	93	4
25,000-49,999	97	89	8
10,000-24,999	98	85	13
2,500-9,999	92	75	16
Under 2,500	89	61	27

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

All but a few small local police departments regularly responded to citizen calls for service. An estimated 38% of agencies dispatched calls as well (table 25). This included at least 70% of the departments in each population category of 10,000 or more.

Nearly a quarter (23%) of local police departments dispatched calls for fire services. Fire dispatch responsibilities were most common among departments serving 10,000 to 99,999 residents, where more than 40% performed this function.

About in 1 in 10 departments used sworn personnel as communications technicians such as call-takers and dispatchers (table 26). This included about a quarter of those serving 500,000 or more residents. Among departments having sworn communications technicians, the average number of such personnel was 7, ranging from 2 in the smallest departments to more than 30 in those serving 250,000 to 999,999 residents. Overall, local police departments had an estimated 8,675 full-time sworn personnel serving in this capacity.

9-1-1 emergency telephone system

In 2003, 92% of local police departments participated in a 9-1-1 emergency telephone system (table 27). At least 89% of departments in each population category were 9-1-1 participants, including all of those serving 100,000 to 999,999 residents.

Seventy-three percent of departments had an enhanced 9-1-1 system, capable of automatically displaying information such as a caller's phone number, address, and special needs. This included more than 90% of those serving a population of 50,000 or more.

Sixty-one percent of departments in jurisdictions with fewer than 2,500 residents had enhanced 9-1-1.

Among the enhanced 9-1-1 systems in use during 2003, 63% had the ability to display the phone number of wireless callers, and 19% could display the location of wireless callers.

In 2003, 98% of all local police officers worked for a department with 9-1-1, compared to 60% in 1987 (figure 10). Ninety percent of officers were employed by a department with enhanced 9-1-1 in 2003, compared to 26% in 1987.

Local police department participation in a 9-1-1 emergency telephone system, 1987-2003

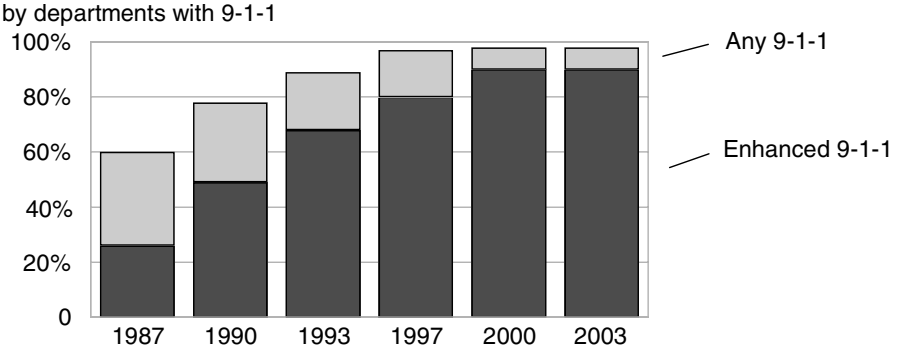


Figure 10

Crime investigation

Overall, 92% of local police departments had investigative responsibility for at least some types of crimes during the 12-month period ending June 30, 2003. Sixty-four percent of departments, employing 91% of all officers, handled homicide investigations (table 28). This included more than 9 in 10 departments serving 25,000 or more residents.

Sixty-two percent of departments, employing 74% of all officers, conducted arson investigations. This included more than 80% of the departments serving 10,000 to 99,999 residents.

Forty-five percent of departments, employing 75% of all officers, conducted cybercrime investigations, including more than 7 in 10 departments in each population category of 10,000 or more.

Drug enforcement activities

About 9 in 10 local police departments regularly performed drug enforcement functions (table 29). More than 90% of the departments in each population category of 2,500 or more had drug enforcement responsibilities, including all of those serving 250,000 or more residents. Departments with drug enforcement responsibilities employed 97% of all local police officers.

Eighteen percent of local police departments operated a special unit for drug enforcement with one or more officers assigned full-time (table 30). The majority of departments serving a population of 50,000 or more residents had a full-time drug enforcement unit. There were an estimated 12,212 local police officers assigned full time to drug enforcement units nationwide. The average number of officers assigned ranged from 233 in jurisdictions with 1 million or more residents to 1 in those with fewer than 2,500 residents.

Table 28. Local police departments with primary investigative responsibility for selected crimes, by size of population served, 2003

Population served	Percent of agencies investigating — Homicide	Arson	Cybercrime
All sizes	64%	62%	45%
1,000,000 or more	100%	69%	94%
500,000-999,999	92	54	81
250,000-499,999	100	56	88
100,000-249,999	98	70	78
50,000-99,999	95	82	75
25,000-49,999	93	84	77
10,000-24,999	88	83	73
2,500-9,999	66	65	48
Under 2,500	46	46	24

Table 29. Drug enforcement in local police departments, by size of population served, 2003

Population served	Percent of agencies regularly providing drug enforcement
All sizes	91%
1,000,000 or more	100%
500,000-999,999	100
250,000-499,999	100
100,000-249,999	99
50,000-99,999	96
25,000-49,999	94
10,000-24,999	95
2,500-9,999	92
Under 2,500	87

Table 30. Special units for drug enforcement in local police departments, by size of population served, 2003

Population served	Full-time unit for drug enforcement: Percent of agencies	Number of full-time officers: Total	Average*
All sizes	18%	12,212	6
1,000,000 or more	88%	3,375	233
500,000-999,999	97	1,199	32
250,000-499,999	93	964	25
100,000-249,999	83	1,791	12
50,000-99,999	66	1,545	6
25,000-49,999	43	1,025	3
10,000-24,999	26	1,040	2
2,500-9,999	14	833	2
Under 2,500	6	440	1

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

Table 31. Participation by local police departments in multi-agency drug enforcement task forces, by size of population served, 2003

Population served	Multi-agency drug enforcement task force: Percent of agencies participating	Number of officers assigned full time: Total	Number of officers assigned full time: Average*
All sizes	23%	5,959	2
1,000,000 or more	75%	484	39
500,000-999,999	89	277	8
250,000-499,999	95	261	6
100,000-249,999	80	557	4
50,000-99,999	75	802	3
25,000-49,999	59	881	2
10,000-24,999	38	1,000	1
2,500-9,999	18	1,132	2
Under 2,500	8	565	1

*Excludes agencies not having officers assigned full time.

Table 32. Drug asset forfeiture program receipts of local police departments, by size of population served, 2002

Population served	Asset forfeiture receipts during 2002: Percent of agencies with receipts*	Value of money, goods, and property received: Total	Value of money, goods, and property received: Median*
All sizes	36%	$298,314,300	$7,000
1,000,000 or more	93%	$55,964,900	$1,177,000
500,000-999,999	100	30,710,200	579,300
250,000-499,999	98	30,275,200	294,800
100,000-249,999	97	50,556,700	126,900
50,000-99,999	89	45,156,900	39,300
25,000-49,999	80	26,664,200	12,400
10,000-24,999	57	28,116,700	8,000
2,500-9,999	35	25,905,900	4,000
Under 2,500	16	4,963,600	2,000

*Excludes agencies not having drug asset forfeiture receipts.

Drug task force participation

In 2003 an estimated 23% of local police departments had one or more officers assigned full time to a multi-agency drug enforcement task force (table 31), including more than three-quarters of departments serving 50,000 or more residents. About 65% of all local police officers worked for a department that assigned officers to a task force.

Nationwide, an estimated 5,959 local police officers were assigned full time to a drug task force. The average number assigned full time ranged from 39 in departments serving a population of 1 million or more to 1 or 2 in those serving fewer than 50,000 residents.

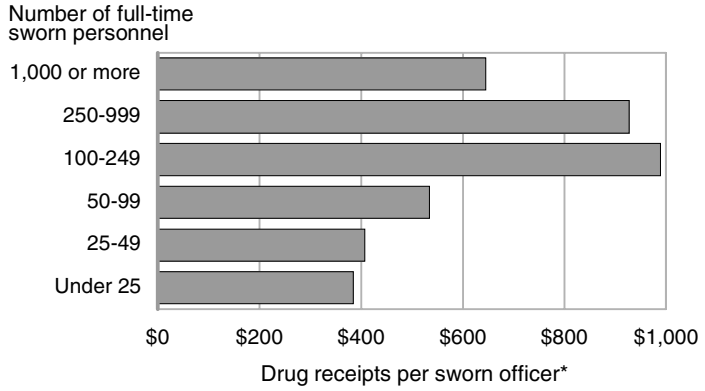
Drug asset forfeiture receipts

Thirty-six percent of all local police departments received money, property, or goods from a drug asset forfeiture program during 2002 (table 32). These departments employed 78% of all local police officers. At least 80% of the departments in each population category of 25,000 or more had drug asset forfeiture receipts.

The overall median amount received from drug asset forfeiture programs by local police departments during 2002 was $7,000. By population category, the median amount received ranged from about $1.2 million among departments serving a population of 1 million or more to $2,000 among those serving fewer than 2,500 residents.

Local police departments received an estimated $298 million in money, goods, and property from drug asset forfeitures during 2002. Including both departments with receipts and those without, this was the equivalent of $642 per sworn officer employed. Departments with 100 to 249 officers received the most — $990 per officer (figure 11). Next highest were departments with 250 to 999 officers with $928 per officer. Departments with fewer than 50 officers received the least — about $400 per officer.

Drug asset forfeiture receipts of local police departments, by size of agency, 2002



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

Figure 11

Court-related functions

A large majority of local police departments executed arrest warrants (91%) and enforced protection orders (84%) during 2003 (table 33). Less common responsibilities included providing court security (27%), serving civil process (18%), enforcing child support orders (16%), or serving eviction notices (10%).

Detention-related functions

About one-third (32%) of local police departments provided inmate transport services during 2003 (table 34). About a quarter (24%) operated a temporary holding cell not used for overnight detention.

Nine percent of local police departments operated at least one jail during 2003. No more than 23% of the departments in any population category were operating a jail. Sixteen percent of all local police officers worked for a department with a jail.

Twenty-five percent of departments operated at least one temporary holding (lockup) facility for overnight detention of adults that was separate from a jail (table 35). The median maximum holding time for these facilities was 20 hours.

The median total capacity of adult lockups ranged from 76 in jurisdictions with 1 million or more residents to 4 in those with fewer than 10,000 residents. The estimated total adult capacity of local police lockups nationwide was about 25,500.

Thirteen percent of departments had a lockup facility for juveniles, with a median maximum holding time of 16 hours. The median capacity of juvenile lockups ranged from 40 in jurisdictions with 1 million or more residents to 1 in those with fewer than 2,500 residents. Nationwide, local police lockups for juveniles had a estimated total capacity of about 4,600.

Table 33. Court-related functions of local police departments, by size of population served, 2003

	Percent of agencies —					
Population served	Executing arrest warrants	Enforcing protection orders	Providing court security	Serving civil process	Enforcing child support orders	Serving eviction notices
All sizes	91%	84%	27%	18%	16%	10%
1,000,000 or more	81%	69%	25%	13%	25%	13%
500,000-999,999	79	65	13	13	13	5
250,000-499,999	81	71	10	5	10	0
100,000-249,999	82	71	15	9	11	3
50,000-99,999	91	81	27	8	12	4
25,000-49,999	95	87	29	13	11	2
10,000-24,999	92	85	27	11	12	3
2,500-9,999	93	87	28	14	15	8
Under 2,500	89	81	27	26	20	16

Table 34. Detention functions of local police departments, by size of population served, 2003

	Percent of agencies —		
Population served	Providing inmate transport	Operating a temporary holding cell*	Operating 1 or more jails
All sizes	32%	24%	9%
1,000,000 or more	50%	69%	19%
500,000-999,999	25	54	5
250,000-499,999	44	46	15
100,000-249,999	40	44	23
50,000-99,999	46	46	19
25,000-49,999	54	47	15
10,000-24,999	41	40	13
2,500-9,999	33	26	9
Under 2,500	24	10	6

*Not for overnight detention.

Table 35. Temporary holding (lockup) facilities operated by local police departments, by size of population served, 2003

	Agencies operating temporary holding (lockup) facilities*			
	Adult		Juvenile	
Population served	Percent with lockup	Median total capacity	Percent with lockup	Median total capacity
All sizes	25%	4	13%	2
1,000,000 or more	31%	76	19%	40
500,000-999,999	25	67	25	12
250,000-499,999	32	58	12	5
100,000-249,999	43	32	28	4
50,000-99,999	51	12	34	3
25,000-49,999	52	8	33	2
10,000-24,999	48	5	29	2
2,500-9,999	26	4	12	2
Under 2,500	8	4	3	1

Note: Median capacity is based on total for all lockups, and excludes departments not operating a facility.
*For overnight detention and physically separate from a jail.

Special public safety functions

About three-quarters (74%) of local police departments in 2003 provided crime prevention education to citizens, including more than 9 in 10 agencies serving populations of 10,000 or more (table 36).

About two-thirds (65%) of departments provided animal control services in 2003. Other special public safety functions included: school crossing services (42%); emergency medical services (26%); civil defense (19%); and fire services (10%).

Traffic and vehicle-related functions

Nearly all local police departments enforced traffic laws (100%) and investigated traffic accidents (97%) (table 37). Nearly 9 in 10 performed traffic direction and control (89%) and also parking enforcement (86%) functions. Thirty-eight percent of departments handled commercial vehicle enforcement functions, including a majority of those serving a population of 25,000 or more.

Special operations functions

One quarter of departments performed tactical operations in 2003, utilizing what are commonly known as SWAT (Special Weapons and Tactics) teams (table 38). These departments employed 73% of all local police officers. Nearly all departments serving a population of 100,000 or more performed tactical operations.

An estimated 21% of local police departments, employing 36% of all officers, performed search and rescue operations on a regular basis during 2003. This included 63% of the departments serving 1 million or more residents and 49% of those serving 500,000 to 999,999 residents.

Four percent of local police departments, employing 24% of all officers, were responsible for underwater recovery operations during 2003. This included about half of the departments serving populations of 500,000 or more.

Three percent of departments, employing 43% of officers, had primary responsibility for explosives disposal. This included more than three-quarters of the departments serving 250,000 or more residents.

Table 36. Special public safety functions of local police departments, by size of population served, 2003

Population served	Percent of agencies responsible for — Crime prevention education	Animal control	School crossing services	Emergency medical services	Civil defense	Fire services
All sizes	74%	65%	42%	26%	19%	10%
1,000,000 or more	94%	25%	50%	19%	31%	0%
500,000-999,999	87	25	59	8	17	3
250,000-499,999	90	32	46	7	17	5
100,000-249,999	94	35	56	9	18	2
50,000-99,999	95	49	54	13	16	3
25,000-49,999	95	57	51	19	18	4
10,000-24,999	92	61	49	21	21	7
2,500-9,999	79	68	47	27	18	8
Under 2,500	58	70	33	30	20	14

Table 37. Traffic and vehicle-related functions of local police departments, by size of population served, 2003

Population served	Percent of agencies responsible for — Traffic law enforcement	Accident investigation	Traffic direction/ control	Parking enforcement	Commercial vehicle enforcement
All sizes	100%	97%	89%	86%	38%
1,000,000 or more	100%	100%	88%	88%	81%
500,000-999,999	100	100	97	71	57
250,000-499,999	100	100	95	73	61
100,000-249,999	100	99	94	81	56
50,000-99,999	100	99	90	88	51
25,000-49,999	100	99	91	93	52
10,000-24,999	100	99	95	92	45
2,500-9,999	100	98	90	89	39
Under 2,500	100	94	86	81	32

Table 38. Special operations functions of local police departments, by size of population served, 2003

Population served	Percent of agencies responsible for — Tactical operations (SWAT)	Search and rescue	Underwater recovery	Bomb/ explosives disposal
All sizes	25%	21%	4%	3%
1,000,000 or more	100%	63%	56%	88%
500,000-999,999	97	49	44	87
250,000-499,999	100	29	27	76
100,000-249,999	93	26	17	42
50,000-99,999	86	19	16	18
25,000-49,999	68	20	8	6
10,000-24,999	43	19	6	3
2,500-9,999	20	20	2	1
Under 2,500	8	22	2	--

--Less than 0.5%.

Community policing

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

Table 39. Local police departments with a formal, written community policing plan, by size of population served, 2003

Population served	Percent of agencies with a community policing plan
All sizes	14%
1,000,000 or more	50%
500,000-999,999	40
250,000-499,999	68
100,000-249,999	53
50,000-99,999	40
25,000-49,999	29
10,000-24,999	21
2,500-9,999	11
Under 2,500	7

In 2003, 14% of local police departments, employing 44% of all local police officers, had a formally written community policing plan (table 39). This included at least 40% of the departments in each population category of 50,000 or more.

Among the two-thirds of local police departments that had an agency mission statement in 2003, 70%, representing 47% of all departments, had one that included some aspect of community policing (table 40). These departments employed 73% of all local police officers.

Community policing training

During the year ending June 30, 2003, 39% of local police departments, employing 72% of all officers, trained at least some new recruits in community policing skills such as problem-solving; Scanning, Analysis, Response, Assessment (SARA); and developing community partnerships (table 41).

Thirty-one percent of departments, employing 67% of all officers, trained all new recruits in community policing. The proportion of departments that trained all recruits ranged from over three-quarters among those serving 100,000 or more residents to about a sixth among those serving fewer than 2,500 residents.

Table 40. Local police departments with a mission statement that includes community policing, by size of population served, 2003

Population served	Percent of agencies with a mission statement: Total	With a community policing component	No community policing component
All sizes	67%	47%	20%
1,000,000 or more	100%	88%	13%
500,000-999,999	100	61	39
250,000-499,999	98	83	15
100,000-249,999	99	87	12
50,000-99,999	97	76	21
25,000-49,999	95	76	19
10,000-24,999	87	65	23
2,500-9,999	71	47	24
Under 2,500	50	32	18

Forty-eight percent of departments, employing 57% of officers, trained at least some inservice officers during the 1-year period. Seventeen percent of departments, employing 19% of all officers, trained all inservice officers in community policing.

Twelve percent of departments, employing 28% of nonsworn local police employees, trained at least some civilian employees in community policing during the 1-year period.

Table 41. Community policing training in local police departments, by size of population served, 2003

Population served	Percent of agencies that trained personnel for 8 or more hours in community policing: Total	All	Some
New officer recruits			
All sizes	39%	31%	8%
1,000,000 or more	81%	81%	0%
500,000-999,999	79	76	3
250,000-499,999	88	85	3
100,000-249,999	84	76	8
50,000-99,999	72	63	9
25,000-49,999	67	58	9
10,000-24,999	59	51	8
2,500-9,999	40	29	11
Under 2,500	23	17	6
Inservice sworn personnel			
All sizes	48%	17%	31%
1,000,000 or more	75%	31%	44%
500,000-999,999	49	17	32
250,000-499,999	64	20	44
100,000-249,999	72	19	53
50,000-99,999	71	17	54
25,000-49,999	66	17	49
10,000-24,999	60	18	42
2,500-9,999	50	16	34
Under 2,500	37	18	19
Civilian personnel			
All sizes	12%	4%	8%
1,000,000 or more	25%	6%	19%
500,000-999,999	25	6	19
250,000-499,999	32	3	29
100,000-249,999	42	5	37
50,000-99,999	29	4	25
25,000-49,999	30	4	26
10,000-24,999	18	6	12
2,500-9,999	12	5	7
Under 2,500	4	2	2

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

Table 42. Full-time community policing officers in local police departments, by size of population served, 2003

Population served	Community policing officers: Percent of agencies using	Total number of officers	Average number of full-time sworn*
All sizes	58%	54,849	7
1,000,000 or more	100%	4,756	287
500,000-999,999	89	4,135	120
250,000-499,999	85	3,388	94
100,000-249,999	89	5,152	33
50,000-99,999	88	5,329	14
25,000-49,999	80	6,071	10
10,000-24,999	62	7,582	7
2,500-9,999	55	11,377	5
Under 2,500	52	7,060	3

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

Table 43. Full-time school resource officers in local police departments, by size of population served, 2003

Population served	School resource officers: Percent of agencies using	Total number of officers	Average number of full-time sworn*
All sizes	43%	14,337	3
1,000,000 or more	69%	855	75
500,000-999,999	73	760	27
250,000-499,999	93	715	18
100,000-249,999	87	1,468	10
50,000-99,999	83	1,893	5
25,000-49,999	84	1,734	3
10,000-24,999	70	2,441	2
2,500-9,999	44	2,861	2
Under 2,500	20	1,611	2

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

Community policing personnel

Overall, 58% of departments, employing 82% of all officers, had full-time sworn personnel serving as community policing officers (table 42). In some jurisdictions these officers are known as community relations officers, community resource officers, or some other name indicative of the community policing approach they employ. Nationwide, local police departments employed about 55,000 community policing officers or their equivalent.

A majority of departments in all population categories had full-time community policing officers. Those serving a population of 1 million or more employed 287 such officers on average. Departments serving fewer than 2,500 residents had 3 on average.

In all population categories the percentage of local police departments using community policing officers in 2003 was greater than in 1997, but less than in 2000 (figure 12). In jurisdictions with fewer than 10,000 residents, the percentage rose from 26% in 1997 to 62% in 2000, then dropped to 54% in 2003; in those with 10,000 to 49,999 residents, from 57%, to 75%, to 67%; in those with 50,000 to 249,999 residents, from 76% to 93% to 88%;

Percent of local police departments using full-time community policing officers, 1997, 2000 and 2003

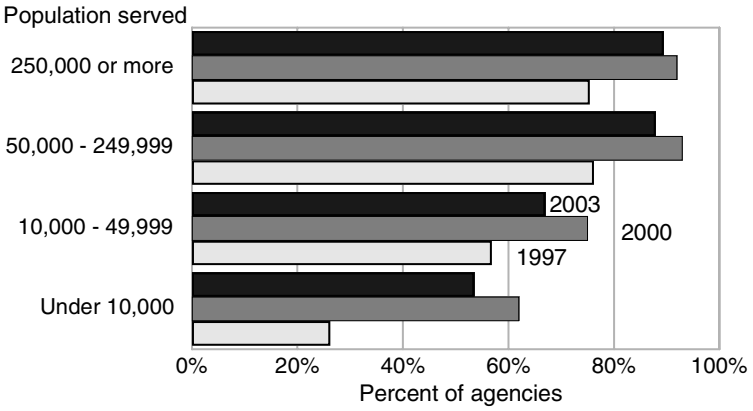


Figure 12

and in those with 250,000 or more residents, from 75% to 92% to 89%.

An estimated 43% of local police departments, employing 74% of all local police officers, had full-time sworn personnel assigned as school resource officers during 2003 (table 43). More than two-thirds of the departments in each population category of 10,000 or more used school resource officers, including 93% of those in jurisdictions with 250,000 to 499,999 residents.

School resource officers use a community policing approach to provide a safe environment for students and staff. In addition to handling calls for service within the school, they work closely with school administrators and staff to prevent crime and disorder by monitoring crime trends, problem areas, cultural conflicts, and other areas of concern.

As of June 2003 local police departments had an estimated 14,337 full-time sworn personnel assigned as school resource officers, about 600 more than in June 2000. The average number of school resource officers in 2003 ranged from 75 in departments serving 1 million or more residents, to 2 in those serving fewer than 25,000 residents.

Table 44. Ability assessments related to community policing used by local police departments for selecting new officers, by size of population served, 2003

Population served	Percent of agencies using — Analytical problem-solving ability	Understanding of culturally diverse populations	Mediation skills/conflict management
All sizes	27%	14%	10%
1,000,000 or more	44%	31%	31%
500,000-999,999	41	19	19
250,000-499,999	51	24	17
100,000-249,999	44	16	14
50,000-99,999	42	21	10
25,000-49,999	45	16	11
10,000-24,999	38	16	12
2,500-9,999	28	14	10
Under 2,500	16	13	8

Table 45. Community policing policies for sworn personnel in local police departments, by size of population served, 2003

Population served	Geographic assignments for patrol officers	Patrol officer involvement in problem-solving projects — Actively encouraged	Included in evaluation
All sizes	31%	24%	14%
1,000,000 or more	81%	56%	31%
500,000-999,999	79	54	27
250,000-499,999	88	68	49
100,000-249,999	87	71	47
50,000-99,999	82	57	40
25,000-49,999	66	47	30
10,000-24,999	54	36	16
2,500-9,999	26	19	13
Under 2,500	14	16	9

Community policing policies and programs

In an effort to hire officers more suited to community policing, 27% percent of local police departments, employing 32% of all officers, assessed new recruits' analytical and problem-solving abilities as part of the selection process (table 44). Fourteen percent of departments, employing 23% of officers, assessed recruits' understanding of culturally diverse populations. Ten percent of departments, employing 12% of officers, assessed mediation skills and ability to manage interpersonal conflicts.

Table 46. Community policing activities of local police departments, by size of population served, 2003

Population served	Activities in year ending June 30, 2003 — Problem-solving partnerships or written agreements	Partnered with citizen groups to elicit feedback	Upgraded technology for analysis of community problems	Trained citizens in community policing	Conducted citizen police academy
All sizes	60%	37%	21%	18%	17%
1,000,000 or more	88%	94%	69%	75%	81%
500,000-999,999	92	81	70	65	78
250,000-499,999	95	85	73	71	78
100,000-249,999	91	86	67	65	78
50,000-99,999	86	73	54	51	65
25,000-49,999	82	67	44	38	54
10,000-24,999	70	54	29	28	32
2,500-9,999	59	33	22	13	12
Under 2,500	50	23	10	10	2

Thirty-one percent of departments, employing 70% of all officers, gave patrol officers responsibility for specific geographic areas or beats during 2003 (table 45). Most departments serving 10,000 or more residents assigned patrol officers to geographic areas.

About 1 in 4 departments, employing nearly half (45%) of all officers, actively encouraged patrol officers to become involved in problem-solving projects. Most departments serving 50,000 or more residents had such a policy.

Fourteen percent of departments, employing 34% of all officers, included participation in collaborative problem-solving projects in the performance evaluation criteria for patrol officers.

An estimated 37% of departments, employing 73% of all officers, partnered with citizen groups to elicit feedback for developing community policing strategies (table 46). This included more than two-thirds of departments serving a population of 25,000 or more.

Twenty-one percent of departments, employing 54% of all officers, upgraded technology during 2003 to support the analysis of community problems. This included a majority of departments serving 50,000 or more residents.

Eighteen percent of departments, employing 53% of all officers, offered training to citizens on community policing topics such as community mobilization and problem-solving. A majority of departments serving 50,000 or more residents offered such training.

Seventeen percent of departments, employing 58% of all officers, conducted a citizen police academy. About 80% of the departments serving a population of 100,000 or more conducted citizen academies.

Sixty percent of departments, employing 84% of all officers, had problem-solving partnerships or written agreements with community groups, local agencies, or others during the year ending June 30, 2003. This included about 9 in 10 departments serving 50,000 or more residents.

Local police departments had partnerships or written agreements with a wide variety of groups. About three-fifths of local police officers worked for a department that had partnerships or agreements with other law enforcement agencies (63%), school groups (62%), neighborhood associations (62%), or local public agencies (57%) (figure 13).

About half of all officers worked for a department that had problem-solving partnerships or written agreements with business groups (49%), advocacy groups (49%), or youth service organizations (49%).

More than two-fifths of all officers were employed by a department that had partnerships or written agreements with senior citizen groups (45%) or faith-based organizations (43%).

Twenty-two percent of local police departments, employing 43% of all officers, surveyed citizens in their jurisdiction during the year ending June 30, 2003 (table 47). Seventeen percent of departments, employing 38% of all officers, surveyed citizens regarding their satisfaction with police services. A majority of the departments serving 250,000 to 499,999 residents conducted citizen satisfaction surveys.

Twelve percent of departments, employing 23% of all officers, surveyed citizens regarding their perceptions of crime problems; 10%, employing 17% of all officers, surveyed citizens regarding crime reporting; and 7%, employing 17% of all officers, surveyed citizens about their personal crime experiences.

A majority of the departments conducting surveys used the data to evaluate agency performance (76%) or to provide information to officers (61%) (figure 14). Other common uses included evaluating officer performance (49%), evaluating program effectiveness (45%), prioritizing crime and disorder problems (43%), allocating resources to neighborhoods (38%), and training development (37%).

Groups with which local police departments had problem-solving partnerships or written agreements during the year ending June 30, 2003

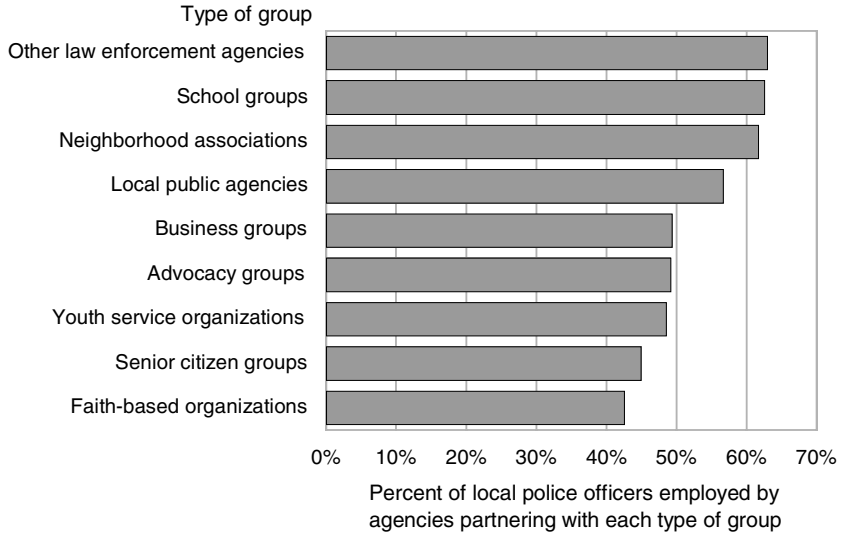


Figure 13

Table 47. Surveying of citizens by local police departments, by size of population served, 2003

Population served	Percent of agencies that surveyed citizens during 12-month period ending June 30, 2003 regarding — Any topic	Satisfaction with services	Perceptions of crime problems	Reporting of crimes to law enforcement	Personal crime experiences
All sizes	22%	17%	12%	10%	7%
1,000,000 or more	31%	25%	13%	6%	19%
500,000-999,999	43	43	30	30	24
250,000-499,999	58	58	50	33	28
100,000-249,999	53	48	38	26	30
50,000-99,999	45	40	34	27	25
25,000-49,999	38	33	25	12	16
10,000-24,999	28	26	19	12	13
2,500-9,999	19	15	8	8	6
Under 2,500	17	10	8	9	2

Uses of citizen survey information by local police departments, 2003

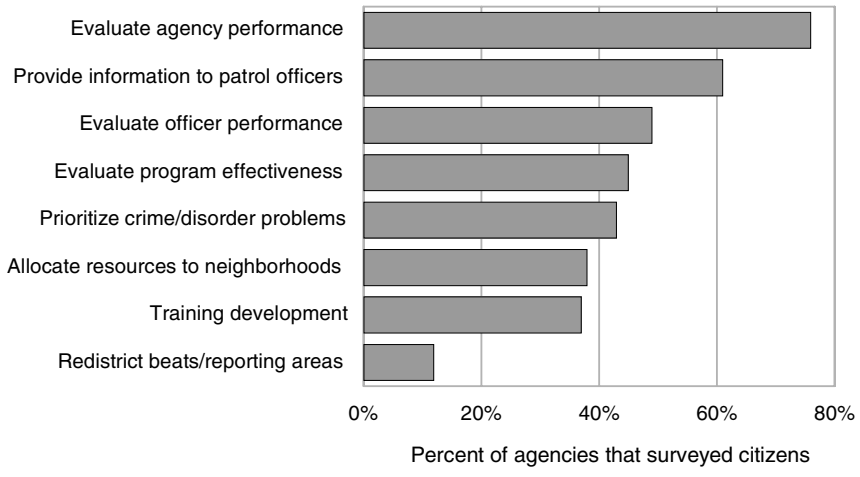


Figure 14

Table 48. Policies on handling special populations in local police departments, by size of population served, 2003

Population served	Percent of agencies with a written policy for handling — Juveniles	Mentally ill persons	Homeless persons
All sizes	84%	59%	27%
1,000,000 or more	100%	94%	31%
500,000-999,999	94	89	51
250,000-499,999	98	88	54
100,000-249,999	99	88	44
50,000-99,999	97	86	33
25,000-49,999	94	79	34
10,000-24,999	94	65	32
2,500-9,999	89	60	25
Under 2,500	73	49	24

Table 49. Work-related policies in local police departments, by size of population served, 2003

Population served	Percent of agencies with a written policy on — Off-duty employment	Maximum work hours
All sizes	81%	49%
1,000,000 or more	100%	94%
500,000-999,999	100	81
250,000-499,999	100	63
100,000-249,999	99	71
50,000-99,999	98	67
25,000-49,999	99	69
10,000-24,999	95	63
2,500-9,999	88	53
Under 2,500	66	36

Policies and procedures

Local police departments typically have numerous written policies and procedures to structure officer discretion and decision making. These policies and procedures guide officers through their diverse work activities.

Special populations

Eighty-four percent of local police departments, employing 95% of all local police officers, had written policies or procedures for handling juveniles. This included all agencies serving a population of 1 million or more residents (table 48).

A majority of departments had written policies or procedures on responding to the mentally ill (59%). These departments employed 81% of all officers. Twenty-seven percent of local departments, employing 42% of officers, had policies or procedures for interactions with homeless persons.

Work-related policies

Forty-nine percent of local police departments, employing 72% of all officers, had a written policy on the maximum number of hours that officers can work (table 49). Eighty-one percent of departments, employing 96% of all officers, had a written policy pertaining to off-duty employment by officers. This included all departments serving 250,000 or more residents, and nearly all of those serving a population of 10,000 to 249,999.

Use of force

Ninety-five percent of departments, employing 99% of all officers, had a written policy pertaining to the use of deadly force (table 50). All departments serving 10,000 or more residents, and 98% of those serving 2,500 to 9,999 residents, had such a policy. Ninety percent of departments, employing 97% of all officers, had a written policy pertaining to the use of nonlethal force.

Officer conduct and appearance

Ninety-four percent of departments, employing 99% of officers, had a written code of officer conduct and appearance. This included all departments serving 25,000 or more residents (table 51). Eighty-six percent of departments, employing 96% of officers, had a written policy covering off-duty conduct.

Table 50. Policies on officer use of force in local police departments, by size of population served, 2003

Population served	Percent of agencies with a written policy on — Deadly force	Non-lethal force
All sizes	95%	90%
1,000,000 or more	100%	100%
500,000-999,999	100	97
250,000-499,999	100	95
100,000-249,999	100	100
50,000-99,999	100	98
25,000-49,999	100	98
10,000-24,999	100	96
2,500-9,999	98	93
Under 2,500	89	83

Table 51. Written policy directives pertaining to officer conduct and appearance In local police departments, by size of population served, 2003

Population served	Percent of agencies with a written policy on — Conduct and appearance	Off-duty conduct
All sizes	94%	86%
1,000,000 or more	100%	100%
500,000-999,999	100	94
250,000-499,999	100	100
100,000-249,999	100	99
50,000-99,999	100	97
25,000-49,999	100	96
10,000-24,999	99	93
2,500-9,999	97	91
Under 2,500	89	76

Table 52. Vehicle use policies in local police departments, by size of population served, 2003

Population served	Percent of agencies allowing officers to take marked vehicles home		
	Total	Personal use	
		Allowed	Not allowed
All sizes	49%	11%	38%
1,000,000 or more	44%	19%	25%
500,000-999,999	51	22	30
250,000-499,999	68	15	54
100,000-249,999	53	19	33
50,000-99,999	49	20	29
25,000-49,999	31	12	19
10,000-24,999	35	11	25
2,500-9,999	43	8	35
Under 2,500	61	13	48

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

Table 53. Pursuit driving policies of local departments, by size of population served, 2003

Population served	Percent of agencies with a written policy on pursuit driving				
	Total with policy	Restrictive	Judgmental	Discouragement	Other
All sizes	94%	61%	25%	6%	3%
1,000,000 or more	100%	81%	19%	0%	0%
500,000-999,999	100	81	14	5	0
250,000-499,999	100	81	15	2	2
100,000-249,999	100	82	12	2	4
50,000-99,999	100	79	14	2	5
25,000-49,999	100	83	12	1	4
10,000-24,999	99	79	15	2	3
2,500-9,999	98	63	23	9	3
Under 2,500	89	47	33	7	2

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

Vehicle-related policies

Forty-nine percent of local police departments, employing 40% of local police officers, allowed officers to take marked vehicles home (table 52). Eleven percent of departments allowed officers to use the vehicle for personal errands.

Ninety-four percent of local police departments, including all of those serving 25,000 or more residents, had a written policy governing pursuit driving (table 53). Sixty-one percent of departments, employing 82% of officers, had a restrictive pursuit driving policy, one that restricts pursuits according to specific criteria such as type of offense or maximum speed.

Twenty-five percent of departments, employing 13% of officers, had a judgmental pursuit policy, one that leaves pursuit decisions to the officer's discretion. Six percent of departments, employing 3% of all officers, had a policy that discouraged pursuits.

Additional policies

Eighty-seven percent of departments had written policies on the handling of domestic disputes and citizen complaints (table 54). These departments employed more than 95% of all local police officers.

Seventy-five percent of departments, employing 93% of all officers, had written policies about interactions with the media. This included all departments serving 500,000 or more residents, and more than 90% of those serving 25,000 to 499,999 residents.

Sixty-two percent of departments, employing 79% of all officers, had written policies pertaining to racial profiling by officers. This included about 9 in 10 agencies serving 250,000 or more residents.

Sixty percent of departments, employing 86% of all officers, had a written policy on strip searches. This included more than 9 in 10 departments serving a population of 100,000 or more, and more than 8 in 10 departments serving 25,000 to 99,999 residents.

Fifty-two percent of departments, serving 83% of all officers, had a written policy pertaining to employee counseling. More than 9 in 10 departments serving 100,000 or more residents had such a policy.

Thirty-nine percent of departments had a written plan specifying the actions to be taken in the event of terrorist attacks. This included about 9 in 10 departments serving a population of 100,000 or more. Agencies having a written plan specifying their response to terrorist events employed 75% of all local police officers in 2003.

Table 54. Additional written policy directives of local police departments by size of population served, 2003

Population served	Percent of agencies with a written policy on —						
	Domestic disputes	Citizen complaints	Interacting with the media	Racial profiling	Strip searches	Employee counseling	Response to terrorism
All sizes	87%	87%	75%	62%	60%	52%	39%
1,000,000 or more	100%	100%	100%	94%	94%	94%	88%
500,000-999,999	94	97	100	89	95	95	89
250,000-499,999	100	100	98	90	95	93	95
100,000-249,999	99	99	99	82	93	94	87
50,000-99,999	98	99	94	74	85	87	72
25,000-49,999	98	96	95	77	84	84	63
10,000-24,999	96	95	85	71	77	69	55
2,500-9,999	92	87	82	60	65	58	36
Under 2,500	78	80	60	55	43	32	27

Table 55. Semiautomatic sidearms authorized for use by sworn personnel in local police departments, by size of population served, 2003

Population served	Percent of agencies authorizing semiautomatic sidearms						
	Total	.40	9mm	.45	.357	10mm	.380
All sizes	100%*	62%	34%	34%	16%	10%	3%
1,000,000 or more	100	50%	63%	31%	6%	0%	0%
500,000-999,999	100	65	48	24	17	3	3
250,000-499,999	100	61	59	39	15	7	7
100,000-249,999	99	59	52	47	19	9	6
50,000-99,999	99	68	43	37	12	11	3
25,000-49,999	99	65	31	31	8	7	1
10,000-24,999	100*	69	29	30	12	6	2
2,500-9,999	100*	63	27	31	12	9	3
Under 2,500	100*	58	41	37	22	13	4

Note: Some departments authorized more than 1 type of sidearm.
*Rounded from less than 100%.

Table 56. Body armor requirements for field officers in local police departments, by size of population served, 2003

Population served	Percent of agencies requiring field officers to wear armor while on duty		
	Total	At all times	In some circumstances
All sizes	71%	59%	12%
1,000,000 or more	63%	44%	19%
500,000-999,999	79	60	19
250,000-499,999	68	56	12
100,000-249,999	68	50	18
50,000-99,999	69	52	17
25,000-49,999	74	61	13
10,000-24,999	74	63	11
2,500-9,999	80	69	11
Under 2,500	63	52	11

Equipment

Sidearms

In 2003 nearly all local police departments authorized patrol officers to carry one or more types of semiautomatic sidearms (table 55). Seventeen percent of them authorized revolvers.

The most common sidearm was the .40-caliber semiautomatic, authorized by 62% of all departments, employing 55% of all officers. About a third of departments authorized 9mm and .45-caliber semiautomatics. Other semiautomatic sidearms authorized included the .357-caliber (16%), the 10mm (10%), and the .380-caliber (3%).

Nineteen percent of departments, employing 8% of officers, had a policy that authorized officers to carry any of the above semiautomatic sidearms, provided the officer qualifies with the weapon on a firing range.

Population served	Percent authorizing any semiautomatic if officer qualifies
All sizes	19%
1,000,000 or more	6%
500,000-999,999	5
250,000-499,999	5
100,000-249,999	5
50,000-99,999	4
25,000-49,999	8
10,000-24,999	6
2,500-9,999	9
Under 2,500	30

Sixty-five percent of local police departments, employing 81% of all officers, supplied field officers with their primary sidearm. Three percent of departments, employing 6% of all officers, provided a cash allowance for sidearms.

Body armor

In 2003, 71% of local police departments, employing 74% of all officers, required field officers to wear protective body armor at least some of the time while on duty (table 56).

Fifty-nine percent of departments, employing 59% of all officers, required field officers to wear body armor at all times while on duty. Twelve percent of departments, employing 15% of officers, required officers to wear body armor in certain high-risk circumstances, such as when serving warrants.

Eighty-three percent of departments, employing 87% of all officers, supplied armor to officers and 5% provided a cash allowance.

From 1990 to 2003, the percentage of local police officers employed by a department with some type of body armor requirement for field officers increased from 30% to 74% (figure 15). During the same period the percentage employed by a department with a requirement for all field officers in all circumstances rose from 25% to 59%.

Body armor requirements in local police departments, 1990-2003

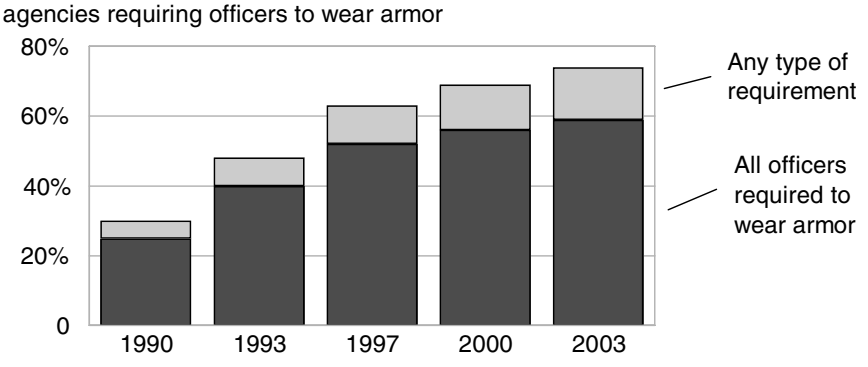


Figure 15

Table 57. Types of nonlethal weapons authorized for personal use by sworn personnel in local police departments, by size of population served, 2003

Population served	Percent of agencies authorizing — Chemical agents (personal use): Any type in survey	Pepper spray	Tear gas	CS	Batons: Any type in survey	Collapsible	Traditional	PR-24	Other weapons/actions: Soft projectile	Electrical devices*	Holds/neck restraints	Rubber bullet	Blackjack	High intensity light
All sizes	99%	98%	16%	14%	95%	88%	49%	42%	28%	23%	13%	8%	5%	1%
1,000,000 or more	94%	94%	19%	19%	100%	88%	56%	44%	69%	75%	31%	25%	6%	0%
500,000-999,999	97	97	19	22	100	89	60	38	48	43	16	16	3	0
250,000-499,999	98	95	24	22	100	83	54	44	59	56	39	22	7	2
100,000-249,999	99	99	22	24	99	93	56	44	66	50	36	22	2	2
50,000-99,999	99	97	25	27	99	92	45	39	72	46	30	22	3	2
25,000-49,999	100	100	24	21	99	93	44	39	57	39	12	19	3	1
10,000-24,999	99	98	22	17	97	91	47	45	42	31	12	10	3	--
2,500-9,999	98	98	13	14	94	88	47	41	28	21	9	6	4	0
Under 2,500	99	98	14	12	93	86	52	42	13	15	13	6	6	1

--Less than 0.5%.
*Includes hand-held direct contact devices (such as stun gun) and hand-held stand-off devices (such as taser).

Nonlethal weapons

In 2003 nearly all local police departments authorized officers to use one or more types of nonlethal weapons. Chemical agents, such as pepper spray, were the most commonly authorized (table 57). Ninety-eight percent of departments, employing 98% of all officers, authorized the use of pepper spray.

Batons were also commonly authorized, with 95% of all departments allowing their use. Departments authorizing one or more types of batons employed 98% of all officers. Collapsible batons (88%) were authorized by about twice as many departments as traditional (49%) or PR-24 (42%) batons. About 9 in 10 local police officers nationwide worked for a department authorizing collapsible batons (89%) and about half for one authorizing traditional (56%) or PR-24 (45%) batons.

An estimated 28% of departments employing 47% of all officers, authorized the use of soft projectiles. This included a majority of the departments serving a population of 25,000 or more.

Twenty-three percent of departments, employing 47% of all officers, authorized electrical devices such as stun guns and tasers. This included 75% of departments serving a population of 1 million or more.

Thirteen percent of departments, employing 18% of all officers, authorized the use of carotid holds, choke holds, or neck restraints.

From 1990 to 2003, in population categories of less than 250,000, there were large increases in the percentage of departments authorizing chemical agents (figure 16). These increases were as follows: 50,000 to 249,999 residents, 65% to 99%; 10,000 to 49,999, 59% to 99%; under 10,000, 48% to 99%.

In departments serving 250,000 or more residents, where most departments already authorized the use of chemical agents in 1990, the increase was from 86% to 97%. In 2003, 98% of officers were employed by a department that authorized chemical agents, compared to 72% in 1990.

Local police departments authorizing officers to use chemical agents, 1990 and 2003

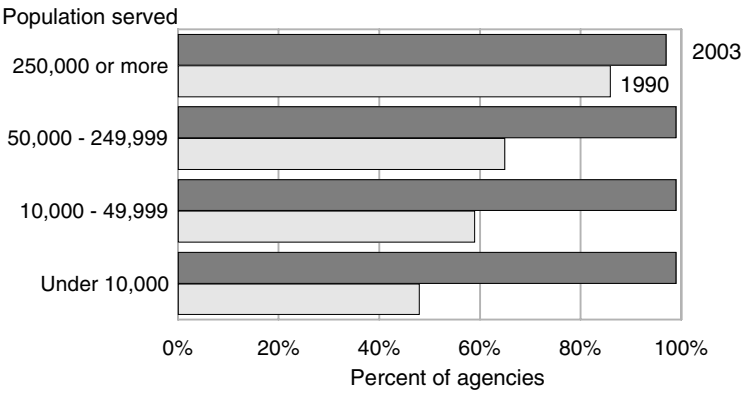


Figure 16

Vehicles

Nationwide, local police departments operated about 243,000 cars, or about 52 cars per 100 sworn personnel (table 58). By population category the ratio of cars to officers was lowest in jurisdictions with 1 million or more residents — 26 cars per 100 officers. The proportion ranged from 54 to 64 cars per 100 officers in other population categories.

About a third of the cars operated by local police departments were unmarked (34%). The percentage of cars that were unmarked ranged from 45% in jurisdictions with a population of 1 million or more to 17% in jurisdictions with fewer than 2,500 residents.

In addition to cars 54% of departments used other 4-wheel motorized vehicles such as sport utility vehicles, trucks or vans (table 59). This included a large majority of departments in jurisdictions serving 10,000 or more residents. Overall, there were about 39,000 such vehicles operated, or about 8 per 100 sworn personnel employed.

Sixteen percent of local police departments used motorcycles during 2003, including more than 9 in 10 departments serving a population of 100,000 or more. Nationwide, local police operated about 10,000 motorcycles, or about 2 for every 100 officers employed.

Nearly half (45%) of all departments were using bicycles as of June 2003, with a total of nearly 29,000 nationwide (table 60). The ratio of bicycles to officers was highest in jurisdictions with a population of 2,500 to 9,999 (11 per 100), with an overall ratio for all population categories of 6 bicycles per 100 sworn personnel.

Table 58. Number of cars operated by local police departments, by size of population served, 2003

Population served	Number of cars		Percent of cars that were unmarked
	Total	Per 100 officers*	
All sizes	242,691	52	34%
1,000,000 or more	25,376	26	45%
500,000-999,999	26,826	54	38
250,000-499,999	19,646	61	39
100,000-249,999	31,599	63	38
50,000-99,999	30,420	61	36
25,000-49,999	27,248	56	35
10,000-24,999	35,162	59	31
2,500-9,999	31,154	61	23
Under 2,500	15,259	64	17

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

Table 59. Number of motorcycles and 4-wheel motorized vehicles other than cars operated by local police departments, by size of population served, 2003

Population served	4-wheel motorized vehicles other than cars			Motorcycles		
	Percent of agencies using	Number operated		Percent of agencies using	Number operated	
		Total	Per 100 officers*		Total	Per 100 officers*
All sizes	54%	38,811	8	16%	10,074	2
1,000,000 or more	100%	4,599	5	100%	1,238	1
500,000-999,999	95	5,442	11	95	1,377	3
250,000-499,999	95	2,254	7	90	994	3
100,000-249,999	99	4,664	9	92	1,788	4
50,000-99,999	98	4,824	10	71	1,571	3
25,000-49,999	95	4,560	9	57	1,380	3
10,000-24,999	87	5,329	9	25	1,018	2
2,500-9,999	60	5,122	10	9	502	1
Under 2,500	26	2,021	8	3	206	1

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

Table 60. Number of bicycles operated by local police departments, by size of population served, 2003

Population served	Percent of agencies using bicycles	Number of bicycles	
		Total	Per 100 officers*
All sizes	45%	28,724	6
1,000,000 or more	100%	2,785	3
500,000-999,999	89	1,862	4
250,000-499,999	90	1,200	4
100,000-249,999	93	2,657	5
50,000-99,999	89	3,382	7
25,000-49,999	82	3,905	8
10,000-24,999	75	5,647	9
2,500-9,999	51	5,477	11
Under 2,500	18	1,809	8

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

Off-land vehicles

About 5% of local police departments, employing 39% of all officers, operated at least one boat during 2003 (table 61). This included a majority of those serving 250,000 or more residents. Nationwide, local police operated about 1,200 boats.

One percent of departments, employing 30% of all officers, used helicopters. Of departments serving 250,000 or more residents, a majority used helicopters. An estimated 253 local police helicopters were in use nationwide in 2003.

Less than 1% of local police departments operated fixed-wing aircraft, with an estimated total of 47 in use nationwide. Nearly half of departments serving 1 million or more residents operated at least 1 airplane. Departments using airplanes employed 9% of all officers.

Animals

Twenty-nine percent of local police departments, employing 74% of all officers, used dogs for law enforcement activities (table 62). This included more than 90% of those serving 100,000 or more residents. Overall, about 7,500 dogs were maintained by local police departments in 2003.

About 2% of departments, employing 37% of all officers, used horses for law enforcement purposes, including a majority of those serving 250,000 or more residents. Local police departments collectively maintained approximately 1,500 horses.

Table 61. Off-land vehicles operated by local police departments, by size of population served, 2003

Population served	Percent of agencies with — Boats	Helicopters	Airplanes
All sizes	5%	1%	--
1,000,000 or more	69%	88%	44%
500,000-999,999	57	64	16
250,000-499,999	51	51	24
100,000-249,999	25	11	3
50,000-99,999	19	3	--
25,000-49,999	12	1	--
10,000-24,999	8	0	0
2,500-9,999	4	0	0
Under 2,500	2	0	0

--Less than 0.5%.

Table 62. Animals maintained by local police departments, by size of population served, 2003

Population served	Percent of agencies with — Dogs	Horses
All sizes	29%	2%
1,000,000 or more	100%	75%
500,000-999,999	94	68
250,000-499,999	98	59
100,000-249,999	94	26
50,000-99,999	76	9
25,000-49,999	59	4
10,000-24,999	46	1
2,500-9,999	30	--
Under 2,500	11	--

--Less than 0.5%.

Video cameras

Sixty percent of all local police departments used video cameras on a regular basis during the year ending June 30, 2003 (table 63). Agencies regularly using video cameras employed 67% of all local police officers.

Video cameras were most commonly used in patrol cars (55%). A majority of the departments serving fewer than 100,000 residents used in-car cameras, as did nearly half of those serving larger populations. An estimated total of 48,800 were in use in 2003, with an average of 7 cameras each among departments using them.

Fourteen percent of departments used video cameras for fixed-site surveillance, including about two-fifths of those serving a population of 250,000 or more. Among departments using such cameras, the average number in use ranged from 2 in the smallest jurisdictions to over 500 in the largest.

Eleven percent of departments used video cameras for traffic enforcement. The average number in use ranged from 2 in the smallest jurisdictions to 34 in the largest.

Eight percent of departments used video cameras for mobile surveillance, with the average number in use ranging from 2 among departments serving fewer than 100,000 residents, to 22 among departments serving 250,000 to 499,999 residents.

Table 63. Use of video cameras by local police departments, by size of population served, 2003

Population served	Percent of agencies regularly using video cameras	Percent of agencies using video cameras and the average number used: In patrol cars — Percent using	In patrol cars — Average number*	Fixed-site surveillance — Percent using	Fixed-site surveillance — Average number*	Traffic enforcement — Percent using	Traffic enforcement — Average number*	Mobile surveillance — Percent using	Mobile surveillance — Average number*
All sizes	60%	55%	7	14%	8	11%	4	8%	3
1,000,000 or more	69%	41%	37	35%	548	12%	34	29%	3
500,000-999,999	73	51	147	38	19	33	12	26	10
250,000-499,999	68	43	86	43	11	19	13	31	22
100,000-249,999	73	47	46	28	16	21	8	32	7
50,000-99,999	69	57	25	30	10	19	5	20	2
25,000-49,999	67	58	15	27	11	13	4	15	2
10,000-24,999	68	62	9	23	7	9	5	10	2
2,500-9,999	62	57	5	13	4	8	5	7	2
Under 2,500	52	51	2	8	2	12	2	4	2

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

From 2000 to 2003 local police departments in all population categories increased their use of video cameras in patrol cars (figure 17). In jurisdictions with a population of 250,000 or more, 54% of departments were using them in 2003 compared to 34% in 2000. The increases in other categories were as follows: 50,000 to 249,999 residents, from 46% to 61%, 10,000 to 49,999 residents, from 42% to 54%, under 10,000 residents, from 33% to 46%.

Local police departments using video cameras in patrol cars, 2000 and 2003

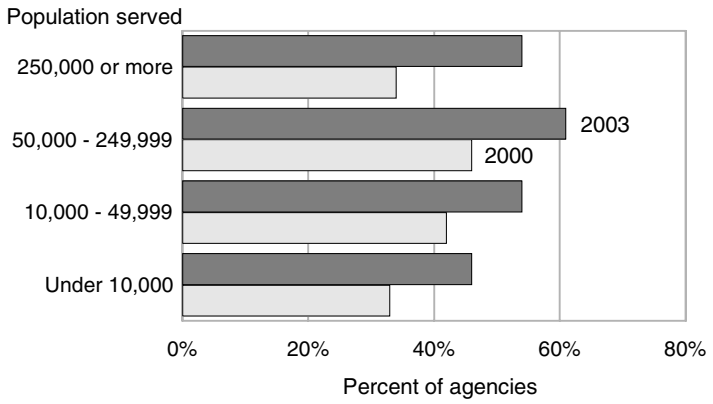


Figure 17

Special technologies

Twenty-three percent of local police departments, employing 50% of all officers, used infrared (thermal) imagers on a regular basis (table 64). This included a majority of the departments serving 50,000 or more residents.

Ten percent of departments, employing 25% of all officers, used image intensifiers. Laser range finders were used regularly by 8% of all departments, employing 28% of all officers.

Tire deflation spikes were used regularly by 31% of all departments, employing 45% of all officers. This included a majority of the departments serving a population of 25,000 or more. Seven percent of departments, employing 38% of all officers, used stolen vehicle tracking technology on a regular basis. This included a majority of the departments serving 250,000 or more residents.

Electrical/engine disruption technology was used by less than 0.5% of all departments and no more than 8% of the departments in any population category. Such departments employed 3% of all officers.

Nearly half (48%) of departments, employing 80% of all officers, regularly used digital imaging technology for mug shots. This included at least 80% of the departments in each population category of 25,000 or more.

About a quarter (26%) of departments, employing 65% of all officers, regularly used digital imaging technology for fingerprints. This included a majority of the departments serving 25,000 or more residents.

A fifth of departments, employing 41% of all officers, used digital imaging technology for suspect composites. A majority of the departments serving 25,000 to 999,999 residents used it for this purpose.

Digital imaging technology for facial recognition was used by 4% of local police departments, including 19% of those serving 1 million or more residents.

Table 64. Special technologies used by local police departments, by size of population served, 2003

	Percent of agencies using —									
	Night vision/electro-optic			Vehicle stopping/tracking			Digital imaging			
Population served	Infrared (thermal) imagers	Image intensifiers	Laser range finders	Tire deflation spikes	Stolen vehicle tracking	Electrical/ engine disruption	Mug shots	Fingerprints	Suspect composites	Facial recognition
All sizes	23%	10%	8%	31%	7%	--%	48%	26%	20%	4%
1,000,000 or more	69%	25%	44%	50%	69%	6%	88%	81%	44%	19%
500,000-999,999	76	30	24	54	68	8	87	67	59	5
250,000-499,999	54	17	17	66	56	7	88	85	59	10
100,000-249,999	53	25	26	60	42	5	85	81	62	6
50,000-99,999	55	19	31	57	31	--	83	71	55	9
25,000-49,999	43	18	21	61	21	1	80	55	55	9
10,000-24,999	34	16	12	43	10	1	73	29	37	7
2,500-9,999	20	10	7	33	4	0	55	22	17	3
Under 2,500	13	5	1	16	1	--	24	18	6	2

--Less than 0.5%.

Table 65. General functions of computers in local police departments, by size of population served, 2003

Population served	Percent of agencies using computers for — Internet access	Records management	Crime investigations	Personnel records	Dispatch	Interagency information sharing	Fleet management	Automated booking	Resource allocation
All sizes	77%	69%	50%	45%	33%	31%	21%	20%	10%
1,000,000 or more	75%	63%	69%	69%	69%	50%	69%	63%	44%
500,000-999,999	76	73	70	70	76	51	70	38	48
250,000-499,999	78	78	78	63	78	54	54	39	42
100,000-249,999	84	84	75	62	83	57	53	41	42
50,000-99,999	90	85	71	66	85	59	41	50	33
25,000-49,999	85	83	73	59	79	51	37	43	27
10,000-24,999	83	84	66	53	66	39	30	37	17
2,500-9,999	78	76	54	51	35	35	25	19	7
Under 2,500	71	55	34	33	7	19	9	8	5

Computers and information systems

Computer functions

Local police departments used computers for a wide variety of functions in 2003. For example, 77% of all departments, employing 83% of all officers, used computers for Internet access (table 65). More than 3 times as many local police departments used computers for Internet access in 2003 as in 1997 (24%).

During 2003, 69% of all departments, employing 80% of all officers, used computers for records management. Half of departments used computers for crime investigations. Those using computers for crime investigations employed 71% of all officers.

Forty-five percent of departments, employing 64% of all officers, used computers to maintain personnel records.

A third of local police departments used computers to aid the dispatching of calls for service. A majority of departments serving a population of 10,000 or more had computer-aided dispatch, and 72% of all local police officers worked for such a department.

Table 66. Analytic functions of computers in local police departments, by size of population served, 2003

Population served	Percent of agencies using computers for — Traffic stop data collection	Crime analysis	Intelligence gathering	Crime mapping	Hotspot identification
All sizes	46%	32%	28%	19%	11%
1,000,000 or more	56%	69%	50%	69%	56%
500,000-999,999	57	78	67	67	54
250,000-499,999	51	85	61	81	63
100,000-249,999	49	82	61	74	54
50,000-99,999	50	74	49	61	40
25,000-49,999	64	62	50	41	29
10,000-24,999	58	48	37	30	17
2,500-9,999	52	31	28	14	8
Under 2,500	35	16	19	9	3

Thirty-one percent of local departments, employing 53% of all officers, used computers for interagency information sharing.

About a fifth of local police departments used computers for fleet management (21%) or automated booking (20%), and 10% used computers for resource allocation.

In addition to these general uses of computers, many departments use computers in an analytic capacity. For example, nearly half (46%) of departments, employing 49% of officers, used computers for the collection of data on traffic stops (table 66).

Thirty-two percent of departments, employing 67% of all officers, used computers for crime analysis. This included a majority of the departments serving 25,000 or more residents.

Nearly 3 in 10 departments, employing 46% of officers, used computers for intelligence gathering in 2003. This included more than half of departments serving 25,000 or more residents.

In 2003, 19% of departments, including a majority of those serving 50,000 or more residents, used computers in conjunction with crime mapping. Departments using computers for crime mapping purposes employed 57% of all officers.

Eleven percent of departments, including more than half of those serving a population of 100,000 or more, used computers to identify crime hotspots during 2003. Departments using computers for this purpose employed 45% of all officers.

Computerized files

In 2003 a majority of local police departments were maintaining computerized files on incident reports (83%), arrests (76%), traffic citations (70%), calls for service (68%), traffic accidents (67%), and stolen property (60%) (table 67). All of these types of information were maintained in a computerized format by a majority of the departments in each population category of 2,500 or more.

Nearly half of all departments maintained computerized files on warrants (48%), traffic stops (48%), and alarms (45%), and more than a third maintained computerized criminal history files (36%) (table 68). A majority of the departments in each population category of 10,000 or more had computerized files with these types of information.

About 3 in 10 departments maintained computerized information on use-of-force incidents (32%) and summonses (29%). A majority of the departments serving 50,000 or more residents had computerized use-of-force files, and about half of those serving 1 million or more residents had computerized summonses information.

Table 67. Types of computerized information files maintained by more than half of local police departments, by size of population served, 2003

Population served	Percent of agencies maintaining computerized information files on — Incident reports	Arrests	Traffic citations	Calls for service	Traffic accidents	Stolen property
All sizes	83%	76%	70%	68%	67%	60%
1,000,000 or more	88%	88%	75%	81%	69%	81%
500,000-999,999	84	76	54	86	62	59
250,000-499,999	83	83	68	88	78	68
100,000-249,999	94	91	76	92	84	80
50,000-99,999	90	94	77	95	84	77
25,000-49,999	94	94	84	93	88	79
10,000-24,999	92	90	85	87	84	75
2,500-9,999	89	87	81	76	77	70
Under 2,500	72	58	53	47	49	43

Ten percent of departments maintained computer files on intelligence related to terrorism in 2003. This included about 69% of the departments serving a population of 1,000,000 or more, and 46% of those serving 500,000 to 999,999 residents.

Overall, fewer than 1 in 10 departments had computerized files on fingerprints (9%), illegal attempts to purchase firearms (5%), or biometric data for use in facial recognition (1%). However, a majority of the departments in jurisdictions with 100,000 or more residents had computerized fingerprint files.

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

Table 68. Types of computerized information files maintained by less than half of local police departments, by size of population served, 2003

Population served	Percent of agencies maintaining computerized information files on — Warrants	Traffic stops	Alarms	Criminal histories	Use-of-force incidents	Summonses	Intelligence related to terrorism	Fingerprints	Illegal attempts to purchase firearms	Biometric data for facial recognition
All sizes	48%	48%	45%	36%	32%	29%	10%	9%	5%	1%
1,000,000 or more	69%	75%	69%	69%	69%	50%	69%	69%	25%	13%
500,000-999,999	54	54	70	56	67	38	46	62	8	3
250,000-499,999	56	59	73	63	71	29	32	54	7	5
100,000-249,999	67	61	76	61	57	36	33	55	9	2
50,000-99,999	68	61	78	59	51	35	21	39	6	2
25,000-49,999	67	69	78	59	46	43	19	26	8	2
10,000-24,999	64	65	67	57	37	40	16	16	7	3
2,500-9,999	52	55	50	42	35	31	9	6	4	1
Under 2,500	34	31	25	17	22	20	4	2	4	--

--Less than 0.5%.

Table 69. Types of infield computers or terminals used by local police departments, by size of population served, 2003

Population served	Any infield computer or terminal	Percent of agencies using infield computers or terminals: Vehicle-mounted: Any type	Vehicle-mounted: Laptop	Vehicle-mounted: Digital/ data terminal	Vehicle-mounted: Digital/ data computer	Portable (not vehicle-mounted): Any type	Portable (not vehicle-mounted): Laptop	Portable (not vehicle-mounted): Personal digital assistant	Portable (not vehicle-mounted): Digital/ data terminal	Portable (not vehicle-mounted): Digital/ data computer
All sizes	56%	44%	30%	20%	15%	38%	33%	7%	6%	5%
1,000,000 or more	100%	100%	31%	69%	31%	69%	63%	38%	31%	6%
500,000-999,999	100	95	36	33	57	68	49	30	3	11
250,000-499,999	95	85	56	24	54	63	54	24	5	10
100,000-249,999	96	88	34	26	48	60	52	21	11	10
50,000-99,999	93	87	45	34	40	68	60	18	8	9
25,000-49,999	89	83	55	42	44	66	59	20	12	13
10,000-24,999	78	64	43	32	26	54	47	12	10	9
2,500-9,999	58	43	31	22	14	40	34	7	7	4
Under 2,500	36	26	20	10	4	23	20	3	3	2

Use of computers in the field

A majority (56%) of local police departments used mobile computers or terminals in the field during 2003, including more than 80% of those serving 10,000 or more residents (table 69). Departments using infield computers or terminals employed 83% of all local police officers.

Forty-four percent of departments, employing 79% of all officers, used vehicle-mounted computers in 2003. This included a majority of those serving 10,000 or more residents.

Vehicle-mounted laptop computers were used by 30% of departments, employing 41% of all officers. Twenty percent of departments, employing 43% of officers, used vehicle-mounted digital/data terminals. Fifteen percent used vehicle-mounted digital/data computers.

Thirty-eight percent of departments employing 57% of all officers, used portable (not vehicle-mounted) computers in 2003. This included a majority of all departments serving 10,000 or more residents.

Local police departments using infield computers or terminals, 1990 and 2003

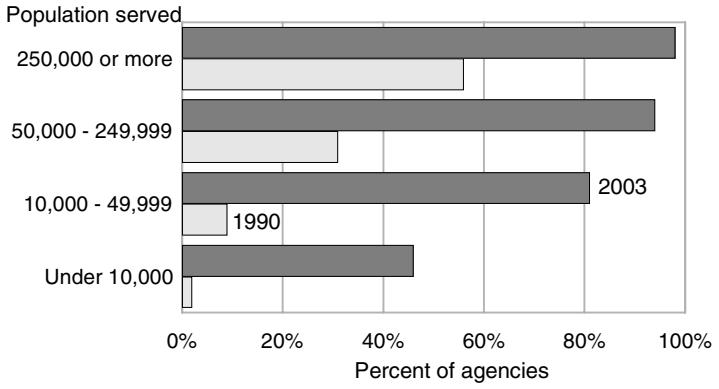


Figure 18

Portable laptops were the most common type of infield computer, used by 33% of all departments. These departments employed 50% of all officers. Less common were personal digital assistants (7%), portable digital/data terminals (6%), and portable digital/data computers (5%).

The percentage of local police departments using infield computers or terminals in 2003 (56%) was significantly larger than in 2000 (40%), and it was about 11 times greater than in 1990 (5%). Likewise, the 83% of local police officers working for a department with infield computers or terminals in 2003 was higher than in 2000 (75%), and nearly 3 times that in 1990 (30%).

From 1990 to 2003 large increases in local police use of infield computers and terminals have occurred in jurisdictions of all sizes (figure 18). During this period, infield computer use among departments serving 250,000 or more residents increased from 56% to 98%; departments serving 50,000 to 249,999 residents, from 31% to 94%; departments serving 10,000 to 49,999 residents, from 9% to 81%; and departments serving fewer than 10,000 residents, from 2% to 46%.

Thirty-three percent of local police departments used infield computers or terminals for writing field reports during 2003 (table 70). These departments employed 34% of all officers. Eighteen percent of departments used them for at least some infield communications. These departments employed 49% of all officers.

In more than a third of local police departments, at least some officers in the field could use computers to access vehicle records, driving records, and warrants during 2003 (table 71). This included a majority of the departments serving a population of 10,000 or more residents. Departments using infield computers for these purposes employed more than 70% of all officers.

In 23% of departments, employing 37% of all officers, infield computers could be used for the purpose of interagency information sharing. This included 63% of those departments serving a population of 250,000 to 499,999.

In 22% of departments, employing 43% of all officers, infield computers or terminals could be used to access criminal history information. This included a majority of the departments serving 100,000 or more residents, and more than a third of those serving 10,000 to 99,999 residents.

In 20% of departments, employing 39% of all officers, infield computers or terminals could be used to access repeat calls for service information. This included more than half of departments serving a population of 25,000 or more, and more than a quarter of those serving a population of 10,000 to 24,999.

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

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

Table 70. Use of infield computers for reports and communications by local police departments, by size of population served, 2003

Population served	Percent of agencies using infield computers for — Field reports	Communications
All sizes	33%	18%
1,000,000 or more	6%	63%
500,000-999,999	35	48
250,000-499,999	44	63
100,000-249,999	42	59
50,000-99,999	43	58
25,000-49,999	50	49
10,000-24,999	43	29
2,500-9,999	31	18
Under 2,500	29	4

Table 71. Computerized information accessible to infield officers of local police departments, by size of population served, 2003

Population served	Types of information accessible in the field: Vehicle records	Driving records	Warrants	Protection orders	Interagency information system	Criminal history records	Calls for service history
All sizes	38%	35%	35%	30%	23%	22%	20%
1,000,000 or more	100%	100%	100%	81%	44%	75%	50%
500,000-999,999	97	81	95	76	49	54	46
250,000-499,999	95	88	90	66	63	56	68
100,000-249,999	87	78	83	61	46	50	59
50,000-99,999	82	74	75	59	44	39	54
25,000-49,999	77	69	72	61	54	40	49
10,000-24,999	57	54	51	41	35	36	27
2,500-9,999	37	33	33	31	22	20	18
Under 2,500	20	20	18	16	13	13	9

Local police officers with infield computer access to information, 1997-2003

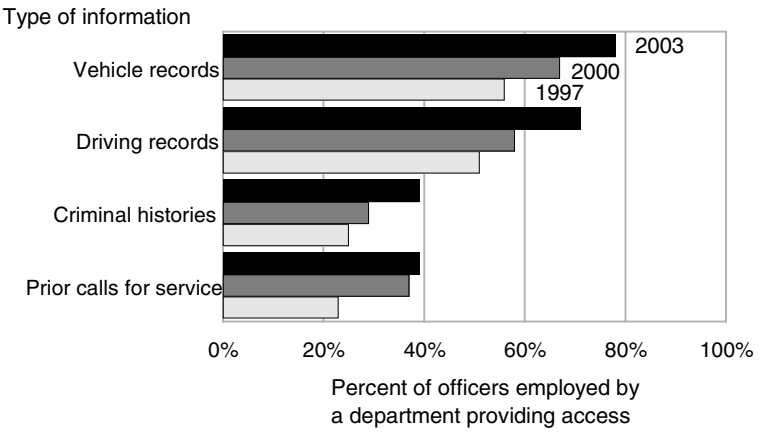


Figure 19

Automated Fingerprint Identification

In 2003, 62% percent of local police departments, employing 88% of officers, had access to an Automated Fingerprint Identification System (AFIS) that included a file of digitized prints (table 72). For 51% of agencies, this access was through another agency.

Five percent of departments had exclusive ownership of an AFIS. This included a majority of the departments serving 500,000 or more residents. Three percent of all departments had shared AFIS ownership. Four percent of departments, employing 13% of all officers, used an AFIS terminal with access to a remote system.

Transmission of incident reports

In 2003, 55% of local police departments used paper reports as the primary method to transmit criminal incident reports from the field to the agency's central information system (table 73). Computers and data devices were used by 38%, and 5% used telephone lines or wireless systems.

From 1997 to 2003 use of paper reports to transmit criminal incident reports declined from 86% to 55%. During the same period use of computer and data devices increased from 9% to 38%, and use of telephone and wireless methods increased from 4% to 5%.

From 2000 to 2003 an increase in the use of electronic methods of report submission was observed in all population categories (figure 20). This continued the trend observed from 1997 to 2000. Among departments serving 250,000 or more residents, 33% used electronic methods in 2003, compared to 22% in 2000 and 12% in 1997. The percentage of departments in other population categories using electronic methods in 2003, 2000, and 1997 are as follows: 50,000 to 249,999 residents: 36%, 21% 20%; 10,000 to 49,999 residents: 54%, 33%, 12%; under 10,000 residents, 43%, 23%, 12%.

Table 72. Use of Automated Fingerprint Identification Systems (AFIS) in local police departments, by size of population served, 2003

Population served	Percent of agencies with AFIS access: Total with access	Exclusive owner	Shared owner	Remote terminal access only	Access through other agency
All sizes	62%	5%	3%	4%	51%
1,000,000 or more	100%	56%	31%	19%	6%
500,000-999,999	100	54	11	19	20
250,000-499,999	98	37	22	32	10
100,000-249,999	97	42	12	25	22
50,000-99,999	95	29	9	16	45
25,000-49,999	87	20	7	14	49
10,000-24,999	74	7	3	8	58
2,500-9,999	64	1	1	2	60
Under 2,500	47	--	2	1	44

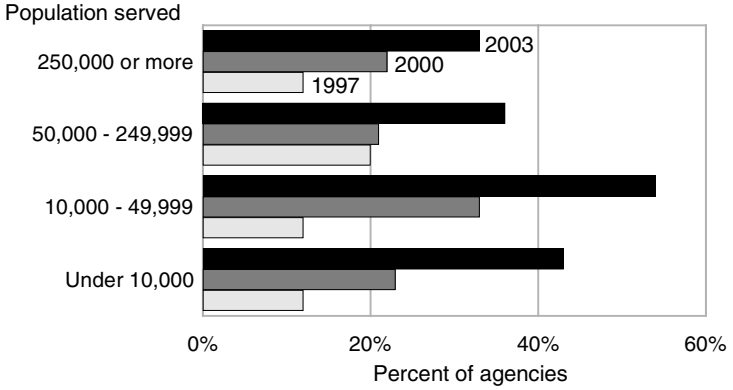
Note: Detail may not sum to total because agencies could select more than one category.
-- Less than 0.5%.

Table 73. Methods for transmitting criminal incident reports to the central information system in local police departments, by size of population served, 2003

Population served	Primary transmission method: Total	Paper report	Computer/ data device	Telephone/ wireless
All sizes	99%	55%	38%	5%
1,000,000 or more	100%	56%	31%	13%
500,000-999,999	100	71	13	16
250,000-499,999	100	68	10	22
100,000-249,999	100	62	22	16
50,000-99,999	100	65	23	12
25,000-49,999	100	49	40	11
10,000-24,999	100	45	50	5
2,500-9,999	100	47	50	3
Under 2,500	98	65	27	5

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

Local police departments using electronic methods* for transmitting criminal incident reports to a central information system, 1997-2003



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

Figure 20

Methodology

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

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

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

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

The self-representing (SR) agencies were supplemented by a nationally representative sample of agencies with fewer than 100 sworn personnel. These nonself-representing (NSR) agencies were chosen using a stratified random sample with cells based on the type of agency (local police or sheriff), size of population served, and number of sworn personnel. The 2,199 NSR agencies selected included 1,539 local police departments and 660 sheriffs' offices.

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

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

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

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

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

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