

Police Chiefs Compensation and Career Pathways: *PERF's 2021 Survey*



Executive Program	Frequency	Percentage
National Academy	190	54.8%
PERF Senior Management Institute	161	46.4
LEEDA	117	33.7
National Executive Institute	86	24.8
Northwestern University	56	16.1
Harvard Kennedy School	39	11.2
Southern Police Institute	28	8.1
International Chiefs Association	13	3.8
LEADS (Law Enforcement)	12	3.5
	9	2.6
	2	0.6

Table 4. Current annual base salary

Salary Range	Frequency	Percentage
Up to \$75,000	2	0.6%
\$75,001 – \$100,000	17	4.9
\$100,001 – \$125,000	49	14.1



CRITICAL ISSUES IN POLICING SERIES

**Police Chiefs Compensation
and Career Pathways:
PERF's 2021 Survey**

June 2022



POLICE EXECUTIVE
RESEARCH FORUM

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Acknowledgments

PERF IS FREQUENTLY CONTACTED BY CURRENT police executives – as well as would-be chiefs – who are looking for salary, benefits, and hiring process information for use in comparing their cities to other jurisdictions and to national industry standards. For the past 25 years, PERF’s surveys on these topics have been one place where police professionals could turn to get accurate and timely information. They have become one of our most sought-after resources.

This report summarizes the results of PERF’s fourth survey on police chiefs’ compensation and career pathways. The report not only updates the findings of our most recent survey from 2014, but also explores some new areas not covered in previous surveys.

This report would not have been possible without the participation of the nearly 350 PERF members who took the time to complete our survey, which was extensive and detailed. In addition to asking for a range of facts and figures that make up the bulk of this report, the survey also contained open-ended questions asking respondents to reflect on their own careers and to offer advice to those who aspire to become police chiefs. Our members’ insights and advice are a valuable addition to this report.

A special thank-you to five PERF members who pilot-tested an early draft of the survey and provided valuable feedback that improved the final product: Metropolitan Nashville Chief John Drake; Baltimore County, MD Chief Melissa Hyatt; Palm Springs, CA Chief Andy Mills (he was chief in Santa Cruz, CA at the time of the survey); Asheville, NC Chief David Zack; and St. Mary’s County, MD Sheriff Tim Cameron.

This project was another team effort by staff from a variety of PERF units. Charlotte Lansinger, PERF’s long-time Executive Search expert, has overseen past compensation surveys, and she directed the creation and analysis of the 2021 survey as well. Charlotte is one of the most knowledgeable and respected professionals in the field of executive search for police chiefs, having managed more than 100 successful searches over the years. Her insights and experience contributed greatly to this report.

Dr. Danielle Fenimore, PERF Research Associate, performed the bulk of the data analysis and, along with Charlotte, completed an initial draft of the report. Her understanding of statistical analysis and attention to detail were exceptional. Assistant Communications Director James McGinty reviewed and summarized the responses to the open-ended questions, and he also assisted with report production. Research Assistant Rachael Thompson also assisted with report production and proofreading. Senior Research Assistant Nathan Ballard, a master with PERF’s survey software, created and loaded the online survey instrument and generated the results for analysis. He was assisted by Research Assistant Adam Kass.

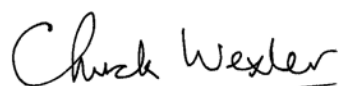
The overall project was led by Chief Program Officer Kevin Morison, who also wrote portions of the report, edited the final document, and managed production of this report. Kevin is an incredibly gifted writer and editor, and he painstakingly made sure that this report came together. Dave Williams did his usual magnificent job in designing and laying out the final report.

This report is part of PERF's *Critical Issues in Policing* series, which is made possible through the longstanding support of the Motorola Solutions Foundation. Over the past two decades, PERF has produced 43 *Critical Issues* reports on a range of topics, including law enforcement leadership development and career pathways, which is one of the focus areas of the foundation's programming.¹ A 2019 *Critical Issues* report looked at the "Chapter 2" experiences of police chiefs and sheriffs who left full-time policing but continued to make an impact.² The foundation has also supported PERF's "special reports" on hiring and retention in law enforcement.³ This report adds to the body of knowledge on law enforcement executive career pathways, an area that few other organizations are examining in depth.

PERF extends its appreciation to Greg Brown, Motorola Solutions Chairman and CEO; Jack Molloy, Executive Vice President of Products and Sales; Jason

Winkler, Executive Vice President and Chief Financial Officer; Jim Mears, Senior Vice President; Tracy Kimbo, Chief of Staff, Global Enterprise and Channels; Monica Mueller, Vice President of Government Affairs; Shamik Mukherjee, Chief Marketing Officer; Karem Perez, Executive Director of the Motorola Solutions Foundation; Wesley Anne Barden, Manager of Evaluation and Grantmaking at the Foundation; and Matthew Starr, Director of Government Affairs and Privacy Policy.

Even with all the challenges facing police chiefs today, it is heartening that there are still so many smart, energetic, and dedicated law enforcement professionals who are ready to step forward and tackle those challenges head-on. This report should help both current and future police chiefs better understand and prepare for the rigors of the search process and the job itself.



Chuck Wexler
Executive Director

1. For a list of all *Critical Issues in Policing* reports, see <https://www.policeforum.org/critical-issues-series>, or the back cover of this report.

2. Police Executive Research Forum. "Chapter 2: How Police Chiefs and Sheriffs Are Finding Meaning and Purpose in the Next Stage of Their Careers." (2019) <https://www.policeforum.org/assets/Chapter2.pdf>

3. See "Survey on Police Workforce Trends." (June 11, 2021) <https://www.policeforum.org/workforcesurveyjune2021>. Also, "PERF survey shows steady staffing decrease over the past two years." (March 4, 2022) <https://www.policeforum.org/workforcemarch2022>.

Executive Summary:

As the job becomes more complex, some interesting trends in how police chiefs are selected and compensated

BEING A CHIEF OF POLICE HAS ALWAYS BEEN challenging. The demands of the job are relentless – it is one of the few occupations that truly is 24/7/365. Just about anything can happen at any time, and police chiefs need to respond.

The expectations of police chiefs are also enormous. Chiefs are always under the microscope, and their every move is scrutinized by their officers, their bosses in government, the news media, and the public. They are among the most visible local government leaders and someone the public inevitably turns to in times of uncertainty or crisis.

The events of the last two years – the COVID-19 pandemic, demonstrations following the murder of George Floyd, calls for racial justice and police reform, and a spike in homicides and other violent crimes in many cities – have only added to the complexity of being a police chief. Chiefs are facing more pressures than ever before. Many are leaving their positions, either voluntarily or after being forced out by often-impatient political leaders. The current environment for police chiefs is volatile.

As the job of police chief has become more challenging, the process for hiring chiefs has become more complex.

At the same time, the process for hiring police chiefs has also become more complex. Many jurisdictions continue to look outside their own agencies for a broader pool of police chief candidates. This is true in major cities as well as other large, mid-sized, and small departments, which may not always have a deep “bench” of candidates to choose from. The hiring process today also involves much more scrutiny of candidates’ backgrounds, greater transparency and community involvement, and a continued push for diversity.

PERF Resources for Aspiring Chiefs

Over the years, PERF has worked to help chiefs – and aspiring chiefs – understand and navigate this complex environment. PERF has published two editions of *Command Performance: A Career Guide for Police Executives* (the latest in 2015), a book that offers both big-picture perspectives and nuts-and-bolts guidance for would-be police chiefs.⁴ A second book, *Leadership Matters: Police Chiefs Talk About Their Careers*, provides career advice from two dozen experienced police chiefs.⁵ A 2019 report, *Chapter 2: How Police Chiefs and Sheriffs Are Finding Meaning and Purpose in the Next Stage of their Careers*,

4. Police Executive Research Forum. “Command Performance: Career Guide for Police Executives.” (2nd Edition, 2015). Available at <https://www.policeforum.org/perf-bookstore>

5. Police Executive Research Forum. “Leadership Matters: Police Chiefs Talk About Their Careers.” (2009). Available at <https://www.policeforum.org/perf-bookstore>

examines the transition from full-time policing to other activities that allow police executives to continue to contribute.⁶

To augment these reports, PERF over the past 25 years has fielded surveys of its members, asking about their salaries and other compensation, the hiring process, and aspects of their career development. Previous surveys were conducted in 1997, 2009, and 2014. (The results of the 2014 survey are published in the second edition of *Command Performance*, and the 2009 survey results are published in *Leadership Matters*.) The surveys are designed to help current and aspiring police chiefs better understand the hiring process and recent compensation trends, and they allow police executives to compare their cities to other jurisdictions and to national industry standards.

This report summarizes the results of our latest survey, which was conducted in 2021. This is the most extensive survey on compensation and career pathways that PERF has ever done. It asked most of the same basic questions from previous surveys concerning chiefs' salaries, benefits, the hiring process, and career development. This allowed for the 2021 findings to be easily compared to the results of earlier surveys.

This is the most extensive survey on compensation and career pathways that PERF has ever conducted.

The 2021 survey also examined some new issues, such as the use of video interviews in the hiring process, whether the names of finalists were made public during the search, and if chiefs hired from the outside were allowed to bring staff with them for command or specialty positions. Importantly, the 2021 survey also asked a series of open-ended questions that gave chiefs an opportunity to reflect on their own careers and to offer advice to other law enforcement leaders who aspire to become chiefs one day.

Key Takeaways from the 2021 Survey

Here are some of the key takeaways from the survey:

Salaries and Compensation

- The majority of police chiefs have an annual salary of \$150,000 or more a year. And nearly 23% earn more than \$200,000 a year, up from about 8% in 2014.
- Chiefs' salaries have generally kept pace with inflation, but just barely. The average salary rose just over 16% between 2014 and 2021, while inflation increased by 15% during this period. Comparing 2009 and 2021, the average chief's salary rose by nearly 28%, versus a 27% increase in inflation.
- Police chiefs in the Western United States earn more than chiefs in other parts of the country. The Western chiefs' average salary of \$200,912 was 18% higher than the national average. Chiefs in the Midwest earn the least – \$141,308, which is nearly 17% below the national average.

Dating back to 2009, police chiefs' salaries have generally kept pace with inflation, but just barely.

- Not surprisingly, police chiefs in larger agencies have higher salaries than chiefs in smaller agencies. Chiefs who lead agencies of 1,000 or more full-time employees earned, on average, \$232,380 a year in 2021, compared to \$134,355 for chiefs in agencies with 50 or fewer full-time staff.
- While most chiefs still participate in a traditional defined benefit retirement plan, there appears to be a slight shift toward greater use of defined contribution plans. In 2014, just over 15% of chiefs participated in a defined contribution plan only; by 2021, that number was nearly 23%.

6. Police Executive Research Forum, 2019.

Insights from the Compensation and Career Pathways Survey

The survey produced a number of interesting insights about today's police chiefs – their backgrounds, career history, and compensation. For example:

- **Today's chiefs are more diverse.** The percentage of chiefs who are Black/African American more than doubled between the 2014 and 2021 surveys, and nearly one-quarter of survey respondents in 2021 were people of color. There are also more women chiefs than ever before.
- **Today's chiefs have had varied careers.** Only about 1 in 4 has worked for the same agency throughout their career; 1 in 3 has worked for three or more agencies during their career.
- **The average tenure of a police chief is longer than many people would assume – about 7.3 years, according to PERF's research.**
- **Police chiefs' salaries have risen steadily over the years and generally kept pace with inflation.**
- **The process of hiring police chiefs is changing.** More jurisdictions are conducting national searches and using video interviews as part of the process.
- **The percentage of chiefs promoted from within their agency (vs. hired from outside) rose from 39% in 2014 to 45% in 2021.**

- The number of people who were vested with a pension *before* they became chief is on the rise, from 86% in 2014 to 95% in 2021. This may indicate that candidates are less willing to take the risk of becoming a chief without the financial security of an existing pension.
- Police chiefs are increasingly eligible for incentive bonuses: more than 36% in 2021, compared with about 19% in 2014. And the bonuses range from 1% to 15% of annual salary.
- There has been a slight increase in the number of chiefs with contracts or employment agreements, from approximately one-third in prior surveys to about 40% in the 2021 survey. In general, chiefs seem to be moving away from fixed-term contracts and in favor of more open-ended agreements.

Police Chief Demographics

- Police chiefs have become more diverse in terms of race or ethnicity. The percentage of chiefs who are Black/African American more than doubled, from less than 7% in 2014 to more than 14% in 2021. Approximately 6% of chiefs in 2021 identify as Hispanic or Latino, compared to 4% in 2014.
- The number of female chiefs has steadily increased in the years PERF has been conducting this survey. In 1997, just 0.6% of chiefs who responded to the survey were women. That number has risen steadily to 9.3% in 2021. Still, the percentage of female police chiefs is lower than the percentage of women at all ranks in policing, which is 12.8%.⁷

The chiefs in the 2021 survey are more diverse in terms of race/ethnicity and gender, and they remain a highly educated group.

7. Hyland, Shelley and Elizabeth Davis. "Local Police Departments, 2016: Personnel." Washington, DC: Bureau of Justice Statistics (2019). <https://bjs.ojp.gov/content/pub/pdf/lpd16p.pdf>.

- Today's police chiefs who are PERF members remain highly educated. Nearly 4 out of 5 survey respondents possess an advanced degree (master's, law, or Ph.D.), similar to the findings of PERF's 2014 survey.⁸
- More than 7 in 10 police chiefs have an online career profile (LinkedIn being the most popular), but only 20% of those with profiles found them to be beneficial to their careers.

Police Chief Tenure

- The average length of a police chief's tenure is approximately 7.3 years.⁹ But in large agencies with 1,000 or more employees, the average tenure was lower – about 5 years.
- The number of first-time chiefs seems to be on the rise. In PERF's 2021 survey, only about 15% of respondents had previously served as a chief in another agency; 85% were first-time chiefs. In the 2014 survey, about 75% of respondents were first-time chiefs and 25% had been a chief in another agency.

The Search Process

- Search committees were used less frequently among respondents to the 2021 survey, compared with 2014. But the number of national searches conducted by executive search firms appears to be on the rise.
- More jurisdictions are using a combination of video and in-person interviews. Using video, especially for preliminary interviews, allows jurisdictions to broaden their pool of candidates geographically, without incurring travel expenses for in-person interviews. Still, only a handful of chiefs reported that only video interviews were used during the process.

In the interest of transparency, community input is increasingly becoming part of the search process, and the names of finalists are being released more often.

- Community input is becoming an important part of the search process. More than 35% of chiefs in the 2021 survey said their process included public interviews or presentations.
- It is becoming more common for the identities of the finalists for a police chief's job to be made public, in the interest of transparency and community involvement in the process. However, many cities still shield finalists' names to protect outside-agency candidates who do not want their current agency or community to know they are looking for another opportunity.
- The percentage of police chiefs who were promoted from within their agencies increased from about 39% in 2014 to nearly 45% in 2021, while the percentage of outside hires declined from 61% to about 55%.

The rest of this report provides detailed information on these and other findings and trends. This information should be of interest to current police chiefs and police leaders who hope to become chiefs one day, as well as researchers and others interested in the policing profession and its leaders.

8. Because PERF members are required to have at least a bachelor's degree, there is a greater likelihood that respondents to the survey will have more formal education, including advanced degrees, than the population of police chiefs as a whole.

9. This figure is based on information that survey respondents provided about the tenure of their *immediate predecessors*. It was necessary to use predecessors' length of service because, unlike current chiefs, their tenure has concluded.

About the Survey

THE 2021 POLICE CHIEFS COMPENSATION AND Career Pathways Survey was designed to capture information from current police chiefs in the United States and Canada about their salaries and compensation packages, the hiring process, and various aspects of their backgrounds and careers.

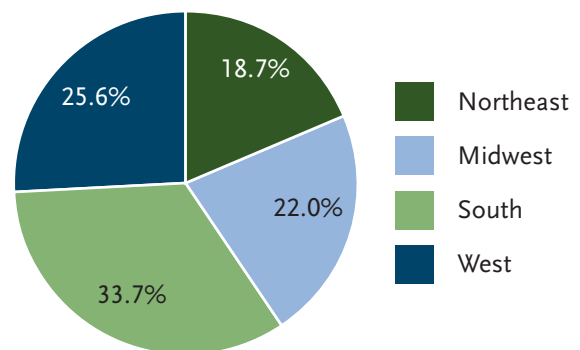
The survey is a follow-up to previous surveys that PERF fielded in 1997, 2009, and 2014. The 2021 survey asked most of the same questions as the earlier instruments. However, the 2021 survey also included some new questions, including about the use of video interviews in the selection process, whether the names of finalists were made public during the search, if chiefs hired from the outside were allowed to bring staff with them for command or specialty positions, if social profiles such as LinkedIn were advantageous, and whether the chiefs are proficient in a language other than English. The survey also asked a new open-ended question about what attributes or experiences respondents thought would be most important for police chiefs over the next 10 years.

In mid-April 2021, an invitation to complete the electronic survey was emailed to all PERF members who are designated as the chief executives of their

police organizations, a total of 823 people.¹⁰ The final survey response was received in late June 2021, meaning the survey remained in the field for approximately 2.5 months.

PERF received 347 survey responses.¹¹ Respondents came from 40 states and the District of Columbia, plus three Canadian provinces. Among the respondents, 18.7% were from the Northeast, 22% from the Midwest, 33.7% from the South, and 25.6% from the West.¹²

Figure 1. Agencies represented in PERF's survey, by region



10. Because elected sheriffs follow a different selection process from police chiefs and their salaries are often set by law, PERF created a customized version of the survey for sheriffs. However, PERF received too few responses from sheriffs to allow for meaningful analysis. As a result, sheriffs are not included in the survey results.

11. This total was comparable to the number of responses to the previous surveys. For example, there were 334 responses to the 2014 survey.

12. The regional breakdowns in this report follow U.S. Census Bureau regions. See https://www2.census.gov/geo/pdfs/maps-data/maps/reference/us_regdiv.pdf. Appendix B shows the breakdown of chiefs' salaries by region and state within each region.

The vast majority (85.8%) of chiefs in the survey serve municipal police agencies. The remainder lead campus (7.5%), county (2.3%), state (1.7%), and transportation, park, and other specialized (2.6%) agencies.

Respondents came from agencies of all sizes, from fewer than 50 full-time personnel (both sworn and professional staff) to more than 1,000 total staff. (See page 11 for a more detailed breakdown.)

The 347 agencies represented in the sample employ a combined total of approximately 201,000 full-time staff; about 72% are sworn officers and 28% are professional (civilian) employees. In its most

recent census of U.S. law enforcement agencies, the Bureau of Justice Statistics reported that local police departments employed roughly 600,000 full-time employees, about 78% sworn officers and 22% professional staff.¹³ This suggests that the PERF sample, while perhaps not nationally representative, roughly aligns with local law enforcement agencies nationally. In addition, the PERF survey captured data from agencies employing approximately one-third of the total population of local police agency personnel – another indication of how robust the survey sample is.

13. Hyland and Davis, 2019.

2021 Survey Results

THIS CHAPTER PROVIDES HIGHLIGHTS AND analysis of PERF's 2021 Police Chiefs Compensation and Career Pathways Survey.

The survey collected demographic data about the respondents, along with information about their agencies, their salaries and other compensation, their career paths, and other aspects of their backgrounds and professional lives. The responses paint a rich portrait of North American police leaders.

The “Average” Police Chief

Using the survey data, PERF created a composite description of the “average” police chief among PERF's executive membership.¹⁴ The “average chief” in the PERF survey (Table 1):

- Is a White/Caucasian male, between the ages of 51 and 55.
- Has a current salary of just over \$167,000.
- Was 47 years old when they first became a chief.
- Has served 4 years and 8 months in their current position and experienced a pay increase of about 14% during that time.
- Had close to 24.5 years of law enforcement experience prior to becoming a chief and served at an average of two agencies in their career.
- Has at least one advanced degree, usually a master's degree.

Police Chief Demographics

While the police chiefs in PERF's 2021 survey are overwhelmingly White/Caucasian and male, the group has become more diverse compared with the respondents to the 2014 survey. However, the age range of the responding chiefs has not changed markedly between the two surveys. (For details, see Table 2.)

Race/Ethnicity. Nearly three-quarters (73.4%) of the chiefs in the 2021 survey identified as White/Caucasian. That is down from nearly 85% in 2014. **The percentage of chiefs who are Black/African American more than doubled, from 6.6% in 2014 to 14.3% in 2021. Approximately 6.4% of chiefs in 2021 identified as Hispanic or Latino, compared to 4.2% in 2014.**

Over the years, police chiefs responding to the PERF surveys have become more diverse in terms of race/ethnicity and gender.

Gender. Approximately 9.3% of the chiefs in PERF's survey were women. That is an increase from 8.4% in the 2014 survey and the highest percentage since PERF began conducting compensation surveys.

>> continued on page 12

14. When used throughout this report, the terms “police chief” and “chief” apply to the agency chief executive who responded to the survey, and includes individuals with titles such as commissioner, superintendent, director, colonel, and others.

Table 1. The “average” police chief: Range and average values for career history questions

Career History	Range	Average
Annual salary when hired	\$36,000 – \$350,000	\$145,843
Current base salary	\$52,000 – \$378,000	\$167,121
Length of tenure at current agency	1 month – 24 years, 5 months	4 years, 8 months
Agencies served during career	1 – 8	2.24
Age at first job as chief	32 – 67	47.5
Years of policing experience before first job as chief	9 – 43	24.5

Table 2. Police chief demographics, PERF surveys 2021 and 2014

Demographic	2021		2014	
	Frequency	Percentage	Frequency	Percentage
Race or Ethnicity				
Asian/Pacific Islander	5	1.5%	1	0.6%
Black/African American	49	14.3	22	6.6
Hispanic or Latino	22	6.4	14	4.2
Native American/Alaskan Native	0	–	1	0.3
White/Caucasian	251	73.4	283	84.7
Multiracial or Biracial	6	1.8	9	2.7
A race/ethnicity not listed here	2	0.6	N/A	N/A
Prefer not to answer	7	2.0	3	0.9
Total:	342	100.0	333	100.0
Gender				
Female	32	9.3%	28	8.4%
Male	310	90.1	298	89.2
Prefer not to answer	2	0.6	8	2.4
Total:	344	100.0	334	100.0
Age				
40 or younger	4	1.2%	5	1.5%
41 – 45	28	8.1	29	8.7
46 – 50	73	21.2	70	21.0
51 – 55	118	34.3	82	24.6
56 – 60	76	22.1	96	28.7
61 – 65	32	9.3	34	10.2
Older than 65	13	3.8	14	4.2
Did not answer	N/A	N/A	4	1.2
Total:	344	100.0	334	100.0
Language Ability				
Proficient in another language	42	12.2%	N/A	N/A
English only	301	87.8	N/A	N/A
Total:	343	100.0		

About the Agencies Represented in PERF's Survey

In addition to collecting detailed information about the chiefs who responded to the survey, PERF gathered information about the agencies that the chiefs lead. The “average agency” in the PERF survey (Table 3):

- Employs 585 full-time staff, including both sworn officers and professional (civilian) staff.
- Serves a population of approximately 317,000 people.
- Has an annual operating budget of approximately \$55 million.

The chiefs in PERF's survey come from agencies of all sizes:

- 25.4% are from agencies with 50 or fewer full-time employees (sworn officers and professional staff);
- 47.0% from agencies with 51–250 full-time employees;
- 9.8% from agencies with 251–500 full-time employees;
- 6.9% from agencies with 501–1,000 full-time employees; and
- 11.0% from agencies with more than 1,000 full-time employees.

The chiefs in PERF's survey also manage a range of agency budget sizes. More than half of them lead agencies whose annual budget for the most recent fiscal year was greater than \$10 million. Twenty-one percent of responding chiefs managed an annual budget of more than \$50 million. Nine percent had agency budgets of less than \$1 million a year.

Figure 2. Agencies represented in PERF's survey, by number of full-time employees

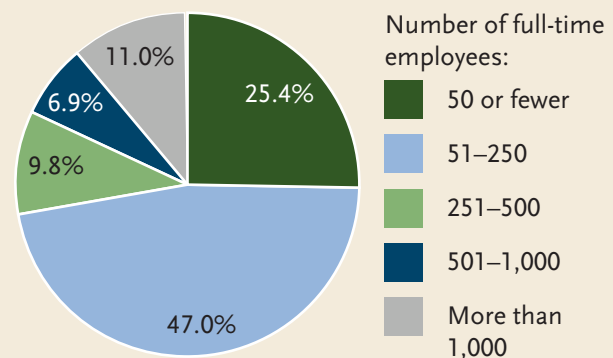


Table 3. The “average” police agency: Range and average values for agency-related questions

Agency-Related Questions	Range	Average
Number of full-time staff	9 – 53,000	584.9
Number of full-time sworn officers	8 – 35,000	417.4
Number of full-time professional staff	1 – 18,000	145.6
Size of population served	2,500 – 8,600,000	317,083
Agency's Overall Annual Budget	\$1.4 million – \$955.8 million	\$55.4 million

In the 1997 survey, fewer than 1% of the chiefs were women. The 2021 figure is also substantially higher than what the Bureau of Justice Statistics reported in a 2016 nationwide survey. That year, just 2.9% of police chiefs were women, although the percentage was 8.5% among agencies serving 250,000 or more residents.¹⁵

Age. More than half (56.4%) of the chiefs in PERF’s survey were between the ages of 51 and 60; about 34% were ages 51 to 55. Approximately 30% were age 50 or younger, and about 13% were 61 or older. The age distribution of chiefs in 2021 closely mirrors the ages of chiefs in the 2014 survey.

Language Proficiency. The 2021 survey included a new question asking respondents if they are proficient in languages other than English. Nearly 1 in 8 chiefs (12.2%) indicated they are proficient in at least one additional language. Spanish is, by far, the most common language, although at least one chief reported being proficient in each of the following languages: French, Finnish, Greek, Hebrew, Hindi, Hungarian, Italian, Mandarin (Chinese), Portuguese, Punjabi, Swedish, Urdu, and Vietnamese, as well as American Sign Language.

Police Chief Salaries and Other Compensation

PERF’s survey collected data on both the respondents’ current salary and their salary at the time they were hired. (Appendix A provides a list of salaries by agency whose chiefs responded to the survey.)

Annual base salary. In 2021, the average annual salary among chiefs in the PERF survey was \$167,120. Base salaries ranged from \$52,000 to \$378,000 a year. Approximately 20% of the chiefs earned between \$125,001 and \$150,000 a year, and another 20% earned from \$150,001 to \$175,000. About 5.5% made \$100,000 or less; another 7% earned more than \$250,000 (Table 4).

Salaries, by region.¹⁶ Police chiefs in the Western United States earn, on average, more than their colleagues in other parts of the country (Table 5). The average salary of Western U.S. chiefs was close to \$201,000 in 2021, which was 18.4% higher than the national average of just over \$167,000. Chiefs in the Northeast make close to the national average, while in the South and Midwest, chiefs’ salaries are below the national average. (See Appendix B for a detailed breakdown of chiefs’ salaries, by region and state.)

Table 4. Current annual base salary, 2021

Salary Range	Frequency	Percentage
Up to \$75,000	2	0.6%
\$75,001 – \$100,000	17	4.9
\$100,001 – \$125,000	49	14.1
\$125,001 – \$150,000	67	19.3
\$150,001 – \$175,000	69	19.9
\$175,001 – \$200,000	52	15.0
\$200,000 – \$225,000	40	11.5
\$225,001 – \$250,000	15	4.3
More than \$250,000	23	6.6
Total:	335	100.0

Table 5: Average chiefs’ salary, by region

Region	Average Salary	N
Northeast	\$166,565	65
Midwest	\$141,308	75
South	\$159,698	117
West	\$200,912	87

15. Hyland and Davis, 2019.

16. These calculations do not include the three police chiefs from Canadian agencies who responded to PERF’s survey.

Salaries, by agency size. Not surprisingly, police chiefs in larger agencies generally earn more than chiefs from smaller agencies (Table 6). In agencies with more than 1,000 full-time employees, the chiefs earned an average of more than \$232,000 in 2021. In agencies with 50 or fewer employees, the average salary was less than \$135,000.

Comparing average salary data from the 2009, 2014 and 2021 surveys, it appears that police chiefs' salaries have generally kept pace with inflation over the years.

Changes in salaries over time. Comparing the 2021 average salary with data from the 2014 and 2009 surveys, it appears that police chiefs' salaries have just kept pace with inflation.

- In the 2014 survey, the average chief's salary was \$142,009. By 2021, the average salary had risen to \$167,120, an increase of 16.2%. According to the Bureau of Labor Statistics, inflation rose by 15% between 2014 and 2021.¹⁷

Table 6: Average chiefs' salary, by agency size

Number of Full-Time Employees	Average Salary	N
Up to 50	\$134,355	88
51 – 250	\$164,852	163
251 – 500	\$193,991	34
501 – 1,000	\$181,994	24
More than 1,000	\$232,380	38

- In the 2009 survey, the average salary was \$126,543. The 2021 average salary was 27.6% higher than the 2009 average. Inflation increased by 27% during this time.

The percentage of chiefs earning \$200,000 or more has grown sharply in recent years, from just over 8% in the 2014 survey to nearly 23% in the 2021 survey. The number of chiefs making between \$150,000 and \$200,000 increased from 30.6% in 2014 to 34.9% in 2021. Conversely, the number of chiefs making less than \$100,000 a year decreased from 15% in 2014 to just over 5.5% in 2021.

Nearly one-fourth of the chiefs in PERF's 2021 survey began their current position with an annual salary of between \$100,001 and \$125,000, and more than 17% had an initial salary of \$100,000 or less (Table 7). Currently, only about 5.5% of chiefs earn \$100,000 or less (see Table 4). Just under 14% of survey respondents made \$200,000 or more at the time of their current hire. Today, close to 23% of chiefs earn that much.

PERF calculated that the chiefs in the survey received an average salary increase of \$7,083.84 per year in their current positions.

Table 7. Annual salary when hired as the head of current agency

Salary Range	Frequency	Percentage
Up to \$75,000	15	4.6%
\$75,001 – \$100,000	42	12.8
\$100,001 – \$125,000	78	23.8
\$125,001 – \$150,000	59	18.0
\$150,001 – \$175,000	57	17.4
\$175,001 – \$200,000	32	9.8
\$200,000 – \$225,000	26	7.9
\$225,001 – \$250,000	7	2.1
More than \$250,000	12	3.7
Total:	328	100.0

17. Inflation rates were determined using the Consumer Price Index Calculator from the U.S. Department of Labor, Bureau of Labor Statistics: https://www.bls.gov/data/inflation_calculator.htm.

Retirement plans. Nearly three-quarters of chiefs participate in a defined benefit plan, either alone or in combination with a defined contribution plan.¹⁸

Almost 95% of chiefs in the 2021 survey said that prior to becoming chief, they were already fully vested in a pension plan which guaranteed retirement income.

Comparing the 2014 and 2021 PERF surveys, there appears to be a slight shift toward chiefs having defined contribution plans (Table 8). In 2021, nearly 23% of chiefs participated in a defined contribution

plan only. That was up from 15.6% in 2014. The number of chiefs participating in both types of retirement plans declined from almost 21% in 2014 to 11.5% in 2021. In both surveys, about 4% of chiefs reported they did not participate in either type of retirement plan.

This shift toward defined contribution plans reflects a broader trend in the public and private sectors. Many organizations are grandfathering in their more senior employees who were hired under defined benefit plans, but are phasing them out for new hires and moving them to defined contribution plans. Police chiefs promoted from within their agencies can typically keep their defined benefit plan, but those hired from the outside often need to negotiate retirement benefits.

Table 8. Type of retirement plan

	2021		2014	
	Frequency	Percentage	Frequency	Percentage
Defined benefit plan only	214	61.7%	198	59.2%
Defined contribution plan only	79	22.8	52	15.6
Both types of plans	40	11.5	69	20.7
Neither type of plan	14	4.0	15	4.5
Total	347	100.0	334	100.0

Table 9. Portability of pension plans

	Yes		No		Total
	Frequency	Percentage	Frequency	Percentage	
Defined benefit with portable pension plan	139	57.4%	103	42.6%	242
Portable out of state	18	12.9	121	87.0	139

Table 10. Incentive bonuses

	Yes		No		Total
	Frequency	Percentage	Frequency	Percentage	
Eligible for incentive bonuses	123	36.2%	217	63.8%	340
Tied to performance measures	37	30.3	85	69.7	122

18. A defined benefit plan promises a specified monthly benefit at retirement. A defined contribution plan does not promise a specific benefit amount at retirement. In these plans, the employee or employer (or both) contribute to the employee's individual account under the plan. These contributions generally are invested on the employee's behalf. For more information, visit the U.S. Department of Labor website: <https://www.dol.gov/general/topic/retirement/typesofplans>.

About Incentive Bonuses for Police Chiefs

In the 2021 survey, PERF asked chiefs who received incentive bonuses to provide additional information about their bonuses. Here's a summary of what they reported:

- Bonus amounts ranged from 1% to 15% of annual salary.
- Most bonuses were offered annually.
- Some merit bonuses were given based on overall performance; others were based on the achievement of specific goals and objectives.
- Some of the most common objectives that chiefs said they were evaluated on include the following (in alphabetical order):
 - Change management
 - Communications and interpersonal skills
 - Cost savings
 - Customer service
 - Diversity, equity and inclusion
 - Employee empowerment
 - Innovation
 - Integrity
 - Leadership and teamwork
 - Operational improvements (e.g., create a traffic enforcement unit, onboard a mental health provider)
 - Resource use – efficiency and effectiveness
 - Risk management
 - Workplace safety

Interestingly, almost 95% of chiefs in the 2021 survey said that prior to becoming chief, they were already fully vested in a pension plan which guaranteed retirement income. This may suggest that candidates are willing to consider becoming a police chief once they have the financial security of an existing pension.

More than 57% of the chiefs with a defined benefit plan reported that their pension was portable to another agency (Table 9). In the 2014 survey, fewer than half of the chiefs (48.5%) said their pensions were portable. In 2021, just 13% reported that their pension plan was portable out of state.

Incentive bonuses. More police chiefs seem to be eligible for incentive bonuses. In the 2021 survey, more than 36% of chiefs reported being eligible for bonuses, which was nearly double the number (18.6%) in the 2014 survey. About 30% of the chiefs eligible for bonuses said they were tied to specific performance measures (Table 10).

Career Pathways and Leadership Development

PERF's survey explored the career journeys of respondents prior to becoming chief. While the majority of chiefs had been in their current positions for three years or less, they are an experienced group overall. Nearly half had more than 25 years of law enforcement experience prior to becoming a chief for the first time, and nearly three-quarters had served in more than one agency during their careers.

More than 42% of chiefs have been in their current position for less than three years – 15% for less than one year.

Length of tenure as a chief. The “average chief” in the 2021 survey has served in their current position for 4 years and 8 months. However, the chiefs' tenure ranged from less than a year (for nearly 15% of respondents) to more than 20 years (for two respondents). More than 42% have been in their current position for less than three years, and 61% have fewer than five years in their current job (Table 11).

In the 2014 survey, by comparison, 10% of chiefs had been in their current position for less than a year, and 36% had fewer than three years in their current position.

Number of agencies worked for. Just over 27% of the chiefs have worked in the same agency throughout their career. By comparison, the number in the 2014 survey was approximately 23%. More than 4 in 10 chiefs have worked for two agencies during their career, and very few have worked for five or more agencies (Table 12).

(For information on the breakdown of chiefs who were promoted from within their agencies versus those who were hired from outside agencies, see pp. 22–23.)

Age on becoming chief. More than half of the respondents were between the ages of 41 and 50 when they first became a chief. Only about 13% were age 40 or younger (Table 13). In the 2014 survey, 20.4% were age 40 and under, which suggests that first-time chiefs are getting slightly older.

Experience levels. Nearly two-thirds of the chiefs in the 2021 survey had between 21 and 30 years of experience prior to becoming a chief for the

first time. Almost 1 in 8 had more than 30 years of experience. Only a handful of first-time chiefs had 10 or fewer years of prior experience (Table 14). These numbers are comparable to what PERF found in the 2014 survey.

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Table 11. Length of time as chief of current agency

Tenure Length	Frequency	Percentage
Less than 1 year	51	14.7%
1 year	52	15.0
2 years	44	12.7
3 years	31	8.9
4 years	34	9.8
5 years	33	9.5
6 years	26	7.5
7 years	15	4.3
8 years	16	4.6
9 years	7	2.0
10 years	7	2.0
11 – 15 years	20	5.8
16 – 20 years	9	2.6
More than 20 years	2	0.6
Total:	347	100.0

Table 12. Number of agencies served during career

Number of Agencies	Frequency	Percentage
1 agency	92	27.1%
2 agencies	141	41.5
3 agencies	62	18.2
4 agencies	32	9.4
5 agencies	7	2.1
6 agencies	4	1.2
7 agencies	0	0.0
8 agencies	2	0.6
Total:	340	100.0

Table 13. Age when first became a chief

Age at Hire	Frequency	Percentage
40 or younger	44	13.2%
41 – 45	78	23.4
46 – 50	113	33.8
51 – 55	73	21.9
56 – 60	22	6.6
61 – 65	3	0.9
Older than 65	1	0.3
Total:	334	100.0

Table 14. Number of years of police experience prior to first job as chief

Years of Experience	Frequency	Percentage
5 years or fewer	1	0.3%
Between 6 and 10 years	4	1.2
Between 11 and 15 years	16	4.8
Between 16 and 20 years	61	18.3
Between 21 and 25 years	97	29.0
Between 26 and 30 years	117	35.0
More than 30 Years	38	11.4
Total:	334	100.0

What Is the Average Tenure of a Police Chief?

When considering the career pathways of police chiefs, one question frequently asked is, *What is the average tenure of a chief?* To help answer that question, PERF asked survey respondents for information about their *immediate predecessors'* length in the position the chiefs currently hold.

Table 15 shows how long the current chiefs' predecessors served. While many of the responses were clustered in the 2- to 5-year range, nearly 47% had served 6 years or more, and well over one-quarter had served 10 years or more.

Based on these responses, PERF calculated that the average length of a police chief's tenure is approximately 7.3 years. While this number may not fully reflect police chiefs' tenure in the last few years, this is the most appropriate measurement for this information, because unlike the current chiefs, the predecessors had completed their tenures as

chief. (The average tenure among still-active chiefs who responded to PERF's survey was 4.7 years.)

In general, the larger the agency, the shorter the average tenure of the police chief (Table 16). Among survey respondents' predecessors, the average tenure was more than 8 years in agencies with 50 or fewer full-time employees (both sworn and professional staff), but it was only about 5 years in agencies with more than 1,000 employees.

This may be the result of the political dynamics that tend to impact police chiefs in larger agencies. Big cities commonly have a mayor as chief executive, and a police chief's tenure can be tied to the mayor remaining popular and winning reelection every four years. Smaller jurisdictions are more likely to have a city manager as chief executive, who serves without a defined term of office. The tenure of the chief in these smaller jurisdictions may be longer because of greater stability and less political pressure in a city manager form of government.

The average tenure of a police chief seems to be longest in the Midwest (8.7 years) and shortest in the West (5.6 years). Chiefs in the Northeast (7.7 years) and South (7.2 years) serve close to the national average number of years in office.

Table 15. Length of immediate predecessor's tenure

Predecessor's Tenure	Frequency	Percentage
Less than one year	25	7.2%
1 year	22	6.3
2 years	32	9.2
3 years	36	10.4
4 years	36	10.4
5 years	33	9.5
6 years	16	4.6
7 years	23	6.6
8 years	14	4.0
9 years	15	4.3
10 years	27	7.8
11 – 15 years	31	8.9
16 – 20 years	21	6.1
More than 20 years	16	4.6
Total:	347	100.0

Table 16. Average length of predecessor's tenure, by agency size

Number of Full-Time Employees	Average Tenure of Predecessor (in years)
Up to 50	8.2 years
51 – 250	7.7
251 – 500	6.2
501 – 1,000	6.5
More than 1,000	5.3
Overall Average	7.3

Previous positions. Just over 15% of the chiefs in PERF’s 2021 survey had served as a police chief in another agency prior to obtaining their current position. In the 2014 survey, 24% of respondents had previously served as chief, indicating that the number of first-time chiefs is somewhat higher today. In both surveys, the majority of chiefs had previously served as an assistant or deputy chief or as a captain or commander (Table 17).

The number of first-time chiefs appears to be higher in 2021 than in the 2014 survey.

More than two-thirds of the chiefs in the 2021 survey had served for 5 years or less in their previous position. Most of the rest had 6 to 10 years of experience in the previous position.

Table 17. Rank held prior to obtaining current position

Previous Title	Frequency	Percentage
Assistant or Deputy Chief	127	37.8%
Captain/Commander	79	23.5
Police Chief	51	15.2
Lieutenant	24	7.1
Major	20	5.9
Other	13	3.9
Inspector	7	2.1
Sergeant	6	2.0
Director of Public Safety	4	1.2
Federal law enforcement	4	1.2
Undersheriff	1	1.8
Total:	336	100.0

Education and training. The police chiefs who responded to PERF’s 2021 survey are highly educated. Nearly 4 out of 5 chiefs possess an advanced degree, either a master’s degree, law degree, or Ph.D. (Table 19). These numbers are similar to what PERF found in the 2014 survey.

It should be noted that the educational levels among survey respondents, who are all PERF members, are likely much higher than among the national population of police chiefs. PERF members are required to have at least a bachelor’s degree. This requirement not only raises the overall educational level among survey respondents but also makes it more likely that they will have formal education beyond an undergraduate degree.

While a sizeable percentage of the chiefs earned their degrees in criminal justice, law enforcement, and public administration, many others studied business administration, social sciences, education, organizational management, information technology, and the humanities.

Table 18. Length of time in previous position

Years in Previous Position	Frequency	Percentage
5 years or less	237	68.3%
Between 6 and 10 years	86	24.8
Between 11 and 15 years	18	5.2
Between 16 and 20 years	3	0.8
More than 20 Years	3	0.8
Total	347	100.0

Table 19. Highest academic degree earned

Degree	Frequency	Percentage
Bachelor’s Degree	69	20.1%
Master’s Degree	248	72.3
Law Degree	11	3.2
Ph.D.	8	2.3
Other	3	0.9
Prefer not to answer	3	0.9
Total:	342	100.0

Table 20. Executive development training programs attended

Executive Program	Frequency	Percentage*
FBI National Academy	190	54.8%
PERF Senior Management Institute for Police (SMIP)	161	46.4
FBI-LEEDA	117	33.7
Other	86	24.8
FBI National Executive Institute	56	16.1
Northwestern University School of Police Staff and Command	39	11.2
Harvard Kennedy School Senior Executives in State and Local Government	28	8.1
Southern Police Institute Administrative Officers Course	13	3.8
Major Cities Chiefs Association Police Executive Leadership Institute (PELI)	12	3.5
National Command and Staff College	9	2.6
NIJ LEADS (Law Enforcement Advancing Data and Science)	2	0.6

* Percent is calculated based on the total number of respondents (n = 347). Because respondents could have attended multiple programs, the total frequency does not equal N, and total percent does not equal 100%.

Many of the chiefs also attended executive development training programs during their careers (Table 20). These included the FBI National Academy¹⁹ (54.8%), PERF’s Senior Management Institute for Police²⁰ (46.4%), and the FBI-LEEDA (Law Enforcement Executive Development Association) program²¹ (33.7%).

Career profiles and coaches. More than 7 in 10 police chiefs in the 2021 survey reported having an online career profile, with LinkedIn being by far the most popular. However, only about 20% of those with online profiles said they have found them to be beneficial to their careers. Fewer than 1 in 10 chiefs said they have ever worked with a career coach or a reputation management expert.

The Hiring Process

The process for hiring police chiefs has become more complex in recent years, in part because many jurisdictions are demanding greater transparency in how the search and selection process is carried out.

PERF’s 2021 survey provides interesting insights into how the hiring process is being managed.

Elements of the search process. In the majority of police chief searches, the hiring authority considered both personnel within the agency and candidates from outside (Table 21).

A growing number of police chief hirings appear to involve a national search conducted by an executive search firm.

In nearly 59% of the processes, a **national search** was conducted. That’s a slight increase from the 2014 survey, when just under 53% of the processes involved a national search. A **search committee** was used in about 28% of the processes reported in the 2021 survey, compared with 38% in the 2014 survey. The number of processes in which an **executive search firm** was used increased from 32% in 2014 to more than 38% in 2021.

19. For more information, see <https://www.fbi.gov/services/training-academy/national-academy>.

20. For more information, see <https://www.policeforum.org/smip>.

21. For more information, see <https://fbileeda.org/>.

A **background investigation** was used in nearly 6 in 10 searches. Assessment centers, psychological or management style tests, and other written tests or exercises were used less frequently. **Civil service examinations** were given in only 4% of the searches.

Chiefs in both the 2014 and 2021 surveys reported that **community input** was included in about half of the search processes. **Public interviews or presentations** were part of the process in more than one-third of the searches in the 2021 survey. (This question was not asked in 2014.)

About 15% of the chiefs in the 2021 survey reported having other types of tests or interviews that were not listed in Table 21. These included meetings and interviews with local government officials, polygraph testing, presentations to union members, and discussions with chiefs' associations.

Interview format. For the 2021 survey, PERF added a question about the interview formats that police chiefs experienced. Nearly 3 in 4 chiefs said they had only in-person interviews for their current position (Table 22). Close to one-quarter had a combination of in-person and video conference interviews, and only a handful of chiefs had video interviews exclusively.

Video interviews of police chief candidates are becoming more common, but they are almost always combined with in-person interviews.

However, when those numbers were analyzed based on how long the chiefs have been in their current position, an interesting finding emerged. More than 36% of the chiefs hired in the last two years participated in a video interview, either exclusively or (more often) in combination with an in-person interview (Table 23). Among chiefs hired more than two years ago, fewer than 20% participated in a video interview. With safety concerns and travel restrictions related to the COVID-19 pandemic, plus the increased sophistication and use of video conferencing technology, video interviews seem to be more common.

Number of applicants. The competition for police chiefs' jobs remains strong. Among the chiefs who responded to the question about how many other applicants there were when they got their current position, more than 47% said there were more

Table 21. Elements of the search and hiring process

Search Type	2021		2014	
	Frequency	Percentage*	Frequency	Percentage*
Candidates within agency considered	242	69.7%	244	73.1%
Candidates outside agency considered	219	63.1	227	68.0
National search	204	58.8	176	52.7
Search conducted by executive search firm	133	38.3	107	32.0
Search committee utilized	97	27.9	127	38.0
Community input solicited	166	47.8	160	47.9
Public interviews/presentations	123	35.4	N/A	N/A
Background investigation conducted	201	57.9	208	62.3
Psychological or management style testing or assessments utilized	97	27.9	107	32.0
Assessment center utilized	82	23.6	103	30.8
Other written testing or exercise	82	23.6	64	19.2
Civil service examination	15	4.3	8	2.4

* Percent is calculated based on the total number of respondents. Total frequency does not equal N, and total percent does not equal 100.00%. The question about public interviews/presentations was not asked in the 2014 survey.

Table 22. Format of interviews for current position

Interview Type	Frequency	Percentage
In-person interviews only	242	73.6%
Video conference interviews only	8	2.4
Combination of in person and video conference interviews	79	24.0
Total:	329	100.0

Table 23. Format of interviews for current position, by number of years in the job

	Hired More Than 2 Years Prior		Hired within Last 2 Years	
	Frequency	Percentage	Frequency	Percentage
In-person interviews only	156	80.4%	86	63.7%
Video conference interviews only	1	0.5	7	5.2
Combination of in-person and video conference interviews	37	19.1	42	31.1
Total	194	100.0	135	100.0

than 30 applicants; 28% said there were more than 50 applicants (Table 24). 12% of the respondents to the question said they were the only candidate considered; this almost always occurs when a current agency member is elevated to chief. In the 2014 survey, by contrast, only 6.6% said there were no other applicants.

Release of candidates' names. An increasingly thorny issue in many police chief searches is whether the names of the finalists are released to the public. Transparency advocates argue that the public has a

right to know who is under consideration to become their next police chief. On the other hand, releasing candidates' names can create problems for applicants from outside agencies who may want to keep their job search private from their current employer and community.

Oftentimes, applicants who are chiefs in another agency don't want to risk the support and trust they have earned in their current agencies by having their interest in another position revealed. It is not uncommon for some external candidates to drop out of consideration because they don't want to be publicly identified.

Table 24. Number of other applicants for current position

Number of Applicants	Frequency	Percentage
0	28	12.0%
1 – 10	45	19.2
11 – 30	48	20.5
31 – 50	44	18.8
More than 50	69	28.5
Total:	234	100.0

Applicants who are chiefs in another agency often don't want to risk the support and trust they have earned by having their name released as a finalist for another chief's job.

Chiefs who responded to PERF’s 2021 survey were nearly evenly split on whether the names of finalists were released during the search that resulted in their selection. Just over 44% said the names were not released, and 42% said they were. The remainder did not know (Table 25).

The names of finalists are more likely to be released in the South. This may be due, in part, to the strong sunshine laws in Florida, where candidates’ names are required to be released. Release of identities is less likely in the Northeast (Table 26). In addition, finalists’ identities are much more likely to be revealed in smaller jurisdictions than in large cities (Table 27).

Table 25. Finalist candidates’ identities made public

	List Made Public	Percentage
Yes	139	42.0%
No	147	44.4
Don’t know	45	13.6
Total:	331	100.0

Table 26. Finalist candidates’ identities made public, by region

Region	List Made Public	Percentage*
Northeast	20	7.0%
Midwest	35	12.2
South	52	18.2
West	32	11.2

*Calculated based on number of respondents to this question (N=286) but will not equal 100%.

Hired from within or outside. Among the chiefs who responded to PERF’s 2021 survey, 55.4% were hired from outside the agency, and the remaining 44.6% were promoted from within their departments (Table 28). That marks a slight shift from the 2014 survey toward internal promotions. In 2014, about 39% of chiefs were promoted from within, while 61% were hired from the outside.

The 2021 survey found that the smaller the agency, the greater the likelihood that the chief would be hired from outside (Table 29). Nearly 7 out of 10 chiefs hired by agencies with less than 50 full-time employees were hired from another agency, while 3 in 10 were promoted from within. The numbers were

Table 27. Finalist candidates’ identities made public, by size of jurisdiction

Population	List Made Public	Percentage*
Up to 50,000	62	22.1%
50,001 to 250,000	55	19.6
250,001 to 500,000	14	5.0
500,001 to 1,000,000	2	0.7
More than 1,000,000	6	2.1

*Calculated based on number of respondents to this question (N=281) but will not equal 100%.

Table 28. Chiefs promoted from within agency vs. hired from outside

	2021		2014	
	Frequency	Percentage	Frequency	Percentage
Promoted from within	153	44.6%	129	39.1%
Hired from the outside	190	55.4	201	60.9
Total	343	100.0	330	100.0

almost reverse among the largest agencies with more than 1,000 full-time staff. Nearly 64% of the chiefs in those agencies were promoted from within, while just 36% were hired from the outside.

Outside hires may be more common in smaller agencies because, unlike larger departments, they may not have a deep “bench” of law enforcement leaders who are ready to step into the role of chief. In addition, many of the largest departments have a long history of promoting chiefs from within their ranks.

Table 29. Chiefs promoted from within agency vs. hired from outside, by agency size

Full-time staff	Hired from Outside	Promoted from Within
Up to 50	69.3%	30.7%
51 – 250	53.5%	46.5%
251 – 500	47.1%	52.9%
501 – 1,000	58.3%	41.7%
More than 1,000	36.1%	63.9%

Employment contracts. Approximately 4 in 10 chiefs in PERF’s 2021 survey reported having a contract or other formal employment agreement (Table 30). Of those chiefs with a contract, more than half had a severance agreement as part of the arrangement. Only about 11% had statutory tenure protection, meaning that by law the chiefs are appointed to a set term or can keep their positions for as long as they like. Chiefs with statutory tenure protection were primarily from Connecticut, Massachusetts, Missouri, Nebraska, New Jersey, Pennsylvania, and Wisconsin.

Employment contracts were most common in the Northeast and the West (Table 31), and among agencies with 250 or fewer full-time employees (Table 32). Among the largest agencies with more than 1,000 employees, contracts were offered less than 5% of the time.

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Table 30. Prevalence and conditions of employment contracts

	Yes		No		Total
	Frequency	Percentage	Frequency	Percentage	
Contract/employment agreement	135	40.1%	202	59.9%	337
Severance agreement	70	54.7	58	45.3	128
Statutory tenure protection	38	11.2	302	88.8	340

Table 31. Agencies in which contracts were offered, by region

Region	Contracts Offered	Percentage*
Northeast	42	12.6%
Midwest	24	7.2
South	27	8.2
West	39	11.7

*Calculated based on number of respondents to this question (N=334) but will not equal 100%.

Table 32. Agencies in which contracts were offered, by agency size

Full-Time Staff	Contract Offered	Percentage*
Up to 50	33	9.85%
51 – 250	66	19.70
251 – 500	9	2.69
501 – 1,000	10	2.99
More than 1,000	15	4.48

*Calculated based on number of respondents to this question (N=335) but will not equal 100%.

Common Elements in Police Chiefs Contracts and Employment Agreements

As part of its Police Chiefs Compensation and Career Pathways Survey, PERF invited chiefs who have a formal contract or employment agreement to submit those documents for review. Thirty respondents submitted documents. The contracts and letters of agreement ranged from a simple, one-page document to a detailed agreement spanning 22 pages.

PERF staff reviewed the contracts and found some common elements that were included:

Salary and Benefits

- Starting salary and schedule for salary increases, including cost of living increases (COLAs), step increases, merit pay increases, and performance reviews (schedule and terms)
- Education stipend paid annually or added to salary as a specified percentage
- Detailed list of benefits, including the establishment of leave accruals and the definition of paid holidays
- Provision for accruing management/administrative leave each year to compensate for after-hours work
- Establishment of sick leave buy-back terms and maximum leave balances
- Details on the employer and employee contributions to the pension plan, including any deferred compensation plan
- Tuition reimbursement details
- Uniform allowance and provision of equipment such as firearm, badge, body armor, cell phone, laptop computer, etc.
- Allowance for no reduction in pay and benefits unless applied across-the-board
- Pay and benefit increase parity with changes in labor agreement for officers

- Annual longevity bonus after specified period of years
- Employer-paid childcare

Pre-Employment Provisions

- Establishment of a start date
- Establishment of a probationary period
- Provision for advance credit for annual and sick leave
- Credit given for total years of service to establish leave accruals
- Moving expenses and temporary housing
- Requirements for state certification
- Employment conditional on pre-employment physical, drug test, psychological exam, background checks
- Residency requirement

Duties and Work Conditions

- A list of duties and responsibilities of the chief from the job description
- Expectation of a specific number of working hours per week including meeting attendance and response to emergencies – use of comp time when working more than 40 hours per week
- Provision for a vehicle with stipulation of either professional use only or to include personal use
- Stipulation of ethical conduct by the chief
- Exclusive employment provision which indicates no outside work or limiting outside work to teaching, writing, speaking engagements and consulting, with hiring authority's approval and resulting in no conflict of interest

Termination and Severance Provisions

- Provision for severance payments that provide for continuation of salary and benefits for a set period (frequently 6 months), if chief is terminated without just cause (some contracts established severance pay on either an escalating or de-escalating basis based on length of service)
- Definition of “just causes” for termination
- Stipulation that chief is an “at will” employee
- Establishing due process and dispute resolution for discipline, suspension, or termination of chief – these may include public hearings or use of arbitration services
- Contract terms – either fixed-term or open-ended
- Terms for renewal of contract
- For chiefs who are promoted from within that department, a stipulation that, in lieu of termination, the chief can revert to prior rank (reversionary rights) to earn time necessary to vest in retirement plan (alternatively, some jurisdictions will agree

to purchase credit in the pension plan necessary for the chief to collect a pension)

- Establishment of minimum notice of intent for chief to resign/retire or intent for employer to either not renew contract or to terminate employment – with the latter providing a period of time for the chief to find other suitable work
- Stipulation that, in the event of death, the chief’s survivors would receive benefits, such as leave balances and pension, that would be payable as of the date of death

Other Provisions

- Indemnification protection and professional liability insurance
- Indemnification protection that survives beyond the termination of the employment contract
- Employer reimbursement for professional association dues, subscriptions, conference attendance, etc.
- Annual stipend to maintain department accreditation
- Stipend for chief to act as “transitional advisor” for next chief

Conditions of employment. Some survey respondents reported that their agencies required various conditions of employment prior to their being hired and certified as chief. The most common were a medical exam, a drug screen, and a psychological evaluation. Relatively few chiefs had to complete a polygraph or physical agility test (Table 33).

Just over 30% of the chiefs who responded to the 2021 survey said they were required to establish residency in the jurisdiction they serve. That was down slightly from the 2014 survey, when 37.5% said they were subject to a residency requirement (Table 34).

Of the 96 chiefs who reported being hired from out of state, 74 (77.1%) said they had to obtain state certification in their new jurisdiction. That is identical to the percentage in the 2014 survey.

For those chiefs who were hired from out of state and required to obtain certification in their new state, the survey asked them to describe the certification process. Sixty-one chiefs provided a written description of the process. While there were some variations among their answers, the responses could be classified into five broad categories:

- Many chiefs were required to attend abbreviated training academies or to complete a minimum number of hours of coursework.
- Other chiefs were required to complete state-specific certifications for their respective state’s Police Officers Standards and Training (POST) board.
- Some chiefs were permitted to “test out” of certifications by submitting a resume of previous activities.
- Some agencies required that chiefs go through testing and other certifications.
- A few chiefs were able to achieve certification through reciprocity training from another jurisdiction.

Table 33. Agency-required conditions of employment

Condition of Employment	Frequency
Medical exam	176
Physical agility test	35
Psychological evaluation	133
Drug testing	166
Polygraph	64

Total is greater than sample size (347), because more than one condition may have been required for individual candidates.

Table 34. Residency and certification requirements

	2021		2014	
	Frequency	Percentage	Frequency	Percentage
Residency Requirement				
Yes	103	30.3%	123	37.5%
No	237	69.7	205	62.5
Total:	340	100.0	228	100.0
State Certification (if hired from out of state)				
Yes	74	77.1%	81	77.1%
No	22	22.9	24	22.9
Total:	96	100.0	105	100.0

Pre-employment allowances. For those chiefs who were hired from outside the agency they currently serve, PERF’s survey asked about the availability of various pre-employment allowances or benefits. Fewer than half of the chiefs reported receiving any one benefit, although more than 48% said they received reimbursement for moving expenses (Table 35).

Relatively few chiefs hired from the outside reported being able to bring other personnel to fill command-level or specialized positions.

One question added to the 2021 survey asked whether newly hired chiefs from the outside were able to bring other personnel to the agency to fill command-level or specialized positions. In recent years, some chiefs have found it highly beneficial to fill some key roles in their new agencies with staff they already know and trust. However, only 15% of the respondents to the 2021 survey said they could bring their own high-level or specialized personnel.

Twelve chiefs responded to an open-ended question asking about any additional benefits they negotiated upon hiring. These included vacation and leave packages, severance agreements, use of department vehicles, and travel expenses related to moving.

Table 35. Pre-employment allowances

Pre-Employment Benefits	Frequency	Percentage*
Moving expenses when hired	92	48.4%
Ability to bring people for command-level or specialized positions	29	15.3
House hunting trips	24	12.6
Temporary living quarters	19	10.0
Other	12	6.3

*Percent is based on the number of respondents who indicated they were hired externally (N=190)

Career Reflections and Advice

In addition to collecting information on their compensation, hiring process, and leadership development and career pathways, PERF’s 2021 survey asked police chiefs three open-ended questions about 1) the experiences that prepared them to be chief, 2) their thoughts on the attributes that future police chiefs should possess, and 3) advice they would give to those who aspire to become chiefs.

Some of the most common responses are summarized below. To promote openness and candor in responding to these questions, PERF guaranteed that responses would not be attributed to individual chiefs. Therefore, the responses summarized below are anonymous.

What were the most significant experiences/achievements that prepared you for your present position?

Education

“I took many courses during my career and continued to advance my education to the post-graduate degree level, even as I worked in increasingly responsible policing positions. This helped me to develop a large, diverse network in policing, public safety, and academic circles.”

“I think my undergrad degree in Speech Communication has been at the root of all success I have had. In addition, I obtained my law degree, served in incident command for a tornado incident, and served as a public information officer for a number of years.”

Executive Training

“The Naval Postgraduate School and SMIP (PERF’s Senior Management Institute for Police) were both great experiences. NPS gave me rigorous academic preparation and is by far the best experience I have had in academia. SMIP gave me a good idea that I could compete and that I could contribute in a larger leadership role.”

“Senior management schools (SMIP and FBI National Academy) provided the foundation, and the variety of experience at my police department was the best preparation.”

Military Experience

“Following 9/11, I was called back to active duty in the U.S. Coast Guard. My final assignment was as operations officer for the busiest maritime point protection unit in the country. It gave me the opportunity to interact with multiple military and civilian law enforcement agencies at all levels – city, county, state, and federal. It also afforded me significant leadership training opportunities and courses, as well as technical training.”

“My non-criminal justice college focus and my military background fully supported the non-traditional approaches necessary to change the culture and trajectory of this department.”

Extensive and Varied Law Enforcement Experience

“Working in different command capacities in my police department. The most beneficial experience was working in community-oriented policing and human resources command positions. These two positions helped the most with emphasis on collaboration, development of personnel, and the ability to recruit and retain officers.”

“Seeking a wide variety of supervisory assignments best prepared me for the position. Especially those involving civilian units and work with municipal teams outside of the police department.”

“Prior to becoming chief, I worked in and supervised just about every unit in our police department. This gave me a good understanding of both sworn and non-sworn police department responsibilities. I also had the opportunity to work on a temporary assignment within our city manager’s office, which gave me a great understanding of city hall priorities.”

Community Relations and Community Policing

“While my entire career served to prepare me for advancement, the most significant experiences were those that involved working with community organizations, city leadership, and other agencies at a command level. This perspective provides an understanding of the interaction necessary to serve the community, where compromise is often necessary to accomplish overall goals.”

“Knowledge of the community, and relationships that were already established with key stakeholders in the community and the county.”

Managing Major Events

“My previous agency was a very large metropolitan police department. I was exposed to and managed many large-scale critical incidents, special events, and the day-to-day operations of a large entity.”

“Management of major special events and incidents while in a police leadership role.”

Being Aware and Engaged on National Issues

“My predecessor was a member of PERF, and his advice to me on my first day as a new chief was to join PERF. Be engaged at the local, state, and national level, and pay attention to national events. His mantra is that you have to stay engaged, get comfortable being uncomfortable, and be a change agent.”

What attributes and/or experiences do you think will be most important for police chiefs over the next ten years?

Adaptability, Flexibility, and Openness to Change

“Chiefs need an adaptive leadership mindset and to create the same within the organization. The pace of crisis and change has increased exponentially in the profession. Fixed-minded leaders and organizations will find themselves flat-footed and unprepared, whereas adaptive leaders and organizations can quickly pivot and stay ahead of the changes.”

“Current and future chiefs need to understand that changes come a lot faster than in the past. The ability to quickly adapt and pivot on critical policing issues is crucial. Chiefs need to keep themselves informed and stay on top of a range of societal issues. It is not enough to know your craft, because the world has become more interconnected and complex. What happens in a large city can easily happen in a small town – and the issues will be looked at with the same lens.”

“A chief will need to have the ability to adapt, motivate, and lead under rapidly changing conditions while providing hope to the public and fellow police.”

Be Forward-Thinking

“In this era, there isn’t a place for a ‘caretaker chief.’ Chiefs must be open to considering a reform-minded approach and be willing to lead their agencies ahead of where public expectations and conversations are taking us. A chief will need to be flexible, vulnerable, and authentic in their thoughts, words, and deeds. Chiefs will need to be well-studied in where policing has been to lead their agency towards a better future for the community.”

“A chief will need to work to create a healthy culture within the police department. He or she should be forward-thinking, progressive, and understand the importance of connecting with people both inside and outside the organization.”

Have Humility and Be Open to Feedback

“I would recommend leading with humility. Don’t be afraid to apologize if you make a mistake. It is okay that chiefs don’t know everything and we fail at times. People will appreciate the honesty and hopefully reflect the same behavior.”

“A chief must be open-minded, approachable, willing to accept feedback from staff without creating a fear of retribution. A chief must drop his or her ego and accept that sometimes his or her staff may have a better idea or plan.”

Ability to Balance Competing Interests

“A chief needs the ability to effectively balance and manage the many competing interests and evolving expectations and demands a chief faces (from the city manager and council, the community, the department, etc.)”

“Chiefs should have the ability to set a tone and oversee a large organization, with an understanding of the various competing interests – the media, unions, the public, etc.”

Expansive Training and Education

“Training cannot be narrowly focused on criminal justice issues. Contemporary chiefs must have competencies in business, management, organizational development, and social sciences, and should encourage the same from their staff.”

“Chiefs need training, such as mental health awareness, implicit bias, social justice, use of force, de-escalation, etc.”

Be Transparent

“Chiefs need transparency to both the public *and* their officers.”

“A chief should be prepared to implement mechanisms to quickly share information with the public, in order to maintain public trust and support.”

“Police chiefs must be open, transparent, engaging, and willing to think outside the box.”

Develop a Healthy Culture

“Police chiefs need to create a healthy workplace culture centered on the police mission and how procedure and practice affect outcomes.”

“Chiefs should have a commitment to member wellness and service.”

Communication Skills and Emotional Intelligence

“I would recommend chiefs be empathetic to the struggles of others, regardless of whether you agree with their opinions. Give people (community members and employees) a voice during encounters. At the end of the day, people want to feel that they have been heard and they matter.”

“A chief needs to have the ability to communicate effectively, especially when discussing controversial matters.”

“Chiefs need to have the ability to communicate effectively with different constituency groups, internally and externally.”

Community Engagement and Building Community Trust

“Today’s leaders need to understand the social environment. It requires a very strong commitment to, and connection with, the community in order to understand the concerns of an increasingly diverse population.”

“A chief needs to have the ability to effectively engage with the community one is charged with serving. He or she needs the ability to understand that, as great a country as we are, we have a checkered past with certain segments of our society, and we must understand why certain communities have distrust issues with our profession.”

Build and Maintain Relationships

“Chiefs must be able to develop meaningful and genuine relationships with key stakeholders.”

“A chief should have the ability to build and maintain key relationships within the communities they serve.”

Avoid Opinions Driven by Politics

“Chiefs must stand firm on their convictions. They cannot sacrifice their own morals or ethics to further a political agenda.”

“Chiefs should have honesty, integrity, moral courage, and servant leadership. Be patient and do the right thing, not the politically easy thing.”

“Chiefs need to be straightforward and honest, while also understanding the political issues.”

Research Best Practices

“Craft and implement sustainable policies and procedures based on nationally recognized best practices in policing.”

Be Aware of Changing Trends in Technology

“A chief will need an understanding of cybersecurity operations and how to leverage various technological advances to support community engagement, crime prevention, employee development, and overall agency efficiencies.”

Critical Thinking Skills

“Chiefs need critical thinking, emotional intelligence, adaptability, and the capacity for empathy.”

Media Relations Experience

“Chiefs should have media relations training.”

“Media and public relations experience is important.”

Internal Affairs Experience

“Chiefs have to have internal affairs/use of force experience. How and when law enforcement uses force is not going to stop being a major source of controversy in the next 10 years.”

Budget Management Experience

“It’s important for future chiefs to receive budgeting and fiscal management training.”

Critical Incident Management Experience

“I would suggest every chief needs to be prepared to ready the workforce for critical incident response and recovery.”

Patience

“Patience and patience and more patience. This job will never look the way it does today or 10 years ago.”

What advice would you offer to an individual who aspires to a chief’s position?

Be Well-Rounded about All Aspects of Policing

“Become as well-rounded as possible. As a matter of routine, police work provides many opportunities for one to sharpen their criminal justice skills. This exposure is almost forced by way of in-service trainings, advanced law enforcement trainings, and other closely related dimensions. I highly recommend gaining exposure to other non-law enforcement areas in order to keep pace with the higher expectations of our employees, employers, and society.”

“Prepare, prepare, prepare for not ‘if’ but ‘when’ you will have to deal with major issues and controversial issues. Do your homework on police reform, community issues, training, best national practices on policy/procedure. Be well rounded yourself, and have a total understanding of every aspect of a department. Work in each area if possible.”

Gain as Much Experience as Possible

“Do not be in a hurry to rise to the top. Take as many positions as you can to develop your firsthand knowledge of policing. Maximize your interpersonal skills, and study organizations and best police practices beyond your own department. Attend seminars, schools, etc., to expand your knowledge and stay abreast of new methodologies and technologies.”

“Get training and experience in people management, media relations, public speaking, and employment law.”

Be Humble, Genuine, and Patient

“Be humble, take advantage of opportunities to expand your knowledge, experience and network, and be humble. There is always more to learn.”

“Be patient and recognize that this is a marathon and not a sprint. Be patient, strategic, focused and committed to achieving progress, change, and reform.”

“Don’t let your personal aspirations affect the way you lead. At the end of the day, the people who get the work done know whether you are genuine in your approach to leadership and their wellbeing. If they get even a hint that you are in the business of wanting to promote for your own gain, title, or ego, you will only ever have positional authority and will lack the ability to move your organization forward. Show that the profession and your people are more important than your own ambition.”

Be Flexible and Adaptable

“It is a marathon. You must have the ability to adapt and handle the constant ups and downs.”

“Be flexible, adaptable and well-versed in current trends and methods.”

Learn Continuously

“Always seek to learn a new skill. Take on responsibilities, especially those outside of typical police work. Get comfortable doing things outside your comfort zone.”

“Continue to seek professional development opportunities and develop leadership strategies that allow you to see or lead an organization at a high level, knowing the operational side as well.”

“Start the learning process now and don’t wait. Even if you never apply to be a chief, learning about management and leadership will make you a better police officer. It will give you a basic understanding of why the chief makes difficult decisions. It also prepares you to understand that you cannot, and will not, please everyone in your department, or outside of the department. It comes down to doing the right thing for the right reasons.”

Network

“Look for networking opportunities at the local, state, and national level.”

“Build a strong network of police executives that you can collaborate with, vet ideas, and vent with.”

Find a Good Mentor

“Identify a mentor who is a current chief of police and devote time to job shadowing”

“Find a good mentor and learn as much as you can.”

“Spend time with police chiefs and develop mentors within police administration, the business community, non-profits, and community activists.”

Attend Conferences

“Attend conferences – PERF Town Halls, Major Cities Chiefs conferences (even if you’re not from a major city), and IACP conferences – and be a sponge. Absorb as much as possible, take it home, and implement ideas that fit your department and community.”

Anticipate Political Pressure

“Remain apolitical. Support your police officers, regardless of the political environment. Stand for what you believe is right, even if it is in opposition to your mayor.”

“Understand the pressures that come from every angle – from the community, internally, within the city organization, and political pressure. Be an adept communicator with your staff, city council, the community, and others.”

Understand This Is Not a 9-to-5 Position

“Understand it’s a 24/7/365 job that never stops, even on vacation.”

“Do not think that this job can be done in a 9-to-5 fashion. As the chief, you have NO off-switch. Embrace that, and if you cannot commit the time, don’t aspire to be a chief.”

“Be certain you really want to do this, because it’s a bigger commitment than you think.”

Learn from Failure

“Be brave enough to fail. Learn from the failure and use it to propel forward.”

Prepare for Multiple Scenarios – and Have a Backup Plan

“Be prepared to exit the position, whether you want to or not, and try to have a fallback option.”

“Have a plan B. Ensure you do your homework as best you can about the situation you are entering in to and negotiate the best terms of your contract to protect yourself and family.”

Know your Community

“Know the community you are applying to, including its needs, desires, challenges, opportunities.”

“Know your community. Know the leaders within the community and build relationships. Understanding the perspectives of others within the community, whether you agree or disagree, helps inform decisions that impact your department and your community.”

APPENDIX A:

Chiefs Salaries, by Agency

Note: Salaries reflect data reported by agency chiefs at the time of the survey in April–June, 2021. The table includes agencies that responded to the survey but did not provide salary information.

Department	Chief's Salary, 2021
Abilene (KS) Police Department	\$ 75,000
Alamo Colleges District (TX)	\$ 176,000
Albany (NY) Police Department	\$ 147,000
Alexandria (VA) Police Department	\$ 198,000
Algonquin (IL) Police Department	\$ 164,000
Ames (IA) Police Department	\$ 132,000
Ann Arbor (MI) Police Department	\$ 160,000
Antioch (CA) Police Department	\$ 250,020
Apache Junction (AZ) Police Department	\$ 145,000
Arlington (MA) Police Department	\$ 165,000
Athens-Clarke County (GA) Police Department	\$ 127,877
Atlanta (GA) Police Department	\$ 206,418
Auburn (WA) Police Department	\$ 191,950
Augusta University (GA) Police Department	\$ 160,000
Austin ISD (TX) Police Department	\$ 157,145
Bainbridge Island (WA) Police Department	\$ 164,070
Baltimore County (MD) Police Department	\$ 278,000
Battle Creek (MI) Police Department	\$ 118,546
Bedford (NH) Police Department	\$ 120,288
Bellevue (NE) Police Department	\$ 129,500
Beloit (WI) Police Department	\$ 138,000

Department	Chief's Salary, 2021
Belton (SC) Police Department	\$ 52,000
Birmingham (AL) Police Department	\$ 171,000
Boca Raton (FL) Police Department	\$ 199,597
Boston University (MA) Police Department	\$ 212,000
Boulder City (NV) Police Department	\$ 145,000
Boxborough (MA) Police Department	\$ 163,851
Boynton Beach (FL) Police Department	\$ 150,000
Branson (MO) Police Department	\$ 114,000
Brookline (MA) Police Department	\$ 215,365
Bryan (TX) Police Department	\$ 178,000
Buena Vista (VA) Police Department	\$ 81,000
Burlington (MA) Police Department	\$ 134,006
Burlington (VT) Police Department	\$ 114,000
California State University, Los Angeles Police Department	\$ 170,000
California State University, Santa Barbara Police Department	\$ 156,350
Calgary (AB) Police Service	\$ 340,000
Cambridge (MA) Police Department	\$ 303,000
Carlisle (PA) Police Department	\$ 115,000
Carrollton (TX) Police Department	\$ 200,000
Casa Grande (AZ) Police Department	\$ 165,000
Castle Rock (CO) Police Department	\$ 180,000
Cedar Hill (TX) Police Department	\$ 165,000

Department	Chief's Salary, 2021
Cedar Park (TX) Police Department	\$ 160,000
Cedar Rapids (IA) Police Department	\$ 165,000
Central Marin (CA) Police Authority	\$ 202,000
Centralia (WA) Police Department	\$ 136,000
Chandler (AZ) Police Department	\$ 201,000
Charleston (SC) Police Department	\$ 195,000
Charlotte-Mecklenburg (NC) Police Department	\$ 220,000
Chatham (MA) Police Department	\$ 179,865
Chatham County (GA) Police Department	\$ 176,000
Cheshire (CT) Police Department	\$ 135,549
Cincinnati (OH) Police Department	\$ 170,000
Clayton (MO) Police Department	\$ 140,920
Clearwater (FL) Police Department	\$ 158,000
Clemson (SC) Police Department	\$ 110,000
Colonial Heights (VA) Police Department	\$ 133,000
Colorado Bureau of Investigation	\$ 163,176
Colorado Springs (CO) Police Department	\$ 199,820
Columbia (SC) Police Department	\$ 163,000
Concord (CA) Police Department	\$ 254,000
Concord (MA) Police Department	\$ 194,000
Concord (NC) Police Department	\$ 165,900
Connecticut State Capital Police Department	\$ 120,000
Cookeville (TN) Police Department	\$ 113,000
Coppell (TX) Police Department	\$ 163,000
Coral Gables (FL) Police Department	\$ 220,000
Coralville (IA) Police Department	\$ 134,000
Corpus Christi (TX) Police Department	\$ 190,000
Dallas College (TX) Police Department	\$ 179,000
Davie (FL) Police Department	\$ 164,000
DC Metropolitan Police Department	\$ 270,000
Delhi Township (OH) Police Department	\$ 113,000
Denton (TX) Police Department	\$ 188,000
Denver (CO) Police Department	\$ 228,441
Des Moines (IA) Police Department	\$ 187,531
Detroit (MI) Police Department	\$ 250,000
Dixie State University (UT) Department of Public Safety	\$ 90,000
Dunwoody (GA) Police Department	\$ 168,200
East Windsor (CT) Police Department	\$ 142,000

Department	Chief's Salary, 2021
Easthampton (MA) Police Department	\$ 150,000
Eau Claire (WI) Police Department	\$ 130,000
Edgartown (MA) Police Department	\$ 202,000
Edmond (OK) Police Department	\$ 161,000
El Cajon (CA) Police Department	\$ 230,000
El Cerrito (CA) Police Department	\$ 240,000
El Portal Village (FL) Police Department	\$ 78,500
El Segundo (CA) Police Department	\$ 256,776
Escondido (CA) Police Department	\$ 205,112
Eureka (CA) Police Department	\$ 152,000
Evans (CO) Police Department	\$ 141,850
Evanston (IL) Police Department	\$ 171,000
Everett (MA) Police Department	\$ 224,000
Evesham Township (NJ) Police Department	\$ 175,000
Farmington (NM) Police Department	\$ 147,000
Fayetteville (NC) Police Department	\$ 155,000
Fife (WA) Police Department	\$ 175,000
Floral Park (NY) Police Department	\$ 245,000
Florence (AL) Police Department	\$ 104,000
Florida International University Police Department	\$ 215,000
Fort Lee (NJ) Police Department	\$ 231,782
Fort Mitchell (KY) Police Department	\$ 100,000
Fort Walton Beach (FL) Police Department	\$ 107,100
Franklin Township (NJ) Police Department	\$ 175,000
Frederick (MD) Police Department	\$ 160,000
Fremont (CA) Police Department	\$ 306,000
Fresno (CA) Police Department	\$ 240,000
Frisco (TX) Police Department	\$ 194,000
Fuquay-Varina (NC) Police Department	\$ 146,000
Galveston (TX) Police Department	\$ 150,000
Garner (NC) Police Department	\$ 120,000
Gaston County (NC) Police Department	\$ 145,000
Gilbert (AZ) Police Department	\$ 204,898
Glencoe Village (IL) Public Safety Department	\$ 182,949
Grafton Village (WI) Police Department	\$ 107,100
Glendora (CA) Police Department	\$ 212,415
Gloucester (MA) Police Department	\$ 183,000
Gloucester Township (NJ) Police Department	\$ 209,100

Department	Chief's Salary, 2021
Golden (CO) Police Department	\$ 175,000
Grand Chute (WI) Police Department	\$ 124,322
Grants Pass (OR) Department of Public Safety	\$ 137,142
Green Bay (WI) Police Department	\$ 131,000
Greenland (NH) Police Department	\$ 106,000
Greensboro (NC) Police Department	\$ 153,025
Groton (CT) Police Department	\$ 144,000
Hastings (MN) Police Department	\$ 137,280
Hazel Crest (IL) Police Department	\$ 123,000
Henderson (NV) Police Department	\$ 204,000
Hickory (NC) Police Department	\$ 132,000
Holliston (MA) Police Department	\$ 168,300
Hopewell (VA) Police Department	\$ 120,000
Hot Springs (AR) Police Department	\$ 120,215
Houston (TX) Police Department	\$ 280,000
Indiana University Department of Public Safety	\$ 205,000
Indio (CA) Police Department	\$ 199,250
Inkster (MI) Police Department	\$ 100,000
Irving (TX) Police Department	\$ 214,080
Kansas Bureau of Investigation	\$ 115,892
Kansas City (MO) Police Department	\$ 189,000
Keiser University (FL) Office of Safety and Security	\$ 100,000
Kennewick (WA) Police Department	\$ 155,000
Kettering (OH) Police Department	\$ 140,000
Knightdale (NC) Police Department	\$ 107,000
Lakewood (CO) Police Department	\$ 196,000
Lansing (MI) Police Department	\$ 122,377
Lawrence (MA) Police Department	\$ 229,600
Lenexa (KS) Police Department	\$ 153,000
Lexington (SC) Police Department	\$ 122,000
Lincolnshire (IL) Police Department	\$ 170,000
Lone Star College (TX) Police Department	\$ 157,000
Lone Tree (CO) Police Department	\$ 145,000
Long Beach (CA) Police Department	\$ 270,581
Longboat Key (FL) Police Department	\$ 115,000
Los Altos (CA) Police Department	\$ 225,000
Los Angeles (CA) Police Department	\$ 378,000
Louisville Metro (KY) Police Department	\$ 210,000

Department	Chief's Salary, 2021
Louisville Regional Airport Authority (KY) Department of Public Safety	\$ 117,790
Lowell (MA) Police Department	\$ 198,000
Lubbock (TX) Police Department	\$ 185,000
Lynchburg (VA) Police Department	\$ 142,800
Madison (WI) Police Department	\$ 178,000
Manassas City (VA) Police Department	\$ 178,000
Mankato (MN) Department of Public Safety	\$ 132,000
Maple Grove (MN) Police Department	\$ 160,237
Martinez (CA) Police Department	\$ 251,376
Maryland National Capital Park and Planning Commission Police	\$ 163,000
Marysville (WA) Police Department	\$ 187,500
Maynard (MA) Police Department	\$ 171,931
McKinney (TX) Police Department	\$ 203,667
Melbourne (FL) Police Department	\$ 158,000
Melrose (MA) Police Department	\$ 139,000
Menifee (CA) Police Department	\$ 230,000
Menomonie (WI) Police Department	\$ 105,000
Meridian Township (MI) Police Department	\$ 98,500
Mesa (AZ) Police Department	\$ 212,000
Miami (FL) Police Department	\$ 315,000
Miami Springs (FL) Police Department	\$ 140,000
Miami-Dade (FL) Police Department	\$ 163,242
Middletown Township (PA) Police Department	\$ 154,960
Milton (GA) Police Department	\$ 125,000
Milton (MA) Police Department	\$ 188,000
Minnesota State Patrol	\$ 144,197
Monterey (CA) Police Department	\$ 215,000
Montgomery County (MD) Police Department	\$ 205,766
Mountain View (CA) Police Department	\$ 303,451
Muhlenberg Township (PA) Police Department	\$ 125,000
Mundelein (IL) Police Department	\$ 166,000
Nantucket (MA) Police Department	\$ 170,664
Naperville (IL) Police Department	\$ 187,032
Metropolitan Nashville (TN) Police Department	\$ 220,646
New Bedford (MA) Police Department	\$ 187,000

Department	Chief's Salary, 2021
New Brighton (MN) Department of Public Safety	\$ 136,296
New London (CT) Police Department	\$ 134,000
New York City (NY) Police Department	\$ 240,000
Niagara Frontier Transportation Authority (NY) Police Department	\$ 124,200
Norman (OK) Police Department	\$ 153,876
North Kansas City (MO) Police Department	\$ 124,000
North Richland Hills (TX) Police Department	\$ 213,000
Northeastern Illinois University Police Department	\$ 127,000
Norwalk (CT) Police Department	\$ 155,000
Norwalk (IA) Police Department	\$109,000
Norwich (CT) Police Department	\$ 127,000
Norwood (MA) Police Department	\$ 199,000
Novato (CA) Police Department	\$ 220,000
Odessa (TX) Police Department	\$ 144,000
Ohio State University Police Division	\$ 162,864
Oklahoma City (OK) Police Department	\$ 162,000
Old Dominion University (VA) Police Department	\$ 181,000
Omaha (NE) Police Department	\$ 217,000
Oro Valley (AZ) Police Department	\$ 160,000
Ottawa (ON) Police Service	\$ 316,000
Owosso (MI) Police Department	\$ 84,000
Oxnard (CA) Police Department	\$ 244,217
Pacific Grove (CA) Police Department	\$ 193,000
Papillion (NE) Police Department	\$ 115,000
Park Ridge (IL) Police Department	\$ 160,000
Philadelphia (PA) Police Department	\$ 285,000
Phoenix (AZ) Police Department	\$ 215,009
Piedmont (CA) Police Department	\$ 221,016
Pineville (NC) Police Department	\$ 101,000
Pinole (CA) Police Department	\$ 220,000
Pittsburgh (PA) Bureau of Police	\$ 126,035
Pittsfield (MA) Police Department	\$ 127,034
Plano (TX) Police Department	\$ 213,180
Pleasant Hill (CA) Police Department	\$ 249,396
Pomona (CA) Police Department	\$ 266,500
Port of Galveston (TX) Police Department	\$ 99,060

Department	Chief's Salary, 2021
Portage (MI) Department of Public Safety	\$ 135,000
Portland (OR) Police Bureau	\$ 215,000
Portland (ME) Police Department	\$ 129,700
Purcellville (VA) Police Department	\$ 123,500
Putnam (CT) Police Department	\$ 105,102
Racine (WI) Police Department	\$ 143,000
Redmond (WA) Police Department	\$ 204,528
Rhode Island College Campus Police	\$ 97,375
Richland (WA) Police Department	\$ 171,600
Riverdale Park (MD) Police Department	\$ 126,234
Roanoke County (VA) Police Department	\$ 130,400
Rock Hill (SC) Police Department	\$ 132,000
Rockport (TX) Police Department	\$ 128,000
Rockville (MD) Police Department	\$ 209,000
Rockwall (TX) Police Department	\$ 148,000
Rocky River (OH) Police Department	\$ 106,350
Roswell (GA) Police Department	\$ 156,000
Roxboro (NC) Police Department	\$ 89,644
Saco (ME) Police Department	\$ 105,060
Saginaw Township (MI) Police Department	\$ 115,890
Salina (KS) Police Department	\$ 136,594
Salt Lake City (UT) Police Department	\$ 130,000
San Diego (CA) Police Department	\$ 260,000
San Francisco (CA) Police Department	\$ 360,000
San Jose (CA) Police Department	\$ 300,000
San Marino (CA) Police Department	\$ 200,000
Sandy Springs (GA) Police Department	\$ 182,335
Sanford (FL) Police Department	\$ 141,000
Sanger (CA) Police Department	\$ 115,000
Santa Rosa (CA) Police Department	\$ 224,217
Savannah (GA) Police Department	\$ 175,000
Schaumburg (IL) Police Department	\$ 178,000
Seaside (CA) Police Department	\$ 211,750
Seattle (WA) Police Department	\$ 262,500
Sedona (AZ) Police Department	\$ 133,000
Sheboygan (WI) Police Department	\$ 143,000
Show Low (AZ) Police Department	\$ 130,000
Signal Hill (CA) Police Department	\$ 205,000
South Beloit (IL) Police Department	\$ 93,916
South Burlington (VT) Police Department	\$ 123,000

Department	Chief's Salary, 2021
South Chicago Heights (IL) Police Department	\$ 104,000
South Milwaukee (WI) Police Department	\$ 125,000
Southlake (TX) Police Department	\$ 175,000
Sparks (NV) Police Department	\$ 199,000
Spokane (WA) Police Department	\$ 182,000
Spring Hill (KS) Police Department	\$ 131,000
Springfield (MA) Police Department	\$ 174,696
Springfield (MO) Police Department	\$ 165,000
Springville (UT) Police Department	\$ 107,000
St. Helens (OR) Police Department	\$ 134,844
St. Louis Metropolitan (MO) Police Department	\$ 151,000
St. Paul (MN) Police Department	\$ 180,000
St. Petersburg (FL) Police Department	\$ 200,000
Staunton (VA) Police Department	\$ 120,500
Steamboat Springs (CO) Police Department	\$ 158,000
Stockton (CA) Police Department	\$ 233,677
Stoughton (MA) Police Department	\$ 184,000
Sturtevant (WI) Police Department	\$ 115,000
Suffolk County (NY) Police Department	\$ 175,600
Suisun City (CA) Police Department	\$ 172,000
Sunnyvale (CA) Department of Public Safety	\$ 306,000
Susquehanna Township (MI) Police Department	\$ 106,000
Syracuse (NY) Police Department	\$ 175,000
Takoma Park (MD) Police Department	\$ 162,219
Tampa (FL) Police Department	\$ 181,000
Tempe (AZ) Police Department	\$ 189,000
Tennessee Highway Patrol	\$ 142,000
Tewksbury (MA) Police Department	\$ 175,000
Thomasville (GA) Police Department	\$ 127,000
Trenton (NJ) Police Department	\$ 131,000
Tucson (AZ) Police Department	\$ 212,000
Tybee Island (GA) Police Department	\$ 114,000
University of Arkansas-Fort Smith Police Department	\$ 92,500
University of Colorado Boulder Police Department	\$ 186,000

Department	Chief's Salary, 2021
University of Illinois at Chicago Police Department	\$ 155,000
University of Illinois at Urbana-Champaign Police Department	\$ 190,000
University of Maryland Police Department	\$ 230,070
University of Nebraska-Lincoln Police Department	\$ 150,000
University of South Carolina Law Enforcement	\$ 228,165
University of South Florida Police Department	\$ 168,000
University of Texas Health Science Center at San Antonio	\$ 199,500
University of Texas-Austin Police Department	\$ 200,000
University Park (TX) Police Department	\$ 160,347
Vail (CO) Police Department	\$ 156,000
Vancouver (WA) Police Department	\$ 220,000
VIA Rail Canada Police Department	\$ 195,000
Victoria (TX) Police Department	\$ 135,000
Vidor (TX) Police Department	\$ 83,000
Virginia Beach (VA) Police Department	\$ 165,000
Visalia (CA) Police Department	\$ 182,706
Warrensburg (MO) Police Department	\$ 102,636
Washington University in St. Louis (MO) Police Department	\$ 129,000
Washougal (WA) Police Department	\$ 135,416
Wauconda (IL) Police Department	\$ 140,202
West Carrollton (OH) Police Department	\$ 100,000
West Goshen Township (PA) Police Department	\$ 139,550
West Lafayette (IN) Police Department	\$ 85,022
West Orange (NJ) Police Department	\$ 270,000
Weston (MA) Police Department	\$ 179,000
Whitehall Township (PA) Police Department	\$ 124,960
Wichita (KS) Police Department	\$ 200,000
Winter Springs (FL) Police Department	\$ 125,000
Wrightsville Beach (NC) Police Department	\$ 90,000
Yakima (WA) Police Department	\$ 155,000
Yonkers (NY) Police Department	\$ 210,000
York (ME) Police Department	\$ 132,992

APPENDIX B:

Chiefs Salaries, by Region and State

Note: Salaries reflect data reported by agency chiefs at the time of the survey in April–June, 2021. The table includes agencies that responded to the survey but did not provide salary information. The summary data for each region and state reflect the averages for those areas. However, agencies with statewide jurisdiction are not included in the averages. The regions are based on U.S. Census Bureau designations.²²

Region	State	Department	Population of Jurisdiction	Full-Time Employees	Chief's Salary, 2021
Northeast			233,412	1,105	\$166,565
		Connecticut	34,929	84	\$ 132,831
		Cheshire Police Department	29,000	63	\$ 135,549
		Connecticut State Capital Police Department		44	\$ 120,000
		East Windsor Police Department	11,500	37	\$ 142,000
		Groton Police Department	39,000	90	\$ 144,000
		New London Police Department	28,000	90	\$ 134,000
		Norwalk Police Department	89,000	225	\$ 155,000
		Norwich Police Department	40,000	104	\$ 127,000
		Putnam Police Department	8,000	21	\$ 105,102
		Massachusetts	44,621	121	\$ 185,281
		Arlington Police Department	45,000	89	\$ 165,000
		Boston University Police Department	40,000	65	\$ 212,000
		Boxborough Police Department	6,500	20	\$163,851
		Brookline Police Department	60,000	180	\$ 215,365
	Burlington Police Department	25,000	80	\$ 134,006	
	Cambridge Police Department	120,000	349	\$ 303,000	
	Chatham Police Department	40,000	28	\$ 179,865	

22. See https://www2.census.gov/geo/pdfs/maps-data/maps/reference/us_regdiv.pdf.

Region	State	Department	Population of Jurisdiction	Full-Time Employees	Chief's Salary, 2021	
		Concord Police Department	18,000	44	\$ 194,000	
		Easthampton Police Department	17,000	39	\$ 150,000	
		Edgartown Police Department	5,000	24	\$ 202,000	
		Everett Police Department	48,000	141	\$ 224,000	
		Gloucester Police Department	35,000	69	\$ 183,000	
		Holliston Police Department	15,300	31	\$ 168,300	
		Lawrence Police Department	90,000	185	\$ 229,600	
		Lowell Police Department	110,000	340	\$ 198,000	
		Maynard Police Department	11,000	28	\$ 171,931	
		Melrose Police Department	30,000	49	\$ 139,000	
		Milton Police Department	28,000	71	\$ 188,000	
		Nantucket Police Department	17,200	63	\$ 170,664	
		New Bedford Police Department	100,000	304	\$ 187,000	
		Norwood Police Department	30,000	71	\$ 199,000	
		Pittsfield Police Department	42,142	110	\$ 127,034	
		Springfield Police Department	150,000	580	\$ 174,696	
		Stoughton Police Department	34,000	74	\$ 184,000	
		Tewksbury Police Department	31,000	68	\$ 175,000	
	Weston Police Department	12,000	35	\$ 179,000		
		Maine		34,667	106	\$ 122,584
			Portland Police Department	67,000	223	\$ 129,700
			Saco Police Department	21,000	53	\$ 105,060
			York Police Department	16,000	42	\$ 132,992
		New Hampshire		14,600	32	\$ 113,144
			Bedford Police Department	25,000	53	\$ 120,288
			Greenland Police Department	4,200	10	\$ 106,000
		New Jersey		60,500	166	\$ 198,647
			Evesham Township Police	50,000	120	\$ 175,000
			Fort Lee Police Department	40,000	120	\$ 231,782
			Franklin Township Police Department	70,000	133	\$ 175,000
			Gloucester Township Police Department	70,000	156	\$ 209,100
			Trenton Police Department	85,000	356	\$ 131,000
			West Orange Police Department	48,000	110	\$ 270,000
		New York		1,612,000	8,275	\$ 188,114
			Albany Police Department	98,000	515	\$ 147,000
			Floral Park Police Department	16,000	54	\$ 245,000
			New York City Police Department	8,600,000	53,000	\$ 240,000
			Niagara Frontier Transportation Authority Police Department	700,000	88	\$ 124,200
			Suffolk County Police Department	1,525,000	3,000	\$ 175,600

Region	State	Department	Population of Jurisdiction	Full-Time Employees	Chief's Salary, 2021
		Syracuse Police Department	145,000	565	\$ 175,000
		Yonkers Police Department	200,000	700	\$ 210,000
	Pennsylvania	259,394	1,058	\$ 147,063	
	Carlisle Police Department	20,000	34	\$ 115,000	
	Middletown Township Police Department	45,436	66	\$ 154,960	
	Muhlenberg Township Police Department	20,000	33	\$ 125,000	
	Philadelphia Police Department	1,603,000	7,180	\$ 285,000	
	Pittsburgh Bureau of Police	310,000	1,011	\$ 126,035	
	Susquehanna Township Police Department	26,000	46	\$ 106,000	
	West Goshen Township Police Department	23,000	36	\$ 139,550	
	Whitehall Township Police Department	27,714	54	\$ 124,960	
	Rhode Island				
	Rhode Island College Campus Police	8,000	22	\$97,375	
	Vermont	32,000	83	\$ 118,500	
	Burlington Police Department	44,000	111	\$ 114,000	
	South Burlington Police Department	20,000	54	\$ 123,000	
	Midwest		98,111	268	\$ 141,308
	Iowa		91,128	178	\$ 145,506
	Ames Police Department	70,000	75	\$ 132,000	
	Cedar Rapids Police Department	135,000	278	\$ 165,000	
Coralville Police Department	22,000	39	\$ 134,000		
Des Moines Police Department	215,639	476	\$ 187,531		
Norwalk Police Department	13,000	20	\$ 109,000		
Illinois		41,419	89	\$ 154,140	
Algonquin Police Department	31,000	54	\$ 164,000		
Evanston Police Department	75,000	210	\$ 171,000		
Glencoe Village Public Safety Department	9,000	42	\$ 182,949		
Hazel Crest Police Department	14,000	46	\$ 123,000		
Lincolnshire Police Department	7,500	27	\$ 170,000		
Mundelein Police Department	33,000	81	\$ 166,000		
Naperville Police Department	147,841	265	\$ 187,032		
Northeastern Illinois University Police Department	8,000	32	\$ 127,000		
Park Ridge Police Department	39,000	79	\$ 160,000		
Schaumburg Police Department	75,000	157	\$ 178,000		
South Beloit Police Department	7,800	14	\$ 93,916		
South Chicago Heights Police Department	4,139	12	\$ 104,000		
University of Illinois at Chicago Police Department	100,000	180	\$ 155,000		
University of Illinois at Urbana-Champaign Police Department	55,000	110	\$ 190,000		
Wauconda Police Department	15,000	29	\$ 140,202		

Region	State	Department	Population of Jurisdiction	Full-Time Employees	Chief's Salary, 2021
	Indiana		87,500	150	\$ 145,011
		Indiana University Department of Public Safety	100,000	220	\$ 205,000
		West Lafayette Police Department	75,000	80	\$ 85,022
	Kansas		103,760	266	\$ 135,248
		Abilene Police Department	7,000	18	\$ 75,000
		Kansas Bureau of Investigation	2,913,805	399	\$ 115,892
		Lenexa Police Department	57,000	150	\$ 153,000
		Salina Police Department	47,000	114	\$ 136,594
		Spring Hill Police Department	7,800	17	\$ 131,000
		Wichita Police Department	400,000	900	\$ 200,000
	Michigan		128,778	397	\$ 131,590
		Ann Arbor Police Department	120,000	156	\$ 160,000
		Battle Creek Police Department	64,000	126	\$ 118,546
		Detroit Police Department	675,000	2,800	\$ 250,000
		Inkster Police Department	26,000	40	\$ 100,000
		Lansing Police Department	119,000	254	\$ 122,377
		Meridian Township Police Department	50,000	46	\$ 98,500
		Owosso Police Department	15,000	19	\$ 84,000
		Portage Department of Public Safety	50,000	82	\$ 135,000
	Saginaw Township Police Department	40,000	48	\$ 115,890	
	Minnesota		96,091	323	\$ 148,335
		Hastings Police Department	23,000	35	\$ 137,280
		Mankato Department of Public Safety	45,000	100	\$ 132,000
		Maple Grove Police Department	71,000	87	\$ 160,237
		Minnesota State Patrol	5,640,000	900	\$ 144,197
		New Brighton Department of Public Safety	21,456	37	\$ 136,296
	Missouri		130,304	550	\$ 139,444
		Branson Police Department	13,000	79	\$ 114,000
		Clayton Police Department	16,000	56	\$ 140,920
		Kansas City Police Department	499,059	1,773	\$ 189,000
		North Kansas City Police Department	4,500	56	\$ 124,000
Springfield Police Department		170,000	455	\$ 165,000	
St. Louis Metropolitan Police Department		300,576	1,871	\$ 151,000	
Warrensburg Police Department		21,000	41	\$ 102,636	
Washington University in St. Louis Police Department		18,300	66	\$ 129,000	

Region	State	Department	Population of Jurisdiction	Full-Time Employees	Chief's Salary, 2021	
	Nebraska		150,250	336	\$ 152,875	
		Bellevue Police Department	65,000	120	\$ 129,500	
		Omaha Police Department	480,000	1,100	\$ 217,000	
		Papillion Police Department	24,000	51	\$ 115,000	
		University of Nebraska-Lincoln Police Department	32,000	72	\$ 150,000	
		Ohio		90,000	245	\$ 132,036
		Cincinnati Police Department	320,000	1,197	\$ 170,000	
		Delhi Township Police Department	30,000	35	\$ 113,000	
		Kettering Police Department	56,000	120	\$ 140,000	
		Ohio State University Police Division	100,000	56	\$ 162,864	
		Rocky River Police Department	21,000	38	\$ 106,350	
		West Carrollton Police Department	13,000	25	\$ 100,000	
		Wisconsin		61,884	142	\$ 130,857
		Beloit Police Department	39,500	96	\$ 138,000	
		Eau Claire Police Department	69,000	162	\$ 130,000	
		Grafton Village Police Department	12,500	28	\$ 107,100	
		Grand Chute Police Department	23,227	41	\$ 124,322	
		Green Bay Police Department	104,000	231	\$ 131,000	
		Madison Police Department	260,000	600	\$ 178,000	
		Menomonie Police Department	16,500	35	\$ 105,000	
		Racine Police Department	78,000	203	\$ 143,000	
		Sheboygan Police Department	50,000	105	\$ 143,000	
		South Milwaukee Police Department	21,000	45	\$ 125,000	
		Sturtevant Police Department	7,000	18	\$ 115,000	
		South		245,922	766	\$ 159,698
		Alabama		129,500	643	\$ 137,500
			Birmingham Police Department	219,000	1,150	\$ 171,000
			Florence Police Department	40,000	135	\$ 104,000
	Arkansas		31,000	80	\$ 106,357	
		Hot Springs Police Department	50,000	147	\$ 120,215	
		University of Arkansas-Fort Smith Police Department	6,000	12	\$ 92,500	
	District of Columbia					
		DC Metropolitan Police Department	714,000	4,222	\$ 270,000	
	Florida		248,913	548	\$ 163,076	
		Boca Raton Police Department	99,805	327	\$ 199,597	
		Boynton Beach Police Department	75,000	211	\$ 150,000	
		Clearwater Police Department	117,000	368	\$ 158,000	
		Coral Gables Police Department	52,000	328	\$ 220,000	
		Davie Police Department	105,000	300	\$ 164,000	

Region	State	Department	Population of Jurisdiction	Full-Time Employees	Chief's Salary, 2021	
		El Portal Village Police Department	2,600	9	\$ 78,500	
		Florida International University Police Department	75,000	100	\$ 215,000	
		Fort Walton Beach Police Department	25,000	71	\$ 107,100	
		Keiser University Office of Safety and Security	20,000	80	\$ 100,000	
		Longboat Key Police Department	7,500	23	\$ 115,000	
		Melbourne Police Department	85,000	260	\$ 158,000	
		Miami Police Department	500,000	1,740	\$ 315,000	
		Miami Springs Police Department	15,000	61	\$ 140,000	
		Miami-Dade Police Department	2,721,110	4,134	\$ 163,242	
		Sanford Police Department	64,000	160	\$ 141,000	
		St. Petersburg Police Department	261,338	882	\$ 200,000	
		Tampa Police Department	400,000	1,190	\$ 181,000	
		University of South Florida Police Department	64,000	79	\$ 168,000	
		Winter Springs Police Department	40,000	82	\$ 125,000	
	Georgia			112,779	376	\$ 156,166
	Athens-Clarke County Police Department			128,000	331	\$ 127,877
	Atlanta Police Department			524,067	2,168	\$ 206,417
	Augusta University Police Department			20,000	210	\$ 160,000
	Chatham County Police Department			100,000	165	\$ 176,000
	Dunwoody Police Department			49,000	78	\$ 168,200
	Milton Police Department			40,000	47	\$ 125,000
	Roswell Police Department			100,000	206	\$ 156,000
	Sandy Springs Police Department			110,000	183	\$ 182,335
	Savannah Police Department			142,000	630	\$ 175,000
	Thomasville Police Department			24,000	68	\$ 127,000
	Tybee Island Police Department			3,500	52	\$ 114,000
	Kentucky			769,400	482	\$ 142,597
	Fort Mitchell Police Department			8,200	15	\$ 100,000
	Louisville Metro Police Department			1,300,000	1,392	\$ 210,000
	Louisville Regional Airport Authority Department of Public Safety			1,000,000	40	\$ 117,790
	Maryland			301,555	623	\$ 191,786
	Baltimore County Police Department			850,000	2,400	\$ 278,000
	Frederick Police Department			75,000	200	\$ 160,000
	Maryland National Capital Park and Planning Commission Police				122	\$ 163,000
	Montgomery County Police Department			1,050,688	1,931	\$ 205,766
	Riverdale Park Police Department			7,200	31	\$ 126,234
	Rockville Police Department			70,000	90	\$ 209,000
	Takoma Park Police Department			18,000	67	\$ 162,219
	University of Maryland Police Department			40,000	145	\$ 230,070

Region	State	Department	Population of Jurisdiction	Full-Time Employees	Chief's Salary, 2021
	North Carolina		176,866	400	\$ 135,381
		Charlotte-Mecklenburg Police Department	1,130,835	2,455	\$ 220,000
		Concord Police Department	97,000	235	\$ 165,900
		Fayetteville Police Department	225,000	600	\$ 155,000
		Fuquay-Varina Police Department	33,000	63	\$ 146,000
		Garner Police Department	35,000	78	\$ 120,000
		Gaston County Police Department	224,000	250	\$ 145,000
		Greensboro Police Department	296,710	795	\$ 153,025
		Hickory Police Department	41,000	160	\$ 132,000
		Knightdale Police Department	20,000	40	\$ 107,000
		Pineville Police Department	9,000	53	\$ 101,000
		Roxboro Police Department	8,350	39	\$ 89,644
		Wrightsville Beach Police Department	2,500	26	\$ 90,000
	Oklahoma		299,667	658	\$ 158,959
		Edmond Police Department	96,000	163	\$ 161,000
		Norman Police Department	123,000	242	\$ 153,876
	Oklahoma City Police Department	680,000	1,570	\$ 162,000	
	South Carolina		63,357	226	\$ 143,166
		Belton Police Department	4,500	14	\$ 52,000
		Charleston Police Department	146,000	583	\$ 195,000
		Clemson Police Department	17,000	46	\$ 110,000
		Columbia Police Department	131,000	560	\$ 163,000
		Lexington Police Department	20,000	63	\$ 122,000
		Rock Hill Police Department	75,000	212	\$ 132,000
	University of South Carolina Law Enforcement	50,000	103	\$ 228,165	
	Tennessee		375,000	1,075	\$ 158,549
		Cookeville Police Department	34,000	100	\$ 113,000
		Metropolitan Nashville Police Department	716,000	1,924	\$ 220,646
	Tennessee Highway Patrol	6,700,000	1,200	\$ 142,000	
	Texas		191,034	422	\$ 173,723
		Alamo Colleges District	70,000	125	\$ 176,000
		Austin ISD Police Department	92,000	122	\$ 157,145
		Bryan Police Department	84,000	200	\$ 178,000
		Carrollton Police Department	150,000	233	\$ 200,000
		Cedar Hill Police Department	50,000	96	\$ 165,000
		Cedar Park Police Department	80,000	139	\$ 160,000
Coppell Police Department		50,000	67	\$ 163,000	
Corpus Christi Police Department		329,000	715	\$ 190,000	
Dallas College Police Department		87,000	184	\$ 179,000	
Denton Police Department		141,000	262	\$ 188,000	

Region	State	Department	Population of Jurisdiction	Full-Time Employees	Chief's Salary, 2021
		Frisco Police Department	205,000	336	\$ 194,000
		Galveston Police Department	50,000	215	\$ 150,000
		Houston Police Department	2,300,000	6,100	\$ 280,000
		Irving Police Department	250,000	567	\$ 214,080
		Lone Star College Police Department	120,000	191	\$ 157,000
		Lubbock Police Department	265,000	578	\$ 185,000
		McKinney Police Department	200,000	305	\$ 203,667
		North Richland Hills Police Department	71,508	184	\$ 213,000
		Odessa Police Department	135,000	256	\$ 144,000
		Plano Police Department	287,000	609	\$ 213,180
		Port of Galveston Police Department		26	\$ 99,060
		Rockport Police Department	8,700	31	\$ 128,000
		Rockwall Police Department	69,000	110	\$ 148,000
		Southlake Police Department	30,000	73	\$ 175,000
		University of Texas Health Science Center at San Antonio	50,000	100	\$ 199,500
		University of Texas-Austin Police Department	70,000	160	\$ 200,000
		University Park Police Department	24,000	60	\$ 160,347
		Victoria Police Department	70,000	168	\$ 135,000
		Vidor Police Department	10,500	31	\$ 83,000
			Virginia		85,464
		Alexandria Police Department	160,000	437	\$ 198,000
		Buena Vista Police Department	6,800	17	\$ 81,000
		Colonial Heights Police Department	17,500	58	\$ 133,000
		Hopewell Police Department	23,500	88	\$ 120,000
		Lynchburg Police Department	84,000	214	\$ 142,800
		Manassas City Police Department	44,000	130	\$ 178,000
		Old Dominion University Police Department	25,500	70	\$ 181,000
		Purcellville Police Department	10,000	21	\$ 123,500
		Roanoke County Police Department	94,000	156	\$ 130,400
		Staunton Police Department	24,803	72	\$ 120,500
		Virginia Beach Police Department	450,000	1,000	\$ 165,000
	West		177,499	392	\$ 200,912
	Arizona		337,045	737	\$ 178,810
		Apache Junction Police Department	50,000	120	\$ 145,000
		Casa Grande Police Department	57,000	107	\$ 165,000
		Chandler Police Department	265,000	505	\$ 201,000
		Gilbert Police Department	265,000	467	\$ 204,898
		Mesa Police Department	520,000	1,240	\$ 212,000
		Oro Valley Police Department	42,000	135	\$ 160,000

Region	State	Department	Population of Jurisdiction	Full-Time Employees	Chief's Salary, 2021	
		Phoenix Police Department	1,700,000	3,800	\$ 215,009	
		Sedona Police Department	10,500	41	\$ 133,000	
		Show Low Police Department	28,000	58	\$ 130,000	
		Tempe Police Department	195,000	484	\$ 189,000	
		Tucson Police Department	575,000	1,147	\$ 212,000	
		California		275,426	605	\$ 233,295
			Antioch Police Department	112,520	156	\$ 250,020
			California State University, Los Angeles Police Department	25,000	32	\$ 170,000
			California State University, Santa Barbara Police Department	23,000	50	\$ 156,350
			Central Marin Police Authority	35,000	47	\$ 202,000
			Concord Police Department	130,000	185	\$ 254,000
			El Cajon Police Department	105,000	188	\$ 230,000
			El Cerrito Police Department	25,000	45	\$ 240,000
			El Segundo Police Department	17,000	82	\$ 256,776
			Escondido Police Department	152,000	225	\$ 205,112
			Eureka Police Department	28,000	74	\$ 152,000
			Fremont Police Department	230,000	315	\$ 306,000
			Fresno Police Department	542,000	27	\$ 240,000
			Glendora Police Department	52,000	100	\$ 212,415
			Indio Police Department	100,000	125	\$ 199,250
			Long Beach Police Department	462,645	1,174	\$ 270,581
			Los Altos Police Department	32,000	54	\$ 225,000
			Los Angeles Police Department	4,000,000	11,400	\$ 378,000
			Martinez Police Department	39,000	52	\$ 251,376
			Menifee Police Department	105,000	90	\$ 230,000
			Monterey Police Department	30,000	72	\$ 215,000
			Mountain View Police Department	83,000	143	\$ 303,450
			Novato Police Department	57,000	85	\$ 220,000
			Oxnard Police Department	209,000	356	\$ 244,217
			Pacific Grove Police Department	15,500	32	\$ 193,000
			Piedmont Police Department	11,000	29	\$ 221,016
			Pinole Police Department	20,000	50	\$ 220,000
			Pleasant Hill Police Department	35,000	61	\$ 249,396
		Pomona Police Department	162,000	269	\$ 266,500	
		San Diego Police Department	1,400,000	2,550	\$ 260,000	
		San Francisco Police Department	850,000	2,700	\$ 360,000	
		San Jose Police Department	1,021,795	1,667	\$ 300,000	
		San Marino Police Department	14,000	41	\$ 200,000	
		Sanger Police Department	28,000	43	\$ 115,000	
		Santa Rosa Police Department	178,000	251	\$ 224,217	

Region	State	Department	Population of Jurisdiction	Full-Time Employees	Chief's Salary, 2021	
		Seaside Police Department	35,000	60	\$ 211,750	
		Signal Hill Police Department	12,000	49	\$ 205,000	
		Stockton Police Department	315,592	711	\$ 233,676	
		Suisun City Police Department	29,000	37	\$ 172,000	
		Sunnyvale Department of Public Safety	156,000	289	\$ 306,000	
		Visalia Police Department	140,000	257	\$ 182,706	
	Colorado			154,052	379	\$ 175,390
		Castle Rock Police Department	75,000	112	\$ 180,000	
		Colorado Bureau of Investigation		300	\$ 163,176	
		Colorado Springs Police Department	465,000	1,100	\$ 199,820	
		Denver Police Department	715,522	1,824	\$ 228,441	
		Evans Police Department	22,000	40	\$ 141,850	
		Golden Police Department	20,000	66	\$ 175,000	
		Lakewood Police Department	165,000	450	\$ 196,000	
		Lone Tree Police Department	14,000	67	\$ 145,000	
		Steamboat Springs Police Department	13,000	43	\$ 158,000	
		University of Colorado Boulder Police Department	45,000	100	\$ 186,000	
	Vail Police Department	6,000	66	\$ 156,000		
	New Mexico					
		Farmington Police Department	45,000	175	\$ 147,000	
	Nevada			150,333	320	\$ 182,667
		Boulder City Police Department	17,000	77	\$ 145,000	
		Henderson Police Department	330,000	700	\$ 204,000	
		Sparks Police Department	104,000	183	\$ 199,000	
	Oregon			238,333	392	\$ 162,329
		Grants Pass Department of Public Safety	40,000	128	\$ 137,142	
		Portland Police Bureau	660,000	1,025	\$ 215,000	
		St. Helens Police Department	15,000	23	\$ 134,844	
	Utah			89,333	251	\$ 109,000
		Dixie State University Department of Public Safety	13,000	9	\$ 90,000	
		Salt Lake City Police Department	220,000	700	\$ 130,000	
		Springville Police Department	35,000	44	\$ 107,000	
	Washington			130,471	280	\$ 180,043
	Auburn Police Department	85,000	140	\$ 191,950		
	Bainbridge Island Police Department	25,000	30	\$ 164,070		
	Centralia Police Department	19,000	39	\$ 136,000		
	Fife Police Department	10,140	40	\$ 175,000		
	Kennewick Police Department	85,000	125	\$ 155,000		
	Marysville Police Department	70,298	122	\$ 187,500		

Region	State	Department	Population of Jurisdiction	Full-Time Employees	Chief's Salary, 2021
		Redmond Police Department	67,000	128	\$ 204,528
		Richland Police Department	60,000	85	\$ 171,600
		Seattle Police Department	755,000	2,000	\$ 262,500
		Spokane Police Department	220,000	444	\$ 182,000
		Vancouver Police Department	187,000	264	\$ 220,000
		Washougal Police Department	16,680	25	\$ 135,416
		Yakima Police Department	96,000	195	\$ 155,000
Canada			1,150,000	1,708	\$ 283,667
	Alberta				
		Calgary Police Service	1,300,000	3,000	\$ 340,000
	Ontario				
		Ottawa Police Service	1,000,000	2,100	\$ 316,000
	Quebec				
		VIA Rail Canada Police Department		24	\$ 195,000

About the Police Executive Research Forum

THE POLICE EXECUTIVE RESEARCH FORUM (PERF) is an independent research organization that focuses on critical issues in policing. Since its founding in 1976, PERF has identified best practices on fundamental issues such as reducing police use of force; developing community policing and problem-oriented policing; using technologies to deliver police services to the community; and developing and assessing crime reduction strategies.

PERF strives to advance professionalism in policing and to improve the delivery of police services through the exercise of strong national leadership; public debate of police and criminal justice issues; and research and policy development.

The nature of PERF's work can be seen in the reports PERF has published over the years. Most of these reports are available without charge online at <http://www.policeforum.org/free-online-documents>. All of the titles in the *Critical Issues in Policing* series can be found on the back cover of this report and on the PERF website at <https://www.policeforum.org/critical-issues-series>.

In addition to conducting research and publishing reports on our findings, PERF conducts

management studies of individual law enforcement agencies; educates hundreds of police officials each year in the Senior Management Institute for Police, a three-week executive development program; and provides executive search services to governments that wish to conduct national searches for their next police chief.

All of PERF's work benefits from PERF's status as a membership organization of police officials, who share information and open their agencies to research and study. PERF members also include academics, federal government leaders, and others with an interest in policing and criminal justice.

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