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City of Houston HPD Compensation Study

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Preliminary Draft – For Client Review

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Introduction

- The City of Houston (“City”) and the Houston Police Department (“HPD”) Majority Bargaining Agent (“MBA”) asked Mercer to conduct a joint compensation study that compares compensation practices in Houston to those five Texas metropolitan police departments (“peer cities”) that represent the comparative market:
 - Austin
 - Dallas
 - El Paso**
 - Fort Worth
 - San Antonio
- Mercer collected Meet and Confer agreements, pay schedules, special pay lists and other source documentation and followed up with representatives from the police departments of each peer city to ensure our understanding of their compensation and benefit programs.
- Mercer met with leaders from the City and MBA to verify our data sources and ensure each of the data elements matched similar data elements gathered independently by the MBA.
- Mercer met with the negotiation teams from the City and HPD to develop a joint methodology for comparing compensation at HPD and the peer cities. In this meeting, both parties agreed to key assumptions in the joint compensation study.
- Mercer developed a series of compensation comparisons with the objective of illustrating how current HPD compensation and paid leave programs compare to the peer cities.

*** Mercer has included El Paso in all analyses contained within this report, but we understand that the City and HPD have not come to resolution on whether they will remain the future analyses.*

Methodology

- Mercer compared annual step earnings and base compensation to the peer cities for each of the following HPD ranks: Police Officer / Senior Officer, Police Sergeant, Police Lieutenant and Police Captain.
 - Annual step earnings include only the base pay provided in each city's pay schedule.
 - Annual base compensation includes all elements of cash compensation provided to **ALL** sworn officers, regardless of shift, assignment, special skills or duty. These elements include longevity, equipment allowance, training/certification pay and recruiting/retention incentives.
- Mercer's analysis reflects pay schedules for FY 2010-2011 from each of the peer cities, including HPD's proposed pay schedule for FY 2010-2011.
- Mercer's compensation comparison assumes officers enter sworn service with a particular level of education and attain certification based on TCLEOSE article 221.3 Peace Officer Proficiency at the following years of eligibility:

Education	Basic Certification	Intermediate Certification	Advanced Certification	Master Certification
High School	1 year	8 years	12 years	20 years
Associates	1 year	4 years	6 years	12 years
Bachelors	1 year	2 years	5 years	9 years
Masters	1 year	2 years	5 years	7 years
Doctorate	1 year	2 years	5 years	5 years

- All the peer cities compensate officers for certain levels of TCLEOSE certification and/or educational attainment; therefore, based on the assumptions above, all analyses by education level also include certification pay and education pay in annual base pay.

Methodology (Continued)

- The competitiveness of compensation is reported for each rank and year of service and summarized by entry level (minimum) annual earnings, maximum annual earnings and average annual career earnings. Average annual career earnings are based on a 25 year career.
- For ranks of Sergeant and above, Mercer assumed all officers enter rank in the same year of service and remain in rank for the remainder of their career.
 - Sergeants enter rank in the 7th year of service.
 - Lieutenants enter rank in the 10th year of service.
 - Captains enter rank in the 12th year of service.
- Mercer compared HPD annual base pay to the comparator cities including and excluding the following benefits: Personal Fitness and Training Hours (assumed to be valued at 6% of annual step earnings), Paid Time Off (assumed to be valued at 6% of annual step earnings) and Phase-Down (assumed to be valued at 5% of annual step earnings). The benefit values are based on a previously agreed upon memorandum of understanding ("MOU").
- Mercer compared annual paid leave hours allotted to officers throughout their career at HPD and the peer cities based on current accrual rates. Paid leave programs include paid time off, vacation time, sick time and holidays. ** Mercer also compared the maximum accumulation of paid leave hours and payouts at termination.

** At the request of the City and the MBA, Mercer's paid leave comparison includes and excludes physical fitness and training hours as paid leave.

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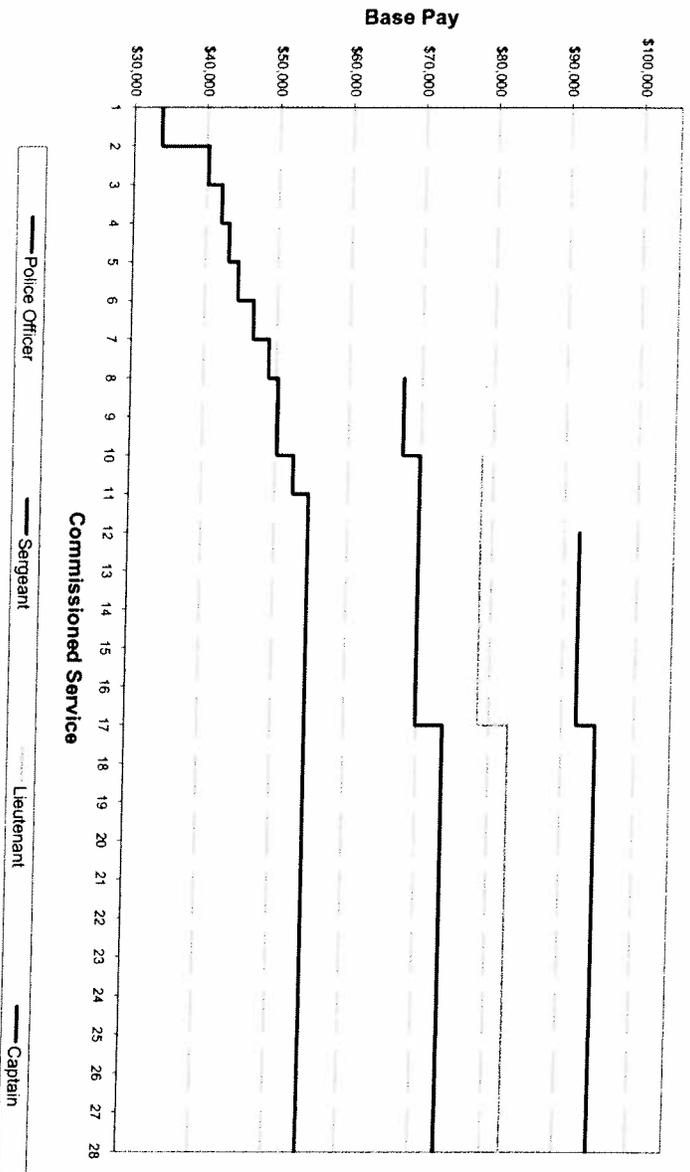


Summary of Police Compensation

Summary of Police Compensation Annual Step Earnings

- Each peer city's step schedule outlines the annual step earnings provided to officers throughout their career at each rank and year of service. Step earnings do not include any additional elements of compensation. The illustration below represents the current step earnings for HPD officers at each rank.

**Houston Police Department
Step Increases - All Ranks**



- Please see Appendix A for each comparator city's annual step schedule.

Summary of Police Compensation Annual Base Pay

- Each peer city's Meet and Confer Agreement outline the additional elements of compensation provided to officers throughout their career at each rank and year of service. The following pages outline each of the elements of compensation Mercer included in base pay compensation.

Longevity Pay

- In addition to step earnings, **ALL** peer cities provide sworn officers with longevity pay. Houston provides \$4/year more for each year of service than three peer cities. San Antonio provides the highest longevity pay at \$96/year of service and 3% increases for each 5 years of service up to 30 years (or 18%).
- Most cities distribute longevity pay to officers per pay period, but Austin provides officers with their longevity pay as a lump-sum bonus on the officer's anniversary date.

City	Longevity
Houston	\$2 per payperiod, or \$52 annually, per year up to a maximum of 25 years, or \$1,300/year
Austin	\$100 per year up to maximum of 25 years or \$2,500 total; paid in lump-sum annually on anniversary date
Dallas	\$4 per month, or \$48 annually, per year up to a maximum of 25 years, or \$1,200/year
El Paso	\$4 per month, or \$48 annually, per year up to a maximum of 25 years, or \$1,200/year
Fort Worth	\$4 per month, or \$48 annually, per year up to a maximum of 25 years, or \$1,200/year
San Antonio	\$8 per month, or \$96 annually, per year up to a maximum of 25 years (except years 5, 10, 15, 20, 25, 30); 3% for each five (5) year of service up to a maximum of 30 years or 18%

Summary of Police Compensation Annual Base Pay (Continued)

Recruiting / Retention Incentives

- Dallas provides **ALL** sworn officers a \$5,000 retention bonus on each officer's fifth anniversary and a \$3,000 retention bonus on the officer's tenth anniversary.
- Houston and Dallas have discontinued their recruiting incentive programs; therefore, these incentives have not been included in our compensation comparison.
- No other cities reported providing officers with recruiting or retention bonuses.

Clothing / Equipment Allowances

- Police departments may provide allowances to officers for clothing and/or equipment. Clothing allowances are typically limited to a subset of officers and do not include all sworn officers; therefore we have not included any clothing allowances in our compensation comparison.
- Houston provides **ALL** sworn officers with an annual equipment allowance of \$2,000. No other comparator city provides officers with an equipment allowance.

Training Pay

- Houston provides officers with additional pay for training hours accumulated through the academy and annual training sessions provided for officers by the department. Training pay is provided to **ALL** officers and is based on years of service: 1-5 years (\$116/month), 6-11 years (\$280/month), and 12+ years (\$690/month).
- No other cities reported providing officers with training pay, although other peer cities do provide paid in-service training to their officers.

Summary of Police Compensation Annual Base Pay (Continued)

Certification Pay

- ALL officers are eligible for TCLEOSE Certification at the Basic, Intermediate, Advanced and Master level during their career based on years of service and education or training hours.
- Compensation comparisons by education level include base pay compensation plus any education and/or certification pay provided by the peer cities.
 - Since the Senior Police Officer (Grade IV) step increases at HPD are based on the achievement of the Master Certification, these step increases have been included as pay for TCLEOSE Master Certification in our analysis by education level.
- The table below details the incentives provided by each city for each level of TCLEOSE certification.

City	Basic Certification	Intermediate Certification	Advanced Certification	Master Certification
Houston (1)	-	-	-	\$90 - \$475/month
Austin	-	\$50/month	\$100/month	\$150/month
Dallas	-	\$200/month	-	\$500/month
El Paso	-	\$55/month	\$105/month	-
Fort Worth	-	\$30/month	\$60/month	-
San Antonio	\$30/month	\$130/month	\$170/month	\$210/month

(1) Police Officer Rank Only; Amount based on years of service after 12th year of service

Summary of Police Compensation Annual Base Pay (Continued)

Education Pay

- Education pay is provided to officers for achieving degrees or credit hours from accredited universities. The table below details the incentives provided by each city for educational attainment.

City	Associate Degree (60 Hours)	90 Hours	Bachelor Degree	Master Degree	Doctorate Degree
Houston	-	-	\$303/month	\$520/month	\$736/month
Austin	\$100/month	-	\$220/month	\$300/month	-
Dallas	\$20/month	\$60/month	\$100/month	-	-
El Paso	\$20/month	-	\$125/month	\$150/month	-
Fort Worth	\$60/month	-	\$120/month	-	-
San Antonio	\$215/month	-	\$315/month	\$335/month	\$350/month

- Austin and Fort Worth only provide officers with certification pay **OR** education pay, while all other comparators will allow officers to be eligible for both.

Other Premium Pay Elements

- Other premium pay elements, such as shift differentials, weekend pay, motorcycle pay, field training pay, bilingual pay or assignment pay, have not been included in our compensation comparison; however, a comparison by peer city can be found in Appendix B.



Compensation Comparison By Rank



Compensation Comparison By Rank

Introduction

- The following section contains tables and charts summarizing Mercer's compensation comparison of annual step earnings and base pay for each HPD rank. The analysis assumes officers meet the minimum educational and annual training requirements to enter and remain in law enforcement.
- For each rank, Mercer compared HPD to the comparator cities for each of the following:
 - Annual step earnings
 - Annual base pay by rank
- A summary of each rank, including annual entry level (minimum) earnings, maximum earnings and average career earnings, can be found in the following section, along with a graphical representation of annual base pay for each year of service.
- Annual base pay is compared to the peer cities including and excluding the following additional HPD benefits: Personal Fitness Time, Paid Time Off and Phase-Down. As described in the methodology section, these benefits have been valued based upon a previously agreed upon MOU.
- Detailed results of annual step earnings and base pay research by year of service can be found in Appendix C.

Compensation Comparison By Rank Police Officer / Senior Officer: Annual Step Earnings and Base Pay

- The table below compares the competitiveness of annual step earnings and base pay for HPD Police Officers / Senior Police Officers.
- The graph on the following page compares an HPD Police Officer's annual base pay, excluding the MOU benefit values, by year of service compared to the peer city average.
- Please see Appendix C-1 for a more detailed comparison of annual base pay by year of service.

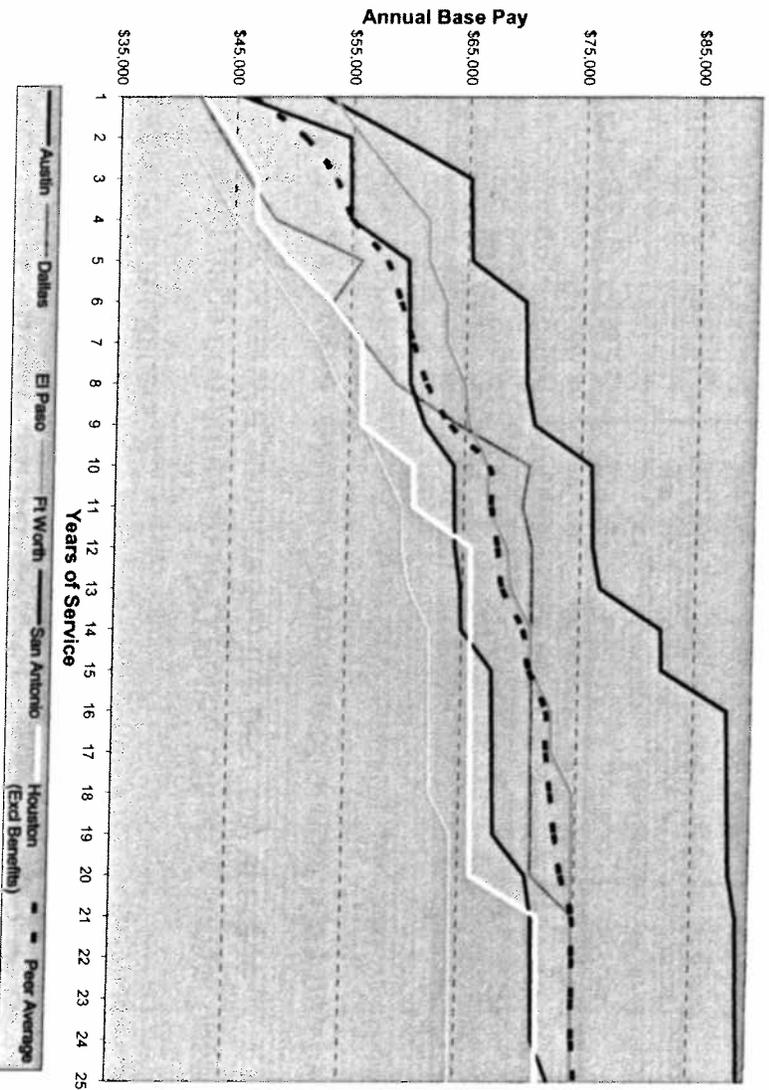
Jurisdiction	Annual Step Earnings			Annual Base Pay Excluding MOU Benefit Values ⁽¹⁾			Annual Base Pay Including MOU Benefit Values ⁽²⁾		
	Career Average	Minimum	Maximum	Career Average	Minimum	Maximum	Career Average	Minimum	Maximum
Austin	\$75,587	\$52,374	\$85,030	\$77,727	\$52,474	\$89,330	\$77,727	\$52,474	\$89,330
Dallas	\$61,665	\$41,690	\$67,884	\$64,961	\$41,738	\$75,084	\$64,961	\$41,738	\$75,084
El Paso	\$55,602	\$38,718	\$61,954	\$56,986	\$38,766	\$64,414	\$56,986	\$38,766	\$64,414
Fort Worth	\$67,212	\$53,082	\$73,112	\$68,268	\$53,130	\$75,032	\$68,268	\$53,130	\$75,032
San Antonio	\$58,396	\$45,019	\$61,322	\$64,086	\$45,475	\$73,041	\$64,086	\$45,475	\$73,041
Houston	\$51,447	\$39,374	\$54,695	\$60,956	\$42,126	\$71,957	\$69,895	\$48,820	\$82,221
Peer Average	\$63,693	\$46,176	\$69,861	\$66,406	\$46,316	\$75,380	\$66,406	\$46,316	\$75,380
Variance (%)	-19%	-15%	-22%	-8%	-9%	-5%	5%	5%	9%
Variance (\$)	(\$12,245)	(\$6,802)	(\$15,166)	(\$5,450)	(\$4,190)	(\$3,423)	\$3,489	\$2,504	\$6,841
Peer Median	\$61,665	\$45,019	\$67,884	\$64,961	\$45,475	\$75,032	\$64,961	\$45,475	\$75,032
Variance (%)	-17%	-13%	-19%	-6%	-7%	-4%	8%	7%	10%
Variance (\$)	(\$10,218)	(\$5,644)	(\$13,189)	(\$4,006)	(\$3,348)	(\$3,075)	\$4,933	\$3,345	\$7,189

(1) Includes longevity pay, retention bonuses, equipment allowance and training/certification pay.

(2) Includes longevity pay, retention bonuses, equipment allowance, training/certification pay and non-cash benefits in Houston.

Compensation Comparison By Rank Police Officer / Senior Officer: Annual Base Pay

- The graph below compares an HPD Police Officer / Senior Officer's annual base pay, excluding the MOU benefit values, by year of service against each of the peer cities.
- Please see Appendix C-1 for a more detailed comparison of annual base pay by year of service.



Compensation Comparison By Rank

Police Sergeant: Annual Step Earnings and Base Pay

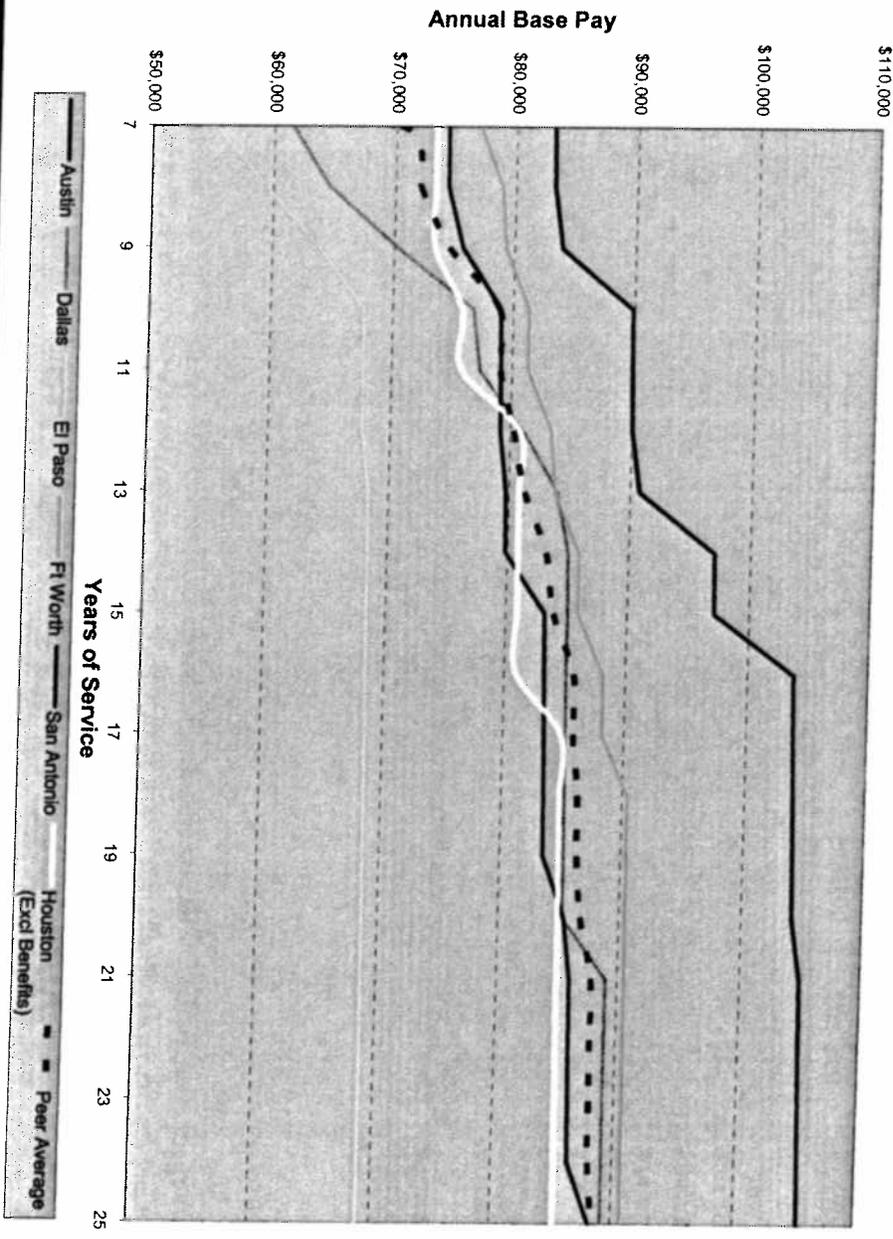
- The table below compares the competitiveness of annual step earnings and base pay for Sergeants entering rank in their 7th year of service and remaining in rank for the remainder of their career.
- Please see the graph on the following page illustrating an HPD Sergeant's annual base pay by year of service, excluding the MOU benefit values, compared to the peer city average.

Jurisdiction	Annual Step Earnings			Annual Base Pay			Annual Base Pay		
	Average	Minimum	Maximum	Excluding MOU Benefit Values ⁽¹⁾	Excluding MOU Benefit Values ⁽¹⁾	Excluding MOU Benefit Values ⁽¹⁾	Including MOU Benefit Values ⁽²⁾	Including MOU Benefit Values ⁽²⁾	Including MOU Benefit Values ⁽²⁾
Austin	\$94,704	\$82,464	\$101,021	\$97,409	\$83,164	\$105,321	\$97,409	\$83,164	\$105,321
Dallas	\$77,927	\$61,159	\$81,966	\$81,948	\$61,495	\$89,166	\$81,948	\$61,495	\$89,166
El Paso	\$65,119	\$54,684	\$66,329	\$66,888	\$55,020	\$68,789	\$66,888	\$55,020	\$68,789
Fort Worth	\$84,901	\$76,627	\$88,858	\$86,238	\$76,963	\$90,778	\$86,238	\$76,963	\$90,778
San Antonio	\$73,643	\$71,604	\$74,480	\$81,925	\$74,304	\$88,172	\$81,925	\$74,304	\$88,172
Houston	\$71,277	\$67,533	\$73,630	\$81,096	\$73,257	\$85,212	\$93,213	\$84,738	\$97,729
Peer Average	\$79,259	\$69,308	\$82,531	\$82,881	\$70,189	\$88,445	\$82,881	\$70,189	\$88,445
Variance (%)	-10%	-3%	-11%	-2%	4%	-4%	12%	21%	10%
Variance (\$)	(\$7,981)	(\$1,775)	(\$8,901)	(\$1,785)	\$3,068	(\$3,233)	\$10,332	\$14,548	\$9,284
Peer Median	\$77,927	\$71,604	\$81,966	\$81,948	\$74,304	\$89,166	\$81,948	\$74,304	\$89,166
Variance (%)	-9%	-6%	-10%	-1%	-1%	-4%	14%	14%	10%
Variance (\$)	(\$6,650)	(\$4,071)	(\$8,336)	(\$852)	(\$1,047)	(\$3,954)	\$11,265	\$10,433	\$8,563

(1) Includes longevity pay, retention bonuses, equipment allowance and training/certification pay.
 (2) Includes longevity pay, retention bonuses, equipment allowance, training/certification pay and non-cash benefits in Houston.

Compensation Comparison By Rank Police Sergeant: Annual Base Pay

- The graph below compares an HPD Sergeant's annual base pay by year of service, excluding the MOU benefit values, against each of the peer cities.
- Please see Appendix C-2 for a more detailed comparison of annual base pay.



Compensation Comparison By Rank

Police Lieutenant: Annual Step Earnings and Base Pay

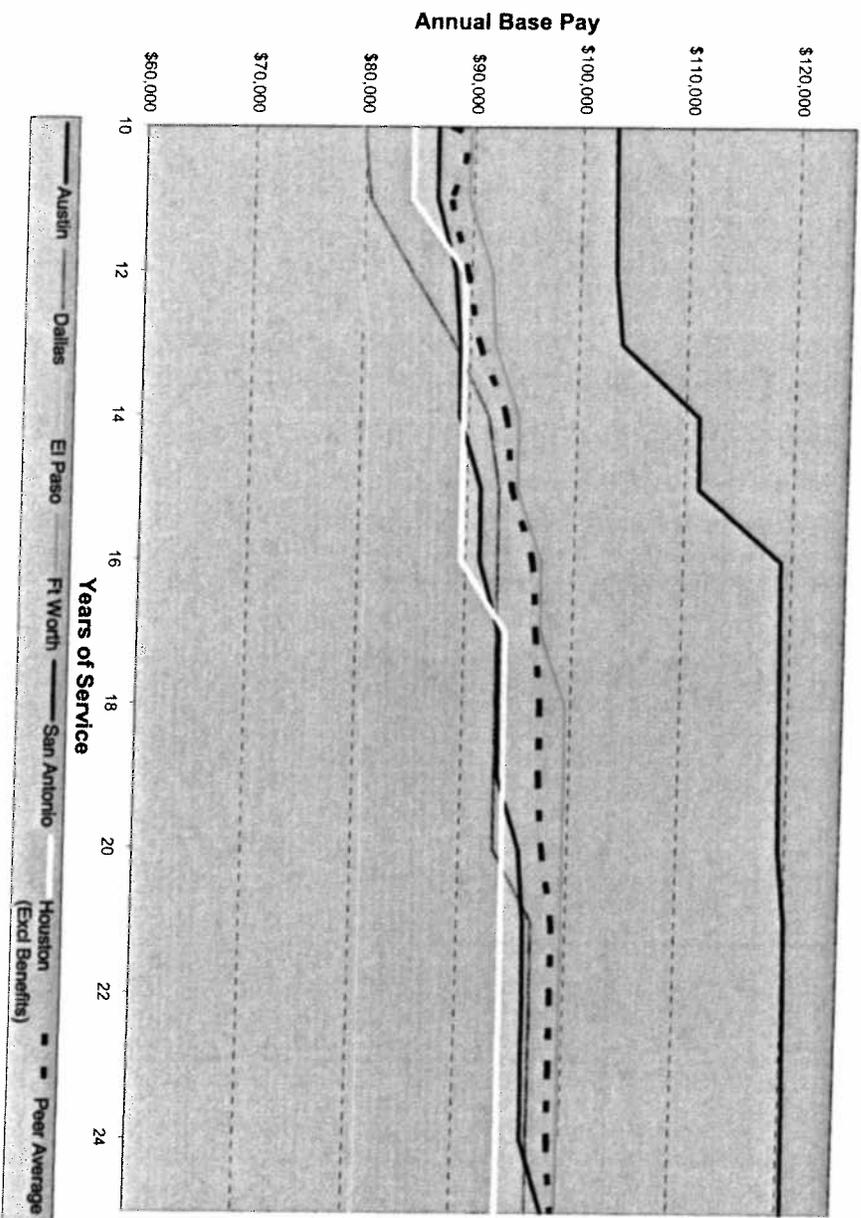
- The table below compares annual step earnings and base pay for Lieutenants entering rank in their 10th year of service and remaining in rank for the remainder of their career.
- Please see the graph on the following page illustrating an HPD Lieutenant's annual base pay by year of service, excluding the MOU benefit values, compared to the peer city average.

Jurisdiction	Annual Step Earnings			Annual Base Pay			Annual Base Pay		
	Average	Minimum	Maximum	Excluding MOU Benefit Values ⁽¹⁾	Excluding MOU Benefit Values ⁽¹⁾	Excluding MOU Benefit Values ⁽¹⁾	Including MOU Benefit Values ⁽²⁾	Including MOU Benefit Values ⁽²⁾	Including MOU Benefit Values ⁽²⁾
Austin	\$111,548	\$101,471	\$116,174	\$114,573	\$103,071	\$120,474	\$114,573	\$103,071	\$120,474
Dallas	\$87,164	\$73,864	\$89,778	\$91,716	\$79,744	\$96,978	\$91,716	\$79,744	\$96,978
El Paso	\$78,452	\$78,452	\$78,452	\$80,439	\$79,592	\$80,912	\$80,439	\$79,592	\$80,912
Fort Worth	\$95,012	\$88,712	\$97,926	\$96,504	\$89,552	\$99,846	\$96,504	\$89,552	\$99,846
San Antonio	\$82,510	\$80,184	\$83,428	\$92,550	\$66,555	\$98,462	\$92,550	\$86,555	\$98,462
Houston	\$80,799	\$78,429	\$82,642	\$91,375	\$84,309	\$94,224	\$105,111	\$97,642	\$108,273
Peer Average	\$90,937	\$84,537	\$93,152	\$95,157	\$87,703	\$99,335	\$95,157	\$87,703	\$99,335
Variance (%)	-11%	-7%	-11%	-4%	-4%	-5%	10%	11%	9%
Variance (\$)	(\$10,139)	(\$6,108)	(\$10,510)	(\$3,781)	(\$3,394)	(\$5,111)	\$9,954	\$9,939	\$8,938
Peer Median	\$87,164	\$80,184	\$89,778	\$92,550	\$86,555	\$98,462	\$92,550	\$86,555	\$98,462
Variance (%)	-7%	-2%	-8%	-1%	-3%	-4%	14%	13%	10%
Variance (\$)	(\$6,365)	(\$1,755)	(\$7,136)	(\$1,175)	(\$2,246)	(\$4,238)	\$12,561	\$11,087	\$9,811

- (1) Includes longevity pay, retention bonuses, equipment allowance and training/certification pay.
 (2) Includes longevity pay, retention bonuses, equipment allowance, training/certification pay and non-cash benefits in Houston.

Compensation Comparison By Rank Police Lieutenant: Annual Base Pay

- The graph below compares an HPD Lieutenant's annual base pay by year of service, excluding the MOU benefit values, against each of the peer cities.
- Please see Appendix C-3 for a more detailed comparison of annual base pay.



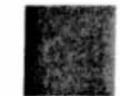
Compensation Comparison By Rank

Police Captain: Annual Step Earnings and Base Pay

- The table below compares the competitiveness of annual step earnings and base pay for Captains entering rank in their 12th year of service and remaining in rank for the remainder of their career.
- Please see the graph on the following page illustrating an HPD Captain's annual base pay by year of service, excluding the MOU benefit values, compared to the peer city average.

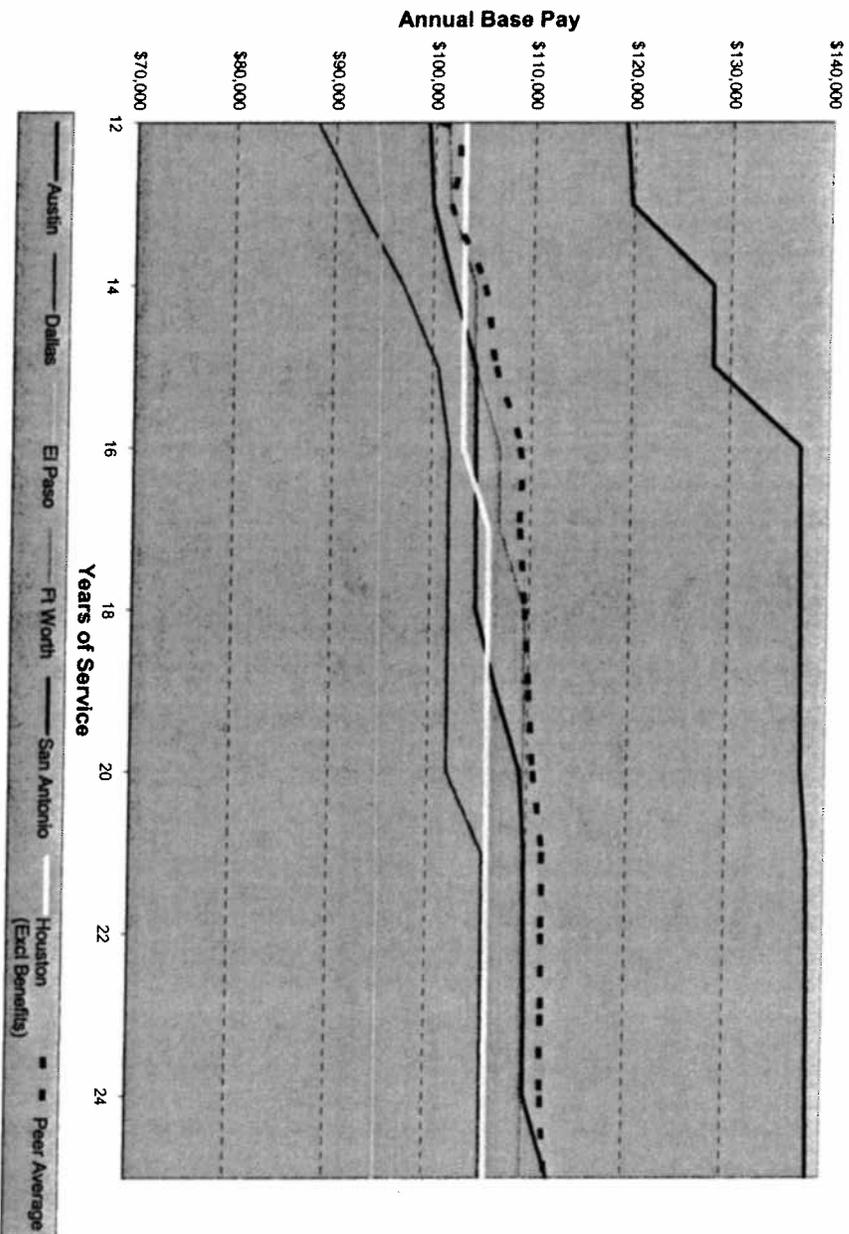
Jurisdiction	Annual Step Earnings			Annual Base Pay Excluding MOU Benefit Values ⁽¹⁾			Annual Base Pay Including MOU Benefit Values ⁽²⁾		
	Average	Minimum	Maximum	Average	Minimum	Maximum	Average	Minimum	Maximum
Austin	\$130,651	\$117,335	\$134,335	\$133,872	\$119,135	\$138,635	\$133,872	\$119,135	\$138,635
Dallas	\$96,494	\$85,100	\$98,526	\$101,068	\$88,076	\$105,726	\$101,068	\$88,076	\$105,726
El Paso	\$92,558	\$92,558	\$92,558	\$94,663	\$93,794	\$95,018	\$94,663	\$93,794	\$95,018
Fort Worth	\$105,786	\$100,277	\$108,014	\$107,368	\$101,213	\$109,934	\$107,368	\$101,213	\$109,934
San Antonio	\$94,530	\$92,020	\$95,729	\$106,255	\$99,294	\$112,608	\$106,255	\$99,294	\$112,608
Houston	\$93,748	\$92,086	\$94,672	\$104,992	\$102,992	\$106,254	\$120,929	\$118,646	\$122,348
Peer Average	\$104,004	\$97,458	\$105,832	\$108,645	\$100,302	\$112,384	\$108,645	\$100,302	\$112,384
Variance (%)	-10%	-6%	-11%	-3%	3%	-5%	11%	18%	9%
Variance (\$)	(\$10,256)	(\$5,373)	(\$11,160)	(\$3,653)	\$2,689	(\$6,130)	\$12,284	\$18,344	\$9,964
Peer Median	\$96,494	\$92,558	\$98,526	\$106,255	\$99,294	\$109,934	\$106,255	\$99,294	\$109,934
Variance (%)	-3%	-1%	-4%	-1%	4%	-3%	14%	19%	11%
Variance (\$)	(\$2,746)	(\$473)	(\$3,854)	(\$1,262)	\$3,698	(\$3,680)	\$14,675	\$19,352	\$12,414

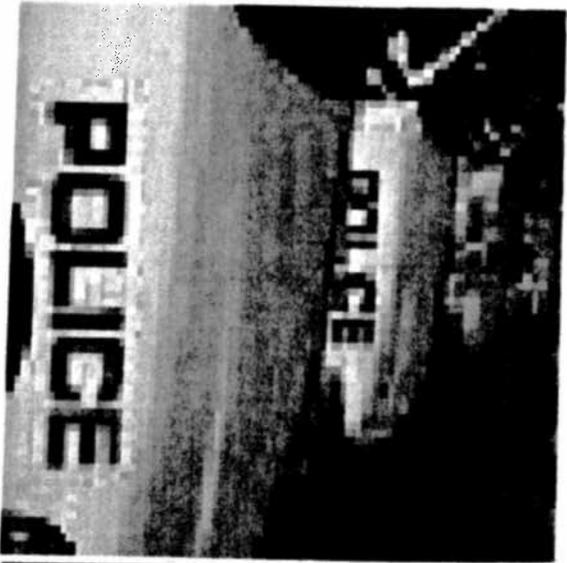
(1) Includes longevity pay, retention bonuses, equipment allowance and training/certification pay.
 (2) Includes longevity pay, retention bonuses, equipment allowance, training/certification pay and non-cash benefits in Houston.



Compensation Comparison By Rank Police Captain: Annual Base Pay

- The graph below illustrates an HPD Captain's annual base pay by year of service, excluding the MOU benefit values, compared to each of the peer cities.
- Please see Appendix C-4 for a more detailed comparison of annual base pay.





Compensation Comparison By Rank and Education



Compensation Comparison By Rank and Education Introduction

- The following section summarizes Mercer's compensation comparison of annual base pay for each HPD rank by level of education. The analysis assumes officers enter service with a certain level of educational attainment.
- For each rank, Mercer compared HPD to the comparator cities at the following levels of education:
 - Associates Degree
 - Bachelors Degree
 - Masters Degree
 - Doctorate Degree
- A summary for each rank, including annual entry level (minimum) earnings, maximum earnings and average career earnings, is provided, along with a graph illustrating annual base pay for each year of service.
- Annual base pay is compared to the peer cities excluding the following additional HPD benefits: Personal Fitness Time, Paid Time Off and Phase-Down. As described in the methodology section, these benefits have been valued based upon a previously agreed upon MOU.
- Detailed results of annual step earnings and base pay research by year of service can be found in Appendix D.

Compensation Comparison By Rank and Education

Police Officer / Senior Police Officer: Annual Base Pay

- The table below compares the annual base pay for HPD Police Officers / Senior Police Officers of similar experience, education and training to the peer cities.
- Please see Appendix D-1 for a more detailed comparison of annual base pay by education level.

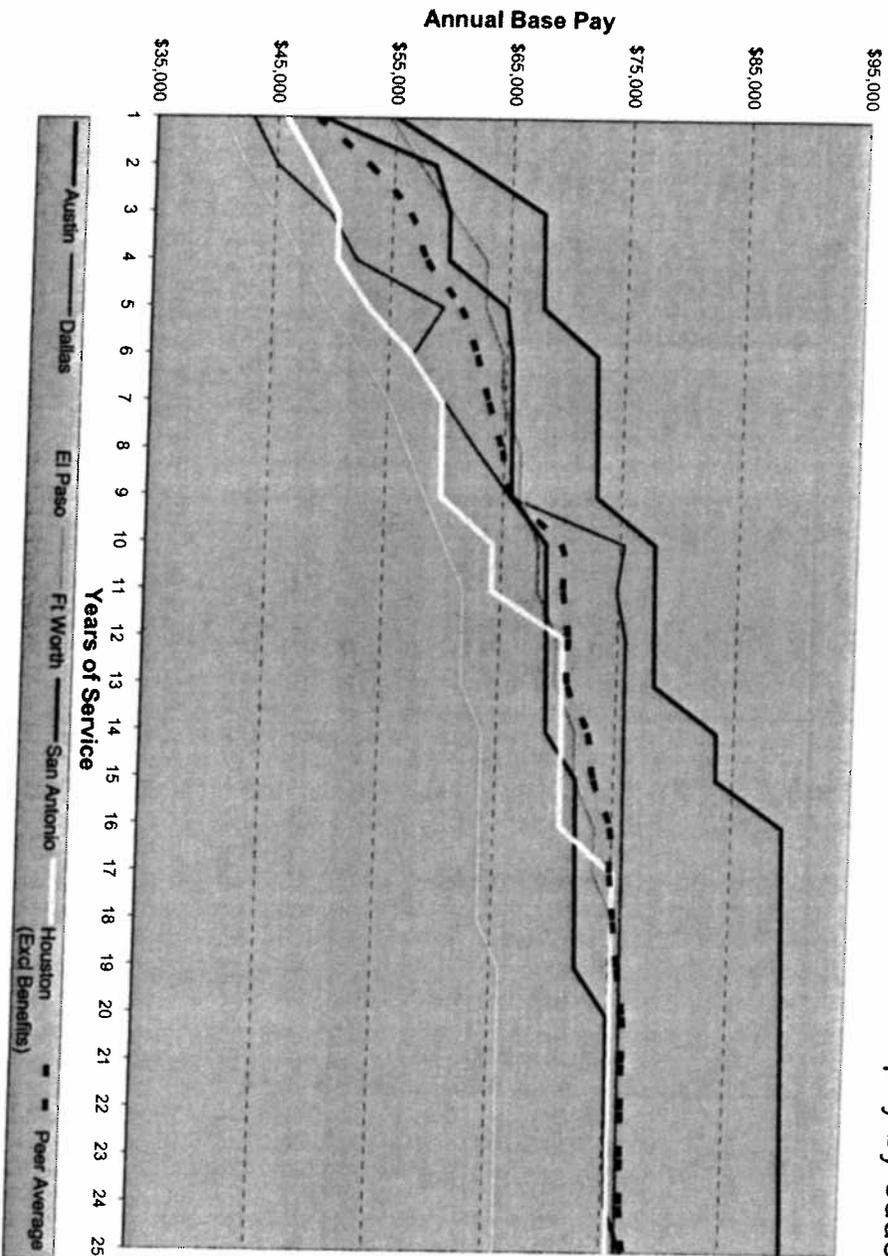
Jurisdiction	Annual Base Pay Associates Degree			Annual Base Pay Bachelors Degree			Annual Base Pay Masters Degree			Annual Base Pay Doctorate Degree		
	Average	Minimum	Maximum	Average	Minimum	Maximum	Average	Minimum	Maximum	Average	Minimum	Maximum
Austin	\$78,399	\$53,674	\$89,330	\$79,527	\$55,114	\$90,170	\$80,487	\$56,074	\$91,130	\$80,487	\$56,074	\$91,130
Dallas	\$66,737	\$41,978	\$75,324	\$68,321	\$42,938	\$76,284	\$68,609	\$42,938	\$76,284	\$68,609	\$42,938	\$76,284
El Paso	\$57,476	\$39,006	\$64,654	\$58,813	\$40,266	\$66,914	\$59,113	\$40,566	\$66,214	\$59,113	\$40,566	\$66,214
Fort Worth	\$68,556	\$53,850	\$75,032	\$69,276	\$54,570	\$75,752	\$69,276	\$54,570	\$75,752	\$69,276	\$54,570	\$75,752
San Antonio	\$67,112	\$47,695	\$75,621	\$68,485	\$48,895	\$76,821	\$68,764	\$49,135	\$77,061	\$68,944	\$49,315	\$77,241
Houston	\$62,100	\$42,126	\$71,957	\$65,736	\$45,762	\$75,593	\$68,340	\$48,366	\$78,197	\$70,932	\$50,958	\$80,789
Peer Average	\$67,656	\$47,240	\$75,992	\$68,885	\$48,356	\$76,988	\$69,250	\$48,656	\$77,288	\$70,932	\$50,958	\$80,789
Variance (%)	-8%	-11%	-5%	-5%	-5%	-2%	-1%	-1%	1%	2%	2%	4%
Variance (\$)	(\$5,557)	(\$5,114)	(\$4,035)	(\$3,149)	(\$2,594)	(\$1,395)	(\$910)	(\$290)	\$909	\$1,646	\$2,266	\$3,465
Peer Median	\$67,112	\$47,695	\$75,324	\$68,485	\$48,895	\$76,284	\$68,764	\$49,135	\$76,284	\$68,944	\$49,315	\$76,284
Variance (%)	-7%	-12%	-4%	-4%	-6%	-1%	-1%	-2%	3%	3%	3%	6%
Variance (\$)	(\$5,013)	(\$5,568)	(\$3,367)	(\$2,750)	(\$3,132)	(\$691)	(\$424)	(\$768)	\$1,913	\$1,988	\$1,644	\$4,505

(1) Includes longevity pay, retention bonuses, equipment allowance, training/certification pay and education pay.



Compensation Comparison By Rank and Education Police Officer / Senior Police Officer: Annual Base Pay – Bachelors

- The graph below illustrates the annual base pay for HPD Police Officers / Senior Police Officers with a bachelor degree compared to the peer city average by year of service.
- Please see Appendix D-1 for a more detailed comparison of annual base pay by education level.



Compensation Comparison By Rank and Education

Police Sergeant: Annual Base Pay

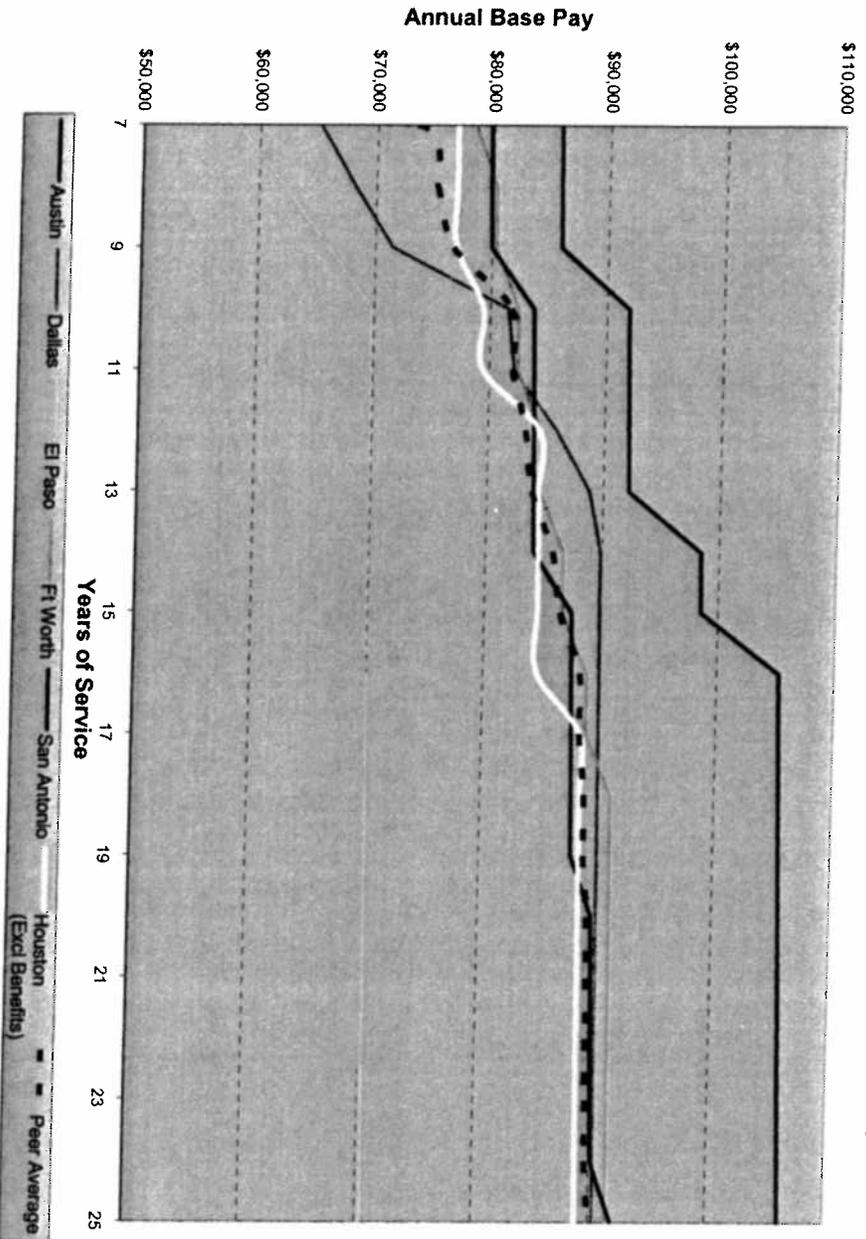
- The table below compares the annual base pay for HPD Sergeants of similar experience, education and training to the peer cities.
- Please see Appendix D-2 for a more detailed comparison of annual base pay by education level.

Jurisdiction	Annual Base Pay Associates Degree			Annual Base Pay Bachelors Degree			Annual Base Pay Masters Degree			Annual Base Pay Doctorate Degree		
	Average	Minimum	Maximum	Average	Minimum	Maximum	Average	Minimum	Maximum	Average	Minimum	Maximum
Austin	\$97,914	\$84,364	\$105,321	\$98,944	\$85,804	\$106,161	\$99,904	\$86,764	\$107,121	\$99,904	\$86,764	\$107,121
Dallas	\$83,956	\$64,135	\$89,406	\$85,485	\$65,095	\$90,366	\$85,864	\$65,095	\$90,366	\$85,864	\$65,095	\$90,366
EI Paso	\$67,387	\$56,520	\$69,029	\$68,647	\$57,780	\$70,289	\$68,947	\$58,080	\$70,589	\$68,947	\$58,080	\$70,589
Fort Worth	\$86,389	\$77,683	\$90,778	\$87,109	\$78,403	\$91,498	\$87,109	\$78,403	\$91,498	\$87,109	\$78,403	\$91,498
San Antonio	\$84,985	\$78,564	\$90,752	\$86,260	\$79,764	\$91,952	\$86,551	\$80,004	\$92,192	\$86,731	\$80,184	\$92,372
Houston	\$81,096	\$73,257	\$85,212	\$84,732	\$76,893	\$88,848	\$87,336	\$79,497	\$91,452	\$89,928	\$82,089	\$94,044
Peer Average	\$84,126	\$72,253	\$89,057	\$85,289	\$73,369	\$90,053	\$85,675	\$73,669	\$90,353	\$85,711	\$73,705	\$90,389
Variance (%)	-4%	1%	-4%	-1%	5%	-1%	2%	8%	1%	5%	11%	4%
Variance (\$)	(\$3,030)	\$1,004	(\$3,845)	(\$557)	\$3,524	(\$1,205)	\$1,661	\$5,828	\$1,099	\$4,217	\$8,384	\$3,655
Peer Median	\$84,985	\$77,683	\$90,752	\$86,260	\$78,403	\$91,498	\$86,551	\$78,403	\$91,498	\$86,731	\$78,403	\$91,498
Variance (%)	-5%	-6%	-6%	-2%	-2%	-3%	1%	1%	0%	4%	5%	3%
Variance (\$)	(\$3,889)	(\$4,426)	(\$5,540)	(\$1,528)	(\$1,510)	(\$2,649)	\$785	\$1,094	(\$45)	\$3,197	\$3,696	\$2,547

(1) Includes longevity pay, retention bonuses, equipment allowance, training/certification pay and education pay.

Compensation Comparison By Rank and Education Police Sergeant: Annual Base Pay – Bachelors

- The graph below illustrates the annual base pay for an HPD Sergeant with a bachelor degree compared to the peer city average by year of service.
- Please see Appendix D-2 for a more detailed comparison of annual base pay by education level.



Compensation Comparison By Rank and Education

Police Lieutenant: Annual Base Pay

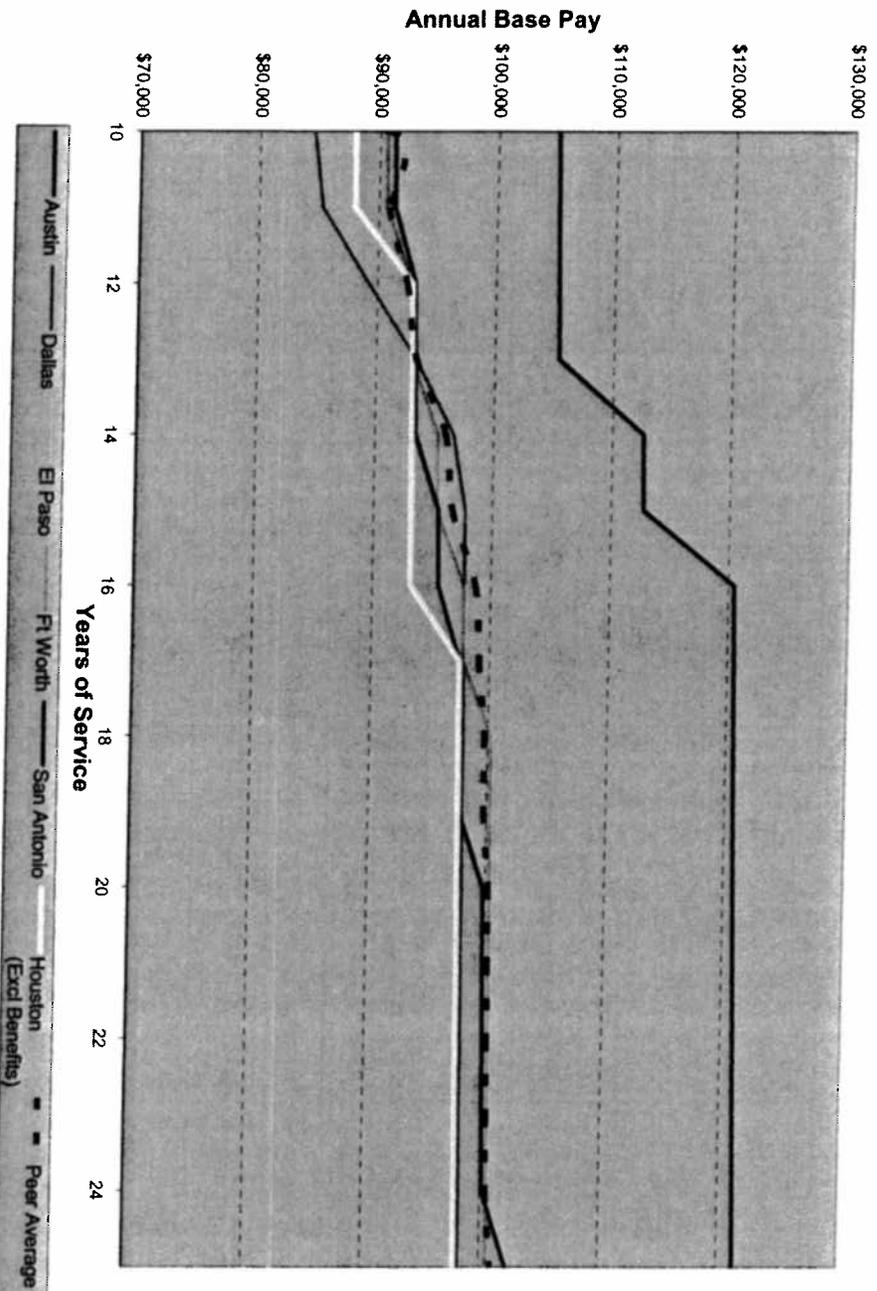
- The table below compares annual base pay for HPD Lieutenants of similar experience, education and training to the peer cities.
- Please see Appendix D-3 for a more detailed comparison of annual base pay by education level.

Jurisdiction	Annual Base Pay Associates Degree			Annual Base Pay Bachelors Degree			Annual Base Pay Masters Degree			Annual Base Pay Doctorate Degree		
	Average	Minimum	Maximum	Average	Minimum	Maximum	Average	Minimum	Maximum	Average	Minimum	Maximum
Austin	\$114,986	\$103,671	\$120,474	\$115,938	\$105,111	\$121,314	\$116,898	\$106,071	\$122,274	\$116,898	\$106,071	\$122,274
Dallas	\$93,756	\$79,984	\$97,218	\$95,391	\$84,544	\$98,178	\$95,391	\$84,544	\$98,178	\$95,391	\$84,544	\$98,178
El Paso	\$80,792	\$80,432	\$81,152	\$82,052	\$81,692	\$82,412	\$82,352	\$81,992	\$82,712	\$82,352	\$81,992	\$82,712
Fort Worth	\$96,572	\$89,912	\$99,846	\$97,292	\$90,632	\$100,566	\$97,292	\$90,632	\$100,566	\$97,292	\$90,632	\$100,566
San Antonio	\$95,460	\$89,615	\$101,042	\$96,750	\$91,295	\$102,242	\$96,990	\$91,535	\$102,482	\$97,170	\$91,715	\$102,662
Houston	\$91,375	\$84,309	\$94,224	\$95,011	\$87,945	\$97,860	\$97,615	\$90,549	\$100,464	\$100,207	\$93,141	\$103,056
Peer Average	\$96,313	\$88,723	\$99,947	\$97,485	\$90,655	\$100,943	\$97,785	\$90,955	\$101,243	\$97,821	\$90,991	\$101,279
Variance (%)	-5%	-5%	-6%	-3%	-3%	-3%	0%	0%	-1%	2%	2%	2%
Variance (\$)	(\$4,938)	(\$4,414)	(\$5,723)	(\$2,473)	(\$2,710)	(\$3,083)	(\$169)	(\$406)	(\$779)	\$2,387	\$2,150	\$1,777
Peer Median	\$95,460	\$89,615	\$99,846	\$96,750	\$90,632	\$100,566	\$96,990	\$90,632	\$100,566	\$97,170	\$90,632	\$100,566
Variance (%)	-4%	-6%	-6%	-2%	-3%	-3%	1%	0%	0%	3%	3%	2%
Variance (\$)	(\$4,085)	(\$5,306)	(\$5,623)	(\$1,739)	(\$2,687)	(\$2,707)	\$625	(\$83)	(\$103)	\$3,037	\$2,509	\$2,489

(1) Includes longevity pay, retention bonuses, equipment allowance, training/certification pay and education pay.

Compensation Comparison By Rank and Education Police Lieutenant: Annual Base Pay – Bachelors

- The graph below illustrates the annual base pay for an HPD Lieutenant with a bachelor degree compared to the peer city average by year of service.
- Please see Appendix D-3 for a more detailed comparison of annual base pay by education level.



Compensation Comparison By Rank and Education

Police Captain: Annual Base Pay

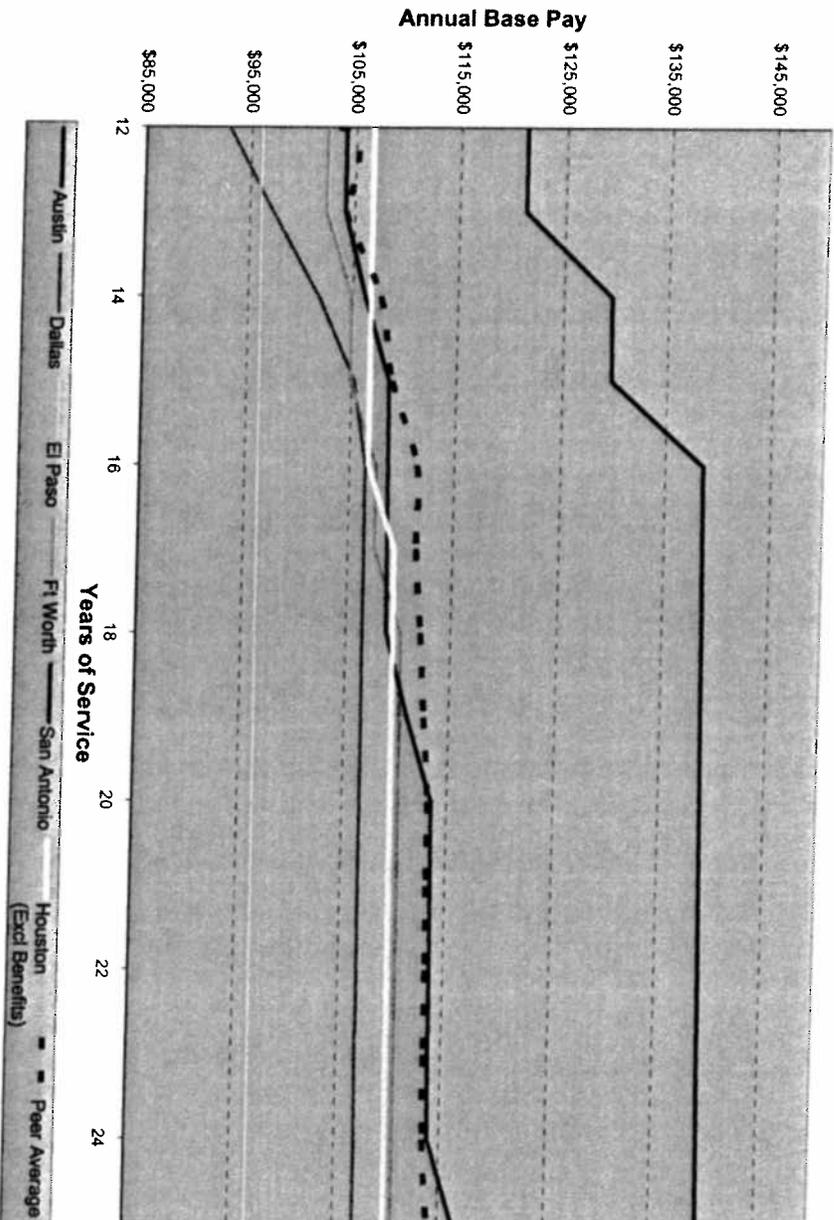
- The table below compares the annual base pay for HPD Captains of similar experience, education and training to the peer cities.
- Please see Appendix D-4 for a more detailed comparison of annual base pay by education level.

Jurisdiction	Annual Base Pay Associates Degree			Annual Base Pay Bachelors Degree			Annual Base Pay Masters Degree			Annual Base Pay Doctorate Degree		
	Average	Minimum	Maximum	Average	Minimum	Maximum	Average	Minimum	Maximum	Average	Minimum	Maximum
Austin	\$134,258	\$119,735	\$138,635	\$135,141	\$121,175	\$139,475	\$136,101	\$122,135	\$140,435	\$136,101	\$122,135	\$140,435
Dallas	\$103,365	\$88,316	\$105,966	\$104,582	\$92,876	\$106,926	\$104,582	\$92,876	\$106,926	\$104,582	\$92,876	\$106,926
El Paso	\$94,946	\$94,634	\$95,258	\$96,206	\$95,894	\$96,518	\$96,506	\$96,194	\$96,818	\$96,506	\$96,194	\$96,818
Fort Worth	\$107,394	\$101,573	\$109,934	\$108,114	\$102,293	\$110,654	\$108,114	\$102,293	\$110,654	\$108,114	\$102,293	\$110,654
San Antonio	\$109,143	\$102,354	\$115,188	\$110,377	\$104,034	\$116,388	\$110,617	\$104,274	\$116,628	\$110,797	\$104,454	\$116,808
Houston	\$104,992	\$102,992	\$106,254	\$108,628	\$106,628	\$109,890	\$111,232	\$109,232	\$112,494	\$113,824	\$111,824	\$115,086
Peer Average	\$109,821	\$101,322	\$112,996	\$110,884	\$103,254	\$113,992	\$111,184	\$103,554	\$114,292	\$113,220	\$103,590	\$114,328
Variance (%)	-4%	2%	-6%	-2%	3%	-4%	0%	5%	-2%	2%	8%	1%
Variance (\$)	(\$4,829)	\$1,669	(\$6,742)	(\$2,256)	\$3,373	(\$4,102)	\$48	\$5,677	(\$1,798)	\$2,604	\$8,233	\$758
Peer Median	\$107,394	\$101,573	\$109,934	\$108,114	\$102,293	\$110,654	\$108,114	\$102,293	\$110,654	\$108,114	\$102,293	\$110,654
Variance (%)	-2%	1%	-3%	0%	4%	-1%	3%	7%	2%	5%	9%	4%
Variance (\$)	(\$2,402)	\$1,419	(\$3,680)	\$514	\$4,335	(\$764)	\$3,118	\$6,939	\$1,840	\$5,710	\$9,531	\$4,432

(1) Includes longevity pay, retention bonuses, equipment allowance, training/certification pay and education pay.

Compensation Comparison By Rank and Education Police Captain: Annual Base Pay – Bachelors

- The graph below illustrates the annual base pay for an HPD Captain with a bachelor degree compared to the peer city average by year of service.
- Please see Appendix D-4 for a more detailed comparison of guaranteed cash compensation by education level.





Paid Leave

Paid Leave Elements of Paid Leave

Each peer city's Meet and Confer Agreements outline the paid leave provided to officers throughout their career at each year of service for all ranks. The following pages summarize each of the elements of paid leave.

Holidays

- Houston recognizes 11 paid holidays, equal to Austin for the most holidays of the five peer cities. The table below identifies the number of paid holidays recognized by each city:

	Houston	Austin	Dallas	El Paso	Fort Worth	San Antonio
Physical Fitness Time	11	11	9	9	8	7

- Houston is the only city that provides officers at the Police Officer rank 20 days of non-bankable administrative training leave and 10 days of personal fitness time to officers at the rank of Sergeant or above.
- Houston and two other peer cities provide rewards to officers that pass a physical fitness test.
 - Houston provides officers eight additional hours of paid leave.
 - San Antonio provides officers five days (forty hours) of administrative leave.
 - Fort Worth provides officers cash incentives in their health savings account.

Paid Leave Elements of Paid Leave

Each of the five peer cities have vacation/sick time available to officers, while Houston uses a single bank of paid time off. The table below details the annual accrual, maximum accumulation and maximum pay at termination for vacation, sick leave and paid time off.

City	Houston	Austin	Dallas	El Paso	Fort Worth	San Antonio
Vacation						
Annual Accrual	166 Hours	0-4 Years: 120 Hours 4-8 Years: 136 Hours 8-15 Years: 144 Hours 15-20 Years: 160 Hours 20+ Years: 184 Hours	1-10 Years: 120 Hours 10-15 Years: 144 Hours 15-20 Years: 168 Hours 20+ Years: 192 Hours	1-5 Years: 120 Hours 5-10 Years: 136 Hours 10-15 Years: 144 Hours 15-20 Years: 160 Hours 25+ Years: 184 Hours	1-10 Years: 126 Hours 10-15 Years: 166 Hours 15+ Years: 206 Hours	1-10 Years: 126 Hours 10-15 Years: 166 Hours 15+ Years: 206 Hours
Maximum Accumulation	400 Hours	N/A	400 Hours	4 x Annual Accrual	Unlimited	Unlimited
Maximum Payout at Termination	400 Hours	N/A	400 Hours	2 x Annual Accrual	1 x Ending Base Pay	Unlimited
Sick						
Annual Accrual	146 Hours	96 Hours	120 Hours	120	120 Hours	120 Hours
Maximum Accumulation	Unlimited	1,440 Hours	Unlimited	Unlimited	Unlimited	Unlimited
Maximum Payout at Termination	1700 Hours	720 Hours	1,120 Hours	720 Hours	1 x ending base pay	Unlimited
Paid Time Off						
Annual Accrual	<5 Years: 120 Hours <10 Years: 160 Hours <15 Years: 200 Hours 15 Years: 240 Hours Each additional year of service: Additional 8 hours					
Maximum Accumulation	Unlimited; accrue at reduced rate of 120 hours per year after officer reaches a bank of 5,000 hours					
Maximum Payout at Termination	Pay all hours at current rates at termination through four different options in phase down					

Paid Leave
Total Annual Paid Leave

Total Paid Leave (Excluding Personal Fitness Time)

All Ranks

- The table below combines all paid leave at each city, excluding physical fitness time, to approximate the amount of total paid leave annually at each peer city for all ranks

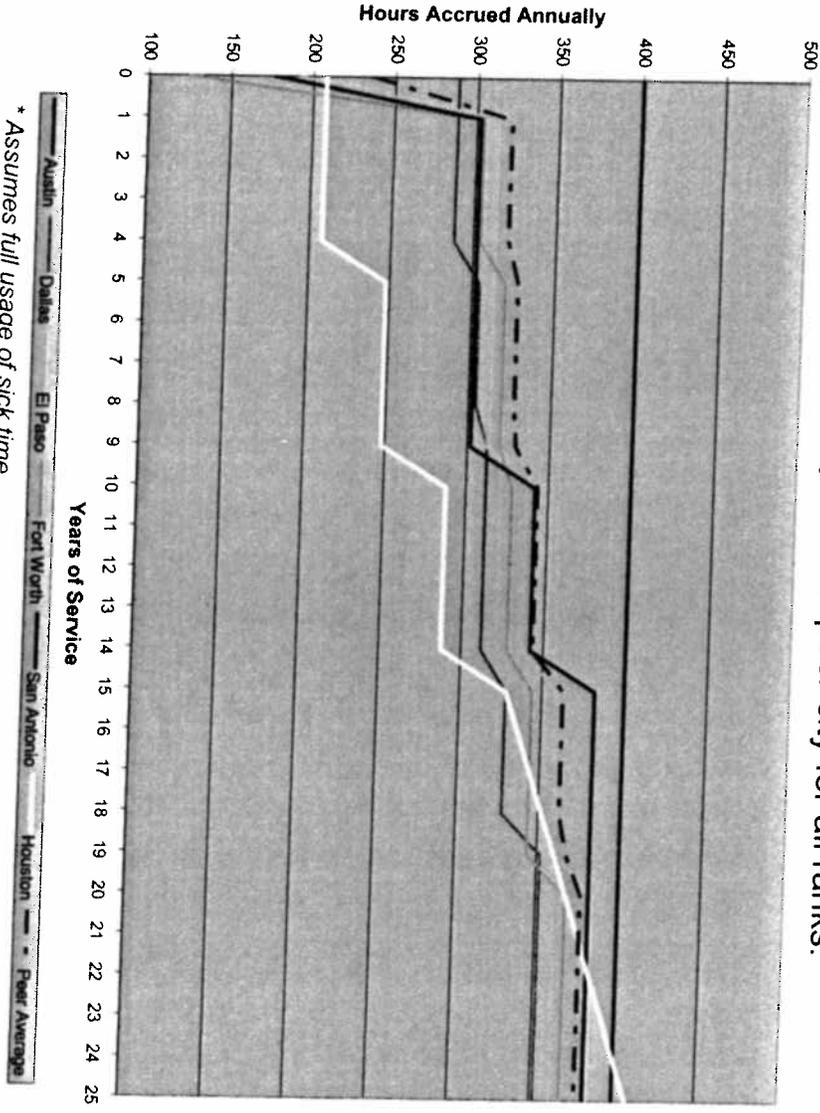
Jurisdiction	Average Career Sick Hours	Average Career Vacation Hours	Holiday Hours	Average Career PTO Hours	Average Career Total Paid Leave
Austin	146	166	88	0	400
Dallas	96	150	72	0	318
El Paso	120	144	72	0	336
Fort Worth	118	144	64	0	326
San Antonio	120	161	56	0	337
Houston	0	0	88	211	299
Peer Average	120	153	70	0	343

Paid Leave

Total Annual Paid Leave – Excluding Personal Fitness Time

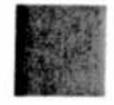
All Ranks

- The graph below combines all paid leave at each city, excluding physical fitness time, to illustrate the amount of total paid leave annually at each peer city for all ranks.



* Assumes full usage of sick time.

- Please see Appendix E for details of paid leave time at each comparator city.



Paid Leave
Total Annual Paid Leave

Total Paid Leave (Including Personal Fitness Time)
Police Officer / Senior Officer Rank

- The table below combines all paid leave at each city, including physical fitness time, to approximate the amount of total paid leave annually at each peer city for the rank of Police Officer.

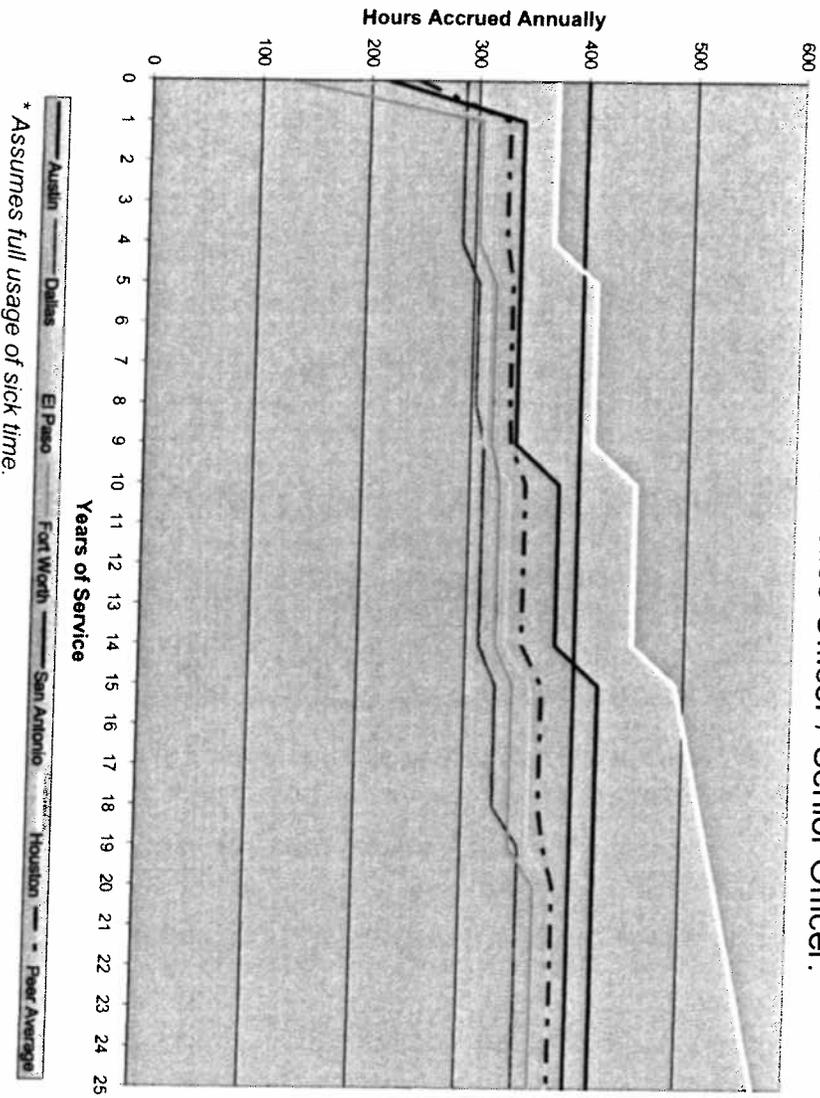
Jurisdiction	Average Career Sick Hours	Average Career Vacation Hours	Holiday Hours	Personal Fitness Hours	Average Career PTO Hours	Average Career Total Paid Leave
Austin	146	166	88	0	0	400
Dallas	96	150	72	0	0	318
El Paso	120	144	72	0	0	336
Fort Worth	118	144	64	0	0	326
San Antonio	120	161	56	40	0	377
Houston	0	0	88	168	211	467
Peer Average	120	153	70	8	0	351

Paid Leave

Total Annual Paid Leave – Including Personal Fitness Time

Police Officer / Senior Officer Rank

- The graph below combines all paid leave at each city, including holiday hours, sick and vacation hours or paid time off at HPD, and physical fitness time, to illustrate the amount of total paid leave annually at each peer city for the rank of Police Officer / Senior Officer.



* Assumes full usage of sick time.

- Please see Appendix E for details of paid leave time at each comparator city.

Mercer



Appendix A

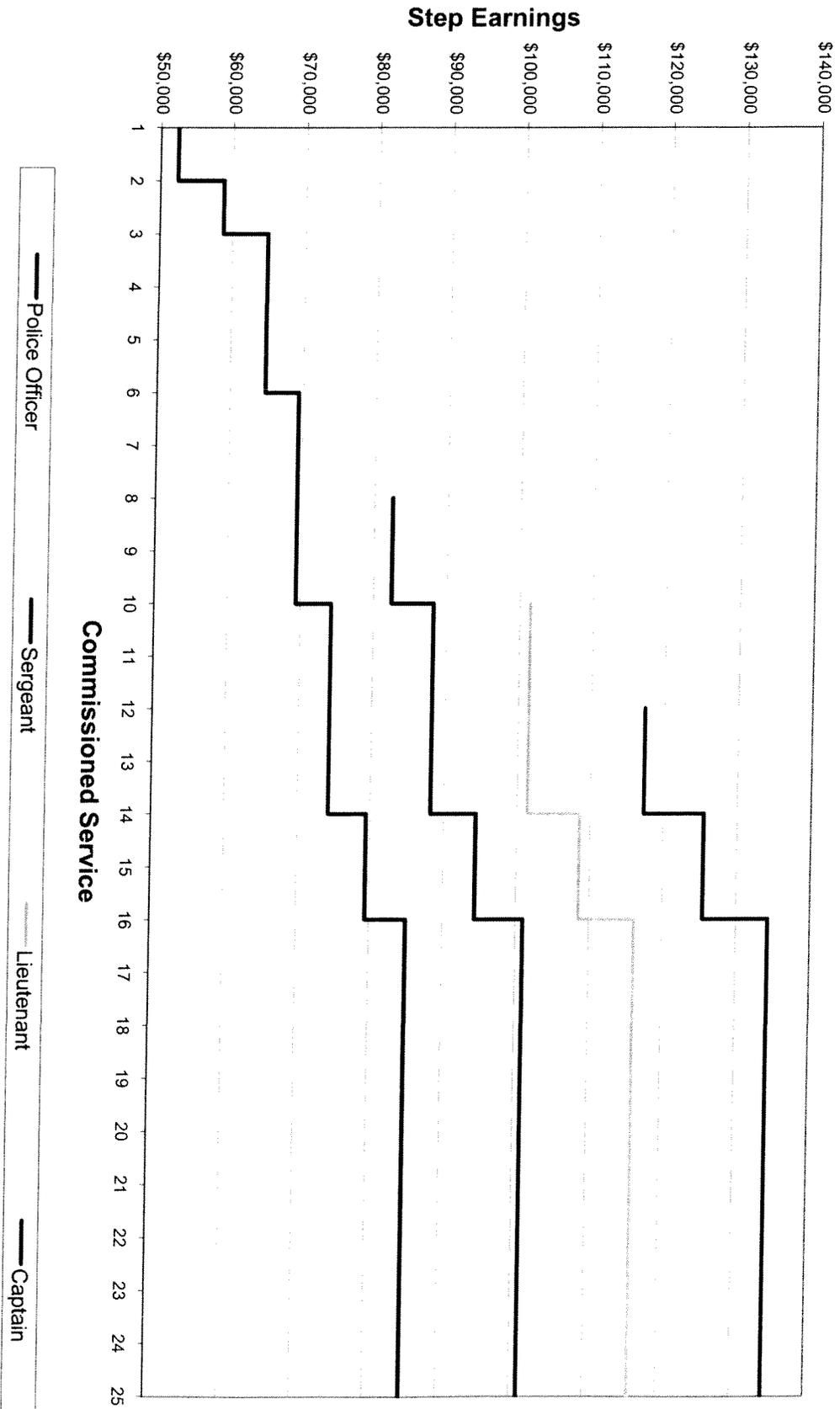
Career Step Earnings Profile

Austin Police Department Career Step Earnings Profile By Rank and Year of Service

Service (Years)	Cadet	Police Officer	Sergeant	Lieutenant	Commander
0	\$32,001	\$42,188			
1		\$52,374			
2		\$58,773			
3		\$64,869			
4		\$64,869			
5		\$64,869			
6		\$69,408			
7		\$69,408	\$82,464		
8		\$69,408	\$82,464		
9		\$69,408	\$82,464	\$94,833	
10		\$74,266	\$88,236	\$101,471	
11		\$74,266	\$88,236	\$101,471	\$117,335
12		\$74,266	\$88,236	\$101,471	\$117,335
13		\$74,266	\$88,236	\$101,471	\$117,335
14		\$79,464	\$94,411	\$108,574	\$125,547
15		\$79,464	\$94,411	\$108,574	\$125,547
16		\$85,030	\$101,021	\$116,174	\$134,335
17		\$85,030	\$101,021	\$116,174	\$134,335
18		\$85,030	\$101,021	\$116,174	\$134,335
19		\$85,030	\$101,021	\$116,174	\$134,335
20		\$85,030	\$101,021	\$116,174	\$134,335
21		\$85,030	\$101,021	\$116,174	\$134,335
22		\$85,030	\$101,021	\$116,174	\$134,335
23		\$85,030	\$101,021	\$116,174	\$134,335
24		\$85,030	\$101,021	\$116,174	\$134,335
25		\$85,030	\$101,021	\$116,174	\$134,335

— Indicates where rank reaches maximum

Austin Police Department Step Increases - Comparable Ranks

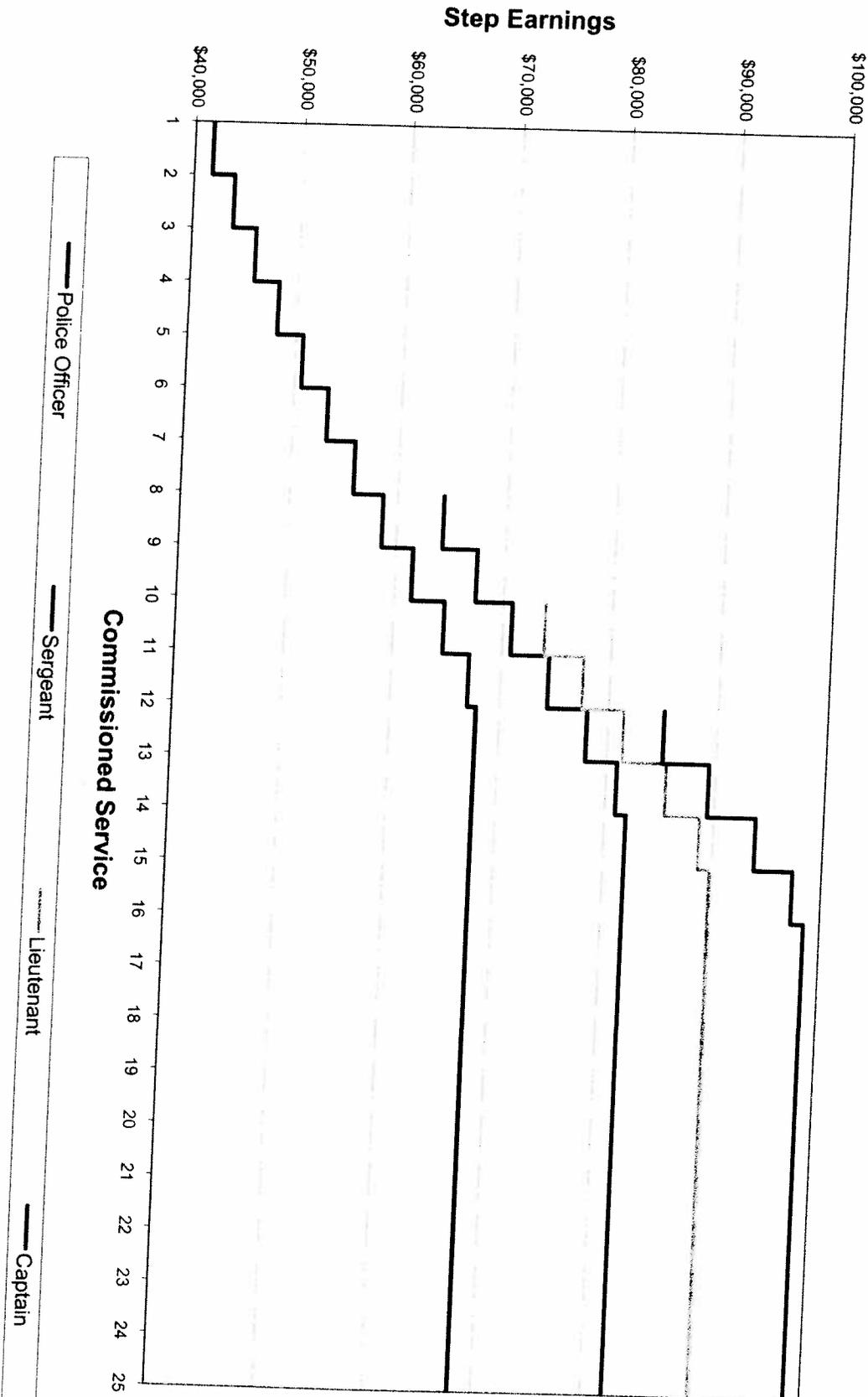


Dallas Police Department Career Step Earnings Profile By Rank and Year of Service

Service (Years)	Police				
	Cadet	Officer	Sergeant	Lieutenant	Captain
0	\$41,690	\$41,690			
1		\$41,690			
2		\$43,754			
3		\$45,933	\$49,235		
4		\$48,249	\$52,835	\$54,028	
5		\$50,657	\$55,472	\$57,880	\$59,279
6		\$53,179	\$58,247	\$60,770	\$63,499
7		\$55,862	\$61,159	\$63,820	\$66,663
8		\$58,637	\$64,210	\$67,007	\$70,011
9		\$61,572	\$67,443	\$70,355	\$73,520
10		\$64,651	\$70,814	\$73,864	\$77,189
11		\$67,076	\$74,345	\$77,556	\$81,042
12		\$67,884	\$78,063	\$81,431	\$85,100
13		\$67,884	\$80,990	\$85,503	\$89,366
14		\$67,884	\$81,966	\$88,709	\$93,834
15		\$67,884	\$81,966	\$89,778	\$97,353
16		\$67,884	\$81,966	\$89,778	\$98,526
17		\$67,884	\$81,966	\$89,778	\$98,526
18		\$67,884	\$81,966	\$89,778	\$98,526
19		\$67,884	\$81,966	\$89,778	\$98,526
20		\$67,884	\$81,966	\$89,778	\$98,526
21		\$67,884	\$81,966	\$89,778	\$98,526
22		\$67,884	\$81,966	\$89,778	\$98,526
23		\$67,884	\$81,966	\$89,778	\$98,526
24		\$67,884	\$81,966	\$89,778	\$98,526
25		\$67,884	\$81,966	\$89,778	\$98,526

— Indicates where rank reaches maximum

Dallas Police Department Step Increases - Comparable Ranks



Appendix A

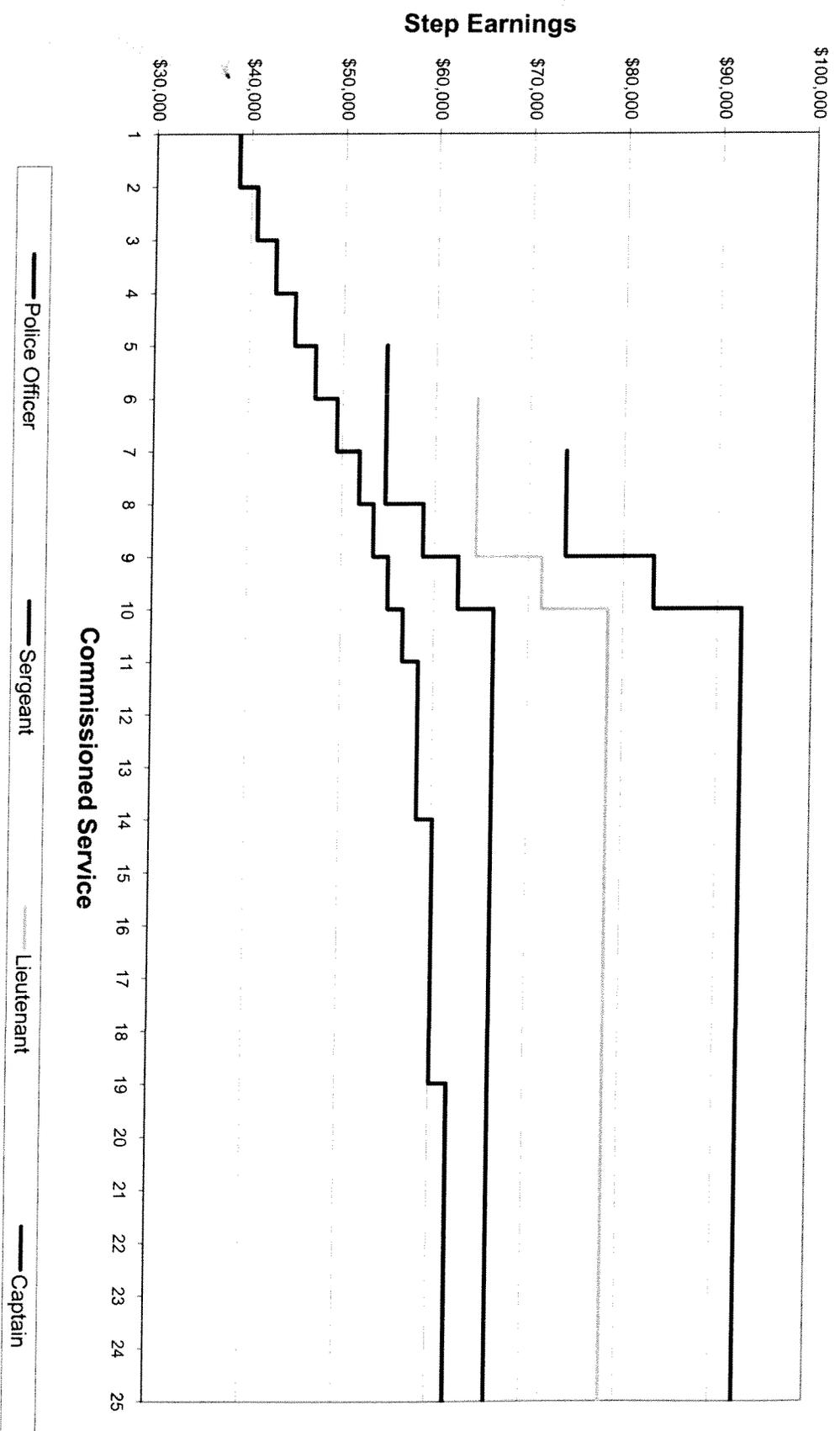
Preliminary Draft - For Client Review

El Paso Police Department Career Step Earnings Profile By Rank and Year of Service

Service (Years)	Cadet	Police Officer	Sergeant	Lieutenant	Captain
0	\$33,862	\$35,368			
1		\$38,718			
2		\$40,654			
3		\$42,687			
4		\$44,821	\$54,684		
5		\$47,062	\$54,684	\$64,387	
6		\$49,415	\$54,684	\$64,387	\$73,873
7		\$51,886	\$54,684	\$64,387	\$73,873
8		\$53,442	\$58,766	\$64,387	\$73,873
9		\$55,045	\$62,547	\$71,420	\$83,216
10		\$56,697	\$66,329	\$78,452	\$92,558
11		\$58,398	\$66,329	\$78,452	\$92,558
12		\$58,398	\$66,329	\$78,452	\$92,558
13		\$58,398	\$66,329	\$78,452	\$92,558
14		\$60,149	\$66,329	\$78,452	\$92,558
15		\$60,149	\$66,329	\$78,452	\$92,558
16		\$60,149	\$66,329	\$78,452	\$92,558
17		\$60,149	\$66,329	\$78,452	\$92,558
18		\$60,149	\$66,329	\$78,452	\$92,558
19		\$61,954	\$66,329	\$78,452	\$92,558
20		\$61,954	\$66,329	\$78,452	\$92,558
21		\$61,954	\$66,329	\$78,452	\$92,558
22		\$61,954	\$66,329	\$78,452	\$92,558
23		\$61,954	\$66,329	\$78,452	\$92,558
24		\$61,954	\$66,329	\$78,452	\$92,558
25		\$61,954	\$66,329	\$78,452	\$92,558

— Indicates where rank reaches maximum

El Paso Police Department Step Increases - Comparable Ranks

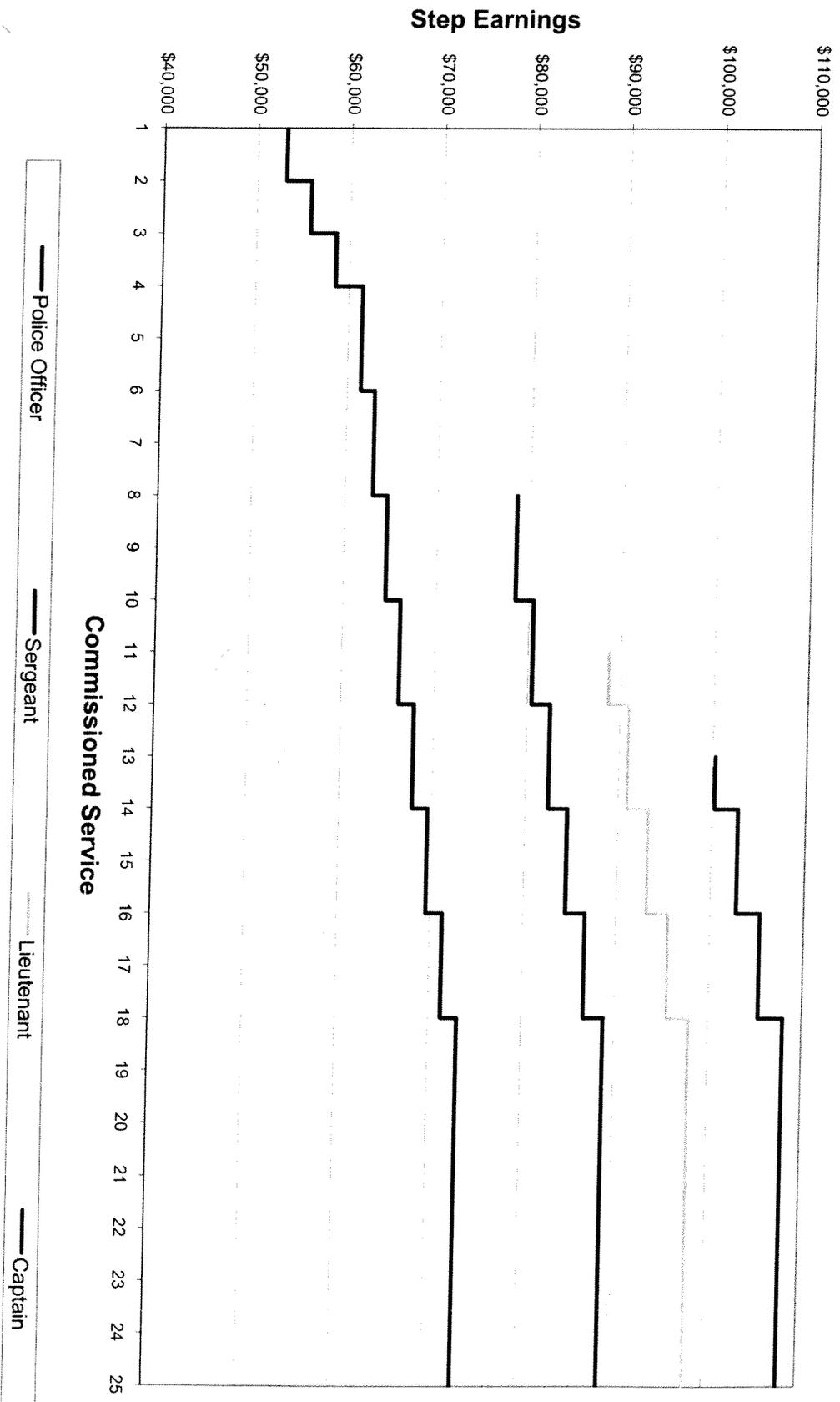


Ft. Worth Police Department Career Step Earnings Profile By Rank and Year of Service

Service (Years)	Police				
	Cadet	Officer	Sergeant	Lieutenant	Captain
0	\$37,368	\$43,956			
1		\$53,082			
2		\$55,744			
3		\$58,531			
4		\$61,464			
5		\$61,464			
6		\$63,003	\$76,627		
7		\$63,003	\$76,627		
8		\$64,584	\$78,541		
9		\$64,584	\$78,541		
10		\$66,206	\$80,496	\$88,712	
11		\$66,206	\$80,496	\$88,712	
12		\$67,870	\$82,514	\$90,938	\$100,277
13		\$67,870	\$82,514	\$90,938	\$100,277
14		\$69,576	\$84,573	\$93,205	\$102,794
15		\$69,576	\$84,573	\$93,205	\$102,794
16		\$71,323	\$86,694	\$95,534	\$105,373
17		\$71,323	\$86,694	\$95,534	\$105,373
18		\$73,112	\$88,858	\$97,926	\$108,014
19		\$73,112	\$88,858	\$97,926	\$108,014
20		\$73,112	\$88,858	\$97,926	\$108,014
21		\$73,112	\$88,858	\$97,926	\$108,014
22		\$73,112	\$88,858	\$97,926	\$108,014
23		\$73,112	\$88,858	\$97,926	\$108,014
24		\$73,112	\$88,858	\$97,926	\$108,014
25		\$73,112	\$88,858	\$97,926	\$108,014

_____ Indicates where rank reaches maximum

Fort Worth Police Department Step Increases - Comparable Ranks

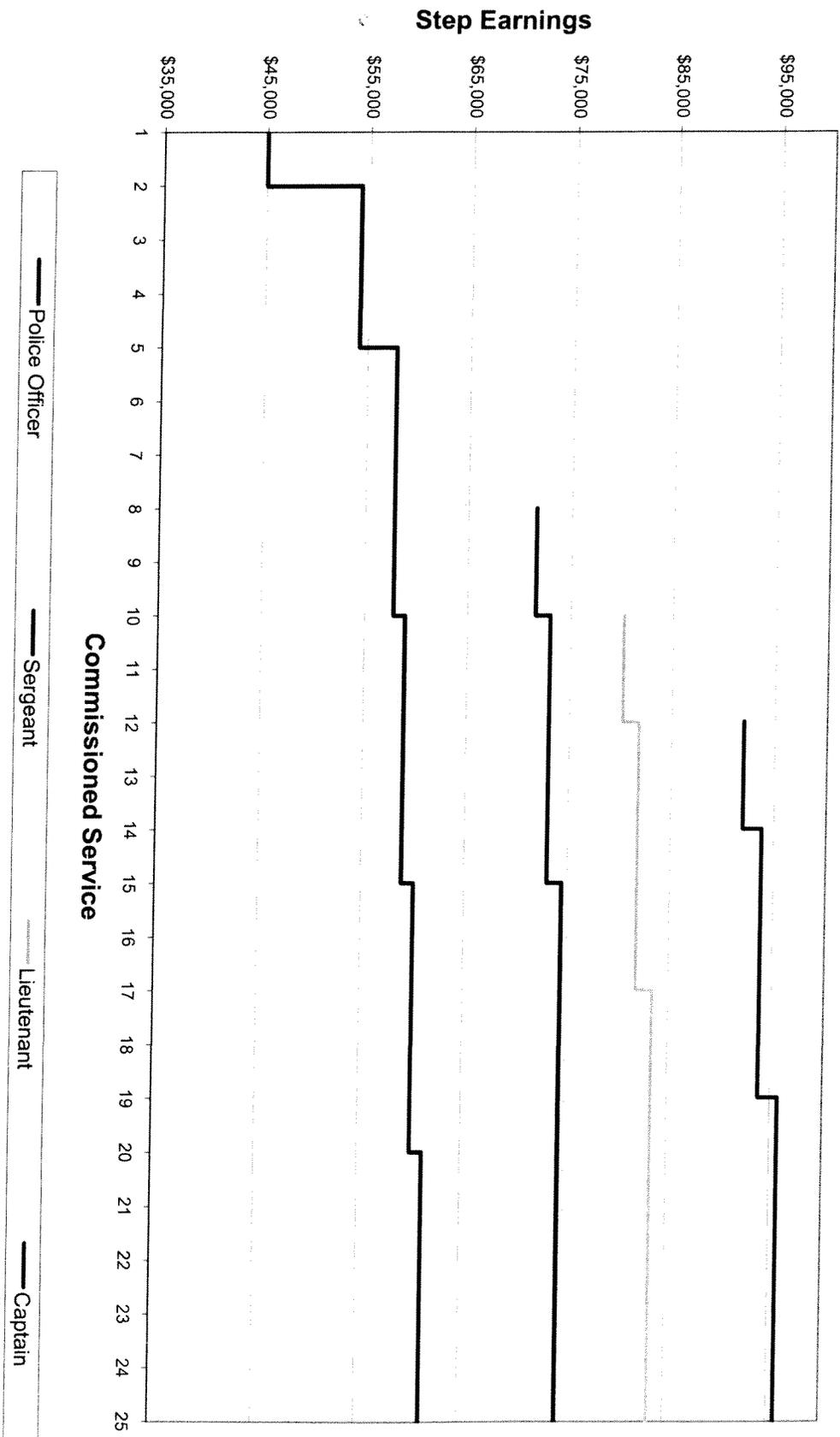


San Antonio Police Department Career Step Earnings Profile By Rank and Year of Service

Service (Years)	Cadet	Police Officer	Sergeant	Lieutenant	Captain
0	\$28,428	\$39,107			
1		\$45,019			
2		\$54,162			
3		\$54,162			
4		\$54,162			
5		\$57,810	\$71,604		
6		\$57,810	\$71,604	\$80,184	
7		\$57,810	\$71,604	\$80,184	
8		\$57,810	\$71,604	\$80,184	
9		\$58,960	\$73,024	\$80,184	\$92,020
10		\$58,960	\$73,024	\$80,184	\$92,020
11		\$58,960	\$73,024	\$81,788	\$92,020
12		\$58,960	\$73,024	\$81,788	\$92,020
13		\$58,960	\$73,024	\$81,788	\$92,020
14		\$58,960	\$73,024	\$81,788	\$93,856
15		\$60,123	\$74,480	\$81,788	\$93,856
16		\$60,123	\$74,480	\$81,788	\$93,856
17		\$60,123	\$74,480	\$83,428	\$93,856
18		\$60,123	\$74,480	\$83,428	\$93,856
19		\$60,123	\$74,480	\$83,428	\$93,856
20		\$61,322	\$74,480	\$83,428	\$95,729
21		\$61,322	\$74,480	\$83,428	\$95,729
22		\$61,322	\$74,480	\$83,428	\$95,729
23		\$61,322	\$74,480	\$83,428	\$95,729
24		\$61,322	\$74,480	\$83,428	\$95,729
25		\$61,322	\$74,480	\$83,428	\$95,729

Indicates where rank reaches maximum

San Antonio Police Department Step Increases - Comparable Ranks

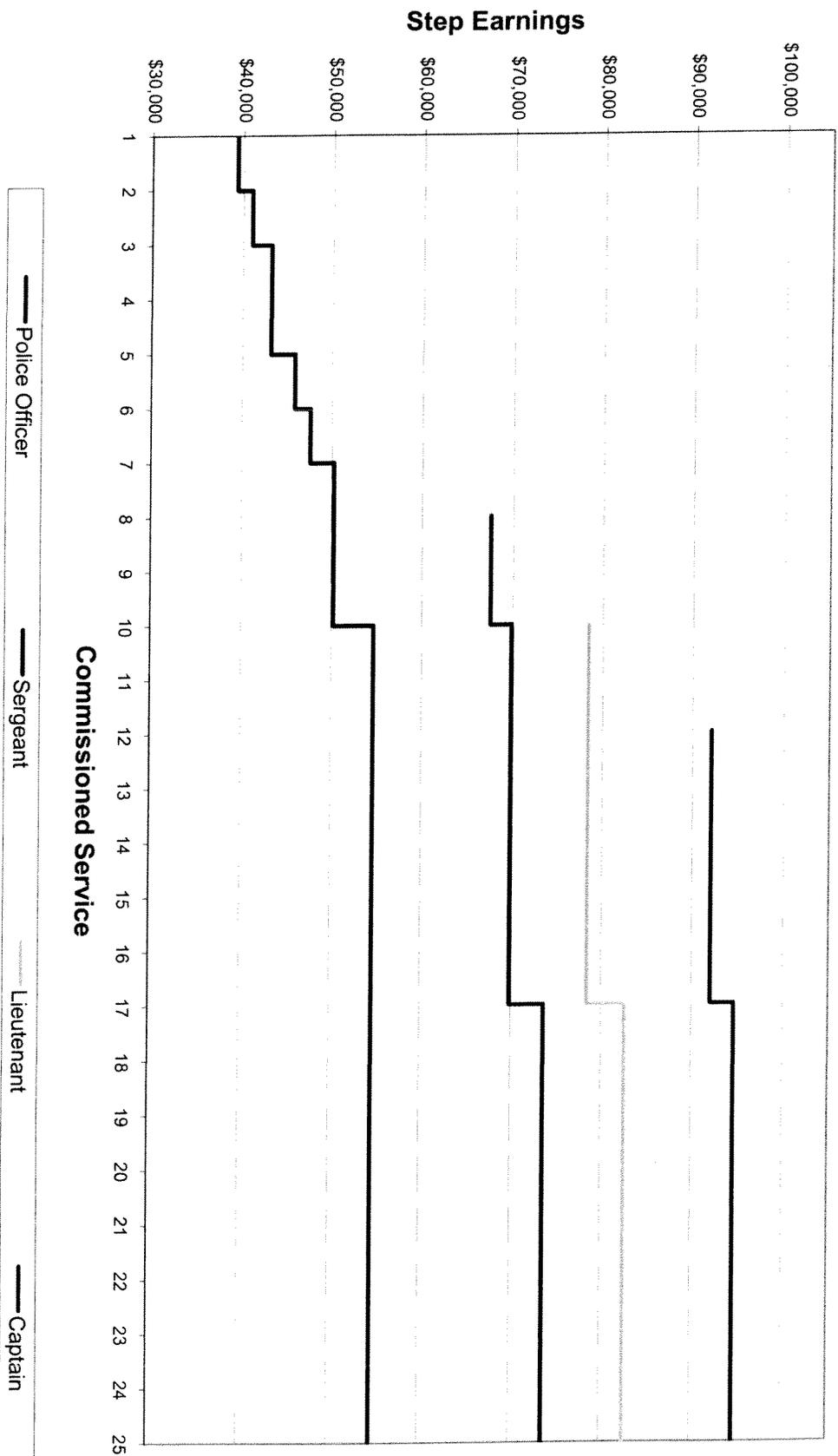


Houston Police Department Career Step Earnings Profile By Rank and Year of Service

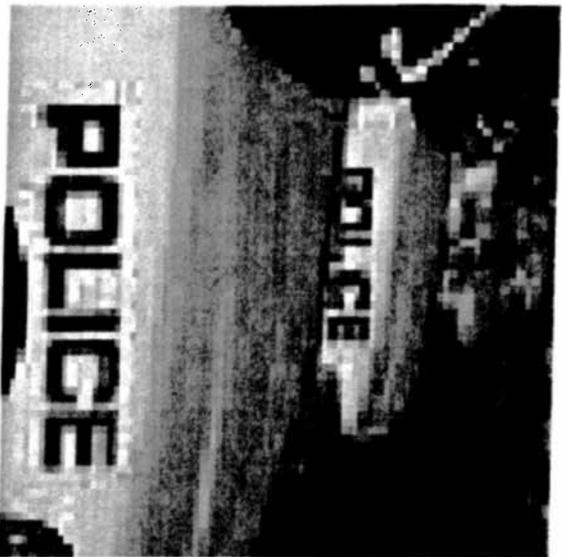
Service (Years)	Police				
	Cadet	Officer	Sergeant	Lieutenant	Captain
0	\$30,160	\$29,165			
1		\$39,374			
2		\$41,038			
3		\$43,188	\$67,533		
4		\$43,188	\$67,533		
5		\$45,880	\$67,533	\$75,807	
6		\$47,595	\$67,533	\$75,807	
7		\$50,267	\$67,533	\$75,807	\$86,811
8		\$50,267	\$67,533	\$75,807	\$86,811
9		\$50,267	\$67,533	\$75,807	\$86,811
10		\$54,695	\$69,857	\$78,429	\$92,086
11		\$54,695	\$69,857	\$78,429	\$92,086
12		\$54,695	\$69,857	\$78,429	\$92,086
13		\$54,695	\$69,857	\$78,429	\$92,086
14		\$54,695	\$69,857	\$78,429	\$92,086
15		\$54,695	\$69,857	\$78,429	\$92,086
16		\$54,695	\$69,857	\$78,429	\$92,086
17		\$54,695	\$73,630	\$82,642	\$94,672
18		\$54,695	\$73,630	\$82,642	\$94,672
19		\$54,695	\$73,630	\$82,642	\$94,672
20		\$54,695	\$73,630	\$82,642	\$94,672
21		\$54,695	\$73,630	\$82,642	\$94,672
22		\$54,695	\$73,630	\$82,642	\$94,672
23		\$54,695	\$73,630	\$82,642	\$94,672
24		\$54,695	\$73,630	\$82,642	\$94,672
25		\$54,695	\$73,630	\$82,642	\$94,672

_____ Indicates where rank reaches maximum

Houston Police Department Step Increases - All Ranks



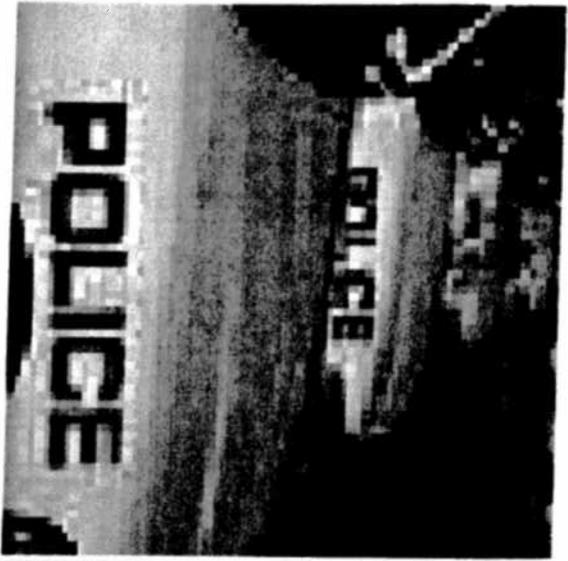
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Appendix B Elements of Compensation

ELEMENTS OF COMPENSATION		HOUSTON	AUSTIN	DALLAS
BASE PAY	Please see provided compensation table.	Please see provided compensation table.	Please see provided compensation table.	Please see provided compensation table.
LONGEVITY	\$2 per payperiod, or \$52 annually, per year up to a maximum of 25 years, or \$1,300/year	\$100 per year up to maximum of 25 years or \$2,500 total, paid in lump-sum annually on anniversary date		\$4 per month, or \$48 annually, per year up to a maximum of 25 years, or \$1,200/year
ALLOWANCES	Equipment Clothing	\$2000/year \$800/year (non-uniform officers)	NONE \$500/year (officers deemed eligible by chief)	NONE NONE \$5,000 at five years, \$3,000 at ten years
RETENTION BONUSES				
TRAINING PAY				
1-5 Years of Service	\$116/month	NONE	NONE	NONE
6-11 Years of Service	\$280/month	NONE	NONE	NONE
12+ Years of Service	\$590/month	NONE	NONE	NONE
CERTIFICATION PAY				
Basic TCLEOSE Certification	-	-	-	-
Intermediate TCLEOSE Certification	-	\$50/month	\$50/month	\$200/month
Advanced TCLEOSE Certification	-	\$100/month	\$100/month	\$100/month
Masters TCLEOSE Certification	\$90/month - \$475/month (+/- 17 years service) Police Officer Rank Only (>=12 years service)	\$150/month	\$150/month	\$500/month
EDUCATIONAL INCENTIVE				
AA or 60 Hrs.	-	\$100/month	\$100/month	\$20/month
90 Hrs.	-	\$220/month	\$220/month	\$60/month
BA or BS	\$303/month	\$220/month	\$220/month	\$100/month
MA/M/P/AMA/BAMS	\$520/month	\$300/month	\$300/month	-
JD or PhD	\$736/month	-	-	-
TCLEOSE & EDUCATION PAY?				
	Assigned to shift beginning after 12PM: \$150/month Weekends: \$75/month if regularly scheduled for a Sat or Sunday shift or \$150/month if regularly	TCLEOSE OR EDUCATION Any shift beginning after 2PM: \$300/monthly; officer must work at least 50% of shifts after 2PM. (Up to and including Sergeants)		BOTH Shift 3PM to 11PM - 3.5% differential Shift 12AM to 8AM - 6.5% differential
SHIFT DIFFERENTIALS				
ASSIGNMENT PAY				
SWAT	\$150/month	-	-	-
Helicopter	\$150/month	-	-	-
Bomb Squad	\$150/month	-	-	-
Dive Team	\$150/month	-	-	-
Motorcycle	\$150/month	-	-	-
Drug Recognition Expert	-	-	-	-
Mental Health	-	\$2,100/year	\$2,100/year	\$100 (Sergeants and below)
K-9	\$150/month	-	\$300/month (Lieutenants and above)	\$100/month for 6-8 years of service \$125/month for 8-10 years of service
Patrol Pay	-	-	-	\$150/month for 10+ years of service
FIELD TRAINING	\$150/month when in training	\$175/month whether training or not	\$175/month	\$100 monthly (Senior Corporal only)
BI-LINGUAL PAY	\$150/month			\$110-\$150/month

ELEMENTS OF COMPENSATION		EL PASO	FT. WORTH	SAN ANTONIO
BASE PAY		Please see provided compensation table.		
LONGEVITY		\$4 per month, or \$48 annually, per year up to a maximum of 25 years, or \$1,200/year	\$4 per month, or \$48 annually, per year up to a maximum of 25 years, or \$1,200/year	\$8 per month, or \$96 annually, per year up to a maximum of 25 years (except years 5, 10, 15, 20, 25, 30); 3% for each five (5) year of service up to a maximum of 30 years or 18%
ALLOWANCES		NONE	NONE	NONE
Equipment		NONE	NONE	NONE
Clothing		\$480/year	\$325/year	\$720/year
RETENTION BONUSES				
TRAINING PAY				
1-5 Years of Service		NONE	NONE	NONE
6-11 Years of Service		NONE	NONE	NONE
12+ Years of Service		NONE	NONE	NONE
CERTIFICATION PAY				
Basic T/LEOSE Certification		\$55/month	\$30/month	\$30/month
Intermediate T/LEOSE Certification		\$105/month	\$60/month	\$130/month
Advanced T/LEOSE Certification				\$170/month
Masters T/LEOSE Certification				\$210/month
EDUCATIONAL INCENTIVE				
AA or 60 Hrs.		\$20/month	\$60/month	\$215/month
90 Hrs.				
BA or BS		\$125/month	\$120/month	\$315/month
MA/MP/AMBAMS		\$150/month		\$335/month
ID or PhD				\$350/month
T/LEOSE & EDUCATION PAY?		BOTH	T/LEOSE OR EDUCATION	BOTH
SHIFT DIFFERENTIALS		Hours worked between 6AM - 6PM receive a 4% differential	Shift 4PM to 12 Midnight 3% of their hourly rate of pay Shift 12 Midnight to 6AM 5% of their hourly rate of pay	Shift after 12 Midnight: \$350/month Officer must work at least 80 hours during calendar month to qualify
ASSIGNMENT PAY				
SWAT				
Helicopter				\$157/month
Bomb Squad				\$157/month
Dive Team				\$157/month
Motorcycle		\$2400/year		
Drug Recognition Expert				\$100/month
Mental Health				\$157/month
K-9				\$157/month
Patrol Pay				
FIELD TRAINING		Receive a 4% differential on when training	Receive a 10% differential only when training	\$285/month whether or not training
BILINGUAL PAY			\$100/month (verbal only) \$125/month (verbal and written)	\$50/month

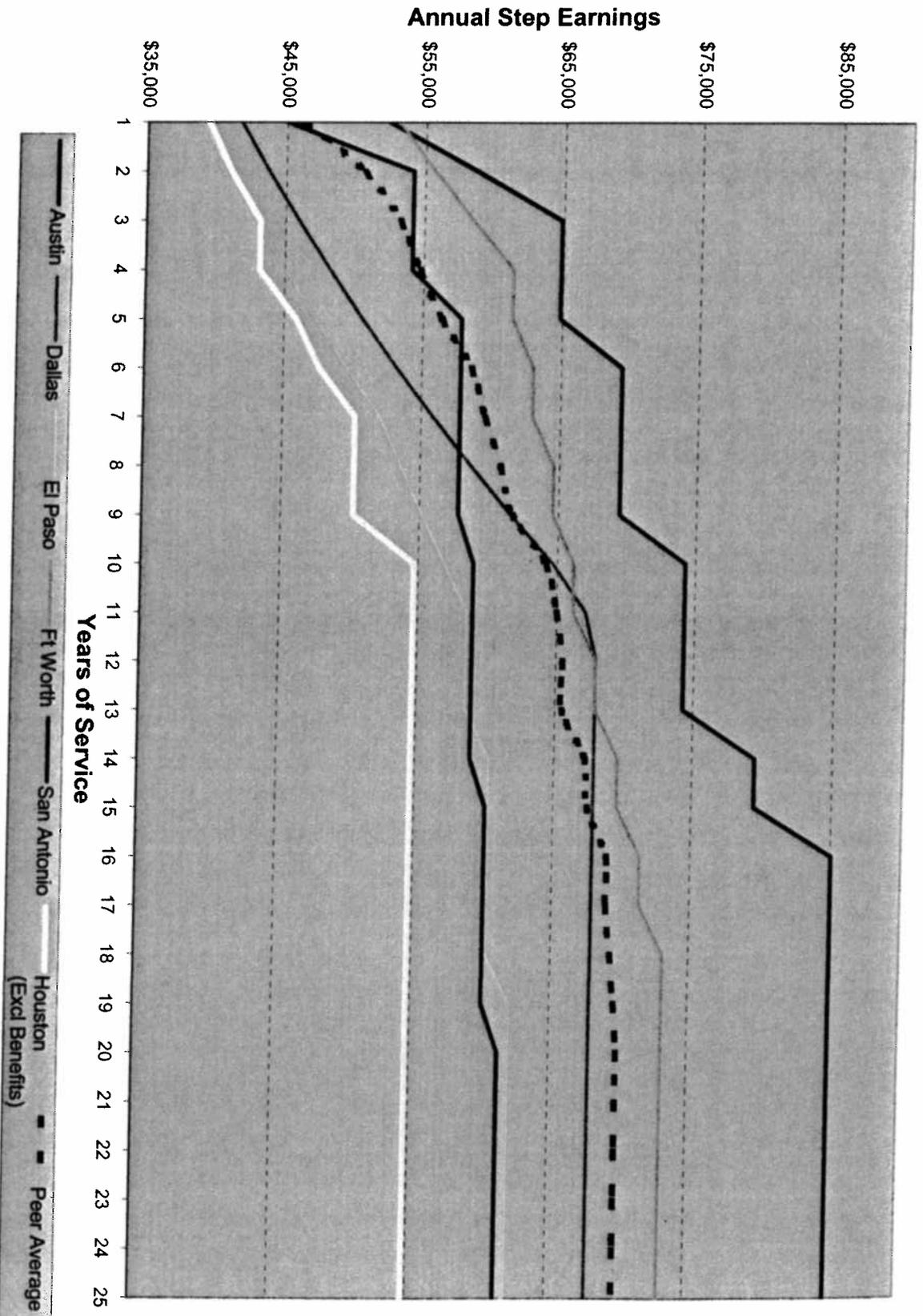


Appendix C
Detailed Analysis of
Compensation by Rank

Police Officer Rank Annual Step Earnings By Years of Service

Service (Years)	Austin	Dallas	Ft Worth	El Paso	San Antonio	Peer		Houston (Excl Benefits)	% of Average	Houston (Inc Benefits)	% of Average
						Average	(Excl Benefits)				
1	\$52,374	\$41,690	\$53,082	\$38,718	\$45,019	\$46,176	\$39,374	85%	\$46,068	100%	
2	\$58,773	\$43,754	\$55,744	\$40,654	\$54,162	\$50,617	\$41,038	81%	\$48,015	95%	
3	\$64,869	\$45,933	\$58,531	\$42,687	\$54,162	\$53,236	\$43,188	81%	\$50,529	95%	
4	\$64,869	\$48,249	\$61,464	\$44,821	\$54,162	\$54,713	\$43,188	79%	\$50,529	92%	
5	\$64,869	\$50,657	\$61,464	\$47,062	\$57,810	\$56,372	\$45,880	81%	\$53,680	95%	
6	\$69,408	\$53,179	\$63,003	\$49,415	\$57,810	\$58,563	\$47,595	81%	\$55,687	95%	
7	\$69,408	\$55,862	\$63,003	\$51,886	\$57,810	\$59,594	\$50,267	84%	\$58,813	99%	
8	\$69,408	\$58,637	\$64,584	\$53,442	\$57,810	\$60,776	\$50,267	83%	\$58,813	97%	
9	\$69,408	\$61,572	\$64,584	\$55,045	\$57,810	\$61,684	\$50,267	81%	\$58,813	95%	
10	\$74,266	\$64,651	\$66,206	\$56,697	\$58,960	\$64,156	\$54,695	85%	\$63,993	100%	
11	\$74,266	\$67,076	\$66,206	\$58,398	\$58,960	\$64,981	\$54,695	84%	\$63,993	98%	
12	\$74,266	\$67,884	\$67,870	\$58,398	\$58,960	\$65,476	\$54,695	84%	\$63,993	98%	
13	\$74,266	\$67,884	\$67,870	\$58,398	\$58,960	\$65,476	\$54,695	84%	\$63,993	98%	
14	\$79,464	\$67,884	\$69,576	\$60,149	\$58,960	\$67,207	\$54,695	81%	\$63,993	95%	
15	\$79,464	\$67,884	\$69,576	\$60,149	\$60,123	\$67,439	\$54,695	81%	\$63,993	95%	
16	\$85,030	\$67,884	\$71,323	\$60,149	\$60,123	\$68,902	\$54,695	79%	\$63,993	93%	
17	\$85,030	\$67,884	\$71,323	\$60,149	\$60,123	\$68,902	\$54,695	79%	\$63,993	93%	
18	\$85,030	\$67,884	\$73,112	\$60,149	\$60,123	\$69,260	\$54,695	79%	\$63,993	92%	
19	\$85,030	\$67,884	\$73,112	\$61,954	\$60,123	\$69,621	\$54,695	78%	\$63,993	92%	
20	\$85,030	\$67,884	\$73,112	\$61,954	\$61,322	\$69,861	\$54,695	78%	\$63,993	92%	
21	\$85,030	\$67,884	\$73,112	\$61,954	\$61,322	\$69,861	\$54,695	78%	\$63,993	92%	
22	\$85,030	\$67,884	\$73,112	\$61,954	\$61,322	\$69,861	\$54,695	78%	\$63,993	92%	
23	\$85,030	\$67,884	\$73,112	\$61,954	\$61,322	\$69,861	\$54,695	78%	\$63,993	92%	
24	\$85,030	\$67,884	\$73,112	\$61,954	\$61,322	\$69,861	\$54,695	78%	\$63,993	92%	
25	\$85,030	\$67,884	\$73,112	\$61,954	\$61,322	\$69,861	\$54,695	78%	\$63,993	92%	
Average	\$75,587	\$61,665	\$67,212	\$55,602	\$58,396	\$63,693	\$51,447	81%	\$60,193	95%	
Minimum	\$52,374	\$41,690	\$53,082	\$38,718	\$45,019	\$46,176	\$39,374	85%	\$46,068	100%	
Maximum	\$85,030	\$67,884	\$73,112	\$61,954	\$61,322	\$69,861	\$54,695	78%	\$63,993	92%	

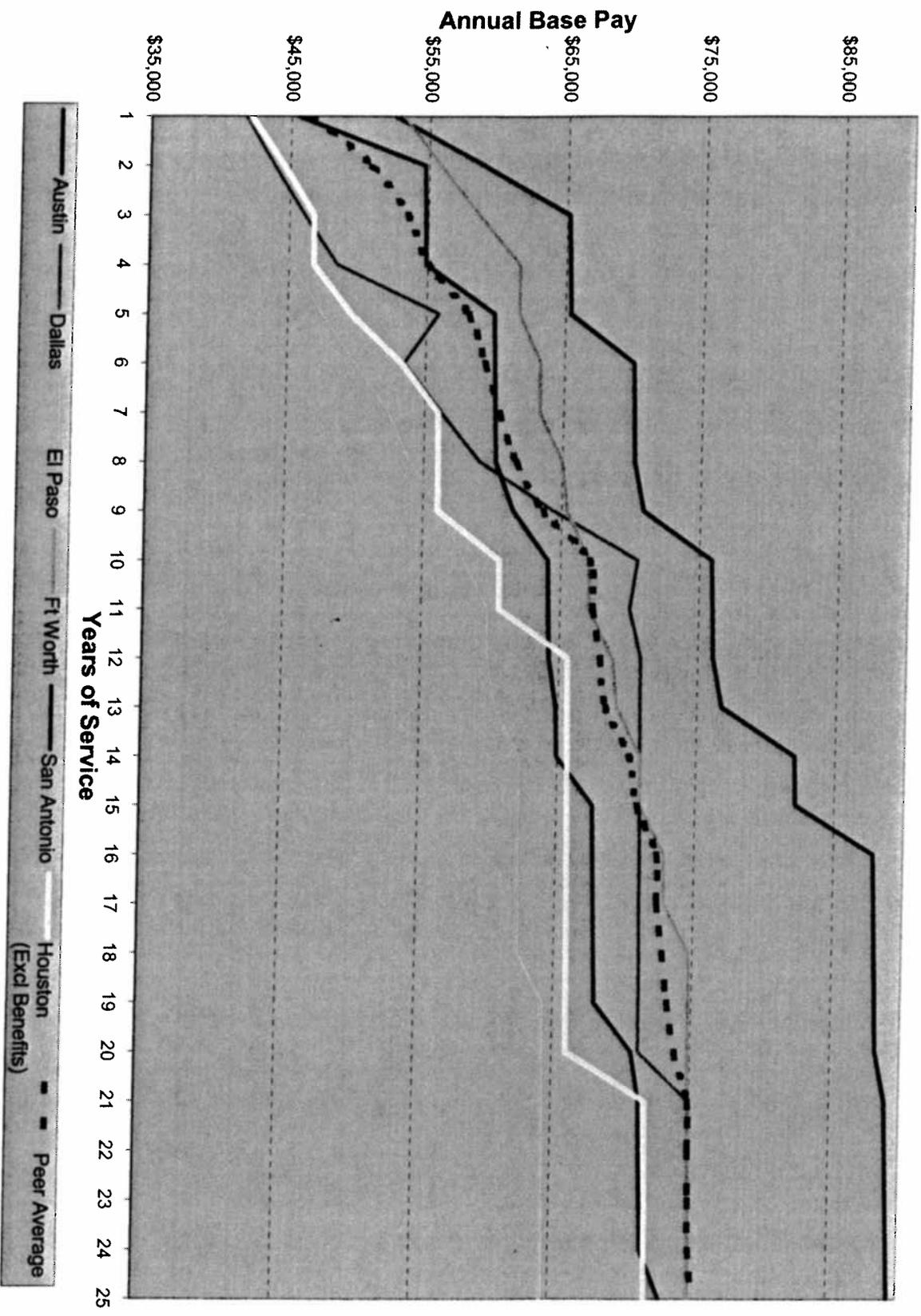
Police Officer Rank Annual Step Earnings - 25 Year Career



Police Officer / Senior Police Officer Rank Annual Base Pay By Years of Service

Service (Years)	Austin	Dallas	Ft Worth	El Paso	San Antonio	Peer Average	Houston (Excl Benefits)	% of Average	Houston (Inc Benefits)	% of Average
1	\$52,474	\$41,738	\$53,130	\$38,766	\$45,475	\$46,316	\$42,126	91%	\$48,820	105%
2	\$58,973	\$43,850	\$55,840	\$40,750	\$54,714	\$50,825	\$44,542	88%	\$51,519	101%
3	\$65,169	\$46,077	\$58,675	\$42,831	\$54,810	\$53,512	\$46,744	87%	\$54,085	101%
4	\$65,269	\$48,441	\$61,656	\$45,013	\$54,906	\$55,057	\$46,796	85%	\$54,137	98%
5	\$65,369	\$55,897	\$61,704	\$47,302	\$59,904	\$58,035	\$49,540	85%	\$57,340	99%
6	\$70,008	\$53,467	\$63,291	\$49,703	\$60,000	\$59,294	\$53,267	90%	\$61,359	103%
7	\$70,108	\$56,198	\$63,339	\$52,222	\$60,096	\$60,392	\$55,991	93%	\$64,537	107%
8	\$70,208	\$59,021	\$64,968	\$53,826	\$60,192	\$61,643	\$56,043	91%	\$64,589	105%
9	\$70,908	\$64,404	\$65,376	\$56,137	\$61,488	\$63,663	\$56,095	88%	\$64,641	102%
10	\$75,866	\$70,531	\$67,046	\$57,837	\$64,058	\$67,068	\$60,575	90%	\$69,873	104%
11	\$75,966	\$70,004	\$67,094	\$59,586	\$64,154	\$67,361	\$60,627	90%	\$69,925	104%
12	\$76,066	\$70,860	\$68,806	\$59,634	\$64,250	\$67,923	\$65,601	97%	\$74,899	110%
13	\$76,766	\$70,908	\$69,214	\$60,282	\$64,826	\$68,399	\$65,653	96%	\$74,951	110%
14	\$82,064	\$70,956	\$70,968	\$62,081	\$64,922	\$70,198	\$65,705	94%	\$75,003	107%
15	\$82,164	\$71,004	\$71,016	\$62,129	\$67,574	\$70,778	\$65,757	93%	\$75,055	106%
16	\$87,830	\$71,052	\$72,811	\$62,177	\$67,670	\$72,308	\$65,809	91%	\$75,107	104%
17	\$87,930	\$71,100	\$72,859	\$62,225	\$67,766	\$72,376	\$65,861	91%	\$75,159	104%
18	\$88,030	\$71,148	\$74,696	\$62,273	\$67,862	\$72,802	\$65,913	91%	\$75,211	103%
19	\$88,130	\$71,196	\$74,744	\$64,126	\$67,958	\$73,231	\$65,965	90%	\$75,263	103%
20	\$88,230	\$71,244	\$74,792	\$64,174	\$70,721	\$73,832	\$66,017	89%	\$75,315	102%
21	\$88,930	\$74,892	\$74,840	\$64,222	\$71,297	\$74,836	\$71,749	96%	\$82,013	110%
22	\$89,030	\$74,940	\$74,888	\$64,270	\$71,393	\$74,904	\$71,801	96%	\$82,065	110%
23	\$89,130	\$74,988	\$74,936	\$64,318	\$71,489	\$74,972	\$71,853	96%	\$82,117	110%
24	\$89,230	\$75,036	\$74,984	\$64,366	\$71,585	\$75,040	\$71,905	96%	\$82,169	110%
25	\$89,330	\$75,084	\$75,032	\$64,414	\$73,041	\$75,380	\$71,957	95%	\$82,221	109%
Average	\$77,727	\$64,961	\$68,268	\$56,986	\$64,086	\$66,406	\$60,956	92%	\$69,895	105%
Minimum	\$52,474	\$41,738	\$53,130	\$38,766	\$45,475	\$46,316	\$42,126	91%	\$48,820	105%
Maximum	\$89,330	\$75,084	\$75,032	\$64,414	\$73,041	\$75,380	\$71,957	95%	\$82,221	109%

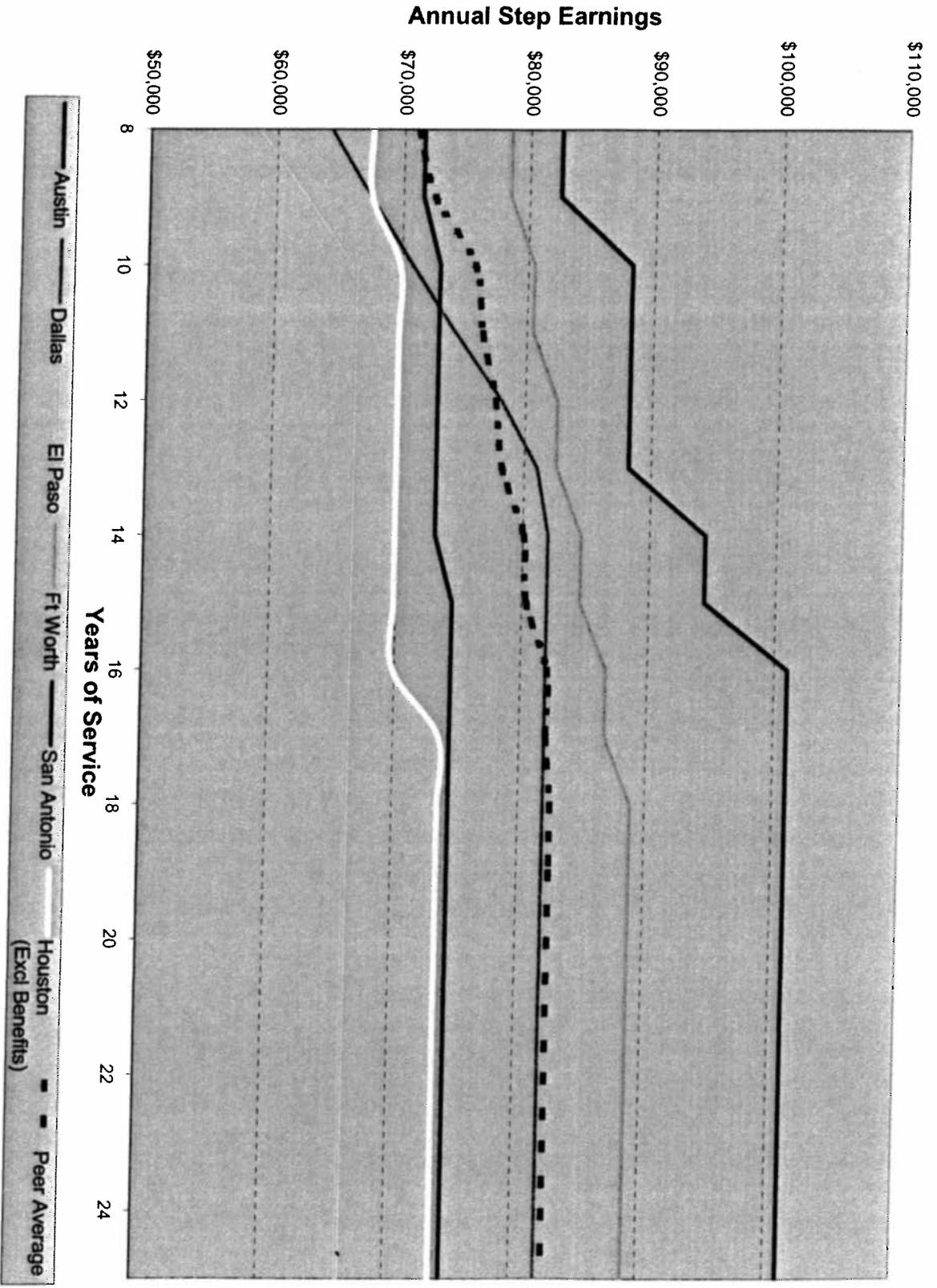
Police Officer Rank Annual Step Earnings - 25 Year Career



Sergeant Rank Annual Step Earnings By Years of Service

Service (Years)	Austin	Dallas	Ft Worth	El Paso	San Antonio	Peer		Houston (Excl Benefits)	% of Average	Houston (Inc Benefits)	% of Average
						Average	(Excl Benefits)				
1						-	-	-	-	-	-
2		\$49,235				-	\$67,533	-	-	\$79,014	-
3		\$52,835				-	\$67,533	-	-	\$79,014	-
4		\$55,472				-	\$67,533	-	-	\$79,014	-
5		\$58,247				-	\$67,533	-	-	\$79,014	-
6		\$58,247		\$76,627		\$54,684	\$71,604	\$67,533	-	\$79,014	-
7	\$82,464	\$61,159		\$76,627		\$54,684	\$71,604	\$67,533	97%	\$79,014	114%
8	\$82,464	\$64,210		\$78,541		\$58,766	\$71,604	\$67,533	95%	\$79,014	111%
9	\$82,464	\$67,443		\$78,541		\$62,547	\$71,604	\$67,533	93%	\$79,014	109%
10	\$88,236	\$70,814		\$80,496		\$66,329	\$73,024	\$69,857	92%	\$81,733	108%
11	\$88,236	\$74,345		\$80,496		\$66,329	\$73,024	\$69,857	91%	\$81,733	107%
12	\$88,236	\$78,063		\$82,514		\$66,329	\$73,024	\$69,857	90%	\$81,733	105%
13	\$88,236	\$80,990		\$82,514		\$66,329	\$73,024	\$69,857	89%	\$81,733	104%
14	\$94,411	\$81,966		\$84,573		\$66,329	\$73,024	\$69,857	87%	\$81,733	102%
15	\$94,411	\$81,966		\$84,573		\$66,329	\$74,480	\$69,857	85%	\$81,733	100%
16	\$101,021	\$81,966		\$86,694		\$66,329	\$74,480	\$73,630	90%	\$86,147	105%
17	\$101,021	\$81,966		\$86,694		\$66,329	\$74,480	\$73,630	89%	\$86,147	104%
18	\$101,021	\$81,966		\$88,858		\$66,329	\$74,480	\$73,630	89%	\$86,147	104%
19	\$101,021	\$81,966		\$88,858		\$66,329	\$74,480	\$73,630	89%	\$86,147	104%
20	\$101,021	\$81,966		\$88,858		\$66,329	\$74,480	\$73,630	89%	\$86,147	104%
21	\$101,021	\$81,966		\$88,858		\$66,329	\$74,480	\$73,630	89%	\$86,147	104%
22	\$101,021	\$81,966		\$88,858		\$66,329	\$74,480	\$73,630	89%	\$86,147	104%
23	\$101,021	\$81,966		\$88,858		\$66,329	\$74,480	\$73,630	89%	\$86,147	104%
24	\$101,021	\$81,966		\$88,858		\$66,329	\$74,480	\$73,630	89%	\$86,147	104%
25	\$101,021	\$81,966		\$88,858		\$66,329	\$74,480	\$73,630	89%	\$86,147	104%
Average	\$94,704	\$77,927		\$84,901		\$65,119	\$73,643	\$71,277	90%	\$83,395	105%
Minimum	\$82,464	\$61,159		\$76,627		\$54,684	\$71,604	\$67,533	97%	\$79,014	114%
Maximum	\$101,021	\$81,966		\$88,858		\$66,329	\$74,480	\$73,630	89%	\$86,147	104%

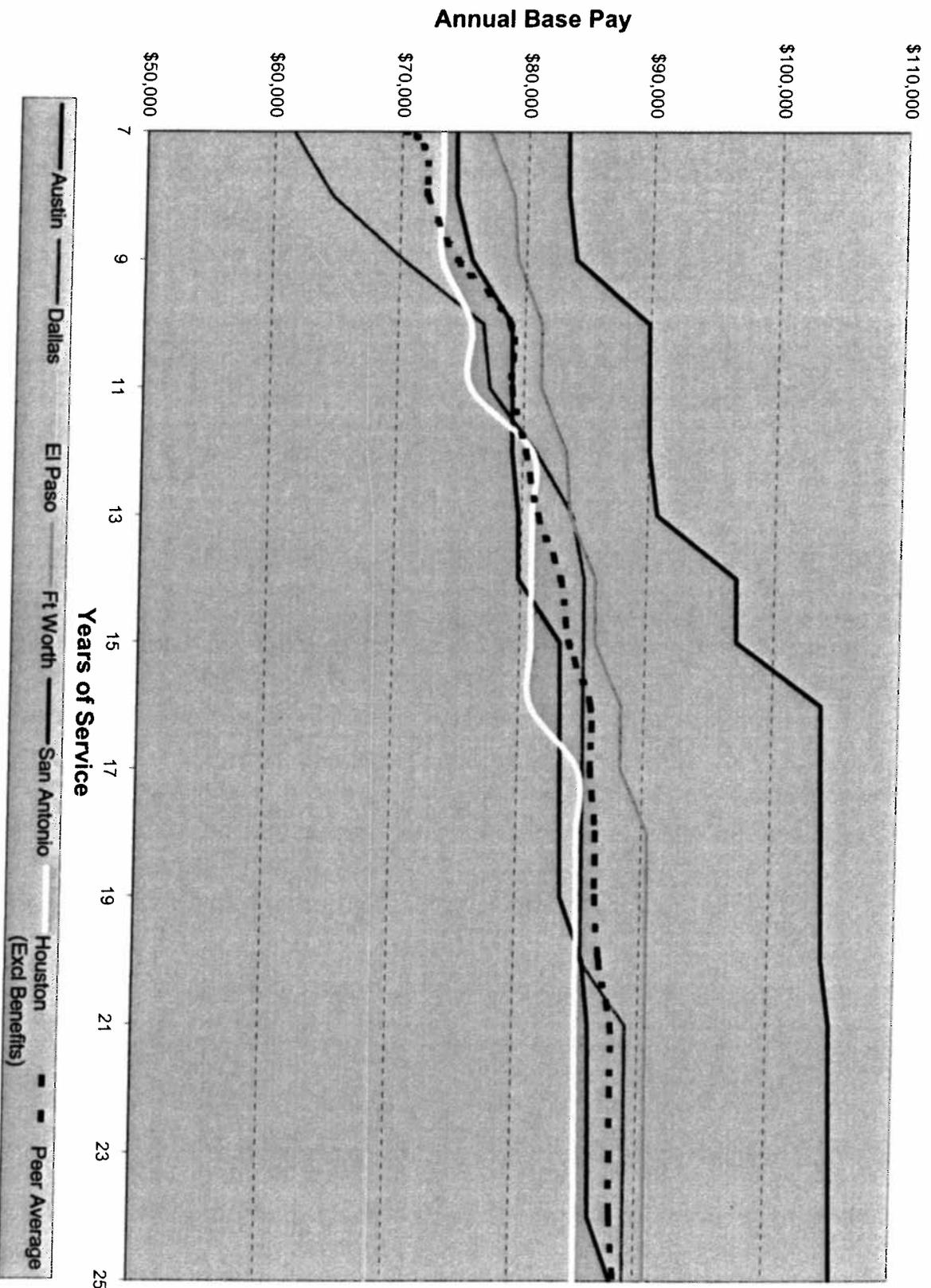
Sergeant Rank Annual Step Earnings - 25 Year Career



Sergeant Rank Annual Base Pay By Years of Service

Service (Years)	Austin	Dallas	Ft Worth	El Paso	San Antonio	Peer Average	Houston (Excl Benefits)	% of Average	Houston (Inc Benefits)	% of Average
1	\$83,164	\$61,495	\$76,963	\$55,020	\$74,304	\$70,189	\$73,257	104%	\$84,738	121%
2	\$83,264	\$64,594	\$78,925	\$59,150	\$74,400	\$72,066	\$73,309	102%	\$84,790	118%
3	\$83,964	\$70,275	\$79,333	\$63,639	\$75,696	\$74,581	\$73,361	98%	\$84,842	114%
4	\$89,836	\$76,694	\$81,336	\$67,469	\$78,965	\$78,860	\$75,737	96%	\$87,613	111%
5	\$89,936	\$77,273	\$81,384	\$67,517	\$79,061	\$79,034	\$75,789	96%	\$87,665	111%
6	\$90,036	\$81,039	\$83,450	\$67,565	\$79,157	\$80,249	\$80,763	101%	\$92,639	115%
7	\$90,736	\$84,014	\$83,858	\$68,213	\$79,733	\$81,311	\$80,815	99%	\$92,691	114%
8	\$97,011	\$85,038	\$85,965	\$68,261	\$79,829	\$83,221	\$80,867	97%	\$92,743	111%
9	\$97,111	\$85,086	\$86,013	\$68,309	\$83,224	\$83,949	\$80,919	96%	\$92,795	111%
10	\$103,821	\$85,134	\$88,182	\$68,357	\$83,320	\$85,763	\$84,796	94%	\$92,847	108%
11	\$103,921	\$85,182	\$88,230	\$68,405	\$83,416	\$85,831	\$84,971	99%	\$97,313	113%
12	\$104,021	\$85,230	\$90,442	\$68,453	\$83,512	\$86,332	\$84,848	98%	\$97,365	113%
13	\$104,121	\$85,278	\$90,490	\$68,501	\$83,608	\$86,400	\$84,900	98%	\$97,417	113%
14	\$104,221	\$85,326	\$90,538	\$68,549	\$83,608	\$86,400	\$84,900	98%	\$97,417	113%
15	\$104,921	\$88,974	\$90,586	\$68,597	\$86,034	\$87,822	\$85,004	97%	\$97,469	112%
16	\$105,021	\$89,022	\$90,634	\$68,645	\$86,130	\$87,890	\$85,056	97%	\$97,521	111%
17	\$105,121	\$89,070	\$90,682	\$68,693	\$86,226	\$87,958	\$85,108	97%	\$97,625	111%
18	\$105,221	\$89,118	\$90,730	\$68,741	\$86,322	\$88,026	\$85,160	97%	\$97,677	111%
19	\$105,321	\$89,166	\$90,778	\$68,789	\$86,322	\$88,026	\$85,160	97%	\$97,677	111%
20	\$105,321	\$89,166	\$90,778	\$68,789	\$86,322	\$88,026	\$85,160	97%	\$97,677	111%
21	\$105,321	\$89,166	\$90,778	\$68,789	\$86,322	\$88,026	\$85,160	97%	\$97,677	111%
22	\$105,321	\$89,166	\$90,778	\$68,789	\$86,322	\$88,026	\$85,160	97%	\$97,677	111%
23	\$105,321	\$89,166	\$90,778	\$68,789	\$86,322	\$88,026	\$85,160	97%	\$97,677	111%
24	\$105,321	\$89,166	\$90,778	\$68,789	\$86,322	\$88,026	\$85,160	97%	\$97,677	111%
25	\$105,321	\$89,166	\$90,778	\$68,789	\$86,322	\$88,026	\$85,160	97%	\$97,677	111%
Average	\$97,409	\$81,948	\$86,238	\$66,888	\$81,925	\$82,881	\$81,096	98%	\$93,213	112%
Minimum	\$83,164	\$61,495	\$76,963	\$55,020	\$74,304	\$70,189	\$73,257	104%	\$84,738	121%
Maximum	\$105,321	\$89,166	\$90,778	\$68,789	\$88,172	\$88,445	\$85,212	96%	\$97,729	110%

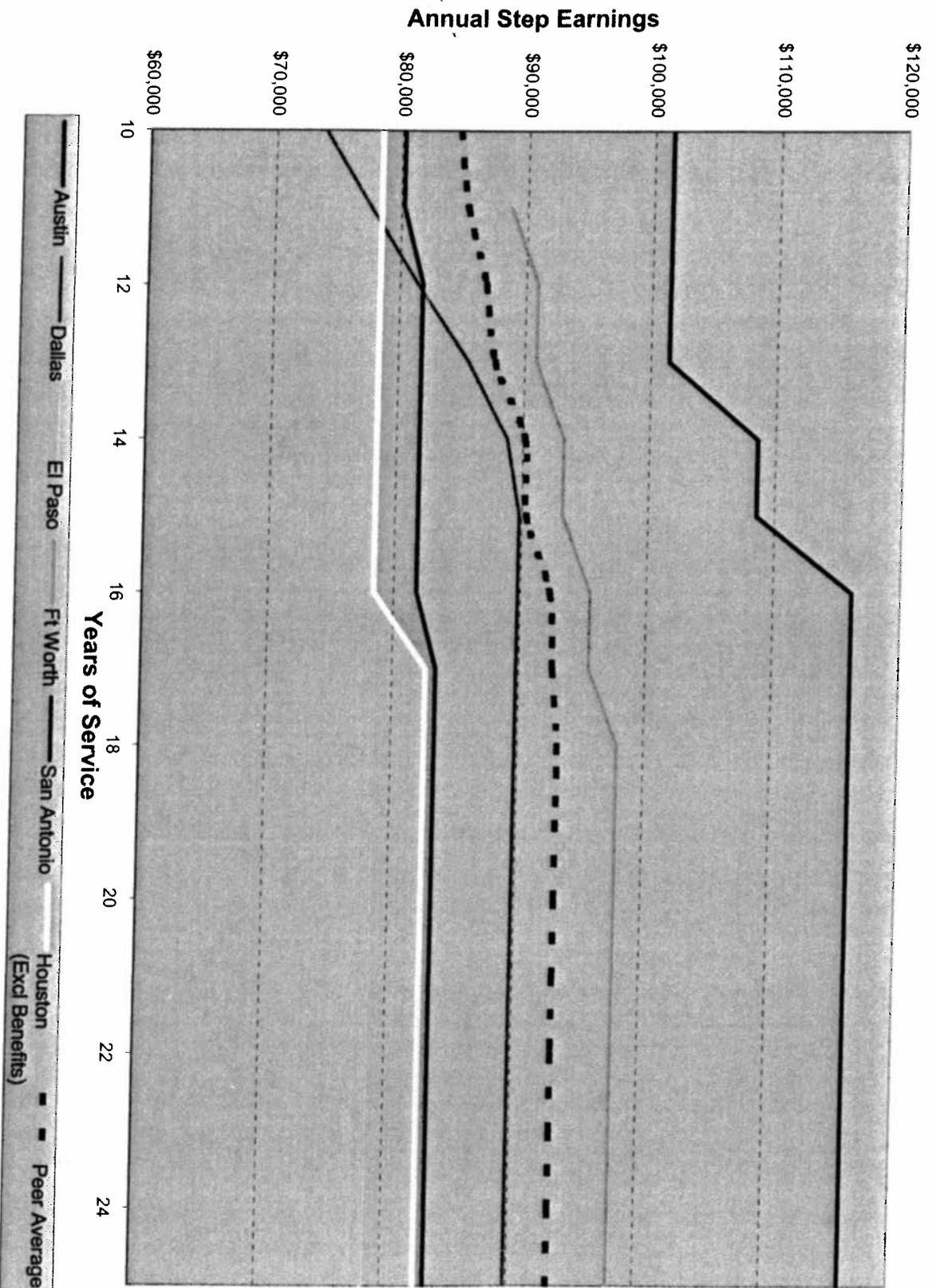
Sergeant Rank Annual Step Earnings - 25 Year Career



Lieutenant Rank Annual Step Earnings By Years of Service

Service (Years)	Austin	Dallas	Ft Worth	El Paso	San Antonio	Peer Average	Houston (Excl Benefits)	% of Average	Houston (Inc Benefits)	% of Average
1	\$101,471	\$73,864	\$88,712	\$78,452	\$80,184	\$84,537	\$78,429	93%	\$91,762	109%
2	\$101,471	\$77,556	\$88,712	\$78,452	\$80,184	\$85,275	\$78,429	92%	\$91,762	108%
3	\$101,471	\$81,431	\$90,938	\$78,452	\$81,788	\$86,816	\$78,429	90%	\$91,762	106%
4	\$101,471	\$85,503	\$90,938	\$78,452	\$81,788	\$87,630	\$78,429	89%	\$91,762	105%
5	\$108,574	\$88,709	\$93,205	\$78,452	\$81,788	\$90,146	\$78,429	87%	\$91,762	102%
6	\$108,574	\$89,778	\$93,205	\$78,452	\$81,788	\$90,359	\$78,429	87%	\$91,762	102%
7	\$116,174	\$89,778	\$95,534	\$78,452	\$81,788	\$92,345	\$78,429	85%	\$91,762	99%
8	\$116,174	\$89,778	\$95,534	\$78,452	\$83,428	\$92,673	\$82,642	89%	\$96,691	104%
9	\$116,174	\$89,778	\$97,926	\$78,452	\$83,428	\$93,152	\$82,642	89%	\$96,691	104%
10	\$116,174	\$89,778	\$97,926	\$78,452	\$83,428	\$93,152	\$82,642	89%	\$96,691	104%
11	\$116,174	\$89,778	\$97,926	\$78,452	\$83,428	\$93,152	\$82,642	89%	\$96,691	104%
12	\$116,174	\$89,778	\$97,926	\$78,452	\$83,428	\$93,152	\$82,642	89%	\$96,691	104%
13	\$116,174	\$89,778	\$97,926	\$78,452	\$83,428	\$93,152	\$82,642	89%	\$96,691	104%
14	\$116,174	\$89,778	\$97,926	\$78,452	\$83,428	\$93,152	\$82,642	89%	\$96,691	104%
15	\$116,174	\$89,778	\$97,926	\$78,452	\$83,428	\$93,152	\$82,642	89%	\$96,691	104%
16	\$116,174	\$89,778	\$97,926	\$78,452	\$83,428	\$93,152	\$82,642	89%	\$96,691	104%
17	\$116,174	\$89,778	\$97,926	\$78,452	\$83,428	\$93,152	\$82,642	89%	\$96,691	104%
18	\$116,174	\$89,778	\$97,926	\$78,452	\$83,428	\$93,152	\$82,642	89%	\$96,691	104%
19	\$116,174	\$89,778	\$97,926	\$78,452	\$83,428	\$93,152	\$82,642	89%	\$96,691	104%
20	\$116,174	\$89,778	\$97,926	\$78,452	\$83,428	\$93,152	\$82,642	89%	\$96,691	104%
21	\$116,174	\$89,778	\$97,926	\$78,452	\$83,428	\$93,152	\$82,642	89%	\$96,691	104%
22	\$116,174	\$89,778	\$97,926	\$78,452	\$83,428	\$93,152	\$82,642	89%	\$96,691	104%
23	\$116,174	\$89,778	\$97,926	\$78,452	\$83,428	\$93,152	\$82,642	89%	\$96,691	104%
24	\$116,174	\$89,778	\$97,926	\$78,452	\$83,428	\$93,152	\$82,642	89%	\$96,691	104%
25	\$116,174	\$89,778	\$97,926	\$78,452	\$83,428	\$93,152	\$82,642	89%	\$96,691	104%
Average	\$111,548	\$87,164	\$95,012	\$78,452	\$82,510	\$90,937	\$80,799	89%	\$94,534	104%
Minimum	\$101,471	\$73,864	\$88,712	\$78,452	\$80,184	\$84,537	\$78,429	93%	\$91,762	109%
Maximum	\$116,174	\$89,778	\$97,926	\$78,452	\$83,428	\$93,152	\$82,642	89%	\$96,691	104%

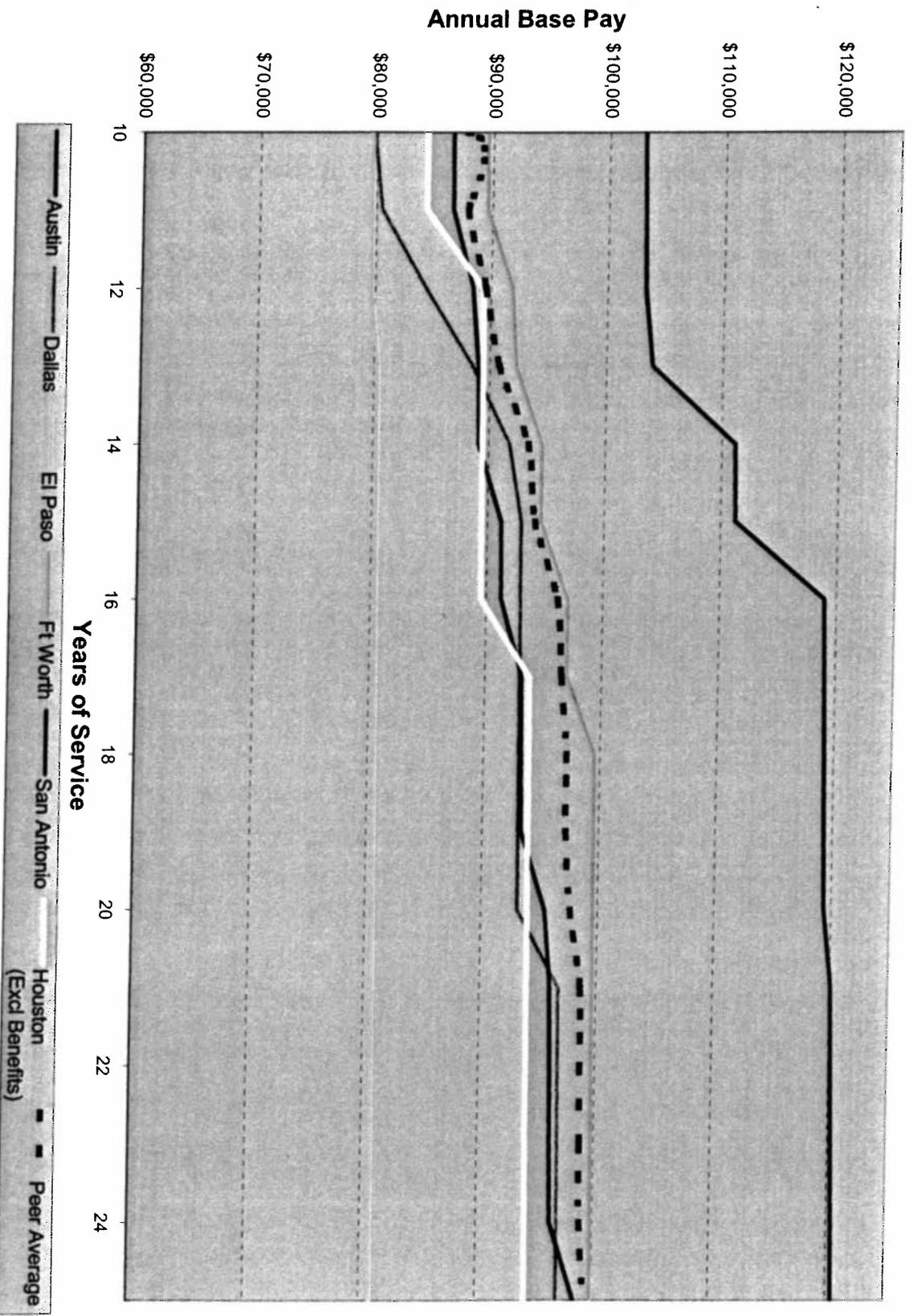
Lieutenant Rank Annual Step Earnings - 25 Year Career



Lieutenant Rank Annual Base Pay By Years of Service

Service (Years)	Austin	Dallas	Ft Worth	El Paso	San Antonio	Peer Average	Houston (Excl Benefits)	% of Average	Houston (Inc Benefits)	% of Average
1										
2										
3										
4										
5										
6										
7										
8										
9										
10										
11										
12										
13										
14										
15										
16										
17										
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20										
21										
22										
23										
24										
25										
Average										
Minimum										
Maximum										

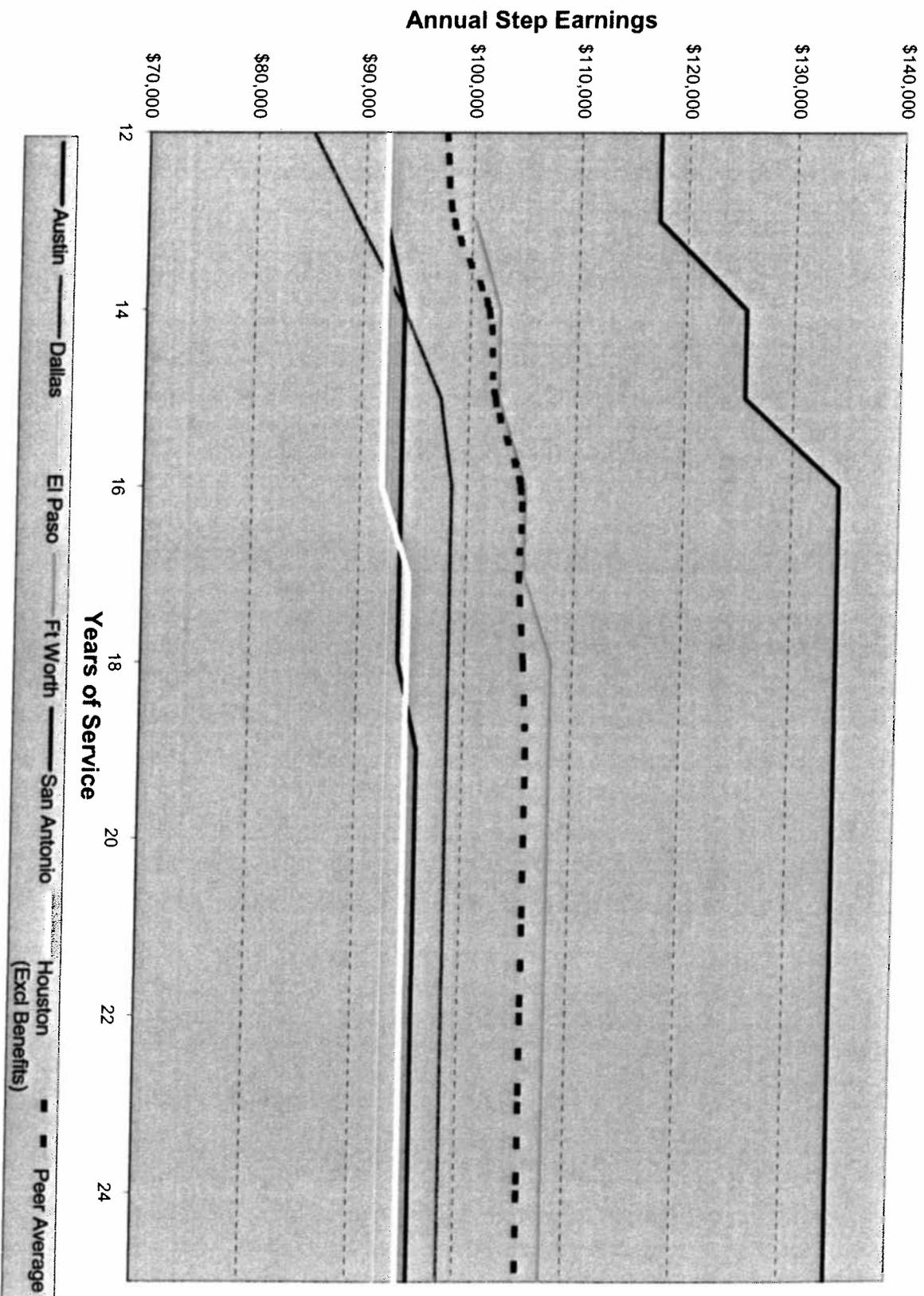
Lieutenant Rank Annual Step Earnings - 25 Year Career



Captain Rank Annual Step Earnings By Years of Service

Service (Years)	Austin	Dallas	Ft Worth	El Paso	San Antonio	Peer Average	Houston (Excl Benefits)	% of Average	Houston (Inc Benefits)	% of Average
1						-		-		-
2						-		-		-
3						-		-		-
4						-		-		-
5		\$59,279				-		-		-
6		\$63,499				-	\$86,811	-	\$101,569	-
7		\$66,663				-	\$86,811	-	\$101,569	-
8		\$70,011				-	\$86,811	-	\$101,569	-
9		\$73,520				-	\$92,086	-	\$107,740	-
10		\$77,189				-	\$92,086	-	\$107,740	-
11	\$117,335	\$81,042				-	\$92,086	-	\$107,740	-
12	\$117,335	\$85,100	\$100,277	\$92,558	\$92,020	\$97,458	\$92,086	94%	\$107,740	111%
13	\$117,335	\$89,366	\$100,277	\$92,558	\$92,020	\$98,311	\$92,086	94%	\$107,740	110%
14	\$125,547	\$93,834	\$102,794	\$92,558	\$93,856	\$101,718	\$92,086	91%	\$107,740	106%
15	\$125,547	\$97,353	\$102,794	\$92,558	\$93,856	\$102,422	\$92,086	90%	\$107,740	105%
16	\$134,335	\$98,526	\$105,373	\$92,558	\$93,856	\$104,930	\$92,086	88%	\$107,740	103%
17	\$134,335	\$98,526	\$105,373	\$92,558	\$93,856	\$104,930	\$94,672	90%	\$110,766	106%
18	\$134,335	\$98,526	\$108,014	\$92,558	\$93,856	\$105,458	\$94,672	90%	\$110,766	105%
19	\$134,335	\$98,526	\$108,014	\$92,558	\$95,729	\$105,832	\$94,672	89%	\$110,766	105%
20	\$134,335	\$98,526	\$108,014	\$92,558	\$95,729	\$105,832	\$94,672	89%	\$110,766	105%
21	\$134,335	\$98,526	\$108,014	\$92,558	\$95,729	\$105,832	\$94,672	89%	\$110,766	105%
22	\$134,335	\$98,526	\$108,014	\$92,558	\$95,729	\$105,832	\$94,672	89%	\$110,766	105%
23	\$134,335	\$98,526	\$108,014	\$92,558	\$95,729	\$105,832	\$94,672	89%	\$110,766	105%
24	\$134,335	\$98,526	\$108,014	\$92,558	\$95,729	\$105,832	\$94,672	89%	\$110,766	105%
25	\$134,335	\$98,526	\$108,014	\$92,558	\$95,729	\$105,832	\$94,672	89%	\$110,766	105%
Average	\$130,651	\$96,494	\$105,786	\$92,558	\$94,530	\$104,004	\$93,748	90%	\$109,685	105%
Minimum	\$117,335	\$85,100	\$100,277	\$92,558	\$92,020	\$97,458	\$92,086	94%	\$107,740	111%
Maximum	\$134,335	\$98,526	\$108,014	\$92,558	\$95,729	\$105,832	\$94,672	89%	\$110,766	105%

Captain Rank Annual Step Earnings - 25 Year Career



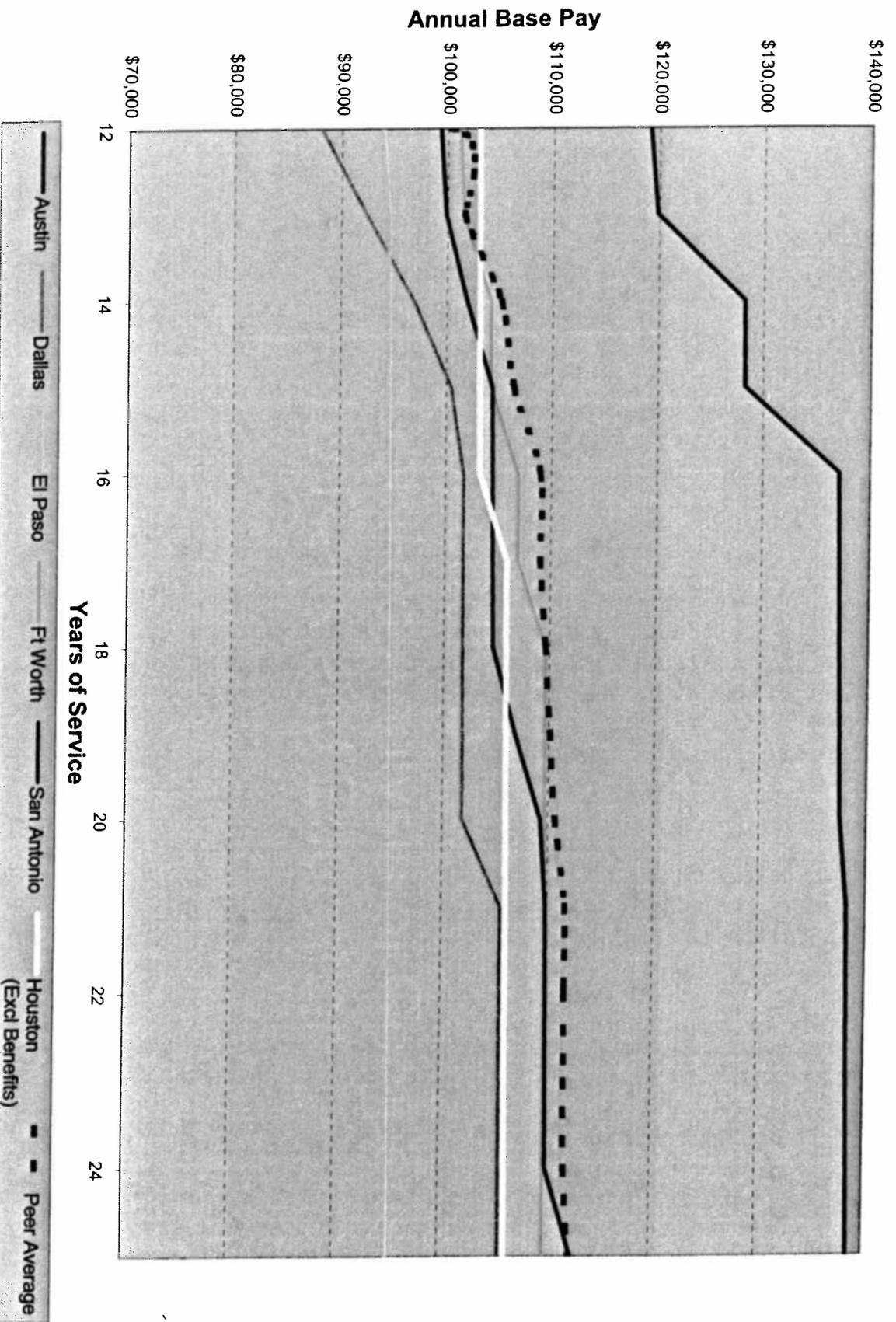
Captain Rank Annual Base Pay By Years of Service

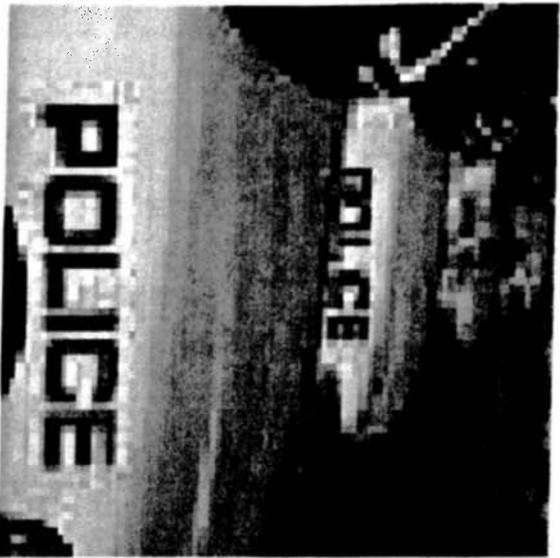
Service (Years)	Austin	Dallas	Ft Worth	El Paso	San Antonio	Peer Average	Houston (Excl Benefits)	% of Average	Houston (Inc Benefits)	% of Average
1										
2										
3										
4										
5		\$64,519								
6		\$63,787					\$74,161	-	\$107,293	-
7		\$66,999					\$74,209	-	\$107,345	-
8		\$70,395					\$74,257	-	\$107,397	-
9		\$76,352					\$84,308	-	\$113,620	-
10		\$83,069					\$93,698	-	\$113,672	-
11	\$119,035	\$83,970				\$99,198	\$93,746	-	\$113,672	-
12	\$119,135	\$88,076				\$99,294	\$93,794	103%	\$118,646	118%
13	\$119,835	\$92,390				\$99,870	\$94,442	101%	\$118,698	117%
14	\$128,147	\$96,906				\$101,912	\$94,490	98%	\$118,750	113%
15	\$128,247	\$100,473				\$104,343	\$94,538	97%	\$118,802	112%
16	\$137,135	\$101,694				\$104,439	\$94,586	95%	\$118,854	109%
17	\$137,235	\$101,742				\$104,535	\$94,634	97%	\$121,932	112%
18	\$137,335	\$101,790				\$104,631	\$94,682	97%	\$121,984	111%
19	\$137,435	\$101,838				\$106,769	\$94,730	96%	\$122,036	111%
20	\$137,535	\$101,886				\$109,257	\$94,778	96%	\$122,088	110%
21	\$138,235	\$105,534				\$109,833	\$94,826	95%	\$122,140	109%
22	\$138,335	\$105,582				\$109,929	\$94,874	95%	\$122,192	109%
23	\$138,435	\$105,630				\$110,025	\$94,922	95%	\$122,244	109%
24	\$138,535	\$105,678				\$110,121	\$94,970	95%	\$122,296	109%
25	\$138,635	\$105,726				\$112,608	\$95,018	95%	\$122,348	109%
Average	\$133,872	\$101,068				\$106,255	\$94,663	97%	\$120,929	111%
Minimum	\$119,135	\$88,076				\$99,294	\$93,794	103%	\$118,646	118%
Maximum	\$138,635	\$105,726				\$112,608	\$95,018	95%	\$122,348	109%

Appendix C-4

Preliminary Draft - For Client Review

Captain Rank Annual Step Earnings - 25 Year Career





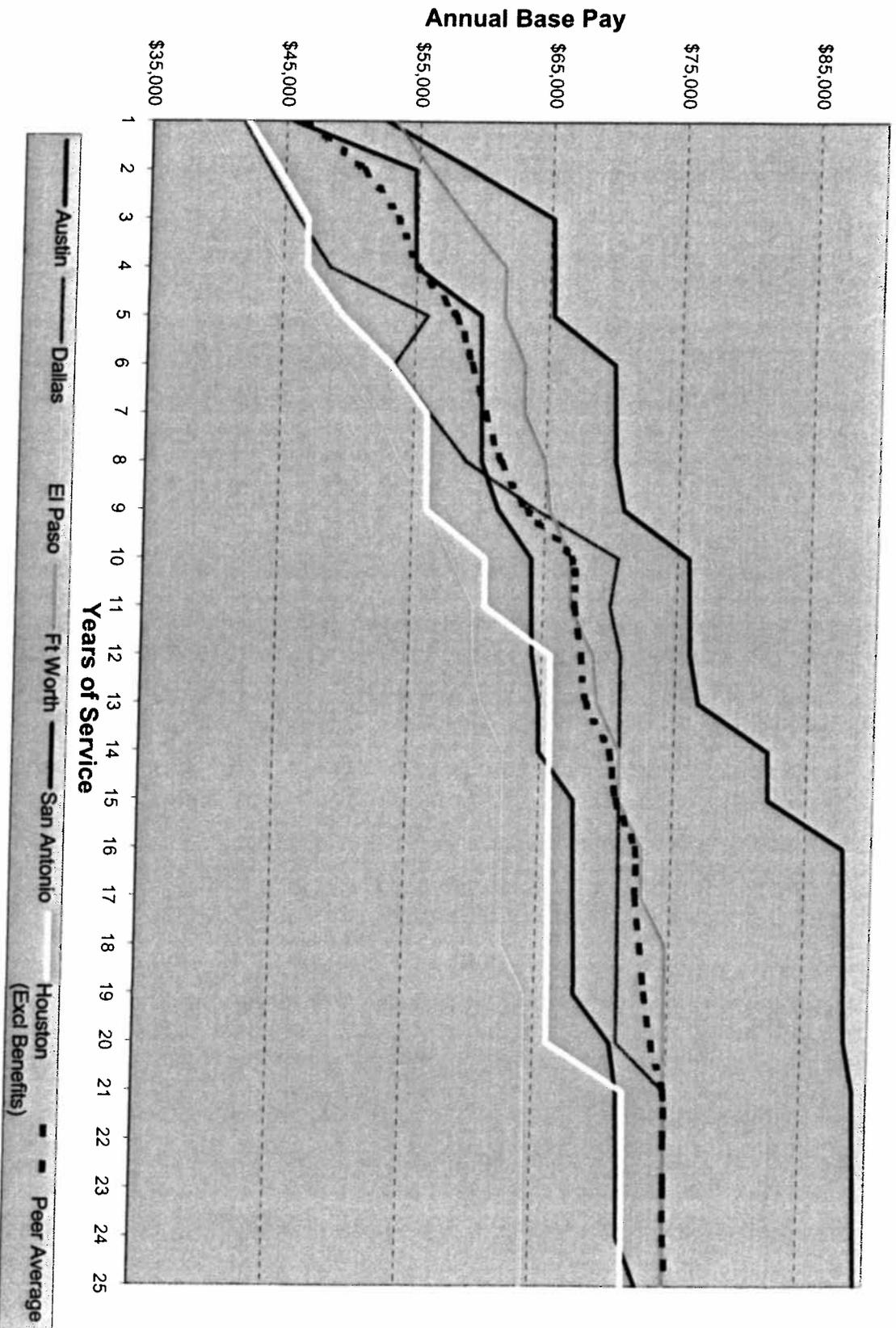
Appendix D
Detailed Analysis of Compensation
by Rank and Education

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Police Officer/Senior Officer Rank Education Level : Associate Degree By Years of Service

Service (Years)	Austin	Dallas	Ft Worth	El Paso	San Antonio	Peer Average	Houston (Excl Benefits)	% of Average	Houston (Inc Benefits)	% of Average
1	\$53,674	\$41,978	\$53,850	\$39,006	\$47,695	\$47,240	\$42,126	89%	\$48,820	103%
2	\$60,173	\$44,090	\$56,560	\$40,990	\$57,294	\$51,821	\$44,542	86%	\$51,519	99%
3	\$66,369	\$46,317	\$59,395	\$43,071	\$57,390	\$54,508	\$46,744	86%	\$54,085	99%
4	\$66,469	\$48,681	\$62,376	\$45,253	\$57,486	\$56,053	\$46,796	83%	\$54,137	97%
5	\$66,569	\$58,537	\$62,424	\$48,202	\$63,684	\$59,883	\$49,540	83%	\$57,340	96%
6	\$71,208	\$56,107	\$64,011	\$50,603	\$63,780	\$61,142	\$53,267	87%	\$61,359	100%
7	\$71,308	\$58,838	\$64,059	\$53,722	\$64,356	\$62,456	\$55,991	90%	\$64,537	103%
8	\$71,408	\$61,661	\$65,688	\$55,326	\$64,452	\$63,707	\$56,043	88%	\$64,589	101%
9	\$71,508	\$64,644	\$65,736	\$56,977	\$64,548	\$64,683	\$56,095	87%	\$64,641	100%
10	\$76,466	\$70,771	\$67,406	\$58,677	\$67,118	\$68,088	\$60,575	89%	\$69,873	103%
11	\$76,566	\$70,244	\$67,454	\$60,426	\$67,214	\$68,381	\$60,627	89%	\$69,925	102%
12	\$76,666	\$71,100	\$69,166	\$60,522	\$67,886	\$69,947	\$66,776	97%	\$76,074	110%
13	\$77,366	\$74,748	\$69,214	\$62,321	\$67,982	\$71,746	\$66,828	96%	\$76,126	109%
14	\$82,664	\$74,796	\$70,968	\$62,369	\$70,634	\$73,856	\$66,984	93%	\$76,230	105%
15	\$82,764	\$74,892	\$72,811	\$62,417	\$70,730	\$73,924	\$71,541	97%	\$80,840	109%
16	\$88,430	\$74,940	\$72,859	\$62,465	\$70,826	\$74,326	\$66,932	91%	\$76,282	103%
17	\$88,530	\$74,988	\$74,696	\$62,513	\$70,922	\$74,350	\$71,593	96%	\$80,892	109%
18	\$88,630	\$75,036	\$74,744	\$64,366	\$71,018	\$74,779	\$71,645	96%	\$80,944	108%
19	\$88,730	\$75,084	\$74,792	\$64,414	\$73,781	\$75,380	\$71,697	95%	\$80,996	107%
20	\$88,830	\$75,132	\$74,840	\$64,462	\$73,877	\$75,448	\$71,749	95%	\$81,048	107%
21	\$88,930	\$75,180	\$74,888	\$64,510	\$73,973	\$75,516	\$71,801	95%	\$81,100	107%
22	\$89,030	\$75,228	\$74,936	\$64,558	\$74,069	\$75,584	\$71,853	95%	\$81,152	107%
23	\$89,130	\$75,276	\$74,984	\$64,606	\$74,165	\$75,652	\$71,905	95%	\$81,204	107%
24	\$89,230	\$75,324	\$75,032	\$64,654	\$75,621	\$75,992	\$71,957	95%	\$81,256	107%
25	\$89,330	\$75,372	\$68,556	\$57,476	\$67,112	\$67,656	\$62,100	92%	\$70,846	105%
Average	\$53,674	\$41,978	\$53,850	\$39,006	\$47,695	\$47,240	\$42,126	89%	\$48,820	103%
Minimum	\$53,674	\$41,978	\$53,850	\$39,006	\$47,695	\$47,240	\$42,126	89%	\$48,820	103%
Maximum	\$89,330	\$75,324	\$75,032	\$64,654	\$75,621	\$75,992	\$71,957	95%	\$81,256	107%

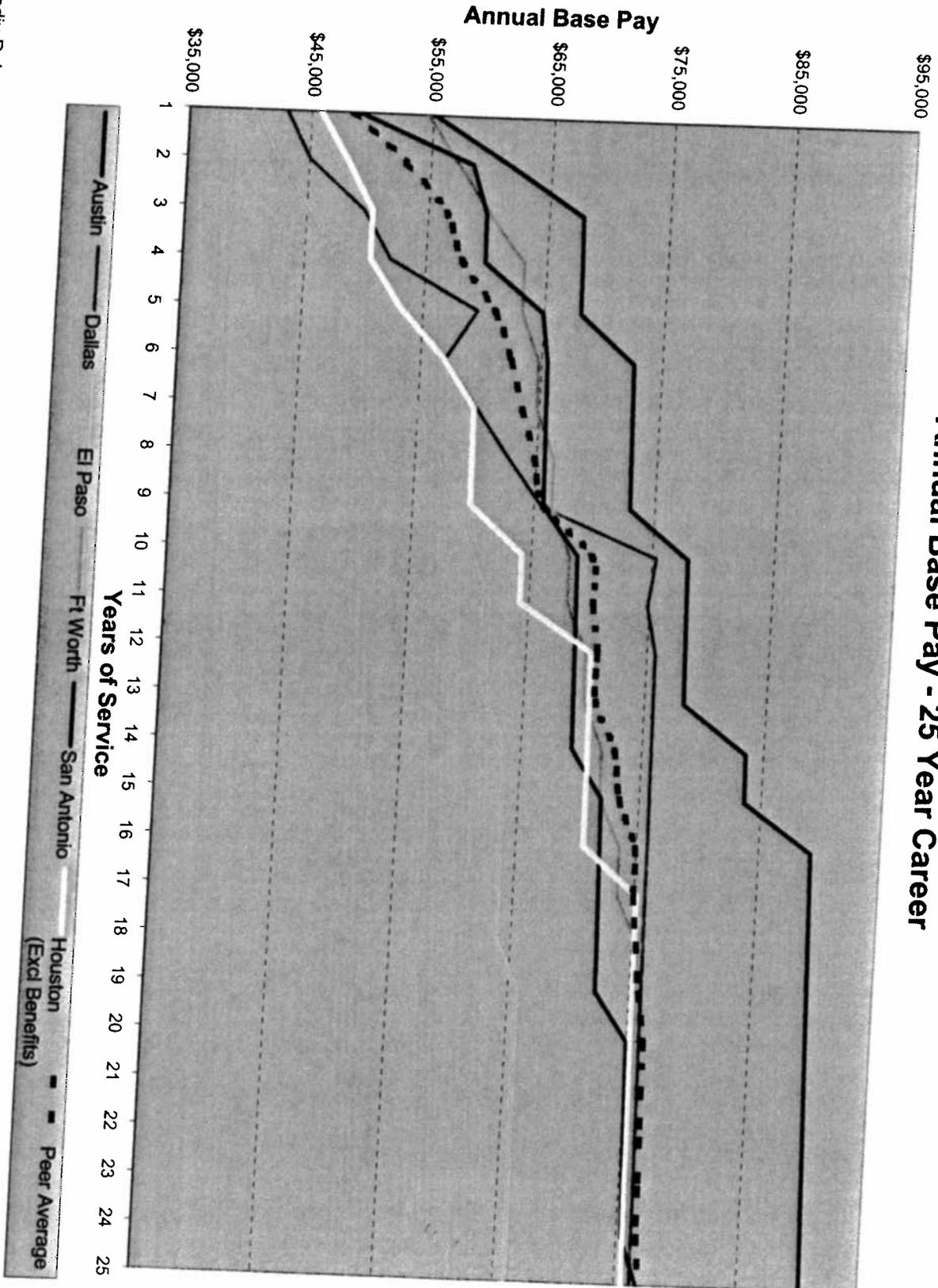
**Police Officer / Senior Officer Rank
 Education Level : Associate Degree
 Annual Base Pay - 25 Year Career**



Police Officer/Senior Officer Rank Education Level : Bachelor Degree By Years of Service

Service (Years)	Austin	Dallas	Ft Worth	El Paso	San Antonio	Peer Average	Houston (Excl Benefits)	% of Average	Houston (Inc Benefits)	% of Average
1	\$55,114	\$42,938	\$54,570	\$40,266	\$48,895	\$48,356	\$45,762	95%	\$52,456	108%
2	\$61,613	\$45,050	\$57,280	\$42,250	\$58,494	\$52,937	\$48,178	91%	\$55,155	104%
3	\$67,809	\$49,677	\$60,115	\$44,991	\$59,790	\$56,476	\$50,380	89%	\$57,721	102%
4	\$67,909	\$52,041	\$63,096	\$47,173	\$59,886	\$58,021	\$50,432	87%	\$57,773	100%
5	\$68,009	\$59,497	\$63,144	\$49,462	\$64,884	\$60,999	\$53,176	87%	\$60,976	100%
6	\$72,648	\$57,067	\$64,731	\$52,463	\$65,460	\$62,474	\$56,903	91%	\$64,995	104%
7	\$72,748	\$59,798	\$64,779	\$54,982	\$65,556	\$63,572	\$59,627	94%	\$68,173	107%
8	\$72,848	\$62,621	\$66,408	\$56,586	\$65,652	\$64,823	\$59,679	92%	\$68,225	105%
9	\$72,948	\$65,604	\$66,456	\$58,237	\$65,748	\$65,799	\$59,731	91%	\$68,277	104%
10	\$77,906	\$75,331	\$68,126	\$59,937	\$68,798	\$70,020	\$64,211	92%	\$73,509	105%
11	\$78,006	\$74,804	\$68,174	\$61,686	\$68,894	\$70,313	\$64,263	91%	\$73,561	105%
12	\$78,106	\$75,660	\$69,886	\$61,734	\$68,990	\$70,875	\$70,412	99%	\$79,962	113%
13	\$78,206	\$75,708	\$69,934	\$61,782	\$69,086	\$70,943	\$70,464	99%	\$79,962	113%
14	\$83,504	\$75,756	\$71,688	\$63,581	\$69,182	\$72,742	\$70,516	97%	\$80,014	110%
15	\$83,604	\$75,804	\$71,736	\$63,629	\$71,834	\$73,322	\$70,568	96%	\$80,066	109%
16	\$89,270	\$75,852	\$73,531	\$63,677	\$71,930	\$74,852	\$70,620	94%	\$80,118	107%
17	\$89,370	\$75,900	\$73,579	\$63,725	\$72,026	\$74,920	\$75,177	100%	\$85,441	114%
18	\$89,470	\$75,948	\$75,416	\$63,773	\$72,122	\$75,346	\$75,229	100%	\$85,493	113%
19	\$89,570	\$75,996	\$75,464	\$65,626	\$72,218	\$75,775	\$75,281	99%	\$85,545	113%
20	\$89,670	\$76,044	\$75,512	\$65,674	\$74,981	\$76,376	\$75,333	99%	\$85,597	112%
21	\$89,770	\$76,092	\$75,560	\$65,722	\$75,077	\$76,444	\$75,385	99%	\$85,649	112%
22	\$89,870	\$76,140	\$75,608	\$65,770	\$75,173	\$76,512	\$75,437	99%	\$85,701	112%
23	\$89,970	\$76,188	\$75,656	\$65,818	\$75,269	\$76,580	\$75,489	99%	\$85,753	112%
24	\$90,070	\$76,236	\$75,704	\$65,866	\$75,365	\$76,648	\$75,541	99%	\$85,805	112%
25	\$90,170	\$76,284	\$75,752	\$65,914	\$76,821	\$76,988	\$75,593	98%	\$85,857	112%
Average	\$79,527	\$68,321	\$69,276	\$58,813	\$68,485	\$68,885	\$65,736	95%	\$74,869	109%
Minimum	\$55,114	\$42,938	\$54,570	\$40,266	\$48,895	\$48,356	\$45,762	95%	\$52,456	108%
Maximum	\$90,170	\$76,284	\$75,752	\$65,914	\$76,821	\$76,988	\$75,593	98%	\$85,857	112%

**Police Officer / Senior Officer Rank
 Education Level : Associate Degree
 Annual Base Pay - 25 Year Career**



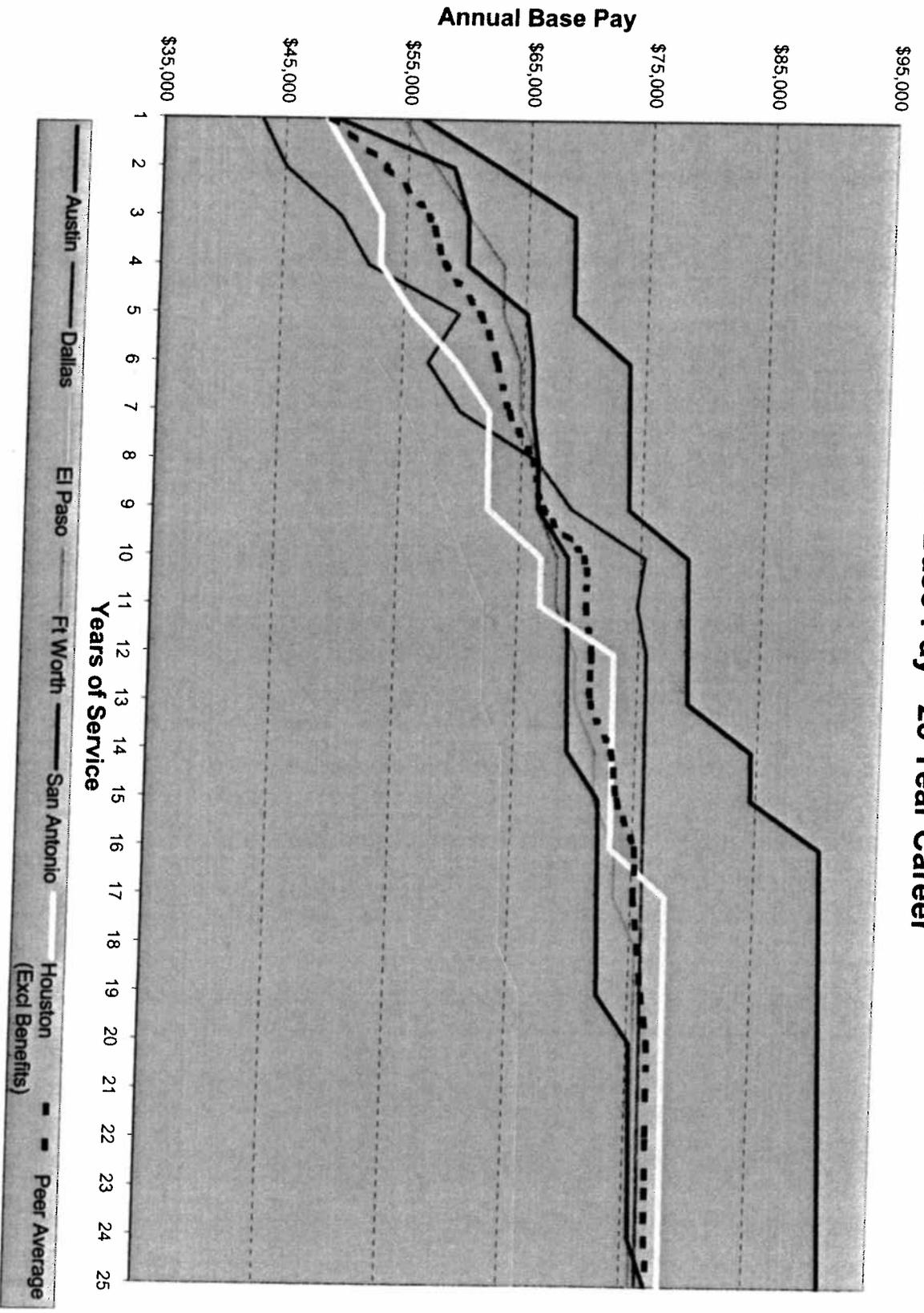
Appendix D-1

Preliminary Draft - For Client Review

Police Officer/Senior Officer Rank Education Level : Master Degree By Years of Service

Service (Years)	Austin	Dallas	Ft Worth	El Paso	San Antonio	Peer Average	Houston (Excl Benefits)	% of Average	Houston (Inc Benefits)	% of Average
1	\$56,074	\$42,938	\$54,570	\$40,566	\$49,135	\$48,656	\$48,366	99%	\$55,060	113%
2	\$62,573	\$45,050	\$57,280	\$42,550	\$58,734	\$53,237	\$50,782	95%	\$57,759	108%
3	\$68,769	\$49,677	\$60,115	\$45,291	\$60,030	\$56,776	\$52,984	93%	\$60,325	106%
4	\$68,869	\$52,041	\$63,096	\$47,473	\$60,126	\$58,321	\$53,036	91%	\$60,377	104%
5	\$68,969	\$59,497	\$63,144	\$49,762	\$65,124	\$61,299	\$55,780	91%	\$63,580	104%
6	\$73,608	\$57,067	\$64,731	\$52,763	\$65,700	\$62,774	\$59,507	95%	\$67,599	108%
7	\$73,708	\$59,798	\$64,779	\$55,282	\$65,796	\$63,872	\$62,231	97%	\$70,777	111%
8	\$73,808	\$66,221	\$66,408	\$56,886	\$66,372	\$65,939	\$62,283	94%	\$70,829	107%
9	\$73,908	\$69,204	\$66,456	\$58,537	\$66,468	\$66,915	\$62,335	93%	\$70,881	106%
10	\$78,866	\$75,331	\$68,126	\$60,237	\$69,038	\$70,320	\$66,815	95%	\$76,113	108%
11	\$78,966	\$74,804	\$68,174	\$61,986	\$69,134	\$70,613	\$66,867	95%	\$76,165	108%
12	\$79,066	\$75,660	\$69,886	\$62,034	\$69,230	\$71,175	\$73,016	103%	\$82,514	116%
13	\$79,166	\$75,708	\$69,934	\$62,082	\$69,326	\$71,243	\$73,068	103%	\$82,566	116%
14	\$84,464	\$75,756	\$71,688	\$63,881	\$69,422	\$73,042	\$73,120	100%	\$82,618	113%
15	\$84,564	\$75,804	\$71,736	\$63,929	\$72,074	\$73,622	\$73,172	99%	\$82,670	112%
16	\$90,230	\$75,852	\$73,531	\$63,977	\$72,170	\$75,152	\$73,224	97%	\$82,722	110%
17	\$90,330	\$75,900	\$73,579	\$64,025	\$72,266	\$75,220	\$77,781	103%	\$88,045	117%
18	\$90,430	\$75,948	\$75,416	\$64,073	\$72,362	\$75,646	\$77,833	103%	\$88,097	116%
19	\$90,530	\$75,996	\$75,464	\$65,926	\$72,458	\$76,075	\$77,885	102%	\$88,149	116%
20	\$90,630	\$76,044	\$75,512	\$65,974	\$75,221	\$76,676	\$77,937	102%	\$88,201	115%
21	\$90,730	\$76,092	\$75,560	\$66,022	\$75,317	\$76,744	\$77,989	102%	\$88,253	115%
22	\$90,830	\$76,140	\$75,608	\$66,070	\$75,413	\$76,812	\$78,041	102%	\$88,305	115%
23	\$90,930	\$76,188	\$75,656	\$66,118	\$75,509	\$76,880	\$78,093	102%	\$88,357	115%
24	\$91,030	\$76,236	\$75,704	\$66,166	\$75,605	\$76,948	\$78,145	102%	\$88,409	115%
25	\$91,130	\$76,284	\$75,752	\$66,214	\$77,061	\$77,288	\$78,197	101%	\$88,461	114%
Average	\$80,487	\$68,609	\$69,276	\$59,113	\$68,764	\$69,250	\$68,340	99%	\$77,473	112%
Minimum	\$56,074	\$42,938	\$54,570	\$40,566	\$49,135	\$48,656	\$48,366	99%	\$55,060	113%
Maximum	\$91,130	\$76,284	\$75,752	\$66,214	\$77,061	\$77,288	\$78,197	101%	\$88,461	114%

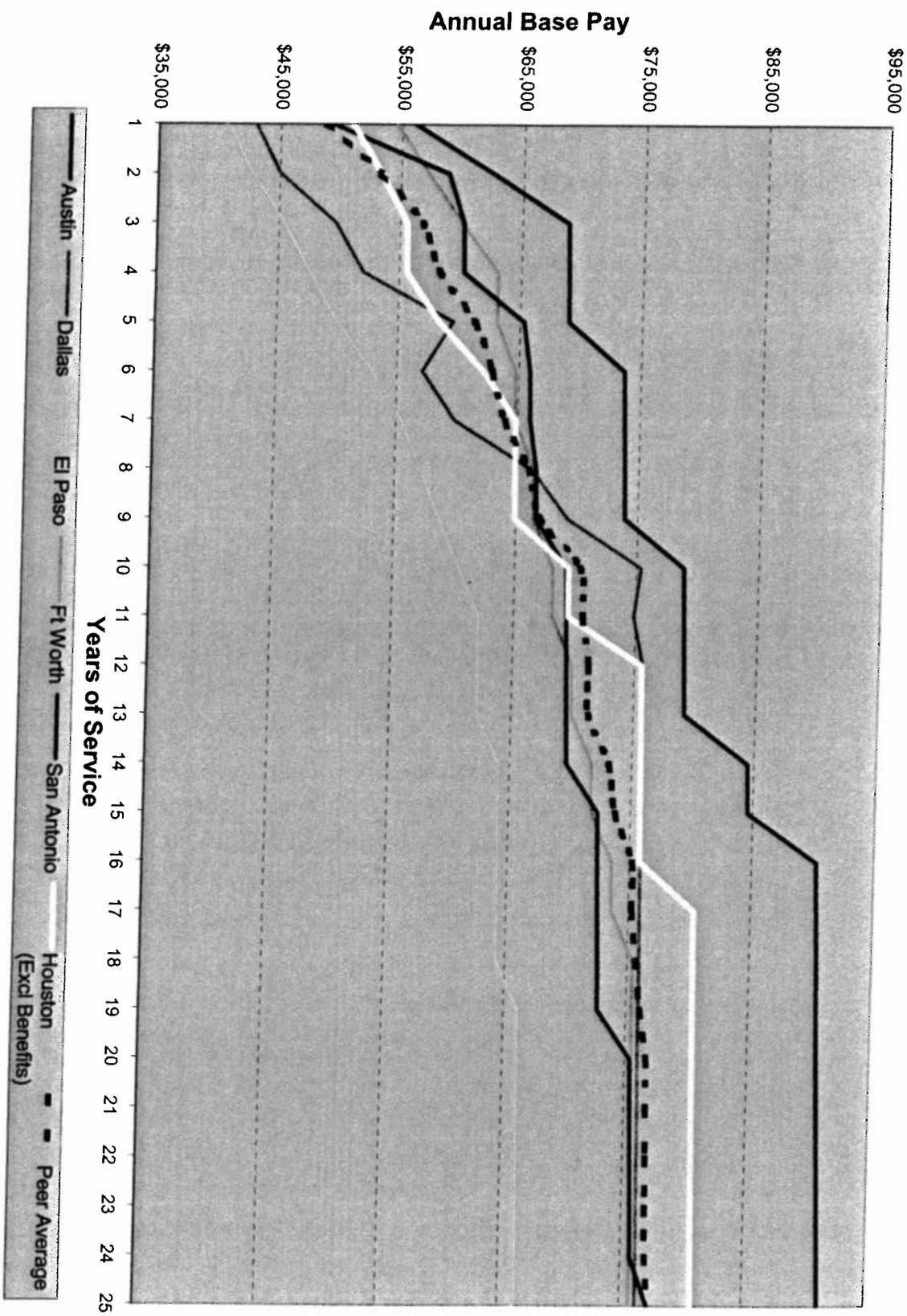
**Police Officer / Senior Officer Rank
 Education Level : Associate Degree
 Annual Base Pay - 25 Year Career**



Police Officer/Senior Officer Rank Education Level : Doctorate Degree By Years of Service

Service (Years)	Austin	Dallas	Ft Worth	El Paso	San Antonio	Peer		Houston (Excl Benefits)	% of Average	Houston (Inc Benefits)	% of Average
						Average	(Excl Benefits)				
1	\$56,074	\$42,938	\$54,570	\$40,566	\$49,315	\$48,692	\$50,958	105%	\$57,652	118%	
2	\$62,573	\$45,050	\$57,280	\$42,550	\$58,914	\$53,273	\$53,374	100%	\$60,351	113%	
3	\$68,769	\$49,677	\$60,115	\$45,291	\$60,210	\$56,812	\$55,576	98%	\$62,917	111%	
4	\$68,869	\$52,041	\$63,096	\$47,473	\$60,306	\$58,357	\$55,628	95%	\$62,969	108%	
5	\$68,969	\$59,497	\$63,144	\$49,762	\$65,304	\$61,335	\$58,372	95%	\$66,172	108%	
6	\$73,608	\$57,067	\$64,731	\$52,763	\$65,880	\$62,810	\$62,099	99%	\$70,191	112%	
7	\$73,708	\$59,798	\$64,779	\$55,282	\$65,976	\$63,908	\$64,823	101%	\$73,369	115%	
8	\$73,808	\$66,221	\$66,408	\$56,886	\$66,552	\$65,975	\$64,875	98%	\$73,421	111%	
9	\$73,908	\$69,204	\$66,456	\$58,537	\$66,648	\$66,951	\$64,927	97%	\$73,473	110%	
10	\$78,866	\$75,331	\$68,126	\$60,237	\$69,218	\$70,356	\$69,407	99%	\$78,705	112%	
11	\$78,966	\$74,804	\$68,174	\$61,986	\$69,314	\$70,649	\$69,459	98%	\$78,757	111%	
12	\$79,066	\$75,660	\$69,886	\$62,034	\$69,410	\$71,211	\$75,608	106%	\$85,106	120%	
13	\$79,166	\$75,708	\$69,934	\$62,082	\$69,506	\$71,279	\$75,660	106%	\$85,158	119%	
14	\$84,464	\$75,756	\$71,688	\$63,881	\$69,602	\$73,078	\$75,712	104%	\$85,210	117%	
15	\$84,564	\$75,804	\$71,736	\$63,929	\$72,254	\$73,658	\$75,764	103%	\$85,262	116%	
16	\$90,230	\$75,852	\$73,531	\$63,977	\$72,350	\$75,188	\$75,816	101%	\$85,314	113%	
17	\$90,330	\$75,900	\$73,579	\$64,025	\$72,446	\$75,256	\$80,373	107%	\$90,637	120%	
18	\$90,430	\$75,948	\$75,416	\$64,073	\$72,542	\$75,682	\$80,425	106%	\$90,689	120%	
19	\$90,530	\$75,996	\$75,464	\$65,926	\$72,638	\$76,111	\$80,477	106%	\$90,741	119%	
20	\$90,630	\$76,044	\$75,512	\$65,974	\$75,401	\$76,712	\$80,529	105%	\$90,793	118%	
21	\$90,730	\$76,092	\$75,560	\$66,022	\$75,497	\$76,780	\$80,581	105%	\$90,845	118%	
22	\$90,830	\$76,140	\$75,608	\$66,070	\$75,593	\$76,848	\$80,633	105%	\$90,897	118%	
23	\$90,930	\$76,188	\$75,656	\$66,118	\$75,689	\$76,916	\$80,685	105%	\$90,949	118%	
24	\$91,030	\$76,236	\$75,704	\$66,166	\$75,785	\$76,984	\$80,737	105%	\$91,001	118%	
25	\$91,130	\$76,284	\$75,752	\$66,214	\$77,241	\$77,324	\$80,789	104%	\$91,053	118%	
Average	\$80,487	\$68,609	\$69,276	\$59,113	\$68,944	\$69,286	\$70,932	102%	\$80,065	116%	
Minimum	\$56,074	\$42,938	\$54,570	\$40,566	\$49,315	\$48,692	\$50,958	105%	\$57,652	118%	
Maximum	\$91,130	\$76,284	\$75,752	\$66,214	\$77,241	\$77,324	\$80,789	104%	\$91,053	118%	

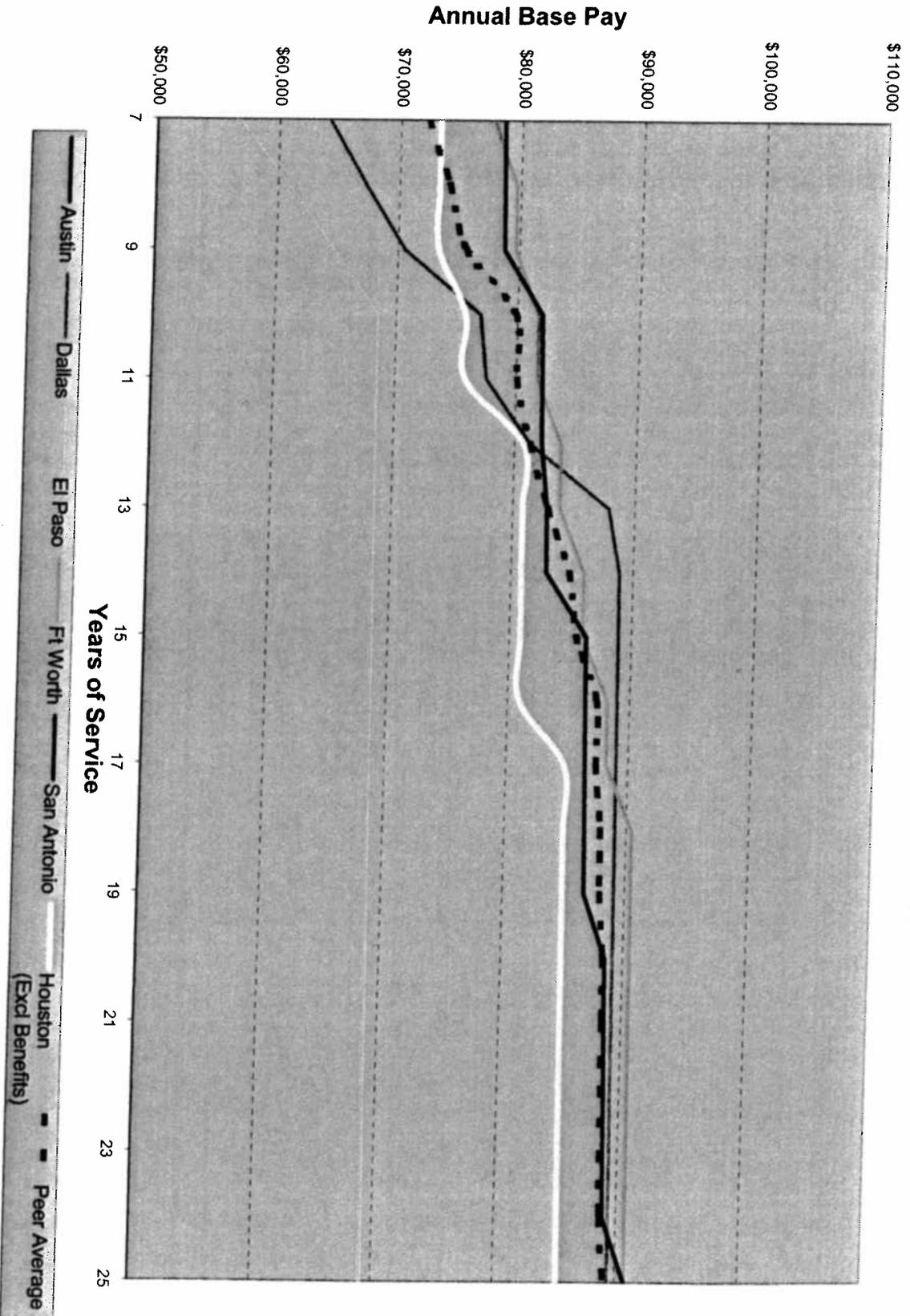
**Police Officer / Senior Officer Rank
 Education Level : Associate Degree
 Annual Base Pay - 25 Year Career**



Sergeant Rank Education Level : Associate Degree By Years of Service

Service (Years)	Austin	Dallas	Ft Worth	El Paso	San Antonio	Peer Average	Houston (Excl Benefits)	% of Average	Houston (Inc Benefits)	% of Average
1						-		-		-
2						-		-		-
3						-	\$71,089	-	\$82,570	-
4						-	\$71,141	-	\$82,622	-
5						-	\$71,193	-	\$82,674	-
6						-	\$73,205	-	\$84,686	-
7	\$84,364	\$64,135	\$77,683	\$56,520	\$78,564	\$72,253	\$73,257	101%	\$84,738	117%
8	\$84,464	\$67,234	\$79,645	\$60,650	\$78,660	\$74,130	\$73,309	99%	\$84,790	114%
9	\$84,564	\$70,515	\$79,693	\$64,479	\$78,756	\$75,601	\$73,361	97%	\$84,842	112%
10	\$90,436	\$76,934	\$81,696	\$68,309	\$82,025	\$79,880	\$75,737	95%	\$87,613	110%
11	\$90,536	\$77,513	\$81,744	\$68,357	\$82,121	\$80,054	\$75,789	95%	\$87,665	110%
12	\$90,636	\$81,279	\$83,810	\$68,405	\$82,217	\$81,269	\$80,763	99%	\$92,639	114%
13	\$91,336	\$87,854	\$83,858	\$68,453	\$82,793	\$82,859	\$80,815	98%	\$92,691	112%
14	\$97,611	\$88,878	\$85,965	\$68,501	\$82,889	\$84,769	\$80,867	95%	\$92,743	109%
15	\$97,711	\$88,926	\$86,013	\$68,549	\$86,284	\$85,497	\$80,919	95%	\$92,795	109%
16	\$104,421	\$88,974	\$88,182	\$68,597	\$86,380	\$87,311	\$80,971	93%	\$92,847	106%
17	\$104,521	\$89,022	\$88,230	\$68,645	\$86,476	\$87,379	\$84,796	97%	\$97,313	111%
18	\$104,621	\$89,070	\$90,442	\$68,693	\$86,572	\$87,880	\$84,848	97%	\$97,365	111%
19	\$104,721	\$89,118	\$90,490	\$68,741	\$86,668	\$87,948	\$84,900	97%	\$97,417	111%
20	\$104,821	\$89,166	\$90,538	\$68,789	\$86,764	\$88,366	\$84,952	96%	\$97,469	110%
21	\$104,921	\$89,214	\$90,586	\$68,837	\$86,860	\$88,434	\$85,004	96%	\$97,521	110%
22	\$105,021	\$89,262	\$90,634	\$68,885	\$86,956	\$88,502	\$85,056	96%	\$97,573	110%
23	\$105,121	\$89,310	\$90,682	\$68,933	\$87,052	\$88,570	\$85,108	96%	\$97,625	110%
24	\$105,221	\$89,358	\$90,730	\$68,981	\$87,148	\$88,638	\$85,160	96%	\$97,677	110%
25	\$105,321	\$89,406	\$90,778	\$69,029	\$87,244	\$89,057	\$85,212	96%	\$97,729	110%
Average	\$97,914	\$83,956	\$86,389	\$67,387	\$84,985	\$84,126	\$81,096	96%	\$93,213	111%
Minimum	\$84,364	\$64,135	\$77,683	\$56,520	\$78,564	\$72,253	\$73,257	101%	\$84,738	117%
Maximum	\$105,321	\$89,406	\$90,778	\$69,029	\$90,752	\$89,057	\$85,212	96%	\$97,729	110%

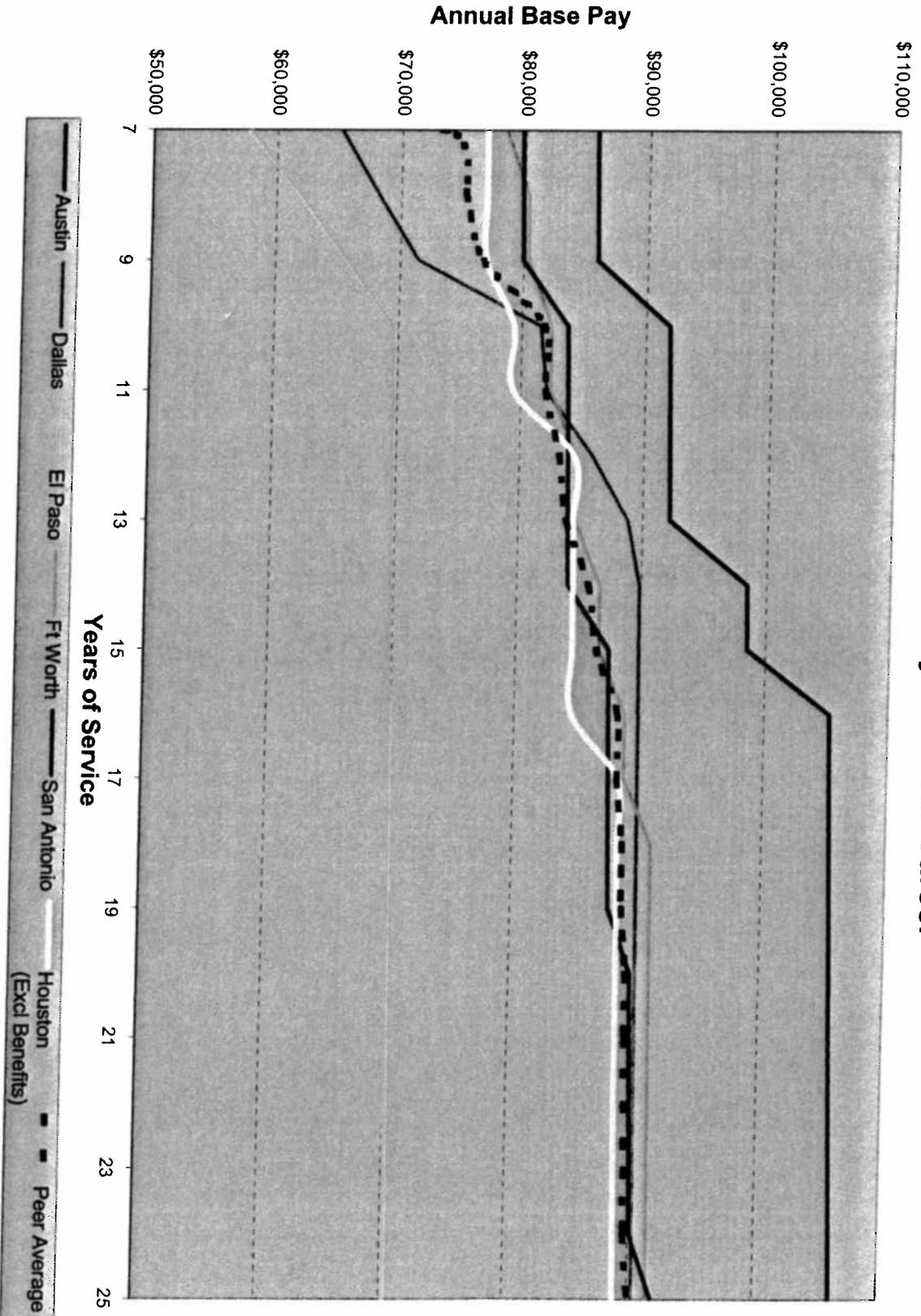
**Sergeant Rank
Education Level : Associate Degree
Annual Base Pay - 25 Year Career**



Sergeant Rank Education Level : Bachelor Degree By Years of Service

Service (Years)	Austin	Dallas	Ft Worth	El Paso	San Antonio	Peer Average		Houston (Excl Benefits)	% of Average	Houston (Inc Benefits)	% of Average
						Average	(Excl Benefits)				
1						-	-	-	-	-	-
2						-	-	-	-	-	-
3						-	-	\$74,725	-	\$86,206	-
4						-	-	\$74,777	-	\$86,258	-
5						-	-	\$74,829	-	\$86,310	-
6						-	-	\$76,841	-	\$88,322	-
7	\$85,804	\$65,095	\$78,403	\$57,780	\$79,764	\$73,369	\$76,893	\$76,893	105%	\$88,374	120%
8	\$85,904	\$68,194	\$80,365	\$61,910	\$79,860	\$75,246	\$76,945	\$76,945	102%	\$88,426	118%
9	\$86,004	\$71,475	\$80,413	\$65,739	\$79,956	\$76,717	\$76,997	\$76,997	100%	\$88,478	115%
10	\$91,876	\$81,494	\$82,416	\$69,569	\$83,705	\$81,812	\$79,373	\$79,373	97%	\$91,249	112%
11	\$91,976	\$82,073	\$82,464	\$69,617	\$83,801	\$81,986	\$79,425	\$79,425	97%	\$91,301	111%
12	\$92,076	\$85,839	\$84,530	\$69,665	\$83,897	\$83,201	\$84,399	\$84,399	101%	\$96,275	116%
13	\$92,176	\$88,814	\$84,578	\$69,713	\$83,993	\$83,855	\$84,451	\$84,451	101%	\$96,327	115%
14	\$98,451	\$89,838	\$86,685	\$69,761	\$84,089	\$85,765	\$84,503	\$84,503	99%	\$96,379	112%
15	\$98,551	\$89,886	\$86,733	\$69,809	\$87,484	\$86,493	\$84,555	\$84,555	98%	\$96,431	111%
16	\$105,261	\$89,934	\$88,902	\$69,857	\$87,580	\$88,307	\$84,607	\$84,607	96%	\$96,483	109%
17	\$105,361	\$89,982	\$88,950	\$69,905	\$87,676	\$88,375	\$88,432	\$88,432	100%	\$100,949	114%
18	\$105,461	\$90,030	\$91,162	\$69,953	\$87,772	\$88,876	\$88,484	\$88,484	100%	\$101,001	114%
19	\$105,561	\$90,078	\$91,210	\$70,001	\$87,868	\$88,944	\$88,536	\$88,536	100%	\$101,053	114%
20	\$105,661	\$90,126	\$91,258	\$70,049	\$89,718	\$89,362	\$88,588	\$88,588	99%	\$101,105	113%
21	\$105,761	\$90,174	\$91,306	\$70,097	\$89,814	\$89,430	\$88,640	\$88,640	99%	\$101,157	113%
22	\$105,861	\$90,222	\$91,354	\$70,145	\$89,910	\$89,498	\$88,692	\$88,692	99%	\$101,209	113%
23	\$105,961	\$90,270	\$91,402	\$70,193	\$90,006	\$89,566	\$88,744	\$88,744	99%	\$101,261	113%
24	\$106,061	\$90,318	\$91,450	\$70,241	\$90,102	\$89,634	\$88,796	\$88,796	99%	\$101,313	113%
25	\$106,161	\$90,366	\$91,498	\$70,289	\$91,952	\$90,053	\$88,848	\$88,848	99%	\$101,365	113%
Average	\$98,944	\$85,485	\$87,109	\$68,647	\$86,260	\$85,289	\$84,732	\$84,732	99%	\$96,849	114%
Minimum	\$85,804	\$65,095	\$78,403	\$57,780	\$79,764	\$73,369	\$76,893	\$76,893	105%	\$88,374	120%
Maximum	\$106,161	\$90,366	\$91,498	\$70,289	\$91,952	\$90,053	\$88,848	\$88,848	99%	\$101,365	113%

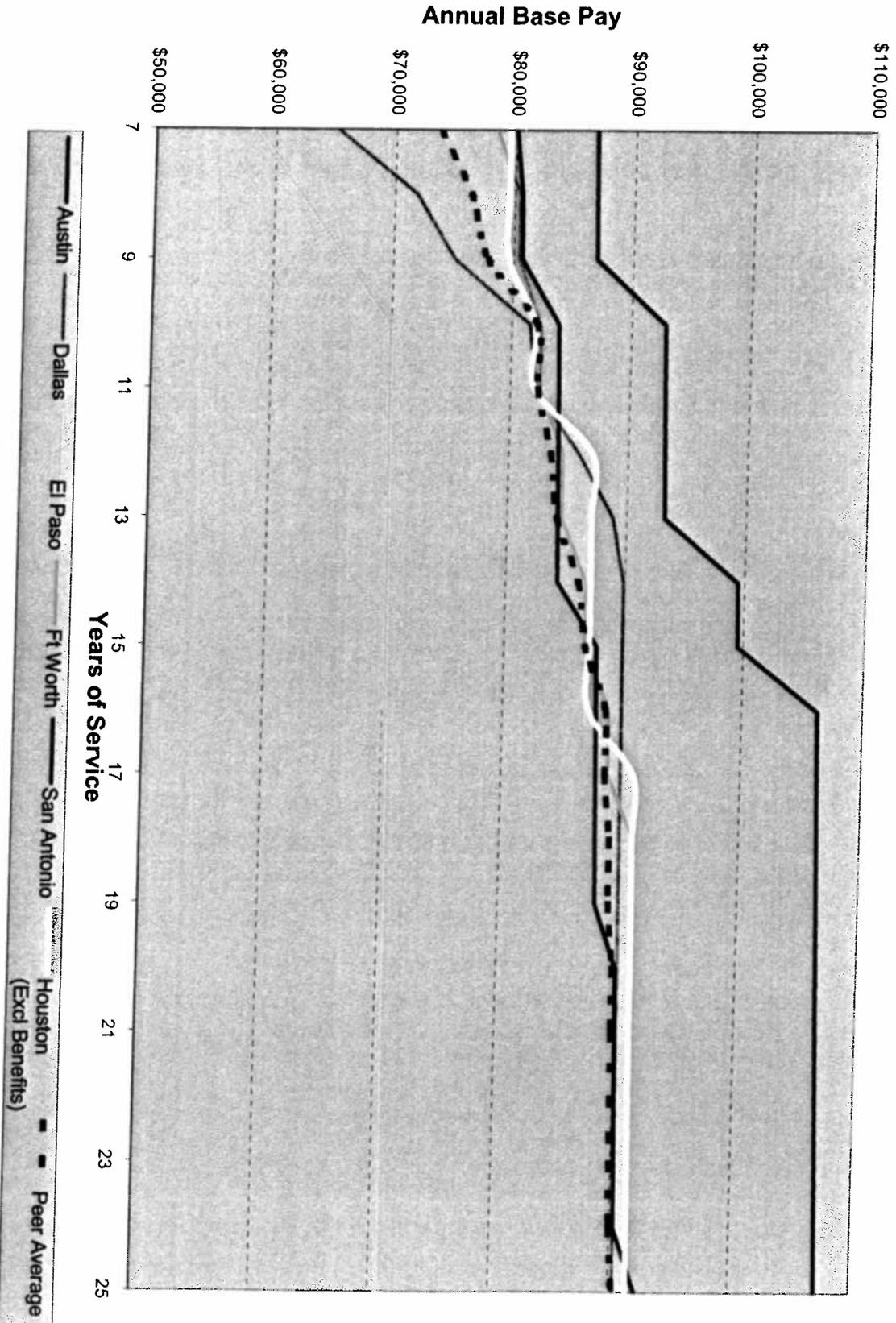
**Sergeant Rank
Education Level : Associate Degree
Annual Base Pay - 25 Year Career**



Sergeant Rank Education Level : Master Degree By Years of Service

Service (Years)	Austin	Dallas	Ft Worth	El Paso	San Antonio	Peer		Houston (Excl Benefits)	% of Average	Houston (Inc Benefits)	% of Average
						Average	(Excl Benefits)				
1						-	-		-		-
2		\$52,979				-	\$77,329		-	\$88,810	-
3		\$56,627				-	\$77,381		-	\$88,862	-
4		\$64,312				-	\$77,433		-	\$88,914	-
5		\$62,135		\$78,355		\$58,032	\$79,445		-	\$90,926	-
6											
7	\$86,764	\$65,095	\$78,403	\$58,080	\$80,004	\$73,669	\$79,497	\$90,978	108%	\$90,978	123%
8	\$86,864	\$71,794	\$80,365	\$62,210	\$80,580	\$76,362	\$79,549	\$91,030	104%	\$91,030	119%
9	\$86,964	\$75,075	\$80,413	\$66,039	\$80,676	\$77,833	\$79,601	\$91,082	102%	\$91,082	117%
10	\$92,836	\$81,494	\$82,416	\$69,869	\$83,945	\$82,112	\$81,977	\$93,853	100%	\$93,853	114%
11	\$92,936	\$82,073	\$82,464	\$69,917	\$84,041	\$82,286	\$82,029	\$93,905	100%	\$93,905	114%
12	\$93,036	\$85,839	\$84,530	\$69,965	\$84,137	\$83,501	\$87,003	\$98,879	104%	\$98,879	118%
13	\$93,136	\$88,814	\$84,578	\$70,013	\$84,233	\$84,155	\$87,055	\$98,931	103%	\$98,931	118%
14	\$99,411	\$89,838	\$86,685	\$70,061	\$84,329	\$86,065	\$87,107	\$98,983	101%	\$98,983	115%
15	\$99,511	\$89,886	\$86,733	\$70,109	\$87,724	\$86,793	\$87,159	\$99,035	100%	\$99,035	114%
16	\$106,221	\$89,934	\$88,902	\$70,157	\$87,820	\$88,607	\$87,211	\$99,087	98%	\$99,087	112%
17	\$106,321	\$89,982	\$88,950	\$70,205	\$87,916	\$88,675	\$91,036	\$103,553	103%	\$103,553	117%
18	\$106,421	\$90,030	\$91,162	\$70,253	\$88,012	\$89,176	\$91,088	\$103,605	102%	\$103,605	116%
19	\$106,521	\$90,078	\$91,210	\$70,301	\$88,108	\$89,244	\$91,140	\$103,657	102%	\$103,657	116%
20	\$106,621	\$90,126	\$91,258	\$70,349	\$89,958	\$89,662	\$91,192	\$103,709	102%	\$103,709	116%
21	\$106,721	\$90,174	\$91,306	\$70,397	\$90,054	\$89,730	\$91,244	\$103,761	102%	\$103,761	116%
22	\$106,821	\$90,222	\$91,354	\$70,445	\$90,150	\$89,798	\$91,296	\$103,813	102%	\$103,813	116%
23	\$106,921	\$90,270	\$91,402	\$70,493	\$90,246	\$89,866	\$91,348	\$103,865	102%	\$103,865	116%
24	\$107,021	\$90,318	\$91,450	\$70,541	\$90,342	\$89,934	\$91,400	\$103,917	102%	\$103,917	116%
25	\$107,121	\$90,366	\$91,498	\$70,589	\$92,192	\$90,353	\$91,452	\$103,969	101%	\$103,969	115%
Average	\$99,904	\$85,864	\$87,109	\$68,947	\$86,551	\$85,675	\$87,336	\$99,453	102%	\$99,453	116%
Minimum	\$86,764	\$65,095	\$78,403	\$58,080	\$80,004	\$73,669	\$79,497	\$90,978	108%	\$90,978	123%
Maximum	\$107,121	\$90,366	\$91,498	\$70,589	\$92,192	\$90,353	\$91,452	\$103,969	101%	\$103,969	115%

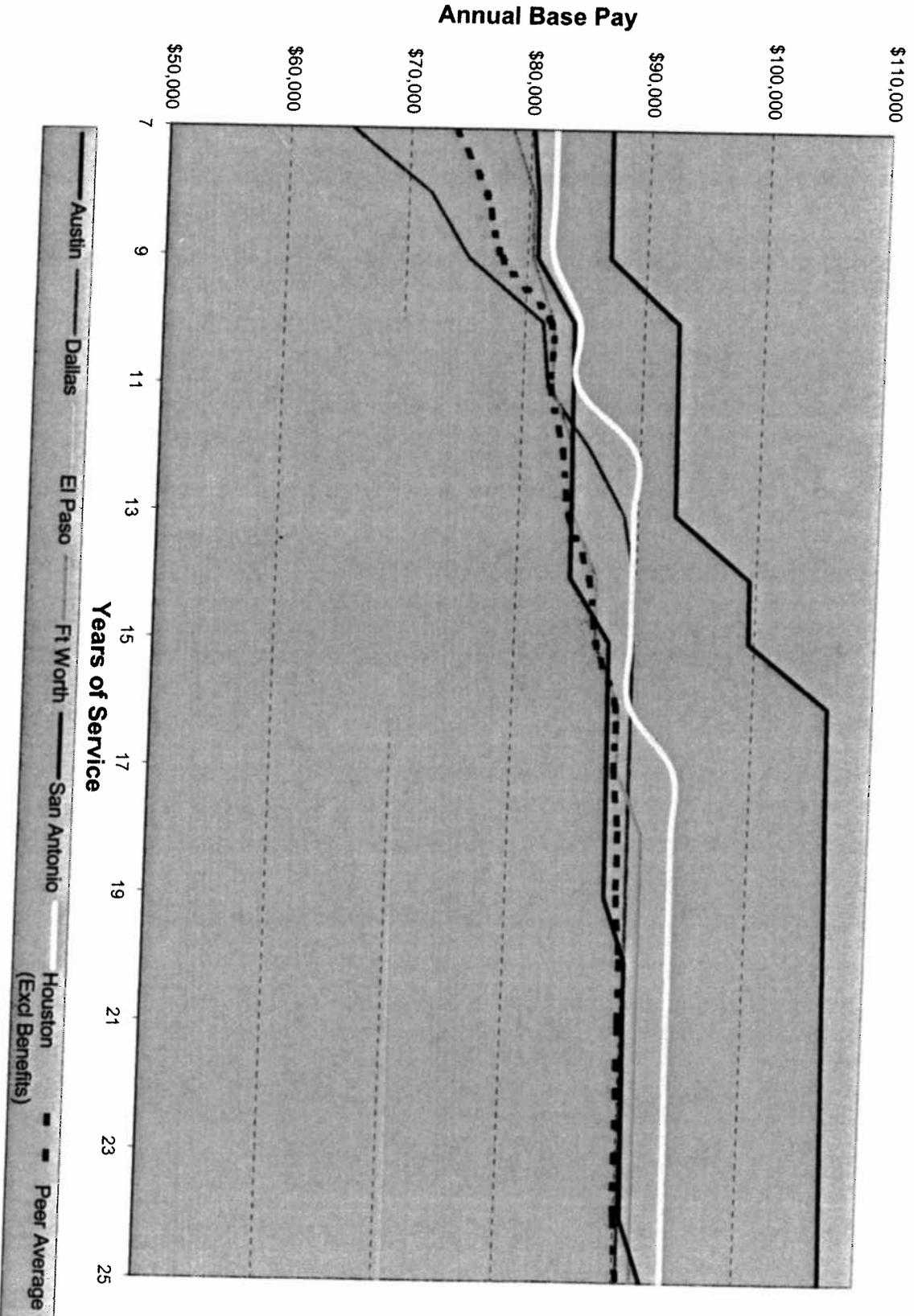
Sergeant Rank
Education Level : Associate Degree
Annual Base Pay - 25 Year Career



Sergeant Rank Education Level : Doctorate Degree By Years of Service

Service (Years)	Austin	Dallas	Ft Worth	El Paso	San Antonio	Peer		Houston (Excl Benefits)	% of Average	Houston (Inc Benefits)	% of Average
						Average	(Excl Benefits)				
1											
2											
3		\$52,979		\$57,336			\$79,921		-	\$91,402	-
4		\$56,627		\$57,384			\$79,973		-	\$91,454	-
5		\$64,312		\$58,032			\$80,025		-	\$91,506	-
6		\$62,135		\$78,355			\$82,037		-	\$93,518	-
7	\$86,764	\$65,095	\$78,403	\$58,080	\$80,184	\$73,705	\$82,089	111%		\$93,570	127%
8	\$86,864	\$71,794	\$80,365	\$62,210	\$80,760	\$76,398	\$82,141	108%		\$93,622	123%
9	\$86,964	\$75,075	\$80,413	\$66,039	\$80,856	\$77,869	\$82,193	106%		\$93,674	120%
10	\$92,836	\$81,494	\$82,416	\$69,869	\$84,125	\$82,148	\$84,569	103%		\$96,445	117%
11	\$92,936	\$82,073	\$82,464	\$69,917	\$84,221	\$82,322	\$84,621	103%		\$96,497	117%
12	\$93,036	\$85,839	\$84,530	\$69,965	\$84,317	\$83,537	\$89,595	107%		\$101,471	121%
13	\$93,136	\$88,814	\$84,578	\$70,013	\$84,413	\$84,191	\$89,647	106%		\$101,523	121%
14	\$99,411	\$89,838	\$86,685	\$70,061	\$84,509	\$86,101	\$89,699	104%		\$101,575	118%
15	\$99,511	\$89,886	\$86,733	\$70,109	\$87,904	\$86,829	\$89,751	103%		\$101,627	117%
16	\$106,221	\$89,934	\$88,902	\$70,157	\$88,000	\$88,643	\$89,803	101%		\$101,679	115%
17	\$106,321	\$89,982	\$88,950	\$70,205	\$88,096	\$88,711	\$93,628	106%		\$106,145	120%
18	\$106,421	\$90,030	\$91,162	\$70,253	\$88,192	\$89,212	\$93,680	105%		\$106,197	119%
19	\$106,521	\$90,078	\$91,210	\$70,301	\$88,288	\$89,280	\$93,732	105%		\$106,249	119%
20	\$106,621	\$90,126	\$91,258	\$70,349	\$90,138	\$89,698	\$93,784	105%		\$106,301	119%
21	\$106,721	\$90,174	\$91,306	\$70,397	\$90,234	\$89,766	\$93,836	105%		\$106,353	118%
22	\$106,821	\$90,222	\$91,354	\$70,445	\$90,330	\$89,834	\$93,888	105%		\$106,405	118%
23	\$106,921	\$90,270	\$91,402	\$70,493	\$90,426	\$89,902	\$93,940	104%		\$106,457	118%
24	\$107,021	\$90,318	\$91,450	\$70,541	\$90,522	\$89,970	\$93,992	104%		\$106,509	118%
25	\$107,121	\$90,366	\$91,498	\$70,589	\$92,372	\$90,389	\$94,044	104%		\$106,561	118%
Average	\$99,904	\$85,864	\$87,109	\$68,947	\$86,731	\$85,711	\$89,928	105%		\$102,045	119%
Minimum	\$86,764	\$65,095	\$78,403	\$58,080	\$80,184	\$73,705	\$82,089	111%		\$93,570	127%
Maximum	\$107,121	\$90,366	\$91,498	\$70,589	\$92,372	\$90,389	\$94,044	104%		\$106,561	118%

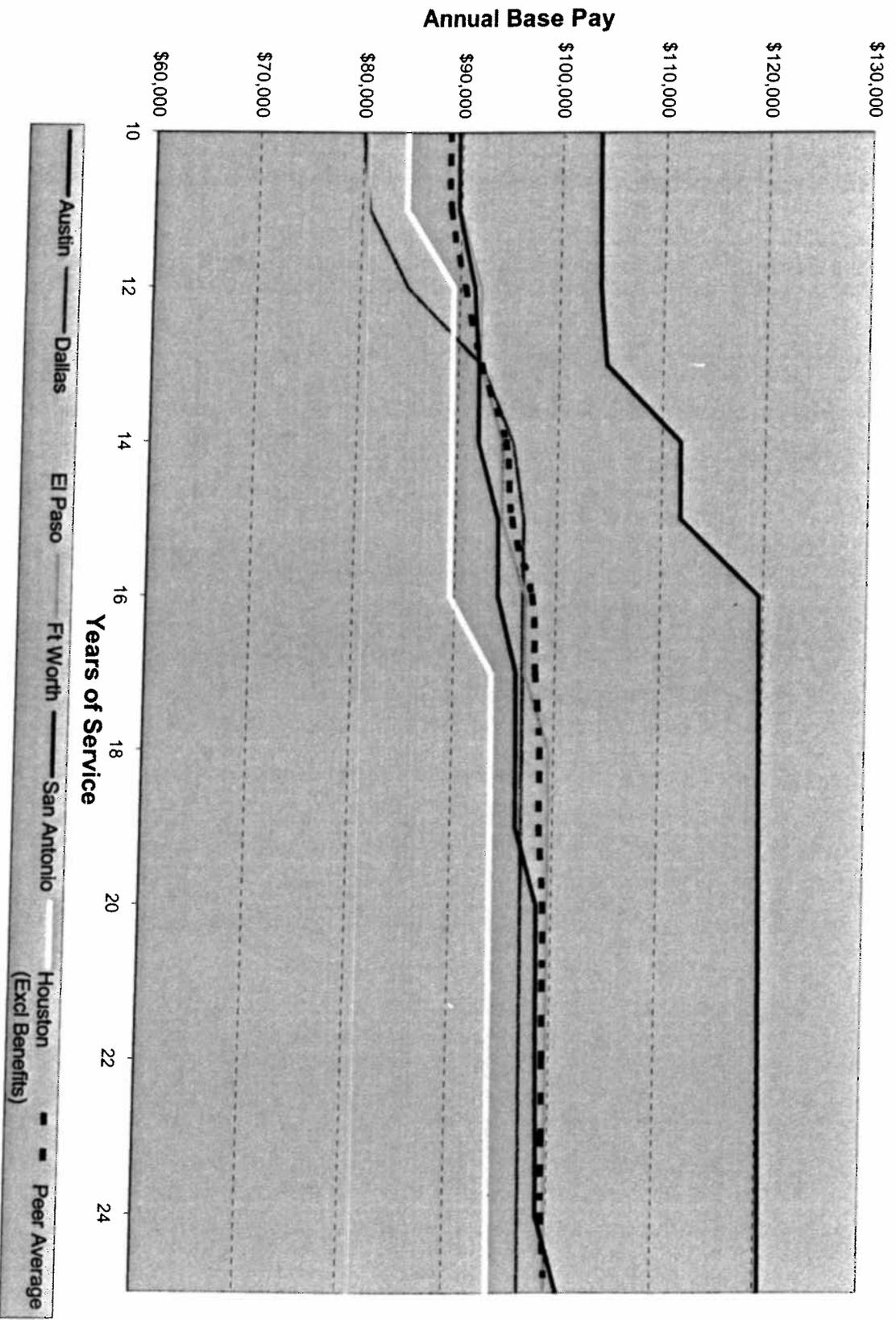
Sergeant Rank
Education Level : Associate Degree
Annual Base Pay - 25 Year Career



Lieutenant Rank Education Level : Associate Degree By Years of Service

Service (Years)	Austin	Dallas	Ft Worth	El Paso	San Antonio	Peer Average	Houston (Excl Benefits)	% of Average	Houston (Inc Benefits)	% of Average
1										
2										
3										
4		\$54,460								
5		\$65,760					\$79,467	-	\$92,355	-
6		\$63,698					\$81,479	-	\$94,367	-
7		\$66,796					\$81,531	-	\$94,419	-
8		\$70,031					\$81,583	-	\$94,471	-
9	\$96,933	\$73,427					\$81,635	-	\$94,523	-
10	\$103,671	\$79,984				\$88,723	\$84,309	95%	\$97,642	110%
11	\$103,771	\$80,724				\$88,929	\$84,361	95%	\$97,694	110%
12	\$103,871	\$84,647				\$90,557	\$89,335	99%	\$102,668	113%
13	\$104,571	\$92,367				\$92,376	\$89,387	97%	\$102,720	111%
14	\$111,774	\$95,621				\$94,959	\$89,439	94%	\$102,772	108%
15	\$111,874	\$96,738				\$95,635	\$89,491	94%	\$102,824	108%
16	\$119,574	\$96,786				\$97,689	\$89,543	92%	\$102,876	105%
17	\$119,674	\$96,834				\$98,115	\$93,808	96%	\$107,857	110%
18	\$119,774	\$96,882				\$98,661	\$93,860	95%	\$107,909	109%
19	\$119,874	\$96,930				\$98,729	\$93,912	95%	\$107,961	109%
20	\$119,974	\$96,978				\$99,202	\$93,964	95%	\$108,013	109%
21	\$120,074	\$97,026				\$99,270	\$94,016	95%	\$108,065	109%
22	\$120,174	\$97,074				\$99,338	\$94,068	95%	\$108,117	109%
23	\$120,274	\$97,122				\$99,406	\$94,120	95%	\$108,169	109%
24	\$120,374	\$97,170				\$99,474	\$94,172	95%	\$108,221	109%
25	\$120,474	\$97,218				\$99,947	\$94,224	94%	\$108,273	108%
Average	\$114,986	\$93,756				\$96,313	\$91,375	95%	\$105,111	109%
Minimum	\$103,671	\$79,984				\$88,723	\$84,309	95%	\$97,642	110%
Maximum	\$120,474	\$97,218				\$99,947	\$94,224	94%	\$108,273	108%

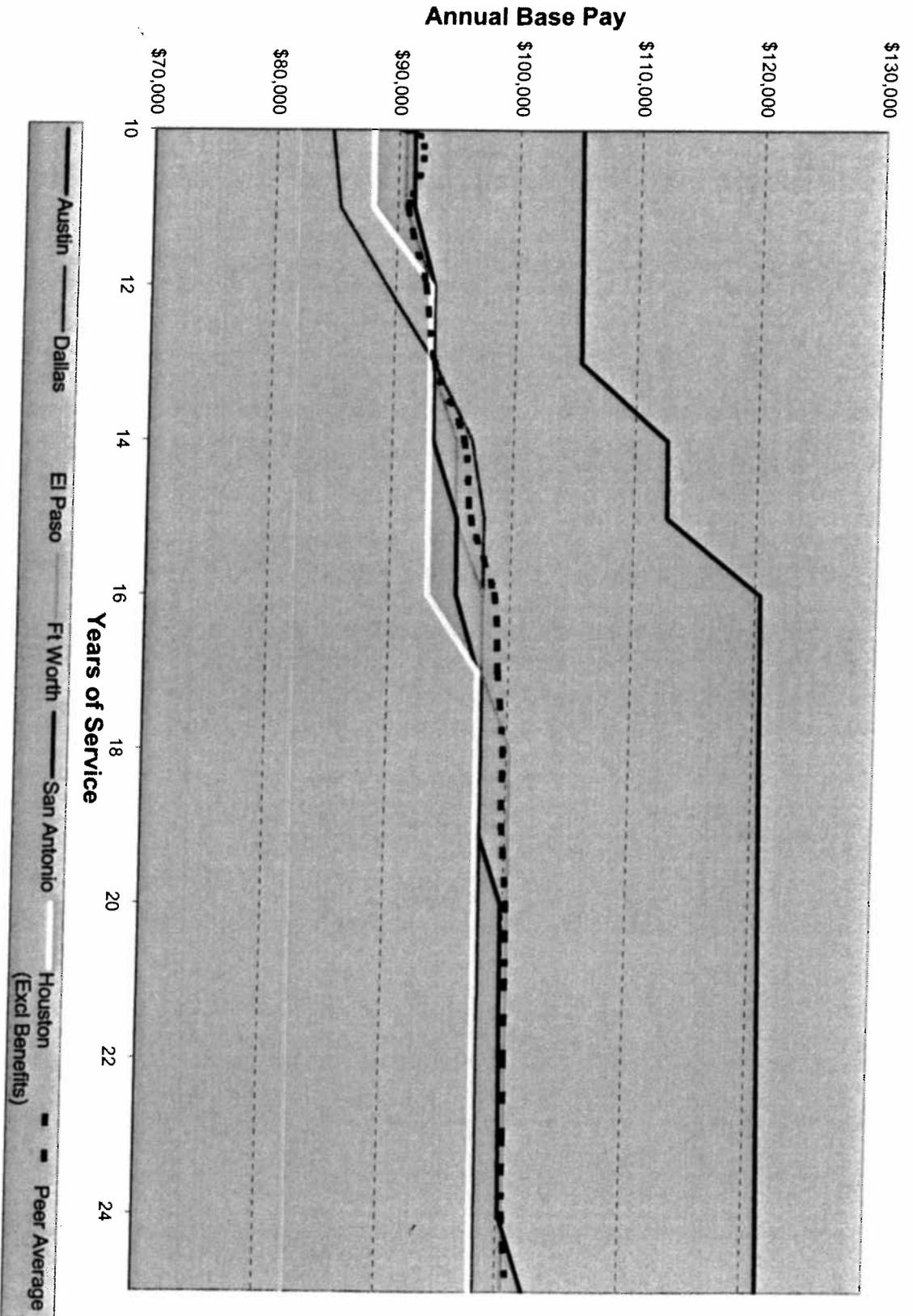
Lieutenant Rank
Education Level : Associate Degree
Annual Base Pay - 25 Year Career



Lieutenant Rank Education Level : Bachelor Degree By Years of Service

Service (Years)	Austin	Dallas	Ft Worth	El Paso	San Antonio	Peer		Houston (Excl Benefits)	% of Average	Houston (Inc Benefits)	% of Average
						Average	(Excl Benefits)				
1	\$105,111	\$84,544	\$90,632	\$81,692	\$91,295	\$90,655	\$87,945	97%	\$101,278	112%	
2	\$105,211	\$85,284	\$90,680	\$81,740	\$91,391	\$90,861	\$87,997	97%	\$101,330	112%	
3	\$105,311	\$89,207	\$92,954	\$81,788	\$93,187	\$92,489	\$92,971	101%	\$106,304	115%	
4	\$105,411	\$93,327	\$93,002	\$81,836	\$93,283	\$93,372	\$93,023	100%	\$106,356	114%	
5	\$112,614	\$96,581	\$95,317	\$81,884	\$93,379	\$95,955	\$93,075	97%	\$106,408	111%	
6	\$112,714	\$97,698	\$95,365	\$81,932	\$95,449	\$96,631	\$93,127	96%	\$106,460	110%	
7	\$120,414	\$97,746	\$97,742	\$81,980	\$95,545	\$98,685	\$93,179	94%	\$106,512	108%	
8	\$120,514	\$97,794	\$97,790	\$82,028	\$97,428	\$99,111	\$97,444	98%	\$111,493	112%	
9	\$120,614	\$97,842	\$100,230	\$82,076	\$97,524	\$99,657	\$97,496	98%	\$111,545	112%	
10	\$120,714	\$97,890	\$100,278	\$82,124	\$97,620	\$99,725	\$97,548	98%	\$111,597	112%	
11	\$120,814	\$97,938	\$100,326	\$82,172	\$99,739	\$100,198	\$97,600	97%	\$111,649	111%	
12	\$120,914	\$97,986	\$100,374	\$82,220	\$99,835	\$100,266	\$97,652	97%	\$111,701	111%	
13	\$121,014	\$98,034	\$100,422	\$82,268	\$99,931	\$100,334	\$97,704	97%	\$111,753	111%	
14	\$121,114	\$98,082	\$100,470	\$82,316	\$100,027	\$100,402	\$97,756	97%	\$111,805	111%	
15	\$121,214	\$98,130	\$100,518	\$82,364	\$100,123	\$100,470	\$97,808	97%	\$111,857	111%	
16	\$121,314	\$98,178	\$100,566	\$82,412	\$102,242	\$100,943	\$97,860	97%	\$111,909	111%	
Average	\$115,938	\$95,391	\$97,292	\$82,052	\$96,750	\$97,485	\$95,011	97%	\$108,747	112%	
Minimum	\$105,111	\$84,544	\$90,632	\$81,692	\$91,295	\$90,655	\$87,945	97%	\$101,278	112%	
Maximum	\$121,314	\$98,178	\$100,566	\$82,412	\$102,242	\$100,943	\$97,860	97%	\$111,909	111%	

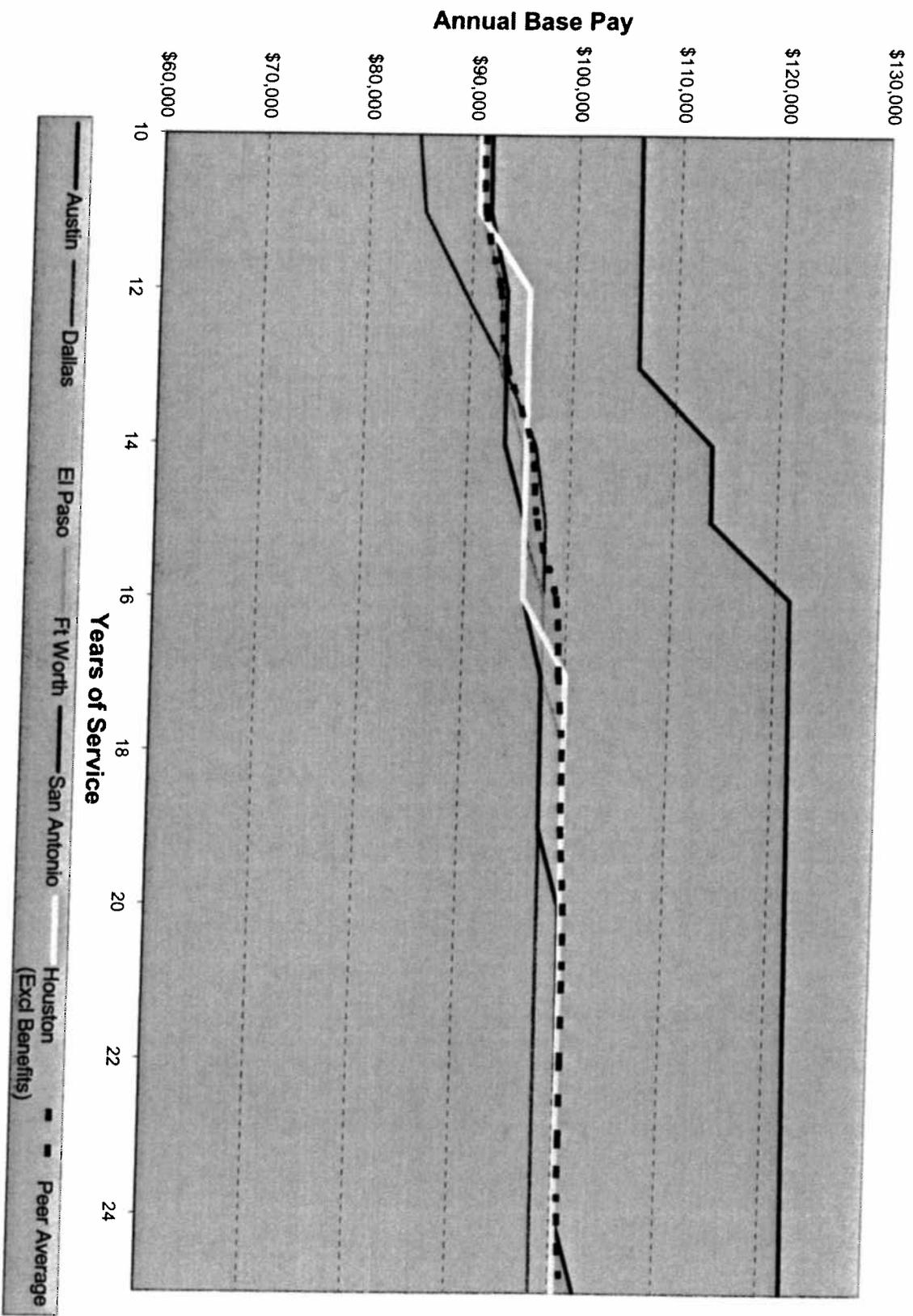
Lieutenant Rank
Education Level : Associate Degree
Annual Base Pay - 25 Year Career



Lieutenant Rank Education Level : Master Degree By Years of Service

Service (Years)	Austin	Dallas	Ft Worth	El Paso	San Antonio	Peer Average	Houston (Excl Benefits)	% of Average	Houston (Inc Benefits)	% of Average
1										
2										
3										
4		\$57,820								
5		\$66,720					\$85,707	-	\$98,595	-
6		\$64,658					\$87,719	-	\$100,607	-
7		\$67,756					\$87,771	-	\$100,659	-
8		\$74,591					\$87,823	-	\$100,711	-
9	\$99,333	\$77,987					\$87,875	-	\$100,763	-
10	\$106,071	\$84,544	\$90,632	\$81,992	\$91,535	\$90,955	\$90,549	100%	\$103,882	114%
11	\$106,171	\$85,284	\$90,680	\$82,040	\$91,631	\$91,161	\$90,601	99%	\$103,934	114%
12	\$106,271	\$89,207	\$92,954	\$82,088	\$93,427	\$92,789	\$95,575	103%	\$108,908	117%
13	\$106,371	\$93,327	\$93,002	\$82,136	\$93,523	\$93,672	\$95,627	102%	\$108,960	116%
14	\$113,574	\$96,581	\$95,317	\$82,184	\$93,619	\$96,255	\$95,679	99%	\$109,012	113%
15	\$113,674	\$97,698	\$95,365	\$82,232	\$95,689	\$96,931	\$95,731	99%	\$109,064	113%
16	\$121,374	\$97,746	\$97,742	\$82,280	\$95,785	\$98,985	\$95,783	97%	\$109,116	110%
17	\$121,474	\$97,794	\$97,790	\$82,328	\$97,668	\$99,411	\$100,048	101%	\$114,097	115%
18	\$121,574	\$97,842	\$100,230	\$82,376	\$97,764	\$99,957	\$100,100	100%	\$114,149	114%
19	\$121,674	\$97,890	\$100,278	\$82,424	\$97,860	\$100,025	\$100,152	100%	\$114,201	114%
20	\$121,774	\$97,938	\$100,326	\$82,472	\$99,979	\$100,498	\$100,204	100%	\$114,253	114%
21	\$121,874	\$97,986	\$100,374	\$82,520	\$100,075	\$100,566	\$100,256	100%	\$114,305	114%
22	\$121,974	\$98,034	\$100,422	\$82,568	\$100,171	\$100,634	\$100,308	100%	\$114,357	114%
23	\$122,074	\$98,082	\$100,470	\$82,616	\$100,267	\$100,702	\$100,360	100%	\$114,409	114%
24	\$122,174	\$98,130	\$100,518	\$82,664	\$100,363	\$100,770	\$100,412	100%	\$114,461	114%
25	\$122,274	\$98,178	\$100,566	\$82,712	\$102,482	\$101,243	\$100,464	99%	\$114,513	113%
Average	\$116,898	\$95,391	\$97,292	\$82,352	\$96,990	\$97,785	\$97,615	100%	\$111,351	114%
Minimum	\$106,071	\$84,544	\$90,632	\$81,992	\$91,535	\$90,955	\$90,549	100%	\$103,882	114%
Maximum	\$122,274	\$98,178	\$100,566	\$82,712	\$102,482	\$101,243	\$100,464	99%	\$114,513	113%

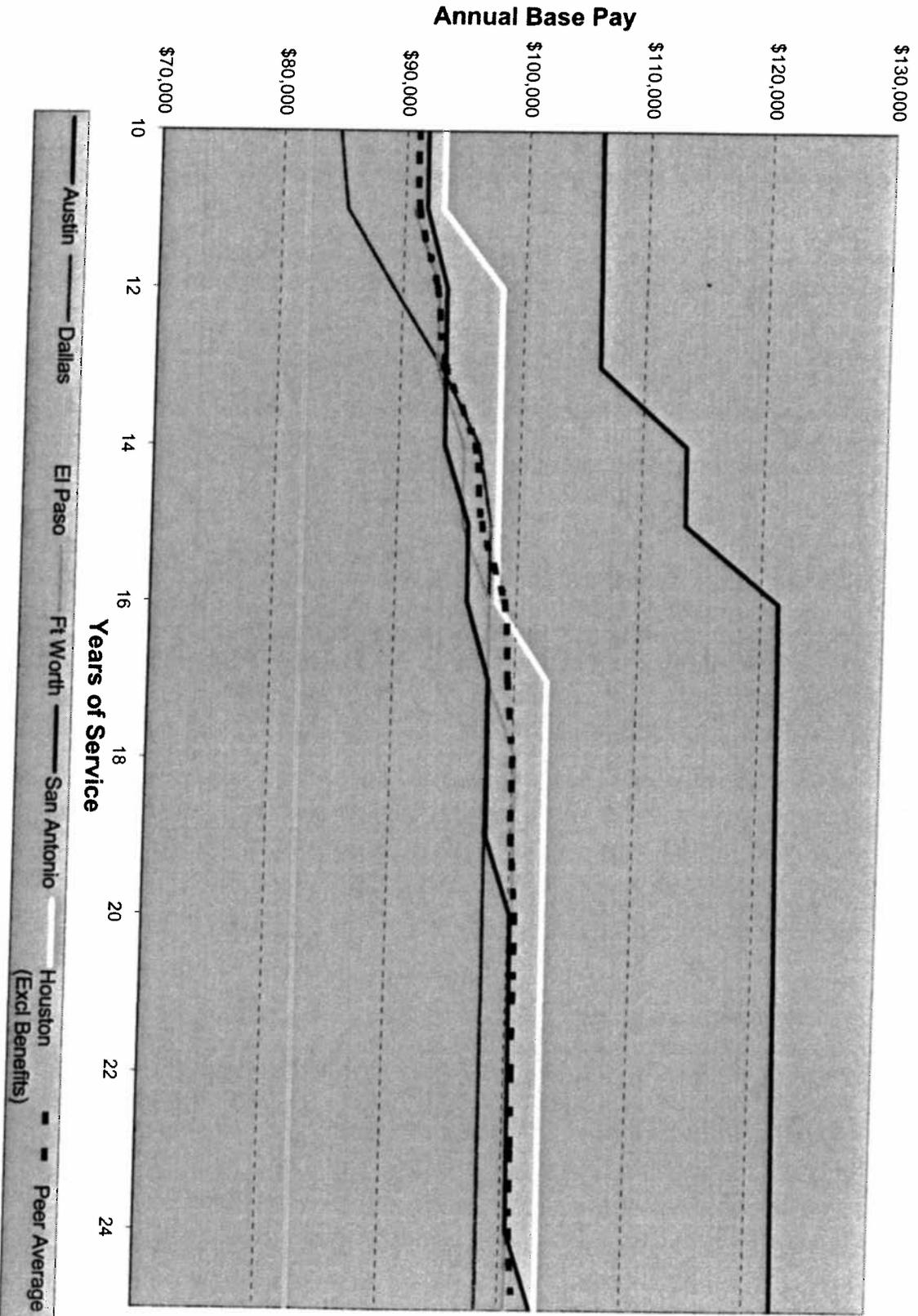
**Lieutenant Rank
Education Level : Associate Degree
Annual Base Pay - 25 Year Career**



Lieutenant Rank Education Level : Doctorate Degree By Years of Service

Service (Years)	Austin	Dallas	Ft Worth	El Paso	San Antonio	Peer Average	Houston (Excl Benefits)	% of Average	Houston (Inc Benefits)	% of Average
1	\$106,071	\$84,544	\$90,632	\$81,992	\$91,715	\$90,991	\$93,141	102%	\$106,474	117%
2	\$106,171	\$85,284	\$90,680	\$82,040	\$91,811	\$91,197	\$93,193	102%	\$106,526	117%
3	\$106,271	\$89,207	\$92,954	\$82,088	\$93,607	\$92,825	\$98,167	106%	\$111,500	120%
4	\$106,371	\$93,327	\$93,002	\$82,136	\$93,703	\$93,708	\$98,219	105%	\$111,552	119%
5	\$113,574	\$96,581	\$95,317	\$82,184	\$93,799	\$96,291	\$98,271	102%	\$111,604	116%
6	\$113,674	\$97,698	\$95,365	\$82,232	\$95,869	\$96,967	\$98,323	101%	\$111,656	115%
7	\$121,374	\$97,746	\$97,742	\$82,280	\$95,965	\$99,021	\$98,375	99%	\$111,708	113%
8	\$121,474	\$97,794	\$97,790	\$82,328	\$97,848	\$99,447	\$102,640	103%	\$116,689	117%
9	\$121,574	\$97,842	\$100,230	\$82,376	\$97,944	\$99,993	\$102,692	103%	\$116,741	117%
10	\$121,674	\$97,890	\$100,278	\$82,424	\$98,040	\$100,061	\$102,744	103%	\$116,793	117%
11	\$121,774	\$97,938	\$100,326	\$82,472	\$100,159	\$100,602	\$102,796	102%	\$116,845	116%
12	\$121,874	\$97,986	\$100,374	\$82,520	\$100,255	\$100,670	\$102,848	102%	\$116,897	116%
13	\$121,974	\$98,034	\$100,422	\$82,568	\$100,351	\$100,738	\$102,900	102%	\$116,949	116%
14	\$122,074	\$98,082	\$100,470	\$82,616	\$100,447	\$100,806	\$102,952	102%	\$117,001	116%
15	\$122,174	\$98,130	\$100,518	\$82,664	\$100,543	\$100,806	\$103,004	102%	\$117,053	116%
16	\$122,274	\$98,178	\$100,566	\$82,712	\$102,662	\$101,279	\$103,056	102%	\$117,105	116%
17										
18										
19										
20										
21										
22										
23										
24										
25										
Average	\$116,898	\$95,391	\$97,292	\$82,352	\$97,170	\$97,821	\$100,207	102%	\$113,943	116%
Minimum	\$106,071	\$84,544	\$90,632	\$81,992	\$91,715	\$90,991	\$93,141	102%	\$106,474	117%
Maximum	\$122,274	\$98,178	\$100,566	\$82,712	\$102,662	\$101,279	\$103,056	102%	\$117,105	116%

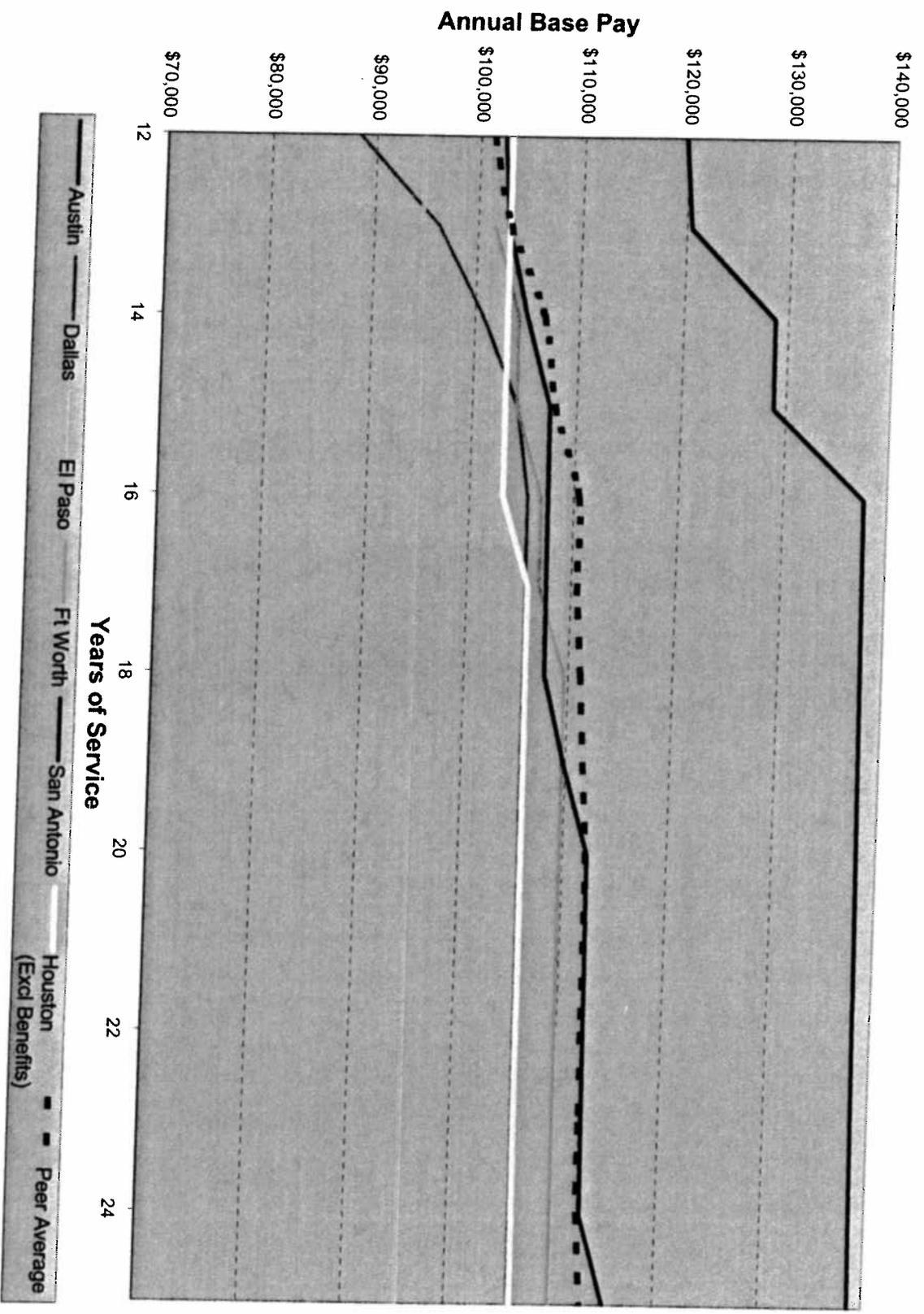
Lieutenant Rank
Education Level : Associate Degree
Annual Base Pay - 25 Year Career



Captain Rank Education Level : Associate Degree By Years of Service

Service (Years)	Austin	Dallas	Ft Worth	El Paso	San Antonio	Peer		Houston (Excl Benefits)	% of Average	Houston (Inc Benefits)	% of Average
						Average	(Excl Benefits)				
1						-	-	-	-	-	-
2						-	-	-	-	-	-
3						-	-	-	-	-	-
4						-	-	-	-	-	-
5						-	-	-	-	-	-
6						-	-	\$92,535	-	\$107,293	-
7						-	-	\$92,587	-	\$107,345	-
8						-	-	\$92,639	-	\$107,397	-
9						-	-	\$97,966	-	\$113,620	-
10						-	-	\$98,018	-	\$113,672	-
11	\$119,635	\$84,210	\$101,573	\$94,634	\$102,354	\$101,322	\$102,992	102%	\$118,646	117%	
12	\$119,735	\$88,316	\$101,621	\$94,682	\$102,930	\$103,179	\$103,044	100%	\$118,698	115%	
13	\$120,435	\$96,230	\$104,186	\$94,730	\$104,972	\$106,676	\$103,096	97%	\$118,750	111%	
14	\$128,747	\$100,746	\$104,234	\$94,778	\$107,403	\$107,915	\$103,148	96%	\$118,802	110%	
15	\$128,847	\$104,313	\$106,861	\$94,826	\$107,499	\$110,491	\$103,200	93%	\$118,854	108%	
16	\$137,735	\$105,534	\$106,909	\$94,874	\$107,595	\$110,559	\$105,838	96%	\$121,932	110%	
17	\$137,835	\$105,582	\$109,598	\$94,922	\$107,691	\$111,155	\$105,890	95%	\$121,984	110%	
18	\$137,935	\$105,630	\$109,646	\$94,970	\$109,829	\$112,178	\$105,942	95%	\$122,036	109%	
19	\$138,035	\$105,678	\$109,694	\$95,018	\$112,317	\$112,246	\$106,046	94%	\$122,088	109%	
20	\$138,135	\$105,726	\$109,742	\$95,066	\$112,413	\$112,314	\$106,098	94%	\$122,140	109%	
21	\$138,235	\$105,774	\$109,790	\$95,114	\$112,509	\$112,382	\$106,150	94%	\$122,192	109%	
22	\$138,335	\$105,822	\$109,838	\$95,162	\$112,605	\$112,450	\$106,202	94%	\$122,244	109%	
23	\$138,435	\$105,870	\$109,886	\$95,210	\$112,701	\$112,496	\$106,254	94%	\$122,296	109%	
24	\$138,535	\$105,918	\$109,934	\$95,258	\$112,829	\$112,596	\$106,306	94%	\$122,348	108%	
25	\$138,635	\$105,966	\$107,394	\$94,946	\$109,143	\$109,821	\$104,992	96%	\$120,929	110%	
Average	\$134,258	\$103,365	\$101,573	\$94,634	\$102,354	\$101,322	\$102,992	102%	\$118,646	117%	
Minimum	\$119,735	\$88,316	\$101,573	\$94,634	\$102,354	\$101,322	\$102,992	102%	\$118,646	117%	
Maximum	\$138,635	\$105,966	\$109,934	\$95,258	\$115,188	\$112,996	\$106,254	94%	\$122,348	108%	

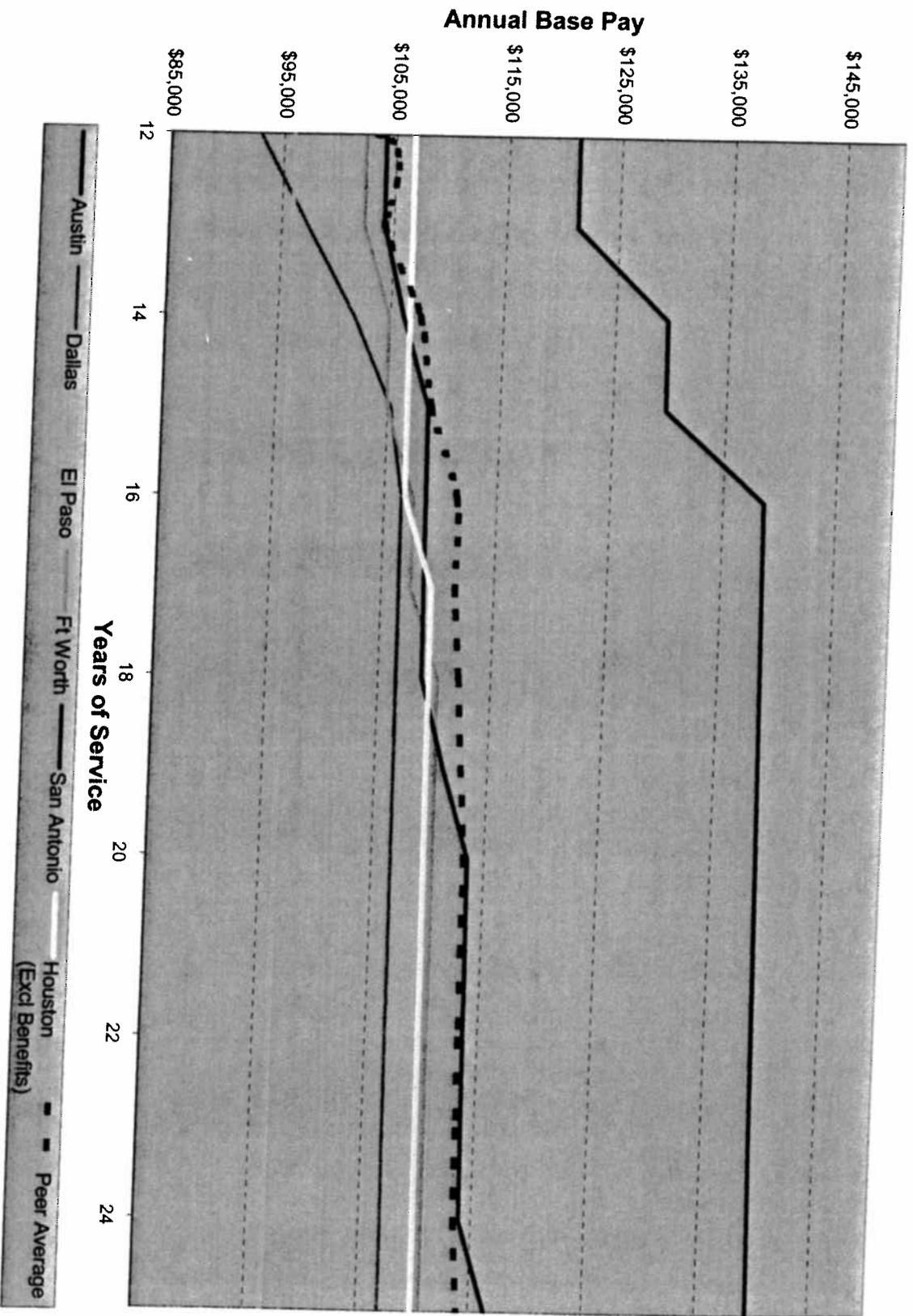
**Captain Rank
 Education Level : Associate Degree
 Annual Base Pay - 25 Year Career**



Captain Rank Education Level : Bachelor Degree By Years of Service

Service (Years)	Austin	Dallas	Ft Worth	El Paso	San Antonio	Peer Average	Houston (Excl Benefits)	% of Average	Houston (Inc Benefits)	% of Average
1						-		-		-
2						-		-		-
3						-		-		-
4						-		-		-
5		\$68,119				-		-		-
6		\$67,387				-	\$96,171	-	\$110,929	-
7		\$70,599				-	\$96,223	-	\$110,981	-
8		\$73,995				-	\$96,275	-	\$111,033	-
9		\$77,552				-	\$101,602	-	\$117,256	-
10		\$87,869				-	\$101,654	-	\$117,308	-
11	\$121,075	\$88,770								
12	\$121,175	\$92,876	\$102,293	\$95,894	\$104,034	\$103,254	\$106,628	103%	\$122,282	118%
13	\$121,275	\$97,190	\$102,341	\$95,942	\$104,130	\$104,175	\$106,680	102%	\$122,334	117%
14	\$129,587	\$101,706	\$104,906	\$95,990	\$106,172	\$107,672	\$106,732	99%	\$122,386	114%
15	\$129,687	\$105,273	\$104,954	\$96,038	\$108,603	\$108,911	\$106,784	98%	\$122,438	112%
16	\$138,575	\$106,494	\$107,581	\$96,086	\$108,699	\$111,487	\$106,836	96%	\$122,490	110%
17	\$138,675	\$106,542	\$107,629	\$96,134	\$108,795	\$111,555	\$109,474	98%	\$125,568	113%
18	\$138,775	\$106,590	\$110,318	\$96,182	\$108,891	\$112,151	\$109,526	97%	\$125,620	112%
19	\$138,875	\$106,638	\$110,366	\$96,230	\$111,029	\$112,628	\$109,578	97%	\$125,672	112%
20	\$138,975	\$106,686	\$110,414	\$96,278	\$113,517	\$113,174	\$109,630	97%	\$125,724	111%
21	\$139,075	\$106,734	\$110,462	\$96,326	\$113,613	\$113,242	\$109,682	97%	\$125,776	111%
22	\$139,175	\$106,782	\$110,510	\$96,374	\$113,709	\$113,310	\$109,734	97%	\$125,828	111%
23	\$139,275	\$106,830	\$110,558	\$96,422	\$113,805	\$113,378	\$109,786	97%	\$125,880	111%
24	\$139,375	\$106,878	\$110,606	\$96,470	\$113,901	\$113,446	\$109,838	97%	\$125,932	111%
25	\$139,475	\$106,926	\$110,654	\$96,518	\$116,388	\$113,992	\$109,890	96%	\$125,984	111%
Average	\$135,141	\$104,582	\$108,114	\$96,206	\$110,377	\$110,884	\$108,628	98%	\$124,565	112%
Minimum	\$121,175	\$92,876	\$102,293	\$95,894	\$104,034	\$103,254	\$106,628	103%	\$122,282	118%
Maximum	\$139,475	\$106,926	\$110,654	\$96,518	\$116,388	\$113,992	\$109,890	96%	\$125,984	111%

**Captain Rank
 Education Level : Associate Degree
 Annual Base Pay - 25 Year Career**



Appendix D-4

Preliminary Draft - For Client Review

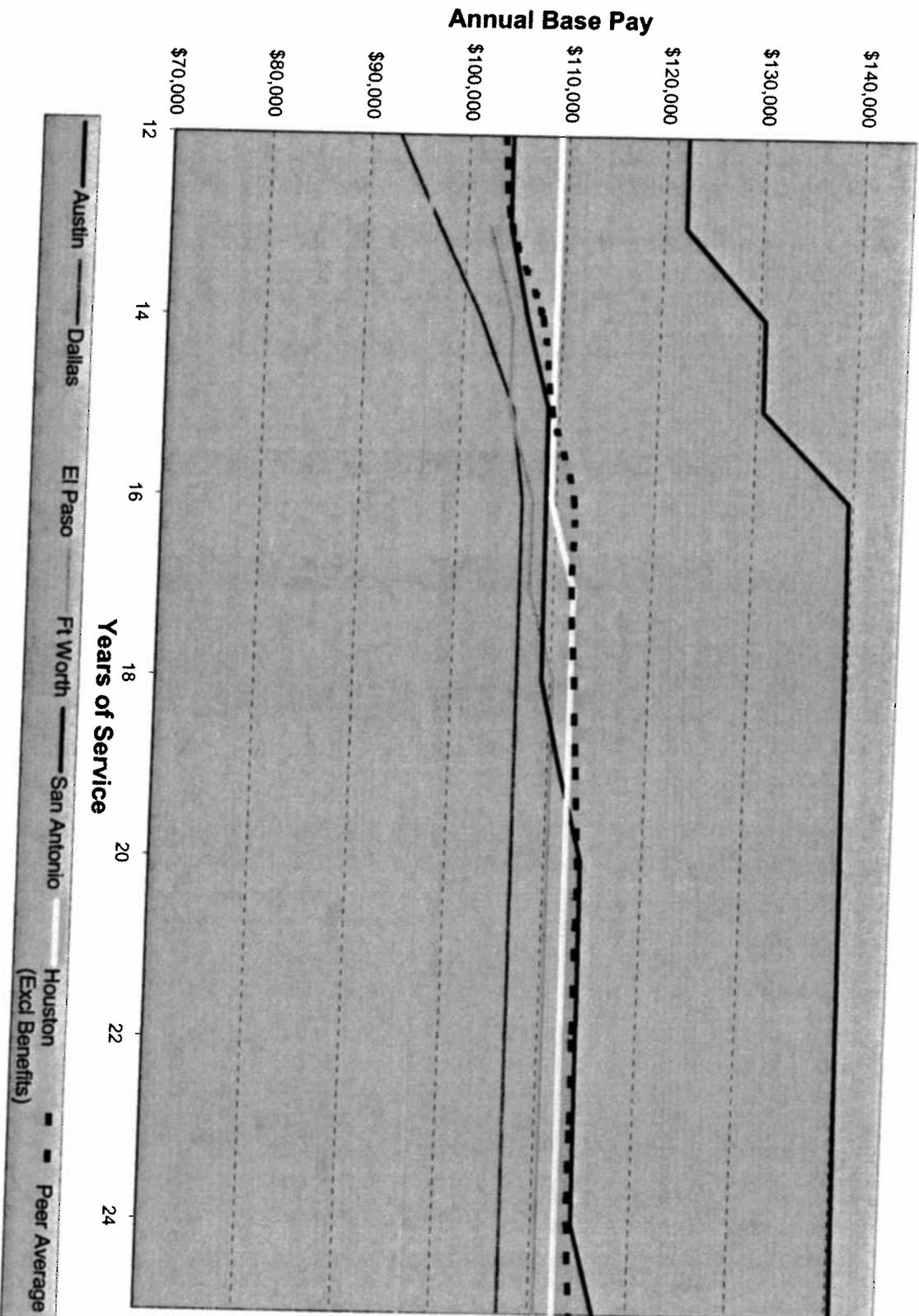
Captain Rank Education Level : Master Degree By Years of Service

Service (Years)	Austin	Dallas	Ft Worth	El Paso	San Antonio	Peer Average	Houston (Excl Benefits)	% of Average	Houston (Inc Benefits)	% of Average
1										
2										
3										
4										
5		\$68,119								
6		\$67,387								
7		\$70,599					\$98,775	-	\$113,533	-
8		\$77,595					\$98,827	-	\$113,585	-
9		\$81,152					\$98,879	-	\$113,637	-
10		\$87,869					\$104,206	-	\$119,860	-
11	\$122,035	\$88,770					\$104,258	-	\$119,912	-
12	\$122,135	\$92,876	\$102,293	\$96,194	\$104,274	\$103,554	\$109,232	105%	\$124,886	121%
13	\$122,235	\$97,190	\$102,341	\$96,242	\$104,370	\$104,475	\$109,284	105%	\$124,938	120%
14	\$130,547	\$101,706	\$104,906	\$96,290	\$106,412	\$107,972	\$109,336	101%	\$124,990	116%
15	\$130,647	\$105,273	\$104,954	\$96,338	\$108,843	\$109,211	\$109,388	100%	\$125,042	114%
16	\$139,535	\$106,494	\$107,581	\$96,386	\$108,939	\$111,787	\$109,440	98%	\$125,094	112%
17	\$139,635	\$106,542	\$107,629	\$96,434	\$109,035	\$111,855	\$112,078	100%	\$128,172	115%
18	\$139,735	\$106,590	\$110,318	\$96,482	\$109,131	\$112,451	\$112,130	100%	\$128,224	114%
19	\$139,835	\$106,638	\$110,366	\$96,530	\$111,269	\$112,928	\$112,182	99%	\$128,276	114%
20	\$139,935	\$106,686	\$110,414	\$96,578	\$113,757	\$113,474	\$112,234	99%	\$128,328	113%
21	\$140,035	\$106,734	\$110,462	\$96,626	\$113,853	\$113,542	\$112,286	99%	\$128,380	113%
22	\$140,135	\$106,782	\$110,510	\$96,674	\$113,949	\$113,610	\$112,338	99%	\$128,432	113%
23	\$140,235	\$106,830	\$110,558	\$96,722	\$114,045	\$113,678	\$112,390	99%	\$128,484	113%
24	\$140,335	\$106,878	\$110,606	\$96,770	\$114,141	\$113,746	\$112,442	99%	\$128,536	113%
25	\$140,435	\$106,926	\$110,654	\$96,818	\$116,628	\$114,292	\$112,494	98%	\$128,588	113%
Average	\$136,101	\$104,582	\$108,114	\$96,506	\$110,617	\$111,184	\$111,232	100%	\$127,169	114%
Minimum	\$122,135	\$92,876	\$102,293	\$96,194	\$104,274	\$103,554	\$109,232	105%	\$124,886	121%
Maximum	\$140,435	\$106,926	\$110,654	\$96,818	\$116,628	\$114,292	\$112,494	98%	\$128,588	113%

Appendix D-4

Preliminary Draft - For Client Review

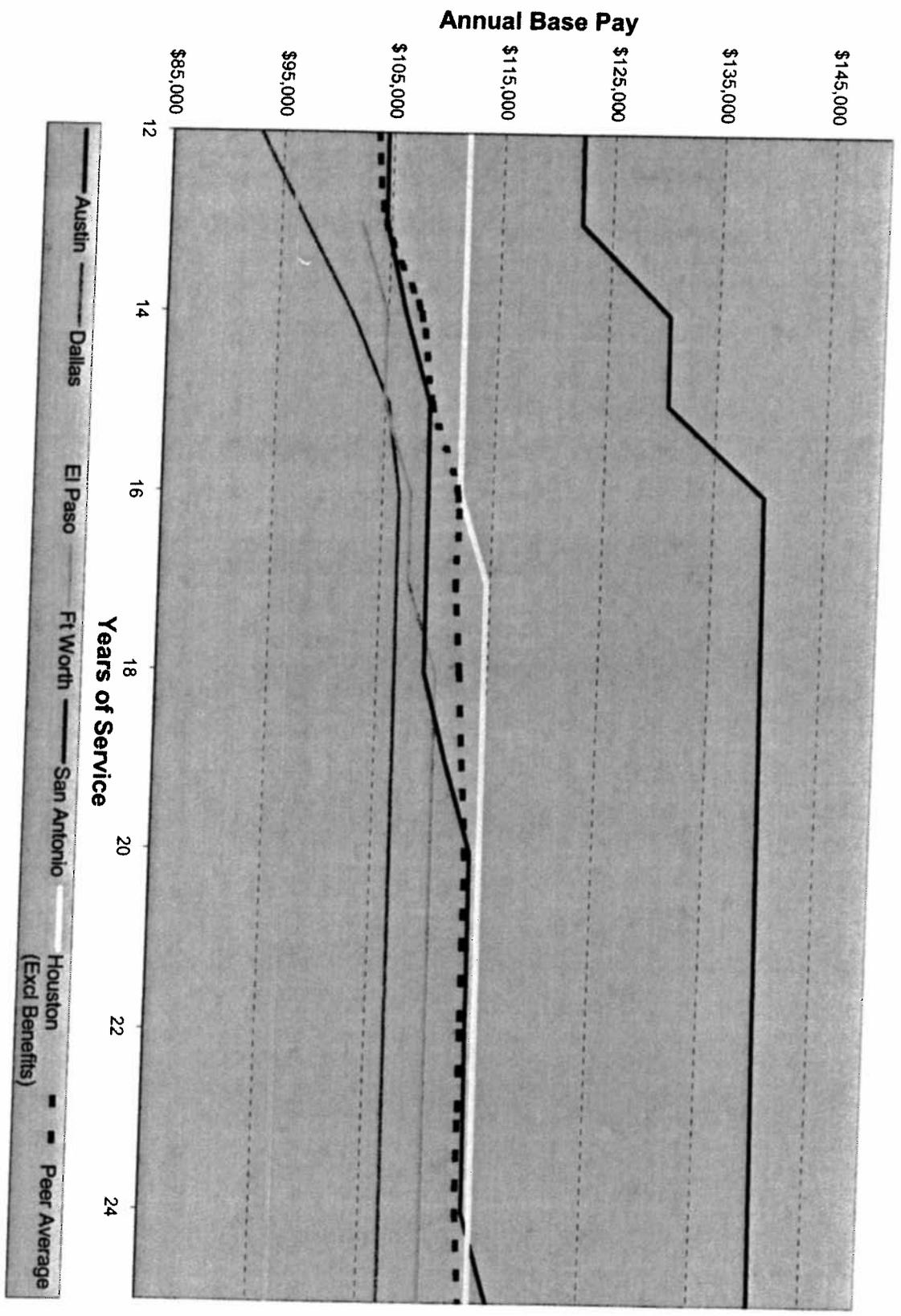
**Captain Rank
Education Level : Associate Degree
Annual Base Pay - 25 Year Career**



Captain Rank Education Level : Doctorate Degree By Years of Service

Service (Years)	Austin	Dallas	Ft Worth	El Paso	San Antonio	Peer Average	Houston (Excl Benefits)	% of Average	Houston (Inc Benefits)	% of Average
1										
2										
3										
4										
5		\$68,119								
6		\$67,387								
7		\$70,599					\$101,367	-	\$116,125	-
8		\$77,595					\$101,419	-	\$116,177	-
9		\$81,152					\$101,471	-	\$116,229	-
10		\$87,869					\$106,798	-	\$122,452	-
11	\$122,035	\$88,770					\$106,850	-	\$122,504	-
12	\$122,135	\$92,876	\$102,293	\$96,194	\$104,454	\$103,590	\$111,824	108%	\$127,478	123%
13	\$122,235	\$97,190	\$102,341	\$96,242	\$104,550	\$104,511	\$111,876	107%	\$127,530	122%
14	\$130,547	\$101,706	\$104,906	\$96,290	\$106,592	\$108,008	\$111,928	104%	\$127,582	118%
15	\$130,647	\$105,273	\$104,954	\$96,338	\$109,023	\$109,247	\$111,980	103%	\$127,634	117%
16	\$139,535	\$106,494	\$107,581	\$96,386	\$109,119	\$111,823	\$112,032	100%	\$127,686	114%
17	\$139,635	\$106,542	\$107,629	\$96,434	\$109,215	\$111,891	\$114,670	102%	\$130,764	117%
18	\$139,735	\$106,590	\$110,318	\$96,482	\$109,311	\$112,487	\$114,722	102%	\$130,816	116%
19	\$139,835	\$106,638	\$110,366	\$96,530	\$111,449	\$112,964	\$114,774	102%	\$130,868	116%
20	\$139,935	\$106,686	\$110,414	\$96,578	\$113,937	\$113,510	\$114,826	101%	\$130,920	115%
21	\$140,035	\$106,734	\$110,462	\$96,626	\$114,033	\$113,578	\$114,878	101%	\$130,972	115%
22	\$140,135	\$106,782	\$110,510	\$96,674	\$114,129	\$113,646	\$114,930	101%	\$131,024	115%
23	\$140,235	\$106,830	\$110,558	\$96,722	\$114,225	\$113,714	\$114,982	101%	\$131,076	115%
24	\$140,335	\$106,878	\$110,606	\$96,770	\$114,321	\$113,782	\$115,034	101%	\$131,128	115%
25	\$140,435	\$106,926	\$110,654	\$96,818	\$116,808	\$114,328	\$115,086	101%	\$131,180	115%
Average	\$136,101	\$104,582	\$108,114	\$96,506	\$110,797	\$111,220	\$113,824	102%	\$129,761	117%
Minimum	\$122,135	\$92,876	\$102,293	\$96,194	\$104,454	\$103,590	\$111,824	108%	\$127,478	123%
Maximum	\$140,435	\$106,926	\$110,654	\$96,818	\$116,808	\$114,328	\$115,086	101%	\$131,180	115%

**Captain Rank
 Education Level : Associate Degree
 Annual Base Pay - 25 Year Career**





Appendix E

Paid Leave Detail

PAID LEAVE DETAIL HOUSTON AND PEER CITIES

ELEMENTS OF TIME LOSS	HOUSTON		AUSTIN		DALLAS		EL PASO		FT. WORTH		SAN ANTONIO	
	HOLIDAYS	11	HOLIDAYS	11	HOLIDAYS	9	HOLIDAYS	9	HOLIDAYS	8	HOLIDAYS	7
VACATION HOURS		Hours Annually		Hours Annually		Hours Annually		Hours Annually		Hours Annually		Hours Annually
0 Years of Service		120		166		120		0		0		0
01 Years of Service		120		166		120		120		120		126
02 Years of Service		120		166		120		120		120		126
03 Years of Service		120		166		120		120		120		126
04 Years of Service		120		166		120		120		120		126
05 Years of Service		160		166		136		120		136		126
06 Years of Service		160		166		136		120		136		126
07 Years of Service		160		166		136		120		136		126
08 Years of Service		160		166		136		120		136		126
09 Years of Service		160		166		136		120		136		126
10 Years of Service		200		166		144		144		144		126
11 Years of Service		200		166		144		144		144		166
12 Years of Service		200		166		144		144		144		166
13 Years of Service		200		166		144		144		144		166
14 Years of Service		200		166		144		144		144		166
15 Years of Service		200		166		144		144		144		166
16 Years of Service		240		166		160		168		160		206
17 Years of Service		248		166		160		168		160		206
18 Years of Service		256		166		160		168		160		206
19 Years of Service		264		166		160		168		160		206
20 Years of Service		272		166		160		168		160		206
21 Years of Service		280		166		184		192		184		206
22 Years of Service		288		166		184		192		184		206
23 Years of Service		296		166		184		192		184		206
24 Years of Service		304		166		184		192		184		206
25 Years of Service		312		166		184		192		184		206
		320		166		184		192		184		206

PAID LEAVE DETAIL HOUSTON AND PEER CITIES

ELEMENTS OF TIME LOSS SICK HOURS	HOUSTON							AUSTIN							DALLAS							EL PASO							FT. WORTH							SAN ANTONIO						
	Hours Annually							Hours Annually							Hours Annually							Hours Annually							Hours Annually							Hours Annually						
01 Years of Service	0							146							96							120							60							120						
02 Years of Service	0							146							96							120							120							120						
03 Years of Service	0							146							96							120							120							120						
04 Years of Service	0							146							96							120							120							120						
05 Years of Service	0							146							96							120							120							120						
06 Years of Service	0							146							96							120							120							120						
07 Years of Service	0							146							96							120							120							120						
08 Years of Service	0							146							96							120							120							120						
09 Years of Service	0							146							96							120							120							120						
10 Years of Service	0							146							96							120							120							120						
11 Years of Service	0							146							96							120							120							120						
12 Years of Service	0							146							96							120							120							120						
13 Years of Service	0							146							96							120							120							120						
14 Years of Service	0							146							96							120							120							120						
15 Years of Service	0							146							96							120							120							120						
16 Years of Service	0							146							96							120							120							120						
17 Years of Service	0							146							96							120							120							120						
18 Years of Service	0							146							96							120							120							120						
19 Years of Service	0							146							96							120							120							120						
20 Years of Service	0							146							96							120							120							120						
21 Years of Service	0							146							96							120							120							120						
22 Years of Service	0							146							96							120							120							120						
23 Years of Service	0							146							96							120							120							120						
24 Years of Service	0							146							96							120							120							120						
25 Years of Service	0							146							96							120							120							120						

PAID LEAVE DETAIL HOUSTON AND PEER CITIES

ELEMENTS OF TIME LOSS TOTAL PAID LEAVE (EXC PFT)	HOUSTON		AUSTIN		DALLAS		EL PASO		FT. WORTH		SAN ANTONIO	
	Hours Annually											
0 Years of Service	120	312	216	120	60	120	120					
01 Years of Service	120	312	216	240	240	240	246					
02 Years of Service	120	312	216	240	240	240	246					
03 Years of Service	120	312	216	240	240	240	246					
04 Years of Service	120	312	216	240	240	240	246					
05 Years of Service	160	312	232	240	256	246	246					
06 Years of Service	160	312	232	240	256	246	246					
07 Years of Service	160	312	232	240	256	246	246					
08 Years of Service	160	312	232	240	256	246	246					
09 Years of Service	160	312	240	240	256	246	246					
10 Years of Service	200	312	240	264	256	246	246					
11 Years of Service	200	312	240	264	256	246	246					
12 Years of Service	200	312	240	264	256	246	246					
13 Years of Service	200	312	240	264	256	246	246					
14 Years of Service	200	312	240	264	256	246	246					
15 Years of Service	248	312	256	288	280	246	246					
16 Years of Service	248	312	256	288	280	246	246					
17 Years of Service	256	312	256	288	280	246	246					
18 Years of Service	264	312	256	288	280	246	246					
19 Years of Service	272	312	280	288	280	246	246					
20 Years of Service	288	312	280	288	280	246	246					
21 Years of Service	288	312	280	288	280	246	246					
22 Years of Service	296	312	280	288	280	246	246					
23 Years of Service	304	312	280	288	280	246	246					
24 Years of Service	312	312	280	288	280	246	246					
25 Years of Service	320	312	280	288	280	246	246					

PAID LEAVE DETAIL HOUSTON AND PEER CITIES

ELEMENTS OF TIME LOSS PERSONAL FITNESS TIME Police Officer / Senior Officer Sergeant and Above	HOUSTON		AUSTIN		DALLAS		EL PASO		FT. WORTH		SAN ANTONIO	
	Hours Annually											
TOTAL PAID LEAVE (INC PFT)	88	0	0	0	0	0	0	0	0	0	40	40
0 Years of Service	376	400	288	192	312	304	320	342	342	342	216	216
01 Years of Service	376	400	288	312	312	304	320	342	342	342	342	342
02 Years of Service	376	400	288	312	312	304	320	342	342	342	342	342
03 Years of Service	376	400	288	312	312	304	320	342	342	342	342	342
04 Years of Service	376	400	288	312	312	304	320	342	342	342	342	342
05 Years of Service	416	400	288	312	312	304	320	342	342	342	342	342
06 Years of Service	416	400	304	312	312	304	320	342	342	342	342	342
07 Years of Service	416	400	304	312	312	304	320	342	342	342	342	342
08 Years of Service	416	400	304	312	312	304	320	342	342	342	342	342
09 Years of Service	416	400	304	312	312	304	320	342	342	342	342	342
10 Years of Service	456	400	312	312	312	304	320	342	342	342	342	342
11 Years of Service	456	400	312	312	312	304	320	342	342	342	342	342
12 Years of Service	456	400	312	312	312	304	320	342	342	342	342	342
13 Years of Service	456	400	312	312	312	304	320	342	342	342	342	342
14 Years of Service	456	400	312	312	312	304	320	342	342	342	342	342
15 Years of Service	496	400	312	312	312	304	320	342	342	342	342	342
16 Years of Service	504	400	328	360	312	304	320	342	342	342	342	342
17 Years of Service	512	400	328	360	312	304	320	342	342	342	342	342
18 Years of Service	520	400	328	360	312	304	320	342	342	342	342	342
19 Years of Service	528	400	352	360	312	304	320	342	342	342	342	342
20 Years of Service	536	400	352	360	312	304	320	342	342	342	342	342
21 Years of Service	544	400	352	360	312	304	320	342	342	342	342	342
22 Years of Service	552	400	352	360	312	304	320	342	342	342	342	342
23 Years of Service	560	400	352	360	312	304	320	342	342	342	342	342
24 Years of Service	568	400	352	360	312	304	320	342	342	342	342	342
25 Years of Service	576	400	352	360	312	304	320	342	342	342	342	342

MERCER

 MARSH MERCER KROLL
GUY CARPENTER OLIVER WYMAN