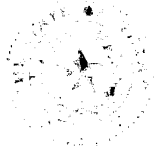


# RESEARCH REPORT



DEPARTMENT OF JUSTICE

FEDERAL BUREAU OF INVESTIGATION

COMMUNITY DEVELOPMENT DIVISION

WASHINGTON, D.C. 20535

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A SURVEY OF PERSONNEL AND  
INSTITUTIONAL DATA FROM  
SELECTED CRIMINAL JUSTICE  
AGENCIES AS COMPARED TO TDC

TECHNICAL REPORT NO. 28  
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TEXAS DEPARTMENT OF CORRECTIONS  
TREATMENT DIRECTORATE  
RESEARCH, PLANNING, AND DEVELOPMENT DIVISION  
HUNTSVILLE, TEXAS 77340

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## INTRODUCTION

This report was prepared at the request of the Director of Personnel for the Texas Department of Corrections (TDC). The purpose of the study was to compare personnel data of TDC to that of other state correctional agencies, the Federal Bureau of Prisons, and local police agencies within Texas.

The Director of Personnel requested that a comparison be made between salary levels, education levels, benefits and salary increases for all criminal justice agencies surveyed. In addition, a comparison of institutional data between state correctional agencies was requested. Institutional data included assaults with a weapon, assaults without a weapon, homicide data, escape experience and inmate/officer ratios.

### SCOPE

Correctional agencies throughout the United States have been experiencing a chronic manpower shortage for several years. TDC is currently experiencing an acute crisis in attracting and retaining qualified personnel-- especially in the security ranks, i.e. correctional officers. Turnover rates are alarmingly high in most correctional institutions. Analysis presented in this report was limited to security personnel. Those persons whose primary duties are treatment oriented or entirely administrative in nature were excluded.

The collection of data included an analysis of personnel benefits, cost data, inmate data, and employee data that was felt to be relevant to the purpose of the study. This report presents data that will allow decisions upon which to base affirmative action for alleviation of staffing problems.

Benefits associated with employment in the various jurisdictions were so diverse and comprehensive in some areas that adequate presentation would require extremely voluminous reporting that would be too complex to easily understand. Additional benefit data are available upon request in the areas of employee housing, insurance programs and retirement systems.

#### METHODOLOGY

The methods used in collecting the data contained in this report were questionnaires, personal interview, telephone contact, and retrieval from computerized data banks and existing research studies. Analysis of the data involved both subjective and objective evaluation to achieve necessary categorization and desired comparison. Where subjectivity was the basis of evaluation, each major determination was made independently by three raters. Consensus of opinion was necessary; when raters disagreed, a discussion was held in order that a decision be reached. Specific methodology as related to each particular phase of the project is outlined below.

### TDC Cost Data

A questionnaire (Appendix A) was prepared for retrieval of current personnel data that are not available in existing TDC data banks. The questionnaire was distributed to each of the 15 TDC units after telephone contact had been made with a unit representative in order to insure understanding as to the information requested. The data obtained from the questionnaire were tabulated so as to indicate the housing costs and utility costs of officers on each unit.

Some data, such as the net take home pay of the officers by rank, were collected from TDC computer banks. The gross pay averages presented in the analysis were obtained by mathematical manipulation of gross pay as indicated in current salary schedules. Unless otherwise specified, all averages presented herein are mean averages.

### Intrastate Data

A questionnaire (Appendix B) was designed to be sent to law enforcement and local corrections agencies within Texas. Telephone conversations were held with agency representatives to insure understanding of information desired. Questionnaires were then mailed to the Harris County Sheriff's Department, the Dallas County Sheriff's Department, the Bexar County Sheriff's Department, the Houston Police Department, the Dallas Police Department, the San Antonio Police Department, and the



Texas Department of Public Safety. All agencies responded to the questionnaire except for Bexar County Sheriff's Department.

Three independent rater judgments were used to equate police ranks to TDC correctional officer ranks. Analysis was then made as to various benefits received by the two groups of state employees. The police agencies had a few ranks, such as detective, for which TDC had no counterpart. In this event, no attempt was made to compare that rank to TDC ranks.

#### Interstate Data

A third questionnaire (Appendix C) was designed and sent to 49 states, the District of Columbia, and the Federal Bureau of Prisons. The mailing of the questionnaires was preceded by telephone conversations to 46 of the 51 jurisdictions. Thirty-two states responded to the questionnaire.

Each of the three raters made independent decisions as to equation of ranks in each jurisdiction to the corresponding rank in Texas. Objective data were then compared to determine the relative status of TDC in relation to that particular benefit or aspect of employment.

## TDC COST DATA

Much has been said about the rising cost of living in the United States. The state of the economy has been such that workers often find it extremely difficult to exist on current salaries. Correctional employment, being governmental employment, is governed by some official agency, usually the state legislature, in that salaries are set for a specified period of time for each specified classification of employees.

Employees of the Texas Department of Corrections have received periodic raises in pay during each of the four fiscal years under study. Table 1 presents the beginning salary for each level of employment for fiscal years 1976 through 1978. The majority of the TDC employees are in the Correctional Officer II (CO II) rank and remain in the beginning step of that rank.

Table 2 presents data on employee housing and utility costs. Total costs range from a low of \$202 per month on the Coffield Unit to \$278 per month on the Darrington Unit. Net pay averages for a CO II on these units are \$641.45 and \$615.79 respectively (Table 3). Thus, total net income after housing expenses for this rank of employee at the Coffield Unit is \$439.45 per month while for the same employee on Darrington, the total net monthly expendable income after housing and utility costs is \$337.79.

TABLE 1  
BEGINNING SALARY LEVELS OF TDC EMPLOYEES<sup>a</sup>

RANK	FY 1976		FY 1977		FY 1978	
	NUMBER	SALARY	NUMBER.	SALARY	NUMBER	SALARY
Correctional Officer I	619	673	386	719	282	743
Correctional Officer II	766	768	1,305	820	1,261	848
Correctional Officer III	205	876	228	936	212	968
Lieutenant	92	1,000	94	1,068	93	1,104
Captain	35	1,068	36	1,141	38	1,179
Major	29	1,141	29	1,219	29	1,259
Assistant Warden	19	1,302	20	1,391	20	1,437
Warden I	4	1,535	4	1,639	4	1,695
Warden II	10	1,750	11	1,869	11	1,933
TOTAL	1,779	784 <sup>b</sup>	2,113	848 <sup>b</sup>	1,950	885 <sup>b</sup>

<sup>a</sup>Based on salary schedules from the Personnel Department (Gross Salaries)

<sup>b</sup>Average salary per month

TABLE 2  
TDC EMPLOYEE HOUSING DATA  
(per month)

UNIT	N=	AVERAGE GROSS PAY	AVERAGE NET PAY	AVERAGE RENT	AVERAGE UTILITIES	TOTAL: UTILITIES AND RENT
Central	28	\$863	\$645	\$173	\$ 68	\$241
Clemens	19	\$832	\$611	\$176	\$ 74	\$250
Coffield	77	\$845	\$647	\$108	\$ 94	\$202
Darrington	19	\$876	\$610	\$193	\$ 85	\$278
Diagnostic	33	\$922	\$624	\$155	\$ 74	\$229
Eastham	93	\$844	\$637	\$135	\$ 97	\$232
Ellis	31	\$844	\$614	\$152	\$ 64	\$216
Ferguson	86	\$903	\$666	\$118	\$103	\$221
Goree	51	\$866	\$629	\$112	\$ 94	\$206
Huntsville	155	\$856	\$636	\$160	\$ 85	\$245
Jester	35	\$844	\$649	\$179	\$ 88	\$267
Mountain View	54	\$848	\$619	\$130	\$115	\$245
Ramsey	42	\$860	\$629	\$157	\$ 67	\$224
Retrieve	23	\$862	\$644	\$170	\$ 94	\$264
Wynne	54	\$850	\$637	\$165	\$ 42	\$207
AVERAGES/TOTALS	800	\$861	\$634	\$152	\$ 83	\$235

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TABLE 3  
 AVERAGE NET PAY  
 (per month)

	CO I		CO II		CO III		TOTAL/AVERAGE	
	NUMBER	PAY	NUMBER	PAY	NUMBER	PAY	NUMBER	PAY
Central	4	\$441.87	51	\$644.25	13	\$712.37	68	\$645.37
Clemens	13	\$554.79	70	\$614.38	10	\$662.67	93	\$611.24
Coffield	6	\$553.11	156	\$641.45	15	\$736.86	177	\$646.54
Darrington	14	\$515.30	46	\$615.79	11	\$705.82	71	\$609.92
Diagnostic	9	\$543.13	38	\$630.97	7	\$691.37	54	\$624.16
Ellis	36	\$517.04	72	\$634.88	17	\$734.06	125	\$614.43
Eastham	14	\$501.14	107	\$635.54	21	\$733.28	142	\$636.74
Ferguson	9	\$514.90	90	\$662.29	18	\$758.24	117	\$665.71
Goree	8	\$564.70	50	\$625.86	8	\$716.92	66	\$629.48
Huntsville	18	\$522.79	172	\$632.97	24	\$742.94	214	\$636.04
Jester	8	\$549.50	45	\$651.88	7	\$743.66	60	\$648.94
Mountain View	10	\$538.98	77	\$613.78	11	\$726.75	98	\$618.83
Ramsey	33	\$539.10	145	\$637.08	19	\$728.11	197	\$629.45
Retrieve	13	\$576.35	57	\$643.73	11	\$725.53	81	\$644.02
Wynne	9	\$547.64	97	\$626.52	21	\$723.22	127	\$636.92
TOTALS/AVERAGES	204	\$532.30	1273	\$634.84	213	\$726.94	1690	\$634.07

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## UNIFORM COST DATA

TDC employees are currently furnished with all necessary uniform items except shoes and socks. Uniforms are produced by TDC industry at a minimal cost. However, due to the relative absence of skilled labor and the blend of material, the uniforms are not as attractive, neat, and serviceable as are some of the synthetic blends worn by other state officers.

The Texas Department of Public Safety (DPS) was chosen as the model agency after which to pattern the development of new uniforms for corrections personnel. DPS personnel were contacted to ascertain the costs of uniforms worn by DPS employees.

The determination of the uniform cost estimate was approached by three methods: (1) producing the material in the TDC Textile Mill and making the uniforms in the TDC Garment Factories; (2) purchasing the material outside TDC and making the uniforms in the TDC Garment Factories; and (3) purchasing the uniforms.

According to the Industry Directorate personnel the first method would not be feasible as DPS uniforms are made of dacron polyester and wool blends, and the TDC Textile Mill is not able to produce synthetic materials.

The second method of purchasing the material outside TDC and making the uniforms in the TDC Garment Factories also proved not feasible--primarily due to the skilled workmanship that would be required to produce uniforms of com-

comparable quality to those worn by DPS officers. According to Industry Directorate personnel, inmates do not work in the garment factories long enough to acquire the skill necessary to make uniforms of this quality. In addition, the garment factories already have a considerable workload. It will take them three to four months to complete the orders currently on hand; therefore, it would be several months before they could complete 4,200 uniforms.

Another problem encountered, regardless of the method used to provide uniforms, is related to the Department's high turnover rate. By the time all the necessary sizes could be obtained from 2,100 employees and the uniforms made, a large number of employees would have already terminated. The annual turnover rate for uniformed personnel from 1973 through 1977 is shown in Table 4. The high turnover would also make the ordering of replacement uniforms very difficult.

In spite of the high turnover rate, the purchasing of uniforms, even though quite expensive, appears to be the best method available for providing new uniforms at this time. As DPS uniforms are being used as a standard of comparison, the Department of Public Safety was contacted to obtain their costs on the necessary items--as follows:

Long sleeve shirt	-	\$14.45
Slacks	-	18.33
Tie	-	.96
Summer hat	-	6.00
Winter hat	-	<u>19.80</u>
		\$59.54

To provide two uniforms per employee, a minimum of the following will be required:

2 long sleeve shirts @ 14.45	-	\$28.90
2 pair slacks @ 18.33	-	36.66
1 tie @ .96	-	.96
1 summer hat @ 6.00	-	6.00
1 winter hat @ 19.80	-	<u>19.80</u>
		\$92.32

Belts will be manufactured by the TDC Shoe Factory, while the employees will provide their own shoes, as is now the custom.

As of September, 1977 there were 1,915 uniformed personnel employed by the Department of Corrections. At a cost of \$92.32 to provide each employee with two uniforms the total cost for 1,915 employees would be \$176,792.80.

Again, considering the high turnover rate and its excessiveness in the lower job classes, in an attempt to decrease the total cost, consideration could be extended to purchasing the new type uniform for only those employees in selected job classes. For example, uniforms can be provided all ranking officers (Lieutenant through Major) for \$14,771.20. Table 5 shows the cost to provide uniforms to each TDC job class.



TABLE 4

TEXAS DEPARTMENT OF CORRECTIONS  
UNIFORMED EMPLOYEE ANNUAL TURNOVER RATE<sup>1</sup>  
(Calendar Years)

	<u>Position</u>	<u>Salary Group</u>	<u>Average Strength</u>	<u>Terminations</u>	<u>Percent Turnover</u>
1973 -	CO I	7	814	641	78.74
	CO II	9	694	158	22.76
	CO III	11	173	15	8.67
	Lieutenant	13	66	9	13.63
	Captain	14	33	1	3.03
	Major	15	31	3	9.67
1974 -	CO I	7	711	595	83.68
	CO II	9	793	199	25.09
	CO III	11	212	17	8.01
	Lieutenant	13	89	7	7.86
	Captain	14	36	1	2.77
	Major	15	29	2	6.89
1975 -	CO I	7	565	296	52.38
	CO II	9	941	187	19.87
	CO III	11	218	19	8.71
	Lieutenant	13	93	2	2.15
	Captain	14	36	1	2.77
	Major	15	29	3	10.34
1976 -	CO I	7	456	328	71.92
	CO II	9	1,278	338	26.44
	CO III	11	232	15	6.46
	Lieutenant	13	96	12	12.50
	Captain	14	39	6	15.38
	Major	15	29	0	.00
1977 -	CO I	7	311	217	69.77
	CO II	9	1,387	499	35.98
	CO III	11	230	34	14.78
	Lieutenant	13	97	8	8.25
	Captain	14	40	3	7.50
	Major	15	29	0	.00

<sup>1</sup>These figures represent all uniform security personnel. Due to absence of data for calendar year 1977, the average strength reported is for Fiscal Year 1977.

TABLE 5  
 COST TO PROVIDE UNIFORMS BY TDC JOB CLASS<sup>1</sup>

JOB CLASS	NUMBER OF EMPLOYEES	COST	CUMULATIVE TOTAL
Major	29	\$ 2,677.28	\$ 2,677.28
Captain	38	3,508.16	6,185.44
Lieutenant	93	8,585.76	14,771.20
CO III	212	19,571.84	34,343.04
CO II	1,261	116,415.52	150,758.56
CO I	282	26,034.24	176,792.80

<sup>1</sup>Figures based on uniformed personnel whose primary function is inmate security as of September, 1977 as reported by the Personnel Department.

## INTRASTATE LAW ENFORCEMENT AGENCIES

Data were collected from state, county, and city law enforcement agencies within Texas. Comparisons were made between job descriptions of the various law enforcement agencies and those of TDC employees. Realizing that the comparisons were extremely subjective in many cases, the tables in this section should not be analyzed to imply that all facets of the jobs are equivalent.

### SALARY LEVELS

Table 6 presents data on intrastate salary levels. Starting salary levels ranged from a low of \$848 per month for the Department of Public Safety to \$1103 per month at the Dallas Police Department. The TDC starting salary level at \$743 per month is less than the lowest law enforcement agency's starting salary. In addition, TDC salary levels in each rank are lower than those reported by the law enforcement agencies.

### SALARY INCREASES

Salary increases are determined by a governmental agency in all cases--either city council, county commissioners, or a state legislative body. However, the larger metropolitan police agencies generally allow for automatic increases in pay dependent upon years service and college achievement. In addition,

automatic increases are given in all cases, after a designated probation period has been served. It was found that a police patrolman with a college degree and several years service in the Dallas City Police Department and Houston City Police Department would make a salary equivalent to (or greater than) a TDC major's base salary.

#### EDUCATION LEVEL

Most major metropolitan police departments require some college (45-60 semester hours) prior to employment. TDC does not have this requirement. However, the prevalence of degreed individuals in the correctional service has served to make college a practical, though not an official, requirement. For TDC ranks Lieutenant and above, a college degree is desired. For the ranks of assistant warden, warden I, and warden II, a degree from an accredited college is required.

#### BENEFITS

Benefits associated with employment in the various jurisdictions are so diverse and comprehensive in some areas that adequate presentation would require extremely voluminous reporting that would be too complex to easily understand. For this reason, benefit data are presented in tabular form in Table 7.

TABLE 6  
SALARY COMPARISONS BY RANK AND  
LAW ENFORCEMENT AGENCY  
(Dollars Per Month)<sup>1</sup>

LAW ENFORCEMENT AGENCY	SALARY AND RANK AS COMPARED TO TDC									REMARKS/OTHER
	CO I \$743	CO II \$848	CO III \$968	LT \$1104	CAPT \$1179	MAJOR \$1259	ASST WDN \$1437	WDN I \$1695	WDN II \$1933	
<u>STATE</u>										
Department of Public Safety	848	968 <sup>a</sup>	1179	1302	1391	1639			1933	a. 968 to 1104
<u>COUNTY</u>										
Bexar Co. Sheriff's Department	NR	NR	NR	NR	NR	NR	NR	NR	NR	
Dallas Co. Sheriff's Department	967 <sup>a</sup>	1225	1352	1462	1586	1710	1841		1958	a. 967 to 1150
Harris Co. Sheriff's Department	NR	1075	NR	NR	NR	NR	NR	NR	NR	
<u>CITY</u>										
Dallas Police Department	1103	1164 <sup>a</sup>		1437	1577	1720	1859	1999		a. 1164 to 1244
Houston Police Department	1022 <sup>a</sup>	1126 <sup>b</sup>	1463	1676	1943	2184	2265	2427		a. 1022 to 1092 b. 1126 to 1304
San Antonio Police Department	864	1142		1444	1661		1910		2197	

<sup>1</sup> Monthly salaries excluding fringe benefits (emoluments).

TABLE 7  
BENEFITS

BENEFIT	NO. OF AGENCIES RECEIVING BENEFITS	PERCENTAGE <sup>1</sup>
Paid for overtime	3	50%
Given compensatory time	6	100%
Holiday time granted	6	100%
Sick time granted	6	100%
Receive vacation time	6	100%
Meals provided on the job	3	50%
Furnished uniforms	5	83%
Non-uniform clothing allowance <sup>2</sup>	3	50%
Laundry services provided	1	17%
Insurance program provided <sup>3</sup>	6	100%
Retirement program provided	6	100%
Employees pay Social Security tax	3	50%
Benefits available to all employees	5	83%

<sup>1</sup>Based on six law enforcement agencies that responded.

<sup>2</sup>Non uniform clothing allowances ranged from a low of \$200 per year to a high of \$500 per year.

<sup>3</sup>Insurance for Harris County Sheriff's Department personnel is paid for by the county.

## INTERSTATE DATA

Data were requested from 52 jurisdictions (state, federal, and the District of Columbia) that were to be compared. This report contains data from the 32 jurisdictions that responded. There are eight general areas in which comparisons were made: (1) salary levels, (2) educational levels, (3) benefits, (4) method of determining salary levels, (5) inmate/officer ratios, (6) homicide, (7) escape, and (8) assault, both on officers and inmates.

Fragmentation of data presented by the responding jurisdictions dictated that concessions be made. Original intent was to make comparisons for 4 fiscal years, namely 1975-1978. Scarcity of data allowed comparisons for only the years 1976 and 1977.

### PERSONNEL DATA

This section presents comparisons of the data relating to personnel data collected from 32 of the 52 jurisdictions. Data relating to institutional inmate/officer ratios and homicide, assault, and escape data will be presented in the following section.

#### Salary Levels

Job descriptions from each jurisdiction were analyzed and equated to the corresponding rank in TDC. Three independent rater judgements were used as the basis of equating ranks. Salary levels were then compared as presented in

Table 8. Starting salary levels ranged from a low of \$566 per month for the Arkansas Department of Corrections to \$974 per month for the Michigan Department of Corrections. The TDC starting salary level at \$743 per month ranked 18th (ranked from high salary to low salary) among the 32 responding jurisdictions. Table 9 shows the relative ranking of beginning salary levels in TDC by rank as compared to the 32 responding jurisdictions.

Available data indicated a large variation in the percentage of salary increases awarded to various states in 1977. Table 10 presents data on 14 of the states which indicates that Texas received a 3.41 percent increase in 1977. This percentage was exceeded by 12 of the 14 states.

Salaries were also indexed as to the percentage of the 1976 average national budget earned by rank (Appendix D).. The predominant rank of correctional officers in Texas is CO II. Indexing indicated that those officers in the CO II rank earned an income higher than the lower budget averages for the urban and non-metropolitan areas, and average for metropolitan areas. In addition, the CO II rank earned lower in the intermediate and higher budget averages for urban, metropolitan and non-metropolitan areas.

#### Average Education

Data received from most jurisdictions were too fragmented to allow tabular presentation. The average education



held by corrections officers varied by rank. The lower ranking officers, in those states reporting, generally had 12 years (or slightly more) education; while some higher ranking officers had Master's degrees, most had Bachelor's degrees. Table 11 presents the average education for corrections employees in Texas.

### Benefits

Benefits associated with employment in the various jurisdictions are so diverse and comprehensive in some areas that a complete presentation would require extremely voluminous reporting that would be too complex to easily understand. For this reason, a summation of benefit data are presented in tabular form in Table 12.

### Salary Increases

The method of determining salary increases varies between the 32 states that responded. Seven of the states have a negotiation process wherein salary agreements are negotiated between representatives of labor and the state body responsible for implementing those increases. Four states indicated that there are automatic incremental increases awarded to employees. Twenty-four states indicated that salary increases are determined by the legislative body with no active interest group participation.

Cost-of-living data, when used, were used primarily by legislative bodies. It was not clear as to requirements

for specific legislative action for each cost-of-living raise. The data indicated that some states may grant blanket cost-of-living raises periodically, based on previous legislative action.

TABLE 8

SALARY COMPARISONS BY RANK AND STATE  
(Dollars Per Month)<sup>1</sup>

STATE	SALARY AND RANK AS COMPARED TO TDC									REMARKS/OTHER
	CO-I \$743	CO-II \$848	CO-III \$968	LT. \$1,104	CAPT. \$1,179	MAJOR \$1,259	ASST.WDN. \$1,437	WDN. I \$1,695	WDN. II \$1,933	
Alabama	885	1,022	1,082	1,142	1,201		1,232	1,400	1,655	
Arkansas	566	641	728	826	951	1,103	1,179	1,556		
Connecticut	953	953	1,050	1,141	1,230	N/R	N/R	N/R	N/R	
Delaware	N/R	N/R	N/R	N/R	N/R	N/R	N/R	N/R	N/R	
Georgia	649	701	759	821	891	973	1,166	N/R	N/R	
Hawaii	731	873 <sup>a</sup>	955	1,045	1,146	1,297	1,561 <sup>b</sup>	1,715	1,797	a. 799 & 873 b. 1,424 & 1,561
Idaho	721	795	920	1,118	N/R	N/R	N/R	N/R	N/R	
Iowa	756 <sup>a</sup>	903 <sup>b</sup>	1,034 <sup>c</sup>	1,135	1,233	1,350	1,479	1,684		a. 614 & 756 b. 825 & 903 c. 901 & 1,034
Kansas	688	755	827	908		1,040	1,195	1,508	1,905	
Louisiana	720 <sup>a</sup>	720	804 <sup>b</sup>	871 <sup>c</sup>	1,004 <sup>d</sup>	1,091 <sup>e</sup>	1,556 <sup>f</sup>	1,666 <sup>g</sup>	1,777	a. 694 & 720 b. 746 & 804 c. 838 & 871 d. 904 & 1,004 e. 1,047 & 1,091 f. 1,136 to 1,556 g. 1,402 to 1,666
Maine	652		730	905 <sup>a</sup>	948	1,102 <sup>b</sup>	1,286	1,447		a. 792 & 905 b. 1,046 & 1,102
Maryland	821	832	893	1,033	1,112	1,198	N/R	N/R	N/R	

TABLE 8

SALARY COMPARISONS BY RANK AND STATE  
(Dollars Per Month)<sup>1</sup>

(Continued)

STATE	SALARY AND RANK AS COMPARED TO TDC									REMARKS/OTHER
	CO-I \$ 743	CO-II \$848	CO-III \$ 968	LT. \$1,104	CAPT. \$1,179	MAJOR \$1,259	ASST.WDN. \$1,437	WDN. I \$1,695	WDN. II \$1,933	
Michigan	974	1,013	1,058	1,093	1,141		1,606 <sup>a</sup>	2,245 <sup>b</sup>	2,619 <sup>c</sup>	a. 1,329, 1,444, & 1,606 b. 1,800, 2,025, & 2,245 c. 2,434 & 2,619
Minnesota	894	985	1,054	1,275	1,433					
Mississippi	670		735	845	930					
Missouri	670	729	789	851	977	1,056		1,272	1,456	
Nebraska	785 <sup>a</sup>	879 <sup>b</sup>	929	985	1,043	1,105	1,243 <sup>c</sup>	1,572		a. 703 & 785 b. 831 & 879 c. 1,171 & 1,243
Nevada	808	844	922	1,008	1,153	1,384		1,591 <sup>a</sup>	1,746	a. 1,450 & 1,591
New Jersey	818	859	947	1,096	1,269	1,542	1,619			
New York	883	1,048	1,125	1,320		1,531	1,795			
North Carolina	742		802	883	965		922	1,157	1,324	
Ohio	634	735	792	962	1,061		1,421	1,726 <sup>a</sup>	2,316 <sup>b</sup>	a. 1,567 & 1,726 b. 1,903, 2,099, & 2,316
Oklahoma	670	735	845	935	1,030	1,190 <sup>a</sup>	1,305 <sup>b</sup>	1,365 <sup>c</sup>	1,650 <sup>d</sup>	a. 1,080 & 1,190 b. 1,080, 1,245, & 1,305 c. 1,245 & 1,365 d. 1,500 & 1,650

TABLE 8  
SALARY COMPARISONS BY RANK AND STATE  
(Dollars Per Month)<sup>1</sup>

(Concluded)

STATE	SALARY AND RANK AS COMPARED TO TDC									REMARKS/OTHER
	CO-I \$743	CO-II \$848	CO-III \$968	LT. \$1,104	CAPT. \$1,179	MAJOR \$1,259	ASST.WDN. \$1,437	WDN. I \$1,695	WDN. II \$1,933	
Oregon	933	933	1,027	1,134	1,250	1,519	2,038	2,247		
Rhode Island	816	816	816	920	1,089		1,301			
South Carolina	680	680	755	840	937	988	1,107	1,316	1,501	
South Dakota	714	777	810	881	958	999				
Texas	743	848	968	1,104	1,179	1,259	1,437	1,695	1,933	
Utah	798	846	892	986	1,098	1,239	1,375	1,693	2,098	
Washington	888	888	972	1,132		1,312	1,674	2,271		
West Virginia	608	638	815	899			1,328	1,464		
Wisconsin	773 <sup>a</sup>	818	907	983	1,067	1,367	1,621	1,767	2,099	a. 728 & 773 b. 1,925 & 2,099

<sup>1</sup> Monthly salaries excluding fringe benefits (emoluments).

TABLE 9

RELATIVE RANKING OF BEGINNING SALARIES  
IN TDC BY RANK AS COMPARED TO RESPONDING JURISDICTIONS<sup>1</sup>

RANK	MONTHLY TDC SALARY	RELATIVE RANK (DECENDING ORDER)
Correctional Officer I	\$ 743	18
Correctional Officer II	\$ 848	18
Correctional Officer III	\$ 968	9
Lieutenant	\$1104	10
Captain	\$1179	7
Major	\$1259	9
Assistant Warden	\$1437	9
Warden I	\$1695	7
Warden II	\$1933	5

<sup>1</sup>Based on 32 responses to data collection efforts.  
Fringe benefits not included.

TABLE 10  
 SALARY INCREASES FROM 1976 TO 1977  
 (Predominant Rank of Employees)

STATE	1976 SALARY	1977 SALARY	INCREASE	PERCENT INCREASE
Alabama	\$9,269	\$12,259	\$2,990	32.26
Arkansas	6,942	7,696	754	10.86
Iowa	8,060	9,900	1,840	22.82
Maine	6,136	7,824	1,688	27.51
Maryland	9,473	9,984	547	5.77
Michigan	9,709	11,688	1,979	20.38
Missouri	7,536	8,040	504	6.69
Nebraska	9,360	9,420	60	.64
New York	11,410	12,576	1,166	10.22
North Carolina	8,364	8,904	540	6.46
Oregon	10,152	11,196	1,044	10.28
South Carolina	7,467	8,160	693	9.28
Texas	9,840	10,176	336	3.41
Washington	9,612	10,656	1,044	10.86
AVERAGES	8,809	9,891	1,085	12.67

NOTE: Predominant rank for TDC is CO II

TABLE 11  
AVERAGE EDUCATION BY RANK  
(TDC Employees)

RANK	AVERAGE EDUCATION (Years)
Correctional Officer I	13.12
Correctional Officer II	12.98
Correctional Officer III	13.29
Lieutenant	14.06
Captain	14.50
Major	14.76
Assistant Warden	15.20
Warden I	17.20
Warden II	15.40



TABLE 12  
BENEFITS

BENEFIT	NUMBER OF STATES	PERCENTAGE <sup>1</sup>
Paid for overtime	22	69%
Given compensatory time	29	91%
Granted holiday time	31	97%
Granted sick leave	32	100%
Receive vacation time	32	100%
Meals provided on the job	21	66%
Uniforms furnished	30	94%
Non uniform clothing allowance	0	0
Laundry services provided	13	41%
Housing provided for some employees	29	91%
Insurance program provided <sup>2</sup>	32	100%
Retirement program offered	32	100%
Employees pay social security tax	29	91%
Benefits available to all employees	29	91%

N=32

<sup>1</sup>Based on a total of 32 states that responded as of 12/20/77.  
<sup>2</sup>Two states offered dental policies, one being fully paid by the state. One state offered a free life insurance program.

## INSTITUTIONAL STATISTICS

Internal organization and harmony within the institution can be measured by the prevalence of violence in the prison itself. Custodial staff effectiveness, organizational administration, and the prevailing penal philosophy are the primary factors determining the level of discipline existing within the prison.

This report presents four measures of internal disorganization: (1) inmate/officer ratios for comparative purposes, (2) institutional homicide experience, (3) institutional assault experience, and (4) institutional escape experiences. Table 13 presents a summary of the relative ranking of states by institutional data. Detailed institutional data is presented in the following sections.

### Inmate/Officer Ratios

The number of employees as compared to the number of inmates can be used as a measure of efficiency when considered with other factors. This study was originally intended to present inmate/officer ratios for the 4 years 1975-1978. Fragmentation of data, unavailability of records, and varying reporting procedures dictated that the fiscal year and/or calendar year data for only 1976 and 1977 be used. The ratios presented in Table 14 include all inmates and only security personnel. Ratios ranged from 11.57 inmates per officer to 3.44 inmates per officer in 1976. Among the 19 states reporting sufficient data, Texas ranked second

(descending order) in 1976 with 10.20 inmates per officer. The ratios for 1977 ranged from 9.92 to 0.94 with Texas ranking first with a ratio of 9.92 inmates per officer.

#### Institutional Homicide

Table 15 presents the numbers and rates (per thousand) of homicide occurrences within the institutions of states reporting. Both homicidal acts involving inmate to inmate activity and inmate to officer activity is presented. Data limitations were such that data for only the years 1976 and 1977 could be presented.

There were no inmate to officer homicides reported by the 32 responding jurisdictions in the years of 1976 and 1977. Inmate to inmate homicides ranged from a high of 7 deaths in Alabama in 1976 to a low of 0 in several states. Incident rates (per thousand) ranged from 4.18 to 0 in 1976 and 1.50 to 0 per thousand in 1977. Texas incident rate of inmate to inmate homicide per thousand inmates ranked 12th (descending order) in 1977, excluding those states that did not respond and those in which the information was not available.

#### Institutional Assaults

Tables 16 and 17 present institutional assault data for assaults with a weapon and assaults without a weapon, respectively. Minnesota, North Carolina, Alabama, Washington,

and Wisconsin made no differentiation between assaults with and without a weapon, thus the data for these states are reported in Table 17. The data for Maine include juvenile institutional experience. All others include only adult correctional experience.

#### Assaults With a Weapon

As depicted in Table 16, the actual numbers of assaults with a weapon ranged from 229 in Texas to 3 in Louisiana, Nebraska, and Utah in 1977. Twenty states did not respond to the question or did not have the information available. Thus, Texas ranked number one in the number of assaults with a weapon, inmate to inmate in 1977. Incident rates (per thousand) of assaults with a weapon, inmate to inmate ranged from a high of 39.76 in Maine to a low of 0.43 in Arkansas. Texas ranked third (descending order) in the rate of inmates assaulted with a weapon by another inmate in 1977 with an incident rate of 10.92 per thousand.

Assaults with a weapon in 1977, inmate to officer ranged from a high of 19 in Michigan to a low of 0 in Hawaii, Louisiana, Missouri, Nebraska, and Texas. Data was not available for 19 of the 32 jurisdictions. Incident rates of assaults with a weapon, inmate to officer ranged from a high of 20.61 in Idaho to 0 in several states. Texas had no assaults in 1977.

The 1977 TDC assault with a weapon, inmate to inmate and inmate to officer figures did not represent a significant change over 1976 figures.

## Assaults Without a Weapon

Assaults without a weapon in 1977, inmate to inmate ranged from a high of 1017 in Texas to 0 in Hawaii. Incident rates per thousand ranged from 222.66 in Maine to 0 in Hawaii. Texas ranked third (descending order) with an incident rate of 53.60 assaults without a weapon, inmate to inmate. Data were not available from 15 of the 32 jurisdictions. Variations in reporting procedures and definitions create a situation wherein these data may not be indicative of true differences.

Assaults without a weapon, inmate to officer, in 1977 ranged from 238 in New York to 1 in Hawaii. Texas ranked third with a total of 38 assaults. Incident rates per thousand ranged from 82.47 in Idaho to 8.38 in Washington. Texas ranked ninth with an incident rate of 17.98. Data were incomplete or not available from 20 of the reporting jurisdictions.

The 1977 TDC assault without a weapon, inmate to inmate figures did not represent a significant change over 1976 figures. Inmate to officer assaults in 1976 ranked Texas fifth with an assault rate of 21.36 per thousand.

## Escape Experience

Table 18 presents the number and rate (per thousand) of escapes and attempted escapes per reporting agency. It should be noted that the degree of security and type of institution varies considerably from state to state. An attempt was made to collect homogeneous data based on the

definitions proposed in Appendix C. However, some states reported based on their own definition of escape, which may include those inmates tardy from the institution for various reasons. Many escapes may represent "walk-aways" from work-release centers and other minimum security institutions. The data presented are factual, based on reported data; however, they should be interpreted based on the limitations that are inherent in the varying definitions and the varying types of institutions. Again, data limitations precluded presentation of data except for the years 1976 and 1977.

Escapes in reporting jurisdictions in 1976 ranged from 1383 in North Carolina to 0 in Minnesota. Texas ranked number 21 with 13 escapes. Two states did not respond to the question. Incident rate per thousand placed Texas at 29 with a rate of 0.72. Incident rates ranged from 738.09 in Maine to 0 in Minnesota.

Escapes in reporting jurisdictions in 1977 ranged from 1042 in North Carolina to 0 in Hawaii and Minnesota. Two states did not report. Texas ranked 26.5 with a total of 8 escapes. The escape rate per thousand inmates of 0.38 placed Texas at number 28 in 1977. Rates ranged from 654.07 in Maine to 0 in Hawaii and Minnesota.

Data concerning attempted escape was very limited. Fifteen states did not respond to the question. In 1976, Texas had 10 attempted escapes, which ranked it 14th. In 1977,

Texas had 2 attempted escapes, which ranked it 6. The 1976 rate of 0.55 ranked 11 while the 1977 rate of 0.09 ranked 13. Only 17 jurisdictions reported.

TABLE 13

RELATIVE RANKING OF STATES BY INSTITUTIONAL DATA<sup>1</sup>

STATE	INMATE/ OFFICER RATIO <sup>2</sup>		HOMICIDES INMATE/INMATE		ASSAULTS WITH A WEAPON				ASSAULTS WITHOUT A WEAPON				ESCAPES		ATTEMPTED ESCAPES	
	1976	1977	1976	1977	IN./IN.		IN./OFF.		IN./IN.		IN./OFF.		1976	1977	1976	1977
					1976	1977	1976	1977	1976	1977	1976	1977				
Alabama	1	2	8	16	X	X	X	X	4	9	5	7	6	5	X	X
Arkansas	3	3	6	X	11	12	5	3	17	16	1	3	25	25	8	8
Connecticut	15	17	16	10	X	X	X	X	X	X	X	X	X	X	13	14
Delaware	X	X	X	X	X	6	X	X	X	13	X	X	8	9	X	X
Georgia	X	4	X	X	X	X	X	X	X	X	X	X	16	18	X	X
Hawaii	X	23	1	16	X	X	X	8	5	17	X	X	21	29	13	14
Idaho	X	8	16	1	4	5	X	1	13	X	10	1	18	16	X	X
Iowa	13	16	16	8	9	7	3	5	15	15	6	11	5	3	10	4
Kansas	X	X	2	9	X	X	X	X	X	X	X	X	23	19	X	X
Louisiana	X	18	X	X	12	11	7	8	X	X	X	X	28	27	13	12
Maine	19	22	16	16	1	1	4	2	1	1	9	2	1	1	1	1
Maryland	8	10	10	16	X	X	X	X	X	X	X	X	3	7	13	14
Michigan	16	19	16	14	6	2	2	7	8	10	2	4	27	22	X	X
Minnesota	5	7	12	7	X	X	X	X	X	4	X	X	30	29	2	3
Mississippi	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X
Missouri	4	5	5	6	8	10	7	8	X	X	X	X	19	20	12	9
Nebraska	12	13	4	16	7	9	7	8	10	5	3	6	17	15	5	5



TABLE 13

RELATIVE RANKING OF STATES BY INSTITUTIONAL DATA<sup>1</sup>  
(Concluded)

STATE	INMATE/ OFFICER RATIO <sup>2</sup>		HOMICIDES INMATE/INMATE		ASSAULTS WITH A WEAPON				ASSAULTS WITHOUT A WEAPON				ESCAPES		ATTEMPTED ESCAPES	
	1976	1977	1976	1977	IN./IN.		IN./OFF.		IN./IN.		IN./OFF.		1976	1977	1976	1977
					1976	1977	1976	1977	1976	1977	1976	1977				
Nevada	11	11	3	4	X	X	X	X	X	X	X	X	24	24	6	11
New Jersey	X	X	15	16	10	X	X	X	16	X	X	X	22	21	X	X
New York	17	20	14	13	X	X	X	X	14	11	8	5	13	12	X	X
North Carolina	10	14	X	X	X	X	X	X	2	2	X	X	2	2	X	X
Ohio	X	X	13	15	X	X	X	X	12	14	X	X	26	26	9	10
Oklahoma	X	X	X	X	X	X	X	X	X	X	X	X	7	17	X	X
Oregon	X	X	16	16	X	X	X	X	X	X	X	X	4	4	13	14
Rhode Island	18	21	16	2	X	X	X	X	X	X	X	X	20	23	X	X
South Carolina	6	6	11	11	3	4	6	6	7	7	11	8	12	6	7	7
South Dakota	7	9	X	X	X	X	X	X	X	X	X	X	15	13	X	X
Texas	2	1	12	12	5	3	7	8	3	3	5	9	29	28	11	13
Utah	14	15	7	3	2	3	1	4	9	6	4	10	10	10	4	6
Washington	9	12	9	16	X	X	X	X	11	12	7	12	11	14	3	2
West Virginia	X	X	16	5	X	X	X	X	X	X	X	X	9	11	X	X
Wisconsin	X	X	X	X	X	X	X	X	6	8	X	X	14	8	X	X

<sup>1</sup>Based on incident rates per thousand. Listed in descending order.<sup>2</sup>Relative ranking of ratios in descending order.

X=Not reported or insufficient data for computation.

TABLE 14  
INMATE/OFFICER RATIOS

STATE	NUMBER OF INMATES		NUMBER OF OFFICERS		RATIO <sup>1</sup>	
	1976	1977	1976	1977	1976	1977
Alabama <sup>2</sup>	5,959	5,828	515	611	11.57	9.53
Arkansas	2,252	2,299	223	252	10.09	9.12
Connecticut	3,221	3,341	936	977	3.44	3.42
Delaware	889	1,042	N/R	N/R	N/A	N/A
Georgia	11,137	11,755	N/R	1,356	N/A	8.67
Hawaii	239	235	N/R	248	N/A	.94
Idaho	577	641	N/R	97	N/A	6.61
Iowa	1,774	1,893	469	476	3.78	3.98
Kansas	1,707	1,955	N/R	N/R	N/A	N/A
Louisiana	4,783	5,678	N/R	1,915	N/A	2.97
Maine	378	503	324	346	1.17	1.45
Maryland	6,739 <sup>3</sup>	7,800 <sup>4</sup>	1,265	1,310	5.20	5.95
Michigan	9,896	11,872	3,112	4,148	3.18	2.86
Minnesota	1,603	1,743	233	234	6.88	7.45
Mississippi	N/R	N/R	405	392	N/A	N/A
Missouri	4,400	5,074	529	617	8.31	8.25
Nebraska	1,095	1,320	268	254	4.00	5.00
Nevada	905	1,172	208	208	4.57	5.63

TABLE 14

INMATE/OFFICER RATIOS  
(Concluded)

STATE	NUMBER OF INMATES		NUMBER OF OFFICERS		RATIO <sup>1</sup>	
	1976	1977	1976	1977	1976	1977
New Jersey	5,862	5,974	N/R	N/R	N/A	N/A
New York	16,074	17,712	5,484	6,693	2.93	2.65
North Carolina	12,272	13,100	2,456	2,935	5.00	4.46
Ohio	10,707	12,285	N/R	N/R	N/A	N/A
Oklahoma	3,209	4,124	N/R	N/R	N/A	N/A
Oregon	2,253	2,696	N/A	N/A	N/A	N/A
Rhode Island	566	664	265	265	2.00	2.50
South Carolina	5,559	6,784	815	835	6.80	8.10
South Dakota	544	548	81	82	6.70	6.60
Texas <sup>5</sup>	18,151	20,967	1,779	2,113	10.20	9.92
Utah	791	896	218	224	3.60	4.00
Washington	2,985	3,355	576	597	5.18	5.62
West Virginia	1,134	1,213	N/R	N/R	N/A	N/A
Wisconsin	2,822	3,236	N/R	N/R	N/A	N/A

<sup>1</sup>Ratio of inmates per officer

<sup>2</sup>Inmate population figures for 1977 include 2,071 Dept. of Corrections inmates housed in local jails

<sup>3</sup>Includes 326 in jails

<sup>4</sup>Includes 1,084 in jails

<sup>5</sup>Ratios based only on those personnel whose primary function is inmate security. If all uniformed personnel are included the ratios are 8.70 and 8.50 for 1976 and 1977 respectively. Data based on the first quarter of FY 78 indicates that inmate/officer ratio is 10.82:1, 8.98:1 when all uniformed personnel are included.

TABLE 15  
INSTITUTIONAL HOMICIDES

STATE	INMATE TO INMATE				INMATE TO OFFICER			
	1976		1977		1976		1977	
	NUMBER	RATE <sup>1</sup>	NUMBER	RATE <sup>1</sup>	NUMBER	RATE <sup>1</sup>	NUMBER	RATE <sup>1</sup>
Alabama	7	1.17	0	0	0	0	0	0
Arkansas	3	1.33	N/R	N/A	N/R	N/A	N/R	N/A
Connecticut	0	0	1	.30	0	0	0	0
Delaware	N/R	N/A	N/R	N/A	N/R	N/R	N/R	N/R
Georgia	N/A	N/A	5	N/A	N/A	N/A	0	N/A
Hawaii	1	4.18	0	0	0	0	0	0
Idaho	0	0	1	1.56	0	0	0	0
Iowa	0	0	1	.53	0	0	0	0
Kansas	4	2.34	1	.51	0	0	0	0
Louisiana	N/R	N/R	N/R	N/R	N/R	N/R	N/R	N/R
Maine	0	0	0	0	0	0	0	0
Maryland	6	.89	0	0	0	0	0	0
Michigan	0	0	1	.08	0	0	0	0
Minnesota	1	.62	1	.57	0	0	0	0
Mississippi	N/R	N/R	N/R	N/R	N/R	N/R	N/R	N/R
Missouri	7	1.59	3	.59	0	0	0	0
Nebraska	2	1.80	0	0	0	0	0	0

TABLE 15  
 INSTITUTIONAL HOMICIDES  
 (Concluded)

STATE	INMATE TO INMATE				INMATE TO OFFICER			
	1976		1977		1976		1977	
	NUMBER	RATE <sup>1</sup>	NUMBER	RATE <sup>1</sup>	NUMBER	RATE <sup>1</sup>	NUMBER	RATE <sup>1</sup>
Nevada	2	2.10	1	.80	0	0	0	0
New Jersey	1	.17	0	0	0	0	0	0
New York	3	.19	3	.17	0	0	0	0
North Carolina	N/R	N/R	N/R	N/R	0	0	0	0
Ohio	3	.28	1	.08	0	0	0	0
Oklahoma	N/R	N/R	N/R	N/R	N/R	N/R	N/R	N/R
Oregon	0	0	0	0	0	0	0	0
Rhode Island	0	0	1	1.50	0	0	0	0
South Carolina	4	.71	2	.29	0	0	0	0
South Dakota	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Texas	0	0	4	.19	0	0	0	0
Utah	1	1.26	1	1.12	0	0	0	0
Washington	3	1.00	0	0	0	0	0	0
West Virginia	0	0	1	.80	0	0	0	0
Wisconsin	N/R	N/R	N/R	N/R	N/R	N/R	N/R	N/R

<sup>1</sup> Incident rate per 1,000  
 N/A - Information not available  
 N/R - No response to the specific question

TABLE 16  
ASSAULTS WITH A WEAPON

STATE	INMATE TO INMATE				INMATE TO OFFICER			
	1976		1977		1976		1977	
	NUMBER	RATE <sup>1</sup>	NUMBER	RATE <sup>1</sup>	NUMBER	RATE <sup>1</sup>	NUMBER	RATE <sup>1</sup>
Alabama	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Arkansas	3	1.33	1	.43	1	4.48	5	19.84
Connecticut	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Delaware <sup>2</sup>	N/A	N/A	6	5.76	N/A	N/A	3	N/A
Georgia <sup>2</sup>	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Hawaii	N/R	N/R	N/R	N/R	0	N/R	0	N/R
Idaho	7	12.13	6	9.36	4	N/A	2	20.61
Iowa	5	2.82	10	5.28	3	6.40	3	6.30
Kansas <sup>2</sup>	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Louisiana	1	.20	3	.53	0	0	0	0
Maine	18	47.62	20	39.76	2	6.17	7	20.23
Maryland	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Michigan	106	10.71	153	12.88	22	7.00	19	4.58
Minnesota	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Mississippi	N/R	N/R	N/R	N/R	N/R	N/R	N/R	N/R
Missouri	13	2.95	6	1.18	0	0	0	0
Nebraska	4	3.70	3	2.27	0	0	0	0

TABLE 16  
ASSAULTS WITH A WEAPON  
(Concluded)

STATE	INMATE TO INMATE				INMATE TO OFFICER			
	1976		1977		1976		1977	
	NUMBER	RATE <sup>1</sup>	NUMBER	RATE <sup>1</sup>	NUMBER	RATE <sup>1</sup>	NUMBER	RATE <sup>1</sup>
Nevada	N/R	N/R	N/R	N/R	N/R	N/R	N/R	N/R
New Jersey <sup>2</sup>	11	1.88	N/A	N/A	7	N//	N/A	N/A
New York	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
North Carolina	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Ohio <sup>2</sup>	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Oklahoma	N/R	N/R	N/R	N/R	N/R	N/R	N/R	N/R
Oregon	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Rhode Island	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
South Carolina	73	13.13	72	10.61	3	3.68	5	5.99
Texas	200	11.01	229	10.92	0	0	0	0
Utah	16	20.23	3	3.35	2	9.17	3	13.39
Washington	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
West Virginia	N/R	N/R	N/R	N/R	N/R	N/R	N/R	N/R
Wisconsin	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
South Dakota	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A

<sup>1</sup> Incident rate per 1,000

<sup>2</sup> Total number of employees not reported

TABLE 17  
ASSAULTS WITHOUT A WEAPON

STATE	INMATE TO INMATE				INMATE TO OFFICER			
	1976		1977		1976		1977	
	NUMBER	RATE <sup>1</sup>	NUMBER	RATE <sup>1</sup>	NUMBER	RATE <sup>1</sup>	NUMBER	RATE <sup>1</sup>
Alabama	251	42.12	103	17.67	11	21.36	14	22.91
Arkansas	6	2.66	7	3.04	19	75.40	15	30.85
Connecticut	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Delaware <sup>2</sup>	N/A	N/A	6	6.00	N/A	N/A	15	N/A
Georgia <sup>2</sup>	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Hawaii	7	29.29	0	0	1	N/A	1	N/A
Idaho	4	6.93	6	N/A	7	10.92	8	82.47
Iowa	10	5.64	6	3.17	9	19.19	4	8.40
Kansas <sup>2</sup>	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Louisiana	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Maine	77	203.70	112	222.66	5	15.43	19	54.91
Maryland	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Michigan	197	19.91	181	15.24	118	37.92	164	39.54
Minnesota	N/A	N/A	50	28.60	N/A	N/A	N/A	N/A
Mississippi	N/R	N/R	N/R	N/R	N/R	N/R	N/R	N/R
Missouri	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Nebraska	16	14.60	28	21.00	9	33.60	7	27.60



TABLE 1.7  
ASSAULTS WITHOUT A WEAPON  
(Concluded)

STATE	INMATE TO INMATE				INMATE TO OFFICER			
	1976		1977		1976		1977	
	NUMBER	RATE <sup>1</sup>	NUMBER	RATE <sup>1</sup>	NUMBER	RATE <sup>1</sup>	NUMBER	RATE <sup>1</sup>
Nevada	N/R	N/R	N/R	N/R	N/R	N/R	N/R	N/R
New Jersey <sup>2</sup>	23	3.92	N/A	N/A	16	N/A	N/A	N/A
New York <sup>3</sup>	104	6.47	232	13.10	101	18.42	238	35.56
North Carolina	1,420	115.71	781	59.62	N/A	N/A	N/A	N/A
Ohio <sup>4</sup>	97	9.00	71	5.80	9	N/A	26	N/A
Oklahoma	N/R	N/R	N/R	N/R	N/R	N/R	N/R	N/R
Oregon	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Rhode Island	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
South Carolina	123	22.00	134	19.70	7	8.60	18	21.60
South Dakota	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Texas	972	53.60	1,017	48.50	38	21.36	38	17.98
Utah	15	19.00	18	20.00	6	27.50	4	17.90
Washington	30	10.00	31	9.24	11	19.00	5	8.38
West Virginia	N/R	N/R	N/R	N/R	N/R	N/R	N/R	N/R
Wisconsin	81	28.70	59	18.23	26	N/A	24	N/A

<sup>1</sup> Incident rate per 1,000

<sup>2</sup> Total number of employees not reported

<sup>3</sup> Incidents were used as the unit of measure

<sup>4</sup> Ohio reported total assaults resulting in injuries. Thus, these figures may include assaults with a weapon.

TABLE 18

## ESCAPES AND ATTEMPTED ESCAPES

STATE	ESCAPES				ATTEMPTED ESCAPES			
	1976		1977		1976		1977	
	NUMBER	RATE <sup>1</sup>	NUMBER	RATE <sup>1</sup>	NUMBER	RATE <sup>1</sup>	NUMBER	RATE <sup>1</sup>
Alabama	347	58.23	263	45.13	N/R	N/A	N/R	N/A
Arkansas	20	8.88	10	4.35	2	.89	6	2.61
Connecticut	N/R	N/A	N/R	N/A	0	0	0	0
Delaware	42	47.20	37	35.50	N/R	N/R	N/R	N/R
Georgia	317	28.46	230	19.57	N/R	N/A	N/R	N/A
Hawaii	4	16.74	0	0	0	0	0	0
Idaho	11	19.06	13	20.28	N/A	N/A	N/A	N/A
Iowa	104	58.62	115	60.75	1	.56	9	4.75
Kansas	27	15.80	35	17.90	N/R	N/R	N/R	N/R
Louisiana	12	2.50	13	2.29	0	0	4	.70
Maine	279	738.09	329	654.07	246	650.79	186	369.78
Maryland	525	77.90	332	42.56	0	0	0	0
Michigan	56	5.65	92	7.75	N/A	N/A	N/A	N/A
Minnesota	0	0	0	0	31	19.34	35	20.08
Mississippi	N/R	N/R	N/R	N/R	N/R	N/R	N/R	N/R
Missouri	78	17.73	73	14.39	3	.35	9	1.77
Nebraska	23	21.00	31	23.50	4	3.70	5	3.80

TABLE 18

ESCAPES AND ATTEMPTED ESCAPES  
(Concluded)

STATE	ESCAPES				ATTEMPTED ESCAPES			
	1976		1977		1976		1977	
	NUMBER	RATE <sup>1</sup>	NUMBER	RATE <sup>1</sup>	NUMBER	RATE <sup>1</sup>	NUMBER	RATE <sup>1</sup>
Nevada	9	9.40	8	6.80	3	3.10	1	.80
New Jersey	93	15.86	57	9.54	N/A	N/A	N/A	N/A
New York	618	38.45	483	27.27	N/R	N/A	N/R	N/A
North Carolina	1,383	112.60	1,042	79.50	N/R	N/A	N/R	N/A
Ohio	80	7.47	40	3.20	9	.84	16	1.30
Oklahoma	158	49.23	82	19.88	N/R	N/R	N/R	N/R
Oregon	159	58.97	127	47.10	0	0	0	0
Rhode Island	10	17.70	5	7.50	N/R	N/A	N/R	N/A
South Carolina	227	40.80	305	45.00	14	2.50	20	2.90
South Dakota	20	36.80	14	25.50	N/R	N/A	N/R	N/A
Texas	13	.72	8	.38	10	.55	2	.09
Utah	36	45.50	30	33.50	7	8.80	3	3.30
Washington	126	42.21	85	25.34	9	15.63	13	21.78
West Virginia	53	46.70	38	31.30	N/R	N/A	N/R	N/A
Wisconsin	107	37.92	122	37.70	N/R	N/A	N/R	N/A

<sup>1</sup> Incident rate per 1,000

APPENDIX A  
UNIT QUESTIONNAIRE

PERSONNEL SURVEY  
(CO I - WARDEN II)

1. Unit of assignment: \_\_\_\_\_
2. Rank: \_\_\_\_\_
3. Type of residence (check one):
  - A. \_\_\_\_\_ Own or buying home
  - B. \_\_\_\_\_ Rent (apartment, house, or mobile home  
other than state facilities)
4. Cost of housing paid per month for one of the above:  
\_\_\_\_\_
5. Approximate utility bill (exclude telephone) per  
month: \_\_\_\_\_

APPENDIX B  
INTRASTATE QUESTIONNAIRE

TEXAS DEPARTMENT OF CORRECTIONS  
PERSONNEL STUDY

The following information is requested concerning personnel policies and benefits for fiscal years 1975, 1976, 1977, and 1978. If information is not available for FY '78, please indicate so and answer as of the date the information is supplied. Also indicate the actual dates of each fiscal year.

- A. Job descriptions of each line staff position. Please indicate salary levels attached to each job description.
- B. Salary schedules (beginning salary) for each position.
- C. Number of employees (by position) at the beginning of the current fiscal year.
- D. Average education of employees in each rank at the beginning of the current fiscal year?
- E. What type of benefits are available to your personnel?
  1. Paid for overtime?  
yes no
  2. Given compensatory time for overtime worked?  
yes no
  3. Is holiday time granted?  
yes no
  4. Is sick leave granted?  
yes no
  5. Do employees receive vacation time?  
yes no
  6. Are meals provided on the job?  
yes no
  7. Are uniforms furnished to employees?  
yes no
  8. Do non-uniform personnel receive a clothing allowance?  
If yes, estimate amount. \_\_\_\_\_  
yes no
  9. Are laundry services provided for the employee?  
yes no
  10. Is an insurance program provided? If yes, explain.  
yes no
  11. Does your agency offer a retirement program other than Social Security? If yes, explain.  
yes no

12. Do employees pay Social Security tax?  
yes no
13. Are all benefits available to all employees on  
the same basis?  
yes no
14. Please list any other benefits not covered above.

F. How are salary increases determined? Please explain in detail. Is the cost of living index considered in granting pay increases? Is there a probationary period? Are promotions automatic at some levels, while not at others?



APPENDIX C  
INTERSTATE QUESTIONNAIRE

TEXAS DEPARTMENT OF CORRECTIONS  
PERSONNEL STUDY

- I. The following information is requested concerning personnel policies and benefits for fiscal years 1975, 1976, 1977, and 1978. If information is not available for FY '78, please indicate so and answer as of the date the information is supplied. Also indicate the actual dates of each fiscal year.
- A. Job descriptions of each line staff position. Line staff position is defined as any and all positions that relate directly to the security of the institution, e.g. the lowest level security officer through the highest level warden. Please indicate salary levels attached to each job description.
- B. Salary schedules (beginning salary) for each position.
- C. How many line staff members (by position) were/are employed by your institution at the beginning of each fiscal year?
- D. Average education of line staff positions in each rank at the beginning of the current fiscal year.
- E. What type of benefits are available to your personnel?
1. Paid for overtime?  
yes            no
  2. Given compensatory time for overtime worked?  
yes            no
  3. Is holiday time granted?  
yes            no
  4. Is sick leave granted?  
yes            no
  5. Do employees receive vacation time?  
yes            no
  6. Are meals provided on the job?  
yes            no
  7. Are uniforms furnished to line personnel?  
yes            no
  8. Do non-uniform personnel receive a clothing allowance? If yes, estimated amount. \_\_\_\_\_  
yes            no
  9. Are laundry services provided for the employee?  
yes            no

10. Is housing provided for some employees? If yes, explain.  
                   yes                  no
11. Is an insurance program provided? If yes, explain.  
                   yes                  no
12. Does your agency offer a retirement program other than social security? If yes, explain.  
                   yes                  no
13. Do employees pay social security tax?  
                   yes                  no
14. Are all benefits available to all employees on the same basis?  
                   yes                  no
15. Please list any other benefits not covered above.

F. How are salary increases determined? Please explain in detail. Is the cost of living index considered in granting pay increases? Is there a probationary period? Are promotions automatic at some levels; while not at others?

II. Information in this section deals with inmate and staff data relative to institutional operations for fiscal years 1975 to 1978 (work sheets are attached).

- A. How many homicides were committed during each fiscal year?
1. Inmates on inmates.
  2. Inmates on staff.
- B. How many escapes occurred during each fiscal year? Escape occurs when an inmate escapes from custody of the Department of Corrections and the search has been turned over to law enforcement officials.

- C. How many attempted escapes occurred during each fiscal year? Attempted escape is defined as, an escape in which the inmate was recaptured prior to Correction officials turning the search over to law enforcement officials.
- D. How many inmates were/are in your institutions at the beginning of each fiscal year?
- E. How many serious assaults occurred during each fiscal year? Serious assaults is defined as unlawful intentional causing of serious bodily injury with or without a deadly weapon (excluding minor fights).
1. Assaults without weapons.
    - (a). Inmate to inmate
    - (b). Inmate to officer
  2. Assaults with weapons.
    - (a). Inmate to inmate
    - (b). Inmate to officer

APPENDIX D  
COMPARATIVE BUDGET DATA

## COMPARATIVE BUDGET DATA

There are limitations to the interpretation of data presented in Appendix D. For example, the indexing of salaries presented is comparing 1977 salary (current) levels with Autumn 1976 budget data from the Bureau of Labor statistics. If one can assume that the cost-of-living has increased, the difference shown by these comparisons will be slightly underrepresentative of the true differences. The 1977 salary that is 60 percent of the 1976 budget will be less than 60 percent of the 1977 budget. Budget data for 1977 had not been released at the time of this writing. Therefore, interpretation must allow for the built-in limitations. Proportionate increases may not have remained steady across the nation, either geographically or within areas. For this reason, the only statement that can be made from the data as presented is: The 1977 salary of employees of state X made Y percent of the 1976 minimum budget as defined by the U. S. Bureau of Labor Statistics. Any statements beyond this point are conjecture. Since all salary data are current and the budget statistics are all for Autumn 1976, the comparison does serve to establish a relative ranking of corrections officers salaries in relation to national budget requirements.

Table 19 contains comparative budget costs in relation to the percentage of the U. S. National Budget (Urban=100) needed in each particular location to equal the U. S. Urban average. For example, a worker in Houston, Texas would

only need to make \$9,539 to possess purchasing power equal to the U. S. Urban low budget of \$10,041. The same worker would be required to make \$14,937 to possess the same purchasing power as the U. S. Urban intermediate budget of \$16,236 and \$21,383 to be equal to the high budget requirement of \$23,759.

Table 20 contains information regarding the percentage of average national budget earned by employees, state, rank, area and budget level.

TABLE 19

COMPARATIVE BUDGET COSTS BY REGION AND AREA  
(Percentage of Total U.S. Budget Averages)\*

REGION	LOW	INTERMEDIATE	HIGH
URBAN U.S.	100	100	100
Metropolitan Areas	101	102	103
Non-Metro Areas	93	90	86
<b>NORTHEAST</b>			
Boston, Massachusetts	111	119	123
Buffalo, New York	102	106	105
Hartford, Connecticut	106	106	102
Lancaster, Pennsylvania	98	97	93
New York--Northeast, New Jersey	108	116	125
Philadelphia, Pennsylvania	103	104	103
Pittsburg, Pennsylvania	97	96	94
Portland, Maine	104	102	98
Non-Metro Areas	98	99	93
<b>NORTH CENTRAL</b>			
Cedar Rapids, Iowa	97	98	98
Champaign-Urbana, Illinois	105	102	101
Chicago--Northwest, Indiana	103	102	100
Cincinnati--Kentucky--Indiana	94	97	92
Cleveland, Ohio	100	101	99
Dayton, Ohio	94	93	93
Detroit, Michigan	98	102	102
Green Bay, Wisconsin	96	99	101
Indianapolis, Indiana	98	98	95
Kansas City, Missouri--Kansas	96	96	97
Milwaukee, Wisconsin	103	107	106
Minneapolis--St. Paul, Minnesota	100	104	103
St. Louis, Missouri--Illinois	96	96	94
Wichita, Kansas	98	93	91
Non-Metro Areas	96	92	89



TABLE 19

COMPARATIVE BUDGET COSTS BY REGION AND AREA  
(Percentage of Total U.S. Budget Averages)\*  
(Continued)

REGION	LOW	INTERMEDIATE	HIGH
SOUTH			
Atlanta, Georgia	92	91	90
Austin, Texas	89	88	87
Baltimore, Maryland	102	100	100
Baton Rouge, Louisiana	89	89	90
Dallas, Texas	91	91	90
Durham, North Carolina	96	96	93
Houston, Texas	95	92	90
Nashville, Tennessee	91	91	90
Orlando, Florida	92	89	88
Washington, D.C.--Maryland, Virginia	106	104	104
Non-Metro Areas	88	85	82
WEST			
Bakersfield, California	96	92	89
Denver, Colorado	97	98	97
Los Angeles--Long Beach	105	99	101
San Diego	100	98	100
San Francisco--Oakland	109	106	107
Seattle--Everett, Washington	107	100	97
Honolulu, Hawaii	127	121	127
Non-Metro Areas	100	90	87
Anchorage, Alaska	164	142	140

\*Budget levels established by the Bureau of Labor Statistics. Autumn 1976. Budget levels are as follows: Urban U.S.--\$10,041 (low budget), \$16,236 (intermediate budget), and \$23,759 (high budget); Metropolitan Areas--\$10,189 (low budget), \$16,596 (intermediate budget), and \$24,492 (high budget); Non-Metropolitan Areas--\$9,382 (low budget), \$14,625 (intermediate budget), and \$20,486 (high budget).

Figures in this table represent the percentage of the total urban U.S. budget for a family of 4 within each category--low, intermediate, and high--that the employee must earn in order to be equal to U.S. Urban = 100.

TABLE 20  
 PERCENTAGE OF AVERAGE NATIONAL BUDGET EARNED  
 BY EMPLOYEES BY STATE, RANK, AREA, AND BUDGET LEVEL<sup>1</sup>

L = Low; I = Intermediate; H = High

STATE	ANNUAL SALARY <sup>2</sup>	PERCENTAGE OF AVERAGE NATIONAL BUDGET <sup>1</sup>								
		URBAN			METRO			NON-METRO		
		L	I	H	L	I	H	L	I	H
ALABAMA -										
Correctional Counselor Trainee	\$ 10,621	106	65	45	104	64	43	113	73	52
Correctional Counselor I	12,259	122	76	52	120	74	50	131	84	60
Correctional Counselor II	12,987	129	80	55	127	78	53	138	89	63
Correctional Counselor Supervisor I	13,702	136	84	58	134	83	56	146	94	67
Correctional Counselor Supervisor II	14,417	144	89	61	141	88	59	154	99	70
Assistant Warden	14,781	147	91	62	145	89	60	156	101	72
Warden I	16,796	167	103	71	165	101	69	179	115	82
Warden II	19,864	198	122	84	195	120	81	212	136	97
ARKANSAS -										
Tower Officer	\$ 6,792	68	42	29	67	41	28	72	56	33
Correctional Officer I	7,692	77	47	32	75	56	31	82	53	38
Correctional Officer II	8,736	87	54	37	86	53	36	93	60	43
Correctional Officer III	9,912	99	61	42	97	60	40	106	68	48
Correctional Officer IV	11,412	114	70	48	112	69	47	122	78	56
Chief of Security	13,236	132	82	56	130	80	54	141	91	65
Assistant Warden	14,148	141	87	60	139	85	58	151	97	69
Warden	18,672	186	115	79	183	113	76	199	128	91
DELAWARE -										
	N/R	N/R	N/R	N/R	N/R	N/R	N/R	N/R	N/R	N/R
Georgia -										
Correctional Officer I	\$ 7,782	78	48	33	76	47	32	83	53	38
Correctional Officer II	8,406	84	52	35	83	51	34	90	57	41
Sergeant	9,102	91	56	38	89	55	37	97	62	44
Lieutenant	9,858	98	61	41	97	59	40	105	67	48
Captain	10,692	106	66	45	105	64	44	114	73	52
Major	11,676	116	72	49	115	70	48	124	80	57
Assistant Warden	13,992	139	86	59	137	84	57	149	96	68
Warden	N/R	N/R	N/R	N/R	N/R	N/R	N/R	N/R	N/R	N/R

TABLE 20  
 PERCENTAGE OF AVERAGE NATIONAL BUDGET EARNED  
 BY EMPLOYEES BY STATE, RANK, AREA, AND BUDGET LEVEL 1  
 (Continued)

L = Low; I = Intermediate; H = High

STATE	ANNUAL SALARY <sup>2</sup>	PERCENTAGE OF AVERAGE NATIONAL BUDGET <sup>1</sup>								
		URBAN			METRO			NON-METRO		
		L	I	H	L	I	H	L	I	H
HAWAII -										
Adult Corrections Officer I	\$ 8,772	87	54	37	86	53	36	93	60	43
Adult Corrections Officer II	9,588	95	59	40	94	58	39	102	66	47
Adult Corrections Officer III	10,476	104	65	44	103	63	43	112	72	51
Adult Corrections Officer IV	11,460	114	71	48	112	69	47	122	78	56
Adult Corrections Officer V	12,540	125	77	53	123	76	51	134	86	61
Adult Corrections Officer VI	13,752	137	85	58	135	83	56	147	94	67
Corrections Administrator I	15,564	155	96	66	153	94	64	166	106	76
Corrections Administrator II	17,088	170	105	72	168	103	70	182	117	83
Corrections Administrator III	18,732	187	115	79	184	113	76	200	128	91
Corrections Administrator IV	20,580	205	127	87	202	124	84	219	141	100
Corrections Administrator V	21,564	215	133	91	212	130	88	230	147	105
IOWA -										
Correctional Officer I	\$ 9,072	90	56	38	89	55	37	97	62	44
Correctional Officer II	9,900	99	61	42	97	60	40	106	68	48
Correctional Officer III	10,836	108	67	46	106	65	44	115	74	53
Correctional Supervisor I	10,812	108	67	46	106	65	44	115	74	53
Correctional Supervisor II	12,408	124	76	52	122	75	51	132	74	53
Correctional Supervisor III	13,620	136	84	57	134	82	56	145	85	61
Correctional Security Assistant Director	14,796	146	91	62	145	89	60	158	93	66
Correctional Security Director	16,200	161	100	68	159	98	66	173	101	72
Womens' Camp Assistant Superintendent	15,468	154	95	65	152	93	63	165	111	79
Security Guard I (Women)	7,404	74	46	31	73	45	30	79	51	76

(Cont.)

TABLE 20  
 PERCENTAGE OF AVERAGE NATIONAL BUDGET EARNED  
 BY EMPLOYEES BY STATE, RANK, AREA, AND BUDGET LEVEL 1  
 (Continued)

L = Low; I = Intermediate; H = High

STATE	ANNUAL SALARY 2	PERCENTAGE OF AVERAGE NATIONAL BUDGET 1								
		URBAN			METRO			NON-METRO		
		L	I	H	L	I	H	L	I	H
IOWA - (Cont.)										
Institutional Superintendent I	\$ 15,468	154	95	65	152	93	63	165	106	36
Institutional Deputy Superintendent	17,748	177	109	75	174	107	72	189	121	76
Institutional Superintendent II	20,208	201	124	85	198	122	83	215	138	99
KANSAS -										
Correctional Officer I	\$ 8,256	82	51	35	81	50	34	88	56	40
Correctional Officer II	9,060	90	56	38	89	55	37	97	62	44
Correctional Supervisor I	9,924	99	61	42	97	60	41	106	68	48
Correctional Supervisor II	10,896	109	67	46	107	66	44	116	75	53
Correctional Supervisor III	12,480	124	77	53	122	75	51	133	85	61
Deputy Director	14,340	143	88	60	141	86	59	153	98	70
Director	22,860	228	141	96	224	138	93	244	156	112
MAINE -										
Correctional Officer I	\$ 7,824	78	48	33	77	47	32	83	53	38
Guard	7,824	78	48	33	77	47	32	83	53	38
Training School Counselor	7,824	78	48	33	77	47	32	83	53	38
Correctional Officer II	8,760	87	54	37	86	53	36	93	60	43
Sergeant	8,760	87	54	37	86	53	36	93	60	43
Training School Counselor II	8,760	87	54	37	86	53	36	93	60	43
Lieutenant	10,860	108	67	46	107	65	44	116	74	53
Correctional Officer III	10,860	108	67	46	107	65	44	116	74	53
Training School Supervisor	9,504	95	59	40	93	57	39	101	65	46
Captain	11,376	113	70	48	112	69	46	121	78	56
Major	12,552	125	77	53	123	76	51	134	86	61
Supervisor Cottage Program	13,224	132	81	56	130	80	54	141	90	65
Assistant Deputy Warden	13,224	132	81	56	130	80	54	141	90	65

(Cont.)

TABLE "20"  
 PERCENTAGE OF AVERAGE NATIONAL BUDGET EARNED  
 BY EMPLOYEES BY STATE, RANK, AREA, AND BUDGET LEVEL 1  
 (Continued)

L = Low; I = Intermediate; H = High

STATE	ANNUAL SALARY <sup>2</sup>	PERCENTAGE OF AVERAGE NATIONAL BUDGET <sup>1</sup>								
		URBAN			METRO			NON-METRO		
		L	I	H	L	I	H	L	I	H
MAINE - (Cont.)										
Chief Prison Security	\$ 13,224	132	81	56	130	80	54	141	90	65
Deputy Prison Warden	15,432	154	95	65	151	93	63	164	106	75
Assistant Superinten- dent Corrections	15,432	154	95	65	151	93	63	164	106	75
Superintendent Training School	17,364	173	107	73	170	105	71	185	119	85
Superintendent (MCC)	17,364	173	107	73	170	105	71	185	119	85
MICHIGAN -										
Correctional Officer	\$ 11,688	116	72	49	115	70	48	125	80	57
Corporal	12,156	121	75	51	119	73	50	130	83	59
Sergeant	12,696	126	78	53	125	77	52	135	87	62
Lieutenant	13,116	131	81	55	129	79	54	140	90	64
Captain	13,692	136	84	58	134	83	56	146	94	67
Warden (12)	15,948	159	98	67	157	96	65	170	109	78
Warden (13)	17,328	173	107	73	170	104	71	185	118	85
Warden (14)	19,272	192	119	81	189	116	79	205	132	94
Warden (15)	21,600	215	133	91	212	130	88	230	148	105
Warden (16)	24,300	242	150	102	238	146	99	259	166	119
Warden (17)	26,940	268	166	113	264	162	110	287	184	132
Warden (18)	29,208	291	180	123	287	176	119	311	200	143
Warden (19)	31,428	313	194	132	308	189	128	335	215	153
MINNESOTA -										
Correctional Counselor I	\$ 10,728	107	66	45	105	65	44	114	73	52
Correctional Counselor II	11,820	118	73	50	116	71	48	126	81	58
Correctional Counselor III	12,648	126	78	53	124	76	52	135	86	62
Correctional Counselor IV	15,300	152	94	64	150	92	62	163	105	75
Correctional Captain	17,196	171	106	72	169	104	70	183	118	84
MISSISSIPPI -										
Correctional Officer I	\$ 8,040	80	50	34	79	48	33	86	55	39
Correctional Officer II	8,820	88	54	37	87	53	36	94	60	43
Correctional Officer III	10,140	101	62	43	100	61	41	108	69	49

(Cont.)

TABLE 20  
 PERCENTAGE OF AVERAGE NATIONAL BUDGET EARNED  
 BY EMPLOYEES BY STATE, RANK, AREA, AND BUDGET LEVEL 1  
 (Continued)

L = Low; I = Intermediate; H = High

STATE	ANNUAL SALARY <sup>2</sup>	PERCENTAGE OF AVERAGE NATIONAL BUDGET <sup>1</sup>								
		URBAN			METRO			NON-METRO		
		L	I	H	L	I	H	L	I	H
MISSISSIPPI - (Cont.)										
Correctional Officer IV	\$ 11,160	111	69	47	109	67	46	119	76	54
Correctional Officer V	N/R	N/R	N/R	N/R	N/R	N/R	N/R	N/R	N/R	N/R
Associate Warden	N/R	N/R	N/R	N/R	N/R	N/R	N/R	N/R	N/R	N/R
NEBRASKA -										
Correctional Officer I	\$ 8,436	84	52	36	83	51	34	90	58	41
Correctional Officer II	9,420	94	58	40	92	57	38	100	64	46
Correctional Officer III	9,972	99	61	42	98	60	41	106	68	49
Correctional Officer IV	10,548	105	65	44	104	64	43	112	72	51
Correctional Officer V	11,148	111	69	47	109	67	46	119	76	54
Correctional Officer VI	11,820	118	73	50	116	71	48	126	81	58
Correctional Specialist	12,515	125	77	53	123	75	51	133	86	61
Correctional Captain	13,260	132	82	56	130	80	54	141	91	65
Associate Warden	14,052	140	87	59	138	85	57	150	96	69
Deputy Warden	14,916	149	92	63	146	90	61	159	102	73
Warden	18,864	188	116	79	185	114	77	201	129	92
NEVADA -										
Correctional Officer Trainee	\$ 9,696	97	60	41	95	58	40	103	77	47
Correctional Officer	10,128	101	62	43	99	61	41	108	80	49
Senior Correctional Officer	11,064	110	68	47	109	67	45	118	88	54
Sergeant	12,096	120	75	51	119	73	49	129	96	59
Lieutenant	13,836	138	85	56	136	83	56	147	110	68
Captain	16,608	165	102	70	163	100	68	177	132	81
Superintendent I	17,400	173	107	73	171	105	71	185	138	85
Superintendent II	19,092	190	117	80	187	115	78	203	151	93
Superintendent III	20,952	209	129	88	206	126	86	223	166	102

**CONTINUED**

**1 OF 2**

TABLE 20  
 PERCENTAGE OF AVERAGE NATIONAL BUDGET EARNED  
 BY EMPLOYEES BY STATE, RANK, AREA, AND BUDGET LEVEL 1  
 (Continued)

L = Low; I = Intermediate; H = High

STATE	ANNUAL SALARY <sup>2</sup>	PERCENTAGE OF AVERAGE NATIONAL BUDGET <sup>1</sup>								
		URBAN			METRO			NON-METRO		
		L	I	H	L	I	H	L	I	H
NEW JERSEY -										
Correctional Officer	\$ 9,816	98	60	41	96	59	40	105	67	48
Senior Correctional Officer	10,308	103	63	43	101	62	42	110	70	50
Correctional Sergeant	11,364	113	70	48	112	68	46	121	78	55
Lieutenant	13,152	131	81	55	129	79	54	140	90	64
Captain	15,228	152	94	64	149	92	62	162	104	74
Deputy Keeper I	18,504	184	114	78	182	112	76	197	127	90
Deputy Keeper II	19,428	193	120	82	191	117	79	207	133	95
Principle Keeper	N/R	N/R	N/R	N/R	N/R	N/R	N/R	N/R	N/R	N/R
Superintendent	N/R	N/R	N/R	N/R	N/R	N/R	N/R	N/R	N/R	N/R
NEW YORK -										
Correctional Officer Trainee	\$ 10,596	106	65	45	104	64	43	113	72	52
Correctional Officer	12,576	125	77	53	123	76	51	134	86	61
Sergeant	13,500	134	83	57	132	81	55	144	92	66
Lieutenant	15,840	158	98	67	155	95	65	169	108	77
Captain	18,372	183	113	77	180	111	75	196	126	90
Deputy Superintendent	21,540	215	133	91	211	130	88	230	147	105
NORTH CAROLINA -										
Correctional Officer	\$ 8,904	87	55	37	87	54	36	95	61	43
Correctional Sergeant	9,624	96	59	40	94	58	39	103	66	47
Lieutenant	10,596	106	65	45	104	64	43	113	72	52
Captain	11,580	115	71	49	114	70	47	123	79	57
Adult Correctional Superintendent	11,064	110	68	47	109	67	45	118	76	54
Correctional Superintendent I	13,884	138	86	58	136	84	57	148	95	68
Correctional Superintendent II	15,280	158	98	67	156	96	65	169	109	78
Warden	19,212	191	118	81	189	116	78	205	131	94
OHIO -										
Correctional Officer I	\$ 7,608	76	47	32	75	46	31	81	52	37
Correctional Officer II	8,820	88	54	37	87	53	36	94	60	43
Correctional Supervisor I	9,504	95	59	40	93	57	39	101	65	46

(Cont.)



TABLE 20  
 PERCENTAGE OF AVERAGE NATIONAL BUDGET EARNED  
 BY EMPLOYEES BY STATE, RANK, AREA, AND BUDGET LEVEL, 1  
 (Continued)

L = Low; I = Intermediate; H = High

STATE	ANNUAL SALARY <sup>2</sup>	PERCENTAGE OF AVERAGE NATIONAL BUDGET <sup>1</sup>								
		URBAN			METRO			NON-METRO		
		L	I	H	L	I	H	L	I	H
OHIO - (Cont.)										
Correctional Supervisor II	\$ 11,544	115	71	49	113	70	47	123	79	56
Correctional Supervisor III	12,732	127	78	54	125	77	52	136	87	62
Institutional Deputy Superintendent	17,052	170	105	72	167	103	70	182	117	83
Institutional Superintendent I	18,840	188	116	79	185	114	77	201	129	92
Institutional Superintendent II	20,712	206	128	87	203	125	85	221	142	101
Institutional Superintendent III	22,836	227	141	96	224	138	93	243	156	111
Institutional Superintendent IV	25,188	251	155	106	247	152	103	268	172	123
Institutional Superintendent V	27,792	277	171	117	273	167	113	296	190	136
OKLAHOMA -										
Correctional Officer I	\$ 8,040	80	50	34	79	48	33	86	55	39
Correctional Officer II	8,820	88	54	37	87	53	36	94	60	43
Correctional Officer III	10,140	101	62	43	100	61	41	108	69	49
Correctional Officer IV	11,220	112	69	47	110	68	46	120	77	55
Correctional Officer V	12,360	123	76	52	121	74	50	132	85	60
Correctional Institutional Assistant Superintendent	12,960	129	80	55	127	78	53	138	87	63
Deputy Associate Warden	12,960	129	80	55	127	78	53	138	87	63
Associate Warden	14,280	142	88	60	140	86	58	152	98	70
Deputy Warden	14,940	149	92	63	147	90	61	159	102	73
Deputy Warden	15,660	156	96	66	154	94	64	167	107	76
Correctional Institutional Superintendent I	14,940	149	92	63	147	90	61	159	102	73
Correctional Institutional Superintendent II	16,380	163	101	69	161	99	67	175	112	80
Warden	18,000	180	111	76	177	108	73	192	123	88
Warden	19,800	198	122	83	194	119	81	211	135	97

TABLE 20  
 PERCENTAGE OF AVERAGE NATIONAL BUDGET EARNED  
 BY EMPLOYEES BY STATE, RANK, AREA, AND BUDGET LEVEL 1  
 (Continued)

L = Low; I = Intermediate; H = High

STATE	ANNUAL SALARY <sup>2</sup>	PERCENTAGE OF AVERAGE NATIONAL BUDGET <sup>1</sup>								
		URBAN			METRO			NON-METRO		
		L	I	H	L	I	H	L	I	H
<b>RHODE ISLAND -</b>										
Correctional Officer	\$ 9,786	97	60	41	96	59	40	104	67	48
Lieutenant	11,040	110	68	46	108	67	45	118	75	54
Captain	13,056	130	80	55	128	79	53	139	89	64
Deputy Warden	15,612	155	96	66	153	94	64	166	107	76
<b>SOUTH CAROLINA -</b>										
Correctional Officer	\$ 8,160	81	50	34	80	49	33	87	56	40
Correctional Officer Assistant Supervisor	9,060	90	56	38	89	55	37	97	62	44
Correctional Officer Supervisor	10,080	100	62	42	99	61	41	107	69	49
Chief Correctional Officer	11,244	112	69	47	110	68	46	120	77	55
Deputy Warden I	11,856	118	73	50	116	71	48	126	81	58
Deputy Warden II	13,284	132	82	56	130	80	54	142	91	65
Warden I	13,284	132	82	56	130	80	54	142	91	65
Warden II	15,792	157	97	66	155	96	64	168	108	77
Warden III	18,012	179	111	76	177	109	74	192	123	88
Warden IV	N/R	N/R	N/R	N/R	N/R	N/R	N/R	N/R	N/R	N/R
<b>SOUTH DAKOTA -</b>										
Correctional Officer I	\$ 8,568	85	53	36	84	52	35	91	59	42
Correctional Officer II	9,324	93	57	39	92	56	38	99	64	46
Sargeant	9,720	97	60	41	95	57	40	104	66	47
Lieutenant	10,572	105	65	44	104	64	43	113	72	52
Captain	11,496	114	71	48	113	69	47	123	79	56
Assistant Deputy Warden	11,988	119	74	50	118	72	49	128	82	59
<b>TEXAS -</b>										
Correctional Officer I	\$ 8,916	89	55	38	88	54	36	95	61	44
Correctional Officer II	10,176	101	63	43	100	61	42	108	70	50
Correctional Officer III	11,616	116	72	49	114	70	47	124	79	57
Lieutenant	13,284	132	82	56	130	80	54	141	91	65
Captain	14,148	141	87	60	139	85	58	151	97	69
Major	15,108	150	93	64	148	91	62	161	103	74

(Cont.)

TABLE 20  
 PERCENTAGE OF AVERAGE NATIONAL BUDGET EARNED  
 BY EMPLOYEES BY STATE, RANK, AREA, AND BUDGET LEVEL 1  
 (Continued)

L = Low; I = Intermediate; H = High

STATE	ANNUAL SALARY <sup>2</sup>	PERCENTAGE OF AVERAGE NATIONAL BUDGET 1								
		URBAN			METRO			NON-METRO		
		L	I	H	L	I	H	L	I	H
TEXAS - (Cont.)										
Assistant Warden	\$ 17,244	172	106	73	169	104	70	184	118	84
Warden I	20,340	203	125	86	200	123	83	217	139	99
Warden II	23,196	231	143	98	228	140	95	247	159	113
UTAH -										
Correctional Officer (15)	\$ 9,576	95	59	40	94	58	39	102	65	47
Correctional Officer (16)	10,152	101	63	43	100	61	41	108	69	50
Correctional Counselor (17)	10,704	107	66	45	105	64	44	114	73	52
Correctional Counselor (19)	11,832	118	73	50	116	71	48	126	81	58
Correctional Counselor (21)	13,176	131	81	55	129	79	54	140	90	64
Correctional Security Supervisor (23)	14,868	148	92	63	146	90	61	158	102	73
Deputy Warden (25)	16,500	164	102	69	162	99	67	176	113	91
Deputy Warden (29)	20,316	202	125	86	199	122	83	217	139	99
Warden (33)	25,176	251	155	106	247	152	103	268	172	123
WASHINGTON -										
Correctional Officer	\$ 10,656	106	66	45	105	64	44	114	73	52
Correctional Sergeant	11,748	117	72	49	115	71	48	125	80	57
Lieutenant	13,584	135	84	57	133	82	55	145	93	66
Captain	15,744	157	97	66	155	95	64	168	108	77
Assistant Superintendent	20,088	200	124	85	197	121	82	214	137	98
Superintendent	27,252	271	168	115	267	164	111	290	186	133
Camp Superintendent	18,216	181	112	77	179	110	74	194	125	89
WEST VIRGINIA -										
Correctional Officer I	\$ 7,296	73	45	31	72	44	30	78	50	36
Correctional Officer II	7,656	76	47	32	75	46	31	82	52	37
Correctional Officer III	9,780	97	60	41	96	59	40	104	67	48
Lieutenant	10,788	107	66	45	106	65	44	115	74	53
Assistant Warden	15,936	159	98	67	156	96	65	170	109	78
Warden	17,568	175	108	74	172	106	72	187	120	86

TABLE 20  
 PERCENTAGE OF AVERAGE NATIONAL BUDGET EARNED  
 BY EMPLOYEES BY STATE, RANK, AREA, AND BUDGET LEVEL 1  
 (Continued)

L = Low; I = Intermediate; H = High

STATE	ANNUAL SALARY <sup>2</sup>	PERCENTAGE OF AVERAGE NATIONAL BUDGET <sup>1</sup>								
		URBAN			METRO			NON-METRO		
		L	I	H	L	I	H	L	I	H
<b>WISCONSIN -</b>										
Officer I	\$ 8,736	87	54	37	86	53	36	93	60	43
Officer II	9,276	92	57	39	91	56	38	99	63	45
Officer III	9,816	98	60	41	96	59	40	105	67	48
Officer IV	10,884	108	67	46	107	66	45	116	74	53
Officer V	11,796	117	73	50	116	71	48	126	81	58
Officer VI	12,804	128	79	54	126	77	52	136	88	63
Institutional Security Director I	16,404	163	101	69	161	99	67	175	112	80
Institutional Security Director II	19,452	194	120	82	191	117	79	207	133	95
Institutional Superintendent I	21,204	211	131	89	208	127	87	226	145	104
Institutional Superintendent II	23,100	230	142	97	227	139	94	246	158	113
Institutional Superintendent III	25,188	251	155	106	247	152	103	268	172	123
Correctional Camp Superintendent I	15,036	150	93	63	148	91	61	160	103	73
Correctional Camp Superintendent II	16,404	163	101	69	161	99	67	175	112	80
<b>OREGON -</b>										
Correctional Officer	\$11,196	112	69	47	110	67	46	119	77	55
Correctional Corporal	11,196	112	69	47	110	67	46	119	77	55
Correctional Sergeant	12,324	123	76	52	121	74	50	131	84	60
Correctional Lieutenant	13,688	136	84	57	134	82	56	145	93	66
Correctional Captain	15,000	149	92	63	147	90	61	160	103	73
Program Executive III	18,228	182	112	77	179	110	74	194	125	89
Deputy Superintendent	24,456	244	151	110	240	147	100	260	167	119
Superintendent	26,964	269	166	113	265	162	110	287	184	132
<b>MARYLAND -</b>										
Correctional Officer I	\$ 9,852	98	61	41	97	59	40	105	67	48
Correctional Officer II	9,984	99	61	42	98	60	41	106	68	49
Correctional Officer III	10,716	107	66	45	105	65	44	114	73	52
Correctional Officer IV	12,396	123	76	52	122	75	51	132	85	61
Correctional Officer V	13,344	133	82	56	131	80	54	142	91	65

(Cont.)

TABLE 20  
 PERCENTAGE OF AVERAGE NATIONAL BUDGET EARNED  
 BY EMPLOYEES BY STATE, RANK, AREA, AND BUDGET LEVEL 1  
 (Continued)

L = Low; I = Intermediate; H = High

STATE	ANNUAL SALARY <sup>2</sup>	PERCENTAGE OF AVERAGE NATIONAL BUDGET <sup>1</sup>								
		URBAN			METRO			NON-METRO		
		L	I	H	L	I	H	L	I	H
MARYLAND - (Cont.)										
Correctional Officer VI	\$14,376	143	89	61	141	87	59	153	98	70
Assistant Warden	N/R	N/R	N/R	N/R	N/R	N/R	N/R	N/R	N/R	N/R
Warden	N/R	N/R	N/R	N/R	N/R	N/R	N/R	N/R	N/R	N/R
CONNECTICUT -										
Correctional Officer	\$11,440	114	70	48	112	69	47	122	78	56
Correctional Sergeant	12,602	126	78	53	124	76	51	134	86	62
Correctional Lieutenant	13,686	136	84	58	134	82	56	146	91	67
Correctional Captain	14,764	147	91	62	145	89	60	157	101	72
IDAHO -										
Correctional Technician	\$ 8,652	86	53	36	85	52	35	92	59	42
Correctional Officer	9,540	95	59	40	94	57	39	102	65	47
Sergeant	11,040	110	68	46	108	67	45	118	75	54
Lieutenant	13,416	134	83	56	132	81	55	143	92	65
LOUISIANA -										
Correctional Security Officer I Louisiana State Prison Cade	\$ 8,328	83	51	35	82	50	34	89	60	41
Correctional Security Officer II Louisiana State Prison Sergeant	8,640	86	53	36	85	52	35	92	59	42
Correctional Security Officer III Louisiana State Prison Lieutenant	8,640	86	53	36	85	52	35	92	59	42
Correctional Security Officer IV Louisiana State Prison Captain	8,952	89	55	38	88	54	37	95	61	44
Correctional Security Officer V Louisiana State Prison Major	9,648	96	59	41	95	58	39	103	66	47
Correctional Security Officer VI Louisiana State Prison Major	10,056	100	62	42	99	61	41	107	69	49
Correctional Security Officer VII Louisiana State Prison Major	10,452	104	64	44	103	63	43	111	71	51
Correctional Security Officer VIII Louisiana State Prison Major	10,848	108	67	47	106	65	44	116	74	53
Correctional Security Officer IX Louisiana State Prison Major	12,048	120	74	51	118	73	49	128	82	59
Correctional Security Officer X Louisiana State Prison Major	12,564	125	77	53	123	76	51	134	86	61

TABLE 20  
 PERCENTAGE OF AVERAGE NATIONAL BUDGET EARNED  
 BY EMPLOYEES BY STATE, RANK, AREA, AND BUDGET LEVEL 1  
 (Continued)

L = Low; I = Intermediate; H = High

STATE	ANNUAL SALARY <sup>2</sup>	PERCENTAGE OF AVERAGE NATIONAL BUDGET <sup>1</sup>								
		URBAN			METRO			NON-METRO		
		L	I	H	L	I	H	L	I	H
LOUISIANA - (Cont.)										
Correctional Security Officer VI	\$13,092	130	81	55	128	79	53	140	90	64
Correctional Institutional Assistant Superintendent	13,632	136	84	57	134	82	56	145	93	67
Louisiana State Prison Lieutenant Colonel	13,632	136	84	57	134	82	56	145	93	67
Louisiana State Prison Colonel	14,688	146	90	62	144	89	60	157	100	72
Assistant Warden Institution	14,160	141	87	60	139	85	58	151	97	69
Correctional Associate Warden	16,824	168	104	71	165	101	69	179	115	82
Correctional Institutional Superintendent I	16,824	168	104	71	165	101	69	179	115	82
Correctional Deputy Warden	18,672	186	115	79	183	113	76	199	128	91
Warden I	18,672	186	115	79	183	113	76	199	128	91
Correctional Institutional Supervisor II	18,672	186	115	79	183	113	76	199	128	91
Warden II	19,992	199	123	84	196	120	82	213	137	98
Warden III	21,324	212	131	90	209	128	87	227	146	104
MISSOURI -										
Correctional Officer I	\$ 8,040	80	50	34	79	48	33	86	55	39
Correctional Officer II	8,748	89	54	37	86	53	36	93	60	43
Correctional Officer III	9,468	97	58	41	96	57	37	103	65	46
Correctional Supervisor I	10,212	102	63	43	103	62	42	110	70	50
Correctional Supervisor II	11,724	117	72	49	116	71	48	123	80	57
Correctional Supervisor III	12,672	127	78	53	126	76	52	133	87	62
(Cont.)										

TABLE 20  
 PERCENTAGE OF AVERAGE NATIONAL BUDGET EARNED  
 BY EMPLOYEES BY STATE, RANK, AREA, AND BUDGET LEVEL 1  
 (Conclusion)

L = Low; I = Intermediate; H = High

STATE	ANNUAL SALARY <sup>2</sup>	PERCENTAGE OF AVERAGE NATIONAL BUDGET <sup>1</sup>								
		URBAN			METRO			NON-METRO		
		L	I	H	L	I	H	L	I	H
MISSOURI - (Cont.)										
Superintendent I	\$15,264	153	94	64	152	92	62	161	104	75
Superintendent II	17,472	175	108	74	174	105	71	181	119	85

<sup>1</sup>Budget levels established by the Bureau of Labor Statistics. Autumn 1976. Budget levels are as follows: Urban U.S. -- \$10,041 (low budget), \$16,236 (intermediate budget), and \$23,759 (high budget); Metropolitan Areas-- \$10,189 (low budget), \$16,596 (intermediate budget), and \$24,492 (high budget); Non-Metropolitan Areas--\$9,382 (low budget), \$14,625 (intermediate budget), and \$20,486 (high budget).

<sup>2</sup>Salary levels may vary slightly due to rounding.

**END**