

# FPCA Recruitment & Retention Survey- September 2016



We are aware that recruitment and retention issues continue to affect our member agencies. In order for us to gauge this issue statewide, we conducted a survey from August 22nd - September 2nd, 2016 and asked our members to answer five questions. Here is a summary of the responses we received. Additional information from each question is also provided. We thank all 166 law enforcement agencies for participating!

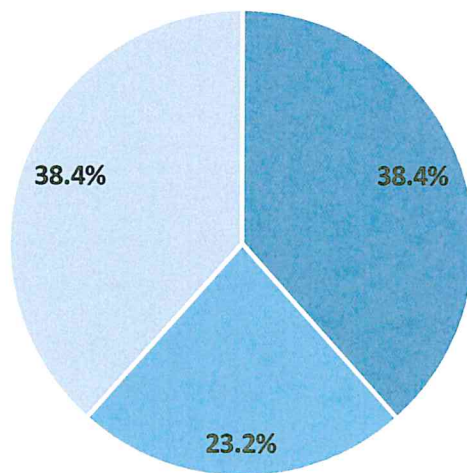
Question:	Key Responses:	Other Responses Vary, Including:																																				
1. What is the number of sworn law enforcement officer positions in your agency?	<ul style="list-style-type: none"> <li>• 1-25 officers - 63</li> <li>• 26-55 officers - 38</li> <li>• 56+ officers - 63</li> </ul> <hr style="width: 50%; margin-left: 0;"/> <p>Total                    164</p>																																					
2. From the period of July 1, 2015 to June 30, 2016, how many sworn law enforcement officers have resigned to pursue other career opportunities? (Please note: do not include officers who have accepted positions at other law enforcement agencies)	<table border="1" style="width: 100%; border-collapse: collapse; text-align: center;"> <thead> <tr> <th style="writing-mode: vertical-rl; transform: rotate(180deg);"># of Officers Left</th> <th>0</th> <th>1</th> <th>2</th> <th>3</th> <th>4</th> <th>5</th> <th>6</th> <th>7</th> <th>8</th> <th>9</th> <th>10</th> <th>11</th> <th>12</th> <th>23</th> <th>25</th> <th>40</th> <th>80</th> </tr> </thead> <tbody> <tr> <th style="writing-mode: vertical-rl; transform: rotate(180deg);">Agencies</th> <td>62</td> <td>35</td> <td>15</td> <td>14</td> <td>9</td> <td>7</td> <td>1</td> <td>2</td> <td>3</td> <td>1</td> <td>1</td> <td>1</td> <td>3</td> <td>1</td> <td>1</td> <td>1</td> <td>1</td> </tr> </tbody> </table>	# of Officers Left	0	1	2	3	4	5	6	7	8	9	10	11	12	23	25	40	80	Agencies	62	35	15	14	9	7	1	2	3	1	1	1	3	1	1	1	1	
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Agencies	62	35	15	14	9	7	1	2	3	1	1	1	3	1	1	1	1																					
3. Why are they leaving?	<ul style="list-style-type: none"> <li>• Higher Pay                             <ul style="list-style-type: none"> <li>o Other LE Agencies</li> <li>o Private sector</li> <li>o Switching careers</li> </ul> </li> <li>• Family concerns                             <ul style="list-style-type: none"> <li>o Danger of profession</li> </ul> </li> <li>• Media and Police                             <ul style="list-style-type: none"> <li>o Public perception</li> <li>o Social issues</li> </ul> </li> <li>• Recent Line of Duty deaths</li> <li>• Stress of the job</li> <li>• Retirement</li> </ul>	<p>Going back to school, joining the family business, failed out of FTO, relocating, termination, concerns with take home vehicles, compensation versus risk, not suited for the job, no longer interested, medical issues.</p>																																				
4. Have you seen a reduction in the number of applicants for vacant sworn law enforcement officer positions?	<p style="text-align: center;">Yes - 89            No - 75</p>																																					
5. If you answered yes to Question 4, please list the reasons why you believe this is occurring.	<ul style="list-style-type: none"> <li>• Low Pay</li> <li>• Negativity in the Media</li> <li>• Increased Danger</li> </ul>	<p>Quality of candidates have fallen, negative police publicity, increased shootings, lack of recruiting, insurance costs,</p>																																				

## FPCA Recruitment & Retention Survey 2016

1. What is the number of sworn law enforcement officer positions in your agency?

Answer Options	Response Percent	Response Count
1 - 25 sworn officers	38.4%	63
26 - 55 sworn officers	23.2%	38
56 + sworn officers	38.4%	63

What is the number of sworn law enforcement officer positions in your agency?



■ 1 - 25 sworn officers   ■ 26 - 55 sworn officers   ■ 56 + sworn officers

## FPCA Recruitment & Retention Survey 2016

2. From the period of July 1, 2015 to June 30, 2016, how many sworn law enforcement officers have resigned to pursue other career opportunities? (Please note: do not include officers who have accepted positions at other law enforcement agencies)

Response Text	
# of Officers Reported Leaving	# of Agencies
0	62
1	35
2	15
3	14
4	9
5	7
6	1
7	2
8	3
9	1
10	1
11	1
12	3
23	1
25	1
40	1
80	1
<b>Total= 158</b>	

## FPCA Recruitment & Retention Survey 2016

### 3. Why are they leaving? Please list the reasons below.

Number	Response Text
1	<p>During the period of July 1, 2015, through the June 30, 2016, 151 employees separated employment with us for the below reason:</p> <ul style="list-style-type: none"> <li>a. 6 voluntary resignations</li> <li>b. 1 accepted other employment</li> <li>c. 4 personal reasons</li> <li>d. 1 no reason given</li> <li>e. 6 separations other</li> <li>f. 11 terminations</li> <li>g. 5 deaths</li> <li>h. 117 retirements</li> </ul>
2	<ul style="list-style-type: none"> <li>Effects upon family</li> <li>Risks and scheduling involved</li> <li>"Burn out"</li> <li>Mission Opportunities</li> </ul>
3	Personal, other job opportunities in the private sector, medical.
4	<ul style="list-style-type: none"> <li>*Realized career was not for them</li> <li>*Pressures from the profession (media/opinions/public contact)</li> <li>*Concerns for their safety and want a position with no risk</li> <li>*Family pressure to leave profession</li> </ul>
5	Opportunities to return to school, complete education in a different field in preparation for higher paying position in the near future.
6	2 officers resigned (following personal injuries) to pursue careers as a USPS member, and flight attendant, respectively. Two others resigned to pursue other careers as a member of a ministry, and personal trainer, respectively.
7	Officer left to become full-time pilot, his personal dream.
8	<ul style="list-style-type: none"> <li>Relocating out of state (2)</li> <li>Retired (1)</li> <li>Resigned under investigation (1)</li> </ul>
9	Most for higher pay
10	Our employees are not required to provide reasons for leaving the agency.
11	Career opportunity to change to a field the officer enjoyed. He actually quit that job and came back to work as an officer with us again.
12	More money.
13	<ul style="list-style-type: none"> <li>Realized law enforcement wasn't for them.</li> <li>Witnessed child drowning said could not deal with that.</li> <li>Too much responsibility</li> <li>Was afraid of the current nationwide atmosphere specifically with LEO's being killed.</li> </ul>

3. Why are they leaving? Please list the reasons below.

14	In 2014 we saw a shift of officers leaving for family medical benefits and more pay. Two left officers left one to drive a dump truck and the other went to work at a meat processing plant. They felt the city was not behind them when other officers were sued for performing their duties. The officers also saw how cases were not being prosecuted and it is okay for families to be targeted or harassed by individuals that had been arrested by their spouses. It promotes the image that police are to be spit on, called names, and beaten up while doing their duties. Their loved ones asked these two officers to quit.
15	Pursue personal business
16	1.Retirements 2. Greater opportunities/benefits for Law enforcement positions in other agencies. 3.Perfer a warrior philosophy Vs. Guardian
17	Family pressure due to media hype in reference to OIS events.
18	low salary
19	More salary in private sector.
20	Retirement
21	None have left
22	Job not for them.
23	New career fields with better pay and benefits Better pay and benefits in other Law enforcement agencies
24	career change
25	One moved out of state for family issues. One had a child and husband tranferred with military. Third went to private sector insurance job.
26	Transferred to a civilian position at the University (working in Facilities).
27	Low salaries and poor public opinion of police.
28	Retirement and wanting to do something different.
29	Employees that are retirement eligible are receiving attractive career opportunities both inside and outside of law enforcement.
30	These people leaving retired and moved onto second careers.
31	Join family business
32	1. More Money 2. Schedule 3. Afraid to park marked unit at their home due to current attitudes/violence toward L.E. 4. Retirement
33	Better pay.
34	One left to pursue career in fitness and the other is unknown.
35	Returned to school to seek a college degree
36	Retirement Other career paths Unable to successfully complete FTO Program
37	We only track that they voluntarily resigned. I do know of 2 that relocated, and another that joined his family's business. The others were for undisclosed reasons.
38	Increased pay
39	Relocating Family dynamics/Changes
40	Salary. They can make more money in another career field and in a safer work environment.
41	Going to other agencies for more money

3. Why are they leaving? Please list the reasons below.

42	The cost of insurance, money
43	None have left
44	No career specified for one Real Estate Agent for the second one.
45	Other profession, ie physician assistant, pharmacist.
46	Better pay; less crime
47	Other employment: More money, better schedule, or benefits.
48	MORE MONEY THAN WHAT IS APPROVED THROUGH OUR BOARD OF COMMISSIONERS
49	Salary increase, better hours .
50	Cost of living too high.
51	different career choices
52	Private sector pay is better; moving from Florida; deciding that they no longer want a law enforcement career.
53	Money and family concerns
54	1. Officer resigned prior to being terminated during his probationary/field training period. 2. Officer resigned to leave law enforcement for the private sector. "LE was not what he thought it would be."
55	All members who have left are seeking other law enforcement opportunities.
56	Retirement or termination
57	Moved out of state.
58	Take home vehicles Ability to move upward/into specialty unit
59	wanted to go to a bigger agency
60	none left the Department other than a move out of state to another law enforcement position and one for a federal LE position.
61	Compensation vs Risk
62	To pursue other career opportunities outside of Law Enforcement.
63	Not suited for this line of work
64	We are stable right now, but over my 8 years, and even before me, with the exception of 2 people being terminated for cause, voluntary departures were ALL for more money. The neighboring agencies make \$9K more per year, than my folks.  We are a training department, and we know it, for now. City has begun efforts to raise pay, which is helping.
65	1. One returned to the fire service full time 2. One went to become a nurse 3. One left to work construction
66	One got out of law enforcement to follow his wife's career.  One left because he was "Just not in love with the job anymore and could do other things for better pay."
67	Out of the 5 one was terminated for failing to complete training. The other four officers left into the private industry due to pay or due to the stress and unrealized dangers that are present today in the police job. I did have one officer who left because of a reprimand and his desire to do things, jokes, that are not acceptable in todays standards.
68	Money issues
69	They are not leaving.
70	Retirement

3. Why are they leaving? Please list the reasons below.

71	pay
72	I have several officers leaving to pursue careers in other law enforcement agencies. None are going into the private sector that I know of.
73	New officers, left the profession
74	One retirement One - started his own business One - went fulltime into selling real estate
75	None left during the above period.
76	Off duty conduct issues.
77	stress related to the current treatment of law enforcement by the media and hate groups.
78	Officer involved shooting in Dallas
79	None have left for other careers only other departments.
80	Felt law enforcement was not the career in which they desired to remain in due to the current political climate.
81	Employee left the city police department to accept an investigator position with a state agency. This job provided greater responsibility along with improved pay/benefits.
82	Retirement- 2 Family Issues- 1
83	One went to pursue other interests and one wen to the TSA. Money and schedule seem to play a part.
84	New Career.
85	Higher pay at other agencies.
86	Decided to retire early
87	better work hours and salary
88	They are leaving for a variety of reasons. Better pay at other agencies, going back to school or leaving the profession all together. In the last 30 days, we have had an officer leave for all three reasons.
89	Go to larger agencies are the only ones that have left. Pay, and promotional opportunities.
90	Due to public opinion, money, and fear they no long wish to risk their lives.
91	Career change.
92	100% are leaving to work for another agency.
93	They are not sure they want to do this anymore.
94	Left law enforcement because of the work itself, the types of calls and events that are normally handled by law enforcement officers. The stress of the traumatic events that are dealt with was the number one reason he told us he was leaving.
95	unsure, not discussed.
96	As said by a senior officer, who just left last month; "the political climate and the uncertainty of having support when challenged to make a split second decision puts us in a no win position". He further stated... "No longer feel that they are supported by the government"...
97	Go to work in a private business. That didn't work, so now selling brick pavers.
98	Family, school, other jobs.
99	Better pay
100	Medical/PTSD Other opportunity Stress - left in third week of training
101	job opportunities in the private sector

3. Why are they leaving? Please list the reasons below.

102	Retirement Another Agency (bigger, more opportunities)
103	Personal family reasons. Financial reasons.
104	No one has left for a non-law enforcement opportunity, other than scheduled retirement.
105	Retired and terminated
106	Better opportunities in other fields.
107	One decided to move to Georgia and become a farmer. One retired to become a college professor. One moved to North Carolina because his wife was starting a new career there.
108	Pay
109	Going into family business
110	One was family reasons. The other second was not confident as an officer and wanted something less dangerous.
111	police work under current circumstances was not for them
112	Better pay/benefits and full-time work vs. Reserve or part-time status.
113	more money overseas
114	More money.
115	Purse family business
116	2 retired 1 fired
117	1. Better pay (not necessarily better benefits); 2. Larger agency that offers more opportunities for specialty' assignment or promotion; 3. Retirement or pursue other opportunity.
118	On a side note I had two (2) leave in 2014, 1 left to sell insurance and another left to sell real estate.
119	Pay in the private sector is much better than what we pay. Historically, government benefits were better than the private sector, but we are seeing a trend in younger officers leaving for benefits like more time off, flexible work schedules and profit sharing.
120	Better paying jobs
121	Police officer starting salaries are higher in an adjacent county, even after having 3-5 years with our agency in our county.
122	Private employment - more money
123	FAMILY OBLIGATIONS

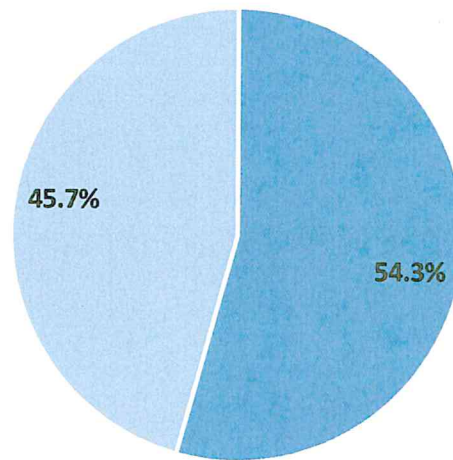


## FPCA Recruitment & Retention Survey 2016

4. Have you seen a reduction in the number of applications for vacant sworn law enforcement officer positions?

Answer Options	Response Percent	Response Count
Yes	54.3%	89
No	45.7%	75

Have you seen a reduction in the number of applications for vacant sworn law enforcement officer positions?



■ Yes ■ No

## FPCA Recruitment & Retention Survey 2016

5. If you answered yes to question number 4, please list the reasons why you believe this is occurring.

Number	Response Text
1	Low pay Low unemployment rate in area Lack of a qualified applicant pool
2	Disinterest in applying to a smaller agency (6 total). Not aware of the benefits of employment with our agency. More attractive to apply to larger agencies with more job diversity. Not close to home. Or, possibly not enough exposure to pools of possible police candidates.
3	With all of the media portraying police in a bad light along with the amount of Officers being gunned down less individuals are choosing this field.
4	Negativity in Risk Negativity from public want a perceived easier position for the same salary Younger generation not interested in public service
5	Anti-police sentiment Low pay Related danger of the job Overall improving national economy
6	Pay
7	I believe the media is portraying the small number of corrupt or inadequate law enforcement officers as the norm, resulting in a mistrust of officers overall. Less people are willing to put their lives on the line when those they are protecting are not valuing them and their duties to serve and protect.
8	The economy has improved and it is not very popular to be in law enforcement in this point in history.
9	Increased danger No support from top government leadership Angry tone by media's failure to report the facts Just beat down by the constant untruths about why we do what we do.
10	Public support of law enforcement. Annual salary low. Overall level of responsibility and respect is decreasing in newer generations.
11	I believe it has to do with how the American culture has changed. People do not want to do this job because of low pay, risk of being sued, and law enforcement being targeted. Another reason has to do with the standard to become an officer being greater than the one to attend the police academy at a training center.
12	1.Retirements 2. Greater opportunities/benefits for Law enforcement positions in other agencies. 3.Perfer a warrior philosophy Vs. Guardian
13	Nationwide events of misjudgement of police lawful actions.

5. If you answered yes to question number 4, please list the reasons why you believe this is occurring.

14	Negative perceptions of law enforcement officers created by slanted media reporting of incidents and related topics. A reluctance to enter a politically charged profession where it seems the sacrifices made by officers outweigh the benefits brought by the work and the pay and benefits.
15	Less desire to participate in para-military organizations. The political climate is also counter productive to presenting law enforcement as a rewarding; long term career.
16	Other opportunities in private sector, other police departments and our starting salary of 46K.
17	lack of competitive pay
18	Public attention to the profession, criteria for hiring cannot be met.
19	long selection process backlog on background checks under staffed personnel for hiring process
20	Negative press and negative comments by national figures about law enforcement.
21	Two fold. Current national media attention and lack of qualified applicants. Believe there is a disconnect in academy requirements and requirements to be hired by an agency.
22	We haven't noticed a reduction in applications because we have been aggressively recruiting more than in the past.
23	National image of law enforcement in the media
24	National narrative by a bias media that is villainizing police work. In addition to reduced applicants, we have seen more competition for those applicants as many agencies are experiencing the retirements of members that were hired in a boom 25-30 years ago.
25	Specifically for my municipal agency, the Sheriff's offices in the area are doing mass hiring due to a large amount of their staff retiring due to changes in the FRS system.
26	We are currently accepting applications for reserve positions. We have seen a drastic decrease over the last 3 years of applicants. I have had two reserve Officers resign due to the heightened dangers facing Law Enforcement.
27	My belief is the issue is in part generational: the current younger generation is not that interested in becoming a LEO. Additionally, the media portrays LE as a negative to society, politicians constantly attack LE such as the President putting gross restraints on the 1033 Program and lastly, special interest group portray LE as "bad and brutal" cops across the board...so who would want to enter into this profession.
28	Quality applicants are applying with departments that offer better pay and benefits, leaving a less desirable applicant pool. In combination with low academy enrollment, and our desire to simply not settle for whatever is left, we are struggling to find suitable officers to serve our citizens. It's our belief that when you settle for less qualified officers, you are inviting the type of problems that we are seeing around our country concerning L.E.O.s.
29	We are a smaller agency competing with much larger agencies in the area. These larger agencies have the ability to offer better benefits and compensation as well the opportunity to expand their police careers.
30	Public perception of law enforcement Lack of pay Strict Pre-screening implementation

5. If you answered yes to question number 4, please list the reasons why you believe this is occurring.

31	No longer interested Care of family member or kids can't do shift work anymore
32	More local competition. We are competing with better paying/benefits agencies.
33	Money, insurance. also with the bad publicity
34	Recent events that target police officers, their safety and the job they do.
35	Media perception of the job and recent assassinations of law enforcement officers.
36	pay is not worth the threat of life
37	OUR AGENCY OFFERS LESS MONEY THAN OTHER COUNTIES
38	State of national affairs, attacks on law enforcement; Salary increases and more favorable hours .
39	The number of highly qualified applicants has decreased because of extensive hiring by law enforcement agencies across the state and country. There are plenty of applicants, just not highly qualified applicants.
40	Applicants returning back to private sector
41	(1) National negative media attention (2) Pay and benefits
42	Pay, danger, attitude towards police.
43	Although I answered No, the quality of candidates has fallen
44	Many apply to larger agencies Current Events
45	The political climate that we are currently seeing in America and the "war on police" both physically and verbally a lot of applicants feel they no longer want to pursue a career which is not respected by the public.
46	Normally we receive 60-70 applications for an open position. This last time (closed last week - 819-2016) only 30 applied. I believe the ongoing negative press and lack of perceived support on the national level is part of the cause. I further believe there is a perception that even when something is done correctly within policy and especially the law on officer will become a political scapegoat.
47	Compensation & Benefit package
48	Salary Insurance costs tension between the law enforcement community and the public
49	Many of the younger generation, are not looking for public service careers. The hours are tough, the pay is low, and the conditions more and more dangerous. I will also state a very concerning issue observed by many chiefs I have talked with...not only are we seeing smaller numbers of applicants, but we are seeing LESS QUALIFIED applicants. Hard to find folks who haven't been arrested, or haven't used drugs.
50	Continuing lack of support towards law enforcement officers.

5. If you answered yes to question number 4, please list the reasons why you believe this is occurring.

51	Poor pay Media/political bias Many other jobs out there for educated individuals pay better and offer less stress
52	I believe more and more recruits are seeing the negativity produced by the media and the supposed lack of public support. Even though agencies including mine have raised salary levels and now offer college reimbursement and then a bonus for a degree, recruits are not highly motivated. It also seems that with the times the attitude has changed from what can I do for you to what are you going to do for me. I believe one of the other influences is the accepted mindset on the use of illegal narcotics which disqualifies recruits.
53	It is not popular to be in law enforcement at this time.
54	There have been more available positions in this field since the economy has turned around. I believe it has reduced the pool of applicants that have been applying over the past 8 years. Additionally, I feel with officers being targeted for assassination over the past few years, people are re-thinking their career choice as their life is worth more than \$35,000 per year.
55	Availability of jobs and the fact that we currently only hire certified and experienced personnel.
56	Many of the larger agencies around us have been conducting mass hirings for over a year now.
57	It has been roughly the same.
58	We have not seen a reduction in our candidate pool.
59	The treatment and portrayal of law enforcement in this country by our media and elected officials.
60	Number is steady however the quality of applicants has dropped. We have not lowered our standards but the applicants have more negative issues which limits their employment ability.
62	The current climate in this country that appears to be very anti law enforcement may make possible candidates choose a different profession. Law enforcement is now seen by many as a thankless job not worth the stress. With 36+ years on the job, the last 4.5 serving as Police Chief, I too am fed up with it and retiring in November. If I was young and looking for a career, I doubt I would look at Law Enforcement in this day and age.
63	Our hiring process is slow and cumbersome. All the top candidates are picked up by larger agencies that have more flexibility with wages, specialty teams etc.
64	Salary we offer
65	New career.
66	There has been very little reduction in the number of applications being received. This is beginning to trend downward but we are getting plenty of solid recruits over the past year.
67	The application pool contains more and more candidates that have issues in their background that make the hiring more difficult. Also there seems to be less applicants with a large amount of life experience.

5. If you answered yes to question number 4, please list the reasons why you believe this is occurring.

68	I believe the reduction is related to the competitive job market. I don't believe we are seeing fewer applicants because of societal issues. The law enforcement vacancy rate at all agencies seems to be increasing do to retirements and staff leaving because of the DROP plan. With very little session planning in the profession our department s are always playing catch-up.
69	Have not seen a reduction in applications.
70	They feel unappreciated and think it's not worth the money. Meaning the pay isn't enough to die for.
71	The law enforcement profession is not being viewed publicly in a positive light, due to high profile controversial issues playing out nationwide over the past 2 years.
72	Larger agencies in our area are now hiring.
73	1. Bad Press 2. Police Shootings 3. Lack of recruiting
74	- The way that the media is portraying law enforcement. - The vilification of law enforcement - Increase in the number of available private sector jobs, lowering unemployment rate
75	Last week when speaking with a group from the community at an open community meetings, many said that they would not support or allow their child to enter into law enforcement. Some brought up
76	We are a small agency that can not offer the same salaries and positions as larger agencies.
77	For our department I believe it is competitive salary.
78	I really do not have a good answer, I believe there are many factors. We used to get 15-20 applicants for a single position. Our last hiring process (for two openings) we had five applicants and only two completed the process. The others failed to show up for the next step in the hiring process.
79	about the same number of applicants.
80	The larger agencies have more openings and have had a shortage of recruits to select from.
81	We have an abundance of Law Enforcement Trainee candidates (cadets).
82	I believe it is due to the negative press, either with the perception of bad officers or the targeting of officers. I also see the Black Lives Matter movement is adding to the low interest in becoming a law enforcement officer.
83	I believe it is simply the fact that there are more job opportunities available in the private sector that pay more. Out applicants fail to look at the total package of pay and benefits when they are looking to start their careers.  The newer officers are also looking more at larger agencies that often have more specialized opportunities as the advance through their careers.
84	1. Current public and media scrutiny after several high-profile police involved shootings.
85	Current lack of respect for Law Enforcement and inability to pass the Physiological and or polygraph.
86	The economy is turning around with many better opportunities/pay. Also with the changes in State benefits the anti police movements and the appeal is fading to younger people coming into law enforcement.

5. If you answered yes to question number 4, please list the reasons why you believe this is occurring.

87	We have not really realized a reduction in applicants.
88	The low pay for law enforcement and the poor perception of law enforcement contribute to the decline in applicants.
89	The times around us
90	Negative publicity police are receiving through the internet, social media websites and the national media.
91	police work is too challenging & too dangerous for many of our youth; a thankless profession in light of the negative media
92	I have not seen a reduction
93	Small size of our department/jurisdiction. Starting salary is \$44K
94	Perspective applicants applying to larger agencies for higher salary, lateral transfers and promotional opportunities.
95	Pay, benefits, and the questionable support being portrayed in the media each day. The expectations are high, the demand is high and pay remains low.
96	1. Fewer persons choosing law enforcement as a career; 2. Agency having trouble remaining a competitive employer and not attracting applicants.
97	Because we are a smaller agency, our resources and opportunities for movement are limited. The Sheriff's office and larger agencies seem to have the edge in recruiting young officers.
98	The perception of law enforcement nationally has taken a downward trend in the past few years and this has an effect on people leaving the workforce as well as not wanting to enter the profession. It has become increasingly difficult to find quality applicants and then creating ways to retain them once they enter the agency. For smaller agencies like mine (49 sworn), we regularly lose officers to larger agencies that offer more upward mobility, specialized assignments and better pay.
99	pay hours current climate of law enforcement
100	Current local and national events concerning citizen interactions with law enforcement to include: protests slain Current hiring of multiple agencies is reducing the available applicant pool.
101	Low salaries Recent impact from society against police officers Increased police officer deaths from ambush style killings
102	Law enforcement is not viewed as highly as in previous years (e.g. post 911 age). Risk versus salary.
103	PAY NOT KEEPING UP WITH MARKET INCREASED PUBLIC CRITICISM AND SCRUTINY