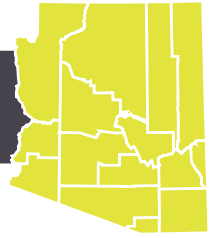


# RECRUITMENT AND RETENTION OF ARIZONA'S LAW ENFORCEMENT AND FIRE SERVICE PERSONNEL



## Executive Summary



## Context

---

In 2022, the Arizona state legislature passed Senate Bill 1268, requiring stakeholders of the Public Safety Personnel Retirement System (PSPRS) to report to the governor and legislature on recommendations to improve retention and recruitment of public safety employees. To facilitate these recommendations, the Advisory Committee of Arizona Public Safety Personnel Retirement System created a stakeholder workgroup composed of leadership from government and public safety employee organizations across Arizona to investigate opportunities for improving retention and recruitment outcomes. This workgroup partnered with the Arizona Board of Regents (ABOR) to fund collaborative teams at the University of Arizona, Arizona State University, and Northern Arizona University to conduct research on the current state of public safety employment. These teams were supported by Arizona's taxpayer-funded Technology and Research Initiative Fund.

This executive summary presents key findings from research activities across all university teams. Full research reports will be available in January 2024. Research was conducted over a six-month period from May through October 2023, and was made possible by generous assistance from members of the workgroup, the staff of the County Supervisors Association, and innumerable colleagues from ABOR, our partner universities, and public safety agencies statewide.

## Findings

---

The research investigates four questions or research aspects selected by the workgroup created by the PSPRS Advisory Committee. These four aspects are designed to:

---

**Determine if there is a problem in (1) retention and  
(2) recruitment among public safety professions across Arizona;**

---

**(3) identify shared factors that are impacting recruitment and retention simultaneously; and**

---

**(4) investigate the effectiveness of the public safety workforce pipeline.**

---

The research teams recognize that the broad umbrella of public safety encompasses a wide range of professions and job functions/positions, each of which operates in a different context. The full report presents separate analyses of law enforcement and fire service employers for each of the four research areas. In addition to this broad division between fire service and law enforcement, some research activities are examined by specific job function (e.g., county sheriffs, municipal police officers, etc.)

---

## Question 1: Is there a consistent statewide challenge in retention for positions serviced by the Arizona Public Safety Personnel Retirement System (PSPRS)?

---

### Retention research focus

The biggest challenge to a robust public safety sector identified by the workgroup was the retention of current employees. Workgroup members identified overall job satisfaction, lateral movement of employees between agencies, inadequate compensation, and increasingly negative public perception of law enforcement officers as potential key factors driving personnel loss. Interviews with public service leadership across the state of Arizona confirmed that retention is a pressing issue for many public safety agencies.<sup>1</sup>

### Retention challenges differ by profession

Retention is a challenge for both law enforcement and fire professions; however, retention trends vary by position and agency.<sup>2</sup> Analysis of data from the PSPRS system demonstrates that fire service employers saw increased personnel loss<sup>i</sup> in the most recent year of FY 2023, although headcounts continued to rise.<sup>3</sup> For law enforcement employers, there was greater volatility in overall retention trends, with losses outpacing new hires in FY 2021 and FY 2022 but new hires outnumbering losses in FY 2023.<sup>4</sup> Law enforcement personnel exits have been driven by multiple factors, with retirements doubling from FY 2018 to FY 2023 and agencies seeing increased losses among younger age groups, particularly employees ages 20 to 35.<sup>5</sup> This may indicate that there are barriers to retention of employees who have entered the public safety workforce more recently.<sup>6</sup>

### Employee satisfaction differs by employer type

In surveys of currently employed fire service and law enforcement personnel, the majority of employees were satisfied with most aspects of their workplace.<sup>7</sup> The aspects which the largest percentage of employees were dissatisfied with, however, varied by employer type.<sup>8</sup> The three workplace aspects that the largest number of fire service employees were dissatisfied with included departmental awards and recognition, employee assistance programs, and assignment pay.<sup>9</sup> Most fire service employees reported satisfaction with their pension and other retirement benefits, although this data was not disaggregated by PSPRS tier.<sup>10</sup> For law enforcement employees, staffing levels, bonuses, and performance-based pay received lower satisfaction ratings, with Tier 1 generally more satisfied than Tiers 2 and 3.<sup>11</sup> Satisfaction with pension benefits was split between PSPRS Tier 1 and other Tiers, with Tier 2 and 3 employees less satisfied with their pension benefits compared to Tier 1.<sup>12</sup> Fire service and law enforcement personnel both reported satisfaction with benefits like paid family and sick leave.<sup>13</sup>

### Lateral employee movement is rare overall

An overwhelming majority (91.5%) of employees with records in PSPRS had only one employment record throughout their tenure in the PSPRS system, indicating that most employees remained within the agency that initially hired them.<sup>14</sup> Of the remaining employees, most had two employers, while only 0.93% of PSPRS employees had three or more employers.<sup>15</sup> The relative rarity of employees with more than one employment record indicates that lateral transfer across agencies within Arizona is uncommon and therefore unlikely to

---

i. All references to personnel losses include both voluntary (i.e., resignations, transfers) and involuntary (i.e., termination, death) loss of employees.

be a barrier to retention overall.<sup>16</sup> The rates of lateral movement vary by employer type and job function, however, suggesting that some agencies may see greater personnel loss to lateral movement than others.<sup>17</sup>

### **Compensation is critical for retention**

Public safety employees are moderately satisfied with their baseline salaries but agreed that additional compensation would be a strong incentive for retention.<sup>18</sup> In one survey of current law enforcement employees, all proposed salary raises for existing employees (from \$5,000 to \$20,000) increased the likelihood of retention.<sup>19</sup> Pay and benefits were the fourth most commonly selected contributing factor to turnover among fire department and fire district employees, with rural employees in particular likely to select pay and benefits as a turnover factor.<sup>20</sup>

### **Negative public perception impacts law enforcement employees**

Interviews with leadership in public service agencies across the state of Arizona confirmed that law enforcement officers' perceptions of how public opinion of law enforcement shifted over the period 2020 – 2023 led at least some employees to retire earlier than anticipated, and deterred some potential employees from applying.<sup>21</sup> An equivalent impact on recruitment and retention stemming from a change in public perception was not identified among fire service personnel.<sup>22</sup>

The effect of public perception on law enforcement retention was supported by data from our statewide survey of current law enforcement officers.<sup>23</sup> Participating officers' desire to pursue a career outside of law enforcement decreased as the perception of overall public support increased.<sup>24</sup>

### **Takeaway**

Turnover trends differ between law enforcement and fire service professions. Fire service employers are facing a steadily increasing trend in turnover although headcounts continue to rise.<sup>25</sup> In contrast, law enforcement employers see greater turnover and more variation in personnel loss compared to new hires depending on the year.<sup>26</sup> There are opportunities in both professions, however, for improving employee retention. Our research indicates that increases in salary and, in the case of law enforcement, more positive public opinion could boost retention over the long term.<sup>27</sup>

---

## **Question 2: Is there a consistent statewide challenge in recruitment for the Arizona Public Safety Personnel Retirement System (PSPRS)?**

---

### **Recruitment research focus**

Hiring into public safety professions was highlighted by the workgroup as a potential challenge for agencies of all sizes in recent years. Workgroup members shared they are seeing fewer applicants and encountering logistical difficulties with the hiring process. Interviews with public service leadership echoed these concerns and found an additional barrier in the mismatch between incentives available in the profession and incentives desired by the applicant.<sup>28</sup>

### **Employers must compete more than ever before**

While we could not confirm that public safety positions receive fewer applications overall (due to a lack of centralized data), interviews with public service leadership across the state confirmed that agencies perceive the recruiting environment as the most difficult in the professions' histories.<sup>29</sup> These leaders saw strong competition both internally (i.e., between public safety agencies) and externally with related positions that could offer better pay or benefits, such as the healthcare industry competing with fire districts/departments for emergency medical technicians.<sup>30</sup> This competition is likely driven by the scarcity of applicants. Our survey of residents from Arizona and neighboring states found that 69% of respondents had no or very little interest when initially asked their interest in a law enforcement career while 71% had no or very little interest in a fire career.<sup>31</sup>

### **The hiring process is burdensome**

Entering a public safety profession is a slow process due to requirements such as background checks, physical fitness tests, and other prerequisites.<sup>32</sup> Interviews with public service leadership and a review of public safety policy research identified the lengthy hiring period as a major barrier for applicants.<sup>33</sup> The number of requirements and length of the hiring period make public safety positions less appealing when compared with related positions like those discussed above.<sup>34</sup> Potential applicants also may be unable to financially support themselves during a 3- to 6-month candidate process, discouraging them from applying even if they are highly motivated to join.<sup>35</sup> Strategies for decreasing the burden of hiring on applicants include reviewing hiring procedures and consolidating where possible, enhancing personalized communication with applicants, and hiring during the testing phase with a conditional offer of employment.<sup>36</sup>

### **Incentives and desires are mismatched**

In interviews, public service leadership extensively discussed traditionally structured benefits such as pensions as a tool for both retention and recruitment.<sup>37</sup> These leaders also observed, however, that there are significant generational differences in the appeal of retirement plans as a hiring incentive.<sup>38</sup> A review of public safety policy research found that defined retirement benefit plans, for instance, were perceived as important for the retention of current employees but not helpful for future recruitment.<sup>39</sup> Other incentives suggested to boost recruitment focused on more humanistic aspects, like a diverse and inclusive environment and the opportunity to serve the community.<sup>40</sup> These incentives align with our survey of residents from Arizona and neighboring states, who reported that their interest in a public safety career was motivated by traditional factors such as pay but that altruistic considerations like the opportunity to help people were also attractive.<sup>41</sup>

### **Takeaway**

Our research suggests that competition for applicants to public safety professions combined with overall interest in those professions has created an ongoing recruitment challenge for public safety agencies.<sup>42</sup> Furthermore, interviews suggest that factors that have historically been enough to overcome negative aspects of the professions – like defined pension benefits – may no longer be enough for applicants as they prioritize more intangible aspects of a career such as workplace culture and the opportunity to help others.<sup>43</sup>

---

### **Question 3: Is there a consistent statewide challenge in both recruitment and retention for the Arizona Public Safety Personnel Retirement System (PSPRS)?**

---

#### **Combined retention and recruitment research focus**

When discussing retention and recruitment of public safety personnel, the workgroup highlighted that many employment factors, such as pay structure and employment incentives, affect both retention of current employees and recruitment of new personnel simultaneously. Public service leadership interviews validated this observation, with leaders frequently discussing the impacts of specific policies on both retention and recruitment.<sup>44</sup>

#### **Many public safety employers are seeing concurrent retention and recruitment challenges**

Analysis of PSPRS data for all public safety employers demonstrates that there are shared challenges with retention and recruitment in many public safety professions, but that the scope of these challenges varies by agency and position.<sup>45</sup> As previously discussed, personnel loss for all fire service employers have risen steadily since FY 2020; however, the hiring rate has also risen.<sup>46</sup> For law enforcement employers, the hiring and personnel loss rates vary significantly by year and position.<sup>47</sup> Some employers have shown signs of recovery via an increased hiring rate since FY 2021, while others continue to decline.<sup>48</sup> In aggregate, law enforcement positions, regardless of agency type, have a lower total headcount at the end of FY 2023 than at the beginning of FY 2018, while aggregate fire service positions have shown a steady increase in total headcount over the same period.<sup>49</sup>

#### **Housing is a critical factor in public safety employment**

In interviews with public service leadership, the housing shortage and high housing costs were identified as *the* most significant overlapping barriers to recruitment and retention.<sup>50</sup> Leaders shared that, with current pay scales, new employees often could not afford to live in the communities they had been hired to serve, while current employees sometimes changed employers in order to move to areas with more available housing.<sup>51</sup> Some agencies reported experimenting with housing assistance programs, like bonus pay for down payments and closing costs conditional upon continued employment, a moving assistance program, or a partnership model to help build housing targeted to public safety personnel.<sup>52</sup>

The importance of being able to secure housing was further emphasized in a survey of residents from Arizona and neighboring states.<sup>53</sup> Offering a housing stipend was one of the most effective ways to increase the percentage of respondents willing to accept a hypothetical job offer.<sup>54</sup> The positive effect of a housing stipend was consistent across both law enforcement and fire service positions, with respondents 28% more likely to choose a hypothetical job offer in law enforcement that came with a \$10,000 housing stipend and 27% more likely to accept the same offer in fire service.<sup>55</sup>

#### **Pay scales affect both retention and recruitment**

Increasing baseline salary was recognized in interviews with public service leadership as one way to make public safety positions more appealing to both current and prospective employees and to stay relevant in a highly competitive labor market.<sup>56</sup> Just as important as baseline salary increases, however, were efforts to

simplify and restructure pay overall.<sup>57</sup> Some leaders reported that they had completely revamped their pay scales to make them similar to competing agencies, more understandable to new employees, and to reduce the amount of time needed to reach the higher tiers of pay in order to boost retention.<sup>58</sup> Early incentives, like bonus pay for the first five years of employment, were also used, with immediate incentives appealing to prospective hires and encouraging employee retention in the early years of the position.<sup>59</sup>

### **Job stressors**

Physical and mental stress were cited as reasons for retention and recruitment challenges in interviews with public service leadership, in surveys of current public safety employees, and in a survey of residents from Arizona and neighboring states.<sup>60</sup> Interview participants discussed the importance of changing workplace culture to prioritize physical and mental health as a major step forward for retention.<sup>61</sup> Examples of cultural change included programs such as early cancer surveillance for firefighters and in-house mental health support for law enforcement officers.<sup>62</sup> Health initiatives may also assist with recruitment, as job stress and the risk of personal danger were reported by survey respondents as common reasons for a lack of interest in a public safety career.<sup>63</sup>

### **Takeaway**

Many public safety agencies are facing simultaneous recruitment and retention challenges.<sup>64</sup> There are opportunities for changes to employment, such as restructuring pay scales and incentives, offering housing assistance, and supporting employees as they confront on-the-job stressors, that may positively affect both retention and recruitment outcomes effectively.<sup>65</sup>

---

## **Question 4: Is there a workforce development pipeline for public safety employees?**

---

### **Workforce development pipeline research focus**

The workgroup identified an effective “pipeline” fostering interest in public safety careers and providing opportunities for professional development prior to formal entry into the profession as a critical aspect of long-term sustainability for Arizona’s public safety agencies. Workforce development pipelines often rely on public education to recruit interested individuals and specialized outreach to broaden the applicant pool by contacting individuals who would not otherwise have considered public safety as a career option.

### **New technologies offer new ways to educate**

In interviews, leadership from public safety agencies across Arizona highlighted the need for new ways to educate younger audiences who may be considering career options in public safety professions.<sup>66</sup> Flexible and asynchronous options with a broad reach like podcasts and social media offered opportunities for agencies, especially smaller and more rural departments, to broaden their education efforts, increase their reach to individuals outside their immediate area, and provide information about what to expect when working for the agency.<sup>67</sup> Other methods for increasing educational opportunities suggested in the literature included informal events such as coffee hours and more structured opportunities for engagement like youth camps.<sup>68</sup>

### Outreach can expand hiring pools

One consistent finding across both interviews with public service leadership and a review of relevant public safety policy literature was the need to reorient agency priorities towards greater workforce diversity, both to better reflect the attitudes of prospective applicants and to increase the overall applicant pool.<sup>69</sup> One way to achieve this was to emphasize diversity in the workforce development pipeline by partnering with affinity groups to raise awareness of public safety careers as an option for individuals from social groups who have been historically under-represented in public safety professions.<sup>70</sup>

### Takeaway

Our interviews with leadership in public safety agencies across the state of Arizona highlight the need for reconsidering the traditional workforce development pipeline for public safety employees.<sup>71</sup> Incorporating new strategies for education and outreach, such as increased use of social media and greater engagement with historically underrepresented groups, may help boost recruitment as the demographics and attitudes of career-aged individuals shift.<sup>72</sup>

## Data Sources

---

The key findings presented in this summary are from numerous qualitative and quantitative data sources, including:

---

A representative survey of 6,855 residents from Arizona and neighboring states;<sup>73</sup>

---

A statewide survey of 4,999 current law enforcement officers including municipal police departments, state public safety agencies, and county sheriffs' office employees;<sup>74</sup>

---

A statewide survey of 1,850 current fire department and district employees;<sup>75</sup>

---

Analysis of Public Safety Personnel Retirement System data from FY 2018 – end of FY 2023;<sup>76</sup>

---

A systematic review of public safety recruitment and retention policy literature;<sup>77</sup> and

---

Interviews with 64 leaders in government and public safety agencies at the city, county, and state level.<sup>78</sup>

---



## End Notes

---

- 1 Shannon Portillo, Samantha Badger, Andrew Bertucci, Beth Huebner, Ulrich Jensen, Teirstayn Jones, Joseph Schafer, David Swindell, and Kathryn Tapp, "Public Service Leader Interviews and Policy Review for Retention and Recruitment of Public Safety Personnel", Arizona State University, 2023.
- 2 Dierdra Bycura, Shuo Liu, Hulan Edward, and Emma Raney, "Arizona Public Safety Personnel Retirement System Data Analysis", Northern Arizona University, 2023.
- 3 Dierdra Bycura, Shuo Liu, Hulan Edward, and Emma Raney, "Arizona Public Safety Personnel Retirement System Data Analysis", Northern Arizona University, 2023.
- 4 Dierdra Bycura, Shuo Liu, Hulan Edward, and Emma Raney, "Arizona Public Safety Personnel Retirement System Data Analysis", Northern Arizona University, 2023.
- 5 Dierdra Bycura, Shuo Liu, Hulan Edward, and Emma Raney, "Arizona Public Safety Personnel Retirement System Data Analysis", Northern Arizona University, 2023.
- 6 Dierdra Bycura, Shuo Liu, Hulan Edward, and Emma Raney, "Arizona Public Safety Personnel Retirement System Data Analysis", Northern Arizona University, 2023.
- 7 Jason Sandvik, Christopher L. Griffin, Jr., Seung-Ho An, David Dow, Laura McCann, and Samantha Barrera, "Arizona Law Enforcement Retention Survey", University of Arizona, 2023; Dierdra Bycura, Fefei Zhang, Osei Akoto Kwarteng, Ian Syfert, Hulan Edward, Emma Raney, and Gabriella Diaz, "Arizona Fire Service Retention Survey", Northern Arizona University, 2023.
- 8 Jason Sandvik, Christopher L. Griffin, Jr., Seung-Ho An, David Dow, Laura McCann, and Samantha Barrera, "Arizona Law Enforcement Retention Survey", University of Arizona, 2023; Dierdra Bycura, Fefei Zhang, Osei Akoto Kwarteng, Ian Syfert, Hulan Edward, Emma Raney, and Gabriella Diaz, "Arizona Fire Service Retention Survey", Northern Arizona University, 2023.
- 9 Dierdra Bycura, Fefei Zhang, Osei Akoto Kwarteng, Ian Syfert, Hulan Edward, Emma Raney, and Gabriella Diaz, "Arizona Fire Service Retention Survey", Northern Arizona University, 2023.
- 10 Dierdra Bycura, Fefei Zhang, Osei Akoto Kwarteng, Ian Syfert, Hulan Edward, Emma Raney, and Gabriella Diaz, "Arizona Fire Service Retention Survey", Northern Arizona University, 2023.
- 11 Jason Sandvik, Christopher L. Griffin, Jr., Seung-Ho An, David Dow, Laura McCann, and Samantha Barrera, "Arizona Law Enforcement Retention Survey", University of Arizona, 2023.
- 12 Jason Sandvik, Christopher L. Griffin, Jr., Seung-Ho An, David Dow, Laura McCann, and Samantha Barrera, "Arizona Law Enforcement Retention Survey", University of Arizona, 2023.
- 13 Jason Sandvik, Christopher L. Griffin, Jr., Seung-Ho An, David Dow, Laura McCann, and Samantha Barrera, "Arizona Law Enforcement Retention Survey", University of Arizona, 2023; Dierdra Bycura, Fefei Zhang, Osei Akoto Kwarteng, Ian Syfert, Hulan Edward, Emma Raney, and Gabriella Diaz, "Arizona Fire Service Retention Survey", Northern Arizona University, 2023.
- 14 Dierdra Bycura, Shuo Liu, Hulan Edward, and Emma Raney, "Arizona Public Safety Personnel Retirement System Data Analysis", Northern Arizona University, 2023.
- 15 Dierdra Bycura, Shuo Liu, Hulan Edward, and Emma Raney, "Arizona Public Safety Personnel Retirement System Data Analysis", Northern Arizona University, 2023.
- 16 Dierdra Bycura, Shuo Liu, Hulan Edward, and Emma Raney, "Arizona Public Safety Personnel Retirement System Data Analysis", Northern Arizona University, 2023.
- 17 Dierdra Bycura, Shuo Liu, Hulan Edward, and Emma Raney, "Arizona Public Safety Personnel Retirement System Data Analysis", Northern Arizona University, 2023.
- 18 Jason Sandvik, Christopher L. Griffin, Jr., Seung-Ho An, David Dow, Laura McCann, and Samantha Barrera, "Arizona Law Enforcement Retention Survey", University of Arizona, 2023; Dierdra Bycura, Fefei Zhang, Osei Akoto Kwarteng, Ian Syfert, Hulan Edward, Emma Raney, and Gabriella Diaz, "Arizona Fire Service Retention Survey", Northern Arizona University, 2023.
- 19 Jason Sandvik, Christopher L. Griffin, Jr., Seung-Ho An, David Dow, Laura McCann, and Samantha Barrera, "Arizona Law Enforcement Retention Survey", University of Arizona, 2023.
- 20 Dierdra Bycura, Fefei Zhang, Osei Akoto Kwarteng, Ian Syfert, Hulan Edward, Emma Raney, and Gabriella Diaz, "Arizona Fire Service Retention Survey", Northern Arizona University, 2023.
- 21 Shannon Portillo, Samantha Badger, Andrew Bertucci, Beth Huebner, Ulrich Jensen, Teirstayn Jones, Joseph Schafer, David Swindell, and Kathryn Tapp, "Public Service Leader Interviews and Policy Review for Retention and Recruitment of Public Safety Personnel", Arizona State University, 2023.
- 22 Shannon Portillo, Samantha Badger, Andrew Bertucci, Beth Huebner, Ulrich Jensen, Teirstayn Jones, Joseph Schafer, David Swindell, and Kathryn Tapp, "Public Service Leader Interviews and Policy Review for Retention and Recruitment of Public Safety Personnel", Arizona State University, 2023.
- 23 Jason Sandvik, Christopher L. Griffin, Jr., Seung-Ho An, David Dow, Laura McCann, and Samantha Barrera, "Arizona Law Enforcement Retention Survey", University of Arizona, 2023.

- 24 Jason Sandvik, Christopher L. Griffin, Jr., Seung-Ho An, David Dow, Laura McCann, and Samantha Barrera, “Arizona Law Enforcement Retention Survey”, University of Arizona, 2023.
- 25 Dierdra Bycura, Shuo Liu, Hulan Edward, and Emma Raney, “Arizona Public Safety Personnel Retirement System Data Analysis”, Northern Arizona University, 2023.
- 26 Dierdra Bycura, Shuo Liu, Hulan Edward, and Emma Raney, “Arizona Public Safety Personnel Retirement System Data Analysis”, Northern Arizona University, 2023.
- 27 Shannon Portillo, Samantha Badger, Andrew Bertucci, Beth Huebner, Ulrich Jensen, Teirstayn Jones, Joseph Schafer, David Swindell, and Kathryn Tapp, “Public Service Leader Interviews and Policy Review for Retention and Recruitment of Public Safety Personnel”, Arizona State University, 2023; Jason Sandvik, Christopher L. Griffin, Jr., Seung-Ho An, David Dow, Laura McCann, and Samantha Barrera, “Arizona Law Enforcement Retention Survey”, University of Arizona, 2023.
- 28 Shannon Portillo, Samantha Badger, Andrew Bertucci, Beth Huebner, Ulrich Jensen, Teirstayn Jones, Joseph Schafer, David Swindell, and Kathryn Tapp, “Public Service Leader Interviews and Policy Review for Retention and Recruitment of Public Safety Personnel”, Arizona State University, 2023.
- 29 Shannon Portillo, Samantha Badger, Andrew Bertucci, Beth Huebner, Ulrich Jensen, Teirstayn Jones, Joseph Schafer, David Swindell, and Kathryn Tapp, “Public Service Leader Interviews for Retention and Recruitment of Public Service Personnel”, Arizona State University, 2023.
- 30 Shannon Portillo, Samantha Badger, Andrew Bertucci, Beth Huebner, Ulrich Jensen, Teirstayn Jones, Joseph Schafer, David Swindell, and Kathryn Tapp, “Public Service Leader Interviews and Policy Review for Retention and Recruitment of Public Safety Personnel”, Arizona State University, 2023.
- 31 Jason Sandvik, Christopher L. Griffin, Jr., Seung-Ho An, David Dow, Laura McCann, and Samantha Barrera, “Arizona Fire and Law Enforcement Recruitment Survey”, University of Arizona, 2023.
- 32 Shannon Portillo, Samantha Badger, Andrew Bertucci, Beth Huebner, Ulrich Jensen, Teirstayn Jones, Joseph Schafer, David Swindell, and Kathryn Tapp, “Public Service Leader Interviews and Policy Review for Retention and Recruitment of Public Safety Personnel”, Arizona State University, 2023.
- 33 Shannon Portillo, Samantha Badger, Andrew Bertucci, Beth Huebner, Ulrich Jensen, Teirstayn Jones, Joseph Schafer, David Swindell, and Kathryn Tapp, “Public Service Leader Interviews and Policy Review for Retention and Recruitment of Public Safety Personnel”, Arizona State University, 2023.
- 34 Shannon Portillo, Samantha Badger, Andrew Bertucci, Beth Huebner, Ulrich Jensen, Teirstayn Jones, Joseph Schafer, David Swindell, and Kathryn Tapp, “Public Service Leader Interviews and Policy Review for Retention and Recruitment of Public Safety Personnel”, Arizona State University, 2023.
- 35 Shannon Portillo, Samantha Badger, Andrew Bertucci, Beth Huebner, Ulrich Jensen, Teirstayn Jones, Joseph Schafer, David Swindell, and Kathryn Tapp, “Public Service Leader Interviews and Policy Review for Retention and Recruitment of Public Safety Personnel”, Arizona State University, 2023.
- 36 Shannon Portillo, Samantha Badger, Andrew Bertucci, Beth Huebner, Ulrich Jensen, Teirstayn Jones, Joseph Schafer, David Swindell, and Kathryn Tapp, “Public Service Leader Interviews and Policy Review for Retention and Recruitment of Public Safety Personnel”, Arizona State University, 2023.
- 37 Shannon Portillo, Samantha Badger, Andrew Bertucci, Beth Huebner, Ulrich Jensen, Teirstayn Jones, Joseph Schafer, David Swindell, and Kathryn Tapp, “Public Service Leader Interviews and Policy Review for Retention and Recruitment of Public Safety Personnel”, Arizona State University, 2023.
- 38 Shannon Portillo, Samantha Badger, Andrew Bertucci, Beth Huebner, Ulrich Jensen, Teirstayn Jones, Joseph Schafer, David Swindell, and Kathryn Tapp, “Public Service Leader Interviews and Policy Review for Retention and Recruitment of Public Safety Personnel”, Arizona State University, 2023.
- 39 Shannon Portillo, Samantha Badger, Andrew Bertucci, Beth Huebner, Ulrich Jensen, Teirstayn Jones, Joseph Schafer, David Swindell, and Kathryn Tapp, “Public Service Leader Interviews and Policy Review for Retention and Recruitment of Public Safety Personnel”, Arizona State University, 2023.
- 40 Shannon Portillo, Samantha Badger, Andrew Bertucci, Beth Huebner, Ulrich Jensen, Teirstayn Jones, Joseph Schafer, David Swindell, and Kathryn Tapp, “Public Service Leader Interviews and Policy Review for Retention and Recruitment of Public Safety Personnel”, Arizona State University, 2023.
- 41 Jason Sandvik, Christopher L. Griffin, Jr., Seung-Ho An, David Dow, Laura McCann, and Samantha Barrera, “Arizona Fire and Law Enforcement Recruitment Survey”, University of Arizona, 2023.
- 42 Shannon Portillo, Samantha Badger, Andrew Bertucci, Beth Huebner, Ulrich Jensen, Teirstayn Jones, Joseph Schafer, David Swindell, and Kathryn Tapp, “Public Service Leader Interviews and Policy Review for Retention and Recruitment of Public Safety Personnel”, 2023; Jason Sandvik, Christopher L. Griffin, Seung-Ho An, David Dow, Laura McCann, and Samantha Barrera, “Arizona Fire and Law Enforcement Recruitment Survey”, University of Arizona, 2023.
- 43 Shannon Portillo, Samantha Badger, Andrew Bertucci, Beth Huebner, Ulrich Jensen, Teirstayn Jones, Joseph Schafer, David Swindell, and Kathryn Tapp, “Public Service Leader Interviews and Policy Review for Retention and Recruitment of Public Safety Personnel”, Arizona State University, 2023.

- 44 Shannon Portillo, Samantha Badger, Andrew Bertucci, Beth Huebner, Ulrich Jensen, Teirstayn Jones, Joseph Schafer, David Swindell, and Kathryn Tapp, "Public Service Leader Interviews and Policy Review for Retention and Recruitment of Public Safety Personnel", Arizona State University, 2023.
- 45 Dierdra Bycura, Shuo Liu, Hulan Edward, and Emma Raney, "Arizona Public Safety Personnel Retirement System Data Analysis", Northern Arizona University, 2023.
- 46 Dierdra Bycura, Shuo Liu, Hulan Edward, and Emma Raney, "Arizona Public Safety Personnel Retirement System Data Analysis", Northern Arizona University, 2023.
- 47 Dierdra Bycura, Shuo Liu, Hulan Edward, and Emma Raney, "Arizona Public Safety Personnel Retirement System Data Analysis", Northern Arizona University, 2023.
- 48 Dierdra Bycura, Shuo Liu, Hulan Edward, and Emma Raney, "Arizona Public Safety Personnel Retirement System Data Analysis", Northern Arizona University, 2023.
- 49 Dierdra Bycura, Shuo Liu, Hulan Edward, and Emma Raney, "Arizona Public Safety Personnel Retirement System Data Analysis", Northern Arizona University, 2023.
- 50 Shannon Portillo, Samantha Badger, Andrew Bertucci, Beth Huebner, Ulrich Jensen, Teirstayn Jones, Joseph Schafer, David Swindell, and Kathryn Tapp, "Public Service Leader Interviews and Policy Review for Retention and Recruitment of Public Safety Personnel", Arizona State University, 2023.
- 51 Shannon Portillo, Samantha Badger, Andrew Bertucci, Beth Huebner, Ulrich Jensen, Teirstayn Jones, Joseph Schafer, David Swindell, and Kathryn Tapp, "Public Service Leader Interviews and Policy Review for Retention and Recruitment of Public Safety Personnel", Arizona State University, 2023.
- 52 Shannon Portillo, Samantha Badger, Andrew Bertucci, Beth Huebner, Ulrich Jensen, Teirstayn Jones, Joseph Schafer, David Swindell, and Kathryn Tapp, "Public Service Leader Interviews and Policy Review for Retention and Recruitment of Public Safety Personnel", Arizona State University, 2023.
- 53 Jason Sandvik, Christopher L. Griffin, Seung-Ho An, David Dow, Laura McCann, and Samantha Barrera, "Arizona Fire and Law Enforcement Recruitment Survey", University of Arizona, 2023.
- 54 Jason Sandvik, Christopher L. Griffin, Seung-Ho An, David Dow, Laura McCann, and Samantha Barrera, "Arizona Fire and Law Enforcement Recruitment Survey", University of Arizona, 2023.
- 55 Jason Sandvik, Christopher L. Griffin, Seung-Ho An, David Dow, Laura McCann, and Samantha Barrera, "Arizona Fire and Law Enforcement Recruitment Survey", University of Arizona, 2023.
- 56 Shannon Portillo, Samantha Badger, Andrew Bertucci, Beth Huebner, Ulrich Jensen, Teirstayn Jones, Joseph Schafer, David Swindell, and Kathryn Tapp, "Public Service Leader Interviews and Policy Review for Retention and Recruitment of Public Safety Personnel", Arizona State University, 2023.
- 57 Shannon Portillo, Samantha Badger, Andrew Bertucci, Beth Huebner, Ulrich Jensen, Teirstayn Jones, Joseph Schafer, David Swindell, and Kathryn Tapp, "Public Service Leader Interviews and Policy Review for Retention and Recruitment of Public Safety Personnel", Arizona State University, 2023.
- 58 Shannon Portillo, Samantha Badger, Andrew Bertucci, Beth Huebner, Ulrich Jensen, Teirstayn Jones, Joseph Schafer, David Swindell, and Kathryn Tapp, "Public Service Leader Interviews and Policy Review for Retention and Recruitment of Public Safety Personnel", Arizona State University, 2023.
- 59 Shannon Portillo, Samantha Badger, Andrew Bertucci, Beth Huebner, Ulrich Jensen, Teirstayn Jones, Joseph Schafer, David Swindell, and Kathryn Tapp, "Public Service Leader Interviews and Policy Review for Retention and Recruitment of Public Safety Personnel", Arizona State University, 2023.
- 60 Shannon Portillo, Samantha Badger, Andrew Bertucci, Beth Huebner, Ulrich Jensen, Teirstayn Jones, Joseph Schafer, David Swindell, and Kathryn Tapp, "Public Service Leader Interviews and Policy Review for Retention and Recruitment of Public Safety Personnel", Arizona State University, 2023; Jason Sandvik, Christopher L. Griffin, Jr., Seung-Ho An, David Dow, Laura McCann, and Samantha Barrera, "Arizona Law Enforcement Retention Survey", University of Arizona, 2023; Dierdra Bycura, Fefei Zhang, Osei Akoto Kwarteng, Ian Syfert, Hulan Edward, Emma Raney, and Gabriella Diaz, "Arizona Fire Service Retention Survey", Northern Arizona University, 2023; Jason Sandvik, Christopher L. Griffin, Seung-Ho An, David Dow, Laura McCann, and Samantha Barrera, "Arizona Fire and Law Enforcement Recruitment Survey", University of Arizona, 2023.
- 61 Shannon Portillo, Samantha Badger, Andrew Bertucci, Beth Huebner, Ulrich Jensen, Teirstayn Jones, Joseph Schafer, David Swindell, and Kathryn Tapp, "Public Service Leader Interviews and Policy Review for Retention and Recruitment of Public Safety Personnel", Arizona State University, 2023.
- 62 Shannon Portillo, Samantha Badger, Andrew Bertucci, Beth Huebner, Ulrich Jensen, Teirstayn Jones, Joseph Schafer, David Swindell, and Kathryn Tapp, "Public Service Leader Interviews and Policy Review for Retention and Recruitment of Public Safety Personnel", Arizona State University, 2023.
- 63 Shannon Portillo, Samantha Badger, Andrew Bertucci, Beth Huebner, Ulrich Jensen, Teirstayn Jones, Joseph Schafer, David Swindell, and Kathryn Tapp, "Public Service Leader Interviews and Policy Review for Retention and Recruitment of Public Safety Personnel", Arizona State University, 2023.

- 64 Dierdra Bycura, Shuo Liu, Hulan Edward, and Emma Raney, "Arizona Public Safety Personnel Retirement System Data Analysis", Northern Arizona University, 2023.
- 65 Shannon Portillo, Samantha Badger, Andrew Bertucci, Beth Huebner, Ulrich Jensen, Teirstayn Jones, Joseph Schafer, David Swindell, and Kathryn Tapp, "Public Service Leader Interviews and Policy Review for Retention and Recruitment of Public Safety Personnel", Arizona State University, 2023; Jason Sandvik, Christopher L. Griffin, Jr., Seung-Ho An, David Dow, Laura McCann, and Samantha Barrera, "Arizona Law Enforcement Retention Survey", University of Arizona, 2023; Dierdra Bycura, Fefei Zhang, Osei Akoto Kwarteng, Ian Syfert, Hulan Edward, Emma Raney, and Gabriella Diaz, "Arizona Fire Service Retention Survey", Northern Arizona University, 2023; Jason Sandvik, Christopher L. Griffin, Jr., Seung-Ho An, David Dow, Laura McCann, and Samantha Barrera, "Arizona Fire and Law Enforcement Recruitment Survey", University of Arizona, 2023.
- 66 Shannon Portillo, Samantha Badger, Andrew Bertucci, Beth Huebner, Ulrich Jensen, Teirstayn Jones, Joseph Schafer, David Swindell, and Kathryn Tapp, "Public Service Leader Interviews and Policy Review for Retention and Recruitment of Public Safety Personnel", Arizona State University, 2023.
- 67 Shannon Portillo, Samantha Badger, Andrew Bertucci, Beth Huebner, Ulrich Jensen, Teirstayn Jones, Joseph Schafer, David Swindell, and Kathryn Tapp, "Public Service Leader Interviews and Policy Review for Retention and Recruitment of Public Safety Personnel", Arizona State University, 2023.
- 68 Shannon Portillo, Samantha Badger, Andrew Bertucci, Beth Huebner, Ulrich Jensen, Teirstayn Jones, Joseph Schafer, David Swindell, and Kathryn Tapp, "Public Service Leader Interviews and Policy Review for Retention and Recruitment of Public Safety Personnel", Arizona State University, 2023.
- 69 Shannon Portillo, Samantha Badger, Andrew Bertucci, Beth Huebner, Ulrich Jensen, Teirstayn Jones, Joseph Schafer, David Swindell, and Kathryn Tapp, "Public Service Leader Interviews and Policy Review for Retention and Recruitment of Public Safety Personnel", Arizona State University, 2023.
- 70 Shannon Portillo, Samantha Badger, Andrew Bertucci, Beth Huebner, Ulrich Jensen, Teirstayn Jones, Joseph Schafer, David Swindell, and Kathryn Tapp, "Public Service Leader Interviews and Policy Review for Retention and Recruitment of Public Safety Personnel", Arizona State University, 2023.
- 71 Shannon Portillo, Samantha Badger, Andrew Bertucci, Beth Huebner, Ulrich Jensen, Teirstayn Jones, Joseph Schafer, David Swindell, and Kathryn Tapp, "Public Service Leader Interviews and Policy Review for Retention and Recruitment of Public Safety Personnel", Arizona State University, 2023.
- 72 Shannon Portillo, Samantha Badger, Andrew Bertucci, Beth Huebner, Ulrich Jensen, Teirstayn Jones, Joseph Schafer, David Swindell, and Kathryn Tapp, "Public Service Leader Interviews and Policy Review for Retention and Recruitment of Public Safety Personnel", Arizona State University, 2023.
- 73 Jason Sandvik, Christopher L. Griffin, Jr., Seung-Ho An, David Dow, Laura McCann, and Samantha Barrera, "Arizona Fire and Law Enforcement Recruitment Survey", University of Arizona, 2023.
- 74 Jason Sandvik, Christopher L. Griffin, Jr., Seung-Ho An, David Dow, Laura McCann, and Samantha Barrera, "Arizona Fire and Law Enforcement Recruitment Survey", University of Arizona, 2023.
- 75 Dierdra Bycura, Fefei Zhang, Osei Akoto Kwarteng, Ian Syfert, Hulan Edward, Emma Raney, and Gabriella Diaz, "Arizona Fire Service Retention Survey", Northern Arizona University, 2023.
- 76 Dierdra Bycura, Shuo Liu, Hulan Edward, and Emma Raney, "Arizona Public Safety Personnel Retirement System Data Analysis", Northern Arizona University, 2023.
- 77 Shannon Portillo, Samantha Badger, Andrew Bertucci, Beth Huebner, Ulrich Jensen, Teirstayn Jones, Joseph Schafer, David Swindell, and Kathryn Tapp, "Public Service Leader Interviews and Policy Review for Retention and Recruitment of Public Safety Personnel", Arizona State University, 2023.
- 78 Shannon Portillo, Samantha Badger, Andrew Bertucci, Beth Huebner, Ulrich Jensen, Teirstayn Jones, Joseph Schafer, David Swindell, and Kathryn Tapp, "Public Service Leader Interviews and Policy Review for Retention and Recruitment of Public Safety Personnel", Arizona State University, 2023.



RECRUITMENT AND RETENTION OF ARIZONA'S  
LAW ENFORCEMENT AND FIRE SERVICE PERSONNEL

## Executive Summary



**ASU** Morrison Institute  
for Public Policy  
Arizona State University

[morrisoninstitute.asu.edu](http://morrisoninstitute.asu.edu)

411 N. Central Ave., Suite 900 • Phoenix, Arizona 85004-0692 • (602) 496-0900