

SUBJECT: LOUISVILLE POLICE DEPARTMENT SALARY MARKET
ADJUSTMENT

DATE: SEPTEMBER 16, 2025

PREPARED BY: RAFAEL GUTIERREZ, CHIEF OF POLICE
ROBIN BROOKHART, DIRECTOR OF HUMAN RESOURCES

PRESENTED BY: RAFAEL GUTIERREZ, CHIEF OF POLICE
ROBIN BROOKHART, DIRECTOR OF HUMAN RESOURCES

SUMMARY:

The police department salary market adjustment is a request to increase salary compensation for police officers, police corporals, and police sergeants. An analysis done at the end of 2024 found the compensation for Louisville police officers was about 8%-10% below market. This condition is believed to have caused a significant drop in the number of applicants interested in working for the department and may be influencing current and past employees to seek opportunities at other police departments. Staffing has been a challenge for the last several years and the department experienced a nearly 30% turnover rate in both 2021 and 2022. Though that condition has improved, the lack of interest in recent job postings and the departure of some employees in 2025 has caused staff to assess what factors may need the most attention to help reverse the trend. Staff believes a market adjustment to the police officer, corporal, and sergeant pay bands may improve the condition and may be a necessary component in bolstering recruitment of qualified staff and retaining current employees at the police department.

The request was presented to Council as part of the 2026 Budget Amendment process in July 2025, but based on current hiring and retention concerns, the matter is now being presented at this meeting to request an early approval to implement the adjustment as soon as possible. If approved, the adjustment would occur on the upcoming pay period beginning on September 20, 2025, and will continue to be included in the proposed 2026 budget.

BACKGROUND / PRIOR DISCUSSIONS:

During the budget retreat on July 23, 2025 the 2026 Police Officer salary market adjustment was presented to Council as an item to consider for the 2026 Budget Amendment process. Additional Council discussions on this and other budget amendment requests are scheduled.

- *July 23, 2025 Special Meeting- Budget Retreat*

ANALYSIS:

The police department salary market adjustment is a request to increase salary compensation for police officers, police corporals, and police sergeants. Over the last

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several years, recruitment and retention of police officers has been a challenge across the industry. The Louisville police department experienced an average annual turnover rate of about 19.9% from 2019-2024. Year to date, the turnover rate is at 16.4%. Several employees who have left the organization have cited salary compensation and benefits as motivating factors that led to them choosing to work elsewhere. Each new officer hired and trained for police duty represents both hard and soft dollar costs to the department of between approximately \$60,000 to \$76,000 per new employee. As our turnover rate has shown, this can represent a significant cost to the City and Police Department each time an officer is hired to replace an officer who left.

Police departments across our State often compete for a limited pool of qualified applicants. In the police department's most recent police officer hiring process, a total of only 14 applications were received over a three-month posting. With so few applicants interested in working for the Louisville Police Department and others leaving the agency, we are faced with the proposition of falling to critical staffing levels.

In a recent analysis of salary compensation from comparable agencies, police officers at the Louisville Police Department are believed to be some of the lowest compensated police officers in the region. The police department conducted a market analysis at the end of calendar year 2024 that included data from 39 police agencies. The analysis found the Louisville police officer position's salary is between 8%-10% below market across Boulder County and the Colorado Front Range. (See attached report.) The Human Resources department and Police Chief spoke with an independent consultant who has previously provided compensation data for the City. The consultant also identified an 8%-10% gap in Louisville police officer salary compensation, validating the information gathered during the police department's analysis.

Staff believes there is a critical need to address the current pay gap and adjust salary compensation for the police officer, police corporal, and police sergeant to aid in recruitment of qualified candidates and as a means to retain current staff and incentivize working at our police department. The request would increase the police officer pay band by approximately 8%, and to maintain an appropriate pay band spread between officers and corporals, an approximate 3% increase to the Corporal pay band would be needed. In addition, to maintain an appropriate spread between police corporals and police sergeants, an approximate 3% increase to the Sergeant pay band would be needed.

2025 COUNCIL WORK PLAN:

This item relates to providing of Core Services for the community. At the police department, standard hiring processes examine potential candidates through the lens of EDI to support a diverse workforce.

FISCAL IMPACT:

Budgeted?: Yes

This is currently included in the 2026 budget. The request, if approved, would also be implemented prior to 2026 and become effective on the next upcoming pay period (September 20, 2025). The estimated cost of implementing the market adjustment to cover the remaining pay periods in 2025 is approximately \$25,400. The costs for 2025 can be covered with salary savings/turnback the department has experienced year to date and would not exceed what has been budgeted in 2025.

ALTERNATIVE(S):

The alternative to approving the Budget Amendment request for a police department market adjustment early would be to allow the request to continue through the normal decision-making process during future Council meetings related to the 2026 Budget.

RECOMMENDATION:

Staff recommend approval of the police department salary market adjustment effective as soon as practicable and that the adjustment continue to be included in the 2026 Budget

ATTACHMENT(S):

1. Police Officer Pay and Benefits Market Analysis December 2024
2. 2024 Statewide Salary Survey of Top Officer Pay by Agency
3. 2024 Boulder County Law Enforcement Agency Top Officer / Deputy Pay Survey
4. Memorandum to City Manager Re: Police Officer Hiring Costs



Police Officer Pay and Benefits Market Analysis

Deputy Chief Jeff Fisher

December 2024

Executive Summary

Overview

I conducted a market analysis of a varied group of 39 Colorado law enforcement agencies to identify the top pay and retirement plan benefits for the position of Police Officer/Deputy Sheriff to determine Louisville Police Department's market competitiveness. This analysis revealed our agency is not competitive with other Boulder County law enforcement agencies, or the other agencies surveyed, in terms of pay, benefits and ancillary benefits.

Methodology

I developed a 3 pronged market analysis for defined market police officer compensation packages, including top police officer salary, retirement plans and ancillary benefits. I developed a defined market based on information we've learned from candidate interviews about agencies where they have applied for police officer positions, which agencies they have considered for employment and why, job fair feedback, our geographic location, community size, where our incumbent employees live/commute and exit interviews with employees. I obtained 2024 pay and benefit information from publicly accessible data such as agency websites (specifically 'recruiting' tabs), job advertisements, etc.

I collected data to determine top officer/deputy pay, the type of retirement plan the agency offered (defined benefit pension plan vs. money purchase plan) and ancillary benefits the agency offered for employees, e.g. compensatory/overtime, bi-lingual pay, shift differential pay, etc. 75% of the agencies surveyed served populations similar in size or larger than Louisville, and 25% of the agencies surveyed served populations smaller than Louisville. I focused on our immediate neighboring Boulder County law enforcement agencies, and then expanded my analysis to a mix of other metro area and surrounding county agencies.

This study only includes a comparative pay analysis for the position of Police Officer. For the purposes of this analysis, neither professional staff nor sworn supervisory positions (Police Corporal, Police Sergeant, Operations Chief, Deputy Chief or Chief) were analyzed or included for statistical purposes. A comparative market analysis of professional staff will be forthcoming in a separate document.

Summary & Key Highlights

I identified an average top officer/deputy salary figure of \$106,097.85 for the 39 agencies in the defined market, 25% of which were agencies which served a population smaller than Louisville's. Louisville Police Department was 39/39 in terms of both top police officer pay as well as retirement benefit plan contributions.

Analysis

Top Officer Salary

My research included a total of 39 municipal and county law enforcement agencies, as these agencies provide similar services to Louisville Police Department. For the purposes of this study, I did not include data from federal law enforcement agencies, the Colorado Bureau of Investigation, District Attorney offices or Coroner offices. While these are all law enforcement agencies, they do not provide uniformed, patrol and investigative services similar to Louisville Police Department, and therefore would not be appropriate to include in this study

The first group I surveyed were the six law enforcement agencies which serve Boulder County (Boulder, Longmont, Boulder County Sheriff's Office, Erie Police Department, Lafayette Police Department and Louisville Police Department). The average top officer/deputy salary for the six Boulder County agencies is \$103,877. Louisville Police Department's top officer salary, which is achieved at the conclusion of 6 years of service, is \$95,992. **This revealed not only is Louisville Police Department's top officer pay the lowest in Boulder County, but it is also 7.89% lower than the Boulder County top officer/deputy pay average.** These figures are illustrated in a bar graph in Attachment A.

The other 33 agencies I researched were a mix of other metro area agencies, front range agencies and mountain agencies, to provide a diverse perspective regarding salary and benefits for the entire state. For fy 2024, **the average top officer/deputy salary of the 39 agencies surveyed was \$106,097. Louisville Police Department's top officer salary is 10% lower than this average.** The combined average deficit for Louisville Police Department's current top officer pay compared with Boulder County law enforcement agencies (7.89%) and outside Boulder County law enforcement agencies (10%) is 8.94%. This information is illustrated in an Excel spreadsheet in Attachment B.

After I compiled the list of 39 agencies I identified as relevant for market comparison, I obtained what I understand is the most recent market analysis the City of Louisville has conducted for City of Louisville positions. This analysis was conducted by Graves Consulting and is dated October 1, 2024. (Graves Consulting)

Graves Consulting identified 35 agencies as the defined market for their analysis. This information is illustrated in an Excel spreadsheet in Attachment C. The communities included Arvada, Aurora, Boulder, Brighton, Broomfield, Castle Pines, Castle Rock, Centennial, Commerce City, Denver, Englewood, Erie, Evans, Federal Heights, Firestone, Fort Collins, Frederick, Golden, Greeley, Greenwood Village, Johnstown, Lafayette, Lakewood, Littleton, Lone Tree, Longmont, Loveland, Northglenn, Parker, Superior, Thornton, Wellington, Westminster, Wheat Ridge and Windsor. A rubric or methodology demonstrating any comparative market analysis for Louisville Police Officer pay in the Graves document is not readily apparent.

Of the 35 agencies Graves included in their defined market, 26 of them (74.3%) were the same communities I identified as the defined market for the purpose of this analysis (I highlighted the communities the Graves study and this study have in common in yellow in Attachment C). Graves Consulting's defined market and the defined market I identified have 74% of the same

communities in common, which indicates the communities I identified in this study as our defined market are relevant for police officer salary and benefit comparative analysis purposes. Moreover, 25% of the communities I included in the analysis are smaller than Louisville. This was intentional to demonstrate the Louisville Police Department's top officer pay is consistently sub-market, regardless of community or agency size. If I included top officer salary information for all the same communities Graves Consulting identified, it would demonstrate Louisville Police Department is even further behind than the included salary figures demonstrate.

Retirement Plans

I found retirement plan data for 34 of the 39 agencies in the defined market. These agencies included Littleton, Lakewood, Thornton, Broomfield, Englewood, Boulder, Fort Collins, Frederick, Commerce City, Denver, Arvada, Westminster, Estes Park, Douglas County, Longmont, Steamboat Springs, Loveland, Northglenn, Erie, Greeley, Mead, Dacono, Firestone, Arapahoe County, Wheat Ridge, Lafayette, Brighton, Boulder County, Larimer County, Golden, Montrose, Evans and Fort Lupton.

Of the 17 agencies which offer traditional 401 style retirement plans, every one of them have higher agency and employee contributions than Louisville Police Department, with the exception of Commerce City Police Department. Commerce City's total combined retirement contributions (employee and employer) are 12%. However, top police officer pay for Commerce City officers is \$14,456/year higher than Louisville Police Officers' top pay of \$95,992, so Commerce City officers are contributing more to their retirement accounts and, therefore, can realize greater gains in their retirement accounts than Louisville officers. This notwithstanding, even given the salary disparity, Louisville Police Department's total combined retirement contributions put our agency 16/17 of surveyed agencies with similar retirement plans.

Given market volatility, current economic conditions and other factors, for the purposes of this analysis there is the assumption every one of the 17 agencies which offer defined benefit pension plans are better than Louisville Police Department's money purchase plan for a number of reasons. A list of both the defined benefit retirement plans and money purchase plans are included as Attachment D.

Ancillary Benefits

The third area this study addresses is ancillary/fringe benefits for police officers. Many agencies offer pay incentives such as shift differential pay, bi-lingual pay, enhancement pay for various levels of applicable college education, specialized training and even housing assistance. Below are just a few of these types of benefits identified in this analysis:

- ✓ Bi-weekly Monetary Uniform Cleaning Allowance
- ✓ Comp Time Bank (earned as overtime)
- ✓ Sworn Retiree Health Plan after minimum age 58 and 15 years of service
- ✓ Educational Incentive-Time Off for BA/BS degree and above
- ✓ Uniform Dry Cleaning
- ✓ Long Term Disability Insurance

- ✓ Longevity pay: Police Officers receive an additional 2% on their base salary for every 5 years of service up to 12%.
- ✓ Retiree Healthcare: New retirees who have been enrolled in one of the city's medical plans prior to retirement and have reached 20 years of service and are 55 years old, or 30 years of service and are 50 years old, may continue healthcare benefits through the city until they are Medicare-eligible or 65 years old, whichever comes first.
- ✓ Multilingual pay: Employees who meet certain requirements as determined by Human Resources in Spanish, Hmong or American Sign Language are eligible for multilingual pay up to \$1,500 per year. Pay is determined based on proficiency level.
- ✓ Vacation buy-back Program
- ✓ Employee Home Ownership Program
 - Qualified full-time employees can obtain a secured loan of up to \$10,000 for down payment and/or closing cost assistance for a home purchase in Commerce City. The loan is forgivable over an employee's years of service.
- ✓ Option to "sell back" PTO after two years of continuous employment
- ✓ ANNUAL FORFEITURE DISTRIBUTION BENEFIT: Every year Larimer County distributes the year-end forfeiture accumulation (from terminated non-vested employees) to current eligible vested employees. Forfeitures are allocated to

participants who were actively employed on the last day of the previous Plan Year and have a minimum of five (5) full Years of Service on such date. To date, the City of Louisville does not offer any of the above listed benefits. A full description of the various law enforcement agency benefits identified in this analysis are outlined in Attachment E.

Contemporary Challenges

In the summer of 2024, the International Association of Chiefs of Police conducted a survey of its member agencies to better understand the challenges police agencies are facing regarding recruitment and retention. The I.A.C.P. received responses from 1,158 U.S. law enforcement agencies (including Louisville Police Department). More than 80% of the respondents were from local municipal police agencies. Highlights from this survey include:

Recruitment: More than 70% of respondents reported that recruitment is more difficult now than five years ago.

Retention: Respondents indicated that resignation is the most likely within the first five years of hire, and that retaining officers during the recruit/training phase may be more challenging than retaining officers long-term. **Moving to another agency for higher salary was the reason most commonly cited for voluntary resignation.** (The State of Recruitment and Retention: A continuing Crisis for Policing) The complete I.A.C.P. survey results are included as Attachment F.

Considerations and Suggestions

Law enforcement is experiencing a recruiting, hiring and retention crisis with no end in sight. It is important to note the salaries and benefits outlined in this analysis were derived from 2024 publicly accessible data. As we enter 2025, it is very likely most, if not all, of the included figures and benefit

packages will be better than cited, and Louisville will have fallen even further behind its market competitors. It is now more imperative than ever for the City of Louisville to re-evaluate the compensation package for the position of Police Officer.

Salary

Louisville Police Officers are anticipating a 2% 'market' raise in 2025, which equates to an increase of \$1,919.84 increase per year for top officer pay, which will put top officer pay at \$97,911.84. This is a move in the right direction; however, this is still far short of the 2024 average top officer pay in Boulder County which is \$103,877. It is also significantly lower than the 2024 defined market average of \$106,097. In order for Louisville to be even modestly competitive with other Boulder County law enforcement agencies, much less all agencies identified in the defined market, I suggest top officer pay should be adjusted a minimum of an additional 7%, which would put top officer pay at \$104,765.67.

In addition to amending the top officer pay, I suggest a modification to the current step plan for the position of P.O.S.T. certified Police Officer. Currently there are 6 steps (1 step advancement per year) in the police officer pay plan. I suggest it would bolster recruitment and retention for the City of Louisville to reduce the number of steps from 6 to 4, with a top/step 4 level being \$104,765.67/year or \$50.37/hr. By raising top officer pay, it would accomplish several things. It would condense the number of steps to reach it, it would effectively raise the pay for each step and it would enable Louisville Police Department to be adequately competitive in the market.

Retirement Plan

For the Police Department to be competitive with its retirement plan, there are needed adjustments here as well. The current money purchase plan is structured for a 15.5% total contribution (10% employer contribution and a 5.5% employee contribution). Based on the market, I suggest the city should immediately consider a total employee/employer contribution of 20% by a distribution scale to be determined, but in no case by a ratio greater than a 50/50 employer/employee split.

Benefits

Based on defined market ancillary benefits identified in this study, as well as feedback from incumbent police officers, I suggest the city should immediately consider the following additions to the benefits package:

- 1) Officer compensatory time to be accrued as an option in lieu of overtime for all staff members, including non-exempt and professional staff.
- 2) Tuition assistance of up to \$5,000 per year for eligible college coursework.
- 3) Bi-lingual pay enhancement of an additional \$150/month for proficiency in reading and speaking any language.

- 4) Vacation buy-back program in which any full time employee who has worked for the Louisville Police Department for a minimum of 2 years will be allowed to “sell back” up to 50% of earned but unused personal leave bank.
- 5) Longevity pay incentive at the rate of 10 hours of bonus leave at the conclusion of each 5 years of service (ex: At an officer’s 5 year anniversary, he or she is awarded 10 hours of bonus leave bank. At his or her 10 year anniversary, he or she is awarded 20 hours of bonus leave bank). This should be made retroactive for all incumbent employees as of the date of adoption of the incentive.
- 6) Shift differential pay of \$250/month for every month an officer works night shift.

Conclusion

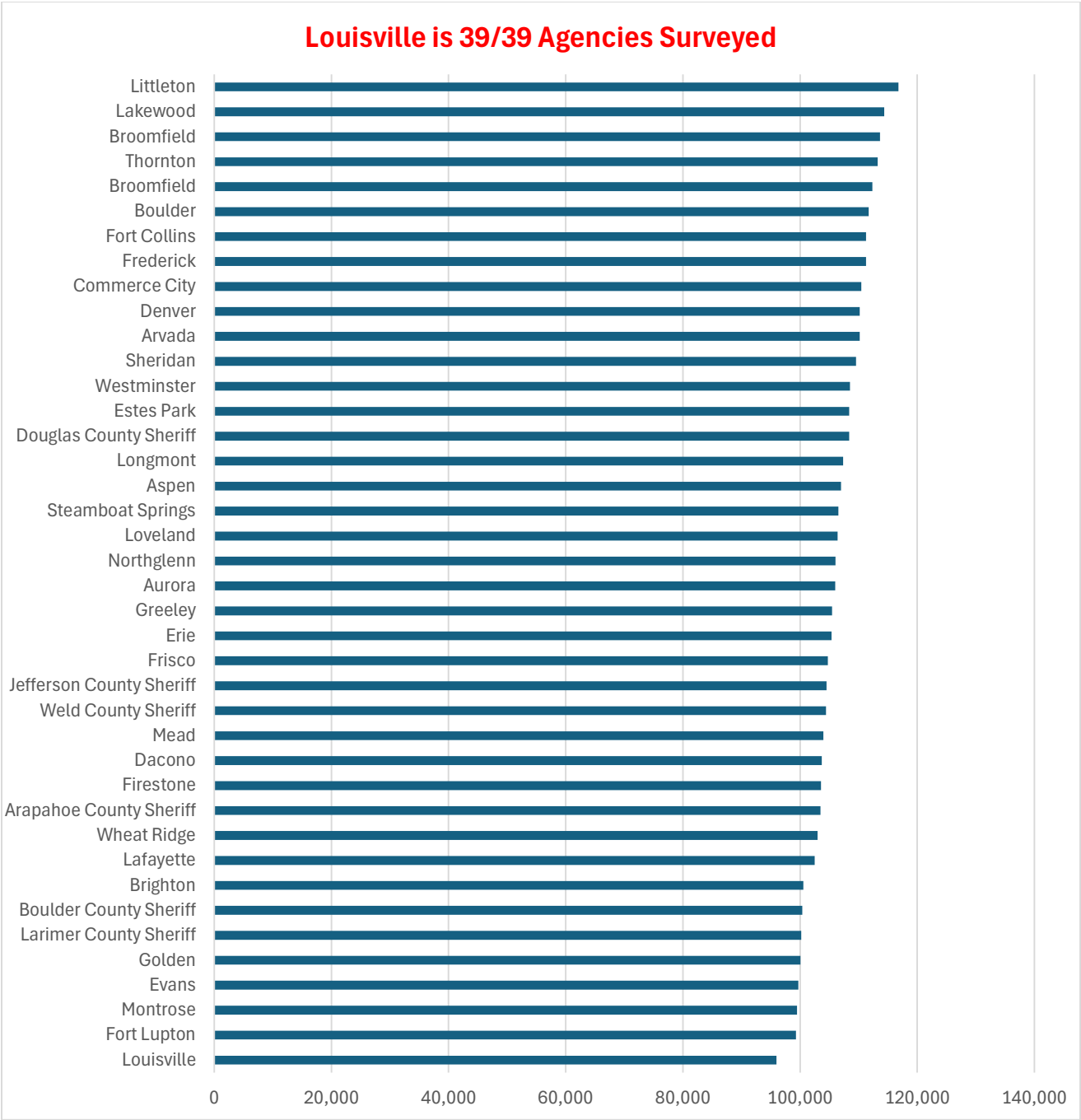
The City of Louisville has much to offer in terms of quality of life and quality of job satisfaction, but in terms of public safety the City has lost its market competitive edge and viability as an employer of choice for prospective and incumbent employees. For Louisville Police Department to be able to recruit and retain quality police officers, we must create a roadmap to regain a competitive foothold in the twenty first century marketplace, as well as a plan to sustain viability as an employer of choice among other Boulder County law enforcement agencies and agencies identified in the defined market.

Works Cited

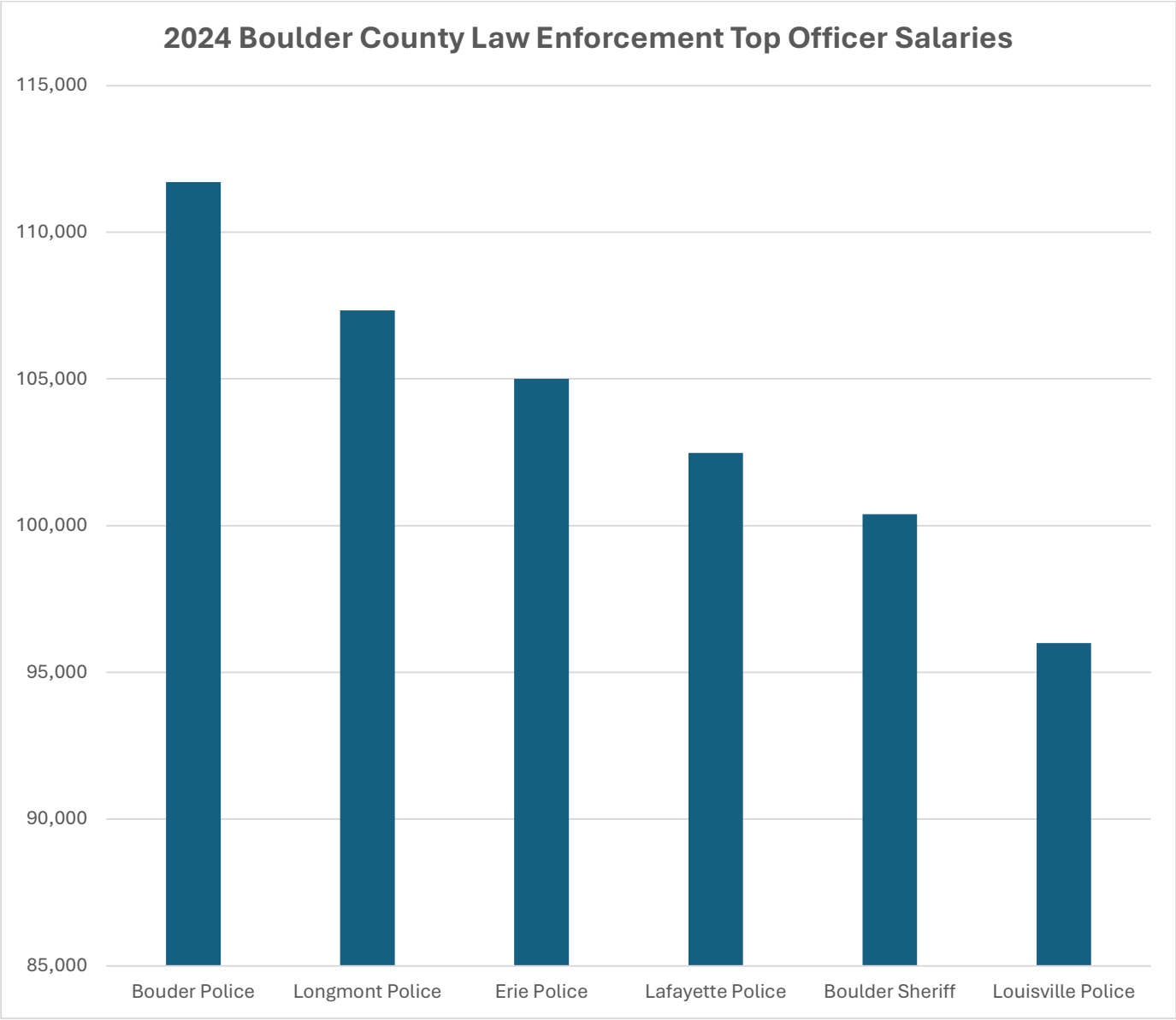
Graves Consulting Defined Market Excel Spreadsheet, October 1, 2024

The State of Recruitment and Retention: A Continuing Crisis for Policing 2024 Survey Results,
International Association of Chiefs of Police, December 2024

2024 Statewide Salary Survey of Top Officer Pay by Agency



2024 Boulder County Law Enforcement Agency Top Officer/Deputy Pay Survey



Memorandum

To: Diana Langley, City Manager
From: Rafael Gutierrez, Chief of Police *RG*
Date: April 25, 2025
Re: Police Officer hiring costs

City Manager Langley, below is information prepared by Police Department command staff and outlines the costs associated with the hiring of new police officers and cadets. This topic relates to challenges the department has experienced over the last several years with recruitment and retention. We continue to experience staff turnover and find we are continuously engaged in the hiring processes.

Cost breakdown:

Hiring process

- Hard costs: \$1965
- Soft Costs: \$1370

Academy (Police Cadet)/Academy gear and Equipment

- Average Tuition: \$13,000
- Academy gear/clothing: \$2000

Police Equipment/ Initial issue

- \$3250

Police Cadet hiring and certification cost: \$21,585

Certified Police Officer hiring Cost: \$6585

Field Training/ In-Service training soft dollar costs: \$54,400

A conservative total cost to hire and fully train a certified police officer is \$60,985

A conservative total cost to hire and fully train a police cadet to become an officer is \$75,985

Overview

Recruiting, selecting, and onboarding police cadet candidates and police officer candidates is a costly endeavor. This document explains the steps the City of Louisville takes to fill police officer vacancies and defines both hard and soft costs associated with the hiring process.

Hiring Process Steps

Selecting and onboarding police cadet or police officer candidates is different from any other City position in terms of duration and complexity. There are state legal requirements and Colorado P.O.S.T (Peace Officer Standards and Training) Board requirements involved and the Louisville Police Department adheres to all contemporary industry standards, processes, and procedures for hiring for these positions. It is very difficult to become a police officer, for obvious reasons.

There are approximately 15 steps or phases involved in the recruiting, hiring, onboarding and training process for police cadets and police officers. This document outlines all the steps and associated costs for both processes.

Police Cadet

A police cadet is a person who desires to become a police officer but has not completed a police academy or possesses Colorado P.O.S.T. certification. The steps and costs associated with recruiting, selecting and onboarding a police cadet are as follows:

- 1) Step 1 - Job Description Review: PD & HR staff review the job description to ensure it is thorough and accurate. In April 2025, this took approximately a total of an hour's time for the Deputy Chief and HR, so the associated cost for this is approximately \$100 in labor.
- 2) Step 2 – Advertising the Vacancy: HR handles this. An assumption is this takes 30 minutes at a cost of \$15 of labor.
- 3) Step 3 – Application Reviews: HR uploads applications from NeoGov into the NeoGov profiles for PD staff. An assumption is this takes 30 minutes at a cost of \$15 in labor.
- 4) Step 4 – PD staff reviews cadet applications. This is a time consuming process. An assumption would be this takes a total of 5 hours per hiring cycle with an estimated labor cost of \$800.
- 5) Step 5 – HR facilitates an online written test for candidates selected to continue in the hiring process. An assumption is this takes 30 minutes at a cost of \$15 in labor. The tests are \$25 each per applicant.

- 6) Step 6 – Panel Interview with Police Department Command and Supervisory Staff: This is approximately a 30-45 minute interview with 2 management/command staff members and a line level supervisor. The panel then discusses each candidate after the interview. The total labor associated with this interview is approximately \$200/candidate.
- 7) Step 7 – Chief’s Interview: This is 30-45 minute interview with the Chief and Deputy Chief. The total labor associated with his interview is approximately \$180.
- 8) Step 8 – Background Investigation: Candidates who are selected to continue in the hiring process are then asked to complete an extensive background investigation packet. The Deputy Chief manages this process and then forwards the completed packet to a private, contract background investigator. The background investor’s fee is \$650-\$1000 per candidate (\$825 average).
- 9) Step 9 – Conditional Job Offer: Candidates who successfully complete the background investigation are extended a conditional offer of employment. This offer is drafted by the Deputy Chief in consultation with Human Resources. There is approximately 30 minutes of labor associated with this at a cost of approximately \$45.
- 10) Step 10 – Post Conditional Offer Polygraph Examination: Candidates who accept the conditional offer of employment are then instructed to schedule a polygraph examination with a private, contract polygraph examination firm. The polygraph examination costs \$165.
- 11) Step 11 – Post Conditional Offer Psychological Examination: Candidates who pass the polygraph examination are then instructed to schedule a psychological examination with a private, contract psychologist firm. The psychological examination costs \$250.
- 12) Step 12 – Post Conditional Offer Medical Examination: Candidates who pass the psychological examination are then instructed to schedule a medical examination and drug screening with a local physician’s office. The medical examination costs between \$600 and \$800 (\$700 average).
- 13) Step 13 – Candidates who successfully complete all the pre-employment testing steps are offered a position as a police cadet and are enrolled in a police academy. The Department provides all the required academy clothing and equipment for the cadet to complete the program, which costs approximately \$2,000.
- 14) Step 14 – The Police Academy: The candidate attends a 4-5 month police academy. The average cost of the police academy is approximately \$10,000 but may be as high as \$16,000 (\$13,000 average) depending on the academy and the candidate’s in-state tuition classification. This amount is reimbursable through a claw back agreement should the cadet/officer leave the agency prior to

fulfilling their time commitment. This can become problematic, however, should the cadet not successfully meet performance expectations and is terminated by the department. If the department initiates the separation, the cost of the academy does not get reimbursed. The City also does not have an effective process for recovering this money should the officer leave on their own before the reimbursement is completed.

15) Step 15 – Field Training: After the cadet graduates the Police Academy, he or she enters into a 3-4 month field training program in which he or she is trained by several different officers over the course of the training program. The labor associated with this is the hourly wage cost for the training officers and the officer in training. An assumption of the total hourly rate for both the trainer and trainee is \$85/hr, for a total of 4 months of training at 40 hours per week, is a soft dollar cost of about \$54,400.

Equipment Costs

Newly hired certified officers and cadets who have successfully completed the police academy will also require police equipment. Most of their initial police equipment is purchased by the police department through a reimbursement program using payroll deduction. All sworn officers receive about \$62 per check for uniform allowance and those new officers participating in the reimbursement process have that amount applied toward the total owed. The initial purchase includes uniform clothing and outerwear, duty belts and related equipment, protective ballistic vests, firearms, rifles, and other items and accessories to prepare them for full duty. Those costs per officer can range from \$2500-\$4000 (\$3250 average). A challenge we have encountered is the City does not have an effective process for recovering this money should the officer leave before the reimbursement is completed, causing an additional loss of several thousand dollars.

Police Officer (P.O.S.T. Certified)

The recruiting, selection and onboarding costs for a P.O.S.T. certified police officer are all the same, with the exception of the cost of the police academy and academy equipment/clothing.

Thank you for your time in reviewing this information, please let me know if you would like additional information or if you have questions.