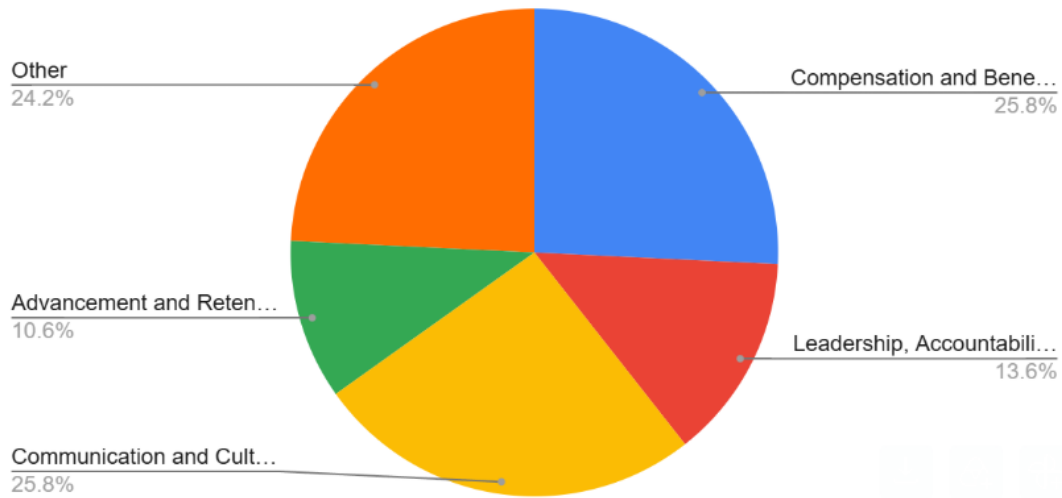


The following are AI response Summaries and charts...

What do you feel are the 3 most pressing or critical issues within the department?

- **Compensation and Benefits:** There is a widespread desire for more competitive pay, a significantly shorter pay scale to reach "top-out" levels, and additional compensation or incentives for collateral duties. Employees also frequently identified the need for better retirement benefits, including post-retirement medical coverage, and improved work-life balance through fair scheduling and accessible leave options.
- **Leadership, Accountability, and Fairness:** A recurring theme is the perceived lack of consistent leadership and accountability, with many noting that policies are not applied equally across all ranks, shifts, or divisions. Concerns include instances of favoritism, biased promotion processes, and a general lack of transparency from command staff, which has negatively impacted organizational trust.
- **Communication and Culture:** Employees highlighted a need for improved communication from the top down, specifically regarding departmental expectations, mission, vision, and the "why" behind policy changes. A significant portion of the staff reported low morale, citing issues with workplace culture, lack of professional appreciation, and a desire for more positive recognition of good work.
- **Advancement and Retention:** Many staff members expressed frustration over a lack of upward mobility and professional growth, often attributed to supervisors remaining in the same positions for extended periods. This stagnation, combined with recruitment and retention difficulties, has created concerns regarding the department's future readiness and the effective training of new hires.

Count of AI category for "What do you feel are the 3 most pressing or critical issues within the department?"



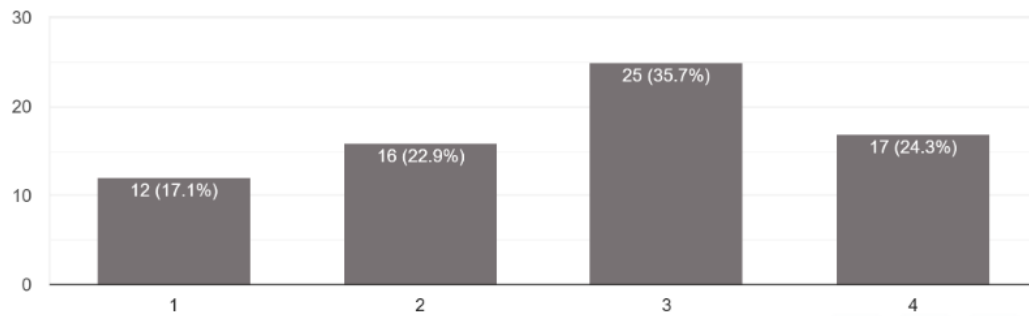
Where do you feel the lack of communication occurs?

Where do you feel the lack of communication occurs?
70 responses



All employees are treated equally.

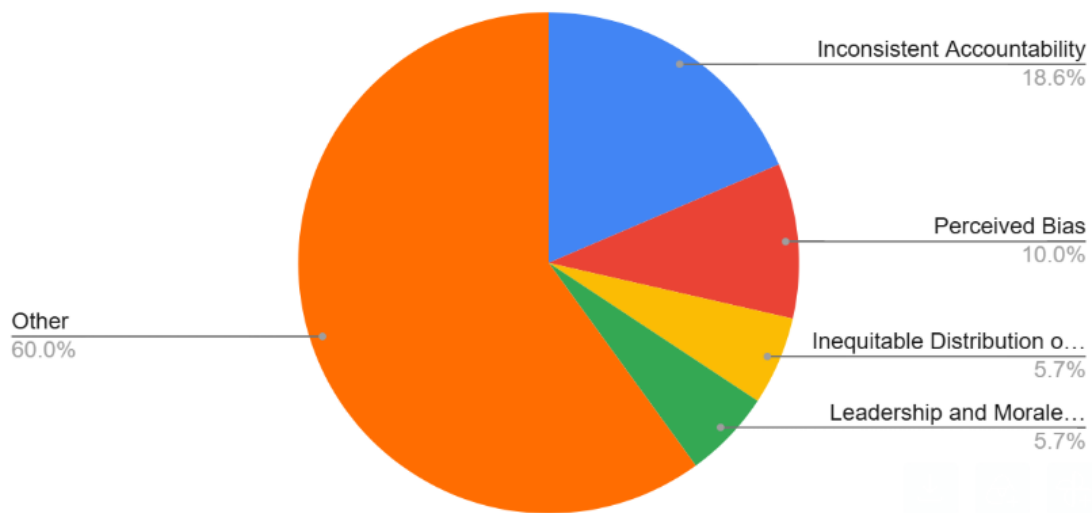
All employees are treated equally.
70 responses



If you disagree, please provide examples to support your response

- **Inconsistent Accountability:** Many respondents report a lack of uniform disciplinary standards, noting that certain individuals appear immune to consequences for performance issues, misconduct, or policy violations. This inconsistency creates a perception of favoritism, where some employees are granted privileges or leniency not afforded to their peers.
- **Perceived Bias:** There are concerns regarding preferential treatment based on gender and social proximity to command staff. Some employees feel that specific groups, particularly female officers, receive disparate treatment regarding disciplinary actions and career opportunities, while others perceive that those with closer relationships to leadership obtain favorable assignments or information.
- **Inequitable Distribution of Work and Opportunities:** Respondents highlight disparities in workload and access to advancement, noting that a small percentage of the force carries the majority of the burden. Issues include the unequal assignment of collateral duties, limited transparency in promotional and overtime processes, and concerns that specific individuals remain in specialized positions for extended periods, hindering career growth for others.
- **Leadership and Morale Concerns:** The perceived failure of leadership to address these inconsistencies, coupled with reports of lazy or ineffective supervision, has led to eroded trust, diminished morale, and resentment. Some employees express frustration that grievances regarding fairness and accountability remain unresolved across multiple survey cycles.

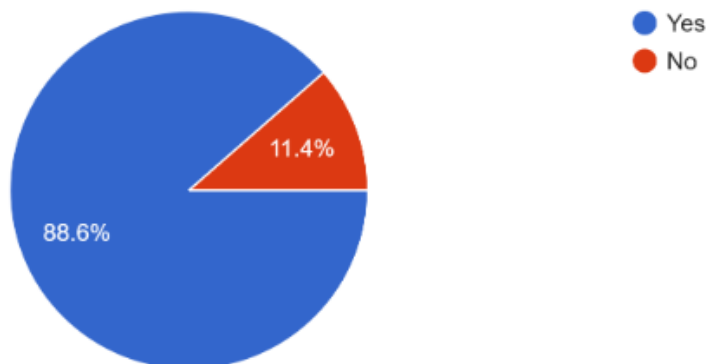
Count of AI category for "If you disagree, please provide examples to support your response"



The majority of the "Other" are N/A or they agree

Do you get the learning and development opportunities that you want?

70 responses



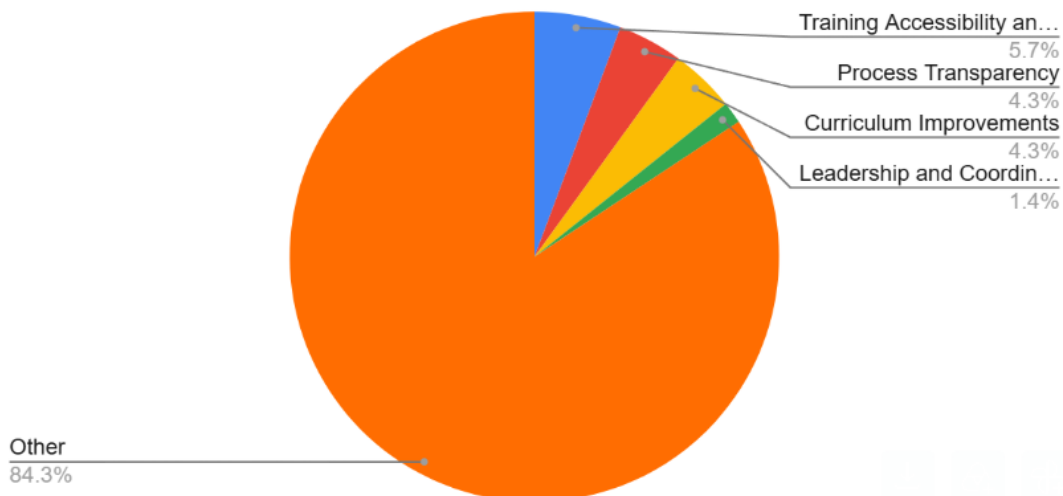
If you answered no, please let us know what opportunities you are wanting.

- **Training Accessibility and Funding:** While many employees report receiving sufficient training opportunities, concerns persist regarding the limited funding for non-mandatory courses, the burden of time obligations

for smaller classes, and the perceived difficulty of accessing the tuition assistance program.

- **Process Transparency:** Respondents expressed a need for greater transparency in the approval process, specifically requesting that all denied training requests include a clear, written explanation to foster professional growth and track organizational patterns.
- **Curriculum Improvements:** There is a strong desire for more specialized departmental training, including legal updates, active shooter response, SFST refreshers, and practical, dynamic range time rather than solely qualification-based shooting.
- **Leadership and Coordination:** Suggestions were made for the training coordinator to hold certified instructor credentials and for the department to implement cross-training initiatives with surrounding agencies to better prepare for major events.

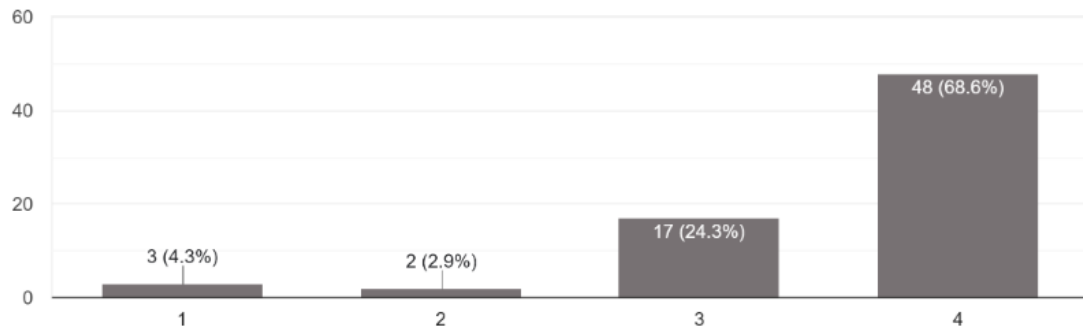
Count of AI category for "If you answered no, please let us know what opportunities you are wanting. "



The majority of the "Other" was I answered Yes or N/A

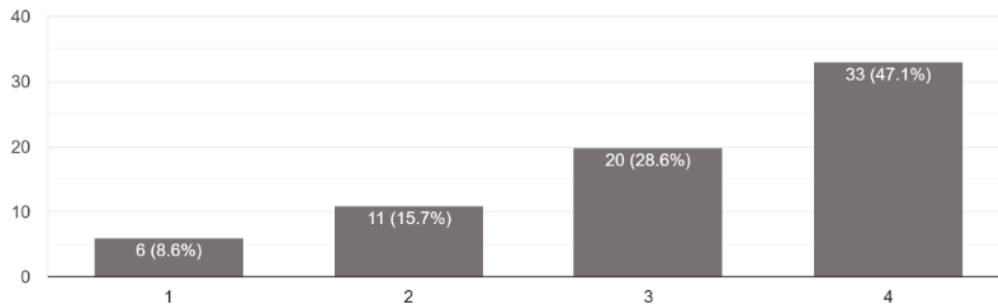
I feel appreciated by my direct supervisor and my roles and efforts are recognized.

70 responses



I feel appreciated by the command staff and my roles and efforts are recognized.

70 responses



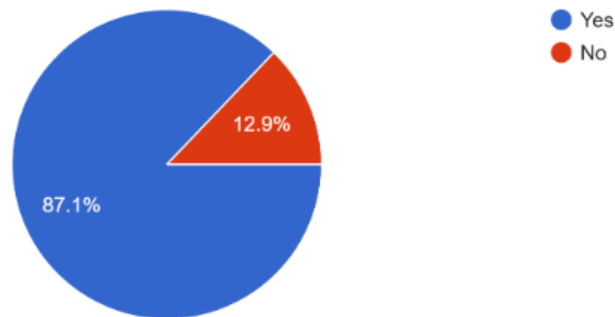
What are your expectations for your direct supervisors and command staff?

- **Communication and Transparency:** Respondents consistently emphasize the need for clear, open, and consistent communication from leadership regarding expectations, policy changes, and organizational direction. There is a strong desire for command staff to be transparent, avoid hidden agendas, and share relevant information from meetings to ensure subordinates are well-informed.
- **Accountability and Fairness:** A major theme is the requirement for uniform accountability, where all employees, regardless of rank, are held to the same standards. Many feel frustrated by perceived favoritism or a lack of consequences for poor performance, advocating for consistent, impartial treatment and an end to inconsistent policy enforcement.

- **Support and Recognition:** Staff expect supervisors to provide the necessary resources, training, and equipment to perform their duties effectively. Additionally, there is a recurring desire for greater professional recognition, with many noting that positive feedback and appreciation for hard work are essential for improving department morale.
- **Leadership and Professional Development:** There is a call for leadership to act as mentors who actively support career growth and are willing to adapt to changing times rather than relying on outdated mentalities. Suggestions include rotating staff across divisions to foster well-rounded leadership and ensuring supervisors are approachable, supportive, and advocate for their subordinates.

Do you feel like you have been offered the support and flexibility necessary to thrive at work?

70 responses



Do you have any suggestions for solutions to the perceived issues within the department?

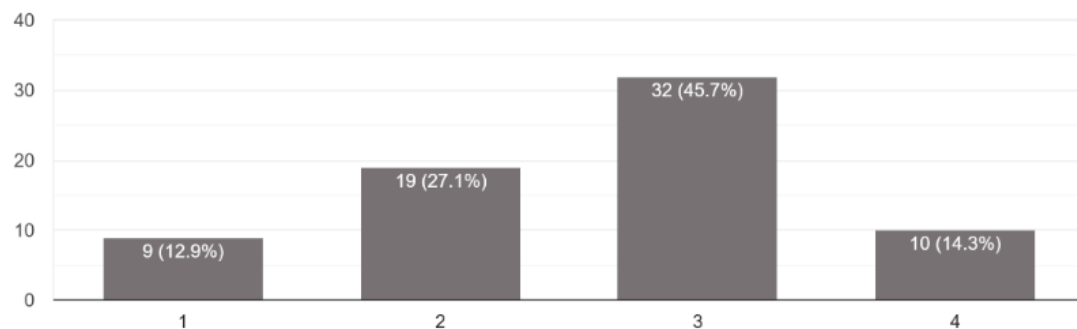
- **Communication and Leadership:** Employees advocate for more transparent, frequent, and open communication from command staff, including regular one-on-one meetings, division-specific forums, and active listening sessions that prioritize feedback without fear of reprisal. There is a strong call for leadership to hold personnel to consistent standards, address unproductive or lazy behavior, and move underperforming supervisors to foster growth and accountability.
- **Compensation and Benefits:** Respondents highlight the need for a more competitive and clear pay structure, including shorter pay scales and salary

adjustments to keep pace with inflation. Suggested improvements include implementing a compensatory time bank for flexibility, providing retirement health insurance, and offering non-monetary incentives to improve morale.

- **Professional Development and Rotation:** Suggestions include implementing mandatory rotations for specialty divisions to prevent stagnation and allow for a more well-rounded workforce, alongside establishing clear, standardized paths for promotions and career advancement based on supervisor recommendations and objective performance markers.
- **Camaraderie and Culture:** There is a desire to rebuild departmental unity through increased family-inclusive gatherings, cross-divisional collaboration, and initiatives that recognize and appreciate individual contributions, moving away from a siloed work environment.

How do you perceive morale in the department?

70 responses



Please provide examples to support your response to the perceived morale.

- **Compensation and Benefits:** Many employees express dissatisfaction with pay, particularly in comparison to surrounding agencies and rising inflation, while also citing a lack of appreciation from city administration and limited long-term salary growth.
- **Workplace Culture and Comradery:** There is a perceived decline in team cohesion, with reports of apathy, a lack of shared activities, and

interpersonal friction—including concerns regarding toxic behavior, favoritism, and inconsistent work ethics among staff.

- **Leadership and Communication:** Morale is impacted by inconsistent communication from the chief's office and administration, though some note recent improvements under specific leadership changes, while others call for greater transparency, accountability, and support from supervisors.
- **Operational Concerns:** Frustrations persist regarding unclear promotional and lateral advancement opportunities, excessive overtime causing burnout, and a lack of consistency across different shifts and divisions.

Is there any additional information or are there any additional issues you would like to communicate to the Chief?

- **Leadership and Communication:** While many appreciate the Chief's dedication and open-door policy, there are calls for increased visibility and engagement from command staff to build rapport. Respondents emphasize the need for more transparent, top-down communication to prevent misinformation and suggest appointing an Assistant Chief to focus on organizational growth and mentorship.
- **Accountability and Professionalism:** Concerns were raised regarding toxic behavior, favoritism, and inconsistent enforcement of standards among some supervisors. Staff advocate for holding all personnel, regardless of rank, to higher performance standards and addressing the negative impact of specific individuals who create division or foster an environment of distrust.
- **Operations and Career Development:** Recommendations include establishing time limits for specialty division assignments to ensure patrol experience, refining promotional processes—specifically replacing handwritten essays with computerized testing—and improving training for new recruits. Some also suggest shifting to a pyramid organizational structure to clarify the chain of command as the department grows.
- **Compensation and Benefits:** Enhancing morale is linked to adjusting pay scales to be competitive with surrounding agencies, compensating officers for collateral duties, and addressing disparities in paid time off compared

to civilian staff. Proposed incentives, such as implementing "Fit days" and providing financial recognition for additional responsibilities, are highlighted as ways to improve retention and work-life balance.

Count of AI category for "Is there any additional information or are there any additional issues you would like to communicat..."

