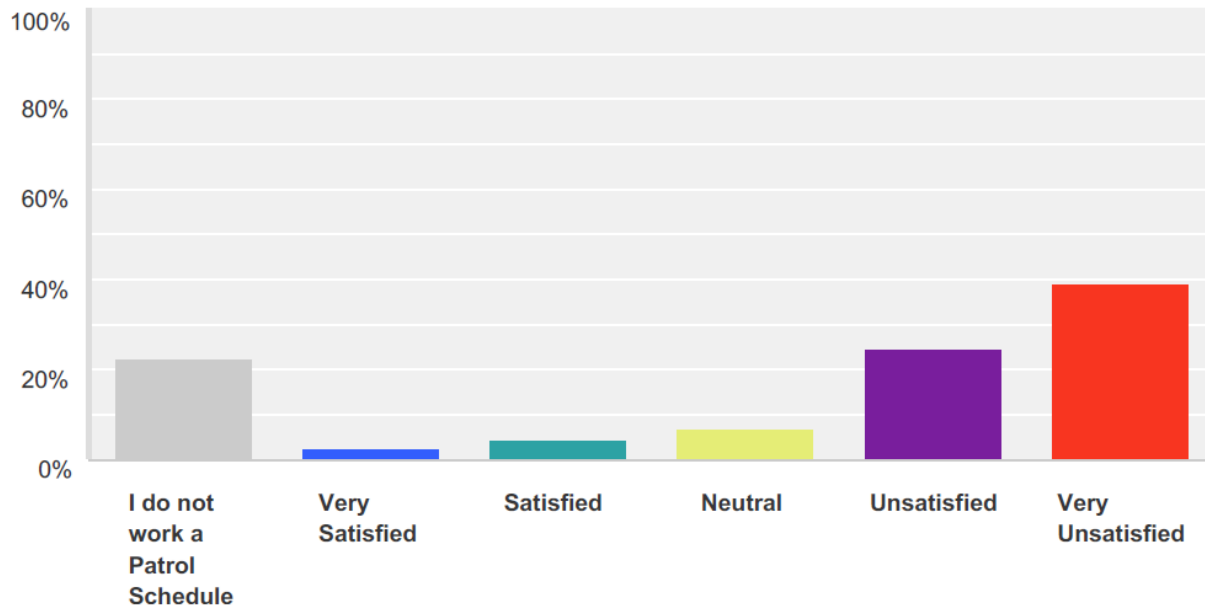


# CPOA Moral Survey: *An Agency in Crisis*

Conducted from June 1<sup>st</sup>, 2016 – June 7<sup>th</sup>, 2016.  
Electronically and anonymously taken via SurveyMonkey.com

*Partially edited to remove personally identifying comments, only.*

## Q1: How would you rate your satisfaction with the new patrol schedules?



Answer Choices	Responses
I do not work a Patrol Schedule	22.35% 19
Very Satisfied	2.35% 2
Satisfied	4.71% 4
Neutral	7.06% 6
Unsatisfied	24.71% 21
Very Unsatisfied	38.82% 33
<b>Total</b>	<b>85</b>

The loss of second shift and a stripped down third shift has led to increased wait times on calls held from day shift well into the night and a dangerously understaffed night shift.

The waiting call stack is worse than before. Day shift is busy most of the day whereas night shift is busy maybe half of the day. The fact of the matter is we do not have enough people.

The official joke of 2016, "don't worry, this new schedule is gonna fix everything." Listen carefully, the department paid 80 something thousand dollars to a couple computer savvy number nerds to tell us how we should staff ourselves. I could have done a better job for free but no one wanted the opinion of just a beat cop. How could they take away 2nd shift on Sunday through Tuesday and not give patrol any relief. I've had a hell of a lot of late days because of late

disturbances or whatever. There's more to it than just looking at times of day with heavy call volume. I would not want to work a 12 hour day, as it is too long for an officer to be effective and efficient at their job. *There is also concern an officer could be as vigilant and alert as they should be for their safety.*

It gives us fewer cops on the streets during the beginning of the week. What a waste of CPD money. I'm tired of this Chief wasting so much money on things that don't work.

The schedule has not fixed any of the problems that it was supposed to fix. It has caused officers to be overly tired and is much more inconvenient for family time.

Day shift lost two slower hours allowing time to catch up on paperwork and gave them the two busiest hours of the day. The frustration of constantly being held over and seeing calls for service stacked 30-40 calls waiting to be handled at the end of the shift weighs heavily on the officers. *We are here to serve the citizens of Columbia and holding calls for this amount of time makes us feel as if we are failing.* In addition, on the Sunday through Tuesdays with no power shift, day shift is routinely held over. 12 hour days are long and *it isn't uncommon to end up working 13+ hours.* Then you add on shortages. There were several weeks where day shift was running with only 7 or 8 officers in the entire city for entire shifts. *This feels unsafe and is overwhelming.* Meal breaks are a risk because you are often pulled from them. *In short, it isn't working and it is causing immense amounts of stress on the officers who never feel like they can get caught up.* This was supposedly done to free up officers so they have more time for self-initiated activities. That's a farce, we have less time than before.

When concerns about the new schedule were repeatedly brought to the attention of command staff, *the concerns were dismissed without any consideration.*

\_\_\_ *(comments redacted to remove personal identifying information)* We need to start at 0600 or 0700 due to...how society works. *Having shift change in the middle of morning rush hour is a horrible idea.* Lack of middle shift is TERRIBLE. Day shift, any shift, is totally burned out BEFORE the end of their shift with this schedule. Previous schedule was great. All we need is days, 3p-3a, and nights. Simple.

## 12 HOUR SHIFTS ARE TOO LONG

I now eat breakfast lunch and dinner at work. I have a family and getting home at 2030-2045 is unacceptable when the children are waiting to see their father before bedtime. Not to mention, I now miss all the practices, games, and any other evening activities when it is my work day. *Shame on the administration for choosing this schedule.* Oh yeah, and those that chose this schedule don't work it. Perhaps if they had to work these hours they would change the schedule...again.

No schedule adjustment can fix the serious problem of severe lack of staffing. But apparently numbers crunched by a non-law enforcement company seems to carry more weight than the people who do this every day and live the reality of an underappreciated environment.

It sucks for day and night folks and the decision was made without any consideration for the employees' personal lives

I would seriously consider quitting if I had to work the current patrol schedule.

*(comments redacted to remove personal identifying information)*

I have not seen a change in call volume or workload. One of the requirements for this schedule to be successful was to beef up dayshift, which has yet to happen (because to do that, we need more officers.) Instead, all we have accomplished is creating a schedule that no one is happy with, to include night shift officers. *At this point, I believe the only reason we are continuing with it is because the department spent \$60,000 for the study, and does not want it to appear as though it was a waste of money* and the only solution is what we have been preaching the entire time (more officers).

Every officer states that the 0800 - 2000 hrs schedule is a huge step in the wrong direction. I work during day time hours and I observe the day shift officers now have no break to do proactive policing as they are working during the busiest times of the day, all day. There is no relief at mid-day anymore so they are slammed all day; especially near the end of their shift when people are coming home from work and disturbances begin. I typically see over half of the day shift officers forced to stay 1 - 3 hours extra each shift due to the cms still flowing at the end of their shift, with no middle relief.

Fatigue and decreased time with family make it difficult. Poorly thought out and executed with little or no regard for employees. Efficiency seems to trump everything. No balance.

I liked that we were given the option to choose between the twelve hour and ten hour shifts. (Sarcasm – we were give NO input.)

While I was never crazy about the 6a-6p, the new scheduled hours are even worse. Family life is non-existent thanks to the new hours.

8-8 leaves no time for family regardless if you work days or nights The officers spend every meal at work. There is no time to be involved in community activities with their families or be a parent.

New hours are hard to get adjusted to, even harder to readjust on our days off. Still have a large number of calls holding when day shift leaves. Power shift seems to be ineffective on this.

The 8 to 8 is even worse for families than the old old 6-6.

The 8-8 shift is not an improvement

No consideration for what benefits the people who actually have to work the schedule.

The time frame is terrible for those who have families. It does not help with the work load, which is even worse on Sunday through Tuesday without any overlap help.

Taking away the 12-12 and 3-3 schedule takes away options of finding a schedule that works well for your home life

No overlap Sunday, Monday, and Tuesday make the potential for 12 hour days to extend to 13, 14, etc. The number of calls holding by 5pm on those days usually reaches the 20's, which is

ridiculous. Getting off at 8pm (usually) is not conducive to spending any time with family, especially during the school year when the kids are in bed by 8:30.

Had no overlap initially for daytime cars, 8pm end time is awful for family and is not really a day shift. Can often get held over and Sunday Mon Tues have no power shift to supplement dayshift. Often working 12 hr. shifts with 8/10 officers and at times far less than that.

From what I have heard, the 8-8 is rougher on fatigue and family life than 6-6. I have also heard that it doesn't adequately address lack of overlap on some days, and that the 1800 shift spends a few hours "clearing the stack."

Do not like that there is no swing shift option for those that would not prefer to work either days or true nights. The power squad 10 hour schedule is the only option closest to it and those who work it essentially give up every weekend- taking vacation just to have a Friday or Saturday off.

It is harder to have a "family life" on the days i work (8am-8pm) because we get off later and miss family functions, dinners, etc.

Who came up with 8-8? It was even recommended go back to 6-6 or 7-7 and have second shift. What happened to the 20 day shift officers?

8 to 8 is not conducive to home lives.

I fully support 12 hour shifts, but 8a-8p and 8p-8a is not working well. 6-6, along with a second shift, worked better.

Difficult schedule to attend court at 1330 hrs. when you work 2000-0800 hrs. before and after court.

No time for a balanced life of work \rest\family

Although I don't work the schedule, I recognize the change in start/end times for the shifts has negatively impacted officers' family lives. Given that police work itself is already hard on families, why not consider balancing the minimal effect on efficiency with the morale and work/life balance of the officers?

I like the 12 hour shifts for the advantage of being off every other weekend. The last 2 hours of midnights is hard but I do get to have dinner with my family b4 I come in.

The schedule is not family friendly except for still allowing us to have every other weekend off. Getting off at 8pm does not allow sufficient time with family. It also is hard to eat during the schedule. *Command Staff did not allocate the number of officers that were suggested by the consultant.* We are constantly understaffed and there is no overlap. We were told that they went to this schedule to have a certain number officers during a certain time period. This is not realistic (except on paper) because there is little to no overlap on most days, and when the officers that get off at 8pm are trying to wrap up their paperwork etc. before they go home, and there is no one on the street anyway. Also there seems to be several working later than 8pm due to no overlap

8-8 literally takes up your whole day whether you are on days or nights. It is hard and stressful to get other stuff done for home. There has been absolutely no relief from the schedule as far as call volume or handling... At least nothing that is noticeable.

From my observations, I do not see any positive difference with this schedule, regarding call for service volume or patrol coverage. Many officers have told me this schedule is very hard on their family, and personal, lives.

The time frame that we switched to has a detrimental effect on family life and the well-being of the officer. We have very limited overlap on days there is no power squad, which over works officers. This schedule is horrible.

No overlapping has made it almost impossible to get off on time.

Hours are not conducive to family life. No intermediate shifts to facilitate change over and officers getting off on time. Three days of twelve hour days with the last one of the work week having only two shifts.

The schedule doesn't seem to effect calls for service like they said it would. Calls still hold, just as they did during the previous schedule. Consider people with children, if they are on day shift, they are home after dinner and usual right before bed time. They have to get up early and drive to work, during rush hour, meaning they still have to leave before the kids are up. Night shift has its pitfalls too. You get off at 8, hopefully, and then drive in rush hour to get home. By the time you are home, the sun is already up and everyone is running around (lawn mowers, etc.).

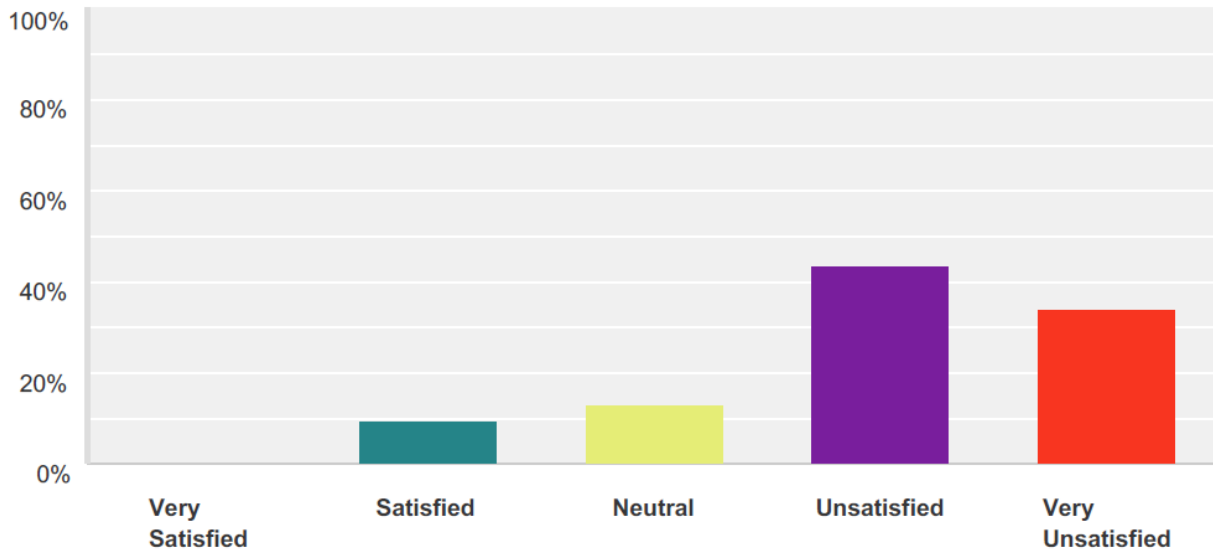
I like that they kept rotating weekends off but the shift times suck. Yes it is important we meet the needs of the community and the 3rd party analysts said this is the best schedule based on statistics. However, their statistics did not account for a huge decrease of productivity due to the physical and psychological impact the new schedule had resulting in worse efficiency and effectiveness. I would be shocked beyond description if the desired 10 hour schedule was implemented and resulted in a worse realistic (not statistical) efficiency output.

Day shift is call to call all day and leaves 20 calls in the stack each day. Night shift is dead for half a shift and has to survive on caffeine. They need to bring back a swing shift.

Although I don't work patrol, I have noticed that Patrol Officer's moral has gone even further down. The general complaints are family time and the fact there are just as many calls waiting at 0800, as opposed to 0600.

Night shift and power shift hits the ground running just to try to make a dent in the huge stack of waiting calls. There are still far too many calls and NOT ENOUGH OFFICERS.

**Q2: How would you rate your overall satisfaction with working conditions at the department? (This refers to things the Command Staff CAN control such as policies and working atmosphere - not the building, the cars, equipment, etc.)**



Answer Choices	Responses	
Very Satisfied	0.00%	0
Satisfied	9.41%	8
Neutral	12.94%	11
Unsatisfied	43.53%	37
Very Unsatisfied	34.12%	29
<b>Total</b>		<b>85</b>

They threaten to make your life/working conditions worse if you try to debate upcoming decisions they make. They justify their bad decisions by telling you *how much worse it could be*.

They don't listen to their officers. Every time you turn around they are writing officers up on internally started IA investigations for BS. They are intentionally sabotaging officers so they can't leave because no department will take them after asking how many complaints they've had.

These have been the most demoralizing, unsupportive group of people ever. They make rash decisions without having the facts, they can be disrespectful, and they generally treat officers, especially patrol officers, like \_\_\_\_\_ and not like professionals. The overburdening of redundant paperwork and extra duties without extra compensation or authority bogs officers down. Officers barely know which way is up anymore in the constant state of flux (though that has calmed down some).

Working here is a living nightmare

Chief's parking spot (TWO parking spots) is just one symptom of how little regard he has for patrol and how little of a clue or care he has about the message it sends. Take home car assignments are

way more about who chief likes than who needs a car. Mandatory meetings are very important unless they are inconvenient for chief or DC then they are cancelled.

The process has become the mission. Which is the downfall of any organization. It starts w/ overly restrictive policies and micro-management style. The job of a police command staff should be to create policies within state and federal law, provide equipment, and support to the line officers to accomplish the department mission. This does not happen here. Proactive officers are discouraged and nothing happens to officers who show up do the bare minimum and go home. In fact, that is almost encouraged.

Policies and procedures seem to change on a whim with no lead time or consideration to long term effects. Especially procedures in patrol. Procedure by e-mail with such phrases commonly used as "effective immediately" and "until further notice" with no change to the procedure actually occurring on the books.

*I question daily the decision making process that goes on inside the command staff.*

Morale has been very bad for an extremely long time. When the issue of morale is brought up, AC Gordon denies that any morale problems exist.

Communication is poor and command staff do not properly explain themselves to patrol.

Policies are arbitrarily enforced. It is dependent upon who you are and whether a supervisor likes you or not. Ball caps, it is against policy to wear them, yet every single day we have officers routinely wearing them in violation of policy. Just like any other time it is just a waiting game if you are going to be called on violating a policy. The same goes with shaving. Street Crimes is permitted to do what they want to do, wearing uniforms that don't match the rest of the department and are not required to shave. In addition, they are wearing class A uniforms to court and not shaving. Once again, it is who you are as to how policies are enforced. If a patrol officer put on a uniform with a beard we would be called out and required to shave, yet Street Crimes are not required to do so. Supervisors....we don't have them.

Changes are made on a whim without thorough thought put into the implementation process or result. "Email policies" that are sent out may last for a month before changing again, making it difficult to keep up with the current expectations. There has been an increased attempt to recognize where officers are doing good via compliments but it is usually generated only when there is an outside referral from the public. If my command staff or Sgt sees something they like that I am doing, I would like to know it- verbal or written. Some Sgts are good at doing this but I think if all of our command staff could do this on a regular basis it might create a trickle-down effect in giving a more positive atmosphere all around.

*There's a new policy or procedure every day.* Command staff picks and choices which ones they want you to follow and most of the time they come in an email. Normally a knee jerk reaction to something

Policy seems to apply or interpreted (depending) as to who you are.

No chain of command. It's impossible to tell the real message after its put out too soon with ZERO input from middle managers. Then it changes. Then there are threats to hold people (patrol only) accountable.

There are too many chiefs and not enough Indians. There are so my people in charge of a patrol officer, and they all expect things done differently. Thus, much of the time, officers have to pick which way gets them yelled at the least rather than focusing on doing the best police work possible.

*It feels like I go to work in an alternate universe every day.* Hard work, experience and competence appear to have no bearing on your success at this dept. The people who are still trying to do their jobs are not only not supported by senior command staff, their work is often hampered by the gross incompetence at that level. It's a testament to the dedication of our best employees that we have any good people left who work here (although many have left).

*Command staff couldn't care less about the officers.* They only care about what political agenda is being pushed either by the city manager or themselves. Or what vocal minority is yelling the loudest (hence the creation of the outreach unit that took 6 cops off of the street). Command staff leads by intimidation and uses punishment instead of training to discipline their employees.

*Management by intimidation is only eroding morale even further.* Administration not being able to perform as professionals and letting personal feelings dictate how they treat people is unfair. *AC Gordon has given directives and then contradicted himself on numerous occasions. He will say one thing, and then the next day, say he never said anything like that.* Officers that are proactive seem to get highlighted by I.A. and get written up a lot. This has caused most officers to take reports and not conduct any further enforcement. *(comments redacted to remove personal identifying information)* Micro management is paramount at the department. From AC, LTs, and SGT's...Officers seem to have little to say when making decisions.

Police officers are not even respected by our own leaders. This administration only cares about minimizing liability and mitigating negative public perception. The result of this poor leadership filters down so that instead of a family atmosphere, we are more of a corporate atmosphere. There is no "us," there is no fraternal feeling. Everyone here is solely focused on not getting fired or in trouble and the real purpose of this job gets lost.

Overall it's not horrible. But there is a lack of communication from upstairs, and lack of reasoning and justification presented. Decisions seem to be made without acknowledgement of the people actually dealing with the consequences. Out of touch management.

Sergeants are not supervising. They allow officers to avoid calls. They want officers to confront other officers about not doing their job. Last I understood it is the sergeants' jobs to have oversight of their officers. Yes it may be uncomfortable being a supervisor but they chose the position and have responsibilities to make sure their officers are doing their jobs. It is frustrating to see the same officers sitting in the station day in and day out avoiding calls and doing nothing while others are out answering call after call and not taking lunch because they are tied up. *(comments redacted to remove personal identifying information)*

Speaking to many of the officers at this department, the biggest complaint I hear is that we cannot be police officers. We are armed report writers whose sole purpose is to make sure the public likes us. We have a department full of intelligent individuals with experience to match, who are silenced



by people with agenda's. This profession doesn't have any honor anymore because it's not the profession it used to be. I know from past experiences that people can work in horrible conditions with miraculous outcomes if they believe in their cause, but if you take away the things they believe in, then you are left with the sad state that we are in now. Officers want to be able to prevent crime and provide justice, but nowadays in order to do that you are buried with hours of paperwork and unjust write ups/IA's, effectively killing any desire to do real police work.

Sergeants and Lieutenants are great. The policies seem a little much though, I understand pursuits are dangerous but why are we just letting criminals go.

I don't believe the command staff values the opinions of the officers or supervisors, and I believe this is caused by the "At will" status.

Command staff has it within their ability to foster a more work friendly environment. However more work is being expected and rules applied daily. Staffing for patrol and the amount of work they require is a constant source of agony.

I am fine with LT's through patrol. But if I could send one message to Comm. Staff Stop justifying you position by altering the way we conduct business. Some examples include but not limited to: juvenile runaway board, prisoner intake form, green sheets (overtime), prisoner log books, burglary narrative format, (*comments redacted to remove personal identifying information*) ... *how many man hours were wasted on that?*, changing emails (for the 3rd or 4th time), power DMS, and various others. How in the world can we finally get good at doing something when it changes on a weekly basis. These changes are exactly why most government entities are wasteful, inefficient and incompetent. There is not one reason to justify changing/altering all the above mentioned topics.

A good majority of people in the command staff are either trying to make a name for themselves or simply don't have enough shit to do. New procedures are initiated without need, mass emails sent out on the dumbest topics, investigations are initiated, and threats are made. Couple examples are the new off duty computer program, emails on dirty dishes, the majority of IA's generated internally without complaint or cause, and a new Lt telling a new officer he needed to "seek employment elsewhere" because he asked too many questions.

General sense of satisfaction and morale seems low in department.

Officers are not exactly doing their jobs 100%. This stems from policies that are in place. Officers are worried about receiving an IA investigation over petty things.

Most people like to dwell on the negative, but there have been quite a few improvements that have recently (last 3-5 years) been brought about by Command Staff (e.g. purchasing a new RMS and securing funds for a new facility up north). *However, some of the things they can control have had a tremendously negative impact on moral that was not necessary (e.g. changing off duty process and shift schedules) and they still have not satisfactorily addressed the issues brought up in prior studies.*

I'm generally satisfied. Gordon gets a lot of crap, but he's done a lot to help patrol simply in terms of our workload. Policies are a lot more defined now.

Told to be proactive and then get yelled at for being proactive.

We used to have a deputy chief that would say "*don't let the process get in the way of the mission.*" At this point I would say we are really more concerned about processes than the mission. The actual act of enforcing the law seems to have become a secondary consideration. We are LESS efficient than we were 7 years ago. We are more interested in tracking things than doing things. We are efficient only in reviewing what we did but not very good at doing our primary job--and it is getting worse every year. *(comments redacted to remove personal identifying information)*

No accountability for Sgt and above. Road officers have to carry the load and get in trouble for missing one step when we are told to walk a mile.

The disciplinary system is too misaligned with inconsistencies in punishments given to officers. Officers in the disciplinary system at times are not allowed to defend themselves and are given judgements without a complete investigation. These disciplinary measures can affect their careers here and if they seek employment elsewhere. The building, cars, and equipment should be included in this part of the survey as the Command Staff decides where to spend money. Instead of spending the money on ridiculous new uniforms in order to hide the "offensive" pockets, the money could be spent on other items such as new MDTs, etc.

Command staff seems to avoid anything that would make this a good job and place to work.

Officers on the ten and twelve hour schedules seem to function fine without an unpaid lunch. Not sure why the nine hour shift has to change.

Command staff seems to appoint people to sergeant and above on who will not rock the boat not who is best for the job

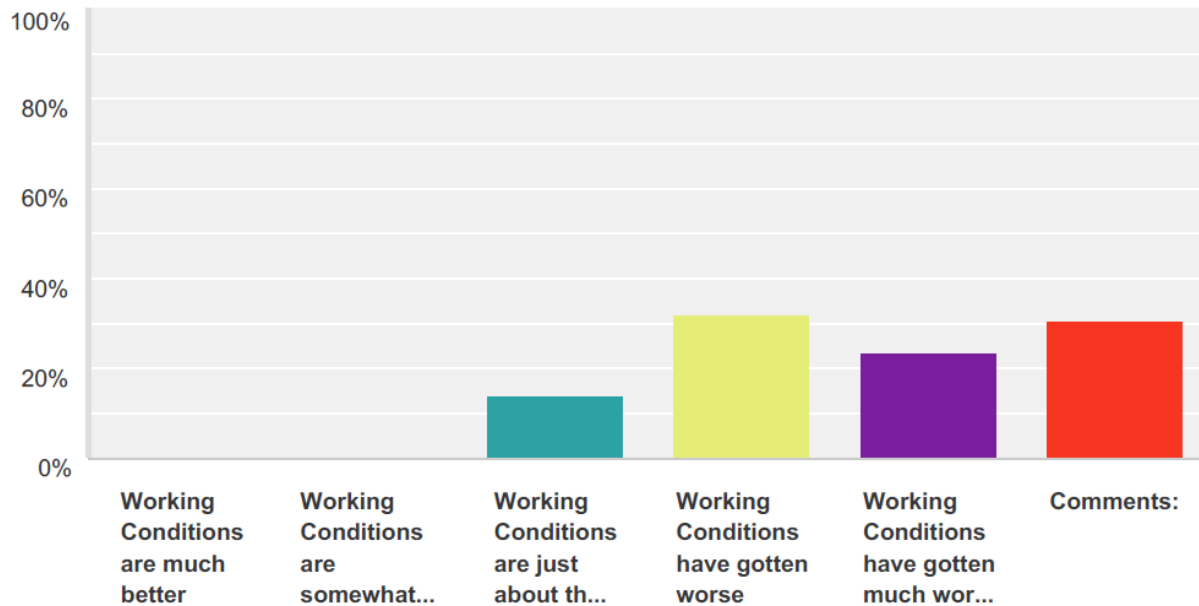
CPD has a strong, well rounded Command Staff. Each member has a different strength that is utilized with their current assignment.

*(comments redacted to remove personal identifying information)*

*(comments redacted to remove personal identifying information)* work book and or flow chart for several different type of calls are ridiculous.

Although I do not work patrol, I have not spoken with a single officer who feels that the 0800-2000 shift has benefited patrol operations. I often check CAD if the calls in the stack are just as bad as they were on the old schedule. At least the old schedule, a lot of the officers felt like they could have some semblance of a personal life on work days. I feel that the requirement for CID to be required to take an unpaid half hour lunch is ridiculous. We are often contacted by patrol personnel (and other agencies) during our lunch break and I find it absurd that we would just shut down for thirty minutes for lunch. No one seems to have an explanation for why this now has to be done after several years of working a nine hour shift with a paid lunch. I feel as though the city has a now free resource available for an extra 2.5 hours week.

### Q3: Thinking only of the past 3 to 5 years, have overall working conditions changed?



Answer Choices	Responses
Working Conditions are much better	0.00% 0
Working Conditions are somewhat better	0.00% 0
Working Conditions are just about the same	14.12% 12
Working Conditions have gotten worse	31.76% 27
Working Conditions have gotten much worse.	23.53% 20
Comments:	30.59% 26
<b>Total</b>	<b>85</b>

The conditions keep getting worse. There is no hope. The city manager openly hates the entire police force. He threatens our union publicly and privately every time they work to make our jobs easier.

*The only thing consistent at this department is it's inconsistent. Every other shift, we are told new contradictory things. And the command staff has never put their money where their mouth is. (comments redacted to remove personal identifying information) Heaven forbid that they might have to stand up for police to the media or our illustrious city manager.*

I can't think of any decisions Command staff makes that is beneficial to the officers.

It's progressively gotten worse every year Chief Burton has been here.

Working conditions have deteriorated to the point of being almost unbearable. As command staff members retired, Chief replaced them with under qualified officers. Because of this the communication between command staff and line level officers has further deteriorated, there is

obvious in fighting and back stabbing between members of command staff and officers concerns are rarely given any attention.

Continued disregard for the officers working the street.

Many policy decisions are made with inadequate consideration of potential unintended consequences. (Or little regard for them) Command level is held to much lower standards than officers and sergeants. (And to some extent lieutenants)

Everything that is worthwhile has been taken away and there is a constant need to look for a new job

Erosion of benefits and further toxicity of out of touch management.

*(comments redacted to remove personal identifying information)* working conditions progressively got worse and I was on the verge of quitting.

Laziness and incompetence are rewarded at the highest levels. There doesn't appear to be any accountability for the people who are in favor, while those who are out of favor are nitpicked incessantly while trying to do their job.

Everyone is out for themselves and concerned about surviving. You never know what policies are going to be enforced and whether the unwritten rules are going to be followed or whether the policies are going to be followed. Supervisors aren't doing their jobs and there is absolutely no incentive to work hard other than self-satisfaction which very few have.

I keep hearing about how this place is going to get better, and I've told people that too. But I'm no longer convinced. *Our entire command structure fails to back its officers (unless it's something good with publicity)*, there is STILL no downward communication, and an officer's employment status is subject to the attitudes of command staff and civilian employees. Maybe employees don't need to read emails every day with the words "disciplinary action" in them, but rather, should be told they are doing a good job. Or an employee shouldn't have to worry about getting a fucking yellow packet because the IA sergeant needs something to do!

They still stink. He needs to go.

There is a general atmosphere of not trusting command staff. I do not think they are bad people, but their jobs are "at will."

There are so many calls for service it's ridiculous. Any other solution aside from just massively increasing patrol numbers, like by 70, is just a shell game, just like this new schedule. And any misstep by an officer is met with shotgun policies.

The amount of backstabbing, reports, IA investigations, and BS policies have gone up.

More is expected and pay has not increased. Staffing has not increased but more specialty assignments are being created as well as more command positions.

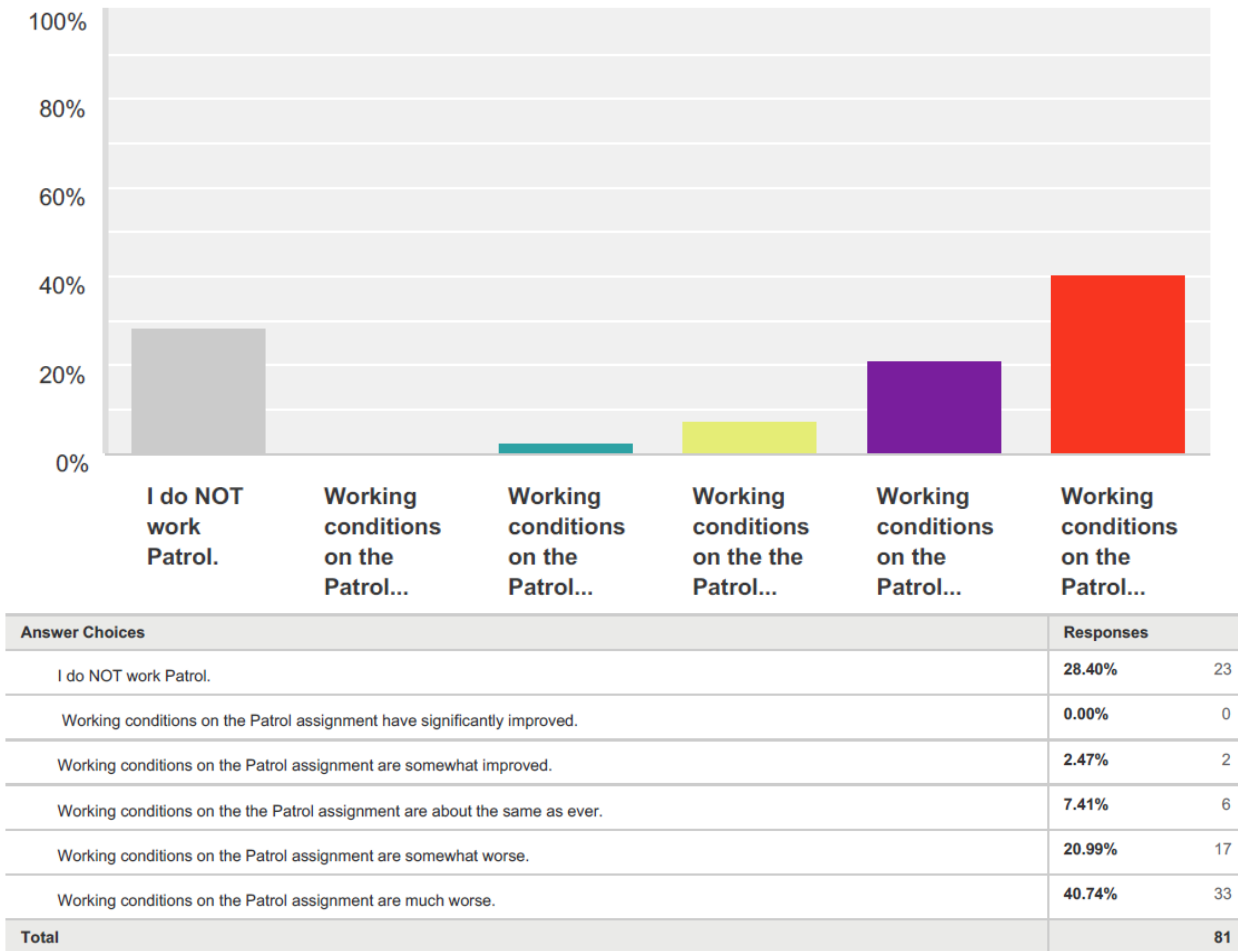
*(comments redacted to remove personal identifying information)*

Nothing is appreciated and it seems only the negative things are brought to light.

*(comments redacted to remove personal identifying information)*

I have noticed a drop in morale just in the last 2 years.

**Q4: If you work patrol, have working conditions of that assignment improved or gotten worse in the last 3-5 years?**



Officers are rushing around, cutting corners because there's not enough of us or time in the day. *This cutting of corners is going to get one of us killed* because they feel like they can't take backup, or wait for backup for example. Or worse, there will be no backup to be had, which happens a lot, just look at how often we are at status zero, all the time...

Inconsistent leadership. No buffer between officers and command staff.

I used to love my job and the work I did. Now *you cannot do your job without someone external and internal nit picking every move and saying it should have been done differently or better*. It doesn't matter if it worked out or not. Then they make you type up like 4 different narratives, some short and some long. Then if they don't match they accuse you of lying!

From the start of my time here to now I have witnessed a huge decrease in morale, a huge decrease in the desire to be proactive, and a huge decrease in pride. With that comes a drop in work performance. With the decrease in the above mentioned categories, the only thing left to motivate officers is their own standards or personal desire to succeed. However, even that is being drained lately. The future of the department is bleak and patrol officers see that.

We are not allowed to do our job as police because of fear of discipline if someone is offended or complains.

Work volume has increased, while staffing numbers have decreased. And I'm not talking about vacancies. Compared to *(comments redacted to remove personal identifying information)* years ago, there were over 80 officers assigned to patrol. Today, that number is around 70. Officers are lucky to get a chance to eat and are staying over 12 hours on a significant number of shifts. 12 hours is long enough, but 13-15 is downright ridiculous, especially when you have to come back the next day.

Patrol officers are afraid to do their jobs. Command staff unfairly judges actions and does not dole out punishments consistently which causes officers to constantly question whether or not to use force. *This hesitation is going to get someone killed.* More and more paperwork and other assignments have come to be expected of patrol without consideration for the fact that officers are over worked already.

Officers have been beaten down so much they don't want to do anything outside take a call for service. Proactive police work has almost disappeared, at the hands of Command Staff. *(comments redacted to remove personal identifying information)*

Admin burden on officers and sergeants continues to increase. We keep saying we want sergeants on the street yet we continue to pile admin work on them.

Work like lengthy IA investigations that IA doesn't want to do. Evals are super important, unless the chief has to do one. Then it could be years late or never done at all. *The DC's desk is where paperwork goes to die.*

Unrealistic expectations of the time available to do everything command staff expects us to do.

We are bogged down with a ridiculous amount of useless administration work

Call loads have been overwhelming the past few years and the hours and long shifts are horrible. Then they draft you for all special events, lock the dates so you can never enjoy a weekend or take vacation. They have continued to add more and more special events.

More calls, more procedures, more accountability, less help. And the hours suck too.

Specify what, if anything, has changed. It is the uncertainty of what procedure to follow and if it has changed recently.

Less road officers equals less time for proactive work. I have been here over *(comments redacted to remove personal identifying information)* years, and we have LESS patrol officers than we did when I started. *(comments redacted to remove personal identifying information)*

Due to new shift, more and more responsibilities, equipment issues, more screens, work books, etc. etc. to have to be filled out by officers. Calls are stackin up and takin longer to handle.

Our hours have gotten worse, and as usual we are expected to do more with less. The number of patrol officers has also not increased as promised with the new schedule.

Late list write ups, even when call volume is worse and you are taken from report writing to handle calls

The new schedule, and most recently taking patrol officers to do the COU. That is an absolute joke and waste of manpower. When you repeatedly see these officers sitting at sub stations instead of out in their beats its obviously just a name so we can say the department is doing something. They aren't assisting in any way shape or form and have reduced the staff of patrol, putting more of a burden on patrol. When they are involved they aren't actively invested in the events. For example, during their clean up they assisted by delivering water to those involved in the cleanup Really, they were driving around and playing on their phones or sitting in the station. Shouldn't they have been out there helping clean up instead of just dropping off water? That doesn't sound like community involvement to patrol. You cannot get days off. Officers are punished by not being permitted to take off because officers are out on injury, reducing staffing. Working the streets with 7 or 8 cops is unsafe and overwhelming.

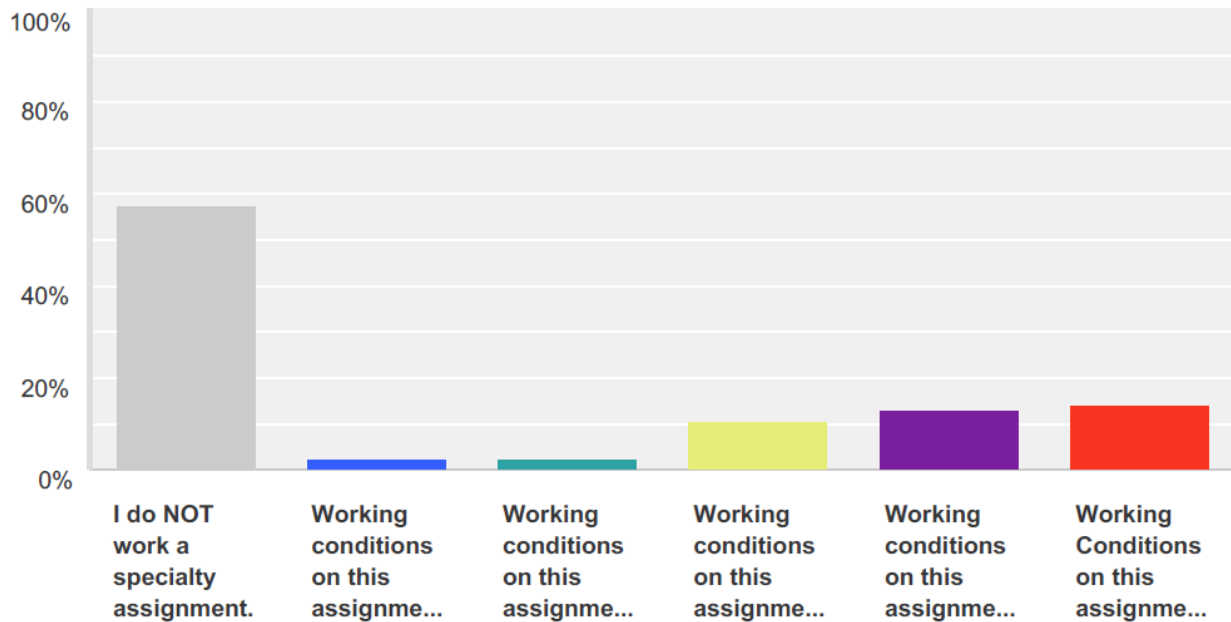
There has to be some way to make a 10 hour shift work. Officers are more productive and less tired on a 10 hour day. We moved to this new shift and now it is ridiculous because we are supposed to have 15/16 people (we were promised 20-22) and we usually run with 9-10. Their lack of staffing and continuous raping of patrol to create a new useless specialty assignment *is going to get one of us KILLED!*

Call volume continues to increase (which we can only influence so much), while the number of working officers have remained the same or decreased. Of course the new schedule is a negative factor for me as well. The concept is good, however, the hours need to be tweaked to take into consideration the needs of the officers. If everything schedule-wise was kept the same except the hours moved back 2 hours, it would make a world of difference.

Too few officers trying to maintain too much city sectors, with too many citizens, with too little time. There is very little time for proactivity if an officer is true by devoting the time to calls that each citizen deserves. *The solution for Sgts, Lts, and ACs seems to be to cut down I time spent talking to people* and calls and eliminating 1 officer "down time" (ie. report writing time, meal breaks, getting a drink from a local gas station). These times are now seen as waiting time.



**Q5 If you work a specialty assignment, have working conditions of that assignment improved or gotten worse in the last 3-5 years?**



Answer Choices	Responses
I do NOT work a specialty assignment.	57.69% 45
Working conditions on this assignment have significantly improved.	2.56% 2
Working conditions on this assignment are somewhat improved.	2.56% 2
Working conditions on this assignment are about the same.	10.26% 8
Working conditions on this assignment have gotten worse.	12.82% 10
Working Conditions on this assignment have gotten much worse	14.10% 11
<b>Total</b>	<b>78</b>

*(comments redacted to remove personal identifying information)* Now we have the community outreach team. I am embarrassed to say, but I have no idea what they do. Because when we are 30 calls deep at any given time, and could really use some help on the street, they seem to be too busy "community out reaching". I have spoken to two members of that group, no names will be mentioned but they told me, "it's a very sweet GIG". I know exactly what that means.

You can't micro manage (us)

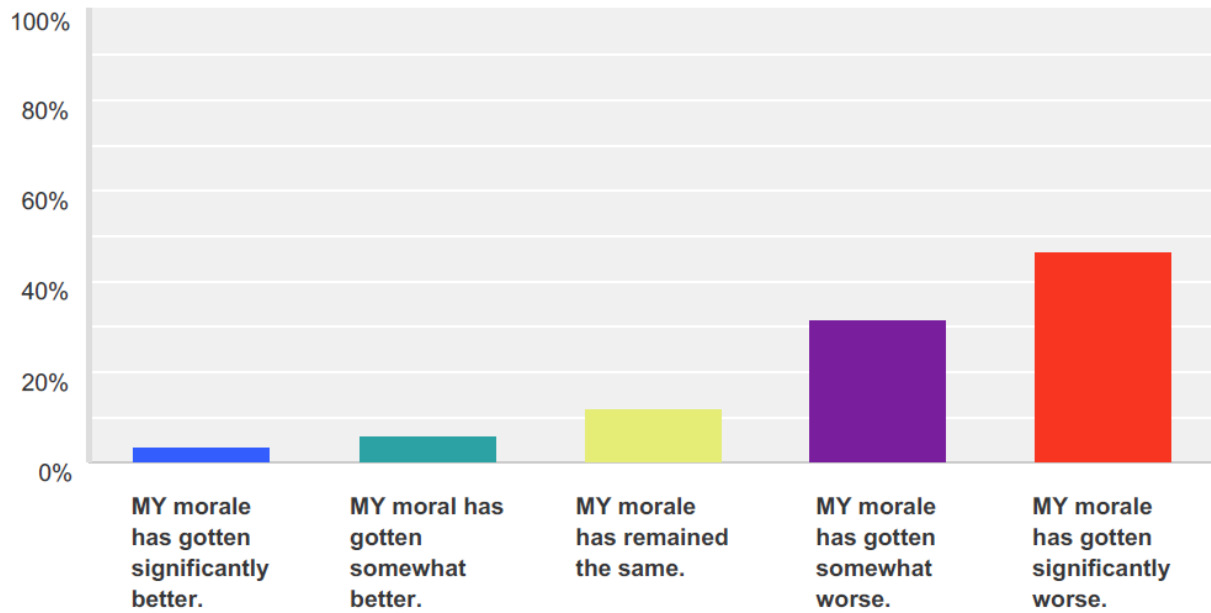
*(comments redacted to remove personal identifying information)*

THE PROCESS HAS BECOME THE MISSION. Public opinion and micro management has taken the place of apprehending homicide suspects and drug dealers. With the amount of crime in this city related to drugs, to include shootings, why haven't we doubled our street crimes and narcotics unit? The focus has been more and holding everyones hands, having BBQ's, and those ridiculous videos we are asked every day to participate in!

*(comments redacted to remove personal identifying information)*

We are in dire need of more detectives. Our caseloads are beyond manageable. Our limited manpower has been mismanaged by command staff on a number of occasions to deal with "Acute Political Emergencies." For political reasons, these cases must take priority instead of being triaged like any other case that comes in. These cases are often labor intensive and more resources are used on these cases than similar cases that are not politically important to command staff.

**Q6 In the past 3-5 years, MY morale ...**



Answer Choices	Responses
MY morale has gotten significantly better.	3.66% 3
MY moral has gotten somewhat better.	6.10% 5
MY morale has remained the same.	12.20% 10
MY morale has gotten somewhat worse.	31.71% 26
MY morale has gotten significantly worse.	46.34% 38
<b>Total</b>	<b>82</b>

I'm afraid of internal politics *more than I am of being shot.*

For the first time in *(comments redacted to remove personal identifying information)* years of this job, I am on the brink of either moving or giving this job up for good. I'm sick of the political bull shit at this city.

I dread coming to work. I dread emails from command staff. I worry I'm always under investigation for some silly reason that command staff has decided to make a big deal *(comments redacted to remove personal identifying information)* I am tired of the inconsistencies in policy enforcement. I am tired of some people being "protected", no matter how much they do or don't do, and myself and other officers getting in trouble when we are doing our jobs!

I'm just tired of command staff wasting money and just going with what the Chief says without asking common sense questions.

*(comments redacted to remove personal identifying information)* I would say morale overall is much worse.

We continually are expected to do more but continue to lose all benefits to the job i.e. Retirement, pay, incentive pay, schedules, and much more.

The Command Staff does not care about the officers in the department. They do not care how their decisions on policy and procedures affects the officers. This is added with the constant threat of disciplinary action with incomplete investigations determining the result.

*(comments redacted to remove personal identifying information)* Expectations and priorities change from day to day. Being inside, seeing what we see, then seeing what the chief tells the public is very discouraging. We are honest by nature and we know it is all a lie at worst, a dishonest shell game at best.

Keeping an eye open for other employment opportunities.

In the past few years i have questioned if this is the best place to work and its not just because of the hostile situation on the streets *its the hostile working conditions*

Schedule, more hoops (to jump through), as already stated earlier, no raises, etc.

I work very hard and receive very good evaluations and have rec d next to nothing in the way of merit. That directly shows me the city doesn't really care about my hard work.

There are few incentives to work harder. Career development was taken away, our 401 two percent match by the city is now one, and raises on the patrol level are few and far between.

See above. No one cares. Administration is rarely at work and you rarely see them. Walk down the hallways and see how many doors are closed because people aren't there. And now they are removing good detectives from their position because people need a chance to do something different? How does that encourage officers to work hard when they continually know hard work doesn't give them pay or security in their position?

My department does not have my back. I'm afraid to get my hands dirty to get the streets clean, because I know what needs to be done, but I'll be met with resistance, now it's resistance that always breaks eventually, that's the nature of dealing with criminals, they're cowards. However I'm sure I'd be told to stop or pull back before I could get then to break. Sad, or rather pathetic, thanks CPD. For example, can't even chase anybody these days. Every criminal in mid Missouri knows they can run from CPD in a vehicle because we won't chase them. It's our job and *(comments redacted to remove personal identifying information)* purpose and yet we can't because the administration is full of scared little liberal politically correct wussies.

I do not believe I have the support of the City Manager, or City Council. I have seen our leaders protest our own officers in front of the police department (from what I believe to be pressure from our city manager) from differences of opinion with CPOA, and also the City Manager threaten to not support a tax measure that would greatly benefit the City of Columbia, and our department, by extortive means. To this day, I have not heard any positive feedback from the City Manager regarding our officers, or our department. I also believe our city council is extremely out touch with our true issues of our city, regarding crime, fire protection, public works, and the health of our economy.

*The retirement is the only reason I'm still here!*

I understand the job and what it entails. My morale is slowly changing for the worse.

Every year officers roll their eyes more and more. It seems every day I come to work I hear about some egregious investigation that I.A. is conducting on another officer. The amount of reported complaints within the department is astronomical. Given that the streets treat us worse than ever before, having the department constantly looking for a reason to write you up is crazy! Watching your chief of police and city manager protest in front of the police department was a real morale booster! Glad we know where they are going to stand when a similar incident like Ferguson occurs.

*(comments redacted to remove personal identifying information)*

*(comments redacted to remove personal identifying information)* Poor leadership is directly to blame, at a variety of levels. Which affects my position also. When the command staff is consumed by the inner workings within the 4 walls of the police department and seemly could care less about what happens outside then it's a problem.

In the last 6-8 months especially. I am getting mentally fatigued and fast.

My morale has been very low for the entire time I've worked here.

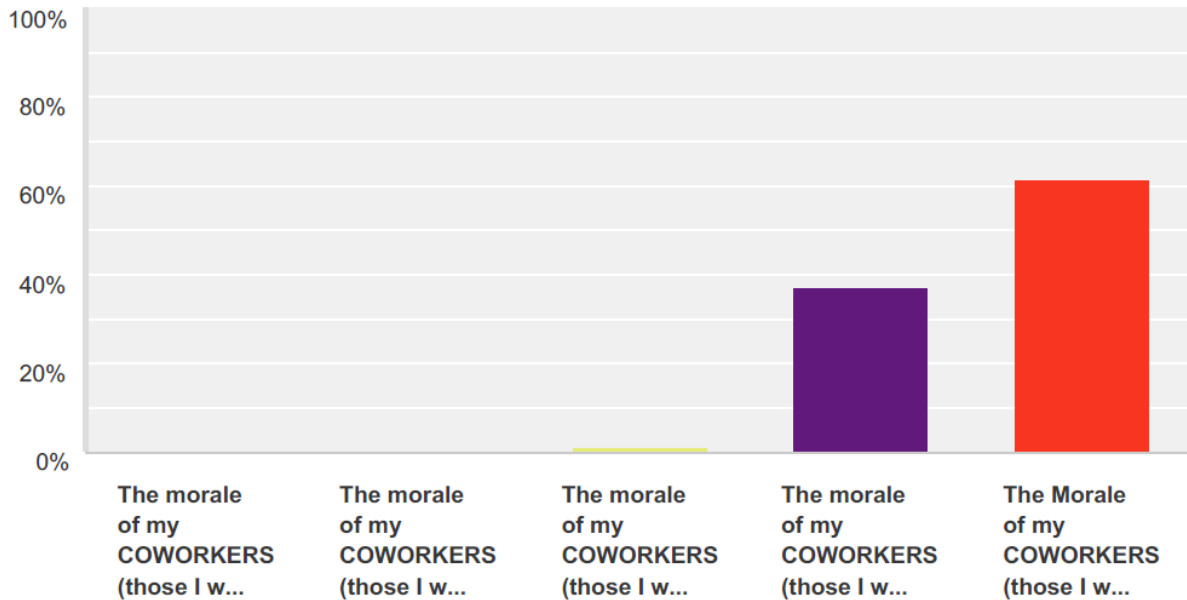
Some great changes have been made at CPD and I look forward to continuing my career here.

Part of it is beyond the control of our department. The feelings and attitude toward LE as a whole (portrayed by the media) is very negative and causes a huge amount of stress above what it was 5-10 years ago. In addition, the city's population has continued to increase, however, the patrol workforce has remained relatively the same over the last 20 or so years. The Command Staff could offset this additional stress some by being a little more lenient and taking a little more "heat" from the media and public. Instead their answer appears to be to micromanage and place additional (and in most cases not necessary/legally required) burdens on the line employees (officers and detectives). Also, while probably not intended, the apparent management style seems to be one of fear rather than trust and respect.

Sometimes I get bogged down emotionally and physically. Ultimately, however, I control my own morale. Not the department, working conditions, or options of others.

Heavy caseload, loss of a take home car, loss of overtime (this causes stress both financially and work stress. The overtime used to get caught up on case paperwork helps reduce work stress), partial loss of clothing allowance, assignment insecurity, loss of gym payroll deduction, loss of other benefits, and the city's lack of willingness to enter into a legally binding contract to stabilize working conditions are all reasons for the reduction in my morale.

**Q7: In the past 3-5 years, the Morale of my CO- WORKERS (those I work with on a daily basis) has ...**



Answer Choices	Responses
The morale of my COWORKERS (those I work with on a daily basis) is significantly better.	0.00% 0
The morale of my COWORKERS (those I work with on a daily basis) is somewhat better.	0.00% 0
The morale of my COWORKERS (those I work with on a daily basis) has remained unchanged.	1.23% 1
The morale of my COWORKERS (those I work with on a daily basis) has gotten somewhat worse.	37.04% 30
The Morale of my COWORKERS (those I work with on a daily basis) has gotten significantly worse.	61.73% 50
<b>Total</b>	<b>81</b>

I have yet to hear anyone speak of this department in a positive light. NO ONE. It's very sad that our leaders cannot lead.

Look around!!! NO ONE IS HAPPY! Every week we lose someone to another department or agency. CPD used to be the competitive place to work. And don't let them feed you the bullshit line of "this is happening across the country" That may be so, but the reason people are leaving HERE is the leadership and micromanagement. Cops in this department do not feel like they have control of their daily operations and are looking over their backs, not for the bad guys, but waiting for Internal Affairs to come sniffing around. It seems like every day I hear people talking about where they are at in a hiring process in another city.

There are a group of about 10-15 people that get everything so *they* are happy. Then there is the rest of us that are lucky to get a bone thrown our way once in a great while.

The common thread is everybody hates this place.

I've seen many good cops chose to leave for other agencies. Some of them may have left no matter what, but many of them cited poor leadership and low morale as reasons they left.

Not one person is happy with the new shift.

People keep leaving here. We have had a steady loss of quality police officers leave the department to get away from this place. All of them report back about how much happier they are and how they actually enjoy time at home now without the worry of the next email containing bad news.

This is the worst I've ever seen it. The department supports report writing and not actually helping citizens or doing police work.

People are beyond weary of the incompetence, laziness and questionable ethics of those in command of the dept. The concerns that have been expressed for years have fallen on deaf ears since Chief Burton has apparently laid such effective groundwork in convincing the city manager and council that CPD was rife with problem employees when he took over and that any complaining from the ranks is the result of him "cleaning house" of the problems - even when there is OVERWHELMING information to indicate the problem is a lack of consistent (or any) leadership.

No one cares. No one is doing any extra work. We are overwhelmed, administration doesn't care about the morale and blame it on other factors and are not accepting responsibilities. They are bosses not leaders.

Everybody's pissed, tired, and afraid of making a mistake because CPD and the media will hang them by their boots.

The decisions being made keep knocking morale down little by little. Over a few years it's gone down significantly. People didn't use to really complain that much. People complain all the time now.

*(comments redacted to remove personal identifying information)*

I hear seasoned officers complaining daily about the department and the command staff. There is a lack of respect for senior leaders within the organization.

I have not been here that long.

Most of the people I work with are good officers and will have each other backs. There seems to be a unforgiving toxic atmosphere on patrol that when someone makes a mistake or offends someone else instead of confronting or teaching to help each other we would rather just gossip or complain.

My co-workers and I are having to constantly do more with less, benefits are being greatly reduced, and training opportunities to make them more effective are being denied due to what they are told to be "cost." They also do not feel like they have a voice that is valued, and feel like other members of command staff want to discipline and cause embarrassment to them.

The only time you see happy faces is when they are walking out of the building and heading home!

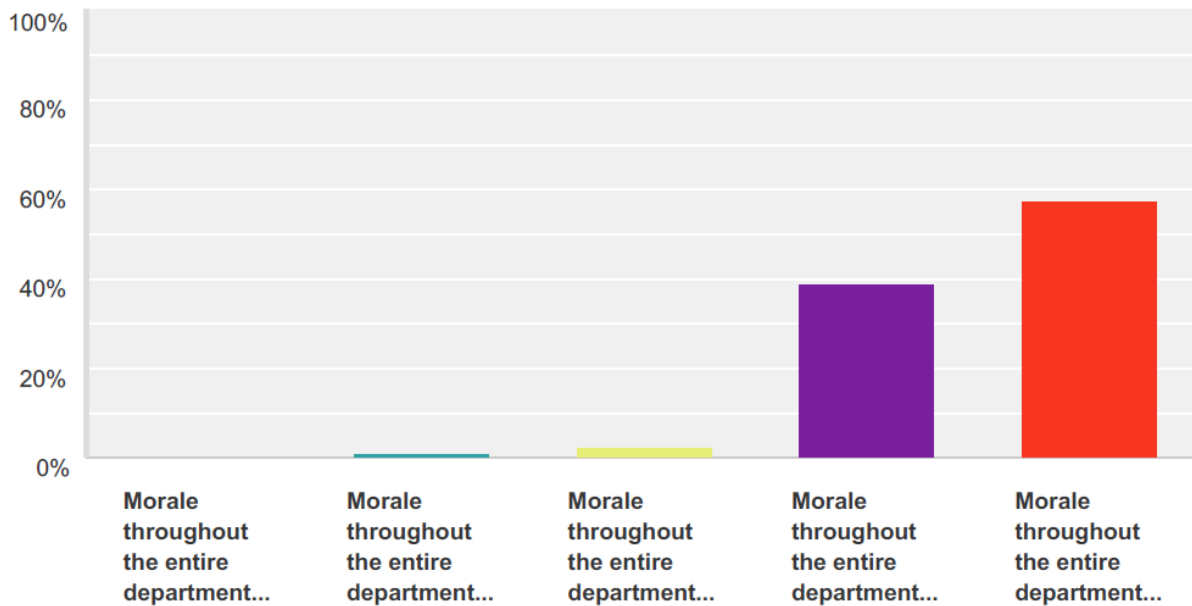
A lot of unhappy negative people gripe to each other

I see more people on a daily basis complaining about support as well as other items. I believe the new schedule is a source of contention.

This is a tricky one to assess because a lot of those I work with have not been here 5 years and some barely 3 years. My estimate is based on everything I have heard (I know rumors and mindless complaining should be taken with a grain of salt), attitudes of those with less than 2 years experience (which are horrible compared to the positive/excited attitude new hires used to have) and knowledge I have from talking to those I am close to. *All in all, morale has tanked and shows no sign of improving even with the large turn over we had a few years ago and about to have starting next year.* Bringing in new employees is not the answer, Command Staff needs to fix what is broken. To state what I believe is obvious, *what is broken is line employees' trust and respect of their Command Staff (Asst Chiefs and above).*



**Q8: Overall, in the past 3 - 5 years, how would you rate morale throughout the entire department?**



Answer Choices	Responses
Morale throughout the entire department is significantly improved.	0.00% 0
Morale throughout the entire department is somewhat improved.	1.22% 1
Morale throughout the entire department has remained unchanged.	2.44% 2
Morale throughout the entire department is somewhat worse.	39.02% 32
Morale throughout the entire department is significantly worse.	57.32% 47
<b>Total</b>	<b>82</b>

The job of a police officer is hard enough and can be mentally taxing, but a lot of days the bureaucracy of the department is even tougher to deal with.

We are no longer police officers. *(comments redacted to remove personal identifying information)*  
 We cannot be police for fear is the only ruler today. It is sickening to know that we , at this department , are governed by the principals that we must do everything to try to not do the wrong thing, instead of just simply acting in good faith to do the right thing. That is a huge difference.

The deputy chiefs husband gets a specialty assignment and all new equipment, cars etc. sets his own schedule, gets to grow a beard in uniform which is totally forbidden for anyone else. They have rules but they allow some people to break them but hold others accountable.

Simply feeling supported by the city administration with personnel and resources would go A LONG WAY to make officers feel appreciated. Thus, helping improve morale. Working officers to death trying to force 8 - 20 officers to police nearly 180,000 people is too much.

Gordon came to a shift meeting and smugly said he wanted someone to tell him why morale was low because he hasn't heard of an actual reason. All you had to do was look at people's faces in the room and see they were disgusted. *They won't tell you, Gordon, they don't trust you.* Maybe they couldn't give you A reason, because there's so many it's hard to pick which one you wanna bring up to such a smug "leader."

I do not believe the command staff trusts its officers to make decisions, and at times, I believe the city council wants the police department to fail. Officers are also held to the "draft," which completely and totally denies them of their personal lives when they are not on duty, and is abused constantly. The only employees who feel the pain of the draft are the officers who are ordered these events.

I know a majority of people at my rank or lower are extremely dissatisfied with the way things are digressing, and most are seeking employment elsewhere or counting the days until retirement.

It doesn't appear that we have many people that look forward to coming to work anymore.

There are very few good things you hear from anyone that is in the rank of officer

No raises and nothing of any substance in meet and confer lead to very bad morale.

No one wants to be there unless you're an ass kisser and like stabbing fellow officers in the back.

there is no consistency in the decisions being made it appears.

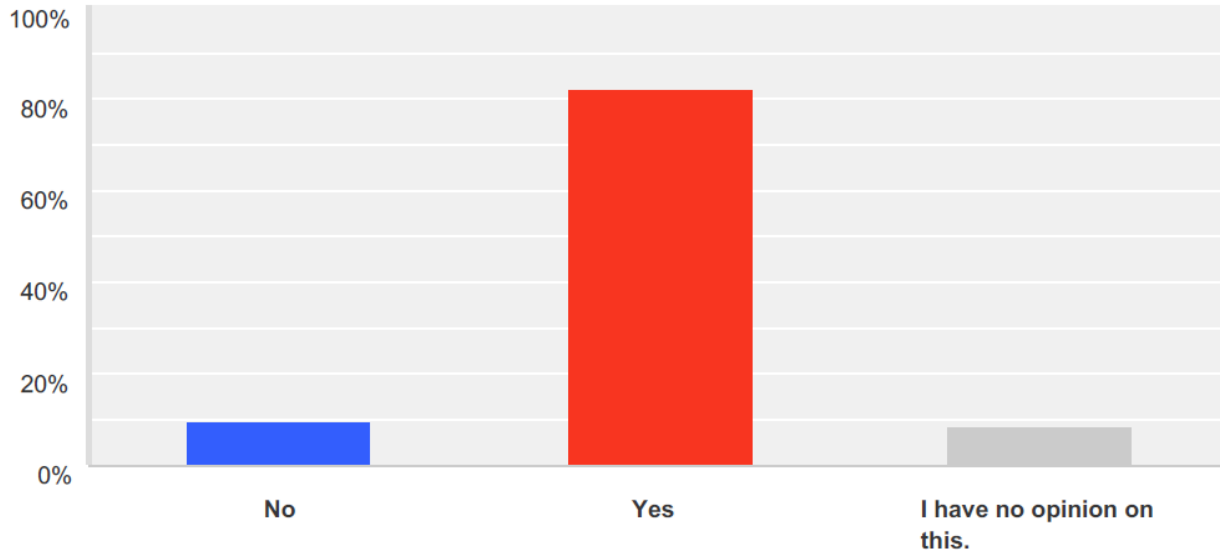
I will say, you can see morale being an issue with every division of the department. Detectives, narcotics, (former traffic), patrol, and everyone else. Everyone seems to be upset about some new directive, policy, or rule. *The COU serves no real purpose but to have BBQs and parties.* I realize why they exist, but it shouldn't take that many people. What the department should do is train its officers how to interact with the citizens of their beat and hire more people. If you could staff more officers, we wouldn't need a special unit to meet people. If you had more than one person assigned to your beat, you could take time to get out and meet people. But call volume prohibits this, no help to the awesome new schedule that seems to be working so well!

Worse still since the start of the new schedule.

Again, the common thread, especially among patrol, is everyone hates this place. Just look at the amount of officers who have left.

The draft and the patrol schedule are morale killers. I also feel that it was ridiculous that our department paid thousands of dollars out of an already stretched budget to pay an outside consultant to come in and evaluate our schedule. We have people in our command staff that are paid an awful lot of money to figure this stuff out. As a taxpayer who resides in the city, I have to ask why hiring an outside consultant is needed when we have well paid executives in place to make such decisions.

**Q9: Several years ago, an outside consultant found the atmosphere at CPD to be "Toxic." In your experience, is the atmosphere at the department still "Toxic"?**



Answer Choices	Responses	Count
No	9.52%	8
Yes	82.14%	69
I have no opinion on this.	8.33%	7
<b>Total</b>		<b>84</b>

**...is the atmosphere at the department still "Toxic"?**

Absolutely and more so. It continues to spiral downward with no end in sight.

The chief's efforts to make it easier to fire people HE PROMOTED weighs on many. Knowing the sergeants are next to go on the chopping block is common knowledge. Makes it very hard for cops to feel their superiors will be able to stand up for them during times of controversy.

"Open door" policy - hah! Many are afraid of being fired without cause. The general consensus is that if I had to shoot someone in self-defense, I would be fired even if within law and policy. Very political atmosphere.

While it was released to the media that all the issues were addressed and the toxicity has improved, nothing was mentioned in detail as to how or offer proof. *It is beyond me why the media blindly accepted the information and did not dig deeper or even question the claim.* A few things were addressed and some were even corrected, but over the last few years even those have regressed leaving us right back in the same toxic rut.

*Its asphyxiatingly toxic* unless you have a decent supervisor who shelters you some. I don't even want to be in the CPD building.

Nonexistent leadership. *I will be amazed if people answer this question candidly after the ridiculousness of the Anderson "study" and the way the findings were used to publicly smear the command staff under Burton at the time. Although the report highlighted numerous significant issues in the dept, those were all laid at the feet of everyone except him. And there has never been any true followup to ensure any of the identified issues were being corrected. Instead, Chief Burton and CM Matthes have made superficial attempts to whitewash the identified issues and have mislead the Council into believing they have done something to fix them.*

How much more money are we going to waste on consultants?

Beyond toxic. People need a pay check. That is a main reason that there is not a mass exodus. If a nearby department begins hiring near our hourly salary, I know a lot of people would not hesitate to jump ship.

It is so much worse than before that words cannot even describe it. I can't believe the department that was once described as Columbia's Finest is the laughing stock of Missouri.

Is there a word *worse than toxic* I could use?

The chief and other command staff have done nothing to address the issues identified in that study. Some even openly deny that a morale problem exists.

No one trusts administration to support them. This is a profession where accidents and mistakes are made on a daily basis, simply due to nature of our work. However, there does not appear to be much room for it without some type of discipline, regardless of what the mistake was. Officers feel that they have a target on their back, placed there by the administration. IA's are being conducted without any complaints from the public, or internally. That is a perfect example of an issue that can be handled through discussion. Most officers don't intend to do the wrong thing, however we are a young department and most of the senior/top tier officers are in specialty assignments. Instead of guiding and teaching younger officers, they are being disciplined and punished, which is another reason officers do not want to be proactive. Its just another possibility of getting in trouble, by the administration.

There are haves and have nots.

*(comments redacted to remove personal identifying information)*

It's worse than before. At least when it was considered "toxic" there was still SOME accountability in our command staff. What was left of that has gone.

I can't speak for others, but my experience is 'no'. It's a shit show, but I don't see the toxic part.

Nothing has been done to address why it was described as toxic, so how would the atmosphere change.

This has not changed the most stressful part of this job is what goes on inside this building

There is still bad feelings about certain promotions, certain people skipping ranks. There is not much trust in the leadership.

Morale bad, no raises etc etc

Everytime I think it can't get any worse here I'm proved wrong again

It's not toxic, but it's not good.

It got worse since none of the recommendations from him were implemented. On that note why do we need a north precinct? Put that money into hiring more officers

Officers shut out new officers. Officers degrade others to include seniors. Not once has a senior leader asked to meet my spouse since starting. Very discouraging. Shows that there is no concern for family.

I have been part of 4 different outside consultants, *they all say the same thing and nothing ever seems to happen*. Its all smoke screen. The police department and its funding is not a priority to the city administrator and city council. We continue to do more with less. We are our own worse enemy as we always seem to get the job done no matter what and with fewer and fewer resources. Things could change overnight once resources to include the funding were thrown in our direction.

Toxic is too strong of a word. (but) Could get back there quick is command staff doesn't get ahead of the shift problems.

Depends on the day and to whom you are talking.

**Q10: Whom do you think is primarily responsible for the current state of Morale here at CPD? (You may check all that apply.)**

*LOGIC ERROR – STATISTIC RESULTED IN NO VERIFIABLE CHART  
– COMMENTS AVAILABLE BELOW:*

There was no box for Mike Mathes. He is a big reason as well. He positions sicofants around the city so that his will be done. This includes the chief. And in kind, the chief surrounds himself with sicofants, minus AC Richenberger (he is far to intelligent and genuine and has the courage to stand up for the right thing), in order to make sure that liability and media coverage are to a minimum.

City manager.

Mathis told the union reps that the city council wanted to fire them all because oF their efforts to help us.

the city manager. There is definitely an agenda that is not employee friendly. So the city pays a consultant (retired MU professor) to study our employee "engagement". The professor says we as employees are not engaged and essentially says it is the city's fault, that management needs to take care of employees better, do more for employees, let the employees know you care about them. What's the city's answer? Make "employee engagement" part of the employee's evaluation. Forget the carrot, get out the stick. I literally saw the consultant's head drop and shake side to side. All that work and the city wasn't listening to their own consultant at all.

It starts from the top. For a leader to say “morale is not my problem” is absurd. Ever hear a football coach say that?

Mainly the city manager who is supposed to work for and report to the council yet he has complete unchecked power over everything. However officers need to be responsible for this as well because they allow word of mouth to sway their opinion without checking the facts for themselves.

the city manager

The city manager must be added into this as well as he has worked along side the chief to bring down the department. The Chief and Command Staff are more worried about the departments political image than law enforcement duties. Many officers have worried the department would not stand behind them if their actions caused a political controversy, even if their actions were correct. Many Sergeants are very good at their jobs, but some are more worried about their political standing in the department and how everything affects their retirement to stand up for officers, even if the officers are right.

It starts with the chief. Just like when he locked arms with the black lives matters people but then didn't show his face when there was a rally for the officers support which was ended because the blm folks was confrontational.

Ultimately I believe the city council is to blame, and the rest of the issues are a result of their actions and decisions. The command staff is supposed to follow their guidance and implement it to the rest of the department as best they can, however I believe there are multiple interpretations of it.

The biggest issues internally I see tend to occur at the Lt. level, however I don't know what kind of pressure they are receiving from the Asst. Chiefs, and so on. Everyone is so afraid of getting in trouble, to include the command staff themselves, that they implement whatever policy or discipline they can to pass the blame onto someone else.

The chief. No question. He has to answer to city officials, I get it, but the chief sets the tone from the top-down. Any command staff issues are his fault. He once said if a person wants a cop, they get a cop. Yet he says we're too busy to handle our calls. Which is it. He can't decide if we're going to be a modern department or an old school department. He half asses both and surprise, we have problems. In modern departments people don't get in-person if it's not an in-person call, end of story. He's living in the past.

Control by fear and intimidation. Lack of direction. Lack of communication. Lack of trust. Lack of knowledge. Lack of experience from Deputy Chief and Ass. Chiefs.

(we) are hard working officers who chose this profession to help people. Those assigned to direct us and lead us have failed miserably and often do not even seem to be on the same side.

There are obviously exceptions, as some Sgts, Lts, etc. are doing a good job. But there are others who have NO leadership skills or abilities, plus a number of them ascend to some God like status in their own minds when they get promoted. Many of them are out of touch with the day-to-day activities and seem to think they know what patrol is like, even though they haven't worked the street in over a decade, yet can tell me how to do my job. Hate to break it to them, but the job has changed over the years and they're quickly becoming dinosaurs.

Everyone plays a role. Officers however can't change a culture with even the best attitude. Good sergeants can improve moral w their ppl. Bad ones can do the opposite. We have more bad than good. Ultimately the command staff and Chief are the appointed "leaders". "Attitude reflects leadership".

To include the chief. He may have good intentions, and say good things when he actually comes to our shift meetings, but that is not the atmosphere his cronies are creating.

For the most part, the Lts and Sgt are fine and look out for us. The AC, *with the exception of Richenberger*, are vindictive, overly authoritative, make rash decisions, and flaunt their power. Chief rarely takes any kind of position and refers everything to the under qualified command staff members he has selected. The city council does not have any understanding of what a CPD officer experiences or needs. They would rather build a new bike trail rather than give resources to the PD.

While officers can only control their own actions the mis-management is rampant and makes the officers lives horrible.

The lack of city council support translates very loudly that they don't value the job officers are trying to do which in turn results in officers, even those who try, eventually give up caring or trying because it doesn't seem to matter. The Chief, whether true or not, is seen as too close to the city manager who also is very loud about his lack of support for the police department, leading to doubt about if we are being represented or stood up for. Command staff on Ass. Chiefs and above are inconsistent in their expectations of officers and the department as a whole as seen in email policies, or when they ask for patrol's input on certain issues and then do the exact opposite. Lt's have been

making an increased effort to be accessible due to the new schedule but don't always hold Sgts accountable whether that's because of lack of attention or favoritism towards some.

Certain Sgt's are good at recognizing when their officers are doing well and communicate it. Only a few will see when there is a problem on patrol (i.e. gossiping, back stabbing or one on one conflicts) and actually address it. Most will ignore it instead of setting an expectation that we are team. Officers themselves then continue the toxicity by gossiping, complaining or forming cliques and shunning those they don't feel fit the "picture" of what they think an officer should be rather than seeing that we all have different strengths and weaknesses that we bring to the table.

It is everyone's fault however at heart it lies with the supervisors. There is no recognition for good hard work, there is no supervision making sure officers are doing their jobs, unclear and randomly enforced policies, no monetary incentive to work, poor and unsafe working conditions, it all adds up and weighs heavily on us. If you aren't one of the special people it is hard to be positive and motivated to come to work every day.

The officers and Sargeant are great, but their hands are so tied up by everyone above, its pathetic. The city manager should be fired and the whole city's priorities are backwards as can be. They're more interested in apartments downtown than fixing the sewer, power grid, and adequately providing for emergency services. Why do we have 1.3 officers per thousand population compared to the Department of Justice recommended 2.5 Columbia's growing like mad, and the size of the department hasn't really increased in 20 years. How the flip did this happen, and then continue to happen. This is why we had to change our pension/retirement to 25 years. This is why we have compounding problems with crime.

Personally I do not think the chief is the boogie man everyone thinks that he is. He has a boss to answer too as well and it seems hes just trying to not make waves until he decides to leave. Again the PD is not a priority and the silent majority in this city does not feel it is a problem until they need police service.

(Chief and Command Staff) They don't listen or care for the well being of their officers. They are too busy bickering with each other and creating new ridiculous policies to listen to what we want or need.

They have the ability to make changes. Since no raises are in the near future, trying to foster a sense of concern for the work environment would make people feel better about the job.

This job is 100% what individual officers make of it. I hear complaints because they can't pursue everything that moves or because staffing is short. They'd rather complain than offer solutions to their perceived problems.

I choose all of them. I know it says **PRIMARILY**, but morale is too big of a thing to narrow the responsibility down. For instance, yes the Chief has the ability to fix a lot of the issues that are negatively impacting officers, but only I can choose my attitude regardless of my environment. So really the only ones who aren't (except for themselves) responsible are the Sgts and Lts because every one else either has a high degree of influence or should be acting as a check and balance on those who do.

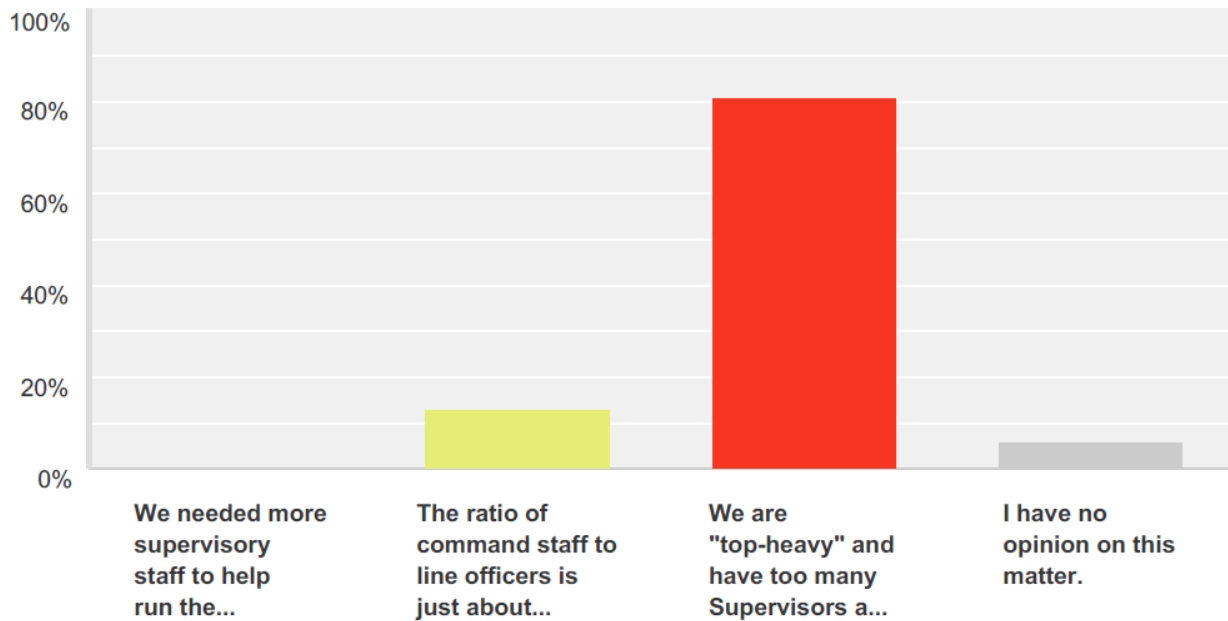


The city manager needs to be included here. When the city manager and chief stand outside of the police department, standing locked arm in arm with BLM protestors, that is a slap in the face to every officer who serves and protects that City of Columbia.

The city's refusal to increase the police department's size to catch up to the growth of the city and calls for service is the single biggest issue - severe under- staffing is crippling this agency and pushing officers to and beyond their limits. Command staff mismanagement exacerbates this problem.

I think it actually has do to with the chief, command staff and city council.

**Q11: CPD just eliminated a Patrol Officer vacancy in order to help fund another new command staff (Lt.) position. How do you view the Command-staff-to-Officer ratio at the department?**



Answer Choices	Responses
We needed more supervisory staff to help run the department.	0.00% 0
The ratio of command staff to line officers is just about right.	12.94% 11
We are "top-heavy" and have too many Supervisors and not enough line officers.	81.18% 69
I have no opinion on this matter.	5.88% 5
<b>Total</b>	<b>85</b>

Are you kidding me!?! How many more chiefs and Lt's do we need!!! It's getting ridiculous. Its interesting how we are top heavy and one of the biggest complaints is micromanagement!

How can we possibly go to the citizens of Columbia to ask for a tax increase for more patrol officers, when we *eliminate patrol positions to make room for salaried command staffers?*

We are constantly adding command staff and supervisors. The amount of line officers have steadily decreased.

This is obvious. We are sacrificing staffing to have higher positions. We can eliminate most of these supervisory positions, especially since they are more worried about CYA and keeping their positions instead of doing work. No two ways about it, we are short staffed at officer level and this doesn't help.

There are a lot of chiefs and assistant Chiefs, but fewer Indians.

Why don't we just have every officer ride with a supervisor so that my cell phone minutes can be saved. We rarely can make a decision without it being vetted by a Sgt. Who is so far down our necks because they are just as nervous about making a mistake.

Seriously we have a chief, a deputy, 3 ass chiefs, 7 LT's, and over 20 sgts? 1 of those LT's is over like what 2 officers? (special events) and then we have at least four sgts who are in charge of 1 person? Why do you need that? Get rid of the pio sgt, I.A. sgt, TRU sgt, and the evidence sgt.

The number of command staff members is ridiculous. There are way too many chiefs and not enough indians. The only thing this does is cause confusion due to unclear expectations.

The number of patrol officers hasn't changed in over 20 years. Look at how Columbia has grown. Seriously? Absolutely top heavy.

Do all these commanders even do anything? Other than create unnecessary new rules...

Why do we have sergeants if we have a lieutenant for every shift? We already can't make a decision without calling command staff.

They just made an admin sgt for god sakes!! Dude sits around in jeans all day. Get officers on the road!!!

It's simply a trust issue. you add more and more command staff to have oversight on every possible thing you can. It shows a lack of trust at the sergeant and officer level.

Utterly ridiculous. This is just to help line the pockets of yet another command line person. It will help in no way just like lieutenants hampered communication instead of streamlining it.

Patrol is the heart of any department, and ours is weak.

I feel the level of command is adequate, now its time to get more officers.

They do not need \_\_\_\_\_'s position or \_\_\_\_\_'s position. That means we have too many Lieutenants. (comments redacted to remove personal identifying information)

Useless. Another "I'm with the government and I'm here to help" scenario. Incompetent leadership leads to an incompetent workforce.

With the shortage on the street of patrol officers and the current officers being over-worked, there does not seem to be a justification for another member of Command Staff who will not help the situation on the street.

(comments redacted to remove personal identifying information)

Sgts and above don't take calls for service and patrol gets overwhelmed with calls. We need to meet the basic needs of patrol before hiring more boss's (not leaders).

Having the right number of positions does not mean they are filled with the right people.

It is stupid to have so many bosses and not enough workers. All we did is make it were sgt can take off when ever they want but we can not

I say that we are top-heavy, however, the reality is supervisor number are where they should be and even a little short IF we had the appropriate number of officers that w have been asking for (at least 30-40).

Seems like it's about right. Maybe a bit top heavy, but not much. The real problem is how many officers we have in specialty assignments. They makes the ratio seem off. Patrol needs to be fully staffed before ANY specialty assignment. Gordon said we'd get 20 officers on each shift with the new schedule. Lies. We have the same damn amount.

There are 7 lieutenants over 21 sergeants right? Too many Lieutenants. Job duties are messed up. . . . *(comments redacted to remove personal identifying information)* . . . It is very frustrating. If they would handle what they should, then I could manage my people.

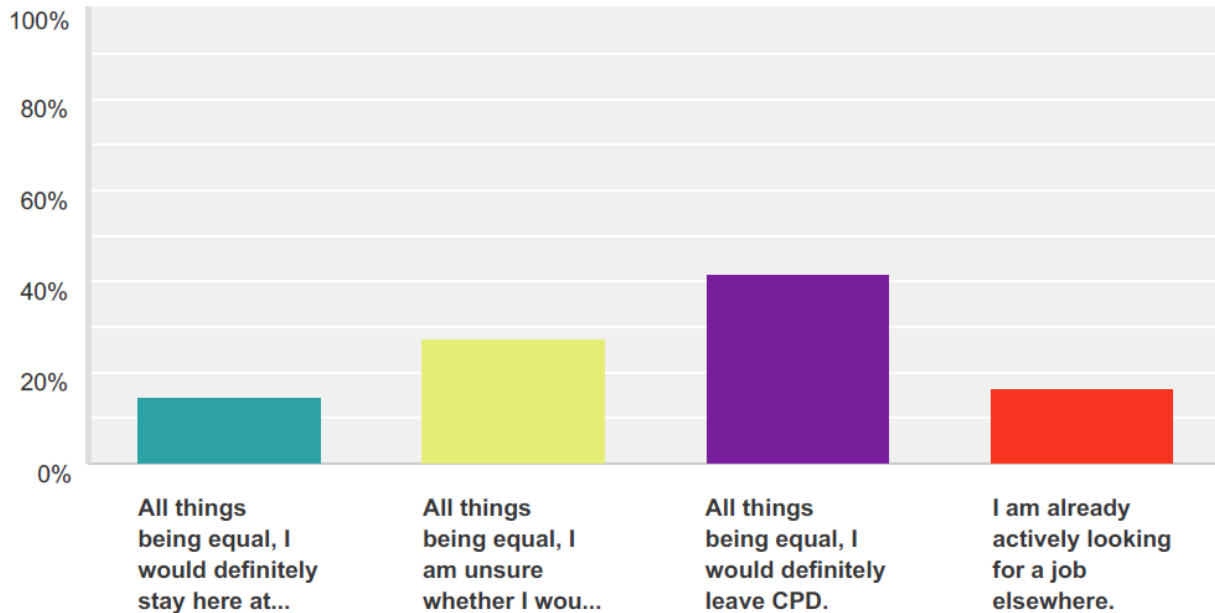
We simply do not have enough officers. Chief has made good efforts on trying to expand those numbers but council and people vote have stopped those efforts. Removing traffic unit for a dept our size makes no sense...and although i think COU is a great idea you have to have enough officers to make that happen and we simply don't have the numbers.

I agree that we need management. But, we now have so many bosses and still so few "boots on the ground".

We could fund more street cops of positions, including those of supervisors, were managed better. Why do we need an administrative sergeant, a sergeant that is assistant to the Chief, and a commissioned PIO spot? If those positions are "essential", civilianize them and save the department some money!

When I first started, we had a chief, deputy chief, and 3 captains. That was with more officers on patrol than we have now. Things seemed to work fine. *We are extremely bloated at the top compared to the amount of patrol officers we have.*

**Q12: If you were offered a law enforcement job elsewhere, with the similar pay, benefits, retirement, and duties what would you do?**



Answer Choices	Responses
All things being equal, I would definitely stay here at CPD.	14.29% 12
All things being equal, I am unsure whether I would stay or go.	27.38% 23
All things being equal, I would definitely leave CPD.	41.67% 35
I am already actively looking for a job elsewhere.	16.67% 14
<b>Total</b>	<b>84</b>

Unless things change drastically and very very soon, I will only be employed here until the end of this year.

I am already actively looking for a job elsewhere, Need I say more?

I am to the point where if something doesnt change I may consider looking for a new job, or a new career entirely.

I started seeking employment about a year ago. I plan on leaving this place as soon as possible! Hopefully I won't be in the middle of an unwarranted I.A. investigation when they start calling my department.

I would definitely leave CPD. This is a given. Even though I have been here over (*comments redacted to remove personal identifying information*) years, I am actively looking for a job.

I'm to the point where it doesn't even have to be law enforcement, even tho I sincerely love law enforcement. I can't continue to work for a department that continually disregards the well being of its officers.

I would not (and do not) recommend CPD as a place to work for those thinking of going into law enforcement. I believe Chief Burton's poor/nonexistent leadership has been allowed to go on unchecked for so long that the damage it has done to what was once a prestigious, well-respected law enforcement agency will take years or decades to rectify. I would not wish the experience of going through that on anyone, especially someone trying to learn a new job as difficult as law enforcement. In fact, the incompetence of the Sr Command Staff is at a level it has the potential to get officers hurt or killed.

As soon as I am able, I will leave CPD. And, I am a veteran officer with more than XX (comments redacted to remove personal identifying information) years of law enforcement experience.

I am at a point in my career it would have to be much better pay to give up my seniority. Although seniority at CPD does not mean anything anymore.

If I had to go back to patrol I would immediately start looking for another job.

The only reason I'm staying is for the pension and then I'm gone.

I have been here for (comments redacted to remove personal identifying information) years. I have received one \$.22 raise and a \$.25 raise. What a poke in the eye. Oh, But my monthly premiums may have gone up for insurance. Hopefully we can get some more bus passes for city employees. That might make me happy. (Sarcasm)

Already looking. Considering leaving the state.

I have tried to leave in the past. I have tried to be content and be a part of the solution. I have tried to boost morale in other ways. Every time we try to make things better or be content with the current conditions, we get more news to let us down and take away our happiness.

I now have a family established in this area and have time towards my retirement. The bastards have me!

The 20 year pension is the only thing keeping me here.

I like it enough to pull through to retirement. If I leave CPD I'm done with police work.

Too close to retirement to leave. If I was a 10 year and under cop, I would definitely be looking elsewhere.

These "similar" jobs elsewhere do not exist. If they did, more people would be leaving. Fact of the matter is other agencies can't compete with what CPD has to offer.

Really the only thing keeping me here for the present are factors outside of CPD like family and social activities. (comments redacted to remove personal identifying information)

Every department has issues. It all comes down to what those issues are. For instance, if that other department were Jeff City, I would not leave because I think their schedule sucks more than ours. *But if by some miracle chance it was Ashland, I would leave in a heartbeat.*

Because of the years I have already put into my retirement at CPD I have to stay, but if I were an officer under five years of service I would definitely leave.

If I could transfer all my active years from CPD to another agency with the same retirement, I would leave.

If I was a 5 year or less cop, then I would definitely explore my options. I might even consider getting out of law enforcement altogether based on the negative experience associated to this agency. Turnover should noticeably increase as 20 year retirement officers age out and 25 year retirement cops realize they have 18 years left instead of 13, 20 years instead of 15, etc. State FOP should push for a Texas model retirement for the entire state. Get the cities out of controlling the retirements. Not 80 and out. Not work until you're 55 no matter when you start. Do it like TX.