

# Police

## Comments Communication

- I feel like upper management is very approachable and wants to hear from all employees about any issues.
- Chief Helton does not ask for input from command staff. his command staff is afraid to provide feedback to him out of fear of reprisal. His Chief's Advisory Board is a joke because he just gives them lip service. The Chief doesn't even reply to many emails sent to him and he doesn't even acknowledge receipt of proposals to improve the department. We receive no communications at all from the City Manager.
- Not sure where this breakdown occurs exactly because lower level supervision may not know because they are not informed from their higher ups. There is definitely a breakdown of communication. Seems like it takes forever to get approval on something or a question answered if there ever is a response from administration at all.
- people feel free to talk with each other but cannot talk freely to the department head even if asked because they get jumped on
- In the day and age of email and other forms of electronic mass communication, we have no excuse for the lack luster information sharing.
- Departments could do a better job informing the employees throughout the City when there are department personnel changes that will directly impact the daily business of the City. If there are employees who leave the department and those respective jobs are filled, an email introducing the new employee would allow other City staff to know who they will need to interact with for future reference.
- It needs to improve.
- We have a severe lack of communication within these department walls. A front is put on to give the illusion of two-way communication, but it is just a smoke screen to mask the one-sided, closed mindedness of the administration. Lots of times things are not "asked" because the administration already knows the answer(s) involves them taking blame for the problem, and that is just not an option with the current players.
- it seems that only the opinion that is wanted is received.
- I strongly disagreed with information coming from the City Manager only because I believe our department head does not pass that information down to us.
- Our communication within the department has improved in the last few years, however still needs improvement.
- Hahaha! I have a work cell phone, a personal cell phone, an office phone, a personal home phone, a work email, a personal email, an office mailbox on my door, a mailbox in the general mail area. I also have supervisors that have all these things also and still I don't get communicated with. We hear what we are told and what they want us to hear.
- better communication.
- In relation to upper management there is a Chief Advisory Committee and Sergeant Advisory Committee. Although those selected get an opportunity to voice the concerns from their specific bureau there is no follow through on ideas. There was a survey done by the department a few years ago and the department heads would NOT release the results and how issues were going to be corrected related to concerns voiced by employees.
- There is little to no communication from the top down. Everything is kept quiet and decisions are slow to be made.
- Too much is swept under the rug, I answered this on the last survey question
- There is no communication line from the city manager to our employees. The Police chiefs do push out information but typically it is rare. My immediate supervisor never provides any useful or meaningful information that has supposedly been disseminated down the chain. Everything is via rumor mill.

- I feel comfortable approaching my supervisors up and to include the Chief of Police. They all have taken the time to listen to my comments.
- answers to this question depend on who I consider upper management. I answered this question as my immediate supervisor is upper management.
- upper management does not communicate very well with my department
- Supervision, especially administration does not give opinions and suggestions from workers enough merit. It seems our administration believes just because they have been placed in a position of authority, they are now more intelligent than the workers.
- having no importance allows my thoughts and ideas to be hijacked or overlooked
- Our department is very bad, there is no communication and everyone is scared to say anything because of fear the Chief will move them to an undesired position (whistle blower) and target them for removal. Even when discussing anything with command staff they advise the two assistant chiefs are just as scared to give needed opinions and criticisms at times. There is "we can agree to disagree" it's ruled by a dictator. There is a chief's advisory board that is a BIG JOKE, you are walking on egg shells and the Chief gives not direct response only passes over the question/changes the tone. Sometimes people not matter who you are, need to hear the hard truth and not sugar coating everything.
- Flow of communication beyond immediate supervision is non-existent.
- WE HAVE TOO MANY CHIEFS AND NOT ENOUGH INDIANS AND THEY SEPERATE THEMSELVES FROM OTHER EMPLOYEES.
- When major events happened at the police department we would like more communication as to what happened and if they cannot tell us at least tell us they can't tell us.
- I feel that it's a little difficult to share your opinion, when would be looked upon in a negative way, meaning in your best interest it's best to keep quite.
- This is the area I think is the biggest area of our department that needs to be improved.
- Communication would be better if given direct answers to questions instead of "We're working on it" or "It's in the works." We are never given explanations of what that means, what the process is on the topic and what is actually happening. There is always a generic answer that leaves us guessing and that's how rumors are generated.
- The lack of communication between staff and leadership is almost non-existing. Only communication that is shown is a hello in passing.
- Information is rarely pushed down from the top of the organization to lower employees. This allows rumors to run rampant and moral decreases. Employees feel the department head doesn't fight for them.
- The Chief has done a great job in ensuring the voices of the department is heard. He has implemented the Chief's advisory board so that issues can be brought to him directly, although the response I've gotten is that some of these issues are falling on deaf ears and that some solutions are met with opposition.
- I feel that my opinion is listened to however it makes no difference.
- Communication within the department is overall good. The communication between the department and City council is horrible. City council seems to not understand the police climate and appears to not care about officers.
- See my previous comments on collaboration which focused on communication. To address communication with upper management. If you want to make your voice known on an issue there is a fear of being "black balled" which means that you will be marked and ill-will will be in your future should you attempt to advance or do anything extra. If you anger upper management that will not be forgotten and could haunt you for years.
- Often times, we do not receive proper communication from some aspects of supervision. Immediate supervisors are typically excellent in providing quick and prompt responses to needs, it can often be much longer the higher the communication goes. There is a lack of clear direction of goals sometimes,

and certain issues could be remedied if upper staff would communicate its intentions and goals with its employees.

- When upper management share information they hold back on the important things that affects us.
- Few opportunities exist to express ideas or concerns.
- When we send ideas up to upper management they are often pushed aside or not even acknowledged. Rarely are our ideas and requests met.
- Immediate supervisors do an excellent job of clearly communicating with coworkers and I. As you begin to flow up the chain, it seems that supervision either won't make a decision or are slow in relaying that decision to those it effects.
- I always feel updated on city information the communication is great.

### Comments Decision making

- the department needs to be restructured; the patrol sergeants who work together on a rotation each answer to a different captain; therefore, there is no one person who can solve problems and be responsible for the rotation. There have been times when patrol sergeants despise each other and their disputes are not properly resolved because of the lack of supervision. Patrol captains are unable to supervise all of their sergeants because of the work schedules.  
I have made suggestions before that Chief Helton ignored or forgot and then several months later he expressed a need to resolve a problem that I had already suggested fixes for. it's like suggestions go in one ear and out the other. I also don't make suggestions sometimes because he will take that as an insult suggesting that things aren't perfect. Above all else, Chief Helton is concerned about his own image.
- I have heard great suggestions made to upper administration in the past but seems it falls on deaf ears. There seems to be no desire to improve or be innovative currently. Even when problems/issues arise that need to be addressed I have personally heard "It will work itself out" numerous times and we keep the status quo.
- everything has to go to the chief but you usually get no response so nothing ever happens
- When the reason is "because we've always done it that way," or "because I said so" you are clearly not open to suggestions. Suggestions seem to fall into a deep void and never to be heard or seen again. It takes weeks to get answers that should only take minutes.
- The decision-making process in my department is very prolonged and when a decision is finally made, action taken is just as long.
- In my opinion, there are two (2) MAJOR issues that are at the core of the majority of problems here at the Police Department, one of which being decision making skills (or lack thereof). It's a 2-prong problem, first prong being getting a decision made in a timely manner, which directly relates back to the communication issue from earlier. The second prong being the level of thought, awareness, judgement and fairness put into the final decision. Most times not making a decision speaks volumes more so than making a decision!
- Nothing changes even when things are brought up. This place is the same it has been since the 1950s I would imagine. Just look at the outdated uniforms. That is a sign of how stale we are.
- We bring up ideas in committee meetings and strategic planning meetings and I feel we just have the meeting just to say we have done it. There have been good ideas with limited to no cost involved, but it's heard but no response to that sounds good run with it and keep me up to speed on how things are going. Employees have good ideas, but after no action on others they figure never mind don't waste my time. We have a department head who can't make a decision!!!
- EVERY single thing an officer wants to do must be approved by the Chief AND city manager. While I respect some decisions must be run through city manager, the Chief should be making most of the decisions around the department.
- The upper management only care about what they want to happen. They only consider employees only if there are put in a position and forced because someone went above their head. POLICE

DEPARTMENT HAS POOR LEADERSHIP. They are padding their own retirement and could care less about their staff as far as what they want or want would be beneficial to them. They care nothing about moral.

- The last list of ideas that came from other supervisors was ignored and the individual who brought them up resigned.
- I am pretty much trusted with the decisions that I make
- There are very few supervisors willing to make even the smallest decisions without top administration approval (which I believe these supervisors are placed in fear of their jobs and positions). It borders on ridiculous. I have been with the city over 25 years and am near retirement with an exceptional work record and still feel untrusted by my supervisor.
- We can speak with a sergeant or captain in my unit but we are always told the chief won't agree or allow it. It is always stopped there. On patrol it's just as bad, my co-workers advise the east side captain gets mad and they are fearful of the repercussions if they speak up.
- The Inverted Pyramid Management style of management has never been heard of by the City. It's strictly a "Top Down" approach.
- I WOULD LIKE TO HAVE MORE DISCRETION
- It's just best to keep quiet and be thankful you have a job/keep your job.
- The decisions being made do not affect the decision makers, the ideas of planning, equipment, uniforms and how day to day procedures needs to be passed along and ideas should come from those who it effects the most.
- Officers had been a part of the chief advisory board and bring their ideas and other employee ideas to the table. However, most ideas are shot down by the chief. For example, uniform changes and pay raises. Detectives at almost every agency get a raise, but at GPD it's just a lateral transfer. Employees have presented changing patrol uniforms to a BDU/Polo shirt style at half the cost of the current uniform.
- Even with the implementation of the Chief's Advisory Board, many of us keep opinions to ourselves due to not wanting to be "black balled," as well as knowing that when the same concerns arise, we know it will be opposed again.
- There are small changes within the department that would boost morale. Things such as updated uniforms, firearm racks in vehicles (officer safety) and updated in-house training would help boost morale drastically. These ideas have been brought up numerous times but are always ignored.
- Administration ignores repeated requests for more comfortable uniforms that utilize an exterior vest, BDU pants, and other more appropriate law-enforcement attire for the 21st century. Our current uniforms are obsolete, uncomfortable, and impractical.
- Policing has evolved however I feel that the Gastonia City Police department's philosophies methods have not. As well as the city, this is a large city but has a small-town mentality in many of the things it does. Tax breaks for individuals or companies that have projects that have been basically stagnant for years. Newer businesses have trouble staying open in a city that appears to have issues in managing expectations, this boils down to the structure and decision-making.
- We have opportunities to share ideas and concerns with higher level supervisors. However, some of these ideas are quickly dismissed. I understand most of the reasoning behind it, but we are still allowed to voice an opinion, even if it's not feasible at the moment.
- It seems that when employees in my position give ideas or request things, they are not acknowledged and hardly ever met.
- I think the captains and chiefs ignore our concerns and do what they believe is best without taking patrol into consideration.
- My department allows me to voice my ideas on how to better my unit.

### Comments Diversity

- I think we would be more diverse if we had more diverse candidates applying for jobs here--we just don't have as many minorities applying for the department.

- I believe that our department tries hard to attract minority officers but our pay and benefits can't compete with Charlotte. I have personally been receiving diversity training since the beginning of my career and it has helped somewhat to see things from other's perspective.
- I fully support the mayors desire to improve diversity of city government. Diversity should also include sexual orientation and religious background.
- the job is more effective when people are qualified to do the work not given breaks because they think something else makes them special the good ole boy practice still lives because it's about who you are and not what you do that gets rewarded the most it's not right but that's the way it is we are preached to about diversity all the time but I have never seen racism here
- Personally, I have NO problems with diversity here at the Police Department. If a person can do the job they are hired for in compliance with laws, department policies, regulations and guidelines, it matters not to me their skin color, gender, religion, etc.
- Diversity is good as long is the hiring basis is still on quality employees and not solely to fill a "Diversity" spot.
- I feel we focus ALOT on diversity instead of putting the right person in the position to provide the best service. I'm empathetic to diversity, but if someone prepares themselves for progression in their career path I have never seen them held back because of diversity issues.
- I do not see a problem here. The affirmative action is well considered.
- I believe diversity is a must within the police department, but I also believe a promotion or a new assignment should be based on merit not gender, who your friends with, or being a minority. Which I have heard from department heads in the past.
- -Often times some more liberal leaning employees are free to express their thoughts without repercussions, but when their views are not agreed with, it is felt that the conservative/Christian side must hold their tongue and remain silent under fear of sanction and penalty.  
-In the past minority officers and female officers have been promoted to positions that they were not the most qualified for that position compared to other officers that put in for the same position.
- We should strive to hire and place the most qualified person when filling positions. Race, religion, gender, etc. should not be considered.
- Diversity is a great thing but overall that should not get in the way of being effective and the BETTER PERSON/BETTER QUALIFIED should get the job, the position. Everyone can be a victim of this prejudice. I have myself have been a victim in my years with the city.
- I strongly believe that minorities in general are treated differently. I strongly feel that black officer, male and female, are not giving the opportunities, or treated fairly, especially during the hiring and training period. If they are hired, and don't fit in with the good old boy system, there always seems to be a problem with them making it through the probationary period, compared to white officers who make it through and turn out to very bad officers on the street. Even during the application period I personally feel that black officers are not getting a fair shot, and the few black officers that have been hired lately, I feel that upper management knew they wouldn't make it through because of certain physical ability, etc., but there were hired anyway, only to end up leaving; so then the department would say, "well we hire blacks, they just can't make it through", Or I hear them say, we can't find qualified black applicant. It's funny how, Charlotte, Gaston County, Huntersville, Rockhill, Concord, etc., can find qualified black, but Gastonia can't.... Again, I don't feel that the hiring practices are fair, and it's obvious, look around the department, it's mighty white. One black is hired to ever 10-12 whites.
- I believe it should be based on the person qualifications, not their background. The right man or woman for the job should be hired not a person to make it just more diverse.
- I feel some people are promoted because they are a minority. They are well trained people but not always the most highly trained and deserving of the position.
- Overall, diversity in the workplace is good. At GPD, I have not experienced nor have I seen discrimination because of gender or race. However, I think some in administration feels that there

should be more diversity in places of power and it can be easy to promote because of gender or race, rather than qualifications. Promotions should focus solely on qualifications and nothing more.

- I would like to see more minorities within the department.
- My department is a diverse department and treats everyone the same regardless of race, gender or sexual preference.

### Comments Final

- I have nothing personally against Chief Helton but I wish he would go ahead and retire. he has done nothing in his 4 years as Chief to improve the operations of the police department and has done nothing to make officers want to continue to work here. He is very good at community outreach and making speeches and shaking hands. Being good at those things makes him look like a good chief to those people outside the department. That's all he seems to care about. He is extremely indecisive and it takes him weeks to make the simplest of decisions. it seems that he does nothing without consulting the deputy city manager. He doesn't seem to even ask his subordinates for their opinions and when they give their opinions, he ignores them. People under him are generally afraid to criticize him or the department for fear that he will hold a grudge against them. He seems unwilling to do anything that will make the department a better place to work. He always seems concerned about recruiting more people to work here but does nothing to make it a better place to work to keep the people we have. It is shameful that he has spent so little of the asset forfeiture money on new equipment and upgrades when they are so desperately needed. I have never been so frustrated by any previous Chief we have ever had. Getting him to do anything progressive is like beating your head against a brick wall.
- A bad leader can take a good staff and ruin it, causing the best employees to flee and the remainder to lose all motivation. Phil Crandall
- I think most people I talk with love being a Gastonia city employee and are proud of what they do and like their coworkers and want to work here as long as they can the majority of problems come when a department head is just collecting a paycheck so doesn't let positive change and better ways of doing things happen, and when approached with good ideas continues to shoot things down we have seen this in this department all the time and it happens so much so that the department head gets downright ugly to people on a regular basis, but then acts like a saint in public or in front of his boss the city managers so they think he's ok this affects the whole department and makes people not try to be more efficient and effective I see other departments that don't seem to have this problem or at least they don't say they have the same issues there so it is not everywhere in the city
- If you want my trust, don't sweep this under the rug. Deal with the issues and stop making excuses. If you want a job done and ask me to do it, then give me what I need and support me in doing that job. If you're not prepared to do that, then why ask me to do it in the first place. Stop asking me to do more with less when we are already over tasked and then complaining when a special pet project doesn't get done.
- I believe compensation is needed for the police department. If the officers are not properly compensated officers will continue to leave, the department will lose experience, cases will not be properly investigated by experienced officers, cases will be dismissed, and our citizens will lose trust in the city and police department.
- To sum up, the main two issues I currently have with the Police Department are as follows:
  - \* Leadership Issues
  - \* Decision Making Skills
- Overall, we need better communication, better pay and room for advancement for civilians. Communication from our department head is not filtered down from the City Manager to others.
- I really hope this is taken seriously.
- My concern is this like other surveys will be looked at and put to the side instead of addressing concerns of the employees. Please address our leadership issue!!!!
- Lack of leadership, the good ole boy system, selfish management, insurance benefits are declined, and the lack of considering in house employees for position is why I am leaving

- I'm proud of the department I work for but I am not proud of our leader. I can't wait for him to retire so maybe our Assistant Chief can make progressive changes. I have faith in Chief Brittain but not at all in Chief Helton.
- I would like to see employee's that go from part-time to full-time keep their pay as well as keeping their full years of service. As of now if you went part-time to full-time you only get half your years served. To me that's not fair simply because your still employed 365 days with the City regardless if your part-time or full-time.
- Have already been expressed.
- Great place to work, I feel very fortunate to be here!
- Overall the City of Gastonia is a good place to work and has treated me well. I have always been proud to work here. Some practices of the upper administration are disappointing.
- This exercise in futility has been completed so that I can have more vacation time.
- The City Manager's Office should have suggestion boxes for employees and the City Council should review them not the City Manager's Office. Employees are scared to speak out. This is even more true at the PD.
- City hall really needs to look at this "good ol' boy" system that's still in play here, and break it up. Most of the Command staff and Sergeants would not be in their position if it wasn't for the "good ol' boy" system. There needs to be an outside Chief brought in, one without ties to this community, or state. Racism still exist within this department, if you don't believe me, go back and look at most of the white officer's Facebook accounts, when President Obama was in office, or look at it now, now that Trump is in office, their true colors are showing. We have officers here, who specifically say they are transporting a black individual to jail, when they arrest them, but when they arrest a white person, they just say, they are transporting a subject without giving out their race. That's clear racism. I have mentioned that to every Chief we've had since I've been here, and it's still going on. There is no reason to give out an individual's race when taking them to jail. They do that to broad cast across the county that they have just arrested a black person, or Hispanic person!
- The back-parking lot and weight room need the light bulbs replaced. There is no building maintenance. The elevator is broken and has been for a while.
- NEED DIFFERENT ADMIN.
- This is how I honestly feel and I hope I still have a job. Like I said judgment is very scarce around here and it's best to keep quiet and not share your opinion.
- Being a police officer is more difficult than ever, and Gastonia is a very challenging place to work. If you want officers to stay you have to make the pay worth the work that is put in. These officers work so hard but if you're allowing these smaller agencies who do less work to pay our officers the same amount, they will continue to leave.
- Please give me a reason to stay here. Why can't we receive the pay and benefits that we deserve for the experience and training we have? Recruitment is a huge focus here at GPD, but what about retention?? Experienced officers who have been loyal to this department deserve better. We've seen the good and stuck with it through the bad.  
That being said, GPD is at the top of the list when it comes to taking care of those in need. I've seen the department come together as a whole to meet the needs of officers who have lost family members, and it's awesome.
- If pay or benefits cannot be increased, incentives to get officers to stay can be added in other areas - such as relaxing tattoo policies, providing more comfortable (external vest) uniforms, etc.
- Overall, this is a good place to work. I feel more communication needs to happen between certain aspects of management and its employees. I also feel there could be more room for advancement. However, overall, I believe this place values employees who put forth effort, and would recommend to others to work here.
- our vacation systems is not really good, we work 12 hours shift and, in a month, we only get about 6.5 hours of vacation and sick time.

- I had to jumpstart my car at my house in the pouring down rain. Lucky to be alive (exaggeration) and came to work very wet (not an exaggeration) ... Other than my history of very, un-reliable (cough cough), forms of transportation, I love my job. I will stay here as long as they allow me to... And I guess at the end of the day I'm lucky to have a take home. I just wish it was reliable.
- Overall, I think I work for a great agency and city.

### Comments Future

- I will be retiring soon. The City of Gastonia Police Department has been a great place to work.
- plan to retire in next couple years, only in last six months have I started to feel valued but it's too little, too late.
- I will be retiring in the next 2 years.
- Only a few years left so I am here till the end. I feel sorry for those just starting out.
- I love working for the city it's got big city action without becoming a big city number on the wall
- The only reason I am still here is because I love what I do, not who I do it for.
- I have loved this place since I came here, but the current environment feels totally different and somewhat uncomfortable. I do not want to leave, but it's because I would lose half of my insurance premiums when I retire. And not because I feel loyal to the department anymore or the department feels loyal to me. I believe that personal agendas for advancement have replaced collective agendas for the overall good for the department. I also feel there is no positive outlet for expressing my opinion on this matter.
- I will leave the City upon retirement in approximately 3-5 years.
- I enjoy working for the city and the police department. We have ALOT of potential to be the best agency, but I feel we are held back from lack of leadership at the top to get us to that point.
- The future depends on the leadership that is established at our organization when the current administration leaves. Hiring another Chief from within will only inhibit our organization moving forward and will keep it stuck in the 1970-2000s. We need a Chief that will voice his opinion and fight for Officers jobs, benefits, and equipment.
- I am actively seeking new employment
- I will retire in the spring of 2019. That is the only reason that I said that I would like to work for this agency less than a year.
- I say 1-2 years because even after I finish both of my bachelor degrees, there is still no opportunity for advancement at my department.
- I'm on my 44th year of service to the City of Gastonia. I am well satisfied with everyone. If I wasn't, why am I still working here. It's been a good career full time and part time. Thank You Everyone.
- I wish there was a way to get more hours of work. I would be willing to continue my current job and also be trained to do a different job as well.
- I'm well pleased with this job, my supervisor is great and I have a great group of guys working with me. I've been here about 8 years already and GOD willing hope to be here another 8 years it no longer!
- I retire in one year.
- I have worked for the city for 28 yrs. I retire in 16 months.
- I plan to retire in 6 months.
- I'm trying to make it to retirement, less than 5 years away. God willing, I will make it and when I leave I will never look back. No Matter How Much You Love the Gastonia Police Department, The Department Never LOVES YOU BACK!! This Is the Same for The City. We Get No Help from City Hall, We Over the Years Have Spoken with The City Council and They Sweep It Under The RUG!!!
- Plan to retire from current job.
- Most officers here, would leave tomorrow if they could. They may not say it to upper management, but they would. Many officers were counting on the new retirement, 25 years, only to find out that the city has the option to not pay the supplement "early out". As a city employee, I know this city will not pay, and in my option, that just another way for this city to punish its officers, by forcing them to still work 30



years just to get that additional pay. In fact, the city would save money, because they wouldn't be paying the salary of a senior officer who could retire. Most officers who come now, will not stay 30 years anyway, so where is that supplement money going. This city has the money to pay officer their supplement, who are able to leave with 25 years services, so they should!

- I WOULD LIKE TO STAY AND RETIRE BUT I WOULD LIKE TO HAVE THE OPPORTUNITY TO TRY OTHER JOBS IN MY ORGANIZATION BUT OUR CURRENT ADMINISTRATION NEEDS CHANGE GOOD OLE BOYS NEED TO GO. AND WE DONT NEED THREE CHIEFS WE ARE NOT CHARLOTTE!!!! TO BRASS HEAVY AT CITY PD SOME SUPERVISORS ONLY HAVE ONE OR TWO PEOPLE UNDER THEM ITS RIDICULOUS!!!
- It all depends on fair pay, and health benefits. If the health benefits do not change then I will have to leave.
- I like this police department, and would like to see in my future retiring here.
- I would love to stay here, but other departments are paying more money to people to preform less work. The work load here is way more than other places and I am paid less here.
- Fix the police departments pay. Bring back the pay plan, or reform the pay plan. This eliminates compression and provides a clear path forward for employees to see their future path when getting promoted or obtaining degrees.
- I would love to spend the rest of my career here at the Gastonia Police Department, but I only stay here for one reason: my co-workers. If I did not love my fellow co-workers as much as I do, I would have left years ago. The pay is subpar (for the amount of training and experience I have), and the benefits are laughable. I know that I am viewed as a number here and no one would beat my door down to keep me here, other than my co-workers. The training and experience I have is not viewed as valuable and it shows because there is no monetary increase for my increased amount of responsibility and specialized training. This is the only place that does not increase your pay for what you know...unless it's for a degree, even if that degree is in no way related to this field.
- I personally would love to stay here. The problem is there are so many better opportunities around the area. Smaller police departments offering better pay and benefits should be unacceptable. The Gastonia police department should be considered the top tier police department in the area; but the moral, training, pay and benefits does not reflect this.
- I would like to retire here but they are some things that need to be fixed.
- I feel like to keep people long term there needs to be changes to the uniforms, equipment and pay to keep moral up for the people that decide to stay instead of going to the County to work.
- Limited opportunity for advancement and we have too little people for the amount of work and calls this department receives.
- I like the organization, it's the specific department that needs to be fixed.
- As long as I feel that I am treated right and fairly, I do not plan on leaving my organization. This goes for pay and equipment, as well as the way that I am treated by upper management.
- The only think that makes me consider leaving is the pay.
- I plan to within my department and hope to use my knowledge and talents to but the city.

### Comments Interpersonal

- I am a supervisor and I am treated very well by my subordinates. My immediate supervisor is very understanding and easy to work with. Chief Helton, however, ignores suggestions. He doesn't mistreat people that I know of, but his moodiness and his self-centered attitude make him difficult to work for.
- Look at the number of females that have left the PD over the past 3 years and compare that ratio to other departments.
- the saying around here is don't rock the boat
- The biggest concern is who you support and how to make them look better. Good ideas are seen more as a problem than a good thing when they didn't come from one of the people they want to make look better. One persons "minor mistake" gets another person reprimanded and degraded.

- Within the Police Department, certain units and bureaus are treated differently in respects to the following: how time sheets are managed, equipment availability and promotions related to what unit/bureau you are assigned.
- I feel problems for the most part are ignored. I have heard employees say there are concerned in bringing up issues to command staff in fear the Chief will hold it against them.
- Supervisors do not want to hear what officers have to say. It's almost as if it goes in one ear and out the other. Unless supervisors come up with the idea, it goes nowhere. Brass does not take the time to come listen to the officers vocalize their concerns, or answer their questions.
- Favoritism, need I say more. The old buddy system.
- Everyone that I have encountered so far in the workplace have always been helpful and friendly towards me.
- The atmosphere here is employees can be fired just as easily as they are hired. Employees are just numbers.
- There is a person who in a supervisory roll who just ridiculed me in front of a department head not more than 5 days ago. This appeared to have been done so that he could look better in front of the department head. It also appears that it was done to at my expense as the subject that I was ridiculed about did not exist before this interaction with this supervisor.  
This is not an isolated incident.
- There is favoritism always has been. One can move up if he is the yes man. If you speak up you are not in the inner circle and will not advance. There is a lady only lounge where they can sit in quiet, read and be alone while on the clock however there is not such place for men. They have couches and books and a private room. Also, the department pays for African American Officers to travel every year to the National Police Union of Sorts for African American Officers only. There are many Organizations for all walks of life not just for African American, but they are never allowed to travel on the City's expense. If you are on the SWAT Team, you get anything you want. If you are over the Police Range and Training you get anything you want.
- PATROLMAN ARE TREATED LIKE CHILDREN AND ALWAYS GET THE WORST ASSIGNMENTS.
- If you are not Republican, Christian, Heterosexual, and white you already have checks against you.
- I feel I am adequately heard, listened, and respected in my workplace. I do not feel any person puts anything in poor light about me or my opinions.
- I believe our department has a few racist and homophobic people.
- Our department can be cut throat in respect to career advancement. Those who are looking to advance or want others to advance, will attempt to undermine those whom are attempting to achieve the same position.

### Comments Job Facets

- Within the past year, I finally received adequate compensation after being grossly underpaid compared to others in similar role. I know many other positions that are not adequately paid and I have trouble hiring applicants due to the pay of the jobs under my supervision.
- I personally never went in to policing for the money and I never thought I would make as much as I do. I am not a person that seeks glory or personal recognition. I get self-satisfaction from doing a good job. The police dept. appears to have no pay plan in place and I feel that this keeps some potential recruits away.
- Opportunity for personal advancement is the biggest reason I feel employees are leaving the city. This does not mean promotion, it means learning new things and the ability to achieve personal goals for development.
- I understand that benefits are tough to keep in today's world but we hope that we can keep what we have so that we can retire with more than just a paycheck
- Pay is important for most everyone but it is not the single most important issue. We need to improve our pay plans and give employees some idea of what they will be making if they do their job. I am

pleased that the city is keeping track of where we stand in comparison to other municipalities and I think that is a great first step not the only step. We just can't stop there.

- The last few pay adjustments done a really good job of getting us back up, but the follow through of a consistent plan for the future has taken too long to be applied or is nonexistent.
- One problem with compensation at the City is that Department or Division heads will petition for a particular employee to have his/her job title and pay grade changed in order to allow that employee to be paid more than what the employee was hired at originally, despite the job responsibilities being the same as what the employee was originally doing to begin with. For employees in the same job who perhaps have more years of seniority with the City or have equivalent education and who are essentially performing the same tasks, this is not fair. Another issue is that the City does not recognize advanced degrees and allow for compensation within a particular job for advanced degrees.
- The police department needs compensation for the amount of incidents and cases that are taken. Less work is being done in comparable jurisdictions for more money.
- I am very dissatisfied with our health insurance. I haven't had too many health issues, but now that I have, I have had to either take out loans or use credit to pay for what I owe. I don't consider this a very good benefit when you are left owing large amounts for health issues.
- Limits on comp. time are not fair. Paying to take home a city car is not treated equally throughout the city.
- Our pay raises have been consistent over the last few years and has made a lot of improvements over the years. I believe it is vital to maintain this consistency in order to keep our department fully staffed.
- HSA Health Insurance is my only issue in regards to the employee health insurance. Comp/Flex time needs to be reevaluated to lift the maximum allowed.
- I wish the city would show employees how they have researched other health insurance other than Blue Cross Blue Shield. It would be good if the city would look at adding a provider to help take care of family and retirees. I'm satisfied with pay, but would always like to make more money!! In relation to the pay scale it's hard to understand where we are and where we should expect to be in the future. The raises have been nice every year and I agree with the longer you have been here the more % you get. The key is keeping the people we have because it's hard to recruit competing against other departments and the private sector.
- There is no room for movement, no opportunity for career development, evaluations mean nothing, very seldom are "atta boys" given, no genuine concern for officers being shown. Failure to communicate always has been a huge issue within this department.

Pay could always be better, but that is not the biggest issue.

- Why do smaller agencies get paid more than our agency, when we are the second largest agency outside of Charlotte-Mecklenburg Police? This is unacceptable.
- The city is just now starting to recognize fair pay, but they need to continue more research and understand that all administrative assistance positions are different and more demanding and require more credentials than other positions and compensate for those positions by taking into consideration the many hats they wear.
- The police department is losing more employees to surrounding agencies for higher pay and less workload. Employees are being asked to do more for less.
- -The only way to receive a meaningful pay increase here at this department, where one can actually support a family is through promotion.
  - we are not paid for meal breaks, but are expected to be on standby and can be ordered to clear at any time, i.e.- essentially still working and not being paid.
  - we are forced to cap our comp. time at 80 hours, and forced to take time off if we are maxed out.
  - Insurance is HSA
- I wish that part-time employees could be eligible for at least some sort of health insurance and also 401K or another type of retirement package.

- I'm a part time employee These benefits are N/A.
- Disparity in pay rates of other city employees doing similar work.
- my job pays quite a bit less than someone else in another dept, with the same job duties, title and responsibilities
- Need better insurance
- The pay disparity from top to bottom at my department is to great.
- They recently restarted the failed carrot in front of the mule pay system.  
Only the special and favorite mule gets the carrot.  
It was ineffective and abandon by corporate America on the 70's and 80's  
Didn't work for government in the 90's and was abandon then but has now been re-instated
- Insurance is terrible and is worse than other departments around. There should be longevity pay, extra incentives for those employees who go above the call to duty. Incentives to do better, be better and keep being better. I work my butt off and have been at the city a long time, only to have other officers who just because they have around the same years in, they make the same or more and more importantly they do the bare minimum to get by, the supervisors have even admitted this, they don't remove them for their poor performance and just chose to ignore it. No matter how much you work, how well you do, how much effort you give, the guy next to you make the same or more, but he is on-line reading the news, or sitting around all day long not doing anything proactive, self-initiated activities. Ask any senior officer and they will tell you the same thing.
- Officer who come here are able to make the rank of Sergeant within two years, and then are paid more than a senior officer. That is not right. Officers who have been hear 15 or 20 years should be paid accordingly. A couple years back when the new pay plan came out, the Sergeants all complained because a few of the senior officer were going to be making more than the sergeants, because of years of services, which is how it should be. As a result, the pay plan was restructured, and the senior officer were screwed out of their rightful pay. Factually, senior officers know more than the sergeants, and are often approached for advice, by the sergeants. Therefore, we should get paid equal or more than sergeants. Most of the Sergeants here, are only supervisors, only one I can actually say is a leader, there is a big difference.
- The city needs to search for better health insurance.  
Top pay for a position is just a number and can never be reached.
- The City consistently practices a "Band-aid" approach. About every 10 yrs. the City will adjust salary to pacify employees to keep them from leaving rather than implementing a consistent pay plan. Employees feel Department Heads and City Administrators take care of each other but employees seldom get compensation.
  - I believe that an officer who has 15 or so years should not be making a couple thousand dollars more than on officer who has only been working at the department for 2 or so years as a patrol officer.
- THE PAY IS NOT CORRECT FOR EMPLOYEES FOR INSTANCE I HAVE FIFTEEN YEARS EXPERIENCE AND NEW EMPLOYEES WITH NO EXPERIENCE OR JUST A COUPLE YEARS EXPERIENCE AND THEY MAKE MORE MONEY TO START THAN I MAKE RIGHT NOW ITS NOT RIGHT.
- I honestly believe that a law enforcement officer should be compensated as a separate organization from all of the other city positions. We are the held to a larger scale of responsibility and have more risks involved in the job we do. We can get sued, assaulted for doing our job, join specialized units within the department without any extra compensation. For example, being on-call all the time and not getting any form of compensation is just not fair. An example of being on-call is that we cannot do the things everyday people do for example have a beer, go out of town whenever you just want to get up and go on your days off, etc.
- Underpaid for the workload that we do. People who do other things like special situations, instructors are not given anything at all and are expected to volunteer a massive amount of time.

- It is just sad that when a family has a major medical issue they can end up paying close to 20% of their annual salary to medical bills.
- I truly feel that has to be a way to find better health insurance. "BELIEVE ME" I understand that there are others who have it a lot worse. If we have insurance renewal every year, but they claim that on research our insurance every two years that just don't add up. We as a department have asked if the City personnel/HR is getting an incentive off of staying with the company BlueCross BlueShield, but there are no answers. When questioned has anyone tried to look at other health insurance companies such as Humana, Cigna, or Aetna, all they can say is yes, they have but BlueCross BlueShield was the best option and never have an answer on who or what companies were looked at.
- This is the area I think is the biggest that needs to be improved.
- See comment about pay under morale.
- Pay can be at the minimum average salary of the nation's standard. Dental needs to be better, and having a lower deductible for family plan has to be addressed.
- We have the largest police department in the county and it's ridiculous that you can go to these much smaller agencies and do far less work and get equivalent pay. There is way too much emphasis on increases in rookie pay and not enough on retention. Also, how is it that you can be "promoted" to detective and not receive any additional pay even though you are expected to work at a higher level of competency?
- I find it hard to believe the Gastonia Police Department is one of the busiest places to work in law enforcement in the area. However, the Gaston County Police Department are paid more and work less based on calls for service. The City needs to bring back the step plan back and not include our pay with the rest of city employees. The step plan was a very fair and clear-cut pay plan. In most agencies around us, Gaston County Police, Lincoln County Sheriff's Office, Lincolnton PD, etc. that give a 5 percent raise to Police Training Officers, Detectives. Shift differential pay should also be included.
- As I previously stated, too much emphasis is placed on a degree than on experience. I should be able to look at my years of service and see what my pay will be in the next 1, 5, or 10 years. It is shameful that I can leave the Gastonia Police Department for another job, come back in 2 months, and negotiate a higher wage because I have "experience." If pay can be negotiated after leaving for a few months, why am I not seeing this money while I'm here and being loyal??? Looking at officers with the same amount of experience and education, why are our salaries different? Why is it that someone who has more time in the department who just finished their degree makes less than an officer who just obtained their degree with less experience? Why is there not an across-the-board plan in place to see what one's salary will be at "x" amount of time with "x" amount of education.
- I feel that pay could be better at my department. When other agencies much smaller than our own having a higher starting pay that is a problem when it comes to keeping people and recruiting people. I also feel that our comp time does not need to be capped at 80 hours. I understand why the city wants a cap but 80 hours is extreme. The cap could be significantly raised to help people gain time to take off instead of burning sick time or vacation time. I also feel that it could slightly improve morale in the department if people could have more comp time. Training officers need an increase in pay, the pay incentive has not changed in years. The amount of money is a joke and makes it not worth training someone when other agencies are paying their trainers much more.
- Earning vacation time at an 8-hr day rate means it takes forever to build up vacation time.
- See my earlier comments about pay and timesheets.
- I think the pay is not good enough. I have many years in law enforcement and with a 2 years degree and the new officers get paid more than I do. They don't appreciate what a veteran brings to the department. I'm also a training officer and when I train the new officer they get paid more than I do. Also, as a training officer, the pay increase is not enough for the stress that comes with training a new officer.
- It is difficult for us to compete with surrounding agencies because of our pay and benefits. We have a hard time keeping employees at our department because of this. This makes the officers that work for us have to put in more time and effort when they are on shift without getting anything extra in return.

- I believe that patrol should receive a salary increase and there should be a consistency to receiving raises.
- The pay is low for the area and size, compared with surrounding municipalities. The insurance is ok but is still expensive when it is needed. Retirement benefits are good but it is my responsibility to add as much money as I can to help it grow. This is not something I mind doing but, considering the pay, it is hard to contribute what I would like, in regards to my 401k.

### Comments Morale

- I'm self-motivated so I can appreciate my own accomplishments.
- I do have a sense of pride when the police department receives praise or achieves something important. However, I get a lot of frustration in seeing things that need to be done to improve the department and not being able to do anything about it due to Chief Helton's poor leadership.
- It's bad. Everyone seems to be anxious just waiting for something to change and new leadership to come in.
- me and almost everyone I know love what they do we are proud to work for the city and like the new city manager
- To sum up how stressful it is to work here, I have to take two different medications to deal with the internal stress of my organization. If I am off for over a week I can come off those meds. If I do not take those meds when I am working I can't sleep, my blood pressure is sky high, I suffer from headaches and I get depressed. Knowing you can't trust the people you work for is difficult to survive in.
- Morale is low. It appears there is no collective agenda being sought by the "higher ups", which makes it hard to derive a sense of direction for someone new or younger in our field.
- Morale in general is at a dangerous low, thus the huge turnover of officers we've had in the past few years. I firmly believe, but hope I am wrong, that it will take an Officer getting seriously injured or killed before upper administration takes their jobs seriously and starts leading in a manner that fosters trust, better communication and respect. Doing the right thing and looking out for your people isn't that hard to do, given that your heart is in the right place to begin with. Earn your title, don't just wear it on your shirt! Morale is driven from the top in my opinion, be it good or bad.
- I feel like civilians are left out and treated as if we are at the bottom by our department head.
- I don't think it is bad, but I have seen it better. We have made improvements but we still have work to do.
- I feel that my morale mostly depends on what I make of it.
- It's bad!!! I have never seen it this bad. People are jumping ship right and left. Something has to give.
- I love my job and what I can do for the community. Being in law enforcement is a tough occupation to be in right now, but that is because of the national spotlight we are under. I feel morale is hurting because of the lack of progression in the department (opportunity, equipment, training).
- Morale is at the lowest. Officers don't trust our command staff and it is evident command doesn't care for its officers. There is a fear of backlash from command if anything is done that is not approved. Officers are leaving the department and there is no acknowledgement that there are issues at hand that needs to be resolved. People aren't leaving because of money, they are leaving over command staff.
- Morale is currently low due to better advancements and pay at other departments of similar or smaller size. We are constantly asked to do more with less. Many of the tasks that we are asked to do are outside the scope of answering calls, where, special units would be assigned this task in other agencies. We need more personnel. We are operating with the same amount of personnel that we operated with in the mid 1990s / early 2000s, even though the population size has grown and is continuing to grow.
- Upper management need to understand their staff matter, and what it takes to be an effective leader to their people and to be someone they can look up to and respect.

- Only a few people make decisions, there is no buy in from this department. I love my job and the people that immediately surround me but I am stuck where I am at with no career development. Have no opportunities to move elsewhere.
- The police department should take more opportunities to provide small favors for its employees, such as allowing them to pick their own shoes instead of saying this what we are going to buy for you. Or revisit the cost of take-home vehicles. Small victories for staff boost morale.
- I like my job very much and I'm proud of how my company and City takes care of its' employees. I'm glad I can be a small part of it.
- I don't understand why we are paid so low even lower than a starting janitor for the city. The skeet range people make more money than we do at the range. Just don't understand why.
- I love my job and I am very proud of what I do. I work hard and derive motivation from the citizens and the good people working beside me. I understand title/position earns money not respect.
- I love the job that I do, it's rewarding but I'm pushing through it by myself with a couple co-workers who are like me. We all agree about the command staff because we discuss our frustrations and bias we see and are victims of at the pd.
- I FEEL MYSELF AND OTHER S HAVE GOOD MORALE BUT THE DEPARTMENT AS A WHOLE HAS BAD MORALE BECAUSE WE FEEL WE DONT HAVE A REAL LEADER IN OUR ADMINISTRATION. ITS GOOD OLE BOYS AND ALL SCARED TO MAKE A DECISION.
- morale is growing from past years, but is still low. There are a lot of little things that can make a big difference that are very inexpensive or no cost at all that can make a big difference.
- Sometimes the praises are based upon who you know, not what you know.
- I feel the pay situation is still the biggest morale issue department wide. It has improved the last year or so, but I feel it can still use some work. We still have a fairly decent turnover rate due to people coming here and then finding out they can make more money nearby doing the same thing and leaving for the higher pay.
- Being short staffed makes doing my job a strain. Having to answer calls alone and answer 20 to 25 calls a day wears us thin.
- Overall, the morale, including my own, has gotten better. However, I do not believe the department is doing what they should to keep experienced officers from leaving. There is still a major problem with pay and benefits to include the pay gap between rookies and experienced officers. A degree should not be the determining factor for pay versus experience. Experience and loyalty should ALWAYS trump a degree.
- "Insanity is repeating the same mistakes and expecting different results." No recruitment or retention model that is honest and effective. Low morale comes from being short staffed and not being able to use your vacation time. Low pay obviously affects morale in a negative way. Short staffing leads to not being able to use the benefits such as working out on shift, and taking a meal break at a decent time. The penny-pinching manner in which overtime is used vs compensatory time. The off-duty programs being run by the same individuals also on a who you know basis, no regulation around it to dissuade favoritism or the appearance of corruption. Poor communication leads to low morale. Also the manner in which time sheets are done is suspect, filling out an Xcel spreadsheet and signing it a 4+ days before the pay period ends and submitting it up so it can get reviewed and corrected seems fishy. It is 2018 there are payroll systems that have been out for decades that are better, more accurate and more efficient as well don't reek of tampering. This leads to low-morale.
- Despite shortcomings, I love what I do, and am very proud of the work I am able to accomplish here.
- Moral in the police department is low, if we could get outer vests that help with back problems and weight distribution and overall comfort. Also getting polo's and tactical pants that will last and not fall apart multiple times during the year and are comfortable would help bring morale up.
- My shift is "we". Higher ups are "they"
- I think moral overall is good. Improvements could be made in pay and equipment, which I believe would help to increase moral.

- I enjoy coming to work.

## Comments Supervisor

- I think he is a great person to work for, we have a very pleasant working environment.
- My current supervisor has not done a performance evaluation on me as of yet so I can't answer the first couple of questions, but I know he has no idea what all my job entails and all the responsibility I have.
- my supervisor, Asst. Chief Smith, is outstanding. I honestly couldn't ask for a better supervisor.
- Leadership is practiced not so much in words as in attitude and in actions. There is way too much talking going on.
- most supervisors take care of their own group and some try to work with others
- We are often asked what we could do better, but when a suggestion is made it never gets considered. Anything that challenges the status quo is quickly swept under the rug.
- My direct supervisor does a pretty good job and I have no issues in that area. We work together as a team more than a supervisor subordinate setting. We have a lot to do and we get it done together.
- One of the best supervisors that I have been fortunate enough to have had in my years with the City of Gastonia
- In general, supervisors here at the Police Department are self-absorbed. Most of them, including mine, have their own personal agendas that drive and dictate their daily activities and decision making, thus putting the department low on their priority list. Supervisors can promise and tell you anything, but it is their ACTIONS that define their true self and intentions.
- I overall have very good supervisors, and they do a great job with being fair.
- The number one problem here is the lack of leadership. Not by name but by act. There are very few actual leaders. There are a couple but again very few.
- I feel my supervisor is aware of my job function and expresses appreciation to his employees for a job well done. I feel most supervisors lack the understanding of how to do an evaluation. Performance evaluations are still looked at as that it does not affect the employees pay so there is little effort in doing them correctly. They should be used to show how the employee is doing and ideas for improvement with goals and objectives set for future evaluations based on the employee's career path in addition to current job function.
- Favoritism. Those that tattle tale are usually her favorites. She tends to take up for them if you voice concerns. She relies too much on the tattlers to supervise her employees. She doesn't confront her employees head on. she uses email to supervise instead of calling the employees in that have issues and counseling them unless she doesn't like you.

OVERAL ALL: she doesn't like confrontation. She is too nice at times.

- My supervisor provides his thoughts on how I'm doing my job but command staff never mentions or brings up any issues or tasks I've completed.
- My job has never required an evaluation (part-time).
- Hardly gets out of the office
- I often feel untrusted by my immediate supervisor.
- Can't ask them a question where they give a straight answer. They can work on, schedule off-duty jobs on duty for many hours a week on their main city police pay with no worries. They can take full-time college classes (on-line) for 2 years to complete a master's degree all on the clock and are rarely seen, heard for two years. This included Captains, Sergeants, and assistant Chief who was a Captain at the time. But they will not allow officers, detectives or civilian personnel to do this. They can drive their City issued work car to Gaston College 3 or 4 days a week to teach college classes (not city sponsored classes) for private off-duty work but will not allow subordinates to do this. This is done by several command staff members. They regularly work 2nd jobs at the same time as being on duty at the pd. Whether its grading on-classes for their college classes unrelated to pd, but are on the pd's time or better yet going in person and teaching classes, being double paid at the same time.



- SEEMS FAIR JUST HAS HIS PIC OF EMPLOYEES THAT HE HELPS BETTER THEMSELVES AND GET OTHER ASSIGNMENTS IN THE DEPARTMENT.
- One of the best I have ever worked with, he completes the task with balancing the needs of the workers.
- I have a new supervisor, so it's hard to answer the questions.
- My current supervisor requires we email him dates we want off for personal time or training which is normal. However, when emailed those dates, many times we don't receive a response for several weeks. In that time, others could get the time off that you were requesting and then you lose out on those dates because they were not looked at right away. This has happened on several occasions. All supervisors I have had in the past were quick to respond by the end of the shift with an answer on the dates requested.
- No complaints on my immediate supervisor.
- Direct supervisors have always been fair and understanding.
- It often times feels like the little things I do wrong are more noticed and severely punished than the things I do right. Being late by 5 minutes, being written up. Making a policy mistake being written up. Attempting to look at your personnel file, feels like the Spanish Inquisition.
- My immediate supervisors are extremely proficient and aid and assist me in doing my job better.
- B-shift has great sergeants
- My immediate supervisor is always willing to give me advice and answer any question I may have.
- Once again, my Sergeant is one of the best supervisors I have ever worked for.

#### Comments Team

- I feel like the City of Gastonia is very progressive when it comes to training and providing the technology needed to do my job effectively.
- I really don't, I've always had what I needed.
- Department training budget is too small to provide officers with advanced training. The department has almost \$1 million in asset forfeiture that could be spent to upgrade our equipment but Chief Helton is unwilling to spend it.
- We hear about getting stuff all the time but it takes months to get it to the troops where it is needed. I hear the Foundation purchased new medic kits for patrol a while back and they are just been sitting in the quartermaster's office collecting dust. This is often the case. Our new patrol cars were sitting at garage for weeks because someone forgot to order equipment for them. Never ends, same thing over and over.
- I believe we need more opportunity for advancement within the organization.
- we are told that drug money is taken all the time but we never see it spent
- Our training budget has been slashed. We are so understaffed we never have limited time to go to training. We were once the leader in technology for our region and now we are so far behind smaller agencies like Lincolnton PD are ahead of us.
- The City should provide refresher training in Microsoft Office as new software becomes available. Since this software often has new features, it would be helpful for us to have an update class offered. These updates may enable us to perform our jobs more effectively. Also, refresher and/or updates in EDEN would be extremely helpful and would enable us to navigate and be more productive. This is especially true for new hire employees who would be using EDEN. An information class from HR and Payroll on completing employee changes or entering payroll information in EDEN would be helpful.
- Necessary job resources should be a given, not based on departmental politics.
- The resources are available, but access to them is not timely. Too much wait time and paperwork to get the things we need.
- Some unnecessary resources are purchased when other more realistic options would be better
- The City has asset forfeiture funds, but historically the department administration appears to treat the account(s) as savings. Leadership should spend the money more effectively.
- I would love to see more room for advancement within the police department as a civilian.

- I believe we could be more effective in my unit with some minor changes to our vehicles such as unmarked or slick top patrol cars.
- We are provided training as the department budget allows.
- Technology is very outdated here at the police department. I still for instance have a desktop computer and have to use my personal laptop computer on a consistent basis to do the job I am required to do. The community room/training room hardly ever works and is not sufficient to train properly.
- I would like better communication with in the department.
- Working for the police department we have asset forfeiture monies to buy new technology to make us more effective and efficient, but we do not utilize those funds to make us better and provide better customer service with less manpower. We have it in our strategic plan to purchase this type of equipment, but never follow through with making those purchases. VERY FRUSTRATING!!!!
- We are provided the things we need; however, a lot of funds are spent on specialized units while other divisions are frequently forgotten about. We are behind in technology, and we are stuck on doing things the same way we have been doing them for twenty years.
- Seniority within the agency is not considered for in house positions. A veteran with over 10 years experience was over looked for a position and a new hire was put in the position with no experience that worked at a waffle house. Explain that. As far as training, too much inconsistency and too much change on the way things are done depending on supervisions preferences. Trainers are not held accountable for how they train new hires, and its taught by the seat of your pants.
- Lack of Career Development, Equipment for Bomb, Swat, Patrol is either old or out dated.
- Due to being short on manpower, often times positions of advancement have been frozen for long periods of time, even having specialized units disbanded and placed back on patrol.
- The SWAT team and other special operations units consume most of the training budget. More of that budget should be spent on officers training through the NC justice academy. A study of the time and training verses the number of SWAT call outs should be done to see if they warrant the amount of money spent on that unit. Do not limit the study to money from the training budget. Look at man hours in training for SWAT.
- This Dept needs to provide material to do effected community policing. We have NO updated material and have been told we don't have the money to buy these items. But yet admin. talks a good community policing game.
- Our Department is very up to date on the Technology side of things.
- If you are the right person, you get to go to training. If you are not the right person you get something else.
- We should have a drone with several trained police operators.
- More training
- I love my Job
- NOT UNLESS YOUR IN THE CLICK OR GOOD OLE BOYS!!
- Better IT program. I have had on several occasion to seek IT help from other employees in file conversion.
- My organization does provide resources for physical training and other appropriate training, but the budget does run out fairly quick therefore a lot of officers are denied later in the year.
- Uniforms, like technology, improve over time, yet we still wear outdated ones. It's a known fact that the outdated uniforms we currently wear cause neck and back issues. I would like to see the department look seriously into the statistics and research of more up to date uniforms many agencies across the nation have already switched to which are more comfortable and help reduce the injuries officers get from the old-style uniforms. The external vest would be a good start.
- We could use better video players and have access to then to view security videos from various systems to investigate better

- Being at full staff and not short on the shift with officers would allow me to attend training and schools that would make me a better more rounded officer
- The amount of training that we are approved for is somewhat limited. If it is a free class then you are likely to get approved. However, due to the very small training budget it is not likely that you are going to get approved for a class that may have a cost associated with it.
- Updated computers would improve work.
- I believe we are provided with enough resources to do our job, but we are not utilizing the technology available to help us do our job more effectively. Our department is large enough and we have such a large call volume, that we should be able to justify better equipment.
- Resources are available, but not adequately utilized.
- The department does not offer enough in-house training opportunities.
- We need more Simunitions training and more firearms training in general. (Actual instruction, not just qualifying Vehicles, which are paramount to my job function, are grossly worn due to age and being handed down from other officers once new vehicles are purchased. Most of the fleet have in excess of 100,000 miles and look as if they belong in a junk yard. My department does an excellent job of providing me with educational opportunities to perform my duties at a high level.
- and random range time).
- There is no career path or career development available in the Police Department. The staffing is so short, although on paper it looks acceptable, that it hinders training opportunities. Career paths are dead, I was told years ago there was a sort of career path for detective or CSI but today nope. Equipment is subpar, police still issued shotguns when the LA shoot out from 30 years ago proves that officers should all be issued rifles, yet that is a management decision I disagree with. Computer equipment is subpar, cheapest bidder and botched contract issues just prior to a vote 2 years ago on going with a different vendor. Uniforms are emblematic of a 1980's police officer and don't reflect the realities of today's policing challenges, pretty rigid options.
- Equipment is often outdated, or in poor repair. We have few pool cars, and vehicle repairs take too long. While the department provides as much training as possible, it's difficult to use it when properly working equipment is scarce.
- Better police equipment such as outer vest to help with back problems, weight distribution of equipment that is carried daily and save on insurance and medical costs to the city. Having polo shirts with outer vest and tactical pants have been wanted by patrol officers for a while now not only for comfort but for moral purposes.
- I wish we had better equipment at times. Specifically, when it comes to patrol vehicles.
- Some vehicles are not up for duty. Other than that, all needs are met for the job.
- Better Equipment
- The Gastonia Police Dept. has more job resources than any other agency I have worked for.

### Comments Teamwork

- lack of teamwork is not an issue in the area that I work.
- This used to be a lot better but has changed for the worse over the past few years.
- You spend your time and resources on what you value, we've spent very little on team building for several years.
- Our department works well with all other departments in the City.
- There are occasional conflicts, but overall, we have a good relationship with other local and federal agencies
- A lot of times our specialized units do not share information to our patrol division.
- As a department I feel we work well with each other and have a good partnership with federal agencies to help with investigations.

- The officers try to work as a team, however, leadership wants to have segregation among the officers and it drives a wedge between them. District policing has helped drive a wedge into this issue. Officers see themselves as district officers instead of a team as a whole.
- Communications is lacking. Sure, there a lot of meetings in administration however what nothing gets done and it not followed up on. Communications does not get forwarded down the chain properly. Things gets said behind closed doors to certain people and change happens but it's not shared with the whole department or division the way it should be.
- Teamwork in our agency is often limited to shifts themselves. There is often a lot of miscommunication between different shifts, districts, and bureaus.
- Communication between divisions needs to improve
- THE DEPARTMENT WORKED BETTER TOGETHER WHEN WE DIDNT HAVE DIFFERENT DISTRICTS. NOW THAT WE HAVE EAST WEST AND CENTRAL DISTRICTS IT HAS DIVIDED THE DEPARTMENT BC CAPTAINS AND SGTS ARE LOOKING OUT FOR THEIR OWN MORE THAN AS A WHOLE.
- We work the Parks and Rec a lot and they are always a big help!
- For the most part, most people are "team players." However, I have noticed some that aren't. An example: Supervisors frequently remind us that code 20 is allowed and we are given 1 hour to do so. I have seen many times that certain officers will check busy at the station for up to an hour prior to working out, then check out code 20 immediately after. The purpose is to take time to change out and sit around and wait for their workout buddies to join them so they can work out together. What they don't seem concerned about is, they are taking themselves off the road for up to 2 hours which affects others that are on the road working. This is an everyday occurrence and is not being a team player.
- The mindset of new hires is troubling to the department. The millennial generation has a sense of "I did this..." "I need this..." "Look with I did." They want personal recognition for things they did instead of working together as a team to accomplish a goal.
- When issues arise and the issue is addressed between officers but the issue has not been resolved supervisors need to address same.
- The one thing about the Gastonia Police Department that I'm absolutely sure about is we are a close-knit group. This organization is like a family to me.
- Supervision in my department have lost the sight of our primary job and focus.
- Communication communication communication. That is what is a major lacking item which doesn't encourage collaboration. There is no standard of communication of important items, email? shift briefing? individual/group setting information dissemination. It's more of a who you know and run on a rumor mill mentality. Some of that rumor mill mentality is a culture thing, but it can be combated by effective communication skills and methods. The department has a PIO who does not communicate internally or externally effectively. Again, the mentality of leadership is more of an us vs. them when it comes to supervisors vs. patrol officers, and police vs. public in regards to information sharing and communication. This makes collaboration effectively quite difficult. Also, communication methods get stall and watered down when you have 50 emails of unimportant information and then 1 email that might have pertinent information. Again, communication makes collaboration internally and externally within and outside departments and the police department lacks it.
- There have been numerous occasions where a few employees are doing the amount of work that should be shared by everyone. There are supervisors that are concerned about being friends with the employees rather than having them do their job efficiently.
- I think our shift overall is good but we have several lazy people who don't handle their sections and then they get mad when they are dispatched to calls outside of their section.
- My immediate supervision often encourages coworkers and myself to work together to achieve common goals of our department.
- My current squad and Sergeant are some of the best officers I have ever worked with. They provide excellent team work.

## Comments Trust

- I have had no interactions with the City Manager so I have no opinion about trusting him. Asst. Chief Smith is very trustworthy. I believe that Chief Helton is trustworthy in that I don't think that he would divulge confidential information. I do not trust him to do things that need to be done to improve the police department.
- the department head is only nice when in front of the public but is not to his employees he is moody and threatens employees regularly so we all try to avoid him
- I have no doubt if I got in the way of the succession planning in my agency, they will take any means necessary to stop me. I have learned that the hard way from first-hand experience. It doesn't matter who is right, better for the job or even better qualified, all that does is make you a bigger target if you are not who they want.
- When I started in Law Enforcement I fully expected certain ridicule and resentment from the public, especially among the criminals that I arrested. It goes along with the profession I chose. What I didn't expect and was totally taken by surprise, was the treatment within the Police Department. On the subject of trust.... let's just say I could name on one hand the supervisors that would fall into the TRUST category. Good true leaders everywhere, not just at the Department, are a very rare breed in today's world.
- I trust my supervision, I don't know much about our city manager, so I don't have a strong opinion either direction. I am hearing good things that are starting to cause me to see him in a positive light.
- Don't really know the city manager well. They don't come "across the street" as everyone calls it. The police department does what it needs to and as long as no one cries, "they" don't bother us. I like the chief and I believe he tells me the truth. I can't say that for everyone.
- Unfortunately, I do not trust the Chief and his interest in making the department a better place to work. We are stagnate and have no ambitions to be the best department. This has resulted in my opinion in officers leaving the department and lack of outside the box thinking by our current employees to develop buy in within the department. In relation to the city managers, it's not a lack of trust, but do not understand why something is not being done to correct the behavior or ask him to move on for a more progressive leader.
- There is a lot of backstabbing and grudges being held against others. I have no issues with Michael Peoples, as it is evident he is pro-police. Other city officials have their hand in the cookie jar more than it should be. Issues have been shared with city officials and it appears to fall on deaf ears.
- All Supervision need to take leadership training.
- My supervisor likes to stir the pot because he believes he has been slighted. Have mentioned things to him in confidence and he has told other department heads.
- I don't trust the assistant city manager, not the city manager
- I wish I could count on them.
- Because of all this (my responses in this evaluation) we are fearful of speaking out. This has been going on for so long the pd, that we don't believe that the city manager cares nor does anyone else. There is no open-door policy, only when Sult was here you could walk into the Chiefs Office and be honest.
- I FEEL OUR DEPARTMENT HEADS ARE ONLY CONCERNED WITH THEMSELVES AND FEEL THEY ARE BETTER THAN OTHER EMPLOYEES DO AS I SAY NOT AS I DO.
- It's very hard to say how I really feel about my department head. Sometimes you have to feed those with a long handle spoon. It's more like a good ole boy system. I would like to see some change.
- Just to be clear I trust my direct supervisor, Sgt. Hallman.
- I feel as though supervision would not intentionally lie under any circumstance.