

Cincinnati Police Department Climate Assessment

September 2015



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I. EXECUTIVE SUMMARY

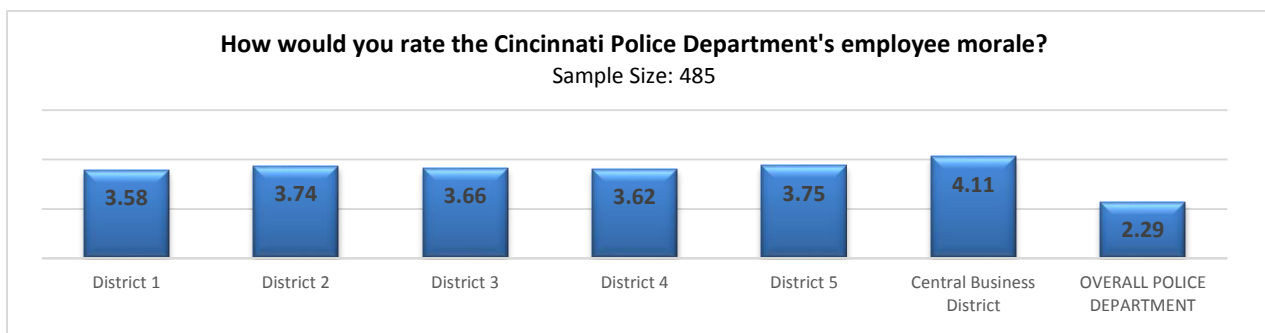
At the request of the City of Cincinnati, Office of the City Manager, an independent climate assessment of the Cincinnati Police Department was conducted in response to personnel staff concerns of low employee morale, lack of departmental direction and communication issues within the department. The assessment team of Make It Plain Consulting interviewed and surveyed the department's top brass, command staff, supervisors, sworn officers, union representatives, administrative and civilian staff.

The assessment was conducted in phases. Phase 1 - individual executive interviews and focus group meetings were conducted with staff to capture perceptions about the issues/concerns in what frustrates personnel, what is working well in the department, what are the current challenges facing the department and recommendations for addressing the challenges. As part of the focus group meetings, a survey was administered to allow personnel to rate (on a 10-point scale) four key areas: communication, workplace environment, job satisfaction, and staff morale. Phase 2 - an electronic survey was administered to department personnel. Phase 3 - consultant conducted site observations, collected and analyzed documentation to determine scope of issues and concerns.

Based on individual executive interviews, focus groups and electronic surveys, the following three (3) themes emerged:

Theme #1: Lack of Communication (low staff morale).

81.6% of electronic survey respondents disagreed and strongly disagreed that the Cincinnati Police Department has effective communication up and down the chain of command. According to the electronic survey results, on a 10-point scale (10 being excellent), respondents rated the overall employee morale at a **2.29**.



Theme #2: Lack of Leadership (Strategic Plan / Direction).

76.8% of respondents disagreed and strongly disagreed that the Cincinnati Police Department leadership communicates organizational priorities to its members and aligns operational activities to support those priorities. According to the individual executive interviews and focus group sessions, common verbatim quotes related to challenges facing the department were.

- “Lack of direction / communication from Chief to rank and file”
- “The lack of clear direction”
- “Lack of a vision, mission and strategy for the agency”
- “Police are not deployed correctly. There are different deployment plans, but it comes down to the priorities and decisions of Senior Management, especially the Chief. It is not made clear as to the Unit Commanders or other rank and files, the reason Officers are deployed.”

Theme #3: Lack of Technology (Outdated Systems/Equipment).

Technology was the third most mentioned theme indicated by executive interviews, focus groups and electronic survey responses. Common verbatim quotes related to challenges facing the department.

- “I.T. equipment is antiquated and software is outdated.”
- “I.T. connectivity - mobilization of community - 3 phases: 1. Calls for services, 2. Communication with public community involvement, and 3. IT issues up to date to 2015.”
- “IT issues: not enough dedicated resources to tend to IT issues; many processes are still not automated, example: Internal Transfer process.”
- “I.T.: lack of current of age technology; lack of capacity.”

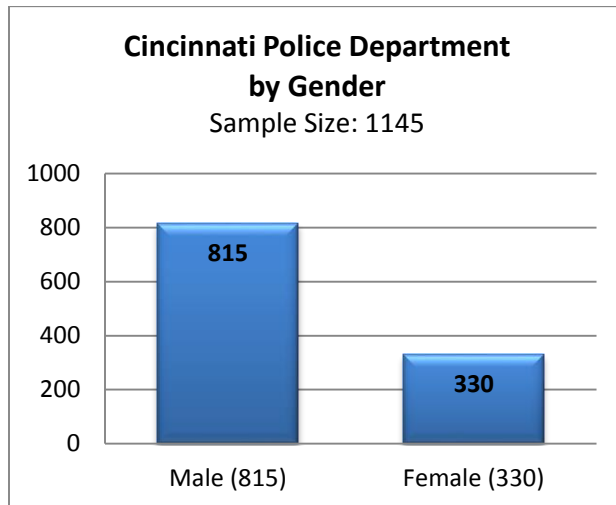
II. ASSESSMENT METHODOLOGY

Make It Plain Consulting designed and conducted a climate assessment approach using a combination of focus groups, individual interviews, data analysis and site observations to develop a summary report to provide a high level overview of key themes, findings and recommendations for the Cincinnati Police Department (CPD).

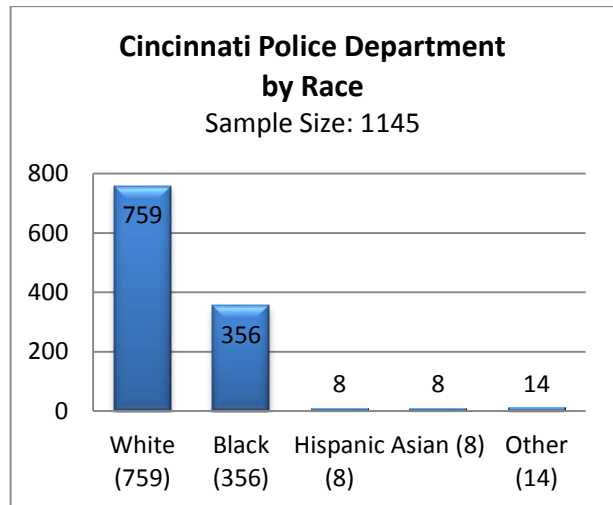
The assessment consisted of 29 executive interviews, 16 focus groups [total of 171 employees], an electronic assessment survey [44.3% response rate]; site observations; police ride-alongs; and review of Demographic Data of CPD Police Chiefs (1975-2015); CPD Organizational Charts (2005-2015); Personnel Distribution Report (2010-2015); CPD Personnel Roster; CPD Manual of Rules and Regulations and Disciplinary Process; CPD Procedure Manual; Cincinnati Municipal Code; Collaborative Agreement; Department of Justice Agreement; City of Cincinnati Citizen Complaint & Internal Audit Self-Assessment Guide; Internal Complaint & Grievances; Monitor’s Report on University of Cincinnati Police Vehicle Stop Study (2003); Collaborative Agreement Annual Problem Solving Reports; Press Release Collaborative Agreement Parties Announce Transition Period Plan (2007); CPOP Status Reports; Resolution Number 52 (2007); Police Chief’s Weekly Staff Notes; STARS Reports; CIRV Reports; Justice Quarterly Reports; Final Report of The President’s Task Force on 21st Century Policing (May 2015).

III. DEPARTMENT DEMOGRAPHICS

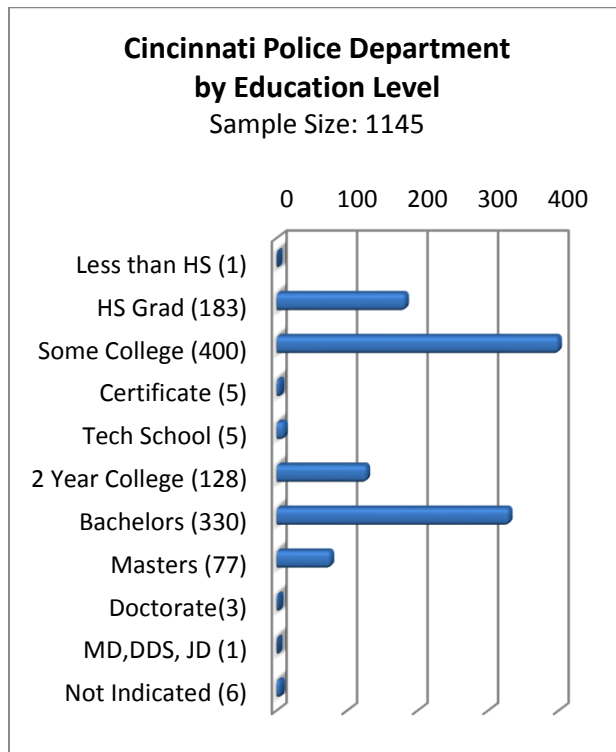
The following data provides demographic information related to the CPD Total Workforce:



Source: CPD Personnel Office (as of Aug 4, 2015)

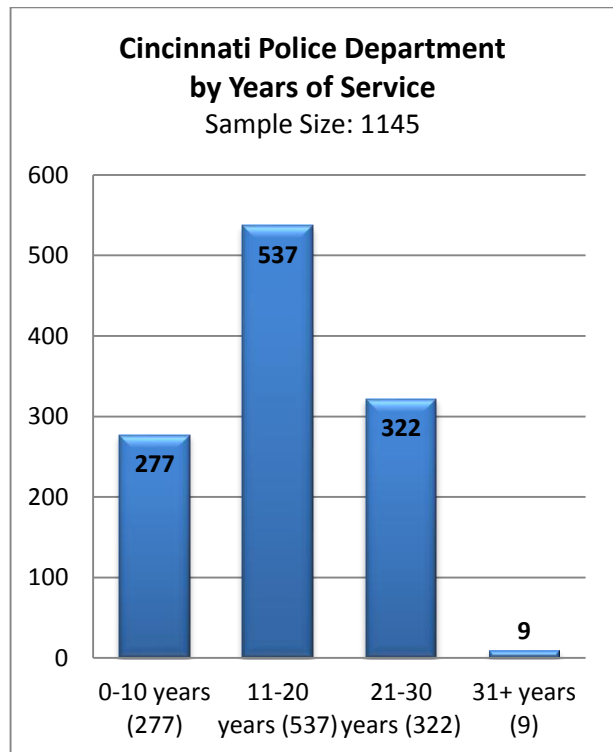


Source: CPD Personnel Office (as of Aug 4, 2015)



Source: CPD Personnel Office (as of Aug 4, 2015)

*Six participants skipped this question

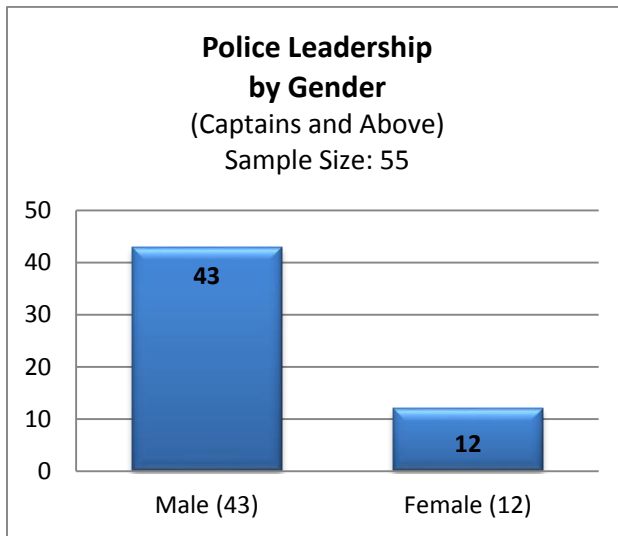


Source: CPD Personnel Office (as of Aug 4, 2015)

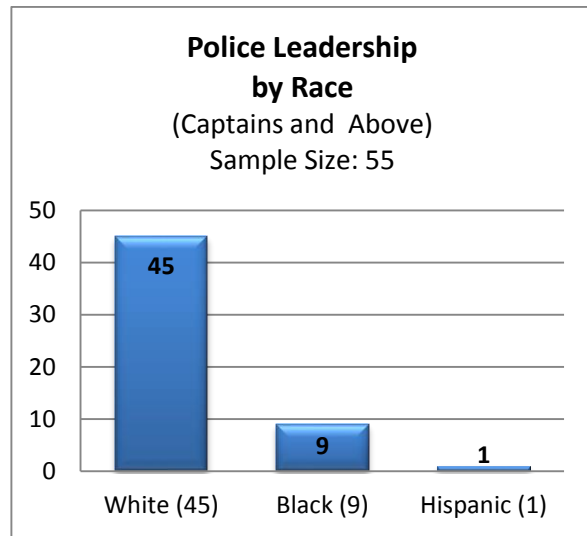
The data shows that 82% of Cincinnati Police Department personnel have at least some college education to Doctorate/JD level education. 75% of Cincinnati Police Department personnel have at least 11 years of experience in the department under the direction of three (3) different Police Chiefs. 29% of Cincinnati Police Department personnel have at least 21 years of experience in the department under the direction of four (4) different Police Chiefs.

IV. LEADERSHIP DEMOGRAPHICS

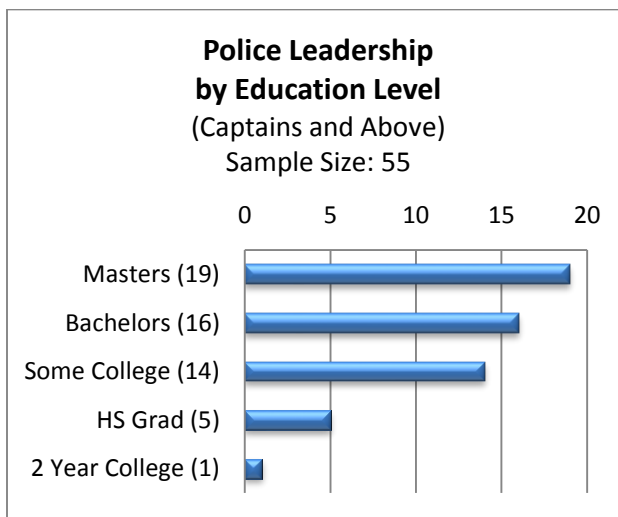
The following data provides demographic information related to the CPD Leadership:



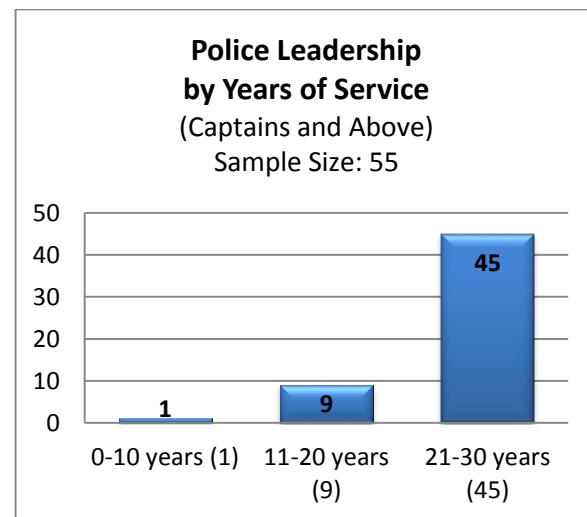
Source: CPD Personnel Office (as of Aug 4, 2015)



Source: CPD Personnel Office (as of Aug 4, 2015)



Source: CPD Personnel Office (as of Aug 4, 2015)



Source: CPD Personnel Office (as of Aug 4, 2015)

The data shows that 81% of Cincinnati Police Department Leadership (Captains and above) are White. 63% of Cincinnati Police Department Leadership hold a Bachelor's or Master's Degree. 81% of Cincinnati Police Department Leadership has at least 21 years of service in the department.

V. KEY FINDINGS

1. **COMMUNICATIONS.** Based on executive interviews, focus groups and survey results, the findings conclude that the department lacks effective communications up and down the chain of command. Communications relating to the insufficiency of day-to-day information, the infrequency of transparency, and the lack of flow of information is a source of staff frustration, stress, and overall low morale. Specifically, there is lack of collaboration and a breakdown in communications between the Police Chief and the Patrol Bureau and Investigations Bureau.

Staff cited that the working relationship between the Police Chief and Assistant Chiefs' of the Patrol Bureau and Investigations Bureau is "dysfunctional" and subsequent low trust between these individuals, operational information and directives are selectively shared down the chain of command. The lack of flow of information is a result of the top brass (Police Chief and Lieutenant Colonel's) inability to effectively and professionally work together toward a common mission, vision, and goal.

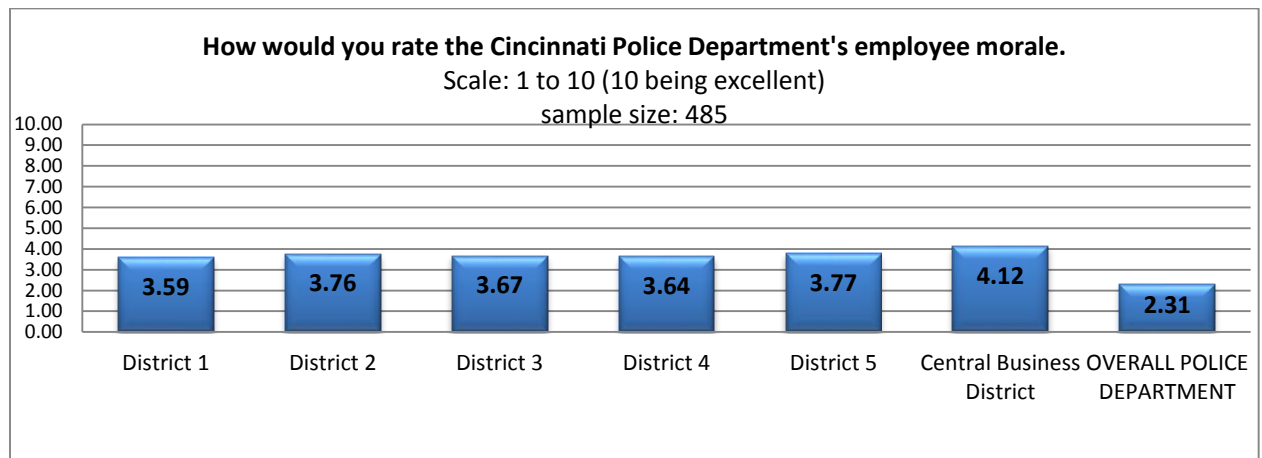
Staff cited "lack of communication", "lack of directional leadership" and "lack of technology" as the top challenges facing the department. These challenges are a source of staff frustration and low morale. The staff comments referred directly to the lack (absence) of a departmental strategic plan. As a result, staff have become increasingly reluctant to accept, respect and act upon the Police Chief's leadership. At the time of the assessment, there was not a strategic plan for the department. Staff also noted a need for improvements in office, vehicle and officer technology such as officer body cameras, GIS, RTCC, EOC, and other computer software systems.

Staff were clear on the Police Chief's focus on Community-Oriented Policing, specifically youth-centered programs. There is a perception among staff that the Police Chief projects a "me mentality" that often "outshines" the work and efforts of department, as a whole. Staff also noted that everyone in the organization should be held accountable for creating a more collaborative, functional, and high performing department.

81.5% of survey respondents believe the department has ineffective communications from the Police Chief down to the Patrol Officers. 86% of respondents believe there are internal influences that negatively impact the department's ability to effectively and consistently communicate. The findings show that the absence of a strategic plan (departmental direction), dissention and mistrust amongst the top brass (Police Chief and Assistant Police Chiefs) creates communication issues within the department. See Appendix: Electronic Survey - Question #9 verbatims.

Staff noted that for decades, the Cincinnati Police Department has prided itself in the historical and deeply-rooted traditions that have contributed to the department's culture and policing practices. Staff mentioned that the "lack of trust within the chain of command", "divisiveness and dissention at the top (Police Chief and Assistant Chiefs), and "lack of manpower" has negatively impacted the culture and morale in the department.

The graph below is an indication of the level of morale within the department.



Source: digital assessment survey (Aug 13, 2015)

2. **LEADERSHIP.** A functional definition of police leadership could be – the ability to influence others to solve their own problems in a moral manner. This definition of leadership is consistent with community-oriented policing and problem-oriented policing activities. Based on interviews, focus groups, and surveys, the dissention and mistrust among the Police Chief and Assistant Chiefs (Patrol Bureau and Investigations Bureau) is the primary reason for the breakdown of flow of information and the perception of "lack of leadership". The lack (absence) of a strategic plan is the primary reason for the staff's dissatisfied with the Police Chief.

Although staff cited leadership among the rank-and-file as being "good", staff expressed an immediate need for direction and top-down communications from the Police Chief and executive staff. The administration's weekly staff notes provide a written record of regular leadership meetings, departmental updates, priorities, performance measurements (STARS Data: Strategic & Tactical Analytic Review for Solutions), and thank you letters. However, the staff cited infrequency of the Chief's presence at the meetings.

When asked about the specific challenges the department is currently facing, staff cited:

- Lack of a Strategic Operational Plan
 - There is no current Strategic Plan (Last strategic plan replaced on 02/20/2007).

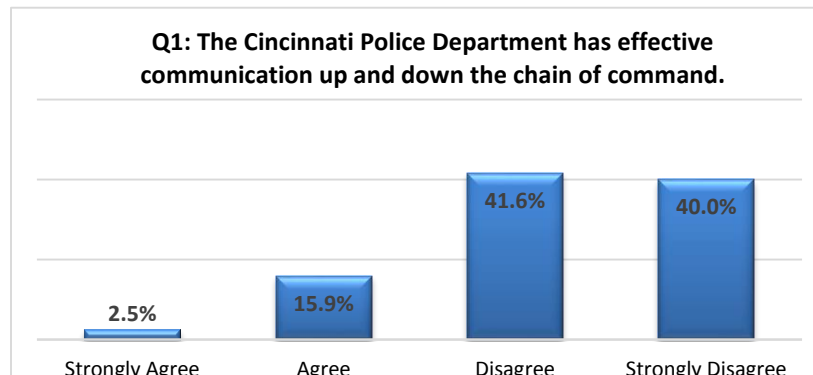
- Lack of a departmental direction
 - Police Chief has not clearly defined and communicated a strategic plan, departmental mission or direction.
 - Police Chief has communicated a focus on Community-Oriented Policing and youth-centered programs.
- Outdated technology and fleet vehicles
 - Need officer body cameras
 - Faulty fleet (vehicle) computers
 - Update software to ensure capability between fleet computers and district computers
- Lack of manpower/staffing shortages
 - More police cops on the “beat” per district (to increase safety, support and service to the community)
- Lack of appreciation of line officers
 - Police officers would like to be recognized and appreciated for their work and accomplishments. Recognitions can be both formal (ceremonies, awards, honors) or informal (thank you letters from the Chief, acknowledgements on internal communications such as newsletters, bulletins, district notes, roll call agendas)
- Insufficient utilization of command staff, supervisors and line officers
 - Police Chief has too many direct reports. Restructure organizational chart to increase accountability and decrease redundancies in preferred assignments, special units, programs and operational activities.
- Lack of effective and appropriate social media management
 - Appointed a dedicated person or persons (experienced and trained in social media management) to manage all platforms and brand reputation
 - Use private social media platforms to communicate effective and timely communications
 - Highlight accomplishments, updates and information related to districts, units and programs

3. **TECHNOLOGY.** Technology and equipment is outdated and/or redundant. Staff cited the need to enhance technology, fleet vehicles, and equipment in the department. Several executive staff members and line officers recommended the department utilize earmarked funds that have been allocated by City Council to improve technology with fleet computers, district computers, and software systems. Staff suggested that social media be used to highlight the entire department, not limited to the Chief of Police, by showcasing the accomplishments of Police Officers and staff. The advantages of having a strong social media presence are:

- Twitter is faster than television and print. Social media platforms such as Twitter, Facebook and LinkedIn will allow the department to deploy targeted communiques in times of crisis.
- Social media will increase the flow of information. One way to deal with insufficient and untimely information is to get on the front end of the priority, update or crisis.
- Manage the message and brand reputation. Social media gives the department the ability to manage their own message, deliver information that is important to solutions-based policing and communicate information that will help both the department and community.

The following provide data from the Executive Interviews, Focus Group Surveys and Electronic Surveys for which the three (3) themes emerged.

Theme #1: Lack of Communication (low staff morale)

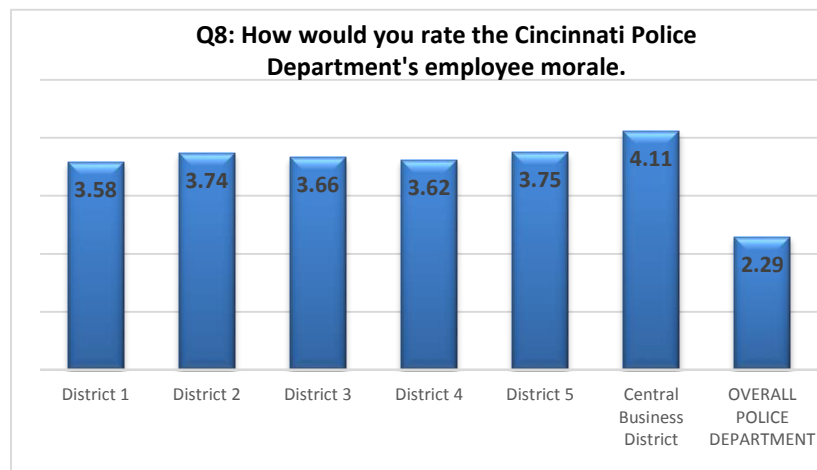


81.6% of respondents disagreed and strongly disagreed that the Cincinnati Police Department has effective communication up and down the chain of command.

Total respondents: 485
Source: Electronic Survey

According to the focus group survey results, on a 10-point scale (10 being excellent), **59%** of respondents rated their satisfaction with the communications in the Police Department at a 4 or less. Total respondents: 174.

According to the individual executive interviews, on a 10-point scale (10 being excellent), **54%** of respondents rated their satisfaction with the communications in the Police Department at a 4 or less. Total respondent: 29.



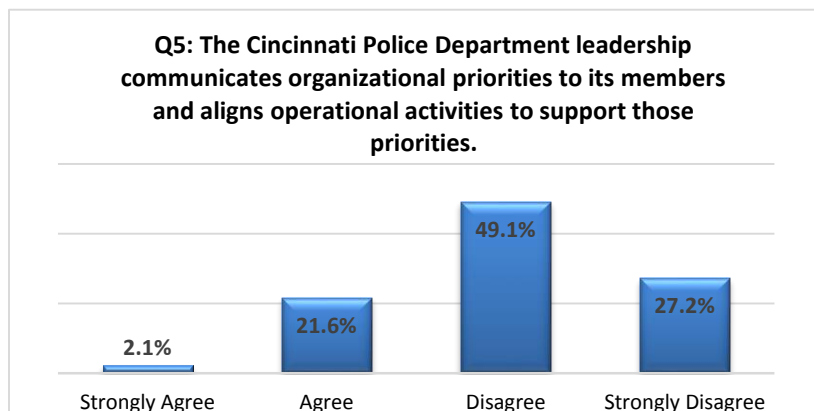
According to the electronic survey results, on a 10-point scale (10 being excellent), respondents rated the overall employee morale at a **2.29**.

Total respondents: 485
Source: Electronic Survey

According to the focus group survey, on a 10-point scale (10 being excellent), **65%** of respondents rated CPD's overall staff morale at a 4 or less. Total respondents: 149.

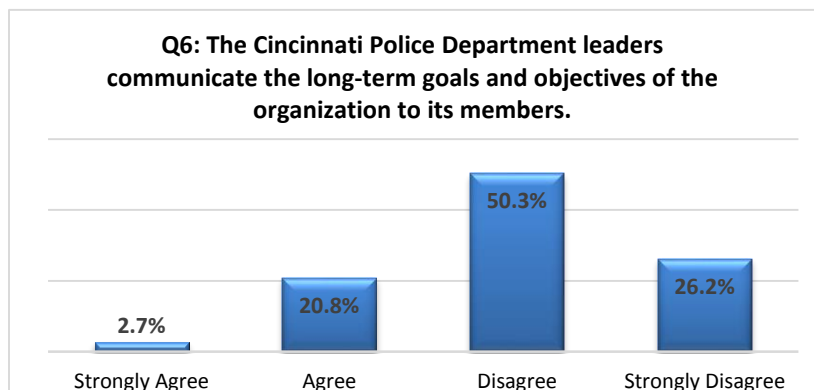
According to the individual executive interviews, on a 10-point scale (10 being excellent), **64%** of respondents rated CPD's overall staff morale at a 4 or less. Total respondent: 29.

Theme #2: Lack of Leadership (Strategic Plan / Direction)



76.8% of respondents disagreed and strongly disagreed that the Cincinnati Police Department leadership communicates organizational priorities to its members and aligns operational activities to support those priorities.

Total respondents: 485
Source: Electronic Survey



76.5% of respondents disagreed and strongly disagreed that the Cincinnati Police Department leaders communicate the long-term goals and objectives of the organization to its members.

Total respondents: 485
Source: Electronic Survey

According to the individual executive interviews and focus group verbatim responses noted the lack of strategic plan, direction, and leadership as a common theme. Total respondents (executive interviews: 29 / focus group participants: 171).

Common verbatim quotes related to challenges facing the department.

- "Lack of direction/ communication from Chief to rank and file"
- "The lack of clear direction"
- "Lack of a vision, mission and strategy for the agency"
- "Police are not deployed correctly. There are different deployment plans, but it comes down to the priorities and decisions of Senior Management, especially the Chief. It is not made clear as to the Unit Commanders or other rank and files, the reason Officers are deployed."

Theme #3: Lack of Technology (Outdated Systems/Equipment)

Technology was the third most mentioned challenge/concern from executive interviews, focus groups and electronic survey responses.

- "I.T. connectivity - mobilization of community - 3 phases: 1. Calls for services, 2. Communication with public community involvement, and 3. IT issues up to date to 2015"
- "I.T. equipment is antiquated and software is outdated; lack of current of age technology; lack of capacity"
- "IT issues: not enough dedicated resources to tend to IT issues; many processes are still not automated, ex: Internal Transfer process"

VI. ASSESSMENT SUMMARIES and RECOMMENDATIONS

COMMUNICATIONS

There is an immediate need to address communications issues in the department. The dissention and divisiveness between the top brass and command staff has created tensions and miscommunications that impact staff at all levels. As a result, an atmosphere of uncertainty, low trust and low staff morale permeates throughout the organization.

Recommendations:

- Establish a Chief's Advisory Committee, comprised of representatives from various functions and rank levels, tasked with developing a comprehensive communications strategy and flow plan. The plan will include communication protocols, processes, platforms and accountability matrix to ensure sufficient, consistent and accurate flow of information. Approaches and targets should include:
 - At least monthly, Police Chief should host "Coffee with the Chief" meetings to gather intelligence, feedback and recommendations to develop an organizational effectiveness improvement process.
 - At least quarterly, Police Chief should host meetings with command staff to identify and select priority service objectives as well as key initiatives.
 - At least quarterly, Police Chief and all command staff should attend patrol briefings and use those opportunities to better understand and connect with line officers.
 - Police Chief and command staff should initiate a quarterly communication (e.g. intranet, blog, etc.) and use social media to identify accomplishments, challenges and developments.
 - Police Chief should hold regular meetings with representatives of the Fraternal Order of Police (FOP) and Sentinels Police Association to discuss internal issues and opportunities to improve the team orientation of all staff in the department.
- Administer Hermann Brain Dominance Instrument (HBDI) personality assessment tool to department leaders (Captains and above).

LEADERSHIP

There is an immediate need to create and communicate a Strategic Plan. Set a clear direction and vision for the department. Leverage the collective experience and competence of department staff including command staff, supervisors, line officers and civilian staff.

Recommendations:

- The Police Chief needs to create and communicate a Strategic Plan and organizational direction for the department. The Strategic Plan should include and empower staff to develop a more internally accepted plan that can be implemented, track performance metrics and hold staff, at all levels, accountable. This will take a concerted process of internal strategic planning meetings led by the Police Chief with staff to discuss priority issues, management challenges,

and communications and how internal relationships are managed as well as reporting back to the City about the results of this process.

- The department should conduct a series of facilitator-led meetings, including the HBDI personality assessment and training in *Effective Teamwork* and *Emotional Intelligence in Policing* and *Unconscious Bias*. All managers should read the book *Emotional Survival in Law Enforcement*.
- A Chief's Advisory Committee (CAC) should be immediately created and charged with reviewing, enhancing and ensuring staff is accountable for implementing the strategic plan. The Chief's Advisor Committee is to assess and re-evaluate all preferred assignments, special units, programs and initiatives to ensure alignment with department mission, direction and policing philosophy.
- Each manager in the Cincinnati Police Department should receive a minimum of 40 hours of training per year on legitimately defined management and leadership topics.
- Ensure all personnel receive training the department considers essential for effective career development prior to or as soon as practical when employees take a new position or promotion in the CPD.
- Reduce the number of direct reports to the Chief of Police to enable command staff and supervisors to more directly and effectively manage the personnel and progress of preferred assignments, special units and programs.
- Develop and implement a formal mentoring program for new hires and newly promoted personnel to enhance the effectiveness of services provided by the CPD.

TECHNOLOGY

There are both performance and safety concerns connected to the existing technology. Invest in technologies such as computer software, reporting systems, police officer equipment, and vehicles. Ensure staff utilizes technology and equipment with the intention of long range use.

Recommendations

- The City should support the development, purchase and delivery of new technology tools and tactics that are consistent with the best practices of 21st century policing.
- Invest in computer software, reporting systems, police officer equipment and fleet vehicles. This will reduce redundancies in reporting, processing and equipment malfunctions while increasing officer and public safety.
- Provide adequate training on new technologies to ensure proper care, keep and utilization of technology and equipment.
- Leverage available funding sources dedicated to updating policing technology.

APPENDIX

Executive Interview Questions

DISCLAIMER: The City of Cincinnati, Office of the City Manager, has commissioned a climate assessment of the Cincinnati Police Department. This interview is part of the Assessment. To ensure assessment accuracy, this interview will be recorded, however, all names (including the interviewed and all mentioned names during the interview) will be omitted from any reports related to the Assessment.

1. What is your role and primary duties/responsibilities?
2. What do you find rewarding about your job?
3. What frustrates you about your job or the department?
4. What works well in the Police Department now?
5. What specific challenges or issues are you or the department currently facing?
6. What recommendations do you have for addressing these challenges?
7. On a scale of 1 to 10 (10 being excellent), how satisfied are you with the communications in the Police Department?
1 2 3 4 5 6 7 8 9 10
8. On a scale of 1 to 10 (10 being excellent), how would you rate CPD's work environment?
1 2 3 4 5 6 7 8 9 10
9. On a scale of 1 to 10 (10 being excellent), how would you rate your job satisfaction?
1 2 3 4 5 6 7 8 9 10
10. On a scale of 1 to 10 (10 being excellent), how would you rate CPD's overall staff morale?
1 2 3 4 5 6 7 8 9 10

Focus Group Session Questions

DISCLAIMER: The City of Cincinnati, Office of the City Manager, has commissioned a climate assessment of the Cincinnati Police Department. This interview is part of the Assessment. To ensure assessment accuracy, this focus group will be recorded, however, all names (including the interviewed and all mentioned names during the interview) will be omitted from any reports related to the Assessment.

1. What do you find rewarding about your job?
2. What frustrates you about your job or the department?
3. What specific challenges or issues are you or the department currently facing?

Focus Group Demographic Survey

GENDER:

☐

Female

☐

Male

AGE:

☐

20-25 years of age

☐

41-45 years of age

☐

61-65 years of age

☐

26-30 years of age

☐

46-50 years of age

☐

66-70 years of age

☐

31-35 years of age

☐

51-55 years of age

☐

36-40 years of age

☐

56-60 years of age

RACE:

☐

American Indian or Alaska Native

☐

Hispanic or Latino

☐

Asian Indian

☐

Japanese

☐

Bi-Racial (select races)

☐

Korean

☐

Black or African American

☐

Native Hawaiian or Other Pacific Islander

☐

Chinese

☐

White or Caucasian, Non-Hispanic

☐

Filipino

☐

Other

ETHNICITY:

☐

Hispanic or Latino

A person of Cuban, Mexican, Puerto Rican, South or Central American, or other Spanish Culture or origin, regardless of race.

☐

Not Hispanic or Latino

HIGHEST LEVEL OF EDUCATION:

☐

High school diploma or GED

☐

Bachelor's degree

☐

Some college credit, no degree

☐

Master's degree

☐

Associate degree

☐

Doctorate degree

RANK:

☐

Sergeant

☐

Specialist

☐

Police Officer

☐

Other: _____

STATUS:

☐

Sworn

☐

Civilian

☐

Other: _____

YEARS OF SERVICE:

<input type="checkbox"/> 0 – 5 years	<input type="checkbox"/> 11 – 15 years	<input type="checkbox"/> 21 – 25 years	<input type="checkbox"/> 31 – 35 years
<input type="checkbox"/> 6 – 10 years	<input type="checkbox"/> 16 – 20 years	<input type="checkbox"/> 26 – 30 years	<input type="checkbox"/> 36 – 40 years

RATE THE FOLLOWING...

- On a scale of 1 to 10 (10 being excellent), how satisfied are you with the communications in the Police Department?

1 2 3 4 5 6 7 8 9 10

- On a scale of 1 to 10 (10 being excellent), how would you rate CPD's work environment?

1 2 3 4 5 6 7 8 9 10

- On a scale of 1 to 10 (10 being excellent), how would you rate your job satisfaction?

1 2 3 4 5 6 7 8 9 10

- On a scale of 1 to 10 (10 being excellent), how would you rate CPD's overall staff morale?

1 2 3 4 5 6 7 8 9 10

PLEASE INDICATE THE EXTENT TO WHICH EACH OF THE FOLLOWING HAS BEEN A SOURCE OF STRESS FOR YOU DURING THE LAST TWO YEARS (mark one for each item):

Communication

___extensive ___somewhat ___not at all

Subtle Discrimination (e.g. prejudice, racism, sexism)

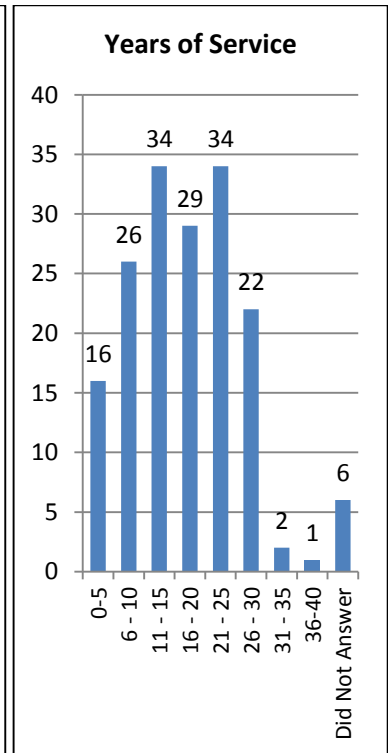
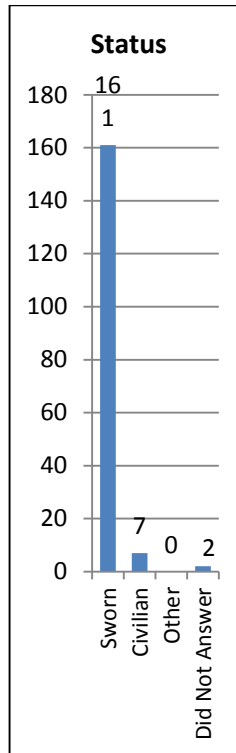
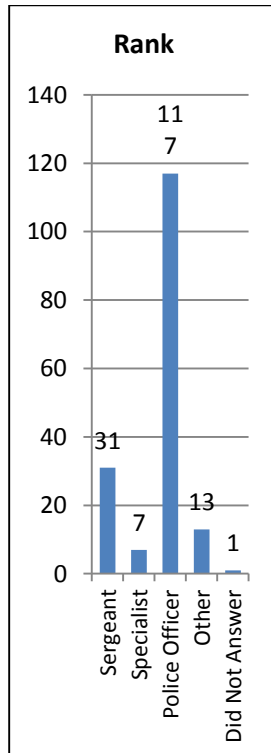
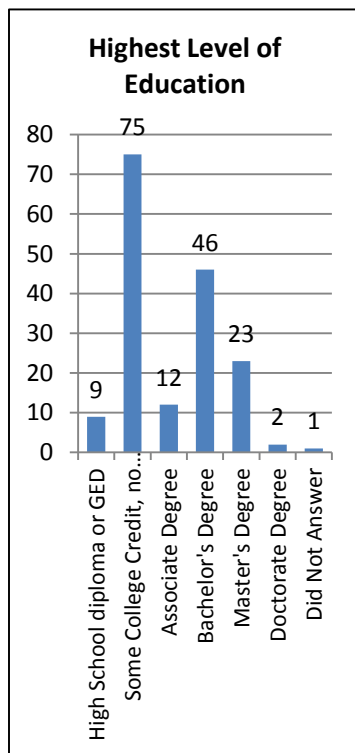
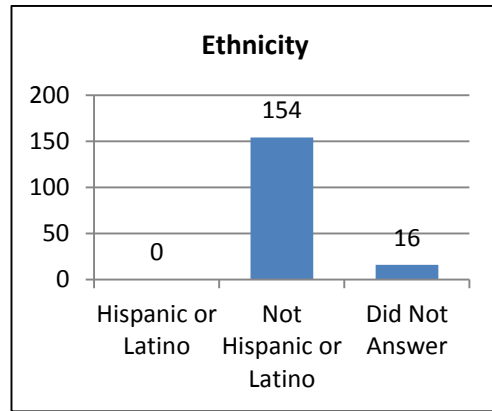
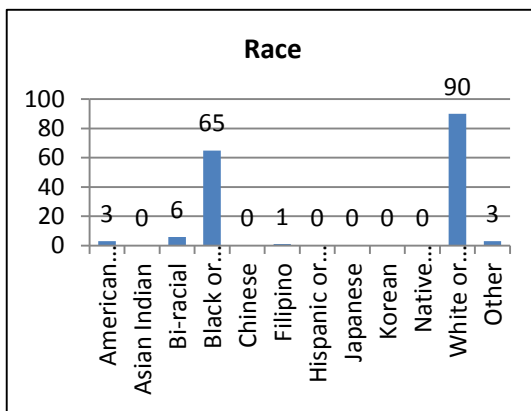
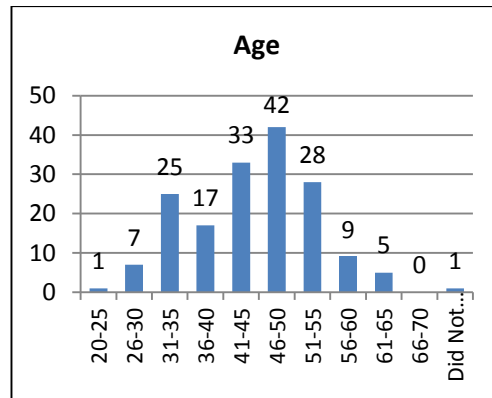
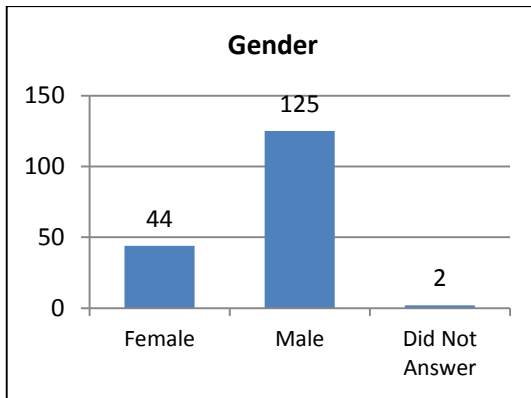
___extensive ___somewhat ___not at all

Work Hours

___extensive ___somewhat ___not at all

Focus Group Demographic Survey Responses

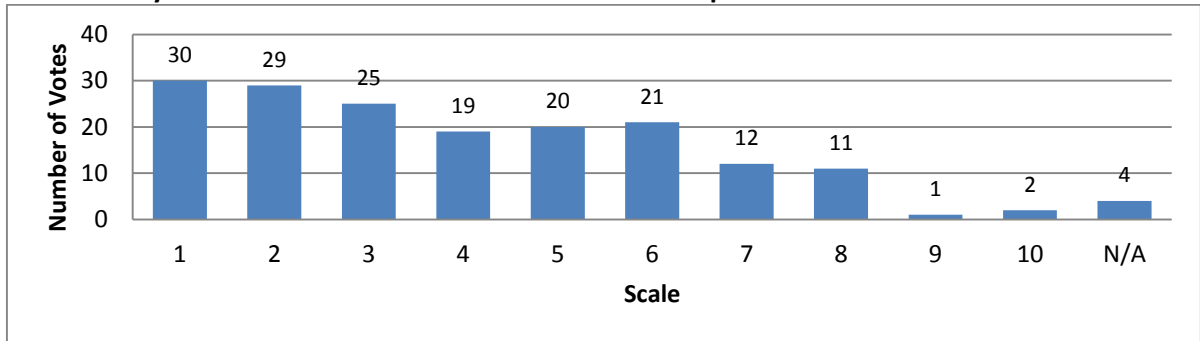
Sample Size: 171 participants



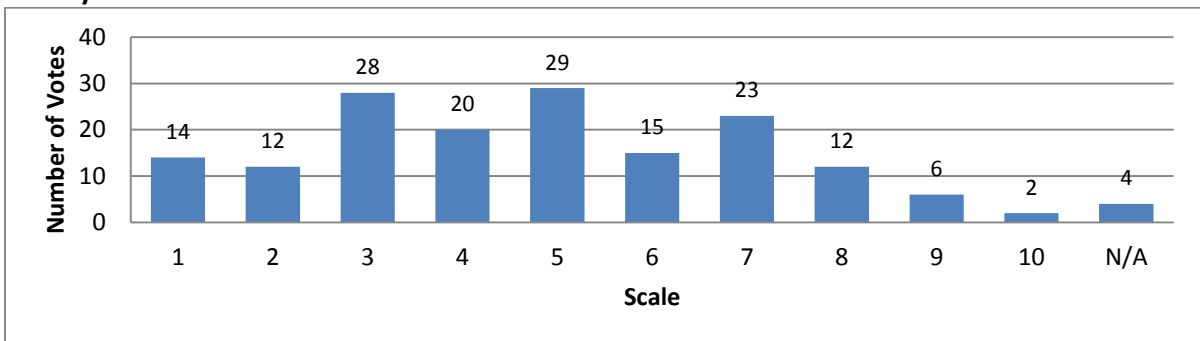
Focus Group Demographic Survey Responses

(Rank the following: On a scale of 1 to 10 (10 being excellent))

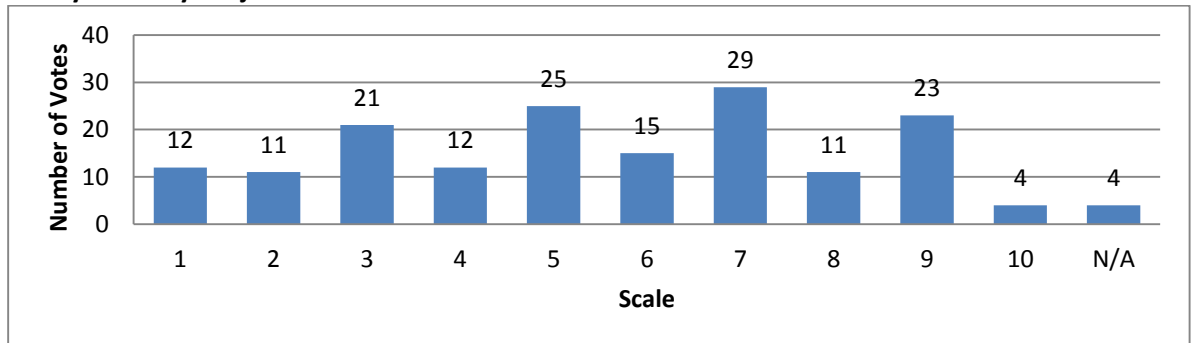
How satisfied are you with the communications in the Police Department?



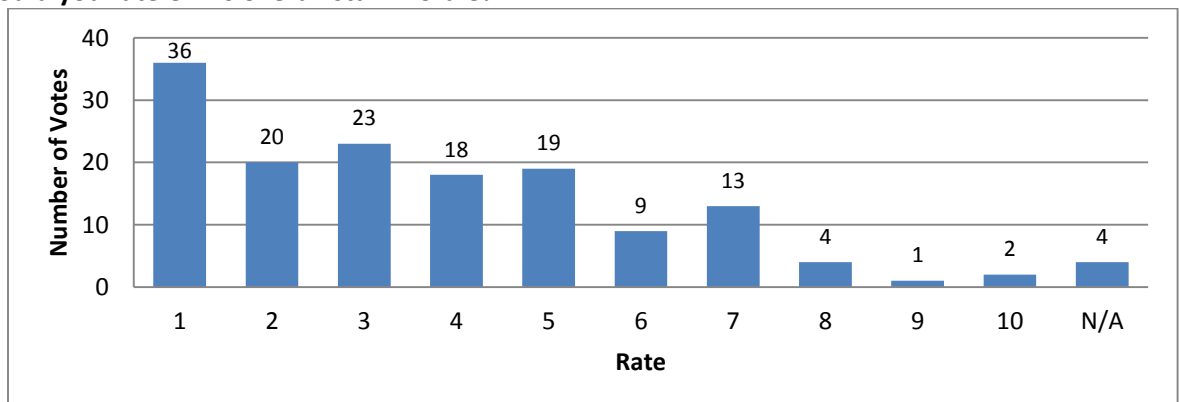
How would you rate CPD's work environment?



How would you rate your job satisfaction?

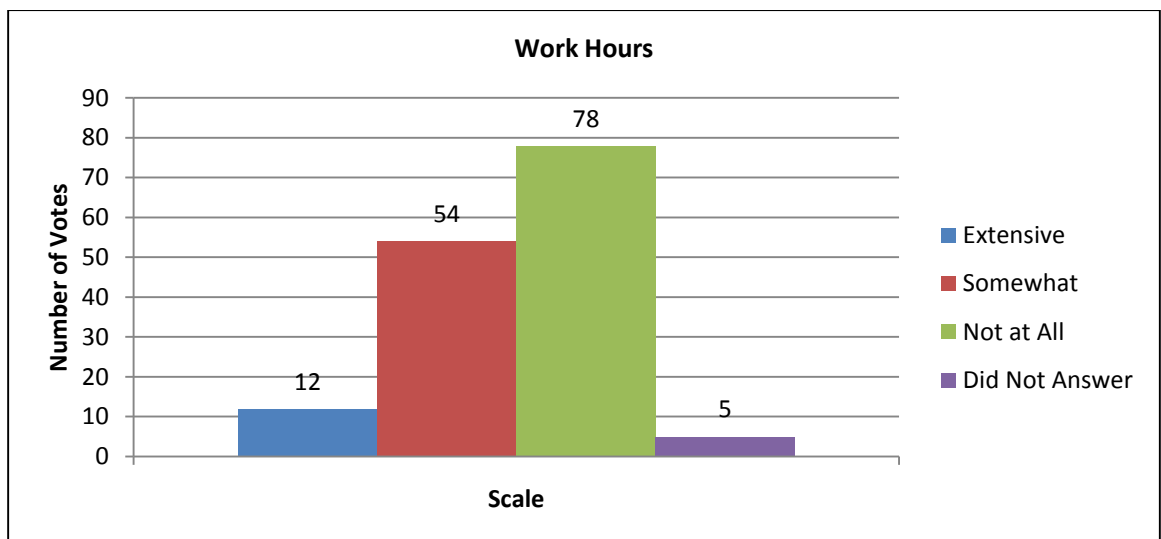
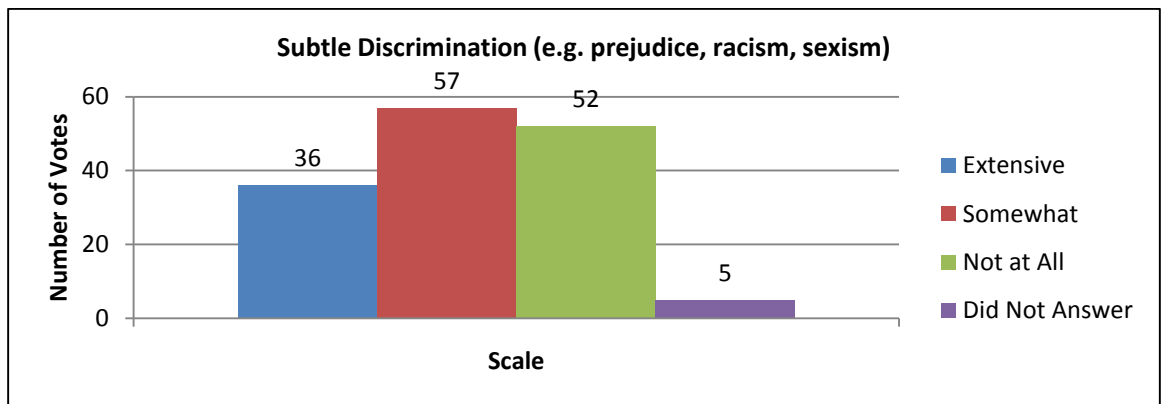
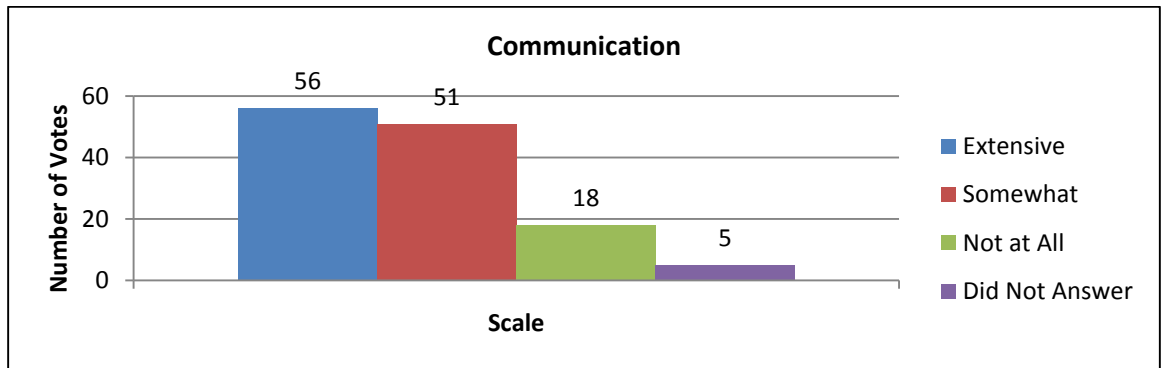


How would you rate CPD's overall staff morale?

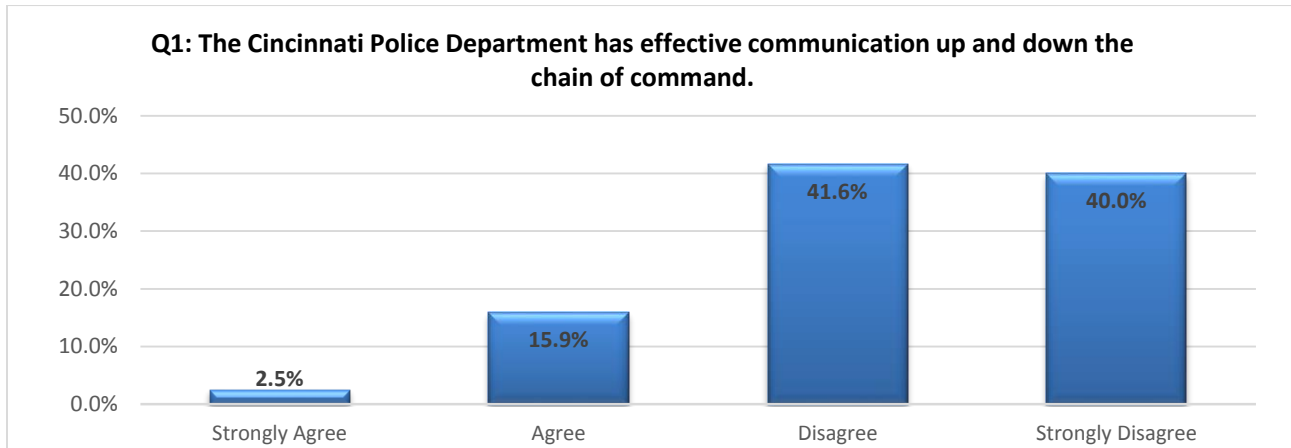


Focus Group Demographic Survey Responses

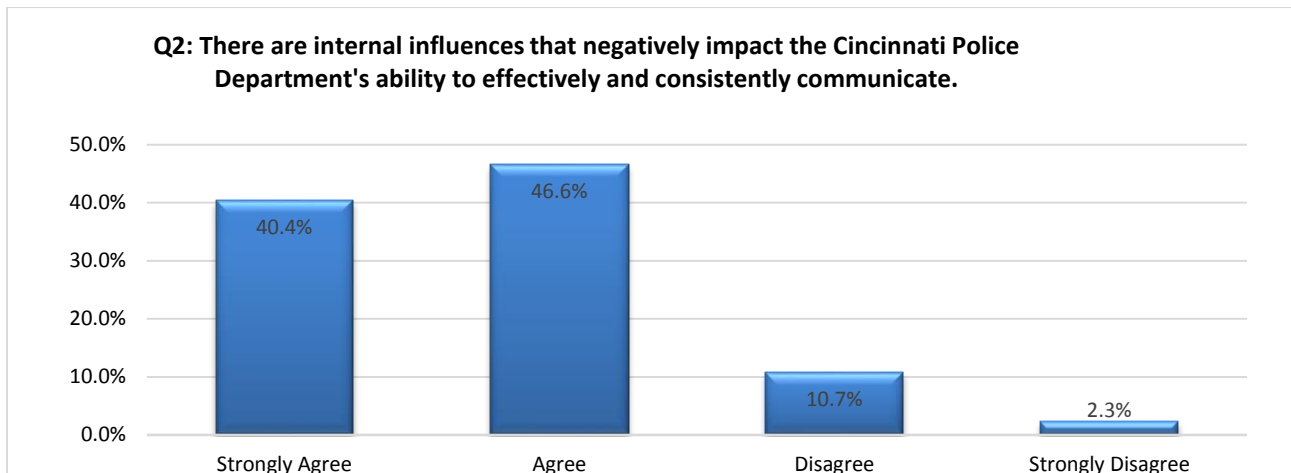
PLEASE INDICATE THE EXTENT TO WHICH EACH OF THE FOLLOWING HAS BEEN A SOURCE OF STRESS FOR YOU DURING THE LAST TWO YEARS:



Electronic Survey Responses

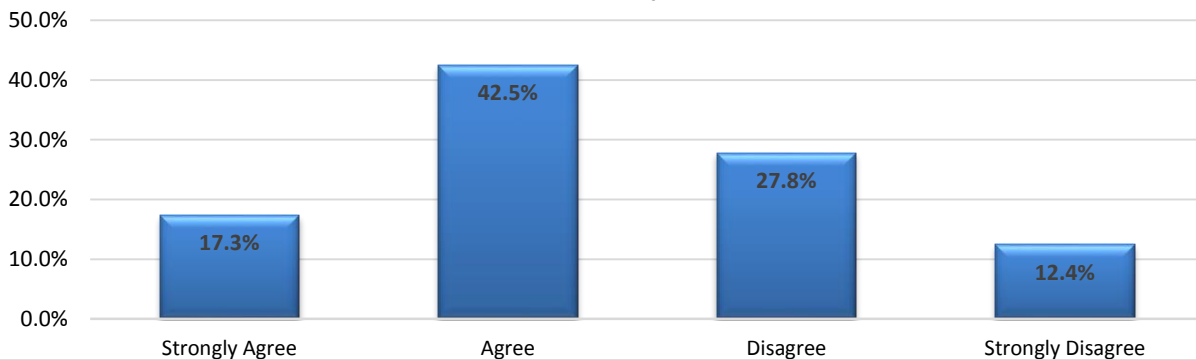


Answer Options	Response Percent	Response Count
Strongly Agree	2.5%	12
Agree	15.9%	77
Disagree	41.6%	202
Strongly Disagree	40.0%	194



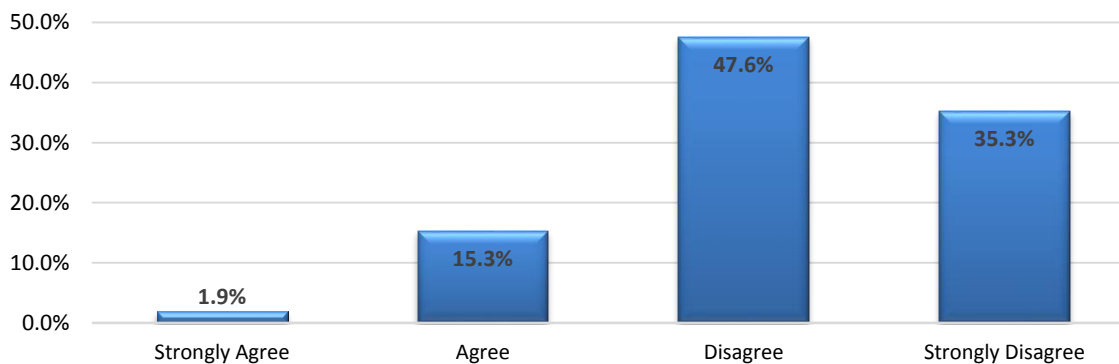
Answer Options	Response Percent	Response Count
Strongly Agree	40.4%	196
Agree	46.6%	226
Disagree	10.7%	52
Strongly Disagree	2.3%	11

Q3: The development of preferred assignments, special activities or initiatives that build community/police relationships is important to the future success of the Cincinnati Police Department.



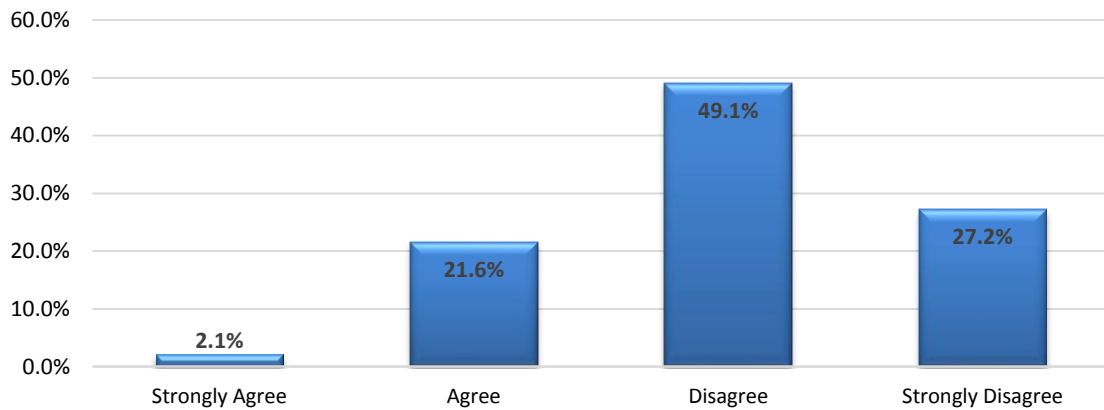
Answer Options	Response Percent	Response Count
Strongly Agree	17.3%	84
Agree	42.5%	206
Disagree	27.8%	135
Strongly Disagree	12.4%	60

Q4: The purpose and activities of preferred assignments, special activities or initiatives have been clearly communicated with all internal stakeholders (ie. Command Staff, Supervisors, Officers, Specialists, Civilian Staff).



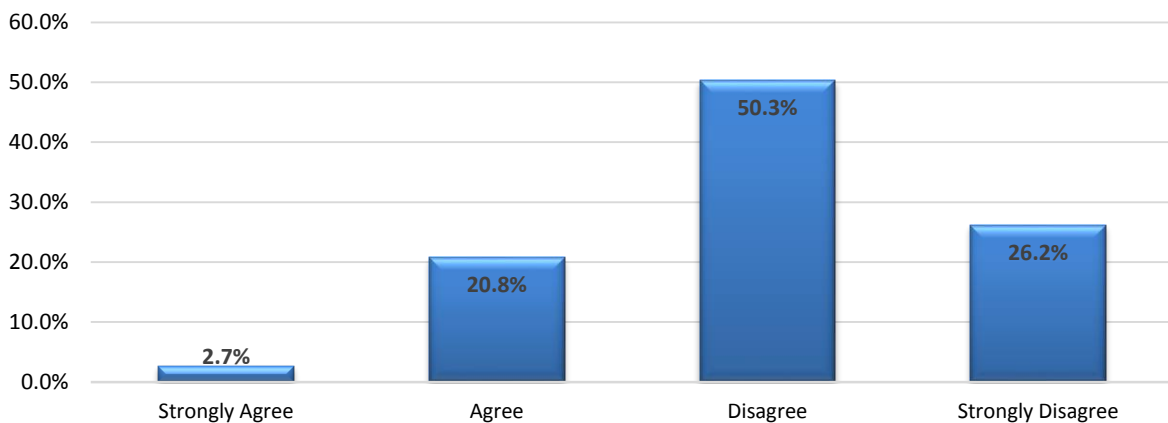
Answer Options	Response Percent	Response Count
Strongly Agree	1.9%	9
Agree	15.3%	74
Disagree	47.6%	231
Strongly Disagree	35.3%	171

Q5: The Cincinnati Police Department leadership communicates organizational priorities to its members and aligns operational activities to support those priorities.



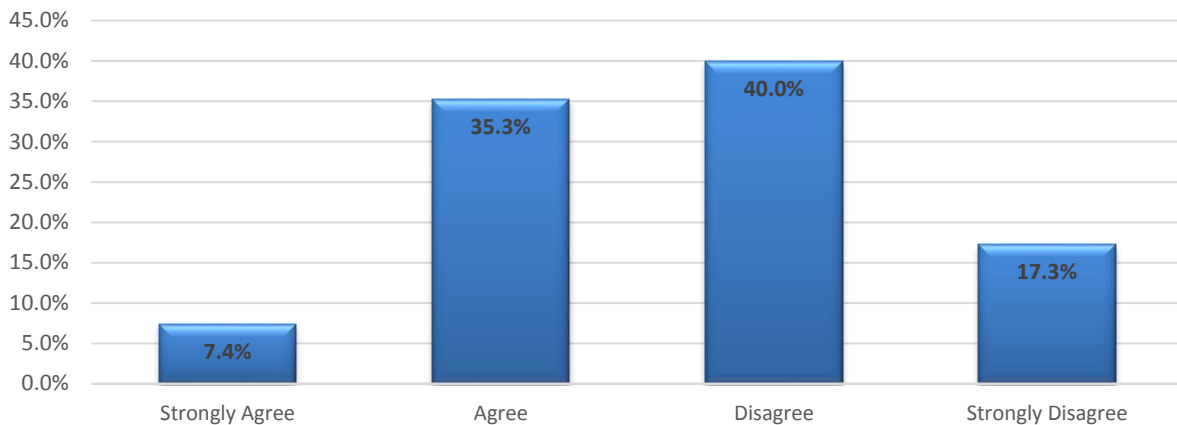
Answer Options	Response Percent	Response Count
Strongly Agree	2.1%	10
Agree	21.6%	105
Disagree	49.1%	238
Strongly Disagree	27.2%	132

Q6: The Cincinnati Police Department leaders communicate the long-term goals and objectives of the organization to its members.



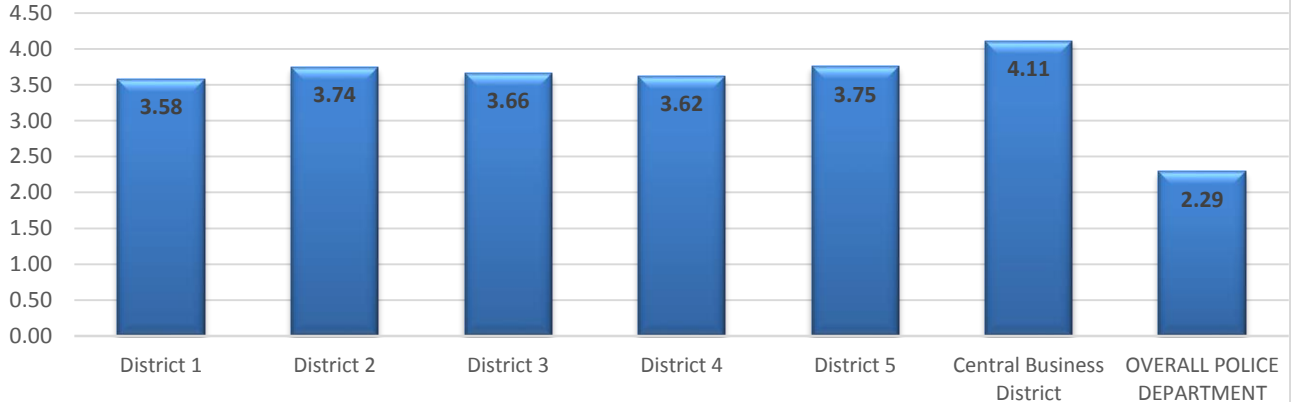
Answer Options	Response Percent	Response Count
Strongly Agree	2.7%	13
Agree	20.8%	101
Disagree	50.3%	244
Strongly Disagree	26.2%	127

Q7: The mission of the Cincinnati Police Department is clearly defined and communicated.



Answer Options	Response Percent	Response Count
Strongly Agree	7.4%	36
Agree	35.3%	171
Disagree	40.0%	194
Strongly Disagree	17.3%	84

Q8: How would you rate the Cincinnati Police Department's employee morale.



Answer Options	Very Low	Low	Neutral	High	Very High	Rating Average
District 1	74	97	47	7	1	3.58
District 2	76	70	47	5	0	3.74
District 3	72	76	57	14	1	3.66
District 4	88	75	37	3	1	3.62
District 5	66	77	49	9	3	3.75
Central Business District	45	59	56	17	5	4.11
OVERALL POLICE DEPARTMENT	111	186	89	19	4	2.29

Q9: What is the number one issue/challenge facing the Cincinnati Police Department?

Q10: Describe Yourself: Check the appropriate areas

	Male	Female	Sworn	Civilian	0-10 years of service	11-20 years of service	21-30 years of service	31+ years of service	White	Black	Hispanic or Latino	Asian or Pacific Islander
Gender	296	140	0	0	0	0	0	0	0	0	0	0
Status	0	0	371	62	0	0	0	0	0	0	0	0
Years of Service	0	0	0	0	104	191	144	9	0	0	0	0
Race	0	0	0	0	0	0	0	0	263	98	3	4